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MOTIVATION AND PERSONALITY DIFFERENCES

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MOTIVATION THEORIES

McClelland – Three Needs

- Need for achievement – motivated to do better, winning
- Need for affiliation – motivated by social connections. Don't like working alone, don't like to disappoint
- Need for power – motivated to exert influence over others and be in control

APPLICATION

What would you expect to observe with someone who has:

Need for achievement? _____

_____

Need for affiliation? _____

_____

Need for power? _____

_____

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MOTIVATION THEORIES

Maslow – Hierarchy of Needs

How have you observed this on your team?

PERSONALITY DIFFERENCES

Adjustment – Measures the degree to which a person appears confident, self-accepting, and stable under pressure.

LOW

- ✓ Candid and honest
- ✓ Open to feedback
- ✓ Sense of urgency
- ✗ Moody/temperamental
- ✗ Easily irritated with others
- ✗ Internalizes criticism

HIGH

- ✓ Handles pressure well
- ✓ Even tempered/calm
- ✓ Handles change well
- ✗ May ignore advice
- ✗ Indifferent to deadlines
- ✗ Doesn't ask for input

Ambition – Measures the degree to which a person appears self-confident, leader-like, competitive, and energetic.

LOW

- ✓ Good team player
- ✓ Willing to follow others
- ✓ Avoids office politics
- ✗ Doesn't appear energetics
- ✗ Lacks focus or vision
- ✗ Satisfied with status quo

HIGH

- ✓ Energetic/competitive
- ✓ Leader-like and mature
- ✓ Takes initiative
- ✗ Involved in office politics
- ✗ Poor listener
- ✗ Restless and forceful

Sociability – Measures the degree to which a person needs and/or enjoys social interaction

LOW

- ✓ Understanding
- ✓ Independent
- ✓ Works well on own
- ✗ Doesn't network well
- ✗ Doesn't give feedback
- ✗ Socially reticent

HIGH

- ✓ Outgoing and gregarious
- ✓ Talkative
- ✓ Easily approachable
- ✗ Doesn't enjoy working alone
- ✗ May not listen well
- ✗ Attention seeking

Interpersonal Sensitivity – Measures the degree to which a person seems sensitive, perceptive, and tactful.

LOW

- Task oriented
- Willing to confront
- Can speak forthrightly
- Appears cold and tough
- Critical and skeptical
- May be argumentative

HIGH

- Warm and agreeable
- Builds coalitions
- Earns others' trust
- Thin skinned
- Conflict adverse
- Relies on others' opinions

Prudence/Rule Compliance/Structure – Measures the degree to which a person seems conscientious, rule abiding, and dependable

LOW

- Flexible
- Open-minded
- Non-conforming
- Poor planners
- Impatient with details
- Impulsive

HIGH

- Dependable and reliable
- Rule compliant
- Organized and thorough
- Inflexible about rules
- Resistant to change
- Doesn't delegate well

Inquisitive – Measures the degree to which a person seems big-pictured, visionary, and innovative in problem-solving, good at synthesizing opinions

LOW

- Very focused interest
- Not easily bored
- Implementation focused
- May lack imagination
- Doesn't like ambiguity
- Familiarity over creativity

HIGH

- Quick-witted
- Understands the big picture
- Thinks strategically
- May over analyze
- Impatient with details
- Poor implementers

Learning approach – Measures the degree to which a person seems to take pleasure in learning and staying up to date on business and technical matters

LOW

- Prefers hands on
- Skills application
- Practical approach
- Less preference for "classroom" training
- May bypass theory
- More present vs. future focused

HIGH

- Values formal education
- Seems insightful
- Stays up to date
- Intolerant of less informed
- Know it all
- May over rationalize

APPLICATION

How have you observed these differences on your team?

APPLICATION

How can this knowledge be helpful for you in your one-on-one conversations?