

## Motivation

We really can't motivate others; we can only provide situations which help others motivate themselves. These keys to effective motivation in volunteer groups, from **How to Motivate People in Volunteer Groups**, Cooperative Extension Service, The University of Arizona, Community Guide Motivation Series, will help.

1. **Provide a reason to participate.** People must perceive a reason for becoming involved. They, not you, must perceive the reason. Individuals will participate in different issues, activities, and groups only to the extent that their personal needs and interests are appealed to and met.
2. **Give recognition.** To be appreciated, to feel important and needed is a prime motivator in all of us. Encouragement and recognition are essential to stimulating and maintaining active involvement in volunteer groups.
3. **Clearly define and communicate your goals.** You motivate people by selling ideas, programs, and results – not membership. A group with a set of goals that are clearly understood and mutually accepted by its membership has an achieving force that is almost irresistible. Many groups, however, lack a clear sense of direction and as a result they wander in their efforts with limited accomplishment.
4. **Conduct meetings that stimulate.** Nothing is more discouraging than a poorly organized, rambling, unproductive meeting. Yet most of our meetings are exactly that. Productive meetings require more than a powerful leader and parliamentary procedure. It takes preparation, planning, and careful timing to keep an agenda on schedule.
5. **Value others through communication.** It is through communication that people are motivated. The way we express ourselves can either turn people on or turn them off. It can either gain their support or discourage their participation.
6. **Listen.** People want to be listened to. A person is motivated to achieve when he/she feels his/her ideas and suggestions are listened to and respected. The biggest cause of group apathy is the failure of you and me to really listen.
7. **Look at yourself.** The ability to understand others begins with an understanding of oneself. Ask yourself these questions: How did I get to be the person that I am? What motivates me to do the things I do? Why do I react in different ways to different people, situations, and things? Honest answers to these three questions can give you tremendous insight into what motivates others.
8. **Handle conflict creatively.** Disagreement and conflict can be very destructive forces if not dealt with constructively. Open free-for-alls can split a group right down the middle. Likewise, the suppressing of disagreement discourages new ideas and, in turn, the vitality the group so badly needs.
9. **Reduce risks of participation.** There are various hazards involved in group participation – being imposed upon by others, feeling insecure, being criticized, taking responsibility for decisions made, etc.

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# What Motivates You?

## Checking Your Charge: Motivation

1.  a. When doing a job, I seek feedback.  
 b. I prefer to work alone and am eager to be my own boss.  
 c. I seem to be uncomfortable when forced to work alone.
2.  a. I go out of my way to make friends with new people.  
 b. I enjoy a good argument.  
 c. After starting a task, I am not comfortable until it is completed.
3.  a. Status symbols are important to me.  
 b. I am always getting involved in group projects.  
 c. I work better when there is a deadline.
4.  a. I work best when there is some challenge involved.  
 b. I would rather give orders than take them.  
 c. I am sensitive to others – especially when they are angry.
5.  a. I am eager to be my own boss.  
 b. I accept responsibility eagerly.  
 c. I try to get personally involved with my superiors.
6.  a. I am uncomfortable when forced to work alone.  
 b. I prefer being my own boss, even when others feel a joint effort is required.  
 c. When given responsibility, I set measurable standards of high performance.
7.  a. I am very concerned about my reputation or position.  
 b. I have a desire to out-perform others.  
 c. I am concerned with being liked and accepted.
8.  a. I enjoy and seek warm, friendly relationships.  
 b. I attempt complete involvement in a project.  
 c. I want my ideas to predominate.
9.  a. I desire unique accomplishments.  
 b. It concerns me when I am being separated from others.  
 c. I have a need and desire to influence others.
10.  a. I think about consoling and helping others.  
 b. I am verbally fluent.  
 c. I am restless and innovative.
11.  a. I set goals and think about how to attain them.  
 b. I think about ways to change people.  
 c. I think a lot about my feelings and the feelings of others.



### MOTIVATIONAL ANALYSIS KEY

For each item above, circle the letter below that matches the choice you made.

- |    |                |     |                |
|----|----------------|-----|----------------|
| 1. | a. Achievement | 7.  | a. Achievement |
|    | b. Influence   |     | b. Influence   |
|    | c. Affiliation |     | c. Affiliation |
| 2. | a. Achievement | 8.  | a. Achievement |
|    | b. Influence   |     | b. Influence   |
|    | c. Affiliation |     | c. Affiliation |
| 3. | a. Achievement | 9.  | a. Achievement |
|    | b. Influence   |     | b. Influence   |
|    | c. Affiliation |     | c. Affiliation |
| 4. | a. Achievement | 10. | a. Achievement |
|    | b. Influence   |     | b. Influence   |
|    | c. Affiliation |     | c. Affiliation |
| 5. | a. Achievement | 11. | a. Achievement |
|    | b. Influence   |     | b. Influence   |
|    | c. Affiliation |     | c. Affiliation |
| 6. | a. Achievement |     |                |
|    | b. Influence   |     |                |
|    | c. Affiliation |     |                |

Add up the number of responses for each style and write your score below.

\_\_\_\_\_ Achievement \_\_\_\_\_ Affiliation \_\_\_\_\_ Influence

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# Motives Affecting Behavior

What does the score from the previous exercise mean? These features highlight characteristics of the three groups of scores. Use them for better understanding of yourself and others.

## **ACHIEVEMENT MOTIVATED PERSON**

Goal: success in a situation which requires excellence or improved performance.

*Characteristics:*

- Concern with excellence and wanting to do personal best; sets moderate goals and takes calculated risks
- Likes to take personal responsibility for finding solutions to problems
- Has desire to achieve unique accomplishments
- Restless and innovative – takes pleasure in striving
- Wants concrete feedback

*Spends time Thinking About:*

- Doing job better
- Accomplishing something unusual or important
- Goals and how he/she can attain them *and* obstacles and how he/she can overcome them

(To illustrate – Sir Isaac Newton was once asked how he ever discovered gravity and he matter-of-factly replied, “By thinking about it all the time!”)

## **AFFILIATION MOTIVATED PERSON**

Goal: Being with someone else and enjoying mutual friendship.

*Characteristics:*

- Concerned with being liked and accepted – interpersonal relationships
- Needs warm and friendly relationships and interaction
- Concerned about being separated from other people (definitely not a loner)
- Wanting to be liked and how to achieve this

*Spends time Thinking About:*

- Consoling or helping people
- Warm and friendly relationships
- The feeling of others and him/herself

## **POWER/INFLUENCE MOTIVATED PERSON**

Goal: Having impact or influence on others

*Characteristics:*

- Concern for reputation or position (and what people think of that power and influence.
- Gives advice (sometimes unsolicited)
- Strong feelings about status and prestige
- Strong need to influence others; to change other people’s behavior
- Often verbally fluent (sometimes argumentative)
- Seen by others as forceful and outspoken

*Spends time Thinking About:*

- Influence and impact he/she has over others and over situations

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# Motivational Analysis Key

## IDEAS ON MOTIVATION

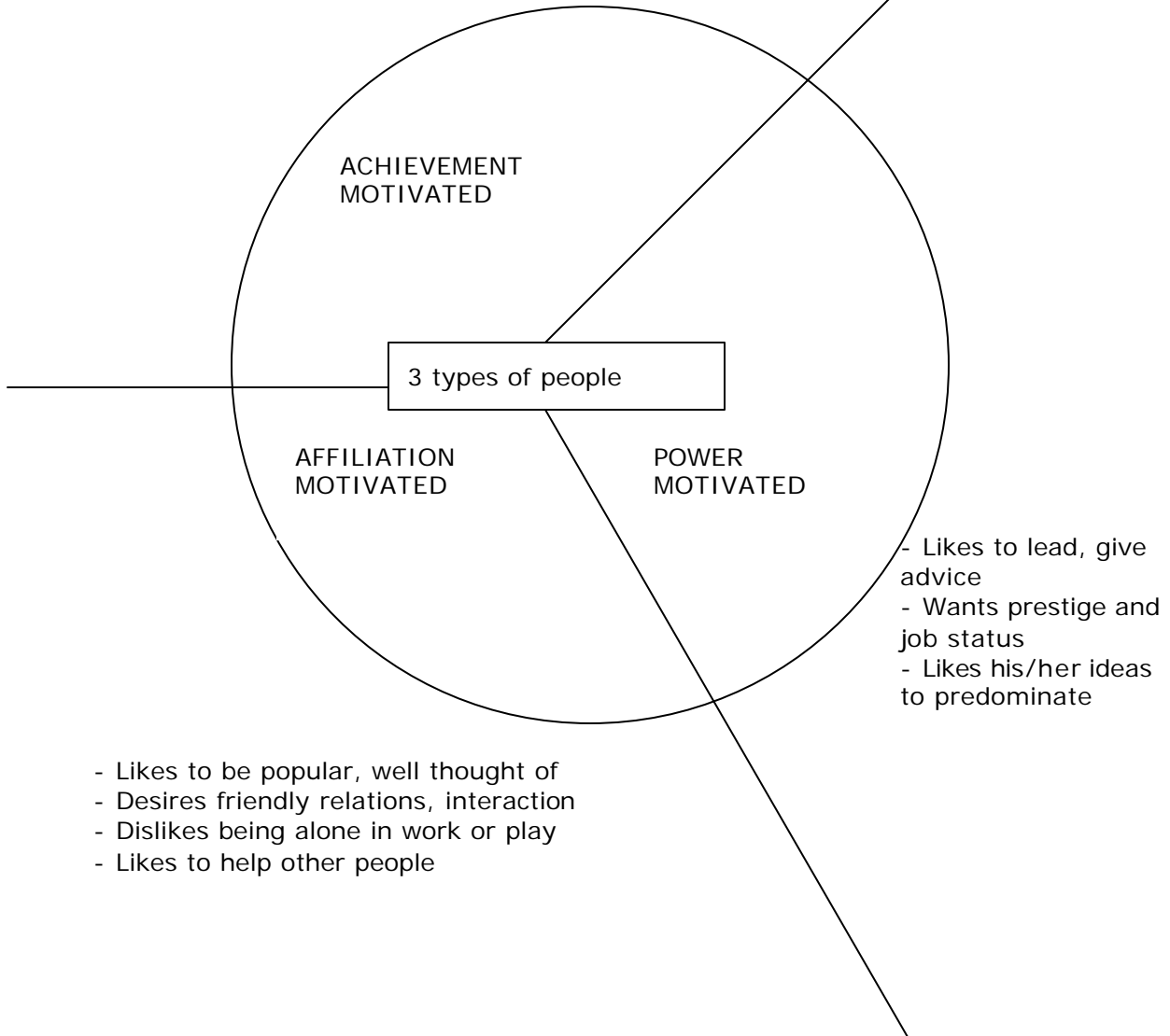
(Adapted from McClelland and Atkinson)

TYPE OF MOTIVATION	PERSON'S CHARACTERISTICS	THIS PERSON SPENDS TIME THINKING ABOUT:
Achievement	<ul style="list-style-type: none"> <li>- Excellence</li> <li>- Personal best</li> <li>- Takes risk</li> <li>- Unique accomplishment</li> <li>- Restless and innovative</li> <li>- Wants concrete feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Doing job better</li> <li>- Accomplishing the unusual</li> <li>- Advancing career</li> <li>- Attaining goal</li> <li>- Overcoming obstacles</li> </ul>
Affiliation	<ul style="list-style-type: none"> <li>- Concerned with being liked and accepted-interpersonal relationships</li> <li>- Need warm and friendly relationships</li> <li>- Not a loner</li> </ul>	<ul style="list-style-type: none"> <li>- Wanting to be liked and have to achieve it</li> <li>- Consoling or helping people</li> <li>- Warm and friendly relationships</li> <li>- The feelings of others and himself</li> </ul>
Power	<ul style="list-style-type: none"> <li>- Reputation</li> <li>- Position</li> <li>- Gives advice</li> <li>- Wants own ideas to predominate</li> <li>- Feel strong about, states prestige</li> <li>- Need to influence others</li> <li>- Verbally fluent</li> <li>- Forceful, outspoken, hard-headed</li> </ul>	<ul style="list-style-type: none"> <li>- Influence and center over others</li> <li>- Using influence to win arguments, changes with people, gaining status, and authority</li> </ul>



# Checking Your Charge

- Desire for excellence, doing a good job
- Wants sense of important accomplishment
- Wants to advance in career
- Needs feedback



## Motivation

Collect the names of the people in your group whose batteries are charged like yours

Motivation	The Best Kinds of Jobs for Them	Names
Affiliation	Direct client services Public relations and fund raising Training Personnel Support activities (mailings, etc.) done in groups	
Achievement	Fund raising Administration Training Financial (bookkeeping, etc.) Data gathering Professional tasks (lawyers, etc.)	
Power	Advocacy Policy making Fund raising Political action	




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# Affiliation

## Ways to Recognize Motivated People

Use your own experiences and imagination to list specific ways to recognize volunteers within each of the following categories

Letters	Publicity	Events
Growth Within the Organization	Ceremonies	Financial Rewards
New Experiences	Special Learning Opportunities	Time
Other		



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# Power

## Ways to Recognize Power Motivated People

Use your own experiences and imagination to list specific ways to recognize volunteers within each of the following categories

Letters	Publicity	Events
Growth Within the Organization	Ceremonies	Financial Rewards
New Experiences	Special Learning Opportunities	Time
Other		



# Achievement

## Ways to Recognize Achievement-Motivated People

Use your own experiences and imagination to list specific ways to recognize volunteers within each of the following categories

Letters	Publicity	Events
Growth Within the Organization	Ceremonies	Financial Rewards
New Experiences	Special Learning Opportunities	Time
Other		

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