Motivational Characteristics

**Achiever**

**Goal:** Success in a situation which requires excellent or improved performance

**Positive Attributes:**
- Concern with excellence, personal best
- Sets moderate goals, takes risks
- Enjoys a moderate level of stress
- Restless/innovative
- Likes challenging work
- Likes to work alone
- Likes to overcome barriers

**Negative Attributes:**
- Will sacrifice people to achieve goals
- Can be autocratic
- Gets bored quickly

**Conditions of Supervision:**
- Wants concrete feedback to improve performance
- Likes results-focused management
- Wants a boss who leaves them alone
- Likes to be challenged
- Enjoys time management and responds to goals, objectives and conceptual thinking
- Needs a well-delegated task list
- Enjoys being consulted about decisions, planning

**Power Person**

**Goal:** To have an impact or influence on others; to bring about change

**Positive Attributes:**
- Concern for reputation, respect, position
- Tries to shape opinion
- Wants to change things [e.g. Opportunities for the physically challenged]
- Combative, fighting spirit
- Verbally forceful
- Uses social power
  - Exercises power to benefit others
  - I win – you win
  - Charismatic
  - Creates confidence in group that are able to achieve goals

**Negative Attributes:**
- Uses personal power
  - I’m in charge
  - I win – you lose
  - Group is dependent, submissive
  - Treats people indifferently
Autocratic

**Conditions of Supervision:**
- Likes clear cut policies and procedures
- Likes to know limits of authority
- Likes strong leadership
- Needs lots of personal freedom and respect
- Works well alone
- Tends to operate outside standard rules and regulations
- Likes to associate with other “power brokers”
- Needs to be included in decision making and planning

**Affiliator**

**Goal:** To be with others, to enjoy mutual friendships

**Positive Attributes:**
- Seeks out relationships
- Likes to work with many people
- Likes social activity for its own sake
- Sensitive to feelings, needs and wants of others
- Supports other in the achievement of their goals
- Talks about feelings

**Negative Attributes:**
- Will sacrifice project goals to keep people happy
- Concerned about personal popularity
- Hates to discipline
- Is crushed by criticism

**Conditions of Supervision:**
- Wants a concerned, caring supervisor
- Enjoys long chats
- Welcomes advice
- Likes to be part of a team, pair or group
- Needs help if situation is tense or unpleasant
- Avoids conflict
- May not report problems back to supervisor or may “dump” them back to supervisor