

# MOTIVATION AND RECOGNITION

## Exercise Guide

**SITUATION:** As crew leaders, students will be faced with leading crew members of varying personality types. Recognizing these differences and leading crew members in the best manner for the crew and the individual will largely determine both the effectiveness of the crew and the likelihood of retention of the crew member. Good leadership actions may also enhance first and second order recruitment for future activities.

**MISSION:** To create student awareness of different personality types in order that they may most effectively coordinate, motivate, and recognize their crews.

### EXECUTION:

1. In this session the students will determine their own personality type, be familiarized with the characteristics of each personality type, and then be led in a discussion of how to motivate, recognize and retain individuals from their crews.
2. The Instructor will:
  - a. Pass out the blank answer sheets/cards
  - b. Ask students to complete the Motivational Analysis Exercise
  - c. Ask students to count how many of each letter they circled
  - d. Determine how many students had the most As, Bs, or Cs
  - e. Read the personality profile for each type (include whether A, B, or C)
  - f. Lead a group discussion on how to handle each type.
3. Total available time for this exercise is 20 minutes

### ADMINISTRATION AND LOGISTICS:

1. Student equipment: Writing implement
2. Instructor equipment: 3x5 Cards or Paper divided into columns A, B, and C  
Motivational Analysis Exercise Sheet (from COTI)  
Understanding Motivational Types Pages (from COTI)  
Extra pens/pencils  
Trash bag

### ATTACHMENTS:

Recognition Tips  
COTI Motivational Analysis Student Handout  
COTI Motivational Analysis Instructor Answer Key  
COTI Understanding Motivational Types Pages (4)

**NOTE:** This exercise is from the Tahoe Rim Trail Association's Crew Leader Training

## RECOGNITION TIPS

- Give it Honestly
- Give it to the Achievement, the Work, the Group, and the Person
- Give it using different methods
- Give it Consistently
- Give it on a timely basis
- Be as specific as possible

# Motivational Analysis Exercise From OSI Crew Leadership Training

## Student Handout

For each group of statements, circle the letter next the statement that best describes you.

- 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.
- 
- A. After starting a task, I am not comfortable until it is complete.
  - B. I enjoy a good argument.
  - C. I go out of my way to make friends with new people.
- 
- A. I work better when there is a deadline.
  - B. Status symbols are important me.
  - C. I am always getting involved in group projects.
- 
- 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 mad.
- 
- A. When given responsibility, I set measurable standards of high performance.
  - B. I prefer being my own boss, even when others feel a joint effort is required.
  - C. I am uncomfortable when forced to work alone.
- 
- A. I have a desire to out-perform others.
  - B. I am very concerned about my reputation or position.
  - C. I am concerned with being liked and accepted.
- 
- A. I attempt complete involvement in a project.
  - B. I want my ideas to predominate.
  - C. I enjoy and seek warm, friendly relationships.
- 
- A. I desire unique accomplishments.
  - B. I have a need and desire to influence others.
  - C. It concerns me when I am being separated from others.
- 
- A. I am restless and innovative.
  - B. I am verbally fluent.
  - C. I think about consoling and helping others.
- 
- A. I set goals and think about how to obtain them.
  - B. I think about ways to change people.
  - C. I think a lot about my feelings and the feelings of others.

## Motivational Analysis Exercise From OSI Crew Leadership Training

### Instructor Answer Key

<b>Characteristic</b>	<b>Description Statement</b>
Achievement Power Affiliator	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.
Achievement Power Affiliator	A. After starting a task, I am not comfortable until it is complete. B. I enjoy a good argument. C. I go out of my way to make friends with new people.
Achievement Power Affiliator	A. I work better when there is a deadline. B. Status symbols are important to me. C. I am always getting involved in group projects.
Achievement Power Affiliator	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 mad.
Achievement Power Affiliator	A. When given responsibility, I set measurable standards of high performance. B. I prefer being my own boss, even when others feel a joint effort is required. C. I am uncomfortable when forced to work alone.
Achievement Power Affiliator	A. I have a desire to out-perform others. B. I am very concerned about my reputation or position. C. I am concerned with being liked and accepted.
Achievement Power Affiliator	A. I attempt complete involvement in a project. B. I want my ideas to predominate. C. I enjoy and seek warm, friendly relationships.
Achievement Power Affiliator	A. I desire unique accomplishments. B. I have a need and desire to influence others. C. It concerns me when I am being separated from others.
Achievement Power Affiliator	A. I am restless and innovative. B. I am verbally fluent. C. I think about consoling and helping others.
Achievement Power Affiliator	A. I set goals and think about how to obtain them. B. I think about ways to change people. C. I think a lot about my feelings and the feelings of others.

# Leadership

## TOPIC: Understanding Motivational Types

---

Researchers David McClelland and John Atkinson suggest that there are three different motivating characteristics in human behavior. Although they acknowledge that most individuals have a mix of all three types, one tends to dominate.

The three characteristic types identified are:

**The Achiever:**

This person is committed to accomplishing goals, welcomes a new challenge and looks for opportunities to test out new skills and improve performance.

**The Affiliator:**

This person values relationships, enjoys working with others and seeks out opportunities to be helpful and supportive.

**The Power Person:**

This person seeks to influence people and events so that change is realized.

No one style is better than the other. In fact, most successful projects require a mix of styles to blend the work of a group. Teams that include a variety of styles benefit from the different perspectives people bring to the task. However, people with different styles prefer different kinds of supervision, recognition and job placement. It is helpful to determine the preferred style of a crew member in order to provide an effective match. The reference sheet describes characteristics of each motivational type and the kind of supervision that is the most effective.



# Motivational Characteristics: ACHIEVER

MOTIVATIONAL CHARACTERISTICS	DESCRIPTION	CONDITIONS OF SUPERVISION
<p><b>Achiever</b></p> <p><b>Goal:</b> Success in a situation which requires excellent or improved performance</p>	<p><b><u>Positive Attributes:</u></b>            Concern with excellence, personal best</p> <p>Sets moderate goals, takes risks</p> <p>Enjoys a level of moderate stress</p> <p>Restless/innovative</p> <p>Likes challenging work</p> <p>Likes to work alone</p> <p>Likes to overcome barriers</p> <p><b><u>Negative Attributes:</u></b>            Will sacrifice people to achieve goals</p> <p>May be insensitive</p> <p>Can be autocratic</p> <p>Gets bored quickly</p>	<p>Wants concrete feedback to improve performance</p> <p>Likes results-focused management</p> <p>Wants a boss who leaves him/her alone</p> <p>Likes to be challenged</p> <p>Enjoys time management and responds to goals, objectives and conceptual thinking</p> <p>Needs a well-delegated task</p> <p>Enjoys being consulted about decisions, planning</p>



# Motivational Characteristics: POWER

MOTIVATIONAL CHARACTERISTICS	DESCRIPTION	CONDITIONS OF SUPERVISION
<p><b>Power</b></p> <p><b>Goal:</b> To have an impact or influence on others; to bring about change.</p>	<p><b>Positive Attributes:</b>            Concern for reputation, position, respect</p> <p>Tries to shape opinion</p> <p>Wants to change things (e.g. Provide opportunities for the physically challenged)</p> <p>Combative, fighting spirit</p> <p>Verbally forceful</p> <p>Uses social power:</p> <ul style="list-style-type: none"> <li>• Exercises power to benefit others</li> <li>• I win – you win – (we win!)</li> <li>• Charismatic</li> <li>• Creates confidence in group to realize achievable goals</li> </ul> <p><b>Negative Attributes:</b>            Uses personal power</p> <ul style="list-style-type: none"> <li>• I'm in charge</li> <li>• I win – you lose – (we lose)</li> <li>• Group is dependent, submissive</li> <li>• Treats people indifferently</li> <li>• Autocratic</li> </ul>	<p>Likes clear cut policies and procedures</p> <p>Likes to know limits of authority</p> <p>Likes strong leadership</p> <p>Needs lots of personal freedom and respect</p> <p>Works well alone</p> <p>Tends to operate outside standard rules and regulations</p> <p>Likes to associate with other "power brokers"</p> <p>Needs to be included in decision making and planning</p>



# Motivational Characteristics: AFFILIATOR

MOTIVATIONAL CHARACTERISTICS	DESCRIPTION	CONDITIONS OF SUPERVISION
<p><b>Affiliator</b></p> <p><b>Goal:</b> To be with others, to enjoy mutual friendships</p>	<p><b><u>Positive Attributes:</u></b>            Seeks out relationships</p> <p>Likes to work with many people</p> <p>Likes social activity for its own sake</p> <p>Sensitive to feelings, needs and wants of others</p> <p>Supports others in the achievement of their goals</p> <p>Talks about feelings</p> <p><b><u>Negative Attributes:</u></b>            Will sacrifice project goals to keep people happy</p> <p>Concerned about personal popularity</p> <p>Hates to discipline</p> <p>Is crushed by criticism</p>	<p>Wants a concerned, caring supervisor</p> <p>Enjoys long chats</p> <p>Welcomes advice</p> <p>Likes to be part of a team, pair, group</p> <p>Needs help if situation is tense or unpleasant</p> <p>Avoids conflict</p> <p>May not report problems back to supervisor or may "dump" them back to supervisor</p>

