

## **Motivation Worksheets** to complement article in Vet Practice News March 2005

There are no right or wrong answers to table 1, just personal preferences. TABLE 2 allows you to "key out" the responses into three different categories, and TABLE 3 allows them to be plotted to see a graphic "balance" of each person's motivation factors.

We must remember that most people are mixtures and will change with pressures or situations. A good manager will know which motivators to use in which situations by evaluating the individual responses on TABLE 1. Some commonalities within the three groups are:

### ACHIEVEMENT MOTIVATED

These people have a desire for excellence and want to be recognized for doing a good job. The tasks need to give a sense of important accomplishment or it must come from the boss. They want to advance in their career based on their own merit and want feedback to validate their progress.

EXAMPLES - inventory management team  
- nutritional advisors  
- animal behavior specialists  
- client relations newsletter editor

### POWER MOTIVATED

These people want to lead and need to give advice or at least be asked an opinion frequently. The taskings need to be related to the prestige of a title or job status and they want everyone to recognize them in that role. They enjoy influencing people and activities, especially when their ideas can predominate.

EXAMPLES - practice manager/administrator  
- paraprofessional product/program manager  
- zone coordinator (team leader)  
- lead receptionist

### AFFILIATION MOTIVATED

These people like to be popular and care what other people think of them. The taskings need to be team efforts where they can be interactive with others, where they can help others, and be friendly in the process. They dislike being alone in work or play.

EXAMPLES - pet placement specialist  
- animal caretaker (not kennel kid)  
- nursing/technician team member  
- client relations/receptionist team member  
- technical nursing assistant

## TABLE 1 - REACTION PREFERENCES

Each of the following groups has three choices. Choose the one statement (place an "X" before the letter) that makes you feel MOST comfortable; there are NO wrong answers.

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 mad.
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 given a task to complete by myself.  
      ☐ b. I prefer to do it myself, 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 keeping harmony and being accepted.
8.    ☐ a. I enjoy and seek warm, friendly relationships.  
      ☐ b. I attempt complete involvement in a project.  
      ☐ c. Since I have knowledge, I want my ideas to be accepted.
9.    ☐ a. I desire unique accomplishments.  
      ☐ b. It concerns me when the tasking isolates me from others.  
      ☐ c. I have a need and desire to train others.
10.   ☐ a. I think about consoling and helping others.  
      ☐ b. I speak very well and communicate effectively.  
      ☐ c. I am restless and innovative.
11.   ☐ a. I set goals and think about ways to attain them.  
      ☐ b. I think about ways to change people.  
      ☐ c. I think a lot about my feelings and the feelings of others.

## TABLE 2 - MOTIVATIONAL TENDENCIES KEY

Circle the word that corresponds to the letter you marked in TABLE 1; tally the count for each word in the TOTAL COUNT below.

- |    |  |     |  |
|----|--|-----|--|
| 1. | a. Achievement<br>b. Power<br>c. Affiliation | 7.  | a. Power<br>b. Achievement<br>c. Affiliation |
| 2. | a. Affiliation<br>b. Power<br>c. Achievement | 8.  | a. Affiliation<br>b. Achievement<br>c. Power |
| 3. | a. Power<br>b. Affiliation<br>c. Achievement | 9.  | a. Achievement<br>b. Affiliation<br>c. Power |
| 4. | a. Achievement<br>b. Power<br>c. Affiliation | 10. | a. Affiliation<br>b. Power<br>c. Achievement |
| 5. | a. Power<br>b. Achievement<br>c. Affiliation | 11. | a. Achievement<br>b. Power<br>c. Affiliation |
| 6. | a. Affiliation<br>b. Power<br>c. Achievement |     |  |

TOTAL COUNT:

Achievement \_\_\_\_\_

Power \_\_\_\_\_

Affiliation \_\_\_\_\_

### TABLE 3 - THE THREE TYPES OF VOLUNTEER

Plot the three scores on the lines provided, then connect the dots.

