McClelland's Theory of Needs

In his acquired-needs theory, David McClelland proposed that an individual's specific needs are acquired over time and are shaped by one's life experiences. Most of these needs can be classified as either; achievement, affiliation, or power. A person's motivation and effectiveness in certain job functions are influenced by these three needs. McClelland's theory sometimes is referred to as the three need theory or as the learned needs theory.

Achievement

People with a high need for achievement (nAch) seek to excel and thus tend to avoid both low-risk and high-risk situations. Achievers avoid low-risk situations because the easily attained success is not a genuine achievement. In high-risk projects, achievers see the outcome as one of chance rather than one's own effort. High nAch individuals prefer work that has a moderate probability of success, ideally a 50% chance. Achievers need regular feedback in order to monitor the progress of their achievements. They prefer either to work alone or with other high achievers.

Affiliation

Those with a high need for affiliation (nAff) need harmonious relationships with other people and need to feel accepted by other people. They tend to conform to the norms of their work group. High nAff individuals prefer work that provides significant personal interaction. They perform well in customer service and client interaction situations.

Power

A person's need for power (nPow) can be one of two types - personal and institutional. Those who need personal power want to direct others, and this need often is perceived as undesirable. Persons who need institutional power (also known as social power) want to organize the efforts of others to further the goals of the organization. Managers with a high need for institutional power tend to be more effective than those with a high need for personal power.

Thematic Apperception Test

McClelland used the Thematic Apperception Test (TAT) as a tool to measure the individual needs of different people. The TAT is a test of imagination that presents the subject with a series of ambiguous pictures, and the subject is asked to develop a spontaneous story for each picture. The assumption is that the subject will project his or her own needs into the story.

Psychologists have developed fairly reliable scoring techniques for the Thematic Apperception Test. The test determines the individual's score for each of the needs of achievement, affiliation, and power. This score can be used to suggest the types of jobs for which the person might be well suited.

Implications for Management

People with different needs are motivated differently.
• *High need for achievement* - High achievers should be given challenging projects with reachable goals. They should be provided frequent feedback. While money is not an important motivator, it is an effective form of feedback.

• *High need for affiliation* - Employees with a high affiliation need perform best in a cooperative environment.

• *High need for power* - Management should provide power seekers the opportunity to manage others.

Note thatMcClelland's theory allows for the shaping of a person's needs; training programs can be used to modify one's need profile.

**David McClelland - Human Motivation Theory**

One of McClelland's most well known theories is that human motivation, is dominated by three needs. McClelland's theory, sometimes referred to as the three need theory or as the learned needs theory, categorises the needs as follows;

• the need for achievement (*N-Ach*),

• the need for power (*N-Pow*) and

• the need for affiliation (*N-Affil*).

The importance of each of these needs will vary from one person to another. If you can determine the importance of each of these needs to an individual, it will help you decide how to influence that individual.

McClelland asserted that a person’s needs are influenced by their cultural background and life experiences. He also asserted that the majority of these needs can be classified as the needs for affiliation, achievement or power. A person’s motivation and effectiveness can be increased through an environment, which provides them with their ideal mix of each of the three needs (*N-Ach*, *N-Pow* and/or *N-Affil*).

**The need for affiliation (*N-Affil*)**;

This is the need for friendly relationships and human interaction. There is a need “to feel liked” and “accepted” by others. A person with a high need for affiliation is likely to be a team player and thrive in a customer services environment. They will perform best in a cooperative environment. McClelland said that a strong need for affiliation will interfere with a manager’s objectivity. The “need to be liked” will affect a manager’s decisions, prompting them to make decisions to increase their popularity rather than furthering the interests of the organisation.

**The need for power (*N-Pow*)**;

This is the need to lead others and make an impact.

This need can exhibit itself in two ways. The first which is the need for personal power may be viewed as undesirable as the person simply needs to feel that they have “power over others”. They don’t have to be effective or further the objectives of their employer.

The second type of “need for power” is the need for institutional power. People with the need for institutional power; want to direct the efforts of their team, to further the objectives of their organisation.
The need for achievement (N-Ach);

This is the need to achieve, excel and succeed. A person with this type of need, will set goals that are challenging but realistic. The goals have to be challenging so that the person can feel a sense of achievement. However the goals also have to be realistic as the person believes that when a goal is unrealistic, its achievement is dependant on chance rather than personal skill or contribution. This type of person prefers to work alone or with other high achievers. They do not need praise or recognition, achievement of the task is their reward.

DISC Personality Profiles

The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major divisions called personality styles. People with similar personality profiles styles tend to exhibit specific behavioral characteristics common to that profile. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters:

D (Drive)
I (Influence)
S (Steadiness)
C (Compliance)

How is DISC used?

D (Drive) (top)

General Characteristics:

Value to Team:
Bottom-line organizer. Places value on time. Challenges the status quo. Innovative

Possible Weaknesses:

Greatest Fear:
Being taken advantage of.

Motivated By:
New challenges. Power and authority to take risks and make decisions. Freedom from routine and mundane tasks. Changing environments in which to work and play.

Ideal Environment:
Innovative focus on future. Non-routine challenging tasks and activities. Projects that produce tangible results. Freedom from controls, supervision, and details. Personal evaluation based on results, not methods.

Remember a High D May Want:
Authority, varied activities, prestige, freedom, assignments promoting growth, "bottom line" approach, and opportunity for advancement.

DO:
Be brief, direct, and to the point. Ask "what" not "how" questions. Focus on business; remember they desire results. Suggest ways for him/her to achieve results, be in charge, and solve problems. Highlight logical benefits of featured ideas and approaches.

DON’T:

While analyzing information, a High D may:
Ignore potential risks. Not weigh the pros and cons. Not consider others’ opinions. Offer innovative and progressive systems and ideas.

D’s possess these positive characteristics in teams:

Personal Growth Areas for D’s:
Strive to be an "active" listener. Be attentive to other team members' ideas until everyone reaches a consensus. Be less controlling and domineering. Develop a greater appreciation for the opinions, feelings, and desires of others. Put more energy into personal relationships. Show your support for other team members. Take time to explain the "whys" of your statements and proposals. Be friendlier and more approachable.

I (Influence) (top)

General Characteristics:
Enthusiastic. Trusting; Optimistic. Persuasive; Talkative. Impulsive; Emotional

Value to Team:

Possible Weaknesses:
More concerned with popularity than tangible results. Inattentive to detail. Overuses gestures and facial expressions. Tends to listen only when it's convenient.

Greatest Fear:
Rejection.

Motivated By:
Flattery, praise, popularity, and acceptance. A friendly environment. Freedom from many rules and regulations. Other people available to handle details.

Ideal Environment:
Practical procedures. Few conflicts and arguments. Freedom from controls and details. A forum to express ideas. Group activities in professional and social environments.

Remember a High I May Want:
Social esteem and acceptance, freedom from details and control, people to talk to, positive working conditions, recognition for abilities, opportunity to motivate and influence others.
DO:
Build a favorable, friendly environment. Give opportunity for them to verbalize about ideas, people and their intuition. Assist them in developing ways to transfer talk into action. Share testimonials from others relating to proposed ideas. Allow time for stimulating, sociable activities. Submit details in writing, but don't dwell on them. Develop a participative relationship. Create incentives for following through on tasks.

DON'T:
Eliminate social time. Do all the talking. Ignore their ideas or accomplishments. Tell them what to do.

While analyzing information, a High I may:
Lose concentration. Miss important facts and details. Interrupt. Be creative in problem solving.

I's possess these positive characteristics in teams:

Personal Growth Areas for I's:
Weigh the pros and cons before making a decision; be less impulsive. Be more results oriented. Exercise control over your actions, words, and emotions. Focus more on details and facts. Remember to slow down your pace for other team members. Talk less; listen more. Consider and evaluate ideas from other team members. Concentrate on following through with tasks.

S (Steadiness) (top)

General Characteristics:
Good listener; Team player. Possessive. Steady; Predictable. Understanding; Friendly.

Value to Team:
Reliable and dependable. Loyal team worker. Compliant towards authority. Good listener, patient and empathetic. Good at reconciling conflicts.

Possible Weaknesses:
Resists change. Takes a long time to adjust to change. Holds a grudge; sensitive to criticism. Difficulty establishing priorities.

Greatest Fear:
Loss of security.

Motivated By:
Recognition for loyalty and dependability. Safety and security. No sudden changes in procedure or lifestyle. Activities that can be started and finished.

Ideal Environment:
Practical procedures and systems. Stability and predictability. Tasks that can be completed
at one time. Few conflicts and arguments. A team atmosphere.

**Remember a High S May Want:**
Security in situations, sincere appreciation, repeated work patterns, time to adjust to change, limited territory of responsibility.

**DO:**
Create a favorable environment: personal and agreeable. Express a genuine interest in them as a person. Provide them with clarification for tasks and answers to "how" questions. Be patient in drawing out their goals. Present ideas or departures from current practices in a non-threatening manner; give them time to adjust. Clearly define goals, procedures and their role in the overall plan. Assure them of personal follow-up support. Explain how their actions will minimize the risks involved and enhance current procedures.

**DON'T:**
Be pushy, overly aggressive, or demanding. Be too confrontational.

**While analyzing information, a High S may:**
Be openly agreeable but inwardly unyielding. Internalize their concerns and doubts. Hesitate to share feedback during presentation. Slow down the action. Provide valuable support for team goals.

**S's possess these positive characteristics in teams:**

**Personal Growth Areas for S's:**
Be more open to change. Be more direct in your interactions. Focus on overall goals of the team rather than specific procedures. Deal with confrontation constructively. Develop more flexibility. Increase pace to accomplish goals. Show more initiative. Work at expressing thoughts, opinions, and feelings.

**C (Compliance)**

**General Characteristics:**
Accurate; analytical. Conscientious; careful. Fact-finder; precise. High standards; systematic.

**Value to Team:**
Perspective: "the anchor of reality." Conscientious and even-tempered. Thorough to all activities. Defines situation; gathers, criticizes and tests information.

**Possible Weaknesses:**

**Greatest Fear:**
Criticism.

**Motivated By:**

Ideal Environment:
Tasks and projects that can be followed through to completion. Specialized or technical tasks. Practical work procedures and routines. Few conflicts and arguments. Instructions and reassurance that they are doing what is expected of them.

Remember a High C May Want:
Autonomy and independence, controlled work environment, reassurance, precise expectations and goals, exact job descriptions, planned change.

DO:
Prepare your case in advance. Delineate pros and cons of proposed ideas. Support ideas and statements with accurate data. Reassure them that no surprises will occur. Submit an exact job description with a precise explanation of how that task fits into the big picture. Review recommendations with them in a systematic and comprehensive manner. Be specific when agreeing. Disagree with the facts rather than the person when disagreeing. Be patient, persistent, and diplomatic while providing explanations.

DON'T:
Refuse to explain details. Answer questions vaguely or casually.

While analyzing information, a High C may:
Become overly cautious and conservative. Get too bogged down in details. Avoid or postpone decisions, especially if they perceive a risk. Be an effective trouble shooter.

C's possess these positive characteristics in teams:

Personal Growth Areas for C's:
Concentrate on doing the right things, not just doing things right. Be less critical of others' ideas and methods. Respond more quickly to accomplish team goals. Strive to build relationships with other team members. Be more decisive. Focus less on facts and more on people. Take risks along with other team members.

How is DISC used?
- Discover behavioral strengths, areas for augmenting, blending, capitalizing
- Value and learn to respect the strengths of others
- Deal with conflict effectively by learning adaptive behaviors
- Enhance work group with teamwork and minimize team conflict
- Develop strategies to meet diverse needs of others
- Improve communication skills by determining communication styles
- Increase sales skills and understanding of the prospect, client, customer with people reading.
- Improve customer relationships by identification and meeting needs
- Reduce conflict and stress, in both interpersonal and intrapersonal relationships
- Manage interpersonal communication better

Used by many Fortune 500 Companies, HR professionals, consultants, coaches, trainers, dentists, clergy, government agencies, sales firms, and educational institutions. DISC helps these clients to:
• Build productive teams
• Develop effective managers, supervisors, leaders
• Train a powerful sales force
• Improve customer service
• Ease frustrations and interpersonal conflict
• Enhance Communication
• Conflict Management resolution
• Team Development and team building
• Improves personal diversity awareness and recognition
• Improve the bottom line: productivity
• Assists in hiring, recruiting, placement, promotion, outsourcing
• Change management, Quality enhancement
• Managing, counseling, coaching

Social Styles 360
Are You a Driver, Expressive, Analytical or Amiable?

Have you ever wondered why you hit it off with some people immediately, while with others it's like oil and water? That's because there are four primary behavioral styles, each with a very distinct and predictable pattern of observable behavior. Once you understand these patterns, you have the key to unlock your ability to get along with nearly anyone.

Completing the questionnaire below only takes 5-7 minutes and you will learn what makes you tick. Once completed, you will receive your in-depth Social Styles 360 Assessment Report. It will describe your behavioral tendencies in your interactions with others on the job, with your friends and family, and even with your partner. And that's not the half of it! It also provides action plans on how you can get along better with your boss, your friends and family, and your partner. At first, you'll be stunned how effortlessly you can get along with anybody.

1) You get a customized, 41-page report of eye-opening and life-enhancing information about yourself.

• Learn about your natural strengths and how to leverage them to your advantage. This alone is worth a fortune to you because most people never discover this about themselves.
• Learn about your weaknesses, so you can end much of your self-sabotage; eliminate negative traits that hold you back.
• Learn how you react under stress, and how to convert tension into positive energy.
• Discover strategies to reduce conflict and increase harmony with others. (Ignore this one at your own peril!)
• Find out what motivates you; accomplish more with less effort.
• Learn new ways to help others see the “true you.” Just imagine how this information will improve your life!
• Learn how to quickly and accurately identify another’s behavioral style.
• Discover how to modify your behavior, so you can effectively connect with everyone by treating them the way they want to be treated.

2) You get Free Unlimited Observer Assessments. Now you can find out how your friends, co-workers and family "really" see you.

In addition to your 41-page report, you get the fascinating and useful insight of how others perceive you on your color-coded Social Styles 360 eGraph. You might be quite surprised, because we often see ourselves differently than how others see us. With The Social Styles 360 Observer Assessment, you gain an accurate view of your natural behavior by inviting an unlimited number of observers to complete an assessment on you, as they see you. You get UNLIMITED Observer Assessments at no extra charge to either you or your observers.

Invite your friends, family and co-workers to take the same assessment you just took, on your behalf. You simply type in the first name and email address of business colleagues, clients, friends and family; that’s it... We do the rest! We send them an email note (from you) inviting them to complete the assessment as they see you. You get to view your Social Styles 360 eGraph that plots all the different ways people see you. You’ll gain great
insight by seeing the difference in how your family and friends see you versus how your co-workers see you versus how you see yourself.

How valuable would it be to know exactly how your friends, co-workers, and family members perceive you? Do you think it might substantially increase your compatibility with other people? You bet it would!