



THE NAME OF THE TOOL

 Motivational questionnaire " McClelland Motivational Factors"

DESCRIPTION OF THE TOOL

The proposed toll is a motivational questionnaire that aims to verify the motivation to stay and live in the organization to which they belong. Measuring the motivational level is particularly relevant to accompany the manager transition.

Mcclelland's Motivational Factors can be traced back to three main motivational orientations: Success, Affiliation, Power.

Depending on the answers provided to the questions proposed, the user will be able to understand their motivational orientation. The questionnaire like all questionnaires provides a photograph in which the user can recognize himself or not. A debriefing following its completion in the classroom or through consultancy / coaching can be very useful for gaining greater awareness of what motivates the user the most.

Often there is no prevalence of one or the other orientation but almost equal scores are obtained which in any case also identify a priority in a nuanced way.

Human behaviors are in fact, according to Mcclelland, attributable to three basic needs - success (achievement), power (power) and affiliation (affiliation) - each of which is present and active in the person, although one of these is dominant over the others. The relevance of one of these needs pushes the person to implement behaviors aimed at satisfying his need and, in parallel, he will attribute importance to situations in which the results of the performances are due to his efforts.

TRAINING TOOL

“ MANAGING TRANSITION



SUCCESS = a need for affirmation and excellence connected to the intrinsic pleasure of being able to do things well: the highly motivated individual for success tends to work hard to reach a goal only for the satisfaction deriving from reaching the goal and not to receive gratifications external







POWER = drive to influence others and intervene in situations by taking control, authority, command: the highly motivated individual in power tends to impose himself on the attention of others. Use of force, persuasion, attempt to have a certain impact on others, up to actions aimed at conserving or increasing the power already acquired.




AFFILIATION = consists in seeking, establishing and maintaining interpersonal relationships, friendship and intimacy. Committed to establishing positive relationships with the people around him: feeling part of a group is a fundamental element. Good team spirit. His role is unlikely to be that of a leader. Tendency to avoid any conflict situation.

OBJECTIVES OF THE TOOL

-  The three main objectives of the tool are:
-  Recognize your motivational levers
-  Recognize the motivational levers of one's collaborators and colleagues
-  Identify improvement actions with respect to the context and / or situation

CONNECTION THE TOOL WITH THE SKILL

-  The tool is closely connected with the SKILL Manager Skills - Manager Transition as it explores and self-ascertains the orientation to



motivation that is indicated in the Skill as one of the elements of success for managerial transition and awareness of one's role.

RESOURCES AND MATERIALS

 The materials to be prepared are:

1. Evaluation questionnaire

MOTIVATIONAL FACTORS OF MCCLELLAND

Consider yourself and try to observe yourself based on the following statements using the following motivation scales:

A is not true; **B** is true, but only sometimes; **C** is often true; **D** is always true

1. It gives me great satisfaction to identify achievable but somewhat challenging goals and to work hard to achieve them quickly and with good results **A B C D**
2. I don't like to impose my ideas and conflict bothers me. I am a very attentive person to the needs of others and I like to make people around me feel comfortable. **A B C D**
3. I really like confrontation and competition **A B C D**
4. I face things with method **A B C D**
5. I am a very efficient person and I like to get straight to the point and get a precise idea of the problems and what needs to be done to solve them **A B C D**
6. Indifference bothers me a lot and I don't like having to deal with people who are too rational and a little cold **A B C D**
7. I like to take a leadership role, take matters into my own hands and decide **A B C D**
8. It gives me great satisfaction to be considered a competent, serious, reliable person, and on whom I can count because I do well what I take responsibility for **A B C D**
9. It gives me great satisfaction to finish the things I start and achieve good results **A B C D**
10. I really like to take risks, "dare", push myself beyond the usual goals, explore and face new situations **A B C D**
11. I'm quick to get an opinion of situations and people; I am very good at convincing others of its validity **A B C D**
12. I am very concerned about the status and image I have in the group of friends, in my organization, etc ... **A B C D**
13. I really like being in company and talking about matters that do not concern study or work; I prefer to talk about topics related to free time, family, etc... **A B C D**



14. I am very concerned about the mood and well-being of the people I work with, live with, etc ... **A B C D**
15. when there is a need to take responsibility, make a decision, play a managerial role, I always come forward **A B C D**
16. I don't miss an opportunity ... it's always me who proposes new ideas, involving others in new activities and projects **A B C D**
17. I am a very determined person, I have my own personal development project and I work hard to make it happen **A B C D**
18. I like to improve and for this I ask friends, colleagues, etc .. to give me feedback whenever possible **A B C D**
19. I like being around people and I actively seek opportunities to meet **A B C D**
20. the conflict really bothers me a lot and I try to avoid it in every way **A B C D**
21. I am a great talker, I fill every moment with silence, because silence bothers me a lot and he sees it clearly **A B C D**
22. I really like to see my merits recognized and the results I have achieved **A B C D**
23. I like to take on the role of spokesperson for group **A B C D**
24. I like to set myself goals and periodically evaluate how far I have reached in achieving them **A B C D**
25. I absolutely dislike having someone supervise and supervise me. I prefer to do it my way and be autonomous **A B C D**
26. I care a lot about relationships to which I really devote a lot of energy; for friends, colleagues, I always bend over backwards **A B C D**
27. I tend to dominate conversations with my own opinions and points of view **A B C D**
28. I really like working in a group or in any case with others **A B C D**
29. It gives me great satisfaction to learn new things, to deal with problems never faced before **A B C D**
30. I am very understanding and easily put myself in the shoes of those who have had less luck and fewer opportunities than me; I like to do things that can help improve their situation **A B C D**

TRAINING TOOL

MANAGING TRANSITION



2. Scoring grids.

Calculate the score by assigning the following values to the answers: A = 1 B = 4 C = 6 D = 10
Record your scores in the following table and you will get your prevailing orientation

ACHIEVEMENT

Affirmation	Answer	Score
1		
4		
5		
9		
10		
17		
18		
24		
25		
29		
		Tot

AFFILIATION

Affirmation	Answer	Score
2		
6		
13		
14		
19		
20		
21		
26		
28		
30		
		Tot

POWER

Affirmation	Answer	Score
3		
7		
8		
11		
12		
15		
16		
22		
23		
27		
		Tot

It may also be useful to provide a sheet in which the three orientations and explanations of each of these with respect to behavioral characteristics are indicated (see figure 1).



❶ IMPLEMENTATION OF THE TOOL


 To apply the tool, the following steps must be followed:

S1: administration questionnaire: dispatch of the questionnaire (questionnaire form). It is possible to prepare a goggle form for filling in.

S2: self-assessment: through the imputation of scores in the grid (answer sheet)

S3: de briefing: comparison on what emerged from the self-assessment and classroom verification of the prevailing guidelines.

❷ WHAT YOU LEARN

 By identifying their prevailing motivational orientation, the user will be able to gain greater awareness of what drives him to action and identify, where necessary, improvement actions with respect to the situation / context / team. The tool can be used on its own, but a peer comparison with respect to views and feedback is still useful.