**Goals**

To assess individual preferences on Herzberg’s Two-Factor Model of motivation and McClelland’s Acquired Needs model.

**Process**

1. Make copies of Attachment 2 with the questions on one side and the score sheet on the back. Also make copies of Attachment 3. Each questionnaire is given at specific points in the module (slide 21 – Herzberg and slide 27 – McClelland).

2. At the appropriate time, give each participant a copy of the assessment.

3. Instruct them to respond with their first feeling. They should not over-think their responses.

4. After participants have completed the 12 questions on Attachment 2, have them fill in their responses on the back side in the scoring columns.

5. Then refer to the questions on slides 22 and 28.
Job Motivators and Maintenance Factors

*(based on Herzberg’s Two-Factor Model)*

Here are twelve factors that contribute to job satisfaction. Rate each according to how important it is to you by placing a number from 1 to 5 on the line before each factor.

<table>
<thead>
<tr>
<th>Very important</th>
<th>Somewhat important</th>
<th>Not important</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

1. An interesting job I enjoy doing.
2. A good manager who treats people fairly.
3. Getting praise and other recognition and appreciation for the work that I do.
4. A satisfying personal life at the job.
5. The opportunity for advancement.
6. A prestigious or status job.
7. Job responsibility that gives me freedom to do things my way.
8. Good working conditions (safe environment, nice office, cafeteria, etc.).
9. The opportunity to learn new things.
10. Sensible company rules, regulations, procedures and policies.
11. A job I can do well and succeed at.
For each factor, write the number from 1 to 5 that represents your answer. Total each column (should be between 6 and 30 points).

**Motivating Factors**

1. ___________________
2. ___________________
3. ___________________
4. ___________________
5. ___________________
6. ___________________
7. ___________________
8. ___________________
9. ___________________
10. ___________________
11. ___________________

**Total ________________**

**Maintenance Factors**

2. ___________________
3. ___________________
4. ___________________
5. ___________________
6. ___________________
7. ___________________
8. ___________________
9. ___________________
10. ___________________
11. ___________________

**Total ________________**
### Acquired Needs Self-Assessment
*(based on McClelland’s Acquired Needs Model)*

There are no right and wrong answers, so be honest and you will really increase your self-awareness.

Using the scale below, rate each of the 15 statements according to how accurately it describes you. Place a number from 1 to 7 on the line before each statement.

<table>
<thead>
<tr>
<th>Like me</th>
<th>Somewhat like me</th>
<th>Not like me</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. I step forward and take charge in leaderless situations.
2. I am concerned about getting along well with others.
3. I’m dependable; when I say I will do something, it’s done well and on time.
4. I enjoy competing and winning; losing bothers me.
5. I enjoy having lots of friends and going to parties.
6. I work hard to be successful.
7. I am outgoing and willing to confront people when in conflict.
8. I try to see things from other people’s point of view.
9. I am a well-organized person.
10. I want to climb the corporate ladder to as high a level of management as I can.
11. I want other people to like me and be viewed as very friendly.
12. I conform by following the rules of an organization.
13. I try to influence other people to get my way.
14. I enjoy working with others more than working alone.
15. I am considered to be credible because I do a good job and come through for people.
**Scoring**

For each factor, write the number from 1 to 7 that represents your answer. Total each column (should be between 5 and 35).

### Need for Power

1. ___________________
4. ___________________
7. ___________________
10. __________________
13. __________________

Total _______________

### Need for Affiliation

2. ___________________
5. ___________________
8. ___________________
11. __________________
14. __________________

Total _______________

### Need for Achievement

3. ___________________
6. ___________________
9. ___________________
12. __________________
15. __________________

Total _______________

*Motivating Others*