

- They like to cooperate and help others, wanting to be liked in return.
- Willy Loman, the salesman in Arthur Miller's play *Death of a Salesman*, was, among other things, an Affiliator.

Studies have shown that people with strong affiliative needs are often well suited for jobs that involve people: outreach, coordinating projects, integrating diverse points of view, mediating conflicts, motivating teams. They are good at sales jobs that require cultivating and maintaining long-term relationships.

The high need for affiliation does create problems in decision making, however, since the need to be liked makes them shy away from unpopular choices. They can therefore run a less efficient department than those with more moderate people-needs.

Influencers

Fitting theme song (adapted): "They Did It My Way."

This category has a semantics problem. We get very judgmental around the words "power" and "influence." They sound underhanded and manipulative—less than pure—and we generally feel uneasy or negative about them. In order to understand this motivational category, we need to look at the influence concept from two points of view: personal power or influence and socialized or institutional power or influence.

- Personalized power is linked to controlling or influencing others for the sake of one's own impact on them as individuals.
- Socialized power deals with leadership of groups such as institutions, business organizations, or even social movements. It deals with inspiring co-workers symbolically and collaboratively to reach for higher goals in support of an organization. It means using power as a leader to strengthen subordinates' beliefs in themselves and in their competence to contribute to an organization's success.

Given these two different manifestations of the influence or power motive, we can now examine a basic set of behavior traits to describe the Influencer.

- Influencers want to obtain and exercise power and authority.