

Our motivational priorities are established in succeeding waves of learning what is admired and rewarded:

- First by our families,
- Then by our peers,
- Finally by society at large.

Our techniques for striving and achieving are developed from role models, innate talents, and life experiences. We give relative and changing importance to these influences as they occur and as we mature. The end result is:

- Some of us buy the whole external influence package and strive toward what *others* indicate is valuable and successful.
- Others become anti-players, purposely defying that which is set out for them.
- Still others turn inward to hear and follow their own set of voices.

We respond to our dominant set of motivations by behaving in ways that feed them. This behavior becomes most apparent in the way we work and exercise our ability to direct others and relate to them. Research has shown that in the workplace there are three distinctly different personality types with distinctly different work and management styles.\*

### **Achievers**

Fitting theme song: "Climb Every Mountain."

These are internally motivated people with high, self-set standards and goals. Uppermost for them is accomplishment. Although we all feel we have an achievement motive, research indicates that about 10 percent of the population is *strongly* motivated by achievement. We find many Achievers in positions of business management.

- Achievers like situations in which they take personal responsibility for finding solutions to problems. They tend not to seek advice or help except from experts who can provide needed skills.
- They tend to set moderate achievement goals, attainable with hard work and ability.

\* The following discussion of motivation and personality is based on the published work of Harvard Professor David McClelland.