**From teacher to leader: middle leadership essentials**

Handout 1.2 McClelland's Human Motivation Theory

**Discovering What Drives Members of Your Team**

Managing a group of people with different personalities is never easy. But if you're managing or leading a team, it's essential to know what motivates each person, how they respond to feedback and praise, and what tasks fit them well. David McClelland's Human Motivation Theory gives you a way of identifying people's motivating drivers. This can then help you to give praise and feedback effectively, delegate, and keep them motivated.

In the early 1940s, Abraham Maslow created his theory of needs. This identified the basic needs that human beings have, in order of their importance: physiological needs, safety needs, and the needs for belonging, self-esteem and ‘self-actualization’.

David McClelland built on the work Abraham Maslow in his 1961 book, *The Achieving Society*. He identified three motivators that he believed we all have: a need for achievement, a need for affiliation, and a need for power. People will have different characteristics depending on their dominant motivator.

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| **Dominant motivator** | **Characteristic of this person** | **You** | **Your team members** |
| Achievement | Has a strong need to set and accomplish challenging goals.Takes calculated risks to accomplish their goals.Likes to receive regular feedback on their progress and achievements.Often likes to work alone. |  |  |
| Affiliation | Wants to belong to the group.Wants to be liked, and will often go along with whatever the rest of the group wants to do.Favours collaboration over competition.Doesn't like high risk or uncertainty. |  |  |
| Power | Wants to control and influence others.Likes to win arguments.Enjoys competition and winning.Enjoys status and recognition. |  |  |
| Those with a strong power motivator are often divided into two groups: personal and institutional. People with a personal power drive want to control others, while people with an institutional power drive like to organise the efforts of a team to further its goals. As you can probably imagine, those with an institutional power need are usually more desirable as team members! |