

Herzberg's Two-Factor Theory (Quiz)

Most workers want job satisfaction. Below are 12 job factors that contribute to job satisfaction. Rate each according to how important it is to you. Place the number 1 to 5 on the line before each factor.

Very important	Somewhat important	Not important
5	3	1
	4	

1. An interesting job		

2. A good boss		

3. Recognition and appreciation for the work I do		

4. The opportunity for advancement		

5. A satisfying personal life		

6. A prestigious or status job		

7. Job responsibility		

8. Good working conditions (nice office)		

9. Sensible company rules, regulations, procedures, and policies		

10. The opportunity to grow through learning new things		

11. A job I can do well and succeed at		

12. Job security		

To determine if hygienes or motivators are important to you, place the numbers 1 to 5 that represent your answers below.

Hygiene Factors Score

- 2. _____
- 5. _____
- 6. _____
- 8. _____
- 9. _____
- 12. _____

Total points _____

Motivational Factors Score

- 1. _____
- 3. _____
- 4. _____
- 7. _____
- 10. _____
- 11. _____

Total points _____

Add each column vertically. Did you select hygienes or motivators as being important to you?

McClelland's Manifest Needs Theory Quiz

Identify each of the 15 statements according to how accurately it describes you. Place the number 1-5 on the line before each statement.

Like me	Somewhat like me	Not like me
5	4	3
2	1	
_____	1.	I enjoy working hard.
_____	2.	I enjoy competition and winning.
_____	3.	I want/have lots of friends.
_____	4.	I enjoy a difficult challenge.
_____	5.	I enjoy leading and being in charge.
_____	6.	I want to be liked by others.
_____	7.	I want to know how I am progressing as I complete tasks.
_____	8.	I confront people who do things I disagree with.
_____	9.	I enjoy frequent parties.
_____	10.	I enjoy setting and achieving realistic goals.
_____	11.	I enjoy influencing other people to get my way.
_____	12.	I enjoy belonging to lots of groups/organizations.
_____	13.	I enjoy the satisfaction of completing a difficult task.
_____	14.	In a leaderless situation I tend to take charge.
_____	15.	I enjoy working with others more than working alone.

To determine your primary need, below place the number 1 to 5 that represents your score for each statement. Each statement/column represents a specific need.

Achievement	Power	Affiliation
1. _____	2. _____	3. _____
4. _____	5. _____	6. _____
7. _____	8. _____	9. _____
10. _____	11. _____	12. _____
13. _____	14. _____	15. _____
Total _____	Total _____	Total _____

Add up the total of each column. Each column total should be between 5 and 25 points. The column with the highest score is your dominant or primary need.

Motivating Employees with a high need for Achievement:

Give them nonroutine, challenging tasks in which there are attainable objectives. Give them fast and frequent feedback on their performance. Continually give them increased responsibility for doing new things.

Motivating Employees with a high need for Power:

Let them plan and control their jobs as much as possible. Try to include them in decision making, especially when they are affected by the decision. They tend to perform best alone rather than as team members. Try to assign them to a whole task rather than just a part of a task.

Motivating Employees with a high need for Affiliation:

People with a high need for affiliation think about friends and relationships. They tend to enjoy developing and helping, and teaching others. They tend to have a low need for power. People with a high need for affiliation seek jobs as teachers, in personnel, and in other helping professions. They tend to avoid supervision because they like to be one of the group rather than its leader.

Explain how your personal need for achievement, power and affiliation affect your motivation, behavior and performance. How can you use the manifest theory to motivate employees?

7 Steps for Encouraging the Heart

STEP 1: SET CLEAR STANDARDS

How clear and specific are the goals of those you are leading – clear and specific for you and clear and specific for them?

How do you, and how do they, know success when it happens? How do you and they see it, experience it, feel it?

How are you getting feedback on how you're doing as a leader?

How are others getting feedback on their performance?

STEP 2: EXPECT THE BEST

How would you honestly rate your expectations of those you lead? High? Moderately? Low?

Think about your high performers. How might your expectations be influencing their performance? What behaviors can you identify that might be contributing?

What does this assessment tell you?

STEP 3: PAY ATTENTION

Would you say you more often notice positive and negative things?

To what extent does your behavior say, "I'm here looking for people doing things right and doing the right things?"

Who, right now, in your department/organization, exemplifies the standards that have been set?

When was the last time you talked to that person – or any person – about his or her work?

STEP 4 – PERSONALIZE RECOGNITION

How much time do you spend thinking about what would make an act of recognition special and unique for the person? Is it enough?

STEP 5 – TELL THE STORY

When was the last time you told a public story about someone who did something extraordinary in your department/organization?

STEP 6 – CELEBRATE TOGETHER

How frequently do you celebrate accomplishments? Is that often enough?

STEP 7 – SET THE EXAMPLE

Name one thing that you've done in the workplace last week to encourage the heart.