

Phi Theta Kappa Leadership Development Studies
Optional Exercise: Eagles, Beavers, and Bunnies:
Social Motives in the Work Setting

Social Motives in the Work Setting (Eagles, Beavers, and Bunnies)

Instructions

1. Do not let students know about the animals before they complete the questionnaire.
2. Provide students with the questionnaire to complete.
3. When they have finished, facilitate a dialogue about the leadership styles that might be associated with the different animals.
4. Ask students to name which animal they think matches best their own leadership style.
5. Handout and complete the scoring sheet.
6. Interpret the results using the Interpretation handout to begin the dialogue. Ask students to name other examples of people who seem to have the different social motives besides the ones named on the handout.

Directions

This questionnaire consists of 12 statements. There are no right or wrong answers. For each statement, indicate which of the three alternatives – a, b, or c – is most preferred or most important to you by placing a 3 next to it. Place a 2 by your second choice and a 1 by the statement or choice that is least like you. Do not debate too long over any one statement. Your first reaction is desired.

1. In a work situation, I want to:
 a. be in charge
 b. give assistance to my co-workers
 c. come up with new ideas

2. If I have ultimate responsibility for a project, I:
 a. depend on my own expertise to accomplish tasks
 b. delegate work and oversee progress
 c. use teamwork to accomplish tasks

3. My co-workers see me as:
 a. a competent person
 b. a considerate person
 c. a forceful person

4. When I disagree with a decision, I:
 a. voice my disapproval immediately
 b. take into consideration other peoples' feelings and circumstances
 c. suggest alternatives based upon logic

5. In a group dialogue:
 a. I encourage others to express themselves
 b. I will change my view only if a better one is suggested
 c. my ideas generally prevail

6. During labor-management disputes, I would:
 a. keep human relations smooth
 b. maintain a position of strength
 c. work for a compromise

7. I am most satisfied with my job when I:
 a. see progress being made
 b. have a strong voice in determining policy
 c. work with others to achieve results

8. When disagreements arise, I usually:
_____ a. yield a point to avoid conflict
_____ b. stick to my guns
_____ c. use reasoning to see the best solution
9. As a supervisor, I would:
_____ a. permit flexibility, as long as the job gets done
_____ b. recognize that workers have good days and bad days
_____ c. insist on compliance with my rules and directions
10. As a member of the Board of Directors dealing with a problem, I would most likely:
_____ a. try to get my ideas adopted
_____ b. solicit ideas from all members
_____ c. review the facts
11. When hiring a new employee, I would:
_____ a. expect future loyalty to me
_____ b. hire the person who is technically best qualified
_____ c. take into consideration future relations with co-workers
12. I am most happy in my work if I:
_____ a. am the decision maker
_____ b. work with good friends and colleagues
_____ c. make significant achievements

**Social Motives in the Work Setting
Scoring**

Scoring is done across the page, from left to right. For each question, put your a, b, and c score in the appropriate columns. Note that a, b, and c scores do not remain in the same column. Continue until all scores are filled in, and then total the columns.

Column I	Column II	Column III
1. a _____	1. c _____	1. b _____
2. b _____	2. a _____	2. c _____
3. c _____	3. a _____	3. b _____
4. a _____	4. c _____	4. b _____
5. c _____	5. b _____	5. a _____
6. b _____	6. c _____	6. a _____
7. b _____	7. a _____	7. c _____
8. b _____	8. c _____	8. a _____
9. c _____	9. a _____	9. b _____
10. a _____	10. c _____	10. b _____
11. a _____	11. b _____	11. c _____
12. a _____	12. c _____	12. b _____
Total _____	Total _____	Total _____

Grand total should be 72_____

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Interpretation

A high score in Column I indicates social motives that are power oriented. A power-oriented person strives for leadership because of the authority it brings. This person is like the eagle whose goal is to dominate. For example, Winston Churchill is recognized as an outstanding leader because of his mastery of power politics. Strength, assertiveness, and dominance are characteristics of the “eagle.”

A high score in Column II indicates achievement-oriented social motives. Like the beaver, this type of leader wants to create and build. Madam Curie is a good example of a “beaver.” Successful, competent, skillful, and productive are adjectives that describe a beaver.

A high score in Column III indicates altruism – a strong concern for human welfare. Such individuals are caring and human serving. Florence Nightingale was a “bunny.” Common characteristics of humanistic leaders are helpfulness, unselfishness, and consideration.

Point to remember.....

Although it is normal for everyone to have some of each social motive, a person usually will prefer one or two of them.

People exert leadership in order to satisfy one or a combination of these three motives. All leadership can be said to be motivated by power, achievement, or altruism.

As leader or subordinate, a person will be most happy and productive in a job that allows the expression of personal social motives. If a person’s work precludes this, morale and productivity can be expected to go down.