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The effect of a management development programme on need for achievement

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CONCLUSION

The results of the present study provided some support for the proposal that the Kepner-Tregoe programme increases achievement motivation in managers. However, the results of the present experiment indicated that it was possibly only those managers scoring low in achievement motivation who were influenced by Kepner-Tregoe training, while high achieving managers were not affected by the programme in terms of achievement motivation. The discrepancy between the Experimental high and low achieving groups' scores was possibly due to a 'ceiling effect' of the AMQ, to the influence of the Law of Initial Values on the scores of high achievers, or to the 'perceived demand characteristics' of the situation.

In addition, the present study has yielded an achievement motivation questionnaire which appears to have reasonable internal consistency and test-retest reliability as well as considerable face validity. How well this measure correlates with existing measures of achievement motivation, both projective and questionnaire, remains to be seen. In addition, future research is necessary to determine further indices of the reliability and validity of the AMQ.

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APPENDIX I

This questionnaire forms the basis of a research project being carried out by the Department of Psychology, University of the Witwatersrand in conjunction with Kepner-Tregoe, South Africa. You can assist us by completing this questionnaire as accurately as possible. Please read the following statements carefully and circle the letter next to the appropriate statement.

For example:

Item 1: I ..... spend the weekends reading books

A always

(B) often

C hardly ever

D never

In this case the respondent felt that statement B best described himself.

Only circle one letter for each item. If you wish to change an answer please make your final choice clear.

Please complete the questionnaire stating what <u>you</u> feel.

The results will be treated in the strictest confidence. Under no circumstances will any individual form be examined for any purposes other than this research, or by anybody who is not directly involved in the analysis of the results.

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Department of Psychology,
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NAME: _____ NAME OF COMPANY: _____

1. Are you usually

   A very busy

   B busy

   C not so busy

   D not busy at all?

2. Are you inclined to

   A only plan your life on some occasions

   B plan a few aspects of your life

   C take life as it comes without planning it

   D plan as much as possible of your life?

3. If you are disturbed while working on a project, do you

   A find it difficult to begin again

   B return to your work as soon as possible

   C usually neglect the project and go on to other matters

   D take a short break and then go back to the project?

4. Is organizing activities something

   A you like doing very much

   B you like doing

   C you don't like doing very much

   D you don't like doing at all?

5. In general, are you

   A very concerned about the future

   B concerned about the future

   C not so concerned about the future

   D not at all concerned about the future?

6. For life's extra pleasures do you

   A usually have no time

   B usually have enough time

   C often have no time

   D always have time?

7. Do you ..... do things 'today' rather than putting them off to do 'tomorrow'?

   A always

   B often

   C hardly ever

   D never

8. When introduced to successful people,

   A are you interested in them

   B do you feel inferior

   C are you indifferent to them

   D are you not really interested in them?

9. Do you find colleagues who work hard

   A very pleasant

   B agreeable

   C not so agreeable

   D most unpleasant?

10. When on holiday

A can you easily forget your work for the entire period

B do you often think of your work

C can you forget your work most of the time

D can you never get the thought of your work out of your mind?

11. Do you think that it is ..... to attain a high position in society?

A unimportant

B not really important

C rather important

D very important

12. When you begin something do you

A never carry it to a successful conclusion

B sometimes carry it to a successful conclusion

C usually carry it to a successful conclusion

D always carry it to a successful conclusion?

13. If there is work to be done which requires great responsibility

A would it be completely unattractive to you

B do you think you would be capable of doing it

C would you very much like to do it

D would you only do it if you were put under an obligation to do it?

14. Do you always choose tasks which

A you will only be able to do well if you really exert yourself and work at them

B are so difficult that there is very little chance of your doing them well

C you will be able to do well if luck is on your side

D are so easy that you are certain you will be able to do them well?

15. Do you think ..... to spend a long time preparing for an important task?

A that it really is senseless

B that it can be useful

C that it is necessary for success

D that it is often unnecessary.

16. Are you

A usually bored

B sometimes bored

C hardly ever bored

D never bored?

17. Can you work at something for ..... without getting tired?

A a very long time

B a long time

C not too long a time

D only a very short time.

18. At work, good relations with the 'boss'

A are considered completely unimportant

B seldom have any influences

C are considered to be extremely important

D are appreciated when they occur?

19. When you are about to undertake a difficult task, are you

A tense and excited most of the time

B quite stimulated

C uninvolved most of the time, but with moments of tension

D completely uninvolved and calm?

20. When doing something difficult do you

A give up rather quickly

B usually see it through

C not give up too soon

D give up almost immediately?

21. Are you ..... influenced by successful people?

A always

B sometimes

C hardly ever

D never.

22. At work, are you considered

A very hardworking

B not always so hardworking

C rather easy going

D very easy going?

23. Do you ..... compare how well you can do something with how well others can do it?

A never

B hardly ever

C often

D always.

24. Do you usually do

A much more than you resolved to do

B a little less than you resolved to do

C a bit more than you resolved to do

D much less than you resolved to do?

25. Is the amount of work you do ..... influenced by those around you?

A always

B often

C hardly ever

D never.

26. Would you find a life in which you wouldn't have to work at all

A ideal

B pleasant

C unpleasant

D very unpleasant?

27. If you have not obtained your goal and have not done a task well

A are you inclined to give up

B do you exert yourself once again to attain the goal, but find it difficult to not lose heart

C do you continue to do your best to obtain the goal

D do you usually give up?

28. When on holiday

A are you usually bored throughout the entire period

B are you stimulated most of the time, but get bored towards the end of the holiday

C are you stimulated and interested for the entire holiday

D do you get bored quite soon?

29. Would you describe yourself as

A always energetic

B energetic most of the time

C energetic on rare occasions

D never energetic?

30. When you are working, are the demands which you make upon yourself

A very high

B high

C not so high

D low?

31. When others are successful

A are you always envious

B are you often envious

C are you usually free from envy

D are you always free from envy?

32. If you were to start a business, who would you choose as a partner?

A a person with whom you are quite friendly but who knows very little about the business

B a person whom you dislike intensely but whose knowledge of the business is extremely good

C a person with whom you are not very good friends, but who knows the business quite well

D a very good friend of yours who knows nothing at all about the business.

33. When working on a project do you

A do a thorough survey of all the possible implications, spending a lot of time and energy on the project

B spend a little time on it to examine some of its implications

C examine most of its implications

D do the minimum of work required to complete it?

34. Is work something

A you would rather not do

B you don't like doing very much

C you like doing

D you like doing very much?

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