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The desire to achieve is a major source of strength in business, both for individual managers and for the organizations they lead. It generates passion and energy, which fuel growth and help companies sustain performance over the long term. And the achievement drive is on the rise. We've spent 35 years assessing executive motivation, and we've seen a steady increase during the past decade in the number of managers for whom achievement is the primary motive. Businesses have benefited from this trend: Productivity has risen, and innovation, as measured by the number of patents issued per year, has soared.

In the short term, through sheer drive and determination, overachieving leaders may be very successful, but there's a dark side to the achievement motive. By relentlessly focusing on tasks and goals—revenue or sales targets, say—an executive or company can, over time, damage performance. Overachievers tend to command and coerce, rather than coach and collaborate, thus stifling subordinates. They take frequent shortcuts and forget to commu-

nicate crucial information, and they may be oblivious to the concerns of others. Their teams' performance begins to suffer, and they risk missing the very goals that initially triggered the achievement-oriented behavior.

Too intense a focus on achievement can demolish trust and undermine morale, measurably reducing workplace productivity and eroding confidence in management, both inside and outside the corporation. While profits and innovation have risen during the past decade, public trust in big business has slid. In our executive coaching practice, we've seen very talented leaders crash and burn as they put ever more pressure on their employees and themselves to produce.

At the extreme are leaders like Enron's Jeffrey Skilling, a classic overachiever by most accounts, driven by results regardless of how they were achieved. He pitted manager against manager and once even praised an executive who went behind his back to create a service he had forbidden her to develop. For every Skilling, there are dozens of overachiev-

ing managers who don't make headlines but do cause significant harm. Consider Frank, a confident, results-oriented CEO of a large electronics manufacturer. He was so single-minded in his drive to achieve that he ran roughshod over the rest of the management team. He was arrogant, aloof, and demanding, and he never listened. In fewer than four years, with the company in disarray and members of his senior leadership team threatening to leave, he was fired.

Even if a narrow focus on achievement doesn't get an executive fired, it can stall a career. Jan, a brilliant lawyer, was a partner and the heir apparent in a large New York law firm. But she could be mean-spirited. She didn't tolerate colleagues who seemed less driven than she was, she treated subordinates in a demeaning manner, and she chewed up junior associates at a record pace. Opinions about her began to sour in the firm, and ultimately she was shuffled off to a small satellite office to work—usually alone—on special cases. Although she continued to woo clients and win cases, she never rose any further.

On the surface, controlling achievement overdrive sounds like Management 101: Be less coercive and more collaborative. Influence rather than direct. Focus more on people and less on numbers and results. Easy to say, difficult to master. Experienced, successful executives who should know better fall into over-achievement mode again and again. In this article, we'll offer ways for managers to identify achievement overdrive in themselves and others and keep the destructive aspects in check. But first, let's look at the achievement motive and see how it affects the workplace.

The Growing Drive to Achieve

The drive to achieve is tough to resist. Most people in Western cultures are taught from early childhood to value achievement. For some people, the drive seems innate: They don't just *know* achievement is important, they *feel* it. Accomplishment is a natural high for them. Just ask admitted overachiever Karin Mayhew, who is senior vice president of organization effectiveness for Health Net, a large managed-care company. "I start to feel really good," she says of those moments when her achievement drive kicks into high gear and she feels a mounting sense of accomplishment. At such times, she says, she is excited and happy.

David McClelland, the late Harvard psychologist, spent much of his career studying motivation and how it affects leadership behavior. He identified achievement—meeting or exceeding a standard of excellence or improving personal performance—as one of three internal drivers (he called them "social motives") that explain how we behave. The other two are affiliation—maintaining close personal relationships—and power, which involves being strong and influencing or having an impact on others. He said the power motive comes in two forms: personalized—the leader draws strength from controlling others and making them feel weak; and socialized—the leader's strength comes from empowering people. Studies show that great charismatic leaders are highly motivated by socialized power; personalized power is often associated with the exploitation of subordinates. (See the exhibit "What's Your Motivation?")

McClelland's research showed that all three motives are present to some extent in everyone. Although we are not usually conscious of them, they give rise in us to needs and concerns that lead to certain behaviors. Meeting those needs gives us a sense of satisfaction and energizes us, so we keep repeating the behaviors, whether or not they result in the outcomes we desire.

McClelland initially believed that of the three motives, achievement was the most critical to organizational, even national, success. In *The Achieving Society,* his seminal study on the subject, first published in 1961, he reported that a high concern with achievement within a country was followed by rapid national growth, while a drop led to a decline in economic welfare. In another study, he reported a direct correlation between the number of patents generated in a country and the level of achievement as a motivation.

But McClelland also recognized the downside of achievement: the tendencies to cheat and cut corners and to leave people out of the loop. Some high achievers "are so fixated on finding a shortcut to the goal," he noted, "that they may not be too particular about the means they use to reach it." In later work, he argued that the most effective leaders were primarily motivated by socialized power: They channeled their efforts into helping others be successful.

We have continued McClelland's research

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What's Your Motivation?

A small set of motives, present to some extent in all people, helps explain how leaders behave. The motives generate needs, which lead to aspirations, which in turn drive behavior.

	ACHIEVEMENT	AFFILIATION	POWER	
			Personalized Power	Socialized Power
When this motive is aroused in them, leaders experience a need to:	Improve their personal performance and meet or exceed standards of excellence	Maintain close, friendly relationships	Be strong and influence others, making them feel weak	Help people feel stronger and more capable
As a result, they wish to:	Meet or surpass a self-imposed standard Accomplish something new Plan the long-term advancement of their careers	Establish, restore, or maintain warm relationships Be liked and accepted Participate in group activities, primarily for social reasons	Perform powerful actions Control, influence, or persuade people Impress people inside or outside the company Generate strong positive or negative emotions in others Maintain their reputations, positions, or strength	Perform powerful actions Persuade people Impress people inside or outside the company Generate strong positive emotions in others Maintain their reputations, positions, or strength Give help, advice, or support
These aspirations lead them to:	Micromanage Try to do things or set the pace themselves Express impatience with poor performers Give little positive feedback Give few directions or instructions Cut corners Focus on goals and outcomes rather than people	Avoid confrontation Worry more about people than performance Look for ways to create harmony Avoid giving negative feedback	Be coercive and ruthless Control or manipulate others Manage up — that is, focus more on making a good impression than on managing their subordinates Look out for their own interests and reputations	Coach and teach Be democratic and involve others Be highly supportive Focus on the team or group rather than themselves Work through others; they enable others to do the work rather than doing it themselves

and assessment of managers' and executives' motives (we have amassed data on more than 40,000 people). We show people a series of pictures and ask them to write a story about each. Experts score the stories for imagery that indicates the presence and strength of one or more of the motives. Beginning in the mid-1990s, achievement scores began rising dramatically, while the power drive declined and affiliation stayed more or less steady. (See the exhibit "Achievement Is on the Rise.")

We can't say definitively what triggered the increase in achievement scores, but we believe it was driven by the organizational, market, and economic forces that were in play. The quality movement of the 1980s, for example, with its emphasis on continuous improvement, no doubt enhanced the value of high achievers, who by nature want to continually improve. Then came recession and downsizing, which brought an increased emphasis on short-term performance and growth. Again, both goals were a perfect fit for high achievers, who revel in the need for personal heroics and the challenge of an ever-rising performance bar. Finally, the dot-com era transformed a large number of innovators and entrepreneurs—who tend to be highly motivated by achievement— into managers and executives.

Whatever the cause, the rise in scores coincided with increases in several of McClelland's other indicators of high achievement—in particular, economic growth, innovation, cheating, and cutting corners. Organizational performance and innovation improved, as can be seen in the advance of the stock market and the number of U.S. patents. But there was also a lapse in business ethics, and, as a result, more high-profile scandals and reduced public trust in big corporations. (See the exhibit "So Is Creativity, But....")

The Six Styles of Leadership

Despite the advantages of an achievement mentality, executives who are overly motivated to achieve can weaken a company's or group's working climate and in turn its ability to perform well. That's because a leader's motives affect the way he or she leads. In our research over the years, we've identified six styles of leadership that managers and executives use to motivate, reward, direct, and develop others. These are *directive,* which entails strong, sometimes coercive behavior; *visionary,* which focuses on clarity and communication; *affiliative,* which emphasizes harmony and relationships; *participative,* which is collaborative and democratic; *pacesetting,* which is characterized by personal heroics; and *coaching,* which focuses on long-term development and mentoring. (See the sidebar "The Right Leadership Style…Creates a Strong Work Climate.")

There is no one best style of leadership. Each has its strengths and its limits. The directive approach, for instance, is useful in crises or when a leader must manage a poor performer, but overuse stifles initiative and innovation. The affiliative approach is appropriate in certain high-stress situations or when employees are beset by personal crises, but it is most effective when used in conjunction with the visionary, participative, or coaching styles. Pacesetting can get results in the short term, but it's demoralizing to employees and exhausting for everyone over the long haul.

The most effective leaders are adept at all six leadership styles and use each when appropriate. Typically, however, a manager defaults to the styles he or she is most comfortable using, a preference that reflects the person's dominant motive combined with the level of pressure in the workplace. People motivated mainly by achievement tend to favor pacesetting in low-pressure situations but to become directive when the pressure is on.

Jan, the achievement-driven lawyer, tried

Achievement Is on the Rise

We've seen a steady increase in the degree to which achievement is a motive for managers and executives, while power as a motivation has dropped.

The affiliation motive has remained fairly level. (The lines show average motive scores.)

1988   2005
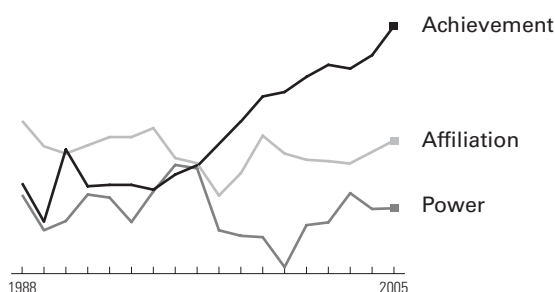
to involve herself in every detail of her client work. She was never satisfied with others on her team and continually second-guessed them. She rewrote perfectly good reports, claiming they didn't quite meet her standards. As the pressure and work mounted, she became even more demanding and controlling, confronting others and accusing them of incompetence.

It's not surprising that such pacesetting and coercion have been shown to suppress work-climate attributes that contribute to high performance, including flexibility, responsibility, team commitment, and the extent to which feedback and rewards are linked to performance. People high in socialized power, by contrast, naturally gravitate to coaching in low-stress situations and become visionary under pressure. Consider Luke, a senior executive we worked with who is known for his mentoring.

So Is Creativity, But…

As the achievement drive has risen among managers and executives, so has the level of innovation, as measured by the number of U.S. patents issued. But

at the same time, public trust in big corporations has sunk as the relentless focus on results has led to unsavory behavior on the part of some executives.

Patents 189,536

68,315

1987 1989 1991 1993 1995 1997 1999 2001 2003

Source: U.S. Patent and Trademark Office

11

Percentage of survey respondents expressing a great deal of confidence in big business

7

1997 1999 2001 2003

Source: Roper Center for Public Opinion Research, University of Connecticut

When Luke learned that a subordinate who disagreed with him about a critical business decision had done an end run and was planning to speak to the chairman, Luke didn't react angrily, as most people would. Instead, he offered to coach the subordinate on how to effectively approach his meeting with the chairman. He was able to put aside the personal aspect of the situation and consider the big picture. As Luke told us: "I didn't want him to hurt himself any more than he had already. I wanted him to learn, to benefit, to grow. I don't know—maybe he can have my job some day."
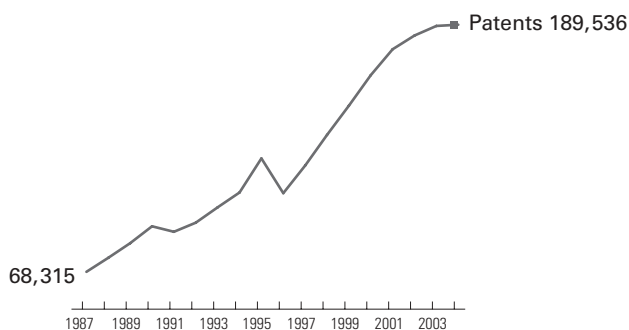
To look at how motives and leadership style affect a group's climate and performance, we studied 21 senior managers at IBM. All led teams responsible for large global accounts with multimillion-dollar revenue targets. We assessed each manager using a set of six attributes of a high-performing climate, such as flexibility and clarity. Eleven of the managers created climates that were seen by their direct reports as strong or energizing. The other managers created climates that were perceived by their reports as neutral or demotivating. In just one year, the teams with strong or energizing climates generated $711 million more in profit than did those with neutral or poor climates. Achievement was the dominant driver for all 21 of these leaders. But the managers who created strong or energizing climates also had far higher scores in both power and affiliation than the other leaders. (See the exhibit "Profiles of Successful Leaders.")

Among the leaders who created neutral or demotivating climates, the dominant style was pacesetting, which can drive short-term growth, but at the expense of long-term profitability. In fact, the teams with weaker climates did produce more short-term revenue growth than the others. But most of it came about through personal heroics—leaders going out and doing deals themselves rather than building their organizations. The leaders who created high-performing and energizing climates got more lasting results by using a broad range of styles, choosing different styles for different circumstances. They were strong in the visionary, affiliative, participative, and coaching styles, relying least on the directive and pacesetting approaches. Rather than order people around or rely on personal heroics, they provided vision, sought buy-in and commit
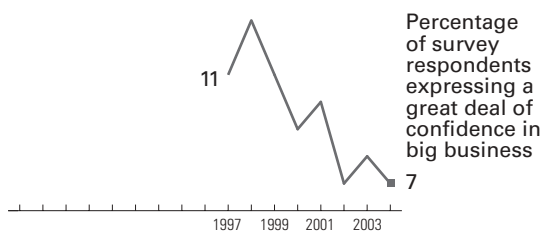
The Right Leadership Style…Creates a Strong Work Climate

Each of the six leadership styles we've identified is appropriate to certain situations and settings; none is appropriate to all. The most effective leaders know how to use the right style for the circumstances.

Directive. This style entails command-and-control behavior that at times becomes coercive. When executives use this approach, they tell people what to do, when to do it, and what will happen if they fail. It is appropriate in crises and when poor performers must be managed, but it eventually stifles creativity and initiative. It is favored by high achievers under stress.

Visionary. This style is authoritative, but rather than simply telling people what to do, the leader gains employees' support by clearly expressing their challenges and responsibilities in the context of the organization's overall direction and strategy. This makes goals clear, increases employee commitment, and energizes a team. It is commonly used by people with a high personalized-power drive under low-stress situations and people with a high socialized-power drive when stress is high.

Affiliative. Leaders with this style emphasize the employee and his or her emotional needs over the job. They tend to avoid conflict. The approach is effective when a manager is dealing with employees who are in the midst of personal crises or in high-stress situations such as layoffs. It is most effective when used in combination with visionary, participative, or coaching styles. It is seldom effective alone.

Participative. This style of leadership is collaborative and democratic. Executives using this style engage others in the decision-making process. It's great for building trust and consensus, especially when the team consists of highly competent individuals and when the leader has limited knowledge or lacks formal power and au-

thority, such as within highly matrixed organizations. It is favored under high-stress conditions by leaders with high affiliation drives.

Pacesetting. This style involves leading by example and personal heroics. Executives using this style typically have high standards and make sure those standards are met, even if they have to do the work themselves—which they frequently do. It can be effective in the short term, but it can demoralize employees over the long haul. It is a typical go-to style for high achievers, at least under relatively low-stress conditions.

Coaching. This style involves the executive in long-term professional development and mentoring of employees. It's a powerful but underused approach that should be part of any leader's regular repertoire. Leaders who score high on the socialized-power motive prefer it under low-stress conditions.

We've also identified six factors that contribute to performance by affecting the workplace climate—how it feels to work in a particular area for a particular manager. A leader's behavior heavily influences the degree to which each of these factors is present and is a positive influence.

Flexibility reflects employees' perceptions about whether rules and procedures are really needed or are merely red tape. It also reflects the extent to which people believe they can get new ideas accepted. In high-performance climates, flexibility is high.

Responsibility means the degree to which people feel free to work without asking their managers for guidance at every turn. In high-performing climates, people feel they have a lot of responsibility. When high achievers overuse the directive and pacesetting styles, as they often do, they limit or destroy flexibility and responsibility within a group.

Standards represents the degree to which people perceive that the company emphasizes excellence—that the bar is set at a high but attainable mark, and managers hold people accountable for doing their best. When standards are strong, employees are confident they can meet the company's challenges.

Rewards is a reflection of whether people feel they are given regular, objective feedback and are rewarded accordingly. While compensation and formal recognition are important, the main component is feedback that is immediate, specific, and directly linked to performance.

Clarity refers to whether people know what is expected of them and understand how their efforts relate to organizational goals. In study after study, this dimension of climate has been shown to have the strongest link to productivity. Without clarity, the other elements of climate often suffer. Leaders who create high clarity often rely heavily on the visionary, participative, and coaching styles.

Team commitment is the extent to which people are proud to belong to a team or organization and believe that everyone is working toward the same objectives. The more widely shared the team's values are, and the greater its commitment to performance, the higher the team's pride.

A climate with high levels of standards, clarity, and team commitment and at most one gap in the other dimensions is very strong. A climate with no significant gaps in standards, clarity, or team commitment and two gaps in the other factors is still energizing to employees. Any more gaps, and the climate is neutral or demotivating. In such an environment, people tend to do only the minimum required, and performance suffers.

ment, and coached their people. They were also more collaborative, building consensus among those they led.

Recognizing Your Motives

The good news about achievers is that when given a goal, they pull out all the stops to reach it—even if the goal is to manage their achievement drive. For an overachiever seeking to broaden his or her range, the first step is to become aware of how motives influence leadership style.

Karin Mayhew, the Health Net executive, is a pacesetting manager by nature. She didn't understand the value of influencing others (rather than doing everything herself) until, as an internal consultant for a telecommunications firm, she was asked to facilitate discussions between management and labor. For once, she had to be invisible. Forced to bite her tongue, she perceived that she could step out of the role of content expert and help other

people understand the big picture and see how the pieces might fit together.
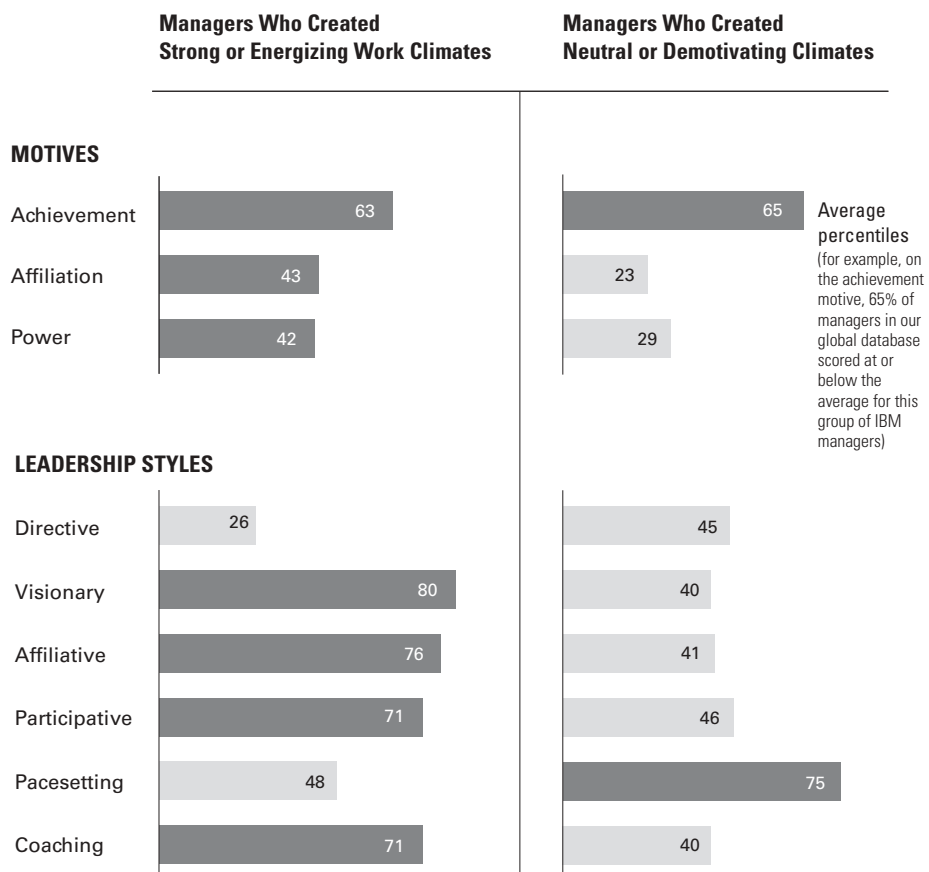
Often, it takes a nudge from someone to get the transformation moving. Consider Rooney Anand, CEO of Greene King, one of the UK's most successful brewing and pub companies. As a young marketing manager in an organization that put a premium on results, Anand found himself becoming increasingly aggressive and demanding. He saw the need to change when a fellow manager said to him, "I've met your type before. Normally they're not very nice people. But you're actually a great bloke when you're not working. So what is your problem?" Family and friends may also let you know; our motives, after all, don't shut down when we leave work.

If you're seeking to assess yourself as a manager, there are calibrated tools for measuring the three leadership motives, but you can get a good sense of which drive is dominant in you simply by examining the activities you like and why.

Profiles of Successful Leaders

When we studied 21 senior managers at IBM, we found that 11 of them created strong or energizing work climates. These leaders were driven primarily by the desire to achieve, but they were also driven more by the need for affiliation and power than the other executives, who created neutral or demotivating climates.

Moreover, the 11 managers employed at least four of the six leadership styles described in this article, using each when appropriate to the circumstances. IBM has incorporated these leaders' behaviors into a new competency model.

	Managers Who Created Strong or Energizing Work Climates	Managers Who Created Neutral or Demotivating Climates	
MOTIVES			
Achievement	63	65	**Average percentiles** (for example, on the achievement motive, 65% of managers in our global database scored at or below the average for this group of IBM managers)
Affiliation	43	23	
Power	42	29	
LEADERSHIP STYLES			
Directive	26	45	
Visionary	80	40	
Affiliative	76	41	
Participative	71	46	
Pacesetting	48	75	
Coaching	71	40	

We've seen very talented leaders crash and burn as they put ever more pressure on their employees and themselves to produce.

• People with high achievement drives tend to like challenging projects that allow them to accomplish something new. It may be as simple as stamp collecting or as difficult as getting a PhD in history. One executive we're working with is spending all of his spare time training for a spot on a Senior Olympics swim team. They also like to outperform people who represent a high standard of excellence. Achievers tend to be utilitarian in their communication—often brief and to the point.

• Those high in affiliation are energized by personal relationships. They like to spend time with family and friends and are attracted to group activities, largely for the opportunities to build relationships. They make heavy use of the phone and e-mail just to stay connected.

• People mainly motivated by personalized power need to feel strong and to be seen as important. They tend to be driven by status and image. They often seek status symbols (the right car, neighborhood, clothes) and engage in prestigious activities (dining at the right club with the right circle of friends).

• Individuals mainly driven by socialized power enjoy making a positive impact. They get satisfaction from helping people feel stronger and more capable; they're often energized by team activities. They like to advise and assist, whether or not the advice is wanted or needed. Such people are often attracted to teaching or politics and tend to be charismatic leaders.

Managing and Exercising Your Motives

Even trickier and more important than recognizing an overactive drive to achieve is figuring out how to channel that drive into new behaviors and continually practice them until they become almost second nature. Dean McAlister, a senior pharmaceuticals sales director with AstraZeneca, found himself promoted to a management position early in his career. Like Greene King's Anand, he was talented, sincere, and hardworking, and at times he drove people crazy. While he took pride in his high-achievement approach, others saw him as arrogant, impatient, and manipulative. "Dean was known for his 3 AM e-mails," said one colleague. "That was his normal pace—everything was a priority." Said another: "He outlined a problem, and before we could discuss it, he solved it himself."

McAlister's solutions were often well founded. He stayed ahead of the industry's information curve, regularly rising before dawn to study the latest market trends. But by always providing the answers, he stifled the input and creativity of his team members. He didn't realize this until his manager told him. In classic achievement mode, McAlister instantly turned his energy toward transforming his leadership. With the help of a coach, he began studying his own actions, trying to determine why he behaved as he did. He also monitored his behavior with his team, peers, and manager, asking them to give honest feedback. Much of what he learned was unexpected and, initially, difficult to swallow. At one point, he was describing his daily routine. A deeply spiritual man, McAlister spoke of taking time each day for prayer. When he was asked how much time he spent talking to God and how much time listening, he realized that even in his spiritual life he was focused on his own agenda. "Of course," he groaned, "I'm always talking."

Next, he adopted specific new behaviors. Rather than issue a set of directives on sales targets, for instance, he engaged his team in a discussion of how to achieve the goals. He consciously tried to listen and not jump to conclusions—a continuing struggle, though the behavior is becoming more natural with time and practice. He still slides into pacesetting from time to time. When a sales rep e-mailed him about closing on an important new contract, an excited McAlister fired back with a list of the next steps she should immediately take. It was only after he'd hit the "send" key that he realized his error. "I'd just laid out the plan instead of coaching her," he said. The new McAlister took steps to set things right: He quickly sent a second message, congratulating her and telling her to come up with her own plan. It's a testament to his shift in behavior that his team recently was honored for being the first region to attain market leadership with three of AstraZeneca's top drugs.

Like McAlister, Anand also still works to be aware of his achievement drive and to consciously change his behavior when it starts to overtake him. For example, he had a habit of challenging people during meetings. "My passion and desire to sort problems out, to rectify things, still kicks in," he says. "As a

result of my behavior, the team becomes cranky or shuts down. It's taken me quite a long time to learn." So now he'll often refrain from saying what's on his mind, but he'll make a note to take up the matter after the meeting. With time and effort, he says, episodes of achievement overdrive have become less and less frequent for him.

Karin Mayhew has consciously chosen to limit her comments on an idea to a couple of minutes or less and tries to put them in the context of the organization and business. She has also trained herself to ask a lot of open-ended questions ("How can I help?") in an effort to draw people into the conversation. "I've learned to find my 'pause' button and drive the agenda by asking questions and having others take the lead," she says.

Another trick is to look to other areas of your life to satisfy your achievement drive. One executive, recognizing that his need to succeed was getting in the way of his effectiveness at work, refocused his drive on building violins at home on the weekends. Of course, he didn't just turn out run-of-the-mill instruments; his were exquisite pieces of art, one of which was played by a friend in the Boston Symphony. Another executive turned to restoring antique sports cars.

Mayhew now channels her achievement drive toward her home and family. She regularly prepares elaborate, multicourse Sunday night dinners. Although these events are a great deal of work, she finds the dinners exhilarating and energizing, and the effort gives her a sense of satisfaction in what she's achieved, a tonic for the coming workweek.

Changing the Culture

While behavior is the responsibility of the individual, organizations play a role, if sometimes unintentionally, in influencing executives' actions. Some companies unabashedly create cultures that foster and reward the achievement-at-all-costs mentality. Most organizations are less calculating; they simply select and promote high achievers for their obvious assets, let nature take its course, and then look the other way as long as the numbers are good.

But companies can redirect their focus and still achieve good numbers. In the early 1990s, when CEO Lou Gerstner set out to regain IBM's market dominance by transforming the company into a flatter, matrix-driven organization, he sought managers who would orchestrate and enable rather than command and control. He knew IBM needed to move away from its culture of personal heroics and individual achievement and begin valuing socialized power and managers who pay attention to the greater needs of the company.

As part of that transformation, we assessed the motives and leadership styles of 2,000 IBM managers, including the top 300 leaders. We found an achievement-oriented culture in which executives focused on their own departments or divisions, even if doing so had a negative impact on performance in other parts of the organization. Their client focus, too, was achievement driven: Managers often found themselves devoting more time and energy to making the sale than understanding the customer's needs. The dominant leadership style, which reflected this emphasis on individual achievement, was pacesetting, and the climate lacked a number of the attributes that contribute to high performance, especially in the areas of flexibility, rewards, clarity, and, most notably, team commitment.

Among the executives we interviewed, however, was a small but highly successful group that led very differently. They exhibited a drive to achieve, but they worked through others, created strong teams, provided coaching, and focused on increasing the capability of the whole organization, not just their departments. IBM incorporated these behaviors into a competency model that over the next eight years was used to select, develop, and promote leaders. The company also created a group to develop and coach managers and executives in the desired new behaviors. More important, Gerstner and his team used everything from public praise to stock options to reward the new behaviors.

Two years ago, when we returned to assist IBM in recalibrating the competency model, we found a very different leadership culture. Gone was the combative, turf protecting, isolationist attitude. In its place was an emerging culture of collaboration and team leadership—a culture that balanced influencing and helping others with the drive to achieve. Although the motives of the leaders had not changed (the executives were still very high achievers), their behavior had. The coaching style, measured through surveys of their direct reports,

The good news about achievers is that when given a goal, they pull out all the stops—even if the goal is to manage their achievement drive.

had increased by 17%, while pacesetting had decreased by 5%.

Of course, a high achievement drive is still a source of strength. But companies must learn when to draw on it and when to rein it in. The challenge for managers today, then, is to return some of the balance McClelland advised, seeking an approach to leadership that uses socialized power to keep achievement in check.

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