

Motivation: How to Increase Project Team Performance

Tonya M. Peterson, Kohl's Corporation

ABSTRACT ■

Stimulating team member performance requires a project manager to harness many different interpersonal skills. The level of enthusiasm applied toward project efforts has a direct impact on the project results. Because motivation can inspire, encourage, and stimulate individuals to achieve common goals through teamwork, it is in the project manager's best interest to drive toward project success through the creation and maintenance of a motivating environment for all members of the team.

KEYWORDS: team performance; project success; motivation

INTRODUCTION ■

Motivation can inspire, encourage, and stimulate individuals and project teams to achieve great accomplishments. Motivation can also create an environment that fosters teamwork and collective initiatives to reach common goals or objectives. The level of motivation an individual and/or team applies to project efforts can affect all aspects of project results, including a direct impact to the triple constraint project success factors (i.e., on time, within budget, high quality, met scope/customer expectations). Knowing this, it is in the project manager's best interest to understand the reason for demotivation in order to achieve project success through the creation and maintenance of a motivating environment for all members of the team.

The book *Essentials of Supervision* defines management as "achieving results through others" (Simpson, Gould, Hardy, & Lindahl, 1991, p. 58). Stimulating team member performance requires a project manager to harness many different interpersonal skills, including good communication and the ability to train others, make decisions, lead by example, and create a positive, motivational environment by understanding and associating with the key components of motivation. Unlike most tangible project management functions, motivation is not designated by the project manager to a team member; instead, motivation is internal to each team member and derived from a team member's desire to achieve a goal, accomplish a task, or work toward expectations. Motivation can be considered the catalyst of ambition applied to the desired accomplishment.

Just as some teams are stimulated to achieve great success throughout all project efforts and assignments, other project teams may remain uninspired and shuffle meekly, quietly, and unpretentiously toward project completion. With this in mind, there are two opposing questions that have often been raised when reviewing drivers and motivators of individual and team performance. These resonating questions are "Can a project manager motivate others to perform?" or is it more accurate to ask "How does the project manager create an environment conducive to outstanding team synergy and peak individual performance?" (Scholtes, 1999). The subsequent research provides the answer to these questions as well as a further exploration of motivational approaches a project manager can apply to the project team environment.

Motivational Theories

McGregor's Theory X and Theory Y

McGregor's Theory X and Theory Y motivational approach identifies polar differences in subordinates. Theory X team members are classified as individuals who require constant attention, do not want to work, need punishment to achieve desired effort, and avoid added responsibilities. In contrast, Theory Y individuals are classified as team members who want to work, find the job satisfying, are willing to participate, do not require a controlling

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Motivation How To Increase Project Team Performance

Tonya M. Peterson



Motivation How To Increase Project Team Performance:

Motivation : how to Increase Project Team Performance Tonya M. Peterson, 2007 One personality trait that many effective leaders share is the ability to motivate others to achieve a common goal This article examines how project managers can inspire and encourage their project teams as well as each project team member to perform well and achieve much In doing so it identifies this study s two research questions and explains the advantages and disadvantages of applying four different systems McGregor s Herzberg s McClelland s and Myers Briggs s for understanding how to motivate others It describes eight mistakes that leaders commonly make when motivating their teams and suggests possible responses for resolving each mistake it discusses the dynamics and the complexities of motivating project teams noting the key components involved in motivating high performing project teams It then outlines eight strategies for developing a positive minded approach that can help project managers create a high performing team culture It also looks at the ways that project managers can effectively inspire and encourage their project teams and their project team members

The Psychology and Management of Project Teams François Chioocchio, E. Kevin Kelloway, Brian Hobbs, 2015-04-10 In this volume a cross disciplinary set of editors brings together perspectives from leading I O psychology and project management scholars The volume includes comprehensive coverage of team selection development learning motivation and communication conflict management and well being leadership diversity performance from a multi level perspective and career development

The Project Management Paradigm Ken Burnett, 2012-12-06 Introduction The changing business environment of global operations mergers decentralization increased competition pressure on budgets etc has contributed to a positive change in the workplace As this change continues we must keep up to date and follow good standards principles and practices To help we present the Paradigm of Project Management which is based on a simple practical approach to managing projects The method is flexible and may be applied to any project although in this book we concentrate on the development of systems However it also illustrates that the formation and management of project teams are changing in line with technology As Dr Tom Peters says Stability and predictability are gone forever For example project teams may work from home telework using email and groupware along electronic highways Therefore instead of going through a pyramid of people to reach an executive one can use the Internet an intranet or an extranet and go direct Another change is represented by the transient teams and Get it Done working approaches An example of how a global project was managed is one in which Malaysia s International Shipping Corporation MISC implemented MISC Net a networking project to link online all of its shipping agents worldwide to its HQ in Malaysia Project management was a key component in the solution prior to awarding the contract IBM and MISC worked on the International Project Management System

Kommunikation im Projektmanagement Matthias Freitag, 2016-05-06 Ausgehend von einem systemischen Projektmodell und einem konstruktivistischen Mehrebenenmodell von Kommunikation rekonstruiert Matthias Freitag insgesamt 34 Funktionen der Projektkommunikation

Der Autor konkretisiert den breiten aber auch ambivalenten Einfluss der Kommunikation auf die Projektarbeit sowohl auf der Ebene des Individuums und des Projektteams als auch in der Beziehung zu den Anspruchsgruppen. Dabei zeigt er, dass neben Projektsteuerung, Reporting und Dokumentation auch Leistungserbringung und Lernen, Teamentwicklung und Führung sowie die Beziehungsgestaltung zu Stakeholdern durch Projektmarketing und Politik in erster Linie Kommunikationsaufgaben sind. Neuere Entwicklungen wie das agile Projektmanagement und die virtuelle Zusammenarbeit unterstreichen diesen Einfluss noch.

Radical Therapy for Software Development Teams Gregory Lind, Maryna Mishchenko, 2024-02-28. Build and maintain effective collaborative and motivated software development teams. This book addresses the challenges in doing so like communication gaps, trust issues and motivation problems and provides strategies to overcome them. You'll be introduced to the Radical Therapy Dev philosophy, a holistic approach designed to optimize software development teams for better performance and overall well-being. This book highlights common pain points in software development and offers solutions to resolving much of the issues in teams. It offers strategies for implementation focusing on adaptability and accountability while also promoting community supported standards. And the book reveals why an emphasis on fostering a growth mindset, mentorship programs and junior intern initiatives promotes continuous learning and collaboration. With the rise of remote work, you'll see why hiring globally while thinking locally is gaining popularity. You'll also gain insights into removing barriers to remote work along with tools and policies for remote collaboration. Additionally, the book explores the concept of cloud native software development and its benefits. Radical Therapy for Software Development Teams critiques the traditional agile methodology, identifying its shortcomings while extracting valuable lessons that can still be applied effectively. What You Will Learn: Address communication gaps, foster trust and nurture a growth mindset among team members. Avoid common feedback mistakes, recognize accomplishments and implement a reward system. Improve software development practices and team dynamics. Take a scientific approach to project management rather than traditional requirements gathering. Break Down Communication Barriers. Who This Book is For: Software development professionals.

Project Management in Extreme Situations Monique Aubry, Pascal Lievre, 2016-12-12. The growing complexity of projects today as well as the uncertainty inherent in innovative projects is making obsolete traditional project management practices and procedures which are based on the notion that much about a project is known at its start. The current high level of change and complexity confronting organizational leaders and managers requires a new approach to projects so they can be managed flexibly to embrace and exploit change. What once used to be considered extreme uncertainty is now the norm and managing planned projects is being replaced by managing projects as they evolve. Successfully managing projects in extreme situations such as polar and military expeditions shows how to manage successfully projects in today's turbulent environment. Executed under the harshest and most unpredictable conditions, these projects are great sources for learning about how to manage unexpected and unforeseen situations as they occur. This book presents multiple case studies of managing extreme events as

they happened during polar mountain climbing military and rescue expeditions A boat accident in the Arctic is a lesson on how an effective project manager must be ambidextrous on one hand able to follow plans and on the other hand able to abandon those plans when disaster strikes and improvise new ones in response Polar expeditions also illustrate how a team can use weak links to go beyond its usual information network to acquire strategic information Fire and rescue operations illustrate how one team member's knowledge can be transferred to the entire team Military operations provide case material on how teams coordinate and make use of both individual and collective competencies This groundbreaking work pushes the definitions of a project and project management to reveal new insight that benefits researchers academics and the practitioners managing projects in today's challenging and uncertain times

A Roadmap to Cracking the Pmp® Exam

Stuart Brunt PMP PgMP PMI-RMP, 2013-05-23 This PMP Study Guide employs multilearning techniques to maximize your knowledge retention for the many project management terms and concepts Based on the PMBOK Guide Fifth Edition the contents deliver the information knowledge and confidence needed to pass the PMP exam This book provides comprehensive coverage of the information required to prepare for the PMP exam in an easy to understand format and also includes many practice questions and quizzes An emphasis on areas of exam difficulty with examples and exercises is also provided based on feedback analysis

Advancing Human Resource Project Management Richard J. Klimoski, Beverly Dugan, Carla Messikomer, Francois Chiocchio, 2014-07-23 Get real world solutions and evidence based guidelines for HR project management challenges Tackling major human resources management projects can be daunting but now you can learn from the lessons of HR professionals who have encountered roadblocks or challenges in similar contexts *Advancing Human Resource Project Management* is an in depth thoughtful resource that highlights the knowledge and experience of those who have undertaken large HR projects This guide illustrates what worked and what didn't with a focus on evidence and real world cases to illuminate effective strategies and solutions Each chapter presents empirical findings complemented by professional judgment and wisdom from human resource management professionals well versed in global business environments *Advancing Human Resource Project Management* recognizes the importance of context addresses the practical and professional implications of managing HR management projects in different industry sectors and provides comprehensive coverage on implementing global development programs and project initiation and planning Ideal for global Industrial and Organizational Psychology faculty and practitioners graduate students and especially HR professionals this resource uncovers the best evidence based practices available today for effective HR project management strategies The book includes An emphasis on the implications and challenges of providing solutions for HR business problems on a global scale Real world cases and firsthand professional experiences with summaries of knowledge gained from research and practice Advice on tackling challenges inherent in various stages of a project Expertise and counsel from HR professionals familiar with large projects and from those who study and work in the field of project management Let this comprehensive

resource guide your approach to initiating and managing large HR projects With solid empirical evidence and relatable case studies *Advancing Human Resource Project Management* is the ideal professional companion for those looking to strengthen their project techniques project leadership and management skills *Managing People in Projects for High Performance* Upasna A. Agarwal, Karuna Jain, Vittal Anantatmula, Sankaran Shankar, 2023-05-23 This book examines practically useful management and people skills and looks at competencies from the micro meso and macro lens At the micro level the book examines a range of competencies needed for managing oneself and others in a project environment such as personality style cognitive skills communication skills and emotional intelligence The book will also include discussion on strategies for managing emotions of self and others effectively At the meso level the book discusses basic structure characteristics and importance of different types of teams such as virtual teams project teams domain specific teams and heavy weight teams in organizations to enhance productivity and delegate accountability It also explores team processes including structure culture supporting systems performance and incentive systems and their impact on team productivity In addition the book includes a discourse on skills to manage a multi generational workforce a combination of baby boomers X and Y generation a challenge faced by project managers in current scenario Finally at the macro level the book captures the role of culture in a project context emerging leadership styles in projects maintaining relationship with internal and external stakeholders role of power politics and influence in relationship building social networks and social capital and managing conflicts and negotiations The book presents ethical considerations in managing projects relationship between projects and sustainability societal responsibilities of projects advantages and disadvantages of forms of control in projects behaviour and outcome control It is positioned primarily for practitioners although it is a relevant and useful resource and reference for academics and students of project management and management studies courses *Information technology project managers' competencies: An analysis of performance and personal competencies* Carl Marnewick, Wikus Erasmus, Nazeer Joseph, 2016-12-31 The purpose of this book is to shed light on the performance and personal competencies of information technology IT project managers in South Africa Predictive models are built to determine what project managers consider the crucial competencies they should possess to deliver an IT project successfully This investigation takes place in the context of poor IT project success rates globally and in particular in South Africa This novel research seeks to extend the debate on project success beyond what constitutes success or failure but seeks to find clarity in what IT project managers believe are the essential competencies in practice This quantitative research gathered data by way of an online survey based on literature regarding the Project Management Competency Development Framework PMCDF The population consisted of IT project managers in South Africa Four hundred and two respondents chose to share their insights Through the use of descriptive and multivariate statistics major competency factors were identified These factors were used in structural equation modelling to build various validated predictive models This book contributes to the current body of knowledge by uncovering the competencies that IT project

managers consider themselves competent in The structural equation models indicated predictors of perceived competence by IT project managers and where these perceived competencies differ from literature Twelve managerial implications are highlighted in the final chapter that seek to draw the myriad threads together into a coherent summary It is apparent that IT project managers do not consider the PMCDF important in its entirety but instead choose to focus on certain competencies

Cambridge Handbook of Organizational Project Management Shankar Sankaran, Ralf Müller, Nathalie Drouin, 2017-05-23 In recent years organizational project management OPM has emerged as a field focused on how project program and portfolio management practices strategically help firms realize organizational goals There is a compelling need to address the totality of project related work at the organizational level providing a view of organizations as a network of projects to be coordinated among themselves integrated by the more permanent organization and to move away from a focus on individual projects This comprehensive volume provides views from a wide range of international scholars researching OPM at a cross disciplinary level It covers concepts theories and practices from disciplines allied to management such as strategic management organization sciences and behavioural science It will be a valuable read for scholars and practitioners alike who are looking to enrich their understanding of OPM and further investigate this new phenomenon *PMP Handbook with 10 Practice Tests based on PMBOK6* Certybox Education, 2020-10-02 PMP Handbook with 10 Practice Tests covers each and everything based on PMBoK6 This book is consider as last minute study guide to revise your concepts before taking exam Book also covers 1400 question as a practice with detailed explanation *Transformational Leadership Styles, Management Strategies, and Communication for Global Leaders* Roache, Darcia Ann Marie, 2023-08-31 The impact of transformational leadership styles management strategies and communication for organizational effectiveness and employee performance within organizations cannot be overemphasized Leadership as a concept has evolved over the years based on situations practices and change management approaches in organizations The evolution of transformational leadership in organizations is imperative to examine in order to motivate and encourage others to collectively support and work to achieve organizational effectiveness or vision and mission Leadership needs a paradigm shift to influence opportunities and challenges in organizations such as organizational behavior motivation communication and management functions Transformational Leadership Styles Management Strategies and Communication for Global Leaders aims to provide relevant theoretical conceptual procedural and the latest empirical research findings frameworks that critically examine the areas of leadership leadership styles management studies and communication for leaders globally It is designed for multi sectoral interests in business and educational organizations chief executive officers executive members team leaders industry leaders human resource directors personnel leadership and management leaders and practitioners **Performance Measurement of New Product Development Teams** Erin Yu-Ching Lin, 2008-12-18 Using the example of four Taiwanese brand name multinational companies this study seeks to unpack the relationship between project team performance measurement

systems and new product success failure It examines the use of performance measurement results and the resulting impact on team member behaviour and functional departments *Project Management* Stewart R. Clegg, Torger

Skyttermoen, Anne Live Vaagaasar, 2020-10-12 Project management is an essential life and workplace skill that everyone must develop Following the popular style and format of other textbooks by Stewart Clegg this brand new co authored textbook on project management provides a much needed European perspective to the subject Drawing on the latest research and practice the authors guide students on an active learning journey through the project lifespan promoting a critical and reflexive approach to studying project management as well as one that creates value for all project stakeholders and emphasizes people and not just process Case studies and examples discussed in the text cover a wide range of projects from large to smaller across different industries and sectors both public and private including megaprojects HS2 mega events Olympics political projects Brexit health related project implementation LEAN tech related projects Google building and restoration projects housing Sagrada Familia and arts and cultural projects European Capital of Culture Incorporating a host of learning features both in chapters and via the supporting online resources this textbook is essential reading for all students managers completing a course unit in project management at either undergraduate or postgraduate level **The**

Project Management Question and Answer Book Michael Newell, Marina Grashina, 2003-12-10 What is a project charter How about a work breakdown structure Do you know the basic steps behind risk quantification And why is it important to be acquainted with Goldratt s critical chain theory The Project Management Question and Answer Book is a one stop reference that both beginning and experienced project managers will use in countless on the job situations Providing the answers to critical questions from the simplest to the most advanced the book is arranged to get you the information you need the moment you need it You ll find helpful explanations of crucial project management issues including Why PM is useful to you and your organization How to interact with project stakeholders to maximize productivity How to establish realistic cost schedule and scope baselines What management techniques can be used to motivate teams What methods you can use for evaluating project team performance Packed with case studies and examples The Project Management Question and Answer Book is an indispensable guide covering everything from estimates quality control and communications to time risk and human resource management It is a practical constantly usable resource for understanding fundamental project management issues and implementing workable solutions **The Project Management Coaching Workbook** Susanne Madsen, 2012-02

Take These Six Steps to Reach Your Project Management and Leadership Goals Starting with an insightful self assessment The Project Management Coaching Workbook Six Steps to Unleashing Your Potential offers tools questions reviews guiding practices and exercises that will help you build your roadmap to project management and leadership success Based on her experience as a coach and mentor Susanne Madsen offers a proven six step method designed to help you understand and articulate what you want to achieve and then assist you in achieving those goals This workbook will help project managers at

any level overcome some of the most common challenges they face by Effectively managing a demanding workload Leading and motivating a team Building effective relationships with senior stakeholders Managing risks issues and changes to scope Delegating effectively

The Evolution and Maturation of Teams in Organizations: Theories, Methodologies, Discoveries & Interventions, 2nd Edition Eduardo Salas, Marissa Shuffler, Michael Rosen, 2020-12-08 Publisher's note In this 2nd edition the following article has been added Shuffler ML Salas E and Rosen MA 2020 The Evolution and Maturation of Teams in Organizations Convergent Trends in the New Dynamic Science of Teams *Front Psychol* 11 2128 doi 10.3389/fpsyg.2020.02128 *Routledge Handbook of Integrated Project Delivery* Derek Walker, Steve Rowlinson, 2019-07-26 The concept of integrated project delivery IPD has evolved as a result of the need for highly expert teams of people to collaborate to deliver extremely complex projects to manage expectations about delivery speed changes in governance standards and to take advantage of and manage expectations raised by rapid advances in technology All this demands effective change management This is the first Handbook to contextualise and thematically explore the concept with an emphasis on rigorous practical and theoretical validation The Handbook is divided into five sections each with a focus on several interconnected themes including An introduction to IPD concepts The foundational elements and characteristics of IPD People culture and collaboration as key ingredients to successful and effective IPD Technology and process aspects of relational contracting forms such as IPD New and relevant perspectives to IPD that have received scant attention to date Aspects and emerging issues that are rarely consciously considered in traditional project delivery due to the commercial imperative that drives firms and client organisations The Handbook offers both discussions of these key themes and also in depth research into construction and other industry project procurement and delivery that spans decades In addition the Handbook presents best and better practice but also includes insights into cutting edge experimental developments in technology and practices where proof of concept is currently being developed into emerging practice Contributing authors in this Handbook collaborate with the co editors to draw together an integrated set of chapters that align to deliver a coherent narrative of the IPD concept It is an invaluable reference for practitioners and academics alike and useful as core course content for numerous degree programs of study and professional development courses

The Complete Handbook of Coaching Elaine Cox, Tatiana Bachkirova, David Clutterbuck, 2023-10-01 This fourth edition provides the most comprehensive guide to the field of coaching exploring a range of coaching theories and approaches genres and settings and professional issues It supports trainees and professionals to identify and develop a personal style of coaching Each chapter includes discussion questions to facilitate reflection on the topic further reading suggestions and case studies that help trainees make the crucial link between theory and practice Its three parts cover The theoretical traditions underpinning coaching such as cognitive behavioural gestalt and existential Contexts and genres such as life executive peer team and career coaching Professional issues such as ethics supervision continuing professional development standards and mental health issues This Fourth

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