Project Human Resource Management

Understanding Motivation

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Understanding Motivation

*Inspired performance comes from inspired team members. Different people are motivated by different factors and different situations.*

**Project Team Performance:** is a function of:
- Ability
- Motivation

**Motivation:**

That personal internal drive that causes a person to willingly devote extra effort in a specific, goal-directed manner (Verma, 1996).

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The 1995 Dean Spitzer Work Attitudes Study reported that slightly over 50% of workers admitted that they only do the minimum to avoid being fired (Clark, R. E., March 2003, Performance Improvement).

What is your estimate of this statistic today? ________ %

Why is this occurring? ________________________________
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Motivation:
- Prevents or nudges us to convert intent into action
- Controls decision to persist (Clark, R. E., March 2003, Performance Improvement)

Caveats on Motivation
- Motivation cannot be seen
- Needs are dynamic in nature
- Individuals rank and select motives differently
- Apply different energy levels in reacting to motives (Verma, 1996).

Principles of Motivation Influencing Behavior of Project Team Members
- The Hierarchy of Personal Needs – Purported to be Innate
- Learned Needs Theory
- Attribution Theory
- Equity Theory
- Expectancy Theory
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**Hierarchy of Personal Needs**

- Basic or Physiological
- Safety/Security
- Social/Affiliation
- Esteem/Ego
- Self-Actualization and Development

*Needs are prioritized, b) Fulfilled needs are not motivators, & c) Unfulfilled needs motivate* (Maslow 1970)

**Learned Needs Theory**

- Achievement
- Affiliation
- Power

*We acquire our motives from our environment and can be altered over time* (McClelland 1953)

**Attribution Theory**

- Internal Attribution of achievements
- External Attribution of setbacks

*Outcomes are internally rationalized so that they are attributed to causes consistent with our ego and self-image reinforcement*
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Equity Theory

- Internal Attribution of achievements
- External Attribution of setbacks

*Is my effort in line with (a) what the organization receives in exchange and (b) what others receive for similar effort* (Adams 1971)

Expectancy Theory

- Explains relationship between *behavior/effort, achieving desired outcomes*, and the associated *rewards*
- Expectancy or likelihood that certain behavior/effort will achieve a certain desired outcome
- Instrumentality that the first level outcome will yield second level outcome
- Valence one assigns to the reward for success,

*We are motivated based on a personal assessment of “is it worth it?”* (Vroom 1964)

Modeling Expectancy Theory in Your Organization
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*It is amazing how creative & productive people can be when they work in a safe environment of respect and acceptance (W. Strider, 2002).*

What makes the work motivating?

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Un-motivating?

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How might this apply to a Project Team?

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__________________________________________________________
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**MOTIVATE**

- **M**anifest confidence when delegating
- **O**pen communication
- **T**olerance for failure
- **I**nvolve project participants
- **V**alue effort & performance
- **A**llign project objectives & individual rewards
- **T**rust & be trustworthy
- **E**mpower team members appropriately

Verma, 1996
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Practices that Destroy Motivation
- Perceived dishonest, hypocrisy, or unfairness
- Vague, impossible or constantly changing goals
- Unclear roles (ambiguity, accuracy, conflict)
- Stifling and unnecessary rules, policies, and/or work barriers
- Ineffective in-group competition
- Negative feedback (Clark, R. E., March 2003, Performance Improvement)

Goal Setting Theory
- Intention or decision to work toward a goal is a source of motivation
- Participation in goal setting & planning facilitate “buy-in” (acceptance & commitment) (Latham & Locke)
- Value-add due to application of Hoshin Process

SMART Goal Setting
- Specific
- Measurable
- Attainable
- Reward & Results oriented
- Timetable oriented (Verma, 1996)

Successful Project Managers:
- Are personally Motivated
- Have exceptional Communication Skills
- Lead by example
- Manifest the desired behaviors of the team members
  - Enthusiasm
  - Positive attitude
  - Commitment
  - Confidence