

# Motivation: How to Increase Project Team Performance

Tanya 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 ■

**M**otivation 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

**Ken Burnett**



## **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 Chiocchio,E. Kevin Kelloway,Brian Hobbs,2015-04-10 Organizations today are increasingly using projects in their daily activities Projects and project management principles frame goal attainment in academia and many business sectors and they even serve as theoretical footing for organizational change endeavors However the ubiquity of project management does not mean that project work project teams and the ways organizations use projects are well understood Moreover while project management theory and practice aim at providing structure and control to enable successful project completion an alarmingly high percentage of projects struggle or fail As the authors of The Psychology and Management of Project Teams explain this is in part because projects are still mostly managed as technical systems rather than behavioral systems Even though project management researchers have become increasingly interested in factors that may have an impact on project management effectiveness their efforts fall short of addressing the human factor And unfortunately many project management scholars are largely unaware of the I O psychology literature relying for example on outdated models of motivation and team development On the other side I O psychologists who research groups and teams often ignore the contextual influences such as business sector project type placement in the organizational hierarchy and project phase and maturity that have a crucial impact on how a project will unfold In this volume a cross disciplinary set of editors will bring together perspectives from leading I O psychology and project management scholars The volume will include 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 In the concluding chapter a research agenda will provide a roadmap for an integrated approach to the study of project teams

**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 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 rescues 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 **Research and Innovation Forum**

**2020** Anna Visvizi,Miltiadis D. Lytras,Naif R. Aljohani,2021-02-11 This book features research presented and discussed during the Research Innovation Forum Rii Forum 2020 As such this book offers a unique insight into emerging topics issues and developments pertinent to the fields of technology innovation and education and their social impact Papers included in this book apply inter and multi disciplinary approaches to query such issues as technology enhanced teaching and learning smart cities information systems cognitive computing and social networking What brings these threads of the discussion together is the question of how advances in computer science which are otherwise largely incomprehensible to researchers

from other fields can be effectively translated and capitalized on so as to make them beneficial for society as a whole In this context Rii Forum and Rii Forum proceedings offer an essential venue where diverse stakeholders including academics the think tank sector and decision makers can engage in a meaningful dialogue with a view to improving the applicability of advances in computer science     Project Management Stewart R. Clegg,Torgeir 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 W. Newell,Marina N. Grashina,2004 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     **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

**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

*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 *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

*Organizational Behavior, Theory, and Design in Health Care* Nancy Borkowski, Katherine A. Meese, 2021-03-17 Organizational Behavior Theory and Design Third Edition was written to provide health services administration students managers and other professionals with an in depth analysis of the theories and concepts of organizational behavior and organization theory while embracing the uniqueness and complexity of the healthcare industry Using an applied focus this book provides a clear and concise overview of the essential topics in organizational behavior and organization theory from the healthcare manager s perspective The Third Edition offers New case studies throughout underscore key theories and concepts and illustrate practical application in the current health delivery environment In depth discussion of the industry s redesign of health services offers a major focus on patient safety and quality centeredness and consumerism Current examples reflect changes in the environment due to health reform initiatives And more

*Global Project Management* Jean Binder, 2016-04-22 Global Project Management describes how to adapt your organisation and your projects to thrive in business environments which require distributed skills around the clock operations and virtual team environments The book goes beyond simple recommendations on collaborative tools to suggest the development of best practices on cross cultural team management and global communication recommend organisational changes and project structures and propose alternatives for the implementation of the new practices and methods Filled with real life examples and techniques the book illustrates how to apply the recommendations as part of the successful management of any global project

**ICMLG2016-4th International Conference on Management, Leadership and Governance** Dmitry Vasilenko and Natalia Khazieva, *Project Management* Jack R. Meredith, Samuel J. Mantel, Jr., 2011-08-23 As the use of project management to accomplish organisational goals continues to grow skills related to understanding human behavior evaluating organisational issues and using quantitative methods are all necessary for successful project management Meredith and Mantel have drawn from experiences in the workplace to develop a text that teaches the student how to build skills necessary for selecting initiating operating and controlling all types of projects

*Redmine Cookbook* Aleksandar Pavić, 2016-02-23 Over 80 hands on recipes to improve your skills in project management team management process improvement and Redmine administration About This Book Efficiently install and customize Redmine for your own infrastructure whether that be Microsoft or open source Manage multiple projects with multiple teams across the globe in a standardized and effective way Customize Redmine to fit your organisation s specific and unique needs Who This Book Is For This book is for those who working in management or administrator positions who are already using Redmine or are willing to start using it for project management tracking collaboration or process management Additionally individual developers or teams can benefit from recipes related to code repositories bug tracking and software project management What You Will Learn Make Redmine run on Microsoft SQL Server with IIS Enjoy the benefits of updating the



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**Leading Virtual Project Teams** Margaret R. Lee,2016-04-19 In a 1945 speech Winston Churchill stated We are shaping the world faster than we can change ourselves and we are applying to the present the habits of the past Was Churchill predicting the future of project management Have we changed how we communicate and lead projects Have leadership and management theories and models evolved to keep pac

Project Success Emanuel Camilleri,2016-04-08 The issue of what defines project success or failure is complex and often elusive and dependent on the perceptions of different stakeholders In this enlightening book Emanuel Camilleri examines the key factors bearing on perceived success or failure This book is not just about project management it goes much deeper into the topic of project success by prescribing a project success framework In chapters dedicated to factors such as leadership teams communication information management and risk management the author shines a light on the key behaviours in which project managers and others engage and how those behaviours predict success or failure Practising project managers project board members and sponsors struggling to manage conflicting stakeholder expectations complexity and ambiguity will learn which factors are vital to determining successful outcomes Finally having highlighted the particular skills abilities and attributes identified by the research Dr Camilleri offers a diagnostic model for assessing an organization s preparedness for undertaking and successfully managing major projects Project Success provides a valuable contribution to the literature on this subject and its application delivers practical guidance that will be welcomed by project professionals at all levels

**The Oxford Handbook of Leadership** Michael G. Rumsey,2013 This book both acknowledges the complexity emerging from the three main components of leadership the leader the led and the environment while providing a sound foundational structure in which the complexity of this area of

study can be better understood

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## **Table of Contents Motivation How To Increase Project Team Performance**

1. Understanding the eBook Motivation How To Increase Project Team Performance
  - The Rise of Digital Reading Motivation How To Increase Project Team Performance
  - Advantages of eBooks Over Traditional Books
2. Identifying Motivation How To Increase Project Team Performance
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Motivation How To Increase Project Team Performance
  - User-Friendly Interface
4. Exploring eBook Recommendations from Motivation How To Increase Project Team Performance
  - Personalized Recommendations
  - Motivation How To Increase Project Team Performance User Reviews and Ratings
  - Motivation How To Increase Project Team Performance and Bestseller Lists
5. Accessing Motivation How To Increase Project Team Performance Free and Paid eBooks
  - Motivation How To Increase Project Team Performance Public Domain eBooks
  - Motivation How To Increase Project Team Performance eBook Subscription Services
  - Motivation How To Increase Project Team Performance Budget-Friendly Options

6. Navigating Motivation How To Increase Project Team Performance eBook Formats
  - ePub, PDF, MOBI, and More
  - Motivation How To Increase Project Team Performance Compatibility with Devices
  - Motivation How To Increase Project Team Performance Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Motivation How To Increase Project Team Performance
  - Highlighting and Note-Taking Motivation How To Increase Project Team Performance
  - Interactive Elements Motivation How To Increase Project Team Performance
8. Staying Engaged with Motivation How To Increase Project Team Performance
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Motivation How To Increase Project Team Performance
9. Balancing eBooks and Physical Books Motivation How To Increase Project Team Performance
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Motivation How To Increase Project Team Performance
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Motivation How To Increase Project Team Performance
  - Setting Reading Goals Motivation How To Increase Project Team Performance
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Motivation How To Increase Project Team Performance
  - Fact-Checking eBook Content of Motivation How To Increase Project Team Performance
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
  - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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