The Keys to Motivating Your Project Teams
Welcome

• Thank you for joining us for this College of Continuing Education webinar.

• The Keys to Motivating Your Project Teams

• Moderator: Julia Dugan
Information Center Representative
College of Continuing Education
Please submit questions at any time during the webinar. Questions will be addressed as time permits at the end of the webinar.

The Keys to Motivating Your Project Team

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• On the upper left-hand portion of screen, click the “Ask a question” button.
• Type your question and click send.
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The Keys to Motivating Your Project Team

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Leadership and Coaching Skills
Agenda

• The evolution of motivation: From Maslow to Deci
• Extrinsic Motivation vs. Intrinsic Motivation
• Intrinsic Motivators
• How can we improve our own and our team’s motivation
What Motivates You?

1. What motivates you at work?
2. How have you motivated your team?
   (If you have been a member of a team, how has the project manager motivated the team?)
The Evolution of Motivation

From:

Maslow to McGregor to Herzberg to Porter to Deci
Maslow’s Hierarchy of Needs 1950s

- **Physiological**: breathing, food, water, sex, sleep, homeostasis, excretion
- **Safety**: security of: body, employment, resources, morality, the family, health, property
- **Social/Belonging**: friendship, family, sexual intimacy
- **Self-esteem**: self-esteem, confidence, achievement, respect of others, respect by others
- **Self-actualization**: morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts
Motivation: Theory X & Theory Y

Proposed by Dr. Douglas McGregor in 1960s

The mind set of:

• A theory X manager: assumes employees dislike work and will avoid responsibility, therefore they must be closely supervised.

• A theory Y manager: assumes that employees want to do a good job they will accept responsibility and many people will be self-motivated.
# Motivation & Hygiene Factors

Developed by Dr. Fredrick Herzberg in 1968

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Hygiene Factors...

• Hygiene improvements have short-term effects
• Hygiene needs are cyclical in nature...this leads to “what have you done for me lately”
• People may be dissatisfied by a bad environment, but they are seldom made totally satisfied by a good environment
• Hygiene factors operate independently of motivation factors
Elias H. Porter, Ph.D.

- Prominent psychologist, peer of Carl Rogers
- Developed *Relationship Awareness Theory and The Strength Deployment Inventory®*
- Key Influences: Erich Fromm, Carl Rogers
Motivation, Intention, & Behavior

Your self-perception is based on…

…what you are trying to do.

Their perception of you is based on…

…what they are seeing you do.

Motivation

Internal

Intentions

Behaviors

Motivation

Internal

Intentions

Behaviors
Behavior
Our Motivational Values

- Assertive/Directing
- Altruistic/Nurturing
- Analytic/Autonomizing

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Altruistic-Nurturing (BLUE)

– Motivation: Concern for the protection, growth, and welfare of others

– Behavior:
  • Being open and responsive to the needs of others
  • Seeking ways to bring help to others
  • Trying to make life easier for others
  • Trying to avoid being a burden to others
  • Ensuring that others reach their potential
  • Ensuring that others are valued
  • Defending the rights of others
Assertive-Directing (RED)

– Motivation: Concern for task accomplishment and concern for organization of people, time, money, and other resources to achieve desired results

– Behavior:
  • Competing for authority, responsibility, and positions of leadership
  • Exercising persuasion
  • Being alert to opportunity
  • Claiming the right to earned rewards
  • Accepting challenges
  • Accepting risk-taking as necessary and desirable
Analytic-Autonomomizing (GREEN)

– Motivation: Concern for assurance that things have been properly thought out; concern for meaningful order being established and maintained; individualism, self-reliance, and self-dependence

– Behavior:
  • Being objective
  • Being in control of one’s emotions
  • Being practical, cautious, and thorough
  • Being fair, resolute, serious
  • Being one’s own judge and jury
  • Thinking things through before acting
Flexible-Cohering (HUB)

– Motivation: Concern for flexibility; concern for the welfare of the group; concern for the members of the group and belonging in the group

– Behavior:
  • Being curious about what others think and feel; being open-minded and willing to adapt
  • Experimenting with different ways of acting
  • Being proud to be a member
  • Liking to know a lot of people
  • Liking to be known by a lot of people
  • Liking to be known as flexible
Our Motivational Values

- Assertive/Directing
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- Analytic/Autonomizing
Dr. Edward Deci and the Study of Extrinsic vs. Intrinsic Motivation - 1980s

• What is Extrinsic Motivation?
  • Some examples...

• What is Intrinsic Motivation?
  • Some examples...
Extrinsic vs. Intrinsic Motivation

*Extrinsic motivation* refers to being rewarded for activities by being given tangible incentives. These are often called “if-then rewards” or the carrot and stick approach.

*Intrinsic motivation* refers to initiating an activity for its own sake because it is interesting and satisfying in itself. It is the natural, inherent drive to seek out challenges and new possibilities.
Intrinsic Motivators

- Mastery
- Autonomy
- Purpose
Mastery

The desire to get better at something that matters. Being engaged in what you are doing. Engagement as a route to mastery is a powerful force in our personal lives.

“The desire to do something because you find it deeply satisfying and personally challenging inspires the highest level of creativity, whether it is in the arts, sciences, or business.”

_Teresa Amabile, Professor, Harvard University_
Mastery Can Lead to the Flow State

• Csikszentmihalyi’s Work: Challenge vs. Skill Level
How to Improve Mastery

• Do you give and get feedback frequently on how you are performing at work?

• Notice which moments produce feelings of “flow.” Where were you? What were you working on? Who were you with?

• Are certain times of day more flow-friendly than others? How could you restructure your day based on your findings?

• Deliberate practice is about changing your performance, setting new goals to reach a bit higher each time

• Remember repetition matters

• What else can you think of?

From Daniel Pink: Drive
Autonomy

• The ability to have some freedom of choice in the way you choose to do your work

Autonomy is different from independence. Autonomy is acting with choice knowing that we are related to others who are doing the work. So in the end, autonomy is acting with choice, within boundaries.

We can be both autonomous and happily interdependent with others.
Improving Your Autonomy

Can you create a small island of autonomy in a given week? Instead of 20% free time can you start with 5% free time?

Conduct an autonomy audit: Use a rating scale from 0 to 10 (0 = almost none, 10 = a huge amount)

1. How much autonomy do you have over your tasks at work - your main responsibilities and what you do in a given day?
2. How much autonomy do you have over your arrival time and when you leave work?
3. How much autonomy do you have over your technique at work - how you actually perform the main responsibilities of your job?
4. To what extent are you able to choose the people with whom you typically collaborate?

From Daniel Pink: Drive
Purpose (Mission)

• Do you know *why* you are doing what you do?
• Does your team know *why* they are together?

Is the purpose bigger than you, and your team? (if not, it is too small)

“Purpose provides the activation energy for living”

Mihaly Csikszentmihalyi
Your Team’s Purpose

Hand out post it notes and ask each person on your team to write down one sentence to the question: **What is our team’s purpose?**

Then read them aloud. Is everyone aligned...or not?

Another thought: When you refer to your organization do you say “they” or “we” ?
To Improve Your Individual Purpose

As you contemplate your purpose, begin with the big question: *What’s your sentence?*

For instance: "He raised 4 kids who became happy and healthy adults," or "She invented a device that made people’s lives easier."

From Daniel Pink: Drive
A Tip: To Improve Your Overall Motivation and Happiness

Before you go to bed each night, think of 3 things you did during the day that you did well.

......and after 3-4 months, see what effect that has on your overall motivation and happiness.
Bibliography

• Drive; Daniel H. Pink
• Flow: The Psychology of Optimal Experience; Mihaly Cikszentmihalyi
• Mindset: The New Psychology of Success; Carol Dweck
• Why We Do What We Do; Edward L. Deci
• Ted Video, Daniel Pink; http://www.ted.com/talks/dan_pink_on_motivation
Questions?
Look for an e-mail with a link to this presentation in the next few days.

Upcoming **Project Management** course dates:

**Project Risk Management** – October 28 & 30, 2014

**Communicating Across Cultures** – November 14, 2014

**Project Leadership** – December 5, 2014

**Negotiate for Agreement** – December 9 & 11, 2014

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