6. PROJECT TEAMS

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6.6 Motivating the team

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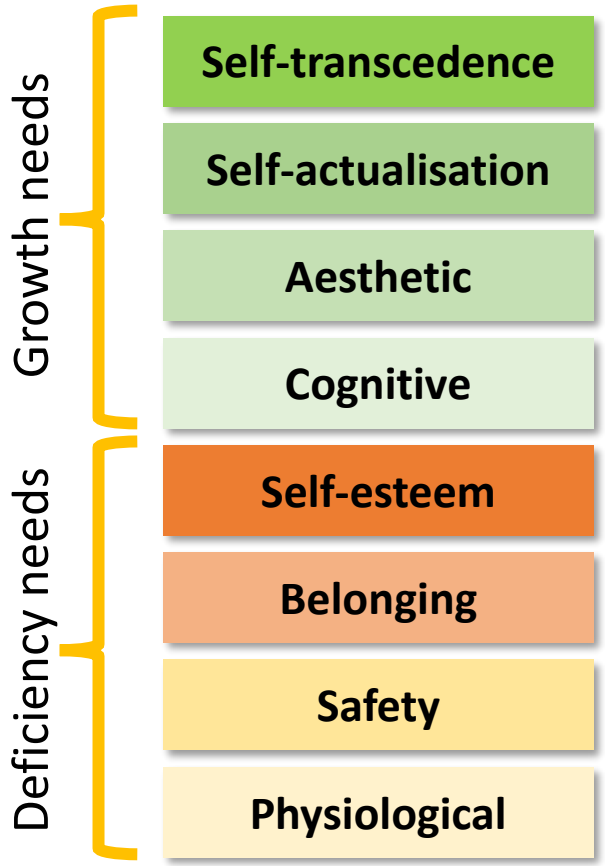
What unlocks our potential?

Abraham Maslow's hierarchy of needs (1943)



Being part of something important which is about more than just singular efforts

Fulfilling one's potential through challenging work

Pleasant work surroundings, efficient processes

Opportunity to learn and develop new skills

Recognition as important to the effort

Good, harmonious relationships across the team

Care for personal security and well-being

A comfortable, healthy working environment – respect for leisure time and privacy

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The quid pro quo

To achieve this from people...

- Owning the project goal
- **Commitment to achievement**
- Enthusiastic conduct of the work
- **Taking responsibility for completion**

Frederick Herzberg's hygiene factors (1959)

…you need to provide these

- Competent supervision
- **Efficient administration**
- Sensible policies
- **Decent working conditions**
- Fair pay and benefits
- **A strong team to work in**
- Good relations with colleagues
- **A feeling of security**
- Time for a personal life

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Getting people motivated

Show you have a clear way forward and confidence it can be followed

Show you understand and sympathize with people's concerns

Set challenging targets which inspire people, and are realistic and achievable

Be candid about the difficulties, but show certainty they can be overcome

Involve people in decisions that affect them

Define milestones and other targets people can work towards

Give people as much responsibility as they can handle

Convey motivating messages in person whenever possible

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Keeping people motivated

Ask the team what they'd like to see changed in the way the project is running.

Provide opportunities for career and personal development.

Encourage staff to get involved in worthwhile outside activities.

Consult people on changes which might affect them.

Recognise contributions and thank people frequently.

Be flexible when you can, such as time off for a family emergency.

Hold poor performers to account – people resent passengers.

Get directly involved when the project team face difficulties.

Acknowledge and celebrate success at key moments.

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Giving instructions

- Explain why the task is important
- **Consider the task from the other person's point of view – their wants and needs**
- Ensure the person fully understands what is expected from them and when
- **Equip them with the training and resources to do the task properly**
- Develop effective team working so the person's efforts are most productive
- **Aim to reconcile the organisation's aspiration with that of the person**

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Stress points

As human beings we are equipped to live in an environment which can place us under stress

Drivers of good stress

- Absorbing challenges
- **Challenges that make sense**
- Friendly competition
- **A just-about do-able deadline**
- A good boss with high expectations

"We did it!"

Drivers of harmful stress

- Impossible assignments
- **Assignments that are pointless**
- Ridiculous deadlines
- **Insufficient resources**
- verbearing bosses
- **Difficult colleagues**

"What doesn't kill you makes you stronger."

Take people's mental well-being seriously.

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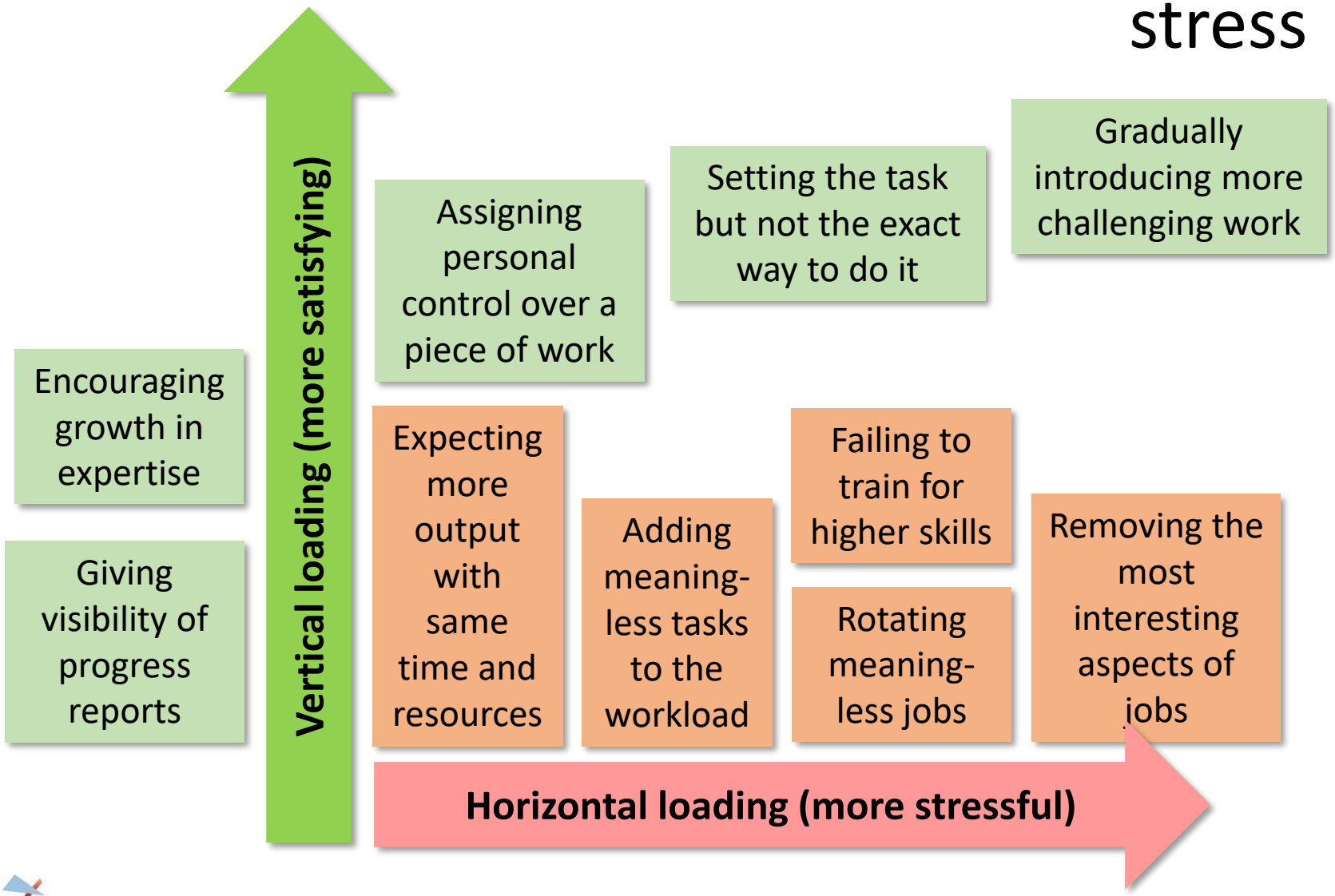
Managing satisfaction versus stress



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The rewards that motivate best

- Pay rise
- **Bonus**
- Benefits
- **Stake in the organisation**
- Promotion

Extrinsic rewards

- A public ‘thank you’
- **Badges**
- Points
- **Levels of achievement**
- Special parking lot

Intrinsic rewards

- Enjoying the task for its own sake
- **Having a sense of achievement**
- Feeling part of something important
- **Becoming absorbed in the work (‘flow’)**
- Being respected by esteemed colleagues

Intrinsic rewards motivate more than extrinsic ones.

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