

# Motivation: How to Increase Project Team Performance

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## 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

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## 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 co-revolt 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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web hit re 500 sd a 1 pcs pieces skin corr 1c h314 eye dam 1 h318 skin sens 1 h317 repr 1b h360 aquatic chronic 2 h411 hit re 500 sd b 1 pcs pieces skin corr 1a h314 eye dam 1 h318 skin sens 1 h317 aquatic chronic 3 h412 kısım 4 genel bilgi kullanılabilir veriler yok kısım 5 güvenli elleçleme tavsiyesi

hilti hit re 500 sd with hit v rod - Oct 07 2023

web hilti hit re 500 sd injection mortar may be applied in the temperature ranges given below an elevated base material

temperature may lead to a reduction of the design bond resistance

hilti hit re 500 sd with rebar - Sep 06 2023

web hilti hit re 500 sd with rebar 11 2010 420 service temperature range hilti hit re 500 sd injection mortar may be applied in the temperature ranges given below an elevated base material temperature may lead to a reduction of the design bond resistance temperature range base material temperature maximum long term base material

*hit re 500 sd hilti* - Apr 20 2022

web código de producto hit re 500 sd bu anchor 1 2 datos del proveedor de la ficha de información de seguridad para 2 componentes productos hilti mexicana s a de c v jaimé balmes 8 oficina 102 1er piso col los morales polanco del miguel hidalgo 11510 mexico city 11510 mexiko 5255 5387 1600 f 5255 5281 1419