

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

Motivation 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 reasons 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. 5). 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 corollary 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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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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