



# MOTIVATION IN PROJECT MANAGEMENT: THE PROJECT MANAGER'S PERSPECTIVE

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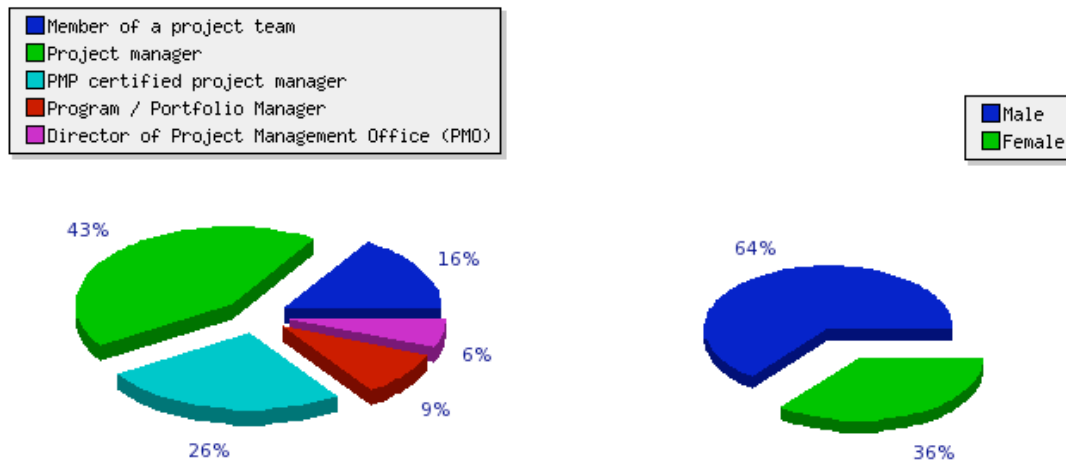
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## Why this survey?

Successful project management plays an important role in contemporary business. To accomplish successful project delivery, a project manager has to do more than simply work within predefined project management constructs and techniques. One major additional element is team motivation, but understanding how motivation works from the project manager's perspective remains unclear. To gain further insight, the Project Management Institute (PMI) online research network was used to discover currently held perceptions regarding team motivation by project management professionals. Factors that cause low levels of team motivation were explored and perceptions regarding successful motivation techniques were measured. In addition, the survey introduced the project stages concept into team motivation theory by assessing perceptions regarding the relation of team motivation factors based on project stage.

## Participant Demographics:

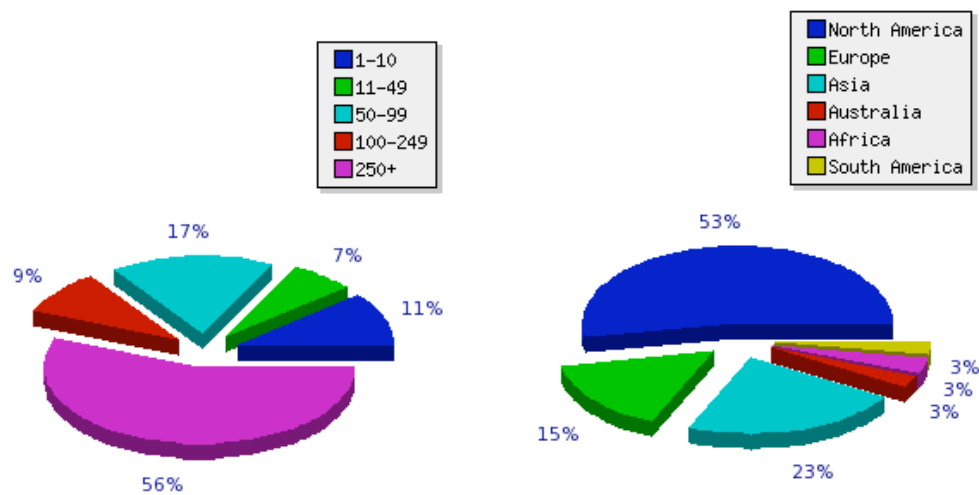
The project managers who participated in this survey were experienced professionals.



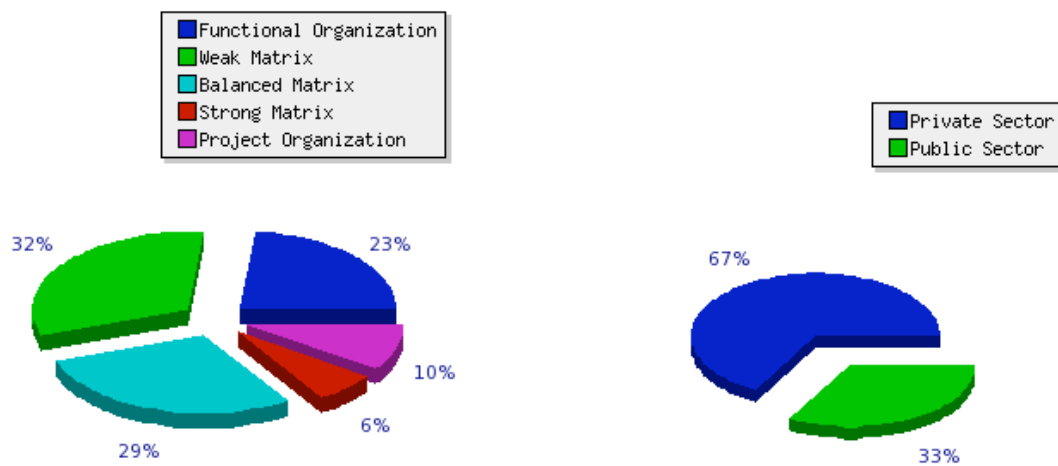
How many years of experience do you possess in project management?				
#	Answer		Number of Responses	Percentage
1	1-4		40	33.90%
2	5-10		44	37.29%
3	11-20		25	21.19%
4	21+		9	7.63%
<b>TOTAL:</b>			<b>118</b>	<b>100.00%</b>

Please specify your project management position:				
#	Answer		Number of Responses	Percentage
1	Member of a project team		19	16.24%
2	Project manager		50	42.74%
3	PMP certified project manager		30	25.64%
4	Program / Portfolio Manager		11	9.40%
5	Director of Project Management Office (PMO)		7	5.98%
<b>TOTAL:</b>			<b>117</b>	<b>100.00%</b>

Number of employees and residence of the respondent's organization.



Type of organization.

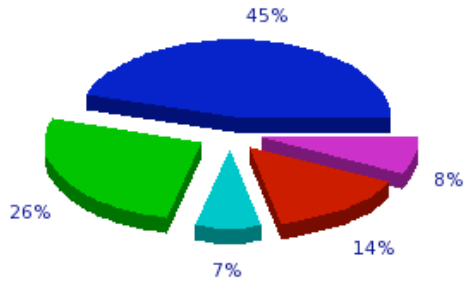
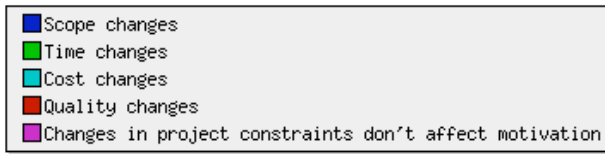


**What was the size of your last project as measured in monetary terms (in US Dollar)?**

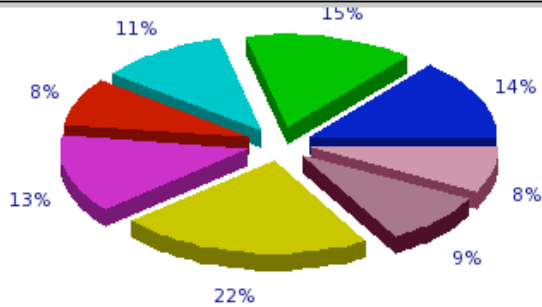
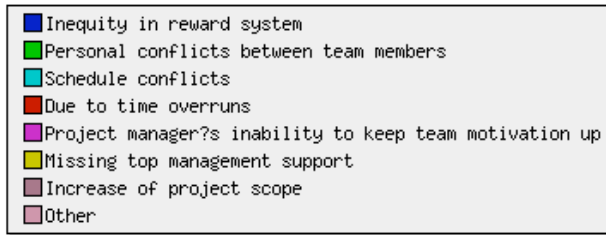
#	Answer		Number of Responses	Percentage
1	Less than 100,000		23	24.73%
2	100,000 - 200,000		11	11.83%
3	200,000 - 400,000		14	15.05%
4	400,000 - 600,000		9	9.68%
5	600,000 - 800,000		5	5.38%
6	800,000 - 1,000,000		5	5.38%
7	more than 1,000,000		26	27.96%
<b>TOTAL:</b>			<b>93</b>	<b>100.00%</b>

**Survey Results:**

Which of the four major project constraints can have the strongest negative impact on team motivation?



A low level of team motivation can usually be attributed to which of the following areas?

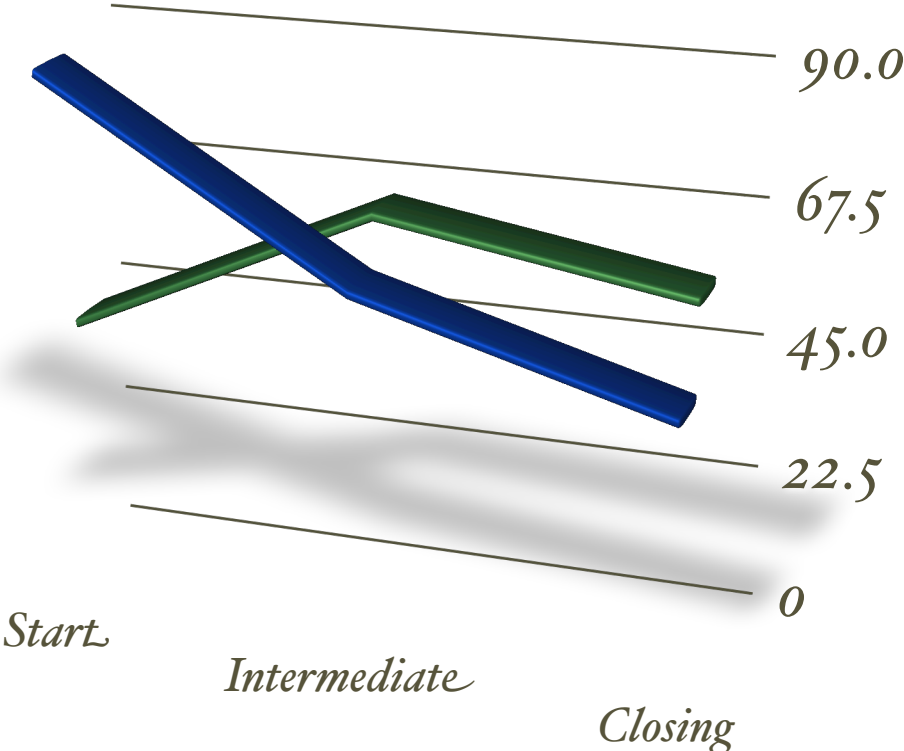


A project manager can motivate a project team even if the overall organizational culture has a negative effect on employee motivation.

#	Answer		Number of Responses	Percentage
1	Strongly Disagree	<div style="width: 5.33%; background-color: blue; border: 1px solid black;"></div>	4	5.33%
2	Disagree	<div style="width: 14.67%; background-color: blue; border: 1px solid black;"></div>	11	14.67%
3	Neutral	<div style="width: 25.33%; background-color: blue; border: 1px solid black;"></div>	19	25.33%
4	Agree	<div style="width: 42.67%; background-color: blue; border: 1px solid black;"></div>	32	42.67%
5	Strongly Agree	<div style="width: 12.00%; background-color: blue; border: 1px solid black;"></div>	9	12.00%
<b>TOTAL:</b>			<b>75</b>	<b>100.00%</b>

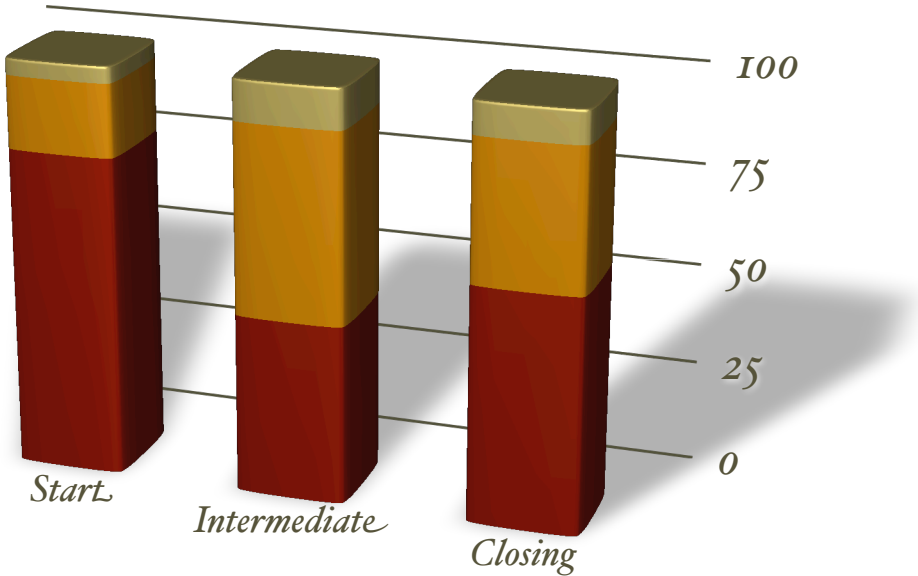
The following chart illustrates the amount of respondents (in %) who agreed that team motivation is generally high during the start, intermediate, and closing phase of a project. The green bar highlights the perceived effectiveness of rewards based on project phase.

— Amount of Motivation      — Success of Rewards

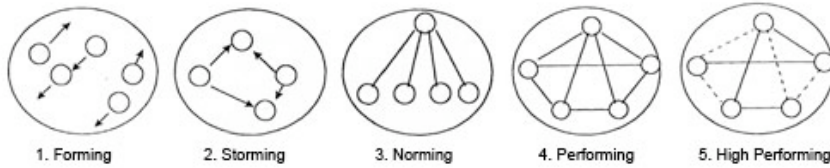


The chart below shows that a majority of respondents (79%) believed that it is the project manager's responsibility to stir team motivation at the beginning of a project. During the intermediate phase, this number declines to 44%, moving the responsibility to both the project manager and the individual team member. Towards the end of the project, slightly more than half (58%) of the respondents expressed that the responsibility lies with the project manager.

■ Project Manager    ■ Equal (Both)    ■ Team Member



For the following questions please consider these stages of team development:



**Forming:** Initial formation of project team.

**Storming:** Conflict stage where team members are testing each other.

**Norming:** Rules and responsibilities are established and become accepted.

**Performing:** Team members interact and proceed with project tasks.

**High Performing:** Advanced performing stage (free of mistrust, emotional baggage, excessive ego needs, miscommunication, self-centeredness).

Which of the following stages of team development do you believe to be most typical for the executing (intermediate) phase of your projects?

#	Answer		Number of Responses	Percentage
1	1. Forming		2	2.63%
2	2. Storming		7	9.21%
3	3. Norming		18	23.68%
4	4. Performing		40	52.63%
5	5. High Perf.		9	11.84%
<b>TOTAL:</b>			<b>76</b>	<b>100.00%</b>

In which of the following stages of team development is team motivation the highest in your projects?

#	Answer		Number of Responses	Percentage
1	1. Forming		6	7.89%
2	2. Storming		8	10.53%
3	3. Norming		12	15.79%
4	4. Performing		20	26.32%
5	5. High Perf.		30	39.47%
<b>TOTAL:</b>			<b>76</b>	<b>100.00%</b>

## **Key Findings and Research Limitations**

The results presented in this summary reflect only the quantitative analysis of the survey. A complete analysis, including qualitative and quantitative results, is currently under review for publication in the Journal of Project Management. Key findings of both analyses are presented below.

The goal of this survey was to explore the project manager's perspective on team motivation by exploring successful motivation techniques and determining important factors that decrease team motivation. Taken together, the findings of this study emphasize that team motivation can be heavily influenced by the project manager, especially during early stages in the project. It appears that project managers have the ability to create a subculture within an overarching organization in which team dynamics can lead to higher levels of motivation than in the encompassing organization.

To achieve a project environment where the majority of the members involved are motivated about the project, project managers have to be sensitive during the early stages of a project. Clear communication at the beginning of projects appears to be the key in the development of high motivation throughout the whole project. At the beginning of a project, the project manager should strive for top management support, establish clear scope requirements with the client and/or sponsor, and involve team members as early as possible to ensure project buy-in from the most important stakeholders in a project.

The results of this survey merely highlight trends in current opinions and should not be interpreted in other ways. By asking current professionals in the field about their opinion, the forgoing trends could be identified. However, the current research should not be interpreted as a representative sample of the overall population of project managers worldwide. The sample chosen for the questionnaire was a sample of convenience due to the busy schedule of project management professionals. The trends expressed in the current research should be followed up with case studies or ethnographic analyses to create a more thorough picture of the project manager's perspective.