



PROJECT MANAGEMENT CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



UNDERSTANDING AND LEADING PROJECT TEAM MEMBERS

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2017 Project Management Symposium

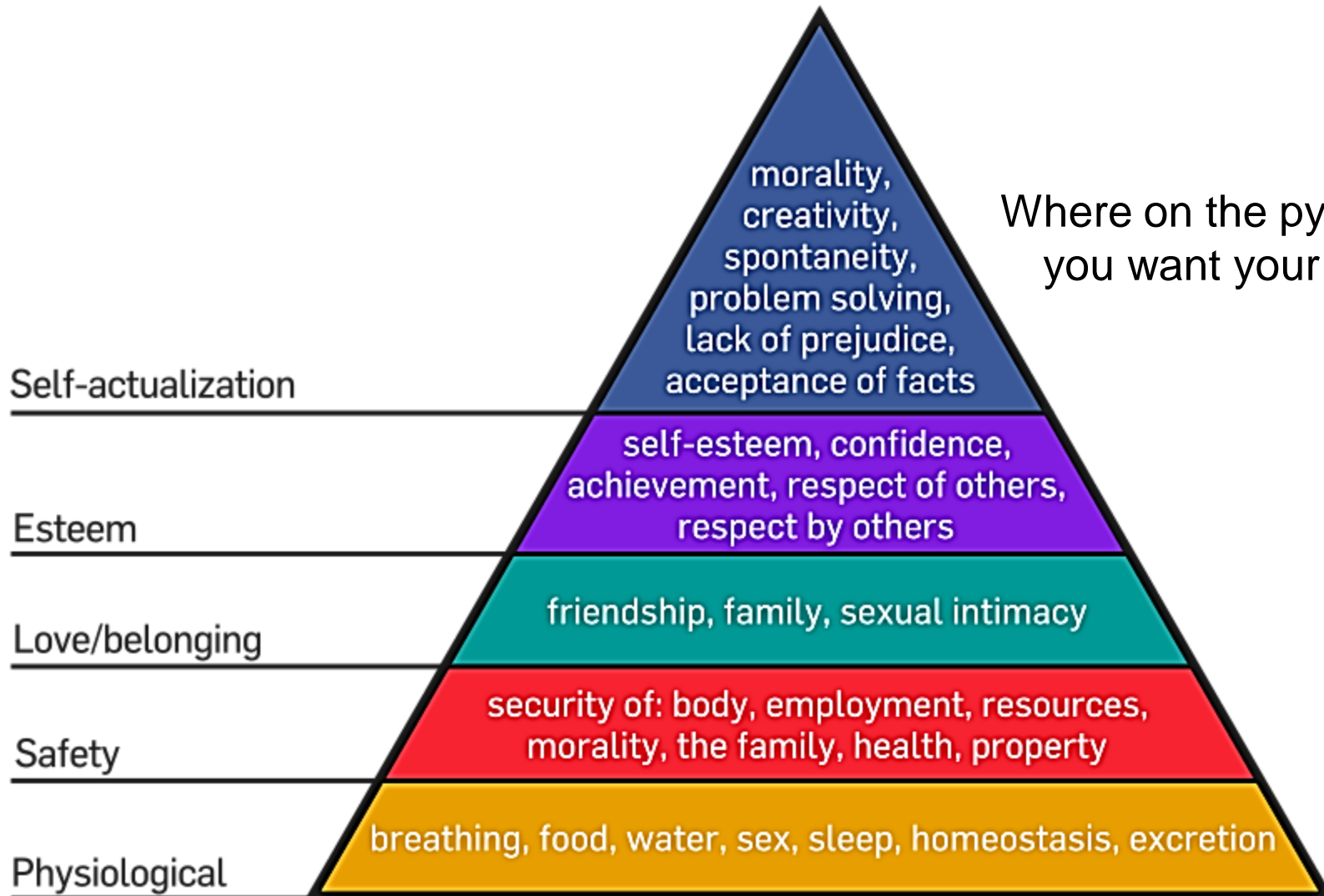
- Traditional Theories of Motivation
- MIT Federal Reserve Board Study
- Attitude Study by Project Management Experts (PME)
- Recommendations
- Servant Leadership Principles

“...If you can find people who are fun, friendly, caring and love helping others, you are onto a winner..”



Richard Branson, Founder Virgin Group

MASLOW'S HIERARCHY OF NEEDS (1943)



Where on the pyramid do you want your team?

HERZBERG'S MOTIVATION-HYGIENE THEORY (1959)

Factors Affecting Job Attitudes

Leading to Dissatisfaction	Leading to Satisfaction
<ul style="list-style-type: none">• Company Policy• Supervision• Relationship with boss• Work Conditions• Salary• Relationship w/peers	<ul style="list-style-type: none">• Achievement• Recognition• Work itself• Responsibility• Advancement• Growth

McCLELLAND'S ACHIEVEMENT THEORY (1961)

- Achievement – people with high need for achievement seek to excel.
- Affiliation – people with a high need for affiliation need harmonious relationships. Perform well in customer service and client interaction.
- Power – people with the need to influence others.

MIT/FEDERAL RESERVE BOARD STUDY AS PRESENTED BY DANIEL PINK

- Workers that are paid fairly feel “liberated” to concentrate on the work itself.
- Three factors tied to better performance:
 - Autonomy: self directed work. E.g.: Facebook “all nighters”
 - Mastery: opportunity to get better and become subject matter experts
 - Purpose: opportunity to make a contribution to the betterment of the common good.
- Findings are counter to what one might expect from a capitalistic society. Profit motive does not support these principles.

PME ATTITUDE SURVEY: #1 (2013-2015)*

1. I feel considerable excitement when I receive:

	Don't Agree	Somewhat Agree	Totally Agree	No Answer
My regular salary pay	44%	45%	8%	3%
My bonus pay	6%	34%	48%	12%
A compliment for a job well done.	2%	19%	79%	1%

*118 project managers and team members

PME ATTITUDE SURVEY #2 (2013-2015)*

2. I tend to perform better on the job when:

	Don't Agree	Somewhat Agree	Totally Agree	N/A
My work related confidence is high.	1%	19%	80%	0%
I'm passionate about my work.	2%	8%	90%	0%
My personal life is going well.	2%	36%	62%	0%
I'm compensated what I feel I'm worth.	6%	42%	52%	0%

*118 project managers and team members

“...My biggest mistake when hiring is probably weighing too much on someone’s talent and not someone’s personality. I think it matters whether someone has a good heart”

Elon Musk, Founder CEO and CTO SpaceX;
Co-founder and product architect Tesla Motors;
Co-chairman of OpenAI;
Co-founder of Zip2
Co-founder of PayPal



THE HAPPY CARPENTER



SERVE AND LEAD YOUR TEAM..DON'T JUST MANAGE THEM!

1. Start recognizing and rewarding passion, commitment, teamwork, customer service.... not just project success.
2. Look to hire (or acquire) team members that have demonstrated “great team member traits”. Recruit team members with positive attitudes first and technical skills second.
3. Seek to understand the whole person not just the “worker.” Get to know your team members on a personal level and work to respect their personal situations.
4. Organizations must resist offering financial incentives thinking it will result in improved performance. Pay fairly and money becomes less of an issue.
5. Practice Servant Leadership

WHAT IS SERVANT LEADERSHIP?



Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.



SEVEN PILLARS OF SERVANT LEADERSHIP

Community

Customers/Stakeholders

Employees/Team Members



Strategy

Culture

Based on James W. Sipe and Don M. Frick.
*Seven Pillars of Servant Leadership; Practicing
the Wisdom of Leading by Serving*, 2015,
Paulist Press

Class Schedule for: “Understanding and Leading Project Team Members”

May 10, Tysons Corner, VA

May 12, Rockville, MD

May 16, Rockville, MD

July 12, Tysons Corner, VA

July 14, Tysons Corner, VA

Aug. 11, Reston, VA

Sept. 13, Rockville, MD

Sept. 15, Rockville, MD

Oct. 27, Reston, VA

Nov. 8, Reston, VA

Nov. 10, Rockville, MD

Dec. 15 Tysons Corner, VA





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