

After viewing the video, think of a project team or organizational setting with which you have been associated.

Describe the motivational factors that influenced the team or employees.

The team was motivated by both external and internal factors (i.e. maintenance and motivational factors). For example, the team was rewarded with a contract to produce two systems for a customer which was based upon the team's earlier success. The contract included a set price and a target deployment date. In this situation then, the team had a carrot/stick (maintenance) motivator to deliver on time. However, the core project team was also intrinsically motivated because we wanted to see our project succeed since we had already dedicated much time and effort and thought the capability was extremely useful.

Since the project included development, the original core project team was expanded to several new members. In order to motivate these employees, we conducted an off-site kick-off meeting that spent a significant amount of time providing them the earlier system capability demonstrations and comments about how important the customer thought the project was. By doing this, we encouraged team members' intrinsic motivation of finding the work itself enjoyable and rewarding, in addition to the pay.

How strong was, or is, the team identity on this project and why?

The team identity for the core project team became very strong. The team spent many hours working together, often away from their homes. Therefore, the team would often spend lunch and dinner together which allowed for more informal work discussions as well as getting to know each other on a personal level.

The team identity for some of the outlying project members (i.e. contractors provided parts/supplies) was significantly weaker. This was generally because they were not collocated, they supported many projects including ours, and they could not be privy to the whole technical aspect of the project.

What could the project manager or team member participants do to strengthen team identity?

For the most part, the team identity was very strong until it came to a personal issue. The issue was one of the team members from the primary contractor was inept at the systems engineer position. We voiced our opinion that the member should be replaced since the product was poorly designed. The contractor team stood behind their member which caused some longer-term hardship within the team. In this case, the team identity was fractured because we did not have a solid relationship with the leadership of the primary contractor. Therefore, their PM was stuck between team and company loyalty.

What kind of informal activities could be used to rejuvenate the team? Why?

The project team often included long hours and high stress. The primary informal activity we utilized was team dinners. Since we were often away from our homes, we were paid per diem for food and thus most members felt less anxiety with going out to nice dinners. In this way, since the business provided a maintenance factor, our project team took advantage of the motivational factor.