



SWINBURNE
UNIVERSITY OF
TECHNOLOGY

SWE20001

Managing Software Projects

Lecture 10a

[Traditional] Motivation Theory



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Project Success or Failure? (Recap)

- Projects rarely fail due to purely technical issues
 - Often failure is due to non-technical, *human interaction* problems
 - Pressure to complete to a tight schedule often causes a team to
 - Take shortcuts
 - Use poor methods
 - Gamble on new languages, tools or techniques that promise “The World”!
 - Pressure from management can also have a detrimental effect
- ☞ *So - How do we organize and manage individuals and teams to get the “best” possible outcome?*

Understanding People (Recap)

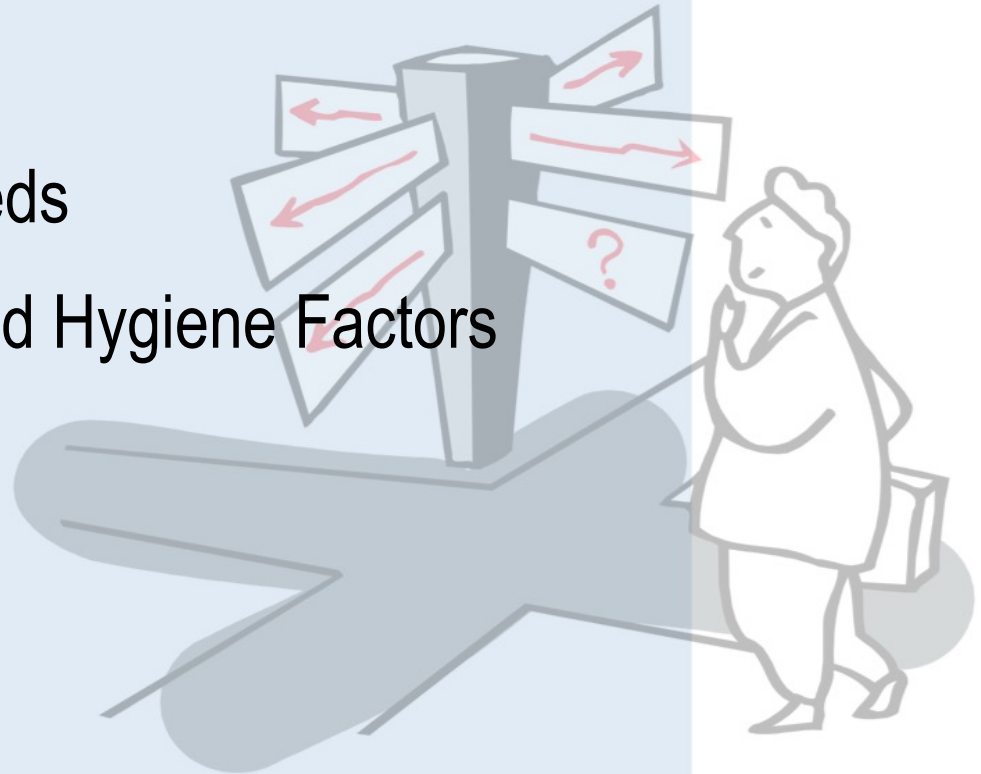


- In order that human activities can be managed or directed, it is necessary to understand people!
- Far too often managers focus too much on the tasks to be done rather than the people who will do them
- As in most things, a balance is needed

Lecture Overview



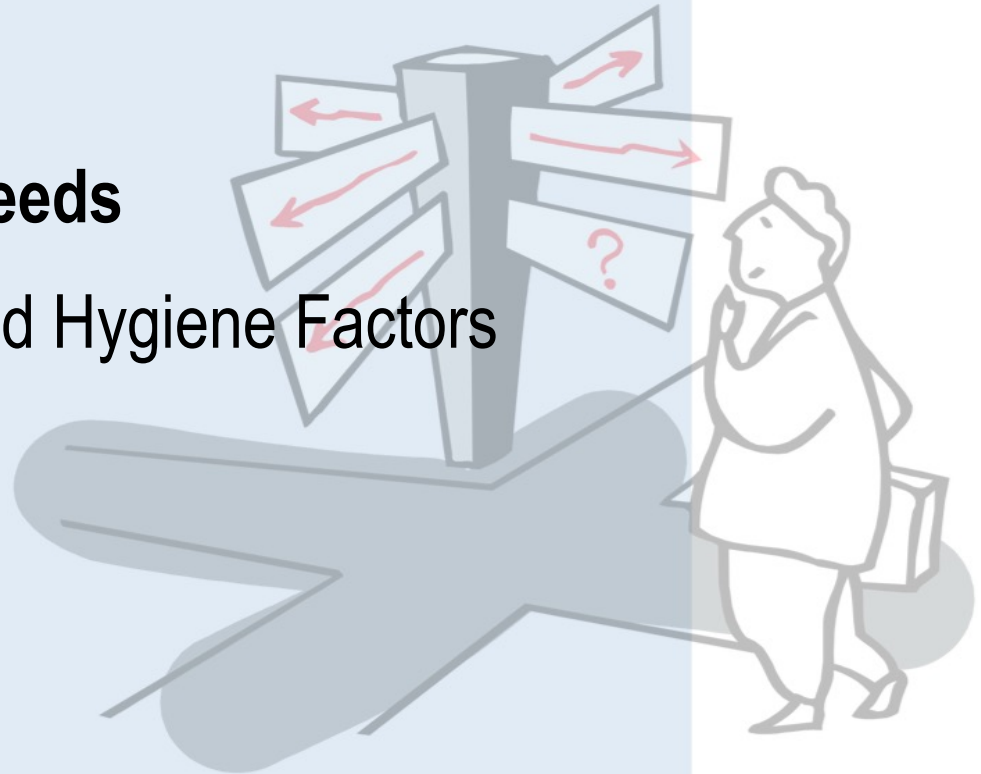
- Maslow's Hierarchy of Needs
- Herzberg's Motivational and Hygiene Factors



Roadmap



- **Maslow's Hierarchy of Needs**
- Herzberg's Motivational and Hygiene Factors



Maslow's Motivation Theory



http://en.wikipedia.org/wiki/Maslow's_hierarchy_of_needs

Main ideas:

- Human behaviours are guided or motivated by a *hierarchy of needs*
- The needs can be arranged in form of a pyramid
- Each level is a pre-requisite of the next level up in the hierarchy
- Once a particular need is satisfied, it cannot be served any longer as a potent motivator of behaviour

Aside: Wikipedia



Why do I give wikipedia references?

- I want you to learn
- Often the wikipedia article is just about the best starting point for a quick summary, and pointers to the best “academic” references
- Often the quick summary is all you need – eg with Maslow, this is not a major study area in project management, but it is useful information
- I refuse to be an academic snob!!

Maslow's Motivation Theory (cont.)



www.sugarpatch.com/index.php/2009/01/07/self-actualization-happiness-and-maslow

NB : there are lots of diagrams like this on the web...



Maslow's Motivation Theory (cont.)

- **Physiological needs:** food, sleep, shelter etc
- **Safety needs:** personal safety, feel secure etc
- **Social needs:** feel part of a group etc
 - Allowing people to meet or communicate with their co-workers
 - Providing common places for people to communicate their ideas and work etc

Maslow's Motivation Theory (cont.)



■ **Esteem needs:** feel respected by other people

- ☐ Need to make people feel that they are valued by the organizations
- ☐ Public recognition of achievements is a simple yet effective way of doing this

■ **Self-actualization needs:** personal development, personal growth etc

- ☐ Give people responsibility for their own work
- ☐ Assign them demanding (but not impossible) tasks
- ☐ Provide a training programme where people can develop their skills

Maslow's Motivation Theory (cont.)

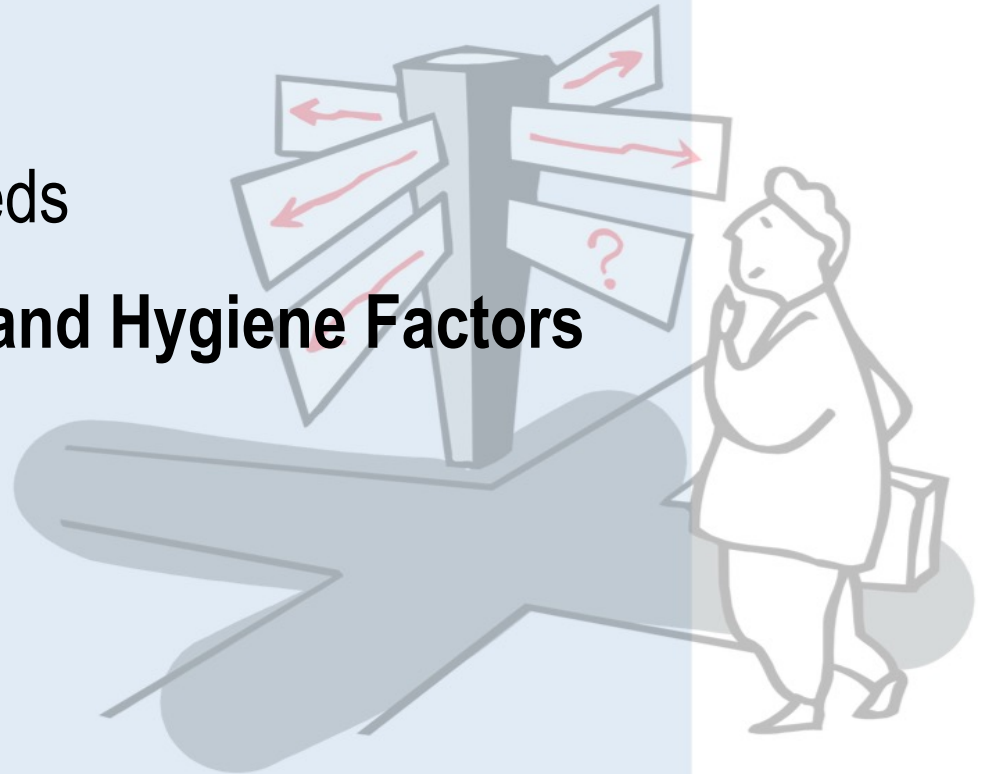


- It conveys a *message of hope and growth*
 - People can work to control their own destinies and naturally strive to achieve higher and higher needs
- Issues
 - The viewpoint on motivation is exclusively based on **personal aspects**
 - It does not give adequate consideration to people as being part of an organization, a professional group or a culture, and getting fulfilment from group success
- Nevertheless, a manager should be aware of this well-tested theory

Roadmap



- Maslow's Hierarchy of Needs
- **Herzberg's Motivational and Hygiene Factors**



Herzberg's Motivation Theory



http://en.wikipedia.org/wiki/Two-factor_theory

Main assumption:

- People want to *actualize themselves*
(see top level of Maslow's hierarchy)
 - Examples: salaries, level of supervision, flexible work hours, ...

Herzberg's Motivation Theory (cont'd)



Main ideas:

- Distinguish between *motivational factors* and *hygiene factors*
- Motivational factors
 - ☐ Factors that can motivate people
 - ☐ Examples: achievement, recognition, responsibility, ...
- Hygiene factors
 - ☐ Factors that cannot motivate people but cause *dissatisfaction* if *not* present
 - ☐ Examples: salaries, level of supervision, flexible work hours, ...

Maslow & Herzberg



Maslow	Herzberg
self-actualisation	motivators
self-esteem	
social	
safety	hygiene
physiological	



What motivates you [as a student]?

- Passing a unit of study
- Getting a good mark in a unit of study
- Getting a high distinction in a unit of study
- Learning something about a topic area
- Improving personal knowledge and skills
- Getting a degree
- Improving job prospects
- ...

This what I hope
motivates you --- but
I may be wrong!!!

☞ *Important to know motivation(s) in group-based work!*