

## Develop Project Team Tools and Techniques Handout

This handout was generated to provide additional detail about some of the tools and techniques in this chapter. Some are in the *PMBOK® Guide*, while others aren't. You may see several questions on the exam about this material, so pay special attention to the information provided and be able to recognize it on the exam.

### Team-Building Activities

Bruce Tuckman's ladder of team development said that each team goes through five stages of development:

1. Forming is when the team is just coming together as a team.
2. Storming is when there are disagreements or arguments as teams learn to work together.
3. Norming is when the team starts working better together and forms good relationships.
4. Performing is when the team becomes more efficient like a well-oiled machine.
5. Adjourning is when the project is completed and the team is disbanded.

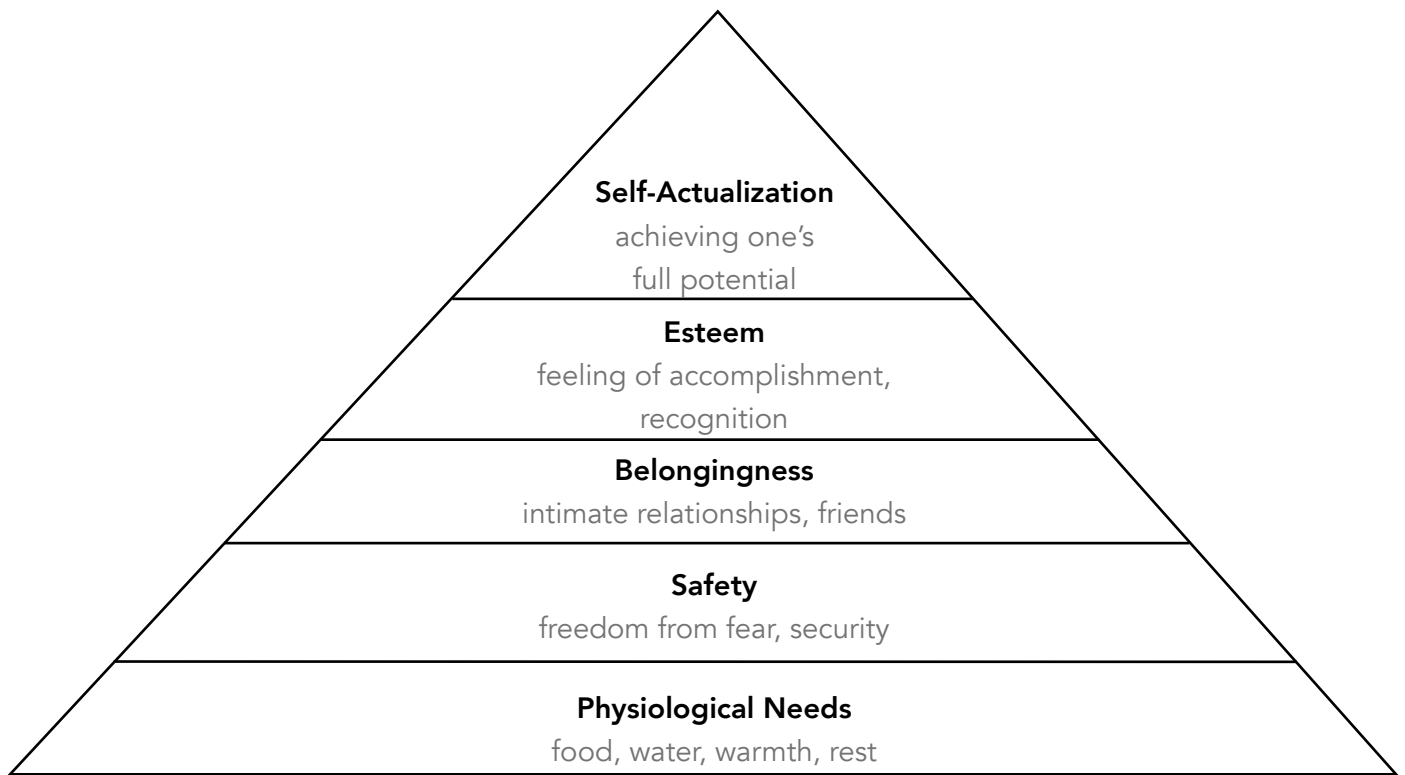
Teams can go through all five of these stages, or may even skip some. The stages may start again when someone new joins the team.

### Motivational Theories

There are several theories of motivation that you may see on the exam. Be aware of each theory and who invented it.

#### Maslow's Hierarchy of Needs

Abraham Maslow's theory is that people aren't able to work at their full potential unless their basic needs are met. If their basic needs aren't met, like food, water, warmth, and rest, then they won't be motivated to perform well. Once the basic needs are met, then the person moves on to the next level. Each level needs to be met before moving to the next. The highest level is self-actualization; reaching one's full potential.



## McGregor's Theory X and Theory Y

Douglas McGregor believed that employees fit into one of two different categories.

Each theory is based on the environment and its needs. Neither one is preferred over the other.

### Theory X

- Dislike or avoid work
- Must be controlled
- Avoid responsibility
- Are lazy
- Must be forced or coerced to work

### Theory Y

- Like work
- Exercise self-direction
- Seek responsibility
- Want to achieve
- Work without supervision

## Fiedler's Contingency Theory

Fred Fiedler developed the contingency theory based on his belief that a leader's effectiveness is contingent upon the situation. A leader can either be task oriented or relationship oriented. The effectiveness of one over the other is dependent on the situation and the individual.

## Herzberg's Hygiene Theory

Frederick Herzberg's hygiene theory has nothing to do with personal hygiene, as the name might lead you to believe. Herzberg's theory is similar to Maslow's in that having the hygiene factors doesn't necessarily lead to satisfaction, but the lack thereof, will lead to dissatisfaction. Also, the presence of the motivating factors may lead to motivation, but not without the hygiene factors.

Hygiene Factors Leading to Dissatisfaction	Motivational Factors Leading to Satisfaction
Company policy	Achievement
Supervision	Recognition
Relationship with boss	Work itself
Work conditions	Responsibility
Salary	Advancement

Relationship with peers	Growth
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## Vroom's Expectancy Theory

Victor Vroom developed the expectancy theory and stated that people behave in a certain way based on what they expect the result will be. For example, people will work toward a goal if they think the goal or reward is achievable.

## McClelland's Needs Theory

David McClelland believed that each person has one of three main driving motivators: the need for achievement, power, or affiliation.

Need for Achievement (nACH)	Need for Power (nPow)	Need for Affiliation (nAff)
Drive to excel	Want to control others	Create friendships
Achieve in relation to a set of standards	Need to get things done	Develop good relationships
Strive to succeed	Desire to influence and teach	Avoid conflict
Desire feedback		

Motivational theories are a favorite on the exam, so it's important to be aware of all these theories because you may see them on the exam.