

# **Project and Professional Success Is All In Your Mind**

Presented to the NEFL PMI Chapter

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# What Are These Men Discussing?



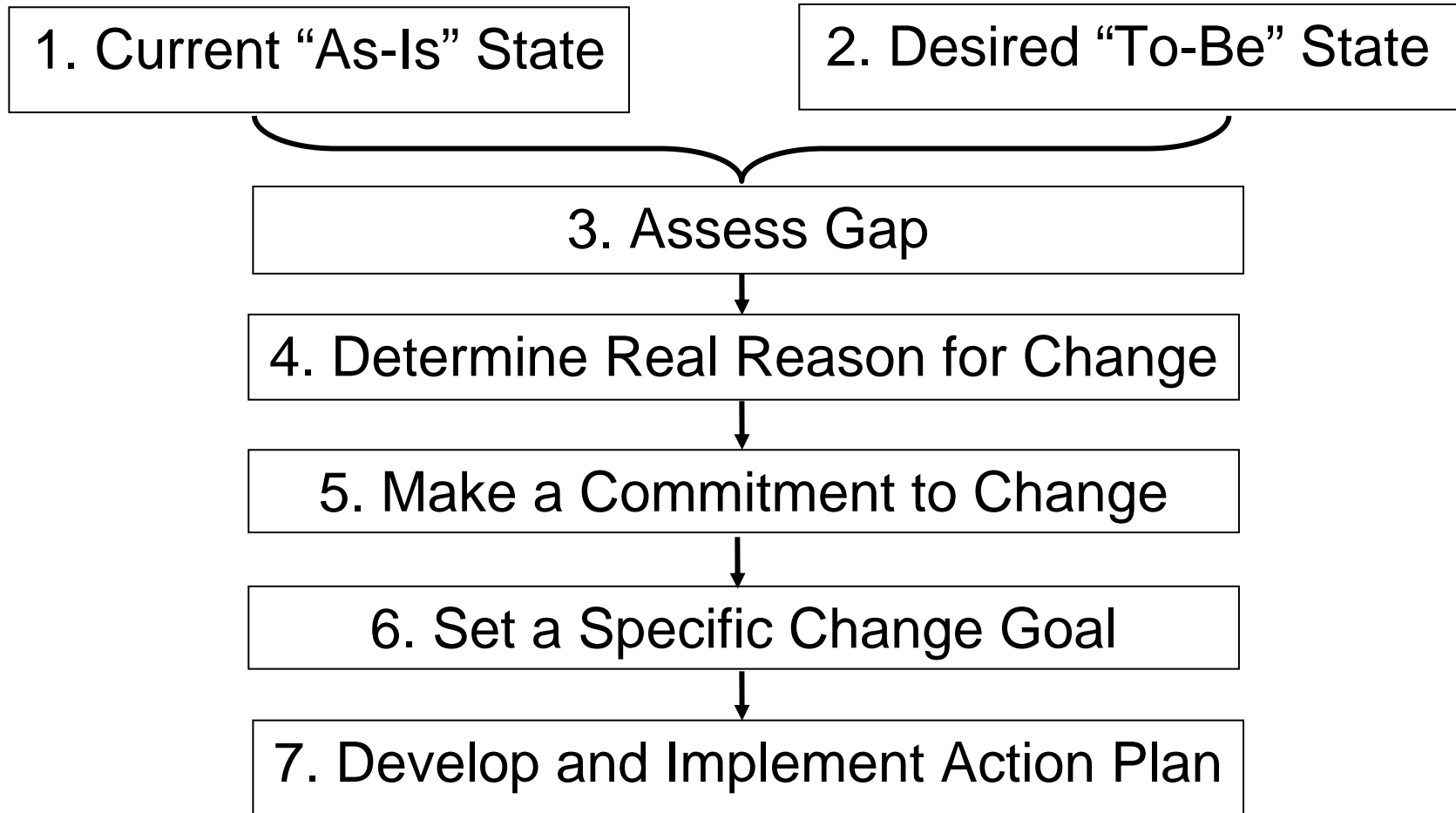
# Agenda

- Introduction
- Behavior Change
- Motive – Thought – Behavior Model
- Project Manager's Motivations
- Achievement thinking and goal setting considerations

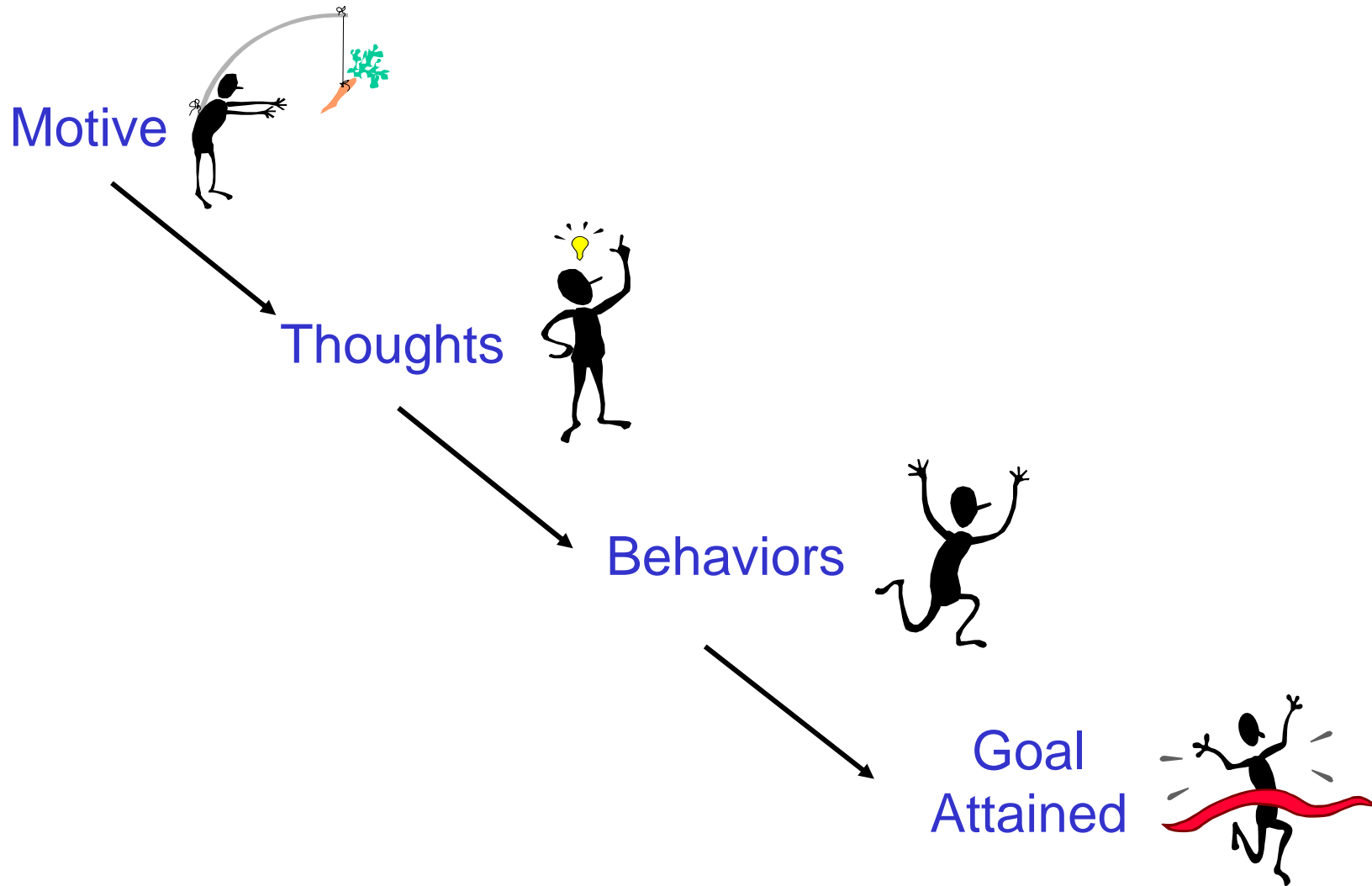
# Goal Setting and Achievement Thinking

- Motive – need or want expressed as recurring thoughts and behaviors
- All people have a reservoir of potential energy
- People differ in their motives and readiness to act on those motives
- Goal setting and action planning are critical for behavior change and objective accomplishment

# Goal Setting Model



# Motive-Thought-Behavior Model



# Three Primary Motives

- **Affiliation** – Concern for others; Being disliked, or rejected
- **Power** – Control and influence
- **Achievement** – Accomplishing goals and objectives



# Need for Affiliation

## Thoughts

- Developing and maintaining friendships
- Being with others
- Separation from others
- Restoring relationships
- Views group work as social event
- Does not want to be alone

## Behaviors

- Has many friends
- Talks to others and emails frequently, belongs to several social networks
- Relationships before tasks
- Works with friends over experts
- Seeks personal approval
- Expresses sympathy and consoles others
- Communicates in terms of others' feelings



# Need for Power

## Thoughts

- Strong forceful actions
- Controlling people and shaping situations
- Impact of actions and influence on others
- Status, reputation, or position

## Behaviors

- Gives help and advice, especially unsolicited
- Active in organization's politics
- Collects, displays objects of prestige
- Influences people through control or persuasion
- Seeks positions of leadership
- Seeks, withholds, and uses information to control others



# Need for Achievement

## Thoughts

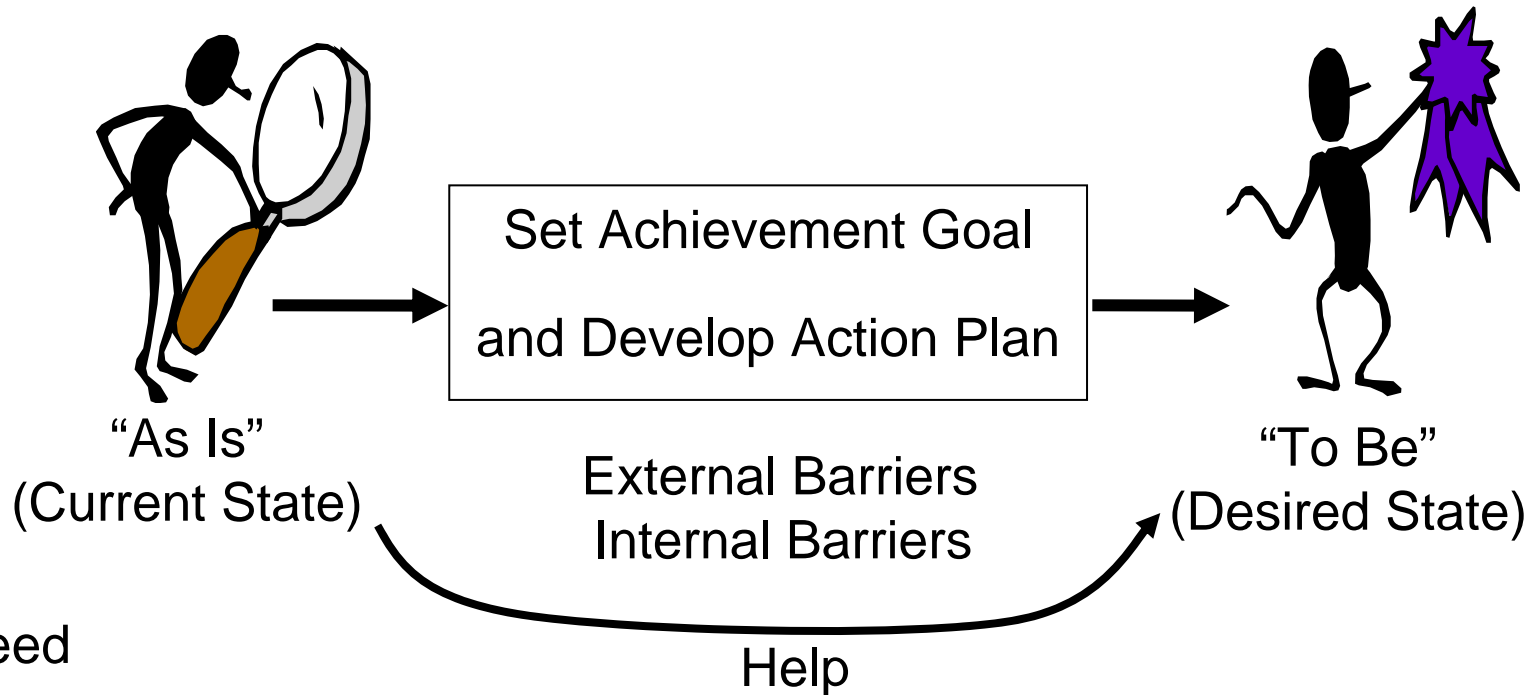
- Outperforming someone else
- Meeting or surpassing a standard of excellence
- Doing something unique
- Career advancement

## Behaviors

- Sets realistic, but challenging goals
- Seeks performance-related feedback
- Takes the initiative
- Takes personal responsibility
- Chooses to work with experts over friends



# Achievement Thinking Process



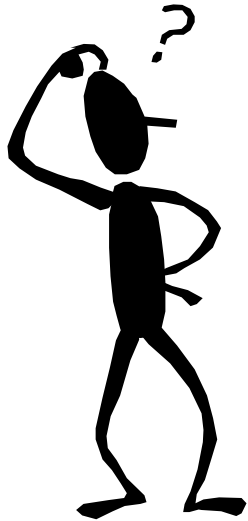
Need

Realistic Expectations

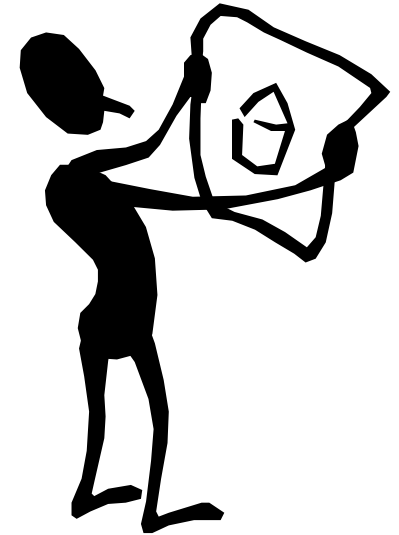
Positive Expectations

Positive Feelings

# Achievement Thinking Process



**Starts with a problem  
to be solved**



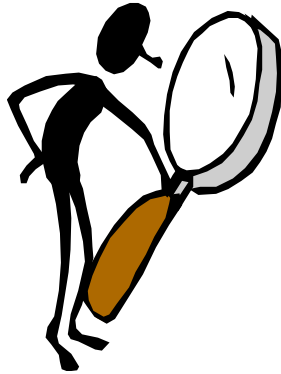
## **Project Example**

The last project quality audit results barely met the PMO's standards

## **Personal Example**

I can't get promoted to Program Manager without a formal PM credential

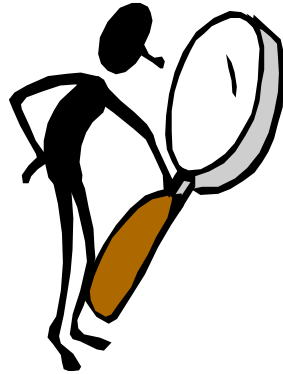
# Achievement Thinking Process



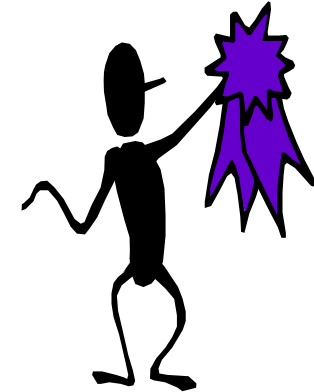
**“As Is”  
(Current State)**

<b>Project Example</b>	<b>Personal Example</b>
Our project management practices do not meet organizational standards	I don't meet my department's promotion criteria

# Achievement Thinking Process



“As Is”  
(Current State)



“To Be”  
(Desired State)

## Project Example

Project documents that are accurate, current, and meet all internal standards

## Personal Example

Become the program manager of a high visibility program

# Achievement Thinking Process



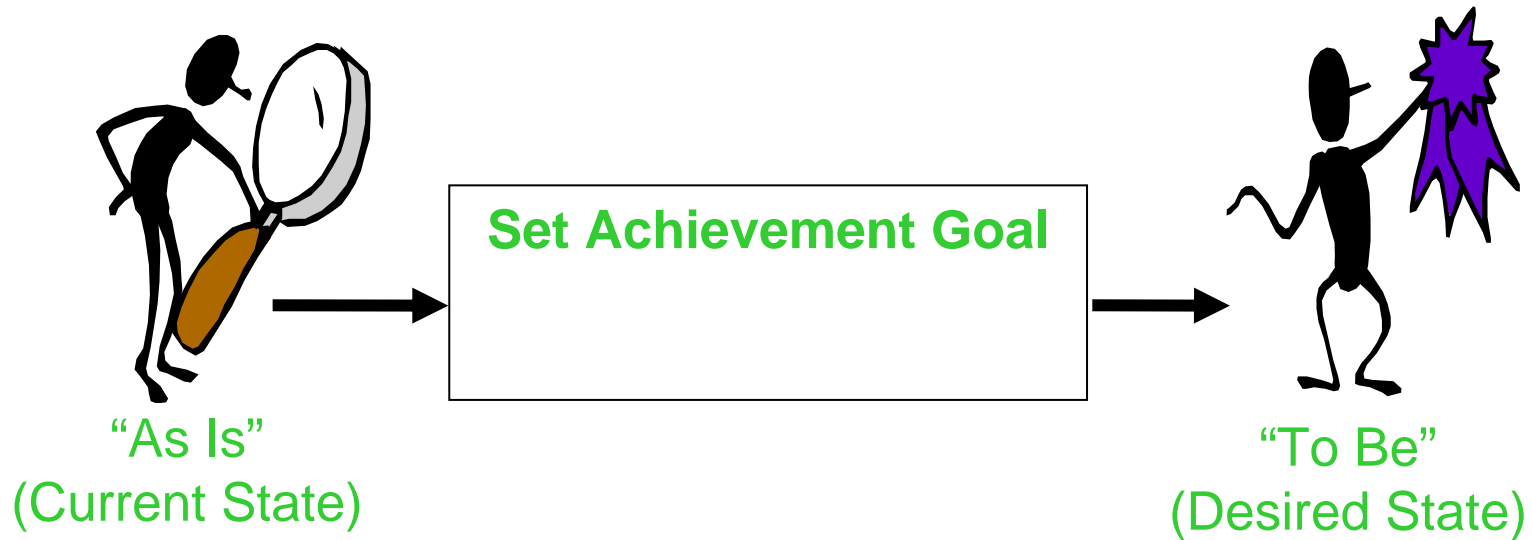
## Project Example

Reduce documentation errors by 25 % by the next quality audit at the end of the next quarter

## Personal Example

To be promoted to Program Manager within the next six months

# Achievement Thinking Process



## Need

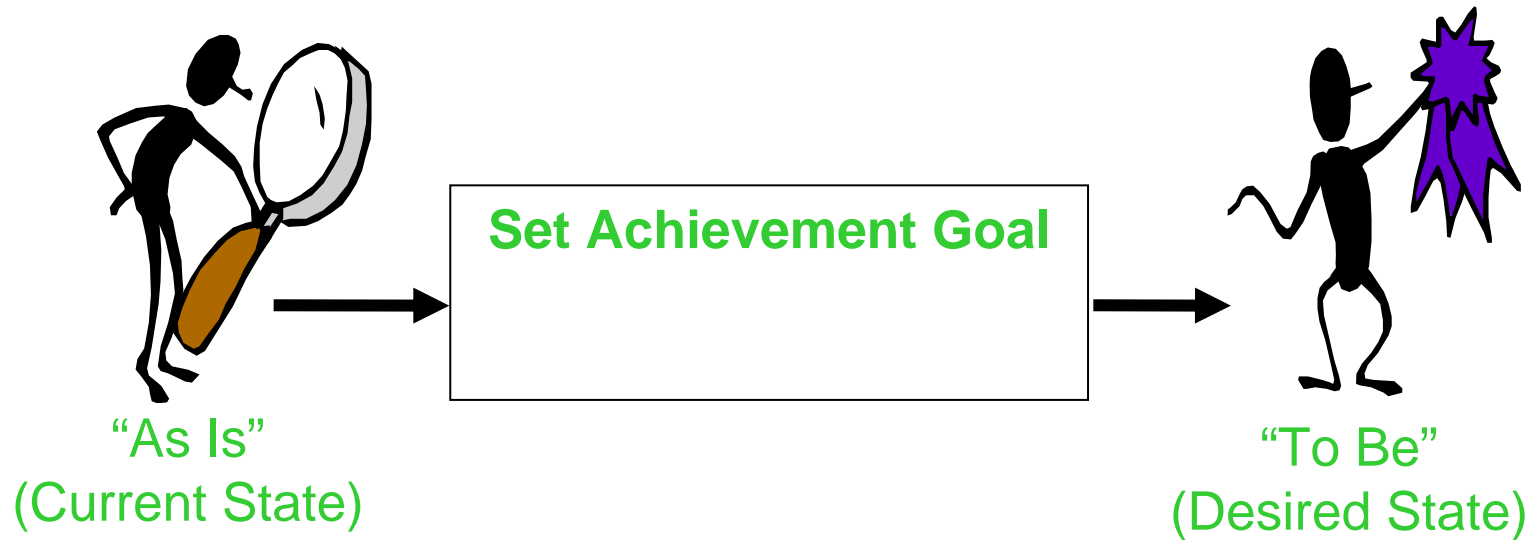
### Project Example

It is important to me to ensure that we are producing the highest quality deliverables to our external and internal stakeholders

### Personal Example

I want to further my career, increase my salary, and take on larger and more challenging assignments

# Achievement Thinking Process



Need  
**Positive Expectations**

## Project Example

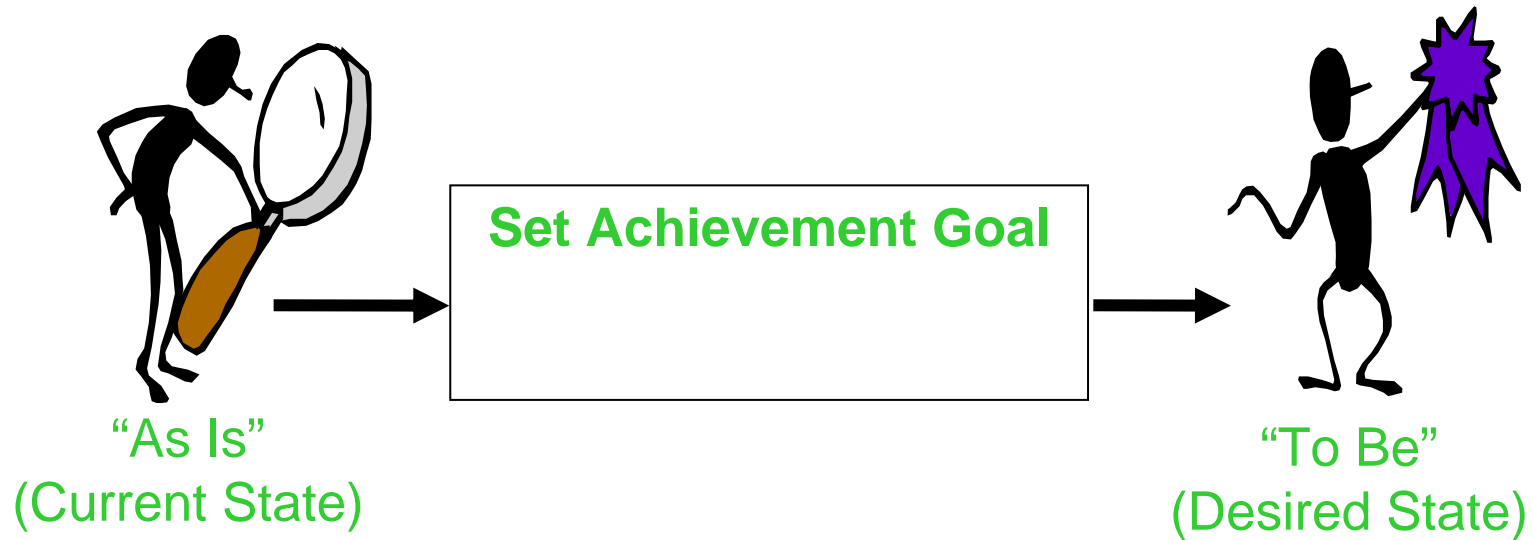
With the dedicated and creative team assigned to the projects, I know that we can decrease the quality errors by 25%, perhaps more

## Personal Example

I have a lot of experience and knowing others who have been promoted, I know I can do it

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# Achievement Thinking Process



Need  
Positive Expectations  
**Realistic Expectations**

## Project Example

We may not be able to accomplish all of the work that needs to be done to correct the quality issues before the next audit

## Personal Example

I know that promotion opportunities are limited and someone might get qualified before I do

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# Achievement Thinking Process



**Need**  
Positive Expectations  
Realistic Expectations

## Project Example

I have to analyze the audit discrepancies, decide how to correct the errors, set up an internal auditing process, and conduct a self-audit prior to the next quality review

## Personal Example

I have to get my PMP and ensure that I have all of my qualifications clearly documented

# Achievement Thinking Process



## Need

Positive Expectations  
Realistic Expectations  
**Positive Feelings**

### Project Example

I was really pleased when the auditors highlighted our schedule development process as an organizational best practice

### Personal Example

I feel good when my supervisor gave me a word of encouragement and provided some information about a new program we are considering

# Achievement Thinking Process



## Need

Realistic Expectations

Positive Expectations

Positive Feelings

**Negative Feelings**

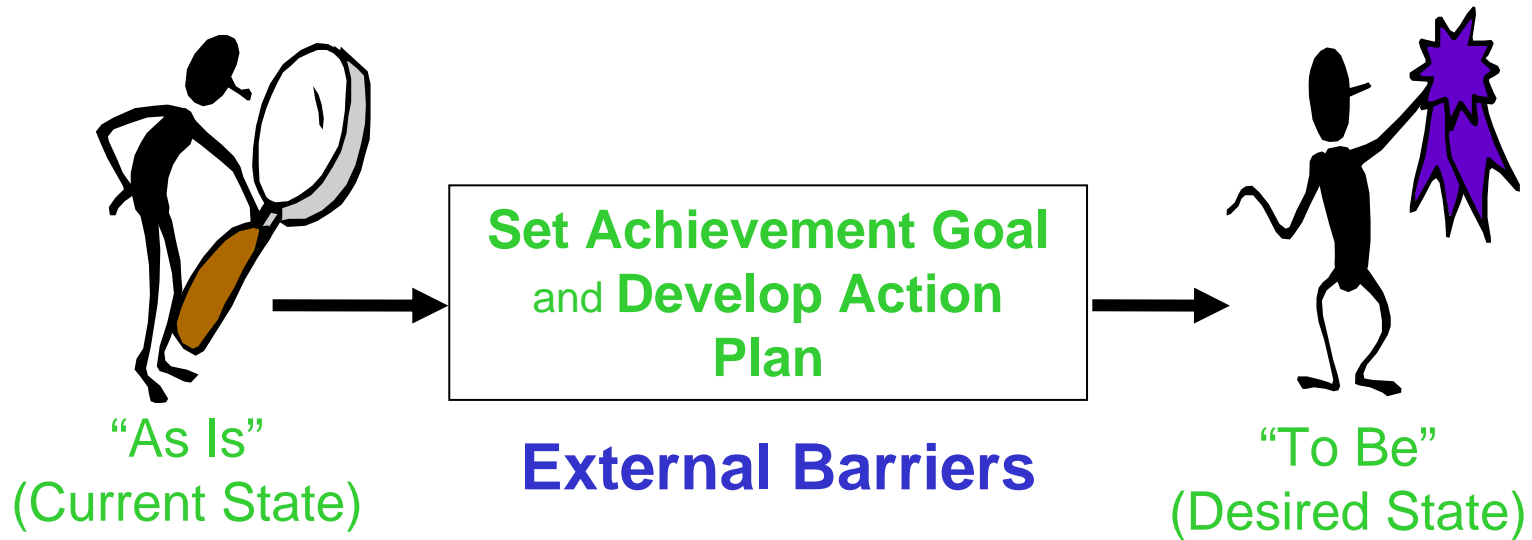
## Project Example

I was frustrated to discover that a couple of the team members were not taking the audit results very seriously

## Personal Example

I was disappointed to discover that I might not have my PMP by the time the program is initiated and another person also being considered for the position

# Achievement Thinking Process



## Need

Realistic Expectations  
Positive Expectations  
Positive Feelings  
Negative Feelings

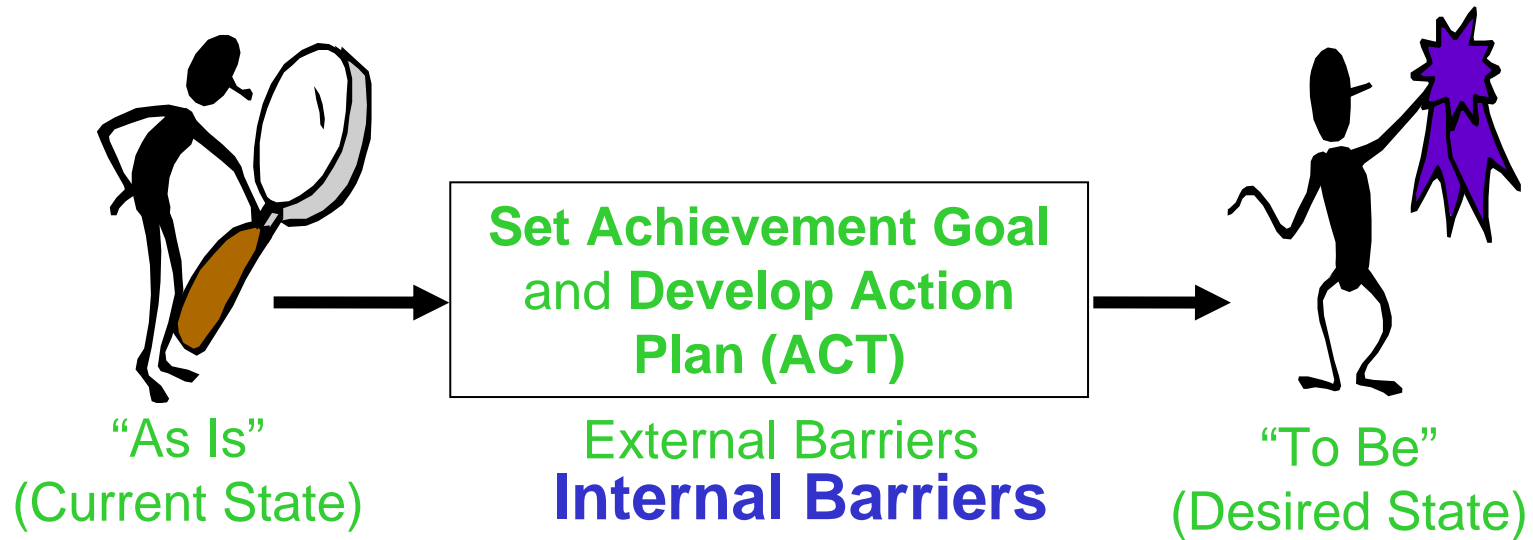
## Project Example

The projects are short staffed and other projects that are expected to be started within the next few weeks

## Personal Example

My project schedule and current workload does not allow me time to study or take on other assignments

# Achievement Thinking Process



## Need

Realistic Expectations  
Positive Expectations  
Positive Feelings  
Negative Feelings

## Project Example

I know I have a tendency to try to take on too many tasks myself. I find the details of day-to-day documentation tedious

## Personal Example

I know that I have to pass a test. I'm not very good at test taking. I also don't do self-study very well

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# Achievement Thinking Process



## Need

Realistic Expectations  
Positive Expectations  
Positive Feelings  
Negative Feelings

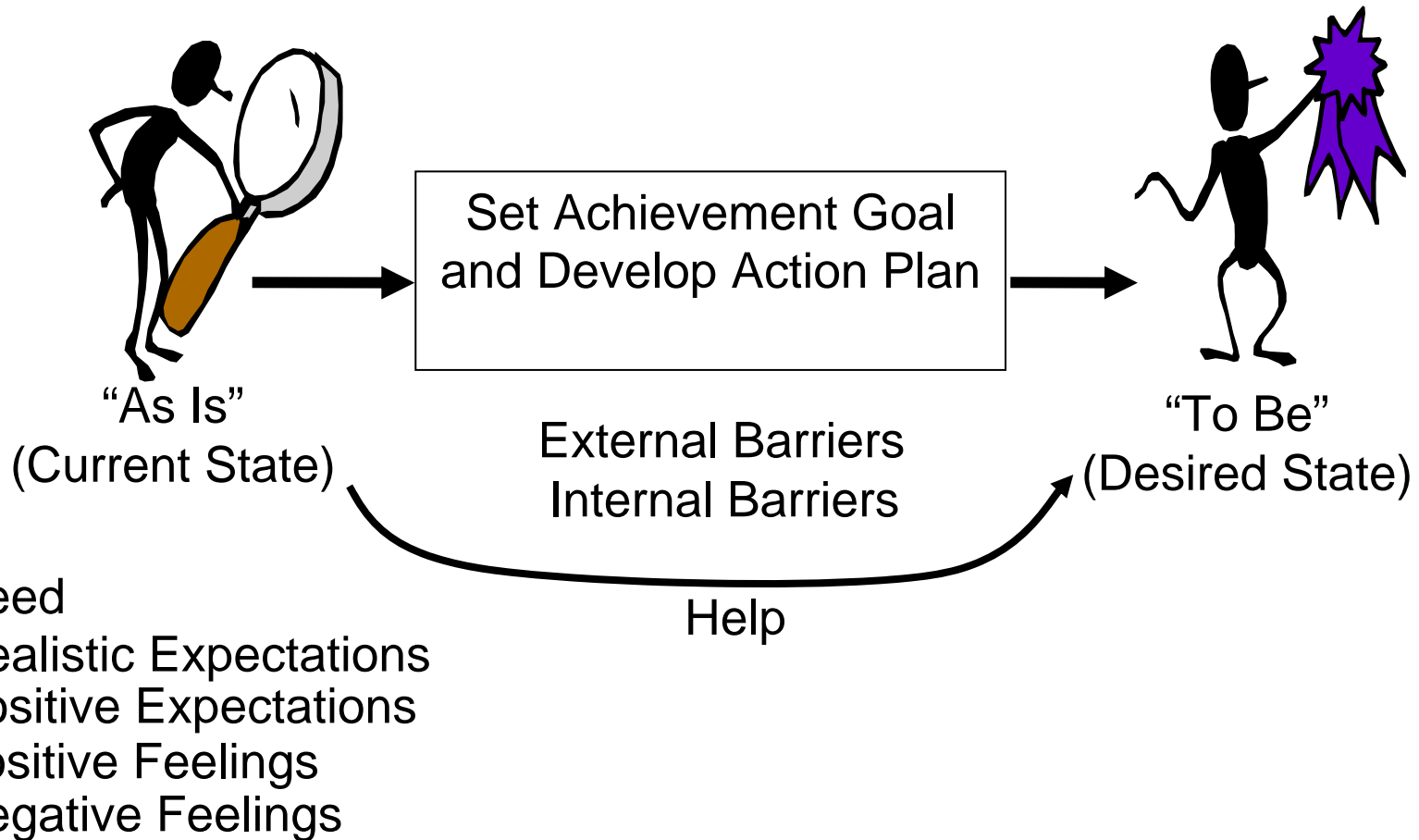
## Project Example

I think I can get the PMO to recommend a few best-practices on how to efficiently and effectively document project information

## Personal Example

I can ask my supervisor for some other opportunities that can enhance my resume and round out my qualifications

# Achievement Thinking Process



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# Summary

- Continuing cycle of behavior change
- Rational way to move from the current state to the desired state
- Affiliation, Power and Achievement are motives found in most managers
- Thoughts and behaviors influence goal achievement



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