

# Cooking Up Motivation

By Carl Pritchard



## Ever wonder if there's a magic recipe for motivating others? There is!

And it involves four simple ingredients that every Apex contractor needs to consider.

- Their staple
- Their spices
- Their process
- Our capabilities

Seems like a pretty basic outline for a recipe, but that's what makes recipes special. You, as the cook, have a unique way of blending the ingredients and making it your own. Want to cook up some serious motivation in those around you? First, you have to understand these four key ingredients

### Staples

No, it's not the office supply store. Staples are the fundamentals. The basics. If you want to get someone truly charged up, you need to know their basic needs. Are they meat-and-potatoes clients or team members? Or foie gras? Do they strictly want Apex delivering a bare-bones level of support? Or do they expect gifted insight at every turn? It matters. If someone on a team is just there for the sake of simply putting food on the table or paying the bills, professional challenges may not excite them. If someone is on board to gain renown for inventive client solutions, asking them to perform the pedantic will seem a hindrance, rather than a motivator. First and foremost, we need to know why people are with us. It's a crucial primary ingredient.

### Capabilities

Still, we have to have hope that the outcome will have meaning. If we're genuinely incapable of success, no amount of motivation will lead to a positive outcome. But if there's hope and a belief that we can achieve what we're hoping for, we are virtually unstoppable. Dr. Victor Vroom wrote on the concept of expectancy theory (1964), which posits that if we believe our work will lead to a positive outcome, we'll keep working on it! Tragically, we often forget to remind team members and those around us that their work will ultimately serve a goal. Motivating others can be as simple as a healthy reminder that we're heading in the right direction.

How do we "cook up" motivation? First, we find a recipe that makes sense to those performing the work and that reflects what they can contribute. Then, we afford them the ability to flavor it their way. And ultimately, they must have the opportunity for success, coupled with acknowledgement of that success. Put them all together? You have a recipe for a higher level of team motivation.

### Spices and Process

It's amazing what adds just the right nuance of flavor. But if you want to truly motivate, people have to believe they are choosing the spices. When my children were growing up, they would eat anything that they truly had a hand in creating, even if it tasted awful. Why? Because it was of their making. They had a true investment in the outcome. When truly motivating others, we need to ensure they have the opportunity to flavor it their way. It's not just any process. It's the Bob Smith process! Spicing work up their way opens the door to a strong sense of motivation.

## About Carl Pritchard



Carl Pritchard, PMP, PMI-RMP, friend of Apex, artisan baker, is the owner of Pritchard Management Associates. He is the author of seven texts in project management, including his latest, Risk Management: Concepts & Guidance, 5th Edition. He trains and lectures in project management around the world, and serves as the U.S. Correspondent for the British project management magazine, Project Manager Today. He has created two project management certification apps for the Windows8 environment, and produced the 9-CD audio collection, The Portable PMP® Prep: Conversations on Passing the PMP® Exam. Carl is a former PMI® Project of the Year semi-final judge and served as the speakers' coach for a national leadership conference in project management for four years. He served as a chapter author for the Guide to the Project Management Body of Knowledge (PMBOK Guide) 4th Edition and sits on the board of directors for ProjectConnections.com. He welcomes your comments, insights and questions at [carl@carlpritchard.com](mailto:carl@carlpritchard.com).