Phil Davies came into a new job as Project Manager all ‘bright eyed and bushy tailed’ only to find out that workers at this organization do not seem to care about their work. He is unhappy about the situation and is feeling stressed. He has very little control and yet he has the burden of responsibility for project schedule, customer test presentations, etcetera.

Management buy in from the Director of Project Management is non-existent. His empathy for the situation is passive at best. Phil can improve his situation however by providing some motivating incentives for his workers, starting with himself. He can put on a smile and march forward. It is amazing how people react when the boss is blue. It shadows onto everyone else in his influence. Conversely, if he is enthusiastically positive, it will reflect in the employees.

He will also need to find what it is that makes each employee spark. Once he does, Phil can put out the ‘bait’ and see which workers bite and actually have initiative. For some workers a motivational factor maybe empowerment. This also gives Phil the opportunity to delegate and monitor, while shedding some of his own duties. Phil can also find out what the employees like about their job. Align task and project goals with the likes of the workers. You cannot make everyone happy every time but you can make the effort to do so.

Reward employees for jobs well done. Recognize those who stand up and out in the organization. They deserve it and it can be an incentive for others who look up to their fellow works. Be sincere and be real about it, people have a natural instinct to spot a ruse.

These suggestions should not only help Phil, it will aid the outcome of the company’s projects and provide for a happier workforce. It will take a continuous effort and ongoing exploration into what makes the workforce tick. Just like projects themselves, people are rarely in one state all of the time.

**Notes:**

The organization is a complacent culture. Nobody seems to care, not even the Director of Project Management.

The organization does not seem ‘Project Management’ motivated.

He needs to motivate those under his influence.

Phil Davies, director of project management

Tim Aston, project manager

Tim People get their 8 and hit the gate

Phil People think they are No. 1, Project No. 2

Tim People do not communicate, (they don’t talk to him)

Phil People are set in their ways (mature work force – Tim is younger)

Tim Functional managers will not let go of their people

People uncommitted to job (prefer vacations, etc)

Phil People have social responsibilities that we encourage.

People average 46 top of pay grade, no where to go, look elsewhere for interest.

Perhaps you should do some reading on human behavior.

Classroom – 180 perspective fault of PM, did not comm. w/ workers, against carpool, (empl & comp)

**References**

Kerzner, H. (2009). *Project management case studies*. Hoboken, NJ: John Wiley & Sons, Inc.