Miracle: Motivational Lessons from the 1980 Olympic Hockey Team

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Agenda

- What is Motivation?
- Motivation in Practice – The 1980 US Olympic Ice Hockey Team
- Bring it Together
- Wrap Up
What is Motivation?

• Definition: The psychological forces that determine:
  • the direction of a person’s behavior in an organization
  • a person’s level of effort
  • a person’s level of persistence

Theories of Motivation

INPUTS:
- Effort
- Time
- Experience
- Skills
- Knowledge
- Job Behaviors

PERFORMANCE:
- Quantity of Work
- Quality of Work
- Level of Customer Service

OUTCOMES:
- Pay
- Job Security
- Job Satisfaction
- Feeling of accomplishment

- Need Theory: Maslow Hierarchy of Needs, Alderfer’s ERG Theory, Herzberg
- Expectancy Theory
- Equity Theory
- Organizational Justice Theory

Motivation in Practice – The 1980 USA Olympic Ice Hockey Team
The Story

• Jimmy Carter was President
• Inflation Rate – 13.58%
• USSR Invaded Afghanistan
• Ayatollah Ruhollah Khomeini seizes power in Iran and 63 Americans are taken hostage.
• 1979 energy crisis

The Teams

• USA
  • Head Coach – Herb Brooks
  • Assistant Coach – Craig Patrick
  • The players were college hockey players mainly from the upper Midwest and Northeast.
  • Previous Gold Medal – 1960

• USSR
  • Red Army Team – “professionals”
  • Best team in the world at the time

http://www.ushockeyhalloffame.com/
Prior to the Olympics – “Again”

www.youtube.com/watch?v=Bb-hWG3cHMQ
The First Game in the 1980 Olympics
The Game with the USSR – Pre-game
Bringing it together

- Progression of the team
- Phases of Team Development
- Changes in motivational tactics
- Moving the team from “I” to “US”
Wrap - up

• How do we apply this?
  • Project Manager = Leader
  • Know your People.
  • Use Different motivational tactics depending on the situation and make up of the team.