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New Chapter Agreement with Golden Gate University

By Marie Spark

A recent agreement between Golden Gate University (GGU) and the PMI SF Bay Area Chapter will open new opportunities for the Chapter's volunteers. Under this agreement, volunteers will be able to receive discounts on courses offered at GGU.

GGU's Enrollment Services Department reaches out to local corporations to establish mutually beneficial Enterprise Learning Agreements (ELAs). Associate Professor Dr. Judith Lee, PMP, who oversees GGU's programs in Operations & Supply Chain, Project Management, & IT Management, explains, "this new agreement is a result of internal discussions with Enrollment Services. During these discussions, we identified the Chapter as an important participant in the ELA program."



Marie Spark

As part of this agreement, "Chapter volunteers who qualify will have the application fee waived and receive an additional 10% discount on any GGU courses," explained Dr. Lee. They must serve as a volunteer with the Chapter for at least a year, ensuring that the program participants have a demonstrated commitment to the chapter. Enrolled students receive free access to the university library's resources, including Gartner Research's extensive databases. Additionally, the Chapter will also benefit by having free use of meeting rooms and having a permanent site for hosting its monthly SF breakfast roundtable meetings.

"As part of this mutually beneficial agreement, GGU will benefit by connecting our students with the project management community, and providing a potential source of speakers and adjuncts for our programs. We also welcome the opportunity to expand awareness of our programs, but the real benefit is the potential for career growth," said Dr. Lee.

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Improving Commitment and Engagement

By Elizabeth Eyre

Have you ever thought about why people might become emotionally committed to your organization? Some people are committed to their jobs because they love what they do, or because their goals align with those of the company. Others might stay because they fear what they could lose if they leave. Still others might stay because they feel obligated to the company, or to their manager.



Elizabeth Eyre

Clearly, some of these types of commitment can have a negative effect on a person's well-being, self-respect, and job satisfaction. So, how can you avoid this, but still help team members feel committed to your team, or organization, in a positive way? In this article we'll explore three common types of commitment, and we'll look at how you can make changes to improve team member engagement and loyalty in an effective and positive way.

John Meyer and Natalie Allen developed their Three Component Model of Commitment and published it in the 1991 "Human Resource Management Review." The model explains that commitment to an organization is a psychological state, and that it has three distinct components that affect how employees feel about the organization that they work for.

The three components are:

1. Affection for your job ("affective commitment").
2. Fear of loss ("continuance commitment").
3. Sense of obligation to stay ("normative commitment").

You can use this model to increase commitment and engagement in your team, while also helping people to experience a greater feeling of well-being and job satisfaction.

Affection for Your Job (Affective Commitment)

Affection for your job occurs when you feel a strong emotional attachment to your organization, and to the work that you do. You'll most likely identify with the organization's goals and values, and you genuinely want to be there. If you're enjoying your work, you're likely to feel good, and be satisfied with your job. In turn, this increased job satisfaction is likely to add to your feeling of affective commitment.

Fear of Loss (Continuance Commitment)

This type of commitment occurs when you weigh up the pros and cons of leaving your organization. You may feel that you need to stay at your company, because the loss you would experience by leaving it is greater than the benefit you think you might gain in a new role. These perceived losses, or "side bets," can be monetary (salary and benefits); professional (you might lose seniority or role-related skills that you've spent years acquiring); or social (you would lose friendships or allies). The severity of these "losses" often increases with age and experience. You're more likely to experience continuance commitment if you're in an established, successful role, or if you've had several promotions within one organization.

Sense of Obligation to Stay (Normative Commitment)

This type of commitment occurs when you feel a sense of obligation to your organization, even if you're unhappy in your role, or even if you want to pursue better opportunities. You feel that you should stay with your organization, because it's the right thing to do. This sense of obligation can stem from several factors. You might feel that you should remain with your organization because it has invested money or time in your training. Or perhaps it provided a reward in advance, such as paying for your college tuition. This obligation can also result from your upbringing. For instance, your family might have stressed that you should stay loyal to your organization.

These three types of commitment are not mutually exclusive. You can experience all three, or two of the three, in varying degrees.

Applying the Model

By applying the Three Component Model, you can help your team develop greater positive, affective commitment. By doing this, your staff are likely to feel an increased commitment to the team and organization, and they'll probably feel more positive and more motivated; and experience greater job satisfaction. It's important to do your best to grow affective commitment, and reduce your team's reliance on continuance and normative commitment, so that you're leading a team of people who feel passionate for their roles.

Team members with only continuance and normative commitment may feel bored and unmotivated, and no leader wants a team with those attitudes! These team members might also block enthusiastic employees, or even lower the morale of the group.

Managing Continuance and Normative Commitment

In addition to helping people experience greater affective commitment, you can also use the model to carefully manage the amount of continuance and normative commitment that people may feel. You can reduce the dependency on continuance and normative commitments by being a better leader, by working on your general team management skills, and by thinking carefully about how your actions might influence your team members.

Clearly, it doesn't make sense to try to reduce continuance or normative commitment, however you should try not to rely on it, even if you're unable to achieve affective commitment at first. You should work on ways to ensure that team members become happy and enjoy their work, without making them feel uncomfortable during the process.

Bear in mind, however, that people will likely experience continuance commitment at some point in their careers, because they'll feel that they need to stay in their job to receive pay and benefits. Some people will likely feel a sense of normative commitment if their organization has invested a lot in their training and development, for example. It's nice to have these types of commitment, however, they're a bonus and not something you should seek to create!

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http://www.mindtools.com/pages/article/three-component-model-commitment.htm?utm_source=nl&utm_medium=email&utm_campaign=05May15#np

Using Affirmations: Harnessing Positive Thinking

By Caroline Smith

We all have had negative thoughts about ourselves at work, sometimes on a regular basis. Negative thoughts such as, "I'm never going to be able to do this job, I'm just not smart enough, or why does my boss want me to present at the trade show? I'm a terrible public speaker, and I'll just embarrass the company". When we have these thoughts, our confidence, mood and outlook become negative too.

The problem with these negative thoughts is that they can be self-fulfilling. Inside our heads, we talk ourselves into believing that we are not good enough. Thus, these thoughts drag down our personal lives, our relationships, and our careers. This is why consciously doing the opposite – using positive affirmations – can be helpful. In this article, we'll explore how you can use affirmations to drive positive change, both in your career, and in your life in general.

Why Use Affirmations?

Affirmations are positive, specific statements that help you to overcome self-sabotaging, negative thoughts. They help you visualize and believe in what you're affirming to yourself,



Caroline Smith

helping you to make positive changes to your life and career. While there is limited research into the effectiveness of using affirmations in a general setting, there is evidence that the use of positive affirmations can successfully treat people with low self-esteem, depression, and other mental health conditions.

For instance, in a study by researchers at Northwestern State University, Natchitoches, people who used positive affirmations for two weeks experienced higher self-esteem than at the beginning of the study. Also, in a study published in the Journal of American College Health, researchers found that women treated with cognitive behavioral techniques, experienced a decrease in depressive symptoms and negative thinking. A study by researchers at the University of Kentucky, Lexington, had similar results, and came to a similar conclusion.

Of course, it is important to realize that although some people have successfully used affirmations to overcome depression and negative thinking, the technique may not work for everyone. Some people may view affirmations as “wishful thinking,” or simply looking at the world with an unrealistic perspective. Quite a lot can depend on your mindset.

Try looking at positive affirmations this way, many of us do repetitive exercises to improve our body’s physical health and condition, affirmations are like exercises for our mind and outlook. These positive mental repetitions can reprogram our thinking patterns so that, over time, we begin to think and act in a new way.

When to Use Positive Affirmations

You can use affirmations in any situation where you would like to see a positive change take place. These might include times when you want to:

1. Raise your confidence before presentations or important meetings.
2. Control negative feelings such as frustration, anger, or impatience.
3. Improve your self-esteem.

Affirmations are often more effective when they’re paired with other positive thinking and goal-setting techniques. For instance, affirmations work particularly well alongside visualization, instead of just picturing the change we would like to see with visualization, we are also saying it aloud using a positive affirmation.

How to Use Affirmations

Remember, affirmations are positive statements that help you challenge and overcome negative thinking and self-sabotaging behaviors. They are usually short, positive statements that target a specific area, behavior, or belief that you are struggling with. Start by thinking of the areas of your life you would like to change. For example, do you wish you had more patience? Or a deeper relationships with your friends or colleagues? Or do you want a more productive workday?

Write down several areas or behaviors you would like to work on. Then, for each of these, come up with a positive, present-tense statement you can repeat to yourself several times a day. It is also important that your affirmation is credible, believable, and based on a realistic assessment of fact. For instance, imagine you feel bad about the level of pay you are currently receiving. So you begin to use affirmations to raise your confidence about asking for an increase. However, it probably wouldn’t be wise to affirm to yourself that you’re going to double your salary: for most people, and most organizations, doubling what you’re earning in one go just isn’t feasible. Keep it realistic!

© Caroline Smith 2015. Caroline’s background is in Human Resources, having worked in a number of global organizations’ HR departments, and thereafter as a writer/researcher for a leading HR journal. She has a CIPD-accredited postgraduate, Master’s degree in HRM, and her interests include project management, coaching, change management and career development.

[http://www.mindtools.com/pages/article/affirmations.htm?
utm_source=nl&utm_medium=email&utm_campaign=10Mar15#np](http://www.mindtools.com/pages/article/affirmations.htm?utm_source=nl&utm_medium=email&utm_campaign=10Mar15#np)

Did You Know...?

Nearly 70% of organizations implementing project managers report that project success rates have improved significantly as a result.

90% of global senior executives and project management experts say good project management is key to delivering successful results and gaining a competitive edge.

More than 16 million people regard project management as their profession.

Source: <http://www.cornerstonedynamics.com/interesting-project-management-facts/>

Membership Certification

By Mark Franks

As PMI members almost all of us are familiar with the PMP certification — in fact, we try to publish monthly the list of members who have recently achieved their PMP certification. What has gone under appreciated until very recently is that many of our members are attaining the other PMI certifications. Due to the membership database structure we cannot easily distill monthly data for these achievements; however, acknowledging the effort and accomplishment of these successes is important. We will strive to recognize our fellow Chapter members' achievements semiannually by listing all those that attain certification at the newsletter link

Member Certifications.

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