

**Anne-Mette Enoksen**

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**MOTIVATION** FACTOR

# CASE STUDY

# I GAINED INSIGHT INTO MY MOTIVATION FACTORS AND BECAME A BETTER MANAGER..

A developmental process using Motivation Factor® has given Anne-Mette a clear professional aim and improved her leadership and cooperation skills, because she has gained an insight in the needs impact on her reaction patterns.

“When employees delivered a job that was not up to my expectations, I would often become disappointed and frustrated – and I would react accordingly. In hindsight, it makes me embarrassed to think about how I reacted. At the same time, I would spend much energy on feeling frustrated because I was not listened to or asked for advice”, says Anne-Mette Enoksen, when looking back at the last 10 years.

Anne-Mette is normally a strong, vigorous and extroverted person, but frustration, caused by what turned out to be needs that had been neglected, brought out tough and not particularly motivating aspects of her personality. This affected the relationship with employees and colleagues. For these reasons Anne-Mette agreed with her manager's recommendation that she should begin a personal development process in collaboration with Motivation Factor®.

*“By using my strengths to compensate for my weaknesses, I do not end up spending a lot of energy on something at which I am only mediocre.”*

Anne-Mette Enoksen

## Credible method

“The Motivation Factor method was chosen as it seemed very logical and structured, and because Helle Bundgaard had a relevant professional background. Talking about something related to a work situation would be very difficult

for me, if the coach did not have an understanding of how a large organization works including the rules of the game and company policy.”

The useful results gained from the personal development process are particularly a result of the way the process is designed, according to Anne-Mette.

“The foundation of the process was the Hierarchy of Motivation®, which is built up on the notions of energy, needs, talents and purpose. The structure was logical to me and gave the method an element of credibility that was important to me. The fact that the Motivation Factor method has been developed by Helle Bundgaard, who herself has a long career in the private sector ensured that my challenges were analyzed in a relevant professional context. This made the conversations more effective and created a great deal of momentum because we were able to go straight to the heart of the matter every time”, explains Anne-Mette.

“The way the method was constructed also provided a strong structure, which enabled me to put my need for control aside. I did not have to worry about whether we were moving in the right direction or achieving what we were supposed to, but could instead focus 100 percent on the conversation. The structure also speed up the process, which enabled me to quickly see the results. After a few weeks, both employees and colleagues started noticing the change and several approached my manager to comment on the positive development.”



## The challenge

“Anne-Mette Enoksen has built up a solid managerial career at Mærsk for the past 19 years. However the reputation as a tough lady and her lack of a clear professional aim slowed down her career progression.”

“The Motivation Factor method is a useful tool for working with areas to be developed and I believe it is important to spread that message.”

Anne-Mette Enoksen

### Simple tools with a great effect

“Looking at the conclusions from my employee review conversations during the last 10-15 years, the message has always been that I should focus on the way I communicate. I have always been very direct in the way I communicate, which becomes intensifies in a very unproductive way when I become frustrated. It is not that I didn't want to do something about it; I just didn't have the right tools.”

“In hindsight, it is clear to me that I am responsible for the fulfilment of my needs, but it is not always obvious at the time.”

Anne-Mette Enoksen

“Gaining an insight into what drained me of energy at work and having to decide what I wanted to do about it made a huge difference. My greatest insight however came from understanding how important my needs are and how I react when they are not being met. Specifically, this means that I am now aware of how my needs were neglected – and this basic realisation means that I react in a different and more positive manner in situations where I would previously have become frustrated. Understanding that the fulfillment of needs is an important motivational factor has also given me an increased awareness and understanding of what motivates my colleagues' actions. I approach people in a completely

different way and I communicate with the people around me in a much more productive way”, says Anne-Mette.

“One of my talents, which appeared in the Motivation Factor Indicator, and which didn't seem like a talent I had been aware of was “curiosity”. I discovered that by actively using my curiosity, I became more motivated in my approach to the tasks I was responsible for. By working actively on my talents, I have become able to use them in a more focused manner to achieve results faster and more efficiently. For instance, empathy is not one of my talents and I am not very good at perceiving the unsaid in my environment. So now I use my “curiosity” to ask questions and show interest as a way of gaining insight into the people around me”.

### A professional purpose brings peace in mind

“Defining a professional purpose that reflects my talents and my needs in a work environment has been very fruitful. My purpose now serves as an overall frame of reference defining what I want to achieve professionally, where random possibilities had previously determined where I ended up. This makes it much easier to avoid making poor decisions. At the same time, it gives me a peace of mind knowing where I want to go and what it takes for me in order to be a happy and motivated employee. This peace of mind is an enormous surplus,” says Anne-Mette.

The MOTIVATION FACTOR INSTITUTE has been established by Helle Bundgaard in connection with the launching of the Motivation Factor® Methodology and the Hierarchy of Motivation®. Her interest in insight, motivation and behavior springs from 20 years of international experience with sales and business development and is the driver behind the continued development of efficient tools for development and change processes.

Our objective is to translate the latest discoveries from neuropsychology into operational tools that create motivation, results and commitment. Our motto is: "Keep it simple" – and we pursue this by focusing on simplicity in all we develop.

Our vision is to help people – across cultures, religion, gender, education and abilities – to flourish by finding the key to lasting motivation and commitment.

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