

Novo Nordisk

From SEPARATE
departments to ONE
service-oriented team

MOTIVATION FACTOR

CASE STUDY



Novo Nordisk is a healthcare company and a world leader in diabetes care.

FROM SEPARATE DEPARTMENTS TO ONE SERVICE-ORIENTED TEAM

Since our team is mainly factually oriented, there was a lot of skepticism before we started. However, we could already see noticeable results after the first workshop, so everybody went forward in the process with a positive approach.

Novo Nordisk is a world leader in diabetes care and has a leading position within areas such as hemostasis management, growth hormone therapy, and hormone replacement therapy to treat menopausal symptoms. Novo Nordisk develops, manufactures and markets pharmaceutical products and services worldwide; it has more than 50,000 employees and an annual turnover of over 45 billion DKK.

“It has had a measurable effect on engagement, which can be seen by the fact that more ideas are put forward and that there is more willingness and flexibility to take on new tasks. Another significant factor is that absence due to sickness has decreased and this has, among other things, meant that we have achieved our results, without having to work overtime.”

The Device Testing & Verification QA department at Novo Nordisk took part in an instructive program with Motivation Factor. Sanne Marie Olsen explains here how the process has developed the team.

Motivation as the focal point

I believe that motivation comes from within and that it is very personal what motivates each individual. I am also convinced that it is motivation that determines whether employees take personal ownership for the team as a whole succeeding in quickly creating results. These beliefs are in line with the philosophy and methods that Motivation Factor use. We chose the Motivation Factor Method because it offers a good structure and framework for change management and for dealing with the disruption that is a result of implementing organizational change. Given that the Motivation Factor

Program is always based on an objective, it makes it very concrete and this is attractive to those of us working in a technical environment, because we are, to a great extent, goal- and result-oriented.

Personal ownership is vital

Motivation Factor has helped us to work out how our slightly softer personal skills are linked with our objective by asking, ‘why am I here and how can I contribute?’. It is essential to create this personal insight so that we can accommodate what other people have to offer. It is about working both on a personal level and also as part of the team – without making it too self-centered and without feeling that you expose yourself. The ease and simplicity of the Motivation Factor tools mean that after just a short 15 minute introduction, you can start to implement them in your daily work. And at the end of the first workshop, the team is already focused on the opportunities. This means that everybody in the team focuses on their potential rather than on the things that they can’t influence.

Motivation Factor stands out from other programs because you are not labeled with something that you somehow have to relate to. Instead, the whole process takes your own situation as a starting point and looks at what it is that motivates you based on your own frame of reference. The fact that you use yourself as a frame of reference instead of trying to respond to other people’s definitions makes it much easier to take personal ownership and create commitment. It really gets the juices flowing and creates energy and drive when employees dare to take action and responsibility.

The interaction between the workshops and individual conversations means that you maintain your focus on what you

The challenge

”Prior to the program, we went through a reorganization where our device department, which type tests our devices before they are put into final production, and our customer complaint department, which investigates whether the complaints we receive are due to production or operational error, were merged. Our challenge was to create cohesion in the new team between the different groups and people who didn't know each other very well and who were accustomed to working in very different ways.”

Sanne Marie Olsen, Associate manager,
DMDC Device Testing & Verification QA, Novo Nordisk A/S

”The Motivation Factor tools mean that you can get some structure and system during a chaotic change, and at the same time you can create results because everyone quickly takes personal ownership.”

want to change. In this way, it becomes easier to change your habits. And the fact that the process stretches over six months also means that there is plenty of time for reflection and to firmly embed the things that you commit yourself to.

More time for management

My role as a manager has also changed. Previously, I would have drafted a plan deciding who should do what. I would have controlled the employees while a test was in progress, and if there was any particular situation or a problem during the testing, I would have told them what they should do. But now when we need to test, the team put together the plan themselves and if something goes wrong they usually solve the problem on their own. The fact that the team has become more independent means that I have got more time for actual management and strategic work in the organization. There is much greater openness in the team than before and there is nobody who is afraid to offer their honest input on how we can best achieve results. It creates new synergy. Now I have the energy to help my employees find the tasks that best motivate them.

We have learnt to identify the things that drain our energy. Instead of talking about why these things are there, we can focus on what opportunities we have to do something about them. The fact that we know each other's strengths and what motivates us makes it much easier to choose the right work partners. When new tasks come in, we evaluate based on the individual's Hierarchy of Motivation and their needs and strengths who will be the best one for the assignment. I also use this knowledge when I am developing the strategy and putting individual project teams together appropriately.

The thing that has had the most impact has been the clarity that you get when your purpose is linked with the objective.

This is what gives you the courage to step outside your comfort zone and go one step further. I know which tasks fit in well with my own objectives and I have gained a realization of what I am good at and also of which tasks drain me of energy, even though they might be prestigious. Matching expectations is the key to proactivity and to being results oriented. In reality, it is also the key to getting rid of the things that drain energy and to eliminating insecurity. We have got considerably better at matching expectations and to questioning things that we don't understand, without being nervous about appearing incompetent. The fact that the starting point is that we all have some needs to be fulfilled, and strengths that can be utilized, means that we are not looking for weaknesses.

The results

We have definitely shifted our focus from being a 'this is not possible culture' to being an 'opportunity driven culture'. We don't spend time discussing what we can't influence but have instead learnt to stay focused on the things that we can do something about and on practicing strength-based management. We have seen that there is more openness and straightforwardness, and this gives a completely different harmonious and inspirational working environment.

As a manager, in the beginning I felt that I was excluded from the team, but now I feel that I am an integral part of the team and therefore always have my finger on the pulse in terms of the team's well-being and cooperation. We address each other and our customers in a more friendly and attentive way. The majority of our customers are under heavy time pressure. This is why we need a proactive approach for solving their problems – and we can do that now.

”The fact that you can over-use your strengths and that this can have a negative effect has surprised me.”



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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