

**IDG Denmark**

From a **GROUP**  
of managers to a  
**MANAGEMENT TEAM**

**MOTIVATION** FACTOR

# CASE STUDY



IDG Denmark is Denmark's leading provider of knowledge of IT and is part of International Data Group.

# FROM A GROUP OF MANAGERS TO A MANAGEMENT TEAM

A developmental process from Motivation Factor has helped create a greater mutual comprehension in the management team at IDG, which has created more synergy, fewer conflicts and more effective co-operation.

The media conglomerate IDG is an extensive organisation with branches in 80 countries and a head office in Boston. The Danish division is involved with activities ranging from courses, events, lead generation, to administration and publishing of various magazines, including Computerworld and PC-World.

– We chose the Motivation Factor method because the Hierarchy of Motivation® and the connection between practice and theory made sense to us. As most of our managers have a university degree, it was important that the program had a scientific and factual basis applying a tested-and-tried concept. Motivation Factor offered this, Søren Queitsch explains.

## Efficient development with a tight structure

Several members of the management team emphasize that the developmental program soon had the envisioned effect. Jan Horsager, who had joined as recently appointed editor-in-chief, quickly got to know his colleagues well due to the Motivation Factor method. Thus he avoided the turbulence that often accompanies being a newly appointed executive in a management team.

– The method does not overwhelm the participants with new concepts, but instead provides them with some easily understandable models, which can easily be disseminated to employees. It is a strong foundation in the workday. After just a

few months, I could feel that the communication at our management meetings had improved and I am sure that it has also made us more efficient, says editor-in-chief Jan Horsager.

– I must admit that the Motivation Factor method, despite the tight structure, was able to fit all members of the management team and was well supplemented by the individual sessions, Jacob Hoffmann-Petersen said.

– The great difference compared to other management development programs is that the process is not introverted, but instead actively involves all participants while also providing individual sparring, where personal issues that are not relevant for the group are quickly dealt with. It also makes it easier to integrate future members of the management team and maintain the constructive meeting climate, we have achieved, says Søren Queitsch.

– Yes, the interaction between group sessions and personal sessions has been very good. The fact that we actually bring up a topic, such as strengths, in a group session, where we work together on defining the language we use and subsequently implement it in our daily work, works well. This creates a strong degree of coherence, adds Jan Horsager.

## Flexible process brings long-term effect

Due to the method, the management team of IDG quickly established a common platform and gained the necessary insight into each other's needs, motivation and values.

– The method puts a high priority on that all participants from the beginning understands the aim of the process and how it will fit into the various managerial roles. By investing in openness and putting forth all of our values, we all gained a unique insight into what each manager in the group represents. At

”*In the beginning, we were all a little hesitant, but once one person had opened up, everybody soon felt comfortable and could start telling things directly to each other. The intimacy gave me an understanding of which ”buttons not to press” and this has been highly beneficial for my relationship with my colleagues.*”

Jacob Hoffmann-Petersen, it-manager, IDG



## The challenge

“One of the great challenges as a media company is to unite the diverging interests of the commercial and editorial areas. This challenge became particularly obvious to us, when new members, who were not used to the built-in conflicting interests between the departments, became part of the management team. The lack of understanding of each other’s motives and needs was a hindrance for dialogue and efficiency. Therefore we examined the market for management development programs and chose the Motivation Factor method, which has been running for a year.”

Søren Queitsch, managing director of IDG Denmark

“People soon become close to each other and get straight to the heart of the problems, which makes it efficient. The division between individual sparring and the group sessions makes the method durable and long-term, because new members can easily be integrated into the process.”

Søren Queitsch, managing director of IDG Denmark

the same time, we quickly developed a common language and knowledge, which enabled us to achieve results much faster. The first topic we worked on was “energy drainers” – a concept that I was not previously familiar with. This helped us to quickly get the process started, because we focused on something that was very specific and we all could relate to. Together with the insight into each other’s motivation, attitudes, strengths and potential, the insight into energy drainers has moved us significantly as a team because we are now able to communicate in a different way and work more efficiently, says Jan Horsager.

– I have also gained a great self-understanding and today I am aware that I react in an unproductive manner when my sense of freedom is under threat. It has changed the way I react so that I now act more rationally, says Jacob Hoffmann-Petersen, who had to surrender his scepticism to packaged solutions.

### Bottom-line results

All three managers agree that the process has affected some key elements in each individual, both professionally and privately, which will also have a long-term impact on the media conglomerate’s bottom line.

– There has been a noticeable development. We have been through a process that has brought us closer to each other, and we have established a common frame of reference from which to start working. We achieved more in a short time than I had imagined when I started. I believe this is to a large degree due to our having a better understanding of the colleagues in the group, their strengths and motives, that causes us to move quickly in the right direction, says Søren Queitsch.

– The new awareness does that we communicate in a different way than before which makes it easier to confront problems.

For instance, we were able to implement a large restructuring that included cuts in the various departments, much faster than I dared expect. This could easily have created conflicts in the management team, and I ascribe the increased efficiency to the development process, because of their improved communication and cooperation in the management team, says Jan Horsager.

### Eye-opening experiences

The managers have all had different eye-opening experiences, but particularly highlight the internal understanding and the positive, personal development as great advantages of the development process. – My greatest eye-opening experience was that I was able to apply the tools much more broadly, such as handling challenges in my private life and in relation to stress, which is not uncommon in a media house with constant deadlines. I had not expected that, says Søren Queitsch.

– My greatest eye-opening experience has been gaining an insight into my own needs and boundaries. I have a different understanding of my way of reacting and am able to act more rationally. At the same time, I have gained an understanding of my colleagues’ needs and strengths, which means that I know which buttons not to press and which strengths I can take better advantage of, says Jacob Hoffmann-Petersen.

“Defining energy drainers has definitely been the greatest eye-opening experience to me. In plenum we were able to discuss some of the passive annoyances that can affect our daily work and has great importance for our collaboration. If we cannot identify them, it does not make any sense to work with strengths and weaknesses.”

Jan Horsager, editor-in-chief Computerworld

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

# CASE STUDY

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