

Harvard Pilgrim Health Care
A More COHESIVE
LEADERSHIP Team

MOTIVATION FACTOR

CASE STUDY



HPHC has topped the list of America's Best Health Plans seven years in a row

A MORE COHESIVE LEADERSHIP TEAM

Motivation Factor® helped this team re-energize, break down silos and work more effectively together.

Harvard Pilgrim Health Care has built a 35-year reputation for exceptional clinical quality, preventive care, disease management and member satisfaction. The company has been recognized by the Boston Business Journal as a Best Place to Work.

We Needed Something Different

When Jack Lane, Harvard Pilgrim's Chief Human Resources Officer, joined the organization in July 2009, he didn't feel the group was working as a full team. "Instead of collaborating, the HRL was working in silos", he said.

Young agreed, saying: "Jack wanted this group to be a hub for open discussion of real concerns; for free flow of information; and where people would both challenge and support one another. This was a really huge step from the bureaucratic, task-oriented culture it had been. We were very much in need of a program that could start where we were. Something to re-energize us, help us clarify our focus, and support a clear business outcome.

"We chose Motivation Factor because it starts at a more foundational level – where people are. Compared to other programs, Motivation Factor provides a much more comprehensive way to re-energize and re-focus a team."

"Some of the other programs we've used", says Lane, "are more complex and not necessarily practical. With this program we applied the concepts immediately, both personally and professionally. The practicality of this program is outstanding."

Immediate Results

Lane acknowledged that there's always apprehension about team programs; whether people will participate and whether it will work. In this case, "the exercises broke down any concerns team members had. People jumped right into the process in a non-threatening way which helped us get quickly to the work.

"I have to say this entire process is the first thing I've seen in 20 years ... that gets at the root cause of the things that suck the life out of an organization."

Peggy Malumphy,
Director of HRIS, Compensation & Benefits

We saw immediate - really after the first session - immediate progress with interpersonal relationships and working as a team."

Young agrees and adds that "each workshop produced immediate results. The Objective Workshop quickly moved our discussions away from being so reactive and task-oriented to being more strategic. The Energy Workshop was an eye-opener for all of us and to clarify what was draining some of my energy was a turning point for me in particular." Others noted that the Needs and Talents exercise broke through long standing assumptions and conflicts that were detracting from the goal.

A New Road

"Motivation Factor created a new road for us to walk on. It was a container for us", Young says. "The language of the program allowed us to more productively introduce and discuss new ideas and perspectives."

Because the concepts are so practical, they are put into easy use. "At the very early stages of the program one staff member specifically used the new framework to resolve a long standing issue. In another case, two team members had been in

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Karen Young, Director,
Learning, Development & Inclusion



The challenge

When Jack Lane dropped the program outline on Karen Young's desk he said: "This might be just what we're looking for. But you're the expert. Let me know what you think".

Karen Young, HPHC's Director of Learning, Development and Inclusion, had been tasked with developing a strategy for addressing Harvard Pilgrim's organization-wide learning and development needs. She remembers her initial reaction:

"When I first looked at the Motivation Factor program, I immediately saw this was something different. I could see right away that it addressed the complexity of organizational goals and human interaction in an elegant and practical way. To further test its value before rolling it out on a larger scale, Jack and I agreed that we should pilot it with our own Human Resources Leadership (HRL) Team."

Karen explains the challenge they were facing:

"At the time of the pilot, HPHC had had three CEO's over a short period of time in an industry experiencing radical change with intense public scrutiny. The HR Leadership team was itself adjusting to transitions related to three leadership changes of its own in the same period of time. We were experiencing the natural stresses related to leading a department during these types of transitions and felt the program would both improve our own results and give us new ways to support our clients."

continual conflict. As part of this program they were able to resolve their differences and have developed a great working relationship", says Lane.

Getting to the Root Cause

HRL Team members remarked on the change in their ability to manage obstacles to success, have more productive conversations and to have the business take greater advantage of what they each had to offer. Peggy Malumphy, Director of HRIS, Compensation & Benefits summed it up: "I have to say this entire process is the first thing I've seen in 20 years that's new and different and positive, and that gets at the root cause of the things that suck the life out of an organization."

The process was meaningful for all team members both personally and professionally and Lane reflected on some of the transformations he observed: "Motivation Factor was effective at different levels for different team members. Some people focused on their Purpose - a very introspective working session where you really thought about why you come to work every day, what your passions are relative to the team goal, and what your contribution is to this work setting. That was important for a lot of people.

"In the Energy and Needs sessions, people were able to understand 'that's why you are coming across that way' or 'that's why you say things that way' or 'that's why you react in certain ways'. It helped people to understand where people are coming from and that things are not ill-intended."

Organizational Impact

In terms of team impact, Lane asserts: "I've just reviewed the team's end of year self-assessments and, almost to a person,

team members explicitly stated that Motivation Factor was one of the best if not the best training they have experienced at Harvard Pilgrim or elsewhere.

"People are still bringing it forward and we have made a commitment to not lose those learnings; to keep energized and productive."

The business implications of that? "We are able to better serve the thousand people that work at Harvard Pilgrim with the kinds of activities and services that cultivate a skilled, engaged and inclusive workforce which is our corporate goal", says Young.

Bottom Line

Young sums up the Motivation Factor experience: "From a learning, development and career building perspective, this is a quality intervention. It's an insightful and intentional design. It is business- and outcome-oriented, and I like that it starts where people are in terms of re-energizing."

In terms of bottom line results, "The whole team has become attuned to a more collaborative environment.", Lane adds. "They reference Motivation Factor as being a significant breakthrough in support of this and my management time is less spent on unproductive exchanges, organizational conflicts and silos and is more focused on work."

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Jack Lane, CHRO,
Harvard Pilgrim, Health Care

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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