

The key to LASTING  
motivation

MOTIVATION FACTOR

**METHODOLOGY**

# METHODOLOGY

## MOTIVATION FACTOR<sup>®</sup> METHODOLOGY

A Motivation Factor<sup>®</sup> program structures and targets the company's development and change processes, helps leaders and employees co-operate on joint objectives and creates lasting motivation and commitment. The program modules consist of workshops and individual dialogues, which focus on a stated objective and make the process transparent and manageable for employees, leaders and teams. Each participant gets the opportunity to put words to what motivates him/her, and the methodology ensures a solid internal commitment – immediately and over time.

Today all management is change management. That makes it crucial for individual employees to contribute with a sense of ownership and responsibility, and for managers to know how to awaken the potential of staff. It's the only way to create powerful teams and achieve results.

The Motivation Factor Methodology can be used with a great effect in companies with goals around:

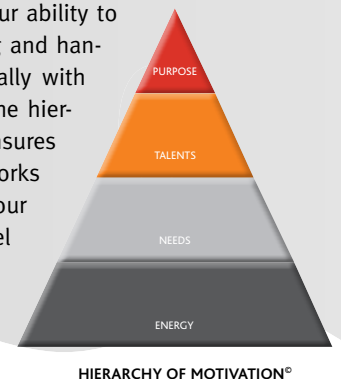
- Embedding of business strategy, objectives and values
- Implementation of organizational changes
- Realization or change management in practice
- Team building and team optimization
- Leader and employee development programs

### About the Hierarchy of Motivation<sup>®</sup>

The Hierarchy of Motivation is the basis of any Motivation Factor program. The Hierarchy is theoretically and empirically based on positive and cognitive psychology, recognized motivation theories and the most recent brain research – including emotional and social intelligence. A development

program based on the Motivation Factor Methodology rests on a strong scientific and factual basis.

The Hierarchy of Motivation charts our ability to stay motivated, take in new learning and handle changes. This grows proportionally with our ability to handle each level of the hierarchy. A Motivation Factor program ensures that each person and/or the team works in a focused way on each of the four themes of the hierarchy. At each level they obtain insight and tools which enable them to move upwards with increased energy, drive and personal commitment to a goal.



### Perceptible advantages

A typical Motivation Factor program provides all participants with considerable insight into their own reaction and action patterns – and hence also in those of others. Through personal “aha” experiences during the course the team obtains

# Building alignment between PERSONAL MOTIVATION and TEAM EFFICIENCY

## The Motivation Factor® program

### Workshops Key questions

### Benefits

↑ Individual conversations	▶ Commitment	How do we maintain focus on what we have learnt?	Exchange of purposes and actions when following up	◀ The Motivation Factor Indicator
	▶ Purpose	What are my passions in relation to the joint objective?	Identification of purpose pursuant to joint objectives	
	▶ Talents	How do my talents come into play in the best possible way?	Identification of focus areas	
	▶ Needs	What do I need to stay motivated?	Insight in the relational understanding	
	▶ Energy	What drains my energy in relation to our joint objective?	Actions on specific energy drainers	
	▶ Objective	What is the team's specific challenge or objective?	Clear objective of the process	

a better understanding of what is behind their own motivation and behavior and that of others. At the same time the team gains a common language, and a known and constructive framework for future co-operation, dialogue and conflict and problem management.

Simplicity characterizes the structure of the individual workshops. The form ensures that all participants interact with each other and the process and that the tools bring the team close to the core of the problems – quickly and effectively.

One benefit of this simple yet formal structure is that the team establishes a joint language, which makes it possible to achieve results far quicker than before. It is also possible to integrate new employees or leaders in the process.

### A typical Motivation Factor process

A typical Motivation Factor program consists of six joint workshops, corresponding to the six steps, as shown in the table above. Each workshop lasts 3-4 hours and the

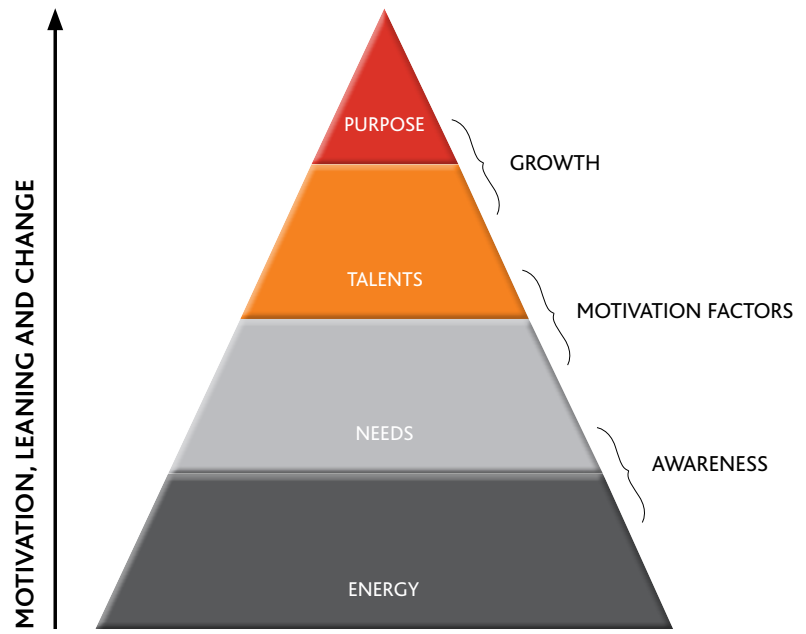
four middle workshops are followed by individual coaching dialogues. Here each participant may take up topics that might not be relevant to the team but are important for the individual's motivation under stress and changes.

Prior to the workshop concerning needs participants take the Motivation Factor Indicator, which is an online tool that helps them to elicit and verbalize their top five needs and top five talents.

As the Motivation Factor Methodology is built up in modules the individual workshops may be put together in a way so they match the actual challenges in a given organization. If you want to give extra attention to strength-based leadership and talent management, it makes good sense to put together a program building on the workshops dealing with needs and talents. If however there is a need to identify and reduce energy drainers, such as might arise in the wake of a larger restructuring, the workshop concerning energy drainers may be a good investment.

# The Hierarchy of Motivation

Our ability to stay motivated, take in new learning and handle changes grows in proportion to our skills at handling every single level of the hierarchy. A Motivation Factor program ensures that all participants work with the four levels of the hierarchy and obtain the insight and the tools that enable them to move upwards and perform at a higher level.



HIERARCHY OF MOTIVATION®

## Our primary motivation factors

The Hierarchy of Motivation is based theoretically and empirically on positive and cognitive psychology, recognized motivation theories and the most recent brain research – including emotional and social intelligence. At all four levels of the hierarchy we work with goal-oriented motivation, learning and readiness for changes.

### Energy

At the bottom of the hierarchy we work with awareness, which is the prerequisite of all mental and physical activity. About 80% of what is draining us of energy in everyday life concerns something done – or not done – by others – that is, often something that we cannot control. Skills we learn at this level include identifying and recognizing our energy drainers. Not until we know them can we take responsibility and act on them, both personally and in the team.

### Needs

The theory of our personal needs is based on emotional intelligence. As human beings we have a number of basic

needs that are more or less common. However we also have personal needs, which are individual and may change over time depending on our life situation. They govern our behavior and constitute a very powerful motivation factor. Therefore it is crucial for our emotional intelligence and relational understanding that we are conscious about our needs. When our needs are threatened, our brain is put on high alert and triggers the body's stress hormones – and our behavior is affected. Our ability to recognize and work with our own needs and those of others is essential to personal development and motivation – and at the same time a significant source of stress prevention.

### Talents

The work with our talents is based on the most recent brain research. From this we know that our talents are already formed during childhood and adolescence, when through experience we have created some very densely branched networks in the brain. Our motivation, effectiveness and ability to acquire new competences will therefore depend on our ability to exploit these densely branched networks that are home to our talents. And when we know the value

*”An organizational change was the starting signal for us. Two departments had been united, which of course led to chaos. Therefore our challenge was to create cohesion in the new team across professions. For this process we chose Motivation Factor, because the program offered a simple structure, created a distinct framework for change management in practice and at the same time was goal- and result- oriented. And the gains have been noticeable – we have obtained a more open and inspiring work climate and a lower rate of sick absences. Basically we have changed from being a “troubleshooter culture” to becoming an “opportunity culture”. We have become more pro-active, also towards our customers – and as a leader I have gained time for strategies and real management, as the team has become much more self-managed.”*

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



of exploiting our own talents we will automatically become more aware of how to bring the talents of others into play. Goal-oriented work with one's own talents and those of others can open the door to collaboration and management based on strengths.

## Purpose

According to the most recent brain research the objectives that give us the highest and most lasting motivation are those connected to a greater overall purpose. When we exploit our talents optimally and at the same time contribute to something which is “larger” than ourselves, we will experience the flow condition. Here we are suitably challenged and have a wealth of possible actions to choose from – exactly because we draw on our strengths. We are able to move from being goal-oriented to becoming purpose-oriented. We are now conscious of what we will contribute in relation to the role we have – at work, in the team, in the management group, even in private life.

## Startup and rounding off

Regardless of whether the Motivation Factor Methodology is used in larger development programs or forms the structure behind a personal coaching process, it is crucial that the process is initiated by formulating a clear objective for the process and concluded with a clear plan as to how to maintain focus.



*The Motivation Factor Methodology focuses on the internal commitment, as the methodology bridges personal motivation, team effectiveness and organizational objectives.*





*”One of the big challenges as a media company is to unite the different interests between the commercial and editorial areas. This challenge became very clear, when new members, who were not used to the internal conflicts of interest between the departments, entered our management group. Lacking understanding for the motives and needs of each other inhibited dialogue and effectiveness. We examined the market for management development programs and chose Motivation Factor, because the coherence between practice and theory made sense to us, as the concept was based on a scientific and factual foundation”*

Søren Queitsch, CEO, IDG Denmark

## Motivation Factor Indicator

From the most recent brain research we know that our motivation is rooted in our individual needs and talents. In change and development processes it is therefore essential to focus on that which drives the individual person, as the key to make a group or a team move towards a joint objective. Only through insight into our own needs and talents are we able to understand the motive of our own behavior – and that of others. Only through this insight are we able to work toward a goal with motivation, while still learning and being ready for change.

The awareness of and insight into our own motivation factors and those of others takes place through dialogue. Therefore we have developed the Motivation Factor Indicator as a tool of dialogue to be completed online prior to the two workshops that deal with needs and talents. The Indicator provides the individual participant with a list of his/her five most dominant needs and the five most dominant talents.

The purpose of the Indicator is to draw participants' attention to the fact that our reaction and action patterns are

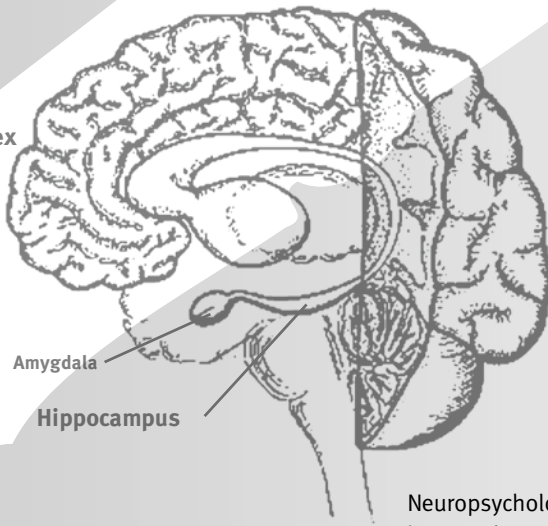
governed by our needs, and that our ability to bring our talents into play depends on whether or not our needs are met. The Indicator is also a strong catalyst in the Motivation Factor process, as it gives each participant the opportunity to express their personal drive in words. The Indicator also sheds light on what motivates the other participants, and what is needed to exploit the joint potential of the team.

## Partner strategy

Motivation Factor Institute is a 100% partner-driven company. All partners are educated and trained to push forward both individual persons and teams measurably. And all partners are experienced in facilitating change processes and bringing about visible results.

Today we have partners in all parts of Denmark, and we have gained a presence both in Europe and the USA. We'll continue to share the Motivation Factor program internationally with the help of a strong and dedicated partner network.

Prefrontal cortex



Neuropsychology indicates that awareness of and insight into our own needs and how we bring our talents into play are crucial for our ability to stay motivated and positive in the face of changes.

On the most basic level, our brains react to threatened needs as they would to a physical danger. Theories of emotional intelligence tell us how to teach our brain to know the difference and react expediently, when our needs are threatened, and our brain is put on high alert. A condition of high alert reduces our ability to think rationally and see possibilities and solutions.

As our work and private lives constantly bring about challenges threatening our personal needs, our ability to recognize and to meet threats against these needs will be crucial for our ability to handle pressure and changes.

We can easily focus and act quickly, even if we are driven by fear or anger. But our learning and readiness for changes will be impeded. And likewise we will have difficulties utilizing our talents, since all our mental power is going to protecting our needs.

And it is important to use our talents – their use makes the activity in our left frontal lobe, which governs emotions like enthusiasm, curiosity, joy and happiness, increase. And we can use our talents as a shortcut to learn new things much faster than if we take as a starting point things that we are not good at.

## Do you want to know more?

Feel free to contact our partners directly, if you want to know more about the Motivation Factor Methodology and/or to discuss how the methodology may support different change processes in your company. On [www.motivationfactor.com](http://www.motivationfactor.com) you will find a complete list of partners.

You may also contact Motivation Factor Institute by phone +45 70 25 16 46 or [info@motivationfactor.com](mailto:info@motivationfactor.com) , if you want a presentation of the methodology or need assistance in finding a partner with the right experience in relation to your challenges or line of business.

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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