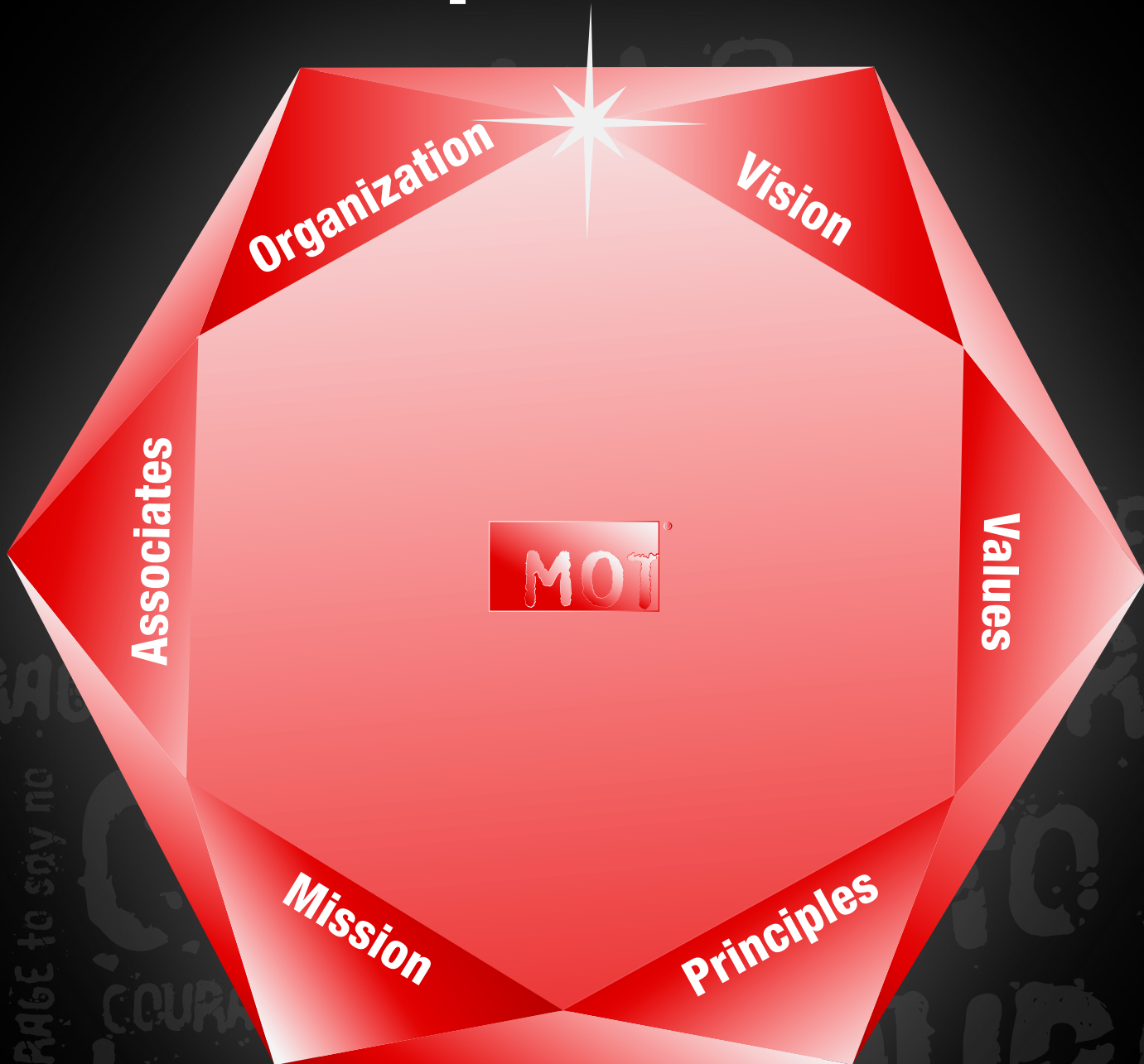
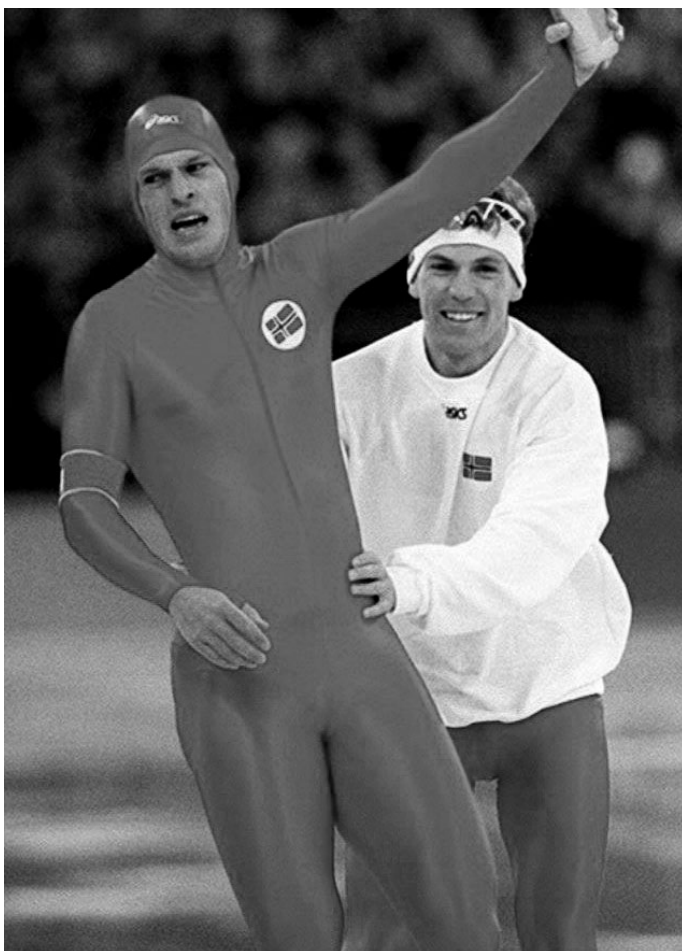
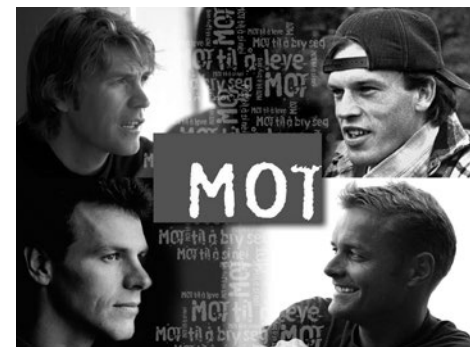


# Concept handbook





# The history of MOT

- **1977: A dream and a passion is born**
- **1994: The dream and passion merge and become one during the Olympic games in Lillehammer, Norway**
- **1994: A calendar project is conceived 13th April**
- **1997: MOT Norway is founded 22nd February during the Nordic World Ski Championships in Trondheim, Norway**

It all started with a passion and a dream: a passion for people and an Olympic dream. These merged into an idea, fueled by two speed skaters' wish to help strengthen courage in youth.

Two of MOT's founders, Johann Olav Koss and Atle Vårvik, created a flagship calendar project called "Norwegian Top Athletes Against Drugs" shortly after the 1994 Olympic Games in Lillehammer, Norway. 3 years later, MOT was founded during the Nordic World Ski Championships in Trondheim, Norway by Johann, Atle, Rune Bratseth and Dag Otto Lauritzen.

Today MOT is a philosophy, an inspirational method, a lifestyle, a symbol of identity, a culture-building tool, a non-profit organization and a great team.

Today MOT is a global life-skills concept.

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# Introduction

**To have an identity is to know who you are.**

To develop one's own identity is "to be a very specific person."  
"I am me, you are you."

MOT is like this too. MOT will inspire, raise awareness of and strengthen people's courage. It assumes that MOT has a place in people's hearts and minds. It presupposes that MOT has a distinct identity.

MOT's identity = MOT's history + the MOT concept.

MOT's history is MOT's life story and the choices and experiences we have made since the beginning.

The ideas that form the background of the MOT concept are concretized in six items based on these three factors:

- That which MOT burns passionately for
- That which MOT can be the best in the world to do
- The MOT-ish way to make things happen

The MOT concept is a management tool designed to make it easier for administrators to run MOT in everyday life. With the MOT concept rooted in us, our freedom and inventiveness can explode within the concept's framework. We need fewer committees and meetings. Anyone can make decisions within the framework. More resources can go directly to the activities' targeted audiences when working this way.

If we work through the MOT concept with joy and ownership, we increase the chance that MOT will succeed more and more with its purpose in the future.

Atle Vårvik  
Founder of MOT



Photo: Kristian Helgesen/VG

# Vision



# A Warmer and Safer Society

**MOT's vision springs from a PASSION FOR PEOPLE AND LIFE and a desire to contribute to a safer society.**

**The history of MOT's vision:**

- In 1983, 14 years before MOT was born, the founder's thoughts and formulations looked like this at school: *The cornerstones of good parenting are: showing interest in their children's activities, punishing and rewarding the children properly and giving children good self-esteem, self-respect and a sense of responsibility. All of us, both children and adults, do stupid things when we are not satisfied with our selves. However, when we are confident we become friendlier. It is not enough that children are loved if they don't get the message. Children and young people must have the feeling that they can achieve something and that they are doing something meaningful that they are interested in.*
- In July 1996, seven months before MOT was born, the wording was as follows: *The purpose is to promote a safer and warmer society by e.g. creating attitudes among children, youth and adults to combat substance-abuse, violence and bullying.*
- Christmas 1996, two months before MOT was born, the formulation of the strategy document was as follows: *MOT aims to work for a safer society. This goal will be reached by focusing on values. MOT's value-focus should discourage drug use, violence and bullying.*
- In June 1999, MOT's Vision concept was introduced. MOT's vision: *Warmer and safer environments to grow up in for children and youth.*
- In the summer of 2007, the vision simplified to: *A warmer and safer environment to grow up in.*
- In the summer of 2014, the vision changed to: *A warmer and safer society.*

MOT's vision will give us direction, energy and motivation, and tell us the purpose and meaning of MOT. The vision should provide everyone on the MOT-team with inspiration and purpose. The vision highlights MOT as a global community builder.

MOT's vision is formulated so that we can constantly push and reinforce the limits and constantly go beyond what we previously thought was possible. MOT's vision is achieved every single day, but most of all it is a vision of always wanting to achieve more.

Everywhere in the world there is a trace of warmth and security. That's why we say "warmer and safer" rather than "warm and safe". This formulation demonstrates MOT's positive view of humanity. Words like "warmer" and "safer" ensure that we can achieve the vision every day while reminding us that we must constantly push ourselves and that we have taken on a job that will last forever...

## **WARMER:**

More love, caring, positive values, trust and passion. Kinder. An atmosphere where we feel seen and acknowledged.

## **SAFER:**

More firmness, stability, reliability, boundaries, predictability, feedback and clear communication. More robust attitudes and awareness.

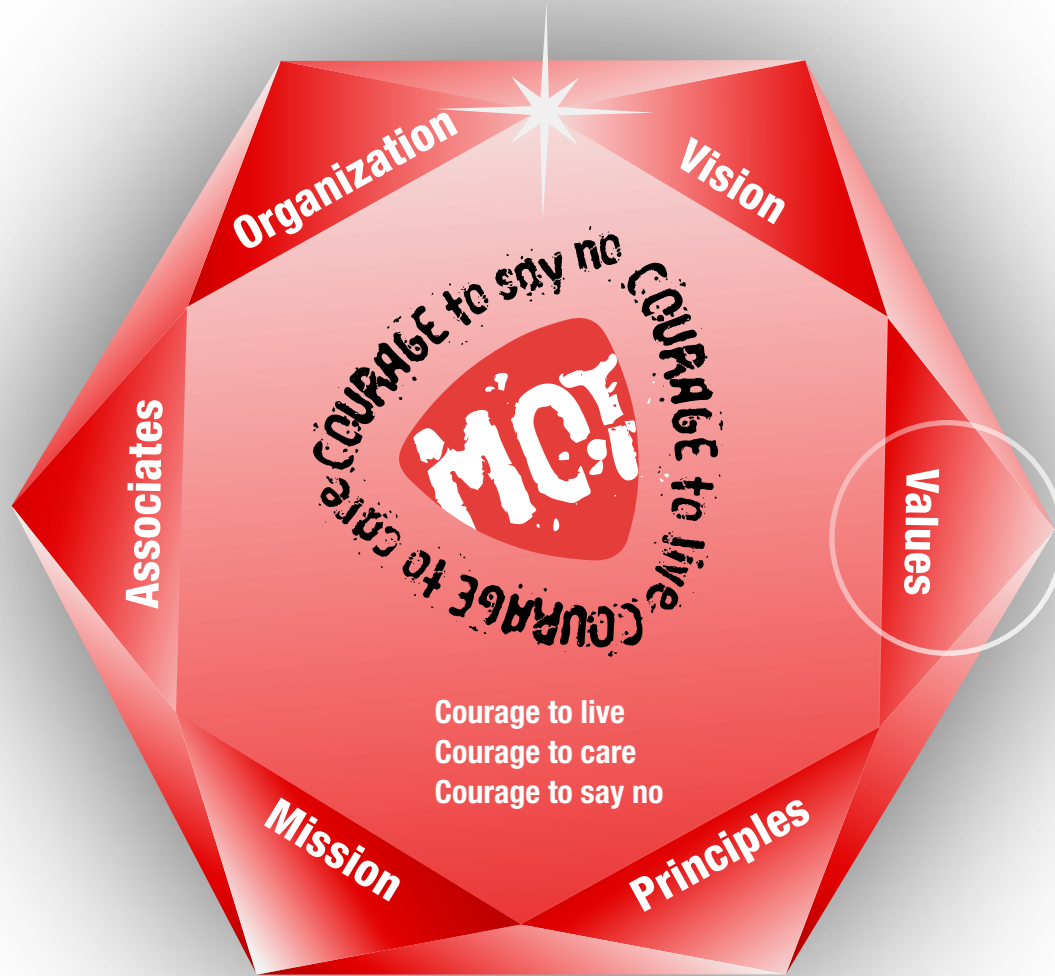
## **SOCIETY:**

Society is the world, a country or a community. Society includes interpersonal relationships of all ages, organized or casual, conscious or subconscious. Society is made up of people with similar and differing background, orientation, skin color, religions, political ideologies, interests and goals.

*"It takes a whole village to raise a child."* – African saying

*"It isn't a disgrace not to reach the stars, but it is a disgrace to have no stars to reach for."* – Benjamin E. Mays

# Values



- **Courage to live**
- **Courage to care**
- **Courage to say no**

MOT's values emanate from:

- The desire to help people take care of each other and make conscious choices
- The desire to reach goals by focusing on values
- The conviction that courage is a very important characteristic

*"No law or ordinance is mightier than understanding."* – Plato

*"Courage is rightly esteemed the first of human qualities... because it is the quality which guarantees all others."* – Winston Churchill

**The Courage to live:**

*"Tomorrow's life is too late. Live today."* – Martial

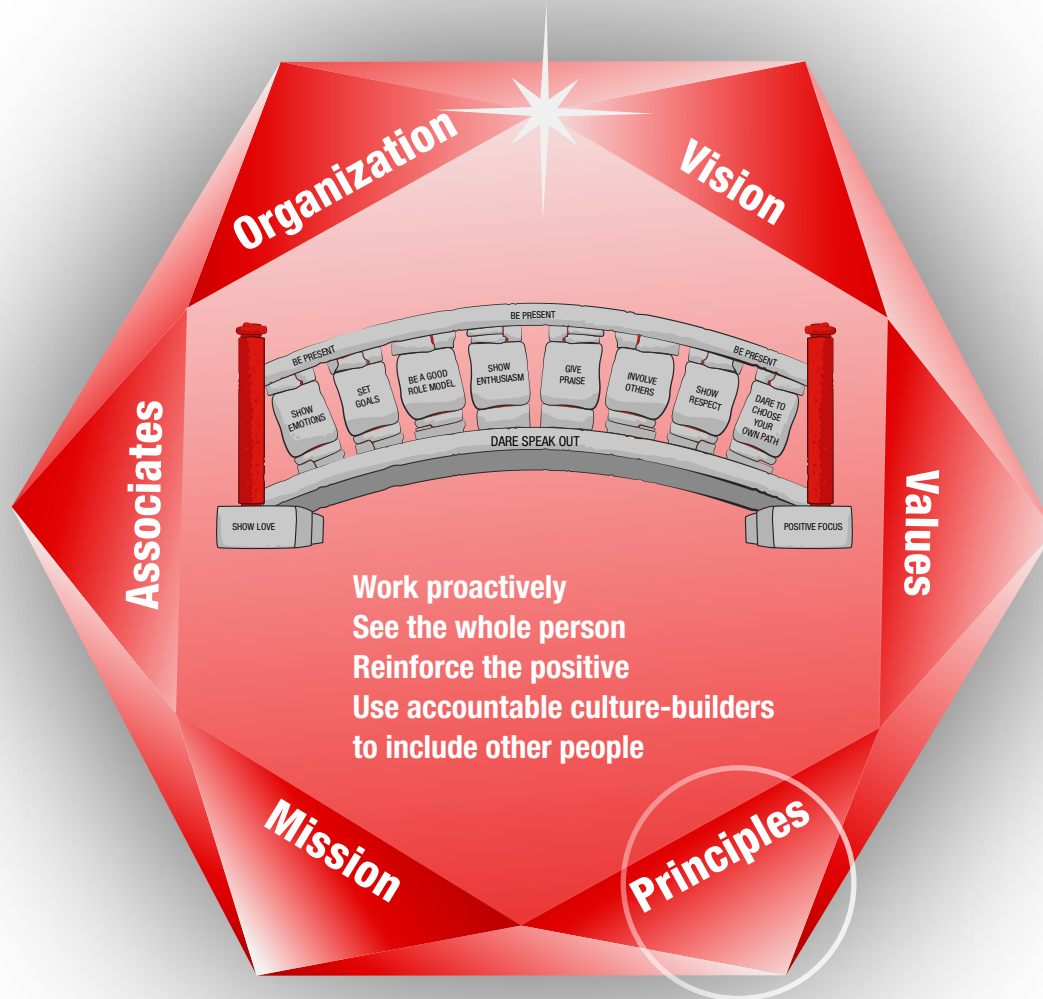
**The Courage to care:**

*"We reach out to the moon, but dare not reach out to one another."* – Sonja Lid

**The Courage to say no:**

*"The art of saying no is the root to freedom."* – Vigdis Cardigans

# Principles





- **Work proactively**
- **See the whole person**
- **Reinforce the positive**
- **Use accountable culture-builders to include other people**

These principles are inspired by a desire to build rather than repair, and a desire to create, strengthen and grow rather than diminish.

**To work proactively** is to "work up on the bridge, rather than down in the river".

**To see the whole person** is to see them with a holistic, individual, environmental and causal perspective. Think *cause* and have a background understanding. Keep in mind that people are fragile and vulnerable – and a product of their upbringing and their surroundings – but the job also assumes that all people have a robust and resilient side. This means that anyone can determine their own future regardless of their past.

*"It is very important to treat every man by his nature and temperament."* – Socrates

**To reinforce the positive** is to use a "flashlight". Shine a light on what is good in others, on what is good in us, on what is good in situations and on what was good with the past.

*"Darkness cannot drive out darkness: only light can do that. Hate cannot drive out hate: only love can do that."* – Martin Luther King Jr.

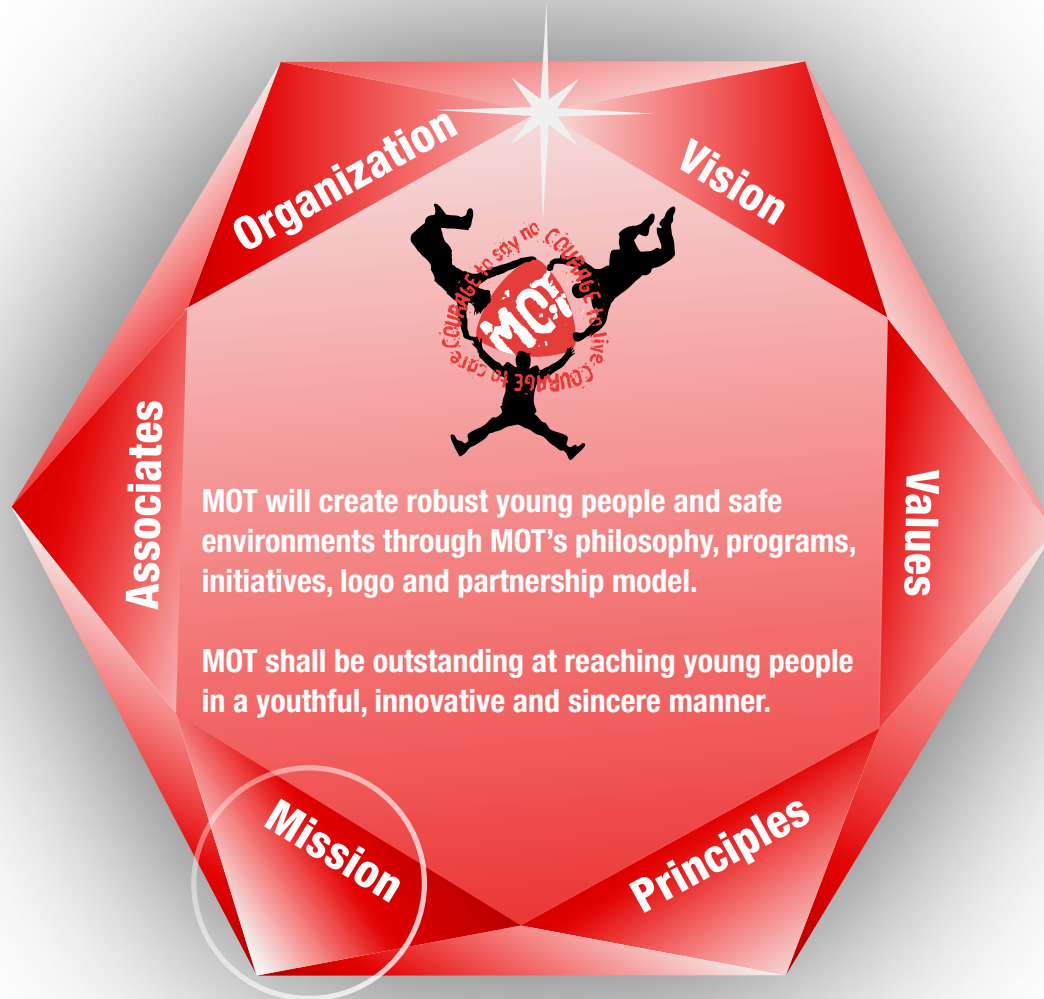
*"Write your injuries in dust, your benefits in marble."* – Benjamin Franklin

**To use accountable culture-builders to include others** is to make positive role models accountable. Role model impact is enormous. We often do what "other significant people" do. An illustration of this is "MOT's satellite orbit" where "Stinky and Ninni" are outside, and where the most responsible people take the responsibility to include them.

*"The ultimate tragedy is not the oppression and cruelty by the bad people but the silence over that by the good people."* – Martin Luther King Jr.

*"When something goes wrong between two people, it is always the wisest who takes responsibility."* – Nelson Mandela

# Mission



**MOT will create robust young people and safe environments through MOT's philosophy, programs, initiatives, logo and partnership model.**

**MOT shall be outstanding at reaching young people in a youthful, innovative and sincere manner.**

The mission tells us what MOT is best in the world at – and also describes the place MOT wants to have in the society.

MOT's mission is an existential statement that reveals how MOT will realize the vision.

The mission specifies why MOT was started and describes what makes MOT unique.

The mission describes what we know, what we can do and what experience young people will be left with.

The mission also maintains MOT's simple strategy from Christmas 1996, which was focused on creating tools and conveying the message so that young people would want MOT again and again. MOT is cool, it's cool to wear the MOT logo and cool to live with MOT values.

The mission describes what MOT offers young people and schools / local communities. By partnering with MOT, many social needs are met.

MOT's main target group is young people aged 12-25.



## MOT's logo

MOT's logo policy is that the logo should be visible and visible in all the right places. The right places are on PEOPLE – and the right people are:

- Top Athletes
- Artists
- Young people who are role models
- Young people in general who use the logo as a symbol of identity: "I wear my choice"

To a large extent the impression MOT leaves is decided by who wears MOT's logo and those people's behavior.

Young people don't buy a MOT bag or t-shirt just because they need it, but because it gives them something more. Young people buy identity articles to express themselves. They buy the MOT symbol because they will tell themselves and the outside world what they want to stand for. The MOT symbol creates confidence and commitment.



Highlighting MOT's logo is a reminder to young people of MOT's message. It also creates pride, inspiration and belonging in the thousands of MOT associates and other enthusiasts, partners and contributors.

Since 1997, MOT's main venue for highlighting the logo in Norway has been the top soccer league.

***MOT shall annually reinforce the most important venues for highlighting the MOT logo, as a reminder of MOT's values.***

MOT's profile policy is:

- Targeted YIS profile activities
- Media – the most positive coverage possible
- Conscious visual expression \*

\* MOT has its own graphic design manual, which explains how the logo and the visual expression should be used. This is available to everyone on the MOT team.



# MOT's partnership model

Close cooperation between two independent entities:

The national MOT organization and MOT locally.

The Partnership Model = School / College / Community with MOT.

The Partnership Model is best suited for schools / colleges / communities who see the benefits of working as a team with others and within a proven concept.

The MOT Guard and MOT Global Management develop philosophy, programs and initiatives, local implementation models, logo and profile policy, and guidelines for local staff and for culture building.

Important guidelines are "Ten Success Criteria for a School / College / Community with MOT".

Locally MOT conducts its activities on this basis, assisted by the national MOT organization.

*Responsibility and governance:*

A local MOT Board and a local operative MOT management team are stewards of the MOT concept in their School / College / Community with MOT. This Board and the management team meet four times a year.

In addition to the local MOT Board, a local MOT team is established – consisting of MOT associates, contributors and others – who have ownership and enjoyment of MOT. This team has meetings twice a year.

## Ten Success Criteria for a School / College / Community with MOT:

1. Recruitment of "**The right enthusiast**" (PGIDIYS \*)
2. Employees perform tasks **YIS** \*\* (experience)
3. Employees create **POJ** \*\*\* (culture)
4. MOT is anchored to school / college / community leaders
5. The Board and the operational management are dedicated
6. The school / college leadership and staff have ownership and enjoyment of MOT
7. MOT is a trend at teen venues
8. MOT is used as a cultural construction tool in the school / college / community
9. The logo used as an important and appropriate tool
10. Employees are hungry for development and culture building and participate in most MOT meetings

To create a magical MOT, the criteria for success can be the agenda for the local MOT board meetings.

\*) MOT recruits a wide variety of people from diverse backgrounds and cultures and introduces them to a common culture – the MOT culture. This means that the recruiting process should be consistent. MOT's recruitment qualities are also MOT's performance standards and consist of 7 words abbreviated to PGIDIYS: Passion, Generous, Interested, Determined, Youthful, Innovative, Sincere. \*\*) YIS = Youthful, Innovative, Sincere (\*\*\*) POJ = Performance, Ownership, Joy

## A Youthful, Innovative and Sincere manner

A MOT session for a group of young people shall be an engaging show with energy, excitement and enthusiasm – in combination with naturalness and sincerity. Those recruited as MOT associates are inspired by youth and are people who excel at taking young people seriously and creating happiness and ownership for those taking part. Depth, reflection and Rock 'n Roll – hand in hand.

To attend a MOT session is like arriving at a party that is fun. You will want to come back.

A good story can be ruined by a bad storyteller. MOT's message can be ruined by a poor communicator. A meeting, a gathering or event can be ruined by poor preparation. A document which can be made simple and clear, can damage MOT's reputation because it's complicated, dull and unclear.

Recruitment of the right MOT associates is therefore very, very important.

It is important that we prepare ourselves to perform tasks such that MOT's target groups, partners, contributors, suppliers and employees are left with a recognizable feeling that this is MOT's work. This applies to documents, events, meetings and everything else.

MOT's recognizable experience is YIS – Youthful, Innovative and Sincere.

Careful preparation is needed to create a YIS experience. The recipient should think "that's what MOT is" without knowing how much work is behind the creation of the experience.

*I'm just preparing my impromptu remarks."*

*"Don't lose the enthusiasm!"*

– Winston Churchill

*"The best ones are "story tellers". It is obviously important that a lecturer knows his subject, but it is not the most important thing. I have seen teachers who are extremely intelligent, but what good is that if they are so boring that the pupil is sitting sleeping?"*

– Odd Reitan

*"It always seems impossible until it's done."*

– Nelson Mandela

*"If someone offers you an amazing opportunity and you're not sure you can do it, say yes – then learn how to do it later."*

– Richard Branson

# Associates





# The right enthusiast who creates Performance, Ownership and Joy

## Enthusiast poster

1. Right recruitment (PGIDYIS \*)
2. Courage and awareness – to live, to care and to say no
3. Courage and awareness – to lead oneself and others
4. Courage and awareness – to create a magical MOT by



*The MOT enthusiasts are the following:*

- MOT board members nationally and locally
- MOT employees nationally
- The local associates who complete the work and provide the drive to achieve the result (MOT presenters, MOT Youth and MOTivators)
- MOT brand ambassadors, partners and playmakers

\*) PGIDYIS = Passion, Generous, Interested, Determined, Youthful, Innovative, Sincere

# Organization



1

**DESIRABLE POSITION**

**MOT** should be seen as the world's best organization at reaching young people – in a youthful, innovative and sincere manner.

**MOT's** organization is an important means to implement and manage MOT's results.

**MOT** will be an organization that does many things right, but more importantly, an organization that does the right things.

# Teamwork

MOT is a large, powerful and pro-active team where employees and partners use each other's differences to create outstanding achievements.

# The power to make things happen

MOT shall be an organization with wise operational efficiency:

***Optimal organization, governance, implementation and use of resources.***

MOT shall be an organization with wise financing:

Predictability and long-sightedness through more money in than money out. MOT will have several types of revenue-source to create more legs to stand on - and as many long-term agreements as possible.

***MOT shall make partners see the increase in value of their own business through their partnership with MOT.***

# Chain of command and management structure

An important part of MOT's organization is a clear chain of command and management structure. In MOT, structure and culture go hand in hand. To succeed outstandingly, it is important to have an outstanding chain of command and management structure:

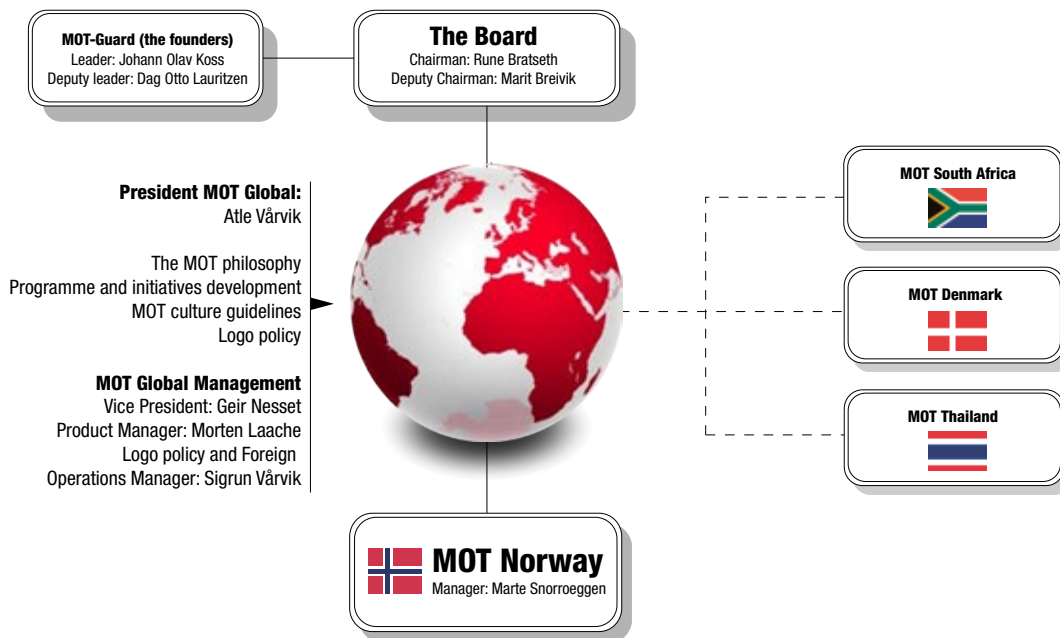
## The owner of the concept is the MOT foundation

The Foundation is governed by statute.

The Foundation is managed by a Board, which consists of six people – primarily with expertise in management, elite sport and business.

The concept is guarded by MOT's four founders (MOT-Guard).

The concept is operationally guarded by President MOT Global, MOT Global Management and the leader of MOT Norway.



In MOT-Norway, the MOT concept is managed on a daily basis by the national and local management.



COURAGE to live

# Conclusion

The above presentation is MOT's concept. This is what is to be preserved, this is the anchoring. As well as preserving it, it is important to make progress, strengthen and encourage innovation and renewal of both methods and activities. But this is done in the core concept. It is equally important to *reinforce* as it is to *preserve*. Together they become to "safeguard".

The MOT concept is a prerequisite for practicing MOT.

A Chinese proverb says, "A journey of a thousand miles begins with one step." MOT started this way too.

The MOT concept was an uncut diamond in its infancy. But every year we have cut a facet.

Some of the elements of the current MOT concept were enshrined in a single strategy document already in Christmas 1996, two months before MOT was born. The concept also has elements of ideas that were created many years before. The period 1997-2012 has provided important experience in clarifying the MOT concept.

In 2003 the book "The courage to live" was published. This is an extensive documentation of MOT's philosophy and the psychological aspect of the MOT concept.

The MOT concept consists of two parts:

- A mental aspect ("the spirit")
- A practical aspect ("the hand")

If we draw a vertical line through the middle of the MOT diamond will we have "the spirit" on the right and "the hand" on the left.

In 2004 we published MOT's brand-defining book "Can you see me?" It was a somewhat comprehensive book and important for raising awareness and as the foundation for today's MOT concept.

In 2005 the book "The MOT Adventure" was published. This book was used for a period as a manual by MOT associates. It contains a description of MOT's lifecycle and puts MOT's management and organization in a context. This book has also been an element of the current MOT concept.

In the summer of 2010 we concluded that the four main factors resulting in MOT's success are:

- A holistic understanding and identity building
- Inspirational People – many people in MOT have played inspired ping pong
- "Random Magic" – the universe has worked for MOT's success
- Passion, Sincerity, 'Guts'

It is important to maintain these factors also in the future. We want an outstanding MOT. For MOT to be magical in reaching its objective in a MOT-ish way, it is important to have a clear MOT concept.

Throughout MOT's story, there are many people, schools, communities and cooperative enterprises that have contributed to today's clear MOT concept. An important contribution to this clarification was MOT's 2007-2012 management team, which developed a comprehensive plan, the model for Communities with MOT and MOT's employee handbook, which contains a deeper explanation of MOT's Recruitment qualities.

In the fall of 2012, the following people have contributed by polishing the MOT concept: MOT's founders, directors and global governance, Marte Snorroeggen (the leader of MOT Norway) and Odd Reitan (Supermarket Major and MOT mentor).

The King's Mirror says "Look at the best, not at the most". Since 1999 MOT has been inspired by the Reitan group's way of organising itself. Odd Reitan, founder and CEO, has been very successful with the Reitan Group companies (Narvesen, 7-Eleven, Uno-X, REMA 1000). Here are two of his comments which are related to MOT's thinking about a conceptual and organizational development – globally, nationally and locally:

*"Our best shopkeepers are those who manage on their own. They learn the concept with their fingertips."*

*"The shopkeeper almost fussed me and the others to death about the concept up until opening day, but then I heard no more from him. He had learned the concept and was one of the best we've ever had. He could, and would, run the store himself. The mixture of a good concept, proper governance and self-interest is explosive."*

The MOT concept is MOT's diamond! The diamond is natural. What makes a diamond so special is its hardness, clarity, sparkle and unique ability to lead and capture the light – let it play around inside and send it back. A well-honed and polished diamond captures even the faintest gleam of light from a candle...

The MOT concept is MOT's formula for success!

So remember that the first step toward success is to recruit right: Recruit the right MOT employees and put them in the right place. Their tasks should be where their gifts lie. It is good if we think like this at all levels. Henry Ford said it well: *"To ask 'Who will be boss?' is like asking 'Who will sing tenor in the quartet?' It should of course be the one who can sing tenor."*

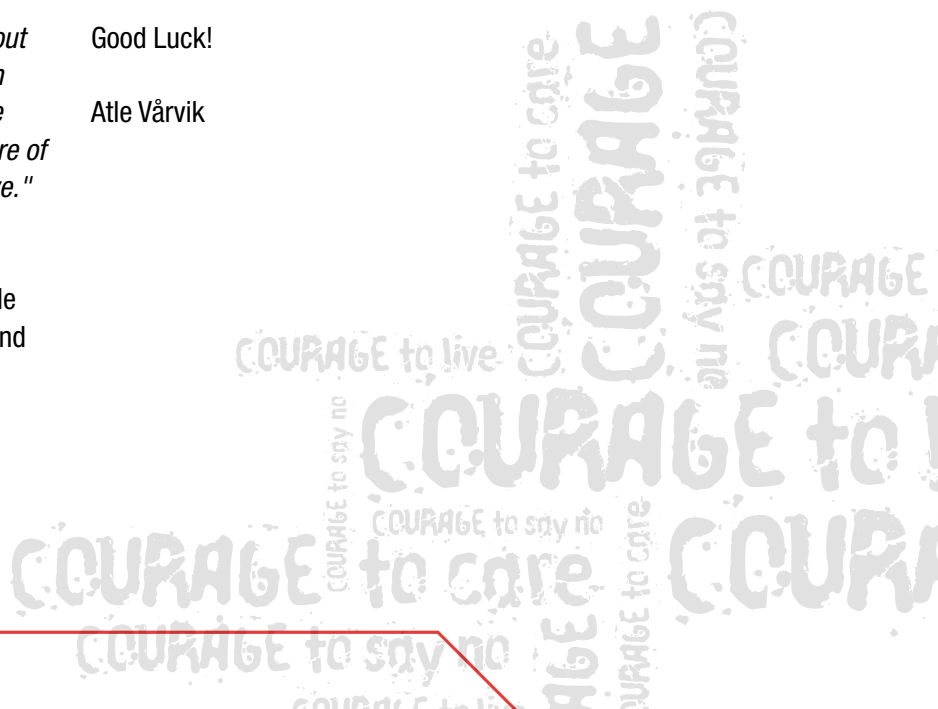
Finally, remember to show courage:

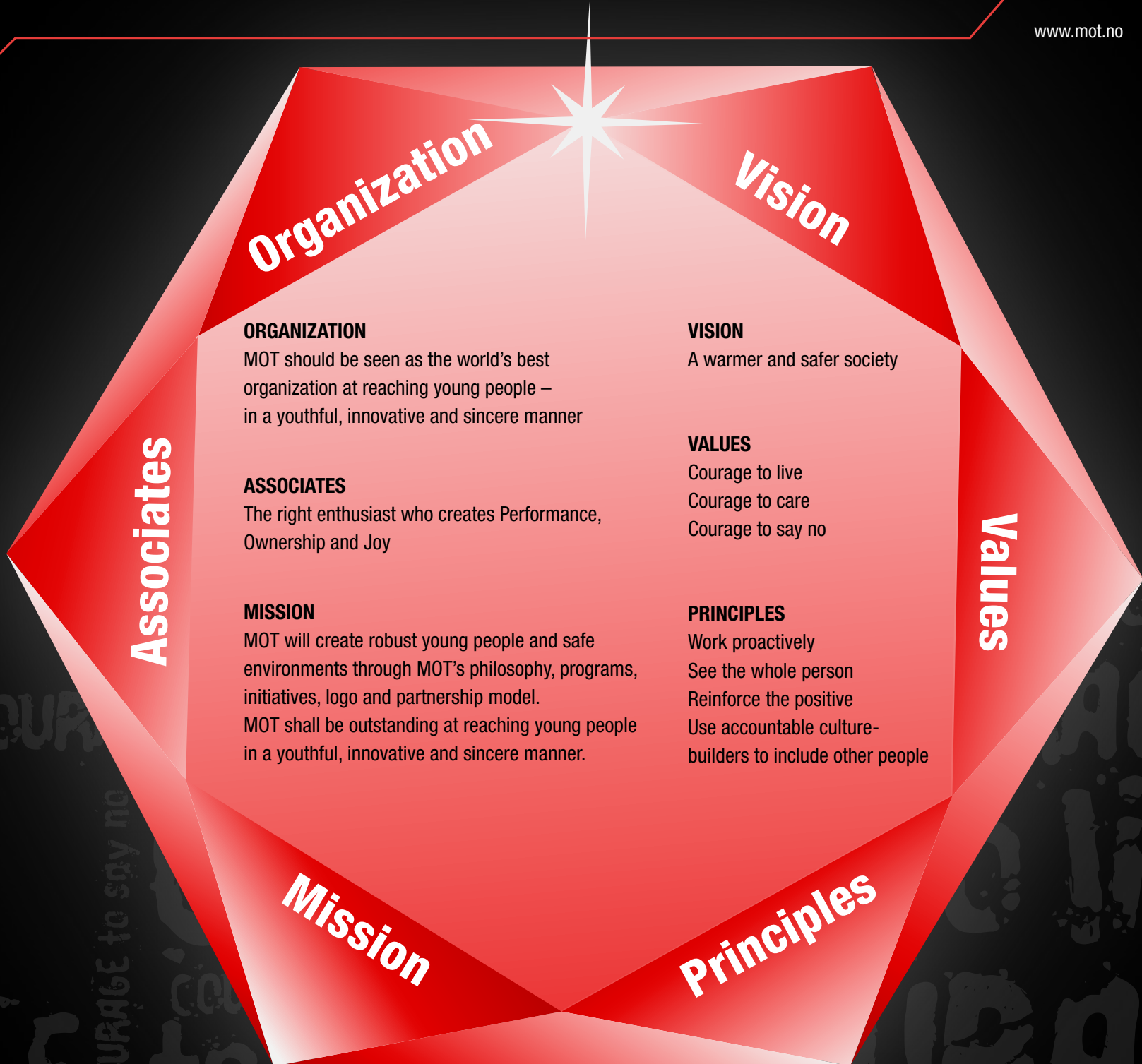
*"Sometimes it falls to a generation to show greatness. You can be this generation."*  
– Nelson Mandela

The courage you show, you get to inspire others, maybe change lives. Do not underestimate the power of the example you set.

Good Luck!

Atle Vårvik





COURAGE TO SAY NO