

# Moving As One

Growth from the Inside-Out

Whitepaper

**Responsive Organizations**

**Optimize your organization's  
capacity to change.**

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WHITEPAPER

## Responsive Organizations

**Optimize your organization's capacity to change.**

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## Why is managing change so difficult?

Managing change is challenging. After all, why is it that about 70% of the planned transformation programs in businesses do not achieve their goals or simply fail<sup>1</sup>? Why do between 70 and 90% of all mergers and acquisitions fail<sup>2</sup>? How come that so many companies have a great marketing plan, but in practice hardly succeed in standing out from the competition? Why do so many tenders - ICT projects, infrastructure, etc. - run out of the budgeted time and costs? Why are stress and burnouts within companies such a big problem nowadays? All these problems have a common denominator: *managing change* turns out to be more difficult than expected.



As a manager or entrepreneur you want to adapt your company to a changing environment. Ideally you anticipate change, so that you have an advantage over your competitors. For this you want to get your organization moving. You would prefer that this movement is effortless: everyone works together seamlessly and does what needs to be done. The organization is so well connected with its environment that change actually takes place automatically, it is inherent in your organization. We could call that "organic".

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<sup>1</sup> Changing Change Management, McKinsey Quarterly, July 2015

<sup>2</sup> Harvard Business Review, [The Big Idea: The New M&A Playbook, Maart 2011](#)

## Organize for success

In many cases companies do not organize for success. By that we do not mean organization charts, KPI's, reporting lines or meeting schedules. These are usually well in place. Maybe sometimes a little too much.

**Many companies do not adequately tap into the human ability to change.**

No, we mean that the plans take insufficient account of people and their relationships. For example: are people *energized* by the company's strategy or change plan? Does everyone do what he or she wants to do - and does that match their abilities? Is there sufficient agreement on the goals and priorities - both within teams and between teams and managers? Is there enough focus, or is the number of priorities so great that no focus is possible? And do the teams involved have sufficient capacity to realize the change?

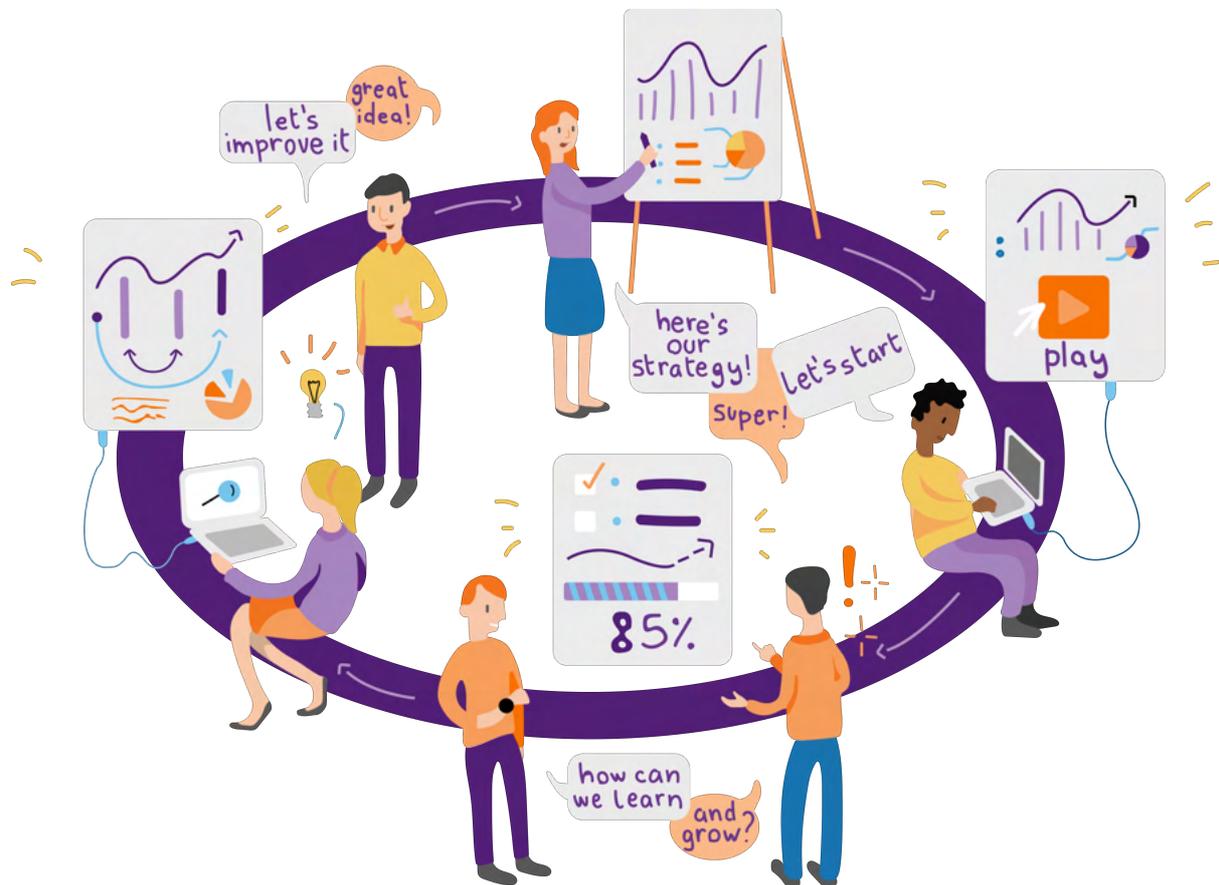


## Friction

When these - and other - questions are not answered well, there will be too much *friction*. This friction exists within many companies as well as between the companies and their environment. Friction creates resistance. And frustration. A certain amount of friction is good - it leads to resolutions and innovations. However, too many companies cannot tap into the human ability to (contribute to) change because they experience too much friction.

## The ability to change is an organizational skill

One of the most persistent misunderstandings is that change is something that can be 'managed'. The ability to change is a skill that is already present in an organization. Too much friction diminishes that ability. A good fit between people increases this ability to change.



The point is to create the right conditions in your organization so that people are *triggered* to take action. And *move together* towards the company goals. This is what *inspires* change. It then is initiated *from within* and not imposed by a management program. Isn't that much more fun and effective? In the coming chapters, we will explain how to organize your company in such a way that change does not become an obstacle - but a skill.

**Responsive organizations adapt organically because people are *inspired* to bring about change, not because they are 'managed' to.**

## What is a responsive organization?

Responsive organizations are organizations that have optimized their capacity to change. As a result, change takes place in a natural, organic way. And successfully. Because responsive organizations know how to include people in their ambitions. That's because they have a strong awareness of their place and value in their market and the economic "ecosystem" which they belong to.

They combine this *awareness* with a strong *imagination* about the potential they have. In addition, they are so well connected with their environment (customers and the rest of their business ecosystem) that they are able to *sense how* they can develop that potential, step by step.

### *The ecosystem of your company*

The ecosystem of organizations and companies of which your company is a part is at least as important as the customers you serve. The quality and support of your suppliers, for example, determine the quality and differentiation of your products and services. It is therefore important that your company is able to involve suppliers enthusiastically with what you want to achieve. This contributes to the quality and creativity of innovations. It improves collaboration and thus results. The social acceptance for the behavior of your company is increasingly important for the reputation of your brand. So your actions, and the motives behind them, will always be scrutinized by society - and maybe even magnified on social media...

In short: all players in an ecosystem need each other to a greater or lesser extent. Not only the position a company occupies with regard to its customers is important. Also the position in the ecosystem, which includes suppliers, investors and society at large.

In conjunction with that awareness and imagination, responsive organizations have found a way of collaborating and organizing, whereby development and growth are driven by employees. You could say they *evolve and grow from the inside-out*. This is due to strong connections, among the people in the organization and between them and the outside world.

**In responsive organizations change takes place naturally and successfully, from the inside-out.**

# Why is a responsive organization necessary?

## Management as we know it

The way in which many companies are managed and organized is based on management models that were conceived many decades ago. These models assume that a strategy is established by the board of the company and that the organization subsequently executes it.

The strategy is turned into a multi-year plan, which is then divided into clear increments of a month or a quarter. The results indicate whether the company is still on track.



*Management in a predictable world*

If the results are not satisfactory, the operation is adjusted to realize the ambitions of the strategy. Perhaps people need to be replaced, we need to speak with suppliers again, revise our pricing, etc.

Often such organizational models, implicitly, assume the following:

1. The strategy is correct. If things don't go according to plan, it is due to the way it is executed. 'What has gone wrong there?';
2. There has to be a tight organization to keep things under control. If we don't manage the organization, our plans will not materialize.

We could call this the system of "*Command & Control*": there is a lot of autonomy at the top of the organization and little autonomy in the workplace. The orders run from top to bottom, as do the appraisals and financial rewards. The reports and accountability go the other way.

This way of organizing will not encounter many problems, as long as the economy and the market in which your company operates, develop and grow in a predictable way. And, as long your employees are happy to be told what to do and monitored accordingly. If there are not too many "disruptive" events, you compete with your competitors for your share of the market. A fun and exciting game.

### Why is this no longer sufficient?

However, this model is outdated. Our world is on the move, on all accounts. Perhaps more intense than ever: geopolitical dynamics, (macro) economic unpredictability and global events (pandemics, terrorism) challenge companies to find answers to new issues and dilemmas.



Other than that market disruption is everywhere, among others due to technological developments. In many sectors new types of competitors are emerging that can operate smarter, faster, more agile and more cost-effective with the help of technology. Therefore, companies need to adapt at the organizational level to mobilize all their *capabilities* and *creativity* to anticipate these changes.

Last but not least, our conventional ways of management do not inspire or motivate the majority of employees: several researches have independently shown that at least 70% - and according to some more than 80% - are *not engaged* at work. Think of the creative and problem-solving capacity these people may contribute to our businesses - if we only could tap into it.

**Companies must mobilize all their *capabilities* and *creativity* to find answers to the developments in their environment.**

## Think of your strategy as a hypothesis

Responsive organizations do not just rely on "plans from the top". A strategy should be nothing more than a hypothesis<sup>3</sup> that is continuously tested against reality. If the results are not in line with the ambitions, you adjust the strategy. The strategy, "the plan", is no longer the unshakable starting point.



And *who* is in a better position to conceive the strategy? The people at the top or the people 'on the ground and in the field'? How about: *together*? This changes the relationship and interaction between the management of a company and its operation.

Responsive organizations manage to connect the personal talent and ambition of employees better with the organization and the team they are part of. They do this by putting autonomy lower in the organization, making better use of the problem-solving capacity of all those involved. This also creates more energy to change and grow. Employee involvement increases<sup>4</sup>. As a result, *inspired change* takes place. That is change based on motivation, knowledge and the skills of people - it is

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<sup>3</sup> Your Strategy Should Be a Hypothesis You Constantly Adjust, Amy C. Edmondson en Paul J. Verdin, Harvard Business Review, November 2017.

<sup>4</sup> As mentioned earlier in this Whitepaper, several studies have revealed that globally 70-80% of employees does not feel engaged with the organization for which they work.

more effective, faster and more fun for those involved than centrally controlled change. Other than that, many studies have repeatedly demonstrated that most of those centrally managed changes fail.

**Change based on motivation, creativity and professionalism  
of people is more effective, faster and more  
fun than centrally managed change.**

What should you pay attention to during the implementation of your plans? These factors determine whether a team or organization achieves good results:

1. Agreement. This means: the team agrees *with management* on the goals and priorities. But also: the team members agree *among themselves* on these goals and priorities.
2. Focus. By this we mean: there is a clear number (not too many, not too few) of goals, linked to a challenging ambition level for those goals. After all, you want to move forward strongly with your company.
3. Effort: the people in the teams involved must be able to handle the effort required. It is also important that this effort is well distributed among the employees involved.
4. Capacity: the teams must have sufficient time available to spend on the goals and priorities set within the framework of your plans.

These success factors may seem open doors. Yet in reality, it is often difficult for managers to lead their teams and departments based on these factors, as will be demonstrated on the next pages.

## What inhibits change?

Praioritize, a SaaS<sup>5</sup> platform from Transparency Lab, has a solution for this: an Artificial Intelligence platform that helps organizations to implement change. This platform measures where organizations stand in achieving their goals and based on the results, the platform not only makes specific what exactly needs to be done, but also makes tools available to optimally achieve the stated targets.

The algorithms used in Praioritize have been trained by more than four thousand teams worldwide, so that it is clear how these teams score in their change processes on, among other things, the four success factors described<sup>6</sup>:

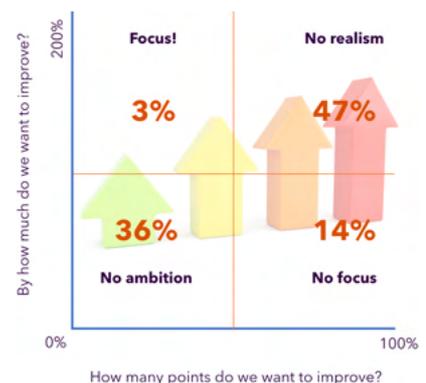
### Agreement

Research shows that 70% of the teams surveyed disagree with the priorities set by management. 40% of the teams disagree among themselves.



### Focus

The majority of the teams (61%) piles too much on their plate. Either with a huge level of ambition (not realistic, the largest group: 47%), or with a low level of ambition (no focus). Only 3% of the teams consciously choose a limited number of goals with a high level of ambition, setting themselves up to achieve significant improvement.

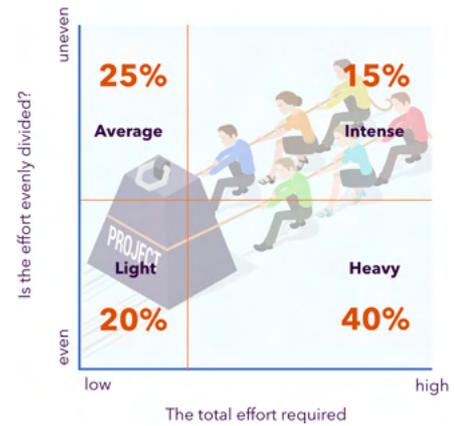


<sup>5</sup> Software As A Service

<sup>6</sup> The dissertation of the founder of Praioritize, Dr. J.M. van de Poll, [Ambition Patterns in Strategic Decision-Making](#), explains more about this research and its results.

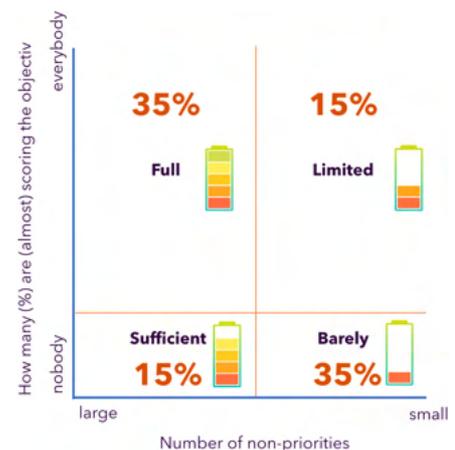
## Effort

You won't find this fact surprising. In 80% of cases, the effort required is either too high (55%) or not evenly distributed among the team (40%<sup>7</sup>).



## Capacity

Capacity is measured by examining how many people have already achieved their goals and priorities and how much time they spend on non-priorities. In 50% of the cases studied there is not enough capacity to realize the ambitions anyway.



It's no wonder, then, that so many change plans don't realize their ambitions. In general, there is insufficient agreement on the goals, there is no focus, the effort is not well distributed and in many cases there is actually not even enough capacity to realize the goals.

These four factors determine the success of your responsive organization. Make sure there is enough focus on them.

<sup>7</sup> There is some overlap in these two percentages in the graph, so that they add up to more than the mentioned 80%.

# This is how your organization becomes responsive

## The main features

Responsive organizations have a number of features in common:

1. they have a unique vision and a strong mission;
2. they understand the unique potential of the people in their organization, that can make them sustainably different;
3. they use that potential by developing and nurturing it;
4. along the way, they keep a close eye on the relevant human success factors and make adjustments if necessary.

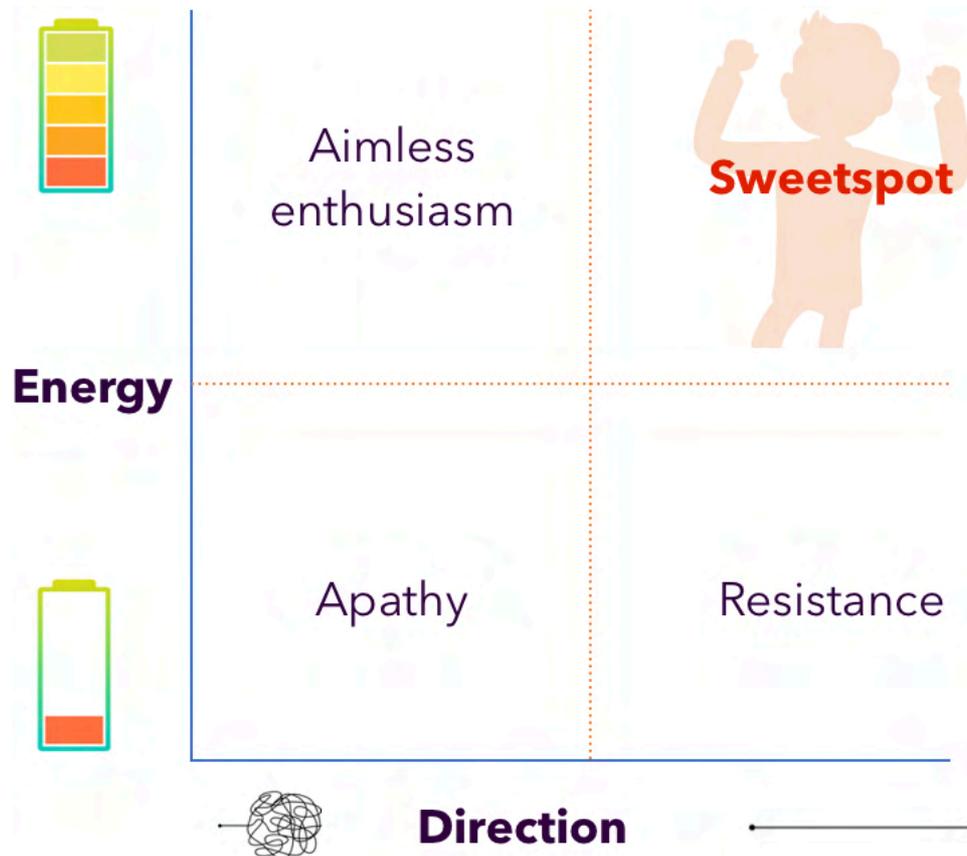


The order of these features is not necessarily chronological. There is a certain interaction between them. For example, if you formulate a unique vision for your company or team (step 1) and you ask for input from your employees, you will immediately gain more insight into their motives and the unique potential of the people (step 2).

Each of these steps is described in detail below.

## A unique vision and a strong mission<sup>8</sup>

The *vision* is the imagination that outlines the possibilities of your company, its added value for (future) customers and its stakeholders within the entire ecosystem of which it is part.



A strong *mission* is an extension of the unique vision. The latter indicates the direction, the former provides the energy, attracts the right people and thus forms the basis for differentiation.

## The vision and mission are often underestimated

To test this, visit the websites of five of your competitors. To what extent are their vision and mission appealing, do they inspire? And, if so, to what extent are they truly unique? Or do most competitors have statements that are somewhat similar to each other? To make it really fun, we challenge you to anonymize the statements and turn them into a quiz during the (virtual) Friday afternoon drinks: who can

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<sup>8</sup> The vision and mission go by different names: "destination", "purpose", the "why" of the company, the "big idea". Everyone can call it what he or she likes best: what matters is that the direction of the company is unilaterally clear and the extent to which the stakeholders are inspired by this.

guess which vision & mission belongs to which competitor? Chances are that the statements are largely interchangeable and nobody can guess them all right.

### **Understand the potential of your people**

Every organization has a unique potential that cannot be copied. That potential stems from its culture and the way its people behave. It is manifested in the way in which people work together, problems are solved, innovations take place, customers are surprised or conflicts are resolved.



Two competitors can market identical products. Yet there will be a difference in the organization of one competitor compared to the other. One culture can be competitive and directive, while the other culture operates more on consensus. Despite the fact that the products are the same, both cultures and modes of behavior lead to a different (brand)experience by the customers.

Why is this unique potential important? It is the basis of the unicity of your company - in the eyes of all your stakeholders. It determines how innovation takes place and to what extent customers are positively surprised. Knowledge and technology can always be sold or copied, but the culture of every organization is unique.

## **The magic of your brand**

The *energy* and *behavior* make your organization unique. This determines the force of attraction that the company has on (potential) employees, customers, suppliers and other stakeholders. This distinctive character ensures that people are inspired to get moving for your company.



For example, they would like to work at your company or buy its products or services. Or, if they are a supplier, they'd like to think along in how they can contribute to your vision and mission. That appeal is determined by the magic of your brand.

## Utilize this potential: develop and nurture it

### The individual

This potential starts with every individual in your organization. Everyone? Of course! Organizations are just like football teams: one person can either lower or increase the performance of the entire team. So you want to ensure that everyone comes into their own in his or her work situation. For this, everyone basically needs four things:



1. Am I doing what what I **want** to do? This is about people's personal motivations. If your business objectives (vision and mission) match these, people have found a place where they can apply their ambitions and energy.
2. Am I doing what I **can** do? Are the people's talents and skills sufficiently *challenged*? If professionals are not challenged enough, they will get bored. When too much is asked of them, they get stressed.
3. Can I work with **focus**? Are people enabled to focus on their tasks and responsibilities? Or are there too many meetings? Make sure that professionals are not constantly distracted by emails and requests from others that are not actually part of their responsibilities.
4. Do I know how I am doing? **Feedback** is extremely important. Forget the annual appraisal interview. Professionals constantly want to know how they are doing, how it can be done better and what is required of them. It helps them retain ownership of their contribution.



## The organization

One of the most difficult tasks for companies is to ensure that the various teams and departments ("silos", "islands") work well together. This is easy to understand from the perspective of traditional management: departments and teams are often "vertically" managed - the manager has the responsibility to achieve certain goals with his or her team. The meetings, action lists and bilateral consultations are aimed at this. At the same time, this makes it more difficult to focus attention on the interest of the whole of the organization.



The role of leadership is to ensure that there is clarity about the goals of each department, that information is shared and that it becomes clear how the different teams work together.

## Monitor the responsive organization

Your vision and mission are in place. Everyone is in the right position, where they come into their own. There are plans in place for those for whom this does not yet apply. Perhaps a number of colleagues have left and new colleagues are joining. There is a coherent way of working together - there is sufficient autonomy for everyone to be able to use her/his creativity and energy. The final step to become a responsive organization, is to monitor progress..

### Monitor progress

How do you monitor whether you are on schedule as an individual, team or as an entire organization? Praioritize, Transparency Lab's Artificial Intelligence platform, has already been mentioned. This platform is user-friendly and allows you, as well as all participants, to closely follow progress. Verifiable and actual behavior is measured by means of specific - scientifically researched - questions. By involving everyone in this, specific insights are created into how individuals, teams and the entire organization realize the ambitions. This includes insight into the success factors we discussed earlier: Agreement, Focus, Effort and Capacity. It also becomes clear how teams are doing now and what the ambition is for the coming period. This provides insight at the level of individuals, teams, divisions and the entire organization: everyone gets access to the information that is relevant to him or her.

Continuously, a real-time answer is given to the question: what are we going to do **next**? Everyone in the organization gets that insight for themselves and his/her team. The platform also stimulates knowledge sharing. It links those who already score the target on certain priorities to those who are not there yet. It provides applicable information for individuals, teams and the entire organization, such as:

Individual	"John has too much on his plate." "Sheila is well on her way with Activity X and can help Khapil who is lagging behind."
Team	"There is insufficient agreement on the priorities within the team." "Everyone agrees on the priorities, but the workload is unevenly distributed."
Among teams	"MarCom is moving too fast, because ICT is not yet ready for the CRM rollout. The actions of both teams for the coming quarter should be coordinated better."
Organization	"These two regions are ready to co-develop Market Segment XYZ; a global approach is best and they have their foundation in order."

## Summary

This time calls for responsive organizations. They are better able to anticipate changes in their environment. This is because they have a strong awareness and imagination of their place and (potential) value in their market and ecosystem (vision). They combine that with a compelling mission, that specifies their possibilities. They are also so well connected with their environment and customers that they have an excellent understanding of how they can develop their potential step by step.



In responsive organizations, development and growth take place from the inside-out, driven by the employees, in connection with the outside world and inspired by leadership. Their development is based on five interrelated steps:

1. Formulate a strong vision and compelling mission (energy and direction);
2. Understand the potential of your company its ecosystem;
3. Work as if your strategy is a hypothesis;
4. Organize for success, so that all individuals come into their own, in psychologically safe teams that driven by clear goals and a way of working that people aspire to contribute to;
5. Monitor progress (automatically), so you know how the organization progresses and, above all, what needs to be done next.

**This time calls for responsive organizations.**

## About Moving As One

Moving As One is a consultancy that helps to develop responsive organizations. We believe that the people in every organization have a unique potential together. This determines the long-term difference any company can make. Therefore, we put human potential first: people and the way they work together determine success. Not the plans, the structure, KPI's or reporting lines.

In order to realize that potential, it is necessary that the people involved connect, inspired by a common vision and mission. This is only possible if those involved are intrinsically motivated to use their talents and skills to contribute to the destiny and goals of the organization.

The Moving As One method identifies the unique potential (vision, mission, brand promise) and connects the people in the organization by developing new ways of organizing and collaborating. Ways of working by which people are intrinsically motivated - tapping into their personal 'purpose', creativity and professionalism. Connected to the unique potential and mission of your company.

**This is how change is inspired - instead of managed -  
and companies grow from the Inside-Out.**

Moving As One achieves these goals through the following services:

1. advise leaders of organizations;
2. identify the unique potential of an organization;
3. articulate a unique vision and compelling mission (purpose, destination, the "why");
4. draw up the blueprint of the new organization;
5. develop that organization step by step together with the leaders and their teams and their member, aligned with the vision and mission.

Moving As One also organizes lectures and workshops on the topic of Leadership and Responsive Organizations.

## Workshop: The Art of Moving as One

"The Art of Moving as One" explores the breadth and depth of human relationships in organizations. The workshop responds to the growing need among entrepreneurs and managers for insights and inspiration about innovative ways of organizing and managing and the development of responsive organizations. Practical tools are also offered that help organizations 'on the move', because people become connected with their intrinsic motivation, creativity and collaborative capacity.

"The world is changing" and we all know that. But why is it that organizations have so much trouble with (necessary) changes - whatever they may be? The short answer is that most of the time, 'organizing for success' did not happen. As a consequence, people's intrinsic motivation, autonomy and creativity are not tapped into. But why is it then, that most companies are still organized and managed in the same old ways? And can it be different?

The Art of Moving as One is based on long-term research into these questions. To understand how things can be done differently, it is also important to understand how the conventional ways of management came about, and what their underlying (unconscious) drivers are. The workshop therefore has three parts:

1. Management as we know it. How did it begin? What is it based on (fear, distrust, the urge to control) and why does that no longer work? For the answer, we start at the beginning and go back 13,000 years in history...
2. Why is change so difficult for organizations? This question is answered, both at the level of the individual employee and the organization of which she / he is a part.
3. How can we organize for success - based on everyone's intrinsic motivation, creativity and professionalism? How can you build a responsive organization?

The workshop is highly interactive, contains a number of break-outs and is peppered with examples (the "good" and "bad") from business, history, science and society. The content can be presented as a lecture (60 - 90 minutes) or as a full workshop (3 - 4 hours).



# Moving As One

Growth from the Inside-Out

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