



A CUSTOMER STATE OF MIND

# WHAT DOES IT TAKE TO GET PEOPLE IN MOTION

**Change is not a matter of ability,  
it is a matter of motivation.**



Peter Rademakers (Founder of Motion5) shares his vision on what defines successful change. In 2006 he has developed the Motion5 Model of Change, a model that shows the interdependencies of different organizational elements. This white paper explains what it takes to get people and organizations in motion.

## Humans don't like change

No matter who you are, if you ever tried to change anyone's behavior, you know that it's no easy feat. Changing people's behavior is difficult, as people are naturally inclined to stick to things that are known to them. Even when miserable, they at least know how miserable, which provides a certain sense of safety. While certainly influenced by personality traits, people often have a fixed mindset. A mindset that stems from a time when change meant danger.

## Change happens to us

Many employees, in all levels of an organization, will see change as something forced upon them from upper management. Yet, in the current market dynamic, organizations are expected to quickly anticipate any market changes. As a result, change is a constant factor, whether we like it or not. The degree of resilience and agility have become key differentiators of successful companies in many markets, including but not limited to healthcare, IT, manufacturing and logistics.

**"CHANGE IS INEVITABLE.  
GROWTH IS OPTIONAL"**

**— John C. Maxwell -**

## Perception of change

The common denominator in those markets is that they often stand out by developing unique product features and benefits. Change is perceived as a one-off intervention, enabled by massive amounts of time, money, and other resources. By the time the change reaches maturity, the market is already in its next development phase.

## Transforming the commercial mindset

Perhaps somewhat surprisingly, commercial departments often struggle the most with adapting to changing circumstances. They find it hard to:

- sell value from a customer's perspective, instead of their own;
- use validated data about the market and ROI of your solutions, rather than assumptions;
- engage in cross-functional collaboration, compared to the traditional silo-centered mindset.

## Challenge ahead

Commercial departments are increasingly expected to not just respond to tenders. Rather, potential customers need an information partner to guide them through the overload in possibilities. The sad reality is that managers often resort to 'point solutions' to solve these challenges, acting as though change initiatives can be carried out in isolation of "outside" factors.

Unfortunately, this approach reflects an oversimplification of how behavioral change works. Often, 'point solutions' end up unfinished, cost time and money, frustrate everyone involved, and don't produce the desired results.



## Overestimating willingness to change

In my experience, most companies underestimate the abilities of their sales staff. On the other hand, they overestimate their willingness to change. As a result, many change initiatives focus on system and process changes, and skills (>90%) and put relatively low effort in mindset and attitude (<10%). This leads to less-than-optimal results.

If mindset and attitude are not part of the equation, resistance will grow, and the chances of effective behavioral change to increase performance and growth are zero to none.

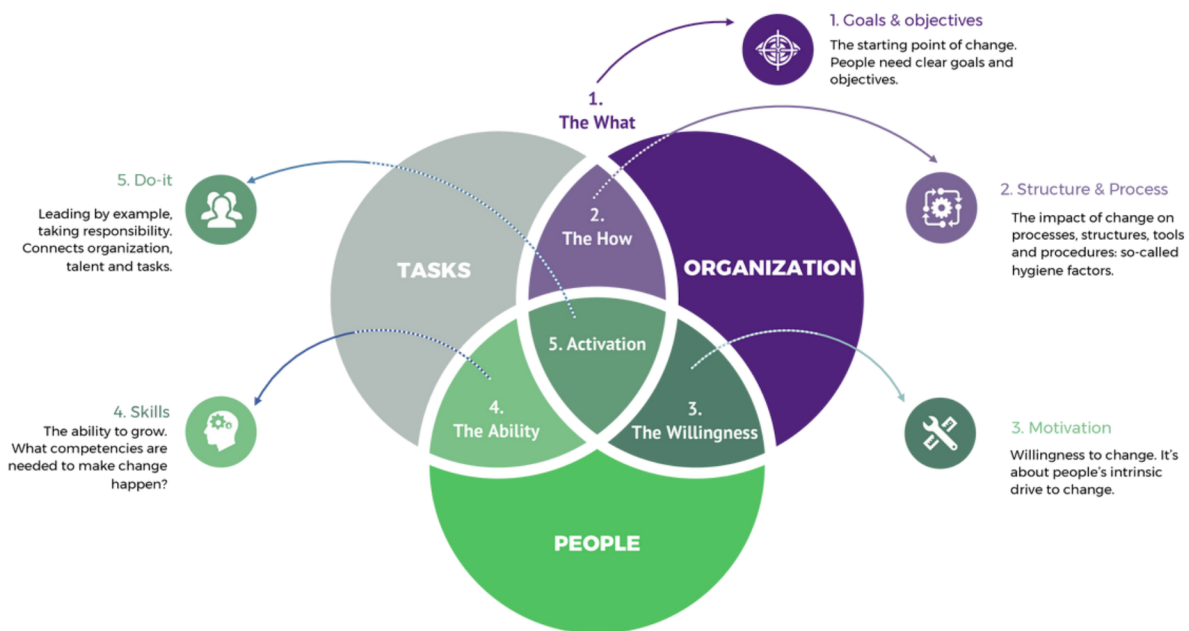
## Point solutions be gone

Granted, managing change is tough, and part of the problem is that there is little agreement on what factors influence transformation initiatives the most. Changing familiar systems, ways of working and behaviors are challenging and require a holistic approach. To better understand the interdependencies of different organizational elements connected to the success of change initiatives, we developed the Motion5 Model of change (2006).

## How to change effectively

The word 'motion' is essential here. Oftentimes, the intention of change is entrusted to elaborate PowerPoint presentations, three-day hay sessions, and other time-consuming pursuits. And while it's vital to clarify to team members what the goals and 'the big why(s)' are, it's not quite enough. In the end, it is not just about what you want to change, but the how: the process and expectations. However cleverly constructed your PowerPoint is, if you cannot get people in motion, it's basically worthless.

## Motion5 Model of Change



## The Motion5 Model of Change

Our model of change is represented in the image above. You will notice three spheres: Organization, Task and People. The intersections between these spheres depict how the five principles of change interact: 1. The What, 2. The How, 3. The Ability, 4. The Willingness, and 5. Activation. It is crucial to look at these five elements to get people in motion. Let's briefly consider each principle.

### 1. The What? Goals: The starting point

People need goals. When people don't have goals, they will devise their own. That's just how human nature works. Therefore, people need to be given output-based goals: clear, concise, and connected to both their talents and the organizational strategy. Timid goals yield timid results, but ambitious goals build excitement and momentum.

## Retention versus growth

An example: most Key Account Managers focus on retention and protecting current business, but not growth. This impacts their strategy, confines their creativity, limits their need to collaborate with other departments, and to recognize new opportunities. They often use the argument that 'goals should be realistic.' Realism, however, does not preclude ambition.



On the contrary: if you stretch opportunities to grow, you might push the boundaries, and come up with creative solutions that will set you apart from the competition.

It sounds obvious. Yet, more often than not, I support organizations where goals start off unclear and the connection to the intended change is lost to everyone, but management. Clear communication about what and how, and the consequences for people within the organization is crucial.



## 2. The How? Connecting tasks and company

Suppose your organization has defined a commercial strategy and ambitious goals; what happens next? The first thing most people think of is putting in place supportive structures to carry out the strategy. This is part of our tendency to think in terms of systems whenever we solve problems or try to make sense of the world. However, a common mistake regarding these supportive structures prevents many managers from keeping their eye on the prize. The problem is not in ensuring the supporting structures are there; let's consider that a precondition for success. It's fixating on them.

### A system will not change behavior

In our experience, systems, processes, and tools become easy targets, or scapegoats, whenever people struggle to change. Criticism of a new CRM system is simply easier because it's an external, impersonal factor. It's much harder to look at your own mindset.

### Be aware of the pitfall

Systems and structures are so-called "hygiene factors": like refrigerators, we don't notice it when they work, but when they don't, we become very agitated. That makes them a popular target for complaints, attracting criticism like a lightning rod. It's important to realize that the real source of frustration is often found elsewhere.

Think of the right skills on the right levels, willingness to change and organizational culture. And those aren't so easily changed as an unpopular CRM system. Again, systems, structures and processes are needed to run an organization successfully. We recommend recognizing their effect on the change but guard against over-confidence about the results.

**"EVERY SUCCESS STORY IS A TALE OF  
CONSTANT ADAPTION, REVISION AND CHANGE"**

**— Richard Branson -**



### 3. The ability: connecting tasks and people (talents)

Strategy and supportive structures in place, it's time to look at the people. Every organization depends on the talent of its human capital. Do the people in your organization even have the right talents and capabilities to make the desired change?

There are many ways to test the skills and talents of your workforce. In some ways, it makes sense to take a 'snapshot' of the existing competencies in the organization. That gives an idea about whether the desired change is possible. Still, objections can be raised. For instance, will people fill out questionnaires truthfully or based on what they think the organization wants to hear? And aren't those tests incredibly outdated? The answer is not straightforward: yes and no.

Personality tests will not anticipate change by itself and are by no means a fixed truth. However, in order to understand your team, anticipate how they might respond to change, and guide them accordingly, taking a snapshot of the current situation can be helpful.

### How to measure ability?

Of course, the expression of talent within any organization goes far beyond the question if your people are capable or not. You might also want to measure psychological safety, freedom, types of leadership, team cohesion, and adequate non-monetary rewards. People that don't feel safe to make mistakes will not perform, no matter how talented.



### The role of frontline sales management

Many companies train their staff but neglect to train their first-line management. The frontline sales manager is a crucial lever for sustainable commercial performance.

With today's market dynamics, changing stakeholder landscape, increasing complexity of the buying environment and, finally, increasing complexity and performance expectations of one's organization, the sales manager's focus is increasingly turned away from the priority of driving growth and coaching sales staff in applying new methods and skills.

Typically, frontline sales managers spend 19% less time coaching and winning deals than expected by senior management (Gartner).

**Introducing training without a performance coaching structure and culture makes training initiatives likely to fail. Coaching is crucial for training mindset, skills, and attitude.**

### 4. The Willingness: connecting people and the organization

Let's assume the talent is there. What about motivation? Do we have a clear idea of what motivates people in their work? For an answer, we can look to various psychological studies, which show a strong relationship between motivation and the extent to which someone understands how their talents contribute to the company's success.

Moreover, the more visible the link between talent and company success, the higher the motivation. But, beyond motivation, what drives a person to change? According to a study by the University of Rhode Island, people do not change because it's required. People change because they want to and have decided to do so.

This decision is made easier when people are involved in the change project and when there's been an effort to get everyone on the same page. This may sound soft, but it has hard implications. After all, investments become much more effective when people are eager and motivated. In addition; it saves money, frustration, and disappointments.

## The importance of a growth mindset

My experience is that some people have fixed mindsets, an attitude where they focus on the past, judging new initiatives based on past experiences, 'here we go again'. Rather than a growth mindset: centering clear goals, and an attitude that focuses on the possibilities of the future. These people recognize learning and development in collaboration with others as the key to success.

Organizational change needs people with a growth mindset. As stated in the introduction, we believe that people's willingness to change is often overestimated by management. If you need to balance skills and willingness, I suggest spending at least an equal amount of time on mindset and attitude as you do on skills, if not more.



**"IT'S IN YOUR MOMENTS  
OF DECISION THAT YOUR DESTINY IS SHAPED"**  
**- Anthony Robbins -**

### 5. Activation; Personal leadership connects tasks, personality (read talents) and company

The decision to act is not a single choice but a recurring one. When goals, "hygiene factors", talent and motivation are in place, you need execution power to follow through on the chosen direction. Power does not reside in some abstract place but rests firmly in the hands of the people who choose to use it.

### Leading by example

This is where personal leadership comes in, especially for key players and leaders who are driving the change. After all, who wants to follow a leader who is unsure about the direction they want to go in and unconfident about the team's ability to get there?

## The best mindset

At its finest, personal leadership reflects a so-called '+/+ mindset'. This mindset is the psychological modus operandi, or way of working, that serves as the accelerator to address the principles of change.

With a +/+ mindset, managers and team members are aware of their talents and the talents of those around them while staying sharp and eager to challenge assumptions. Especially with important decisions, it's essential to go beyond trusting your intuition and verifying your assumptions. Consequently, both the quality of decision-making and productivity are improved. You can read more about +/+ in our white paper, 'the +/+ philosophy, Motion5's psychological modes operandi', part of a series of white papers about change.



## In closing

Unfortunately, many good change initiatives are cancelled before completion. A holistic view does not guarantee success, but it does consider as many elements as possible to achieve the company's ambitions. The interdependencies between all five defined principles will help you understand the dynamics of change and gives your organization all the necessary tools to succeed.

Our company name Motion5 refers to these principles: a testament to how fundamental we think they are. Developing an integral and consistent action plan will help you prepare for change, defend, and execute it. In the end, it's important that the plan fits the organization. At Motion5, we guarantee that you, as a customer, will always be in full control of the speed of change.

## Want to know more?

We are happy to support with any commercial challenges. Contact us via [www.motion5.com](http://www.motion5.com) or send an e-mail to [info@motion5.com](mailto:info@motion5.com).



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STATE OF MIND**

**MOTION5**

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Your commercial change partner