



# SHORTCUT TO BUILDING ORGANISATIONAL MOMENTUM

FROM DESPAIR TO EVANGELIST  
IN **5** STEPS

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# SHORTCUT TO BUILDING ORGANISATIONAL MOMENTUM

## FROM DESPAIR TO EVANGELIST IN 5 STEPS

Organisational momentum sets the tone for every key metric your organisation is tracking.

Sales Revenue – how committed are your sales team?

Net Promoter Score – how energised are your customer service group?

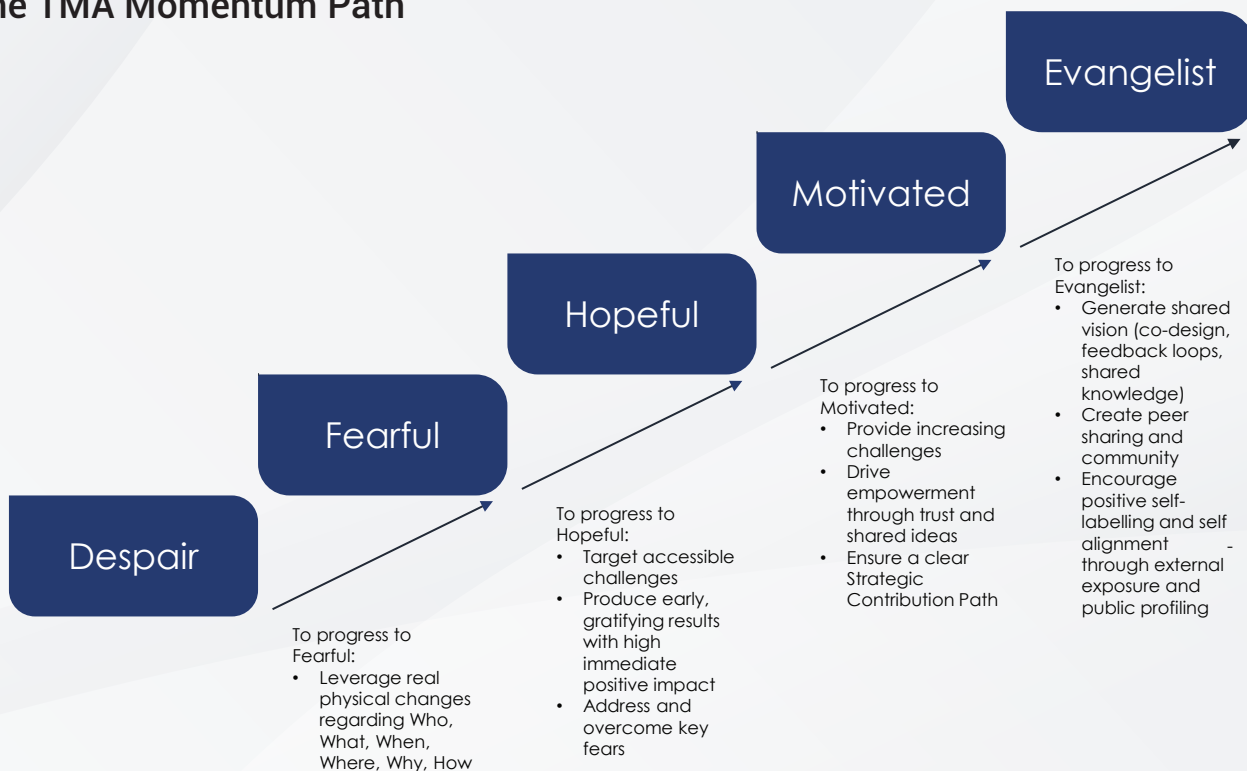
New Initiative Return on Investment – how quickly is your workforce adapting and adopting? Or are pockets of resistance overpowering a middling morale?

Building organisational momentum is both personal and strategic.

## THE 5 STEPS TO ORGANISATIONAL MOMENTUM

The Baker Consulting & Ventures TMA Momentum Path™ (shown below and explained throughout) forms the basis for building up your organisational momentum.

### The TMA Momentum Path



The Momentum Path is applicable at all levels, from organisation wide all the way down to an individual staff member. The positioning of each step describes the increases along the X and Y axis in both energy and hope respectively. The higher the momentum – the higher energy and hope within your culture.

The scale covers from Despair (no interest in work, counting the days to retirement, low to no output, no vacation and sick days left as they are taken as soon as available) to Evangelist (eagerly engages in each conversation, excited to share new ideas, talks about your company with friends and family, loves coming to work, would or does willingly buy your products/services).

## IDENTIFYING WHERE YOU ARE

Organisational energy is intangible – the measurement of which is not as simple as looking at a balance sheet (although sometimes there can be some clues there).

Typical qualitative measurements apply here; surveys, focus groups, etc. However we have found that one of the most effective methods of gauging organisational energy is simply regular observational walkthroughs of the working areas over a period of time.

As momentum is felt rather than seen, we have also found that managers and executives tend to be quite accurate on a simple instinctual self-diagnosis of where their group is along the scale (e.g. I think our team is somewhere between fearful and hopeful).

Other key indicators of your momentum levels can be seen in:

- The level of absenteeism
- Time spent on non-work activity (e.g. surfing the internet)
- The general 'buzz' and franticness – or lack thereof
- Regular high or low moods
- An inability to deal with stress
- High or low change resistance
- Change fatigue (exhaustion)

## STRATEGIES TO TAKE YOUR NEXT STEP

The strategies and techniques required are different for each step in The TMA Momentum Path. To quote Marshall Goldsmith – "What got us here, won't get us there". A high level overview of the key strategies and focuses for each escalation is found below.

## From Despair to Fearful

Those in Despair suffer from a complete and utter lack of hope. These people despise coming into work every day and very likely are miserable and feel stuck. A key factor of those in Despair is that they have made the decision that their work at your organisation doesn't matter and have likely given up.

### Key Strategies

The trick here is to allow them to change their mind. As humans, we will not change our mind without an excuse or new reason to attach the change to, i.e. new information, a physical change, etc.

- Give those in despair an excuse and reason to build even the slightest semblance of hope again. This requires a physical and actual change in either who (their team), what (their work), when (their timetabling), where (their location), how (their systems and processes). Keep in mind these changes will be met with absolute cynicism by those in Despair.

## From Fearful to Hopeful

Those in Fearful have just a small seed of hope – they wish for more but are characterised by a disproportionate level of fear and scepticism. Often fuelled by previous experiences where they were left behind, embarrassed, or not considered – the work output from this group is low – the bare minimum only. The other main cause of those in the fearful position is a knowledge that the work they do adds no real value to the organisation, and sharing that thinking would place their position at risk.

### Key Strategies

To create hope in this group we must attack on two fronts:

- Provide a way for them to complete low challenge but highly valuable work – with a clear linkage to organisational outcomes. We are aiming to build up the belief that 'I do belong here'.
- Address and overcome their fears. Key fears include embarrassment, trespassing norms, low skills, self-alignment, being taken advantage of, tall poppy syndrome, wasted and meaningless work.

## From Hopeful to Motivated

Those in Hopeful want to do good for the organisation but are risk-adverse. They are unsure of either their fit, contribution or skillset. Most new staff start here.

### Key Strategies

The journey to motivation is built along three key paths – challenge, empowerment and clear contribution.

- Challenge: where we provided low challenge opportunities for those in Fearful, those in Hopeful want to prove 'they can do it' – and so need an escalating set of challenges. Conquering one encourages progress to the next. Gamification strategies (levelling up and linked rewards) can be useful to pursue here.
- Empowerment: we must provide those that are hopeful the opportunity to metaphorically shine. While we may provide the challenge path, the Hopeful must be able to select and input into the next challenge. Two way trust is essential here.
- Clear Contribution: Their work must have meaning for the organisation. There must be a clearly visible path for the following:

Organisational Strategy -> Strategic Plan -> Personal Plan -> Personal Results -> Organisational Results

## From Motivated to Evangelist

Those in Motivated are fantastic contributors for the company. They are highly reliable, self-driven members of staff who honestly want and are ensuring a good result for both themselves and the organisation. There is, however, one step higher – 'evangelism'. Evangelists don't just like coming to work – they love it. Their obsessions

### Key Strategies

Building Evangelists is difficult, second only to building hope in those in Despair. The key elements to build this group are:

- **Build a Shared Vision:** This includes involvement in not just decision but design. It includes co-design, radical knowledge sharing and regular feedback.
- **Build Community:** Create mechanisms for sharing and recognition among their peers. This encourages ownership and may even produce new ideas for your organisation.
- **Encourage specific self-labelling and self-alignment:** Create a label that makes sense for them to align with (e.g. 'Person X' is our internal expert on 'Topic Y'), and then provide them public exposure under that very label. No matter the result of the public exposure, they will start to self-identify as that very thing.

## Maintaining High Momentum

Like an engine under power, organisational momentum can be 'revved higher' through the strategies above but faces friction and resistance every day.

Regular checks and monitoring will ensure our teams are able to maintain hope and energy to continue to deliver new ideas, outstanding results and a competitive edge for our organisations. In case of slippage, just review how many steps were slipped down, identify the current position and implement the strategies to start climbing again.

Our people are responsible for every result our organisation produces. Don't waste their talent – build momentum, harness the talent – and watch your results improve out of sight.



## ABOUT THE AUTHOR

Brendon is a master of change. As a leading expert in the field, Brendon has had oversight of over \$2 Billion in organisational uplift, growth and change programs across a range of industries. He is proud of his 100% success rate. As President of Baker Consulting & Ventures, Brendon is the trusted source for coaching and consulting with business owners, executives, and individuals who have a new idea, or can tell that something isn't right, and want to do something about it. To discuss how he can help you achieve your goals

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