INGRID WALRY

SHAPING 'SMART' ORGANISING AND CHANGE

**Dictionary of change:
conduct customer interaction[2]
as a score for system renewal**

Smart organising and changing starts with conscious choices, even in the **FSC-certified paper** you're reading from.
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BOOK 3

**Dictionary of change:
conduct customer interaction²
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CHAPTER 1: THE KIM² DICTONARY FOUT! BLADWIJZER NIET GEDEFINIEERD.

INTRODUCTION

Conduct organizational change: the KIM² dictionary as a strategic score for phygital transformation

From the first page of this book, my dream resonates: "**I have a dream**", a vision in which I function as a **BreakOut³ Leader**, an inexhaustible source of inspiration and phygital guide for meaningful transformation. My strength lies in connecting insights from science, practice, and art. I draw on the wisdom of countless leaders and thinkers, particularly the insights of American visionary Warren Bennis and of Rudolf Werthen, laureate of the Queen Elisabeth Competition and music director of the Flemish Opera and I Fiamminghi.

To make the experience of this transformation tangible, I invite you to listen to Rudolf Werthen's carefully curated playlist while reading. Let yourself be carried away by masterpieces such as Max Bruch's Kol Nidrei, Alan Hovhaness' Tzaikerk, and Camille Saint-Saëns' Cello Concerto. Throughout this book, you will find hyperlinks and QR codes that allow you to reflect on the musical undercurrent of this journey while reading and listening.
I speak to you as a corporate multiperspectivist, someone who values both science and practice, and who, as a skeptic, tests every claim for its validity and usefulness. I embrace evidence-based methods that clarify both the importance and the ripple effects of organizational change.

This book is not an abstract plea but a concrete invitation: **Conduct organizational change and use the KIM² dictionary as your strategic score for phygital transformation.** This metaphor is not mere playfulness but a guiding motif for leaders who want to steer complexity. As a **BreakOut³** Leader, I place both the external and internal customer, the **KIM²** perspectives, at the center of all my actions.

My **BreakOut³** **leadership** approach rests on **nine building blocks:** I use (1) **conflict management** as a catalyst, stimulate (2) **mental transformation**, and strategically apply (3) **phygital communication**.
(4) I apply **Bayesian decision-making**, (5) work **ambidextrously** with **analytical and creative insights**, allowing (6) **emergence** to flourish. Simultaneously, (7) I combat change **fatigue** and (8) build a **robust BreakOut³ leadership culture based** on a (9) well-founded, **evidence-based (EBP)** + **evidence-informed (EIP)** approach.

From the **GROWTH³** foundation, I elevate organizations through **six strategic pillars:** (1) **technology** as an innovation accelerator, (2) **talent development** at all levels, from novice to master, (3) flexible and **(w)agile transformation methodologies**, (4) **hybrid communication and phygital collaboration**, (5) **process- and data-driven management**, and (6) integration within a **coherent GRC framework**. This is how we achieve sustainable, customer-oriented transformation in the era of EGov 3.0.

Within the series **"Shaping Smart Organization and Change"**, this **KIM²** **dictionary serves as a strategic score**: a guide harmonizing the complex notes of technological, social, and organizational innovation. With a critical eye and careful selection, I have distilled the essence so that you have a reliable, scientifically grounded foundation.

I believe that sustainable change is only possible through a combination of **evidence-based (EBP) + evidence-informed (EIP)** approaches. As a **trusted advisor**, I focus on people with sharp minds and high integrity, those willing to engage in an open, critical dialogue. I do not claim to be an infallible change guru. What I do aim to be: a fellow traveler, an inspirer, a mirror, and a catalyst for responsible leadership.

I invite you to approach this book critically. Distill your own insights, lessons, and strategies. Let the **KIM²** A–Z dictionary be your guide, like a score that helps you conduct meaningful organizational change. **Join this movement, for the time for genuine, multiple transformation is now.**

Ingrid Walry
Certified Senior Consultant Innovative Work Organizations

Harmony in Difference: Multiperspectivism with PACBIS and the Voice of Your External and Internal Customers[2]

The KIM[2] Concept as a Foundation for Phygital Organizational Change
Every leader guiding an organization in times of phygital transformation encounters it sooner or later: your external **and** internal customers[2] think, feel, and act differently from you. These differences are not an obstacle but an invitation to transformation. They call for leadership that connects, for language that carries meaning, and for a shared framework that renders the complexity of collaboration both transparent and workable.

Following the book *"Eager for a Smart Dialogue with KIM[2]?"*, this publication appears as a deepening foundation. In recent years, the **KIM[2]** concept has proven its value: in theory and practice, in both public and private contexts. It has been disseminated, reprinted, discussed, and applied within the *Working 3.0* program, serving as a guide for those striving to realize meaningful change.

What does it mean to work with KIM[2]?

KIM[2] stands for **Customer Interaction Management[2]**. It is both the art and the science of (re)designing innovative work organizations so that, through optimal collaboration and communication with both external and internal customers[2], physical services with digital support can be delivered quickly, accurately, and responsibly.

This approach perfectly aligns with what we today recognize as **phygital transformation**: the intelligent combination of human interaction and digital support within complex processes. **KIM[2]** positions itself as a **human-centered complement to technological innovations.**

The Six PACBIS Perspectives: A Scientific Foundation for Meaningful Organizational Design

KIM² operates through six integrated perspectives, brought together in the acronym **PACBIS**. This framework helps organizations think systemically, listen narratively, and act collectively.

P – Participatory Observation
(Anthropology & Action Research)

Observing with the stakeholders. Participatory observation is rooted in ethnographic fieldwork, practice-based research, and reflective observation. It strengthens collective insight and prevents blind spots during change processes.

A – Alignment
(Strategic Management & Organizational Studies)

Aligning goals, structures, roles, and processes. This perspective connects to alignment models such as those of Kaplan & Norton and strategic frameworks that provide coherence and direction within complex organizations.

C – Construction
(Narrative Psychology & Constructivism)

Giving meaning to experiences, data, and context. Inspired by the works of Jerome Bruner and Kenneth Gergen, construction teaches us how organizations shape their reality through language and collective storytelling.

B – Governance
(Public Administration & Systems Theory)

Steering through interaction, not merely control. This perspective aligns with systems thinkers such as Peter Senge and adaptive governance models where leaders facilitate rather than dominate.

I – Interpretation
(Hermeneutics & Interpretative Organizational Theory)

Interpreting signals and patterns. Based on sensemaking (Karl Weick), hermeneutics (Hans-Georg Gadamer), and data-driven decision-making that links meaning to behavior and context.

S – Collaboration
(Social Capital & Co-creation Theory)

Co-creating within networks and ecosystems. Collaboration is inspired by social learning theories (Etienne Wenger, communities of practice) and co-creation principles that place customer interaction[2] at the center.

Together, these six perspectives form a cyclical working model that makes the multiple logic of KIM[2] operational—not as a rigid framework, but as a compass for those who want to guide deep, collective change.

Bridge to EGov 3.0: The Phygital Government in the Making

The digital acceleration in the public sector makes it clear that classical government structures are under pressure. New approaches such as **EGov 3.0** demand not only technological innovation but also a redesign of collaboration, service delivery, and customer interaction[2].

Where EGov 1.0 revolved around automation and EGov 2.0 around process digitalization, **EGov 3.0 focuses on integration, user-centricity, semantic consistency, and human dignity in the digital sphere**. It is the government's version of phygital organization. And it is here that **KIM[2]** connects seamlessly.

KI**M² strengthens EGov 3.0 by:**

- providing shared concepts and semantic logic;
- facilitating multidisciplinary collaboration in government chains;
- supporting data-driven and human-centered decision-making;
- training leaders in narrative, multiperspectival, and evidence-informed thinking.

Governments evolving toward EGov 3.0 need leaders and employees who understand this language—who can link digital interaction with citizens to empathy, ethics, and ownership. The **K**I**M²** dictionary and dialogue cards serve here as strategic instruments for this new governmental reality.

KI**M² as a Bridge between Policy, Practice, Citizen, and Entrepreneur**

This publication forms a complementary work within the series *Shaping Smart Organization and Change*. It unlocks the **K**I**M²** concept as a **practical reference framework for leaders, strategists, policymakers, and coaches** in both private and public contexts.

The theme is both current and urgent:

- How do we manage customer interaction² in times of hybrid work, artificial intelligence, and social pressure?
- How do we create connection in a system that is becoming increasingly digital?
- How do we anchor valuable interaction without lapsing into control or technocracy?

This book offers an answer. Not a blueprint, but a **compass that provides direction.**

It aligns with a new generation of leaders, thinkers, and doers who know that quality is **more** than following procedures. It is about **human contact, shared meaning, and systemic intelligence.**

Change is not the sum of procedures but the interplay of insights, timing, and meaning. The **KIM²** A–Z dictionary functions as a living score, in which **evidence-based** precision and **evidence-informed** wisdom work together in harmony. Each term only gains power when knowledge flows into understanding, carried by context and interaction. In this way, a knowledge instrument emerges that guides organizations in motion—from word to action, from data to interpretation.

Evidence-Born: Knowledge in Motion as a Score of Change

On how a new concept brings direction, rhythm, and alignment to organizational development

"I used to think that running an organization was like conducting a symphony orchestra. But I don't think that's quite it; it's more like jazz. There's more improvisation."

- "I used to think that leading an organization was like conducting a symphony orchestra. But I don't think that anymore; it feels more like jazz. There is more improvisation."
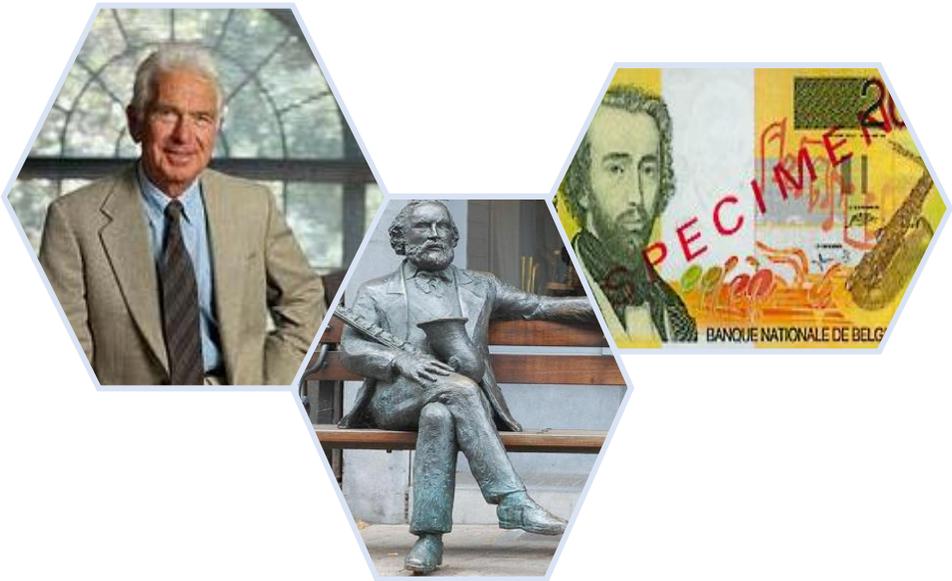
Warren Bennis (1925–2014),
American scholar, author, and leadership thinker,
in Managing People is Like Playing Jazz (2002)

Organizational change cannot be orchestrated like a classical symphony. Rarely is there a single score that is executed collectively and flawlessly. In reality, it resembles jazz: a shared structure with room for timing, dialogue, intuition, and above all: improvisation.

Bennis expressed this aptly in his metaphor of leadership as jazz, a concept that aligns perfectly with how the **KIM² A–Z dictionary** gives meaning to organizing and changing. His comparison unconsciously evokes **Adolphe Sax**, the Belgian instrument maker who designed the saxophone. The saxophone became the epitome of expressive freedom in jazz. Just as a musician searches for their sound through timing and nuance, organizations find their voice through language that moves—from a control instrument to a co-creative score.

The **KIM² A–Z dictionary** serves as a living bridge between evidence and understanding. It is designed as a multi-layered knowledge instrument that supports organizations in meaningful external and internal customer interactions[2] and sustainable change. It is exactly that: not a static reference, but a living score of language. A knowledge instrument that connects evidence-based precision (scientific definitions, models, frameworks) with evidence-informed wisdom (practical experience, contextual awareness, collective interpretation).

Language in Motion

Change is not the sum of procedures, but an interplay of insights, timing, and meaning. Each term in the dictionary only gains power when knowledge flows into understanding, carried by experience and interaction. In this way, a source of shared language emerges that guides organizations in motion—from word to action, **from data to interpretation.**

In complex change processes, simply using the "right" terms is insufficient. The power of language lies in shared understanding, context-sensitive application, and meaningful use. This is precisely the goal of the **KIM² A–Z dictionary**: language that moves with practice, is embraced by professionals, and guides collective transition.

Scientific Anchoring

A systematic review in *Campbell Systematic Reviews* (2022) confirmed that both **evidence-based (EBP)** and **evidence-informed (EIP)** approaches are widely applied, but their interrelationship is rarely examined. Researchers such as **McSherry et al. (2002)** and **Nevo & Slonim-Nevo (2011)** therefore advocate flexible, context-driven knowledge integration. Within this tension, a new type of knowledge practice emerges: **the birth of a new word— evidensief.**

Where evidence-based and evidence-informed approaches no longer suffice to capture the complexity of knowledge in motion, a new concept is born: **Evidensief** is a way of knowing that starts from substantiated evidence, is nourished by experience, and is shaped through reflective dialogue with people, systems, and contexts.

Dissecting "Evidensief"

1. Word Root: "eviden-"
Derived from the Latin evidentia = clarity, obviousness. Both evidence-based (systematic, scientific) and evidence-informed (including practical context) approaches carry this root. "Eviden-" acts as a semantic bridge between both approaches.

2. Suffix: "-sief"
Afgeleid van het Latijnse *-ivus / -sivus*, vertaald als *-ief*: actief, reflexief, intensief. Het duidt een neiging of gerichtheid aan. "-sief" maakt van kennis geen bezit, maar een actieve houding: gericht op toepassing, samenhang en betekenisgeving.

Composition:
Eviden- (evidence, clarity) + -sief (orientation, dynamism) = **evidensief**

Why "Evidensief" is More than "Evidence-Informed"
You might think this is simply another word for evidence-informed. But "evidensief" transcends that term: it combines the precision of evidence-based practice with the context-sensitivity of evidence-informed practice, and adds an active, connective language component. It goes beyond informing alone.

	Evidence Based Practice (EBP)	Evidence Informed Practice (EIP)	Evidensief werken
What	Systematic application of the best available scientific evidence in decision-making.	Integration of scientific evidence, practical experience, and the values of stakeholders.	A multi-layered way of knowing that combines systematic evidence, practical experience, and collective interpretation.
Why	Ensures high reliability and reproducibility of knowledge and interventions.	Allows for context, meaning-making, and flexibility in application.	Responds to the need for integration, semantic alignment, and co-creation in changing contexts.
How	Stepwise model using evidence hierarchies, focusing on controlled studies.	Cyclical and adaptive process integrating diverse knowledge sources.	Reflexive and iterative practice in which knowledge evolves through interaction, language, and shared understanding.

Importance	Anchors professional practice in objective, validated knowledge.	Stimulates practical relevance and engagement in decision-making.	Strengthens coherence between knowing, understanding, communicating, and changing.
Return Effects	Increased quality and consistency of outcomes; reinforces stakeholder trust.	Greater buy-in and alignment with concrete situations and the values of actors.	Encourages shared ownership, collective learning processes, and agile decision-making.
Benefits	Provides standardization, safety, and verifiability.	Enhances flexibility, creativity, and inclusivity.	Fosters transformation through meaningful, aligned knowledge in motion.
Limitations	Can be rigid; limited room for context, experience, and practical wisdom.	Risk of losing consistency and verifiability; greater dependence on interpretation.	Depends on willingness for dialogue, reflection, and shared interpretation.
Final Conclusion	Necessary foundation for quality, but insufficient in complex practical situations.	Important broadening of the EBP framework with emphasis on people and context.	Enriches and transcends EBP and EIP by connecting language, system, and evolving practice.

Connection to KIM²

KIM² stands for the **Customer Interaction Management Model**, in which both external and internal customers are central. The model promotes language and actions that are customer-oriented, systemic, and contextually applicable.

Evidensief practice is the epistemological core of this model. It translates knowledge into meaningful interaction, connects insights with organizational reality, and enables shared understanding in motion.

The **KIM² A–Z dictionary** is therefore not a dictionary in the classical sense, but an "evidensief-composed score": a guiding, context-sensitive, and connective instrument for those who want to use language as a driver of change.

From Insight to Application

Those who understand jazz know when the moment has come to take over a motif, deepen it, or subtly repeat it. In the same way, this book moves: with the birth of the concept of **evidensief**, we set the tone for what follows—a harmonious continuation of shared meaning in motion.

The next chapter explores how this approach is concretely applied in the functioning of the dictionary: how terms are not only defined, but also gain meaning through interaction, practical experience, and collective interpretation.

In this way, the dictionary becomes more than a reference: it becomes a playground for shared understanding, a guide for collective navigation, and an invitation to alignment in motion.

Let us therefore continue to listen, play, and understand together in the next chapter.