INGRID WALRY

SHAPING 'SMART' ORGANISING AND CHANGE

Hack your life and learn to work as a corporate multiperspectivist

PARTIZAAN PUBLISHING HOUSE

COLOPHON

COCURA © 2020

Author: Ingrid Walry

Editor: Evelien Van den Dorpe, Amelie De Schepper

Design: Liesbet Wauters, Amelie De Schepper

Publisher: Partizaan

ISBN 978-94-9345-335-7

NUR 808 – 771

Version: first edition 2020, second edition 2021, third edition 2022, fourth edition 2023, fifth edition 2024, sixth edition 2025, seventh edition 2026

“Smart” organising and change begin with conscious choices, including the **FSC-certified** paper on which you are reading.

(https://be.fsc.org/be-nl/fsc-keurmerk)

INGRID WALRY

SHAPING 'SMART' ORGANISING AND CHANGE

Hack your life and learn to work as a corporate multiperspectivist

PARTIZAAN PUBLISHING HOUSE

TABLE OF CONTENTS

BOOK 1 – Hack your life and learn to work as a corporate multiperspectivist

INTRODUCTION **8**

1. Understand and accept that your external and internal customers² may think and act differently! 8

2. The New Call to Organisations 11

3. Acknowledgements and Tribute to the Belgian Royal Family 17

4. Reading Guide and Structure of the Book **Fout! Bladwijzer niet gedefinieerd.**

1. CUSTOMER² VALUE STRATEGY OR KIM² STRATEGY Fout! Bladwijzer niet gedefinieerd.

1.1. Organisational Culture **Fout! Bladwijzer niet gedefinieerd.**

1.2. Organisational Patterns **Fout! Bladwijzer niet gedefinieerd.**

1.3. The BreakOut leader is a corporate multiperspectivist **Fout! Bladwijzer niet gedefinieerd.**

1.4. Governance and the Organization of Customer Interaction² Management **Fout! Bladwijzer niet gedefinieerd.**

1.5. KIM² management via KUL³TI³FA³S **Fout! Bladwijzer niet gedefinieerd.**

1.6. The KIM² process in six phases **Fout! Bladwijzer niet gedefinieerd.**

1.7. KIM² promotes the phygital transformation **Fout! Bladwijzer niet gedefinieerd.**

1.8. The Humanity of the Smart KIM² Dialogue **Fout! Bladwijzer niet gedefinieerd.**

2. WORKPLACE INNOVATION IN INTERACTION WITH TECHNOLOGICAL INNOVATION Fout! Bladwijzer niet gedefinieerd.

2.1. The pillars of organizational performance **Fout! Bladwijzer niet gedefinieerd.**

2.2. Strategic Framework for Alignment **Fout! Bladwijzer niet gedefinieerd.**

2.3. The Interaction Between Knowledge Creation and the Environment **Fout! Bladwijzer niet gedefinieerd.**

2.4. 360° business-IT alignment **Fout! Bladwijzer niet gedefinieerd.**

2.5. The Importance of Business Analysis **Fout! Bladwijzer niet gedefinieerd.**

2.6. The significance of objective data at the SCOPAFIJTH level **Fout! Bladwijzer niet gedefinieerd.**

2.7. Impact of the PDCA cycle in interaction with application and data integration on the operation of KIM² **Fout! Bladwijzer niet gedefinieerd.**

2.8. 'Smart' Working via the KIM² Platform **Fout! Bladwijzer niet gedefinieerd.**

3. THE BREAKOUT LEADER IS A CORPORATE MULTI-PERSPECTIVIST Fout! Bladwijzer niet gedefinieerd.

3.1. Leadership Through "Smart" Change **Fout! Bladwijzer niet gedefinieerd.**

3.2. Leadership through the power of disruption as an innovative accelerator **Fout! Bladwijzer niet gedefinieerd.**

3.3. Leadership through the narrative KIM² focus in combination with the Fourth Industrial Revolution **Fout! Bladwijzer niet gedefinieerd.**

3.4. Leadership through multiple perspective-shifting, evidence-based actions, and a BreakOut Ecosystem **Fout! Bladwijzer niet gedefinieerd.**

3.5. Leadership through a psychologically safe work environment with insight into the visible and underlying dynamics. **Fout! Bladwijzer niet gedefinieerd.**

3.6. Leadership through innovative perspectives in combination with stakeholder mobilization **Fout! Bladwijzer niet gedefinieerd.**

3.7. Leadership through a shared purpose, principles, and patterns **Fout! Bladwijzer niet gedefinieerd.**

3.8. Leadership through a datacratic framework and a common ground ecosystem **Fout! Bladwijzer niet gedefinieerd.**

3.9. Leadership through an ESG Double Materiality Standard **Fout! Bladwijzer niet gedefinieerd.**

4. CORPORATE MULTI-PERSPECTIVISM THROUGH THE LIFELONG LEARNING JOURNEY Fout! Bladwijzer niet gedefinieerd.

4.1 The quest to organize and change 'smartly' **Fout! Bladwijzer niet gedefinieerd.**

4.2 Signs of the Times **Fout! Bladwijzer niet gedefinieerd.**

4.3 The Future of Work Requires New Competencies **Fout! Bladwijzer niet gedefinieerd.**

4.4 AI and Transformation: From Failure to Learning Capacity **Fout! Bladwijzer niet gedefinieerd.**

4.5 Learning Capacity in Action: A Practical Case **Fout! Bladwijzer niet gedefinieerd.**

4.6 AI, Labor Market, and Learning Capacity: What Leaders Need to Understand Now **Fout! Bladwijzer niet gedefinieerd.**

4.7 From Fragmentation to Coherence: Learning Capacity, RPL, and AI in the Belgian Policy Landscape **Fout! Bladwijzer niet gedefinieerd.**

4.8 From Lifelong Learning to Learning Power **Fout! Bladwijzer niet gedefinieerd.**

4.9 Why Learning Pays Off for Both Employee and Employer **Fout! Bladwijzer niet gedefinieerd.**

4.10 Learning Power in a World of Continuous Competence Shifts **Fout! Bladwijzer niet gedefinieerd.**

4.11 Talent Shortages as a Learning Challenge **Fout! Bladwijzer niet gedefinieerd.**

4.12 Competency clusters: from individual skills to learning power in an AI era **Fout! Bladwijzer niet gedefinieerd.**

4.13 The declining value of static competencies **Fout! Bladwijzer niet gedefinieerd.**

5. AFTERWORD Fout! Bladwijzer niet gedefinieerd.

6. THE MASTERS RUDOLF WERTHEN AND PAUL LAGASSE SPEAK OUT Fout! Bladwijzer niet gedefinieerd.

6.1. Rudolf Werthen, CEO and Creative Director of ARTLAB, Assessment Research Technology **Fout! Bladwijzer niet gedefinieerd.**

6.2. Em. Prof. Dr. Ir. Paul Lagasse **Fout! Bladwijzer niet gedefinieerd.**

7. HELPLINE Fout! Bladwijzer niet gedefinieerd.

7.1. List of figures **Fout! Bladwijzer niet gedefinieerd.**

7.2. Keyword Index **Fout! Bladwijzer niet gedefinieerd.**

8. APPENDIX Fout! Bladwijzer niet gedefinieerd.

8.1. The narrative of SEBECO **Fout! Bladwijzer niet gedefinieerd.**

INTRODUCTION

1. Understand and accept that your external and internal customers² may think and act differently!

This book follows the publication "Zin in een slimme dialoog met **KIM²**?" and has proven over recent years to embody a stable and consistent vision. The number of copies distributed in Belgium and the Netherlands, the successive reprints and editions, and its position within the "Working 3.0" trajectory provide quantitative evidence of this. From a qualitative perspective, the **KIM²** mindset has provided many interested readers with evidence-based insights over the past decade.

Customer interaction², or **KIM²** oriented working, can therefore be defined as follows: "The (re)design of innovative work organisations in such a way that, through optimal structuring and connective collaboration and communication with external and internal customers², physical service delivery—supported by digital solutions—is provided quickly and effectively, combined with a responsible use of resources."

To deliver physical services with digital support, **KIM²**-oriented working requires a data-driven, digital, emergent, evidence-based, phygital, multi-layered, narrative, and systemic approach, based on:

- six perspectives: (1) participatory observation, (2) construction,
  (3) alignment, (4) interpretation, (5) governance, and (6) collaboration
- combined with learning experiences, best practices, figures, and statistics.

The first book in the series “Shaping Smart Organising and Change” is by no means a sequel to the previous publication. It stands on its own, is complementary in nature, and is intended as a broad reference work on smart organisational change. The overarching theme remains largely the same, namely how organisations manage their customer interaction² processes with both external and internal customers. However, this book approaches and presents the **KIM²** mindset in a different way, combining it with experiences and developments from the past ten years within the domain of customer interaction² management.

Together with a new generation of management, society and the economy have undergone significant digital transformation. On the one hand, the importance of external and internal customer experience², socially responsible process management, and the combination of physical service delivery with digital support is now a given. On the other hand, concepts such as art and design thinking, system innovation, liminal thinking, the empathic zero point, digital minimalism, risk management, customer journeys, Lean Six Sigma, narrative coaching, systemic working, business process management, cybersecurity, and others are increasingly gaining ground within organisations.

All in all, it is essential that **KIM²**-oriented working becomes more closely aligned with the leitmotif of innovative work organisations. Over the past decade, this way of working has matured through independent consulting practices, learning and advisory assignments in both private and public-sector organisations, as well as through the development of insight and vision regarding innovative work organisations. The time is ripe to connect all these elements, enabling organisations to continue evolving in a phygital manner through system-, IT-, ESG-, cybersecurity-, and GDPR-oriented working.

The current pace of digital acceleration makes it clear to everyone that twentieth-century management principles have passed their expiration date. It is no coincidence that concepts such as “the new way of working,” “working within an ecosystem,” and “hybrid working” have been introduced. Especially in such organisations, it is essential to view external and internal customers, as well as external and internal processes, from multiple perspectives and to embrace the insights of **corporate multiperspectivism**.

2. The New Call to Organisations

The subtitle “Hack Your Own Life and Learn to Work as a Corporate Multiperspectivist” highlights the importance of phygital “collaborating and coexisting” and evidence-based, narrative ways of working. The underlying idea can be summarised as follows: “Collaboration is essential to analyse shared challenges and to empathise with each other’s problems and perspectives. The phygital world demands a new leadership profile—a **BreakOut** leader who unites, connects, analyses multiple perspectives, shares part of their authority for the common good, and drives collaboration.”

Today, many public organisations and companies face similar critical organisational challenges. While there is much to learn from one another, most still operate in isolation. It is important to realise that the world is changing so rapidly that there is hardly time to reinvent the wheel individually. Therefore, it is useful to examine the differences between organisations and sectors: What is one organisation doing particularly well? What can others learn from it? Which approaches are effective? What actions are possible? Which leaders make a difference? These differences become apparent in many ways: upon entering the office building, at reception, in customer service, or the contact centre, or after a few conversations with employees. Sometimes it shows in annual reports or becomes visible in benchmarking results. In some organisations, everything runs smoothly, and employees exude enthusiasm. Even when unexpected issues arise, customers are still served excellently. In contrast, other organisations may leave a sense of discomfort after interactions with employees or management. The focus is inward, and they are trapped in their own world. Initially, people often consider it completely normal that things operate as they do: “This is just how it is in this sector or company.” Fortunately, there are also moments when they genuinely want to learn how things are done elsewhere—these are the most rewarding moments.

As early as 2012, the need to find answers to these questions emerged from the 'Werken 3.0' programme (www.werkendriepuntnul.be). The aim was not to provide a blueprint, but rather to inspire, facilitate decision-making, showcase what others are doing, and explore the benefits of both tangible and intangible value. This was done in close collaboration with scientists, development and strategy managers, organisational consultants, and organisational coaches. The search for **KIM²**-oriented working began in 2008. Over the years, numerous public professionals and academics were interviewed for this book. Extensive literature research was conducted, the ideas of influential management thinkers were inventoried, books and articles were reviewed, Werken 3.0 and 4.0 case studies were analysed, and insights were exchanged during numerous explanatory discussions and presentations. This book provides clear figures, diagrams, and tools to enable readers to delve deeper and gain insight into the complex **KIM²** challenges. These resources range from checklists to "reference points" and offer practical guidance and support for implementing **KIM²**-oriented working.

The book also presents concrete insights that are directly applicable to knowledge-driven organisations. In this context, knowledge organisations are smart collaborative networks of people working toward a shared goal. To achieve this, collaboration between external and internal customers is organised into effective work processes. Some readers may recognise elements of quality management within the topics, seeing them as an extension of quality systems, certification, and audits. In a sense, this is accurate. From that perspective, the book can be regarded as a follow-up to Meaningful Smart Dialogue with **KIM²**.

In this first book of the series "Shaping Smart Organising and Change", the focus is on analysing, managing, and innovating organisational processes. From a quality management perspective, themes such as process, IT, data, job design, ESG, cybersecurity, and GDPR-oriented organisation are therefore readily accessible.

Unfortunately, it is often observed that interventions rely solely on structural changes. When these are implemented only through traditional quality management approaches—modelling, audits, and control—without accompanying changes in behaviour, structure, governance, and collaboration, organisations remain trapped within a static Taylorist framework. Organisations falter if behaviours do not evolve and narrative and multiperspective competencies do not develop alongside.

Fortunately, more and more leaders are recognising that the potential of the right organisational design goes far beyond the mere use of quality systems and audits. The call for breakthroughs in organisational performance improvement is growing louder. Yet, it is evident that these improvements are to be found in the operational customer interaction[2] processes with both external and internal customers. However, achieving this is not simple. Many business management views on organisational design actively resist change. To improve performance, vertically oriented, opposing forces must be identified and influenced, and a psychologically safe work environment must occupy a central role. The perspective from which this is observed treats organisations not as isolated structures but as collaborative networks involving external and internal customers. This is contextualised within broader societal developments, which in turn shape organisational cultures, beliefs, and mindsets.

The scope of **KIM²**-oriented working is broad. While the mindset primarily applies to core organisational processes, its reach is by no means limited to them. With the generational concept in mind, these lessons for core processes can form part of an organisational system and be translated to situations in which the organisation is part of a chain—or even to situations where the chain is part of society at large. The twenty-first century has truly begun, and current systems are increasingly experiencing dramatic blockages.

This book is intended for courageous leaders who work in an evidence-based manner. For thinkers (philosophically oriented) and doers (experience-oriented) who investigate rather than assume certainty; who are willing to embrace not-knowing. For leaders who have the courage to remain silent before speaking, to first study a deeper, exploratory perspective, hoping to become a truly "wise" leader. For all leaders who are not satisfied with "that's just my truth" but seek the common truth. As Albert Einstein (1876–1955) once said: "If I had an hour to solve a problem and my life depended on it, I would spend the first 55 minutes determining the right questions to ask."

This book trains your narrative capacity, hones your smart **KIM²** dialogue reflex, and develops your insights as a corporate multiperspectivist. Multiperspectivist insights that invite, explore, unravel, reveal, confront, deepen, challenge, provoke, and set things in motion. It cultivates your ability to analyse intelligently, question critically, engage in dialogue, reflect, and investigate. As a corporate multiperspectivist, you are confronted with what you truly know and think—and whether you have evidence for it—while working together with your external and internal customers² to seek a change of perspective. In doing so, you conduct a smart **KIM²** dialogue from social-innovative, narrative-psychological, and inquisitive-philosophical approaches, placing your external and internal customers² at the centre. You aim to see things differently, so that what you previously believed may come into a new light. You recognise that profound differences of opinion exist regarding which paths may lead back to some ultimate, lost truth. What is true or false: the research of the scientist, the reasoning of the philosopher, the course of organisational history…? Western history shows all possible variants. The puzzle of truth is, in principle, knowable, even if you can see only a few scattered pieces. Human history is an unbroken effort to reassemble these pieces and restore unity. This book serves as a compass, guiding you toward more evidence-based research and multiperspectivist depth as a **BreakOut** leader.

It is our hope that the final outcome will inspire you—as a board member, leader, director, development or strategy manager, staff member, or organisational consultant—to elevate the phygital transformation of your own organisation to a higher level. Or that of your client, executive team, customer service, business administration, accounting, finance and legal departments, IT, organisation and development (O&D), data management, application management, systems management, infrastructure management, architecture, business intelligence, production, procurement, human resources (HR), communication, or marketing departments. Like many works in this field, this book is never truly finished. Both in practice and in academia, learning and experimentation continue to advance the development of smart, innovative work organisations.

Interested in a smart dialogue with **KIM²**? Do you want to pass this "smart" **KIM²** sustainability test and embrace the mindset of a corporate multiperspectivist? Seek out and… let us share our "wise" **KIM²** insights and knowledge with one another, let us organise smartly, let us focus on customer interaction² with both external and internal customers collaboratively, let us make organisational change irreversible, let us optimise communication and eliminate system silos, let us jointly shape "smart" change, and above all, let us begin developing a phygital and digital transformation business case with a particular focus on sustainability.

Long live KIM²!
Ingrid Walry

3. Acknowledgements and Tribute to the Belgian Royal Family

"The concerns of our citizens, customers, employees, and stakeholders are the projects we must undertake. In 2023, digital transformation demands more than just technological and social innovation. In the current context, what is needed first is a 'smart' phygital transformation." — Ingrid Walry

In my life as a thought leader and entrepreneur, six figures have been a major source of inspiration for me. I am especially grateful to Belgian Cardinal Jozef De Kesel (1947), the Belgian moral philosopher, ethicist, classicist, and former Jesuit Prof. Dr. Etienne Vermeersch (1934–2019), and the eminent German church leader, theologian, and philosopher Dietrich Bonhoeffer (1906–1945) for the "wise" insights and knowledge they shared with me. As a scholar of religious studies, I discovered the spiritual, ecumenical mindset during the inspiring lessons of Monsignor Jozef De Kesel. His unifying vision—that "progress is only true progress if it applies to every person and to all of humanity"—clarified for me how unity, collaboration, and mutual understanding can be fostered within systems and organisations.

After a brief career in education, I have lived, worked, and led as an entrepreneur guided by Etienne Vermeersch's advice: "Don't just believe me; think for yourself", and I have coached and trained others inspired by Dietrich Bonhoeffer's words: "Perhaps there is no feeling greater than the knowledge that you can make a difference in other people's lives." I have also benefitted from the evidence-based guidance of Michael White (1948–2008), Daniel Clement Bennett (1942), and Daniel Kahneman (1934). Michael White, the Australian pioneer of narrative psychology in systemic therapy; the American philosopher Daniel Clement Bennett; and Nobel Laureate (2002) in Economics Prof. Daniel Kahneman have, through their psychological, philosophical, and economic publications, provided me with innovative evidence-based insights. They inspired me to expand the **KIM²** approach with the artificially intelligent H2A2H behaviour and

voice-emotion methodology. Through the phygital design of the H2A2H methodology, I provided evidence-based substance to the AI-driven narrative conversation trees. This AI-based H2A2H **MI.BABBEL** approach and methodology is described in my book “Live and Work Happier with the Power of the Narrative Method.” This book guided me to the “wheel of life” and challenged me to answer the question: “How bumpy would the ride be if life were a real wheel?” With Kahneman’s lessons, I understand that the behaviour of “hawk” individuals is often more persuasive than that of “dove” individuals for psychological reasons. In conflicts, people tend to overestimate their own strength while perceiving the other as irredeemably hostile—often forgetting that they themselves are also seen as hostile.

In today's complex world, I increasingly realise that the unity I dream of will be a unity in diversity. The fundamental prerequisite for achieving unity is to appreciate one another, show understanding, love, and live, work, and care in a multiperspectivist way. To the extent that everyone recognises the current divisions and genuinely desires unity, the awareness arises that the power of unity among us already exists. Unity can only emerge if we increasingly share knowledge across organisational boundaries, engage in "smart" dialogue, meet one another, grow closer, and wish each other the BEST. As a Knight in the Order of Leopold, I am proud of my role as a pioneer and shaper of smart **KIM²** organisations. It is from this conviction that I dedicate this book to the Belgian Royal Family. In this era of "war and peace," the book serves as a tribute to Queen Elisabeth I as a nurse and mother to wounded soldiers. The healing power of the narrative and smart **KIM²** dialogue echoes the work of Belgian nurses during the First World War. Their motto and threefold mission was: "sometimes to heal, often to relieve, always to comfort." Belgian nursing practices had a profound impact on both the physical and emotional wellbeing of wounded soldiers and civilians, playing a life-saving role in care. What is particularly notable about the Belgian nurses is the time they devoted to conversations with the wounded, highlighting the comforting and healing aspect of their work. This contrasted sharply with British nurses, who were bound by strict regulations that forbade them from sitting at a soldier's bedside. British soldiers were addressed only by their numbers, and Belgian nurses observed that their British colleagues provided far too little moral support and comfort. This made Belgian nurses widely respected and admired. Listening and offering comfort—often healing and relieving—was the essence of Belgian nursing work during the First World War. Until the end of the nineteenth century, nursing was almost exclusively performed by female religious orders. This period laid the groundwork for the professionalisation of the nursing profession in the first decade of the twentieth century. During the First World War, the image of Belgian front-line nurses as mother figures was particularly prominent. In this context, Queen Elisabeth I is remembered as a nurse and

mother to the soldiers. Though she was never permanently active as a nurse due to her other obligations, her regular presence in front-line hospitals and her narrative approach earned her acclaim for the healing power of her listening, support, and empathy—for both the wounded and the nurses themselves. The narrative approach of Queen Elisabeth I's work has largely remained unknown but deserves a central place, both in the commemoration of the First World War and in today's narrative and "onlife" world.

As a corporate multiperspectivist, I aim to drive innovation in this phygital world. I seek to bring people together pluralistically within the ecosystem, demonstrate distributed leadership, emphasise the importance of an evidence-based approach, and promote the development of multiple competencies. Above all, I aim to inspire others to walk the multiperspectivist path and become a **BreakOut** leader. This involves avoiding the pitfalls of evading "smart" dialogue, abusing power, pursuing self-interest, shifting responsibilities, or delegating them to higher or lower levels. To achieve a "smart" consensus, you must focus on both multilateral and bilateral customer interactions[2], as well as on multiple-partiality approaches. By doing so, you create a psychologically safe environment for living and working and learn to positively value every situation of difference—even when profound disagreements exist regarding which paths may lead back to some ultimate, lost truth.