



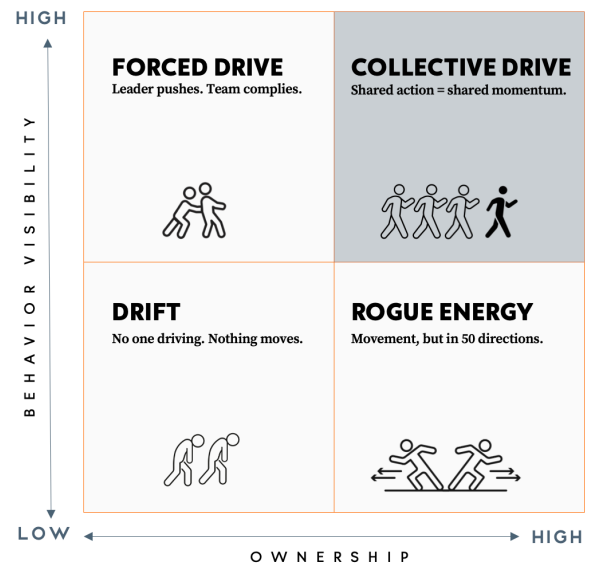
THE 4 PATTERNS OF MOVEMENT®

Every organization is moving.
The question isn't if — it's how.
Some move because they're pushed.
Some move because they're inspired.
Some move in every direction at once.

And a few move together — with rhythm, ownership, and purpose that sustain themselves.
These are the four patterns of motion inside every system.

The Two Key Forces That Define Movement

- Behavior Visibility — how easily people can see what matters and what “good” looks like.
- Ownership — how deeply people feel the outcomes belong to them



Where those two forces intersect, we find four distinct organizational behaviors:



Low Visibility / Low Ownership ▶ Drift

“We’re busy... but not sure toward what.”
Effort without focus. Activity without progress.
No one’s to blame — they just can’t see the path or their part in it. Meetings are filled with good intentions, but the motion never leaves the room.



High Visibility / Low Ownership ▶ Forced Drive

“We move when the boss says go.”
The system depends on pressure from above.
Performance spikes when leaders push, then dips when they stop. This is motion by compliance — effective in bursts, exhausting over time.



Low Visibility / High Ownership ▶ Rogue Energy

“Everyone’s hustling... in different directions.”
Passionate, innovative, but scattered.
Teams act fast but lack alignment; duplication, tension, and burnout rise. What feels like autonomy is often just fragmentation in disguise.



High Visibility / High Ownership ▶ Collective Drive

“Everyone sees it. Everyone moves it.”
Direction is visible. Behavior is modeled. Ownership is shared. Systems reinforce progress until movement becomes culture. The leader’s energy becomes less of a factor — because the team’s energy is designed.

The goal isn't to label, but to see. Because once you can see your movement pattern, you can design your way out of it.

Collective Drive isn't the loudest quadrant — it's the quietest. It's where motion happens naturally, not nervously. Where leadership stops being a source of pressure and starts being a source of pattern.

Drift happens by accident.
Forced Drive happens by pressure.
Rogue Energy happens by enthusiasm.
Collective Drive happens by design.

THE 4 PATTERNS OF MOMENTUM®

HIGH

BEHAVIOR VISIBILITY

LOW

FORCED DRIVE

Leader pushes. Team complies.

Leader pushes; others comply; movement exists but requires constant leadership pressure



COLLECTIVE DRIVE

Shared action = shared momentum.

Shared ownership + shared behavior = synchronized movement, reinforced by the system, not the leader



DRIFT

No one driving. Nothing moves.

No one is driving, no shared behaviors, momentum decays by default



ROGUE ENERGY

Movement, but in 50 directions.

People are active and passionate, but uncoordinated movement with friction, silo wins over system wins



OWNERSHIP

HIGH

DRIFT

Leader behavior: explains, re-explains, wonders why no one is acting

Team behavior: waits for direction, performs tasks, defends workload

Culture language: "They should..." "We weren't told..."

FORCED DRIVE

Leader behavior: pushes, tracks, checks, motivates, chases

Team behavior: compliance, minimum viable performance

Culture language: "We're doing it because they said to"

ROGUE ENERGY

Leader behavior: praises performance goal but can't scale it

Team behavior: self-directed but competing for resources / priorities

Culture language: "We're doing great...why aren't they?"

COLLECTIVE DRIVE

Leader behavior: routine behavior, reinforces system, removes friction

Team behavior: no passengers → everyone drives performance

Culture language: "We move together or we don't move."



THE COLLECTIVE DRIVE ASSESSMENT ©

Rate each statement from 1–5
1 = Rarely true
3 = Sometimes true
5 = Consistently true

Behavior Visibility / Coordination (Y-Axis)		1	2	3	4	5
1	Our key team behaviors are clearly visible and consistent across shifts, locations, or departments.		●			
2	When performance drifts, we can quickly trace it to a specific behavior gap, not just a missed metric.			●		
3	Teams regularly review and adjust behaviors together, not just discuss numbers.			●		
4	There is a shared rhythm to how we start, communicate, and close work.		●			
5	Leaders model the same behaviors they expect from their teams—visibly and consistently.		●			
VISIBILITY SCORE (AVG)		2 . 4				

Ownership / Distributed Energy (X-Axis)		1	2	3	4	5
6	Team members take initiative to solve problems without waiting for management approval.			●		
7	Success and failure are discussed as our results, not their results.		●			
8	People challenge poor behaviors respectfully—peer to peer, not just top-down.				●	
9	When the leader is away, the team continues performing at the same level.				●	
10	Recognition and improvement ideas come from within the team, not just leadership prompts.				●	
OWNERSHIP SCORE (AVG)		3 . 4				

Interpreting Results

- Drift :** Start by making behaviors visible. Leaders must show *what good looks like* before expecting others to follow.
- Forced Drive :** Shift focus from compliance to co-ownership. Invite teams to design and refine the workplace flow.
- Rogue Energy :** Create alignment systems—shared goals, cadence meetings, and visible standards.
- Collective Drive:** Reinforce it. Recognition, peer coaching, and reflection loops keep energy synchronized.

Reflection

- Q What quadrant do you believe we're in today?
- Q What evidence supports that (behaviors, not opinions)?
- Q Which single behavior, if made visible and shared, would shift us toward Collective Drive?
- Q What's one friction point keeping us from distributed ownership?

