IP BEST PRACTICES

Start with Who

A best practice shared by Henno Janmaat.

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Start with Who

A method for steering change when too many variables shift at once for any fixed masterplan to hold, anchoring meaning in whoever is actually here rather than in a static plan.

Key steps

Instead of managing every interlocked variable directly, the approach starts by asking who is here right now — because meaning only exists once it's carried by people, and those people rotate.

The team cycles repeatedly through who ’ why ’ how ’ what, cascading it into OKRs across sponsor, leadership, and delivery teams as conditions shift.

The cycle repeats on an ongoing basis rather than closing as a one-off program, so the practice becomes part of how the organization runs — building an adaptive skill rather than a fixed outcome.

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