

OPEN RESOURCE GUIDE

The Four Movements of HICD Forward

A practical guide to aligning on performance gaps, seeing the system clearly, co designing interventions, and embedding learning for adaptation.

Resource type	Open resource guide
Intended users	Institutional leaders, reform teams, OD and HICD practitioners, donors, sector specialists, and technology partners
HICD Forward movement	Cross movement resource
Related pillars	All Seven Performance Pillars
Estimated reading time	12 minutes

WHY THIS RESOURCE MATTERS

The four movements help leaders and practitioners move from visible activity or solution requests to a clear performance gap, a grounded view of operating reality, feasible intervention choices, and a learning routine that supports adaptation.

From Performance Gap to Practical Action

The Four Movements are the practical pathway of HICD Forward. They define how HICD Forward works once a performance challenge, reform ambition, modernization pressure, or solution request comes into view.

The pathway is disciplined without being mechanical. Teams do not need perfect certainty before acting, but they do need enough evidence to explain the operating pattern, make assumptions visible, and connect each action to the conditions shaping performance.

This guide explains what each movement is intended to accomplish, the questions it asks, the outputs it should produce, and the practical discipline that keeps the method useful. It is designed as a public orientation resource. Detailed facilitation logic, diagnostic questions, and protected tools remain part of the wider HICD Forward practice system.

What the Four Movements Are

The Four Movements define how HICD Forward works. The Seven Performance Pillars define what HICD Forward examines. Together, they connect diagnosis to action without turning institutional change into a checklist.

The movements do not replace sector, policy, technical, digital, data, or AI expertise. They provide a practical pathway for applying that expertise to a real institutional problem: clarifying the gap, understanding the conditions that produce it, designing feasible action, and embedding learning during implementation.

GRAPHIC ATTENTION: *Revise the panel headings to “The Seven Performance Pillars” and “The Four Movements.” Preserve all seven formal pillar names and the four formal movement names exactly: Align on performance gaps; See the system clearly; Co design interventions; Embed learning for adaptation. Replace the bottom architecture statement with: “The Seven Performance Pillars define what HICD Forward examines. The Four Movements define how HICD Forward works.”*

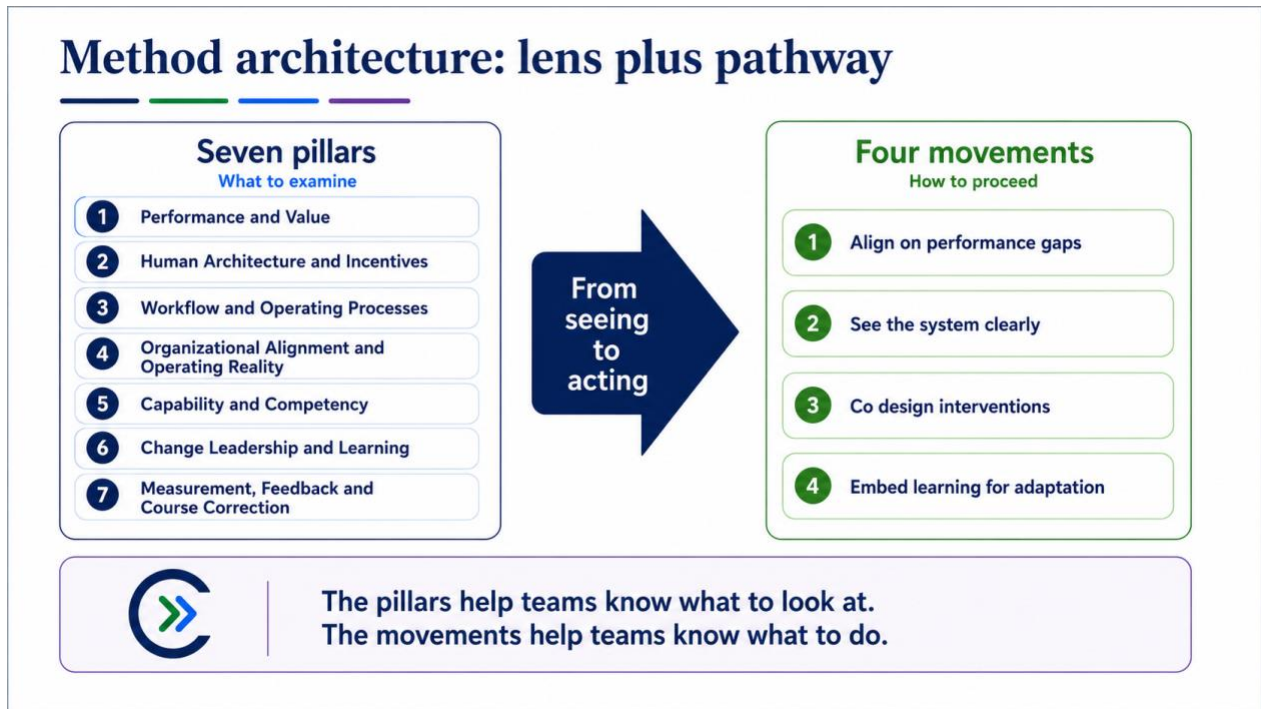


Figure 1. Method architecture connects what HICD Forward examines to how HICD Forward works.

METHOD ARCHITECTURE

The Seven Performance Pillars define what HICD Forward examines. The Four Movements define how HICD Forward works.

How the Movement Flow Works

The four movements work as one practical flow. Each movement has a different job, but each one prepares the ground for the next. The pathway moves from aligning on performance gaps, to seeing the system clearly, to co designing interventions, and then to embedding learning for adaptation.

The sequence is important, but it is not rigid. New evidence may send a team back to redefine the gap, revisit the diagnosis, or strengthen an intervention package. Returning to an earlier movement is not failure. It is disciplined adaptation.

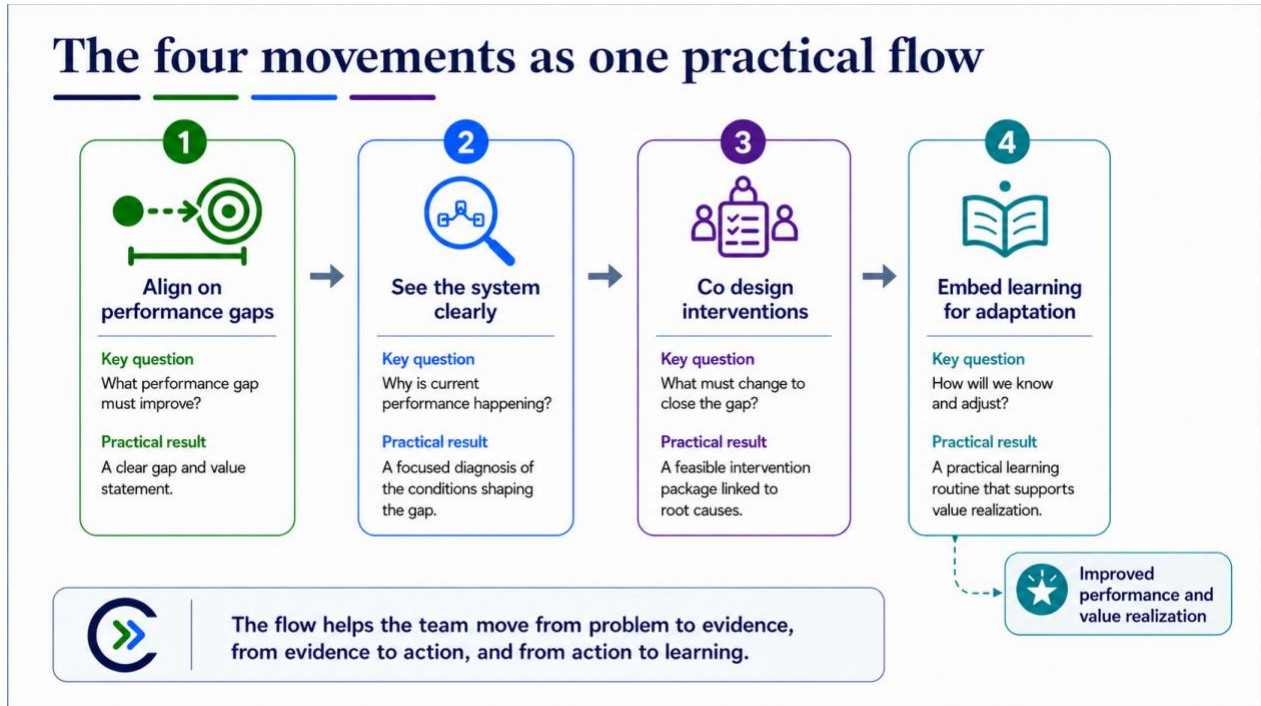


Figure 2. The movements guide the team from a performance gap to practical learning.

USE THE MOVEMENTS SEQUENTIALLY, BUT NOT MECHANICALLY

Do not move to solution design until the performance gap is clear. Do not treat rollout as success until learning routines are in place.

Align on Performance Gaps

Clarify what must improve, why it matters, and what evidence should guide the work.

Many engagements begin with a request for training, technology, a dashboard, restructuring, a policy, or a reform plan. Movement 1 pauses the solution conversation long enough to establish the performance anchor. It asks what is happening now, what should be happening, and what value is being lost or could be created.

Core Questions

- What is happening now, and what should be happening?
- What evidence shows the gap, and where is evidence still weak?
- Who is affected by the current result?
- What value is at stake for the institution and its stakeholders?
- What is inside the problem boundary, and what is outside it?
- What should the team avoid assuming too early?

What the Movement Produces

A strong Movement 1 leaves the team with a clear performance gap statement, an honest view of available evidence, a shared understanding of why the gap matters, and agreement on the next inquiry. The statement should be specific enough to guide diagnosis, but not so narrow that it locks the team into a preferred cause.

COMMON WRONG TURN

Defining the problem as the requested activity. A request for training, technology, restructuring, or communication is not yet a performance gap.

See the System Clearly

Understand why the current performance result is happening before designing action.

Movement 2 shifts the team from a stated problem to an evidence based explanation of operating reality. It examines how work actually happens, how decisions are made, what people are expected and enabled to do, and how leadership, governance, capability, incentives, data, and learning routines shape the result.

Use the Pillars Selectively

The Seven Performance Pillars help teams examine Performance and Value, Human Architecture and Incentives, Workflow and Operating Processes, Organizational Alignment and Operating Reality, Capability and Competency, Change Leadership and Learning, and Measurement, Feedback and Course Correction. The goal is not to examine every pillar equally. It is to identify which conditions most clearly explain the performance gap. The pillars remain relevant throughout the method: they help frame the inquiry in Movement 1, guide diagnosis in Movement 2, shape intervention requirements in Movement 3, and become performance and learning signals in Movement 4.

Core Questions

- How does the work actually happen now?
- Where does work slow down, stop, repeat, or leave the formal process?
- Who owns the result, the decisions, the data, and the handoffs?
- What incentives, expectations, or informal norms shape behavior?
- What capability is required in the real workflow?
- Which conditions are most responsible for the gap?

Evidence and Outputs

Evidence may come from operating data, system logs, process records, observation, interviews, decision logs, service standards, user feedback, job aids, meeting routines, or examples of workarounds. The movement should produce a focused explanation of the current performance pattern: how work actually happens, where it slows or breaks, which conditions are most responsible, and what evidence supports that conclusion.

PRACTICAL DISCIPLINE

See enough of the system to act wisely. Do not turn the movement into a study of the entire organization.

Co Design Interventions

Translate diagnosis into feasible changes that fit the context and address root causes.

Movement 3 converts diagnosis into a coherent package of actions. Co design matters because the people who own, use, govern, and experience the work help shape what is practical. This improves fit, exposes constraints early, and builds ownership for implementation.

What May Be Included

- Workflow redesign and handoff clarification.
- Decision rights, governance, ownership, and escalation routines.
- Role expectations, incentives, manager reinforcement, and job support.
- Capability development, practice, coaching, and enabling resources.
- Data ownership, system integration, adoption support, and user feedback.
- Performance signals, leadership review routines, and stakeholder engagement.

Core Questions

- Which conditions matter most, and what action addresses each one?
- What must change in workflow, roles, governance, capability, data, or measurement?
- What can the institution realistically absorb now?
- What should happen first, and what depends on what?
- Who will own implementation and remove barriers?
- What risks could prevent adoption or follow through?

What the Movement Produces

A strong intervention package has a clear logic. Each action addresses a validated condition. Ownership is named. Sequence reflects dependencies and readiness. Risks are visible. Early tests are small enough to learn from and meaningful enough to inform later decisions.

COMMON WRONG TURN

Defaulting to a familiar solution. Training, technology, restructuring, communication, and dashboards are useful only when the diagnosis shows why they are needed.

Embed Learning for Adaptation

Make evidence, feedback, decisions, and course correction part of implementation.

Implementation creates new evidence. It shows whether the intervention fits the workflow, whether people are using it, whether governance is working, and whether performance is changing. Movement 4 turns that evidence into a regular decision process rather than a final report.

Learning Is a Decision Routine

Learning should be attached to the few signals leaders and teams can actually review. These may include performance results, adoption quality, workflow fit, data reliability, stakeholder experience, capability, barrier resolution, and value. The signal set should be small enough to use and strong enough to support decisions.

Core Questions

- What evidence should leaders and teams review?
- What few signals show whether performance is changing?
- Are people using the intervention in the intended workflow?
- What is improving, what is not improving, and what is blocked?
- What decision or adjustment is needed now?
- Who owns follow through, and when will the result be reviewed again?

What the Movement Produces

The practical output is a small learning system: a review rhythm, a focused signal set, named owners, an agenda for decisions, a course correction record, and clear criteria for continuing, adjusting, scaling, or stopping an intervention.

PRACTICAL DISCIPLINE

Reporting becomes learning only when evidence changes a decision, an action, a resource, or an assumption.

What the Four Movements Produce

Each movement should leave the institution with something usable before the next begins. Together, the outputs move the work from a performance gap, to a grounded system view, to a feasible intervention package, and then to a learning routine that supports adaptation.

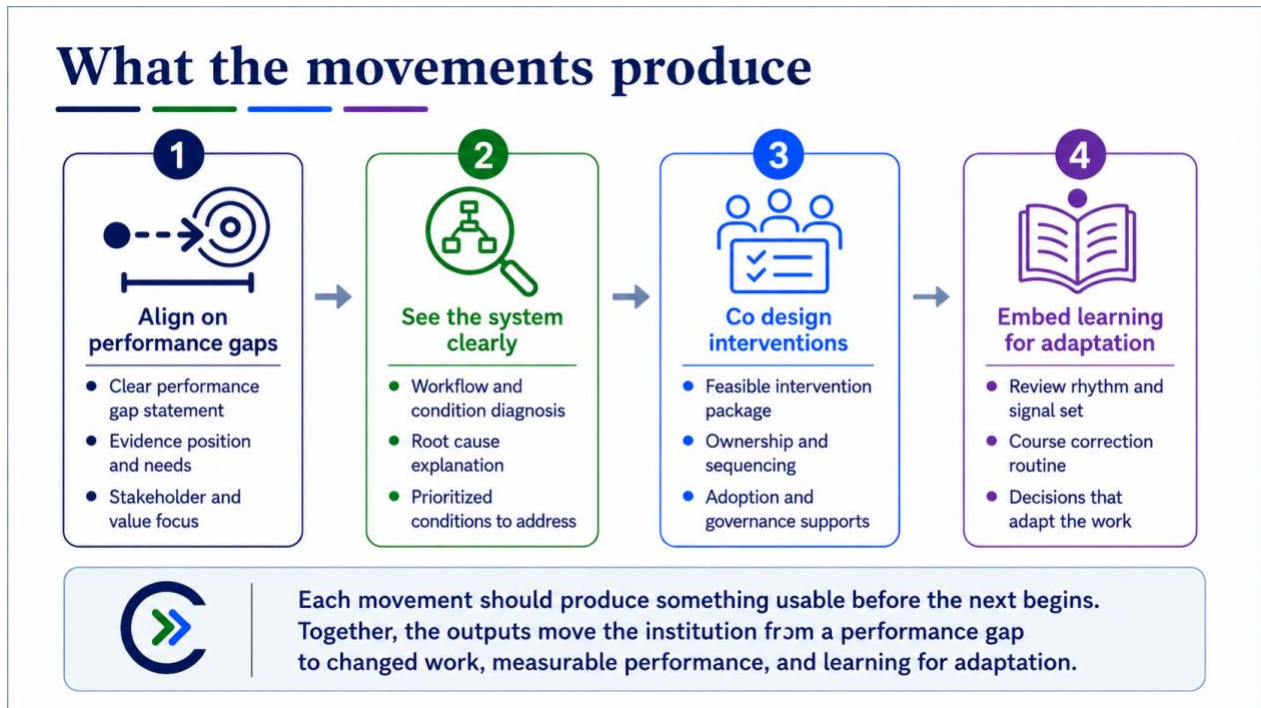


Figure 3. The Four Movements create a usable progression from performance gap definition to learning for adaptation.

PRACTICAL STARTING POINT

Name one performance gap. Use the pillars to see the system clearly. Then co design the few changes the institution can absorb and build the learning routine that will keep the work moving.

Using This Public Resource

This guide is designed to make the Four Movements understandable and usable as an open orientation resource. It explains the pathway, the role of each movement, and the way the movements connect to the Seven Performance Pillars. Detailed facilitation logic, diagnostic questions, and protected tools remain part of the wider HICD Forward practice system.

Related HICD Forward Resources

- HICD Forward Executive Overview.
- HICD Forward White Paper.
- The Seven Performance Pillars of HICD Forward.
- HICD Forward Field Guide and Diagnostic.

Primary source foundation: HICD Forward White Paper. Supporting practice resources include the HICD Forward Executive Overview, The Seven Performance Pillars of HICD Forward, and the HICD Forward Field Guide and Diagnostic.