

FRICTIONLESS MOVEMENT

Tom Murton

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WE HAVE MOVEMENT PROBLEM

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What if: Team members didn't need to change employers to grow?

What if: Internal movement could boost engagement, productivity, retention?

50%

“Training Industry Magazine, 2025”

50%

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WHY IT MATTERS

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Retention

Productivity

Finance

PEOPLE IMPACT

41%

Longer at companies with high internal mobility.

Lytics / University of Minnesota

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Longer at companies with high internal mobility.

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61%

Cite upskilling opportunities as a key reason to stay

Amazon/Gallup, 2021

PEOPLE IMPACT

41%

Longer at companies with high internal mobility.

Lytics / University of Minnesota

61%

Cite upskilling opportunities as a key reason to stay

Amazon/Gallup, 2021

57% / 48%

57% want to update skills; nearly half will consider job changes to do so

PRODUCTIVITY IMPACT



13%

more productive

Oxford University, 2019

PRODUCTIVITY IMPACT

13%

more productive

Oxford University, 2019

31%

currently feel engaged at work

Gallup, 2024

FINANCIAL IMPACT

0.5–2x

Cost to replace someone

Gallup - Cost of replacing an employee

FINANCIAL IMPACT

0.5–2x

Cost to replace someone

Gallup - Cost of replacing an employee

+18% / 21%

more expensive / likely to leave

Lytics / University of Minnesota - External hire cost vs internal

THE JOURNEY

Individual Moves → Lightweight Programs → Systematic Approach

INDIVIDUAL MOVES:

TL → Data

From Tech Lead to Data Tech Lead

INDIVIDUAL MOVES:

TL → Data

From Tech Lead to Data Tech Lead

BE → Mobile

From BackEnd to Mobile

INDIVIDUAL MOVES:

TL → Data

From Tech Lead to Data Tech Lead

BE → Mobile

From BackEnd to Mobile

LIGHTWEIGHT PROGRAMS

EXPLORATION WITH DX

LONDON TEAM WIDE ROLL OUT

WHOLE OF TECH ROLLOUT

WHOLE OF TECH ROLLOUT

THREE SIMPLE STARTER IDEAS

Team Swap

THREE SIMPLE STARTER IDEAS

Team Swap

Vacancies

THREE SIMPLE STARTER IDEAS

Team Swap

Vacancies

Conversation

(KEEP) SUPPORTING IT

Psychological Safety

(KEEP) SUPPORTING IT

Psychological Safety

Leadership Support

(KEEP) SUPPORTING IT

Psychological Safety

Leadership Support

Transparency

(KEEP) SUPPORTING IT

Psychological Safety

Leadership Support

Transparency

Context &
Adaptation

COMMON CONCERNS

Mass Movement Myth

Project Delays Myth

Promotion-Only Myth

WHAT WOULD YOUR TEAMS
UNLOCK IF THEY COULD MOVE
FREELY?

THANK YOU

MY OWN CURRENT JOURNEY