

# 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

# WHY IT MATTERS

Retention

Productivity

Finance



# PEOPLE IMPACT



41%

*Longer at companies with high internal mobility.*

*Lytics / University of Minnesota*

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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