



PROGRAMME LEADS

From **Waiting** to **Acting**

How to spot the "more research" assumption in your organisation and help your colleagues take their first real steps in sustainability.

— *FutureFit Collab Practical Guides Series*

AUDIENCE

Programme leads

READ TIME

30 minutes

BUDGET NEEDED

None

FIRST STEP

This week

INTRODUCTION

The assumption **hiding** in plain sight

You have a sustainability plan. Your organisation has policies. There are meeting notes, working groups and good intentions.

Not much is changing in daily practice. If that sounds familiar, you are not dealing with a knowledge problem. You are dealing with an assumption problem. Somewhere in your organisation, the belief lives that you still need **more research, more data, more preparation** before you act.

This guide helps you spot that assumption and give your colleagues what they need: a small, real first step they take this week, without a budget and without their manager's approval.

This guide moves through **three connected stages**

STAGE 1 — DIAGNOSE

Where the assumption hides

Read the signals in your current conversations and meeting patterns.

STAGE 2 — ACT

→ Four practices that shift the dynamic

Concrete moves you make this week, without a budget or approval.

STAGE 3 — SUSTAIN

→ What to expect when you start

The eight-week arc. What good looks like, and what resistance looks like.

30

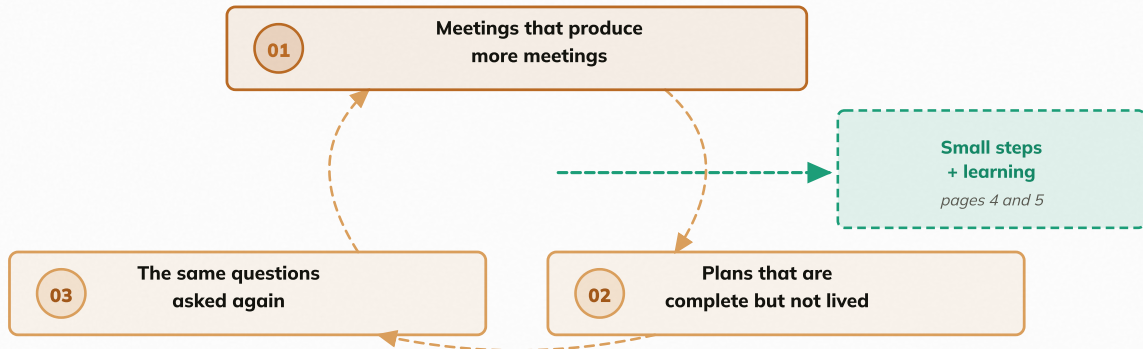
30 minutes and a bit of courage. You do not need a budget. You do not need your manager's approval. You need a question and the will to act on the answer.

DIAGNOSE

The waiting map

Figure 1. Where the waiting assumption lives in organisational space

FutureFit Collab, 2026



Three signals the waiting assumption is active. Signals 1 and 2 are structural. Signal 3 is cultural. **All three are addressable without a budget or permission.**

Why waiting feels like caution

The assumption rarely shows up as resistance. It sounds like professionalism: thoroughness, responsibility, rigor. That is what makes it so stubborn. The waiting is **indistinguishable from the preparation** that precedes real action.

Why action produces clarity

Clarity about what to do next does not come from more research. It comes from taking a small step and learning from it. Three weeks. One team. One practice. **That evidence belongs to your organisation.**

Page 3

Key insight

"Clarity about what to do next does not come from more research. It comes from **taking a small step** and learning from it."

ACT

Four shifts that **move** people

These are not programmes. They are moves you make in conversations this week. Each one addresses a specific form the waiting assumption takes.

1

Name the assumption out loud

Awareness before action

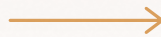
Before

"We need to do this properly before we start."

The assumption stays invisible because no one names it. Good preparation sounds like caution. Thoroughness sounds like responsibility. Neither moves.

mechanism

Assumption surfacing



naming the pattern is the first step out of it

After

"What would we need to take one small step today?"

One question, asked openly in a meeting, moves the conversation from preparation to action. Not confrontational. Clarifying.

2

Run a learning experiment

Small steps, real data

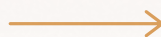
Before

"We need more data before we decide."

More research extends the waiting period without producing the clarity people are looking for. External evidence tells you what worked elsewhere. Internal evidence tells you what works here.

mechanism

Learning loops



three weeks, one team, one practice, debrief — that is real evidence

After

"If we do X for three weeks, what do we learn?"

A bounded test with a clear question. Not a pilot. An experiment. The data belongs to your organisation, not a consultant's report.

ACT — CONTINUED

Shifts three and four

3

Make the invisible visible

Show, don't tell

Before

"We have communicated the strategy to all staff."

Sustainability stays abstract as long as it lives in reports. Information alone does not change behaviour. People change when they see others around them changing.

mechanism

Social proof



a two-minute story from a peer moves people more than a ten-page strategy from leadership

After

"Here is what one colleague changed last month, and why."

A short story from a colleague in a team meeting. A visible example, not a policy. People see what sustainability looks like in their own work, not in a report.

4

Give people a role, not a task

Ownership over compliance

Before

"Please complete the sustainability checklist by Friday."

Tasks get done. Roles get owned. Compliance produces the minimum required. Commitment produces more than you asked for.

mechanism

Role identity



the difference is what you are asking someone to become, not only do

After

"You are the person who keeps sustainability connected to daily decisions in this team."

Ask someone to be the person, not do the task. A one-on-one conversation about what they care about and how that connects to their work is where you start.

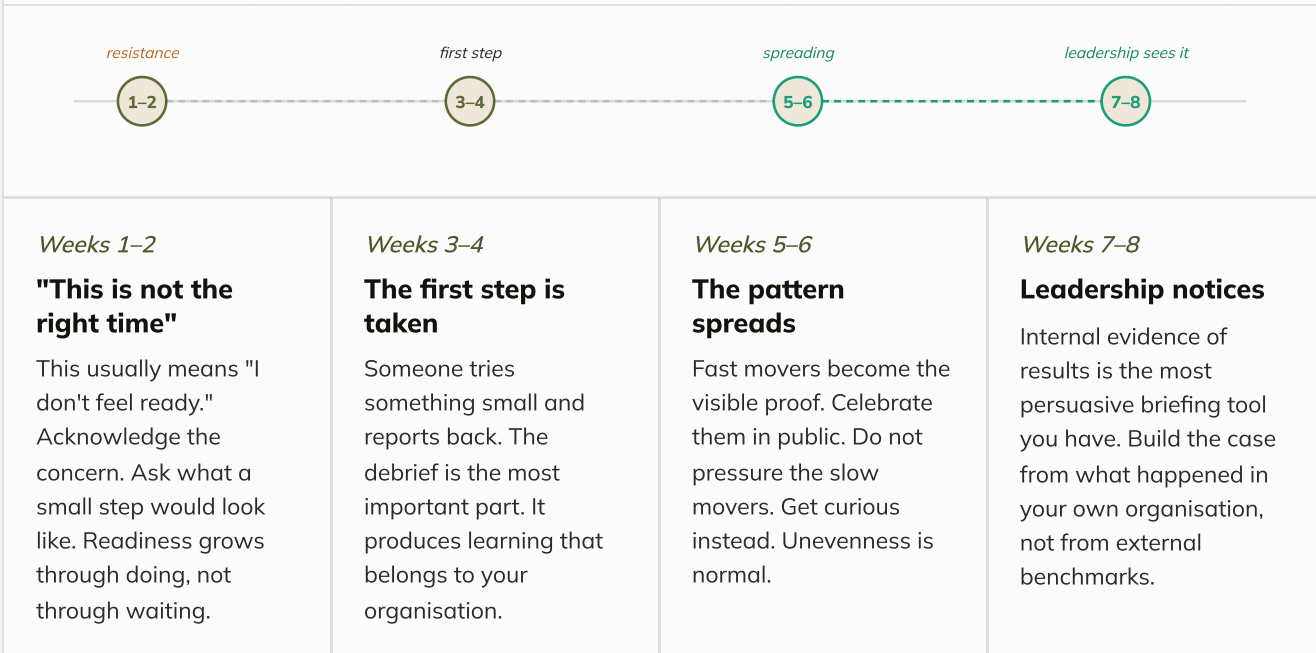
SUSTAIN

The eight-week arc

Starting is rarely clean. The first weeks test whether you are serious or performing change. **Most people stop before anything becomes visible.** The first signal is rarely new behaviour. It is a new conversation.

Figure 2. Eight-week pattern after first intervention

FutureFit Collab, 2026



A reminder worth keeping



Cultural change in an organisation does not happen because of a good strategy. It happens because enough people at different levels start doing things differently, and start talking about it.

You are one of those people. That is not a small thing.

FUTUREFIT COLLAB

Ready to move from awareness to embedded practice?

FutureFit Collab helps organisations shift from sustainability plans to lasting action in culture, structure and daily behaviour. We work at every level, from boardroom to front line, to make the sustainable choice the obvious choice.



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Is your team still waiting to act?

Forward this guide to a colleague who keeps preparing to prepare. The question on page 3 takes five minutes. The experiment on page 4 takes three weeks. **The argument works best when it lands alongside the person who needs it most.**



PRACTICAL GUIDES SERIES

FutureFit Collab publishes practical guides every two weeks for programme leads, sustainability managers and team facilitators. Each guide takes 30 minutes and produces one first step.