The Exo Launch Toolkit

Frameworks, templates & scorecards ready to use out of the box.

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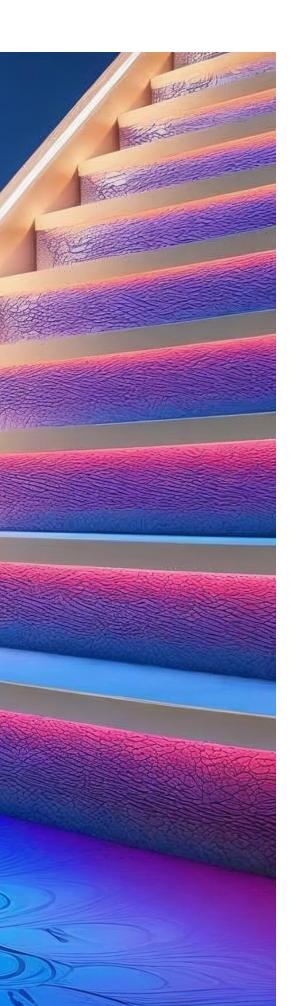


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Introduction

Turn Insights Into Action with Practical Tools, Templates & Scorecards

You've just completed The 10X Shift—and now it's time to take everything you've learned and start building exponential momentum.

This toolkit is your next step.

It's designed to help you move from inspiration to implementation with practical, easy-to-use tools based on the Exponential Organizations (ExO) model. Whether you're launching a new initiative, transforming an existing organization, or just taking your first bold step, this toolkit gives you a structured path forward.

The Exponential Quotient (ExQ) Assessment

Before taking your next step, begin with the **Exponential Quotient (ExQ)** Assessment. This diagnostic tool gives you a structured way to evaluate where you or your organization stand across the 11 ExO Attributes.

This complements your 10X Shift self-reflection by helping you understand your current exponential maturity level—and where you have the most room to grow.

You'll identify where your greatest leverage lies and which attributes need the most attention as you move forward.

Take the ExQ Assessment at <u>exqsurvey.com</u>

Finalize Your MTP

Your Massive Transformative Purpose (MTP) is the foundation of all exponential growth. Use this space to refine and commit to it.

MTP Finalization questions to answer:

- What bold change do I want to see in the world?
- Why does this matter deeply to me?
- Who else shares this passion?
- What would success look like 10 years from now?

Leverage <u>AI-X</u> and <u>MTP Genie</u>

Your MTP should energize you and others, act as your true north, and guide every decision.

Exo Foundations Course

The ExO Foundations course is the best way to dive deeper into each of the 11 Attributes introduced during the workshop. It's self-paced, video-based, and designed to give you a working knowledge of the model in action.

Start learning now: <u>ExO Foundations</u>

Additional Resources

- Read the Book: <u>Exponential Organizations 2.0</u>
- Talk to AI-X: Your ExO AI Assistant

QUOTES FROM PAST PARTICIPANTS

"I AM REALLY IMPRESSED AND EXCITED ABOUT THIS MOVEMENT WHICH DEFINITELY WILL BE A GAME- CHANGER IN THE WORLD."

"RIGHT AMOUNT OF TIME AND EASY TO FOLLOW; SIMPLE WAY TO INTRODUCE EXO CONCEPT & APPROACH; WELL-DESIGNED CONCEPTS AND MATERIAL."

"TO FORM PART OF A COMMUNITY THAT SHARES THE SAME PURPOSE TO MAKE A MEANINGFUL CONTRIBUTION TO THE WORLD, AND HELP HUMANITY REMAIN RELEVANT IN THE AGE OF DIGITAL DISRUPTION."

"ABSOLUTELY LOVED THE IDEA, CONCEPT AND EXECUTION, WOULD LIKE TO LEARN MORE."

AI-X Prompt Guide

Use the prompts below to get the most from <u>AI-X</u>:

Get exponential insights in real-time!

AI-X is your always-on thinking partner—trained in the Exponential Organizations methodology and ready to help you apply the ExO model to your organization, project, or idea.

Use the prompts below to ask better questions, unlock new thinking, and accelerate action.

GENERAL PROMPTS

- "I'm working through the 10X Shift workbook can you help me summarize what the ExO Model is all about?"
- "Give me a 1-paragraph explanation of each ExO Attribute."
- "What are 3 common misconceptions about exponential growth?"
- "What are some examples of companies using the [insert Attribute] attribute really well?"

MTP PROMPTS

- "Help me brainstorm a Massive Transformative Purpose for my company. We work in [industry/space]."
- "Can you refine this MTP to make it more bold and compelling: [insert draft MTP]?"
- "What are some powerful MTPs from real companies for inspiration?"

SCALE ATTRIBUTE PROMPTS

Staff on Demand

- "What parts of our business could be done more efficiently with Staff on Demand?"
- "What platforms are best for sourcing freelance experts in [your industry]?"

Community & Crowd

- "How can we use community to create more engagement and value?"
- "Give me ideas for involving our community in product innovation."

SCALE ATTRIBUTE PROMPTS (CONTINIED)

Algorithms

- "What are examples of algorithms or Al we could use to improve decision-making in our organization?"
- "Suggest simple ways we could start using predictive analytics."

Leveraged Assets

- "Where might we be holding onto assets we could be leveraging instead?"
- "Give examples of companies that scaled without owning the core assets they rely on."

Engagement

- "How can we design a simple gamified experience to increase user engagement?"
- "What does emotional engagement look like for a B2B business?"

IDEAS ATTRIBUTE PROMPTS

Interfaces

- "How could we design a better interface between our users and our service?"
- "Where might a digital dashboard make our business more efficient?"

Dashboards

- "What are 5 metrics we should track weekly to understand our exponential performance?"
- "Design a simple dashboard layout for our team."

Experimentation

- "What's a low-cost experiment we can run to test [insert idea]?"
- "How do we build a culture that embraces small failures to drive learning?"

Autonomy

- "What does autonomy look like inside highperforming ExOs?"
- "How can we create more autonomous teams in our current structure?"

IDEAS ATTRIBUTE PROMPTS (CONTINUED)

Social Technologies

- "Recommend tools to increase transparency and collaboration across remote teams."
- "What are ways to use social tech to replace top-down communication?"

STRATEGY & IMPLEMENTATION

- "What would an Exponential version of my company look like?"
- "Help me identify our most exponential opportunity right now."
- "Draft a 30-day action plan using the ExO Model."
- "What's the best way to pitch exponential transformation to my leadership team?"

REFLECT & REFRAME

- "Here's what I learned today: [paste notes].
 Help me summarize and prioritize key insights."
- "What's one question I'm not asking that I should be?"
- "What exponential blind spots might I be missing?"

Your 12-Week ExO Plan

From Awareness to Implementation in 12 Focused Weeks

This tracker will help you take what you've learned in The 10X Shift and apply it week by week. It's built to guide you from understanding the ExO model to taking real action on the attributes most relevant to you or your organization.

TIPS FOR SUCCESS

- Don't rush the selection—choose attributes that align with your MTP and have high potential impact
- Keep experiments small and fast—speed and learning are more important than perfection
- Use the **ExO Canvas** to visualize how the pieces are coming together
- Leverage your peers or team to test ideas in real-world contexts

Your 12-Week ExO Journey

Week 1: Finalize Your MTP

 You have done this above and so are already on your journey to being an ExO

Weeks 2–4: Explore All 10 ExO Attributes

• Take three weeks to study the full ExO Attribute set and to complete an ExO Canvas, a template for this is in the pages that follow.

Remember that you can read Exponential Organizations 2.0 at <u>openexo.com/book</u> Ask questions and explore examples using AI-X at <u>openexo.com/chat</u>

Weeks 5–12: Focus Deeply on 4 Attributes

- Select the 2 SCALE and 2 IDEAS attributes that resonate most or present the greatest opportunity.
- Spend two weeks on each to test ideas, implement changes, and document progress.

Example Focus Plan

Phase	Focus Area	Goal
Week 1	MTP	Clarify and commit to your purpose
Weeks 2-4	Explore SCALE + IDEAS Attributes	Understand all 10 and identify top 4
Weeks 5-6	SCALE Attribute #1	Run experiment and reflect
Weeks 7-8	SCALE Attribute #2	Run experiment and reflect
Weeks 9-10	IDEAS Attribute #1	Run experiment and reflect
Weeks 11-12	IDEAS Attribute #2	Run experiment and reflect

Week	Focus Area	What I'm Exploring or Doing	Insights / What I Learned	Next Step
1	Finalize Your MTP	Refine and commit to your Massive Transformative Purpose (MTP)		

Week	Focus Area	What I'm Exploring or Doing	Insights / What I Learned	Next Step
2	Explore SCALE Attributes	Read about SCALE, reflect on how each applies to your org or idea		

Week	Focus Area	What I'm Exploring or Doing	Insights <i>I</i> What I Learned	Next Step
3	Explore IDEAS Attributes	Do the same for IDEAS. Identify potential attributes to focus on later		

Week	Focus Area	What I'm Exploring or Doing	Insights / What I Learned	Next Step
4	Complete Your ExO Canvas	Fill out the Canvas template. Use AI-X + the book to help		

Week	Focus Area	What I'm Exploring or Doing	Insights / What I Learned	Next Step
5	SCALE Attribute #1 - Deep Dive	Research, ideate, design your first micro- experiment		

Week	Focus Area	What I'm Exploring or Doing	Insights <i>I</i> What I Learned	Next Step
6	SCALE Attribute #1 - Execute & Reflect	Run the experiment, note results, iterate		

Week	Focus Area	What I'm Exploring or Doing	Insights / What I Learned	Next Step
7	SCALE Attribute #2 - Deep Dive	Repeat process for second SCALE Attribute		

Week	Focus Area	What I'm Exploring or Doing	Insights / What I Learned	Next Step
8	SCALE Attribute #2 - Execute & Reflect	Run the experiment, note results, iterate		

Week	Focus Area	What I'm Exploring or Doing	Insights <i>I</i> What I Learned	Next Step
9	IDEAS Attribute #1 - Deep Dive	Choose the IDEAS Attribute that matters most– research, design your test		

Week	Focus Area	What I'm Exploring or Doing	Insights / What I Learned	Next Step
10	IDEAS Attribute #1 - Execute & Reflect	Run the experiment, note results, iterate		

Week	Focus Area	What I'm Exploring or Doing	Insights / What I Learned	Next Step
11	IDEAS Attribute #2 - Deep Dive	Final attribute focus–go deep, go bold		

Week	Focus Area	What I'm Exploring or Doing	Insights / What I Learned	Next Step
12	IDEAS Attribute #2 - Execute & Reflect	Run the experiment, note results, iterate		

ExO Canvas

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MTP Massive Transformative Purpose Staff on Demand Information Interfaces Implementation i Sul دَمَةُ Community & Crowd **Dashboards** Algorithms **Experimentation** 603 **Leveraged Assets Autonomy H** Engagement **Social Technologies**



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ExO Canvas

MTP Massive Transformative Purpose Why does the organization exist? What is the target of the organization? What is the purpose of the organization? Do kids and grandmas understand it? Information Staff on Demand Implementation Interfaces Can we build a cloud of external "employees"? Can we build an API that connect our systems with How will we implement the right culture What data do we have? the community? How could we have the best employees for each activity? along the whole organization? How will we How should we find and hire? By using an agency? Direct? Can we create a marketplace to drive growth? What data do we need? Local? Remote? Platform? What can we do to provide my product/service in a measure it? self-service mode? How will we drive the organization toward How will we collect data for the algorithms? **Dashboards** రిశ్రీ Community & Crowd the MTP? How will we measure it? Why do you need to have real-time data? Is there an existing community we can leverage? Is the data we need available? How will we turn external community into advocates? What real-time data do you need to track/measure? What collection of projects should we run How will we create value for my community? What systems will you use in order to measure that data? Can we buy it? Rent it? Make it? to implement the above attributes? How can the community create value for my product? What will you do with this data? What are the key elements everyone on the **Algorithms** Experimentation team has to agree on? Why are we developing algorithms? What do you want to learn and what experiments will you run to do it? Wich labor/activity/task can we automate? How will you measure the success of the experiments? Which algorithm/systems/platforms are you going to use to process/leverage the information you have? How can we encourage experimentation within the organization? **Autonomy** Leveraged Assets What type of fixed costs can we move off the balance sheet How can we reduce decision-delay or approval-chains? by renting them? How can we avoid too much management and allow the staff What processes can we outsource? to grow? Is there spare capacity lying around which we could re-purpose? Is there a framework/tools we could use? (OKR, Holacracy, etc.) Engagement **Social Technologies**

What contests/promotions can be created to increase customer acquisition? How can we leverage gamification to improve our products and services? How can you make people use your product every day?

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ExO Canvas V2.0 Co-created by a group of innovation experts from all around the world. Further information at www.exocanvas.com

How will we leverage social technologies to improve communication (within our team/community/clients)? What social network/tools can we use? Can we use social tools to do some of the work for us?

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Step 1: Draft an MTP (Massive Transformative Purpose*)



Massive Transformative Purpose (MTP) describes a better future

for the world (or at least your industry or community). It doesn't specify *how*.

It's not about you, your customers, your organization, your products or services. No 'you', 'we' or 'us'. You are not in the picture.

It is not a marketing slogan. It is your north star, but it doesn't restrict your organization from changing direction.

It might excite and scare you, and catch in your throat, it matters that much to you.

You might never fully achieve it, yet it is still worth striving for.

A great MTP attracts the customers, community, partners and resources you need to make a dent in the universe...

Examples:

- To accelerate the world's transition to sustainable energy. Tesla
- To make sustainable living commonplace. Unilever
- Organize the world's information. Google

"Never doubt that a small group of thoughtful, committed citizens can change the world: indeed, it's the only thing that ever has." – Margaret Mead

*See **Chapter 3 - What is a Massive Transformative Purpose?** in *Exponential Organizations: Why new organizations are ten times better, faster, and cheaper than yours (and what to do about it)* by Salim Ismail, Michael S. Malone & Yuri van Geest.

The Exponential Organizations Master Business Course is a part of the Growth Institute MBD Program. To learn more, visit www.growthinstitute.com/exo

Exercise - Each team member answers the following questions on their own, then team discusses & drafts MTP.

What do we really care about? Why?

What is our company's purpose on this earth (and beyond)?

What does the world hunger for? Why?

What would we do if we could never fail? Why?

What would we do if we received a billion dollars today? Why?

Your MTP (DRAFT #_____):



Step 2: Test Your Draft MTP



Your MTP (DRAFT #_____):

Well-Structured Examples

- To accelerate the world's transition to sustainable energy. Tesla
- To make sustainable living commonplace. Unilever
- Humans must become a multiplanetary species. SpaceX
- Organize the world's information. **Google**

Check your MTP: Include these qualities...

- Does it describes **a desired state** for the world, your industry or your community?
- □ Is it highly **aspirational**?
- □ Is it **unique**?
- □ Is it audaciously **Massive**, touching an industry, an entire community or the entire planet?
- □ Is it **Transformative**?
- □ Is the **Purpose** the "why" clear and unmistakable?
- □ Is there a sense of **Passion** and **Meaning**?

Remove these qualities...

- □ Is it a **Vision Statement** and about the organization?
- □ Is it about **Mission** and *how* to achieve the outcome?
- □ Is it **restrictive** to future business models?
- □ Is it a **Marketing Slogan** for customers?
- □ Is it a sentence for customer ("**you**")?
- □ Is it a sentence for us ("**we**")?
- □ Is it about the **business**?

Your MTP (DRAFT #_____):

Quick Test - The MTP Cocktail Party (by kentlangley.com)

Will your MTP cause the *right* people to "lean in"?

A great MTP creates a gravity field, attracting customers, partners, employees and whole communities out of the crowd to your cause. How might you rapidly test your MTP's gravity??

"What do you do?"

Imagine a cocktail party or mixer filled with people who might be a great fit for your MTP. Introduce yourself to a stranger...

Once names are exchanged, the next question is: "what do you do?". This is the moment to share your MTP. How will they respond? Will they "disengage", or will they "lean in" to learn more?

Pat: So Chris, what do you do??

Chris: My company is working to end opioid addiction and deaths, worldwide.

Pat: (*taking a step back*) Wow. Uh - did you see where the restrooms are? (*excuses self*).

Sandy: Chris, I'm Sandy. Sorry for eavesdropping, but did you say you were trying to end opioid addiction?? (*leans in toward Chris*) *That is incredible - how on earth are you going to do that?*

Next, attend a networking event or Meetup and share your MTP. If most people *disengage* (Pat), re-draft your MTP and try again. But if your MTP is pulling the right people out of the crowd to *lean in* and find out more (Sandy), it's time for more rigorous large-scale testing.

Now get out of the building, identify relevant communities, and test your MTP with them! (See ExO Attribute: Community and Crowd)

Share this form! https://info.growthinstitute.com/mtp-tool



Staff On Demand



Staff-on-Demand - Tap Global Talent for Exponential Growth!



Staff on Demand (SoD) are people who work for you on an asneeded basis. SoD is similar to the ExO attribute: **Leveraged Assets**, but leveraging pools of talent rather than physical assets and resources. Contract a home-based knowledge worker with a personal computer and you benefit from *both* attributes!

Adaptive Growth: Businesses growing exponentially (ExOs) must continually iterate and improve their offerings as they scale, at a pace conventional talent management processes cannot match.

- Today's technology makes available a whole world of talented people with the knowledge, skills and fresh points of view you need, all on-demand.
- Grow without the overhead of a large permanent workforce.

focus the talent where and

• SoD allows you to rapidly

when it's needed

"The half-life of a learned skill used to be 30 years. Today it's down to about **five**."

- ~John Seely Brown
- For 'Platform' businesses (Uber, Airbnb), SoD may be *fully automated with Interfaces* - application, onboarding, management and compensation *all self-serve*.

Examples:

- Augment design, marketing and creative services through 99designs.
- Outsource a portion of IS/IT functions to keep skills current and thinking fresh.
- Run a machine learning algorithm competition through kaggle.com, managed by a contractor from topcoder.com.
- Have your new IKEA office furniture assembled by taskrabbit.com.
- Build a fully-automated platform for hosts to join, then post accommodation



airbnb



Tips for getting started:

- Companies that are successful with Staff on Demand over time create a culture where external collaborators are treated as a valuable part of the company.
 - Create a strong <u>MTP</u> that attracts quality staff-on-demand.
 - Treat and compensate staff-on-demand fairly, or risk eroding your brand and running into regulatory challenges. (*Uber...*)
- Look for ready pools of resources for the roles you are thinking about shifting to SoD. Review "Community and Crowd" diagram for ideas, or consider owners of underutilized assets.
- Staff-on-Demand does not have to be on the scale of Uber and Airbnb to be of strategic advantage. Start with small <u>experiments</u> to prove out your concepts, *and get crystal-clear on outcomes, requirements and incentives.*
- From the start, design in 'knowledge capture' so experience and insights developed by an outsourced worker are not lost to the organization. For outsourced admin and knowledge work, aim for a 1:3 ratio of internal workers to staff-on-demand.

See **Chapter 3 - The Exponential Organization** in *Exponential Organizations* by Salim Ismail, Michael S. Malone & Yuri van Geest. The Exponential Organizations Master Business Course is a part of the Growth Institute MBD Program. To learn more, visit www.growthinstitute.com/exo Share this tool! blog.growthinstitute.com/exo/staff-on-demand

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Staff-on-Demand – Exponential Multiplier Worksheet – Tips!



Instructions – REVIEW THIS TIPS SHEET FIRST. Select desired business growth multiplier (2x, 3x, 5x or 10x). Read Example Scope of Staff-on-Demand Initiative Working down the column, answer questions. See example in '2x' column. We suggest you complete at least two of the columns (2x, 3x, 5x or 10x). TURN TO WORKSHEET.

Company	Name:	

Company Name:	You	ur MTP:		·····	
Desired business growth	2x	Зх	5x	10x	
Example Scope of Staff-on-Demand Initiative	Outsourcing marketing, administrative and maintenance staff, etc.	External firm provides specialized staff, embedded in company	Company staff are a seamless mix of full-time employees & SoD	SoD is core to creating and/or fulfilling demand for your offering at-scale	
Task or Service - to achieve the desired growth, what specific task or service could you outsource or <i>crowdsource</i> ?	Example: Moderating our community forums on social media.			Think: uber and airbnb. Transaction is between 'producers' and 'consumers' on a fully-automated platform. E.G. 'Driver transporting passenger'.	
Talent Pools - What sources of talent are available?	Example: Enthusiastic 'super- users' on our forums, who are already helping others out.	UAssist.Me, topcoder.com, upwork.com, company alumni?	upwork.com, wipro.com?	Your user community? Local universities? Owners of underutilized assets?	
Value Proposition - how will you attract and retain the best talent? (Autonomy and flexibility? Challenging work? Community? Compensation?)	Example: Flexible work schedule. Provide company email and access to customer support desk ticket system. Fair pay.			Rethink models of compensation and recognition for SoD to incent employee-like behavior, absent direct employee benefits.	
Metrics - How will you know your SoD strategy is successful and achieving healthy, sustainable growth?	Example: NPS score from community members they have assisted.			Which metrics help every member in the system know they are doing a good job? Dashboards are essential for tracking performance of automated, rapidly-scaling platforms.	
ExO Attributes - How will this initiative (2x, 3x, 5x or 10x) your business? What other attributes might you combine to multiply impact?	Example: Improved brand and social license to operate. Community and Crowd, Engagement, Autonomy, Interfaces.			For a platform business: interfaces, algorithms, dashboards, leveraged assets, community and crowd, experimentation + PlatformRevolution.com	



Staff-on-Demand – Exponential Multiplier Worksheet



Instructions –Select desired business growth multiplier (2x, 3x, 5x or 10x). Read Example Scope of Staff-on-Demand Initiative Working *down* the column, answer questions. We suggest you complete at least two of the columns (2x, 3x, 5x or 10x).

Company Name: _____ Your MTP: _____ **Desired business growth** 2x **5**x 10x **3**x Outsourcing marketing, External firm provides Company staff are a SoD is core to creating **Example Scope of** administrative and specialized staff, embedded seamless mix of full-time and/or fulfilling demand for Staff-on-Demand Initiative maintenance staff, etc. in company your offering at-scale employees & SoD Task or Service - to achieve the desired growth, what specific task or service could you outsource or crowdsource? Talent Pools - What sources of talent are available? Value Proposition - how will you attract and retain the best talent? (Autonomy and flexibility? Challenging work? Community? Compensation?) Metrics - How will you know your SoD strategy is successful and achieving healthy, sustainable growth? **ExO Attributes** - How will this initiative (2x, 3x, 5x or 10x) your business? What other attributes might you combine to multiply impact?



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Community and Crowd



Community and Crowd - The Engine of Exponential Growth!

Your **Community** is made up of people who are drawn to and aligned with your Massive Transformative Purpose (MTP). It can include employees, alumni, former team members, partners, and others in some actionable relationship with your MTP.

Community in an ExO is more than a simple transaction. The community creates a center of gravity that attracts and engages stakeholders in a network of relationships, developing over time through peer-to-peer interactions.

TED^x is an <u>example</u> of a successful community. The Technology, Entertainment, Design (**TED**) Conference began in 1984 as a physical event for 1,000 attendees. Today, it's a global media brand. Since 2009, **TED**^x, its



non-profit volunteer community franchise, has hosted almost 15,000 events. It has created, translated and shared talks garnering over 1 billion views, all of which advances **TED**'s MTP to *spread ideas*.

For ExOs, creating community is a *strategic* investment of time and leadership that will ultimately foster valuable interactions for *all* the stakeholders while helping the organization scale.

Tips for Creating Community

- **Start with your MTP** People form and invest in communities because they share interests, a sense of purpose and a feeling of belonging. In an ExO, your MTP catalyzes the formation, so if no one is showing up, or the wrong people are, <u>rework your MTP</u>.
- Find Like-Minded Communities If an existing organization, start with your customers, employees and partners. For new ventures, ask: What problem spaces does my MTP address?' and Who else has those problems?' <u>Reddit</u>, LinkedIn, MeetUp, and existing industry communities are great places to start.
- **Nurture the Community** Building and maintaining a community takes responsive attention. Maintain trust through actions of the leaders, and how the community is managed.
- **Create a Platform** automate peer-to-peer engagement. See: <u>Platform Revolution</u> by Parker, Van Alstyne and Choudary.

The **Crowd** is everyone else outside the community except <u>Staff-on-Demand</u>. They have some awareness of your product, community, MTP or your cause. They are people who *could* become a member of your community, if you create enough value or attraction for them to opt-in.



Harnessing the power of the Crowd

- Crowd-funding Sites like <u>KickStarter</u> or <u>Patreon</u> provide opportunities for people to fund what matters to them.
- **Crowdsourcing Innovation** Tap into the diverse experience of the crowd. <u>Lego Ideas</u> is a crowdsourcing and co-creating site where Lego enthusiasts post *incredible*



<u>model designs</u>. Others vote on them, and Lego reviews the best, most popular ideas for a commercial deal! Enthusiasts can then purchase these crowdsourced sets. This community is a meeting ground for Lego's enthusiast / builders (community), Lego fans (crowd) and customers!

- Validating and Supporting Ideas As you test your hypotheses and validate your business models on the journey to become an ExO, reach out to the crowd to validate your tests, find early adopters and receive other kinds of support for your ideas.
- **Growing your Community** The crowd is a great recruiting ground. To fuel exponential growth, how will you attract a bigger crowd, and how will you invite them to opt-in?

*See **Chapter 3 - The Exponential Organization** in *Exponential Organizations* by Salim Ismail, Michael S. Malone & Yuri van Geest. The Exponential Organizations Master Business Course is a part of the Growth Institute MBD Program. To learn more, visit <u>www.growthinstitute.com/exo</u> Share this tool - info.growthinstitute.com/community-and-crowd-tool



Community and Crowd - Designing your Community



- 1. What is your MTP? Who is attracted to your MTP? Are they the *right* people? (If not, access the <u>MTP Tool</u> *cocktail party* exercise to hone your MTP)
- 2. Why are you hosting a community? Are you creating a community to reduce cost of customer support? Get feedback on new ideas? Realize your MTP? Generate sales? (*Tip focus on listening before selling!*)
- **3. What groups are you already interacting with?** Customers? Vendors? Employees? LinkedIn or Facebook Communities? Independent user groups? Linking communities to yours may jump-start adoption.
- 4. What units of value are being exchanged? Your community will only stay on your platform to offer value to the community if they also receive what they need from the community. Likewise, your company needs something from the community to support investment. (credit for model: Bill Johnston, structure3c.com)

10EAS	The Member (i.e. your customer)	Host (your company)
Offers to the Community	 Builders: create and post their design entries Enthusiasts: view, vote and share to other sites; offer feedback and ideas on designs; buy winning sets 	 1% net sales on winning sets Prizes, recognition, involvement Community forum Implied: job opportunity?
Needs from the Community / Company	 Builders: feedback, votes, recognition, prizes; commercial deal Enthusiasts: belonging; involvement; ideas for their own models; access to new Lego Sets they influenced 	 Builders AND enthusiasts New product ideas Visibility on other online sites and communities Sales/Purchases Audition talent to recruit

Your community	The Member (i.e. your customer)	Host (your company)
Offers to the Community		
Needs from the Community / Company		

Community and Crowd - Checklist for Success*

- Are we using our MTP to attract and drive community and crowd engagement globally?
- □ Are the MTPs or purpose statements of individual community members in alignment with ours?
- □ Is our community engaged and participating in creating value?
- Are we using <u>gamification</u> to increase engagement within the community?
- □ Have we established thresholds and clear expectations for our participating community and crowd members?
- □ Have we attracted first-movers in the field, including those with expertise that is scarce?
- □ Are we receiving product/service feedback and market insight from our community and crowd?
- Do we offer performance and engagement incentive prizes to move individuals from crowd into community?

*From <u>Exponential Transformation</u>- The Ultimate Playbook to Evolve Your Business and Change the World for the Better ©2018 by Francisco Palao, Michelle Lapierre and Salim Ismail. Used with permission. <u>ExOFoundation.net</u>



Agorations



Algorithms - Leveraging Data for Exponential Growth

Algorithms are a set of instructions that are designed to do a specific task. For example, making a cup of tea. The process is documentable, repeatable, shareable, and potentially, scalable.

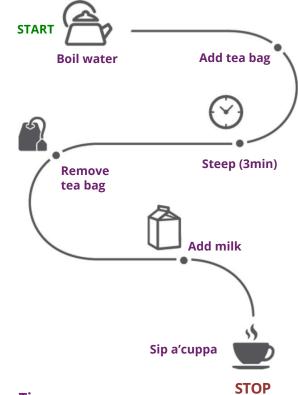
Yet as simple as that might sound, algorithms are the building blocks for process improvement, software and automation, "Artificial intelligence" (machine learning and deep learning) and much more.

Algorithms help companies make sense of *massive* amounts of data. In a world with billions of sensors and Internet of Things (IoT) devices, and mind-boggling amounts of data generated every day, algorithms are critical to business success for any exponential organization.

These capabilities are now accessible to startups and mid-market organizations!

A few examples of algorithms at work:

- **Personalized health:** Targeted cancer treatments using DNA sequencing. Early detection of heart conditions using 'wearables' (Apple Watch)
- **Search:** "Alexa, find me an electric tea kettle under \$50." (and of course, Google!)
- **Matching functions:** Matching a rider and driver (Uber), a guest to a host (AirBnb), or a shopper to the perfect blouse (Stitch-Fix)
- Prediction: Stock performance, autonomous vehicles, Facebook news feeds, consumer behavior
- Optimization: Vehicle routing (UPS saves their drivers 85 million miles per year with this gem!)



Where to begin in your organization

- Identify the problem or need you are trying to resolve
- Identify the 'customer' with the problem (internal or external to the organization)
- Identify the data you have
- Identify the data you need
- Set up and run experiments to learn about the problem, data and potential solutions
- Recruit the right resources to support your decisions and actions.

Tips

- Struggling to accurately predict and decide? e.g. Inventory levels, job costing, which styles to order. If you could rapidly predict with near-100% accuracy, what would that do for you?
- Where could you automate a costly, repetitive task?
- Where might an algorithm (or AI) be used to enhance performance of a person?
- Do a cost-benefit analysis for implementing any algorithm. Will the results be worth the cost of developing the algorithm and "feeding" it with data?
- Read about Experimentation and download our Experimentation Tool here https://blog.growthinstitute.com/exo/experimentation
- Consider staff-on-demand resources that you don't 'own' to quickly access expertise for your experiments.



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Algorithms - Where to begin



1. Problem

What problem or challenge do you wish to solve? Who is the 'customer' for the solution?

2. Data

Do you have the data you need? If not, what data do you need? Where can it be found or captured? (Some data can be purchased, other data is publicly available.)

3. Solution

What experiments could you run to to learn about the problem, data and potential solutions?



Use our ExO Experimentation Tool to design and run your experiments! blog.growthinstitute.com/exo/experimentation



If you didn't have that problem, what would it mean to your organization? (what's the value of *not* having the problem?)

How long have you been working on this problem? What have you tried?

Who does this data and subsequent decisions affect? (Consider regulators e.g. GDPR in EU)

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Leveraged Assets



Leveraged Assets - Why Own When You Can SCALE?



Leveraged Assets are assets you *don't own* and don't appear on your <u>balance sheet</u>, Instead, you *rent, lease, license* or *borrow* the asset. Sounds simple - we've been sharing stuff since *forever*!

But over the past four decades, the *way* we leverage assets has been repeatedly transformed by *digitizing*, *information-enabling* and *connecting* assets, adding value potential with each transformation.

We now take for granted *personal computing*, *software distribution* and *email* (1980s), the *Internet* and *digital media* (1990s), *consumer GPS*, *sensors*, the *Internet of Things* (IoT) (2000s), *cloud computing* (2006), *touchscreen smartphones*, (2007), *apps, blockchain* (2008) and now VR/AR. Yet with *every one* of these digital innovations, we improved how we leveraged (*or replaced*) our physical assets.

Physical vs. Digital Assets

 <u>Physical Assets</u> - material property (also *Real Assets*).



• **Digital Assets** - intellectual property (IP) in digital form.

Different Business Models

Google *Digital Assets* power exponential growth at cloud-based internet companies like **Google** and **Facebook**. *Digital Assets* are fast, easy and cheap to scale, almost free to distribute, and searchable - ideal building blocks.



∕o∖ airbnb

But how do *Physical Assets* play into the success of **Uber** (est. 2009) and **Airbnb** (est. 2008)? *Physical Assets* are nowhere near as fast, cheap or easy to scale (if at all). They are labor-intensive to search and find, and distribution is costly. So how *did* Uber and Airbnb leverage physical cars and rooms?

Airbnb owns no hotel rooms, yet in 2018 had four million listings worldwide - more than the top five hotel brands combined.

Unlocking the Potential of Physical Assets

Hidden Surplus - The consumer economy is generating an abundance of <u>owned</u>, <u>underutilized assets</u>, and <u>urbanization</u> is bringing together people and surplus assets as never before. But unless a consumer can *find* and *access* the asset they need, when they need it, *no value can be created*.



- Make the Physical Searchable With ubiquitous Internet access, sensors and GPS-enabled mobile devices, it is now possible to *information-enable physical assets*, then efficiently search, communicate and transact at-scale - the Internet-of-Things (IoT)
- **Rise of the Platform Business Model** <u>Digital Platforms</u>, such as Amazon Marketplace, automate the process of matching consumers to producers with surplus assets, allowing businesses (and Amazon) to *capture value* from each transactions.

Uber Leverages Physical Assets for Exponential Growth

 Hidden Surplus - Nothing says 'Consumer Economy' like <u>910</u> light vehicles per 1,000 people (US) sitting idle <u>95%</u> of the time. Uber's business model counts on this surplus of underutilized vehicles, accessed by drivers seeking extra income. Also, the model only works if passengers and assets are within *minutes* of each other when hailed, so a good thing <u>86%</u> of US residents are urban dwellers.





- Make the Physical Searchable Uber's business model fails unless every driver and passenger has a GPS-enabled smartphone, 'information-enabling' both the vehicle and the passenger! (Note that Uber was founded 2 years after the release of the iPhone...)
 - **Rise of the Platform Business Model** Even though Uber *relies* on a surplus of physical assets (vehicles and smartphones), they couldn't *own* every asset and still scale. Uber can *only* grow exponentially because they have created an efficient, scalable, multi-sided self-serve marketplace where both the marginal cost of customer acquisition and the marginal cost of delivery approach zero.



Leveraged Assets - Implementing Leveraged Assets



Implementing Leveraged Assets

ExO for Existing Organizations

- What assets could you shift from your books that would make a difference to your fixed and variable costs, valuation or tax structure?
- Optimize who owns what in your value stream, and who finances it. Do you have assets customers could leverage, or vice versa?
- Where could your physical assets be information-enabled? E.g Smart warehousing on-demand that tracks *your* inventory via IoT in a shared warehouse space.
- What assets (know-how, information or physical stuff) belonging to others, could you tap into? e.g. Smart Cities programs leverage data from traffic infrastructure and other Open Gov sources to improve access and mobility in their region.

ExO for Startups

- Think through your MTP and your business model, consider what assets are in surplus, recently information-enabled, or both. Probe for Airbnb-like opportunities to create a platform or ecosystem.
- From the start, operate as lean as possible. Leverage everywhere you can. e.g. Amazon Web Services; outsourced accounting and finance. If your team isn't co-located, work from home and use Social Technologies. Take f2f meetings at WeWork, or even Starbucks.

Tips and Considerations

- See <u>Staff-on-Demand</u>, <u>Community and Crowd</u> and <u>Engagement</u> for tips on leveraging people resources.
- When leveraging other people's assets, measure and monitor the producers / owners and assets for early warning of issues and to ensure service levels.
- Choose wisely what you do and don't leverage. Apple can leverage its core process of manufacturing because it manages the outsourced process to achieve desired product quality. It can then focus on innovation, design, engineering and the overall user experience.

Take Responsibility for Negative Externalities

- Both Staff-on-Demand and Leveraged Assets can cause <u>negative</u> <u>externalities</u>.- consequences of your business activities that affect others (including society) who didn't choose to participate, but they, not you, are paying the price.
- e.g.: In many cities, Uber's success leads to <u>a dramatic increase in traffic congestion</u>. Their Staff-on-Demand strategy shifts healthcare costs to its drivers. These negative externalities prompted London, UK to temporarily <u>revoke Uber's license</u>!

Growing exponentially at the cost of others and society is not sustainable, nor is it in alignment with most peoples' MTP and <u>values</u>! Ensure your business model scales even with <u>full costs accounted for</u>. (Externalities hold NEW business opportunities, too!)

Checklist for Success - Information-Enabled Physical Assets

- □ Sufficient Surplus of Physical Assets Is the surplus sufficient to launch and sustain exponential growth? Is more being created? Do the trends indicate supply growing, maintaining or declining?
- □ **Sufficient Consumers to go ExO** Is there a sufficient market (TAM/SAM) of consumers wanting access to sustain exponential growth? Have you VALIDATED the problem and solution with them?
- □ **Sufficient Motivated Producers** Is the asset owner motivated enough to monetize the surplus?
- □ **Proximity of Stuff and User** Is stuff distributed where and when consumers will access it? Can it be redistributed profitably?
- Physical Assets Information-Enabled Is the asset informationenabled? e.g. Uber Vehicle Profile + Smartphone info-enables a car.
- Multi-side Platform Is there a tested value proposition for all participants? Have you developed your 'Get-Keep-Grow' strategy?

*See **Chapter 3 - The Exponential Organization** in *Exponential Organizations* by Salim Ismail, Michael S. Malone & Yuri van Geest. The Exponential Organizations Master Business Course is a part of the Growth Institute MBD Program. To learn more, visit www.growthinstitute.com/exo Share this tool - info.growthinstitute.com/leveraged-assets-tool



Leveraged Assets - Generate Leverage Options



 Company Name:
 Your MTP:

 For each type of leverage, answer the questions in the left hand column. Create experiments to validate assumptions.

Desired Growth Impact	Physical Asset Leverage (Incremental Improvement)	Digital Asset Leverage (ExO Improvement)	Info-Enabled Physical Asset Leverage (ExO Improvement)
Goals	Improve financial health and valuation; optimize taxes; increase elasticity • reduce assets on books • reduce fixed costs • reduce the need to manage asset	Reduce startup costs; increase scalabilityand elasticity • eliminate assets • reduce fixed <i>and</i> variable costs • generate revenues	 Business model: leverage information-enabled assets through a multi-sided platform drive marginal cost of customer acquisition & fulfillment virtually to zero
Examples	 lease vehicle fleet, equipment, etc. rent office space or use co-working spaces outsource finance and accounting function License IP for industrial process Rent access to your own underutilized resources. E.g. hospital renting access to its MRI machine 	 run venture on Amazon scalable servers combine partners' datasets into higher value offering through rented or open source AI and machine learning capabilities. operate company entirely in VR create and run purely digital platform businesses 	 Uber - connect passengers with mobile phones to drivers with cars and mobilephones Airbnb - connect guests with mobile phones to hosts with spare beds and computers Amazon - connect customers and developersto physical server infrastructure
What assets can you leverage?			
Value Propositions - how will you improve your value propositions by leveraging assets?			
Metrics - How will you know your leveraged assets strategy is successful and achieving healthy, sustainable growth?			
Why does this helpyou scale exponentially to achieve your MTP?			



Engagement



Engagement - Make Exponential Growth Stick!



Engagement captures, holds and deepens the interest and involvement of the customer, crowd, community, partners and your internal team through the use of gamification, digital rating systems, loyalty programs and/or incentive competitions.

It is driven from your Massive Transformative Purpose (MTP) or other powerful reason to be part of a community. Done well, it creates and reinforces connections between stakeholders and drives desired behaviors to help your Exponential Organization (ExO) scale.

Gamification is the application of gaming mechanics and experience design to non-gaming contexts to encourage engagement and motivate desired behavior. While powerful if done right, just adding badges, points and a leaderboard to your offering isn't enough. Good design and Experimentation is essential.



- <u>Waze</u> gamifies traffic reporting, providing feedback to the user about the impact of their report, and awarding increased social ranking through repeated use.
- MMOS (Massive Multiplayer Online Science) engages non-scientists in research tasks programmed within online games, with in-game rewards to keep participants engaged. See Citizen Science at Zooniverse.org
- <u>Game Effective</u> is workforce tool that gamifies learning, performance and motivation.

Digital Reputation Systems as used by Yelp, Uber, Angie's List, Hotels.com and others invite users to rate their experience with a restaurant, hotel or vendor. Airbnb enlists the feedback from both hosts and users to rate and recommend the *guest* as well as the *accommodation*.

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To learn more, visit <u>www.growthinstitute.com/exo</u> Share this tool - info.growthinstitute.com/engagement-tool **Incentive Competitions** provide a reward for solving a challenge. These competitions can increase the profile of the issue and attract a diverse group of people to find innovative solutions much faster than imagined.



• **XPrize** ignites the innovation of the crowd to solve global challenges. The <u>Global Learning</u> <u>XPrize</u> is a \$15 million competition to empower children to take control of their own learning. Learn to design YOUR incentive competition at Hero^X.com.



• The Department of Homeland Security posted a \$1.5 m passenger screening algorithm challenge on Kaggle.com in 2017 to expedite processing at US airports while improving accuracy of threat recognition algorithms.

Rewards and Loyalty Programs, such as frequent flyer miles, reward repeated use of your product or service. Digital currency is being used to reward participation or certain desired behaviors (i.e diet and exercise behavior in an insurer's wellness program.)

Engagement is important for ExOs because it:

- · Increases loyalty of individuals and community
- Expands ideation and ignites innovation
- Helps convert your crowd to your community
- · Creates opportunities for play and learning
- Can create a virtuous cycle of reinforced attraction



Tip: Make sure you know your customer segment and their jobs-to-be-done. Do experiments to refine the desired healthy behaviors. *Hooked*, by Nir Eyal, is an excellent resource.



Engagement - Designing for Engagement



Experiment 1: Help form a Habit - This exercise is from *Hooked: How to Build Habit-Forming Products* by Nir Eyal with Ryan Hoover. <u>nirandfar.com</u>

The Basics of Habits

- Habits are defined as "behaviors done with little or no conscious thought".
- **Hooks** are experiences designed to connect the user's problem to a solution frequently enough to form a habit.
- The Hook Model has four phases: *trigger, action, variable reward,* and *investment*.
- **Frequency Matters** To form a habit, people must do the behavior frequently (i.e. at least *weekly*.)

The Hook Canvas





Rewards of the Tribe: the search for social rewards fueled by connectedness with other people.



Rewards of the Hunt: the search for material resources and information.



Rewards of the Self: the search for intrinsic rewards of mastery, competence and completion.

- 1. What product or service do you want to make more engaging?
- **2. Why does your business model require users form a habit?** *e.g.* "We sell a razor that uses disposable razor blades, so we need people to shave frequently and reorder." "To scale, we will contain customer service staffing and other costs through peer-to-peer support."
- 3. What problems are users solving with your product?
- 4. How do users currently solve that problem and why does it need a solution?
- 5. What is the user behavior you want to turn into a habit? (the intended habitual behavior) "User visits forum to support peers."
- **6. How frequently do you expect users to engage with your product?** (Note: If the behavior does not recur within a week's time or less, you may have a difficult time forming a habit. Go to step 5 and select something else.)
- 7. Ethical Check: Does this habit *materially* improve the user's life? If the answer is *No*, re-evaluate. You may be designing an *Addiction* rather than a habit. See also **Core Values** in the <u>Autonomy Too</u>l.

Next (exponential) Steps: Complete Exercises 2+ in *Hooked*, (special offer) then iterate with the <u>ExO Experimentation Tool</u> to improve your results!



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nterfaces



Interfaces - Removing Limits to Exponential Growth



The 'ExO Interfaces Attribute' is so much MORE than 'Interfaces'!

New to the Exponential Organizations (ExO) Model? You might experience a disconnect between the classic definition of an interface, and all the power packed into this modestly-named ExO attribute.

Interface:



A point of interaction between a number of systems (i.e. people, networks, software, services).



User Interface (UI) - A person shopping on Amazon.com *interacts* with the Amazon systems through its **User Interfaces (UI)** - amazon.com, mobile apps, or through the <u>Alexa voice assistant</u>.

Application Programming Interface (API) - Two applications *interface* with each other through APIs. <u>Google Maps Platform</u> <u>APIs</u> let third-party developers provide *automated* custom maps and directions within their own apps and websites.

ExO Interfaces Attribute:

- Interfaces connecting humans to systems (*User Interface or UI*), and systems to each other (*Application Programming Interface or API*)
- All the tools and disciplines of User Experience Design (UXD)
- Algorithms to filter, match, learn and curate, and automated workflows to direct the output.

Basic Application - the Interfaces Attribute is, in part, a toolkit for overcoming a host of *limits to growth*, creating super-scalable business processes, and connecting the other exponential attributes together.

Advanced Application - the Interfaces Attribute includes many of the building blocks for the **Platform Business Models** and **Ecosystems** at the heart of the world's most successful ExOs.



Limits to Exponential Growth - Here's an experiment: What happens when you give a mouse *an abundance* of food? What you *don't* automatically get is an elephant!



So, too, for a conventional organization. It can *create* all the demand in the world, but if it is not designed to *fulfill* that fast-growing demand at 2x, 4x, 8x, 16x, 32x, 64x, it's not an *Exponential* Organization.

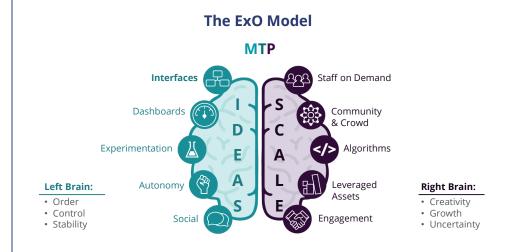
Organizations fail to scale because of **limits to growth**, including:

• insufficient market size

inability to generate demand

- production or quality issues
- unscalable cost structures
- inadequate business models
 Iabor shortages
- process inefficiencies
- long delays to add capacity

By design, an Exponential Organization (ExO) must adequately address *all relevant* limits to its growth, and must *continue* to do so as it moves through different stages of growth.



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Interfaces - Identifying and Addressing Limits to Growth



Identifying Limits to Growth - A truly scalable process would keep up with exponential workload increases as it sustains quality, maintains value proposition to stakeholders, keeps bad actors out, and costs next-to-nothing to serve an additional customer or provider.

Symptoms of processes with limits to growth:

- □ Process works manually at low volume, but breaks under load.
- □ Each transaction is time-consuming and difficult to speed up.
- □ Process scales, but 10x the work done requires 10x the *costs*.
- □ Current process is difficult to adapt to other markets.
- □ Reward systems encourage behavior in conflict with process goals.
- □ Process relies on resources that are:
 - □ scarce and/or expensive
 - □ slow to put into service
 - prone to error
 - □ not information-enabled

Addressing Limits to Growth - Picture a company whose limit to growth is finding good people for a customer onboarding call center.

Marketing	Sales	Onboarding	Shipping	
Leads	Volume	(Call Center)	Capacity	
500,000/wk	100,000/wk	3,000/wk	150,000/wk	

- **Options**: Automate process with <u>Interfaces</u>; <u>Algorithms</u>; <u>Leveraged Assets</u>; <u>Community and Crowd</u>; <u>Social Technologies</u>.
 - Redesign customer-facing processes to be self-serve, and good enough that most customers neither require nor desire human support.
 - Replace *most* of the customer onboarding staff with 3rd-party Alpowered "<u>chat-bots</u>" on web, phone and mobile apps.
 - Host peer-support community site / mobile app.
 - Reduce owned IT infrastructure and overhead in favor of elastic capacity from Amazon Web Services etc.

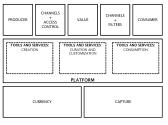
Tips and Considerations

- Make sure you have *abundant* supply and demand before you go to the trouble of building any interfaces, dashboards or workflows.
- "Hand manage" the process at the beginning to deeply understand what your users want, and how the process should flow.
- Ensure your user interface or API works before scaling.
- Design in rapid feedback loops for your critical metrics.
- Consider interfaces for staff, investors and other stakeholders.
- ExOs with a platform business model must keep interactions between external consumers and producers in-balance. When experimenting with one interface, closely monitor the others. *e.g. If Uber's latest driver interface update alienates drivers, it would also undermine the rider's experience.*
- Your interface may be the ONLY significant point of contact with your customers and community. Design and operate your interfaces to earn and maintain the trust of your constituents.

Resources for building platform business models

- <u>Platform Revolution</u> How Networked Markets Are Transforming the Economy and How to Make Them Work for You - by Geoffrey G. Parker, Marshall W. Van Alstyne and Sangeet Paul Choudary
- <u>Platform Scale</u> How an emerging business model helps startups build large empires with minimum investment - by Sangeet Paul Choudary
- **<u>Platform Thinking Labs</u>** Sangeet Paul Choudary's website, where you can find the Platform Canvas Framework and the Viral Canvas Framework in the library.





THE VIRAL CANVAS

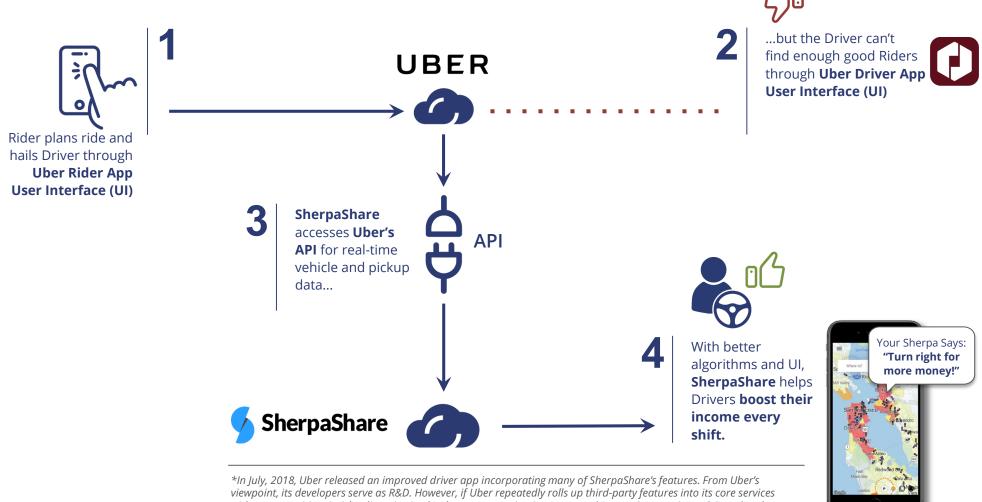
THE PLATFORM CANVAS

Interfaces - Application Programming Interface (API) Case Study



APIs Power ExOs - With APIs from Google, Amazon and others, a startup can assemble the APIs into a viable business almost overnight.

Case Study: SherpaShare - Uber Drivers struggle to find enough good rides just using **Uber's Driver app**, often ending up where there are too many drivers, already. SherpaShare provides a set of tools to help Uber and Lyft drivers make more income. These tools guide drivers to their next optimal pick-up area for more profitable fares. The user interface is better than Uber's, and the algorithms are powered by millions of real-time and historical Uber pickups collected through Uber's own Application-Programming Interface (API).*



without recognition, it risks alienating its developer community. See Leveraged Assets, Community and Crowd and Platform Revolution for insight into unintended consequences, negative externalities and platform governance.

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Interfaces - Limits to Growth Exercise

Note: Is this your first ExO Tools worksheet? You may find it easier to first review the other attributes and accompanying ExO Tools, <u>here</u>.



Business Context:

- 1. What is your MTP? If you haven't created a Massive Transformative Purpose, or to validate your existing one, download the <u>ExO MTP Tool</u>.
- 2. What is your core product or service?
- 3. How do you measure overall company growth, today?

Key Bottleneck to Company Growth:

- **4.** List your top bottleneck or limit to exponential (10x) growth. How do you measure growth potential of this factor, now? How is it performing, currently?
- 5. What *desired* state or throughput or capacity do you want? Use the same metrics you defined in step 4, but think at least 10x.
- 6. How does this factor limit growth? What happens when you try to push too much work through? Why do you think that happens? (Sometimes the root cause is layers deeper than the symptom.)

Generate ExO Alternatives:

7. Think about the Interfaces Attribute, in combination with other ExO Attributes. List three ways you could manage or eliminate the limit(s) to growth, and achieve your MTP. As you think about potential solutions, consider if they would work at 10x throughput. Otherwise, you may find yourself designing incremental rather than exponential interventions.

8. If you solve this limit to growth, where will the next limit to growth appear? There is always a next limit to growth. It might show up in another internal process. It may be a constraint outside your organization i.e. insufficient supply and/or demand for your offering. In all cases, actively scan for unintended consequences of your solution, and take responsibility for 'negative externalities' (see Leveraged Assets).

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Jashboards



Dashboards - Steer your ExO RocketShip!



Dashboards provide your Exponential Organization (ExO) a control framework to keep things on-track, and people aligned, even through growth so rapid, you can't hold it all in your head!

ExOs need this new way to measure and manage the organization: a real-time, adaptable dashboard with all essential company and employee metrics, accessible to everyone in the organization.



Where Interfaces help

automate transactions at-scale, **Dashboards** make *visible* key information to those who need it for decision-making.

Why Dashboards?

- Visibility and Transparency What are my objectives? Who is doing what? How do I coordinate? What info do I need? Visibility supports alignment of effort, accountability and autonomy. Transparency exposing the information people need to be successful is also critical to the success of the ExO Attribute: **Autonomy**.
- **Shorten Feedback Loops** Real-time data makes for better, faster decisions, increasing the tempo of Build-Measure-Learn. Anyone raised on online games and the Internet *thrives* in this environment.
- **Reduce Cognitive Load** Great dashboards are as simple as possible, but never sacrifice clarity. They don't make you work for your insights. They get your attention if something unexpected happens or goes out-of-bounds, but otherwise keep quiet. They use visuals and colors *everyone* can distinguish.
- **Constantly Improve and Evolve** If you are growing business in a fluid environment, your dashboard will evolve. As an early startup you might measure progress in terms of business hypotheses validated. As an established firm, you might measure value creation and profitability. A new competitor may prompt you to track market share and customer churn more closely. *Build-Measure-Learn. Repeat.*

Your First Dashboard Experiment

Let's generate a well-formed metric (or KPI) for your dashboard.

1. Select what to measure:

a) *List 3-5 critical business activities* that would be valuable to track and report in real-time. e.g. call-center hold times; ecommerce store outages; car-sharing ride cancellation rates; late deliveries; NPS; social media activity and themes.
b) *Select your most important one.*

2. Create actionable metrics:

For your selection, create 1 or 2 metrics that will cause you to make a decision and take action. e.g. number of rings before customer call is answered - average and peak; post-call NPS score.

3. Test your metrics: *Check your metrics for the following common issues.*

- a. Vanity Metrics vs. Value Metrics
 - *Vanity Metrics*, such as total revenues or number of users, are easy to manipulate, and don't measure value creation. In the Dot-Com bubble, companies pursued market share above all, going broke before they found a viable, scalable business model.
- *Value Metrics* measure creation of meaningful value for your customers (number of *repeat* users, Net Promoter Score (NPS)), as well as the viability of your venture (net profit and cash reserves).

Rewrite your metrics as necessary.



Dashboards - Running Your First Experiment



3. Test your metrics (continued...)

- b. Leading and Lagging Indicators 'Monthly Sales' is a *lagging* indicator. What is the *earliest* sign that a customer will purchase from you? If it correlates with sales, a *leading* indicator might be the number of requests for more info via a webform. Of course, leading indicators are very useful in a *Real-Time* Dashboard! *Rewrite your metrics as necessary.*
- **c. Balanced PAIRS of Metrics** What is the difference between a 'death march' and a '20-mile march'? In a system growing exponentially, we must be concerned with the *rate* of growth, balancing workload and capacity as we scale, or we risk burning out our production engine and people, and crash back to earth.

Productivity Metrics are balanced with *Sustainability Metrics*. *Sustainability* could include production capacity, team health, customer satisfaction - anything that tracks the consequences of unmanaged growth. *e.g. We achieve* \$*x revenue per employee with no more than* 10% overtime and *employee NPS of* 90%.

Rework your metrics as necessary.

4. Inventory your Data Sources:

What data is available to measure these metrics in near real-time? What condition is it in - clean or dirty? if you don't have the data you need, where could you get it? How easily? Hold the possibility that other metrics may be more effective, or be based on data that is cheaper and easier to tap.

- a. Make a note of any sources of data you currently generate that could 'power' your metrics.
- b. check the quality of the data garbage in, garbage out.
- c. generate some ideas about where you could source missing data streams.

- **5. Run your Experiment:** Now it is time to put together a prototype 'dashboard' to test your Hypotheses:
 - tracking your new metrics real-time does what you hope;
 - · you can source an adequate real-time data stream;
 - the *benefit* outweighs the *costs* to compile, interpret and act on the data!
 - a. Go to blog.growthinstitute.com/exo/experimentation for instructions and templates for running your experiments.
 - b. Work low-tech. Gather sample data, by hand, if necessary. Use spreadsheets to refine and display the data.

6. Tips for getting started with dashboards

- **Keep it** *really* **simple, a step at a time** There can be discomfort as leaders become accustomed to exposing key data previously kept close-to-the-chest, no matter the value to the organization.
- **Prototype with a spreadsheet** Ideally, use Google Spreadsheet or multiuser Microsoft Excel. At the start of each meeting share the prototype and go over each metric. Figure out what is helping, and what is not. Add, prune, update.
- **Tool-up with care** Tools can be confusing, opinionated, expensive and force their workflow on you. Automate and distribute at-scale once you have a workable model.
- Don't:
- rely on static reports, PowerPoint slides or verbal reporting.
- forget to assign a person accountable for each metric.
- build a solution without involving everyone the metric affects, top to bottom.
- be inconsistent.
- turn development and maintenance completely over to external consultants. Maintain the capability to update your dashboard inhouse, training vs. outsourcing.

See **Chapter 4 - Inside The Exponential Organization** in *Exponential Organizations* by Salim Ismail, Michael S. Malone & Yuri van Geest. The Exponential Organizations Master Business Course is a part of the Growth Institute MBD Program. To learn more, visit www.growthinstitute.com/exo Share this tool! blog.growthinstitute.com/exo/dashboards

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Experimentation



Experimentation = Exponential Learning!



An experiment is a testing procedure conducted to validate or invalidate the hypotheses underlying an idea. It produces **concrete evidence** that an idea will work or not.

A **HYPOTHESIS** is simply a guess, assumption or theory, and can be written in the form: "We believe that __"

e.g. "We believe that **cost** drives our customers' buying decision for our offering.

Start with The Customer

Who has the problem I am trying to solve? What are their Jobs, Pains and Gains?

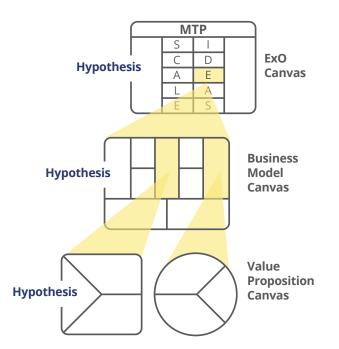
Identifying your customer and learning about their world is critical to validating fit between their **Problem and your Solution**. (*Problem-Solution Fit.*)

Do this **BEFORE** you go to the trouble of building the product and validating your market! (*Product-Market Fit.*)

To control investment risk, shift critical learning as early as possible...

Agile development (such as **Lean Startup**) builds an offering iteratively, testing with the customer, throughout. It **advances** critical learning early, when it is **cheaper and easier** to change direction, *decreasing* risk.

So to control risk, test your most critical assumptions first, using cheap and quick experiments.



strategyzer.com/canvas

Principles:

- 1. Any experiment where you already know the outcome is **a BAD experiment**.
- 2. Any experiment where the outcome will not change what you are doing is also **a BAD experiment.**
- 3. Everything else (especially where the input and output are quantifiable) is **a GOOD experiment.**

– **Astro Teller,** Chief of Moonshots Google X

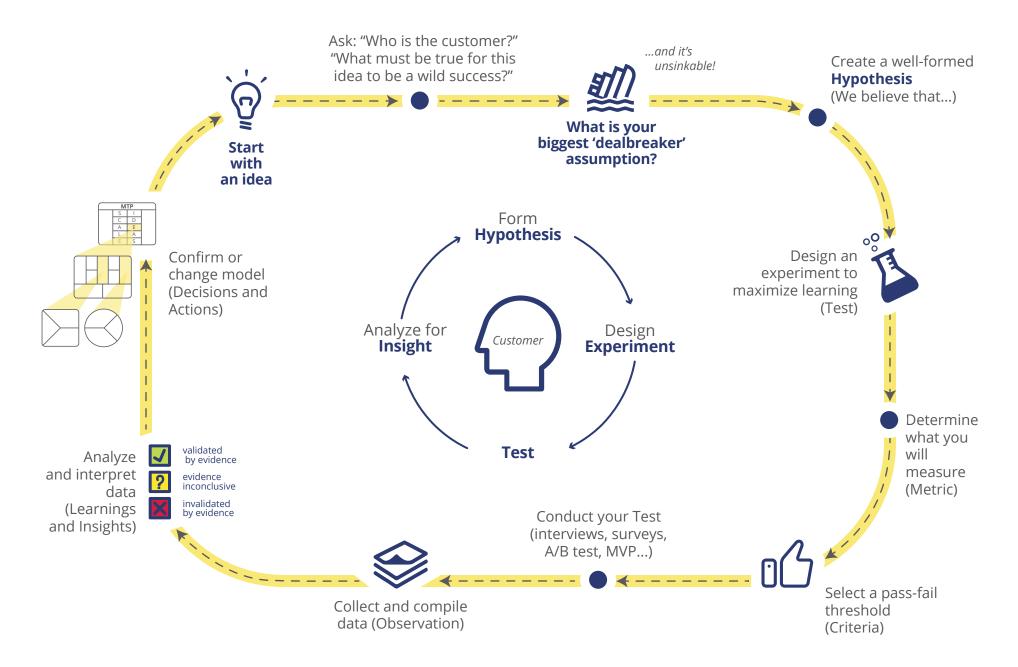


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Experimentation - ExO Experimentation Workflow







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Experimentation - Select your Highest Priority Hypothesis



In a few words, describe the essence of your idea (ExO Attribute, Business Model, Value Proposition, etc.)

List 6 big assumptions about your idea, asking: "What must be true for this idea to be a wild success?"

Identify your biggest assumption.

- The assumption contains only one variable i.e. **'Cost** is the overriding factor in the customer's purchase decision.'
- It can be framed in terms of true/false or pass/fail
- You are truly uncertain whether it is true or false, and if false, you will CHANGE YOUR IDEA OR MODEL.
- Your BIGGEST assumption, if false, makes it **pointless** to test any other assumption on your list. e.g. *The Titanic is Unsinkable!*

Rewrite your assumption in the form: "We believe that _____"

Now download Test Card, enter your hypothesis and start experimenting!

Example:

Test Card	© Strategyzer
Test Name Example Test	Deadline Soon
Assigned to You!	Duration Quick!
STEP 1: HYPOTHESIS We believe that	
customer segment x car struggle with problem y	Contract to
To verify that, we will and give those who stru	talk to 50 customers ggle a trackable URL
pointing to a solution	Test Cost: Data Reliability:
STEP 3: METRIC And measure number of	= 🗄 🗃 🖬 🖬 🖬
STEP 3: METRIC	= ≣ 🗃 🖌 🗰 🗰 🗰
STEP 3: METRIC And measure number of clicked on the URL to th	= ≣ ≣ • • • • •
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Download Test and Learning Cards at Strategyzer.com! https://strategyzer.com/platform/resources



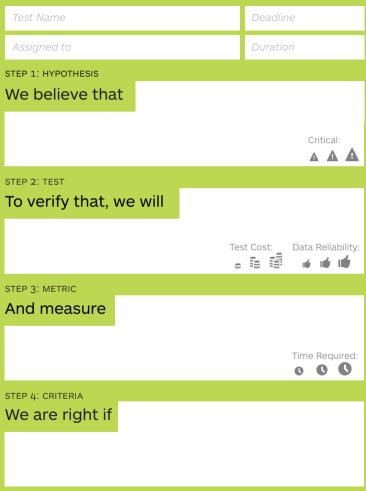
*See **Chapter 4 - Inside the Exponential Organization** in **Exponential Organizations** by Salim Ismail, Michael S. Malone & Yuri van Geest. The Exponential Organizations Master Business Course is a part of the Growth Institute MBD Program. www.growthinstitute.com/exo Share this tool! https://info.growthinstitute.com/experimentation-tool

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Test Card

Strategyzer



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The makers of Business Model Generation and Strategyzer

Learning Card

Insight Name

Data of Learning

Strategyzer

Data Reliability:

Action Required:

Person Responsible

STEP 1: HYPOTHESIS

We believed that

STEP 2: OBSERVATION

We observed

STEP 3: LEARNINGS AND INSIGHTS

From that we learned that

STEP 4: DECISIONS AND ACTIONS

Therefore, we will

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Autonomy



Autonomy - Self-Directed Teams for Exponential Growth!



Autonomy - Exponential Organizations (ExOs) harness the ExO attribute, Autonomy, to be more resilient, adaptive and scalable. In the increasingly dynamic and complex environments of the 21st century, these qualities often make the difference between success and extinction. Self-organizing, multi-disciplinary teams are formed. These teams have the authority and accountability to make decisions and choose how to accomplish their goals.

With the right frameworks, information and decisions travel more rapidly through the organization, speeding up the metabolism while eliminating the need for layers of hierarchy. Autonomy is also highly attractive to the innovative, self-directed individuals companies are courting. *See also: Social, Dashboards, Interfaces.*

Frameworks - Lean/Agile, OKRs, Holacracy.

Lean and Agile Frameworks such as <u>Scrum methodology</u> allow enough autonomy to the Scrum teams in *how* they get work done, in alignment with desired outcomes. Further, organizations can institute a *Team of Teams'* network based on distributed decision authority to accomplish goals of almost any size in highly-fluid and complex environments. For instance, in order to be effective against a distributed, adaptive network of insurgents in Iraq and Afghanistan, the US military moved from siloed command and control in favor of a Team of Teams approach.



See also <u>Scrum: The Art of Doing Twice the Work in Half the Time</u> by Jeff Sutherland and JJ Sutherland, and <u>Team of Teams: New Rules of Engagement for a Complex World</u>, by Gen. Stanley McChrystal et.al.

Objectives and Key Results (OKRs) - This Shared Goals framework from Andy Grove at Intel is now practiced at Google, LinkedIn, Dropbox and others. Essentially, the company sets annual and quarterly goals. Teams and individuals then create their own OKRs, aligning with the company's objective, but they do so all at once, in negotiation with each other.

Critical to a sense of autonomy is that more than half of company objectives originate from individual OKRs, bringing wisdom from the edges of the organization, inward. For example, what started as an Individual OKR from an engineer frustrated with the state of mail clients became Gmail, now one of Google's core strategic products.

See also <u>www.theokrguide.com</u>



Holacracy involves a fundamental change in decision authority. A constitution defines decisions and governance of an organization. Roles are created around work, authority is distributed and everyone is bound to one set of rules. The purpose and values focus decisions and behavior. It is easier to integrate structures like holacracy in a startup than to change the structure of an existing organization. See also *Reinventing Organizations* by Frederic Laloux and Holacracy.org

"Holacracy is a systemic change to a new power structure, and that's a binary shift: either power is held and delegated by a manager, or it's held by the Holacracy constitution."

- Brian J. Robertson, author <u>Holacracy:</u> The New Management System for a Rapidly Changing World



Autonomy - Examples and Tips for Getting Started

Buurtzorg is a pioneering health care organization in the Netherlands with 9,000 nurses and only 28 support staff. It is a distributed network of nurse teams of 10-12 with local decision authority, caring for people in their neighborhoods. They save the Dutch social security system hundreds of millions of Euros each year, and actively help competitors learn their methods and philosophy.

FAVI - since 1983 this 400-person French automotive parts supplier has operated in teams with no management layer or executive committee. It commands 50% market share, it hasn't missed a shipping date in over 25 years, and with profit-sharing, each employee receives 16-17 months salary equivalent per year.

Read more in *Reinventing Organizations* by Frederic Laloux

Zappos - with 1500 people, is the largest holacracy-powered organization to-date. Read more here: http://www.zapposinsights.com/about/holacracy

Valve - a privately-held 300-person game software and distribution platform company with no classic management structure. Cofounder and CEO, Gabe Newell owns a bit over 50% of Valve, and had a net worth of \$5.5 bn in 2018, according to Forbes. Read their 2012 Employee Handbook, here: www.valvesoftware.com/company/ Valve Handbook LowRes.pdf





Zappos

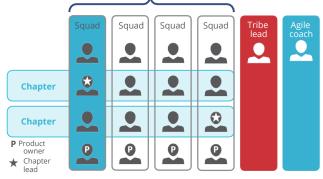


ING - an international bank with over 50,000 employees across 40 countries serving 37 million customers, implemented an Agile model at their headquarters in 2015.



Openexo GROWTH INSTITUTE SCALE IMPACT & REDUCE DRAMA

Read this article from McKinsey Quarterly, here: www.mckinsev.com/industries/financial-services/ourinsights/ings-agile-transformation Tribe



Source: http://www.mckinsev.com/industries/financial-services/our-insights/ings-agile-transformation

Where to Begin:

- □ Start by creating and socializing your <u>Massive Transformative Purpose</u> (MTP). Your company's North Star, it guides you to your future, and helps your people align outcomes.
- Use your company's Core Values as the guardrails for behavior and decisions. We recommend Jim Collins' articles, exercises and book, Built to Last, Chapter 3 - Core Values.
- □ Hire to match your structure and culture. Self-directed self- starters and entrepreneurs aligned with your values will thrive.
- **Create and empower small, independent, multidisciplinary teams** (Zappos and ING both started with a pilot project). When they are oriented, push decision-making to the edges, closest to the customer.
- Create <u>Dashboards</u> to provide open, transparent access to needed metrics
- Well-executed autonomy will require additional ExO attributes: MTP, Engagement, Social, Dashboards, Experimentation.



Getting Started - First Experiments in Autonomy



To prepare for your first 1-3 small experiments, answer the following...

1. Why are you focused on Autonomy, now? You may be a startup, and Autonomy is core to you, or you may be facing issues you suspect stem back to centralized decision-making and control as a limiting factor. Briefly note what's going on - what's driving your exploration.

1. What is the outcome you want for this experiment?

Want to learn about a framework? Stimulate innovation? Reduce timeto- market? Retain talent? Briefly note your objectives.

2. Does your MTP provide enough direction that people organize and align around it today? Give an example you witnessed recently. If your current MTP does *not*, or if you haven't created your MTP yet, see Where to Begin, page 2.

 Do your organization's Core Values offer clear guide rails for what people should and shouldn't do? Give an example you witnessed recently. If you are unsure your people believe and own the values, invest the time to clarify them. See Where to Begin, page 2. Now, Download and use the ExO Experimentation Tool: <u>blog.growthinstitute.com/exo/experimentation</u>

- **5. Who is your customer?** Who are you doing this experiment for? Who will be *most* impacted by the outcome of your experiment? *Involve* them in the experiments!
- 6. What is your hypothesis (assumption)? e.g. We believe that... "Our new business model requires distributed decision-making or we won't be able to scale." or "Customer Service scores are declining because issue resolution currently requires many layers of approvals." etc.
- 7. Start with the simplest framework that will support your early experiments... OKRs is probably the easiest, quickest framework to experiment with. Start small - a team of individuals aligning with company OKRs. Maybe graduate to scrumming a special project, recruiting a seasoned Scrummaster to guide a Product Owner and Delivery Team. To move fast and keep costs down, use Staff-on-Demand to source subject matter experts.
- **8.** Do your homework before more ambitious experiments. Some of these methodologies, holacracy in particular, require radical shifts in power structure and culture. Study these methods and borrow ideas for your experiments.
 - □ OKRs (i.e. Google)
 - Agile/Scrum/Kanban for specific projects and functions (Product Development, Continuous Improvement, etc.)
 - Agile/Scrum/ Team of Teams for running an organization (i.e. ING BANK; US Military)
 - **Content** Reinventing Organizations Teal Organizations (i.e. FAVI)
 - □ Holacracy (i.e. Zappos, Valve)
 - □ And many others...

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Social Technologies



Social Technologies - 10x Collaboration!



Social Technologies are the tools that allow your community of employees, staff on demand, customers and others to communicate and collaborate quickly and easily. These tools enable faster conversations, faster decision cycles and faster learning. The lag time between an idea being shared, accepted and implemented can essentially be eliminated!

Today, cloud services such as Slack, Google Docs and Zoom video conferencing enable teams all over the world to work seamlessly together with transparency and trust.

Note - This attribute is *not* about encouraging the use of social media for marketing. Instead, it is about improving *internal* operations by encouraging social interactions via technology that shape communication, collaboration and workflows.

'Social Objects' empower Social Technologies

Slow down, here. This 'Yoda' moment will make the difference in getting your implementation of Social Technologies to thrive in your community. A lonely truth is that people do not easily connect unless they feel they have something in common. A **Social Object** is '*remarkable*', that is, it gets people making *remarks* that start the conversations that *connect*.

- *TEDTalk videos* are the social objects. When shared with others they provoke conversations that deepen social connection.
- For *Star Wars* fans, the social objects are the episodes, characters and dialogue (*Yoda knows you see!*).
- When someone wants to greet your dog, then ends up in a conversation with you, your dog is a social object (10x for Labrador Retrievers!).

The most important Social Object for your Exponential Organization (ExO) is your Massive Transformative Purpose (MTP)!

To engage your community to connect through any of these social tools, first choose good social objects for the core of the application (MTP, projects, causes, shared interests) and then create ways for people to share the social objects and socialize around them.

Classes of Social Technologies, with examples

Applications in this space are evolving at a furious pace, so research the latest developments before implementing anything! Slack was only launched in 2013 and its competitors more recently. Both <u>Virtual Worlds</u> and **Emotional Sensing** show great business potential, but are not (yet) in mainstream use.



Workstream Collaboration: collaboration through persistent messaging, activity streams, content sharing, integration of thirdparty apps through APIs. e.g. <u>Slack</u>, <u>Yammer</u>, <u>Facebook Workplace</u>, <u>Telegram</u>, <u>Discord</u>, <u>Microsoft Teams</u>

Collaborative workspace: these apps allow for teams to work collaboratively in real time. <u>Google G-Suite</u>, <u>Microsoft Office 365</u>, <u>Evernote</u>, <u>RealtimeBoard</u>. <u>AirTable</u>

File sharing: Cloud services to share easily and securely for collaboration inside and outside the organization. <u>Dropbox</u>, <u>Box</u>, <u>Google Drive</u>, <u>OneDrive</u>

Task and project management: <u>Trello, Hive, SmartSheet, Asana, Wrike,</u> <u>Basecamp</u>

Telepresence: <u>Zoom</u>, <u>Webex</u>, <u>GotoMeeting</u>, <u>Skype</u>

Virtual Worlds: Strivr, Rumii, Sansar

Emotional Sensing: BeyondVerbal, EmoShape, Affectiva

Related ExO Attributes: <u>Massive Transformative Purpose</u>, <u>Staff-on-Demand</u>, <u>Engagement</u>, <u>Interfaces</u>, <u>Dashboards</u>, <u>Experimentation</u>, <u>Autonomy</u>



Social Technologies - Getting Started



What to implement first

Two features lead the pack in providing immediate benefit to most teams: activity streams (Slack's chat 'Channels') and real-time collaborative document editing (G-Suite Docs, Slides and Sheets).

For startups and companies without heavy regulation:

- Start with Slack and Google G-Suite (with Google Drive and Hangouts). Add Zoom for excellent video conferences.
- For international teams with less reliable connectivity, <u>WhatsApp</u> is a good addition for persistent group messaging.

For larger, regulated or high-security organizations:

- Take inventory of what productivity suite is already approved, available and deployed. Properly-configured, Microsoft Office 365 or G-Suite can both work.
- Implement a Workstream Collaboration app right away.

Tips to drive adoption:

- Recruit allies and champions within your IS/IT functions.
- Start with a small pilot, and obsessively collect user feedback. Try multiple tools because once you implement a tool like Slack organization-wide, it is very disruptive to switch.
- Deploy mobile versions of the apps from day one.
- Train your potential late adopters, early. Make sure the CEO and Csuite also use the tools for important conversations, decisions and announcements.
- Use these tools to develop 'shared consciousness' and break down silos. Deploy across functions and hierarchies, and anywhere you have lean and agile initiatives.
- Keep it lean and streamlined. Choose a primary tool that has a rich ecosystem of plug-ins and <u>app integrations</u>, (e.g. Slack) or use <u>Zapier</u> to create your own.
- Create and post a stream of relevant, sharp, funky and precise content about both fun, emotional and professional topics. Keep going, you're building culture!

Social Technologies and Cybersecurity - work with your CISO!

It's frustrating to be told 'No' to Slack, Dropbox or G-Suite due to corporate security policies. You might be tempted to circumvent IT policy and industry regulation, but *please don't*. Data breaches, ransomware and government penalties are *devastating* organizations with increasing frequency. Instead, work with your Chief Information Security Officer and IT to achieve the same ends with tools designed for higher-security, regulated environments and the tools may already be deployed!

- <u>Slack</u> alternatives for FEDRAMP, HIPAA, PCI, etc. include <u>Mattermost</u>, (hosted on-premise) <u>Microsoft Teams</u> and <u>Cisco Webex Teams</u>.
- If <u>Dropbox</u> does not meet requirements, evaluate <u>Box.com</u>.
- If <u>Google G-Suite</u> is a non-starter, <u>Microsoft Office 365</u>, OneDrive and Microsoft Teams can offer real-time content collaboration.
- Instead of Zoom, consider Cisco WebEx Meetings.

Social Technologies - Checklist for Success*

- □ Is our senior management leading the use of the tools?
- □ Are we using social technologies to support our critical decisionmaking?
- □ Are we supplementing our use of social technologies with periodic inperson connections for relationship-building?
- □ Are our staff and customers readily adopting the social tools? Are they aware of the tools and the training available?
- □ Is our Information Technology department supporting (and not blocking) the use of social tools?

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Social Technologies - Plan Your First Pilot Project

To prepare for your first pilot project, answer the following...

- 1. What is your MTP? Your MTP is your first Social Object the reason to collaborate. If you haven't created an MTP, or you want to check your existing one, download the ExO MTP Tool, <u>here</u>.
- 2. What is the end result you want from this experiment? Want to learn about a tool? Improve a workflow? Form or strengthen a team? Stimulate innovation? Reduce time-to-market? Retain talent? Briefly note your objectives, and *how you would measure progress and success*. See <u>Dashboards</u> for tips on creating solid metrics.
- 3. What is current reality about your social environment? You might need a separate sheet of paper for this step. At a high level, map out the key people / groups who make your business model work. Indicate existing social and community interactions. Who is communicating and how? Where are interactions missing that would be beneficial? Are there any obvious communication or workflow breakdowns?
- 4. What social technologies do you use today? Where do they fall short? List your current active tools, and note what works and what doesn't.
- 5. What social technologies does your organization already have access to? Befriend someone in IT, and procure a list of services bundled with your current productivity suite *license*. List applications mentioned on the previous pages.

- 6. Who is your 'customer' for your pilot program? Who are you doing this experiment for? Who will be *most* impacted by the outcome of your experiment? Select a team that you think would make good early adopters, and who have an existing bottleneck in communication, collaboration or workflow.
- 7. What is your hypothesis (assumption)? e.g. We believe that... "Our distributed teams around the world are not as productive and agile as they could be due to current collaboration tools and workflows."

- 8. Decide which tool to start your experiment with. For your first run, we suggest you implement a Workstream Collaboration tool: Slack, Microsoft Teams, Webex Teams, Yammer, etc.
- 9. Socialize your pilot idea with departments and people who will be affected. The list could include IT, InfoSec, compliance, the pilot team's directors and managers, and others. Set out guardrails for your pilot so its success isn't undermined from the outset. Identify who in IT and infoSec can assist.
- **10. Design your experiment carefully, especially your pass-fail criteria.** Download and use the ExO Experimentation Tool: <u>blog.growthinstitute.com/exo/experimentation</u>.

How OpenExO Can Help You

You don't have to go exponential alone. OpenExO provides tools, training, and talent to help you make the leap.

Start with these services:

- Become a Pro Member: Our Pro members get access to our 12 week Becoming an ExO Program, with additional video content and exercises that you can do in order to become an ExO, plus you get to join our weekly mastermind with Salim Ismail and the Team. You can become a pro <u>here</u>
- ExO Ready: A guided readiness sprint to evaluate and improve your organization's Exponential Quotient.
- Fractional Coaches: Get hands-on support from certified ExO Coaches without hiring full-time.
- The ExO Sprint: A 10-week innovation program that transforms organizations from the inside out.
- In order to run a program send us an email at solutions@openexo.com



Let this toolkit be your launchpad.

Now's the time to go beyond ideas and start bu TIC **your exponential** future