

Summary of the 11
ExO Attributes



Massive Transformative Purpose

Definition: The higher aspirational purpose of the organization

Description: It describes the future state of the world that your organization is contributing to create - and it is meant to inspire and capture the hearts and minds of those inside and outside of the organization. The scope of an MTP is global or with a potential to become global.

In other words, it is both a north star that people inside your organization can use for guidance when they need to re-orientate themselves while working in autonomous teams and it is the magnetic force that attracts those who are connected to your Massive Transformative Purpose.

Examples:

“A mobile society with zero collisions” - Honda

“Radical breakthroughs for the benefit of humanity” - XPRIZE

“Democratizing access to space for the benefit of life on earth” - Virgin Galactic





Staff on Demand

Definition: Staff on Demand is using external resources for core business processes

Description: Staff on Demand (SoD) refers to people who work for you without being regular employees. SoD is about leveraging the talent of people beyond the traditional boundaries of who works for an organization. One of the key differences between 'outsourcing' and 'staff on demand' is that SoD is often about running the core operations of the business. For example, Uber is a transportation company and it's core service is delivered by drivers Uber doesn't hire.

Overall, SoD helps the company to be more flexible and adaptable to the external uncertainty and disruption while helping it to access exceptional talent on-demand without the necessity of a regular employment relationship.

Examples:

[Upwork](#), [Top Coder](#), [Kaggle](#), [99 Designs](#), [Fiver](#), [Task Rabbit](#), [Roamler](#), [M4Jam](#)





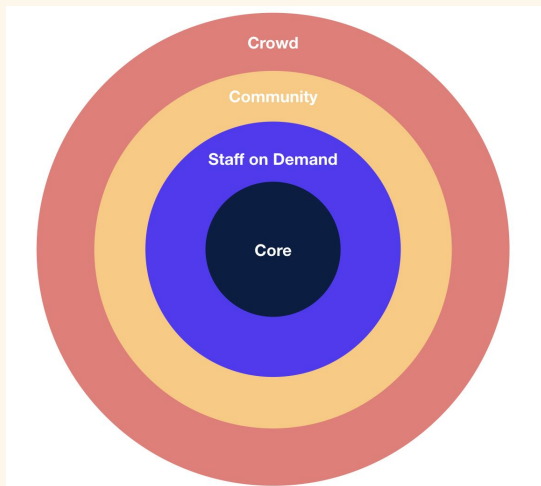
Community & Crowd

Definition:

Community: A global group of individuals who are drawn to - and aligned with your MTP and that you interact with in some way.

Crowd: everyone else outside of the community who you don't have any regular interaction with but who has an interest (often passive) in your MTP.

Description: ExO's have the ability to reach into the global public and draw together large groups of individuals around their MTP's. Community members are not paid such as Staff on Demand is but often act as specialized, volunteering resources and can even be hired as Staff on Demand.





Algorithms

Definition: An algorithm is a step-by-step set of instructions that solves a specific task or problem

Description: Algorithms can be as simple as firing an airbag in a car when the input from car sensors indicate an accident is happening but they can also be solving extremely complex analysis problems with use of data from billions of sensors active in the environments around us and with 5G connectivity that feeds us whole new opportunities to run algorithmic business. These combinations of algorithms and technologies enable autonomous business operations.

Examples:

Google Pagerank, Netflix “Because you watched” - recommendations, China Brain Project: Social Score, Various Smart Watches: Early heart condition detection (potential). Alexa/Siri natural voice analysis

Examples of tools for applying algorithms: [Hadoop](#), [Pivotal](#), [DeepMind](#), [Vicarious](#), [SkyMind](#)



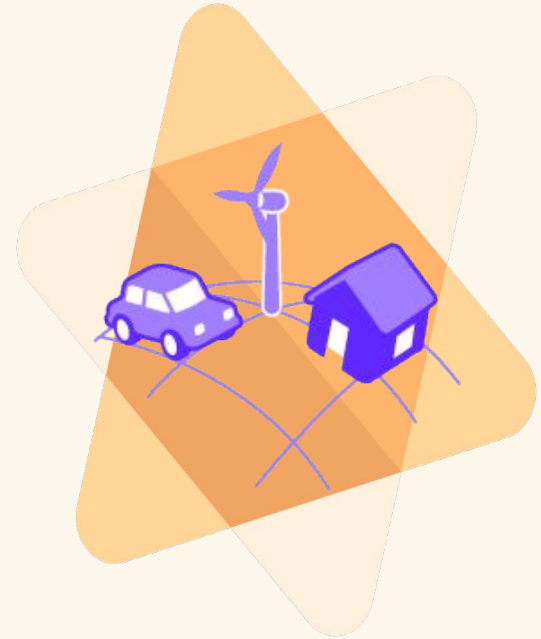


Leveraged Assets

Definition: Leveraging rather than owning assets of importance to the core business

Description: Leveraged assets allow an organization to take advantage of spare capacity that exists in the new collaborative consumptive world. Leveraging assets of others is more cost effective, allows for faster scaling and radically decreases the amount of capital needed to start a new venture. For example Amazon Web Services have made it possible to see an explosion in SaaS businesses that previously would have to build their own IT infrastructure.

Both physical and digital assets can be leveraged, in particular information-enabled or commoditized assets are obvious candidates. Managing leveraged assets is of high importance and Interfaces, Dashboards and Algorithms are often an important part of a scalable solution.



Examples:

Zendrive, Uber/Lyft, Airbnb, WeWork, Waze, Amazon AWS



Engagement

Definition: Using techniques such as gamification, loyalty programs, incentive prizes etc. to gain and grow the loyalty and engagement of your team, customers and community

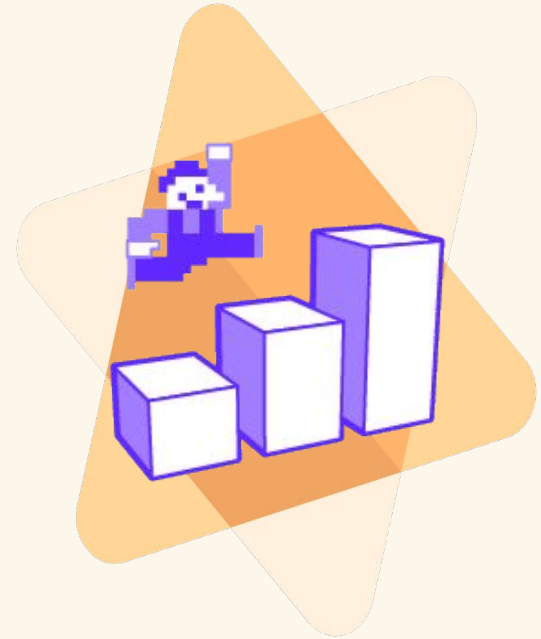
Description: Sense of belonging, contribution and engagement with a cause is essential for community and employees when working to solve grand problems at scale. The right use of engagement techniques and tools can give you valuable insights about your customers, community members and your market as well as dramatically increase engagement of your community to help your organization reach its MTP.

It is a vital attribute and connecting the MTP and the Community & Crowd attribute is always important.

Examples:

<https://ansari.xprize.org/prizes/carbon>

Check out the video course that Peter Diamandis put together on designing a successful incentive competition





Interfaces

Definition: Interfaces bridge the external and internal world of an organization, they take all the data created by the SCALE attributes and make sense of this internally.

Description: Interfaces enable easy access from the outside of the organization to the services and processes happening on the 'inside'. Interfaces also ensure maximum efficiency and give stakeholders the ability to automate processes. It is for this reason that interfaces are mission critical for ExO's to scale. Interfaces are required to manage abundance, mainly to filter and match. Bridge between external growth drivers and internal stabilizing factors

Examples:

AirBnB and Google landing page, Alexa, Siri and Google voice recognition systems, Waze App, Apple App Store.

The Apple App Store allows the nine million strong developer network to develop apps and submit these automatically to the App Store, these are ranked and categorised automatically and this has allowed Apple to scale the App Store to where it is now. From January to June 2018 Revenue generated by App developers was over \$100 Billion.



Dashboards



Definition: Dashboards provide the real-time information you need to run your business

Description: Dashboards are an essential tool for ExO's that help to measure and manage their strategy and processes in real time. They enable to efficiently track key metrics and can also build a culture of transparency both internally and externally. Managing large number of staff-(on-demand) or significant volume of community driven activities requires proper Dashboards implemented.

All OKR's will likely benefit from being shown to all relevant stakeholders, who can keep their key results updated in real time -and shown on Dashboards.

ExO's should consider both end-user facing dashboards with service related information and dashboards displaying operational metrics to internal and external collaborators.

Examples:

Tableau, Klipfolio, Google Analytics, Various Consumer Apps such as Endomondo, Xero/Quickbooks, Stocktouch





Experimentation

Definition: “Experimentation is the act of validating your assumptions before making significant investments..” - from the book ‘Exponential Transformation’

Description: An **experiment** is a procedure carried out to support, refute, or validate a hypothesis. Experiments vary greatly in goal and scale, but always rely on repeatable procedure and logical analysis of the results.

In a corporate context, the experimentation should balance repeatability with highly creative, even disruptive output and requires factors such as psychological safety where experimentation is expected and that all outcomes are seen as learning, never failure. The Lean Startup Methodology is a good approach to experiment your way to success.

Examples:

“Our success at Amazon is a function of the number of experiments we do per year, per month, per day”. -Jeff Bezos, Founder, Chairman, CEO of Amazon





Autonomy

Definition: The right or condition of self-government. An organisation that practices autonomy is one that is self-organised with teams operating with a decentralized authority.

Description: “Spotify-style squads” are what ExO’s want to be. We all want our teams to be lean, mean, agile machines, delivering business value wherever they go. In order to run an organisation with autonomy at the centre, what is needed is a set of guiding principles, great deal of trust in the team and a very clear and compelling MTP. If you want to have rapid innovation then autonomy is important as it gives the teams the authority to work and make decisions in the best interest of the organisation, its customers, community and its MTP.

Examples:

Spotify, Zappos, Haier, Holacracy.





Social Technologies

Definition: “The tools that allow improving the communication and collaboration within the company, towards Staff-on-demand and inside the organization’s community.

Description: One way to definite Social technology is as a way of using human, intellectual and digital resources in order to influence social processes and enable peer-to-peer value creation. Faster conversations and knowledge sharing made possible by Social Technologies enable faster decision cycles and faster learning across an organization. People working in autonomous teams can more easily coordinate with other team members and information is also more easily accessible and shared across the teams. ‘Social Technologies’ attribute is not about social media marketing for example but rather social messaging tools, virtual communication tools, collaboration tools such as cloud based document collaboration and tools for building workflows.

Examples:

Zoom.us, Yammer, Slack, Trello, Asana, Sansar, Aha!, Evernote, Google Drive, Github, Monday, Microsoft Teams, Yammer, DropBox.



