



EXPONENTIAL ORGANIZATIONS

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IT Best Practices Evangelist

AUSIM



Association des Utilisateurs des Systèmes d'information au Maroc

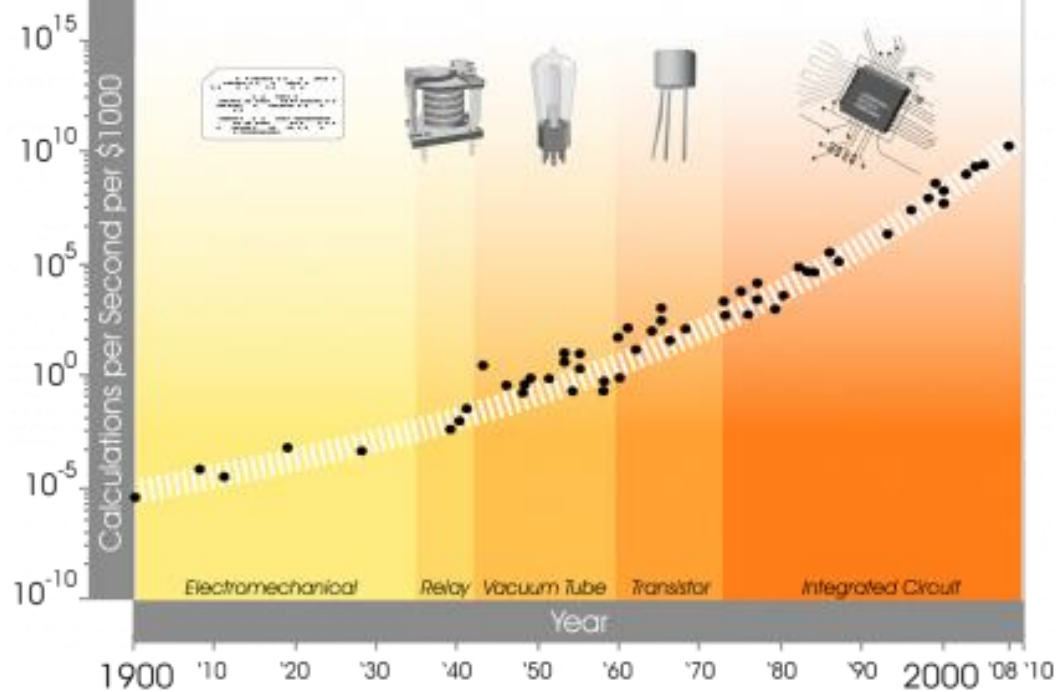
- The Association of Users of Information Systems in Morocco (AUSIM) is a non-profit organization founded in April 1993. Its members are many prominent structures (Administration Offices, Banks, Insurance, Industrial Enterprises, ...), the AUSIM actively work in the spirit of developing and promoting the use of Information Technology in Morocco.
- As such, it aims to:
 - ✚ The exchange of experiences and technical, scientific and cultural information between members and by organizing meetings, seminars and conferences, both in Morocco and abroad.
 - ✚ The creation and maintenance of good fraternal relations between its members and strengthening links with other similar associations in Morocco and abroad.
 - ✚ The dissemination of knowledge and information related to IT.
 - ✚ Active participation in major national and sectorial reforms related to Information Technology.

Insight 1:
Plummeting costs

Exponential Growth of Computing for 110 Years

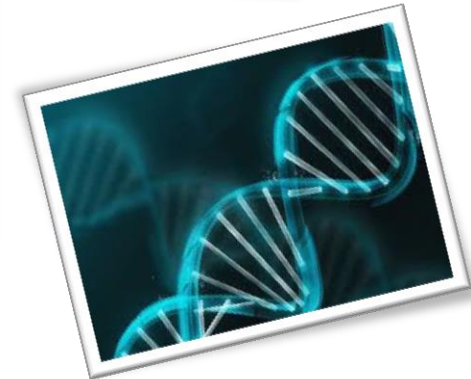
Moore's Law was the Fifth, not the First, Paradigm to Bring Exponential Growth in Computing

Logarithmic Plot

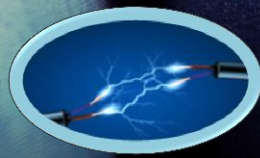








Insight 2:
Abundance Vs Scarcity





Singularity University



10⁹+

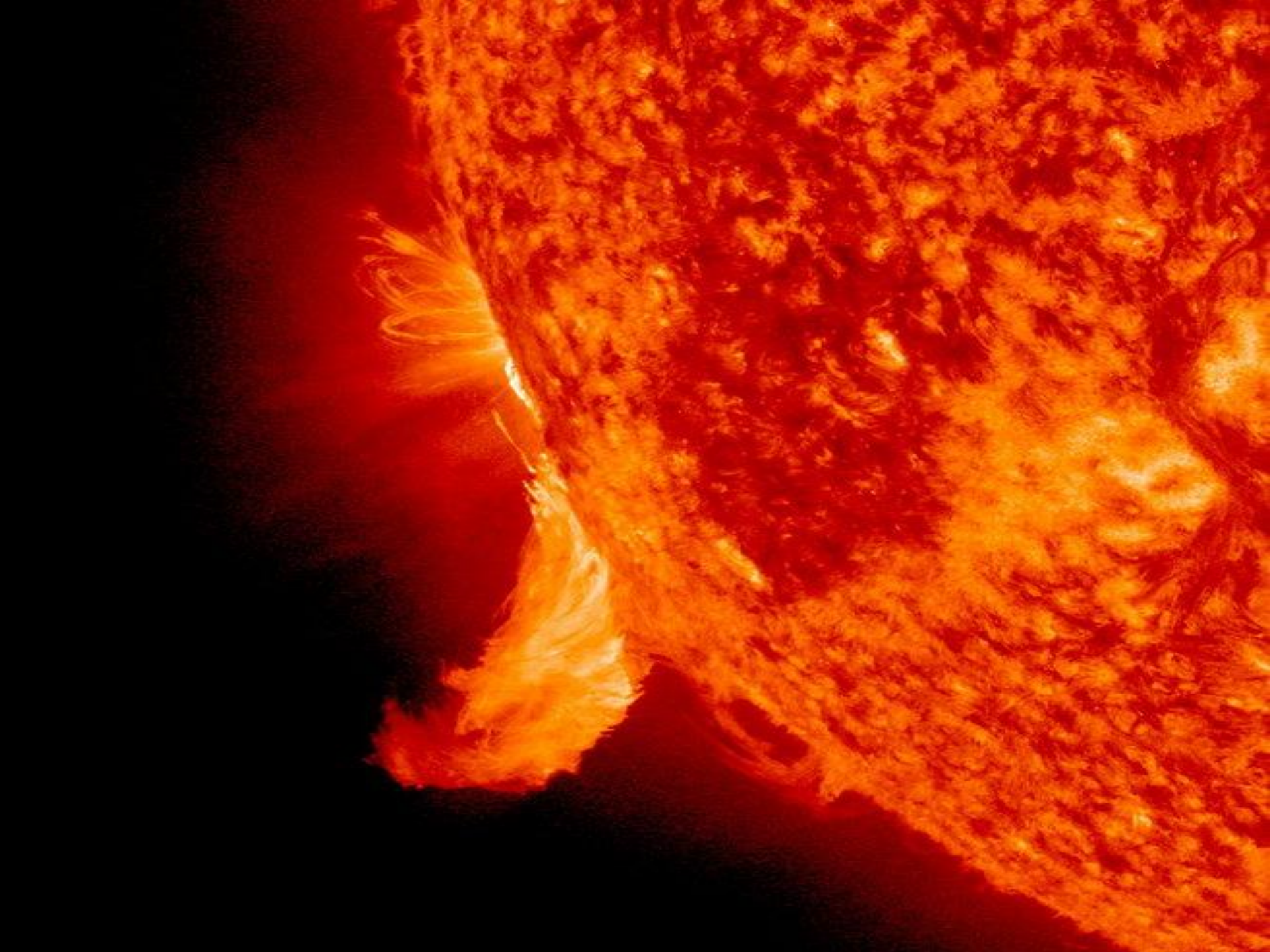
How will you positively impact
1 billion people in the next decade?



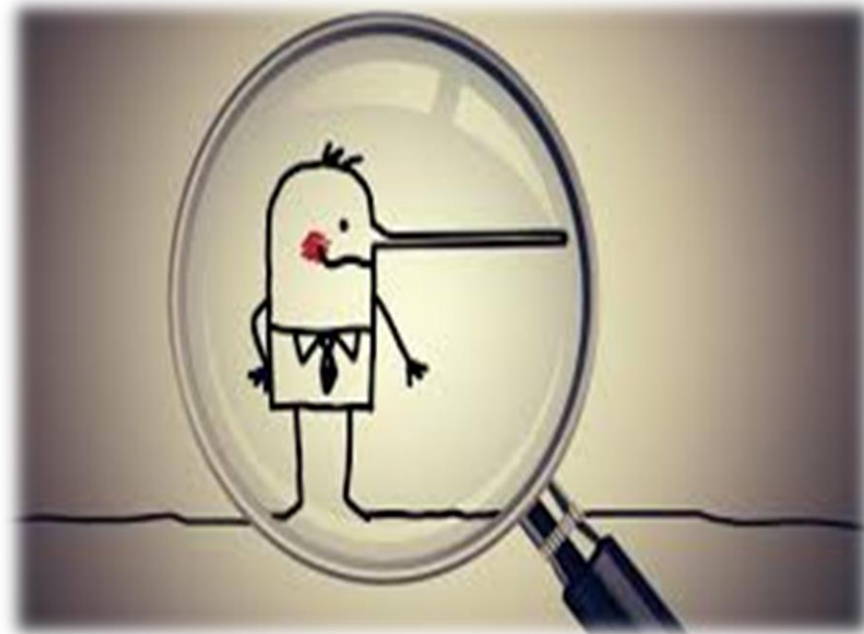












Insight 3



**EXPONENTIAL
ORGANIZATIONS**

Hands Up – Hands Down

Boeing

Philip Morris

Exxon Mobil

ORANGE

Walmart

FORD

General Electric

Hands Up – Hands Down

Snapchat

HAIER

Whatsapp

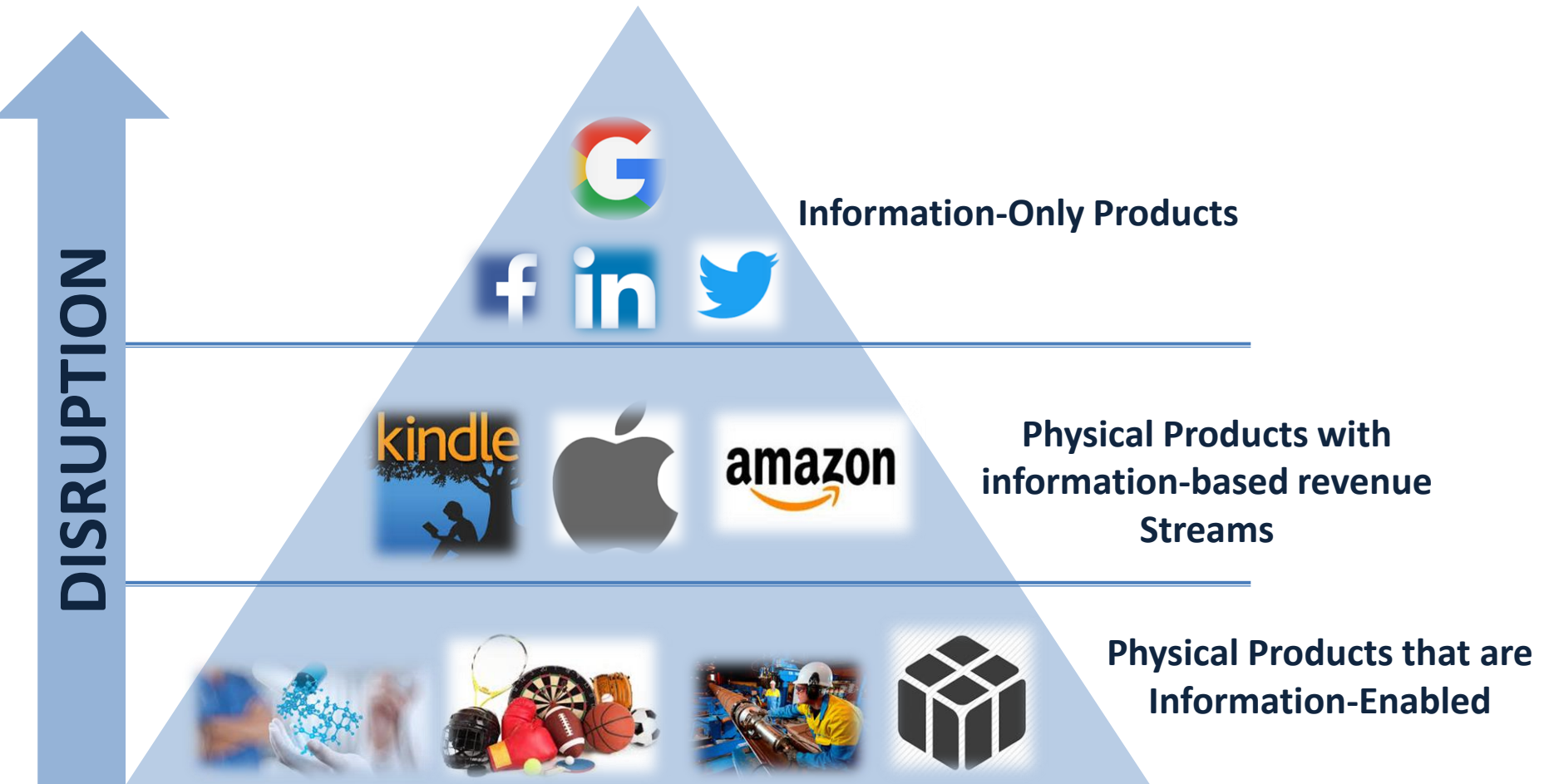
Quirky

GigWalk

VALVE

Github

Industries by Information enablement



The disruption

« Competition for many America's fortune 500 companies is no longer coming from China and India, it's increasingly coming from two guys in a **garage** with a startup leveraging exponentially growing technologies » **P. Diamondis**

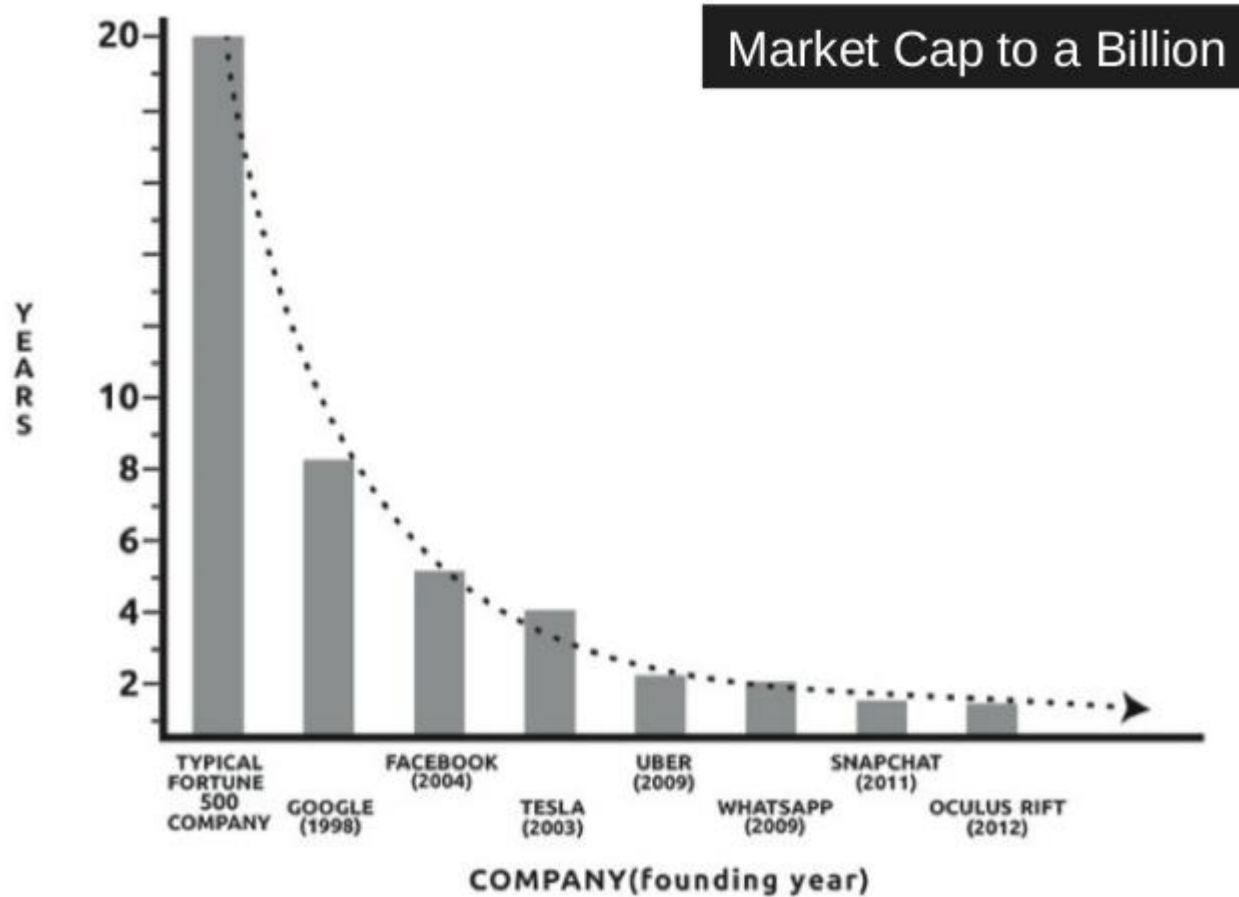
« YouTube went from a startup funded by Chad Hurley's personal credit cards to being purchased by Google for 1.4 \$b in less than 18 months »

Doubling down !

- Community's productivity = $f(\text{human power})$
 - Man and woman to hunt, gather and build
 - Children to assist
 - Double the hands → Double the output
 - Domesticate the beasts of burden → Output increased

Equation is still linear !

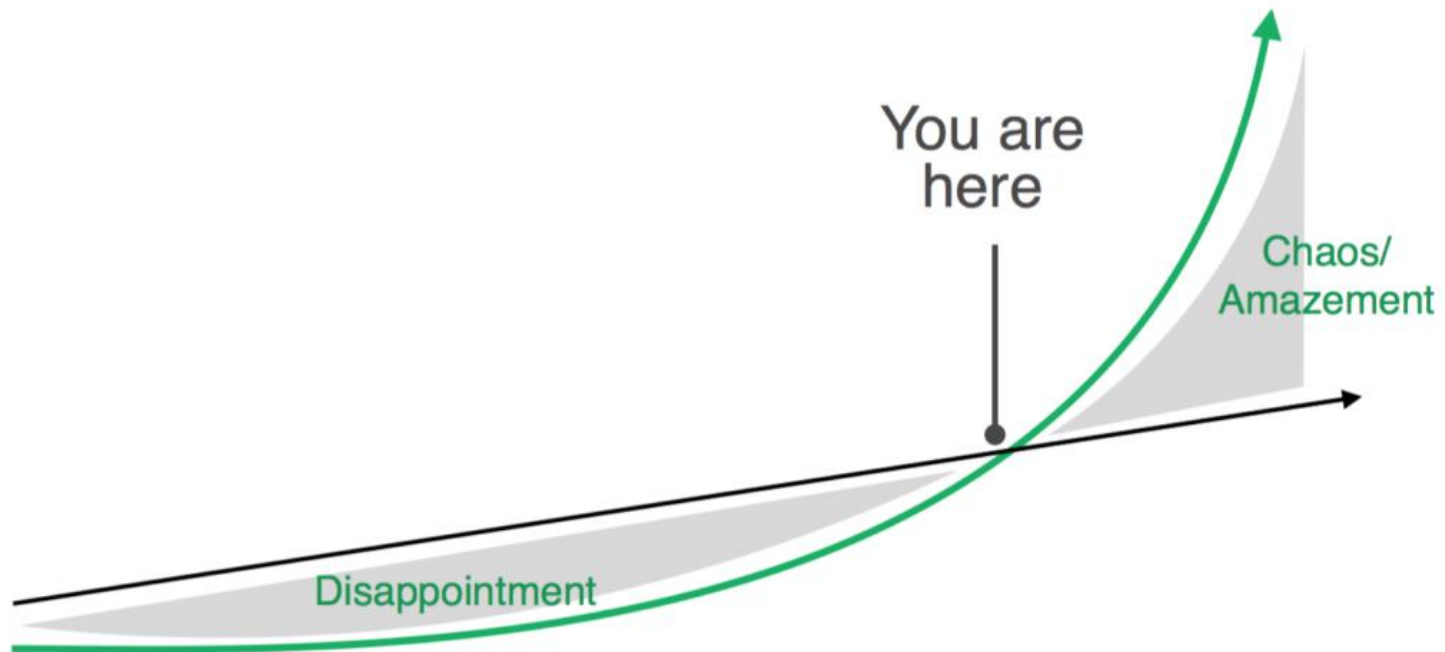
Market Cap to a billion



Exponential Organizations (ExO)

An ExO is one whose impact (or output) is disproportionately large –at least 10x larger- compared to its peers because of the use of new organizational techniques that leverage accelerating technologies.

Deception of linear vs exponential



ExOs Attributes (External / Internal)

Massive Transformative Purpose (MTP)

Think Big !



TED: « Idea worth spreading »

Google: « Organize the world's information »

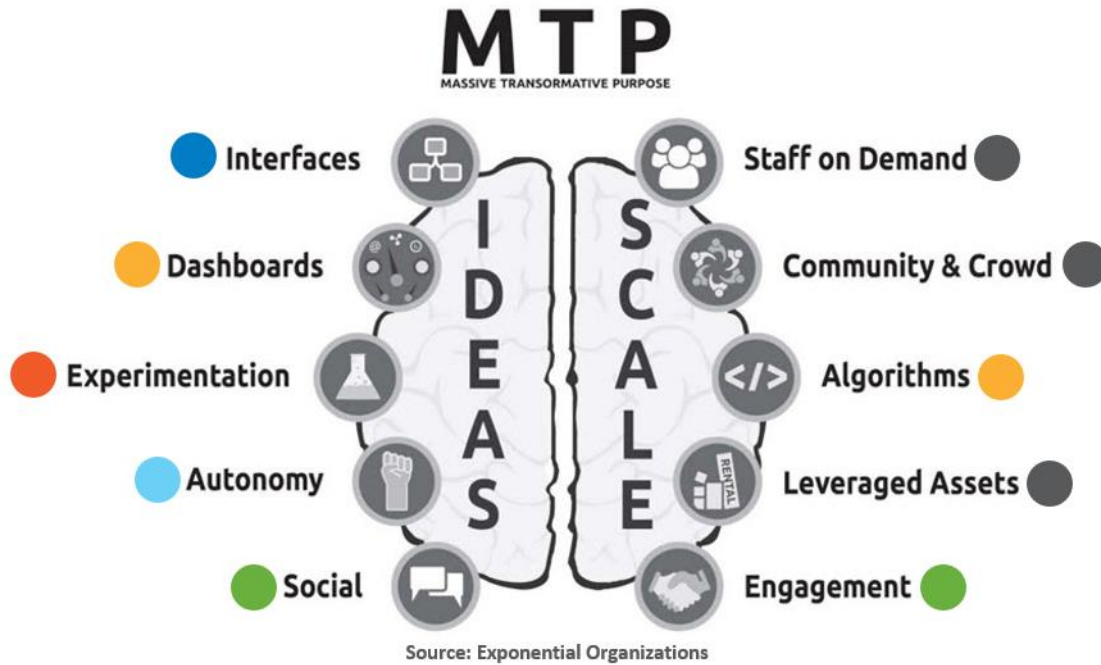
X Prize Foundation: « Bring about radical breakthroughs for the benefit of humanity »

Quirky: « Make invention accessible »

Singularity University: « Positively impact one billion people »

Uniquely Yours
Highly Aspirational
Neither narrow nor technology oriented
Aimed at Heart & Mind
Declared with sincerity & confidence

Internal Attributes

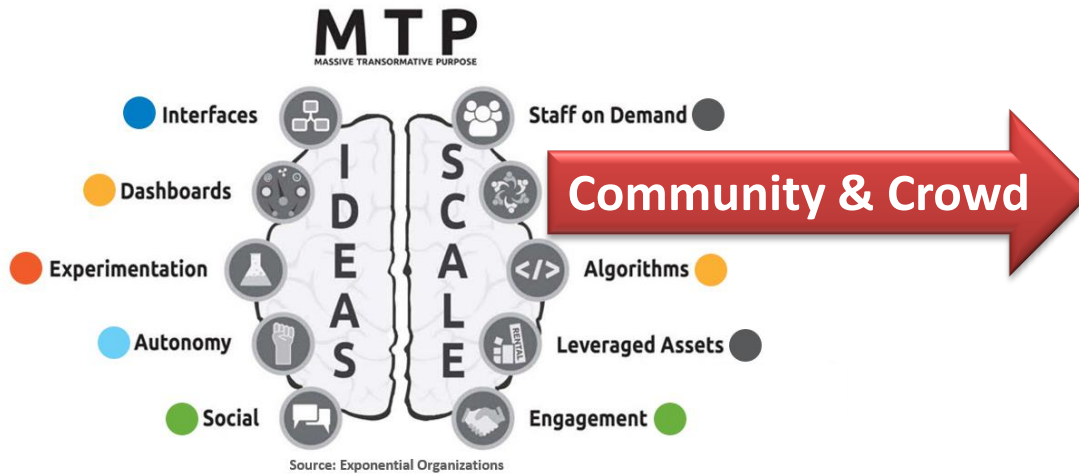


External Attributes



The best way to **harness** human talent is through full-time exclusive employment relationships where **people are paid for the amount of time** they spend at a common location. They should be organized in stable hierarchies where they are evaluated primarily through the judgment of their superiors, and what and how they do their jobs is described.

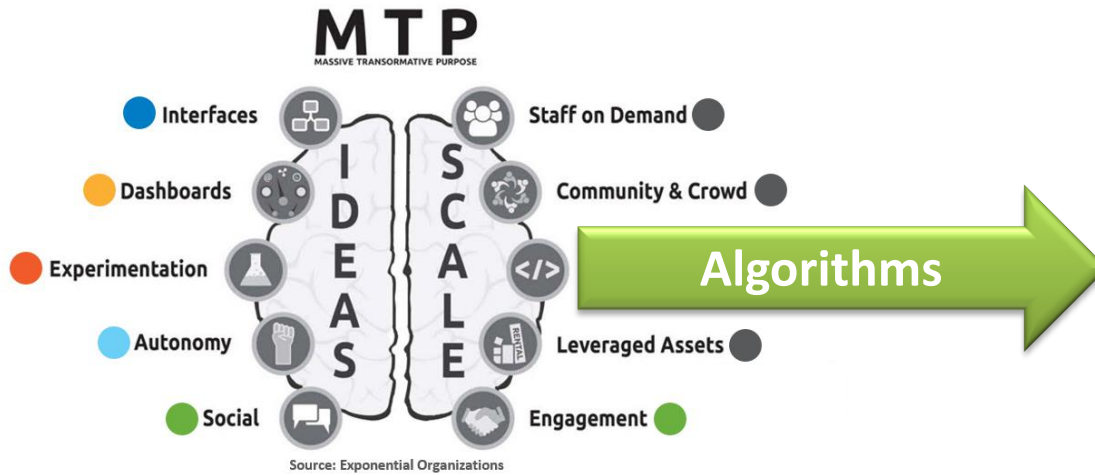
Michael Chui, partner at McKinsey Global Institute



SCALE

« If you build Communities and you do things in public, you don't have to find people, they find you. »

Chris Anderson, DIY Drones

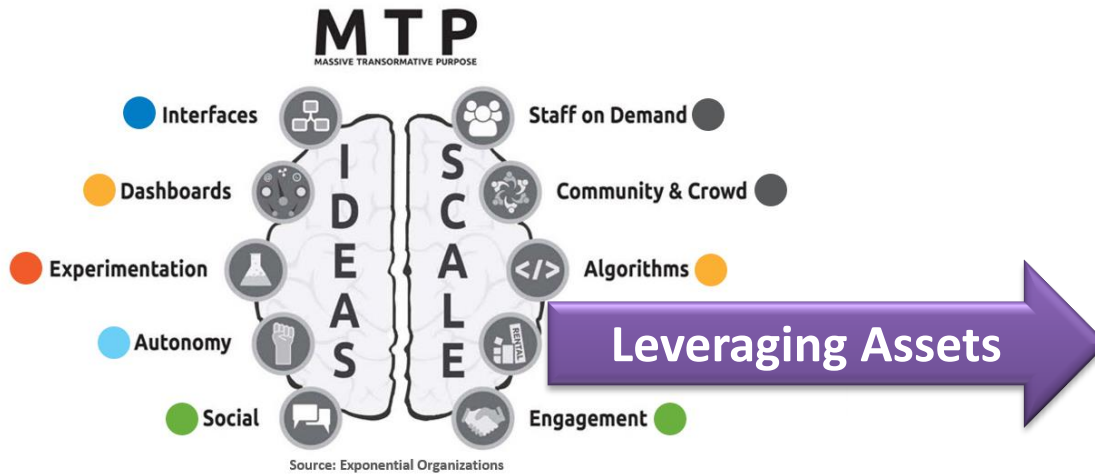


SCALE

An analysis by the American Psychological Association of seventeen studies on hiring practices found that a simple algorithm beat intuitive hiring practices by more than 25 % in terms of successful hires. Neil Jacobstein, an expert in AI, notes that we use AI and algorithms to mitigate and compensate for many human biases.

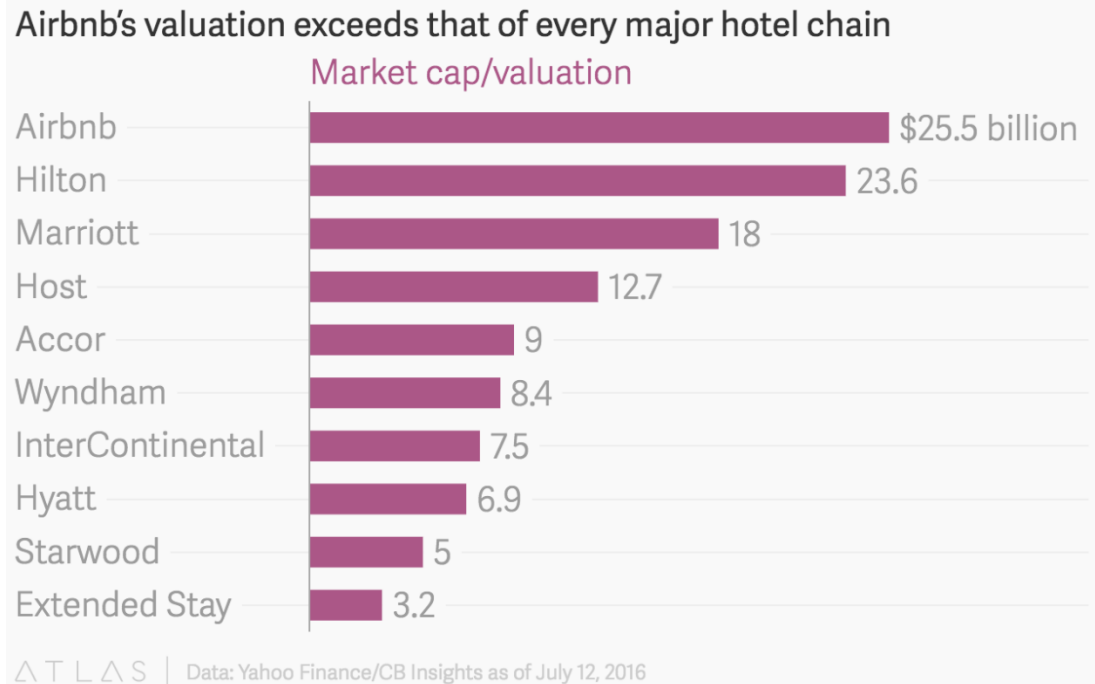
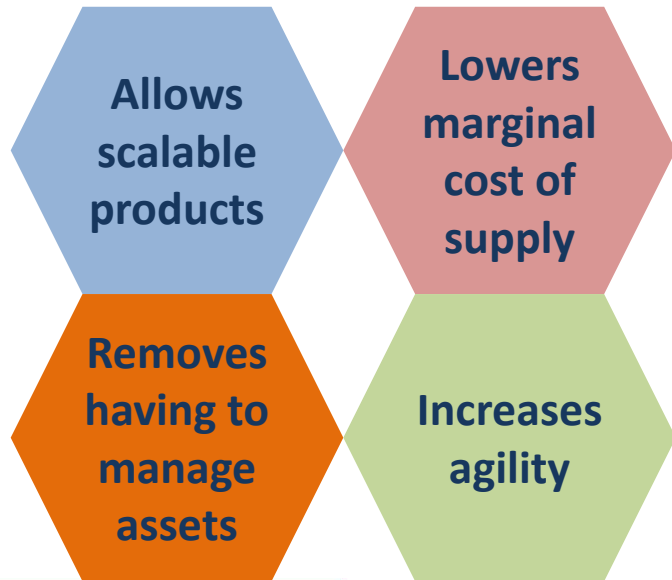
Marc Andreessen

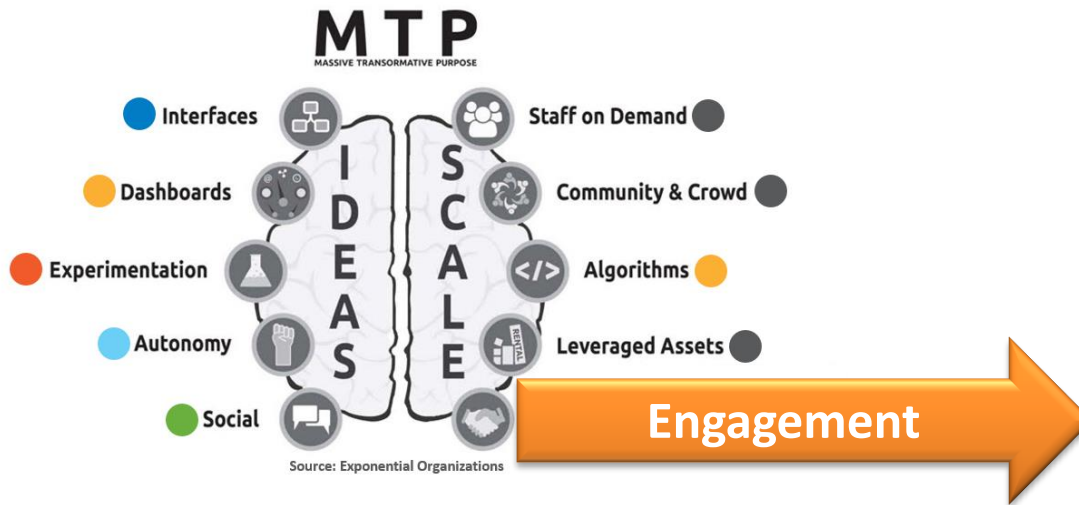




SCALE

Renting, sharing or leveraging assets – as opposed to owning.



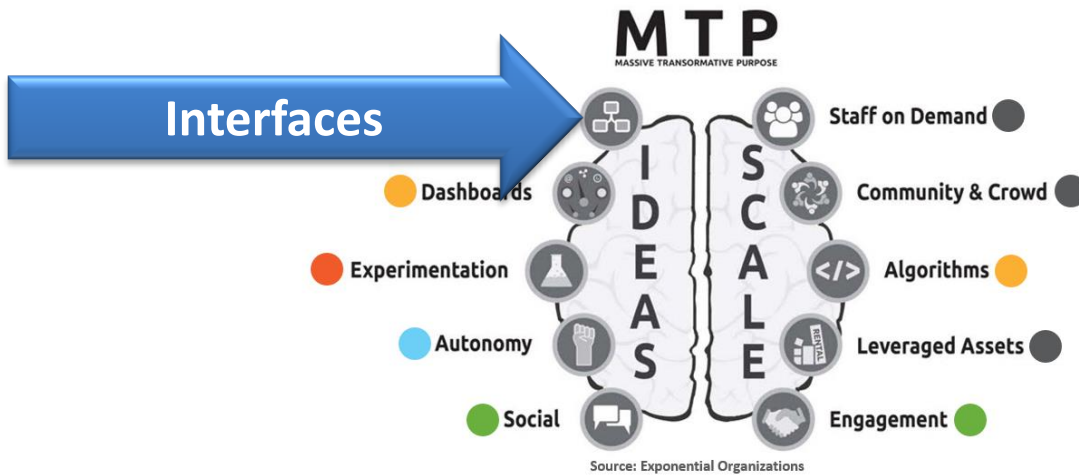


SCALE




Engagement is a collaborative way of enabling collaborative human behaviour-social behaviour to come into play. The truth is this: connected individuals can now do what once large centralized organizations could.

- **Why do people connect together ?**
- **What kind of purpose ?**
- **Why are they acting in common interest ?**
- **What trusts them in you ?**

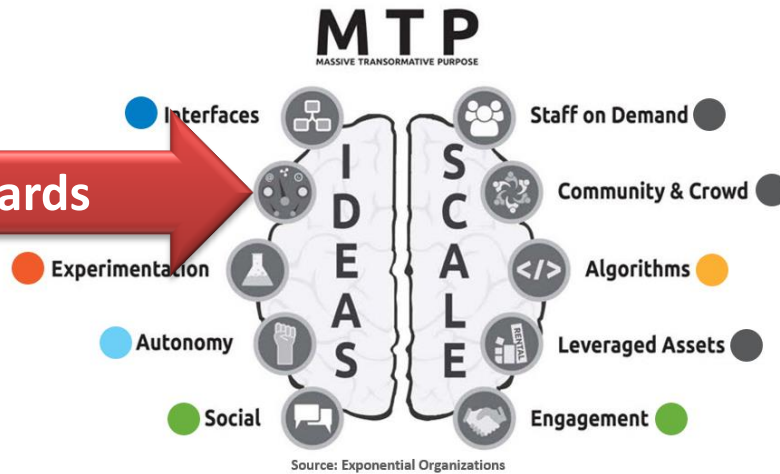
IDEAS



Interfaces are filtering and matching processes by which ExOs bridge from SCALE externalities to internal IDEAS. Control frameworks. They are algorithms and automated workflows that route output of SCALE externalities to the right people at the right time internally.

Interface	Description	Interface usage	SCALE attribute
Driver selection 	System to allow users to find and choose drivers	Algorithms matches best/closest driver to user location	Algorithm
Video translation subtitles 	Manage translations created by volunteers	Integrated TED Talks translations	Community & Crowd
Task availability 	Gigwalk workers receive location based, simple tasks when available	Matches task demand with supply of Gigwalkers	Staff on demand

iDEAS



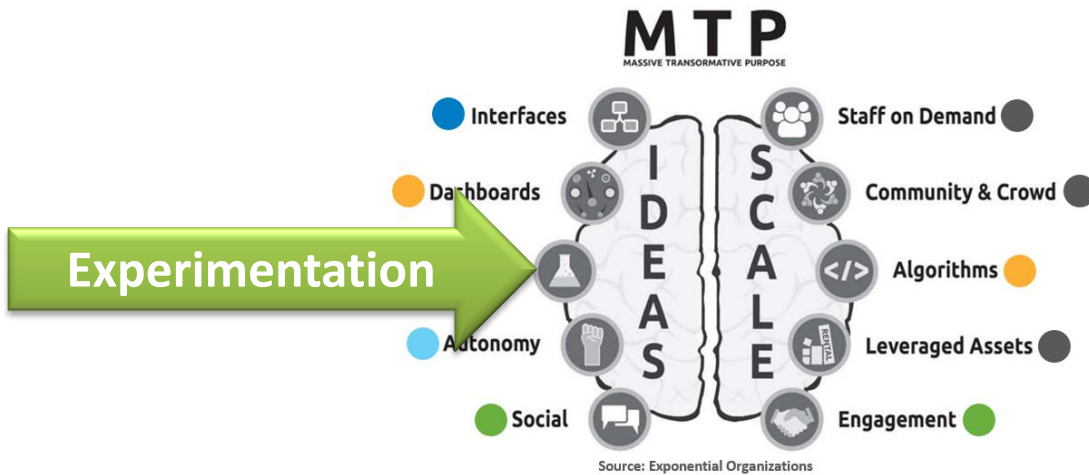
In the early 90s, Walmart revolutionized retailing by launching its own geostationary satellite and then tracking inventory and supply chain transfers in real time.

Walmart was also a pioneer in using RFID to track pick up products out of shelves.

ExOs are adopting OKRs:

1. Where do I want to go ? (Objectives)
2. How will I know I'm getting there ? (Key Results to ensure progress is made)

IDEAS



« A great brand or company that never stops unfolding »

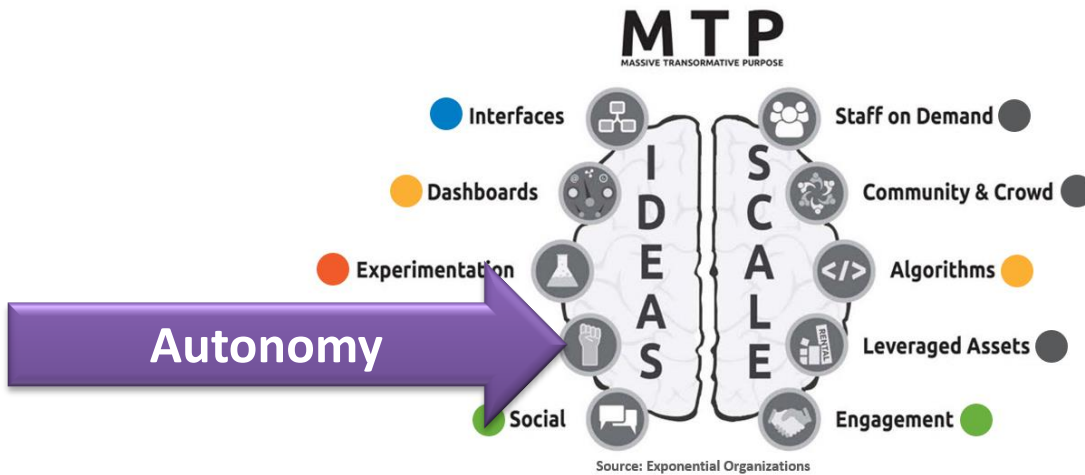
Zappos CEO Tony Hsieh

« Success is a loopy teacher. It seduces smart people into thinking they can't lose »

Bill Gates

P&G Heroic Failure award honors the employee or team with the biggest failure that delivered the greatest insight.

IDEAS



- Valve Software a gaming company with 330 staffers but no classic management Structure, reporting lines, job desc, or regular meetings.
- Autonomy is a prerequisite for *permissionless innovation*.

NB: Holacracy

VALVE

Game development, 400 employees

Organisation:

- No managers
- Every employee has the freedom to create without any worries about failures
- Employee has to select the project to work on
- Employee is responsible for Go/No Go and hiring personnel

Financial:

- 75 million active users on social entertainment platform
- 25 \$b equity in 2012



Online retail market for shoes and clothing, 4000 employees

Organisation:

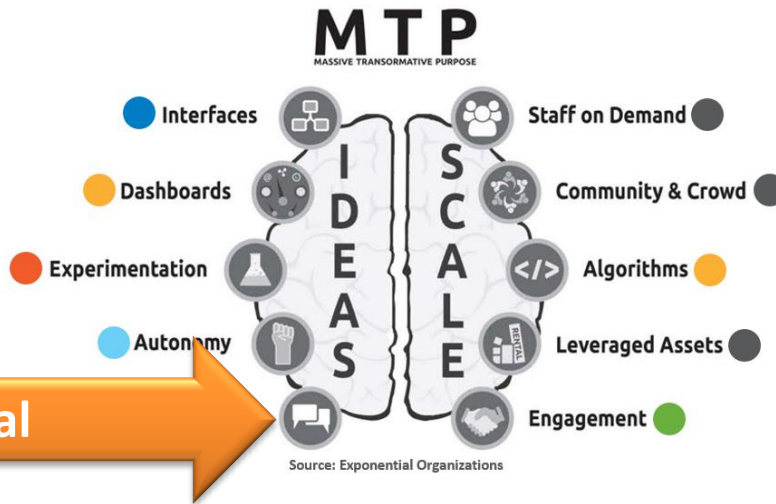
- Company places great emphasis on company culture and core values
- Zappos pays people to leave if they don't fit into the company culture
- Employees encouraged to go beyond traditional customer service
- Representatives encouraged to make decisions on their own
- No job standards available

Financial:

- In November 2009, Zappos.com was acquired by Amazon.com in a deal valued 1.2 \$b



IDEAS



« Communication is the basis for civilization and will be a catalyst and platform in the future for more innovations in many industries »

Marc Andreessen

Why Important ?:

- Faster conversations
- Faster decision cycles
- Faster learning
- Stabilizes team during rapid growth

Characteristics of an ExO Ecosystem

1. **Information** accelerates everything
2. Drive to demonetization
3. **Disruption** is the new norm
4. **Beware** the « Expert »
5. **Death** to the five-year-plan
6. **Smaller** beats bigger
7. **Rent**, don't own
8. Trust beats control, and **open** beats closed
9. Everything is **measurable**

« La plupart des gens regardent les choses telles qu'elles sont, et se demandent pourquoi changer? Moi je regarde les choses telles qu'elles devraient être, et je me demande : pourquoi pas ? »

I HAVE A DREAM, Martin Luther King



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