
AUGUST

TEAMS & WORK

IN THE 21ST CENTURY



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AUGUST

A grayscale image of a chessboard with various chess pieces scattered across the squares. The squares alternate between a solid light gray and a diagonal hatched pattern. The pieces include a king, queen, rook, bishop, knight, and pawns.

EXPONENTIAL CHANGE & INESCAPABLE UNCERTAINTY

EXPONENTIAL INNOVATION →

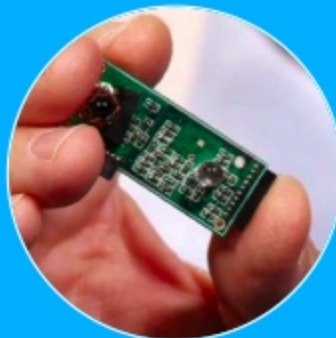
3D Printer



\$40,000 ➤ \$100

400x in 7 yrs

Sensors



\$20,000 ➤ \$79

250x in 5 yrs

DNA Sequencing

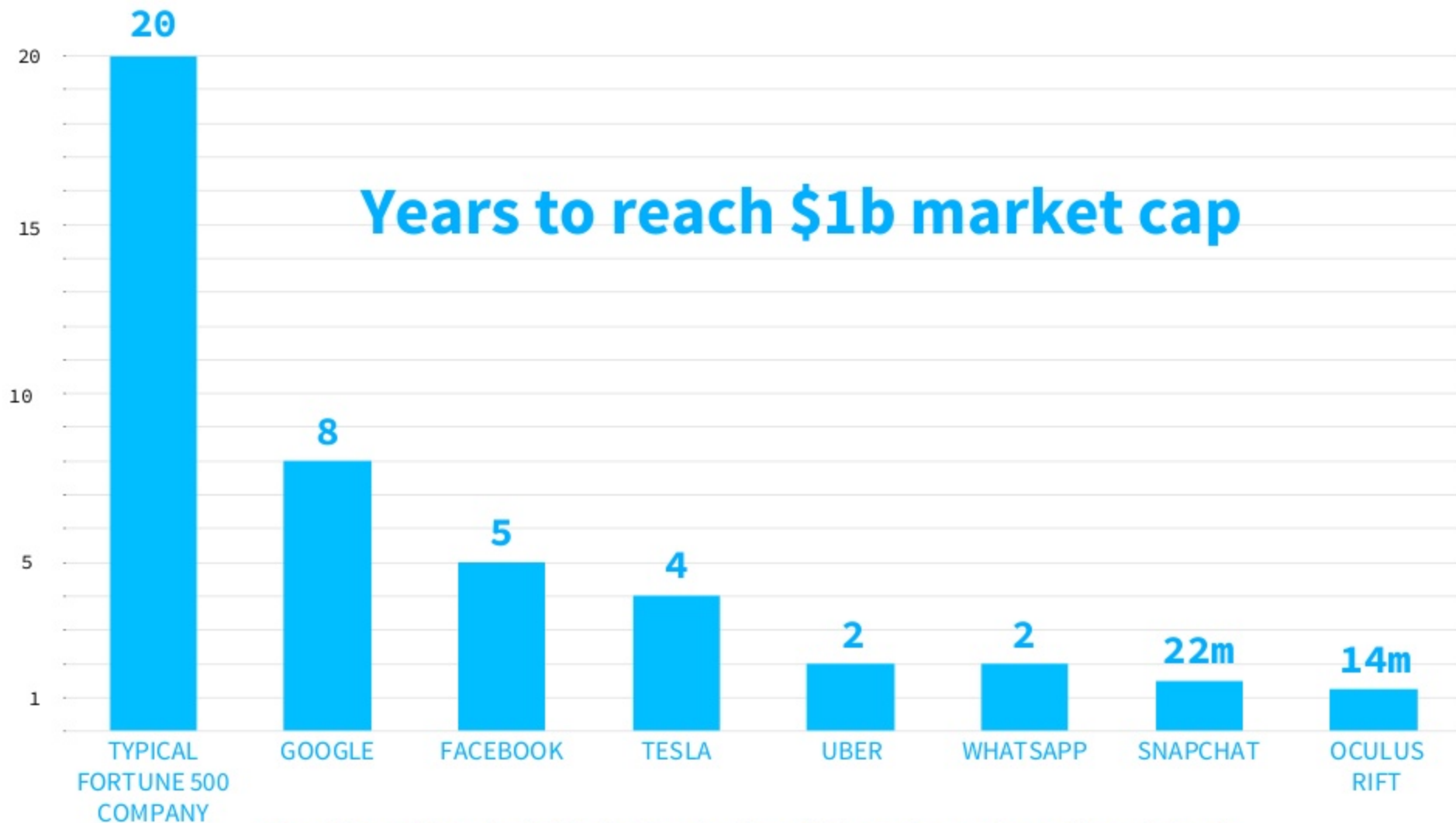


\$10mm ➤ \$1,000

10,000x in 7 yrs

Source: "Exponential Organizations", Yuri Van Geest, <http://www.slideshare.net/vangeest/exponential-organizations-h>

Years to reach \$1b market cap



Source: "Exponential Organizations", Yuri Van Geest, <http://www.slideshare.net/vangeest/exponential-organizations-h>

***IT'S NEVER BEEN
EASIER TO...***



**BRING AN
IDEA TO LIFE**



**BRING A
PRODUCT TO SCALE**

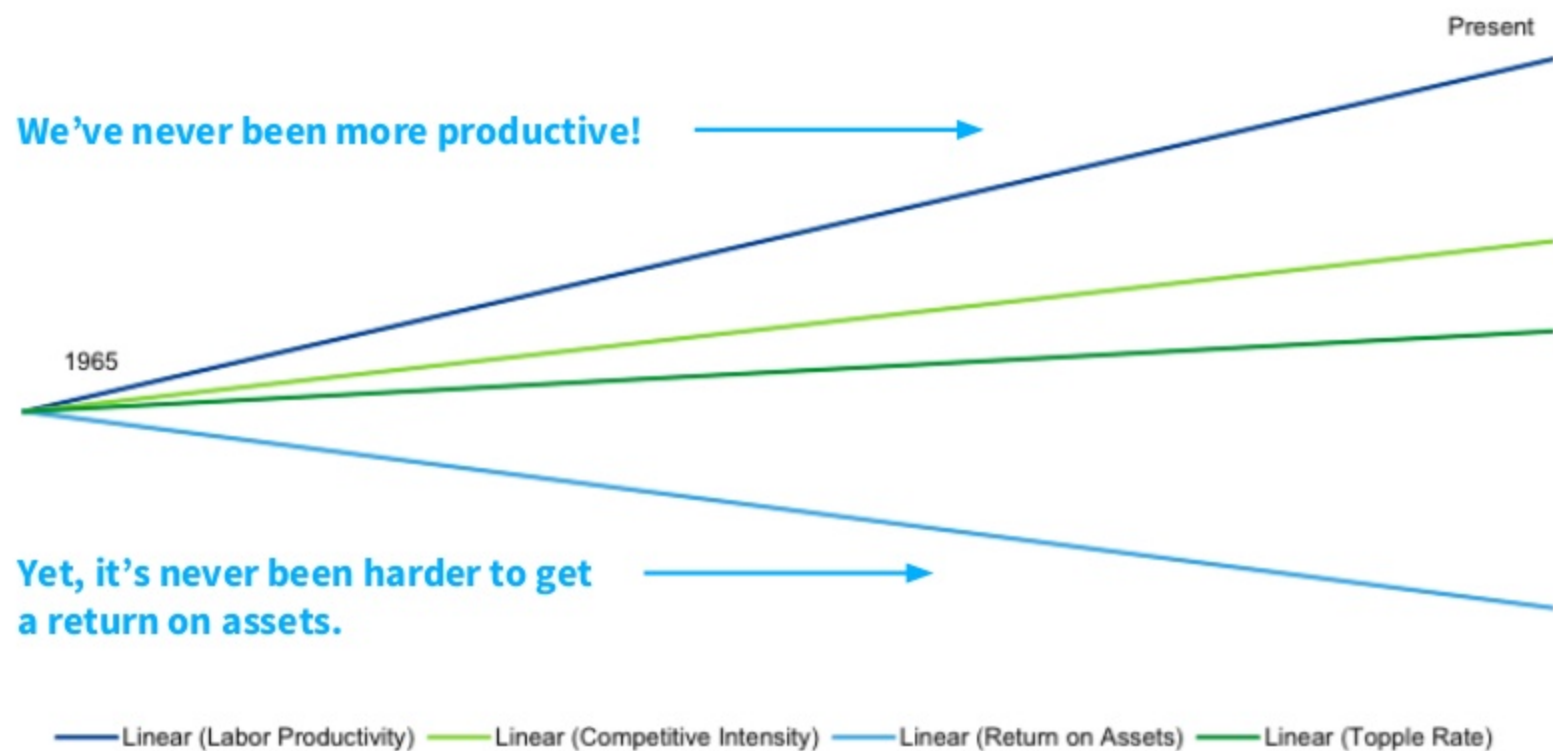


 **airbnb**

EVERYTHING IS AMAZING

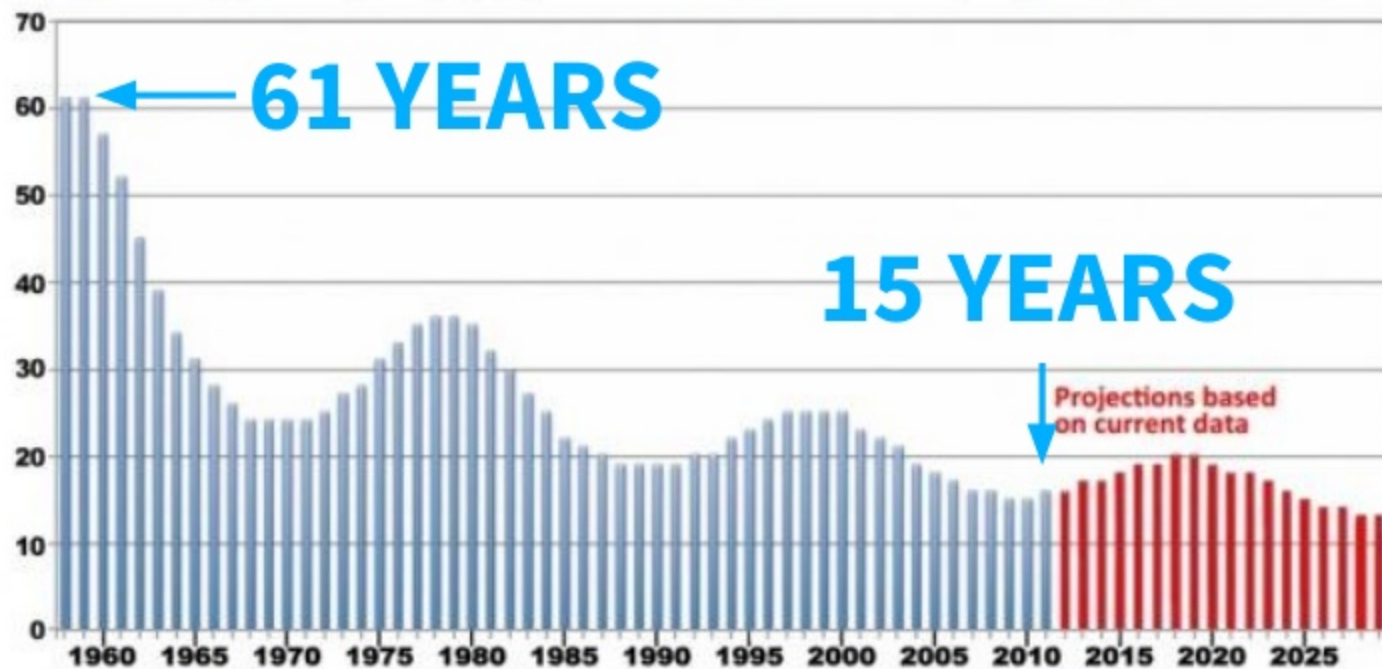
AND NOBODY'S HAPPY

Exhibit 13: Firm performance metric trajectories (1965-2010)



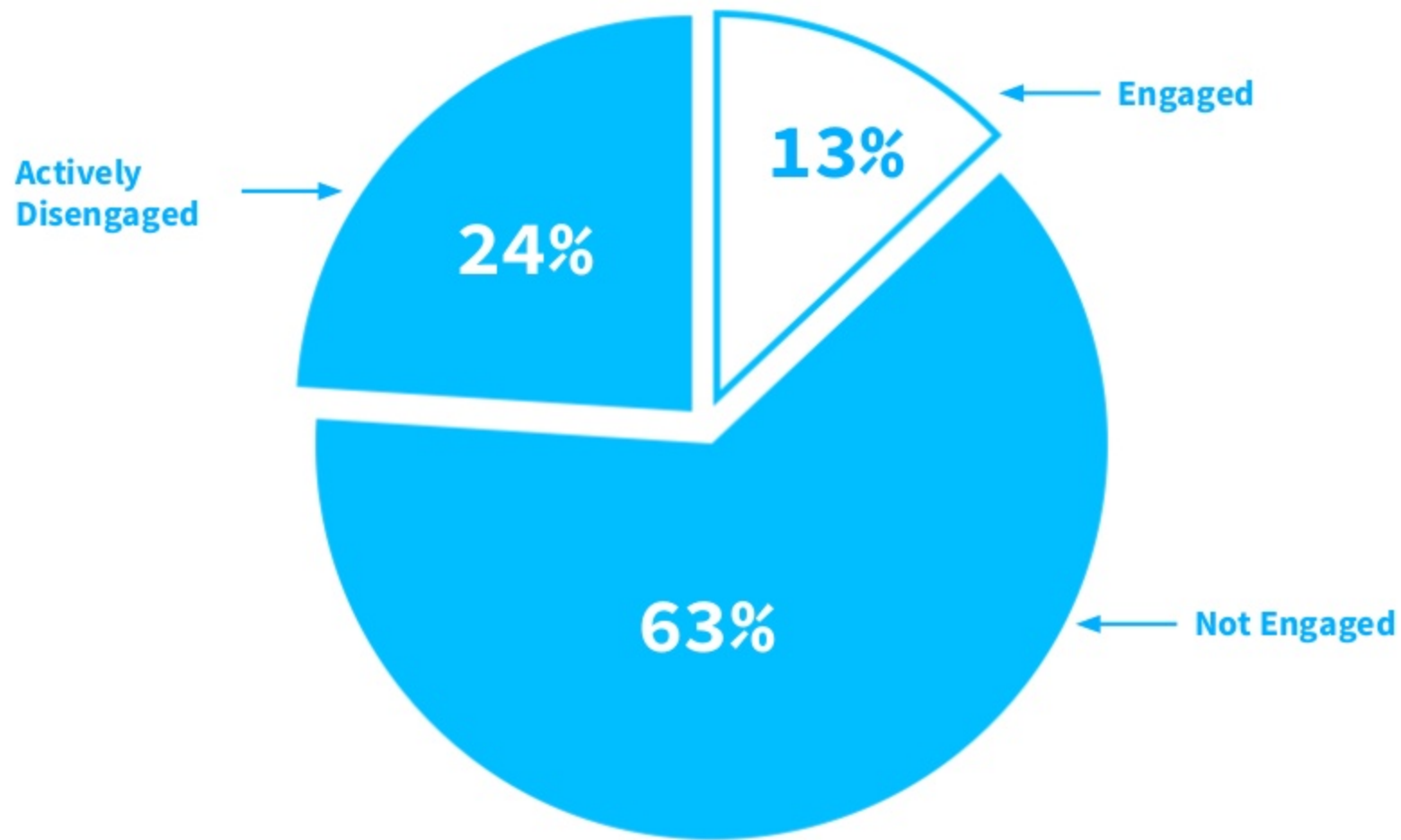
Source: Deloitte analysis

Average company lifespan on S&P 500 Index (in years)



Year (each data point represents a rolling 7-year average of average lifespan)

DATA: INNOSIGHT/Richard N. Foster/Standard & Poor's



Source: Gallup "State of the Global Workplace Report"



CERTAIN

UNCERTAIN







ORGANIZING TO EXECUTE

ORGANIZING TO LEARN

HIRING

CONFORMERS,
RULE FOLLOWERS

CREATIVE PROBLEM SOLVERS,
EXPERIMENTERS

TRAINING

LEARN BEFORE YOU DO

LEARN FROM DOING

MEASURING
PERFORMANCE

DID YOU DO IT RIGHT?

DID WE LEARN?

ORG
STRUCTURE

SILOS &
SEPARATED EXPERTISE

CROSS-FUNCTIONAL &
INTEGRATED EXPERTISE

PROCESS
GOALS

DRIVE OUT VARIANCE

USE VARIANCE TO
ADAPT AND IMPROVE

Source: "Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy", by Amy C. Edmondson

A REVOLUTION IN HOW WE WORK



IT GOES BY MANY LABELS...

AGILE

RESPONSIVE ORG

LEAN STARTUP

EXPONENTIAL ORG

THE B TEAM / B CORP

REINVENTING ORGS

HOLACRACY

THE 5TH DISCIPLINE

1. BE PURPOSE-DRIVEN

