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IT Best Practices Evangelist

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AUSIM
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 110Y
Cost Per GFLOPS

1961
$ 8.3 trillion

1984
$ 42.8 million

1997
$ 42,000

2007
$ 52

2015
$ 0.08
iPhone 6

115 GFLOPS

2014 cost: $649

1997 cost: $4,830,000

1984 cost: $5 billion
Plummeting costs

<table>
<thead>
<tr>
<th></th>
<th>Cost (averages) for equivalent functionality</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>3D printing</td>
<td>$40,000 (2007) to $100 (2014)</td>
<td>400x in 7Y</td>
</tr>
<tr>
<td>Industrial robots</td>
<td>$500,000 (2008) to $22,000 (2013)</td>
<td>23x in 5Y</td>
</tr>
<tr>
<td>Drones</td>
<td>$100,000 (2007) to $700 (2013)</td>
<td>142x in 6Y</td>
</tr>
<tr>
<td>Solar</td>
<td>$30 per kWh (1984) to $0.16 per kWh (2014)</td>
<td>200x in 20Y</td>
</tr>
<tr>
<td>Sensors (3D LIDAR sensor)</td>
<td>$20,000 (2009) to $79 (2014)</td>
<td>250x in 5Y</td>
</tr>
<tr>
<td>Biotech (DNA sequencing of one whole human DNA profile)</td>
<td>$10 million (2007) to $1,000 (2014)</td>
<td>10,000x in 7Y</td>
</tr>
<tr>
<td>Neurotech (BCI devices)</td>
<td>$4,000 (2006) to $90 (2011)</td>
<td>44x in 5Y</td>
</tr>
<tr>
<td>Medicine (full body Scan)</td>
<td>$10,000 (2000) to $500 (2014)</td>
<td>20x in 14Y</td>
</tr>
</tbody>
</table>
Insight 2: Abundance Vs Scarcity
Abundance
• Infinite Computing
• Sensors & Networks
• Robotics
• 3D/4D Printing
• Synthetic Biology
• Digital Medicine
• Nano Materials
• Artificial Intelligence
• Cognitive Sciences
Abundance (1/2)
Abundance (2/2)
Drones
Google Loon / Facebook Internet drones

Internet Antenna on the ground sends signals to balloon

Everest 29.092 Ft

Airliner 30.000 Ft
The Qualcomm Tricorder X Prize
DNA Sequencing

- **DNA sequencing** is the process of determining the precise order of nucleotides within a DNA molecule. It includes any method or technology that is used to determine the order of the four bases— Adenine, Guanine, Cytosine, and Thymine.

- Knowledge of DNA sequences has become indispensable for basic biological research, and in numerous applied fields such as medical diagnosis, biotechnology, forensic biology, virology and biological systematics.

1970: $3b  
2014: $1000
Solar energy

- 130 million GWh (Gigawatt-hour) are absorbed by the Earth in one hour!
- The total amount of energy consumed by mankind in one year (including all forms of energy) is about 100 million GWh
BAXTER

BAXTER:

• Baxter runs on the open-source Robot Operating System
• Baxter can be placed on a four-legged pedestal with wheels to become mobile.
• Baxter has extra sensors in its hands that allow it to pay very close attention to detail

COBOT:

• A cobot or co-robot (from collaborative robot) is a robot intended to physically interact with humans in a shared workspace.
• This is in contrast with other robots, designed to operate autonomously or with limited guidance, which is what most industrial robots were up until the decade of the 2010s.
6 Ds
6 Ds

- Digitized
- Deceptive
- Disruptive
- Dematerialize
- Demonetize
- Democratize
Google Car

LiDAR System

 THEN

[$$$$$$ THOUSANDS]
[Large | Expensive | Visible]

Existing LiDAR solutions are large and costly, limiting broader access to this technology.

NOW

[Small | Inexpensive | Integrated]

VS.

Delphi, with Quanergy, will provide a low-cost, high-performance solid-state LiDAR solution that will accelerate automated driving.

LOWER COST leads to WIDE-SPREAD ADOPTION OF LIFE-SAVING technology.

$ = LIVES SAVED
Insight 3
Let’s Play !
Hands Up – Hands Down

Boeing

Philip Morris

Exxon Mobil

ORANGE

Walmart

FORD

General Electric
Hands Up – Hands Down

Whatsapp

HAIER

Zappos

Quirky

GigWalk

VALVE

Github
Industries by Information enablement

- Information-Only Products
- Physical Products with information-based revenue Streams
- Physical Products that are Information-Enabled
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. Diamonddis

«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(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

You are here

Chaos/Amazement

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

Chris Anderson, DIY Drones
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.
Renting, sharing or leveraging assets – as opposed to owning.

- Allows scalable products
- Lowers marginal cost of supply
- Removes having to manage assets
- Increases agility

### Airbnb’s valuation exceeds that of every major hotel chain

<table>
<thead>
<tr>
<th>Hotel</th>
<th>Market cap/valuation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airbnb</td>
<td>$25.5 billion</td>
</tr>
<tr>
<td>Hilton</td>
<td>23.6</td>
</tr>
<tr>
<td>Marriott</td>
<td>18</td>
</tr>
<tr>
<td>Host</td>
<td>12.7</td>
</tr>
<tr>
<td>Accor</td>
<td>9</td>
</tr>
<tr>
<td>Wyndham</td>
<td>8.4</td>
</tr>
<tr>
<td>InterContinental</td>
<td>7.5</td>
</tr>
<tr>
<td>Hyatt</td>
<td>6.9</td>
</tr>
<tr>
<td>Starwood</td>
<td>5</td>
</tr>
<tr>
<td>Extended Stay</td>
<td>3.2</td>
</tr>
</tbody>
</table>

Data: Yahoo Finance/CB Insights as of July 12, 2016
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?

• The question for leaders is how do you enable, foster, organize, galvanize and act on that fundamental human capacity to contribute and work with others?
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.

<table>
<thead>
<tr>
<th>Interface</th>
<th>Description</th>
<th>Interface usage</th>
<th>SCALE attribute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driver selection</td>
<td>System to allow users to find and choose drivers</td>
<td>Algorithms matches best/closest driver to user location</td>
<td>Algorithm</td>
</tr>
<tr>
<td>Video translation subtitles</td>
<td>Manage translations created by volunteers</td>
<td>Integrated TED Talks translations</td>
<td>Community &amp; Crowd</td>
</tr>
<tr>
<td>Task availability</td>
<td>Gigwalk workers receive location based, simple tasks when available</td>
<td>Matches task demand with supply of Gigwalkers</td>
<td>Staff on demand</td>
</tr>
</tbody>
</table>
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)
“A great brand or company that never stops unfolding”

Zappos CEO Tony Hsieh

“Success is aloosy 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.
Valve Software a gaming company with 330 staffers but no classic management structure, reporting lines, job desc, or regular meetings. The Cie hires talented, innovative self-starters, who decide which projects they wish to join. They are also encouraged to start new projects, so long as they fit the company’s MTP. Autonomy is a prerequisite for permissionless innovation.

NB: Holacracry
**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

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**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
« 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
Use Case
HAIER use case (1/3)

• 80,000 employees, 30 $b sales in 2013
• What makes HAIER different?
  – CEO Zhan Ruimin shred entire middle management layer into 2000 ZZJYT's (independent, self-managed units, each having a P&L where team members are paid on performance (Autonomy))
  – Employees are able to switch between units
  – Customer-facing employees are given maximum flexibility and full decision-making capabilities
  – Instead of following set of orders from the company, a team’s primary responsibility is to increase customer demand
HAIER use case (2/3)

• What makes HAIER different?
  – Anyone can propose new products, which are then voted by employees, suppliers and customers who collectively determine which projects are funded (Experimentation, Community & Crowd)

  – Whoever proposes a winning idea becomes a unit leader, empowered to recruit team members from across organization.

  – Every quarter, each team has the opportunity to vote its unit leader out (Autonomy)

  – Performance is tracked on a daily, real time basis (Dashboards)
HAIER use case (3/3)

• What makes HAIER different?
  – Haier’s community management system, known as HOPE (Haier Open Partnership Ecosystem), is an open innovation ecosystem across 670,000 users communicate with suppliers and other customers searching for new business opportunities (Engagement). Anyone can contribute ideas or compete in contests (Engagement: incentive competitions).
  – Haier launched a global Green Home Vision contest and a global slogan contest on Facebook. In its first year, four winners (out of 200,000 slogan entries) won a trip to CHINA. (Community & Crowd, Engagement)

<table>
<thead>
<tr>
<th>MTP</th>
<th>S</th>
<th>C</th>
<th>A</th>
<th>L</th>
<th>E</th>
<th>I</th>
<th>D</th>
<th>E</th>
<th>A</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>✓</td>
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<td>✓</td>
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<td>✓</td>
<td>✓</td>
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<td>✓</td>
</tr>
</tbody>
</table>

Haier’s Exponential Quotient: 81%
## A NEW CAMBRIAN EXPLOSION

<table>
<thead>
<tr>
<th></th>
<th>Age (Y)</th>
<th>2011 valuation</th>
<th>2014 valuation</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haier</td>
<td>30</td>
<td>$19 b</td>
<td>$60 b</td>
<td>3x</td>
</tr>
<tr>
<td>Valve</td>
<td>18</td>
<td>$1.5 b</td>
<td>$4.5 b</td>
<td>3x</td>
</tr>
<tr>
<td>Google</td>
<td>17</td>
<td>$150 b</td>
<td>$400 b</td>
<td>2.5x</td>
</tr>
<tr>
<td>Uber</td>
<td>7</td>
<td>$2 b</td>
<td>$17 b</td>
<td>8.5x</td>
</tr>
<tr>
<td>Airbnb</td>
<td>6</td>
<td>$2 b</td>
<td>$10 b</td>
<td>5x</td>
</tr>
<tr>
<td>Github</td>
<td>6</td>
<td>$500 M</td>
<td>$7 b</td>
<td>14x</td>
</tr>
<tr>
<td>Waze</td>
<td>6</td>
<td>$25 M</td>
<td>$1 b</td>
<td>50x</td>
</tr>
<tr>
<td>Quirky</td>
<td>5</td>
<td>$50 M</td>
<td>$2 b</td>
<td>40x</td>
</tr>
<tr>
<td>Snapshat</td>
<td>3</td>
<td>$0</td>
<td>$10 b</td>
<td>10,000x +</td>
</tr>
</tbody>
</table>
ExO positions
ExOs and **CEOs** metamorphosis

- Migrate to an MTP
- MTP Communities
- Disruptive ExOs in your industry
- External Innovation
- Leveraged assets and staff on demand
- Information-based products and services
- Death of the five-year plan
- External innovation
- Automate and measure different processes in all departments
ExOs and CIOs metamorphosis

- BYOx
- Cloud Access
- AI assistants
- Big Data / Analytics
- XAAS
- Leveraged assets and staff on demand
- Rent, don’t own
- Death of the five-year plan
- External innovation / Experimentation
- Build bridges with Universities
- Constant Update minds
ExOs and **CMOs** metamorphosis

- Product personalization
- AI monitoring of social media
- Real-time behavioral dashboards
- MTP Community as sales force
- Vendor Relationship Management-extension of intention economy
- Differential real-time pricing models
- Crowdsourced online marketplaces for marketing materials
- Experimentation / Gaming
- New revenue models
ExOs and CFOs metamorphosis

- AI accounting
- Digital payment solutions
- Crowdfunding/Crowdlending
- Cash flow measurement
- Focus rather on R.O.I instead of cost cutting and stressing expenses
- Focus on Balanced Score Cards
ExOs and COOs metamorphosis

- Decentralized or outsourced production
- Recyclable materials/Circular economy
- Nanomaterial and nonmanufacturing
- 3D printing
- AI production monitoring
- Customizable and programmable robots
- Sustainable production and logistics
- Autonomous transport and delivery
- Embrace Factory 4.0 / Smartfactories
ExOs and CHROs metamorphosis

- Digital Job interviews and meetings
- Hire employees who ask the right questions
- Hire based on potential, not just on track record and/or resume
- DNA/neuro recruitment and team formation
- Peer learning and coaching
- P2P reputation systems
- Personal development dashboards and MTP alignment
- Quantified Employee/teams
- Neuroenhancement
The world’s most important Job

CExO

CXO
CoBook

ITAMM: 10 Get Assessed, 5 Get Value

8 AUSIM RDV + 1 International Conference

AUSInnov

4 White Books; 4 AUSINews

AUSIMAcademy

CIO Trip – (Symposium GARTNER / ???)

Labo de recherche BLOCKCHAIN / ENSIAS
What is your ExO Quotient?
Each question is scored 1-4 (total 84)
ExOs achieve scores over 55/84

Human Resources and Asset Management

1. To what extent do you use full time employees vs. on-demand contractors?

- We only use full time employees (1 point)
- We use mostly full-time employees with some on-demand contractors in non-mission critical areas (e.g. IT, event production, etc.) (2 points)
- We use some on-demand contractors to augment mission critical areas (e.g. operations, production, HR, etc.) (3 points)
- We mostly use on-demand contractors in addition to a small full-time core team (4 points)
Human Resources and Asset Management

2. To what extent do you leverage external resources to perform business functions?

- Most business functions are handled by internal employees.
- We outsource some administrative and support functions (e.g. AP, AR, help desk, facilities, etc.).
- We outsource some mission critical functions (e.g. Apple and Foxconn).
- We emphasize agility – even mission critical functions are outsourced as variable costs rather than fixed costs.
Human Resources and Asset Management

3. To what extent do you own vs. rent the assets in your organization?

- We own all assets except peripheral equipment (e.g. copiers)
- We access some key equipment/services on demand (e.g. cloud computing)
- We use on-demand assets in multiple business functions (e.g. Hackerspaces or shared offices vs. leasing or buying office space; Using Netjet vs. buying a jet)
- We use on-demand assets even in mission critical areas (e.g. Apple and Foxconn)
Community and Crowd

4. To what extent do you manage and interact with your Community (users, customers, partners, fans)?

- We have very passive involvement with our community (i.e. we use some social media)
- We leverage our community for market research and other listening activities
- We actively use the community for outreach, support and marketing
- The community heavily influences our organization (e.g. product ideas, product development)
Community and Crowd

5. How do you engage your Community?

- No engagement beyond standard customer service (e.g. traditional CRM)
- Our community is centralized and communication is "one to many" (e.g. TED.com, Apple)
- Our community is decentralized and communication is "many to many" but passive and single purpose (e.g. LinkedIn, Facebook)
- Our community is decentralized, communication is “many to many” and drives peer-to-peer value creation (e.g. DIY Drones, GitHub, Wikipedia)
Engagement of Community and Crowd

6. Do you actively convert “the Crowd” (general public) into Community members?

- We use standard techniques like PR to increase awareness
- We leverage social media for marketing purposes
- We use gamification and incentive competitions to turn crowd into community
- Our products and services are inherently designed to convert crowd into community (e.g. shareable memes like the Lyft mustache or Hotmail signature)
Engagement of Community and Crowd

7. To what extent do you use Gamification or Incentive Competitions?

- We use gamification/incentive competitions for internal motivation only (e.g. salesperson of the month)
- We use basic gamification externally (e.g. loyalty programs, frequent flyer programs)
- We build gamification/incentive competitions into our products and services (e.g. Foursquare)
- We use gamification/incentive competition to drive ideation and product development (e.g. Quirky, Kaggle)
Information and Social Enablement

8. To what extent are your products/services information based?

- Our products/services are physical in nature (e.g. Starbucks, Levi’s or most traditional retailers)
- Our products/services are physical, but their delivery and/or production is information-based (e.g. Amazon)
- Our products/services are physical, but services are information based and revenue generating (e.g. iPhone/App store)
- Our products/services are entirely information-based (e.g. LinkedIn, Facebook, Spotify, Netflix)
Information and Social Enablement

9. To what extent is Social functionality and collaboration a central element of your product/service offering?

- No social/collaborative aspect is designed into our products/services (e.g. buying a lawnmower)
- We have bolted social/collaborative structures onto existing products/services (e.g. products have a Facebook page or Twitter feed)
- Social/collaborative functionality is used to enhance or deliver product/service offerings (e.g. 99Designs, Indiegogo, Taskrabbit)
- Social/collaborative inputs actually build our products/services offering (e.g. Yelp, Waze, Foursquare)
Data and Algorithms

10. To what extent do you use algorithms and machine learning to make meaningful decisions?

- We don’t do any meaningful data analysis
- We collect and analyze data mostly via reporting systems
- We use Machine Learning algorithms to analyze data and drive actionable decisions
- Our products and services are built around algorithms and machine learning (e.g. PageRank)
Data and Algorithms

11. Do you share strategic data assets internally across the company or expose them externally to your community?

- We don’t share data, even between departments
- We have data shared between departments (e.g. use internal dashboards, activity streams and wiki pages)
- We expose some data to key suppliers (e.g. EDI interfaces or via APIs)
- We expose some data to our external ecosystem via open APIs (e.g. Flickr, Google, Twitter, Ford)
Interfaces and Scalable Processes

12. Do you have specialized processes for managing the output of externalities within your internal organization? [by externalities, we mean Staff on Demand, Community/Crowd, Algorithms, Leased Assets and Engagement]

- We don’t leverage externalities or we have no special processes to capture or manage externalities
- We have dedicated staff to manage externalities (e.g. X Prize creates one-off prizes, TEDx applications handled manually)
- We have automated processing of one externality (e.g. Elance)
- We have automated processing of several externalities (e.g. Indiegogo, Github, Uber, Kaggle, Wikipedia)
Interfaces and Scalable Processes

13. How replicable and scalable are key processes outside your core organization?

- We have traditional, mostly manual processes (usually confined by SOP – Standard Operating Procedure)
- Some of our processes are scalable and repeatable, but only inside the organization
- Some of our processes operate outside the organization (e.g. TEDx events, XPrize or franchise structures)
- Most core processes are self-provisioning and executed outside the organization via a scalable platform (e.g. AirBnB or Adsense)
Real-time Dashboards and Employee Management

14. Which metrics do you track about your organization and your product innovation portfolio (e.g. Lean Startup Analytics)?

- We only track traditional KPIs monthly/quarterly/annually (e.g. sales, costs, profits)
- We collect some real-time, traditional metrics from transactional systems (e.g. ERP)
- We collect all real-time, traditional metrics and use some Lean Startup metrics
- We collect real-time traditional metrics and Lean Startup (value and learning) metrics like repeat usage, monetization, referral and NPS
Real-time Dashboards and Employee Management

15. Do you use some variant of Objectives and Key Results (OKRs) to track individual/team performance?

- No, we use traditional quarterly/annual performance reviews or 360 reviews or stack ranking
- We have implemented OKRs in innovation areas or at the edges of the organization
- OKRs are used across our organization (e.g. LinkedIn)
- OKRs are used across our organization with full transparency (e.g. Google) – everyone can view each other’s performance
16. Does your organization constantly optimize processes through experimentation, A/B testing and short feedback loops? (e.g. Lean Startup methodology)

- No, we use traditional business process management (BPM)
- We use the Lean approach (or similar) for customer facing areas like marketing
- We use the Lean approach for product innovation and product development
- We use the Lean approach for all core functions (innovation, marketing, sales, service, HR, even legal!)
Experimentation and Risk

17. To what extent do you tolerate failure and encourage risk-taking?

- Failure is not an option (NASA) and is a Career Limiting Move (CLM)
- Failure and Risk are encouraged, but in name only and not tracked or quantified
- Failure and risk-taking are allowed and measured, but sandboxed in skunkworks or very defined boundaries (e.g. Lockheed Skunk Works)
- Failure and risk-taking are expected, pervasive, measured and even celebrated across the organization (e.g. Amazon, Google, P&G Heroic Failure Award)
Autonomy and Decentralization

18. Does your organization operate with large, hierarchical structures or small, multi-disciplinary, self-organizing teams?

- We have a traditional corporate hierarchy with large, specialized groups operating in silos
- We have some small, multi-disciplinary teams operating at the edges, away from the core
- We have some small, multi-disciplinary teams accepted and embraced within the core organization
- Small, multi-disciplinary, networked, self-organizing teams are the primary operating structure across the organization (e.g. Valve)
Autonomy and Decentralization

19. To what extent is authority/decision-making decentralized?

- Our organization uses traditional, top-down command and control
- Decentralized decision-making happens in R&D, innovation and product development
- Decentralized decision-making happens in all customer-facing areas like marketing, sales, etc. (e.g. Zappos)
- All key decisions are decentralized, except purpose, culture and vision (e.g. Valve)
Social Technologies and Social Business

20. Do you use advanced social tools for knowledge-sharing, communication, coordination and/or collaboration? (e.g. Google Drive, Asana, RedBooth, Dropbox, Yammer, Chatter, Evernote)*

- No, email is our primary communication vehicle
- Some teams use social tools, but not across the organization
- Most business units use social tools (and some external vendors/partners, though often unauthorized)
- Use of social tools is mandated across the organization as policy
Social Technologies and Social Business

21. What is the nature and focus of your organizational purpose or mission?

- Our Mission focuses on delivering the best products and services
- Our Mission focuses on our core values as an organization, extending beyond delivering products and services
- Our Mission is broader than serving end customers; it aims to bring positive change to our entire ecosystem of vendors, partners, suppliers and employees
- We have a transformational purpose that goes beyond a Mission Statement. We aspire to deliver significance to the whole world
« 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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