

CHALLENGE CHEAT SHEET

LEADERS EVERYWHERE CHALLENGE

The second leg of the 2012-13 HBR McKinsey M-Prize for Management Innovation



McKinsey & Company




THE CHALLENGE: DRAMATICALLY EXPAND LEADERSHIP CAPACITY

Never before has leadership been so critical, and never before has it seemed in such short supply. The problem may have less to do with leaders as individuals than with the top-down structures in which they operate. In most organizations, the responsibility for setting direction, developing strategy and allocating resources is highly centralized. Maybe that mattered less in a world where change was better behaved, but today, senior management's monopoly on "strategic leadership" can rapidly turn a leader into a laggard.

Beyond these structural limits are cognitive limits. Even the most malleable minds can only attend to so much. With 25 billion gigabits of digital information getting created every day, each of us is becoming ignorant faster. No single person, however brilliant, can possibly have all the answers or think up all the great ideas.

In the future, a company that strives to build a **leadership advantage** will need more than a celebrity CEO and a corporate university that serves up tasty educational morsels to the "high potentials." It will need an organizational model that gives *everyone* the chance to lead if they're capable; and a talent development model that helps *everyone* to become capable.

With the **Leaders Everywhere Challenge**, the second leg of the **2012-13 HBR/McKinsey M-Prize**, we're looking for real-world case studies and bold ideas that demonstrate how to dramatically expand an organization's leadership capacity by **redistributing power** in a way that gives many more individuals an opportunity to lead, and **equipping and energizing people** to lead even when they lack formal authority.



REDISTRIBUTING POWER: HOW DO YOU EXPAND YOUR ORGANIZATION'S LEADERSHIP CAPACITY?

TELL US WHAT
YOU'RE DOING TO ...

Break big units into smaller units to create more opportunities for individuals to become full-fledged leaders

Use peer-based review and compensation systems to identify and reward leadership wherever it occurs

Work to legitimize the notion of "bottom-up" leadership through communication and recognition systems

Hold leaders responsible for increasing the stock of "leadership capital" within their organizations through coaching and delegation

Syndicate the work of executive leadership—by opening up strategic planning and budgeting to everyone in the organization

Distribute the work of critical staff functions by giving associates at all levels the opportunity to help reengineer core management systems and processes

Systematically train individuals in the art and science of "leading without power"

Push down P&L responsibility and give lower level employees more decision-making autonomy

Systematically de-emphasize the formal hierarchy in favor of more fluid, project-based structures

Support the formation of "self-organizing" communities where "natural leaders" get the chance to shine

LEADING WITHOUT AUTHORITY: HOW DO YOU GET THINGS DONE WHEN YOU'RE NOT IN CHARGE?

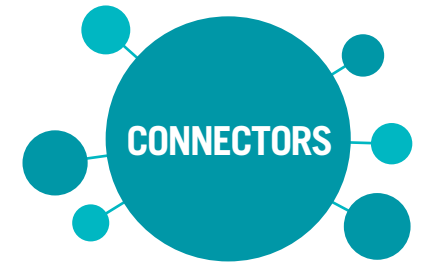
21ST CENTURY LEADERS INSPIRE AND MOBILIZE OTHERS WITHOUT POSITIONAL POWER. THEY ARE...



they cultivate a first person experience with the future and possess a compelling vision of "what could be"



adept at building systems that elicit contribution and facilitate collaboration



with a gift for spotting the "combinational chemistry" between ideas and people



rather than hoard power, they give it away. They coach, tutor, challenge and encourage



free of the shackles of conventional wisdom and eager to liberate others from the status quo



they clear the trail for new ideas and initiatives by chopping away at the undergrowth of bureaucracy



vigilant defenders of core values and enemies of expediency



true activists, their courage to challenge the status quo comes from their abiding commitment to doing as much good as possible for as many as possible

THE HARVARD BUSINESS REVIEW/McKINSEY M-PRIZE

When we launched the first **Harvard Business Review / McKinsey M-Prize for Management Innovation** in 2011, our goal was to surface the world's most progressive management practices and most provocative management ideas—and to connect and celebrate the individuals and initiatives from every corner of the world who are reinventing the "technology of human accomplishment."

The 2011–12 M-Prize generated hundreds of contributions from leaders and in-the-trenches

innovators from every kind of organization around the world. In planning the 2012–13 M-Prize competition, we invited the entire MIX community to help us prioritize today's most pressing management issues—the make-or-break challenges that cry out for unconventional thinking and bold new practices.

Innovating Innovation was the first of those crowd-sourced challenges and **Leaders Everywhere** is the second. We'll be announcing a third "wild card" challenge later this year.

QUALITY, QUANTITY, AND DIVERSITY

Just a few of the 2011-12 Harvard Business Review/McKinsey M-Prize participants:

GLOBAL COMPANIES



PUBLIC AND SOCIAL SECTORS



ACADEMIA



2011-12 HBR/McKinsey M-Prize

2012-13 HBR/McKinsey M-Prize

May 2011 – July 2011

December 2011 – February 2012

February 2012 – June 2013

October 2012 – January 2013

April 2013 – July 2013



HOW TO PLAY

HOW ARE SUBMISSIONS MADE?

You can enter the challenge in two ways:

Share a Story

A real-world case study of a single practice, an initiative, or a broad-based transformation

Submit a Hack

A disruptive idea, radical fix, or experimental design

WHO CAN PARTICIPATE?

Participation is open to any registered member of the MIX (registration is free and only takes a few seconds). MIXers can team up to co-author submissions.

WHAT IS THE TIMELINE?

The challenge will unfold in two main rounds between mid-October and late January; the entire HBR/McKinsey M-Prize campaign culminates in the Fall of 2013.

First round [April 2 to July 14, 2013]

Participants submit their stories and hacks for review by judges and the MIX community.

Final round [July 15 to August 16, 2013]

A subset of first-round participants will be passed to a final round, during which they'll work on their submission further based on feedback from our panel of judges and the MIX community.

Winners of the Innovating Innovation challenge will be candidates for the overall 2012–13 M-Prize. Grand M-Prize winners will be announced at our next flagship event, the **MIX Mashup**.

WHO WILL JUDGE THE ENTRIES?

Entries will be evaluated by the MIX editorial team and our panel of leading management thinkers and progressive practitioners, taking MIX community feedback into account. The panel of judges will be finalized early in the first round of the challenge.

PREVIOUS JUDGES INCLUDE:

Scott Anthony / Managing Director, Innosight Asia-Pacific; author, *The Little Black Book of Innovation*

Julian Birkinshaw / Professor, London Business School; author, *Reinventing Management*

John Boudreau / Center for Effective Organizations, University of Southern California

Tim Brown / CEO & President, IDEO

Marcus Buckingham / Speaker; author, *Now, Discover Your Strengths*

Henry Chesbrough / Professor, UC Berkeley; author, *Open Innovation*

Jeff DeGraff / Professor University of Michigan; author, *Innovation You*

Gilberto Garcia / Chief Innovation Officer, CEMEX

Lynda Gratton / Professor, London Business School; author *The Shift*

Gary Hamel / Co-founder, the MIX; author, *The Future of Management*

Umair Haque / Director, Havas Media Labs; author, *The New Capitalist Manifesto*

Eric Hellweg / Digital/Editorial Director, Harvard Business Review Online

John Kao / Chairman, Institute for Large Scale Innovation; author, *Innovation Nation*

Terri Kelly / President and CEO, W.L. Gore & Associates

Tom Kiely / Director of Sustainability and Social Responsibility, McKinsey & Company

Polly LaBarre / Co-founder and editorial director, the MIX; author, *Mavericks at Work*

Tom Malone / Professor, MIT Sloan School of Management; founding director, MIT Center for Collective Intelligence

James Manyika / Director, McKinsey Global Institute

Mark McDonald / Head of Research, Gartner Executive Programs; author, *The Social Organization*

Chris Meyer / Founder, Monitor Talent; author, *Standing On the Sun*

Vineet Nayar / CEO, HCL Technologies

Tim O'Reilly / Founder and CEO, O'Reilly Media

Colin Price / Director of Global Organization Practice, McKinsey & Company

Dov Seidman / Founder & CEO LRN; author, *How*

Clay Shirky / Arts Professor and Distinguished Writer in Residence, NYU; author, *Cognitive Surplus*

Jim Stikeleather / Chief Innovation Officer, Dell Services

Jim Whitehurst / CEO, Red Hat

WHY YOU SHOULD JOIN THE CHALLENGE

BECAUSE YOU AIM HIGH

There may be some folks who are content to work on trivial problems, but you're not one of them. You're excited by the chance to bring your experience and imagination to this important, global-scale challenge.

BECAUSE YOU WANT YOUR INNOVATION TO SPREAD

Progressive management practices deserve to be emulated, and radical yet practical ideas should be put into practice. Finalists and winners will receive significant recognition as management innovators on the MIX, Harvard Business Review and [HBR.org](https://www.hbr.org), the McKinsey Quarterly and [McKinseyQuarterly.com](https://www.mckinseyquarterly.com). Winners will also earn the chance to appear at the next MIX Mashup and other live events hosted by the MIX and its partners.

BECAUSE YOU WANT TO MAKE A WORLD-CLASS CONTRIBUTION

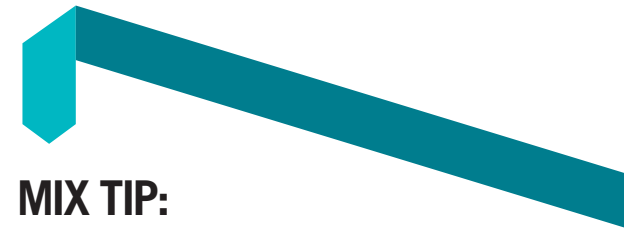
Every radical new management practice starts out as a courageous "What if?" During the course of M-Prize challenges, world-renowned experts and like-minded practitioners will give you valuable feedback to make your story even more compelling, and turn your "far out" idea into a real-world management breakthrough.

BECAUSE IT'S NOT EASY BEING A RENEGADE

Trailblazing is hard and lonely work. During this M-Prize challenge, you'll discover a community of like-minded management rebels who know what it takes to fight the status quo and win—and who are eager to share their hard-won wisdom with others.

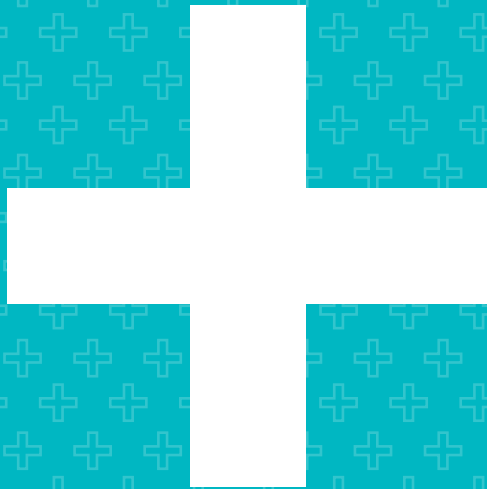
BECAUSE YOU WANT TO BE PART OF THE SOLUTION

Tackling the urgent challenge of reinventing management for the 21st century is everybody's business. You don't have to be a guru or a CEO—or even a "manager" by title—to be an effective management innovator. MIXers aren't solely interested in their own or their organization's success—their highest ambition is to change the game for everybody.



MIX TIP:

Post your entry early to get more visibility, more feedback, and more time to fine-tune your entry before the deadline.



The more people participate in this challenge, the greater the chance that we'll be able to build a comprehensive picture of how to create deep innovation capabilities in our organization. You can play a big role by activating your personal networks to build enthusiasm for Leaders Everywhere. Here are some ideas to get you started:

HELP SPREAD THE WORD

Send an email to your team and colleagues introducing the challenge and encouraging them to enter (attach this Cheat Sheet to your note).

Promote the competition through social media channels—this includes Facebook, Twitter, and your corporate social network.

Post updates and reminders on your **intranet or internal portal**.

Nominate a company or person you think we should invite to participate—to do so, drop us an email at:

challenge@mixprize.org

 **WANT TO LEARN MORE?**

VISIT: www.mixprize.org/m-prize/leaders-everywhere

EMAIL: challenge@mixprize.org