SKILLS 2.0 MODEL

ENTREPRENEURIAL

"We don't get a chance to do that many things, and every one should be really excellent. Because this is our life. Life is brief, and then you die, you know? And we've all chosen to do this with our lives. So it better be damn good. It better be worth it." – Steve Jobs

Focused on the Right Enemy – Entrepreneurs have a goal, a greater good they are trying to achieve and what matters is that everyone and everything is aligned towards achieving that goal. Entrepreneurs do not compete with their co-workers. Co-workers are not the enemy, they are partners in achieving a worthwhile goal. What is that goal?

- □   I view co-workers as partners, not competitors
- □   I hire people who are better at aspects of the job than I am
- □   I am able to trust and delegate
- □   I can clearly define organizational success in a way that aligns everyone around a common and worthwhile goal
- □   I align my individual goals with organizational objectives
- □   I enable my group to stay focused on the end goal
- □   I recognize and quickly assesses external threats

Passionate – people who are committed to a cause are passionate! The passion that may drive them to work long hours to achieve that goal may also have them bumping heads with others on some topics. Don't discourage that passion in yourself or others, direct it! Doing great work can and often will result in debate and differences of opinion, what matters most is the team's ability to direct that passion towards the ultimate goal. Make sure that teams of passionate individuals are all aimed at the right goal (such as beating a specific competitor or achieving some other specific outcome) and not competing with one another.

- □   I demonstrate an emotional attachment and commitment to work being done
- □   I am 100% committed to the success of my business and hire people who are as committed as I am to the business and its success
- □   I understand that nothing is more important that honoring my commitments; without trust, I will not have a good reputation
- □   I have a strong need to achieve and can make things happen by turning ideas into action
- □   I demonstrate an emotional attachment and commitment to the work being done
- □   I can clearly articulate a personal or group vision
- □   I take on personal ownership of goal and accountability for its success
- □   I act with conviction and truly believe in the importance of (and need for) the work being done
- □   I show loyalty to what is right for the group or cause over what may be politically correct

Self-motivated – Entrepreneurs are self-starters. They can work independently to achieve important goals without being asked or directed.

- □ I am incredibly persistent and do not need supervision or accountability to "get tasks done"
- □ I am energized by a new challenge
- □ I never walk by a mess, I clean it up; I see where change is needed and I initiate it
- □ I identify and pursue a course of action without requiring direction
- □ I am action oriented and always strive to do things better
- □ I display intellectual curiosity

Visionary – Entrepreneurs have a vision for the future and can articulate that vision. They are constantly trying to look around the corner to anticipate what is coming next to see how they can take advantage of current and future trends.

- □ I am inspired by the future and can inspire others with my visions of the future
- □ I am able to communicate a compelling vision and build consensus in the face of uncertainty
- □ I do not allow ideas to be limited by current organizational structure, policies, processes or resources
- □ I know when to focus in on the details and then move back to the bigger picture
- □ I look beyond how things are to how they could be
- □ I can envision and communicate a single large goal worth achieving
- □ I promote a culture of innovation among colleagues
- □ I create strategy that drives competitive advantage for the organization

Not Afraid to Fail – To create, to innovate, to improve… they all require change and change brings with it the possibility of failure. Entrepreneurs understand this risk and more forward anyway – focused on the change they wish to see in the world and how they will get it done. Entrepreneurs constantly search for obstacles so that they can find ways to move around those obstacles, they do not allow risks and obstacles to get in their way.

- □ I don't wait until I have 100% of the information I would like to have; I know when I have enough information
- □ to make a decision and move on
- □ I cultivate an environment where trial and error is encouraged
- □ I will challenge rules/status quo and assume risk to achieve goals
- □ I identify obstacles and implement approaches to remove or go around them
- □ I see failure as a valuable step in the innovation process; I apply lessons learned and move forward
- □ I recognize when it is time to try a different approach
- □ I regularly take short-term risks to achieve long-term gains

ENTERPRISE 2.0 THINKER

"Web 2.0 application = Innovative new software applications that hand more control to users than ever before: control over content, organization, structure, and even processes. Simple software models that embrace the intrinsic power of networks." – Dion Hinchcliffe

Enterprise 2.0 thinking = Innovative new leaders and practices that hand more control to people than ever before: control over content, organization, structure, and even processes. A new way of working that embraces the intrinsic power of networks.

Open & Transparent – Web 2.0 and Enterprise 2.0 models succeed or fail based on openness and transparency.

- □   I make information public by default; only making information private by exception
- □   I actively avoid back-channel communications like email BCC, private groups and "offline" conversations
- □   I actively encourage teammates to share knowledge and collaborate with others
- □   I ensure that end-to-end processes are visible to all, including how work gets done, how decisions are made, what is created at each stage of the process and how rewards are assigned
- □   I communicate with colleagues in an open and transparent way
- □   I allow dissenting/conflicting viewpoints to be heard
- □   I am willing to share ideas and knowledge openly with others

Trusting & Trustworthy – in the new world of work, operational efficiencies are driven in no small part by openness and transparency. However, for this to work, people must be willing to trust and be trusted. With trust comes accountability; to be empowered, you must act responsibly.

- □   I always behave with integrity; I communicate honestly and truthfully with all audiences
- □   I attributes others' work and ideas appropriately; I give credit to others for their work and recognize others' achievements
- □   I avoid gossip
- □   I take responsibility for my own actions; I do not seek to blame others or point fingers
- □   I do not disclose information gathered in confidence or shared in good faith

Participatory – at the heart of Web 2.0 models is the power of the individual – the power of YOU – to contribute, drive and shape how things get done.

- □   I am seen by others as a valuable contributor; I participate equally in the completion of work
- □   I participate in group conversations; I do not sit on the sidelines
- □   I actively contribute to knowledge repositories and provide applicable knowledge to information-seekers
- □   I share dissenting opinions as well as concurring viewpoints
- □   I drive participation by initiating challenging questions and raising provocative issues

☐ I guide participation to stay focused on outcomes Skills 2.0 Model: Skills and Behaviors   4

Leadership 2.0 – in the new world of work, teams are self-organized and self-directed towards a common goal.   *"The best bosses understand that their power comes not from maintaining control, but from devising ways to unleash more freedom, creativity, and contribution" - Polly LaBarre*

☐ I promote collective leadership; I empower the team and gets out of the way
☐ I enable the team to leverage their own expertise to create direction and approaches; I do not micro-manage activity
☐ I challenge team thinking, then allow team to discuss, evaluate, and recommend solutions
☐ I am comfortable with changing roles as group evolves and projects progress
☐ I remove obstacles to allow team to remain focused on task at hand
☐ I make it easy to participate; I do not introduce disempowering approvals or unnecessarily workflows
☐ I break down unnecessary workflows
☐ I attempt to reduce processes to as few steps as possible and assume that workers can be trusted
☐ I accept that there is more than one way to get something done
☐ I am open to trying new ways to solve a problem
☐ I believe that leadership is derived from influence and inspiration, rather than on exercise of power
☐ I lead by motivating and setting an example, creating a vision, mentoring, asking the right questions and setting the right social conditions
☐ I actively work to make the organization less rigidly hierarchically and better equipped to handle exceptions to business as usual
☐ I strive to abandon command-and-control mindsets and concentrate instead on finding ways to get the most out of people
☐ I believe that our collaboration systems should welcome direct contributions from everyone without additional approvals or workflows
☐ I believe that every employee in my organization should have an equal voice
☐ I believe that organizational silos should be broken down. Everything should be shared with everyone by default.
☐ I believe that the biggest impediment to success with new Enterprise 2.0 tools is a command-and-control mindset
☐ I believe that organizations get in their own way when it comes to great service, great marketing, and great employee engagement, but there are new tools and ideas that genuinely empower people can help fix this.
☐ I actively cultivate an environment where trial and error is encouraged
☐ I believe in the power of collective intelligence: properly tapped, "We" are smarter than "Me"

STRENGTHS-FOCUSED

"It appears that the epidemic of active disengagement we see in workplaces every day could be a curable disease… if we can help the people around us develop their strengths. Across the board, having the opportunity to develop our strengths is more important to our success than our role, our title, or even our pay." — Tom Rath

Strengths Focused – People who are strengths focused look for and respect strengths – NOT weaknesses – in themselves and others.

- □ I focus on identifying and leveraging individual strengths, instead of trying to "fix gaps"
- □ I seek to make contributions in my areas of expertise and understand where I can individually excel
- □ I am realistic when setting expectations with others about own abilities/capabilities
- □ I do not misrepresent my strengths
- □ I respect others' strengths and request assistance when I need it
- □ I actively promotes others' strengths and bring the appropriate people together to achieve a goal

Talent Scout – Getting it right from day one

- □ I take the recruiting process very seriously. Understands what strengths are needed from new hires and targets recruitments efforts to focus on those needs
- □ I am actively and constantly recruiting, bringing both new hires into open positions and existing employees into new assignments
- □ I emphasize cultural fit during recruitment process
- □ I create customized, individualized value propositions for potential hires
- □ I empower new hires to jump right in from day one

Resourceful – It is not enough to understanding your own strengths, you need to know how to leverage your strengths – and others'! – to get the job done.

- □ I do "more with less" and think creatively about how to use available resources to accomplish goals
- □ I seek out multiple sources of information instead of relying on a single SME/expert
- □ I leverage existing knowledge instead of reinventing the wheel
- □ I work efficiently employing a direct approach to completing tasks
- □ I am cognizant of resource constraints and always utilize other people's time efficiently and effectively

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Focused on Team Success – Management 2.0 focuses on building the right team

- □ I build teams of people that complement one another
- □ I trusts others to complete assigned tasks
- □ I look at that skills that will be needed across team for the team to be successful
- □ I target specialists and experts for specific tasks to minimize their effort and maximize their contribution
- □ I enable the team to bring in other contributors to advance goals
- □ I am open to changing team membership, but first allow a team enough time to "gel" so they can learn each other's strengths and work to improve team velocity
- □ I find out what employees are good at and focus them on that every day
- □ I am very actively involved in the recruiting process
- □ I always hire A-players, even if they are better at aspects of the job than I am
- □ I recruit and hire world-class performers
- □ I build powerful succession planning and leadership development systems
- □ I know how to identify and leverage the leadership talent that already exists in my organization including identifying the best internal candidates for each position
- □ I understand that some turnover is healthy and concentrate key resources on succession planning and talent development to yield a greater return on investment
- □ I believe that the opinions of my teammates count
- □ I believe that my co-workers are committed to doing quality work
- □ In the last seven days, I have given recognition or praise for doing good work
- □ In the last six months, I have talked to someone about their progress
- □ This last year, I have allowed people on my team to have opportunities at work to learn & grow

AGILE

"Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done." – *Agile Manifesto*

"If the decision has been made to go across town, you know that the fastest way to get there is to go stoplight to stoplight. You are not going to sit around waiting until all the lights have turned green." - Gallup

Agile – to be agile is to move quickly and iterate rapidly, aiming for continuous forward progress and improvement.   Agility is about dividing large tasks into smaller tasks, prioritizing and moving quickly so that you are making constant forward progress while also allowing for flexibility. Because work efforts are smaller and teams always finish what they start, plans can change between cycles without the typical loss of productivity associated with changes in direction.

☐ I know that delivering excellent work rapidly and continuously improving is far more effective than attempting to deliver a flawless solution on day one

☐ I believe that people regularly interacting directly is far more important than using specific processes or tools

☐ I believe that achieving the right outcome is far more important that creating a comprehensive plan and documentation up-front

☐ I believe that responding to change is more important than following a plan

☐ I am impatient for action

☐ I believe that ongoing direct communication and collaboration between people produces better results than blindly following structured processes and creating comprehensive documentation

☐ I get that simplicity is king and always divide outcomes into small incremental achievements so I am make rapid and steady progress

☐ I get that the best results are achieved by small autonomous teams of 5 to 9 people moving fast and aiming for continuous improvement

☐ I am able to divide work into smaller, meaningful efforts

☐ I am able to prioritize work and focus on outcomes

☐ I am focused on continuous improvement and routinely measure my progress so I can prove incremental improvement

☐ I approach tasks with experimental fervor

☐ I always set and complete short-term goals while staying open to changing course

☐ I know when to change course; I know what to forget as well as what to remember

☐ I provide colleagues with the tools and support they need

Concise – 1 hour meetings? 2 page emails? Very old school. Today's communicators keep their communications to the point and their meetings short and on topic. Too many emails is a sign there is a problem – instead of continuing the thread or scheduling a meeting, pick up the phone and call the right person to see if you can come to resolution.

- □   I am focused! I know when and how to say, "no".
- □   I establish clear meeting goals and limits my meeting time to manageable chunks
- □   I keep meeting participants on topic
- □   I stop runaway email threads and instead identify paths to a solution
- □   I can convey a single idea succinctly, both verbally and in writing
- □   I coach others to communicate with specificity

Open-minded - in order to achieve the best result, people must be open to different ideas, approaches, and people.

- □   I am willing to try new approaches that deviate from the status-quo
- □   I encourage out-of-the box thinking among colleagues
- □   I support the implementation of ideas and approaches that deviate from own point of view
- □   I resist the tendency to latch onto information that confirms existing beliefs/ideas while ignoring opposing information and viewpoints
- □   I promote innovation through spirited discussion of disparate ideas

Adaptable - a global, 24x7 work environment requires the ability to quickly acclimate to different communication styles, modes of communication, and actual work environments.

- □   I have designed my work processes such that I am able to quickly adjust to new conditions and detours without loss of productivity
- □   I am open to new/changing workplace technologies, while still open to traditional workplace communication methods
- □   I am able to communicate effectively online and in person
- □   I can work as effectively from home, client site, or other location as I can from an office
- □   I am willing to use new tools or a different communication style/mode of communication to benefit a group, even if is not that individual's preferred style
- □   I demonstrate flexibility in the workplace; I can work around technical issues and last minute changes with poise

CONNECTED

"The imperative for business leaders is clear: falling behind in creating internal and external networks could be a critical mistake. Executives need to push their organizations toward becoming fully networked enterprises." – McKinsey Quarterly, The rise of the networked enterprise

Connected – great ideas and great solutions can come from anywhere, so in the new world of work, the most successful amongst us are connected across silos that would otherwise limit our effectiveness: across functions, across geographies, across titles… within and beyond our own companies and organizations.

- ☐ I regularly interact with and solicit input from people from different parts of the organization
- ☐ I am seen as a "go-to" person and always build credibility with a record of success
- ☐ I regularly interact with and solicits input from people from different parts of the organization
- ☐ I actively seek connections with people who bring different backgrounds, viewpoints, and cultural influences
- ☐ I am connected both within and beyond the walls of the company
- ☐ I seek to break down silos whenever possible
- ☐ I encourage and facilitate connections among others
- ☐ I believe the company wins if all employees can directly engage and collaborate with customers and partners
- ☐ I believe that every employee should maintain a personal blog and actively participate in or even lead discussions online

Influential – In the Enterprise 2.0 world where we are all empowered to create and lead, the authority to "direct" is far less valuable than the ability to lead and influence. This is NOT influence in the traditional sense as it is not something conveyed by a title or position… this is informal influence… the ability motivate and lead with or without the traditional authority to do so.

- ☐ I am seen as a "go-to" person and build my credibility on a record of success
- ☐ I can create and sell a compelling vision
- ☐ I align people behind that vision by clearly showing its value
- ☐ I deal with conflict head on
- ☐ I drive support for other people's ideas as well as own
- ☐ I understand that influence is about my ability to drive action
- ☐ I understand that what really matters is how people engage with the content I create; it is better to have a small and engaged audience than a large network that doesn't act upon my content

Collaborative – in today's hyper-connected world, it is crucial that everyone is a good team player and understands and values the power of co-creation. The best outcomes emerge from self-organizing teams.

- □   I respect others' ideas and inputs
- □   I believe in the power of collective intelligence: properly tapped, "We" are smarter than "Me"
- □   I can set my own ideas aside to contribute to group direction
- □   I make my own ideas available to colleagues and welcomes input
- □   I proactively contribute time and knowledge to help develop another colleague's ideas, resolve a problem, or work on a project that I do not own
- □   I value the knowledge and experience of others
- □   I actively seek varying points of view

Understands Relevancy - more information is available than ever before. To be effective, people must quickly identify what information is relevant for the task at hand and disseminate it to the appropriate people.

- □   I gather a wide range of inputs and have the innate ability to identify trends; I do not get lost in the details
- □   I am able to filter out information, questions, issues that are not relevant to the task at hand
- □   I have something meaningful to contribute; I refrain from contributing to a conversation for contribution's sake
- □   I target pertinent people to collect needed information
- □   I am able to summarize a meeting, article, conversation or other exchange with a set of concise, relevant points; and understand that those points may be different depending on the person to which they are being conveyed
- □   I understand that being active is different than being influential

ABOUT

The Skills 2.0 Model was developed as part of the Management 2.0 Hackathon, a hands-on, collaborative effort focused on generating fresh and practical answers to today's management challenges. The Hackathon is an experiment in large-scale problem solving from the Management Innovation eXchange (MIX).

This hack was conceived by Ben Willis (@BenWillisSF) and was built by Ben, Nyla Reed (@NylaReed), and more than 800 other progressive management practitioners and technologists from around the world.

More details can be found here: http://www.managementexchange.com/hack/embracing-skills-20

Hypotheses

Success in the Enterprise 2.0 world relies on skills that have not been traditionally emphasized or valued in the workplace. By encouraging employees to actively model Skills 2.0 behaviors, we will gradually create a culture where these behaviors are standard practice.

Target Audiences

☐   INDIVIDUALS and TEAMS who want to drive change within their organization
☐   MANAGERS who could individually reward new behaviors outside of traditional evaluation models
☐   LEADERS who are able to affect changes in existing evaluation models, such as HR Professionals responsible for current competency models or performance assessment systems

Team Exercise

The exercise would involve a single volunteer group. The group could be formed in a variety of ways:

1) A manager proposes this to their own team;
2) A team member suggests this exercise to the team and/or manager;
3) A team or individual team member brings this model to the HR team for evaluation

☐   Sprint 1 (1 week): Each individual completes assessment on own. http://bit.ly/SkillsTwo

☐   Sprint 2 (1 week): Each individual develops an action plan then shares with team to refine.

☐   Sprint 3 (3 weeks): Execute on action plan. Either weekly or at end of sprint, discuss progress & adjust personal plans.

☐   Sprint 4 (3 weeks): Execute on action plan, Phase 2. Either weekly or at end of sprint, team meets and votes on the winner/s.

☐   Sprint 5 (2 weeks): Document & publish results.

SELF-ASSESSMENT

The SKILLS 2.0 ASSESSMENT can be accessed here: http://bit.ly/SkillsTwo