

MANAGEMENT 2.0 HACKATHON

HARNESSING THE POWER OF THE WEB TO REINVENT MANAGEMENT

NOVEMBER 2011 - JUNE 2012

A collaborative project by the Management Innovation Exchange, Saba,
and the Enterprise 2.0 Conference.



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HARNESSING THE POWER OF THE WEB TO REINVENT MANAGEMENT

Over the last decade, the Internet has had a profound impact on business. It has spawned countless new business models and helped make operating models vastly more efficient.

Yet it might offer an even more powerful *management model*. Thanks to the Web, we can imagine organizations that are

- **LARGE BUT NOT BUREAUCRATIC**
- **FOCUSED BUT NOT MYOPIC**
- **DISCIPLINED BUT NOT DISPIRITING**
- **DECENTRALIZED BUT NOT CHAOTIC**

At a time when every organization must become more resilient, inventive, and inspiring in order to thrive, the Web offers a rich diversity of approaches that are uniquely fit for today's challenges. We don't have to look far for examples where:

- Coordination happens without centralization
- Contribution matters more than credentials
- Power flows to those who add value
- The wisdom of the many trumps the authority of the few
- New ideas get amplified rather than crushed
- Performance is judged by peers
- Contribution is opt-in rather than commanded
- The default is to share information rather than hoard it

SO TODAY'S QUESTION FOR ASPIRING MANAGEMENT INNOVATORS IS

How can we harness the power of the Web—its technologies, approaches, and underlying principles—to reinvent management itself?

That was the question we aimed to tackle with the Management 2.0 Hackathon, a joint collaborative project launched by the Management Innovation Exchange (MIX), Saba, and the Enterprise 2.0 Conference.

In November, 2011 management innovators from across five continents came together to participate in an intense, online, collaborative effort to explore how the principles and practical tools of the Web might make our organizations as adaptable, innovative, and inspiring as the Web itself.

Global, online collaboration at this scale was made possible by a social business platform from Saba. This Web 2.0 platform not only enabled efficient, asynchronous collaboration from a globally distributed and diverse community of collaborators, but provided the ideal platform from which the Hackathon team could apply Management 2.0 principles to its own efforts.

The Management 2.0 Hackathon was designed to unleash the **collective intelligence** of progressive management thinkers and doers from around the world to generate fresh and radically practical ideas and experiments.

And over the months that followed, **900 people** came together around this shared purpose—offering perspectives, generating ideas, leading teams, contributing hacks.

This is the result of their effort.

INTRODUCING THE MANAGEMENT 2.0 HACKATHON

In the technology industry, the term hack describes a creative workaround or fix to an existing problem. A **hackathon** is an intense, coordinated effort to develop as many useful and innovative hacks as possible in a short amount of time. Our hacks apply the same methodology to hacking management.

THE MANAGEMENT 2.0 HACKATHON WAS DESIGNED TO DIVE INTO FOUR FUNDAMENTAL QUESTIONS THROUGH A SERIES OF SPRINTS.

1

What **PATHOLOGIES** of management 1.0 consistently hold back organizations and keep them shackled to the status quo?

2

What are the essential management **PRINCIPLES** of the Web that make it so adaptive and innovative?

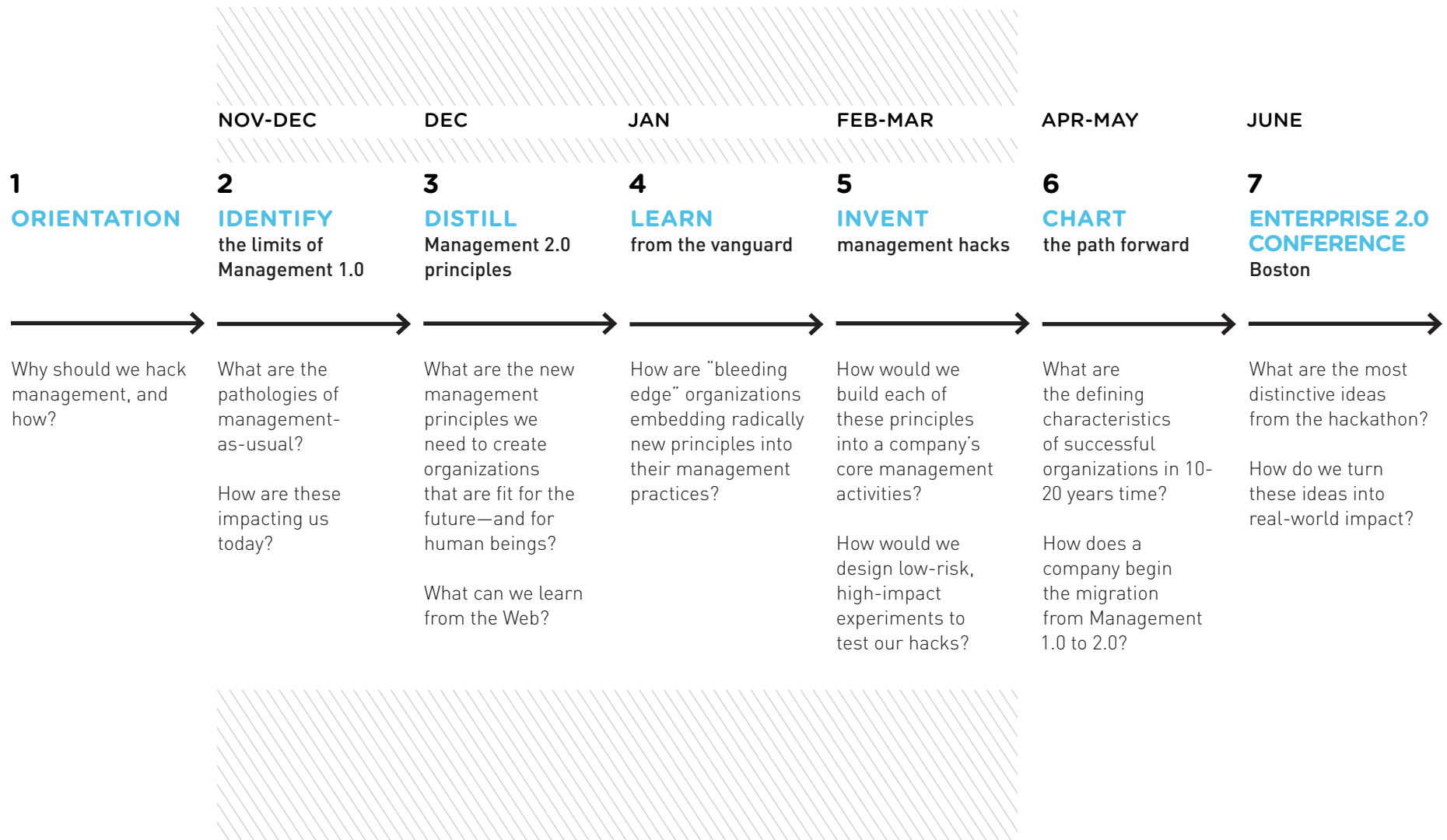
3

What **COMPANIES** are already operating on the vanguard of management innovation as inspired by the Web?

4

And ultimately, based on these discoveries, what specific, creative, low-risk, high-reward **EXPERIMENTS** can any organization apply—right now—to effectively hack management to create more adaptable, innovative, and inspiring organizations.

THE MANAGEMENT 2.0 HACKATHON PROCESS



LIMITS OF MANAGEMENT 1.0

One of our first major tasks was to explore the root causes and misconceptions that hold back management today.

WE BEGAN WITH THE PREMISE THAT THE FUNDAMENTAL ROOT CAUSES CAN BE TRACED BACK TO THREE MAIN THEMES:

1. INERTIA

Too little experimentation

Organizations are being tested as never before. They face rapidly increasing competition, pace of change, and globalization. Organizations that survive will be those that adapt. And yet, organizations rarely change as fast as the world around them. Many find it easier to simply do things the way they've always been done.

2. INCREMENTALISM

Too little freedom, time, and resources in the organization

Radical and repeated innovation is rare in established companies. They rely on easier, more measurable, short-term results and fail to institutionalize the mindset and values, as well as provide the resources, for a culture of creativity to thrive.

3. DISEMPOWERMENT

Hypocrisy, bad measurements, and unhelpful perspectives

Nearly every industry faces the challenge of commoditization. The knowledge economy is rapidly being replaced with the creative economy. Companies require employees who are proactive, inventive, and passionate. Yet Management 1.0 systems are dampening creativity rather than unleashing it.

THE PATHOLOGIES OF MANAGEMENT 1.0

INERTIA

1	2	3	4	5	6	7
Too much power vested in too few individuals (over-centralization)	Monolithic structures	Too little genetic diversity at the top (a tendency to overweight experience)	Too little experimentation (not enough strategic variety)	Too little visibility to “strategy decay” and “creeping sclerosis”	Too much emotional equity invested in legacy strategies (denial)	Too much influence derived from the budgets and other resources individual managers control

INCREMENTALISM

1	2	3	4	5	6	7
Too few individuals trained as innovators	Allocational rigidities (that lead to over-investment in incremental, legacy programs)	Too little “slack” in the organization (time and money to innovate)	Too much emphasis on conformance and alignment	Lack of widespread accountability for innovation, and lack of clear innovation metrics	Overly conservative (risk-averse) resource allocation criteria	Industry orthodoxies “baked in” to mindsets and processes

DISEMPOWERMENT

1	2	3	4	5	6	7
Too many people in leadership positions who aren't really leaders	Little discretion over job design and work environment	Lack of a compelling sense of purpose (beyond shareholder returns)	Persistent mismatches between interests and assignments	Too much bureaucracy, too little community	Too few opportunities for real contribution and personal growth	Leaders who aren't truly accountable to the led

Our second major sprint focused the hackers on the principles that make the Web so adaptive and innovative. Contributors generated more than 40 relevant principles, along with more than 100 comments and ratings.

TOGETHER, WE SYNTHESIZED OUR LIST TO THE FOLLOWING 12 PRINCIPLES:

1. OPENNESS

2. COMMUNITY

3. MERITOCRACY

4. ACTIVISM

5. COLLABORATION

6. MEANING

7. AUTONOMY

8. SERENDIPITY

9. DECENTRALIZATION

10. EXPERIMENTATION

11. SPEED

12. TRUST

1. OPENNESS

The willingness to share information and do business out in the open.

On the Web, information travels quickly and freely. Information can't hide, and the Web never forgets. The traditional boundaries of business are also rapidly disintegrating—changing the nature of what it means to be an employee, customer, or competitor. Organizations willing to blur the lines of what lies inside and outside the business could have a distinct advantage, particularly when its leaders display the humility, kindness, and courage that openness demands.

2. COMMUNITY

The ability for people with shared purpose to organize and engage.

The Web has made it possible for people anywhere in the world to connect to one another to solve problems that no one person could alone. This new form of organization is dynamic and built around shared purpose rather than the organization itself. Organizations can leverage peer-to-peer interaction and the power of community to inspire deep engagement.

3. MERITOCRACY

An environment where ideas and people succeed based on the quality of ideas and contributions, not on age, sex, color, or existing hierarchy.

On the Web, ideas are open to anyone and the best can rise to the top—whether through search rankings, retweets, or the number of views on YouTube. Organizations operating as meritocracies may find people to be more motivated when they know that promoted and funded ideas have earned their place fairly and with the support of peers, rather than being dictated from above.

4. ACTIVISM

Tapping into individuals' desire to stand up, opt in, and express themselves.

People have an innate desire to contribute. The Web is the most powerful tool ever created for people to make their mark and mobilize toward a common mission. When organizations productively cultivate and channel this passion, they will inspire individuals throughout the organization.

5. COLLABORATION

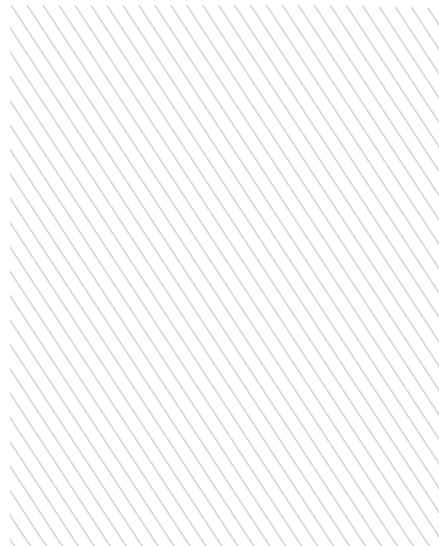
The capability of groups of people to work together, divide tasks, and leverage individual strengths.

Perhaps one of the Web's most defining characteristics is creating the means and the tools to allow distributed collaboration on a global scale. Organizations can also leverage the properties of collaboration—both within and outside their organization—to expand their capacity to generate ideas and effort.

6. MEANING

The most powerful motivations come from within.

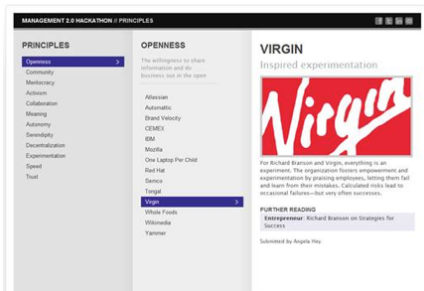
With all the freedom, autonomy, serendipity, contribution, and experimentation unleashed by the Web, one enduring truth becomes even more true: the most powerful galvanizing force is a distinctive and deeply felt sense of purpose. Organizations can tap into a sense of shared purpose and leverage community principles to increase engagement as never before.



LEARN FROM THE VANGUARD

We also explored where organizations are already applying Management 2.0 principles. Hackers contributed more than 30 real-world examples, mapped to the principles described.

You can explore the in-depth results of this discovery process on the MIX site: <http://www.managementexchange.com/m20-principles>



7. AUTONOMY

The freedom to act on one’s own, making decisions without direction or approval from higher levels of management.

The Web has given more individuals the tools to act independently. Where in the past management was structured around a command-and-control model, today’s organizations must provide a deeper and more powerful principle of freedom for the individuals in their organizations.

8. SERENDIPITY

The occurrence of events by chance in a beneficial way has always played a fundamental role in innovation.

The Web is perhaps the greatest serendipity engine in the history of culture, driven by the connective nature of hypertext as well as social media’s continuous hunger for new things. Organizations should learn from the Web—and increase the odds of value-creating happenstance—by encouraging more diverse sets of connections to be made by diverse groups of people, as often as possible.

9. DECENTRALIZATION

Rather than a top-down approach where activity and decision-making are closely held in small, central areas—decentralization allows it to happen anywhere.

On the Web, markets can relocate and grow according to demand. Likewise, organizations can also distribute power and resources in more equitable ways, giving individuals the opportunity to play a role in allocating resources, and driving accountability and decision-making throughout the organization.

10. EXPERIMENTATION

An environment where ideas can be tested quickly and improved continually.

The Web is always under construction—a perpetual beta where rapid progress trumps perfection. Here people have an opportunity to create and test online experiences at a dramatically faster pace and lower cost than ever before. Organizations today can leverage the same principles—building, testing, failing, improving—all at great speed and with relatively low investment of resources.

11. SPEED

The unprecedented pace of change and immediacy of information.

Because of the Web, vast amounts of knowledge are now available at an instant. With mobile technology, access to this information is rarely out of arm’s reach. Organizations must be able to move at the same pace.

12. TRUST

An acknowledgement that each of us is acting on good faith and good work will be reciprocated.

The Web and social media are pushing us from a world of tight control and ownership to one where generosity, openness, and assumed trust are first principles. The most successful organizations are built on the most successful human relationships. Organizations must replace fear with trust to invite people to share their passion, creativity, and effort.

INVENT MANAGEMENT HACKS

Hackathon participants worked in teams to invent a series of hacks—developing experiments that any organization can apply today—and then to narrow the field to the most viable and innovative.

THE FOLLOWING PAGES FEATURE A SAMPLING OF THE HACKS THAT WERE CREATED.

EMBRACING “SKILLS 2.0”— LEADING BY EXAMPLE TO CREATE A NEW WAY OF WORKING

Full Hack on the MIX:

<http://www.managementexchange.com/hack/embracing-skills-20>

Contributed by: Ben Willis, Nyla Reed

Most have experienced the power of Web 2.0 tools—Facebook, Wikipedia, YouTube, Quora, and others—that empower us like never before to engage with and learn from the world around us. Now, new Enterprise 2.0 tools are arriving in the workplace promising similar benefits. However, to benefit, organizations need to look beyond the technology to the critical mindsets that allow those technologies to succeed. They need to embrace Skills 2.0.

This hack proposes an examination of individual skills and behaviors that are critical for success in a new world of work and uses existing employee strengths to drive organizational change.

This hack includes three core components:

1. PREREQUISITES: BELIEVE IN THE BENEFIT OF THESE NEW ENTERPRISE 2.0 MODELS

Organizations must acknowledge that new business models are emerging, and understand how Enterprise 2.0 models can benefit the organization—and believe that individuals can drive organizational change.

2. SELF-EVALUATION: FOCUS ON STRENGTHS

Individual participants will use this tool to raise awareness of the skills needed to succeed in a Web 2.0 world and identify their top strengths—including completing an assessment and building an action plan.

3. TEAM EVALUATION: FOCUS ON ORGANIZATIONAL BENEFIT

Participants will have the opportunity to help refine individual action plans to ensure they are targeted at organizational benefit as well as individual growth/development, and will document and publish the results.

THE FREEDOM / ACCOUNTABILITY SWAP

Full Hack on the MIX

<http://www.managementexchange.com/hack/freedom-accountability-swap>

Contributed by: Susanne Ramharter, Laurence Lock Lee, Josh Allan Dykstra, Aaron Anderson, Chris Grams

This hack begins the process of changing a Management 1.0 organization's culture by recognizing that an increase in personal freedom must be accompanied by an increase in personal accountability in order for true autonomy to emerge. Or, in essence:

freedom + accountability = a culture of autonomy

Nothing is more Management 1.0 than an organization where employees feel they have no autonomy. In these organizations employees feel disempowered because they do not have the authority to make decisions for themselves, to decide how best to use their own time, or to pursue the projects they believe will help them most effectively meet their goals.

This hack provides a small, but very powerful way for individual managers and employees in traditional management 1.0 organizations to "think locally" and create islands of autonomy within their own teams by designing freedom and accountability questions as a transaction to be negotiated: the Freedom/Accountability Swap.

It works by creating opportunities for an employee to hold open conversations with their manager about where the employee feels both most and least accountable and the most and least freedom—and uncover where gaps exist. It also may uncover places where freedom and accountability are already at their highest. From there both groups can establish a dialog to move both into better state of balance.

COLLABORATE. AGITATE. CONVERGE.

Full Hack on the MIX:

<http://www.managementexchange.com/hack/collaborate-agitate-converge>

Contributed by: David Mason, Alberto Blanco, Ben Biddle, Jonathan Opp

This hack outlines a process for healthy collaboration that allows people to judge ideas and not each other, and helps individuals and groups overcome the heuristics and biases that influence thinking and decision making.

The goal of this hack is to create a model for collaborating that is more effective (and possibly disruptive) than traditional processes. This new model would allow people to feel comfortable with the process of productively scrutinizing ideas to make them better and more resilient—without scrutinizing people and harming relationships in the process.

THE PROCESS IS DIVIDED INTO THREE STAGES: 1. COLLABORATE. 2. AGITATE. 3. CONVERGE.

By starting with collaboration, everyone sets out from the same point of departure in search of ideas and solutions to the problem at hand. Sanctioning agitation next reminds people that it isn't personal but just the pursuit of the best thinking possible. Finally, converging ensures everyone ends up together, no one is left behind or marginalized, and everyone is ready to collaborate together on the next challenge. In addition, convergence includes a method for measuring the effectiveness of the collaboration from each individual's point of view.

LEADER METER 2.0: SPOTTING THE NATURAL LEADERS IN YOUR COMPANY

Full Hack on the MIX

<http://www.managementexchange.com/hack/leader-meter-20-spotting-natural-leaders-your-company>

Contributed by: Sam Folk-Williams, Jim Stikeleather, Michele Zanini

This hack involves the creation of a dynamic system for measuring an individual's natural leadership, that is, the extent to which their contributions are seen as valuable, both inside and outside of an organization, and publishing these results for all to see. This borrows from the popular reputational capital sites like Klout.com and Peerindex.com, as well as from Gary Hamel's ideas of how to identify natural leaders. In addition to providing insight into who are an organization's natural leaders, such a system provides motivation for employees to make more valuable contributions.

Determining natural leaders requires an attempt to measure influence—the scope, scale, and impact of peoples' ideas and actions on each other. How wide and deep does a given person's influence extend both within the organization and beyond its borders in the industry?

THIS HACK EXPLORES MEASURABLE CHARACTERISTICS THAT ILLUSTRATE INFLUENCE IN THREE PRIMARY CATEGORIES:

- Natural authority: their expertise and the value others place in that expertise.
- Actions and outcomes: the things a person does that lead to significant positive outcomes.
- Audience: who a person reaches through their authority and activities.

WHY POINTS TRUMP THE HIERARCHY TO REWARD CONTRIBUTION IN KNOWLEDGE ORGANIZATIONS

Full Hack on the MIX:

<http://www.managementexchange.com/hack/why-points-trump-hierarchy>

Contributed by: Vlatka Hlupic, Jack Bergstrand, Madhusudan Rao, Stefan Blobelt

In this hack, hierarchy is reinvented through a contribution-based “points system,” linked specifically to how each employee impacts the company’s results. This means that anyone can earn more money than their boss and earn equity linked directly to his or her individual and collective contributions.

In the traditional hierarchy and compensation system, hierarchy became a proxy for contribution, and the higher your level, the more prestige and compensation you received—regardless of the specific personal contributions.

This hack creates a model to reward employees with points when they make valuable contributions. The points provide a basis for compensation and perks. In this system, the most valuable contributors gain the biggest rewards, only recent contributions count, so employees can not “rest on their laurels” since the points lapse after one year, and work becomes more fun as the reward system is open and transparent.

OPEN UP CLIP BY CLIP

Full Hack on the MIX

<http://www.managementexchange.com/hack/open-clip-clip>

Contributed by: Alberto Blanco, Ken Everett, Christian Petersen, Terri Griffith, Ron Pels, Kevin Jones

This hack is designed to embrace openness by unlocking simple yet routine processes. One example would be to start with a process as simple as the assignment of office supplies. The intent is that this small, quiet experiment leads to larger experiments, where the positive results become public.

Open vs closed decision making requires a fundamental philosophy shift, and shifts in philosophy do not happen overnight.

The path to openness can begin little by little. Locate simple yet routine processes that are relevant to employees, even the most mundane annoying processes—vacation periods, sick leave, time clock, travel expenses, office supplies—and let people take full control.

This will help you operate under the radar as well as guide your organization step by step with a radical yet practical approach. Once a process has been fully unlocked, find another simple yet routine process and repeat the experience. Later, once you've seen success opening up routines, you can unlock bigger and more complex projects.

CO-CREATION IN ORGANIZATIONS - A NEW MODEL FOR CREATING SHARED VALUE

Full Hack on the MIX:

<http://www.managementexchange.com/hack/co-creation-in-organisations>

Contributed by: Stephen Danelutti, Keely Nugent, Edna Pasber, Matt Johnson

This hack is designed to create the methodologies and processes to embed co-creation in an organization. Today co-creation is often paid lip service—most think they're doing it and aren't, or don't realize why they should. For effective co-creation, organizations need simple, repeatable processes that identify and drive the right habits and culture—along with social technologies for collaboration and transparency.

When empowered stakeholders co-create, they realize shared value. A simple, unbureaucratic, speedy, and cost-effective methodology is required where important changes in strategy, process, or product requires key stakeholder analysis to be conducted. These stakeholders must be involved in evolving both the solution and the decision making.

This hack involves the establishment of a methodology and a set of principles and technologies that would help co-creation to be carried out fairly and transparently. Social technologies also serve to raise visibility—allowing activities such as ideas and decisions to be rated and tracked and knowledge to be shared.

THE GOAL: FOR CO-CREATION EFFORTS TO BECOME EMBEDDED TO THE POINT WHERE THEY BECOME HABIT.

OPEN CONTRIBUTIONS BY THE HIDDEN HERO

Full Hack on the MIX:

<http://www.managementexchange.com/hack/open-contributions-hidden-hero>

Contributed by Dina Grasko, Greg Stevenson, David Mason, Jim Stikeleather, Jonathan Opp

This hack establishes a system to enable company-wide contributions of ideas for stated challenges that are uncensored by management and unweighted in terms of perceived lack of authority and expertise. Their originators are anonymous, and ideas compete on merit alone.

Many individuals within companies are unable to contribute their full value. This could be due to lack of motivation (as nothing changes), lack of knowledge (only top management knows the challenges and goals), lack of opportunity (my boss shoots down my ideas), or lack of confidence (I can't disagree with my boss).

In organizations with steep hierarchies or rigid silos, it can be difficult if not impossible to share ideas with decision makers without premature bias as to the ideas value being introduced. Good ideas often aren't given a chance to survive the bureaucracy.

With this hack, every idea would be clearly visible within the company. And ideas would be judged on the merits of the idea—not based on the individual who suggested it. As a result, people who may have felt disenfranchised in an organization and felt like their ideas aren't being heard will now have a forum to do so. At a certain point in the process where the idea has enough momentum to stand on its own, the originator of the idea may choose to become public—both to reward their contribution and to allow the individual to play a role in the ownership of the idea.

TWEETSTORMING - REPROGRAM MEETING DNA TO OPEN BRAINSTORMING TO ALL

Full Hack on the MIX:

<http://www.managementexchange.com/hack/tweetstorming>

Contributed by: Alberto Blanco, Robin Deacle, Anish Kumarswamy, Aaron Anderson

Meetings to brainstorm ideas, whether solving business problems or determining the way forward, typically take place in conference rooms. This hack asserts that organizations can harness the customs of Twitter to crack the silos and proximately limiting confines of brainstorming meetings. Anyone with access to Twitter can participate.

Twitter can effectively open up brainstorming to anyone who is thinking about the issue at any given time. From wherever they are and whenever they like, they can make a new contribution to the flow of ideas.

Using hashtags and @functions, a person can drill into the conversation from the most recent post backward through time to the point of origin. Anyone can sift through existing ideas and then try to elevate the conversation, all in 140 characters or less. A link to a blog post can capture longer ideas.

In this fashion, everyone from all levels in the organization can participate in the tweetstorm and add value to the discourse. Even customers and external stakeholders.

JUST-IN-TIME TEAMS

Full Hack on the MIX:

<http://www.managementexchange.com/hack/just-time-teams>

Contributed by: Ben Biddle, Michele Zanini, Jim Stikeleather, Todd Fitch

Fixed teams limit knowledge transfers outside of silos and limit connections between people. They also lead to monotony. This hack replaces organizational silos with networks that more accurately reflect real social interactions and relationships. People are organized around competencies and experience toward solving business problems rather than static functions or roles. The result is a disruptive model that makes it easier to see old problems in new ways.

This hack involves using fluid team structures 1) to promote new serendipitous connections and innovation, 2) to develop people for competencies rather than prescribed roles, 3) to better match those people to business challenges, and 4) to prevent the biases that emerge from authority. It will improve the creation and evaluation of ideas and make it easier for people to speak their mind in a mutually respectful way.

The creation of just-in-time teams is designed to disrupt many common, long-held aspects of traditional corporate organizational behavior.

MORE HACKS

Here are some additional great hacks that were generated in the Management 2.0 Hackathon.

ADVANCING AUTONOMY A STEP AT A TIME

Contributed by: Robin Deacle, Deborah Mills-Scofield

<http://www.managementexchange.com/hack/advancing-autonomy-step-time>

ALL WORK CAN BE VIEWED AS A SERVICE

Contributed by: Michael Grove

<http://www.managementexchange.com/hack/all-work-can-be-viewed-service>

LEADING BY LETTING GO

Contributed by: Vlatka Hlupic, Stefan Blobelt, Chris Grams, Robin Deacle, Michael Grove, Antonio Galvan Luna

<http://www.managementexchange.com/hack/leading-letting-go>

UNCLOG YOUR PIPES WITH THE AUTONOMY (REALITY) CHECK

Contributed by: Robin Deacle, Christian Peterson, Jan Robert Johnsen, Susanne Ramharter

<http://www.managementexchange.com/hack/unclog-your-pipes>

USING “TRADITIONALLY VIRTUAL” ORGANIZATIONAL STRUCTURE

Contributed by: Jack Bergstrand, Vlatka Hlupic, Emil Wentzel, Gianvittorio Zandona, Michael Grove, Stefan Blobelt

<http://www.managementexchange.com/hack/using-traditionally-virtual-organizational-structure>

SECURE DIGITAL COLLABORATION

Contributed by: Ian Stobie, Gianvittorio Zandona

<http://www.managementexchange.com/hack/secure-digital-collaboration>

SHOW VALUE OF COMMUNITY BY WORKING OUTSIDE IN

Contributed by: Ellen Weber, Deborah Mills-Scofield

<http://www.managementexchange.com/hack/show-value-community-working-outside>

SYSTEMIC/HOLISTIC MANAGEMENT: CONNECTING THE DOTS WITH PROJECT MONITORING 2.0

Contributed by: Jack Bergstrand, Vlatka Hlupic, Emil Wentzel, Gianvittorio Zandona, Michael Grove, Stefan Blobelt

<http://www.managementexchange.com/hack/systemic-holistic-management>

FAR TOO MANY PLANS FAIL: REVERSE THE CURSE WITH COLLABORATIVE BUSINESS PLANNING & EXECUTION

Contributed by: Matt Johnson

<http://www.mixhackathon.org/hack/far-too-many-plans-fail-reverse-curse-collaborative-planning-execution>



OUR COMMUNITY

The Management 2.0 Hackathon was a true social collaborative effort. This report includes the words and ideas of many different people from around the world. All shared a common purpose and generously gave their time and energy to participate in a project with people they'd never met, using a novel approach.

Thank you and congratulations.

HACK CONTRIBUTORS

Success of the Management 2.0 Hackathon is the result of the generous contributions of the following individuals, who each contributed to at least one of the full hacks we've highlighted in this report.



Aaron Anderson



Josh Allan Dykstra



Jack Bergstrand



Ken Everett



Ben Biddle



Todd Fitch



Alberto Blanco



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EDITORIAL COMMITTEE

In addition to participating as hackathon contributors, the following individuals volunteered to help produce this report highlighting our work.



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ADDITIONAL KEY PARTICIPANTS

Thanks also to these people for their generous contributions to the success of the hackathon effort.

Pawan Alamchandani
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OUR SOCIAL SOFTWARE PLATFORM: SABA

The MIX Management 2.0 Hackathon uses an enterprise social business process platform from Saba as its social collaboration platform. Social business software shares much in common with the social networking tools (e.g. Facebook) that most of us are already familiar with using. The main difference is that social business software enables enterprise-grade secure and private online communities within large extended organizations and delivers that collaboration in the context of people-centric business processes.



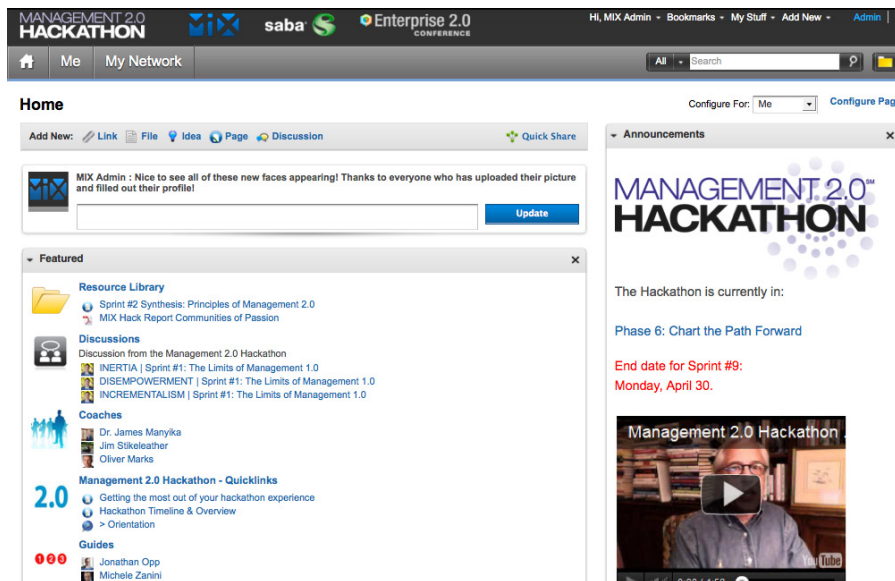
TRANSFORMATION AT WORK

Our hackathon community, like most large organizations, consisted of a globally dispersed team of collaborators in different time zones that made it virtually impossible to communicate effectively with just email or voice communications. The Saba cloud platform enabled us to work asynchronously, resorting to real-time communications only when absolutely necessary. The decision to use social business process software from Saba ultimately enabled us to innovate faster as a team and stay connected. It allowed us to operate very much in the Management 2.0 way.

A few of the most interesting benefits of the platform included:

1) Speed of deployment: Because it is a "cloud" software solution, there was no need for us to install or spend time configuring the software, which enabled us to launch our online community faster.

2) Progressive disclosure: another interesting feature was the ability to configure the interface with "progressive disclosure." this meant that we could keep the platform very simple by suppressing features when we first rolled it out, making it easier for end users to become acclimated without much training.



As our sprints progressed and we needed more functionality (such as rich web pages and workspaces for authoring our hacks), we were able to switch those features on progressively.

While we did occasionally use email for special alerts, we found that using a social software platform that supported a range of collaboration activities including rapid ideation made our hackathon more efficient, and we were able to concentrate on the hacks instead of the technology. The administrative functionality made switching new features on easier, and the analytics and reporting capability allowed us to gauge engagement in the community, helping our community management efforts.

The Saba platform includes, in addition to social collaboration, social business processes that include real-time social meetings (web conferencing with HD video), social and formal learning, social and formal talent management and social recruiting. While the Management 2.0 Hackathon did not need to use and reveal all of the extensive modules it was great to have the flexibility to add functionality as we progressed in the hackathon.

More information on the Saba platform can be found at www.saba.com

