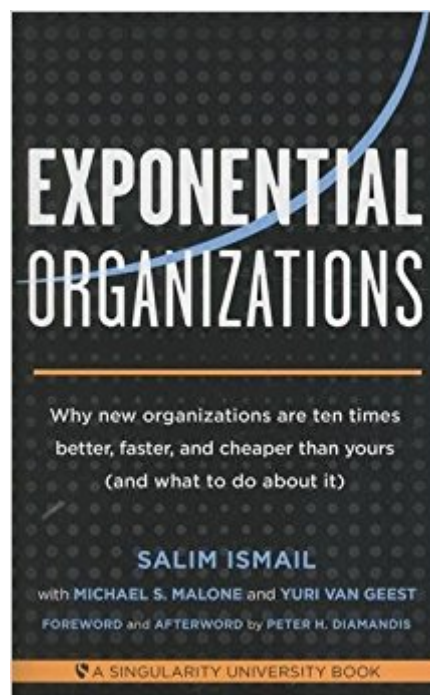


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# Exponential Organizations: Why New Organizations Are Ten Times Better, Faster, And Cheaper Than Yours (and What To Do About It)



## Synopsis

Frost & Sullivan's 2014 Growth, Innovation, and Leadership Book of the Year In business, performance is key. In performance, how you organize can be the key to growth. In the past five years, the business world has seen the birth of a new breed of company—the Exponential Organization—that has revolutionized how a company can accelerate its growth by using technology. An ExO can eliminate the incremental, linear way traditional companies get bigger, leveraging assets like community, big data, algorithms, and new technology into achieving performance benchmarks ten times better than its peers. Three luminaries of the business world—Salim Ismail, Yuri van Geest, and Mike Malone—have researched this phenomenon and documented ten characteristics of Exponential Organizations. Here, in EXPONENTIAL ORGANIZATIONS, they walk the reader through how any company, from a startup to a multi-national, can become an ExO, streamline its performance, and grow to the next level. Chosen by Benjamin Netanyahu, Prime Minister of Israel, to be one of Bloomberg's Best Books of 2015

## Book Information

Paperback: 326 pages

Publisher: Diversion Publishing (October 14, 2014)

Language: English

ISBN-10: 1626814236

ISBN-13: 978-1626814233

Product Dimensions: 5 x 0.7 x 8 inches

Shipping Weight: 9.1 ounces (View shipping rates and policies)

Average Customer Review: 4.7 out of 5 stars 270 customer reviews

Best Sellers Rank: #6,659 in Books (See Top 100 in Books) #19 in Books > Business & Money > Processes & Infrastructure > Organizational Learning #40 in Books > Business & Money > Management & Leadership > Systems & Planning #103 in Books > Business & Money > Small Business & Entrepreneurship > Entrepreneurship

## Customer Reviews

"EXPONENTIAL ORGANIZATIONS should be required reading for anyone interested in the ways exponential technologies are reinventing best practices in business."—Ray Kurzweil, Director of Engineering at Google  
"EXPONENTIAL ORGANIZATIONS is the most pivotal book in its class. Salim examines the future of organizations and offers readers his insights on the

concept of Exponential Organizations, because he himself embodies the strategy, structure, culture, processes, and systems of this new breed of company. John Hagel, The Center for the Edge

Salim Ismail is the founding Executive Director at Singularity University, where he moderates most academic programs, and is its current Global Ambassador. Before that, as a vice president at Yahoo, he built and ran Brickhouse, Yahoo's internal incubator. His most recent company, Angstro, was sold to Google in August 2010. He has founded or operated seven early-stage companies including PubSub Concepts, which laid some of the foundation for the real-time web. He also spent several years as a management consultant with CSC Europe and later with ITIM Associates. Ismail holds a B.Sc. in Theoretical Physics from the University of Waterloo in Canada. Michael S. Malone is one of the world's best-known technology writers. He has covered Silicon Valley and high-tech for more than 30 years, beginning with the San Jose Mercury News as the nation's first daily high-tech reporter. Malone's articles and editorials regularly appear in the Wall Street Journal. He was editor of Forbes ASAP, the world's largest-circulation business-tech magazine, at the height of the dot-com boom. Malone is the author or co-author of nearly twenty award-winning books and television series, notably the best-selling The Virtual Corporation, Bill and Dave: How Hewlett and Packard Built the World's Greatest Company, and The Future Arrived Yesterday: The Rise of the Protean Corporation and What It Means For You. Malone holds an MBA from Santa Clara University, where he is currently an adjunct professor in professional writing. He is also an associate fellow of the Saïd Business School at Oxford University, and is a Distinguished Friend of Oxford. Yuri van Geest is an international keynote speaker, boardroom consultant, the managing director of the Singularity University Summit Europe, the Dutch Ambassador for Singularity University and a double alumnus of Singularity's programs. He holds a M.Sc. degree in strategic management and marketing from Erasmus University Rotterdam and has been a key figure, firestarter and organizer in the global Lean Startup, Quantified Self, TEDx and Mobile Monday movements. He has consulted for Google, ING Bank, Vodafone Group, Adidas Global, Philips Global, Heineken Global, Friesland Campina, Samsung and MIT, and was a key member of the Topteam Creative Industry within the Dutch Ministry of Economic Affairs, Agriculture and Innovation for two years. Peter H. Diamandis is a serial entrepreneur having co-founded 15 companies, most notably the X Prize Foundation, Singularity University and Planetary Resources. He has a molecular biology and aerospace engineering degree from MIT and an MD from Harvard. He is also the co-author of the New York Times

bestselling book, *Abundance: The Future Is Much Better Than You Think*, which is recommended pre-reading for those interested in Exponential Organizations. CNN and Fortune just named Peter Diamandis one of "The World's 50 Greatest Leaders."

This is an amazing book that encapsulates the impact of exponential technologies on businesses and complements what I learned at Singularity University from a foremost thought leader in this field. It provides clear case studies on how disruptive technologies impact industries and organizations, with a prescription to identify and ride the wave of huge opportunities using them not just within the organizations but also for budding entrepreneurs who will be the future Ubers and AirBnBs of the world. It is a very well researched work and should be the reference manual for 21st century organizations concerned with disruptive technologies that are moving at an unprecedented exponential pace as well as for entrepreneurs wanting to identify and ride the wave of these technologies. This book complements other books like Peter Diamandis' *Abundance*, *The Future is better than you think* and I thoroughly enjoyed reading and learning from it. Well done Salim and team!

I agree with a number of other reviewers that this book is a "must read". It's a "must read" because it fills a hole in the literature on technological change, organisations and strategy. It does this by bringing together a discussion of the following into a single, comprehensive, instructional volume:

- > the exponential nature of technological change
- > the exponential impact and scale being achieved by organisations exhibiting a distinctive, new set of features (Exponential Organisations)
- > the threat this poses to industry incumbents operating business and intellectual systems that are more linear and local than global and exponential
- > the implications (recommendations and actions) for people starting new businesses
- > the implications (recommendations and actions) for senior executives in industry incumbents

The book is very well written. It's easy to read without being too light and rich in content without being too dense. It's full of examples and case studies and the authors have pulled off the considerable feat of crafting a volume that has something in it for a wide range of audiences. Whether you're a technology boffin, a business strategist, an executive in an industry incumbent, an entrepreneur or a consultant, there are pearls of wisdom and insights in it for you. The only deficiency in the work is that I think too little consideration is given to the challenge faced by industry incumbents in actually adopting and pursuing development of the features shared by the exemplar organisations described in the book. That may well be a subject for a different volume and in no way detracts from the importance or value of "Exponential Organizations". If you're serious about building

a business that's fit for, and relevant in, tomorrow's world then you need to read this book.

A new book has entered the world called, *Exponential Organizations: Why new organizations are ten times better, faster, and cheaper than yours (and what to do about it)*. I had the great fortune to read it throughout its creation and contribute to it in small ways.

I've also been appointed an ExO Expert. This book that will put fire your heart and mind for what is possible today. The key premise is that companies that leverage exponential technologies and processes are capable of far exceeding their peers performance in the same or similar industry segments in a dramatically shorter time than ever possible historically. This is due to the change in availability and understanding that technology application brings to the table. The first step on the way to evaluating your own company is to evaluate its position on several key factors. There are two acronyms for these factors called S.C.A.L.E. and I.D.E.A.S that relate to external and internal traits that indicate exponential company behaviors and potential. ExOs leverage five key *External Mechanisms*. These are represented by the acronym S.C.A.L.E.: Staff on Demand - Making sure your organization actively leverages resources Community & Crowd - The power of crowd and community for leverage Algorithms - Applying machine learning, NLP, and algorithms to analyze and predict Leased Assets - The use of fixed assets the company does not own Engagement - Tools like incentive prizes and gamification for driving community and crowd engagement ExOs also leverage five key *Internal Mechanisms*. These are represented by the acronym I.D.E.A.S.: Interfaces - Useful and often beautiful ways to display information so that actual humans can build wisdom from the data Dashboards - Key metrics, tending toward OKR's for measuring success of effort over time at every level Experimentation - A near-scientific curiosity to finding the best solutions to problems and problems to solve Autonomy - Distributed Authority and Responsibility are commonplace Social - Use and leverage of social structures and networks to grow. Generally, the first half of the book is the information you need and the second half is a high-level how to guide helping you get started. There is much more than I would be able to write in a review. Of the books that have and will come out this year this is one not to miss in my opinion. The easiest way to find out if the organization you have today is exponential is to take the ExO survey which is free. It can be found on the book website.

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