

HACKING HR TO BUILD AN ADAPTABILITY ADVANTAGE

HACKATHON REPORT





CONTENTS

The Challenge: Changing the Way We Change	4
Could Your Company Be Truly Adaptable?	5
HR as a Catalyst for Adaptability	6
The Management Hackathon	7
The Hackathon Process	8
The Enemies of Adaptability.	9
The Design Principles of Adaptable Organisations	10
The Adaptability Hacks	11
Featured Hacks	13
Next Steps	20
Thanks to Our Contributors	21

THE CHALLENGE:

CHANGING THE WAY WE CHANGE

We live in a world that seems to be all punctuation and no equilibrium, where the future is less and less an extrapolation of the past. We are surrounded by all sorts of things that are changing at an exponential pace: the number of mobile phones in the world, CO2 emissions, data storage, the power of semiconductor chips, the number of devices connected to the Internet, the number of genes that have been sequenced, world energy consumption, and knowledge itself. **Today**, the most important question for any organisation is this:

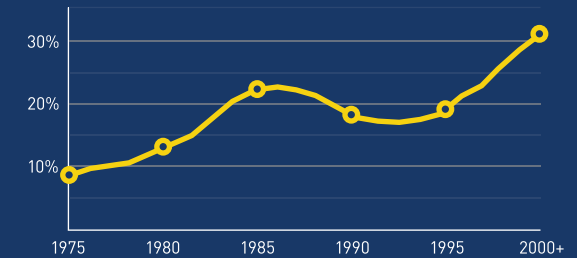
ARE WE CHANGING AS FAST AS THE WORLD AROUND US?

For most organisations, the answer would be no. In industry after industry, it's the insurgents, not the incumbents, who've been surfing the waves of change—it's Google, not Microsoft; Hyundai, not Chrysler; Apple, not Nokia; Air Asia, not JAL; and so on. The vanguard, though, are just as vulnerable to change as their victims. Success has never been more fleeting.

The only thing that can be safely predicted is that sometime soon your organisation will be challenged to change in ways for which it has no precedent. Problem is, our organisations were never built to be adaptable. Those early management pioneers, a hundred years ago, set out to build companies that were disciplined, not resilient. They understood that efficiency comes from routinising the non-routine. Adaptability, on the other hand, requires a willingness to occasionally abandon those routines—and in most organisations there are precious few incentives to do so.

That's why change tends to come in only two varieties: the trivial and the traumatic. Review the history of the average corporation and you'll discover long periods of incremental fiddling punctuated by occasional bouts of frantic, crisis-driven

IT'S GETTING HARDER TO STAY ON TOP



A 2005 McKinsey study indicated that market leaders (those in the top quintile by revenue in a given industry) stand a **30%** chance to be “toppled” within 5 years. This probability is over **three times** what it was just a few decades ago.

change. Why should an organisation have to lose its way and surrender market value before getting serious about change?

WE NEED TO CHANGE THE WAY WE CHANGE

The goal should be change without trauma—automatic, spontaneous, and reflexive. In a world of mind-flipping change, what matters is not merely a company's competitive advantage at a point in time, but its evolutionary advantage over time.

COULD YOUR COMPANY BE TRULY ADAPTABLE?

A company that is **constitutionally adaptive** enjoys advantages in at least **five broad areas**:



EMPLOYEES

- A passionate and deeply committed workforce
- A high ratio of innovation and value added per employee
- A relative advantage in capturing the discretionary energy of employees



CUSTOMERS

- Innovation-based pricing advantages
- A strong, extensible brand
- A reputation for redefining customer expectations



COMPETITORS

- A steadily growing share of firm-market-value to industry-market-value
- A reputation as a savvy and formidable competitor
- A competitive advantage in acquiring and retaining talent



PARTNERS

- A disproportionate share of influence in setting standards
- An advantage in attracting world-class partners
- A nodal position within industry ecosystems



INVESTORS

- Above average returns over any time frame
- No large, unanticipated, earnings shocks
- A consistent price-to-earnings (P/E) premium versus its peers

We believe HR can play a hugely positive role in helping companies become adaptable at their core. HR is already a partner to business in many change management efforts, but **HR's impact would be many times greater if it played a lead role in eliminating the barriers to adaptability** and in building new capabilities that facilitate proactive change. This is particularly true for aspects of the management model that HR drives directly, such as change management, organisational design, talent acquisition and deployment, learning and development, and performance review.

HR AS A CATALYST FOR ADAPTABILITY

WHAT COULD HR BE DOING TO...

Design and facilitate “change programs” that are based on ongoing, company-wide dialogue about priorities and direction, as opposed to episodic catch-up initiatives driven from the top?

Build nimbler and more fluid organisational structures, where a “reorg” isn’t something that happens every four or five years in response to a missed opportunity, but something that is occurring continuously, and almost effortlessly?

Create an “army” of change agents by disseminating the principles of grass-roots change and increasing the capacity of individuals to launch bottom-up change initiatives?

Create a true market for talent, where new initiatives and legacy programs compete on an equal footing for the best people?

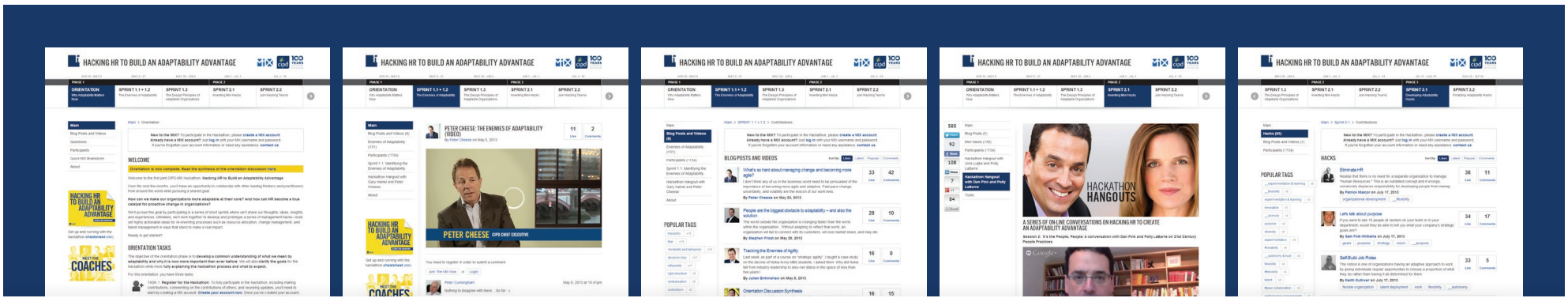
Equip people with a new set of conceptual skills that are required to thrive in an increasingly turbulent and interconnected world, such as double-loop learning, creative problem solving, and values-driven thinking?

Foster a high-trust, low-fear environment—where risk-taking is encouraged, information is broadly shared, and contentious opinions are freely expressed?

Enlarge the company’s capacity for experimentation by creating an appropriate level of slack and building skills in experimental design and rapid prototyping?

Re-engineer control-oriented management processes to reduce the “bureaucratic drag” that impedes the progress of new initiatives?

Develop genuine and granular foresight on key workforce trends, such as new skills required to support business shifts, or the expectations from new generations entering the workplace?



THE MANAGEMENT HACKATHON

A UNIQUE WAY TO ADDRESS THIS CHALLENGE

In April 2013, CIPD and the Management Innovation eXchange (MIX) invited HR and business leaders to crack the adaptability challenge through a **hackathon**—an online problem-solving event designed to harness the collective intelligence of progressive HR and management practitioners from around the world. Over **1700 people** signed up to participate.

The hackathon was a hands-on, collaborative effort focused on finding, developing, and implementing **real-world solutions** that could be experimented with in **real-world companies**. Using the MIX's groundbreaking methodology, the hackathon community was able to address the following **key questions**:

What are the defining characteristics of adaptable organisations?

What are the new management tenets that will help organisations change as fast as change itself?

What are the barriers to adaptability?

Why do most organisations struggle to be truly adaptable? What are the specific impediments that get in the way of proactive change?

How might we overcome these barriers?

What are the most radical, yet practical ideas for how HR can spur the entire enterprise into becoming more adaptable? What are some initial, yet impactful, steps we could take to make progress on this front?

WHAT IS A MANAGEMENT HACKATHON?

A management hackathon is a **mainly online, open-innovation event** in which participants jointly solve thorny management problems.

Hackathons are structured as **multi-stage problem-solving efforts** that involve learning, diagnosis, priority-setting, idea generation, idea ranking, idea elaboration, prototyping, experimentation, and feedback.

During a hackathon, **participants “swarm” specific management challenges**, developing and prototyping management hacks—bold yet highly actionable ideas for re-inventing processes such as strategic planning, resource allocation, and talent management in ways that make a decisive performance difference.

THE HACKATHON PROCESS

PHASE 1			PHASE 2	PHASE 3	PHASE 4
WHY ADAPTABILITY MATTERS NOW	THE ENEMIES OF ADAPTABILITY	THE DESIGN PRINCIPLES OF ADAPTABLE ORGANISATIONS	INVENTING MINI HACKS	DEVELOPING AND FINALISING ADAPTABILITY HACKS	WHAT DID WE DISCOVER?
Develop a common understanding of what we mean by adaptability and why it is now more important than ever before.	Brainstorm and prioritise the most important “enemies of adaptability” : the barriers that stop our organisations from becoming as adaptable as they should be.	Identify the design rules, or principles, that characterise organisations that are already truly adaptable.	Develop a set of “mini hacks” —short yet provocative ideas for how to overcome one or more of the enemies of adaptability while drawing inspiration from the key design principles. Form hacking teams to take some of the most promising mini hacks and develop them into fully realised management hacks.	Work within our hacking teams to take the best mini hacks and develop them into full, “shovel ready” hacks that could be used inside real organisations to make them more adaptable.	Synthesise the key insights from the hackathon into this report and disseminate our findings at the CIPD Annual Conference in November 2013.

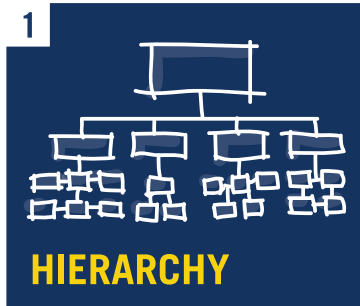
WHO PARTICIPATED?

The **hackathon community** was a **diverse group of HR experts, practitioners, consultants, and business leaders** from all around the world. Our hackathon coaching team included luminaries like Peter Cheese, Gary Hamel, Daniel Pink, Lynda Gratton, Paul Sparrow, and Deborah Baker. Some of the **1700+ participants** came from large companies like IBM, BSkyB, LinkedIn, General Motors, and Nokia; but also from educational institutions, governmental organisations, small businesses, and consultancies on six continents.

THE ENEMIES OF ADAPTABILITY

WHAT ARE THE BARRIERS THAT PREVENT OUR ORGANISATIONS FROM BEING MORE ADAPTABLE?

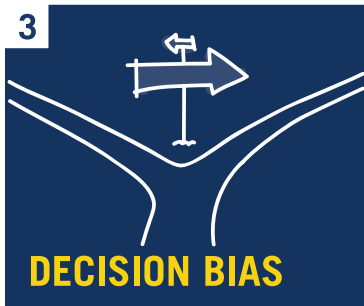
That is the question we posed to contributors during the early stages of the hackathon. In just under two weeks, our hackathon community developed a list of over **120 enemies of adaptability**—barriers that prevent our organisations from being as adaptable as they could be. As we read through these 120 enemies of adaptability, we saw **12 core themes** emerge. These are perhaps the most **critical barriers** that impede organisations from adapting to the changing world around them.



Top-down, control based hierarchies discourage individual initiative, lead to slower reaction times, and divert energy to “managing up.”



Command-and-control systems lead to organisations filled with anxious employees who are hesitant to take the initiative or trust their own judgment.



Defensive thinking, fossilised mental models, and contentment create a bias in favour of the status quo.



Lack of proactive change often has to do with mindsets and behaviours: we must want to change, and also understand how to change.



When the responsibility for making big decisions is concentrated at the top, a handful of executives favoring the status quo can thwart change.



Highly optimised business systems are great for efficiency, but deadly for adaptability. Assets, skills, and processes become more specialised, and change becomes more incremental.



In many organisations, rigid unit boundaries, functional silos, and political fiefdoms hamper the rapid realignment of skills and assets.



Employees don't have the skills, training, and coaching they need.



Compensation and incentive systems often truncate executive time horizons and skew perspectives.



Management processes typically arrive at the “one best strategy” through top-down, analytical methods, and discourage bottom-up experimentation.



Management systems value conformance and cohesion at the expense of diversity and divergence. This limits the ability to generate the rich variety of ideas and options required to be truly adaptable.



Organisations without a compelling shared purpose may have trouble aligning on a natural path for adaptation.

THE DESIGN PRINCIPLES OF ADAPTABLE ORGANISATIONS

We next focused our attention on the **building blocks of adaptable organisations**—the design principles that can help them evolve their DNA to become more adaptable and fit for the future. What follows is a list of some of the **most important design principles**, as developed by the hackathon team.



To continue to adapt, organisations must experiment more frequently and learn more quickly.



A committed and clever approach to transparency energises and connects people across boundaries. The most open organisations are the most engaging and nimble.



Increasing trust and reducing fear opens the door for the kind of participation, experimentation, and passion that is so crucial to building resilience.



Organisations must offer a compelling case for why what they do matters, one that animates and aligns every person in the organisation—and every person the organisation touches.



Organisations that welcome and value diversity and dissent—that are as energetic about exploring the edges as they are about preserving the core—are better able to respond to change.



To intercept opportunities that come and go at lightning speed, organisations must be able to quickly reconfigure capabilities, infrastructure, and resources.



Everyone is born with the natural capacity to create, yet most organisations are designed to cramp that essential human gift rather than to unleash it.



Collaboration and accountability should be driven horizontally through peer-to-peer interactions, rather than vertically through the chain of command.



Status and influence derive from the ability to get things done with other people and from demonstrated excellence rather than from the ability to accumulate positional power.

THE ADAPTABILITY HACKS

During Phase 2 of the hackathon, with inspiration from the enemies of adaptability and design principles of adaptability we identified, we began the hacking process. First, community members developed a set of almost **150 mini hacks** designed to re-invent core HR processes and practices to spur **adaptability across the organisation**.

THE BEST HACKS ARE RADICAL, YET PRACTICAL.

Some of these mini hacks were extremely **simple ideas** that might help an organisation begin to overcome one or more of the barriers to adaptability. For example, one contributor, Sean Schofield, suggested “bringing back play time” as a simple way

to inspire the creativity that could increase adaptability. “If organisations can find time for webinars, lunch & learns, sick days, voting, emergencies, and keynote addresses, perhaps we could find time to play too (or substitute some of those things with play),” Sean observed.

Others mini hacks were **bold, controversial, and sweeping in reach**. Patrick Malcor contributed one such mini hack, entitled “Eliminate HR” in which he described it as an “outdated concept” that “wrongly, unnaturally displaces responsibility for developing people from managers to bureaucrats.”

Management guru and hackathon coach **Gary Hamel** has observed that the best hacks are “radical, yet practical.” Meaning, they are bold enough to have the

potential to truly change an organisation while also being practical enough that they could quickly and easily be experimented with inside an organisation.

During Phase 3, we asked the hackathon community to “vote with their feet” and sign up to work on further developing mini hacks that they felt had the most potential to have a real impact on organisational adaptability. Over **60 hacking teams** were formed. Some of these teams had five or more people collaborating together while a few hacks were developed by one person working independently.

If you are **seeking inspiration** for how you might increase adaptability in your own organisation, we encourage you to visit the hackathon website, where you can view all of these hacks in their **completed form**.

View all of the following hacks at
www.mixhackathon.org/hackathon/cipdhack/sprint-32



EXPERIMENTATION & LEARNING

Corporate Earthquakes
 Freed Up Learning
 Learning From Failure - Turning an "Oops!" into an "Aha!!"
 Increase Learning & Development Activities Without any Formal Training Budget
 There is no such thing as "Best Practice"
 Chuck out your chintz
 Sticks and stones!
 Experimentation Up Front



TRANSPARENCY & OPENNESS

Rewarding Adaptability crowd funding and the internal ideas market
 Invite everyone to evaluate the strategy
 Working for the Customer not 'The Man'
 The Bill of Health Index
 Moonshot Market



AUTONOMY & TRUST

Adapting to business metrics to build trust
 What's your Gottman Score?
 Trust people and be helpful
 Non-Compliance: problem or gift
 Systems Thinking
 Handing out Promotions
 Self-Build Job Roles



PURPOSE & MEANING

Community Building 2.0
 Storytelling for HR
 Volunteering Days
 Tell why? What? How? A culture for purpose led organisation
 Let's talk about purpose



DIVERSITY

Volunteer for Hardships
 Wildcat Hiring
 Attracting Adaptable People
 Choosing Leaders Differently
 Talent Spotting Alliances
 Mix It Up



FLEXIBILITY

Create development programmes that work with the brain
 Mode.Co HR Innovation framework
 Eliminate HR
 Turning PUSH into PULL
 Abolish performance appraisals
 Role NOT Position
 Human-Focused Performance Management
 Less "IS", More "COULD BE" Compensation



CREATIVITY

Onboarding a Culture of Adaptability
 CPD - Let's make it real
 Bring Back Play Time
 Yes, you can
 Design Thinking based Change Management
 Creating Space for Innovation
 Onboarding Gamification



PEER COLLABORATION

Let's kill the 'HR' information system & build a technology that helps teams solve problems!
 Adaptive Optics : what's new, Coach?
 Predictive People Management Processes
 H.R as "Holistic Resources"?
 Collaborate to Survive and Thrive



NATURAL LEADERSHIP & MERITOCRACY

Talent NOT Tenure
 Talent management for talent—not for management

FEATURED HACKS

As we evaluated all of the completed hacks, we knew the best hacks would score high on the following criteria:

- 1. Is it deep?** Does it address a key barrier to adaptability?
- 2. Is it bold?** Does it offer a clever and unconventional approach compared to existing HR practices or processes?
- 3. Is it specific?** Are the key elements of the solution clearly outlined, even if at a high level?
- 4. Is it doable?** Could the hack be prototyped or experimented with in an organisation without requiring a big budget or CEO approval?

On the following pages, you'll find a collection of some of the most powerful and compelling hacks to emerge from the hackathon.



FEATURED HACK

CHUCK OUT YOUR CHINTZ

By Gemma Reucroft

Co-authored by Perry Timms, Bruce Lewin, Tim Scott, Sean Schofield, Nigel Cox, and Simon Jones



In Chuck Out Your Chintz, Gemma and her team suggest that organisations seeking greater adaptability should radically review all of the HR processes they blindly follow or think of as “best practices” today.

Looking at common processes like job evaluation, exit interviews, and employment policies, organisations should ask themselves what each of these practices is really adding, and whether any of them are holding the organisation back. Upon review, if people in the organisation can't clearly articulate clearly the value of a process or procedure in the length of a tweet, they should consider just not doing it. This is how they “chuck out the chintz.”

The positive benefits of this hack would include a reduction of the administrative burden on HR, freeing up time for more valuable activity. It could empower managers to make their own decisions. It could positively help the internal reputation of HR. And it could even start to move organisational culture away from a “parent to child” relationship to an “adult to adult” relationship.

Read the full hack on the MIX at

www.mixhackathon.org/hack/chuck-out-your-chintz



FEATURED HACK

CORPORATE EARTHQUAKES

By Alberto Blanco

Co-authored by Matt Frost, Diana Felibert, Kandy Woodfield, Stephen Remedios, Conor Moss, and Guido Rubio Amestoy

Companies want to change. However, they usually do it too late and in the face of severe crisis. Alberto and his team propose a thrilling role for HR: to provoke “corporate earthquakes” that allow organisations to anticipate and understand how they should react to important changes before they occur.

The Corporate Earthquakes hack is all about crafting and anticipating an organisation’s future by envisioning the unthinkable nightmares and dreams of tomorrow. This is done by designing and running corporate-wide hackathons focused on extreme, unusual, apocalyptic, and why-not challenges or situations. The process is designed to be fun and inspire creativity, with possible corporate earthquakes including everything from likely industry shifts to unlikely events like mass alien abductions.

One of the core elements of this hack is that it forces the organisation to consider how it is set up to cope with seismic changes (positive or negative, likely or unlikely). The unexpected outcomes—new ideas, new points of view, new thinking, rethinking an entire industry and its legacies and dogmas—that might emerge from exploring such interesting challenges could be vast, illuminating, and paradigm-breaking.

Read the full hack on the MIX at

www.mixhackathon.org/hack/doomsday-challenges





FEATURED HACK

LET'S TALK ABOUT PURPOSE

By Sam Folk-Williams

Co-authored by Amanda Boonzaaier, Kori Joneson, and Helen Jackson



Everyone in an organisation should be able to understand how their work is actively helping advance the organisation's overall strategy. Sam and his team advocate a set of activities that empower any employee at any level in an organisation to understand their impact simply by making a direct, pervasive connection between the organisation's strategy and individual efforts.

The Let's Talk About Purpose hack starts from the assumption that in many organisations individuals have a hard time understanding how their own work can help accomplish the company strategy. The hack forces a more direct connection between the work of individuals at all levels of the organisation and the high-level strategy through a series of connecting activities. These activities might include things like a strategy alignment and mapping exercise, 1:1 meetings between team members to discuss current projects and how they connect to overall organisational goals, and a purpose-alignment communications plan, where efforts that connect to the bigger picture are actively highlighted.

In an organisation where conversations about purpose are active and ongoing, the practical impact will be that work that doesn't need to happen will often stop, while effort and productivity will be channeled into work that more directly helps the organisation advance. In addition, people will feel better about their personal contributions, which increases engagement, while reducing "presenteeism", absenteeism, and attrition.

Read the full hack on the MIX at

www.mixhackathon.org/hack/what-problem-are-we-trying-solve-lets-talk-about-purpose



FEATURED HACK

MIX IT UP

By Deb Seidman

Co-authored by Madhusudan Rao, Leonardo Zangrando, Perry Timms, Helen Amery, and Sam Folk-Williams



Most large companies are a collection of silos, with employees so focused on their area of specialisation they may be missing key opportunities and threats. Deb and her team propose we “mix it up” and increase adaptability by breaking down the organisational silos that hold us back.

“Mixing It Up” could take many formats, depending on what works best for the organisation, but this hack primarily focuses on “mix visits”: temporary rotations where employees visit other areas to bring their skills, knowledge, and experience to the problems faced elsewhere and to gain knowledge, perspective, and interpersonal connections that can help them to advance in their regular jobs.

This builds the muscle of adaptability through broader experience, faster and more embedded learning through taking risks and increased comfort with making transitions. It gives an opportunity to gain different perspectives and to expand knowledge of the range of capabilities existing in the organisation. In addition there can be numerous side benefits such as enabling employees to discover something they love, developing their careers without a risky permanent commitment, enhancing employee engagement, increasing operational effectiveness through improved cross-functional coordination, enabling managers to spot talent, and encouraging innovation.

Read the full hack on the MIX at
www.mixhackathon.org/hack/mix-it



FEATURED HACK

SELF-BUILD JOB ROLES

By Keith Gulliver

Co-authored by Cassie Lloyd Perrin, Hendrik Dejonckheere, Kubatova Jaroslava, and Kukulkova Adela



Could organisations increase adaptability by having a more adaptive approach to the work of individuals? Keith and his team suggest a new model where individuals have regular opportunities to choose a proportion of what they do rather than having it all determined for them.

The Self-Build Job Roles hack would essentially empower individual people in organisations to create their own work. While each person would continue to spend a percentage of their time focused on what is defined as their core role, they will also be given regular opportunities to “flex” and augment their core role with other activities. These self-built activities might include learning opportunities, stretch assignments, third-party activities, experimentation, or even sabbaticals.

The goal would be to stimulate the growth of everyone in the workforce on the basis of their own personal drivers and competencies, making it possible for everyone to find an area of personal development that is interesting, stimulating and appealing to them. And the hope is that the organisation as a whole would benefit, making it easier to see new possibilities while embracing the creativity and innovative potential of its people.

Read the full hack on the MIX at

www.mixhackathon.org/hack/self-build-job-roles



FEATURED HACK

WORKING FOR THE CUSTOMER, NOT 'THE MAN'

By Monique Jordan

Co-authored by Matt Frost, Heidi De Wolf, Fiona Savage, and Stephen Achilles



Bosses (aka 'the man') frequently blur the line of sight to the customer, forcing people to choose between meeting the needs of the boss or the customer. Monique and her team suggest redesigning the frameworks used to define roles and put the customer at the centre.

The fact that the boss determines rewards and punishments—like raises, promotions, or even firing—based mostly on their subjective evaluation sets up a power dynamic that all too often focuses on the boss' needs rather than the needs of the customer. The focus on the needs of the manager shifts energy away from the customer in a subtle but powerful way.

This hack would involve creating a customer-driven performance framework that works much like a traditional customer-supplier model. This framework would include defining the products a person provides, their customers, their customers' requirements, their measures of success, their suppliers, and their strengths.

Employees are able to better understand what their contribution is and how to best add value and support rather than detract from the teams' success. The framework also provides enough clarity and distinction for the employee to be given—and take—ownership. It sets them up to better understand customer needs and what needs to be done (or what's in the way) to meet them. It also naturally shifts the role of the manager to more of a coach and thinking partner responsible for creating the conditions for the employee to be successful.

Read the full hack on the MIX at
www.mixhackathon.org/hack/working-customer-not-man

NEXT STEPS

We've had reports from several members of our hackathon community who are already experimenting with some of the hacks that were developed in the hackathon within their organisations.

As we get updates from these teams, we'll continue to post them on the [hackathon website](#).

We hope you'll visit the hackathon website, browse through some of the fantastic hacks our teams developed, and consider experimenting with these hacks in your own organisations. Or feel free to develop your own. Either way, be sure to **tell us** about the results of your experiments. We'd love to **hear from you**.

<http://www.mixhackathon.org/cipdhack>

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The Management Innovation eXchange (MIX) is an open innovation project aimed at reinventing management for the 21st century. The MIX is based on the premise that management is nothing less than the technology of human accomplishment and that, after 100 years of incremental tweaks, it now needs to be reinvented for a new age. Designed as an open innovation and collaborative platform, the MIX brings together the most progressive leaders and provocative management thinkers with in-the-trenches management innovators—indeed, anyone with ideas and approaches to making our organisations resilient, inventive and inspiring enough to thrive in the 21st century.

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