Staff-on-Demand - Tap Global Talent for Exponential Growth!

Staff on Demand (SoD) are people who work for you on an as-needed basis. SoD is similar to the ExO attribute: **Leveraged Assets**, but leveraging pools of talent rather than physical assets and resources. Contract a home-based knowledge worker with a personal computer and you benefit from *both* attributes!

Adaptive Growth: Businesses growing exponentially (ExOs) must continually iterate and improve their offerings as they scale, at a pace conventional talent management processes cannot match.

- Today's technology makes available a whole world of talented people with the knowledge, skills and fresh points of view you need, all on-demand.

- Grow without the overhead of a large permanent workforce.

- SoD allows you to rapidly focus the talent where and when it's needed.

> *"The half-life of a learned skill used to be 30 years. Today it's down to about **five**."*
>
> *~John Seely Brown*

- For 'Platform' businesses (Uber, Airbnb), SoD may be *fully automated with Interfaces* - application, onboarding, management and compensation *all self-serve*.
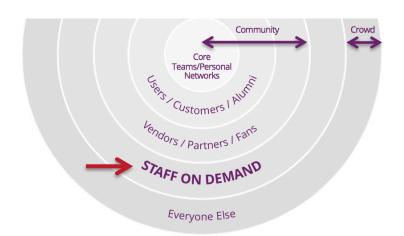

Examples:

- Augment design, marketing and creative services through 99designs.

- Outsource a portion of IS/IT functions to keep skills current and thinking fresh.

- Run a machine learning algorithm competition through kaggle.com, managed by a contractor from topcoder.com.

- Have your new IKEA office furniture assembled by taskrabbit.com.

- Build a fully-automated platform for hosts to join, then post accommodation

Tips for getting started:

- Companies that are successful with Staff on Demand over time create a culture where external collaborators are treated as a valuable part of the company.

  o Create a strong MTP that attracts quality staff-on-demand.

  o Treat and compensate staff-on-demand fairly, or risk eroding your brand and running into regulatory challenges. (*Uber...*)

- Look for ready pools of resources for the roles you are thinking about shifting to SoD. Review "Community and Crowd" diagram for ideas, or consider owners of underutilized assets.

- Staff-on-Demand does not have to be on the scale of Uber and Airbnb to be of strategic advantage. Start with small experiments to prove out your concepts, *and get crystal-clear on outcomes, requirements and incentives.*

- From the start, design in 'knowledge capture' so experience and insights developed by an outsourced worker are not lost to the organization. For outsourced admin and knowledge work, aim for a 1:3 ratio of internal workers to staff-on-demand.

See **Chapter 3 - The Exponential Organization** in *Exponential Organizations* by Salim Ismail, Michael S. Malone & Yuri van Geest. The Exponential Organizations Master Business Course is a part of the Growth Institute MBD Program. To learn more, visit www.growthinstitute.com/exo
Share this tool! blog.growthinstitute.com/exo/staff-on-demand

Staff-on-Demand – Exponential Multiplier Worksheet – Tips!

EXO EXPONENTIAL ORGANIZATIONS | Growth Institute A GAZELLES COMPANY

Instructions – REVIEW THIS TIPS SHEET FIRST. Select desired business growth multiplier (2x, 3x, 5x or 10x). Read Example Scope of Staff-on-Demand Initiative Working *down* the column, answer questions. See example in '2x' column. We suggest you complete at least two of the columns (2x, 3x, 5x or 10x). TURN TO WORKSHEET.

Company Name: _____ **Your MTP:** _____

Desired business growth	2x	3x	5x	10x
Example Scope of Staff-on-Demand Initiative	Outsourcing marketing, administrative and maintenance staff, etc.	External firm provides specialized staff, embedded in company	Company staff are a seamless mix of full-time employees & SoD	SoD is core to creating and/or fulfilling demand for your offering at-scale
Task or Service - to achieve the desired growth, what specific task or service could you outsource or *crowdsource*?	*Example: Moderating our community forums on social media.*			*Think: uber and airbnb. Transaction is between 'producers' and 'consumers' on a fully-automated platform. E.G. 'Driver transporting passenger'.*
Talent Pools - What sources of talent are available?	*Example: Enthusiastic 'super-users' on our forums, who are already helping others out.*	*UAssist.Me, topcoder.com, upwork.com, company alumni?*	*upwork.com, wipro.com?*	*Your user community? Local universities? Owners of underutilized assets?*
Value Proposition - how will you attract and retain the best talent? (Autonomy and flexibility? Challenging work? Community? Compensation?)	*Example: Flexible work schedule. Provide company email and access to customer support desk ticket system. Fair pay.*			*Rethink models of compensation and recognition for SoD to incent employee-like behavior, absent direct employee benefits.*
Metrics - How will you know your SoD strategy is successful *and achieving healthy, sustainable growth*?	*Example: NPS score from community members they have assisted.*			*Which metrics help every member in the system know they are doing a good job? Dashboards are essential for tracking performance of automated, rapidly-scaling platforms.*
ExO Attributes - How will this initiative (2x, 3x, 5x or 10x) your business? What other attributes might you combine to multiply impact?	*Example: Improved brand and social license to operate. Community and Crowd, Engagement, Autonomy, Interfaces.*			*For a platform business: interfaces, algorithms, dashboards, leveraged assets, community and crowd, experimentation + PlatformRevolution.com*

Rev 1.1 2018-05-30 **TO LEARN HOW TO USE THIS TOOL, VISIT www.growthinstitute.com/exo**

Staff-on-Demand – Exponential Multiplier Worksheet

EXO EXPONENTIAL ORGANIZATIONS | **Growth Institute** A GAZELLES COMPANY

Instructions –Select desired business growth multiplier (2x, 3x, 5x or 10x). Read Example Scope of Staff-on-Demand Initiative Working *down* the column, answer questions. We suggest you complete at least two of the columns (2x, 3x, 5x or 10x).

Company Name: _____ **Your MTP:** _____

Desired business growth	2x	3x	5x	10x
Example Scope of Staff-on-Demand Initiative	Outsourcing marketing, administrative and maintenance staff, etc.	External firm provides specialized staff, embedded in company	Company staff are a seamless mix of full-time employees & SoD	SoD is core to creating and/or fulfilling demand for your offering at-scale
Task or Service - to achieve the desired growth, what specific task or service could you outsource or *crowdsource*?				
Talent Pools - What sources of talent are available?				
Value Proposition - how will you attract and retain the best talent? (Autonomy and flexibility? Challenging work? Community? Compensation?)				
Metrics - How will you know your SoD strategy is successful *and achieving healthy, sustainable growth*?				
ExO Attributes - How will this initiative (2x, 3x, 5x or 10x) your business? What other attributes might you combine to multiply impact?				