

HOW TO BECOME A

10X

ORGANIZATION

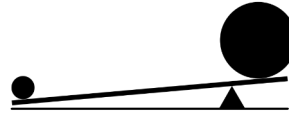
STEP 1: AWARENESS

ARE YOU A 10X OR 10% ORGANISATION?



10% Organisation
1x Effort = 1x Output

Versus



10x Organisation
1x Effort = 10x Output

What is a 10x organisation?

It's an organisation that applies 10x strategies – strategies with the potential to 10x your impact. Most organisations pursue 10% strategies – strategies, if all goes well, that increase one's impact 10%. That's okay. That's normal. But the two strategies are different. To picture the contrast, here are two examples.

(Note: The term "10x" is used loosely to include anything from 2x to 10x exponential growth as opposed to incremental growth. This is because, in practice, looking forward it is hard to tell the difference between 2x and 10x. For example, when Apple launched the iPhone, they only foresaw a 2x product – an iPod that could also make phone calls.)

Example #1: A Local Church

10% Strategies: Work harder. Preach better. Buy a new confirmation curriculum. Counsel more. Renovate the building. Hire someone. Start a new teaching series. Tweet more.

10x Strategies: Take one Sunday per quarter to go out in the neighbourhood and pray for people (i.e. Luke 10). Train lay counsellors using CCEF curriculum. Start Alpha small groups to multiply functioning leaders and outreach. Plant a church. Adopt DMM discipling. Start a podcast. Sell your worship music on Spotify. Host a Perspectives Course. Send graduates to YWAM DTS. Network mentoring relationships. Open your facilities for outreach during the week. Sponsor intensive discipleship experiences.

Example #2: An Educational Institute

10% Strategies: Work harder. Increase enrolment by 10%. Add a new programme. Get accredited. Remodel. Sponsor a cultural event. Raise tuition. Lower tuition. Get a football team. Increase alumni donations.

10x Strategies: Start a venture capital fund for students. Tie up with industries for practical experience. Sponsor incentivised competitions to solve community problems. Digitise your courses through Udemy or Edx. Build a platform for students to sell original work (courses, music, art, ebooks). Require students to publish their work through blogs, vlogs, or podcasts.

Why don't most organisations use 10x strategies?

Most organisations do not use 10x strategies for three reasons: (1) They are not aware that they are using 10% strategies. (2) They don't know that 10x strategies exist. (3) It sounds too pompous or too hard. But 10x strategies can work with roughly the same budget, people, and time as 10% strategies, in many cases. It is not about working harder, but using a longer lever. That lever is the magic of organisational structures. That's next.

10X FORMULA

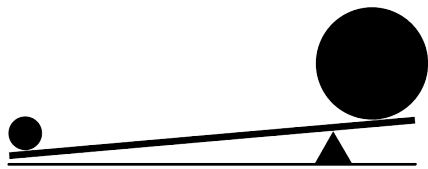
OLD STRUCTURE X NEW STRUCTURE = 10X STRATEGY

Summary: This is a gross simplification, but there seems to be a formula behind the most influential organisations in history. They take an existing structure, combine it with a new structure, and it multiplies their impact. Here are some examples:

Hamburger restaurant x franchising = **McDonalds**
Evangelism x family oikos = **Discipling movements**
NGO x international structure = **United Nations**
Under-utilised personal vehicles x platform = **Uber**
Local church x sodality = **Acts 13 movement**
Software x open-source coding platform = **Linux**
Proctor & Gamble corporation x open crowdsourcing = **P&G Connect & Develop**
Rock concert x fundraising cause for Ethiopian famine = **Live Aid 1985**
Stationary bikes x immersive community experience = **Soul Cycle**
Ivy League classes x video broadcasting = **Coursera**
Primary education x YouTube = **Khan Academy**
Rock concert x peace and love cause = **Woodstock 1969**
Self help x immersive experience = **Tony Robbins' training**
Small groups x meals in homes x video curriculum = **Alpha Course**
Close ties x weak ties x online platform = **Facebook**
Monastic order x social service = **Franciscan order**
Trading companies x government uniting structure = **Dutch East India Company**
Electronics x own retail stores = **Apple Store**
Book store x coffee shop = **Barnes & Noble**
Family wealth x banking structure = **Rothschild family**
Plato x Plato's Academy = **Aristotle**
Aristotle x Lyceum academy = **Peripatetic philosophy movement**
Oil business monopoly x philanthropy arm = **Rockefeller Foundation**
Individual or small group x business structure = **LLC**
Catholic church x higher-level commitment org = **Opus Dei**
Lutheranism x private meetings = **Pietism renewal movement**
Community health knowledge x theatre skits = **CHE**
Fundraising x close ties x weak ties x online platform = **GoFundMe**
Diverse working professional x shared causes x network = **Clapham Sect**
Workout gym x community = **Cross Fit**
Charity x quantitative research arm = **GiveWell.org**
Video game x augmented reality = **Pokemon Go**
Liberal arts college x international real-world living context = **Minerva Schools**
College x apprenticeship = **Technical schools**
Independent academics & scientists x peer recognition structure = **Nobel Prize**
Schooling curriculum x family context = **Homeschooling**
Encyclopaedia x crowdsourcing platform = **Wikipedia**

10X EXPLAINED

WHY NEW STRUCTURES CREATE NEW POTENTIALS



Structures = Leverage

Structures are tools

Organisational structures are the way things get done. They either speed us up or slow us down on our way toward the goal. Structures are not good or bad, but they are more effective and less effective. What works well for one goal is ill-suited for another goal. That is to say, they are tools subservient to a purpose. We all understand this, but we don't make the applications from it.

Widening our tool belt

If structures are tools, then it makes sense to have different tools for different purposes. It makes sense to be agnostic about the tools but dogmatic about the goal. The goal should dictate the tool, versus shoehorning the structure to accomplish the goal. However, in practice, we tend to stick with 5-10 of our most familiar tools to accomplish the goal. It is like using a pliers to hammer in a nail; it works but not nearly as well as a hammer.

Taking tools from other sectors

In our organisations, when we fail to reach our goals, we tend to innovate *within* our current structures. If we are an academic institution, we use academic structures. If we are a start-up, we use start-up structures. But what if the most effective tool for an academic institution is a start-up structure? Sounds reasonable, right? But in practice, we are not familiar with structures outside of our sector. Moreover, there is no Google-able list saying, "Here are all the options you can choose from." Until now...

Your one-page tool belt

On the following page, there is a list of 50 organisational structures from prehistory to the present. The goal of this list is three-fold: (1) Expose us to all the options we've never considered, (2) Inspire us to try new tools within our organisations, (3) Create new hybrids of existing tools to meet new challenges.

Go, steward lives by stewarding structures

So go! Explore! Experiment! Dream! Those of us in leadership have a great responsibility to steward the lives of dozens and hundreds. Structures are the way we steward such lives. Remember this formula: the same people + a new structure = new potentials. Structures unleash new patterns of interaction and, in many cases, a new purpose. Structures unleash the power of 500 to do the work of 1000, or reduce the work of 1000 to produce the results of 500.

(Note: For usability, the structures have been organised into three historical eras and what structures dominated social life. These are not water-tight, mutually exclusive categories but the categories help make the variety manageable.)

STEP 2: BRAINSTORM

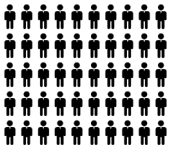
WHICH 10X STRATEGIES COULD YOU START USING?

Summary: Brainstorm a list of structures you could combine with your current structure to create 10x results. This catalog of 50 structures is here to give you ideas. Don't worry about the quality of the idea yet. Save that for step 3.



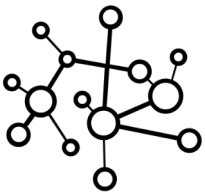
The Structures of Pre-Modernism

1. Oikos: Inherited close ties. E.g. family, family friends, relatives, hometown relationships.
2. Community: Chosen close ties. E.g. immersive living together, L'Abri, orders, YWAM DTS, ashrams, some Xn small groups, Teen Challenge.
3. School structures: E.g. apprenticeship, guilds, peer review, accreditation, disciples, internships, AA 12-steps, mentoring, coaching, mastermind groups, workshops.
4. Cooperatives: Porous, temporary structures. E.g. school coops, food coops, theatre coops, neighbourhood coops.



The Structures of Modernism

1. The Individual: The flexible agent outside the system. E.g. consultant, solo-preneur, freelance, sole proprietorships, LLC.
2. Organisations: Non-flexible agents within a system. E.g. hierarchy, flat, functional, matrix, teams, franchising, SMEs, R&D teams, Skunkworks, Google's 20% time, meetings, corporation, S corporation, partnerships, holacracy, mass schooling.
3. The Podium: The one to the many. E.g. podcasts, publishing, books, online courses, sermons, conferences, TED, crusades, revival meetings, motivational speakers, debates, panel.



The Structures of Postmodernism

1. Networks: A bond of loose ties. E.g. networking events, shared working spaces, WeWork, social media friendships, fundraising events, affinity groups, sports fans, band groups, memberships.
2. Experiences: Immersive events of the many with the many. E.g. Tony Robbins' events, music concert, retreats, theatre, movie, Jesus Film, TV, cultural events, National Prayer Breakfast, Xn ashram movement, Soul Cycle, Cross Fit, Sunday worship, Oxford Group house parties, IHOP, Bethel.
3. Start-up structures: E.g. incentivised competitions, VC funding, incubators, Y combinator, X prize, crowd funding, Ashoka fellows, Hackathons, Scrum sprints, Moonshot projects.
4. Platform structures: The many to the many. E.g. Kiva, Global citizen, databases, E-harmony, Upwork, Udemy, Skillshare, Wikipedia, Airbnb, Reddit upvoting system, Wycliffe translation progress digital dashboard, Changemaker forum.
5. Causes: An army of volunteer experts. E.g. communism, Student Volunteer Movement, Global Citizen, ant swarms.

STEP 3: EXPERIMENT

WHICH 10X STRATEGIES HAVE BIGGEST UPSIDE & SMALLEST DOWNSIDE?

Grade, implement, evaluate

Congrats, you've made it to the final step. It's time to implement! First, grade each 10x strategy for its potential upside against its potential downside. The downsides are calculated as percent of overall time, energy, and budget for the next six months. Finally, a probability of success ranking is given to each strategy.

As you experiment, here are a few principles to keep in mind:

1. Don't risk ruin: Don't bet it all on one strategy.
2. Make small bets: Better to spread the risk out over several strategies.
3. No prognosticating: Nobody knows the future or what will work, so don't try.
4. Do something: Do something every year that has the potential to 2x your impact.
5. Act sequentially: Don't kill yourself by doing everything at once. Prioritise sequentially.

How do you become a 10x organisation?

Play 10x games, not 10% games. Play games that are worth winning. Getting 500 Facebook likes is not a game worth winning. If you play 10% games, you will get 10% prizes. You must win 100 times consecutively to have the impact of ONE 10x success. Instead, follow the advice of Jeff Bezos and make lots of small bets with big upsides: "Given a 10% chance of a 100 times payoff, you should take that bet every time."

Sample: 10x Strategies for an Educational Institute

10x Strategy	Upside	Odds	Time	Energy	Money	Rank
1. Start a VC fund for students	10x	70%	10%	20%	10%	1
2. Make ties with three industries	5x	50%	20%	15%	2%	4
3. Sponsor incentivised competitions for community problems	3x	70%	5%	5%	5%	3
4. Digitise courses through Edx	2x	40%	30%	30%	20%	6
5. Build platform for students to sell original work	3x	30%	15%	25%	5%	5
6. Require students to publish through blogs and podcasts	4x	70%	5%	2%	0%	2

REFLECTION QUESTIONS

BECAUSE IT'S NOT WHAT YOU READ, IT'S WHAT YOU INTEGRATE

Assess: Are you a 10X or 10% organization? Explain.

Assess: From the list of fifty 10X strategies, which are you currently using?

Brainstorm: In your industry, which 10X strategies are most common?

Brainstorm: When have you tried to add one of the 10X strategies to your existing plan and what happened?

REFLECTION QUESTIONS

BECAUSE IT'S NOT WHAT YOU READ, IT'S WHAT YOU INTEGRATE

Create: From the list of fifty 10X strategies, which have the biggest upside with the smallest downside for you?

Create: How likely are you to apply one of the 10X strategies in the next three months?

Create: What is stopping you from applying one (or more) of the 10X strategies?

Create: What will it take to start?
