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By DONNA WELLS editor@leaderonomics.com

BECAUSE I have an unusual work history, a lot of people ask me how it is possible for start-ups to innovate so quickly while corporations can't. Since I've been employee No 150,000 at American Express and employee No 9 at Mint.com, here is my point of view: organisations don't innovate, individuals do.

Every so often, someone captures the essence of what makes small companies so nimble in a way from which both struggling entrepreneurs and even larger organisations can benefit.

The most recent is the trend toward project-based, often contractor-staffed, teams, newly branded the "liquid workforce" to execute at the project level and deliver products and services ahead of the competition.

I've personally seen this approach work at past companies and my current start-up, Mindflash.

It's also been key to the success of two of our best-known unicorn customers: Uber, where in major markets jumped from 15% to 46% of all paid rides in just one year, and Airbnb, which is on track to host 130 million room-nights per year.

Here are three ways to make the "liquid workforce" a successful part of your business strategy:

THE LIQUID WORKFORCE

IF YOU'RE NOT TAPPING INTO IT, YOU'RE NOT INNOVATING

1 EMBED CONTEXTUAL TRAINING EVERYWHERE

According to Accenture's *Liquid Workforce: Building the workforce for today's digital demands* report, the future of work involves adaptable workforces organised around projects with embedded training.

The first challenge is making sure that training is relevant to the individual learner.

For example, if you hire an industry expert, you'll want to create training focused on unique organisational processes versus industry material.

The second challenge is distribution and redistribution. Leverage Cloud-based services to make content available anywhere and anytime to your dispersed expert team regardless of their time zone or device of choice.

For content on which you want feedback, assessment and tracking, many of our customers use our online public or private course catalogues.

2 FOSTER COMMUNICATION IN THE DISTRIBUTED WORKFORCE

It's shocking to me how many organisations still struggle with real-time team collaboration.

The reality is that a leading industry expert you must hire for a short-term project won't likely relocate within commuting distance of your office.

In addition, like Uber and Airbnb, any rapid time-to-market strategy is likely to require successfully sourcing and training contractors worldwide.

The solution is to provide the right communication and collaboration tools to your contractors so they can be effective despite their distance.

At Mindflash, we provide our contractors with real-time access to every person on their project team by including them in our Slack channels and Sococo spaces and realising benefits such as immediate file and screen sharing.

And these tools pay for themselves with the first round-trip plane ticket you avoid.

3 MEASURE TEAM AND PROJECT EFFECTIVENESS

Recognise that feedback mechanisms and objective success metrics can be even more important in successfully managing fluid teams.

We've found that the Agile Scrum methodology, including daily 15-minute team meetings, frequent sharing of even partial project deliverables, and finely-sliced milestone tracking are all elements of successful liquid team management.

Jira and Asana, for example, are great tools to make frequent micro-meetings efficient and to ensure public accountability.

And if you're ready for a seamless, end-to-end solution to liquid workforce management, consider integrating your Cloud-based content and learning management

system with your customer relationship management (CRM) system. Property management company TruAssets has done just that, integrating their contractor course work and quiz results with their Salesforce CRM portal.

As a result, they can track, manage and measure both the training and the related sales results for hundreds of external vendors and contractors.

Another large organisation finding success with a liquid workforce is General Electric (GE). Through GE's FastWorks teams, they're embedding lean start-up practices to push themselves to change faster, make smarter decisions and stay close to their customers.

And it's working. Their FastWorks approach helped them bring a diesel engine for ships to market two years before their competition.

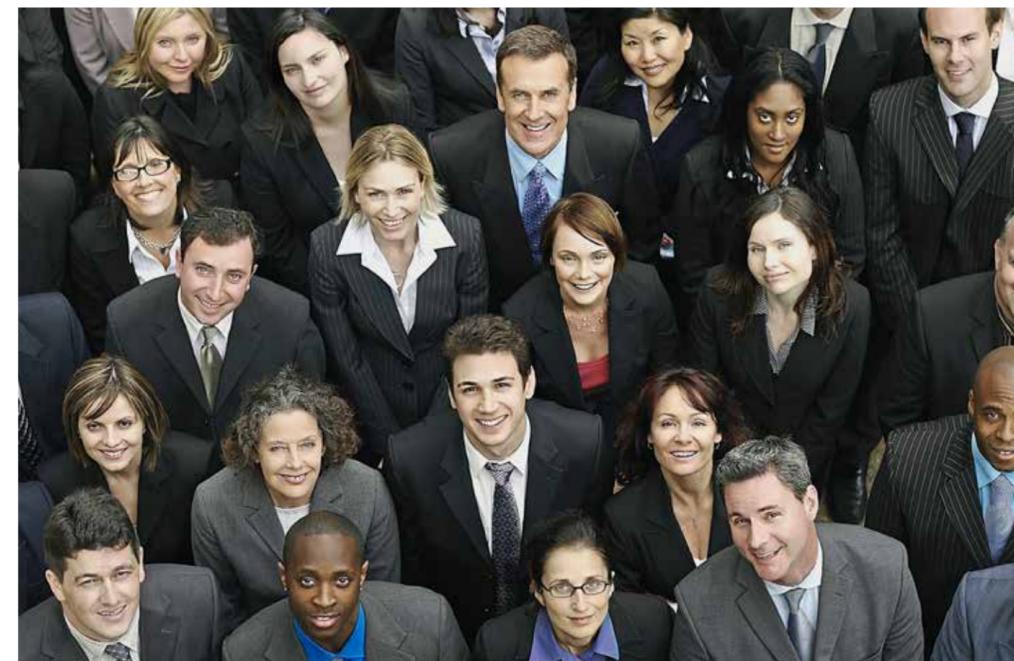
IN ESSENCE

Taken to a thought-provoking extreme, the liquid workforce strategy could result in entire organisations with no full-time employees.

Accenture predicts that we'll see a Global 2000 company with this structure within 10 years.

With TruAssets and GE's success stories, I'm becoming more open-minded that big companies would start behaving like a Silicon Valley start-up.

But whether you're looking to become a unicorn, or prevent being overrun by one, it's time to dive into the liquid workforce.



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The writers are passionate about creating a better workplace. They are deeply curious in developing new ways to enhance organisational culture and effectiveness. To share your thoughts, email us at editor@leaderonomics.com

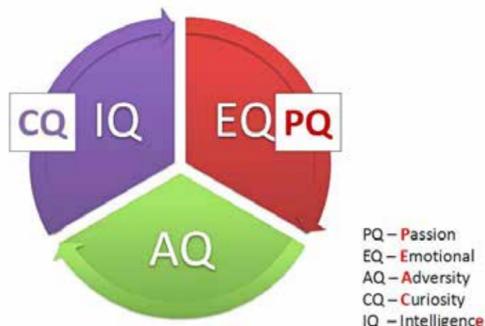
FUTURE WORKFORCE MANAGEMENT HAS TALENT MANAGEMENT EVOLVED THROUGH TIME?

By XAVIER JOHNSON, ALAN KC TEO and NANCY SY SIM-LIM editor@leaderonomics.com

TRADITIONAL business methods try to woo customers through the rational "neo cortex" part of the brain. Humans, however, are often unreasonable and irrational.

Therefore, an organisation's system, talent process and culture must align with its people in terms of what it can offer as an organisation. At the same time, the organisation maintains its relevance and profitability with a structure that shapes a high-performance *anthrophillic organisation** that delivers the ultimate customer value and experience.

FIGURE 1: 5Q™ FRAMEWORK OF TALENT MANAGEMENT



PQ – Passion
EQ – Emotional
AQ – Adversity
CQ – Curiosity
IQ – Intelligence

NEW TALENT MANAGEMENT VIEW

In the past, A+ students in schools or universities were glorified. In the 1980s, these assumptions were challenged.

Technology billionaires such as Bill Gates, Michael Dell and Steve Jobs demonstrated an integrated blend of competencies that are more holistic.

In the academic community, they often share this internal joke to young and upcoming professors: "Always treat your 'A' students nice, they would come back and become your colleagues. Treat your 'B' students even nicer as you will need their government grants and approvals for your projects. But always treat your 'C' students the best, as they will be the ones who will finance your buildings and research".

Fred Smith of FedEx was an example, having gotten a 'C' for his FedEx project concept paper during his final year by his marketing professor.

Similarly, Galileo Galilee was ostracised for his planetary theory only to later be proven right and won posthumous universal acceptance.

Christopher Columbus was celebrated for making a mistake by going the wrong way and discovering the Americas which he thought was Asia.

What would you make of these people?

They had curiosity and passion, faced great adversity that made them think out of the box, and persisted until they were proven or vindicated.

Intelligence Quotient (IQ) used to be the standard for measuring talent. In 1995, Daniel Goleman with his book *Emotional Intelligence – Why it matters more than IQ* followed by Travis Bradberry's *EQ 2.0* in 2002 changed these perceptions.

More importantly, anthropology principles were violated with the IQ standard because of the assumption that people are the same everywhere.

For example, it is almost impossible to have key performance indicators (KPIs) in a company if the culture is not ready for it.

It is like planting seeds without preparing the soil. The seed is the initiative and the culture is the soil – or heart – of the organisation.

21ST CENTURY TALENT – THE NEW EQUATION

So, what is the new talent equation? In this age of disruption and the arrival of the Fourth Industrial Revolution, having talent with holistic, adaptive and agile talent capabilities, is essential.

The 5Q™ Framework will help address today's unmet needs in organisations to help companies make money not by being mean, but by being meaningful.



The framework will also give people the means to "make a life", instead of just "make a living".

In the 5Q™ Framework – through the anthropology lens – we go beyond IQ and EQ, and consider the following:

1. CQ – Curiosity Quotient
Leveraging IQ as a base when supplemented with high CQ will help build talent.

2. PQ – Passion Quotient
Leveraging EQ as a base when supplemented with high PQ will promote sincerity. When emotion goes into accelerated motion, it turns to passion.

Passion is the fuel that drives people beyond natural limits. There is a saying that goes, "if the why is strong, the what doesn't matter".

3. AQ – Adversity Quotient
Being ready to take on challenges both in terms of mindsets and actions. High AQ translates to a capacity to react rapidly, renounce norms and not be afraid of reinvention.

AQ is a measure of human resilience in transforming performance, culture, beliefs, mindsets in the face of challenges and uncertainty with an unshakeable never-give-up attitude. It is the capacity of the person to deal with adversities.

With disruption happening at an unprecedented pace, the entire view on talent must change.

And talent requirements need to be defined and designed into the culture fabric of the organisation so that time is spent sharing and collaborating instead of protecting turf.

From an anthropology point of view, the 5Q™ Framework will help meet this new 21st Century talent requirements and challenges.

5Q™ Framework will enable organisations to be more humane, resulting in such anthropillic organisations reframing the way they approach talent acquisition, development and recruitment.

NEW REQUIREMENTS

So, the 21st Century Talent (21C Talent) view will reskill people with new capabilities and allow them to adapt by constantly learn-

ing, unlearning and relearning, and creating a bigger talent pool rather than fighting in the "same old, same old" pool.

By taking a 21C Talent view – along with the adoption of the 5Q™ Framework – there should be no shortage of talent as this issue was the result of the old paradigm in which talent was said to come in fixed and standard sizes.

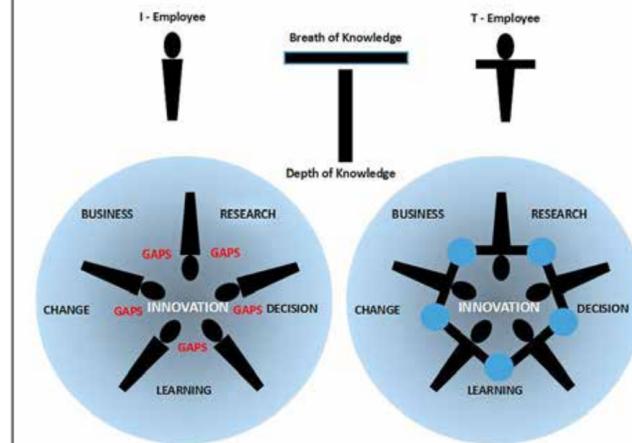
When people develop passion and curiosity – coupled with purpose and meaning – they tend to be able to do the impossible by overcoming adversities.

Companies, therefore, must look at talent from a 5Q™ Framework perspective and provide an environment in which sharing, experimentation, learning and collaboration are encouraged.

In line with this, employees need not have all the technical competencies if their culture promotes sharing, collaboration and integration of resources.

Companies can practise cross-value innovation within the company, and outside the company with synergistic parties and through shared platforms.

FIGURE 2: T-SHAPED EMPLOYEES



In the future, more cross sharing will take place. For example, a human resources (HR) manager can be a HR manager of a few companies as a service provider.

Similarly, an engineer, accountant or information technology professional can be working for a few companies at the same time.

Doctors and hospitals have long been doing this. Housewives can cook for one another, or take turns to cook.

Mothers can babysit each other's children on rotation and even teach them on rotation. Hence, the future workforce may be more contractual than dedicated employment.

21C TALENT – THE T-SHAPED EMPLOYEES

Today's competitive landscape and Industry 4.0 mean that requirements constantly shift. In such an uncertain environment, it's impossible to predict specific technical skillsets needed for employees and leaders going forward.

What makes someone successful tomorrow may be how they adapt, adopt and apply as opposed to their in-depth specialisation.

So, we shouldn't ask if people have the right skills; instead, we should ask whether or not they have the 5Q™.

Angela Duckworth, a psychologist and author of *Grit* summarised it best when she commented that, when comparing career accomplishments, it was normal to find the

school geni struggling with their careers, while the best predictors of success were those who had a combination of passion and perseverance.

In short, besides IQ and EQ, anthropillic organisations need to look for PQ and AQ attributes, while enabling a culture that encourages the building of T-shaped employee – and T-shaped people can only happen if they possess a high CQ.

Imagine, without the 5Q™ Framework, organisations will struggle to succeed when faced with the challenges of Industry 4.0:

1. "even a monkey can manage that place!" ... if faced with Alexander's The Great famous Gordian Knot, one would probably just wait around for someone to take on the challenge but he will struggle in finding new talent and implementing innovations...

2. "fire that manager or your job is on the line" ... if faced with the Gordian Knot, one will probably end up killing the many who failed. He would constantly be looking to buying new software from within, resulting in low morale, high turnover and little loyalty...

3. "actually, I am the greatest risk for the company because I have no successors" ... if faced with the Gordian Knot, one will probably resign to the fact that it is unsolvable. He accepts that he will not be a world conqueror, hence he spends more time justifying his lack of ambition and living off status quo...