accenture

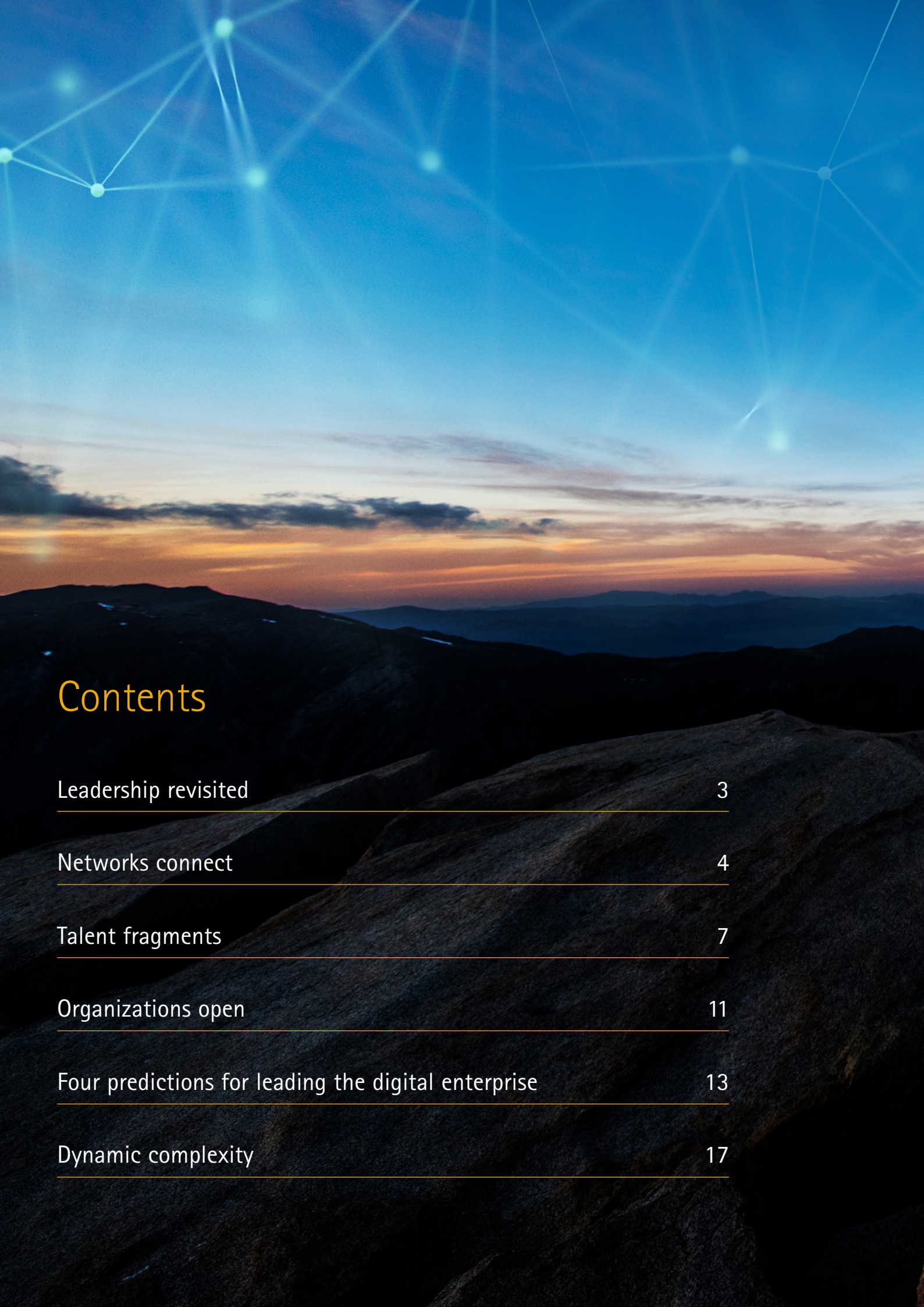
Strategy | Consulting | Digital | Technology | Operations

Institute for
High Performance

Leading the digital enterprise

By Robert J. Thomas

High performance. Delivered.



Contents

Leadership revisited 3

Networks connect 4

Talent fragments 7

Organizations open 11

Four predictions for leading the digital enterprise 13

Dynamic complexity 17

Leadership revisited

Welcome to the data-rich, AI-augmented, intensely connected environment of the digital enterprise, where assumptions about everything—from operations to strategy—have been upended.

But what about leadership? After all, there will still be people who need to be organized, guided and rewarded.

Some aspects of leadership will indeed be the same in the digital enterprise. However, a few important elements will change—dramatically. People may work together but never encounter each other directly. Workers may be engaged in a common pursuit but never be employees of the same organization. Smart machines will be integrated into the digital workplace to such an extent that distinctions between human and machine intelligence may no longer be obvious. Even the concepts of employee and employer are likely to change, replaced by combinations that are at once transient, yet remarkably productive.

In short, the digital enterprise will require a very different kind of leader.

To gain a better understanding of leadership in this environment, between 2015 and 2016 a team of researchers based at the Accenture Institute for High Performance interviewed 37 executives charged with leading their companies beyond the digital frontier. Their insights were augmented by research and experimentation with digital technologies at Accenture Technology Labs and several major global universities.

Our research identified three emerging master trends, game-changers that, in the near future, will redefine what it means to be a business leader. We refer to them in active terms: networks connect, talent fragments and organizations open.

We conclude with four predictions about how these trends will impact the digital enterprise and what skills aspiring leaders will need to add to their existing repertoire.

Networks connect

As an organizing principle, hierarchy makes sense in an environment that is stable and well-understood. Goals are straightforward: consistency, repeatability and efficiency.

However, in an environment where new opportunities bubble to the surface unannounced and disruption is the norm, networks are a more appropriate form of organization. In a network, the objective is discovery, opportunity and effectiveness. Unlike a hierarchy, a network is suited to discovering patterns and connecting dots, rather than searching for familiar signs that trigger practiced responses.

"Soft" structure

Consider the art of problem-solving. The proliferation of new communications tools and data sources means that the best thinking is as likely to be found outside the enterprise as within it. Individuals and organizations, unknowingly pursuing similar goals, can find each other quickly and decide whether and how to collaborate. Smartphone apps make it possible to gather feedback on performance and advice in difficult situations, to spread messages quickly through opinion shapers, and to connect with people outside one's usual circle who can spur new thinking.

Juniper Networks' executive Greg Pryor, formerly responsible for leadership and talent matters at the Silicon Valley-based network equipment maker, made this point emphatically: "In the 21st century, the business is the network, and earlier ideas about chain of command and linear work processes are inadequate."[1]

Informal networks represent the "soft" structure of relationships, teams, groups and communities that cut across hard boundaries to accomplish a task and to enable people to learn from each another. They have become essential to the functioning of contemporary matrix structures.

Network thinking makes it possible to influence others not in one's chain of command, to compete in complex ecosystem of partnerships, and to take advantage of practices like crowdsourcing. Eighty-six percent of leaders interviewed by Accenture Strategy leverage the power of collaboration across boundaries to achieve high performance, 31 percent utilize informal cross-boundary temporary teams, and 82 percent use a broad network of external entities to accomplish work.[2]

Informal networks can also create the agility and speed required to react to fast-changing customer markets. "Social collaboration and networking tools are enabling everybody to see what everyone else is doing and self-organize to collaborate or share insights on a particular project," explains Unilever's Executive Vice President of Global Media, Luis Di Como.

As smart machines shoulder more and more of the routine aspects of work, the work left for humans will become disproportionately creative, judgment-oriented, or social in nature, underscoring the importance of collaboration and networks.[3]

Research by the World Economic Forum found that, on average, by 2020 more than one-third of the desired core skill sets of most occupations will be comprised of skills that are not yet considered crucial to the job today. Overall, social skills—such as persuasion, emotional intelligence and teaching others—will be in higher demand across industries than narrow technical skills, such as programming or equipment operation and control. In essence, technical skills will need to be supplemented with strong social and collaboration skills.[4]

Networks and collaboration

New collaboration technologies are fueling radical approaches to the design of work. For example, the ability to post tasks and route them through a social network, where community members can sign up for them, helps to enable teams to form fluidly, irrespective of where a person sits within the organization. Crowdsourced goal-setting technology has helped to enable employees to set goals collaboratively and to have real-time visibility into everyone's progress.[5]

Other technologies are helping manage the kind of non-routine work that demands flexibility, that must cope with exceptions, and that requires the exercise of social skills and judgment. A case in point is innovation, in which decisions are often made as a result of unpredictable interactions among widely dissimilar people, and in which the learning curve can be time-consuming and prone to trial and error.[6]

Lloyds Banking Group's Chief Information Officer of Digital and Transformation, Jon Webster, followed the trend to its logical conclusion: "A manager's job is to coordinate action across various parts of the organization and understand the context in which the work is done. But if that context changes quickly and can be uncovered dynamically through advances in technology, then in 15 years' time we may not need managers."

What do networks mean for leadership?

Networks dispense with fixed relationships and authority. They are all about potential energy that can be channeled in any of a number of directions, depending on need. In these environments the leader's job is to make such interactions/intersections possible, often by sheltering non-linear thinkers and actors from a dominant culture of command and control and yet keeping them moving in an ultimately productive direction.

As networks become a dominant feature of organizational life, new managerial principles will emerge, which will mean playing by different rules and rewarding different behaviors. Leaders and their workforces will need to consider paying forward—contributing knowledge without expecting an immediate return—to build a stronger network built on trust. There will be more plug and play—training that makes it easier for people to work together in impromptu teams. And it will be necessary to encourage people in your network to activate their connections on your behalf. New talent practices will emerge, such as performance management systems based on real-time data, onboarding processes that help employees develop and connect with personal networks, and machine intelligence and analytics that reliably screen for people who thrive in highly networked organizations.

An example is General Motors which tracks an individual's online behavior to analyze prospective job candidates. Salesforce.com takes Chatter influence scores into account when determining promotions and compensation.[7]

Talent fragments

Digital is simultaneously bringing people closer together *and* radically fragmenting talent.

Already, 81 percent of senior executives surveyed by Accenture Strategy said they are preparing to use new or under-utilized talent pools,[8] and 82 percent report they are using workers who are not employees.[9] Three in five respondents expect to be relying more on crowdsourcing networks in the next three years, while just over one-half anticipate an increase in the use of robots.[10]

Such transformations are incomplete without organizations making the leadership changes necessary to adapt to a digital ecosystem—yet only 34 percent of executives say their organization is well prepared to do so. And while 82 percent of executives expect their businesses to be fully digital within the next three years, less than half currently have a digital strategy implemented at enterprise level.[11]

Our interviews with leaders responsible for digital transformation highlighted four ways digital technology is fragmenting talent.

Data-based hiring and digital talent exchanges

A data-based, meritocratic approach to hiring helps to enable organizations to identify workers based on information that is far more predictive of success than a typical interview or even a gilt-edge résumé, and will ultimately lead to a far more heterogeneous workforce. Google, for example, recently announced it would no longer screen workers on grade point average (GPA) or experience as neither had been correlated with job performance—and that many of its teams are now composed of up to 14 percent of people without college degrees.[12]

Digital brings the world online, and specialized talent exchanges are emerging to match specific segments of the world population with opportunities. This helps to enable organizations to tap into a host of new talent pools including remote workers, those in rural areas, those with talent but without formal credentials, workers over 65, part-time working mothers, and freelancers. One woman living in a Taliban-occupied region of rural Pakistan, for example, found work as a virtual freelance writer for a US-based company through Samasource, a company that connects the unemployed in impoverished countries to digital work.[13]

A digitally connected, often crowdsourced network of skilled expert contractors or unpaid contributors—a kind of "human cloud"—is now changing the very definition of "the workforce." For example, staff journalists at Mediacorp, the Singapore-based media company, are connected to "citizen journalists," members of the public who actively gather and comment on news events.

Although these digital advances promise to provide unprecedented opportunities for all, they also usher in an era of far broader competition for work and a potentially less stable workforce as people are able to change jobs more easily.

Digital forms of organizing work

Digital advances are also disrupting conventional notions of how work is organized and accomplished.

Consider the recent rise of microtasking, or using new digital technologies to parse work into small tasks that can then be digitally stitched together into a large, unified project. Topcoder, for example, chops its clients' IT projects into bite-size chunks and offers them up to its worldwide community of developers in the form of contests. TaskRabbit is an online and mobile marketplace that matches freelance labor with local demand, enabling consumers to find immediate help with everyday tasks, including cleaning, moving, delivery and handyman work.[14]

Software company SAP has even carved out specific technology tasks that are well-suited to the strengths of those with autism, people it hopes will represent 1 percent of the company's workforce by 2020.[15]

When jobs are split into modular tasks or when technology helps to enable the fluid negotiation of work, managers will no longer be able to pigeonhole workers based on job title, geography or function.

Differing worker motivations

However, there is a downside to all of this. Digital advances also mean that work is "always on," and arguably, these new technologies have contributed to a stressful work culture of extreme connectivity, relentlessness and a growing sense of being disconnected.

In the face of such pressures, increasingly, workers are seeking rewards beyond a pay check. A growing cohort within the working population, for example, hold employers to a new and higher standard; sometimes the standard is environmental or green, sometimes it is aesthetic (for example, how beautiful the products are, such as at Apple), and sometimes it is cultural (for example, how happy people are at and through the work they do, as at online shoe and clothing store, Zappos). They are willing to trade tenure for tenor.

A digitally connected, often crowdsourced network of skilled expert contractors or unpaid contributors—a kind of "human cloud"—is now changing the very definition of "the workforce."

The rise of smart machines

As companies adopt robots, machines, and algorithms to perform or augment work, they are also reshaping labor markets.

These emerging technologies are rapidly increasing the demand for highly skilled information workers.[16] Sometimes referred to as hired guns, gurus or stylists, they often have engineering or design skills. In some instances, these highly skilled workers influence entire product lines—such as Apple's Chief Design Officer, Jony Ive. They might also be merger and acquisition (M&A) specialists, Nobel prize-winning chemists and biologists, or business strategists.

No matter what their role, big data, analytics, and high-speed communications have amplified the impact of these high-end contingent workers on the organization. They must be led, but they will not be managed. And workers may easily jump between organizations and opportunities based on how intriguing they are and how big a splash they might make.

Finally, as more and more companies adopt machines to perform or augment work, leaders will face the difficult challenge of getting machine workers and human workers to collaborate harmoniously in a way that technology becomes a welcome springboard for performance.

What does fragmented talent mean for leadership?

In the near future, the difference between working for Company A and Company B will be about the experience of membership. Whether they like it or not, companies that want to survive in dynamic and politically charged environments—where, for example, disruptive technologies flourish and social reputations are made or lost in a moment—will find it essential to have a clear and strong purpose that resonates with employees.

At companies as diverse as Whole Foods[17] and Barclays Bank[18] the notion of shared purpose permeates every aspect of the organization, from business strategy to funding for research and development (R&D) to how products are displayed. Unilever, for instance, has found its philosophy to be a powerful lure to socially or environmentally conscious employees and recruits, particularly those under the age of 40. That is why, despite being an "old line" company, Unilever competes quite favorably with new wave companies when it comes to the recruitment of students and graduates of the world's top MBA programs.[19]

A world of fragmented talent also demands more agile and collective leadership; those are terms that often do not go together. But the kind of agility that is required in a fast-paced and often turbulent environment is collective agility: the ability of a group of people to come together to solve problems or exploit opportunities and then to disband just as rapidly to go back to managing their own affairs (businesses, departments, geographies) without missing a beat.

For example, one of the executives we interviewed explained that digital transformation requires "a different kind of manager—someone who can understand and work across multiple functional domains and geographies and integrate ideas into a usable solution. You have to get people who have enough subject matter expertise to understand how to guide, but not so deep in subject matter expertise that they think that's their role. That's the tough part: finding people with the right blend of skills."

Organizations open

The third master trend involves greater and greater levels of organizational openness, driven by advanced sensing and tracking technologies and real-time communication through social media.

Research has shown significant benefits associated with openness, including more positive customer relationships,[20] increased employee productivity,[21] and a more positive, trusting employee culture.[22] However, equally significant problems have also been found—increased defensiveness, for example, and ironically, the curtailment of collaboration and experimentation altogether.[23] Not surprisingly, in a recent Accenture Strategy survey fully 46 percent of senior leaders cite privacy and data security issues as a major concern with respect to digital transformation.[24]

To avoid the perils of openness and realize its potential, tomorrow's business leaders will have to do three things well.

Embrace openness

In a world of viral communication, nothing can be kept secret for long, which forces leaders to be fast and accurate in their reactions to bad news from their corporate realm. Quickly admitting mistakes is rapidly becoming a leadership imperative.

And it is not only social media that is opening up organizations. In a highly quantified world, humans and machines leave a digital trail that is easily followed. To date such digital tracking has largely been confined to operational or call center work, but tracking of senior leaders is on its way. For example, Royal Dutch Shell now uses a technology called Knack that uses machine learning and data analytics to quantify attributes of high potentials such as the ability to innovate,[25] and venture capital firm Bloomberg Beta has even developed an algorithm that uses publicly available data to predict who will be entrepreneurs— before they even start a company.[26]

Grow trust and engagement

These days, many leaders are intentionally sharing more. Google's executive chairman, Eric Schmidt, shared blueprints for the Google Mini with all employees.[27] Smart Passive Income's CEO shared on his public blog how much he earns from products, advertising, and clients.[28] Leaders at Start-up Buffer and Whole Foods now internally share salaries of all employees (including themselves), and LRN CEO Dov Seidman opens his own review process to everyone and then publishes the results alongside all employee performance ratings.[29]

And just as leaders offer a quid pro quo to persuade their customers to share information, so, too, do leaders need to show employees how collecting data on them can create happier, easier, more satisfying, or more productive work experiences. Consider Bank of America. After collecting extensive data on call center workers, the company made an interesting discovery: Workers who took breaks at the same time as co-workers were happier and completed calls 23 percent faster than individual workers who took breaks separately in staggered shifts. The result: a 75 percent reduction in call center burn rate, and US$15 million saved in call center costs.[30]

Reinvent the way an organization operates

Openness can forge new governance structures and more agile ways of organizing work.

Many traditional organizations have been plagued by lack of accountability and slow, consensus driven decision-making. But new organizational forms promise to counteract this: For example, online retailer Zappos uses work-flow tracking to help to enable employees to see what others are doing in real time and to adjust, even to experiment, in ways that top-down management could never anticipate.[31] The difference is that authority is not vested in an organizational hierarchy, but rather authority continuously and fluidly evolves as the work process is improved. Powering it all are collaboration tools that make roles, responsibilities and evolving policies visible for all to see.

The ability to map work activity and to make adjustments in real time stands in direct contrast to notions of one best practice. According to one executive we spoke with "the ability to track activity and actions enables an organization to involve employees further down the organization in decision-making—thereby flattening hierarchies."

What does organizational openness mean for leadership?

To make openness work, leaders need to have the courage to try new things and even to fail publicly. Unilever Executive Vice President of Global Media, Luis Di Como cautions, "Leaders can no longer pretend, as employees are increasingly getting more sophisticated at sussing out people who are not genuine or who have a whole PR machine behind them."

Again, there is a downside: Diverse opinions expressed in response to openness will inevitably breed conflict. Leaders will need to develop very high emotional intelligence— to set aside hurt feelings, to use feedback for honest self-examination and to participate in dialogue in which they might not have all the answers. "People get scared when they realize leaders are fallible," observes David Selinger, founder of RichRelevance, a provider of eCommerce personalization services. To encourage a culture of openness, Selinger openly shares with employees instances "where I fell down in the prior year," as cited in his annual performance evaluation, and outlines corrective steps.[32]

Four predictions for leading the digital enterprise

Here are four predictions about how executives will need to grow to successfully lead the digital enterprise characterized by vibrant networks, fragmented talent and openness.

1 Leaders will live in their networks

Leaders will succeed or fail by their ability to create and orchestrate networks. Yet, researchers have found that executives often cannot name even half of the central connectors in their organizations' networks.[33] In the digital enterprise, that unknown other half could be critical to establishing new directions and crossing new boundaries.

Tapping into those networks will give leaders the ability to listen in on global conversations—the daily torrent of e-mails, tweets and posts—well beyond the occasional exchange over dinner during an annual site visit. Collaboration software and mobile apps make it possible for these conversations to connect practically everyone in the organization—and to distribute information and authority far more widely than ever before.

Rather than be paralyzed by fear about who has access to what, savvy leaders will recognize that information can empower employees to move the business closer to customers, that decision-making can be accelerated when vital data is not held hostage (or lost) and that visible conversations can prevent wasted effort and even spark innovation.

For example, Microsoft IT leaders take their organization's pulse using analytical software that monitors trending topics in their Yammer collaboration space. This enables CEO Satya Nadella to hear early warning signals. The goal is go beyond using scorecards and key performance indicators (KPIs)—historical views—to absorb and respond to real-time sentiments. [34]

The smart leader will also anticipate and shape the way conversations move by inserting questions that focus or stimulate the discussion. Salesforce.com CEO, Marc Benioff, actively participates in conversation threads to stir the pot and keep current on the ways programmers and customers test the limits of his company's products.[35] His goal, like many of the leaders we interviewed, is to establish a presence that reliably represents who he is and what he stands for so that in the decentralized world of autonomous teams people can formulate strategy, make decisions and deal with ambiguity.

2 Leaders will share their brains

A leader's ability to articulate strategic priorities in a compelling way can mean the difference between moving fast in a common direction and just spinning in place. However, traction depends on more than the frequency with which strategy is communicated. It also depends on the richness and the accessibility of the leader's thinking.

Sharing your brain starts with exposing it to new and diverse impulses. Richness of thinking can be enhanced through strategic use of one's networks. For example, leaders need to be alert to the blind spots in their thinking. Personal networks can insulate a leader and diminish his or her intelligence. At one multinational pharmaceutical company a study revealed that leaders in its United States subsidiary's networks were skewed to "familiar" faces: people from similar functional backgrounds, hierarchical levels, cultural and gender groups. Their networks kept divergent or controversial news from getting in and hindered their ability to get important messages out.

In an era when workforces are increasingly diverse and difference is a source of both innovation and revenue, leaders cannot afford to cut themselves off from the networks that underpin their organization.

Mind mapping is quickly becoming a way to make a leader's ideas accessible to any corner of the organization.

Popularized in the 1980s, mind mapping was designed as a visual technique for individuals to array topics of interest, much like some people use their computer's virtual desktop to create clusters of activities or ideas. Now, programmers are replacing hand-drawn diagrams with robust digital illustrations connected to databases that can be easily accessed and queried.

Dr. Craig Baker, Chief of Cardiac Surgery at Los Angeles County + USC Medical Center, folded his private store of data, articles and videos into a public "brain," accessible to students in his absence. It has since become a team brain—a resource for a rapidly evolving field—built with contributions from colleagues at USC and beyond.[36]

Until now, the biggest drawback to mind mapping has been the amount of time it takes to build a brain and keep it current. However, semantic software and unstructured data analytics tools are making it possible to automate the creation of mind maps and, by extension, to create "leader brains" that employees and others can access and explore. When they can digitally share their brains, leaders can achieve a more robust digital presence than would be possible even by the most ambitious internal media campaign or whistle-stop tour of the company.

Leaders' knowledge and understanding of challenges can be represented and visualized using technology in many ways. In the future, their thinking can be embodied in intelligent machines or avatars that are capable of representing leaders virtually and intuitively, through natural means such as dialogue.

3 Leaders will include a machine on their leadership team

Artificial intelligence represents a new kind of intellectual brawn, providing the ability to harvest massive amounts of information and comb through it in search of answers to complex questions posed by human beings—and to do so in seconds. In some cases, intelligent machines are now becoming active advisors and even partners, and that includes their presence at the highest levels of the organization.

According to Guillaume Sachet, head of strategic planning for Mediacorp, speed and traceability of decisions made possible by artificial intelligence will stimulate a more questioning and active experimentation on the part of leadership teams. In his view, one of the major benefits of AI is that it encourages a change in management mind-set from incrementalism to active experimentation and innovation.

By enhancing decision-making speed and encouraging reflection on alternative futures, intelligent machines can help top leadership teams to be agile in the way software developers have become. No longer constrained by the need to know everything before proceeding, teams will be able to explore decision spaces, experiment through simulations as well as systematic sampling, and advance in sync with customers—rather than waiting until it is too late to decide.

Because intelligent machines have the potential to explore the consequences of a decision, they can enable leaders to anticipate problems early on, helping management to fine-tune their strategic decisions.

As one executive noted, intelligent machines enable "a different quality of conversation." Such technologies mean individuals can engage in the same way as they would with human colleagues—encouraging questions such as "What if we try this? What if we took an alternative approach? What would the results look like under this scenario?" As such, intelligent machines promote discussions on "what it is business leaders want to do."

To get the greatest benefit, leaders will want to use intelligent machines to enhance systemic thinking. In an uncertain and turbulent business environment, it is easy to overlook the long-term implications of short-term decisions, particularly when the current conditions have been shaped by events and decisions that occurred before the incumbent executives entered their roles.

Leaders will also want to use intelligent machines to discover new sources of value through rapid experimentation, carrying out structured experiments at low cost and high speed. C-suite teams that use intelligent machines in this way will be able to consider a much broader range of alternative actions without subjecting the company to unnecessary risk. For example, computer models could be used to simulate the impact of large events, like the potential acquisition of a rival.

4 Leaders will practice a new form of intelligence

Future leaders will be judged by how well they integrate people with diverse talents, roles, demographics, values, mind-sets and motivations—as well as how well they unite humans with machines. A new digital era characterized by increasingly fragmented talent will radically reshape employment contracts, what it means to be an employee, with whom one collaborates and for how long. High-end contingent works—those gurus and stylists—will want a reason to stay. More and more workers will want a reason to belong.

Against this backdrop, leaders will be called upon to practice a new form of intelligence—"spiritual intelligence," the ability to draw individuals together by means of shared purpose.

But the definition of purpose has been greatly enlarged in recent years. For example, Unilever defines its purpose in financial, social and ecological terms. CEO Paul Polman is outspoken about the need for business to protect the environment and to empower women and small landholders, in addition to generating attractive returns to investors.

To make shared purpose actionable, it is essential that individual leaders see a connection between their own purpose—their own individual clear, active and consequential mission—and that of the organization they lead. They must then translate the words into behaviors that others can see as authentic.

The next step is to build a cadre of leaders who are clear about their personal purpose, can articulate it effectively and can demonstrate through their behavior how their purpose is connected to the organization's purpose. The last step is to craft a narrative, a story, of the organization's past, present and future in light of that purpose. Unilever's Polman connects the present to the past by drawing a line between the philanthropy and social philosophy of founder Lord Lever and the present to the future through the Unilever Sustainable Living Plan.[37]

Dynamic complexity

In a digital enterprise, an environment of dynamic complexity, leaders must distance themselves from the hue and cry and find patterns and possibilities.

Start-ups and shutdowns will become more than once in a lifetime experiences; they will become the norm. Analytics—especially using data to describe the world and experiments to test the possibilities—will become second nature. The ability to think systemically—to account for feedback loops, delays, reinforcing and constraining forces—will help leaders separate signal from noise and provide guidance with a measure of confidence. The ability to combine ideas—rather than insist on a division of labor—will be essential qualities for leaders in the future.

Eventually, leading in the digital enterprise will become second nature, but not without practice. Many basic skills and expectations will remain. Others, however, will need to be discarded and new skills acquired. This evolution will require looking at leadership in an entirely different way—and it is not too early to start learning how.

References

[1] "The Value of Social Network Analysis," by Bill Roberts, *HR Magazine*, January 1, 2014. Emphasis added.

[2] Accenture Strategy research on business agility, 2014.

[3] "The promise of artificial intelligence: Redefining management in the workforce of the future," Accenture Institute for High Performance, 2016.

[4] The Future of Jobs, World Economic Forum, January 2016.

[5] "The Quantified Serf," *The Economist*, March 7, 2015.

[6] Rob Cross and Robert J. Thomas, *Driving Results Through Social Networks: How Top Organizations Leverage Networks for Performance and Growth*, (San Francisco: Jossey Bass), 2009.

[7] Scores are determined by continually analyzing data regarding how many followers each employee has, how often they post about their work, and whether those posts generate responses.

[8] Accenture Strategy executive survey on being digital, 2015.

[9] Accenture Strategy research on business agility, 2014.

[10] Accenture Strategy executive survey on being digital, 2015.

[11] Accenture Strategy executive survey on being digital, 2015.

[12] "How to Get a Job at Google," by Thomas L. Friedman, *The New York Times*, February 22, 2014.

[13] "Maria, a Samasource oDesk Group Member in Islamabad, Pakistan"; "New Samasource Overview July 22, 2009"; and "Samasource Brings Socially Responsible Outsourcing to Facebook Application Development," by Jessica Lee, *SocialTimes*, May 20, 2009.

[14] TaskRabbit website

[15] "The Dandelion Principle: Redesigning Work for the Innovation Economy," by Robert D. Austin and Thorkill Sonne, *MIT Sloan Management Review*, May 19, 2014.

[16] *Gurus, Hired Guns and Warm Bodies: Itinerant Experts in a Knowledge Economy* by Stephen R. Barley and Gideon Kunda, (Princeton, NJ: Princeton University Press, 2004).

[17] The Role of Business in Society: Creating Shared Value, Harvard Business School, February 2014.

[18] "Transforming culture at Barclays, Enel and Campbell Soup," GreenBiz, May 2016.

[19] Unilever website.

[20] See, for example: "Lifting the Veil: The Benefits of Cost Transparency," by Bhavya Mohan, Ryan W. Buell, and Leslie K. John, Harvard Business School working paper, October 7, 2014.

[21] See, for example: "The Human Cloud at Work: A Study into the Impact of Wearable Technologies in the Workplace," a study by the Institute of Management Studies at Goldsmiths, University London, 2014, "Cleaning House: The Impact of Information Technology Monitoring on Employee Theft and Productivity," by Lamar Pierce, Daniel Snow, and Andrew McAfee, MIT Sloan Research Paper Number 5029–13, November 2013, and a study cited in "Is the Workplace the Next Frontier for Wearable Tech," Theatro.com, December 13, 2014.

[22] See, for example one study that found that leaders who were more transparent had higher levels of trust in their employees, which led to better business results: "Building Trust 2013: Workforce Trends Defining High Performance," Human Capital Institute, June 24, 2013.

[23] Researchers at University of Oxford and Warwick Business School, for example, found that transparency can lead to defensive behavior in doctors and staff in medical care settings: Gerry McGivern and Michael D. Fischer, "Reactivity and Reactions to Regulatory Transparency in Medicine, Pyschotherapy, and Counseling," *Social Science & Medicine*, 74, 2012. See also Ethan Bernstein's research cited in "The Transparency Trap," *Harvard Business Review*, by Ethan Bernstein, October, 2014.

[24] Accenture Strategy executive survey on being digital, 2015.

[25] "Machines Gauging Your Star Potential Automate Hiring," BloombergBusiness, October 11, 2013.

[26] "Can You Find Founders Before They Know They are Founders" by Erin Griffith, *Fortune*, August 1, 2014.

[27] Laszlo Bock, *Work Rules!* (New York: Hachette Book Group, 2015).

[28] "10 Leaders Who Aren't Afraid to Be Transparent," by John Hall, *Forbes*, August 27, 2012.

[29] "Letting the mission govern a company," *New York Times*, June 2012.

[30] "Why Your Boss Cares if You're Happy," *Fast Company*, December 16, 2013.

[31] https://www.accenture.com/us-en/insight-outlook-empowering-employees-at-zappos

[32] "Transparency Pays Off in 360-Degree Reviews," by Joann S. Lublin, *Wall Street Journal*, December 8, 2011.

[33] Rob Cross, *Hidden Power of Social Networks*, *Harvard Business School Press*, 2008.

[34] How three years of Yammer has changed Microsoft for the better, *ZDNet*, June 2015.

[35] "Are you a collaborative leader?" *Harvard Business Review*, August 2011.

[36] http://www.thebrain.com/customers/jctse/

[37] Unilever Finds That Shrinking Its Footprint Is a Giant Task, *New York Times*, November 2015.

About Accenture Institute for High Performance

The Accenture Institute for High Performance develops and communicates breakthrough ideas and practical insights on management issues, economic trends and the impact of new and improving technologies. Its worldwide team of researchers collaborates with Accenture's strategy, digital, technology and operations leadership to demonstrate, through original, rigorous research and analysis, how organizations become and remain high performers. Visit us at www.accenture.com/Institute.

About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 384,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

Contact the author

Robert J. Thomas

Managing director of research
on leadership, management and
workforce effectiveness

Accenture Institute for High Performance

robert.j.thomas@accenture.com

Acknowledgments

The author would like to thank Richard Amico and Vegard Kolbjørnsrud of the Accenture Institute for High Performance and to Susan Cantrell for their many contributions to the research. In addition, special thanks go to the following individuals for their contributions to this study: Lisa Finkelstein, Gwen Harrigan, Claudy Jules, Alex Kass, David Light, Yaarit Silverstone, David Smith, and Karen Wolf.