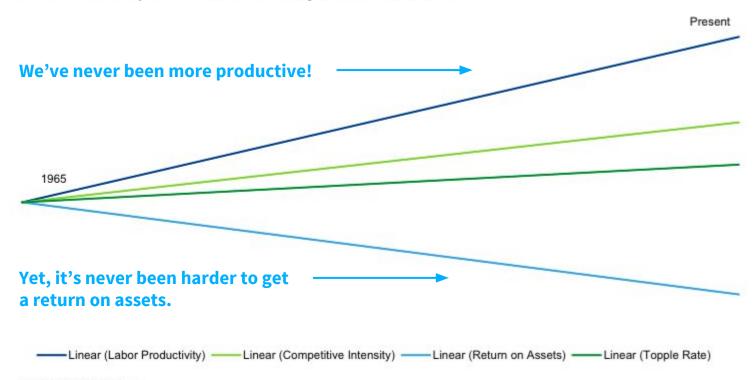




AUGUST

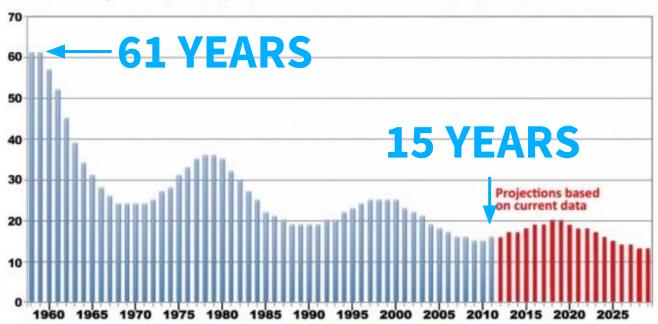


Exhibit 13: Firm performance metric trajectories (1965-2010)



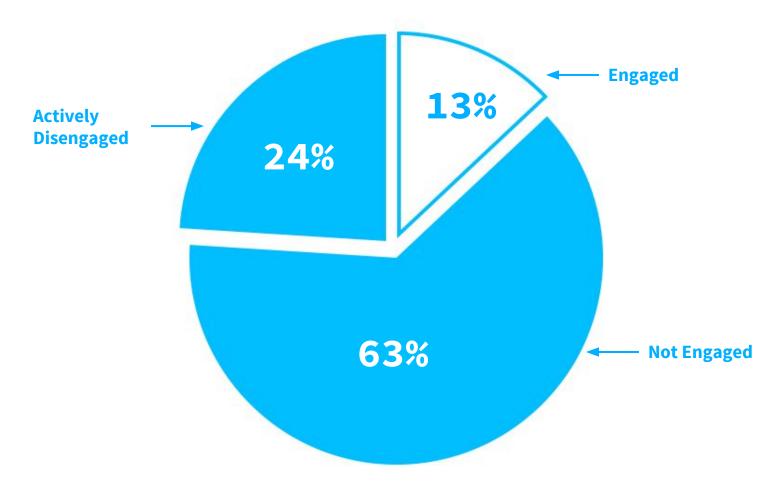
Source: Deloitte analysis

Average company lifespan on S&P 500 Index (in years)



Year (each data point represents a rolling 7-year average of average lifespan)

DATA: INNOSIGHT/Richard N. Foster/Standard & Poor's



CERTAIN UNCERTAIN

WHAT COMPUTERS
ARE GOOD AT

CERTAIN

UNCERTAIN





THE WAY WE ORGANIZE NEEDS TO CHANGE

EXECUTING --- LEARNING

A REVOLUTION IN HOW WE WORK





BUURTZORG

patagonia











facebook

IT GOES BY MANY LABELS...

AGILE

RESPONSIVE ORG

LEAN STARTUP

EXPONENTIAL ORG

THE B TEAM / B CORP

REINVENTING ORGS

HOLACRACY

THE 5TH DISCIPLINE

5 CORE PRINCIPLES

BE PURPOSE-DRIVEN

DESIGN FOR NETWORKS

DISTRIBUTE AUTHORITY

LEARN BY DOING

5 CORE PRINCIPLES

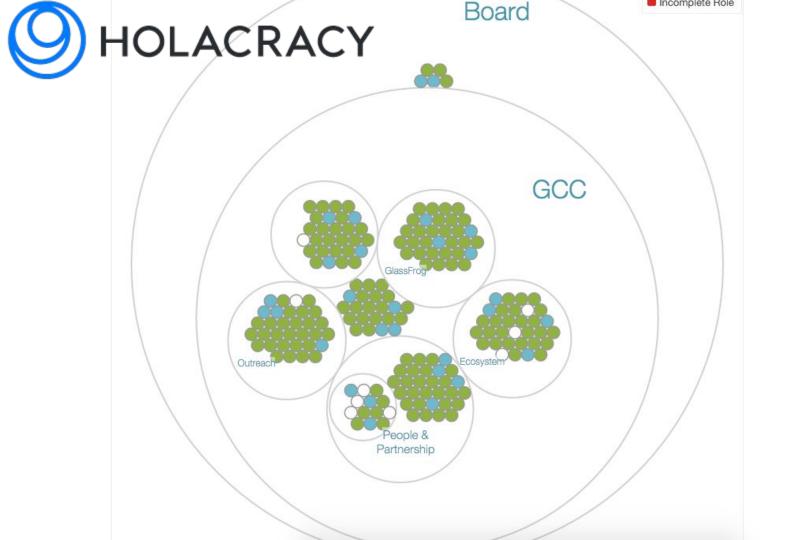
BE PURPOSE-DRIVEN

DESIGN FOR NETWORKS

DISTRIBUTE AUTHORITY

LEARN BY DOING

DESIGN FOR NETWORKS



DISTRIBUTE AUTHORITY





SOCIOCRACY

INTEGRATIVE DECISION MAKING

PROPOSE

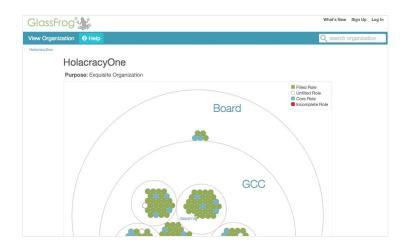
CLARIFY

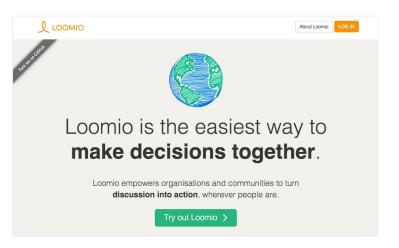
REACT

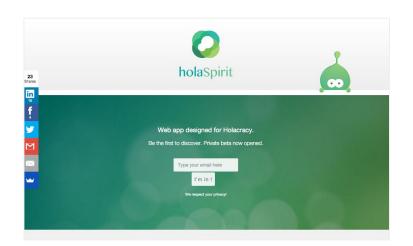
EDIT

CONSENT











5 CORE PRINCIPLES

BE PURPOSE-DRIVEN

DESIGN FOR NETWORKS

DISTRIBUTE AUTHORITY

LEARN BY DOING

