

BOUNDARYLESS

The 3EO Toolkit and Entrepreneurial, Ecosystemic Organization Development Services

Executive Summary





To enable everyone to participate in
the future of organizing

What we do

Our Frameworks and Services

Boundaryless helps global customers with Business Strategy and Organization Design for the age of Ecosystems

We create open-source frameworks for platform design and entrepreneurial organization development.

We support a global community of organizations, institutions, and individuals through workshops, training, and consulting services.

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- Workshops
 - Consulting
 - Large Scale Innovation Programs
 - Ad-Hoc Design Frameworks

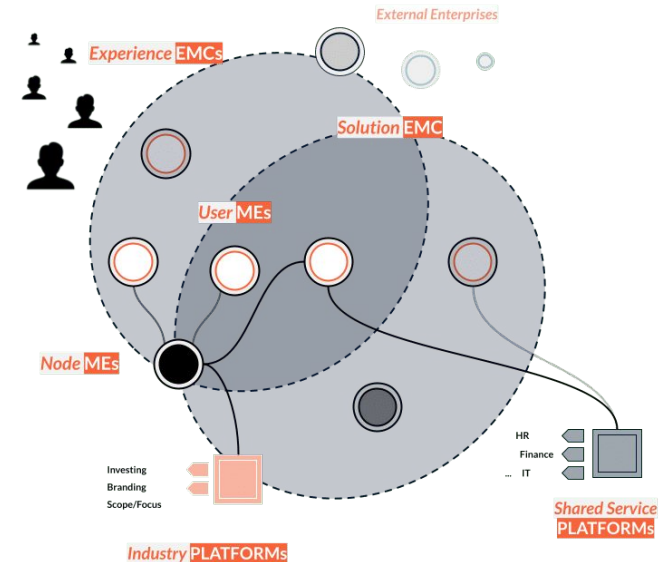
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- Org-wide trainings
 - Organizational Change
 - Executives & Boards Advisory

Understanding Entrepreneurial & Ecosystemic Organizations



From Hierarchies to Ecosystems

- World leaders have abandoned monolithic, functional organizations **embracing the transition towards micro-entrepreneurial, dynamically interconnected units.**
- Management is **shifting from top-down** defined missions and salaries **towards an outside-in, user-driven** definition of priorities and employee pay.
- Value propositions are no more defined by managers that instead are responsible of **investing resources focusing on key strategic priorities** and enabling the creation of long term user-scenarios.

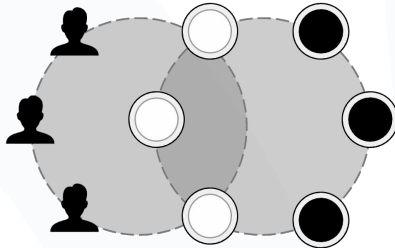


Micro Enterprises, Platforms and Ecosystem Contracts



A new way to unbundle the organization

Organizations evolve into a swarm of networked micro-enterprises (MEs) connected through dynamic collaboration (EMC Contracts) and shared service platforms.



Organizations that embrace this way of organizing are more capable of resonating with the environment: we know from the sixties that organizations mimic their internal structure on the market.

Small units need to be fast to create and dismantle, employees must have skin in the game to be able to contribute 100% of themselves entrepreneurially. Common services need to be kept competitive and efficient by making them entrepreneurial: such an organization can grow in a differentiated way, without accumulating organizational debt that will strangle it in the long term.

Key Question to ask: *How is my company evolving in ways that are more capable of confronting the volatility and uncertainty of contemporary markets and society?*

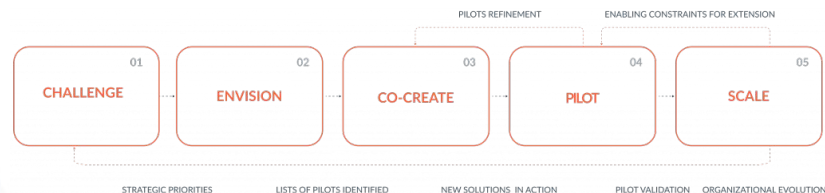
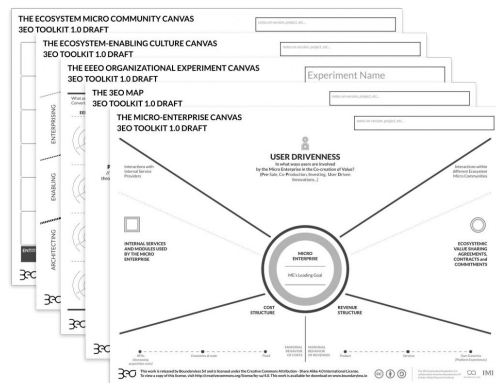
The 3EO Framework in Details



An open and ever growing design and experimentation framework

We base our interventions on an original organizational development method first released in **2020**, co-created and inspired by the praised management innovations of Haier's Rendanheyi and integrating ideas from other pioneers in forward-looking organizational and management approaches.

The 3EO Toolkit helps leaders to explore organizing in an era of complexity by systemically putting **human talent**, **market-based dynamics**, **pervasive innovation**, **emergent leadership**, and **dynamic collaboration** at the center of the organization, providing groundbreaking results and resilience.



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Services



How do we intervene with 3EO



An Iterative and co-creative approach

Our organizational development practice is premised on understanding the specific context, experiment with pilot to scale, deliver value soon and frequently, working together with your team, ensuring we deliver actional and re-usable knowledge as well as strategic objectives.

Who is it for?

Executives and Entrepreneurs that want to have developed entrepreneurial organizations that grow independently, in new creative ways thanks to engaged employees and co-founders.

We'll help you achieve:

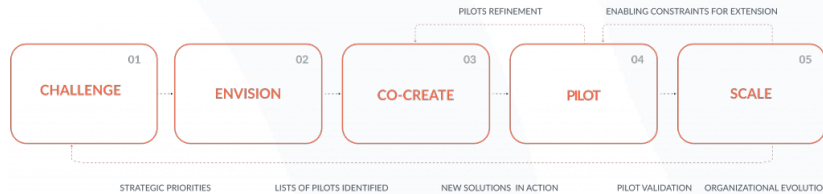
- A reduction of the bureaucratic load your organization is choked by.
- A way to recognize, free up and empower the **entrepreneurs** that can drive **growth**.
- Create **scalable support services** that let the smaller business units focus on **product design, innovation, validation, and growth**.
- Design **objectives** setting and **performance** accrual methods that achieve **coherence without constriction** and over bureaucratization.
- **Unlock the potential in employees** by sharing profits, ownership, decision making, and more, creating stellar engagement.

A complexity based evolution towards 3EOs



3EOs are well suited at absorbing the volatile, hyper-connected, unpredictable shocks of current markets while significantly contributing at unlocking human passion, potential and entrepreneurship.

Our experience with complexity thinking, socio-technical systems, whole-scale change and client work acts as the basis for the agile, decentralized, probe-and-react evolution journey depicted below:



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- Challenge - The unique history, priorities, culture, maturity and ambition of each environment become the beacon for an effective and diffused entrepreneurial transformation.
- Envision - The smallest group of representatives from all functions, regions, units and hierarchical levels “sense make” and articulate a portfolio of high potential evolutionary seeds.
- Co-create - The organizational and people changes demanded by each selected seed are co-created in detail through the direct participation of the stakeholders affected.
- Pilot - Experiments are launched, tested and validated, looking for quick wins, early business value realization and the feasibility of the overall journey.
- Scale - Cross-pilot patterns and support mechanisms are infused in the organization to interiorize an ongoing process of sensing, validation and replication at scale of experiments.

The 3EO Sensemaking & Envisioning Program

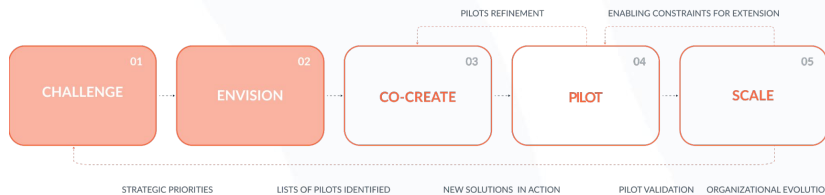


Sensemaking sessions together with the **Envisioning Workshop** draft a detailed picture of the organizational context at hand, establish the program goals and unearth the high priority areas on which getting the experimentation started.

Sensemaking and Envisioning sessions contextualize the transformation towards a 3EO structure to the unique challenges and boundaries existing in a specific organization to then pick the initial set of pilots on which experimentation will be focused.

What you'll achieve with this program:

- **Tailoring the journey to the context:** identify nuanced constraints, specificities, needs, ambitions that characterize your organization.
- **Effectively unearthing entrepreneurial needs:** co-create with impacted stakeholders a well rounded list of intervention areas to enhance entrepreneurship.
- **Spotting change agents:** highlight individuals willing to sponsor or to operationally drive implementation steps emerging along the evolutionary process.
- **Activating the entire enterprise:** involve and give ownership of the transformation across the firm to reduces fear, inertia and the risk of failure.
- **Accelerating returns:** tackling multiple pilots at once increases both the chances and the speed of business impact maximizing the opportunities for learning.



The 3EO Ignite Program (Pilot to Scale)

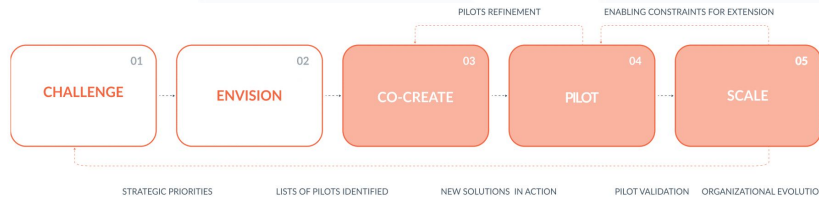


With the **3EO Ignite Program**, we help organizations to adopt the Entrepreneurial Ecosystem Enabling Organizational structure with a **pilot-to-scale**, learning-focused approach: the transition materializes as a tangible set of challenges that pilots will help to identify and solve.

Through multiple workshops, coaching sessions, and reflection moments, the Ignite Program helps collaboratively translate business opportunities into organizational pilots by co-creating new flows of work, putting them in action, and learning from experience while enacting enterprise-wide transformation.

What you'll achieve with this program:

- **No unrealistic target operating models:** contrary to traditional approaches, our intervention model moves from goals into distributed bottom-up practices from which structure emerges and is refined, instead of being imposed from the top when needs are unclear.
- **Unlocking local insights and reducing inertia:** Piloting is a low-cost, high-yield, strongly distributed approach to empower many cross-functional teams to put their ideas forward.
- **Beyond individual pilots for maximum impact:** getting some experiments right is not enough to sustain the momentum for an enterprise-wide reinvention. The Scale phase helps both with deeper and longer-term sensing and evolving.



3EO Public Training Programs



The 3EO/Rendanheyi Masterclass

Our most mature learning path already attended by hundreds of participants: a 16 hours long interactive, synchronous, group-based, digital experience that enables 30 - 40 individuals to rapidly explore and apply the Entrepreneurial Ecosystem Enabling Organization in specific contexts.

Organized in 4 half days, it balances a considerable depth in Haier's cultural background, principles, structure, organizational artifacts and examples of application with a pragmatic exploration of the 3EO, its open source generalization and the 3EO toolkit to support direct experimentation.

Learn deeply and in a pre-defined time-frame and start play with entrepreneurial organizational transformation.

The 3EO/Rendanheyi Self Paced programs

For those learners whose daily calendars may be too crowded to comfortably accommodate for an online masterclass, our self-paced formats offers the added flexibility of deciding when and how quickly to learn.

The self paced facilitated training also features sense-making sessions, and considerations brought by a cohort of peers and trainers while the fully self paced program can be executed autonomously and makes a great solution to train a corporate audience at scale.

Learn at your own pace, in a scalable, comfortable online environment and become part of the community.

3EO Private Training Programs



The 3EO Mindshift Session

Our mindshift sessions are designed to quickly - in a few hours - reset the thinking on the future of the organization, understanding the relevance of the transition and having a glance of the potential of the 3EO Toolkit.

When to choose the Mindshift Session: these sessions are perfect for decision makers with little time that need to understand the potential of the approach.



The Private Masterclass Format

A full fledged program, similar to our public certifications, that gives teams a deep understanding of all the key questions in platform thinking, from exploration to design, from network effects to running workshops at scale.

When to choose the Private Masterclass: to create a new org. design capability internally, and bring your teams in touch with a global community of certified professionals.

3EO Community of Practice

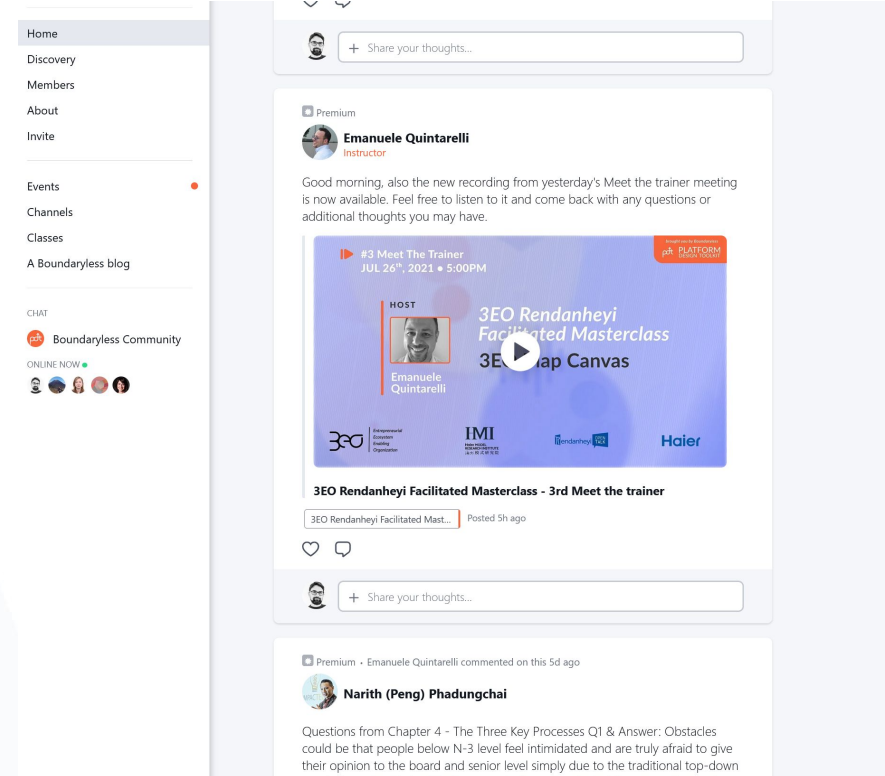


A structured space for exchange and learning

Our community of practice is the perfect complement and space to make the best of your training experiences.

On a topic so hot and in flux such as ecosystemic and entrepreneurial organizing learning is always about exchanging our practices, and direct experiences.

The 3EO community of practice is the first part of the overall community of practice at Boundaryless that aims at connecting the developments inside and outside of the organization's boundaries.



For your entrepreneurial organization strategy



Get in touch with:



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Check also our Platform Design approach



It's not enough to make your organization agile, empowered and self-organizing: your teams need to understand the platform economy, the new ways value is created in markets through marketplaces and platforms.

Check out our PDT framework and services at

<https://boundaryless.io/pdt-framework/>

