



Connected  
Commons



Leadership  
Resources

# Adapting Networks & Collaborative Practices to Thrive in a Role Transition



INSIGHT BITE

# An Experienced Leader's New Network: 4 Months, 47 People and a Team of 60+

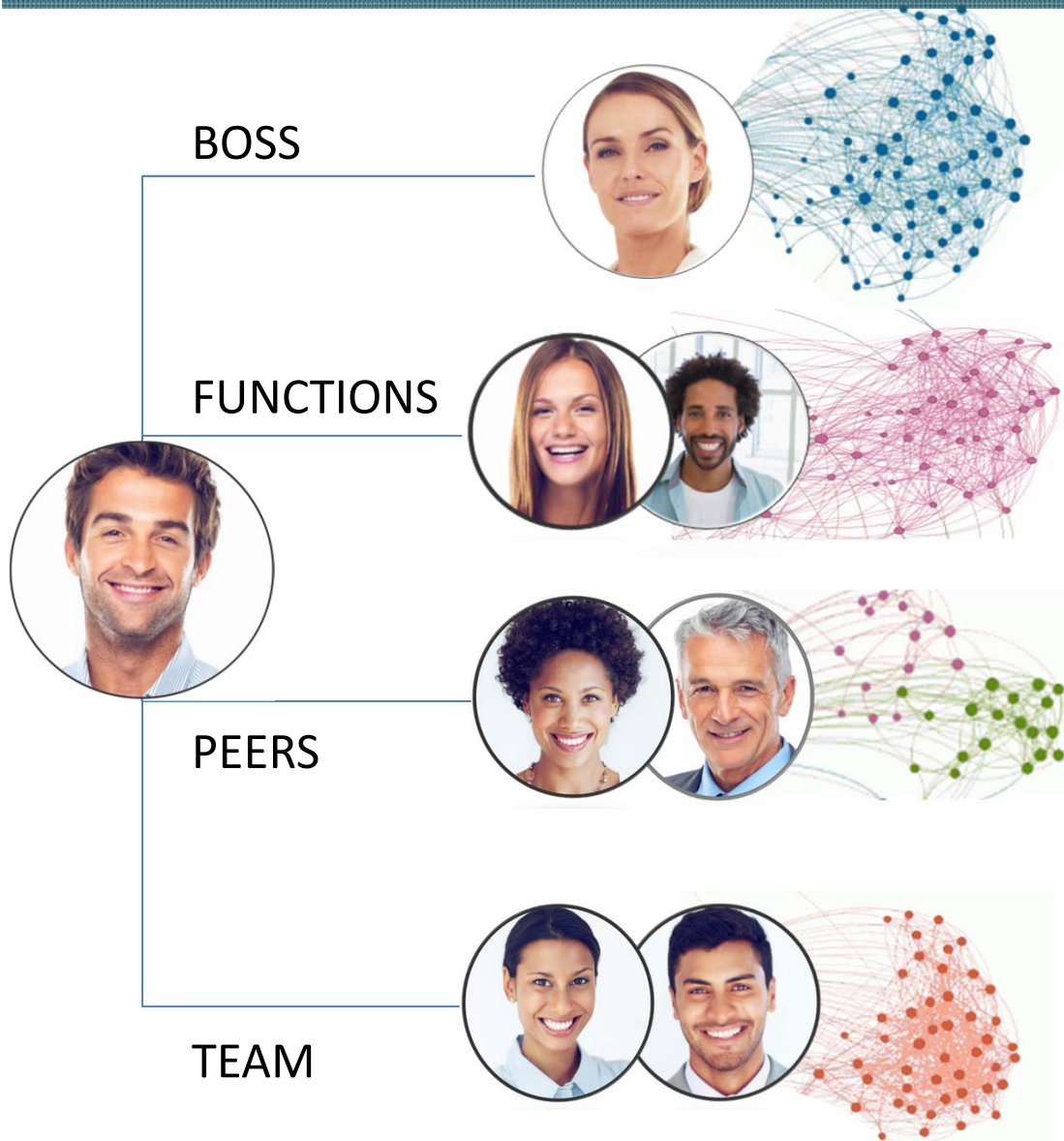


Rick, recruited as  
Director of Learning &  
Organization Development for a  
global professional services firm

“I went into this knowing I would be building relationships, one at a time, ... You can be much more successful if you can build relationships designed to create pull for you and your team. It takes a little bit longer, but there is less re-work and it dramatically speeds execution.”



# Building the Network: Formal Leaders and Informal Influencers



“47 People to Meet ASAP”

Functional Managers

Peers

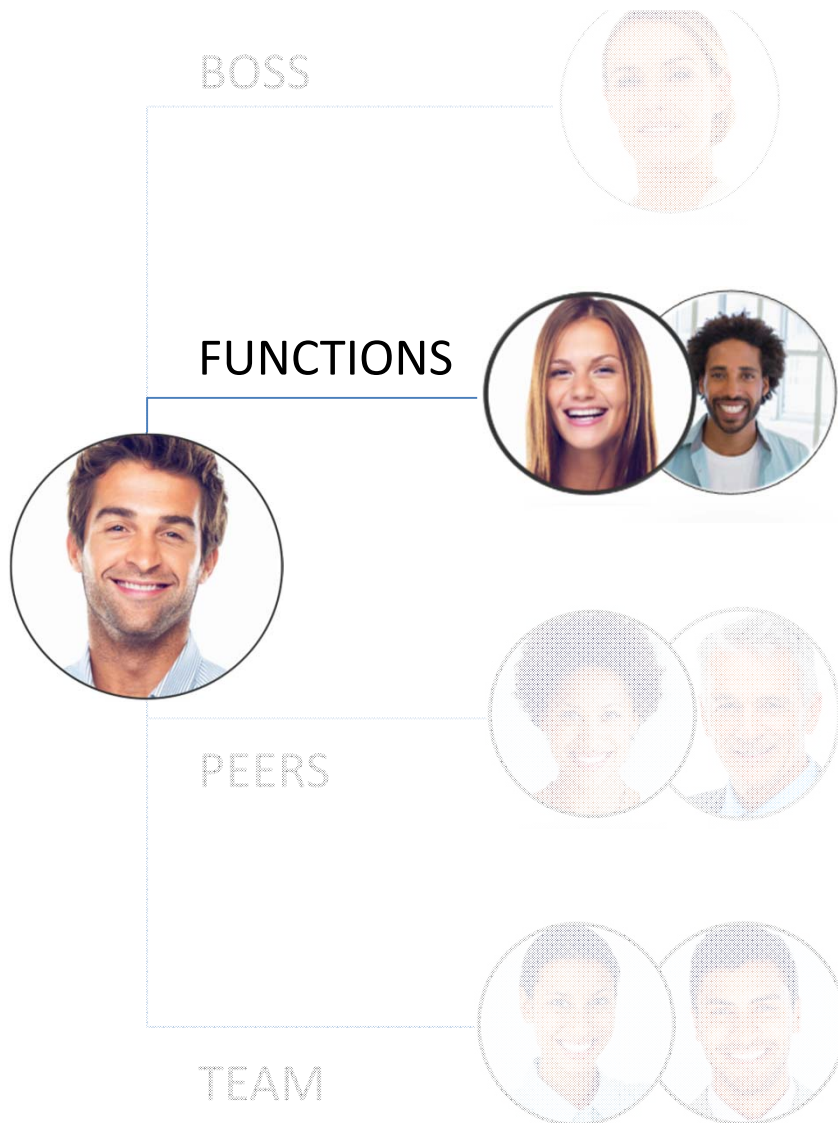
12 Direct Reports &  
50-Person Team

# Building the Network: Formal Leaders and Informal Influencers



- What's the business need/context?
- How can my team help?
- Who is your trusted deputy?
- Who else should I talk to?

# Meeting Functional Managers... Building Relationships Before the Need



Meredith  
Manager, Legal

Ava  
Manager, IT

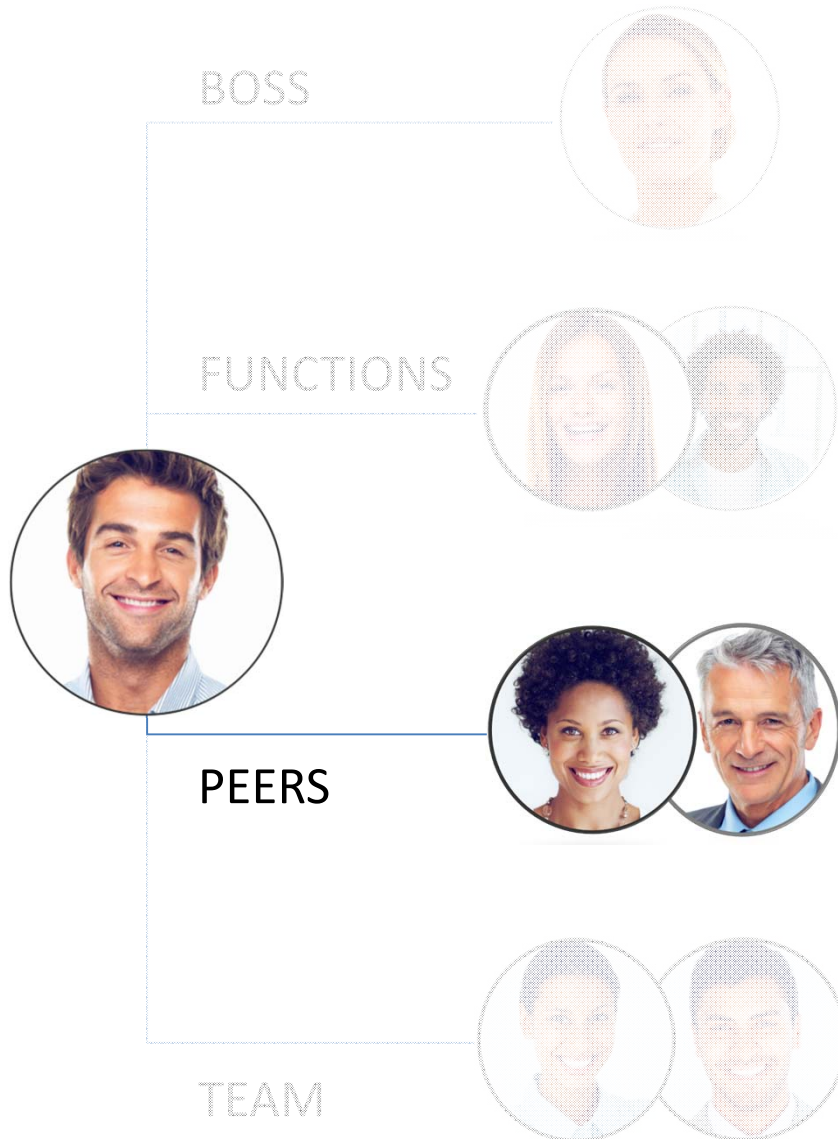
Clay  
Mgr., Communications



- What do you do?
- How do you operate?
- What do you need from me?
- Who else should I talk to?



# Getting to Know Peers ... Activating Sensors and Truth Tellers



- What do you do?
- What's going on with you?
- Here's what I'm hearing, what do you hear?
- What am I missing?

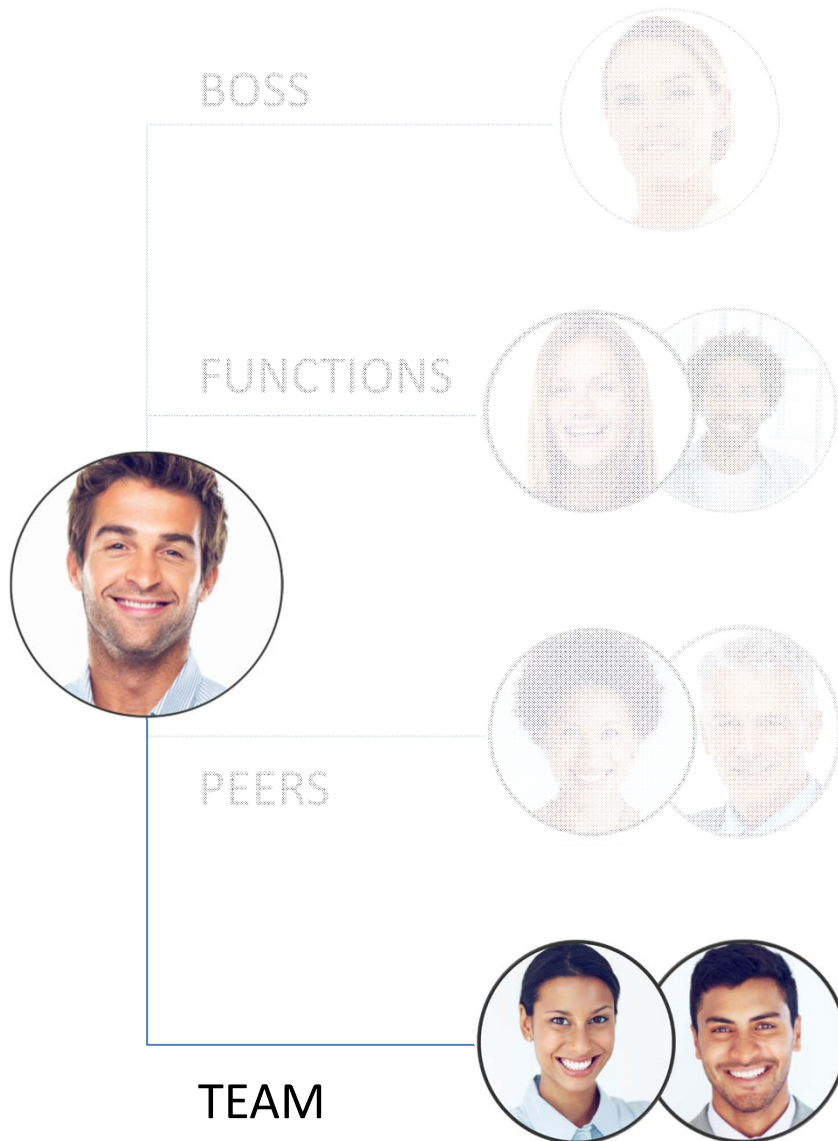
Sally  
Director, Total Rewards

Alyson  
Director, HRIS

Bill  
VP – HR Business Partner



# Boosting Direct Reports ... And Connecting the Team



- What do you do?
- What do you want to do?
- What do you need from me?
- Who else could you be working with to get results?

Sally  
Succession & Talent

Alex  
Ldship. Dev.

Bill  
Delivery Lead



## Rick got it right ...



- Who he engaged
  - Key External Stakeholders
  - His Team
  - Support Functions
  - Peers
- How he engaged
  - Built Network Before Needed
  - Pull versus Push
  - Who Else?
  - How Can I Help?
  - Build to Back Out



He used “newness” well  
& multiple strategies to  
understand the network.