



Connected
Commons



Leadership
Resources

Adapting Networks & Collaborative Practices to Thrive in a Role Transition

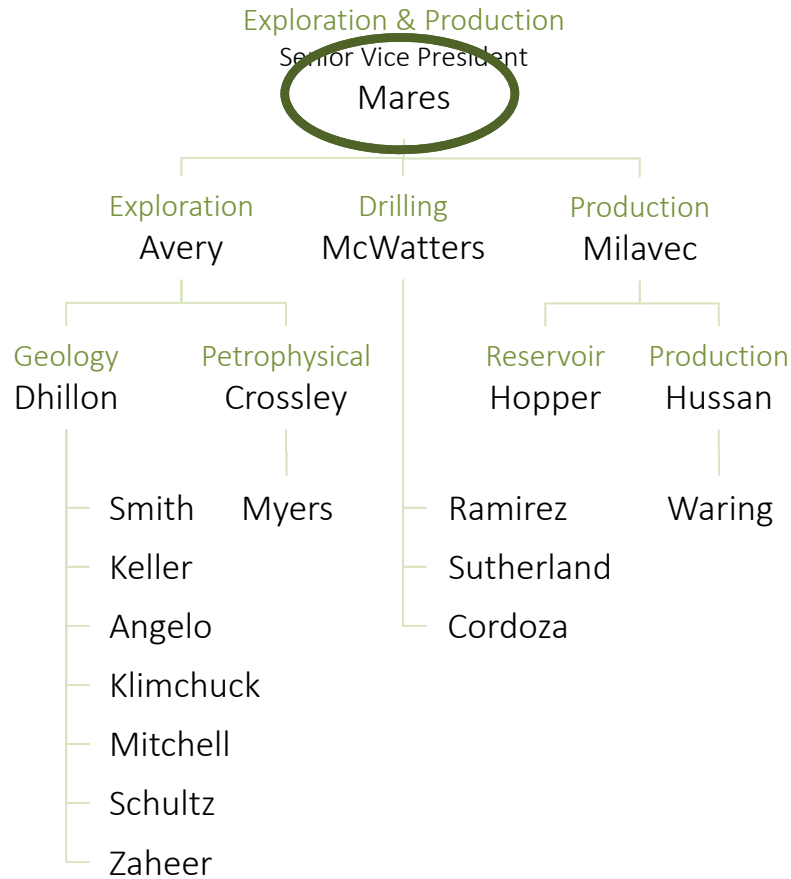


INSIGHT BITE

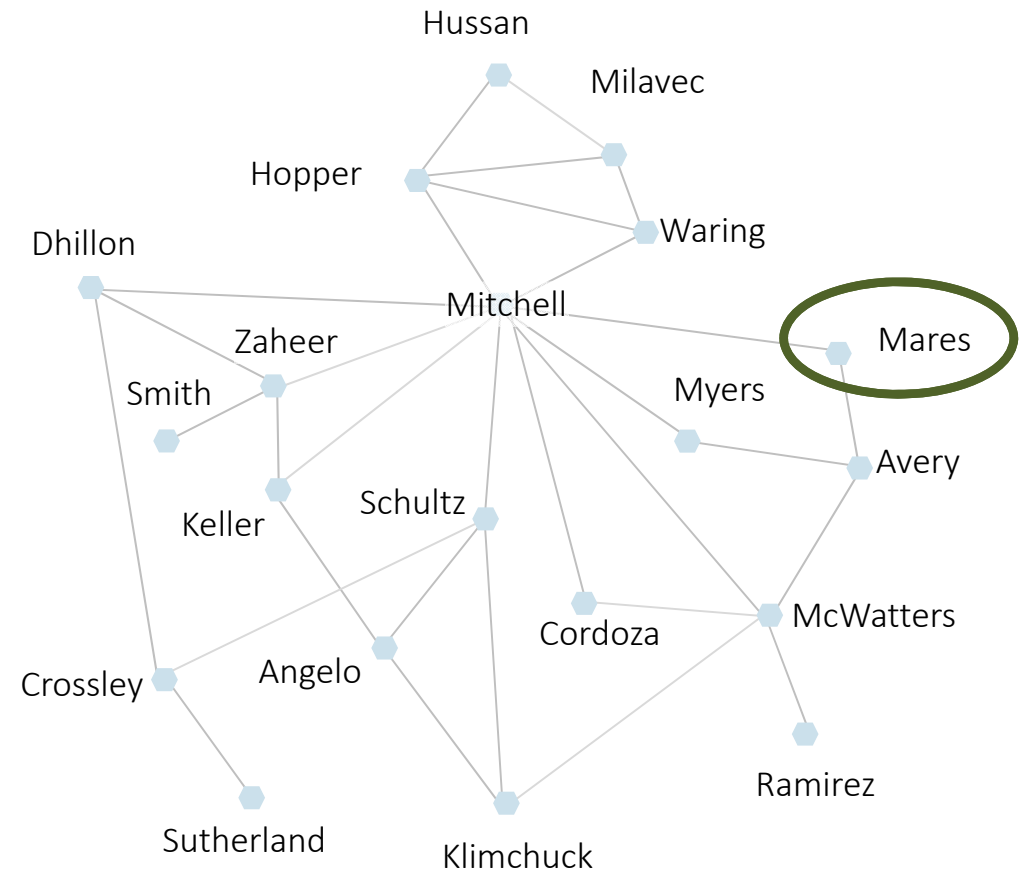
Successful Role Transitions Require Balanced Focus on Formal and Informal Relationships



Hierarchal Structure



Network Structure



10 Network Actions for Successful Role Transitions



Surge in first 45 days with proactive outreach.

- **External stakeholders/clients** – understand needs and early win.
- **Formal leaders** – mandate, motivations/interests and how to engage.
- **Peers** – develop support and “sensor” network.
- **Team** – understand capabilities and aspirations.
- **Support roles** – connect before need to understand work preferences.



Build network to supplement skill gaps.

- **Technical/functional** – expertise required in new domain.
- **Culture** – prior leader – for political awareness and personalities.
- **Leadership and Collaborative practices** – similar roles – role expansion requires new enterprise network and approaches to collaboration.



Engage advisors and those that energize you.

- **Truth tellers** – who know you well and will advise honestly.
- **Emotional anchors** – who share values or re-energize you.

10 Network Actions for Successful Role Transitions



Balance network development with early task execution.

- Establish early high profile win or prototype to build competence trust.
- Remove obstacles for team to build benevolence trust.



Engage network influencers inside and outside your unit.

- Gain accurate picture of the informal network and influencers.
- Engage positive *and* negative influencers early.



Sculpt role early to focus on engaging work with purpose.

- **Stakeholders** – co-create outputs via partial agenda meetings.
- **Team members** – identify career goals and work they aspire to.



Employ a “pull” (versus push) strategy in relationships.

- Ask questions, morph expertise to others needs, give status, adapt communication style, seek win/win, reciprocate and connect off task.
- Do not over-rely on push – expertise or mandate – as it hurts engagement and future ability to de-layer.

10 Network Actions for Successful Role Transitions



Initiate enterprise networks and connect with adjacent expertise.

- Cross function, geography and capability ties are associated with high performance due to diversity of thought and innovation they introduce.
- Create time for serendipity to emerge in early stage problem solving.



Re-frame interactions that create purpose for you (e.g., move from direct contribution to creating context for others to thrive).

- Re-define success as developing and supporting others.
- Employ your expertise judiciously. *People do not care how smart you are until you show you care for them or their interests.*



Play offense on collaborative overload...seeds you sow early help avoid career de-railing overload at 6-9 month mark.

- Use **every** opportunity to build network and capability of team.
- Maintain one on ones to build trust and delegate well.
- Weekly meeting – that shares wins and losses – to help team learn to connect around you.

Summary



Structure time to build authentic connection with full array of relationships needed.

Surge into network in a way that allows you to back out once established (Pull vs Push).

Sculpt role and collaborative practices to increase purpose and engagement in work.

Make time for truth tellers, energizers and interactions that build purpose in your work.