

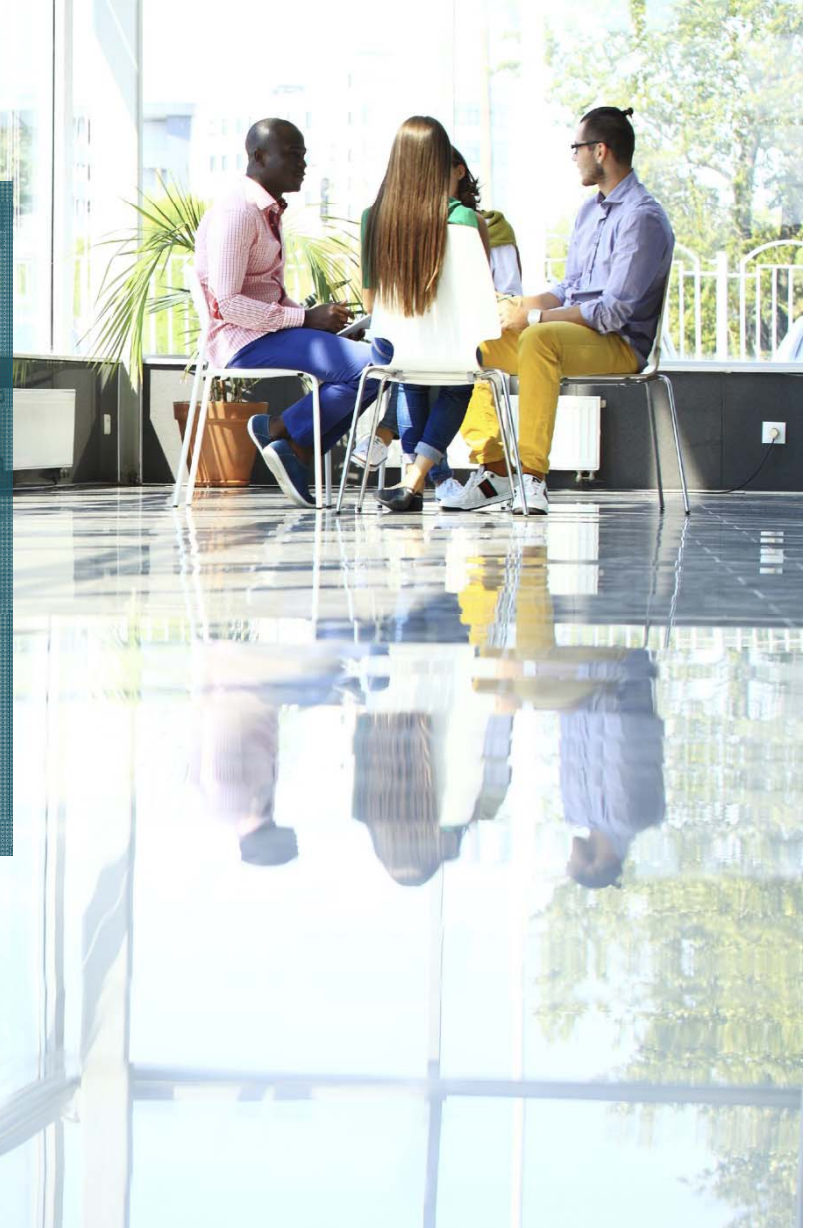


Connected
Commons



Leadership

How Successful People Drive Impact through Organizational and Personal Networks



Collaborative Intensity Of Work Requires Network Efficiency And Performance ...



Execution through networks is critical and sets apart high performers.

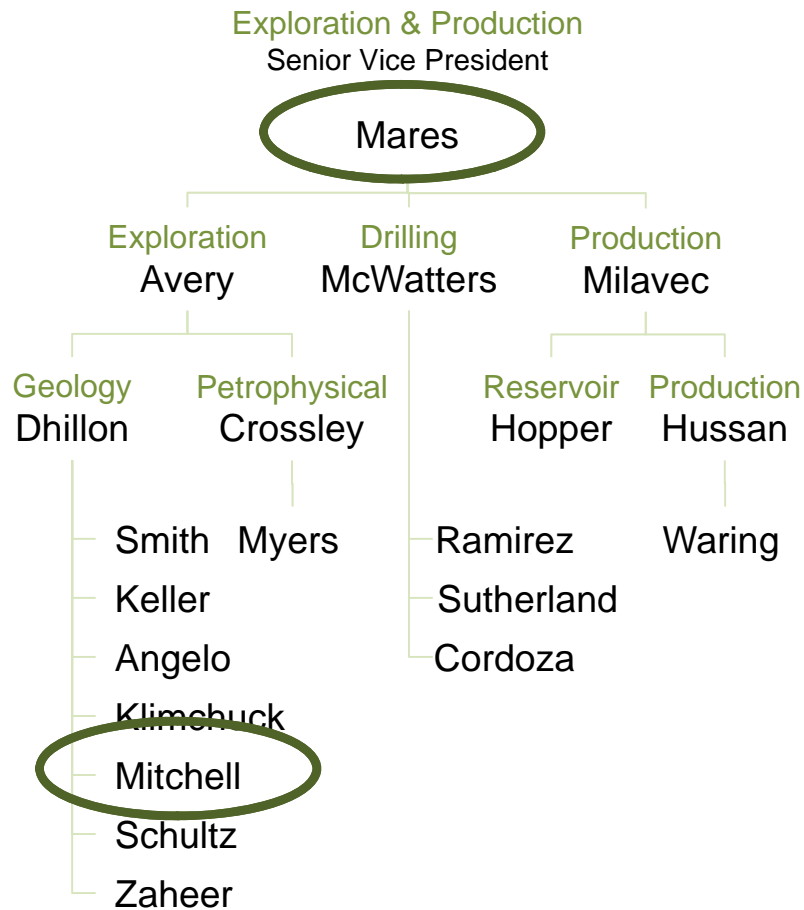
People who execute skillfully through networks:

1. Drive influence without authority
2. Drive results by creating a context for collaboration through leadership, talent and network management practices

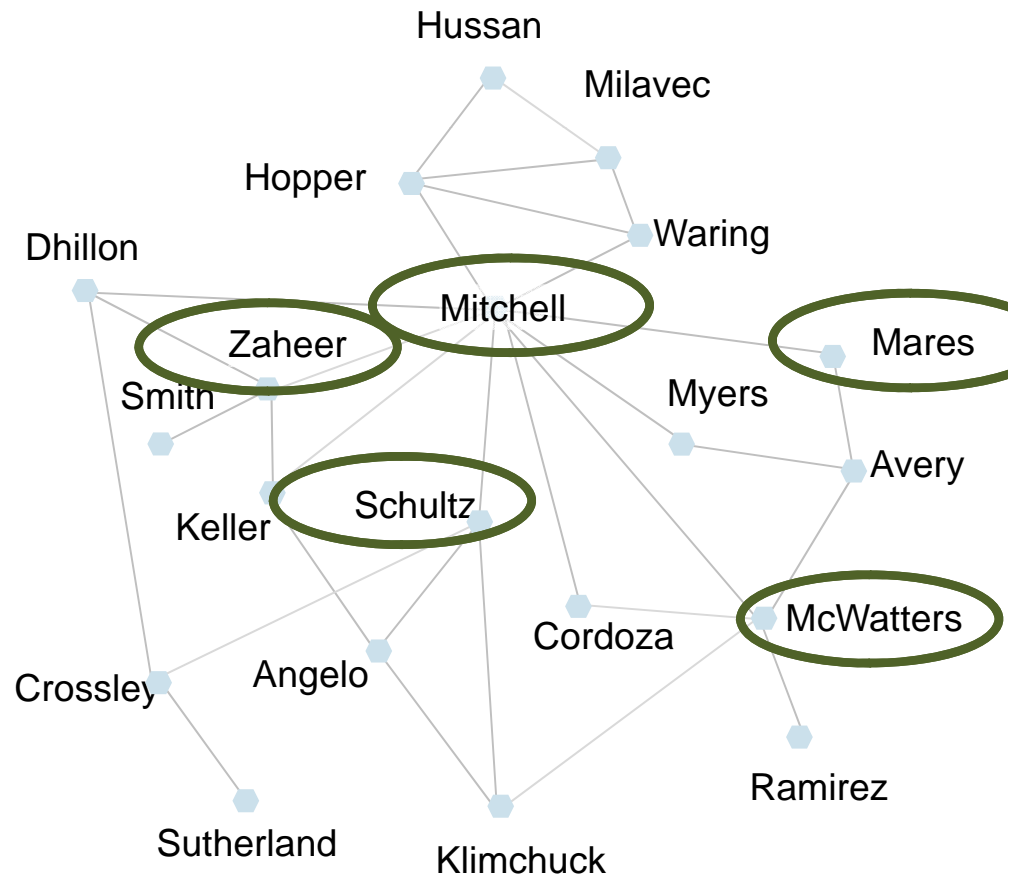
Influence Exists Both Formally And Informally In An Organization.



Hierarchal Structure



Network Structure



4 Types Of Influencers



Central Connectors

1. Are influencers because they have a large number of connections. Often concentrated within a unit, geography, expertise domain or demographic.
2. Are important because they are sought out for information and expertise. Can also become bottlenecks and create liabilities if they leave the network.

Boundary Spanners

1. Are influencers because they bridge across units, geographies, expertise domains, hierarchical levels, sub-cultures or demographics.
2. Are effective at integrating different knowledge domains. Often less visible because they are in the white space.

Energizers

1. Are influencers because of ability to create energy and momentum in support of initiatives.
2. A small number of energizers builds enthusiasm among many people more rapidly than traditional cascading approaches to change/communication.

Challengers

1. Are influencers because they push constructively or de-energize through negativity/focus on personal gain.
2. Positive challengers strengthen ideas. But a small number of negative challengers can derail initiatives. Engage early for quality of plan and speed/efficiency of execution.

Successful Leaders Drive Results Through Networks In 3 Key Ways...



LEADERSHIP PRINCIPLES & PRACTICES

Create culture of trust, collaboration and connection. Model desired behavior and hold others accountable.

TALENT & PERFORMANCE MANAGEMENT PRACTICES

Reinforce collaborative practices through recruiting and hiring processes and in ways managers staff projects, set performance expectations and develop others.

NETWORK MANAGEMENT

Understand network patterns and do five things: 1) Manage the Center; 2) Manage the Fringe; 3) Bridge Important Silos; 4) Build Agility and 5) Minimize Insularity

Leadership Principles And Practices



LEADERSHIP PRINCIPLES & PRACTICES

Create culture of trust, collaboration and respect. Model desired behavior and hold others accountable.

- ❑ Diffuse ownership. Bring others in early to projects; use 1:1s and team meetings to get people invested.
- ❑ Build lateral connections. Open up team meetings; bring in a broad network. Support and recognize collaboration vs. heroic efforts.
- ❑ Promote idea sharing, openness. Let people run with ideas, don't shut down a possibility too soon.
- ❑ Respond well to bad news. Focus on learning and next steps.
- ❑ Use storytelling for connections and purpose. Positive narratives boost engagement.
- ❑ Get to know people as people. Build relationships by connecting off-task and aligning work and network to personal interests.
- ❑ Build trust through many small acts. Be transparent, vulnerable and act with discretion.

Talent And Performance Management Practices



TALENT & PERFORMANCE MANAGEMENT PRACTICES

Reinforce collaborative practices through recruiting and hiring processes and in ways managers staff projects, set performance expectations and develop others.

- ❑ Recruit through the network. Seek referrals from well-connected people.
- ❑ Hire for collaborative behaviors. Use behavior-based interviews and watch how candidates interact informally.
- ❑ On-board to get people connected quickly to the work and the network. Give a list of people to meet and steps to take in first 3 months.
- ❑ Look at career planning, staffing and development through a network lens. Pay attention to connections and cross-silo mobility.
- ❑ Recognize collaboration through routine feedback. Celebrate co-creation, helping and connecting others.
- ❑ Incentivize behavior as well as outcome. Factor collaboration into evaluations and rewards.
- ❑ Build collaboration time and resources into budgets. Don't let financial structures stifle cross-unit work.

Network Management



NETWORK MANAGEMENT

Understand network patterns and do five things: 1) Manage the Center; 2) Manage the Fringe; 3) Bridge Important Silos; 4) Build Agility and 5) Minimize Insularity

- Address collaborative overload. Help people manage their time and connectivity. Help them re-energize to avoid burnout or isolation.
- Identify and reward employees for collaborative behaviors like offering resources or information.
- Integrate newcomers quickly.
- Ensure experts and high-performers are available to help their colleagues.
- Facilitate collaboration across lines and levels in the organization. Teach others to reach across boundaries.
- Foster innovation and change by engaging diverse perspectives. Bring in people across functions, levels, expertise, interests.
- Make sure people are aware of one another's expertise and connections.
- Facilitate work across internal groups or stakeholders as well as external groups such as customers, vendors or associations.

Collaborative Intensity of Work Is Exploding ...



Our research shows:

- 50% increase in diversity and volume of collaborative demands over past 8 years due to globalization, matrix structures and technology.
- Leaders spend as much as 85% - 90% of their work time on phone calls, in meetings and responding to email and texts.
- Many are accessible 24/7.

If You're Not Driving Influence And Results Via Networks, You Are In Trouble



“People underestimate the level of leadership required to run a matrix. It’s unbelievably higher than the skill level needed to run a command model. And more time consuming. It’s massively different. Without direct authority, you are basically relying on fantastic leadership and good group behavior. Normally, something is not right!”

“It’s easy to get burned out, overwhelmed. People need to be at ease with ambiguity, with decision making being on many different shoulders, with the time you need to invest to talk to global and local colleagues to move something forward. You need to be somehow comfortable with that.”