Engaging Early to Ensure Uptake

Tristan, Manager of Managers
Responsible for global standardization

- ✓ Proposed plan to cross-functional leadership team

- ✓ Partnered with influential operations leader

- ✓ Set up team of functional experts and reps from regional units. Valued collaboration and influence, too.

- ✓ Embraced a challenger—gave her a role and got her invested in the outcome

- ✓ Team members engaged their networks along the way

- ✓ Had a compelling story and visual for road show

Driving Influence Through Networks: Pilots, Ambassadors, Trust

Hayley led company-wide effort to track client outcomes.

- Involved cross-functional leadership to define problem.
- Created sub-teams to move to action: "I needed expertise as well as people who are forward-thinkers, curious, in the thick of things."
- Piloted projects and processes through influencers before formalizing.

Carrie was given a high-profile assignment to re-invent the hiring process.

- Brought in 12 people currently in key roles to map skills and contribute to new process: "They had been here awhile, were influencers and would be passionate about what we are trying to do."
- Influencers contributed along the way and became ambassadors at launch.

Maaran introduced new policies tied to government regulation.

- Identified influencers through referrals and observation: "If I could bring influencers on board, they would help me get people to appreciate the policy and adhere to it."
- Connected personally to build trust: "I found the motivation for each one … Sometimes it was just important to be appreciative."

Generating Business And Strategic Results Through Network Management

Heath, Senior Leader

Runs a large practice in global consulting firm

- ✓ Builds trusted relationships within and across practices, at all levels. Brings opportunities and gives access to talent.

- ✓ Creates client teams with combination of trusted colleagues and new talent. Extends network and builds capacity.

- ✓ Starts from a place of trust. Client gets best effort and team integrates and leans on each other. Reduces likelihood of bottlenecks and overload.

- ✓ Clarifies priorities, roles and expectations and structures client interactions. Sets regular cadence of meetings at each level between client and team.

Creating Cultures of Collaboration With Leadership, Talent And Network Practices

Dan is a regional director for a technology firm, overseeing 150 people.

- All levels and expertise are involved in technical and business decisions and "stop, start, continue" meetings. "A good idea can come from anywhere."
- Hiring is based on culture and collaboration. In interviews, "Walk me through your day-to-day" gives clues to "I vs. we" and network mindset.
- Coaching and 1:1 meetings focus on employee growth and managing time.

Marcela's team has grown to a regional practice, known for its collaboration.

- Screens candidates for collaboration: behavioral interview questions; team activities with other recruits; informal events to observe connecting behaviors.
- Uses weekly, on-site team meetings and practice-wide phone calls to offer help or connections and share awareness of expertise and projects.
- Builds feedback mechanisms into project cycles. Includes peer and upward feedback to measure collaboration.

Robin runs a call center and invests in team trust and learning.

- Removes herself from the center: pairs high- and low-performers; promotes learning as a group; fosters knowledge of each other's strengths and expertise.
- Rewards collaborative behavior: recognition in team meetings and in 1:1s

In Collaboratively Intense Settings The Answer Is Not More Information Flow …

Integrating a team and connecting people directly expands the awareness of expertise. People learn each other's skills and build out their personal networks. Leaders remove themselves from the center.

- Set tone of trust and openness; expect sharing and giving of help
- Discuss projects and roles in weekly meetings
- Use 1:1s to suggest connections, resources
- Bring team members in early on your projects; take them to your meetings

"We have to lean on each other; trusting from the start integrates the team."

"I tell them, *Before you come to me, share your problem with others on the team*."

"I never work alone. If I go to a meeting, I always take another member of my team with me."

Tips For Execution Through Networks

Drive Influence

- ✓ Bring in diverse, cross-boundary perspectives
- ✓ Tell a compelling story; have something to show
- ✓ Co-create and translate your expertise to adapt and find mutual benefit
- ✓ Give before you need something, share information and make referrals.

Drive Results

- ✓ Remove yourself from the center of the network
- ✓ Monitor others to prevent isolation or burnout
- ✓ Fold new ideas, expertise and people into the work
- ✓ Set short-term and long-term incentives for collaboration