



Connected  
Commons



Leadership

# How High Performers Drive Influence and Results through Network Management



# Execution Through Networks



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

# 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. Bring in early to gain needed input and expertise before problem space is locked down and to get groups invested.

## Boundary Spanners

1. Are influencers because they bridge across units, geographies, expertise domains, hierarchical levels, sub-cultures or demographics.
2. Bring in early to help integrate different knowledge domains and ensure multiple perspectives.

## Energizers

1. Are influencers because of ability to create energy and momentum in support of initiatives.
2. Bring in early to build and diffuse enthusiasm for an initiative throughout the network.

## Challengers

1. Are influencers because they push constructively or de-energize through negativity/focus on personal gain.
2. Bring in early to avoid blind spots in solution and overcome/soften objections.

# 5 Tips For Finding Influencers



- 1. Look for passion and energy.** “Give me your best and brightest—but also who is most vocal? Who is most passionate? Who is excited to have a voice at the table?”
- 2. Go to existing cross-functional teams who are solving problems.** Learn who is in their network and “see who is offering really good ideas.”
- 3. Ask for referrals.** Ask around to see who people turn to. “Who in your department is well connected? Where are they connected? Who else should I talk to?”
- 4. Observe interactions.** “You can notice who people listen to, who is valued for their input.”
- 5. Check in with your manager, mentor or other senior leader.** They have access to different networks. Who do they know? What groups or issues should you address?

# 5 Tips For Engaging Influencers

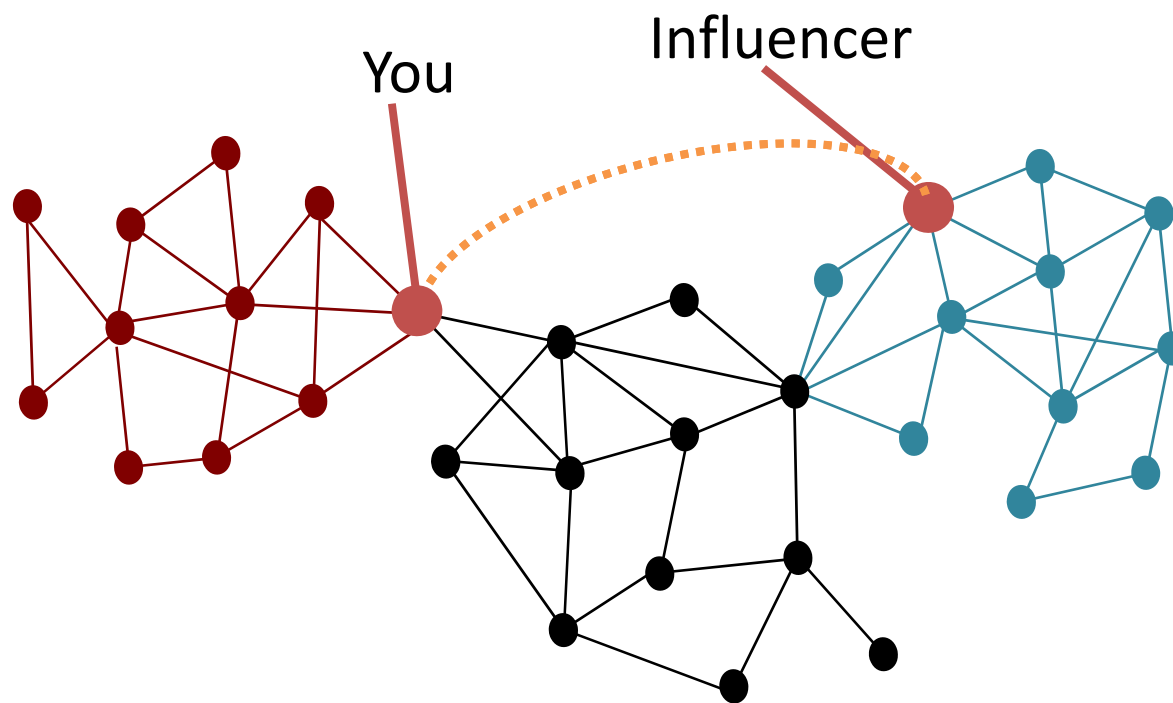


1. **Create pull to you and your work.** Shape what you know to other's problems and interests; establish mutual benefit.
2. **Be transparent.** Let people know your intentions, plans and/or what you are asking of them. Be honest about your limits.
3. **Build interest and commitment through stories.** Co-create a positive narrative for why and what; people will get behind it, become ambassadors and tell the story.
4. **Use the network at multiple points.** Get early input, evolve the work, go back for additional feedback showing them actions you have taken on their past comments (or why you could not act on all feedback).
5. **Bring in the challengers.** Don't delay—involve them before an idea is locked down; give them voice at multiple points; revise based on their input—or let them know why not; critique the work, not the person; give de-energizers a role/responsibility.

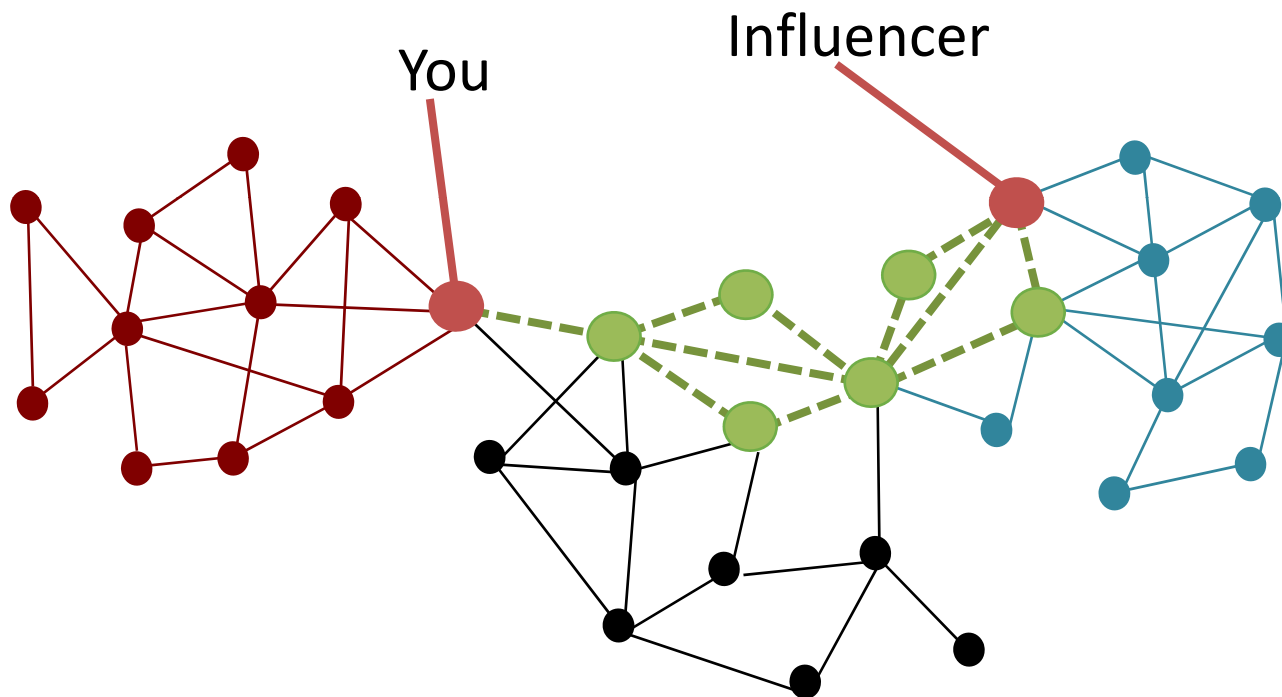
# 2 Ways to Access Influencers ...



Go Direct If Accessible ...



# Or Get Others To Tell Your Story ...



*“Success for me was when a couple big stakeholders started telling my story and making it their own.”*

*“Let them pick it up ... feel like it was their idea.”*

# 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



## How You Interact

1. **I diffuse ownership.** Intentionally hold back your involvement to allow others to make connections, solve problems and become invested.
2. **I present problems to a broad network and promote lateral connections.** Open up team meetings, connect to adjacent work and encourage your team to do the same.
3. **I create *pull* for my team.** Get to know internal or external clients well by adapting and co-creating the work rather than presenting the team's expertise. This allows you to be involved in work that is valued by both groups and will result in better outcomes.
4. **I promote idea sharing and risk taking.** Be open and welcoming of ideas and conflicting viewpoints. Give people space, time and freedom to step back, challenge, think.
5. **I respond well to bad news.** Encourage people to bring you information. Create a non-threatening context to talk about problems and challenges. Avoid a culture of perfection.
6. **I use storytelling for connection and purpose.** Share your personal stories and create clear narratives for the *why* of the work. Help people see common objectives and their connection to something bigger than themselves.
7. **I get to know people as people.** Connect off-task and learn what people care about. Everyone wants to feel valued, have their voice heard, be engaged. Show them you care; facilitate work and connections that align.
8. **I build trust through many small acts.** Be transparent and open. Tell the truth, even when it's tough. People respect you for telling them.

# Talent And Performance Management Practices



## Talent Management Practices

1. **I recruit through the network.** Well-connected experts are likely to have relationships with potential candidates or suggestions for where to look.
2. **I hire for collaborative behaviors.** Use behavior-based interviews: ask for stories that show accomplishment and look for evidence of collaboration. Watch how candidates interact outside of the interview: how do they engage with admin staff or on a tour. Choose a person that is best for the team, not just best for you.
3. **I on-board to get people connected quickly to the work and the network.** Provide clarity of expectations, list people to meet, create lite mentoring tie with an influencer and do regular check-ins for first year. Show them how to create pull by morphing expertise and creating energy, not by showing how smart they are.
4. **I look at career planning, staffing and development through a network lens.** Make sure employees are offered chances to connect, move, grow, expand and learn. Create culture and structures for management to support cross-silo mobility, including short-term requests and longer-term assignments.

## Performance Management Practices

5. **I recognize collaboration through routine feedback.** Celebrate co-creating, helping others and playing the role of connector in 1:1s and in front of colleagues.
6. **I incentivize behavior as well as outcome.** Factor in working and sharing outside core role/domain in performance evaluation and compensation. Require cross-group helping and collaboration for advancement.
7. **I factor time and commitment to collaboration into every manager's budget.** Don't let financial structures stifle cross-unit work. Allow for some fluidity and simple ways for teams to "buy and sell" their talent. Understand collaboration and inclusiveness have a cost as well as a benefit.

# Network Management Practices



## Managing The Center

1. I make sure that people or roles within my group do not become so overloaded with collaborative demands that they are unable to support their colleagues in a timely fashion.
2. I scan for, identify and reward employees who frequently engage in collaborative behaviors – such as offering resources, help, information and contacts – that make their colleagues more effective.

## Managing The Edge

3. I ensure that newcomers – either new hires or those from other parts of the organization – are integrated rapidly into my group and know who to turn to for information, expertise, resources and decision approvals.
4. I make sure that subject-matter experts and high performers in my group are available to help their colleagues in a timely manner on appropriate issues.

## Bridging Important Silos

5. I facilitate effective collaboration at specific points in my group – across functional lines, physical distance, hierarchical levels, core projects or expertise domains – where informal networks are critical to performance and innovation.

## Building Agility

6. I facilitate innovation and change by engaging employees with relationships across functional lines, physical distance, expertise domains and demographic groups.
7. I make sure that my employees are aware of one another's expertise, contacts and resources and know who to turn to for help or when opportunities arise.

## Minimizing Insularity

8. I make sure that my group collaborates effectively with appropriate groups within the organization and with relevant stakeholders outside of the organization (such as key customers, vendors and associations).

# Execution Through Networks



“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 easy to get burned out, overwhelmed.”