

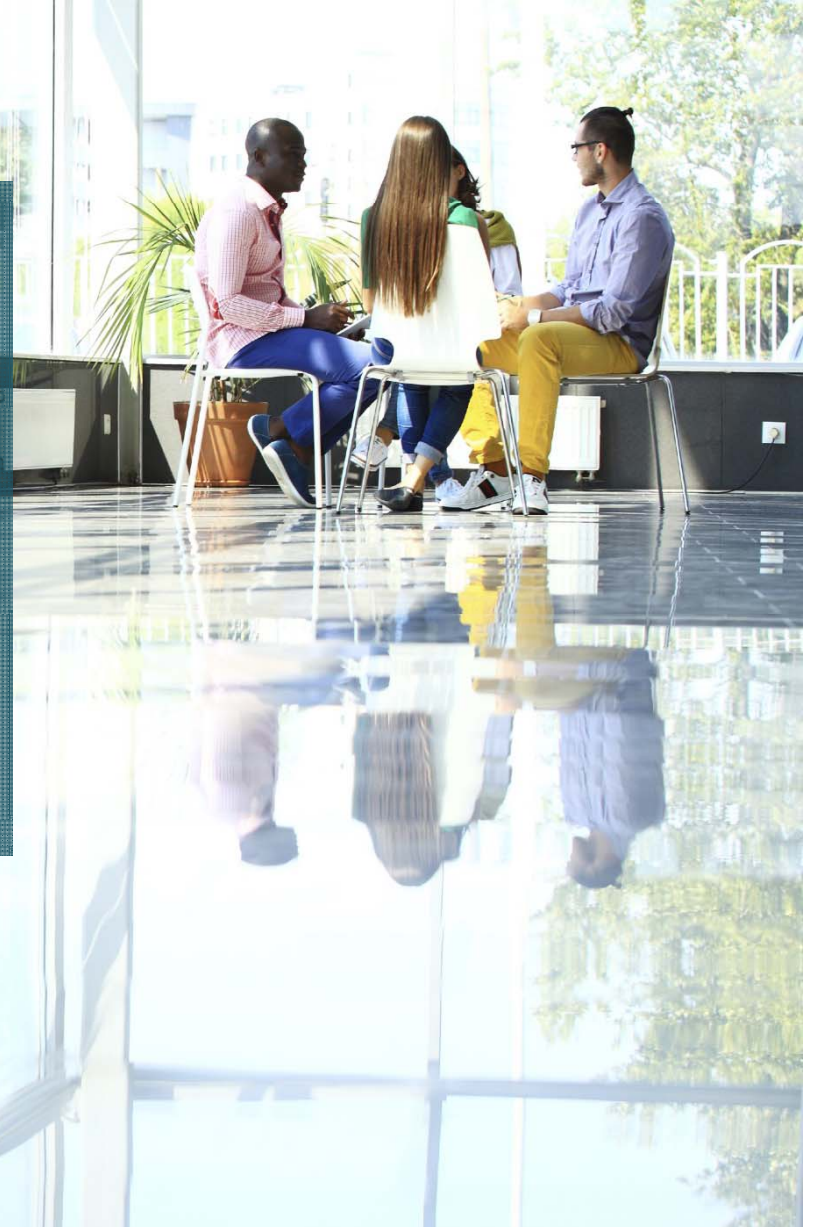


Connected
Commons



Leadership

How People Scale Ideas And Impact Through Networks



How To Scale Beyond Your Role And Ability



High performers build trust, create energy and enable hidden potential in ways that attract better information, opportunities and talent.

“I love the work ... I am now part of the family; people want to work with me; I have built a level of trust.”

“It’s just grown organically. I haven’t asked anyone to do it ... another referral comes, another group requests us.”

“Once I have that engaged workforce, the level of innovation and execution is an order of magnitude higher.”

Successful People Scale in 3 Key Ways ...



BUILD TRUST

Establish a baseline of trust with an influential network. Both “benevolence-based trust” (trust that you have others’ interests in mind, not just your own) and “competence-based trust” (trust that you know what you are talking about) are important.

CREATE ENERGY

Generate enthusiasm among others in the network through behaviors that pull people toward your projects and ideas. People who are around energizers want to give time and contribute their ideas.

ENABLE HIDDEN POTENTIAL

Provide context and purpose to the team, contributors and influencers. Support others to learn and take opportunities, rather than holding control closely.

Build Trust



Establish a baseline of trust with an influential network. Both “benevolence-based trust” (trust that you have others’ interests in mind, not just your own) and “competence-based trust” (trust that you know what you are talking about) are important.

- ❑ Be a reliable broker. Having a non-insular, diverse network makes you aware of needs and opportunities that connect people together.
- ❑ Communicate progress. Let stakeholders know what to expect, how decisions will get made and the state of work as it develops and is refined.
- ❑ Apply your expertise in new ways or in a new context. Help people set aside their assumptions; be a “fresh set of eyes.”
- ❑ Understand others’ pain points; remove roadblocks. Give information, time, resources or referrals.
- ❑ Get to know people as people. Connect off-task to learn their interests, hobbies, aspirations.
- ❑ Build trust through many small acts. Help before you are asked. Be consistent, transparent and admit when you don’t know. Act with discretion.

Create Energy



Generate enthusiasm among others in the network through behaviors that pull people toward your projects and ideas. People who are around energizers want to give time and contribute their ideas.

- ❑ Be aspirational. Be proactive to apply expertise to adjacent work, larger scale or new domain. Capture hearts around what's possible.
- ❑ Reciprocate across the network. Balance what you ask for and what you contribute.
- ❑ Remove formal power. Value all players and all input. Give room for others to co-create.
- ❑ Commit to change *and* promise to refine. Let people know the process includes testing and adapting. Don't show up with a fixed plan.
- ❑ Rely on core teams *and* extended network of contributors. People in other business units or specialties can help you define problem, then create a solution and help it take hold.
- ❑ Genuinely engage influencers as team members, sponsors and allies. Use 1:1 conversations to generate interest and ideas.
- ❑ Don't take yourself too seriously. Let humor and fun to be part of the process.

Enable Hidden Potential



Provide context and purpose to the team, contributors and influencers. Support others to learn and take opportunities, rather than holding control closely.

- ❑ See where opportunities exist and view them as elements to be mapped onto various people on the team and in the network. Be connected so you are part of that informal process for others.
- ❑ Listen carefully and morph what you know to others' problems and needs. Don't push your expertise or experience.
- ❑ Know where to find expertise elsewhere in the network. Ask for referrals.
- ❑ Help people understand the big picture. Give them a line of sight between their contribution and the larger goal or purpose.
- ❑ Build awareness of expertise and connections. Be sure the knowledge of who to turn to for help or to explore opportunities goes beyond you.
- ❑ Step back. Get comfortable handing off roles to your team as they grow. Be OK as work is adapted as it grows or moves through the network.

Boost Performance By Attracting Better Information, Opportunities And Talent



“I built credibility so that soon people were pulling me into projects that were outside my scope ... If we resolve the pain point, I have built that connection. That person is going to come to me the next ten times.”

“I talk in an emphatic and optimistic way. I try to see what is possible and convey interest ... focus on what is good and important.”

“Our goal is to create that network and understanding of what other groups are doing and how things fit in the big picture.”