

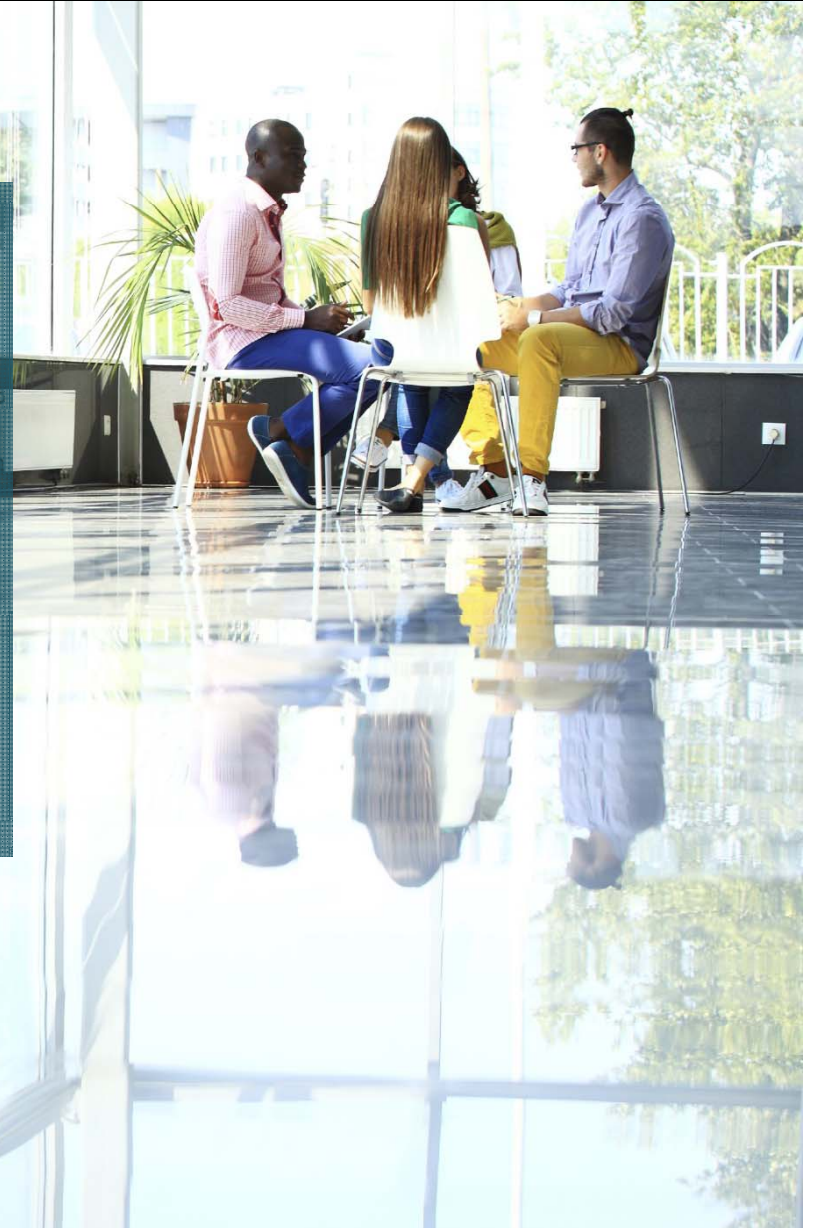


Connected  
Commons



Leadership

# How High Performers Leverage Networks To Scale Accomplishment Beyond Themselves



# Solving Problems, Getting Pulled In



Maya  
Individual Contributor

Moved from a start-up to established tech company. Quickly adapted to needs of the team, rather than pushing her expertise.

**“I was comfortable with ambiguity. I would ask questions, listen to understand.”**

**“The things that were stressing them out were getting pushed under that table, so I could take care of it.”**

Created positive, energetic interactions around shared goals—not personal interest.

**“I try to come at things with zero agenda or ego. I’m here to do the work; I’m here because I like it. There is no secret agenda.”**

# Solving Problems, Getting Pulled In



**Maya has been promoted twice in two years and formally identified as high-potential talent.**

- Does not rely on the formal structures as indicator of influence or how work is accomplished. Asks, *who else should I talk to?*
- Does not rely on past expertise. Morphs her skills and adapts what she knows based on active listening and testing ideas.
- Does not work in isolation to get a project “presentation ready.” Co-creates work, bringing in other people up front to understand problems and develop solutions. “When I go into a meeting, there is no cold person in the room. Everyone already knows where I’m coming from.”

**“Building networks is crucial to my work ... I’m investing in the relationships for the long term.**



# Building A Strategic Capability



Fritz  
Manager of Managers

Saw an opportunity to bid for a massive infrastructure project. Helped people see the big-picture goal and personal win with a compelling story.

**“A transformational project ... If you do it, it’s like taking a quantum leap upwards.”**

**“Help me with this and your next five or ten years will be materially different.”**

Mapped the work to the network. The 4-year project involved 500 staff based in 70 locations, from across technical functions.

**“I had to go on an internal campaign ... We had to draw from the whole company.”**

# Building A Strategic Capability



**Fritz led the extended, mobile network to ensure staffing, pacing and solutions were coordinated and teams and individuals were supported.**

- Invested heavily in communication across sites, teams and client to build transparency and trust. Had staff tasked as silo-busters to review work across disciplines.
- Built awareness of expertise and connections within and across teams. Focused on building trust and openness in the system, so information and decisions flowed across groups, not up and down.
- Supported individuals to avoid burnout and stay motivated. Adjusted work so it was aligned to skills, interests and career goals. Rotated teams and schedules of on-site staff.

**“It’s really satisfying to see the work we accomplished and how we have changed the way we deliver work together.”**

# Tips For Scaling Through Networks



- ✓ Seek to understand personal and organization pain points. Remove roadblocks and co-create solutions.
- ✓ Use 1:1s to offer suggestions and explore possibilities.
- ✓ Act with integrity, transparency and consistency.
- ✓ Bring team members and stakeholders into work early on.
- ✓ Tell a compelling story; help people connect to the why.
- ✓ Give before you need something; share information and make referrals.
- ✓ Remove yourself from the center of interactions; allow work to shift as it moves through the organization
- ✓ Don't take yourself too seriously; self-deprecating humor can go a long way.