

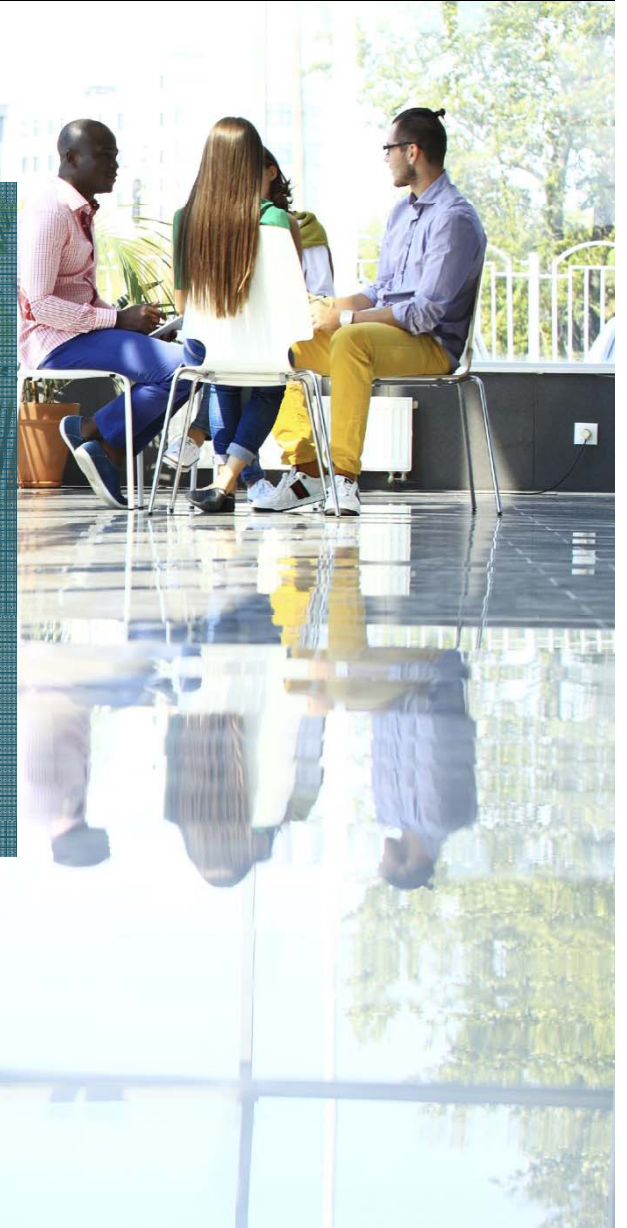


Connected
Commons



Leadership

Scale Ideas And Impact By
Building Trust, Creating
Energy And Enabling
Hidden Potential



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.

Two Forms Of Trust ...



Enable effective knowledge creation and sharing in networks.

Competence-based:

Trust that you know
what you are
talking about

“There are the gatekeepers, the people to win over, if you want to bring something new in ... If we didn't have them with us, nothing would happen.”

Benevolence-based:

Trust that you have others' interests in mind, not just your own

“He trusts me and I trust him ... Because that trust is there, I am willing to do more.”

10 Behaviors That Build Trust In Networks



1. I act with discretion and do not reveal confidential or sensitive information people have shared with me.
2. I hold people accountable for acting with discretion and not gossiping or sharing information others have told them in confidence.
3. I execute on commitments by clarifying expectations, setting realistic objectives and delivering results.
4. I make decisions, pursue goals and act in ways that show I stand for principles larger than my own self-interest.
5. I ensure communication with people in my network is sufficiently frequent and rich to keep misunderstandings from diminishing trust.
6. I clarify common goals and points where interests diverge early in collaborations so that misperceptions regarding intent do not harm trust.
7. I am candid about areas I am not an expert in and so inspire others to trust my competence in domains I claim as strengths.
8. I connect with people on non-task/job domains early (e.g., understanding other's hobbies, interests or aspirations) and so show that I care about their interests.
9. I look for opportunities to give first –information, resources, time, contacts or simply appreciation and respect –and so inspire reciprocity and trust.
10. I make myself vulnerable by admitting mistakes or acknowledging when I do not know an answer (thereby encouraging others to take similar risks).

Energizers Are High Performers



The ability to create energy is four times the predictor of a high performer than any other network dimension.

Energizers get more out of those around them and enhance morale, learning, innovation and performance.

“Energy is one thing that could differentiate an organization having a great time and going places ... and one that is dead in the water.”

9 Behaviors That Create Energy In Networks



1. I maintain an effective balance between what I ask for and what I contribute to those in my network.
2. I consistently do what I say I am going to do and follow through on commitments I make.
3. I am committed (and show it) to principles or goals that are larger than my own self-interest.
4. In meetings and one-on-one conversations, I engage others in realistic possibilities that capture their hearts and their imaginations.
5. I am fully engaged in one-on-one conversations and meetings and show my interest in others and their ideas.
6. I create room for others to be a meaningful part of conversations or make sure they see how their efforts will contribute to an evolving plan in the future.
7. When I disagree with someone's plan or a course of action I do so in a way that focuses attention on the issue at hand and not the individual contributing the idea.
8. I use humor (often at my own expense) to lighten tense moments and to remove unnecessary status or politics from interactions.
9. I maintain an effective balance between pushing toward a goal and welcoming new ideas that improve on a project or process for getting to a goal.

Be Someone Other People Want To Work With



A track record of engaging others creates strong ties and pays back over time in more opportunities and better talent.

If you invest in people, they will invest in you and give greater effort.

“Because of what I’ve been doing, I’ve created a different network and I’m getting different projects.”

“You build the network of people who want to work for you ... I take the long route in the way I develop and manage project teams.”

7 Behaviors To Enable Hidden Potential



1. **I help people understand the big picture.** I give them a line of sight between their contribution and the larger goal or purpose.
2. **I personalize the win.** I look to match individuals to work that has value to them: a developmental opportunity, exciting challenge, prestige or any other reason that holds value.
3. **I view the work and the network simultaneously.** I see where opportunities exist and view them as elements or pieces to be mapped onto various people on the team and in the network.
4. **I make developing others a core philosophy.** I hold regular 1:1s with direct reports and team members. I make decisions about assignments and promotions based on people's goals and interests, not just current skill or experience.
5. **I support my team to speak up, seek feedback and take risks.** I remove fear and hierarchy by engaging in ongoing conversations and avoiding threatening or punishing.
6. **I build awareness of expertise and connections within and across teams.** I use team and cross-silo meetings as a forum for people to talk about their successes, challenges and explore opportunities.
7. **I step back.** I open up my network to others, so I am not the go-between for connectivity. I bring others in on my meetings and projects, then hand off increasing responsibility. I recognize that work will morph and refine beyond my initial thinking as it grows or moves through the network.

Scaling Requires Trust, Energy And Enabling Hidden Potential



“I talked about ideas and got them to think about solutions. I built credibility so that soon people were pulling me in.”

“It’s not about getting the network—it’s about how you give to the network and interact.”

“Without having connectively and seeing the big picture, systems are not scale-able.”