

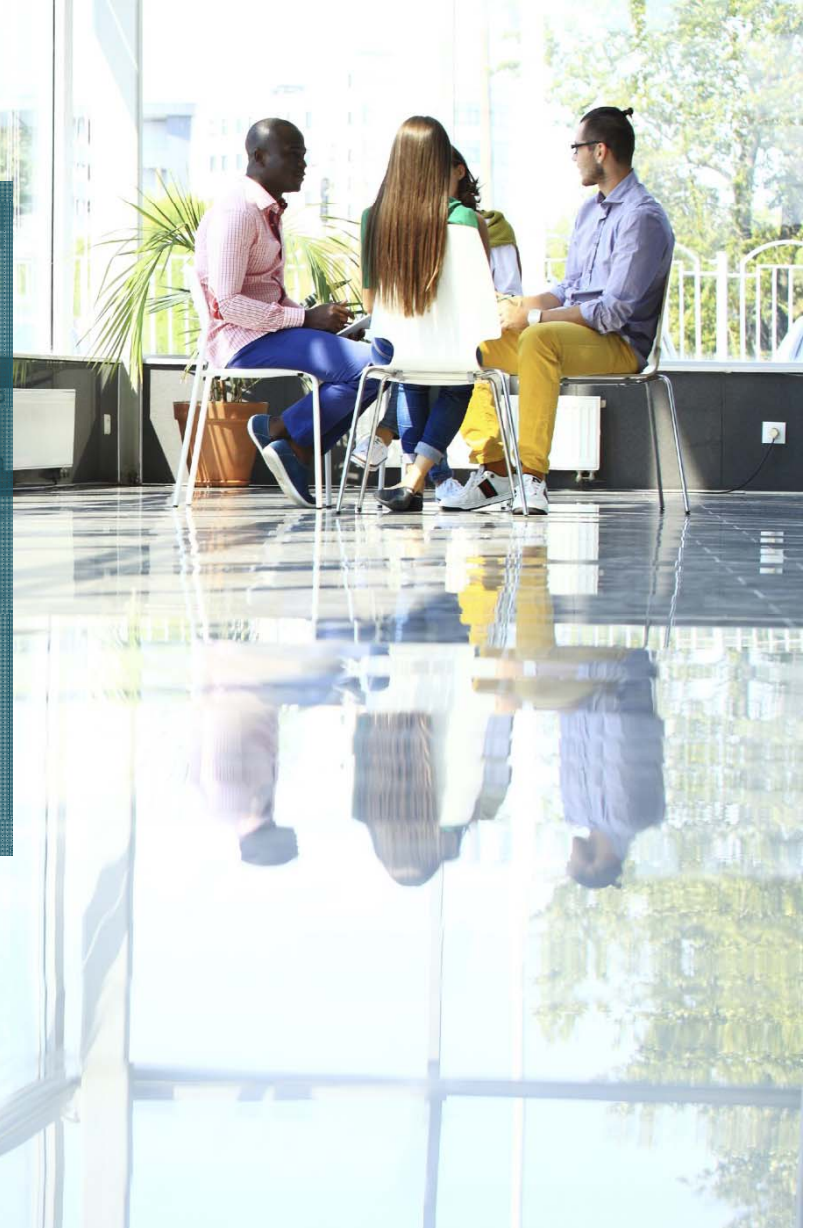


Connected
Commons



Leadership

How People Shift From Toxic Contexts To Thriving Through Networks



The Enemy Is Pervasive ...

Demanding clients, unresponsive colleagues,
meeting overload, 24/7 accessibility



But The Enemy Is Also Familiar



Many people had an epiphany moment – often brought on by crisis – for how they were causing problems for themselves and others.

Nina loves high pressure
and a fast pace ...



But in her last job, work became consuming ...and she was miserable.

THEN

- Lack of support or trust from her boss
- No autonomy or flexibility to fix what's broken
- A team that doesn't care
- Negativity and antagonism
- Not having fun
- Gaining weight
- Muscle spasms in back

NOW

- Clear purpose and shared work values: moving fast, fixing problems, helping others
- Feels trusted and respected
- Renewed relationships across silos
- Re-energized by time with husband, weekend projects
- Protects time to exercise; supported by sisters in getting healthy together, including a friendly FitBit competition

Oliver valued being a hero,
the “White Knight” ...



But he suffered professional and personally, before making changes.

THEN

- Gained identity and ego from status and being right
- Interpersonal relationships were difficult
- Became less collaborative
- Lost visibility to other ideas
- Didn't cost his job, but cost his marriage

NOW

- Been in new company and leadership role for 8 years
- Is aware of his “golden boy” triggers and takes himself out of the center of interactions
- Built peer relationships and focuses on development and success of his reports and team
- Relies on trusted friends and family to pull him into non-work roles and interests

Gail was a high-performer on a path to senior leadership ...



But a personal medical crisis caused her to re-think how she would get there.

THEN

- Compelled to work harder and longer and “have it all”
- An elderly friend said, “You know this is not what life’s all about, right?”
- Hospitalized for 6 weeks during one high-pressured, stressful stretch

NOW

- An intentionally built professional network: truth tellers, brain trust, and people who share her values in how to work and what matters
- Manages her calendar around clear priorities and values
- Defines success in terms of her team, involving and engaging others in shared purpose
- Deep commitment to life outside of work: church, family, coaching

7 Warning Signs



1

Driving though, but can't see ahead

2

Email, meetings and network demands are running your life

3

You are isolated and not sure who to turn to

4

You are drained, not energized

5

You feel trapped or stuck

6

You break non-work commitments

7

You ignore health issues