



## Effectively Managing Transitions

### ENGAGE

# Co-Create Mutual Wins Early with Stakeholders and Teams

### PRINCIPLE

Involve others by pursuing mutual benefit. Leverage overlapping interests, co-create solutions and envision possibilities to produce better results and more effective network ties. This will also help you establish a reputation as someone others want to work with.



*"If we collaborate effectively, we will **all** be successful; we will **all** shine ... When I engage people, I meet them where they are ... The message is not what I need you to do for me. Instead, it is what we need to do for all of us."*

### MANAGING TRANSITIONS

Entry into a new organization, changing roles, new responsibilities and promotion all place demands on you that can most efficiently be met by leveraging networks. Make transitions successful by investing in networks in three ways:

#### Initiate

Jumpstart productivity and inclusion by cultivating essential connections broadly and before you need help from others.

#### Engage

Energize people in your network and pull colleagues to you and your ideas when engaging with new groups.

#### Refine

Re-calibrate networks and collaborative practices for long-term effectiveness and well-being.

During role transitions, newcomers often struggle to get involvement—much less discretionary effort—from stakeholders and teams. The way they frame their interactions and requests has a direct effect on whether others are willing to give their time and effort. Pursuing mutual benefit instead of using authority, logic or mandate yields better outcomes.

When people see solutions to their problems and ways to attain their goals in work you are proposing, they become more interested and feel greater ownership. They are more creative, willing to help when called on and likely to contribute time and support later as the work evolves or is implemented.

Pursuing mutual wins also shows your willingness to stand for something larger than your own self-interest, and helps you build a reputation as someone others want to work with. As you transition into a new role, you can create mutual wins through three steps:

- **Find points of shared interest and overlap of ideas or projects.** Based on what you know about the expertise of another person or group, think about how your group or work could integrate. Let possible contributors know what you are working on and explore/establish synergies.
- **Co-create solutions, goals and outputs.** Don't present a fixed or one-sided plan to stakeholders and teams. Allow for conversations, meetings and relationships to shape and define work. Offer a starting point and co-create the details.
- **Be comfortable in ambiguity.** Stay open to adaptation or evolution of the work as ideas emerge. Share work-in-progress and preserve "open space" in meetings for people to add their perspective, offer ideas and contribute in ways that support their goals.

Deandra learned early on that people in her company were open to ideate, which helped her identify who had vested interest and how they could share in the benefits if she asked for more significant involvement. Over lunch, coffee or in a 30-minute meeting, she would say, *"Here is a problem we are trying to solve. What do you think? Are there different ways you might solve it?"* That opens up interest a little more than saying, *Hey, I need this."*

When Charles was promoted, he had to act quickly to fix a process that was expensive, inefficient and taking a toll on employees. He made calls across the business to find the teams that had needed expertise *and* would benefit from the improved process. *"The approach I took was, There are lots of people around this company that have similar problems but different perspectives, skills and ways of solving these problems. How could we collaborate?"*

Through dialogue and exploration you identify mutual benefit; through co-creation and iteration, you reinforce a sense of shared ownership. And by remaining open to possibilities, you benefit from positive, unexpected changes or outcomes as different people are brought into the work and ideas are combined.

## ENGAGE OTHERS IN MUTUALLY BENEFICIAL WORK

If you uncover others' aspirations, solicit their ideas and highlight shared benefit, you will be more successful in getting them involved than if you simply ask for information or resources. Explore possibilities and engage others around mutual wins in various ways:

- Ask, *How can I support your success? Where does our work overlap or intersect?*
- Learn about others' work and skills outside of the current project scope or specific role.
- Leverage another person to make a connection on your behalf. *Who do they know that might have overlapping or complementary interests?*
- Specify the benefit: look for shared savings, greater efficiency, an exciting challenge, a developmental opportunity, access to others or any other reason that holds value.
- Hold virtual or in-person sessions to pose a challenge and explore ideas among subject experts and stakeholders. See who shows enthusiasm.
- Seed an idea with a group of influencers. Ask: *What do you think or see? What is this problem like?*
- Explore your challenge with an existing community of practice or interest group.
- Hold space at the beginning or end of meetings to explore ideas and prompt for overlapping interests.

Think about a current goal, assignment or challenge. In the space below, write down the name of individuals or groups you should meet or involve and a next step for engaging them around mutual benefit.

MY GOAL, ASSIGNMENT OR CHALLENGE: \_\_\_\_\_

WHO TO ENGAGE? Consider teams you are currently on, stakeholders network influencers in groups and/or cross-function connectors/roles.	HOW TO ENGAGE? Use the list above to spark your thinking. Identify one specific way to engage each person effectively.

## NETWORK TIPS

- **Show people you are as interested in their success as your own.** Support others to take on tasks or roles that benefit their careers or goals. Don't make your priorities the driving factor when looking for a way to collaborate; know there will be give-and-take when pursuing mutual wins.
- **Follow the network to identify collaborators.** Talk about what you are working on or a problem you want to solve. Ask who else you should connect with that might have related expertise, similar interests or aligned goals. Over time you will get to people who say, *Yes, you are working on something that is important and interesting to me, and I know something that might help.*
- **Don't let your vision of how things should be (or your need for control) drive your interactions.** If you are overly prescriptive early on, people learn that you don't value their ideas or are not genuinely interested in mutual benefit.