

2022

Member Guide to
Resources

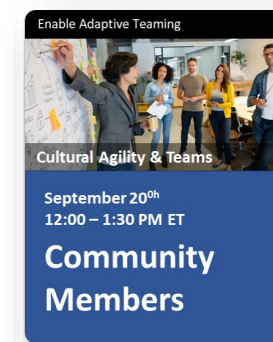
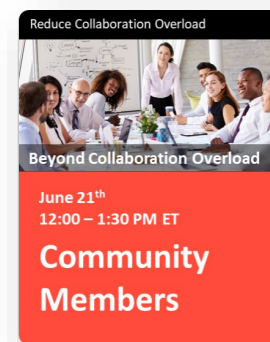
Enabling the Next World of Work

Research.
Relationships.
Resources.



Community Member Sessions

Addressing the collaborative imperatives facing our member community – accelerating transitions, collaboration overload, relational well-being and adaptive teaming; we hope you will join us to explore practical solutions for these topics. Please consider inviting your business leader to the Accelerating Transitions or Reducing Collaborative Overload workshops. Click on the cards below for more information and to register.



4.19

5.17

6.21

7.26

8.23

9.20



NEW
Business Leader
Workshops



The Resources

Based on more than 20 years of research analyzing organization networks and interviewing successful professionals, we have uncovered more than 120 practices that can easily and immediately applied to improve the quality of connections.

We are excited to make many of those practices available through engaging resources including: Digital Card Explorer, Compare Questionnaire (Personal, Rater and Team) and Courses.

Grow Connected Leadership

Connected Leader

Learn the practices to lead in next world of work by creating the positive and productive connections to effectively innovate, execute and thrive.

-  Personal & Rater Compare Questionnaire
-  Team Compare Questionnaire
-  Connected Leader Course

Accelerate Role Transitions

Connected Talent

Learn the practices that the Fast Movers applied to replicate high-performer networks in a third the time of peers when transitions into new roles.

-  Digital Card Explorer
-  Compare Questionnaire
-  Certification Course

Reduce Collaboration Overload

Manage Collaboration Overload




As the collaborative intensity of work explodes, learn and apply the practices that our research revealed will help buy back 18-24% of your time.

-  Digital Card Explorer
-  Personal & Rater Compare Questionnaire
-  Team Compare Questionnaire

Help Others Thrive

Help Others Thrive



Empowering the Great Reconnection learn the practices proven to lead performance, innovation and engagement through networks.

-  Digital Card Explorer
-  Personal & Rater Compare Questionnaire
-  Team Compare Questionnaire

Improve Relational Well-Being

Relational Well-Being

Success and satisfaction in the next world of work requires applying new practices that help to create positive and productive relationships.



-  Digital Card Explorer
-  Compare Questionnaire

Coming Summer 2022

Enable Adaptive Teaming

Adaptive Teaming

The nature of teams and teaming is evolving to be more agile and adaptive. Learn the practices that empower collaboration in the next world of work.

-  Digital Card Explorer
-  Personal & Team Assessment

Coming Summer 2022

Resources Features



Digital Card Explorer invites participants to explore the practices - why they matter and what you can do; including short engaging videos. Chosen cards generate a detailed growth plan.























Compare Questionnaires help participants examine how their approach compares to the research-based best practices and provides a growth plan with strengths and opportunities. Some are available with other rater and team assessment capabilities.



Course & Certification Programs provide more structured learning programs in on-demand or blended formats.

Feature Availability by Resource

The table below indicates which features are available for each of the resources.

	Card Explorer	Compare Questionnaire			Certification	Course
		Personal	Multi-Rater	Team		
Collaboration Overload						
Connected Leader						
Connected Talent						
Help Others Thrive						
Relational Well-Being*						
Adaptive Teaming*						

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*** Coming Summer 2022**

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-  Personal & Team Assessment

*** Coming Summer 2022**

Collaboration Overload Digital Card Explorer

Designed for an individual on-demand or a group activity, this digital card explorer helps people identify a small number of practices they can apply to gain back 18-24% of their time. Participants sort through the practices, explore what it is, why it matters and watch a video with Professor Cross. Choosing 3-6 practices automatically generates a personalized report with strategies, access to video of Professor Cross and even a case study showing how a successful professional applied this practice.

Digital Card Explorer

Personalized Report & Case Studies

Professor Cross Video



Watch an overview video



Collaboration Overload Personal & Rater Questionnaire

While embracing new behaviors as an individual is essential, our experience is that taking on new collaborative practices as a team has a greater success rate. Team members can be easily added, tracked and reminded by a team leader. Team reports are immediately available once three team members have responded. Team reports describe which practices are relative strengths and improvement areas, calling out a strength and growth areas for each of the three principles for a total of six practices. Each of the six practices describes why that practice is important and specifically how it can be improved or sustained as a strength.

Collaboration Overload Compare Questionnaire

Collaborative Overload Network Assessment

WELCOME TO THE COLLABORATIVE OVERLOAD ASSESSMENT !

a brief introduction, this assessment was developed by Professor Rob Cross (robross.org), a leader over the last 20 years in the field of social networks as they apply to organizations. His most recent work focuses on the collaborative intensity of work, which has exploded over the past decade, making networks of informal relationships increasingly the lens by which employees innovate, execute and thrive at work. This survey will ask you a series of questions regarding your collaborative practices. These questions will form the basis for your own personal and confidential collaborative overload assessment.

The survey should take approximately 5-8 minutes to complete. Please answer as honestly and accurately as possible - there are no right or wrong answers. You cannot see the entire survey; hold down the 'Ctrl' key and tap the 'Y' key until the survey fits on the screen. (The 'Ctrl' key and the 'Y' key will enlarge the survey.)

My meetings are focused on desired outcomes, include only those who need to be involved, and are efficient in structure and process.

☐ Strongly Disagree
 ☐ Disagree
 ☐ Somewhat Disagree
 ☐ Neutral
 ☐ Somewhat Agree
 ☐ Agree
 ☒ Strongly Agree

Collaborative Overload Network Assessment

Changing just 3-4 practices can enable people to claw back 18-24% of their collaborative time. Often the most important tendencies to consider have become habits that we do not recognize or behaviors where our perception differs from others around us. In those cases, peer feedback can be invaluable to help you focus effort on items that will have the greatest impact for you.

To benefit from other's perspective on how you could improve your efficiency, nominate those that have greatest visibility into your collaborative practices: **PLEASE NOTE that at least three people will have to complete the assessment before aggregate results are provided to you.** So consider nominating more than three in case others are not able to complete the assessment.

Please enter the first name, last name and e-mail of each team member. Be sure to click "Add" after each entry.

First Name	Last Name	Email	Status
Michael	Arena	michael.arena@aws.com	Complete
Peter	Amidon	peter.amidon@pasolutions.com	Remind
Amy	DiSalvo	amy.disalvo@gmail.com	Remind
Anna	Griffin	anna.griffin@juniper.com	Remind

Add Team Members Below:

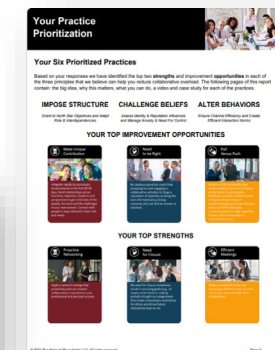
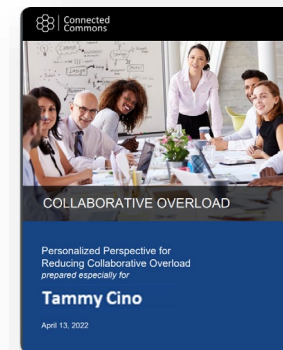
First Name	Last Name	Email
<input type="text"/>	<input type="text"/>	<input type="text"/>

[Add](#)

[Finished: Return to Results Page](#)

Add
Rater
Page

Personalized Report & Case Studies



Collaboration Overload Team Compare Questionnaire

Building on the Collaboration Overload Personal Compare Questionnaire, team leaders can easily add team members who can complete the Questionnaire. Team insights are included and available in the team report.

Collaborative Overload Compare Questionnaire

Team Report

Collaborative Overload Network Assessment

WELCOME TO THE COLLABORATIVE OVERLOAD ASSESSMENT

As a brief introduction, this assessment was developed by Professor Rob Cross (robross.org), a leader over the last 20 years in the field of social networks as they apply to organizations. His most recent work focuses on the collaborative intensity of work, which has exploded over the past decade, making networks of informal relationships increasingly the means by which employees innovate, execute and thrive at work. This survey will ask you a series of questions regarding your collaborative practices. These questions will form the basis for your own personal and confidential collaborative overload assessment.

The survey should take approximately 5-8 minutes to complete. Please answer as honestly and accurately as possible - there are no right or wrong answers. If you cannot see the entire survey, hold down the 'Ctrl' key and tap the 'v' key until the survey fits on the screen. (The 'Ctrl' key and the 'v' key will enlarge the survey.)

My meetings are focused on desired outcomes, include only those who need to be involved, and are efficient in structure and process.

☐ Strongly Disagree ☐ Disagree ☐ Somewhat Disagree ☐ Neutral ☐ Somewhat Agree ☐ Agree ☐ Strongly Agree

My need to be right (versus someone who can fix collaborative activities).

☐ Strongly Disagree ☐ Disagree ☐ Somewhat Disagree ☐ Neutral ☐ Somewhat Agree ☐ Agree ☐ Strongly Agree

Collaborative Overload Network Assessment

My Team:

Small changes in collaborative practices can yield significant efficiency in your work. But often taking effective action to adapt collaborative practices requires others to accommodate and work with these changes. For example, streamlining meetings or using email more efficiently requires others to support and engage in similar practices. As such, assessing team-level tendencies that create collaborative overload can help identify 3-4 norms that the team wants to hold itself accountable for in driving down unnecessary collaborative activities.

PLEASE NOTE: At least three team members (including you) must respond before aggregate team results will be available for viewing or download.

Please enter the first name, last name and e-mail of each team member. Be sure to click "Add" after each entry.

First Name	Last Name	Email	Status
Chris	Ernst	chris.ernst@worldway.com	Complete
Greta	Stahl	greta.stahl@worldway.com	Remind
Michael	Campbell	michael.campbell@worldway.com	Remind
Kevin	Horton	kevin.horton@worldway.com	Remind

Add Team Members Below:

First Name	Last Name	Email
<input type="text"/>	<input type="text"/>	<input type="text"/>

Team Administration Page

Team Report Example

Strategy 3: Alter Behaviors To Reduce Overload

Strategy 3: Alter Behaviors

More efficient collaborators alter behaviors - adjusting medium/channel use and promoting efficient network norms - to decrease collaborative overload. They do this through a range of decisions that improve channel efficiency by, for example, using email or IM in a more streamlined way or managing meetings with a greater focus on structure and efficiency.

They also are more likely to be proactive in creating efficient interaction norms. For example, they tend to adapt behavior and teach

Alter Behaviors Strategies

Based on your survey responses, the practice below is a key strength that you can use to improve your team's collaborative practices.

STRENGTH: EFFICIENT MEETINGS

WHY THIS MATTERS:

Most people's calendars are consumed with meetings from 8AM to 6PM or later each day. Research shows that work output and efficiency are greatly improved when meetings follow an appropriate degree of structure and process for the task at hand. Unfortunately, many of these activities also show that people are structured meetings less than those that added rigorously and are less likely to follow sound meeting management practices. Further, people can be reluctant to use structure when working with new or higher status colleagues and so default to less effective meeting practices and norms that consume collaborative time inefficiently. More efficient collaborators are much more likely to improve structure that enhance the greatest impact for all at virtual or face-to-face meetings.

WHAT YOU CAN DO --

Pre-Meeting: 1) set expectations for desired outcomes; 2) use pre-meets so that face-to-face or virtual time is spent on highest and best use of attendees' expertise; 3) establish a norm that pre-meets are to be done and anyone who missed a pre-meet must attend a pre-meet meeting; 4) track a clear attendance list and set of expectations for how people will contribute and 5) create space for those who do not need to be there to not show up. If a pre-meet is not possible, then use a pre-meet to set expectations for the meeting.

Meeting: 1) employ appropriate structure via a stated purpose and clear objectives, agenda, timeline and feedback rubric; 2) create space for people to fully present (not answering emails or texts and contributing conversation prior or not at all if they agree rather than contributing for status or stability); 3) adhere to meeting process guidelines to keep on task within rough timelines; 4) end five minutes early to return you time of participants on the same page; don't cut into and convey important information in people are leaving and 5) consider agile methods like 20-minute meetings, no food, no sitting, hold in stairway or common landing space connected to activities.

Post-Meeting: 1) send follow-up email on agreements, commitments and next steps; 2) reinforce norms that people who miss catch-up and coming in late or off on what they promised; 3) not acceptable to use every person's time at the beginning of the meeting; 4) make sure all team members are in the room; 5) have agreement on norm of disagreeing in the room; 6) no sidebar disagreements or passive-aggressive dialogue outside of the team; 7) don't be the one initiating these exchanges and don't be the one listening to or enabling these interactions.

Alter Behaviors: Our Team's Profile of Collaborative Practices

Efficient teams alter behaviors - adjusting medium/channel use and promoting efficient network norms - to decrease collaborative overload. Use the chart below to explore the degree to which each of the items is a relative strength or opportunity for the team to reduce collaborative overload.

How Successful Teams Reduce Collaborative Overload Together

Collaborative Overload Team Report

Provides a key opportunity to improve your team's collaboration.


WHAT YOU CAN DO --

1. **Use members of the team to ensure collaborative time efficiency:** Encourage people to ask themselves: Am I clear on what I need to accomplish from a meeting/conference? Encourage people to ask: What is the purpose of this meeting? What are the objectives? What are the outcomes? What are the deliverables? What are the expectations? What are the responsibilities? What are the roles? What are the resources? What are the constraints? What are the risks? What are the opportunities? What are the challenges? What are the solutions? What are the next steps? What are the follow-up actions? What are the deadlines? What are the milestones? What are the key performance indicators? What are the success metrics? What are the feedback loops? What are the communication channels? What are the collaboration tools? What are the support resources? What are the training opportunities? What are the development opportunities? What are the career advancement opportunities? What are the exit strategies? What are the contingency plans? What are the risk mitigation strategies? What are the crisis management plans? What are the disaster recovery plans? What are the business continuity plans? What are the information security plans? What are the data protection plans? What are the privacy policies? What are the terms of service? What are the user agreements? What are the privacy notices? What are the cookie policies? What are the opt-out mechanisms? What are the data retention policies? What are the data deletion policies? What are the data portability policies? What are the data transfer policies? What are the data storage policies? What are the data processing policies? What are the data access policies? What are the data sharing policies? What are the data licensing policies? What are the data ownership policies? What are the data control policies? What are the data governance policies? What are the data stewardship policies? What are the data accountability policies? What are the data transparency policies? What are the data integrity policies? What are the data accuracy policies? What are the data completeness policies? What are the data consistency policies? What are the data availability policies? What are the data reliability policies? What are the data security policies? What are the data confidentiality policies? What are the data privacy policies? What are the data protection policies? What are the data security policies? What are the data confidentiality policies? What are the data privacy policies? What are the data protection policies?

Connected Leader Compare Questionnaire

Unfortunately, most people have only a vague idea of the networks around them. They don't think about the ways connections and interactions can boost success. Even high performers with effective networks often do not see how their actions and decisions yield greater performance and thriving at work. This assessment will help you see the subtle ways personal networks and relationships impact innovation, execution and your sense of thriving and well-being. Leaders are able to provide a self perspective, ask other raters for perspective or engage their team.

Connected Leader Compare Questionnaire


**Connected
Commons**

Connected Leaders Assessment

Connected Leaders – Personal Assessment for Greg Pryor

Collaborative Practices to Execute Work Efficiently

Please indicate what you believe to be your *level of competency*.

	Needs Improvement	Competent	Outstanding Strength	N/A: I am an individual contributor
I make sure that people or roles within my group do not become so overloaded with collaborative demands that they are unable to support their colleagues in a timely fashion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I scan for, identify and reward employees who frequently engage in collaborative behaviors - such as offering resources, help, information and contacts - that make their colleagues more effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I ensure that newcomers - either new hires or those from other parts of the organization - are integrated rapidly into my group and know where to turn for information, expertise, resources and decision approvals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I make sure that subject matter experts and high performers in my group are available to help their colleagues in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Needs Improvement	Competent	Outstanding Strength	N/A: I am an individual contributor
I facilitate collaboration at specific points within my group - across functions, geography, hierarchy, projects or expertise - where informal networks are critical to performance and innovation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I intentionally engage employees who hold significant relationships across functions, geographies, expertise areas and demographics to facilitate innovation and change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I make sure employees in my group know each other's expertise and who to turn to for help when opportunities and problems arise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I make sure that people in my group collaborate effectively with those outside my group, such as other functions or divisions as well as external stakeholders (i.e. customers, vendors, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

60% COMPLETE

BACK

CONTINUE

Personalized Report



INTRODUCTION TO INNOVATION

EFFECTIVE NETWORKS FUEL INNOVATION

The collaborative ecosystem of work has exploded over the past decades, making networks of both formal and informal relationships an essential component to most organizations' success. Unfortunately, most organizations have not adapted their performance and workflow metrics to account for the benefits of building a strong network, but rather by emphasizing the work of single employees and individual ideas for innovation.

It is time for innovation or research teams that maintain solidarity by managing connectivity with less emphasis on the individual or ways that drive opportunities, information, resources and time away from the team.

NETWORKS THAT DISTINGUISH SUCCESSFUL PEOPLE AND ORGANIZATION

- **Connects People** The largest problem of innovation and innovation has remained over time is how to connect people. It is critical to connect people with the right resources, information, and opportunities. It is important to connect people with the right resources, information, and opportunities. It is important to connect people with the right resources, information, and opportunities.
- **Connects Resources** The largest problem of innovation and innovation has remained over time is how to connect people. It is critical to connect people with the right resources, information, and opportunities. It is important to connect people with the right resources, information, and opportunities.
- **Connects Opportunities** The largest problem of innovation and innovation has remained over time is how to connect people. It is critical to connect people with the right resources, information, and opportunities. It is important to connect people with the right resources, information, and opportunities.

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INNOVATE

Four statements designed to measure how transformational behaviors you exhibit day in and day out that promote voluntary change in the way you work and what's most important, the way you think. The statements are ranked by how many people agree with them.

How Behaviors that Create Energy in Networks

1. I consider a good idea before making any call, but what's most important, to think it through first.

2. Considering on what day you can get it done, I think I'm a person in my network.

3. I am convinced that day the day I can get it done, and I want that day larger than my own self.


4. In setting up a network, I consider a single person in a network, but I consider the network and the network.

Statement	Staff	Others	Ranking Score
1. I consider a good idea before making any call, but what's most important, to think it through first.	5.0	5.0	1.0
2. Considering on what day you can get it done, I think I'm a person in my network.	4.5	4.5	2.0
3. I am convinced that day the day I can get it done, and I want that day larger than my own self.	5.0	5.0	3.0
4. In setting up a network, I consider a single person in a network, but I consider the network and the network.	5.0	5.0	4.0

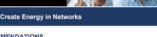
CONTENTS

Welcome to your **Connected Leaders Assessment Results**. This workbook provides insights and practical strategies that are customized based on your specific results. This workbook is designed to help you gain quick access to overview resources, and you will also find recommendations across six key personal practices.

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INNOVATE



Nine Behaviors that Create Energy in Networks

REVIEW MY RECOMMENDATIONS

Below are practical recommendations that will help you with behaviors that can help 1) to sustain and reinforce behaviors that are already in place, 2) to create new behaviors, and 3) to change behaviors that are not working. I will provide a brief description of each behavior and a list of actions that you can take to implement each behavior. I will also provide a list of resources that you can use to learn more about each behavior.

STRENGTHEN BALANCE DRIVE AND OPENNESS

What you want to achieve is to create a culture of balance and openness. This is a culture where people are able to balance their work and personal lives, and where they are open to new ideas and perspectives. This is a culture where people are able to balance their work and personal lives, and where they are open to new ideas and perspectives. This is a culture where people are able to balance their work and personal lives, and where they are open to new ideas and perspectives.

Below are some examples of behaviors that can help you achieve this goal:

- 1. **Be a role model.** If you want to create a culture of balance and openness, you need to be a role model. This means that you need to balance your work and personal lives, and that you need to be open to new ideas and perspectives. If you are a role model, you will inspire others to do the same.
- 2. **Encourage others to balance their work and personal lives.** If you want to create a culture of balance and openness, you need to encourage others to balance their work and personal lives. This means that you need to encourage others to take time for themselves, to take breaks, and to be open to new ideas and perspectives.
- 3. **Encourage others to be open to new ideas and perspectives.** If you want to create a culture of balance and openness, you need to encourage others to be open to new ideas and perspectives. This means that you need to encourage others to share their ideas, to listen to others, and to be open to new ideas and perspectives.

Below are some resources that you can use to learn more about each behavior:

- 1. **Be a role model.** [The Role of the Leader in Creating a Culture of Balance and Openness](#) by [Author Name]
- 2. **Encourage others to balance their work and personal lives.** [How to Encourage Others to Balance Their Work and Personal Lives](#) by [Author Name]
- 3. **Encourage others to be open to new ideas and perspectives.** [How to Encourage Others to Be Open to New Ideas and Perspectives](#) by [Author Name]

WHAT YOU CAN DO TO ACHIEVE THIS GOAL

Below are some examples of behaviors that can help you achieve this goal:

- 1. **Be a role model.** If you want to create a culture of balance and openness, you need to be a role model. This means that you need to balance your work and personal lives, and that you need to be open to new ideas and perspectives. If you are a role model, you will inspire others to do the same.
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Below are some resources that you can use to learn more about each behavior:

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- 2. **Encourage others to balance their work and personal lives.** [How to Encourage Others to Balance Their Work and Personal Lives](#) by [Author Name]
- 3. **Encourage others to be open to new ideas and perspectives.** [How to Encourage Others to Be Open to New Ideas and Perspectives](#) by [Author Name]

Connected Leader Team Compare Questionnaire

Helping a team leader understand and engage their team in building a collaborative culture where everyone can innovate, execute and thrive is increasingly important in the next world of work. The Connected Leader Team Compare Questionnaire compliments and extends the individual and multi-rater assessment to help the team identify the degree to which they see the team exhibiting these critical practices. Team leaders can easily add their team member and with a minimum of three respondents receive Customized Team Report with insights and actions.

Connected Leader Compare Questionnaire

Team Report

Team Administration Page

Connected Leaders Assessment

My Team
Teams of behavior and practices that teams fall into have a significant impact on the degree to which people thrive and grow through their work lives. Small changes in collaborative practices can have significant impact on engagement and thriving in your work. But often taking effective action to adopt practices requires others to accommodate and work with these changes. For example, sculpting work to create a sense of purpose and work worth doing requires others to support and engage in this process. As such, assessing team-level tendencies that create or destroy trust, purpose and energy can help identify 2-4 names that the team wants to hold itself accountable for, creating a more engaging context.

PLEASE NOTE: At least three team members (including you) must respond before aggregate team results will be available for viewing or download.

Please click "Add" after each team member is entered. An e-mail will be sent inviting the team member to complete the Connected Leaders Assessment.

First Name	Last Name	Email	Status
Greg	Pryor	greg@connectedleaders.com	Rating
Michael	Arora	marora@deloitte.net	Rating
Reid	Amazon	reid@amazon.com	Rating

Add Team Members Below:

First Name	Last Name	Email
<input type="text"/>	<input type="text"/>	<input type="text"/>

ADD

Finished: Return to Results Page

Connected Leaders Assessment

Connected Leaders - Team Assessment

WELCOME TO THE CONNECTED LEADERS TEAM ASSESSMENT

The following people have been invited to take the team assessment:

- Greg Pryor
- Michael Arora
- Reid Amazon

Security will ask you a series of questions regarding important network dimensions. Please answer as honestly and accurately as possible - there are no right or wrong answers.

Behaviors that Create Energy in Networks
Considerate and act on what you see as your team's level of competency.

	Team Improvement	Competent	Outstanding Strength
Establish a good balance between what we ask for and what we contribute to those in our network.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Consistently do what we say we are going to do and follow through on commitments we are in our network.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Have established (and share this commitment) to principles and goals that are larger than one's self-interest.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Engage others in realistic possibilities that capture their imaginations and dreams.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Learn fully attentive in meetings and use one-on-one conversations and shows our interest in others and their ideas.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Consider team for others to be a meaningful part of conversations and make sure they know their efforts will contribute to an existing plan.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Engage with someone's plan or a course of action, we do so in a way that focuses on how we can do it and not the individual.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Learn faster - offers at our own expense - in light of team resources or resources necessary to support or protect from distractions.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Establish an effective balance between pushing toward a goal and welcoming new ideas that improve the project or the process for reaching a goal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CONTINUE



Strategies for Produce Innovative Solutions - Create Pull

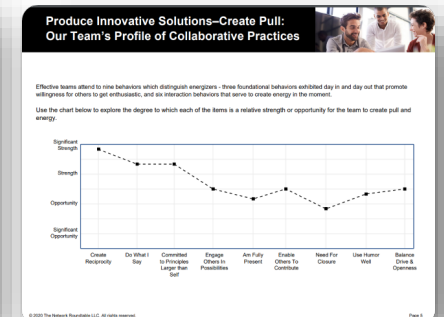
Based on your survey responses, the practice below is a key strength that your team should continue to leverage to collaborate effectively.

STRENGTH: Create Reciprocity

WHY THIS MATTERS:
Proactive reciprocity is a game-changer! With a good balance between what is asked for and what is given, people deeply and universally feel an obligation to repay a benefit received from another and often eagerly give more than they receive. Fostering a norm of giving first - inside and outside of the team - and giving is more satisfying and without expectation of immediate benefit - keep one that critical others among others to give back to a community. By encouraging members to be generous with time, resources, information, referrals, insight or other ways to give, they create goodwill in the network - which will offer long benefits to the team and the organization in helping ways over time. Building benevolent-based trust - build that team members will give each other a hand in times of need - is critical to the degree to which members will be forthcoming with professional and personal aptitudes and be engaged in team endeavors.

WHAT YOU CAN DO:

1. Encourage a team norm of giving first. Listen carefully to learn what others need or are struggling with and volunteer resources - contacts, information or help as team members can. Look to connect people in each others' network who have common interests, complementary skills or overlapping work. And superintendence relationships with stakeholders outside of the team encourage team members to ask for advice or mentorship - giving skills in the way is a very real and appreciated benefit that "transfer" value and skills to respondents.
2. Give with no strings attached. Consider, evaluate and then decide on how to give or how to give to someone. Don't expect an immediate or delayed-out exchange of favors but know that team member contributions have likely been noticed and appreciated.
3. Encourage team members to balance and not over-give and receive in the network. Relationships exist when one person believes he or she is giving something that the other does not value in the same way.



Strategies for Produce Innovative Solutions - Create Pull

Based on your survey responses, the practice below provides a key opportunity to improve your team's pull and energy.

GROWTH: Disagree Positively

WHY THIS MATTERS:
Create an expectation for team members to disagree positively to maintain forward momentum on ideas. Energizers are able to disagree with an idea while not marginalizing the team member who made the suggestion. They offer transparency into the thinking behind their solution - and always offer an alternative course of action for teammates to disagree with a built-in. The chosen disagreement has the greatest tendency to collapse without offering alternative solutions and so each team member and the entire team's momentum.

WHAT YOU CAN DO:

1. As a team don't automatically celebrate all ideas and suggestions. This is dis-energizing in its own right. Energy and enthusiasm are generated in the pursuit of important goals and objectives. By their nature, these worthwhile endeavors are generated from the convergence of different perspectives - a process that always runs the risk of disagreement.
2. When teammates disagree, make sure they have a very clear focus on the issue at hand and use language that separates the issue from the teammate with whom a disagreement exists. Rather than saying, "I don't think that's such a great idea," consider saying, "I want to see how we are going to go. You might be right, but I don't agree."
3. Encourage team members to offer transparency into their thinking. Set a norm whereby members ask their teammates to critique their logic and offer alternative to improve.

Connected Talent Digital Card Explorer

Even beyond the “Great Resignation” or “Great Reshuffle”, enduring strategies including talent marketplaces and agile teams are significantly increasing the number of team transitions employees experience. While it typically takes a professional 3 years to replicate a high-performer network, our research revealed a group of people (we call the Fast Movers) who applied 12 practices to replicate high-performer networks 2-3 times faster than their peers. The Connected Talent Digital Card Explorer helps new joiners understand and apply these practices through a personalized plan with the 3-6 practices they believe could help most. The plan explains why the practice matters, how it can be applied and includes a video with Professor Rob Cross and real-life Fast Mover case studies.

Professor Cross Video



Watch the Connected Talent Video

Digital Card Explorer



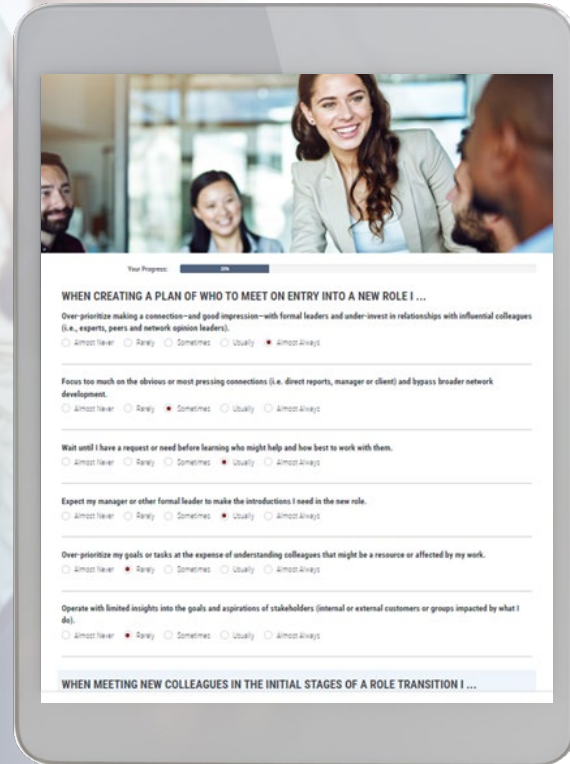
Personalized Plan & Case Studies



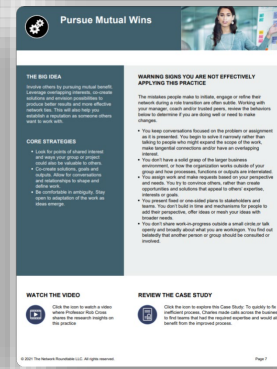
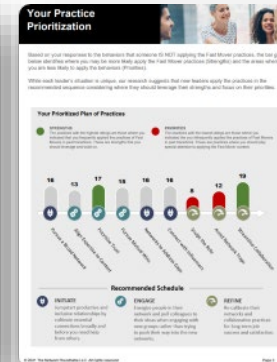
Connected Talent Compare Questionnaire

Customized for each of the four transition types, the Connected Talent Compare Questionnaire helps participants understand how their approach compares to the Fast Mover's practices. The personalized plan highlights the new joiner's strengths and the priorities for attention. The plan explains why the practice matters, how it can be applied and includes a video with Professor Rob Cross and real-life Fast Mover case studies.

Compare Questionnaire



Personalized Plan & Case Studies



Videos & Case Studies



Watch an overview video

Help Others Thrive Digital Card Explorer

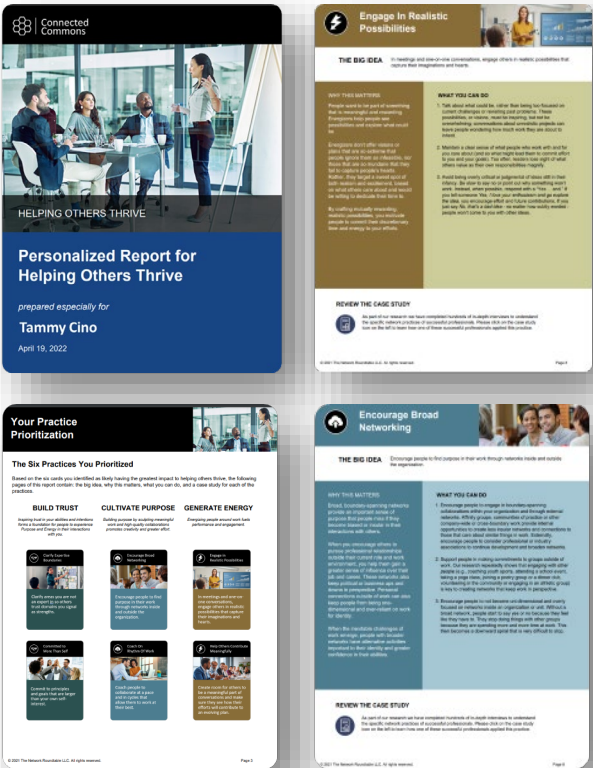
Some people are very successful in creating high-quality connections in networks and a context for helping others to thrive. These people are more likely to have upwardly mobile career trajectory as information, opportunities and talent flow to them. These practices explore the way they create pull in networks and do better over time because of the way they lead performance, innovation and engagement in others.

Digital Card Explorer



Watch an overview video

Personalized Report



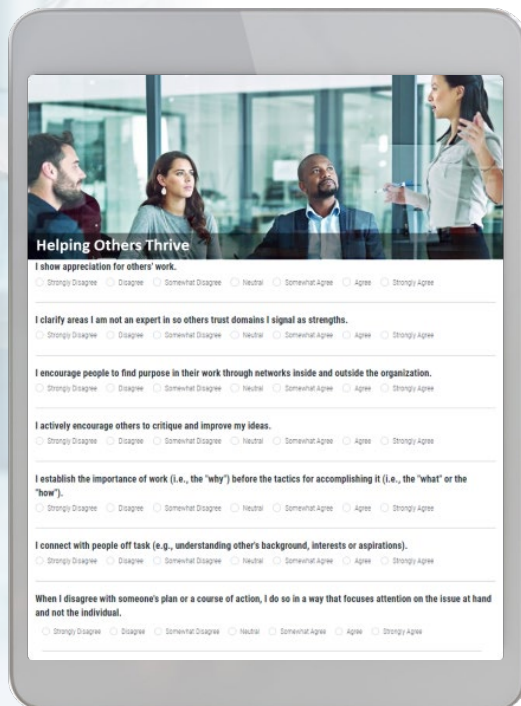
Real Life Case Studies



Help Others Thrive Personal & Rater Compare Questionnaire

Increasingly important to support and engage employees in a post-pandemic workplace, leaders can use this tool to understand how they show up compared to the 27 practices our research revealed drive performance, engagement and innovation. In addition to a self-reflection, participants can easily ask others to provide their perspective on the their performance.

Compare Questionnaire



Personalized Dashboard



Case Studies



Learn more from Professor Cross

Creating an culture where team member's thrive through positive and productive relationships is increasingly critical to high performance, innovation and engagement. Teams can apply the **Help Others Thrive Compare Questionnaire** to understand how their behaviors compare to the 27 practices our research revealed. Easily administered by a team leader, completing the Compare Questionnaire provides team report with practice strength and practical recommendations on how to improve.

Team Report

Team
Administration
Page



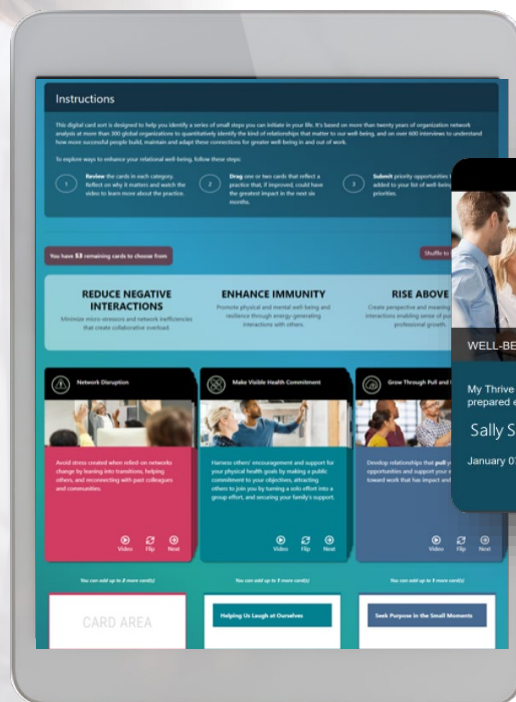
How Successful Teams Create Trust, Purpose and Energy In Their Work

Engagement and Performance Through Networks Team Report

Relational Well-Being Digital Card Explorer

The extraordinary events of the past several years have resulted in dangerously high-levels of employee burnout and lack of mental well-being. These challenges have been amplified by limited AND overloaded collaboration and connects at work. Through our research we have identified 55 practices that improve relational well-being at work and home. The Relational Well-Being Card Explorer empowers participants to review these practices, watch videos, read case studies and creates plan to improve the quality and quantity of connections.

Digital Card Explorer



Personalized Report



Videos & Case Studies



Relational Well-Being Compare Questionnaire

By self-assessing how often critical behaviors are applied, participants receive a real-time report of how their “go-to approach” compares to the best practices of those who nurture positive and productive relationships that result in both success and satisfaction at work and home.

Compare Questionnaire

Self-Assessment to Create a Personal Plan

Instructions

This assessment was developed by Professor Rob Cross (below), a leader over the last 20 years in the field of social networks as they apply to organizations. The diagnostic asks you to reflect on a set of practices and beliefs that are related to your well-being, in order to identify the set of well-being practices you consider pursuing in your life.

The survey should take approximately 10-15 minutes to complete. Please answer as honestly and accurately as possible. There are no right or wrong answers. If you cannot see the entire survey, hold down the “C” key and tap the “A” key until the survey fits on the screen. (The “C” key and the “A” key will appear on the screen.)

	Always	Sometimes	Often	Never
Misalignment of priorities between myself and work colleagues is a significant source of stress for me.				
Clarify on strengths I want to employ in my work and values I want to live through my career guides collaborative work I seek out or accept.				
My physical health is an important priority in my life.				
I am able to turn to people in my network for help when faced with unexpected surges at work or at home.				
Gaps between what my colleagues commit to doing and what they actually do is a significant source of stress for me.				
I proactively initiate network connections important to my professional and personal success.				
Interactions with professional colleagues provide me with a sense of purpose and meaning in my work.				
Relationships in my network support and enable growth opportunities in and out of work.				
People in my network help me make sense of power dynamics and political issues at work.				
Unpredictable demands or emotional reactions from authority figures at work is a significant source of stress for me.				

Personalized Report

Elevate Physical Health as a Priority

THE BIG IDEA

Physical health comes in many guises, but it is a personal responsibility to take steps to improve it. This includes taking steps to improve your diet, exercise, and sleep. It also includes taking steps to improve your mental health, which can have a significant impact on your physical health.

HOW TO TAKE ACTION

1. **Start with small efforts.** Choose small things to do to improve your health. For example, if you have trouble sleeping, try to go to bed earlier than you usually do. If you have trouble eating, try to eat healthier foods.
2. **Find role models.** Look for people who have succeeded with physical health. What are they doing, and how is it affecting their health? Can you learn from their example?
3. **Share priorities that are personally important.** Let people know what you care about. This can help you get support from others. It can also help you understand what others care about.

THE VIDEO

Click to watch the video about Elevate Physical Health as a Priority.

REVIEW THE CASE STUDY

Click to read the case study about Elevate Physical Health as a Priority.

Reduce Purpose-Depleting Interactions

THE BIG IDEA

Purpose-depleting interactions are those that drain your energy and leave you feeling exhausted. They can be caused by a variety of factors, including a lack of clear goals, a lack of support, and a lack of resources. It is important to identify these interactions and take steps to reduce them.

HOW TO TAKE ACTION

1. **Agree on a meaningful vision, challenge, or goal.** This can help you stay motivated and focused. It can also help you understand what you are working for.
2. **Find role models.** Look for people who have succeeded with purpose-depleting interactions. What are they doing, and how is it affecting their health? Can you learn from their example?
3. **Share priorities that are personally important.** Let people know what you care about. This can help you get support from others. It can also help you understand what others care about.

WATCH THE VIDEO

Click to watch the video about Reduce Purpose-Depleting Interactions.

REVIEW THE CASE STUDY

Click to read the case study about Reduce Purpose-Depleting Interactions.

Videos & Case Studies



Secondhand Stress Contagion Action Plan

THE BIG IDEA

Secondhand stress contagion is the process by which stress is passed from one person to another. It can be caused by a variety of factors, including a lack of clear goals, a lack of support, and a lack of resources. It is important to identify these interactions and take steps to reduce them.

HOW TO TAKE ACTION

1. **Check your own stress levels.** This can help you understand what you are working for. It can also help you understand what others care about.
2. **Find role models.** Look for people who have succeeded with secondhand stress contagion. What are they doing, and how is it affecting their health? Can you learn from their example?
3. **Share priorities that are personally important.** Let people know what you care about. This can help you get support from others. It can also help you understand what others care about.

WATCH THE VIDEO

Click to watch the video about Secondhand Stress Contagion.

REVIEW THE CASE STUDY

Click to read the case study about Secondhand Stress Contagion.

Conversation Preparation

THE BIG IDEA

Conversation preparation is the process by which you prepare yourself for a conversation. It can be caused by a variety of factors, including a lack of clear goals, a lack of support, and a lack of resources. It is important to identify these interactions and take steps to reduce them.

HOW TO TAKE ACTION

1. **Check your own stress levels.** This can help you understand what you are working for. It can also help you understand what others care about.
2. **Find role models.** Look for people who have succeeded with conversation preparation. What are they doing, and how is it affecting their health? Can you learn from their example?
3. **Share priorities that are personally important.** Let people know what you care about. This can help you get support from others. It can also help you understand what others care about.

WATCH THE VIDEO

Click to watch the video about Conversation Preparation.

REVIEW THE CASE STUDY

Click to read the case study about Conversation Preparation.

When her director mentioned the possibility of a new position, Patricia used her insider status to help her play to her strengths.

Who Can Help Me Improve

Patricia was able to use her insider status to help her play to her strengths. She was able to identify the people who could help her improve and use their support to achieve her goals.

What Actions Will I Take to Improve

Patricia will take the following actions to improve her performance: 1. Identify the people who can help me improve. 2. Use their support to achieve my goals. 3. Share my priorities with others.

Conversation Preparation

Patricia will prepare for her conversation by identifying the people who can help her improve and using their support to achieve her goals.

Focus on your unique value add.

Patricia will focus on her unique value add by identifying the people who can help her improve and using their support to achieve her goals.

Case Study

THE RESULT

Patricia was able to use her insider status to help her play to her strengths. She was able to identify the people who could help her improve and use their support to achieve her goals.

THE RESULT

Patricia was able to use her insider status to help her play to her strengths. She was able to identify the people who could help her improve and use their support to achieve her goals.

Check out an example of the Professor's Perspective on Strategic Calendaring

Adaptive Teaming Digital Card Explorer

The nature of teams and teaming is quickly evolving to meet new demands for greater organizational agility and improved employee well-being and performance. Our research has revealed 26 collaborative practices that improve team performance. These practices cut across internal network structures, relational enablers and even external stakeholders outside the team’s boundaries. The Adaptive Teaming Card Explorer helps participants identify the 3-6 practices that could have the greatest impact and apply the specific strategies to improve team success and satisfaction.

Digital Card Explorer

Personalized Plan

Videos



Adaptive Teaming Compare Questionnaire

The Adaptive Teaming Compare Questionnaire is designed to provide insights and actions for both team and individual. The questionnaire helps team members compare how their team's behaviors stack-up against to the 26 collaborative practices and six dysfunctional patterns revealed in our research. The personalized report provides insights for both the team and individual including the connection preference, relational benefits and playbooks to improve individual and team effectiveness.

Compare Questionnaire

Self-Assessment to Create a Personal Plan

Instructions

This assessment was developed by Professor Rob Cross (robross.org), a leader over the last 20 years in the field of social networks as they apply to organizations. This diagnostic asks you to reflect on a set of practices and beliefs that are related to your well-being, in order to identify the set of well-being practices that you consider pursuing in your life.

The survey should take approximately 10-15 minutes to complete. Please answer as honestly and accurately as possible - there are no right or wrong answers. If you cannot see the entire survey, hold down the "C" key and tap the "I" key until the survey fits on the screen. (The "C" key and the "I" key will enlarge the screen.)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Management of priorities between myself and work colleagues is a significant source of stress for me.					
Clarity on strengths I want to employ in my work and values I want to live through my career guides collaborative work I seek out or accept.					
My physical health is an important priority in my life.					
I am able to turn to people in my network for help when faced with unexpected surges at work or at home.					
Gaps between what my colleagues consent to doing and what they actually do is a significant source of stress for me.					
I proactively initiate network connections important to my professional and personal success.					
Interactions with professional colleagues provide me with a sense of purpose and meaning in my work.					
Relationships in my network support and enable growth opportunities in and out of work.					
People in my network help me make sense of power dynamics and political issues at work.					
Unpredictable demands or emotional reactions from authority figures at work is a significant source of stress for me.					

AGILE TEAMING

Agile Teaming Plan prepared especially for
Sally Shea

January 07, 2022

Personalized Report



Items above are illustrative as
solution is still in development