Collaborative Practices of Successful Organizations
Driving Results through Networks

Minimizing Collaborative Overload
Networks Versus Formal Structure

Hierarchical Structure

- Exploration & Production
  - Senior Vice President
    - Mares
  - Exploration
    - Avery
  - Drilling
    - McWatters
  - Geology
    - Dhillon
  - Petrophysical
    - Crossley
- Production
  - Reservoir
    - Hopper
  - Petrophysical
    - Hussan
  - Hopper
- Production
  - Milavec
  - Production
    - Milavec
- Reservoir
  - Ramirez
  - Reservoir
    - Sutherland
  - Cordova
- Petrophysical
  - Crossley
  - Petrophysical
    - Hussan
- Hussan
  - Hussan
  - Hussan
- Production
  - Milavec
- Milavec

Network Structure

- Hussan
  - Milavec
  - Waring
  - McWatters
  - Myers
  - Avery
  - Smith
  - Keller
  - Schultz
  - Ramirez
  - Sutherland
  - Klimchuck
  - Cordova
  - McWatters
Networks Versus Formal Structure

Driving Cross-Selling and “One Firm” Culture...5% Brokers Account for 31% of Cross-Selling Revenue
Successful Leaders Know and Work Through Networks By...

Knowing and utilizing the network’s center.

Leveraging the network’s edge.
Targeted Connections On Entry Decrease Attrition and Time to Productivity...

1. Create PULL (vs. PUSH) in Networks
2. Connect to One Key Network Influencer
3. Leverage the Power of Cohorts & Affinity Groups
Network Transition Decreases Attrition in Years 2-4...

1. Develop Enterprise Network
2. Cultivate Connections that Yield Purpose
3. Decrease Collaborative Overload
Generating energy and helping others develop a sense of purpose in their work reduces likelihood of attrition. Energy and purpose are built in interactions that follow a set of teachable behaviors and principles.

People more likely to stay created pull on their expertise. Rather than reach out and proclaim their expertise they were more likely to set up a lot of exploratory meetings, ask a lot of questions, morph what they know to the needs of others, give status, generate energy and create mutual wins.

Employees whose network connections tap into diverse pools of expertise and information are able to see opportunities more broadly than colleagues with less diverse networks.

Employees who build a strong peer cohort develop connections that help them to acculturate and make sense of the new role they are stepping into.
Surprisingly Leaders Matter Less In Years 0-2 But Play Key Role Years 2-4...
Successful Leaders Know and Work Through Networks By...

- Knowing and utilizing the network's center.
- Leveraging the network's edge.
- Bridging silos where collaboration matters.
- Developing network agility (Brokers and Awareness of Expertise)
## Network Management Practices

*(ID Opportunity In Groups You Care About; What Could You Do?)*

### Managing The Center

1. 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.

2. 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.

### Managing The Edge

3. I ensure that newcomers -- either new hires or those from other parts of the organization -- are integrated rapidly into my group and know who to turn to for information, expertise, resources, and decision approvals.

4. I make sure that subject matter experts and high performers in my group are available to help their colleagues in a timely manner on appropriate issues.

### Minimizing Silos

5. I facilitate effective collaboration at specific points in my group –across functional lines, physical distance, hierarchical levels, core projects, or expertise domains – where informal networks are critical to performance and innovation.

6. I facilitate innovation and organizational change by engaging employees with significant relationships across functional lines, physical distance, expertise domains, and demographic populations.

### Building Agility

7. I make sure that employees in my group are aware of one another’s expertise, contacts, and resources and so know who to turn to for help when opportunities and problems arise.

### Minimizing Insularity

8. I make sure that my group collaborates effectively with appropriate functions/divisions within the organization and with relevant stakeholders outside of the organization (such as key customers, vendors, and associations).
Driving Results through Networks

Minimizing Collaborative Overload
Reflect on common examples of collaborative drains. Which is most impactful at your organization? What could you do about it?

- Ineffective email or collaborative technology use.
- Excessive number of meetings/poor meeting management.
- Matrix-based design/lack of role clarity.
- Overly relational context/unwillingness to make decision.
- Excessive decision-making or process-oriented interactions.
- Fear of making mistake or upsetting others.
- Overly demanding clients.
Decreasing Collaborative Overload for Performance & Well-Being/Engagement
Actions To Re-Claim 18-24% of Your Time

**Impose Structure**
- Orient to North Star Objectives
- Adapt Role & Interdependencies
shaping your role
to affect volume of demands

Scott reshaped his role:

• adjusted decision thresholds
• extracted from routine interactions
• Designated a number of people as “go to” people on information requests
behavior change
to affect volume of demands

Scott adjust his behavior:

- ask more (answer less)
- direct questions to others in the network
- more selective which problems he helped solve
- more cautious in improving others’ plans
- Blogging to communicate certain ideas more consistently
Actions To Re-Claim 18-24% of Your Time

Challenge Beliefs
- Assess Identity & Reputation Influences
- Manage Anxiety & Need For Control

Impose Structure
- Orient to North Star Objectives
- Adapt Role & Interdependencies
Beliefs and Values That Drive Overload

What do you see in your leaders? You?

Create value by outcome (smartest in room) rather than process (can solve problem)

Fear of losing control – or a belief that you are the only one that can do it well or that it would take too long to teach others.

Excessive desire to help creates the person as the path of least resistance for all needs and requests.

Derive too great a sense of identity or power from being “in the know” or create too great a reliance in expertise domains good for yesterday.

Fear of being labeled a poor performer of colleague. Binary view of the word “No.”
Actions To Re-Claim 18-24% of Your Time

**Impose Structure**
- Orient to North Star Objectives
- Adapt Role & Interdependencies

**Challenge Beliefs**
- Assess Identity & Reputation Influences
- Manage Anxiety & Need For Control

**Alter Behaviors**
- Ensure Channel Efficiency
- Create Efficient Interaction Norms
# Actions To Re-Claim 18-24% of Your Time

Adjusting medium/channel use and promoting efficient network norms to decrease collaborative overload

<table>
<thead>
<tr>
<th>Ensure Channel Efficiency</th>
<th>Create Efficient Interaction Norms</th>
</tr>
</thead>
<tbody>
<tr>
<td>❑ My meetings are focused on desired outcomes, include only those who need to be involved and are efficient in structure and process.</td>
<td>❑ I draw people to collaborative work by giving status, envisioning joint success, diffusing ownership and generating a sense of purpose/energy around an outcome.</td>
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<tr>
<td>❑ I write streamlined emails and encourage efficient norms of email use.</td>
<td>❑ I adapt my behavior and teach others how to consume my time rather than let inefficient norms develop and persist.</td>
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<tr>
<td>❑ I use Instant Messaging (IM) to increase efficiency of established relationships.</td>
<td>❑ I allocate appropriate time for collaborative tasks rather than assume an hour or half an hour is always needed.</td>
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<td>❑ I support virtual collaborations with rich mediums (e.g., video and audio) and collaborative tools that enable colleagues to work on a single work product.</td>
<td>❑ I develop trust so that people do not feel an excessive need to seek input or approvals.</td>
</tr>
</tbody>
</table>
Reducing Collaborative Overload

The collaborative intensity of work has exploded and is a reality that is here to stay.

There is no “silver bullet” solution.

Rather proactively shaping role, narrative and behaviors typically gains 18-24% of collaborative time.

Playing defense sucks. You are always reactive and living in fear. The only way to get out of it is to get clarity on who you are and what you want to do and start forging a path and network that enables you to get there.

Senior Executive – Global Insurance Company