

Connected Talent Plan for Promoted Leaders

Personal & Confidential

Connected Talent Plan
prepared especially for

John Sample

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A Connected Talent Plan prepared especially for John Sample

Rob Cross

Co-Founder and Research
Director
Connected Commons

Edward A. Madden Professor
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John,

Congratulations on your new role!

Based on more than 20 years of research by me and my colleagues, we have identified the principles and practices of those professionals who replicate the networks of high performers two to three times faster than their peers when transitioning into new roles.

Based on your responses to the questionnaire your Connected Talent Plan has prioritized the nine practices we uncovered in our research.

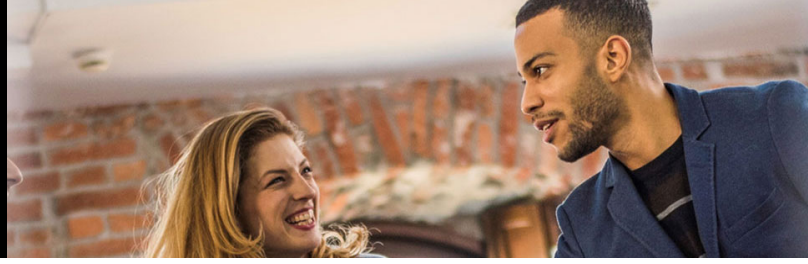
While your application of these practices has the most impact your success and satisfaction, our research indicates that engaging a support network – your manager, a coach, peer or organization influencers – to help you apply these practices can dramatically increase your success.

If you have not already added the name/email of a coach or your manager to receive a report when you signed in, please consider sending this report so they can help support your success.

Again, congratulations on your new role. We look forward to your applying these practices to increase your success and satisfaction.

Rob

Introduction

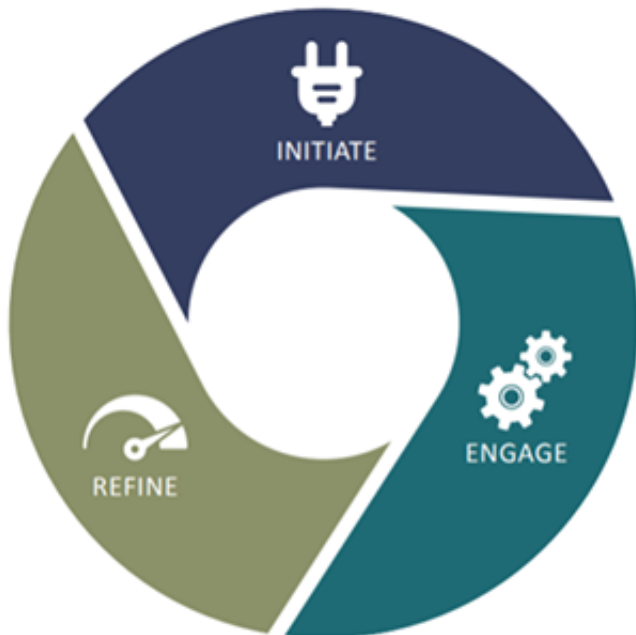


Research Reveals Network Strategies of Fast Movers.

Strategically leveraging personal networks is one of the most important actions people can take during a transition into a new role—and our latest research has identified specific practices to do it well.

We studied the behaviors of Fast Movers—employees at all levels who replicated the networks of high performers faster than their peers. These professionals who were new to their role were productive more quickly, more engaged and more likely to stay in the organization. For the individual this means greater role success and personal job satisfaction.

Counterintuitively, it was not a big network that distinguished these more successful people. We found that Promoted Leaders who accelerated their transition effectively:



- **INITIATE:** Jumpstart productive and inclusive relationships by cultivating essential connections broadly and before you need help from others.
- **ENGAGE:** Energize people in their network and pull colleagues to their ideas when engaging with new groups rather than trying to push their way into their new network.
- **REFINE:** Re-calibrate their networks and collaborative practices for long-term effectiveness and well-being.

Our research identified nine core practices within these three categories that professionals applied more effectively. In contrast to some of the legacy coaching strategies popularized before the dramatic increases in the collaborative intensity of work, role transitions are no longer just about your first 90 days. Fast Movers' actions over the first year were critical to their successful transition and future performance.

Your Practice Prioritization



Based on your responses to the behaviors that someone IS NOT applying the Fast Mover practices, the bar graph below identifies where you may be more likely apply the Fast Mover practices (Strengths) and the areas where you are less likely to apply the behaviors (Priorities).

While each leader's situation is unique, our research suggests that new leaders apply the practices in the recommended sequence considering where they should leverage their strengths and focus on their priorities.

Your Prioritized Plan of Practices



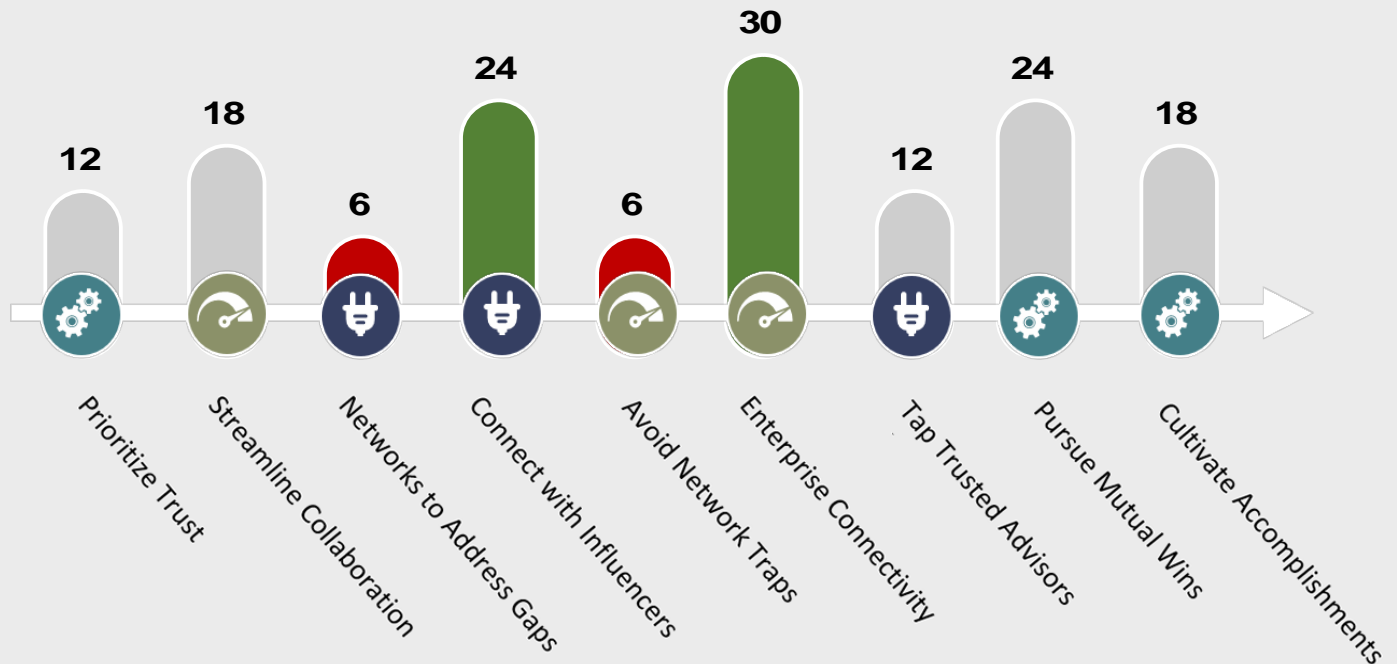
STRENGTHS

The practices with the highest ratings are those where you indicated that you frequently applied the practices of Fast Movers in past transitions. These are strengths that you should leverage and build on.



PRIORITIES

The practices with the lowest ratings are those where you indicated the you infrequently applied the practices of Fast Movers in past transitions. These are practices where you should play special attention to applying the Fast Mover content.



Recommended Schedule



INITIATE

Jumpstart productive and inclusive relationships by cultivate essential connections broadly and before you need help from others.



ENGAGE

Energize people in their network and pull colleagues to their ideas when engaging with new groups rather than trying to push their way into the new networks.



REFINE

Re-calibrate their networks and collaborative practices for long-term job success and satisfaction.

Strengths and Priority Opportunities



From the bar chart on the previous page, below are descriptions of those practices where you may be more likely apply the Fast Mover practices (Strengths) and the areas where you are less likely to apply the behaviors (Priorities).

Top Strengths

Build Enterprise Connectivity

In role transitions its important to adapt your network to improve innovation, execution, influence and autonomy over time. Refreshing enterprise and external networks for long-term performance and growth by investing in four crucial types of connections. The first are ties for emergent ideas, creativity and innovation who tie across expertise domains, functions, clients, cultures or social groups allow you to gain a richer understanding of a problem and see solutions or opportunities broadly. The second are ties for expertise, depth and best practices who do similar kinds of work but in different contexts expand expertise, introduce new work practices and improve efficiency. The third are ties for professional growth and career development who are a mix of new people and established ties helps you learn and develop through experience. And finally are ties for political support and influence who are stakeholders are critical for implementation and driving results.

Connect with Influencers

A connection with one or more network influencers leads to more successful outcomes for projects and goals, as well as opportunities for new hires and newcomers to be drawn into future work. Potential influencers fall into four categories. Central Connectors have many informal connections and are influential within a group—typically within a function, location, or capability. Boundary Spanners, or Brokers, have ties across groups or geographies and can help to integrate networks and perspectives. Energizers create passion and enthusiasm in their interactions. Resisters are negative influencers; they may be vocal about their opinions, passively resist, or simply pursue different goals.

Top Priority Opportunities

Build Network to Address Gaps

Rather than assuming they have the needed capabilities—or that they will quickly see what they are missing—more effective people are reflective and ask others to help them spot and supplement skill gaps. They think broadly about capabilities required in a new role, including technical/functional skill, cultural/political awareness and collaborative/leadership practices, then learn what is needed or mitigate gaps through access to others in the network.

Avoid Network Traps

Our research over more than two decades has revealed four traps, or network archetypes, that derail rising stars, high performers, and leaders. The biased learner places too heavy a reliance on a few trusted, well-liked, or familiar people, or over-values one or two groups. The disconnected expert does not know when the skills they have used in past roles are insufficient. The formalist over-relies on titles, org charts, and positional authority and does not adequately engage network opinion leaders and informal influencers. Bottlenecks create a heavy reliance on themselves that cannot be sustained. When people are alert to the common network traps, they can adjust patterns of collaboration and connection to avoid network-driven failure over time.

Putting Your Plan Into Action

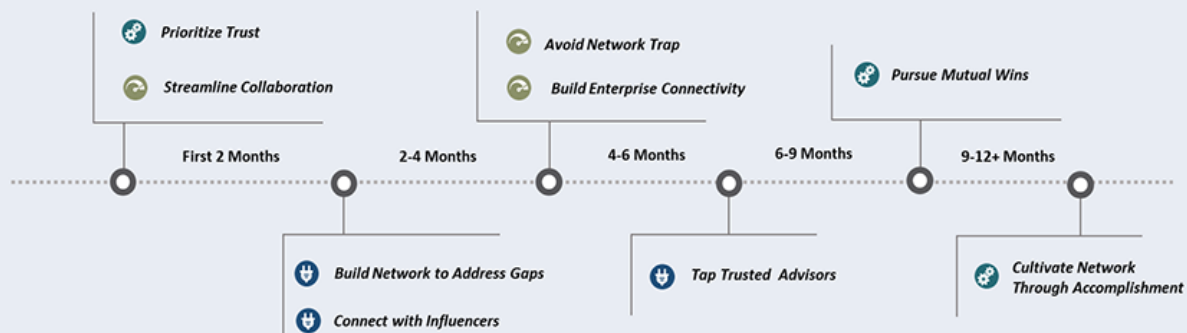


Getting Started

While our research studying the effectiveness of Promoted Leaders entering the organization suggests the sequencing and scheduling below for the practices, we appreciate that Promoted Leaders have different experiences and strengths. Please use insights gained from this report to plan and prioritize your transition approach.

Promoted Leaders Sequence and Schedule

Through our research, we found that promoted leaders applied nine practices over the first year in their new role. By replicating this process, you can avoid common pitfalls, accelerate early results and achieve longer-term success and satisfaction.



Applying the Practices

To help you apply the Fast Mover practices to accelerate your transition and improve role success and satisfaction, the Connected Talent workbook introduces you to each of the practices, shares video from professor Rob Cross, identifies the signs that you may not be effectively applying the practice and provides an activity to put the practice into action.

We encourage you to work through each of the ideas, case studies and activities with a peer partner, your manager, HR professional or Executive Coach to effectively apply these practices.



About the Research Team



Rob Cross
Connected Commons Research Director

Rob is a founding member and director of the Connected Commons (a consortium of over 100 leading organizations accelerating network research and practice), and is the Edward A. Madden Professor of Global Leadership at Babson College. For more 20 years, Rob Cross has studied the underlying networks of effective organizations and the collaborative practices of high performers. Working with more than 300 organizations and reaching thousands of leaders from the front line to the C-suite, he has identified specific ways to cultivate vibrant, effective networks at all levels of an organization and any career stage. He has written over 50 articles for Harvard Business Review, Sloan Management Review, California Management Review, Academy of Management Executive and Organizational Dynamics. His work has also been repeatedly featured in venues such as Business Week, Fortune, The Financial Times, Time Magazine, The Wall Street Journal, CIO, Inc. and Fast Company.



Inga Carboni
Connected Common Research Scientist

Inga is a research lead with the Connected Commons and an Associate Professor of Organizational Behavior at William & Mary where she joined the faculty in 2007, after receiving her Ph.D. in Organization Studies from Boston College. Professor Carboni's expertise and research interests involve networks and networking, diversity and inclusion, building and managing relationships, and leadership. Her current research focuses on gender differences in networks and networking, and the impact of those differences on individuals and organizations. Professor Carboni's work has appeared in numerous academic journals and books. Her 2019 book, *Connect the Dots: How to Build, Nurture, and Leverage Your Network to Achieve Your Personal and Professional Goals* is now available from Information Age Publishing.



Greg Pryor
Connected Talent Program Lead

Greg is a founding member of the Connected Commons where he leads the Connected Talent Program and is a people and performance evangelist at Workday, where he led the Talent Management function and now works with customers to help them apply Workday to deliver their human capital management strategy. Before joining Workday, Greg served as the vice president of talent for Juniper Networks where he helped innovative performance management practices cited by the CEB, Fortune, and Strategy & Business. Greg served as head of talent management for Merrill Lynch Global Technology and Operations and as a partner at Accenture. Greg is a co-author of *Connect and Adapt* which appeared in the Journal of Organizational Dynamics.



Keith Rollag
Connected Talent Program Faculty

Keith is an expert contributor and faculty member on the Connected Commons Connected Talent Program, and is Professor of Management at Babson College and the former Dean of the Graduate School. His research focuses primarily on newcomers --exploring the challenges of getting newcomers up to speed quickly, and the individual and group process revolving around newcomer orientation, training and socialization. He also studies social networks and how the web of information flows affects worker productivity and satisfaction. Keith is the author of the book "What to Do When You're New: How to Be Comfortable, Confident, and Successful in New Situations" and co-author of *Connect and Adapt* and *Rapid Transition Success: Five Powerful Network Strategies to Speed Success in New Roles*.



David Sylvester
Connected Talent Program Leader

David is a core member of the Connected Commons providing pioneering leadership on the Connected Talent program. David is also the Director, New Employee Success at Amazon Web Services. Before joining Amazon, David was the Director, Global Learning & Development at Booz Allen Hamilton, Operations Director for Bechtel University at the Bechtel Corporation and the SVP - Global Talent Development Programs at Bank of America. David's pioneering work has been cited in the MIT Sloan Management Review, Harvard Business Review and by i4CP. David is the co-author of *Rapid Transition Success: Five Powerful Network Strategies to Speed Success in New Roles*.



Deb Zehner
Agility Accelerator Program Lead

Deb is a founding member and Director of Operations & Applied Research for the Connected Commons where she has primary responsibility for developing applied research resources to improve organization and individual performance. Deb leads the Agile Team Program, has authored dozens of case studies, and is co-author with Rob Cross and Scott Taylor for "Collaboration Without Burnout", which appeared in the July–August 2018 Issue of the Harvard Business Review. Deb manages projects focusing on design, analysis and effects of organizational networks for Fortune 1000 companies, and on a pro bono basis for high schools, with the goal of improving collaboration, group effectiveness, connectivity and overall well-being.