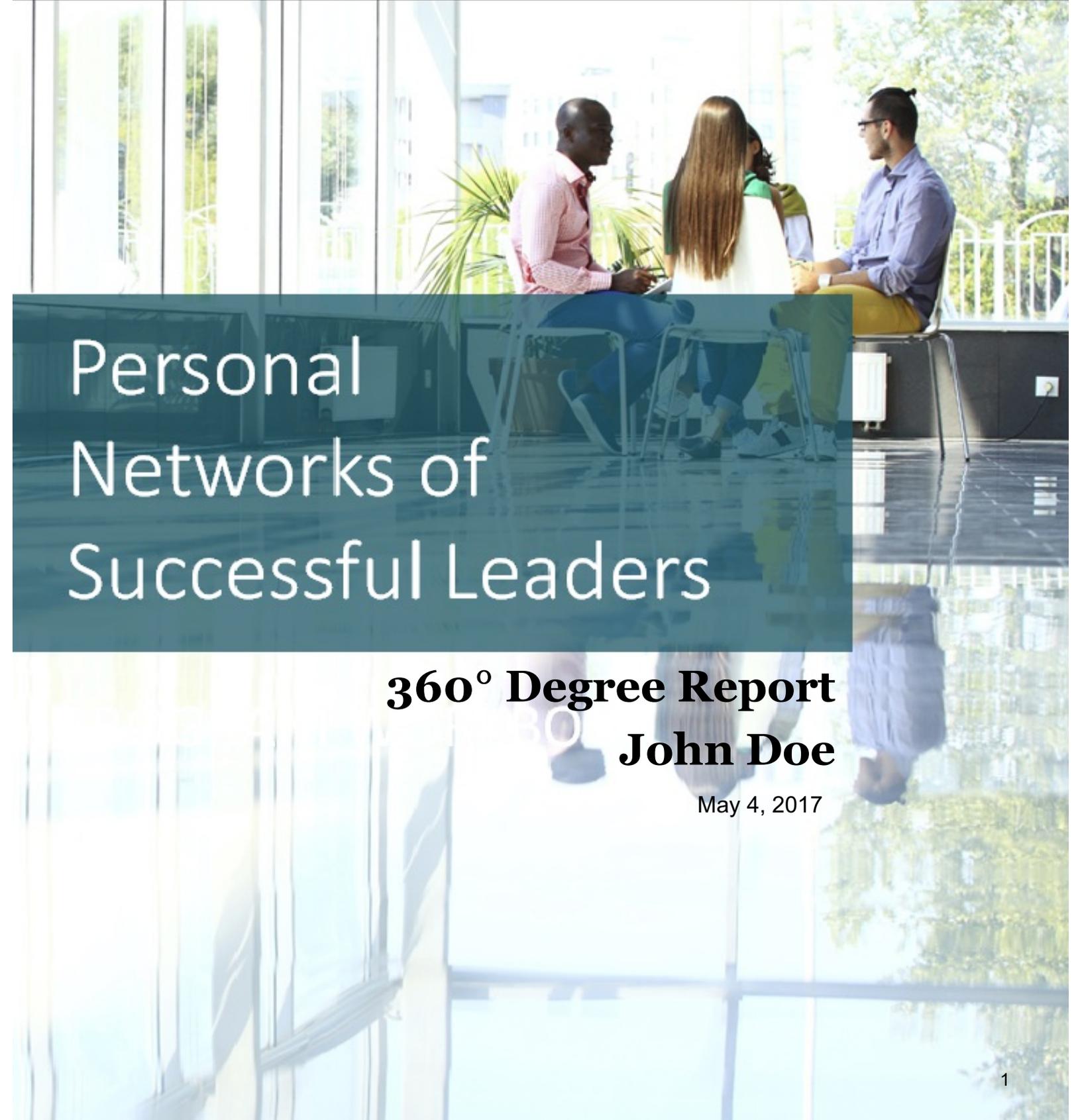




Connected  
Commons



Leadership  
Resources



# Personal Networks of Successful Leaders

**360° Degree Report**  
**John Doe**

May 4, 2017

# More Connectivity Is Almost Always Not The Answer



The collaborative intensity of work has exploded over the past decade, making networks of both formal and informal relationships increasingly the means by which employees execute, innovate and thrive at work. Unfortunately, most people have only a vague idea of the networks around them and often don't invest in relationships in ways that can boost success. Contrary to popular belief, performance and well-being are not enhanced by simply building a big network, but rather by establishing one that is managed across three benefits that effective networks confer.

This workbook enables you to reflect on network dimensions that two decades of research have shown to be critical to success. It will help you to build a network that:

## Executes Work Efficiently

High performers employ eight collaborative practices to drive results through groups. They also enjoy more successful uptake of their ideas by engaging four kinds of network influencers in targeted ways.



## Promotes Thriving at Work

People scoring higher on measures of thriving, resilience and satisfaction manage networks differently. They are more proactive in driving down collaborative overload. And they craft personal networks to obtain a sense of purpose and work-life integration.

## Produces Innovative Solutions

High performers are almost always distinguished by their ability to drive innovation through networks. They engage in a set of nine behaviors that draw talent, information and opportunities to them. And they tap into four kinds of boundary spanning relationships to solve problems more creatively.



# Execute: Networks Help Successful People Drive Results



## Addressing Performance Opportunities in Networks

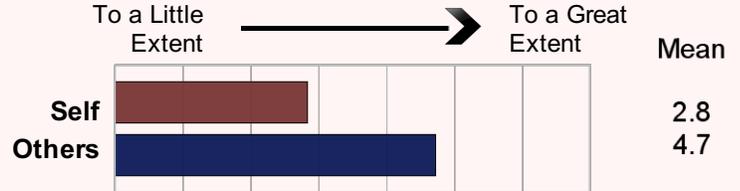
Eight collaborative practices tend to differentiate leaders who are successful over time in terms of how they manage people within their group and within the context of the larger organization.

Reflect on the "Self" and "Others" ratings below to review opportunities to improve your performance.

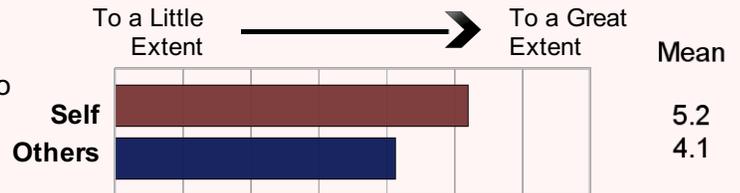
1. I make sure that people or roles within my group do not become so overloaded with collaborative demands that they are unable to support their colleagues in a timely fashion.



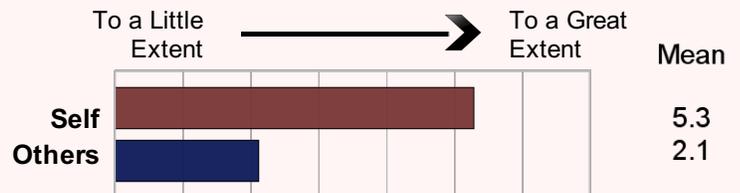
2. I scan for, identify and reward employees who frequently engage in collaborative behaviors – such as offering resources, help, information and contacts – that make their colleagues more effective.



3. I ensure that newcomers – either new hires or those from other parts of the organization -- are integrated rapidly into my group and know whom 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.





# Execute: Networks Help Successful People Drive Results

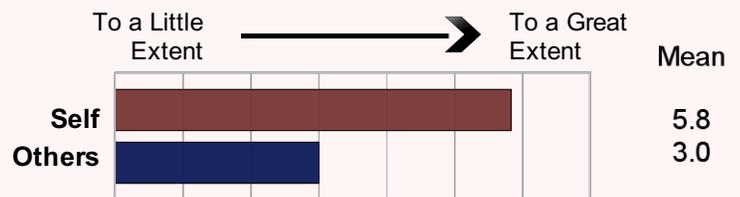


## Addressing Performance Opportunities in Networks

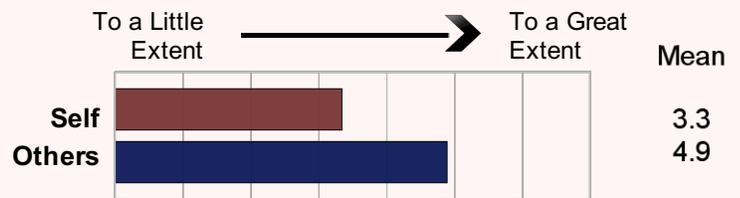
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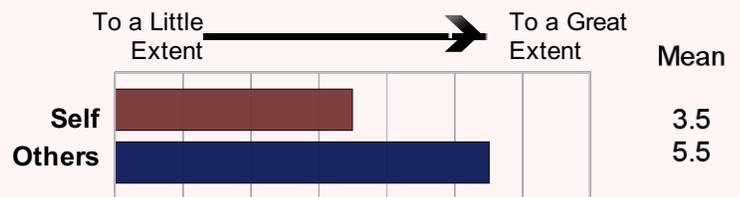
5. I facilitate effective collaboration at specific points in my group – across functional lines, physical distance, hierarchical levels, core projects or expertise domains – where informal networks are critical to performance and innovation.



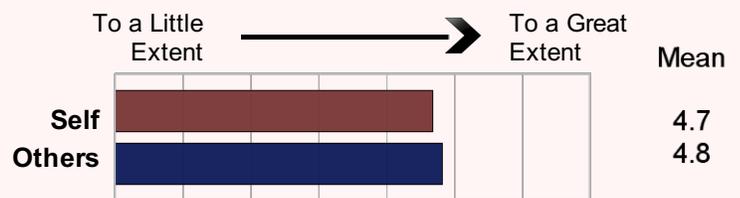
6. I facilitate innovation and organizational change by engaging employees with significant relationships across functional lines, physical distance, expertise domains and demographic populations.



7. I make sure 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.



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





## Execute: Driving Influence & Results Through Organizational Networks



***Draw*** and ***Verify***. In the space below, draw a network of a group important for you to be able to accomplish a key business objective in the coming year. This could be your team or unit but could also be a lateral network across the organization or between your organization and key external parties (e.g., a client or joint venture partner). When done, have three to four people who know this group add to your recollection of the network.



# Execute: More Successful People Work Through Four Influencers in Networks



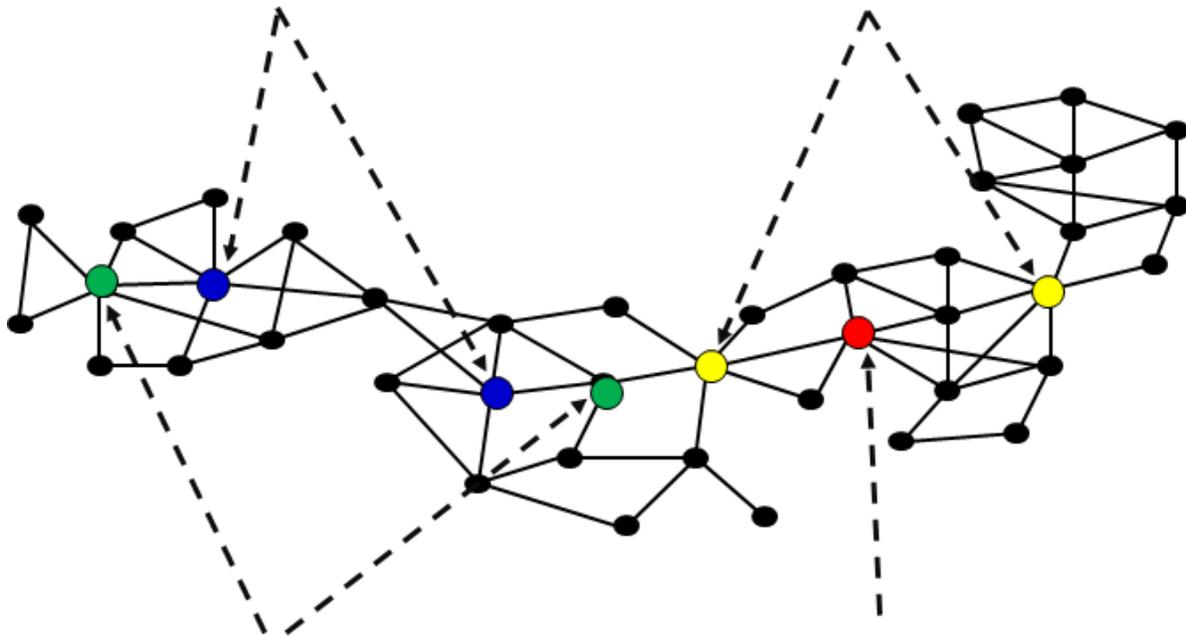
## Central Connectors

Are central because they have a large number of connections...often concentrated within a unit, geography, expertise domain or demographic. Central Connectors are important because they are key opinion leaders and influence innovation trajectories...yet can also create vulnerabilities (should they leave) and can become bottlenecks.



## Boundary Spanners

Are important because they have more bridging connections across sub-groups... typically across units, geographies, expertise domains, hierarchical levels, subcultures or demographics. Boundary Spanners are effective at integrating different knowledge domains...yet are often less known than Central Connectors because they are in the white space between sub-groups in networks.



## Energizers

Are key because a small number of people can create energy and momentum for initiatives. Engaging these people infects many others with enthusiasm much more rapidly than traditional cascading approaches to change or communication.



## Resisters

Are critical because, though also a small number of people, they de-energize or pursue personal/local objectives and can invisibly slow or entirely derail initiatives. Gaining their commitment early is important to speed and efficiency of execution.



# Execute: Successful People Manage Influence Without Authority by Engaging Opinion Leaders



A second way that investments in more effective networks help people be more successful is by enabling them to execute work and implement plans more efficiently. Two investments in networks consistently improve performance:

1. Cultivating followership from four kinds of opinion leaders in networks
2. Addressing performance improvement opportunities in the center, at the fringe and across silos of groups that must work together to accomplish results

## Engaging Key Opinion Leaders in Networks

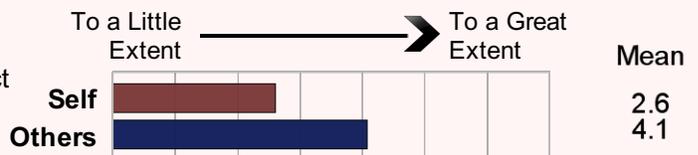
Four kinds of opinion leaders in networks can either facilitate or invisibly derail projects.

Reflect on the "Self" and "Others" ratings below to guide actions you consider in this workbook.

### Central Connectors

Central Connectors matter because they have a large number of connections within a unit, geography or demographic. They have legitimacy in their groups, impact innovation trajectories and can create vulnerabilities (if they leave) or bottlenecks if not engaged.

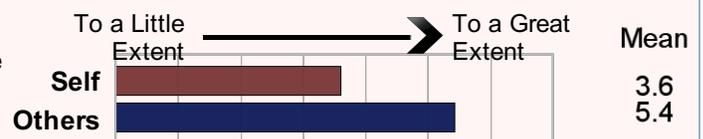
**==> I actively seek to build and leverage relationships with central connectors.**



### Boundary Spanners

Boundary spanners matter a large number of connections bridging units, geography, expertise domain, hierarchical levels or demographics. They integrate different knowledge domains and have legitimacy across groups, often dramatically influencing innovation or change.

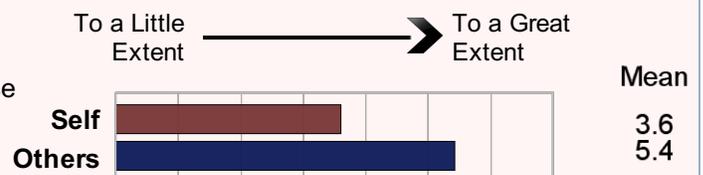
**==> I actively seek to build and leverage relationships with boundary spanners.**



### Energizers

Energizers matter because a small number of people can create energy and momentum for initiatives. Engaging these people infects many others with enthusiasm much more rapidly than traditional cascading approaches to change or communication.

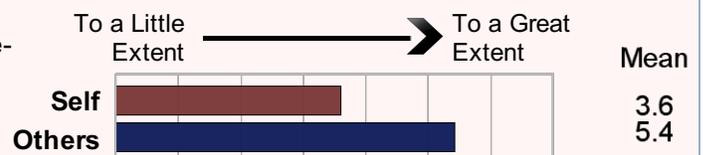
**==> I actively seek to build and leverage relationships with energizers.**



### Resisters

Resisters matter because a small number of people that de-energize or pursue personal/local objectives can invisibly slow or entirely derail initiatives. Gaining their commitment early is important to speed and efficiency.

**==> I actively seek to build and leverage relationships with resisters.**





# Execute: Identifying & Engaging Influencers Differentiates High Performers



Identify relevant influencers and a strategy for engaging these people.

	Central Connectors		Engagement Strategy
_____			_____
_____			_____
_____			_____

	Boundary Spanners		Engagement Strategy
_____			_____
_____			_____
_____			_____

	Energizers		Engagement Strategy
_____			_____
_____			_____
_____			_____

	Resisters		Engagement Strategy
_____			_____
_____			_____
_____			_____

# Personal Networks of Successful Leaders



This workbook enables you to reflect on network dimensions that two decades of research have shown to be critical to success. It will help you to build a network that:

## Executes Work Efficiently

High performers employ eight collaborative practices to drive results through groups. They also enjoy more successful uptake of their ideas by engaging four kinds of network influencers in targeted ways.



## Promotes Thriving at Work

People scoring higher on measures of thriving, resilience and satisfaction manage networks differently. They are more proactive in driving down collaborative overload. And they craft personal networks to obtain a sense of purpose and work-life integration.

## Produces Innovative Solutions

High performers are almost always distinguished by their ability to drive innovation through networks. They engage in a set of nine behaviors that draw talent, information and opportunities to them. And they tap into four kinds of boundary spanning relationships to solve problems more creatively.



# Innovate: Are You Creating an Energized Network?



One of the most important characteristics of high performers is their ability to generate enthusiasm among those in their network. In fact, our research has shown that the ability to create energy is typically four times the predictor of a high performer as any other network dimension and is also tightly tied to where innovations emerge in organizations.

What follows are questions on nine key behaviors that distinguish those rising stars and leaders that excel in part by their ability to create enthusiasm in networks. The first three of these behaviors are foundational – things energizers do that create a sense of trust and integrity that is critical to other’s willingness to get enthused by an energizer’s ideas. The latter six behaviors focus on interaction skills – things energizers have a greater tendency to do in meetings or conversations that create enthusiasm.

Please review the energizing behaviors and reflect on your tendencies. Then select your two or three lowest rated scores and review possible actions you might take. Our intent is to help you identify a manageable set of opportunities to increase your effectiveness. But don’t gloss over any of the descriptions just because they may not at first glance seem very important: energizers often do seemingly small things that yield big returns over time.

## **Foundational Behaviors (are exhibited day in and out)**

- ◆ Builds Reciprocity
- ◆ Consistently Follows Through on Commitments
- ◆ Stands for Something Larger Than Self

## **Interaction Behaviors (create energy in the moment)**

- ◆ Engages in Possibilities
- ◆ Is Attentive in Meetings
- ◆ Creates Room for Others to Contribute
- ◆ Disagrees Productively
- ◆ Uses Humor to Push Through Tough Spots
- ◆ Balances Reaching Goal with New Ideas





# Innovate: How Networks Help People Energize Potential in Networks



## Nine Behaviors that Create Energy in Networks

Nine behaviors distinguish energizers – three foundational behaviors you exhibit day in and day out that promote willingness for others to get enthusiastic in your presence, and six interaction behaviors that serve to create energy in the moment.

Reflect on the "Self" and "Others" ratings below to consider opportunities to create energy.

Behavior	Self Rating	Others Rating	Mean
1. I maintain a good balance between what I ask for and what I contribute to those in my network.	2.2	2.7	2.45
2. I consistently do what I say I am going to do and follow through on commitments I make to people in my network.	4.4	4.2	4.3
3. I am committed (and show this commitment) to principles and goals that are larger than my own self-interest.	4.2	2.9	3.55
4. In meetings and one-on-one conversations, I engage others in realistic possibilities that capture their imaginations and hearts.	3.8	2.1	2.95
5. I am typically fully attentive in meetings and one-on-one conversations and show my interest in others and their ideas.	4.5	2.7	3.6



# Innovate: How Networks Help People Energize Potential in Networks



## Nine Behaviors that Create Energy in Networks

Nine behaviors distinguish energizers – three foundational behaviors you exhibit day in and day out that promote willingness for others to get enthusiastic in your presence, and six interaction behaviors that serve to create energy in the moment.

Reflect on the "Self" and "Others" ratings below to consider opportunities to create energy.

<p>6. I create room for others to be a meaningful part of conversations and make sure they see how their efforts will contribute to an evolving plan.</p>	<p>To a Little Extent → To a Great Extent</p> <p>Self 3.7</p> <p>Others 4.6</p> <p>Mean</p>
<p>7. When I disagree with someone's plan or a course of action, I do so in a way that focuses attention on the issue at hand and not the individual.</p>	<p>To a Little Extent → To a Great Extent</p> <p>Self 2.5</p> <p>Others 2.6</p> <p>Mean</p>
<p>8. I use humor – often at my own expense – to lighten tense moments or remove unnecessary status or politics from interactions.</p>	<p>To a Little Extent → To a Great Extent</p> <p>Self 4.9</p> <p>Others 5.5</p> <p>Mean</p>
<p>9. I maintain an effective balance between pushing toward a goal and welcoming new ideas that improve the project or the process for reaching a goal.</p>	<p>To a Little Extent → To a Great Extent</p> <p>Self 3.4</p> <p>Others 3.7</p> <p>Mean</p>



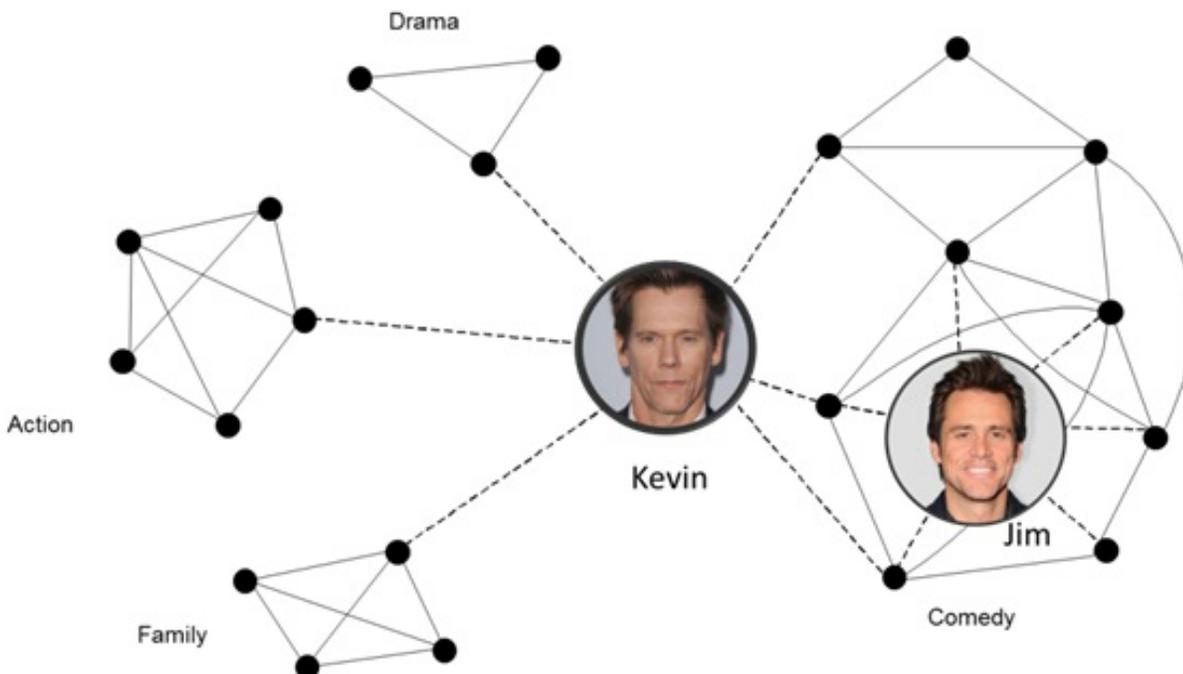
# Innovate: Investing in Boundary Spanning Ties Promotes Innovation



Network size is not a critical predictor of performance for most people; however, your network's *structure* is strongly associated with success. Top performers have a greater tendency to invest in boundary spanning relationships and position themselves at inflection points in organizational networks. Strategically leveraging these bridging relationships enables rising stars to see the big picture, generate innovative solutions by integrating the expertise of those with unique backgrounds, bypass bureaucratic gridlock, and obtain resources and support.

One way to visualize this kind of network is by considering the game “Six Degrees of Kevin Bacon,” named for an actor who has appeared in a great variety of films in the course of his career. Players in the game attempt to name actors who are the most steps away from appearing with Bacon in a film. An actor who has actually appeared with Bacon is one step away, whereas an actor such as Michael Douglas is two steps away.

It is difficult to name any actor from the history of film who is more than three steps away from Bacon. But the magic in Bacon's network is not its size but how he is positioned within the movie universe. He is central – though not the most central – because he has starred in a number of different genres and so has ties spanning action, comedy, thrillers, dramas and family movies. This stands in contrast to actors like Jim Carey who have focused in a single genre. Although those actors are highly connected within a genre, their lack of ties that bridge genres makes them much less central in the entire movie network.



To try your luck at naming actors far from Kevin Bacon, visit: <http://oracleofbacon.org/>



# Innovate: Networks Help Successful People Produce and Implement Innovative Solutions



Decades of research demonstrate that one way effective networks help people be more successful is by enabling them to be innovative in their work. Two core network disciplines are critical to forging networks that yield performance-enhancing innovation:

1. Driving down collaborative overload
2. Investing in boundary spanning collaborations

## Boundary Spanning Collaborations for Innovation

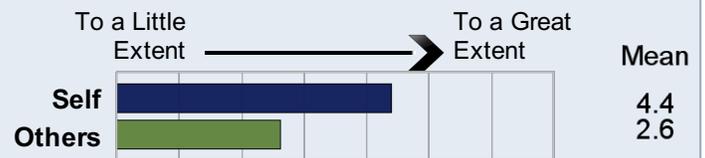
Network size is rarely a strong predictor of high performance. Rather, non-insular networks with ties bridging into different groups often differentiate people over time. Four kinds of bridging ties improve performance.

Reflect on the "Self" and "Others" ratings below to guide actions you consider in this workbook

### Emergence/Creativity Ties

Networks help successful people generate more creative and innovative solutions through relationships bridging thought worlds, expertise, functions, clients, cultures, etc.

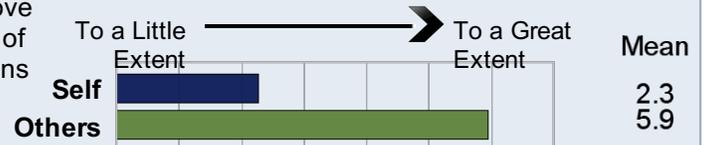
I make investments of time in these kinds of relationships, which yield benefit as a product of my being able to envision solutions and opportunities more broadly than people with more insular networks.



### Professional Growth Ties

Networks help successful people maintain expertise and improve efficiency through relationships with others doing similar kinds of work. These relationships typically cross organizations, functions and geography.

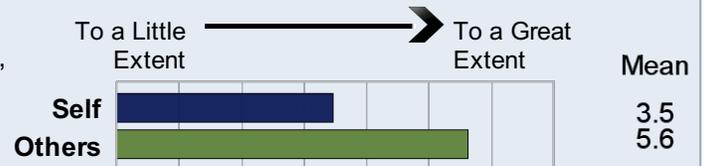
I make investments of time in these kinds of relationships, which provide benefit by improving my work practices and efficiency.



### Depth/Efficiency Ties

Networks help successful people develop more effectively in experience when leveraged for feedback on work deliverables, team effectiveness or formal and informal leadership capabilities. These relationships typically cross hierarchy, expertise and tenure.

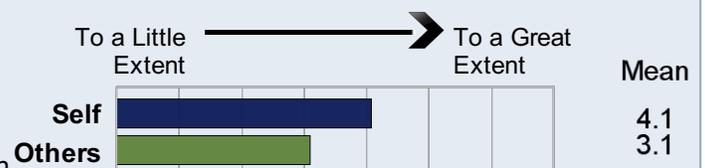
I make investments of time in these kinds of interactions, which help me to learn and adapt through experience more rapidly.



### Political Landscape Ties

Networks help successful people develop an accurate understanding of the political landscape. These boundary spanning ties typically cross hierarchical levels, expertise domains and functions.

I make investments of time in these kinds of interactions, which enable me to uncover influencers I should engage in relation to work I am trying to get done.





# Innovate: Boundary Spanning Ties for Network Performance Exercise



Specific kinds of boundary spanning connections affect performance at work in different ways. If your network is more insular than you would like, please indicate **at least one person (or role)** you will reach out to in each of the categories below.



## Innovation / Creativity Ties

Identify silos or boundaries where value could be created by bridging across two thought worlds. This may be across expertise domains, functions, clients, and so forth.

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## Professional Growth Ties

People you seek out or who voluntarily offer feedback to you – whether on work, team interactions or decision-making topics.

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## Depth/ Efficiency Ties

Others with similar expertise – across geography, company or functional lines – where connections could promote depth, currency or efficiency in your work.

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## Sensemaking/ Landscape Ties

People who help provide an accurate picture of the network important to work you are trying to get done. Accurate knowledge of these networks is associated with high performance.

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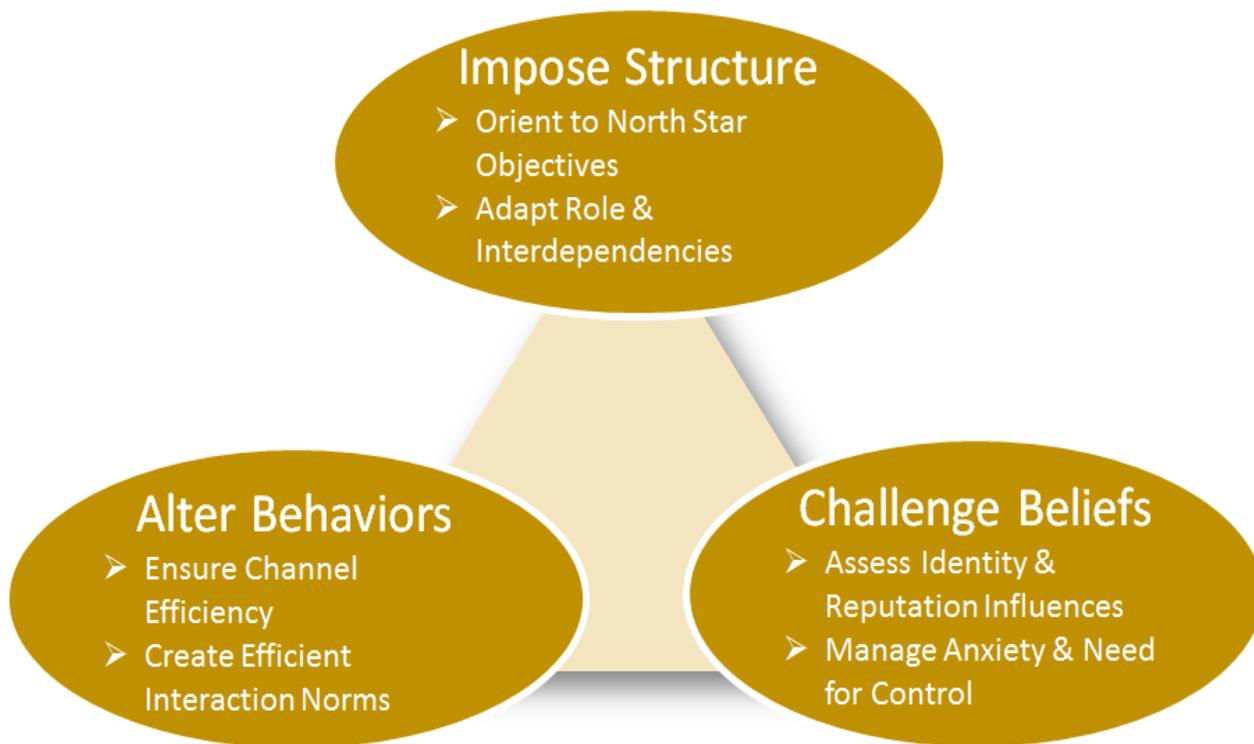
# Thrive: Reducing Collaborative Overload Is Critical to Performance & Building Networks that Innovate



As the volume and diversity of collaborative demands have exploded over the past decade – typically as much as 90% of time in a given week is spent on email, phone calls and meetings – a key competency of more successful people lies in efficiency of collaboration. Our research has shown that more successful people are proactive in engaging in a set of practices that enable them to manage collaborative demands much more efficiently.



## Imposing Structure, Challenging Beliefs and Altering Behavior Buys Back 18-24% of Time



Collaborative overload is a function of volume, diversity, complexity and affect of collaborative demands so there is no single solution. Rather, more effective people do a series of seemingly small things that cumulate to **save them 18-24% or more time** compared to average collaborators. Please follow the guidelines on the next five slides to develop a personal approach to reducing collaborative overload.



# Thrive: Impose Structure to Reduce Collaborative Overload

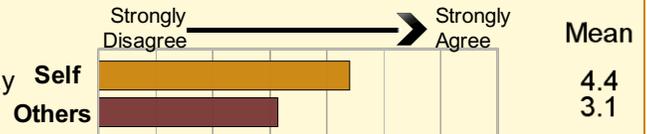


Gain clarity on your “North Star” objectives – the values you want to live by and the career you want to build – and orient your decisions about how you spend your time and how you manage interdependencies with others around them.

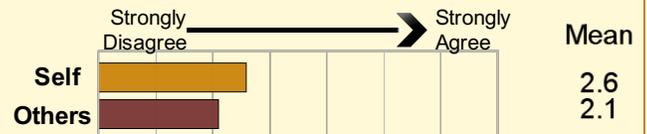
Please reflect on the "Self" and "Others" ratings below to guide your actions.

## Impose Structure: Orient to North Star Objectives

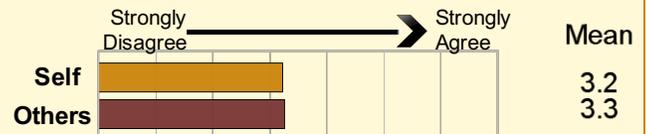
I have clarity on strengths I want to employ in my work, values I want to live through my career and identity I want to build my life around that guides what collaborations I get involved in, what I say no to and what I teach others to solve for around me.



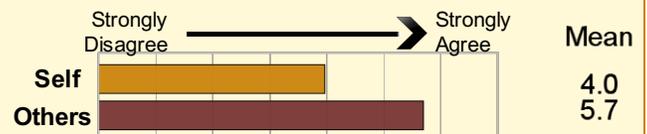
My network strategy proactively pulls me toward collaborations important to my professional and personal success.



I use my calendar to structure time for a holistic set of collaborations important to my professional and personal success.

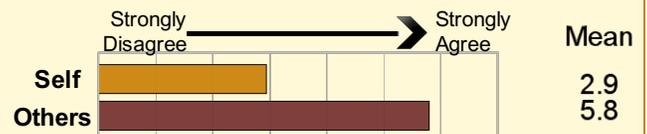


I schedule time blocks for reflective work and discipline myself to see tasks through to completion to avoid cognitive switching costs.

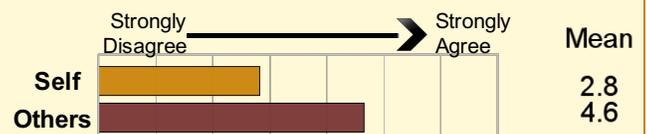


## Impose Structure: Adapt Role and Interdependencies

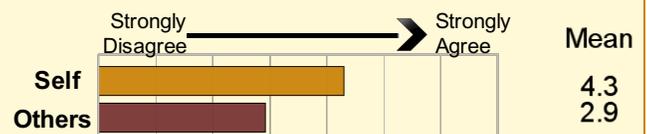
I periodically review my calendar and email to define information requests, routine decisions and meetings I am involved in that could be reallocated to less-overloaded people, posted to a web site or more efficiently addressed with a revised process or policy.



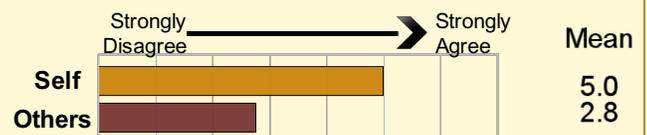
I proactively shape others' expectations of my role to streamline collaborative demands.



I am aware of interdependencies in work and position my involvement where I add unique value to minimize collaborative overload.



I employ standing meetings to funnel one-off requests/issues to a single point in time, create team alignment and help team members learn how to leverage each other.





# Thrive: Challenge Beliefs to Reduce Collaborative Overload

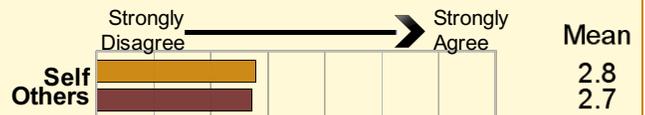


Understand how your sources of identity, value for reputation, and need for control can create unnecessary collaborative demands, and push back on some of those driving forces.

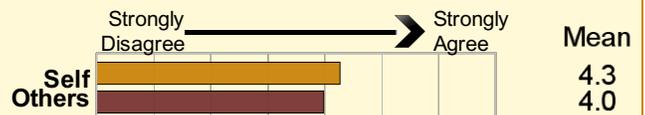
Please reflect on the "Self" and "Others" ratings below to guide your actions.

## Challenge Beliefs: Assess Identity and Reputation Influences

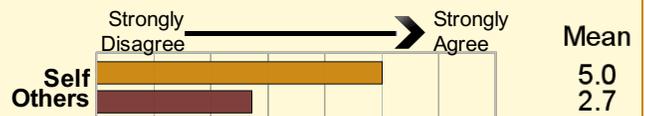
I derive a strong sense of fulfillment from accomplishment, and this sometimes leads me to accept requests for help or engage in collaborations that create overload.



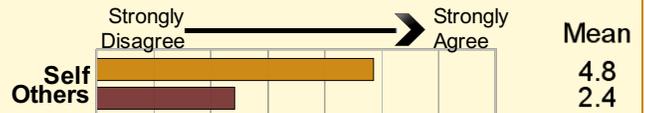
I enjoy being needed, influential or a recognized expert, and this sometimes creates too great a reliance on me.



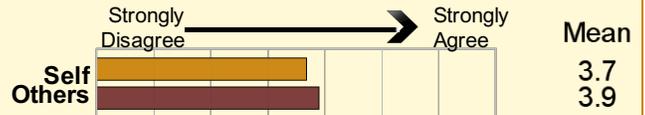
I have a strong desire to help others, which sometimes makes me too easy an outlet for collaborative requests.



My fear of being labeled a poor performer or colleague sometimes leads me to accept requests for help or engage in collaborations that create overload.

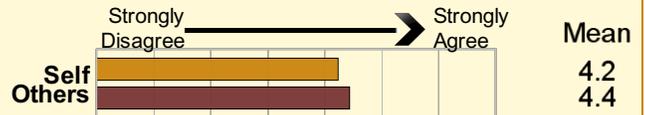


I sometimes spend too much time preparing for and engaging in collaborative activities to forge a reputation of expertise as being the best informed (versus being someone who can find an answer or solution).

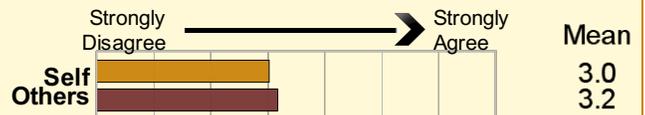


## Challenge Beliefs: Manage Anxiety and Need for Control

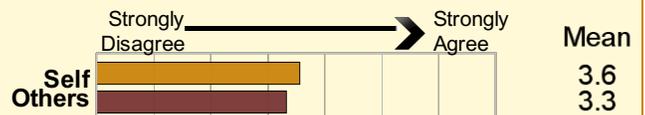
Fear of losing control of a project – or a belief that I am the most capable to do the work well – sometimes drives me to hold on to tasks or relationships when I should be delegating and connecting people around me.



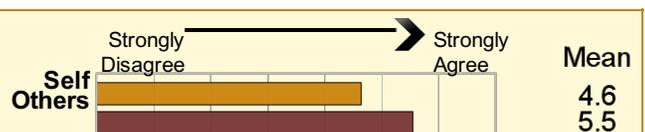
My need for closure sometimes results in pursuing goals (e.g., an empty email inbox) or making partially thought-out assignments that creates unnecessary work/stress for others and drives future interactions back to me.



My discomfort with ambiguity and managing adaptation as a project unfolds sometimes results in excessive collaborative work and decision-making interactions to overly-perfect a plan before moving ahead.



FOMO (Fear Of Missing Out) and/or enthusiasm – driven by accomplishment, advancement or desire to please – sometimes results in my engaging in excessive collaborative work not aligned with personal and professional goals.





# Thrive: Alter Behaviors to Reduce Collaborative Overload



Adjust the communication channels you use and promote efficient norms for interacting in meetings, emails and other collaborative forums.

Please reflect on the "Self" and "Others" ratings below to guide your actions.

Alter Behaviors: Ensure Channel Efficiency			
My meetings are focused on desired outcomes, include only those who need to be involved and are efficient in structure and process.		<b>Self</b> <b>Others</b>	<b>Mean</b> 3.2 4.3
I write streamlined emails and encourage efficient norms of email use in my team/unit.		<b>Self</b> <b>Others</b>	<b>Mean</b> 3.5 4.3
I use Instant Messaging (IM) appropriately to increase efficiency with established relationships.		<b>Self</b> <b>Others</b>	<b>Mean</b> 3.9 2.1
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.		<b>Self</b> <b>Others</b>	<b>Mean</b> 2.9 5.7
Alter Behaviors: Create Efficient Interaction Norms			
I employ a PULL philosophy that draws people to me by co-creating, giving status or appreciation, building a narrative of joint success and generating a sense of purpose/energy around an outcome (versus a PUSH philosophy convincing on logic, expertise, formal authority/mandate or informal		<b>Self</b> <b>Others</b>	<b>Mean</b> 3.7 4.8
I adapt my behavior and teach others how to consume my time rather than let inefficient norms develop and persist.		<b>Self</b> <b>Others</b>	<b>Mean</b> 3.7 5.2
I allocate appropriate time for collaborative tasks rather than assume an hour or half an hour is always needed.		<b>Self</b> <b>Others</b>	<b>Mean</b> 3.5 2.2
I develop safety and trust in my collaborations so that people do not feel an excessive need to seek input or approvals.		<b>Self</b> <b>Others</b>	<b>Mean</b> 3.4 4.2



# Thrive: Three Strategies to Engage with Purpose, Buffer and Anchor



## Step 1 Engage in Interactions that Generate Purpose for You at Work

### Talk about the why and shared purpose.

- Use team meetings to share stories of impact on customers (internal or external)
- Use workshops, events or volunteer activities (e.g. Habitat for Humanity, staffing a 5K fundraiser) so people feel part of something bigger

### Build interactions with people who care about similar processes or outcomes.

- Focus teams around shared values, like wanting to make an impact or innovation or driving change
- Each Sunday review your calendar for the next two weeks and make changes to include meaningful work

### Co-create and explore with others.

- Bring people in early to define problems, explore solutions and “kick the tires”
- Don’t just take work that comes to you. Give time to conversations that allow you to shape and define the work.

### Seek out energizers.

- Identify more opportunities to work with people who help you feel valued, trusted and respected.
- Don’t allow de-energizing people and situations define you. If you see you are going to have difficult meetings, offset them with positive ones.

### Step outside of your own self interest and help others.

- Give before you ask to get
- Use regular 1:1s to have development and career conversations with direct reports
- Be a mentor in your organization or in your community.

#### Purpose

- ▶ Establish “Why” In Work
- ▶ Common Values
- ▶ Co-Create
- ▶ Energizing Interactions
- ▶ Help Others

## Step 2 Create Habits to Buffer You from the Demands of Work

### Have a few hard rules that keep work from taking over.

- Don’t check your phone from the moment you walk in the door until kids go to bed
- Leave work at 4:30 once a week to get to the gym

### Use your calendar to keep other people from structuring your day.

- Don’t schedule meetings for first two hours of your day
- Create “Do Not Schedule” blocks on your calendar each week



# Thrive: Three Strategies to Engage with Purpose, Buffer and Anchor



## Create practices to maintain perspective.

- Keep a gratitude journal. It is easy to focus on what is wrong and let it spill over.
- Go to someone who will help you find the upside or move to higher ground.

## Have people who hold you accountable outside of work.

- Spouse, sibling or close friend
- Community of people

### Buffer

- ▶ Rules or Flow / Gratitude
- ▶ Accountability (Family)
- ▶ Men Focus / Women Block

## Step 3 Anchor in Relationships and Activities Outside of Work

### Get involved in activities with other people so you are obligated to show up.

- Dinner with friends or extended family every other week
- Volunteer on board of local nonprofit
- Coach or play on a sports team

### Commit to activities that absorb your attention fully and keep you from thinking about your job.

- Physically immersive: cycling, auto racing, skiing
- Mentally immersive: photography, time with grandkids

### Invest in external professional groups. This gives you greater influence over your career and is a source of new ideas and perspectives.

- A technical association working group
- A start-up incubator
- A group of close friends from graduate school

### Anchor

- ▶ At Least One Non-Work Group (Physical, Feed Soul, etc.)
- ▶ Multi-dimensional relationships

**“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.”**

C-Suite Executive, Financial Services



# Thrive: Exercise to Engage with Purpose, Buffer and Anchor



 Identify actions below that can improve the degree to which you are thriving in your career.

**Engage in Interactions that Generate Purpose for You at Work**

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**Create Habits to Buffer You from the Demands of Work**

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**Anchor in Relationships and Activities Outside of Work**

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