

Small Shifts, Big Impact

Presenting Insights and Strategies to Improve Organizations and Help People Drive Performance and Well-Being through Networks.

Rob Cross

A respected thought leader defining the future of work in a hyper-connected world.



Book Rob Cross for Your Event

Contact Rob at rcross@babson.edu to discuss your leadership development initiative, conference, off-site or event.

www.robcross.org

Networks are hidden drivers of organizational and individual success.

But most of us are making mistakes.

Rob has studied underlying network dynamics of effective organizations and collaborative practices of high performers for more than 20 years.

Much of what he has learned about success is counterintuitive to what most people think when they hear the word network or collaboration.

His research and insights have changed the way thousands of leaders manage their organizations and cultivate personal connectivity, enabling them to outperform and thrive in a hyper-connected world.



Speaking

Rob introduces a new perspective on performance and thriving today through evidence-based network insights and actions. Drawing from research with more than 400 organizations over two decades, he creates engaging and interactive sessions in three domains.

- **Organizational Performance and Innovation.** How top organizations are applying network science to drive business results and create more agile/sustainable organizations. Topics include *creating agile organizations, optimizing network-centric talent strategies, driving successful organizational change through networks and network drivers of psychologically safe/thriving cultures.*
- **Teaming and Agility at the Point of Execution.** Work is driven through groups in organizations—ranging in size from 8 to 400—that increasingly are not conventional teams but networks that need to form and execute rapidly. Topics include *network drivers of team/unit agility, collaborative practices of high-performing teams/units and overcoming six dysfunctional patterns of collaboration that derail groups.*
- **Personal Performance and Well-Being through Networks.** Quantitative work revealing network practices of high performers are combined with stories and practices from over 1,000 interviews to provide rich, counterintuitive and highly pragmatic insights on personal networks of successful people. Topics include *how high performers innovate, execute and thrive through networks, how successful people reduce collaborative overload and social agility in transitions (entry, lateral transfers and promotions) through network practices.*

Rob is known for his pragmatic view and interactive style. Whether giving a conference keynote, presenting at a corporate event or conducting a workshop, Rob tailors the message to ensure audience engagement and high-value takeaways.

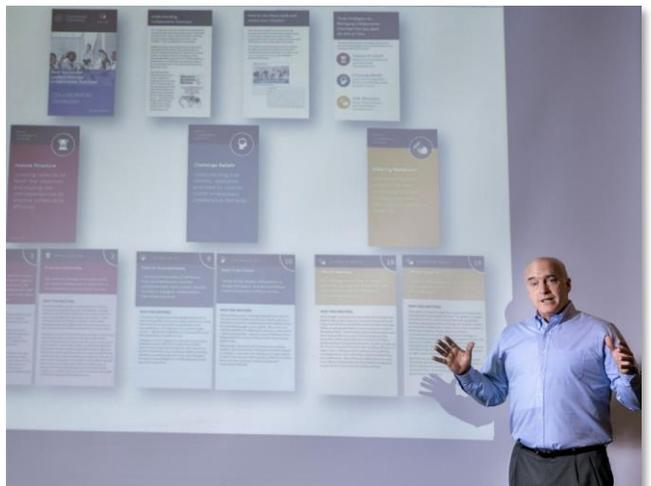


Leadership Development & Workshops

Rob applies network practices to individual, team and organizational goals. His workshops are designed for leadership off-sites and strategy sessions, executive education programs, team launches or development efforts and address five pressing needs.

- **Managing Personal Connectivity for Performance and Well-Being.** Successful people are 18-24% more efficient in their collaborations and use this time to build networks that generate innovation, performance and well-being.
- **Managing Transitions through Social Agility.** Entering new organizations, lateral transfers or promotions are increasingly common failure points that people can avoid through specific network practices deployed through a transition.
- **Thriving in a Hyper-Connected World.** Successful and happy people better address relational micro-stresses and invest in connections that support physical health, growth in and out of work, a sense of purpose/meaning and resilience.
- **Collaborative Practices of Agile Teams and Units.** More successful groups avoid six dysfunctional patterns of collaboration that undermine success and more rapidly form networks inside and outside of teams/units at critical points.
- **Driving Innovation and Business Results through Networks.** High-performing organizations are four times more likely to be managing networks and collaboration in ways that: 1) reduce collaborative inefficiency and overload; 2) drive emergent innovation; 3) create agile cultures and 4) optimize talent engagement.

Workshops range from two hours to full-day sessions, based on a modular approach that can be easily tailored to the audience and integrated with other content. Sessions are typically linked with Rob's tools, including online individual and team assessments and self-paced courses to extend impact.

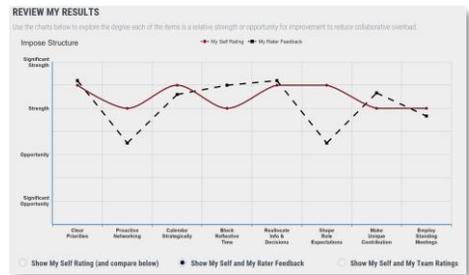


Deepen the Impact

Rob has worked closely with leading organizations to convert his network science insights into physical and virtual assets that can extend a group's learning over time.

A typical experience will include multiple opportunities to deepen the impact of Rob's presentations.

- Card sort or workbook activities, used virtually or in the room, optimize engagement with the content.
- Online diagnostics after the session bring participants more deeply into the content and obtain rater feedback if desired.



- Online action planning promotes accountability for each person.
- Webinars six to eight weeks after a program keep cohort connections alive. Assess impact of actions taken to create ROI on program.

PERSONAL NETWORKS
INNOVATE, EXECUTE, THRIVE

The collaborative intensity of work has exploded over the past decade. Performance, career satisfaction and well-being are increasingly tied to networks of relationships and collaborative endeavors within and across organizations.

Twenty years of mapping networks and individual performance in more than 300 organizations has shown what those networks look like – and specific behaviors that result in greater innovation, more effective execution and thriving in work.

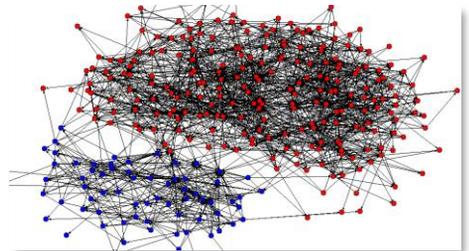
Action Plan Template

ACTION PLAN TEMPLATE

Enter your email address and complete the action plan below. An email will be sent to you with your plan!

Your Email:

Email Subject Line:



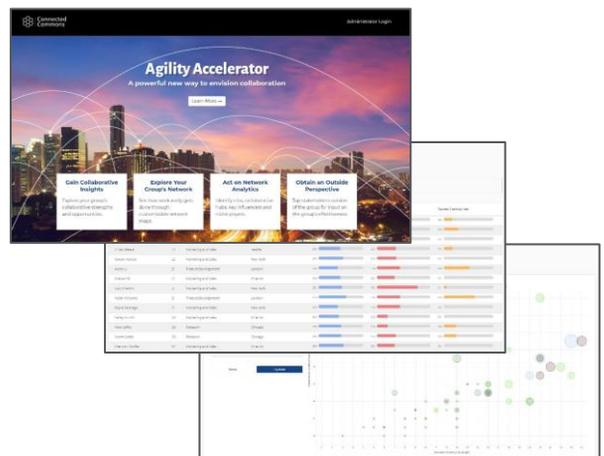
Diffuse the Insights

Driving performance and well-being through improvements to collaboration and networks requires a shared solution.

By bringing their teams and colleagues into the conversation through online tools, participants maximize personal benefit and diffuse key practices through their organizations.

Distributed after a presentation or program, online diagnostics offer personal assessments, the option for a team-level assessment, and guidance to establish new, more effective ways of working. The process is simple:

- 1) Individuals spend eight to 10 minutes completing the relevant online tool to obtain customized insights and—if desired—rate feedback.
- 2) Individuals invite their team to take the assessment as a team. With this optional step, the team is not evaluating the individual. The team rates itself—as a group—on relevant practices.
- 3) A team-level report is generated, allowing the group to discuss results and make individual and collective action plans.



What future-focused leaders say about Rob

“Rob has a unique ability to be both a credible subject-matter expert as well as a relatable human—and this isn’t always a balance that’s easy to strike! Ford began partnering with Rob several years ago, when our CEO and leadership team wanted to learn more about Collaborative Overload and working effectively within a global network. He instantly connected with our leaders and earned credibility with our HR team.”

Julie Lodge-Jarrett, Former Chief Talent Officer, **Ford Motor Company**
Currently with Dick’s Sporting Goods

“Rob’s 20-plus years of academically rigorous research makes him the unmatched leader in understanding the personal and organizational strategies required to succeed in the emerging Connected Economy. Over my career, I have seen his presentation style and counterintuitive insights mesmerize and energize the most executive C-suite teams.”

Greg Pryor, Senior Vice President, **Workday**

“Rob is a true pioneer in taking organizational network analysis and in seeing its possibilities for leadership, innovation and talent management. His work on Collaborative Overload has been very helpful to us as we have sought to help leaders navigate the increasingly hyper-connected, always-on world of work. His commitment to us over the years as a thought partner and practitioner has been invaluable.”

Kevin Engholm, Managing Director, ICG Learning and Development, **Citigroup**

“Rob’s range and ability to connect with a broad global audience is world-class—he has presented for us several times in venues ranging from top leadership forums to virtually delivered programs to global audiences as well as more focused leadership development programs and functional workshops. Rob is a thought leader who is masterful at finding the critical insights to enhance collaboration—he is even better at providing leaders with actionable steps to quickly adjust their behavior and approach to energize their teams and drive results.”

Mike Benson, VP, Talent & Organization Capabilities, **General Mills**

“Rob’s work has ushered in a whole new management science domain to help organizations better understand critical business issues and drive bottom-line impact through the lens of social capital evaluation. He has the rare ability of being able to conduct complex studies and then express his findings in a crisp, compelling and practical manner. His research has significantly influenced my personal views of how to position talent for optimal success.”

Michael Arena, VP of Talent and Development, Amazon Web Services

“Rob is simply fantastic! I was honored he accepted my invitation to speak at the People Analytics & Future of Work Conference—colleagues around the country had long provided rave reviews of both his work and presentation style. Once on stage, I immediately knew what they were talking about. Rob’s content was immensely relevant, innovative and hopeful. He engaged the audience with positive energy and ideas that kept them glued to his words and content and, in turn, resulted in an uncommonly active, and fun, Q&A session ... #RobisAwesome.”

Al Adamson, Founder and CEO, People Analytics & Future of Work

“We have for many years worked with academics and “thought leaders” and have often been disappointed. Working with people and organisations is difficult, complex work and simplistic solutions based on unsubstantiated opinions deliver little. Rob’s work is research-based with data-driven analysis and evidence. His message, delivered with clarity and conviction, provides clear signposts to achieve sustained performance improvement. He’s also easy and fun to work with.”

Mike Haffenden, Director, Corporate Research Forum

“Cigna’s emphasis on organizational and personal leadership networks has resulted in improved business operations, leadership pipeline development and talent effectiveness. These results have been amplified by the expertise and corporate acumen of Rob Cross, an essential element of our work in this space. Whether working with new Cigna leaders or executives working to establish ever-better business and workplace efficiencies, Rob has distinguished himself as a “must have” member of the conversation and team.”

Karen Kocher, Chief Learning Officer, Cigna

“I value Rob’s positive energy, collaborative approach and the tremendous value he brings to every engagement. Rob is a dynamic speaker and his style resonates with all levels of leadership. He is also an amazing consultant and is able to rapidly identify practical applications of his proven research to solve our most pressing social capital challenges.”

David Sylvester, Director, New Employee Success, Amazon Web Services

About Rob Cross



Short Bio

Rob Cross has studied the underlying network dynamics of effective organizations and the collaborative practices of high performers for more than 20 years. Through research and writing, speaking and consulting, and courses and tools, Rob's network insights are transforming the way people lead, work and live in a hyper-connected world.

He is the Edward A. Madden Professor of Global Leadership, Babson College and co-founder and current research director of the Connected Commons, a consortium of over 100 leading organizations accelerating network research and practice.

Long Bio

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.

Currently the Edward A. Madden Professor of Global Leadership at Babson College in Wellesley, Massachusetts, Rob is also the co-founder and research director of the Connected Commons consortium of over 100 leading organizations accelerating network research and practice.

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 New York Times*, *The Wall Street Journal*, *CIO, Inc.* and *Fast Company*.

A graduate of the University of Virginia's McIntire School of Commerce (where he later taught), Rob earned an MBA from UVA's Darden School and completed doctoral work at Boston University. He met his wife Debbie while they were both at Darden, and they have two children, Rachel and Connor.

Rob has become an avid cyclist, logging 100-150 miles a week with a group of similarly crazy old guys. He enjoys playing tennis, fishing and skiing with friends and family and is active in his church. Always willing to try new things, he recently began learning to play the guitar.

Rob's work has been featured in ...



**Harvard
Business
Review**

**The
Economist**

WSJ

**Bloomberg
Businessweek**

MIT Sloan
Management Review

Inc.

**The
New York
Times**

Forbes

FT

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DAILY®**

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**The
Washington
Post**

FORTUNE

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Practical Advice, Powerful Results



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initiative, conference, off-site or event.

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