



Connected  
Commons

Work.

It's Not What It Used To Be.

Now What?

## Join the Connected Commons

Reimagining outdated hierarchies and structures while activating and leveraging networks is an unfamiliar journey – but not entirely uncharted.

The founders of the Connected Commons have been committed to understanding networks, identifying valuable network skills and mindsets, and building capabilities to transform the performance and well-being of individuals and organizations for more than 20 years.

We've created the Connected Commons to empower and enable others to succeed in a network-based world. Join us in order to:

- Promote leading-edge network science and research
- Share practical applications and case studies
- Build professional skills and capabilities
- Co-create solutions, tools and software that enable success

### Connected Common Consortia



Sally Colella



Rob Cross



YOU



Greg Pryor



Chris Ernst

Everything is – or soon will be – connected. Our work and lives are increasingly borderless, transparent and interdependent. People, information and ideas are accessible – often instantly – through technological and human networks.

The network is the emerging paradigm for organizing human behavior across the planet, and network knowledge will be the master competency for success as individuals, organizations and broader communities.

Yet, most of us still rely on ways of working created more than a century ago during the rise of industrialization. Hierarchical systems, team structures and organizational processes are geared to efficiency and routine – and get in the way of information flow, rapid learning and adaptability. Barriers form around vertical, horizontal, stakeholder, demographic and geographic identities and interests – and impede performance.

Today's organizations need systems to support efficiency *and* innovation; clear decision making *and* collaboration; structure *and* fluidity. Network knowledge can be used to intentionally pursue ideas that work, address organizational challenges and develop leaders.

How will you help leaders and your organization build network capability? How will you succeed in this new – and changing – future of work?



Unleashing  
Innovation



Enhancing  
Leadership



Empowering  
Talent

## Who We Are

*The Connected Commons is a community of people who believe that in an interdependent world, networks are now the organizing principle of our social and organizational lives. We seek to develop ideas that build network capability to advance the performance and well-being of individuals, organizations and society as a whole. We are a network ourselves, an organization purpose-built to reflect our knowledge and pursue our own capability development. We welcome the curious and the committed.*

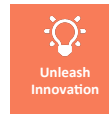


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## Build Personal and Organizational Network Capacity

The Connected Commons helps you determine how to build and strengthen network capacity through individual-level and organizational-level efforts. We are focused on three areas where network ideas and capability can have immediate and significant impact for member organizations:

- Innovation
- Talent Optimization
- Leadership Effectiveness



Applying network approaches in these areas begins to untangle the complexity, inefficiency and overload that plague organizations; provides tangible business results; and models new ways of collaborating and connecting. Connected Commons members can:

### Align networks with key business objectives to fuel and manage innovation.

Use network analytics to manage the organizational changes that go hand-in-hand with inspiring new ways of thinking and acting. Identify critical change agents and points of resistance; promote effective, not indiscriminate, collaboration; and develop networks strategically to meet goals such as gaining efficiencies or pursuing innovation.

**Activate a targeted innovation network.** *Juniper Networks, a \$4.5 billion global company, used network data to understand the kinds of collaboration needed to produce innovation from critical cross-boundary groups. The company brought the network together and created experiences to build needed skills and connections. The event resulted in a valuable new product idea – plus set a precedent for how work takes place in network-driven (not hierarchy-driven) structures. Similar events and approaches have been used by Juniper to generate ideas, solve problems, create culture and engage multiple stakeholders.*

### Manage talent more effectively with network insights.

Improve talent utilization, speed-up on-boarding and reduce turnover by applying a network perspective and using network analysis. Use traditional talent metrics plus network data to make the talent and development decisions that drive key business results.

**Identify hidden talent and strengthen leadership bench.** *LoyaltyOne, a well-established customer engagement business, used a network lens to enrich its talent and succession process. Seeking to better understand patterns of connectivity and individual leader impact, the company conducted an organizational network analysis with 400 managers. The process generated rich data across business units and other organizational boundaries. Powerful new insights included the identification of hidden talent and the revelation of risky dependencies on business-critical expertise. Insights were quickly turned into action to address talent management goals, mitigate leadership risk and support the business strategy.*

### Help leaders create and manage their networks to lead more effectively.

Apply research on high performers in over 300 organizations to build effective networks that improve performance and boost well-being. Avoid connectivity patterns that undermine or derail leadership.

**Boost network competencies of rising leaders.** *The biologics R&D division of a global pharmaceutical/biotech company places network knowledge as one pillar of a year-long development experience for rising biotech leaders to develop what it takes to effectively lead across the enterprise. As a result, these leaders cultivate networks that support high performance, innovation and high engagement. One leader recently reflected, “The development experience and follow-on coaching gave me the confidence to build my network with more senior leaders who are not in my business area. Their insights have been invaluable to shaping my team’s work to align with our strategy as I transitioned into a global role.”*



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## Create the Future of Work

*Networks are the new way to work.*

*See the network for what it is.*

*Shape the network for what is needed.*

*Seed the network for what is next.*

### Create the Future of Work

Why should you get involved? You know the problems in your organization. You are an influencer, a connector – in a position to see how the business needs and the culture and people needs aren't in sync. You are a passionate do-er, not content with the status quo. You are making sense of the big picture and serious about the details – and think of yourself as both visionary and pragmatic.



The Connected Commons is your opening. It's a chance to get answers to the questions you have been asking and strengthen your own ability to lead. It's a place where you can bring your ideas, insights and hunches out into daylight. It's a community that is front and first in creating the future of work.

### Member Opportunities

- Don't miss Connect with the Commons – our annual member event.
- Meet, work and share at quarterly interest group meetings.
- Learn and connect via webinars.
- Tap into early research, best practices, case studies and other “how-to” content.
- Conduct network analyses using leading software.
- Find support with facilitation guides and videos.
- Give, take and expand what's possible through our vibrant peer network.