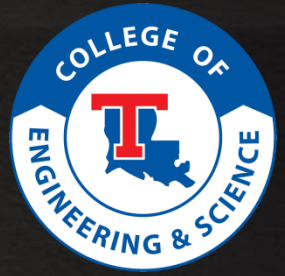


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Getting it All Done!

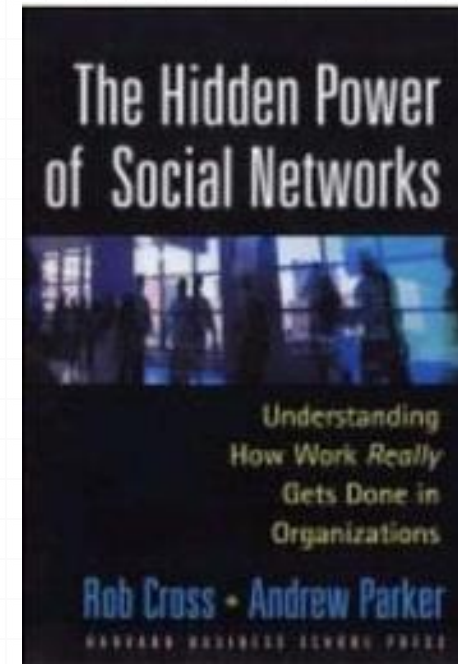
The Key to being More
Productive

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ADVANCEing
Faculty Program
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The Hidden Power of Social Networks

by Rob Cross and Andrew Parker

- o Research consultants for IBM's Knowledge and Organizational Performance Forum
- o In-depth study of 60+ informal networks within organizations around the world
- o Conclusion: An organization's social networks are where real work gets done
- o Goal: Improve productivity by improving collaboration and cooperation



The Key to Productivity: *Energy*

- o *Energy* is a key factor in determining who is effective and why.
- o Cross and Parker analyzed networks of co-workers to understand how the networks functioned and how productive the people in the networks were.
- o They found that having people in a network who were an “Energizer” or a “De-energizer” affected both *how* the network operates and the *productivity* of people in the network.

What is an Energizer?

*“**Energizers** bring out the best in everyone around them, and our data show that having them in your network is a strong predictor of success over time. These people aren’t necessarily extroverted or charismatic. They’re people who always see opportunities, even in challenging situations, and create room for others to meaningfully contribute. Good energizers are trustworthy and committed to principles larger than their self-interest, and they enjoy other people....”*

Rob Cross, Andrew Parker

Managing Yourself: A Smarter Way to Network

Harvard Business Review

What about a ‘De-Energizer’?

“...‘De-energizers,’ by contrast, are quick to point out obstacles, critique people rather than ideas, are inflexible in their thinking, fail to create opportunities, miss commitments, and don’t show concern for others. Unfortunately, energy-sapping interactions have more impact than energizing ones—up to seven times as much, according to one study. And our own research suggests that roughly 90% of anxiety at work is created by 5% of one’s network—the people who sap energy.”

Rob Cross, Andrew Parker

Managing Yourself: A Smarter Way to Network

Harvard Business Review

Energy and the Organization...

- o An Energizer can transform an organization. He or she brings out the best in others. When Energizers are in a meeting, in the classroom/lab, or in a decision-making session, positive results typically flow.
- o One De-energizer can cause great damage to an organization. They are quick to say no. They always can think of reasons why the initiative will fail. They are critical and inflexible. They are de-motivators. They will always point out the obstacles, but rarely see the opportunities.

The Key to Productivity? Energizers...

- o ... are much higher performers.
- o ... are more likely to be heard and have their ideas acted upon.
- o ... are quick to point out potential problems, but always as a means of reaching a goal.
- o ... listen to others and value other peoples' ideas, concerns, and contributions.
- o ... don't plot, form cliques, or seek alliances as a means of "getting their way".
- o ... articulate a compelling (motivating), but achievable vision.
- o ... show integrity, deal fairly with others, and follow through on their promises, but can deliver bad news or point out problems when necessary.
- o ... help move the initiative forward.
- o *People are more willing to engage with Energizers:* to give them undivided attention, to devote discretionary time to them, to respond to them and to want to work with them.
- o Energizers are not entertainers, or even charismatic or intense. Instead, they bring themselves fully into an interaction.

De-Energizers Undermine Productivity

- o -- People go to great lengths to avoid dealing with De-energizers.
- o -- But when they are bypassed, De-energizers tend to persist in unhelpful responses. They feel ignored, so they behave in ways that make people avoid them all the more, instead of finding ways to engage constructively.
- o -- De-energizers tend to see nothing but roadblocks.
- o -- De-energizers, especially those with great expertise, tend to shut out other people's views.

Are *you* an energizer or a de-energizer?

1. Do you take a sincere interest in other people?
2. Do you follow through on your commitments?
3. Do you engage in self-serving endeavors, or do you work in service of a goal larger than yourself?
4. Do you see possibilities, or only problems?
5. Are you able to disagree with someone without attacking that person personally? (Note: excessive agreement is de-energizing.)
6. Do you give people your full attention? *People are far more aware of a lack of attentiveness than you might think.*
7. Are you flexible enough in your methods so that others can contribute, or do you demand that others adapt to you?
8. Do you exercise your expertise without bulldozing over other people?

Leadership & Productivity

1. Make sure you are an Energizer!

- o Talk to the people closest to you and ask for an honest assessment:
- o Do you motivate or de-motivate others?
- o Hope you bring hope to a situation or constantly point out obstacles?
- o Do you create an environment that encourages others to lead and thrive?

Leadership & Productivity

2. Surround yourself with Energizers!

- o Energizers aren't "Yes" Men or Women
- o Energizers don't flatter or seek special favor
- o Energizers speak the truth with your best interests at heart
- o Energizers see opportunities (even if resources and capabilities are limited!)
- o Put Energizers in key leadership roles

Leadership & Productivity

3. Don't let De-Energizers be a primary influencer

- o De-Energizers are present in every organization/group
- o De-Energizers often get undue attention because of their negativity
- o Minimize opportunities for De-Energizers to derail your efforts
- o Utilize strategies that help you manage around De-Energizers while being fair
- o Don't pour effort in trying to win them over or rehabilitate them
- o Spend your time and effort on those who respond with hope and energy

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Questions?

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