

Get Big Things Done: The Power of Connectional Intelligence

Erica Dhawan

ericadhawan.com

CEO, Cotential

erica@cotentialgroup.com

[@ericadhawan](#)

Sarah

Quick thought –what do you think of this idea for the deliverable?

4:00 P.M.

John

How would this fit in? doesn't seem like you thought this through..

8:00 P.M.

Sarah

New subject title from “Quick thought” to “Deliverable Changes” — lengthy email

10:35 P.M.

John

... some more questions.

10:45 P.M.



Sarah

I have a great idea!

John

I don't understand what she means by this, I need more context...

Sarah

Replies with a structured email —
200 words, 6 bullet points, bold
and underlined headings.

John

This is pretty great.



The *next* day...

Sarah

Can we chat about this before our team meeting tomorrow?

6:00 A.M.

John

can you send your thoughts in writing?

6:10 A.M.

Sarah

!!!!

John

I would love to better understand this.

A 15 minute exchange took
5 hours of time, stress, and fear
over a 12 hour period.





3/4

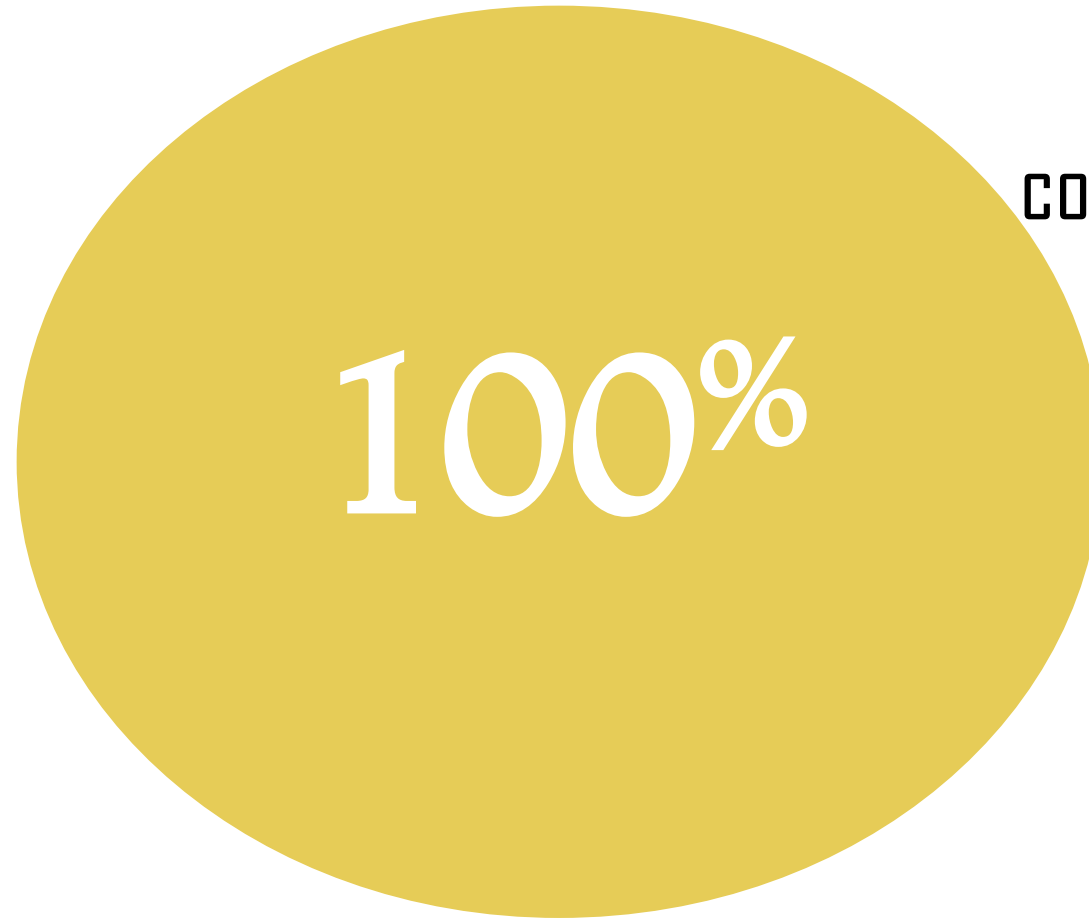
of face-to-face collaboration
is non-verbal

collaboration in teams is
virtual

70%



CORRECTION!!!



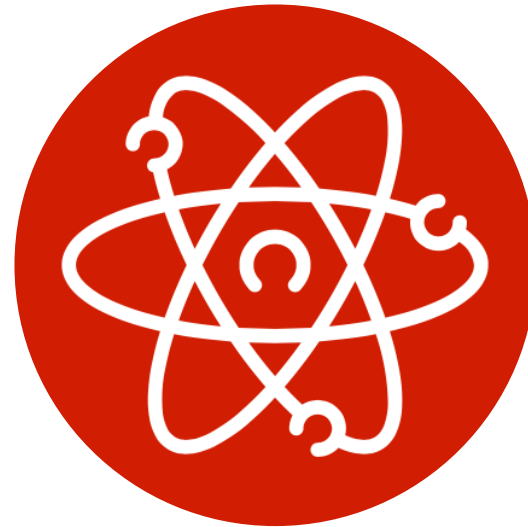
collaboration in teams is
virtual

We need
to reimagine
collaboration...

- We misunderstand quickly
- Speak freely
- Argue more
- Walk away faster

Connectional Intelligence

the capability to unlock new and unrealized value by fully maximizing
the power of networks and relationships





Apache


Marathon Oil

A wooden gavel with a silver band around the head, resting on its sound block. The gavel is made of polished wood and has a silver ferrule at the end of the handle.

Sarah

Didn't you handle a similar case last year? I remember hearing about this...

4:00 P.M.

John

I sure did! Let me get you the case number, save you some time...

4:03 P.M.



0 grams
Trans Fat

Doritos

GUACAMOLE!
ARTIFICIALLY FLAVORED

NET WT 10.5 OZ (298g)

DEC 13
3.49
4 8822860590
18-54



CHIPS ENLARGED
TO SHOW TEXTURE

Think about...

How can we leverage Connectional Intelligence in a digital world?



"What do you mean we don't communicate?
I sent you e-mail on Monday."

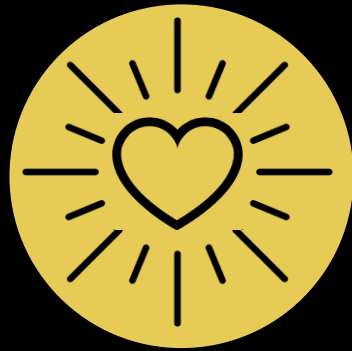
Digital Body Language

the new cues and signals we send that make up the subtext of our
messages

4 Laws of Digital Body Language



VALUE VISIBLY



**COMMUNICATE
CAREFULLY**



**COLLABORATE
CONFIDENTLY**



TRUST TOTALLY

Value Visibly

“Sorry, I need to reschedule”

sent 5 minutes before your scheduled start time

“I’m double booked”

sent an hour before start time

“ ”

a no-show with no notice at all

“I don’t know why we’re even meeting.”

only after you sent the agenda a week before



Value Visibly

Watch the clock

Acknowledge individual differences

Practice radical recognition

Introverts vs Extroverts

- Open lines of communication outside of meetings.
- Clear agendas that allow for preparation.
- Don't interrupt their speaking.
- Downtime in between meetings.

- Regular face-to-face and video meetings.
- Manage airtime.
- Use breakout groups or pre-meeting brainstorm teams.
- Designate a meeting moderator and require (virtual) hand raising.

Digital Natives vs Digital Adapters

- Preference for informal mediums like text and IM.
- Voicemail phobia.
- Consistent use of each channel.
- More frequent, shorter messages.

- Preference for phone calls and in-person meetings.
- Reluctance with new technology.
- Inconsistent use of each channel (e.g., using text like its email).
- Higher quality, less frequent messages.

Communicate Carefully

do you want to speak Wednesday or Thursday?

yes

Communicate Carefully



Think before you type

Deliver with maniacal clarity

Choose the right channel

Collaborate Confidently

**I need this report
by the end of the
week.**

**(but I'll force you
to rework it for
the next two
months)**

**I'll get back to
you soon.**

**(or in 2 weeks,
with half an
answer)**

**I need this by
tomorrow
morning.**

**(even though I'm
sending this
request at 10pm)**

Collaborate Confidently



Inform the right people at the right time

Prioritize and stay on track


Pay attention to details

Collaboration Tool Guidelines


Define expectations for each tool.

Tool	When to Use	Response Time	Norms (how to use and how not to use)
Skype – Instant Message (IM)	<p>Time sensitive, urgent messaging</p> <p>Short and simple conversations</p>	<p>ASAP</p> <p>If showing available (green), otherwise response may be slower</p>	<p>Use with less than 6 people (otherwise call).</p> <p>Always set your own availability on Skype.</p> <p>Avoid using with complicated questions or conversations that require visuals.</p>
Outlook (email)	<p>Provide directional, important and timely information</p> <p>Ensure there's a record of your communication</p> <p>Direct the receiver to an online source for more information</p>	<p><24hrs; Priority dependent</p>	<p>Use identifiers in subject line for urgency & response expectation</p> <p>Use to share attachments</p> <p>Avoid when immediate response is required or if its random chit-chat</p>
WebEx (call /meeting)	<p>Use for all calls/meetings including virtual and external meetings</p>	<p>Immediate or long-term</p>	<p>Ensure appropriate usage of Camera & Mic</p> <p>Use “mute” when needed</p> <p>Ensure meeting host clarifies if video functionality is required in participation</p> <p>Record calls for those who miss them</p>
Individual/ Group Text	<p>Time sensitive/urgent communications and you were unable to reach via</p>	<p>Urgent <0.1 hrs – Priority depending</p>	<p>Tool used if it is preferred communication for leader or if you unable to reach in other forms</p> <p>Avoid texting during meetings/working sessions</p>

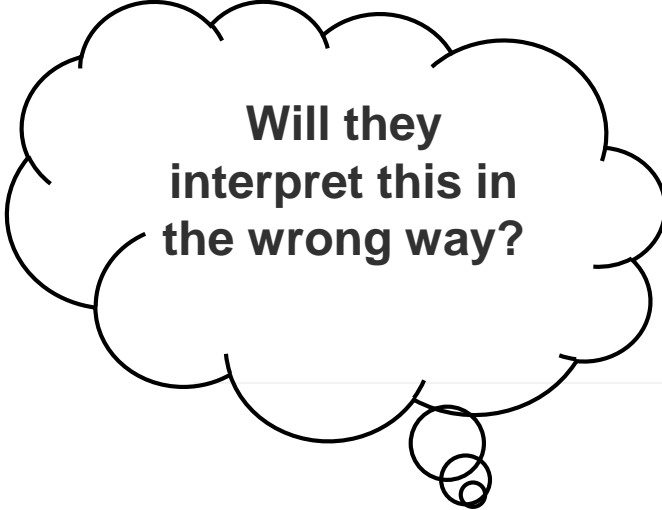
Trust Totally



**Does the silence
on the phone call
have something
to do with *me*?**



**Am I making
sense in this
email?**



**Will they
interpret this in
the wrong way?**



Trust Totally

Give the benefit of the doubt

Create virtual water cooler moments

Show vulnerabilities

Getting practical

Checklist

Value Visibly

Do we feel like our time is respected?
Do we feel like our best work is acknowledged and celebrated?
Do we feel comfortable voicing concerns?

Communicate Carefully

Do we feel there is a common understanding of priorities and next steps?
Do we have a clear understanding of which channels to use and when?
Do we have clear language and word choice to foster understanding?

Collaborate Confidently

Do all the appropriate stakeholders feel identified and aligned?
Do we feel that the correct people are informed--and are they cascading the messages appropriately?
Do we feel there is consistency in communications across teams?

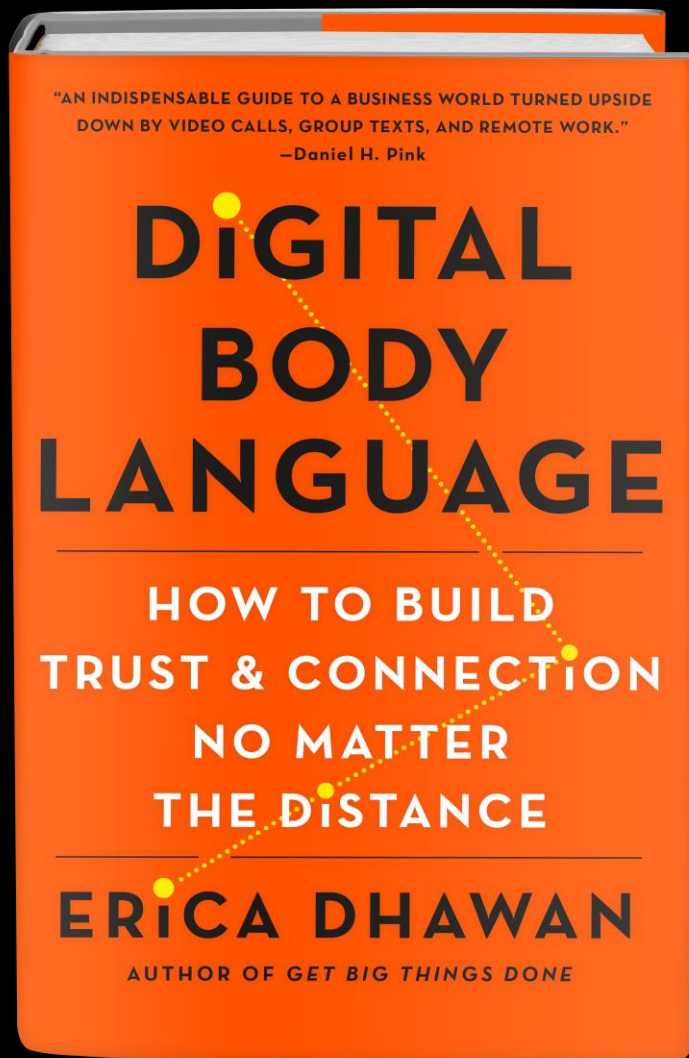
Trust Totally

Do we give each other the benefit of the doubt when facing uncertainty?
Do we show vulnerability?
Do we create moments for informal social connections?

Your commitments

What is one action you can take to:

- Value Visibly
- Communicate Carefully
- Collaborate Confidently
- Trust Totally



dblbook.com

dblcourse.com

How will you connect intelligently
for all those counting on your wisdom,
creativity and heart?

Thank
you

Erica Dhawan

ericadhawan.com

CEO, Cotential

erica@cotentialgroup.com