



# The Connector System™

We Develop and Scale Collaborative Leadership

## **WHERE IT BEGINS.**

**Your leadership team  
determines the strategic  
plan that will drive future  
growth.**



## **BUT THE ODDS ARE: YOUR STRATEGIC PLAN WILL FAIL.**

**Facts are facts:**

**70% - 90% of strategies  
are never successfully  
Executed\***

- **91% of CEOs say business failures are due to lack of cross-functional collaboration\***

- **Only 21% of CEOs say they have confidence they can develop the collaborative workplace**

*\*Gianluigi Cuccureddu, "Lack of Collaboration or Ineffective Communication Cause of Workplace Failures", Damarque, May 2013*

# TO SUCCEED IN ALIGNING TEAMS TO THE STRATEGIC PLAN 5 BARRIERS MUST BE BROKEN.



**Research supports, and our studies show, that strategic alignment requires developing**

# **9 Collaborative Leadership Capabilities**

*The list of these interpersonal skills, with their definitions, are shared in the appendix.*



# **The Connector System™**

**A certification approach to developing and scaling the collaborative leadership necessary to execute your new plan.**

# A proven **Solution:**

**Your Connector System**  
is an industry defining approach  
to creating a **networked  
community of leaders**, called  
Connectors, who mobilize and  
align your organizational talent to  
your strategic plan by developing  
**collaborative leadership**

- on the job,
- with peers,
- in memorable moments.

Your Connectors break barriers  
and deliver these

# Outcomes

- 1. Immediate improvement** in the execution of your new plan by:
  - ✓ Driving adoption and shared ownership across teams
  - ✓ Energizing employees around a shared reality
  - ✓ Align employees to the strategy by breaking silos or fiefdoms
- 2. Organizational talent is optimized** as targeted values come to life.
- 3. The employee experience is enhanced** due to modern L&D.

# How **Connectors** improve the execution of **Strategic Plans**

## **1. 10- to 30-Minute Grab-and-Go Sessions:**

The Connector supports teams in real time at the point of need: the moment they face barriers and seek solutions. This ignites learning and empowers employees to move forward together.

**2. 90 min. to 8hr. Programs:** The Connector delivers a strategically facilitated discussion where participants gain the collaborative leadership capabilities needed to deliver the business imperative. (A sustainability process is included.)

*Connectors and those they serve are supported by an agile, social, user-friendly digital platform accessed through your organization's LMS.*

# How we measure the success of our

# Promise

(Quality is paramount)

- Improved business metrics
- Established milestones and checkpoints
- Senior leader observations
- Participant evaluations
- Connector peer/cohort assessments
- Connector portfolio of development and application

# Designed for **Simplicity**

**Up-front, one-time, flat rate with no royalty charges on materials and straight-forward renewal. And the assurance you'll always have the Connectors needed to succeed.**

As your Connectors develop employees, your per-person cost plummets. Also, Connectors are certified and supported virtually, requiring minimal travel & expenses.

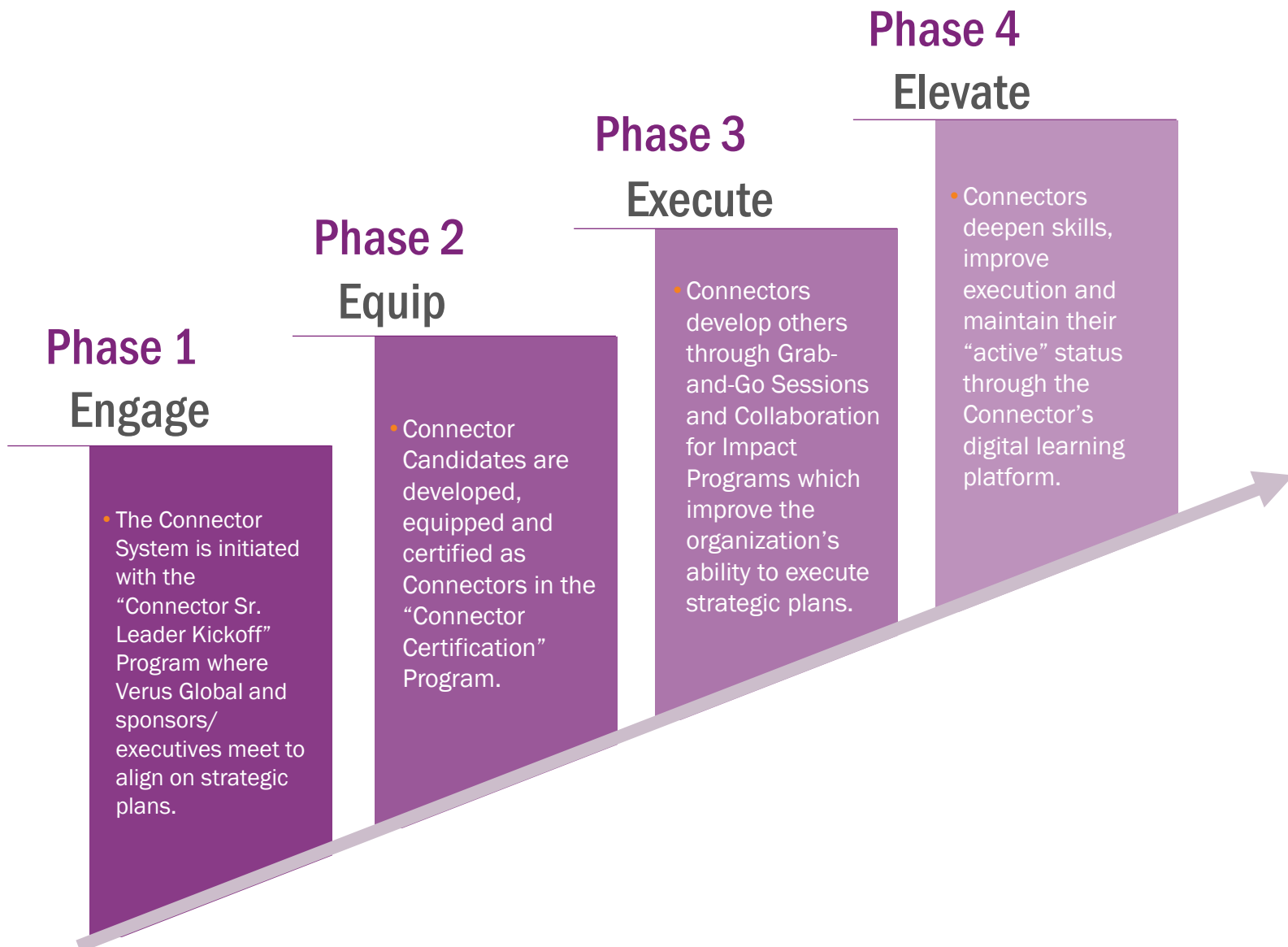
**No more  
time-taking  
reports. Just your  
new plan being  
delivered.**



# Appendix

# Let's get Started

## The Connector System™ Certification Model



## 7 Connector Candidate Selection Criteria



1. **THEY ARE GOOD PEOPLE:** Colleagues want to be around these people because they model values that are important and because of how they make others think and feel.
2. **THEY ACT AS CONNECTORS ALREADY:** They are known by others as seeing the “big picture,” bringing the best out of others by aligning people to objectives.
3. **THEY POSSESS LEADERSHIP COMPETENCIES:** They have experience or demonstrate an aptitude for leading teams or group efforts.
4. **THEY HAVE ADVISOR, MENTOR OR COACH EXPERIENCE:** Colleagues seek them out for formal or informal support to their challenges.
5. **THEY POSSESS BUSINESS KNOWLEDGE:** They understand how the organization works and how to get plans executed.
6. **THEY ARE LIFE LONG LEARNERS:** Candidates demonstrate a humble and hungry approach to their own development, welcome feedback and are accountable in strengthening their skills.
7. **THEY CAN MAKE THE TIME COMMITMENT:** Candidates are willing to give of their time beyond normal workloads to serve others.\*

*\*For certification:* Candidates can devote a minimum of 40 hours. The virtual certification program consists of synchronous and asynchronous modules (webinars and self-guided work) requiring 1.5-2 hours per week over a ~4 month period.)

# THE **ROLE** OF THE **CONNECTOR**



**The Connector's role: Develop organizational capability to execute strategic plans.**

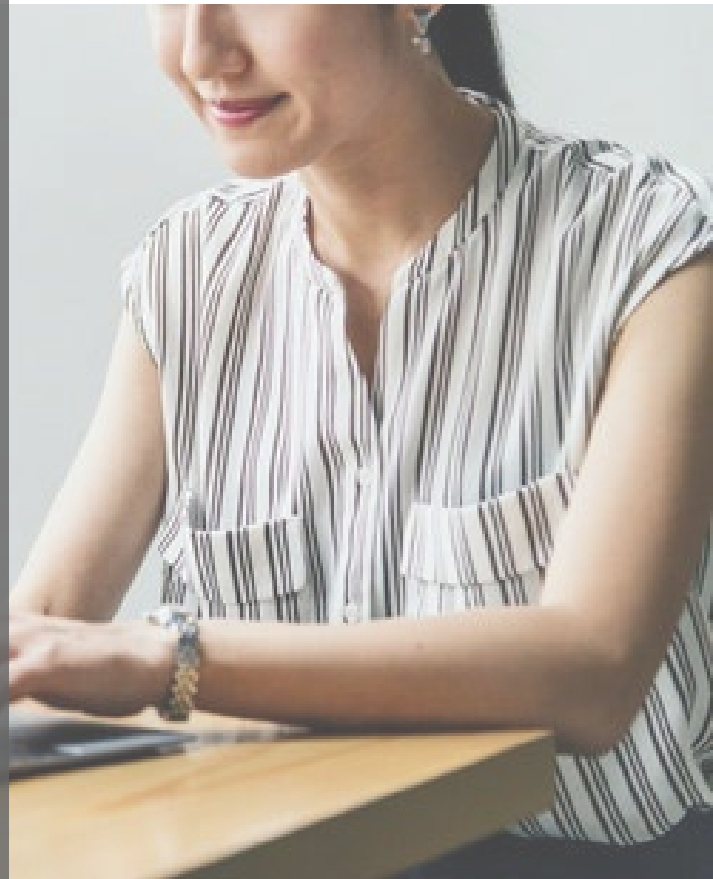
**They fulfill this role by doing three things:**

- 1. Connect** and align the actions of teams to their purpose and delivery of imperatives
- 2. Connect** cross-functional teams through strategic collaboration
- 3. Connect** employees' actions to the development and scaling of your unique culture and values

# DEVELOPING YOUR **CONNECTORS:**

Participants engage in a 8-module 50 hr. (approx. 4 months) virtual certification program where they learn how to:

- Identify the barriers that stand in the way of achieving the company's strategic plan
- Build the 9 Collaborative Leadership Capabilities across the enterprise
- Equip peers with practical tools during the natural flow of work so integrated teams can execute the new plan with excellence



## **BACK ON THE JOB.**



### **A manager calls the Connector:**

**“I’m stuck. I have to get my global team to take ownership of our new plan and work closer with the other functions so we can hit our new number.”**

## THE CONNECTOR GOES TO WORK.



The Connector asks the manager, “Would your team be better able to execute the new plan by having a Grab-and-Go session? This is where I spend 10 minutes (or whatever time you want to invest) with your team equipping them to break a barrier with a powerful collaboration tool”

## **IF THE MANAGER CHOOSES A GRAB-AND-GO SESSION.**



- 1) The Connector accesses the on-line Connector resource bank**
- 2) Filters the search based upon the barrier**
- 3) Determines the collaborative leadership capability that must be developed to deliver the strategic plan**
- 4) Chooses a collaboration tool with which to equip the team**
- 5) And determines the best method of application to empower the team to better execute their plan.**

## THE CONNECTOR ALSO OFFERS THE MANAGER ANOTHER OPTION.



“If you want to shift thinking and actions more significantly and in sustained\* ways, we could deliver a ***Collaboration for Impact Program***. This can be a 90 minute to 8 hour workshop where we get into the specific interpersonal capabilities necessary for the team to take ownership, function collaboratively, and deliver on their responsibilities.”

\*Includes a 7-week continual learning process

## IF THE MANAGER CHOOSES THE COLLABORATION FOR IMPACT PROGRAM.

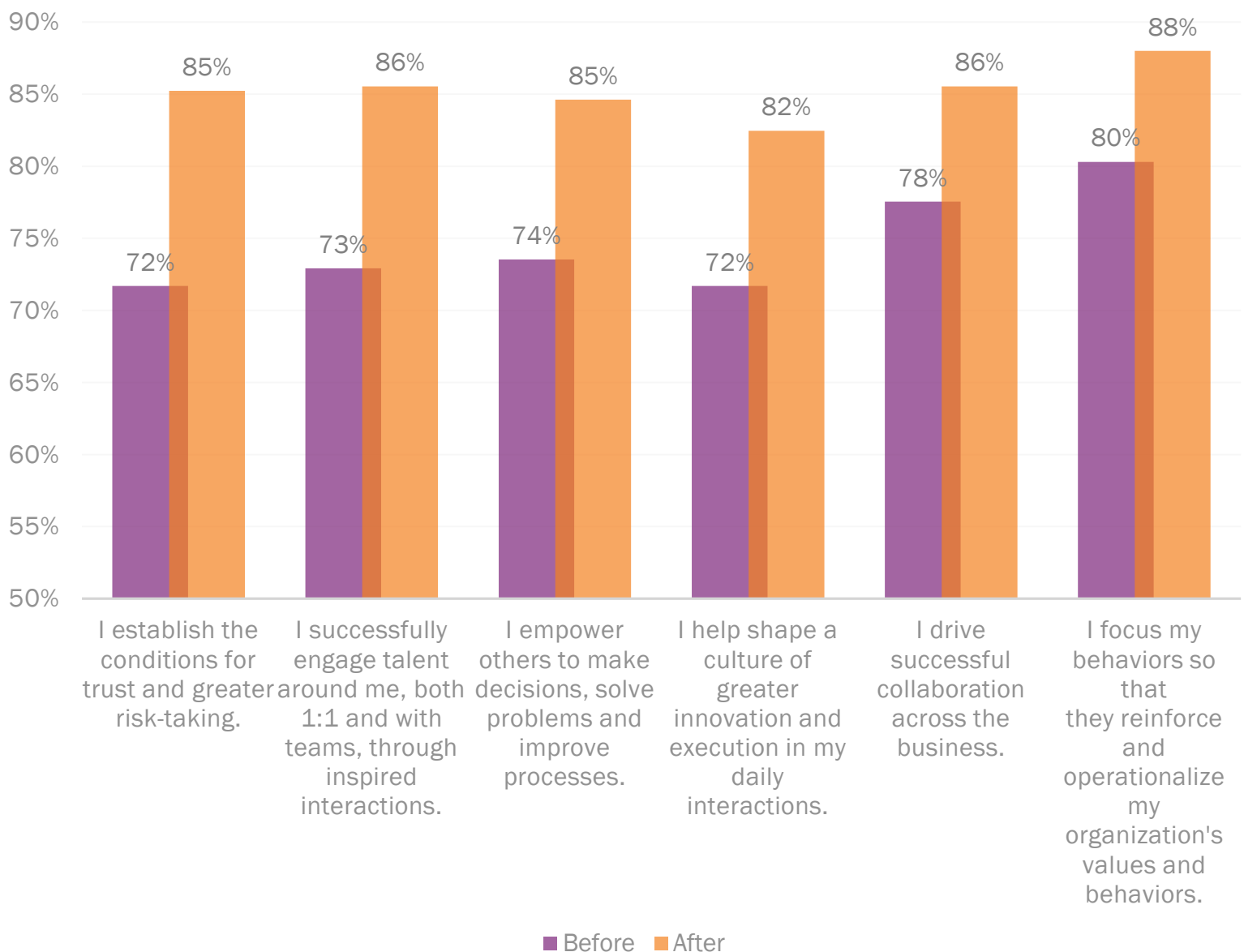


The Connector prepares to deliver the program using the **Connector Delivery Model**. Particularly the **I (B) C E Framework** - participants in the program access content and resources on the on-line Connector resource bank.

# Measuring the ripple effect of your Connectors

## Case Study: Global Organization

*The change of behaviors in employees beyond the  
Connectors in just 6 months.*



# 9 Collaborative Leadership Capabilities:

*The interpersonal skills required to align teams to strategies so they can successfully execute plans. Verus Global enables your values by developing & scaling these capabilities.*



**Energize Around a Shared Reality**



**Drive a Collective Focus on Priorities**



**Mobilize Hearts and Minds to Shared Purpose and Goals**



**Disperse Power and Leadership**



**Debate Productively, Decide Efficiently**



**Develop Peer Accountability**



**Tell the Transparent Truth**



**Inspire Partnerships of Trust**



**Ensure Individual Accountability with Enterprise Responsibility**

# Collaborative Leadership Capability Key:

*Defining the interpersonal skills required to align teams to the business strategy so they can execute plans successfully.*



## ***Energize Around a Shared Reality***

Members of the group gain a collective understanding of relevant facts and data, suspending the emotions that foster pessimism, unproductive idealism or reflexive thinking that cause errors in judgement. Teammates freely offer pertinent perspectives that refine realism and truths, thereby diminishing behavioral conflict while elevating empathy, focus and the diverse thinking necessary to power forward.



## ***Drive a Collective Focus on Priorities***

Team members develop clarity and maintain alignment to the most important activities required for achievement of shared objectives. While being inclusive of diverse thinking and approaches, and adjusting the plan when necessary, they stay focused on delivering their commitments, thereby eliminating the distractions that obstruct performance. This is particularly true when members of the group are not in proximity to one another while working across the enterprise.

## ***Mobilize Hearts and Minds to Shared Purpose and Goals***



Teammates go beyond functioning with only their hands or minds – and bring their hearts as well. This leads to the unique thinking and efforts associated with being “all in” for the achievement of the organization’s objectives. Now, passion has purpose.



## ***Disperse Power and Leadership***

Rather than decision-making rights being reserved for those in positions of authority, hierarchy is flattened as teammates set aside personal agendas or loyalties and enable those most equipped in the moment to problem solve and advance the team’s strategy. This empowerment is transferred among teammates in fluid fashion, based upon the needs of the business.

# Collaborative Leadership Capability Key, Cont.:

## ***Debate Productively, Decide Efficiently***



To determine the best path forward, teammates engage in a healthy and vigorous conflict of ideas and perspectives. People refrain from selling or persuading others to “their side” of thinking; nor is there a need to be defensive because teammates aren’t attacking people. Then decision making occurs in a manner that best serves the business, such as directive, consensual, democratic, delegated and so forth. (Note: Culture, including geographic location, has an extreme influence on this capability.)



## ***Develop Peer Accountability***

As opposed to waiting for others with power to address counter-productive practices or behaviors that occur in the course of executing a plan (such as lack of role clarity, inconsistencies in alignment or performance, and more), teammates maintain relationships that empower them to move quickly and have the productive discussions essential for the team to move forward.



## ***Tell the Transparent Truth***

Teammates prioritize the development and nurturing of a psychologically safe and inclusive environment. Consequently, teammates are better able to be their authentic selves and accelerate the full, free, two-way information flow necessary to leverage the organizational intelligence required for success.

## ***Inspire Partnerships of Trust***



Instead of transactional interactions, teammates use daily exchanges as transformative opportunities to elevate people, partnerships and performance. Organizational talent is optimized and the values of the organization come alive as people bring their best to situations, activate the best in others, and seek to strengthen human connections, resulting in elevated intellectual and emotional capital across the business.



## ***Ensure Individual Accountability with Enterprise Responsibility***

Teammates fulfill their role in the context of the broader organization’s strategy. Rather than working in a silo and saying, “That’s not my area,” these teammates prioritize organizational outcomes and deliver their efforts in the framework of a network of professionals executing together for the business.

Creating organizational

# Traction & Pull

- ✓ It's all about your **business imperative**
- ✓ Executive **modeling**
  - ✓ Connector system is a *part of* the **business strategy**
- ✓ Corporate **messaging**
  - ✓ Progress is measured and **successes featured**

# You will **Succeed** quickly

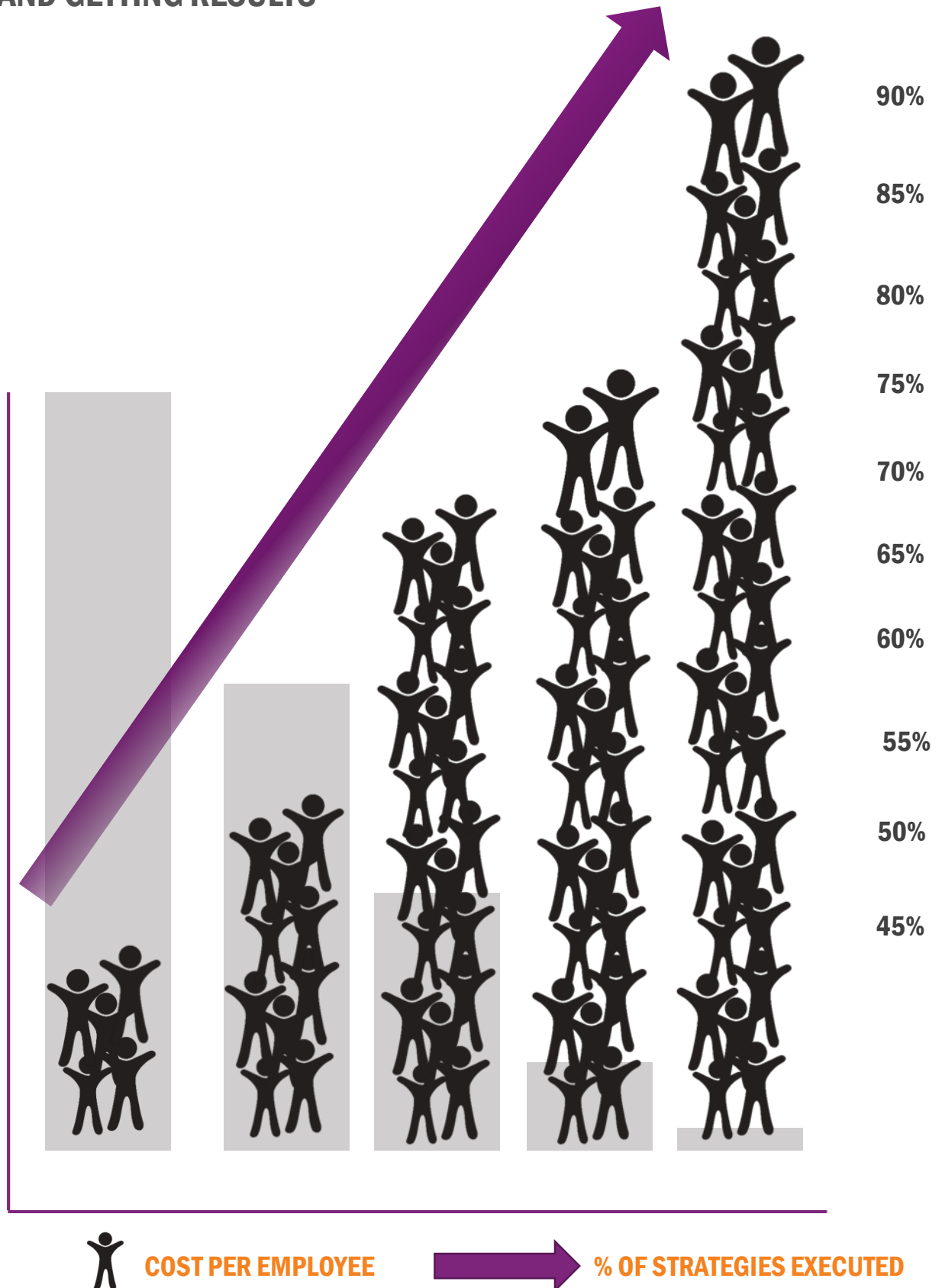
## **What makes Connectors effective is how they approach those they serve:**

- ✓ They see unique individuals in the context of the cultural system within which they operate
- ✓ They're not attempting to fix anyone; they activate and connect the best in teammates
- ✓ They develop the whole person
- ✓ They focus on your new plan

**The Connector is  
the guide –  
those they serve  
are the heroes.**

# WHAT IT LOOKS LIKE.

SCALING COLLABORATIVE LEADERSHIP WITH THE CONNECTOR SYSTEM™ AND GETTING RESULTS

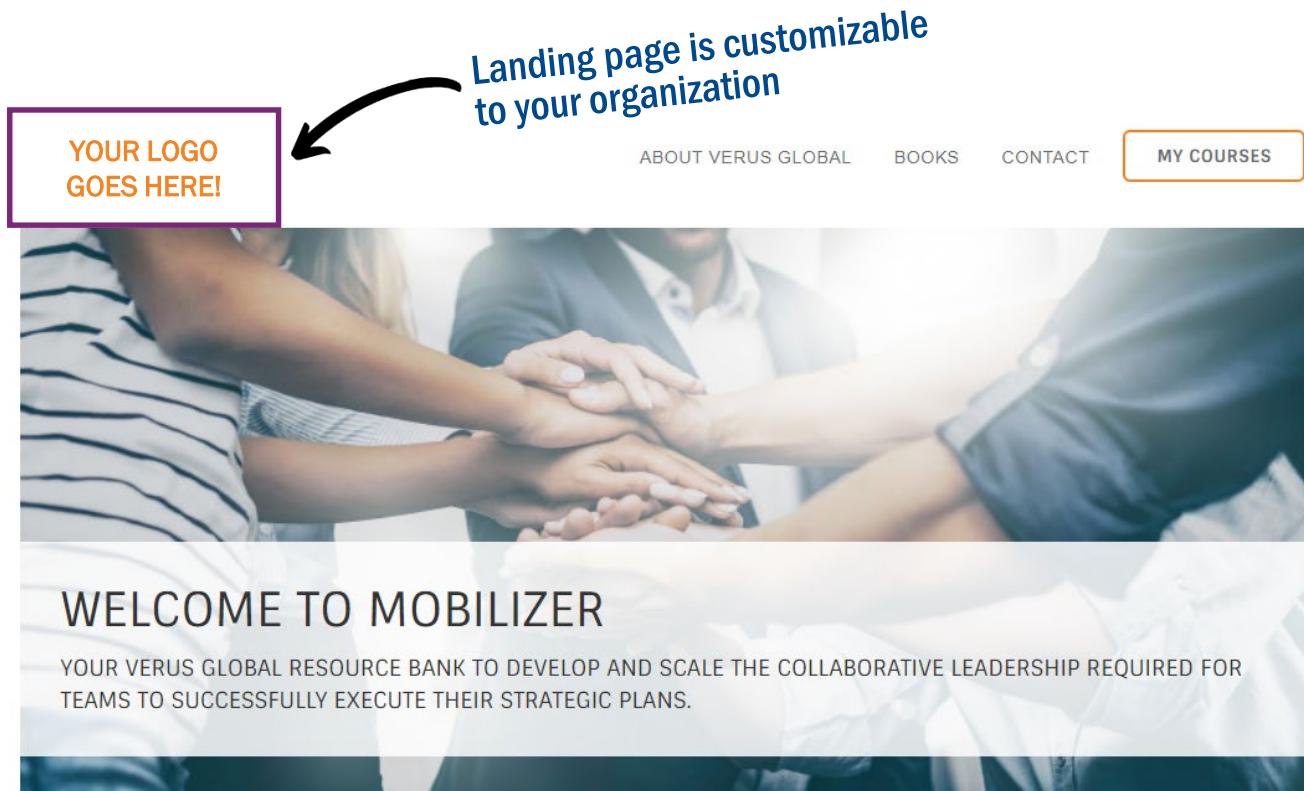


Introducing

# Mobilizer

## Verus Global's Learning Platform\*

Our new online resource bank gives you access to the Connector Certification Program, resources and materials to deliver Grab-and-Go's and Collaboration for Impact Programs.



Blogs



Videos



**Benefits:**  
Easy  
Simple  
Adaptable  
Compatible