

***GET BIG THINGS DONE***  
MANAGER  
GUIDE

# Get Big Things Done Manager Guide

Whether you're the CEO of a Fortune 500 company or managing a team of interns at a start-up, you can help raise the connectional intelligence of all your team members. Here is a team exercise to begin pulling your team out of the past and into the brighter world of connectional intelligence.

## PURPOSE OF EXERCISE:

To give team members a forum for providing one another with focused, direct and actionable feedback about how their individual connectional intelligence can improve the performance of the team and to define a project in which the team needs to leverage connectional intelligence.

## TIME REQUIRED:

One or two hours, depending on the size of the team and the skill of the facilitator.

## INSTRUCTIONS:

1. **Take the Connectional Intelligence Quiz.** Have each team member complete the Connectional Intelligence Quiz on their own. Next, as a group, the team can complete a quiz for each member based on the role he or she plays in the group.
2. **Tally your individual and team results.** When completed, ask each team member to tally up their personal score and the score they received from team members. Ask each team member to identify a top strength and top weakness across the 5 C's, using the quiz results. (Note: Team members should write down their answers so that they can commit to and remember their responses, and are not tempted to change the responses based on what others have said about them.)
3. **Share your results.** Beginning with comments from the manager of the team, have all team members read their strengths and weaknesses aloud, one by one, until everyone has finished. Accumulate the total team score for strengths and weaknesses across the 5 C's on a whiteboard. Discuss the results on the whiteboard with the team, using the following questions:
  - What is your single most important C that contributes to the strength of the team? (That is, their strength.)
  - What is your single most important C that limits the strength of the team? (That is, a weakness or development opportunity.)
  - What do you think is the most important C to do well as a team to accomplish the team's goal?
4. **Ask the team leader to respond to what people have said.** Identify the gaps that exist across the 5 C's among the whole team and have a discussion about how to best work on these areas. Maybe there is low curiosity across your team and you might want to spend more time broadening perspectives before you solve problems. Or perhaps there is low courage and you may desire to host mini "sparring" sessions to inspire, provoke and share diverse opinions. Or maybe you realize you need more combustion and you need to start connecting and activating deeper client networks or cross-disciplinary groups to spark change.

5. **Identify your CxQ role models.** Map the CxQ role models across your team based on the quiz results. Have each team member choose one CxQ role model that best describes his or her strength on the team based on quiz results. You may be playing different CxQ role models at different times, so choose the CxQ role model that you may be playing in your specific role on the team. (See Table below.)

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**If your strength was...      You might be one of these...**

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6. **Accumulate the total team CxQ role models and notice the gaps across the team across the three categories of CxQ role models: Thinkers, Enablers and Connection Executors.**

For every team, you need the right balance of the three categories of CxQ role models: Thinkers who help spark and generate the big ideas, Enablers who create the structures and forces to get big things done, and Connection Executors who mobilize others to get big things done.

Do you have more Thinkers than Connection Executors? Or is your team filled up with Enablers? Notice commonalities and opportunities for individuals with different CxQ role models to partner with one another on the team or outside the team to get big things done.

7. **Fill out the “Get Big Things Done” Work Plan as a team.** Choose one or two specific projects your team is trying to get done and answer the questions about how you can leverage connectional intelligence.
8. **Design a next steps action plan based on your work in Step 7.** Make a plan designed to improve the connectional intelligence attributes across your team and to encourage the right mix of CxQ role model partnerships to get big things done. Once you know the team strengths and weaknesses across the 5 C's and the CxQ role models that show up on your team, answer the following questions in a team action plan:
  - a. Of the 5 C's, which attributes can we improve as a whole team?
  - b. How can we partner different skill sets within our team to fill our gaps across the 5 C's (e.g. matching Dreamers with Mix Masters, Activists with Creative Company Individuals)?
  - c. Is there someone, not on the team, who could help fill our gaps across the three categories of CxQ role models (e.g. thinkers, enablers and connection executors)?
  - d. Are there other individuals, groups or crowds we can reach to fill in CxQ role models we are missing (e.g. industry associations, cross-disciplinary conferences, digital communities, crowdsourcing platforms, CEOs, entrepreneurs)?
  - e. What are three practical actions we can take to improve our connectional intelligence as a team?
9. **Track takeaways and next steps.** When all team members have received input from their peers, have them each summarize aloud for the team the one or two key action takeaways that he or she will work on individually and with others on the team. Have them e-mail those takeaways to the manager.

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