

Unleashing Connectional Intelligence™

To Achieve Business Breakthroughs

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Connectional Intelligence™ is the capability to consistently deliver transformative results by leveraging the value of relationships and networks.

Connectional Intelligence = **C** × **Q**

MORE THAN 20 YEARS after the advent of the Internet, it's not news that we are all connected, and that, unless a totalitarian government swoops down and unplugs everybody, connectivity isn't going anywhere.

The question is: how can we harness this newfound connectivity in ways that are directed, unserendipitous and maximally effective? We live in a world where old-fashioned routes to power – the schools you went to, the contacts in your address book, the families you were born into – are no longer the only ways to advance in the world. Almost everyone has at least the capacity to link up with people, power, ideas, information and resources, and on an operatic scale. So how can we connect intelligently, (e.g. better, faster, more efficiently,) while influencing the greatest number of people?

Humans have always been connected. It's just that until now, we've never had the capability or the tools to connect to one another on this scale. Until now no one has cracked the code as to how all of us can take our hobbies, passions, interests, initiatives, innovations and outrages and go big with them. This is where Connectional Intelligence (CxQ) comes in.

This combination is unleashing a massive wave of an innate human capacity – something we call Connectional Intelligence™. CxQ is the ability to realize value from networks of relationships to harness units of knowledge and reuse them to innovate, to convene communities and to marshal a variety of resources in order to transform everything from snack chips to entire societies.





CxQ IS USED TO:

innovate growth
formulate strategy
marshal resources fast
manage risk

**PROPERLY
UTILIZING CxQ
WILL:**

unleash full workforce potential
streamline operations
enable interdisciplinary innovation breakthroughs

DRIVE GROWTH: Oreo, “The Best Superbowl Ad”

In an era of relentless connectivity, Bonin Bough's insight was that the edgiest, most prepared people win. During the 2013 Super Bowl, the 38-year-old Global Head of Digital and Social Media at Kraft Foods brought together an "Oreo Team" that included a company lawyer, a marketer, and ad agency 360i. The football game could have been uneventful, but wasn't. When the electricity in the stadium went out and stayed out for the next 34 minutes, the Oreo team was ready. It took them only four minutes to design, caption and sign off on a graphic of an Oreo cookie half-lit and half-in-shadow with the caption “Power out? No problem. You Can Still Dunk in the Dark.” Bough claims he was lucky, but the fact is he was prepared in ways other advertisers simply weren't. Since then, the instantly iconic Oreo graphic has been reTweeted millions of times, and as CNET reported, "Oreo came up with an idea so brilliant and bold that it out and out won the night." In contrast to the millions of dollars companies pay to air a single commercial during the Super Bowl, the Oreo tweet cost next to nothing – and flipped the mindset of how companies should market to consumers in a connectal age.



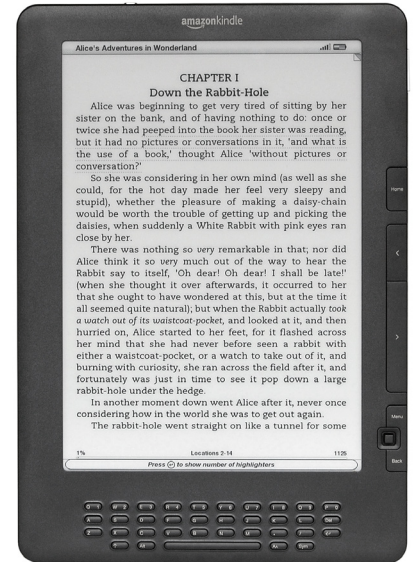
FORMULATE STRATEGY: Gleevec, “The Breakthrough Drug”



One of the greatest scientific breakthroughs of the last decade was Gleevec, first approved for use by the FDA in 2001 for the treatment of chronic myelogenous leukemia (CML), a rare form of cancer that affects certain types of white blood cells. Oncologist Brian Druker and his colleagues studied the regulation of cell growth, partnering with the drug company now known as Novartis. When Gleevec clinical trials showed a hundred percent response rate in effective doses (itself a miracle), patients started sharing their results on the Internet. When Novartis hadn't made enough drugs for large scale Phase Two trial, patients organized through the internet and generated a petition that landed on the CEO's desk. The trial was approved. Today, Gleevec is approved for treatment of more than ten cancers, obviating the need for poisonous chemotherapy in some two hundred thousand patients a year. Gleevec is a beautiful example of how scientists, patients and a drug company came together with knowledge and resources that led to a life-saving medical treatment.

JUMPSTART INNOVATION: Amazon’s Kindle, “eReader of the Future”

Amazon CEO’s Jeff Bezos’s “secret” research-and-development office in Cambridge, Massachusetts, far away from the company’s Seattle headquarters, is an ultimate hub of innovation. Amazon had eighty employees in this office recombine existing ideas, which led to the development of the Kindle in 2007. The work was so secretive that current and former employees were forbidden from talking about what went on there. This form of combination continues to be at the heart of Amazon’s vision for reimagining its future products and services.



BUILD TALENT: Zappos, “The Downtown Project”

Tony Hsieh, founder and CEO of Zappos, decided to launch “The Downtown Project,” an initiative devoted to revitalizing downtown Las Vegas by building restaurants, bars, groceries, dog-runs, bookstores and boutiques, and investing in land, buildings, small businesses, tech companies and education. Guided by the belief that if you repair cities, you repair the world, Hsieh’s mission is to lure in at least “10, 000 upwardly mobile, innovative professionals” to Las Vegas over the next five years. “The best things happen when people are running into each other and sharing ideas,” Hsieh says simply.

CxQ is the key to the next century of innovation

Starbucks used CxQ to create MyStarbucks platform, **crowdsourcing** over 100,000 customer product ideas, leading to innovations like the iconic Starbucks green stick (coffee stirrer).



Nike used CxQ to create Green Xchange (GX), a **web-based marketplace** leading to innovation across sectors.



STREAMLINE OPERATIONS: SAP, “Open Platform Development”

SAP is a German multinational software company whose enterprise software helps companies manage business operations and customer relations. Thing is, the company also offers an external network, made up entirely of hackers, whose average response time to a consumer’s question is 17 minutes, with 99 percent of all queries answered within 24 hours. So why do these people, most of whom toil in the subterranean world of IT organi-



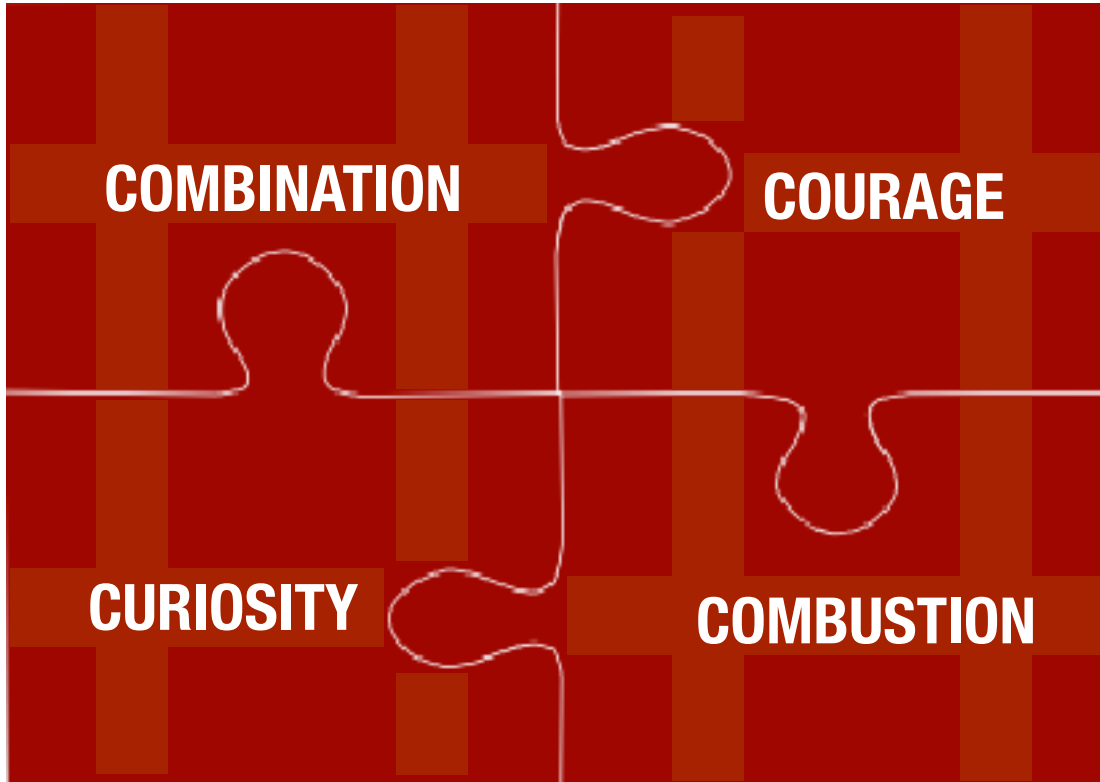
zations and none of whom gets paid for their advice, bother? Because for the first time ever, resources are nearby and available, and because it makes these hackers feel good to come together to help solve a tiny sliver of the world’s problems.





MANAGE RISK: “Pink Slime”

In 2012, Bettina Siegel was watching Jaime Oliver’s TV show as the celebrity chef demonstrated to audiences how the beef industry creates the additive known as LFTB: fat-filled slaughterhouse scraps ordinarily reserved for pet foods and cooking oil are spun in a washing machine, dipped in ammonia to kill off traces of e-coli and salmonella, rinsed under water, frozen into blocks, and sold to beef processors, who add it to the nation’s beef supply. Siegel, a Houston-based lawyer and parent, who blogs regularly about children and school lunches, was outraged, especially when she found out that LFTB is present in 70% of all beef products sold in America, and that the U.S. Department of Agriculture allows it in public school lunches. A week later, Siegel had launched a petition demanding that the USDA change its policies, which she posted on Change.Org, Facebook and Twitter. A week later it had 200, 000 signatures and LFTB was now known by the more evocative name, “Pink Slime.” Things happened quickly. Congressmen sent letters to the USDA. Big supermarket chains including Safeway, Kroger and Food Lion announced they would no longer carry LFTB-tainted beef. Wendy’s took out newspaper ads assuring consumers its hamburgers had never contained the stuff. And on the 9th day of Bettina Siegel’s petition, the USDA sent out a formal press relief saying that in the future it would offer US school districts the option of buying ground beef with or without LFTB. In one year, the LFTB industry went from \$650 million to \$150 million.



4 Capabilities of Connectional Intelligence



	Curiosity	ask questions, expand your lens and understand the context in which you're operating
	Combination	combining disparate ideas, resources or products to create a new concept, way of thinking, and surprising new results
	Courage	beginning charged discussions, keeping them alive, amplifying them, and raising awareness
	Combustion	mobilizing and igniting diverse networks and resources in pursuit of a goal

The CxQ Offering

Erica Dhawan has a Connectional Intelligence offerings to transform organizations to excel in the connected age.

These offerings push leadership to think differently about how they engage connections, networks and passions to unleash breakthrough solutions, create a connected ecosystem and decision/governance process to act fast and unleash the full potential of the entire workforce to fully engage and innovate.

1. Strategic Organization Design:
reorganize, redesign, recombine

2. Open Innovation Ecosystem:
give, receive, grow

3. Intelligent Inside/Outside Insight:
identify, strategize, analyze, innovate

4. Functional Optimization:
consolidate, streamline, disrupt

5. People Efficiency:
connect, share, care, execute

About the Authors

Connectional Intelligence is trademarked and owned by Cambridge International Group Ltd and Erica Dhawan, LLC.



Erica Dhawan is a globally-recognized leadership expert who teaches companies and business leaders to drive elite performance, improve innovation across generations and cultures and prepare the global workforce for the future. She has consulted with clients such as Fedex and KPMG and has spoken on global stages including the World Economic Forum at Davos. Dhawan is currently a fellow at Harvard Kennedy School's Center for Public Leadership. ericadhawan.com



Saj-nicole Joni is a globally acclaimed business strategist and confidential advisor to CEOs and their top executives. She is often called upon by executives to serve as their thinking partner focused on tough strategic choices that define their impact and legacy. Saj-nicole helps leaders to think about context, judgment, complexity, and future possibilities. She is highly regarded in the business world as a trusted, unbiased "third opinion." She has authored two books, bestselling *The Right Fight* and *The Third Opinion*. sajnicole.com