

WILL IT GO ROUND IN CIRCLES

(From The A&M Album SP-3516 "Music Is My Life")
(Billy Preston-Bruce Fisher)



AM-1411
(2424)
Irving Music,
Inc./W.E.P.
Music Corp.
BMI
Time 3:42
SIDE 1

ANDY O'HEARN

Produced by Billy Preston

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*Networking Circles:
How to Cultivate
Meaningful
Relationships That
Drive Results Together*



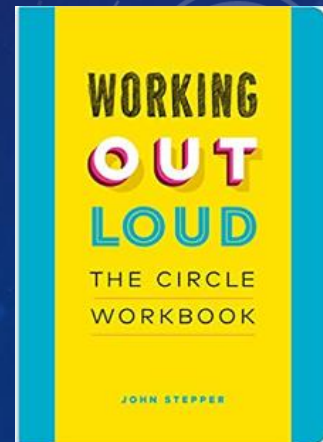
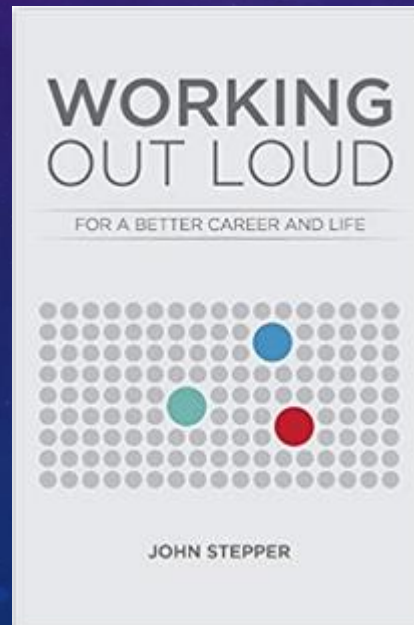
WALK ON
THROUGH THE WIND
WALK ON
THROUGH THE RAIN
THO' YOUR DREAMS
BE TOSSED AND BLOWN
WALK ON WALK ON
WITH HOPE
IN YOUR HEART
AND YOU'LL
NEVER WALK ALONE
YOU'LL NEVER
WALK
ALONE



12-STEP PROGRAM:

MY NAME IS ANDY, AND I AM A CIRCLE-O-HOLIC

1. Choose a simple goal and list people related to it (attune your attention)
2. Offer your first contributions
3. Take three small steps
4. Earn someone's attention
5. Make it personal
6. Improve your visibility (online)
7. Be purposeful (letter from your future self)
8. Make it a habit (reinforcement; empathy)
9. Explore more original contributions (simple, generous, useful content)
10. Become more systematic (ID new contributions; manage relationship "asks")
11. Imagine the possibilities (holistically; leadership)
12. Reflect and celebrate (closing contributions)



The 5 Working-Out-Loud Principles

The term WOL stands for transparent, open cooperation in the network, and is treated as a success strategy for the increasingly digitized world of work. The basis for this is a corresponding mindset, as well as the ability to make and maintain relevant contacts again and again—and analogously, but above all, virtually. Decisive here are five basic principles through which WOL deviates from traditional networking:

Cultivating **relationships**: We learn in exchange with others



Growing **together**: openness, curiosity, and the willingness to leave the comfort zone are indispensable



Make your own work **visible**: Those who share their knowledge increase their impact and reach

Generous **sharing**: Generosity is the basis of solid personal networking

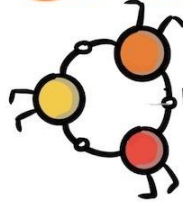


Develop **purposefully**: If you want to get ahead, you need a personal focus.



Working Out Loud

-Easy to achieve-

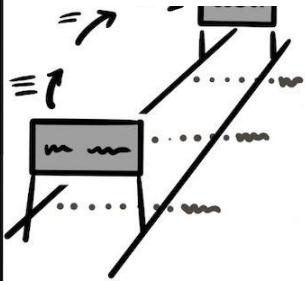


@PaulinaHeins

What is WOL?

METHOD

Make work visible
+ expand network



12 weeks
4-5
people
1 agenda



MINDSET

I am responsible
for myself and
my life / my
success / my
happiness



What does it take? -

Interest in further
development - Curiosity &
motivation - Openness to new
ideas - Willingness to leave
one's own comfort zone

More info + instructions:

www.workingoutloud.com



WORKING OUT LOUD =
OBSERVABLE WORK + NARRATING YOUR WORK

You should not only **do** your work, but also let others **participate** in it, so that everyone can learn and improve **together**. Social networks and collaboration environments are tools to get actively involved.

Paradigm shift for knowledge workers—away from "knowledge collectors" & towards **sharing** knowledge: It is relevant who willingly **shares** their knowledge and **helps**—no longer who hoards and guards knowledge.

WK. 1: ATTUNE YOUR ATTENTION

- “What brought you here?” (icebreaker intro’s) What was your motivation? (“monkey on back”/“lose sleep over”)
- Choose a simple 12-week goal (sparks buzz/joy > doesn’t trigger anxiety), and **list people related to it**
 - “I would like to be better at...”
 - “I would like to learn more about...”
 - “I would like to know more people who...”
- 1 hr./wk X 12: long enough for you to develop new habits; short enough so your effort is focused and sustainable
- “Psychologically safe” space (career therapy)
- Determine Presenter(s), Facilitator, Timekeeper roles
- Progression is more important than perfection; learn and pivot as needed



WK. 1: **ATTUNE YOUR ATTENTION** *(CONTINUED)*

- Do you **care about** your chosen goal? (truly taps into your need for an internal locus of control)
- Can you **benefit from** the experience of others? (giving you access to knowledge and opportunities you might not have otherwise); e.g., "I want to learn from others who are already good at that skill or have accomplished what I would like to do."
- Can you frame it as a **learning goal**?
- Can you make **progress** towards it in 12 weeks?
- More important than the particular goal you choose is that you **take steps each week** in your Circle ("purposeful discovery")
- PEOPLE YOU PUT ON YOUR RELATIONSHIP LIST:
 - People who have done something similar to what you're trying to do
 - People you've learned from
 - People inside your company whose interests or role relates to your goal
 - People who've written or given talks about something related to your goal
 - Members of your WOL Circle (since they already know your goal and are willing to help you make progress)
- Deciding what we pay attention to can shape our entire world view:
it can determine which doors are open to us and which doors we never see
- Your choice primes your brain, and as a result you are literally more receptive to what you chose, so you see things you would have otherwise missed.

WK. 2: OFFER YOUR FIRST CONTRIBUTIONS

- Check-in question: "What happened since the last meeting?" "Did you think about your goal or your list at all?"
- Go through relationship list from Week 1 and gauge appropriate intimacy levels:
 1. The person doesn't know you exist.
 2. You're connected in some way (e.g., you follow them online in Yammer or LinkedIn)
 3. You've had one or more interactions (directly or via emails)
 4. You've collaborated, even in a small way (answering on a question in MS Teams)
 5. You regularly interact, exchange ideas, and help each other.
- Offer something that everyone has and that everyone wants: ATTENTION
- Search intranet, Yammer/Slack, MS Teams/Zoom, Internet (e.g., Google, LinkedIn, Twitter, Instagram, YouTube, blog, podcast)
- Send a "signal" that acknowledges your having seen or heard them (e.g., Follow, Like) and that you care about them
- Take the Generosity Test ([The Generosity Test \(linkedin.com\)](https://www.linkedin.com/company/generosity-test)) ... hold the door open for someone you don't know, without any expectation of a thank-you ... "after you!" (invoke reciprocity) ... lagniappe/small gifts (e.g., introductions, relevant articles, tips/tricks/hacks)
- Voice (share) your intentions with the WOL Group
- Can you express appreciation or gratitude to a complete stranger (e.g., service or front-lines worker) in a five-minute break between tasks?
- What is your "simple online business card"? How do others find out about you? How do you intend to build trust and deepen relationships based on a range of contributions over time? How do you plan to tap into information, ideas, and opportunities?

WK. 3: TAKE THREE SMALL STEPS

- Check-in question: "How do you feel about your goal?" Do you still care about it? Does it still spark your curiosity? Do you need to refine or adjust it?"
- "Pay yourself first" ... block out time on your calendar for things you know are good investments for your personal development, or that help you make progress towards your goal
- Make at least 4 appointments with yourself over the next 4 weeks; update your calendar or write down the appointments you made:
 - How much time do you spend on your goal each week?
 - Do you have a specific schedule?
 - What works and doesn't work for you?
- Leverage networks that already exist:
 - Communities at work or on the internet
 - Groups that offer related products or services
 - Conferences and meetups
 - Influential individuals
- Find at least five existing networks that are relevant to your goal
- Think of two people you would like to thank for something they did or said; then offer one gratitude privately, and one publicly (i.e., shows your interest in an unobtrusive, positive way)

WK. 4: EARN SOMEONE ELSE'S ATTENTION

- Check-in question: ""How is it going for each of you? What do you think about the process and about your progress so far?"
- Simply pay attention and listen actively (better: Adaptive Listening (Duarte); take assessment here: <https://duarte.getfeedback.com/r/f9RPXfvi/>)
- Inbox empathy game: The average office worker receives 121 emails each day, but how many of those messages are effective?
- The Empathy Test — Working Out Loud ® ... pause & ask, "Is what I'm thinking absolutely true?" & "How might this look from their perspective?"
 - What would my reaction be if I were the other person? (mind the words you use: "Who is this person? Why are they sending this to me? What am I supposed to do with it?")
 - Why should they care? (focus on value to recipient (you > I) ; frame as genuine gift)
 - Why am I doing this? (examine your why [motives/values/principles] & rethink if necessary)
- What will the other person be thinking as they read this?
 - Appreciation: Demonstrate you have paid attention to the recipient
 - Context: Mention why you thought to share the resource with them specifically
 - Value: Describe the potential benefit to them (i.e., for whom might this be a contribution/lagniappe, vs. a burden/intrusion)
 - If the only reason you're being generous is to receive a positive response, that's not a contribution - it's an obligation

WK. 5: MAKE IT PERSONAL

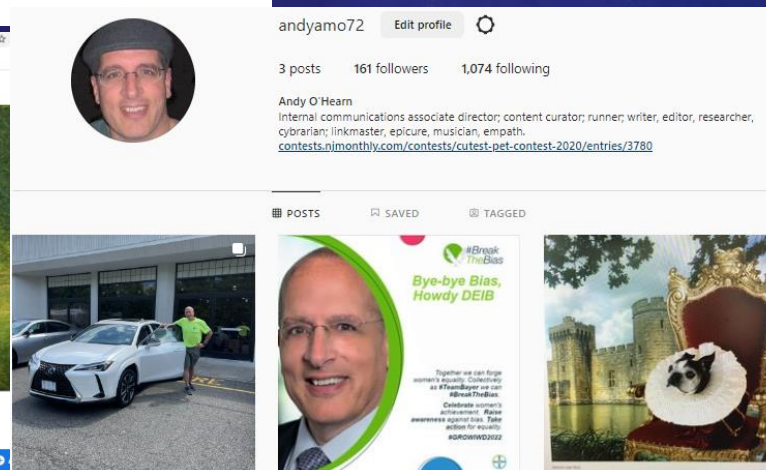
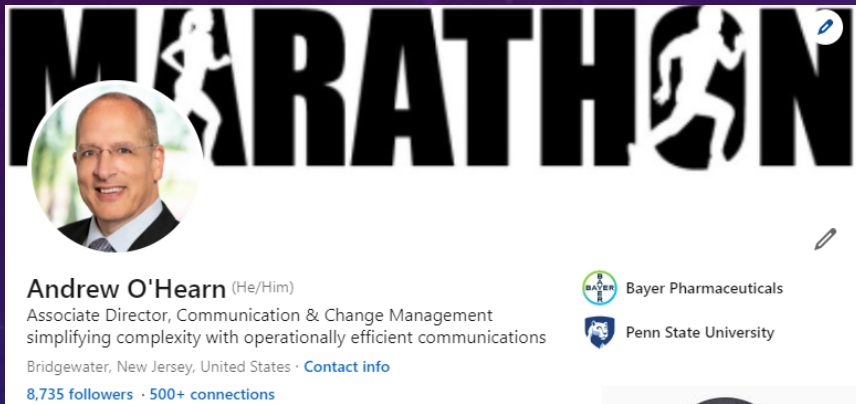
- Understand how a broad set of things you may take for granted can serve as the basis for meaningful connections with other people
- Check-in question: "What, if anything, has changed for you as a result of being in this Circle?"
- Exercise: **50 Facts About You**; e.g., 1. Born in Teaneck, NJ; lived in Ramsey, Ridgewood, Mahwah, Cedar Grove, Convent Station (NJ "wealth belt") most of my life; 2. Parents from upper NYS (Syracuse); 3. Worked in Fortune 500 insurance, fast-moving consumer goods, pharmaceuticals, utilities; 4. Vacations in Spain, Ireland, St. Martin, Maui; 5. Degrees from Penn State, Seton Hall, Rutgers; 6. Ran 6 marathons in 5 different decades; 7. 16-gallon platelets donor (137X); donated plasma 251X while in college; 8. Read 10 books/month (mostly biographies/memoirs); 9. DINKs (double-incomes, no kids); Boston terrier Dad; 10. Edited >6 books (3 bestsellers); 11. Member/alumnus of multiple NJ running clubs; 12. Lost 100 lbs. via gastric bypass 5 years ago; 13. Father (AT&T actuary) died of heart attack at age 44; 14. Mother (high school chief of staff) is still working at age 86; 15. Blues harmonica player, vocalist, and historian (also: metal, alternative, bluegrass); 16. Kept a journal for 48 years; 17. Married to a doctor (MD/Ph.D.; Cubana; lapsed Jewish) for 30 years; 18. Owned a home in Bridgewater, NJ, for 25 years; 19. Drove 2 Toyota Camrys for a combined 465,000 miles (current car is a 2022 Lexus UX 250h); 20. Did impersonations over several NYC radio stations & starred in a TV ad during the heyday of "Saturday Night Live"; 21. Collect Salvador Dali lithographs; 22. Am on track to reach 500 straight outdoor-workout days of 5K or more (running/walking) 2/13/23; 23. LinkedIn mega-connector, trainer, and career coach; 24. Interests in interpersonal psychology, behavioral economics, leadership, history; 25. Epicurean (food/beer/wine connoisseur); 26. Award-winning photography published in NY Times; 27. Sketch artist; 28. Gadget and grammar geek; 29. Believer in both Stoic and Eastern philosophies (lapsed Catholic); 30. Irish (Stradbally) /Italian (Ferrazzano); smidge of German; 31. Bucket-list travel locations: Italian Riviera, Japan, Mediterranean isles, Australia; 32. Sashimi/sushi aficionado (pescetarian: fish + vegetarian); 33. Former university reference librarian; 34. Attended law school for one semester; 35. Former grade-school valedictorian and college marshal finalist; 36. Strong proponent/ally for diversity/inclusion/equity/belonging (DEIG); 37. Fiscal conservative/socially liberal; 38. Propensity to travel to highest points (overcame fear of heights through desensitization); 39. Published poet; 40. Survived multiple car accidents and house floods; 41. Born six weeks prematurely (4 lbs., 2 oz.; breech birth; umbilical cord wrapped 3X around neck); 42. American Mensa member (genius IQ); 43. Diet/nutrition advocate (intermittent fasting); 44. Futurist researcher (emerging trends; exponential growth); 45. Only green-eyed family member (favorite color); 46. Classic "middle child" (3rd of 6); 47. Photographic (eidetic) memory of audio/visual clips/snippets; 48. Avid follower of literary & "dark/twisted" comedy/satire; 49. Created my own communications degree by combining requirements for five different majors: speech communications, journalism, public relations, English writing option, and marketing; 50. Early riser (as opposed to night owl).

WK. 5: MAKE IT PERSONAL *(CONTINUED)*

- Take turns sharing some of your facts. Look for commonalities and connections, as well as for things you find surprising or remarkable. Try to see the human being behind the facts.
- The combination of being aware of your own facts and also being curious about the facts of others will increase the chances for establishing connections and developing a sense of relatedness.
- Personalize the closing of your next email (> "kind regards"); humanize your communications & distinguish yourself.
- Unmask / un-filter; when you're struggling or resisting something, it's at that precise point that you can learn the most about yourself. Because that moment can feel uncomfortable, your instinct might be to fight it or escape from it. But to learn, you have to do the opposite: slow down and examine it. Answering these few questions can help you.
- When you think of your goal and taking steps towards it, how do you feel?
- Whatever the emotion is, allow yourself to feel it. Where is it in your body? What's happening to you physically?
- If you're anxious in some way, what might be reasons for you feeling that way?
- If you're consistently too busy to make progress towards your goal or are thinking of quitting altogether, why do you think that is? Is it about the goal, the time, or something else?
- If your biggest struggle is with time, think of other things you are doing instead of investing in yourself and a goal you care about. Are those choices in your best interest?
- When something you're trying to do is provoking a fight or flight reflex, one way to make progress towards it anyway is to make the change smaller so you don't trigger that reflex. In thinking of your own goal, what's one small step you can take now that would help you start moving forward again?

WK. 6: IMPROVE YOUR VISIBILITY

- Check-in question: "What did you do since the last meeting? Did you review your relationship list and make some kind of contribution? Did you discover more facts about other people or add to your own list?"
- WHO ARE YOU? (ONLINE) ... Improving your visibility isn't about promoting yourself or trying to be popular.; it's about making it easier to come into contact with people and resources related to your work, goals, and interests.



WK. 6: IMPROVE YOUR VISIBILITY

- Does your online presence include (and harmonize):
 - A photo of you smiling and looking at the camera
 - A headline or short description of who you are
 - A summary that fits into a few sentences
- Search for your online presence
- Look at the profiles of your Circle members
- Connect with someone in your Circle
- Look up LinkedIn experts; e.g., Kevin D. Turner (<https://www.linkedin.com/in/president>)
- "Job crafting" (Dr. Amy Wrzesniewski; <https://www.linkedin.com/in/amy-wrzesniewski-032229/>)—change how you perform and how you feel about work by making small adjustments to your tasks, relationships, and perceptions at work

WK. 7: BE PURPOSEFUL

- Check-in question: “Imagine what your work and life will be like in one or two years. Think of what your days, weeks, and months will be like. Is your future intentional, something you seek and shape, or does it just happen?”
- Letter from your future self (1-3 yrs.) ... efforts went your way; write to your younger (“today”) self & tell story of what happened:
 - What happened along the way? e.g., got promoted, published book, new boss/team, keynote speaker, podcast/blog, TED talk, etc.
 - What were the keys to making progress? e.g., certifications/mastery, led initiatives, attended conferences, travel, volunteer work, etc.
 - How would you have normally approached things? Stayed in a rut, not invested in self, lone wolf, blame external circumstances, etc.
 - How did you do it differently this time? Exercised self-discipline/drive, checked in w/ others, explored options, took calculated risks, etc.
 - How did you overcome setbacks? Faith, intrinsic motivators—control, competence, and connection (self-worth) — research/experimentation, cut losses, extended habit streaks, journaled, etc.
 - When did you realize you were going to be successful? Interviews into final rounds; awards/rewards, invitations to events, > autonomy, etc.
 - How does it feel to be successful and fulfilled? Heard/seen/validated (belonging); financially & emotionally secure; focused on legacy, etc.
 - How would you have felt if you didn’t make the effort? Regretful, depressed/sad, angry/frustrated, numb, resigned, overlooked, forgotten
- “For it to be real, for it to be useful, you need to engage your emotions. It seems that there is something quite special about writing it down that allows you to reach into your deepest self” (Anthony Grant & Jane Greene, “Coach Yourself”)
 - My Dreams / Goals
 - Articulating My Vision
 - How Will I Know?
 - How Will It Feel if I Don’t Try, vs. If I Do?

WK. 7: **BE PURPOSEFUL** *(CONTINUED)*

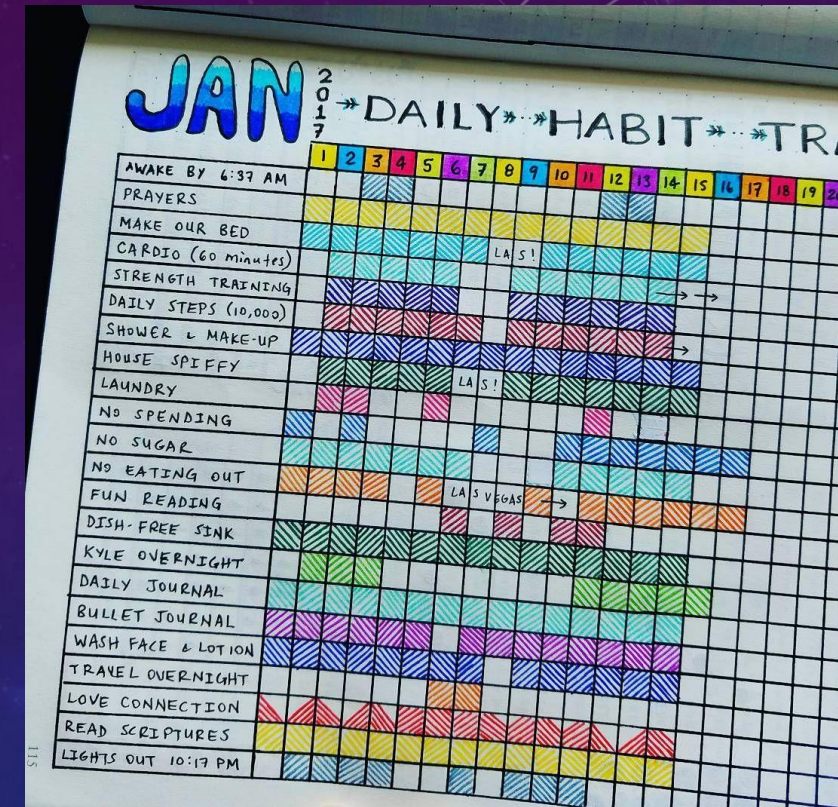
- If even one of you is willing to read their letter, that gift of vulnerability can give others the confidence to share theirs or to keep working on articulating their own vision
- Share your aspiration, aka Voice your intention: add a short sentence about it to your online profile; e.g., finding the right “handle” for sharing the many benefits of my own Life experiences (i.e., a way to send a small signal to others that increases the chances of connections related to your goal or aspiration)
- Writing your letter may help you to see what is missing in your life, and suggest avenues for adjustment (“use the difficulty”)
- Writing it down, with as much time-bound specificity as you can, seems to increase the chances of it actually happening.
- Alternate approaches: Vision Board/Pinterest; i.e., a collection of photos from magazines or other media that capture what your future self, your future life, will be like ... “For it to be real, for it to be useful, you need to engage your emotions.”
- The path to the future self that you envision usually isn’t a neat set of well-planned steps but rather something that emerges from a series of small experiments and discoveries
- It’s less about executing a well-defined plan and more about searching, discovering, and adapting along the way
- Each small step can refine your sense of what’s possible and also what suits you, and that can make it clearer as to what your next steps might be
- A good initial step can be as simple as connecting with someone who’s done something similar to what you’re hoping to do.

WK. 8: MAKE IT A HABIT

- Check-in question: "What has been the best thing about your Circle experience so far?"
- Break down the goal and begin with an action so small it verges on ridiculous (bypass your hardwired aversion to change)
- Part of our brain we carry with us from long ago is trying to protect us—but when we reframe our goals in ways that make them less scary, ways that don't activate our fight-or-flight mechanism, we increase our chances of making progress
- Three to ten weeks of deliberate practice to develop a new habit ... 8 things you can do to develop or sustain certain behaviors:
 1. Set achievable goals: not too big (to trigger internal resistance), or so vague that you don't know what to do next and so do nothing
 2. Touch the treadmill: Reduce the size of your next step so you can continue advancing. What's one small action you can take right now?
 3. Chart your progress: By tracking what you are doing, you become more mindful of your efforts throughout the day
 4. Structure your environment: Purposefully adapt your environment to help you make progress: schedule, workspaces, technology
 5. Expect setbacks: View each as a natural and necessary learning opportunity/experiment, and channel your energy into doing better next time
 6. Search for the positive: Reflect on the progress you've made and reward yourself in some way
 7. Find a friend: Support from someone else can help you get through challenges and inspire you to keep going
 8. Picture the way you'd like life to be: Articulating a longer-term vision of the future helps you tap into your sense of purpose (reminds you of why).

WK. 8: MAKE IT A HABIT (CONTINUED)

- Progress chart / journal:
 - Did you work on your goal at all? (Y/N)
 - How much time did you spend related to your goal?
 - Did you search/read/watch something from your network? (Y/N)
 - How many people did you reach out to? (##)
- When introducing people to each other:
 - Context: What motivated you to want to introduce the other person?
 - Value: How will they each benefit from the introduction?
 - Permission: Ask for explicit permission before making the introduction.
- “Choices lead to habits. Habits become talents. Talents are labeled gifts. You’re not born this way, you get this way” (Seth Grodin)
- But what if some people don’t want your contributions? What if they ignore you or don’t like what you have to offer?
 - Reflect & learn
 - Maintain perspective (“It’s arrogant to assume that you’ve made something so extraordinary that everyone everywhere should embrace it” [Grodin])
 - Keep shipping. Keep refining your craft, making contributions, and deepening relationships with people who share your interests and concerns.
- Being creative and being productive are not mutually exclusive; the best creative people develop a set of habits that make it possible for them to regularly produce good work.



WK. 9: EXPLORE MORE ORIGINAL CONTRIBUTIONS

- Check-in question: "How do you feel about sharing your work online? About making more of your work and thinking visible? About creating content that is simple, generous, and useful? What did you choose to share, and why?"
- Top 10 Listicles: (cite sources/references; share why you included it, or how it might benefit others)
 1. 10 Most Impactful Things I'm Currently Doing
 2. 10 Best Productivity Lifehacks I've Learned Recently (How)
 3. 10 Silliest Mistakes I've Made This Past Year (and What I Learned from Them)
 4. 10 Most Amazing Resources I Discovered This Past Year
 5. 10 Most Helpful LinkedIn Guides and Advisors
 6. 10 Most Memorable Books I Read This Past Year
 7. 10 Most Useful Blogs/Podcasts for Jobs/Careers in North/Central NJ
 8. 10 Most Compelling Presentations / TED Talks I've Viewed
 9. 10 Most Riveting YouTube / TikTok Videos I've Experienced
 10. 10 Best Meet-Ups / Venues for F2F Jobs/ Careers Networking in North/Central NJ (The Breakfast Club of NJ?)
- Stuck? Then ask others for *their* Top 10 lists! (curate and re-distribute, for even greater impact)
- It isn't the specific bit of knowledge that is important, but the sharing of that knowledge (social learning; Community of Practice).
- If you choose not to be visible, you have ceded control over your reputation to others.

WK. 10: BECOME MORE SYSTEMATIC

- Check-in question: "What did you do since the last meeting?"
Always a good check-in question, esp. when asked with genuine curiosity and w/o judgment; share interesting connections or contributions you made, or challenges you faced. "Contribution Checklist" ...
- System 1: SHARE: (e.g., from conversations, email, presentations, social-media & blog posts)
 1. Research
 2. Ideas
 3. Projects
 4. Process or Methods for doing what you do
 5. Motivations: Why you did what you did
 6. Challenges
 7. Learnings
 8. Work of others you admire (and give them credit!)
 9. Connections
 10. Content from your network.

WK. 10: BECOME MORE SYSTEMATIC *(CONTINUED)*

- System 2: Manage Your Relationship List
 - Relationship: David Schuchman at The Breakfast Club NJ (<https://www.linkedin.com/in/davidschuchman/> and <https://www.linkedin.com/company/the-breakfast-club-nj/>)
 - Related Relationships: Gerry Payton (<https://www.linkedin.com/in/gerry-peyton-06914b2/>), Adrienne Roman (<https://www.linkedin.com/in/adrienneroman/>), Frank Kovacs (<https://www.linkedin.com/in/frankkovacs/>), Brian Mecca (<https://www.linkedin.com/in/brianmecca/>), Alex Freund (<https://www.linkedin.com/in/alexfreund-interviewcoach/>), Don Buehler (<https://www.linkedin.com/in/donbuehler/>), Sean Brinks (<https://www.linkedin.com/in/seanbrinks/>), Frank Perrone (<https://www.linkedin.com/in/frankperrone/>), Bob Hacker (<https://www.linkedin.com/in/bobhacker/>)
 - Last contribution: Breakfast Club NJ presentation ("With Dogged Resolve: How Best to Communicate and Connect in the Post-covid Employment World")
 - Date: April 10, 2021
 - Next contributions?
 - GoToMeeting run-through with David S. Weds., Feb. 8, 2023 (2 p.m.)
 - Breakfast Club NJ presentation: "Networking Circles: How to Cultivate Meaningful Relationships That Drive Results Together" (<https://thebreakfastclubnj.com/monthly-meeting-101/> and <https://meet.goto.com/DSchuchman/tbcnj-02112023>)
 - Connect on LinkedIn with Breakfast Club NJ members (for further discussion/sharing, re: WOL Circles)
 - Date? February 10, 2023 (8 a.m.)

WK. 10: BECOME MORE SYSTEMATIC (CONTINUED)

- Before you ask someone else for help, ask yourself:
 - How will the recipient receive my request?
 - Is there any way to frame it as a contribution?
 - How might the other person can gain something too?
 - Avoid phrases like "I want," "I need," and "I would like to"
 - Check with your Circle to see if your request is "earning someone's attention"
 - What would my reaction be if I were that person? (empathy)
 - Why should they care? (value)
 - Why am I doing this? (motives)
 - Is there something else I could have done first? (offer attention / appreciation; check if answered elsewhere)
- RE: fear of disapproval, ghosting/ignorance, rejection: "I don't like your work". . . doesn't mean I don't like you. The difference is critical. It's impossible to be a productive professional if you insist on conjoining them. It's arrogant to assume that you've made something so extraordinary that everyone everywhere should embrace it . . . Finding the humility to happily walk away from those that don't get it unlocks our ability to do great work. [Seth Godin]
- How can a simple contribution quickly lead to an interesting, meaningful connection? [The HR Director I wish I knew — Working Out Loud ®](#)
- "Asking for help with shame says: You have the power over me. Asking with condescension says: I have the power over you. But asking for help with gratitude says: We have the power to help each other." [Amanda Palmer: [Amanda Palmer: The art of asking | TED Talk](#)]
- "When you're in outreach mode, revoke your right to be offended. You're not always going to get the answer you want. People are going to turn you down or just ignore you from time to time. That's a part of the game; that's a part of life. When you don't get a favorable response, take a breath and move forward. Keep looking for ways to help people. Always assume the best of people." [Tim Grah]



WK. 11: IMAGINE THE POSSIBILITIES

- Check-in question: "Do you feel you have influenced others throughout the 10 weeks of your Circle?"
- I will be a great leader when...
 - Leadership has nothing to do with seniority or one's position in the hierarchy of a company.
 - Leadership has nothing to do with titles.
 - Leadership has nothing to do with personal attributes. Leadership isn't management.
 - Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal. [Kevin Kruse]
- Name 10 people who are leading movements through contribution, connection, and inclusion, instead of by appointment (i.e., also related to your goals, as well as inspiring you with what they do and how they do it):
 1. Gustavo Razzetti: <https://www.linkedin.com/in/gustavorazzetti/>
 2. Ann Latham: <https://www.linkedin.com/in/annlathamuncommonclarity/>
 3. Lea Turner: <https://www.linkedin.com/in/lea-turner/>
 4. Jeff Young: <https://www.linkedin.com/in/jeffyoungralemoi/>
 5. Bruce Johnston: <https://www.linkedin.com/in/brucejohnston115/>
 6. David Grossman: <https://www.linkedin.com/in/davidgrossmanaprabc/>
 7. Mina Guli: <https://www.linkedin.com/in/minaguli/>
 8. Lindsey Pollak: <https://www.linkedin.com/in/lindseypollak/>
 9. Nancy Duarte: <https://www.linkedin.com/in/nancyduarte/>
 10. Kevin D. Turner: <https://www.linkedin.com/in/president/>

WK. 11: IMAGINE THE POSSIBILITIES *(CONTINUED)*

- What is one small step you could take that would make your topic visible **and** help you connect with others who care about it, too?
 - Create an online group on your intranet related to your topic
 - Write a blog post related to your movement's purpose, and why you care
 - Organize a "lunch & learn" in your company where an internal expert gives a talk
 - Find a few people who care about your topic and come up with a small project to do together.
- Leadership isn't a title granted to you.
- It is something you earn over time based on your contributions to others.
- It is, as Kevin Kruse writes, "a process of social influence, which maximizes the efforts of others, towards the achievement of a goal."
- As you aim higher, your purpose is no longer about you might accomplish alone but what you + network might accomplish together.
- Think small; e.g., blog posts → group on company intranet → offer to talk at events → blog publicly
- All simple experiments that help you learn with little cost or risk
- Keep trying new things, refining your ideas until you find other people who care about the same topic you do
- As you connect with more people, they will help you shape the idea, spread it, and connect yet more people as you keep learning.

WK. 12: REFLECT AND CELEBRATE

- Check-in question: "How are you feeling coming into this last week? Are you sad that it's coming to an end? Excited about what's next?"
- Reflect for a moment on your original idea for a goal in Week 1 and your early steps related to it
- What has changed—about your goal and about you—since then?
- Think about your approach to making progress. Think about the relationships you've built, and about your habits and your mindset.
- What's different, and how do you feel about those changes? More empowered? More optimistic? Something else?
- "Since I joined my Circle, I... _____"
- "Do as if you were doing it for a friend" (we are more helpful and encouraging to others than we are to ourselves) ... i.e., capture what you're feeling / thinking now and deliver it later, when your future self may need a motivation boost or a reminder of what you think is important now.
- [WOL Circle Week 12: What would you do for a friend? \(futureme.org\)](https://www.futureme.org/)
- 5 Ways to Pay It Forward: 1) CELEBRATE BY MAKING A MEMORY; 2) TAKE YOUR TIME (Schedule appointments over the next four weeks for work related to your goal. Even better, make recurring appointments for the same days and times if you can); 3) JOIN ANOTHER CIRCLE; 4) TELL A FRIEND; 5) SPREAD WOL IN YOUR ORGANIZATION ... <https://www.linkedin.com/groups/4937010/> ... [Working Out Loud | Facebook](#) ...
- Shunryu Suzuki lectured on "non-gaining mind," emphasizing practice for its own sake, as opposed to some benefit in the future. Striving and clinging to expectations not only distorts your practice, but could also leave you miserable. You become very idealistic with some notion or ideal set up by yourself, and you strive to attain or fulfill that notion or goal. Because your attainment is always ahead of you, you are always sacrificing yourself for some ideal. "You are perfect just the way you are. **And** ... there's room for improvement!" Can you accept yourself exactly as you are—and others exactly as they are—and still **remain** open and curious about further development?

WK. ∞: **BE FRUITFUL & MULTIPLY!**

<https://www.workingoutloud.com/blog>

THANK YOU for your Patient Attention

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