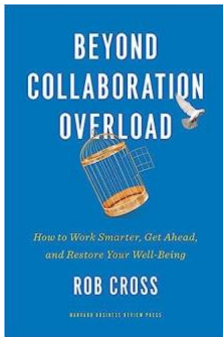


'CliffsNotes' Book Club Recap

DO YOU LOVE BOOKS ON LEADERSHIP, NEUROSCIENCE, AND BUSINESS, BUT NOT HAVE TIME TO READ ALL THE BOOKS?

Join the '**CliffsNotes' club**—where there's no pressure to pre-read the book, no membership required, no cost, and lots of discussion in just 90 minutes. Each month, you will hear a **summary of highlights** from a recently-published business book. This discussion summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. We'll keep you "in the know" on the latest and greatest concepts and models. **Register here** for upcoming events.



July 2023

Beyond Collaboration Overload

By Rob Cross

Discussion Highlights

Presented by Jill Nissan

Overview

Rob Cross, author of *Beyond Collaboration Overload*, is Professor of Global Leadership at Babson College and cofounder and Chief Research Scientist of the Connected Commons business consortium. He is a leader in Organizational Network Analysis, an approach to understanding the underlying networks within organizations.

Beyond Collaboration Overload sheds light on triggers and beliefs leading individuals to collaborate too much. The book offers advice on ways to mitigate the impact of those triggers and beliefs. It also recommends structural and behavioral changes to increase performance and wellbeing, as a result of one's awareness. This visual sums up the concepts in the book.



Below is an overview of the collaboration triggers/beliefs (**bold**), how they show up (a), and ways to mitigate the impact of the trigger/belief (b).

- 1. Desire to help others sometimes makes me too easy an outlet for collaborative requests**
 - a) Jumping in to say 'yes' to help too quickly, wanting to be useful
 - b) Develop an awareness of why people ask for your help, i.e., do you always say 'yes.' Practice saying 'no;' 'no' helps others become self-reliant
- 2. Sense of fulfillment from accomplishment sometimes leads me to engage in work that creates overload**
 - a) The rush of accomplishing for the sake of doing; thriving off the addictive feeling on getting stuff done
 - b) Avoid activities that give the rush of accomplishment for accomplishment's sake. Practice 'good enough'
- 3. Desire to be influential or recognized for expertise creates excess reliance on me**
 - a) Wanting to be the "go-to" person, even if you are no longer practicing in that domain
 - b) Be open to being defined differently than the expertise/knowledge you were previously known for
- 4. Concern with being labelled a poor performer/colleague leads me to engage in collaborations that create overload**
 - a) Worrying if others are judging me
 - b) Reframe your responses; instead of yes or no, ask "How does this request rank in priority with other priorities?" Remind yourself of the power you have to control and shape your thoughts
- 5. Need to be right leads me to spend too much time preparing for and engaging in collaborative activities**
 - a) Generating unnecessary work in the interest of perfection, overpreparing, creating excess work for others
 - b) Admit you don't know the answer and be willing to research it. Be authentic about your limits. Be willing to ask questions
- 6. Fear of losing control of a project keeps me from delegating tasks or connecting with people around me**
 - a) Holding onto work, delegating only to people you trust
 - b) Distinguish between higher risk versus lower risk tasks that you can delegate with less concern. Celebrate other's solutions. Resist pointing out how you would have done it differently
- 7. Need for closure results in communication that creates unnecessary work or stress for others**
 - a) Forcing solutions too soon
 - b) Let nonpriority work or requests wait. Try skipping meetings where your input is not needed
- 8. Discomfort with ambiguity and managing adaptation as a project evolves results in excessive collaboration to overly perfect or obtain buy-in**
 - a) Feeling like you never have enough information
 - b) Practice expanding your tolerance for ambiguity. Focus on moving in the right direction and remain open to adapting as new information/ideas come in; be "directionally correct". Try making a decision in the face of not having all the information
- 9. Fear of missing out results in too much collaboration**
 - a) Jumping into new projects that aren't well aligned with what you want to do/your purpose
 - b) Check that you aren't driven by an emotional reaction based on fear or social comparison. Cultivate relationships with others who can serve as a sounding board for whether the opportunity aligns with your purpose

About the Book Club In this monthly club, a presenter shares highlights from a book related to leadership, business, neuroscience, or coaching. Membership is not required, and there's no obligation to pre-read the book. This discussion summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. [Register here](#) for upcoming events. For the full set of discussion summaries, [click here](#).