

BOOK CLUB SYNOPSIS

**Leading Without Authority: How the New Power of
Co-Elevation Can Break Down Silos, Transform
Teams, and Reinvent Collaboration**

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INTRODUCTION

THE NEW WORK RULES FOR A NEW WORK WORLD

According to Keith Ferrazzi and co-author Noel Weyrich, we are long overdue for a change in the way we work, breaking away from the “Dickensian dichotomy” of explosive technological, scientific and disruptive innovation that is somehow unable to ease the growing number of people feeling “fatigued, fretful, and even beaten down at work.”

The solution? Leading without authority is the antidote to mounting organizational fatigue in a fast-changing world. Moving away from traditional structures of hierarchical authority, Ferrazzi uses his own experience, as well as the insights and expertise of hundreds of researchers, CEOs and consultants to present a how-to guide for building meaningful and effective relationships through influence—not authority—and effecting lasting change and growth for the entire organization.

In this book, he provides “a complete, holistic, and proven methodology for succeeding” in a world in where the “ability to lead without authority is an essential workplace competency.” The methods discussed in *Leading Without Authority* can (and should) be practiced at all levels, and he provides ample evidence that this approach is unavoidably becoming the essential organizational model for the 21st century.

THE LIMITATIONS OF AUTHORITY

In this first section, Ferrazzi discusses his history, starting as an entry-level consultant at Deloitte in the 1990s. By leveraging his network, Ferrazzi built an informal, highly successful marketing funnel without the help of a title and quickly rose to CMO before

later becoming the youngest-ever partner in the company. Upon taking the position of CMO at Starwood Hotels in 1994, Ferrazzi began to use his title and authority, as opposed to his previous informal leadership, to get things done. Ultimately this approach led to Ferrazzi having his budget gutted by a newly promoted CEO with whom he had previously clashed, at which point he came to realize that he excelled when he built strong relationships but encountered resistance when he leaned on his authority.

Since then, Ferrazzi has coached people on the practice of co-elevation and building teams that shift toward interconnectivity and flexibility. As algorithms continue to eliminate middle-management positions, this organizational model is growing increasingly crucial to the success of businesses.

“Too many managers rely on their title, position, and budgetary control to get their work done. They waste too much of their energy on painful bureaucratic infighting, energy that would be better spent leading others to collaborate and seek audacious new solutions. And I find that people without formal authority are often sitting on the sidelines, waiting their turn, when they could be diving in as I did at Deloitte, building relationships and leading without authority to get extraordinary things done.”

THE NEW WAY FORWARD

Ferrazzi presents a new set of work rules for a new world, which he refers to as *co-elevation*. “Simply defined, co-elevation is a mission-driven approach to collaborative problem-solving through fluid partnerships and self-organizing teams.” By leveraging co-elevation at all levels of an organization, associates become teammates who collaborate through candid feedback and mutual accountability, fostering a sense of commitment to a shared mission and to each other.

When co-elevation is practiced successfully, it is capable of transforming contentious work relationships into beneficial partnerships that generate incredible results. Through decades of coaching and research, Ferrazzi and his consulting group, Ferrazzi Greenlight, have continually proven that these new rules are necessary for those who wish to thrive in the changing work world.

Mutual accountability within teams improves sales, productivity, innovation and engagement, all while increasing revenue and shareholder value amid ongoing disruption and unprecedented change.

Ferrazzi seeks to enable readers to “wield co-elevation like a superpower” to achieve better, faster results by extending their reach and accomplishing things that are far beyond the traditional limits of their responsibilities.

TIME FOR A WORKPLACE REBOOT

While many of his Yale classmates went to Wall Street, Ferrazzi dove into manufacturing and became an expert in Total Quality Management, using the principles of worker empowerment and continuous improvement to reach higher levels of quality. The quality movement helped American businesses regain competitive footing in the 1990s, and Ferrazzi believes that we are currently at another time where a similar shift is the only way forward.

This book is a manual for the reboot and will teach the reader to identify these readily available but untapped solutions, similar to the disconnect that Ferrazzi’s father suffered from as management failed to recognize the importance of the workers’ vantage points from the factory floor.

WORKING WITH GRAVITY

Ferrazzi has applied his principles of co-elevation in every aspect of his life and believes that these behaviors are central in parenting, being a friend and finding a soulmate. Those who are first to adopt this method will gain a critical advantage, especially as the changing world will ultimately require these practices. “A gigantic shakeout is coming, and the winners will be those organizations nimble enough to have transformed their workplace cultures and the people working within them.”

In the coming years, we will experience unprecedented transformational disruption fueled by the exponential impacts of technological change. While this is an exciting time to be alive,

those who fail to adopt the principles of co-elevation will be left behind. To adapt, we must cast off the scarcity-driven behaviors encouraged by the old silos and traditional chains of command, and instead rely on “working with gravity” by recognizing and accepting the basic drivers of human nature. “Co-elevation is part of our DNA.”

“When we practice co-elevation, we are working with a force as strong and durable as gravity itself. We are all hardwired for co-elevation. Even those among your teammates who may seem uncooperative are awaiting your invitation to co-elevate, to co-create, to co-develop. The wind is at your back.”

01

RULE ONE

WHO'S YOUR TEAM?

Too often, managers see their team as their direct reports within the org charts and fail to realize that their actual team is a much larger network of people. When managers focus only on their small piece of the org chart and put blinders on toward the rest of their true team, they lose the opportunity to build a common purpose that extends beyond the boundaries of hierarchy.

When a manager can look past existing structures and build a cross-functional *coalition*, an individual without traditional authority can find themselves the leader of a much larger, more powerful team. By building this team, a leader without authority can transcend office politics and truly make an impact.

Ferrazzi introduces Rule One of the New Work Rules: “You must awaken to the realization that for every goal you have, for every project or mission you have, you are responsible for leading a much broader group of people than the formal members of your team. The more ambitious the mission, the broader this group will be, and yet your leadership of this group must be as committed as it would be if each one of them were reporting to you.”

LOST IN THE MATRIX—ON STEROIDS

Starting in the 1990s, large-enterprise software enabled companies to save money and increase their top-down control with a range of automated processes. While this helped to streamline many important procedures, it also stripped divisions and regions of much of their autonomy. In turn, this streamlining introduced tensions about control, ownership and authority. One of the key reasons why nimble startups have been so effective at disrupting

entire industries is that they are not beholden to the same matrixed and siloed authority structures.

Radical interdependence is a structure where top-down management controls budgets, but “sprawling networks of radically interdependent relationships” are how the work is actually accomplished. By stepping outside of the bounds of a traditional silo structure, managers who traditionally did not have the authority or resources to meet their challenges now have access to a *network of networks*. Their effectiveness is now determined by their “ability to lead, inspire, and serve” this new and diverse network.

According to Ferrazzi, “we all need to think of ourselves as leaders, as innovators, regardless of our job titles. We all have to demonstrate initiative and encourage deeper collaboration so we can contribute the full range of our ideas and talents to what we do.”

“WHO IS ON MY TEAM?”

The people who are most critical to helping you achieve your goals, regardless of their alignment on your org chart, make up the team you will need to lead without authority. Thinking about putting this whole team together can feel overwhelming, so identify the one person who is absolutely necessary for the success of an important project, and start with them to gain traction.

Attempting to co-elevate seems daunting at first, especially when it seems impossible even to think about forming a meaningful relationship with certain colleagues who you feel are part of the problem. To co-elevate with these individuals, you will need to build your relationship from scratch. When you can embrace these people as part of your team, you will be able to share responsibilities and work toward common goals. One way that Ferrazzi suggests to build this relationship is by treating these individuals as you would treat a new report that you’d want to feel welcomed and approaching them with a mindset of working together toward big-picture goals.

Awakening these relationships is the first step in co-elevating, but you will “need to come to the table looking to disrupt your own thinking.” To achieve successful outcomes, set aside your convictions,

and open yourself up to the idea that others may have much better ideas than you. When you can view one another as teammates, you will be able to dispel your past defensiveness and start focusing on the real mission at hand.

RULE ONE: THE PRACTICES

Ferrazzi shares best practices for beginning the process of co-elevating and building early success.

Start Where It's Easiest

Start with someone who you think you will have a positive experience co-elevating with—someone who will grasp the vision you believe deserves shared attention. Build co-elevating relationships before you need to in order to nurture these ties before you later ask them to join you on challenging, aspirational projects.

Once you have established the “easy” relationships, begin focusing on potential partners who can help you to gain momentum as quickly as possible. Don’t waste too much time on the resisters; Ferrazzi has found that these individuals tend to come around once they begin to see results.

Check Your Hot Button Priority

Sometimes you will need to build your team in the middle of a crisis. If this is the case for you, identify your main stressors and pain points as opportunities to forge important and productive bonds for co-elevating.

Look for Those You Admire and Want to Learn From

Is there someone you would like to learn from or someone who would be energized by your shared goals? Think of the people who would be ideal partners for your breakthrough ideas, and begin co-elevating with them.

Identify Someone You Believe Would Benefit from Your Help

If you are truly committed to your project and someone is holding you back, this is a great opportunity to act like a good leader by coaching them. Taking responsibility for making a difference in someone’s career will also make a positive difference in your project.

Face the Person or Problem You're Avoiding

Whether you are avoiding someone or something, we all have certain people or projects that we are reluctant to engage with. Take this reluctance as a sign that this person or project may hold an important key to your success.

Be Systematic and Scale

As you become more comfortable with this new approach to building teams, you can start thinking of ways to bring your work to a greater scale. Ferrazzi uses something he calls a RAP—a relationship action plan—to design and manage co-elevating teams.

When you begin to co-elevate with several people on multiple different projects, “you’ll want to start a RAP for each project or team you’re working with.” A RAP begins with making a prioritized list of critical relationships in your project and defining the specific outcome that you hope to create with each of these team members. This list should start with between five to 10 names on it. Prioritize your list of RAPs by “a simple A-B-C priority system.” Within each RAP, you can track the quality of your relationship with each of the listed names using the **Co-Elevation Continuum**.

Most relationships exist in one of five states along this continuum:

1. **Coexist state:** Working together, but respectfully staying out of each other’s way.
2. **Collaboration state:** Collaborating together for as long as we have to before reverting to the coexist state.
3. **Resist state:** Either passively or consciously avoiding authentic collaborative engagement, even when it would improve the chance of success.
4. **Resentment state:** No more attempting to further develop a professional or personal relationship and making little more than surface attempts at collaboration.
5. **Co-elevation state:** This is “the holy grail of transformative relationships” and what we should strive toward.

When you've identified the quality of each relationship along the continuum, assign each one a number using the following scale:

-2	●	Resentment state
-1	●	Resist state
0	○	Coexist state
+1	●	Collaboration state
+2	●	Co-elevation state

Once you have prioritized your relationships and identified their current states, you will have a road map for raising the quality of your key relationships.

Old Work Rule:

Your team is limited to those who report to you or report to your manager.

New Work Rule:

Your *team* is made up of everyone—inside and outside the company—important to achieving your project or mission.

Old Work Rule:

Professional relationships happen organically over time and develop without purposeful effort.

New Work Rule:

Professional relationships must be proactively and authentically developed with the people on your *teams*. This is the new competency of collaboration and productivity. It is critical to getting things done more quickly.

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RULE TWO

ACCEPT THAT IT'S *ALL* ON YOU

“Your ideas won’t work in our industry” or “You don’t know how we do things here” are nonsensical objections, and thinking like a co-elevating leader will reveal your leadership qualities much sooner than following a rigid company hierarchy. No matter your status, you have the power to start acting like a leader today, starting by accepting that it is all on you.

SEIZE RESPONSIBILITY

Accepting that something is negatively impacting your own projects simply because “That’s not my job” will never get you the results that you need. Instead of focusing on how everyone else needs to change, you can focus on yourself by beginning with an open mind and inviting others to seek solutions together. When you genuinely care about someone else’s success, you will both grow together. This is crucial to leading without authority.

TAKE CHARGE OF YOUR KEY RELATIONSHIPS

Building key relationships is an important skill for tackling transformational change, and you must be proactive in developing these relationships. Unfortunately, there may be people in your organization that you have preconceived biases against. One of the best ways to get to know someone like that is to ask them for advice. Try learning more about their day, their responsibilities and even personal interests. By showing authentic interest and being vulnerable, you will make it clear that you are approachable while building a rapport.

Once you've gotten to know each other and built trust, you can move to the next level and begin tackling the problems that you are both facing. Let them know what you're working on and your goals for the project. By engaging in open dialogue, you will build the foundation of a co-elevating relationship that encourages constant collaboration. As your relationship strengthens, you can keep going higher, creating opportunities to grow together.

KEEP PUSHING THE ENVELOPE

Remember that your attempts may not work out every time. Taking the first step is the most important thing you can do because until you try, you won't know whether or not you will be good teammates. If it doesn't work out, you can shift your focus to other key relationships or other problems that you hope to solve.

Co-elevating teams have tremendous power, and it is possible that these dynamic relationships are deeply central to our human nature. These relationships take time and perseverance, and in time, your co-elevating leadership will catch on.

RULE TWO: THE PRACTICES

It's easy to dismiss this rule by saying things like: "You just don't understand who I have to deal with," "You don't realize how much work I have," or "You have no idea how difficult it is to get anything done here." This type of thinking is self-sabotaging and can only lead to mediocrity. The reality is that staying in your own lane is not an option, and you can't wait for your team to find you. Co-elevation does not mean that you need complete buy-in, but it does mean that you need to own your decision to maintain successful relationships. "This is the mindset one needs to shift from passivity, resentment, or resignation to the energetic determination to build a supportive team that achieves greatness."

Your goal is to lead with integrity in your organization, meaning that you must speak up even when it is uncomfortable. Failing to do so is an abdication of your duties and, in Ferrazzi's opinion, is tantamount to cheating on your expense account.

Avoid the Six Deadly Excuses:

- **Excuse #1: Ignorance:** Leading without authority means that ignorance is no longer a valid excuse.
- **Excuse #2: Laziness:** You cannot give up on your responsibility to lead, which requires making time for co-elevating by delegating and reprioritizing.
- **Excuse #3: Deference:** By failing to speak your mind or to advocate for an initiative out of deference to the chain of command, you are letting yourself and your company down. Collaborating without waiting for permission is the key to growth and innovation.
- **Excuse #4: Playing the Victim:** Accept your disappointments “as a reality to be dealt with,” instead of playing the victim, which makes it impossible to succeed. By accepting that it’s all on you, Ferrazzi says that you have “total freedom to act, to build co-elevating relationships, and to lead without authority.”
- **Excuse #5: Cowardice:** If a situation scares you, it is likely an opportunity to grow. Pushing through your fear is an important factor in successful co-elevation.
- **Excuse #6: Indulgence:** It can be easy to cling to resentment and anger, but this will only hold you back from success. By not indulging in judgments, self-serving stories or the need to be right, you can maintain your power and ability to co-elevate.

You Always Go First

Success requires that you take the first step when working toward a goal. Co-elevation does not require consensus; instead, it requires that you take responsibility for your decision to co-elevate. It is your responsibility to develop and nurture your relationships, especially if they are difficult ones.

Always Ask, “What’s My Part?”

In order to transform existing beliefs and assumptions, you need to question your judgments and to consider your own role in the

relationship. Once you become aware of your own contributions to the relationship, you will discover that you've given up on a responsibility that is yours alone.

The best thing you can do when a relationship is derailed is to ask yourself, "What is my part in this?" Ideally, you would share this answer with the teammate, but if not, you would seek to fully understand your own part in the relationship moving forward. People are only willing to co-elevate when you own your part, and this shift in perspective can often make a difference—even if the other person does not change their own behavior.

Give Up Being Right

One of the main obstacles to overcoming resentment is the need to be right. By letting someone else be right, you prioritize your mission over your natural inclination to defend your views and positions. When you give up the need to be right, you will be able to drop your feelings of resentment, and once the resentment is gone, you won't miss it.

Old Work Rule:

Leadership is something bestowed upon you by the company or organization. It comes with the authority associated with your job title.

New Work Rule:

Leadership is *everyone's* responsibility. You must help lead your team, regardless of your job title or level of authority.

Old Work Rule:

To advance in your career, you must do what's expected of you, according to your job description.

New Work Rule:

To advance in your career, you should do whatever it takes to create value for your team and your organization, even if it's not expected and even if it goes beyond your job description.

03

RULE THREE

EARN PERMISSION TO LEAD

Ferrazzi begins this chapter recounting a meeting with an angel investor who, after a time, revealed he was going through a difficult period in his personal life. By stepping past the conversation at hand about fundraising and shifting the discussion to the investor's personal struggles, Ferrazzi was able to provide help to this man he had just met and demonstrated his commitment to the possibility of their ongoing relationship—since “making a commitment to co-elevation means you make a commitment to being boldly of service.” By the end of the meeting, he had established a new relationship firmly committed to co-elevation, and they agreed to the funding without even reviewing the pitch deck.

“When we invite people into our lives to play important roles in whatever mission we have, we have to be willing to give of ourselves.” There are many people out there who have access and resources that you do not, but by establishing a connection through “meaningful conversation,” you will both be able to rise together.

POROSITY: OPENING UP TO CO-ELEVATION

Practicing co-elevation requires that you be able to open up to your teammates and work to open them up to you. Your teammates need to see the value in sharing their time, energy, resources and knowledge, and it will take a lot of work up front. When people are not open to change, there will be no change.

A person's openness to change is their *porosity*, since liquids are absorbed into porous substances in the same way that “invitations for bold change” can be absorbed by teams. In teams with high porosity, teammates are usually on board with new ideas without

even hearing the details. The formula for porosity starts with two concepts: *serve* and *share*. Serving means leading with generosity. Sharing is opening yourself up and building “the bonds of true connection and commitment with others.”

FIRST, BE OF SERVICE ...

Ferrazzi’s primary focus when building effective networks is generosity and asking himself how he can be of service to those around him. He prepares for meetings by assembling “packets of generosity”—five things he believes that the person he’s meeting with might find useful, all of which he is prepared to offer.

Studies have shown that “givers”—“those who give as a way of being”—rank among the most successful and effective people in business, partly because they are more adept at asking for and accepting help when they are in need. By asking how you can serve those around you, and approaching co-elevation by asking how this shared mission will improve others’ lives, you will find that opportunities open up before you.

... THEN SHARE YOURSELF

By opening up with humility and vulnerability, your teammates will see you as an individual and be more likely to feel inspired to share with you. Ferrazzi believes that genuine conversation is one of the most rewarding and productive things you can do. While listening to someone, you should consider how you can be of service to them. As your teammates’ porosity increases, you will be able to give even more. They will continue to share more back with you in a cycle that will continue to grow your relationship and strengthen your shared mission.

CHOOSE TO CARE

There is an old adage that says, “Nobody cares how much you know until they know how much you care.” To lead effectively, your teammates must know that you genuinely care about them as you co-elevate. Not only do you need to make the choice to care, but you must also show your teammates so that they experience your caring. Sometimes this might require coming right out and asking how you can help someone, as long as it’s clear that you are genuine.

When teammates know that you care, you have permission to start co-elevating by “fostering deeper collaboration and mutual development.” Co-elevation requires “two-way *candid feedback*,” which ignites creativity and innovation for all.

Remember that you may not actually like all of the people you are co-elevating with. That’s all right, as long as you treat them with respect and truly want to help them grow in service of your shared mission. You may need to put aside your preconceptions or judgments of them in order to achieve your goals, but as long as you are earnest in your desire to co-elevate, you will be able to focus on your team’s shared mission.

RULE THREE: THE PRACTICES

As long as you are genuine and authentic, you can’t get this wrong. By searching to find what moves those whom you co-elevate with and thinking about the things that they want that you can help them attain, you will stay on the right path.

Forget the Golden Rule

As a tool for change, the Golden Rule has obvious limitations: What motivates you may not motivate your teammates. Instead, Ferrazzi uses the Platinum Rule: “Treat others the way they wish to be treated.”

“When you’re looking for ways to be of service to your team, be careful not to impose your own flavor of generosity on them without understanding their underlying desires and goals. Hear them for the powerful insights they are. You don’t have to embrace their choices, preferences, goals, or aspirations as your own. But you do need to understand them.”

Seek the Blue Flame

Once you identify someone’s emotional purpose, or what Ferrazzi calls the “blue flame,” you can quickly earn permission to co-elevate with them. You will find this blue flame by being “genuinely curious” about them and most importantly, by listening to them. When you help people fan their blue flames, their porosity will increase in extraordinary ways.

Each person's blue flame is as unique as a fingerprint, and by celebrating it and helping them nurture it—all while sharing your blue flame with them—you will both “set the stage for a powerful co-elevating relationship.”

Promise Joy in Your Partnership

Many people feel “disengaged, disconnected, and discouraged by their jobs.” Promising joy through a working partnership is a great way to be of service. In some instances, simply being invited to work with you while you lead without authority on a project may help them feel engaged and connected at work.

Finding meaning in work is a human need and, in some respects, is more important than happiness itself. When you lead without authority, you will feel true fulfillment by offering your teammates a path toward achieving something meaningful, as you focus on relationships instead of traditional hierarchies.

When in France, Speak French

Pragmatism and transactional thinking are the common languages of the business world, meaning that passion is most effective “when it's backed by hard facts.” While many people may appreciate the chance for personal and emotional growth, it's the promise of measurable benefits that attracts early attention. Speak the business language first.

Tell Your Story

Empathy is the bridge to stronger relationships, and it begins with vulnerability. Sharing your struggles, challenges and failings, demonstrating authenticity and expressing your desire for shared success will allow you to earn others' trust. Step out from behind the barriers and pedestals that you have built for yourself, and join your teammates along this shared journey.

The point of being vulnerable is to establish trust and an authentic connection. You will often need to be the first to open up, much like you are the one who must start the work of co-elevating. Don't hold back, or you may find your words losing impact. By being vulnerable, you may find a shared passion that helps you to further connect with others.

Really Check In

Avoid polite chitchat and instead go straight toward gaining a deeper understanding of what's on each of your teammates' minds. Again, you will likely need to lead. Share what's going on in your life—both personally and professionally—and then ask what is happening in theirs. By doing this, you open the door for empathy, sincere connection and a closer relationship that will support your co-elevating efforts immensely.

Help Them Be Part of Something Bigger

You will inevitably find alienated individuals on your team, and it is essential that you awaken their desire to belong to the tribe, what Alfred Adler called “community feeling.” Provide closed-off people with safe guidance and empathy as you encourage them to move past their insecurities and become part of the team.

Keep the Gas Tank Full (A Cautionary Tale)

Earning permission requires consistent attention. Much like a gas tank, you can't just fill it and forget about it. To be a leader, you must constantly work to keep your relationships high on the Co-Elevation Continuum, and as you improve your co-elevation, you will need to watch these relationships even more closely. When relationships slip into the coexist state or below, it's often because teammates have failed to keep the “tank full.” Years of work can vanish when these relationships fail to remain a priority.

Serve:

This involves leading with a generosity of spirit and action in service of the other person, and your shared mission or goals, which you plan for, evolve, and execute together.

Share:

Vulnerably building connection and commitment between you and your team.

Old Work Rule:

To convince your teammates to tackle a project or mission, you must make a passionate and persuasive case for it.

New Work Rule:

To invite your teammates to join your project or mission, you must first earn permission to lead through serving, sharing and caring.

04

RULE FOUR

CREATE DEEPER, RICHER, MORE COLLABORATIVE PARTNERSHIPS

This simple formula provides the framework for co-elevating collaboration:

Transformative Outcomes = Radical Inclusion + Bold Input + Agility

Radical inclusion is “a commitment to a true diversity of voices” in order to extract unique and powerful ideas from a broad team. *Bold input* is the gift that you receive when you encourage “candid and courageous feedback” from your radically inclusive team. *Agility* is the method for putting the first two steps into motion by continuously iterating until you get your project cycles right. Agility is also referred to as “scrum,” and it encourages breakthroughs in weeks or months, not years.

When co-elevating collaboration is implemented effectively, you can produce amazing results. In the intro to this chapter, Ferrazzi uses Target’s incredible turnaround from the “retail apocalypse” of 2016 and predictions that the company was doomed to its rebound to an all-time high stock price in less than three years by using this approach to problem-solving.

WANTED: CO-ELEVATING CO-CREATION

Many companies claim to be very collaborative, but it’s like asking a child if they have cleaned their room: It may look tidy at first, but looking in the closet tells an entirely different story. With their “deep and loyal customer base,” established companies should have huge advantages over startups, but this rarely ends up being the case. Few organizations are able to get out of their own way, and

even progressive companies with incubators are often reluctant to move forward on promising concepts.

If teams can step beyond the bounds of their normal conversations and instead collaborate with visionaries from outside the company to co-create truly disruptive solutions, then they can capitalize on out-of-the-box concepts that large organizations traditionally shy away from.

RULE FOUR: THE PRACTICES

“In the new work world, nimble, ambitious, and audacious are the essential elements of co-elevating co-creation.” As a leader without authority, your job is to bring in diverse perspectives to generate larger and more powerful ideas and to find ways to execute. It starts by changing how you think about, organize and execute on collaboration.

Recontracting: The Essential First Step

Until all of the old habits of second-rate collaboration are exposed, true co-elevating co-collaboration can't take place. Whether you are two people or a massive cross-functional team, this is something that should be prioritized, if possible at the first meeting. Lay out these routines and norms that have prevented your growth, and collectively cast them off. This is what Ferrazzi calls “recontracting.” This practice ensures that bold input continues to flow throughout every stage, and that radical inclusivity is delivered through bold inputs and iteration.

Start by discussing previous experiences with collaboration; this is a great opportunity for the entire team to explore shortcomings or disappointments that they have experienced as a way to understand what the group wants to avoid going forward. Ferrazzi does this through a process called collaborative problem-solving (CPS), which begins by asking one question: “What are the top ten issues most likely to hold back our collaboration, given our culture and past experiences?”

Teams break into three-person groups and discuss for 30 minutes before returning to the large group with their findings. The objective is to identify the most common hindrances to collaboration within your new team and then promise to avoid these behaviors—all while using empathy and understanding when they point out any of these behaviors occurring in the group. With this activity, you have permission to call out these behaviors in the service of co-elevation.

“What makes the recontracting conversation so valuable is that we raise the bar for high performance while at the same time agreeing to accept each other’s faults when we fall short. When we remind ourselves to have empathy for each other’s old habits and rituals, it’s so much easier to commit to supporting each other in forming new ones.”

Confront Bad Collaboration

A way to begin the discussion about collaboration failures in the past is outlining what Ferrazzi calls “the Unholy Trinity of Bad Collaboration”: Consensus, the BS of Buy-In, and Bake-and-Ship.

- **Consensus** is the primary fear of many business veterans; fortunately, co-creation requires understanding that the group must prioritize the outcome, regardless of whether the entire group agrees. The goal of co-elevating co-creation is to find the most powerful choices, not the easiest or most popular.
- **The BS of Buy-In** is the insincere invitation to collaborate, when in actuality the goal is to gain a group’s acquiescence on decisions that have already been made. This isn’t co-creation; it’s sales.
- **Bake-and-Ship** is Ferrazzi’s term for any time a team seeks input from others, but then presents a solution in finished form. Any time the solution is baked into the process, you achieve less transformational results by cutting out iteration and contributions.

Make Candor Compulsory

Before any collaboration can begin, you must first be “ruthlessly candid” with yourself. There is likely work to be done on candor

with your teammates before you dive in together. During your recontracting conversations, you must stress the importance of building a culture of candor, in addition to the permissions that you have created through serving, sharing and caring. A culture of conflict avoidance is disastrous to a company's shareholder value, and your recontracting work is the perfect way to put an end to this behavior. A focus on candor unleashes the full potential of everyone on your team and ensures bold inputs based on a true meritocracy.

Ferrazzi quotes Ray Dalio, founder of Bridgewater Associates: "To have a successful idea meritocracy, you have to do three things: 1. Put your honest thoughts out on the table. 2. Have thoughtful disagreements in which people are willing to shift their opinions as they learn. 3. Have agreed-upon ways of deciding if disagreements remain so that you can move beyond them without resentments. And to do this well, you need to be radically truthful and radically transparent, by which I mean you need to allow people to see and say almost anything."

A lack of psychological safety is the key obstacle to candor on most teams, and when your teammates feel safe, they will be more innovative, learn more from mistakes and be more motivated to improve your team. By setting the collective expectation of growing psychological safety and deepening relationships by serving, sharing and caring, then you are supporting your ability to engage in radical candor.

Check Your Emotions

Once your team has agreed to be candid, you need to prepare to have conversations, thoughts and ideas that could hit some nerves. Passion is natural and encouraged, but overly heated exchanges are not. Research shows that emotions are often contagious, meaning that an emotional slip from even one of your co-elevating teammates could cause a spiral.

During recontracting, each team member can agree to take responsibility for stewarding the emotional climate to nurture innovation, creativity and ingenuity. Alternately, you may all agree that anyone may interrupt emotionally charged exchanges so that

everyone can step back and observe their behavior. Take a break, take a walk around the block, or even reschedule a meeting: Do what it takes to keep your emotions in check so you don't impede progress.

Communicate Fast and Frequently

Co-elevating co-creation requires consistent check-ins with all critical constituents. To encourage bolder and more frequent input, try sending many quick emails with minor requests for feedback. This approach allows teammates to respond thoughtfully without feeling overwhelmed by the enormity of your request.

Avoid debates or coming across as defensive; as a leader, your goal is to stay positive and focused on improvement. Negative responses shut down the possibility of productive input. It's OK to ask for clarification, but do so with humility to avoid putting the other person on the defensive. Always express your gratitude for their input, and be sure to share exceptionally bold or surprising suggestions to encourage further candor on the team.

Cultivate Curiosity

"Leaning in and showing sincere curiosity in what others have to say is an important collaborative skill." Sincere curiosity encourages collaboration that achieves real transformations. Ferrazzi suggests a process that he calls "5x5x5," where one person takes five minutes to explain a problem or issue they're facing. For the next five minutes, other team members ask questions to gain a deeper understanding of the problem without suggesting solutions. Finally, everyone spends the last five minutes offering direct and candid feedback. This type of exercise forms group cohesion, introduces new possibilities and leads to more creative solutions and effective decisions.

Go Big or Go Home

Real change does not result from incremental improvements. Real change requires "10X thinking"—if your goal is to achieve a 10% improvement, ask how much it would take to achieve 10 times that

result. This exercise forces you to think in new ways that can help you achieve exponentially greater results, even if your final result is an improvement of 2X or 3X. Co-elevation is the perfect tool to leverage this thinking and achieve great things.

The CPS: Using Small-Group Problem-Solving

It can be challenging to receive bold input from everyone in a large group, so Ferrazzi recommends using CPS, “the collaborative problem-solving” process as a method to gain the team’s collective wisdom. Here’s how it works:

1. Put a question on the table; this could either be from a team member who needs specific advice or a broader question meant to provoke big thinking. The question should be focused and direct. Ferrazzi provides several examples of what good questions sound like:
 - What ideas have we killed in the past that we shouldn’t have walked away from?
 - What could truly transform how we serve our customers?
 - If our company adopted some elements of the apps and technologies that we all love in our own lives, how could our own customer experience be transformed?
2. Send everyone into groups of two or three to discuss the topic. With these small groups, you are able to maximize the benefits of radical inclusivity across a larger group while maintaining small-group psychological safety, which encourages courage, risk-taking and candor.
3. The small groups will bring the most intriguing and useful results of their discussions back to the larger group, at which point the reports are more likely to be expressed with greater candor and courage than you might expect. This happens because the person assigned to report back wants social approval from the other members of their small group, and so they will include the richness and candor of the opinions to avoid looking cowardly.

This method has the potential to yield clever, out-of-the-box solutions by avoiding everyone deferring to the experts or biggest personalities in the room. This is a great tool for consistently generating ideas that would likely never have a chance to be discussed in a larger-group setting.

Celebrate Changing Your Mind

We all resist changing our minds, which is why you and your team must commit in advance to remaining open to the possibility of it at every step of your collaboration. Embrace the idea that you may be wrong, and commit to bold input. Each time anyone backs off of their existing ideas, this is a time to celebrate progress. Be sure to openly acknowledge any team members who help you to change your own mind.

Ferrazzi suggests “approaching each new collaboration with the assumption that even with our best prior thinking, we are still at merely 30 percent of the final answer, and the rest has yet to be co-created.” Your hope should be to get to 60%, knowing that there is no such thing as a 100% solution in a fast-changing world. Bold and agile thinking separates the winners from the losers, both on your co-elevating team and throughout the overall organization.

Set Deadlock-Breaking Rules

You will almost certainly hit impasses or deadlocks, and during recontracting, you and your team will need to determine how these will be broken when they do occur. Most of these impasses can be dealt with by holding a CPS, giving everyone an opportunity to shift their perspectives back to the collective mission. When a group becomes deadlocked on a complex project where nobody has the authority to make a final decision, this is often a healthy sign that everyone is thinking big and unwilling to buckle for the sake of consensus, but it requires that people let go of resentments and attachments.

In these situations, the best approach is to come together in search of “an even more breakthrough solution.” When all key points of disagreement are laid out, everyone will have a clear view and will be able to discuss these views frankly. This is real co-creation.

During recontracting, you can establish a “Transformational Tribunal” for the times that your team will need tiebreakers. The team agrees in advance on “who will arbitrate the final decision in the event of a deadlock.” In the tribunal, all parties make their cases and candid arguments against the other cases before the agreed-upon arbitrator. It’s essential for everyone to agree in advance that backchannel lobbying is unacceptable. The tribunal authority should, ideally, be the lowest-ranking person with decision-making power and objectivity; however, there are many instances when the CEO is needed to resolve major cross-disciplinary disputes.

Land the Plane

The final points to cover during recontracting are the rules that ensure progress is made during each meeting. At the end of the meeting, everyone should know who “is walking away committed to acting and executing the next steps toward the final outcome.” The following are some of best practices for a successful meeting:

- **Set expectations at the start of the meeting.** If it isn’t time to make decisions, it’s important to mention this at the start of the meeting. By setting expectations, members will not feel like a meeting without a resolution was a waste of time.
- **Do a “yes, no, maybe” exercise at the end of every meeting.** Spend five minutes before the meeting’s end to run through key ideas that were discussed and give your take on each—yes, no or maybe. You might say, “Yes, we’ll do it,” “No, it’s not time for that,” or “Maybe we should look into that more.” This lets everyone leave the meeting knowing what was decided and what the next steps are.

These practices ensure that you stay focused on the shared mission and keep your action points in view.

Old Work Rule:

Collaboration is a fallback you resort to when you can't get the job done yourself and really need other people's cooperation and resources.

New Work Rule:

Collaboration and partnership with your team members is the new normal, and is essential in co-creating transformative ideas and solutions that will lead to more regular and consistent breakthroughs and outcomes.

05

RULE FIVE

CO-DEVELOPMENT

Ferrazzi starts this chapter by recounting observations that Jim Collins, author of *Built to Last* and *Good to Great*, made while studying West Point cadets. Collins observed students coaching each other through a rigorous obstacle course: At the same time they were competing with each other, they sought to help each other succeed. They seemed to be much happier than civilian students, rooted in their commitment to a shared mission and to each other. In the classroom, West Point students were more willing to engage directly and let Collins know when they disagreed with him. To Ferrazzi, these are the natural results of West Point's co-elevating environment. "Wherever you see people in a high-performance organization engaging honestly and expressing themselves fully, those are surefire signs of a highly supportive coaching culture."

Supportive coaching and mentoring are more important than ever, but as budgets are cut, workloads increase and markets rapidly change, managers find themselves stretched too thin to coach as they were once coached. Thus, many workplaces are starved for coaching support. Coaching today depends on each one of us, and we owe it to our colleagues to encourage peer-to-peer co-development. "Under the new work rules, we have a new contract with our peers, one in which we owe them our candid feedback and solicit their feedback."

There are three different types of feedback:

1. **Idea feedback:** Helpful co-creational feedback on how to improve.
2. **Performance feedback:** Holding someone to high standards.

3. **Competency feedback:** Personalized feedback about a teammate's abilities. According to Ferrazzi, competency feedback is where all truly meaningful coaching happens.

DEVELOPMENT IS EVERYONE'S JOB

Common objections to the concept of co-development include statements like "It's just not my role," or not wanting to hurt feelings and strain relationships with colleagues. These might have been valid excuses under the traditional work rules; however, the rules have changed. Focusing on being nice over being sincere is what Kim Scott, author of *Radical Candor*, calls "manipulative insincerity"—that you're failing to challenge a colleague because you truly don't care about them or the mission. This is an easy habit to slide into, but as a leader without authority, it's your obligation to give sincere feedback.

Is your fear of conflict or hurting feelings simply manipulative insincerity? If you genuinely care about your colleagues and your organization, you have an obligation to speak up like a leader. Recognizing when you engage in this destructive behavior is an important breakthrough.

IT'S ALL IN HOW YOU SAY IT

Co-development is a two-sided endeavor, but it's up to you to take the initiative. Ferrazzi provides a seven-stage process toward beginning a co-development relationship.

1. Ask for Permission and Set a Time and Place

Before offering feedback, you should always ask for permission and wait for your teammate's assent. If they decline, try again another time. Show some vulnerability, make it clear that the decision is up to them, and explain why you are offering it.

2. Focus on the Future and Give Them Power

Critiquing past performance often puts the other person on the defensive. By focusing on the future and what they can do moving forward, your teammate will likely be more receptive. Don't say what they "should" do; instead, say "you might," offering a generous

suggestion, and avoid sounding like you're trying to exercise control. Too often, we believe that feedback must come with corrective action; however, you are merely serving your teammate and the mission by offering feedback that will help you both go higher.

3. Welcome Their Feedback

Never deliver personal feedback without requesting it in return because co-development is a two-way street. By asking and receiving, you are setting the standards of engagement for your team, in addition to benefitting from their feedback and coaching.

4. Let It Go: Feedback Is a Gift. Once Given, It's Theirs.

Once you have given feedback, it becomes the other person's property—and they can decide how to use it. If you attempt to control or manipulate their behavior after providing feedback, you'll find yourself in a constant battle. Give them the space to choose their own path with your support.

5. Lead Them to Discovery

Candid feedback isn't necessarily always direct; use subtle follow-ups and ask questions to help your teammate reflect. Ask "what" and "how" questions to lead your teammate to their own conclusions—and ultimately "generate their own aha moments." Avoid asking "why" questions, which can sound judgmental and accusatory.

6. Care, Care, Then Care Some More

You must genuinely care about someone to build a co-elevating relationship with them. Ferrazzi points out that beginning with praise and following with candid feedback may come off as insincere—and be what some call a "shit sandwich" of two slices of bread around a slice of criticism; however, he clarifies that "there is one big difference between a 'shit sandwich' and a sincere co-elevating conversation: authentic concern."

7. Set the Expectation of Accountability

When a teammate gives you feedback, ask them to hold you accountable, either in real time or through regular check-ins. Real-time accountability could mean giving them explicit permission to

call you out on the spot if you are engaging in a certain behavior, pulling you aside after the fact or even introducing a mechanism that will keep you from getting defensive: having a set codeword or phrase, such as “I wonder what the team is thinking?” to alert you to your behavior. Setting regular check-ins is an invaluable practice for accountability. Ask your teammate for a progress update on the behavior you want to change, and offer to provide feedback in return. Remember to be empathetic, especially with someone who is tentative about receiving feedback.

CO-DEVELOPMENT: THE ULTIMATE FORM OF SERVICE

When you take an approach of “caring candor,” you are sharing what you’re experiencing without emotion or embellishment because you truly believe your teammate’s success is critical to the success of your team and the mission. This is the most effective way to invite someone to be receptive to feedback, since people often tune out those who only seem to want to emphasize what they did wrong. When you give feedback out of a true desire to help, this is a generous form of service to your teammate. Ferrazzi provides a few tips for expressing caring candor:

Be Present

To be a great coach, it’s crucial to listen with complete focus and care. Put your phone away, eliminate distractions, and stay focused to build a better rapport with your colleagues.

Make Sure Your Feedback Is for Them and Not You

Coaching fails when it’s more about the person giving it than the person receiving it. When you deliver candid feedback, you must be certain that your ego is not involved and that your feedback will be of service to them. By positioning advice as being of service to your teammate, they will be more interested in accepting it.

Try Asking for Coaching Before Offering to Coach Others

Co-development should be like a tennis match: Sometimes you serve the feedback, and sometimes you receive it. But, if you feel that you haven’t earned enough permission to provide feedback, then don’t offer it. Start by asking your teammate to help you develop, and offer to do so in return, if the exchange goes well.

Own How Your Candor Lands

Simply earning permission to offer feedback does not mean that it's always welcome. Even in relationships that are solidly founded on trust and candor, it can be easy to overstep boundaries. "As givers of feedback, we must own how our candor lands." Offer feedback in ways that are meant to foster dialogue—not win arguments.

Avoid Defensiveness

Hearing a teammate articulate your weaknesses or poor performance will naturally trigger defensiveness, but Ferrazzi offers some best practices for embracing difficult feedback:

- **Stay calm.** Remember that feedback is simply data in service of co-elevation—it's a gift. If you find that you can't control your emotions, work on your reaction together in the true spirit of the team and mission.
- **Ask questions.** Curiosity often emerges when defensiveness is removed. Be eager to explore the feedback, and ask questions if you do not understand or find it unclear. Dive deeper on general feedback. Responses like, "I'd love to understand that better," or "[C]an you give me an example of a time you felt that?" can invite further candor and deepen your growth opportunities.
- **Say "thank you."** Always thank your teammate for their gift of feedback, whether or not you agree with the feedback. Acknowledge their generosity; this helps deepen the trust, psychological safety and porosity of the relationship. Remember that the alternative to knowing what your teammates think is being isolated, left guessing or feeling victimized.
- **Don't pump the well dry.** After advocating for more feedback, stay mindful of how often you ask for it by gauging the other person's investment in you.

Seek Feedback on Your Feedback

Once the back-and-forth cycle of feedback becomes a habit, the next step is to refine the way you give feedback. Learn how the feedback you share is landing with your teammates, and start an

open dialogue as you go higher together. Remember that other people are not mind readers and do not intuitively know how you'd prefer to receive feedback or communicate.

For a co-elevation relationship to work, you need to understand your teammates' thinking and fine-tune your approach. Strive to be empathetic toward the ways others prefer to communicate, and express your empathy to them as you work to improve your approach; you will find that your work with others will become "more fun, fluid, and effective."

Co-Develop With Your Boss

"The higher people move up the corporate ladder, the more they need feedback from those under them—and the less likely they are to get it." When asked if people should try to offer candid personal feedback to their bosses, Ferrazzi responds, "Absolutely!"

There is a natural concern that the feedback won't be well-received. If your boss gets upset, apologize and make it clear that you were only offering your thoughts because you care enough to do so. This might happen if you haven't earned permission to offer feedback, and opening porosity in the relationship is your responsibility. Work on earning that permission by returning to the practices of serve, share and care.

"To be sure, there are managers who are domineering and controlling, with zero self-awareness. In the end, it's also on you to be careful when reading the room. Don't step over the line and unnecessarily provoke your boss. Keep your job. Or then again, start looking for a new one. You most likely will be better off."

Old Work Rule:

When it came to growing professionally and developing both hard and soft skills, you looked to your manager, and to performance reviews and training programs. As a manager yourself, you generally only offered developmental feedback to someone who was formally assigned to you as a direct report.

New Work Rule:

Seek out your team for development and growth. Offer teammates the candid feedback they need to develop and improve their skills, performance and behavior, because you are committed to their success and to the success of the greater mission.

WHAT IS TRUST?

Years of research by Ferrazzi Greenlight have been focused on interventions that actively build trust in the service of team performance during transformational periods. Ferrazzi Greenlight uses a model that distinguishes three kinds of trust, the areas where each type of trust is likely to break down and how to build it up.

1. **Professional trust** is built when work expectations are met, but it can be strained by different points of view based on different professional experiences.
2. **Structural trust** is where trust most often splinters in an organization, as hierarchies allow managers to exercise power over their subordinates. Structural realities in a company can create breakdowns in trust and challenges to transparency while undermining psychological safety and impeding co-elevation.
3. **Personal trust** is a critical lever for navigating the breakdowns in professional and structural trust and is the most effective tool for restoring and repairing these breakdowns.

“Think about teammates you’ve had with whom you’ve disagreed professionally, or who, because of their position, have impeded or stymied what you were trying to achieve. When we’re able to sit down with the other person and address these challenges solely because of the strong personal trust in our relationship, we can often repair that breakdown in trust and reach a mutually agreeable solution. If so, it is due to your mutual respect, caring, and commitment. This is why we put such an emphasis on building personal trust in working relationships.”

06

RULE SIX

PRAISE AND CELEBRATE

Ferrazzi begins this chapter with a story about General Motors (GM) in 2010, when leadership realized that the customer experience at GM's thousands of franchise dealerships would be the key to reviving the company's fortunes as it emerged from bankruptcy reorganization. The result was a new program for district managers leading the field sales team that established a co-elevating, co-creating relationship between every GM district manager and every franchise in North America. The program was initially rolled out to a small group in order to get it right, at which point those involved in the pilot began to evangelize the program to their peers.

At the same time, GM's president of North America, Mark Reuss, identified that the best way to raise the morale of his sales staff was to create winning momentum by praising and celebrating even the first glimmers of success. Within the first few months, good news stories began validating Reuss' approach. Parts sales in one dealership rose by 44% in the first year, while another dealership's leasing rate went from near zero to 45%, with monthly sales increasing 41%.

By personally praising the early wins at the dealership level first, Reuss and the team started a movement within the GM North America sales division that had sales managers and dealerships clamoring for these innovative changes. Through co-elevating co-creation between dealers and managers, GM created a new model for customer service and profitability that generated momentum for a complete organizational transformation.

LIKE RAYS OF SUNLIGHT

“The GM story shows how small amounts of focused, positive energy can create exponential benefits throughout an organization.” When you lead without authority, you have the responsibility to serve your “teammates as their champion and cheerleader.” Praise and celebration are key elements of caring and accountability, and both lend significantly to porosity. A small offer of praise today will make the next difficult day together much more manageable.

Praising teammates is like “shining sunlight straight into their souls,” and according to psychologist Dan Ariely, author of *Predictably Irrational*, praise is even more highly valued than money. Occasional compliments are often more effective than cash bonuses when it comes to improving productivity and motivation. Other studies show that when someone experienced a pleasant feeling or a good mood, they improved their performance in problem-solving, decision-making and cognitive organization.

RULE SIX: THE PRACTICES

To strengthen relationships and increase porosity, try being the biggest cheerleader for those you know and care about. Take a few minutes each day to acknowledge their friendship, spirit, hard work and significance in your life. People thirst for this kind of acknowledgment. Ferrazzi gives some suggestions to get started:

Make It Personal, in Real Time

As soon as you see someone do something well—big or small—acknowledge it. Whenever possible, tie your praise to a specific action or behavior. Be sure to tell your colleague how they made you feel, as well.

Remember the Platinum Rule

“Do unto others *only* as they would like to be done unto.” Take this into consideration before engaging in public praise, since not everyone is comfortable with it. Praise and celebrate your teammates in the way that they would most appreciate it.

Don't Be Afraid to Praise Imperfection

When your team is on a particularly tough mission or when a colleague is going through dark times, this is exactly when they need praise, even if the performance or results are not perfect. "Celebration and praise provide the fuel that restores and sustains us, helping us to keep moving forward through stretches of extreme difficulty." A global study showed that 79% of people who quit their jobs cited "lack of appreciation" as their reason for leaving.

Millennials are proving to have a much lower tolerance than previous generations for negative work environments and cultures that lack acknowledgment. Old-school managers may mock younger employees for being this way, but the reality is this: If celebration and praise are what restores and sustains high-functioning teams, then everyone must be celebrated. Compliments are a lot less costly than turnover, and a rising tide of recognition lifts all boats. Remember that our need for positive reinforcement is universal.

Celebrate the Momentum of Winning

By recognizing even the smallest of victories, you can show the way to larger achievements. The GM story at the start of the chapter shows "the value of celebrating the *momentum of winning*." One by one, GM celebrated the small wins achieved by one co-elevating partnership at a time. In turn, each person copied each other's best practices and the results continued to mount. If this plan had been launched as a baked-and-shipped solution, the results would have almost certainly been more mixed. By starting small, the initial group received focused attention and became laboratories for innovation driven by small-win momentum that led to widespread success.

In effect, big wins are a by-product of stringing together many small wins, each of which deserves celebration. By homing in on what your team is doing right, you can exponentially boost performance and productivity. This does not mean that you should stop identifying and fixing problems, only that they aren't your sole focus.

Build Your Brand as a Celebrator

“Criticism is only *half* the job of coaching. The other half is celebration.” By publicly celebrating your teammates, you build your brand as a co-elevator and serve your mission by attracting others to join you.

Try sending a text to five team members who have come through for the shared mission recently, whether it’s a short-term project or a long-term goal. Just let them know that you were thinking of them and that you wanted them to know how grateful you are for their partnership. Don’t lay it on too thick; be authentic, tell them how you feel and then watch how they respond.

Take an Unreasonable Stand

Sometimes people need you to believe in their capabilities more than they are willing or even able to believe in themselves. When you champion those who aren’t great at championing themselves, you’re “taking an unreasonable stand” for them. When Ferrazzi coaches teams that don’t believe that it’s possible for individuals to undergo transformative change, he takes an unreasonable stand by challenging them to recall successful change initiatives they’ve been a part of in the past and asking them to recall their experiences of resilience and perseverance.

By taking an unreasonable stand, you can remind people of what was overcome in the past and take time to celebrate it before looking toward the future. “By recognizing and celebrating what you’ve achieved, you can open the door to possibility.” Share this spirit of hope with your teammates by celebrating their achievements and successes when they are feeling down or overwhelmed. You will boost their short-term performance and help them feel more motivated and inspired to take on the next big challenge.

Remember Gratitude

There is always something to celebrate, if you look for it. When you are having a tough day or feeling little cause for celebration, tap into your sense of gratitude. Build a habit of asking, “What am I grateful for today? What do I appreciate about my teammates, my clients, or my job?”

When you pay attention to what you're grateful for, you put yourself into a positive frame of mind. Studies show that gratitude improves health, happiness and relationships, in addition to boosting alertness, determination and self-esteem. By expressing your gratitude even through something as simple as a quick note, you can extend these benefits to others.

Problems and complaints will demand your attention all day long. But if you try to step back from these problems and express your gratitude with a note or two, you'll find yourself uplifted and energized to face the next emergency.

Celebrate Mistakes and Failures

It's not enough to praise your teammates for their achievements—you must also praise their mistakes and even their failures. By doing so, you create an atmosphere that allows mistakes, which are great learning opportunities. Risk-taking is critical for success in innovation and transformation. Remember that often “successful innovations are the beneficiaries of screwups and setbacks during their creation.” For example, WD-40 got its name because the inventor's first 39 attempts ended in failure.

When failures are celebrated, ego, defensiveness and finger-pointing are set aside. By celebrating failures, you encourage audacity and can give your teammates the psychological safety they need to be honest and open about their performance. Celebrating failure also removes the stigma of shame, giving you a much clearer picture of what went wrong, instead of embarrassed teammates focused on hiding their mistakes or going on the defensive.

07

RULE SEVEN

CO-ELEVATE THE TRIBE

Ferrazzi begins this chapter recounting a time when he coached a lead actor from a TV show, whose on-set behavior was described as domineering and rude and was likely going to keep the show from being renewed. Ferrazzi quickly recognized the actor was a perfectionist who dismissed the idea of socializing with the rest of the cast and instead preferred to work on lines and put all her energy into the show's success. From her perspective, all of the problems on the set were caused by other people.

As a leader without authority, this actor had to accept the responsibility of transforming the show's working environment. With Ferrazzi's coaching, she set on a new mission of creating a culture of co-elevation on the show's set.

The path forward was to co-elevate with other members of the cast and crew, inviting them to support her in breaking her past patterns and to create a shared mission of a positive on-set culture. She started by enlisting a few people whom she trusted and who might be willing to help. Once this partnership formed, they began working together to build an on-set culture like never before: one that focused on personal and professional growth for the entire tribe. Ferrazzi proposed they formalize the recontracting agreement of their guiding principles for the project.

As the small team grew and new members were added, each embraced their shared responsibility to create a positive workplace. Network executives recognized the actor's commitment to change and renewed the show. By the time filming for the next season began, the on-set culture had undergone a radical shift that led to

the actor's entire reputation changing as all the infighting and negativity from the previous season vanished.

Leading without authority requires instilling your commitment to co-elevation in each teammate. You want your team to initiate their own co-elevating relationships, build their own co-elevating teams with people beyond your reach, and share the responsibility of promoting a co-elevating culture. "All those teams make up a tribe of people within the workplace who speak the same language of co-elevation and co-development." In this way, leading without authority can cause broad changes throughout an organization's culture. "As you leverage the tribe for the benefit of the tribe, its membership grows, its reach expands, and, with proper kindling, co-elevation can spread like a brush fire."

RULE SEVEN: THE PRACTICES

As you gain momentum in co-creating and co-developing with your colleagues, teammates, family and friends, it is essential that you continue to enroll others in your mission. As a co-elevator, you must constantly support the spread of co-elevation beyond your own team.

Turn Gossip Into Gold

Negativity, whining and feeling like a victim are all poison to co-elevation, but at the same time, pessimistic expressions can provide great coaching opportunities. When you hear someone speaking poorly about a co-worker, use the opportunity to turn the conversation into a positive interaction. When a teammate complains about someone, encourage them to reach out to them directly to find out what's going on in their life and why they might be slipping with their responsibilities—and identify how they can be of service to support the shared mission.

Talk Behind Your Teammates' Backs (but Only to Be of Service)

If you have a problem with a teammate, meet with them in private and approach the issue in a supportive way; however, it often makes sense to gather some insights from a few teammates first, as long as you have the intent of helping. Avoid getting trapped in complaining about the teammate; instead, stay open and sincere about your

intentions. This is the only time when it is acceptable to talk about a teammate behind their back, because you are accepting responsibility for their success.

Know that your teammate will likely find out that you have been talking to others about them, but as long as your intentions are pure, this should not be a big deal. Keep in mind the level of psychological safety this person has, and be prepared to tell them that you asked around for the sake of building a transparent and successful relationship.

Coach the Team Members Most at Risk

Remember: “True leaders leave no one behind.” Going higher together means that you must support underperforming teammates by serving, sharing and caring. Identify key teammates who can act as an advocate or “interpreter” for their struggling colleague and can provide candor and accountability as they focus on improving their performance. By finding someone who cares and can give extra focus to this teammate, you are all supporting the shared mission.

In many cases, HR leaders are—and will continue to be—important contributors to integrating co-elevation into traditional organizational design, especially in instances where a struggling teammate needs support.

Keep Growing the Coaching Ranks

As your team continues to develop, be creative about how you access additional coaching resources to keep expanding the team’s capabilities. Outside coaching can be a great way to increase porosity, especially when you can identify someone with specific experience in the area that you need an “interpreter” for. By consistently seeking outside support, you will keep providing your team with the support it needs to further increase porosity.

Create a Tipping Point

Whether you already have some strong co-elevating relationships or you have identified your first partners, it is essential that you open

porosity with them and serve, share and care. Start with 5% of the names on your list of key partners, and once you have built co-elevating relationships with them, enlist them to help get to 30%. As you keep inviting teammates to co-elevate, you will quickly realize that your workplace now has “a whole tribe of people speaking the same language and leading without authority.” By starting small, you can build a strong co-elevating culture that will bring in even your early resisters.

SPARKING A WORKPLACE MOVEMENT

“It’s all on you to create a co-elevating team that achieves its mission and transforms your culture. Again, at the beginning, you have to do the heavy lifting. But when you are truly co-elevating and co-developing with your teammates, you’ll inspire that behavior in others. Then it becomes everyone’s responsibility to reach out, to co-create, to co-develop, and to ensure a level of co-elevation that says, ‘I won’t let you fail.’”

Old Work Rule:

Co-workers who are uncooperative, difficult to work with, or not contributing are avoided and written off.

New Work Rule:

If one team member is holding back the mission in any way, the team gets to enlist the help of other teammates to elevate that team member and their contribution.

A CO-ELEVATING CONTRACT

The following is a model recontracting agreement that Ferrazzi provides for a productive co-elevating relationship:

1. We are committed to the mission and to each other’s success:
“We will not let each other fail. In fact, we will ensure each other succeeds. We will elevate each other as we work together to achieve our shared mission.”

2. **Collaboration:** “We will collaborate, not sell each other on our ideas or bleed into consensus. We will be insatiably curious while breaking through to new levels of innovation. We will respectfully challenge the other’s ideas and provide the candid feedback on the mission to attain better outcomes.”
3. **Development:** “We commit to helping each other develop our skill sets and/or behaviors so our performance improves. We give each other permission to trust our instincts and to give the candid feedback the other person needs to hear so we can grow.”
4. **Speak truth:** “We will speak the truth in service of the mission and each other. We give each other permission to trust our instincts and give feedback and candor when needed. We will see and receive such candor in service of each other because we care about each other’s success.”
5. **No victims:** “Nothing will need stand in the way of our transformation. We will divorce ourselves from the momentum of the past and will not accept any victim language. We will check each other if someone slips into a victim mindset and speaks like a victim.”
6. **Look to ourselves first:** “When feeling frustrated with the other person, we will look to change our own behavior first, asking, ‘What’s my part?’ before finger-pointing and blaming others.”
7. **Spend the time to serve and care about the person:** “We commit to serving and sharing with each other to deepen our relationship and building the psychological safety, so the other person knows we genuinely care about them.”
8. **Celebrate:** “We will celebrate and praise each other’s performance and our wins.”

08

RULE EIGHT

JOIN THE MOVEMENT

For Ferrazzi, his purpose in writing *Leadership Without Authority* is to help you start a movement that enhances your life and the lives of those around you, all while transforming the institutions that can alleviate suffering globally. These simple practices have the power to drive real cultural transformation for your team, your entire organization and the world at large.

Ferrazzi believes that co-elevation will become a global movement, demanded by the new work world. Hierarchies are losing their influence daily, and co-elevation is the way to expand the ranks of leaders—both with and without authority. In fact, he believes that “co-elevation will become a core human competency for living in an ever more diverse, fast-changing, and interdependent world,” as it offers new routes to joy and personal growth. As you focus on co-elevating to transform your work relationships, these habits will spill into the rest of your life, giving you new pathways toward living your truth by embracing diversity of opinions, richer collaboration, elevated candor and transparency in service of each other.

This change at scale can seem hard to imagine, but today’s world was built by the change movements of the past. Each movement begins with a small core of believers and a crumbling status quo. Ferrazzi cites a quote attributed to anthropologist Margaret Mead: “Never doubt that a small group of thoughtful, committed citizens can change the world: indeed, it’s the only thing that ever has.”

Once you have changed your behaviors and begun to elevate those around you, go and teach these skills to others who can then

become part of the movement. Make the biggest difference possible. “We spend so much time at work, why not have our co-elevating relationships there inspire us beyond the workplace, to co-create better relationships, better marriages, better families, and better communities?”

FIRST TO WALK THE COURSE

Ferrazzi concludes the book by recounting his early years as a golf caddy and his father’s advice: “Show up half an hour early each day.” He wasn’t sure why, but he did it anyway. In time, Ferrazzi began to use this extra time to walk the course and study details, such as the speed of the greens, where the tough pin placements were and difficult slopes on the fairways. Soon, he began helping golfers improve their scores, earned bigger tips and even had the privilege of caddying for Arnold Palmer after winning the club’s annual caddy award.

This is the final wisdom that Ferrazzi passes on, from his father. “By reading this book, you’ve arrived at co-elevation early.” Continue to develop your own special feel for how to co-elevate and lead without authority, and you will develop your own unique insights about what works best. By doing so, you will contribute to this emerging movement.

ABOUT WORLD 50

Founded in 2004, World 50 consists of private peer communities that enable CEOs and C-level executives at globally respected organizations to discover better ideas, share valuable experiences and build relationships that make a lasting impact. The busiest officer-level executives and their most promising future leaders trust World 50 to facilitate collaboration, conversation and counsel on the topics most crucial to leading, transforming and growing modern enterprises. Membership is by invitation only.

World 50 communities serve every significant enterprise leadership role. World 50 members reside in more than 27 countries on six continents and are leaders at companies that average more than \$30 billion in revenue.

World 50 is a private company that serves no other purpose than to accelerate the success of its members and their organizations. It is composed of highly curious associates who consider it a privilege to help leaders stay ahead.

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