

CHAPTER 10 DRAFT BLUEPRINT: PACK WELL

Let's unpack what skills one needs to **PACK** to be an effective changemaker.



PENCIL-SELLSHIP

This skill is quite literally the pencil sell, the idea of one being able to take a pad and paper and summarize what is being talked about. This may now need to be done virtually – that's tough and takes more to develop. Many skills need to be upskilled when we don't have the *person-to-person, face-to-face, eye-to-eye* contact.

In my view, it involves not just storytelling and sales acumen but showmanship and the ability to be a great spokesperson for the change you want to drive.

- Remember a time when you were sold on something, on the spot.
- What was it about the experience that influenced you to make a change? (Especially in an environment where you're asking people to do something.)
- When was the last time you tried to sell an idea to someone?
- What seemed challenging, and what was easy?

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Tip: A great way to develop the skill to summarize is to practice summarizing. Take your presentation and try to do it in 5 slides, 3 slides, and then in 1 slide.

Now practice it as an elevator speech. No slides allowed!



ALLYSHIP

Social science research has highlighted the key elements that help build social capital – bonds, bridges, and linkages. Bonds typically signify 'in-group' allies, bridges are relationships with those outside of however you define the group, and linkages are connections with hierarchy. Very strong in-group bonds can often lead to weaker bridges, and strong linkages can weaken in-group bonds. It is a complex

interrelationship, but in my experience, trust with allies can be critical as you socialize an idea.

The real skill here is to attain the right balance of bonds, bridges, and linkages in tune with the way we work today.

ALLY INVENTORY

- List who you think are your strong bonds – within the group/function, or area. (These can be coworkers, collaborators, peers, etc.)

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- List your strong bridges – in groups other than yours but part of the organization. (These can be in manufacturing, marketing, sales, business, or quality if you are in the lab.)

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- List any strong linkages with people in the hierarchy – these are typically people in positions with power and authority (who control resources or command strategy)

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CAPITAL INVENTORY

- What do you think about your social capital? Is it balanced?
- What steps can you take to build a better-balanced network?

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Cue the Qs

- *How would you collaborate to build better in-group bonds?*
- *How do you contribute to a project that builds better bridges?*
- *How might you serve on a committee that aligns with your interests and gives you access and exposure to more linkages?*



CITIZENSHIP

This skill is essentially about being a good team player – the qualities of sportspersonship and paying one’s dues as a corporate citizen. It can’t just be about you and your ideas and your projects – during tough times all hands may be needed on the deck. Timing is important. Sometimes you have to wait for the most opportune moment.

Your actions and your reputation are often a lens that the ideas you are presenting will be viewed through, so it’s best to be mindful of that. And when you get opportunities to give back to the community – avail them if you can. It goes a long way in building a multitude of skills.

- How often do you contribute to group activities or organizational initiatives?

- Who can you connect with to find where these opportunities exist?

- Which potential experiences align with your interests and ability to devote time given your role and responsibilities?

- How can you integrate these into your annual personal and professional development plan?

Tip: Opportunities for organizational connections and service may include ad hoc committees, key meetings, event planning, forums, employee resource networks, mentoring activities, lunch and learns, outreach events, and philanthropic initiatives.



KINGSHIP/QUEENSHIP/RULERSHIP

Finally, the toughest one, kingship (or queenship): effective leadership when you may just be a figurehead charged with impacting change. This calls for developing skills that allow you to influence others. As far as driving innovation goes, many will have to work through influence because they may have no direct power but much of the responsibility. During times of change, it is harder to impact change.

- Seek those who you think are informal leaders in the organization. Observe and meet with them to understand how they developed influence.
 - Or if you know informal leaders within your organization – list 3 qualities you see in them.
- If you have an experience where you were able to influence others, use that as social proof to bolster your credibility.
 - Where do you think you have the most credibility in your organization? List the reasons why.
- Try to understand the motivation of those you are trying to influence to do something or do something different. It helps to tailor the message.
 - List what you think motivates those in your organization to act.

Leadership Qualities

My Credibility

Why?

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Motivations to Act?

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The four areas of PACK may help us all as we navigate the role of a changemaker. Some are harder than the others, but they are critical and offer great growth opportunity.

And I should mention, it may seem daunting – but I have learned many times in my journey that it is certainly mind over matter.

And you have to look back from time to time to see how far you have come – getting the job done.

OF GETTING THE JOB DONE

In 2023, I had the opportunity to visit Tarragona, a coastal city in the Catalonia region of Spain, to deliver a keynote at an industry event. In the center of the main plaza is a sculpture that pays homage to the Catalan tradition of Castells – of building human towers. I was especially struck by the poetic motto of castellers: *força, equilibri, valor i seny*, or strength, balance, courage, and seny.

The concept of seny was intriguing – it doesn't have a clear translation – perhaps wisdom is the closest. It appears to represent sensibilities that are an amalgamation of perception, level-headedness, awareness, integrity, and the right kind of action. What *seny* represents, especially as it relates to building of castells, offers valuable insights into the characteristics needed for getting the job done. This relates to all the topics that we discussed in Section 1.

In our fast-paced world, the importance of getting the job done cannot be overstated. It is the driving force behind progress, the catalyst for change, and the foundation upon which success is built. Without the ability to effectively execute tasks and bring ideas to fruition, even the most brilliant concepts

remain mere abstractions.

Getting the job done requires a unique combination of skills, mindsets, and strategies. It demands a keen understanding of the task at hand, the resources available, and the challenges that may arise along the way. It necessitates the ability to plan effectively, to break complex projects into manageable steps, and to adapt to changing circumstances with agility and resilience.

Moreover, getting the job done is not a solitary endeavor. It often involves collaboration, communication, and the synergistic power of diverse perspectives working toward a common goal. Like the *castellers* of Tarragona, professionals in any field must learn to work together seamlessly, leveraging each other's skills and expertise to achieve remarkable results.

However, amidst the focus on execution and results, it is crucial not to lose sight of the intangible qualities that enable truly exceptional outcomes. By cultivating wisdom, level-headedness, and integrity alongside technical skills and strategic thinking, individuals and teams can approach their work with a sense of purpose and self-realization that goes beyond mere task completion.

In the end, getting the job done is about more than just crossing items off a to-do list. It is about bringing vision to reality, transforming challenges into opportunities, and leaving a lasting impact on the world around us. A balance between logic and creativity underscores the delicate equilibrium that must be struck.

By embracing the principles of planning, collaboration, balance, and wisdom, we can not only get the job done but also create something truly remarkable in the process.

Seny represents wisdom, common sense, and pragmatism – these principles encapsulated by the *castell* building embody balance, awareness, strength, integrity, collaboration, and structure that converge to erect towering achievements.

The path can be arduous, but with these principles as a steadfast guide, and practice, seemingly impossible feats can be achieved. The job gets done. The stories of which inspire and are relayed for generations to come.