



Connectional Intelligence™

by Saj-nicole Joni and Erica Dhawan

is the capability to consistently deliver transformative results by harnessing the value of relationships and networks.

In their book, Saj-Nicole Joni and Erica Dhawan highlight a revolutionary force redefining how leaders can drive innovation in the 21st century, which they call **“Connectional Intelligence” (or CxQ)**, defining this key capability for the next century of leadership intent on creating breakthrough results.

Over the last 25 years, society has built a platform of connection that combines systems of logistics and transportation with mobile, social, and digital networks. Today, anyone with a browser on their smartphone or computer can connect to a meta-platform of these combined networks to do research and compare or redesign existing ideas at unimaginable speed. Millions of us can view complex phenomena from seemingly infinite perspectives, and connect globally with people and events in real time.

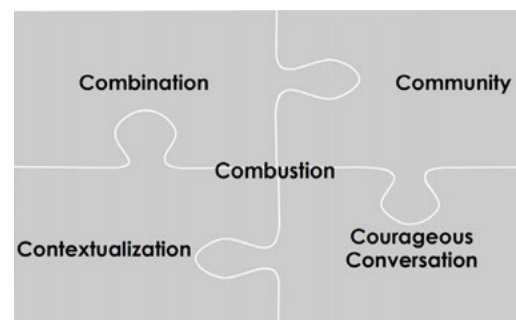
This combination is unleashing a massive wave of an innate human capacity – something we call Connectional Intelligence™. CxQ is the ability to realize value from networks of relationships, to harness units of knowledge and reuse them to innovate, to convene communities and to marshal a variety of resources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

Connectional Intelligence is driving previously unimaginable transformations in companies, families, communities, industries, and governments at record speed.

- Connectional Intelligence harnesses the value produced by increased connectivity to ignite transformation across sectors at record speed. CxQ has allowed:
- GE to unearth thousands of breakthrough ideas for reducing humanity’s carbon footprint across sectors and platforms.
- Nabisco to create the top Superbowl 2013 commercial –a no-cost Twitter ad created in just 15 minutes.
- Frito-Lay to leverage its Latino Diversity ERG group to develop a Guacamole Doritos chip—a \$100M product.
- Nike to create Green Xchange (GX), a Web-based marketplace making more than four hundred of Nike’s own patents for widely available research, leading to innovation across sectors.

- Starbucks to create MyStarbucks platform, crowdsourcing over 100,000 customer product ideas, leading to innovations like the iconic Starbucks green stick.
- A hobbyist farmer named Ron Wallace to grow a never-before-seen 2,000-pound pumpkin, doubling the world record and unlocking secrets to radically increasing global food supply.
- Groups of bicyclists used social networks like Facebook and Twitter to uncover Lance Armstrong’s web of lies.
- Harvard researchers to tap into the knowledge of interdisciplinary thinkers to crowd source research questions to tackle Type I diabetes.
- Programs like Poptech and Presidential Innovation Fellows, where multidisciplinary thinkers come together to tackle today’s most pressing problems in business and society.
- An uproar that brought thousands into the streets in India, demanding justice following the gang rape of a young woman in India, leading to sweeping government action.

CxQ is made up of following five fundamental capabilities – one, a few, or all of which can be deployed at once:



Contextualization, the ability to gain a broader, peripheral perspective on a phenomenon and use it as a catalyst for action.

Community, the ability to bring together people to spark, create and care together.

Combination, the ability to take different ideas, resources or products and combine them to create an entirely new concept or product, generate a new way of thinking, and develop surprising new results.

Combustion, The ability to mobilize and ignite diverse networks and resources in pursuit of a goal.

Courageous conversation, the ability to begin charged and difficult discussions, keep them alive, amplify them, and raise the level of awareness around them for greater good.

The basic elements of Connectional Intelligence aren't new. Throughout history, these elements have been at the root of breakthroughs in business, science, arts, and governance. Brilliant inventors, scientists and artists like Leonardo da Vinci, Benjamin Franklin, Mahatma Gandhi and Marie Curie used their innate Connectional Intelligence to understand things in a broader context, engage in courageous conversations, and combine together disparate and existing concepts and materials to produce ingenious new ones. But the fruits of their individual genius spread slowly, because they lacked something that so many of us now take for granted: instant access to knowledge, real-time communication, and a global platform of complex logistics and rapid transport. This foundation now makes it possible for CxQ to be scaled at large as it "combusts" and spreads across large, diverse networks.

Creating Results That Matter

Connectional Intelligence is used to innovate growth, solve highly complex challenges, marshal resources fast. Properly utilizing CxQ will unleash full workforce potential, reduce waste, enable interdisciplinary science breakthroughs, and allow all leaders to maximize their impact.

Just as the groundbreaking invention of the printing press unleashed the innate human intelligence of millions by bringing books, literacy, logic, and scientific thinking to the masses, the networks in which our daily lives today have taken root now allow CxQ to multiply and flourish exponentially. This phenomenon is rapidly transforming our world. Just as social media has already allowed average people to discover and exploit new, online connections in unpredictable ways, CxQ in our profoundly connected world raises the human capacity to solve our toughest challenges. The result is an exponentially burgeoning force that is changing the world faster than we can fully comprehend. Through inspiring stories of real people, readers will see the power of CxQ in action. When individuals deploy CxQ, we call this CxQ at the power of one. When CxQ exponentially transforms what teams are capable of, we call this CxQ at the power of tens.

The stories in this book also offer stunning examples of radically new outcomes that occur when CxQ transforms what "masses" of connected people can do together. We call this CxQ at the power of thousands. In the past, the generation that owned the tools of social transformation (book knowledge, the machines of

the Industrial Revolution, and so on) was also the most fluent in their use. Today, the most skilled users of the tools that leverage CxQ are disproportionately the youngest workers among us—the "Millennials," born in the 1980s or later—who have grown up in a networked world in which it is natural for them to learn and master the four CxQ capabilities outlined above. Whether they're developing an innovative new iPhone app, experimenting with a revolutionary idea, changing a political system or working to slow global warming, young people are putting their CxQ to work in the service of solving problems.

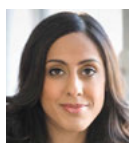
Older leaders who learn and listen to younger generations and incorporate their ideas and ways of working can also harness the powers of CxQ, now, faster, and more fully to the benefit of their customers, their constituents, society and the planet.

This book shows how young and old readers all over the world can tap into their innate CxQ. They can deploy it for themselves, their teams, and at massive scale by fully utilizing the tools and networks and developing the five Cs. We offer readers provocative questions to ask themselves and their colleagues, and we will guide readers on the paths to their own CxQ breakthroughs.

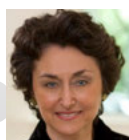
In harnessing CxQ, the ideas, strategies, possibilities, and results that people work on every day can rise from generic to genius. And it's important for leaders from all industries and walks of life to come to terms with the possibilities and power of CxQ, or they risk being left out of the current connectivity revolution. Weaving together insights from experts like Malcolm Gladwell, Jim Collins, Steve Jobs, Clay Christensen, Chris Anderson and PopTech's Andrew Zolli with lively stories and examples of how people and groups deploy connectional intelligence, we offer a thoughtful framework for those who want to achieve breakthrough innovation and solve the world's critical problems. Our book takes readers to a new reality of human connectivity, and maps out a provocative and necessary way of thinking about and acting productively into a future that's already here.

ABOUT THE AUTHORS

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



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



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

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encourage Integrity	lend Breadth	reinforce Reputation


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