

## Learn to Glow

**Create a co-operative environment within your organisation and you will radiate energy, innovation and success, says Professor Lynda Gratton.**

In times of recession and job uncertainty, it is more important than ever that each one of us can prove their worth to our employer. Whether we like it or not, it is survival of the brightest, and team members that can match earning potential with creativity, and who also work well in a team, who will survive job cuts.

A recession gives us the opportunity to question fundamental assumptions about the way we work and how businesses are run – and change for the better. For organisations, this means fostering teamwork and knowledge share; for the individual, this means broadening our knowledge and skills base, and unlocking new ways of co-operating with colleagues and within our networks.

Each one of us deserves to live a fulfilling work life and to do this, we need to create a great environment for ourselves, and for our colleagues. We can do this by *Glowing* - by radiating positive energy that fosters a great working experience, that excites and ignites others through our own inspiration, and delivers superior value through our work.

Only too often though, we think that to be invaluable means working the longest and hardest. That just isn't the case any more: thanks to technology and cheap outsourced labour (as well as young graduates snapping at our heels in a shrinking job market), there is always someone who will do the task faster, quicker, and cheaper.

To be invaluable, you have to work with more energy, more enthusiasm, and most important of all, more innovation. People who *Glow* have mastered three distinct areas of their life:

- they have built deeply trusting and cooperative relationships with others (a co-operative mindset);
- they have extended their networks beyond the obvious to encompass the unusual (jumping across worlds);
- they are on an inner quest that ignites their own energy and that of others (igniting latent energy).

There are a number of ways that you can bring innovation and flair to your working life. Turn to colleagues you trust – and who trust you - and ask them for advice and insight into your tasks. Online networking tools are an easy way to facilitate the jumping across worlds that I refer to, and to consult people outside your normal networks and with totally different mindsets.



When you reach out to your wider network, you will come across people whose experiences and views differ significantly from your own. The further you “jump across worlds” to communicate with people from vastly different profiles, the fresher your perceptions will be.

When you have become well-versed in cooperation and jumping across worlds, you create what I call latent energy, that is, you have generated the potential to become really energised. But in order to maximise the potential within yourself (and by association, your organisation), you need be able to ignite the latent energy to create real innovation.

Three actions support the principle of igniting latent energy. The first is to ask questions that spark energy, to engross and interest others as well as your own curiosity. The second action is to create visions that compel. These are visions of the future that you and your colleagues can buy into, that encourage others to imagine the future and to become excited about being involved in that future. The third action you can take is to co-operate with others to craft meaningful and exciting work.

The ability to *Glow* has never been more important than it is today. A strong network will become essential, since you will lean on them more and will not have the benefit of face-to-face interaction. Cost-cutting measures are likely to lead to the emergence of flexible virtual teams, which cannot possibly function efficiently if they do not consist of individuals that *Glow*.

- *Lynda Gratton is a professor at London Business School and bestselling author of 'Hot Spots: why some teams, workplaces and organisations buzz with energy and others don't'. Her new book 'Glow: how you can radiate energy, innovation and success', is published on April 2 by FT Prentice Hall and Berrett-Koehler.*  
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