



Extending Your Influence: Share to Shape

with Charlene Li, Founder and CEO, *Altimeter Group*, Author, *The Engaged Leader*

One of the key insights social media has given us, that older forms of mass communication often missed, is that people respond better to sharing than to broadcasting. Charlene Li explains the difference this way: broadcasting pushes information out into the world regardless of the audience's interests, goals, or needs. From the audience perspective, it communicates: We've got this to offer, and we don't care all that much whether or not you want it. Sharing, on the other hand, begins with listening to your potential audience, then giving them information that's useful toward your common goals. This is a win-win approach, one more likely to win hearts and collaborators than you'll get with a megaphone.

Sharing to Shape

- Sharing ideas with another in order to achieve common goals

Consider it a win-win

- Be sure to listen so you understand what others want to hear from you.
- Know your sharing limits. When developing your communication strategy, determine in advance the topic you will not discuss.

Lessons Learned by John Chambers, CISCO

- Show your humanity by creating informal and personal videos.

Lessons Learned by Padmasree Warrior, CISCO

- Pair personal insights with business acumen to create a well-rounded portrait of a leader.

For leaders, the value of sharing on social media often lies in connecting with employees and potential customers at scale. Many leaders try to strike a balance between personal and professional, sharing content that helps audiences connect to them as people, building trust and loyalty, while providing valuable information they can use.

Li cites two examples of the power of sharing, both from CISCO:

John Chambers, the CEO, has internally shared video of himself doing duck calls in his office, videos that have proved enormously popular with his staff. They humanize him, showing that he's not only a powerful spokesperson for the company, but a fellow human being with hobbies and a life outside of work. Employees report that this kind of sharing makes them feel more connected to John and inspired to follow his lead.

As a leader, what value do you see in sharing content (writing, videos, newsletters) within and outside of the organization? How, generally, do you approach this kind of sharing? Is there a balance between personal and professional—formal and casual? Where do you share and why?

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Practice

After you watch the video

Where do your personal and professional experience come together in valuable ways? That is, how does the rest of your life help to inform and shape your work? How might you share this experience internally, to inspire loyalty and buy-in among your staff?

How might you share this experience externally, to build your brand and, by extension, that of your business?
