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A Summary of Key Findings

- Those who positively energize others are higher performers. People's position in the *energy* network is four times more important in predicting performance than their position in the *information or influence* networks.
- Positive energizers tend to enhance the work of others. People who interact with or are connected to energizers also perform better.
- High performing firms have three times more positive energizing networks than low performing firms.

Questions for Identifying Positive Energizers

- Look back across your career, and share with me the role you've had so far that you liked/loved the most? What was that role and why do you like it the most?.
- Look back across your career, and share with me the organization you've work with/for, to this point, that you've liked/loved the most? What about the organization leaves you feeling this way?
- Look back across your career, and share with me a project/experience/ challenging situation that you believe is an exemplar of where you do your best work? Describe this situation/challenge for me in detail? What contributed to your success? What was your greatest personal learning from this situation? What were your most impactful professional learnings from this situation? If you could do it all over again, what would you do differently?
- Tell me about the best leadership/management team you've ever been a part of; what made this team so special? How did being a part of this team make you feel?
- Tell me about the best leader you've ever worked with and what made this leader so special? How have you benefitted from this relationship? What were your greatest learnings from this person? What is one "gift" from this person you carry with you today?
- Share a story with me about a co-worker or employee who reported to you who needed your assistance to succeed/flourish? What was the situation? How did you work with this individual? What inspired you to provide support/assistance? How did the situation work out (what were the results)? How did this situation make you feel?
- Assume you are on a beach, sunglasses on, cool drink in your hand, daydreaming about your ideal future. In this future you must pick a job to do, to earn a living; however you should presume that you have everything you need – credentials, skills, experience, etc to have your dream job. What would it be? Why choose this job? What about this ideal job interests you? How will you feel when you have this ideal job?