



**Lead Smarter.
Collaborate Smarter.
Perform Smarter.**

Smarter Collaboration isn't just an idea, it's a movement. This month, we're equipping leaders, coaches and teams with research-backed tools, fresh insights and global strategies to turn collaboration into your competitive edge.

Now Launching: SmarterNetworks™



Turn Internal Relationships into Measurable Revenue

SmarterNetworks™, a groundbreaking analytics platform that maps and measures collaboration across professional service firms, officially launches November 5.

Join our exclusive launch webinar on November 19 to see how SmarterNetworks™ helps firms make the ROI of collaboration visible: linking relationships, client development, and financial outcomes. Be among the first to explore how data-driven insights can transform collaboration into measurable growth.

Developed by the team behind Smarter Collaboration, including Dr. Heidi K. Gardner, Distinguished Harvard Fellow, and Ivan Matviak, CEO, Smarter

Collaboration, the new platform SmarterNetworks™ gives leaders the visibility into the relationship networks within their firms.

The platform reveals how trust, expertise, and influence move through the firm, showing exactly which connections fuel performance, strengthen client strategies, and unlock new revenue opportunities.

With these insights, firms can identify where collaboration is thriving, where it is breaking down, and the most effective ways to build stronger, more connected teams that drive sustainable growth to deepen client relationships and accelerate cross-practice growth.

Seats are limited. This is one you are not going to want to miss.

What: SmarterNetworks™ Launch Webinar

Date: Nov. 19, 2025

Time: 11 a.m. to 12 p.m. EDT

Where: Virtual (Zoom)

[Register Now!](#)

SMARTER COLLABORATION CERTIFICATION PROGRAMS

Level 2: SC Profile + SC360 Certification

Who It's For: These 90-minute deep dives focus separately on the SC Profile or the SC360; they are exclusively for individuals who have completed the Level 1 certification. They are designed to help you master each tool in detail.

You'll Gain:

- A deep understanding of the SC Profile & SC360 tools
- Actionable strategies to strengthen team collaboration
- Frameworks for long-term cultural transformation

Upcoming Sessions:

What: Level 2 Certification SC Profile

Date: Nov. 5, 2025

Time: 11 a.m. to 12:30 p.m. EDT

Where: Virtual (Zoom)

[Register Now](#)

Upcoming Sessions:

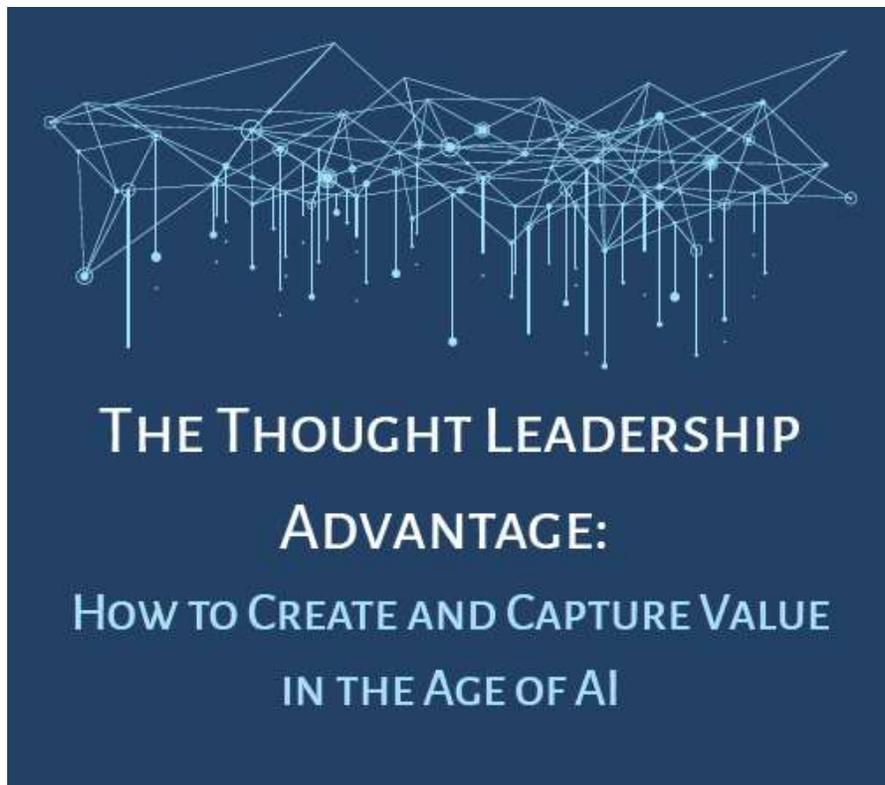
What: Level 2 Certification SC360

Date: Dec. 3, 2025

Time: 11 a.m. to 12:30 p.m. EDT

Where: Virtual (Zoom)

[Register Now](#)



Turning Ideas into Action: The True Value of Thought Leadership

Our newest white paper, *The Thought Leadership Advantage: How to Create and Capture Value in the Age of AI*, reveals how professional services firms can transform insights into measurable ROI.

In today's AI-driven marketplace, publishing reports and insights alone no longer sets professionals apart. As clients increasingly run vendor content through AI tools that strip out brand identity and attribution, the connection between a company's ideas and its reputation can quickly erode. The companies and professionals that succeed are those that move beyond passive publishing to active engagement, using their ideas to start meaningful

conversations, strengthen trust, and co-create client solutions.

As we note in the white paper notes, “Moving from passive publication to active client and market engagement is what generates ROI.” By equipping partners and professionals to use thought leadership as a relationship-building tool rather than a marketing output, firms and companies achieve measurable commercial results and lasting reputational advantage.

The paper outlines a four-phase roadmap for creating and capturing value:

- Harvest insights from privileged client access and other market shapers
- Articulate the firm’s distinctive point of view
- Disseminate internally, equipping partners and professionals with tools and talking points
- Activate in the market, using thought leadership as the engine for dialogue, co-creation, and solutions with clients.

When this cycle becomes part of a firm's or company's operating rhythm, anchored in collaboration, accountability, and consistent follow-through, it transforms thought leadership from intellectual output into a strategic growth driver. The return is tangible: deeper relationships, new opportunities, and sustained competitive advantage built on trust and relevance.

[Download The Full White Paper Here](#)

The Connection Hub

Voices from our network, insights in motion

Last month we asked you:

"What's the steepest climb your organization has faced, and how did collaboration get you to the summit?"

Your responses reminded us that real collaboration is less about racing to the top and more about *how* we climb together. Many of you reflected on the importance of communication, trust, and shared perspective pausing to take in the view, not just pushing toward the next goal:

“Communication from the whole team, including all its diverse voices, rather than command and control, is key.”

“When teams find clarity and trust, the journey not only moves forward but also feels meaningful and joyful.”

“Collaboration shifts from task-sharing to genuine interdependence.”

As Heidi shared in her post, whether the mountain is literal or metaphorical, interdependence is what gets us to the summit. When we listen, pace ourselves, and lean on each other’s strengths, we achieve more than individual effort ever could.



From Fake Niceness to Fearless Honesty

We need to talk about fake niceness. In our recent client work and research interviews, it's coming up WAY too much.

You know the kind; everyone around the table nodding along, saying “Yes, we agree,” even when they don’t. It feels polite. It avoids discomfort. But it’s also one of the fastest ways to kill innovation, stall collaboration, and bury problems that will inevitably resurface bigger and harder to solve.

As one leader recently reflected:

“We need to be more honest and accountable toward each other. Too often, we fall into the trap of just saying yes because it’s easier, instead of having the discussion.”

This “fake niceness” is often rooted in good intentions and a desire to preserve

harmony or protect relationships. But in practice, it undermines the very collaboration organizations are trying to foster. It blocks the healthy task conflict (the constructive debate over ideas, approaches, and strategies) that drives innovation and sharper decision-making. And when those conversations don't happen, tension festers until it becomes relationship conflict, which corrodes trust and teamwork.

Here's the truth: saying "yes" to avoid friction isn't collaboration, it's avoidance.

And it's costing team's real progress.

The most effective teams do something different. They:

- build a foundation of psychological safety and trust that allows for disagreement without damage
- create space for hard conversations early, before silence turns into resentment.
- reward people for raising difficult points, making it safe to disagree
- model the honesty they want to see

Because collaboration isn't about constant agreement.

It's about productive friction and the trust that allows you to navigate it together.

[Download the Quick Reference Tool](#)

This month's *Connection Hub* question:

What does *trust in action* look like inside your organization? How do you see it influencing results, relationships, or innovation?

Share your thoughts with us on LinkedIn, we may feature your insights in next month's "Connection Hub."

[Join the LinkedIn Conversation](#)

SMARTER COLLABORATION EVENTS RECAP



Heidi on stage at Culture Con 2025 talking about the power of smarter collaboration.

When leaders come together with purpose, culture transforms.

NEW PRODUCT - SC360 FOR PROFESSIONAL SERVICE FIRMS

The Feedback Tool That Is Laser-Focused

“I’ve been a partner for 20 years. And I’ve never once received direct, honest feedback from my peers.”

This isn’t rare. In many professional services firms partners operate in feedback vacuums. The result? Missed growth opportunities, fractured collaboration and lost client impact.

That’s why we built the **Smarter Collaboration 360 for PSFs™ (SC360)**, a purpose-built, collaboration-focused feedback solution designed specifically for professional service firms.

Why SC360 Is Different

In professional services firms, success isn’t driven by individual brilliance alone. It depends on how effectively teams collaborate across practices, geographies and client relationships. When collaboration breaks down, firms leave revenue on the table, clients disengage, and top talent walks out the door.

That’s why understanding collaboration dynamics is no longer optional, it's essential for growth.

SC360 is the only feedback tool built specifically to measure and strengthen collaboration in PSFs. SC360 blends:

- Self-reflection and structured insights
- Peer, associate, and leadership feedback
- Client perceptions are the ultimate reality check

The result? A 360° view of how professionals are truly experienced, revealing blind spots, amplifying strengths and providing actionable growth strategies. SC360 turns collaboration from an abstract concept into a measurable advantage that drives client impact and firm performance.

Real Insights. Real Impact.

One partner discovered through SC360 that he was dominating client conversations without realizing it. His personalized report didn't just flag the issue — it gave specific, actionable strategies to become a better listener and collaborator.

The shift was immediate. He's now inviting dialogue instead of commanding attention and the results speak for themselves: stronger relationships, better teamwork, and happier clients.

Elevate Your Culture. Drive Performance.

The SC360 for PSFs™ helps firms:

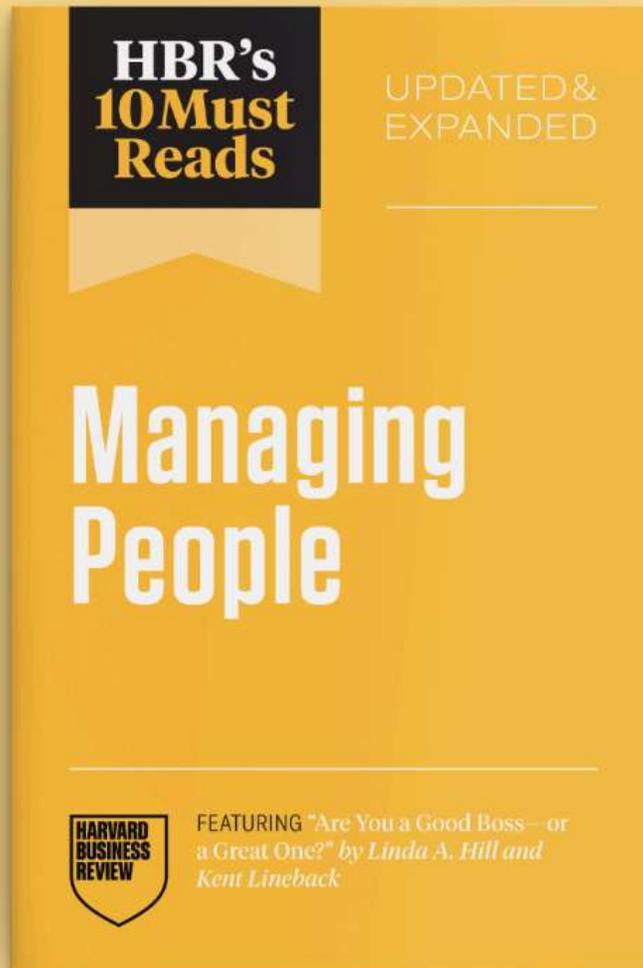
- Build a high-performance culture rooted in trust, transparency
- Strengthens cross-functional collaboration
- Improve client outcomes and drive business growth

Ready to Transform Your Firm?

Don't wait to create a culture of feedback, trust and collaboration. Email Ivan to learn how SC360 can elevate your partners, your teams and your client outcomes.

[Email Us Now!](#)

Featured in Harvard Business Review's "Best of" Collection



Recognition by Harvard Business Review’s “Best of” collection places this research among the most influential ideas shaping today’s business and leadership practices. It signals that not only does the work generate discussion, but it also actively guides how leaders around the world tackle complex challenges.

The Overcommitted Organization earned this recognition because it addresses a critical reality: with 81% of employees now working on multiple teams, multiteaming can either unlock innovation or fuel burnout. Our HBR feature explores how to manage complexity without losing trust or performance.

Four Actions Leaders Can Take Today:

- Build trust early with thoughtful team launches
- Map skills and strengths for seamless collaboration

- Establish shared accountability to align goals
- Plan for disruption to keep projects moving

[Read the Article Here](#)

Book Time with Heidi and Ivan: Limited Availability!

Ready to unlock your organization's full collaboration potential? Don't miss the chance to work directly with Dr. Heidi K. Gardner and Ivan Matviak, globally recognized experts in Smarter Collaboration.

Book a private executive workshop, client roundtable or leadership strategy session designed for:

- Aligning teams faster and eliminating cross-silo friction
- Equipping leaders with research-backed collaboration tools
- Driving measurable performance across functions

Upcoming Availability:

- Washington, D.C.: Dec. 1-2
- São Paulo, Brazil: Dec. 8 - 10
- London: Jan. 6-9
- New York City: Jan. 21 -23
- Buenos Aires: Feb. 11-27

Spots are limited and fill quickly. Secure your preferred date today.

[Reserve Your Session Now](#)

Take Action Today. Lead the Future of Work.

Smarter Collaboration is reshaping how leaders innovate, scale and succeed. Be part of the movement.

Learn the frameworks for top organizations to boost performance and impact.

[Register for Certifications](#)

Read "The Overcommitted Organization" in Harvard Business Review

Harvard Business Review Article

Share your insights with a global network of leaders driving change

Join the LinkedIn Conversation

Secure your private workshop or executive session before schedules fill up.

Book Heidi and Ivan

Stay Connected, Don't Miss What's Next



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What else can we do together? Please send your thoughts to

ideas@gardnerandco.co.

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