



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.

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

Join the SmarterNetworks™ Launch Webinar, Tomorrow!



Turn Internal Relationships into Measurable Revenue

[SmarterNetworks™](#), a groundbreaking analytics platform that maps and measures collaboration across professional service firms, is officially here!

Join our exclusive launch webinar, tomorrow, 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!](#)

Spotlight Story: How Shared Goals Override Silos



Our work often promotes smarter collaboration in very high-stakes situations. For instance, helping turn around a flailing merger, or rebooting a client program to capture significant market share. But it's admittedly rare that these help save human lives.

We recently had the opportunity to work inside a large, multi-site healthcare system. Here, collaboration unfolds in an environment where both the purpose and complexity is profound.

Yet something else kept rising to the surface. People consistently returned to one shared outcome: delivering high-quality care for the people they serve. That common purpose helped teams move past differences long enough to solve meaningful problems together.

In discussions with senior leaders, we saw how intentionally they grounded conversations in shared goals rather than departmental boundaries. **They did not pretend the challenges were small or neatly contained.** Instead, they helped teams stay focused on purpose, which created the psychological safety needed for honest dialogue and productive conflict.

The broader lesson for corporates and professional service firms is immediate.

When teams center their work around an outcome that matters more than individual metrics or internal politics, collaboration becomes practical rather than aspirational. Shared goals cut through noise. Shared purpose reduces friction. Smarter Collaboration makes this repeatable, measurable and operational.

Research Spotlight



THE THOUGHT LEADERSHIP ADVANTAGE: HOW TO CREATE AND CAPTURE VALUE IN THE AGE OF AI

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

In today's AI-driven marketplace, publishing reports alone no longer differentiates professionals. As clients use AI tools that strip away brand identity, the link between ideas and reputation erodes. The firms that win move beyond passive publishing to active engagement, sparking conversations, building trust, and co-creating solutions.

By equipping professionals to use thought leadership as a relationship-building tool, firms achieve commercial results and lasting reputational advantage.

The paper offers a four-phase roadmap:

1. Harvest insights from client access and market shapers
2. Articulate a distinctive point of view
3. Equip partners internally with tools and talking points
4. Activate in the market through dialogue and co-creation

When this cycle becomes part of a firm's operating rhythm, thought leadership shifts from intellectual output to a strategic growth engine, delivering deeper relationships, new opportunities, and sustaining competitive advantage.

[Download The Full White Paper Here](#)

Podcast: Dr. Gardner Talks Sector Muscles

If sector strategy were a fitness trend, this would be the moment everyone starts training. Luckily, this podcast breaks down what really builds strong sector teams—no gym required.

Dr. Heidi Gardner and BD consultant David Harvey join the Seldon Rosser *Shortlisted* Podcast to explore why sector strategy matters for professional services firms. Drawing on Harvard case studies, global research, and decades of consulting, they reveal what it takes to implement a sector-led approach that drives revenue, client loyalty, and collaboration.

Highlights:

- Common pitfalls firms make
- What great leadership looks like—how top firms select leaders, incentivize participation, and create accountability
- The turning point at 9–12 months when high-performing groups shift from internal focus to market impact
- Why hiring BD pros from industry often fails—and what effective BD support looks like

This episode is a masterclass in sector growth strategy.

- NEW EPISODE -

SHORTLISTED

Podcast



EP. #5

**AVAILABLE ON
ITUNES/ANDROID
NOV. 24**



HEIDI GARDNER
DISTINGUISHED HARVARD FELLOW



DAVID HARVEY
PRINCIPAL & FOUNDER



episode now five

Hit the play button for a sneak peak of the episode.

Episode 5 drops Nov. 24

This can be downloaded [here](#) and also wherever you find podcasts.

Listen Now: Full Podcast



Professional Services Episode #1: What Makes Professional Services Unique

Heidi K. Gardner, Ph.D.
Distinguished Fellow
Harvard Law School

 **LumiQ**
www.lumiqlearn.com

What makes professional services firms fundamentally different from traditional businesses? It comes down to one word: people. Dr. Heidi K. Gardner, co-founder of Smarter Collaboration International and Distinguished Fellow at Harvard Law School, unpacks the unique economics, cultural dynamics, and operational risks that shape firms where human capital is the product.

In this episode, we cover:

- The defining traits of professional service firms vs. legacy industries
- Key risks of people-driven business models
- The role of collaboration in scaling and sustaining client value

[Listen Here](#)

SMARTER COLLABORATION IN ACTION



Dr. Heidi K. Gardner presenting at the Foley IP Conference



Dr. Heidi Gardner signing books and talking with attendees at an in-house counsel event.

The Connection Hub

Voices from our network, insights in motion

Last month we asked you:

“What does trust in action look like inside your organization?”

Your reflections revealed that trust isn't a static trait, it's a behavior. It shows up in the quality of conversations, the speed of decisions, and the courage to speak honestly. Teams thrive when they move from “performing niceness” to purposeful clarity. Progress accelerates not through agreement, but through respectful dialogue where every voice is heard.

Trust expands when people don't have to edit themselves to fit someone else's expectations. That's when creativity sharpens and solutions improve. Better

outcomes create a more profound sense of abundance, which spurs generosity and reciprocity, which in turn fuels higher trust.

You also highlighted the emotional side of trust. When it's present, work feels lighter, more connected, even joyful, a signal that psychological safety is alive. But this month also surfaced a harder truth: many workplaces are caught between the two extremes of hyper-candid feedback versus overly polished niceness. Some of you wondered whether the rise of "fake niceness" is an overcorrection to unfiltered bluntness. That tension leaves teams unsure whether honesty will be welcomed or weaponized.

Trust endures only when backed by consistent actions: commitments honored, leaders modeling standards, and systems that reward risk-taking and diverse perspectives. And several of you called out a common contradiction: leaders say they want diverse perspectives, but often reward agreement without realizing it. That dynamic quietly suppresses growth and innovation.

Your insights made one thing clear: trust isn't a feeling, it's repeated actions that transform how people think, speak, and create together. Trust in motion fuels collaboration, innovation, and shared progress.

This month's *Connection Hub* question:

When your team faced pressure or uncertainty, what helped you collaborate more effectively instead of retreating into silos?

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

[Join the LinkedIn Conversation](#)

NEW PRODUCT - SC360 FOR PROFESSIONAL SERVICE FIRMS

The Feedback Tool That Is Laser-Focused

"I've been a partner for 20 years and never received direct, honest feedback from peers."

This isn't unusual. Many professional services firms operate in feedback vacuums—leading to missed growth, fractured collaboration, and lost client impact.

Enter Smarter Collaboration 360 for PSFs™ (SC360):

A purpose-built feedback solution designed to measure and strengthen collaboration, not just individual performance.

Why SC360 Matters

Success in PSFs depends on cross-practice, cross-geography collaboration. When it breaks down, firms lose revenue, clients disengage, and talent walks. Understanding collaboration dynamics is now essential.

SC360 delivers a true 360° view through:

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

The result? Blind spots revealed, strengths amplified, and actionable strategies for growth.

Real Impact

One partner learned he dominated client conversations. SC360 flagged it and offered steps to improve. The shift? Stronger relationships, better teamwork, happier clients.

Elevate Your Culture. Drive Performance.

SC360 helps firms:

- Build trust and transparency
- Strengthen collaboration
- Improve client outcomes and growth

Ready to transform your firm? Email Mark to learn more.

[Email Us Now!](#)

★ The Certified Partner Hub ★

This new monthly section is designed exclusively for our certified partners. Each issue might include practical examples, insights from the field, upcoming partner-only opportunities, and guidance to help you get even more value from the tools. Think of it as your monthly snapshot of what's working across the partner community and what's coming next.

CERTIFIED PARTNER EVENTS

Upcoming Sessions:

What: Smarter CoLabs "*Building Collaborative Networks*"

Date: Dec. 10, 2025

Time: 11 a.m. to noon EDT

Where: Virtual (Zoom)

[Register Now](#)

Top Question This Month

“How do I explain the value of the SC Profile to someone who has never used it?”

Partners are finding success by keeping it simple: start with the idea that the Profile reveals collaboration strengths and blind spots in a way that’s immediately usable. It gives individuals and teams a shared language to improve communication, decision-making, and delivery.

Anchoring the message in real outcomes—better meetings, smoother projects, clearer roles—helps people quickly understand its practical impact.

Monthly Partner Use Case

A partner in Sydney recently shared how they are using the SC Profile as a core component of their Associate Academy. They’re leveraging the tool to deepen collaboration and communication skills among newer associates, helping them learn how to work more effectively across styles, functions, and projects. It’s a simple but powerful example of how the Profile can be used beyond coaching engagements to strengthen early-career development programs.

[Connect with an Expert on the SC Profile](#)

SAVE THE DATE

We are preparing several key partner events for early 2026.

Please mark your calendar for the next partner certification program on Jan. 28-30, 2026.

This is a live course, offered virtually. Registration will open in December.

Notify Me of New Events!

Coming in 2026: New Partner Certification and Community

In response to your feedback, we are launching a new partner certification and community program in 2026. We will share more details with you next month, but certified partners will soon benefit from:

- A 12 hour certification course, with ICF CLE credit
- Access to a partner-only website with new resources for facilitating Smarter Collaboration tools
- Resources to help partners develop workshops for a variety of situations and groups
- Quarterly partner community calls to share information and best practices
- Live support

Notify Me!



This Thanksgiving, we're reflecting on one of the most underappreciated drivers of collaboration: gratitude.

When people feel seen, valued, and appreciated for their contributions, trust deepens and collaboration flourishes. Whether it's thanking a colleague for stepping up, recognizing a client for their partnership, or appreciating the diversity of thought around your table (or boardroom), gratitude builds stronger connections and better outcomes.

From all of us at Smarter Collaboration, thank you for being part of a community that believes in connection, curiosity, and collective success.

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 - 11
- **London:** Jan. 6-16
- **Davos [World Economic Forum]:** Jan 19-22
- **New York City:** Jan. 23
- **Buenos Aires:** Feb. 11-27
- **Punta del Este [IBA LatAm]:** Mar 23-25

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.

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



Explore the Smarter Collaboration website



Visit Gardner & Co.



Access real-time insights and event highlights



Watch thought-leadership talks and client case studies



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What else can we do together? Please send your thoughts to
ideas@gardnerandco.co.

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