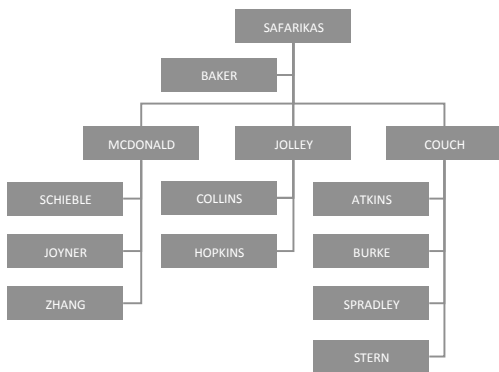


Network Next Steps Worksheet

Your network is a valuable resource that expands your leadership impact. Those who recognize the importance of their network and tune it based on objectives are more likely to achieve their business and career goals. In fact, the structure of your personal network is up to 5x more predictive of your performance than many other factors, including your education, experience, and cognitive abilities.¹

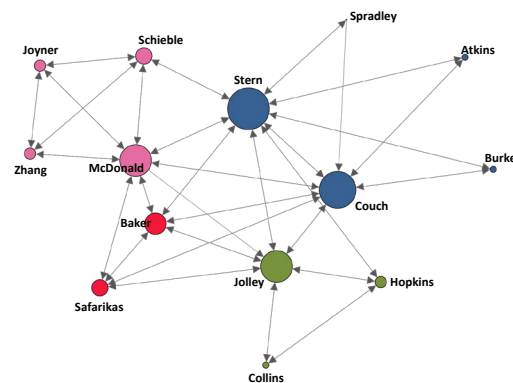
Too often, however, we focus on the organization's formal structure (e.g., organizational charts, business processes) at the expense of our personal networks. This is unfortunate because while formal structure represents the theory of how work gets done, personal networks often represent the real-world practice of how work gets done.

Theory of How Work Gets Done



Vs.

Real-World Practice of How Work Gets Done



THIS WORKSHEET IS INTENDED TO

**HELP YOU TO THINK ABOUT YOUR PERSONAL
NETWORK AND TO IDENTIFY STEPS YOU CAN TAKE
TO MAXIMIZE YOUR NETWORK'S BENEFITS**

STEP

1 Defining your Immediate Network

Start by thinking about who you are closest too. These are the people who you would drop what you are doing to help or alternatively, the people you would turn to when you need help. Place their names in the appropriate cell in the below table. Note, most of us will have fewer than 20 people in our immediate network.

	People in your own department	People in other parts of the company	People outside your company
Superiors	A	B	C
Peers	D	E	F
Subordinates	G	H	I

STEP

2 Assessing your Network Capabilities

The structure of your immediate network and the people in it can extend your leadership capabilities. Identify the people from the Immediate Network you defined in step 1 who extend your capabilities in each of the following 7 capability areas. It's OK to have the same person listed in more than one area but be rigorous in your assessment of who in your network can truly assist with each network capability. It is not uncommon to have zero names listed for one or more capabilities.

Names of Contacts

 INFLUENCE	
<p>Influence enables you to persuade others across the organization to adopt a new perspective or to change how they work even when you do not have formal authority over them.</p> <p>Who in your Immediate Network can you draw on to help you influence others? In particular, consider the people you listed in cells A, B, D, E.</p>	Total #:
 DISCOVERY	
<p>Discovery enables you to generate creative, new ideas. When we only rely on information from immediate team members, we are susceptible to "group think." Alternatively, sourcing insight from people outside our department, especially those with diverse perspectives, enables us to produce revolutionary ideas.</p> <p>Who in your Immediate Network exposes you to new ideas and points of view? In particular, consider the people you listed in cells B, C, E, F, H, & I.</p>	Total #:
 COLLABORATION	
<p>Collaboration is the ability work with others outside of your immediate department to accomplish goals. As organizations increasingly rely on matrix structures, cross functional teams, and project-oriented work, the importance of collaboration increases.</p> <p>Who in your Immediate Network do you collaborate with? In particular, consider the people you listed in cells B, E & H.</p>	Total #:

	Dept.	Company	Outside
Superiors	A	B	C
Peers	D	E	F
Subord.	G	H	I

Assessing your Network Capabilities Cont'd

<p> STRATEGIC PERSPECTIVE</p> <p>Strategic Perspective helps you to understand the organization as a system, pinpoint what really matters, and connect your work to the organization's broader mission.</p> <p>Who in your Immediate Network provides you with strategic perspective? In particular, consider the people you listed in cells A, B, E & H.</p> <p style="text-align: right;">Total #:</p>	
<p> FORCE MULTIPLICATION</p> <p>Leaders who act as Force Multipliers increase the performance of everyone around them by empowering people, sharing constructive feedback, developing others' capabilities, and providing encouragement.</p> <p>For whom in your Immediate Network do you serve as a Force Multiplier? In particular, consider the people you listed in cells D, E, G & H.</p> <p style="text-align: right;">Total #:</p>	
<p> RESILIENCE</p> <p>Resilience is the ability to maintain energy and recover quickly in the face of challenges. Every leader experiences stress and adversity, but as the level of disruption in the business environment has increased, the importance of resilience has grown dramatically.</p> <p>Who in your Immediate Network can you count on to provide encouragement and personal support when you are feeling down?</p> <p style="text-align: right;">Total #:</p>	
<p> DEVELOPMENT</p> <p>Personal Development refers to your ability to objectively assess your current capabilities, set development goals, and accomplish them.</p> <p>Who in your Immediate Network provides you with objective feedback and can help you to clarify and achieve your development goals?</p> <p style="text-align: right;">Total #:</p>	

STEP

3 Questions to Consider

- 1 Which of the relationships you identified are most critical to achieving your business objectives? How can you be sure to maintain these relationships?
- 2 Which of your relationships are most critical to achieving your development goals? How can you be sure to maintain these relationships?
- 3 Do you have too many or too few connections? High-performing leaders often have between 12-18 people in their immediate network. Less than 12 and you may not be leveraging your network to its fullest potential. More than 18 and you may be over-extended.
- 4 Do you have an over concentration of relationships (e.g., all your connections are with subordinates) or an under- concentration of relationships (e.g., no external connections)?
- 5 Successful leaders build a network that includes both task-focused and social relationships. As a result, coworkers view them as both competent and warm. How can you ensure the correct balance between task-focused and social relationships?
- 6 Every role requires a slightly different set of Network Capabilities. Which of the 7 Network Capabilities are most critical to success in your current role? Does your existing network promote these capabilities?
- 7 Which of the 7 Network Capabilities will be most important to you in future roles? Are these the same or different from those necessary for success in your current role?

STEP

4 Action Steps

Write down the specific steps you will take to strengthen your network.

The most IMPORTANT Network Capability for me to focus on is...



INFLUENCE



DISCOVERY



COLLABORATION



STRATEGIC
PERSPECTIVE



FORCE
MULTIPLICATION



RESILIENCE



DEVELOPMENT

Focusing on this Network Capability will help me in my career by...

I will build this Network Capability by...

Reference p. 8 'Building your Network Capabilities' for steps you can take

Action Steps Cont'd

I will make time to focus on this Network Capability by...

Steps you will take

I will strengthen my existing relationships with...

Names of existing contacts

By...

Reference p.11 for steps you can take

And build new relationships with...

Names of new contacts

By...

Steps you will take

Building your Network Capabilities



To Build

INFLUENCE

- Map the key opinion leaders and decision makers in your organization. Focus on the specific functions or regions where you want to have an impact.
- Get to know and build personal connections with these opinion leaders and decision makers.
- If there are key opinion leaders or decision makers who you cannot connect with directly, ask yourself, "Who can I influence who can influence that person?"
- Develop both task related and social relationships with colleagues. Influential leaders are both respected for their ability to share expertise and trusted to provide help when needed.

Reflection Questions

- How can I work outside the formal hierarchy to accomplish my goals?
- What can I do to connect with my audiences versus try to simply persuade them?

Additional Reading

- "How to increase your influence at work," Harvard Business Review, February 16, 2018



To Build

DISCOVERY

- Actively build relationships with people outside your comfort zone (e.g., people with diverse expertise, beliefs, and experiences).
- Connect with others in different parts of your organization and with individuals from outside your organization (e.g., customers, suppliers, business partners).
- Continuously learn about how they see the world, what do they value, and how would they approach a particular problem?

Reflection Questions

- What can I learn from those I disagree with?
- Who in other industries have successfully addressed a similar problem or opportunity?

Additional Reading

- "How to jump start your innovation: 8 ways to be more innovative," Forbes, January 5, 2020

To Build



COLLABORATION

Reflection Questions

- Identify shared goals and find things in common with individuals or groups with which you wish to collaborate.
- Do not assume; adopt a curious mindset and ask lots of questions to better understand the perspectives of your collaborator.
- Co-design your objectives and approach with your collaborator.
- Clarify expectations with your collaborator (i.e., we will assume positive intent, we will be transparent with each other about concerns")

- What does my collaborator consider to be their most important goal?
What is my collaborator most concerned about relative to our work together?

Additional Reading

- "Cross-silo leadership," Harvard Business Review, May/June, 2019

To Build



STRATEGIC PERSPECTIVE

Reflection Questions

- Identify and build personal connections with individuals from different parts of your industry who can provide market insight and help identify trends that may affect your organization.
 - Look to corporate development and other strategy specialists doing research and trend analysis.
 - Test your interpretation of the strategic context with others and seek feedback.
 - Connect with senior leaders from different parts of your company who can share an enterprise-wide view of the firm.
 - Join an industry association, alumni group, or board of directors.
- Delegate operational tasks to free up time to build and leverage strategic networks

- How do I broaden what I consider when making decisions?
- In what areas can I give up some operational control?

Additional Reading

- "How leaders create and use networks," Harvard Business Review, January, 2007

To Build



FORCE MULTIPLICATION

Reflection Questions

- Empower your employees to make decisions and solve problems on their own.
- Adapt your leadership style depending on with whom you are working.
- Serve as coach or mentor to subordinates in another part of the business.
- Give recognition and objective feedback so that others know what is working and what is not.
- Maintain a positive attitude. Emotions are contagious. How you show up will influence how others behave.

- What do I need to do to feel comfortable letting my employees take the lead?
- Who was the best boss I ever had?
- What did they do that made them special and how can I emulate it?

Additional Reading

- "The more you energize your co-workers, the better everyone performs," Harvard Business Review, September, 2016

Building your Network Capabilities Cont'd



To Build

RESILIENCE	Reflection Questions
<ul style="list-style-type: none"> ■ Build a support network made up of people who can listen, help you think through challenges, provide perspective, and offer encouragement when needed. ■ Don't be afraid to ask for help or support . ■ Visualize what you want, rather than worrying about what you fear. ■ Be decisive; Don't avoid problems, hoping they will go away. ■ Try new and novel things to expand your capacity to deal with change. 	<ul style="list-style-type: none"> ■ Who can I share my biggest challenge with? ■ What is inside and outside my ability to control?
	<h3 style="text-align: center;">Additional Reading</h3>
	<ul style="list-style-type: none"> ■ "What resilience means, and why It matters," HBR, January, 2015 ■ Build your leadership resilience; It's an act of defiance," Strategy + Business, May 22, 2018



To Build

DEVELOPMENT	Reflection Questions
<ul style="list-style-type: none"> ■ Write down your development goals and share them with others. ■ Ask the people you work with for feedback. ■ Identify a mentor within or outside your organization who can help you achieve your career objectives. ■ Consider moving beyond a single mentor to a personal board of advisors that includes multiple supporters who play different roles in your development. ■ Be honest and intentional with your mentor(s) about your development needs and how you would like them to help. 	<ul style="list-style-type: none"> ■ What development goals am I pursuing and who can provide feedback on how I'm doing? ■ Who can I connect who has successfully followed my intended career path?
	<h3 style="text-align: center;">Additional Reading</h3>
	<ul style="list-style-type: none"> ■ "Why you need a mentor and how to get one," Forbes, July 25, 2017; ■ "Assembling your personal board of advisors," MIT Sloan Review, Spring 2015

Tips for Building and Maintaining Relationships

Building relationships can be tough.
Try the following tips to make connecting easier.



Relax!

When you reach out to others it makes them feel great



Right Place, Right Time

Be where the person you want to meet is



Don't Stereotype

Treat each person as their own unique culture



Listen First

Be curious and ask open-ended questions



Find Common Ground

Identifying shared experiences helps us connect



Try New Things

Engage in different activities to meet new people



Stay Upbeat

The energy you put out comes back to you



Provide Value

The more you help others the more they'll want to help you



Don't Take Non-Responses Personally

Remember, everyone is busy



Don't Expect Reciprocity

People are turned off when you only focus on your own needs