Personal Networks of Successful Leaders

Network Patterns of High Performers
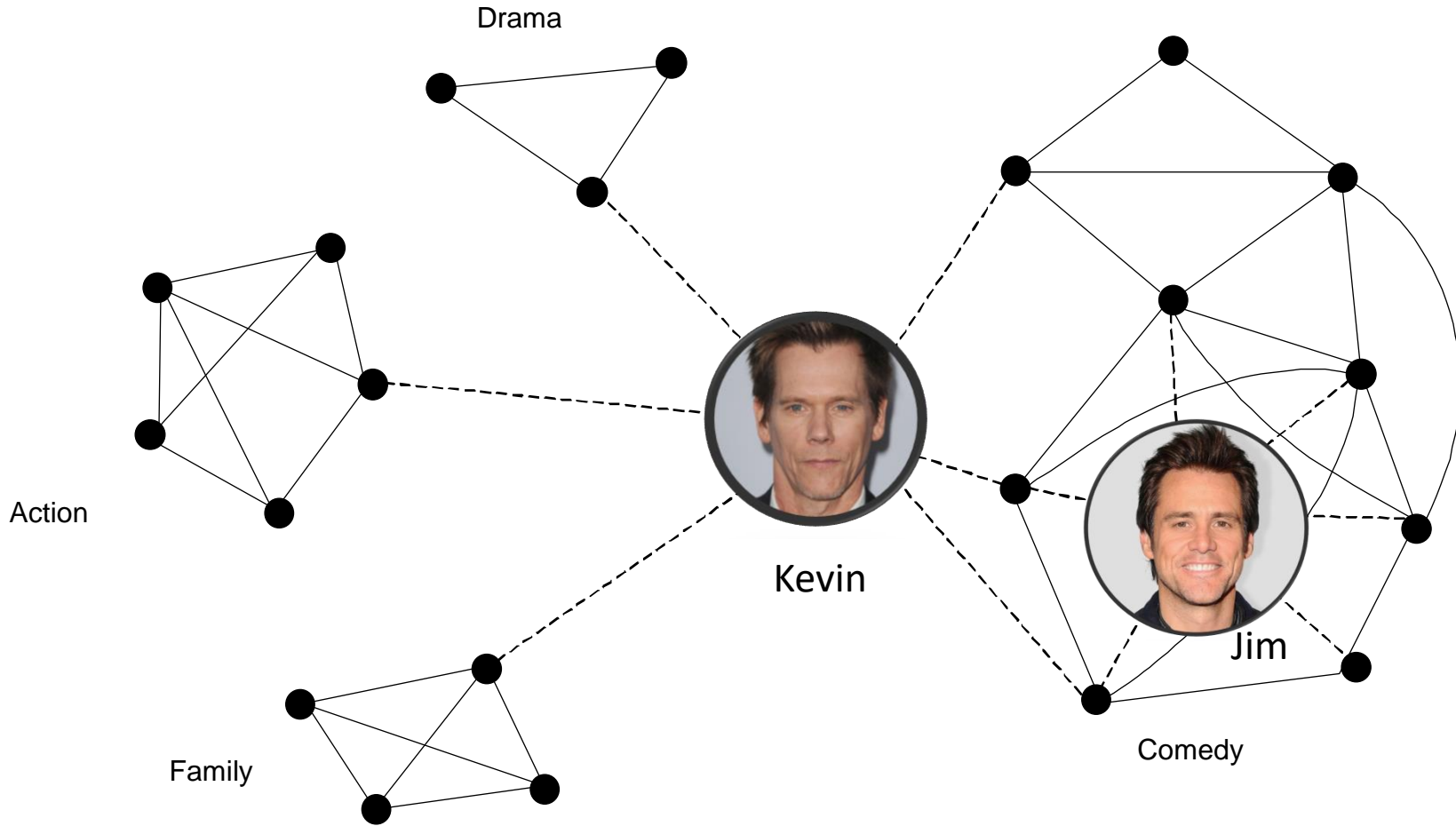
Drama

Action

Family

Kevin

Jim

Comedy

http://www.cs.virginia.edu/oracle/

Principle 1 -- WHO:
Broad network early stage in problem solving wins over time...

Adjacent
Expertise

Client/
Stakeholder

Influencers
(+/-)

Cathy

Second Step
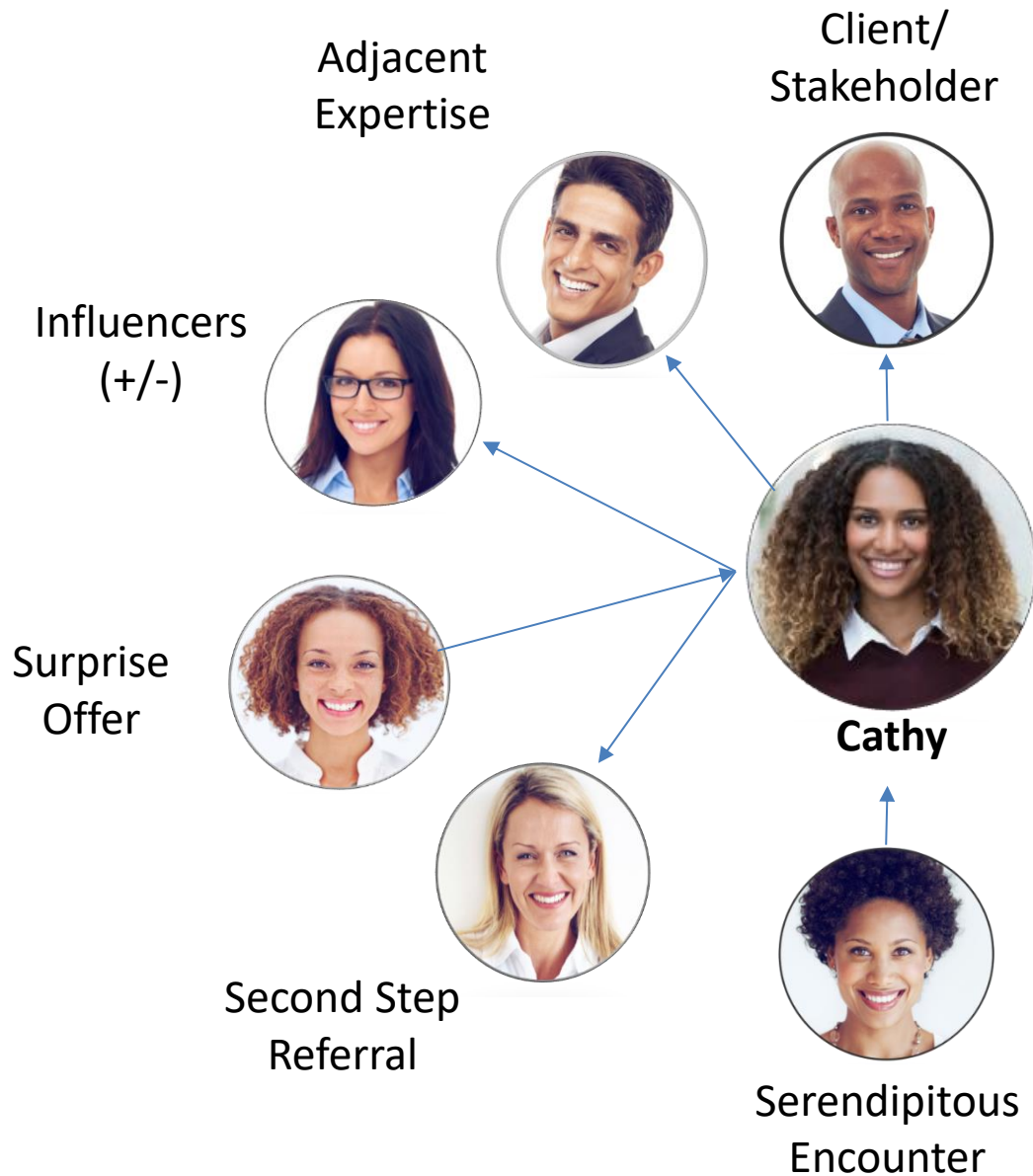Referral

Serendipitous
Encounter
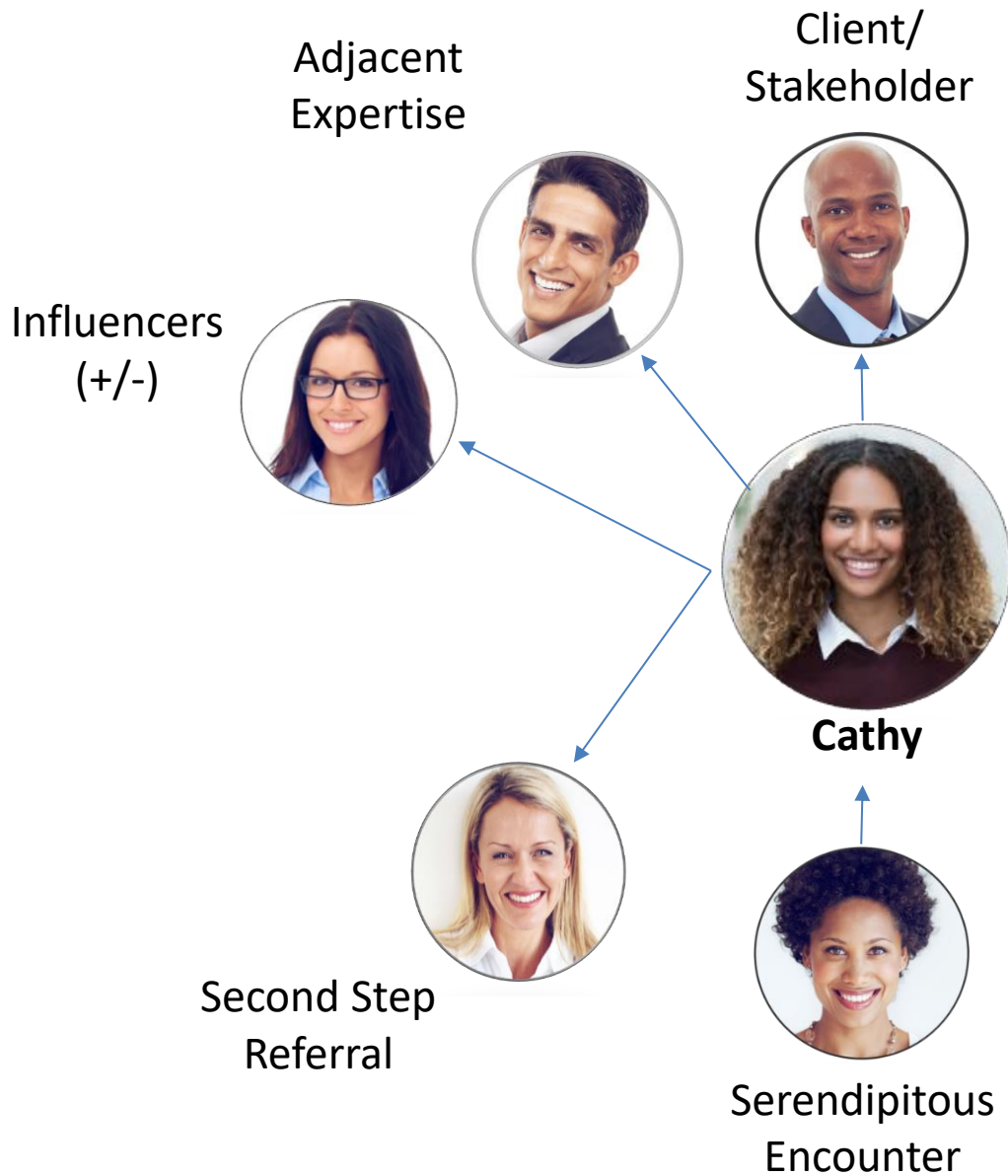
Creating Serendipity?

1. Structuring in time to make 1 or 2 new exploratory contacts a week.

2. Open meetings with rotating "wow" videos; ensure team members share wins and challenges.

3. Walk to office, lunch or for coffee a different way as often as possible and steal 5 minutes of colleagues' time.

4. Make exploration a practice – capitalize on "doorway" moments, run meetings with space for discovery, etc.

5. Employ networking tools on two fronts – explore recommendations and look through old contacts to rejuvenate for new purposes.

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Surprise
Offer

Cathy

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Principle 1 -- WHO
Reach out broadly into network early in problem solving to establish broad problem space.

Tips:
1. Expertise adjacencies
2. Clients
3. Influencer – Always ask: Who else would you talk to?

Boundary Spanning Ties Are Critical

Boundary Spanning Ties Are Critical To
Individual Innovation and Performance on Four Fronts

Emergence/Creativity Ties

Identify silos or boundaries where value could be created by bridging across two thought worlds. This may be across expertise domains, functions, clients, etc.

Professional Growth Ties

People that you seek out or voluntarily offer feedback to you – whether on work, interaction or decision-making topics. At least one person that holds you accountable.
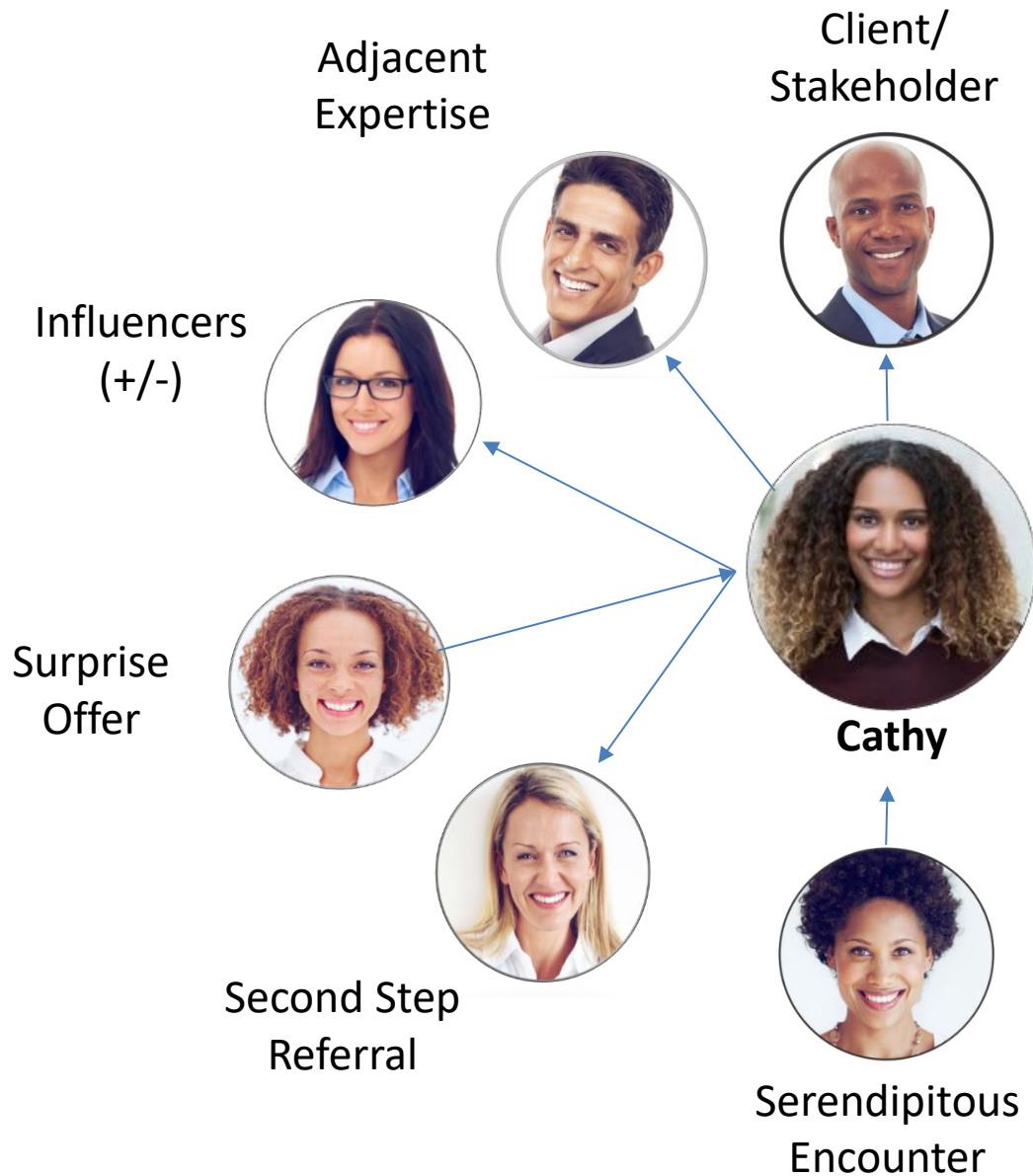
Depth/Best Practice Ties

Identify others with similar expertise – cross geography, company or functional lines -- where connections could help promote depth, currency or efficiency in your work.

Sensemaking / Landscape Ties

People or practices that help you get an accurate picture of the network important to work you are trying to get done. Predictive accuracy is associated with performance over time.
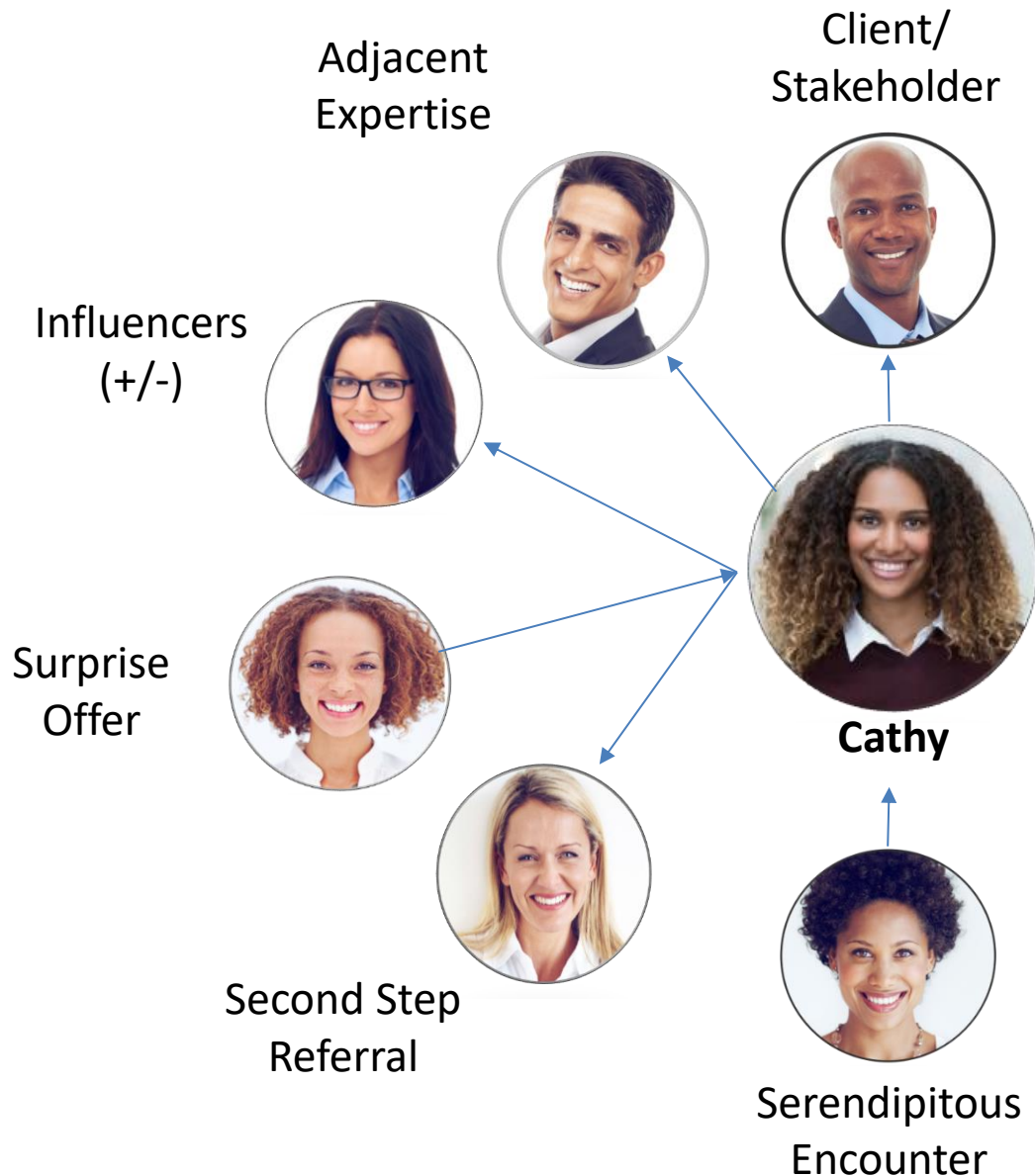
Principle 1 -- WHO:
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Surprise Offer

Cathy

Second Step Referral

Serendipitous Encounter

What talent processes, work practices or technologies enable this kind of network to flourish in your organizations?

What aspects of your organization work against these kinds of networks (e.g., culture, incentives, etc.)?

Principle 2 -- HOW:
Create Pull and Energized Interactions

Adjacent Expertise

Client/Stakeholder

Influencers (+/-)

Surprise Offer

Cathy

Second Step Referral

Serendipitous Encounter

Principle 1 -- WHO
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Tips:
1. Expertise adjacencies
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Principle 2 -- HOW
Ask questions, give status, adapt communication style and presence, reveal win/win, reciprocate and connect off task.
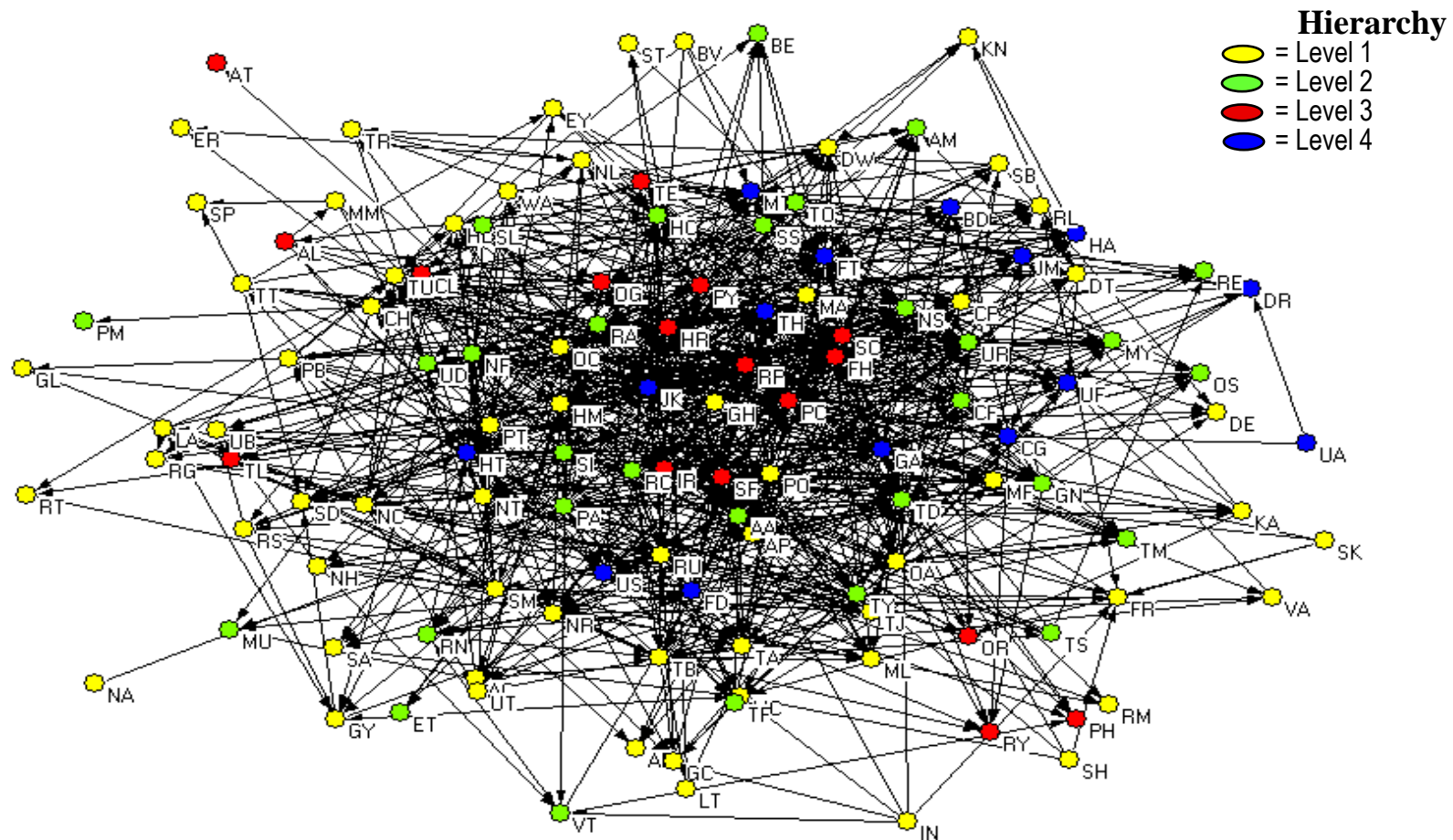
Tips:
1. PULL vs PUSH
2. Co-create early
3. Energize
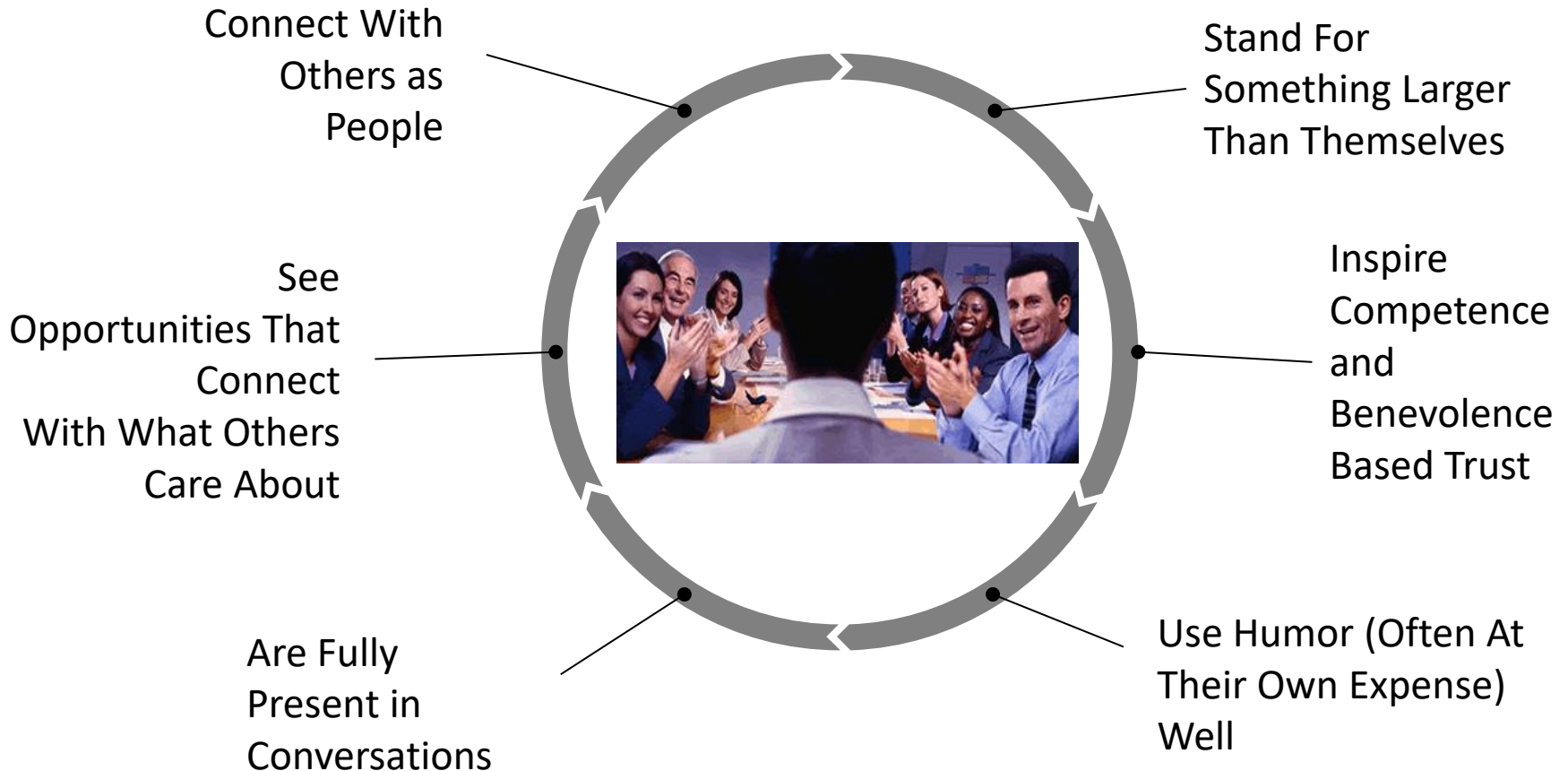
A Highly Energized Network…

Question:

"When you interact with this person, how does it affect your energy level?"

Creating Energy

Reflect For a Moment on Your Own Experience.
How Would You Characterize an "Energizer"?

Connect With Others as People

Stand For Something Larger Than Themselves

See Opportunities That Connect With What Others Care About

Inspire Competence and Benevolence Based Trust

Are Fully Present in Conversations

Use Humor (Often At Their Own Expense) Well

Of course, energy has another side…

De-Energizers

Reflect For a Moment on Your Own Experience.
How Would You Characterize an "De-Energizer"?

ALWAYS See Roadblocks or Have Criticisms

Don't Create Opportunities for Others' to be Valued

Get Louder When People Don't Listen

Are Often Inflexible in Their Thinking

Often Don't Come Through on Commitments

Don't Show Concern for Those Around Them

Energy Building Behaviors

Foundation Behaviors

1. I strike an effective balance between tapping people in my network to get work done and connecting with these people on a personal level unrelated to our work.

2. I maintain a good balance between what I ask for and what I contribute to those in my network.

3. I consistently do what I say I am going to do and follow through on commitments I make to people in my network.

4. I am committed (and show this commitment) to principles and goals that are larger than my own self-interest.

Interaction Behaviors

5. In meetings and one-on-one conversations, I engage others in realistic possibilities that capture their imaginations and hearts.

6. I am typically fully attentive in meetings and one-on-one conversations and show my interest in others and their ideas.

7. I create room for others to be a meaningful part of conversations and make sure they see how their efforts will contribute to an evolving plan.

8. When I disagree with someone's plan or a course of action, I do so in a way that focuses attention on the issue at hand and not the individual.

9. I maintain an effective balance between pushing toward a goal and welcoming new ideas that improve the project or the process for reaching a goal.

Networks Matter But Are Invisible...

Network Effectiveness is a predictor of...

- ✓ Individual Performance

- ✓ Retention & Engagement

- ✓ Innovation and

- ✓ Organization Performance

Practices Need To Balance Connections and Efficiency