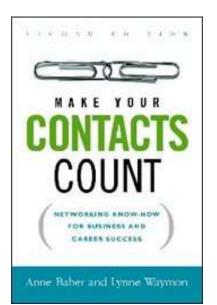# The Well-Connected Employee: 8 Networking Competencies That Lead to Career & Organization Success

MAKE YOUR **CONTACTS** COUNT

NETWORKING KNOW-HOW FOR BUSINESS AND CAREER SUCCESS

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Today's Agenda

- Why create an enterprise-wide strategy for boosting social acumen?

- Why have organizations been slow to harness the power of social capital?

- Who's unconnected?

- What are the 8 Networking Competencies?

- How can you create a NOW and put the tools of networking to work in the service of business and career goals?

Wearing Two Hats

1. For your own professional & career development

2. For your organization

Polling Question:
Your Organization's Attitude Toward Networking?

1. **Unaware** – It's not recognized as a professional competency.

2. **Discouraging** – It's viewed as self-serving and with some suspicion.

3. **Encouraging** – It's supported openly.

4. **Mandatory** – We have systems in place to encourage it, require it, teach it, and track the results.

Polling Question: Your Attitude?

1. What's networking got to do with it?

2. Do I <u>have</u> to?

3. I can do it when I must

4. A very useful tool

5. A way of being with people that leads to career and organizational abundance

Who's unconnected?

- **Some introverts, who comprise about half of the US population**

- **People who call themselves "shy."**

Who's unconnected?

- **People in careers mistakenly thought of as less in need of networking skills – engineers, IT, research, finance, science, etc.**

- **New hires**

Who's unconnected?

- **Employees thrown together in new ways after mergers and acquisitions**

- **People whose networks have been disrupted by layoffs and reorganizations**

Who's unconnected?

- **Internationals, unfamiliar with - and uncomfortable with - US-style relationship building**

- **Employees from diverse backgrounds who may have traditionally been overlooked and underestimated**

3 reasons organizations have been slow to create a strategy to manage social capital

1. The belief that networking is a skill that can't be taught, or is just for job seekers

2. The assumption that people are <u>already</u> well-connected because of technology

3. Until now, research tying proficiency in networking to key organizational outcomes hasn't been gathered in one place

Why create a strategy for developing social capital?

- **Successful managers network 70% more than their less successful counterparts** (Academy of Management Journal)

- **Employees with vast digital networks are 7% more productive; employees with rich personal networks are 30% more productive** (Alex Pentland, HBR)
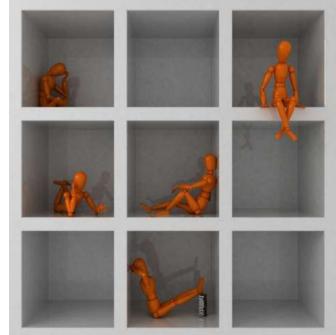
Why create a strategy? (continued)

- **People with a friend at work are 7 times more likely to stay** (Gallup Poll)

- **The formal structures of organizations . . . don't explain how most of their real day-to-day work gets done** (The McKinsey Quarterly)

- **One of the 4 key leadership roles is relationship/network builder** (The Conference Board)

Why Create A Strategy? (continued)

- **In a survey of 2,000 employees from many different organizations, only 20% said, "Yes, I have the network I need to get the job done."** (Contacts Count)

- **"Much technical knowledge, even in hard sciences, is highly tacit and therefore far more effectively transmitted face-to-face."** (Lee Fleming, Professor, Harvard Business School)

In Summary

"**Executives who rank in the top 20% of their companies have diverse but select networks, made up of high-quality relationships with people who come from several different spheres and from up and down the corporate hierarchy.**" (Harvard Business Review, Cross and Thomas, July 2011)

What's a NOW?

Create a **N**etwork-**O**riented **W**orkplace that impacts the bottom line by . . .

Designing enterprise-wide strategies that support the growth of social acumen to build the organization's social capital

Mapping The Territory

www.ContactsCount.com Lynne Waymon

The 8 Networking Competencies

1 Capitalize on Style

Appreciating how personality (introversion, extroversion, communication styles, shyness) & mindset (previous learnings, attitudes, misconceptions) affect the ability to build relationships.

Be able to:

- Identify personal style
- Clarify attitudes toward networking
- Re-frame networking as teaching & giving
- Adopt leading-edge beliefs about the critical role of networking in the marketplace

2 Take a Strategic Approach

Targeting specific organizational & career outcomes (macro) and agenda-building for specific networking events & encounters (micro).

Be able to:

- Make informed choices about how to focus attention, time, & money
- Adapt and apply the tools of networking to
  - Get on board quickly
  - Get the job done
  - Get behind organizational initiatives
  - Get the business
  - Get the most out of meetings & conferences
  - Get ahead
- Plan agendas to achieve maximum value from events/encounters

3 Envision the Ideal Network

Identifying WorkNet, OrgNet, ProNet, LifeNet contacts & appreciating the benefits, challenges, & leveraging opportunities faced in developing each of them.

Be able to:

- Correctly locate any contact in the appropriate Net
- Map WorkNet & OrgNet contacts
- Use criteria to evaluate relationships & sort them into categories, such as Start/Rev Up, Enrich, & Repair
- Plan structured next-step conversations
- Leverage opportunities from one Net to another

4 Develop Relationships

Seeing relationship development in 6 stages & managing the trust-building process by teaching character & competence.

Be able to:

- Use criteria to determine the stage of any relationship
- Survey & evaluate options for demonstrating character & competence
- Know how trust is broken & how to re-establish it
- Determine what to teach and learn if you want more of a relationship
- Initiate & manage the 6 follow-through conversations

Putting networking tools to work.

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The 8 Networking Competencies

5 — Increase Social Acumen

Becoming more comfortable, confident, and professional by mastering relationship rituals.

Be able to:

- Make your name memorable
- Learn names using specific techniques
- Deal with forgotten names in a way that builds the relationship
- Know the best times to exchange business cards & how to use them to create a connection
- Easily join groups of people who are already talking
- Use specific methods to end conversations with the future in mind
- Handle awkward moments

6 — Showcase Expertise

Using examples & stories to teach contacts about expertise, experience, talents, & interests.

Be able to:

- Answer "What do you do?" in a way that makes expertise visible & memorable
- Call to mind, identify, & research events & successes that teach organizational, team, or individual capabilities
- Use guidelines to construct & edit stories that highlight what you want to teach
- Recognize storytelling opportunities
- Deliver stories in a way that increases personal & organizational visibility

7 — Assess Opportunities

Choosing optimum networking opportunities & making participation pay off.

Be able to:

- Analyze & select networking arenas to reflect your goals
- Decide if a specific group meets your needs
- Outline participation & plan how to get the most from time & money spent
- Decide when to discontinue involvement in a group
- Create a customized group to generate referrals & find resources
- Seek out & plan how to take advantage of internal networking opportunities

8 — Deliver Value

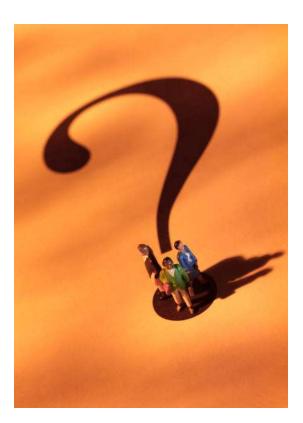Contributing to the organization's networking culture & capitalizing on networking to affect the bottom line.

Be able to:

- Ask questions designed to learn about others & develop relationships
- Listen generously with a bias toward action
- Be alert for opportunities to connect your contacts & provide access to resources, talent, opportunities
- Up the ROI by bringing back business intelligence from conferences & meetings
- Encourage & support (model and mentor) a networking culture throughout the organization

Putting networking tools to work.

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Q & A

Please type your questions and comments in the chat box.

Polling Question:
Who Would Benefit The Most?

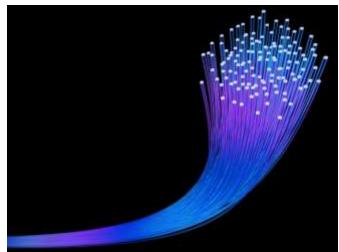Which populations in your organization could impact the bottom line the most if they improved their networking skills?

1. Leaders and Managers?

2. New Hires?

3. Sales/business development professionals?

4. Diversity Group Members?

5. People working remotely or in "behind the scenes" or "quiet" jobs (finance, IT, engineering, research, etc.)?

What's the Value of Internal Networks?

- The Novartis Network Indian Cultural Exchange

- State Street Corporation

- Siemens GLOW

How Networking Supports The Quality of Leadership, Mentoring, and Orientation Programs

- A defense contractor's HR Leadership Program

- A defense intelligence agency's Supervisory/Mgt. Skills Program

- A university's Staff Development Program

- A healthcare firm makes business development everybody's business

- A manufacturing firm's Employee Development Program for people in procurement and transportation roles

Who are the other stakeholders you can collaborate with to create enterprise-wide solutions?

People who manage

- Orientation
- Leadership development
- Employee and career development
- Employee communications
- Diversity/ERG initiatives
- Mentoring
- IT/ Social networking software
- Internal retreats,
  special conferences, sales
  meetings, & webinars

Improved Networking Competency Means Employees:

- **Gain access to private information found nowhere else**

- **Tap into the diverse skill-sets they need to get the job done**
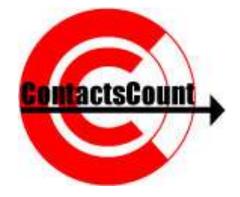
- **Have the power and influence of a "go-to" person**

Q & A

- Please type your questions and comments in the chat box

Resources for you

- The **Networking Competency Assessment** which **m**easures networking skill.

- Train-the-Trainer Programs

- Keynotes, Workshops, and Webinars

- The Contacts Count Newsletter (8 times per year)

- Our article on *The Connected Employee* (from ASTD's *T & D Magazine*, 2010)

Thanks for attending!

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