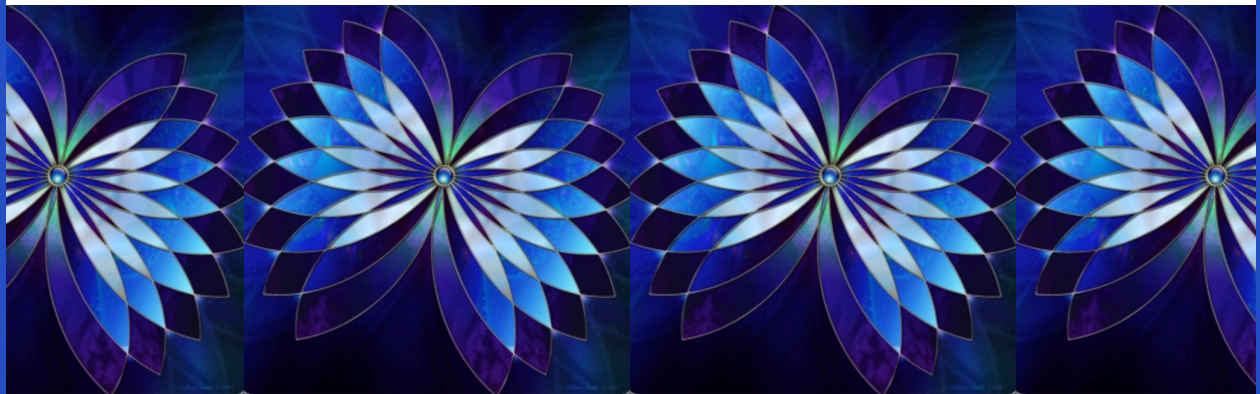


Developmental **NETWORKING & MENTORING**



WORKBOOK FOR CLIENTS OF
ROBIN DENISE JOHNSON, PH.D.
1st EDITION, 2020

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OBJECTIVES

- ☛ Explore the concept and practices of mentoring
- ☛ Understand the benefits of mentoring and developmental relationship networks
- ☛ Analyze your relationship network
- ☛ Continue to build your peer-to-peer relationships
- ☛ Start your relationship action plan

MENTORING

The process of forming, cultivating and maintaining mutually beneficial developmental relationships between a mentor and a mentee



MENTORS ARE...

Mentors are guides. They lead us along the journey of our lives. We trust them because they have been there before. They embody our hopes, cast light on the way ahead, interpret arcane signs, warn of us lurking dangers, and point out unexpected delights along the way.

(Daloz, 1986)



MENTORING

Mentors

- ✓ Want to align themselves with mentees who will be successful
- ✓ Are often, in part, evaluated on the success of their mentee
- ✓ Are aware of insiders / outsiders within their organization
- ✓ Want mentees who are open to being mentored



THE MENTEE'S ROLE

- Be open to advice and constructive criticism
- Be willing to learn
- Be willing to listen and ask questions
- Be willing set goals and work toward them
- Possess the capacity to act on advice



THE MENTOR'S ROLE

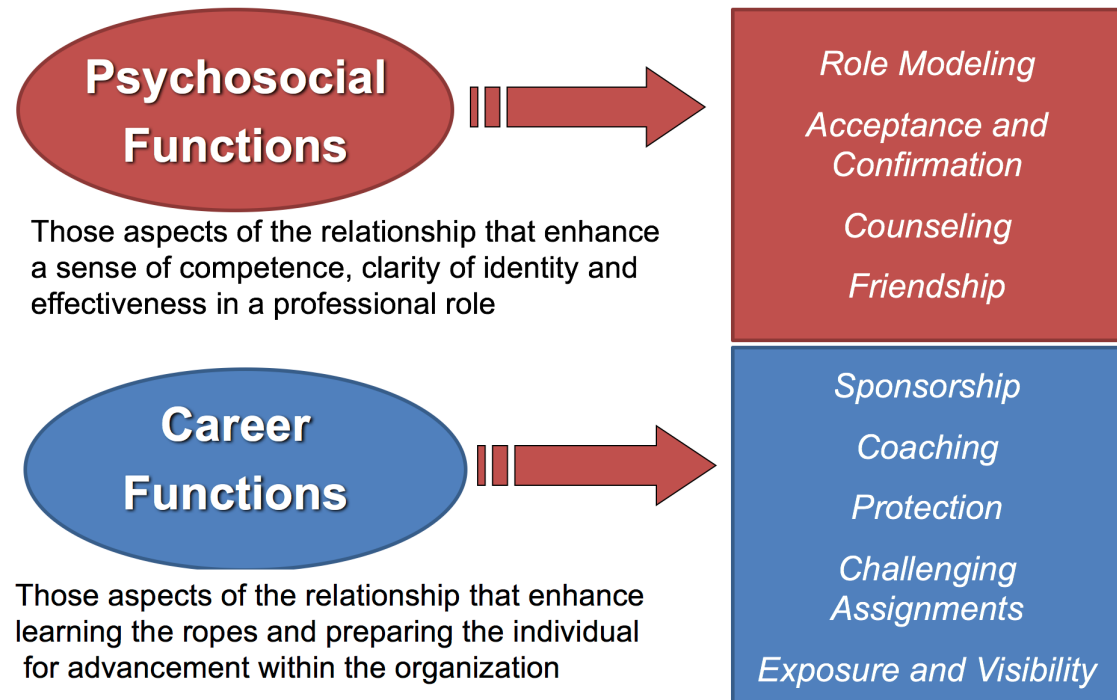
- ❖ **Teach** skills to develop the mentee
- ❖ **Coach** the mentee via career support
- ❖ **Counsel** the mentee via psychosocial support
- ❖ **Sponsor** the mentee via advocacy
- ❖ Serve as a **Confidant** for the mentee by building trust
- ❖ Act as a **Role Model** for the mentee by setting a good example



	Informal	Formal
Duration	Undefined	Defined
Arrangement	By Chance	By Design
Goals	Implicit	Explicit
Organization	Not Responsible	Responsible
Accessibility	Few People	Many People

One of my colleagues, Dr. Stacy Blake Beard, who specializes in mentoring research, has commented that formal mentoring done poorly is not only ineffective, but can be damaging. Informal mentoring done well works really well. The challenge is that there's often relational bias in who is chosen for mentoring when mentoring is done informally. In order to provide access to mentoring and the associated benefits / opportunities, organizations use formal mentoring programs. It is important that they are intentional and careful when designing these programs if they want the program to be effective.

MENTORING FUNCTIONS



CAREER FUNCTIONS

Those aspects of the relationship that enhance learning the ropes and preparing you for advancement within the organization



SPONSORSHIP

Providing career-focused support for the mentee's advancement in the organization or within the profession

- Helping you attain desirable positions or career experiences
- Using his/her influence to support your career advancement
- Can be provided by formal or informal mentors, peers or mentors in other organizations



Sponsorship is critical for career success, especially for members of underrepresented groups. Sponsors open doors and create opportunities. Kram sees sponsorship as a mentoring function – but does not equate mentoring with sponsorship.

Formal mentoring, if well designed, can provide access. But you can't open doors if you don't have the keys. Access is key!

You don't have to bond with your sponsors. Sponsors open doors – but don't need to be your friend. One advantage of formal mentoring programs is they equalize access for diverse leadership development. Sponsors simultaneously learn how hard it can be for the different/underrepresented to navigate in today's complex organizations.

COACHING

Mentoring relationships that focus on task and performance-related skills and the enhancement of specific work competencies

- Helps you learn about other parts of the organization
- Gives advice about how to effectively perform within the field/profession/firm
- Provides specific suggestions for enhancing your performance
- Can be inside or outside your firm / industry



Executive and Life coaching are new fields but not what Kram was talking about. Executive and Life coaching is often a feedback exchange for development. Coaching as a mentoring function is about the transfer of knowledge – competency exchange. It is a relationship driven by knowledge rather than title or levels. In many cases it can even be 'reverse' mentoring.

PROTECTION

Often the invisible mentoring function. Providing a buffer for negative career outcomes or damaging consequences

- “Runs interference” for you
- Shields you from damaging contact or actions from others
- Can be provided by peers, support persons, or influential external relationships



Protection can come from admins (invisible) and peers. Sometimes it comes from more senior people but in my life, and the lives of many of my colleagues who research this topic, it rarely comes from more senior people. Even more reason to treat everyone in your organization with the respect they deserve.

CHALLENGING ASSIGNMENTS

Similar to sponsorship. Providing stretch opportunities so that your skill and knowledge are made visible

- Gives you tasks that require you to learn new skills, or gives you external opportunities for growth
- Provides challenging or “stretch” assignments (paid and voluntary)
- Provides opportunities that strengthen existing and/or develop new competencies
- Can ‘stretch’ people’s view of your skills/competencies



Challenging, stretch assignments – in context of diversity is sometimes about busting type casting so you can stretch people’s perception of what you can do.

You have to be discerning about whether an assignment is a stretch - to show you at your best and help you grow – or a set up for failure.

So stretch assignments can

1. Stretch your skill set to prepare you for the next/future job – not just the one you are doing.
2. Stretch people’s perception of your skill set.

Challenging assignments are seen as difficult but necessary for long term career growth.

EXPOSURE & VISIBILITY

Linking the mentee to opportunities for visibility, expanding social networks, or contributing to the positive reputation of the mentee

- Helps you to be more visible within the organization or profession
- Creates opportunities for you to impress key or influential people
- Can be provided by peers, mentors in other firms or via reverse mentoring relationships



Peers are great for exposure and visibility when they talk about you from their experience, that gives you a positive reputation. The key is they are gaining you exposure and visibility in places where you are not present. Your reputation is in your relationship.

Who talks about you in places where you are not there?

PSYCHO-SOCIAL FUNCTIONS

Those aspects of mentoring relationships that enhance a sense of competence, clarity of identity, perceptions of organization support and overall effectiveness in one's professional role.



This is the softer side – requiring more trust in the relationship

ROLE MODELING

Providing or being an example-prototype of valued organizational norms, attributions or competencies

- Serves as a role model for you
- Provides a model that the you can identify with or aspire to be
- Often can be served via contact with mentors external to the organization



Role models might not even be in your organization. Role models are important for issues of authenticity, choices, W-L Balance, Identity. Relational role models in this context often have character-based trust.

Research: Ethical role modes within the organization increase the likelihood of an ethical climate and ethical behavior in organizations

Leader of the organization is automatically a role model (embodied teaching)

ACCEPTANCE & CONFIRMATION

Validating mentee's knowledge, skills, experience and overall contribution to the organization

- Accepts you as a competent professional
- Sees you as knowledgeable
- Thinks highly of you
- Often served by peer or group mentoring



Validation often comes from peers.

In hyper competitive environments it can get vicious – what goes fast when that happens is positive feedback, acceptance and confirmation – that disappears.

Acceptance and Confirmation is appreciation for the WORK you are doing. You have to have people who notice and give you a pat on the back – AND you have to take it in.

Think of people in your network as giving you a PUSH, a PULL, or a PAT. Challenging assignments was the PUSH. Visibility was a PULL. Acceptance and Confirmation is a PAT.

COUNSELING

Providing advice across professional-personal boundaries along with social support

- Serves as a sounding board for you to develop and understand yourself
- Guides your professional or personal development
- People external to the firm can provide key source of professional and social support



Counseling requires high trust (Communication and Character) – someone who really cares about your well-being. What happens in Vegas...

This is where the boundary between the personal and the professional disappears (or is very permeable) Don't do this with your direct manager – or be very careful if you do. Important not to be the cause of role-conflict. Even be careful with friends here.

You're not being a good friend if you make them choose between keeping your secret, or doing something to protect you – and their responsibilities to themselves and their careers.

FRIENDSHIP

Relationship between mentor and mentee that frequently involves social or personal contact

- Is someone you confide in
- Provides support and encouragement
- Is someone you trust
- Often supported via peer, group and external professional networks
- Differentiate between friendship and friendliness



PHASES OF THE MENTORING RELATIONSHIP

Initiation

Relationship becomes important to each individual.

Cultivation

Maximum range of career & psychosocial functions offered.

Redefinition / Separation

Significant change in the relationship takes place, or it ends



INITIATION IDEAS

Employee Resource Groups
Company sponsored events
Professional organizations
Mentor others
Volunteering / shared interests

Other ideas you have used or seen?



Employee Resource Groups are opportunities for company-sponsored mentoring. Most employee resource groups allow, and even encourage, you to join groups that may not be your demographic dimension. I also encourage you to join such groups as an ally. People who have had the courage to step out of their comfort zone box and join these other groups report very growth-full experiences.

CULTIVATING THE RELATIONSHIP

First Meeting

Complete Mentor/ Assessments

Get acquainted


Discuss needs/expectations of both parties

Second Meeting

Develop/discuss some goals/objectives

Brainstorm ideas for developmental activities

Prioritize ideas and establish timeline



Remember, mentoring is a relationship. It is helpful for the mentee to think about what role they might want the mentor to play in their lives before the first meeting. However, the main objective of the first meeting is to get to know each other a little bit. It is rarely helpful to approach a potential mentor when you first meet them and say “Hi, will you be my mentor?” That’s like asking someone to marry you right after being introduced.

I usually suggest asking the potential mentor an open-ended question, and then mostly listen during the conversation. Something like “What are you most proud of having accomplished in the last couple of years in your role? If you know something about their interests, you might ask “How did you get interested in such and such topic?”

If the first meeting is part of a company-sponsored or formal mentoring program, it might be more appropriate to discuss needs and expectations.

MEETING IDEAS

Vary the type of meeting

Meet in places other than your office

Consider opportunities to involve your mentee in interesting meetings or events

Others you've seen or used?



When it comes to cross-identity mentoring, be sure to consider both mentor and mentee reputations. Stay in open spaces, business hours, transparent that you're in a mentor-mentee relationship, etc.

STRENGTHENING THE RELATIONSHIP

- Establish realistic goals and expectations
- Meet and communicate regularly
- Plan a topic or activity for each meeting
- Chart progress
- Respect each other's time
- Confidentiality
- Discuss how you will discuss 'diverse' experience
- Decide who will approach whom for meetings
- Choose meeting times and places carefully

Keep managers informed



WHAT CAUSES PAIRING PROBLEMS?

- Differences in background or perspective
- Time constraints
- Poor communication
- Mentor/Supervisor conflict



IF YOU HAVE A PAIRING PROBLEM?

Talk to someone who has experienced the same problem (e.g. other mentors / mentees)

Reflect - consider whether you are the problem

Facilitate an informal reassignment

Inquire about a formal reassignment with the program coordinator



SEPARATION / REDEFINITION

Mentor-mentee relationships are redefined or end when

- mentees feel that the mentor is stifling their advancement
- either party develops dependency or feels suffocated within the relationship
- mentors do not provide the expected support to their mentees
- either party has unrealistic expectations
- life happens / transfers / life transitions
- they become friends / peers
- the mentee no longer need mentoring
- the mentor is no longer able to fulfill obligations
- the opportunities for interaction are limited



If you notice the relationship needs redefining or ending, initiate that conversation. If it is ending, I strongly encourage you both to review what you have both learned/gained from your time in the relationship. Acknowledge, celebrate, and thank each other.

MENTORING BEST PRACTICES

Clear and realistic expectations

Shared responsibility

Listening

Self-disclosure / trust

Giving / accepting positive and constructive feedback

Scheduled time for reflection

Relational Risk-taking (managing conflict / authenticity)

Proactive behavior



CHALLENGES IN CROSS DIVERSITY MENTORING

Lack of access to a mentor
Less likely to be informally chosen for mentoring relationships
Walking on eggshells
Developmental Dilemmas

Others?

If this applies to you, how have you overcome these challenges?



In many situations there may not be a lot of folks who are 'like you' – however you define that. If you're seeking a mentor who is like you, then you may find it difficult. In organizations/industries where certain 'diverse' potential mentors are numerical minorities, access to a mentor who is 'like you' may be almost impossible.

Sometimes access to a mentor can be limited because of bias / stereotypes / assumptions about 'people like you'. Again, you can usually find mentors in other organizations if that's the case, even if you believe there to be strong bias against you in your organization.

Informal mentoring can be powerful – so that kind of bias may also make it less likely that some people will be chosen for informal mentoring. Advocating for, and seeking out formal mentoring is then a better option.

Many mentors / potential mentors report they are afraid to say something that would upset 'diverse' mentees and be labeled some kind of 'ist' – racist, sexist, homophobe, etc. So they find themselves 'walking on eggshells' – being super careful not to say or do anything that might be too challenging or upsetting. This is a dilemma – because in order to get the most out of a mentoring relationship, the mentee needs (and usually wants), high-quality honest feedback and challenges. The solution researchers recommend is to choose to trust each other, have a conversation that acknowledges you may have different life-experiences and therefore different interpretations of events, and agree to listen to the other allowing their experiences / interpretations to be valid for them. This 'conversation before THE conversation' acknowledges that potential and makes the relationship psychologically safer for mentee and mentor.

STRATEGIES

- Seek formal mentoring
- Develop a strong and diverse social network
- Manage the developmental dilemma
- Learn from diverse pairings



TOOL #1: MENTORING WORKSHEET

1. Read the definition of each role
2. Fill in first names or initials of your
 - current resources
 - potential resources



Allow yourself about 20 minutes to work on the worksheet.

Mentoring-Developmental Relationship Networksheet

Robin Denise Johnson, Ph.D.

based on research by Audrey J. Murrell and Kathy Kram

Meaningful developmental relationships fulfill career functions, psychosocial functions or both – over time. These strategic relationships are reciprocal – both of you gain support, although you may get different things from each other.

CAREER FUNCTIONS include sponsorship, coaching, protection, challenging assignments, exposure and visibility. Sponsorship occurs when someone places you in the right place and the right time. Sponsoring is making sure you have an opportunity to demonstrate your competence (like recommending-hiring you for a job or project). Coaching is providing compassionate yet career-focused advice on matters that may be interfering with your effectiveness at work. Protection is the process of making sure other people in the organization do not harm or limit you for personal or political reasons. Clearly, a person who keeps a rival leader from firing, displacing, or limiting resources you need is providing protection. But sometimes the person providing the protection is not an 'obvious' leader. It might be the administrative assistant or janitor who provides key information about changes occurring, or threats on the horizon, thereby making it possible for you to avoid harm. Challenging assignments provide you and opportunity to demonstrate your competence and loyalty to your organization. Exposure is more informal but makes you visible, such as suggesting to you that they meet a particular person at a particular party, hoping you will favorably impress that person.

PSYCHOSOCIAL FUNCTIONS include role modeling, acceptance & confirmation, counseling, and friendship. Role modeling is the demonstration of expected behavior patterns in any social-unit through one's own actions. Who are the people you watch to learn how to be effective? Acceptance is letting you know that you are a fine, competent, capable human being in those moments when you doubt yourself. Confirmation is an acknowledgement that your way of understanding what is going on in the world, in your organization, is sensible. (It's the person you talk to who says "No, you're not crazy") Counseling is feedback-advice about your personal habits-behaviors-attitudes that might affect your work-life. Friendship is genuine caring for you (but differentiate between friendship and friendliness)

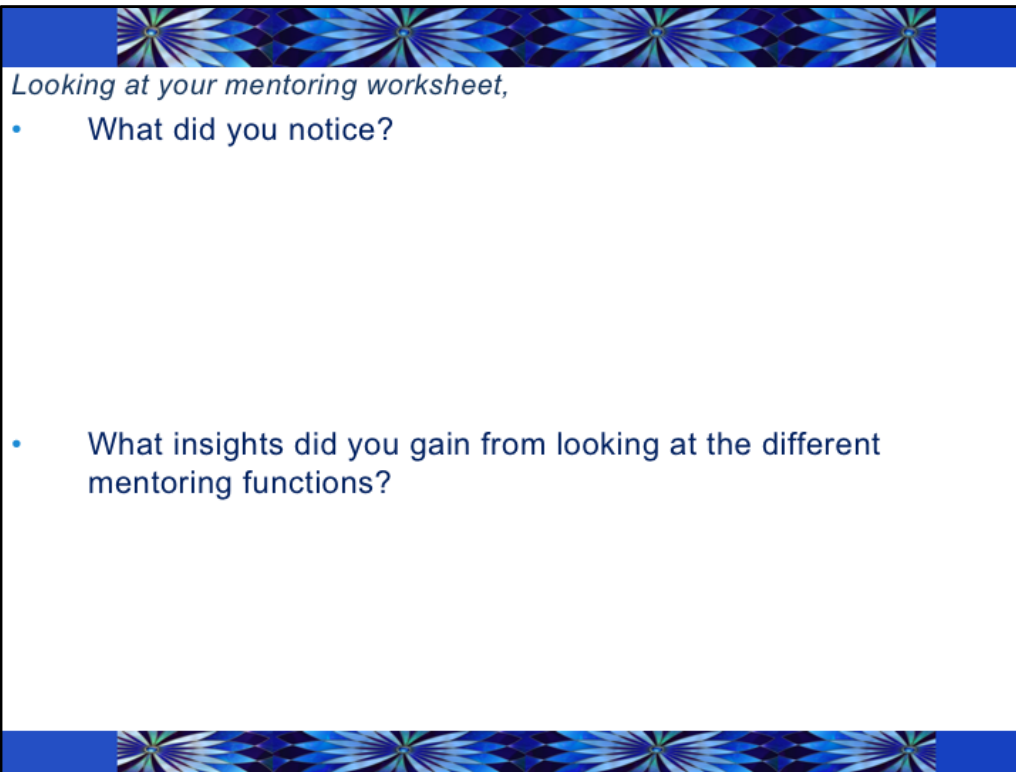
CAREER FUNCTIONS	Definition	Key Actions/Activities
Sponsorship (Sponsor)	<i>Providing career-focused support for advancement in the organization or within the profession.</i>	-helps you attain desirable positions -uses his/her influence to support advancement in the organization -uses his/her influence in the organization for your benefit
	Current Resources 1. 2. 3.	Potential Resources 1. 2. 3.
Coaching (Career Advisor)	<i>Relationships that focus on task and performance-related skills and the enhancement of specific work competencies.</i>	-helps you learn about other parts of the organization -gives advice about how to perform within the organization effectively -provides specific suggestions for enhancing job performance
	Current Resources 1. 2. 3.	Potential Resources 1. 2. 3.

	Definition	Key Actions/Activities
Protection (Advocate)	<i>Often the “invisible” mentoring function; provides a buffer for negative career outcomes or damaging consequences within the organization.</i>	-“runs interference” for you within the organization -shields you from damaging contact or actions from others -shields you from negative outcomes or those who intend to harm
	Current Resources 1. 2. 3.	Potential Resources 1. 2. 3.
Challenging (Investor)	<i>Similar to sponsorship, provides access to “stretch” opportunities that allow people to see your skills and knowledge.</i>	-gives tasks that require you to learn new skills or technologies -provides challenging or “stretch” assignments -provides opportunities that push you into developing new competencies or address limitations
	Current Resources 1. 2. 3.	Potential Resources 1. 2. 3.
Exposure (Networker)	<i>Links you to opportunities that expand your social networks and contribute to you having a positive reputation</i>	-helps you to be more visible -creates opportunities for you to impress important people -brings your accomplishments to the attention of important people
	Current Resources 1. 2. 3.	Potential Resources 1. 2. 3.

Notes:

PSYCHO-SOCIAL	Definition	Key Actions/Activities
Role Model (Personal Benchmark)	<i>Provides and is an example or prototype of valued norms, attributions or competencies.</i>	-serves as a role model for you -provides a model that the you can identify with -represents who you aspire to be
	Current Resources 1. 2. 3.	Potential Resources 1. 2. 3.
Acceptance (Supporter)	<i>Validating your knowledge, skills, experience and overall value to the organization.</i>	-accepts you as a competent professional -sees you as knowledgeable -thinks highly of you
	Current Resources 1. 2. 3.	Potential Resources 1. 2. 3.
Counseling (Sounding Board)	<i>Providing advice that extends across professional as well as personal boundaries along with social support.</i>	-serves as a sounding board for you to develop and understand yourself, guides your professional & personal development
	Current Resources 1. 2. 3.	Potential Resources 1. 2. 3.
Friendship (Ally)	<i>Relationships that frequently involves social or personal contact.</i>	-is someone that you confide in -provides support and encouragement -someone you trust
	Current Resources 1. 2. 3.	Potential Resources 1. 2. 3.

Notes:



Looking at your mentoring worksheet,

- What did you notice?
- What insights did you gain from looking at the different mentoring functions?

- ✓ Keep this with you so when you think of people you know who might serve those functions for you, you can add them
- ✓ Remember it's about quality, not quantity – will they respond if you ask? Will you?
- ✓ Consider people both inside and outside your organization
- ✓ Add diversity of perspective and experience



Use the worksheet on the next page.

Instructions:

Think back through your life

Write down the names or initials of your significant work-career-professional relationships

Present or past

Mentor, manager, direct report, or peers

Go through the mentoring functions put a check mark next to that person's name if they are / were performing that function for you

Allow yourself 5-10 minutes to complete the worksheet on the next page.

Mentoring Worksheet #2

Name		Career Functions					Psycho-Social Functions				Notes	
	Write the first name or initials of at least 5 significant work-career relationships in this column. They can be past or present mentors, relationships, managers, direct reports or peers.	Sponsorship						Role Model				
1												
2												
3												
4												
5												
6												
7												
8												

LOOKING AT THIS WORKSHEET #2

How diverse is this group?

Are there people from different levels?

Are they all from the same, or from different work groups?

Had you thought of them as potential mentors before?

Other Insights?



Many people discover past and potential mentors by doing this activity. There may have been someone in your network who was doing one or more of the mentoring functions for you, but because they did not fit your image of a mentor (or sponsor) you did not see the value in that relationship. Mentoring is a relational commitment. Not everyone is comfortable with that term. It might be more strategic for you to think of a number of relationships that span the mentoring functions, rather than buying the myth of a perfect mentor – one person who will be all things to you.



GOALS WORKSHEETS

Once you have enough actual and potential mentors, part of your preparation for your meetings would be to think about your goals. Use the goals worksheets on the next few pages to do structure your personal, professional, and work goals.

Goal: Career / Professional Development

You may already have a mentor supporting you by using some of the Career Functions we discussed in class. Or maybe you're using this to plan for a mentoring relationship with someone in the future. You also had a supplemental Career Exploration Report from the Birkman, and a KF 360 report that could provide insight into the tasks-skills-competencies that show you at your best and contribute to your leadership effectiveness. Keep all of them in mind as you develop your SMARTER Career / Professional Goal.

- What is one Career Management or Professional Development issue you'd like to address with the help of your mentor? *The overall time frame is 1 year.*

Describe the issue / situation briefly.

S.M.A.R.T.E.R. Career Professional Goal

Specific: What is your career/professional goal?

Measurable / Metrics: *How you will know you've made progress towards achieving this goal?*

Achievable Actions: *Steps you intend to take (within your control)*

1.

2.

3.

Result-oriented: *The contribution you expect to make on behalf of your program (measurable-observable-meaningful)*

Timed: *Start? End?*

Enjoyable: *What motivates you? Are you developing a talent, strength or skill? Using a motivating interest?*

Reinforced: *How will you recognize-reward your achieving THIS specific goal? Who will you celebrate with? When? Where? How?*

Goal: Personal Growth

- What is one Personal Development issue you'd like to address with the help of your mentor?

*The overall time frame is a maximum of 1 year. You might consider some of the items in your **Birkman Insights** report topics: **Your Possible Challenges**, **Relational Disrupters**, something from your **Birkman Coaching Page** – or **KF360 feedback** that could derail your career / happiness.*

Describe the issue.

S.M.A.R.T.E.R. Personal Growth Goal

Specific: *What is your goal?*

Measurable / Metrics: *How you will know you've made progress towards achieving this goal?*

Achievable Actions: *Steps you intend to take (within your control)?*

1.

2.

3.

Result-oriented: *The result you expect (measurable-observable-meaningful)*

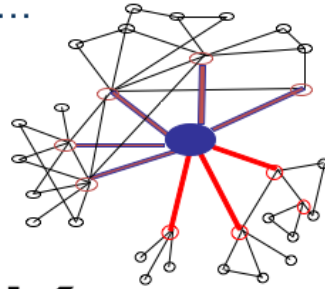
Timed: *Start? End?*

Enjoyable: *What motivates you? Are you developing a talent, strength or skill? Using a motivating interest?*

Reinforced: *How will you recognize-reward your achieving THIS specific goal? Who will you celebrate with? When? Where? How?*

MEET YOUR NEW MENTOR...

IT'S a NETWORK



- ... Developmental Relationships
- ... A Two-Way Street
- ... Built by You
- ... Managed by You

NETWORK

The set of relationships critical to your ability to

- get things done,
- get ahead, and
- develop professionally

A network needs to be

- built
- maintained, and
- used

to be strategically effective



ABOUT NETWORKS...

People with well developed networks:

- have access to more information & resources
- have access to social/emotional support that enhances well-being in times of change
- are perceived as more powerful
- are better able to influence others
- are better able to get ideas implemented
- are more likely to hear about job opportunities



I've included some myths about networks at the end of the slides so you can look at them at your leisure. What I want to end with today is the truth about networks. Just in case you're still not convinced that networks matter, here are some research findings that tell us why we should care.

TYPES OF NETWORKS

Operational Networking (Career Functions)

Personal Networking (Psychosocial Functions)

Strategic Networking

Going outside your psychosocial and career network and actively seeking people who bring in different perspectives and experiences

Networking Groups

Employee Resource Groups

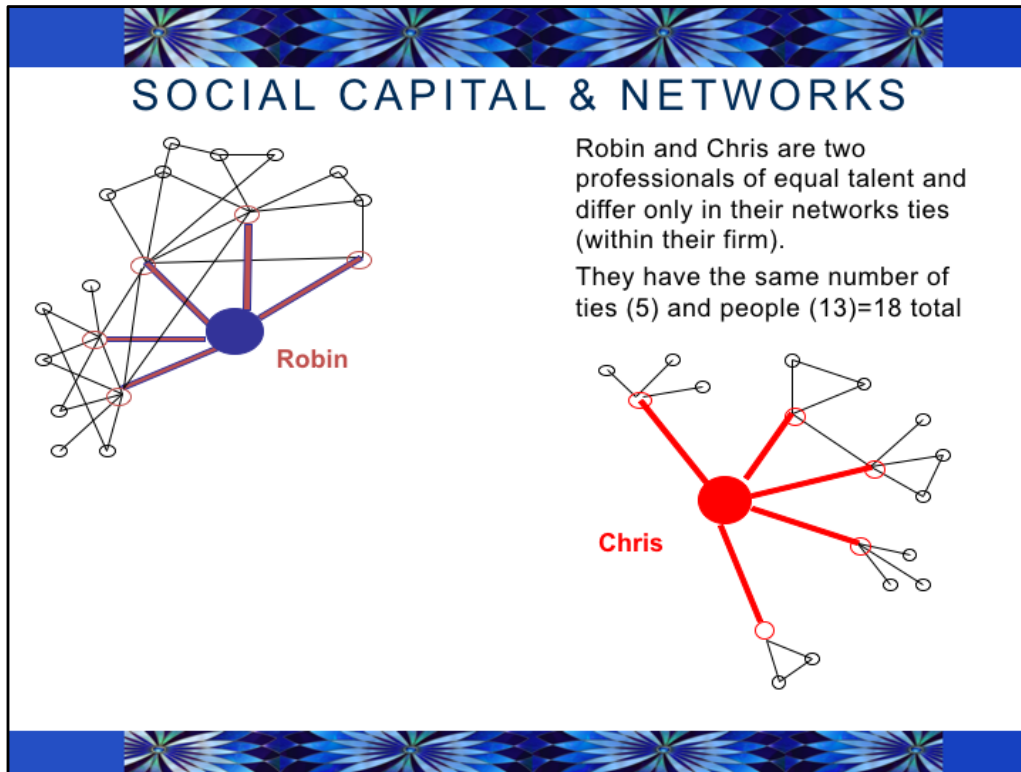
Mastermind Groups

Personal Board of Directors

Online Social Networks

All have the potential to help you build social capital





This example of Social Capital and Networks is part of “Strategy 4: Build Diverse and Solid Relationships” from Black Faces in White Places by Pinkett & Robinson.

In this diagram, the bold lines represent strong and direct ties in their networks. The thin lines represent weak ties. The strong ties are 'first degree' connections. The weak ties are '2nd' degree connections. (Think of six degrees of freedom. Nowadays, with global social networking we are mostly only 3-4 degrees away from anyone we would want to know or contact)

Resource pooling is bringing people together to get something done to achieve a goal

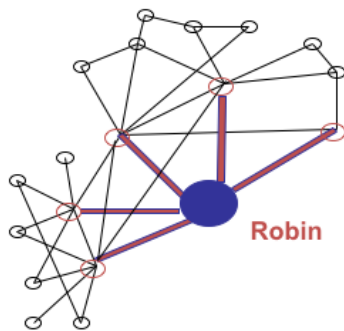
Autonomy is being independent in your decision making and subsequent actions; not be controlled by others

Diverse information is about finding out what you need to know to navigate relationships, politics, and get things done

Loyalty is knowing who you trust, who will work hard with you or for you, and who has your back

Advancement is about who will prepare, recommend, and give you opportunities to grow and prosper

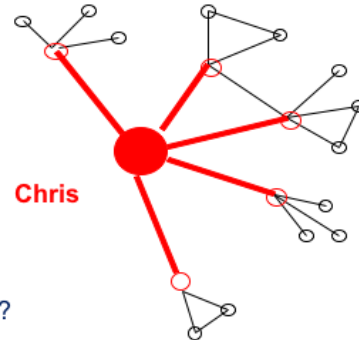
SOCIAL CAPITAL & NETWORKS



Robin

Robin and Chris are two professionals of equal talent and differ only in their networks ties (within their firm).

They have the same number of ties (5) and people (13)=18 total



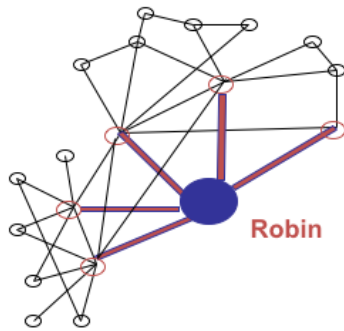
Chris

Whose network promotes Resource pooling? Why?

Whose network supports Resource Pooling?

Why?

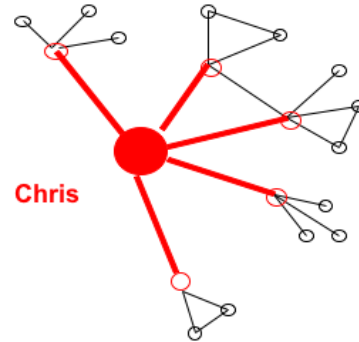
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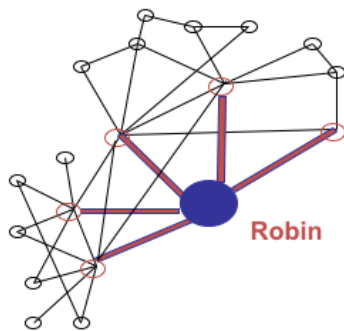
Chris

Whose network promotes autonomy? Why?

Whose network supports Autonomy?

Why?

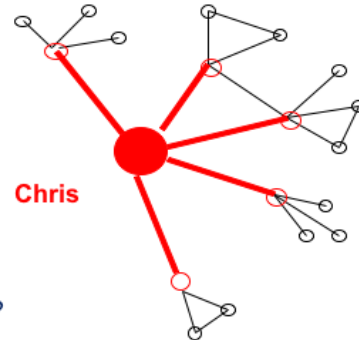
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They have the same number of ties (5) and people (13)=18 total



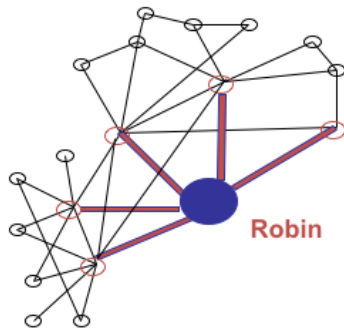
Chris

Whose network provides diverse information? Why?

Whose network provides diverse information?

Why?

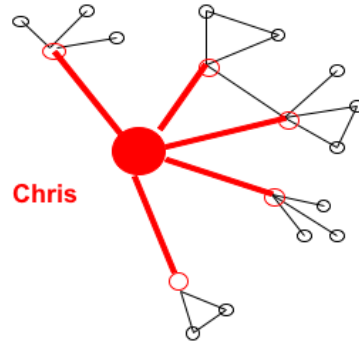
SOCIAL CAPITAL & NETWORKS



Robin

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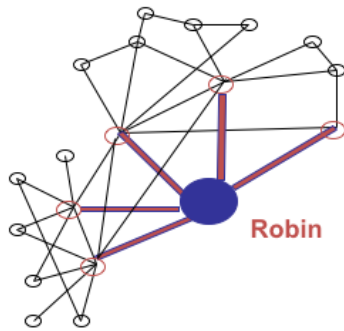
Chris

Whose network promotes loyalty? Why?

Whose network promotes loyalty?

Why?

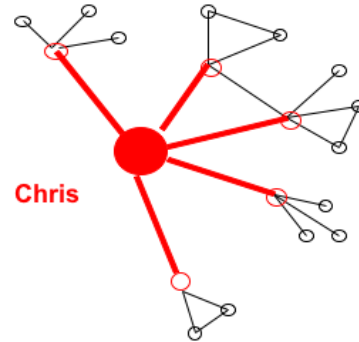
SOCIAL CAPITAL & NETWORKS



Robin

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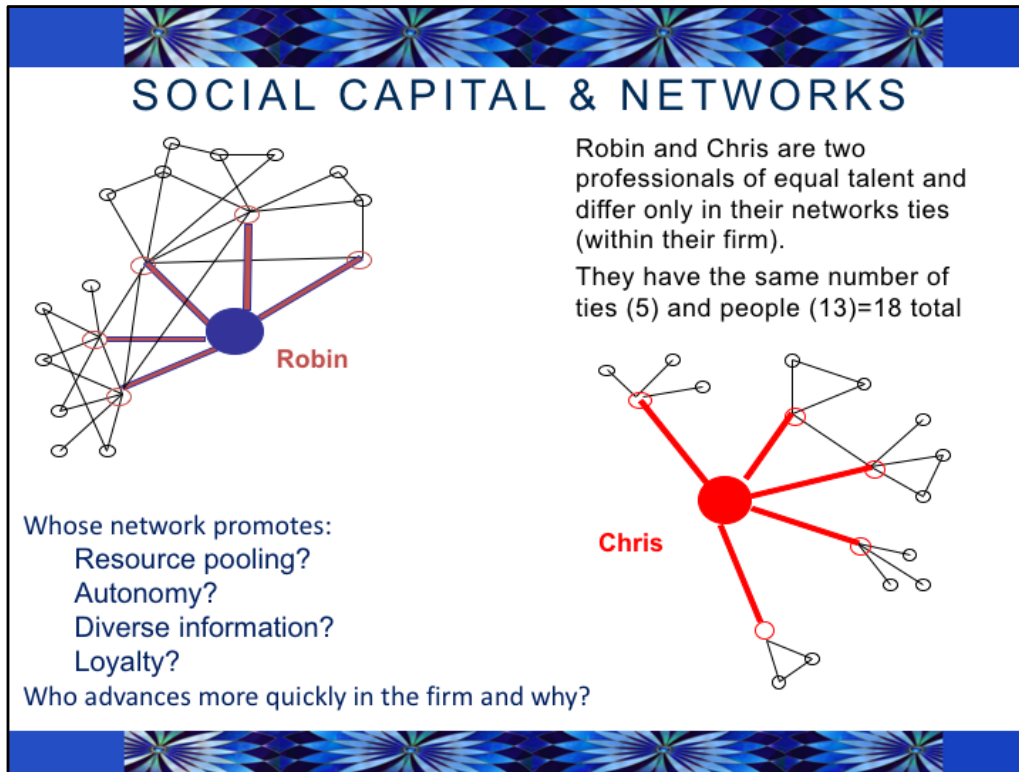


Chris

Who advances more quickly in the firm? Why?

Who advances more quickly in the firm?

Why?



Based on the research studies, these are the answers.

Resource pooling - Robin's network works better for resource pooling if there's high trust in this network and Robin has a good reputation. Robin's influence is a function of reciprocity.

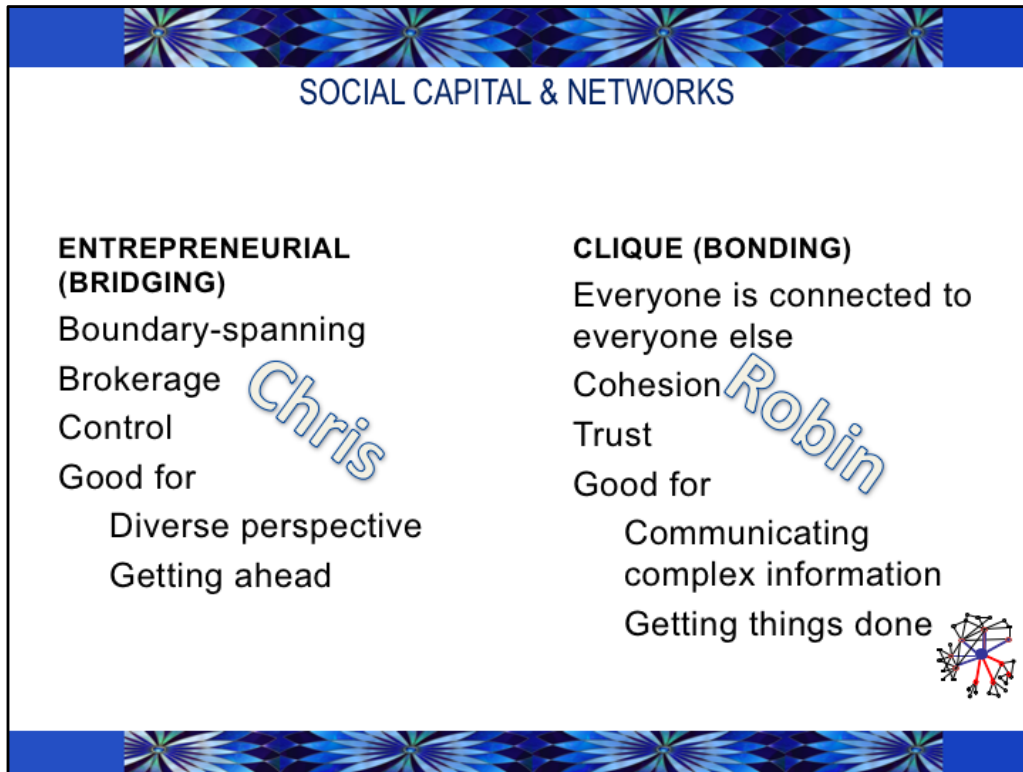
Autonomy - Chris has more autonomy

Diverse information - Chris has more diverse information since the people in most of Chris' groups do not talk to each other. You might get a network like Chris' if you stay in touch with one person when you leave a group, and do the same after your next transfer. Over time you'd still be in touch with someone from all your previous work groups.

Loyalty? It depends. Chris' group is likely to be loyal to Chris. Robin's group is likely to be loyal to the firm and each other.

Who advances? interesting research here too, Chris is likely to have informational advantages. Robin more likely to have support/involvement.

Chris is may advance quickly in the firm because of the diverse information, decision-making autonomy (assuming Chris makes good decisions), and then Chris will be seen as 'leader' material. It depends on whether the organization values promotion from within of people who embody the culture and are loyal to the firm - then Robin may advance faster and further. If the organization values entrepreneurial spirit, then Chris.



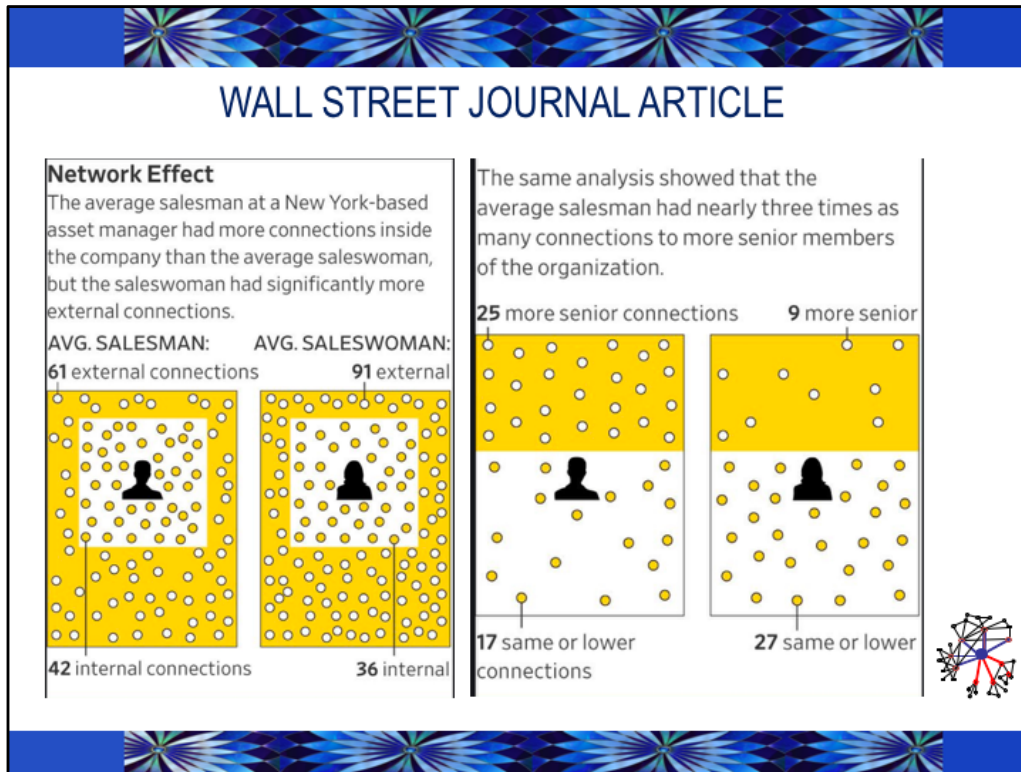
These are two extreme examples. Your network may have elements of both of these but for different reasons.

The key point to remember though, is that relationships are not just important for career and psychosocial support – but also for building social capital, power and influence for getting things done

NETWORKING

A systematic and deliberate process of building and maintaining relationships that are mutually beneficial.





Some studies say women and men do networking differently. These summarized results reported in the WSJ typify some of the findings from these studies.

Both women and men have extensive internal and external networks, although women tend to have more connections than men.

Women tend to have more external connections than men do.

Women tend to have more connections with their peers, and with people lower in the organization than men do.

Women tend to have fewer connections with people senior to them in the organizations.

Women's networks tend to be bifurcated—strategic and support are filled by different people.

Women don't tend to call on their networks as much as they could, especially in new situations.

Women are more likely to be in networks with other women when there is a higher representation of women in leadership roles.

In your experience, what conditions of work and organizational structure might contribute to these findings?

Assuming these studies are accurate, what difference would that make to you in your networking strategy?

NETWORKING SELF-ASSESSMENT					
	1	2	3	4	5
1. Building internal contacts (I use company events to make new contacts)					
2. Maintaining internal contacts (I catch up with colleagues from other departments to discuss what they are working on)					
3. Using internal contacts (I use my contacts with colleagues in other departments to get advice / help on business matters)					
4. Building external contacts (I accept invitations to official functions / festivities out of professional interest)					
5. Maintaining external contacts (I ask others to give my regards to business acquaintance outside of our company)					
6. Using external contacts (I exchange professional tips and hints with acquaintances from other organizations)					

Put an X under column 1 for each item if this is something you never or rarely do.
 Put an X under column 2 for each item if this is something you rarely do.
 Put an X under column 3 if you do this sometimes.
 Put an X under column 4 if you do this often.
 Put an X under column 5 if you do this all the time.

NETWORKING SELF-ASSESSMENT #2

	1	2	3	4	5
1. Building internal contacts (I use company events to make new contacts)					
2. Maintaining internal contacts (I catch up with colleagues from other departments to discuss what they are working on)					
3. Using internal contacts (I use my contacts with colleagues in other departments to get advice / help on business matters)					
4. Building external contacts (I accept invitations to official functions / festivities out of professional interest)					
5. Maintaining external contacts (I ask others to give my regards to business acquaintance outside of our company)					
6. Using external contacts (I exchange professional tips and hints with acquaintances from other organizations)					

To score this give yourself 1 point for every time you put an X in the '1' column, 2 points in the '2' column, etc. up to 5 points.

Look at the points you have for Building contacts (items 1 and 4). If you have 8 or more, good for you. You're good at initiating the relationships.

Look at the points you have for Maintaining contacts (items 2 and 5). If you have 8 or more, good for you. You're good at keeping up with people in your network.

Look at the points you have for Using contacts (items 3 and 6). If you have 8 or more, you're willing to call on people in your network to help you out.

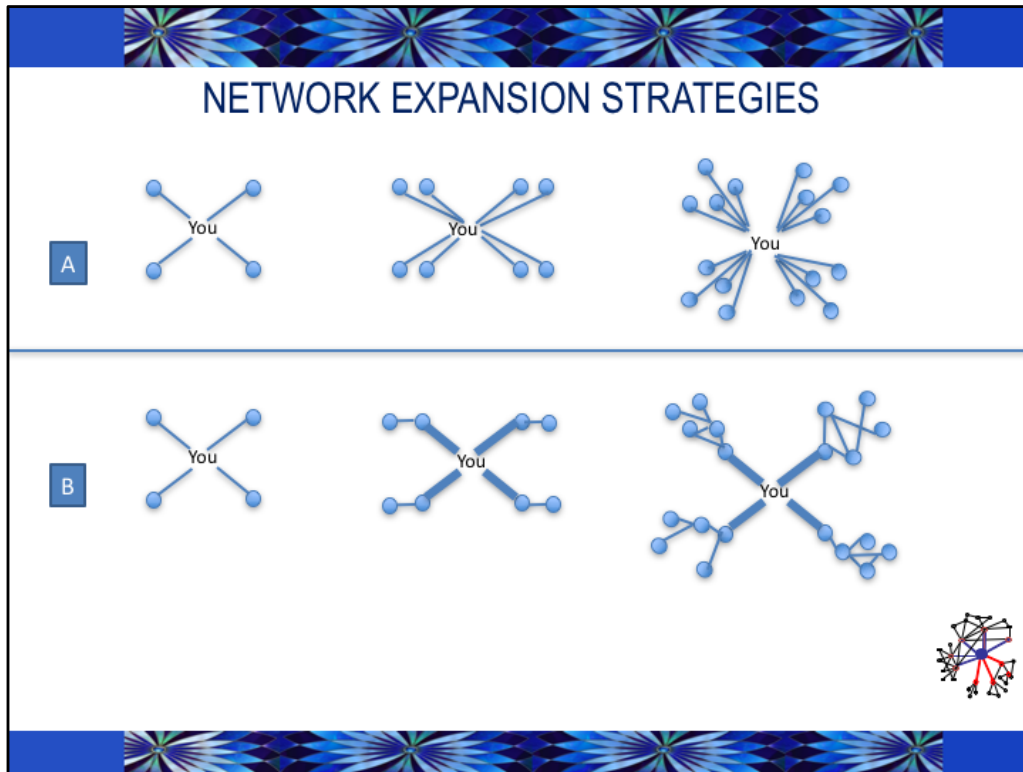
Most people do not have 8 or more in all 3 of those areas.

Look at your points for internal contacts (items 1, 2 and 3). If you have 10 or more, you're good at connecting with, maintaining, and asking for help within your organization.

Look at your points for external contacts (items 4, 5 and 6). If you have 10 or more, you're good at connecting with, maintaining, and asking for help from people outside your organization – maybe in professional groups or industry associations? Your alumni network?

If you have 24 points or more overall, be sure to mentor some others and help them become better networkers.

Where you have points less than what I mentioned, it may point to some opportunities for you to improve your networking – maybe simply by articulating a strategy to be more active where you're not at this point. Next to each heading is a suggested action associated with that heading.



Network Expansion Strategy A has you going out and making additional connections one-on-one with a lot more people. If you are a person with a lot of social energy, who want to be included socially, and who feels energized when connecting with lots of people, Strategy A could work for you.

I use the Birkman method a lot, and one of the relational components the Birkman Method measures is social energy in three ways – 1. usual behavior (how frequently you socialize); 2. need for social inclusion; and 3. stress associated with socializing. What I see most often is that many people DO a lot of socializing, but would PREFER (ie. Need) more time alone. And when they socialize too much, feel Stress. So for the majority of the people I work with, strategy B is more effective and efficient. With strategy B, you look for and make strong connections with other people who have quality connections.

Mentors have access across levels of the organizations
Mentors have connections to people that mentees want to know
Developing networks with a competent mentor will help mentees



And here's where we tie these two topics together again. Having a strong relationship with a mentor who has an effective network, can allow you to "Borrow" your mentor's network. When you design your network strategically to include two to three people who cover several of your mentoring functions, and who also have strong networks, you build and maintain a efficient and effective network. A remember, relationships are always a two-way street. The mentors also benefit by being connected to you and your network.

EFFECTIVE NETWORKS

No “ideal” network, but consider:

Broad

Diverse

High status / influential contacts

Strong ties (people you are close to)

Weak ties (people you do not know very well)



So when you invest your social energy, think strategically about how you build your social capital. While there's no ideal network, this list includes some key factors to consider.

STRATEGIC NETWORKING CAN HELP YOU BUILD SOCIAL CAPITAL IF...

- *You get diverse information*
- *You are able to bridge structural holes – connect people from different parts of the organization (or industry)*
- *You have strong ties with high trust for support when needed*
- *You organize weak ties for access to information*
- *You leverage your mentors' network*



MENTORING & NETWORKING TOOL #1: TRANSFORMATIONAL LISTENING

Relationships require you to listen and learn from each other. I write about transformational listening often, and always include it as a key tool for quality relationships.



Transformational listening is giving your undivided, caring attention to another person as they talk. While they are talking you do not ask questions, interrupt, say 'me too', judge-evaluate-fix-approve-disapprove of them. And you avoid thinking about what you will say when it is your turn to talk. You listen to them without your agenda. Your intent is to demonstrate respect behaviorally. When one person is finished, you exchange roles. I usually suggest doing this for 2 minutes at a time. And then you can have back and forth conversation. Transformational listening is a powerful tool, a small tweak to something you already do, but with powerful numerous benefits – the most important being building trust and providing psychological safety.

BIRKMAN INSIGHTS

RELATIONAL DISRUPTERS

The following statements are generated from your Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION A: How you may upset others without intending to do so

- ☐ You can be direct and straightforward in one-on-one encounters, and this can upset some co-workers who prefer you be more diplomatic
- ☐ You tend to prefer smaller or one-on-one meetings, and this may make co-workers think you're unfriendly, or indifferent to their social interactions
- ☐ You are organized and detail-oriented, and some co-workers don't need as much structure as you may bring to your interactions with them
- ☐ You are a natural authority figure, and you can appear more domineering or threatening to quieter co-workers than you may realize
- ☐ You believe that benefits for the team as a whole are more important than individualized incentives, and some of your co-workers may be more competitive than you think

SECTION B: How others may unintentionally annoy you

- ☐ You may become annoyed when co-workers go into what you regard as unnecessary detail, or seem incapable of "thinking outside the box"
- ☐ When others give you a demanding schedule too frequently, you can begin to feel tired and may defer even necessary actions

SECTION C: Avoiding "derailers" and becoming more effective

- ☐ Understand that some co-workers need to talk about details. If these are superfluous, say, "I'll give you three minutes to cover the detail issues" and then move on
- ☐ Give 101% on those occasions which require it, even though you may be very tired afterwards

MENTORING & NETWORKING TOOL #2: BIRKMAN INSIGHTS: RELATIONALDISRUPTERS

READ and select from Section A, Section B, and Section C.
Don't R.A.J.E.:
**Rationalize,
Apologize,
Justify, or make
Excuses**

If time permits, go into more detail about why you chose what you did in C.

The Birkman Method provides a number of Insights Reports. One of my favorite ones for early stages of a relationship is called Relational Disrupters. This report, based on each individual's results from their Birkman Assessment, provides specific information in three sections:

Section A: How you may upset others without intending to do so.

Section B: How others may unintentionally annoy you.

Section C: Avoiding 'derailers' and becoming more effective.

The process for using this, and all the other Birkman Insights reports (which include a range of topics from Conflict to Time Management), is the same. You each read your report by yourselves, select the items you agree with strongly, and prepare to share what you selected with your partner.

During your conversation you take turns – one person **READING** what they selected from Sections A, B, and C without commentary on sections A and B. If time permits, they can spend more time talking about how they intend to be more effective (Section C). Then they switch. Only after you have both shared, do you have regular conversation about what you chose for sections A, B or C. It is important, however, that you do not R.A.J.E. Each person owns their behavior, their expectations, and their commitment to being more effective.



MENTORING & NETWORKING TOOL #3: THE R.O.B.I.N. METHOD

- R – Result
- O – Options?
- B – Barriers?
- I – Insights / Ideas
- N – Next steps

As an executive coach and mentor, I've come up with a way to move through conversations that I find helpful. I use my first name as an acronym for it.

- R – Result you'd like to achieve in this conversation
- O – Options (you come up with at least 3 ways you might do it – on the job, class, get help, re-frame)
- B – Barriers (what gets in the way? Time? Motivation? Energy? Confusion?)
- I – Insights / Ideas (that pop just be giving this issue your attention. Here I may also share ideas)
- N – Next steps (action step 100% within your control you will commit to doing, time frame, and how will you let me know you've taken the action)

This tool also works for manager-direct report coaching-in-the-moment conversations.

MENTORING & NETWORKING TOOL #4: MASTERMINDING

Prep: Each person writes down a (work) problem they want to solve at and notes their top three skills/competencies and perceived obstacles.

- Person 1 shares for 2 minutes with the group the problem/challenge, top 3 competencies, and perceived obstacles.
- Person 2 then shares suggestions, feedback, information (but person 1 does not have to use it or agree to it.) Person 1 listens and writes notes.
- Person 3 shares suggestions, feedback, ideas, info for person 1. Again, person 1 listens and takes notes. (Go again if you have more people)
- Person 1 thanks their masterminds.

Start next round for person 2 – person 1 comments for person 2, person 3 comments for person 2.

Then person 3 – person 1 comments, person 2 comments. Etc.

Masterminding is a good tool when you want peer mentors/coaches to be thought partners and help you brainstorm solutions. I set this one up for 2 minutes for each person with only three people (because I have a bias for short meetings). You could use more time per person and have more people – depending on the complexity of the problem you're addressing. It is important to keep it fair, keep to the time, prep before you describe your problem so you can be succinct in describing it, and stay open. The reason to just listen and take notes is so you don't end up going back and forth 'R.A.J.E.ing' and you simply stay open, letting the ideas wash through you. It is a brainstorming technique, not necessarily designed to actually solve your problem.



SOCIAL MEDIA: TYPES OF ONLINE SOCIAL NETWORKING

BUSINESS CONTACTS AND NETWORKING SITES

ex. LinkedIn

ON-LINE COMMUNITY SITES

ex. Facebook, Google+, Twitter

ALUMNI SITES

COMPANY INTRA-NET

- Valuable when they make it clear who you are connected to and who is connected to those people – with ways to make connections and find information from the entire network
- Social network can be a source of psychosocial support as well as access to information and resources

I would be remiss if I did not mention social media. When we think of social media, we often forget the company intra-nets, and our alumni sites. There may also be some I did not mention. Feel free to list them here:

SOCIAL MEDIA RULES OF THUMB?

Text Messaging - (coordinate or address immediate need)

Online social networks (share general info about you, updates, photos)

 LinkedIn for professional contacts

 Facebook for social-family sharing

 Instagram for social influencing

E-mail (for work – send a doc, don't expect response)

Phone (text first then call, if not there don't leave message)

Internet (for purchases, basic info, downloads, access social media, learning)

Metaverse (multi-player games, fun, communal activity, learning)

Basic rules of thumb for using technology for communication that are obvious to many millennials, but maybe not to older generations

Use email only if you must send a document (and don't expect a response)

Text message to coordinate or address and immediate need

Share general information about you and your life, updates and photos

Never leave a phone message (unless it's for somebody's parent)

Use internet for purchases, basic information, and downloads

Hang out in the metaverse for fun, social contact in virtual world to play games (communal, creative activity).



SOCIAL MEDIA

ADVANTAGES

- Information source
- Input – Feedback
- Voice
- Efficient info transfer
- Fun
- Accessible
- Inclusive
- Global
- Powerful



SOCIAL MEDIA

CAUTIONS

- Public (NEVER private)
- Takes time
- Constant change
- Permanent
- Ltd accountability

1. Differentiate how you use different social media.
2. Master the features of at least one social network that fits your needs.
3. Understand online norms – search for helpful do's and don'ts of social media.

Everyone has different social media strategies. They depend on what your goals are, your competencies, your budget, and your time. I am very intentional about how I use social media. My personal strategy is to have my personal website because I am my brand. I am not an employee of any organization. I work with a number of large organizations and I have links with them. Personal websites are affordable at the moment. I update mine (not often) but I got design help to set it up initially. I prefer to have some control over what goes on my site while still having an internet presence. My intent is to do some significant updating and revising at least once a year (during my slow season). If you plan to go for your personal site, you might try to get your name, and an email address with your name – Robin@DrRobinJohnson.com.

In terms of social media, I use Facebook for dance information because it is the most widely used platform for my dance community. I don't update or post very often but do use and watch for friends, family, and events.

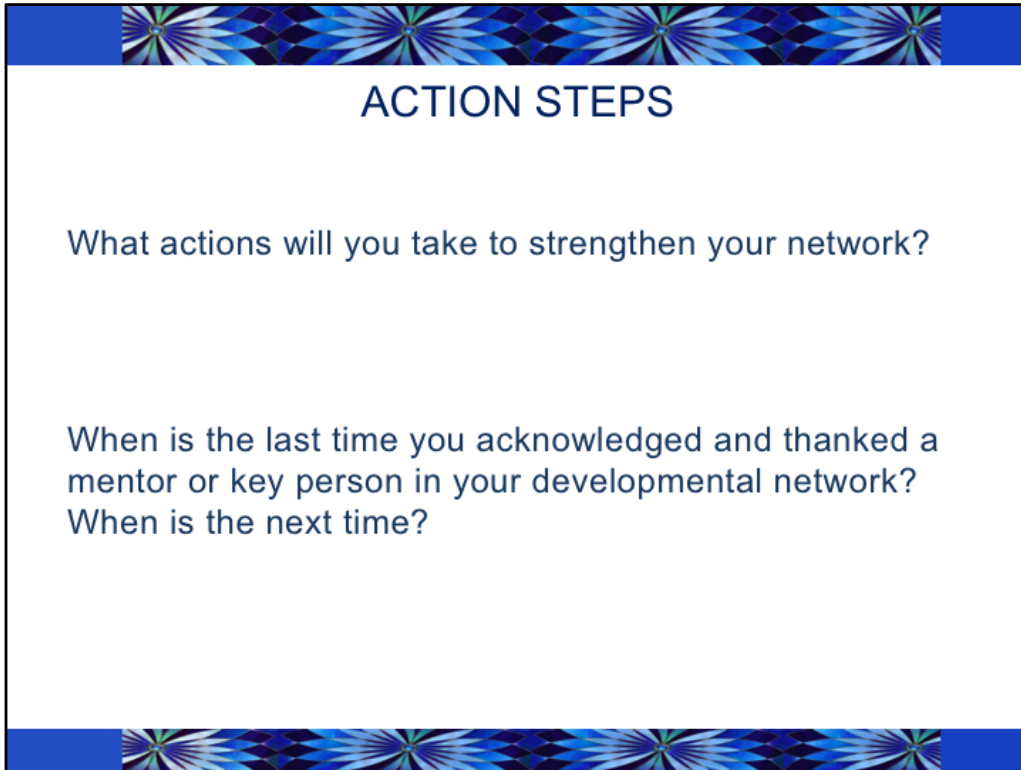
Despite privacy settings, I assume any and everything online, especially on platforms like Facebook, Instagram, and Twitter is Public and permanent!

I don't make time to tweet. Plus I'm introverted.

I do post YouTube videos, mostly for my dancers who want to see their performances. I ask their permission first.

I have a Vimeo channel for my dancers and workout enthusiasts. However, I do not allow comments. If people do not like something, I would rather they just did not watch it. I do not care for public embarrassment or shaming and I feel protective of my dancers' feelings as they take risks to perform and express themselves creatively.

Keep a paper calendar – too many changes and need ¼ hour detail and to see weeks / months at a time to allow for travel.



ACTION STEPS

What actions will you take to strengthen your network?

When is the last time you acknowledged and thanked a mentor or key person in your developmental network?
When is the next time?

What did you notice about your network by doing the activities?

What actions will you take to strengthen your network?

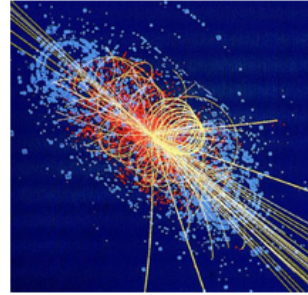
Discuss your current network and action steps you are willing to take to manage your developmental relationships strategically --- to establish, maintain, strengthen, renegotiate, deepen and/or broaden.

When's the last time you acknowledged and/or thanked a mentor?

Make a commitment to do that within the next week – Write down their name, what they do for you, type of acknowledgement.

The scientific search for the basic building blocks of life has revealed a startling fact: there are none. The deeper that physicists peer into the nature of reality, the only thing they find is relationships. Even sub-atomic particles do not exist alone. One physicist described neutrons, electrons, etc. as “. . . a set of relationships that reach outward to other things.” Although physicists still name them as separate, these particles aren’t ever visible until they’re in relationship with other particles. Everything in the Universe is composed of these “bundles of potentiality” that only manifest their potential in relationship.

Margaret Wheatley
Leadership and the New Science



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The only form of organization used on this planet is the network—webs of interconnected, interdependent relationships. This is true for humans as well. Whatever boxes we stuff staff into, people always reach out to those who will give them information, be their allies, offer support or cheer them up. Those lines and boxes are imaginary. The real organization is always a network of relationships.



ABOUT THE AUTHOR



Dr. Robin Johnson is an educator, coach, and dancer. As an educator, her key strength is making research practical for people who lead and manage people. As an educator and coach, she's known for her compassionate clarity.

Dr. Robin has been Executive Education Faculty and Faculty Director for a number of UCLA-Anderson Leadership Development programs since 1998 including the Multi-Dimensional Leaders' Institute, Head Start New Directors' Mentoring Program and Management Fellows Programs, LGBTQ+ Leadership Institute, Women's Leadership Institute, African American Leadership Institute. She is the program designer and faculty leader for several custom programs for corporate clients including the Black African American Leaders Program at Wells Fargo, the Multicultural Leadership Development Program at Novartis, and NAMIC's Leadership Seminar.

She is known as a "Soft Skills Specialist." She designs, teaches, and develops programs based on her books, workbooks and core topics including: Inclusive Leadership, Dance of Leadership (Leadership Styles), Cultural Competence, Mitigating {Unconscious} Bias, Career by Design, the Six Secret Soft Skills, Working the Birkman Method, the Gamma Project Team video, Multicultural Teams, Empowered Leadership, Transformational Listening, Mentoring & Networking, and Don't Be a J.E.R.K. Manager.

Dr. Robin is a Harvard Business School trained Ph.D. and wrote an award-winning dissertation on diversity, work-life balance and empowerment. Her BA is in International Relations / World History from Brown University and her Masters in Social Psychology from Harvard. She was also faculty at Darden-University of Virginia, Cal Poly Pomona, and UCLA – as well as a Visiting Professor at Ozyegin Business School in Istanbul, Turkey. She worked as an international finance manager for 10 years prior to attending graduate school (JP Morgan Chase, McDonald's Corp, and Lloyds Merchant Bank).

She does coaching using the Birkman Method (Master Certified Professional), Clifton Strengthsfinder, Korn-Ferry 360 Feedback, the Values in Action (VIA) Character Strengths, and her own Career by Design and Intuitive Coaching Methodologies.

Dr. Robin lives in the Palm Springs / Coachella Valley area of Southern California. She can be reached at Robin@DrRobinJohnson.com.