

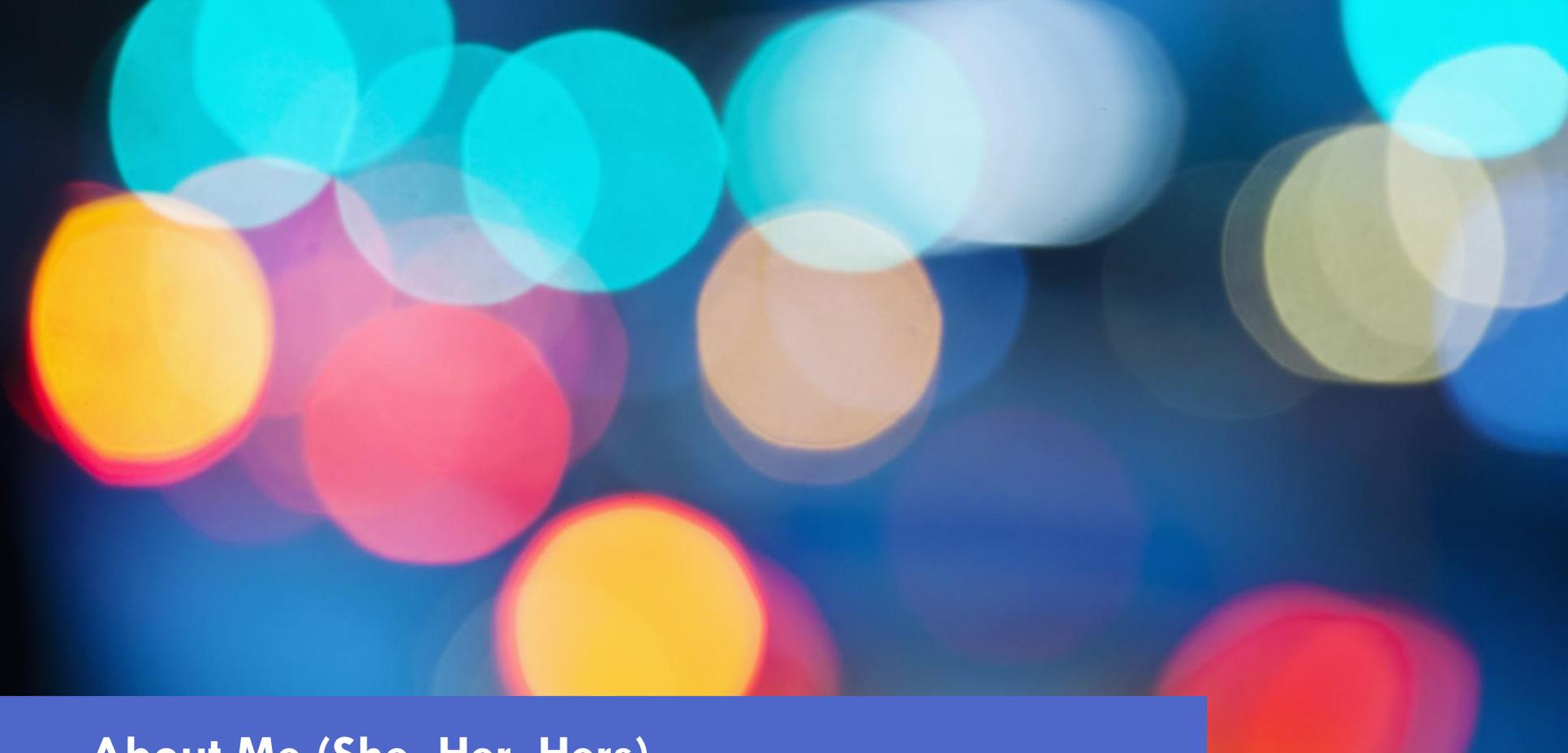


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# Harnessing the Power of Your Network through Network Mapping

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October 8-9, 2020



## About Me (She, Her, Hers)

- Assistant Vice President for Human Resources at Garrett-Evangelical Theological Seminary
- Held various positions in my 8 years here
- Originally, executive assistant to Philip Amerson and then Lallene Rector

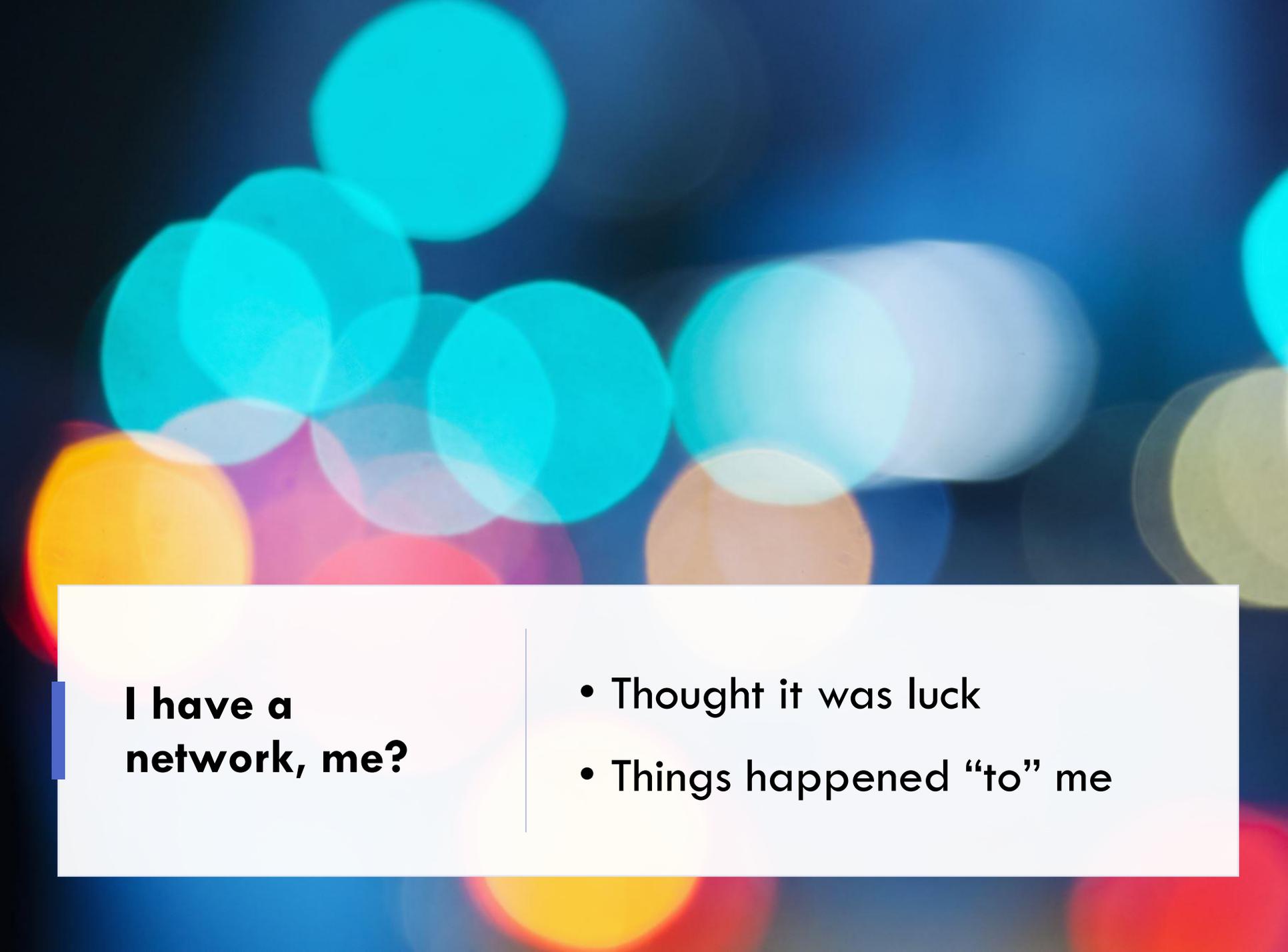


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## About me

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- Overall, more than 12 years working at the right hand of presidents, CEOs, COOs, and CFOs
- Access to them and other senior executives inside and outside of the organizations
- Bird's eye view of how:
  - Business “really” gets done
  - Careers changed (new hires and promotions)
  - C-level executives met new people and formed new relationships



**I have a  
network, me?**

- Thought it was luck
- Things happened “to” me

**I DO have a  
network!**





# Perspective

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**I am not ordained nor am I part of the United Methodist Church**

- Have been at Garrett 8 years
- Worked on economic challenges Lilly Grant
- Interacted with clergy regularly especially through Connectional Learning



# Perspective



## **I am a white cis-gender female**

- This has afforded me privilege and I am mindful of it
- I can't speak for the experiences of Black, Latinx, Asian, American Indian, and other ethnic and racially diverse people on this topic
- I have sought resources and will share information from one article I thought was most relevant to my topic today

# Perspective

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**Most of my networking experience is business related and pre-COVID**

- Will share digital networking opportunities
- Have accessed resources for how to network during COVID

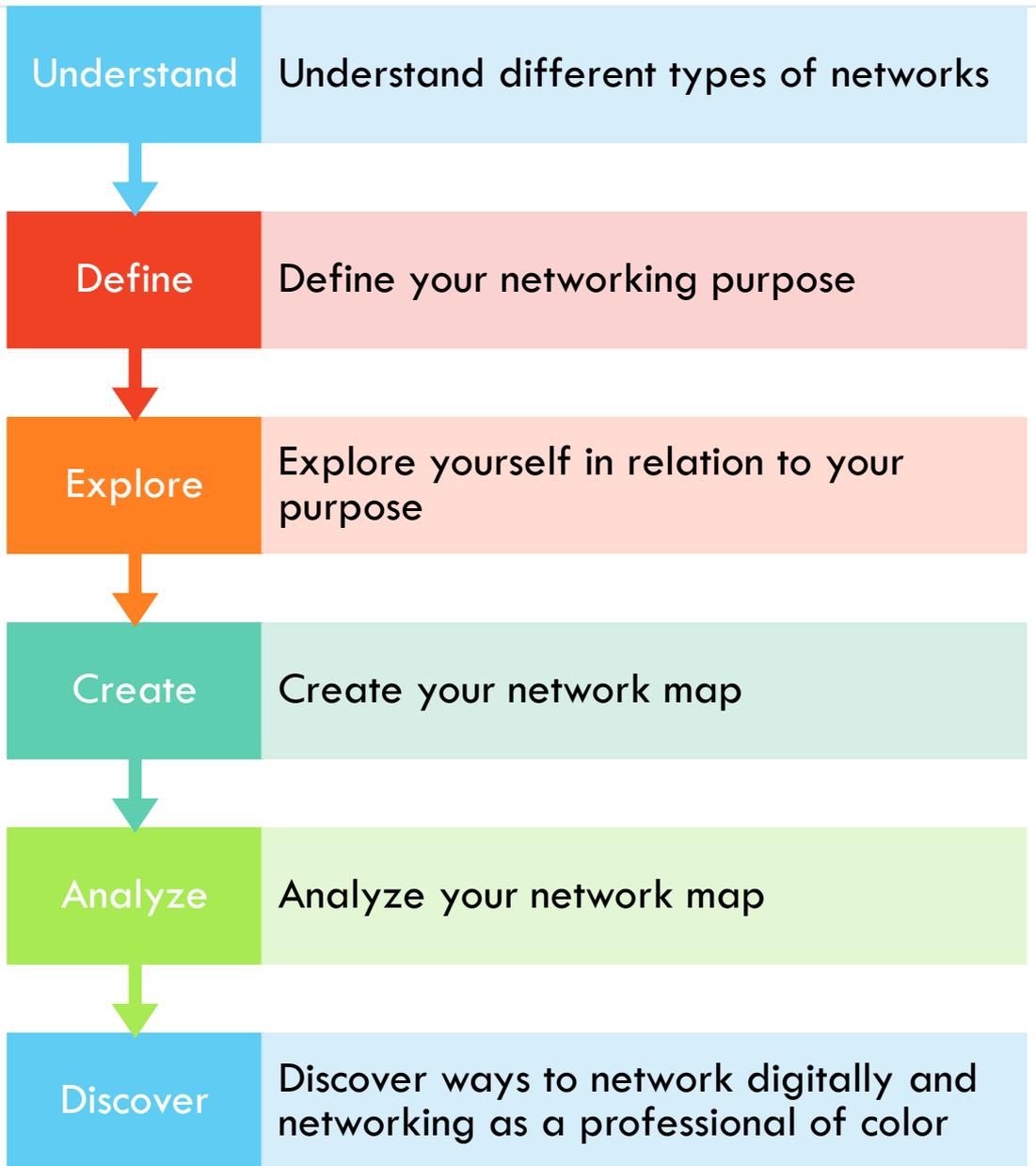


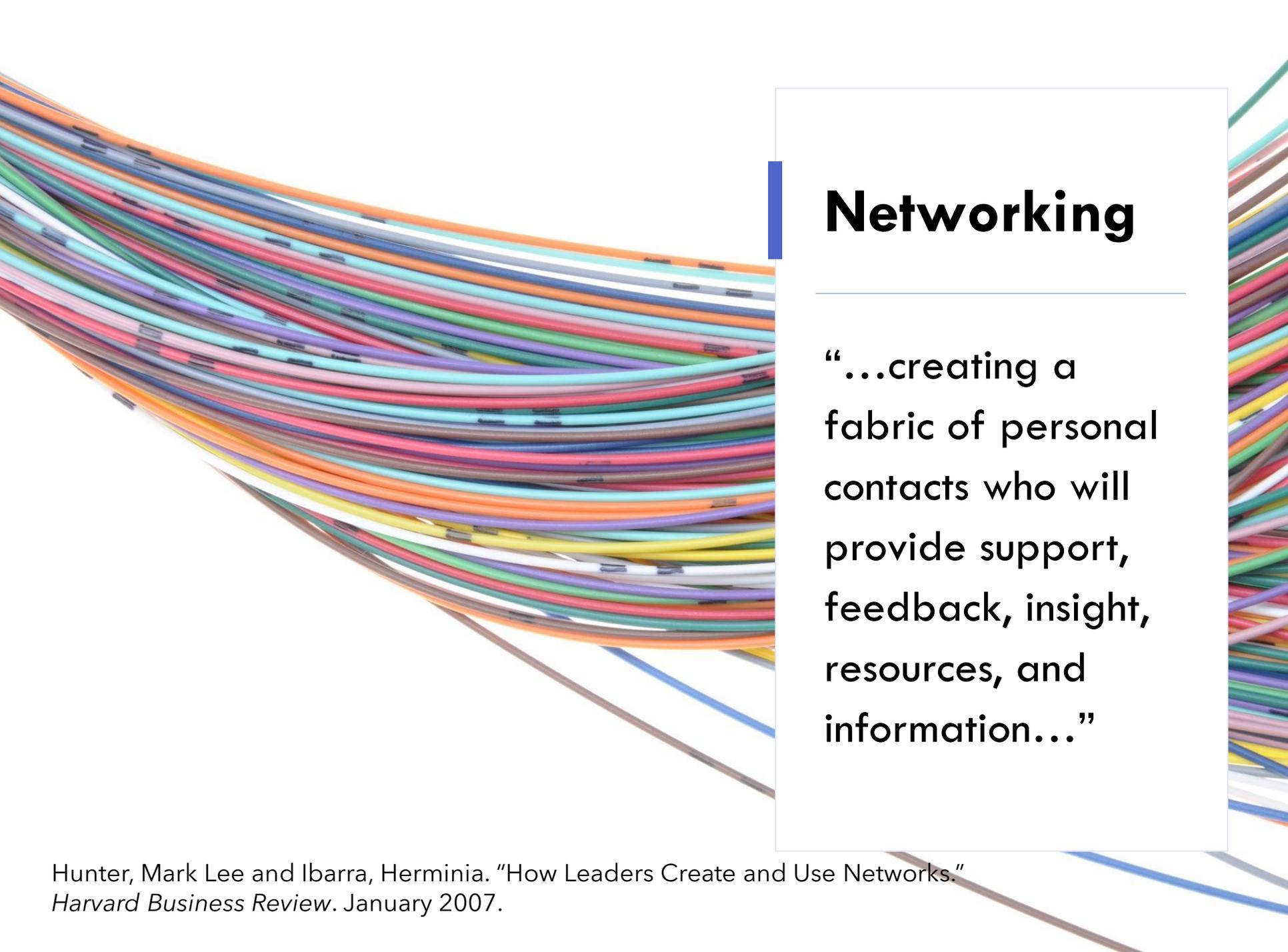


## Perspective

- **I am an extrovert, well maybe an introverted extrovert**
- You don't need to be an extrovert to succeed at networking

# Learning Objectives





# Networking

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“...creating a fabric of personal contacts who will provide support, feedback, insight, resources, and information...”

Hunter, Mark Lee and Ibarra, Herminia. “How Leaders Create and Use Networks.”  
*Harvard Business Review*. January 2007.

# Three Forms of Networking

	Operational	Personal	Strategic
<b>Purpose</b>	Getting work done efficiently; maintaining the capacities and functions required of the group.	Enhancing personal and professional development; providing referrals to useful information and contacts.	Figuring out future priorities and challenges; getting stakeholder support for them.
<b>Location and temporal orientation</b>	Contacts are mostly internal and oriented toward current demands.	Contacts are mostly external and oriented toward current interests and future potential interests.	Contacts are internal and external and oriented toward the future.
<b>Players and recruitment</b>	Key contacts are relatively nondiscretionary; they are prescribed mostly by the task and organizational structure, so it is very clear who is relevant.	Key contacts are mostly discretionary; it is not always clear who is relevant.	Key contacts follow from the strategic context and the organizational environment, but specific membership is discretionary; it is not always clear who is relevant.
<b>Network attributes and key behaviors</b>	Depth: building strong working relationships.	Breadth: reaching out to contacts who can make referrals.	Leverage: creating inside-outside links.

Hunter, Mark Lee and Ibarra, Herminia. "How Leaders Create and Use Networks." *Harvard Business Review*. January 2007.

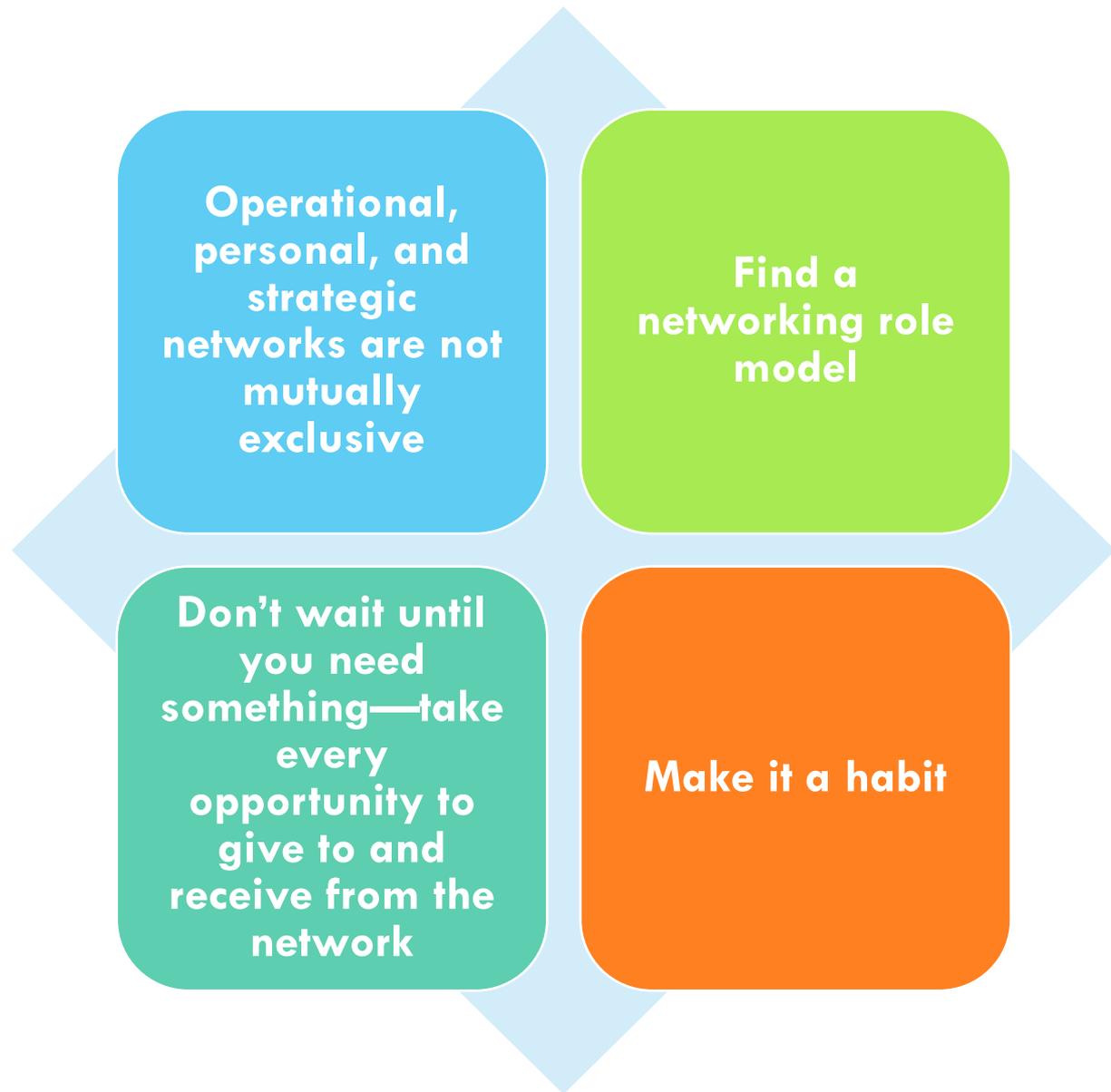


## Leverage

“What differentiates a leader from a manager, research tells us, is the ability to figure out where to go and to enlist the people and groups necessary to get there.”



# Noteworthy





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# Activity: Network Mapping

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Pull out two  
sheets of paper  
and a pencil

# Step 1: Know Your Purpose

## High Level

- Operational
- Personal
- Strategic

## Deeper

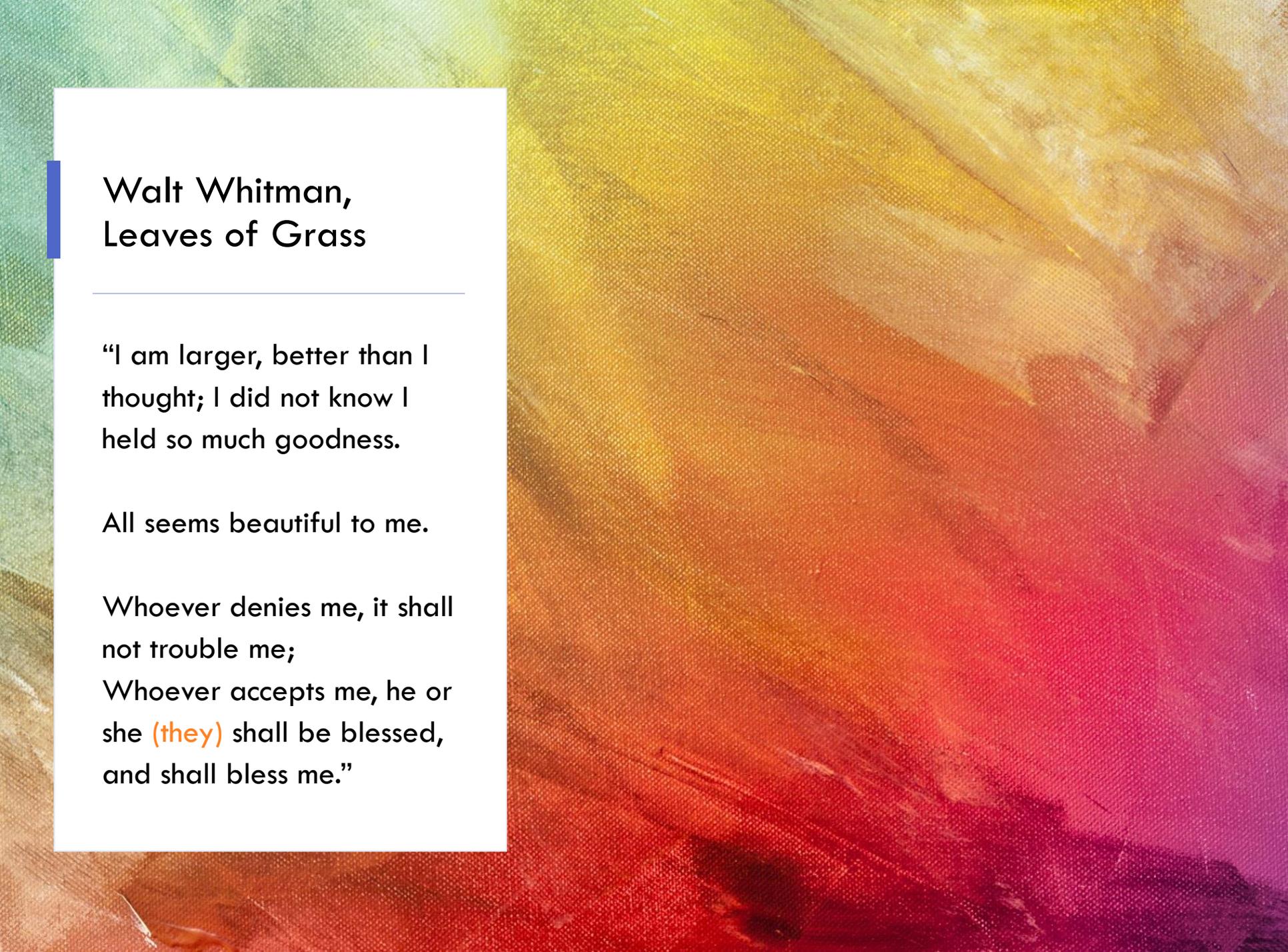
- Why did you come to this workshop today?
- What is making you think about your network?
- What is the problem you are trying to solve?
- What is your desire or hope?

## Ideas

- Leverage relationships within your organization to complete a project or initiative
- Develop and grow your career
- Change careers and find new employment
- Increase your contacts for development, participation, or referrals
- Build a network in a new location

YOU ARE AT  
THE CENTER

The image features a teal gradient background. In the lower half, two hands are raised, palms facing forward, in a gesture of openness or reaching up. The hands are dark against the lighter background. Overlaid on the center of the image is the text "YOU ARE AT THE CENTER" in a bold, white, sans-serif font, arranged in two lines.



## Walt Whitman, Leaves of Grass

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“I am larger, better than I  
thought; I did not know I  
held so much goodness.

All seems beautiful to me.

Whoever denies me, it shall  
not trouble me;  
Whoever accepts me, he or  
she (they) shall be blessed,  
and shall bless me.”

# Step 2: Write your name in the center of the page and draw a circle around it

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Where are you at in your life right now?



What is important to you?



What is driving you toward this purpose?



What bodily sensations or emotions come up for you as you consider this purpose?



What challenges do you anticipate, or fears do you have? How might you overcome these?



How do you feel in general about networking?



# Diversity

- Race and ethnicity
- Age
- Religion
- Differently abled
- Gender
- Sexual orientation
- Peer or senior leader
- Workplace/Industry
- Geography

# EVANGELISTS



## Step 3: Identify Your Evangelists\*

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Who are the people in your life that are your greatest supporters and provide “public relations” for you? Try to think of people who fit this role that are not your family or friends.

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Who are the people that compliment your work or other related professional characteristics? Think about not only the times someone complimented you personally, but also when they complimented you in front of a colleague or supervisor. Has anyone said to you, “Name” has great things to say about you or thinks the world of you?

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Who do you use as your job references, are they evangelists? Do they fit within your purpose?

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What about the people you worked with on your latest or past initiatives or achievements?

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Perhaps someone who was instrumental in your last career change?

\* Ballinger, Marcia and Perez, Nathan A. *The 20-Minute Networking Meeting*. Career Innovations Press, 2012.



# Kindred Spirits



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## Step 4: Identify Your Kindred Spirits

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Who are the people that you think of when you have an idea you want to share or an idea you want their input on?



Who are the people that you would seek to have work with you on a project or initiative?



Who do you collaborate well with?



Consider your peers, co-workers, perhaps people you have met through professional groups or conferences.



These should be people you feel really comfortable being around and working with closely.



# Challengers



## **Step 5: Identify Your Challengers**

Who are the people that you tend to clash with? Think about times you left a meeting and were so grateful to get away from that person.

Consider people who approach problem solving differently than you—someone more numbers or bottom line focused or someone more focused on gut-level decisions.

Who are the people that puzzle you? Make you feel like you just really don't understand where they are coming from or why they propose certain ideas?

Consider people with different professional backgrounds than yourself.



# Connectors



# Step 6: Identify Your Connectors

Who are the people that you know that it seems like everyone you meet knows?

Consider people who organize the professional group you participate in or even people who organize personal activities you are involved in.

Who are the leaders of local community organization and government leaders?

Maybe there is a person's name you have heard as being well connected that you have not yet met. Write their name down and consider how you might get an introduction to this person.



# Mentors

## **Step 7: Identify Your Mentors**

**Who is in a more senior position than yours and perhaps a position you aspire to?**

**Who has more years of experience than you in your current role that you admire?**

**Who do you know that has a particular quality or skill mastered—an area you want to develop within yourself?**

**Who do you know has said they are open to mentoring or have you heard others mention as a great mentor?**

**Do any of your professional groups have mentorship programs? Is there a professional group you can join that has a mentorship program?**

A hand holding a magnifying glass over a busy city street at night, with a bokeh background of colorful lights.

Analyze

# Step 8: Analyze Your Network

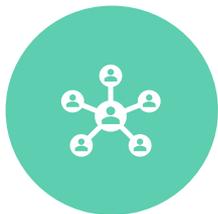
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Is there anyone that you would want to move to a different category?



Is there someone who comes to mind that you are surprised didn't end up on your map? Is there anyone else you want to add to a category?



How many people in your network know one another?



Consider your horizontal and vertical relationships.

# Step 8: Analyze Your Network— Demographics

How many people are in the same industry as you?

How many people work at your same organization? (You can skip this if you were drawing an operational map)

How many live in the same geographic area?

How many are the same race/ethnicity as you? Gender? Sexual Orientation? Differently Abled? Religion?



**Find the spark**



Find Your  
Spark:  
Digital  
Networking



## Find Your Spark: Apps

SHAPR

NAMEORIZE

CAMCARD

# Find Your Spark: Networking as a Professional of Color

- Networking can be especially challenging for professionals of color
- Higher risk of isolation
- Ability to be authentic at work
- “Twice as hard to get half as much”
- COVID-19 pandemic may offer more comfortable and authentic networking opportunities—need to be mindful of how professionals of color perceive networking

# Find Your Spark: Networking During COVID-19 for Professionals of Color (and really anyone)

- Re-activate dormant connections
- Participate in a learning community—virtual conferences or events, college or university virtual seminars, social media interest-based groups
- Periodic outreach to champions and sponsors
- Network through community service
- Focus on shared networks and organize group networking—Black alumni associations

“... the burden of contact should not be borne solely by professionals of color.”



# Resources



# Articles

- Hunter, Mark Lee and Ibarra, Herminia. “How Leaders Create and Use Networks.” *Harvard Business Review*. January 2007.
- Bortz, Daniel. “The Ins and Outs of Digital Networking.” *HR Magazine*. Summer 2020. pgs. 85-87.
- Roberts, Laura Morgan and Mayo, Anthony J. “Remote Networking as a Person of Color.” *Harvard Business Review*. September 7, 2020.
- Cohn, Alisa and Clark, Dorie. “How to Network When There Are No Networking Events.” *Harvard Business Review*. June 23, 2020.

# Operational Network White Paper

- Center for Creative Leadership. *How Informal Networks Can Strengthen Your Organizational Strategy*. 2019.

<https://www.ccl.org/articles/white-papers/how-informal-networks-can-strengthen-your-organizations-strategy/>

# Books

- **Specific to Networking:**
  - Ballinger, Marcia and Perez, Nathan A. *The 20-Minute Networking Meeting*. Career Innovations Press, 2012.
- **Shifting Perspective:**
  - McKeown, Greg. *Essentialism*. New York, Currency (an imprint of the Crown Publishing Group, a division of Penguin Random House LLC), 2014.
  - Helgesen, Sally and Goldsmith, Marshall. *How Women Rise*. New York, Hachette Book Group, 2018.
- **Just Because:**
  - Scott, Kim. *Radical Candor*. New York, St. Martin's Press, 2017.

# LGBTQ Networking Resources

- <https://www.outburo.com/gay-professional-networking-101/> (Some features of this site do not seem active; however, this article and the links in it may prove useful.)
- Meetup and LinkedIn Groups
- <https://jobstars.com/lgbt-professional-associations-organizations/>
- <https://www.hrc.org/resources/lgbt-professional-and-student-associations>
- <https://www.hrc.org/resources/faith-resources>

Questions?

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