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One of the happiest, most successful executives we know is a woman named Deb. She works at a major technology company and runs a global business unit that has more than 7,000 employees. When you ask her how she rose to the top and why she enjoys her job, her answer is simple: people. She points to her boss, the CEO, a mentor who “always has her back”; Steve, the head of a complementary business, with whom she has monthly brainstorming lunches

and occasional gripe sessions; and Tom, a protégé to whom she has delegated responsibility for a large portion of her division. Outside the company, Deb’s circle includes her counterparts in three strategic partnerships, who inspire her with new ideas; Sheila, a former colleague, now in a different industry, who gives her candid feedback; and her husband, Bob, an executive at a philanthropic organization. She also has close relationships with her fellow volunteers in a program for at-risk high

school students and the members of her tennis group and book club.

This is Deb’s social network (the real-world kind, not the virtual kind), and it has helped her career a lot. But not because the group is large or full of high-powered contacts. Her network is effective because it both supports and challenges her. Deb’s relationships help her gain influence, broaden her expertise, learn new skills, and find purpose and balance. Deb values and nurtures them. “Make friends so that you have friends when you need friends” is her motto.

“My current role is really a product of a relationship I formed over a decade ago that came back to me at the right time,” she explains. “People may chalk it up to luck, but I think more often than not luck happens through networks where people give first and are authentic in all they do.”

Over the past 15 years, we’ve worked with many executives like Deb, at more than 300 companies. What began as organizational research—helping management teams understand and capitalize on the formal and informal social networks of their employees—has since metamorphosed into personal programs, which teach individual executives to increase their effectiveness by leveraging their networks.

The old adage “It’s not what you know, it’s who you know” is true. But it’s more nuanced than that. In spite of what most self-help books say, network size doesn’t usually matter. In fact, we’ve found that individuals who simply know a lot of people are less likely to achieve standout

ILLUSTRATION: ROBIN CHEVALIER

# Are You Networking Impaired?

In our work, we have identified six common managerial types who get stuck in three kinds of network traps. Do any of the descriptions below fit you?



## The wrong structure

### THE FORMALIST

focuses too heavily on his company's official hierarchy, missing out on the efficiencies and opportunities that come from informal connections.

### THE OVERLOADED

**MANAGER** has so much contact with colleagues and external ties that she becomes a bottleneck to progress and burns herself out.

## The wrong relationships

### THE DISCONNECTED

**EXPERT** sticks with people who keep him focused on safe, existing competencies, rather than those who push him to build new skills.

### THE BIASED LEADER

relies on advisers much like herself (same functional background, location, or values), who reinforce her biases, when she should instead seek outsiders to prompt more fully informed decisions.

performance, because they're spread too thin. Political animals with lots of connections to corporate and industry leaders don't win the day, either. Yes, it's important to know powerful people, but if they account for too much of your network, your peers and subordinates often perceive you to be overly self-interested, and you may lose support as a result.

The data we've collected point to a different model for networking. The executives who consistently rank in the top 20% of their companies in both performance and well-being have diverse but select networks like Deb's—made up of high-quality relationships with people who come from several different spheres and from up and down the corporate hierarchy. These high performers, we have found, tap into six critical kinds of connections, which enhance their careers and lives in a variety of ways.

Through our work advising individual managers, we've also identified a four-step process that will help any executive develop this kind of network. But first, let's take a look at some common networking mistakes.

## Getting It Wrong

Many people take a misguided approach to networking. They go astray by building imbalanced networks, pursuing the wrong kind of relationships, or leverag-

ing relationships ineffectively. (See the sidebar "Are You Networking Impaired?") These people might remain successful for a time, but often they will hit a plateau or see their career derailed because their networks couldn't prompt or support a critical transition.

Consider Dan, the chief information officer of one of the world's largest life-sciences organizations. He was under constant pressure to find new technologies that would spur innovation and speed the drug commercialization process at his company, and he needed a network that would help him. Unfortunately, more than 70% of his trusted advisers were in the unit he had worked in before becoming CIO. Not only did they reinforce his bias toward certain solutions and vendors, but they lacked the outside knowledge he needed. "I had started to mistake friendship, trust, and accessibility for real expertise in new domains," he told us. "This didn't mean I was going to dump these people, as they played important roles for me in other ways. But I needed to be more targeted in who I let influence my thinking."

Another overarching mistake we often see in executives' networks is an imbalance between connections that promote career advancement and those that promote engagement and satisfaction. Numerous studies have shown that happier executives are higher-performing ones.

**Bring people with positive energy into your inner circle. If those around you are enthusiastic, authentic, and generous, you will be, too.**

Take Tim, the director of a large practice area at a leading professional services firm. On the surface he was doing well, but job stress had taken its toll. He was 40 pounds overweight, with alarmingly high cholesterol and blood sugar levels, and prone to extreme mood swings. When things went well at work, he was happy; when they didn't, he wasn't pleasant to be around. In fact, Tim's wife finally broke down and told him she thought he had become a career-obsessed jerk and needed to get other interests. With her encouragement, he joined Habitat for Humanity and started rowing with their daughter. As a result, his social network expanded to include people with different perspectives and values, who helped him focus on more healthful and fulfilling pursuits. "As I spent more time with different groups, what I cared about diversified," he says. "Physically, I'm in much better shape

## The wrong behavior

### THE SUPERFICIAL

**NETWORKER** engages in surface-level interaction with as many people as possible, mistakenly believing that a bigger network is a better one.

### THE CHAMELEON

changes his interests, values, and personality to match those of whatever subgroup is his audience, and winds up being disconnected from every group.

—R.C. and R.T.

and probably staved off a heart attack. But I think I'm a better leader, too, in that I think about problems more broadly, and I'm more resilient. Our peer feedback systems are also clearly indicating that people are more committed to the new me."

### Getting It Right

To understand more about what makes an effective network, let's look again at Deb. She has a small set of core contacts—14 people she really relies on. Effective core networks typically range in size from 12 to 18 people. But what really matters is structure: Core connections must bridge smaller, more-diverse kinds of groups and cross hierarchical, organizational, functional, and geographic lines. Core relationships should result in more learning, less bias in decision making, and greater personal growth and balance. The people in your inner circle should also model positive behaviors, because if those around you are enthusiastic, authentic, and generous, you will be, too.

More specifically, our data show that high performers have strong ties to

1. people who offer them new information or expertise, including internal or external clients, who increase their market awareness; peers in other functions, divisions, or geographies, who share best practices; and contacts in other industries, who inspire innovation;

2. formally powerful people, who provide mentoring, sense-making, political support, and resources; and informally powerful people, who offer influence, help coordinating projects, and support among the rank and file; and

3. people who give them developmental feedback, challenge their decisions, and push them to be better. At an early career stage, an employee might get this from a boss or customers; later, it tends to come from coaches, trusted colleagues, or a spouse.

Meanwhile, the most satisfied executives have ties to

1. people who provide personal support, such as colleagues who help them get back on track when they're having a bad day or friends with whom they can just be themselves;

2. people who add a sense of purpose or worth, such as bosses and customers who validate their work, and family members and other stakeholders who show them work has a broader meaning; and

3. people who promote their work/life balance, holding them accountable for activities that improve their physical health (such as sports), mental engagement (such as hobbies or educational classes), or spiritual well-being (music, religion, art, or volunteer work).

How does one create such a varied network? We recommend a four-point action plan: analyze, de-layer, diversify, and capitalize.

**Analyze.** Start by looking at the individuals in your network. Where are they located—are they within your team, your unit, or your company, or outside your organization? What benefits do your interactions with them provide? How energizing are those interactions?

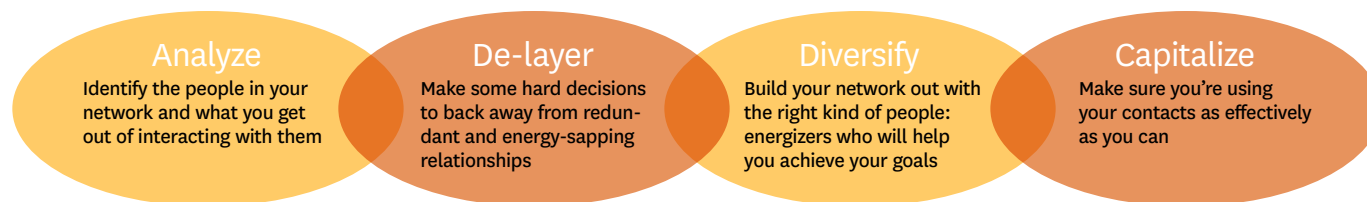
The last question is an important one. Energizers bring out the best in everyone around them, and our data show that having them in your network is a strong predictor of success over time. These people aren't necessarily extroverted or charismatic. They're people who always see opportunities, even in challenging

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*The Revival of Smart*

# Four Steps to Building a Better Network



situations, and create room for others to meaningfully contribute. Good energizers are trustworthy and committed to principles larger than their self-interest, and they enjoy other people. “De-energizers,” by contrast, are quick to point out obstacles, critique people rather than ideas, are inflexible in their thinking, fail to create opportunities, miss commitments, and don’t show concern for others. Unfortunately, energy-sapping interactions have more impact than energizing ones—up to seven times as much, according to one study. And our own research suggests that roughly 90% of anxiety at work is created by 5% of one’s network—the people who sap energy.

Next, classify your relationships by the benefits they provide. Generally, benefits fall into one of six basic categories: information, political support and influence, personal development, personal support and energy, a sense of purpose or worth, and work/life balance. It’s important to have people who provide each kind of benefit in your network. Categorizing your relationships will give you a clearer idea of whether your network is extending your abilities or keeping you stuck. You’ll see where you have holes and redundancies and which people you depend on too much—or not enough.

Let’s use Joe, a rising star in an investment bank, as a case study. He had 24 close advisers—on the surface, a more than healthy number. But many of the people he relied on were from his own department and frequently relied on one another. If he eliminated those redundancies, his network shrank to five people. After giving it some thought and observing his peers’ networks, he realized he was missing links with several important types of people: colleagues focused on financial offerings outside his own products, who

could help him deliver broader financial solutions to customers; coworkers in different geographies—particularly London and Asia—who could enhance his ability to sell to global clients; and board-level relationships at key accounts, who could make client introductions and influence purchasing decisions. His insularity was limiting his options and hurting his chances of promotion to managing director. He realized he would need to focus on cultivating a network rather than allowing it to organically arise from the day-to-day demands of his work.

**De-layer.** Once you’ve analyzed your network, you need to make some hard decisions about which relationships to back away from. First, look at eliminating or minimizing contact with people who sap you of energy or promote unhealthy behaviors. You can do this by reshaping your role to avoid them, devoting less time to them, working to change their behavior, or reframing your reactions so that you don’t dwell on the interactions.

John, an academic, realized that two university administrators in his network were causing him a great deal of anxiety. This had so soured his view of his school that he was considering leaving. He therefore decided to devote less time to projects and committees that would involve the negative contacts and to avoid dwelling on any sniping comments they subjected him to. Within a year he was much more productive and happy. “By shifting my role and how I reacted to the idiots, I turned a negative situation around,” John says. “In hindsight it was an obvious move—rather than leave a place I loved—but emotions can spiral on you in ways you don’t recognize.”

The next step is to ask yourself which of the six categories have too many people in them. Early-stage leaders, for example,

tend to focus too much on information and not enough on personal development and might want to shed some of the contacts who give them the former to make more time for those who give them the latter.

Beyond this, consider which individuals—and types of people as determined by function, hierarchy, or geography—have too much of you, and why. Is the cause structural, in that work procedures require you to be involved? Or is your own behavior causing the imbalance? What can you

**Write down three business results you hope to achieve in the next year, and then list people who could help you with them.**

change to rectify the situation? Too often we see leaders fail because they accept or create too many collaborative demands.

Paul, the head of research in a consumer products company, had a network of almost 70 people just at work. But he got many complaints from people who said they needed greater access to him. His productivity, and his unit’s, was suffering. When he analyzed his network, he realized that he was missing “people and initiatives one or two levels out.” To address this, he decided to delegate—stepping away from interactions that didn’t require his presence and cultivating “go to” stand-ins in certain areas of expertise. He also changed his leadership style from extraordinarily accessible to helpful but more removed, which encouraged subordinates to solve their own problems by connecting with people around him. “As a

leader you can find yourself in this bubble of activity where you feel like a lot is happening moving from meeting to meeting,” Paul says. “You can actually start to thrive on this in some ways. I had to move past this for us to be effective as a unit and so that I could be more forward-thinking.”

**Diversify.** Now that you’ve created room in your network, you need to fill it with the right people. Simple tools like work sheets can help you get started. For example, you might make a list of the six categories of relationships and think about colleagues who could fill the holes you have in each. Remember to focus on positive, energetic, selfless people, and be sure to ask people inside and outside your network for recommendations.

You should also think about how you could connect your network to your professional and personal goals. Here’s another simple exercise: Write down three specific business results you hope to achieve over the next year (such as doubling sales or winning an Asia-based client) and then list the people (by name or general role) who could help you with them, thanks to their expertise, control over resources, or ability to provide political support. Joe, the investment banker, identified counterparts in the Asian and European operations of his company who had relationships with the clients he was focused on and then scheduled regular calls with them to coordinate efforts. “In a couple of cases this helped me identify opportunities I could pitch proactively. In others it just helped us appear more coordinated when we were competing against other banks,” he says. One of the big challenges for Paul, the consumer products executive, was managing a new facility and line of innovation in China. Because none of his trusted advisers had ever even been to that country, he reached out to the head of R&D at a major life-sciences organization that had undertaken a similar effort.

**Capitalize.** Last, make sure you’re using your contacts as effectively as you can. Are there people you rely on in one


sphere, such as political support, that you could also use to fill a need in another, such as personal development? Could you get more out of some relationships if you put more energy into them? Our research shows, for instance, that high performers at all levels tend to use their information contacts to gain other benefits, such as new ideas. Reciprocal relationships also tend to be more fruitful; the most successful leaders always look for ways to give more to their contacts.

Alan, a top executive at a global insurance company, realized that although he had a good network, he was still making decisions in relative isolation. He failed to elicit insights from others and, as a result, wasn’t making enough progress toward his goals. So he started inviting his more-junior contacts, who were informal opinion leaders in his company, to lunch and asking them open-ended questions. These conversations led him to streamline decision making and uncover innovation

deep within the firm’s hierarchy. “When I met with one lady, I was stunned at a great new product idea she had been pushing for months,” Alan says. “But she hadn’t been able to get the right people to listen. I was able to step in and help make things happen. To me the right way to be tapping into people is in this exploratory way—whether it is about strategic insights or just how they think I’m doing on some aspect of my job. That’s how I get to new ways of thinking and doing things, and I know it makes me much more effective than people who are smarter than me.”

A network constructed using this four-point model will build on itself over time. In due course, it will ensure that the best opportunities, ideas, and talent come your way. ♥

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 **Rob Cross** ([robcross@virginia.edu](mailto:robcross@virginia.edu)) is an associate professor at the University of Virginia’s McIntire School of Commerce. **Robert Thomas** is the executive director of the Accenture Institute for High Performance.



“Can you press all of them for me? I’m just so indecisive today.”