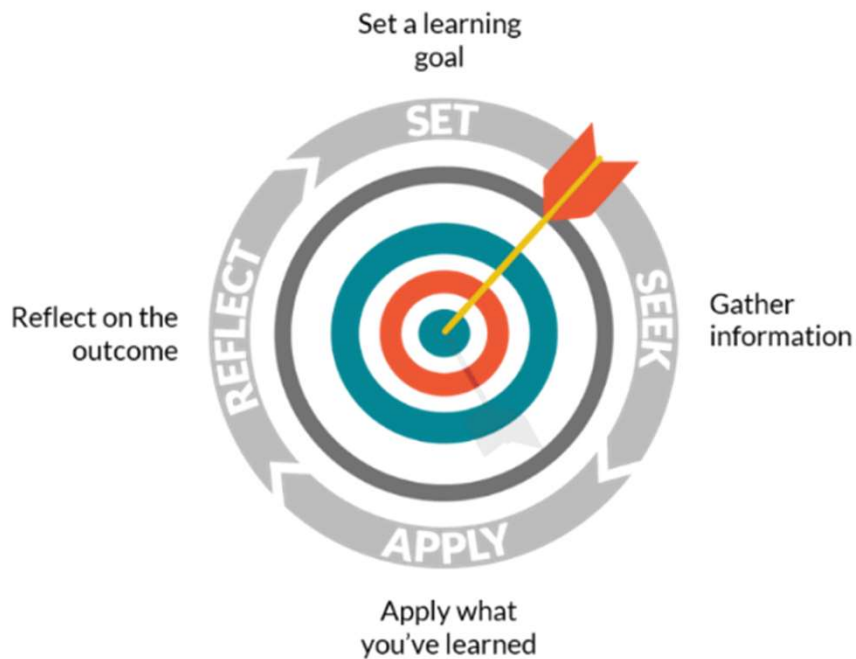


Make Continual Change & Learning a Fun Practice



Goals
Make It Undaunting

Milestones
Break It Down

Practices
Make It A Fun Habit

Empowering Me

Build A More Positive Social Network

Set: Complete this assessment to better understand your personal network and to create an action plan to optimize its effectiveness.

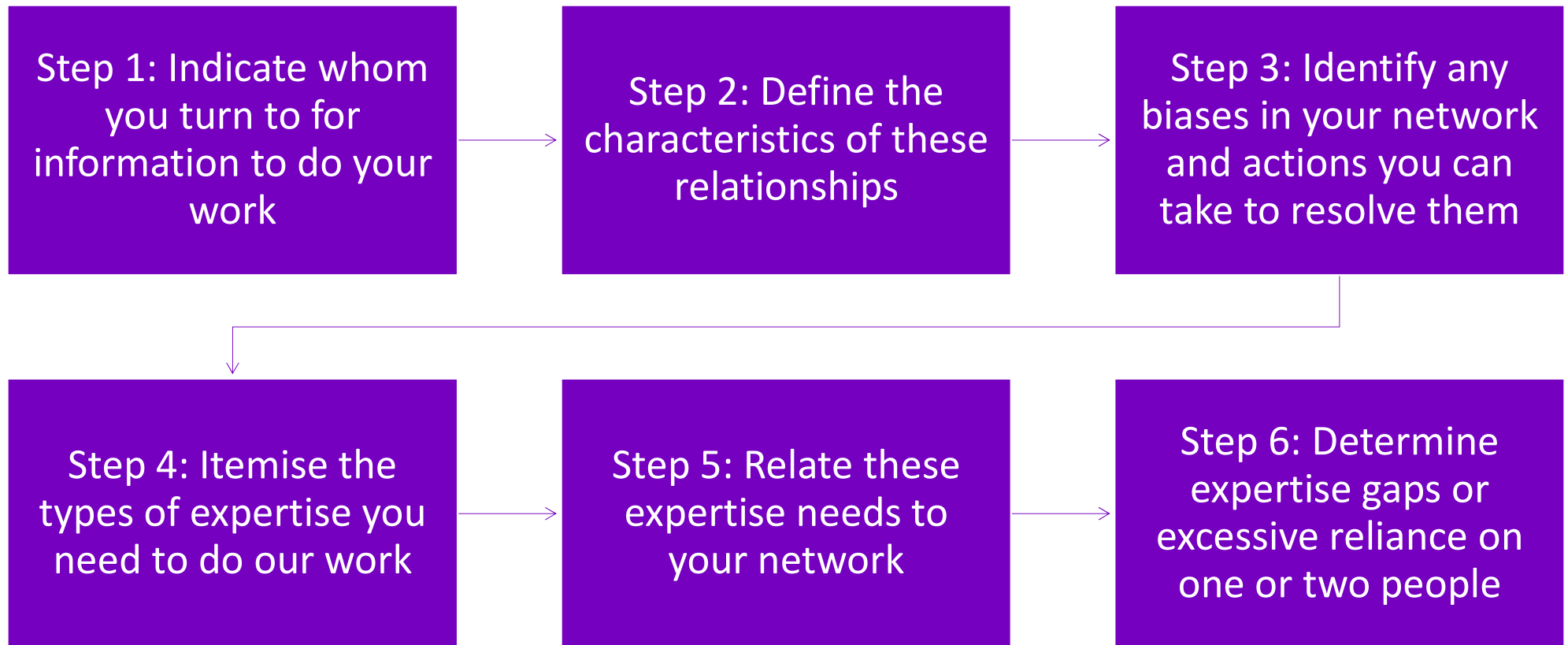
Seek: Review the assessment process. Schedule enough time on your calendar to conduct a thorough analysis.

Apply: Complete the assessment. Consider doing it in a few sessions. Give yourself time to reflect and expand on what you are documenting. Consider sharing it with a trusted colleague to get their perspective.

Reflect: Were you able to identify areas to strengthen your social network? Have you been able to put a plan into action to resolve the issues you discovered?

Reset: Repeat this network analysis any time you have a major role change or find yourself in a new career situation.

Social Network Analysis and Optimization Practice



Step 1: Indicate whom you turn to for information to do your work

Write down the names of people you rely on for information or problem solving to do your work.

Names: _____

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Step 2: Define the characteristics of these relationships

List the number of relationships that fall into each category for the major descriptions below, i.e., how many of your group are the same gender as you?

	Time Known
1 = less than 1 year	
2 = 1-3 years	
3 = 3-5 years	
4 = 5-10 years	
5 = 10+ years	
	Hierarchy
1 = higher than yours	
2 = equal to yours	
3 = lower than yours	
4 = not applicable	
	Primary Medium
1 = unplanned face to face meetings	
2 = planned face to face meetings	
3 = telephone	
4 = e-mail	
5 = instant messaging	
	Gender
1 = same	
2 = different	
	Age
1 = younger by 6 years or more	
2 = your age plus/minus 5 years	
3 = older by more than 6 years	
	Ethnicity
1 = same ethnicity	
2 = different ethnicity	

	Group
1 = within same group	
2 = outside group, within same business unit	
3 = outside business unit, within same division	
4 = outside division, within same organisation	
5 = different organisation	
	Proximity
1 = works immediately next to me	
2 = same floor	
3 = different floor	
4 = different building	
5 = different city	
6 = different country	
	Interaction
1 = never	
2 = seldom	
3 = sometimes	
4 = frequently	
5 = very frequently	
	Effort
1 = 1 hour or less per month	
2 = 2-3 hours per month	
3 = 1 hour per week	
4 = 2-3 hours per week	
5 = 1 hour or more per day	

Step 3: Identify biases in your network and resolve them

Look at the composition of your network and identify biases that may affect how you do your job.

For example, do you tend to go only to people who are accessible to you rather than to those who may have more relevant information?

Note implications these biases have for the way you do your work and actions you can take to resolve these issues.

Bias	Implication/Action

Step 4: Itemize the types of expertise you need to do your work

Identify up to eight skills or types of expertise necessary for you to do your job. For example, types of expertise can be technical, such as programming skills, administrative such as knowledge of company specific material, or managerial such as program management or leadership skills

Expertise you need to do your work

Step 5: Relate these expertise needs to your network

Transfer the types of expertise to the first row and the people in your personal network to the first column of the table below. (expand the number of rows as needed). Then indicate with a check mark which people you go to for which types of expertise in each of the rows. Finally tally the number of check marks across each row and down each column.

Name	Exp. 1	Exp. 2	Exp. 3	Exp. 4	Exp. 5	Exp. 6	Exp. 7	Exp. 8	Total
1.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									
9.									
10.									
Total									

Step 6: Determine expertise gaps or excessive reliance on one or two people

Review the scores in step 5 for each of the people in your expertise network or see if there are people you are overly dependent on, or people you do not leverage sufficiently (or possibly leverage for the wrong kind of tasks). Next, review the scores for each type of expertise. Are there types of expertise you need to further develop but do not have a set of relationships to help on this front? Finally, note implications of the expertise gaps and overdependencies to the way you do your work. Indicate what actions you can take to resolve these issues.

Expertise Gap/Overdependency	Implication/Action

Self-Reflective Network Questions

It is useful to think about how we spend our time, with whom and to get a more accurate picture of how our contact and networks are mapped. It is also useful to think about if this is consistent with the social relations we might need for personal, career or organizations purposes.

1. With whom (other than family or significant others) do you spend the most time? Why?
2. Given your career ambitions and what you want to accomplish in your life, who (not necessarily by name, but by position or location in the social space) are the most important individuals for you to build relationships with?
3. What is the structure of your network? Do you occupy many 'brokerage' positions? If so, which ones, and how have you come to occupy them? Do you have lots of 'weak ties', or connections to people who can provide you with nonredundant information? Are you central in any networks? Which ones?
4. Considering the foregoing, what might you do differently if you wanted to increase your influence and build more efficient and effective social networks?