

# Networked Leadership Diagnostic Instructions

## Introduction

A diverse network is a strong network. To be effective as a leader, your network should be made up of different types of people who play a variety of roles.

The most effective leaders deliberately cultivate and make the most of a reciprocal network of trusted relationships to help them do three things consistently well:

**Deliver:** Make work happen.

**Discover:** Give you new ideas, information and opportunities.

**Recover:** Lift your spirit, and keep you sane.

Here are nine different types of network roles that should be important to you:

Network Connection Type	Network Connection Role	Description
<b>Deliver:</b> Help you get your work done.	<b>Trusted Peers</b>	People who can do the same type of work you do. They can help share the load.
	<b>Able Enablers</b>	People who bring skills and resources that you don't have.
	<b>Savvy Advisors</b>	People who may have done it before, and / or can you broader context and savvy advice.
<b>Discover:</b> Give you new ideas, information and opportunities.	<b>Door Openers</b>	People who can connect you to new people, opportunities and possibilities.
	<b>Alt. Thinkers</b>	People who think in different ways to you, bringing fresh ideas and perspectives.
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<b>Recover:</b> Lift your spirit, and keep you sane.	<b>Wise Guides</b>	People with whom you can seek wise counsel and insight.
	<b>Good Mates</b>	People with whom you can let off steam and just kick back.
	<b>Solid Grounders</b>	People who help promote a healthy work / life balance for you.

You can learn more about each of these role types in Appendix One.

The **Networked Leadership Diagnostic** is a tool to help you diagnose your current network, and to plan and shape the network you need to be consistently effective as a leader.

# Networked Leadership Diagnostic Instructions

## Instructions

The following instructions will help you to complete the Networked Leadership Diagnostic. The easiest way to do this will be to have a printed copy of the diagnostic with you as you go through these instructions, so you have your entire work on one page by the end of this exercise. Alternatively, you can fill in the sections on this document as you go.

There is also a short section on how to build relationships in Appendix Two at the end of this document.

### 1. Identify a Goal

Your network is more effective when you have a clear purpose for it. One sensible reason for deliberately building your network is to have a clear goal that can be more effectively achieved through the assistance of others.

Identify a goal that's important for you to achieve over this timeframe. Something that you think will be easier to achieve, or you will get a better outcome from working with and through others. For example, you might be starting a new role in a new organisation, or kicking off a new project.

Write this in the box at the top of the diagnostic i.e. the section shown here:

### My 6-18 month goal:

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### 2. Map Your Current Network

#### a) 15 People

Write down the names of up to 15 people who are important to you in your professional network. For example, they can be people who:

- Give you information and resources
- Help you solve complex problems at work
- Provide you with a fresh perspective
- Provide you with developmental advice or personal support
- Come from inside or outside your organisation

Different people can play different roles in your network. There are three main types of network connection, and nine associated roles that people can play. Here's a summary of those connection types and roles:

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You can learn more about each type in Appendix One.

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Write down the names of the 15 people, and tick the boxes in the right hand columns that apply to them:

Name	Deliver			Discover			Recover		
	Trusted Peer	Able Enabler	Savvy Advisor	Door Opener	Alt. Thinker	Critical Friend	Wise Guide	Good Mate	Solid Grounder
1.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									
9.									
10.									
11.									
12.									
13.									
14.									
15.									

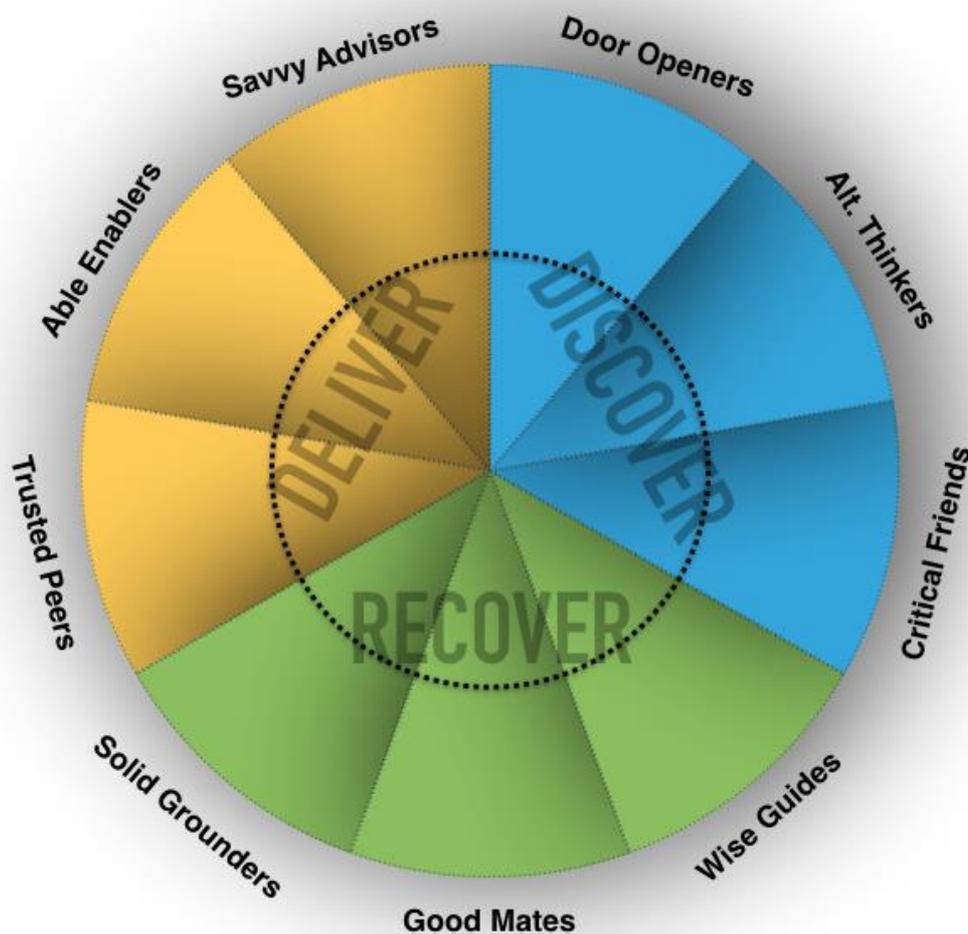
Finally, put a star (\*) next to the names of the three to five people whom you believe you have the strongest working relationships with.

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### b) Network Balance

Now map these people to the circular diagram in the top right part of the diagnostic.

Write their initials in the sections they fall into. If they fall into more than one category, put their initials in both sections. Consider the people whose names you 'starred'. The stronger the relationship, the closer to the centre. As a rule of thumb, it's good to have three to five names inside the black inner circle. These people are your 'inner circle'; your 'core' network.



Review your diagram. Where might it appear 'top heavy'? Where is it light-on?

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### 3. Map Your Future Network

With your goal from Step 1 in mind, now complete your future network state diagram. Identify the people, or types of people, you need in order to achieve your goal, and how strong a relationship you need with them.

An effective network is balanced across all three of Deliver, Discover and Recover.

- **If your current network is light on *Deliver***, you may risk being overloaded with too much work to do on your own. You may need more people around you to help you lighten the load. Consider relationships with people who do similar work to you and / or will provide an extra pair of hands or expertise when needed.
- **If your current network is light on *Discover***, you may risk missing out on discovering fresh perspectives and innovative approaches. You may need more people to help you connect to new ideas from 'left field'. They typically come from fields and / or cultures quite different from your own, so don't be afraid to connect with those you might think at first glance aren't that relevant.
- **If your current network is light on *Recover***, you may risk burning out. You may need to connect more with people who can help you stay fresh and lift your spirit. These are the people who make you feel good just by being around them. The ones you can 'download the day' with, and shoot the breeze.

Some questions to reflect on:

- Who isn't in your network that needs to be? Add these people in the relevant circle(s).
- Which existing relationships could you strengthen? For these people draw an arrow from their initials towards the centre.

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### 4. Action Planning

Finally, identify the actions you will now take to strengthen your network to help you achieve your goals:

- What relationships I could invest in and strengthen?
- Where do I need to create a new relationships?
- Is there an introduction that I can make that would benefit the people who I work with?

Add these names to the boxes in the bottom right corner of the diagnostic:

#### My actions:

Relationships to strengthen	Relationships to create	People to connect

### 5. Activate The Core

Remember those three to five people in the 'inner circle'? That's exactly what they are, and you should treat them as such. They are likely the ones who energise you the most, and the feeling is most probably reciprocal. Make sure you put a disproportionate amount of effort into maintaining those relationships.

If your 'core' is not as balanced across the three areas of Deliver, Discover and Recover as you think it should be, think about who in your existing or future network has potential to fill the gaps, and reach out to them.

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## Appendix One

### Nine Network Connection Roles

A diverse network is a strong network. Your network should be made up of different types of people who play a variety of roles for you and your work.

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### Deliver

- **Trusted Peers:** These are the people who can do the same type of work you do. They might have a similar background to you, and they definitely understand your role. They can step in and help share the load, and help you test out ideas.
- **Able Enablers:** These people bring skills and resources that you don't have. They compliment your own skills. They might be people you bring in for a specific piece of work, or people who are around you full-time.
- **Savvy Advisors:** These people 'get' what you do, and may have done it before. They can act as useful mentors to give you broader context on the issues you're facing, and savvy advice that can help cut through the complexity.

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### Discover

- **Door Openers:** Door Openers are well-connected to a range of people and opportunities that you might not otherwise have access to. They willingly broker connections for you, creating new possibilities and pathways.
- **Alt. Thinkers:** Alternative Thinkers bring a fresh, often quite different, perspective to things. They are the ones you tap into when you're looking for a completely new take on things. They'll often come from a different industry, country or culture.
- **Critical Friends:** These people are your 'truth tellers'. They'll give you the feedback that others won't. Of course, it will be in service of you seeing the bigger picture, and/or for your own development. They're valuable allies.

### Recover

- **Wise Guides:** These people help you to step back from the day-to-day and take a broader perspective on life. You might call them a mentor, or maybe a coach. They'll listen deeply, and offer wise counsel when you need it.
- **Good Mates:** These people are the ones you can simply kick back with, let off steam and have a good laugh. There's no other agenda than just enjoying each other's company.
- **Solid Grounders:** These people keep you in check and make sure you're staying true to what's most important to you in life. They might be your personal trainer, or that person who's always asking you to go see more live music!

Of course, the same people can play multiple roles in your network. The trick is to ensure that you have all nine bases covered to the degree that they serve your priorities.

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### Appendix Two

#### How To Build Relationships: Know – Like – Trust

Every great contact was once a perfect stranger. To build or strengthen relationships, use the principle of 'Know-Like-Trust'. First, someone has to know you, then they have to like you, and only then will the foundation be there for them to trust you.

Raise your 'know, like and trust' quotients by first reflecting on, and then acting on, these questions and tips:

#### Know:

What do you want people to know about you? What is interesting about your background that might be relevant to them? What story can you tell about yourself that is interesting and makes you, you?

To raise your Know quotient, it helps to have a short bio that you can provide to people, and / or a LinkedIn profile that provides some useful information.

#### Like:

People like other people whom they have some 'common ground' with, and they perceive to be helpful. The principle here is 'seek first to understand, and then to be understood'. How much do you know about the other person, and what is important to them? What do you have in common with them? What could you share with them that will help them?

To raise your Like quotient, learn to listen well, find common ground (e.g. people you know in common) and ask a lot of questions. Then follow up by sending them something (e.g. an article or link) or connecting them to someone that you know could help them.

#### Trust:

There are two kinds of trust. Both are essential:

**1. Competence.** This is about your capabilities and track record. What stories can you share about how you have made an impact in the past? What capabilities can you easily demonstrate to build trust in your competence? Find ways to demonstrate your competence in ways that is valuable to them.

**2. Character.** This is about your integrity and intent with people, and how you behave accordingly.

One of the most powerful indicators of your character is doing what you say you will do. Once you've made a connection with someone new and you've listened well, follow up with people by sending them something relevant and useful (e.g. an article or link) or connecting them to someone else that you know could help them.

Over time, share more of yourself so they get to know more about who you are and what you stand for.