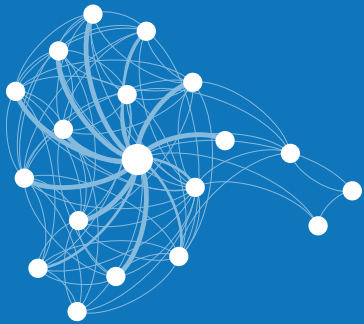


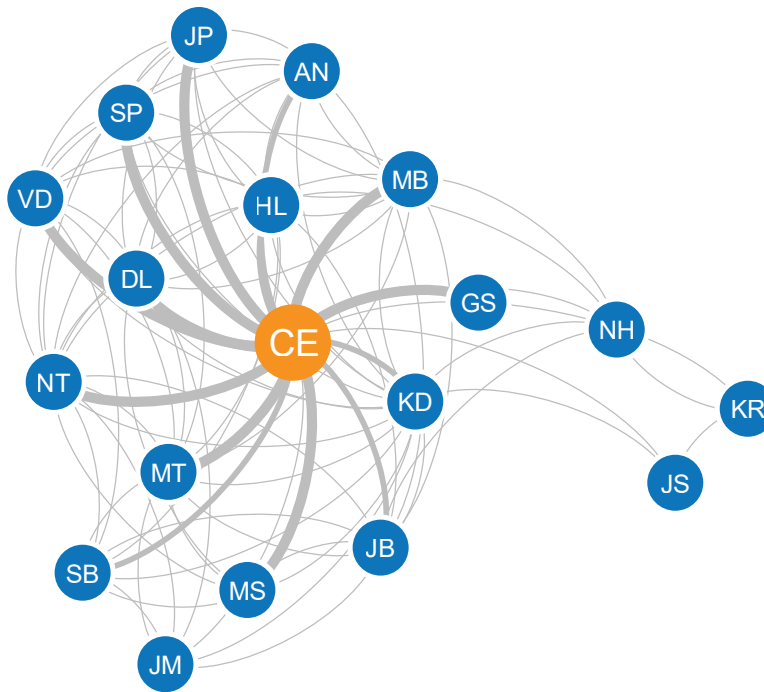
LEADER  
NETWORK  
DIAGNOSTIC



Network Analysis for

# Chris Example

# Chris Example's Network



This personalized report of your core-professional network is based on self-reported connections. Insights from this report are intended to help improve the effectiveness of your network. You should review this report in the context of your personal and professional goals. Overall, the key question is: How is your network helping you make progress on these goals?

This report has four key sections covering both the structure and the resources currently provided by your network. Each section has personalized suggestions and strategies to help you make effective and relevant improvements to your network.

## Content

Page 2 - How **Open** is Your Network?

Page 3 - How **Diverse** is Your Network?

Page 4 - How **Deep** is Your Network?

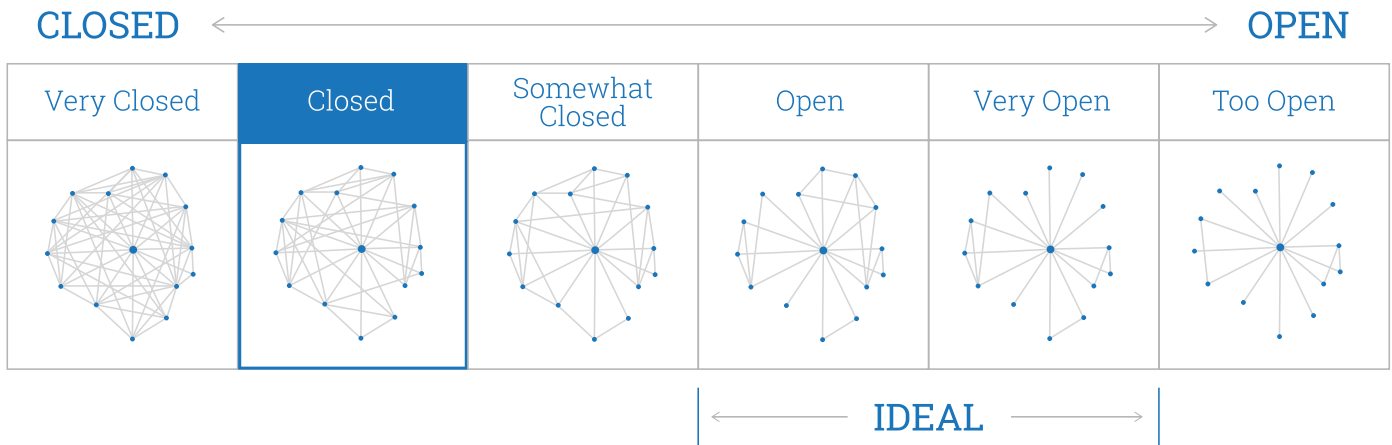
Page 5 - What **Resources** Does Your Network Provide?

Page 6 - **More** on Your Network Resources.

Page 7 - **Key Questions** to Improve Your Leadership Network

# Openness

You get value from your network when the connections in your network **aren't all connected to each other**. Each new connection is an avenue for differentiated, unique information, and the ability to make introductions in your network. In general, the more open your network is, the better. But don't fret too much if your network is more on the closed side because there can be benefits as well.



## Your Network is Closed

In a closed network, the interwoven relationships of your connections can restrict the flow of external information and opportunities, leading to group-think.



You never want to forget to nurture your important relationships, but you'll benefit from having access to people across different network boundaries. Invest time in meeting people in different parts of your industry and nurturing those relationships.



Don't rely on introductions from your core network. In a CLOSED network, this can be counter-productive. You want to meet people not connected to your core. Consider attending meetings, events, or functions hosted by other teams or departments.



Invest in one new connection. The quickest way to open up your network is to build one relationships with someone your network doesn't know already. Embrace whatever strategy for making a new connections that feel most comfortable to you.

[Open vs. Closed Networks - Vimeo.com/NetworkLeader/Open](https://vimeo.com/NetworkLeader/Open)

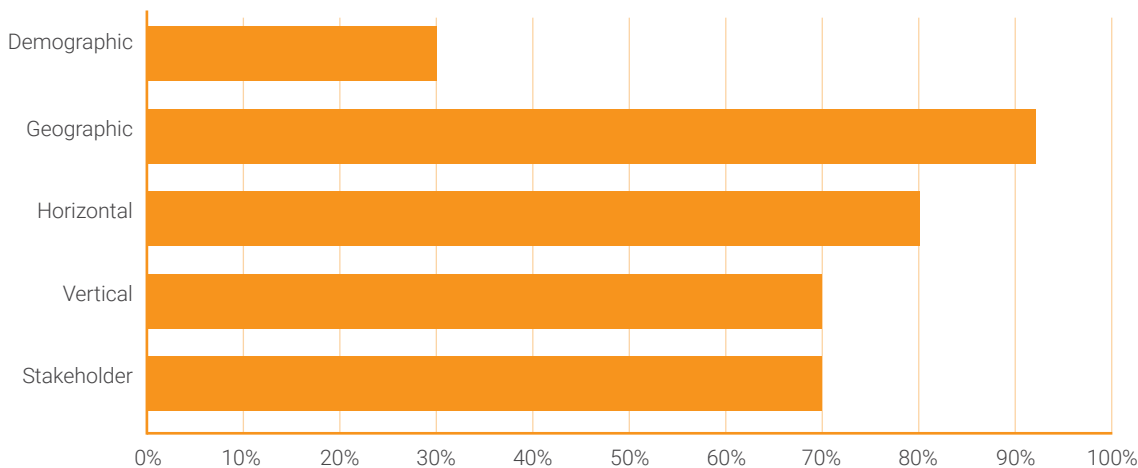


# Diversity

A diverse network provides you with **perspective and the opportunity to be challenged**. Diverse networks include connections that cross one or more of these critical professional barriers: \_\_\_\_\_

## Your Network is Mostly Diverse

Like having an open network, you have opportunities to pass along information and resources between groups. However, you need to ask if the boundaries you are crossing help you achieve your goals.



**Demographic**

Relationships with people who look and think differently than you do

**Geographic**

Relationships with key people who are not co-located with you

**Horizontal**

Relationships that cross team and functional boundaries

**Vertical**

Relationships up and down the hierarchy and power structure

**Stakeholder**

Relationships with key customers, vendors, and thought leaders outside your organization



Consider what value this diversity brings. Go through each connection, how many of them would challenge your opinion if needed or provide a different perspective? Make sure your diversity of connections is bringing unique value into your network.



Get the most value of each connection. Leverage each connection's strengths. Be thoughtful about who you reach out to for what, and periodically self-assess how well you're doing. Introduce key connections if they have perspectives that could be helpful.



Identify gaps you may still need to fill. Evaluate the different perspectives that your connections offer and determine if they help you achieve your goals. If they don't identify the team, group, etc. where you would like to connect.

Diverse Networks - [Vimeo.com/NetworkLeader/Diversity](https://vimeo.com/NetworkLeader/Diversity)



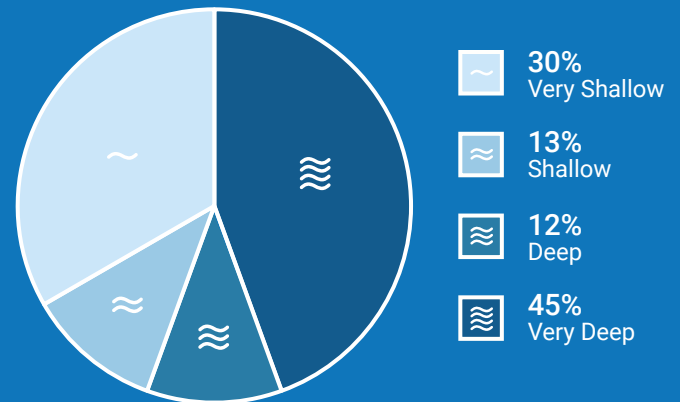
# Depth

The depth of a network is measured by how strong the relationships are. One of the major benefits of your network is to receive support from your connections when you really need it. However, this support often depends on how much you have invested in your relationships and how deep those relationships are.

## Your Network is **Balanced**

**57%** of your relationships being close or very close

A network that has a balanced depth has an equal mix of close/very close and not close/distant relationships. This is an ideal network because the mixture of ties is more likely to bring you benefits from trust and knowledge transfer, as well as novel and unique information.



Consider how depth compares to diversity. Take a closer look at your network map. Assess whether or not your strong and weak ties are spread across diverse boundaries. If they are not, identify which boundary would benefit from deeper relationships.



Build depth across different parts of your network. Look at the different resources in your network and consider whether you have at least one close tie across each part (Perform, Progress, Provide, & Prepare). Ensure your strong ties are not all invested in one group.



Ensure your network is changing. Examine your weak ties and see if they are becoming deeper or remaining the same. Make time to invest in the weak ties so that you both can get the benefits of a deeper relationship.



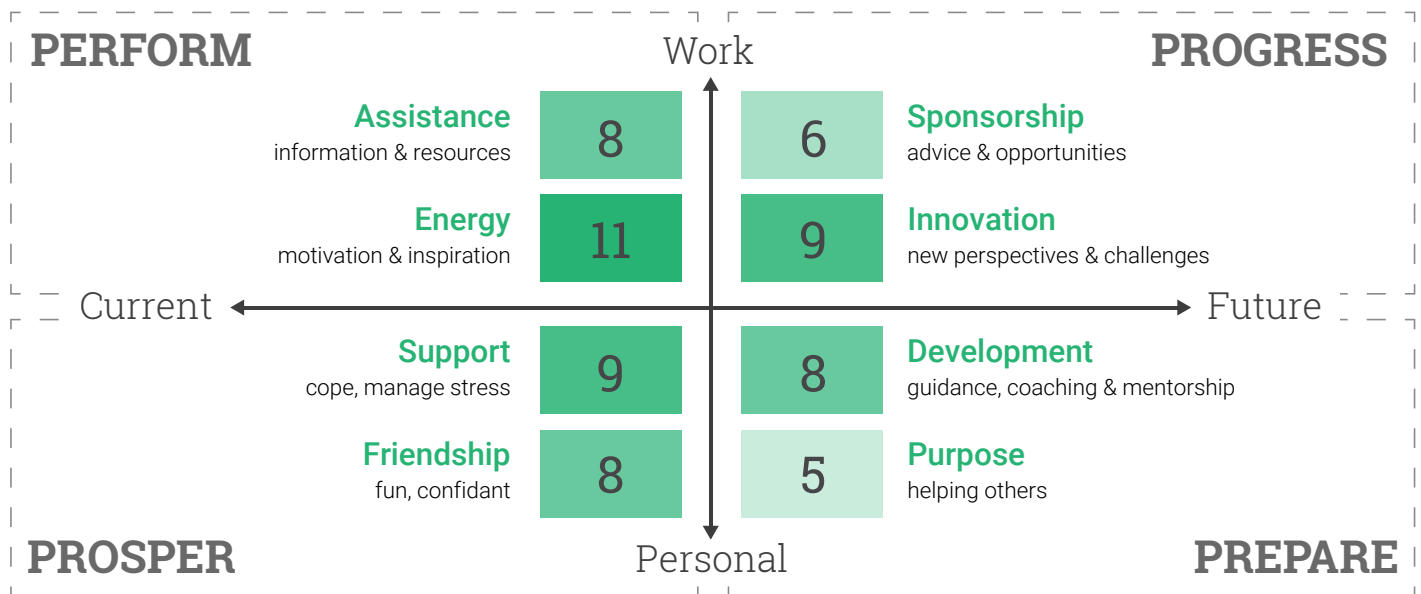
Deep Networks - [Vimeo.com/NetworkLeader/Depth](https://vimeo.com/NetworkLeader/Depth)

# Resources

Your network gives you access to resources that help you do your job and advance in your career. These resources fall into four main categories: Perform, Progress, Prosper and Prepare - and each is a critical resource for success. A strong network brings all of them together and becomes a powerful and effective professional accelerator.

 <p><b>PERFORM</b></p> <p>Lets you perform in your work by helping you get stuff done and stay energized.</p>	 <p><b>PROGRESS</b></p> <p>Helps you progress in your career to achieve your professional aspirations.</p>	 <p><b>PROSPER</b></p> <p>Helps you prosper when difficult challenges arise with support / friendship.</p>	 <p><b>PREPARE</b></p> <p>Helps you prepare for future opportunities through growth and development.</p>
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Below you'll see a data visualization of your network resources. The darker the shade of green means you have more resources in that area.



SPARSE  ABUNDANT



When you look at your resource chart check to see if your network is providing you with at least some of each of these key resources.

- What resources **are abundant** in your network? (dark green)
- What resources **are sparse** in your network? (light green)
- Which quadrants are **your strengths**?
- Which quadrants **need development**?



# Individual Resources

This section shows the specific types of resources that are abundant and sparse in your network. It also shows which connections are providing multiple benefits. Look through both your resources and connections in the context of what you are trying to achieve at work and in your career. Is this what you need for the future?



Connection	Assistance	Energy	Support	Friendship	Sponsorship	Innovation	Development	Purpose	Resource Rich Connections
Inna L	✓	✓	✓	✓	✓	✓	✓	✓	8
Greg P	✓	✓	✓	✓	✓	✓	✓		7
Michael C	✓	✓		✓	✓	✓	✓		6
Kanwal S		✓	✓	✓		✓	✓	✓	6
Ali A		✓	✓	✓			✓	✓	5
Amy Y	✓	✓	✓	✓	✓				5
Charlie F	✓	✓				✓	✓		4
Brad R	✓	✓	✓	✓					4
Chris E	✓					✓	✓	✓	4
Amy T			✓	✓	✓				3
Ryan H	✓	✓	✓						3
Nick P						✓	✓	✓	3
Ren W					✓	✓			2
Kristin K		✓	✓						2
Cathy C						✓			1
Xavier I		✓							1
Adam P									0
Trenton H									0
<b>Resource Totals</b>	<b>8</b>	<b>11</b>	<b>9</b>	<b>8</b>	<b>6</b>	<b>9</b>	<b>8</b>	<b>5</b>	

SPARSE ABUNDANT

**Your Network Resources** - [Vimeo.com/NetworkLeader/Resources](https://Vimeo.com/NetworkLeader/Resources)

# Reflection and Goal Setting

Below are the goals, reflections and insights you offered after completing the Leader Network Diagnostic (LND) and going through the report. The purpose of reflecting on your network, and setting these goals, is to put your new networking knowledge into practice and build a more intentional and effective network for the future. Keep these goals in mind as you collaborate and connect at work so you can be deliberate in how you grow and improve your network.

## Career and Team Goals

### **What are your current and upcoming challenges?**

*My current challenges include fostering effective communication and collaboration among team members from different cultural backgrounds, ensuring everyone feels included and valued. Looking ahead, I anticipate the upcoming challenge of helping my team work effectively with others across our organization as we expand our international presence, while also promoting a cohesive team culture across borders.*

### **What do you want to achieve for yourself – for example – for your career?**

*My primary career goal is to build a reputation as a capable and inclusive leader who enables the execution of a high-performing teams. I want to continuously developing my managerial capabilities for future career advancement opportunities.*

### **What do you want to achieve for others – for example – for your team and your organization?**

*Ultimately, I want to contribute to the company's growth and success. I want to help members of my team not only perform, but thrive in our organization.*





## Insights and Reflection

### How is your current network helping or hindering your ability to make progress on your goals?

*As a mid-level manager with a globally diverse team, my current network has been instrumental in providing valuable insights and support. My connections with colleagues globally have helped me achieve my quarterly goals, mentors offered guidance and expertise to navigate my recent career transition. I do need to build deeper connections with my counterparts in different functional areas to enhance my ability to make progress on my goals.*



## Network Development Goals

After taking stock of your challenges and creating some goals around yourself and others, you chose three areas of your network to focus on improving. Below you'll find those three choices and the changes you wanted to make to bring those goals to life. These should be your guiding light as you improve and intentionally pivot your network to something more effective for your future.

**My network was closed, I want to open up my core professional network.**

### Your Plan

*I am going to set up "get to know you meetings" with key stakeholders in different areas of the business. These individuals are not connected to my current contacts and will help me open up my networks and will be new, diverse sources of information.*

---

### Personalized Network Actions

- **Define the ideal person to build a connection with.** Think about what person, real or imagined, outside of your current network that may help your career or expose you to new information or opportunities. What expertise or new perspective should they have or what team or function should they be in?
- **Don't neglect your important ties.** While trying to open up your network, don't neglect the important relationships you do have. Make note of the key connections that are critical to your success. Make space each week for them.

**My network is not providing enough assistance and energy. I need more resources to perform at my best.**

### Your Plan

*I am going to reconnect with two colleagues who always motivated and inspired me in the past. These individuals can provide much needed energy to spark my passion for work again.*

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### Personalized Network Actions

- **Use a guide.** Get a list of key people (and introductions if possible) from the previous person(s) who was successful in the challenges you identified. This guide provides a shortcut to identifying the key experts. Identify this guide.

**My network is small (it was a struggle to list five contacts). I need to expand my network.**

### Your Plan

*Being relatively new in my position, I need to build my network. I'm going to ask colleagues I have met for recommendations for others in the organization that I should meet. Crowdsourcing new potential connections will be a helpful way to quickly grow my network with the best and brightest people in my company and the industry.*

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### Personalized Network Actions

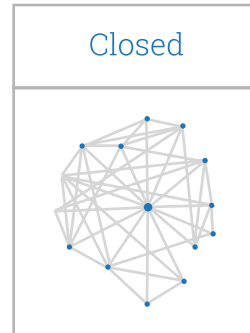
- **Make small gestures of gratitude.** Thanking people for helping you is one of the best ways to build social capital with those around you. Create space in your calendar each week to provide positive feedback or thank someone for helping you or your team.
- **Tap into your latent network.** Your past connections can be a great source of insights and support. Call one person you know well from your past and reconnect with them.

# Professional Network Changes

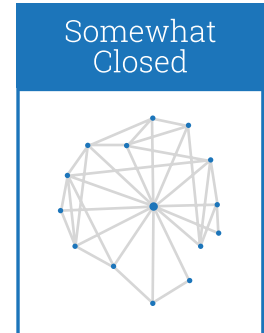
## Openness

Open networks provide more unique ideas, a wider range of opportunities and access to more novel information. Moving toward a more open network is typically the best way to see immediate improvements and build a more future oriented and effective network.

Previous Network



Current Network



## Diversity

The value of your network grows when people in your network are different from you, and different from each other. The greater the variation, the more diverse your network. These diverse connections provide you with perspectives and insights you would not gain on your own.

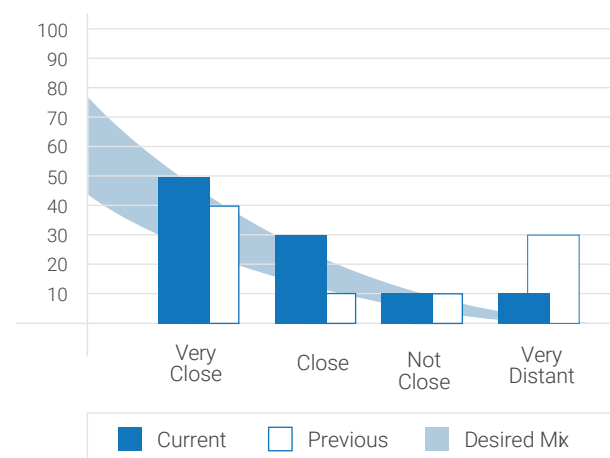
Compare your current and previous results to get an idea of the changes happening in the diversity of your network.

	Previous		Current
Demographic	30%	↑	50%
Geographic	50%	↑	70%
Horizontal	20%	=	20%
Vertical	70%	↓	50%
Stakeholder	10%	↓	5%

Descriptions of the diversity boundaries on page 4

## Depth

The usefulness of your network is solidified when you receive help and support when you really need it—which requires a deep network. However an ideal network has a mixture of ties which is more likely to bring you benefits from trust and knowledge transfer, as well as novel and unique information.





# Professional Network Changes


## Resources


An effective professional network will include people who enable your success in a variety of ways. Some provide resources needed to address current challenges, some contribute to future success. Resources may be clearly related to your current work; others may be more expansive, contributing to personal development and well-being.

Typically, network resources fall into four categories: Perform, Progress, Prosper, and Prepare. Below you'll see how those categories have shifted since your last network diagnostic.

 <b>PERFORM</b>   Current / Work			
Network Resource	Previous Level	Current Level	Percent Change
<b>Assistance</b> Information and Resources	8	↑ 10	<b>+25%</b>
<b>Energy</b> Motivation and Inspiration	11	↑ 12	<b>+9%</b>

 <b>PROGRESS</b>   Future / Work			
Network Resource	Previous Level	Current Level	Percent Change
<b>Sponsorship</b> Advice and Opportunities	6	= 6	<b>0%</b>
<b>Innovation</b> New Perspectives and Challenges	9	↓ 7	<b>-22%</b>

 <b>PROSPER</b>   Current / Personal			
Network Resource	Previous Level	Current Level	Percent Change
<b>Support</b> Cope and Manage Stress	9	↑ 11	<b>+22%</b>
<b>Friendship</b> Fun, Confidante	8	= 8	<b>0%</b>

 <b>PREPARE</b>   Future / Personal			
Network Resource	Previous Level	Current Level	Percent Change
<b>Development</b> Guidance, Coaching and Mentoring	8	↓ 6	<b>-25%</b>
<b>Purpose</b> Helping Others	5	↓ 4	<b>-20%</b>