



Your Personal Network Report

Developing your network for success

Information

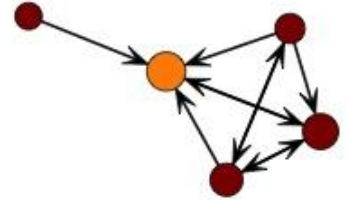
Networking is an important part of how people develop and leverage networks at work. We have developed an educational exercise to help people reflect on their social networks in work or academic contexts. We are reaching out to share this teaching exercise with you.

Participants in this exercise will fill out an online questionnaire about their social networks (around **9-15 minutes** to complete). They will then be emailed a Personalized Networking Report based on their responses about their connections. We have designed the Personalized Networking Reports to help people reflect on properties of their social network, how it may compare to the networks of others, and how they could develop it in the future.

This teaching exercise is an optional activity for the course. You are not required to complete the exercise, and the exercise will not affect your grade or evaluation in the course in any way. Your responses for the questionnaire will be used to generate your personalized networking report. The information you provide will be used as a part of research evaluating the effectiveness of the Personalized Network Reports as a teaching exercise, and how users engage with this tool.

If you are interested in completing this exercise, please follow the link on the next slide. This link will take you to a consent form, which will contain more detail on what the exercise entails and gives you the option to participate or not.

Steps to Explore Your Network



- (1) Fill out the **report generation questionnaire (9-15 minutes)**:

bit.ly/personalreport2

Consent to sharing your data

Select “IEMS/COMM/CS” as your class on the second page

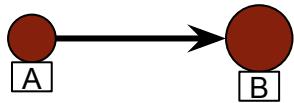
- (2) Receive your report at the email you provide, later during class
- (3) We will discuss results and debrief at the end of class

Interpreting the Report

Look for an email from personalnetworkreport@gmail.com

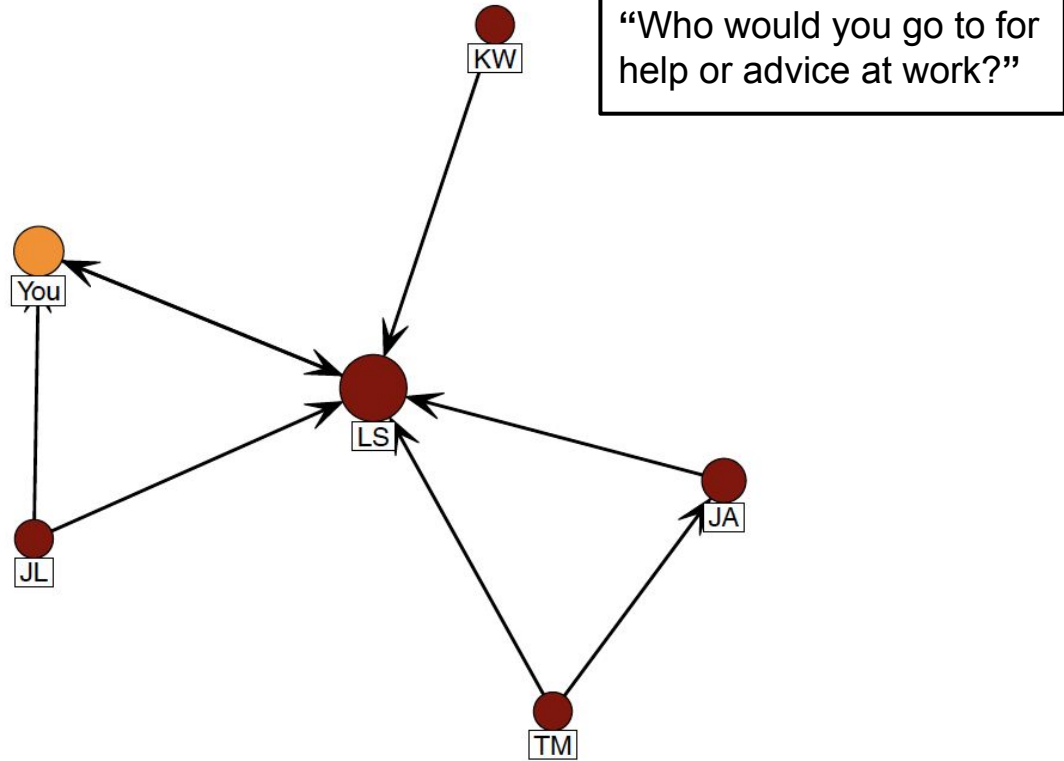
Let us know if you may have mistyped your email, or encounter another issue.

Advice Network



E.g., “A seeks advice from B”

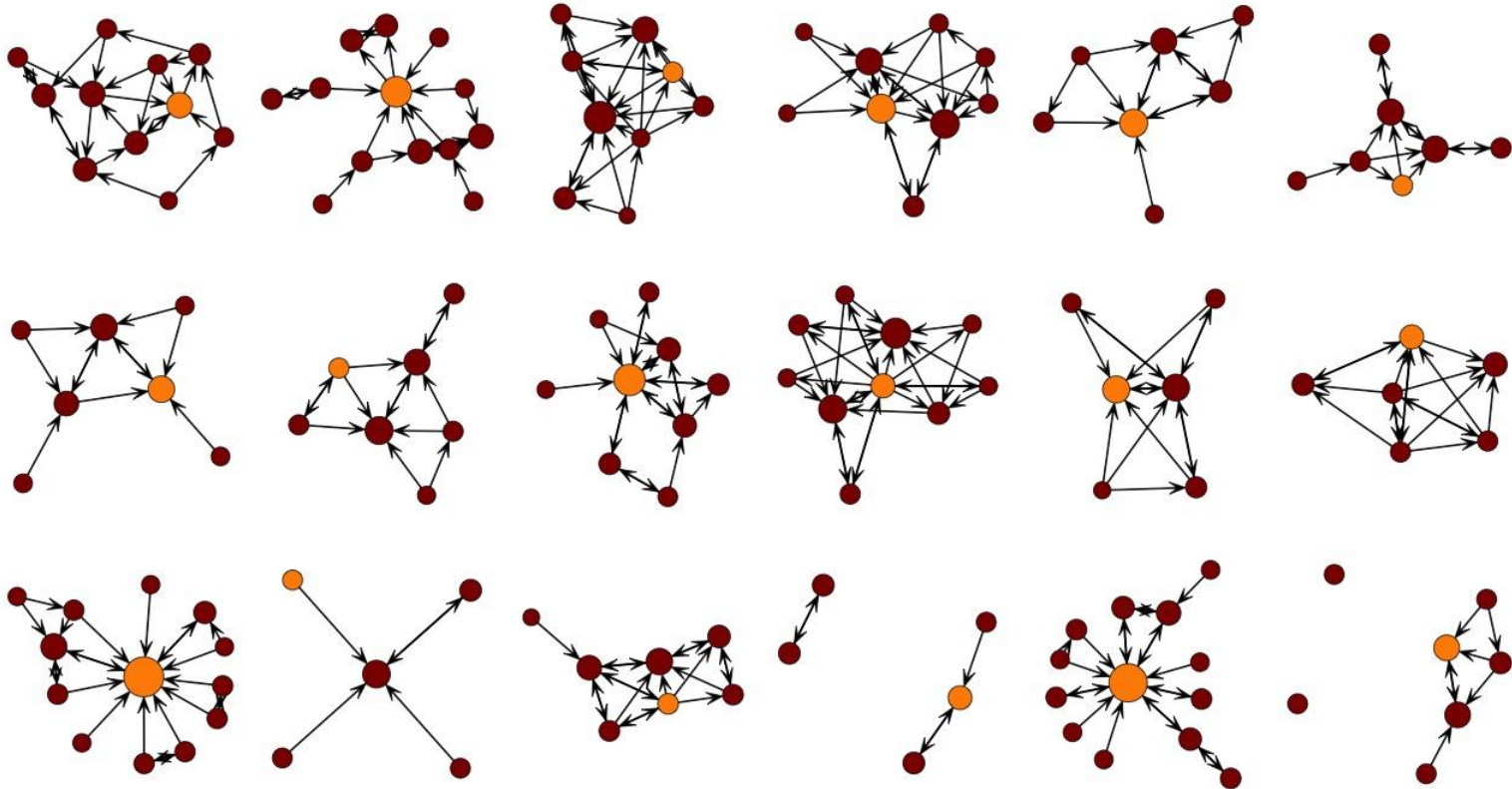
Size represents incoming ties



(Krackhardt, 1987; Krackhardt & Hansen, 1993; Krackhardt & Kilduff, 1999)

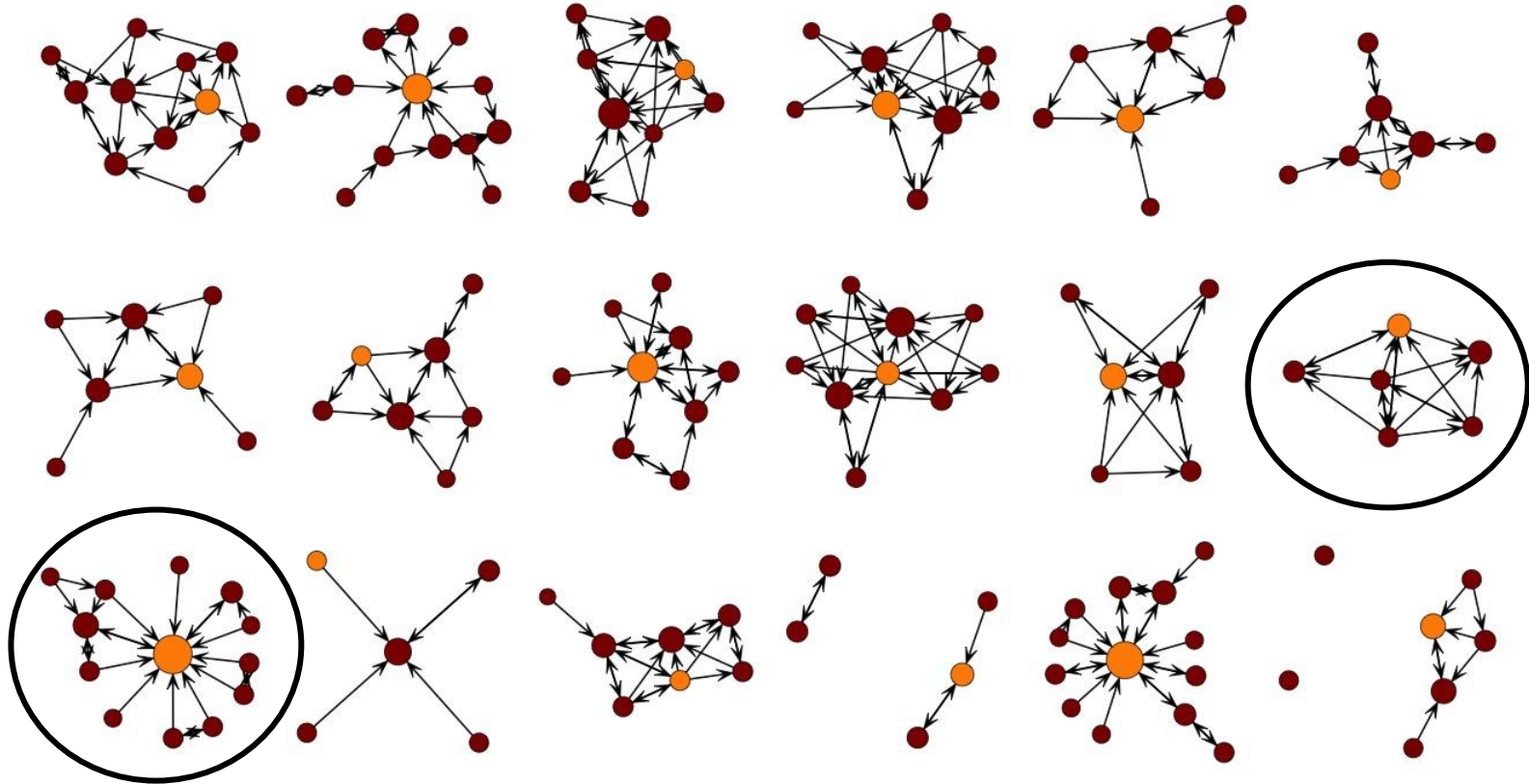
Your **Advice** Networks: How do you compare to your peers?

“Who would you go to for
help or **advice** at work?”



Your **Advice** Networks: How do you compare to your peers?

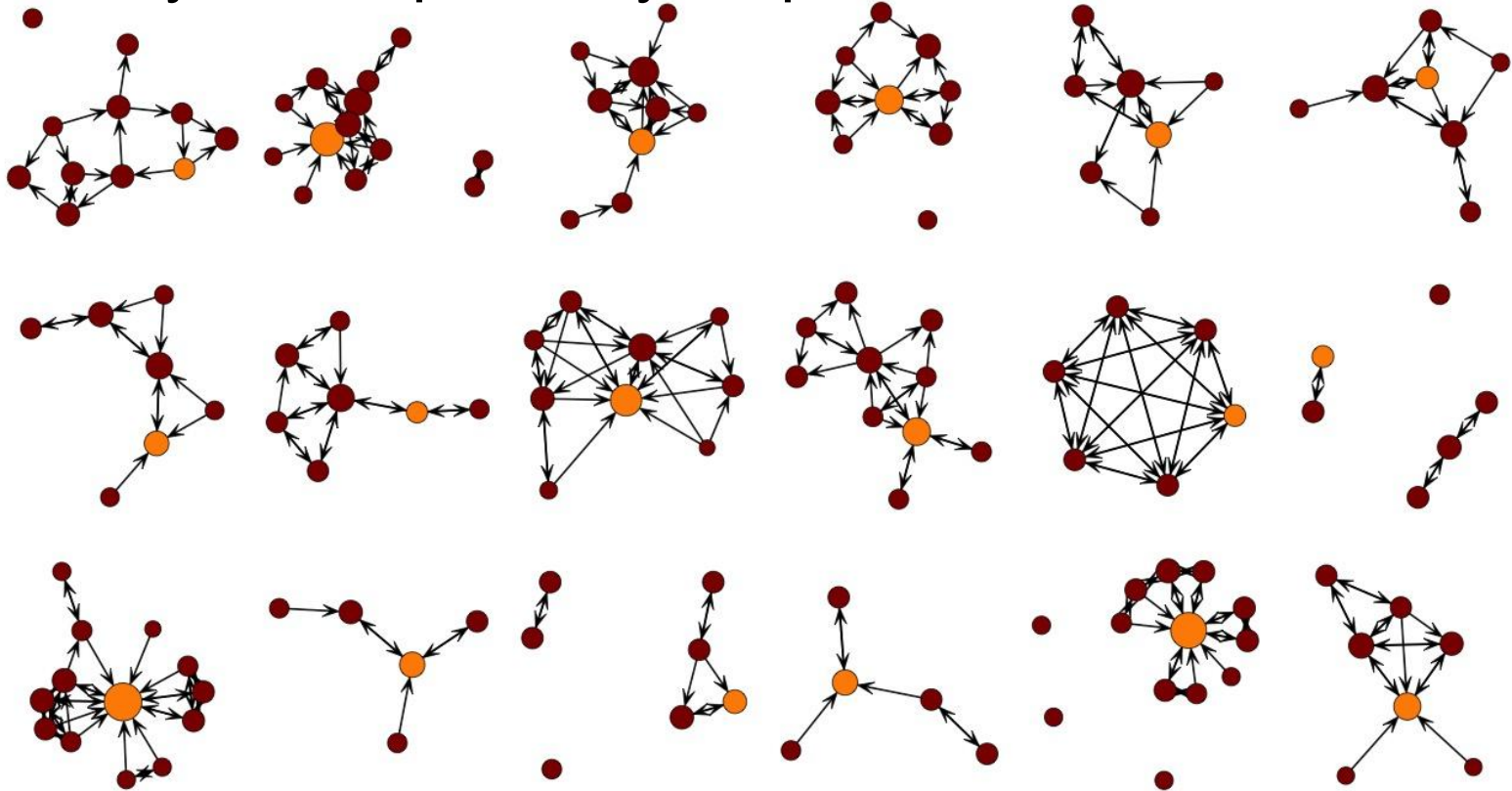
“Who would you go to for
help or **advice** at work?”



Your **Friendship** Networks:

How do you compare to your peers?

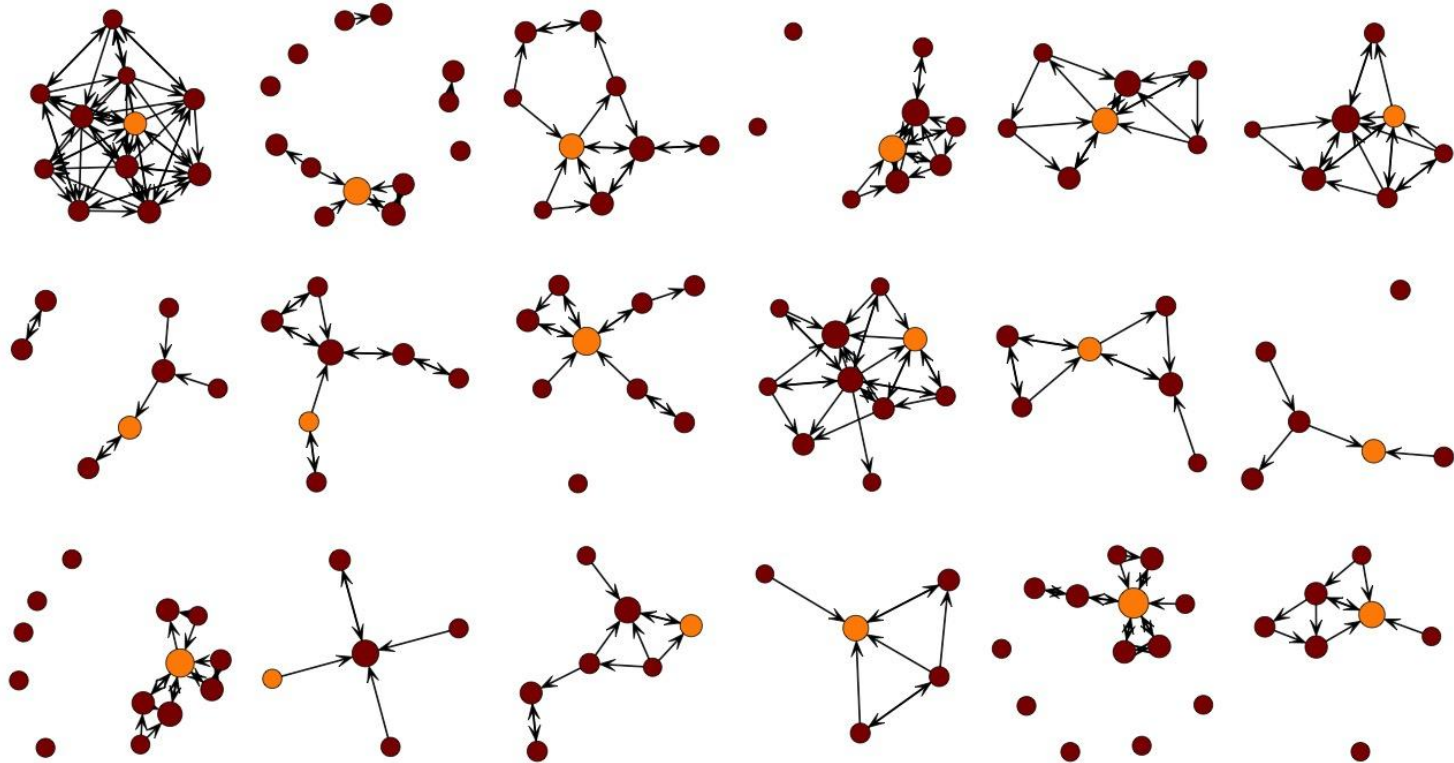
“Who would you consider to be a **personal friend**?”



Your **Trust** Networks:

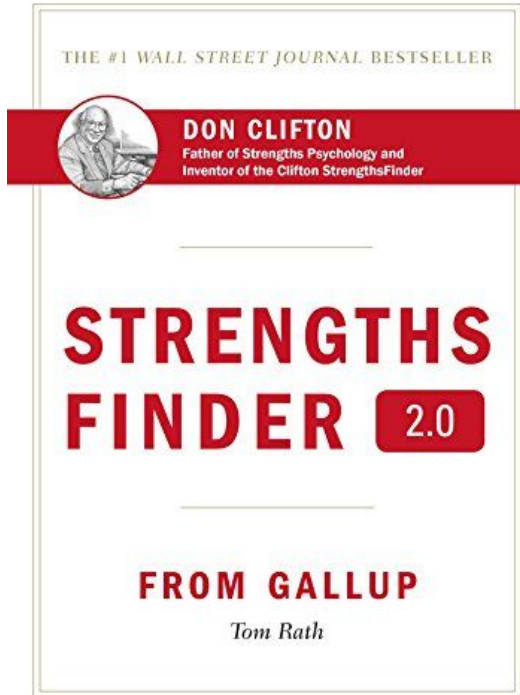
How do you compare to your peers?

“Who would you **trust to keep in confidence** your concerns about a work-related issue?”



Address weaknesses, but capitalize on your strengths!

e.g.,



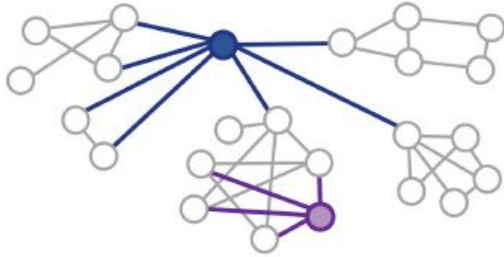
People have some of 34 “**signature strengths**” as part of their personality.

Network Signatures - Your connections' ability to help you succeed

Ideation Signature

Focus: Individual

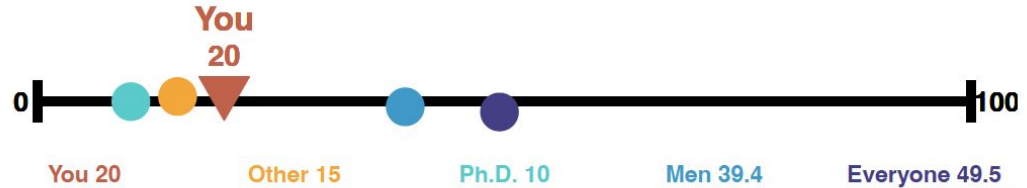
Predicts: Which employees will produce good ideas



Blue shows *low constraint*: They communicate with people in several other networks besides his own, which makes them more likely to get novel information that will lead to good ideas. Purple, who communicates only with a couple people, is less likely to generate ideas, even though they may be individually creative.

Here is how your network connections help you score on Ideation, relative to others:

Your score on Ideation:



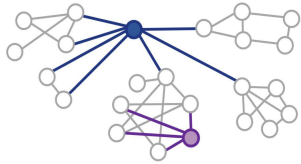
What does it mean for you? A high score indicates that you are well-positioned to be an idea generator in your context because of the novel information you are likely to access. Leverage your ties with other people to generate creative ideas.

How do you improve? If you would like to improve how your network helps you come up with new ideas, you must reach out to people who are **not** directly connected to your other contacts. Reach out to co-workers by participating in inter-team gatherings and social events. When brainstorming new ideas, communicate with members who are from diverse areas of the organization to generate creative ideas and new perspectives.

Ideation Signature

Focus: Individual

Predicts: Which employees will produce good ideas



Blue shows *low constraint*: They communicate with people in several other networks besides their own, which makes them more likely to get novel information that will lead to good ideas. Purple, who communicates only with a couple people, is less likely to generate ideas, even though they may be individually creative.

Influence Signature

Focus: Individual

Predicts: Which employees will change others' behavior

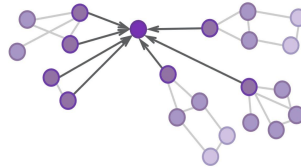


Though they connect to only two people, red is more influential than orange because red's connections are better connected. Red shows *higher aggregate prominence*. Orange may spread ideas faster, but red can spread ideas further because their connections are more influential.

Pulse-Taking Signature

Focus: Individual

Predicts: Who can assess the overall opinions of the organization



The central purple node is high in ability as a *pulse-taker*. They receive many incoming ties directed to them, and, overall, are central to the network – the ties they receive originate from many different parts of the company.

Mobilization Signature

Focus: Individual

Predicts: Who can help coordinate and promote collective action

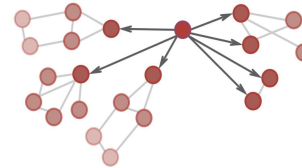


The blue node has high *mobilization*. They have many contacts that are all connected to one another. Therefore, they can better inspire collective action amongst them. In contrast, the red node is low in mobilization – their connections are not, themselves, connected to one another. Therefore, she may experience difficult coordinating amongst them.

Disseminator Signature

Focus: Individual

Predicts: Who can affect the opinions of others in the organization

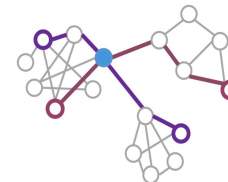


The central red node is high in ability as a *disseminator*. They send many outgoing ties, directed towards others, and overall are central to the network – the ties they send are directed towards many different parts of the company.

Bridge Signature

Focus: Individual

Predicts: Who is integral in connecting different parts of the company



The blue node is high in ability as a *bridge*. They have social connections, running through them, that link other employees to parts of the network they otherwise are not connected to. For example, they are on the shortest path of links connecting the two nodes that are highlighted in red and the two nodes that are highlighted in purple.

(Leonardi &
Contractor,
2018)

Diversity

Diverse connections can provide you with new perspectives and ideas, or access to new information. It is always great to broaden your network.

**Homophilous teams perform ok,
but diverse teams have greater potential for
success.**

(Barabasi, 2018)

Diversity in your network

To be effective, it is helpful to have access to the thoughts and feedback of others from a variety of different backgrounds and perspectives. Yet, in practice, people tend naturally towards forming connections on the basis of **homophily** - people who share attributes in common with themselves.

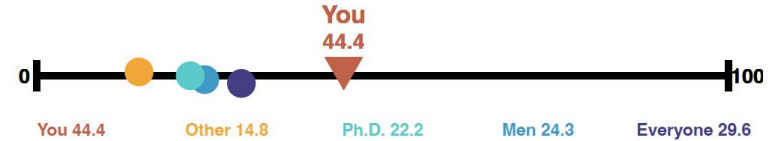
Below, we will summarize how the diversity of your network connections - on the basis of gender, race, and age - compares to the diversity of other questionnaire respondents. We examine whether you go to people different for you as a source of help or advice.

Your connections' score on Gender Diversity:



Congratulations, you scored in the top 5% of people at Gender Diversity.

Your connections' score on Race Diversity:



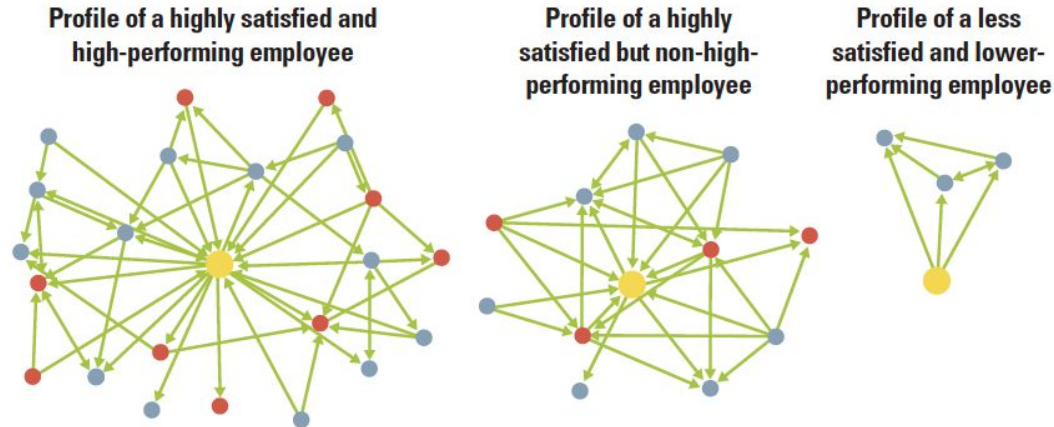
Congratulations, you scored in the top 5% of people at Race Diversity.

Your connections' score on Age Diversity:



Congratulations, you scored in the top 5% of people at Age Diversity.

E.g. Amir's Network - **Narrow Connections**



- Optimize the flow of good ideas across functions, distance, and technical specialty
- Drive engagement and performance
 - Create energizing ties across employees – the ability to do this is linked with employee performance and satisfaction
 - Bring in external sources – expand the richness of your network

(Cross & Prusack, 2002)

Social Resources Table

Key Social Resources:



Trust



Advice



Friendship



Energy



Purpose

The table below describes which of your connections provide you with each of these resources. For each resource, the number “1” indicates that the coworker named in that row provides you the resources listed in that column, i.e., “1” means that you receive the resource from that connection. Otherwise, a dash indicates that the connection does not provide you with that benefit.

The bottom row, named “**Resource Availability**”, contains a score for each network resource, which measures the extent to which the resources is available from your connections. A high score (near 100) indicates that you receive the resource from many others in your network, while a low score (near 0) indicates you receive that benefit from only a few individuals. Having each of these network resources available is critical for you to thrive and perform effectively.

It is important to consider how reliant we are upon specific people. The far right column, labeled “**Personal Reliance**” measures how reliant you are on the individuals in each it. It captures how difficult it would be, if you lost the ability to rely on this person, to find substitutes for the network resources they are providing you. Higher scores indicate that you would have more difficulty if that person was not available. A high score (near 100) corresponds to a someone in your network who provides you benefits that others do not. This makes that person irreplaceable. A low score (near 0) means a person does not provide non-replaceable benefits at all.

	Trust	Advice	Friendship	Energy	Purpose	Personal Reliance
LS	1	1	0	1	1	70
KW	0	1	0	1	0	20
JA	0	1	0	0	0	5
TM	0	1	0	0	0	5
JL	0	1	0	1	0	20
Resource Availability	20	100	-	60	20	

Key Social Resources:



Trust



Advice



Friendship



Energy



Purpose

Resource Availability:

How plentiful this resource is amongst the different connections in your network.

Social Resources Table

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Resource Availability	20	100	-	60	20	

Social Resources Table

Key Social Resources:



Trust



Advice



Friendship



Energy



Purpose

Personal Reliance:

How dependent you are on a specific person for these network resources

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Resource Availability	20	100	-	60	20	

E.g. Stacy's Social Resources - Overwhelmed Contact

Stacy's Social Resource Table

	Trust	Advice	Friendship	Energy	Purpose	Personal Re
person 1	1	1	1	1	0	75
person 2	0	0	0	0	0	0
person 3	0	0	0	0	0	0
person 4	1	0	0	0	1	35
Resource Availability	50	25	25	25	25	

Stacy is overly reliant on Person 1 to provide a sense of purpose and energizing communication.

Over-reliance on one person can be taxing for this person. In addition, Stacy may find these resources difficult to replace if Person 1 is unavailable or leaves her company.

(Cross et al., 2016)

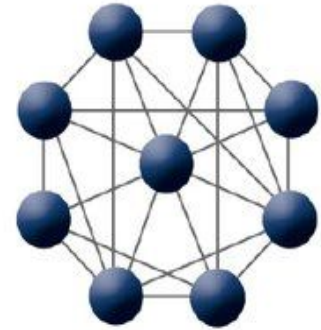
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person 3	0	0	0	0	0	0
person 4	1	0	0	0	1	35
Resource Availability	50	25	25	25	25	

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Over-reliance on one person can be taxing for this person. In addition, Stacy may find these resources difficult to replace if Person 1 is unavailable or leaves her company.



- Redesign and restructure connections
- Reciprocity is key!
- Empower team members to say no
- Define and respect roles and responsibilities

(Cross et al., 2016)

Debrief

Take the next **5 minutes** to look through your personal report file.

What do you want to change about your network?

Examples:

	Goal	Strategy	Action Items
Long-Term	Build leadership skills and lead a team with ~12 people	Build a broader set of connections	<ul style="list-style-type: none">• Take the initiative to introduce myself in the networking event• Stay connected with my current contacts and leverage them to make new connections
Long-Term	Help transform the lives and career trajectories of minorities across race and space	Diversify my network in terms of racial groups	<ul style="list-style-type: none">• Organize Diversity and Inclusion program to provide a venue to know more people in need• Proactively reach out to those who aren't working in my area on LinkedIn
Near-Term	Obtain a summer research internship opportunity	Grow my Advice network	<ul style="list-style-type: none">• Schedule a meeting with my professor to discuss his/her research and any opportunities to get involved
Near-Term	Become a source of positive energy for my peers	Reciprocate my Energy ties	<ul style="list-style-type: none">• Make a more conscious effort to give as much as I take, when it comes to my energy-providing peers

What do you want to change about your network?

Breakout Activity (10 minutes)

Work with one or two people nearby you.

Talk through:

What do you want to improve or leverage better in your network? Why?

What is a concrete next step you want to take towards this end? Why?

What are you strong at? How can you take advantage of this strength?

How can you work to develop or strengthen your network?



Thanks