MODULE OVERVIEW

Build your network before you need it

Adaptive module | ~20 min

Around 70% of professional opportunities come through networks, but many people only activate theirs when they need it, which is too late. The module covers three separate networks, from Ibarra and Hunter (Harvard Business Review): operational for the present, strategic for the future, and personal development for oneself. Each comes with its own mapping questions and way of giving, and managers find their role in opening doors for their team.

LEARNING OBJECTIVES

01 Distinguish the three networks to build (operational, strategic, and personal development) and the purpose of each.

02 Map each of your networks with the key questions, and reconnect with relationships that have faded before you need them.

03 Maintain your relationships circle by circle, cultivating the weak ties that open the most doors.

04 Give before you ask, in a way that fits each network, and stay the same person in every context.

WHO IT'S FOR

Professionals who want a network that supports their work and career, and managers who open it to their team.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- The three networks (operational, strategic, personal development) – Ibarra & Hunter, Harvard Business Review (2007)
- The strength of weak ties – Mark Granovetter (1973)
- Givers vs. takers – Adam Grant, "Give and Take" (2013)
- Dunbar's number: ~150 stable relationships – Robin Dunbar

SOURCES & REFERENCES

- LinkedIn / Science study (researchers from LinkedIn, MIT, and Stanford) – about 20 million users, confirming the role of weak ties on a large scale
- Herminia Ibarra & Mark Hunter – "How Leaders Create and Use Networks," Harvard Business Review (January 2007)
- Lou Adler (2016): 85% of key positions filled through networking; LinkedIn (2017): 70% of hires already had a contact at the company
- Mark Granovetter – "The Strength of Weak Ties" (1973)

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