



INITIATE:
Surge Early with Outreach to a
Broad, Cross-Boundary Network

THE IDEA

Integrate Rapidly By Pursuing a Broad Network



A narrow approach to building a network often undercuts success by missing connections critical to execution.

People with broad, boundary spanning networks enjoy high performance, better pay, rapid promotion and job mobility.

- Build relationships across functions, expertise, locations and capabilities.
- Connect with people in ways tailored to their role and needs.
- This helps you gain a full view of the people, the work and the challenges in your new context.

IN THE FIRST 60-90 DAYS ...



Prioritize building a broad-based network across five categories to dramatically increase your odds of success:

Meet with **internal or external customers or clients** as well as **key stakeholders and groups who are impacted by what you do** (e.g., a sales force adopting your new app, long-standing suppliers, technical experts) to understand their specific needs and broad context.

Get to know **colleagues in functional and corporate roles**, such as marketing, facilities and human resources to smooth the execution of work when needed.

IN THE FIRST 60-90 DAYS ...



Seek a 1:1 with **formal leaders** to learn their goals, motivations and interests, and understand the business and political context.

Engage personally with **team members and direct reports** to begin to build trust and gain knowledge of their work load, aspirations and expertise.

Establish yourself with **peers** as a collaborator, sounding board and resource.

TAKE ACTION

Build a Broad Network



- **Review the five categories and consider where you need to initiate relationships.** List names of people you need to meet or groups to engage. Use this list to set meetings or ask for introductions.
- **Ask your new manager for a list of people that you should build relationships with.** Do this quickly—even before you start the job.
- **Ask for referrals to people you should know and are important to your work.** When you meet with people, always ask *who else* you should speak with.