



REFINE:  
Refresh Enterprise and External Networks  
for Long-Term Performance and Growth

## THE IDEA

# Adapt Your Network as Demands Change



Often people settle into the network they first establish in a new role.

They focus on people in their group or colleagues they work with every day rather than initiating and rejuvenating connections needed for long-term success.

- People who cultivate and adapt networks to meet shifting demands and emerging opportunities are stronger performers.
- They are likely to stay upwardly mobile through network leverage.
- At regular intervals and in moments of change, assess and adjust your network.

# INVEST IN 4 TYPES OF NETWORK TIES



## **Connections for Emergent Ideas, Creativity and Innovation.**

Network ties across expertise domains, functions, clients, cultures or social groups allow you to gain a richer understanding of a problem and see solutions or opportunities more broadly than is possible with a more insular network.

**Connections for Expertise, Depth and Best Practice.** These ties improve, extend or maintain your expertise; introduce new work practices; and improve efficiency. Look to others doing similar kinds of work but in different contexts (other geography, function, division or company).

# INVEST IN 4 TYPES OF NETWORK TIES



## **Connections for Professional Growth and Career**

**Development.** A mix of new people and established ties help you learn and develop through experience. Rely on them to give you feedback and advice on performance and deliverables, team effectiveness, leadership capabilities and future direction.

**Connections for Political Support and Influence.** Ties with key stakeholders are critical for implementation and driving results. Formal leaders have resources, voice, influence and perspective. Informal influencers lend energy, legitimacy and support to your efforts.

## TAKE ACTION

## INITIATE AND REJUVENATE TIES



- **Periodically review your network via the four categories:** ties for innovation, expertise, professional growth and political landscape.
- **Clarify a key goal or assignment for the next 6 months and update your network accordingly.** Who do you know that may be helpful to you? Where do you have weak or no ties, but need them?
- **Write down 1 or 2 people or groups to meet or reconnect with and a next step** (e.g., ask to lunch, seek an introduction, attend professional meeting, request a mentor).