



The Business School
for the World®

Networking in our New Reality

Noah Askin

Assistant Professor of Organisational Behaviour

noah.askin@insead.edu

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What I hope you leave with today



1. Habit formation and goals are essential
2. You must do your homework
3. Get weak ties to come to you → Host “Office Hours”
4. Build your Personal Board of Directors

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Why network? Your personal capital

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Social Capital
Connections (and Disconnections)
Among People You Know



Human Capital
Knowledge and Skills

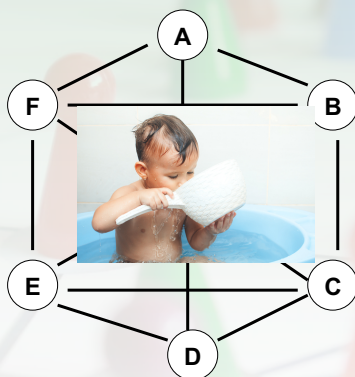
Your career

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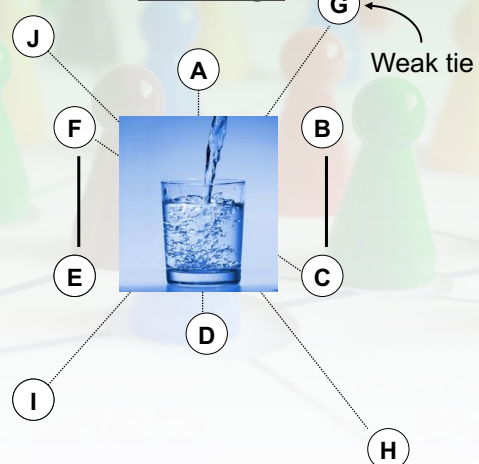
Origins of social capital: Network properties

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Closure



Brokerage



Brokerage: bridging two (or more) unconnected groups or individuals

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Developing Your Network...Remotely

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But I'm not good at that / It feels gross / I hate networkers

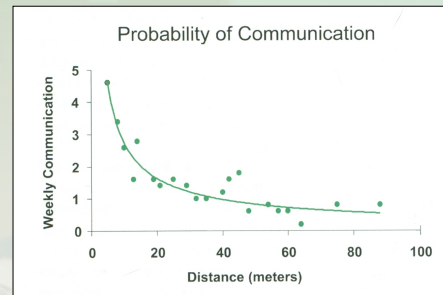


Personality Trait/ Behaviour	Making or strengthening ties?	Value exchange (give <i>and</i> take)
Extraversion	+	—
Agreeableness & Conscientiousness	—	+
Openness	+	+
Networking	+	—
Relationship building	+	+

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Reminder: our biases

- **Similarity** (homophily)
- **Proximity** (ease)
- **Inertia** → We repeat interactions and communications with the same people



It was *possible* to overcome these in an office environment.
But in a post-COVID world...
WHAT DO YOU DO NOW?

Source: Allen and Henn, 2007. *The Organization and Architecture of Innovation*, p. 57

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Networking: Forming new habits



**“Net*work*ing is 1%
inspiration and 99%
hard *work*”**

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Forming new habits → Have a plan



1. Determine **goals** → Where do you want to be in the next 1-3 years?
 - Check in with yourself and update regularly
2. **Track**/log your behavior → Use a “To Do” app
 - Make sure you can set reminders, keep notes, etc (I use Wunderlist)
 - Create one “To Do” list called “Contacts”
 - “Practice” **regularly**
3. Figure out the **who**
 - Max of 50-100 **medium** and **weak** ties to cultivate over the next 1-2 years
 - Get **warm intros** if there’s someone (unknown) you **need** on your list
 - Sort into “B’s” (medium ties to contact 3-4x/year) & “C’s” (weak ties to contact 1-2x/year)
 - Start “pinging” ~2-3 people per week: keep it short, sweet, informative, and friendly

Inspired by / adapted from Keith Ferrazzi's “Never Eat Alone.”

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Networking habit-building: Tips & reminders



- **The 80/20 rule:** 80% of networking is simply being in touch regularly
- Don’t be afraid to take “long shots” if someone’s interesting to you
 - In general, recognize that some people won’t respond—that’s OK (< 5% for cold “calls”)
- **Whatever you do, do your homework!**
 - Why should someone respond to you? What’s your story?
- **Behavior first, attitude will follow** → repetition > willpower
 - Be kind to yourself: small changes add up over time!
- To get connected, make connections (i.e., use **reciprocity**)

Speaking of
giving and
reciprocity...

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Get weak ties to come to you: Office Hours



Noah Askin
Assistant Professor at INSEAD
2mo • Edited •

I've decided to hold (virtual) office hours!

They're *open to anyone* who wants 15-30 minutes to chat. Sign up for a Zoom meeting via the link below.

Why am I doing this?

Well, if you've ever taken a class with me, you know how I feel about networking & relationship building. But more than that, I've been feeling a bit like a non-contributing member of society during this lockdown, and wanted to figure a way to give something (small) of value...at this point, that amounts to my time and knowledge.

Plus, with two kids under 3, short blocks of time is about all I can piece together for work-related activities. Might as well do something socially stimulating.

So...want to discuss/ask something about organizations, networks/networking, creativity, music, management, getting a PhD or MBA, your career, my product executive program, life*, or whatever? You can sign up here:

<https://lnkd.in/dnWZwh5> <-- April is fully booked. Now you can go here:

<https://lnkd.in/d8KJit9>

*You're getting what you pay for on this one.

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Get weak ties to come to you: Office Hours



1. Block 1-2 hours of 15, 20, or 30-min blocks every week or two
 - Calendly is a good tool for this
2. **Announce to the world*** that you're open for conversations
3. **Dissuade closer friends** from signing up (find other time for them)
4. Wash, rinse, repeat → 4/week x 30 weeks/year = **120 convos/year**

*LinkedIn, Facebook, your social media site of choice, your company intranet, etc.

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Office Hours: But, but, but!



1. Zoom fatigue!
2. Useless/dumb meetings!
3. People trying to sell me something!
4. I have nothing of interest to offer! → **Curse of Knowledge**

Which brings
me to my final
takeaway

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Build your Personal Board of Directors



- For advice, direction, help, & guidance (on short notice)
- Could be very structured, could be more informal...it's what you're comfortable with
- Mentors, peers, advisors, former colleagues/bosses/professors...
- But what's in it for them?

"I hope at some point in your career you get to be a mentor to someone like you...just so you understand."

Adapted from Gibson Biddle (<https://medium.com/@gibsonbiddle/hacking-your-product-management-career-cce227a9c39a>)

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Build your Personal Board of Directors

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WHO	HOW
<ol style="list-style-type: none">1. People whose experience and judgment you value and take seriously2. Admirable skills, broad network3. Trustworthy!4. Care about you personally5. People whom you're comfortable asking for help	<ol style="list-style-type: none">1. No need to "DTR"; nurture2. Aim high3. Look to your "weak ties" & friends of friends4. Figure out how you can help them (now or in the future)5. Patience, persistence, thick skin

Adapted from Gibson Biddle (<https://medium.com/@gibsonbiddle/hacking-your-product-management-career-cce227a9c39a>)

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Your Board: Tips on engaging

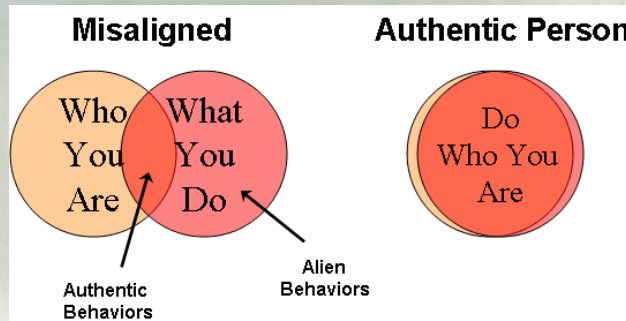
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1. **Invest & inform** (especially when things are going well)
 - People don't want to hear from you just when things suck or you need something
2. Encourage (and welcome) direct, honest feedback
3. **LISTEN**
4. Adapt your board to your **current and future needs**
5. Seek the right **diversity**

Adapted from Gibson Biddle (<https://medium.com/@gibsonbiddle/hacking-your-product-management-career-cce227a9c39a>)

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In closing: the importance of authenticity & curiosity



Authenticity is the feeling of alignment between who you are and your behaviors

Curiosity is approaching the world as if you always have something to learn

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In closing: the importance of authenticity & curiosity



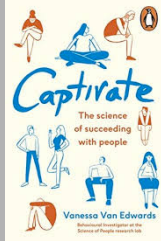
If you're authentically curious, networking won't feel gross...

...and if you consider it to be learning—or even *giving*—it might even feel good.

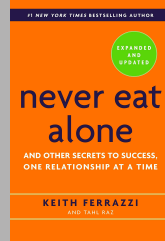
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Book recommendations

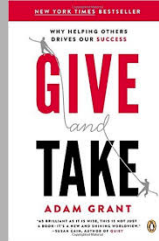
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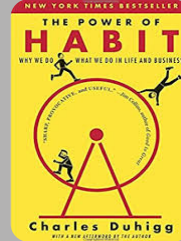
"Captivate: The Science of Succeeding with People"
By Vanessa Van Edwards



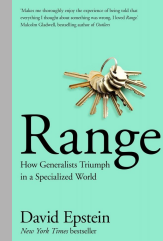
"Never Eat Alone (And Other Secrets to Success, One Relationship at a Time)"
By Keith Ferrazzi



"Give and Take: Why Helping Others Drives Our Success"
By Adam Grant



"The Power of Habit: Why We Do What We Do in Life and Business"
By Charles Duhigg



"Range: How Generalists Triumph in a Specialized World"
By David Epstein

And a podcast:



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