Networking and Social Capital

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Learning objectives

1. Debunk myths regarding networking

2. Identify fundamental concepts regarding networking and how it relates to professional success

3. Analyze the current state of your network in context of your goals

4. Develop strategies for enhancing your network
Sources of Influence in Organizations

Positional

Personal
Political Skill

The ability to maximize and leverage relationships in order to achieve organizational, team, and individual goals (Ferris et al., 2005)

Thought of in this way, political skill is a capability that leaders must demonstrate daily

—Braddy and Campbell, Center for Creative Leadership, 2014
Dimensions of Political Skill

- Social Astuteness
  - Astute observer of others
  - High self awareness
  - Able to identify with others

- Apparent Sincerity
  - Authentic
  - Integrity
  - No ulterior motives

- Interpersonal Influence
  - Unassuming
  - Convincing
  - Adaptable

- Networking Ability
  - Identify and develop contacts
  - Build beneficial alliances
  - Expand institutional knowledge

Ferris et. al., 2007
Dimensions of Political Skill

- Social Astuteness
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Ferris et al., 2007
Networking Myths
Common myths

1. Networking is a waste of time
2. Networking is for extroverts. You’re either naturally gifted at it or not
3. Relationships should form naturally
4. Networking is self-serving and manipulative

Center for Creative Leadership; Cullen, Palus & Appaneal, 2014; Ibarra, 2016
NETWORKING AND SOCIAL CAPITAL

Fundamentals
# Three Types of Networks

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<th>OPERATIONAL</th>
<th>PERSONAL</th>
<th>STRATEGIC</th>
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| **Purpose** | • Getting work done efficiently  
• Maintaining functions of group | • Enhancing personal, professional development  
• Referrals to useful info and contacts | • Figuring out future priorities and challenges  
• Obtaining stakeholder support |
| **Key Contacts** | • Mostly internal  
• Oriented toward current demands  
• Relatively nondiscretionary | • Mostly external  
• Oriented toward current and future potential interests  
• Mostly discretionary | • Internal and external  
• Oriented toward future  
• Follow from strategic context and organizational membership |
| **Attributes** | • Depth: Building strong working relationships | • Breadth: Reaching out | • Leverage: Creating inside-outside links |

Ibarra & Hunter, 2007
Key concepts

CFAR 2009; Deloitte 2016; Uzzi & Dunlap 2005
Network Mapping
Questions for Discussion

1. What is the balance of operational, personal, and strategic network contacts?

2. Are my relationships trusting and mutually beneficial?

3. Is my network primarily filled with people similar to me, or is my network diverse?

4. Do I have ties that cross critical boundaries in the organization?

5. What opportunities exist for expanding my network?
Strategies
Key Strategies

1. Change your mindset
2. Think about what you can give, not just what you can get
3. Build relationships based on shared interests
4. Be deliberate
   - Ties upward in hierarchy provide breadth of information, context, resources, political support
   - Lateral ties to peers for brainstorming, best practices, support
   - Ties downward in hierarchy draw emerging high performers to you over time
   - Ties to external experts yield innovations and novel opportunities
5. Be authentic

Casciaro, Gino, Kouchaki 2016; CFAR 2011; Gino 2015; 2016
Thank you!

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Select references

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- Center for Creative Leadership. Four ways women can build a network that advances their career. [https://www.ccl.org/articles/leading-effectively-articles/women-is-your-network-working-for-you/](https://www.ccl.org/articles/leading-effectively-articles/women-is-your-network-working-for-you/)