WHY WE HATE NETWORKING
(and strategies to use instead to build meaningful professional connections)

Niki Steckler, PhD
Associate Professor of Management
Oregon Health & Science University
steckler@ohsu.edu

FACULTY DEVELOPMENT FRIDAYS
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DISCLOSURES

• I don’t myself enjoy “instrumental networking” or recommend it to others.

• No other conflicts to disclose.
1. Consider high-integrity reasons to overcome natural resistance to traditional “networking” recommendations.

2. Develop an alternative strategy for communicating with valued stakeholders about what matters most to us (and them).
Why are you here today?
(aka what is your purpose for networking?)
What “networking” strategies have worked for you?
Why do networks matter?
“Effective leaders have many people they can turn to who can help them think through difficult problems or support them in their initiatives…

Because no one person can possibly have all the answers or, indeed, know all the right questions to ask, it's crucial that leaders be able to tap into a network of people who can fill in the gaps.”

Herminia Ibarra, Act Like a Leader, Think Like a Leader Chapter 3
Different types of networks

Personal

Operational

Strategic
Which is your toothache?
(aka what is your purpose for networking?)
HOW THE IDEA OF NETWORKING MAKES US FEEL:
HOW WE WANT TO FEEL ABOUT CONNECTING WITH VALUED COLLEAGUES:
MAYBE THERE’S A HAPPY MEDIUM?
WHAT IF NETWORKING DOESN’T LOOK LIKE THIS?

WHAT IF IT LOOKS MORE LIKE THIS?

WHAT IF IT’S LESS OF A TIME-PRESSURE SALES PITCH...

AND MORE OF A CONVERSATION STARTER?
“Be a person who sees others, who grasps who they are and what is important to them; Who gets behind them and moves them ahead in their world.

Be a person who puts your projects out to others, lets them know who you are and what is important to you; And allows them to get behind you and move you ahead in your world.”

BARRY OSHRY
STRENGTHENING OPERATIONAL NETWORKS

POTENTIAL QUESTIONS TO ASK A COLLEAGUE

1. What are your deliverables?
2. What do you find most meaningful about your work?
3. What is it about how I do my work that helps you do yours?
4. What could I do differently that would help you even more?

SUCHMAN, When Teammates Don’t Connect: Learning to Manage Interdependence.
1. What meaningful difference am I seeking to make?
2. Why is this important to me?
3. What have I already done to move this work forward?
STRENGTHENING STRATEGIC NETWORKS: Part 2

GET CURIOUS ABOUT WHAT OTHERS CARE ABOUT AND PREPARE TO INQUIRE

1. What are you working on that you are excited about?
2. What are you finding most challenging?
1. I’m passionate about X… can you suggest who might be good for me to talk to?
PRACTICE CONNECTING

PAIRS OR TRIOS
ASK YOUR PARTNER(S)
ONE OF THESE QUESTIONS
REALLY LISTEN TO THEIR RESPONSES

1. What are you working on that you are excited about?
2. What are you finding most challenging?
3. I’m interested in X... Can you suggest who might be good for me to talk to?
What’s your next step?
(try out “next action” thinking)
QUESTIONS?
CHALLENGES?
REFLECTIONS?

steckler@ohsu.edu
### Difference between operational, personal, and strategic networks

<table>
<thead>
<tr>
<th></th>
<th>Operational network</th>
<th>Personal network</th>
<th>Strategic network</th>
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<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Manage today’s work; get things done efficiently</td>
<td>Grow personally and professionally; enjoy and develop yourself</td>
<td>Lead: understand your context, generate strategic ideas, and get support for them</td>
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<tr>
<td><strong>Location and time frame</strong></td>
<td>Mostly internal; short-term focus</td>
<td>Mostly external; short- and medium-term focus</td>
<td>Both internal and external; medium- and long-term focus</td>
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<td><strong>Key relationships</strong></td>
<td>Nondiscretionary; key contacts are mostly prescribed by the task and organizational structure</td>
<td>Discretionary; key contacts are driven by current interests and immediate career priorities</td>
<td>Some discretion but strategic relevance matters; key contacts are defined by the industry and organizational environment</td>
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Building Strategic Connections in Three Easy Steps

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Niki Steckler
Associate Professor at Oregon Health & Science University

Why Build Strategic Connections? Do you want to be able to see the future and get