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exceptionally successful viral and relationship marketing programs for organizations like AT&T, CNA, Motorola, and Disney. For more than 10 years, she has been involved in relationship marketing programs that have included:

- Developing a brand-building marketing initiative for AT&T focused on their commitment to children's educational excellence through a national program called Learning Points.
- Developing a networking leadership module for a director-level institute at Motorola.
- Developing markets for several high-tech companies which included networking development plans to acquire key account opportunities. Generated a substantial number of Fortune 100 business opportunities through strategic alliance building and networking (introductions).
- Assisting in the development of a volunteer program for a Fortune 100 client that involved a partnership with a number of radio stations that provided a volunteer hotline for communities around the Midwest.
- Training commercial lenders on the exclusive Networkding process for four years for American National, NBD, and First Chicago.
- Facilitating and consulting with a number of women's networks from organizations like Dean Foods and Baxter that involved the development of partnerships with non-profits.
- Providing executive coaching to a number of executives at Fortune 500 organizations in Chicago.
- Coordinating a wide variety of programs that intelligently partnered for-profit companies with non-profits for maximum brand building.
- Consulting on a wide variety of online communities for Fortune 500 clients that helped build brand.
- Creating association-building programs for a wide variety of associations to grow membership and at the same time provide richer, more useful best-practice sharing among members.

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101

Great Tips for Building Relationships and Opportunities in the Age of the Network



Helping You Build Better Better Business Faster

101 Ways to Network

Tips Booklet

Welcome. This booklet is designed to help you become successful no matter what the economy is doing, but it is even more powerful in tough times. We're sure you will benefit from the strategies here that represent years of research and development. They're practical; they're easy; they can be implemented quickly, and best of all, they work!

Fundamentals

1. Become a Networker. A Networker, unlike a networker, has 10 or fewer key people they consider partners. These partners are participants in regular exchanges of emotional support, information, knowledge, promotional support, as well as leads and referrals for new business or career opportunities. The focus of Networking is on mutually beneficial exchanges with like-minded and like-valued people. The great thing about Networking partnerships is that they are fun and get results three to five times as fast as traditional networking relationships.

2. Create a Primary Circle. We all have networks. We just don't necessarily realize it, and we spend most of our time with a few people. Networking is about becoming aware of our network and consciously creating exchanges with a few people who become our Networking partners in a primary circle. Social science research states that we can't communicate regularly with more than 15 people. Primary circles, therefore, we have found, are no larger than 10 people.

3. Initially, you only need one Networking partner in your Primary Circle. In an extensive study we did with 200 executives, we discovered that the majority of

people connect with only five Networking partners once a month, every month. This means that even one person with whom you share similar or complementary values and who is ready, willing and able to become a Networking partner, can create a whole new world of opportunities for you and you for them.

4. Find Networking influencers for your Primary Circle. We define Networking influencers as people who know how to influence and are ready, willing and able to do so for you and others with whom they Network. For example, you might know people who are in your industry who are highly influential but are not Networking influencers because they keep their power to themselves.

5. Put others in Secondary and Tertiary Circles. Again, whether you consciously do this or not, some people will fall into your secondary or tertiary circles. People who might go in a secondary circle are those who are not, right now, ready, willing or able to exchange with you once a month. These are people, however, with whom you should stay in contact. Tertiary circles are for almost everyone else, because you never know who might become a good partner later and vice versa.

6. Become a Networking influencer. You can be someone who is not at the top of your field, but because you are willing to practice influencing—connecting people together who have not yet met but who should meet, you can quickly become a top influencer, creating many opportunities for yourself.

7. Spend 80 percent of your relationship building time with your Primary Circle. We know this is counterintuitive but once you have found those 10 or fewer great Networking partners, spend the majority of your time focused on your partners and your “collective” gain. This will make all the difference in achieving better business opportunities, faster.

8. Treat each person you meet with uncompromising respect. Networkers are zealots of respect and integrity. They are like the knights in King Arthur's Roundtable. They care about creating relationships of honor.

9. Be proactive rather than reactive. Reactive people wait for a request to refer someone; proactive people are out there creating opportunities for you. These are people who will put you in a primary position in their networks and will actively work to find you new opportunities. Do the same for them.

10. Follow up promptly after face-to-face meetings.

Email or call quality contacts you meet at networking gatherings promptly after an event to remind them of your initial meeting. Let them know you enjoyed meeting them. Focus on the appreciation you have for the original meeting and mention that you would like to stay connected. This is not a time to “sell” your services or products, but rather, a time to grow and deepen the connection around the relationship.

11. Stay in touch with your Networking connections.

Build rapport with these people through regular phone contact and email with information of value such as upcoming events or groups or important industry happenings.

12. Develop relationships with government representatives.

These individuals can help access grants and other opportunities, such as government contracts and awards. Each state has reps on the city, state and federal level that serve businesses of all sizes.

13. Grab a pen. Bring back the art of good written communication by writing thank you notes to all your old and new contacts. Read trade journals in your industry. Find people who interest you and write to them using personalized note cards. Include an article from the Web or from a magazine with a handwritten note at the top saying something like, “FYI, George. Thought you would benefit from reading this article! Warmly, Melissa.”

14. Become a resource for others. A technique for gaining visibility and credibility is to write or email editors of periodicals, advises a public relations expert. Contact reporters who write about your field and offer yourself as a resource for additional articles. Whatever can be done to make a reporter’s job easier is usually greatly appreciated. If you have an opinion that is contrary or

complementary to something you read in a column, take action quickly and email your comments to that columnist. This worked for me when someone sent me an article written by a reporter for *The Wall Street Journal*. Not only did I get into the journal, but I am now used as a regular resource for ongoing articles around the subject of networking as well as just for general business articles.

15. Understand you have more to give than you think.

Many people say, “I can’t network because I have nothing to give!” However, master networkers realize that initially, there are many things they can exchange in addition to leads and referrals; for example, information obtained through regular reading and daily exchanges with others is a good place to start developing opportunities that will lead to referrals. You can also connect people to other great Networkers. The real power, as Malcolm Gladwell confirms in his best-selling book, *The Tipping Point*, is in being the “connector” between two great people. EVERYONE can do that! Become a connector today!

16. Realize that Networking is a long-term relationship.

What you can’t give today, you would be surprised to find you can give tomorrow. Your intent to deliver is really what matters. As a proactive networker you will find that you can create opportunities for your referral sources as you build a circle of high quality, not quantity, relationships.

17. Create three top success stories.

Use these stories to build credibility with your contacts. If you have trouble creating your own stories, ask a colleague to interview you and write it for you and then, if you want, pay them something for the effort, or treat them to lunch or dinner. Another choice is to get someone with a writing background to help you and exchange some of your time for theirs. No matter what, it is good to have a written account that showcases the value proposition you can bring to your career or for new business opportunities. With so many great journalism students out of work today, you can give them a wonderful opportunity to keep their skills sharpened by writing your success stories.

18. Become a collaborative rather than a guerilla strategist. With the guerilla, the emphasis is on elimination through conquest. On the other hand, the collaborative strategist emphasizes cooperation in a joint effort. The goal is shared gain. Collaboration is not only more practical, but a choice that offers the biggest win.

19. Help people feel wanted. Recognize that most people want attention. Search for that uniqueness in others. Help them to feel significant. Do this by finding just one or two things about what they have said that you find most beneficial to you.

20. Take action. It's not what you say, but what you do about what you say that makes the difference. There will be people who will tell you they will do many things for you, but watch out. Wait to see if they follow through on small things to know whether to trust them to follow through on bigger things.

21. Look at what contacts have done in the past. Find out what things they have completed and what long-term professional relationships they have. If they are constantly changing relationships, count on them exhibiting similar behavior with you.

22. Don't be afraid to move on to others who would be better Networkers. I constantly find the most successful people are those who can say "No" most often. This qualification process will help you build a network of "exchangers" rather than "takers."

23. Create a Networking plan, then work it. Keep going back to your plan to adapt it to the results you are getting. Then re-plan the future, and re-plan your projections. As you become more accurate at projecting, you will build skills in visualizing and implementing.

24. Set realistic goals. If your goals are not realistic, they are just wishes, not goals. They should be big enough for you to feel a sense of accomplishment in achieving them, but not too far beyond your reach. A goal should be a challenge, not a chore.

25. Find a mentor. Mentors are available today through a number of organizations. One very powerful person I know put it this way: "I saw a young woman I had known for years at an event I was speaking at recently. She came up to me and told me that she appreciated me being her mentor for a number of years. I was surprised. I did not think of myself as her mentor and told her that if she had made that request I would have been happy to play an even stronger role in her life." The moral of the story is ask someone today to be your mentor. You will be surprised by the results. I have found that with hundreds of people to whom I have recommended this one strategy, they have reaped rewards of relationships they never thought possible. Don't be afraid to ask. Most successful people, surprisingly so, do want to help others. If you want, rather than by asking someone directly, ask people you trust if they know of someone who would "want" to be a mentor. This way you won't have to experience rejection, only the acceptance of someone who really wants to mentor.

26. Think Big! Why? It challenges you. This top-line thinking helps you get twice the results with half the effort by focusing on the quality of your contacts rather than the quantity. Each day offers new opportunities to get better results through strategic networking.

27. Study and model the successful Networkers. If you want to be a Networker, study those who have been successful. Treat all people as potential partners in networking. Your short-term objectives will keep changing, whereas your long-term ones will remain stable.

28. Give yourself time. The saying goes. "It takes 21 days to form a habit." I prefer to give myself a year rather than days or months to develop new habits; you also have a better chance to sticking to them if you falter at times throughout the year. The real assessment of your success becomes whether you stuck with your new behavior for the majority of the year. With each new year, add a new level of performance to your Networking and watch your network and the rewards of your efforts increase dramatically. Networking has an exponential rather than an incremental growth. Take it seriously and your life will get easier, more fun and more rewarding for all involved. Time will also, unlike with networking, be on

your side. You will find you are doing less and making more and more and more.

29. Give yourself permission to improve. Fact: your Networking skills will improve over time if you keep challenging yourself to improve.

30. Uncovering the perceived value of your relationships requires you to create mutually beneficial exchanges. It will probably be something different for different people in your network. Ask those in your network how you can support them.

31. Before you call someone without an introduction from someone who knows the person you want to meet, ask yourself, “Who do I know who might know this person?” In this new age of connection, we have to go through fewer and fewer people to get introductions.

32. Focus on your connections and how you can help them. You only need a few people with whom you are growing deeper professional relationships to focus on monthly. In fact, the average executive has only about five people he or she keeps in regular contact with monthly. Therefore spend more time thinking about supporting fewer people. This attention will help your leverage the power of your network to, in turn, respond to your needs as one of their select few.

33. Meet new connections through the power of a good introduction. Keep making requests to those in your network to meet other select influencers in your industry and in your organization. Always look for the opportunity to help introduce others also. It’s all about connection and introduction with a focus on adding value by finding out how you can support everyone with whom you connect.

34. Share your knowledge. Offer those in your network a preview of your skills and talents. They will be able to then use what you have to offer in exchange for support you are seeking.

35. Become an active listener. Listen for understanding versus listening for information. Your attention to your

Networking partner’s needs and interests will help you create opportunities that can lead to even more and better opportunities for you in your networking exchanges.

36. Stay open to new ideas. Appreciate the new information or different way of looking at things your network partners offer. Even if you don’t agree with them, respect their opinions. Successful networking comes from being open to the different viewpoints and ideas others share.

37. Keep asking questions. When you do the asking you can lead the conversation toward the most successful outcome, and that outcome should be about both you and your Networking partners gaining value from a networking exchange. Questions also keep both parties participating.

38. Create a list of the best questions for generating conversation. Great questions set the stage for great answers. Great answers inspire. Think of the best questions you can ask to start great conversation and exchanges. For example, if there is one thing you would want to do if this was the best year of your life, what would you do?

39. Compliment your network partners. Always make a point of recognizing and calling attention to the value you got from networking exchanges with your partners.

40. Create a balanced networking exchange. Life’s lessons keep bringing us back to this truth. You don’t benefit in the end when you take much more than you give. The same is also true when you give much more than you take.

41. Make your final words in your Networking exchanges be, “What can I do for you or How can I support you?” This is the opposite of “What’s in it for me?” Statements of support create reciprocal statements which is the heart of ongoing exchanges, the necessary element to any, long-term, mutually beneficial relationship.

42. Stay genuine. Being prepared is great, but without sincerity, you have nothing. When you are genuine and sincere, you will attract people to you who naturally want to help you. Become interested in others. Find out what

matters most to them and then center your conversations around their priorities. Of course, you should also share your priorities and Networkworld with those who care what matters to you as much as they care about what matters to them.

43. Ask for what you want. If you don't ask for what you want, you won't get it. There is nothing wrong with asking for what you want as long as you intend to help your partners get what they want. Remember, first you need to ask them what they want and then, if your partners don't ask you, tell them what it is that you want.

Leverage

44. Leverage your relationships. This means to co-create opportunities that offer the biggest win for the greatest number of people. Project collaborations, strategic alliances and partnering opportunities are all examples of ways to leverage relationships for maximum gain. That's what I did when I asked Jocelyn Carter-Miller, Chief Marketing Officer of Office Depot, to write my seventh book with me. Jocelyn benefited from the opportunity to publish a good book, and I gained a great colleague, friend and new business partner. The book also became a top seller, so we both gained in the exchange. The benefits today continue every year. Through Jocelyn I met Larry Mohl who is the head of five "centers of excellence" for American Express. Now I am working on a new book with Larry that focuses on building networks *within* organizations.

45. Balance your requests for potential business or new career opportunities with information, knowledge and promotional support of others. The other useful and powerful exchanges of information, knowledge and the promotion of others are like the kindling wood that will ignite the fire of new opportunities.

46. Meet face-to-face at least once a month with those in your primary circle. In the beginning stages of a networking relationship there is no substitute for one-on-one meetings. Those who are your top connections (of 10 or fewer) are very important. Meet with them at least once a month for an hour face-to-face.

47. Always look for new Primary Circle Partners.

Primary Circle Partners come and go for many reasons — needs change, you move, etc.; therefore, keep developing opportunities to meet potential future partners and keep looking for ways to make an initial connection to begin a relationship.

48. Develop empathy for your connections. The ability to enter your network partner's world and see it through his or her eyes creates the foundation of a successful relationship.

49. Overcome rejection in networking by getting out your feelings as soon as possible. Write your experiences in a journal when you have a quiet moment. Indicate what happened. What was it that particularly bothered you? How did you feel? What will you say or do differently if a similar experience occurs in the future? Write down how you would take a more confident and powerful approach to handle similar situations in the future.

50. Create a statement that tells others what is unique about you with the emphasis on how you help others. Do you specialize in a particular market niche (e.g. healthcare, finance, telecommunications)? Have you created a new way of solving particular business problems?

51. The only way to overcome the fear of networking is to practice it regularly. Just like overcoming any kind of fear, you must face it and work continually to overcome it. If you need to take a friend with you, do so. A good way to overcome the fear of networking at public events is to assist with the registration, for example or join a greeter committee where you play the host rather than one of the attendees.

52. Act like a host rather than a guest. This gives you power to approach people, focusing on their needs, helping you forget your fears.

53. Call people showcased in magazines who have special interests similar to yours. One of the best places to do this is on the Web. FAST Company magazine,

for instance, has the email addresses of the people they showcase in their articles. Email these people when you are genuinely moved by something they said. Share your interests and something about yourself. Many successful networkers have met industry leaders this way and their relationships have led to many opportunities that benefited them both.

54. Try out new organizations before joining. Call them. Ask to attend one of their most well-attended meetings. Also ask to speak to someone in charge of new membership. This person knows the top networkers in the organization. Ask to sit with someone in the organization who likes to “show prospective members around.” This opportunity can lead to much more than if you just attended without knowing anyone.

55. Check local publications, online and off, to find good networking events. Ask your colleagues and those in your network for the best places to network. Many top cities now have people who report and assess the best places to network.

56. Make a plan for attending an event and focus on quality instead of quantity. Get prepared for an event. Plan to meet just a couple of people. The more preparation you have the better.

57. Always have your business cards handy. This might seem like a simple rule of thumb when it comes to networking, but most of us forget to bring a small stack of cards with us wherever we go.

58. Follow-up with people you have committed to following up within 24 hours. You will establish yourself as a respected networker by keeping to this one commitment. Even if you can’t provide the kind of support someone you met is looking for, be honest. Your candor will take you much further in networking success and will provide you with the kind of ongoing support you need in today’s networked economy.

59. Bring someone with you to a networking event. One of the ways to Networkworld effectively is to go with someone who can introduce you to people he or she

meets separately and vice versa. Also, if you are like the 50% of people who are shy, this strategy will help put you at ease.

60. Read key industry papers and online newsletters that offer insight on industry influencers. Keep looking for people you want to meet who are leaders in your industry and also in complementary industries. Publications that offer stories on leaders and lists of top influencers can be especially beneficial.

61. Find out how other people like to stay in touch. Adjust your communications with them. For example, if your Networkworlding partner prefers to be contacted by email, use that method of connection. You will get much further in the relationship faster.

62. Be creative when thinking of people to contact. Start with people who really like you and brainstorm with them. Get them to give you a few names of people they really like but for one reason or another you have never met.

63. Set attainable goals. Keep your fear level down by setting attainable goals. For example, consider meeting just two people within the next month to do nothing more than exchange information.

64. Keep trying. Most of us go through an awkward stage at one time or another. If you create a big block of self-consciousness, you will only paralyze your progress. Instead, if you focus on the needs of others, you can often overlook your fear.

65. During exchanges ask your Networkworlding partner who they know in a specific industry. The more specific you are, the easier it is for others to help.

66. Ask for introductions to these people. If you don’t ask, you will most likely not receive. Most people won’t offer to make an introduction. The best thing you can do is to make the request to be introduced. Of course, this also means you need to offer introductions to those people you know whom others would like to meet.

67. Schedule return calls for a less hectic time of day.

This will help you focus on the conversation and the important process of listening to your partners. Also, note we used the word “schedule” calls. We find the best way to have Networkling exchanges is to schedule calls so that both parties look at the exchange as a meeting that requires their full attention. It also works much better than trying to have sporadic, ad-hoc conversations of value.

68. Connect the unconnected. The research on human networks shows us that the real secret to creating a diverse, continuous and ever-growing flow of new business or career opportunities is to look for people who have yet to be connected. John may be looking for information about Company B and your colleague Susan whom John has yet to meet, works there. By linking the two together you create value for John and very likely Susan who can benefit from knowing someone else who may very well become a new team player at her organization.

69. At the end of a Networkling Exchange, summarize what you exchanged. Summarizing what you exchanged — information, leads, referrals, advice, etc., helps both of you get a better understanding of any “to-do’s” you might have decided to take on for one another’s benefit. You keep focused on how to leverage the relationship from one of casual conversation to one of friendship coupled with supportive action.

70. Network up and down. When you network up you look for people who have influence in your industry or the community in general with whom you can offer more connections of value as you meet people who they don’t know but should know. Networkling down is about being the mentor. Recently, Dave Ormsher of a great web design and development company called *Closerlook*, shared that he acquired a very large account with a company because he had befriended and mentored one of their sales people several years ago when everyone else would not give this person the time of day. Dave realizes that all people are worth the time it takes to let them know they are important and to provide them with guidance as to how to grow successfully.

71. Clean out your palm regularly or better yet, find out where everyone is regularly! On average, you will find half of those people in your database moved from where they were just months earlier. The Net is a great way to find where they have gone. Also, keep in touch with those people in your network who are super connectors. They are very likely to be great resources in helping you find people.

72. Keep a list of people you read about in your industry or anywhere that you admire and go over it regularly. In one group we run, we regularly ask them to bring in the names and information on three companies and three people they admire. With even 10 people attending these meetings we find we increase our awareness and connections 10-fold. We then share strategies for connecting with these people.

73. Mention people you want to meet in conversations. One Networklder kept mentioning the name of a president of a company she wanted to meet. Within a couple of weeks she found two people who had connections to people who knew the president. One was the CFO of the company, the other was the VP of Sales. She was then very cordially introduced to the president and is now doing great business with the company.

Etiquette

74. Maintain eye contact. There is nothing more annoying than people who don’t look you in the eyes when they talk with you. Don’t stare, but do maintain eye contact. This shows you care about what someone is saying.

75. Keep smiling. Yes, this is a simple tip, but one even we forget as our brows become furrowed after a full day of stress. Remind yourself to smile. It’s the best door-opener for Networkling.

76. Locate people who are standing alone. Networklders “include” others. Look for people standing alone and befriend them. Make an effort to help them get connected to others.

77. When calling someone, first ask if you have called at a convenient time. This question can help ensure that your conversation is heard and respected.

78. Send a thank you card or email not just to the person who gave you a referral or lead but if you can, from the original source. We call this “Honoring the Net.” Ask your connection who was the originator of a connection. For example, Melissa was just in a major newspaper in an article on women entrepreneurs. She recommended about four other women who were interviewed and also put in the article. From one interview with someone she recommended named Anne, the reporter decided to do another article on Anne. Anne then recommended, as Melissa did, three other image consultants. Anne made a point of sharing that it was Melissa who created the first opportunity for her which now had evolved into opportunities for yet three more people. Each one of these new people should take the initiative to thank Melissa. Why? First of all, it is good etiquette. Second, it could also lead to other opportunities for Melissa, who is a resource for articles, to refer them directly.

Mastering Networkling

79. Become a business matchmaker. If you see someone who can benefit from meeting someone else, make an introduction.

80. Create a statement that tells others what you do in the most favorable way. For example, an accountant might say, “I help people start and maintain small businesses.”

81. Use a sheet of colored paper to write down an action plan for the next three months. Put this sheet up somewhere where you can see it. Another option is to download the Networkling Planner from the networkling site at www.networkling.com. It’s free and a practical way to keep focused on your goals.

82. Help your Networkling partners locate prospects for you by having regular exchanges where you share your latest Networkling stories. Keep the interest in Networkling with you alive by sharing your latest success stories. Who did you work with in the last month who appreciated your work, or what good results are you currently getting from a project you are working on or

who did you meet that might be someone good to connect with your partner? The more you share these stories, the more connections you create.

83. Request referrals in one industry at a time. People will more likely remember this request.

84. Assume you will create great Networkling opportunities. Ok, so we are like other consultants who talk about the power of the mind to create your future, but it is true. Believing it so makes it more real and what do you get if you don’t believe? We find that you get the opposite — nothing. Now, you might not be disappointed because you expected nothing and that is just what you got. We find, though, that really dedicating yourself to believing in the tenant that great things will happen when you Network, actually creates the result. Why? Because you have conversations about “possibility.” You are, as Louis Pasteur once said, “helping chance favor the prepared mind.” So, talk up possibility. Believe in it and then ... make it happen!

85. Ask people regularly, “Who do you admire?” Ah, another great conversation opener and grower. Ask this question often. Networkling is all about relationships first, then success. We don’t know about you, but the last thing we want is lots of money and no friends to share it with. People who others admire are likely to be people you admire — people who can become good friends as well as people who might lead us to the best opportunities of our lives.

86. Suspend judgment when you meet someone new. We often find ourselves meeting people who, upon first glance, don’t seem to have the wherewithal to exchange or just don’t seem like the sharing type. However, we make it a rule to give each person the opportunity to exchange with us toward the possibility of partnership. Melissa is constantly mentoring others toward becoming better partners. She sees this as a way to teach the world through these people, how to be better at sharing.

87. Get out of your own way. When a thought comes into your mind that is not supportive of your growth, remind yourself: you have a choice. You can digest it and then it becomes a part of you, or you can see it as a mere

breeze and let it blow away, out from whence it came. Only supportive thoughts help you. All the rest are merely commentary that you can dismiss.

88. Assume you will meet great people at an event.

Keep an open mind about this even if there are very few people attending. Over the last decade we have found that the best events are the smaller events where people get to know one another better.

89. Help organizations in your area start structured

Networking. Melissa has been doing structured networking events for years. She has found that they are so much more effective for creating the space for all participants to connect and exchange. For example, Melissa helped start what is called The Pink Slip Parties in Chicago. Rather than 400 plus people coming together to network with each other and recruiters and hiring companies, Melissa recommended they start each person in a Power-of-Ten Networking Circle where they were able to get support and exchange with one another. Each circle then became a support team with each participant going out to the large community to help locate opportunities for one another. People found new jobs much faster and of course, created new friendships at the same time!

90. When you are at an event, meet the speaker.

Speakers are great people to meet as they usually are not only influential but good Networkers. They usually understand the importance of growing their connections. Therefore, while they are speaking, think of something they have said that was compelling to you. Write it down on the back of your business card along with a question. Hand this to them and ask to email them. This can be the start of a good Primary Circle Partnership or at least someone to put in your Secondary Circle.

91. Do MORE of LESS every day. Focus the majority of your efforts on accomplishing just those goals that carry the highest priority. We have found that spending time on the 20% of tasks that yield 80% of your results daily really moves you to getting better results with less effort.

92. Take time to play. Again, it may seem counterintuitive, but play is a leveraging technique. In Networking like networking, this can include playing

golf, going to ball games, etc., but it can also include different activities. For example, Melissa recently met a Networking partner who was an executive at a large company, at The ArtInstitute in Chicago. Her colleague, Cheryl, with whom she worked at one time helping build Networking communities, was now between jobs. Cheryl and Melissa created a whole new level of connection as friends as they enjoyed a fun-filled day at the art museum. At the end of the day, the two women chatted about their work and the results they achieved. To Melissa's surprise, Cheryl shared how successful Melissa's Networking strategies had been with their communities, stating that out of 40 communities that were formed with 100 people, it was really the one community Melissa recommended to form additional circles of 10 that really took off. Melissa might have never learned that her ideas had that impact had she not considered the fun side of work. It's always there; we just have to see it.

93. Even if you have only five minutes to talk with someone, take your time. Everyone deserves your attention. We have found many people, especially journalists, say things like, "I'm on deadline." We suggest saying, rather, "I only have a couple of minutes but I would love to hear what you have to say." Again, Networking is about honoring people. As you honor so shall you be honored back!

94. Lighten up! If you Network right, you should experience total success combined with great joy.

95. Good Networking partners are everywhere. Look for partners everywhere. One Networker meets most of her partners on planes. She makes it a point to fly first class whenever she can and the rest, as she says, is history.

96. Once you build a circle, PASS IT ON. Networking is about learning, growing and most of all, sharing. If you share it, it will come back to you ten fold. Find someone in a local university who would love to be mentored on Networking. Make sure you let the person you mentor know that they have an obligation. Once they receive the learning of Networking, they too must pass it on. Think about it, if everyone you connected with shared these learning with others, then the world would be a better place for all as everyone you meet will understand how to exchange.

97. Start a Networking Circle. Power-of-Ten Networking Circle Salons are spreading around the world. These support groups are to help people learn and practice Networking. They are not a replacement for a Primary Circle but an addition to your Network. They help you locate new Primary Circle partners while practicing the seven steps of Networking.

98. Take time to pause. Take time to reflect on your connections. This time will help you make even deeper neural connections as to possibilities for you and your Networking partners.

99. Be flexible with your goals. Networking is about creating surprising opportunities that might actually change your goals. For instance, say you want to find a new piece of business in a particular industry or a new career. Then you meet a wonderful Networking partner in a totally different industry and all of a sudden, you are now offered a new opportunity that you didn't expect. Be open to these new opportunities because it really is about your relationships first, opportunities second. In other words, ask yourself, would you rather work on a good opportunity with a great person or a great opportunity with people with whom you have no synergy?

100. Always revisit your plan. I can't count the number of times anymore that I see people who stay with a plan long after it has stopped working. My rule of thumb is that every six months you should revisit your plan and really ask yourself tough questions as to whether you should consider going with it anymore. It's a paradox. While you will be most successful focusing your plan and then working it until it starts to realize traction, it is also good to know when to quit on something and start fresh in a new direction.

101. Find the best resources and make them your partners. From the great web site developers we have that enable us to manage our site like a Word document daily (www.norvax.com) to organizations like Cameo Publications (www.cameopublications.com) that can help you from beginning to end, create your own books, newsletters and other great business publications.

Review your Networking plan regularly and remember, "It's always about people first, opportunities, second!"

I am always looking over my Networking yearly, action plan. But what I focus on are the relationships I have with my primary circle and how they relate to the opportunities I am developing. I am honest with others I meet if, at this time, I cannot include them in my Primary Circle because I am tapped out. I also revisit my opportunities with my current, Primary Circle partners regularly. It makes all the differences in getting the resources and action strategies that leverage opportunities faster.

"When You Schmooze, You Lose," Says Julia Hubbel, Speaker, Trainer and Author

To be able to Network means following a wholly different set of guidelines and holding a positive, service-focused attitude. Julia Hubbel's new book sets forth ground rules, success techniques and easy ways to approach and get to know people when at a networking event. The following New Networking Ground Rules are adapted from her forthcoming book ***When You Schmooze, You Lose; The Handbook for People Who Hate to Network.***

The New Networking Ground Rules are based on very different attitude about how to interact with people:

It's Not What's In It For Me, But What's In Me for You! This new attitude turns the tables on old-style networking. It means that we enter a room looking to make a difference, to be of service. It means that we know we have something of value to offer those in that room. It means that we understand that our needs will be taken care of along the way. And it puts us in charge.

Instead of looking for something, feeling like we have to ask for help, we're looking for an opportunity to **share** our social capital. This means that we listen carefully to people, waiting for a chance to give them some assistance. How differently would you feel about networking with someone who felt this way about you? You'd really want to talk to this person! People will want to talk to you, too.

People who understand that networking is really about giving instead of getting are some of the most successful people you'll ever meet. They know that by giving generously because it's the right thing to do, they will achieve their goals. They operate unselfishly and are focused on other's needs first. When you realize how easy this is to do and how much benefit is to be gained by such an attitude, you'll want to live by the New Networking Ground Rules as well!

Ground Rule #1: Exchanging Business Cards First Isn't a Good Idea! Business cards are only a tiny snapshot of who we are – or think we are – in our business lives. It's too easy to make a snap judgement about someone based on their title, and either dismiss them or give them special importance based on what that tiny piece of paper tells us. With the exception of the formalities of some cultures, like the Japanese, I recommend that you find out more about who you're talking to first before you exchange cards. Find out where your mutual connections, values and interests are. Discover the personal connection first, then exchange cards – by the time you have traded cards, you'll know that you want to know the person, not the title, and the connection will have much more meaning and significance.

Ground Rule #2: It's Not What You Say, It's What You Ask! Are you worried about what you're going to say to people you meet? Whether your stories are going to come out right or if your mini-commercial will bomb?

Who cares? Put your attention on the other person, not you! The point is that when your focus is on asking the other person about his or her background and opinions,

you're making it easy for them to talk. Learn about your conversational partner. You'll find yourself relaxing and enjoying the conversation because the onus is off you to be entertaining. As Melissa Giovagnoli says "listen to understand." Ask good journalistic questions and attend to the answers. People will experience you as a great conversationalist even though you're doing all the listening – and learning. Whether approaching a group or one person, come armed with good questions. With rare exception it will work and you'll find yourself fascinated by what you hear!

Ground Rule #3: Discover Something Wonderful! No matter who you're talking to, there is something interesting, even riveting about that person. Make it a point to try to find out what that is. Melissa advises to put aside your first impressions – when you can do this, the person's real value can come through. Ask lots of probing questions, and expect to find something surprising and different. I guarantee you that you will if you try hard enough – people are full of surprises. When we can get past our judgements and first impressions and focus on what other people have to offer; when you discover something wonderful, they will realize that they're special – and appreciate you very much for it.

Ground Rule #4: Be Clear About Your Intent. Melissa Giovagnoli and Jocelyn Carter-Miller describe the importance of intent in Networking: "We use it to mean forming relationships and opportunities intentionally – being highly conscious about the underlying values, goals, and beliefs that drive you towards a specific relationship or opportunity. Your intent may be to obtain a specific job or to establish a certain type of business but it is also to know what beliefs and values are important to you as you pursue these goals." Be very clear about why you're at a networking event. It doesn't matter whether your boss made you go or if you're trying to make friends in a new community. Take a few minutes and think carefully about these questions:

Why am I attending this event?

What do I have to offer people I might meet at this event?

What do I need from people at this event?

What are your ideal outcomes from this event?

Be very clear about what you want, what you expect, and what your motives are before you attend a networking event. People will know what you're about even if you're not clear.

Ground Rule #5: Listen With An Intent to Serve.

This attitude takes networking/networking to another level. I believe you should look for an opportunity to make a difference in that person's life. Whether it's a recommendation for a good restaurant, a referral to your network of friends, a job opportunity you know about or to set up an introduction to a friend, watch out for anything you can give to this person. The point is that the focus of your listening is completely on understanding their needs, hearing their meaning, and finding an opportunity to give something of value. Dr. Wayne Dyer says in *You'll See It When You Believe It*, "in a network the purpose is to give power away." In other words, the more you give, the more you get – directly or indirectly. This may go against conventional wisdom, but it works, and works remarkably well when it comes from genuine service-focused intention.

Searching for a way to be of service requires that you listen at all levels while at the same time thinking about what you have to offer. This places the focus completely on the other person and on what you can give. When you're in a position to give something—and we all are in that position—you have a lot of power to make someone else's life better. This is exhilarating—and it takes all the pressure off you to be entertaining, witty, or anything else you thought you had to be.

Ground Rule #6 Tithe Your Social Capital. Your social capital is immense. It's everyone you know in your life, and everything all those people have to offer. Your human capital, according to Dr. Wayne Baker (*Achieving Success Through Social Capital*), is everything you know: your book knowledge, life experiences, wisdom and know-how. But you don't have to be an expert, just know one. You don't have to have the knowledge, just know where to find it. And it doesn't have to be work-related.

For example, if you've met someone who just moved to town, chances are they're looking for referrals to basic services – from a veterinarian to a good dentist. If you have good ones, recommend yours. It takes nothing for you to provide a phone and an address; chances are they're in your PDA or day-timer. And it means a great deal to a newcomer to get a good recommendation. That's an easy gift to give.

By Tithing your Social Capital... I mean that you look for a way to draw up on your resources to be of service to someone else. Just as we tithe to charities, I believe we should tithe from our resources to create opportunities for others.

What happens when you enter a networking event with a primary goal of tithing your social capital? First of all, you start out looking for opportunities to serve. People will be naturally drawn to you because that's the intention you're expressing. You'll automatically start asking good questions and listening carefully for ways to give something of value. And when you do, and do it freely, people will be surprised—and very grateful.

Ground Rule #7: No Quid Pro Quo. It is essential that when you give, you give without an expectation of getting back. Not from the person you're giving to or anyone else, for that matter. What you offer – whether it's a phone number to a cherished resource or the name of your family chiropractor – must be given without a demand, implied or stated, that something must be offered in return. Otherwise, it's not a gift. It's coercion. And people can tell the difference. What I'm talking about is reciprocity. In *Achieving Success Through Social Capital*, Dr. Wayne Baker explains: "The principle of reciprocity explains why building social capital works: when you use your networks to contribute to others, others contribute to you."

There is an essential difference between offering something freely, and offering it with strings, especially when you give something of no value away in hopes of

getting something of value in return. That's quid pro quo at its worst, and it's not what I'm advocating here. Baker continues, "The misuse of the reciprocity principle, then, adds nothing to our fund of social capital; it doesn't create new opportunities."

Here's where we return to your real intention. If your intention is to be of service, and it's an authentic intent, then what you offer will be given freely and without strings, and others will sense that and feel free to accept. Does this mean that you shouldn't accept something in return? Not at all. It does mean, however, that your offering doesn't come with a built-in guilt load so that the recipient feels that he must give back.

Ground Rule #8 Have a Pocket Story, How many times have you initiated a conversation, asked questions, done your best to get things going and got no result? Sometimes people just don't want to talk. Maybe that is just how they feel or something is bothering them that has nothing to do with you. Sometimes, though, they might be intimidated by you, or intimidated by the fact that they don't know anything about you. In cases like this, it's helpful to have a quick short story to tell about yourself. Ideally, the story is a little self-deprecating, the "dunce hero" version of a tale, which makes people laugh and helps them to relax around you. It should be no more than two or three minutes long, allowing people to see you as a human being who makes mistakes. By doing this, you humanize yourself, and you invite people to get past any negative first impressions.

The most important thing about telling a story, especially when you're the "dunce hero," is that you cannot possibly be pretentious. When we're willing to let the curtain down a bit and invite people to laugh at our own foibles, we let people have access to our authentic selves. When you're telling a story, people get the real you, not your title, not your accomplishments. And the real you is the person whom they're trying to reach in order to decide if they want to establish a relationship.

Melissa advises us to have success stories to express our capabilities, and this is crucial to helping others understand our skills. But I recommend that you have

a Pocket Story, to let people experience the other side of you as well.

Ground Rule #9 The Revelation Creates the Relationship, When you choose to tell a Pocket Story, you create the opportunity for people to experience something surprising and different about you. I believe it's important to reveal something that allows others to see us as we are, not as we're trying to appear.

We work hard to look professional, in control, powerful, successful. What we forget is that this impression makes us more distant to many of those who would like to meet us, and whom we need to meet. Lee Glickstein, author of *Be Heard Now*, writes, "The hilarious secret of human nature is that nobody had it together, yet everybody pretends to have it together." The truth is that we're all so intent on looking polished and professional – because we think everyone else is so together – that we miss the opportunity to connect. My lesson was to learn to be a little more vulnerable in my speeches and during my networking. This made my heart stop the first few times I did it, but it quickly taught me that the fine art of revealing a little vulnerability went a long way towards opening the door to genuine friendships and business connections. I was afraid that by being vulnerable, by sharing something personal about my own failings or embarrassing situations, I'd turn people off. I couldn't have been more wrong. My learning to be vulnerable, I discovered that it wasn't a weakness. It was empowering, and led to much deeper personal connections.

Ground Rule #10 The Gentle Art of Disengagement. There are times at any networking event when you are going to find yourself in a conversation you wish to leave, whether it's because there is nothing in common or because of a time pressure. And sometimes our conversational partners might not make it easy for us to make our exit. Here are some basic tips on gently disengaging yourself from typical networking types.

– The domineering networker is going to expect you to attend to his every word, but he respects goal orientation. You may have to interrupt him to say you

have a deadline to meet, but once you have his attention, he'll respect your time needs and let you go. And forget about you immediately.

- The high-energy, storytelling, center of attention networker expects you to be hanging on to every word of her story, so try to get both of you to a larger audience where she can continue her tale and you can make your getaway. She will also forget you immediately as long as there are others paying attention to her.
- The quiet, focused, friendly networker is the most likely to want to stay with you, having made a friend and often creating what he feels is a safe haven from the crowds. You must gently explain that you have responsibilities to attend to, you enjoyed your time with him, are happy to get together later but must move on. Do this firmly, and you will be able to go, but you might have to repeat yourself to make your point. Don't wait to leave, they are likely to start another conversation to keep you there.
- The detail-oriented, careful observer who has decided that you are worthy of his audience may pose a real challenge. You must interrupt her, perhaps several times, (she won't be listening to you) and explain in clear, concise terms that you have to be somewhere at a specific time, you find the conversation fascinating but perhaps can reschedule (be prepared to set a time later). You may have to say this several times because she's waiting for you to finish so she can get back to her points. Be firm, be focused, and physically move away by shaking hands and leaving.
- The Suckerfish is the most challenging, for he attaches himself to your sleeve and won't let you move around on your own. He has decided that you are his friend for the entire event and it is like having a piece of luggage move with you everywhere you go. In this case you must be firm almost to the point of rudeness. State that you both have networking responsibilities, and in the worst cases, have a "savior" come get you for your "meeting." Sound dishonest? It is. But the next time you have one or two people tagging at your heels at a

busy event because they're terrified of going off on their own, you'll wish you had a prearranged lifesaver as well.

Fear does terrible things to people. But you are at an event to get work done, and so are they. Be courteous. Be kind. Be direct. But break free and do what you came to do. It might just be the wakeup call they needed.

Whatever you do, be appreciative of the other person's feelings. You are always setting an example, so be cognizant of upholding Networking principles in all your exchanges.

I. "Grow Your Primary Power Circle"

Find and grow your Networking Power Circle at this event.

1

Name of Partner _____

Company _____

Title _____

Phone _____

Top 3 Values

Top 3 Strengths

2

Name of Partner _____

Company _____

Title _____

Phone _____

Top 3 Values

Top 3 Strengths

I. "Grow Your Primary Power Circle" (con't.)

3

Name of Partner _____

Company _____

Title _____

Phone _____

Top 3 Values

Top 3 Strengths

4

Name of Partner _____

Company _____

Title _____

Phone _____

Top 3 Values

Top 3 Strengths

5

Name of Partner _____

Company _____

Title _____

Phone _____

Top 3 Values

Top 3 Strengths

6

Name of Partner _____

Company _____

Title _____

Phone _____

Top 3 Values

Top 3 Strengths

7

Name of Partner _____

Company _____

Title _____

Phone _____

Top 3 Values

Top 3 Strengths

8

Name of Partner _____

Company _____

Title _____

Phone _____

Top 3 Values

Top 3 Strengths

I. "Grow Your Primary Power Circle" (con't.)

9

Name of Partner _____

Company _____

Title _____

Phone _____

Top 3 Values

Top 3 Strengths

10

Name of Partner _____

Company _____

Title _____

Phone _____

Top 3 Values

Top 3 Strengths

II. Networking Yearly Action Plan

January

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshows I will attend:

Great referrals I have received:

February

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshows I will attend:

Great referrals I have received:

March

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshows I will attend:

Great referrals I have received:

April

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshows I will attend:

Great referrals I have received:

May

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshows I will attend:

Great referrals I have received:

June

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshows I will attend:

Great referrals I have received:

July

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshows I will attend:

Great referrals I have received:

August

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshows I will attend:

Great referrals I have received:

September

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshows I will attend:

Great referrals I have received:

October

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshows I will attend:

Great referrals I have received:

November

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshows I will attend:

Great referrals I have received:

December

Great people I have met to follow up with:

Great organizations I have attended events at and plan to join:

Great organizations I would like to attend events at in the future:

Great tradeshow I will attend:

Great referrals I have received:

Networking Partner Alliance



LaCoste Design

Kerry LaCoste is a creative director and designer specializing in corporate communications. In his sixteen year career, he has experience in all aspects of graphic design and production, including annual reports, branding and positioning, corporate collateral, promotional campaigns, web sites, trade shows, identity systems, book design and advertising for international institutions, nonprofit organizations and leading corporations.

Kerry worked as a designer and creative director at some of the best nationally recognized corporate design firms in Costa Mesa, CA, Boston and Chicago. He is also Principal of LaCoste Design, Inc., the communications design firm he founded in May of 2005. His conceptual ability, intuition, sensitivity and understanding of the clients, their represented companies and goals has resulted in design work that delivers strategic, smart, creative, memorable visual and verbal messaging that consistently surpasses their expectations.

His work has been honored in numerous national and international competitions and publications including the American Institute of Graphic Arts (AIGA) BoNE Show: Best of New England Design, AIGA/Triad Awards: The Best in Annual Reporting Among Midwest Public Companies, Applied Arts Magazine (Canada): Design Annual, The Black Book Annual Report 100 Awards Show, Communications Arts Design Annual, Graphic Design:USA's Design Annual, Graphis: Design, Brochure and Annual Report Annals, How Magazine's International Annual of Design and Self Promotion Annual, The Mead Annual Report Show, MerComm's International Galaxy and International ARC Awards, The National Investor Relations Institute (NIRI) Annual Report Competition, RockPort Publishers: The Art of Paper Graphics, The Potlatch Annual Report Show, Print Magazine Design Annual, Print Magazine Casebook: Best Letterheads & Business Cards 6, Sappi Annual Report Show and Designer Awards, International Logos & Trademarks 4.

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