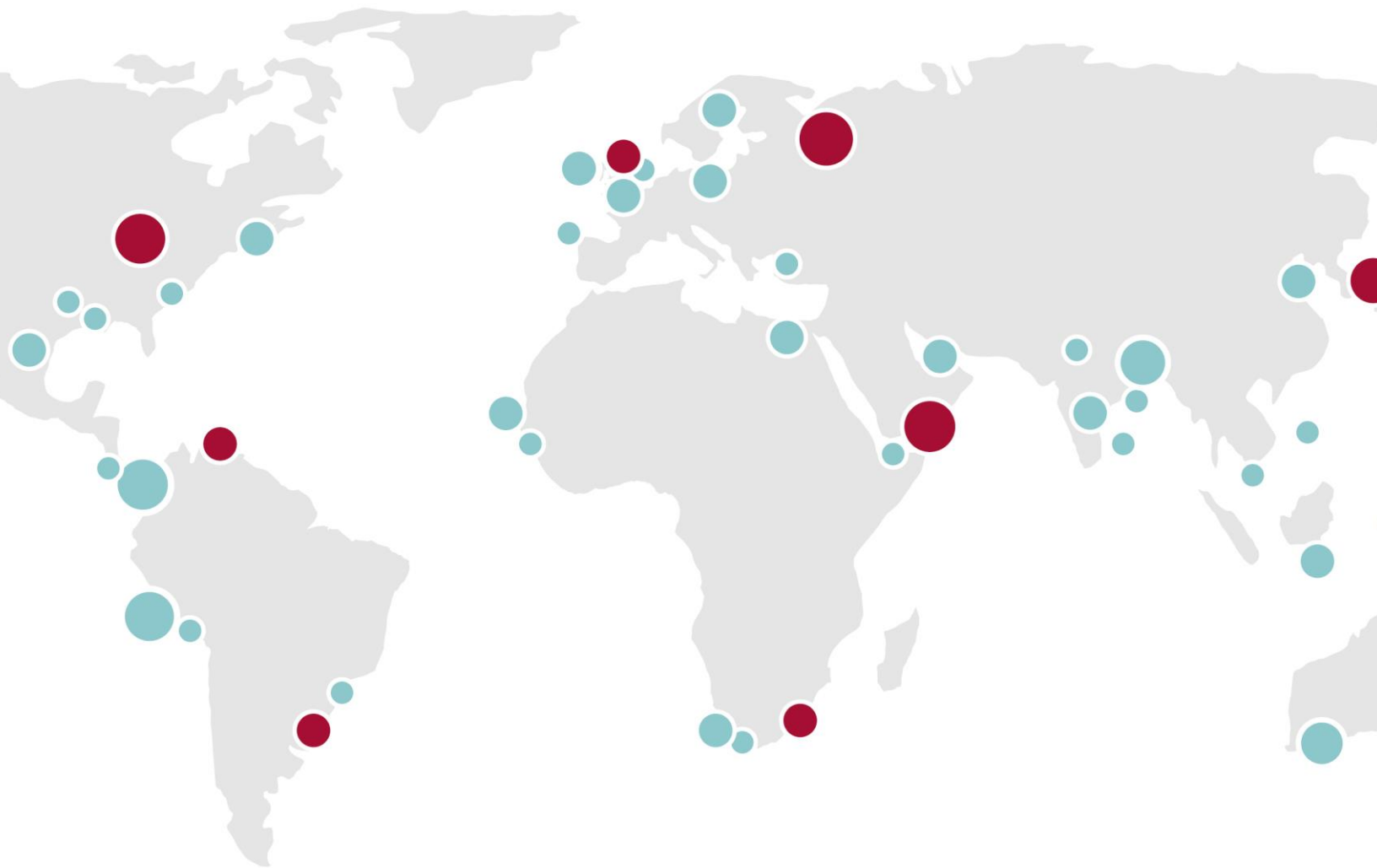


**Harvard Business
School Online**



Leadership Principles

Professors Joshua Margolis & Anthony Mayo | Module 4 Summary

Module 4: Your Network

Your Network

A key tenet of **networking** is the “**law of reciprocity**,” or that people feel a sense of obligation to repay in the future what another person has done for them in the present.

Base the effectiveness of your network on the closeness and diversity of relationships within it, not the sheer size.

It is most important that your network provides access to new information or resources and that the relationships are strong enough that there is a willingness to help one another.

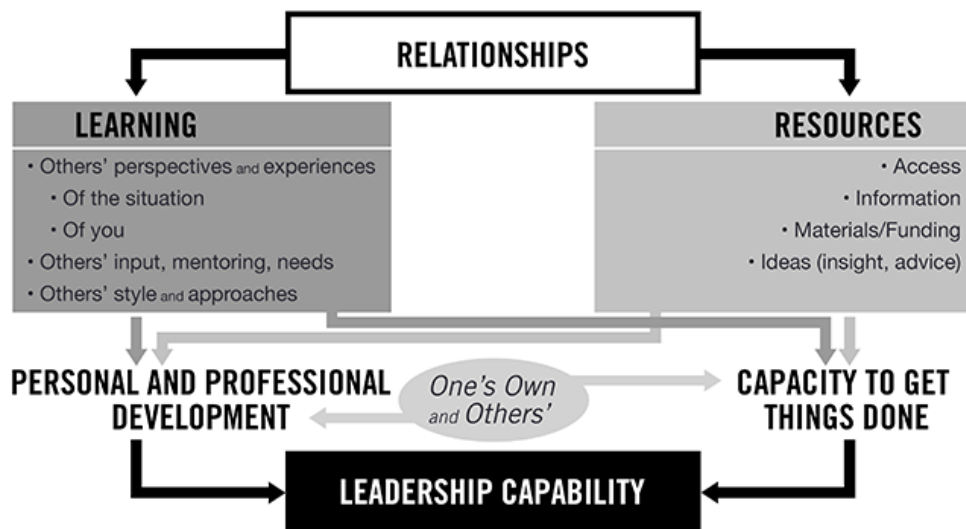
A robust network includes three core subnetworks:

- ▶ Your **strategic network** includes those who help you keep abreast of priorities, constraints, or capabilities in your organization.
- ▶ Your **operational network** represents the individuals on whom you rely to provide you and your team with key advice, information, support, or resources pertaining to your current job.
- ▶ Your **developmental network** involves the individuals you rely on for coaching, exposure to new opportunities, protection from adverse situations, and social support.

A robust network of effective work relationships provides you with the resources and a source of learning to drive your personal and professional development and your capacity to get things done.

In building your network, keep in mind the following:

- ▶ The foundation of building relationships is your genuine interest in the other person. Learn about them, find areas of common interest, and discover how you differ and how that can be a source of learning.
- ▶ It helps to tell yourself that building and sustaining networks is less for you and more for the people you are leading.



Managing Up

When **managing up**, you position yourself to support your boss if you take the time to understand their context (the pressures and challenges they face), the ways in which they like to consume information and make decisions, and their overall strengths and weaknesses, including their potential blind spots.

Managing Your Direct Reports (Coaching)

Empathy is key when coaching and providing feedback, so that your message and efforts to help the recipient have the effect you want them to have, and effectively register and reshape behavior.

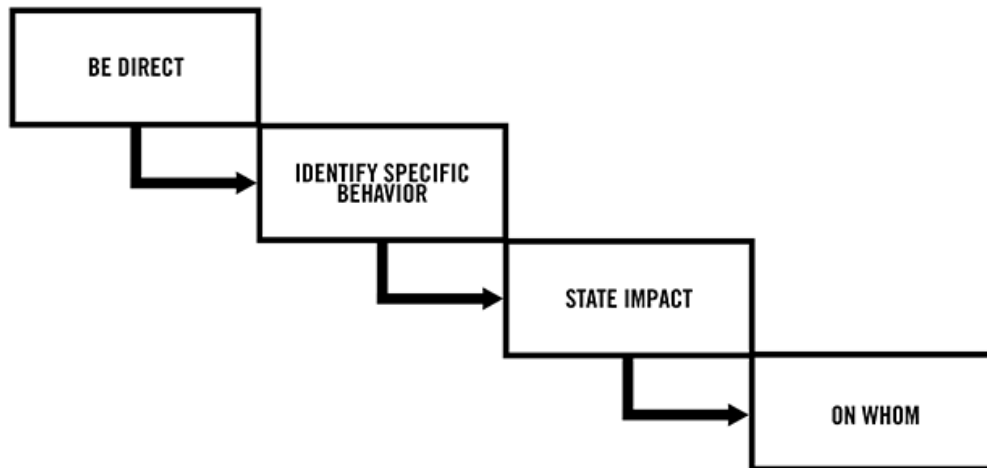
When delivering feedback or engaging in a coaching conversation, think carefully through the following:

- ▶ The **content** of what you want to say;
- ▶ The **process** you will follow in delivering the feedback, and;
- ▶ The **tone** you want to adopt in conveying the message.

Here is a simple, straightforward process you can follow for delivering feedback, which is designed to make the development of the feedback recipient the focal point of your efforts:

- ▶ **Be direct**, speaking directly to the recipient about the exact issue you want to coach them on.
- ▶ **Identify the specific behavior**, resisting the urge to speak in generalities and instead pointing to specific behavior that is problematic and needs correction.
- ▶ **State impact**, connecting the problematic behavior to the consequence of that behavior.
- ▶ **Be specific** about who is affected, and what the impact of the problematic behavior is on others and even on the feedback recipient.

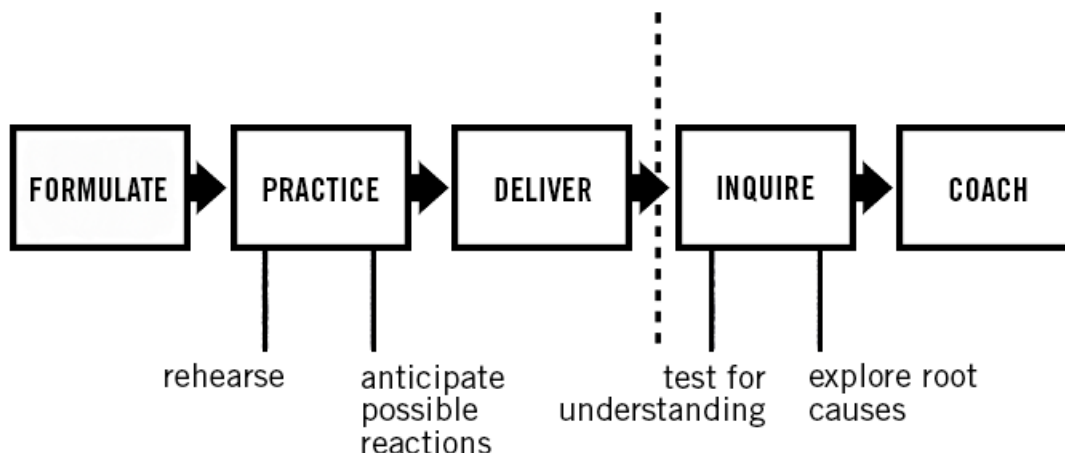
CORE CONTENT OF FEEDBACK



There are five steps in the process of feedback and coaching:

- ▶ **Formulate** what you intend to say, thinking about the content in terms of behavior, impact, and parties affected.
- ▶ **Practice** or rehearse what you will say multiple times, taking time to imagine possible reactions you might hear in response and how you will respond.
- ▶ **Deliver** your feedback at the right time and in a quiet location that allows both you and the recipient to speak confidentially and be vulnerable.
- ▶ Engage in **inquiry**, either at the beginning of the feedback conversation or after delivering the feedback.
- ▶ Join as a partner with the feedback recipient to help **coach** them to make changes in their behavior.

FEEDBACK PROCESS



To be an effective coach, hone in on developing the following skills, qualities, and practices:

- ▶ Patience and empathy;
- ▶ Analysis of where an individual can improve;
- ▶ Clear communication;
- ▶ A leadership imprint that conveys faith and elevation.

After the discussion of the problematic behavior, coaching will require you to do the following:

- ▶ Provide psychological support through listening, reassurance, and offering your own experiences for perspective;
- ▶ Offer instrumental guidance through collaborative instruction aimed at improving the recipient's future performance.

Managerial coaching requires establishing a constructive coaching relationship in which the following conditions, based on the work of psychologist Carl Roger, are met:

- ▶ Mutual perception that each person in the coaching interaction is important;
- ▶ The coach is genuine;
- ▶ The coach has empathy for what the person being coached is experiencing;
- ▶ The person being coached experiences the coach as empathic and understanding.

When coaching a peer or friend, it may be helpful to begin with inquiry, then discuss and establish a workable solution.

Adversity and Stress

When faced with the inevitable setbacks of leadership, it is important for you to stay positive and avoid the common reflexes of blaming others, jumping to conclusions, and deciding future actions in a state of raw emotion.

Re-framing setbacks is a key feature of **resilience**, which is the ability to confront crises quickly and constructively.

When you encounter a setback, engage in thoughtful deliberation about the underlying causes and the scope of the adversity, and shift gears to think about what actions you can take to address the adverse events effectively.

Pay attention to your reaction and response when faced with a stressful occurrence. A **reaction**, your reflexive emotions and thoughts in the moment, should not govern your **response**. Before responding, hit the pause button, breathe, collect yourself, and first do what it takes to manage yourself so that you can move to more resourceful action in response to stress and adversity.

Pulling the Plug on Emotion, a tool developed by Bruce Cryer, Rollin McCraty, and Doc Childre, refers to steps you can take when faced with adversity or an overwhelming wave of negative emotion:

- ▶ **Name the emotion**, hit the pause button, and give yourself a timeout.
- ▶ **Breathe through your heart** for at least 30 seconds.
- ▶ **Invoke a positive feeling** that will effectively bring to mind experiences that have positive associations for you.
- ▶ Engage in constructive thinking around **action steps** to take moving forward. Take a moment to write down the challenges and your thinking around them.

“**CORE**”, a set of questions formulated by Paul Stoltz of PEAK Learning, encapsulates four dimensions of human reaction to adversity. These questions can be used to discover your reflexive reactions to an adverse situation:

- ▶ Control: To what extent can I influence the situation? How much control do I perceive I have?
- ▶ Ownership: To what extent do I hold myself responsible for improving this situation? To what extent am I playing a role in making it better?
- ▶ Reach: How far does the fallout of this situation reach into other areas of my work or life? How big am I letting this become?
- ▶ Endurance: How long will the adversity endure?

A second set of questions can help you move toward resilience. Ask them explicitly or use them to coach someone who seeks your guidance in handling adversity in their own lives:

- ▶ **Questions to Enhance a Sense of Control:**
 - Do: What are the facets of the situation you can potentially influence?
 - Visualize: How would the person you emulate and admire act?
- ▶ **Questions to Enhance a Sense of Ownership:**
 - Do: What can you do to address the potential downside? What can you do to maximize the potential upside—by even 10 percent?
 - Visualize: What strengths and resources can you and/or your team develop by addressing the adversity?
- ▶ **Questions to Reduce the Reach of the Adversity:**
 - Do: How can you step up to make the most immediate, positive impact on this situation?
 - Visualize: What impact will your efforts have on those around you?
- ▶ **Questions to Reduce the Endurance of the Adversity:**
 - Visualize (first this time): What do you want the situation to look like on the other side of this adversity?
 - Do: What can you do in the next few hours to move in that direction?