**Interview Guide**

**Introduction**

* Description of executive’s situation / problem being faced
* Description of responsibilities
* Network map (What are the 3-5 key “clusters” of your network, and how do they interact?) (e.g. Job #1 network, Job #2 network, charity/organization network, neighborhood network, college network)
* What are you primary drivers for networking?

**Broker**

* Who are the brokers in your career / life? (Explain what a broker is to your interviewee)
* What benefits have you gained from brokers?
* Do what degree do you serve as a broker?
* Who have you connected within your company/firm/organization?
* What motivated you to connect people across your industry/across circles outside your company?
* Her feedback:
  + *She calls them connectors. Lot of this came from seeing the connection when the relationships was established. She likes watching connectors work –*
  + *She studies her connectors and leverages them because she knows how important they are – she’s gotten jobs and speaking engagements from these conenctors.*
  + *She is not a connector, but she has learned how to start building that and she has helped her network connect where she can*

**Diversity in Network**

* How do you define diversity of your network?
* How diverse is your network?
* What benefits do you see coming from this diversity?
* How do you maintain diversity:
  + *Look for smart people. But there has to be a true connection so you can’t force it. It has to be organic. It’s never targeting a role per se.*
  + *When she was doing the book it had to be less organic and more programmatic – she built a map of influencers, breeders, and experts that could be your sources for the content.*

**Self Branding**

* What actions have you taken to build, develop, and maintain your personal brand throughout your career?
  + *PPT – women in e-Discovery (see if she can send this)*
  + *It starts with who you are – I look at it like corporate brands… what’s your unique promise, what can you do to win in a very crowded world,*
  + *She had a PR team at her gig as a sounding board*
  + *What are the attributes that are authentic to her that she can covey? One was she is not off the chart intelligent but she comes across as pretty smart; conveying that she is warmth (warmth competence)*
  + *You need to know who is going to show up when you show up. When she was looking to writing a book on data driven marketing she had to convey it with authenticity. She didn’t know a ton about it so she wrote about the journey to becoming data driven*
  + *VOICE: she tends to be a little dramatic sometimes; she likes words that are very visceral and connective – finding that voice was the other piece that was very important. She called the data issues in marketing “hairballs” and that became very popular. She had to be clear that she was not a data expert – and wanted to be a real world CMO that is still there and done that and is still making mistakes. Wanted to be relatable.*
  + *She looked at who she needed to connect with both for writing her book, marketing it, and*
  + *Attrbutes and Voice and put them together.*
  + *Learning process over time – organically iterative*
* What tools do you use? (i.e. old school cards, website, LinkedIN page)
  + *“uses twitter as a way to gauge the receptivity to words and thoughts. Every time she used the word “hairball” it went off the charts*
  + *LinkedIn, Twitter, Facebook, city and network (if im not fully committed to work and im in a city can I make it a point to grab a coffee with someone?)*
  + *Constantly pulling on your network to improve your own brand - .*
* What events do you make a point to attend?
* Where have you spoken or been published? How did you first get involved?
* Cool story:
  + *She had been wanting to launch her own business – CMO on demand; CMO lifecycle was 18-24 months at the time and she thought that was ridiculous since it has such a big impact on the organization.*
  + *She was getting coffee with a guy from her network and was telling him about her idea. Hadn’t seen him for years, but they were friends back in the day*
  + *Couple months later he got a CEO job and he called her up and said to quit her job and he wanted to be your first client*

**Network maintenance**

* How deliberately do you maintain your network?
  + *She doesn’t have a network map but wishes she did*
  + *Thinks about the type of people in her network – sales, marketers, CEOs, etc.*
  + *She was a reluctant networker and hates going to events where it feels forced.*
  + *She was helped by advice from Pete Ferrazi from TeraData: “approach it in a way that you are of service to that individual” DON’T approach it as , “what can I get from this?” The minute I started approaching it as how can I service you, it became way easier.*
  + *It doesn’t matter how long it’s been, if you have a connection with somebody you can light it up at any time, as long as you haven’t damanged the connection.”*
  + *She is proactive about this, “posts stuff on facebook that she knows other people emight like, checks*
  + *Used to feel like networking was self-service, but now she feels like it’s a service*
* Tactically, how do you maintain your network relationships? What tools?
* How do you prioritize network relationships?
* How proactive are you in maintaining your network?
  + *When she goes to a new city, she goes dark for a few months..*
  + *She goes through highs and lows and needs to be more consistent.*
  + *She keeps it active before she is looking for a job – tries to keep it genuine and organic.*
  + *Uses facebook and linkedin to do this – she’ll send notes of congratulations or maybe just sends an* ***“FYI”***
    - *Send a quick note if she finds something that might be valuable to someone in your market*
    - *This builds you a lot of credibility and a reference for life.*
* What tools do you use to maintain your network (LinkedIn, Email, Phone calls, etc)

**Corporate Culture’s influence on network**

* How does your corporate culture impact your network processes?
* Is networking formally taught / encouraged / measured at your firm?
* Does your corporate culture encourage / facilitate networking within the firm? How? Outside the firm?

Porter Gale – CMO of Virgin America. Wrote a book and lisa has gained a ton of knowledge from her.