**Case: Heidi Roizen**

1. What are the **strengths of Roizen's network (not her personal strengths)** as we see it at the end of the case? The weaknesses?

Strengths of Roizen’s network: Due to her previous positions as CEO of T/Maker President of SPA and Vice President of Developer Relations she had networked with some of the most powerful people in technology sector.

She was able to keep her professional and personal relationship separate, which helped her take decisions objectively.

Her network was influential, and she was able to use that influence to protect Apple’s image when she worked as a VP there. Her network’s behavior was consistent and performed well even if the frequency of their interactions was not much.

Her network was able to appreciate the fact that she had to maintain confidentiality and neutrality in her conversations, and she had to keep her personal and professional life separate.

Weakness of Roizen’s network:

Her network grew so large that people assumed that they could get in contact with her at any point of time and expect a quick turnaround.

She was not able to dedicate enough time for everyone and she needed to cut back on social events to make sure she did not burn out.

The line between professional and personal life almost blurred out since she would host dinner parties for networking and socializing at her house.

1. What specific steps did Roizen take to develop her network? To maintain it?

* Access to people: Came with experience and time.
* Performance: Follow through when you promise something. Help your network when they need you.
* Consistency: Each interaction is genuine and in a consistent manner.
* Did her homework before each meeting and built her reputation.
* Made sure even a brief discussion was a valuable one.

1. What does Roizen achieve through her network? What are the various “ends” for which she uses her network?

* She was able to call up on her network to support her initiatives at Apple.
* She is able to help people in her network who could mutually benefit which improves her reputation among her networks.

1. What changes occur in Roizen’s network as she moves across her career?

As Roizen works towards becoming a full fledged VC , she realized certain things:

* She will have less time to devote to others and as a result her network connections could be hurt.
* She will have to be more careful with her network and will have to be more confidential since she will be working with lots of new startups which potentially could also be a competitor of one of her network’s companies.

1. What lessons are there for you in the Heidi Roizen case? And more importantly, how, specifically, are you going to put these lessons into practice?

* Be bold and take the chance and strike up conversations at professional events.
* Make genuine connections and help out your connections when you can without expecting anything in return.
* Be consistent in your behavior towards others.
* Whether you are ok to mix professional and personal relationships or not; either ways have a clear understanding of it and work with your partner/family to let them know about the same.