Team 4

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**Group Case Memo: 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?
   1. Strengths:
      1. Increase the efficiency of other people’s lives.
      2. Broad range of individuals who provide different perspectives.
      3. Her relationships within her network were long lasting. This is evident in the quality over quantity of the interactions she would have with her connections.
      4. 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.
   2. Weaknesses:
      1. Unreasonable demand on her time - A broad and considerable number of people in her network that thought they had a personal relationship with her and expected a meeting.
      2. Her role changed her motivations and allegiances as it related to people on her network; she became more selfish about recommendations.
2. What specific steps did Roizen take to develop her network? To maintain it?
   1. Hosting ordinary dinner parties at her house, with various influential leaders like Bill Gates of Microsoft and Scott McNealy of Sun Microsystems.
   2. Followed “what can I offer” approach. The relationships she would foster needed to be mutually beneficial.
   3. Connected with people before they were in position of power and famous.
   4. She connected with people that were good at work and could contribute substantially to the company.
   5. Roizen was involved. She attended conferences, joined associations, sat on boards, and interacted with other moms at the playground and at her children’s events.
   6. She focused her first impressions on being interesting and contributing one or two unique ideas, rather than having power over the person she was interacting with.

**Maintain it:**

* 1. Consideration for their time and keeping e-mails short and efficient. She knew the more powerful an individual was the less time they had on their hands. She would only call on those people for favors twice, maybe three times in a year.
  2. No distinction between her personal and professional lives, she invited people she enjoys spending time with.
  3. Relationships were consistent, no bad relationships. Each interaction was genuine and consistent in manner.

1. What does Roizen achieve through her network? What are the various “ends” for which she uses her network?
   1. She is a mentor capitalist and later a venture capitalist.
   2. She was a board member in various organizations.
   3. Connected people with positions of power that could also provide financial support to start-ups.
   4. She worked part-time and from home for Softbank, at a job she enjoyed and invested in companies.
2. What changes occur in Roizen’s network as she moves across her career?
   1. Roizen did not carry enough financial weight, raising money for the start-ups. She focused more on being what she referred to as a “mentor capitalist”. She invested time and knowledge in exchange for equity in the company.
   2. She realized the demand on her time increased and became more selective.
   3. As her network expanded, she recognized that most of her connections saw her as a personal friend; each expecting special time and energy from her. As a result, she identified the nuclei of her network and decided to “go deep” with those relationships.
3. 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?
   1. Action, reflection – take a deep look at current network groups and relationships and be selective.
   2. Identify the nuclei in my network and build a deeper relationship with them.
   3. Focus on quality not quantity.
   4. Maintain good relationships with everyone by following through on promises and extending kind gestures.
   5. Attend events that relate to your field of work or any topic in which you are interested. Be involved and the relationships will follow.
   6. Make genuine connections and help them when you can without expecting anything in return.