

**Jon Sample**  
**Networking and relationship building**  
**self feedback report**

**Saturday, January 26, 2002**

# Introduction

The following information is provided to help you to navigate the extensive information that is included in this Networking and relationship building output report.

## 1. Overall summary chart

The summary results chart provides a quick visual representation of your scores in seven categories that make up the Networking and relationship building profile. Scores upon which to most concentrate are above 3.5, which are considered to be strong and scores below 2.75, which may be in need of further development. Please note that these category scores are averages. Individual question scores can be viewed by clicking on the category label hyperlink.

## 2. Category description pages

This report contains three output pages for each of the seven categories. The first of these three pages explains the category, list average scores and then provides high and low score interpretation notes. The second page provides a graphical representation of individual question scores. The third page in the set provides broadly based improvement actions for those individuals wanting to develop their competencies in the overall category.

## 3. 10/10 Report

The 10/10 Report page provides the raw scores for the top 10 highest scoring questions and the bottom 10 lowest scoring questions out of the 84. It also identifies the categories to which these questions belong.

## 4. Course and Reading suggestions

This output report includes development suggestions for the two lowest scoring categories out of the seven. These suggestions include training courses that may prove helpful, as well as specific books that may provide some useful additional information.

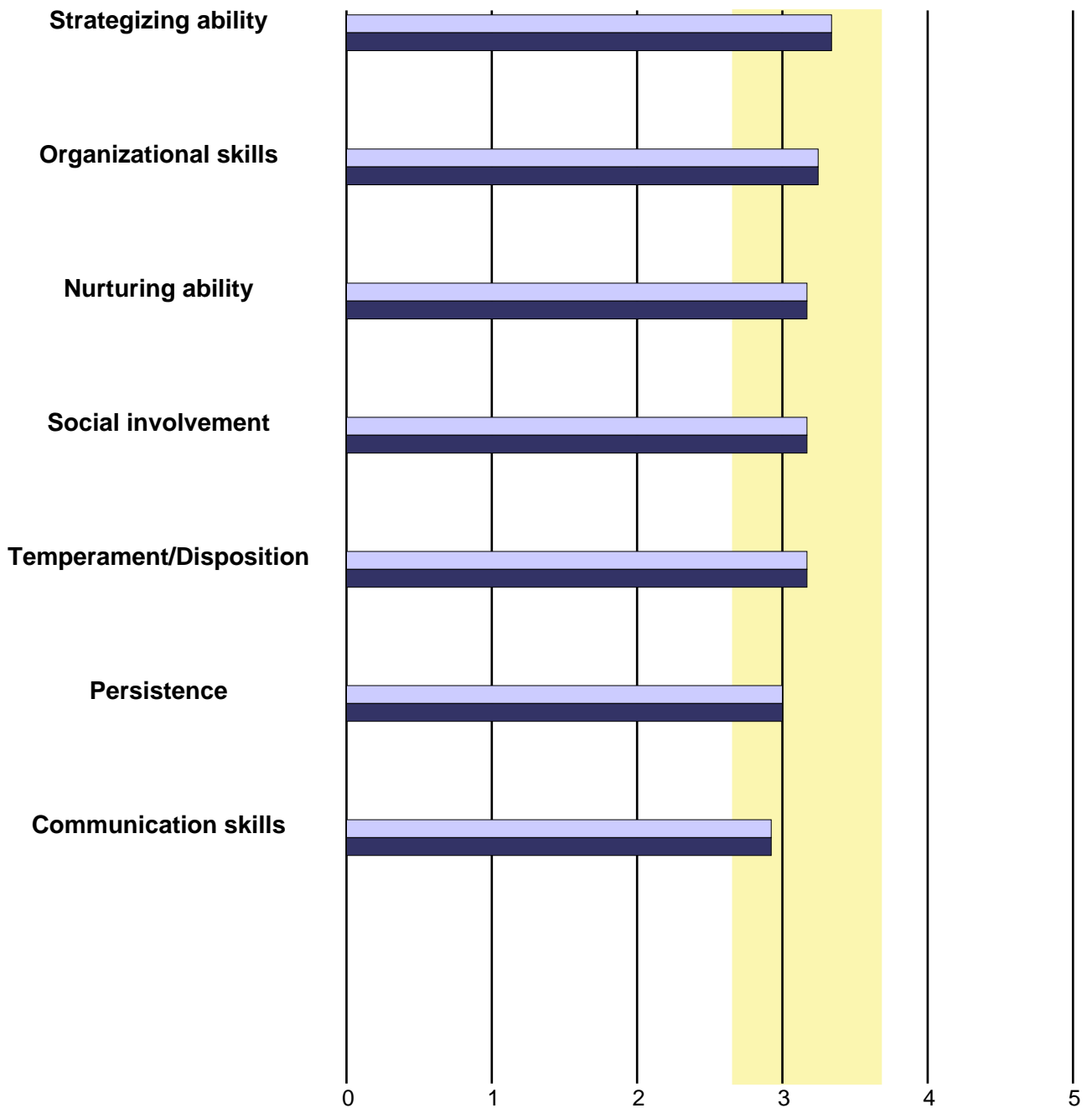
## 5. Development Plan

The development plan takes the five lowest scoring questions on aggregate and puts them into a single page template for individuals to record the specific actions that they plan to take as a result of their feedback during the forthcoming twelve month period. Individuals may draw upon any of the general guidance offered in their feedback report, or perhaps more usefully, draw upon the coaching tips ideas that are also included (see next section)

## 6. Coaching tips

The overall output report includes detailed coaching tips for the five lowest scoring questions on aggregate (consistent with the one page development plan). These coaching tips provide not only elaborative information about the particular questions but provide some specific advice on what individuals might do to improve their skills or learn new behaviors in the future.

## OVERALL SUMMARY



Self Norm

The above chart is sorted in descending order of summary scores.

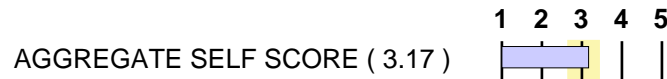
Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Networking and relationship building Profile

### TEMPERAMENT/DISPOSITION

Temperament/Disposition looks at your internal want or desire to find value and enjoyment through your relationships with other people in general. This category asks the question "How well do you operate on an open, "give and take" basis with family, friends, colleagues and new contacts around you?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that that this individual may operate more like a 'loner' much of the time, doing much more by themselves than with and through other people. They are also likely to be selective about whom they talk, and usually only when they have a reason to initiate contact at all

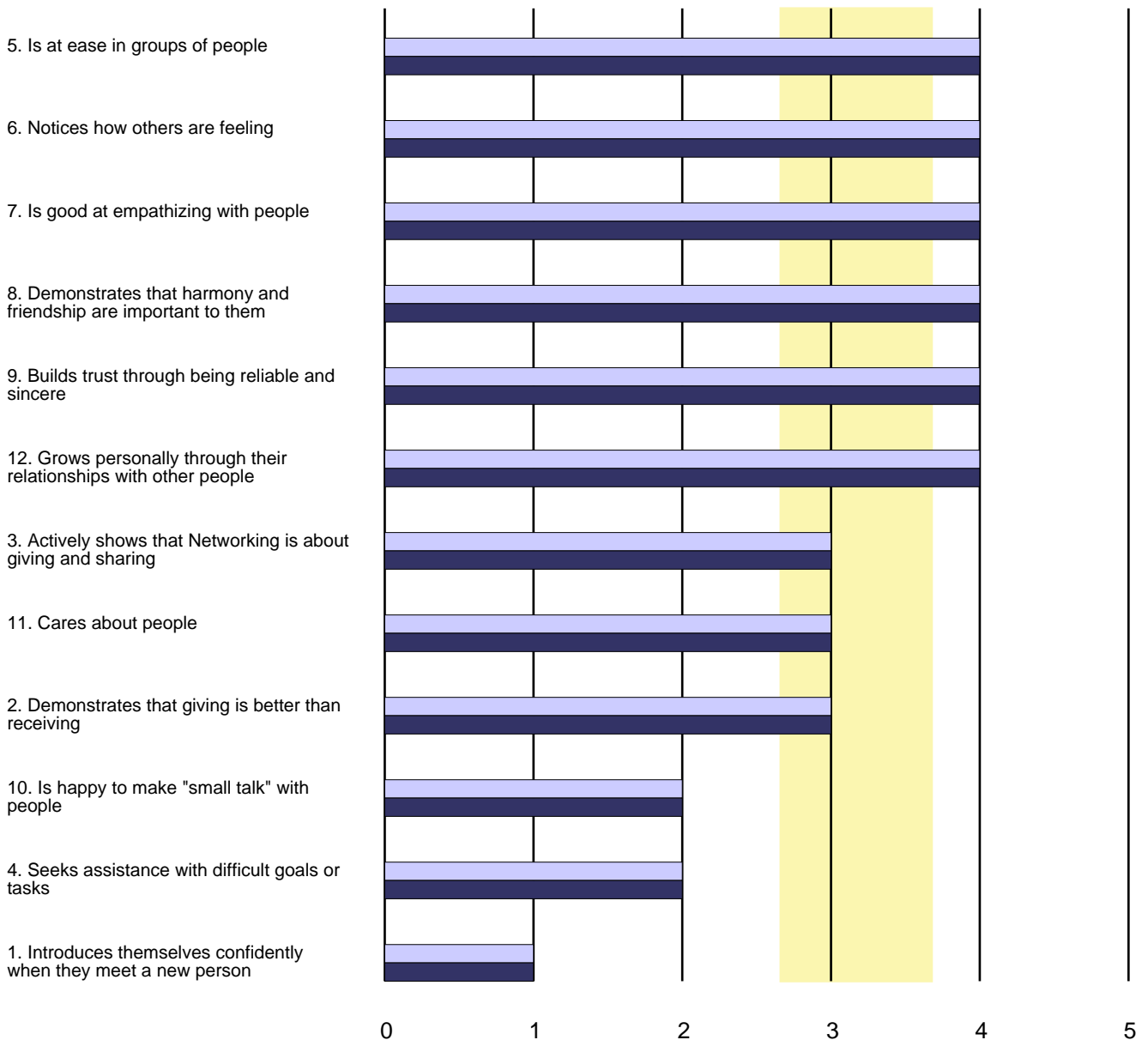
A low score person will be likely to lack general confidence about meeting new people and therefore keep themselves to themselves. They also tend to see most of their relationships with people as being 'transactional' or operating only to make an exchange of some kind (on a like for like basis) rather than to offer mutual support and help to one another whenever needed."

#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that that this individual is often an easy going and flexibly minded individual that likes to work with and through people on a regular basis. In doing this, they are likely to be happy to offer support and help as well as being open to sharing their own concerns and challenges to obtain advice and support when they need it.

A high score person will be likely to go out of their way to build relationships with a wide range of people, thus offering support to them and the opportunity for periodical growth and learning for themselves. Many relationships will therefore be deep and long lasting friendships based on a spirit of giving and sharing."

## Networking and relationship building Profile TEMPERAMENT/DISPOSITION



Self Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Networking and relationship building Profile TEMPERAMENT/DISPOSITION

Temperament/Disposition looks at your internal want or desire to find value and enjoyment through your relationships with other people in general. This category asks the question "How well do you operate on an open, "give and take" basis with family, friends, colleagues and new contacts around you?"

### Improvement actions

Low scorers need to find ways to become more at ease in talking to people in general and in being open to accept more personal advice, support and help from time to time. Although it is not easy to quickly change, low scorers can also try to put themselves more often in the shoes of others and look to increase their overall empathy with people that they meet.

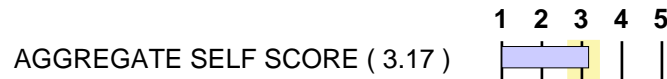
<b>emperament/Disposition</b>	<ul style="list-style-type: none"><li>-Make a commitment to network as a means to meet and assist other people rather than as a means to further your own goals or needs.</li><li>-Develop the ability to look at issues and situations you encounter from the point of view of those involved.</li><li>-Think about what actions you could take to be helpful or supportive to better networking.</li><li>-Become more naturally comfortable in engaging in small talk when meeting with people casually or informally.</li><li>-Develop an 'abundance mentality' in which you look to offer your help to others without being asked.</li></ul>
-------------------------------	--

## Networking and relationship building Profile

### NURTURING ABILITY

Nurturing ability looks at the extent to which you sincerely and enthusiastically invest your time and effort into building and growing your relationships with other people. This category asks the question "How well do you create a mutual spirit of giving and sharing information?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual is less concerned, or even 'blind' to the needs of specific individuals that they meet. They may also be overly 'transactional' in their dealings with people, thinking more about their own needs rather than those of other people.

A low score person will be likely to keep their network conversations or meetings too short, or are prone to focus only on what are perceived to be significant or important points of discussion (ignoring 'small' talk or minor social exchange). They will also often forget people's names and sometimes fail to recall details from past conversations."

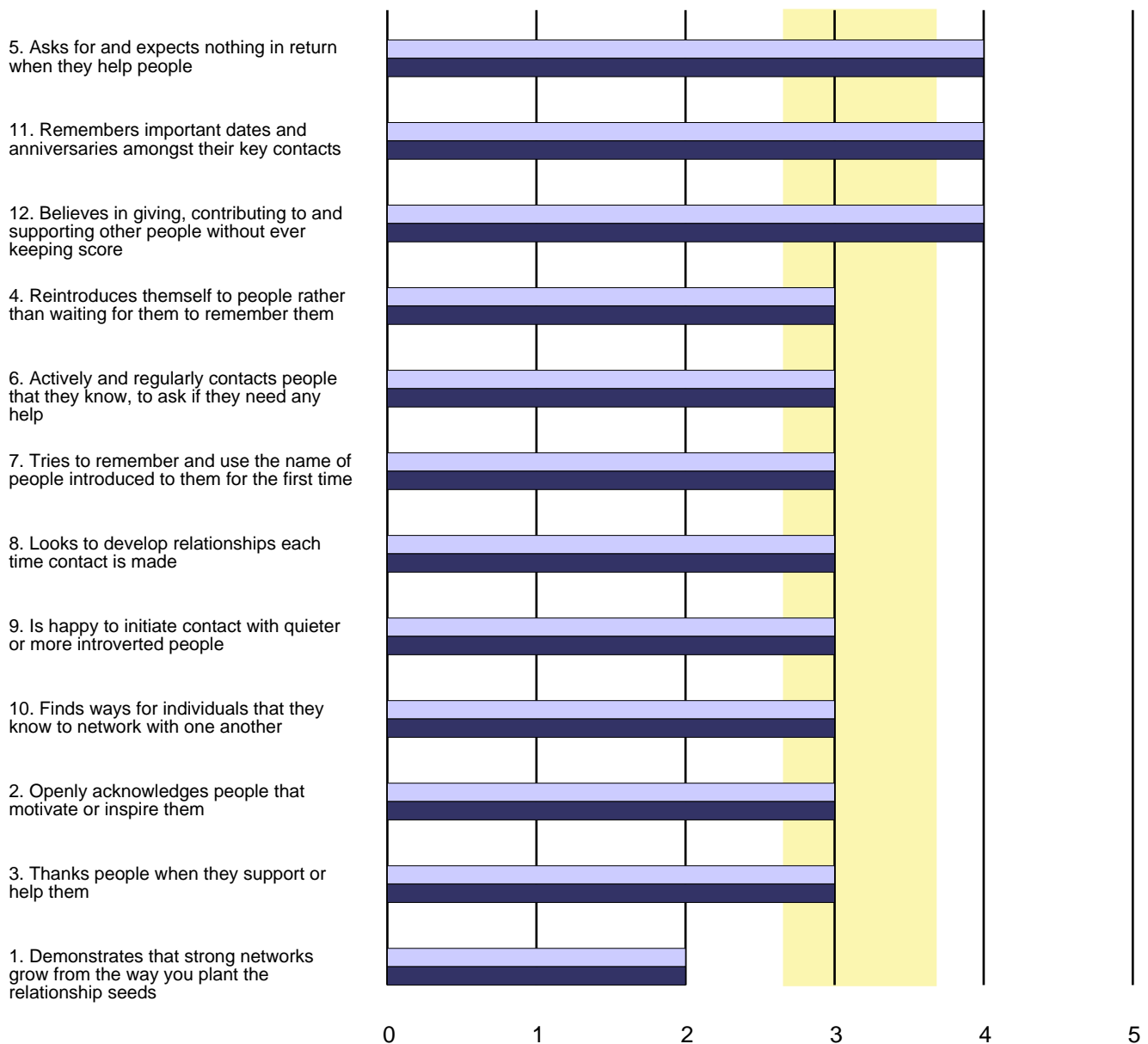
#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual is committed to creating a warm and enabling climate in which people feel positive and valued when they come into contact with them. This means that they are likely to almost instinctively put themselves in the 'shoes' of other people, in order to better understand their needs and aspirations.

A high score person will be likely to quickly build empathy with most people that they meet, or at least find out a lot of minor details about the person, that they can remember and build upon in future conversations. They will also give much of themselves to others, without ever feeling that they have to 'balance' how much is 'given' versus how much is 'taken'."

## Networking and relationship building Profile

### NURTURING ABILITY



Self Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Networking and relationship building Profile

### NURTURING ABILITY

Nurturing ability looks at the extent to which you sincerely and enthusiastically invest your time and effort into building and growing your relationships with other people. This category asks the question "How well do you create a mutual spirit of giving and sharing information?"

### Improvement actions

Low scorers need to try to regularly imagine what other people may be thinking or feeling, or imagine what they might value. Having done this, they can look to provide ideas, suggestions or general advice to be supportive. Such support should be genuinely and warmly offered with good eye contact, and trying to remember details and personal facts from prior conversations.

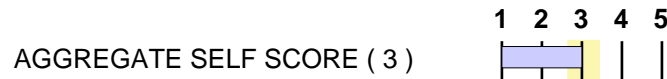
<b>Nurturing ability</b>	<ul style="list-style-type: none"><li>-Make direct contact with anyone who gives good presentations, says or writes something interesting or different, does something admirable or impresses you in general</li><li>-Offer your open praise without expecting it to benefit you or lead to an advantage of any sort.</li><li>-Think about specific means and ways in which you can develop your network relationships by offering help and support.</li><li>-Keep track of important future dates and anniversaries that are important to your network contacts and get in touch to demonstrate that you are 'on the ball'.</li></ul>
--------------------------	--

## Networking and relationship building Profile

### PERSISTENCE

Persistence looks at the extent to which your networking and relationship building efforts remain constant and relentless through obstacles and time. This category asks the question "With how much tenacity do you develop your personal network and drive hard towards better outcomes through people?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that this individual often becomes distracted or overly affected by obstacles and difficulties that arise when they are trying to build their network base. Networking effort is therefore likely to be conducted too much at random, or by accident, and followed through with inadequate passion or energy.

A low score person will be likely to have only a limited commitment to achieving better results through people, preferring to take on difficult tasks or projects too often by themselves. They will therefore, find that they may lose faith in their own ability to achieve some of their tasks or goals and to feel that their networks are only of limited value, or only of use in some limited circumstances."

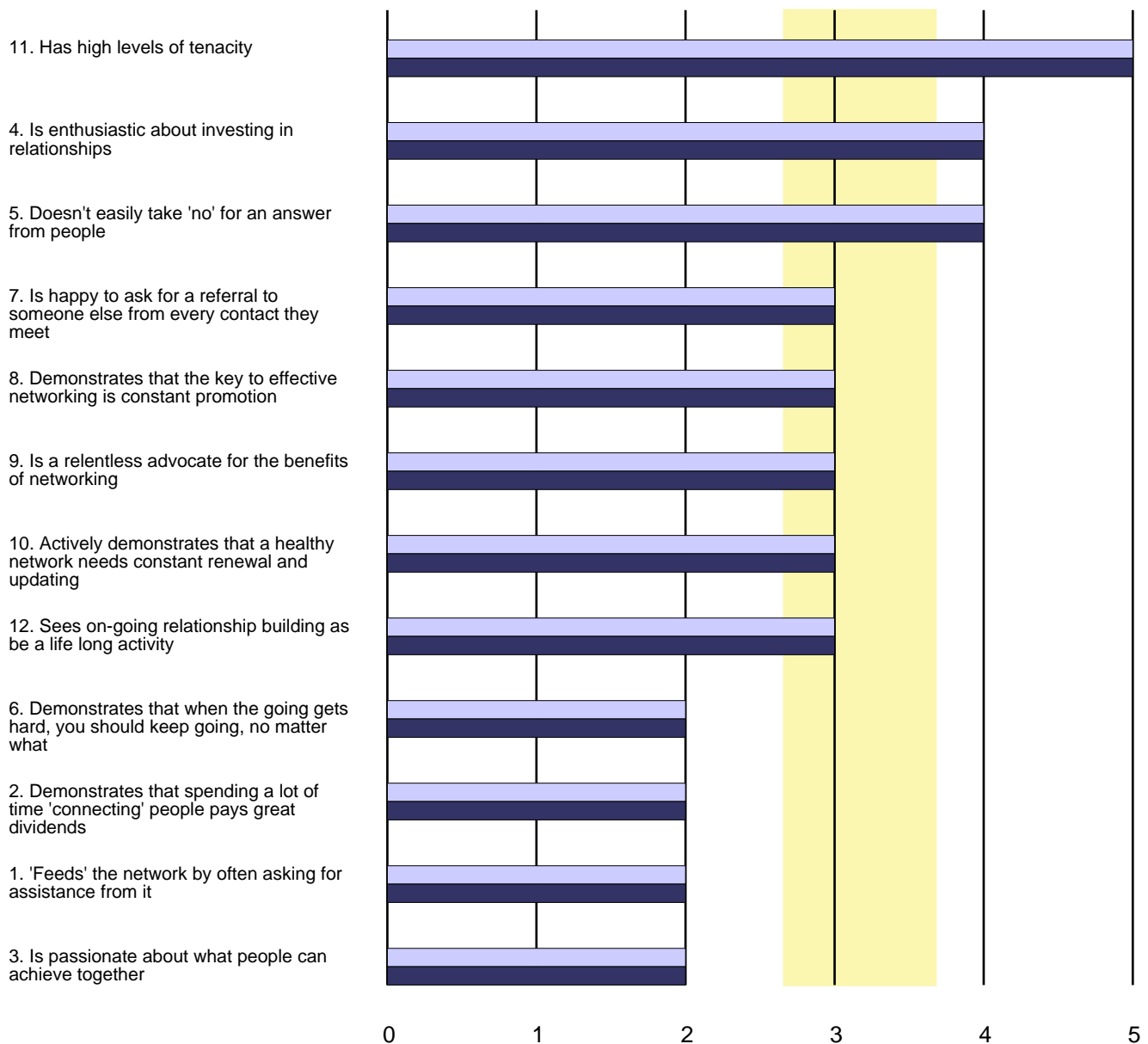
#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual pushes strongly towards their networking or relationship building goals or aspirations and to tries to 'jump over' or avoid any obstacles that they encounter. They are also likely to have high levels of internal drive and often act as a role model for others.

A high score person will be likely to be naturally enthusiastic about their network relationships and often go out of their way to find opportunities to involve people in goals or challenges (other people's and their own). They are also likely to take their commitments seriously and work hard to achieve results in order to help the whole network to be successful and grow stronger."

## Networking and relationship building Profile

### PERSISTENCE



■ Self      ■ Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Networking and relationship building Profile

### PERSISTENCE

Persistence looks at the extent to which your networking and relationship building efforts remain constant and relentless through obstacles and time. This category asks the question "With how much tenacity do you develop your personal network and drive hard towards better outcomes through people?"

### Improvement actions

Low scorers need to change their 'loner' attitude and ask for more help and assistance from their network contacts. This will not only help to achieve goals or outcomes, in the face of barriers or obstacles, but also help to build a strong belief in the value of people working together to achieve better results over the long term.

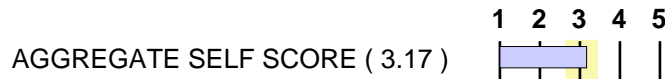
<b>Persistence</b>	<ul style="list-style-type: none"><li>-Be relentless in your efforts to connect with new people every day</li><li>-Share your goals and aspirations with them, as well as offer your support.</li><li>-Even in the face of obstacles, remain committed by sticking to your plans, and celebrate your successes rather than worry about your failures.</li><li>-Talk about networking or make presentations on the benefits of networking to as many people as you can on a regular basis, and in doing so generate as much passion and enthusiasm for the subject as you can.</li></ul>
--------------------	---

## Networking and relationship building Profile

### SOCIAL INVOLVEMENT

Social involvement looks at the extent to which you use formal and informal meetings and gatherings of people to network for yourself or to help others to do so. This category asks the question "How much do you involve yourself in social gatherings of all types to keep your network 'fresh' and 'alive'?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that this individual may look to limit their involvement in social events and to avoid talking to people that they hardly know, unless they are introduced, or they introduce themselves. They are also likely to engage in too many conversations that are 'shallow', or yield only in very limited useful networking information.

A low score person will be likely to feel uncomfortable in large social gatherings (and avoid them where they can) and spend little or no time in 'circulating' to talk to new people. They will also keep their conversations too short and often only find out who people are, not necessarily what they do (or where their interests and/or skills might be).

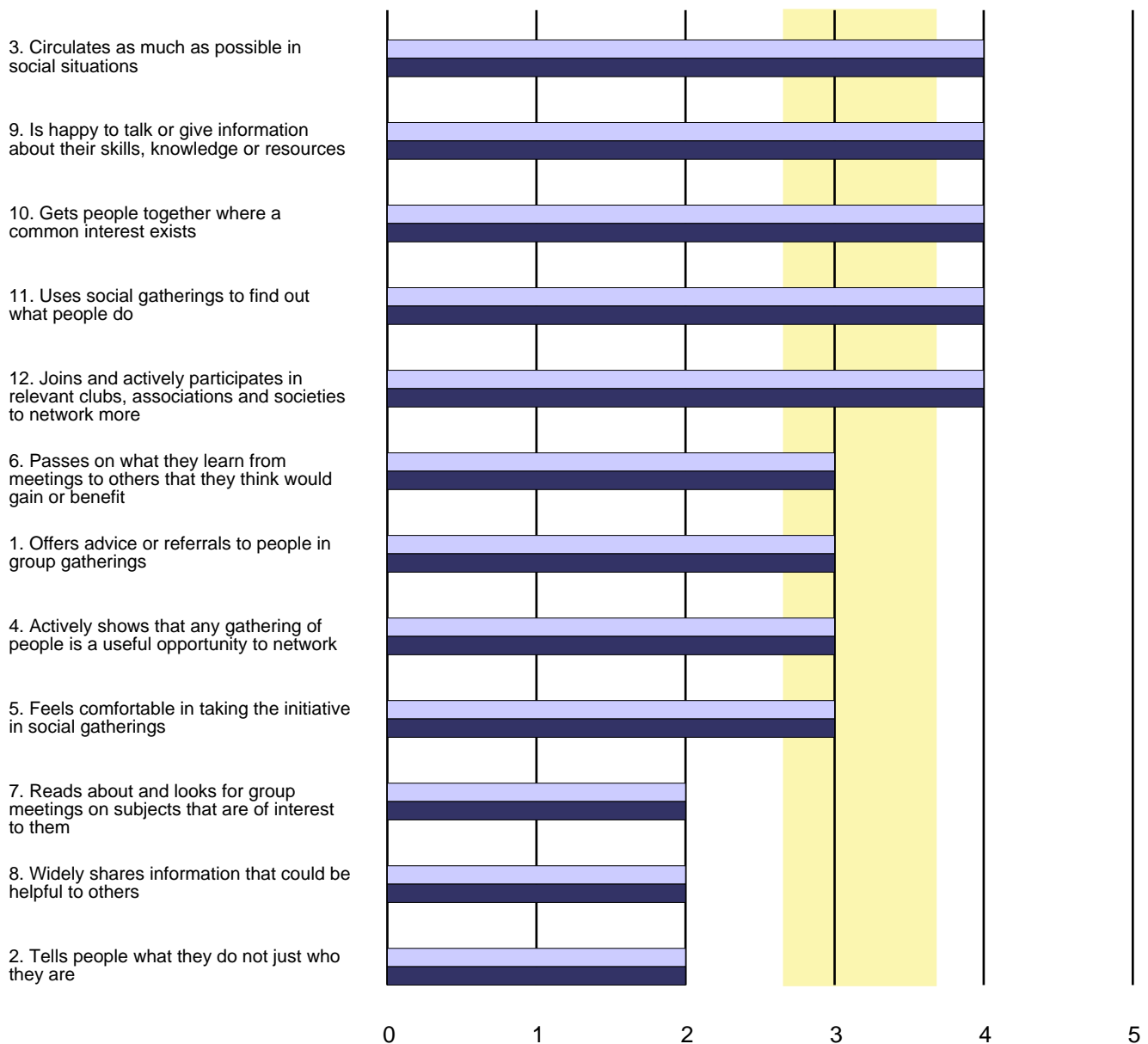
#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual regularly involves themselves in a wide variety of social 'events' and uses the opportunity to meet new people and help others to come together successfully. They are also likely to comfortably initiate contact, even when people are complete strangers.

A high score person will be likely to see social events, or occasions of all sorts, to be a prime chance to meet old friends, colleagues, customers or contacts and to meet new people. As such, they will readily initiate conversations and look to discover as much as they can, as well as share information widely."

## Networking and relationship building Profile

### SOCIAL INVOLVEMENT



Self Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Networking and relationship building Profile

### SOCIAL INVOLVEMENT

Social involvement looks at the extent to which you use formal and informal meetings and gatherings of people to network for yourself or to help others to do so. This category asks the question "How much do you involve yourself in social gatherings of all types to keep your network 'fresh' and 'alive'?"

#### Improvement actions

Low scorers need to use social situations to take 'small steps' towards opening themselves up to others and in initiating conversations with at least one or two new people on each occasion. They can also join clubs, associations or societies of interest and make sure that they attend a few of their programmed meetings in order to build confidence and feel more comfortable.

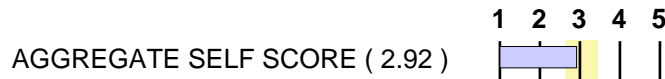
<b>Social involvement</b>	<ul style="list-style-type: none"><li>-Design and print an informative personal calling or business card, which comprehensively describes who you are and where your interests lie.</li><li>-Aim to give away at least ten a week to people you meet in almost any public, social or other person to person situation.</li><li>-In social circumstances, make sure that you inform people fully about your interests and what you do in detail, and make sure that you learn the same from each of them.</li><li>-Keep abreast of any club or association events that interest you and look to attend at least one public function a week.</li></ul>
---------------------------	--

## Networking and relationship building Profile

### COMMUNICATION SKILLS

Communication skills looks at the extent to which you listen and feed back to your network contacts in order to build the quality and depth of all of your relationships. This category asks the question "How effectively do you give and receive from your network in order to establish efficient communication channels?"

1 = almost never, 5 = almost always.



#### Interpretation

##### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that that this individual may fail to either listen effectively to people they meet or communicate with their network contacts sufficiently enough to build 'deeper' relationships with them. They are also likely to keep themselves to themselves rather too much leaving them often 'out of the loop'.

A low score person will be likely to be more of a "disconnected information island" in a network. This means they don't always build a network contact to a deep enough level, and may have to work much harder at networking by "churning and burning" many more people that they meet than they could or should."

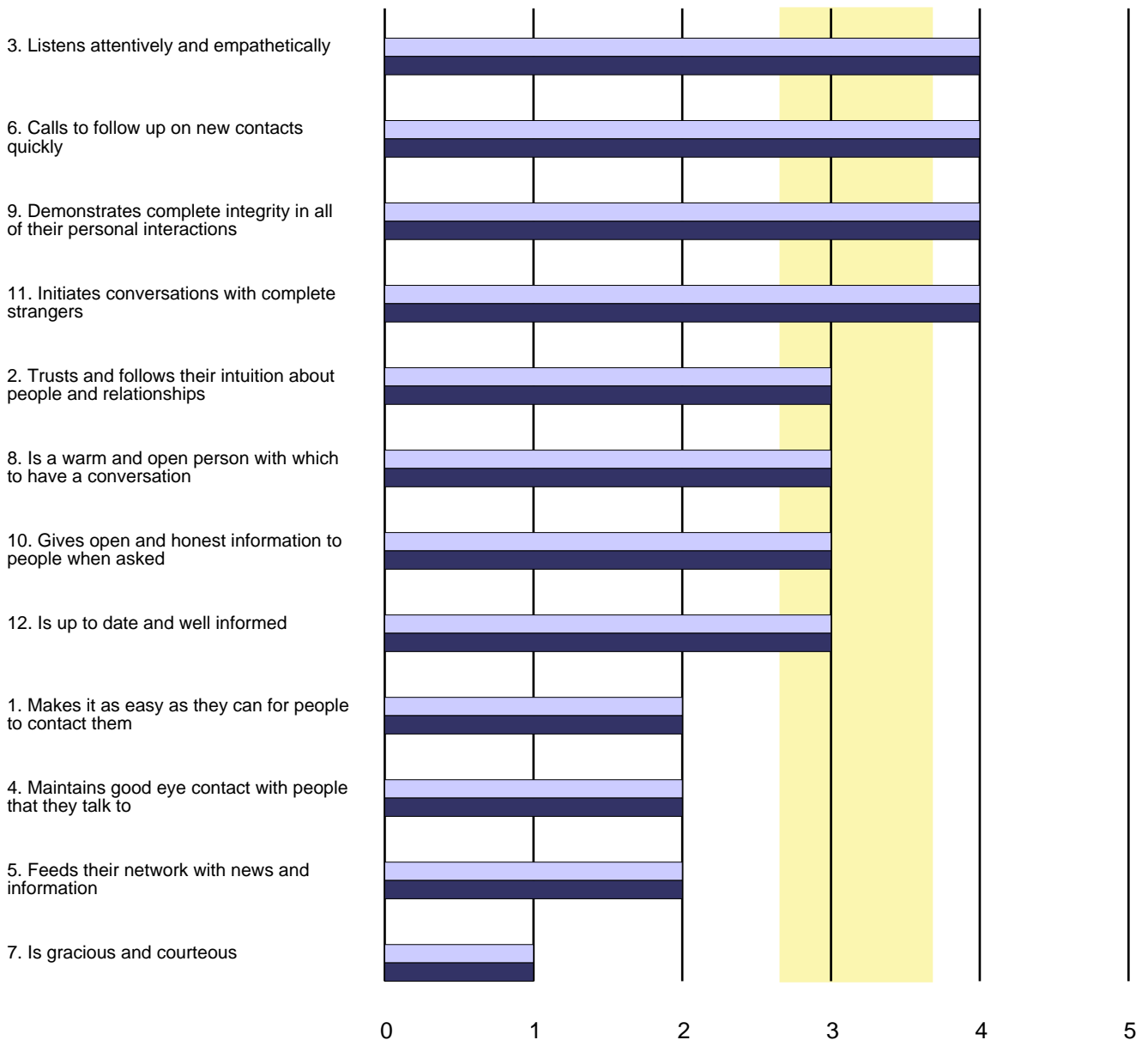
##### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that that this individual appreciates the value of carefully listening to and 'reading' the needs of their contacts. They also well understand that the building of strong relationships is considerably assisted by regular and varied communication follow up over time.

A high score person will be likely to enjoy being a network communication 'hub', or be seen to be a well connected person that is therefore both a useful data resource as well as a good 'first port of call' for contacts to share their news or ideas."

## Networking and relationship building Profile

### COMMUNICATION SKILLS



Self Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Networking and relationship building Profile

### COMMUNICATION SKILLS

Communication skills looks at the extent to which you listen and feed back to your network contacts in order to build the quality and depth of all of your relationships. This category asks the question "How effectively do you give and receive from your network in order to establish efficient communication channels?"

### Improvement actions

Low scorers should spend as much time as they can in collecting useful data, information and news and carefully assess to whom it might be useful or interesting. Such information should be offered regularly and graciously to network contacts as a way of opening up general communication channels, and in order to help build relationships (including initiating relationships with completely new people and relative strangers).

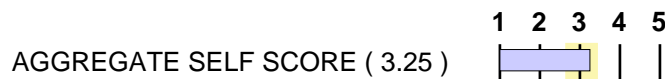
<b>Communication skills</b>	<ul style="list-style-type: none"><li>-Keep files and folders for useful articles, ideas, news stories, clippings or other data you read or see that you think may be interesting or worthy of follow up.</li><li>-Think about who might benefit from your information, or find it interesting and make contact.</li><li>-Use the excuse to talk and discover more about your contact and to deepen your relationship.</li><li>-Learn to initiate open and friendly conversations with people that you have met every week.</li><li>-Keep in touch with your network regularly by phone, fax, e-mail and face to face meetings-keep it live and fresh.</li></ul>
-----------------------------	--

## Networking and relationship building Profile

### ORGANIZATIONAL SKILLS

Organizational skills looks at how well you use organizational and prioritization systems to efficiently and effectively feed and make use of your network of contacts. This category asks the question "How effectively do you organize yourself and the information you gather about other people that you meet to minimize future wasted follow up effort."

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that that this individual may not worry about setting up much in the way of systems before they network with people or start to gather information. As a result, they are likely to lose cards, paper, phone numbers etc, and have to expend more time than necessary in finding what they need (and sometimes the same information again and again).

A low score person will be likely to approach networking in a 'disorderly' fashion and therefore find themselves repeating their efforts to find people or follow up with them. Low scorers will also keep 'loose' files or no organization system at all, so as to refer to information that they have collected when they need it."

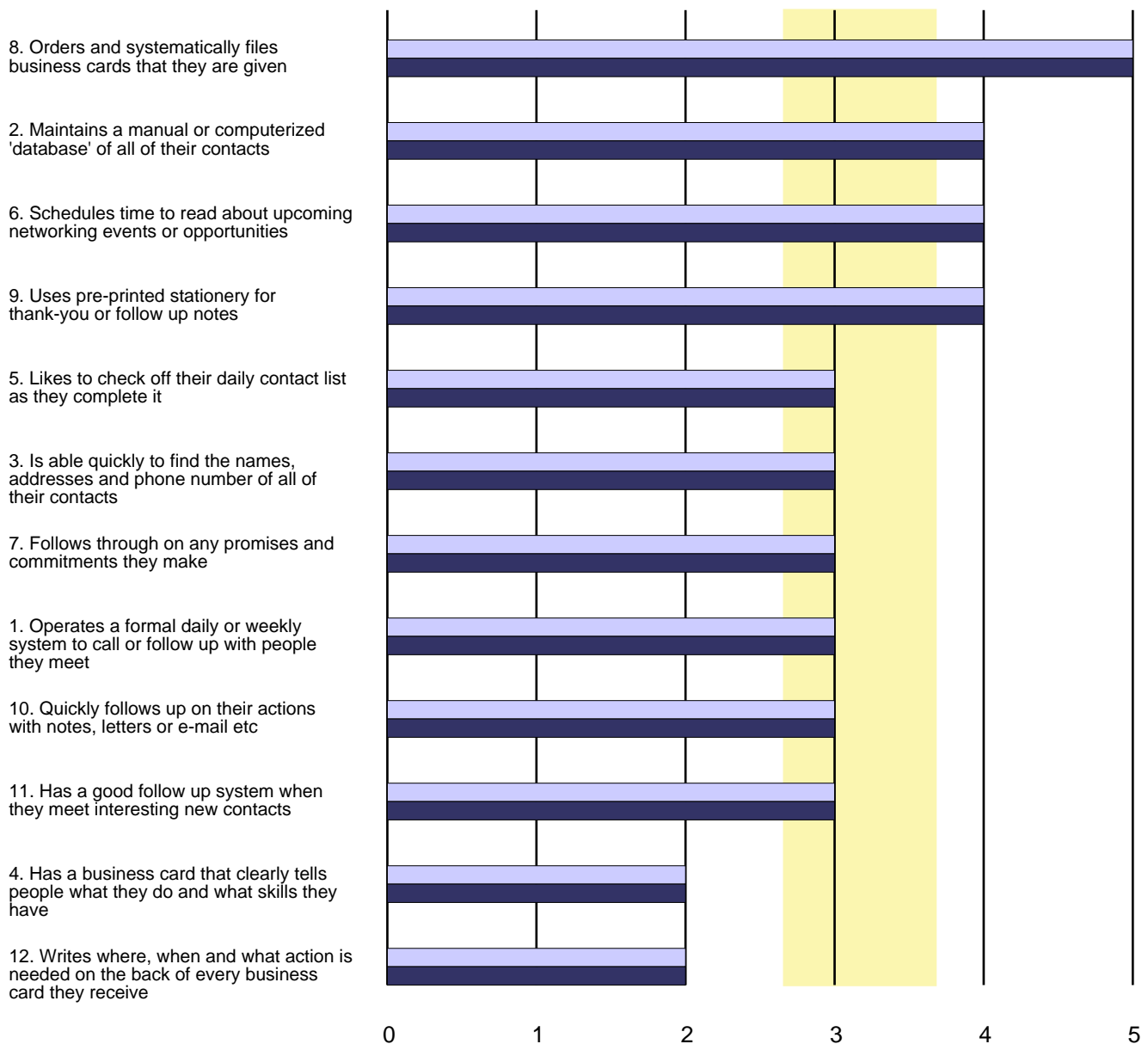
#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that that this individual takes their networking efforts seriously and sets up a well prepared and comprehensive system to keep track of their meetings and interfaces. They are also likely to be able to quickly find information that they have collected, in order to follow up effectively.

A high score person will be likely to set up a well structured filing and data collection system before they start networking, as well as to think about how they will organize, collate and categorize information. In addition, they will understand the importance of following up with people that they meet and keeping any promises or commitments that they make."

## Networking and relationship building Profile

### ORGANIZATIONAL SKILLS



Self
  Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Networking and relationship building Profile

### ORGANIZATIONAL SKILLS

Organizational skills looks at how well you use organizational and prioritization systems to efficiently and effectively feed and make use of your network of contacts. This category asks the question "How effectively do you organize yourself and the information you gather about other people that you meet to minimize future wasted follow up effort."

### Improvement actions

Low scorers need to establish a contact management system (either manual or computerized) and force themselves to log information from meetings and conversations as soon as they occur. In addition, they should transfer key data from discussions, leaflets, brochures or business cards into their system frequently, sorting, categorizing and labelling it so that it is easy to search and find when they need it.

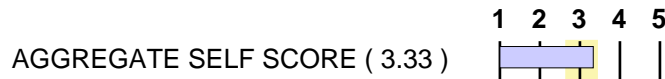
<b>Organizational skills</b>	<ul style="list-style-type: none"><li>-Purchase, design or adapt an organizational system that is easy to use and easy to maintain for you and to accommodate all of the contact details.</li><li>-Teach yourself how to use it properly and on a constant basis.</li><li>-At least once a month, review all the data you have collected, and categorize and prioritize it carefully.</li><li>-Make sure that you plan how you can offer assistance to your network and meet your promises and commitments to the best of your ability at all times.</li></ul>
------------------------------	--

## Networking and relationship building Profile

### STRATEGIZING ABILITY

Strategizing skills looks at the extent to which a deliberate plan is undertaken to understand your potential network and to strategize how to build and nourish it. This category asks the question "How effectively do you think about the opportunities to network or build relationships and plan to take action?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that you may see networking effort as a 'secondary' activity to be 'fitted in' as and when you have the time and inclination to do it. As such, any people you do meet are not strategically assessed in terms of what you could do for them or what you could usefully ask of them.

A low score person will be likely to find networking effort and experience to be 'haphazard' and frustrating at times. This potentially arises because too little time is invested in carefully planning how to build a strong, network of contacts and too little commitment made to trusting important tasks and projects to other people that could effectively help."

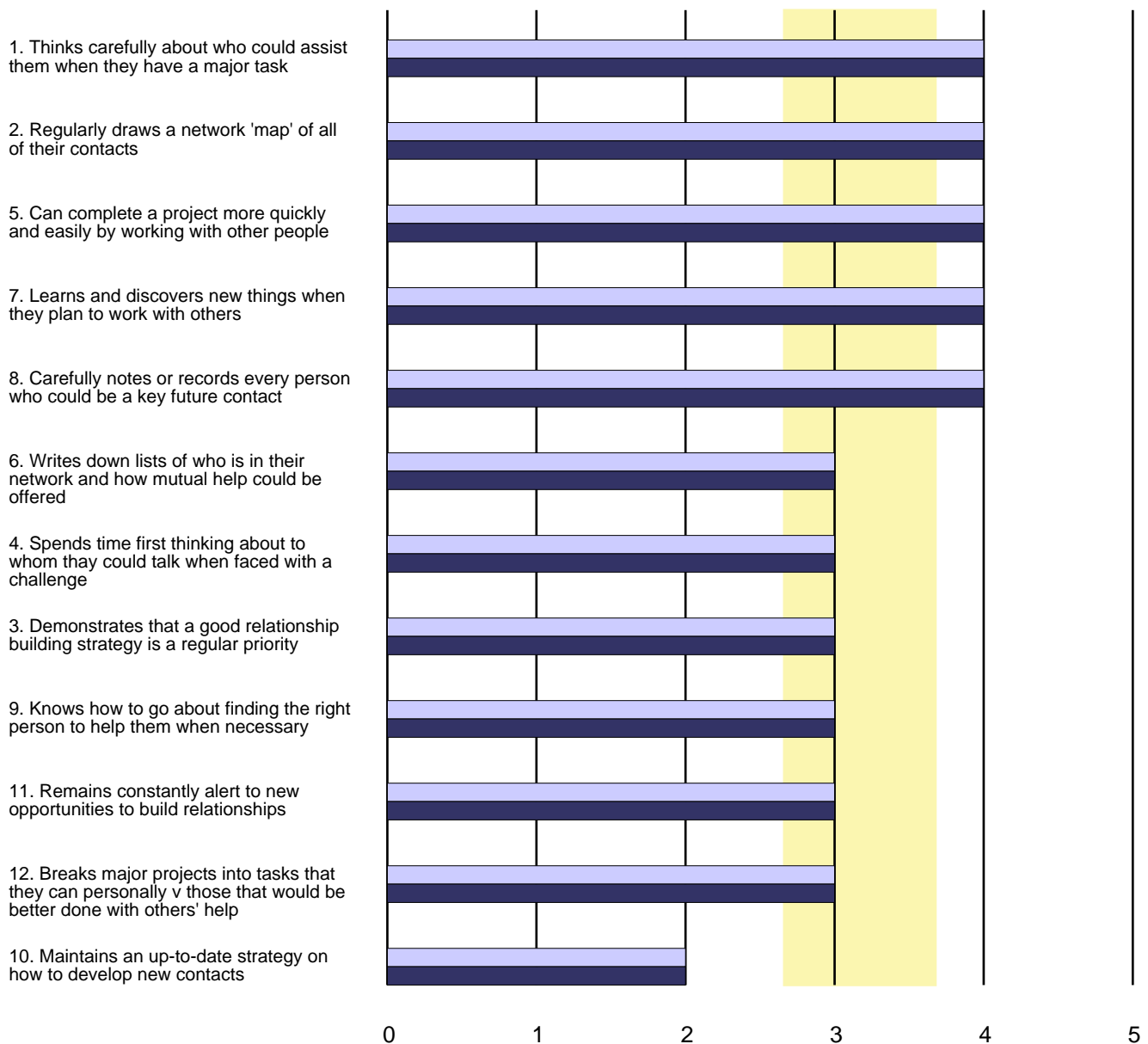
#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that you may not only highly familiar with your existing network contacts, but have a well structured and systematic approach to extending it further in the future. You are also likely to pursue all networking activity on a highly focussed basis, both widely sharing what you know and constantly learning about the needs of others

A high score person will be likely to 'design in' daily and weekly time to build the most appropriate and useful relationships with a wide range of people, and trust them to assist with significant tasks and issues that would not be done as well alone. They also inherently believe that they will learn more by working with others, than doing everything mainly by themselves."

## Networking and relationship building Profile

### STRATEGIZING ABILITY



Self Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Networking and relationship building Profile

### STRATEGIZING ABILITY

Strategizing skills looks at the extent to which a deliberate plan is undertaken to understand your potential network and to strategize how to build and nourish it. This category asks the question "How effectively do you think about the opportunities to network or build relationships and plan to take action?"

### Improvement actions

Low scorers need to plan their networking approach at a detailed level, working out what steps they can take and who they can contact that will help them to build their network strongly. All the different kinds of opportunities to approach people should be identified and written down before being evaluated and prioritized for action and follow up.

<b>Strategizing ability</b>	<ul style="list-style-type: none"><li>-Commit all your existing contacts to a network 'map'</li><li>-Design an effective storage and tracking system for all of the contacts that you progressively meet.</li><li>-Use your network map to think strategically about where, and with whom you can build your network.</li><li>-Start to research what skills, interests and challenges that people may have in your network (and not just their name, or only what their job title may be).</li><li>-Think about which of your long-term tasks or projects may lend themselves to inviting assistance from one or more of your network contacts.</li></ul>
-----------------------------	--

# THE '10/10' REPORT

## Top 10 development needs

		scores
Temperament/Disposition	1. Introduces themselves confidently when they meet a new person	1.0
Communication skills	7. Is gracious and courteous	1.0
Temperament/Disposition	4. Seeks assistance with difficult goals or tasks	2.0
Temperament/Disposition	10. Is happy to make "small talk" with people	2.0
Nurturing ability	1. Demonstrates that strong networks grow from the way you plant the relationship seeds	2.0
Persistence	1. 'Feeds' the network by often asking for assistance from it	2.0
Persistence	2. Demonstrates that spending a lot of time 'connecting' people pays great dividends	2.0
Persistence	3. Is passionate about what people can achieve together	2.0
Persistence	6. Demonstrates that when the going gets hard, you should keep going, no matter what	2.0
Social involvement	2. Tells people what they do not just who they are	2.0

## Top 10 strengths

Persistence	11. Has high levels of tenacity	5.0
Organizational skills	8. Orders and systematically files business cards that they are given	5.0
Temperament/Disposition	5. Is at ease in groups of people	4.0
Temperament/Disposition	6. Notices how others are feeling	4.0
Temperament/Disposition	7. Is good at empathizing with people	4.0
Temperament/Disposition	8. Demonstrates that harmony and friendship are important to them	4.0
Temperament/Disposition	9. Builds trust through being reliable and sincere	4.0
Temperament/Disposition	12. Grows personally through their relationships with other people	4.0
Nurturing ability	5. Asks for and expects nothing in return when they help people	4.0
Nurturing ability	11. Remembers important dates and anniversaries amongst their key contacts	4.0

---

## COURSE AND READING SUGGESTIONS

The following are general reading and course suggestions that may help you to better understand the two categories in which your scores were the lowest and to assist you in writing your development plan.

### Communication skills

**Communication skills looks at the extent to which you listen and feed back to your network contacts in order to build the quality and depth of all of your relationships. This category asks the question "How effectively do you give and receive from your network in order to establish efficient communication hannels?"**

#### Course Suggestions

- Communication skills
- Effective team communication skills
- Presentation skills
- Feedback giving and receiving
- Listening skills
- Influencing others

#### Reading Suggestions

- Thinking on Your Feet : How to Communicate Under Pressure, Marian K. Woodall, 1996
- Ask the Right Question : How to Get What You Want Every Time and in Any Situation, Rupert Eales-White, 1998
- Smart Questions, Dorothy Leeds, 1995
- Communicate With Confidence : How to Say It Right the First Time and Every Time, Dianna Booher, 1994
- The anatomy of persuasion, Norbert Aubuchon, 1997

#### Other Suggestions

- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

## **COURSE AND READING SUGGESTIONS**

### **Persistence**

**Persistence looks at the extent to which your networking and relationship building efforts remain constant and relentless through obstacles and time. This category asks the question "With how much tenacity do you develop your personal network and drive hard towards better outcomes through people?"**

#### **Course Suggestions**

- Assertiveness
- Conflict resolution
- Time management
- Problem solving and decision making
- Change management

#### **Reading Suggestions**

- Power Networking, Donna Fisher, 1995
- Business by Referral : Sure Fire Way to Generate New Business, Robert Davis, Ivan R. Misner, 1998
- Unlimited Referrals : Secrets That Turn Business Relationships into Gold, Bill Cates, 1996
- Asserting yourself, Sharon Anthony Bower and Gordon Bower, Perseus, 1996
- Don't say yes when you mean no, Herbert Fenstecheim and Jean Baer, Dell, 1975

#### **Other Suggestions**

- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

## DEVELOPMENT PLAN

Use the space below to write out your personal development plan for the next 12 months based on your results. Draw upon the general improvement actions in relevant areas of the report and ideas that are suggested in the attached coaching tips.

<b>Development Area: Introduces themselves confidently when they meet a new person</b>		1.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Is gracious and courteous</b>		1.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Seeks assistance with difficult goals or tasks</b>		2.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Is happy to make "small talk" with people</b>		2.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Demonstrates that strong networks grow from the way you plant the relationship seeds</b>		2.0	N/A	N/A
Action to Take:	Target Date:			

# 1

## Temperament/Disposition

---

### I introduce myself confidently when I meet a new person

Confidence is a feeling of assurance, especially of self-assurance resulting in faith in oneself. If you are prepared, you will be confident. Do your homework. Practice your handshake. Practice introducing yourself. Practice your listening skills.

“You gain strength, courage and confidence by every experience in which you really stop to look fear in the face” (Eleanor Roosevelt).

Consider the following to improve your effectiveness in this area:

- Think about your stance when you meet new people so your body language is open, friendly and relaxed. This will have a calming effect on your audience. It will make them feel at ease.
- Develop a warm friendly firm handshake. It is a good way to greet first time contacts and old contacts and friends alike. Don't squeeze their hand as this can sometimes intimidate people. Don't be “limp-wristed” either. If you are uneasy about your handshake, practice on family and friends.
- When you introduce yourself provide information that gives your name, your company, your role. Then allow others to provide you with their profile or info. Prepare an introduction that allows you to introduce yourself in 15 words or less.
- Practice introducing yourself and handing out your business card as part of your introduction to new people. Rehearse what you will say beforehand e.g. Hi, my name is John Spence, I'm the Business Development Manager with XYZ Business Products.
- Ask open-ended questions. Open ended questions start with where, when, why, who, and will require a more than a yes or no answer. Listen carefully and attentively, and always clarify where necessary.
- Practice your listening skills. Get a friend to describe what they do for a living. Get them to talk to you about their job for three or four minutes. Don't interrupt except to clarify anything you don't understand. Use good eye contact. Take notes if necessary. When they have finished, repeat it back to them to see how you went. Practice makes perfect and will instill confidence when you go out and face the world.
- Move out of your comfort zone – seek out people you don't know. Seek out newcomers or first timers. These people often look and feel like a fish out of water. Making the first contact with these people will often endear you to them for life. Every best friend was once a total stranger.
- Prepare two or three questions you can ask a total stranger:-
  - What was the highlight of your week? (Don't focus on negative subjects. Keep your conversation light and interesting.)
  - Have you seen the Movie, Play, read the book ...? (Often if we reveal a little about our interests we find common ground.)



# 4 Communication Skills

## People that know me would say that I am gracious and courteous

Being gracious and courteous, shows that you respect people, and that will reflect positively back on you. There is no excuse for bad manners.

Use basic good manners, always say please and thank you. If you have been to a function compliment the host or hostess before leaving and following up with a Thank you note. Can you remember the last time you received a Thank You note? How did it make you feel? The task of an effective networker is to help people that they contact to feel as positive as possible.

Consider the following to improve your effectiveness in this area:

- Thank You notes work wonders with who ever you meet, apart from making the recipient feel good you feel good yourself.
- Be kind to everyone you meet. You never know who they are or who they know, you never know, they may be kind back to you. Don't forget it costs you nothing to be kind.
- No matter what the circumstances always look to treat others how you would like to be treated yourself.
- Be compassionate, polite, and considerate. Don't expect anything in return. Do it because it is the right thing to do.
- Genuinely compliment people if it is deserved. Don't fake it, people can be very intuitive and you will get caught out. If you can't genuinely compliment someone, then don't.
- Be a giver rather a taker. Don't ask what's in it for me? Give without a thought of what you may get in return. Englishman Christopher Chapman requested the following epitaph in 1680:

What I gave, I have.  
 What I spent, I had.  
 What I left, I lost by not giving it.

More than three hundred years later, it is still a good prescription for successful networking. In fact, the art of relationship building is based on the premise that to give is to receive.



# 1

## Temperament/Disposition

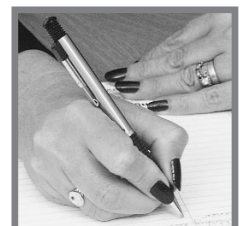
---

### I seek assistance with difficult goals or tasks

Although it is tempting to do everything ourselves and to try to be as self sufficient as we possibly can, there are many tasks, projects and goals that would be made easier if we asked people to help us. This actually achieves two benefits. Not only do you get direct help and make the task easier, faster, cheaper etc, but by asking others to help you, the opportunity to reciprocate and help them when they need assistance is made much more possible.

Consider the following to improve your effectiveness in this area:

- Always assume people want to know you, help you, and support you. Assume each person you meet is a good prospect in terms of friendship as well as business potential. Most of the time, you will be right in these assumptions. The few times when you are wrong can be tagged as “learning experiences” and you can move on.
- Select a few key people in your life and wherever the possibility presents itself, ask them to work with you to reach your goal. Make specific requests and offer several options so they can choose ways to help you. You will be surprised how helpful people will be when they know exactly what you need.
- Zero in on common goals. Look for people who are headed in the same direction can support each other and offer guidance and assistance.
- Identify sources and resources to help you accomplish your goal. Look at everyone you know as a potential resource and approach them in appropriate ways to enlist their help. Identify organizations, on-line services, public resources, etc.
- Take time to invest in a support system. This may involve minimal financial obligations but you can design and control a support system that meets your needs and also helps others. Your support system should include professional as well as personal support.
- On the professional level, be willing to join organizations and groups that will enhance your career and provide peer support.
- On a personal level, select groups that support you as well as offer you opportunities to give back to the community and other people.
- Share your goals and Action Plan with a few trusted people who will support you in your progress.



# 1

## Temperament/Disposition

---

### I am happy to make “small talk” with people

“Small talk”, is actually really important talk, as what appears to be trivial can in reality help us to build a useful picture of another person with whom we are trying to build a networking relationship. “Small talk” allows us to start building a profile on our new contacts, finding out their interests, what they do, hobbies their families etc. Don’t forget, people like to talk about themselves and feel important or flattered that you are genuinely interested in them.

Small talk should always be non-threatening, and put people at ease. Although small talk is something we do everyday, we mostly do it on autopilot, without much in the way of planning or forethought. However, if you really stop and listen and start taking small talk seriously it is amazing what you will discover. It opens up the lines of communication and allows us to start learning about the other person. It is therefore the first building block in creating a new relationship.

Consider the following to improve your effectiveness in this area:

- Greet people with a warm smile and a firm handshake and take the initiative in the conversation by asking them something about themselves such as “did you have to travel far to get here?” or “have you been to social events like this before?” etc.
- Establish and maintain good eye contact, while you are chatting and ensure that you listen to their small talk carefully.
- Introduce yourself, ask them about themselves, use “you and your” not “I” and “Me”. Ask open-ended questions that start with the words how, when, why where or who. Questions that start with these words require more than a Yes or No answer, and get the conversation moving.
- Keep the conversation light; ask about their family, hobbies or activities they enjoy, then listen attentively and respond appropriately to build your knowledge.
- Small talk is the “ice breaker”. It’s our chance to catch up on a personal level to put people at ease. There is nothing worse than someone jumping in and talking business, telling you their problems, or asking for a favor before they have even said hello properly. It shows a lack of respect and it is bad manners! Yes, we are here to network and exchange substantial information but small talk is important, it is part of building long lasting relationships.



# 5 Nurturing Ability

## Strong networks only grow from the way in which you plant the relationship seeds

Growing stable and strong contacts depends on your ability to develop strong nurturing relationships. Strong relationships are grown gradually like planting a seed in a garden. You till and prepare the soil, plant the seeds and then tend the garden by watering, fertilizing, pruning when necessary. The garden grows and blossoms and then you harvest. Relationships are much the same. You need to prepare yourself to become part of the relationship or network by knowing your values by having integrity and honesty, and having the right tools and skills in place to nurture the relationship over time.

Relationship building is therefore at the very heart of effective networking but relationships only grow over time with a hefty investment of planning and energy. There are no shortcuts. It takes time for you get to know other people. You learn each other's strengths and weaknesses, quirks, dreams and vulnerabilities. We can therefore make contacts quickly but we can't build meaningful relationships quickly.

Consider the following to improve your effectiveness in this area:

- Always employ effective listening techniques. Before building a relationship you need to listen effectively in order to learn about the other person. You need to find out what their desires, hopes and dreams are. You can't do this by constantly talking about yourself. Leave "me and I" out of the conversation and concentrate on "you and your".
- Demonstrate trustworthiness. Trustworthy people act ethically and are above reproach, they build trust through their reliability and authenticity. They admit to their own mistakes and confront unethical actions in others.
- Demonstrate reliability. Make good on your promises and do it promptly. Be sure you can deliver what you promise. A good rule of thumb is to "under promise and over deliver". This means don't promise people the world and then find that you have difficulty delivering. It is better to promise what you know you can deliver easily, and then if you find you can deliver more, it's a bonus.
- Recognize that people have can have different styles, tastes and preferences disagree on minor items while having a close, healthy relationship if they have compatible values. This simply means they share the same ideas of what is extremely important to themselves and the world. Values include our attitudes toward people, the environment, the worlds of work and play, etc. When values are compatible, diverse tastes and interests can co-exist happily.

