Contents

Preface	13
Source Material	14
The Road Ahead	16
Move the World	
Part I: Preparation For Our Journey	
Chapter 1: First Principles	21
Chapter 2: An Introvert's Journey	24
My Story	26
Chapter 3: Know Thyself	32
A Note on Terms	
Myths of Extraversion	
What Do You Find Stimulating?	36
Where Do You Think?	
Caveats and Clarifications	43
Network Differently	45
Chapter 4: Why Network?	47
Traditional Reasons to Network	49
Deeper Reasons to Network	50
Up Next	54
Part II: The Networking Mindset	
Chapter 5: Why Mindsets Matter	57
Chapter 6: What Is a Network?	59
Active Links	60
Key Characteristics of Links	
Definition of a Network	63
Visualizing Your Network	
Exercise: Network Analysis	64

HELPFUL

Chapter 7: What Is Networking?	66
More Than Just Meeting New People	. 67
Make It Personal	. 67
Chapter 8: Creating Links	70
Creating Links Through Serendipity	. 70
Creating Links With Intention	.71
Creating Links by Scanning Your Field of View	. 72
Be Aspirational	.72
Chapter 9: Freshening Links	74
Links Fade	. 75
Relationship Management	. 75
No Statute of Limitations	. 78
Techniques for Freshening Links	
Friends vs. Network Connections	. 81
Chapter 10: Strengthening Links	82
How It Works	
Don't Be Afraid to Ask	
Recap	. 86
Chapter 11: The Ultimate Networking Question	88
A Word About Small Talk	
Prepare to Be Spontaneous	
"What Are You Working On?"	
World's Worst Networking Question	
A Shift in Intent	. 9/
Chapter 12: What Are YOU Working On?	98
Don't Be a Dead Fish	
Help People Help You	
Assume the Best in People	
Be Prepared	
Getting to Know Someone	
G	
Chapter 13: Follow Up Capture Notes and Highlights	107
CADIDLE LYOLES AND FIRMINGHIS	. 107

Contents

Pass On Relevant Intormation	108
Make Introductions	108
Chapter 14: Rounding Out the Mindset	112
Future Connections	
Strength in Diversity	113
Treat It Like an Asset	114
Be Fearless	
Take the Call	116
Part III: Networking In Action	
Chapter 15: The Case for LinkedIn	121
What Is LinkedIn?	
Eight Ways LinkedIn Helps You Network	
Up Next	
Exercise: LinkedIn Profile Reviews	130
Chapter 16: Elements of a Great Profile	132
Current Profile	
Complete Profile	
Your Profile Photo	
Lose the Letters After Your Name	
Personalize the URL	137
Chapter 17: Updating Your Profile	141
First Pass: What Have You Done?	142
Second Pass: What Did You Learn?	
Third Pass: What Are You Ready For?	
Summary Section	
Notify Your Network About Your New Profile	
Recommendations	
Exercise: Update Your LinkedIn Profile	149
Chapter 18: Leveraging LinkedIn	150
Listen To Your Network	150
Talk To Your Network	152
Status Updates	153

HELPFUL

Passive Signaling	153
Avoid LIONs	154
Personalize Your Connection Request	
Should I Pay For a Premium Account?	
Share Your Connections	158
How Large Is Your Network?	158
Counting Connections	159
Leveraging the LinkedIn Bridge	160
Exercise: LinkedIn Network Review	162
Chapter 19: Mastering Meetings and Events	163
Before: Preparation	164
During: Performance	168
After: Follow Up	177
Chapter 20: Job Searching and Networking	178
The Allure of Job Postings	179
Seek First to Add Value	182
Write Your Own Job Description	182
Chapter 21: Informational Interviews	185
When to Use Informational Interviews	185
Getting the Interview	187
Do's and Don'ts	188
Chapter 22: Mentors and Coaches	190
Learning From Mentors	191
Self-Service Career Development	193
How To Find a Mentor	197
Part IV: Networking At Work	
Chapter 23: Inside Networking	203
Chapter 24: The Modern Organization	206
Chapter 25: The Elements of Career Success	210
Good Work	211
Right Work	
Be Visible	214

Contents

Chapter 26: Influence and Power	216
The Idea of Power	216
Sources of Power	
How People Make Decisions	
The Influence Map	
Example: The Anatomy of a Promotion	
Exercise: Influence a Promotion	225
Chapter 27: Networking At Work: The Players	227
Key Players	228
Chapter 28: Networking At Work: The Talking Points	235
Q1. What Are You Working On?	
Q2. What Are Your Priorities?	
Q3. What Are Your Drivers?	
Q4. What Are Your Constraints?	
Rethinking Office Politics	
Misaligned Drivers	
Organizational Alignment	
Two Bonus Networking Questions	
Q5. Who Are Your Best People?	
Q6. Who Else Should I Talk To?	
Talking Points Summary	
Exercise: Organizational Drivers	
Exercise: Personal Drivers and Constraints	
Chapter 29: Informational Interviews Within Organizatio	
Chapter 30: Final Thoughts	262
Before you Go	264
Acknowledgments	265
About the Author	268
Endnotes	269
Bibliography	278