



FINANCIAL TIMES **Guides**

BUSINESS NETWORKING

HOW TO USE THE POWER OF
ONLINE AND OFFLINE NETWORKING
FOR BUSINESS SUCCESS

HEATHER TOWNSEND

Praise for FT Guide to Business Networking

‘Despite years of sales and training experience, when I first started Business Networking I found it really hard to do. Over the last five years, I have learnt a lot about networking; then I read this excellent, highly practical book, only to find out so much more about business networking. It is written in an easy to read, down to earth style that makes it simple to learn lessons (and there are loads of them). Even if you are an experienced networker (combining online and offline), I highly recommend you read this book.

If you are new to networking, nervous about or not getting enough results from your networking – you definitely need to buy this book.’

Jon Baker – Business Coach with Venture-now

‘If you ever thought face to face or social networking was difficult or would not work for you – think again! This book makes it easy and really shows why networking online and offline should be your first choice in how to do more business, more enjoyably than ever before. It should be your networking Bible!’

Bruce King – Author of How To Double Your Sales

‘If you want to achieve workplace success, and build a strong personal brand, then business networking is critical. Take the first step to understanding and implementing networking strategies by reading Heather’s book!’

***Dan Schawbel, author of Me 2.0 and founder of
Millennial Branding, LLC***

‘A great practical guide to all aspects of networking – stuffed with lots of quick and easy tips to help you leverage the power of your network.’

***Ivan Misner, NY Times Bestselling Author and
Founder of BNI and Referral Institute***

‘If business networking was an applied science, Heather Townsend’s book would be the curriculum, survival guide and roadmap to this often misunderstood aspect of life and business. Having studied and interviewed the UK and the world’s top thought leaders on the subject, coupled with her own practical experience, this book offers an objective overview, discussing business networking’s global principles which are clearly laid out and explained.

Whether it be face-to-face, or making connections through Twitter, every aspect of connecting with others is uncovered and explained. Readers can hope to have a shifted perception about how they should view networking but most importantly, to learn how to stop wasting time and invest in the actions which, further down the line, will lead to personal referrals or valuable connections – the end goal. This guide should be read by

entrepreneurs, job seekers, employees at all levels, and, in my opinion, high school kids ready to take on the world. Nothing evangelical, easy-to-read, practical and highly recommended.'

David Stoch, Director, Meerkat PR

'There are few people as proficient as Heather in both face-to-face and online networking. Queen of Twitter and founder of the impressive Executive Village network, she shares her knowledge in a very practical way in this really valuable handbook. It will give you the confidence and tools you need to excel in both worlds, joining up your on- and offline activity for networking success. I'd recommend this book to anyone in business – whether you are looking to build a company or boost your professional career.'

Sonja Jefferson, Director of Valuable Content

'Heather delivers the ultimate guide for the ultimate business tool of the 21st Century.

Business networking is, in the 2010s, what talent management was during the 2000s. It is the essence of sustainable competitive advantage for business. As "talent management" was deemed by some, to their detriment, to be a load of "mumbo jumbo" nonsense, the same can be said of attitudes to networking. Networking is one of those areas where you need to ask yourself "Can you afford not to?" rather than "Can I spare the time for this?"

Heather's guide to Networking covers all the "etiquette" that enables people to develop into effective networkers, whilst not being so prescriptive that it stifles individuality. The guide covers all the different "media" by which networking can take place. A guide for those new to networking, as well as those "older heads" that need to re-evaluate or refine their approach.

A must read.'

Marc Lawn, Founder of The Business GP

'More so now than ever it is crucial for all business professionals to actively develop and grow their networks daily. Through sharing stories of real life successes, Heather brings the art of joined up networking to life.

The many tips, activities and suggestions aid both novice and expert networkers alike to create a bespoke strategy for business networking; developing an individually tailored approach that uses a wide variety of traditional methods and modern media that is right for them.

Acting on the tried and tested FITTER™ approach gives you both jam for today and more importantly helps you build a network that will provide jam for tomorrow.

Since reading this book, I can genuinely say I have come away fired up to build on already strong network to get them to deliver more results for me!

Karen Spillane, Learning & Development Professional

**The Financial Times
Guide to Business
Networking**



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The Financial Times Guide to Business Networking

How to use the power of online and offline networking for business success

Heather Townsend

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There are two people who have been by my side through my journey to get published and write this book. The suggestions, combined expertise and continual faith of Sonja Jefferson and Robert Watson have helped me craft a book that people want to read. I'm not sure whether I have ever told the two of you, but I never would have got this far or this fast without your help. For that I will forever be in your debt.

Writing a book while growing and running a business is not easy. I've been able to do both only with the help and support of my great team, Jon Baker and Helen Stothard. Without your occasional pep talks, 'gentle' nagging, diary management, guidance, belief in me, daily support and championing of what I wanted to do, I never would have finished the book.

Then there are all the people who kindly gave up their time to be interviewed for this book, whose collective experiences and stories helped shape my own thinking and ideas: Ivan Misner, Guy Clapperton, Brad Burton, Andy Lopata, Dan Schwabel, Brian Inksters, Hamish Taylor, Mike Briercliffe, Anthony Lloyd, Gary Ives, Jon Shaw, Jonathan Senior, Neil Ryder, Bryony Thomas, Mariam Cook, Melissa Kidd, Karen Spillane, Gina Wadsworth, Eli Barbary, Maggie Langley, Autumn St John, Jeremy Marchant, Alicia Cowan, Wendy Johnson, Sharon Gaskin, Lisa Williams, Elaine Clark, Maxine Welford, Lisa Garwood and Babs Morse.

And finally, there are three people who are the reason I get up in the morning (often far earlier than I would like!). I just want for them to be as proud of me as I am of them and to return my unconditional love.

'We are living in a knowledge economy in which the first thing to recognise is no single person is smart enough by themselves to be genuinely successful.'

Hamish Taylor, Shinergise Partners Ltd, www.shinergise.com

Introduction

The phone rang late on a snowy Friday afternoon just before the start of the Christmas holidays. It was Lee Duncan, a member of my virtual mastermind group, with some work for me from one of his contacts, to run a social media workshop in January. Was this luck? Serendipity? Far from it. This phone call was proof that the best way to advance your career and business is via networking.

My interest in joined up networking – the art of combining face-to-face networking with online networking – started when I found myself at the wrong end of a corporate downsizing. My in-house network suddenly vanished and I had to create a new network in a world of strangers. Early into my life as a business owner, I quickly found that the easy way to generate work for myself was via the people I knew. With a very young family, and client work which could take me away for days at a time, I turned to online networking to supplement my face-to-face networking efforts. It was this winning combination of face-to-face and online networking which enabled me to singlehandedly build a business which, within two years, generated an annual income significantly greater than my previous salary. My network, and my continual focus on networking activities, is the reason why my business has sky rocketed and become one of the 30 per cent of all start-up businesses which are still trading two years on. It's also the reason I was approached to write this book.

I am not an isolated example – for a professional, networking is the fastest and most effective way to build a business or career. Professionals report that 80 per cent of their business comes from people they know. They know that networking, done correctly, will increase your pool of contacts, build awareness of what you do, and motivate those valuable referrals and identify career-enhancing job openings. If you network effectively, the relationships you create will generate a stream of opportunities from which you can choose. As you will discover in this book, many successful professionals generate all their business through networking activity alone.

In the past, networking was an activity conducted face-to-face: through formal and informal groups such as professional associations, networking clubs, breakfast meetings and events. These remain important today, but with the meteoric rise of online forums and social networking sites, networking on the web has now really come into its own. Sites such as LinkedIn, Facebook and Twitter enable busy professionals to manage networks of contacts many times larger than is possible face-to-face and to generate consistent opportunities without even leaving their desks. This book will show you how to build a successful joined up networking strategy, which will allow you to pick the most effective mix of networking activities for you.

During the past ten years, I have trained and coached more than 1000 professionals at every level of a business. As a result, I've observed first hand that networking is a core competency that any business professional must master, whether you are looking to move up the career ladder internally or set up and grow your own practice or business. There are thousands of books and training resources on how to conduct yourself when networking face-to-face; there are a growing number of commentators on how to get the best out of networking online. Until this book there has been no single resource for professionals on what is needed to excel in both arenas and how to join up your networking efforts, saving time and generating results more easily for greater business and career success.

Who is this book for?

This book is written for professionals – lawyers, bankers, accountants, coaches, trainers, advisors and consultants: experts in their field with specialist skills, typically for hire. It focuses on the unique needs of this sector. Regardless of whether you sell your time for money, your time really does equate to money. For this reason you have to constantly balance working for your clients and marketing your services to get more clients. In this book you will find practical guidance to help you network efficiently so that you can maximise your productive time and deliver exceptional service and results. Networking is an immensely valuable but time-consuming tool. As Rob Brown, author of *How To Build Your Reputation*,¹ said: 'You don't get paid for networking, you get paid on the results of your networking.' Joining up and integrating your online and offline activities will get you better results for far less effort.

¹ Brown, R., *How To Build Your Reputation: The secrets of becoming the 'go to' professional in a crowded marketplace*, Academy Press, 2007.

Most professionals know that effective networking is vital if they want to be successful in what they do. Some may have years of experience of networking in person but be daunted by the world of online networking. Others are a whiz at social networking on the web but enter any face-to-face networking event with extreme trepidation. Many professionals don't network well at all. This is dangerous: get it wrong and at best you'll lose out on opportunities; at worst you can severely damage your professional credibility.

This book teaches you the skills you need to avoid the pitfalls and excel at networking both online and face-to-face. It will help you feel equally comfortable when building business relationships face-to-face or via social networking, and help you use your time efficiently and get best results by combining the two.

For those who network well, the rewards are huge: get your personal contacts to do your marketing for you and you won't need to worry about where the next client or job is coming from – you can pick and choose your ideal assignments and focus on delivering the best service to your clients.

How to use this book

This book is written so you can either read from cover to cover or dip in and out.

At the end of each chapter are:

- exercises for you to do to put into practice what you have just learned
- links and references to further resources.

The book is split into four discrete parts.

Part 1 The joined up approach to business networking

Part 1 concentrates on the thinking behind a successful approach to business networking. In this section we explore:

- what networking is and isn't
- the four ingredients needed for a successful joined up networking strategy
- the behaviours and attitudes of great networkers.

Part 2 Online and face-to-face networking options explored

Part 2 identifies all the different types of networking available today and how to maximise your effectiveness with each type. In this part you will discover:

- where and when you should network online or in person
- how to make best use of your time when networking regardless of where you are networking
- the pros and cons of each different type of networking
- how to use your blog to increase the impact of your networking.

Part 3 Essential networking skills for the joined up networker

Part 3 helps you acquire the necessary skills to excel as a networker. You will find out how to:

- make a great first impression with everyone you meet
- effectively work a room
- create a connection and start a positive relationship with everyone you meet – regardless of where you meet them or their cultural background
- turn your network into your own online community
- use a checklist to help you network efficiently.

Part 4 Putting your joined up approach to networking into action

Part 4 brings together everything you have learned and prompts you to devise your own successful joined up networking strategy and plan. You will learn how to:

- set your own networking goals to generate the business and career success you need
- measure the progress you are making with your networking activities
- decide who you need to recruit into your network
- make the most of the time and resources you have available to network.

At the end of the book you will find a section on additional resources to help you continue your networking journey, such as:

- suggested books and blogs on different aspects of networking
- contact details for networking groups
- instructions to download worksheets and templates referenced in this book.

And finally

Come and have a chat with me on Twitter, @heathertowns, or drop me a line at heather@theefficiencycoach.co.uk. I'd love to hear your networking success stories and will publish the best on www.joinedupnetworking.com – my blog site on networking.

3

Behave like a great networker

What topics are covered in this chapter?

- How to think and behave to gain success when networking
- The right attitudes needed to become a great networker

In the previous chapter you learned about the four essential ingredients needed to be successful at networking. But if you are going to build your credibility, visibility, social capital and personal brand you've got to behave and think appropriately. Networking with the right attitude is key – don't think of it as selling, although it may generate you sales ultimately. If you go in with a selling attitude, it will put people off wanting to develop a relationship with you. This chapter shows you how the right behaviours and attitudes will lead you to networking success.

Be selfless and generous

'The purpose of networking is to find out how you can help people and then help them.'

Jeremy Marchant, Emotional Intelligence at Work¹

The guiding principle of BNI, the world's largest business networking organisation, is Givers Gain®: the good you do comes back to you over the long term and often in indirect ways.

¹ www.emotionalintelligenceatwork.com

Good networkers believe in something called abundance, i.e. there is always enough to go around. Very often business people and job hunters believe the opposite is true, i.e. they assume that there is only a limited amount of business and jobs to go around. This can lead to competitive and aggressive behaviour, which damages credibility, reduces social capital and literally stifles opportunities from networking activities.

The abundance mindset generates opportunities due to the ‘law of reciprocity’. Robert Cialdini, in his book *Influence: The Psychology of Persuasion*,² identified the ‘law of reciprocity’, i.e. that people are more likely to reciprocate if you do something positive for them first. Be aware that successful networkers, such as Jonathan Senior, managing director of Sharp End Training (www.sharp-end-training.co.uk), when he offered to host my new website for free, don’t apply the law of reciprocity in a calculating way – it’s not about expecting a quid pro quo. They know that if they help someone out, they will benefit at some point in a roundabout way – it just may not be directly from the person they helped out.

Be ‘always open for networking’

Tip

Always have your business card with you. You never know when you may need it.

When I met Elinor Barbary in April 2010, her virtual assistant and personal concierge business, Barbary Solutions (<http://barbarysolutions.com>), focused on creative professionals, was three months old and growing rapidly. Elinor is a great example of someone who is ‘always open for networking’. Even though I was interviewing her for research for my book, Elinor directly gained two new clients as a result of the introductions I gave her after our conversation. Great networkers, like Elinor, don’t see any boundaries between their personal and professional lives, or online and face-to-face networking. They are literally always looking for opportunities to network and help someone. In the past six months, I’ve embraced this ‘always open for networking’ within my personal life. Like many parents with young children, I found attending birthday parties with my children a chore. I decided to view these parties as an opportu-

² Cialdini, R., *Influence: The Psychology of Persuasion*, revised edition, 1st Collins Business Essentials, 2007.

nity to meet some interesting people. As a direct result of this mindset change, I've recently met some new associates for The Efficiency Coach and potential clients when attending birthday parties and social events with my children.

Be interested in people first and foremost, business second

How many times have you been at an event and been pitched to? How did it feel? I bet you were thinking, how do I end this conversation and move on? Everyone hates being sold to. If you find yourself trying to con-

vince someone to take up an opportunity, even a free opportunity, this is selling. Good networkers know that networking is not about selling, it's about getting to know people. Brad Burton deliberately built 4Networking with the principle that if you get to know people first, opportunities will follow. At 4Networking, unlike most formal networking clubs, you are not required to bring guests or referrals to every meeting but are given the opportunity to meet people and build relationships. The rapid growth of 4Networking within the UK demonstrates that this principle is working, as business is flowing between 4Networking members and their networks.

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Tip

When meeting someone for the first time at a networking event, make sure you don't ask them first 'what do you do?' as this gives the impression that you are only interested in what you can sell to them. Instead ask them a question which shows an interest in them as a person, such as 'how's your week going?'

The questions that you use when meeting someone for the first time will often demonstrate to the person whether you are interested in them or their business. When you meet someone for the first time (unless they have specifically called a sales meeting), either online or in person, it is not the time or place to be using questions which qualify how ready they are to do business with you. This is selling, not networking.

Good questions which demonstrate your interest in them as a person could include:

- How long have you been in business?
- Tell me your story of how you came to be your own boss/in your current role/looking for a new role.
- How long have you been in your current role?
- What do you like about running your own business?
- What do you like about your current role or current employer?
- What prompted you to be your own boss?
- What prompted you to pursue a career as a ...?
- What is your ideal or typical client?
- What are you looking to achieve at this event?
- If you could change one thing about your business/job, what would that be?
- When you are not working, what do you enjoy doing?

Be positive and enthusiastic

The best networkers attract people towards them, and they are the sort of people you enjoy spending time with. I found that the great networkers I spoke to in my research tended to be upbeat, positive and generally enthusiastic about the future and what it held for them. As a result it was easy to spend time getting to know them. Positivity and enthusiasm help to build up your social capital. The flipside is negative, apathetic and critical people tend to act like a drain on our emotions and energy, which leads to a reduction in their social capital. Who would you like to spend your time with, someone you feel good with or someone who drains the positive energy out of you?

Be focused and disciplined

Tip

Pick a maximum of three internet forums to maintain a presence in. Any more and you will spread yourself too thinly.

Great networkers, like Babs Morse, an image consultant (www.firstimpressionssandy.co.uk), love meeting and spending time with people. Babs

learned the hard way that she needed to be focused when out networking. Too much networking without a purpose, while enjoyable, was costing her time and business. Babs now limits her networking to networking groups with a high percentage of her target market. She systematically tracks all her referrals and recommendations back to the source and networking group. Babs uses a simple spreadsheet to capture all her data on referrals; however, your customer relationship management (CRM) system may do this for you. She then uses this information to make decisions on whether to renew her annual membership to the six networking groups of which she is a member.

This takes discipline, and often a sizeable investment in time, processes and systems. Set yourself goals and targets similar to Bryony Thomas, chief clear thinker at Clear Thought Consulting Limited (www.clear-thought.co.uk). Bryony has a monthly handshake quota of ten people, i.e. within a month she will physically meet at least ten people who will benefit her or her business. How easy would it be for you to aim to meet one or two new people a month?

It's this focus and discipline which enables the best networkers to maintain an effective level of visibility at the forums, social networking sites and networking groups they frequent.

Tip

Eighty per cent of success from networking comes not from meeting new people but from maintaining contact with your existing network.

Cultivate a win-win mentality

When I started The Efficiency Coach, a coaching and consultancy company, I was given my first freelance opportunity by Alan Smith, of Alan Smith & Associates (www.alansmithassociates.com). I had first met Alan when he had run a team day for one of my internal client groups. Alan had asked to stay in touch (always the sign of a good networker!). As Alan's firm specialised in outplacement and career coaching, he was one of the first people I talked to when I realised I was going self-employed. I was interested to know what qualifications and experience I needed to work as a career coach in the outplacement sector. What started as a fact-finding conversation soon ended up as a hiring conversation, as Alan realised that I could help him out with one of his legal clients who wanted to do some leadership

development work. When it dawned on me that Alan had a job in mind for me, I then introduced him to John Stylianou, one of my team members at the time, who was also leaving to go self-employed. This win-win mentality worked incredibly well in the short, medium and long term for Alan, John and myself. Both John and myself gained this and subsequent work from the conversation, and have worked together closely ever since. Alan ended up winning from the conversation as he gained a team of learning and development specialists, with credibility within professional services, to complement his firm's growing specialism in outplacement for professional services.

Networking works best when the people you are networking with have a collaboration mindset, i.e. they are always looking for the win-win. It's linked back to the abundance principle. If you truly believe that there is enough business (or jobs) to go around, you are always looking for a win-win outcome for the people within your network.

Be brave

'I don't have any qualms about dropping an email or a LinkedIn request to somebody who is quite high profile within my sort of industry. And as a result of that I have made very strong links with high-profile and influential people in my industry.'

Karen Spillane, training professional

Tip

If you want a highly influential member of your firm or business to be your mentor, just ask, and tell them why you have chosen them. Most people are flattered to be asked and will say 'yes'.

As we grow up we learn social etiquette but also form perceptions of people based on their position, perceived authority and experience. We can often fall into the trap of seeing the title rather than the person. Most conference speakers and industry experts are very willing to have a conversation with anyone who asks them. If you find yourself saying or thinking, 'I couldn't talk to them because ...', take a moment to think whether a young child would see any barrier to a conversation. If a young child wouldn't see a barrier, then you are applying an imaginary barrier, i.e. letting a self-limiting belief reduce the size and effectiveness of your

“Great networkers see only the person, not the title”

network. Everyone I interviewed for this book either self-selected themselves or readily made themselves available for an interview, regardless of their time zone, title or expert status. All I had to do was pluck up the courage to ask.

Great networkers see only the person, not the title, and are always brave enough to have the conversation which will make a difference to their career or business.

Be committed

Neil Ryder, my co-founder of The Executive Village, and I were looking through our LinkedIn contacts for a new accountant. As we were discussing suitable candidates, one of the main criteria for selection was commitment. How likely were they to follow through on their commitments?

When someone recommends you or gives you a referral, they are placing their reputation on the line for you. To risk their reputation or credibility for you, they want to know that you are committed for the foreseeable future to what you are doing, whether continuing within employment or your business's strategy and offering.

Be willing to experiment

The only things that are certain in life are change and uncertainty. Businesses grow or decline; people move jobs; networking groups change. New networking groups, events and social networking sites are springing up all the time. This means that new opportunities to network will always be just around the corner. It's this willingness to experiment which means that the great networkers always seem to know where to spend their time to get the best return on their efforts.

Be curious

'I have an insatiable curiosity about people and business.'

Melissa Kidd, networking coach and trainer³

The best networkers are inherently curious. They are curious about people, businesses and new experiences. This in-built curiosity helps them to seek

³ www.melissakidd.co.uk

out opportunities, for example new networking groups or sites, for themselves and others in their network, but also to find areas of common ground to build rapport with people they meet.

Be tenacious and persistent

Many people make the mistake of starting to invest in their network at the point at which they need it, such as at the start of a job hunt. I normally know when any of my ex-colleagues is thinking of leaving my old employer as they get back in touch with me! Good networkers are investing in their network all the time, rather than waiting until they need to call upon their network. Think of your network as a fruit tree. Similar to a network, a fruit tree starts from a seed and then branches out as it grows. A good fruit tree bears fruit year after year only if it is looked after and nurtured. A fruit tree often takes a minimum of three years before it will produce a large harvestable crop year on year. Before a tree has reached maturity, you will be disappointed if you wish to enjoy the ‘fruits of your labour’. As with a fruit tree, your network needs time to grow and mature. It will bear fruits – referrals, opportunities and recommendations – only if you take the time to maintain and nurture it. This is why the best networkers are tenacious and persistent. Great networkers know that if they take the time to maintain and nurture their network, it will eventually consistently bear fruit.

Be authentic

As Dan Schawbel says in his book on personal branding, *Me 2.0*,⁴ your relationships, and therefore your social capital, depend on your authenticity. Great networkers achieve their results on the back of building up strong and ‘real’ relationships with the people they meet. This means that the more authentic you can be with the people you meet, the more likely it is that you will generate mutually beneficial relationships.

Seek first to understand

Gina Wadsworth, partner at Contact Consultants, an IT support business, is a director of three BNI groups and a member of a fourth. In the three groups she runs she does not openly talk about her business. However, because she always takes the time to listen, get to know and understand the members

⁴ Schawbel, D., *Me 2.0: Build a powerful brand to achieve career success*, Kaplan Trade, 2010.

of her groups, she still gains referrals from all four groups, regardless of the role she plays in the group. This is no accident – consistent opportunities come through a network only when relationships have been built. After a while, the members Gina has spent the time with to truly understand their business reciprocate and are genuinely interested in Gina's business. This investment of time to listen and understand others is part of the reason why Gina's business, via a marketing strategy built solely on networking, has doubled its profits and turnover every year for the past four years.

In Chapter 9 we will look in detail at how you can quickly develop rapport and build strong relationships with the people you meet when networking.

Act like the host

When you are at a networking event, be it in person or virtual, you can choose to wait to be introduced or take the initiative and do the introducing. Social networks are now so big that it is normally ineffective to wait to be introduced. Great networkers seem to have no fear, and take the

“Great networkers seem to have no fear”

initiative and introduce themselves to the people they want to meet. For example, if you are at a social event, don't wait for your host to introduce you to people, introduce yourself to the other guests. For more advice on 'working the room', see Part 3 of this book.

Summary

The best networkers use these behaviours and attitudes to build their social capital, visibility and credibility:

- Be selfless and generous.
- Be always open for networking – no boundaries between personal and professional life, or online and face-to-face networking.
- Be interested in people first and foremost, business second.
- Be positive and enthusiastic.
- Be focused and disciplined.
- Cultivate a win-win mentality.
- Be brave.
- Be committed.

- Be willing to experiment.
- Be curious.
- Be tenacious and persistent.
- Be authentic.
- Seek first to understand.
- Act like the host.

ACTION POINTS

- Look at the list of 14 ways in which great networkers think and behave. What are your top three strengths in this list? What are your three greatest weaknesses in this list? What can you do to improve on your weaknesses?
- The next time you meet someone for the first time, take the time to listen to them and find out as much as you can about them. Notice how this conversation differs from your normal 'first' conversations.
- Where can you use your personal network to help you achieve business or career success?
- Look through your personal and professional network and find three people who would benefit from introductions to other people in your network.
- Who would be your first-choice mentor? What's stopping you from asking them?
- Look through your network, in particular the people who are most important to your business or career. How much do you really know about them as a person? Next time you see or talk to one of these people, take the time to find out more about them as a person.
- Outside of your working life, identify where you have some opportunities to informally network.
- Think about your personal circumstances and decide on a target number of new people and existing members of your network to contact or meet each month.

Further resources

Books

Get Off Your Arse, Brad Burton, 4Publishing, 2009.

Confident Networking for Career Success and Satisfaction, Gael Lindenfield and Stuart Lindenfield, Piatkus Books, 2005.

... And Death Came Third! The definitive guide to networking and speaking in public, Andy Lopata and Peter Roper, Book Shaker, 2006.

Brilliant Networking: What the best networkers, know, do and say, 2nd edition, Stephen D'Souza, Prentice Hall, 2010.

Influence: The psychology of persuasion, revised edition, Robert Cialdini, 1st Collins Business Essentials, 2007.

Blogs and websites

Joined Up Business Networking www.joinedupnetworking.com

Andy Lopata's Connecting is not enough blog www.lopata.co.uk/blog

Ivan Misner's blog <http://businessnetworking.com>

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