

AFP[®] Annual Conference



November 7-10, 2010 | San Antonio

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INFORMATION



Critical Career Skills Your MBA Didn't Teach You

An In-depth Look at Political, Social, and Mentoring Skills

Dr. Linda J Taylor, CTP

Learning Objectives / Agenda

- Traditional Business Skills
- Non-Traditional Business Skills (NTBS)
- NTBS Delivery
- NTBS & Social Venues
- Action Plan
- Take Aways & Supporting Information

Traditional Business Skills

- Traditional Business Skills: aka “Human Capital Attributes”
 - **Education**
 - Training
 - Work experience

Harvard MBA



Term I and Term II Required Courses:

Term I Courses:

- Finance I
- Financial Reporting and Control
- Leadership and Organizational Behavior
- Marketing
- Technology and Operations Management

Term II Courses:

- Business, Government, and the International Economy
- Strategy
- The Entrepreneurial Manager
- Finance II
- Leadership & Corporate Accountability

Electives:

- Acting in Time: Leadership and Mgmt in the Face of Large Scale Risks
- Analyzing Financials in a Global Context
- Authentic Leadership Development
- Business Marketing
- Competing Globally
- Cross-Cultural Work Experiences
- Great Business Leaders: The importance of Contextual Intelligence
- The Moral Leader
- Business at the Base of the Pyramid
- Customer Intelligence Advantage
- Authentic Leadership Development
- Power and Influence
- Managing Innovation

Wharton MBA



Wharton
UNIVERSITY of PENNSYLVANIA

MBA PROGRAM

Course List

ACCT 620

Financial Accounting

ACCT 621 (.5 cu)

Accelerated Financial Accounting

ACCT 622 (.5 cu)

Fundamentals of Managerial Accounting

FNCE 601

Corporate Finance

FNCE 602

Macroeconomics and the Global Economic Environment

FNCE 621 (.5 cu)

Accelerated Corporate Finance

LGST/BPUB 621 (.5 cu)

The Governmental and Legal Environment of Business

LGST 652 (.25 cu)

Ethics and Responsibility

MGEC 621 (.5 cu)

Managerial Economics

MGMT 621 (.5 cu)

Management of People at Work

MGMT 652 (.5 cu)

Foundations of Leadership and Teamwork

MGMT 654 (.5 cu)

Competitive Strategy

MGMT 655 (.5 cu)

Global Strategic Management

MKTG 621 (.5 cu)

Marketing Management: Program Design

MKTG 622 (.5 cu)

Marketing Management: Strategy

OPIM 621 (.5 cu)

Decision Models and Uncertainty

OPIM 631 (.5 cu)

Operations Management: Quality and Productivity

OPIM 632 (.5 cu)

Operations Management: Supply Chain Management

STAT 621 (.5 cu)

Statistical Analysis for Management

WHCP 653 (.25 cu)

Management Communication

2 Problems with Typical MBA Programs

They provide a good groundwork of required traditional business skills, but

- No competitive advantage
 - Everybody is taking the same classes
- Organizations are inherently political & social arenas. Successful people do not rely exclusively on traditional skills to be successful.

Research shows that the traditional skill set used in the past will no longer suffice on its own to guarantee career success

Traditional business skills will get
you the interview...

But

**Non-traditional business skills
will get you the job!**

Non-Traditional Business Skills

- Political Skills

- The ability to engage in behavior which is strategically designed to maximize short-term or long-term self-interest, which is either consistent with, or at the expense of, others' interests.

- Social Skills

- A set of unique skills which all revolve around the ability of individuals to successfully interact within their own echelon of the organization, as well as with the corporate elite of their business world.

Non-Traditional Business Skills

- Mentoring

- Mentoring is the widely recognized practice of enhancing the professional or organizational development of an individual.
- Mentoring is the assignment of a skilled and experienced individual to help accelerate the performance of another person. The mentor provides a variety of functions that support, guide, and counsel the other individual.

- Networking **BONUS!**

- Networking is the process of getting access to other people's knowledge and skills.
- Networking is relationship development and relationship management.

Whether it's moving on to a better position, furthering an individual's career success, or finding a job after being laid off, those who network are in a better position to obtain that next post.

Political Skills

- Political - from Politics:
 - Poly – Greek, meaning more than one

Why the bad reputation?

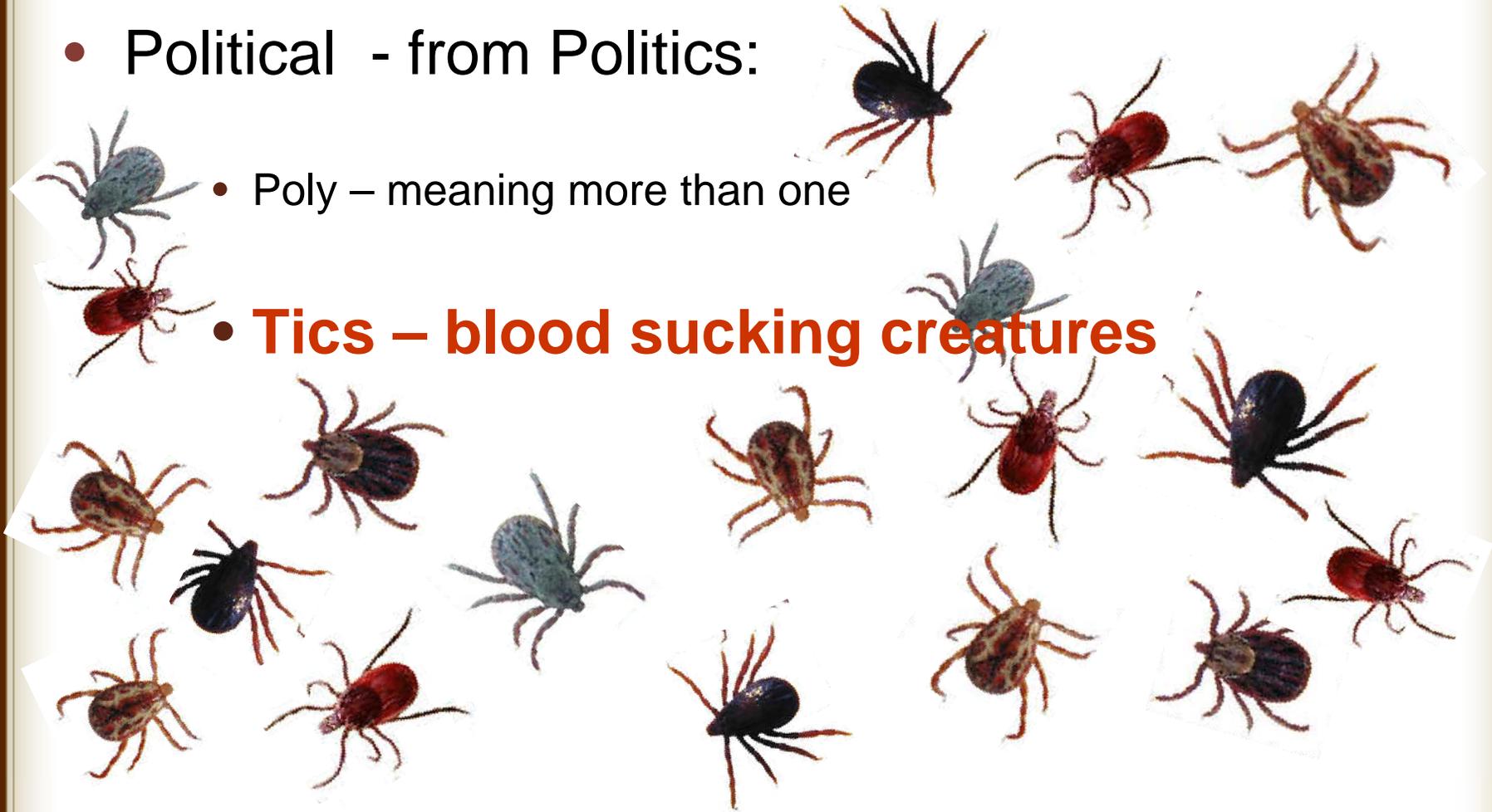
Political Skills



- Political - from Politics:

- Poly – meaning more than one

- **Tics – blood sucking creatures**



Political Skills

- Political skills, or influence, are generally separated into two categories, or motives:
 - Ingratiation
 - Influence behavior attempting to increase liking by, or to, a targeted individual.
 - Self-promotion
 - “the act of bringing to light one’s personal accomplishments, characteristics, or qualities in order to present oneself in the most favorable manner.” (Judge & Bretz, 1994, p. 46)
 - This behavior also extends to making excuses for negative events and blaming them on external factors.

Political Skills - Ingratiation

- Ingratiation behavior is effective due to Heider's balance theory that predicts that liking is reciprocated. Heider's balance theory simplistically states that if Individual A believes that Individual B likes him or her, then Individual A will be motivated to reciprocate this feeling, and like Individual B right back.
- Considerable research by others in social psychology supports this theory. In general, "research reveals that people who are skilled at ingratiation are better liked and receive more pay raises and favorable performance appraisals than their co-workers" (Gardner, 1992, p. 37).

Political Skills – Self Promotion

***“You must be your own
Marketer!”***

Magic Johnson

Key Note Speaker

2008 AFP Annual Conference, Los Angeles

Political Skills – Self-Promotion

Lebron James' "The Decision" – The Results Still Unclear

Posted by Rochelle H. Emerit on July 8, 2010 · 2 Comments

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Between earthquakes and heat waves, whether in San Diego or New York, all anyone is talking about is for which team Lebron James will be playing. Perhaps more accurately, people are sighing and rolling their eyes about the ego-centric media circus James has created out of this moment. Nevertheless, tonight everyone can breathe a sigh of relief at knowing where James will be playing, or at least at knowing that the big production is finally over.

The ringmaster takes his stage tonight at 9:00pm (ET) on his own ESPN special, self-named "The Decision," during which he plans to announce his future NBA loyalties- within the first 10 minutes.



Political Skills – Self-Promotion



SportsMoney
NEWS ON THE BUSINESS OF SPORTS
PROFILE HEADLINE GRABS RSS FEED

Jul. 8 2010 - 9:27 pm | 53 views | 0 recommendations | 2 comments

LeBron Chooses Miami Heat – Did He Blow Chance To Become A Billionaire?

posted by **STEVEN BERTONI**

After months of speculation, LeBron James has chosen the team that he thinks will give him the best shot at a title, joining All-Stars Dwyane Wade and Chris Bosh in Miami, he announced during an ESPN press conference dubbed “The Decision.”

Exclusive: LeBron James on Miami Heat Decision

Cleveland Cavaliers Owner Rages, But James Said He Wants to 'Be Alongside Greatness' Like Dwayne Wade and Chris Bosh

By **LEE FERRAN, BRIAN COHEN and MICHAEL S. JAMES**

July 9, 2010



James, arguably the NBA's greatest player, said he made his decision as visions of championships danced in his head.

"I've won at every level, won championships at every level," James said. "It won't be fulfilled until I win at the highest level."

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Political Skills – Self-Promotion

Lebron James Chooses the Miami Heat Dream Team

Jul 13, 2010 [Marcia Di Michele](#)



After successfully overshadowing every other basketball related story for over a year, LeBron James finally selected his team.

LeBron James Picks Miami Heat

7/08/2010 9:28 PM ET By [FanHouse Staff](#)

[Print](#) [Text Size](#)

FanHouse Staff

LeBron James has chosen the Miami Heat. James announced his decision to play for Miami during a televised special from the

Boys and Girls Club in Greenwich, Conn., on Thursday night.

The addition of James is the third major move the Heat have made this summer. In addition to bringing back six-time All-Star Dwyane Wade, Miami has also agreed to contract terms with five-time All-Star Chris Bosh. Now the three kingpins of this year's free-agent market will combine forces to try to win a championship together.

James, the two-time reigning MVP, has yet to win his first NBA title, and it's clear the desire to win one played heavily into choosing Miami over staying with Cleveland.



NBA / Getty Images

Political Skills – Self-Promotion

LeBron toasted by Miami but mourned in Cleveland



MIAMI | Fri Jul 9, 2010 5:22pm EDT

(Reuters) - Cleveland were left mourning the departure of LeBron James as Miami woke to the news Friday that the NBA's best player was joining them next season and already talking up the prospect of winning the championship.

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[LeBron James decides to play for Miami Heat](#)
Thu, Jul 8 2010

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[Analysis: LeBron signing adds heat to Miami team](#)
Fri, Jul 9 2010

Related Topics

Political Skills – Self-Promotion

LeBron James' Miami Heat "Decision" Scores Massive Ratings on ESPN

July 9, 2010

By Brian Cantor

Final viewership and demographic figures are still being tallied, but the early verdict is that ESPN's LeBron James special "The Decision" was a success.

The cable special, during which LeBron James announced he would join fellow free agents Chris Bosh and Dwyane Wade to join Miami Heat, scored a 7.3 household rating in its first hour, which made it the top-rated program in its time slot in which James actually announced his decision.

"It's gotten ridiculous," Orlando coach Stan Van Gundy said. "It's almost like a parody of itself this whole situation now. Come on, an hour long? It takes 15 seconds to say I've decided to stay in Cleveland but we've got another 59 minutes and 45 seconds to, what? Promote LeBron James?"

LeBron's Day arrives

By TOM WITHERS, AP Sports Writer

Jul 7, 11:09 pm EDT

AKRON, Ohio (AP)—More than two years of hype, drama, conjecture and expectation have dwindled to a few more hours.

LeBron James' big moment is here—not as an NBA champion but as a free agent. There will be no parade, no ring ceremony, no banner raising.

Instead, on a prime time made-for-TV special his handlers contracted with ESPN, James will announce Thursday night where he'll play next season and beyond. Fans from coast to coast will tune in to watch, with the ones in his home state of Ohio praying they won't have their hearts broken again.

The Decision, it's been dubbed.

Political Skills – Self-Promotion

- Two main forms of self-promotion materialize as entitlements and enhancements.
 - Examples of entitlement behaviors are when individuals take responsibility positive events or outcomes.
 - Examples of enhancements behaviors are when individuals exaggerate or make more of one's accomplishments than is justified or true.
 - By taking or enhancing credit for positive events and making excuses for negative ones, individuals are actively promoting the assessment of their qualifications, worth, or performance.

Importance of Political Skills

- Political skills are fundamental to performing well in dynamic organizational environments as they allow individuals to effectively navigate through the corporate world by providing the flexibility and adaptability necessary to be successful.
- Organizations are inherently political arenas and successful people use political skills and have the political savvy “to know when, what, and how to say 'the right thing,' and to do so in a disarmingly charming and engaging manner, that inspires confidence and trust.” (Ferris, Perrewe, Anthony & Gilmore, 2000, p. 36)
- Several recent research studies have argued that political skill deficiency is responsible for the failure of women and ethics/racial minorities to move forward in organizations and breaking the glass ceiling.

Importance of Social Skills

- The new competitive environment has changed the way business is conducted. Hierarchical barriers have been diminished through downsizing and with the minimization of management layers.
- As a result, the internal personal interaction of the organization has changed. The lower levels of the organization now have access to, and are required to interact more with, the corporate elite of the organizations.
- The use of social skills is now a necessity for successfully conducting business.

5 Types of Social Skills

- Social skills are usually broken down into five different skills:
 - Social Intelligence: The ability to understand and manage people, and to be able to empathize, in order to improve the interactions with others.
 - Emotional Intelligence: An individual's ability to monitor or regulate his or her own feelings, emotions, and expressions to achieve organizational goals or expectations.
 - Ego Resiliency: The ability to adapt to environmental changes through self-regulation and impulse control in the belief the individual can control the outcome of their social interaction.
 - Practical Intelligence: The ability to use common sense, or good judgment, in differing situations.
 - Self-Monitoring: The ability to recognize what is socially appropriate behavior in differing situations.
-

Social Skills - Social Intelligence

5 Dimensions of Social Intelligence

- Situational radar (awareness) – the ability to “read” situations, see the social context that influences behavior, and choose behavioral strategies likely to succeed.
- Presence – the external sense of your self that others perceive: confidence, self-respect, and self-worth.
- Authenticity – a way of behaving the engenders a perception that you are honest with yourself as well as others.
- Clarity – the ability to express yourself clearly, use language effectively, explain concepts clearly, and persuade with ideas.
- Empathy – the ability to create a sense of connectedness with others; to get them on your wavelength and invite them to move with and toward you.

The biggest single cause of low social intelligence is lack of insight.

“Social intelligence can reduce conflict, create collaboration, replace bigotry, and polarization with understanding, and mobilize people toward common goals. Indeed, it may be the key to our success.”

Source: Social Intelligence. It's the new science of success. Karl Albrecht. Personal Excellence.

Social Skills - Emotional Intelligence

High EQ
people:

The Ten Habits of Emotionally Intelligent People

1999 Steve Hein, The EQ Institute

1. Label their feelings, rather than labeling people or situations	"I feel impatient." vs "This is ridiculous." "I feel hurt and bitter." vs. "You are an insensitive jerk." "I feel afraid." vs. "You are driving like an idiot."
2. Distinguish between thoughts and feelings.	Thoughts: I feel like ... & I feel as if ... & I feel that
3. Take responsibility for their feelings.	"I feel jealous." vs. "You are making me jealous."
4. Use their feelings to help them make decisions.	"How will I feel if I do this?" "How will I feel if I don't?"
5. Show respect for other people's feelings	They ask "how will you feel if I do this?" "How will you feel if I don't?"
6. Feel energized, not angry.	They use what others call "anger" to help them feel energized to take productive action.
7. Validate other people's feelings	They show empathy, understanding, and acceptance of other people's feelings.
8. Practice getting a positive value from their negative emotions	They ask themselves: "How do I feel?" and "What would help me feel better?"
9. Don't advise, command, control, criticize, judge or lecture to others	They realize it doesn't feel good to be on the receiving end of such behavior, so they avoid it.
10. Avoid people who invalidate them, or don't respect their feelings.	As much as possible, they choose to associate only with other people with high EQ

Social Skills - Ego- Resiliency

The ability to modify one's characteristic level of ego-control in an attempt to influence or control a situation's outcome.

- An ego-resilient person tends to be resourceful and adaptive when confronted by new situations.
- An individual who is not ego-resilient tends to become inflexible when confronted by new situations, and is slow to recoup after stress.



Source: Stanley J. Huey, Jr., and John R. Weisz

Social Skills - Practical Intelligence

- The art & science of common sense
- “Street smarts”
- Ability to get things done
- Operates in the “real” world!

There are instances of people who work hard and excel in academics, yet struggle to find success in their careers. And then there are legendary instances of people who are high school dropouts reaching iconic status.

Social Skills - Self-Monitoring

- Individuals demonstrating high self-monitoring skills ask themselves, “Who does this situation want me to be and how can I be that person?”
- By asking this question, and changing their behavior, these individuals are able to present information that presents a more positive image of themselves.
- High self-monitors are more able to adapt their leadership style to fit different contingencies facing their own work and their work groups and, because of this, are more successful in their work.
- High self-monitors are far better at creating and tailoring a business image matching the position into which they hope to be promoted.

Mentoring

“Those who seek mentoring will rule the great expanse under heaven”

Shu Ching, circa sixth century B.C. in his work *Chinese Book of History*

Mentoring

- Mentoring can make a great difference in the mentee's career development, job satisfaction, and leadership skills.
- Positive mentoring experiences increase productivity, employee retention, and job satisfaction.
- Job satisfaction is one of the most commonly reported outcomes of mentoring. It is composed of several variables consisting of satisfaction with pay, advancement opportunities, and work.

Mentoring – 2 Basic Mentoring Functions

Career Functions	Psychosocial Functions
Sponsorship	Role modeling
Exposure-and-visibility	Acceptance-and-confirmation
Coaching	Counseling
Protection	Friendship
Challenging assignments	
Career functions are those aspects of the relationship that primarily enhance career advancement.	
Psychosocial functions are those aspects of the relationship that primarily enhance sense of competence, clarity of identity, and effectiveness in the managerial role.	

From "Phases of the Mentor Relationship" by K.E. Kram, 1983, *Academy of Management Journal*, 26, pp. 608-625.

"Networking and mentoring are both very important skills to learn in one's career. The ability to interact with others in work and social activities reflects on how one is perceived in the workplace. Mentoring (receiving and giving) are important to success -- finding the right mentor is critical."

Mentors vs. Sponsors – HBR article

Psychosocial functions

Career functions

MENTORS	SPONSORS
Can sit at any level in the hierarchy	Must be senior managers with influence
Provide emotional support, feedback on how to improve, and other advice	Give protégés exposure to other executives who may help their careers
Serve as role models	Make sure their people are considered for promising opportunities and challenging assignments
Help mentees learn to navigate corporate politics	Protect their protégés from negative publicity or damaging contact with senior executives
Focus on mentees' personal and professional development	Fight to get their people promoted

From: "Why men still get more promotions than women." by Herminia Ibarra, Nancy M. Carter, & Christine Silva, Harvard Business Review, September 2010

Mentors vs. Sponsors

Sponsors are mentors

Not all mentors are sponsors

“Sponsors go beyond giving feedback and advice; they advocate for their mentees and help them gain visibility in the company. They fight to get their protégés to the next level”¹

1-From: “Why men still get more promotions than women.” by Herminia Ibarra, Nancy M. Carter, & Christine Silva, Harvard Business Review, September 2010

Different Types of Mentoring

– Internal and External Mentoring

- The internal and external mentor typology refers to the organizational relationship the two individuals have, or do not have, with the protégé.

– Formal and Informal Mentoring

- Formal mentoring programs are sanctioned by the organization, are usually shorter in length than the informal mentoring arrangements, and typically match a new or junior executive with a more experienced senior manager.
- Informal mentoring, on the other hand, is a voluntary arrangement between the mentor and mentee usually initiated by the mentee.

– Traditional and Reverse Mentoring

- In the traditional relationship, the mentee is the older, more senior member of the pair. Some research even describes this type of mentor as having a "paternalistic interest" in his or her protégé.
 - Reverse mentoring is when the mentor is the younger of the pair, frequently occurring in the I.T. functions.
-

Phases of the Mentor Relationship

Phase	Definition	Turning Points
Initiation	A period of six months to a year during which time the relationship gets started and begins to have importance for both managers	Fantasies become concrete expectations
		Expectations are met; senior manager provides coaching, challenging work, visibility; junior manager provides technical assistance, respect, and desire to be coached.
		There are opportunities for interaction around work tasks.
Cultivation	A period of two to five years during which time the range of career and psychosocial functions provided expand to a maximum	Both individuals continue to benefit from the relationship.
		Opportunities for meaningful and more frequent interaction increase.
		Emotional bond deepens and intimacy increases

Phases of the Mentor Relationship

Phase	Definition	Turning Points
Separation	A period of six months to two years after a significant change in the structural role relationship and/or in the emotional experience of the relationship	Junior manager no longer wants guidance but rather the opportunity to work more autonomously.
		Senior manager faces midlife crisis and is less available to provide mentoring functions.
		Job rotation or promotion limits opportunities for continued interaction; career and psychosocial functions can no longer be provided.
		Blocked opportunity creates resentment and hostility that disrupts positive interaction.
Redefinition	An indefinite period after the separation phase, during which time the relationship is ended or takes on significantly different characteristics, making it a more <u>peerlike</u> friendship	Stresses of separation diminish, and new relationships are formed.
		The mentor relationship is no longer needed in its previous form.
		Resentment and anger diminish; gratitude and appreciation increase.
		Peer status is achieved.

From "Phases of the mentor relationship," by K.E. Kram, 1983, *Academy of Management Journal*, 26, p. 622.

Why Planned Mentoring Programs Can Fail

1	Unrealistic objectives
2	Not training participants and others on mentoring
3	Program design flaws
4	Geography constraints – mentor and protégés in different offices
5	Lip service – no real commitment by key people
6	Time – expect changes too quickly (1 year minimum)
7	Inadequate resources
8	Organizational structure or barriers
9	Failure to anticipate and plan for problems
10	Others' (spouses, co-workers) misunderstanding the relationship
11	Pairing problems – misaligned expectations, non-complimentary styles
12	Real world events (takeover, downsizing)
13	Bosses not included

From "Accountability: Measuring mentoring and its bottom line impact" by E. Alleman & D.L.Clark, 2000, Review of Business, 21, p. 64.

Networking

Networking
is
Relationship Development
and
Relationship Management

Networking – The 3 Types of Networking

Career Networking: Finding a Job

Career networking usually refers to meeting people and building relationships to assist in reaching either educational or career goals. This is in line with the initial definition of networking, as one of the most well known reasons to network is to secure the next job.

- When executive-search and career-development experts are asked, “What is the best way to get a better job?” the answer has been, and continues to be, “networking.”
 - Individuals who network are in a stronger position to find their next job, as research indicates that up to 90% of all jobs are found through networking.
 - Although businesses use recruiters and place advertisements in trade journals and newspapers, research indicates that less than twenty percent of positions are filled through these means.
-

Networking – The 3 Types of Networking

Business Networking: Fulfilling Work Responsibilities

Business networking helps individuals do their current job better, which improves their chances of career success.

- Effective knowledge employees have a distinct advantage in successfully operating in this environment – they create and tap large, diversified networks that are rich in experience and span many organizational boundaries.
- What distinguishes the superior performance of certain individuals from others is “their ability to maintain and leverage personal networks” (Cross, Davenport & Cantrell, 2003).

Networking – The 3 Types of Networking

Social Networking: Maintaining a Support System

Provides a support system - a safe environment in which individuals can ask questions, get support and advice, establish friendships with similar interests, and not feel threatened or have their expertise questioned.

- Many top executives focus on building long-term social networks "convinced that their networks ... (are) critical factors in career development, allowing them to gain advice, let off steam, and develop judgment and executive perspective" (Olson, 1994, p. 34).

Networking – Special Importance for Minorities

- Developing a support network is especially valuable for women and minorities.
- Not belonging to the typically white male power group, learning the unwritten rules of the organization can be extremely important, and networking can provide access to the appropriate resources and advice (Akande, 1993).
- Herminia Ibarra, of Harvard University, conducted a study on the informal networks of managers and examined the impact of these networks on their careers. She found that the "more successful minorities consistently stressed the value of their ...contacts in helping them to develop and implement strategies for career success" (Pittenger, 1996, p. 63).

Successful Networking – The Key Elements

- Establishing personal contacts
- Actively reciprocating / Be proactive!
- Following-thru on commitments
- Supporting the network
- Be sincere

It takes time & energy – Make The Effort!

“I believe volunteering on the board of professional organizations I associate with (such as local AFP chapter) is the most valuable networking and learning experience which helps me excel in my career and personal growth.”

“Networking is something that I see as critical to career success - however, it's not something that comes easy to me. I have to consciously work at it on a regular basis. I've seen many people move up the corporate ladder based more on their networking skills and less on their functional / technical skills.”

Delivery – Communication Skills

- Verbal – Use of language
- Non-Verbal – Body language
 - “*Communication starts with the eyes*”
Gene Simmons, KISS band member
 - Professional appearance

- Listening Skills
- Presentation Skills



(Appear to) Be Sincere

- Reflect (apparent) sincerity in interactions and intentions.

Sincerity ~ good manners & professionalism?

Individuals who can convey their efforts to influence others in ways that inspire confidence and trust, and contribute to perception of genuineness and authenticity are more successful.

Optimizing NTBS thru Social Activities

- Varying social venues provide access and contact with other individuals that can result in positive career gains.
- Participating in social activities provides opportunities to build networks, access possible mentors, and use other non-traditional business skills.
- Using NTBS in these venues can establish or improve relationships and garner knowledge that can lead to extrinsic career success.

“Too late in my career I have learned that these [non-traditional business skills and social activities], are far more important than quality and quantity of work. My career has been dramatically disappointing. I always thought work spoke for itself, but it does not, at least in a large corporation with "cloned" management styles.”

Common Social Venues

- Sporting activities, charitable activities, drinking activities are some common social activities that provide opportunities for individuals

- To meet new people and build relationships
- Further deepen existing relationships and build trust
- Demonstrate shared values and morals

Many organizations have a clearly stated Corporate Social Responsibility (CSR) agenda and participating in these activities shows are shared belief and importance.

- Garner information
- Gain new skills and experience
- Provide a “safe” environment to test out and refine new skills

All of which can provide positive benefits towards achieving career success.

“I think that you need to make people comfortable with you in order to do business with them effectively. People do not help people that they do not trust or feel are not approachable. If you are not sociable and approachable, it will hinder your performance.”

Optimizing NTBS

- Social Venues
 - Sporting events: Golf
 - You have them alone for 5 hours!
 - What is practiced in your company?
 - Volunteer Activities
 - Good place to practice
 - Demonstrates shared company ethics, values
 - What is supported/promoted in your company?
 - Drinking venues
 - More relaxed environment
 - Easier to garner information, get access to personnel

What is important to you?

What are you going to do?

What are you going to change?

What is Your Action Plan?

Develop Your Action Plan

5 factors for successful implementation:

1. *Establish clear objectives*
2. *Clear responsibility for implementation
(most likely You!)*
3. *Expectations are in place and well understood*
4. *Performance is monitored regularly*
5. *The strategy is flexible enough to accommodate adjustments during implementation*

Source: Managing Brand You, Jerry S. Wilson & Ira Blumenthal

Supporting Information

Possible Forms of Mentoring

- Specific learning functions
 - Learning technical skills and knowledge
 - Learning current job
 - Learning organizational culture
 - Learning organizational politics
 - Being prepared for future jobs / promotions
 - General career development functions
 - Obtaining challenging tasks
 - Obtaining protection
 - Obtaining sponsorships / recommendations
 - Obtaining endorsement for acts and views
 - Obtaining feedback on performance
-

Possible Forms of Mentoring

- General career development functions
 - Making career moves
 - Getting achievements showcased
 - Clarifying work goals / career goals
- Personal help functions
 - Obtaining counseling
 - Obtaining moral support / encouragement
 - Obtaining a role model
 - Obtaining praise
 - Obtaining a confidante
 - Achieving friendship
 - Achieving trust

From "Mentoring and the business environment. Asset or liability?" by R.E. Caruso, Hants, England: Dartmouth Publishing, 1992, pp. 68-69.

Networking Acronym

N	Nerve	Your network will give you the nerve and the courage to do something different, more interesting, more fun, and more exciting in your career and your life.
E	Energy	Your network will provide you with the energy, drive, and enthusiasm so vital to a successful job search and a lifelong career of personal and professional fulfillment.
T	Trust	Trust is the foundation upon which you must build your network and what will catapult it into the future.
W	Work	Don't ever forget that networking is work! There is a purpose and a mission to networking – a new position and lifelong career progression.
O	Opportunities	Your network will open the door to new career opportunities, today and in the future.
R	Relationships	The underlying themes of networking are relationship development and lifelong relationship management.
K	Knowledge	Knowledge is the greatest gift you'll receive from your network – knowledge about new careers, new jobs, and new professional opportunities that are waiting for you.

From "101 ways to recession proof your career," by W.S. Enelow, New York: McGraw Hill Publications, 2002, pp. 129-130.

Research Recommendations

AFP Research Population

The results of the research suggest that ...

1.

Individuals could improve the possibility of career success through participating in several different social activities where they can engage their NTBS.

The ability to interact with management as well as peers is a valued skill.

Research Recommendations

AFP Research Population

The results of the research suggest that ...

2.

The relationships developed and the information gained through the use of non-traditional business skills at these functions can positively contribute to achieving career success.

“Early career met a future boss at a Happy Hour. I obviously was being considered for a position and the future boss spent a lot of time with me socializing (informal interview). Proved to be beneficial as I got the position I was interested in.”

“Volunteering - Became acquainted with individuals of similar interest and started a business with them.”

“Had an opportunity to interact with my VP at a golf outing which began a closer relationship that helped in later years - and which I would probably never have had through work-only exposure”

Research Recommendations

AFP Research Population

The results of the research suggest that ...

3.

Spending a significant amount of time at the social functions is not necessary. Even a small amount of time spent doing social activities can generate positive results.

“Met Senior Executives at XXX Bank and learned about an open mgt position through casual conversation over a client dinner event (AFP Conf bank event). Ended up accepting this management position as a direct result. Am now a Senior VP at XXX Bank.”

Research Recommendations

AFP Research Population

The results of the research suggest that ...

4.

In general, certain social activities, such as participating in golf or United Way functions, have a greater impact on career success than other specific activities.

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Political Skill Inventory

Extracted from the book "Political Skill at Work. Impact on Work Effectiveness." By Gerald R. Ferris, Sherry L. Davidson, and Pamela L. Perrewe. Davies-Black Publishing, 2005.

Instructions: Using the following 7-point scale, write in each gray circle the number that best describes how much you agree with that statement.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Slightly Disagree
- 4 = Neutral
- 5 = Slightly Agree
- 6 = Agree
- 7 = Strongly Agree

1. I spend a lot of time and effort at work networking with others.
2. I am able to make most people feel comfortable and at ease around me.
3. I am able to communicate easily and effectively with others.
4. It is easy for me to develop good rapport with most people.
5. I understand people very well
6. I am good at building relationship with influential people at work.
7. I am particularly good at sensing the motivations and hidden agendas of others.
8. When communicating with others, I try to be genuine in what I say and do.
9. I have developed a large network of colleagues and associates at work who I can call on for support when i really need to get things done.
10. At work, I know a lot of important people and am well connected.
11. I spend a lot of time at work developing connections with others.
12. I am good at getting people to like me.
13. It is important that people believe I am sincere in what I say and do.
14. I try to show a genuine interest in other people.
15. I am good at using my connections and network to make things happen at work.
16. I have good intuition and am savvy about how to present myself to others.
17. I always seem to instinctively know the right things to say or do to influence others.
18. I pay close attention to people's facial expressions.

SCORING

Compute your overall score by adding together your response scores on all the questions and dividing the total by 18. You will have an overall political skill score between 1 and 7. Larger scores identify people who have higher political skill, and smaller scores identify people who have lower political skill.

MEASURING THE FOUR DIMENSIONS OF POLITICAL SKILL

You can also compute your score for each of the four dimensions of political skill – social astuteness, interpersonal influence, networking ability, and apparent sincerity – by adding up the responses to the questions that measure each dimension and then dividing by the number of questions.

Dimension of Political Skill			
Social Astuteness	Interpersonal Influence	Networking Ability	Apparent Sincerity
5 ___	2 ___	1 ___	8 ___
7 ___	3 ___	6 ___	13 ___
16 ___	4 ___	9 ___	14 ___
17 ___	12 ___	10 ___	
18 ___		11 ___	
		15 ___	
Total = ___	Total = ___	Total = ___	Total = ___
÷ 5 = ___	÷ 4 = ___	÷ 6 = ___	÷ 3 = ___

Social Astuteness

Questions: 5, 7, 16, 17, and 18 on the PSI measure social astuteness.

What your score means:

A low score on the social astuteness dimension of the PSI means you will likely have a low level of understanding of the motivations or intentions of others' behaviors, or a low desire to understand them, or both. A low score also means you have little intuition or savvy about how to present yourself to others and you do not always know the right things to say or do in order to influence others.

An average score means you have a satisfactory ability to understand people and a reasonable ability to read people's motivations and to detect any hidden agendas they may have. An average score represents a satisfactory level of intuition and savvy about how you come across to others and also means you often know the right things to say and do in order to influence others.

A high score means you have an excellent ability to understand people, sense their motivation, and detect any hidden agendas. You have outstanding intuition and the savvy to know how to present yourself. Also, when influencing others, you seem to instinctively know exactly the right things to say and do.

Development strategies.

If you would like to improve on your social astuteness, remember that in order to understand others, you must listen. This in part means not interrupting others while they are speaking. Try to repeat what the other person has said by paraphrasing so you are clear that you know what that person is trying to convey. By trying to really listen to what someone is saying, you not only help yourself understand it better, you

communicate to the speaker that the message is important to you! Show respect for others' ways of thinking and they will be likelier to respect yours.

Interpersonal Influence

Questions 2, 3, 4, and 12 on the PSI indicate interpersonal influence.

What your score means.

A low score on the interpersonal influence dimension means that you have a fairly low ability or motivation to make people feel comfortable and at ease with you. You may not have a smooth communication style with others at work, and you probably have a limited ability to develop a good relationship and rapport with most people.

An average score means you have a satisfactory level of ability to make people comfortable and at ease around you. You are normally able to communicate with others, but not always or with everyone. You also have a reasonable ability to establish a good rapport with most people.

A high score means your ability to make people feel at ease around you is strong. You probably have an effective communication style with others and are able to establish a good rapport with most everyone you meet. Most people are quickly drawn to you because you know how to make yourself likable.

Development strategies.

Influencing others often means finding a way to give them something so that you can achieve your goal. Do not simply ask for things without considering others' situation. Think about what other people might need in exchange for carrying out your wishes. Make sure you understand how your request might affect them negatively and think about a possible trade. For example, if you would like someone to work late for you, perhaps you could allow some time off later in the month. Appeal to the common good for both of you.

Networking Ability

Questions 1, 6, 9, 10, 11, and 15 on the PSI measure networking ability

What your score means.

A low score on the networking ability dimension means you either have a low ability to develop relationships with others at work or you lack the motivation to spend time and effort developing these relationship, or both. A low score also means you probably lack a large support network that can be used to advance your work goals.

An average score means you have a satisfactory ability and motivation to spend time and energy developing work relationship with others. An average score also means you probably have a reasonable formal and informal network of people that can help you move work-related goals forward.

A high score means you are an excellent networker. You have both the ability and the motivation to develop positive work relationships. You are especially good at developing good relationships with influential people. You probably have many support

networks, both formal and informal, that you often use effectively to move your goals forward in the organization.

Development strategies.

Those who are skilled at networking are also those who share useful work information. This is not gossip but information that will help people do their jobs better or information that will help them gain a better perspective about the department or company. Further, they remember important things about the people with whom they work.

A general rule of thumb is to have three pieces of information you remember about everyone; this can be knowledge about something at work, educational background, or even something personal.

Skilled networkers are approachable. Sometimes you will need to initiate the relationship; initiating a contact can be done as simply as asking someone a questions. If you want to improve your networking skills, do not wait for others to come to you!

Apparent Sincerity

Questions 8, 13, and 14 on the PSI measure apparent sincerity.

What your score means.

A low score on the apparent sincerity dimension means you have a limited awareness of the importance of appearing genuine and sincere. Also, you provably show a relatively low level of interest in other people and do not place a high value on being perceived as genuine and sincere.

An average score means you have a satisfactory level of awareness regarding the importance of appearing genuine and sincere. You probably show some interest in some of the people with whom you work. You also place a reasonable value on being perceived to be genuine and sincere.

A high score means you have a good appreciation for the importance of appearing genuine and sincere to everyone. You aspire to demonstrate a sincere interest in others at all times. It is also important for you to be perceived as being genuine and sincere.

Development strategies.

Being sincere comes from having a kind and caring frame of mind. One way to demonstrate sincerity is by listening carefully to others. Unfortunately, many managers are poor or only marginal listeners. They have an action orientation and are likely to interrupt by cutting someone off in midsentence. Some are impatient and even try to finish other people's sentences for them. This impatience and unwillingness to listen carefully to others is often interpreted as insensitivity, which may translate into a perceived lack of caring. Thus one way to increase your apparent sincerity is simply to listen to others.

Appearing to be genuine and sincere also depends on your nonverbal communication. Keep eye contact with the person talking. Looking past the person to see who else is around or looking at your watch to catch the time can be translated as not being sincere and not caring about the person with whom you are talking.

Appearing genuine and sincere is a lot easier when you like the person or when you are talking with someone who could have a strong effect on you, like the CEO of your organization. However, it is important for your political skill to appear sincere to those you do like. Remember to nod when another person is talking; this lets the person know you are listening and makes you seem more engaged in the conversation.