Building Effective Networks
with Herminia Ibarra, Professor of Organizational Behavior, INSEAD Business School

1. REFLECT (First 10 minutes)
Each person, write about your experience.

What do your networks currently look like? Make an inventory of your operational, personal, and strategic networks. Where do you have the most contacts? Where do you have gaps in your networks?

How might you improve your strategic network? Could it be more broad, connective, and/or dynamic?

Identify 1–3 relationships you would like to advance based on the gaps you have discovered in your networks.

2. PRACTICE (For the next 10 minutes)
Now pair up. Share with your partner your reflections on the current state of your network. With your partner, workshop how you might approach the people you have identified as wanting to add to your network. Who would introduce you? What value do you bring to each of these relationships? After 5 minutes, switch and let your partner share. Stick to the allotted time so everyone gets a turn.

3. DISCUSS (For the next 15 minutes, as a group)
Each person, share one key discovery or reflection from this education module. What resonated with you (or not) based on your personal background and identity?

If time permits, select one strategy from this education module you like to discuss further. Then have group members share how they have used (or could imagine using) this strategy to effectively navigate challenges at work. For this discussion, share experiences, do not give advice.

4. ACTION (For the final 10 minutes)
Pick One Action you will do after the meeting. Imagine who, what, where, and when it will happen. Each person, share the One Action with the group. Plan to report back at the next meeting.

One Action: