

# Transferrable Skills – Networking 101

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# Networking helps you negotiate

- To negotiate effectively need information
- Lack of negotiation can have affects long after the opportunity to negotiate has passed
  - Salary
- Networking benefits from communication practice!

# Outline

- You are already networking – Great!
- Why Should You Network?
  - Social Capital
    - Provides access and opportunities
- How to Network

# Quick Test!

- You know that Prof Y has a lot of influence in selecting students invited to join a research program you really want to participate in. Should you cultivate an acquaintance?

# Bonus Question

- In deciding if you should cultivate an acquaintance with Professor Y – did you implicitly assume Y was male?

# What do you see as a barrier?

- Hard to approach new people/get their attention
- Introvert
- Busy (you/them)
- Ethical concerns
- Concern come off as uninformed/not confident (if ask for help)
- Social Distancing!

# Is networking strategically ethical?

- Should you “exploit” relationships?
  - “Political Savvy” – By Joel DeLuca
    - Are you interested only in what is best for you or are you also interested in furthering a broader goal?
    - If you believe in your long term goal – shouldn't you work to be as effective as possible in furthering it?
    - What advantages are you willing to use or give up?
- Evidence suggests that often people who are in the majority may not realize they are networking

# Thinking Strategically (From “Political Savvy” – DeLuca)

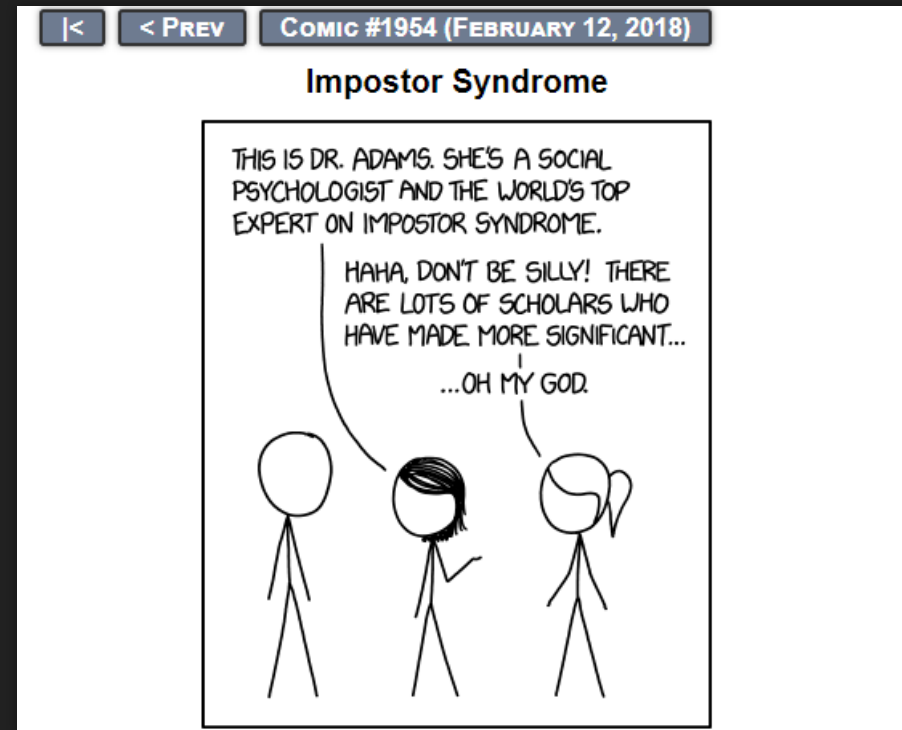
<b>MACHIAVELLIAN</b>	<b>SAVVY</b>
Manipulates	Influences
Creates losers	Creates winners
Power for its own Sake	Power to do things
Promotion as goal	Promotion as outcome
Hidden agendas	Open agendas
Word as tool	Word as bond
Calculating	Strategist
Politician	Statesman
Takes credit	Spreads credit



# Impostor syndrome/Dunning – Kruger Effect

## XCKD 1954 highlights Impostor Syndrome

Dunning – Kruger effect is a cognitive bias where people who are less capable think they are more capable



It's actually worst in people who study the Dunning–Kruger effect. We tried to organize a conference on it, but the only people who would agree to give the keynote were random undergrads.

# Why Network?

- Networking works
- Networking gets you known/provides opportunities
- Networking provides support
- Networking makes you more effective
- Networking teaches you the rules of the game
- Networking helps you think strategically about your career and life goals

# Evolving Careers

- It is becoming less easy to find a “cradle to grave” career
  - Extended “useful life”
  - Many people change focus/priorities
- Less standard career – more value in networking
  - Structured careers like the military - rules known
  - Less structured/evolving career patts (including academia) – rules can be “hidden”/not explicit

# Social Capital

- Social Exchange builds Social Capital
  - Learn things when you communicate with people
  - When do people a favor they then have an obligation towards you
- “Well-connected”
  - The more people you know/can call upon the more social capital you are likely to have at your disposal
- And (effectively) accruing social capital is not something you get and someone else loses – both gain

# Mentoring/Networks/Sponsors

- Mentors are important – should be part of networks
  - Heroic – provides specific, technical advice
    - Goal is for protégé to establish independence and slay monster
  - Collective – everyone senior responsible for juniors
  - Peer – learn from people close in age or experience
  - Composite – assemble a diverse group with different areas of expertise
    - Information flow one way (unlike a network)

# Networks

- Less hierarchical structure than composite mentoring
- Roles change
- Include more casual contacts
- Broader connections
- More responsibility on individual to choose between suggested paths



## A New Way of Thinking About Sponsorship

Sponsorship is not an either/or role—either committing fully or not at all. It's a spectrum of different kinds and degrees of support.

Private relationship ←————→ Public relationship

①

### Mentor

Provide advice, support, or coaching.

②

### Strategizer

Share “insider information” about advancing; strategize getting ahead.

③

### Connector

Make introductions to influential people; talk her up with your peers.

④

### Opportunity giver

Provide a high-visibility opportunity.

⑤

### Advocate

Publicly advocate a promotion; fight for her in settings where she can't fight for herself.

From: “A Lack of Sponsorship Is Keeping Women from Advancing into Leadership,” by Herminia Ibarra, August 2019

HBR

# So when are you networking?

- All the time!
- Routinely/little effort
  - Study Groups
  - Interest Groups on/offline
  - *Poster sessions – zoom sessions – breakout rooms*
  - *Presenting at meetings – again zoom for now....*
- When you get an opportunity
  - Can you explain what you do?
  - Do you take opportunities to do so?



# Types of connections matter

- Strong/Weak Links

- Look at criteria of membership – how similar are participants and their goals? How easy is it to join/connect to a group

- Strong links if common identity/goals

- Weak links – some overlap but a lot of different perspectives/goals

- Hot links – how active are connections?

# So how do you network?

- Family/Friends/Social Contacts
  - Probably the first networks we have
  - Social networks can supplement but not replace professional networks
- Professional networks
  - Within Institution/research field
  - Professional Organizations
  - Conferences

# Local (Institutional) Networking

- Join learning communities/study groups
- Look for ways to connect to people in affiliate departments
- Attend colloquia
  - Provide feedback on good speakers
- Ask faculty about their research
- Suggest that your research group goes to lunch together or set up some other informal get together
- Ask someone to meet you for a coffee to talk about your and their research

# Networking at Conferences

- Look for talks that interest you
- Look for talks that have a large audience
- Consider being a scientific secretary or volunteer to help organize sessions
- Introduce yourself when asking a question
- Use follow up questions to help you approach people in breaks
- Look for openings to discuss your work
- Be willing to join established groups – can feel awkward but look for opportunities
- If you know people – introduce others to group

# Let's brainstorm

- How can we use this time ?
  - Might people be more/less available?
  - How can you approach if not able to meet in person?
- What about zoom fatigue?
  - What communication clues are missing in virtual interactions?

# Contacting someone ...

- What do you think would make it hard to contact them and get a response?
- How do you think you could increase the likelihood of a response?
- Do you
  - Know anyone they know?
  - Know anyone at their organization?
  - Know anyone in their field?
- What else could help?

# Be open and straightforward

- Its better to be inclusive
  - Be open to new opportunities
  - Do not assume worst of anyone
  - Welcome anyone who would like to be part of your network
    - Don't only include people just like you
    - Be strategic about adding complementary skills/experiences
- Be upfront
  - Make reasonable requests
    - Short and specific – at least to start
  - Make appropriate requests
    - Don't ask people to do your work for you



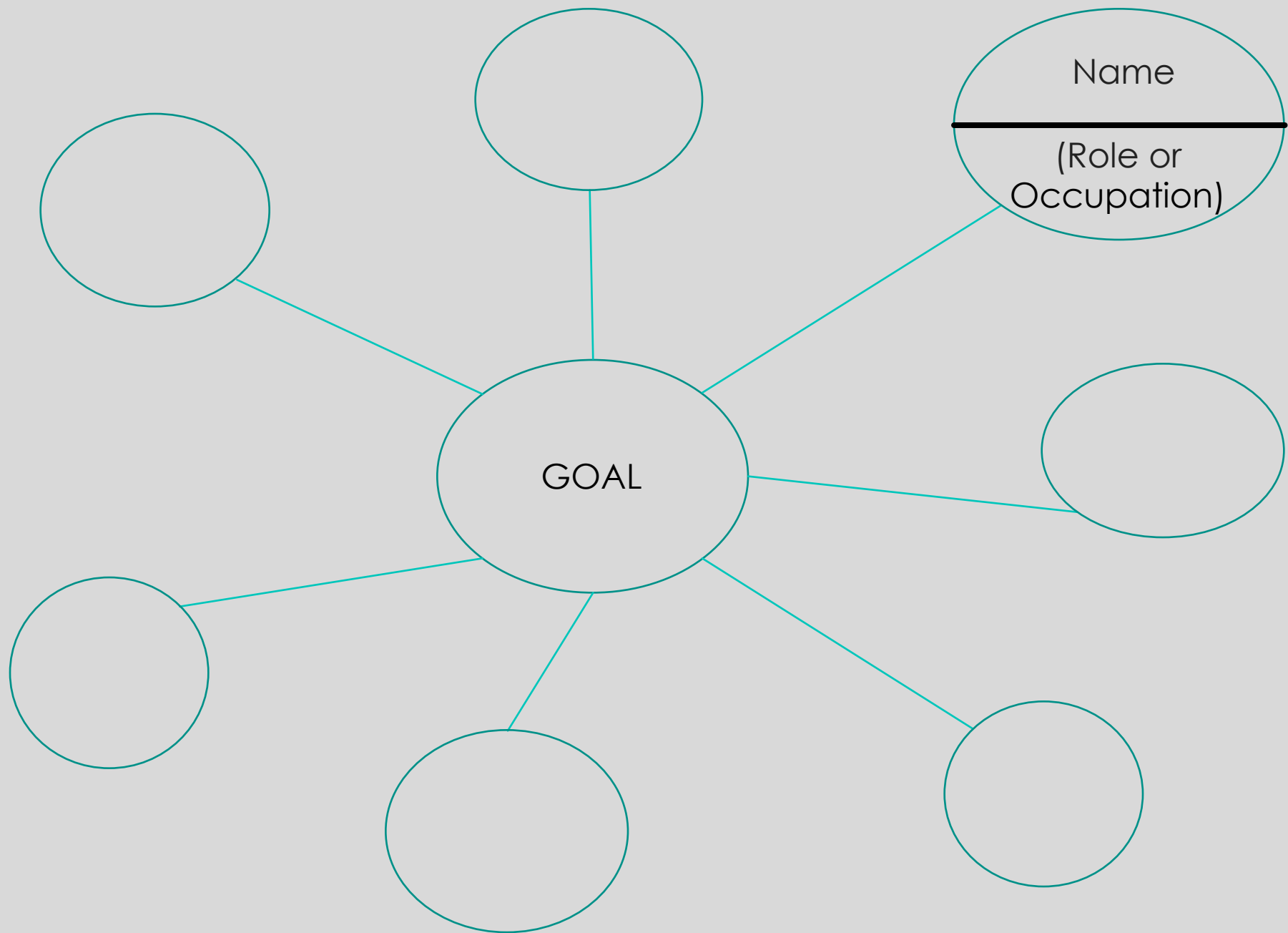
# Conversations - Try Open Ended Questions like

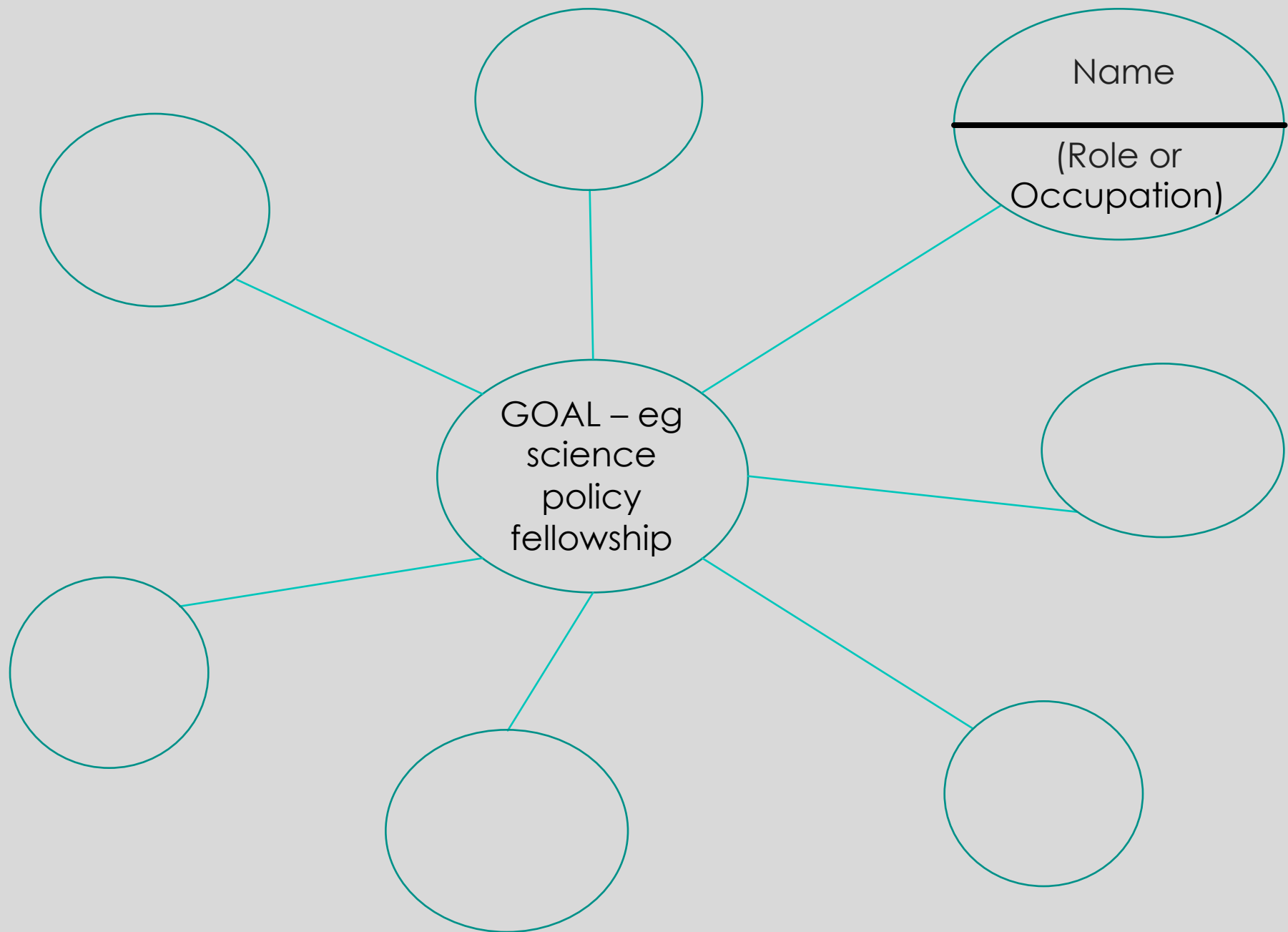
- What excites you?
- What are you most hoping for?
- What do you enjoy most about?
- What was your smartest decision?
- What was key to shaping your thinking on....?
- How did you decide to try....?

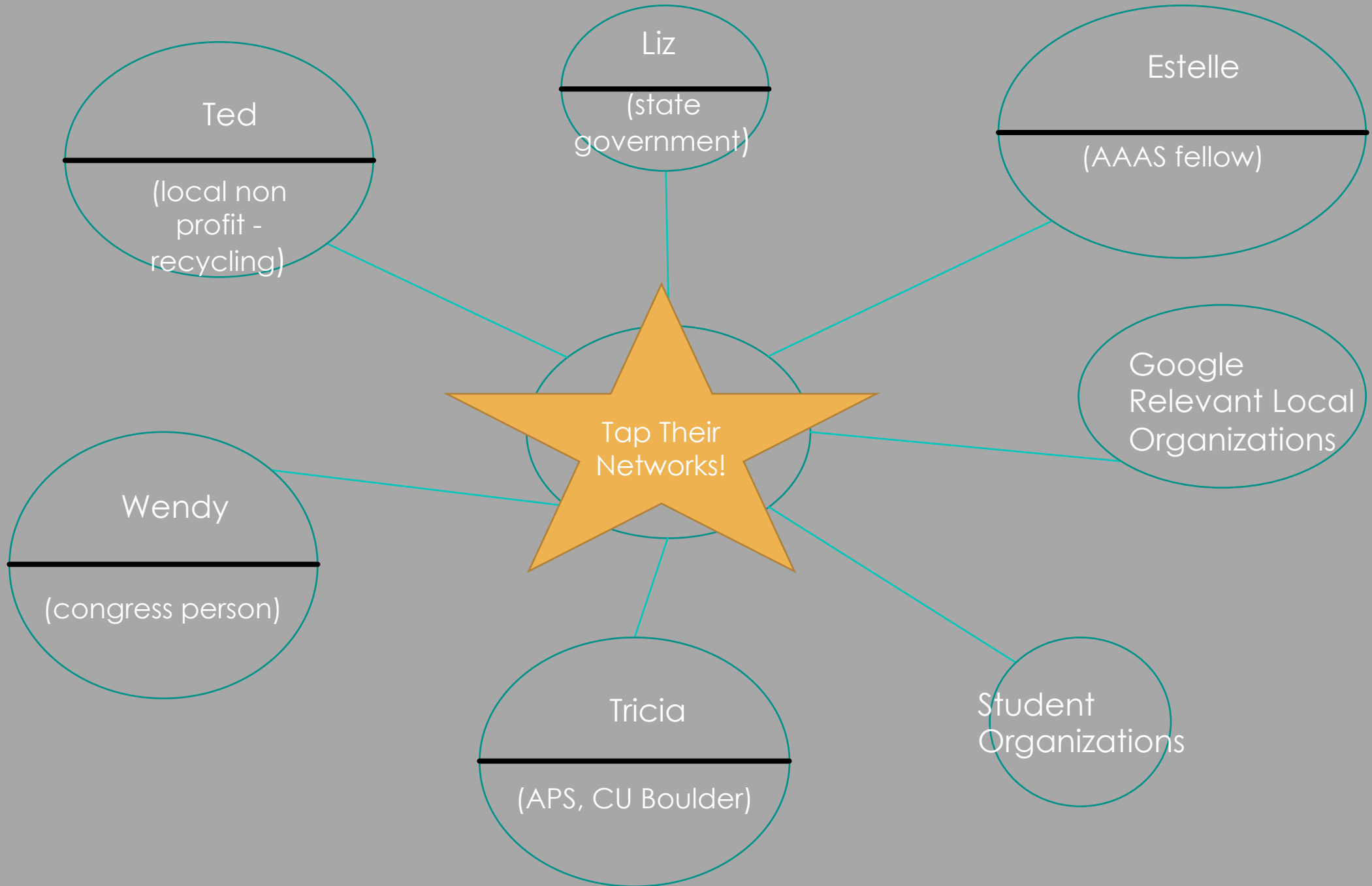


# What is a goal of yours?

- “Six Degrees of Separation” involves tracing any actor to the actor Kevin Bacon – suggests can often be done in six links or less (though in reality research questions this)
- Can you name individuals who could help you for your areas of life interest?
  - Can you connect them to others who you would like to interact with?







# Follow Up

- Maintaining a network takes effort
  - Send CV etc
  - Send papers that may be of interest
  - Do what you say you will do
  - Socialize
    - May be hard for introverts – but avoid temptation to stay in room and read when at a meeting
    - If introvert – reward yourself later
- Say thank you
  - Makes you more memorable

# Complications

- Takes time
  - View like exercise – something that takes time but brings benefits
  - Try to schedule into week or month
- Takes energy
  - Especially if introvert
    - But can save time/effort
- Efforts may be misconstrued
  - Set boundaries clearly and indicate if overstepping
    - I recommend contracts for mentor/mentees
  - Develop broad networks and spend time with many people