



Senior Leadership

Network Analysis

December 1, 2006

EMP 70

For Professor Brian Uzzi

Leadership and Organizations

One of the key learning's from our Leadership and Organizations class is the concept of the *New Science of Leadership*, where leaders realize that leveraging and harnessing the skills within one's network is a very effective and pragmatic way of getting things accomplished in today's environment. Part of the theory behind this concept is about an individual having a number of recognized and demonstrated skills, yet they reach out and utilize their network for skills they may not have, instead of trying to acquire or develop these skills. This is the concept that we are going to explore in more detail. The research shows that people who have strong networks and have learned how to effectively use them are much more successful in their organizations.

We conducted our research using two different methods. The first method which we collected the majority of our anecdotal data was to use the traditional method and interview well-connected business leaders from a variety of industries. While we asked a variety of questions to the different leaders, there were three main facets of their networks that we were trying to understand. The three facets were:

- How do the leaders create / expand their network?
- How do the leaders manage their network?
- How do the leaders utilize (leverage) their network?

The six leaders we interviewed were from a variety of industries including: Casinos, Consulting, Retail Marketing, and Technology. Here is a brief description of each of the leaders:

- Dan S. is the Senior Vice President and General Manager of two casinos in Las Vegas. He has over 25 years of casino industry experience working for moguls such as Donald Trump, Peter Morton, and Steve Wynn. Dan has held several top level positions at Trump's Taj Mahal, the Hard Rock Casino, the Rio and Wynn Las Vegas. He currently has responsibility for two casinos on the LV strip, including over 4,000 employees with \$680 million in revenue. The most influential person in Dan's network is Donald Trump.

- S.B. is a Corporate Vice President of the Developer and Platform Evangelism Group at a major software company. His focus is on strategy and evangelism of the platform to roughly 7 million developers, IT professionals, and partners worldwide managing the company's high touch relationships with key partners. He oversees a team of 1,200 people worldwide with 5 VP's reporting to him. One of his most influential brokers is Bill Gates.
- Jason G. is a Partner in [deleted]'s Chicago Risk Advisory practice. Andy has been known internally as "a rainmaker who can make it pour" with highly successful strategies and tactics for business developments. He has been successful with landing high-profiled federal advisory engagements with the FCC and the Defense of Finance and Accounting Services – each with annual engagement fees exceeding \$20 million. He has also been responsible for landing 12-13 other engagements each with fees exceeding \$1.2 million annually. He is very well connected, and his most interesting broker is his wife, who is the CEO of [deleted], a Berkshire Hathaway company.
- L.P. is the Senior Vice President for Human Resources at a major software company reporting directly to the CEO. Lisa oversees the processes, systems and methods used to attract, hire, train, and compensate the nearly 90,000 employees worldwide. She manages a team of 1,450 people with 4 VP's reporting to her. Prior to this, she served as the Corporate VP of the Home & Retail division, responsible for overseeing the worldwide development and business strategy for the company's line of consumer hardware, software, and Macintosh products. One of Lisa's brokers in her network is Warren Buffet.
- Frank F. is an entrepreneur and has just recently purchased a winter services business with \$4 million in annual sales. Prior to that, he was the Vice President of Marketing for a major department store chain (\$14 B annual revenue) with an annual Marketing budget in excess of \$350 million. He has held various leadership positions at Gateway Computer and Arnold Palmer golf, just to name a few. His most influential contact in his network is Ted Waitt, the founder of Gateway Computers.
- David M. is President and CEO of [deleted] – an industry association for printed circuit board and electronics manufacturing services companies, their customers and suppliers. He is responsible for all aspects of leading the organization to accomplish the long range objectives outlined in their strategic plan. Prior to this he worked in executive positions at

the National Fluid Association and the National Rifle Association. He is a graduate of the Air Force Academy and served in the US Air Force for 25 years.

Based on these interviews, we saw two clear and distinct approaches to networking. The software leaders S.B. and L.P. were very aware of their networks and seemed to have clearly understood and embraced the science of their networks by having structures, processes, and a systematic view of assessing, managing and leveraging their networks. The other leaders we interviewed never really applied any structure to their networking but were still very successful in managing and leveraging their networks to the fullest. They began to see the structure once we interviewed them and started talking about the science behind the networks.

The second method we utilized was an electronic survey that we conducted with some of the leaders in our own network, and then measured it against a new network that we have become exposed to which is the Kellogg Alumni network. We wanted to see how the two groups viewed their personal and professional networks, try to understand how they utilized technology within their network, and how they communicated via high touch and low touch mediums and what was observed between certain industries.

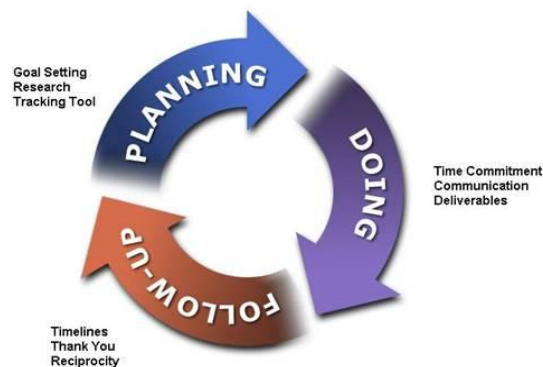
Building Networks

Networks, while invisible, are an essential and recognized part of today's organizations and are the key enablers of organizational effectiveness and innovation. An understanding of these networks is very helpful to determine and improve the information flow and decision making in an organization. In our interviews we saw that networks typically span across professional and personal networks, and likely expand an organization's relationship with their customers, suppliers and employees.

Relationships are the building blocks of networks. Relationships in an organization, as in real life are built on trust and reciprocity, which all of our interviewees focused on and stressed

the importance of while building and maintaining contacts. Trust was by far the dominant theme to all of our discussions. Trust in turn is based on integrity, competence, consistency, loyalty, honesty and openness. All of the leaders acknowledge that networks are critical to an individual and an organization's success. Lack of a network can be a potential success inhibitor, while building diverse and dynamic networks are key traits of top leaders

There are several different approaches for networking depending on your goals. All of the leaders stated that they focused on building networks and looking to those brokers within the network to assist them when called upon. However, within the software company, S.B. and L.P. use a focused and targeted approach to achieve their networking goals, which they called a "precision networking process." Using this process they can find the exact information they need in a timely fashion from their networks. It is a three-step process which includes planning, doing, and follow-up.



1) **Planning:**

You need to have a clear view of what your network goals are, what results you want, who you need to connect with, and why. It is about making the right connection to the right person and respecting that person's time. If you don't, you will randomize and exhaust your network.

- a) Goal setting- understanding and prioritizing your goals can help you set expectations and create clarity for others to better help you achieve your networking goals. Several of the leaders mentioned that this was useful in their work networks.

- b) Research- Proper research allows you to be specific about who you want to contact and why. If you have been referred to a person, research their role, organization, and anything else that is relevant to your needs. Both Frank and Dan gave us clear examples of how they utilize Google and RSS feeds to keep up-to-the-minute information on anyone within their network.
- c) Tracking tool- Using a tracking tool like MS Outlook, Linked In, etc... will help you stay organized to appropriately track the contact and the context of the network relationship. David utilizes other tracking tools but most keep information via an electronic rolodex.

2) **Doing:**

- a) Time commitment- To be successful at networking it requires time and energy to develop - like any other skill or competency, and takes time to deliver results; it is not a just-in-time practice. Dan S. mentioned that networking must be sincere. While you may commit time and energy to networking, you must also show that your heart is in it with a genuine approach. This ties into the next phase - communication.
- b) Communication- Your credibility and reputation can be developed or diminished depending on your communication skills. It is also about being able to articulate exactly what you want from your network. The better you can communicate your specific needs, the greater the odds are that your network can help you achieve your goals. However, it is not just what your specific needs are. In several cases, individuals like David, Frank, and Jason all mentioned that they are usually on the receiving end of requests and will honor requests knowing that they can use this person in the network at a later time as reciprocity. S.B. and L.P. are on a more balanced plateau- they make requests and get requests. You need to balance this out.

3) **Follow-up:**

Following up is a very crucial part of the process, and it the one that is overlooked the most. The concept of good networking breaks down and people may feel used due to a person's lack of follow up. It is important to take the time to follow-up quickly with your network contacts because they took the time to meet with you to give you advice or access to others. The medium most used as follow up is email or other low touch mediums such as texting or leaving a phone message. Dan states that this is critical to ensure that any promises made

were kept and that you would expect for them to do the same when you need them. You want to acknowledge and treat your network with respect, so they are willing to help. Building a networking relationship goes beyond your immediate networking goal and needs you to reciprocate with information and /or access when asked.

Networking is a fluid and dynamic process. We observed different phases with a different mix of high touch and low touch mediums in the networking process depending on where our interviewees were in developing and executing their goals. Networking is very beneficial when used as a precise and targeted approach of seeking out the right connections to meet those goals. After our interviews, several of them mentioned that networking should be a structured and professional process about precise connections—not transactions. However, once we drew their network maps they could easily identify some of the brokers, central connectors, and boundary spanners within their network. Each of the leaders stressed it is about quality over quantity. It is a proactive and strategic process of building and using your network for your needs and helping others with their needs. Jason put it best about building networks when he said you must have the three P's: be *proactive* in finding the opportunities, be *present* when communicating and create a *presence* to make them remember you.

Whether you are building a network or managing one, there is a strong need to align it to the organization's strategy and constantly fine tune it. Only then can leaders, promote effective connectivity and collaboration in their network. Some of the organizational dimensions to consider that came out of our interviews include how to consider functional boundaries and geographies in org structures. Also understanding the work culture and how work gets divided and accomplished. The top leadership can also play a very significant role in promoting and developing networks within their organizations. Each of the leaders we interviewed promote

networks by sharing information, having a good understanding of how information flows and understanding who the key people are (Paul Revere networks) that connect and broker. They also recognize interpersonal issues within the network early and deal with it so that it does not fester and slow down the network.

Manage

While the software leaders practice “precision networking”, other leaders manage their networks without a well defined methodology, their tactics and strategies are similar to those of the framework. All leaders regularly assess strengths and weaknesses of their networks; identify the type of contacts that are needed or desired. The re-assessment is especially relevant when leaders formulate strategies on how to handle when people exit from the network; maybe they move or start a new job. If there’s a departure from the network, typically leaders will find another replacement timely. This was the case when someone in David’s network passed away; part of David’s network re-grouped and filled that void with another individual. Most leaders believe in the “balance beam” approach by using both social and professional components of a network. For instance, Dan takes care of his contacts in Las Vegas or other venues and incorporates a balanced approach on interacting socially and professionally. Leaders and their contacts connect on the social side to establish common grounds on the work side. However, one leader, David avoids social relationship with all his direct reports as he does not want to appear to compromise decisions.

Network tracking tools are used to manage the information of their contacts and the context of the relationship for subsequent follow-up. The tools can range from photographic memory, business cards to electronic devices or software. The software leaders use Outlook,

OneNote, and networking software to track various pieces of information, e.g. how they connected, children, family, etc...

The frequency of managing a network depends on the type of relationship and circumstances. Leaders interact more frequently with their core network connectors. For instance, Dan maintains a daily or weekly contact with those who are close within his network. For others, the monthly basis may be suitable. For infrequent contacts, leaders send holiday cards, call contacts after an event where they thought they would see them, or mail their contacts an article of interest. In our survey we typically saw that most reached out to infrequent networkers every 60-90 days. However, Frank stated that he can call someone 1-3 years later and be able to pick up very quickly. Obviously some contacts may be less frequent, but just as powerful.

Leaders need to utilize the right medium to keep current with their networks. Personal relationships are best built through face-to-face interaction, such as lunch or office visits. However, face to face may not always be practical. Cell phones are the next best thing, followed by e-mails. Other mediums include hand written notes and typed letters. Technology has enabled our leaders to strengthen their communication with their networks. Cell phones, PDA, internet or emails are used to find people quickly or to communicate in order to stay current with their contacts. David uses "listserv", a communication tool to post suggestions or benchmarking questions to other CEO's simultaneously. Skype also allows David to call or conference anyone in the world anytime.

Networks are about personal and business acquaintances that leaders like to associate with or share common values. The currency exchange is based upon appreciation and reciprocity and the core underlying factors are honesty, respect, acknowledgment, trust, loyalty,

integrity, and a level of comfort with each others. Mentoring relationships can be exceptions from the reciprocity perspective. Leaders of the leaders may use their knowledge and experiences to help others. For instance, Frank primarily seeks advice from a prominent CEO, so this is somewhat a one-way relationship. Our leaders do not “churn and burn” those in their network. When they make commitments to assist their networks, they deliver to the best of their abilities. As such, leaders can rely on their networks for advice, solutions, or connections.

Leverage

After building the networks and having mechanisms in place to actively manage them, the most important aspect for leaders is to be able to leverage them to get work done. Apart from face-to-face meetings (high touch), almost all of them use cell phones (high touch), e-mails (low touch) to stay in touch with their networks and manage the flow of information exchange. Again, all interviewees mentioned that the most important pillars when trying to leverage their networks are trust, loyalty, honesty, and integrity. They all felt strongly that reciprocity is a key attribute for the networks to flourish and work effectively. All of them said they can count on the people in their networks with any confidential information and can rely on them for input/help in a variety of situations (social or professional).

In today's global economy the leaders we have interviewed leverage their networks to accomplish wide range of things. They utilize their networks to get knowledge and information, to get better results, to discover important relationships, to build new professional and social relationships, for career development, and for making career moves. Also all the people in each leader's network seem to share common values and similar interests. Technology seems to play a key role in increasing the speed of activity. Dan uses his Blackberry a lot by sending short text messages. David uses tools like Listserv and Skype to get up to date information but also to

benchmark best industry practices. Frank uses Google to stay current with what's happening around him and also to find about the businesses of his contacts. Jason uses an e-mail distribution with his network partners to get his questions answered and receive/provide feedback. S.B. and L.P. use tools like Microsoft Outlook contact and Microsoft OneNote to manage their networks.

The networks of all the leaders interviewed seem to be very diverse and there is a common belief that a network should be diverse to be effective. We wanted to see how our networks within our study group compared to that within our new Kellogg Alumni network. We reached out to our network sending out surveys to 150 contacts. We then sent out a survey to a 150 contacts within the Kellogg network. Our networks were not as diverse as those compared to Kellogg. We had over 500 responses to the survey with 40% of the surveys coming from a network that we have never communicated to and our first attempt was via a low touch medium- an email. Our networks consisted of peers, direct reports, mentors, experts, board of directors, customers, friends etc. We clearly saw that a diverse network allows them to draw tools and resources in a more efficient and effective manner. We then wanted to see how senior leaders (VP's and above) utilize technology to build, manage and develop their networks and if there was anything that we could change within our managerial ranks (directors and below). Here we saw that it varies by industry but a clear message was sent. The majority of managers/directors spend a lot of their time communicating via low touch mediums and technology to get work accomplished. We saw that a majority of the senior leaders relied upon face-to-face and immediate interaction to get items accomplished in their work environment.

We also showed that it varies by industry as well. Most industries that require interaction such as service and sales all use high touch when interacting with work groups and consider

social networks more important over others. Industries such as technology are very email driven for results and view work networks as the most important.

Tips for Kellogg Students:

Professional networking is the strategic and fluid practice of referring and connecting people for mutual needs or goals with high levels of trust and reciprocity that can be sustained over time. Networking as a tool is unique because it can be used for any goal that has a discovery process—building the right connections to the right people.

1. It is not a one-time activity but an ongoing process throughout your career. It's about utilizing the people you know to help one another when the need arises. It is not a collection of business cards with little-to-no connection or idea of mutual value and reciprocity.
2. Value Social networks as much as Professional Networks. Several senior leaders place an emphasis on the value of these two networks. There is also an opportunity to walk the “balance beam” and have individuals in both networks.
3. Networks are built on trust and reciprocity. Trust in turn is based on integrity, competence, consistency, loyalty, honesty and openness. When it comes to reciprocity, don't keep score, and be the first to offer something to the relationship.
4. Embrace the power of Kellogg. Success is seen in diverse networks, which Kellogg can provide. The Kellogg network also places a high value on networking.
5. Upon promotions to senior level, interact more within the network on a face to face level. Realize the impact that you will have on communicating the vision you have set and place a value on how you communicate it to the overall network. Remember that everyone you come in contact with will feel an impact of some proportion.
6. Remember that networking is a dynamic process of development and reciprocity to help you with your goals and to help others with their goals. A network is dynamic depending on the needs of the person, and the roles people play in the network are interchangeable. Sometimes you may be the expert to advise another, and other times you may be the one seeking the advice. Good networking will benefit everyone in the process.

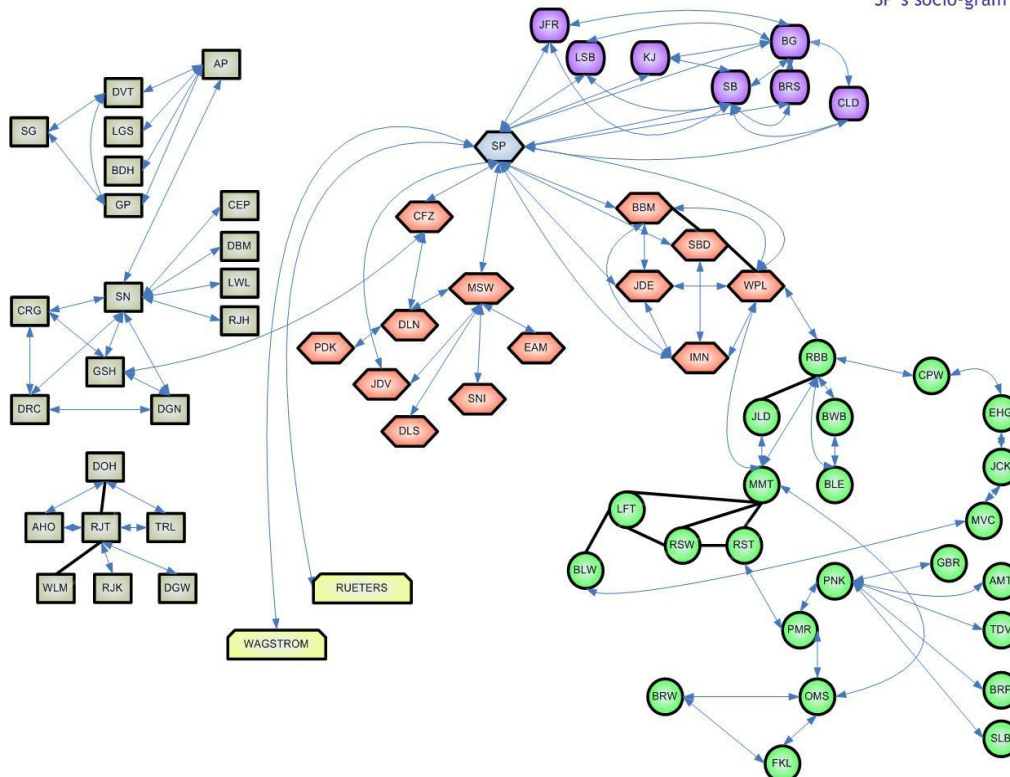
Appendix A: Sociograms

Dan S's network:

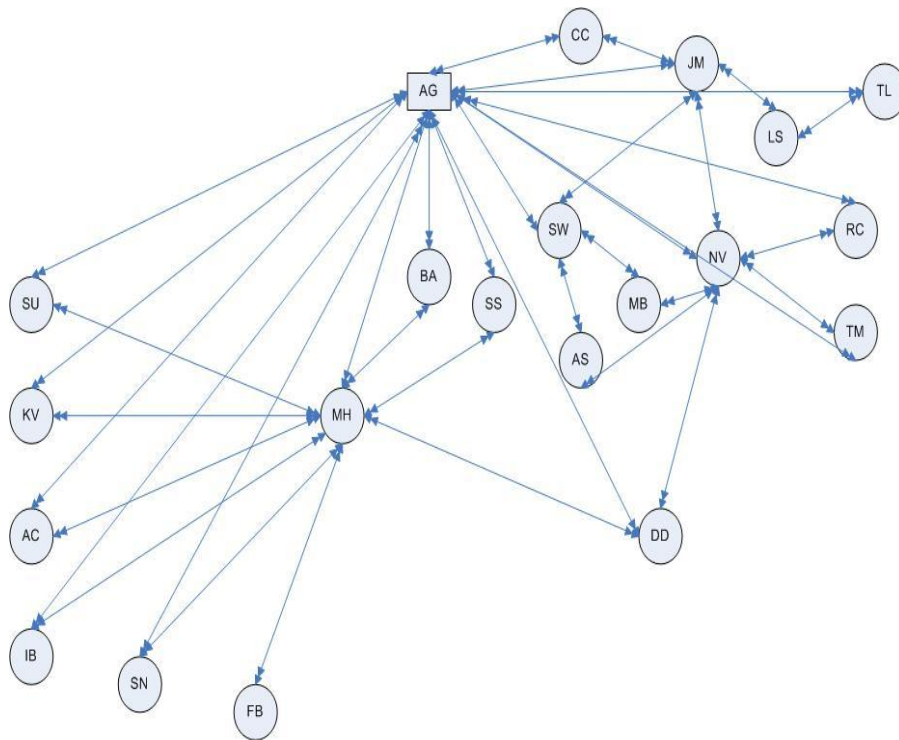


Dan's network would be considered an entrepreneurial network as he has four areas that really have no interaction with one another as he desires to keep them separate unless he specifically chooses select individuals to interact with one another. His Work clique is based upon the individuals that report directly to him and he relies on their networks to help him access information. His PR clique has clear brokers who are instrumental to his success and who he relies on heavily. This would be an area of concern if one should exit the network. The Entertainment and CXO cliques have been built over a period of time and clearly are the two he cherishes the most as he is able to apply any reciprocity given his status in Las Vegas. He capitalizes on the strengths of both professional and social networks and is able to maximize the overall potential of all four of his networks.

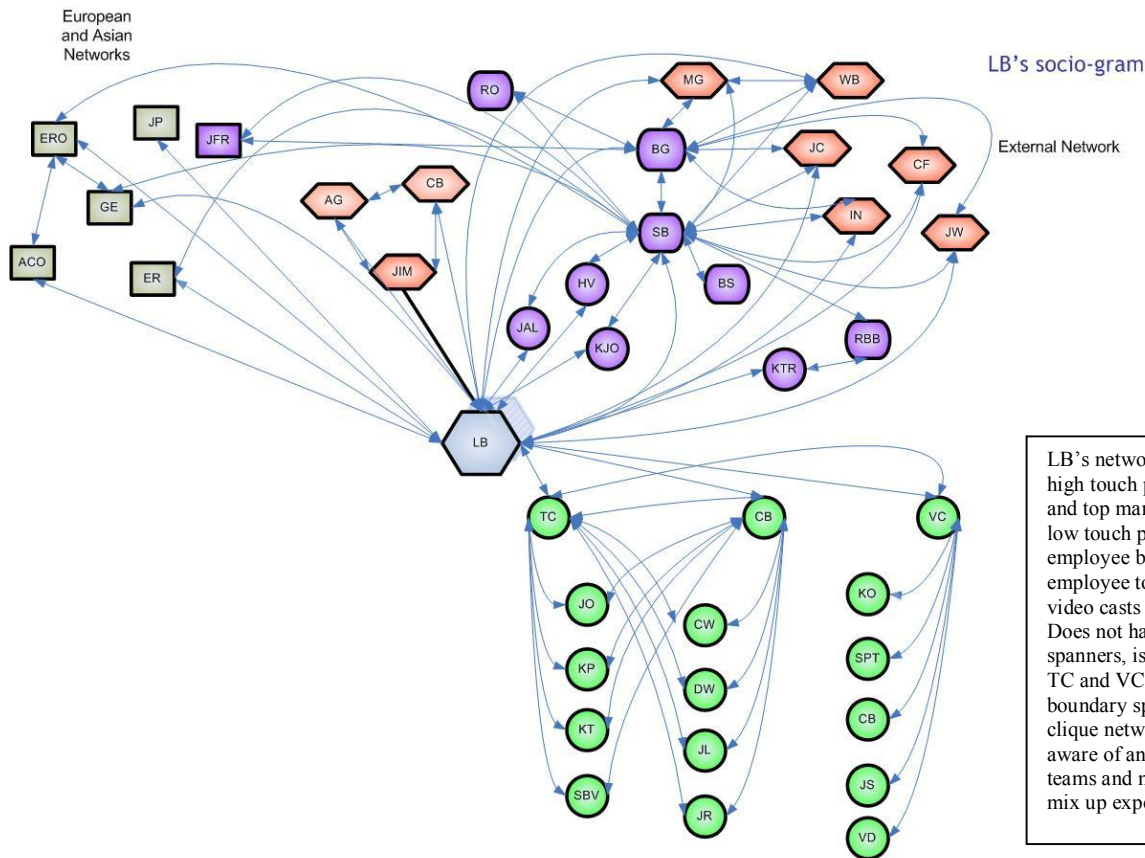
SP's socio-gram



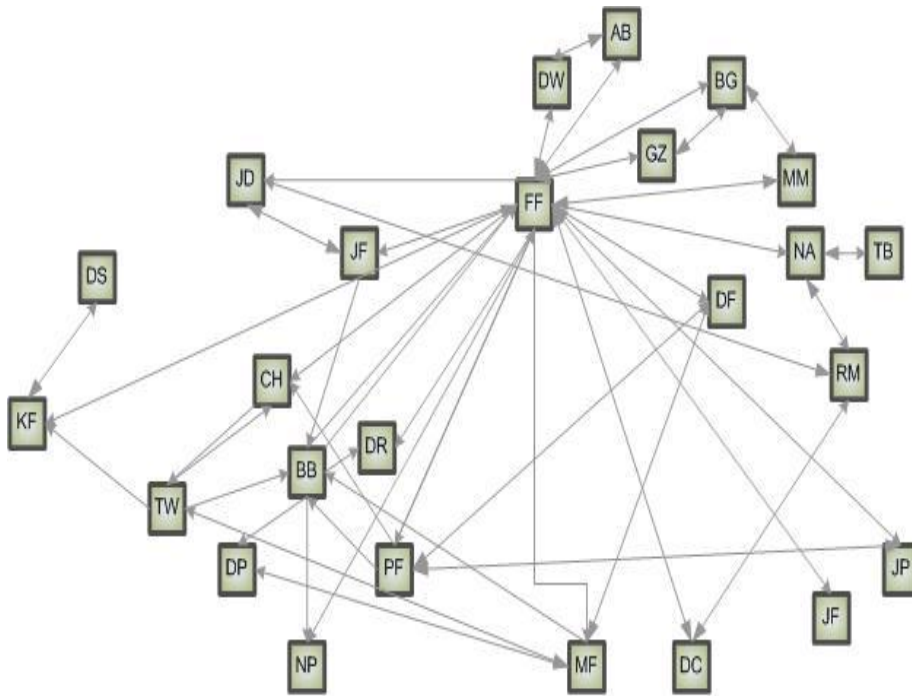
SP's network – has a good spread across upper, peer and lower management, external partners and PR. Network does not have enough boundary spanners and overly relies on a few people including SP. He is aware of Clique networks in his network and is intentional due to expert / niche knowledge (sometimes very sensitive and confidential) and expertise that needs to stay localized.



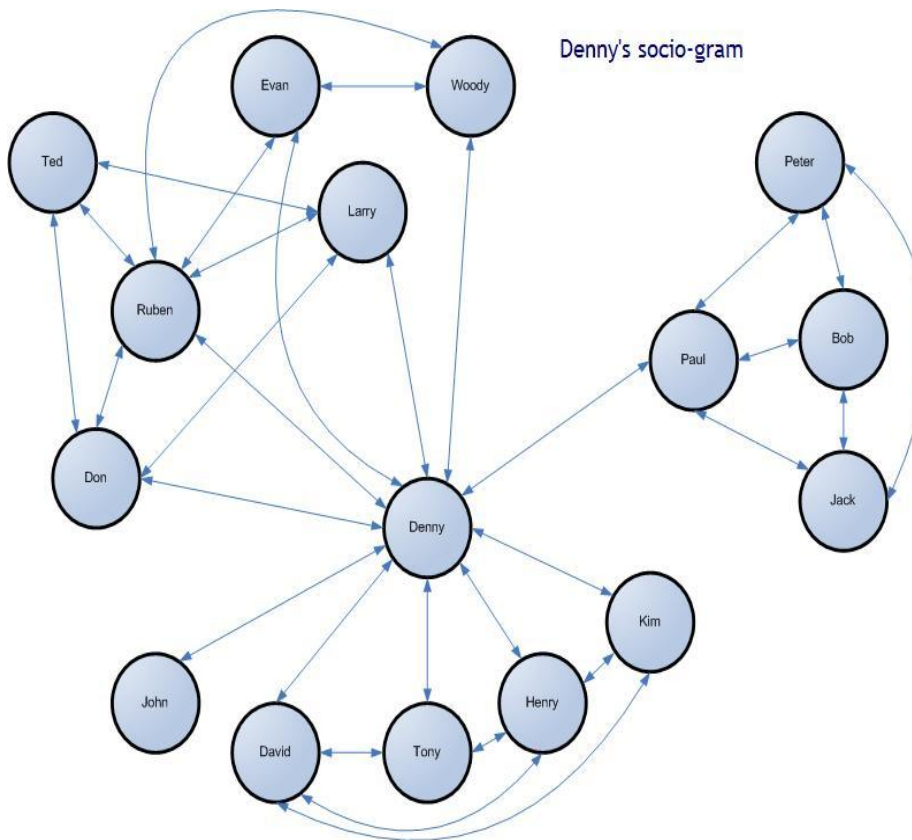
Jason G's network – consists of his superiors, peers, and direct reports whom: 1) he seeks strategic advice to deal with operational or infrastructural issues of running his public sector practice; 2) he delegates client service delivery to generate revenue stream for his engagements; and 3) he seeks social interactions to obtain general advice. Though Andy states that professional relationship should best be developed by building relationship, his socio-gram reveals that MH is his primary professional client services connector while his social and strategic connectors are NV and JM, respectively. Therefore, AG may be similar to another leader that AG avoids socializing with his client service delivery professionals to avoid potential compromise of professional



LB's network: excellent use of high touch points with executive and top management chain and low touch points (with 70000 employee base) through regular employee town hall meetings, video casts and tech savvy tools. Does not have enough boundary spanners, is overly reliant on LB, TC and VC to do all of the boundary spanning. Three large clique networks exist which LB is aware of and will reorganize those teams and move people around to mix up expertise.



Frank's network consist of a variety of people that resemble the different positions he has had with different companies. He has the peripheral specialist with his accountant Barry G. which is very important in his current business owner role, along with Joe F. his lawyer. He has the information broker in Jay F. that was a direct report of Frank's in his last position, and still keeps Frank and others well connected. He has a boundary spanner in Bart B., which was a college roommate, and they have been friends for years, as well as co-workers at Gateway. You can also see that Bart is the center of a clique network from both the Gateway community and the college roots. Frank also has a mentor in Ted W. that was his boss at Gateway. Frank has a very solid network, he knows how to use it, and his Blackberry is one of his most effective tools in his toolbox.



David's network – consists of his direct reports, peers, board of directors, experts, and alumni friends from the US Air Force. John is an attorney and is the peripheral specialist in his network. Reuben and Paul are information brokers in his network. He has a couple of clique networks and is aware of them. Since he has 3 diverse networks US Air Force, Trade Association CEO's, and work network; he still maintains access to unique information and minimizes groupthink. He uses high touch mediums with all the executives and utilizes a combination of low touch/high touch mediums to communicate with his peer CEO's and his direct reports.

Appendix B: Survey Summary:

Summary of the Networking Survey

EMP 70, Group D

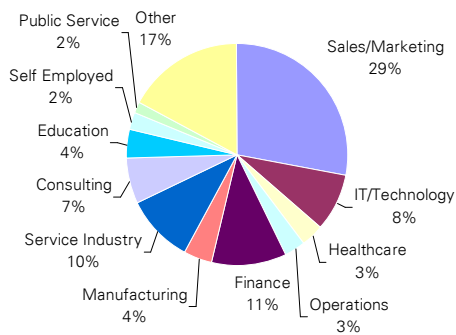
1. The highest numbers of respondents to the survey were mostly in the Sales/Marketing fields (24.7%)
2. *Q:* Do you think social and work networks are equally important?
Response: People in Sales/Marketing and other service related industries felt the networks were equally important, where IT, Healthcare, and Operations did not score it as high.
3. *Q:* Do you currently use any online social networking application websites to help you manage your networks?
Response: The majority of the groups said no, except for the IT group. We also saw the higher in the organization, the more likely to use these types of tools. Also those from the Kellogg network tended to use them more than the non-Kellogg network.
4. *Q:* Rate the communication network when introducing someone to your network.
Response: Face to face was the obvious choice, followed by telephone.
5. *Q:* When communicating within your network, the preferred medium is:
Response: Again, face-to-face was the clear choice. This interestingly was followed by e-mail and the next preference, with the exception of the Manager level from the Kellogg network, who preferred telephone as the second choice.
6. *Q:* When communicating within your work network, the preferred medium is:
Response: Again, for most face-to-face is the preferred medium, with the exception of the IT group, which split between face-to-face and e-mail. The other interesting note is the higher the level, the more they rely on face-to-face vs. the other mediums.
7. *Q:* When communicating to those within your network, but on an infrequent basis, the preferred medium is:
Response: Email turned out by far to be the highest among all the networks. Leaders at this level have not embraced text messaging – yet.
8. *Q:* How often do you keep in touch with those that you have an infrequent relationship with in your network?
Response: The results showed the Kellogg network kept in touch more frequently than the non-Kellogg network, on average 30-60 days vs. 60-90 days. The VP's tended to keep in contact more often than the Managers.
9. *Q:* What high-touch medium do you use to build/manage your network?
Response: The established meeting was the first choice, with face-to-face and a social gathering coming in closely behind.

Appendix C: Responses from Survey with Graphical Presentations

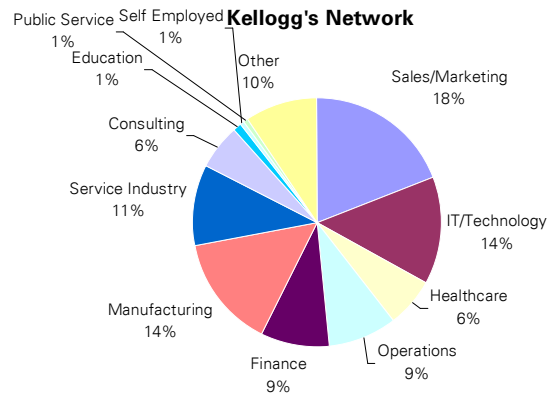
1. Please mark what industry you are currently in:

	Network	Kellogg	Total
Sales/Marketing	84	34	118
IT/Technology	25	25	50
Healthcare	10	11	21
Operations	9	16	25
Finance	33	16	49
Manufacturing	12	26	38
Service Industry	30	19	49
Consulting	20	10	30
Education	13	2	15
Self Employed	7	1	8
Public Service	5	1	6
Other	52	17	69
Total	300	178	478

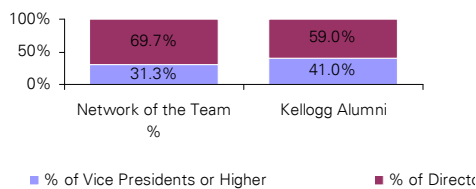
Our Network



Kellogg's Network



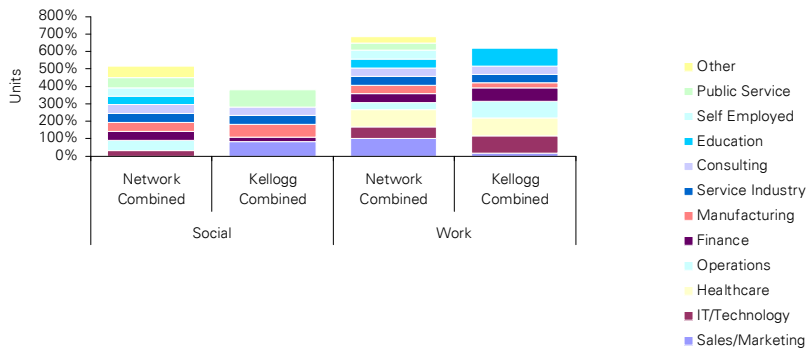
Survey Respondents



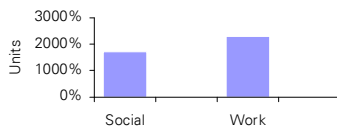
2. Do you think social and work networks are equally important?

	Yes		No		Yes		No	
	Network VP	Kellogg VP	Network VP	Kellogg VP	Network MGR	Kellogg MGR	Network MGR	Kellogg MGR
Sales/Marketing	92%	72%	8%	28%	100%	100%	0%	0%
IT/Technology	75%	71%	25%	29%	60%	100%	40%	0%
Healthcare	67%	50%	33%	50%	100%	100%	0%	0%
Operations	100%	75%	0%	25%	67%	100%	33%	0%
Finance	100%	67%	0%	33%	90%	85%	10%	15%
Manufacturing	92%	72%	8%	28%	95%	80%	5%	20%
Service Industry	100%	85%	0%	15%	83%	100%	17%	0%
Consulting	88%	100%	13%	0%	67%	73%	33%	27%
Education	100%	100%	0%	0%	86%	83%	14%	17%
Self Employed	60%	100%	40%	0%	100%	N/A	0%	N/A
Public Service	100%	100%	0%	0%	74%	50%	26%	50%
Other	67%	100%	33%	0%	73%	100%	27%	0%

Responses between "Network" and "Kellogg"



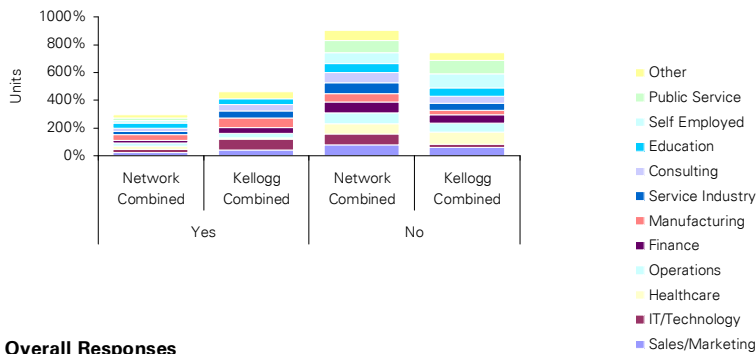
Overall Responses



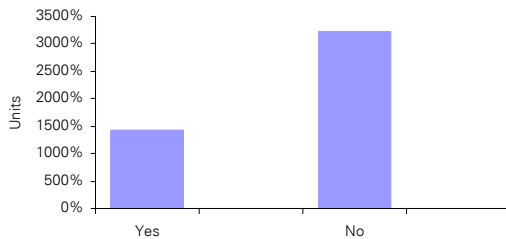
3. Do you currently use any online social networking applications/websites (LinkedIn Plaxo Friendster) to help you manage your networks?

	Yes		No		Yes		No	
	VP Combined	MGR Combined	VP Combined	MGR Combined	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined
Sales/Mark	30%	50%	70%	50%	22%	42%	78%	58%
IT/Technol	64%	17%	36%	83%	22%	75%	78%	25%
Healthcare	22%	0%	78%	100%	25%	14%	75%	86%
Operations	40%	24%	60%	76%	23%	33%	77%	67%
Finance	33%	25%	67%	75%	18%	38%	82%	63%
Manufactu	N/A	56%	N/A	44%	42%	73%	58%	27%
Service Inc	41%	30%	59%	70%	20%	47%	80%	53%
Consulting	50%	29%	50%	71%	29%	46%	71%	54%
Education	50%	37%	50%	63%	36%	43%	64%	57%
Self Empl	17%	0%	83%	100%	17%	0%	83%	100%
Public Sen	0%	15%	100%	85%	17%	0%	83%	100%
Other	24%	42%	76%	58%	26%	46%	74%	54%

Responses between "Network" and "Kellogg"



Overall Responses

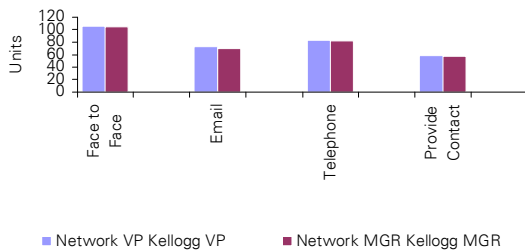


4. On a scale from 1 to 5 (1 being the lowest 5 being the highest) how would you rate the communication medium when you are introducing someone to your network?

	Face to Face		Email		Telephone		Provide Contact	
	Network MGR	Kellogg MGR	Network MGR	Kellogg MGR	Network MGR	Kellogg MGR	Network MGR	Kellogg MGR
Sales/Marketing	5	4	4	4	5	4	3	4
IT/Technology	4.8	5	4	4	3.4	4	3.2	2
Healthcare	5	5	3	4	5	4	3	2
Operations	3.92	5	2.45	3.4	3.5	3.4	2.64	3.8
Finance	4.89	4.87	3.52	2.62	3.85	3.41	3.03	2.15
Manufacturing	4.56	4.79	3.11	2.57	3.61	3.5	2.65	1.93
Service Industry	4.5	5	3.5	3	4	4	3.33	2
Consulting	5	4.91	2.67	2.36	3.83	3.36	2.67	2.27
Education	4.75	4.83	3	3.17	3.65	3.17	2.4	1.83
Self Employed	0	0	0	0	0	0	0	0
Public Service	4.64	4.75	3.23	3	3.64	3.75	2.81	2.25
Other	4.6	4.88	2.5	2.63	2.8	3.5	2.3	2

	Face to Face		Email		Telephone		Provide Contact	
	Network VP	Kellogg VP	Network VP	Kellogg VP	Network VP	Kellogg VP	Network VP	Kellogg VP
Sales/Marketing	4.69	4.78	3.28	3.22	3.6	3.67	3	2.39
IT/Technology	4.25	4.86	3.25	3	3.25	3.57	2.5	1.57
Healthcare	5	5	3.67	2.5	3.33	3	2.67	3
Operations	5	5	3	3	4	3.25	2	2
Finance	4.83	4.56	2.83	3	3.83	3.89	2.17	3.67
Manufacturing	0	0	0	0	0	0	0	0
Service Industry	4.75	4.85	3.25	2.85	4.25	3.62	3.67	2.23
Consulting	4.86	5	3.29	3.5	3.57	3.5	2.86	1
Education	5	4	4	4	5	4	3	4
Self Employed	4.8	5	4	4	3.4	4	3.2	2
Public Service	5	5	3	4	5	4	3	2
Other	3.92	5	2.45	3.4	3.5	3.4	2.64	3.8

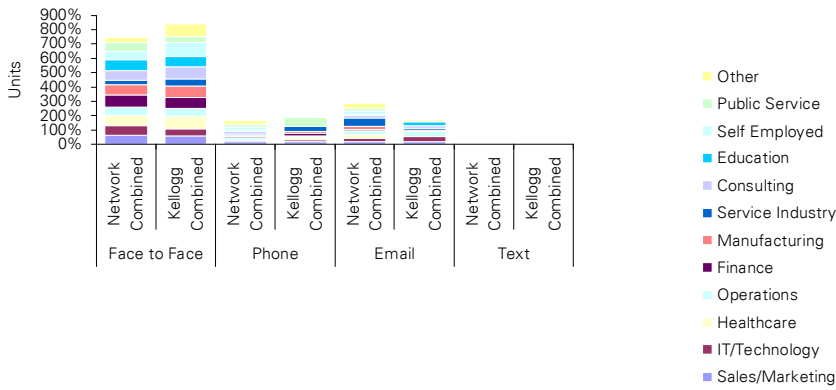
Overall Responses



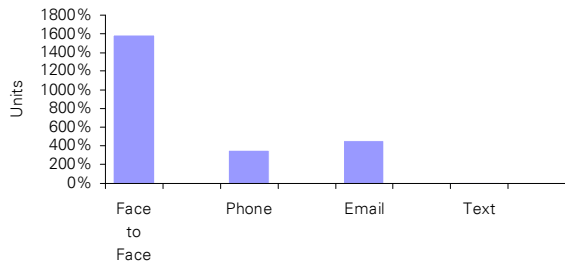
5. When communicating within your social network your preferred medium is:

	Face to Face		Phone		Email		Text	
	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined
Sales/Marketing	63%	58%	19%	21%	19%	16%	0%	5%
IT/Technology	67%	50%	11%	13%	22%	38%	0%	0%
Healthcare	75%	86%	0%	14%	25%	0%	0%	0%
Operations	54%	56%	15%	11%	31%	33%	0%	0%
Finance	84%	77%	7%	17%	9%	6%	0%	0%
Manufacturing	72%	79%	11%	14%	17%	7%	0%	0%
Service Industry	30%	53%	10%	35%	60%	12%	0%	0%
Consulting	69%	85%	15%	0%	15%	15%	0%	0%
Education	76%	71%	10%	0%	14%	29%	0%	0%
Self Employed	60%	100%	20%	0%	20%	0%	0%	0%
Public Service	61%	40%	22%	60%	17%	0%	0%	0%
Other	36%	85%	27%	0%	36%	15%	0%	0%

Responses between "Network" and "Kellogg"



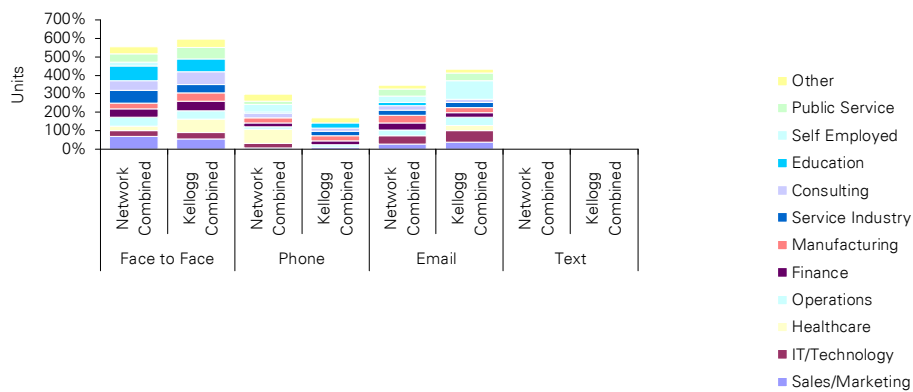
Overall Responses



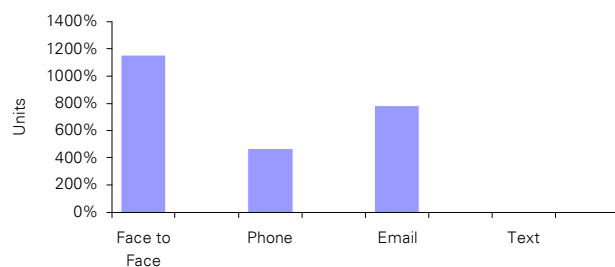
6. When communicating within your immediate work network what is your preferred medium?

	Face to Face		Phone		Email		Text	
	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined
Sales/Marketing	67%	53%	7%	11%	26%	37%	0%	0%
IT/Technology	33%	38%	22%	0%	44%	63%	0%	0%
Healthcare	25%	71%	75%	0%	0%	29%	0%	0%
Operations	50%	44%	17%	11%	33%	44%	0%	0%
Finance	41%	54%	20%	21%	39%	25%	0%	0%
Manufacturing	33%	43%	28%	29%	39%	29%	0%	0%
Service Industry	70%	47%	0%	24%	30%	29%	0%	0%
Consulting	54%	69%	23%	15%	23%	15%	0%	0%
Education	76%	71%	10%	29%	14%	0%	0%	0%
Self Employed	20%	0%	40%	0%	40%	100%	0%	0%
Public Service	48%	60%	17%	0%	35%	40%	0%	0%
Other	38%	46%	38%	31%	24%	23%	0%	0%

Responses between "Network" and "Kellogg"



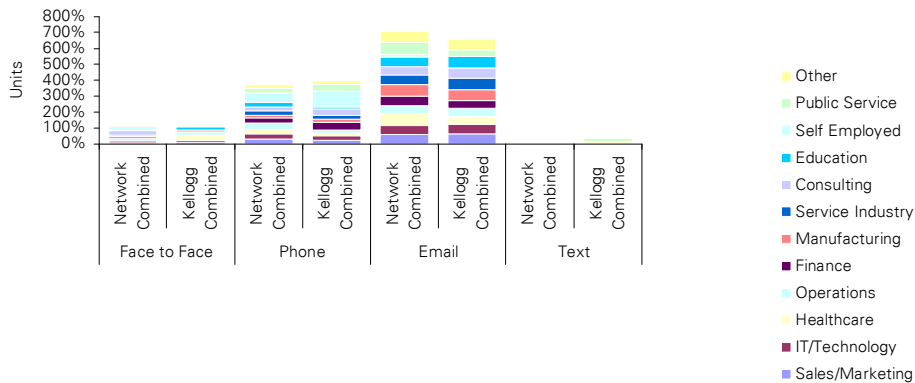
Overall Responses



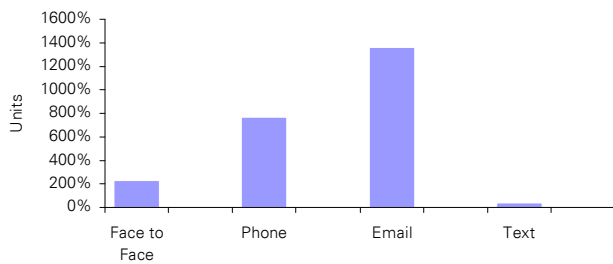
7. When communicating to those within your network but on an infrequent basis what is your preferred medium?

	Face to Face		Phone		Email		Text	
	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined
Sales/Marketing	8%	11%	32%	26%	60%	63%	0%	0%
IT/Technology	11%	13%	33%	25%	56%	63%	0%	0%
Healthcare	0%	29%	25%	14%	75%	43%	0%	14%
Operations	8%	22%	42%	22%	50%	56%	0%	0%
Finance	9%	2%	31%	48%	60%	50%	0%	0%
Manufacturing	11%	14%	17%	21%	72%	64%	0%	0%
Service Industry	10%	0%	30%	24%	60%	76%	0%	0%
Consulting	23%	0%	23%	38%	54%	62%	0%	0%
Education	10%	14%	29%	14%	57%	71%	5%	0%
Self Employed	20%	0%	60%	100%	20%	0%	0%	0%
Public Service	0%	0%	26%	40%	74%	40%	0%	20%
Other	10%	8%	24%	23%	67%	69%	0%	0%

Responses between "Network" and "Kellogg"



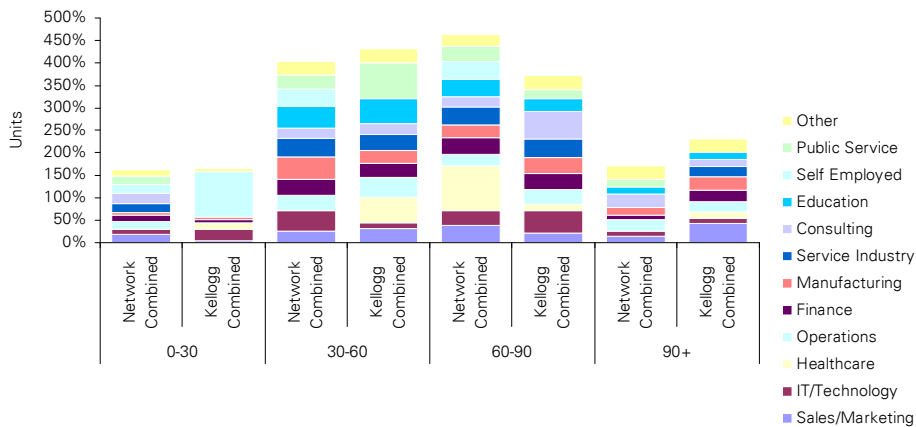
Overall Responses



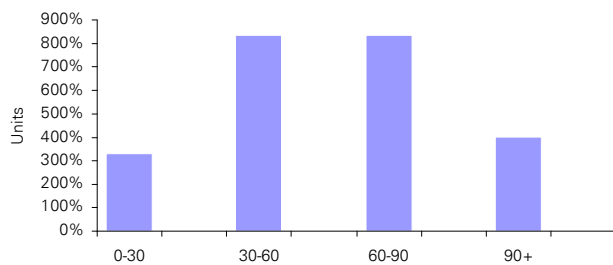
8. How often do you keep in touch with those you have an infrequent relationship in your network?

	0-30		30-60		60-90		90+	
	Network	Kellogg	Network	Kellogg	Network	Kellogg	Network	Kellogg
	Combined	Combined	Combined	Combined	Combined	Combined	Combined	Combined
Sales/Marketing	19%	5%	27%	32%	38%	21%	15%	42%
IT/Technology	11%	25%	44%	13%	33%	50%	11%	13%
Healthcare	0%	14%	0%	57%	100%	14%	0%	14%
Operations	17%	0%	33%	44%	25%	33%	25%	22%
Finance	15%	6%	37%	31%	37%	35%	10%	27%
Manufacturing	6%	7%	50%	29%	28%	36%	17%	29%
Service Industry	20%	0%	40%	35%	40%	41%	0%	24%
Consulting	23%	0%	23%	23%	23%	62%	31%	15%
Education	0%	0%	48%	57%	38%	29%	14%	14%
Self Employed	20%	100%	40%	0%	40%	0%	0%	0%
Public Service	17%	0%	30%	80%	35%	20%	17%	0%
Other	15%	8%	30%	31%	25%	31%	30%	31%

Responses between "Network" and "Kellogg"



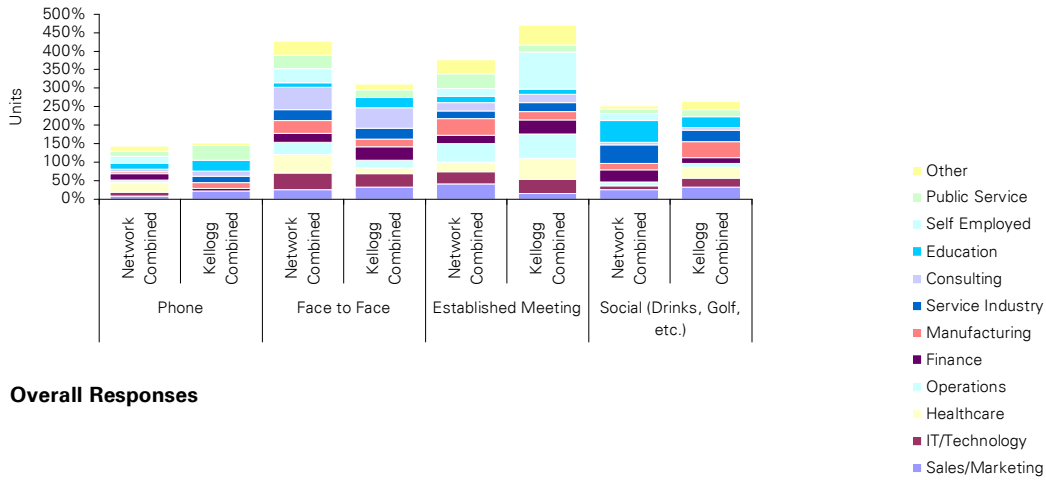
Overall Responses



9. What high touch medium do you use to manage/build your current network?

	Phone		Face to Face		Established Meeting		Social (Drinks, Golf,	
	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined	Network Combined	Kellogg Combined
Sales/Marketing	7%	21%	26%	32%	41%	16%	26%	32%
IT/Technology	11%	0%	44%	38%	33%	38%	11%	25%
Healthcare	25%	0%	50%	14%	25%	57%	0%	29%
Operations	8%	0%	33%	22%	50%	67%	8%	11%
Finance	16%	9%	25%	36%	24%	38%	34%	17%
Manufacturing	6%	14%	33%	21%	44%	21%	17%	43%
Service Industry	0%	18%	30%	29%	20%	24%	50%	29%
Consulting	8%	15%	62%	54%	23%	23%	8%	8%
Education	14%	29%	10%	29%	19%	14%	57%	29%
Self Employed	20%	0%	40%	0%	20%	100%	20%	0%
Public Service	13%	40%	35%	20%	39%	20%	13%	20%
Other	14%	8%	38%	15%	38%	54%	10%	23%

Responses between "Network" and "Kellogg"



Overall Responses

