

THE THREE FORMS OF NETWORKING

Managers who think they are adept at networking are often operating only at an operational or personal level. Effective leaders learn to employ networks for strategic purposes.

	Operational	Personal	Strategic
Purpose	Getting work done efficiently; maintaining the capacities and functions required of the group.	Enhancing personal and professional development; providing referrals to useful information and contacts.	Figuring out future priorities and challenges; getting stakeholder support for them.
Location and temporal orientation	Contacts are mostly internal and oriented toward current demands.	Contacts are mostly external and oriented toward current interests and future potential interests.	Contacts are internal and external and oriented toward the future.
Players and recruitment	Key contacts are relatively nondiscretionary; they are prescribed mostly by the task and organizational structure, so it is very clear who is relevant.	Key contacts are mostly discretionary; it is not always clear who is relevant.	Key contacts follow from the strategic context and the organizational environment, but specific membership is discretionary; it is not always clear who is relevant.
Network attributes and key behaviors	Depth: building strong working relationships.	Breadth: reaching out to contacts who can make referrals.	Leverage: creating inside-outside links.