

## ***Being good at building a network is critical in a new position!***

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Eugene Ivory

You have filled that position. It was tough. The market is demanding. Finding exceptional people is always a challenge. Congratulations! Now as a business, how are you going to help this new person apply their skills and experience? Ensuring that they are a success, is vital. Newly hired/promoted people try to understand the business' structures. They figure out who they report to and who reports to them, hopefully clinching a few 'wins' within the first 3 months. The new person needs to prove that they are the right choice! Network building is key. As the HR/hiring manager, you need to provide that critical 'on-boarding' help, focusing their network building in the right direction.

### ***If only life was that straight forward!***

Many report that their initial period in a new position, is not supported. Designed introduction / 'on-boarding' programmes are not the norm! Few businesses provide a level of support beyond basic instructions /information packs. Those businesses that do, often don't help focus the new person, in the right network building direction. New positions can bring as many challenges for internally promoted people, as they do for the new person from outside. All of this complexity has been substantially accelerated, in our post-Covid world. There is now plenty of evidence to show that we are entering into a significant period of employment change. It is also clear, that people are often not offered the support to settle into the new position, successfully.

### ***Changing Work environment!***

Needless to say, the working environment has changed. People are working remotely (e.g. home-office), and more flexible hours. However, this increase in remote working & flexibility has also had an impact on the work/life balance. Contrary to popular belief, many add 8-10 hours extra to their work week. Trying to keep up with technology and the 'always-on' expectation is demanding. Perhaps this is less of an issue at more senior levels, but, it's still a pressure point.

### ***There is a cost!***

When a business goes through the substantial cost of sourcing and hiring a new person, they often expect the new hire to sort out the issues, themselves. This is particularly so at a senior level. ***"Surely, they have the skills? That's why they were hired!"*** Yet, failure of a new hire has a cost that goes far beyond the acquisition and compensation costs. Evidence shows that an underperformer leaving a new position, has a detrimental productivity impact on the co-workers left behind! It really is something to be avoided. All the more reason to support and ensure success!

### ***Finding the success!***

'People-movement' is increasing and the cost of 'hiring-failure' is substantial. It is important for companies to get the sourcing 'on-board' process, right! Focus on helping the new /promoted person, to be a success! Unfortunately, new hired/promoted people often report feeling the opposite! They talk of having to overcome obstacles to success, rather than getting the support that they need!

*Support your newly  
Hired/Promoted  
person to be a success!*

## ***Network! Network! Network!***

Network building is a critical for any newly hired/promoted person. The ability to network internally, into the organisation is so important to success. Yet, it can be as much about developing a network externally, too! 'On-Boarding' programmes need to be more than showing a new hire where their desk/equipment/toilets are or providing lists of organisations to network with. New/promoted people need to build relationships that have an impact. Connecting and building relationships are important in developing success. Having the largest network is not the goal. Focus, on having one that is going to support success.

There is ample evidence that those who build matric relationships with functional & support roles colleagues, enjoy success. Network building with internal and external peers and other thought-leaders, brings success, too. This success is shared and multiplied across the organisation. Encouraging people to share and connect with others outside their own silos, is critical. Remote working has made this even more important.

## ***Two-Way Relationships***

However, such relationships must be in the interest of all those involved. It can't be a 'taking' relationship, without it being a 'giving' one too. Everyone must benefit. Therefore, knowing one's own strengths are vital. Don't try to be an expert on everything. Often, a new hired/promoted person has been brought into a team precisely because they are different. Success within the first 3 months, is important. Help your newly hired/promoted person to understand what they can add. Help them understand where they can improve. Better still, help them find where to source complementary skills, to fill any gaps. Sourcing skills from elsewhere is faster and often a more efficient use of time, leading to quicker success.

## ***Not just for the multinational!***

Of course, this is a challenge, particularly if you're in a small business. While it is more of a challenge it also works for businesses which don't have a culture of networking/collaboration. Remember there are networks from external sources, that can be leveraged. Be choosy! Be creative! It is not about having the biggest network. It about how effective it is. Seek to network into complimentary and gap-filling skills.

Businesses, particularly their HR departments and direct managers, need to encourage and develop structures that allow network building to take place. In smaller businesses with less formal structures and resources, helping new/promoted people realise external sources to support success, is critical.

*"Find others who can fill your skills gap. It's quicker and more efficient"*

Eugene Ivory has over 30 years' experience managing and supporting multinational to early-stage business. He has successfully served clients across a broad spectrum of companies from financial services and consumer packaged goods to Medical and Technology.

Contact: [info@psdpartners.com](mailto:info@psdpartners.com) or at +353 1 536 32 96