

THE ART OF LEARNING

LEARNING AT THOMSON REUTERS

Be the CEO of Your Career 2.0

Career Development

Participant Workbook

Version 1

Your Name:	
Date of Session:	

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A big thanks to Natalie Runyon, the creator of original Thomson Reuters's *Be the CEO of Your Career* program. When Natalie joined Thomson Reuters in 2012 she shared her entrepreneur experience with the women at Thomson Reuters New York Chapter. With much momentum and exposure, her experience became a framework and springboard of career awareness. In 2017, Learning at Thomson Reuters adapted Natalie's vision and launched the *Be the CEO of Your Career 2.0*. We made enhancements to the program with in-depth self-awareness activities, condensed seat time, and added monthly online social connection events for career development – at all levels, just to name a few.

Introduction

Welcome to Be the CEO of Your Career 2.0. This session is designed to help you build awareness and identify your values, strengths, and take ownership in your career direction, organize actions toward achieving your career goals and be a guide to develop skills necessary to be the CEO of Your Career.

Be the CEO of Your Career 2.0 contains comprehensive yet easily digestible sections, no matter where you maybe in your career development journey. The accompanying participant workbook is a guide to understanding yourself and includes activities, a dedicated place to capture your reflections, and contains a variety of supporting resources.

In support of continuous career development, Learning at Thomson Reuters hosts monthly *Be the CEO of Your Career* Community Call events. Career development participants are encouraged to attend and connect with others in an informal social learning and sharing setting. Community Call events provide a forum to review career progress, ask questions, share experiences, and support each other in career development success. While the Career Community Call events are not required, we encourage you to take the opportunity to join them for additional support along your career development journey.

Session Objectives

As a result of participating in this session, you will be provided guidance, strategies, and activities on how to take ownership of your career by:

- Identifying your values and what is most important to you
- Determining your ideal self and building on your strengths
- Clarifying your goals and capabilities toward reaching your career aspirations
- Promoting your performance successes professionally
- Leveraging network support and partnerships

Learning at Thomson Reuters – Learning Principles

Bring your curiosity & motivation – we'll help you reach your potential



The most impactful learning is experiential.

Learning at Thomson Reuters mixes experiences, such as projects and business challenges, with formal learning.



Learning happens one lesson at a time.

Learning journeys happen through a series of shorter activities that can be applied and practiced right away. Highlights include self-study, peer learning, formal learning, and personal experience.



We choose our own path.

Learning is driven by the individual guided by the capabilities you need to develop for today's job and tomorrow's career. We provide the tools and resources for you to create your path.



We learn from others.

Our learning resources use a variety of approaches, including face-to-face meetings, videos, and discussions. These tools give you the opportunity to learn with your peers, to share your knowledge and to support each other.

Be the CEO of Your Career 2.0 - Agenda

Self-Awareness Career Development Path xxxxxxxxxxxxxxxxxxxx (PLACE HOLDER)



Section 1: Commit (Values)

Commit Objectives

This section activities will help you be able to:

- Define your personal values
- Determine your top values
- Prioritize your values

<i>Think about the following statements:</i>	<i>Think about the following scenario:</i>
1. Tell me about yourself in two sentences. 2. Name your three greatest strengths in six words or less. 3. Name two of your most significant accomplishments to date that used your greatest strengths: a. within Thomson Reuters b. outside the organization	You are at your career retirement ceremony. The room is filled with over 150 of your business colleagues, clients, and community leaders. Your family and close friends are sitting with you. In the front of the room, the host begins describing your top three major accomplishments which positively impacted the audience in some way during your career.
How do you respond today?	What do you hope the host will say?
Revisit your response every 6 months to a year, edit as needed.	

Activity 1.1: Define Your Values

Activity 1.1: Define Your Values

When you define your personal values, you discover what's truly important to you. Reflect on your life, capture one sentence examples from both your career and personal life to answer the following questions.

1. Identify the times when you were the happiest.
What were you doing? Were you with other people? If so who?

In your career:	
In your personal life:	

2. Identify the times when you were most proud.
Why were you proud? Did other people share your pride? If so who?

In your career:	
In your personal life:	

3. Identify a time when you were most fulfilled and satisfied.
What need or desire do you think was fulfilled? How and why do you think the experience gave your career/life purpose?
What other factors possibly contributed to your feelings of fulfillment?

In your career:	
In your personal life:	

4. List your top five strengths or talents you relied on to perform at your best from the information above.

1	
2	
3	
4	
5	

Activity 1.2: Determine your top 10 values

Activity 1.2: Determine your top 10 values

Determine your top 10 values, based on your experiences of happiness, pride and fulfillment using the following list of common personal values. (Tick 10) Note: As you work through, you may find that some of these naturally combine. For instance, if you value philanthropy, community, and generosity, you might say that service to others is one of your top values.

☐	Accountability	☐	Excellence	☐	Perfection
☐	Accuracy	☐	Excitement	☐	Piety
☐	Achievement	☐	Expertise	☐	Positivity
☐	Adventurousness	☐	Exploration	☐	Practicality
☐	Altruism	☐	Expressiveness	☐	Preparedness
☐	Ambition	☐	Fairness	☐	Professionalism
☐	Assertiveness	☐	Faith	☐	Prudence
☐	Balance	☐	Family-orientedness	☐	Quality-orientation
☐	Being the best	☐	Fidelity	☐	Reliability
☐	Belonging	☐	Fitness	☐	Resourcefulness
☐	Boldness	☐	Fluency	☐	Restraint
☐	Calmness	☐	Focus	☐	Results-oriented
☐	Carefulness	☐	Freedom	☐	Rigor
☐	Challenge	☐	Fun	☐	Security
☐	Cheerfulness	☐	Generosity	☐	Self-actualization
☐	Clear-mindedness	☐	Goodness	☐	Self-control
☐	Commitment	☐	Grace	☐	Selflessness
☐	Community	☐	Growth	☐	Self-reliance
☐	Compassion	☐	Happiness	☐	Sensitivity
☐	Competitiveness	☐	Hard Work	☐	Serenity
☐	Consistency	☐	Health	☐	Service
☐	Contentment	☐	Helping Society	☐	Shrewdness
☐	Continuous improvement	☐	Holiness	☐	Simplicity
☐	Contribution	☐	Honesty	☐	Soundness
☐	Control	☐	Honor	☐	Speed
☐	Cooperation	☐	Humility	☐	Spontaneity
☐	Correctness	☐	Independence	☐	Stability
☐	Courtesy	☐	Ingenuity	☐	Strategic
☐	Creativity	☐	Inner Harmony	☐	Strength
☐	Curiosity	☐	Inquisitiveness	☐	Structure
☐	Decisiveness	☐	Insightfulness	☐	Success
☐	Democraticness	☐	Intelligence	☐	Support
☐	Dependability	☐	Intellectual Status	☐	Teamwork
☐	Determination	☐	Intuition	☐	Temperance
☐	Devoutness	☐	Joy	☐	Thankfulness
☐	Diligence	☐	Justice	☐	Thoroughness
☐	Discipline	☐	Leadership	☐	Thoughtfulness
☐	Discretion	☐	Legacy	☐	Timeliness
☐	Diversity	☐	Love	☐	Tolerance
☐	Dynamism	☐	Loyalty	☐	Traditionalism
☐	Economy	☐	Making a difference	☐	Trustworthiness
☐	Effectiveness	☐	Mastery	☐	Truth-seeking
☐	Efficiency	☐	Merit	☐	Understanding
☐	Elegance	☐	Obedience	☐	Uniqueness
☐	Empathy	☐	Openness	☐	Unity
☐	Enjoyment	☐	Order	☐	Usefulness
☐	Enthusiasm	☐	Originality	☐	Vision
☐	Equality	☐	Patriotism	☐	Vitality
☐	Fill-in 1:	☐	Fill-in 2:	☐	Fill-in 3:

Activity 1.3: Prioritize your top five values

Activity 1.3: Prioritize your top five values

Reduce your list of 10 values to the top five that are most important to you. Write down your top values, in order of importance with #1 meaning the highest priority value.

This step is probably the most difficult, because you'll have to look deep inside yourself. It's also the most important step, because, when deciding, you'll have to choose between solutions that may satisfy different values. This is when you must know which value is more important to you.

Helpful tip: If you struggle to determine which are your top five, do a comparison of each value (from above) until you have reached five. Ask yourself, "If I could satisfy only one of these, which would I choose?" If you can navigate through work and life without them, they are not your top five values.

1	
2	
3	
4	
5	

Notes:

Stretch Exercise: Prioritize your top three values

Reduce your list of five values to the top three that are most important to you to have and that you could not live without.

1	
2	
3	

Notes:

Section 2: Your Purpose (Strengths, Goals, Mission, and Brand)

Purpose Objectives

This section activities will help you be able to:

- Identify your strengths, talents, and needed aptitudes to reach your desired goals
- Create your personal leadership mission statement
- Develop your personal leadership brand statement
- Evaluate how you will achieve your career goals using both statements

Notes:

Activity 2.1: Examine the lives of others

Activity 2.1: Examine the lives of others

Think of a person in history or in your life whom you admire. These qualities can relate to their character, values, achievements, personality, or simply the way they live(d) their lives. Consider the specific reasons you admire the person, and list those qualities and skills in detail.

Helpful tip: Think of the qualities of that person and think about how you would describe them to someone else. What qualities – in simple terms, would you emulate?

What is their role, job, title?	
What have they accomplished that you admire?	
What stands about this person that draws you to admire him/her?	
What are key skills they demonstrate?	

Starting from the left, list the top 3 - 5 skills of those that you admire and the person demonstrates. Afterwards, identify your mastery of each skill on a scale of 1 to 5 (1 – no/little experience, 5 – expert).

List the top skills	Your current level of mastery of this skill (1-5)

Activity 2.2: Determine your ideal self (your personal best)

Activity 2.2: Determine your ideal self (your personal best)

Define the type of person you want to become, not just what you want to have or achieve. This ideal should reflect your core values and your definition of living with integrity. Consider all areas of your life, as a spouse, friend, employee, parent, etc. and who you want to be in each of those roles.

It helpful to write down the phrase, "As an ideal employee (or spouse, friend, parent, etc.), I want to . . ." Then fill in the end of the sentence with as many outcomes as you wish to become. For example, you might write:

As an ideal spouse, I want to:

- Express my love daily in words, affection, and action;
- Be supportive and attentive to my spouse's needs;
- Work through conflict calmly and in the spirit of compromise;
- Be fully present and emotionally intimate.

This exercise may take some time, but it is well worth the effort beyond its usefulness for your mission statement. It helps you clarify your personal operating system and reminds you of what you are capable of and of becoming.

As an ideal _____,
I want to:

The key value of this role/job enhances:

As an ideal _____,
I want to:

The key value of this role/job enhances:

As an ideal _____,
I want to:

The key value of this role/job enhances:

As an ideal _____,
I want to:

The key value of this role/job enhances:

Activity 2.3: Consider your legacy

Activity 2.3: Consider your legacy

Determine all of your life roles (career, family, community, etc.), and write down a short statement of how you would like to be described in each of those roles. Think about how you would like the important people in your life to remember you and your contributions.

For example, you might want your manager to say something like this, "He is a man of character and integrity. He shows compassion for others which has made him an inspiring leader and a visionary for our organization."

This exercise may feel awkward. No one has to see it. It is to help you decide how you want others to perceive you and how you want to step into each of the roles in your life with clear, concise words. This activity should align with and help guide you toward reaching your ultimate goals.

Briefly describe the ideal impact of your leadership will have on others (family, Manager, Peers, Clients, Community, other, etc).



Activity 2.4: Clarify your aptitudes

Activity 2.4: Clarify your aptitudes

What are the talents and skills you possess that are most important to you and that you actually enjoy? Part of your mission statement should reflect your best aptitudes and strengths (what you list here in combination with the results of Activity 2.1.). Remember, these aptitudes are what create joy and energy in your life.

Use this assessment to rate your skills and to identify those that you want to develop. Rate your current level of proficiency from "1" (beginner level) to "5" (expert level). Some of the skills listed below will not apply to your career direction presently or in future, simply skip those items. Fill-in open fields with your skills that are not provided in the list.

DATE OF ASSESSMENT:		
Skill	Level of Proficiency (1-5)	Capture personal reminders and notes. Key skills you want to develop, possible examples and/or when you will focus on them.
COMMUNICATION SKILLS		
Business writing		
Proposal writing		
Presentation		
Facilitation		
Running a meeting		
Listening		
Interviewing		
Influencing		
Giving and receiving feedback		
Conflict resolution		
Negotiating		
Creative or promotional writing		
Editing or copyediting		
Proofreading		
Writing job descriptions		
Other:		
TECHNOLOGY AND COMPUTER SKILLS		
Word processing		
Spreadsheets		
HTML, XML, and other programming skills		
Project management		
Presentation software		
Graphics software		
Other:		

Skill	Level of Proficiency (1-5)	Capture personal reminders and notes. Key skills you want to develop, possible examples and/or when you will focus on them.
FINANCIAL SKILLS		
Budgeting		
Financial analysis		
Cost accounting		
Forecasting		
Tracking and management		
Preparing a business plan		
Other:		
SUPERVISORY SKILLS		
Hiring		
Coaching		
Delegating		
Setting goals and objectives		
Assessing performance		
Leading		
Training and support development		
Analyzing work flow and processes		
Recruiting and retention		
Administrative management		
Other:		
MANAGEMENT SKILLS		
Managing change		
Customers, internal and/or external		
Project management		
Production or implementation mngmt		
Managing upward		
Solving business problems		
Business analysis, critical thinking		
Internal consulting and networking		
Vendor management		
Tactical planning		
Creative thinking, brainstorming		
Managing for innovation		
Other:		

Skill	Level of Proficiency (1-5)	Capture personal reminders and notes. Key skills you want to develop, possible examples and/or when you will focus on them.
TEAMWORK SKILLS		
Leading a team		
Group problem solving		
Keeping teams on target		
Working with a virtual team		
Assuming team membership roles		
Collaborating		
Other:		
SELF-MANAGEMENT SKILLS		
Self-awareness		
Emotional intelligence		
Time management		
Balancing work and life		
Career development		
Stress management		
Limit setting and goal setting		
Using power and authority positively		
Seeing multiple perspectives		
Other:		
SALES AND MARKETING SKILLS		
Product marketing		
Direct marketing		
Market research		
Telemarketing		
Promotions		
Publicity		
Electronic marketing		
Consumer marketing		
Business-to-business marketing		
Competitive analysis and planning		
Direct sales		
Sales forecasting		
Consultative selling		
Other:		

Skill	Level of Proficiency (1-5)	Capture personal reminders and notes. Key skills you want to develop, possible examples and/or when you will focus on them.
PHYSICAL AND MANUAL DEXTERITY SKILLS		
Assembling, constructing, or building		
Operating tools or machinery		
Fixing or repairing		
Ability to train others on tasks		
Assembling, constructing, or building		
Other:		
OTHER INDUSTRY AND/OR JOB-SPECIFIC SKILLS (LIST)		
1.		
2.		
3.		
4.		
5.		

Notes:

Activity 2.5: Define your specific goals

Activity 2.5: Define your specific goals

As you look at the people who inspired you, the ideal self you've defined, the legacy you want to leave, the purpose you have for the elements of your life, and the aptitudes you want to enjoy, what are the outcomes you want to achieve for your life?

You might want to even create goals for the various areas of your life, too — from your relationships to your hobbies. Goal setting is critical to effective time management strategies. They should be Positive, Personal, and Possible. Use your time to clearly identify and prioritize your goals. Focus on your goals and revisit them often.

Based on the activities above, what are some related goals you want to achieve in your life? Goals are specific, measurable, achievable, relevant, and timely. Goals should be reviewed regularly.

 Specific	 Measurable	 Achievable	 Relevant	 Time-bound
Specific	Measurable	Achievable	Relevant	Time-bound
Results-oriented and well-defined; not based on amount of work or activity.	Have tangible metrics, such as time, cost, quality, quantity, or any other measures that will define success.	Ensure that you will be able to accomplish your goal. In other words, is it feasible given your current skill set, realm of responsibility and given time?	Link to the overall business goals. You should have a clear understanding of how your actions contribute to Thomson Reuters, your function, and team.	Goals should be grounded to a specific time, otherwise there is no sense of urgency or prioritization.
Example				
<i>The GOAL:</i> I want to accomplish...	<i>The WHEN:</i> I will know I have met this goal when...	<i>The HOW:</i> I can see myself achieving this goal by utilizing my... (I know I can do it because...)	<i>The WHY:</i> It is important for me to accomplish this goal now because...	<i>The PLAN:</i> My target date for reaching my goal is... (These are the steps and target dates to make it happen...)

Notes:

MY **PERSONAL** SMART GOALS:

S	
M	
A	
R	
T	

S	
M	
A	
R	
T	

MY **PROFESSIONAL** SMART GOALS:

S	
M	
A	
R	
T	

S	
M	
A	
R	
T	

Activity 2.6: Craft your mission statement

Activity 2.6: Craft your mission statement

Taking into account the activities completed thus far, begin crafting your personal leadership mission statement. Keep it simple, clear and relatively brief. You can write it as a statement that flows or with bullet points. How you craft it is less important than what you want to express.

The point is you want a statement that will guide you in your day to day actions and decisions, as well as your long term goals. Keep your words positive and affirmative. Focus on what you want rather than what you don't want.

Creating a mission statement is not something you do in one sitting. It requires introspection, self analysis, clarity of mind, and often several drafts before you produce it in a final form.

It might be several weeks or even a month before you feel really comfortable with your mission statement, before you feel it is a complete and concise expression of your innermost values and directions.

Review the personal mission statement regularly and revise and update it as you continue to ponder your values and goals. Keep it within view so you can read it regularly. Use it as your personal framework for your life, career, and every time you make an important decision, let your mission statement be your guide.

Draft 1

My mission in [life, leadership, etc] is to use my [insert strengths/talents] in order to [insert impacts on you, others, and community] and to [insert values].



Draft 2

Stretch Exercise: Refine your mission statement.

My mission in [life, leadership, etc] is to use my [insert strengths/talents] in order to [insert impacts on you, others, and community] and to [insert values].



Activity 2.7: Define your personal brand statement

Your personal leadership brand enables you to communicate your unique qualities, a road map on how you use them and what you can for your stakeholders who need to know it. When building out your mission statement, you identified the basic audience that will be impacted on your what you want to achieve. However, with a personal leadership brand, the target audience is specific. Basically, a stakeholder is anyone who has a stake in the outcome.

When establishing your brand, remember the three Cs: Clarity, Consistency, and Constancy. When you are creating your personal leadership brand, you will find the three Cs extremely useful. Your personal leadership brand is a tool that you will use as part of your repertoire for advancing your career through increased credibility, visibility, and confidence. After you complete the exercise, you will have an elevator pitch that you can use to communicate your leadership brand.

Draft 1	Draft 2
Review the following questions and capture your thoughts as clearly and as briefly as possible. 1. What result do you want to achieve in the next year, five, 20? 2. What do you wish to be known for? 3. How do you define your identity? 4. What is the ideal impact of your leadership on (your peers, organization, and/or your community?)	<i>Stretch Exercise: Refine your brand statement.</i> Reflect on the following questions and refine your brand statement as needed. 1. Is this the brand identity that best represents who you are, your talents, what you stand for, and what you can do? 2. Is this the right audience you want to reach? 3. Is this brand identity something that creates value in the eyes of your organization and key stakeholders? 4. Can you live this brand? 5. Can you deliver on this brand identity?
I am a leader who [insert how you use your unique talents], to help [insert your target audience], to [insert goal(s) of the stakeholder/audience member].	I am a leader who [insert how you use your unique talents], to help [insert your target audience], to [insert goal(s) of the stakeholder/audience member].
	

Section 3: Your Message (Perception and Self-promotion)

Message Objectives

This section activities will help you be able to:

- Identify and connect how your message reflects your leadership brand.
- Promote your message professionally.

Notes:

Activity 3.1: Clear Message

Are you living your brand? Are you demonstrating your abilities consistently? Think of ways you demonstrate living your message. Answer the following statements with your strengths and examples.

In my message, I want to share/support ... [Strength]	Action(s) to convey this message – I can ...
Share my Excel knowledge	- Identify and prep items needed - create formulas in Excel to obtain the objectives identified - Host a Pay It Forward Learning session
Support others that struggle with time management	Provide tips and hints that I have learned and use and share resources to assess and maximize their time

Activity 3.2: Checks and Balances

Are your actions consistent to those that are important to you? Think of your message and ways your actions communicate to whom.

First, capture your audience (identified in earlier activities), then update the message you think you are currently sending/demonstrating. Afterwards, have a candid discussion with each audience member to see if they agree. This activity is good to identify any gaps that are not aligned with what you want to convey. This activity will help you identify possible skills you may need to acquire to obtain your desired career direction.

Enter your audience	In my message, I want to share /convey... (Strength)	My actions to convey this message (is/are):	Meeting notes:
Family			
Manager			
Peers			
Clients			
Community			
Other			

Activity 3.3: Promoting Your Success Professionally

STAR Method - Accomplishment Record Template

Situation: What was the situation? What specific skills did you need to have to address the situation?

Task: What are the tasks you have identified that need to be addressed and solved for?

Action: What action(s) did you take? Were there obstacles or barriers that you had to overcome?

Result: What was the result of that action? (link it to cost, efficiency, effectiveness (increased revenues, added asset value, increased inventory velocity, simply..., increased customer satisfaction, employee engagement, mitigated risk). Remember to record the impact on the audience (team, group, department, etc).

S Situation	
T Task	
A Action	
R Result	

S Situation	
T Task	
A Action	
R Result	

Communicating Progress with your Manager (Email Sample)

Instructions: Use the below template to update your manager and other stakeholders on progress for relevant projects.

Hi Manager [insert name],

I wanted to update you on recent progress on two important projects [always a minimum of 2]:

Project 1

- Provide status of project
- Highlight Key outcomes
- Summarize your involvement. Recognize the contribution of others second.

Project 2

- Provide status of project
- Highlight Key outcomes
- Summarize your involvement. Recognize the contribution of others second.

I want to set up a meeting with you to collect your thoughts on next steps. Meeting request to follow. Thank you in advance for your time.

Best regards, [insert name]

Activity 3.4: Promoting Areas of Development

The following template provides a way to prepare your success and potential areas of improvement for your next feedback session your manager/your Board of Directors.

Three-up, Three-down Technique

Instructions: Fill-in the template with the following two components in preparation for your next feedback session.

THREE-UP

Three accomplishments - Highlight your performance with three accomplishments.
Name 3 accomplishments and your role in them that have been achieved.

THREE-DOWN

Three areas of development - Summarize your ideas for the developmental areas.
Ask yourself/manager/Board of Directors, "What can I do to help me close the gap on these areas of development?"

Notes on how to improve:

--

Section 4: Your Network (Supports and Partnerships)

Network Objectives

This section activities will help you be able to:

- Identify and engage your personal board of directors
- Build your networks beyond your board of directors
- Evaluate and Strengthen your networks

Notes:

Activity 4.1: Your Personal Board of Directors

Think about the following questions:

- How can your board of directors help you gain expertise, credibility, and/or visibility?
- Who are prospective board members?
- List each person's expertise.
- Who does each person know that you want to know?
- What are their professional and personal interests?
- What are their networks, memberships, hobbies, charitable organizations/causes?

Starting from the left, list all the individuals that come to mind before you fill out any other columns. Then, after you finish brainstorming your list, analyze the individual based on the subjects in the columns to the right. Remember, you may not be able to complete every column for each individual and may need to collect more information to ascertain if the person will be valuable as a person on your board.

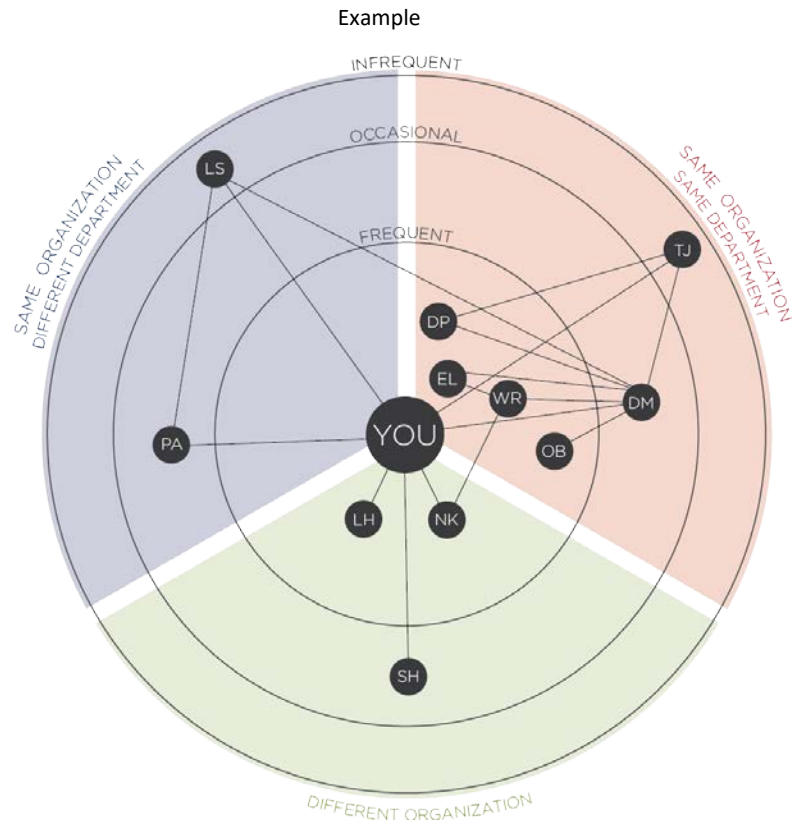
Name of Prospective Member of Board of Director	Area of Expertise	Type (Strategic, Operational, Developmental)	Role (Influencer, Connector)	What are his/her interests?	What do I have to offer?

Activity 4.2: Network Mapping Tool

Use this network mapping tool to identify areas of relative strength and weakness of a network. Follow the directions below to map one of your networks on the next page. Answer the questions to identify opportunities to make the network more effective.

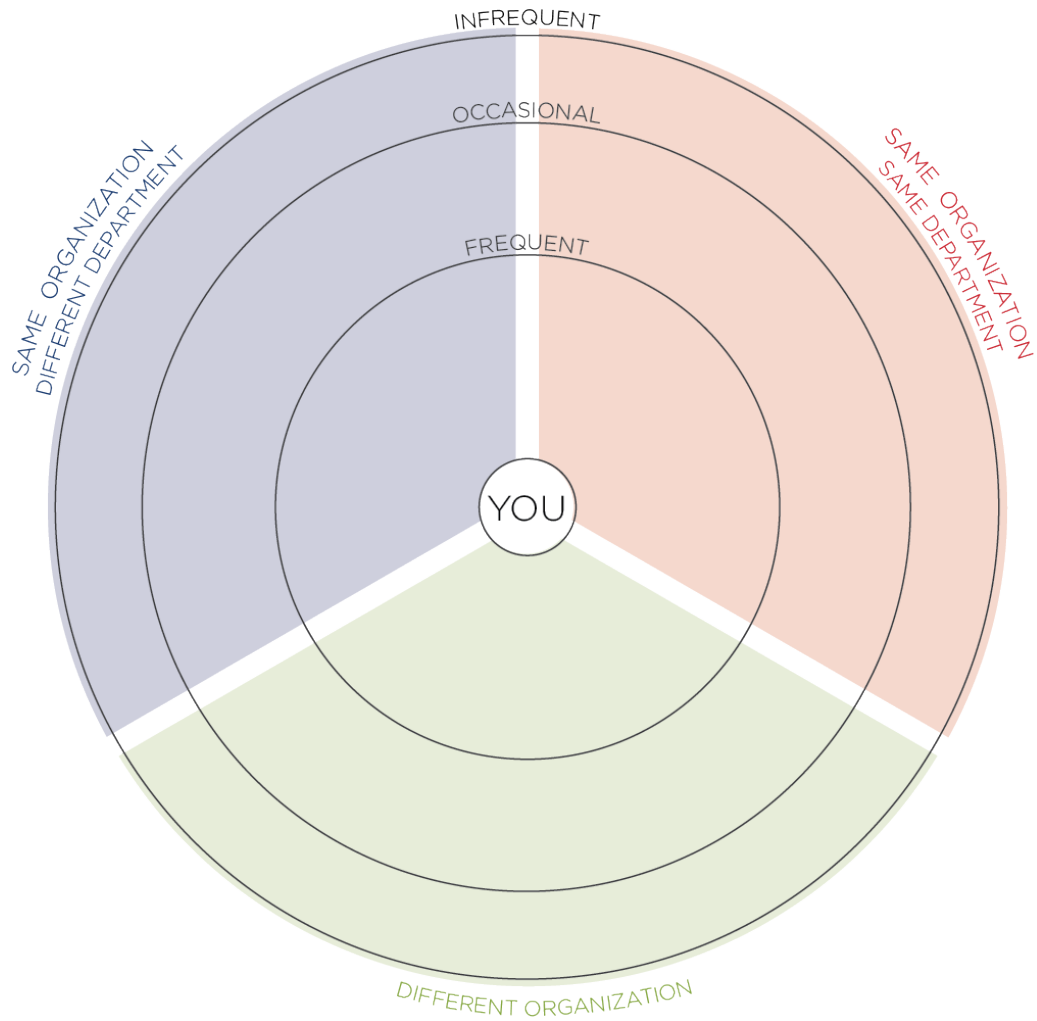
1. Since you will likely want to analyze several different networks, give this network a name on the following page (e.g., “Developmental network”; “Project X network”)
2. Describe the network’s purpose. For example, is the network aimed at helping you accomplish a specific business task, complete an important project, or enhance your professional growth?
3. List the names of the individuals who are currently members of the network.
4. Map the members listed in your table onto the blank circular diagram:
Consider yourself as the center of the network.
Position each member of your network on the map:

- a. Use the rings around the center to position your network members according to how frequently you interact with them:
 - i. Frequently (e.g., at least weekly)
 - ii. Occasionally (e.g., monthly)
 - iii. Infrequently (e.g., less than monthly)
- b. Position the members on the relevant section of the diagram:
 - i. Same organization and same department as you
 - ii. Same organization but different department than you
 - iii. Different organization than you
- c. Draw lines connecting you to the members of the network whom you have direct contact with.
- d. Draw lines connecting members of your network if the members know one another. If you anticipate having many lines, it may be helpful to use a different color or a dotted line for these connections.



Title:

Purpose:



Members:	

FREQUENT: E.g., at least weekly
 OCCASIONAL: E.g., monthly
 INFREQUENT: E.g., less than monthly

Activity 4.3: Evaluate and Strengthen Your Networks

Assess your network: Reflect on Activity 4.2. Review the following questions to identify opportunities to improve the effectiveness of your network.

1. **Purpose and membership.** Who are you really dependent on to achieve your network's purpose? Are all of those individuals included? Are there individuals who will be critical in the future who are not listed yet?
2. **Structure.** Is your network cohesive—i.e., do most people in your network know one another? Or is it a “bridging” type of network—where you're connected to people who aren't connected to one another? Do you see opportunities for you to connect individuals who would benefit from knowing one another?
3. **Composition and breadth.** Does your network include both strong and weak ties? Are most of your network members clustered within your organization or department? Given your network's purpose, are there risks associated with any clustering in a particular sector?
4. **Closeness.** Are there important individuals in your network with whom you should interact more frequently (e.g., someone whom you underutilize)? What initial reflections do you have on the quality of relationships within the network?
5. **Patterns.** What other patterns on your map provide insight?

In the space below, list two or three specific opportunities to improve the effectiveness of your network (e.g., add key relationships that are missing, spend more time with some members, increase breadth).



Consider the purpose of your network. Would it benefit from new members who do not have the same experiences, backgrounds, and worldviews as you? If so, how might you expand your network to include a broader range of members and nurture the varied connections you need for optimal strategic thinking, creative thinking, and problem solving? Make a note here of steps you will take.

Instructions

Use this worksheet to identify actions you can take to improve your networks. Complete the worksheet for any network of which you are a member.

1. Yes ☐ No ☐ **Is your network helping you reach important professional and personal goals?**
If “No,” which people within or outside your organization—even outside your profession—have information and expertise, support and influence, or feedback that could help your network fulfill its purpose?
2. Yes ☐ No ☐ **Is your network diverse enough?**
If “No,” how could your network be more diverse, not only in terms of age, gender, or ethnicity, but also in terms of expertise, perspectives, knowledge, skills, backgrounds, or types of ties? Who could you connect with to improve your network's diversity in these areas?
3. Yes ☐ No ☐ **Does your network energize you and others?**
If “No,” who within or outside of your organization seeks to give more than they take? How can you spend less time with “de-energizers”? If people in your network are exhausted by too many or irrelevant meetings and demands, how could you lighten the load?
4. Yes ☐ No ☐ **Do you take advantage of face-to-face opportunities to forge new connections or enhance existing ones?**
If “No,” what conferences or professional association meetings related to specific aspects of your work or career could you attend? What shared activities could you participate in outside of work, such as sports or community service ventures, that would let you connect with a wide range of people?
5. Yes ☐ No ☐ **Do you take advantage of digital tools and technologies to help you strengthen your networks?**
If “No,” what internal online networks or blogs, or external social networking or team collaboration services, could you leverage? How might you use them, for example, to build your reputation, demonstrate your expertise, or position yourself as a bridge between otherwise unconnected groups?

Your Action Plan

Month/Week	Status	Commit - Activities	Notes
		Activity 1.1 Define Your Values	
		Activity 1.2 Determine your top 10 values	
		Activity 1.3 Prioritize your top five values	
Month/Week		Purpose - Activities	Notes
		Activity 2.1 Examine the lives of others	
		Activity 2.2 Determine your ideal self	
		Activity 2.3 Consider your legacy	
		Activity 2.4 Clarify your aptitudes	
		Activity 2.5 Define your specific goals	
		Activity 2.6 Craft your mission statement	
		Activity 2.7 Define your personal brand statement	
Month/Week		Message - Activities	Notes
		Activity 3.1 Clear Message	
		Activity 3.2 Checks and Balances	
		Activity 3.3 Promoting Your Success Professionally	
Month/Week		Network - Activities	Notes
		Activity 4.1 Your Personal Board of Directors	
		Activity 4.2 Network Mapping Tool	
		Activity 4.3 Strengthen Your Networks	

Your Community Call Journal

I would like to discuss/ask/share...	Notes / My Actions

Quick Resource Links

Thomson Reuters Hub

[Career Choices](#)
[Know Yourself](#)
[Explore Your Options](#)
[Make It Happen](#)
[Learning at Thomson Reuters](#)

Harvard ManageMentor:

- [Leveraging Your Networks](#)
- [Career Management](#)
- [Time Management](#)
- [Goal Setting](#)
- [Global Collaboration](#)

Visit the Live Learning Calendar and Pay It Forward Learning on The HUB for further learning offerings.

External Resource Links

What are your values:
https://www.mindtools.com/pages/article/newTED_85.htm

Core Values List:
<http://jamesclear.com/core-values>

Checklist for personal values:
<http://www.selfcounseling.com/help/personalsuccess/personalvalues.html>

How to define your personal values:
<https://www.mantelligence.com/how-to-define-your-list-of-personal-values/>

What do we mean by values, principles, and assumptions?
<http://ctb.ku.edu/en/table-of-contents/overview/model-for-community-change-and-improvement/core-principles-and-values/main>

Personal Goal Setting:
<https://www.mindtools.com/page6.html>

Personal Mission Statement:
<https://www.mindtools.com/pages/article/personal-mission-statement.htm>
<https://www.youtube.com/watch?v=E90Z5HQwtGY> (Audio run time: 3:13)

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Fawcett, S. *Some Values Guiding Community Research and Action*. Journal of Applied Behavior Analysis, 24, no.4 (1991), pp.624-636. Retrieved February, 2017, from <http://ctb.ku.edu/en/table-of-contents/overview/model-for-community-change-and-improvement/core-principles-and-values/main>

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