



“How to Be a POWER CONNECTOR”

The 5 + 50 + 100 Rule – Judy Robinett

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Foreword

Jeremy Andrus, CEO, Traeger Pellet Grills, LLC, Former CEO, Skullcandy

Does this sound like something you have heard before about why so many people detest Networking. As Jeremy says,

*“Harvard Business School (where I received my MBA) is all about networking and connecting people – but I never enjoyed that part of my time there. I’m not the most outgoing person in the world, nor am I the ‘life of the party’; the thought of going to a cocktail party or networking event with people I didn’t know was painful. But the other reason I used to find networking so difficult was that my concept was flawed. Most people approach networking with a very specific purpose in mind: to reach someone they need to know. But that’s a superficial view. Building a network isn’t simply exchanging business cards and eventually picking up the phone and calling people when you need them. Today I think of networking as **getting to know people that I enjoy and genuinely taking an interest in them.**”*

*You build a strong network by investing in it over a lot of years, helping people and connecting them with each other. At the beginning, it may feel like you’re picking up one grain of sand at a time, and then suddenly you’re picking up buckets of sand as it continues to grow. Eventually there will come a point in time. – and you don’t know when it will be – that they trust you and like you, and they will be helpful to you. If you continue to invest in your network, it will grow exponentially; however, if you think of your network as only useful to you, then your network will eventually become weaker. You always should be thinking, **‘How can I put two people together in a way that’s beneficial to both?’** If you make that happen over and over again, suddenly people will want to do the same for you and for those you recommend. Then your network becomes truly wide and deep, and the amount of leverage you have explodes.”*

Jeremy goes on to describe Judy Robinett as a ‘**catalyst**’:

“. . .building relationships for her is second nature. “She’s never afraid to call and say, I was talking to so and-so, and she is working on this business,’ or ‘he’s got this concept,’ or ‘she’s got this problem to solve, and it sounds like something you could help with.’ “. . .”The tools in this book can help you build strong, lasting connections that will ensure that you get in front

of the right people, at the right time, with the right resources for your business. More important, you'll learn to enjoy the process of meeting others, getting to know them, and helping them with their goals – and seeing the enormous value that comes to you in return.”

Introduction FROM FRANKLIN, IDAHO, TO PARK CITY, UTAH

*“Skill is fine, and genius is splendid,
but the right contacts are more valuable than either.”*

- SIR ARTHUR CONAN DOYLE

Judy introduces us to her with some true confessions about herself before she blossomed into the POWER CONNECTOR she is today. But all the way up through her 30's:

“I was far from a natural networker. Until I was 40 years old, I thought I was shy and felt awkward around most people. Heck, to be honest, I was terrified of people. It wasn't that I thought were going to harm me; I just didn't think I fit in. I wasn't cute enough; I didn't go to the elite private school; I wasn't smart enough. And the idea of having to approach strangers made me extremely uncomfortable. But I also had a drive to help others in whatever way I could. You see, I firmly believe that people have gifts they need to share to make the world a better place. And I've always wanted to help people to reach their potential.”

After college, Judy became a Social Worker for the state of Idaho, but became frustrated and somewhat disillusioned: *“I wanted to save the world; but sadly, I found out that world really didn't want to be saved.”* She went back to school and got a Master's Degree in Labor Economics and eventually went to work for a Fortune 500 company. It was there that she *learned “one of the truths of business: **everything is about connections.**”*

Read this next part carefully:

*“If you want to achieve any goal, you need other people to help you do it – and your chances of success are far greater if you can help other people achieve their goals as well. I saw that there was a web, a network, of relationships that interlink individuals in every company, profession, industry, and community. When you discover those who are central to that network and you add value to them – by providing information, introductions, work, or simply helping them out in small and big ways – they will start to see you as a resource, colleague, and friend. You will become one of the people ‘**in the know**’ instead of being ‘**on the outside.**’ This kind of high-value, strategic relationship building can help even the rankest outsider like me to become part of the ‘power elite.’ “*

So do you think from the time she developed her theories about the way world works that it took her 5 to 10 years to build powerful network of connections:

“Once I started testing my theories, it took less than a year for me to develop a strong network of some of the most successful investors, fund managers, venture capitalists, and entrepreneurs in the world.”

Today, Judy lives in Salt Lake City, Utah but travels often to New York City, DC, LA, and the Silicon Valley. She sits on boards for companies, VC’s and accelerators. She mentors start-ups; teaches crowdfunding, and speaks internationally.

Her real secret is that there is no secret. It takes hard work, but what I think is one of the most important things it takes – just as it did for her – is the COURAGE – to overcome her fears.

That’s the part that most people really don’t get. When you’re operating with a genuine intent to help someone else, rather than yourself, it allows you to have a degree of ‘courage’ that you never realized you had:

“I’ve taken entrepreneurs who were shy, just as I used to be, and I’ve hauled them to committee meetings and prompted them to reach out to others. It has usually taken a couple meetings, but I’ve watched these shy entrepreneurs blossom as they gained confidence.” . . . “When you engage with others by looking for their gifts and problems, and when you seek to understand and add value consistently, you will build the kind of profound relationships that enrich both of your lives and businesses.”

Here are the kind of things you will read by buying and reading her book, and I’ll be giving you a taste of many of them within this summary. But I can guarantee you that this is one book you will want to buy and read cover to cover so you can learn how to:

- *Think strategically about developing relationships so you can leverage your time and efforts effectively.*
- *Find and enter the right ecosystem that will give you access to those you need to get to know.*
- *Reach even the most unreachable people quickly and effectively (the speed of response reflects the power of your connection).*
- *Add value to every interaction. You have to have a compelling ‘value proposition’ for high-value connections to pay attention to you.*
- *Get the contact information for almost anyone in 30 seconds or less.*
- *Create a 3-D connection that adds value to multiple people at the same time.*
- *Work key industry and community events to gain easy access to the people you want to reach.*
- *Seed any conversation with information about you and your interests so people will remember you without feeling that they’ve been ‘sold.’*
- *Use one person’s circle of influence to discover the lesser-known players who can add significantly to your network.*
- *Select suppliers, advisors, and partners that will help raise the level of connectedness and status of your business.*

- *Overcome shyness, approach strangers with confidence, and feel comfortable in any social setting.*
- *Master the four secrets of a high-value connection: be generous, caring, and thoughtful, and add value quickly.*
- *Find and use surprising and important information as a key-value-add for busy movers and shakers.*
- *Create compound value by matching people to others in your network.*
- *Build a simple visual organization system to keep track of your network of high-value connections.*
- *Develop trust by doing what Stephen M. R. Covey refers to as ‘making deposits in others’ emotional bank accounts’ – favors that start at a low level to gauge interest and build trust, then progressing upward and outward.*
- *Create intrigue by discovering people’s interests and offering them information or resources they might not know about.*
- *Utilize social media, email, and LinkedIn effectively, so that even the hardest-to-reach influencers respond positively to your requests.*

Chapter 1 The Power of High-Value, Strategic Connections

“Forget the MBA – Learn to network”
- JACK WELCH

If you’ve ever wondered how the world really works at the highest levels, Judy explains it very succinctly:

“Just like an electrical grid whose power lines are underground, invisible to the naked eye but transmitting the power that keeps our world running, there are invisible lines of connections between powerful people – connections that are unseen by most of us but that keep our global economy humming. These lines of connection have been called the ‘[good] old boys’ network,’ and their members have been called the ‘power elite,’ the ‘masters of the universe,’ or simply the ‘insiders.’ When you’re a member of the group, doors open to you that are closed to everyone else. You get access to funding, invitations, information, and business deals that most people would kill for. If you’re not part of the power elite, you don’t just miss out on opportunities, you never even know they exist.”

Now for some who are reading this, at this point, you might be a little intimidated about the thought of you becoming part of the ‘power grid’ or the ‘power elite’ in your community – especially if you are just starting out in a career – or have no real desire to ever be able to raise millions for a startup business or for a fund-raising capital campaign. Nevertheless, rest assured that the concepts and principles that Judy shares in this book are applicable at all levels. It all gets back to the simplicity of how to build trusted relationships that are just as key at the family level as they are at running a business or an entire country.

So don't worry that Judy starts out talking about making connections at the highest levels – C-Level executives, venture capitalists, etc. At ALL levels Judy points out:

“Businesspeople need a clear, workable path to find, create, and manage relationships with high-value connections that will accelerate their personal and professional success.”

On pages 12-14, Judy details the “**Five Mistakes Most Networkers Make**” and first she quotes Jay Conrad Levinson and Monroe Mann, from their book, “**Guerrilla Networking**”: *“If we want to become successful, the traditional definition of networking just doesn't accomplish what is needed in this competitive world we live in.”*

Here are the 5 ways that Judy says that most networkers thwart their efforts:

1. They network in the wrong places for what they need.

Differing somewhat with the recommendation of Tony Robbins that ‘**massive action**’ is required for success, Judy says, *“taking the wrong kind of action (for example, handing out or collecting masses of business cards with no system for strategic follow-up) will get you nowhere. Even worse, taking action in the wrong arena is simply wasting time and energy.”*

When we get to Chapter 4, Judy will explain how to select the right “**ecosystem**” for your networking efforts. For example, she says: *“If you want to get a movie funded, you don't need know venture capitalists, but you do need to know the people in the entertainment industry.”*

2. They network at the wrong level for their goals.

I think most of us can identify with this one: *“Instead of connecting with individuals and organizations that can provide the high-level support they need, most people spend too much time with those at their own level of knowledge and skill, or lower.” . . . “Networking at your current level may be comfortable, but it won't get you where you want to go – and it won't help you build the strategic relationships that will accelerate your success.”*

Also don't get the idea that Judy is suggesting that you abandon your connections and friends at your current level to grovel your way to the top. Respecting all your relationships and friendships is important but when you want to become a rising star, in many cases you have to set your sights and develop strategies above your current situation.

3. They have no way to assess the relative value of the connections they make.

In line with what was just said above, Judy says: *“I'm not saying you should connect with some people and ignore others; as I'll show you in Chapter 2 and 5, you never know which connections will bring you the particular resources you or someone else needs, But you have to be able to appreciate the value of every connection while determining exactly what assistance that connection brings to you and what assistance you can give in return.”*

4. They have no system for optimizing their networking efforts.

Judy makes it very clear that, *“Without a system, there is no strategy in your relationships. And even if opportunities come your way, you fail to seize them”. . . “Research clearly shows that even with all of the wonderful computer-driven tools at our disposal, human beings can*

build and maintain relationships with around 150 people.” In Chapter 2, Judy discusses, “how to prioritize your connections so that you build strong links with those who will help your business”. In the second half of the book she provides “steps for building strong, viral relationships with anyone.”

5. They fail to network in the best way to create high-value, long-term connections.

You’ve heard this before but it’s absolutely true: *“Before people are willing to help with the big things, they must know you, like you, and trust you. And the way they will come to know, like, and trust you is through regular **value-added contact through time**. The key isn’t the number of contacts you make. It is the number of those contacts you turn into lasting relationships”. And Judy says that those **value-added** forms of contact include: “information, income, key contacts, favors, and introductions.”*

It’s important to understand what Judy means by a “**strategic relationship**”. She defines it as: *“a connection between individuals that takes into account the value that each party can provide to the other – through their contacts, introductions, information, and other forms of support. It is a ‘**mutual assistance pact**’ where value is given and received by both parties concerned”. And rather than the relationships you establish within your friends and family circle, “. . .strategic relationships are developed within the context of your professional life and business, and as such, you should bring a business approach to their development. “. . . “. . .the most important word in ‘**strategic relationship**’ is still **relationship**. Relationships are about building connections with others who must feel you have their best interests at heart, and vice versa.” And Judy tops it off with this, “Strategic relationships must be built on a foundation of generosity, value creation, and ultimately friendship. Your time, energy, and efforts are precious – why spend them on people whom you wouldn’t want as friends?”*

But to truly understand the **business value** of strategic relationships, Judy examines the concept of ‘**capital**’:

*“Every businessperson is familiar with the concept of **capital**, meaning the value, wealth, or assets held by or represented in the business. But in the last century, businesses came to recognize that the ‘capital’ needed to make the business successful extends far beyond money or physical assets. These forms of capital include **intellectual capital** (information resources that can be used to produce profit, gain market share, create new products, or improve the business) and **human capital** (the skills, abilities, experience, and efforts of you and your employees). The two forms of capital that have to do with strategic relationships are **relational capital** and **social capital**.”*

Judy references a global staffing, recruiting and training company Adecco for the definition of “**relational capital**” *“. . . an intangible assets that is based developing, maintaining and nurturing high-quality relationships with any organization, individual or group that influences or impacts your business including : customers, suppliers, employees, governments, partners, other stakeholders and sometimes, even competitors.”*

Take special note of this pearl of wisdom from Judy: **“In a world in which competition is global, the advantage of separating yourself from your competition based on technology, service, or price will always be fleeting. What will set you apart over the long term is the quality of the business relationships you build.”**

Judy defines **social capital** as “. . .the personal aspect of relational capital. Social capital refers not just to the quantity but also to the quality and standing of the relationships you have both inside and outside of your business. The more connections you have, and the stronger those connections are, the more social capital you have. And the more social capital you have, the greater your opportunities.”

She goes on to explain that, “Social capital is based on both formal and informal relationships. Formal relationships are those with a manager, a direct report, a business partners, your business’s banker, accountant, or attorney, and so on. Informal relationships on the other hand, are relationships of choice, they may overlap with formal relationships, but they are usually closer. You choose to develop a relationship with a colleague, a client, your manager, or your employee that extends beyond a formal relationship”.

And even more importantly, “Formal relationships position you in a hierarchy; informal relationships can allow you to avoid the hierarchy and get things done. **Informal relationships are the real building blocks of social capital and advantage, in organizations and in life**”.

And according to Judy, “Social capital is also shorthand to describe the difference between an ‘insider’ and an ‘outsider.’” That insider advantage can come from: “. . . birth, social standing, education, career choice, wealth, and so on. They get the jobs, hear about the deals, are invited to the clubs or conferences or business meetings, and, in general, hang around with other insiders.”

She suggests that there are three ways you can acquire and develop ‘**social capital**’: “First, you can **build it yourself** by doing the things that insiders do – going to the same schools, joining the same professions, applying to the same clubs, and so on.” But as she points out, that can be very difficult.

Secondly, Judy says you can “**Buy it**”: “If you have the money and willing to invest in the businesses, philanthropies, and interests of insiders, many doors will open to you.”

And third, having neither of the first two ways at your disposal, as was the case with Judy starting out, “You can borrow it by developing informal relationships with those who already have the social capital you want to acquire. You are ‘**sponsored**’ by an insider who then gives you entry to his or her world. Being mentored by someone is a classic method of borrowing social capital, as is volunteering to serve on committees and boards.”

Through Judy’s experience, “. . .the third way is the most effective because it is based on **developing a strong, trusted, and robust network of connections** that will help you and that you can help as well”. In some sense, in the third way, you **earn** your way in by helping others. But to do so, you must build a network with the kind of high-value connections that would be attractive to the ‘insider’ group to which you want to be part of: “Just as you increase the value of a company by building its financial physical, intellectual, and human capital, you must increase your personal and professional value as well by building relational and social capital.”

On Pages 19 to 25, Judy lists 12 important benefits that a network of strategic relationships provides. I’ll highlight 5 of them and you can read the rest on your own. If by now,

you don't already recognize why you need to buy and read this entire book, I would be very surprised.

Personal Value of Strategic Relationships

Identity – Judy doesn't say that you should exclude anyone from your network, but in the real world she admits that, “. . . *the world looks at the people you associate with as one of the key determiners of your social and professional identity*”.

Credibility – Judy reminds us of something we often hear: “*What you know is important, whom you know gives you instant credibility*”. You can get credibility “**by association**”.

Multiplied Outreach - In line with the principle, ‘**six degrees of separation**’, meaning that *most people in the world are connected by a chain of six or fewer relationships*, Judy observes, “*Every strategic relationship you develop connects you to an entire web of relationships that you can call upon as needed. Indeed, you'll often find that the majority of people you need to know are in the networks of your strategic relationships.*” LinkedIn makes this very obvious to even a casual observer.

Greater and High-Quality Opportunities – Judy points out that, “*Your strategic relationships can help position you to hear about and take advantage of opportunities others do not have.*” There are always informal communications taking place within the insider network you'll never hear or read about unless you're an insider.

Multiplied Influence and Impact – One of her key points: “*If you want to have increased influence and impact, become someone who can connect people with the individuals and resources they need but either don't know or can't access. Often people have great potential and they're just missing one thing – and when you open a door or point someone toward a resource they need, or you can help them figure out a way to accomplish a goal, your influence and impact are magnified a thousandfold.*”

Judy concludes her first powerful chapter on pages 26 and 27 with some challenging questions to pose to yourself concerning where you currently stand with your own ‘**strategic relationship building**’ and your current network. And as I cautioned before, don't be intimidated if you feel you don't score very high in answering many or even most of these. The tools you will learn in this book will help set you on a journey to build a network over a surprisingly short period of time, if you will take the time and effort to apply them.

As Judy reminds us:

“If I can create a valuable network of high-caliber, strategic relationships, anybody can do it. I was a social worker from Franklin, Idaho. I didn't know a soul with any money, power, access, or clout. But I discovered that everyone has problems that they need help solving”. . . .”Everyone is looking for some kind of value in what is ultimately an inefficient market, composed of a lot of other people wandering around looking for value too.”

“Your network is your most valuable asset because nothing happens without people.

People have the answers, the deals, the money, the access, the power, and the influence, and you can access all of these resources through relationships. If you look for people whom you can help to solve their problems, and who can help you do the same, if you connect with them, you too can build the kind of strategic relationships that will bring you the business success you desire. And you too will become the kind of mover and shaker others seek to know.“

Here are a few of the questions Judy suggests you ask yourself about your current network:

1. *How many of your current relationships would you consider strategic? In other words, in how many of your relationships do you focus on giving and receiving value that improves both parties' lives and businesses? What is your network's strategic quotient (SQ)?*
2. *How many people do you consistently communicate with? In how many relationships are you actively providing value at least once a week, month, or quarter?*
3. *How much do you know about the network of people in your network? Can you draw a picture of the spheres of influence of your strategic relationships?*
4. *If you needed to reach a top professional, financial, and/or political figure, how long would it take? And would that person respond to your request within 24 hours?*
5. *Do you have a list of high-value connections with whom you would like to develop a strategic relationship? If so, do you have a clear and written plan for reaching them?*
6. *Do you have a plan for managing your strategic relationships so that you can stay connected easily and frequently? If so, how is it working?*

In addition to dealing with answers to the above questions in the upcoming chapters, Judy also emphasizes a few other areas of importance and I'm paraphrasing: *“What's the right number of strategic relationships you can realistically maintain?” “Is your network of strategic relationships too deep and not broad enough across diverse industries and fields?” “Are you aligned with different groups where you can become the ‘**broker**’ who serves as the link between groups?”*

SPECIAL NOTE

As most people who will read this summary will recognize, much of what Judy explains in her book closely resembles what I have been calling “**NetWeaving**” – connecting people with their needs in mind rather than just your own.

What has been particularly illuminating to me with her book is that her brand of ‘NetWeaving’ is a more ‘**strategic**’ and ‘**selective**’ brand of NetWeaving. Whereas I have been primarily recommending that the two primary conditions on which you decide to introduce two people to each other are that that, first, they are more of a ‘**giver**’ than a ‘**taker**’. And secondly, that they are ‘**successful**’ or just ‘**interesting**’ to a degree that when you connect them with someone else, you will be enhancing your own reputation by making the introduction.

Judy's version takes this to an even higher level and it helped me recognize the real **POWER** of what can happen when you consistently create introductions and make connections. . .above. . . and even **FAR** above. . .your own circle of contacts.

It's a 'given' that powerful people want to meet and know other powerful people. That's largely how they got to be powerful.

So when you show the courage to go above your own circle of relationships and connect two people whom you are fairly certain would love to meet and know each other, and then you come up with ways to get in touch with them and make an introduction, they will almost always be very grateful for the new connection you have made for them. And over time, you will often become part of that new and more powerful network.

And always remember that since you are making this new and more powerful connection, you are doing something for which THEY will be grateful. That should fortify you with the courage to be willing to step outside your own comfort zone.

Chapter 2

Friends, Allies, and Power Connectors

*"Both B2B and B2C
are dead. It is now the age of P2P (people to people)"*

- MIKE MUHNEY, COFOUNDER/COINVENTOR OF CT AND INVENTOR AND COFOUNDER OF VIPORBIT SOFTWARE

And in line with what I just said, Judy begins this chapter with somewhat of a 'challenge'? She reminds us of all the different relationships we have – business, friends, connections on LinkedIn and Facebook, etc. In fact she cites a study by the Pew Interest Group that in 2011, *"the average American had 634 social ties in their network. Even non-Internet users had networks of 506 people."* But then Judy adds:

"But how strategic are those relationships? Will they really take you where you want to go in life and in business?"

And as she reflects: *"But the truth is, while you may enjoy these contacts, most relationships are not strategic. When it comes to advancing your life and business goals, you need to assess the value of each of your relationships."*

In this process of **'valuing'** your relationships, her suggestion is to place the greatest value on those where you can **"give"** but also **"receive the greatest amount of attention and, ultimately value."** She also uses a business **"multiple of earnings"** analogy: *"the connections of those connections". "Indeed, the value of any relationship often lies not just with the individual but also with all the connections he or she possesses."* She sums it up this way: *"The value of your network multiplies by the value of the networks of the people in it."*

But Judy goes on to add that **'value'** can also be defined in many different ways:

“companionship, access, support, honesty, mentoring, capital, power, and so on. And while factors such as trustworthiness reputation, and innovation may not be represented on a balance sheet, they can dramatically affect what a company is worth in the same way, the people in your network whom you trust, whose reputations are impeccable, and who are willing to go out of their way to help you, are the ones who will provide the greatest value.”

But then, just when you think Judy is advocating either being more selective in valuing only your current network to identify your most **‘give and receive’** resources, or reaching above your own network, she introduces the concept of **“Weak Ties”**:

Mark Granovetter published a study back in 1974 in which he showed that a **“weak link”** is **“a crucial bridge between two densely knit clumps of close friends.”** Judy describes them as:

*“the critical connections between your network and individuals you would never have the chance to meet otherwise, but who might be exactly the people you need. In truth, the weak links in your network may be some of your greatest assets. In the funding world, often it’s the friend of a friend of a friend who makes the introduction to someone who might be interested in investing in a particular company or start-up. I call such people **‘consequential strangers’** and in my experience, you never know which consequential stranger will lead you to your goal.”*

And Judy adds other important reasons why ‘weak links’ can be so valuable:

“Weak links. . . provide you with greater exposure to different information, situations, and perspectives from a broader cross-section of networks at every level. Weak links help you see things in new ways; they bring richness and diversity to your world. Your weak links tie you both personally and professionally to the greater community in ways that your strong links cannot.”

Additionally she adds:

“Weak links also exponentially increase the value of your network. With a healthy set of weak links, you don’t have to be an expert at everything simply because you can gain access to the information you need fairly easily.”. . . “Weak link also can help us see a situation from a different perspective because they have a different attitude or lifestyle or have some experience in another part of the world – very valuable assets when we are looking to grow into new opportunities.”

If you only deal with the primary people in your network with whom you have close ties, you miss an array of opportunities that your ‘weak ties’ can provide.

Also, if you’re not familiar with the *“Tipping Point”* by Malcolm Gladwell, or *“Metcalf’s Law”*, you’ll want to read what Judy says about them on pages 35 and 36 and some real life stories of how both of these have applied in Judy’s life.

At this point, Judy defines a **“Power Connector”** – **“A power connector creates high-quality connections between individuals and their networks. Power connectors seek to add value**

by putting best people in touch with the best resources, with the goal of creating greater success for all concerned.”

Following this, she describes her primary concept of Power Circles and how they are the key to keeping track of your strategic connections. She says it's tied in to how the human brain works.

The 5+50+100 Power Circles

“More connections. . .are less important than the right connections”.

- RICHARD KOCH AND GREG LOCKWOOD,
- SUPERCONNECT

Judy begins this section by referencing work by an anthropologist, **Robin Dunbar**, who back in 1993, wrote a paper that proposed that with the given size of the human brain, it creates a correlation between the number of people with whom a human can develop and maintain stable social relationships. He theorized the optimum size of the number of people we can keep track of to be around 150.

Judy has developed her system by dividing the 150 people into three concentric 'power circles' and she describes each one of them this way:

Top 5 – *The 5 people closest to me. I connect with these people almost daily. These are the people I would trust with my life.*

Key 50 – *The 50 important relationships that represent significant value to my life and business. I tend these connections carefully, and I am always looking for ways to add value to them.*

Vital 100 – *The 100 people I touch bases with at least once a month. Both the human touch and added value are critical to my keeping these relationships fresh.*

Judy maintains that this “gives you a sense of control and organization that will make your life easier.” She suggests your top 5 should be easy to come up with, but you should do some careful thinking for choosing those in your “**Key 50**” and your “**Vital 100**” and “eliminating anyone who may cause you harm.”

There are two sections at the end of the chapter you will want to read carefully - pages 39 – 42 - describing the ‘**character traits**’ of those with whom you want to create a ‘**strategic relationship**’. Of the ten she lists and describes, my favorite one is #6 – “**Engaged** – *They are active participants in life. They are interesting and passionate about what they do. They are solution minded, and they have great ‘gut’ instincts.*”

Her final section in the chapter is about, “**How to Spot Leeches, Psychopaths, and Bad Actors**”. “**Leeches**” are obvious – “who take but never give” and she adds other descriptions that

can alert you to them that you can read for yourself. But, Judy offers this clarification about **'psychopaths'**:

“Unlike leeches, who quickly reveal themselves as being consumed with the need to take from you, psychopaths can pour on the charm, get you to like them, and cleverly manipulate you into giving them whatever they want. Prisons are full of psychopaths, but then so are governments, entertainment businesses, and industries.” Judy goes on to give some other characteristics of psychopaths which you should examine in light of your own experiences.

Judy concludes the chapter with this piece of wisdom:

“By keeping your circles free of such people, you are protecting not only yourself but other people in your network, which should be your priority. Trust is the currency of power connecting. Your ability to screen your connections and pass along only the best to your network is the hallmark of a true power connector.”

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As is customary with all the summaries I write, from this point on, I will just pick some key points that Judy makes in each of her remaining chapters, but I hope that what I have given already, combined with the points of hers I will add from the rest of the chapters, will make you want to own and read and re-read the entire book if you truly wish to elevate the level of your current network as well as make new connections you never dreamed possible.

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Chapter 3

Make Your Network Wide, Deep, and Robust

“You can be great at whatever it is that you do, but it is the breadth depth, and quality of your relationships with others that will determine your sphere of influence and ultimate success”.

- CHRIS CAMILLO, INVESTOR AND AUTHOR, *LAUGHING AT WALL STREET*

In this chapter, Judy cautions against building and maintaining a **'strong'** and a **'weak link'** network that is too homogeneous and comfortable:

*“ . . .it's much too easy for both your strong and weak links to represent only a very small cross-section of business, culture, politics, geography, age range, or social status. It's human nature to connect with people with whom we have the most in common”. . . .”*But a network filled with only people like you is a poor network indeed – mentally, spiritually, creatively, and often financially. In fact too much homogeneity can actually hold you back from innovative ideas and creative connections.”

The rest of chapters helps clarify not only what constitutes a “**wide, deep, and robust**” network, but why all three are so essential to being a ‘power connector’.

Here’s the outline of what Judy describes, but read pages 46 – 53 for a more complete explanation of all 3 components:

Wide – diverse

Deep – 1) multiple connections in different industries, companies, interests, etc.; 2) getting to know the people that those in your network know; 3) different levels above and below your own;

Robust – being selective and seeking the best of the best to be in your network and only those with a shared set of values that include: authenticity, honesty, fair play, caring, and a focus on giving to others.

Judy ends the chapter referencing Seth Godin’s book “**Linchpin: Are You Indispensable?**”. “A ‘linchpin’ is someone without whom the network would not function as effectively”. In a smaller way, this might be someone we term as ‘the go-to-person’ but in a more profound way, they are the “**players**”: “opinion leaders”, or “influencers”. And as Judy concludes: “Adding linchpins and players to your network will immediately multiply your reach and influence significantly. As long as these individuals share your values, they will be some of the most important additions you can make to your circle of connections.”

Chapter 4 The Right Ecosystems Will Determine Your Success

“If you want to go fast, go alone. If you want to go far, go with others”.

- AFRICAN PROVERB

Judy reminds us that beginning her career as a social worker in Utah, she didn’t start out as a ‘power connector’, but early on, she learned *who they were* and *how to strategically access them*.

By volunteering to serve on the finance committee of the Boise Chapter of the United Way, the experience of dealing with larger financial figures than she had ever experienced before, as well as connections she made there, led her to get her résumé to a connection that landed her a manager position with a Fortune 300 company.

In an important way that changed Judy’s entire “**ecosystem**”.

Judy defines an ecosystem this way:

“. . . a web of professional and personal connections who are linked by common interests and who share knowledge and access unavailable to outsiders.”

Judy describes four (4) vital advantages of becoming part of an ecosystem as well as how they work and you can read the details of each of the four (**Knowledge, Connections, Resources, and Opportunities**) on pages 56-59.

Under "**Opportunities**", she tells the story of a man who started a new company with the intention of selling it within a few years. Understanding *ecosystems*, he asked three individuals from the same field (ecosystem) and who were most likely to acquire the business, to sit on his advisory board. When he finally announced he was open to selling the business, the three companies ended up bidding against each other and he ended up selling the business for \$45 million after just three years of operation.

The balance of the chapter is dedicated to the "**Eight Key Ecosystems Essential for Your Success**": **Family and Friends; Passions and Interests; Career or Profession; Government and Politics; Finance; Media; Your Industry, and Community**. And in each of these, she always stresses, '*find ways to add value first*'.

The chapter concludes with Judy pointing out three things you must do BEFORE you attempt to enter a new ecosystem:

- 1) *Do your research and identify the individuals who could be rainmakers, door openers, power connectors, or mentors for you and your business.*
- 2) *Determine what you have to offer them rather than focusing on what you need.*
- 3) *Make sure you are a good fit for the ecosystem before you try to enter it.*

Learn more about each of these on pages 66 and 67.

Chapter 5 The Power Connector Mindset

*"As an entrepreneur I find people fascinating: they have experiences and insight that I don't have. . .
You have to genuinely like people to make this work"*

- JENNIFER ABERNETHY, AUTHOR AND SOCIAL MEDIA MARKETING EXPERT

One reason I consider this to be such an important chapter is that it helps explain why I had totally underestimated what it takes for someone to be a '**power-connector**' as a NetWeaver. Part of it is that people still confuse networking with NetWeaving.

Judy believes:

". . . that the mindset most people have about developing business relationships is what gives networking its bad reputation. People accumulate contacts but reach out only when they need something – a favor, a sale, or an introduction. They convert what should be a business relation-

ship or a connection into a business transaction, of the 'I need your now'. But 'Who are you again?' later kind."

But the other part of it is that many people, Judy and myself included, are really deep down, '**introverts**'. As Susan Cain pointed out in her book, "*Quiet – the Power of Introverts in a World that Can't Stop Talking*", **one-third of to one-half of the U.S. population are introverts**. That includes many CEO's and high level individuals who have to find the courage to overcome their shyness, or in my case a desire to be more of a loner than someone who loves mixing with others.

In the rest of this chapter, Judy addresses the most common causes that hold people back from becoming a 'power connector' and how to 'fix' them. I'll list them and cover two of my favorites in brief detail. You'll want to read them all, especially if you tend to be even slightly on the introverted side:

"I'm shy". . . "I'm self-conscious". . . "I have nothing to offer others". . . "They won't like me". . . "I'll get rejected"..

The two I especially liked are "**Strangers equal danger**" and "**Networking is manipulative**."

Judy's 'fix' for the first one is to remember that "*Every important contact you have was once a stranger*". "**Strangers equal opportunities**." Judy overcame her fear of approaching strangers by making a game of it: "*I tell them to talk to three strangers in a day – starting with people who are 'trapped' next to them in a grocery line, at the bank, or on a plane- and identify three things they have in common with each of them.*"

As Judy says, about the second one, she created her system and wrote her book. .
."precisely because I don't like or believe in traditional networking. I want people to understand how to build great relationships that are based more on adding value to others, than getting things for yourself. With the power connected approach, you'll feel good about the relationships you develop, and you'll find that you'll also receive far more because your connections want to help you."

In this Chapter, Judy makes it clear that for power connectors, ". . . every relationship must be based on three elements: people **must know you, like you, and trust you**. For people to know you, you must get out of your comfort zone and into the right rooms, the right places and the right ecosystems." She also references the two key traits that professors Susan Fiske, Amy Cuddy, and Peter Glick revealed in an organizational management study back in 2007: "**warmth and competence**" and they found that '**warmth**' carried more weight when it came to relationships.

And you've heard this before, one of the best ways to be 'liked' is to be a good listener. According to Judy, "*For people to like you, you must engage with them. Ask questions, and listen to the answers. Provide value in the moment (a contact name, a suggestion, or even a good joke or story can provide value), and then you do something to indicate you wish to continue the relationship (ask for a business card and give yours, give your LinkedIn information, and so on)*".

On pages 78 – 80, Judy provides the six true mindsets of the best power connectors. They are all great and you should read them all, but one I especially liked was “**Power connectors connect through the levels**”. The essence of this one is that power connectors are always listening and tuned in for possible opportunities for others which they can then pass along. In addition, Judy says, “*Power connectors with extensive, high-quality networks understand leverage; while they might not have the answers or resources you need, other people in their network will – and their value is to serve as the conduit that connects you with those people.*”

THE POWER CONNECTING SYSTEM

“If the industrial era was about building things, the social era is about connecting things, people, and ideas”.

- NILOFER MERCHANT, AUTHOR ENTREPRENEUR, AND VISIONARY

Here Judy explains her Power Connecting System in phases:

Phase 1 - “. . . you prepare to connect by analyzing yourself and your current network and determining the people you need to add (and from which ecosystems) to make your power circles wider, deeper, and more robust.”

Phase 2 “. . . you plan your first contact with new individuals by preparing a **share, value-add, and ask**. Then you ready yourself to connect immediately with the people you meet. Finally, you add value quickly and strengthen the relationships from the start.”

Phase 3 – “. . . is about assessment and consolidation: you do something to reconnect within 24 hours, evaluate the connection and place it within your 5+50+100 circles, then deepen the relationship by continuing to add value.”

Phase 4 – “. . . where the real power of power connecting resides, connecting people within your network for their (and your) great success.”

Chapter 6

Phase 1: Prepare to Power Connect

“Luck is a matter of preparation meeting opportunity.”

- SENECA

In this chapter Judy provides an 11 step process for preparing yourself to become a power connector: 1) *getting clear on what you have to offer as well as what you need;* 2) *evaluating your current network and putting your contacts into 5+50+100 power circles;* 3) *creating a plan to reach out to new relationships based on (1) shared values, (2) added value, and (3) value created together.”*

To give you a sample of one of the eleven steps, all which Judy covers in detail, **Step 5** is “**Make a list of your current connections**”. She suggests that includes EVERYONE. With that list, divide them into ‘**personal**’, ‘**professional**’ or ‘**both**’. Next, using a scale of 1 to 5, with 1 being closest and 5 being just a casual acquaintance, rank each one. Then put a note next to each person’s name to indicate the context of these connections: business, politics, charity, social friend, club, school, and so on. (You’ll use this information to place each connection in the proper ecosystem). Finally, note where each individual lives and /or works.

Judy provides a sample grid on page 94 with these column headings: **Name**. . **Role** (e.g. Business partner, spouse, golf buddy, mentor, banker, college roommate, etc.). . **Personal, Professional, or Both**. . **Closeness** (1=Close, 5=Casual). . **Context** (Business, Personal, Church, Political, School, etc.). . **Location** (city)

As you can probably envision, going forward, this process leads you through the process of ‘**rating**’ yourself and your current 5+50+100 both in terms of resources they can provide as well as their level of influence (see another grid on Table 6.8 on pages 99-100).

Then list three to five of your **professional goals** for the **short term** (3 months and 6 months) and **for the year**; then assessing who you will need to meet in order to accomplish those goals both in terms of **People** - *whom either are in your power circle or ones you need to meet*. . **Opportunities** – *the right room and right ecosystem*. . **Knowledge** – *information you need*. . . **Funding needed** – *where’s the money going to come from?* Refer to the grid on page 102 (Table 6.10 on – **Critical Resource Map** – broken out by each of the 3-5 goals with these column headings: “**Resources I Have**”; “**Resources I Need**”; “**Who Might Have Them**”.

Then you need to determine **whom do you need to add** to your power circles to accomplish your short and long-term goals?

Chapter 7

Phase 2: Target, Connect, and Engage – Maximize Your Time with Every Connection

“I don’t have a Rolodex. I have relationships”.

- DAVID BAKER, AVALON INTERNATIONAL GROUP

You might ask, “**What do I do when my 5+50+100 is full and you meet someone new who is really amazing who might easily fit into your top 50 or top 100?**” Judy actually covers this in a later chapter (page 135), but let me insert it here. She quotes **Clate Mask**, CEO of InfusionSoft who once said, “*In my mind there’s a natural flow in business and in life of people moving from outer to inner circles, and that creates challenges. Because there’s only so much space in the inner rings, people have to flow outwards as well.*” Judy adds:

“Power circles are fluid and will change over time as you grow and change, and you must be willing for members to change levels or to leave altogether. Strategic relationships are not about accumulating contacts but instead about choosing the connections that are best suited for your current circumstances, goals, and ecosystems. Adding some people to your power circles and letting others go will make it easier to focus on your relationships with the 150 people who are most important to your life and business.”

So in Phase 2, Judy stresses that you must **target**, **connect**, and **engage**: “You must identify the people (or the kinds of people) you wish to meet and the best places to meet them. Then you must develop the skills to create a connection within three minutes or less. Finally, you have to engage them by adding enough value and developing enough intrigue to ensure that you will be more than just another business card, introduction, or encounter.”

In my opinion, you will want to own this book almost **PURELY** for the great information included in this one chapter and this critical Phase for becoming a Power Connector.

Judy says, “**This phase is critical in finding the connections you need, reaching out to them effectively, and then taking the first steps that will lay the foundation to solid future relationships.**” She goes into detail concerning the three key steps and I’ll only touch upon a few of her most salient points:

- **Step 1: Target and Be Ready** – and to do so, you must develop what Judy calls: “**your share**; **your value-add**, and **your ask**.”
 - **Your Share** – “*who you are. . .what you’re about. . .what you’re interested in*”
 - **Your Value-Add** – “*Your value can be your knowledge, or your network, or even just your ability to listen and empathize.*”
 - **Your Ask** – Perhaps most important especially for those who feel uncomfortable ‘**asking**’ for help, these tips Judy offers are priceless. Her “**6 Secrets of a great ask**” are covered on pages 112 – 114. Her opening piece of advice will be valuable to those with an, “**I am not worthy**” complex: “**Start Small**” and an easy way to do that is to ‘**ask for advice**’. You’ll want to make sure to read the other five carefully.
- **Step 2: Meet and Immediately Connect** – Once again, Judy offers six great tips for doing this and that includes my favorite: “**Ask great questions**”. She adds that, “*Combining the ability to ask great questions with the skill of listening fully to the answers will help you turn even the briefest connection into a memorable encounter.*”
- **Step 3: Engage – Deepen the Connection and Set the Stage for More** – Once again Judy gives us 10 more priceless pieces of advice on ways to do engage successfully and to increase the probability that almost any conversation can be turned into an additional meeting. She ends the list with what she calls her “**Three Golden Questions**”: “*How can I help you?*” . . . “*What ideas do you have for me?*” and “*Who else do you know that I should talk to?*”

Chapter 8

Phase 3: Reconnect, Assess and Activate and Multiply Value

“The ability to get things done with collaborative networks is the next evolution in human productivity”.

- MICHAEL LEAVITT AND RICH MCKEOWN,
FINDING ALLIES, BUILDING ALLIANCES

Probably one of the biggest mistakes people make, after initially establishing a new relationship, is to take the new relationship for granted and not find ways to ‘nurture’ it make it more fulfilled.

Judy deals with this in Phase 3 and it involves:

“...integrating new people into your network with a three-step process: 1) immediately reconnect; 2) assess the connection and activate your system, and 3) multiply value and deepen the relationship.”

Judy and I certainly have been drinking the same Kool-Aid since the email she provides on pages 129 and 130, as a follow up and follow through way of ‘**re-connecting**’ immediately after a successful first meeting, could easily have been written by either of us.

Once again her specific ways to ***Multiply Value and Deepen the Relationship*** are exceptional. Her “**7 Secrets**” for doing just that are included on pages 139 – 143 and her **Secret 7** is another one to which I always try to subscribe: “***Add value multiple times before you make any request.***”

Judy completes this Phase with a great concluding section: “***When it’s Time to Ask: The Quality Request That Will Gain You a “Yes”.***”

Do I have your curiosity? At this point I would like to remind readers of the similarity with “NetWeaving” and how and why it is done. It’s not done out of ‘**pure altruism**’ but out of what I like to call “**enlightened self-interest**”. Judy makes it even clearer when she says:

*“Any good relationship should provide benefit to **all** parties, and the most successful people are able to provide great value to others while they also remain focused on their goals and ambitions. Remember, in building strategic relationships, you are looking to create strong connections within specific ecosystems, with people of certain levels of influence, so that you have their assistance in accomplishing your personal and professional goals.”*

Chapter 9

Phase 4: Connect Your Connections for Added Success

“When you make those human connections, you automatically see and clear away obstacles that stand between you and the flow of resources – and once the obstacles fall, resources naturally tend to flow toward good ideas and worthy projects”.

-JENNIFER MCCREA AND JEFFREY C. WALKER
THE GENEROSITY NETWORK

Judy concludes with her 4th Phase, and maintains that it’s what “*separates a power connector from an ordinary networker because power connectors are experts at linking people to create the maximum benefit for all concerned. They love figuring out which contact can be most helpful, how X can add value to ^, and how connecting both with Z can increase value exponentially.*”

You’ll definitely want to read this chapter carefully since it examines the power of linking not only individuals, but creating **collaboration** and **cooperation** between and among your power circles. Judy shows how 1 + 1 can equal 3, or in some cases, how 1 + 1 can equal 11.

She provides Four Steps to make this happen:

Step 1 – Map the Links Between Your Connections – on page 149, she explains her ‘mapping process’.

Step 2 – Play 3-D Power Chess – Link People With Your Power Circles – “Judy *“helps people get clear on what they want to be the outcomes, and then works backward from the result which helps figure out the resources they need and come up with a strategy to reach them.”*

On page 157 and 158, Judy examines the 5 most common mistakes people make when they are on the ‘receiving’ end of an introduction.

Here’s the first one: “**Mistake 1: Assuming an uninspiring initial e-mail or phone conversation means that it’s not worthwhile to pursue the relationship.** As Judy reminds us, “. . .there is never as much chemistry over the phone or e-mail as there is in an in-person meeting . If you think this is a connection worth pursuing, or it it’s referral from a valued resource, try to meet face-to-face.” And conversely, even if you are introduced through this uninspired way, don’t pass it up if the person or connection really looks to be someone you should get to know.

Step 3 – Activate Power Triangles – You + Two = Success – Judy’s “***triangulation***” model almost exactly parallels the “NetWeaving” hosting concept meaning you are bringing together two other people with you being the ‘matchmaker’. And you can either do it virtually where you aren’t even there, although more powerful when you’re there to host and facilitate the meeting. On pages 160 to 162, Judy offers four keys to successful ‘triangulation’.

Step 4 – Power Connector Do What It Takes to Make the Connection Work – Judy puts it this way and I think it’s a perfect way to conclude my summary:

“The best power connectors create an environment of generosity and contribution among all members, where people can ask for what they need and add the value they have to offer. Sometimes asking for help is tough and some of us find it difficult to admit we need it. But when you build an environment of generosity and mutual support within your power circles, asking and giving simply become two sides of the coin and interchangeable roles – today I give, tomorrow I receive. And that kind of atmosphere turns a group of individuals into a community with a culture of helping others. Such a community makes it easier to access any resource you need and create the kind of connections that outsiders ‘lucky breaks’ but insiders understand are just the result of the desire to help”. . . .”Your power circles are just such a community; and with one another, you will find that your own power and influence – and better yet, fulfillment – increase exponentially as well.”



If you aren’t sold by now on why you should own this book and read it in its entirety, I really haven’t done my job. The remaining three chapters provide specific advice for three situations and groups. **Chapter 10** offers keys for **maximizing** the time you spend at conventions and meeting; choosing the right conferences to attend, as well as online, whether it’s with LinkedIn, by E-Mail, Twitter, Facebook, or being a content provider or contributor.

In **Chapter 11**, Judy tells it like it is – from a women’s perspective in what still is largely a ‘man’s world’ at the highest levels. But she offers many ways that women can not only break through the ‘glass ceiling’ but turn lemons into lemonade. This chapter is a must-read for every female seeking to advance to higher levels whether it’s inside an organization, or on her own as an entrepreneur, investor, or philanthropist.

In **Chapter 12**, Judy concludes her work with some final summations about what it means to be a Power Connector. They make for a great checklist - to ask yourself if you do all or most of what she ascribes, you will not only be a Power Connector and achieve business success beyond anything you have imagined, but your life will be one of joy and fulfillment.

Chapter 10

Power Connecting Strategies for Social Media and Conferences

*“The digital revolution and societal shifts have brought us to a new period.
It is called the Relationship Era”.*

- BOB GARFIELD AND DOUG LEVY
 - CAN’T BUY ME LIKE

Chapter 11

Connected Women: Building Success One Relationship at a Time

“Put a networking woman into any room, anywhere, anytime, and before you know it, opportunities for work, service assistance, employment, investment, and a new cleaning service blossom like seeds do in time-lapse photography”.

- VICTORIA PYNCHON

Chapter 12

Power Connections Are Connections First

“One fundamental ‘rule of the power game never becomes outdated: the importance of treating people with respect and courtesy. Always connect”.

- ROBERT DILENSCHNEIDER

Conclusion: I said something in the first email that went out to my almost 500 book club members who have either asked to be included on the invitation list of my **“Don’t Need to Read the Book”** book club – so as to attend as many as possible, or to some who just want to know which outstanding books I am recommending. As I was only on page 24 of this book, and after already getting permission from the author, **Judy Robinett**, to write my summary, I just had to tell her how her work has impacted me more than any of the other 37 books I have summarized to date.

She has helped me recognize that people who read this book, as well as those who have already been exposed to the NetWeaving concept, may choose to progress beyond NetWeaving, or to stop at some point along a continuum of what is now clear to me - just to learn and adopt the 3 basic skill sets of “NetWeaving”: 1) becoming a better ‘connector’ of others with their needs in mind, rather than just their own; 2) becoming a ‘no-strings-attached ‘resource’ for others; 3) building a ‘Trusted Resource Network’ across a wide range of industries and professions made up of ‘best of breed’ individuals who either you have qualified or someone who has been highly recommended by someone in your network whom you totally respect and trust.

But Judy has carried this concept to the next level which is frankly much more likely to assure that your ‘good deeds’ will be appreciated and more importantly, be rewarded by business and referrals, and just as importantly – new friends. She has written a detailed Instruction Manual for accomplishing all of the “NetWeaving” skill sets.

I am deeply in awe and in debt to her for allowing me the honor of hopefully spreading her message and wisdom to an even wider audience than that to which it has already been exposed.