

**Part One: Answer the questions below to create a baseline of network connections.**

1. Who do I have strong ties to? (In what geographies, industries, functions, roles?)
  
2. Who do I have weak ties to? (In what geographies, industries, functions, roles?)
  
3. What influence do I have outside of my function? In what areas?
  
4. Where are the key influencers inside & outside of my network?
  
5. How can I build relationships with key influencers?

**Part Two: Improve your decision-making authority by gaining input from diverse perspectives. List a minimum of 5 individuals who are influencers from outside your function, your business unit, geography, or culture.**

Name	Title	Role	Function	Geography/ Culture



**Part Three: Use the following questions as guidelines for conversations with your mentor partner or other stakeholders to learn about how to improve your influencing skills.**

Self-Management, Relationship Management & Adaptive Competencies

1. In what ways have you learned to keep an open mind and maintain focus, even when you're under pressure?
2. How have you learned to build effective diverse teams, that is, with teams across different cultures, geographies, and/or functions?
3. What is the most important thing you've learned about how to be flexible when working in fast-changing and complex organizations?
4. How do you think complexity is adding value to your organization?

**Part Four: For senior leaders, use the following questions to reflect on the ways in which you are continuing to build influence across the matrix.**

1. What are the obstacles I am overcoming in leading others who have more expertise than I do? How important is it to continue to hone these skills?
2. What's the biggest return to me and my organization for investing in relationships outside of my immediate functional area of responsibility?
3. Where are the gaps in the organizational structure that lead to low performance? How can I use my influence to close those gaps?