



**andylopata**

*Connecting is not enough*

# The Relationship Matrix

Build your professional relationships



## THE RELATIONSHIP MATRIX™

Strength of Relationship


		Strength of Relationship							
		7	6	5	4	3	2	1	0
		Friend	Advocate	Support	Trust	Like	Know	Recognise	Don't Know
Stakeholder Group	Stakeholder Group 1 EO/CFO Team								
	Stakeholder Group 2 Other client stakeholders								
	Stakeholder Group 3 Colleagues								
	Stakeholder Group 4 Intermediaries								

Influencer

Introducer

Information, Insight, Ideas

Implementers



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“ Never omit any opportunity  
to become acquainted with  
any good or useful man.  
William Wilberforce 1823



## What are you trying to achieve and who is going to help you get there?

Success becomes easier to reach with the help of other people. Surround yourself with a network of people **who are in a position to help you, want to help you and know how to help you** and you will be far more effective in your role and successful in your career.

**The Relationship Matrix™** is designed to help you to recognise where that success can come from, whether your relationships are strong enough to seek the support you need and identify what questions you need to ask to maximise the power of the relationships you build.

## Step One

### *What is Your Objective?*

Be **laser-focused** on what you are setting as your objective for each individual **Relationship Matrix™**. If you go too broad, you will be at the risk of missing key people who can help you. Start with a laser-focus and broaden your sights if you need to.

For example, a broad goal for your career might be *'I want to be a senior manager within five years'*. For sales it might be *'I want to increase my sales by the end of the year'*.

Laser-focused goals could be *'Within five years I want to lead our Communications Team'* or *'I want to win a new contract with ABC Corporation to deliver all of their new widgets'*. Those clearer objectives will make it easier to then complete the next stages of the **Relationship Matrix™**, identifying the key stakeholder groups and individuals within those groups who are going to help you reach your goals.



**Instructions:** What would be three key laser-focused objectives to support you in what you are trying to achieve in your role? What would be three to help you develop your business or progress your career?

***Role-related Objectives***

1.

2.

3.

***Career/Business-related Objectives***

1.

2.

3.

## Step Two

### *Who Are Your Stakeholder Groups?*

Identify groups of people who can have an influence on your success. Now is the time to broaden your thinking. Many approaches will only ask you to consider directly relevant parties. But people across the board can influence the success of a project.

Possible stakeholder groups might be in your own organisation, within competitors, across your industry, among suppliers and consultants to the people you want to impact and beyond.

Think of everyone who has a say and ask yourself what stakeholder group they might belong to.

***Please note:*** *An individual is not a group! Challenge yourself and ask who else is in a similar position to them and might also have a say.* This is where you can identify people you hadn't previously thought of.

**Instructions:** Which stakeholder groups might be in a position to impact the success of the objectives you have just outlined?

	<b>Objective</b>	<b>Stakeholder Groups</b>
<i>Role Objective 1</i>		<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>
<i>Role Objective 2</i>		<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>
<i>Role Objective 3</i>		<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>
<i>Career/Business Objective 1</i>		<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>
<i>Career/Business Objective 2</i>		<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>
<i>Career/Business Objective 3</i>		<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>



## Step Three

### *How Can They Help You?*

*Generally speaking, your network can help you to achieve your objective in four ways:*

**IMPLEMENT** It's natural to try to win over the key decision-makers but don't forget the people who put your ideas into action. If they are not onboard, then your chances of success are substantially lower.

**INFLUENCE** To whom are they talking and what message can they share that might sway key decision makers? You can't be in the room every time your ideas or proposals are discussed, so who is fighting in your corner when you're not there?

**INTRODUCE** You won't know everyone who can support your ideas and move them forward, so who can open those doors for you? People are more likely to take you and your proposals seriously if someone they trust makes the introduction.

**SOURCES OF INFORMATION, INSIGHT & IDEAS** You need to know what people are thinking, what challenges they are facing and what their priorities are. If you don't, it's much harder to ensure that your ideas will resonate with them.



## ***How Can They Help You?***

### ***Implementers***

Who do you know who are Implementers?

---

What decision(s) do you need them to make?

---

Who decides / who implements?

---

How well do they know you or your reputation?

---

What is most important to them?

---

How much impact will each individual have on a positive outcome for you?

---

Who could be a negative influence or block your success?

---

## ***How Can They Help You?***

### ***Influencers***

Who do you know who are Influencers?

---

Who can they influence for you?

---

What will resonate for them and how does the outcome impact them?

---

How influential are they?

---

How much impact will each individual have on a positive outcome for you?

---

Who could be a negative influence or block your success?

---



## ***How Can They Help You?***

### ***Introducers***

Who do you know who are Introducers?

---

Who do you need to meet?

---

Who could introduce you to them? (*Introducers*)

---

How much/why would they want to introduce you?

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## ***How Can They Help You?*** ***Information, Insight & Ideas***

Who do you know who are sources of information, insight & ideas?

---

What do you need to know?

---

Who could help you? (*Sources*)

---

Why would they want to help you?

---

What information can you share with them?

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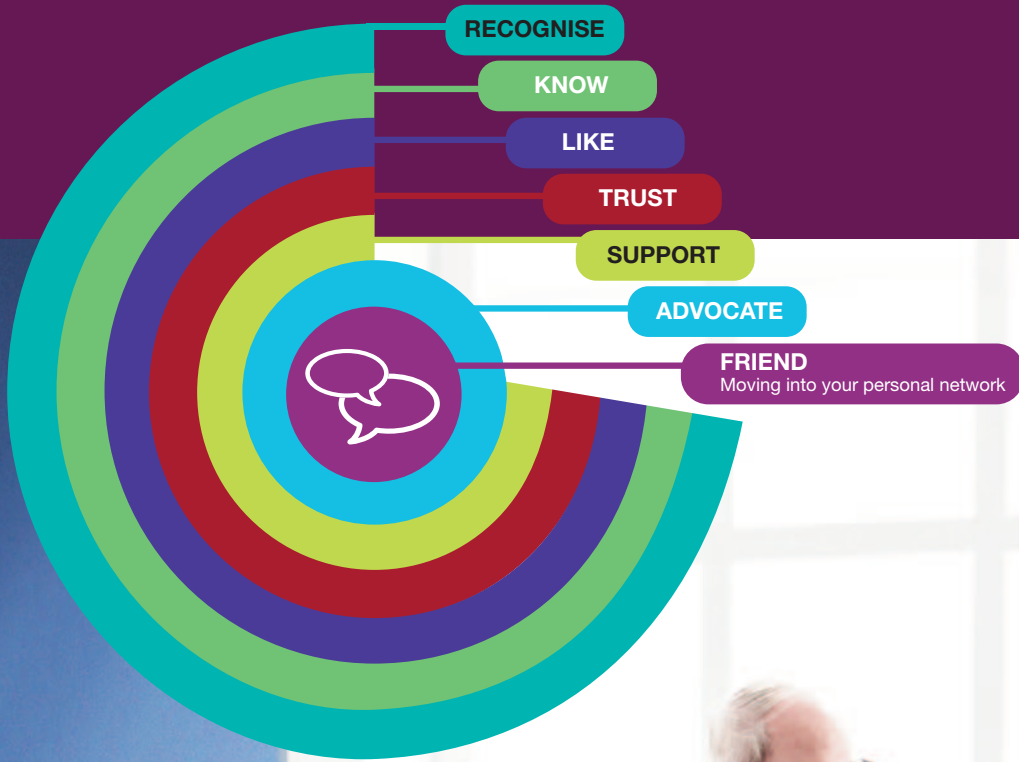
## What is Your Next Step?

Populate the table below with the names of the people you identified in the previous exercises.

Are they an **Implementer**, **Influencer**, **Introducer** or **Source of information, ideas or insight**? Individuals may appear across different stakeholder groups or categories.

### Objective:

Stakeholder Group	<i>Implementer</i>	<i>Influencer</i>	<i>Introducer</i>	<i>Information, Ideas &amp; Insight</i>



## *Seven Stages of Professional Relationships*

Once you know who you need on board to help you towards your goals and how they can help you, you then need to step back and understand whether they would want to and just how much.

Take people on a journey into the heart of your network. Build the relationship from where they just **recognise** you to **knowing, liking** and **trusting** you. You might not find rapport naturally with everyone you meet, sometimes you'll be looking to establish mutual respect rather than a relationship based on liking each other.

The sweet spot is levels 5 and 6 – Supporters and Advocates. A **Supporter** is someone who, if you picked up the phone and asked, would be happy to help you. With an **Advocate**, you don't even need to ask. If they see an opportunity to help you, they will recognise it and take action.

In some cases, professional relationships become **Friendships** but that's not our goal here. It's just a nice bonus if it's appropriate.

## ***Nurturing Professional Relationships***

### **How do you deepen your relationships with key contacts?**

Here are some simple tips:

#### **1. 24-7-30\***

Follow up 24 hours after first meeting someone, again after a week (*send a personalised LinkedIn connection request*) and again after a month (*a face-to-face meeting or virtual coffee would be ideal*). Aim for three meaningful two-way interactions to cement the connection.

#### **2. Be consistent and frequent in your interactions**

Don't think that you can connect once and the job is done, or that a meal together will lead to a lifelong relationship. Keep in touch, in sight and in mind so that all interactions feel natural and seamless.

#### **3. Reach out without agenda**

Make the majority of your outreach about the other person, not about yourself. Asking for something should be the exception, not the rule.

People are interested in those who are interested in them.

Say 'you' and 'we' more than you say 'I' or 'me'.

\* Credit:Scanlon/Misner



#### 4. Stop Counting

Help others if you can without looking for what you can get in return. Not as a box-ticking exercise but because you genuinely can help them and feel comfortable doing so. You may end up helping one person in your network but getting support from another direction.

#### 5. Play Where they Play

If you want to build consistent and frequent communication with someone who is active on LinkedIn or Twitter, engage with them on LinkedIn or Twitter. It doesn't matter whether it's your network of choice, they are presenting you with an opportunity to engage, take it. But do so thoughtfully, don't become a stalker by simply liking everything they post!



## Step Four

### *How Strong Is Your Relationship?*

Where on the Seven Stages of Relationships does each person in each stakeholder group sit? Put the corresponding names in the fields below of everyone you have identified so far based on how you would currently measure your relationship with them.

<b>DON'T KNOW:</b>	
<b>RECOGNISE:</b>	
<b>KNOW:</b>	
<b>LIKE:</b>	
<b>TRUST:</b>	
<b>SUPPORT:</b>	
<b>KNOW:</b>	
<b>ADVOCATE:</b>	
<b>FRIEND:</b>	

What can you do to deepen key relationships?



# THE RELATIONSHIP MATRIX™

## Strength of Relationship

		7 Friend	6 Advocate	5 Support	4 Trust	3 Like	2 Know	1 Recognise	0 Don't Know
<b>Stakeholder Group</b>	<b>Stakeholder Group 1</b> EO/CFO Team								
	<b>Stakeholder Group 2</b> Other client stakeholders								
	<b>Stakeholder Group 3</b> Colleagues								
	<b>Stakeholder Group 4</b> Intermediaries								



# Step Five

## *What is Your Next Step?*

**Instructions:** Once you have completed your Relationship Matrix you should be able to answer the following questions to help you understand the relationships you need to develop:

Who do I have a strong relationship with, would be in a position to help me but hasn't done so yet?

*(High relationship/Highlighted as a key Influencer/Introducer/Implementer or Source of Information, Insights or Ideas)*


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What do I need to ask those people to get the help I need?

Who is in a position to help me but my relationship is not yet strong enough?

---

What do I need to do to develop our relationship further?



Who is in a position to help me but I don't yet know?

---

Who could introduce me to them?

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Why would they want to meet me?

## Further Resources

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**‘Connected Leadership’** the book  
available now in paperback and Kindle.

**‘The Connected Leadership Podcast’**  
is available on iTunes and all podcast channels.  
[podfollow.com/connectedleadership](https://podfollow.com/connectedleadership)

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