



Advocacy

Leveraging your networks to advocate for
your sponsee's next career move

Welcome

In our final virtual workshop, we're focusing on the last step in the sponsorship ladder - the role of the advocate.

Many of you have sponsees who have recently been promoted and so we're going to explore what steps you might take over the coming 6-18 months to continue to support their next career move.

Advocating for your sponsee's promotion potential requires you to leverage your internal and external networks. That's why we're navigating advocacy through a networking lens, using the strategic networking framework your sponsees are working with in their final virtual session.

Developed by academics Herminia Ibarra and Mark Lee Hunter, this model maps

out the role of operational, personal and strategic networks to influence your leadership impact. I've adapted it slightly to orient your thinking towards advocating for your sponsees' career potential.

Referring to page 8 and 9, please spend some time reflecting on how you can use your network to advocate for your sponsee's next career move so we can be inspired by each other's ideas and position ourselves for action.



Yolanda Beattie
Director

3 forms of networking

	Operational	Personal	Strategic
Purpose	Advocate for sponsee's internal career moves.	Referrals for sponsee's professional development goals.	External stakeholder support for sponsee's impact on strategic imperatives and their future career goals.
Location and temporal orientation	Internal and current	External and current	External and future
Players and recruitment	Non-discretionary, clear / obvious	Discretionary; relevance not always clear	Informed by sponsee's imperatives, discretionary members; relevance not always clear.
Network attributes and key behaviours	<i>Depth</i> : leveraging your deep working relationships.	<i>Breadth</i> : reaching out to contacts who can support.	<i>Leverage</i> : creating inside-outside links to advocate for their career potential.

Source: How Leaders Create and Use Networks by Herminia Ibarra and Mark Lee Hunter, adapted by Yo&Co

Check-in

Sponsor conversations and your career strategy

- What is your sponsee's ideal next career move? This might be:
 - expanding or reshaping their role
 - elevating their impact for a move well into the future
 - moving up a level
 - changing roles or functional areas.

Noting that many sponsees have recently been promoted so I have encouraged them to think short and medium term.

- How can you support their next career move now, and over the next 18 months?

Strategic networking reflections

- What insights did you gain from your strategic network reflections?
- How can you leverage your networks to support their career strategy?

Building a strategic network

	Operational	Personal	Strategic
Purpose	Advocate for sponsee's internal career moves including removing barriers and securing support for ways they can elevate their functional impact.	Making referrals to your personal contacts that enhance your sponsee's professional development opportunities.	Increasing sponsee's impact on the organisation's strategic agenda, including by leveraging external stakeholder support.
Location and temporal orientation	Contacts are mostly internal and oriented toward current opportunities.	Contacts are mostly external and oriented toward current interests and future potential interests.	Contacts are internal and external and oriented toward the future.
Players and recruitment	Key contacts are relatively nondiscretionary; they are prescribed mostly by the task and organisational structure, so it's very clear who is relevant.	Key contacts are mostly discretionary; It's not always clear who is relevant.	Key contacts follow from the strategic context and the organisational environment, but specific membership is discretionary; it is not always clear who's relevant.
Network attributes and key behaviours	<i>Depth</i> : accessing your strong working relationships.	<i>Breadth</i> : reaching out to contacts who can support.	<i>Leverage</i> : creating inside-outside links to advocate for their career potential.

Reflections

Referring to the framework above, reflect on how you can advocate for your sponsee's next career move by leveraging your network. The questions below provide some thought starters but feel free to think beyond this guide.

	Operational	Personal	Strategic
Thought starters	Who do I need to influence internally in support of my sponsee's career strategy?	Who do I know outside my organisation who can support my sponsee's career strategy? What can I share in return?	How can my sponsee's career goals support my organisation's strategic imperatives? How can I leverage my external networks to reinforce my sponsee's strategic impact? What can I share in return? How might we create mutual influence?
Your reflections			
What barriers might I have to address? How will I address them? Think mindset, identity, knowledge, skill and behaviour...			

Your commitments

What commitments can you make to advocate for your sponsee's next career move by leveraging your network? When will you act?

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