

How to Get Noticed by Key Stakeholders

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Creator: [daphne-jones](#)

Dialogue

Title: How to Get Noticed

There's a chapter in this your titled: Learn All You Can From Everyone You Can.

African Proverb:

If you want to go fast, go alone; but if you want to go far, go together.

You point out:

Stakeholders are crucial for your success.

What's so crucial?

You are a product.

You were moving into a new role at Johnson & Johnson and you another executive was departing J&J. She had some advice for you...

That made me think, who did I have in my corner? After this experience...I thought about my stakeholders, and as I counted them in my mind—both inside and outside J&J—I realized that some stakeholders I was thinking about would have an interest in me and others would care less. Not all stakeholders who were in my circle would be in my corner.

You highlight a model from Harvey Coleman on how to both frame and grow your relationships, handle organizational politics, and build your brand.

Three elements:

Performance: doing your job well.

Image: your brand -- how people describe you.

Exposure: who you know and who knows you.

Performance is table stakes, but Exposure is the lifeline that keeps you floating and rising.

Caution, especially for women of color: you can be overexposed.

Stakeholder map:

Name, role, current relationship, influence, and interest.

Once you've done that, assess and prioritize.

Different roles: sponsors, mentors, coaches, role models

No matter how you find your mentor or he/she finds you, it's very important that whenever your mentor suggests you do something, do it. No one wants to advise someone who will not listen and not follow through. That is an easy way to never get on their calendar again. Even if you had to alter their suggestion to fit your situation, that's ok. They want to know you are a good protégé.

What have you changed your mind on?

References