



Who's Who in an Organization

Refer to this cheat sheet when you want to connect with those in your organization and hone in on the best value you can gain, before approaching them. There are many people out there that you may not realize you already have a connection with. Leverage this worksheet to find out where to find them!

This is a cheat sheet which outlines three key roles in any organization which can help you advance in your career, through the power of many. Usually, you don't find all three in one person, however if you have an eye for "who's who" at your organization even "who's who" in other companies externally, this should get you thinking about areas you can directly ask their help in. Think about those you know now, those you have known, those you can meet – on or offline.

Immediately after reading this cheat sheet, please write down whoever comes to mind who fits one of these three roles and whom you will contact this week.

A Connection (easiest to find)	A Mentor	A Sponsor
-Will tell you of an opening in another company, department etc.; knows of unpublished opportunities.	-Can educate you on areas of the business.	-Paints a big picture strategy for the firm. Discusses areas of risk, competitors.
-Passes on invites to upcoming events you should attend.	-Offers their advice on how they would handle your problem.	-Gives insight into the type of people they look for to grow the company.
-Introduces or refers you on to someone that can potentially open a door.	-Assesses your strengths and areas you should work on.	-Can talk about how things get done in the company. i.e. "the system".

As an example, let's take a sponsor who holds a high position in a company. If you wanted to learn what kind of people they like to hire you can ask something like:

"I'd really love to hear your thoughts on the kind of culture and people you look for."

Now, these are just my words; you will have your own way of approaching this question. Asking their opinion or a compelling question makes you memorable. Now if you ran into him or her again in the hallway or on an elevator, do you think they'll remember you? Absolutely. This then opens up another opportunity to ask something else when you run into them again, maybe:

- a meet for coffee.
- five minutes of their time in a month from now.
- consent to drop them a line in e-mail asking for an introduction to someone.

- an invitation to an upcoming event you learned of.

This keeps you top of mind and creates meaningful connections. You're not in anyone's face. You're slowly navigating towards what you need to advance your career, keeping your needs up front. Is this sticking your neck out a little more than the norm? Yes, but when you think about how you had nothing to lose before you took action compared to all the possibilities once you do, you start to see things a bit differently.

You're not going anywhere lying under the radar.

These are subtle ways to get you out there in a bigger way. Often sponsors are reachable at company events, speaker panels and even online.

Where to hunt for a mentor

The truth is, they're not that hard to find once you open yourself up to it. Most people would love to be asked for their advice to support someone else.

Tip: Let them know the time commitment. It can be one e-mail / private message you send every few months or every year - just a check-in to be able to seek their guidance, not a full-time thing which will take more of their time. The reality is, people love to share their experience and advice. However, time constraints may limit that, so be up front about how much of their time you are really asking.

Externally

- Retirees: former executives, former directors, even professors.
- Family of friends. Always keep an ear out for someone with a business expertise.
- Women who lead events, meetups or groups.
- Personal growth meetups.

Internally

- Note: mentors are not always your direct manager. It could be someone else.
- Someone you are impressed with at the company.
- Someone you can job shadow.

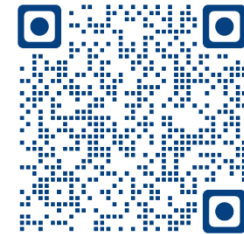
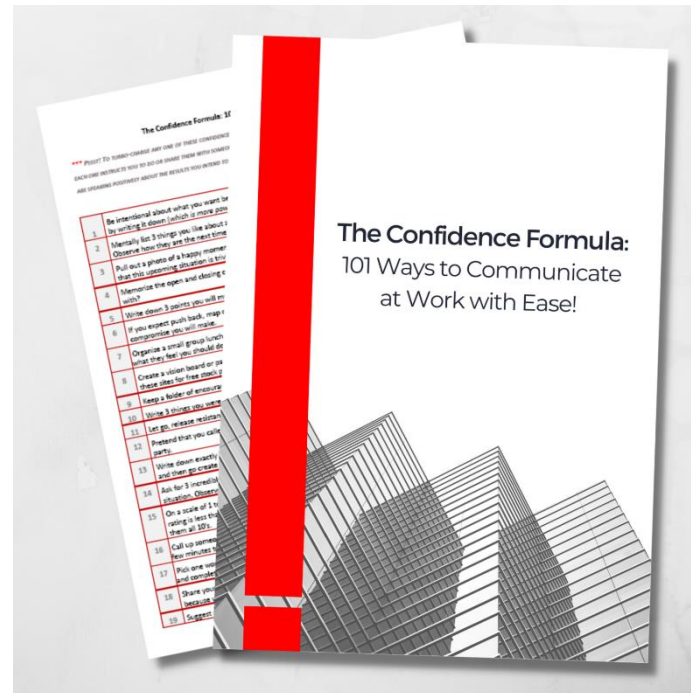
Virtually:

LinkedIn Discussions. To give you an idea of the power of online discussions and the feedback you can get from strangers (who are safe to tap into), I once posted a topic on LinkedIn called “Getting to the Point.” This was a discussion I started on whether professionals know how to talk to managers and “get to the point” enough? It took off like wildfire, with lots of people chiming in on their personal opinions. This could easily be a discussion that you started on whatever topic you choose! This is a perfect example of how conversations start online naturally.

- Attending webinars.
- Attending tele-seminars. They are often recorded for a later more convenient time.
- Private Groups you can join.
- LinkedIn Events. You can view every person who also attended.
- Forums and reading people’s opinions are all considered indirect mentoring with styles you can ‘pick up’.

For more communication strategies that will help you remain intentional, concise and confident, download your FREE REPORT: [**The Confidence Formula: 101 Ways To Communicate Your Value at Work.**](#)

[**CLICK HERE to download report**](#)





MARISA SANTORO, a former Wall Street IT executive and the founder of the career learning platform In Our Shoes (www.InRShoes.com), is a keynote speaker, career coach, corporate leadership trainer, diversity and inclusion consultant, and author of [Own Your Authority](#) (McGraw Hill).

Her expertise in leadership and professional development, as well as effective business communication, has been brought in to support business leaders across clients in diverse industries such as Merck, American Express, UBS, Anheuser-Busch, Allianz Global Investors, Sony Music, S&P Global, Royal Bank of Canada (RBC), New York Council of Nonprofits, Women in Tech International (WITI), Aetna Healthcare, New York University (NYU), NYU Langone Medical Center, New York and New Jersey city governments and many more.

She is a TEDx speaker, and honoree of the Woman of Influence award from New York Business Journal and BizWomen.com for her years of mentoring and coaching midcareer leaders, executives, healthcare professionals, and sales leaders to achieve higher levels of influence.

She also writes a [career column for American City Business Journals](#), covering their how-to career and business strategy sections, with articles published across 44 cities in the United States. Her [TED talk, "Speaking Without Apology,"](#) guides on how to detach from language that feeds into the "Sorry Syndrome" and make subtle tweaks in your speech to springboard you from diluting your value to spotlighting your assets immediately.

She guides professionals how to reclaim their confidence, tap into their instincts and embrace their inner dialogue using proven tactical tools, and strategies in proven step-by-step career leadership programs coaching on ways to authentically build trust as leaders and advance in their careers.

She delivers seminars, workshops, webinars, coaching, microlearning "just in time" modules, and self-paced multimedia courses to fit your organization's training needs. Her work has been integrated to launch Women's Leadership Initiatives, Leadership Academies, Diversity and Inclusion Initiatives, New Hire Programs and used in learning and development programs across government agencies, nonprofits, and organizations in the financial services, health care, real estate, education, and wine sectors.

Prior to any coaching or training program, she delivers a pre-assessment clarity questionnaire to every participant in order to assess where they are struggling in their career, what the pain points are and where they would like to be in their career, in 3, 6, 12 months' time – their breakthrough career goals.

In the world of leadership development, there's no shortage of advice on what to do to drive career success—but very little is said about who to be and listening to your intuition. While leadership skills are important, self-trust is the foundation that great leadership is built upon—and developing it is a deeply personal process. In [Own Your Authority](#), career leadership expert Marisa Santoro provides the knowledge, tools, and insights you need to understand and embrace your authentic personality and trust your intuition.

“This is the heart of increasing confidence in any area,” she writes, “taking on risk in small increments, stepping into new territory, facing fears, learning, failing, growing, and circling back to take on more risk that will stretch but not freeze you.”

Great leaders communicate clearly, speak up when it matters most, and thrive on taking on measured risks. Through self-awareness, they embrace acts of discomfort every day—all in the name of learning, growing, and achieving higher levels of influence and leadership.

And it all comes with self-trust and confidence.

