

Renowned organizational behavior expert Marissa King delivers actionable advice on work-life balance and personal relationships in *SOCIAL CHEMISTRY: Decoding the Patterns of Human Connection*.

## WHAT KIND OF SOCIAL NETWORK DO YOU HAVE?

**Expansionists** have extraordinarily large networks, are well-known, and have an uncanny ability to work a room. Their generosity and social competence make them inspiring in both social and professional settings.

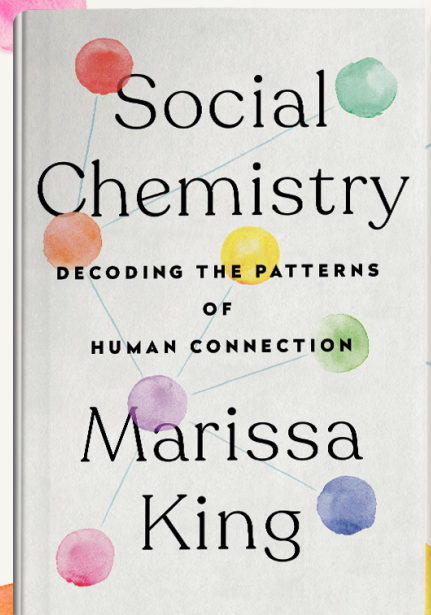
**Brokers** generate value by bringing together typically disconnected parties from different social worlds. Their networks have huge information benefits and are highly innovative. They are also highly adaptive and tend to have a better work-life balance.

**Conveners** build dense networks in which their friends are also friends. This type of network has outsized trust and reputational benefits. Conveners also make great listeners!

**Take the survey to identify your network style:**  
[assessyournetwork.com](http://assessyournetwork.com)

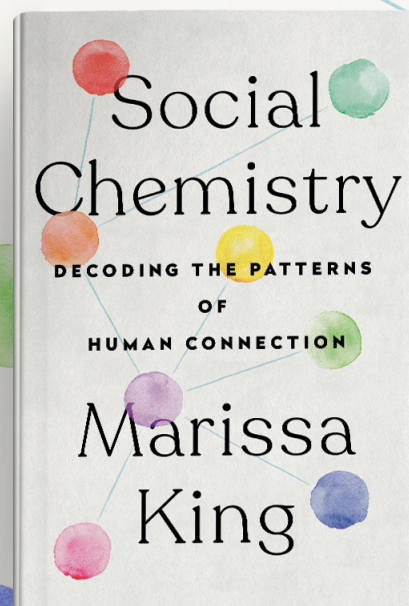
## SURPRISING FACTS FROM *SOCIAL CHEMISTRY*

- Extraversion has very little effect on what someone's network looks like. Calling readers of Susan Cain!
- Kids who are non-domineering listeners almost always grow into likable, popular adults—who are prone to forget the importance of generosity and become unlikeable.
- Average Americans have two confidants and 80% of phone calls people make are to the same four friends.
- If you know at least one Adam, one Alan, one Rachel, and one Emily, the size of your acquaintance network hovers around 1,080.
- Most people have the largest network at age twenty-five. By forty, networks dwindle, and by sixty-five they contain less than ten frequent contacts.
- Technology and social media hasn't changed the average size of offline social groups.



## HOW DO I IMPROVE MY NETWORK?

- At an event, look for small clusters of odd-numbered groups. You've just found your conversation partner!
- If you want to build stronger ties, try taking on someone else's perspective. Doing so promotes interpersonal understanding, compassionate behavior, and empathy. It can also teach you more about yourself!
- Don't undervalue old contacts. They can provide valuable insight because they have novel perspectives and are less likely to be in your echo chamber.
- It's all about listening. Giving your full attention to people in your network can improve trust, comfort level, and even your own leadership skills!
- When putting a work team (or even a group of friends) together, focus more on how the members interact, structure themselves, and view their own contributions instead of who they are.
- Don't write off your acquaintances. Without weak ties or professional relationships, the wonder and awe that comes with connection across cultures wouldn't exist.
- Think about your life stage. Networks are fluid and you can adjust your behavior to transform your network structure to meet your emotional needs and work demands.



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**MARISSA KING** is professor of Organizational Behavior at the Yale School of Management, where she developed and teaches a popular course entitled Managing Strategic Networks. Over the past fifteen years, King has studied how people's social networks evolve, what they look like, and why that's significant. Her most recent line of research analyzes the individual and group-level behaviors that are necessary for large-scale organizational change. Known to use wearable sensors to enhance traditional social science data, King's research has been featured in outlets such as *The New York Times*, *The Wall Street Journal*, *The Washington Post*, *USA Today*, *U.S. News & World Report*, *Bloomberg Businessweek*, *The Atlantic*, and on *National Public Radio*.

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