
Conducting an Organizational Network Analysis

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❖ Identify a strategically important group

Assess meaningful and actionable relationships

Constructing and administering the survey

Visual analysis of organizational networks

Quantitative analysis of organizational networks

Create meaningful intervention plans

Assess progress and outcomes

Successful ONAs (w/current technology) Share Common Parameters

- Group size between 25-300
 - Beneath 25 you often find you are telling people what they already have intuited.
 - Above 300 is time consuming on the first bounded network question...especially for people that know many others.
- Groups that span boundaries make it possible to locate hidden fragmentation points undermining group effectiveness
 - Functional, hierarchical and organizational lines.
 - Physical distance and cultural differences.
- Groups where strong sponsorship can be readily attained are preferable as this facilitates the response rate as well as actions that can be taken from the findings.

Groups Where ONA Commonly Applied

Improving effectiveness of functions or business units.

- ONA can help leaders assess the extent to which collaborations throughout their unit are: 1) aligned with strategic objectives and 2) generating measurable business value.

Promoting lateral coordination throughout an organization.

- ONA can help identify opportunities in networks that span functional, geographic or process steps.

Driving innovation in new product development, R&D or market facing functions.

- ONA can isolate how and where distribution and leveraging of expertise in a network will either support or impede innovation efforts.

Facilitating large-scale change or merger integration.

- ONA pre-change can identify key players to work through and retain. During change can inform key interventions. Post change can ensure appropriate integration.

Supporting Communities of Practice.

- ONA can help to rapidly form and improve effectiveness of communities by working through the network to more efficiently intervene.

Forming strategic partnerships or assessing client connectivity.

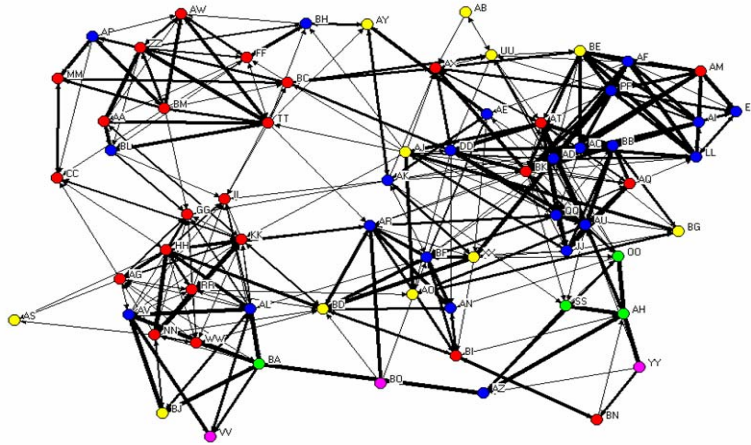
- ONA can illuminate the effectiveness of external ties to strategic partners or client in terms of information flow, knowledge transfer, and decision-making.

Talent management and leadership development.

- ONA can help improve leadership effectiveness and replicate high performance throughout an organization.
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Effective Alignment and Value Creation

Time invested between people in \$per year



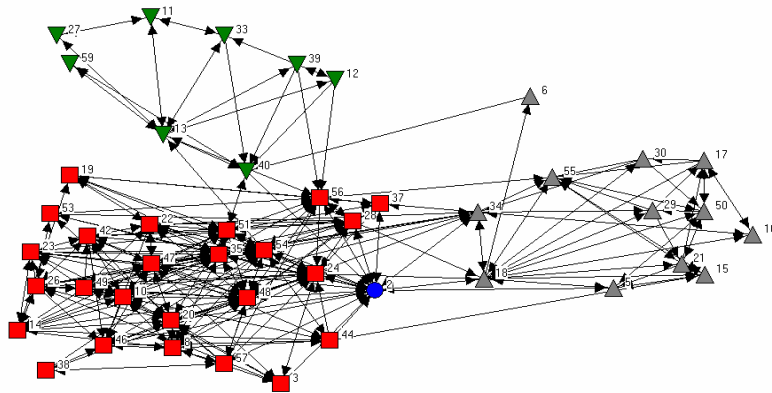
- Assessing direct costs and costs of mis-Alignment.
 - Assess estimates of time spent in interaction.
 - For direct costs, allocate a loaded compensation figure and relevant fixed costs to relationships within the network.
 - For costs of mis-alignment, subtract ideal from existing patterns and apply cost estimates.

- Value creation & cost distribution.

- Ask questions such as: For you to most effectively perform your work, please indicate people you would increase, decrease or maintain current time investments in.



Innovation and Revenue Growth

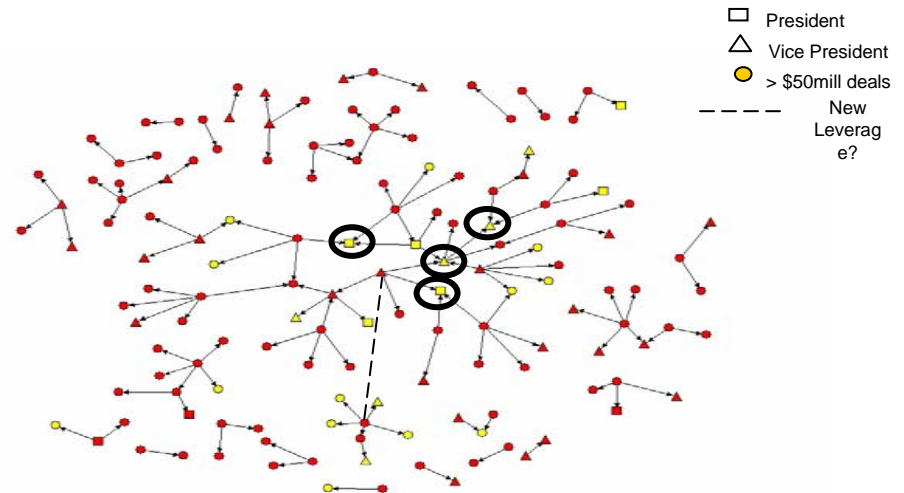


- Promoting innovation and top line revenue growth through networks.
 - Innovation biases: 1) Fragmentation; 2) Domination/Marginalization; 3) External Leverage.
 - Five practices to drive innovation.

- Assessing client-related networks.
 - Assessing: 1) key client contact points and velocity; 2) cross-selling opportunities and 3) sales networks (group and individual productivity).
 - Drive client retention and revenue creation through group and personal networks.

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Sales Force/Client Connectivity



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