

Small Shifts, Big Impact

Network Analytics and Practices
to Drive Organizational
Performance and Innovation.

Rob Cross

A respected thought leader
defining the future of work
in a hyper-connected world



Contact Rob Cross

Contact Rob at
rcross@babson.edu to discuss
consulting, network analysis and
customized tools and workshops.

www.robcross.org

Network science can transform the way you drive innovation, streamline processes, create agility and engage talent.

Rob and his extended network of experts work directly with you to:

1. Apply network analytics to identify strategic opportunities for improvement and
2. Deploy customized and research-based practices to achieve your goals.

Using a flexible suite of analytics that inform critical decision processes, Rob and his team can help you drive organizational change and agility, promote rapid innovation or get the most out of your talent.



Powerful Applications of Network Science

When organizational leaders realize they have access to a hidden set of data, measure the costs of inefficient collaboration and see possible solutions, they can make data-based choices.

Companies can put organizational network analysis (ONA) into action to address critical challenges, including:

- **Driving organizational change and agility.** ONA can identify silos across functions and locations, awareness of expertise, and people most and least connected—key factors in driving change and the ability to be responsive to internal and external customers. [*Read case study of a global restructuring of the IT function in one of the world's largest engineering and construction companies.*](#)
- **Promoting rapid innovation.** ONA can assess information flow, new idea generation, problem solving and decision-making interactions. With this data, organizations can prompt emergent innovation by removing silos, combining expertise and accelerating decision making. [*Read case study of innovation and reduced product development cycle time in a Fortune 500 pharmaceutical company.*](#)
- **Driving revenue growth.** ONA can map information flow and collaboration tied to business development and sales, marketing and other efforts related to revenue production. Results illuminate points in the network where improved collaboration would produce better client solutions or new revenue opportunities. [*Read case study of a consulting and technology company continuing to grow in a difficult business environment.*](#)
- **Improving performance through collaboration.** ONA can assess the depth and intensity of collaboration and so help leaders reduce collaborative overload on central people in the network, integrate expertise on the edge of the network, break down silos and leverage top talent. [*Read case study of strategic collaboration and talent integration at one of the world's largest electronic manufacturers.*](#)
- **Speeding merger integration.** ONA can assess connectivity between “legacy” and “new” groups, identify opinion leaders, and map beliefs, goals and priorities. Findings allow for tailored, targeted interventions to reduce flight risks and more rapidly integrate groups and organizations. [*Read case study of a global consumer products company that overcame challenges of multiple mergers.*](#)

What future-focused leaders say about Rob

“Rob has a unique ability to be both a credible subject-matter expert as well as a relatable human—and this isn’t always a balance that’s easy to strike! Ford began partnering with Rob several years ago, when our CEO and leadership team wanted to learn more about Collaborative Overload and working effectively within a global network. He instantly connected with our leaders and earned credibility with our HR team.”

Julie Lodge-Jarrett, Former Chief Talent Officer, **Ford Motor Company**
Currently with Dick’s Sporting Goods

“Rob’s 20-plus years of academically rigorous research makes him the unmatched leader in understanding the personal and organizational strategies required to succeed in the emerging Connected Economy. Over my career, I have seen his presentation style and counterintuitive insights mesmerize and energize the most executive C-suite teams.”

Greg Pryor, Senior Vice President, **Workday**

“Rob is a true pioneer in taking organizational network analysis and in seeing its possibilities for leadership, innovation and talent management. His work on Collaborative Overload has been very helpful to us as we have sought to help leaders navigate the increasingly hyper-connected, always-on world of work. His commitment to us over the years as a thought partner and practitioner has been invaluable.”

Kevin Engholm, Managing Director, ICG Learning and Development, **Citigroup**

“Rob’s range and ability to connect with a broad global audience is world-class – he has presented for us several times in venues ranging from top leadership forums to virtually delivered programs to global audiences as well as more focused leadership development programs and functional workshops. Rob is a thought leader who is masterful at finding the critical insights to enhance collaboration – he is even better at providing leaders with actionable steps to quickly adjust their behavior and approach to energize their teams and drive results.”

Mike Benson, VP, Talent & Organization Capabilities, **General Mills**

“Rob’s work has ushered in a whole new management science domain to help organizations better understand critical business issues and drive bottom-line impact through the lens of social capital evaluation. He has the rare ability of being able to conduct complex studies and then express his findings in a crisp, compelling and practical manner. His research has significantly influenced my personal views of how to position talent for optimal success.”

Michael Arena, VP of Talent and Development, **Amazon Web Services**

“Rob is simply fantastic! I was honored he accepted my invitation to speak at the People Analytics & Future of Work Conference—colleagues around the country had long provided rave reviews of both his work and presentation style. Once on stage, I immediately knew what they were talking about. Rob’s content was immensely relevant, innovative and hopeful. He engaged the audience with positive energy and ideas that kept them glued to his words and content and, in turn, resulted in an uncommonly active, and fun, Q&A session ... #RobisAwesome.”

Al Adamson, Founder and CEO, **People Analytics & Future of Work**

“We have for many years worked with academics and “thought leaders” and have often been disappointed. Working with people and organisations is difficult, complex work and simplistic solutions based on unsubstantiated opinions deliver little. Rob’s work is research-based with data-driven analysis and evidence. His message, delivered with clarity and conviction, provides clear signposts to achieve sustained performance improvement. He’s also easy and fun to work with.”

Mike Haffenden, Director, **Corporate Research Forum**

“Cigna’s emphasis on organizational and personal leadership networks has resulted in improved business operations, leadership pipeline development and talent effectiveness. These results have been amplified by the expertise and corporate acumen of Rob Cross, an essential element of our work in this space. Whether working with new Cigna leaders or executives working to establish ever-better business and workplace efficiencies, Rob has distinguished himself as a “must have” member of the conversation and team.”

Karen Kocher, Chief Learning Officer, **Cigna**

“I value Rob’s positive energy, collaborative approach and the tremendous value he brings to every engagement. Rob is a dynamic speaker and his style resonates with all levels of leadership. He is also an amazing consultant and is able to rapidly identify practical applications of his proven research to solve our most pressing social capital challenges.”

David Sylvester, Director, New Employee Success, **Amazon Web Services**

About Rob Cross



Short Bio

Rob Cross has studied the underlying network dynamics of effective organizations and the collaborative practices of high performers for more than 20 years. Through research and writing, speaking and consulting, and courses and tools, Rob's network insights are transforming the way people lead, work and live in a hyper-connected world.

He is the Edward A. Madden Professor of Global Leadership, Babson College and co-founder and current research director of the Connected Commons, a consortium of over 100 leading organizations accelerating network research and practice.

Long Bio

For more 20 years, Rob Cross has studied the underlying networks of effective organizations and the collaborative practices of high performers. Working with more than 300 organizations and reaching thousands of leaders from the front line to the C-suite, he has identified specific ways to cultivate vibrant, effective networks at all levels of an organization and any career stage.

Currently the Edward A. Madden Professor of Global Leadership at Babson College in Wellesley, Massachusetts, Rob is also the co-founder and research director of the Connected Commons consortium of over 100 leading organizations accelerating network research and practice.

He has written over 50 articles for *Harvard Business Review*, *Sloan Management Review*, *California Management Review*, *Academy of Management Executive* and *Organizational Dynamics*. His work has also been repeatedly featured in venues such as *Business Week*, *Fortune*, *The Financial Times*, *Time Magazine*, *The New York Times*, *The Wall Street Journal*, *CIO, Inc.* and *Fast Company*.

A graduate of the University of Virginia's McIntire School of Commerce (where he later taught), Rob earned an MBA from UVA's Darden School and completed doctoral work at Boston University. He met his wife Debbie while they were both at Darden, and they have two children, Rachel and Connor.

Rob has become an avid cyclist, logging 100-150 miles a week with a group of similarly crazy old guys. He enjoys playing tennis, fishing and skiing with friends and family and is active in his church. Always willing to try new things, he recently began learning to play the guitar.

Rob's work has been featured in ...



WSJ

Bloomberg
Businessweek

MITSloan
Management Review

Inc.

The
New York
Times

Forbes

FT

INVESTOR'S
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The
Washington
Post

FORTUNE

Clients include ...

3M, AbbVie, Accenture, Allstate, Amazon, Apple, Associated British Foods, Bank of America, BCG, Bill and Melinda Gates Foundation, BioGen, Black Hills Energy, Boeing, Booz Allen Hamilton, Bose, Broad Institute, Canada Pension Plan Investment Board, Choice Hotels, Cigna, Cisco, Citi, the Cleveland Indians, Cornerstone Consulting, Corning, Corporate Research Forum, CRH Building Materials, Cummins, Daimler, Deloitte, Dolby Laboratories, Eisai, Eli Lilly, Ernst and Young, eviCore, the Federal Reserve Bank, Fiserv, Ford, Freddie Mac, GE Digital, Genentech, General Mills, Gilead Sciences, GM, GOJO, Goldman Sachs, Google, Grant Thornton, Groupon, Harvard Law School, Humana, IBM, IKEA, IQVIA, John Deere, Johnson & Johnson, JP Morgan, Kaiser Permanente, KPMG, Lockheed Martin, Mars, Masco Corporation, McKinsey, Memorial Sloan Kettering Cancer Center, Merck, Microsoft, Morgan Stanley, Nike, Novartis, Panera, Parexel, Pfizer, Proctor & Gamble, PWC, Raytheon, RELX, Reuters, S&P, Sutter Health, Takeda Pharmaceutical Company, TE Connectivity, Torani, Western Digital, W.L. Gore, Workday and Zillow.

Practical Advice, Powerful Results



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