

# **Building More Adaptive, Higher Impact Organizations with Organizational Network Analysis**



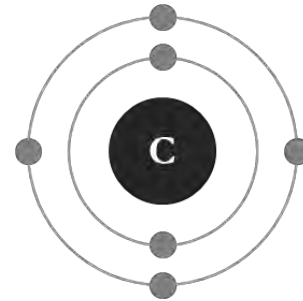
**CONTEMPORARY  
LEADERSHIP  
ADVISORS**

# How can Two Substances made Entirely of the Same Thing be so Different?



**Graphite**

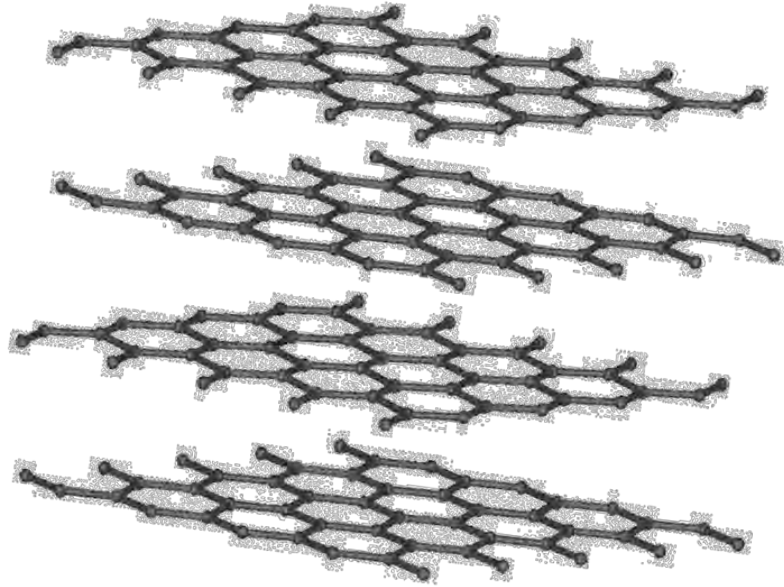
Dull  
Soft  
Opaque



**Diamond**

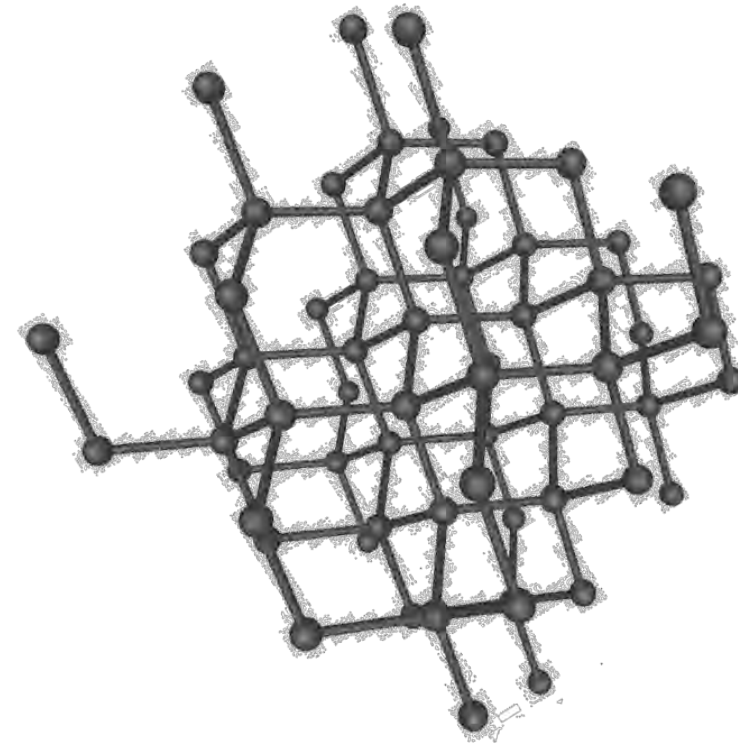
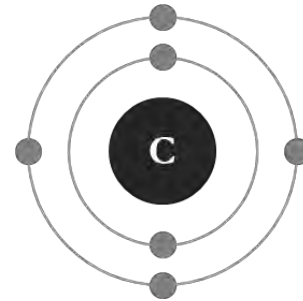
Brilliant  
Hard  
Transparent

# Connections Determine Outcomes



**Graphite**

Dull  
Soft  
Opaque

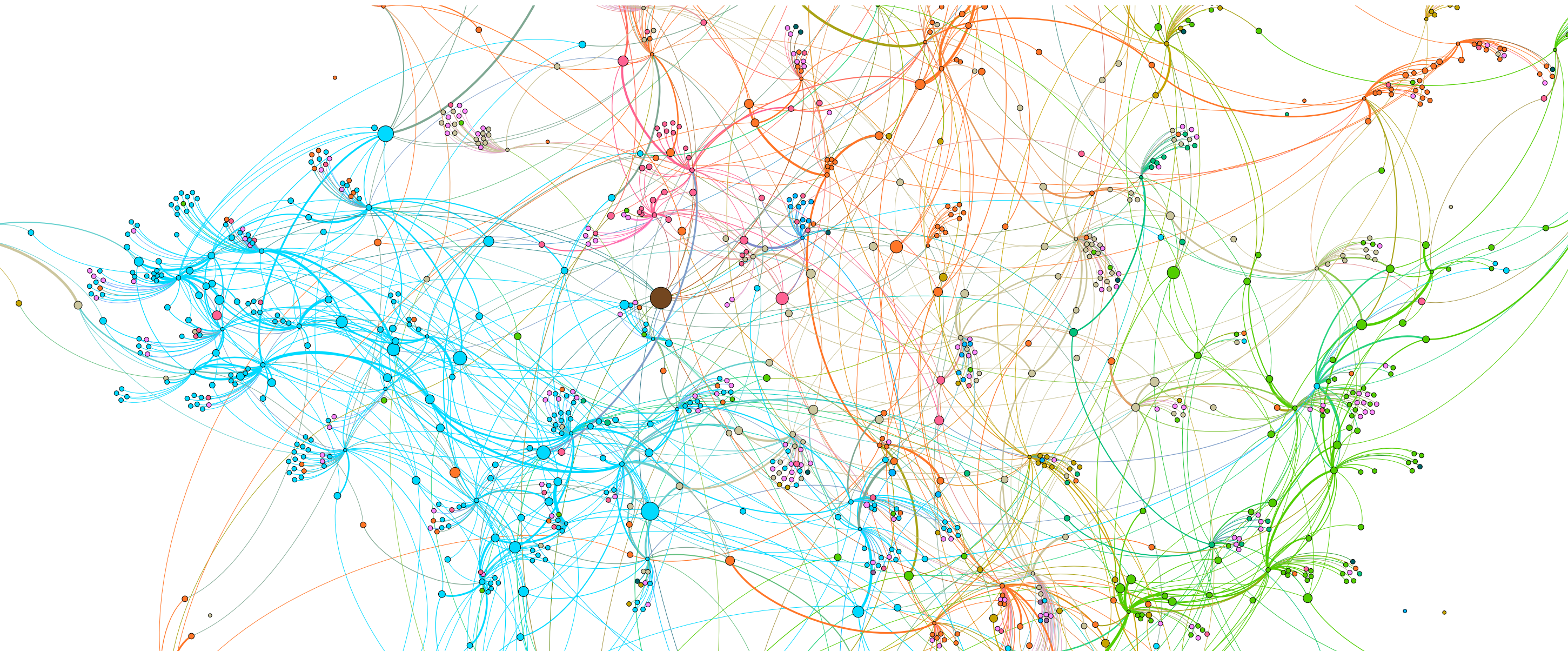


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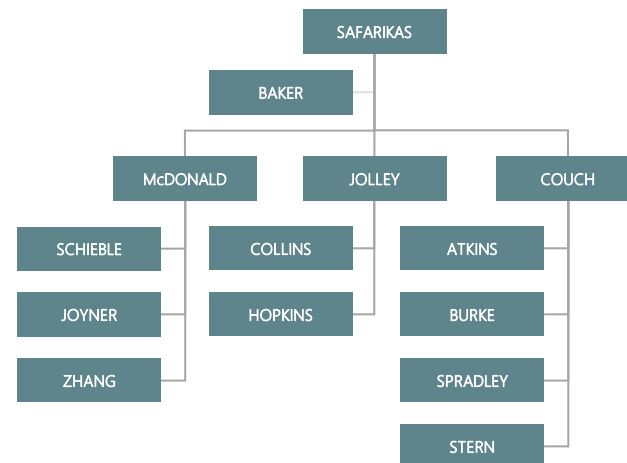
# Organizations are Made of Connections Too



# Formal vs. Informal Networks

## Formal Structure

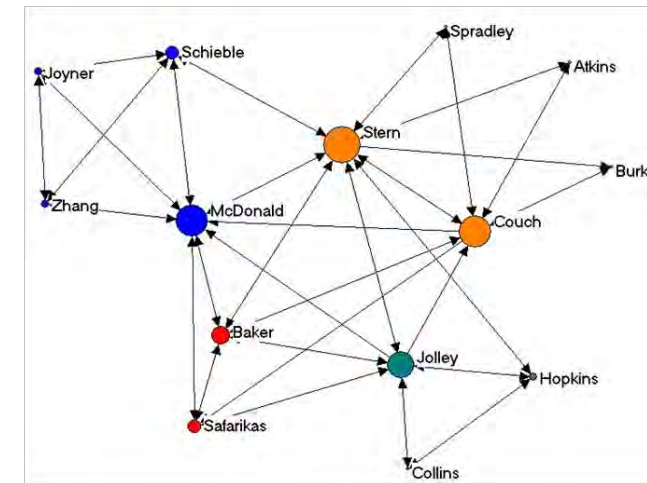
Theory of How Work Gets Done



VS.

## Informal Networks

Real-World Practice of How Work Gets Done

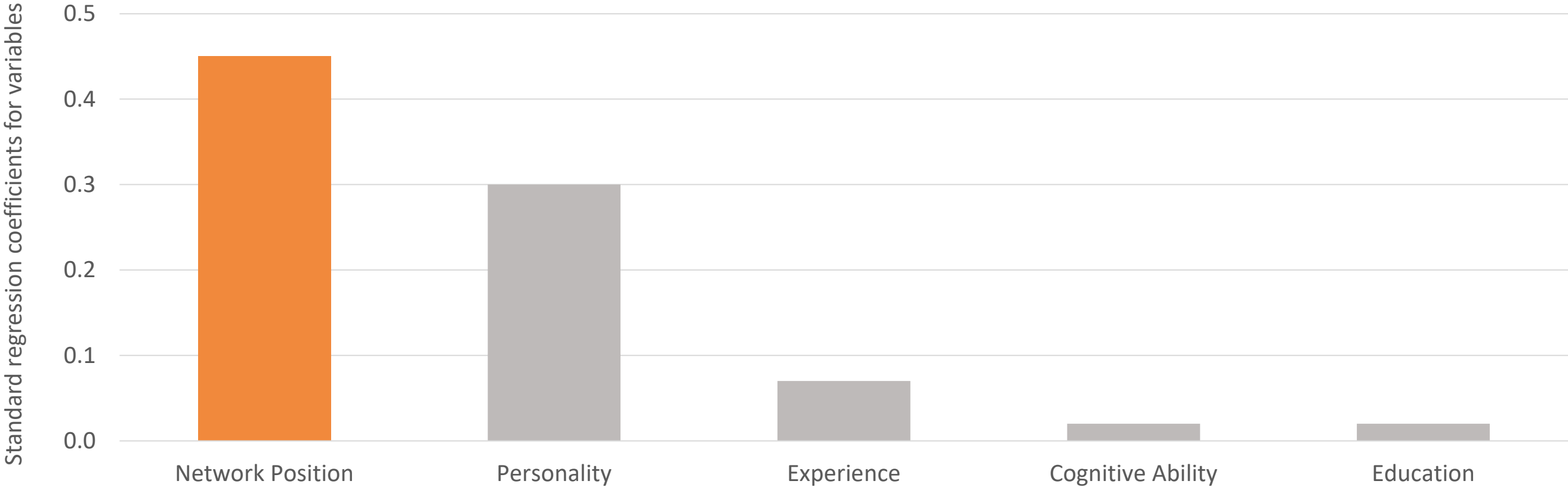


Much of the real work of companies happens despite the formal organization. **Often what needs attention is the informal organization**, the networks that employees form across functions and divisions to accomplish tasks fast.

— Harvard Business Review

# Networks 5x Better Predictor of Performance

Factors Impacting Employee Performance

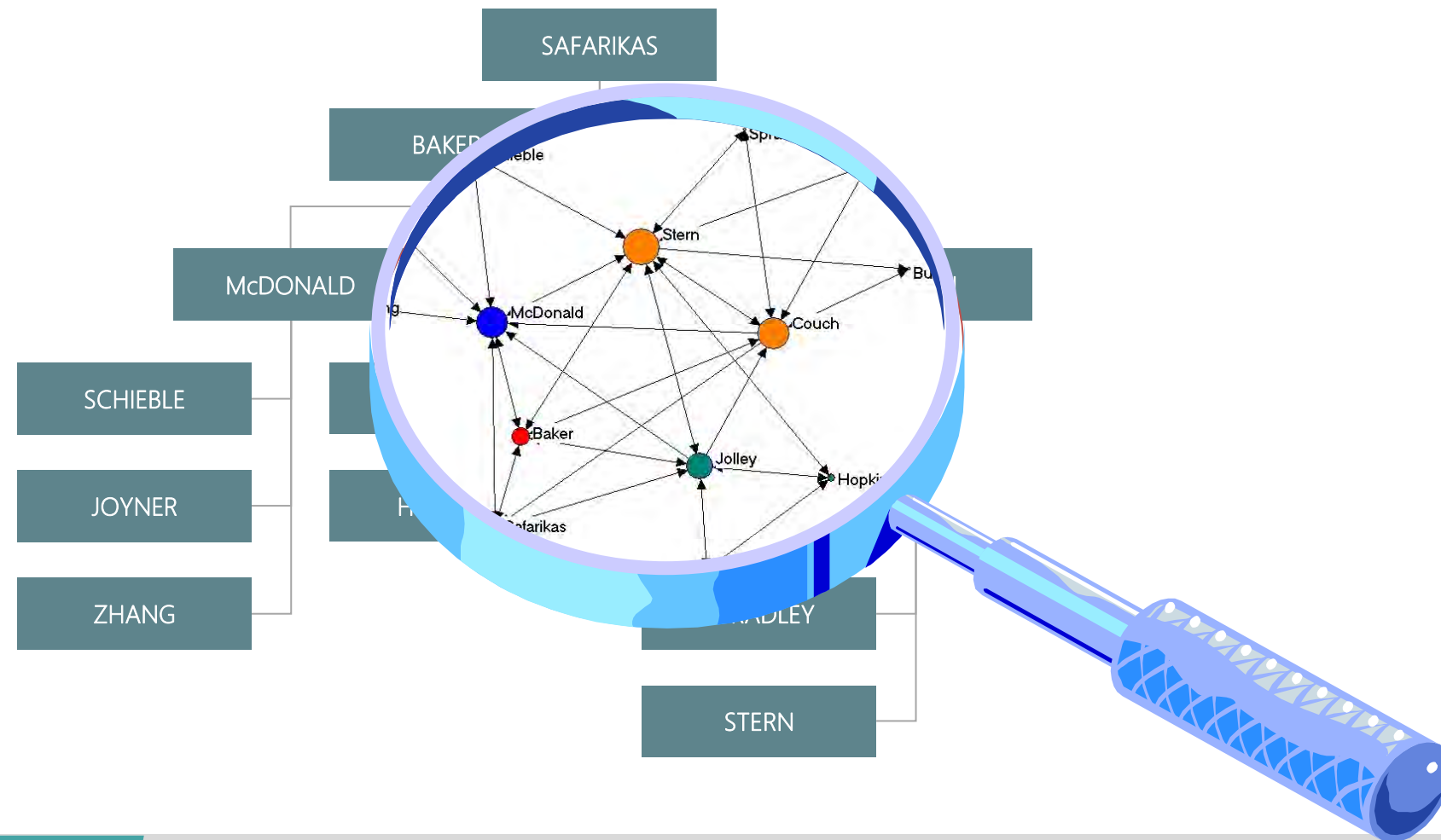


Garcia S.; Gullette, E; & Fisher, D. (2017). Network Leadership. Society of Consulting Psychology Annual Conference, Seattle, WA

**However, we typically don't have visibility to informal networks. As a result, we make decisions with blinders on.**

# Organizational Network Analysis (ONA)

...quantitative methodology for x-raying your organization to understanding how people truly work together to solve problems, make decisions and share information.





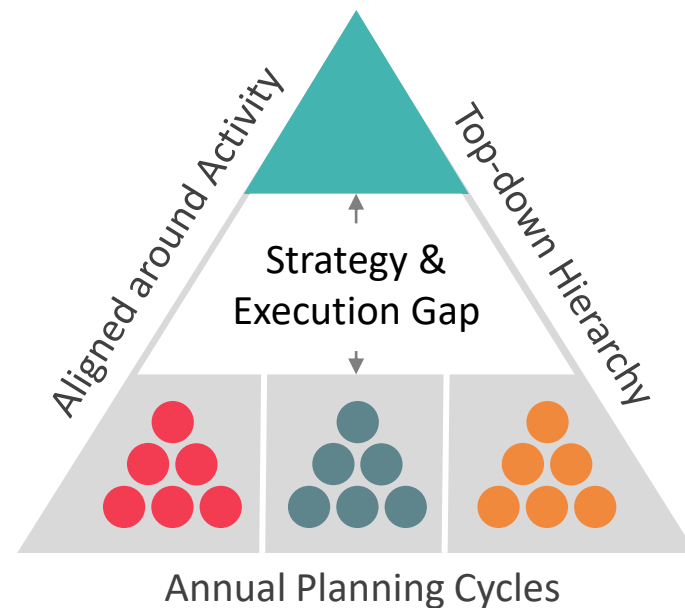


**Complex Adaptive Systems dynamic systems with multiple parts that self organize to rapidly respond to changing conditions are structured as networks**

# More Adaptive Organizations use Network Design Principles

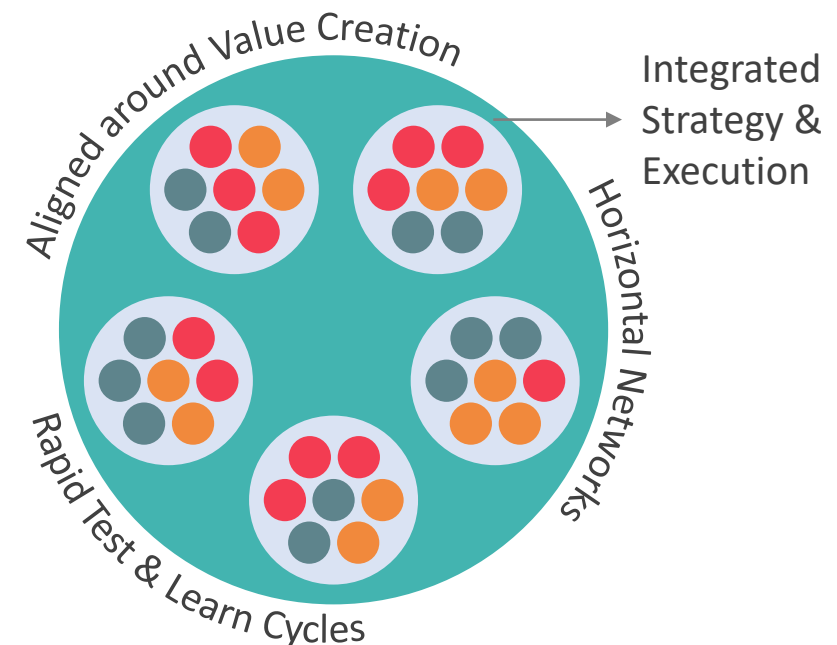
## Traditional Operating Model

Efficient in the Past (Stable Environments)



## Adaptive Leadership System

Resilient in the Future (Unstable Environments)



Adaptive organizations make faster decisions, enhance innovation, improve customer-centricity, and increase employee engagement, as well as achieve better market capitalization and total shareholder return over time

# Applying ONA to Build Higher-Impact, More Adaptive Organizations







# Uncovering Critical Subject Matter Expertise

Adaptive organizations know where the expertise in different domains lines so they can tap it effectively, load balance work, build communities of practice that can share best practices and mutually solve complex problems.

Identification of  
66% more Data  
Analytics SMEs  
than Previously  
Recognized

Lack of Data  
Analytics  
Expertise in  
Portions of the  
Organization

SMEs: List of Individuals (1 of 3)

ID	Label	Company	Position	In-Degree Boundary Spanning Connections	Out-Degree Boundary Spanning Connections	Total Boundary Spanning Connections
40	Eduardo Davis	SGA	Director	15	5	20
573	Emily Thornton	Pelosi Group	Sr. Analyst	37	84	121
546	Virginia Palmer	Airspol	Executive Director	6	12	18
572	Ann Moody	SGA	Sr. Analyst	17	34	51
365	Marion Steele	QRS Systems	Director	25	21	46
584	Alyssa Olson	Pelosi Group	Vice President	20	50	70
13	Melissa Robertson	SGA	Director	21	2	23
585	Paul Haynes	Pelosi Group	Analyst	23	30	53
567	Alton Gonzalez	SGA	Executive Director	5	14	19
58	Lola Ramirez	SGA	Director	34	3	37
627	Josefina Bailey	SGA	Analyst	13	22	35
330	Regina Ingram	EMEA	Director	13	7	20
618	Audrey Wade	QRS Systems	Analyst	0	30	30
579	Orlando Wong	Major	Analyst	8	22	30
574	Byron Butler	QRS Systems	Sr. Analyst	6	30	36
8	Carlton Reynolds	QRS Systems	Director	22	1	23
454	Phil Bryant	SGA	Director	21	5	26
76	Eddie Stokes	Pelosi Group	Director	17	2	19
478	Caroline Tran	SGA	Director	7	13	20
610	Vera Marsh	SGA	Analyst	41	30	71
623	Ronald Singleton	MarketInfo	Analyst	25	12	37
607	Valerie Reeves	QRS Systems	Analyst	5	16	21
638	Nail Dennis	Airspol	Analyst	13	6	19
616	Joann Sanders	QRS Systems	Analyst	6	19	25

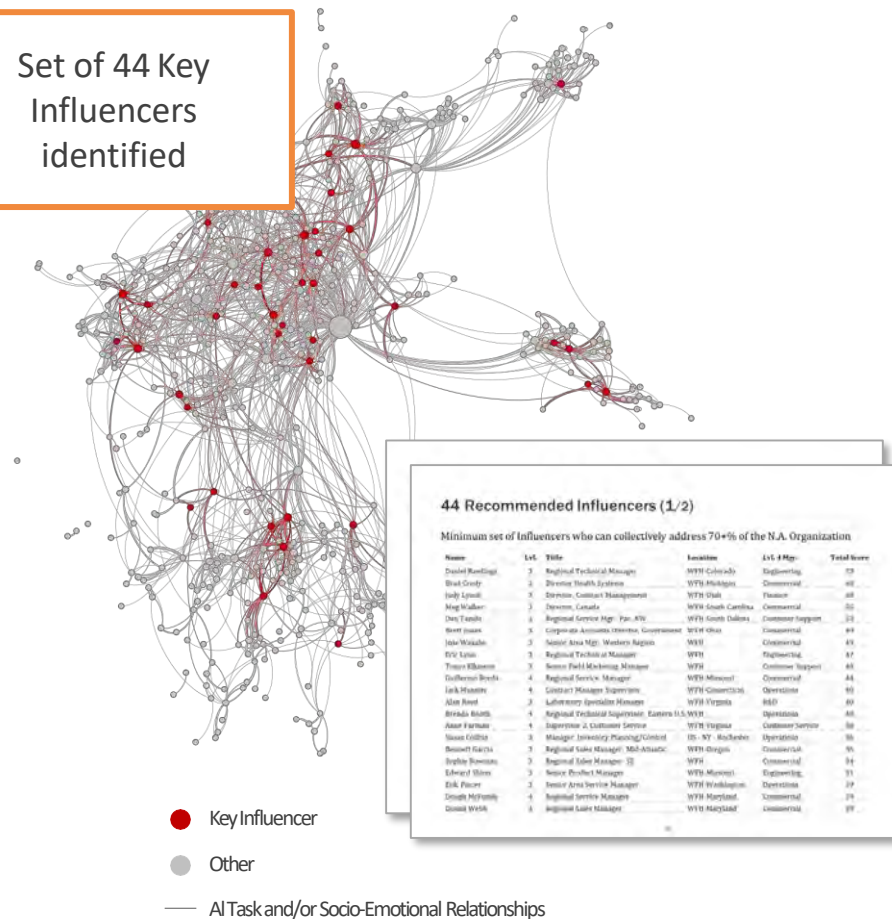




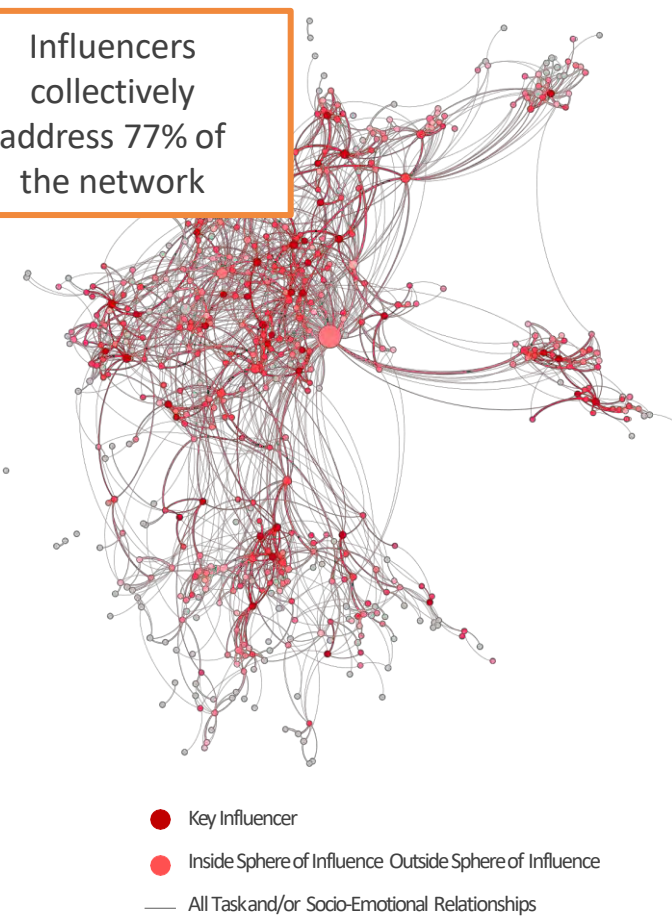
# Pinpointing Key Influencers

Adaptive organizations leverage Influencers to gain the commitment of the broader enterprise and share feedback on what's taking place “on the ground.” Senior leaders typically have limited visibility to the organization’s true influencers.

Set of 44 Key Influencers identified



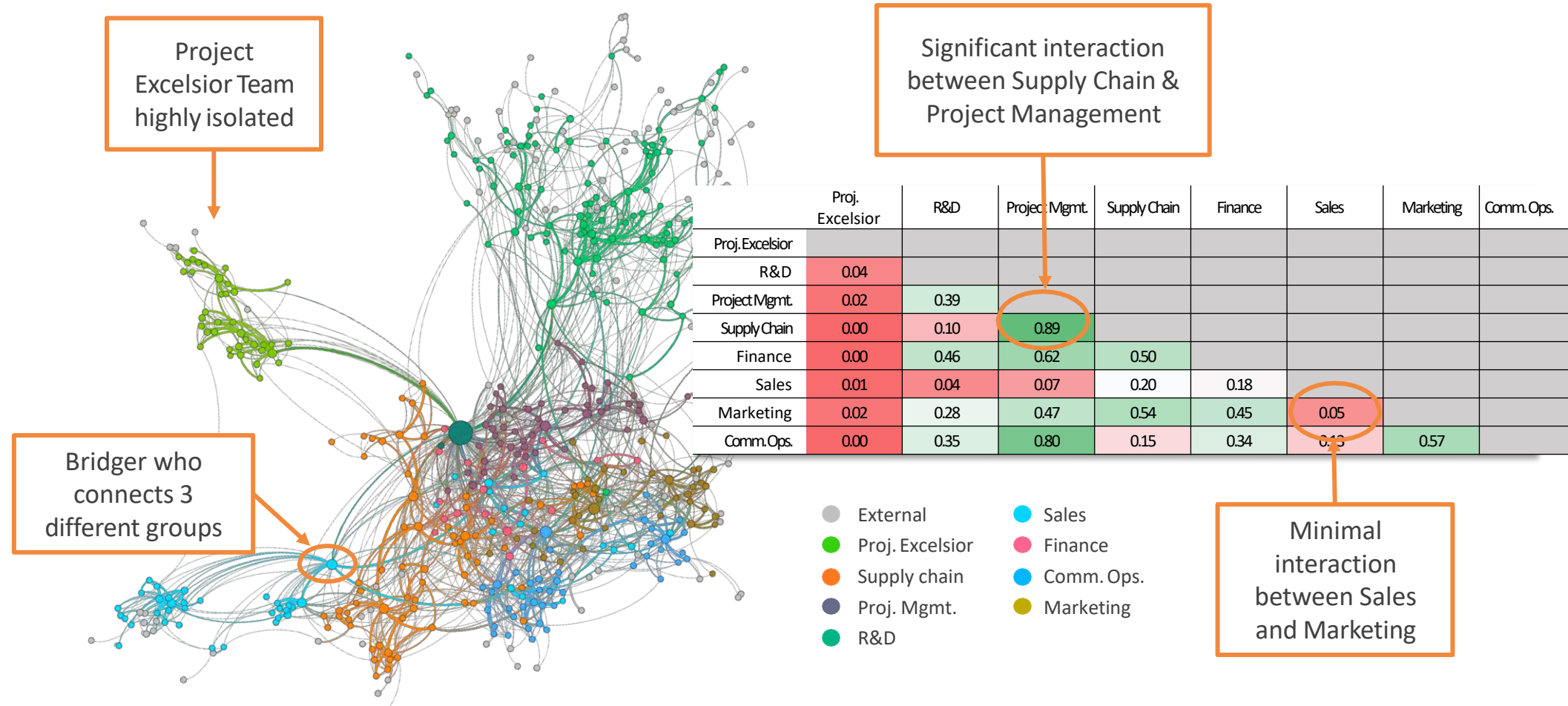
Influencers collectively address 77% of the network





# Improving Cross-Functional Collaboration

Adaptive organizations maintain cross-functional and silo-bridging relationships. These connections are critical for solving problems, making decisions, sharing information, and finding the resources across the enterprise.



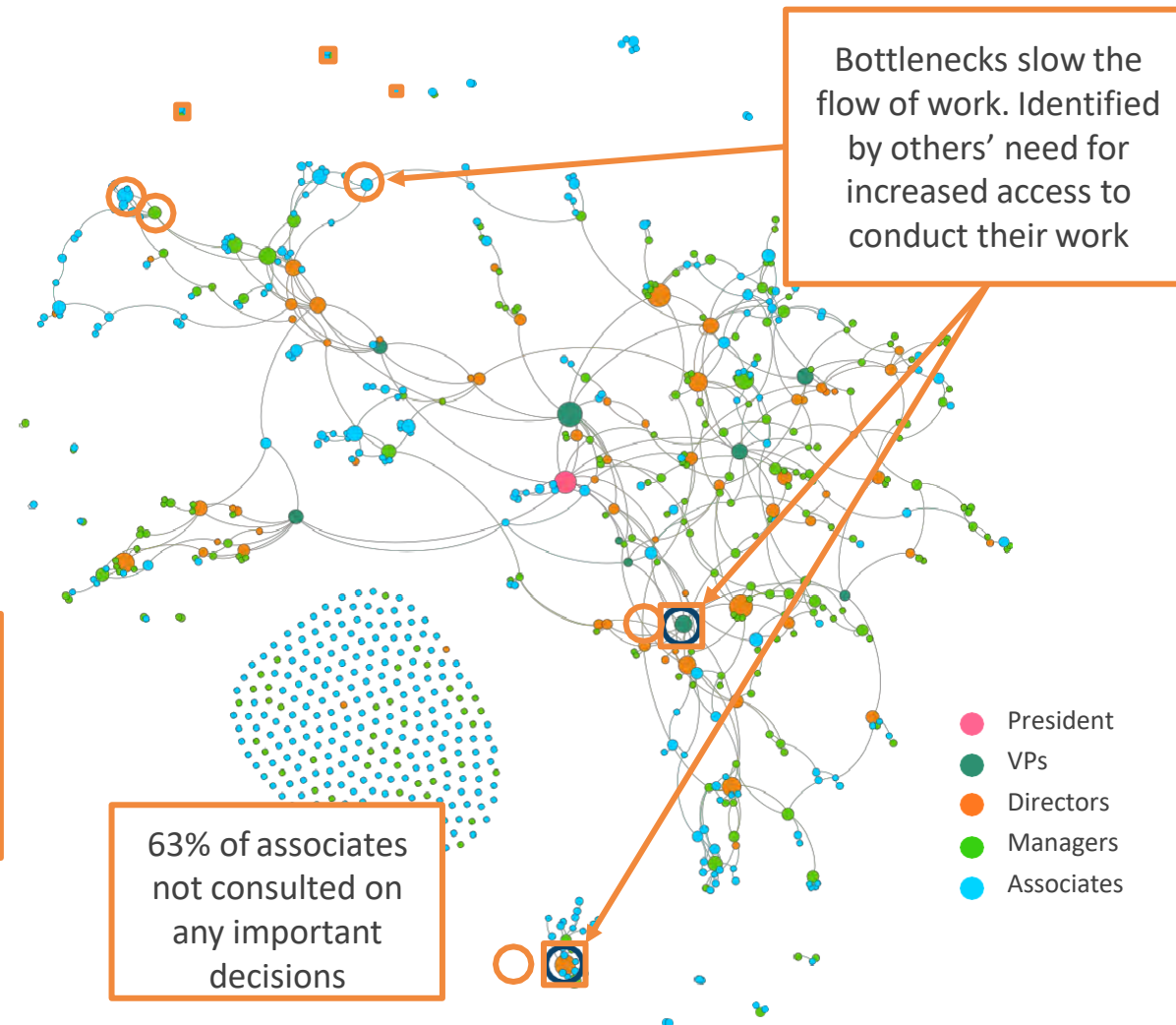


# Accelerating Decision Making

Adaptive organizations distribute the flow of decision-making to speed decision-making and improve decision quality by applying the knowledge of those closest to customers, competitors and partners.

Level	Avg. Number of Decision-Making In-Degrees
President	11.00
VPs	5.89
Directors	3.20
Managers	0.83
Associates	0.46

Significant drop off in decision-making participation by level indicates top-down hierarchical culture





# Increasing Feedback

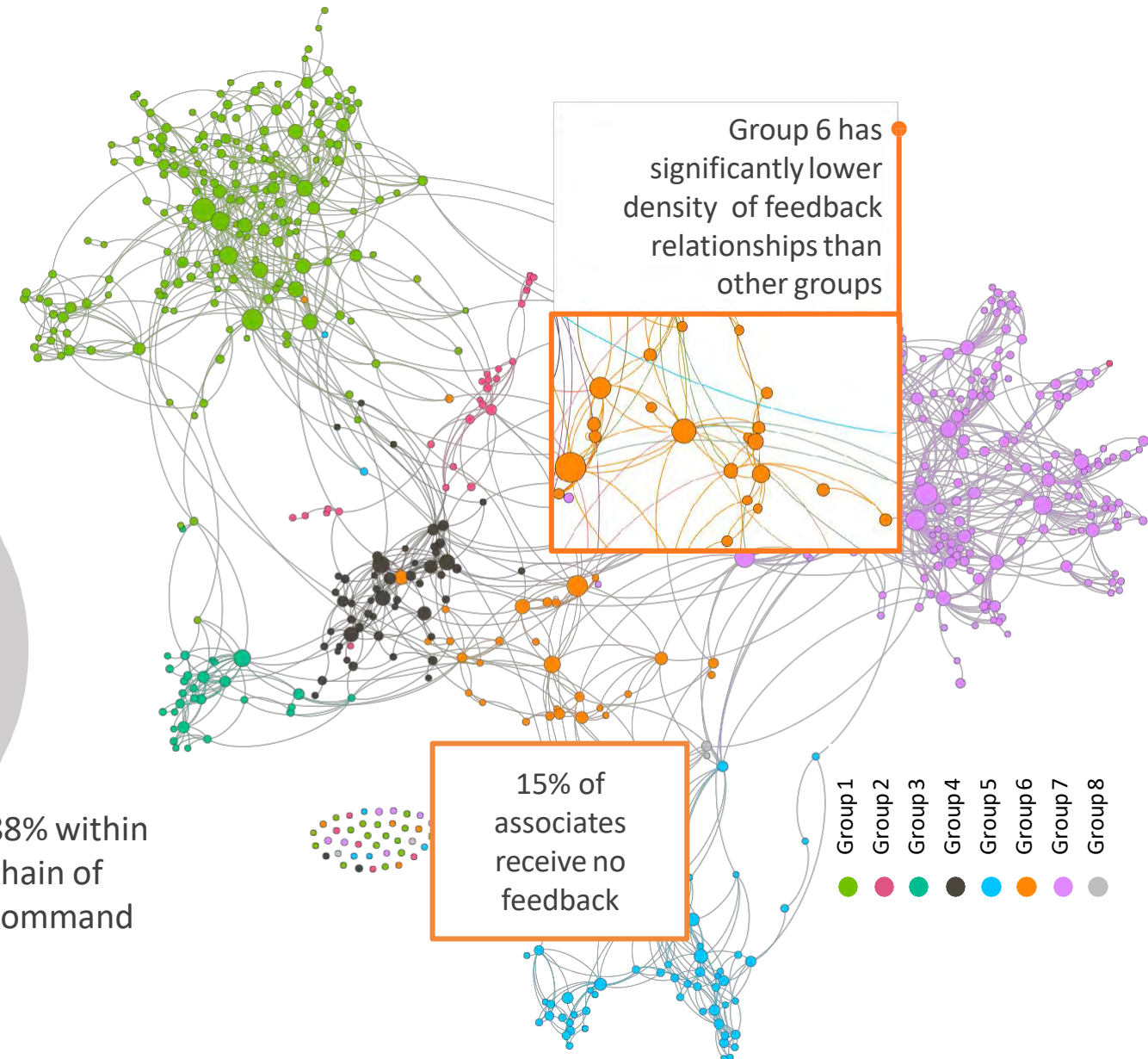
Adaptive organizations continuously share feedback up, down and across the enterprise, providing associates with the information needed to modify how they work in real-time.

Low cross-group feedback undermines horizontal coordination

12% outside chain of command



88% within chain of command

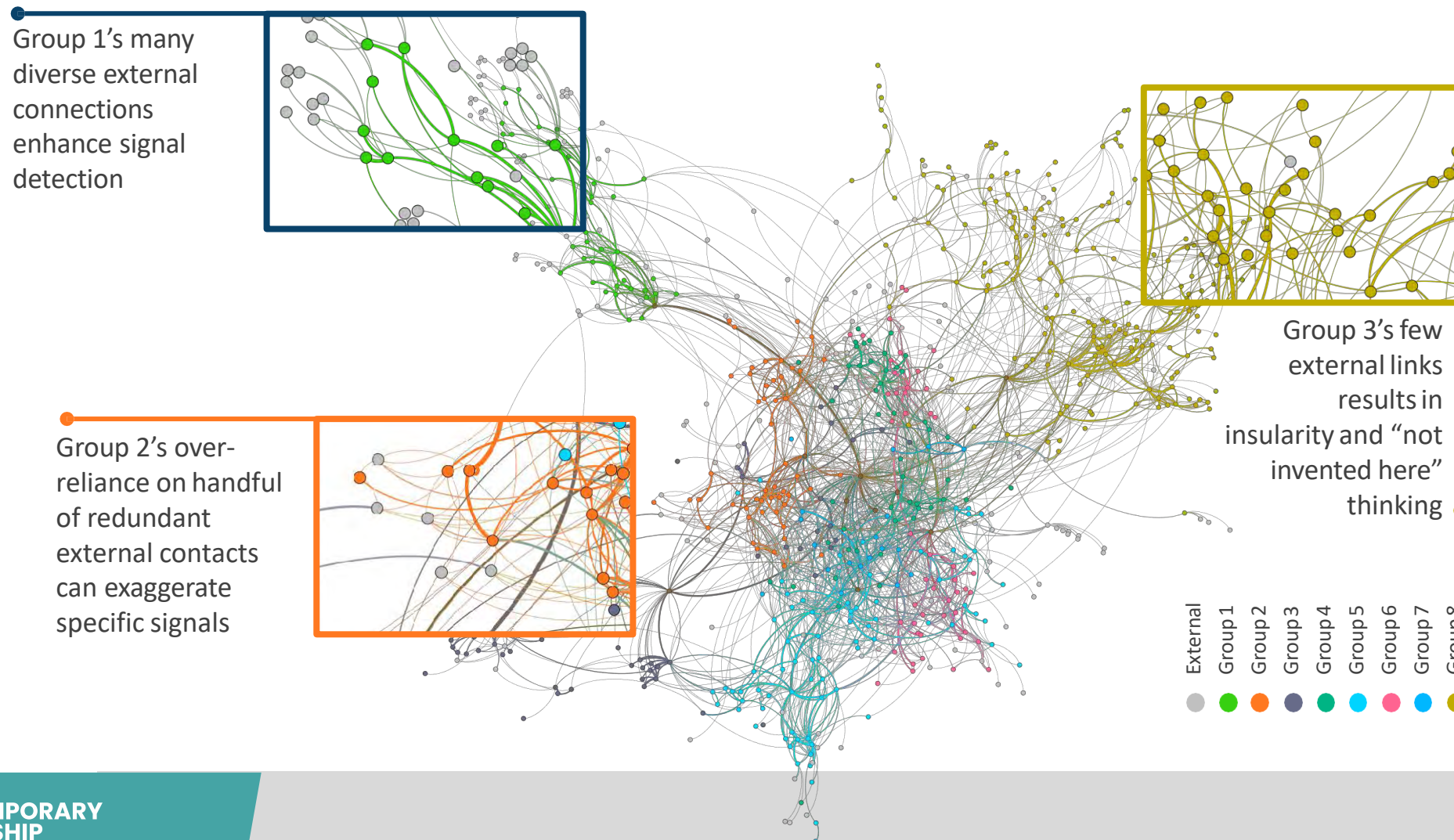






# Detecting Signals in the External Environment

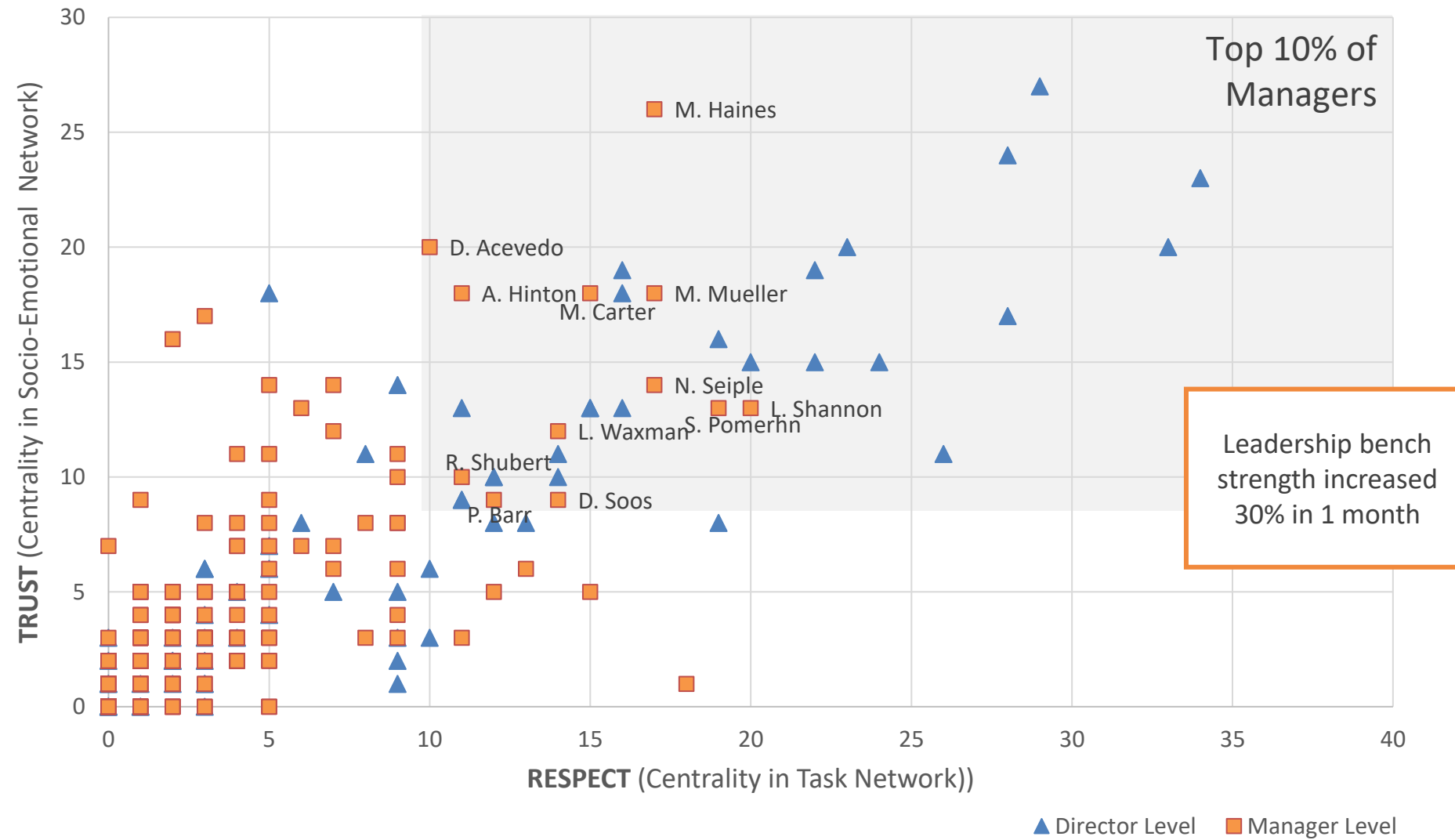
Adaptive organizations have many, diverse connections to the external environment. These connections provide access to new information, enabling associates to more quickly identify new opportunities and emerging threats.





# Discovering Hidden Leaders

Analyzing followership (trust + respect) relative to peers and superiors to identify hidden leaders within the organization

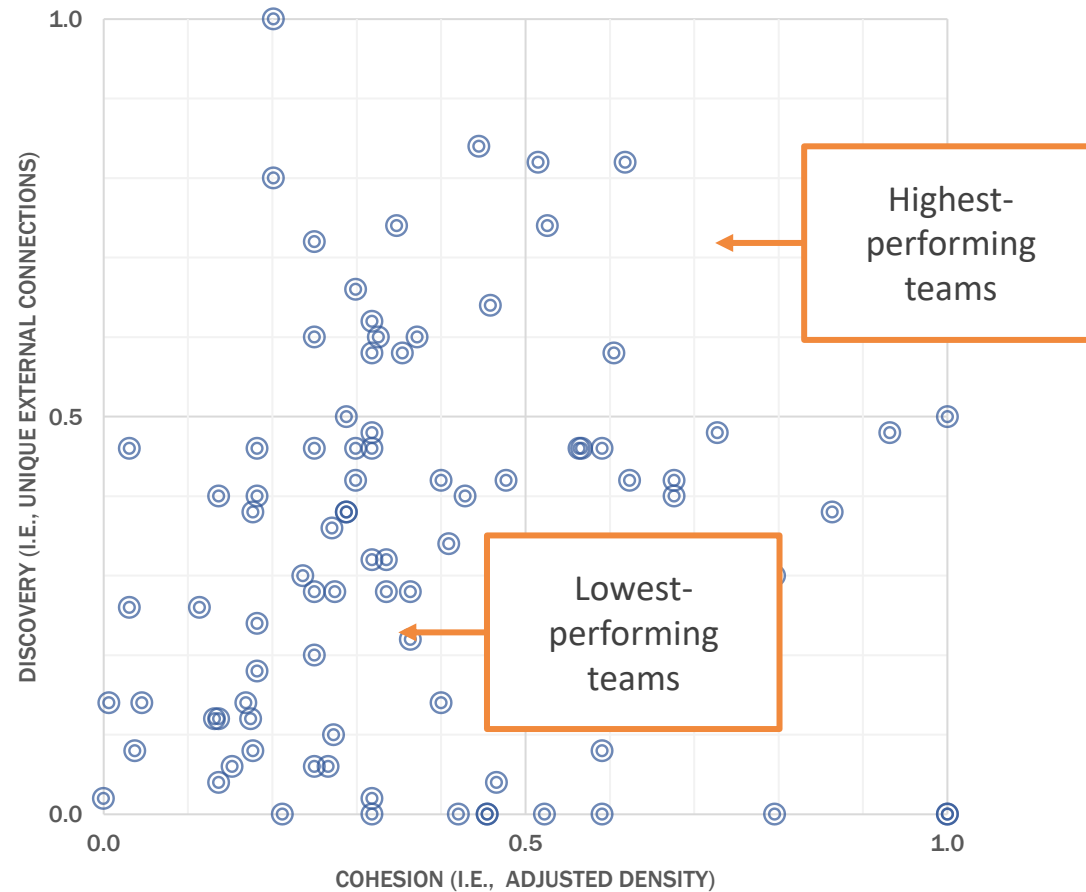




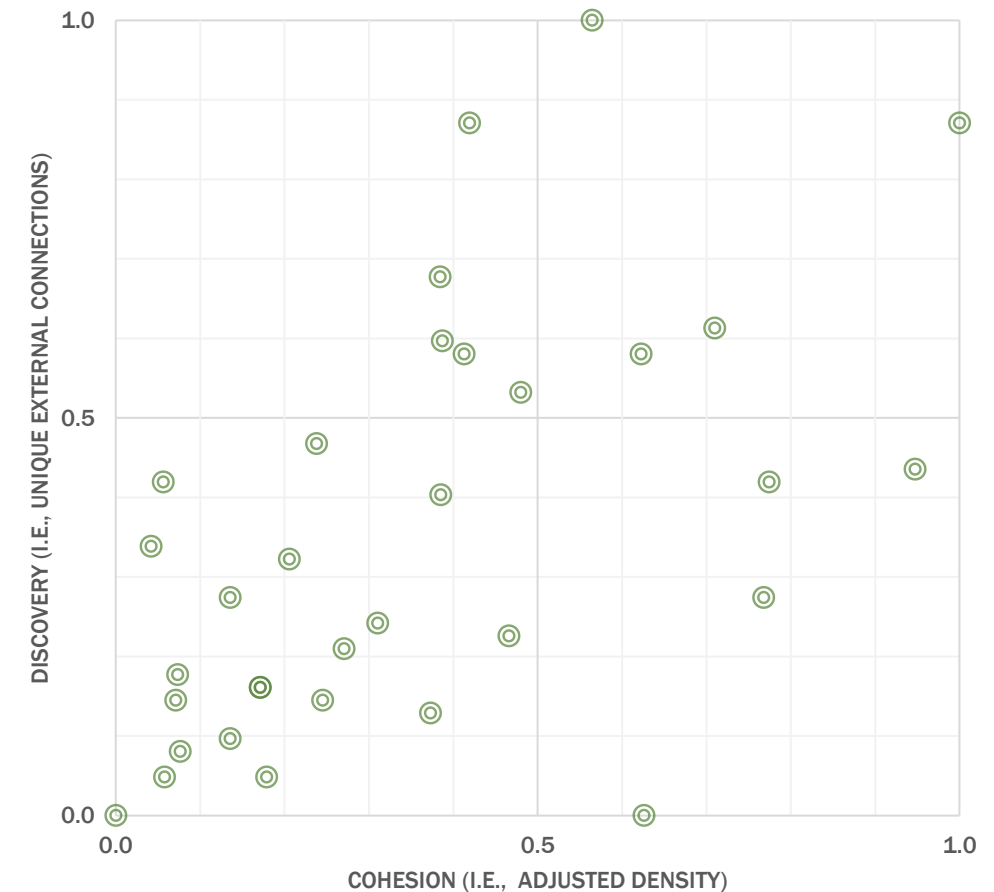
# Enhancing Team Performance

Team's that are both cohesive and have access to diverse information and insights are better able to both generate innovation ideas and execute them

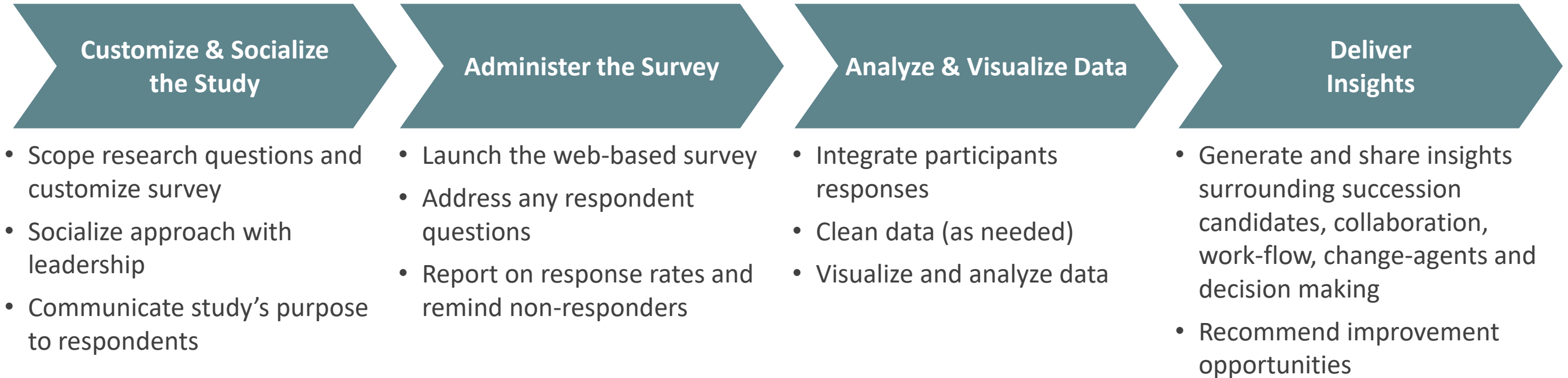
Team Size: 5 – 9 Members



Team Size: 10 – 14 Members

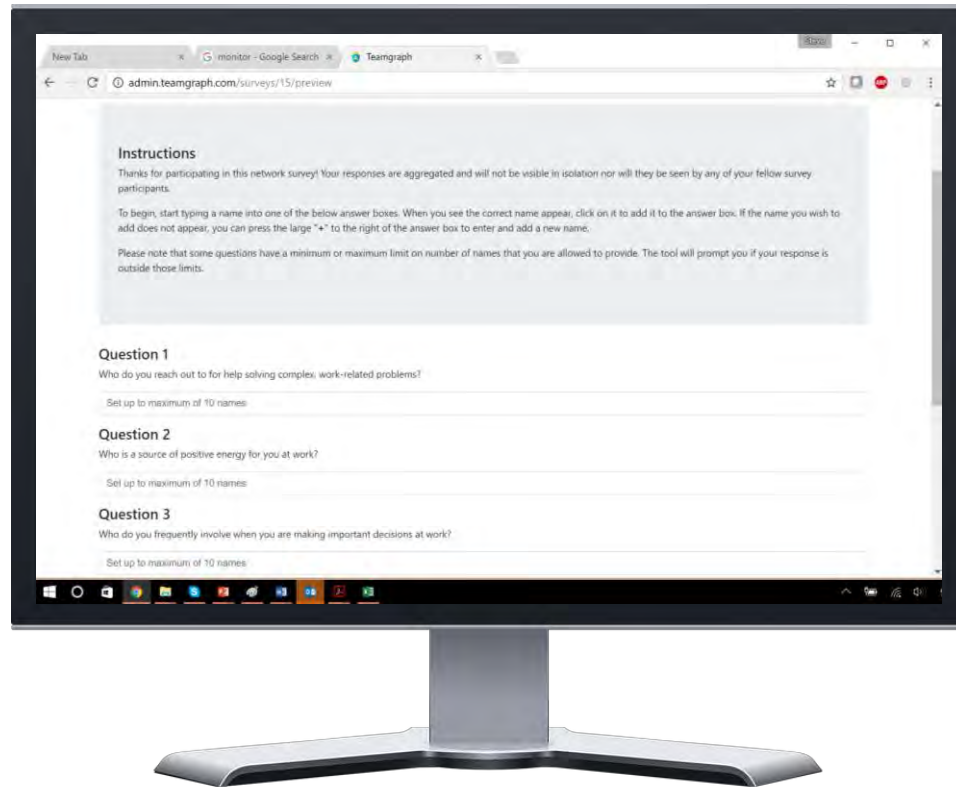


# Four Step Process





# ONA Data Collection



- Web-based ONA Survey Platform
- Customizable survey, instructions and reminders
- Integrates AI-based natural language processing
- Admin. dashboard shows deployment & respondent status
- Respondents can dynamically add new users
- GDPR compliant, secure application



## Get in Touch

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