CHANGE MANAGEMENT 2017

The Next Frontier in Change Management

Using Network Analysis to Find Influencers, Populate Change Teams, and Create Social Systems that Support Change

Association of Change Management Professionals 2017
New Orleans, Louisiana, United States

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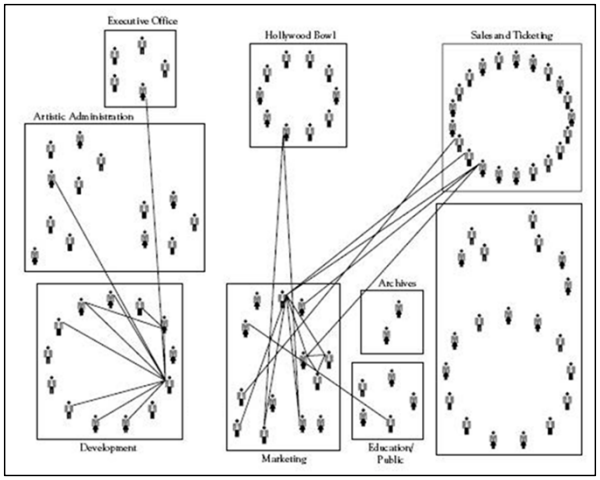
Networking v. Networks

Networking

Networks



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Why Networks?

- Networks are stronger than hierarchy.
- Networks can make or break change.

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Session Objectives

- Understand how network knowledge can be used to accelerate change.
- Learn how one organization used networks to accelerate its change efforts.
- Explore how you might use networks to inform change strategy.

Your Network Story

Think of one situation in which the informal organization, your personal network, or the grapevine affected the success of a change initiative.

Tell that story in 2 minutes to your trio partners.

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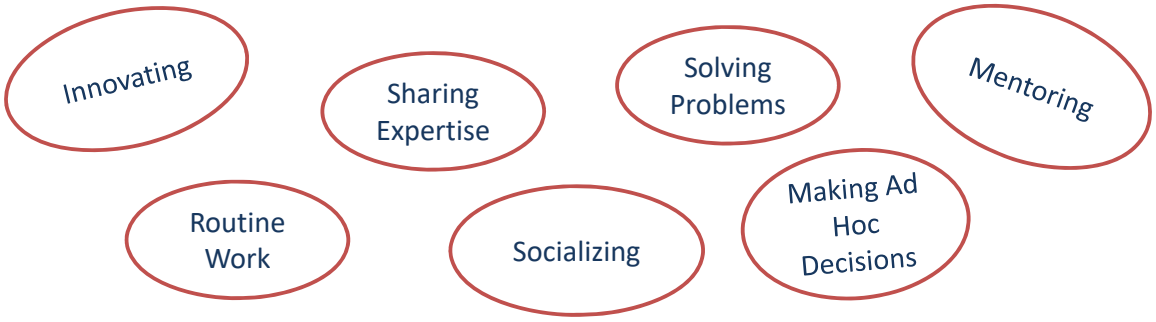
Networks Are Natural Human Systems

Networks are the webs of trusted relationships that people forge in order to perform work



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Need Help?
Who Do You Ask?

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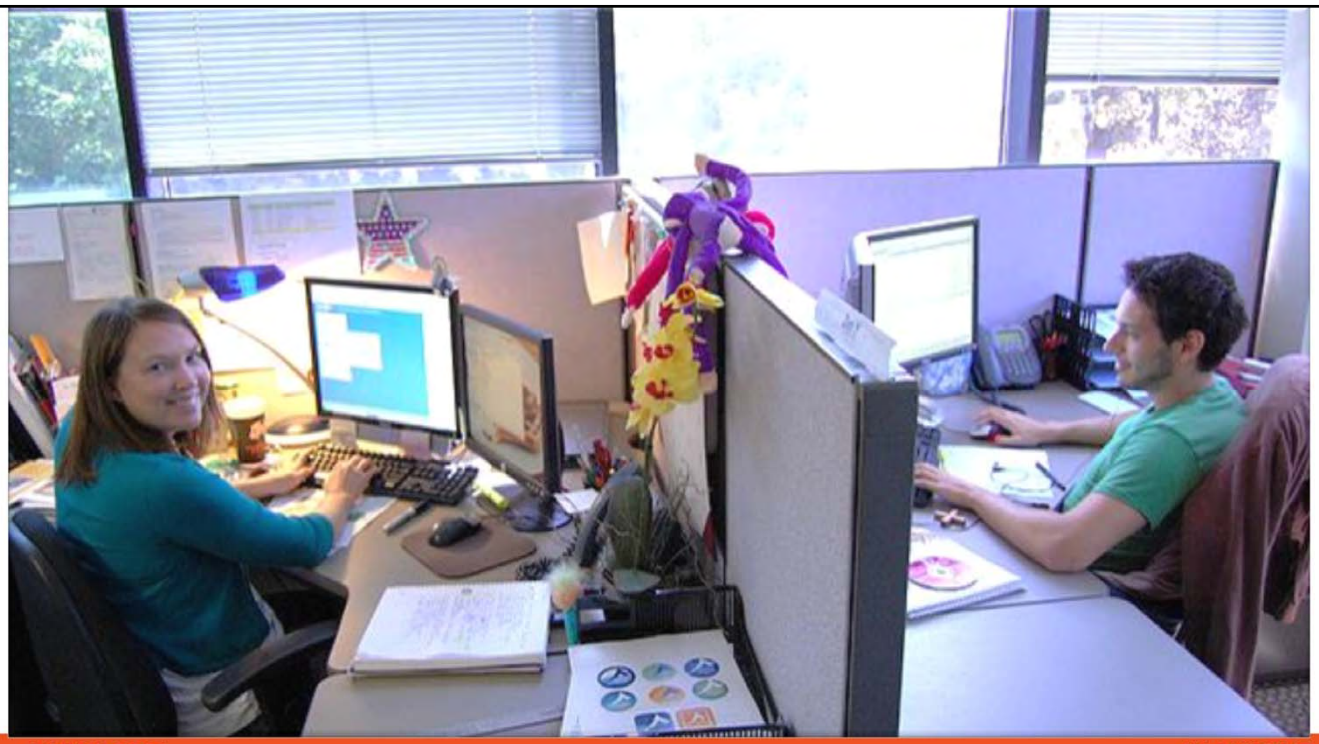

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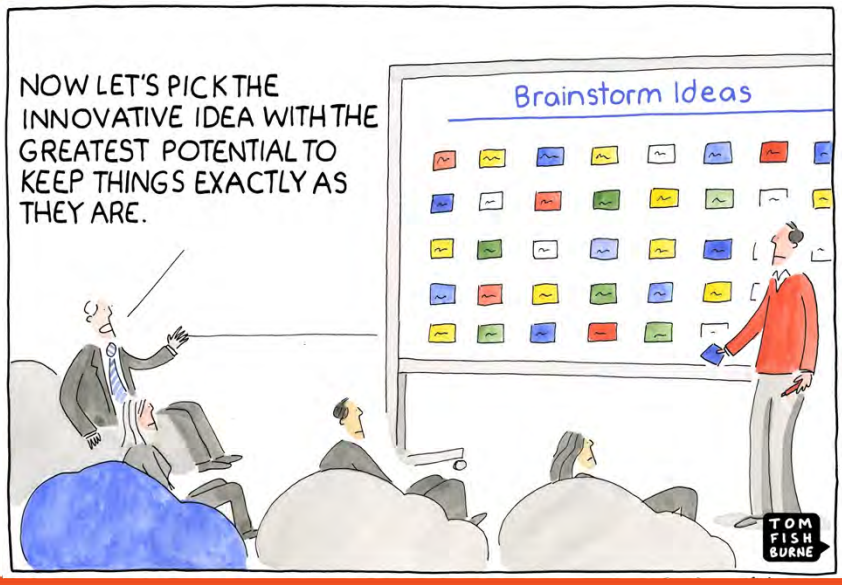
Organization Changes Fail When Culture Doesn't Change



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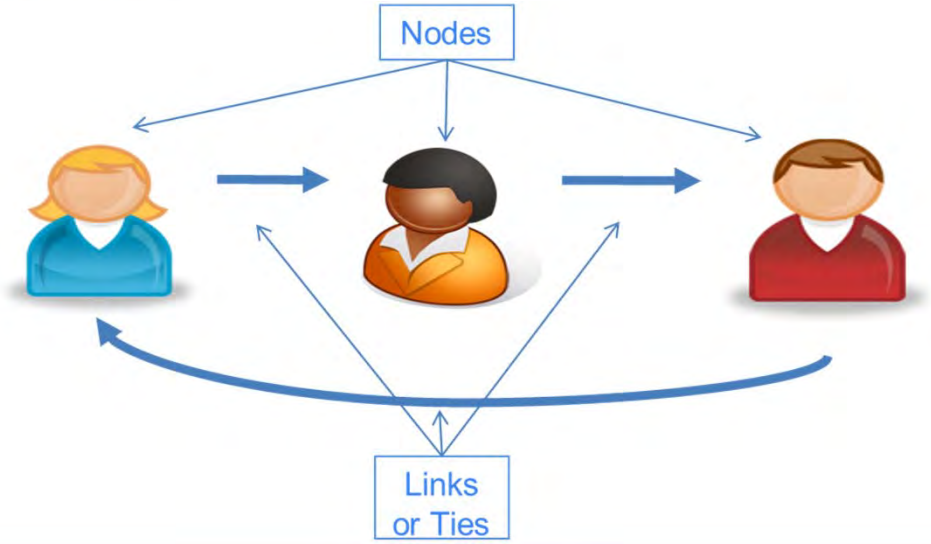
Culture Lives in Networks

Networks Can Be Mapped…



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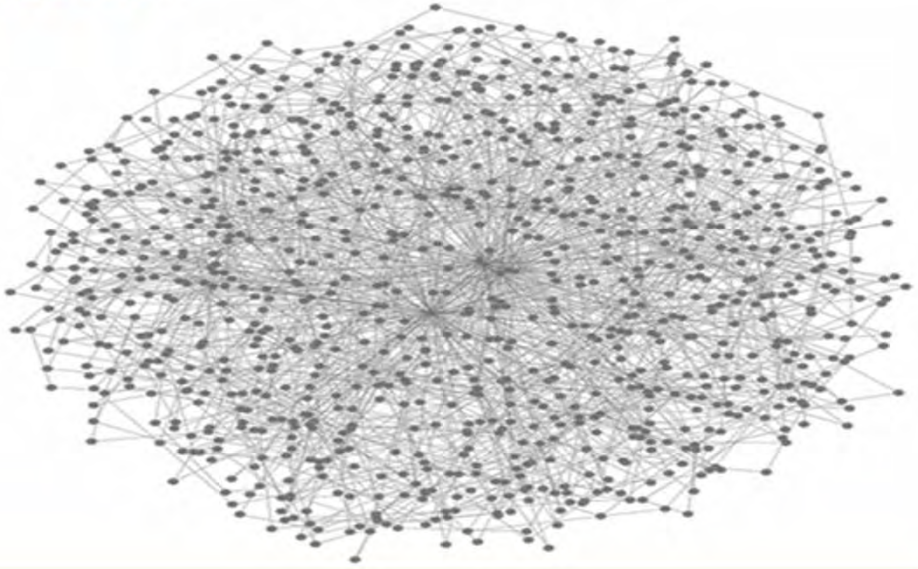
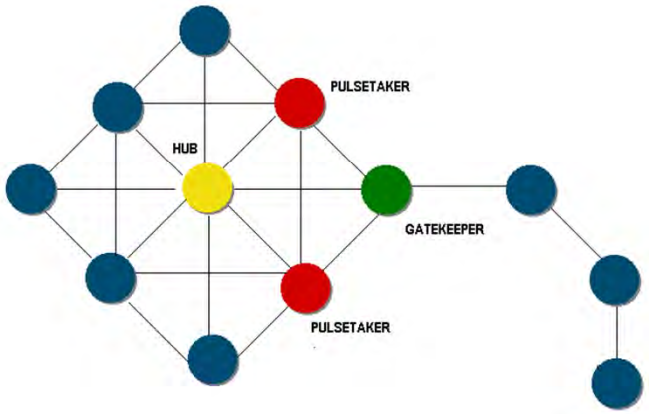
Creating Maps Like This…



The Secret to Network Knowledge

- Identified by Dr. Karen Stephenson
- Exist in all networks
- Critical Connectors comprise only 5% - 15% of the network
- Three Critical Connector roles
- Critical Connectors are not always the formal leaders



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Accessing Critical Connectors Helps Ease Change

Company	Results
Bell Canada identified and engaged key influencers in order to **accelerate change.**	• **71% increase in employee satisfaction** (in comparison to control group). • **245% increase in customer satisfaction** (in comparison to control group).
International Paper used network analysis to identify and create **retention plans** for key players during a merger.	• Identified people who needed to be retained as a group in order to be successful. • Identified **two important sources of innovation** and improvement that were slated for retirement without successors.

©ACMP 2017 Bell Canada case: Reingold & Yang,(2007). International Paper case: Stephenson (2008) and Stephenson (2005). #ACMP2017

Case: Using Network Maps to Fine Tune Change Priorities

- **Situation:** Develop a global, connected organization in order to address emerging public and government issues at Bayer Crop Science.
- Network maps were used with each leadership team member to analyze the strengths and challenges facing the areas they led.

Bayer CropScience

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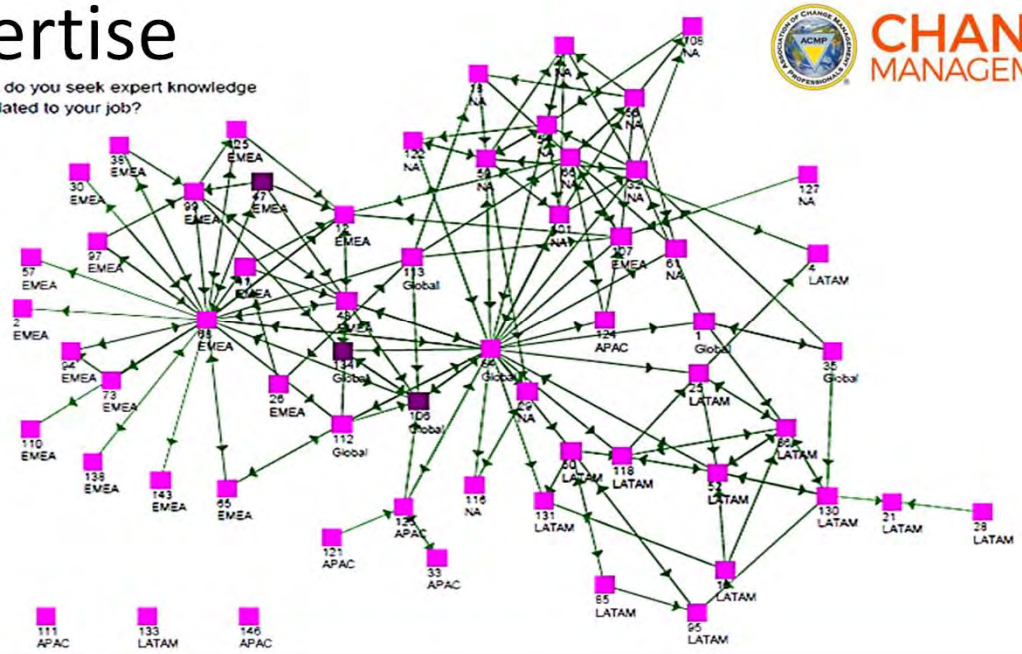
Expertise

From whom do you seek expert knowledge or advice related to your job?



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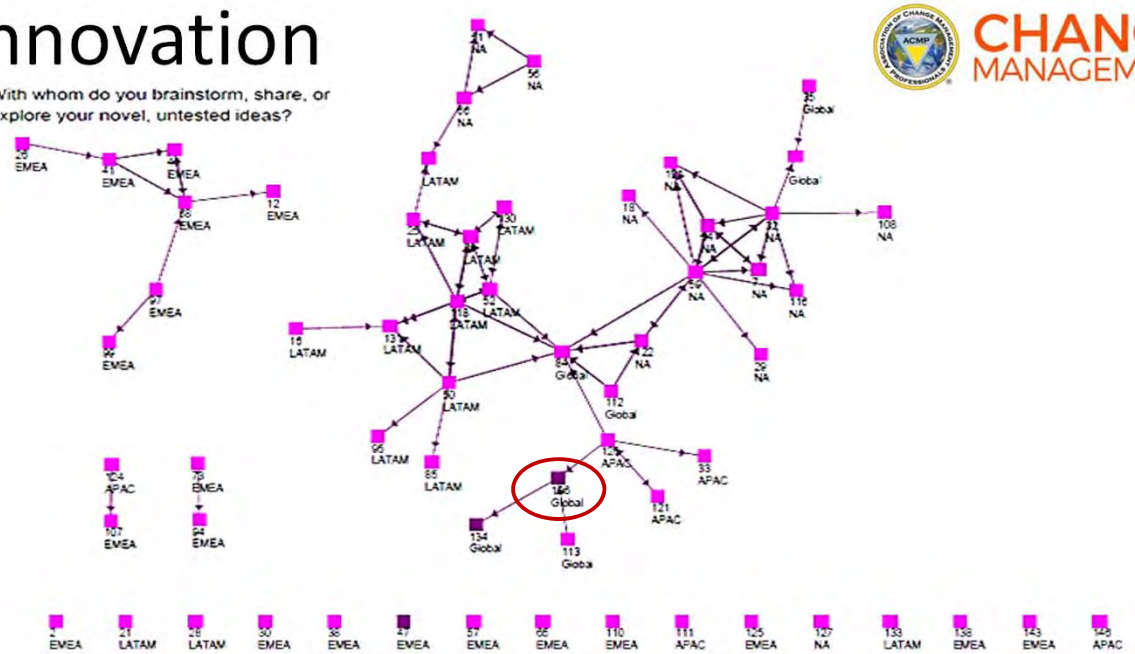
Innovation

With whom do you brainstorm, share, or explore your novel, untested ideas?



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Activity: Case Study Interpretation

National Braille Press Case

- *How successful would you describe culture change to cross-functional collaboration?*
- *Where does NBP still need to improve collaboration?*
- *What risks do you see when you look at this map?*

Critical Connectors Case

- *Which two people would you recommend for:*
  - *The Legacy Team?*
  - *The Modernization Team?*
  - *The Change Agent Team?*
- *What risks do you see when you look at these lists?*

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Report Outs / Q&A

- National Braille Press:
  - *How successful was the culture change?*
  - *Where is collaboration improvement needed?*
  - *Risks?*
- Critical Connectors:
  - *Legacy, Modernization, and Change Agent Teams?*
  - *Risks?*
- All
  - *Impressions? Questions? Take aways?*

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Implications for You

With a partner:

- *What did you learn from this session?*
- *How might network concepts help your projects succeed?*
- *What are your next steps?*

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Thank you!

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