All Together Now
Leveraging Informal Networks to Accelerate Change

It's a time of rapid change, restructuring, and retrenching. The challenge: doing more with less while managing with smaller workforces and without key staff. Network science provides leaders with new ways of thinking about talent in order to boost productivity. By understanding and mapping the informal interactions that fuel all organizational activity, leaders gain the knowledge they need to reconnect broken networks, leverage knowledge, and accelerate change in the organization.

In this highly interactive, fast-paced session, participants will learn about how hidden networks can accelerate change processes. Participants will learn about the types of networks that typically form in organizations, the critical connectors that act as key influencers in the networks, and practical methods for leveraging networks. We will develop plans for bringing new network knowledge to the workplace and using it to accelerate change initiatives.

Participants Take Away:

- Increased understanding of the science behind networking
- Understand the difference between social networking and organization networks
- Learn about the types of networks that typically form in organizations and the 3 critical roles in networks
- Understand how the 3 critical roles can help HR professionals develop and implement change more effectively
- Review case studies of how companies have used network analysis to improve change
- Personal action plans for applying network knowledge to upcoming change initiatives

About the Science of Networks

A network consists of the web of relationships formed by every person and every organization. This web supports the many functions that people fulfill at work, from completing routine transactions to socializing, innovating, planning, learning, and developing their careers. These relationships are developed informally and may or may not include people related to an individual through the formal organizational chart or process.

Networks influence virtually everything organizations do:

- ➢ Change: If networks are effective, they can adapt quickly to change.
- ➢ Decision Making: The quality of people's networks influences the quality of their decisions.
- ➢ Leadership: Effective leaders tend to cultivate their networks in specific ways.
- ➢ Culture: An organization's culture is embedded in its networks. Networks can effectively resist or enable culture change.
- ➢ Mergers & Acquisitions: If networks don't become integrated after a merger or acquisition, the organizations won't achieve desired synergies or cost savings.
- ➢ Innovation: Bringing the people with the right skill sets together from across networks improves innovation.

Not only that, networks can make the difference between success and failure. Recent research, conducted by Partnering Resources and NEHRA, shows a link between the strength of a leader's networks and the success of her project.

The methodology that forms the basis of this session was developed by Dr. Karen Stephenson after years of study in mathematics, physics, and anthropology and work with over 500 companies. It draws on her patented, proprietary algorithms to identify network patterns, strengths, and challenges. This session also draws on research by Rob Cross of the University of Virginia, Steve Borgatti of the University of Kentucky, Rob Thomas of Accenture, Patti Anklam of Net Work, Andrew Parker of IBM, and Verna Allee of Value Networks on networks and networking best practices.

For more information, please see "Networks Linked to Change Success" and "Organization Network Analysis: Uncovering the Hidden Relationships That Drive Performance, Learning, and Change" at http://partneringresources.com/articles-by-maya-townsend/ and "Why Project Networks Beat Project Teams" by Cummings & Pletcher in MIT Sloan Management Review (Spring 2011).

Testimonials from Past Participants

"Maya was one of the most skillful presenters I have seen in terms of creating buzz, interest, engagement and participation, as well as a subject matter expert." – VP, business services organization (participant in NEHRA session)

"Facilitator made everything seem easy. Maya is wonderful!" – Anonymous feedback from a PMI audience member

"Excellent, refreshing, amazing." – Anonymous feedback from audience member

"Maya's presentation was informative, engaging, and insightful. She shared a great technology, in a way that would best serve those in attendance, and received many of the highest marks on her feedback. Maya is the best of the best." – Chair, Midwest Talent Management Forum

"Best session of the day!" – Anonymous feedback from participant at the Midwest Talent Management Forum

Optional: Network Assessment and Analysis

We can include a pre- or post-session network assessment in order to identify network patterns and pitfalls, and recommend methods for strengthening collaboration and performance. The 20-minute, web-based assessment shows how work really gets done: where innovation emerges and develops, how ideas evolve into executable plans, and when projects proceed to completion. This process generates the knowledge that leaders need in order to understand how people collaborate, mentor, develop, perform, and build the connections they need in order to succeed. Specifically, companies learn:

The Current State
- How people get work done.
- How people access expert knowledge in order to collaborate.
- How people connect and network in order to supplement their skills.
- How people solve problems and innovate.
- What people do when they need career advice and mentoring.

How to Improve
- How to fix gaps and pitfalls that hinder productivity, innovation, and advancement.
- How to tap under-utilized resources who have knowledge that can benefit the organization.
- How to relieve over-utilized resources who spend disproportionate time on lower-value activities.
- How to increase collaboration.

Deliverables
- Results review session.
- Written report with recommendations for small actions that can make a big difference.
- Guidance on how to use network knowledge to improve project performance and knowledge sharing.