



Network Analysis, Insights, and Interventions for Networked Organizations

Personal and Organizational Networks Drive Business

Success in many areas hinges on relationships

- ◆ Responsiveness to customers and market changes
- ◆ Innovation
- ◆ Knowledge resilience
- ◆ Post-merger connectivity
- ◆ Team building
- ◆ Change management
- ◆ Leadership development

Network analysis helps identify patterns of maximum leverage

- ◆ Thought leaders, knowledge brokers, and hubs
- ◆ Knowledge, decision-making, and problem-solving flows
- ◆ Gaps, disconnects, and chasms
- ◆ The invisible work of unrecognized linchpins in organizational memory
- ◆ Where the most effective investment in creating or improving relationships can have the most impact



The effectiveness and efficiency of an organization depend on the focus, strength, and patterns of the relationships among its people. Global business success hinges on the network of relationships among customers, partners, and suppliers. Research shows that people who are more connected are more likely to be satisfied with their work and more likely to stay in their jobs.

Companies that understand the patterns of interaction in and across these networks and that manage them with intent and purpose are recognizing enhanced abilities to:

- ◆ Create resilient, innovative, and cohesive groups and teams
- ◆ Accelerate problem-solving, decision-making, and knowledge flows across corporate boundaries
- ◆ Identify and leverage the people who make the organization

Flexible Service Components

Network analysis for organizational change

Organizational network baselines, readiness assessments, stakeholder management, goal-setting, measurement framework, and intervention design, management, and monitoring

Network practice development

Customized framework for using and extending a company's repertoire of practices that create or enhance healthy networks.

Strategic ecosystem mapping

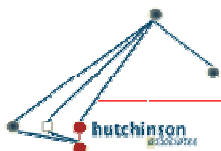
Plan, design, and manage the network map of a company's network of customers, partners, suppliers, and/or competitors to feed strategy decisions and program initiatives

Training and mentoring in methods and tools

Customized management briefings, tutorials, instruction, and master classes in network analysis methods. Ongoing mentoring, stakeholder management and measurement of organizational, industry, and partner networks.

Business Benefits of Enhanced Connectivity

- ◆ Employee retention
- ◆ Improved communication
- ◆ Smarter decision making
- ◆ Increased innovation, productivity, and responsiveness
- ◆ Faster integration following restructuring, mergers, or acquisitions.
- ◆ Greater self awareness about the importance of managing relationships





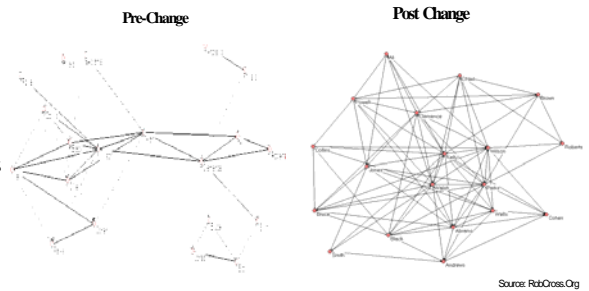
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Engagement



A consulting engagement is tailored to the individual client's needs, including (and especially) training and mentoring in-house staff who are interested in developing organizational network practices, including network analysis. A typical baseline network analysis begins with the problem or opportunity identification, stakeholder and network communication design, data collection and analysis. Results of software mapping are validated through interviews and conversations with people inside and outside of the networks.

Maps reveal where the organization is connected, where it is not, and where connections are vulnerable. The completion of a baseline includes



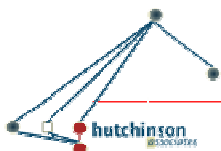
a facilitated meeting – often including all the people who have been included in the map – in which the assembled staff reaches a consensus about their individual, group, and organizational connectivity. Both positive and negative perspectives contribute to the development of an ac-

Hutchinson associates



Patti Anklam, principal of Hutchinson Associates, is a recognized leader in the field of social network analysis for knowledge management and is a frequent speaker and writer on the topic. Her most recent publication is a major report on social networks for knowledge management practitioners, published by the Ark Group. Ms. Anklam leads research on social networks and organizational transformation for the University of Virginia's Network Roundtable, directed by Dr. Rob Cross.

Hutchinson Associates brings a depth and breadth of experience in communications, knowledge network practices, including knowledge strategy assessment and knowledge management program design. Its most recent focus is on the design and management of pilots for collaboration software platforms – a key technology for successful management of organizational networks.



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