

Working in a Networked World

*Leveraging Social Networks
for Impact*



>>> STRATEGY EXECUTION THROUGH EDUCATION >>>

Global Reach

- Working from six offices globally, we have delivered programs in 62 different countries



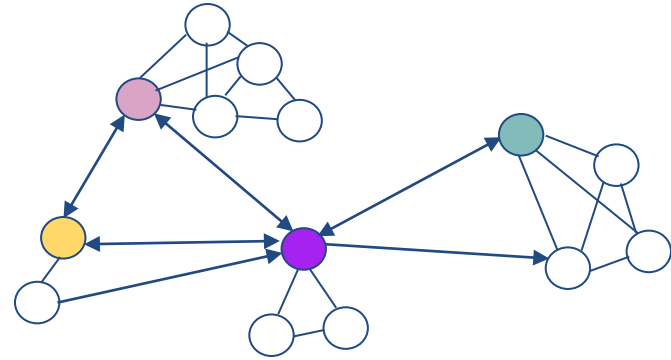
In Partnership with Rob Cross



- Assistant Professor of Management in the McIntire School of Commerce
- Research is featured in such venues as *Harvard Business Review*, *Sloan Management Review*, and *California Management Review*
- Author of two books: *Networks in the Knowledge Economy* (Oxford University Press) and *The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations* (Harvard Business School Press).

Agenda

Topic	Details
Opening Activity <i>20 minutes</i>	Developing a Community Strategy <ul style="list-style-type: none">○ Dialogue with one another○ Use your best thinking to come up with a strategy for influencing outcomes (Key elements of your strategy? Who would you involve?)
How Networks Work <i>30 minutes</i>	<ul style="list-style-type: none">● Why Networks?● Shift from formal to informal structure● Network Roles: Central Connectors, Brokers, Peripheral People● Network Patterns of Influencers
Rethinking our Environmental Strategies <i>30 minutes</i> <i>10 minute wrap up</i>	<ul style="list-style-type: none">● Draw network maps (key players and relationships).● Revisit your initial strategies. Where would you make changes?● Debrief: How can Network Analysis be used as a tool for evaluating environmental strategies?



Exercise:

Develop A Strategy Around An Environmental Issue

1. Underage Drinking

We want to impact	Underage drinking
Who we are	We are a Coalition made up of local community members, service agencies, schools, and parks and recreation.
What's our goal/end result	We want to decrease underage drinking...
We are trying to do what	...specifically, the number of youth that drink prior to the Friday night football game.
Additional Information	We are a small rural community. Most of the people from the town and surrounding area attend the games on Fridays. Drinking at community events is generally understood as a rite of passage and “just what kids do”. However last year one local well known youth died of alcohol poisoning within one hour following the Big Friday Night Game.
Other Assumptions?	

2. Rx Abuse by Older Adults

We want to impact	Rx abuse by older adults
Who we are	Small nonprofit organization that provides a variety of social services for our city.
What's our goal/end result	Decrease misuse of alcohol and Rx drug combination.
We are trying to do what	Educate older adults about the risks of mixing alcohol and prescription drugs.
Additional Information	We are specifically worried about older adults that are living alone and seemingly isolated from family and other social networks. We are known as an upper middle class area and have a large population of retirees. Many people move to this beautiful area after retirement.
Other Assumptions?	

3. Sustainability of Coalition Work

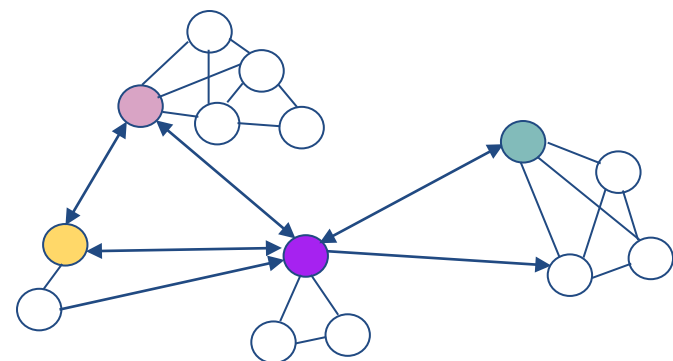
We want to impact	Sustainability of coalition to do work
Who we are	Coalition to reduce and prevent youth substance abuse. Members include city officials, agencies, nonprofits, youth and community members.
What's our goal/end result	Sustainability of coalition and its efforts.
We are trying to do what	Build into the fabric of everything we do a way to generate resources that help us to be able to keep the coalition and our efforts going far into the future.
Additional Information	Medium sized city.
Other Assumptions?	

4. WAC on Alcohol Advertising

We want to impact	The Washington Administrative Code (WAC) on alcohol advertising.
Who we are	Statewide coalition of individuals and groups that are dedicated to promoting messages of health and safety.
What's our goal/end result	Enhance the restrictions on alcohol advertising in our communities.
We are trying to do what	Educate and advocate for the prevention field statewide to engage in public comment opportunities to be involved in the process of determining the WACs.
Additional Information	We want to involve anyone who is interested in promoting the health of families, individuals and youth.
Other Assumptions?	

5. Parenting Skills

We want to impact	Parenting skills
Who we are	We are large nonprofit organization in large urban city.
Whats our goal/end result	Increase parenting skills among parents of middle school students.
We are trying to do what	Implement a campaign that includes education in large events and small classes in 3 intercity middle schools.
Additional Information	Parents of the identified middle school students in large urban city. Most families speak one of 4 languages, however there are at least 20 additional languages spoken in the homes of the students.
Other Assumptions?	



How Networks Work

Human capital is what you know.

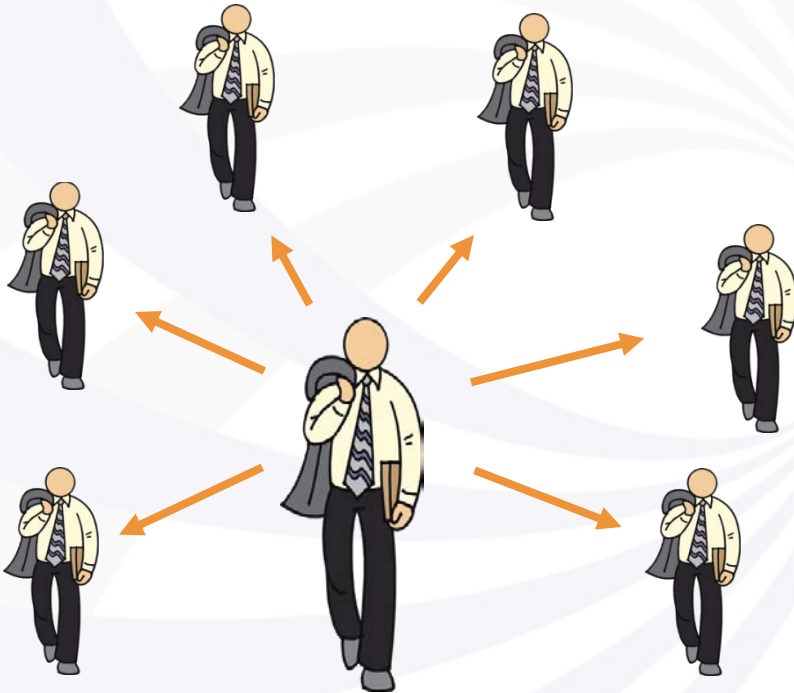
Social capital is who you know. Your social capital enables you to leverage your human capital for greater creativity, learning and performance.

Human Capital

The value of your individual abilities: intelligence, education, skills, experience, etc.

Social Capital

The value of your relationships with other people: Access to knowledge, ideas, opportunities, influence, emotional support, cooperation, problem-solving, etc.



Social Networks are Important Because...

Where Work Happens

- Knowledge work
- Performance drivers

Where Knowledge Lives

- Fast, Useful
- Creative



Where People Engage

- Satisfaction
- Followers

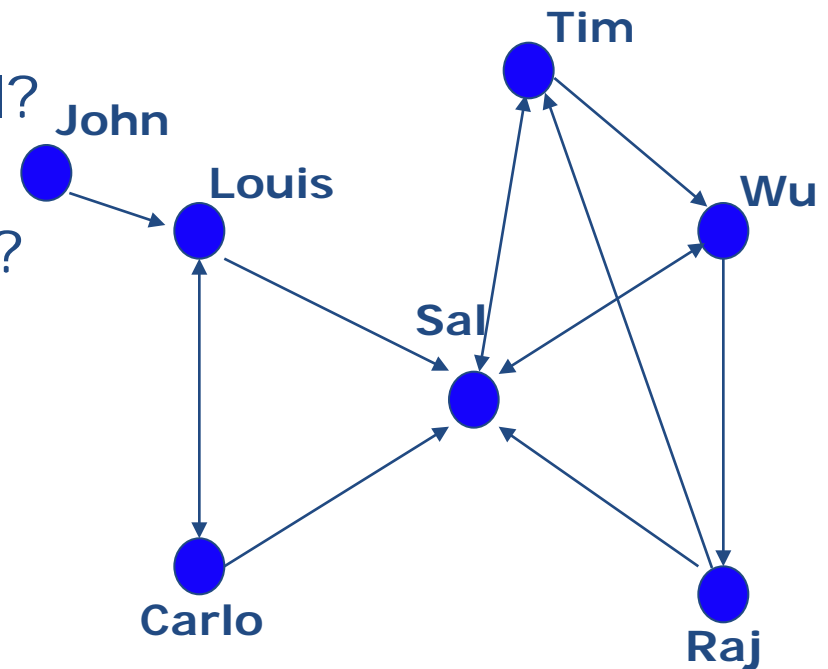
But...

- Invisible
- Tough to know

What Does Social Network Analysis Reveal?

- Relationships are 'uncovered' through the questions we ask:

- Direction of information flow?
- Are certain people overly central?
- Are some people loosely connected and so under-utilized?
- Are there divisive subgroups?
- Is the network's level of connection sufficient?



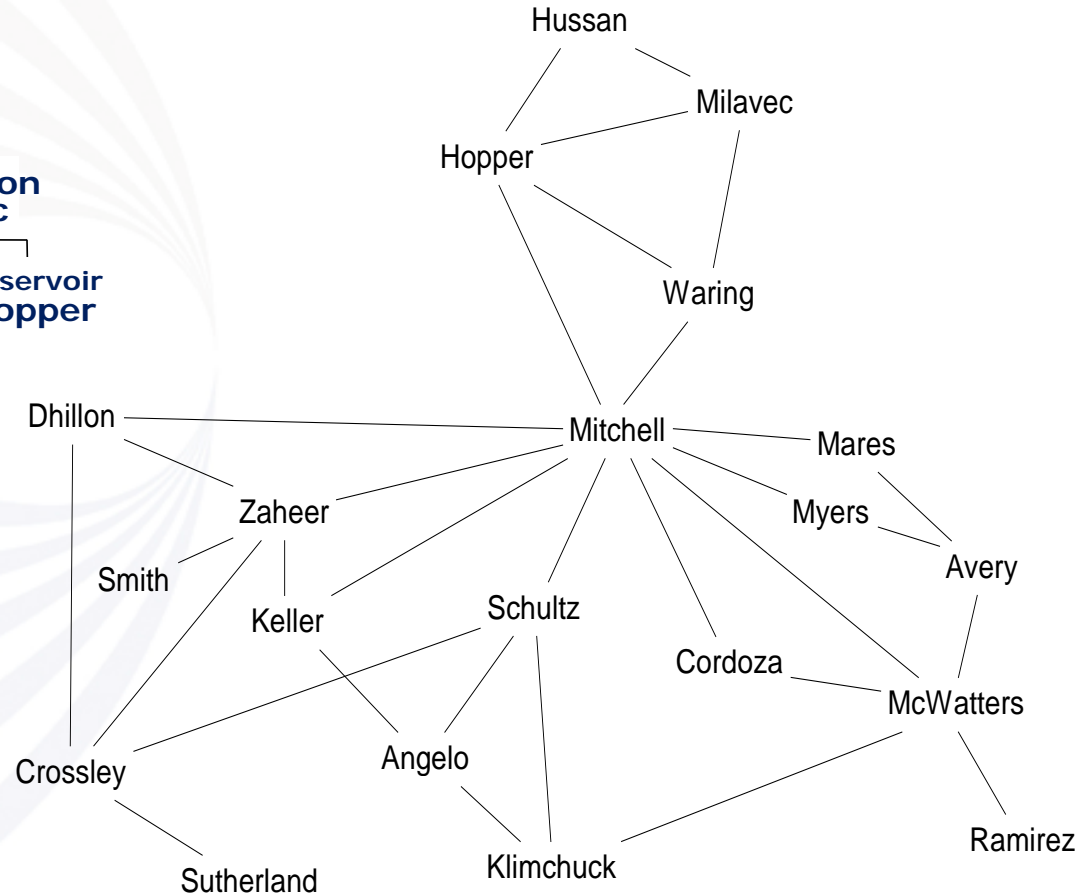
The Formal and Informal Structure Compared

Exploration & Production

Formal Structure



Informal Structure



Brokers

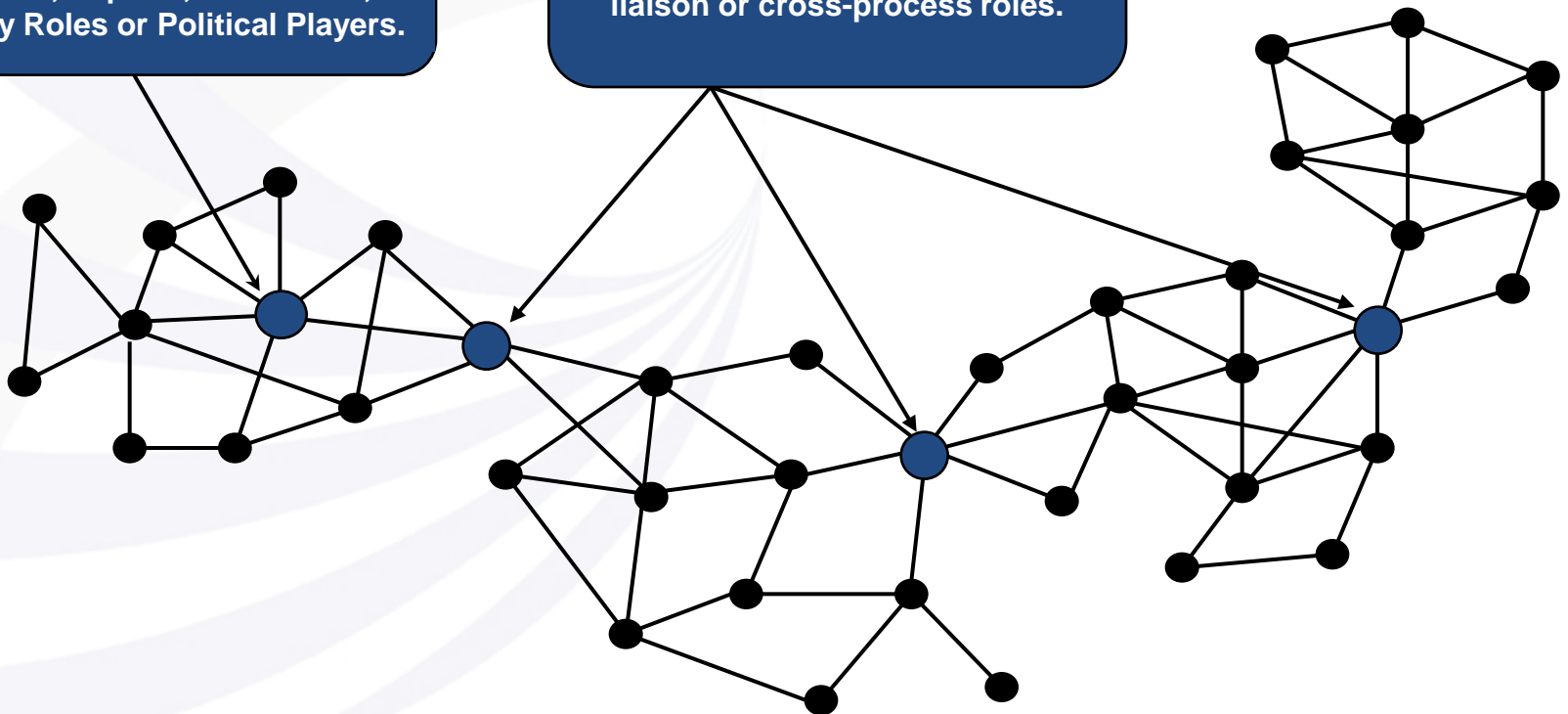
Brokers connect people across boundaries, like functions, skills, geography, hierarchy, ethnicity and gender.

Central Connectors:

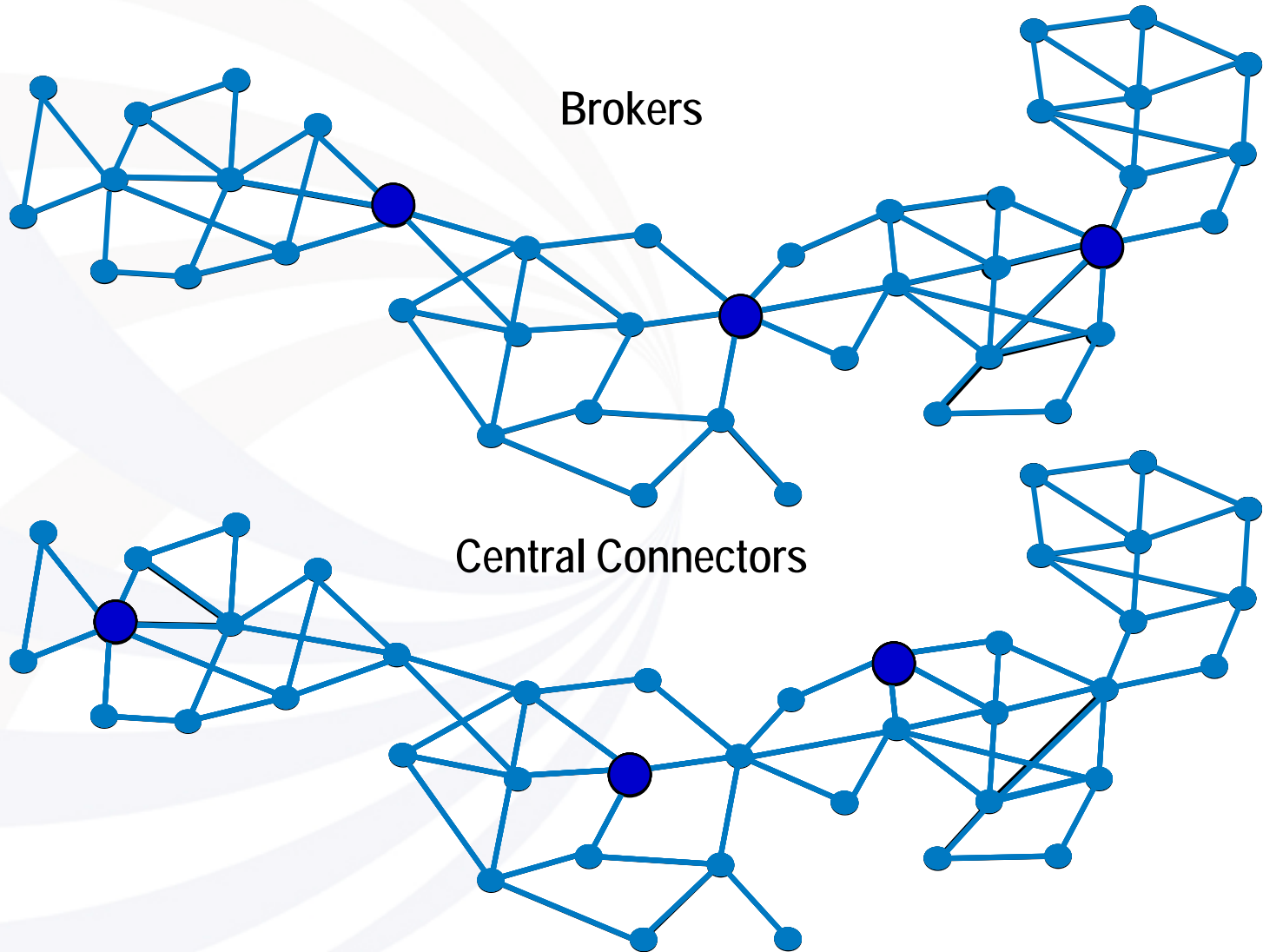
Leaders, Experts, Old Timers,
Gateway Roles or Political Players.

Brokers:

Leverage ability to drive change,
diffusion or innovate.
These people can also be key
liaison or cross-process roles.



Knowledge diffusion differs by role



Peripheral Players

Cultural Misfits

I feel like a fish out of water here. They seem to care about things that don't matter to me.

Disconnected Contributor

I'm new to this network. Few people know me or my capabilities, but I don't know where to turn for help.

Niche Experts/Balance

I research very specific issues and feed my findings to a research group.



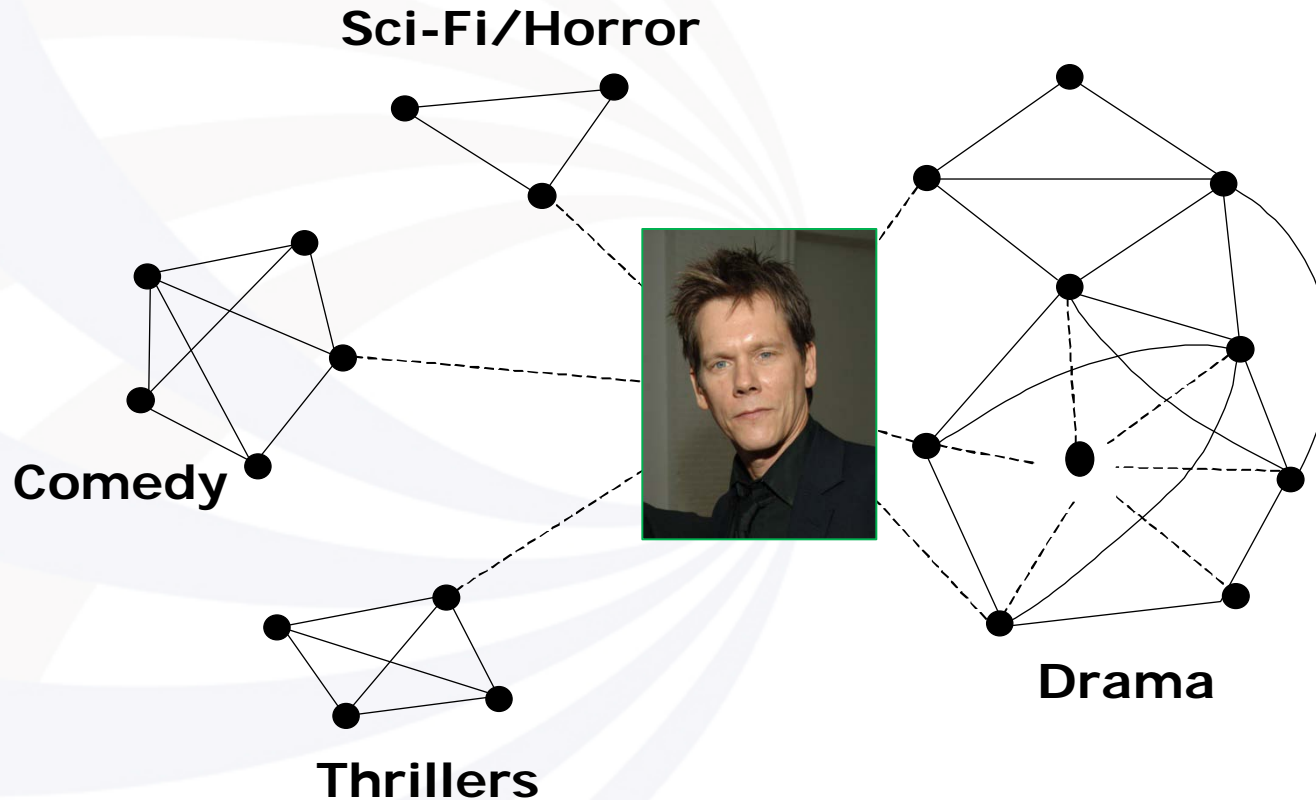
Why Kevin Bacon Matters



The Top Ten List

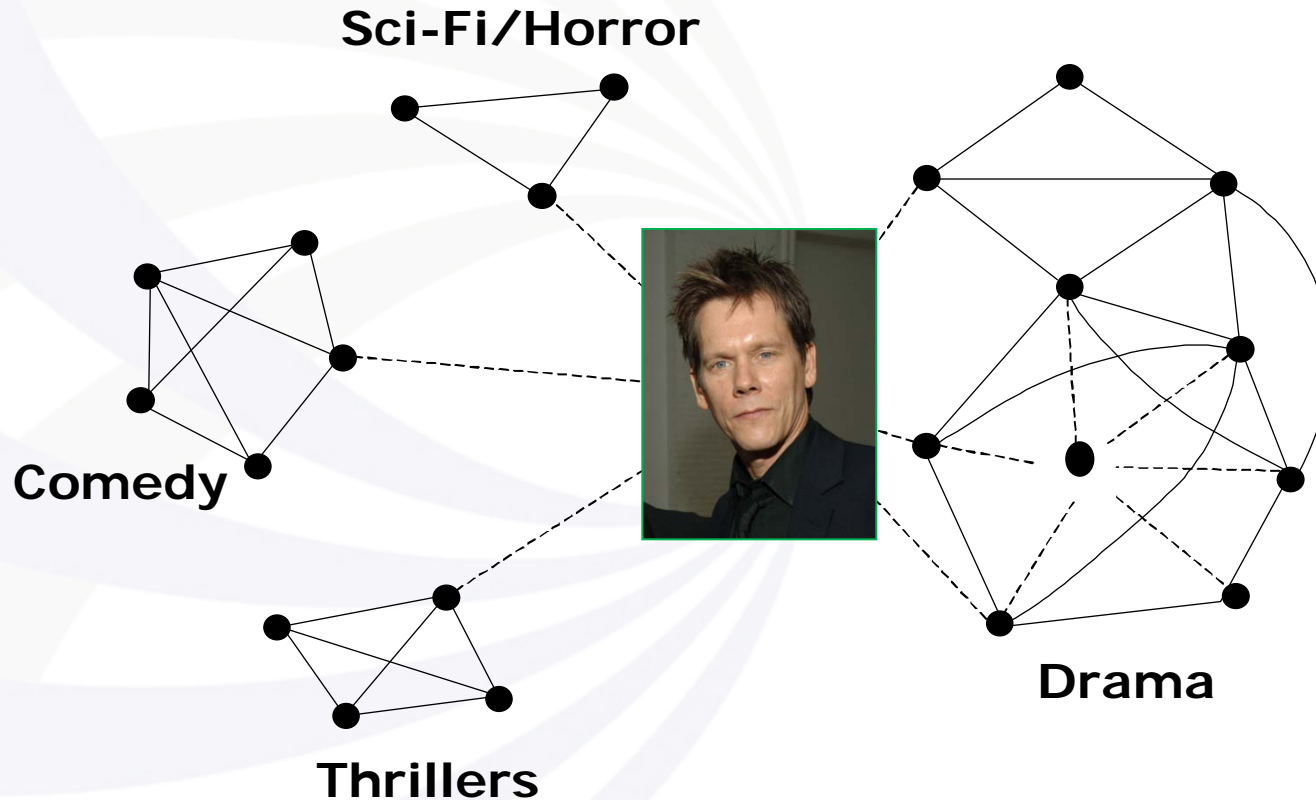
	Actor	<u>Number of Films</u>
1.	Mel Blanc	... 759
2.	Tom Byron	... 679
3.	Marc Wallice	... 535
4.	Ron Jeremy	... 500
5.	Peter North	... 491
6.	T.T. Boy	... 449
7.	Tom London	... 436
8.	Randy West	... 425
9.	Mike Horner	... 418
10.	Joev Silvera	... 410

Network Patterns of High Performers



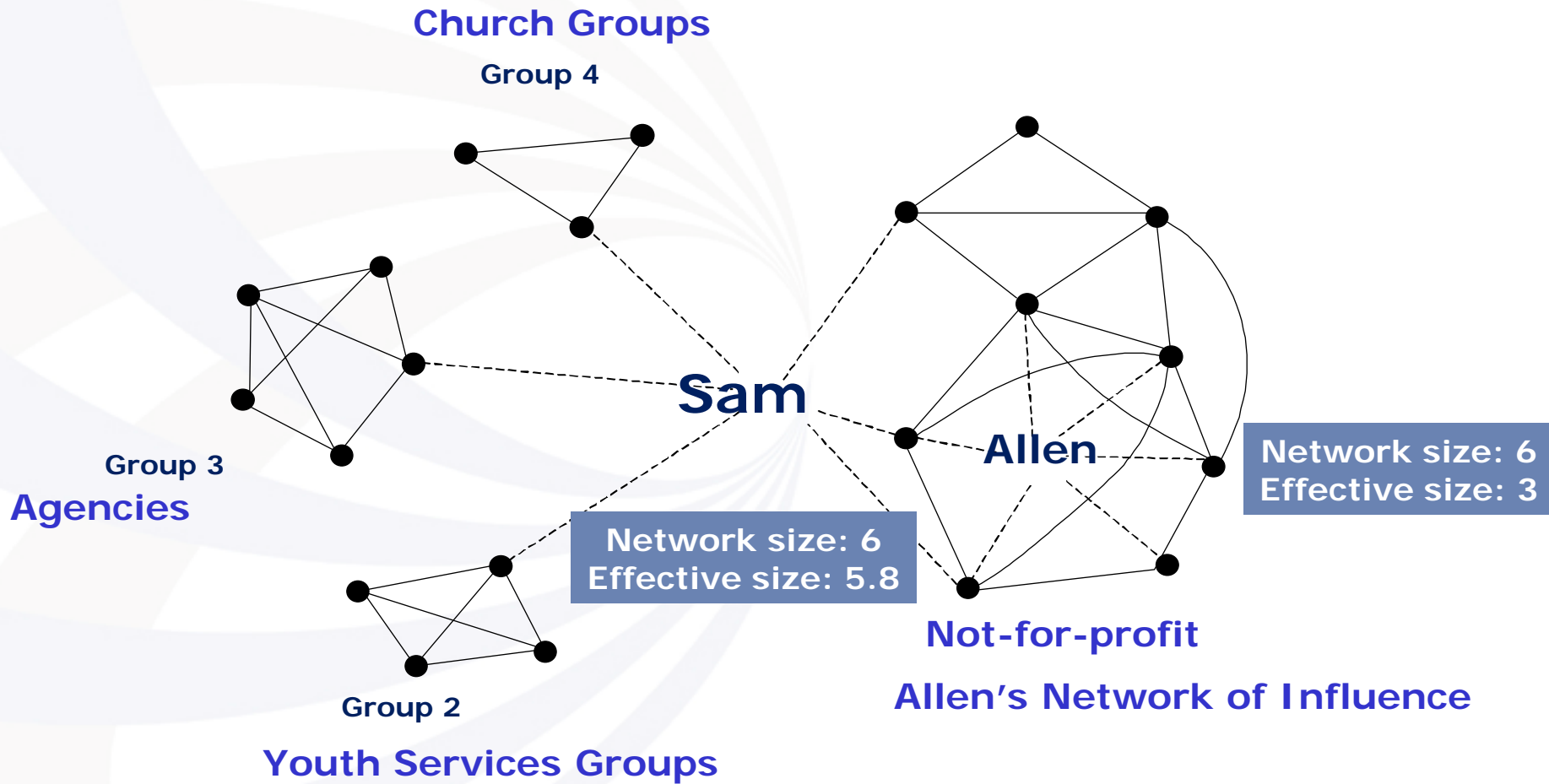
<http://oracleofbacon.org/>

Network Patterns of High Performers..and Influencers



<http://oracleofbacon.org/>

Network Patterns of High Performers..and Influencers



Network traps and their impact

Structural *Impact Work Flow and Innovation*

Traps stem from the structure of the networks that surround the you.

Solutions require restructuring of interactions or involvement of others



Relational *Impact Decision-making & Skills*

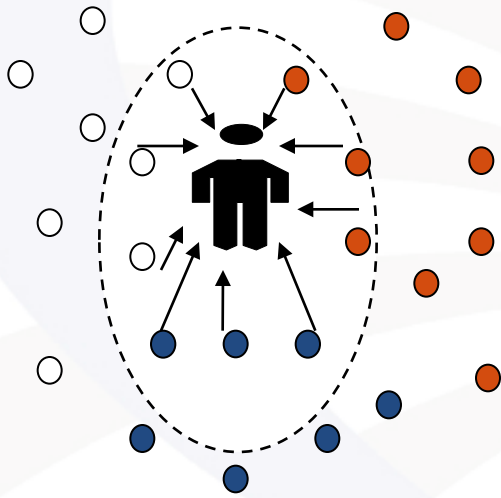
Traps stem from the kinds of relationships you choose.

Solutions require changing personal relationships



Structural Network Traps

The Bottleneck



Issue: Heavy reliance on him- or herself. Bottlenecks use their own – and others’ – time inefficiently; they invisibly hold up work and innovation in the network.

Outcomes: Personal burnout; organization fails to use expertise on the network’s periphery; network is slower to respond to opportunities and threats, and innovation stalls.

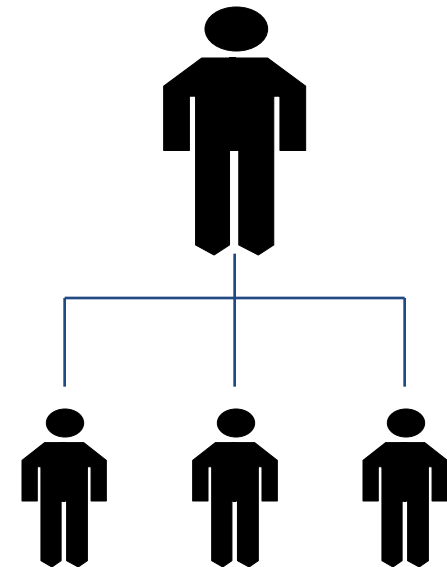
Network remedy: Identify categories of information, decision rights and tasks that can be reallocated to alleviate overloaded points and draw others into the network.

The Formalist

Issue: Inaccurate perception of the informal network and therefore fails to leverage it as means to get work done.

Outcome: Suffers from personal frustration as things do not happen the way they expect them to. In the organization, plans are implemented ineffectively and opportunities will be missed.

Network Remedy: Identify brokers, marginalized voices, overloaded points and fragmentation where networks have fallen out of alignment.



Relational Network Traps

The Dis-Connected Expert



Issue: This otherwise high performer does not address skill gaps – deficiencies of technical expertise, decision-making ability or interpersonal style – by leveraging relationships.

Outcome: The disconnected expert will ultimately fail when a new role or changing times demand underdeveloped skills.

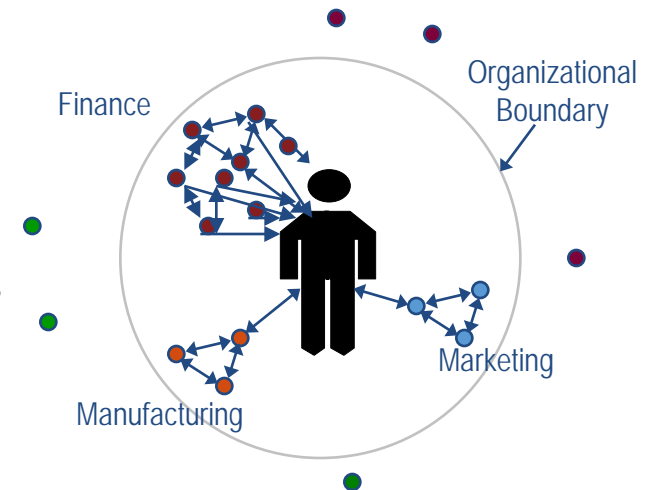
Network Remedy: Develop self-awareness and actively build ties to those who can help address skill gaps.

The Biased Networker

Issue: The biased networker allows certain voices (e.g., those with similar functional background, physical location or values) to become disproportionately important in business decisions.

Outcome: Poor strategies, inflexibility and unethical decisions are all potential outcomes resulting from insularity or from allowing certain voices to become too privileged.

Network Remedy: Identify and correct overinvestment and underinvestment in relationships.



Networking Myths and Truths

Myths:

Take names - two palm pilots, two cell phones, a blackberry and 5000 contacts

Be the life of the party - tell jokes and chat up as many people as you can

Never eat alone - go from 6am – 1am, no more than 1 night a week to yourself

Be interesting - Prada suits, style, hobbies and philanthropy, fashion identity

Ping constantly - make hundreds of phone calls a day and email constantly

Truths:

Don't network just to network – be intentional in your approach

Seek out cross functional assignments

- Opportunities to work “ in the trenches” with a diversity of people

Seek out diverse relationships

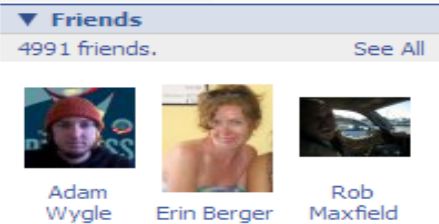
- Diversity in all things, background, experiences, etc.

Don't keep score -generously connect other people and offer them your help

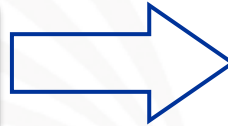
Networking Mindset Shift

Move From:

To:



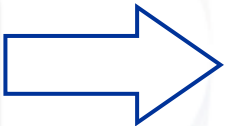
Quantity



Quality



Schmoozing



Learning and Capability Development



One-Way Relationships



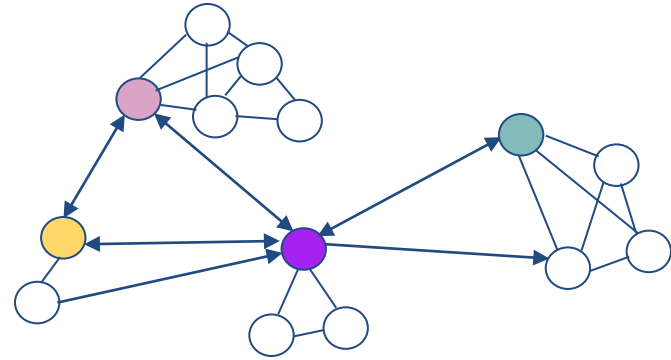
Two-Way/Reciprocal Relationships



All About Me



All About US



Exercise (continued):

**Rethink Your Strategy Around An
Environmental Issue...**

...With A Network View



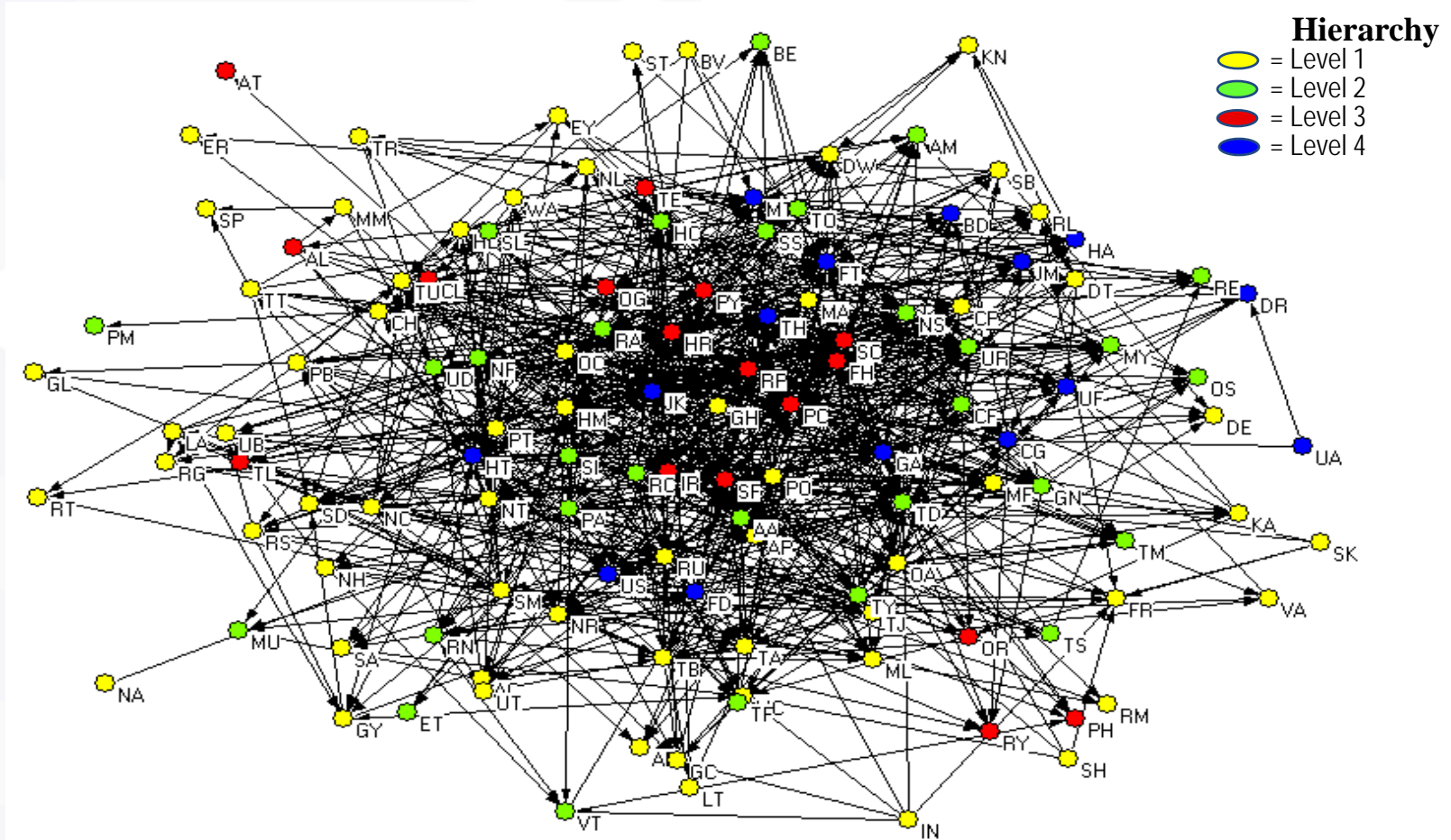
Energy and Networks



> > > STRATEGY EXECUTION THROUGH EDUCATION > > >

A Highly Energized Network...

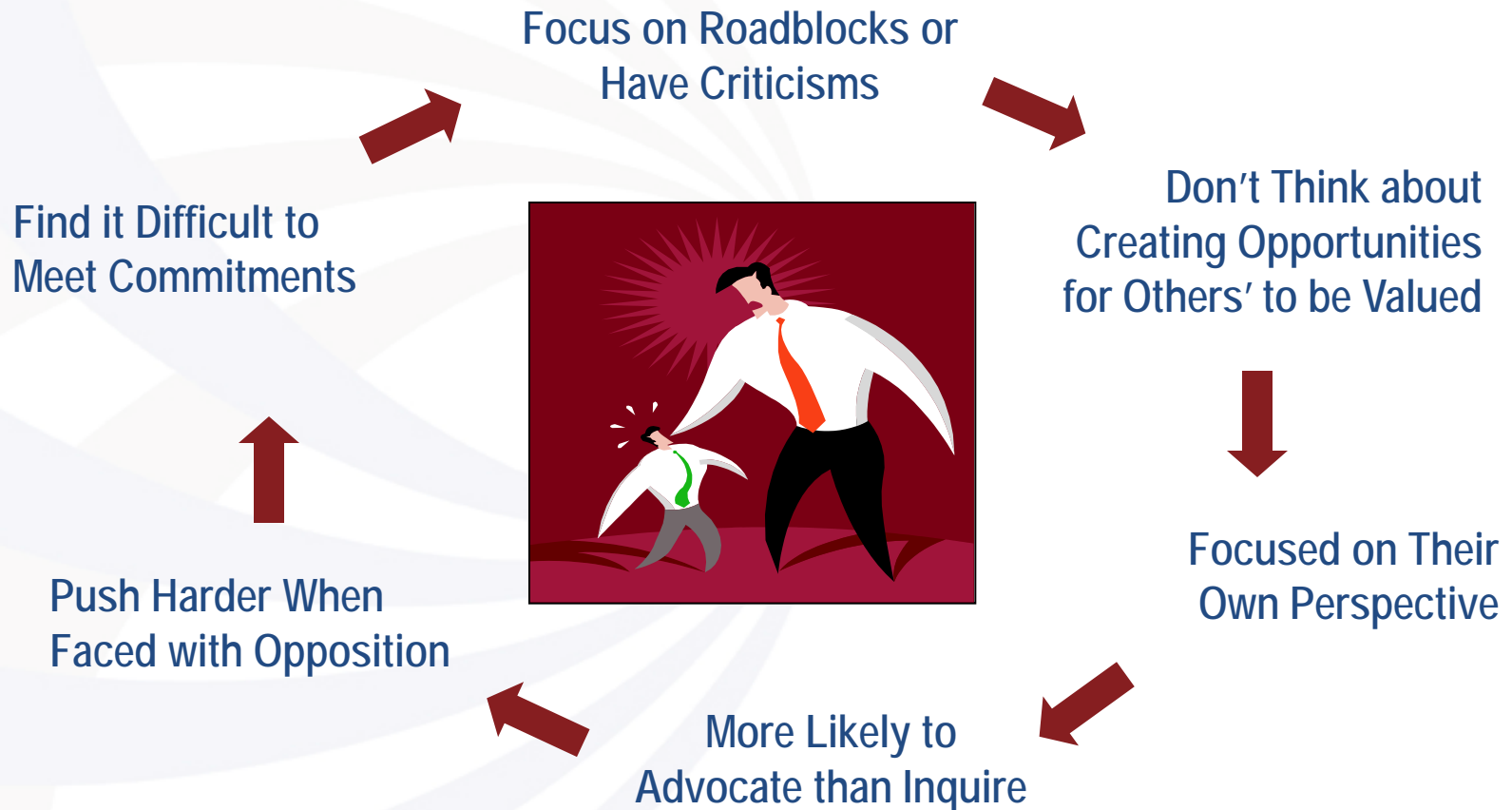
Question: "When you interact with this person, how does it affect your energy level?"



Reflect For a Moment on Your Own Experience. *How Would You Characterize an “Energizer”?*



Reflect For a Moment on Your Own Experience. *How Would You Characterize a “De-Energizer”?*





Appendix



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Energy (and Energizers) Matters More Than You Might Think...



- **Energizers get more from those around them**
 - People are more engaged in a given conversation and are more likely to devote discretionary time to these issues
- **People tend to be more innovative and creative with energizers**
- **Energizers tend to win out in the internal labor market and with customers**
 - The ability to motivate others is as, or more important than knowing the answer
- **Energizers promote work satisfaction and learning among those around them**
- **Energy spills over into follow-on interactions. This is where de-energizers are deadly.**

What Creates/Drains Energy?

Divide Into Two Groups

Group One:

Describe energizers — those people that you interact with and then walk away feeling better about what you are doing.

Discuss:

- What energizers do in interactions that creates energy.
- Beyond specific behaviors, describe what energizers are like as people.

Group Two:

Describe de-energizers — those people that can suck the life out of the room in a heartbeat. Discuss:

- What de-energizers do in interactions that creates energy.
- Beyond specific behaviors, describe what de-energizers are like as people?



Movie Clip: Gettysburg

What to watch for:

- What does the speaker do that generates energy?
- Assuming he's successful, how does it change your thinking about what's required to create energy?

Eight Key Decisions That Drive Energy

- Decision 1:** Do you build trust by weaving relationship development into work and day-to-day actions? Even when you feel swamped do you make the time to engage with others as people and not as means to an end?
- Decision 2:** In general, do you do what you say you are going to do—can people trust that you will come through on commitments?
- Decision 3:** Do you address tough issues with integrity and/or sincerity? Do you allow political behavior to creep into decisions or interactions with others?
- Decision 4:** Are you cognitively and physically present and engaged in meetings or conversations with others? Even when you know the answer, are concerned about other issues or are just flat out bored do you show respect for others and their thinking by being fully engaged?

Eight Key Decisions That Drive Energy

Decision 5: Do you focus too heavily on problems in interactions? Do you see and articulate realistic possibilities that tap others' values?

Decision 6: When you disagree with someone do you do so in such a way that focuses attention on the issue at hand and does not become intertwined with the value of that person's contributions? Do you offer alternatives or simply critique others?

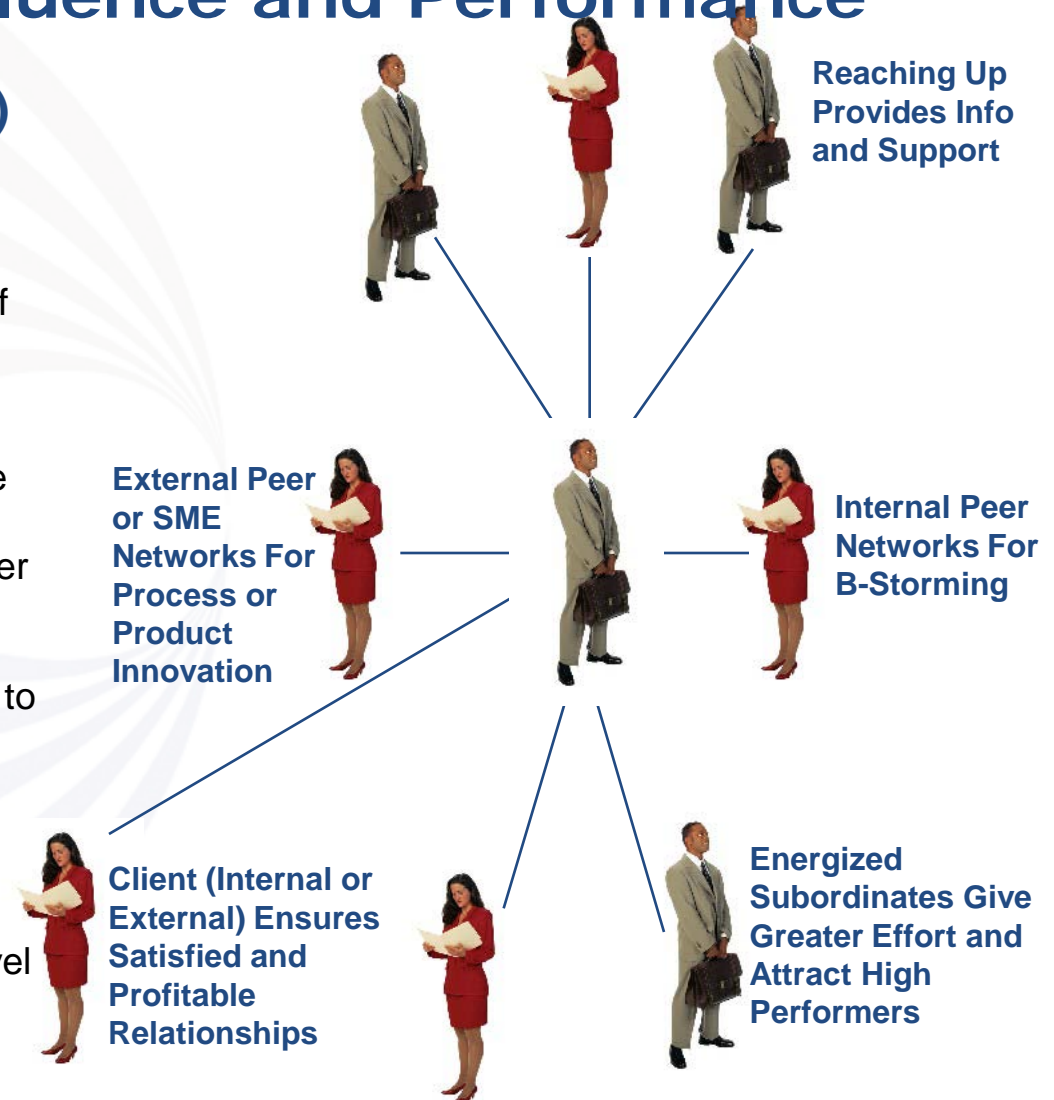
Decision 7: Are you 'heedful' of others in conversations or group meetings? Are you flexible in your thinking or do you force others to always come to your way of thinking?

Decision 8: Do you hold and use your own expertise in an appropriate fashion? Do you create room for others to contribute and be valued?

Specific Dimensions of Network Connectivity Promote Better Influence and Performance

High Performers (i.e., top 20%) Have Non-Insular Networks:

- Select ties up in the hierarchy (to your boss and others) provides a breadth of information, context, resources and political support for your initiatives.
- Lateral connections to peers within the organization are important for brainstorming and best practice transfer as these people face similar issues.
- High quality (i.e., energizing) relations to those lower in the hierarchy creates reputation and draws emerging high performers to you over time.
- Select ties to experts outside of the organization yield innovations and novel opportunities.



The Networking Mindset

- Seeing relationships as imperative to personal capability
- Seeing relationships as critical to getting work done
- Understanding that networks are different from—but not necessarily at odds with—formal organizational or community structures
- Building relationships with intention around impact vs. self-promotion
- Always acting from relationships as much as from individual contribution
- Behaviors?