

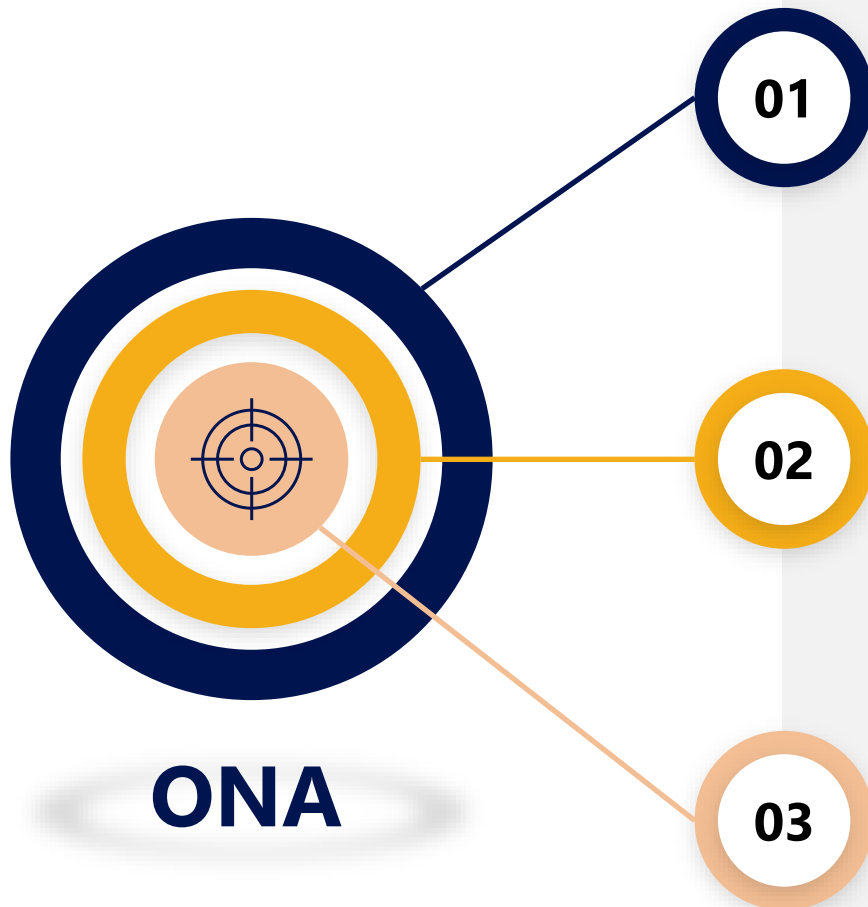
**Tailai Chang
Lucas Yang
Young Kim**



Measuring the Power of Organizational Network

One International

Why Organizational Network Analysis matter?



01

Information & Communication Flow
ONA analyzes and visualizes patterns of collaboration by examining the frequency, strength, and nature of interactions within networks.



Types Downward
Upward
Horizontal
Diagonal

02

Organizational Issues
It can help diagnose various organizational issues and devise appropriate interventions.



Issues Organizational silos
Information bottleneck
Lack of consensus
Negative culture

03

Influencer & Outsider
It can help identify key influencers to enhance business performance through increased connectivity. Additionally, we can find outsiders who rarely communicate with other colleagues.



Change management
Leaders can leverage the existing, but hidden networks to drive change within a firm.

Company Introduction



One International

Misaeng: Incomplete Life (TV series on Netflix)

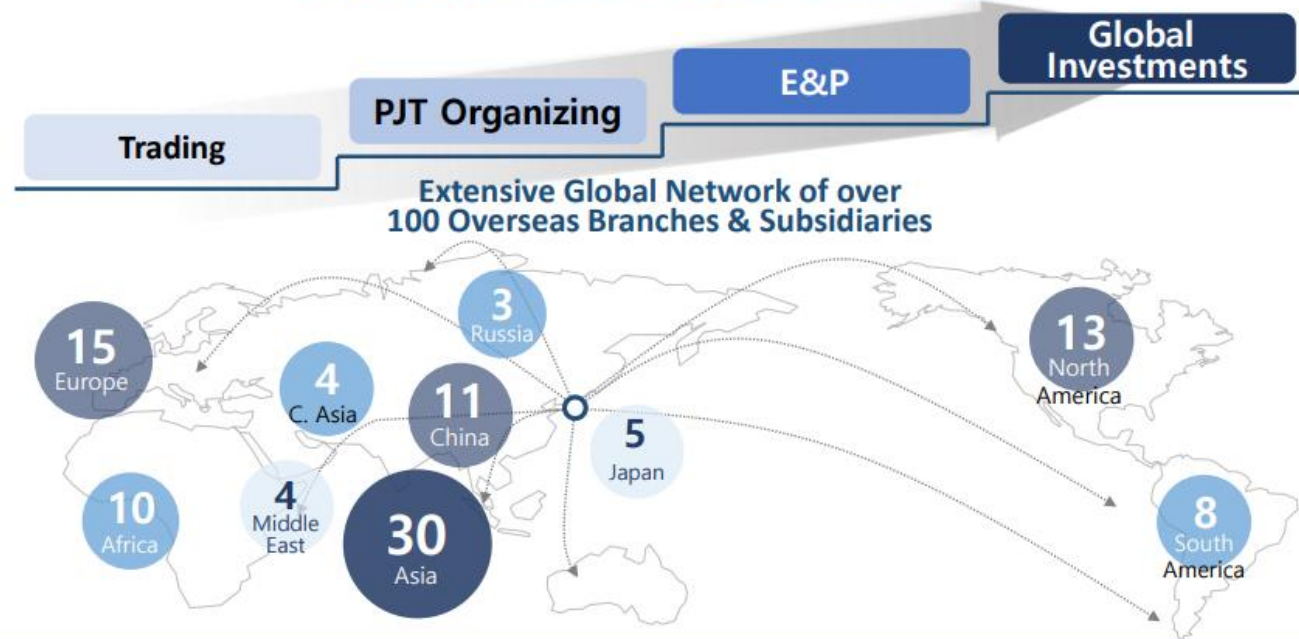
Business Scope

ONE INTERNATIONAL

Company "Specializing In International Trade & Investments"

Based on Trading And E&P & PJT Organizing Businesses

"Beyond Trade, Pursuing FUTURE BUSINESS"



One International

Attain Benefits of Synergy Through Effective Global Collaboration

Faster movement through information sharing
and new business opportunities by synthesizing diverse ideas.

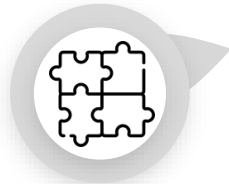
Enhance M&A Integration Process

The company needs to overcome resistance to change, speed up integration, and ensure more cohesive cultural merger by reflecting local opinion leaders' suggestion.



Organizational Restructuring

The main drivers for consolidation were to establish a set of consistent processes so that internal and external customers receive a consistently higher level of service.



5 Needs

Increase the Company's Revenue

For this, the company can improve internal collaboration and identify "hidden stars" that drive sales success.

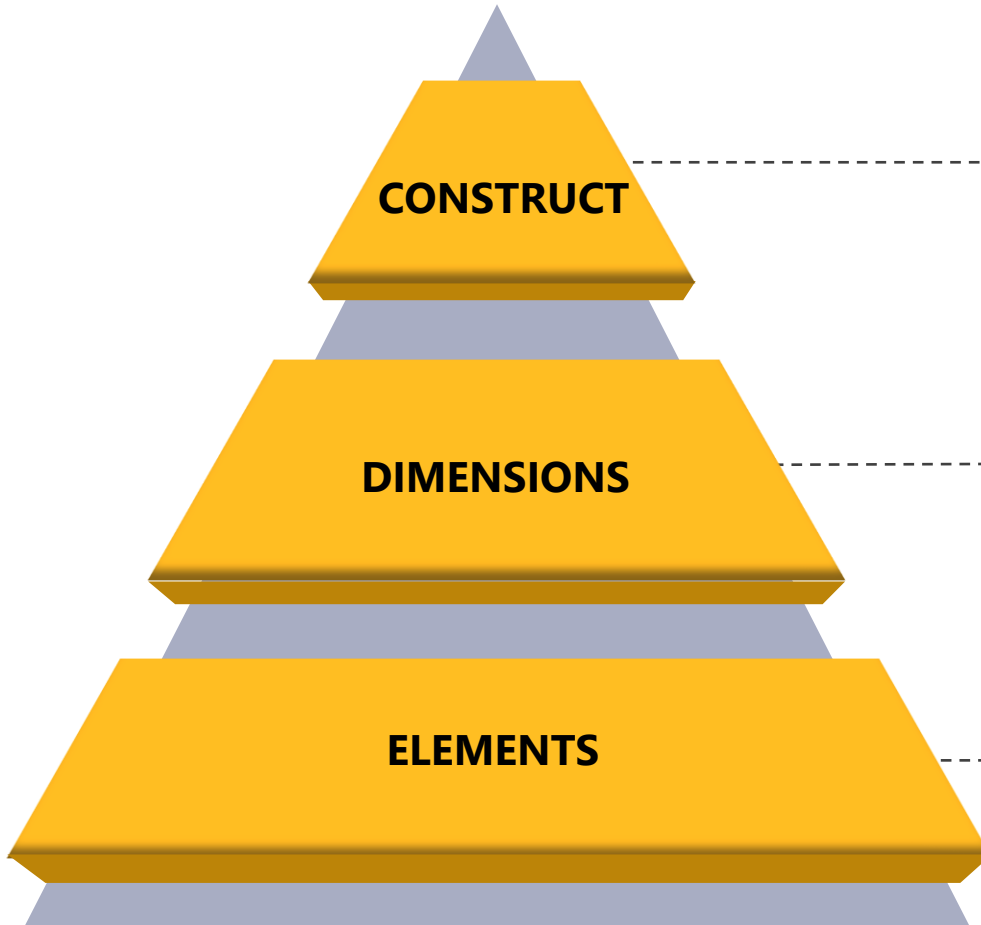


Innovation

The company needs to streamline decision-making processes and enhance product development cycle times.



General Model for ONA



ORGANIZATIONAL CONNECTIVITY

- Intricate web of interactions and communication
- Static & Dynamic connections: Information flow, robust collaboration , resilient structure

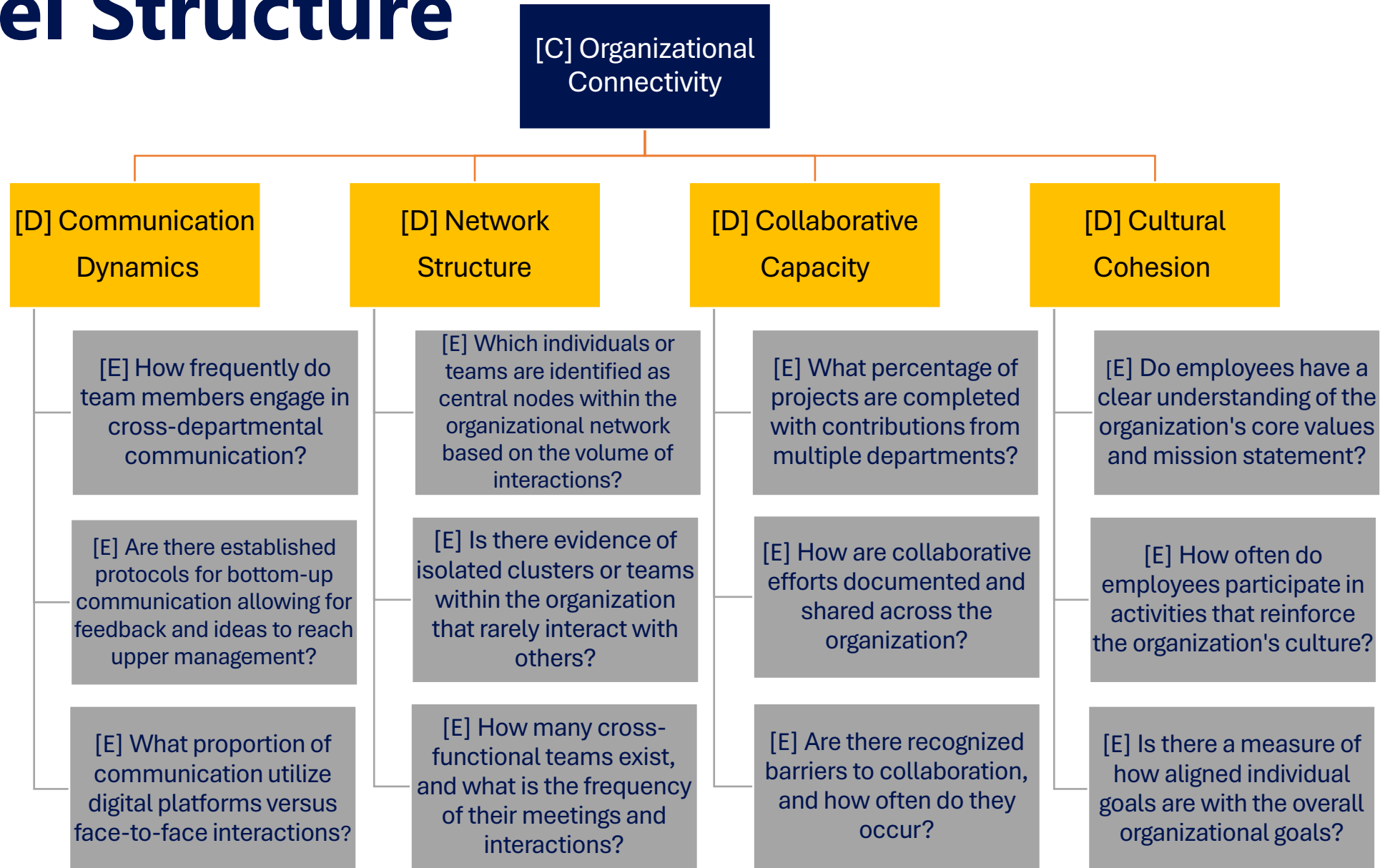
4 DIMENSIONS

- Communication Dynamics
- Network Structure
- Collaborative Capacity
- Cultural Cohesion

NUMEROUS ELEMENTS

- 16 elements in total
- Building blocks for ONA measurements

Model Structure



Current Measurement Tools

We can get valuable insights for individual and team performance as well as perceptions of collaboration through traditional ways.

*** Issues: Subjective Perceptions (Personal biases)**

01



Employee Collaboration Survey

Ease of communication
Frequency of cross-functional interactions
Satisfaction with collaboration tools
Ex) Periodical survey for communication effectiveness

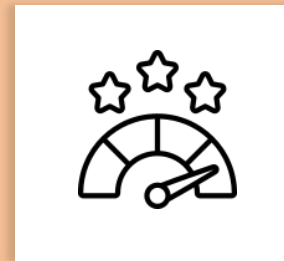
02



360-Degree Feedback

A comprehensive view of an employee's performance and their interaction with different levels within the organization.
Ex) 360-degree feedback process as part of performance review cycle

03



Performance Assessments

Metrics related to teamwork and Collaboration
Ex) Performance appraisals to evaluate employees' collaborative efforts, especially on cross-functional projects

Improved Measurement Tools

* More Objective and Scientific Tools



Collaboration Intensity Score

Assesses how often and how effectively team members engage with each other to achieve mutual goals

Ex) Engagement in cross-functional PJT

1



Central Node Influence Score

Evaluates the role and impact of central figures who facilitate information flow and decision-making

Ex) Person who is frequently consulted by many

2



Meeting Frequency Score

Measures the number and effectiveness of interdepartmental meetings

Ex) Departments that have regular, outcome-oriented meetings

3



Collaboration Time Score

Quantifies the amount of time spent on collaborative activities and how this time correlates with productivity

Ex) Using collaboration time efficiently

4



Juridical Network Understanding

Reflects the depth of understanding of the organizational network and its influence on decision-making

Ex) Decision that align with the network analysis

5

ONA Data Sources



Active Sources

Require direct input, like ONA surveys, offering deep insights into expertise, leadership, and culture..



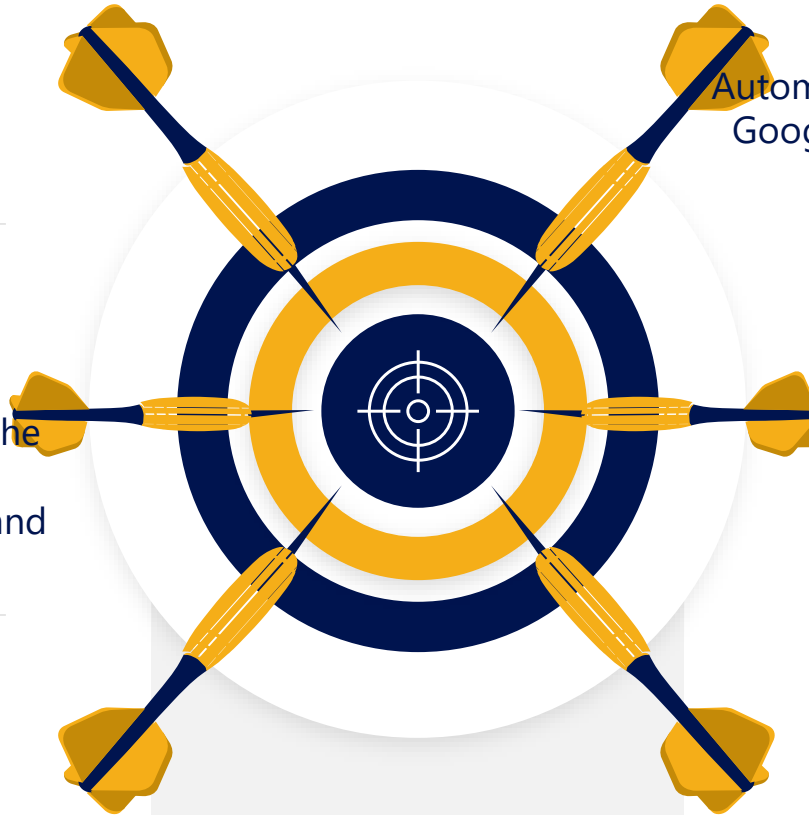
Key Insights

Combining active and passive sources yields the most comprehensive organizational map, capturing the structure, interaction patterns, and informal exchanges.



Integration Benefit

The synergy between active and passive data enhances the understanding of organizational networks, crucial for focusing on increasing passive data leads due to their growing prevalence and depth of insight.



Passive Sources

Automatically collected, such as Slack, Microsoft Teams, Google & Outlook Calendars, Email, and CRM systems like Hubspot and Salesforce, providing real-time collaboration insights..



Advantages

Active sources detail relationship types and influence, while passive sources highlight collaboration dynamics and communication patterns.



Conclusion

Integrating active and passive data sources in Organizational Network Analytics enriches organizational mapping by combining direct employee input with real-time collaboration insight

Active vs. Passive Data Sources in ONA

Active Data Sources

01

Brief Description

Require direct employee input through surveys.

Example

active sources require employees to complete surveys, while passive sources extract insights from the organization's collaboration techniques.

02

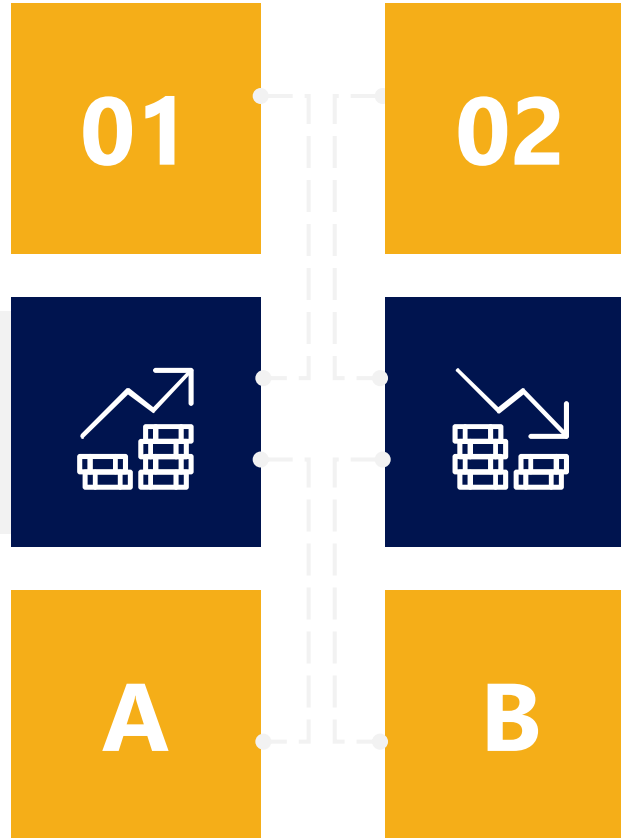
Passive Data Sources

Brief Description

Automatically gather insights from collaboration tools.

Example

Slack, Teams, Google Calendar, Email, and CRM systems. As diverse collaboration technologies become more prevalent, the amount of passive data is increasing significantly, making it critical for companies to focus on these leads.



Derive Numerical Scores

No	Aspect	Data Source	Scoring Criteria (Points)
1	Communication	Slack, Teams, Email	High: 5, Medium: 3, Low: 1
2	Influence	ONA Survey	High: 5, Medium: 3, Low: 1
3	Meeting Frequency	Calendar	Regular: 5, Occasional: 3, Rare: 1
4	Collaboration Time	CRM Systems	Adequate: 5, Moderate: 3, Insufficient: 1
5	Leadership	ONA Survey	Strong: 5, Moderate: 3, Weak: 1
6	Organizational Culture	Enterprise Social Media	Strong: 5, Moderate: 3, Weak: 1

The scoring approach details six key dimensions of organizational network analysis, each with corresponding data sources such as Slack and email for assessing communication frequency and corporate social media for assessing organizational culture, and provides a specific scale from 1 to 5 for each dimension based on high, medium, and low performance.



Measuring Organizational Connectivity

This comprehensive model converts the abstract construct of Organizational Connectivity into a quantifiable score, reflecting the health of an organization's communication, structure, collaboration, and culture.



Data Collection

Gather data from ONA surveys, communication platforms, calendars, CRM systems, and social media platforms.

01

Data Processing

Preprocess and clean data, extract relevant interaction and collaboration features, and apply normalization and weighting.

02

Score Calculation

Assign scores for communication dynamics, network structure, collaboration capabilities, and cultural cohesion.

03

Validation

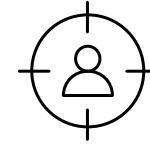
Benchmark scores against organizational metrics, calibrate based on feedback to refine the measure.

04

Identifying Threats

To understand and optimize organizational networks, potential threats to the validity and reliability of the measurement process must be acknowledged and addressed. Just as a map is only helpful if it accurately represents .

01



Random Errors

- Sampling Bias
- Response Variability
- Data Collection Methods
- Technical Failures

03



Conclusion

Proactive measures such as diverse sampling, bias reduction, and rigorous data validation are vital to maintaining the integrity of ONA measurements

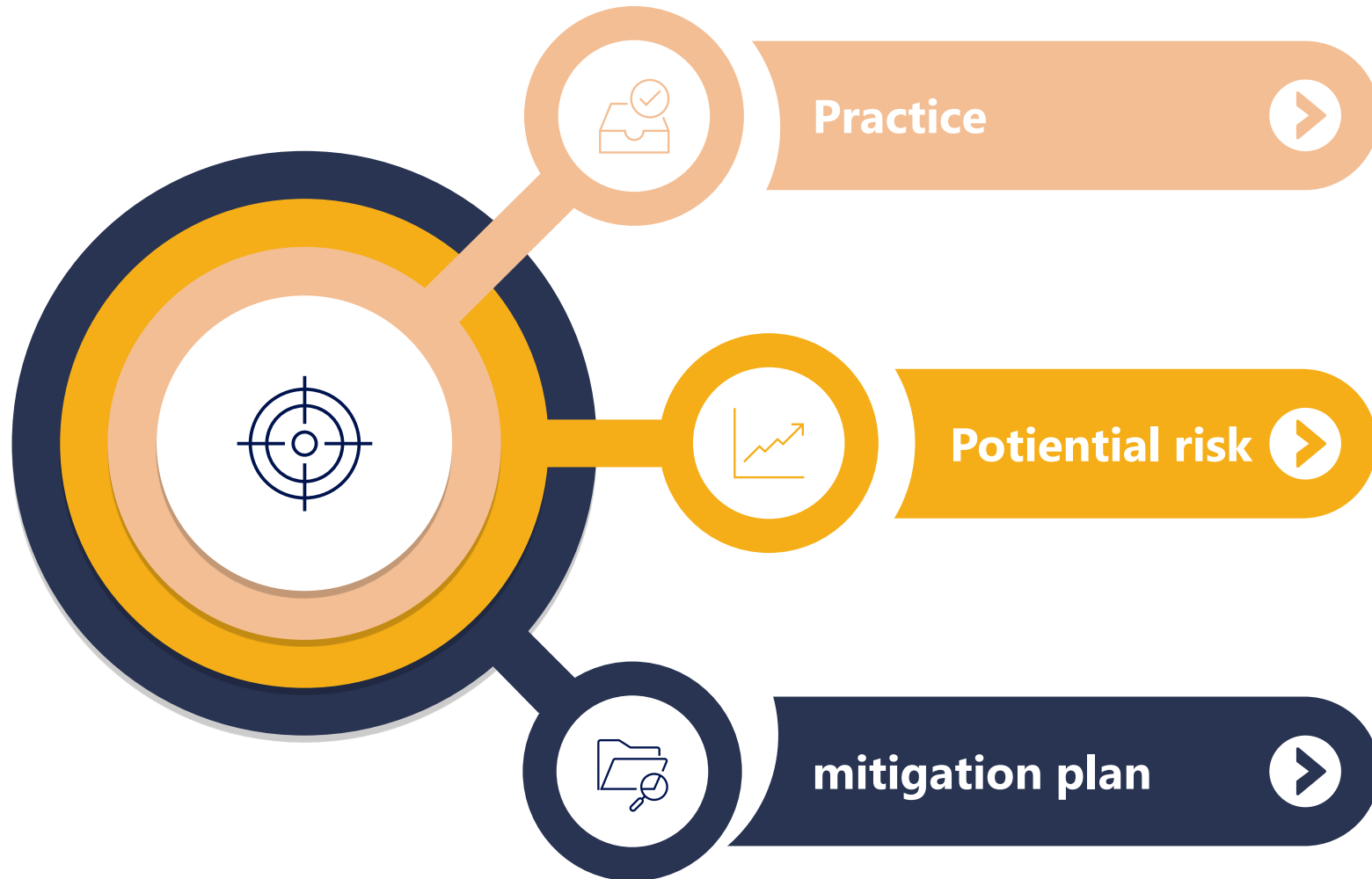
02



Systematic Errors

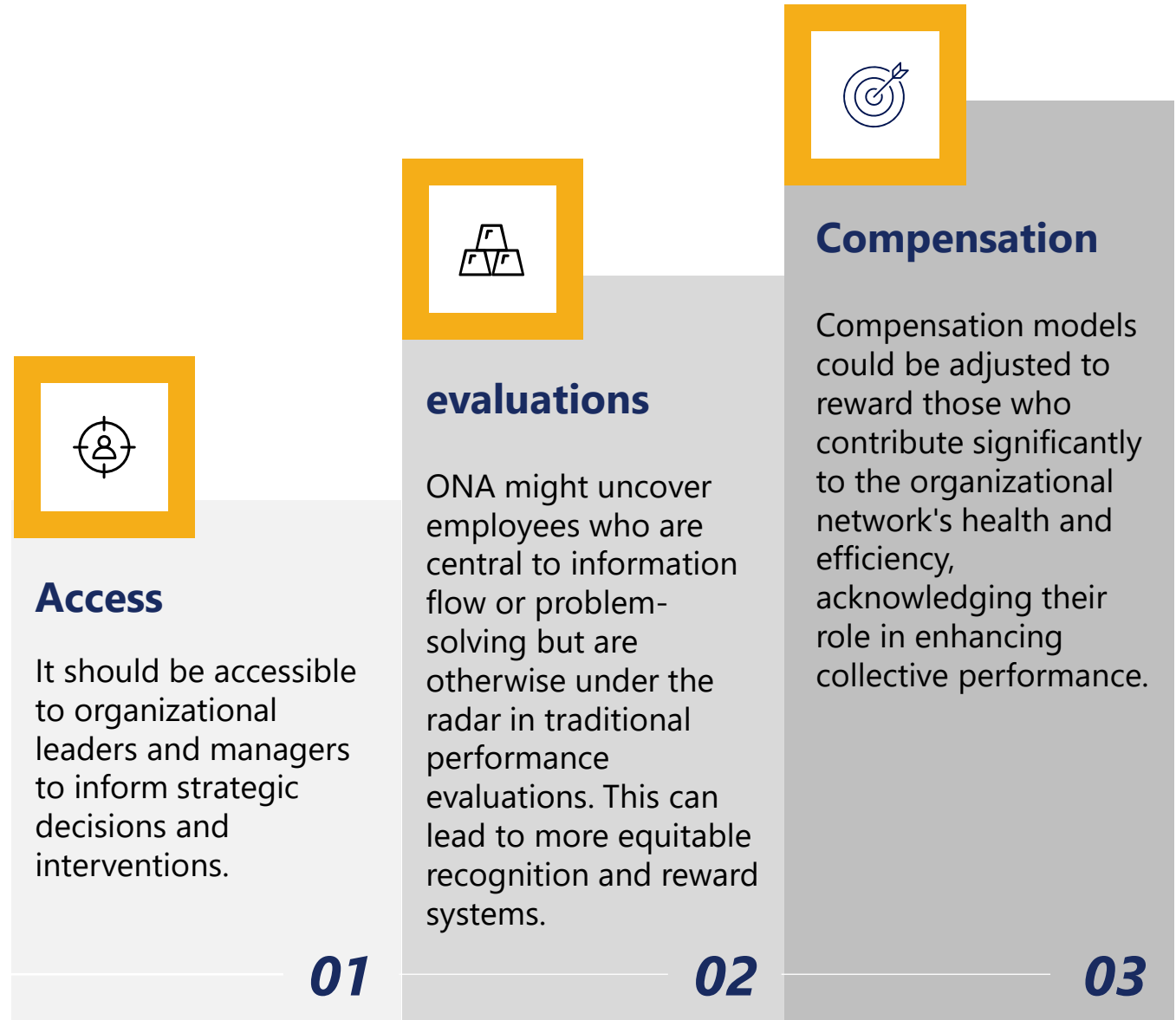
- Social Desirability Bias:
- Platform Usage Bias
- Cultural Influences
- Data Integration

Implementation



Practice

The measure should be used in practice to enhance organizational effectiveness, collaboration, and innovation. Bringing it into compensation and performance evaluations can obtain better understanding into Human resource management.



Implementation



“gaming the system”

Knowing that metrics such as the number of connections or frequency of interactions are being monitored, employees might engage in superficial or non-productive communications simply to inflate their ONA metrics.



employees' privacy

The collection and analysis of data on who communicates with whom, how often, and in some cases, the content of these communications, can feel like surveillance to employees.



overly focusing

An overemphasis on network metrics can undervalue the contributions of introverted employees or those who prefer to work independently.



Ownership of data

Employees may be concerned about the potential for data to be used for purposes beyond the original intent, such as for making decisions about layoffs, promotions, or other HR-related actions.

mitigation plan

1

Find balance

Use ONA as one of multiple metrics to assess employee contributions, ensuring that both collaborative and individual achievements are recognized.

Transparent

Organizations should be transparent about the use of ONA, including what data is collected, how it is analyzed, and how insights derived from it will be used.

4



2

Regularly adjust

Regularly review and adjust ONA metrics and their application to ensure they are promoting the desired behaviors without unintended negative consequences.

Consent

Implementing strict data protection measures, including anonymization of data where possible and ensuring that data is only accessible to authorized personnel, is crucial.

3



Thank You.

People Metrics
Final Presentation

