



Training Manager Network: Who Knows What?

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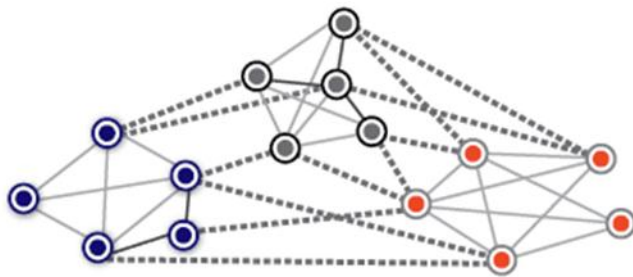


Network Card Activity

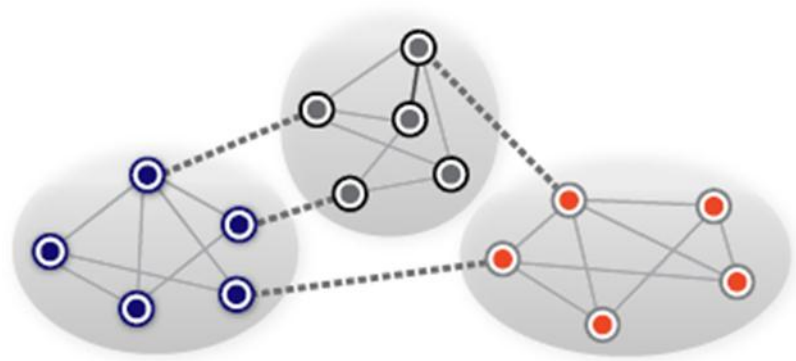
1 Your role	2 People who help you	3 People you help	4 Top performers	5 Your customers	6 Accomplishments
7 Your tasks	8 Your tools	9 Your support	10 Your barriers	11 TM success factors	12 Your talents and skills

Network Defined

In short, a network is a collection of individuals who connect to each other by interest, job, activities, etc. Much of an organization's performance is influenced by network activity. High performers know how to leverage their network.



Integrated Network



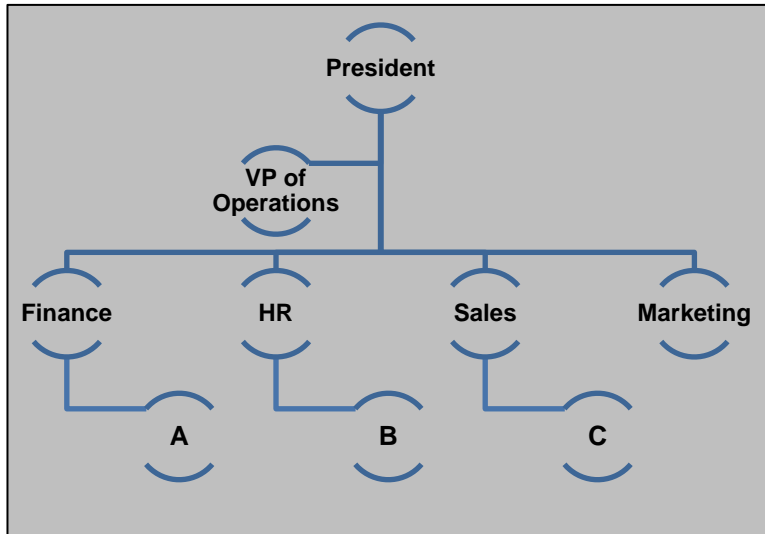
Siloed Network

“High performers do not necessarily have a big network—what they have are bridging ties, reaching outside their group, even outside their organization.” - Rob Cross



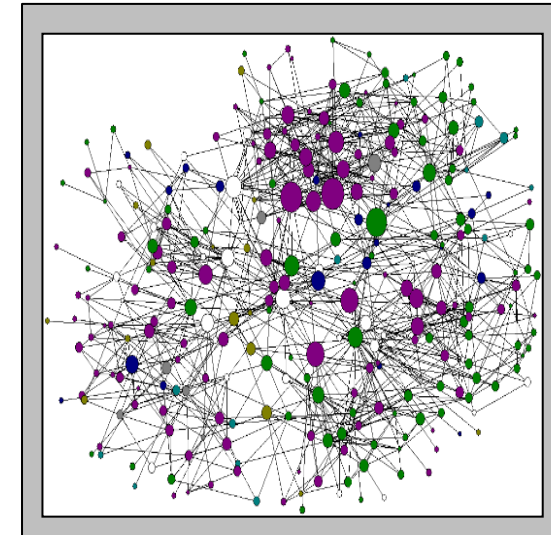
Network Discovery

Organizational Chart (Expected Operations)



- Defines the organizational hierarchy, groups staff, and establishes supervisory roles
- Communicates *intended* decision authorities at various levels of the organization
- Creates natural silos of functional specialization or geographic focus

The Organizational Network (Observed Operations)



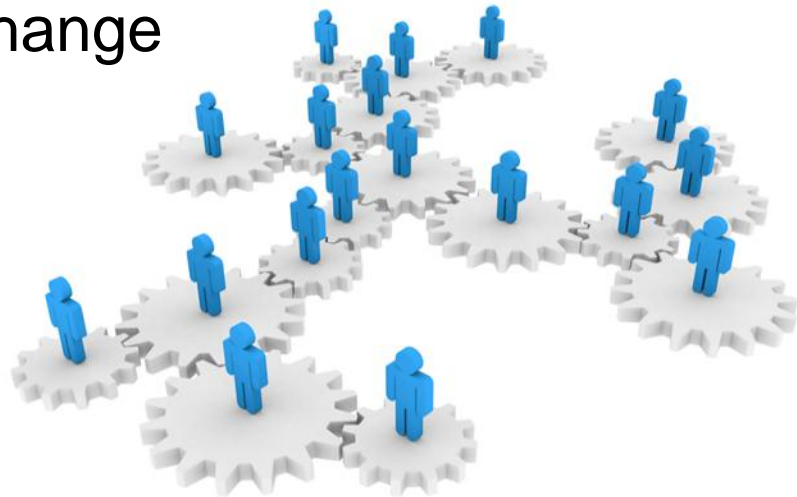
- Reflects how organizations, staff and stakeholders connect – communicate, collaborate, or make decisions – irrespective of the formal structure or geographic/demographic boundaries
- Genuine workflow and *actual* decision authorities are exposed when viewing an organization's network connections



Network Discovery, Cont.

Network visibility helps us discover:

- Who speaks (and works with) whom
- How work moves throughout the organization
- Where employees spend most of their time
- How agreeable employees are to the concept of an upcoming change





What Role Do I Play?

Influencers tend to take on one of two distinct roles within the organizational network:

- Central individuals sit in a central part of the network and are well-connected
- Brokers sit between pairs or groups of individuals and make possible the flow of work, communication, and information

Outsiders sit on the edge of a network and have few connections. These individuals may:

- Feel a lack of organizational fit
- Be new to the organization
- Possess specific technical expertise which results in little need or desire for collaboration. It is not necessarily “bad” to be an outsider



What Are We Looking For?

- We want to assess the quality of the relationships between our team and our stakeholders.
- We want the appropriate level of high-quality stakeholder connections which allow for improved customer service and the cross-pollination of ideas and opportunities.



What Can I Do With This Information?

- Recognize and improve communication relationships
- Discover gaps and areas of strength between and among TMs and internal/external stakeholders
- Form problem solving relationships
- Clarify the informal TM network structure
- Improve my performance





Network Card Activity Purpose

The Network Card Activity will help you:

- Discover your network
- Leverage your network
- Uncover hidden resources
- Recognize performance barriers and gaps
- Better understand your role in the organization



Network Card Activity Instructions

1

Your Role

**Your answers
here**

**Page 1 (front)
of your Network Card**

Question

*What does your organization expect you to do (job description)?
What do you actually do?*

Page 2 (reverse) of your Network Card

Directions

*Describe the most impactful gaps between what VBA has asked you
to do (thinks you do) and what you actually do.*

- Fill in required data throughout the week
- Use additional cards as needed
- Pay attention to Network Card prompts in each presentation
- Use notes section on page 2
- Collaborate!

**Network Card blocks
8 and 9**



Questions?



Begin Network Card Activity

Name:	Regional Office:	State your mission:
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1 Your role	2 People who help you	3 People you help	4 Top performers	5 Your customers	6 Accomplishments

Table Section	Question	Instructions
1 Your role	<i>What does your organization expect you to do (job description)? What do you actually do (real work)?</i>	Describe the most impactful gaps between what VBA has asked you to do (thinks you do) and the work you actually do.
2 People who help you	<i>Who helps you get things done? Name them.</i>	List those people that comprise your "go-to" support network. If they are a Training Manager, put a TM by their name and indicate their current assignment.
3 People you help	<i>Whom do you help get things done? Name them.</i>	List those people who would consider you a member of their "go-to" support network. If they are a Training Manager, put a

Notes:

Please begin answering the questions on page two, entering your responses on page one. Additional cards are available if you run out of space.