

Index

A

Accenture, 183
Accord, 188
Adaptation by leaders, 129–130
Apple, 51
Apple iPod, 43–44, 58–59
As Is maps, 100, 103
Assignments, first new hire, 166

B

Bacon, Kevin, 139–140
Bank of America, 163–164
Behaviors: bottleneck, 143–144;
 chameleon's, 155–157; high
 performers' networking, 152–154, 158
Biased learning: avoiding, 146–148, 158;
 network traps with, 138, 150–152
BMW, 187
Bottlenecks: discovering with process
 mapping, 102–103; effect of, 91; hier-
 archical decision making and, 95–96;
 identifying network, 77–78; solving
 decision-making, 95–99; traps in high
 performers' networks, 138, 141–144
Bragg, Deborah, 15–16
Branson, Richard, 23
Bratt, Benjamin, 139
Bridging: gaps in cultural differences,
 37–38; hierarchies, 148; network con-
 nectivity gaps, 76; positions in net-
 works, 139–141; subgroups, 140–141
Brokers. *See* Key brokers
Buddies, 160, 166–167

C

Carrier, 45
Cassidy, John, 44, 46

Cedarwood Pharmaceuticals case study,
 92–99
Central connectors, 170–173
Centrality of roles, 102
Chameleon, 139, 155–157
Chrysler, 23
Ciba-Geigy, 12
Clinton, Bill, 131
Collaboration: assessing economic return
 of, 72–75; bridging distance with, 147,
 148; building team connectivity, 119,
 121–122; costs of, 80–88, 89; creating
 value in corporate, 72; encouraging, 74,
 109–113; finding revenue-producing,
 75–80, 89; fragmentation in, 49–51;
 hierarchical decision making and,
 82–83; improving, 91–92; innova-
 tion and support of, 64–66; instilling
 during onboarding, 162–164; net-
 work characteristics for increasing,
 19–21; network momentum and, 119,
 125–126; Novartis's use of, 13–15;
 overinclusion and, 92–95; pairing
 high-potential team members, 112;
 reducing error rates in complex,
 100–103; relationships leading to, 119,
 123–125; required for product innova-
 tion, 43–46; reward systems and, 111;
 supporting global corporations with,
 69–71; using cultural inventories to
 aid, 24–27
Communication: increasing with cross-
 cultural differences, 33–34; mistakes
 leading to overinclusion, 117–118;
 tracing themes in organizational,
 190–191
Communities of Practice, 69, 70
Conflict resolution training, 99

Connectivity: bridging gaps in network, 76; building with teams, 119, 121–122; managing with group, 159–161; visualizing biases in, 150–152

Connectors: central, 170–173; identifying role in fragmentation, 49–51

Core work processes, 99–104, 105

Corporations. *See* Organizations

Cross-cultural differences: aligning priorities stemming from, 36–38; increasing communication in face of, 33–34

Cross-role collaboration costs, 86–87

Cultural alignment: assessing culture carriers, 28–32, 39; building awareness among teams, 116, 117–118; finding gaps in, 24–27, 33–35; generating, 39–40; identifying dominant beliefs and values, 35–38, 39, 40; importance of, 23–24; integrating culture and network, 27–28; isolating misalignment with strategic goals, 34–35; organizational effectiveness and, 38–39; reinforcing clear division of roles, 99; Smart Mentoring and, 31–32; supporting network momentum and collaboration, 125–126

Culture carriers: defining role in fragmentation, 49–51; energizers and de-energizers, 63–64; identifying key, 28–29, 39; positive, 30–31; staffing projects with key brokers, 60–62, 67

Customized response networks: case study of Novartis, 11–13; characteristics and decisions of, 9–11; defined, 9; successful use of, 13–15

D

Daimler-Benz, 23

Decision making: empowering employee, 98–99; hierarchical, 83, 95–96; including right voices in, 119, 120–121; ineffective, 104–105; mapping networks in, 59–60; proficiency of key brokers, 98; solving inefficiencies in, 92–99; supporting collaboration and momentum, 125–126

Delegating tasks, 143

Dell, 187

Disconnected expert trap, 138, 148–150

Domination: assessing and correcting, 67; as obstacle to innovation, 47, 51–53

Douglas, Michael, 139

Downing, Anne, 159–161

Druker, Brian, 12

E

Edison, Thomas, 43

Efficiency: aiding with process mapping, 105; collaboration and, 72–75, 89; in decision making, 92–99; finding collaborations leading to, 89; time saved by key employees, 168–170

Electronic badges, 57–58

Eli Lilly, 186

Employees: building awareness among, 116, 117–118; decision-making time of, 97–99; defining and replicating high-performing, 89; designating knowledge champions among, 71; encouraging adaptation by, 129; fostering collaboration among, 79–80; identifying key brokers, 28–29, 39, 77; identifying productive, 72–73; knowledge loss of departing, 167–170; labor costs of collaboration, 80–88, 89; revealing potential productivity of, 78–79; staffing projects with key, 60–62, 67; time saved by key, 168–170; turnover in, 125. *See also* High performers; New hires

Energizers, 63–64

Enron, 152

Enthusiasm networks, 60–61

Execution teams, 116–118

Executives. *See* Leaders

Expertise: acquiring new, 53–55; extending individual, 146–148, 149; networks for developing, 55–58; retaining niche, 176–178; role in screening opportunities, 51–53; using appropriately, 64; using existing technology in new ways, 43–46

External relationships: cultivating, 119, 122; developing targeted, 113; leveraging, 116, 118; maintaining hidden, 177–178; revealing team focus on, 111

F

Fastow, Andrew, 152

Federal Drug Administration, 11

Financial performance: costs of hierarchical decisions, 97; example of,

- 69–71; excessive collaboration and, 101–103; finding revenue-producing collaborations, 75–80, 89; fostering collaboration among employees, 79–80; returns for time-saving interactions, 72–75, 89; size of networks and, 134–135; understanding collaborative costs, 80–88, 89; value creation in network interactions, 72
- Flexible resources, of organizations, 188
- Food and Drug Administration, 95
- Formal relationships, in networks, 3–4
- Formalist trap, the, 138, 144–145
- Fortune*, 15
- Fostering: collaboration, 79–80; new hire's relationships, 166
- Fragmentation: beliefs and values leading to, 35–38; identifying network, 39–40, 66; as obstacle to innovation, 47–51
- Fry, Art, 43
- G**
- Galbraith, Jay, 190
- Gaps: bridging network connectivity, 76; finding in cultural alignment, 24–27, 33–35
- General Electric, 38
- Gleevac, 11–13, 14, 15
- Goldman Sachs, 38
- H**
- Halliburton, 69–71
- Harman, Sidney, 144–145
- Harrah's Entertainment, 23
- Hewlett-Packard, 65, 187
- Hierarchical decision making, 83; bottlenecks created by, 95–96; collaboration and, 82–83; costs of, 97
- Hierarchies, bridging, 148
- High performers: attitudes and networking behaviors of, 152–154, 158; bridging hierarchies, 148; bridging positions in networks, 139–141; how they work, 157–158; important network dimensions of, 137; network traps of, 138–139; replicating behaviors of, 130
- Honda, 187, 188
- Hot topics, 17
- I**
- IBM, 65
- IDEO, 65–66
- Informal relationships, in networks, 3–4
- Information: increasing flow of, 32; mapping flow of, 24–25; transfer during onboarding, 162, 164–165
- Innovation: creating technology breakthroughs, 113–115; developing network-centric, 55–58; examples of corporate, 43–46; fragmentation's effect on, 47–51; impact of insularity on, 47, 53–55, 67; influencing with key brokers, 60–62, 67; leveraging energy, 62–64; managing, 12; network obstacles to, 46–47; obstructed by domination, 47, 51–53; process at Novartis, 13–15; support of collaboration and, 64–66; testing opportunities in, 58–60, 67
- Innovation teams, 113–114
- Institute for High Performance Business, 183
- Insularity and innovation, 47, 53–55, 67
- Inull, Samuel, 43
- Integration: creating cultural and network, 27–28; orienting new hires into networks rapidly, 159, 160–161; using existing technology in new ways, 43–46
- J**
- Johnson and Johnson, 187
- Jomard, Thierry, 45–46
- Jupiter Company case study, 99–104
- K**
- Kerr, Steve, 38
- Key brokers: creating team innovations, 114–115; designating knowledge champions, 71; encouraging collaboration via, 74; examining decision making of, 98; forming subgroups of, 116; identifying, 28–29, 39, 77; importance of personal networks for, 131–133; including in decision making, 119, 120–121; influencing innovation with, 60–62; information networks with/without, 173, 174, 175; knowledge retention and, 171, 173–176; leveraging to

Key brokers (*Continued*)

generate revenue, 76; pairing with high-potential team members, 112; placing on innovation teams, 113; staffing projects with, 60–62, 67.
See also Culture carriers

Knowledge champions, 71

Knowledge loss: dealing with, 167–170; effect of employee turnover, 125; minimizing, 179; network roles and potential, 171

Knowledge retention: brokers and, 171, 173–176; central connectors and, 170–173; maximizing, 179; peripheral players and, 171, 176–178

Knowledge Tool, 17, 19

L

Labor costs of collaboration, 84

Langton, Chris, 188

Lay, Kenneth, 152

Leaders: aligning culture through, 24; assessing feeling of organizations, 185–186; avoiding bottlenecks and burnout for, 30; challenges of adaptation for, 129–130; clarifying roles of, 95–97; cultivating innovative networks, 44; driving alignment with ONA, 1–2, 28; finding network-centric opportunities, 44–46, 55–58; finding revenue-producing collaborations, 75–80; identifying unrecognized, 72–73; implementing cultural priorities from ONA, 37; increasing collaboration through networks, 19–21; increasing retention rates of high performers, 134–135, 136; introducing new hires, 165–166; key questions for team, 118–126; leveraging energy within networks, 62–64; personal networks of, 131; restructuring relationships in networks, 5–6; supporting innovation, 66–67; using formal and informal structures, 3–4, 8

Leonard, Dorothy, 172

Leveraging energy, within networks, 62–64

Low-glycemic foods, 52–53

M

Managers: aligning priorities in organizations, 36–38; as bottlenecks in

networks, 77–78; facing ethical dilemmas, 156; importance of buddies vs., 167; influence in innovative projects, 60–62. *See also* Leaders

Maps, As Is, 100, 103; To Be, 100, 103

March, James, 189

MasterFoods, 114–115

Matter, Alex, 12, 13–14

McKinsey surveys, 91

Mellon Financial Corporation, 161

Mentoring: fostering, 158; new hires, 166–167; peer, 160; Smart Mentoring and, 31–32

Merck, 188

Microsoft, 51

Minimal critical rules, 188

Morgan, J. P., 43

Morgan Stanley, 152

MP3 players, 43–44, 58–59

My M&M's, 114–115

N

Napster, 58–59

Nett, Carl, 44, 46

Network perspectives: advantages of, 129–130, 181–182; flexible resources and, 188; minimal critical rules and, 188; permeable boundaries and, 187–188; strengths in building organizations, 186–189; visualizing organizations through, 182–185

Network Roundtable, The, 80

Network traps: about, 132–133; biased networker, 138, 150–152; bottlenecks, 138, 141–144; chameleon, 139, 155–157; disconnected expert trap, 138, 148–150; formalist, 138, 144–145; surface networker, 139, 154–155

Networks: aligning with ONA, 4–8, 20; analyzing high performers', 131–135; assessing time spent in collaboration, 80–88, 89; creating value in network interactions, 72; customized and routine response, 9–11; developing during onboarding process, 164–165; encouraging collaboration, 19–21, 109–113; excessive loyalty to previous, 152; extending expertise through, 146–148, 149; financial performance benefited by, 69–71; formal and

- informal relationships in, 3–4; function of, 9; identifying bottlenecks in, 77–78; increasing new hires', 166; integrating culture and, 27–28; leveraging energy within, 62–64; mapping decision-making, 59–60; momentum and collaboration in, 119, 125–126; Novartis's customized response, 11–13; plotting value creation and cost in, 87–88; rapid development of execution, 118–126; replicating high performers', 89, 135–139; specifying fragmentation in, 39–40; speeding development for new hires, 159; technology representing real-time, 183–184; traps in high performers', 138–139; working with key brokers in, 60–62, 67. *See also* Replicating high performers' networks; *And specific network types*
- New hires: buddies and mentors for, 166–167; challenge of insider culture for, 161; disadvantages of, 161; first assignments of, 166; integrating into networks rapidly, 159, 160–161; introducing, 165–166; orienting, 162–167. *See also* Onboarding process
- Nielsen, Richard, 156
- Nimble servicing, 16–17
- Novartis, 11–15
- O**
- ONA (organizational network analysis): addressing cultural rifts with, 33–35; aligning networks to new goals with, 4–8, 20; assessing culture carriers, 28–32; benefits of, 1–2; combining process mapping with, 92, 104, 105; correcting fragmentation with, 47–51; dealing with knowledge loss, 167–170; finding gaps in cultural alignment with, 24–27; Halliburton's use of, 69–71; helping financial performance with, 88–89; identifying dominant beliefs and values, 35–38, 40; identifying fragmentation in networks, 39–40; illuminating obstacles to innovation, 46–47, 66–67; replicating high performers' networks, 130, 135–139; results of packaging process, 101–104; strengths in building organizations, 186–189; using process redesign with, 91; viewing energizing interactions with, 185–186; ways of driving revenue with, 75
- Onboarding process: developing networks during, 164–165; increasing productivity in, 161–167; information transfer during, 162, 164; instilling collaboration during, 162–165; introducing newcomers during, 165–166; managing group connectivity during, 159–161; shadowing program during, 160–161; shifting to increase productivity, 178–179
- Opportunities: developing and integrating network-centric, 55–58; informal methods of screening, 51–53; rapidly testing and refining, 58–60, 67
- Organizational network analysis. *See* ONA
- Organizations: assessing feeling of, 185–186; bridging gap in cultural differences, 37–38; building, 186–189; cognitive abilities of, 189–191; cultural alignment and effectiveness of, 38–39; effect of employee turnover on, 125; exploring emerging opportunities of, 59; flexible resources of, 188; high performer's bridging lines of, 148; identifying beliefs and values in, 35–38, 39, 40; identifying, developing, and positioning brokers in, 173–176; implementing network design to support, 21; minimal critical rules in, 188; permeable boundaries and, 187–188; supporting collaboration in, 64–66; visualizing through network perspective, 182–185. *See also* Cultural alignment
- Orienting new hires, 162–167
- Outsourcing, 43–44, 53–54, 110
- Overinclusion, 92–95, 117–118
- P**
- Parity, 183–184
- Peer mentoring, 160
- Permeable boundaries, 187–188
- Perrow, Charles, 190
- Philips, 188
- Physical distance, bridging, 147, 148
- Positioning brokers, 175–176
- Positive culture carriers, 30–31
- Post-it Notes, 43

Pratt & Whitney, 45

Process mapping: about, 104; aiding efficiency with, 105; combining with ONA, 92, 104, 105; decision-making networks, 59–60, 92–94; enthusiasm networks, 60–61; finding bottlenecks with, 102–103; identifying bottlenecks with, 143; improving collaborations with, 91–92; limitations on, 92, 103–104

Process networks: finding ways to reduce error rates, 100–103; solving inefficiencies in decision making, 92–99

Productivity: increasing with onboarding network development, 161–167; revealing employee's potential, 78–79; shifting onboarding processes to increase, 178–179

Project-based networks: about teams, 107–108; defining relationships for team success, 127; including right voices in decision making, 119, 120–121; network-building by key teams, 126–127; rapid team building, 108–118, 126. *See also* Teams

Prototyping, 59

Purcell, Phil, 152

PureCycle, 44–46

Q

Quaker Oats, 24

R

Recruitment programs, 158

Reducing error rates, 100–103

Relationships: bridging and extending expertise with, 146–148; central connectors, 170–173; cultivating external, 119, 122; defining for team success, 127; departing employees' knowledge of, 167–170; economic return of time-saving interactions, 72–75, 89; fostering development of new hires', 166; high performers' investment in, 137; identifying networks of, 20, 31–32; leveraging external, 116, 118; mentor/mentee, 31–32, 158; restructuring network, 5–6; revealing underlying qualities of, 119, 123–125; time saved by key employees, 168–170; types of

sales team, 109–110; using informal network, 3–4

Replicating high performers' networks: analyzing networks of high performers, 130, 131–135; bridging positions in networks, 139–141; goals of, 89; important network dimensions, 137; mentoring for, 158; network traps, 138–139; recognizing need for, 135–136; understanding how high performers work, 157–158

Retention: brokers and knowledge, 171, 173–176; central connectors and knowledge, 170–173; increasing rates of high performer, 134–135, 136; keeping new hires, 162; maximizing knowledge, 179; peripheral players and knowledge, 171, 176–178

Revenue. *See* Financial performance

Roberts, Tom, 12

Roles: clarifying leaders' decision rights, 95–97; evaluating centrality of, 102; identifying person's role in fragmentation, 49–51; knowledge loss risks for key network, 171; process mapping vs. ONA for revealing, 104; reinforcing clear division of, 98–99

Routine response networks: case study of Sallie Mae, 15–17; characteristics and decisions of, 9–11; defined, 9; successes for Sallie Mae with, 17–19

S

Sales teams, 109–113

Sallie Mae call center, 15–19

Santa Fe Institute, 188

Shadowing program, 160–161

Silver, Spencer, 43

Simon, Herbert, 189

Six Degrees of Kevin Bacon, 139–140

Skill-profiling systems, 56

Skilling, Jeff, 152

Smart Mentoring, 31–32

Snapple, 24

Solving: bottleneck behavior, 143–144; formalist's trap, 145

Sony, 187

Starbucks, 165

Strategic goals: identifying networks to achieve, 20; isolating cultural

misalignment with, 34–35; using
ONA to shift, 4–8
Subgroups: bridging, 140–141;
forming, 116
Surface networker, 139, 154–155
Swap, Walter, 172

T

Talent programs, 157–158
Teams: about, 107–108; building connectivity with, 119, 121–122; building effective, 108–118, 126; decision making in, 119, 120–121; defining relationships for, 127; execution, 116–118; increasing level of awareness among, 116, 117–118; innovation, 113–114; key questions for leaders, 118–126; pairing high-potential team members, 112; sales, 109–113
Technology: creating innovative breakthroughs in, 113–115; creating subgroups specializing in, 116; electronic badges, 57–58; Knowledge Tool, 17, 19; network relationship supporting global, 69–71; Novartis investment in, 15; rapid testing and refinement of innovative, 58–60, 67; recombining existing, 43–46; representing real-time networks, 183–184
Testing innovative opportunities, 58–60, 67
Thinking, 190
Thompson, James, 190
3M, 42, 65
Time: economic returns of efficient collaboration, 72–75, 89; required to train new hires, 161; spent making decisions, 97
To Be maps, 100, 103
Toyota, 187

Training, 18
Turnover. *See* Knowledge loss;
Knowledge retention

U

United Technologies Corporation
(UTC), 44
U.S. Department of Homeland
Security, 24

V

Value creation: collaboration and, 72;
cost of collaboration and, 87–88; by
improving core work processes, 105
Values: finding gaps in cultural, 24–27;
identifying dominant beliefs and,
35–38, 40
Vasella, Dan, 12, 13
Virgin Group, 23
Visualizing: connectivity biases,
150–152; feeling of organizations,
185–186; information networks with/
without brokers, 173, 174, 175; orga-
nizations through network perspec-
tive, 182–185

W

Wal-Mart, 187
Walsh, Debra, 17, 18
Watkins, Sherron, 152
Weick, Karl, 190
Whirlpool Corporation, 164
WOLF (Women's Leadership
Forum), 166

Y

Young Professionals' Network, 164

