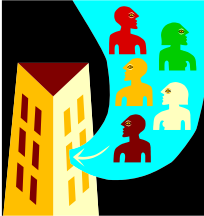
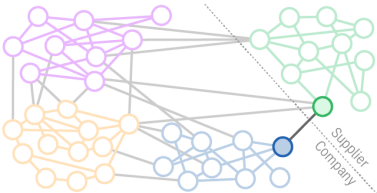

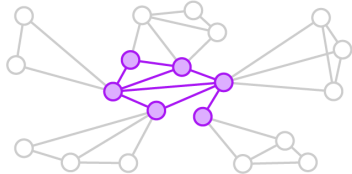



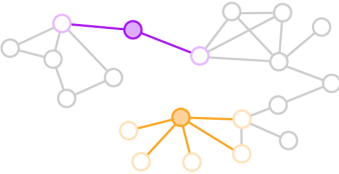

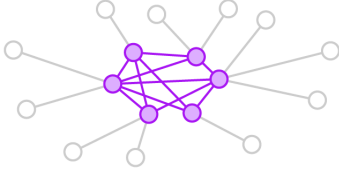




Organizational Network Analysis (ONA) Opportunities/ROI

Organizational Network Analysis (ONA) is a structured way to visualize how communications, information, and decisions flow through an organization. It is the white space on the org chart and tells you how the work is really done in an organization.

BUSINESS CHALLENGE	ISSUES	OPPORTUNITY/ROI	VISUAL CLUES
<p>Mergers & Acquisitions</p> 	<ul style="list-style-type: none"> • How can we reduce the failure rate of M&A projects? • What can we do to improve due diligence for people impact? • How can we reduce integration issues and costs? • How can we measure the impact of reducing the workforce? • How can we measure the impact of restructuring? • How can we integrate different cultures? 	<p>O: Improve the 60 -70% failure rates due to integration issues.</p> <p>ROI: Reduced loss of revenue, protect investment, reduce integration costs, meet budget and timeline</p>	
<p>Innovation</p> 	<ul style="list-style-type: none"> • How can we stimulate innovation within the organization? • How can we understand if innovation is occurring? • How do we know if people are innovating? • Which people can make a successful team of innovators? 	<p>O: Increased creativity, remove obstacles to innovation, identify informal innovators</p> <p>ROI: Increased productivity, improve competitive advantage, reduce one-offs</p>	
<p>Culture</p> 	<ul style="list-style-type: none"> • How can we measure and increase the impact of our diversity and inclusion initiatives? • How do we preserve the culture? • Which teams are diversified? • Which teams are roadblocks or bridges? 	<p>O: Identify current culture, transform an existing culture, combine cultures</p> <p>ROI: Aligned culture, increase customer satisfaction & employee engagement, improves competitive advantage</p>	

Business Challenges	Questions	Opportunity/ROI	Visual Clues
<p>Change Management</p> 	<ul style="list-style-type: none"> • Who are the influential players/teams (positive or negative) for driving change? • How do we measure the changes we make? • Who are the real change agents? • Who are the key communicators for change? • Where are the roadblocks to successful change? 	<p>O: Identify real change agents, reduce risk and resistance, identify roadblocks</p> <p>ROI: Protect investment, ensure budget & timeline are met, gain acceptance early</p>	
<p>Talent Management</p> 	<ul style="list-style-type: none"> • Which employees are most at risk of burnout? • Where will attrition put us most at risk of losing knowledge and connections? • How can we reduce the time-to-productivity of new hires? • What are the behaviors of our high-performing people/teams? • Who are our 'real' subject matter experts or HIPOs? 	<p>O: Reduced turnover, improve leadership development, improve succession plans, identify true HIPO's</p> <p>ROI: Reduced re-hire savings, improve business outcomes/decisions, competitive advantage, increase retention</p>	
<p>Communication</p> 	<ul style="list-style-type: none"> • How does the work really get done? • Who helps communication across the organization or within departments/groups? • How do we measure if our project teams are collaborating? • How do we reward and recognize employees that are crucial to our business outcomes? • Who are the key influential employees? 	<p>O: Improve communication, collaboration, knowledge sharing, transition plans</p> <p>ROI: Improved culture, increased trust and productivity, improve engagement/commitment, organization effectiveness</p>	

Visual clues are the 'signatures' explained by Paul Leonardi and Noshir Contractor in their "Better People Analytics" article.