

NETWORK SCIENCE-BASED ORGANISATIONAL DEVELOPMENT

Friisberg Network Advisory – FNA 2021

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WHY NETWORK ANALYSIS?

THE BENEFITS

The only methodology which can

visualize the real interactions between
the employees,

recognize inadequate structures,

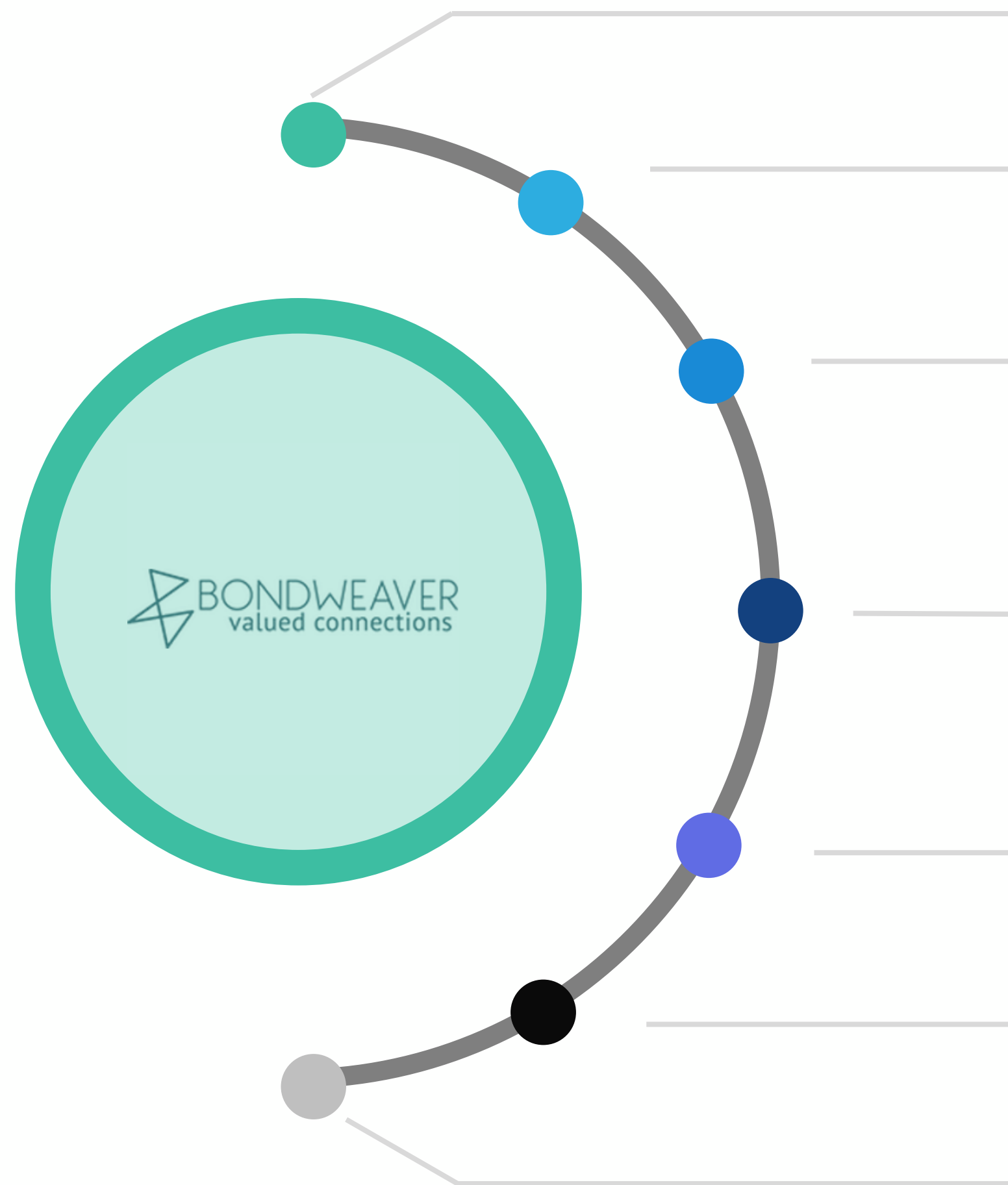
disclose inefficient work processes,

identify your key employees,

quantify attrition risks,

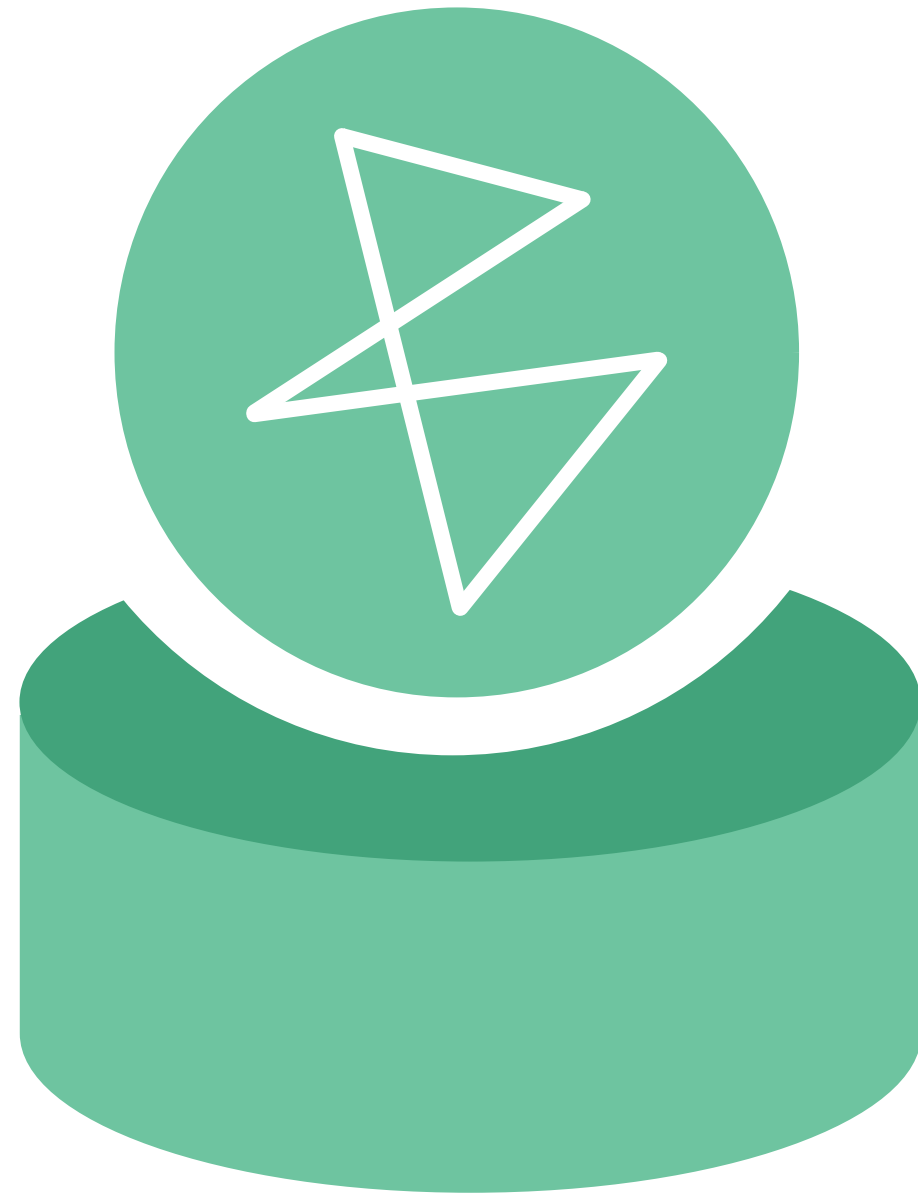
diagnose performance blockers

and deliver results in 1 month.



BONDWEAVER ANALYTICS

THE SOLUTION



BondWeaver Analytics

BondWeaver Analytics is an AI supported OD tool, which reveals the social network of a company. This solution provides the opportunity to visualize and thus analyse and manage the relationships of business units and individuals.



György Sági

- Mathematician and physicist,
- Champ Management Consultant,
- 25+ years in management advisory,
- 20+ years in network analysis



Balázs Vedres

- PhD, Sociology, University of Columbia
- MA, Economist, Corvinus University,
- University of Oxford | Professor, Network Science



Endre Horányi

- Psychologist,
- INSEAD Blue Ocean Strategist,
- 22 years in HR,
- 5+ years international leadership

WHEN CAN WE HELP?

WHEN NETWORK ANALYSIS IS A REAL ASSET FOR YOU



HEALTH CHECK

when everything looks fine

Comprehensive analysis of your company in terms of

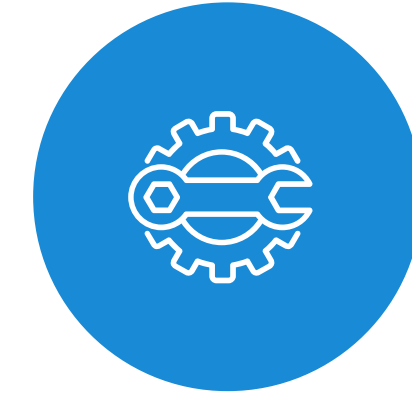
- Organisational trust and shared values,
- Communication and co-operation network,
- List of key people,
- Retention and engagement,
- Performance blocking factors etc.



RECOGNIZED PROBLEMS

when your company is facing any of the below issues

- Incoherent leader teams,
- Tasks are not executed in time and/or in expected quality,
- Slow decision making,
- Siloed organization,
- Lack of agility,
- Lack of innovation,
- High level of fluctuation etc.



TRANSFORMATION

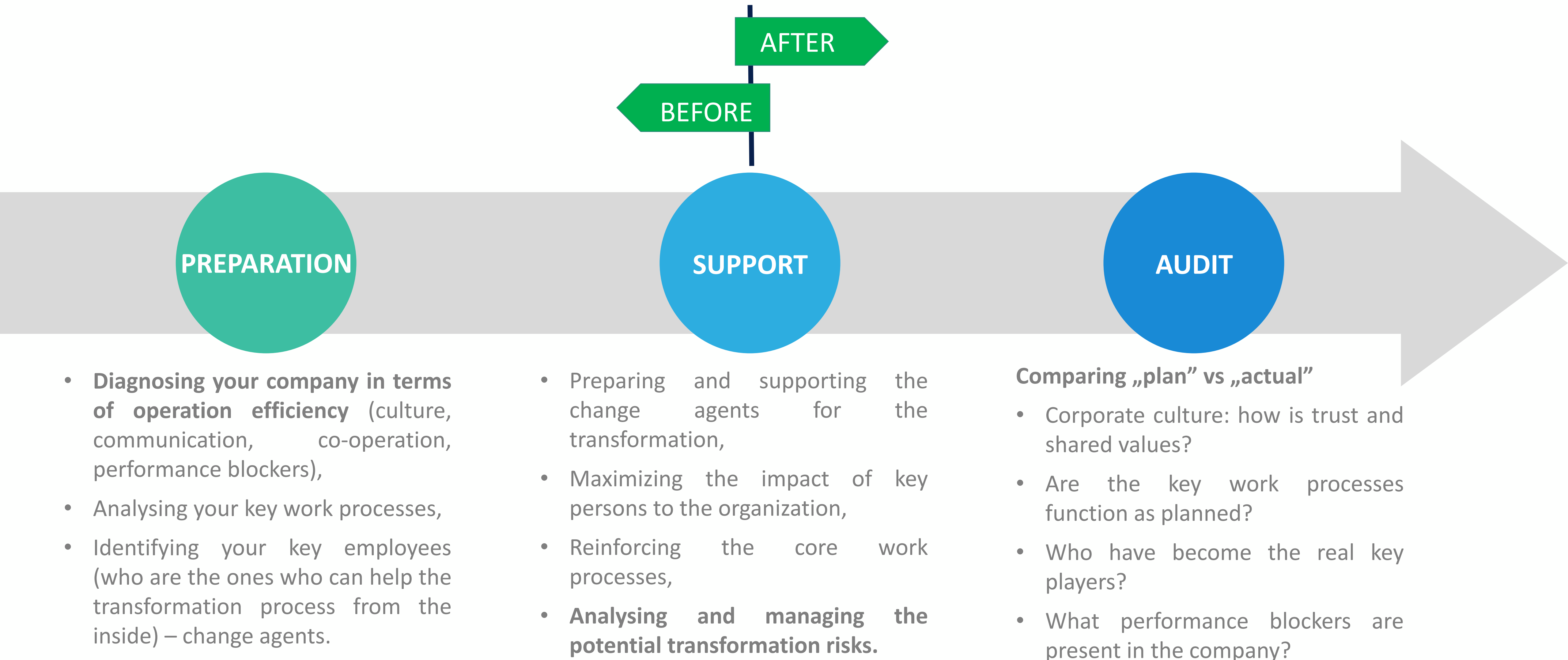
before / during / after

- Preparing and supporting of the organization for the transformation,
- Monitoring the transformation process focusing on critical factors,
- Auditing the results of the transformation, supporting management in preparing action plans.

SUPPORTING TRANSFORMATIONS

KEY STEPS TO ENSURE SUCCESS

6



FACTS AND FIGURES

SELECTED MEASURABLE RESULTS ACHIEVED BY FNA | BONDWEAVER ANALYTICS

**Average
response time:**

- 30%

By measuring and analysing the communication network we could decrease the company's average response time to customers' complaints by 30%

**Average
onboarding time:**

- 64%

By mapping the necessary connections onboarding time can be decreased significantly.

Attrition:

~ USD 1M

This financial institution could save appr. USD 1M by using our Retention & Engagement module on retaining its key people who were predicted to leave the company.

**Time spent on
meetings:**

- 220 hours

The analysis of the communication graph revealed that 11 top managers spend 5 hours weekly on average on unnecessary meetings.

**Leadership
training:**

**-50 days
-USD 250K**

Instead of providing general leadership training for the leaders, our Leader Report showed to our client which leader needed training in what particular area.

DELIVERABLES

INFORMATION AND TOOLS PROVIDED BY FNA

We are co-operating with our clients under a subscription base contract. There is a possibility for unlimited re-measuring and all platforms, reports, data and information are accessible during the contracted period.



THE ORGANISATIONAL DEVELOPMENT PROCESS

THE FNA METHODOLOGY

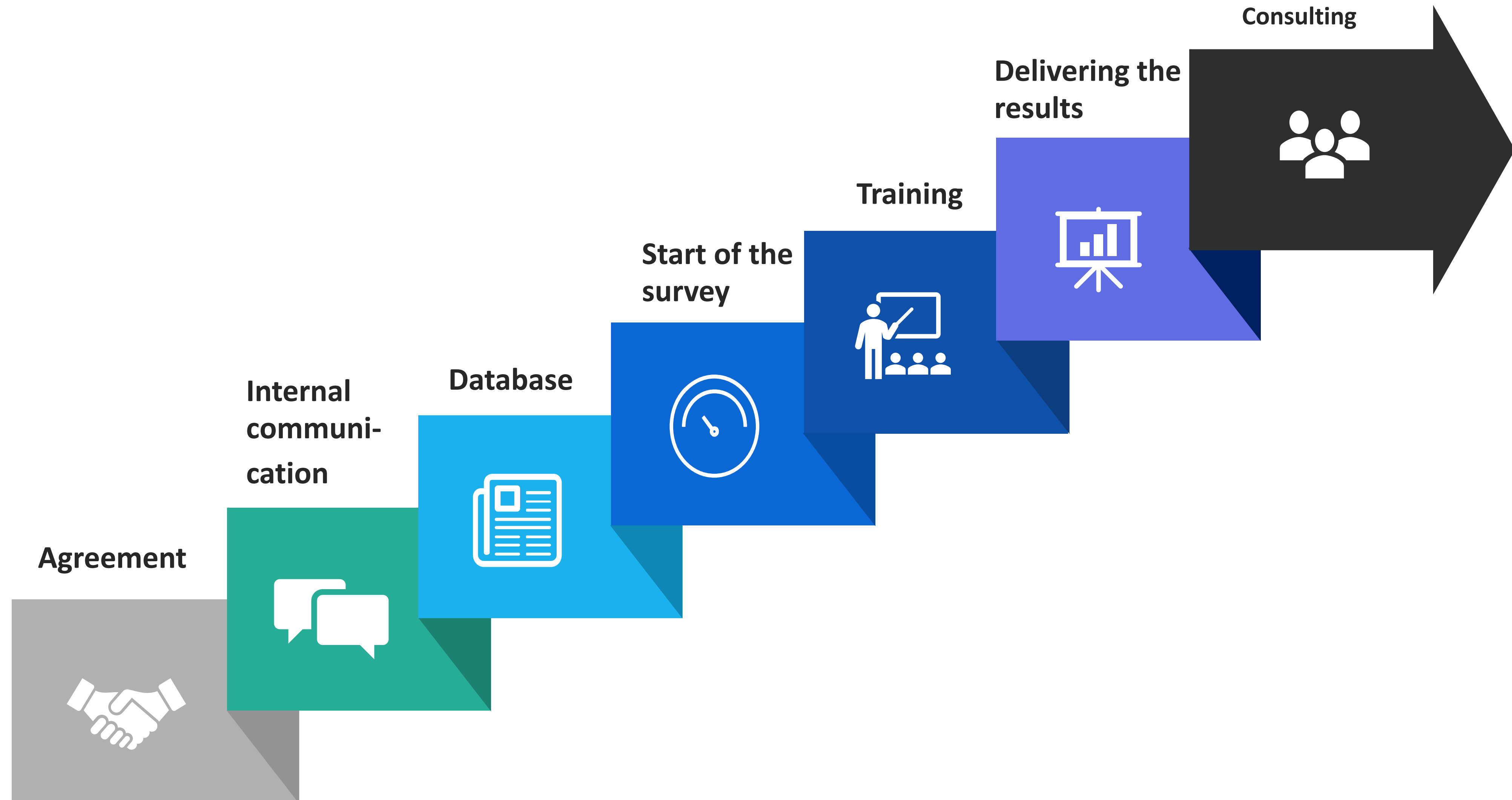
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THE WAY OF COOPERATION

THE ROAD TO SUCCESS

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5 REASONS WHY FNA

01

UNIQUE
TECHNOLOGY

02

EXPERTISE IN
NETWORK SCIENCE
& HR

03

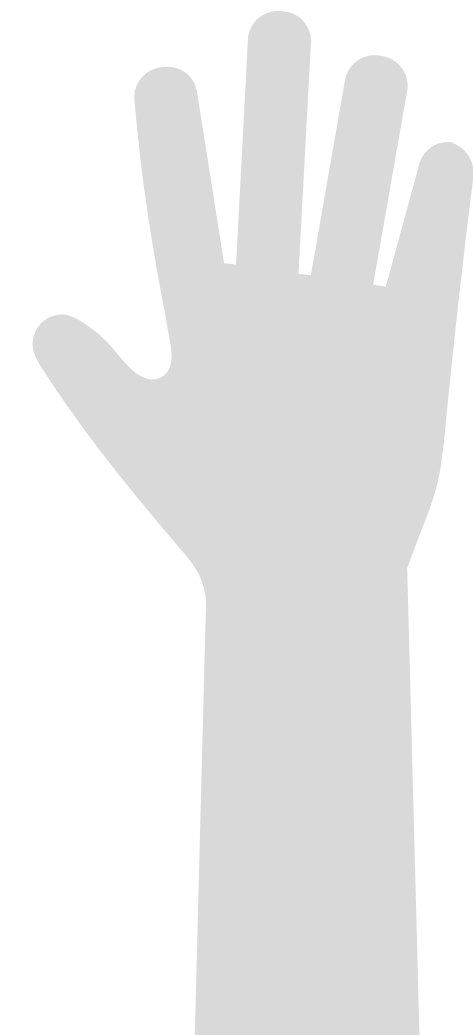
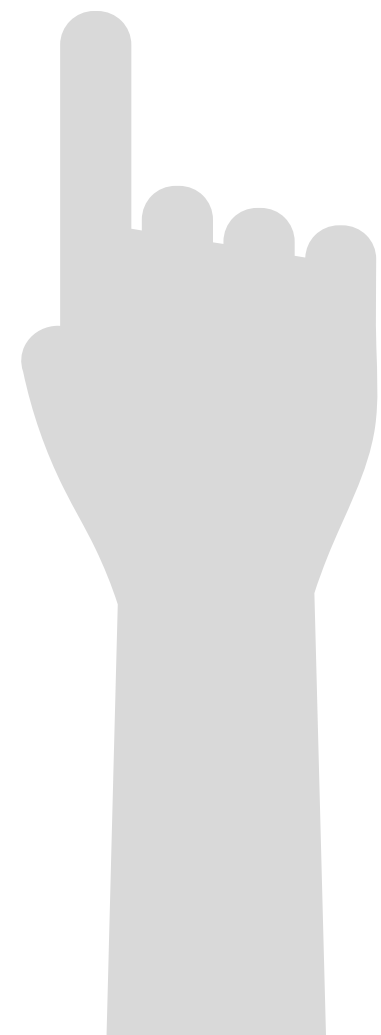
FORESEEABLE
BUDGET

04

RESULTS IN 30
DAYS

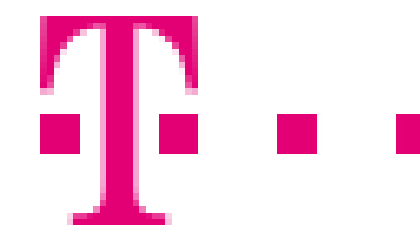
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UNLIMITED RE-
MEASURING
AND ACCESS



SELECTED REFERENCES

OUR KEY PARTNERS



APPENDIX

THE POWER OF NETWORKS

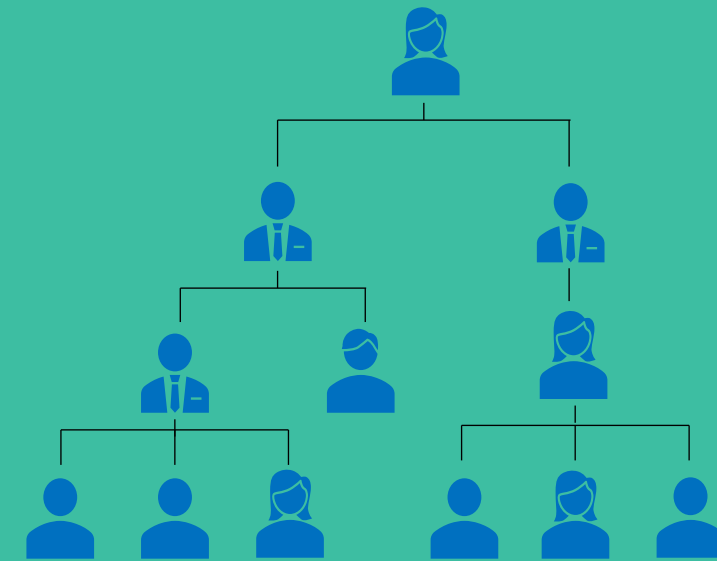
HOW AN ORGANISATION IS OPERATED

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FORMAL VS INFORMAL STRUCTURE

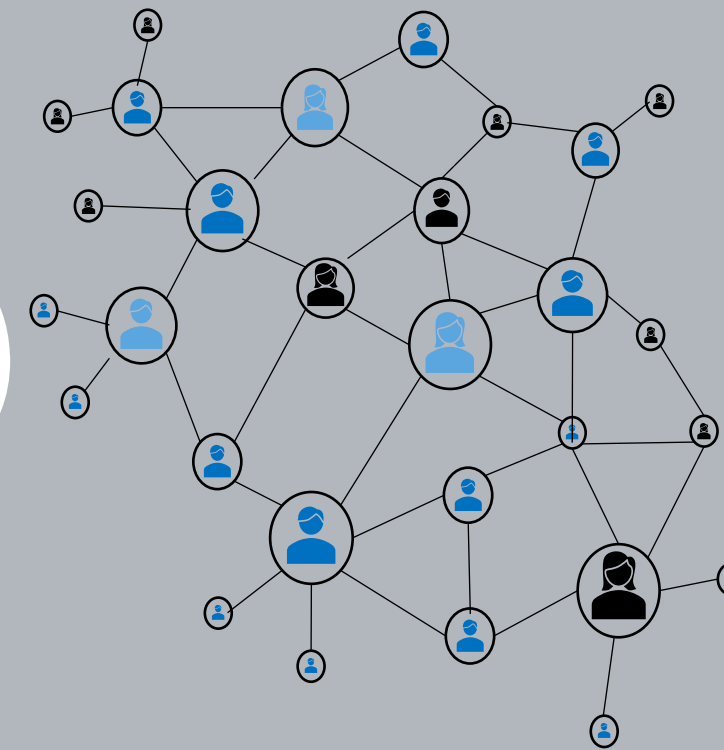
Orgchart

Formal structure (artificial)
based on management's idea.



Social network

Social network: the way
employees establish their
relationships.



Skeleton

Providing a structure to the
body.



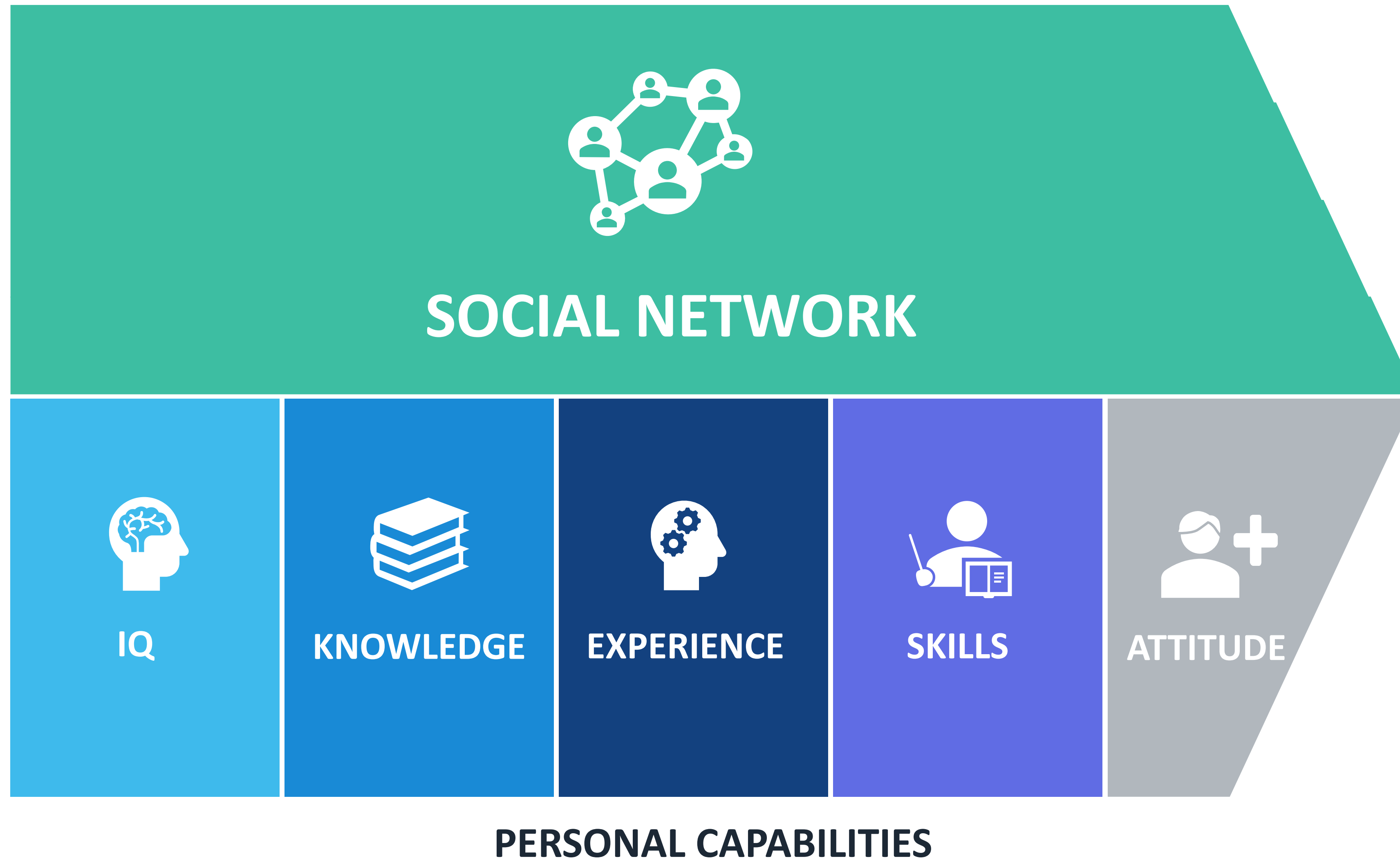
Nervous system

Which controls the body.



HOW IT BECOMES SUCCESSFULL

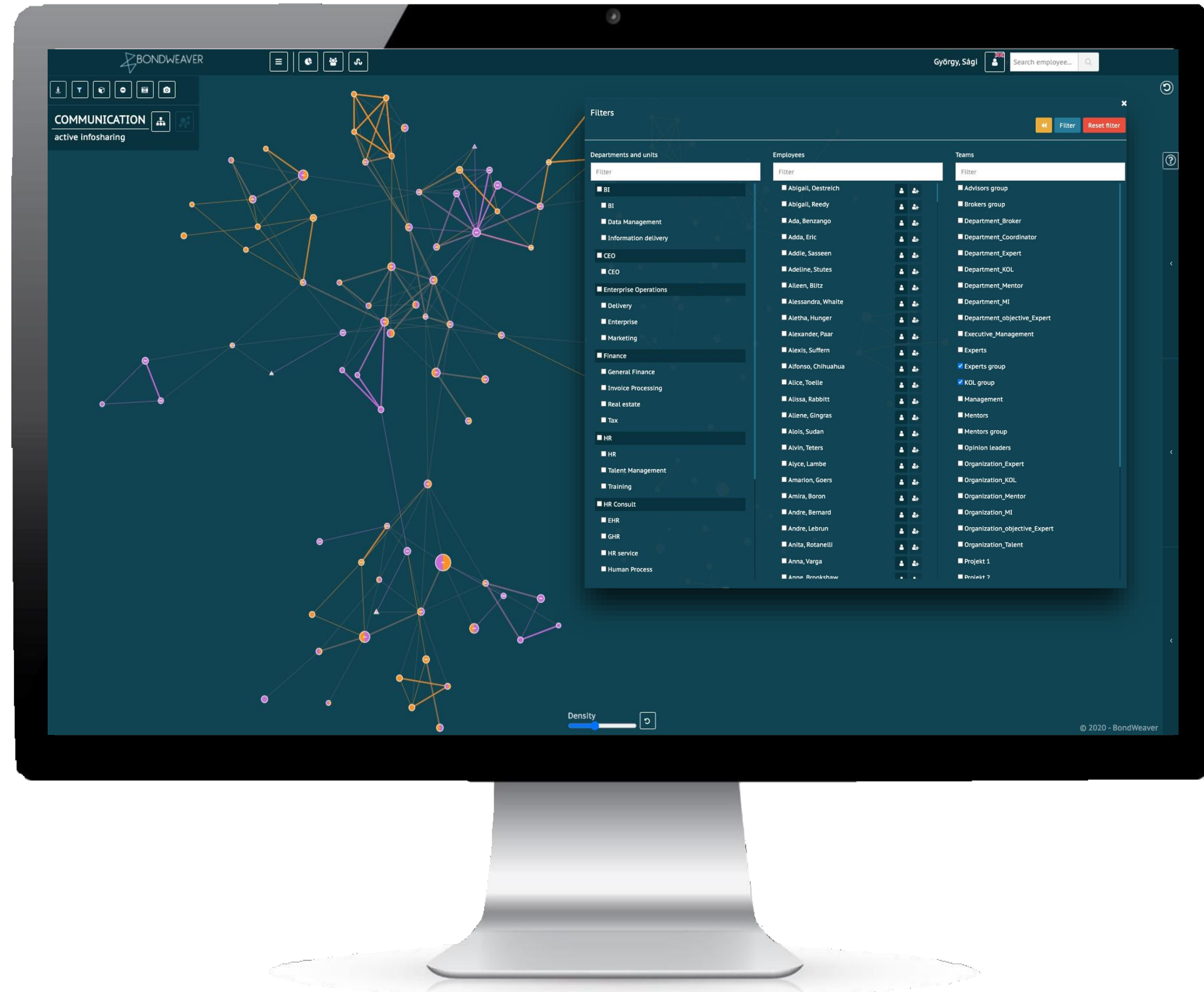
THE COMPONENTS OF SUCCESS



EFFICIENT OPERATION

DELIVERABLES

GRAPH VISUALIZATION



BondWaver Analytics works with an interactive graph visualization interface.

Interaction-based contents include visualization of networks of

- *3 different types of information flow*
- *cooperation*
- *organizational trust*
- *shared values*

Graphs of any subgroup can be freely examined with the tool. You can visualize an individual's network or a network of a group or multiple groups.

Additional attributes can be displayed on graphs, such as organizational unit(s), hierarchy level, key roles, generations, etc.

EXECUTIVE REPORT

The Executive Report presents overview data for the entire organization, from completion statistics to recommendations of our consultants. The analysis, based on more than 70 criteria, summarises the key findings in 8 topics.

Topics:

1. *Leadership communities (by hierarchy)*
2. *Leadership behaviour (aggregated results of the managerial behaviour report)*
3. *Key people*
4. *Communication*
5. *Productivity - efficiency*
6. *Proactivity*
7. *Teams (workgroup, project team, squad, supply chain)*
8. *Exit risks (detailed in engagement & retention analysis)*

This report presents the analysis of more than 70 aspects on diagrams, supplemented by findings and suggestions.



ADAPTIVITY ANALYSIS

„Today, just 26% of respondents say that transformations are improving performance and equipping the organization to sustain improvements over time”

„At organizations that took a rigorous, action-oriented approach and completed their transformations (that is all of their initiatives have been implemented), executives report a 79% success rate – three times the average for all transformations.”

McKinsey



The Adaptivity Analysis examines 16 of the 24 factors identified by McKinsey. *(these 16 factors are related to organizational interactions such as management communication, or the organization creating a change agent team of high-potential employees).*

Examples:

- *How widely can we expect executive management to communicate organizational information?*
- *What is the communication effect in 2-3 steps?*
- *Who can make it reach 80, 90, 95%?*

The analysis gives you an idea of whom the communication of the executive management team about the organization is going to reach. Other aspects include answers to questions such as “How effective it is?”, “How formal?”.

The analysis will show you how to strengthen communication and adaptivity. Our optimization analysis can be used to determine the points (employees), who can improve communication within the organization

ENGAGEMENT & RETENTION ANALYSIS

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Bondweaver's Engagement & Retention tool predicts who will leave your company in the next 6 months.

By identifying the root causes of low engagement and employee exit risks, BondWeaver enables business partners and management to reduce these risks and increase employee overall satisfaction. Our analyses can not only identify those leaving the company, but also predict, who can convince others to join him/her at another company based on their internal interaction network.

We analyse 13 key factors and categorise employees into 5 categories based on the weighted value of risk factors. Results are available on an interactive dashboard, where you can filter them by different criteria. E.g.: overview of key people in the sales area. In addition to risk values, we also identify the root causes.

LEADER REPORT

In the course of the network analysis, a management behaviour report is prepared for each leader.

There are four key elements to this report:

Leadership attention:

How much information he/she provides to others for work?

How much information he/she provides about the company?

What is his/her practice of feedback and recognition?

How much he/she turns to his/her coworkers?

Leadership prestige:

How much do others turn to him/her for professional advice?

How much do others turn to him/her in personal matters?

How much does his/her opinion matter?

How do others see him/her professionally?

Objectivity:

Which of his/her colleagues are subject to the risk of bias by him/her?

Leadership community:

What does his/her relationship with his/her peers look like?



INDIVIDUAL REPORT – PASSPORT

"The extent to which a person has relationships does not show any correlation with his/her effectiveness or other indicators, i.e. the public opinion that more relationships are better cannot be justified. But employees, whose relationships are diverse, usually perform better, are more successful in terms of career progress, and have higher incomes.,, Rob Cross



The Individual Report provides a list of network competencies.

Embedded in a network of connections, one can play different roles and positions. Our productivity depends significantly on these roles and positions. It is easy to see that a person, who establishes communication relationships between departments, can achieve a different result than the person, who is on the periphery of his or her department. (This does not mean that those on the periphery cannot do a responsible and valuable job.)

This organizational “Passport” contains the following information – amongst others:

Diversity: *How capable is someone of connecting different groups, such as groups based on generations, functions, organizational experience?*

Replacement: *How much can someone replace his/her supervisor/manager? (structural equivalence)*

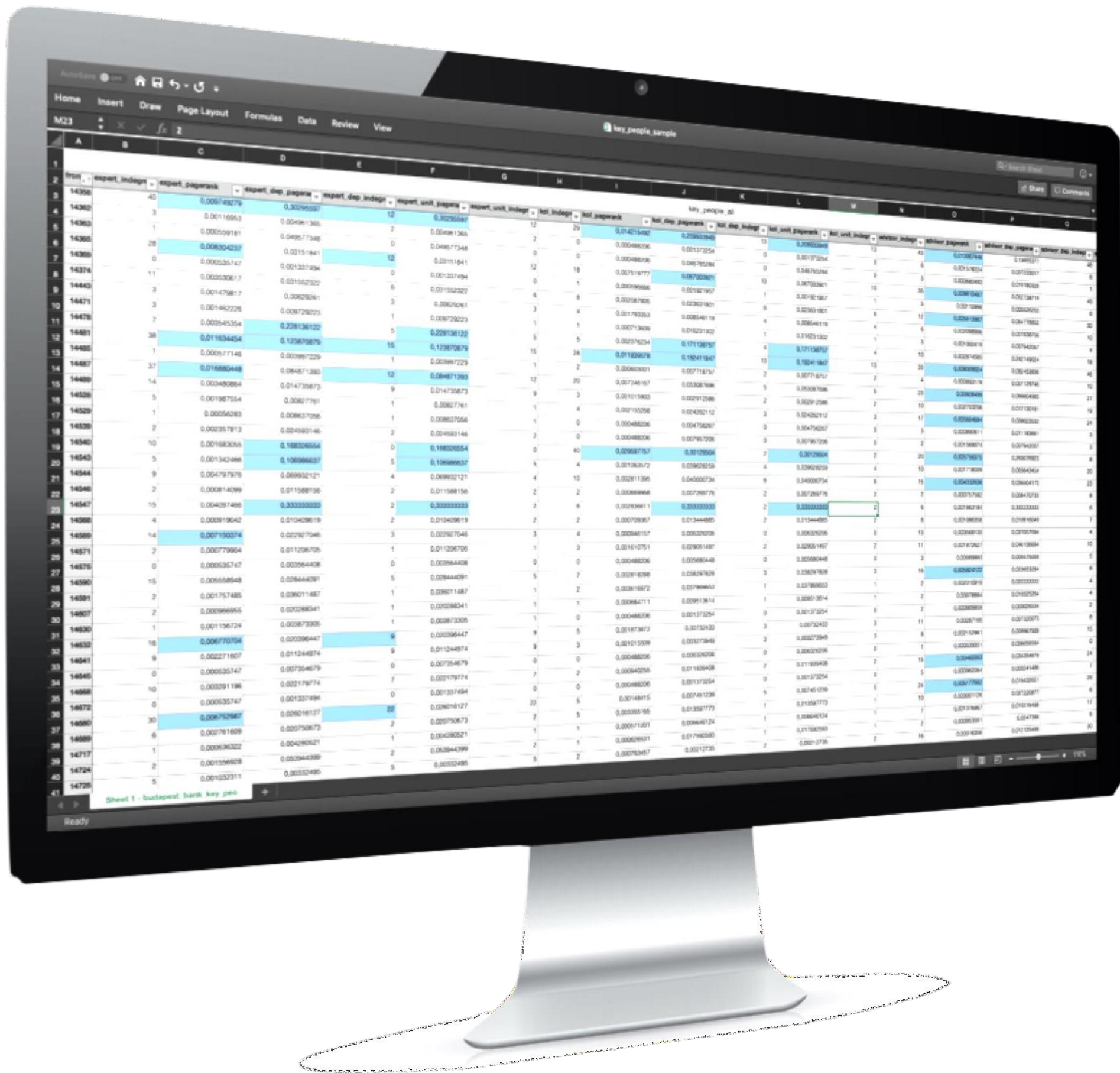
Ambassador: *What does someone’s organizational orientation look like? (how his/her relationships are sorted in the hierarchical system)*

Inspiration: *How much can we expect someone to be able to inspire others?*

Agility: *How proactive is someone?*

And more...

KEY PEOPLE LIST



Bondweaver network analysis can identify key players in your organization. The Key People List identifies key players in 22 roles: **opinion leaders, information brokers, experts, consultants, mentors, talents, creatives, healers etc.**

Our system automatically prepares this classification once the employees have completed the survey.

Employees are not only identified in categories, but each employee is scored in each key person category. A key person score is produced in multiple versions according to the community for which we prepare the analysis.

E.g.: When we produce an opinion leader score, we analyse not only the entire organization, but also all organizational units. Thus, it is possible that someone in the whole organisation may not achieve the value of an organisational opinion leader, but e.g. in his/her own board of directors, he or she will have the highest impact on his/her peers in the board.

RETURN