Organizational Network Analysis - A Tool
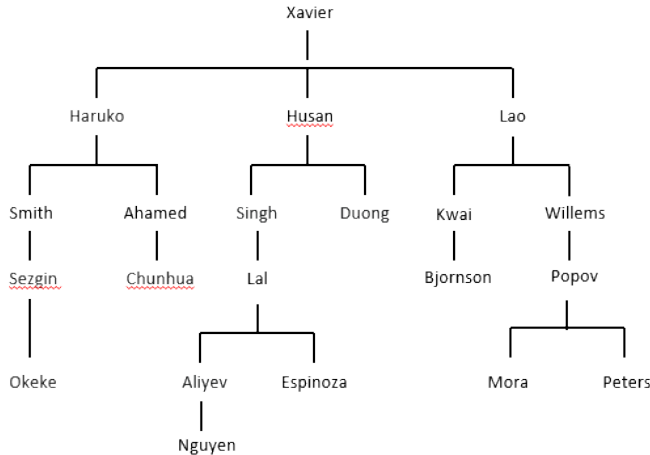Identifying connections, collaboration, and key players in the workforce

Organizational hierarchy

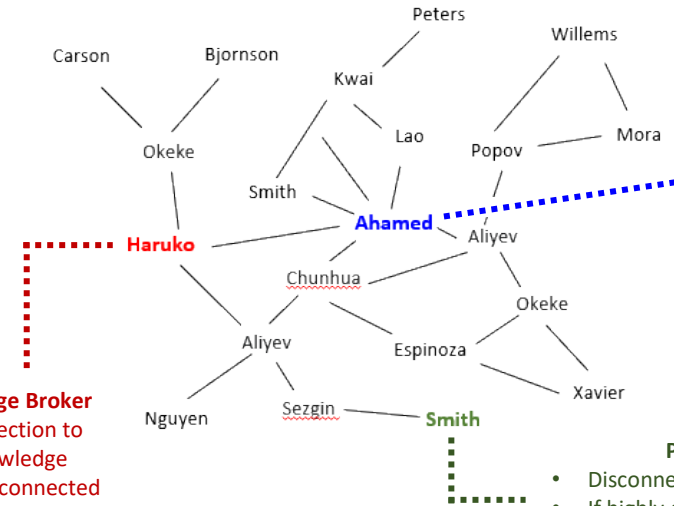## Organizational network analysis of same people

Data acquired by:

- Leader's conversations with their workers
- Review of projects and processes

- Employee surveys
- Metadata from collaborative tools

Central node
- Holds network together
- Can be a bottleneck
- Could be a burnout and turnover risk

Knowledge Broker
- Critical connection to external knowledge
- Needs to be connected internally to be effective

Peripheral
- Disconnected, at risk of exit
- If highly skilled and essential, this presents a risk

Addressing what the ONA diagram reveals?	• ONA shows that **Ahamed** is a central node and may not be able to handle the "traffic" and becomes overwhelmed. Can we cross-train somebody to unburden Ahamed before that person burns out or leaves? Ahamed would also make a great local change champion. • **Haruko** is the only one connected to Okeke and indirectly Caron and Bjornson. How can we encourage addition connections? • **Smith** may feel disengaged from the group and is a flight risk. If Smith brings unique skills and knowledge to the organization, we are in danger of losing critical talent. If Smith is a new hire, that person may not last long. How can we build more relationships with Smith?
Benefits	• **Optimize operational efficiency** by showing where most siloed. May suggest restructuring to better align with actual roles. • **Monitor connections** made by new hires (more connections reduce turnover risk) • **Identify natural leaders** who are often overlooked, could be groomed for leadership or recognized as most effective where they are • **Gauge levels of trust and strength and collaboration** of units to facilitate smoother mergers, acquisitions, or restructuring campaiigns • **Identify the best change champions** who are central connectors (targets for change management and cultural renovation). • **Identify potential burnouts and turnover risks** because they're overwhelmed; show to cause attrition of those connected to them • **Identify underutilized, peripheral, employees** whose expertise is untapped; could point to DEI problems; could pose turnover risks • **Show new leaders, or those in role transition, the "real" roles and functions**, who actually does what, on a particular team • **Increase agility** by identifying bottlenecks. Could suggest cross-training, expansion of skills and roles. • **Use talent more effectively** by minimizing role confusion and redundancy. CNA shows where work starts, stalls, and stops.