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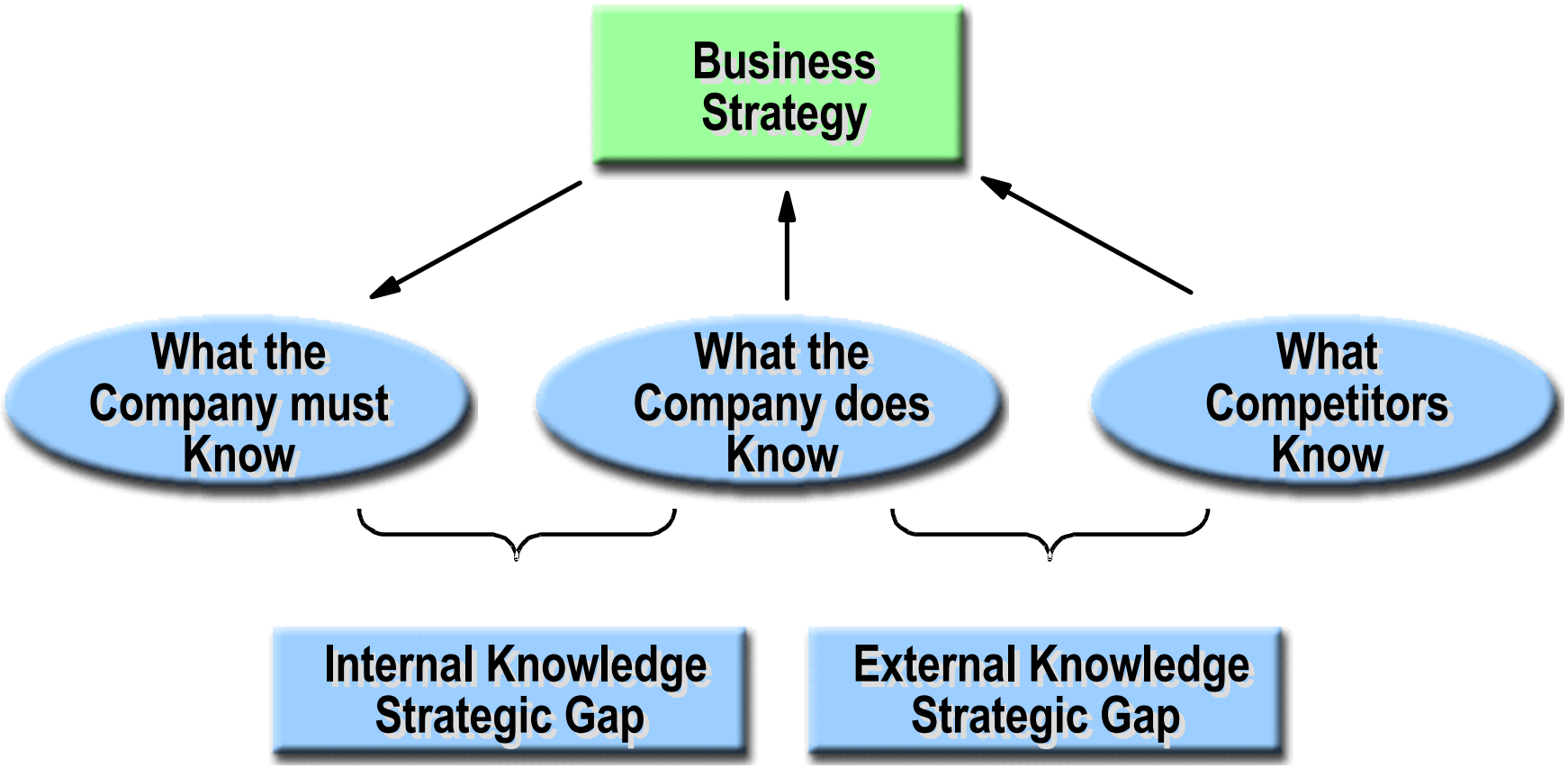
Rapid solutions for the real world

Organizational Community Networking – Case Study

Organizations can translate their business strategy into internal and external knowledge gaps and opportunities

Components of a Knowledge Strategy



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Rapid solutions for the real world

Community Networking at a Global Telecom Equipment Company

Case Study

What is Community Network Analysis?

It's all about who you know and how you find them…

Who you know has a significant impact on what you come to know. Community Network analysis (CNA) allows managers to visualize and understand the myriad of social relationships that can either facilitate or impede knowledge creation or transfer.

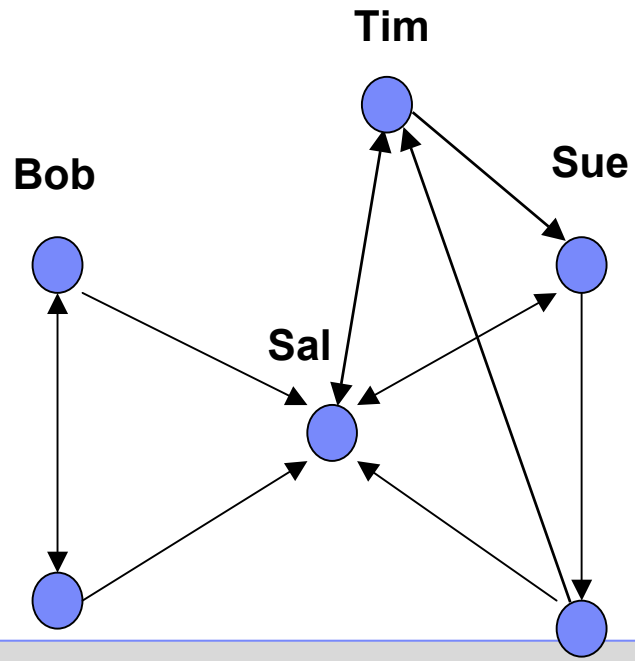
CNA is a set of tools for mapping important knowledge relationships between people or departments and are particularly helpful for improving collaboration, knowledge creation, and knowledge transfer in an organizational setting.

More about Community Network Analysis

Relationships are multi-dimensional and 'discovered' through the questions we ask.

- Work Together
- Advice
- Friendship
- Trust
- Support
- Communicate

- Network structure can facilitate or impede effectiveness:
  - Are certain people overly central?
  - Are some people loosely connected and so under-utilized?
  - Are there divisive subgroups?
  - Is the network's level of connection sufficient?



Community Network Analysis Today

- Three areas where CNA has proved useful
  - Organizational Change
  - Executive Decision Support and Career Development
  - Organizational Learning
- More generally,
  - CNA can take fuzzy ideas such as “informal organization”, “social capital”, “knowledge sharing” and make them concrete, measurable and actionable
  - CNA provides a new way of doing things that takes advantage of natural social processes such as diffusion and peer influence

Community Network Analysis Workstream

- **Key Activities**
  - Identify organization or community within XYZ Co who would be willing (and best) to participate in a Community Network Analysis
  - Develop and distribute specific questionnaire for this group
  - Gather and analyze results; conduct targeted interviews with 8-12 central people
  - Develop report and recommendations based on the assessment.

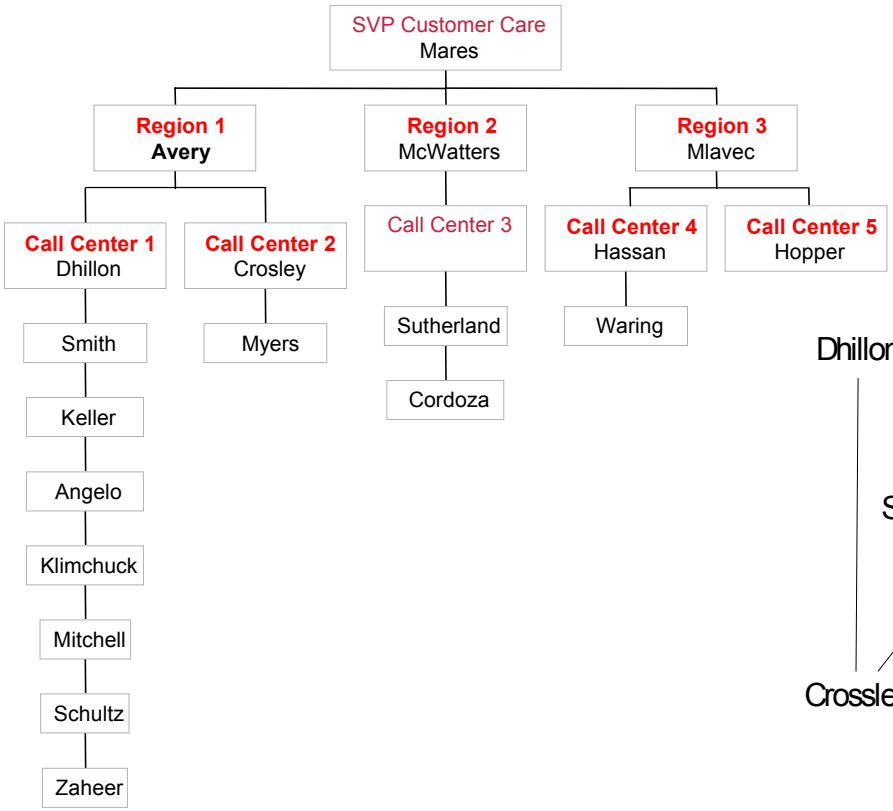
- **Deliverables**
  - Current state analysis – sociograms and scattergrams
  - Recommended Interventions -- organizational, team, individual
  - Workshop Presentation
  - See slides for samples of output from a recent client engagement

- **Accelerators**
  - CNA diagnostic tool

Invisible, Intangible, Unusable → **CNA** → **Measurable Concrete Actionable**

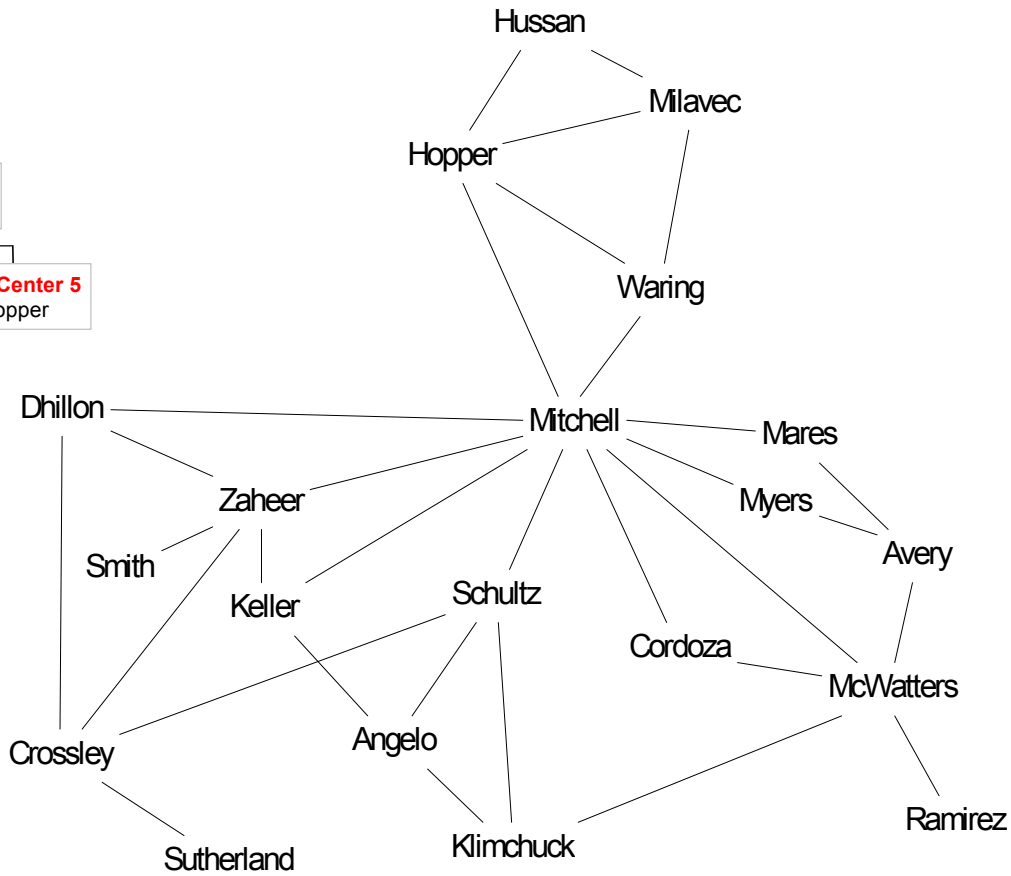
Getting things done often depends less on formal structure than an informal network of friends and colleagues

Formal Structure



Informal Structure

Who do you turn to for information to get your work done?



Community Network Analysis Show Where Information is Shared

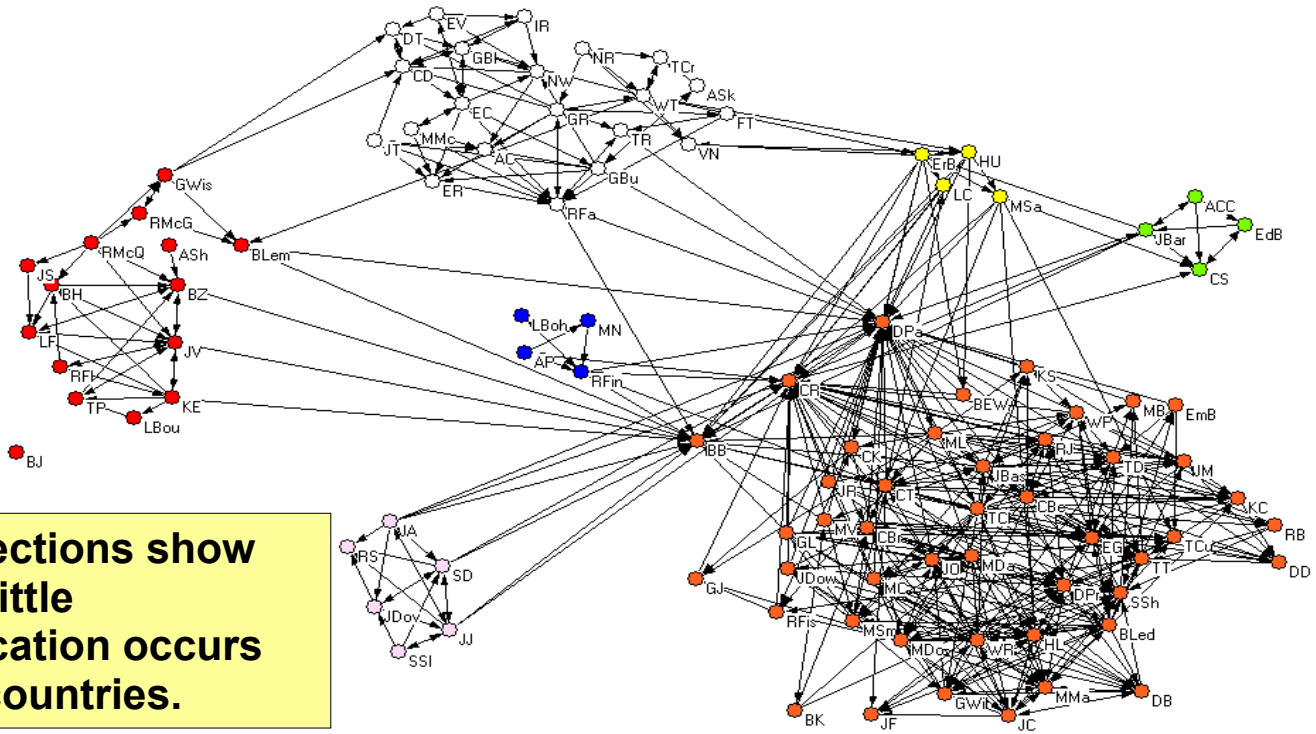
The question was "How often do the people listed provide you with information you use to accomplish your work?

And the answers indicates where sharing occurs…

Density --- Robustness of network (group measure)
- Number of connections that exist in the group out of 100% possible in that network
- General level of linkage. More points connected means quicker and more accurate information flow

Cohesion --- Ease with which a network can connect
- Distance is the shortest path between two people
- Aggregate measure at network level reflects average distance

Centrality --- Identifies influential people (individual measure)
- Number of direct connections that individuals have with others in group
- Individuals who have more ties to others may be in more advantaged positions; they may have access to more of the information or knowledge in the network



The connections show that very little communication occurs between countries.

Country
- = Germany
- = Brazil
- = France
- = Canada
- = UK
- = US
- = Japan

Network Measures

Density = 6%

Cohesion = 4

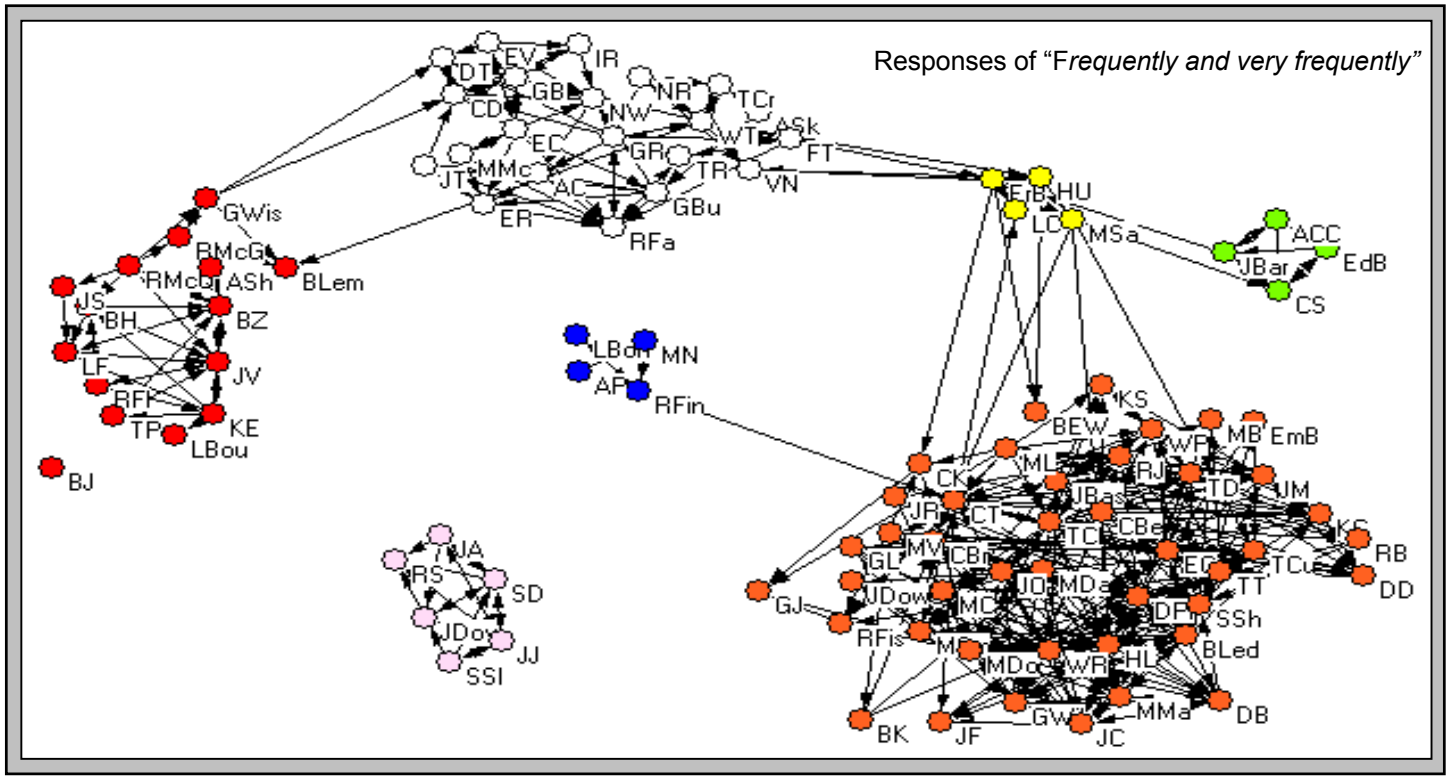
Centrality = 6

Central People

DPa(34), CR(29), BB(20), MDo(19), DPr(17)

CNA Sample: When the three "brokers" were removed there was almost no connections between the countries

How often has each person provided you with information you use to accomplish your work?

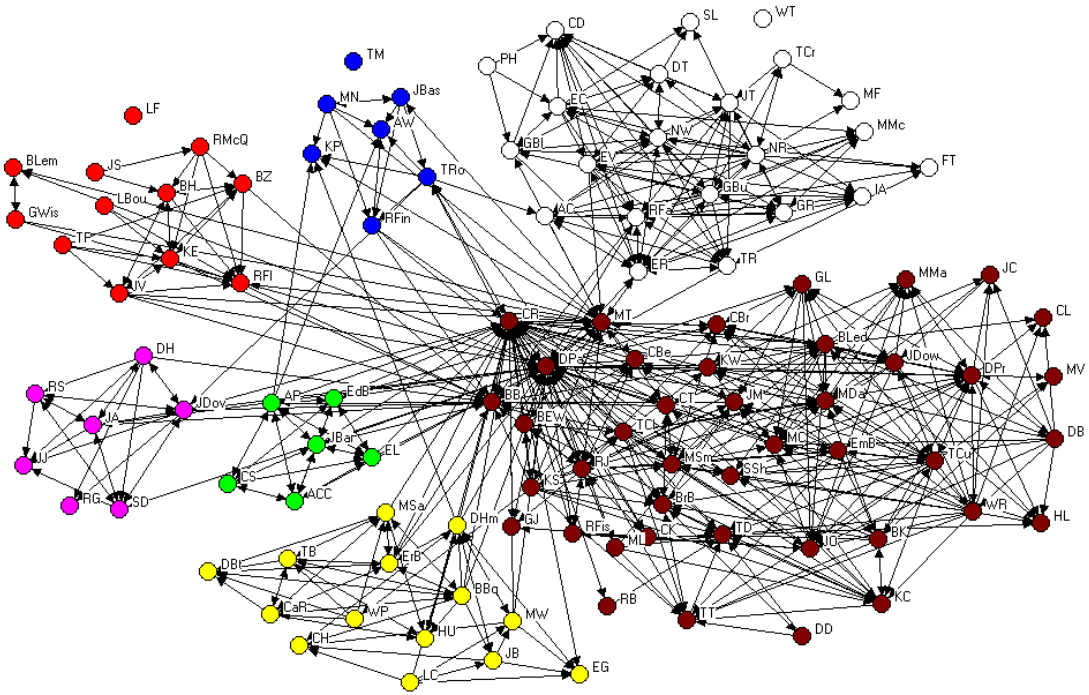


- Interviews with key people revealed that the three brokers were acting as information bottlenecks rather than facilitating connections between the countries

Community Network Analysis Shows Where Information is Shared – look at results 14 months after first CNA

The question was "How often do the people listed provide you with information you use to accomplish your work?

And the answers indicates greater sharing…



Country

- = Germany
- = Brazil
- = France
- = Canada
- = UK
- = USA
- = Japan

Network Measures

Density = 6%

Cohesion = 3

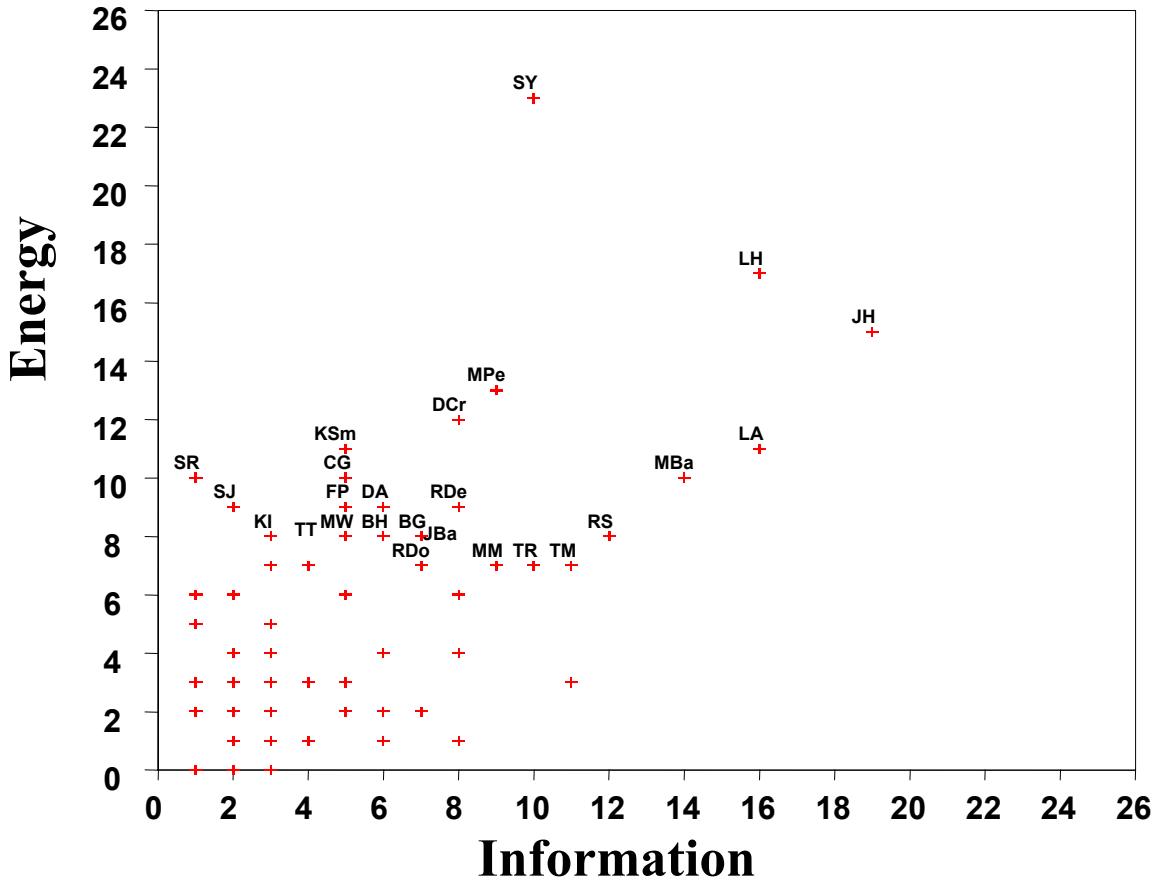
Centrality = 6

Central People

DPa(35), CR(33), BB(22), MT(17), TD(14), ER(14)

- The Degree of Separation or Distance was reduced from 4 to 3; MT as a Knowledge Broker

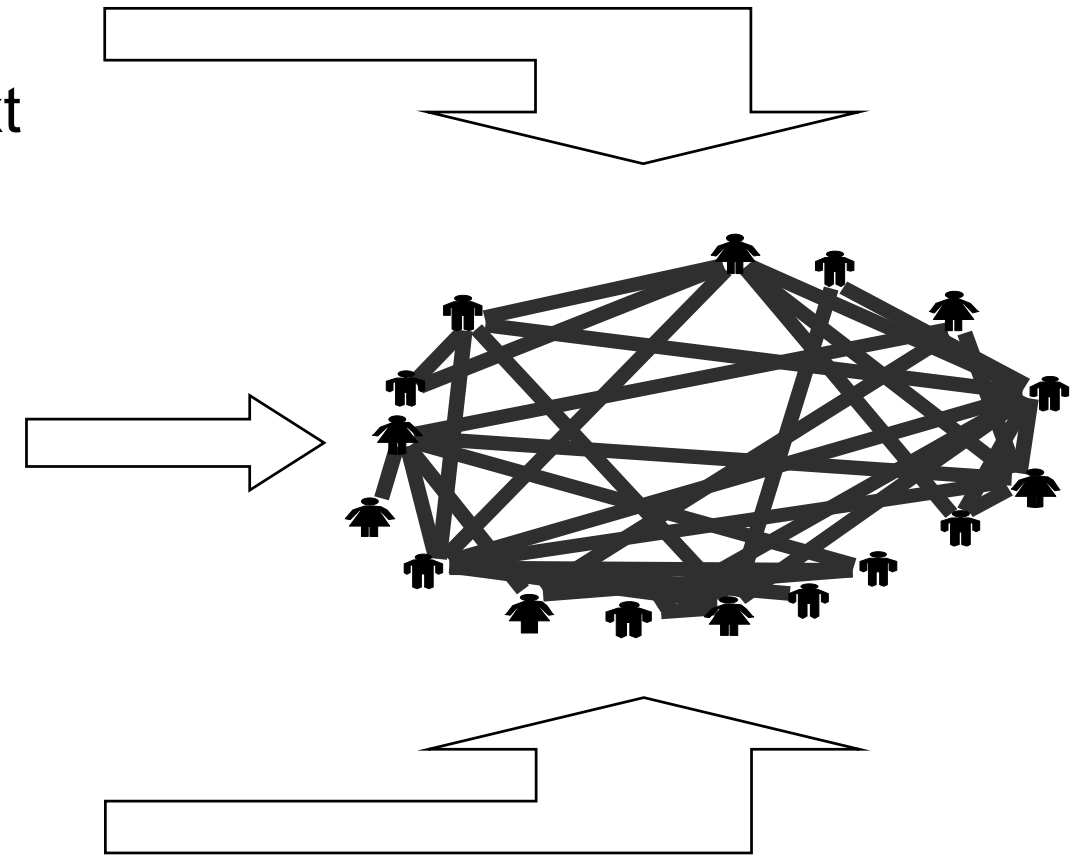
CNA Sample: In general, people seek information from those that are energizing



- A better understanding of the energizing and de-energizing characteristics of people can increase information sharing

Networks Can Be Influenced at the Organizational Level, Relational Level, and Individual Level

- Influencing organizational context to support collaboration.
- Supporting relational development in networks.
- Improving network connectivity through individual action.



What is a Community?

Identifying and building affinity groupings for collaborative purposes…

- A Community provides opportunities for sharing knowledge and information within a specific knowledge domain.
- Its members are practitioners of a profession or function, with common business goals.
- Communities are for sharing as well as creating new knowledge – and therefore a community can provide thought leadership and technical direction for specific business areas or initiatives.
- Close alignment of the community's work products with business initiatives is essential.
- For this reason, a community must be very structured (formal) and requires funding and sustainable sponsorship.

A Systematic Approach to Unite Communities of People

Activity 1 Envisioning

Envisioning Tasks:

- Identify the community/user group to be targeted
- Determine business case
- Convene dedicated team from business unit
- Educate stakeholders on the process and KM
- Do Root Cause Analysis on a representative dataset – involving key community members in this critical discovery
- Use other discovery techniques as necessary
- Validate Envisioning Phase results/findings with key stakeholders who know the business well
- Conduct and share CNA results

Activity 2 Business Planning

Business Planning Tasks:

- Determine "Knowledge or Information" needed to prevent root problems
- **Map community interactions to remove "fuzziness" from equation (KM System Flow)**
- **Build Knowledge Maps**
- Plan KM System:
  - People –KM roles, stakeholders
  - Processes – optimize efficiency
  - Content – knowledge and information
  - **Technology – enabling tools for community**
- Validate Business Planning Phase results/findings with key stakeholders who know the business well

Activity 3 Development

Development Tasks:

- Local Knowledge Roles
- Content interviews
- Prioritize and categorize tacit & explicit knowledge
- Plan to engage the Local K-Resources regularly (core community)
- Develop balanced scorecards
- Build processes gathering measurements
- Identify performance goals
- **IT enabling tools**
- **Develop taxonomy**
- **Classify content (tag/load)**
- Create change management plans
- Deployment and scale-up
- Prepare training plans
- Validate phase with key stakeholders

Activity 4 Deployment

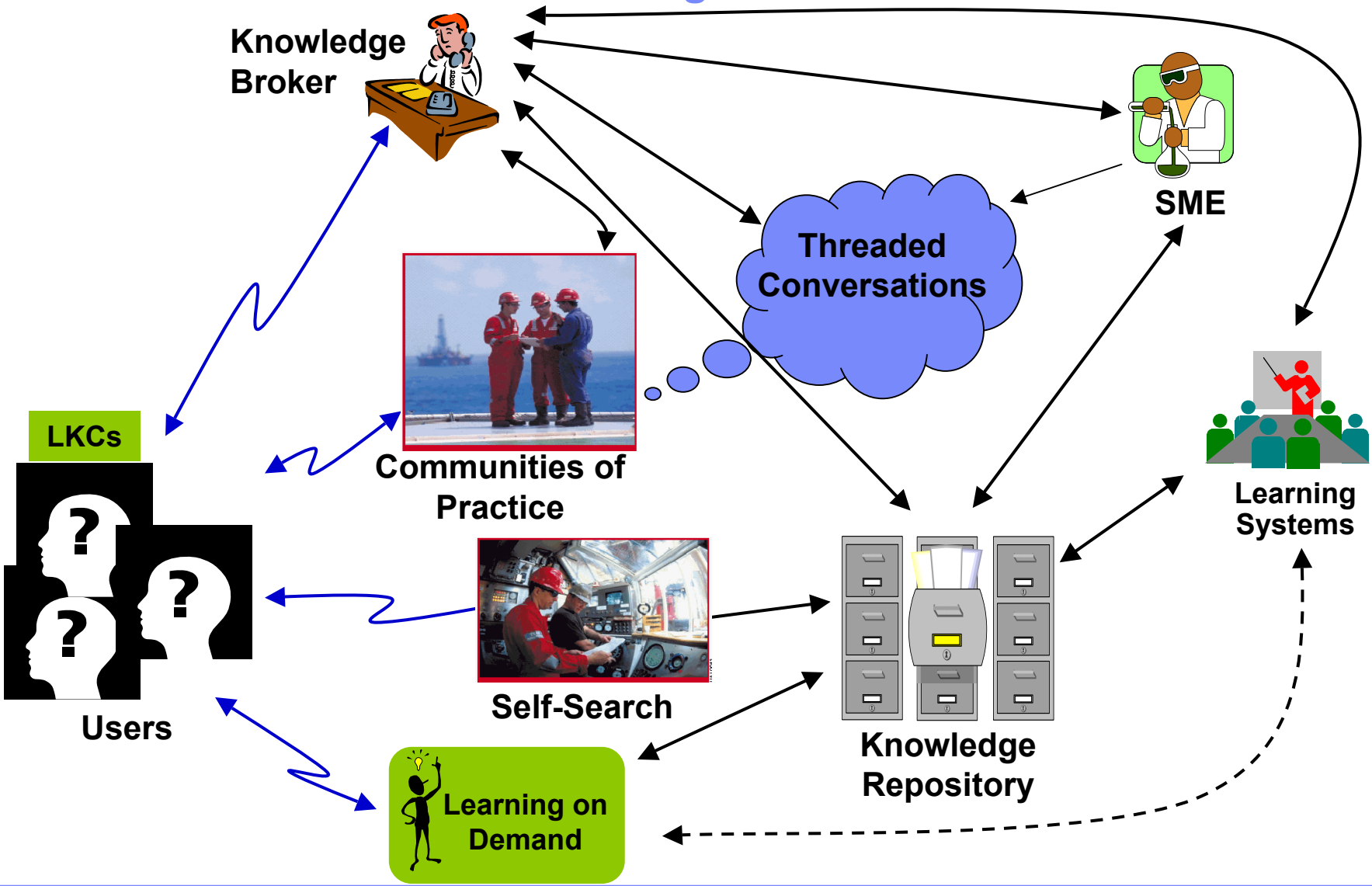
Deployment Tasks:

- **Community Training Activities with K-resources conducting lion share**
- Iterate and further implement Communication Plan
- **Iterate all community elements as needed – people, process, content, technology**
- Reiterate and reengage community sponsorship governance model
- Continued stakeholder involvement
- Conduct first measurements gathering and updated balanced scorecard

Red Font = Portal Development Integration

2-3 Weeks → 2-3 Weeks → 6-8 Weeks → 4 Weeks

Sample KM System Flow – A Day in the Life – *realizing connections made visual through CNA*



About Knowledge Management and Communities of People

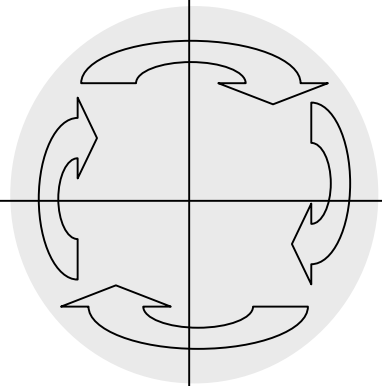
Metrics score card – a sample community…

Innovation and Learning

Employee Satisfaction (Info)
Collaboration tool stats
# of new Docs added

Internal Perspective

KPI (MALT)
OE,JE,SE
Preventative Maintenance KPIs



Financial Perspective

COPQ/Rev

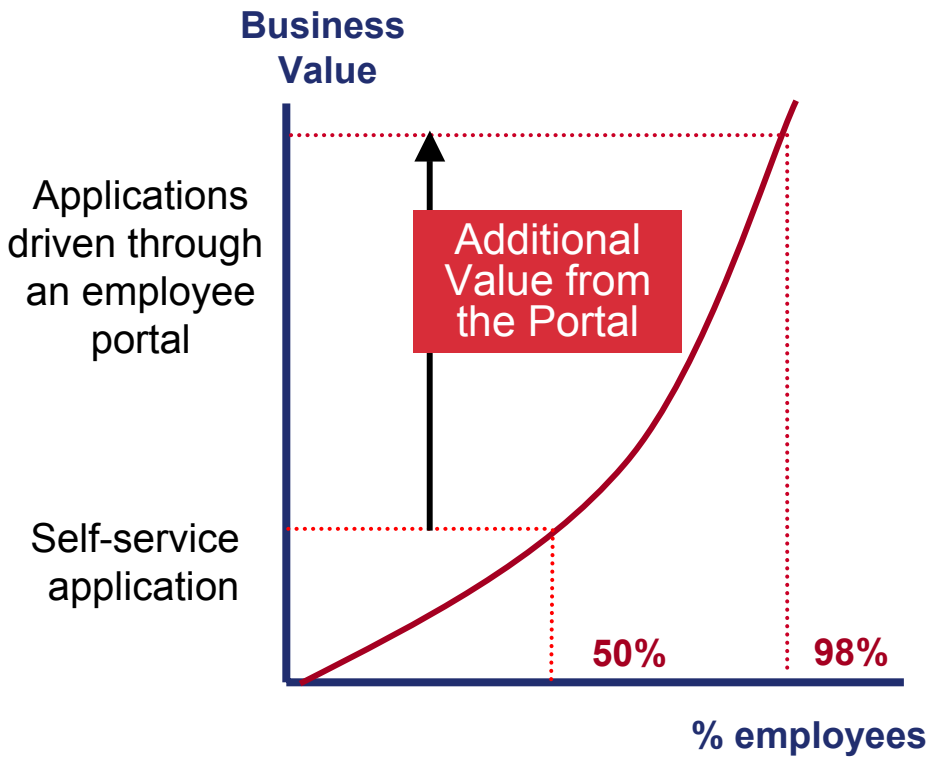
Customer Perspective

% Dissatisfaction (EJCS)
Success Stories

Metrics Table for a Sample Community of Practice

Measure	Source of Data	Baseline	Objectives
Community Participation	***Collaboration Tool Statistics***	Hits, Unique users, issues raised & resolved Average time to 1st response Average time to resolve	1st Quarterly Objective (Mar) 1000 hits/month 250 unique users Average time to 1st response 1 day Average time to resolve 14 days
User Satisfaction	***Pre/post surveys***	61% average satisfaction	2-3% improvement per quarter (+10% -- 2003 Objective)
Preventative Maintenance Notification (KPI)	Failure w/o LT Failure w/ LT # Preventive Maintenance reports	Failures w/o LT Failures w/ LT PM Modifications	20% decrease in 2003
% Customer Dissatisfied	***MALT Reports***	CUST DISAT 3.77%	3.40% (2003 Objective)
Average Cust. Sat.	***MALT Reports***	Equip 3.96 of 5 (AVG)	4.15 out of 5 (2003 Objective)
Customer Satisfaction	# Success Stories, KM	None currently	One per month
COPQ/REV	***CPI and PSL***	Global AVG 1.2% Problem locations 3 to 8%	2003 Objective – decrease to 1% (16% improvement) For problem locations, 2.5% ceiling (2003 Objective)

Making connections visible can help transform an organization



The difference between 50% and 98% daily usage is transformation (full participation)