THE ORGANIZATIONAL NETWORK FIELDBOOK

Best Practices, Techniques, and Exercises to Drive Organizational Innovation and Performance

EDITORS

Rob Cross, Jean Singer, Sally Colella, Robert J. Thomas, and Yaarit Silverstone



TABLE OF CONTENTS



Acknowledgment xi
The Contributors xiii
Introduction xxi

PART ONE BUILDING NETWORKS FOR COLLABORATION AND COMMUNITY 1

- Building a Technical Community, Angelique Finan and Grady Bryant 3
- 2. Networks of Excellence, Peter Gray and Dan Ranta 11
- Driving Business Results Through Networked Communities of Practice, Rob Cross and Guillermo Velasquez
 22
- 4. Mapping and Engaging Influence Networks, Myra Norton 44

PART TWO BRIDGING ORGANIZATIONAL SILOS 57

5. Network Analysis for Engineering Small Practice Groups, Barry Dayton 59 vi Table of Contents

6. Building Trusted Ties in a New Organization, Joe Blasnales 72

- Forging Global Connections, Christie Dowling, Betsy Smith Redfern, and Victor Gulas 89
- 8. Building Healthy Teams, Kate Ehrlich, Ivan J. Blum, and Inga Carboni 107

PART THREE DRIVING ORGANIZATIONAL CHANGE THROUGH NETWORKS 123

- Changing Culture Through Networks and Narrative,
 Steve Denning and Rob Cross 125
- Message Monitoring to Accelerate Change, Terry G. Williams 139
- 11. A Workshop for Aligning Networks with Strategy, Sally Colella 149
- Positioning a New Leader for Success Through Network Fine-Tuning, Rob Cross, Robert J. Thomas, Ana Dutra, and Carrie Newberry 157
- Improving Decision Making Through Network Reconstruction, Rob Cross and Robert J. Thomas 171

PART FOUR CONNECTING PEOPLE FOR INNOVATION 183

- The Innovation Lab: Building Idea-Sharing Networks, Jean Singer and Kristi Droppers 185
- 15. Building a Collaborative Innovation Network, Wendi Backler 203
- 16. Connecting Through Improvisation, Christiane Frischmuth 218
- 17. Helping Leaders Uncover Hidden Assets, Sally Colella 233

PART FIVE DEVELOPING TALENT THROUGH NETWORKS 243

 Embedding a Network Perspective into Leadership, Michael Chavez and Mara Green 245 Table of Contents

 Improving Leadership Effectiveness Through Personal Network Analysis and Development, Rob Cross 264

- 20. Developing Leaders' Networks Through a Stakeholder Mapping and Engagement Workshop, Katy Strei and Sally Colella 282
- 21. The Mentor Marketplace, Christie Dowling and Victor Gulas 291
- 22. Managing External Stakeholders and Stemming
 Knowledge Loss, Carlota Vollhardt and Brigitte Lippmann 304
- 23. Smart Mentoring to Increase Connectivity, Adrian (Zeke) Wolfberg 315
- 24. Newcomers' Boot Camp, Betsy Hudson 321
- A Network Approach to Onboarding, Michel Buffet,
 Gregory A. Janicik, Maria Gallegos, Giulio Quaggiotto,
 and Lauren Ashwell 326

Index 347