MANAGING DIVERSITY WITH ORGANIZATIONAL NETWORK ANALYSIS

COMPANY | TEAM | EMPLOYEE

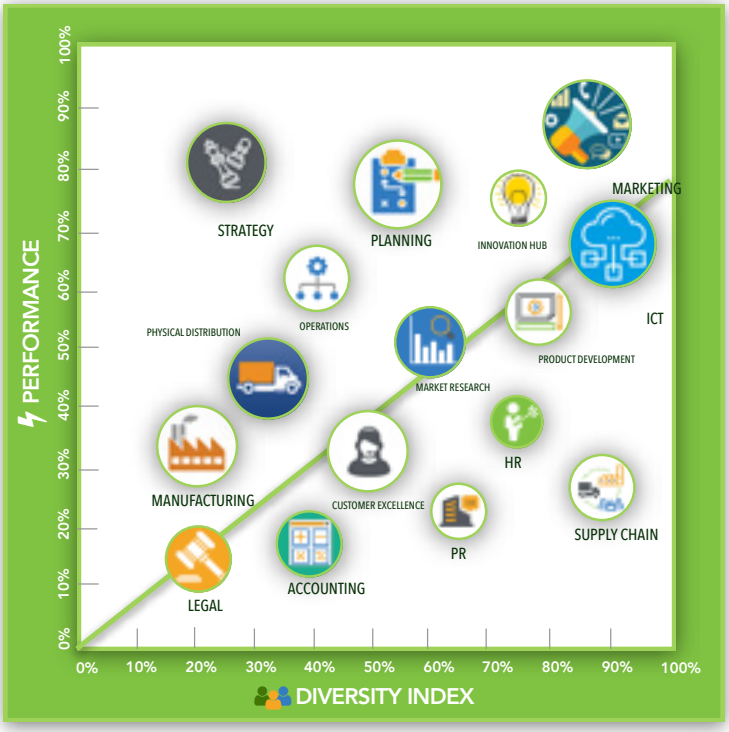
EMPLOYEE Centrality Behavioral indexes	John Davis ICT Specialist Sr ICT Team			Diana Johnson Software Engineer Jr ICT Team			Yana Johns Product Development Marketing Team			Andrea Miller Innovation Analyst Innovation Hub			James Smith Product Manager Marketing Team		
Influence	60%	80%	78%	60%	80%	65%	70%	70%	53%	70%	81%	67%	72%	65%	91%
Mediation	72%	90%	88%	72%	70%	78%	80%	60%	55%	80%	80%	53%	80%	71%	81%
Link effectiveness	71%	72%	92%	72%	66%	63%	71%	73%	62%	72%	60%	48%	50%	69%	73%
Power	67%	65%	68%	67%	71%	88%	90%	52%	77%	50%	80%	76%	53%	82%	77%
Cooperation Tendency	91%	54%	80%	91%	71%	72%	2%	81%	70%	52%	70%	80%	68%	90%	84%

Team average | Role average | Personal score

DIVERSITY AS A VALUE DRIVER

The call for a **diverse workforce** and an **inclusive environment** is not new for large corporations and policy makers, but over the last few years, the interest around D&I has risen enormously.

More and more research makes it increasingly clear that **companies** with a **diverse workforce** achieve a **competitive advantage**. A few benefits can be striped straight away. A trivial example is the increased ability in addressing different market segments and different geographies having at hand a group of people with unique backgrounds, who speak different languages. The potential benefits though are numerous and not all that straightforward. Research suggests that more diverse companies are better able to **win top talent** and **improve their customer orientation**, **employee satisfaction**, and **decision making**, and all that leads to a virtuous cycle of **higher performance** and **increasing returns**.



This renewed attention on Diversity has convinced the vast majority of international companies to appoint a D&I manager and adopt a series of internal best practices in every HR area (selection, training, promotions, etc.). To gauge the impact of D&I efforts, companies typically trace indices on hiring, attrition, promotion, and composition of the current workforce. A common misconception about diversity is that it is only about gender or race. How many women are in the business or whether most employees are white is something many people traditionally focus on. The reality is that **diversity covers a lot more than that**. It includes not only sex, age, ethnicity, education, socioeconomic background, social mobility but also culture, working styles and personalities. The widely used gender, age, and ethnicity metrics are easy to measure diversity indicators. Yet, the equally, if not more important, personal attributes are **not that trivial to quantify**. A truly inclusive organization contains a diverse cross-section of **employees** who actually **interact with one another**, and D&I managers need smart tools to check whether they are on the right track.

How can you measure, compare and report **working styles**, **behaviors** and **interactions**?

Organizational Network Analysis is instrumental in addressing this question. Through **network maps** and **quantitative behavioral indexes**, it offers valuable insights into **people's attitudes** and **aptitudes at work.** This opens the door to countless possibilities in the area of Human Resources Management.

HOW TO MANAGE DIVERSITY WITH ONA?

COMPANY · TEAM · EMPLOYEE

UNDERSTANDING YOUR PEOPLE TO CREATE VALUE

Match people with tasks based on their attitudes and working behaviors

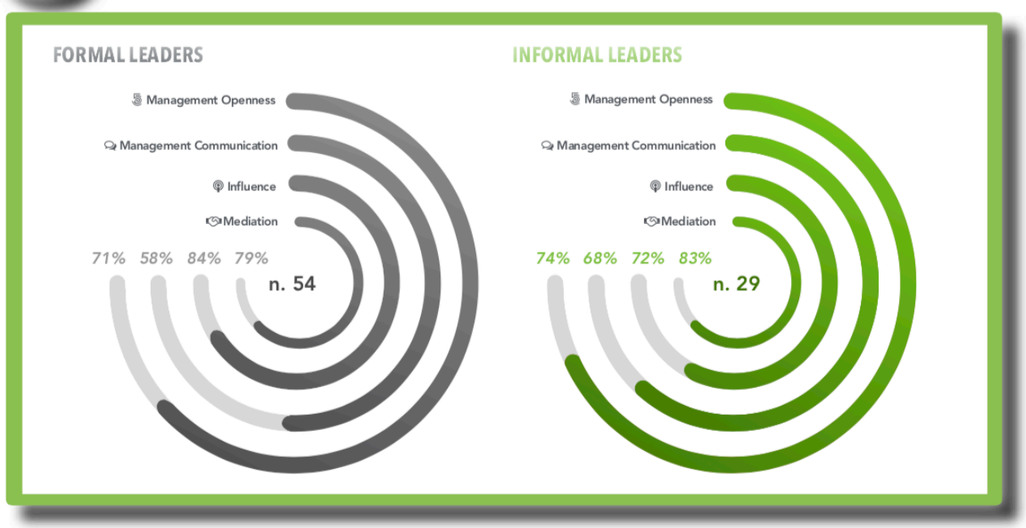
I need a **person to promote the launch of a state-of-the-art initiative**; a transformational leader driven by a commitment to organizational objectives, able to influence and persuade others. Since the initiative may be not particularly welcomed by some stakeholders, negotiation skills will also be key for the success of this initiative.

People differ in how their interact, what motivates them, their working habits and preferences, how they are **perceived by others in the workplace**.

Organizational Network Analysis helps shed light on this peculiarities and enables the matching of people's **working styles** and **attitudes** with the key success factors of each initiative, leading to **increased performance** and **employee satisfaction**.

UNCOVERING INNATE LEADERS

What makes a formal vs. informal leader?



Organizational Network Analysis **uncovers individuals recognized as informal leaders** within the organization.

What can we learn for the future selection of formal leaders?

What are their traits?

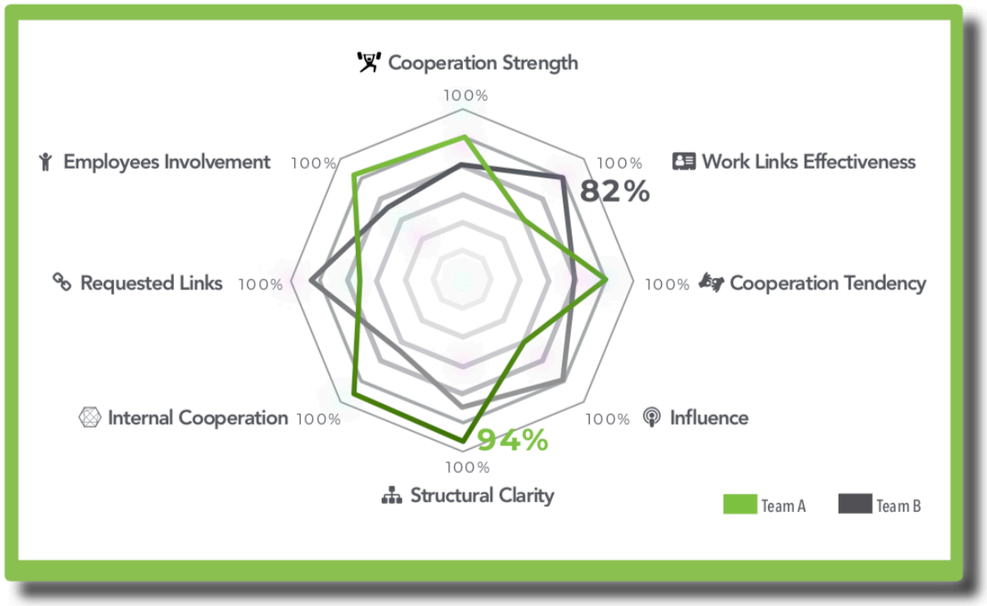
Do they match those of formal leaders?

ENSURING HIGH PERFORMANCE IN EVERY CONTEXT

Select the most appropriate Team for each project

I need a team to handle out-of-the-norm situations such as processing unexpected large orders under sever time pressure. Despite ideas sharing and collaboration being our key company values, in such cases, decisions need to be made on the spot, without time for consultations, discussions, and review of the pros and cons.

What is key for this particular project to succeed?

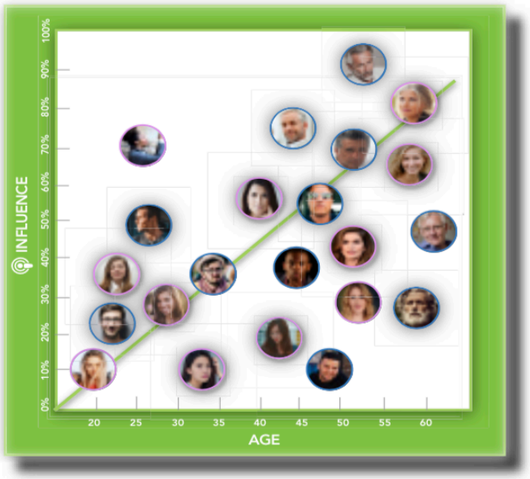


WINNING MILLENIALS

The future looks bright

How to **engage young employees** while **managing the aging ones** with key roles and broad networks?

Identify the most influential resources close to retirement and nominate them as **mentors for the new generation of leaders.**



HOW4
Enhancing Cooperation

Get the **complete picture** of **Organizatinal Behaviours** and **Corporate Relationships** inside your **Organization**

4 QUESTIONS
SIMPLE YET ...

EXHAUSTIVE
3 levels of analysis

WORKING

HIERARCHICAL

DESIRED

MANAGERIALLY MEANINGFUL
easily interpretable

QUANTITATIVE INDEXES

RELATIONAL MAPS

GETTING STARTED

COLLECT AND UPLOAD DATA

Collect and upload data concerning:

- the **hierarchical organisational structure**
- **employee** information

PERSONALIZE YOUR HOW4*

Choose in which **languages** you would like to use HOW4.

Take the opportunity to ask some **additional questions** that are relevant to your company by incorporating them in the survey.

Focus on what is important to you and your company by identifying **key objectives.** *

* for **HowTargets** application

DISTRIBUTE THE SURVEY

Set the desired **authentication method.**

Get on board employees by carrying out an effective and informative **communication campaign**.

Distribute the survey and **monitor participation** in **real time.**

GAIN INSIGHTS

Get access to **managerially meaningful quantitative behavioural indices**.

Define the key **questions** relevant to your organisation and let us **answer** them by carrying out the analysis for you.

Use the insights! Discuss **targeted interventions to reshape your organisation.**

HOW4 EXTENTIONS

HOW Targets

3 QUESTIONS TO ADDRESS STRATEGIC OBJECTIVES
Collaboration models with working as well as desired relationships networks examined with respect to specific **strategic objectives.**

HOW360

CONTINUOUS FEEDBACK
Insights on relationships, cooperation, engagement and personal growth on a **daily basis.**
Specific sections for employees, managers and the HR Team.

ACTIVE VALUE ADVISORS.

A data driven Management Consulting Firm

3 Competence Centres

Active Value Advisors is an independent management consulting firm that provides advice and solutions to companies around the globe.

We combine specialist expertise with a global perspective to help our clients develop, implement and manage best-in-class managerial frameworks.

Our method and data driven approach mean that we partner with our clients to create knowledge and a sustainable impact which become assets for our clients.

We deal with three specific areas of expertise with the goal of maximizing the Value of Shareholders, Customers and People. None of these at the expense of the other.

Constant and highly specialized research activity offers implementable answers for our clients.

Our Solutions represent a precious asset for CEOs that find in Active Value Advisors a unique and tailor-made blend of distinctive managerial know-how, strategic ideas and appropriate tools, within a common “fabric” to face at best their challenges.

Understanding the factors underlying performances is an important step to maximize growth and value of the business

SV
SHAREHOLDER VALUE

((bi))

We can not avail from any useful data or information if we are unable to organize, read and use them to make decisions.

Information discovery and data visualization are enhanced thanks to the new generation of self-BI Tools

The way people work, their relationships, the intertwining of their skills and their motivation are the elements that can make the difference between a good and an excellent organization

PV
PEOPLE VALUE

CV
CUSTOMER VALUE

Enhancing the knowledge of Customers and better managing the relationship with them is the key to success in any business

ACTIVE VALUE ADVISORS.
Management Consultants

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Visit us on PatPat360: www.patpat360.com
Visit us on HOW4 - Enhancing Cooperation: www.how-4.com

MANAGING DIVERSITY WITH ORGANIZATIONAL NETWORK ANALYSIS

Over the last few years, the interest around Diversity&Inclusion has risen enormously. At the same time, more and more research makes it increasingly clear that **companies** with more **diverse workforces** achieve a **competitive advantage**.

How is the effectiveness of D&I policy and initiatives measured and assessed? Companies collect data on hiring, attrition, promotion, and the composition of the current workforce. Yet, too often the approach is overly simplistic with focus on how many women are in the business or whether the majority of the workforce is white.

Diversity is so much more than that. While undoubtedly covering gender, sex, age, ethnicity, education, socioeconomic background and social mobility, it also concerns culture, working styles and personalities. These, compared to the widely used gender and ethnicity metrics, are certainly more challenging **to quantify**.

How can you measure and compare **working styles**, **behaviors** and **interactions**?

Organizational Network Analysis is the answer. Through **network maps** and **quantitative behavioral indexes**, it offers valuable insights into **people's attitudes** and **aptitudes at work.** This opens the door to countless possibilities in the area of Human Resources Management.