



## **Virtual Team Building that Works**

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For our clients who have been hit hard by the current economy, custom network analysis initiatives have allowed them to continue to develop employees and employee networks while reducing the total training and development budget.

We have been working with network analysis tools for many years to measure the effectiveness of our development initiatives in organizations. We measure the quality of particular interactions which we are attempting change, like how much, during a budget process, employees in one department trust employees in another department to put the overall needs of the organization in front of their own departmental interests. Network analysis allows us to create an accurate picture of this particular trust dynamic pre and post intervention.

Recently, our clients have learned that network analysis can be a very valuable development process by itself—and the entire process can be managed virtually. The process involves five steps:

1. Design the questions that will expose the critical interactions that create organizational value.
2. Survey the network of employees involved in those interactions.
3. Run the analysis.
4. Conduct individual coaching and facilitated group meetings (via telephone and/or online meeting tools)
5. Re-survey to confirm results.

Some powerful network interactions to survey include:

- Interactions that build or destroy key aspects of the organization culture.

- Interactions that speed or slow key processes.
- Interactions that generate or degrade employee engagement.
- Interactions that provide coaching and mentoring.

Surveys can also be very specific to a particular set of relationships, for example those that serve a key customer.

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Once the particular network is analyzed and presented to the employees in the network, the quantitative data becomes the common ground for designing improvements to the network. Awareness alone often causes the interactions to improve dramatically. Subsequent coaching and facilitated meetings identify and begin action on additional possibilities for improvements to the network.

The opportunity to re-survey and measure the results of the network analysis intervention allows our clients to demonstrate return on investment—a critical necessity for today’s economy.

Call now to discuss network analysis to strengthen interactions that create business value for your organization..