



# Accelerate transformation by harnessing the power of your organization's informal network

## The opportunity

**2x** Organizations fail at implementing and managing change twice as often as they succeed

## The solution

- Beyond organization charts and business process maps is a hidden web of relationships that helps drive performance and innovation in your organization
- Organizational network analysis (ONA) uncovers these unseen relationships allowing leaders to help build and leverage organizational 'connectivity' to increase performance, productivity, learning and innovation

### Questions that ONA solutions can help answer:

#### Activating Engagement

How can your organization drive change through the "new engagement champion?"

#### Leader Identification & Development

How do I identify key talent / high potentials? Which individuals inspire and motivate others?

#### Mergers and Acquisitions

How do I align key leadership and staff from different organizations? How can I confirm I'm retaining key talent?

#### Change Management

How do I drive change quickly and effectively? Who is ready to support / adopt a change?

#### Organizational Realignment / Restructuring

How can I measure realignment success? Who is ready to support my implementation plan?

#### Attrition Risk & Retention

How can I identify key talent retention risk? How can I reduce turnover among low tenured employees?

## The PwC Experience



Relationship is focused on enhancing your organizational capabilities



Linked to your business strategy, enhancing your people analytics programs



Experienced team with breadth and depth of expertise



Fluid processes to support the simplest and the most complex



Insight that guides leaders and managers to the right action

## Our approach

### Design

Create success by keeping the end-goal in mind

- Kick-off meeting
- Project planning
- Data collection strategy & templates

### Collect Data

Collect key data through single or multiple sources

- Conduct ONA survey or combine with another employee survey
- Collect email data
- Pull data from internal/external social media

### Analyze & Report

Deliver comprehensive reports & analysis

- Identification of key influencers and power players
- Overloaded professionals identification
- Information flow assessment
- Business linkages

### Insight & Action

Help achieve organizational goals & objectives

- Program guidance and support
- Action planning and tracking
- Leadership/business unit workshops

## PwC can help

### Our philosophy

- Change management programs can be greatly improved by identifying and engaging your change champions - those high on change readiness and sitting in key influential positions within an organization's informal network
- Unfortunately, these power players often can't be identified by examining organizational charts or business process maps
- Organizational network analysis (ONA) can help uncover these unknown influencers to support success during your change program

### The ONA approach identifies:

**Boundary spanners and energizers**– individuals who are capable of creating direction, alignment, and commitment in service of a higher vision or goal across boundaries. They are influencers who motivate others at work, regardless of formal positions

**Activate the network** by engaging these informal change agents in key communication activities during the change process (i.e., communicating ideas and concerns to leadership, communicating leadership messages out, sharing why they are excited about the change, and giving their seal of approval)

Successful change management minimizes resistance, increases engagement, improves performance, reduces costs and enhances innovation

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