



WHITE PAPER //

Risk management & workforce planning

Complete *Network Analysis*

Complete



In recent times the way we live, work and interact with those around us has been transformed.

In this document we explore how businesses can plan their way through the uncertainty and create a new *normal*.

In today's new *normal*, old organisational structures and ways of working are redundant.

We believe a new *networked* approach, driven by technology and interpersonal relationships, is key to a successful business operating model now and in the future.

In this era of change, where every industry must accelerate to go *further, faster*, we have to rethink how organisations operate, develop their culture, build and deliver their strategic goals. In short, businesses need to redesign the way they work if they want to flourish through and beyond this crisis.

We, at *Complete*, have adapted our industry-leading *Complete Network Analysis* tool to help organisations do just that.

Our Complete Network Analysis is being used by some of the world's leading companies to help them drive organisational transformation, optimise their talent pool and step change team and divisional performance.

This document explains how Complete Network Analysis can help businesses deal more effectively with today's new normal by identifying those people at risk and how to adapt rapidly if people become ill or buckle under the pressure.

Complete Network Analysis benchmarks your relationships against the database of over 25,000 users and a million relationships.



What we can do

Using our Complete Network Analysis tool, we have designed a multi-dimensional approach to help you navigate today's challenges.

We analyse the networks in your organisation across nine dimensions for three key aspects:

1. *Structural* – We can identify the wellbeing hotspots and *structural holes* in your organisation which represent a significant operational risk to delivery.
2. *Key individuals* – We can identify the key individuals who are driving your business forward but who may be at risk of buckling under the pressure or who may cause an operational problem if they become ill.
3. *Hidden talent* – We can identify your hidden talent and the people you may need to bridge the holes or step up to the plate if people buckle or become ill.

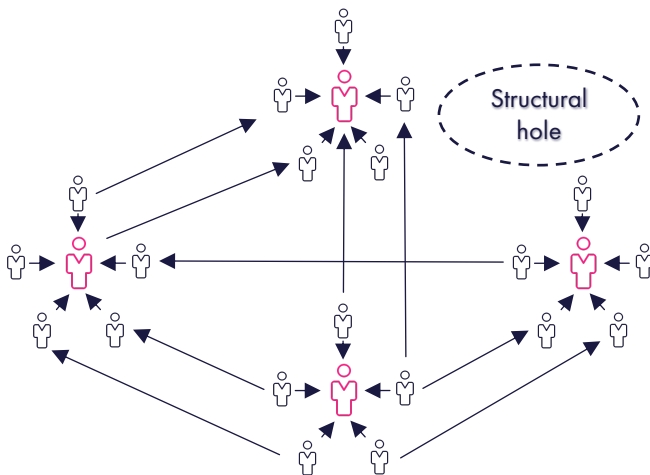


Figure 1: Structural hole: Absence of connectivity

Structural

We create a 'heat map' of organisational connectivity which we can benchmark against our global database of more than four dozen organisations and 2000 teams. A series of machine learning algorithms predict the expected levels of connectivity and compare that against the actual connectivity between different business units in your organisation to reveal the holes and risks.

The heat map also highlights the wellbeing hotspots and structural holes (see figures 1 & 2) Wellbeing hotspots reveal the parts of the organisation where people are most likely to buckle. Structural holes are areas with no or few connections. Structural holes disrupt alignment, impede flow of information, and the resultant *vacuum* causes disruption and can bring organisational performance to a shuddering halt.

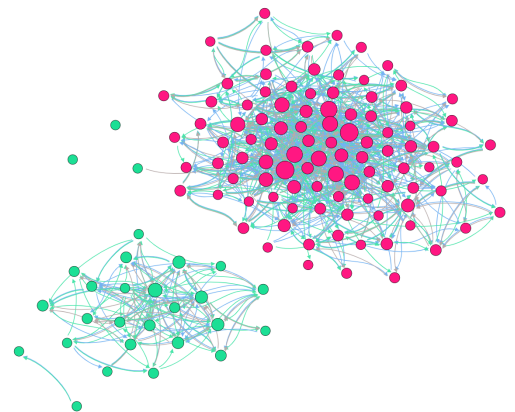


Figure 2: Structural hole between two different divisions in an organisation



Key individuals

Some of your colleagues may be under excessive *demand*. Demand reflects the volume and priority of nominations that an individual receives from the survey population. Individuals with high demand are important within the network as they are the 'first port of call' for others. However on the flip side they may be bottlenecks and increase pressure or create dependency.

High *impact* individuals are those who have a high number of connections across different parts of the organisation. People's impact is higher if they are nominated by other people with *high demand*. High impact individuals are important for spreading ideas and driving change quickly across the whole system.

Assessing the demand and impact of everyone will help quantify the operational risk. A loss of these key individuals, either because they buckle under the pressure of excessive demand and or because they may get ill, reveals which part of your organisation is most vulnerable.

Assessing your system vulnerability is a little like playing *organisational Jenga*. We can predict who may buckle and what the consequences will be if they do. This can help you plan much more effectively through a crisis, saving your time and money by avoiding operational disruption.

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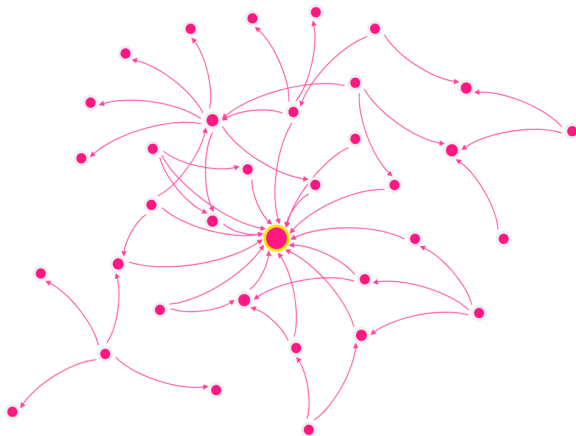


Figure 3: Network with a key individual

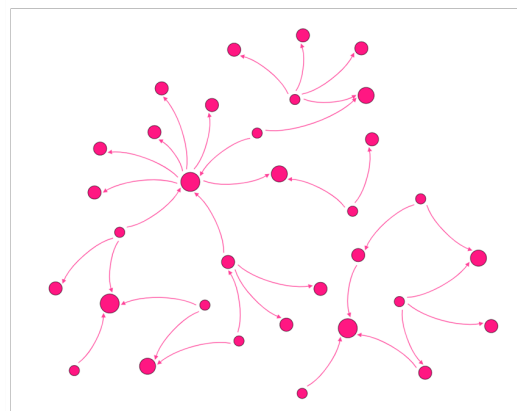


Figure 4: Network without a key individual



If you plot an individual's impact and demand in the network it can reveal what type of operational risks you are facing and what needs to be done to avoid a catastrophic failure (see figure 5).

Leaders with high impact and low demand are the key leadership risk. If they were to leave, or fall ill there could be a vacuum at the top. This could create a loss of direction and impaired decision making.

These leaders are the individuals that give you the greatest ROI and should be supported.

Leaders with high impact and high demand drive the organisation forward but are under massive pressure because of the demand they are facing.

If they leave or fall ill there is a significant commercial risk to organisational performance as network relies on them for connectivity and impact.

Even if they do not buckle under the pressure they carry a high risk of burn out and they can also become bottlenecks in the system. They need coaching and/or guidance.

Individuals with low impact but high demand are at risk of mental health issues and overwhelm. They are often a focal point for network requests but do not have the ability to influence the outcome. They need wellbeing support.

Low impact and low demand individuals are often under-utilised assets within the network and may often be disengaged.

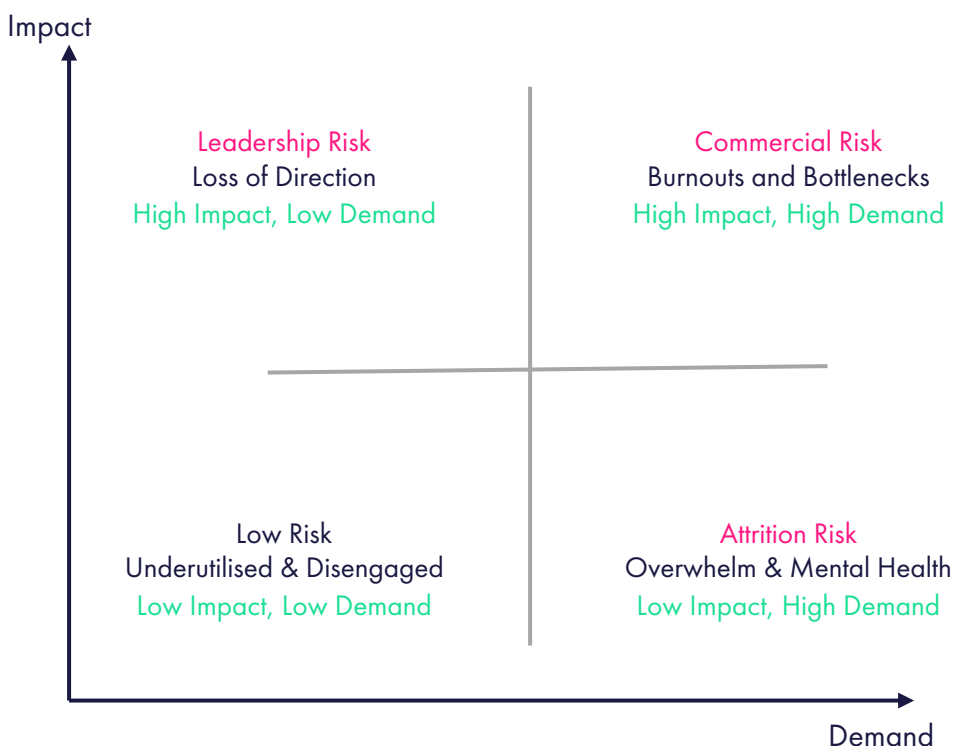


Figure 5: Identifying key individuals.



Hidden talent

We identify hidden talent using three different sets of algorithms. We look at an individual's position on the impact versus demand curve, as shown in figure 5, and identify individuals with low impact but high demand. These individuals can, with the right support step up to the challenge of leading and take on the role of key connector in the organisation.

Second, we look at how an individual's demand varies across nine network when controlling for their job role and seniority. If an individual has many more connections than expected given their role and seniority this means they are making connections beyond what their role would require. This is a reflection of how the network sees that individual. Based on this, we assign each individual a network connectivity rating (see figure 6).

The hidden talent visualisation provides insights in who to invest in, who should be celebrated and who to watch out for *in a restructuring*.

While trying to identify hidden talent, we also look at the bridging behaviour. Bridges gives you the list of people in a business unit who are receiving nominations from another business unit.

Bridging behaviour coupled with hidden talent visualisation provides critical insight into individuals facilitating workflows between different parts of the organisation.

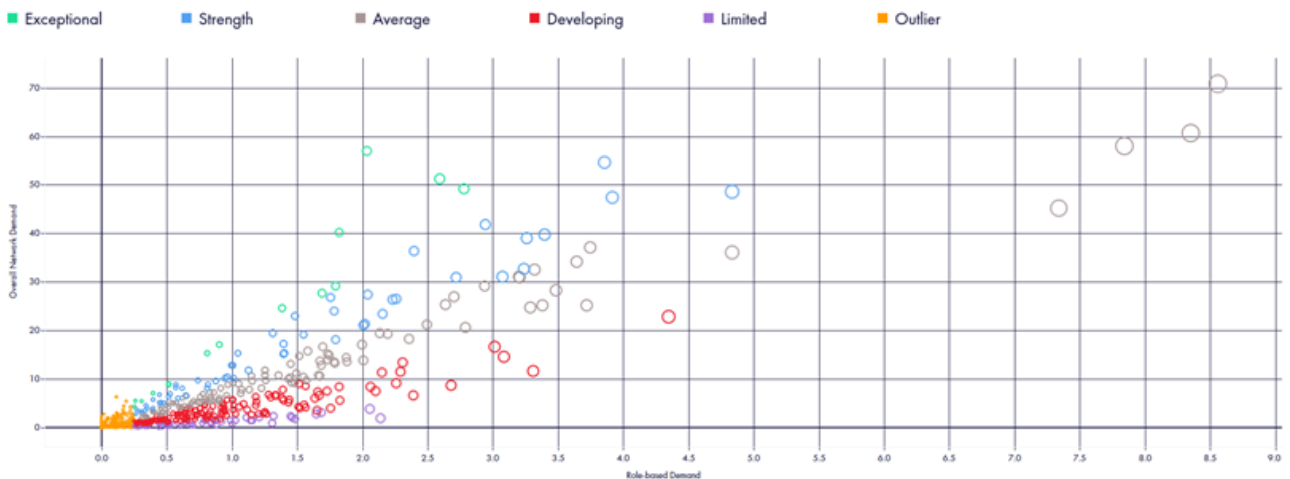


Figure 6: Hidden Talent

Complete Network Analysis
helps you plug the gaps in
connectivity, manage the risks,
identify your main connectors,
and support key talent.



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