

A background network diagram consisting of numerous small grey square nodes connected by thin grey lines, forming a complex web of connections. The nodes are distributed across the slide, with some clusters and some isolated nodes.

# Adaptive Organizations

## Network Analysis of 15 International Organizations

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# Overview

- **Network data from 15 I/T organizations involved in organizational change/transformation**
- **7 Network questions asked of each organization's population**
  - Some questions map to symmetric ties, others to asymmetric ties
  - Some questions map to business change/transformation conversations, others to general business conversations
- **Each organization evaluated by group of special consultants that assigned an MoC -- Master of Change score to each organization based on their success in the change effort.**
  - High scores indicate better change outcomes.

# 7 Survey Questions

- **Q1.** With whom do you work to develop, review or approve business strategy at your firm?
- **Q2.** With whom do you work to develop and priorities the Information Technology Plan?
- **Q3.** With whom do you communicate regarding critical business information for business transformation?
- **Q4.** With whom do you communicate regarding critical information technology information for business transformation?
- **Q5.** With whom do you communicate (seek inputs, suggestions and feedback) before making an information technology decision related to business transformation?
- **Q6.** To whom do you go for information related to business transformation at your company?
- **Q7.** With whom do you communicate (received from/share with) internal or external customer wants, needs and satisfaction?

# Data Files

- **File format: CSV**
- **2 data files: Nodes & Links**
- **1 attribute for Node: External / Internal**
- **2 attributes for Link: Frequency, Nomination**
  - 1 to 5 scale
  - Yearly, quarterly, monthly, weekly, daily

# Data Files

	A	B	C	D	E
1	name	EI			
2		1 INTERNAL			
3		2 INTERNAL			
4		3 INTERNAL			
5		4 INTERNAL			
6		5 INTERNAL			
7		6 INTERNAL			
8		7 INTERNAL			
9		8 INTERNAL			
10		9 INTERNAL			
11		10 INTERNAL			
12		11 INTERNAL			
13		12 INTERNAL			
14		13 INTERNAL			
15		14 INTERNAL			
16		15 INTERNAL			
17		16 INTERNAL			
18		17 INTERNAL			
19		18 INTERNAL			
20		19 INTERNAL			
21		20 INTERNAL			
22		21 INTERNAL			
23		22 INTERNAL			
24		23 INTERNAL			
25		24 INTERNAL			
26		69 EXTERNAL			
27		25 INTERNAL			
28		26 INTERNAL			
29		70 EXTERNAL			
30		27 INTERNAL			
31		28 INTERNAL			
32		29 INTERNAL			
33		30 INTERNAL			
34		31 INTERNAL			
35		71 EXTERNAL			
36		72 EXTERNAL			
37		32 INTERNAL			
38		33 INTERNAL			
39		34 INTERNAL			
40		35 INTERNAL			
41		36 INTERNAL			
42		37 INTERNAL			
43		38 INTERNAL			
44		68 EXTERNAL			
45		73 EXTERNAL			
46		39 INTERNAL			
47		40 INTERNAL			
48		41 INTERNAL			
49		42 INTERNAL			
50		43 INTERNAL			
51		44 INTERNAL			
52		45 INTERNAL			
53		46 INTERNAL			
54		47 INTERNAL			
55		48 INTERNAL			
56		49 INTERNAL			
57		50 INTERNAL			
58		51 INTERNAL			
59		52 INTERNAL			
60		53 INTERNAL			
61		54 INTERNAL			
62		55 INTERNAL			
63		56 INTERNAL			
64		57 INTERNAL			
65		58 INTERNAL			
66		59 INTERNAL			
67		60 INTERNAL			
68		61 INTERNAL			
69		62 INTERNAL			
70		63 INTERNAL			
71		64 INTERNAL			



	A	B	C	D	E
1	from_name	to_name	strength	network	
2		1	2	3	5
3		1	2	3	7
4		1	3	3	5
5		1	3	3	7
6		1	4	3	5
7		1	4	3	7
8		1	5	3	5
9		1	5	3	7
10		1	6	3	5
11		1	6	3	7
12		1	7	3	5
13		1	7	3	7
14		1	8	3	1
15		1	8	3	2
16		1	8	4	3
17		1	8	4	4
18		1	8	4	5
19		1	8	4	6
20		1	8	4	7
21		1	9	3	1
22		1	9	3	2
23		1	9	4	4
24		1	9	4	5
25		1	9	3	7
26		1	10	3	1
27		1	10	3	2
28		1	10	4	5
29		1	10	3	7
30		1	11	4	5
31		1	11	3	7
32		1	12	3	1
33		1	12	3	2
34		1	12	4	3
35		1	12	4	4
36		1	12	4	5
37		1	12	4	6
38		1	12	3	7
39		1	13	2	1
40		1	13	2	2
41		1	13	3	5
42		1	14	2	1
43		1	14	2	2
44		1	14	3	5
45		1	15	3	1
46		1	15	3	2
47		1	15	3	3
48		1	15	3	4
49		1	15	3	5
50		1	15	3	6
51		1	15	3	7
52		1	16	4	1
53		1	16	4	2
54		1	16	4	3
55		1	16	4	4
56		1	16	4	5
57		1	16	4	6
58		1	16	4	7
59		1	17	3	1
60		1	17	3	2
61		1	17	3	3
62		1	17	3	4
63		1	17	3	5
64		1	17	3	6
65		1	17	3	7
66		1	18	3	1
67		1	18	3	2
68		1	18	3	3
69		1	18	3	4
70		1	18	3	5
71		1	18	3	6

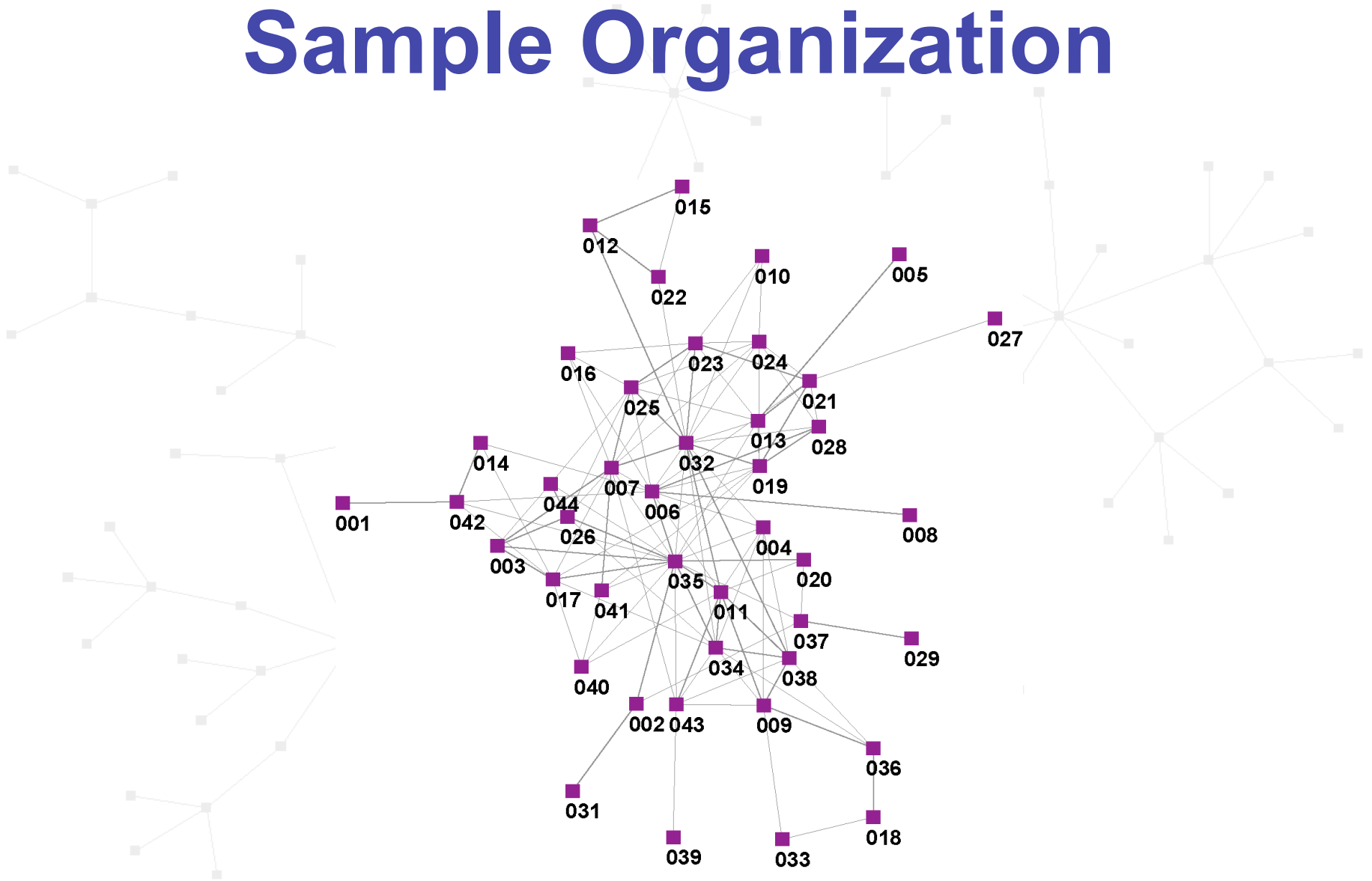
# 15 MoC Scores



<b>ORG</b>	<b>Pop.</b>	<b>MoC</b>
53	52	3388
54	45	2376
75	85	2310
55	54	2117
73	87	2085
79	33	1912
78	35	1771
41	56	1570
62	73	1510
77	56	1260
71	62	1197
51	98	907
52	66	517
56	76	345
76	81	199



# Sample Organization



# IBM Analysis

- **What does an adaptive organization look like?**
- **Which network metrics correlate with a high MoC score?**
  - Found two metrics...
    - X had an  $r^2$  of 0.59 and X+Y had an  $r^2$  of 0.65
- **Can we derive a regression equation for several scores?**
  - $MoCIndex = 6518 - 2112 A + 18.0 B - 5385 C + 717 D$

# What would you do?

- Which metrics are important for organizational change?
- Is the sample size sufficient?
- Are all data sets acceptable?
  - Some have low response rates
- What statistics would you try in addition to/instead of correlation and regression?
- ZIP file of data for all 15 organizations available to ION3 participants!