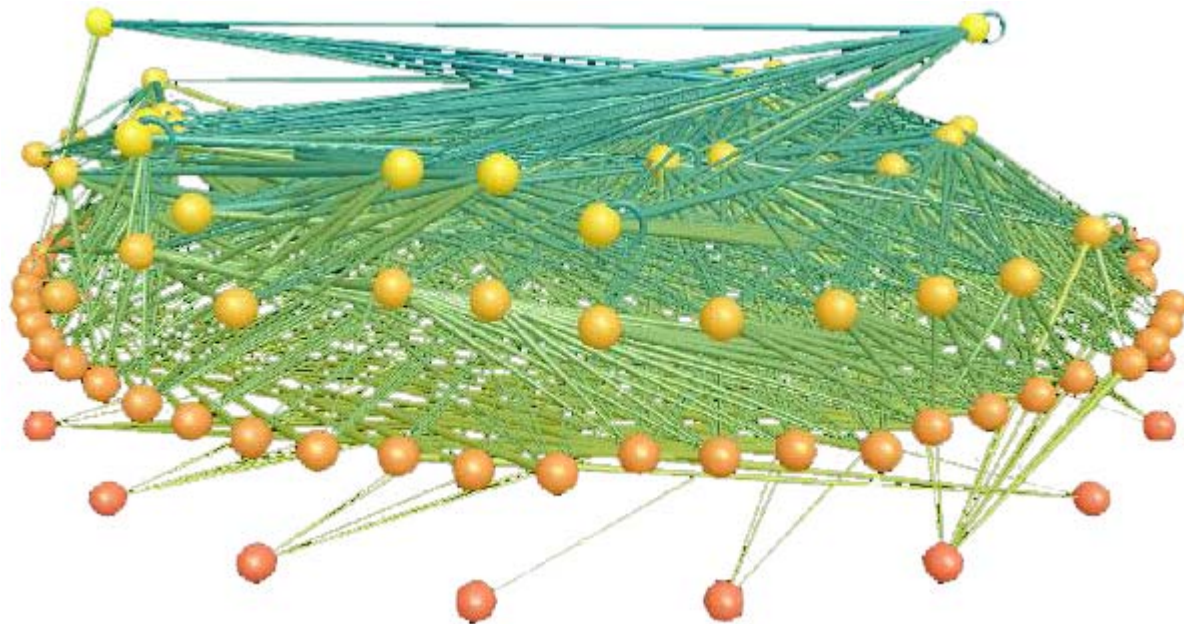


# Organizations as Networks:

## Designing Organizations Around Sharing, Participation & Influence



Jenny Ambrozek

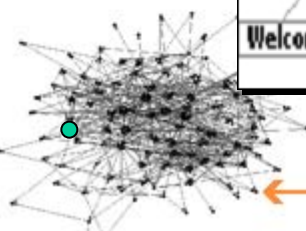
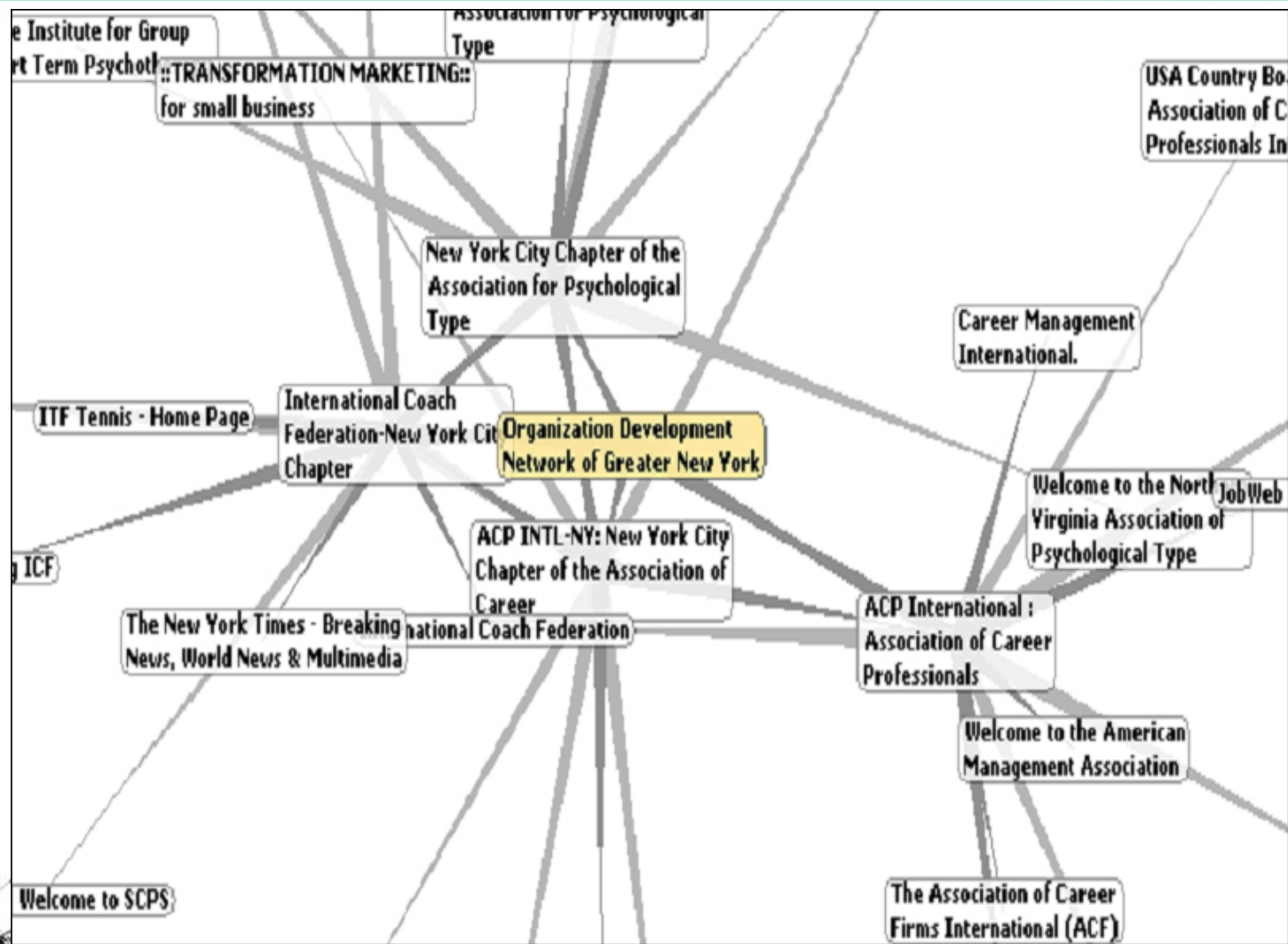
ODNGNY

December 7, 2006



[Graphic source](#)

# ODN - GNY



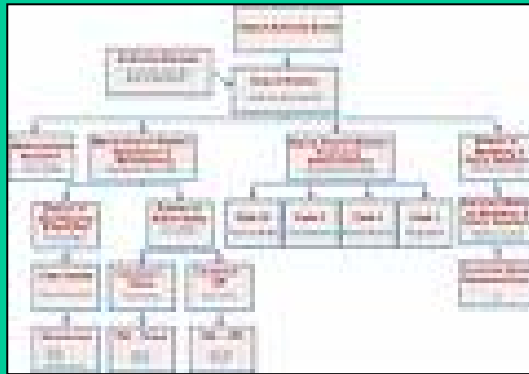
[Touchgraph](#)

Sagenet LLC

Inter Acting Organizations

# Direct Control Lessens as Social Technology Increases

Degree



Control

Social Technology

Tools: Blogs \* Wikis \* Pod Casting \* Tagging

Ethernet  
1973

Web 1.0  
1991

Web 2.0

Web 3.0



Time

*Search \* Links \* Authoring \* Tags \* Extensions \* Signals*

Enterprise systems

Enterprise 2.0

[Andrew McAfee](#)



# Thought Leaders

**Verna Allee \***  
Value Networks  
1997 *The Knowledge Evolution*

**Wayne Baker**  
\*Uni Michigan  
2000 *Social Capital Generalized Reciprocity*

**Valdis Krebs\***  
Inflow 1987  
2001 *Terrorist Networks*

**Barry Wellman**  
Uni. of Toronto  
1988 *Social Structures*

**Steve Borgatti \***  
Boston College  
UCInet 1988

**Mark Granovetter**  
Stanford University  
2000 Silicon Valley Networks  
1974 *Getting a Job: A Study of Contacts & Careers (Harvard)*

**Ronald Burt**  
Uni. of Chicago  
*Structural Holes*  
1992

**Ranjay Gulati\***  
Northwestern  
*Relationship Assets*

**Larry Prusak \*\***  
Tom Davenport \*  
Babson

**John Seely Brown**  
XEROX PARC  
1995 *"People are the Company: Fast Company"*

**Rob Cross\*\* \* \***  
UVA Network Roundtable  
Survey Software  
2003 *The Hidden Power of Social Networks*  
Co-author **Andrew Parker\*\***  
(Stanford)  
2000 IKO

**David Krackhardt \* \***  
Carnegie Mellon  
1993 *"The Company Behind the Chart"* HBR

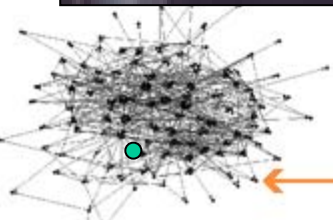
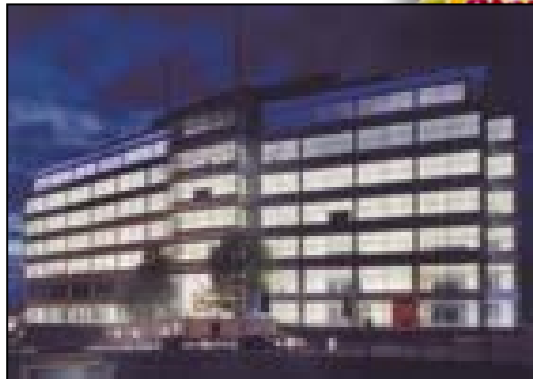
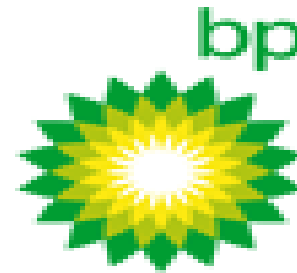
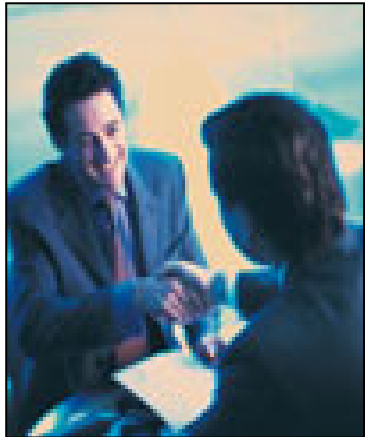
**Moreno**  
1931- *Sociogram & Sociometry*

\* Roundtable attendee 2004

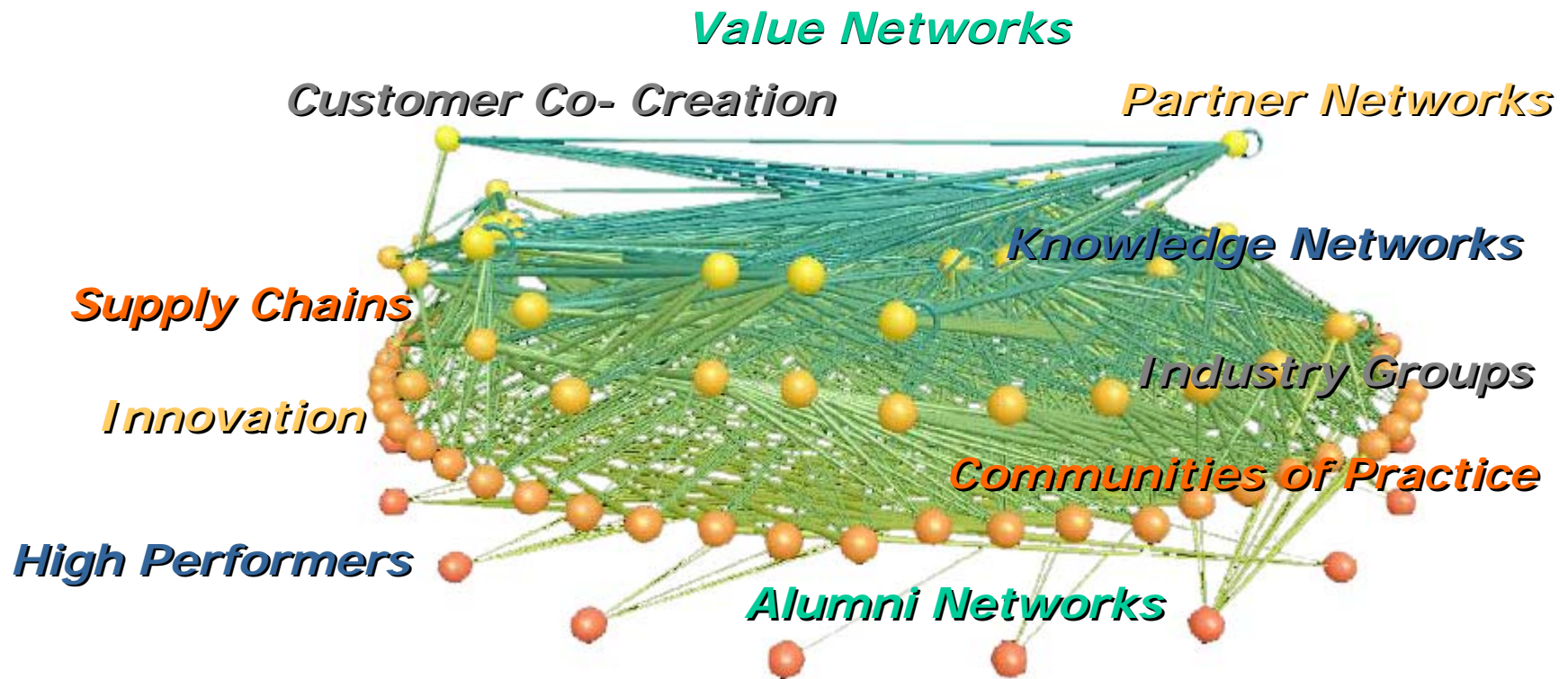
\* Roundtable presenter 2005  
Connection Lines Guesses



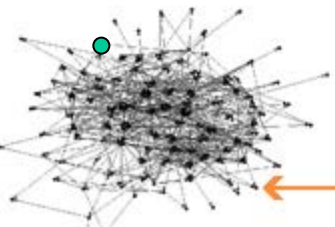
# What do these Organizations Share?



# Organizations as Complex Network Webs



Business value created through interaction. Relationships build capital.



# Organizations are Webs of Participation

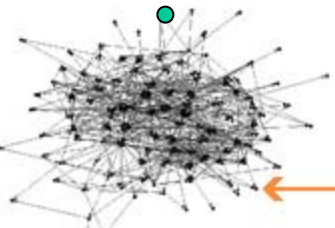
*"Change the patterns of participation, and you change the organization. At the core of the 21st century company is the question of participation. At the heart of participation is the mind and spirit of the knowledge worker...."*

**- John Seely Brown & Estee Solomon Gray,**

*"The People are the Company"*

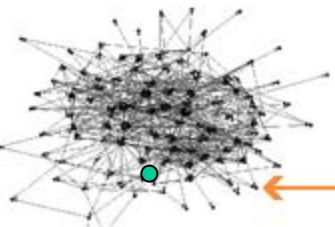
*Fast Company Issue 01, October 1995*

<http://www.fastcompany.com/online/01/people.html>



# Organizational Development Challenge

1. Understanding existing organizational networks.
2. Looking inside organizations to see how work really gets done.
3. Knowing how to connect the right people, talent, skills, expertise to achieve business goals.
4. Evolving new performance measures to manage and reward participation.
5. Helping employees consciously manage their personal networks





# Continuing the Conversation

**21<sup>st</sup> Century Organization Blog**

<http://c21org.typepad.com/>

**Networked Organizations Wiki**

<http://networkedorganizations.wikispaces.com/>

**Email Jenny Ambrozek**    [jenny@sageway.com](mailto:jenny@sageway.com)

**Thank you!**

