



# KĒS Network Analysis © \*

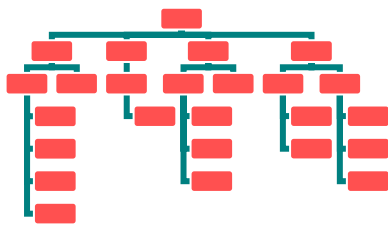


## Uncovering The Informal Web Of Relationships That Are The Real Power In Organizations

*Leverage critical knowledge assets – your people - to offer a competitive advantage, mobilize change, improve productivity and boost organization and individual performance by mapping informal networks – how the work really gets done*

The keys to success in business are held by the most important resources – the people. People possess the **Knowledge, Expertise and Skills** that are the foundation of the business. Seity has developed a methodology to map the location of the keys through our own process known as ‘**The KĒS Network Analysis**’. This process has a foundation in Social Network Analysis and has been adapted to be business focused.

Most companies have an organization chart (see figure 1) that describes the functional responsibilities of the workers at all levels – the hierarchy. These are often used as the main source to understand who to ask for information. Companies also develop process maps to show how work flows across departments or within projects and groups (see figure 2). Process maps are effective tools to map explicit knowledge in an organization; information in manuals, documents, policies, procedures, etc. Process maps depict the sequence of events to build a product or produce an outcome and determine associated metrics to save time and money.



**The keys to a successful merger are often lost among the boxes of traditional organization charts and process maps**

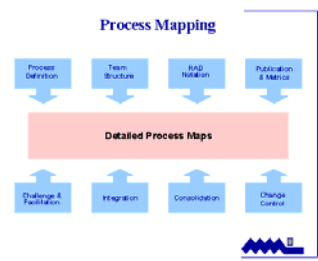


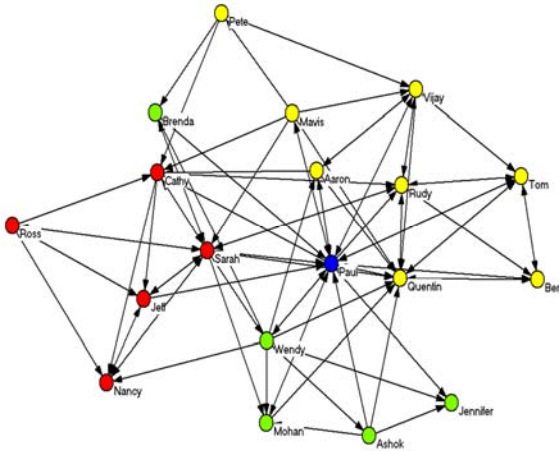
Figure 1. A typical organization chart.

Figure 2. A typical process map.

Organizations use these as tools to understand how to improve work processes, gain efficiencies and improve productivity. There is a key element missing with both of these views of an organization; the informal relationships that people develop naturally in the workplace. This is the value of KĒS network analysis; it **fills in the white space** shown with a traditional organization chart and process maps.

\* KĒS Network Analysis © Seity, Inc. 2007

It is the webs of relationships, the informal networks within an organization that really define how the work gets done (see figure 3). The KĒS process offers a view of the organization at a deeper level – to understand complexity and discover previous unseen opportunities and blocks to effectiveness and success. KĒS analysis can be used along with organization charts and process maps for a complete view of key leverage points that impact all elements of an organization.



*Using our KĒS Network Analysis to map the **Knowledge, Expertise and Skills, Seity helps you find the keys to your organization.***

**Figure 3. KĒS Network Map – Informal relationships:**  
**Displays how the work really gets done. (Image: Netform)**

Overlooking this piece of the organizational puzzle might explain why over 70% of major change initiatives fail, why mergers and acquisitions don't meet objectives or requirements of the agreement, and why projects are usually over budget and late. People interact with other people every day. KĒS Network Analysis **uncovers** who they interact with, **how often**, and perhaps what **reason** they have to interact **to get their job done**; trust, work knowledge, problem solving, and others. These informal relationships are omni-present and affect many elements of the workplace that leaders have not been able to measure with any confidence. KĒS Network Analysis **quantifies** the knowledge related skills in an organization:

- **decision making**
- **problem solving**
- **trust**
- **communication**
- **innovation**
- **learning**



Networks are built from trust and communication flows based on trust. KĒS Network Analysis makes trust and communication paths visible and measurable. People create relationships, like information streams on a fiber optic network, for specific reasons. A fiber optic network provides speed, accuracy, and unimpeded information flow. Organizations can now identify these relationships and leverage them to their advantage and that of the employees as well.

Leaders often believe they know who the key people are in their organizations and who works together. KĒS Network Analysis validates what is really going on by offering an organizational CAT scan. It can be used as a basic diagnostic of an organization – the broad perspective, or for specific challenges that an organization faces, such as trust or communication.

The maps provide a more complete picture of the various interactions within any organization and are used to analyze the **current state**. The evaluation includes a **gap analysis** that can be coupled with any strategy, process map, or workflow project to improve the bottom line performance of the organization. KĒS Network Analysis is a straight forward 5 step process that produces **high value** and **rich information in a streamlined timeframe**.

One application for KĒS Network Analysis is **mergers and acquisitions**. Typically when two organizations merge, there are differences in cultures, values, and processes that each considers optimal (see figure 3).

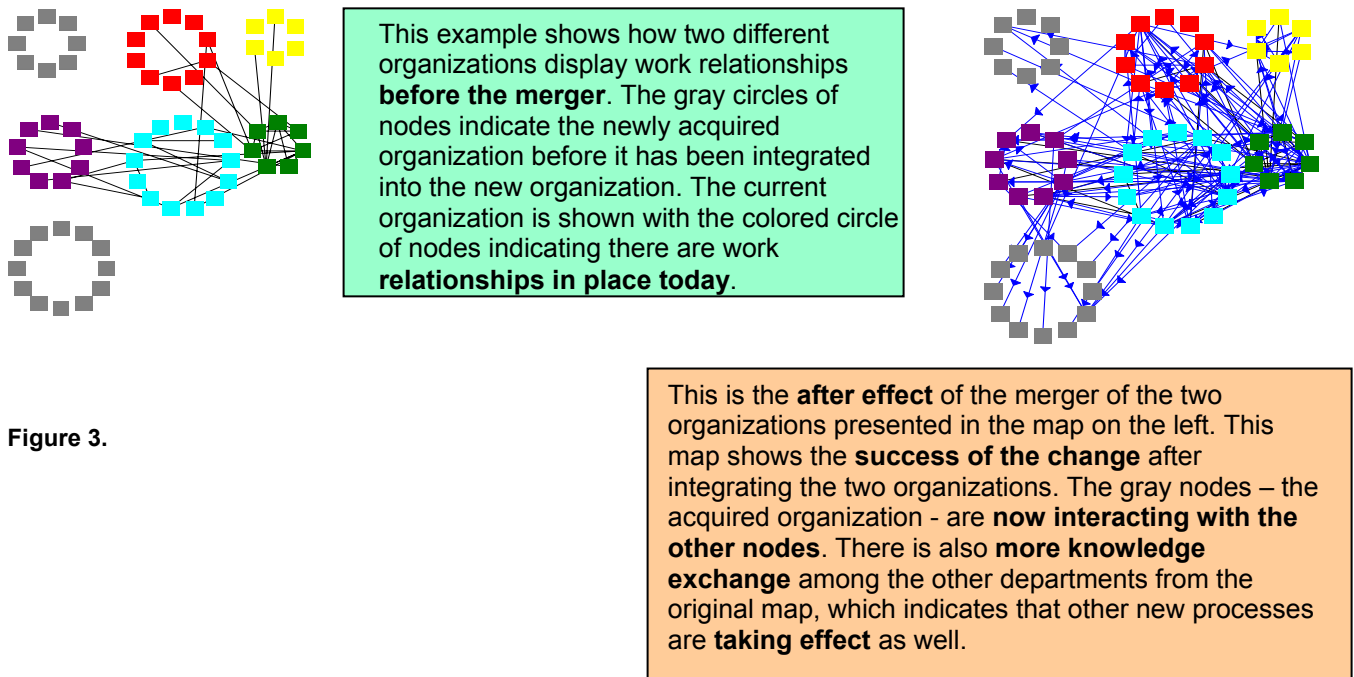


Figure 3.

KĒS Network Analysis can save time, effort and money by displaying the informal relationships in each organization. Knowing who has the **K**nowledge, **E**xpertise and **S**kills (KĒS) can be helpful in planning and gives decision-makers objective information. The collective knowledge and experience of an organization is the most valuable asset during times of change (Netform, 1998). The skills include the soft skills of an organization that closes the gap and offers a systems view to an organization.



## KĒS Network Analysis Benefits for Mergers and Acquisitions

- Identifies the similarities and differences between the two environments and business cultures
- Offers a baseline to measure change over time
- Identifies the change leaders in each organization
- Identifies unknown leaders, knowledge holders, and subject matter experts
- Identifies key resources to assign to groups or projects for enhanced production, balance, or innovation
- Offers a baseline to measure the success of the re-organization
- Gives a big picture perspective to assist in tactical and strategic planning
- Measures communication and trust now and later (when additional analysis is done)
- Identifies learning and innovation possibilities in the organization
- Identifies teamwork and diversity opportunities

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**'Building Organizational Value Through People'**



### Resources

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