

Converting Ordinary people
into Extraordinary Business
Assets

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It's your job to help your people get:

- **a sense of achievement;**
- **a future in the organisation; and**
- **a sense of belonging to your company**

Now, how would you do that?

And why would you do that?

Why would you do this?

Because:

- **People thrive at work when they have good relationships with those around them;**
- **They know who to go to for what, and**
- **They can solve customer problems quickly**

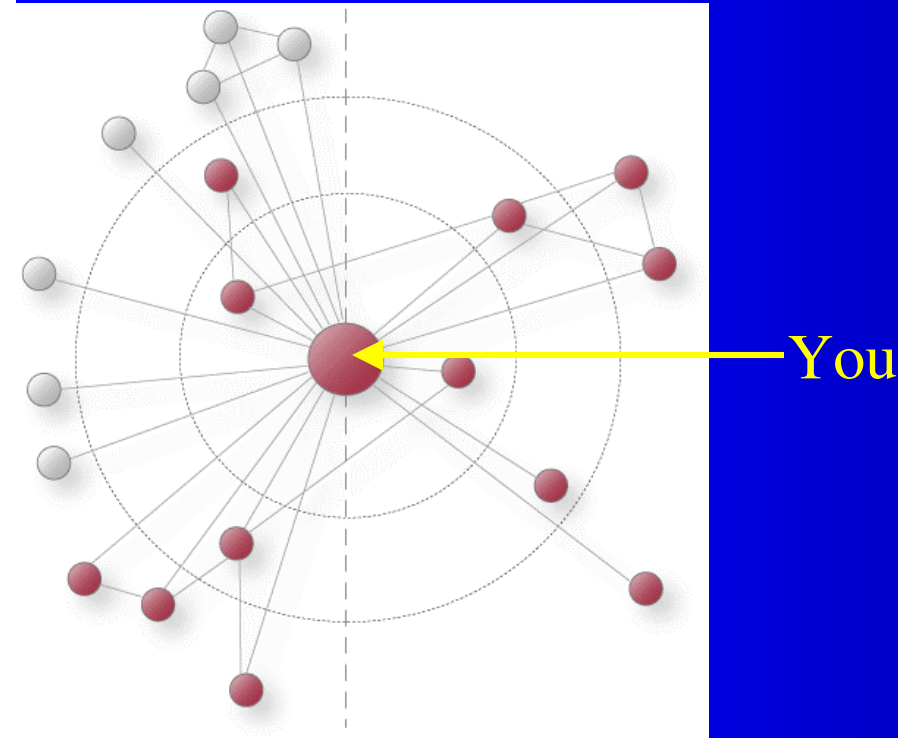
Given this is so important, how do you do this?

First, accept that the formal organisation is not enough!

You have to develop the informal organisation as well:

- **Stimulate the people networks **behind** the formal organisation chart;**
- **Make sure your people have conversations that matter; and**
- **Ensure your people find out what they need to know to do the job expanding their own informal network**

- The social atom – people who are emotionally significant for you to be learning and involved in work and life



who are the key influencers?

**who do people confide in when
they stuff up?**

**who do they go to know what's
happening?**

**who do your people listen to
when there is a crises?**

Who makes work fun?

**or when they feel uncertain
about their future or the
company's future?**

Young people now rely on connecting in cyberspace

- Myspace
 - Bebo
 - Youtube
 - Blogs
 - Txt
-
- Many young people have not learned to create face to face connections – its up to you to provide an environment where people can connect and have conversations that matter to them

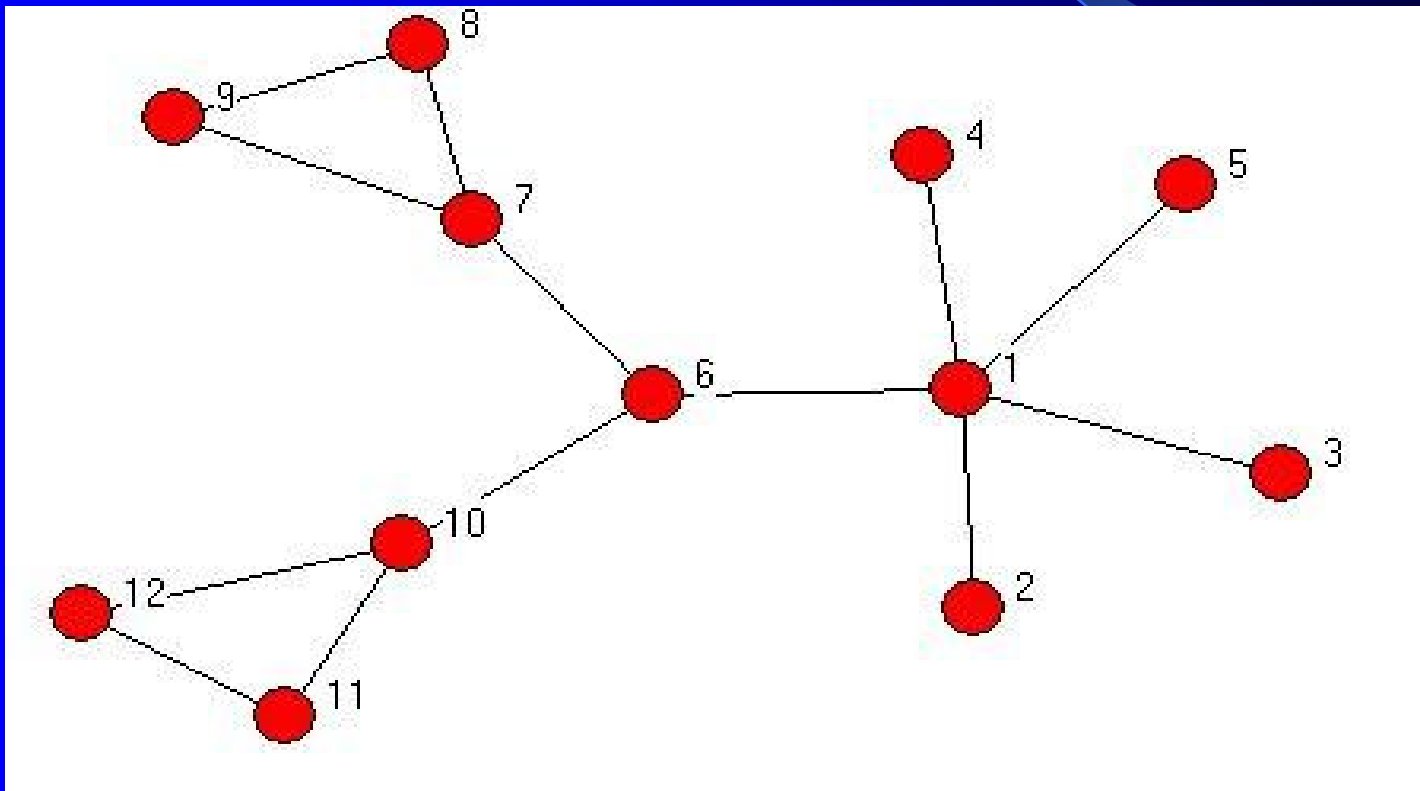
Your social atom becomes depleted when..

- Significant people people away, or the individual moves from their significant people e.g. change of location,
 - From school to work
 - From study to work
 - From Home to work
- **Emotional connections are lost**
- For people to be spontaneous, learning and alive, they need to be in emotional relationship with others around them

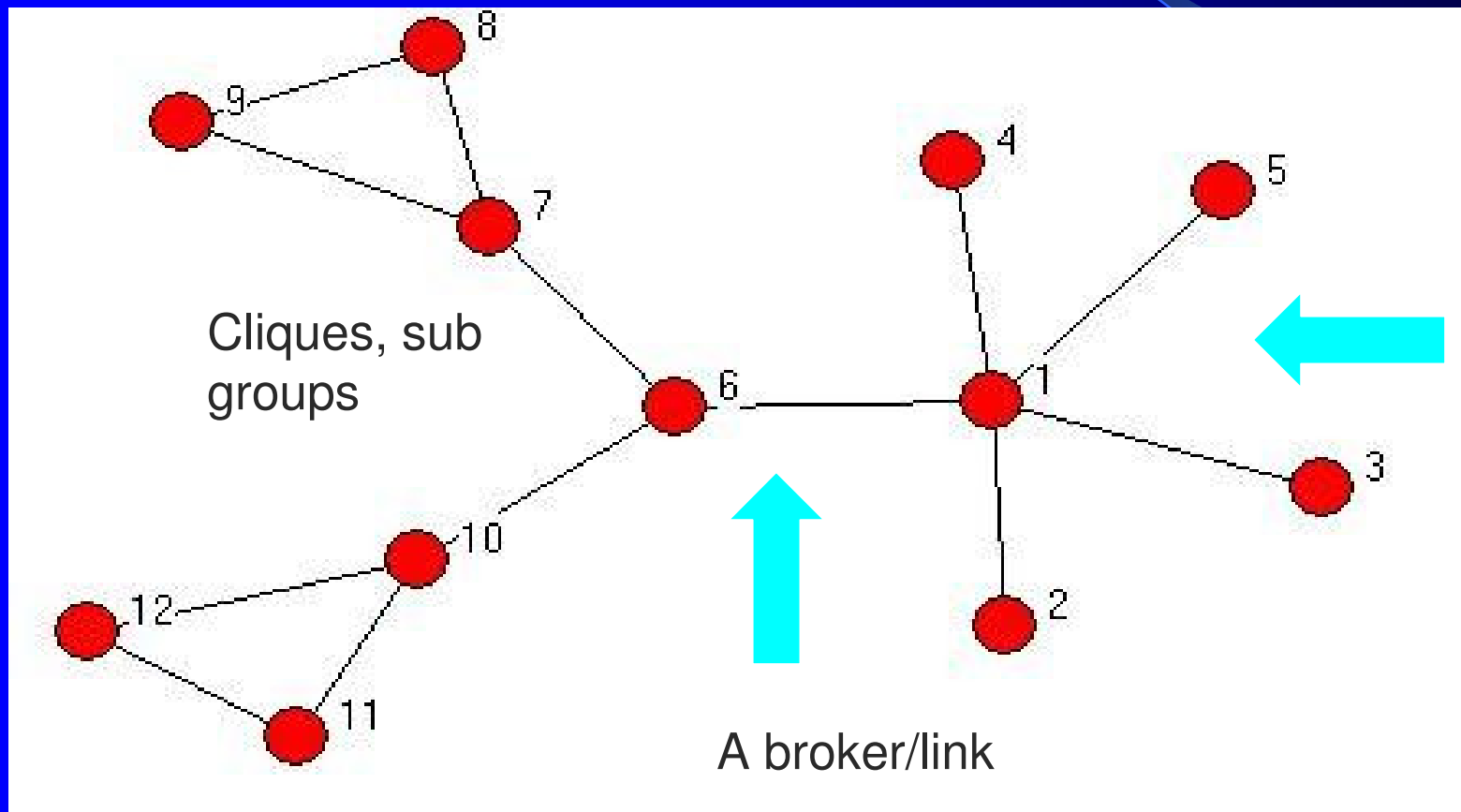
Why is it important to produce these interactions?

- **Each person's network directly affects their enjoyment and satisfaction at work;**
- **People's networks affect their willingness and capacity to contribute to the business;**
- **Each person's network directly affects how they interact with anyone they relate to;**
- **So most importantly don't be threatened by the informal networks....learn to use them.....because you can do a lot to stimulate these networks and make them work for you**

Reading the network maps: which person is the most central in this network?



Which person is the most central in this network?



Most chosen/socio metric star/person with highest 'degrees in' score

Discoveries - a picture speaks a 1000 words

- **Identifying where knowledge/stakeholder relationships will be lost with key players leaving or retiring;**
- **Connecting and integrating people and divisions post merger or restructuring;**
- **Exploring the gaps: discovering isolated or overburdened individuals or business units; and**
- **Seeing opportunities for key individuals to work together across divisions rather than restructuring.**

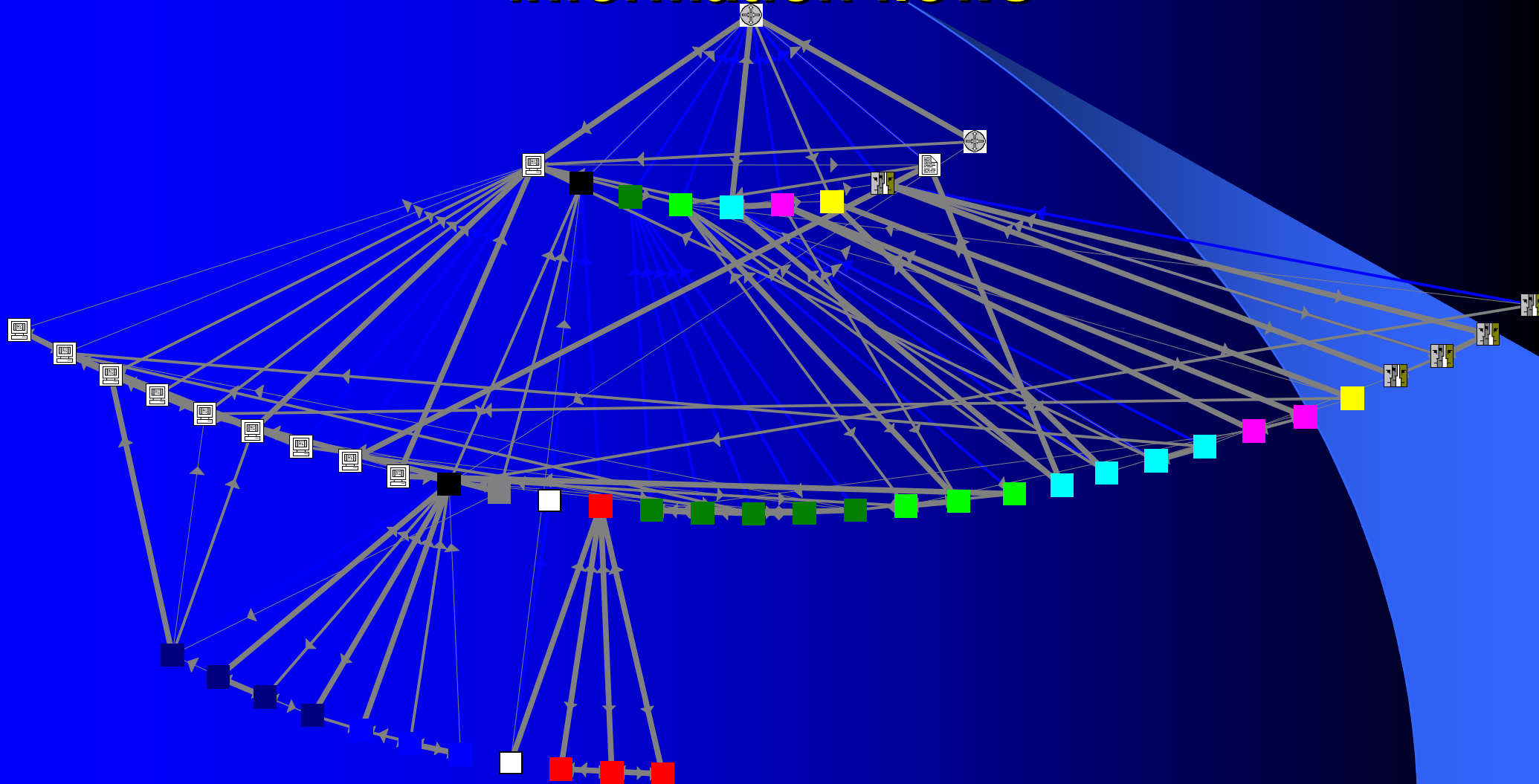
Case study

Global corporate services informal network with business as usual –

Network criterion:

the three people I work with the most are:

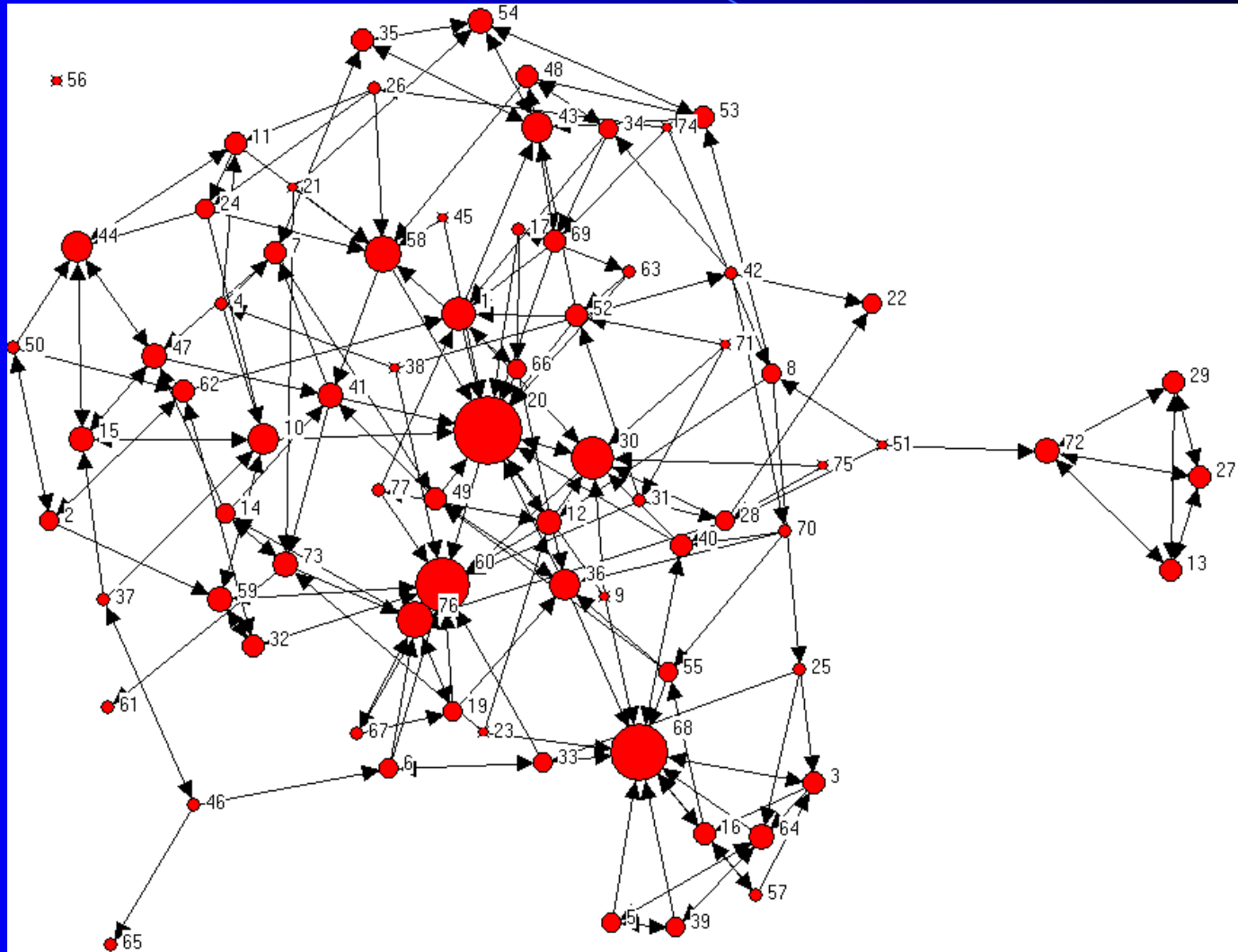
The formal and informal structures of information flows



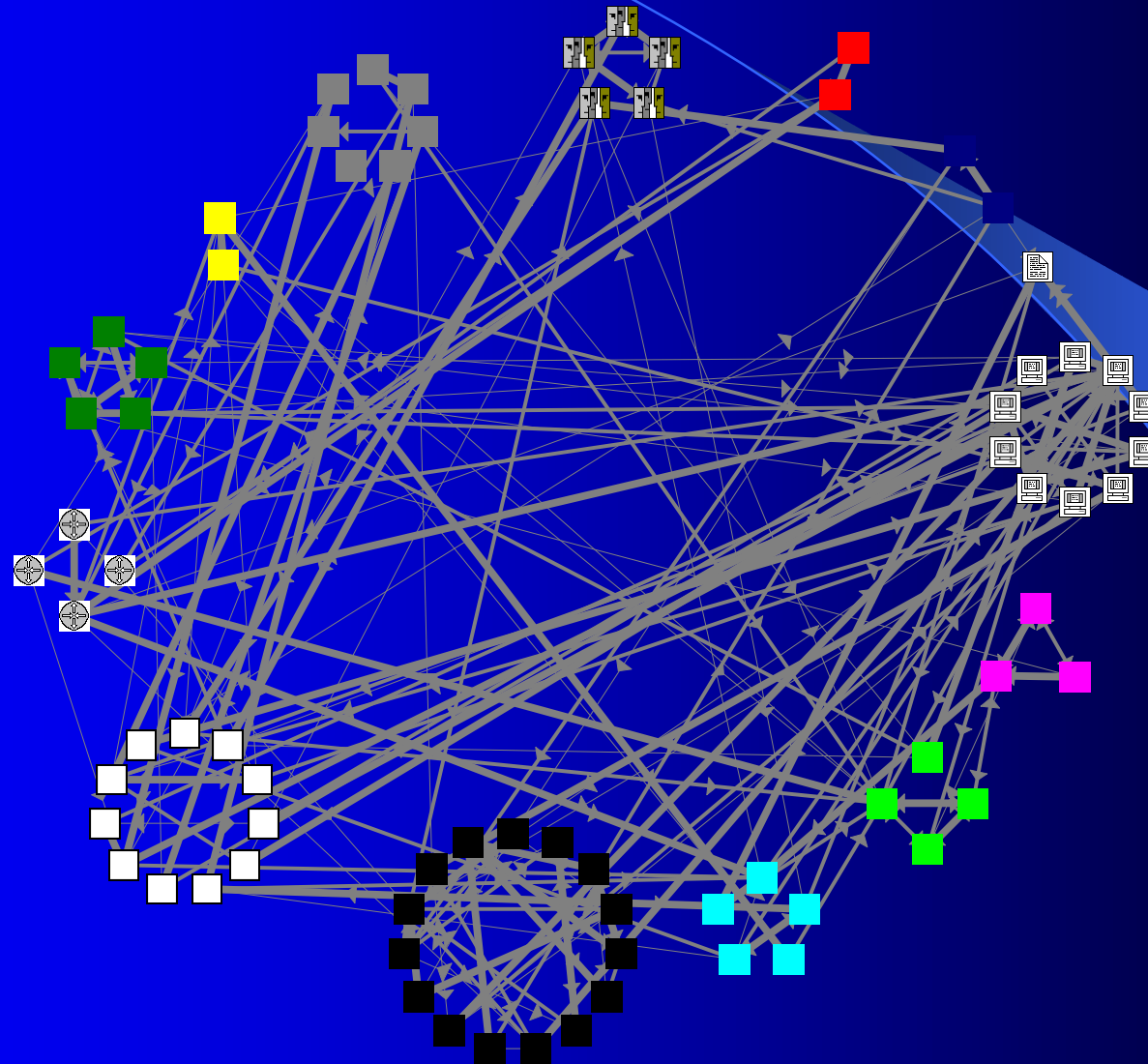
Displaying group results – who do you work with most?

Size of nodes set by number of incoming choices

You can see who is overloaded, who the key advisors are, and who is isolated



Here we can see the inter connections between subgroups – same criteria



So how are some ways you can do this?

- **Identify the informal leaders in your organisation;**
- **Know who connects with them from your team;**
- **Ensure each of your staff find someone that interests them in the organisation, have them go and find out what they do, and how it relates to what they do;**
- **Get people to find out from others one thing your contact centre is doing well, and one thing you could do better, and have everyone bring that back to the next team meeting then choose 1 or 2 to implement;**
- **Encourage your staff to network and find out how they are doing**

Learn to stimulate and read the social networks in your team

- Discover how **information flows** through your organisation: who the trusted advisors are, who are the problem solvers, and how well that works for everyone including you;
- **Identify the key informal experts**, the advisors, the leaders and who else these people might work with, learn to involve them;
- **Innovation**: discover who is working with who, and who the fresh ideas come from, and, who else they might come from;
- Discover which managers, professionals or specialists are **over chosen** and **over burdened**; and
- Discover the **trust networks** in making and implementing decisions in your organisations, especially where there are silos, and sub groups and people who need to collaborate.

Your people producing extraordinary results for your company

- **Ensure everyone in your team has people they can go to, or who come to them for advice, counsel, problem solving, laughs**
- **Encourage and produce interactions between people relevant to the culture of your team**
- **Show people pathways for more exciting or challenging involving work**
- **Create a sense of belonging in your organisation by ensuring people enjoy working with others**

Any questions?

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