

The Hidden Power of Social Networks

Understanding
How Work *Really*
Gets Done in
Organizations

Rob Cross • Andrew Parker

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THE HIDDEN POWER OF

SOCIAL NETWORKS



The Hidden Power Of Social Networks

Rob Cross



The Hidden Power Of Social Networks:

The Hidden Power of Social Networks Robert L. Cross, Andrew Parker, 2004 Identifying and Leveraging the Hidden Social Networks That Drive Corporate Performance In today's flatter organizations collaboration in employee networks has become critical to innovation and to both individual and companywide performance Executives spend millions on new organizational designs cultural initiatives and technologies to promote the sharing of knowledge and expertise across functional hierarchical and divisional lines Yet these efforts have achieved disappointing results Rob Cross and Andrew Parker argue that's because most managers have little understanding of how their employees actually interact to get work done In fact formal org charts fail to reveal the often hidden social networks that truly drive or hinder an organization's performance In this eye opening book Cross and Parker show managers how to find assess and support the networks most crucial to competitive success Based on their in depth study of more than sixty informal networks within organizations around the world Cross and Parker show how managers can implement a wide range of specific and inexpensive actions from bridging strategically important disconnects in a network to eliminating information bottlenecks to recognizing key connectors that will enhance the powerful impact networks can have on performance and innovation *Hidden Power of Social Networks* Rob Cross, 2004

The Hidden Power of Social Networks Robert L. Cross, Andrew Parker, 2004-06-02 A powerful visual framework helps managers discover how employees really communicate and collaborate to get work done and helps them identify ways they can influence these social networks to improve performance and innovation In *The Hidden Power of Social Networks* Cross and Parker experts in social network analysis a technique that visually maps relationships between people in large distributed groups apply this powerful tool to management for the first time Based on their in depth study of sixty informal employee networks in well known companies around the world Cross and Parker show managers how to conduct a social network analysis of their organization *Healthcare Knowledge Management* Rajeev Bali, Ashish Dwivedi, 2010-05-30 Healthcare practitioners and managers increasingly find themselves in clinical situations where they have to think fast and process myriad diagnostic test results medications and past treatment responses in order to make decisions Effective problem solving in the clinical environment or classroom simulated lab depends on a healthcare professional's immediate access to fresh information Unable to consult a library for information the healthcare practitioner must learn to effectively manage knowledge while thinking on their toes Knowledge Management KM holds the key to this dilemma in the healthcare environment KM places value on the tacit knowledge that individuals hold within an institution and often makes use of IT to free up the collective wisdom of individuals within an organization *Healthcare Knowledge Management Issues Advances and Successes* will explore the nature of KM within contemporary healthcare institutions and associated organizations It will provide readers with an understanding of approaches to the critical nature and use of knowledge by investigating healthcare based KM systems Designed to demystify the KM process and demonstrate its applicability in healthcare this text offers

contemporary and clinically relevant lessons for future organizational implementations The editors of this book have assembled a group of international contributors that reflects the diversity of KM applications in the healthcare sector While many KM texts suffer from pitching theoretical issues at too technical a level Healthcare Knowledge Management approaches the topic from the more versatile twin perspectives of both academia and commerce This unique text is integrative in nature a practical guide to managing and developing KM that is underpinned by theory and research The Invisible Organization Neil Farmer, 2008 We are on the verge of major breakthroughs in change management knowledge management organizational design talent management employee engagement innovation outsourcing and almost all of the traditional approaches to HR Managing and motivating people effectively in a turbulent fast changing world is for the first time about to enter the executive s comfort zone Neil Farmer explains how to adapt your organization to the informal networks that form most of the basis for communication between managers and employees It is possible to identify accurately who the key players are across informal personal networks and this book explores the key themes *The Social Capital Imperative* Kristin L. Cullen-Lester, Greg Pryor (Human resources consultant), 2024 Social capital the resources and goodwill of network contacts can be activated to enhance employees performance leadership effectiveness careers and overall organizational functioning Despite years of research highlighting networks role in addressing business challenges organizational solutions still overwhelmingly focus on enhancing individual knowledge and skills or changing formal organizational structures and processes Shifts in the business environment make adding a social capital lens to the historical human capital lens no longer just nice to do but an imperative Employees and organizations will benefit from carefully considering network connections and intentional efforts to foster their development and use By prioritizing intentional connections organizations can create a virtuous cycle of opportunities and prevent a vicious cycle of overwhelm This book guides practitioners in revealing novel insights using network analysis and creating impact by developing and leveraging organizational networks The opening section provides readers with a strong foundation in network science The remainder of the book includes review chapters and case studies in strategic application areas Review chapter authors provide readers with a strong scientific grounding explaining why networks are important for each application area and the likely implications of revealing developing and leveraging networks Case authors provide inspiration and opportunities to learn from their real life experiences sharing challenges faced actions taken and lessons learned from applying network science within organizations This book aims to provide clearer links between insights actions and outcomes practitioners can expect when revealing developing and leveraging organizational networks demonstrating the powerful perspective that a social capital lens adds **Handbook of Research on Social Dimensions of Semantic Technologies and Web Services** Cruz-Cunha, Maria Manuela, Oliveira, Eva F., Tavares, Antonio J., Ferreira, Luis G., 2009-05-31 This book discusses the new technologies of semantic Web transforming the way we use information and knowledge Provided by publisher **Networks**

for Learning Chris Brown, Cindy Poortman, 2018-01-02 Educational researchers policy makers and practitioners are increasingly focusing their attention on Professional Learning Networks in order to facilitate teacher development and encourage school and school system improvement However despite the understanding that PLNs can contribute significantly to improving teaching practice and student achievement there are key challenges regarding their use These challenges include ensuring PLNs can provide opportunities for generating and sharing knowledge within schools enabling teachers and professionals to direct their own development helping individuals change their practices through inquiry led approaches facilitating partnerships which work across a variety of stakeholders In this new edited volume Brown and Poortman evaluate these challenges from both a theoretical and practical approach A multitude of perspectives from a team of international contributors covers the importance of Professional Learning Networks the use of evidence within PLNs the impact of inter school networks international cases of networks and communities the promotion and sustainability of PLNs Also featuring case studies and exemplars to contextualise sustainable learning networks Networks For Learning is an accessible and thoroughly researched book which will be essential reading and a valuable resource for researchers teachers and school leaders who are interested in developing professional learning networks **The SAGE Encyclopedia of Educational**

Technology J. Michael Spector, 2015-01-29 The SAGE Encyclopedia of Educational Technology examines information on leveraging the power of technology to support teaching and learning While using innovative technology to educate individuals is certainly not a new topic how it is approached adapted and used toward the services of achieving real gains in student performance is extremely pertinent This two volume encyclopedia explores such issues focusing on core topics and issues that will retain relevance in the face of perpetually evolving devices services and specific techniques As technology evolves and becomes even more low cost easy to use and more accessible the education sector will evolve alongside it For instance issues surrounding reasoning behind how one study has shown students retain information better in traditional print formats are a topic explored within the pages of this new encyclopedia Features A collection of 300 350 entries are organized in A to Z fashion in 2 volumes available in a choice of print or electronic formats Entries authored by key figures in the field conclude with cross references and further readings A detailed index the Reader s Guide themes and cross references combine for search and browse in the electronic version This reference encyclopedia is a reliable and precise source on educational technology and a must have reference for all academic libraries Knowledge Management Handbook Jay

Liebowitz, 2012-06-25 Recent research shows that collaboration and social networking can foster knowledge sharing and innovation by sparking new connections ideas and practices Yet these informal networks are often misunderstood and poorly managed Building on the groundbreaking bestselling first edition of the Knowledge Management Handbook this new edition focuses on collaboration and social networking Topics covered include implementing a knowledge sharing culture embedding knowledge management activities to encourage collaboration developing a knowledge retention strategy applying social

network analysis to map knowledge flows and using systems engineering approaches for collaboration and social networking

Social Computing: Concepts, Methodologies, Tools, and Applications Dasgupta, Subhasish, 2009-11-30 Uncovers the growing and expanding phenomenon of human behavior social constructs and communication in online environments

The Transforming Leader Carol Pearson, 2012-06-04 No organizational leaders can succeed in today's fast evolving and highly connected world on their own To succeed today's leaders must not only optimize all their own faculties mental sharpness emotional depth imagination and creativity but also utilize the full capacities of those around them in a collaborative and creative manner The prestigious contributors to this volume draw on psychology sociology neuroscience social networking theory organizational change theory myths and traditions and actual experiences to discover how leaders today achieve transformational results The Transforming Leader offers an overview of what transformational leadership is how it works and how it is evolving In doing so it reframes the challenge of leading in today's interdependent unpredictable world

Serious Games Stefan Göbel, Minhua Ma, Jannicke Baalsrud Hauge, Manuel Fradinho Oliveira, Josef Wiemeyer, Viktor Wendel, 2015-05-27 This book constitutes the proceedings of the First Joint International Conference on Serious Games JCSG 2015 held in Huddersfield UK in June 2015 This conference bundles the activities of the International Conference on Serious Games Development and Applications SGDA and the Conference on Serious Games GameDays The total of 12 full papers and 5 short papers was carefully reviewed and selected from 31 submissions The book also contains one full invited talk The papers were organized in topical sections named games for health games for learning games for other purposes game design and development and poster and demo papers

The Network Challenge (Chapter 18) Eric K. Clemons, Steve Barnett, JoAnn Magdoff, Julia Clemons, 2009-05-19 The instant messaging generation wired and integrated into broad flat networks almost from birth will not function as their predecessors did when injected into the social networks that form their professional organizations IM ers are creating their own network styles and content as well as their own informal back channel networks different from those of their more senior coworkers and more compatible with their personal styles and loyalties If their adoption of workplace communications norms indeed differs from that of their predecessors how will these individuals function differently as employees and how will organizations need to adapt their training their managerial styles and their expectations of employees motivations performance and loyalty to incorporate these new employees After reviewing the literature on social networks the authors explore a few prominent and visible trends that affect employers and employees 1 changing communications technologies and their implication for social organization 2 changing perception of fact technique and reality and implications for authority and decision styles and 3 outsourcing downsizing and the erosion of organizational loyalty They then offer qualitative impressions as well as insights from an online survey of 80 respondents and explore implications for managers and organizations

Networks in the Global World VI Artem Antonyuk, Nikita Basov, 2023-05-01 The book offers a rare cross disciplinary blend of computational and ethnographic network analyses in the

areas ranging from politics and urban planning to literature and education The collected papers were presented at the sixth Networks in the Global World conference held on June 22-24, 2022 This biennial conference series revolves around key interdisciplinary issues in the focus of network analysts such as the multidimensional approach to social reality translation of theories and methods across disciplines and mixing of data and methods The chapters cover relations between social and cultural structures power and interaction in communities social media and literature The book will be useful to practicing researchers graduate and post graduate students and educators interested in social relations politics economy and culture

Opportunities and Challenges for Computational Social Science Methods Abanoz, Enes, 2022-03-18 We are living in a digital era in which most of our daily activities take place online This has created a big data phenomenon that has been subject to scientific research with increasingly available tools and processing power As a result a growing number of social science scholars are using computational methods for analyzing social behavior To further the area these evolving methods must be made known to sociological research scholars Opportunities and Challenges for Computational Social Science Methods focuses on the implementation of social science methods and the opportunities and challenges of these methods This book sheds light on the infrastructure that should be built to gain required skillsets the tools used in computational social sciences and the methods developed and applied into computational social sciences Covering topics like computational communication ecological cognition and natural language processing this book is an essential resource for researchers data scientists scholars students professors sociologists and academicians

Digital HR Amelia Manuti, Pasquale Davide de Palma, 2017-08-05 This book draws on recent debate surrounding the emergence of cognitive intelligence in organizations exploring the redefinition of the labor market and consequently employment With a particular focus on Human Resource Management HRM the authors analyse the socio cultural transformation of traditional practices and methodologies that are occurring in the workforce Digital HR presents detailed case studies and interviews with HR managers of large multinational companies providing comprehensive empirical evidence for academics and students interested in the development of HRM in today's digital landscape The book will also be valuable to practitioners and managers looking to adapt the role of HR in their own companies or organizations

Organizational Psychology and Evidence-Based Management Elaine Rabelo Neiva, Cláudio Vaz Torres, Helenides Mendonça, 2017-10-11 Adopting an Evidence Based Management EBM approach this book provides the best evidence available on a wide range of topics from Industrial and Organizational Psychology to help managers base their decisions on scientific findings Drawing on principles and methods first developed by Evidence Based Medicine EBM aims to promote the use of scientific knowledge in organizational and managerial decision making Based on this idea the book seeks to establish a dialogue between researchers and professionals of the Industrial and Organizational Psychology and Management fields translating scientific knowledge into useful resources that can be used to inform practitioner's decisions and interventions in topics such as Creativity in organizations Optimism and hope Engagement at

work Life and career planning Entrepreneurship Innovation in organizations Cultural diversity and inclusion in organizations Social networks Ageing at organizational context Work life balance Positive rule breaking Expatriation Time pressure Pacing styles and polychronicity IT Governance in a Networked World: Multi-Sourcing Strategies and Social Capital for Corporate Computing Lock Lee, Laurence, 2009-04-30 This book takes a critical look at IT Governance challenges in a world that is becoming increasingly networked IT firms are becoming increasingly reliant on alliances and partnerships to generate new value Provided by publisher CIO ,2004-06-01

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