Public Human Resource Management

Week 5
Networking

International University of Japan
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The People who Make Organizations Go-or Stop

Informal Networks in the Organization
- Do you have them?
- Are you in the networks?
- Are they good or bad?

Informal Networks in the Organization
- Find and understand key role-players in the informal networks

Key Role Players
- Central connector
- Boundary spanner
- Information broker
- Peripheral specialists
The Central Connector

Definition
- Those who link most people in an informal network with one another.
The Central Connector

Characteristics
- Not formal leaders but know who can provide critical information
- Informally acknowledged but not formally recognized

Management Strategies
- Short-term: show the network map and recognize their important role as a connector
- Long-term: More tangible rewards
- Check Workloads for a Connector

Dark Side of a Central Connector
- Creating bottlenecks/ Political/Financial purposes
The Boundary Spanner

Definition
- Those who link people b/w inside and outside the informal network (central connector in other networks)
The Boundary Spanner

Effective when different kinds of expertise are needed.

• Rarely exists

• Too much time spent on developing an external networks
  - May not be welcomed in the organization
The Information Broker

Definition
- Those who connect the various subnetworks in the organization (otherwise networks become incomplete.)
Information sharing through information broker

What if the information broker leaves?
- Central connector to develop more connections
The Peripheral Specialist

Definition
- Those who operate on the periphery, but serve as experts with specific kinds of information or technical knowledge
New hires are on the periphery, but not the peripheral specialists

They stay intentionally alone; leave them alone!
Managerial Implication
Let people know where they are located in the networks
Manipulate networks as management intends
Types of Relationship Networks

1. Advice Network
Shows the players in an organization on whom others depend to solve problems
Show the most influential players in the day-to-day operations of a company
Useful for considering routine changes

2. Trust Network
Reveal the causes of non-routine problems such as poor performance by temporary teams
Shows which employees share political information
Examine trust networks when implementing a major change or experiencing a crisis

3. Communication Network
Reveals employees who talk about work
Identify gaps in information flow, the inefficient use of resources, and the failure to generate new ideas
Should be examined when productivity is low
The Formal Chart Shows Who’s on Top

Leers (CEO)

Integrated Communications Technologies
- Muller
- Jules
- Baker
- Daven
- Thomas
- Zanado

Data Control Systems
- Hottle
- Atkins
- Kibler

O’Hara (SVP)
- Bair
- Stewart
- Ruiz

Software Applications

Field Design
- Harris
- Benson
- Fleming
- Church
- Martin
- Lee
- Wilson
- Swinney
- Carlson
- Hoberman
- Fiola

Calder (SVP)
The Company Behind the Chart

From Whom Do You Get Advice? (Advice Networks)

Whom Do You Trust? (Trust Networks)

The Advice Network Reveals the Experts

But When It Comes to Trust...
How to Develop Networks?
- Time and Proximity
Centrality in the Network

Degree Centrality
- The number of nodes that are connected to that node

Betweenness Centrality
- The share of times that a node i needs a node k (whose centrality is being measured) in order to reach j via the shortest path

Closeness Centrality
- How close a node is to all the other nodes in a network
To whom would a person on a column go for work-related advice? (1=least - 5=most)
With whom would a person on a column develop personal friendship? (1=least - 5=most)

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<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>n.a.</td>
<td>1,2,3,4,5</td>
<td>1,2,3,4,5</td>
</tr>
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Application of Social Network Analysis

How would you identify maladjusted employees?

How would you manage them?

Strengthening Network Ties through Mentoring of Alienated Personnel