
Understanding organizational communication networks

Dr. Espen Andersen
Norwegian School of Management
The Concours Group

The Concours Group

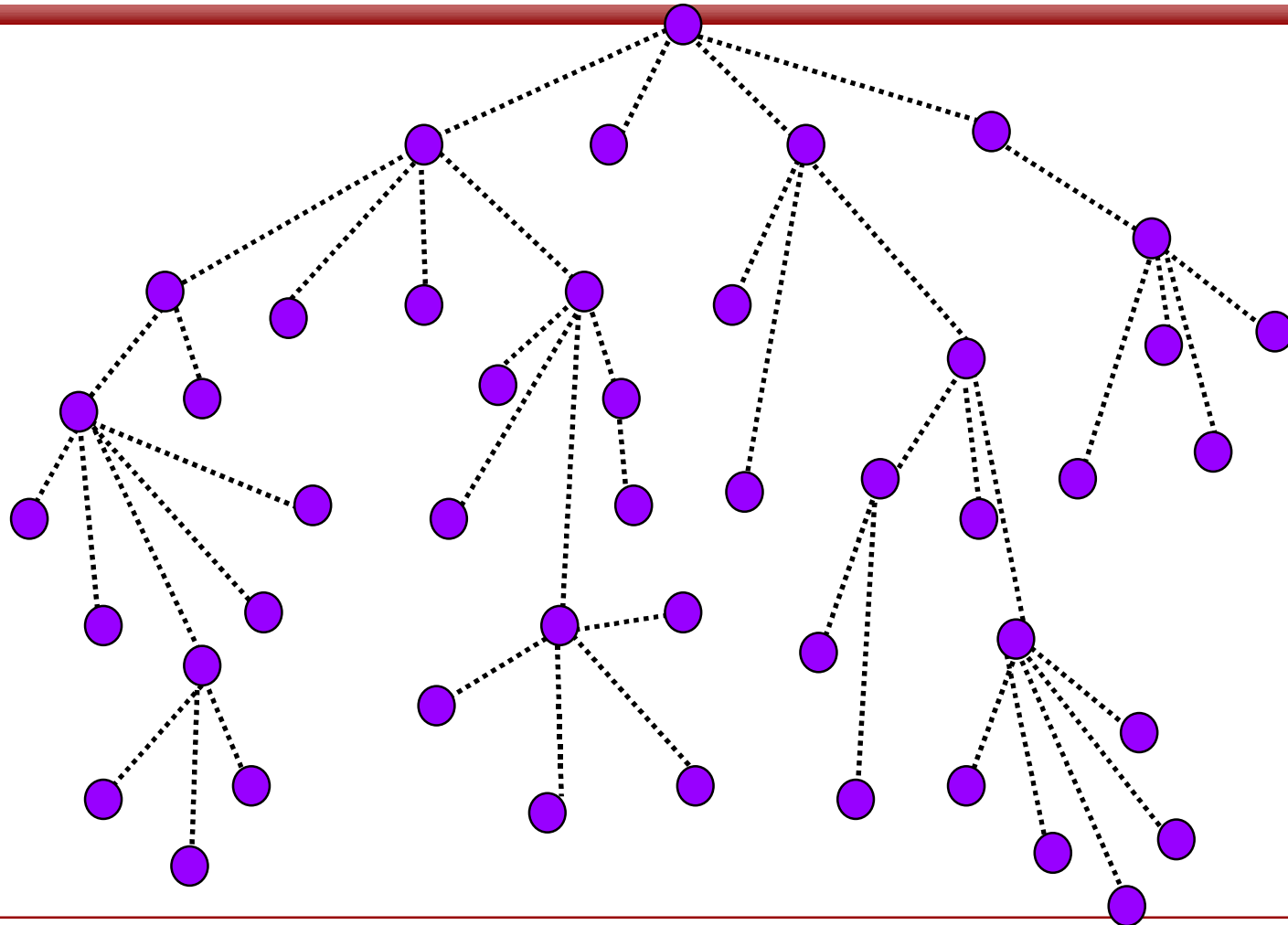


So you need to communicate?

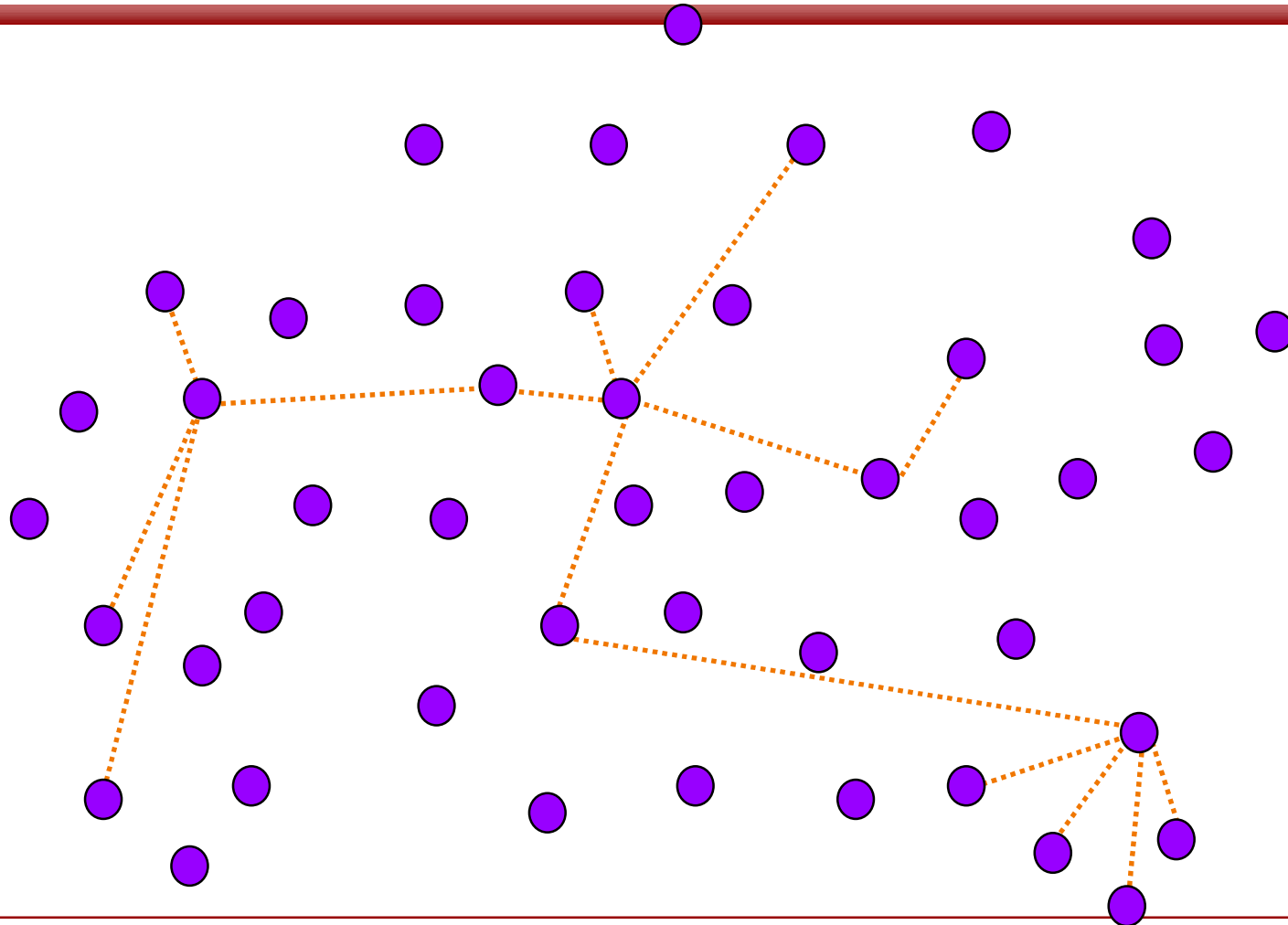
- In observing the work of executives, particularly newly minted CIOs, I have found that there are different skills needed to *become* an executive that to *be* one.
- In particular, many budding CIOs misunderstand organizational communication -- thinking it has anything to do with formal networks or functional categorization.
- Organizations consist of many networks -- and if you track who communicates with whom, you can get some interesting examples.
- The following slides illustrate this*.

*The organization is fictionalized.

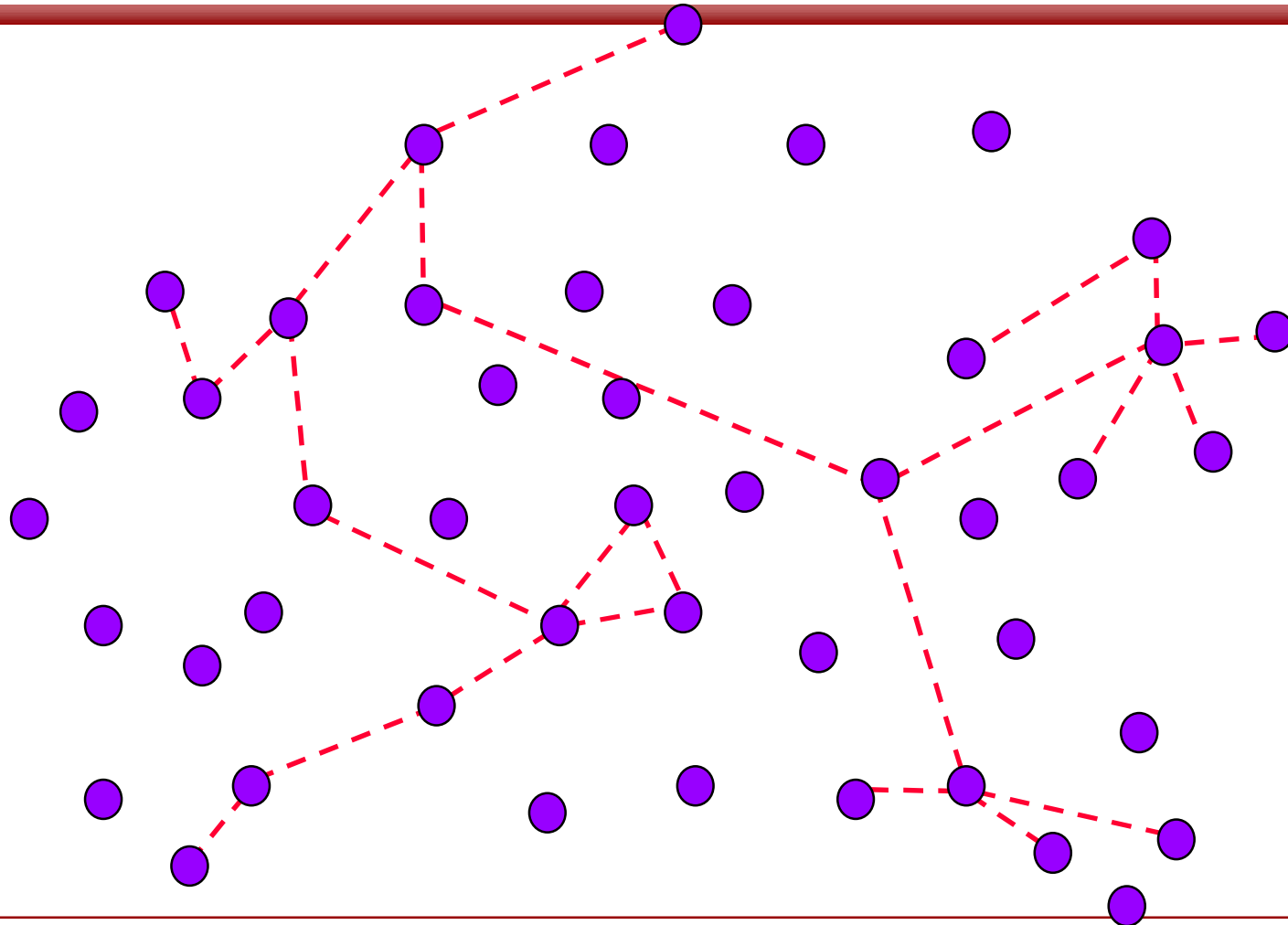
Organizations normally keep track of the formal communications patterns in the organization....



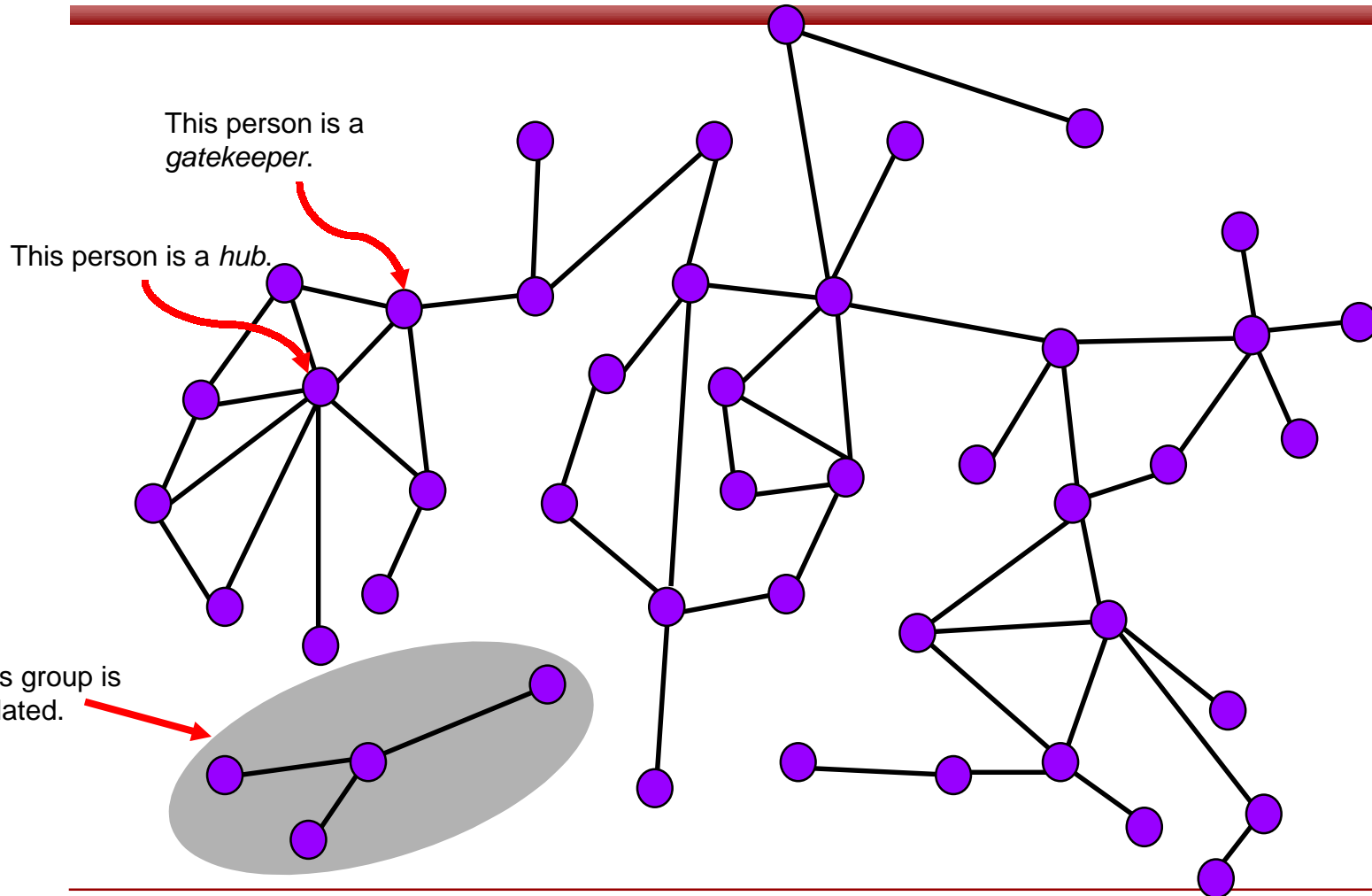
Alternative networks can form based on group membership -- i.e., women



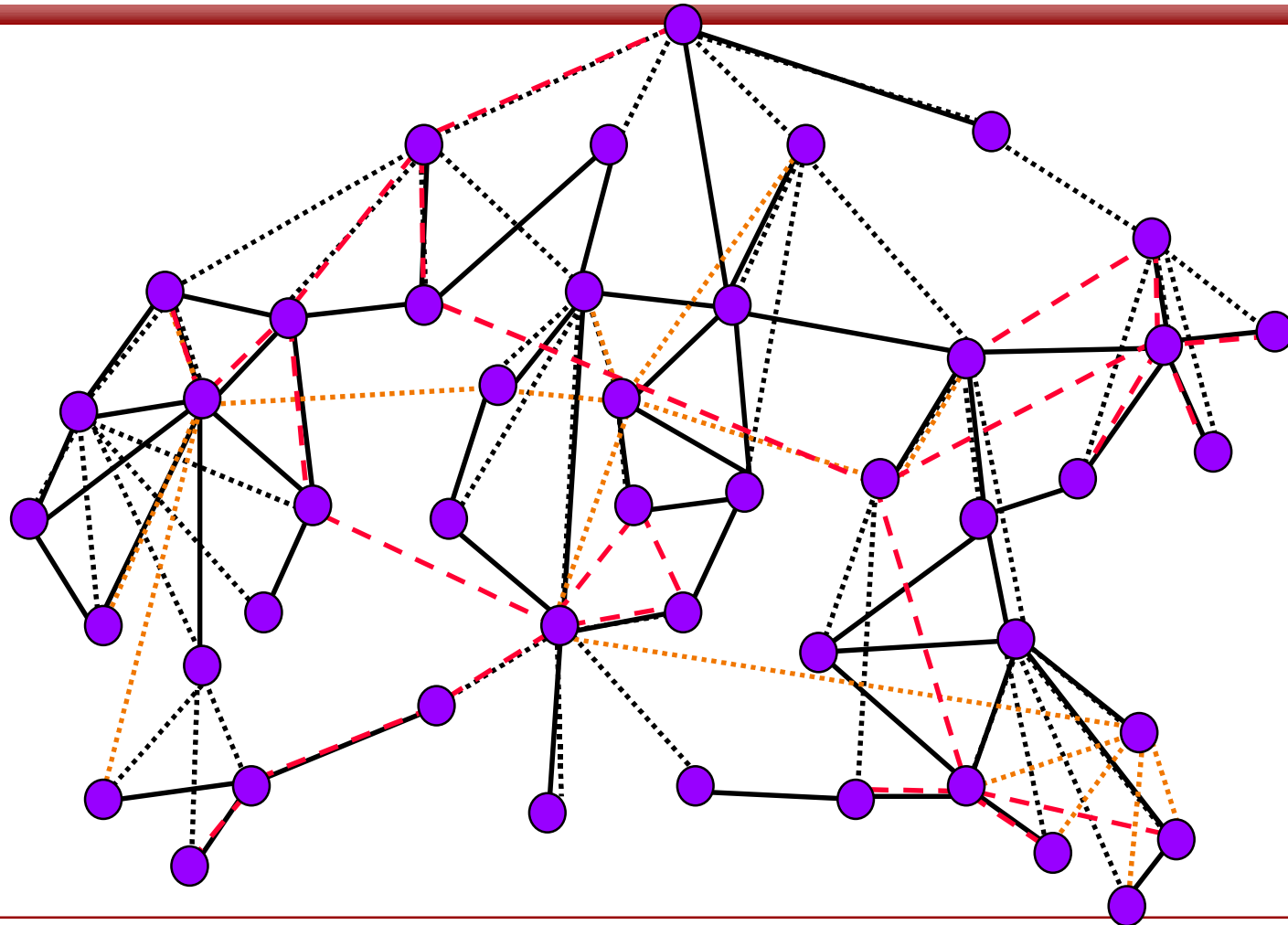
....or, even less visible, smokers (who meet outside the building.)



With electronic media, the *real* communications network can be completely unrelated to group memberships or formal organization position



An effective dialogue requires knowing which network to use for what message.....



...so, how about that communication?

- Which network(s) will you use for your message?
- Where are the gatekeepers you need to talk to get access?
- Which hubs do you talk to to get interaction?
- Where are the isolated groups?
- Can electronic tools help in locating the networks and communicating with them?