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# Understanding organizational communication networks

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## So you need to communicate?

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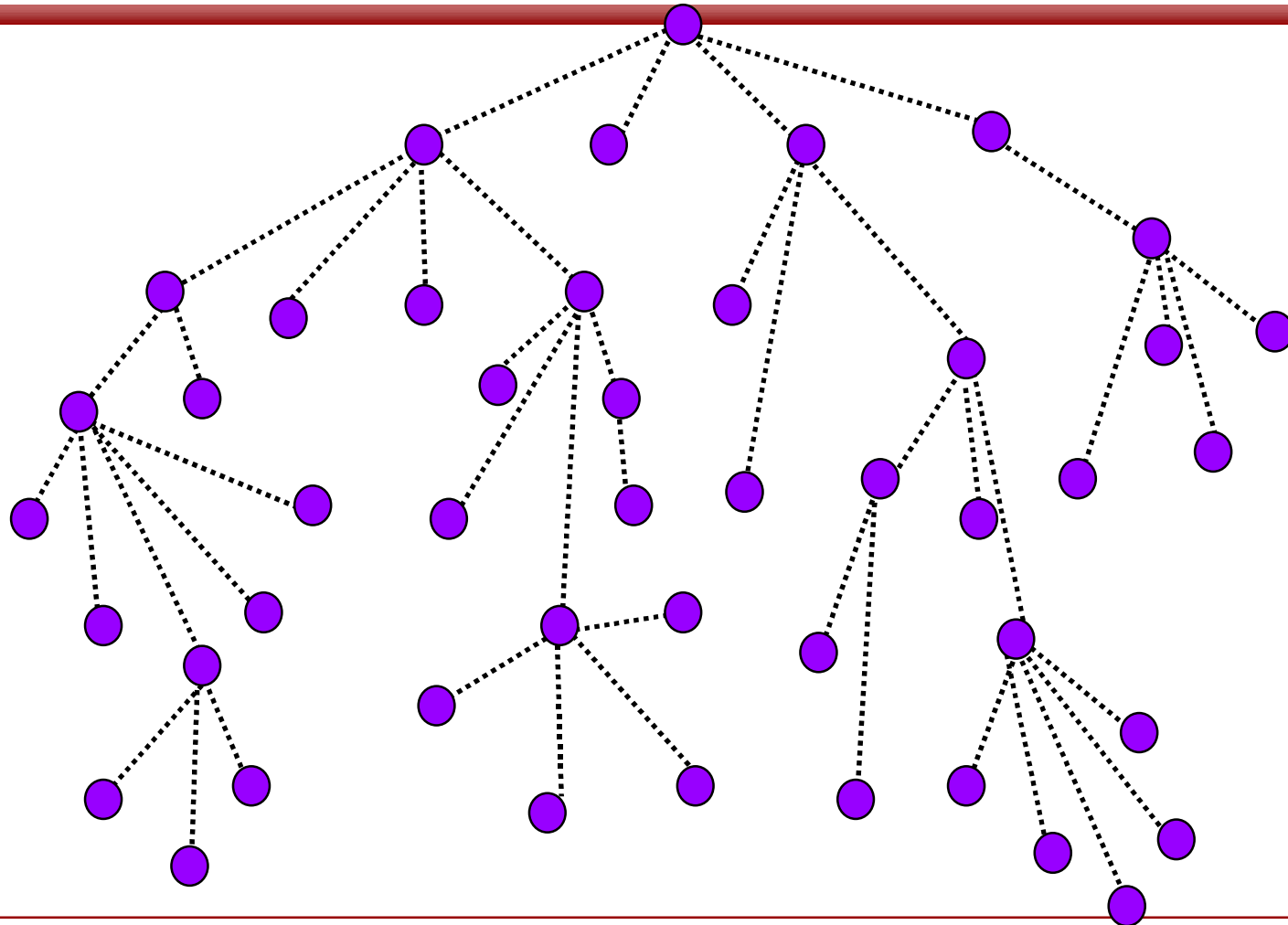
- In observing the work of executives, particularly newly minted CIOs, I have found that there are different skills needed to *become* an executive that to *be* one.
- In particular, many budding CIOs misunderstand organizational communication -- thinking it has anything to do with formal networks or 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.

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

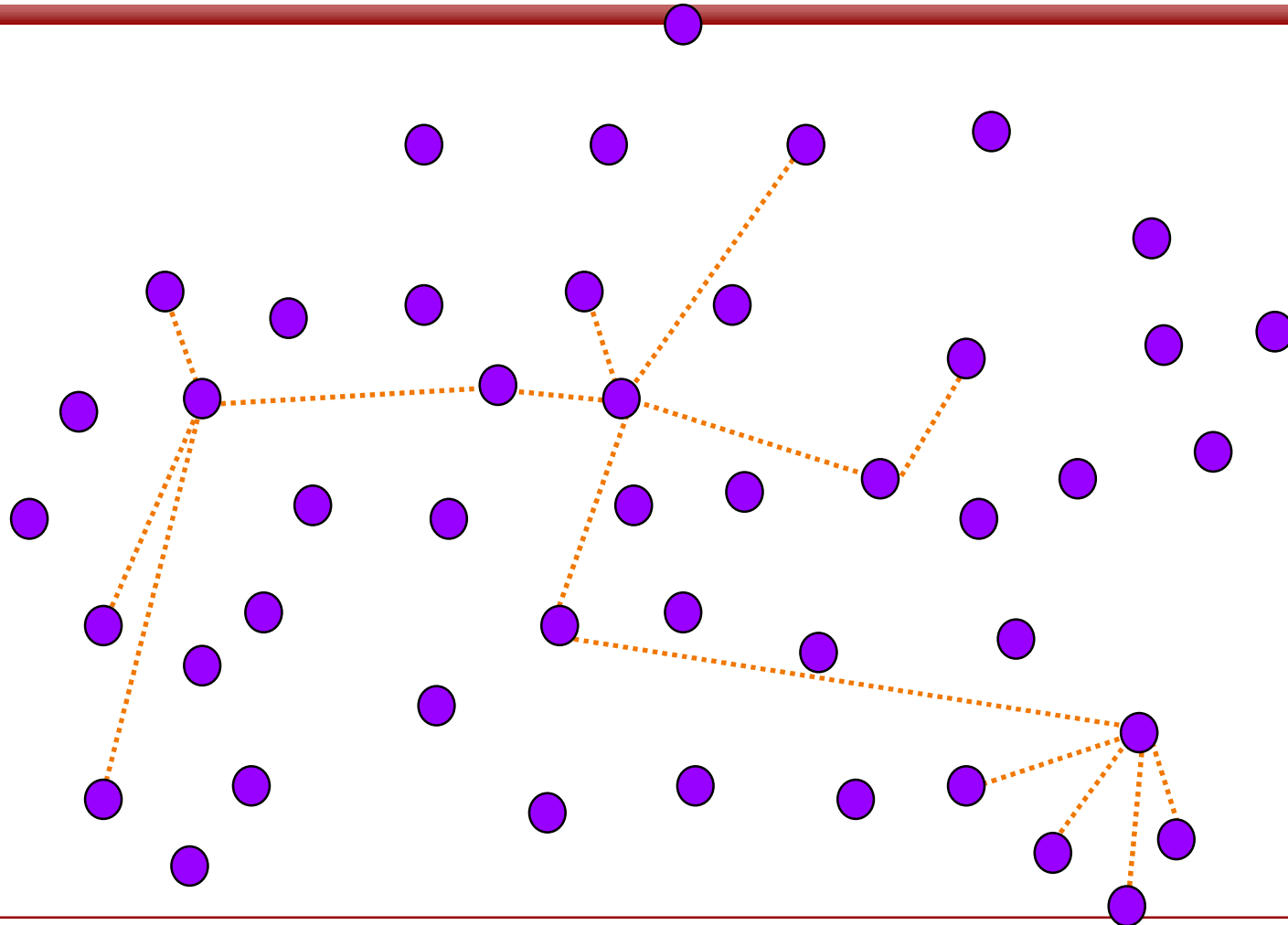
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# Alternative networks can form based on group membership -- i.e., women .....

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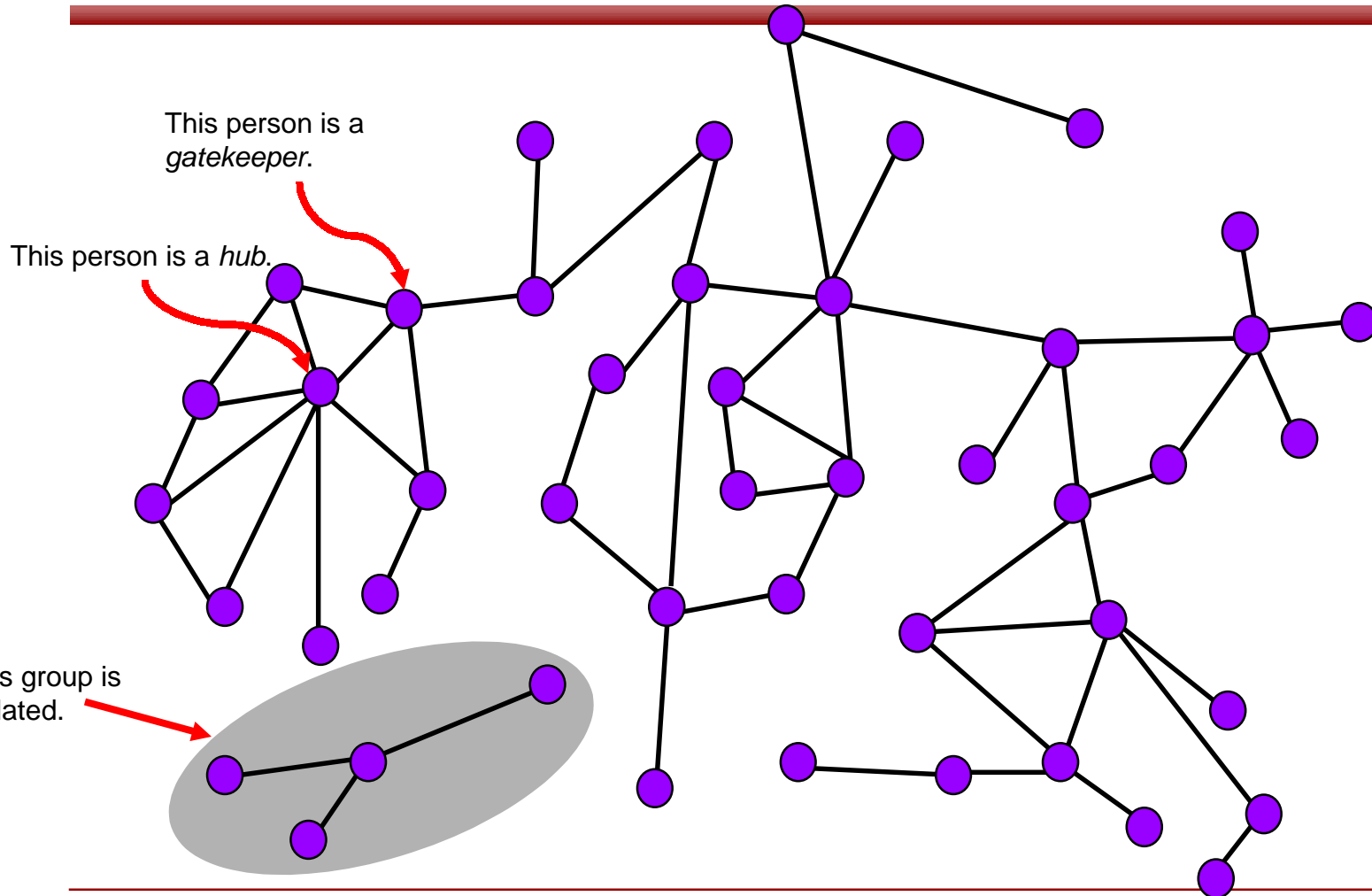




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# With electronic media, the *real* communications network can be completely unrelated to group memberships or formal organization position

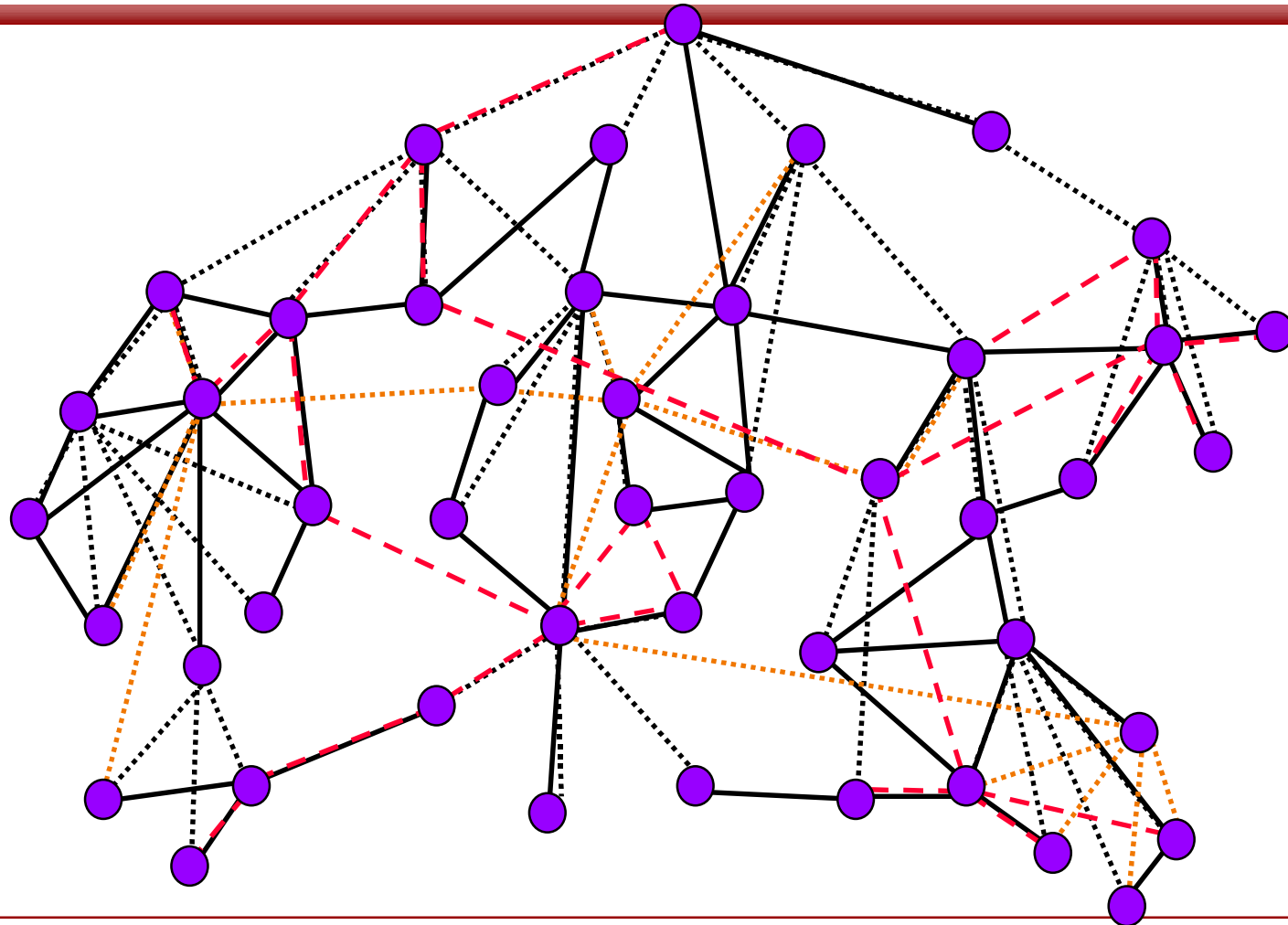
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**An effective dialogue requires knowing which network to use for what message.....**

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## ...so, how about that communication?

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- 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?