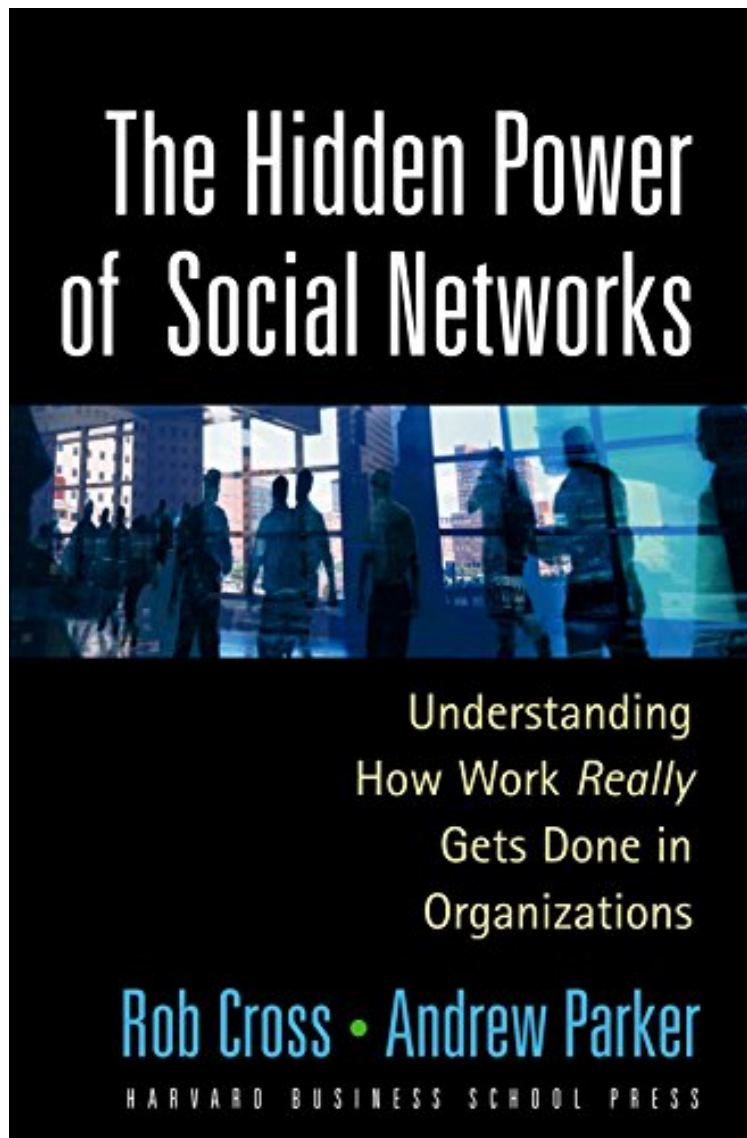


(Library ebook) The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations

The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations

Robert L. Cross, Andrew Parker
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Robert L. Cross, Andrew Parker : The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations before purchasing it in order to gage whether or not it would be worth my time, and all praised The Hidden Power of Social Networks: Understanding How Work Really Gets Done in Organizations:

4 of 4 people found the following review helpful. In support of the Social EnterpriseBy Laurent PacalinHaving designed and deployed social enterprise applications for several years, I read "The hidden power of social networks" a

second time to contrast my own experiences against others. I was compelled to recognize that many if not most of Cross and Parker's insights are still very valid today. Their focus on developing a sense-and-respond organizational capability, as well as, creating energy in organizations is dead-on. With the benefit of hindsight, I would say that the power of social networks is no longer hidden and that even greater attention should be placed on the "networked" rather than the "network" itself. Today, applications like LinkedIn, Jive and Lithium are enabling much more dynamic, portable and adaptive networks, allowing spontaneous "natural hierarchies"!

2 of 2 people found the following review helpful. Knowledge is Power By Retired Reader Although the authors do not say so, this book is really about knowledge based organizations as either independent entities or as part of a larger organization. Information is the essential raw material for all knowledge based organizations. This book then is really about how information flows through such an organization and how information based decisions are developed by means of social networking. Social networking has long been identified by sociologists as the indispensable inter-personal relationships for group cohesion and effectiveness. Cross and Parker have taken this concept one step further and demonstrate that the acquisition and flow of information in a knowledge based organization is dependent on such social networking. Indeed they maintain that by reconstructing existing corporate social networks it is not only possible to identify the real production flows, but also those individuals who expedite or impede that flow. Along the way they identify such personality types as 'energizers' and 'de-energizers' as well as bottle necks and uneven distribution of tasks and responsibilities. They also identify peripheral individuals and groups that often become ineffective because they become too isolated from the main flows of information. Perhaps the most important point they make is that for a 'knowledge based enterprise' information sharing and collaboration are absolutely essential for the successes of the enterprise. Again although they do not specifically discuss this, reconstructing a social network also identifies an organization's real leaders as opposed to notional leaders. Indeed they point out an organization's formal organization chart (beloved by bureaucrats everywhere) often has nothing to do with work flows or actual relationships. But it should be noted that Cross and Parker describe social networking as it occurs within a hierarchical framework, with an identifiable decision making system in place. Their concept is closer to the information driven Network Centric Warfare (as developed by the U.S. Military) than the free wheeling networked type of organizations as described in the book, "The Starfish and the Spider" (Penguin, 2006). Yet perhaps a networked type of organization may be what their concepts of social networks will eventually create. This is a book well worth reading.

0 of 0 people found the following review helpful. The importance of the social networks. By Edoardo Angeloni This book talks about the methods that always more agencies utilize for a better efficiency. The social networks are all media which we can use in the job, by Internet to the focus group. They can make the life in the work easier and nearer to the different necessities. The informatic flows activate the instructions for a complete participation to the life in the agency. The logics in the network is studied by the game theory, but it is related to a good approach in according to the common sense. The most important thing in fact is the good relations between the workers.

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.

From Publishers Weekly That organizational charts rarely describe functional hierarchy is obvious to any employee who's ever tried to adhere to one. Instead, survival often depends on incorporating oneself into unofficial social networks that allow one to gain access to necessary information and to collaborate with the colleagues who can actually get things done. In this dense but useful volume, Cross and Parker—both consultants with IBM's Knowledge and Organizational Performance Forum—give readers insight into how such unofficial networks form and function. They also share their methodology for rendering these basically unseen networks visible to managers. By literally mapping information flow and collaboration patterns among the people who make up a department or firm, they can pinpoint individual bottlenecks, essential employees and those who have been pushed to the periphery or whose expertise is underutilized. Their analysis enables managers to adapt their strategies to exploit and support these now visible networks and improve overall productivity. Rather than using their book as a forum to garner new consulting business—with a 'kids don't try this at home' approach—they encourage readers to pursue network analysis at their own organizations by arming them with step-by-step instructions through two appendixes. The authors present their material in the nitty-gritty style of an evening business course, with lots of charts and examples. They take their mission of arming managers with a substantive strategic tool very seriously. In this way, theirs is unlike many management books that are high on concept and lacking in application—Cross and Parker provide a guide that is directly applicable to improving the functionality of any organization. Copyright © Reed Business

Information, a division of Reed Elsevier Inc. All rights reserved. "Cross and Parker offer managers suggestions for improving their organizations' social networks." -- CIO Magazine, June 1, 2004 "When networks organize themselves, they can drain coordination, learning and performance. The solution...is to make the network visible." -- Time Magazine, June 21, 2004 About the Author Rob Cross is an assistant professor at the University of Virginia's McIntire School of Commerce in Charlottesville. Andrew Parker is a Research Consultant with the IBM Knowledge and Organizational Forum in Cambridge.