

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

Chapter 1 : Informal organization - Wikipedia

Employees can leverage the power of informal relationships by building both strong ties, relationships with a high frequency of interaction, and weak ties, those with a lower frequency.

The fluidity and informality of teamwork has always meant that capturing ever changing team membership and dynamics has been virtually impossible at any scale. While the science behind Organisational Network Analytics ONA pioneered by the likes of Karen Stephenson and Rob Cross is well established, tried and tested, the ability to scale these insights has always been a major hurdle to these powerful data points going mainstream. Informal networks are finally visible Fig 1 “ Revealing the relationship that underpin the formal hierarchy Recent technological leaps by companies like my own trustsphere. I predict that will be the year that ONA goes mainstream and finally gets the recognition that it deserves, as it demonstrates how it can quickly shine a light on these types of business critical questions: Who are our most influential employees? Fig 2 “ Finding the hidden influencers that hold the network together By measuring the Betweenness Centrality , Eigenvector Centrality and some other secret sauce , ONA can quickly quantify the ability of an employee to exert their influence and even who within the organization they can actually influence in their informal network. This enables organisations to find the hidden influencers in their organisation who can help drive change and support business transformation. Who do we actually need to be succession planning for? Fig 3 “ Who has the most unique and useful networks? The next step is to understand which employee would be the best fit, who has already built a similar network or show the network potential of a possible successor. How immersed are my employees in our organization? Fig 4 “ Mapping an employee changing network immersion From tracking the speed and spread of a new starters network to identifying hidden zombies , vampires and identifying potential flight risk, ONA can be used to provide real time insights on the growth, plateau, stagnation and shrinkage of employees internal and external networks, a key signal in overall engagement and performance. What does good leadership behavior look like? Fig 5 “ Quantified evidence of leadership behaviours Measuring the number of strong relationships that a line manager has with their direct reports, understanding how a great leaders network is spread across the organisation and benchmarking the networks of the best leaders is all now possible. Supplying vital data and action oriented coaching advice helps organisations develop their own leaders. Fig 6 “ Measuring collaboration for individuals and teams Measuring collaboration has always been difficult, measuring changes in collaboration, virtually impossible, but ONA supplies data on the flows of information, the strength of relationships and the network activity of individuals and the teams and units they work in. Suddenly collaboration has gone from abstract and theoretical, to measurable and actionable. HR teams have focussed a lot on the formal structure and hierarchy of the organization, but with computational advances and innovative technologies in the market, it is finally possible to study the informal networks in an organization, at scale. If you could see the network of human activity that powers your organization, what do you think would be the first thing that it would reveal? About Greg Newman Greg is the Product Manager for People Analytics at TrustSphere; creating revolutionary insights into how employees work and create value at work, ultimately driving data-driven decision-making. With over 18 years of experience in HR technology, he is an expert in the field. I work with a broad range of people anyone [really] who shares our passion for changing the way we work.

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

Chapter 2 : How to Network Your Organization | Digital Tonto

The word networking is a common used word in these days. But people hardly define a network and the difference between formal and informal networks.

Start A Side Business 10 Simple Tips for Successful Informal Networking I recently wrote an article for the Huffington Post in which I shared with readers my love for informal networking and how I seem to be a magnet for bizarre networking encounters Hint: One such encounter happened as I was wrapped in a towel in the gym locker room! As much as I seem to be a magnet for these random networking opportunities, I also make a conscious effort to put myself out there when it comes to making new connections. Networking is important in the corporate world, but it is imperative when leading a start-up. There are plenty of formal networking tips worth sharing, but for now I would like to share with you my top tips for informal networking. Here are some of my favorites! My 10 best and simple! Before you meet someone: Seek opportunities to meet people in casual settings Whether it is joining a local Happy Hour meet-up you can often find great events listed on Eventbrite , joining a local kickball league, or just attending a local gym, always be on the lookout for hot spots to meet new people. Carry business cards You never know when the opportunity will strike to make a connection that will ultimately benefit your business. Carry business cards at all times, especially business cards that include social media profiles such as your Twitter handle , to make it easy for people to connect with you outside of email. As a bonus, looking sharp will also boost your confidence and will in turn give you the motivation to put yourself out there more to others! Make eye contact Making eye contact demonstrates that you are truly focused on your conversation. It makes the other person feel heard and important. This basic tactic goes a long way in making a positive long term impression. Just be prepared to actually follow up! Never have a meeting without the expectation that something should follow. Set yourself up for the follow-up. Before ending the conversation with your new connection, tell him or her how you plan to follow-up. Of course, follow through on the commitment. After you meet someone: Follow-up immediately After you meet someone, your encounter is fresh in their mind! keep it that way! Immediately after meeting someone new, send the person an email, Tweet, or give them a call thanking them for taking the time to meet you. If you met someone who does social media marketing and you know a friend looking to hire a marketing consultant, facilitate an introduction. As an added bonus, contacts often put me in touch with some of their fabulous connections in return. Keep in touch mark it on your calendar! When you meet someone new, be sure to mark your calendar with future check-in dates with that person. Do you want to connect with them monthly, quarterly, or semi-annually? Whatever the desired frequency may be, marking these check-ins on your calendar is a helpful reminder to keep the relationship going. How do you best bridge connections with others as a young entrepreneur? Carrie Rich is the co-founder and CEO of The Global Good Fund , an organization dedicated to investing in the leadership development of high potential young entrepreneurs committed to social impact.

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

Chapter 3 : Informal Communication Networks

Networking is like the teethbrushing of career growth: you always have to do it, even when you're tired; the more you do it, the healthier you are; and sometimes, it leaves you with a minty fresh feeling. And informal networking is like the flossing that always gets skipped even though it is recommended strongly by your dentist.

Grapevine Communication Grapevine communication is the informal communication network within an organization. The grapevine is used to spread information bypassing the formal communication structure. Just like the grapevine plant: The grapevine is formed by individuals and groups in an organization. The people in the groups have something in common that links them together. A person can belong to one or more groups. As an example, a manager can belong to a group of women that go to lunch together every Friday. She can also belong to a group of managers in her department that talk about work in informal ways. She could have a third group of people scattered throughout the organization with which she shares other common interests outside of work. The manager in this example is likely to pass information across her three main, informal networks. In some ways, she is verifying the accuracy of the rumors she hears. Disadvantages of Grapevine Communication There are some intrinsic dangers in bypassing the organizational channels to get to the facts of the matter. The main danger is that much of the information that gets spread through the grapevine is not verified. Some of the information is likely false and difficult, if not impossible, to verify. We discount information when the source is a known gossip. To justify our participation in spreading the rumor, we tell ourselves that part of it must be true. The main reason why we give credence to a rumor is that it seems to match what we think about the situation or person that the rumor is about. We also tend to believe the person sharing the rumor with us. The terms rumors and gossip are used sometimes interchangeably, but rumors are not quite the same as gossip. Despite its disadvantages, the grapevine can serve a purpose. Advantages of Grapevine Communication Grapevine communication creates a social bond where none existed. People like to talk to one another; whether they talk about work or family, or anything. Teams become more cohesive when members talk to one another outside of the project or assignment they may be working on. Informal communication lends itself to bonding. The grapevine fills in a gap that is left when official information is missing, especially in chaotic or changing times. Even in organizations where management is very proactive about communicating change and keeping employees informed, the grapevine helps to fill in the blanks. This is a two edge sword. On one hand, people will think twice about taking what they know is a wrong course of action. On the other hand, they may also think twice about taking a necessary risk and doing the right thing, fearful that appearances that may give rise to rumors. Recognizing its pros and cons can help you use it to your advantage. Do you have a great story about this? Have you found other pluses or minuses of the grapevine? Have you found others ways that people use the this informal communication network?

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

Chapter 4 : Informal Networks | Informal Business Networks & Social Media

Moral of the story: Networking can come from anywhere! I don't need to be in a professional setting to network and meet new people who will enrich my life and career and vice versa.

A formal organization is the literal structure of the organization including its organization chart, hierarchical reporting relationships and work processes. The informal organization, often called the grapevine, is the informal working relationships that develop in organizations and contribute strongly to the work culture.

Organizational Chart An organizational chart effectively outlines the structure of the formal organization. It shows the hierarchy from the CEO and top management to mid-level management to front-line employees. It also shows the horizontal interrelationships of various functional divisions or departments. The organizational chart provides a functional framework and is important in the workplace to establish stability, clarity in working relationships and reporting relationships between superiors and subordinates. The Grapevine Though top management in some companies does not consider the reality of the informal organization when trying to establish culture, it does have a significant influence on workplace dynamics. Employees interact with each other at lunch, in the break room and in daily interactions in passing. If these encounters are generally negative, work morale is typically poor.

Office Politics Balance When front-line employees get promoted into management positions, they often forget the importance of balancing the formal structure and informal networks within organizations. Disciplined structure and clear reporting relationships are important. However, managers also have a lot to gain by remembering that informal networks are real and useful. Managers can often get the most insight on how employees feel and how departmental teams are functioning through informal, friendly conversations. While formal relationships are key to accomplishing organizational and departmental objectives, they are sometimes restrictive to open interaction. Understanding the direct reporting relationships outlined in the organizational chart is often less important than knowing the "go-to people" in your company. For ambitious employees, this may mean looking beyond immediate coworkers and managers and finding helpful mentors and internal coaches that want to help them succeed. Information communication networks are also a useful means of learning how the company works beyond just what is conveyed from top management.

References 2 Business Dictionary: Organizational Chart About the Author Neil Kokemuller has been an active business, finance and education writer and content media website developer since He has been a college marketing professor since Kokemuller has additional professional experience in marketing, retail and small business.

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

Chapter 5 : The Power of Informal Networking | HuffPost

the network of unofficial relationships among an organization's members Social network analysis identifies the informal structures and their embedded social relationships that are active in an organization.

Blau and Richard M. Emerson, who in addition to Homans are generally thought of as the major developers of the exchange perspective within sociology. Although there are various modes of exchange, Homans centered his studies on dyadic exchange. When one finds they are rewarded for their actions, they tend to repeat the action. The more often a particular stimulus has resulted in a reward in the past, the more likely it is that a person will respond to it. The more often in the recent past a person has received a particular reward, the less valuable any further unit of that reward becomes. Peter Blau focused his early writings on social exchange theory more towards the economic and utilitarian perspective, whereas Homans focused on reinforcement principles which presuppose individuals base their next social move on past experiences. Homans believed that social exchange theory was based on reinforcement principles. According to Emerson, Exchange is not a theory, but a framework from which other theories can converge and be compared to structural functionalism. To him, the meaning of individual self-interest is a combination of economic and psychological needs. They developed a theoretical framework based on the interdependence of actors. They also highlighted social implications of different forms of interdependence such as reciprocal control. The study of the theory from the microeconomics perspective is attributed to Blau. Blau stated that once this concept is understood, it is possible to observe social exchanges everywhere, not only in market relations, but also in other social relations like friendship. The major difference between social and economic exchange is the nature of the exchange between parties. Neoclassic economic theory views the actor as dealing not with another actor but with a market and environmental parameters, such as market price. The elements of relational life include: Costs are the elements of relational life that have negative value to a person, such as the effort put into a relationship and the negatives of a partner. Rewards are the elements of a relationship that have positive value. Rewards can be sense of acceptance, support, and companionship etc. As with everything dealing with the social exchange theory, it has as its outcome satisfaction and dependence of relationships. The social-exchange perspective argues that people calculate the overall worth of a particular relationship by subtracting its costs from the rewards it provides. On the contrary, a negative number indicates a negative relationship. The worth of a relationship influences its outcome, or whether people will continue with a relationship or terminate it. Positive relationships are expected to endure, whereas negative relationships will probably terminate. In a mutually beneficial exchange, each party supplies the wants of the other party at lower cost to self than the value of the resources the other party provides. In such a model, mutual relationship satisfaction ensures relationship stability. The "satisfactory-ness" of the rewards that a party gains from an exchange relationship is judged relative to some standard, which may vary from party to party. An example of this is the convoy model of support, this model uses concentric circles to describe relationships around an individual with the strongest relationships in the closet circle. As a person ages these relationships form a convoy that moves along with the person and exchanges in support and assistance through different circumstances that occur. Within this model there are different types of support Social support a person can receive, those being intangible, tangible, instrumental, and informational. Intangible support can either be social or emotional and can be love, friendship and appreciation that comes with valuable relationships. Tangible support are physical gifts given to someone such as land, gifts, money, transportation, food, and completing chores. Instrumental support are services given to someone in a relationship. Finally, informational support is the delivering of information that is helpful to an individual. Cost being equal, they choose alternatives from which they anticipate the greatest rewards. Rewards being equal, they choose alternatives from which they anticipate the fewest costs. Immediate outcomes being equal, they choose those alternatives that promise better long- term outcomes. Long-term outcomes being perceived as equal, they choose alternatives providing better immediate outcomes.

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

Costs and other rewards being equal, individuals choose the alternatives that supply or can be expected to supply the most social approval or those that promise the least social disapproval. Costs and other rewards being equal, individuals choose statuses and relationships that provide the most autonomy. Other rewards and costs equal, individuals choose alternatives characterized by the least ambiguity in terms of expected future events and outcomes. Other costs and rewards equal, they choose alternatives that offer the most security for them. Other rewards and costs equal, they choose to associate with, marry, and form other relationships with those whose values and opinions generally are in agreement with their own and reject or avoid those with whom they chronically disagree. Other rewards and costs equal, they are more likely to associate with, marry, and form other relationships with their equals, than those above or below them. In industrial societies, other costs and rewards equal, individuals choose alternatives that promise the greatest financial gains for the least financial expenditures. In his article published in , Nye originally proposed seven propositions that were common in all types of relationship, A few years later he would expand the propositions to a total of twelve. The first five propositions listed are classified as general propositions and are substance free-meaning, the propositions themselves can stand alone within the theory. Proposition number six has been identified by scholars as a notion that there is a general assumption of a need for social approval as a reward and can therefor act as a drive force behind actions. Proposition seven will only work if the individual has the freedom to be excluded from outside factors while in a social exchange relationship. The twelfth and final proposition is directed towards the way our society has a heightened value placed on monetary funds. By studying such forms of behavior he hoped to illuminate the informal sub-institutional bases of more complex social behavior, typically more formal and often institutionalized. His vision of the underpinnings of social structure and institutional forms is linked to the actions of individuals, for example to their responses to rewarding and punishment circumstances. Thibaut and Kelley have based their theory on two conceptualizations: Thus, the assumptions they make also fall into these categories. The assumptions that social exchange theory makes about human nature include the following: Humans are rational beings. The standards that humans use to evaluate costs and rewards vary over time and from person to person. The assumptions social exchange theory makes about the nature of relationships include the following: Relational life is a process. It demonstrates that while cooperation would give the best outcome, people might nevertheless act selfishly. We cannot achieve our goals alone so as humans sometimes we have to become actors. In the world today we see actors as unemotional people but that is not the case once we reach our goals in the end. Comparison levels[edit] Social exchange includes "both a notion of a relationship, and some notion of a shared obligation in which both parties perceive responsibilities to each other". This evaluation rests on two types of comparisons: Comparison Level and Comparison Level for Alternative. According to Thibaut and Kelley, the Comparison Level CL is a standard representing what people feel they should receive in the way of rewards and costs from a particular relationship. If people see no alternative and fear being alone more than being in the relationship, social exchange theory predicts they will stay. This is congruent with their assumption that human beings are rational. In order for behavioral sequences to lead to social exchange, two conditions must be achieved: Once the process is in motion, each consequence can create a self-reinforcing cycle. Even though the norm of reciprocity may be a universally accepted principle, the degree to which people and cultures apply this concept varies. For instance, some theorists view power as distinct from exchanges, some view it as a kind of exchange and others believe power is a medium of exchange. Three different matrices have been described by Thibaut and Kelley to illustrate the patterns people develop. These are given matrix, the effective matrix and the dispositional matrix. Reciprocity , Generalized Exchange, and Productive Exchange. In a direct exchange, reciprocation is confined to the two actors. One social actor provides value to another one and the other reciprocates. There are three different types of reciprocity: Productive exchange means that both actors have to contribute for either one of them to benefit. Both people incur benefits and costs simultaneously. Another common form of exchange is negotiated exchange which focuses on the negotiation of rules in order for both parties to reach a beneficial agreement. One major difference between the two exchanges is the level of risks

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

associated with the exchange and the uncertainty these risks create ref. Negotiated exchange can consist of binding and non-binding negotiations. When comparing the levels of risk within these exchanges, reciprocal exchange has the highest level of risk which in result produces the most uncertainty. Binding negotiated exchanges involve the least amount of risks which will result the individuals feeling low levels of uncertainty. Whereas non-binding negotiated exchanges and their level of risks and uncertainty fall in between the amount of risks associated with reciprocal and binding negotiated exchanges. Critiques[edit] Katherine Miller outlines several major objections to or problems with the social exchange theory as developed from early seminal works [41] The theory reduces human interaction to a purely rational process that arises from economic theory. The theory assumes that the ultimate goal of a relationship is intimacy when this might not always be the case. The theory places relationships in a linear structure, when some relationships might skip steps or go backwards in terms of intimacy. Russell Cropanzano and Marie S. Mitchell discuss how one of the major issues within the social exchange theory is the lack of information within studies on the various exchange rules. Specifically, Rosenfeld looked at the limitations of interracial couples and the application of social exchange theory. His analysis suggest that in modern society, there is less of a gap between interracial partners education level, socioeconomic status, and social class level which in turn, makes the previously understood application of social exchange mute. Please help improve this article by adding citations to reliable sources. Unsourced material may be challenged and removed. June Learn how and when to remove this template message The most extensive application of social exchange has been in the area of interpersonal relationships. Self-Interest can encourage individuals to make decisions that will benefit themselves overall. Homans once summarized the theory by stating:

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

Chapter 6 : The Informal Organization

The concepts of formal and informal organizations relate to the nature of relationships and processes in the workplace.

My most meaningful connections, against all logic, have developed outside of professional networking opportunities. Dripping wet from my shower and barely wrapped in a towel big enough to cover my torso, I made eye contact as I was approaching the lockers. While I struggled clumsily to keep my towel in place, my counterpart calmly took a moment to say hello and introduce herself. As bizarre a situation as it may seem, networking in the gym locker room is nothing out of the ordinary for me. In fact, I seem to be a magnet for unexpected encounters when it comes to networking. And you know what In order to build effective networks, we need both formal and informal networks in place. Being open to informal networking is a blessing to my career. To be honest, when I first saw Kristofer on the train, I mistook his intentionally grungy look. Looks can be deceiving! Meanwhile, our PR strategy grew out of a friendly conversation at the Visa line in Nepal. And yet another strategic partnership resulted from helping a stranger hoist her bag into an overhead compartment on an airplane. Moral of the story: Networking can come from anywhere! I try to explore as many venues as possible when it comes to meeting new people. Even when the networking is organic, follow-up is intentional and punctual. I do my best to follow-up immediately after meeting someone, whether in business or casual settings. I ask for their business card, send an email, follow them on social media when appropriate, and add them into personal and professional contact lists. I try to demonstrate and instill this message in our culture daily at The Global Good Fund. Stressing the importance of organic networking has been invaluable to the success of my team. It was incredible to hear all of the different stories as to why each person was sitting at the table that day -- talk about organic networking! By engaging in casual conversation with others, I learn a lot about people for who they are. In fact, I find organic networking to be a much more efficient way of learning what is mutually beneficial to a relationship than what I learn in a professional setting. Keep the conversation going and see where it might take you!

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

Chapter 7 : 10 Simple Tips for Successful Informal Networking - Under30CEO

Measuring the number of strong relationships that a line manager has with their direct reports, understanding how a great leaders network is spread across the organisation and benchmarking the networks of the best leaders is all now possible.

Networks--structural means patterns of interaction that allow messages to flow within organizations. May include two people, small groups of people, or large numbers that flow outside the organization. We typically find ourselves involved with multiple organizational networks. Message Flow Directions--Upward--subordinates to managers. No one wants to make a bad impression on their supervisory and it is very human to put a positive spin in issues even when there is little to offer in that light. Horizontal--communication between employees or departments of the same status. This may become overly competitive for organizational resources like budgets, awards, recognition, etc. Informal Networks--arise due to the situation employees are in; emerge out of a need; no permanent structure; may be faster than formal networks; a spontaneous flow of information that may or may not be correct. Carries task-oriented messages specific job instructions; performance reviews Carries maintenance-oriented messages more generally-based policies and procedures on how to accomplish tasks Carries human messages keys on employee needs like new health care benefits; vacation schedules; etc. Network Structures--decentralized networks tend to be more efficient when involved in complex tasks; centralized ones often create higher worker dissatisfaction feeling only marginally involved in the communication process A The Circle network--no single employee is key to the communication; decentralized; morale often high in such networks; better employee access to each other; fewer organizational roadblocks. B The Chain network--step-by-step transmission of a message until it reaches its final designation. C The Y network--short branches off the main trunk; still focuses on a centralized structure through one employee. D The Wheel network--centralized flow outward from supervisor to small number of employees. Network Roles--parts we perform within organizations. A Liaisons--employees who connect two groups without belonging to either one of them. Often an influential, experienced person. B Bridges--employees who belong to at least two groups and connect each group to clique to the other. C Gatekeepers--employees who control the information flow. Secretaries are often key gatekeepers; may be others who have power to give or withhold information. D Isolates--employees who have minimal contact with others; either by choice or because others try to avoid them. Common roles are sales and customer service reps, public relations workers, etc. Network Descriptors--patterns of behavior that help reveal how communication flows within the organization networks. A Dominance--how equal employees are to one another. High versus Low dominance. High dominance requires communication be directed to a single or few key members who then disseminate information to others. Low dominance suggests that employees are roughly equal to one another. B Centrality--centralized networks wheel, Y, chain require this; is there a key employee through whom communication flows C Flexibility--how strictly organizations follow rules for communicating with others. High flex--allow variations; low flex would be very strict on how to communicate. How many people must the message pass through before reaching its final destination? Low reachability has fewer intermediaries; high reachability has potential for greater distortion since many people in the process. E Strength--frequency and duration of communication are the keys. Strong network would be frequent and thorough communication with employees; weak network would be rare and brief communication. F Reciprocity--the degree to which employees and bosses agree on the nature of their relationship. High reciprocity would exist when both see their relationship essentially the same; low reciprocity would exist when one perceives the relationship quite differently than the other. G Symmetry--the degree of sharing information between bosses and workers. When communication flows upward and downward you have a symmetrical relationship; just downward would be asymmetrical. H Openness--how open or connected the organization is to the outside environment. Some businesses are very dependent to the outside environment;

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

others less so. Whether we do or not is often dependent upon a our proximity to the sender; and b whether we think the person is reliable and knowledgeable do we trust them? It is generally accurate It is an indicator of employee attitudes or sentiment It usually travels by clusters more later 1. Grapevine participants--No real gender differences regarding who uses it more often. Secretaries are often key players in the grapevine--being bridges between workers and management. Morale can be affected adversely. Factors involved in rumor dispersion--why do rumors exist? What keeps them alive? Such reasons are a the importance of the message; b the ambiguity of the message; c the need for information in crisis times; d credibility of the person sending the rumor; e who is the focus of the rumor; and f the age of the rumor. Grapevine transmission patterns-- a single-strand chain--I tell you a rumor and then you pass it along to another person, who then tells another, and on-and-on D Social rumors--juicy gossip about people; no direct company link. Suggestions for how an organization can manage or control the grapevine-- Managers should or couldâ€ˆ. A be sensitive to employee reactions; respond to high anxiety cases. B be open, honest and quick to respond when possible with employees. D take a proactive stance; keep employees updates via bulletins, meetings, newsletters, etc.

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

Chapter 8 : What Is the Difference Between an Informal & Formal Organization? | www.nxgvision.com

The final form of informal communication network described by Davis is the cluster network Type of informal communication network where the source of the message chooses a number of pre-selected people with whom to communicate a message, and then the secondary people then pass on the message to a group of people who have also been pre-selected.

Share a Tip Kendra T. Networking is like the teethbrushing of career growth: And informal networking is like the flossing that always gets skipped even though it is recommended strongly by your dentist. The key is to incorporate informal networking into your regular schedule: Why are these meetings important? While formal networking, sponsorship, or mentoring programs are also helpful, the opportunities for that are more limited â€” although if you are invited to be part of such a program, accept! But most of the power of a network is harnessed informally â€” through casual and organically-formed bonds with others â€” perhaps a shared interest or favorite sports team as well as a common area of professional or career interest. Here are three tips: Get out of your own way Networking is prey to all the pitfalls of social interaction â€” we feel constant pressure to make a good impression and say the right things. This is because at its heart, marketing networking is about creating relationships and connections. But instead of second-guessing yourself, focus on confidence. A couple years ago, while in a cross-functional role at work, the managing partner of the organization offered to discuss career-pathing with me. At the time I assumed it was a passing comment, and was reluctant to follow up on the offer. When I finally pushed past my timidity and requested a coffee meeting, he was more than happy to spend time answering my questions and offering advice. As a result, I felt more poised and confident, and came away with a lot of great professional food for thought. Through a friend of a friend, I reached out to an agency SVP for an informational conversation. Going into that meeting, I knew I needed to find out two things: Discussing his or her professional accomplishments is a great way to break the ice, and leads to a candid conversation. Send a follow up note thanking your contact for a meaningful conversation, and express your intention to keep in touch. Gratitude goes a long way. You can choose to include him or her in your newsletter updates, email a link to a relevant article, or even just send a card on his or her birthday. Casual, sporadic touchpoints help keep the relationship warm, and keep you top of mind. And now for a challenge: Using the tips above, create a strategy to approach this person â€” how you will you reach out, what you will say, what your meeting goal will be. Now that you have your action items, get to work, and report back to let us know how it went. What are your tips for making the most of informal networking? Share your thoughts in the comments.

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

Chapter 9 : Social exchange theory - Wikipedia

"Informal networks: The reality behind the company structure chart: the network of informal relationships that make things happen in the business" (Anand and Nicholson) The "grapevine" or "rumour mill" is the major informal communication medium in an organization.

This book is currently in draft form; material is not final. Explain the relationship between social capital and communication networks. While formal communication networks are very important for the day-to-day functioning of any organization, there exists another set of communication networks that also dramatically impacts the day-to-day functioning of any organization. This second set of communication networks are called informal communication Organizational communication that occurs outside the the structure of the formal organizational hierarchy. However, the Hawthorne Studies suggested that a great deal of what happens within an organization is a result of informal communication networks. Public Personnel Management, 19, "â€", pg. In fact, researchers estimate that 70 percent of all communication that occurs within an organization occurs in informal communication networks. The key to establishing good working relationships. Price Waterhouse Review, 33, 30"â€" In essence, the bulk of actual communicative behavior within an organization does not go according to the prescribed lines of communication desired by upper management. Furthermore, researchers found that many managers were surprisingly unaware of the informal communication networks that existed within their organizations. The informal communication network: Factors influencing grapevine activity. Public Personnel Management, 27, "â€" Only 70 percent of top-level managers, 81 percent of middle level managers, and 92 percent of lower level managers were even aware that a grapevine existed within their organizations. We should also note that research has found that informal communication networks are just as likely to exist among management as among subordinates. Furthermore, there are eight reasons why grapevine communication exists in organizations: Grapevines are faster than formal communication networks and can easily bypass individuals without restraint. Grapevines can carry useful information quickly throughout an organization. Grapevines can supplement information being disseminated through formal communication networks. Grapevines help people feel a sense of belonging within the organization. Grapevines serve as early warning systems for organizational crises and to think through what they will do if the crises actually occur. Grapevines help to build teamwork, motivate people, and create corporate identity. Public Personnel Management, 19, "â€", extrapolated from pg. While grapevines are clearly beneficial to organizations and their members, there are obvious problems with informal communication networks. The biggest problem stems out of the unreliability of information being transmitted in informal communication networks. We should mention that research has found that information transmitted through informal communication networks tends to be 75 to 95 percent accurate. Grapevine communication among lower and middle managers. Personnel Journal, 48, "â€" Unfortunately, the 5 to 25 percent of the time the informal communication network contains false information is highly problematic for organizations. Keith Davis found four basic types of informal communication networks: In a single strand network Type of informal communication network where information travels from one person to the next person. The best way to think of this type of informal communication network is like a relay race. But instead of passing a baton between runners, some type of information is passed from person to person. This communication network represents the traditional notions of serialized transmission. Communication with the organization: An interpretive review of theory and research. Industrial Communication Council, Inc. The second type of informal communication network Davis discussed was the gossip communication network Type of informal communication network where one individual who serves as the source of the message who transmits the message to a number of people directly. In a gossip network, you have one individual who serves as the source of the message who transmits the message to a number of people directly. The third type of informal communication described by Davis is referred to as the probability communication network Type of informal communication network where one individual serves as

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

the primary source of the message who randomly selects people within her or his communication network to communicate the message, and then these secondary people randomly pick other people in the communication network to pass along the message. In a probability communication network, you have one individual as the primary source of the message who randomly selects people within her or his communication network to communicate the message. These secondary people then randomly pick other people in the communication network to pass along the message. Think of this type of informal communication network as really annoying internet spam. In the case of internet Spam, someone creates the e-mail, and then sends it to random people who then feel the need to forward it to other people, and so on and so on. There is no way for the source of the message to truly track where the message has been sent after the message is communicated because the transmission is random. The final form of informal communication network described by Davis is the cluster network Type of informal communication network where the source of the message chooses a number of pre-selected people with whom to communicate a message, and then the secondary people then pass on the message to a group of people who have also been pre-selected to receive the message. Cluster networks are considerably more systematic than probability networks. In the case of a cluster network, the source of the message chooses a number of pre-selected people with whom to communicate a message. The secondary people then pass on the message to a group of people who have also been pre-selected to receive the message. This type of network is the origin of the telephone tree. In a telephone tree, one person calls two people. Those two people then are expected to call three other people. Those three people are then also expected to call three other people. Before you know it, everyone who is on the telephone tree has received the message. Rogers

Everett M. Rogers is generally viewed in the field of communication studies as the father of information diffusion. Rogers grew up in Carroll, Iowa, and ultimately earned his Ph. Over the course of his academic career, Rogers taught at numerous universities both within the United States and abroad including: In , Rogers published the first edition of his book *The Diffusion of Innovations* where he described how, why, and at what rate new ideas and technology spread through social groups. One of the social groups Rogers specifically examined was organizations. Through his analysis, Rogers proposed that there were five types of individuals involved with the diffusion of innovations: Innovators were people who created new ideas and technology or brought the new ideas and technology to the social group. Early adopters were those people who quickly latched on to the new innovations. The early majority were those individuals who comprised the first massive wave of people adopting a new innovation. The late majority were those individuals who waited a little longer than the early majority. Lastly, Laggards were those individuals who really put off adopting the new innovation, and some laggards simply never would adopt the new idea or technology. One area that diffusion of innovations has been particularly utilized has been in the field of health communication. Specifically, health communication researchers have examined how health related mediated messages get transmitted between individuals within a social network, which ultimately has been shown to lead to social change Smith, Hornik summarized that diffusion of innovations ultimately examines four basic questions: What is the process of invention and adaptation of technologies or ideas subject to diffusion? Why do some people or collectivities adopt before others? What is the process that people go through as they adopt? What are the stages they go through? What influences them at each stage sources? What are the consequences with regard to social welfare growth and equity given particular policies about, or patterns of, diffusion? In , Rogers with his former student Larry Kincaid published the seminal work on communication network analysis titled *Communication Networks: Toward New Paradigm for Research*. In this book, Rogers and Kincaid argue: Communication network analysis is a method of research for identifying the communication structure in a system, in which relational data about communication flows are analyzed by using some type of interpersonal relationship as the unit of analysis. This distinctive emphasis of network analysis upon communication links, rather than on isolated individuals, as units of analysis, enables the researcher to explore the influence of other individuals on human behavior. Some reflections on diffusion theory and the role of Everett Rogers. *Journal of Health Communication*, 9, " Toward new paradigm for research. Helping to build a modern synthesis of social

DOWNLOAD PDF PEOPLE AND RELATIONSHIPS : THE INFORMAL NETWORK

change. Evolution and diffusion of the Michigan State University tradition of organizational communication network research. *Communication Studies*, 56, " Analyzing Communication Networks The last part of this chapter is going to examine how researchers observe both formal and informal communication networks. Oxford University Press, pg. Of course these networks can range in size from interpersonal interactions to global networks. *Theory and practice in a global environment* 3rd ed. When attempting to study communication networks within organizations, researchers complete what is called a network analysis. In essence, network analysis is a process whereby researchers attempt to determine both the formal and informal communication networks that exist within an organization and between the organization and its external environment. Ultimately, there are four types of communicative activities that occur within networks: Social network analysis for organizations. *The Academy of Management Review*, 4, " In recent years, there has been a resurgence in the analysis of organizational communication networks as a result of sociological construct social capital. Social capital is a term that dates back to when L. The collapse and revival of American community.