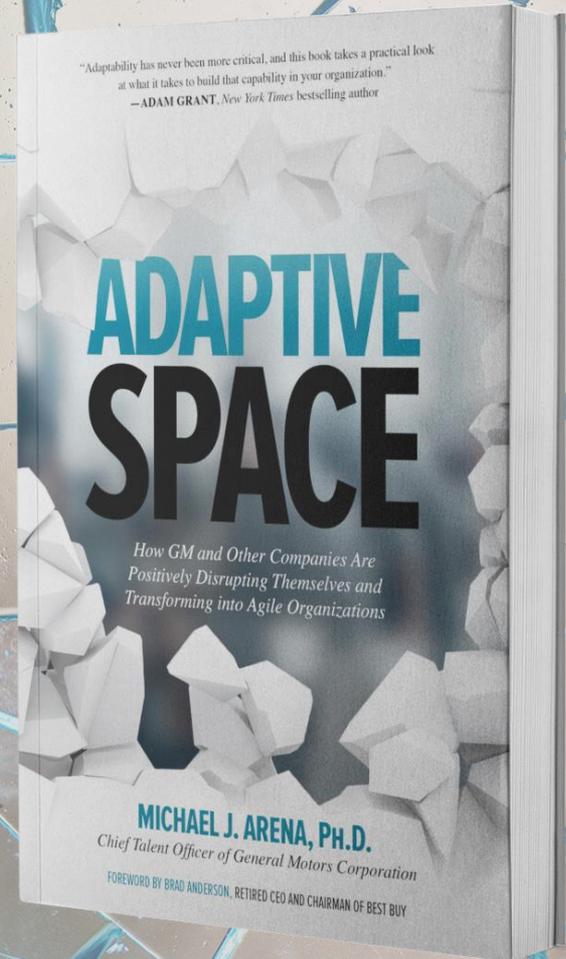


# Building Social Capital

**Michael Arena**



[www.adaptivespace.net](http://www.adaptivespace.net)

**CHIEF**



**OFFICERS**

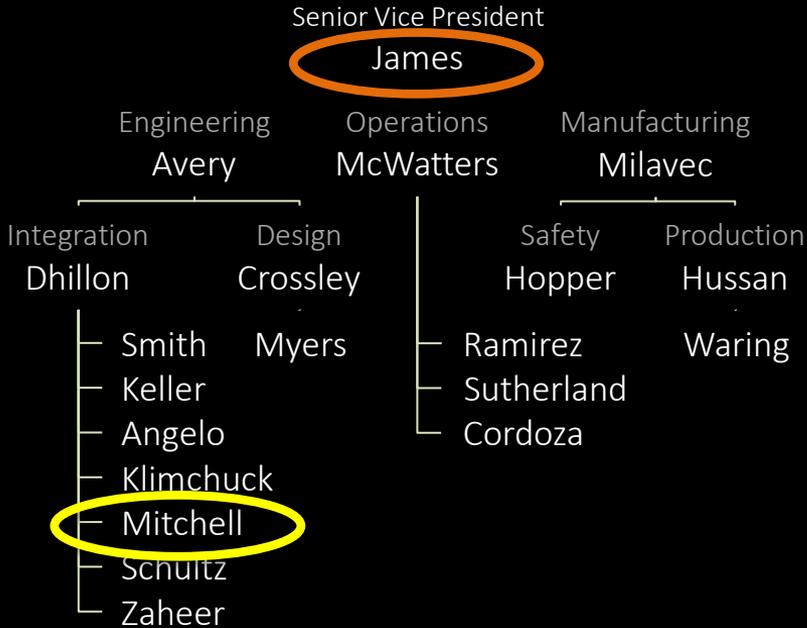


**Human  
Capital**

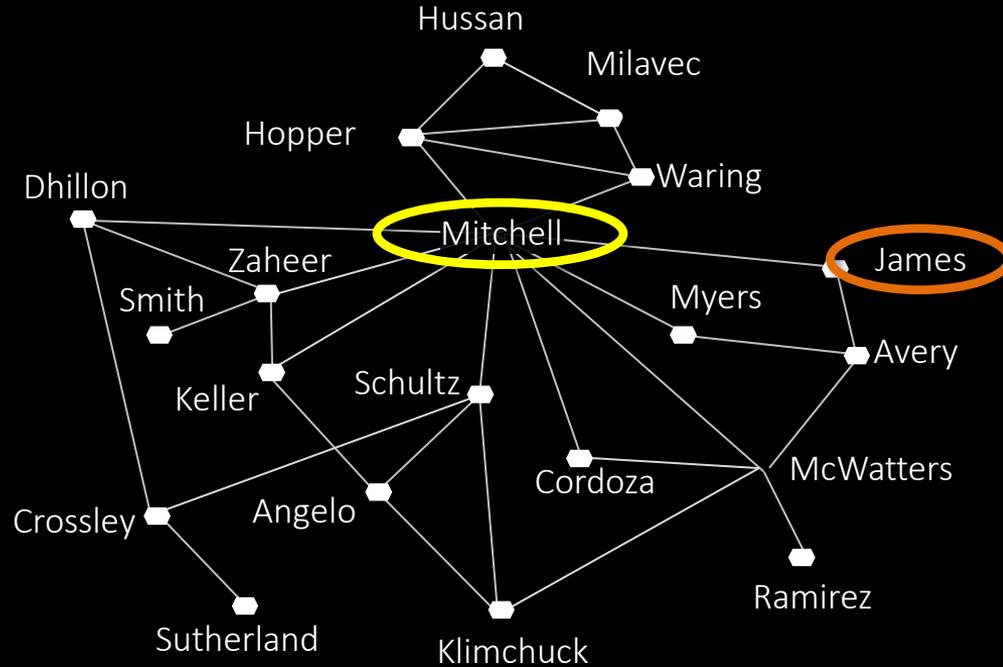


**Social  
Capital**

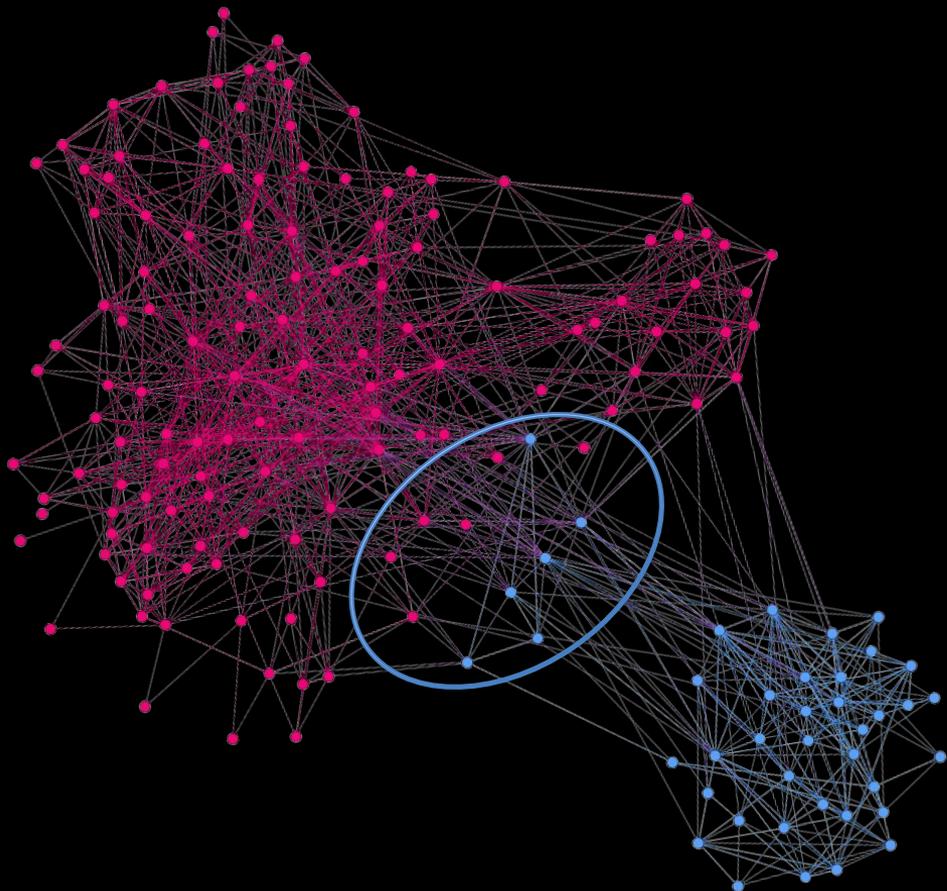
# Human Capital



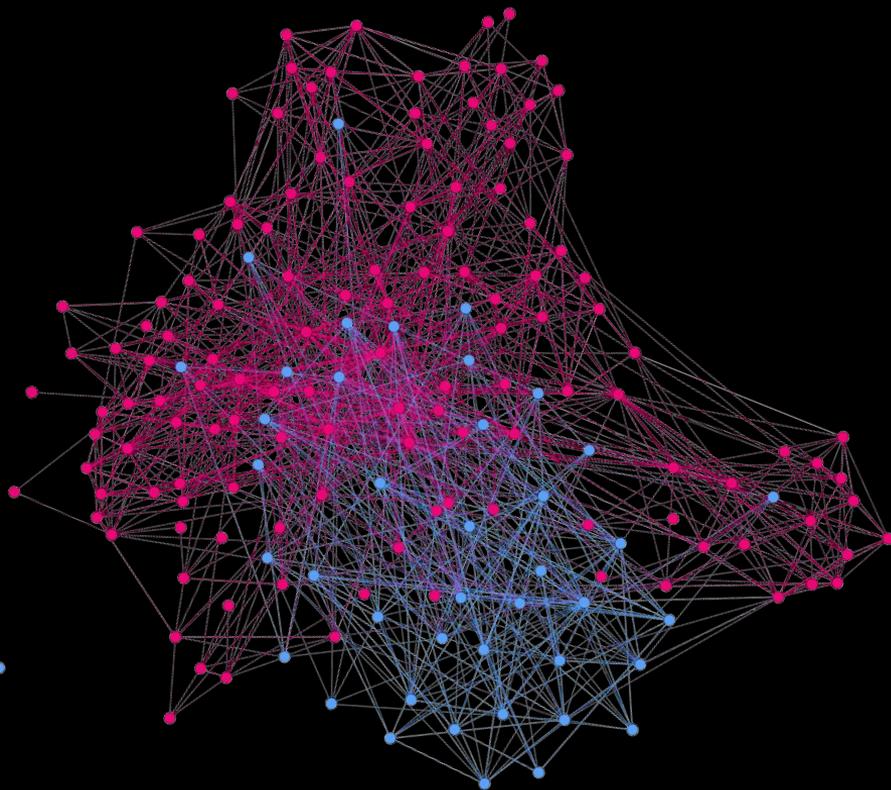
# Social Capital



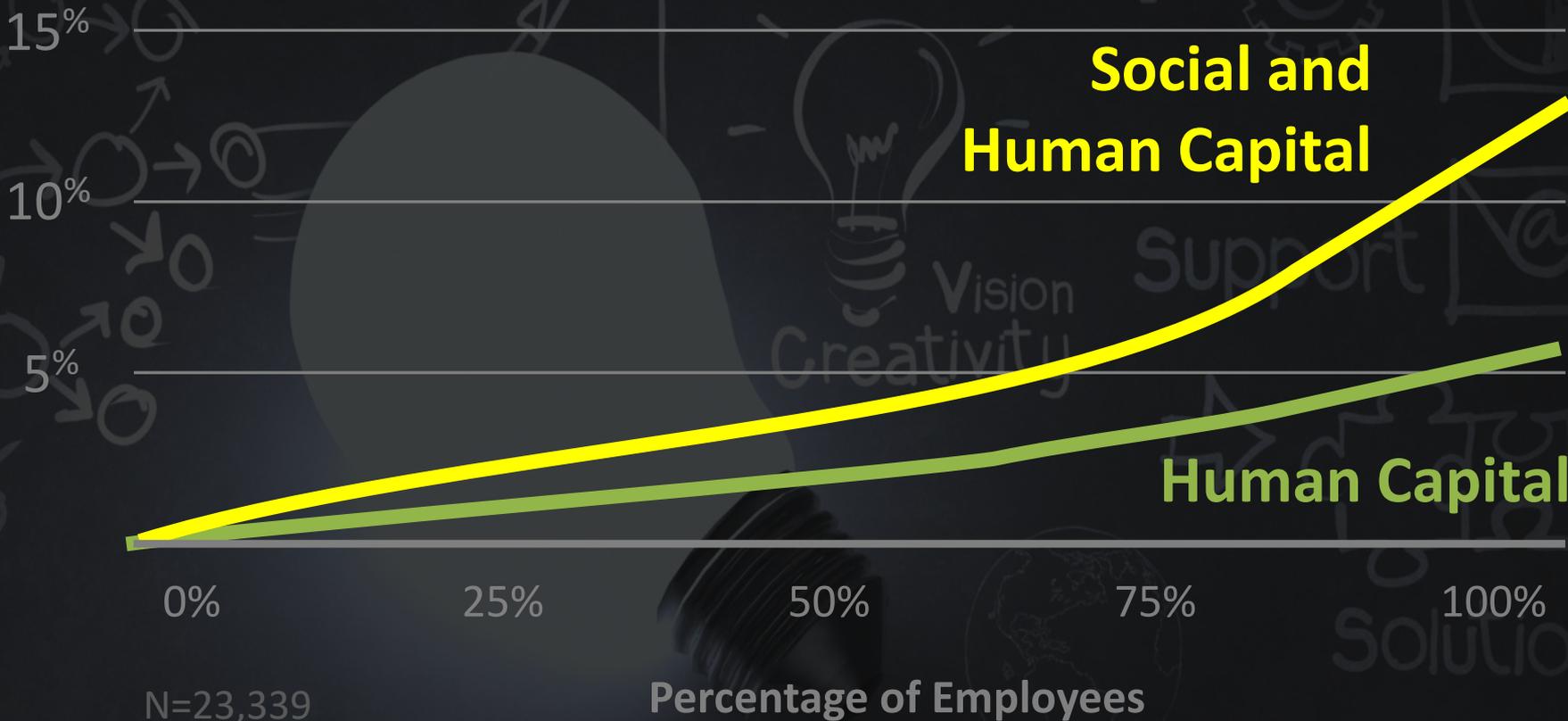
# Financial Services Acquisition



# *Major Breakthrough Innovations*



# Impact of Social Capital



N=23,339

Percentage of Employees

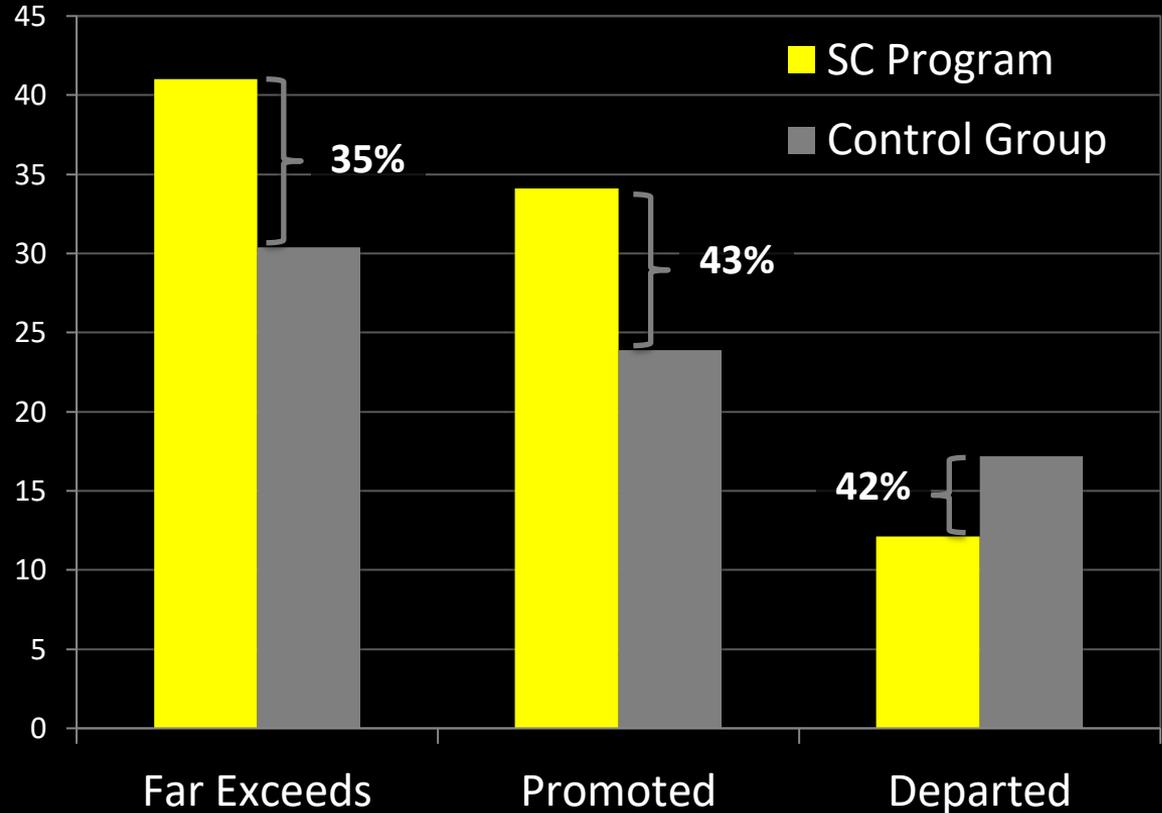
CEB 2014

# Social Capital for Individuals

Executives who underwent social capital development were:

- 35% more likely to be evaluated as *far exceeding expectations*
- 43% more likely to be promoted group
- 42% more likely to stay

...than peers in a control group



## Remote Work Productively

94% of employers surveyed said organization productivity was actually the same or higher.

~ Mercer survey (2020)

# Connections Impact Productivity

## United States

Not satisfied with connections



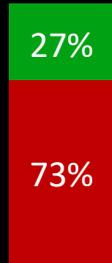
3.2x

Satisfied with connections



## Germany

Not satisfied with connections



1.9x

Satisfied with connections



## India

Not satisfied with connections



2.4x

Satisfied with connections

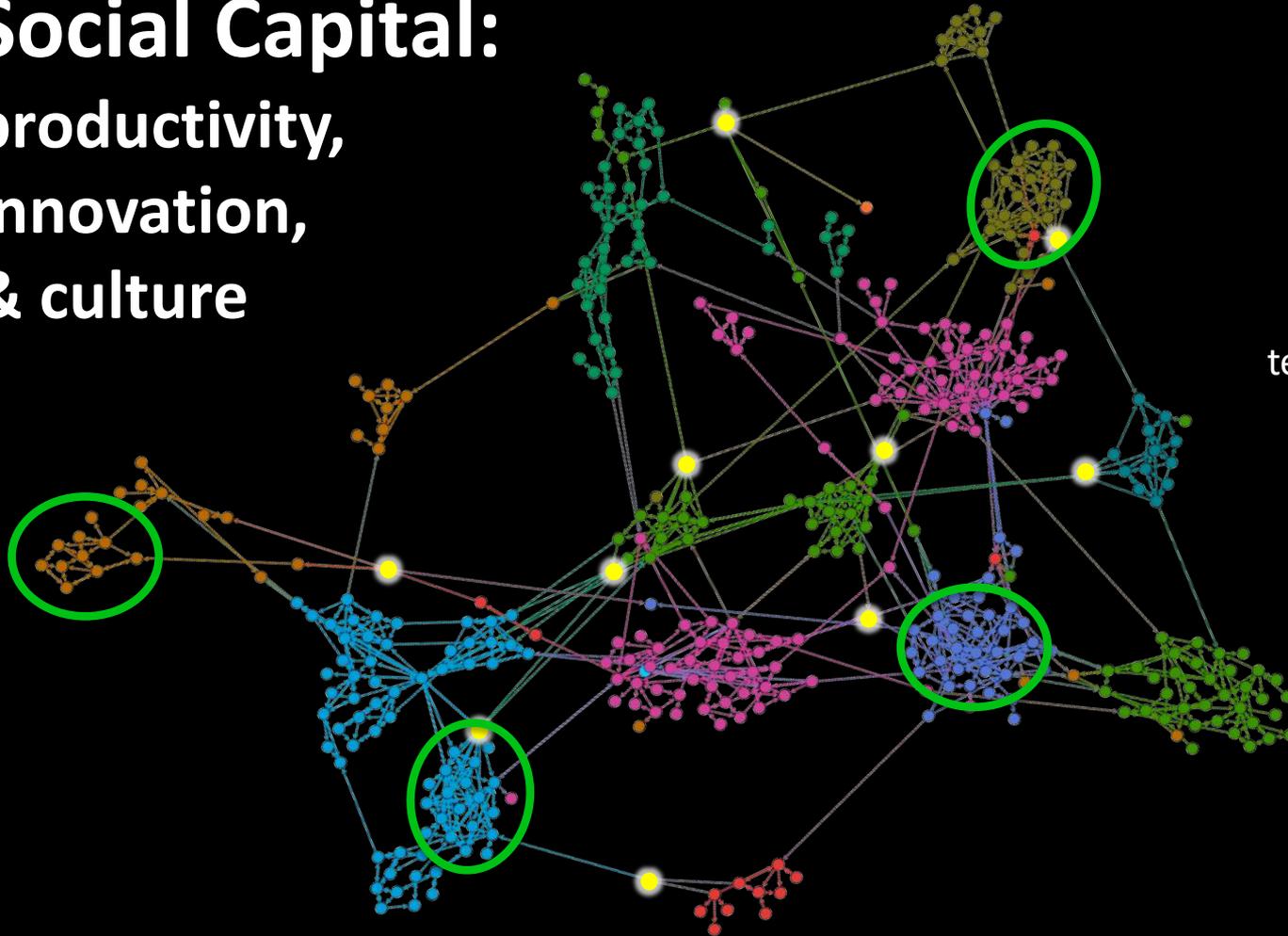


- Less Productive    - Same / More Productive

A Reward Gateway study suggests  
less connected to colleagues (41%)  
and their organization (32%).

~ Reward Gateway survey 2021

# Social Capital: productivity, innovation, & culture



## Bonding SC

increases speed &  
experimentation

by up to **10x**

And increases  
team performance

by up to **35%**

## ● Bridging SC

increases  
new insights

by **25%**

& scaling

by **3x**

# Connecting for Breadth & Depth

(Productivity, Innovation & Culture)

## Discovery:

interactions that trigger novel ideas, new insights, and learning

Bridging

## Diffusion:

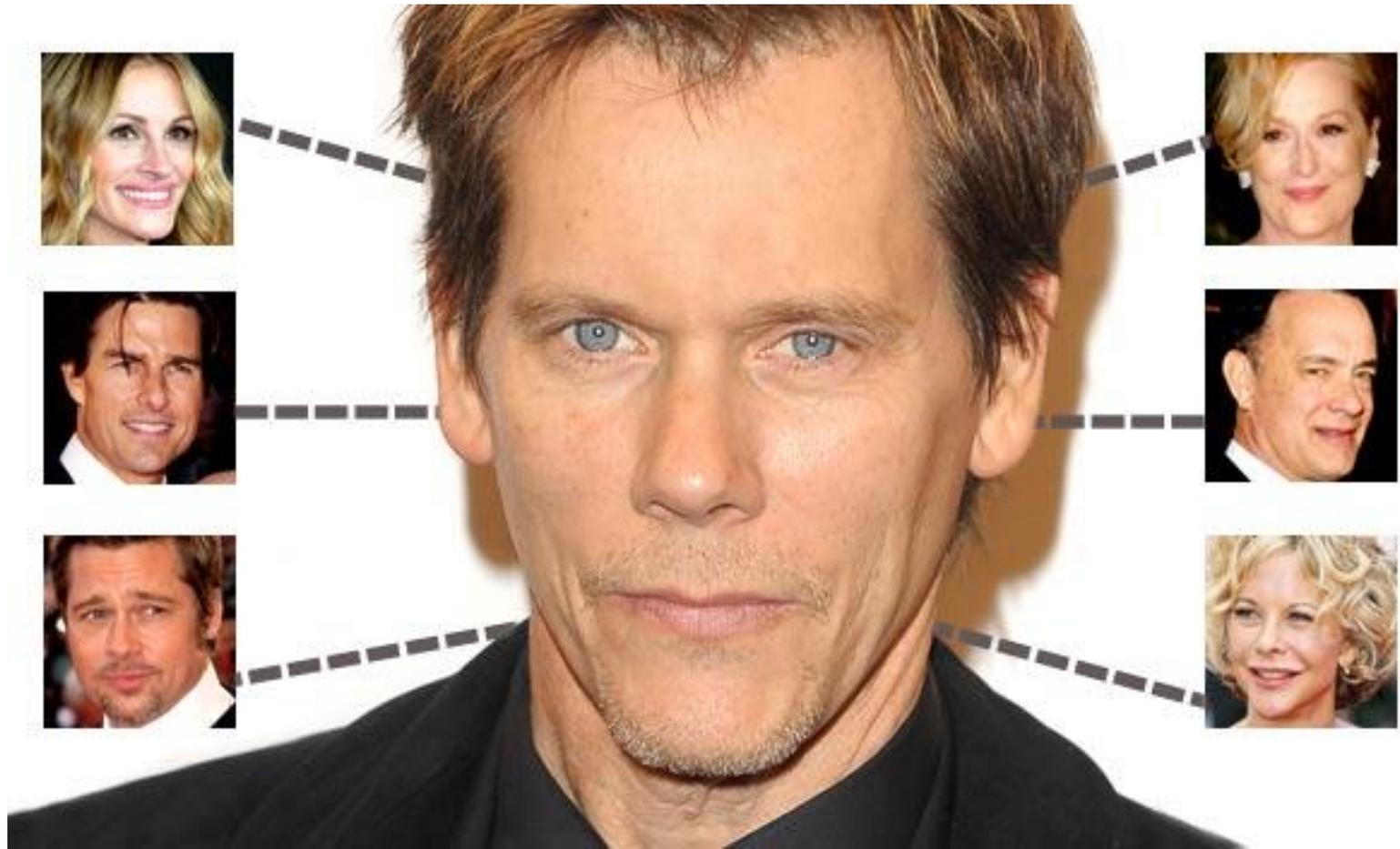
interactions to share learning & influence across the organization

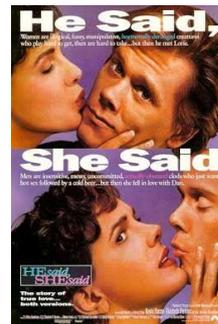
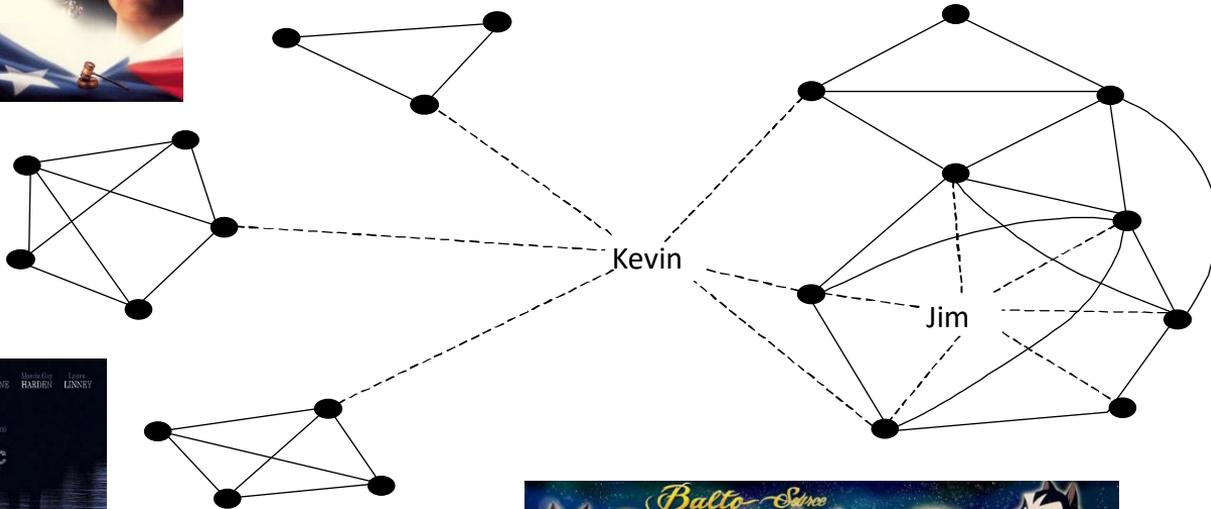
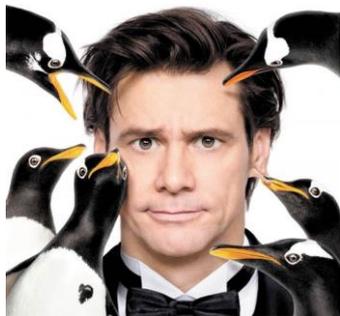
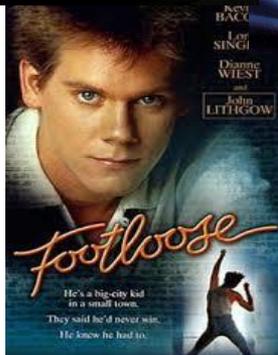
Bridging

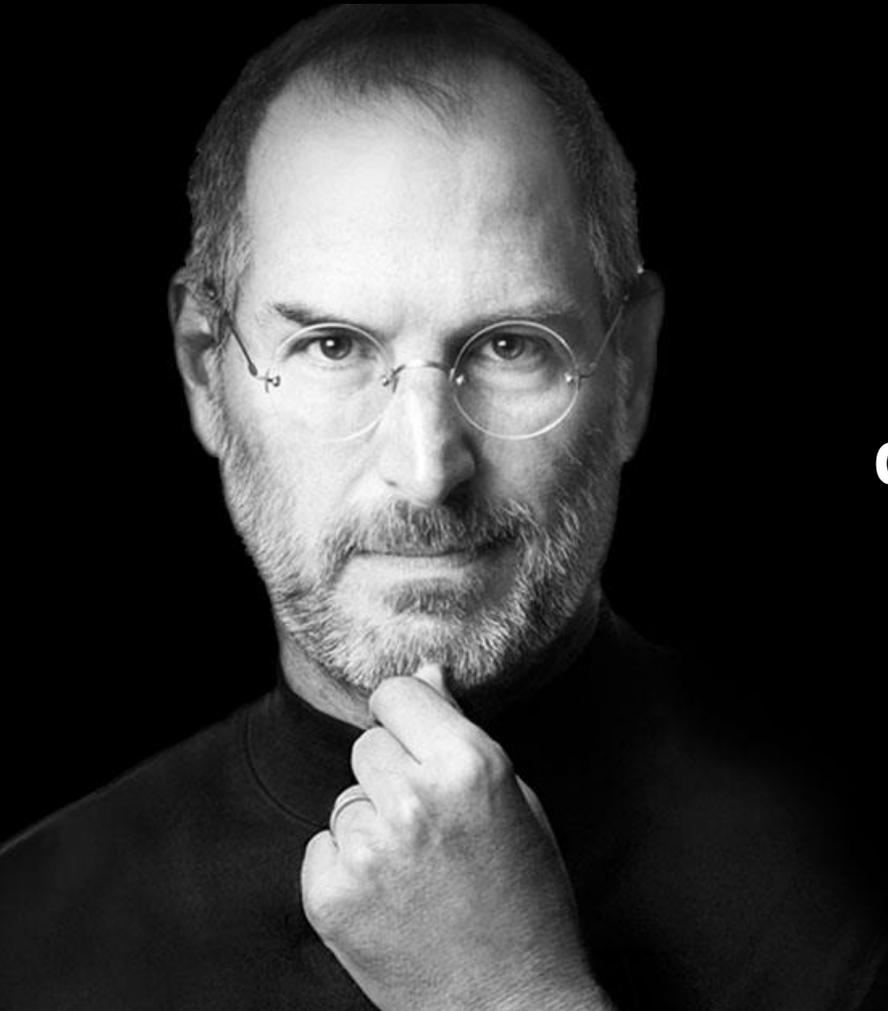
Bonding

**Development:** local learnings and interactions within teams to experiment and facilitate idea refinement

# 6 Degrees of Separation







**You can't connect the  
dots looking forward; you  
can only connect them  
looking backwards.**

1978-1985

1986-1996

1997-2001

2002-2007

2008-2009

2010-2011

2012

2013

2014

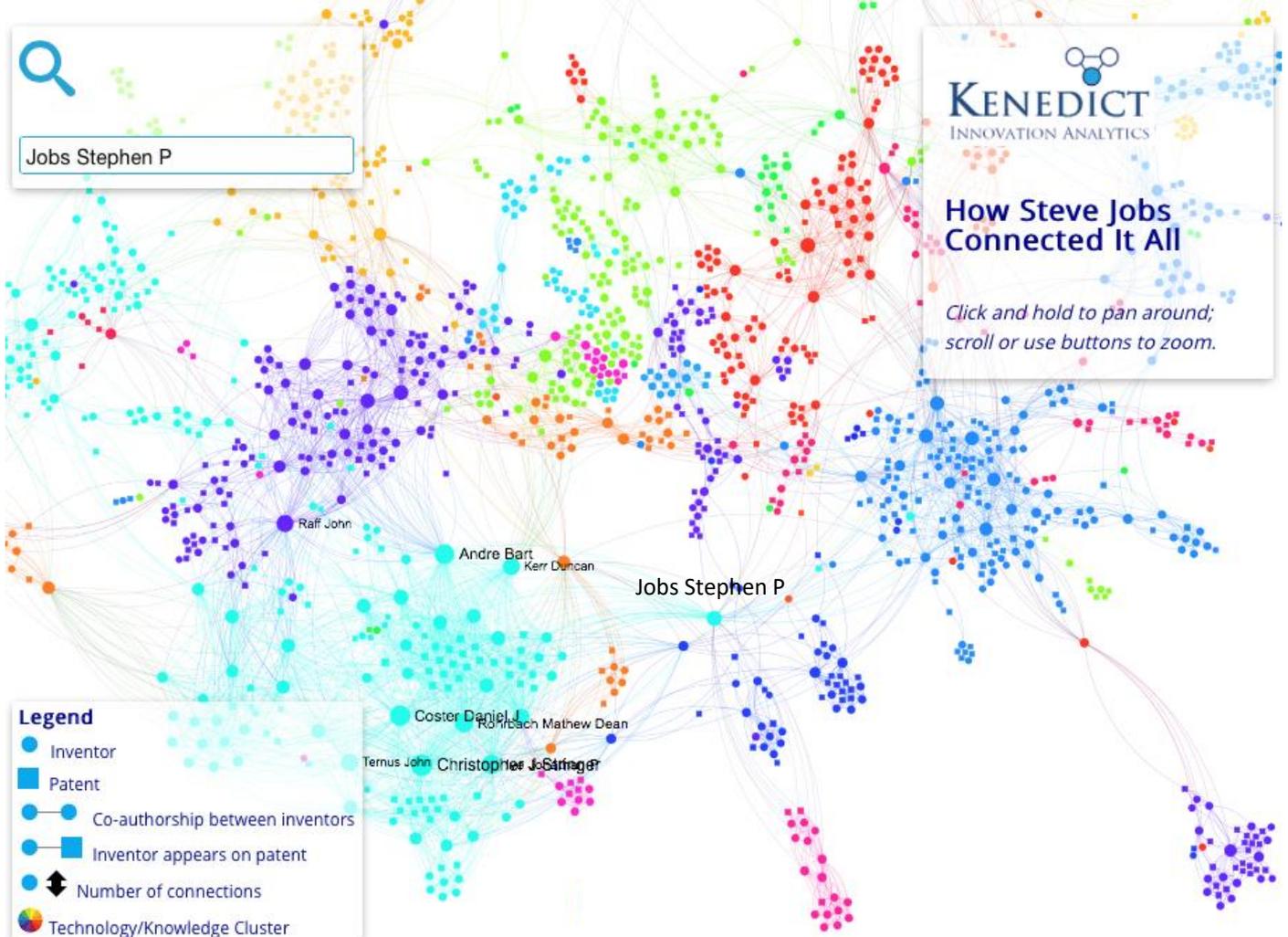


Jobs Stephen P



## How Steve Jobs Connected It All

*Click and hold to pan around;  
scroll or use buttons to zoom.*



**Legend**

- Inventor
- Patent
- Co-authorship between inventors
- Inventor appears on patent
- ↕ Number of connections
- ● ● Technology/Knowledge Cluster

Raff John

Andre Bart

Kerr Duncan

Jobs Stephen P

Coster Daniel J

Temus John

Christopher J

Roelofsch Mathew Dean

Stinger

## Exercise

- Partner up with two other people into a triad
- Select a facilitator to keep time
- Each person shares one thing they are working on (20 seconds each)

### Rotate

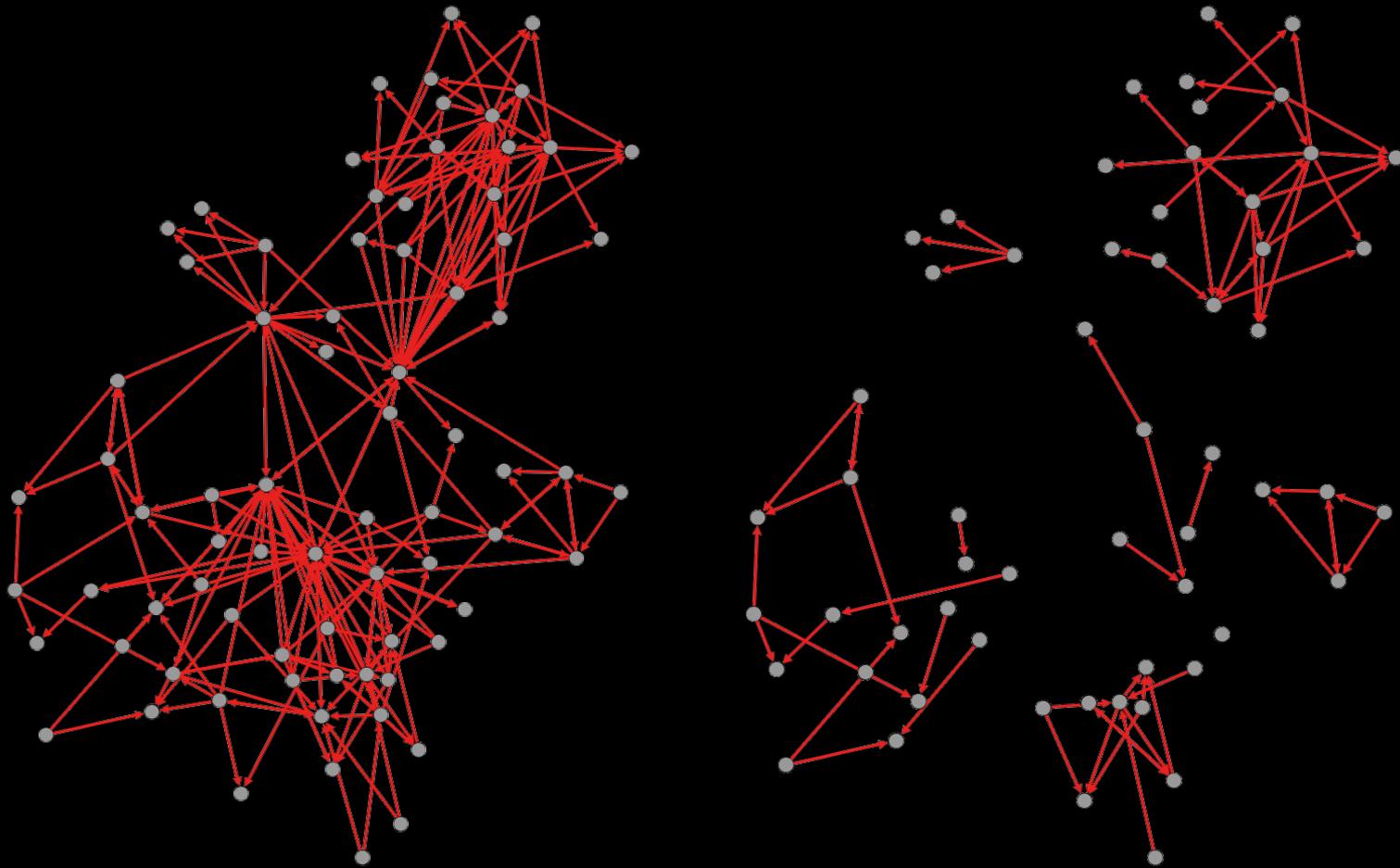
- Facilitator moves to another triad
- Each person shares one thing they are working on (20 seconds each)

# **Discovery** Challenge in a Virtual Environment

Bridge erosion - 9 of 10 newly formed  
bridge connections deteriorate within one  
year of being established

~ Burt (2002)

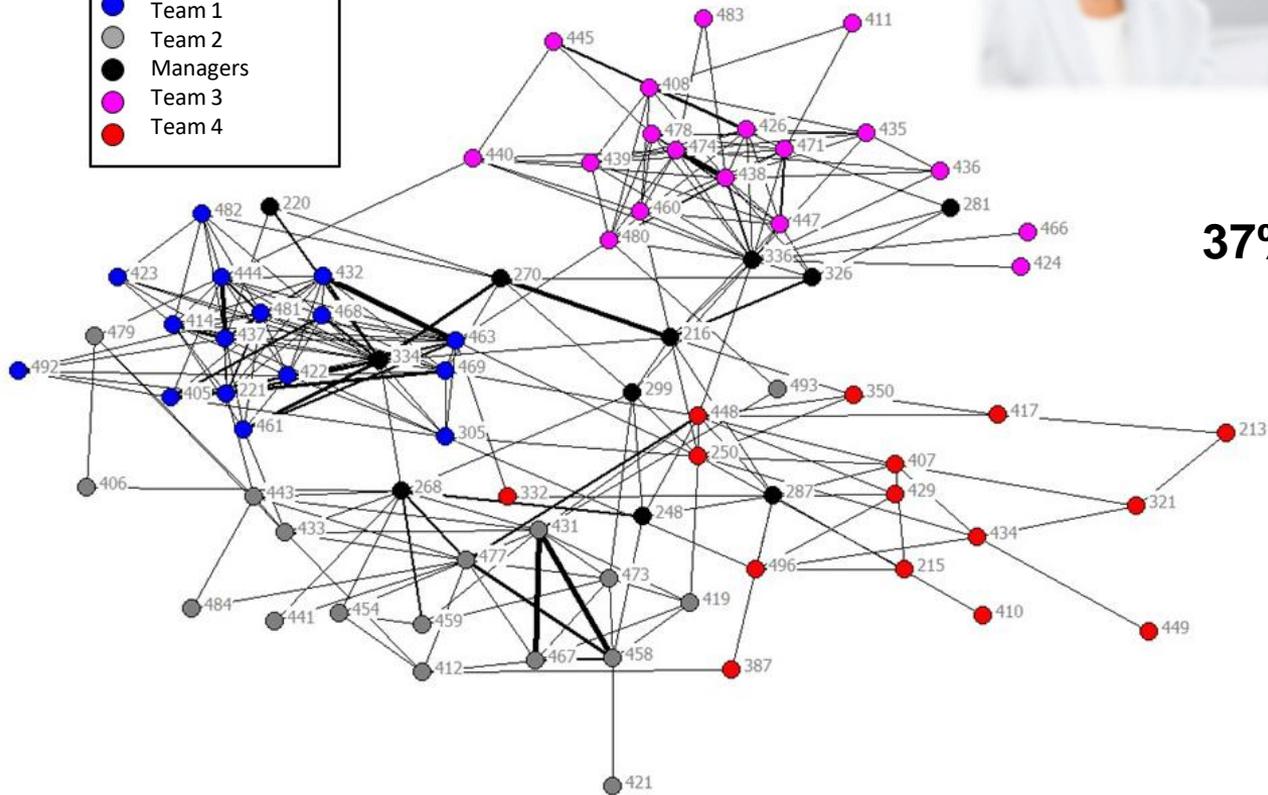
# Bridge erosion leads to network fragmentation



Initially, **Bonding connections** increased **15%** in our communications with our closest colleagues.

Clive Thompson, NY Times (2020)

# Impact of Cohesion



**37%** of productivity explained

**Intervention Impact:**

- Cohesion increase: **30%**
- Productivity increase: **25%**

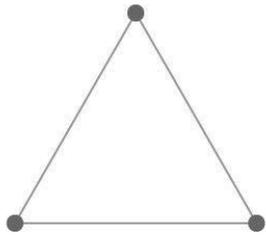
An MIT study determined that up to **35%** of a given team's ability to drive performance can be explained by the **number of times** team members engage **face to face** with one another.

# Development @ amazon

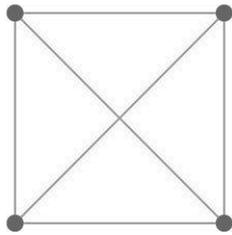


## *Two Pizza Rule*

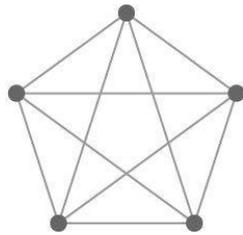
- Small and Nimble
- Single-purpose
- Highly decoupled
- Connected through APIs



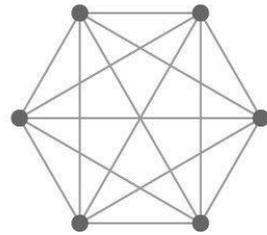
3 people, 3 lines



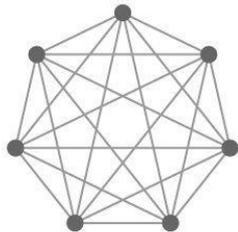
4 people, 6 lines



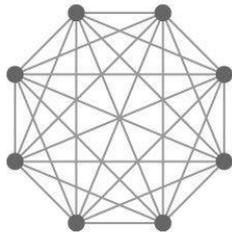
5 people, 10 lines



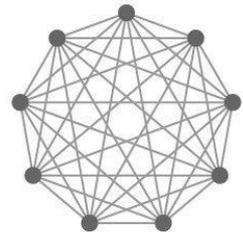
6 people, 15 lines



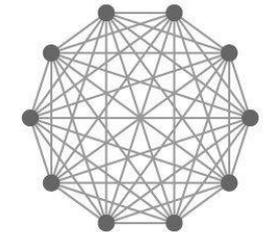
7 people, 21 lines



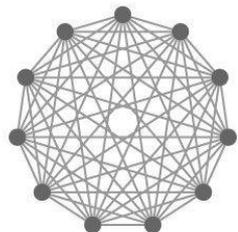
8 people, 28 lines



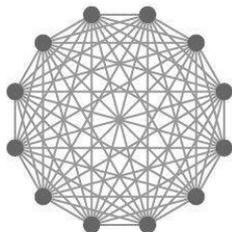
9 people, 36 lines



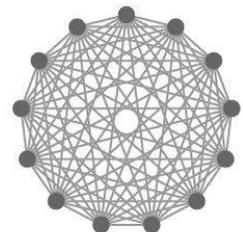
10 people, 45 lines



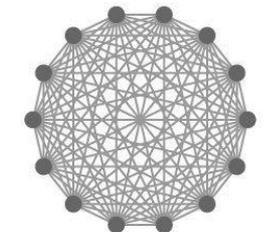
11 people, 55 lines



12 people, 66 lines



13 people, 78 lines



14 people, 91 lines

More recently, bonding  
connections have **drop 10-15%**  
with our closest colleagues

# Bonding Connections are Critical



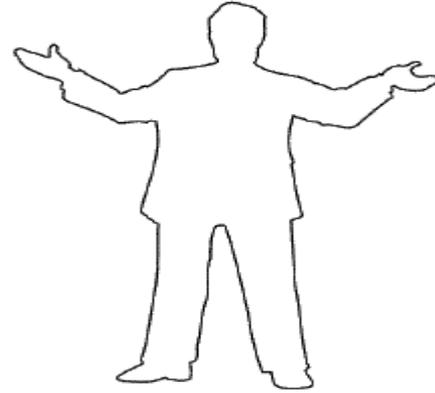
*"You can measure **interest levels**, who the alpha is, **who's cooperating**, **who's mimicking**, **who's in synchrony**. We have these communication channels, and we do it without thinking about it. For instance, if I lean a few inches closer to you, we might begin mirroring."* ~ Sandy Pentland



A challenge for solving **wicked problems**, creating a sense of belonging for **new employees**, and **cultivating culture**

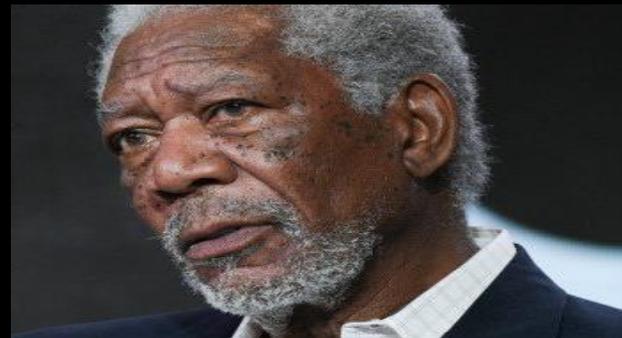
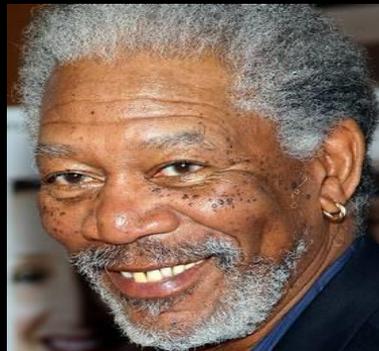
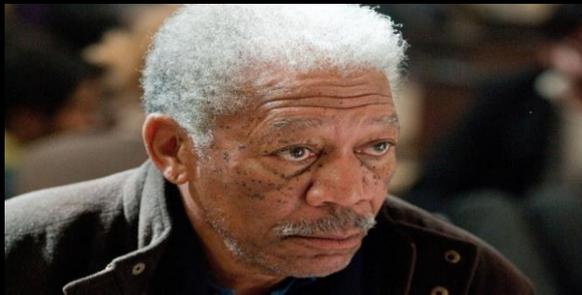
# Face-2-face Influencing

Social capital is  
essential to influence

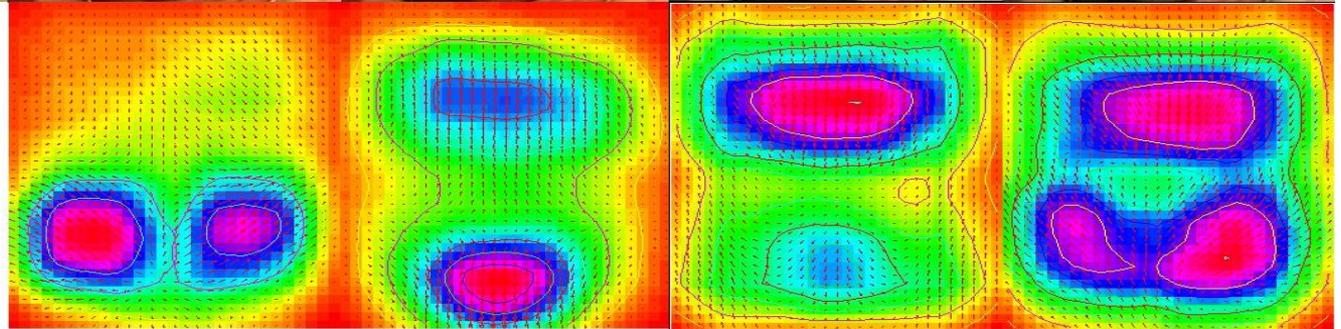


As much as 70-80% of our  
ability to influence is a result  
of face-2-face exchanges

You can learn a lot by observing people



The Cognitive Sciences help us to explain this...



**Neutral**

**Happiness**

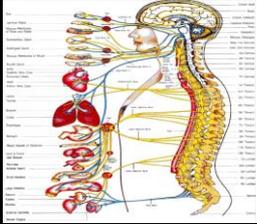
**Surprise**

**Anger**

**Disgust**

# We are Social Creature @ our Core

## INTEREST



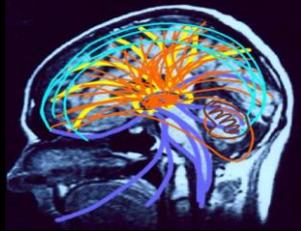
autonomic



## ACTIVITY

Amount of activity and movement to determine interest

## ATTENTION



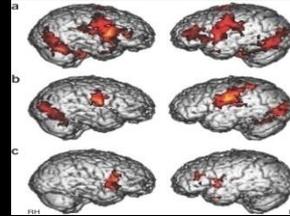
thalamic attention



## INFLUENCE

Control over another persons response (pauses / turn taking)

## EMPATHY



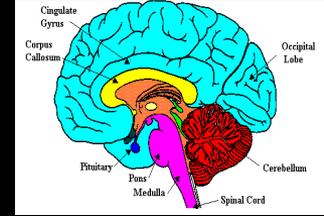
mirror neurons



## MIMICRY

Observation of body language mimicry & repeating words

## EXPERTISE



cerebellar motor



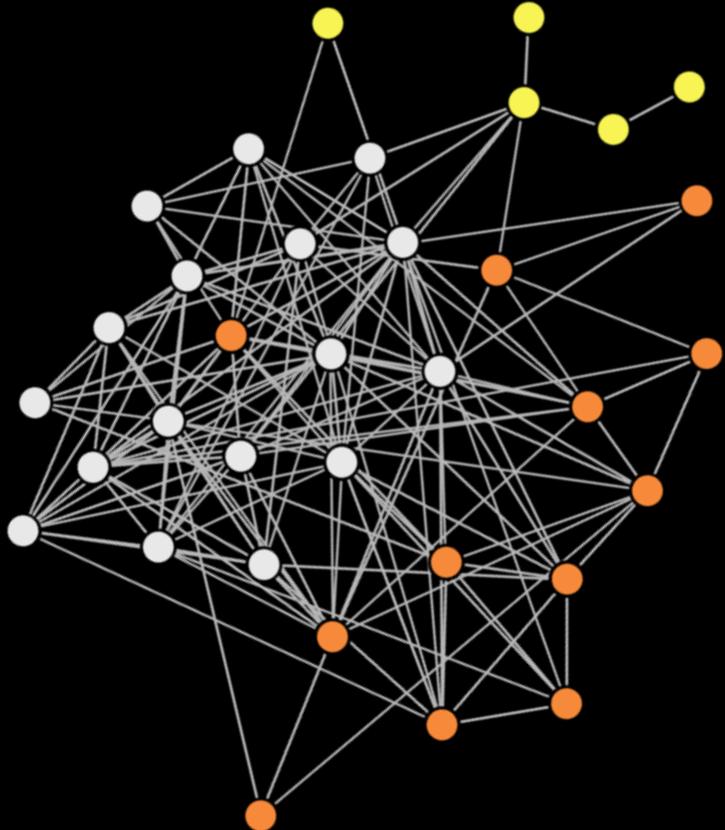
## CONSISTENCY

Amount of variation in speech (pitch & volume) gestures shifts (extent)

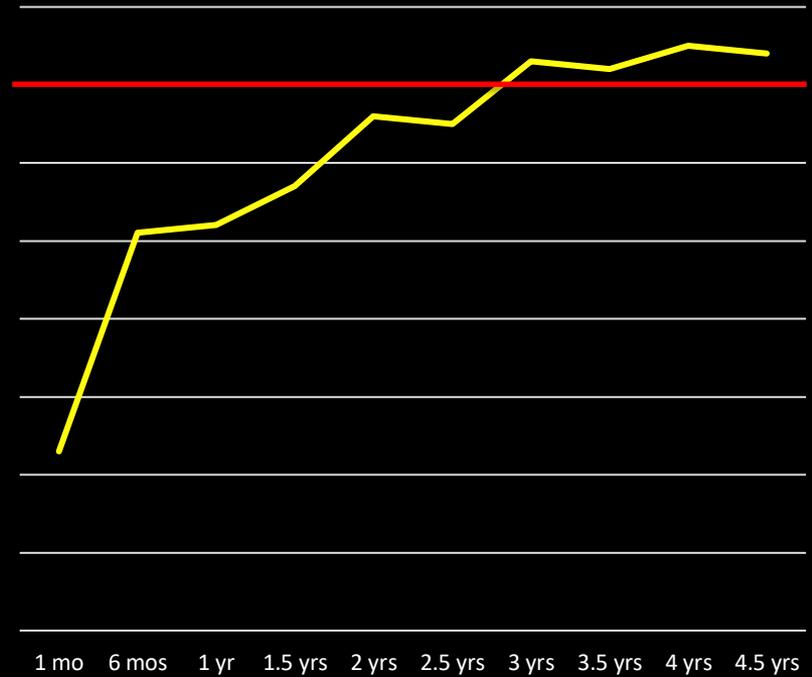
# Building Trust in Virtual Channels



# Sense of Belonging within a Strong Culture



Becoming an Insider



Cohorts by Years

# Use Networks to Drive Culture Change

By Rob Cross, Peter Gray & Michael Arena

Winter 2022



## Summary.

Employers rely heavily on self-report surveys and interviews to assess organizational culture. But on their own, such tools provide a flawed view. By combining them with analysis of informal networks, leaders can gain a richer understanding of how new values take root locally. This allows them to see more precisely where desired behaviors are communicated, modeled, observed, and adopted on the ground. With that level of insight, leaders can more effectively target their change efforts in five key ways. That perspective allows leaders to drive change in more targeted ways. They learn how new ideas and beliefs spread, who the real influencers are in their organization, and how long the process can take — which makes it easier to propagate new values where they are needed and produce enduring outcomes.

[Review the Research](#)

# Cultivating Culture

Proximity predicts what behavior  
will be future strengths @ 3X  
better than chance. Certain behaviors  
are even more contagious.

Energy is Contagious

Highly Energized team

De-Energizing Team

3X drop

3 months or less

4-6 months

7-9 months

10 months  
to 1 year

13 to 15 months

16-18 months

19-21 months

22 months  
to 2 years

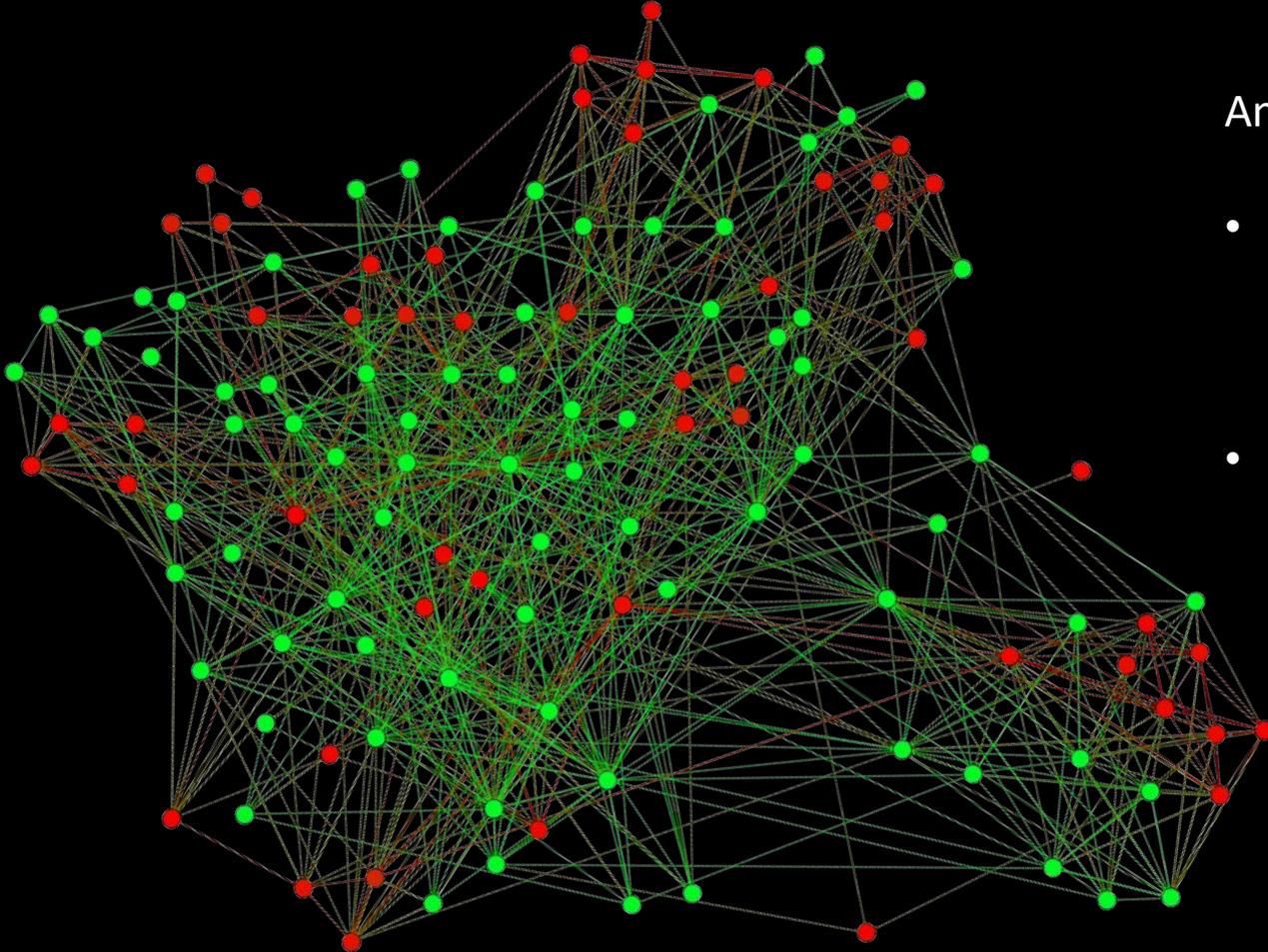
## Exercise

- Pair up; declare “person A” & “person B”
- A; share an idea that you are super excited about
- B; do everything possible to **ignore them**

### Online only

- How would you share the idea with a de-energizer

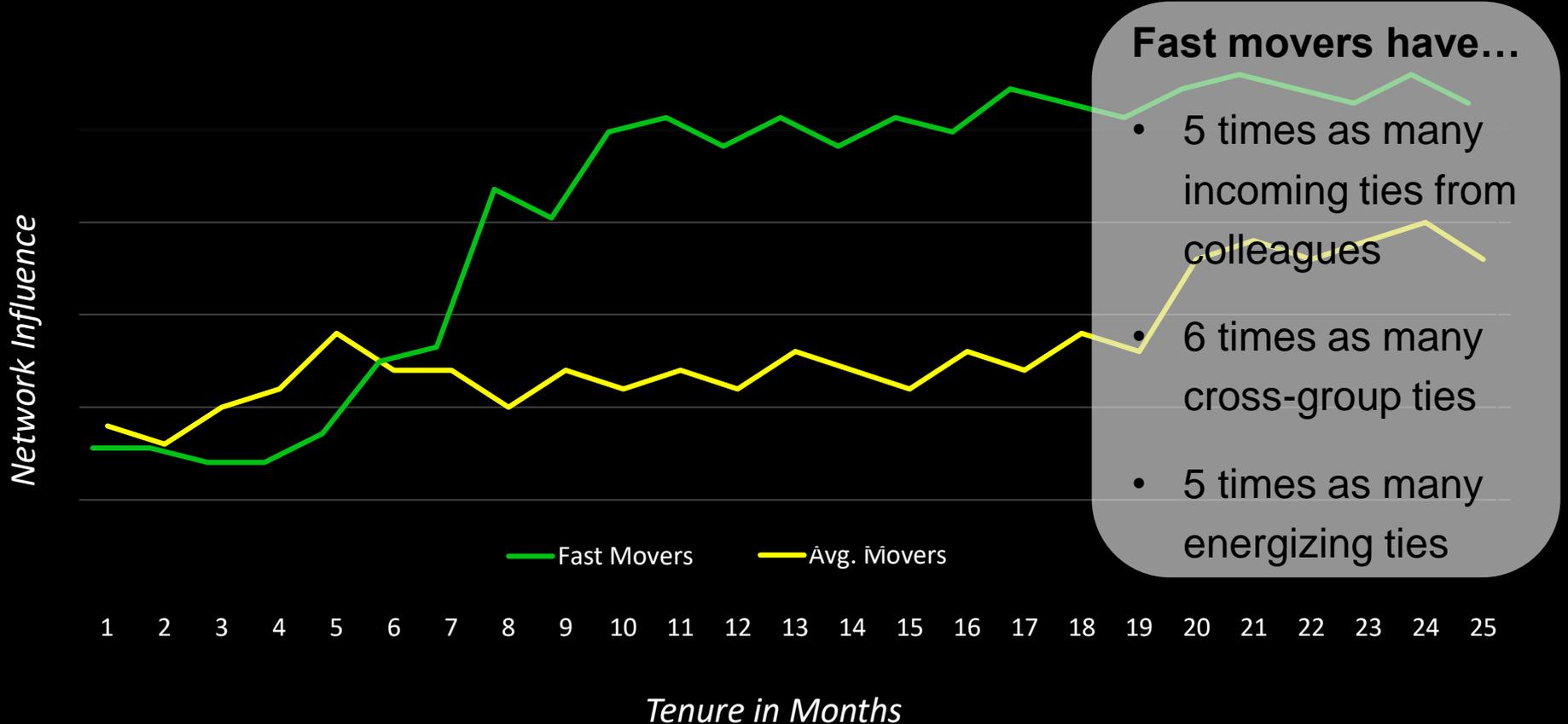
# *Energy enables or dampens the spread*



Another study found:

- 5 most fear-inducing leaders create 62% of worry around them
- 10 most fearful employees account for 31% of fear ties

# Accelerating Time to Contribution





**NETWORKING**

**AUTHORS**

**Rob Cross**  
Professor,  
Babson  
College

**Greg Pryor**  
Senior VP,  
Workday

**David Sylvester**  
Director of executive  
recruiting, Amazon  
Web Services

**PHOTOGRAPHERS**  
JULIE ANAND & DAMON SAUER

# How to *Succeed Quickly* in a New Role

Five ways to build a **strategic network**

1

**Surge Rapidly into  
a Broad Network**

2

**Create Scale**

3

**Generate Pull**

4

**Where to Add  
Value & Close Gaps**

5

**Shape Network  
for Well-being**

## **Diffusion** Challenge in a Virtual Context

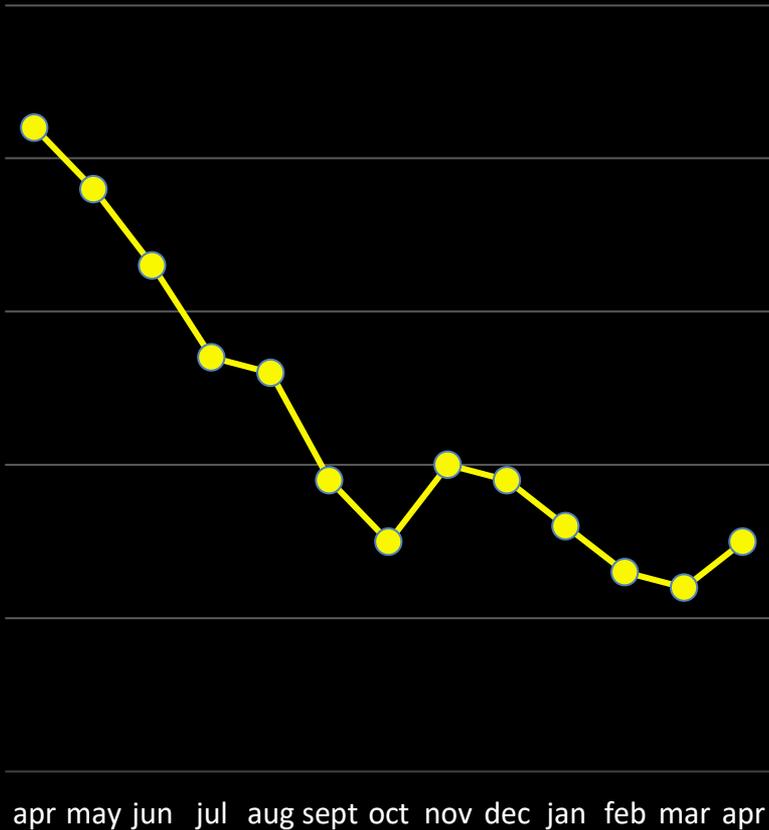
**Bridging connections** have “fallen off a cliff,” dropping by **30%**.

Clive Thompson, NY Times (2020)



Launch  
delays in the  
video game  
industry  
increase 4X

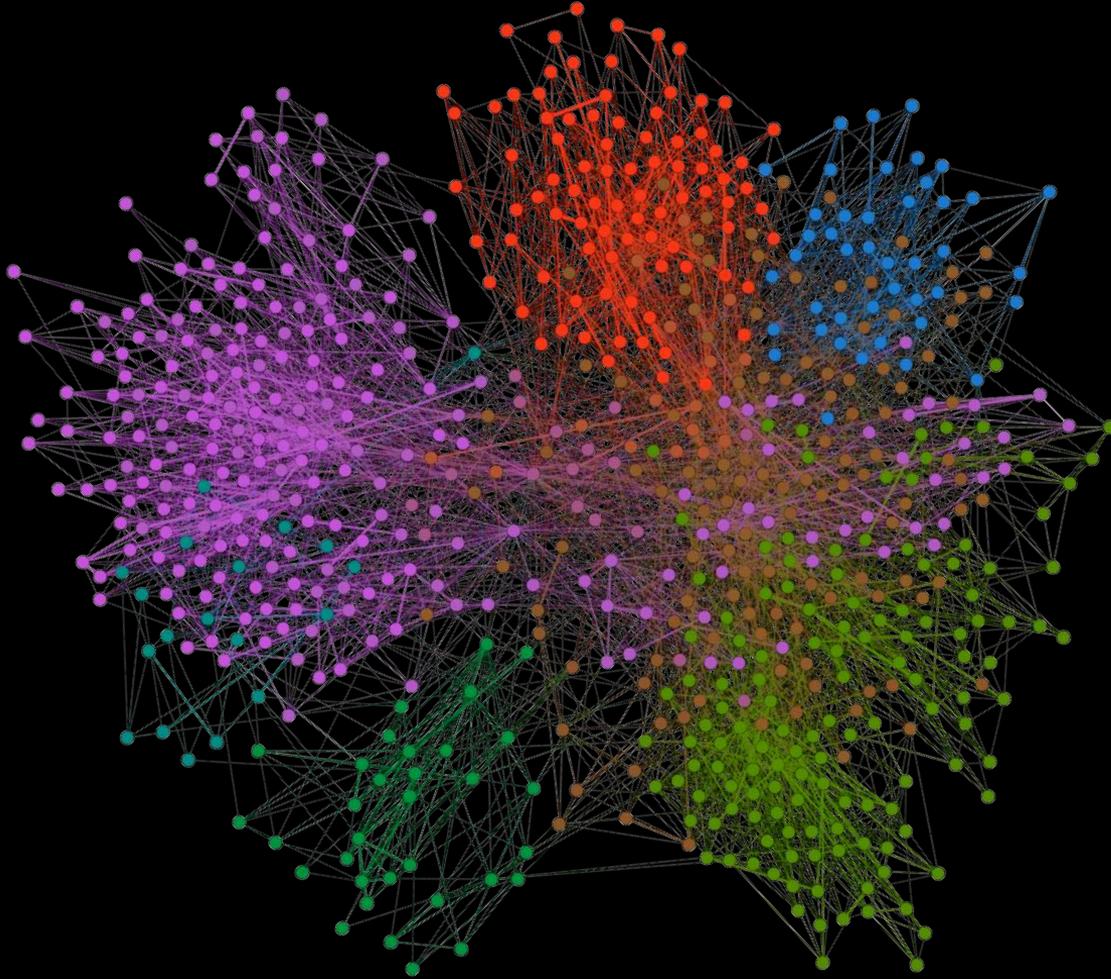
## Bridging Connections (across teams)



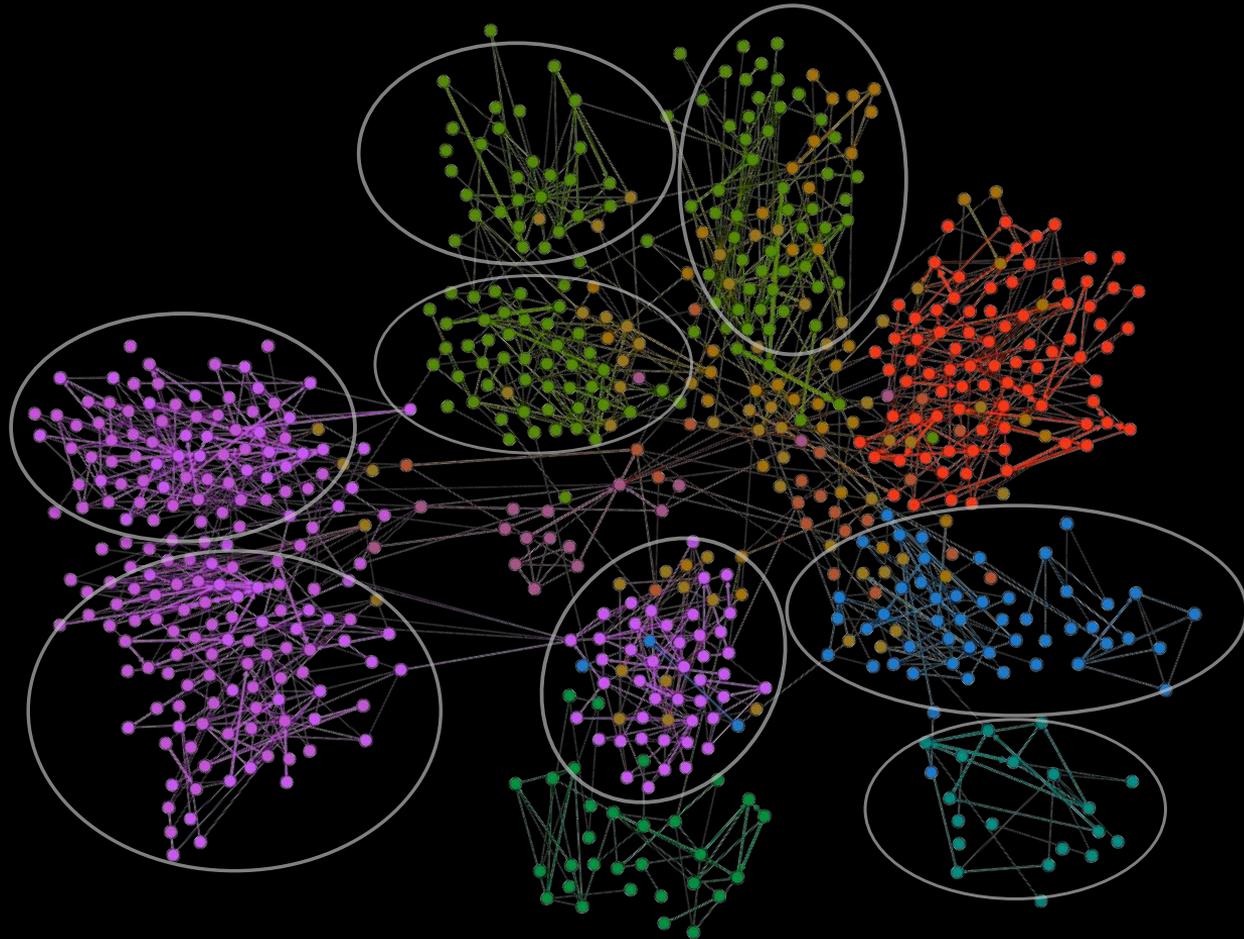
## Bonding Connections (within teams)



# Pre-Pandemic Healthy Network



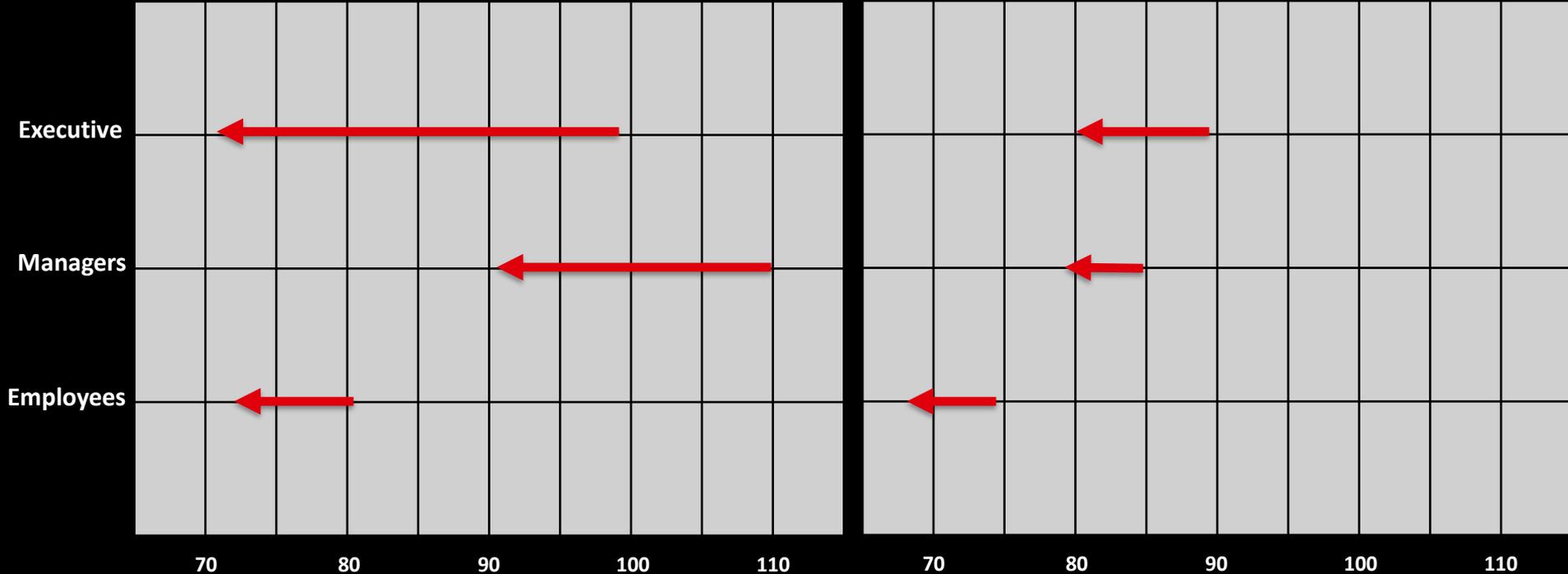
# Neighborhood Effect in Networks



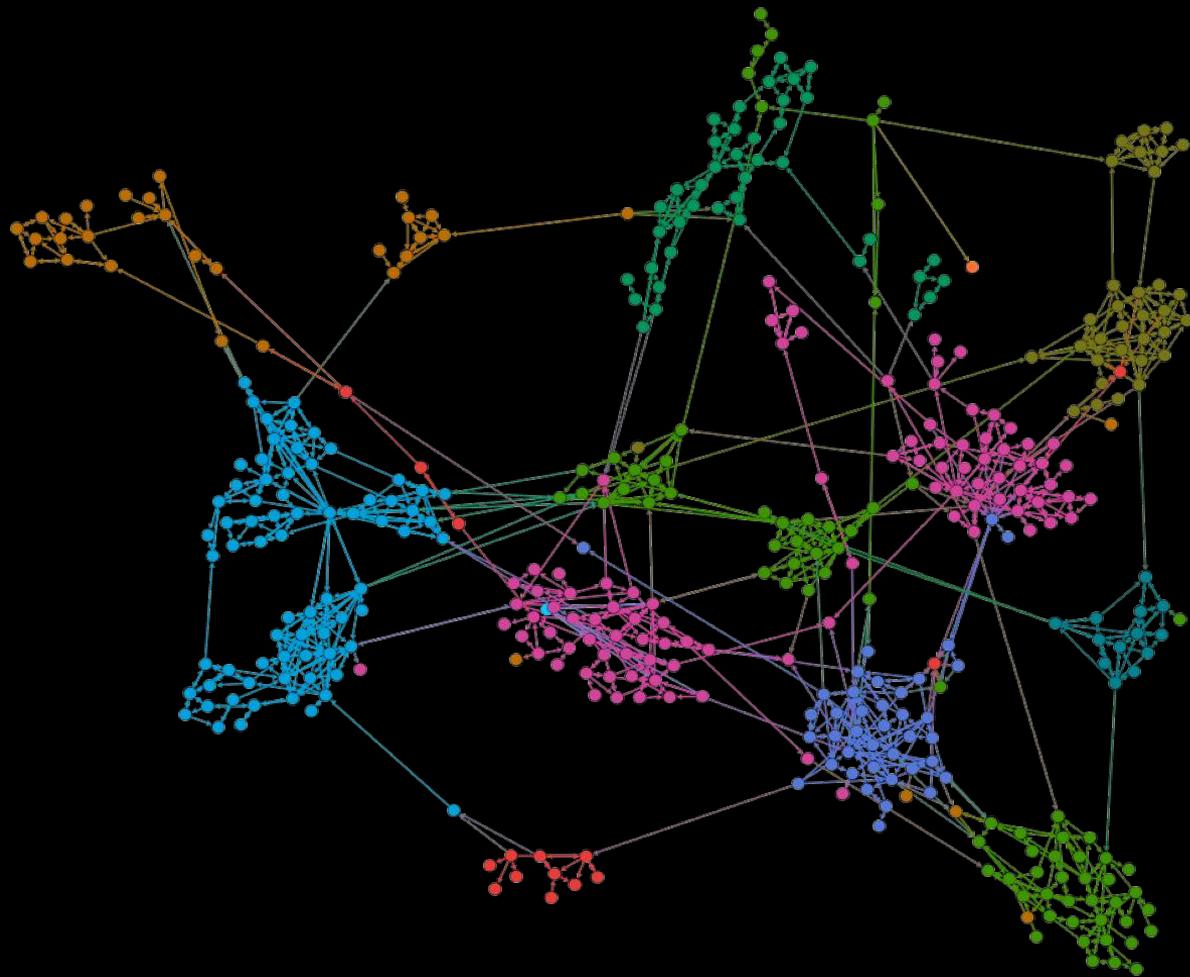
# Leaders are Losing Bridge Connections

## Average Decline in Bridging

## Average Decline in Bonding



# Healthy Network



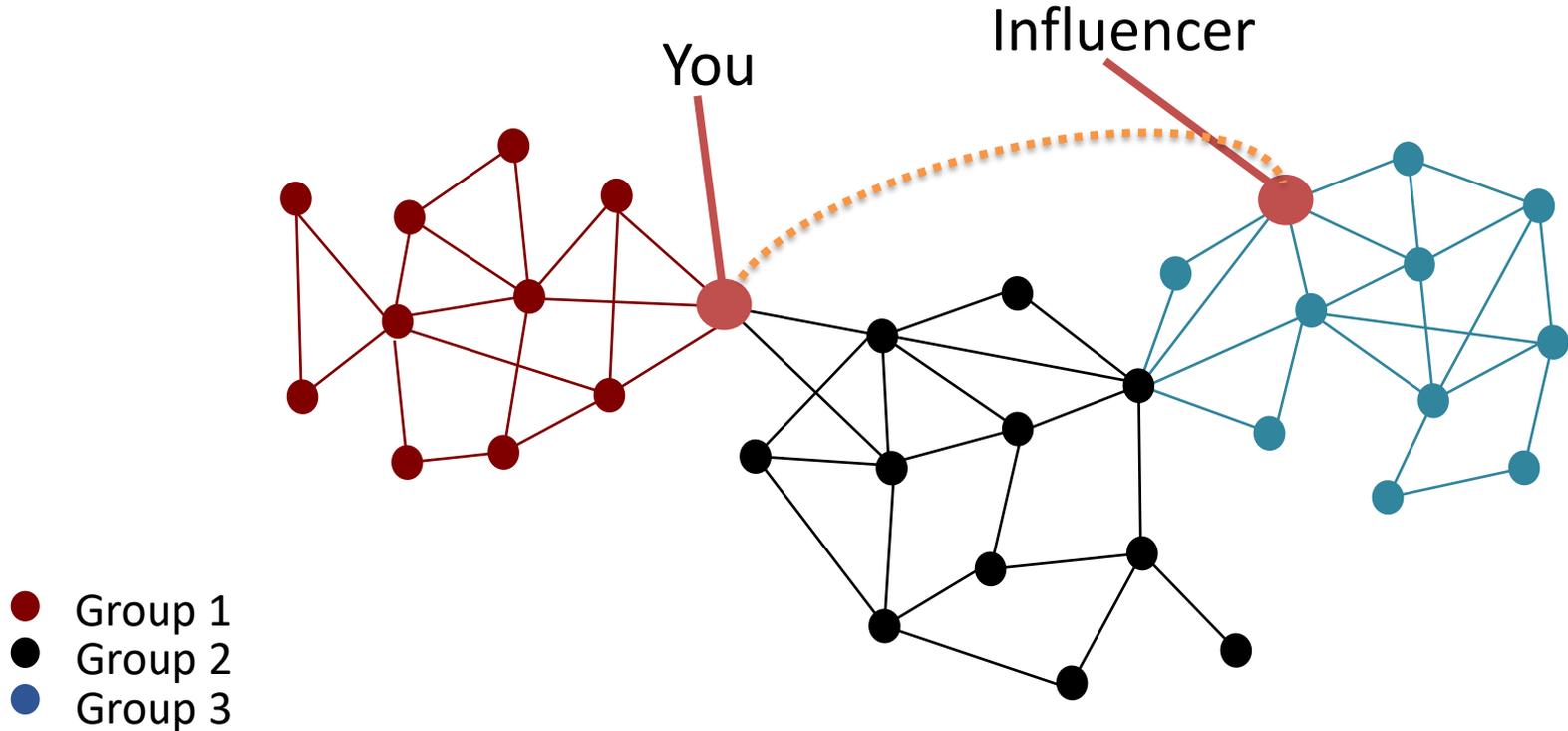
# Unhealthy Network

Minus  
53 Leaders



# Scaling your ideas for impact

What do you do?



## Exercise

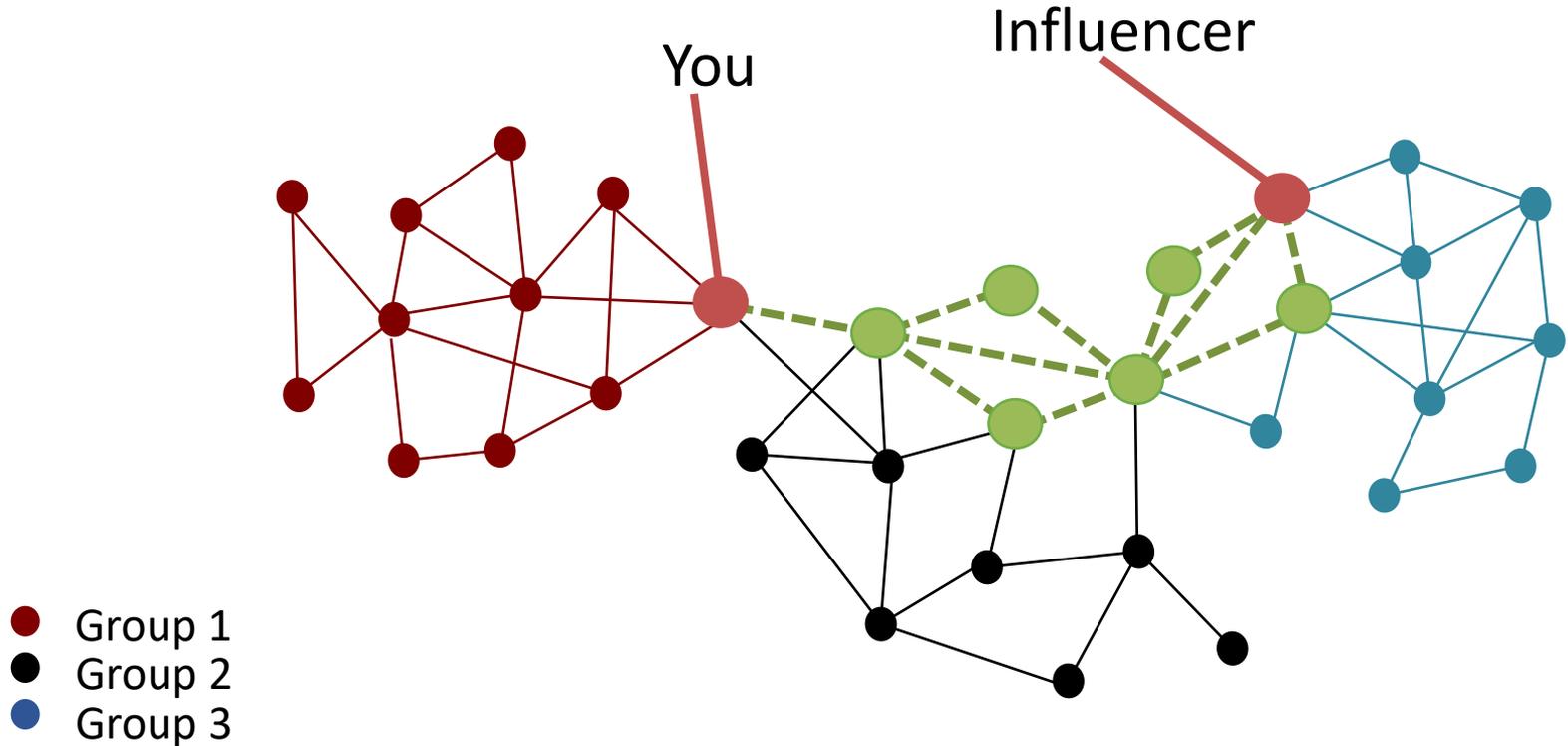
1. Pair up at your table and spend 45 seconds each sharing something you're working on
2. In three words or less, describe the person you just talked to and write it down (don't share)
3. Turn in the opposite direction at your table and share it with that person

# your Network says a lot about you !



# Scaling your ideas for impact

## Network Closure



# No Team Is an Island

## How Leaders Shape Networked Ecosystems For Team Success

By Inga Carboni, Rob Cross, and Amy C. Edmondson  
November 2021

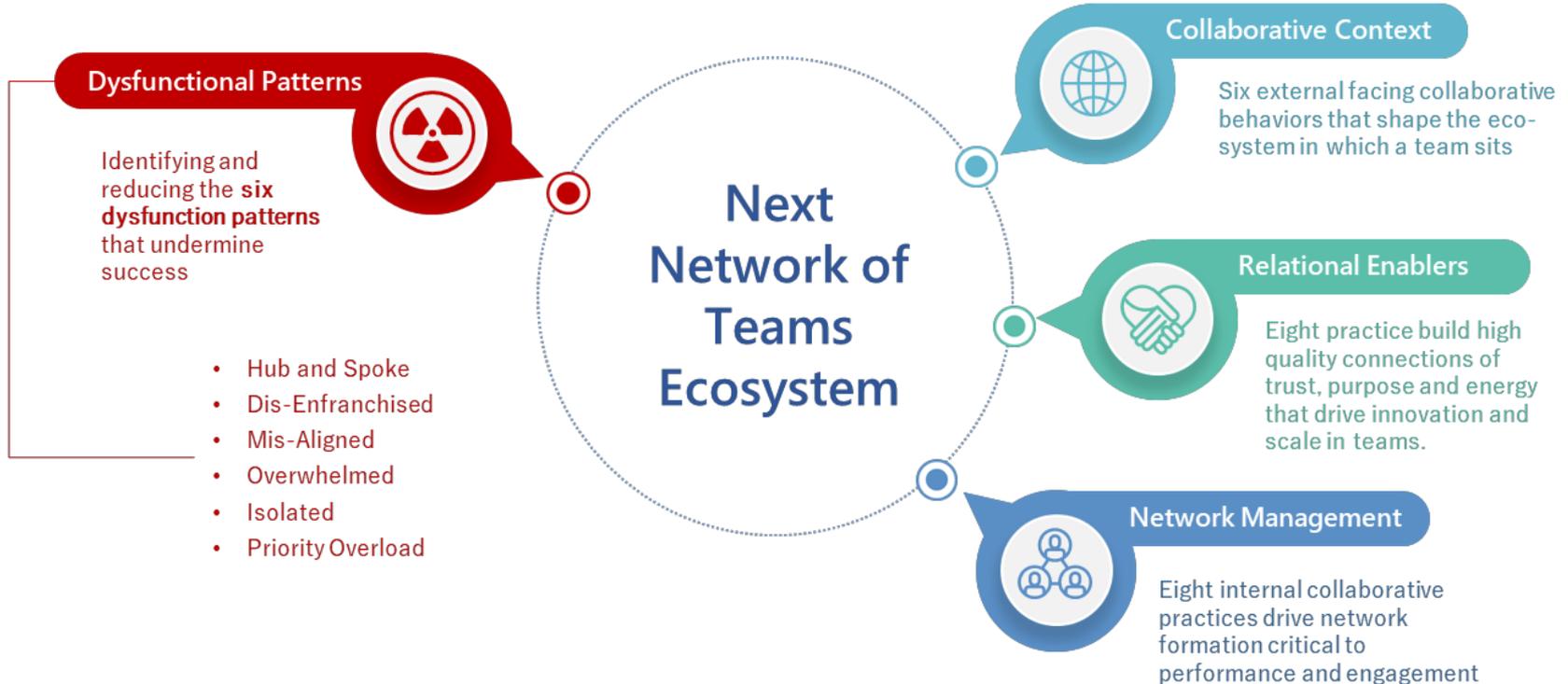
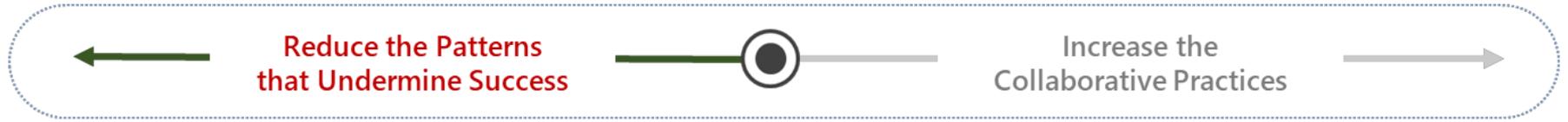
### Summary.

Today's organizations rely on networks of dynamic systems of "agile" teams to get work done. Teams are distributed, transient, and loosely bounded in service of responsiveness and innovation. The key to this new way of doing work is managing the networked ecosystem in which teams are embedded. But in the context of leading multiple teams with fuzzy boundaries and shifting membership, the average overwhelmed manager quickly defaults to what is nearest in urgency: managing internal team dynamics and responding to internal customer demands. Drawn from field interviews with 100 top-performing team leaders, this article presents a framework-for-action to leaders who want to engage the networked ecosystem with intention and precision, including specific tactics for identifying and influencing high-leverage stakeholders.

[Review the Research](#)



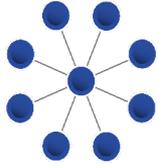
# 22 Practices for Teaming in a Hybrid Environment





# 6 Collaborative Patterns That Undermine Group Success...

## Hub and Spoke



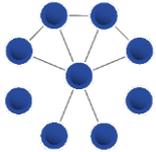
Excessive focus on leader or expert results in slow decision making, path dependence in ideas, burnout of that individual, and lack of engagement from team.

## Overwhelmed



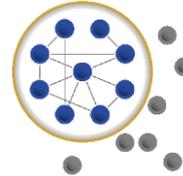
All team members get involved in all processes and communications, leading to insufficient time to do individual work, inefficient decision making, lower engagement, and burnout.

## Isolated



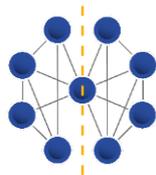
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## Isolated



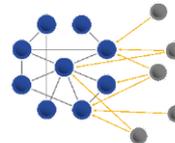
Ideas are developed in isolation from their context, downstream users of the output, and experts outside the team; this is the typical failure of skunkworks and self-managed teams.

## Priority Overload



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!"#\$%&' ( % \$) \* \$\*" + #, \*"\$ \$\* '\$ ( %& ( "  
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#&+ 3, &+ %\*(, "\$) \*, \$) "" &3\$% "0

## Priority Overload



Excessive or misaligned goals are set by too many external stakeholders with competing needs and demands.

# Intentional Network Management

Make external connections  
– VERY significant aspect of  
leaders' jobs

Bridge silos where collaboration  
matters:

1. Scale/Best practice transfer
2. Innovation/Optimization

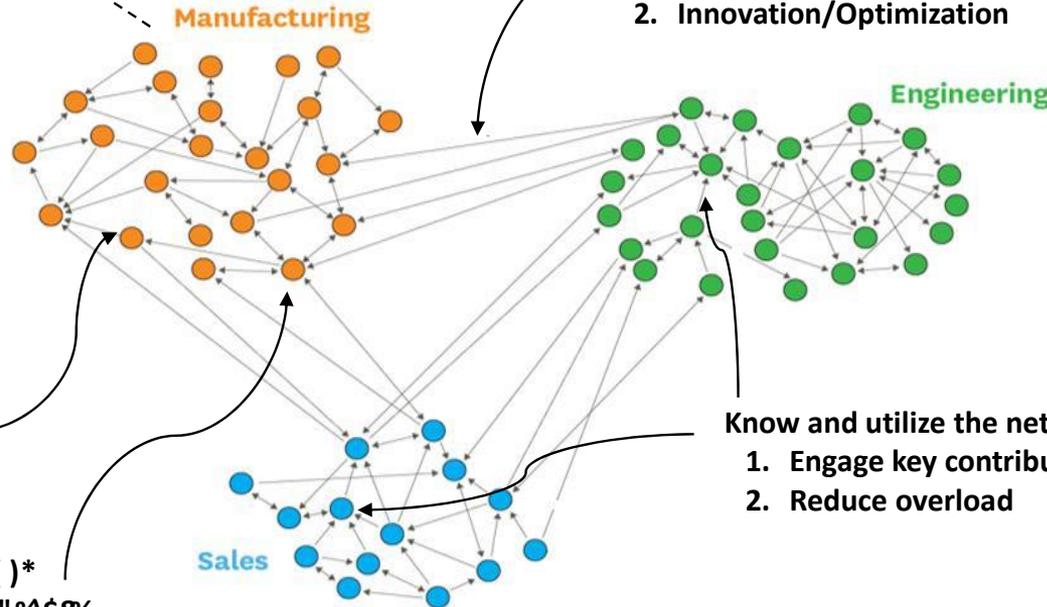
Leverage the  
network's edge:

1. Newcomers
2. Disengaged

Know and utilize the network's center:

1. Engage key contributors
2. Reduce overload

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# As T&D Executives we need to ...

1. Teach others to nurture **bridging** interactions with other critical teams and customers to drive **innovation**
2. Focus on leveraging **bonding** connections to drive **culture change, energy and wicked problems**
3. Ensure **new employees** have a sense of belonging & are being pulled in
4. Ensure **leaders connect** with each other
5. Teach internal **network management** and **team dysfunctions**

**CHIEF**



**OFFICERS**

# Research & Relationships

At the center of our unique ability to help you achieve these important goals is more than 20 years of research conducted with a network of the world's thought-leaders that has formed the foundation of our toolset and methodology. While we have shared them in the appendix, it is the application of social sciences that spans: analysis of collaboration; drivers of well-being; and the sources of and fixes for collaboration overload.

**Harvard Business Review**

### The Secret to Building Resilience

By Rob Cross, Evan Dellar and Doreen Gensky  
November 17, 2014



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**Harvard Business Review**

### Don't Let Micro-Stresses Burn You Out

By Rob Cross, Josh Siegel and Evan Dellar  
November 17, 2014



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**Harvard Business Review**

### No Team Is an Island: How Leaders Shape Networked Structures for Team Success

By Hugh Collins, Rob Cross, and Amy C. Edmondson  
November 2012



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### Optimizing Return-to-Office Strategies With Organizational Network Analysis

By Rob Cross and Peter Gray  
June 2019



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### When Collaboration Fails and How to Fix It

By Rob Cross and Peter Gray  
November 10, 2014



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### A Noble Purpose Alone Won't Transform Your Company

By Rob Cross, Amy Edmondson and Wendy Magley  
November 2014



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### Use Networks to Drive Culture Change

By Rob Cross, Peter Gray & Michael A. Jensen  
November 2012



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### The Adaptive Hybrid: Innovation with Virtual Work

By Michael A. Jensen, Steven Carroll, Charles O'Reilly, Anne Golden and Scott Branson  
March 2012



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### Collaboration Without Burnout

By Rob Cross, Hugh Taylor and Dan Johnson  
Fall 2014 2014



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**Harvard Business Review**

### Do You Have a Life Outside of Work?

By Rob Cross  
July 1, 2014



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**Harvard Business Review**

### How to Succeed Quickly in a New Role

By Rob Cross, Greg Pappas and David Spharim  
November - December 2011



[Read the Research](#)