

# MAPPING THE ORGANIZATIONAL NETWORK:

## Collaboration Dynamics



### CASE STUDY

"InterAct provided detailed network maps as well as quantified data reflecting communication and collaboration between our departments, according to which we could implement a conceptual and organizational change among managers and employees"



### EXECUTIVE SUMMARY

As a market leader in the field of Electro-optic land solutions, Elbit faces both operational and R&D challenges requiring rapid solutions and advanced capabilities. With over 12,000 employees across the globe, Elbit requires a diverse workforce to lead their operations in becoming a world leading source for innovative technology-based systems.

Elbit was searching for a technology that will allow them to assess levels of engagement and collaboration within the organization and across teams and departments in order to enhance employee performance and overall productivity.



## Challenges

Elbit identified ongoing ineffective and lack of communication between the telecommunications and R&D departments, directly impacting on the exchange of information and daily operation of the division. The current status created a challenging environment to implement successful

Prior to the pilot with StepAhead, HR had difficulty identifying the underlying causes to the miscommunication between the departments. The major challenge was mapping and assessing internal networks between departments and teams, and identifying 'change agents' that can act as 'connectors' between employees and teams.

Together with StepAhead, Elbit has set the following objectives:

- Map the networks and interfaces reflecting inter and intra departmental relationships between in the telecommunications and R&D departments.
- Examine the connections, both social and professional as well as communication processes between the various managers and employees.
- Plan and implement effective work processes between the various teams within the local division



## Implementation

'Interact', StepAhead's employee survey was performed with selected employees and key personnel in the relevant departments. Results were presented to HR teams via StepAhead's dynamic and customizable dashboard providing Elbit a complete overview of network maps based on professional and personal relationships

Interact allowed Elbit to identify indirect connectivity and points of conflict as well as highlight key personnel, connectors and allies. Connectors were marked as potential 'change agents' that can assist in successfully implementing processes of change aimed to improve levels of collaboration and connectivity between the departments.



## Results

The implementation of StepAhead's analytics software and the data collected, enabled executives and managers to make informed decision to lead and monitor processes of change. Elbit's executive team decided to implement necessary changes to both the organizational structure and culture in order to improve collaboration dynamics within the division.

### **Return on Investment:**

- Within 1 month Elbit received feedback on social and professional dynamics between employees, previously assessed subjectively by HR personnel. The data and insights provided reflect not only time-save but also information that otherwise could not be obtained.
- Allowed executive to confidently lead change based on informed decisions.
- Employee performance evaluation validated by quantitative data.