

How Work Really Gets Done: Capitalizing on Hidden Networks

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Maya Townsend

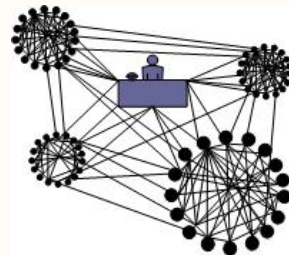
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NOTE: Incomplete Presentation

The Point

Leaders can convert
social capital into
tangible value by
leveraging hidden
networks



Social Capital

“The stock of active connections between people:



the trust, mutual understanding, and shared values and behaviors that bind the members of human networks and communities and make cooperative actions possible”

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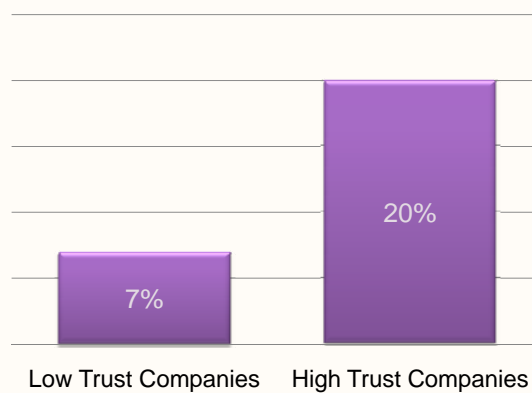
Quote: Cohen & Prusak (2001): *In Good Company*.



NOTE: Incomplete Presentation

“Trust: The Utility through which Knowledge Flows” (Dr. Karen Stephenson)

Total Returns to Shareholder



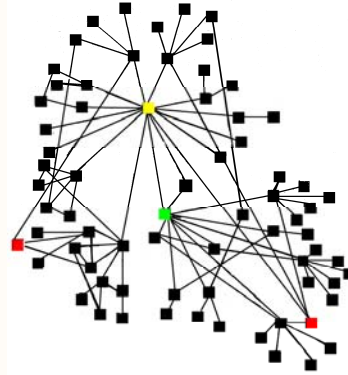
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Quote: In Kleiner (2002): *The Quantum Theory of Trust*. Data: Watson Wyatt (2002): *WorkUSA*® 2002.



Trust Lives in the Networks

Networks are the webs of trusted relationships that people forge in order to perform work



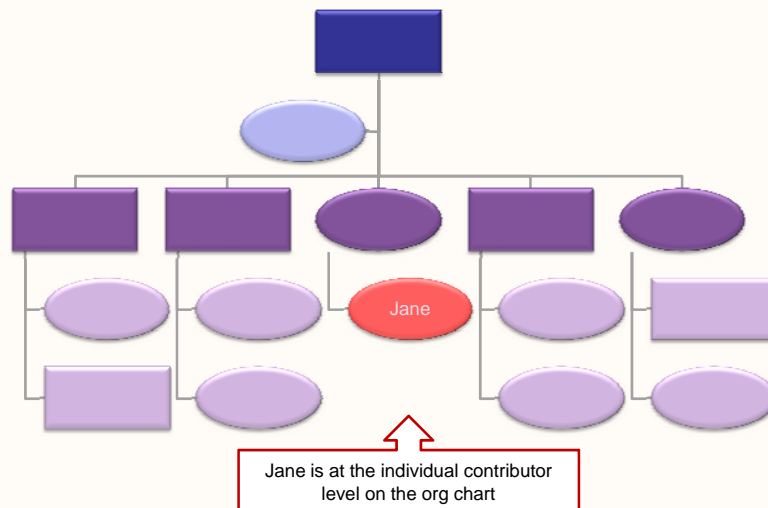
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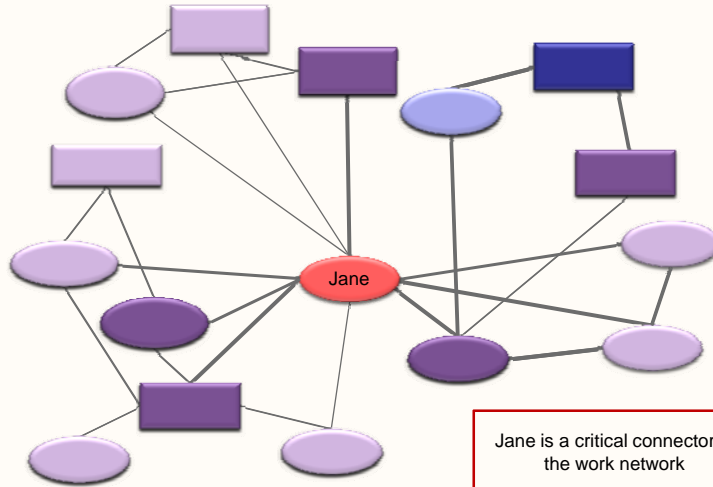
In Other Words, Social Capital Isn't Here...



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...It's Here



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About the Presenter

Maya Townsend, MSOD, founder and lead consultant of Partnering Resources, specializes in helping technology leaders identify the hidden web of relationships that drive organization performance, build internal and external alignment, and reach across the "white spaces" to develop solutions that stick. She is the East Coast exclusive provider of NetForm organization network analysis. NetForm software, developed by Dr. Karen Stephenson, is built on complex algorithms and 30+ years of research and consultation with 400+ companies.

A presenter and author on organizational complexity and alignment, Maya believes that today's technology organizations require different thinking and competencies than in the past. Highly intuitive, analytical, and imaginative, she works at all levels, from CEO to line worker, to develop the relationships, ideas, connections, and interdependencies that shift organizations to the next level of productivity and performance. Her style is participatory and she partners closely with clients through a collaborative process of discovery, design, implementation, and evaluation.



Maya teaches leadership, strategy, and alignment at Northeastern University and Boston University Corporate Education Center. Her articles are regularly published by *CIO.Com*, *Mass High Tech*, *Chief Learning Officer*, and other industry publications. She serves on the Editorial Review Board for *OD Practitioner*, the premier organization development practitioner journal in the United States. She has written dozens of reports, publications, and articles on topics such as alignment, adaptability, change, and achievement. Her presentations at national conferences have been acclaimed "best in conference" by participants.

Maya graduated with distinction from American University / NTL Institute Masters of Science in Organization Development program and holds a certificate in Organization Development from Georgetown University. She is a member of the NTL Institute for Applied Behavioral Science, the Organization Development Network, and the Boston Facilitators Roundtable. She is the Board President for ZUMIX (www.zumix.org), a Boston-based youth arts organization.

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