

The Invisible Organization

*How Informal Networks Can Lead
Organizational Change*

NEIL FARMER

GOWER

Contents

<i>List of Figures</i>	<i>vii</i>
<i>About the Author</i>	<i>ix</i>
<i>Reviews for The Invisible Organization</i>	<i>xi</i>
<i>Acknowledgements</i>	<i>xiii</i>
<i>Preface</i>	<i>xv</i>
<i>'The Invisible Organization': Highlights of the book</i>	<i>xvii</i>
Chapter 1 The Failure of Business Leadership	1
The yawning gap between strategy and implementation	1
Managers are not good at implementing business change	3
Managers are even worse at changing business 'culture'	7
The change battleground is 'local'	8
Command and control is really just 'shallow' leadership	9
Chapter summary	13
Chapter 2 The Importance of Influencers	15
The reality of formal and informal leadership	15
Who are the key influencers?	16
How can influencers be used to lead successful business change?	18
How do you identify the key influencers?	22
Winning hearts and minds across managers and influence networks	27
Impact of influencer engagement on future leadership styles	31
More women will become managers	33
Harvesting the latent power of influencers	35
Chapter summary	37
Chapter 3 The Importance of Informal Employee Networks	41
Informal networks can be accurately identified and measured	41

	Analyzing informal personal networks	45
	Managing your business using informal employee networks	46
	Take care when 'formalizing the informal'	53
	Changing and creating new informal personal networks	54
	Chapter summary	57
Chapter 4	Balancing Formal and Informal Employee Networks	61
	Different types of business change	61
	Egos and conflicts of interest	63
	Bounded freedom	68
	Balancing formal and informal employee networks in operational improvement	69
	Balancing formal and informal employee networks during major change	72
	Impact of outsourcing on informal networks	86
	Impact of informal networks on outsourcing	89
	Chapter summary	93
Chapter 5	Throwing Out Those Tired Old HR Models	99
	Making employee engagement work	101
	A revolution in employee recruitment and succession planning	119
	Moving towards a 'high performance workplace'	121
	Chapter summary	123
Chapter 6	Managing Your Business Using Informal Employee Networks	129
	Using balanced networks to address problems in a failing organization	130
	Examples of major business change using informal networks	137
	Solving eight different organizational problems using ONA scans	141
	CEO support for a balanced formal and informal network approach	146
	Chapter summary	146
	<i>Appendix 1: Using Informal Networks – Questions and Answers</i>	149
	<i>Appendix 2: Final Reflections on 'Leadership and Change'</i>	163
	<i>Bibliography</i>	195
	<i>Index</i>	199