

Organizational Network Analysis (ONA) for an Improved Organizational Design and Performance Management Strategy

Founded more than 130 years ago, this client is the oldest produce manufacturer and distributor brand in its category, and a leader with operations in Europe, North, Central, and South America. Leaders of the North America JV division were tasked with evaluating company policies and organizational design to adjust the short- and long-term working models. As part of that evaluation, the business also wanted to assess performance management processes so that the organization could operate at its highest potential.

Clarkston Consulting worked with senior executives to design and execute an Organizational Network Analysis (ONA) assessment that visualized the formal and informal collaboration patterns across the company. The assessment captured individuals' sentiment on performance management processes, remote working norms, and key network relationships to understand how the organization works beyond the formal organizational chart. As an outcome of this assessment, Clarkston and client leadership reviewed the results and determined actionable recommendations to design their future working model to fit employee needs.

Consumer Products Case Study

PROJECT OVERVIEW

CLARKSTON
CONSULTING

COMPANY:



Fyffes N.A.

INDUSTRY:



Produce

PRODUCTS + SERVICES



Imports, distributes, and markets produce and selected private label items across thousands of retail stores in North America

PRIMARY OBJECTIVES:

- Determine the tools and resources that employees need to effectively work remotely
- Identify individuals across the organization who have high workplace influence and can be change agents for transformation initiatives
- Gather insights on performance management improvements to increase satisfaction and engagement under a hybrid virtual/onsite working environment

RESOLUTION:

To achieve the objectives set for Clarkston and the client:

- Surveyed the entire organization to gather information on work-from-home preferences, performance management, and working relationship sentiment
- Analyzed survey data and generated unique network diagrams to visualize the informal relationships hidden beneath the functional organizational chart
- Identified bottlenecks across three departments tied to decision making. As a recommendation, the team encouraged senior leadership to enable greater autonomy of others for decision making
- Leveraged organizational insights to support identification of candidates for leadership development and high-performance team training
- Developed recommendations around formal and informal measures to put in place when rolling out the organization's future working model

KEY BENEFITS:

As a result of the project, Clarkston and the client:

- Uncovered hidden relationship insights across functions and validated assumptions of organizational collaboration
- Identified key change agents with a powerful influence over the organization who can be at the forefront of driving business transformation initiatives
- Evaluated and identified the technology, people, and process resources that would support employees as they work in a hybrid office and remote model
- Advised on the organizational structure that adjusted to work-from-home norms
- Provided recommendations to improve overall employee satisfaction through cross-functional mentorship and leadership development training

96%

Tailored Clarkston's Network Insights survey for the clients' needs with aggregate survey responses from 96% of the organization, resulting in complex network mapping

10+

Generated 10+ unique, data-backed organizational network diagrams to visualize employee relationships and target areas of opportunity for collaboration

20%

Identified an opportunity to streamline decision making across leadership to improve work efficiency across over 20% of the organization

"This analysis gave me a wide range of insights of our formal and informal networks, flow of information, and leverages to pull as we think of new ways of working onsite, remote or hybrid."

-JUAN ALARCON,
CEO- TROPICAL DIVISION

