

ORGANIZATIONAL NETWORK ANALYSIS WITH PROJECT MANAGEMENT CONCEPTS

Overview

Organizational Network Analysis (ONA) is a powerful tool that enables organizations to analyze the patterns of communication and collaboration within their workforce. By integrating it with project management concepts, organizations can enhance the effectiveness of their project execution. This four-day course provides participants with a comprehensive understanding of how to use ONA within project environments to optimize stakeholder engagement, improve communication flow, and ultimately drive project success.

DAY 1 – Foundations of Networks and Project Environments

Module 1: Project Work in the Modern Enterprise

- Defining a project: Temporary, unique, and goal-driven
- Overview of the five phases of a project lifecycle
- Key roles: Project owner, sponsor, team, stakeholders

Module 2: Introduction to ONA

- Informal networks vs formal structures
- What is Organizational Network Analysis?
- Key concepts: Centrality, Ties, Cliques
- Exercise: Map your informal project network

Module 3: Stakeholders, Influence & ONA

- Identifying and managing project stakeholders
- Using ONA to uncover hidden influencers and blockers
- Case study: Stakeholder misalignment in a failed project

Module 4: Network Mapping for Project Success

- Understanding formal and informal communication flows
- Visualizing collaborative dynamics within project teams
- Identifying key connectors and potential bottlenecks

DAY 2 – Planning Projects Through a Network Lens

Module 5: Defining Scope & Teams

- Creating a clear project scope and deliverables
- Who defines scope in reality? Network view
- Preventing rework via early collaboration

Module 6: Time, Work, and Communication Flow

- Basic scheduling: milestones and dependencies
- Critical Path method
- Using ONA to identify workflow bottlenecks

Module 7: Practical ONA Uses

- ONA for Employee Wellbeing
- ONA for Change Management
- ONA for Leadership Development
- ONA for Onboarding
- ONA for Hybrid Work
- ONA for Mergers & Acquisitions
- ONA for Organizational Development
- ONA for Talent Retention

Module 8: Project Communications & Resource Mapping

- Developing effective communication plans
- Aligning resource assignment with network influence

- Group activity: Project team vs social network alignment

DAY 3 – Monitoring & Executing with Network Insight

Module 9: Directing and Managing Project Work

- Executing planned work: aligning scope, time, and cost
- Managing team performance and information flow
- Tools for collaboration and coordination

Module 10: Monitoring Progress and Managing Change

- Performance measurement: schedule and cost tracking
- Introduction to Earned Value Management (EVM)
- Integrated change control and role of communication networks

Module 11: Project Risk and Quality Management

- Identifying and assessing risks
- Risk response strategies
- Quality assurance and control in project delivery

Module 12: ONA as a Support Tool for Execution

- Using ONA to identify coordination breakdowns
- Influence networks during project execution
- Feedback loops and escalation paths

DAY 4 – Insight to Action: Network Analytics in Projects

Module 13: Closing Projects and Capturing Lessons

- Formal closure activities: handover, documentation, and contracts
- Capturing and transferring knowledge
- Celebrating achievements and disbanding teams

Module 14: Professional Conduct and Team Leadership

- Ethics and responsibilities in project environments
- Leading diverse teams and motivating contributors
- Conflict resolution and cultural intelligence

Module 15: Project Reporting and Communication Effectiveness

- Preparing final reports and stakeholder communications
- Communication models and barriers
- Evaluating communication effectiveness

Module 16: The Future of Networked Work and Projects

- Network-first organizations
- DAOs and decentralization in project structures
- Strategic role of project professionals in hybrid systems