# Connections that Drive Performance

## Join a Groundbreaking Research Study Applying Network Analytics to Understand How Executive Leadership Teams Drive Results in a Complex World

## *Network Connections Within and Beyond the C-Suite Drive Organizational Performance and Agility*

Top performing businesses thrive in rapidly changing environments by identifying and capitalizing on strategic inflection points. This *organizational agility* requires more than traditional, top-down formulation and implementation of business strategy. Organizational agility also requires strong interpersonal networks within and beyond the C-suite that allow top executives to:

- Gather broad input and buy-in during the strategy making and implementation process
- Align goals and priorities across organizational levels and departments
- Clarify and monitor key performance indicators
- Improve collaboration, trust, and commitment throughout the organization

**Many companies struggle to build these networks within their organization.**

*This research project applies network science to provide insights into YOUR organization's strategic potential*

***Your Executive Leadership Team (ELT) will receive[1]:***

- ✓ Tailored insights on key areas including:
    - Alignment and performance on key strategic indicators
    - Direction, alignment and commitment of the ELT
    - Conversations that drive strategy
    - Alignment of priorities across the Organization
    - Suggestions for improvement
- ✓ A one-hour debrief session
- ✓ Benchmark statistics once the study is complete

### *Next Steps!*

1. Contact Rebecca Anderson at the Center for Creative Leadership to enroll your organization in the study. Email: andersonr@ccl.org Phone: (336) 286–4404
2. Participate by having ELT members and their direct reports complete an online survey where they will describe their interactions with each other and assess factors that are critical for setting and implementing your organization's strategy (e.g., commitment and coordination).

There is no fee for the benefits of participation described above.
Additional or customized reports may be available for a nominal fee.
This project is a partnership between researchers from:

Center for Creative Leadership — University of Houston C. T. Bauer College of Business — University of Georgia

[1]To receive feedback your organization must achieve an 80% response rate. This high response rate is needed to ensure the validity of the findings that are being presented. At the end of the study, a summary will be provided including information that will allow you to determine how your organization compares to other organizations that participated in the study. The confidentiality of all people and organizations who participate will be strictly protected.

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## Process Overview

### *Enrollment*

To enroll in this study, an organizational representative will: (1) **complete an intake form** with basic background information about the company, (2) **provide contact information** (names and emails) of the members of the Executive Leadership Team and their direct reports, and (3) **specify the reporting relationships and team memberships** for these individuals.

### *CEO Interview*

Prior to launching the survey, the research team needs **30 minutes of the CEO's time** to: (1) answer any questions the CEO may have about the survey, (2) gain additional context from the CEO needed to make the survey a success, (3) secure the CEO's approval for the survey launch plan. The survey items will be shared prior to this meeting.

### *Survey*

An **email message from the CEO** (template provided) will be sent to participants to announce the survey. Once launched, each member of the Executive Leadership Team and their direct reports will **complete the 30-minute survey**. The response rate will be monitored by the research team and reminders sent to participants to help the organization reach the **required 80% response rate**.

### *Debrief Session*

The CEO and other employees within the organization (subject to CEO approval) will receive a **summary report**. Additionally, the research team is offering a **1 hour debrief session** at no cost to participating organizations. During the debrief session, the research team will answer questions, discuss key insights from the data collection and analysis, and provide guidance regarding next steps.

Center for Creative Leadership

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