

Organizational Network Analysis (ONA) Manager/Employee Relationships



Data Science Team

February 2024

Descriptive Statistics: Leaders vs Employees

Organizations: 55

Employees: 2,588

Leaders: 320

Average Employees per leader:

3-5 (Range: 1-36 employees per leader)

Date Range:

November 12, 2023 - January 21, 2024

On average, leaders are nearly 2x more likely to be classified as Collaborators and nearly 2x less likely to be classified as an Individual Contributor.

| Category | Leaders | | Employees | |
|-------------------------------|----------------|-------|----------------|-------|
| | Distribution % | Total | Distribution % | Total |
| Bridger | 20.3 | 65 | 14.4 | 375 |
| Collaborator | 46.9 | 150 | 27.6 | 713 |
| Individual Contributor | 16.9 | 54 | 32.7 | 846 |
| Specialist | 15.9 | 51 | 25.3 | 654 |
| Total | - | 320 | - | 2,588 |



Johari Statistics: Top Roles

| Johari Category | Role_Name | Percentage | # of domains |
|-------------------------------|-------------------------|------------|--------------|
| Collaborator | Human Resource | 65.9% | 8 |
| Collaborator | Manager | 46.7% | 28 |
| Collaborator | Administrator | 43.3% | 30 |
| Collaborator | Sales Support | 33.8% | 7 |
| Bridger | Legal Assistant | 41.7% | 2 |
| Bridger | Legal | 31.3% | 3 |
| Specialist | Inside Sales | 54.5% | 5 |
| Specialist | Supply Chain Management | 44.0% | 3 |
| Specialist | Customer Service | 43.7% | 15 |
| Specialist | Project Management | 39.2% | 6 |
| Specialist | Business Development | 34.3% | 10 |
| Individual Contributor | Tech Support | 70.5% | 6 |
| Individual Contributor | Procurement | 64.0% | 5 |
| Individual Contributor | Marketing | 44.6% | 7 |
| Individual Contributor | Finance & Accounting | 40.6% | 18 |
| Individual Contributor | Recruiter | 40.4% | 9 |
| Individual Contributor | IT | 39.1% | 12 |



Leader - Team Communication %

What % of time are leaders chatting their team members?

Results

- Leaders, on average, chat with their team-members 71% of the days both leaders and team members are present,

Statistics

- 70% or about 7 days out of 10, leaders are speaking with their team members. This communication tends to vary between 88% - 53% or 7 out of 10 days across leaders

Recommendations

- **Warning Sign:** If a leader communicates with their teammate less than 53% of the time, this is an indication that the leader is not as engaged as we normally see across leaders
- If a leader communicates with their teammate more than 88% of the time this is indicative of a highly engaged leader who goes above and beyond to communicate with their team on a regular basis.



Leader - Team Communication %

Main Takeaways (Summarized)

Leadership Communication Benchmark

- On average, leaders spend about 70.9% of their time communicating with their team members. This is a significant portion, highlighting how crucial communication is in leadership roles.

Variability Among Leaders

- However, there's quite a bit of variation in this behavior among different leaders. The data shows differences in the tendency of leaders to communicate, ranging from those who communicate relatively less to those who engage more frequently with their teams.

Consistency Within Leaders

- Despite the variations among different leaders, individuals tend to be fairly consistent in their communication patterns over time.

For leadership effectiveness and optimizing team performance, finding the right balance in communication frequency can be key to maintaining a healthy and productive team environment. This benchmark could serve as a guiding metric for evaluating and potentially adjusting your leadership communication strategies to enhance team dynamics and organizational performance.



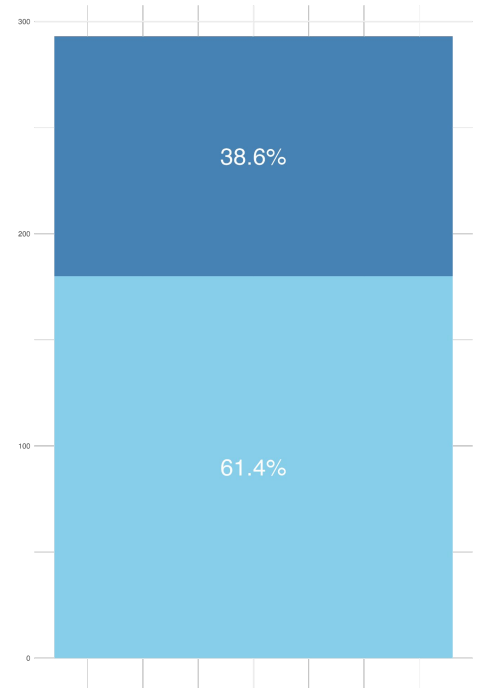
Average Team Communication

What % of leaders go more than 1 week without speaking to their team members via chat?

Results

- 61.43% of managers have 1 or more employees they have not spoken to in over 1 week via chat.
- **The most common duration (mode) without contact is 2 days**, with 139 managers falling into this category. This suggests that a two-day gap in communication is relatively typical.
- On the other end of the spectrum, there are cases where the gap in communication is much longer, extending up to 37 days, though only 2 managers fit this longer communication gap.
- The data also shows that some managers (16.9%) have daily contact via chat with their team.

| Mean | Median | Mode |
|------|--------|------|
| 4.27 | 3 | 2 |



Team Size and Chat Frequency

How does the total number of team members on each team play a role?

Implications for Team Size

- Our analysis suggests a correlation between the size of the team and the frequency of leader communication.
- Teams with up to 6 members are more likely to have consistent weekly communication with their leader.
- Conversely, in teams with more than 6 members, there is a heightened probability of at least one team member not being contacted by the leader on a weekly basis. The likelihood of a communication gap extending to two weeks or more increases in larger teams.

Recommendations

- Based on these findings, we recommend that leaders manage teams of no more than 6 individuals if the goal is to ensure weekly communication with each team member. This size appears to be optimal for maintaining consistent and effective communication. For larger teams, additional strategies or resources may be required to ensure that all team members receive adequate communication and guidance from their leaders.
- This analysis underscores the importance of team size in leader communication strategies. Smaller teams facilitate more frequent and consistent interaction between leaders and their team members, which is crucial for effective team management and performance.



Leaders: Collaborator vs Individual Contributor

What differences do we see among leaders who are Collaborative and Individual Contributors?

We assessed leaders in two leadership categories: Collaborators and Individual Contributors. Our aim was to identify distinct patterns in managerial behavior and team dynamics between these two groups.

Team Size

- Collaborator Leaders: On average, leaders identified as Collaborators manage teams comprising 5 to 7 members.
- Individual Contributor Leaders: In contrast, those in Individual Contributor roles tend to oversee smaller teams, typically consisting of 2 to 3 members.
- Implication: This indicates that Collaborator Leaders are generally responsible for managing teams that are about 2 to 3 times larger than those managed by Individual Contributor Leaders.

Communication Frequency

- Collaborator Leaders: These leaders have an average maximum gap of 8 to 11 days between contacts with their team members.
- Individual Contributor Leaders: Leaders in this category tend to maintain more frequent communication, with an average maximum gap of 3 to 5 days between interactions with team members.
- Implication: Collaborator Leaders demonstrate a less frequent communication pattern compared to Individual Contributor Leaders, suggesting differences in work load, management and engagement styles.

