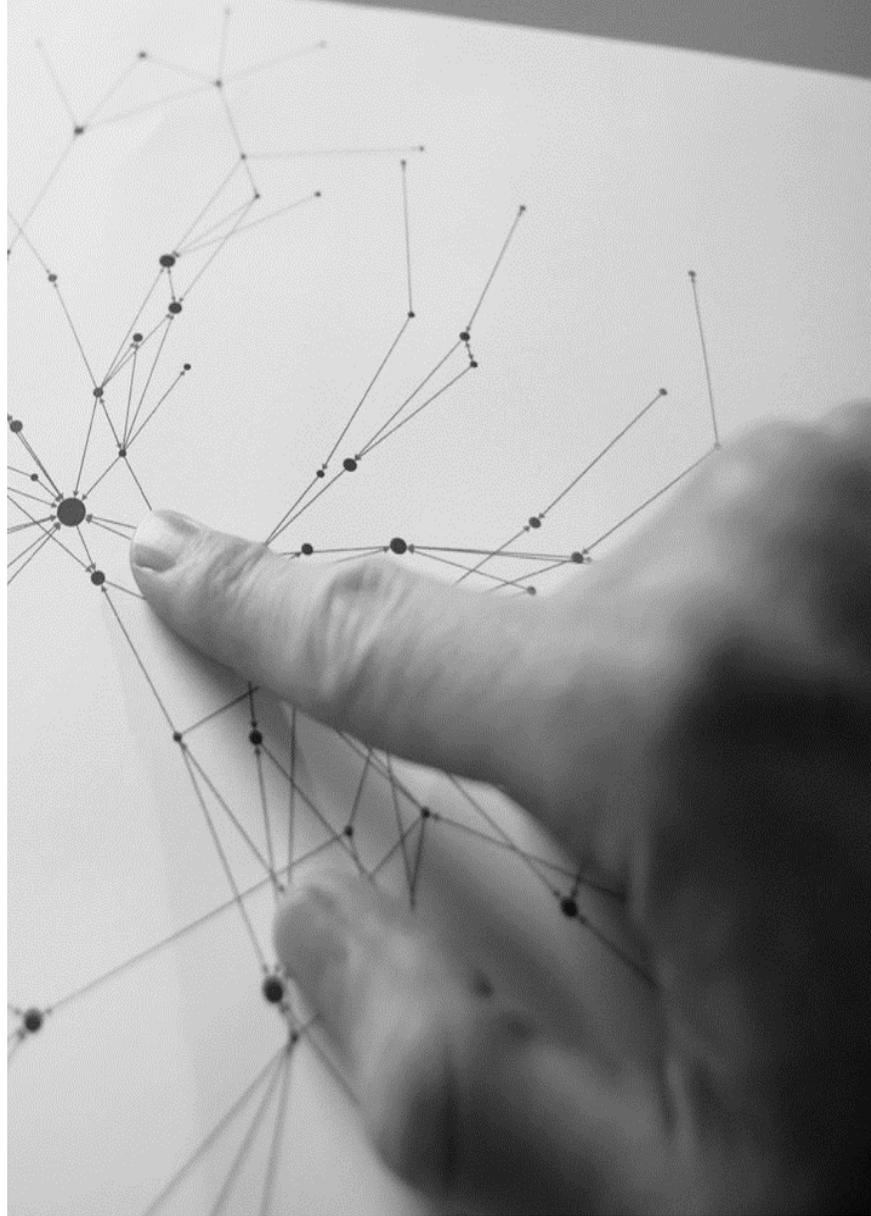


**Workforce  
Culture  
Resources**  
**(short version)**



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We believe that the workforce culture is very important, and everybody working in the company needs to feel appreciated.

We therefore celebrate **EMPLOYEE APPRECIATION DAY** on March 6<sup>th</sup>.  
And we want you to join our celebration! How?

**1**



↑  
Check our post

**2**



Tag your everyday heroes  
at the workplace who make  
your days at work better!

**3**



Celebrate the Employee  
Appreciation Day on March  
6<sup>th</sup>

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In this document you find a collection of articles and cases showing how to engage with your workforce culture. Happy reading – and Happy Employee Appreciation Day!

And remember...

***“Tough times don’t last, tough teams do!”***

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# Articles

## Collaboration: Multiple offices equal 20% frictions

By Jeppe Vilstrup Hansgaard



20% is the missing number in the business case, when you add more locations to your organization. 20% is the friction on collaboration you introduce just because you are not sitting on the same location.

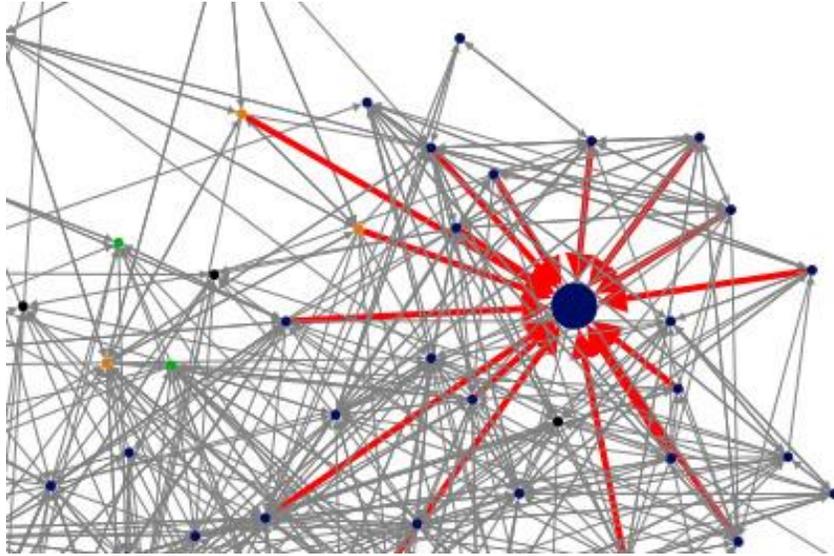
It comes in form of command & control processes, procedures, coordination meetings, poor communication and so forth. However, multiple locations are just the most obvious barrier to collaboration within organizations, and to keeping it from acting as one.

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# What is your real influence?

By Jeppe Vilstrup Hansgaard



I am not asking you about the influence you have due to your position in the formal hierarchy in your organization? It is not the influence given to you by the number of stars on your shoulder!

*"I am talking about your informal influence"*

It is the influence you have because people seek you out, when they need help and advice. Maybe because you are a genuinely competent, accessible, and trustworthy person?

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# Who are you collaborating with? Chances are, she just like you

By Jeppe Vilstrup Hansgaard



Last week I discussed diversity with a good US contact. He kept emphasizing, how diversity was a rising topic. Especially in major US companies. He also said:

*“No one is really capable of measuring the real diversity in an organization, nor what influence diversity has on an organization.”*

The discussion reminded me of some surprising research Innovisor did a few years back that formed my opinion. Here are the highlights of what I shared with him.

...

## **We collaborate with our own gender**

We had researched our collaboration data for gender insights. While both men and women said they collaborated with an average of eight colleagues, the makeup of their peer groups bended heavily towards own gender.

In fact, people were 40% more likely to collaborate with a person of same sex than with a person of opposite sex.

The gender bias existed in all countries where Innovisor had data from. From developed nations like the U.S., U.K. and Australia to emerging markets like China, India and Brazil.

## **We collaborate with people of our own nationality**

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## Other articles in the full version:

- Talent: What happens, if your key employee is hit by bus
- What if you were on the same planet as your employees?
- Engagement: Peers matter more than managers
- Three misconceptions about internal influencers
- Loneliness is a fight for your leadership
- The art of diversity
- The flipside of "The power of networks"

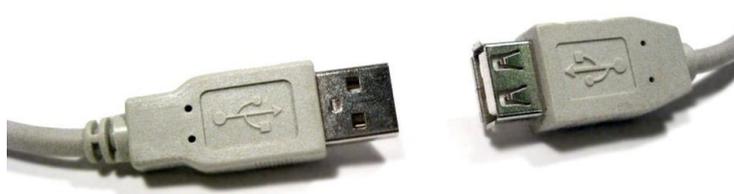
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# Blog posts

## How to make smart collaboration a reality

by Richard Lalleman



### **What is 'smart collaboration' and why it matters?**

To put it bluntly, it means that not all collaboration is smart. Only when you do it right, you can enjoy the fruits of collaboration. These 'fruits' can be an improvement of the access to knowledge and experts in your organization, a higher quality and lower risks, innovation, efficiency and consistency.

These are improvements we of course all want to achieve when leading teams, departments or even whole organizations. But where to start? I think this question was also on the tip of the tongue of most the senior professionals. The discussion about 'smart collaboration' was all about cross-collaboration

***Smart collaboration is all about cross-collaboration!***

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### **Other blog posts in the full version:**

- Shocking insights on your 'high-performing' employees
- Talent: Why the dark horse got promoted?

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# Cases

## 3 key actions for a successful relaunch of a cultural transformation



A regional division had failed with its cultural transformation program. Its aim had been to empower its 2,000 employees to make decisions decentrally, rather than by consulting with the formal structures. The program only had minimal impact, mainly due to unclear communication and a turbulent year for that had created resistance among the employees.

The regional division decided to relaunch the cultural transformation program. This time they needed to get it right!

They needed to know two things:

1. How much resistance could they expect towards the transformation program? – and from where?
2. Who were the informal influencers that could help their peers see the benefits of the cultural transformation?

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## Other cases in the full version:

- From fragile to agile

Case study: A telecommunication company with over 600 employees in three countries faced fast paced changes and high demands from customers

- From two to one

Case study: A pharmaceutical company with +500 employees underwent a merge with another company

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## ABOUT INNOVISOR

Innovisor is the recognized advisory within organizational network analysis. It delivers its organizational diagnostics products and services to clients across the world. It documented and coined the “Three Percent Rule” for identification of influencers inside organizations.

The clients of Innovisor come in all sizes and from all industries. The one thing they have in common is that they share our belief: if you listen to your people, trust and engage them, there are no limits to what you can achieve as an organization.



Innovisor is committed to the SDGs. Its operations are closely aligned with three carefully selected SDG goals to which it can contribute with the greatest impact – no. 4, 5 and 13.



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