

# ortoplus

LABORATORIO ORTODONCIA

## CASE STUDY: USING ORGANIZATION NETWORK ANALYSIS TO IDENTIFY INFORMAL LEADERS AND INCREASE KNOWLEDGE SHARING IN AN ORTHODONTIC LABORATORY

### Ortoplus Group, international leader in orthodontics

Ortoplus Group is the largest orthodontic laboratory in Spain and an international leader with a presence in 40 countries. The four divisions that make up the Ortoplus business group (Ortoplus, OrthoApnea, Alineadent and Ortho3D) are housed in modern facilities in Malaga, the main economic and financial centre of southern Spain.

With its 25-year history in the sector since its founding in 1992, Ortoplus leverages the latest technologies in the field of orthodontic appliances and oral sleep medicine. Its involvement in R&D allows the Malaga-based group to stay ahead with the most modern advances in biotechnology, having developed more than 365,000 orthodontic appliances and several patents worldwide.



Ortoplus Group's successes would not be possible without a robust backbone formed by a talented and dynamic team. The organizational culture of Ortoplus Group is based on teamwork, the commitment of the workers and their high qualification, all focused on customer satisfaction.

## Exploring the possibilities of Organizational Network Analysis (ONA)

Ortoplus Group has an innovative approach to managing its human capital. Jesús García, CEO of Ortoplus Group, leads the company in operating in a more sustainable and effective manner by shaping a business strategy to maximize the exchange of information through the digitization of Human Resources.

Cognitive Talent Solutions helps Ortoplus Group to achieve this goal through the use of Organization Network Analysis (ONA), a technology that offers a structured way to visualize how communications, information and decisions flow through an organization. This technique creates statistical models and graphs of people, tasks, knowledge, and resources in organizational systems, making visible the interaction between strategic groups.

The analysis of organizational networks is not a new activity, as the first antecedents in this field date back to 1990. However, recent technological advances have significantly increased the adoption of this practice in businesses over the last years, especially in the United States.

This has allowed the identification and documentation of new use cases related to knowledge management, leadership potential assessment, technology adoption acceleration and best practice identification among others.



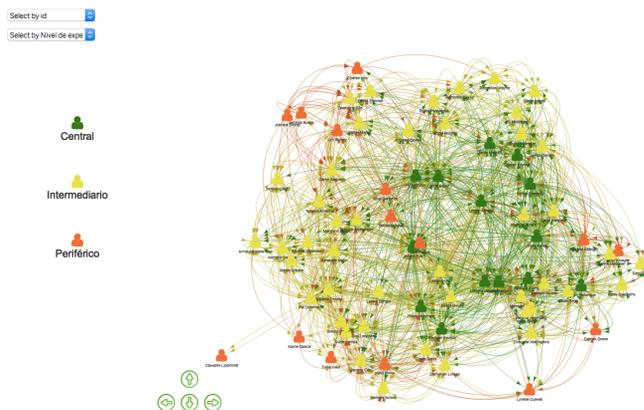
## Executing the analysis

The first step in the analysis of Ortoplus Group’s organizational networks is to execute an internal survey to capture information about how employees interact with each other. In this survey, employees identify those colleagues from whom they receive information, technical support and personal support on a regular basis.

## Emerging results

A first analysis of Ortoplus Group's organizational networks reveals significant differences across departments in the way employees interact with each other. While some departments present a compact and active organizational network, others operate with clearly differentiated internal groups. This information helps Ortoplus Group identify best practices and replicate them across different departments, improving the way they generate and distribute knowledge across the organization.

Based on their level of influence, employees are categorized as central (top 20% with highest number of interactions), peripheral (bottom 20% with lowest number of interactions) or intermediaries (remaining 60%). The analysis also reveals the existence of a series of informal leaders within the organization, whose role in the distribution of knowledge and the resolution of problems is critical for the company to work in an effective and efficient manner. Ortoplus Group leverages the potential of these informal leaders in strategic roles and projects, significantly accelerating the adoption of new technologies and methodologies within the organization.



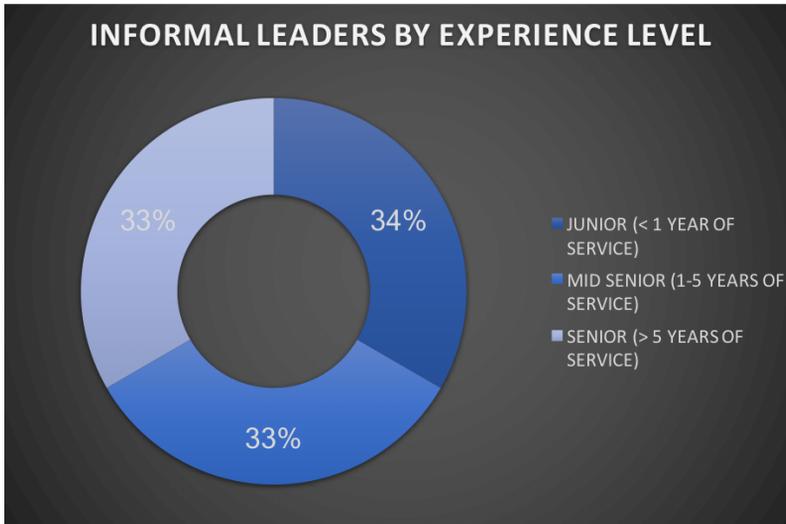
## **Combining ONA with operational metrics**

The most valuable insights are obtained when combining ONA data with operational metrics. By cross-referencing ONA data to information about employee tenure, Ortoplus Group learns that two thirds of its informal leaders have been in the company for less than 5 years, and half of those two thirds are in their first year of service with the company. This allows Ortoplus Group to identify junior employees with informal leadership and provide them with the necessary tools and resources to fulfill their potential.

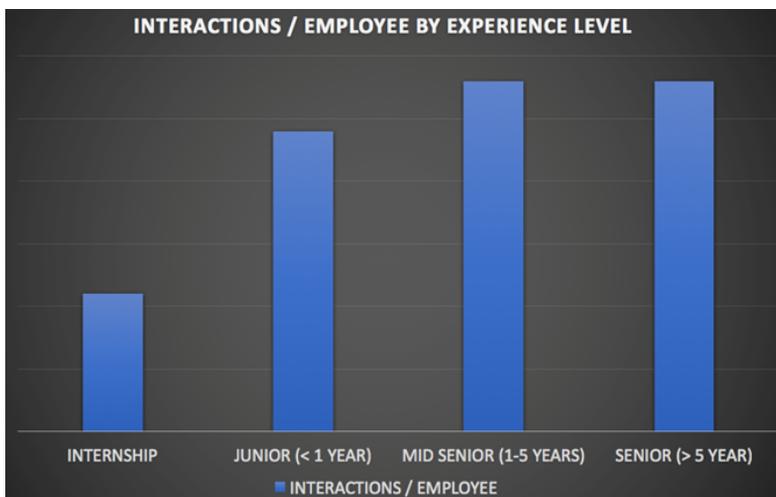
Moreover, the analysis allows Ortoplus Group to identify experienced employees with little interaction with their peers. This situation is mitigated through specific actions that help the company increase knowledge sharing and retention.

Ortoplus Group realizes that having knowledgeable staff is key in setting its team up for success, as well as setting the company apart from its competitors. By leveraging the insights provided by Organization Network Analysis, Ortoplus Group can ensure that employees' knowledge, skills and expertise are shared with the rest of the team whenever possible.

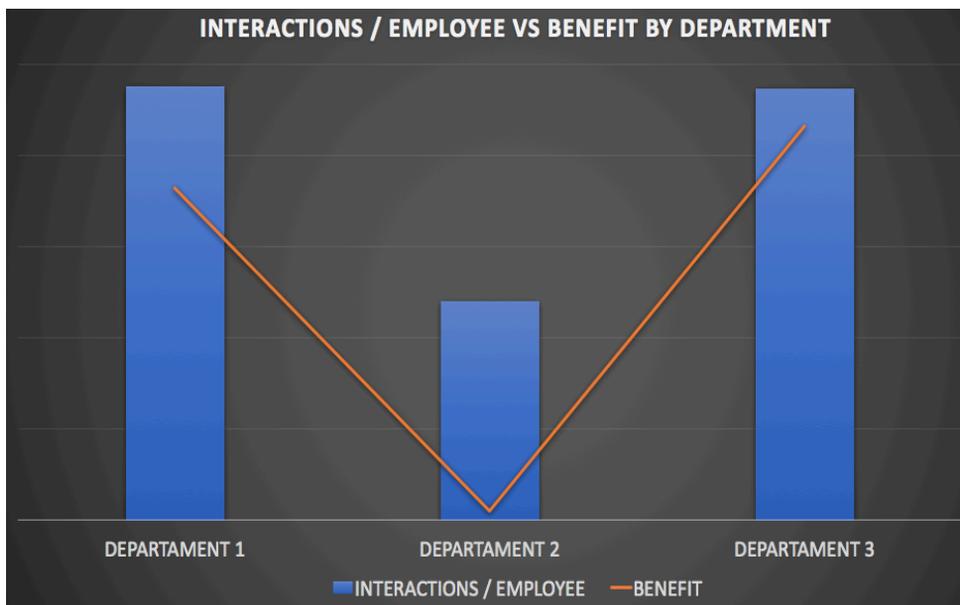
This in turn helps the company accelerate its internal innovation process, as the more knowledgeable individuals are, the more they'll be able to innovate. A knowledgeable, innovative, and nimble team will quickly separate themselves from the pack, and the value of this cannot be overlooked in today's fast-paced business world.



For Ortoplus Group it is also useful to learn about the way its employees' organizational networks evolve throughout their professional career at the company. The analysis shows that the level of interaction is relatively low during the internship period, increasing significantly during the first year in the company and remaining stable afterwards. This means connections that employees establish during their first year of service are of critical importance when defining their network and level of influence within the organization.



By combining ONA data with information on revenue at department level, Ortoplus Group learns that the average number of interactions per employee in high-performing departments is twice as high as in low-performing departments. This means Ortoplus Group has a clear business case to increase the interaction and therefore the level of synergy among its employees, as this will have a positive effect on the company's overall performance.

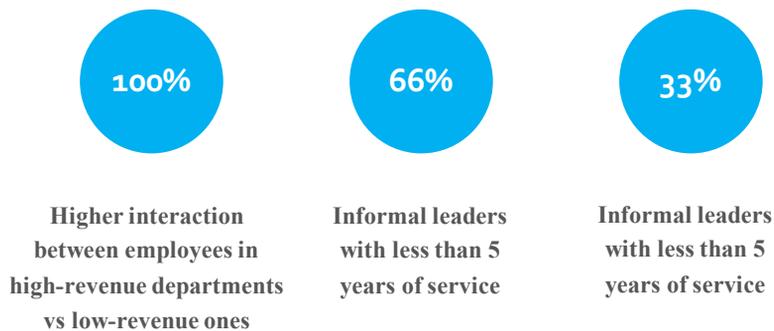


## Conclusion

The information obtained through Organization Network Analysis (ONA) and its combination with operational metrics allows Jesus and his team to observe the company from a completely different perspective, making visible informal connections between strategically important groups that had remained invisible so far.

The analysis reveals that workers are motivated by positive interactions with their colleagues, resulting in greater performance at work. Ortoplus Group carries out specific actions that maximize the exchange of information within the organization, and an increase in employee engagement and productivity is visible in just few weeks.

In an era where information has become a new natural resource, Ortoplus Group learns new ways to discover, develop and protect talent within its organization through People Analytics, thus achieving competitive advantage and maximizing business success.



*“The Organization Network Analysis carried out by Cognitive Talent Solutions has helped us to improve the way we generate and distribute knowledge in our organization, thus accelerating our internal innovation process”*

Jesús García, CEO Ortoplus Group