



2026 Technology Leadership Conference

Session 10: The Hidden Networks Inside Your Organization

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Experience

Senior Analyst

**Technology and Innovation
EFCG**

Senior Technical Consultant
srcLogic

Lead and Board Member

**Council of Women in Energy and Environmental
Leadership's National Chapter**

Air Products Singapore

Education

M.B.A., Energy Systems Management
The George Washington University

B.S., Chemical Engineering
Virginia Tech

EFCG Technology Practice

Technology Advisory

Tech Investment Benchmarking and Strategy
Market Analysis and Technical Due Diligence
Innovative Business Model Partner
Knowledge Management and IP
Technology Organization Design
AI Workforce Resilience

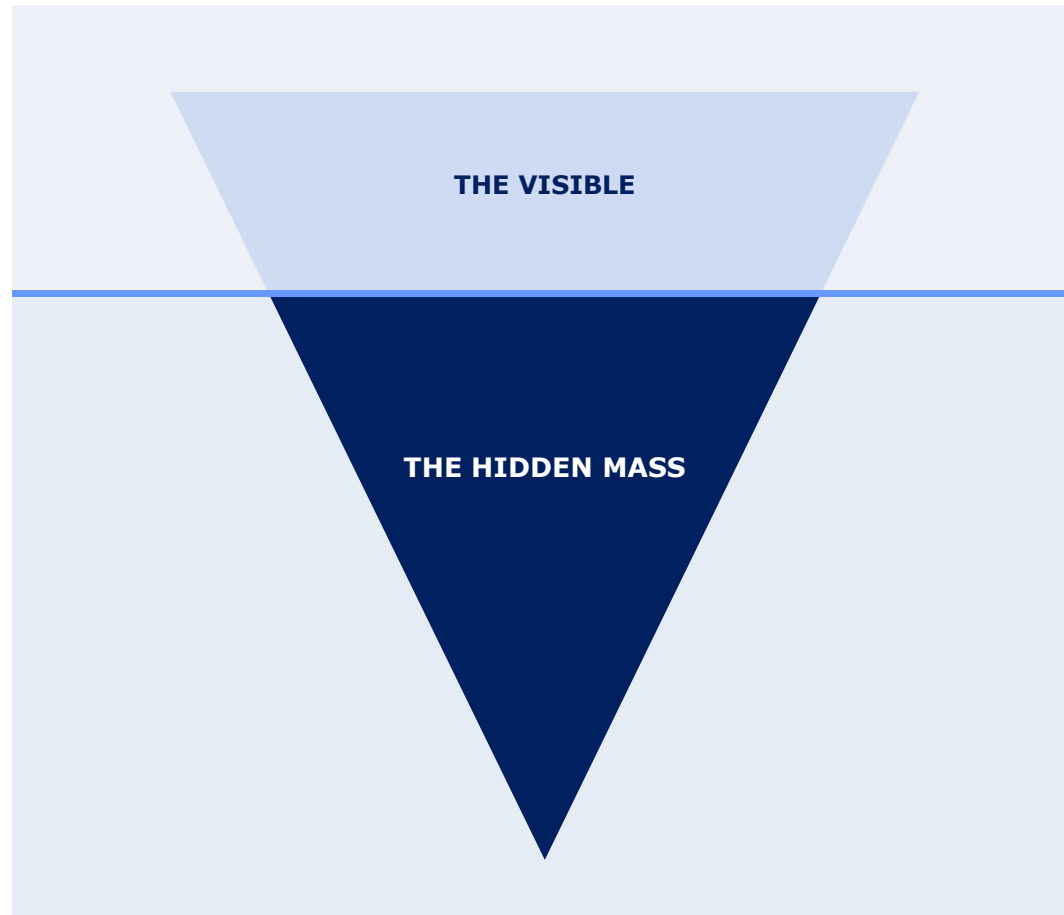
Advanced Analytics

Custom Analytics Advisory
Innovation Network Analysis
Forecasting and Predictive Analytics
Market and Competition Monitoring

Quantitative Integration Analysis (QIA) –

Monitor Integration Velocity for Post M&A and
Org Redesigns

Every Organization Has Two Structures



ABOVE THE WATERLINE

What leaders measure today.

- Revenue, utilization, and backlog
- Project performance
- Employee engagement

BENEATH THE SURFACE

The metrics that drive performance.

- Organizational Structure and Design
- Collaboration and Communication
- Integration and Change
- Risk and Dependency
- Client and Market Networks
- Innovation and Expertise
- AI and Agent Networks

**Most organizations manage what they can see.
The hidden structure beneath the surface often
determines performance.**

What Are Those Networks?



Together, these networks provide a multidimensional view of how the organization actually operates.

Most Management Systems Are Designed to Measure Outcomes After They Happen.



Organizational Network Analysis measures the behaviors that drive them while they are forming.

LAGGING INDICATORS

What most management tools measure

Revenue reports

Utilization metrics

Employee surveys

Org charts

LEADING INDICATORS *what organizational behavior reveals*

Communication patterns

Who is engaging with whom, internally and with clients.

Collaboration density

Where work actually happens across the firm.

Network connectivity

How information, trust, and influence move.

Integration velocity

How quickly groups form new working relationships.

← MONTHS BEHIND

VISIBLE TODAY →

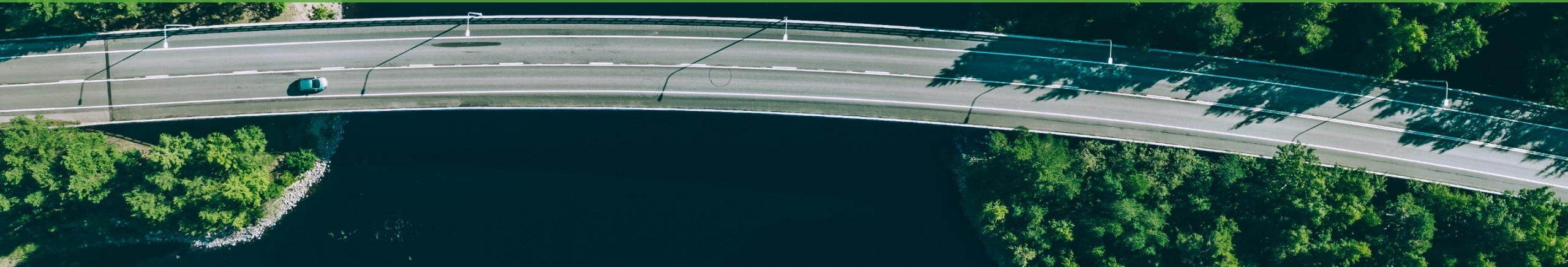
The behaviors that create outcomes can be measured directly, before they appear in any financial report.

Hidden Patterns in Organizational Design

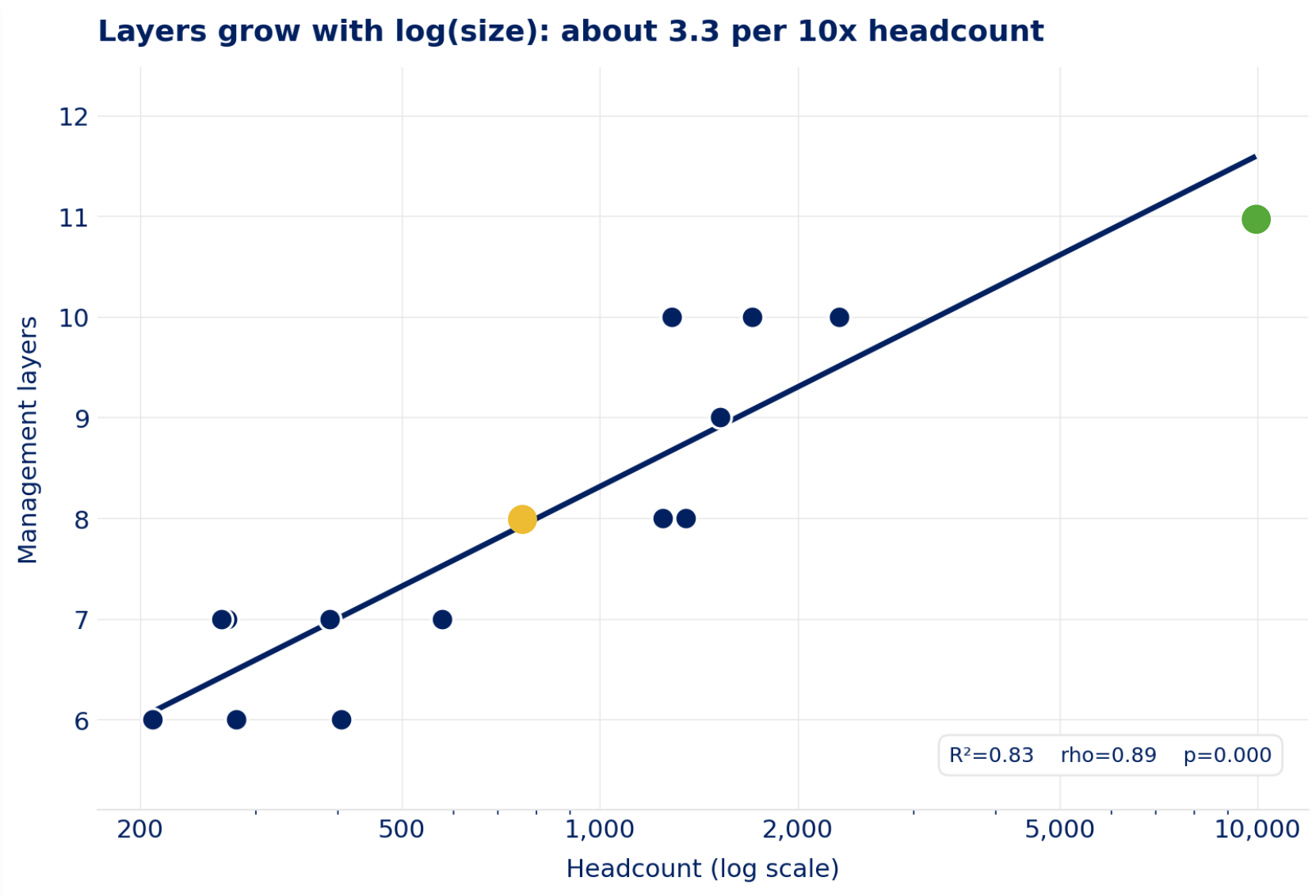
What aspects of organizational design are universal, and what are management choices?



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Organizations Add Layers As They Scale



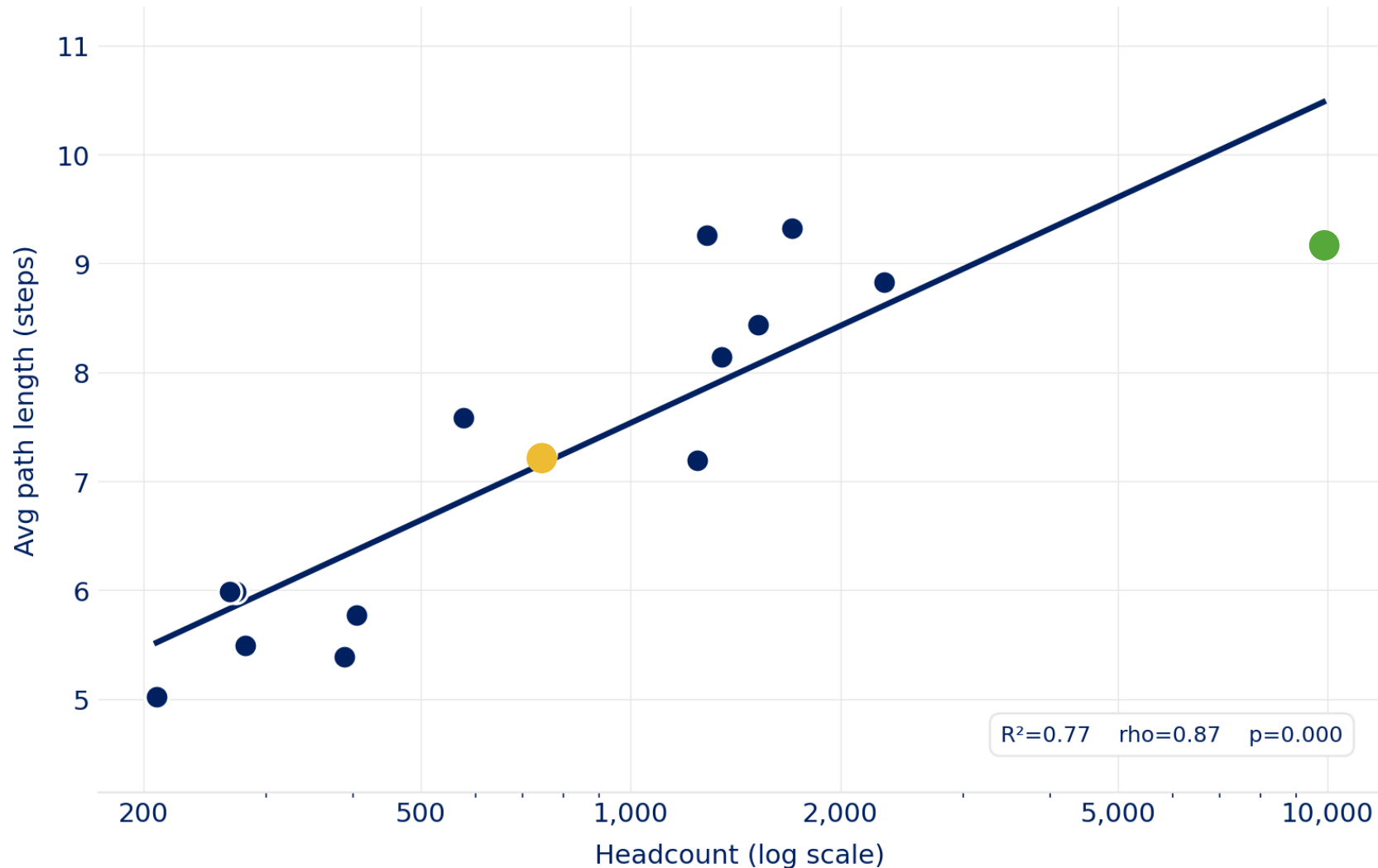
KEY TAKEAWAY

Organizational complexity scales much more slowly than organizational size.

Management layers increase predictably as firms scale.

How Does Growth Affect Connectivity?

Path length grows slowly: a small-world pattern

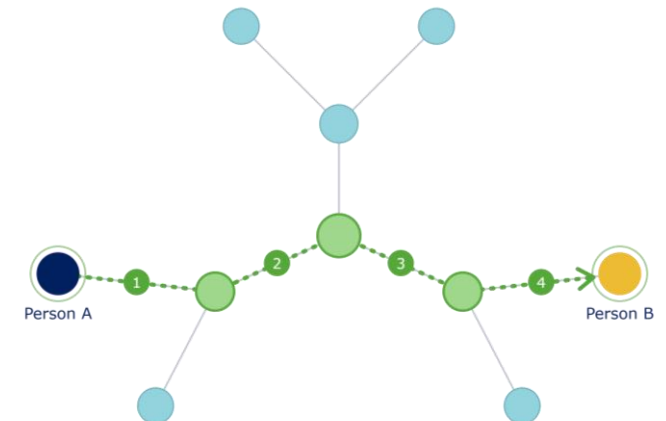


KEY TAKEAWAY

Organizational distance increases with size, but not proportionally.

Information can still move surprisingly efficiently through very large organizations.

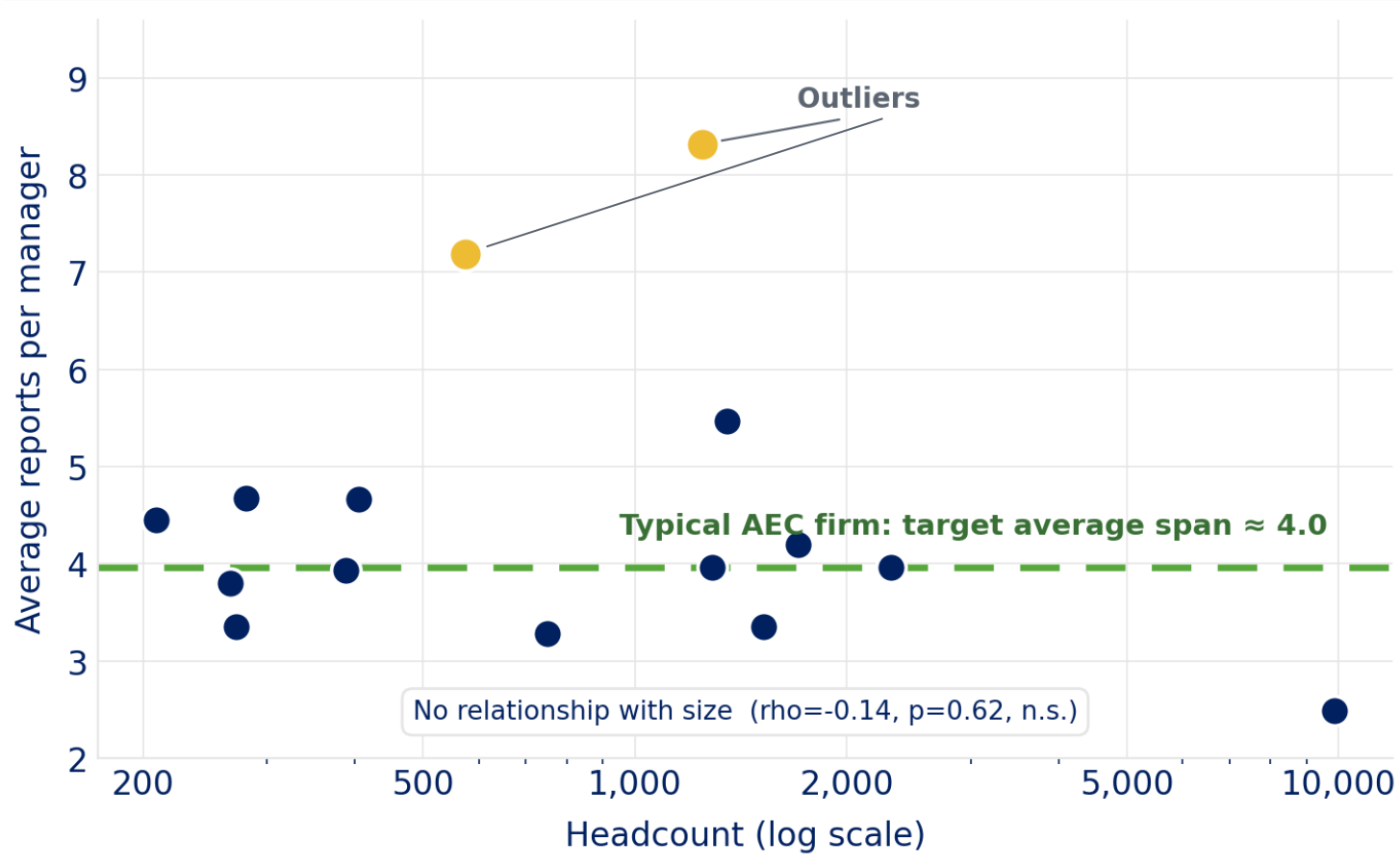
Path Length = steps to connect two people



Not All Metrics Scale With Size

Span of Control

Average reports per manager



Why it matters

- Span of control sets manager workload and coordination cost.
- It does not move with company size: it is a design choice, set the same way in small and large firms.

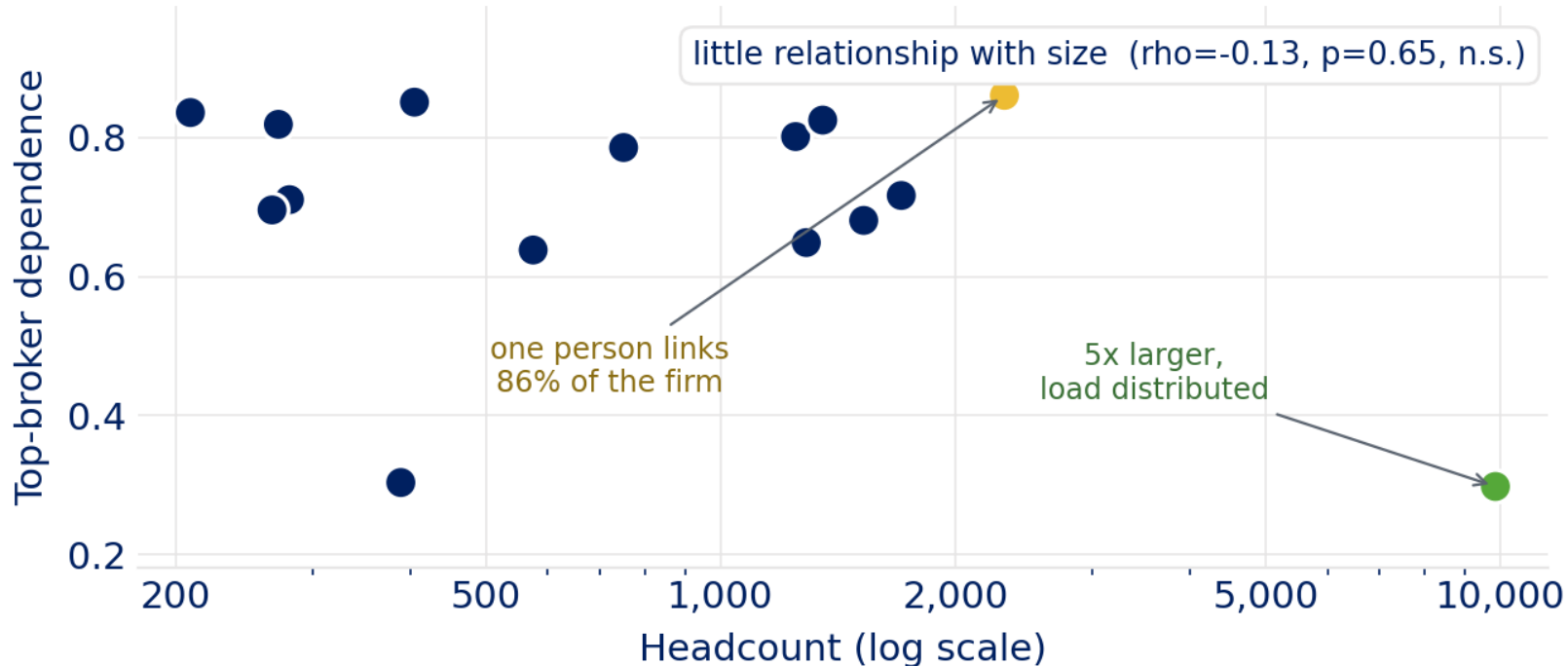
Individual Managers

At the individual level, EFCG looks for **7 or fewer** direct reports. A high average flags individuals far above that, worth digging into.

Another Metric That Doesn't Scale With Size

Key-Person Risk

Dependence on a few people to connect the organization

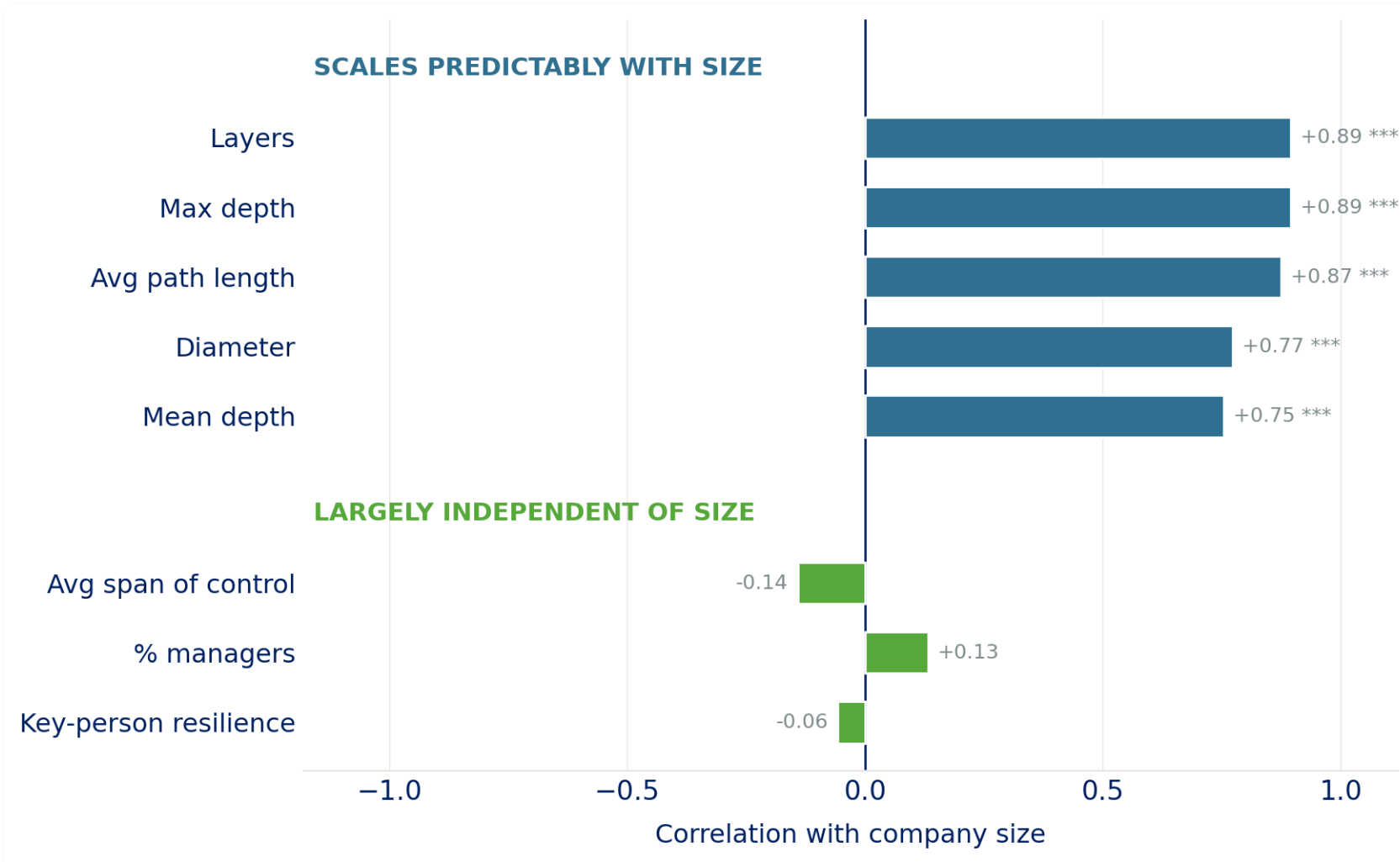


Why it matters

- Reveals how dependent the firm is on a small number of individuals to connect teams, share information, and coordinate work.
- High dependency creates bottlenecks and succession risk.

Top-Broker Dependence — how much of the network's connectivity runs through one person. Shown here for the formal reporting network.

Let's Pull This All Together



KEY TAKEAWAY

As organizations grow, they become:

- ✓ Taller
- ✓ More distributed
- ✓ More complex

But they do not naturally develop:

- ✗ Better spans of control
- ✗ Lower key-person risk
- ✗ More resilient structures

Growth changes the structure. Leadership determines whether the structure works.

ONA and QIA in Practice



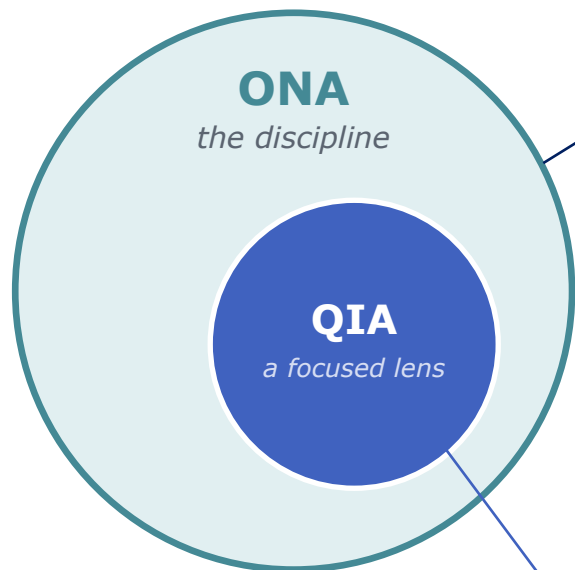
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From Pattern Analysis to Action

The hidden patterns showed what scales with size and what is a management choice. The next question is where your organization differs, and what to do about it.

1 Diagnose

Find where and why you differ.



Organizational Network Analysis

The study of how people connect, collaborate, and influence one another across an organization.

Quantitative Integration Analysis

The measurement of how effectively different parts of an organization work together and where integration challenges exist.

2 Prioritize

Focus on the gaps with the most risk or cost.

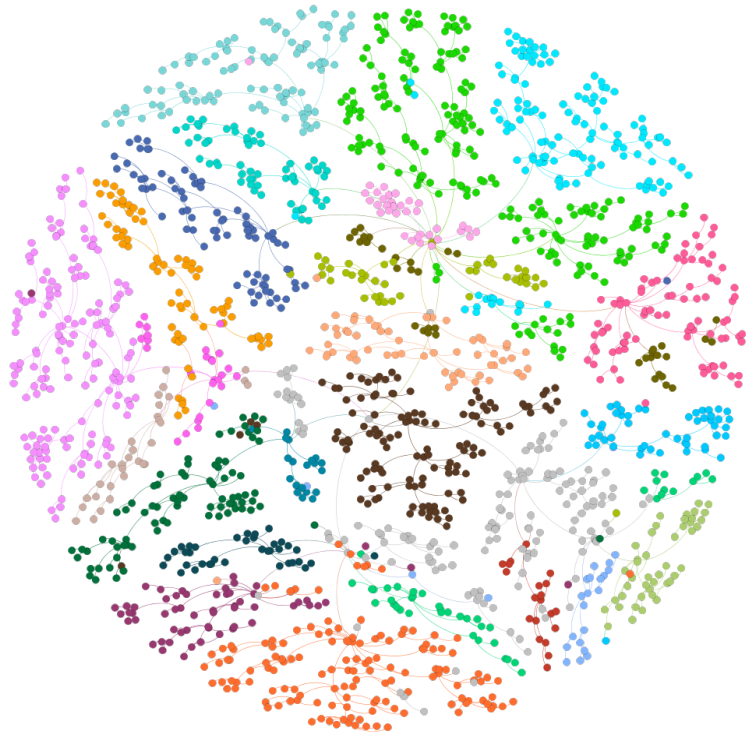
3 Improve

Redesign deliberately, then re-measure.

Mapping the Network of Innovation

Network of Innovation: Who are the market makers for ideas and innovation in the firm?

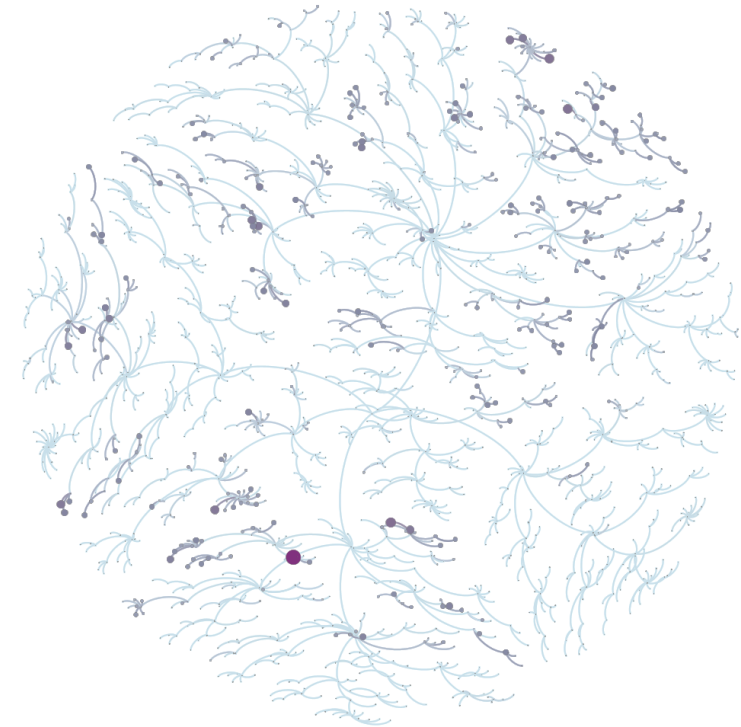
Firmwide Formal Organizational Network



Survey question:
"Name three people at the firm you would turn to for an innovative solution to a complex client problem."



Network of Innovation



Innovation does not necessarily follow the org chart. The people generating and spreading ideas are often different from the people with formal authority.

Mapping Where the Organization Works With AI



A Network of Agents maps AI and agent usage across the organization, showing where relationships to agents are concentrated and where they are thin.

Agent adoption by function

ILLUSTRATIVE



What it tells you

Where adoption is concentrated.

Dense areas are leaning into AI and agents.

Where it is thin.

Sparse areas are lagging and may need support.

Where to act.

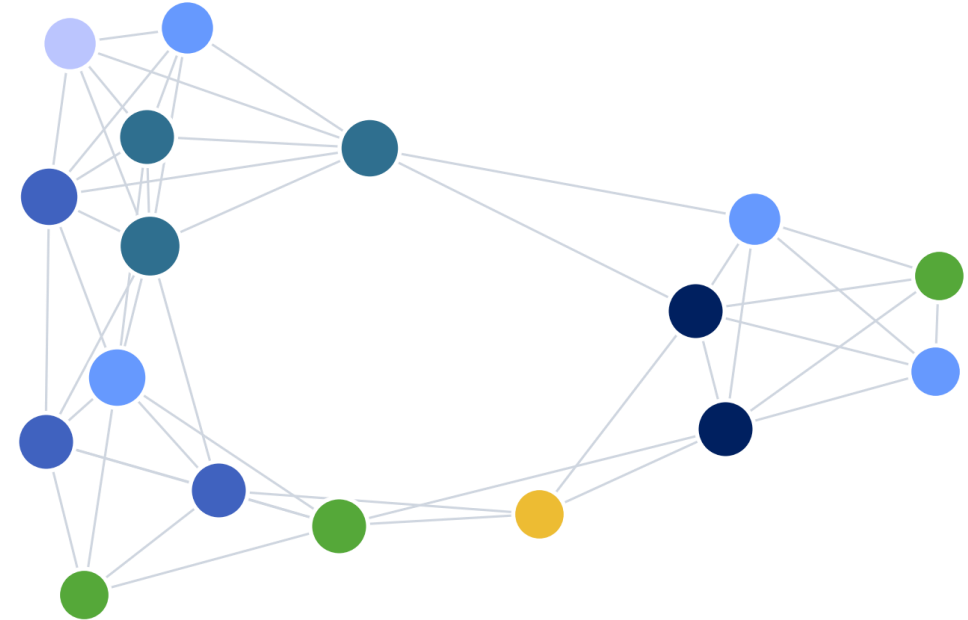
Target under-connected areas to strengthen, and check that AI is reaching the parts of the business where it matters most.

The Future Is Complex, But We Have the Data to Navigate It



The world keeps getting more complex.

Organizations are harder to navigate than ever, and AI is accelerating that shift.



The organizations that understand how work actually happens will have the advantage in growth, integration, innovation, and change.

EFCG helps organizations make those networks visible.



Ask Us Questions

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