

March 2022 | Case study

# Organizational Network Analysis

## Anat Gantz

People analytics & HRBP leader



# Introduction

## Bank Hapoalim a leading bank in Israel, celebrating its 100<sup>th</sup> anniversary



Dov Kotler  
CEO



Ruben Krupik  
Chairman of the  
Board of Directors

Our results are first and foremost a function of the performance of the local economy, and drawn from the human capital inherent in the employees of the bank, which makes it possible to convert economic growth into profitability.

**8,456**  
Employees

**2.5**  
Million  
Customers

**189**  
Branches

### Profitability

**11.8%**

Return on equity

**4,914** NIS millions

Net profit



2021

The activity and impact of the bank in the environmental, social, and governance arenas are echoed each year in its high ratings on local and international ESG indices, where the bank ranks with the top tier of global banks in this area.

# The financial market is changing rapidly

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Amazon



facebook



Google



Apple



New Banks



Alibaba



Tech Fins



חברות אשראי חוץ  
בנקאי

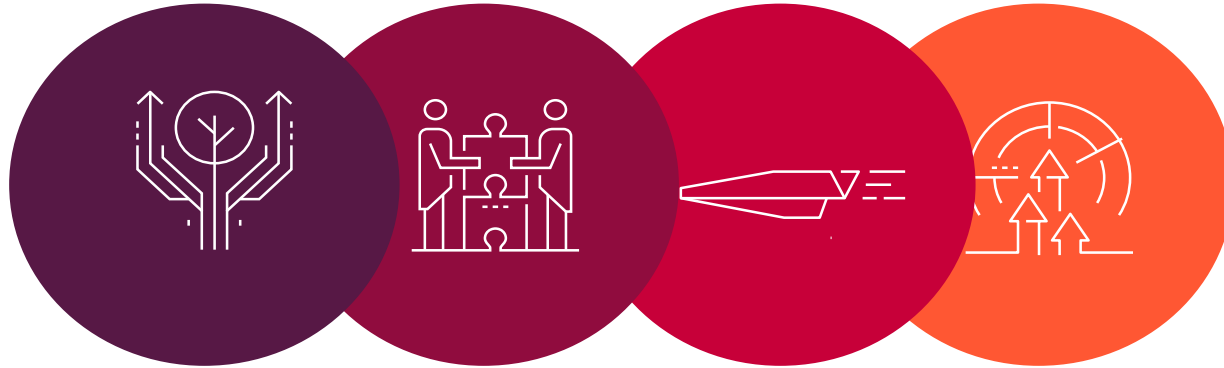


כרטיסי אשראי

# The Covid pandemic has accelerated the need to change

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We defined 4 operating principles:



**Growth mindset**  
trust our employees more

Be one bank, work in  
**Partnerships**

Be more **Focused**  
on what produces  
the most value

Improve our **Delivery**  
capabilities and be faster  
in making decisions

# Collaboration intelligence, once defined as "soft skills"

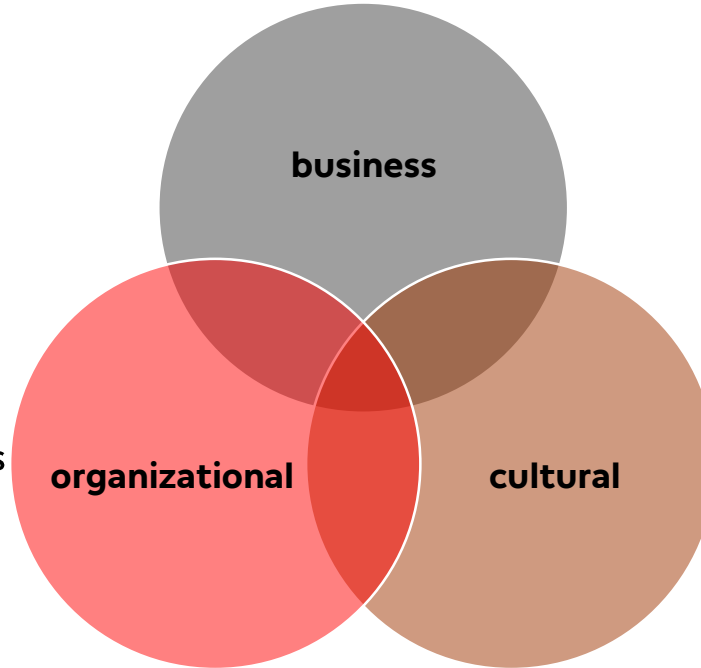
empathy modesty abundance decision making  
listening  
trust inspiration  
optimism  
authenticity energy

# Our goals in ONA

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to achieve the division's goal to improve its growth rate,  
increase revenues and market share.

strengthening the synergy  
between the division's various  
units, for the purpose of  
increasing the value for the  
customer



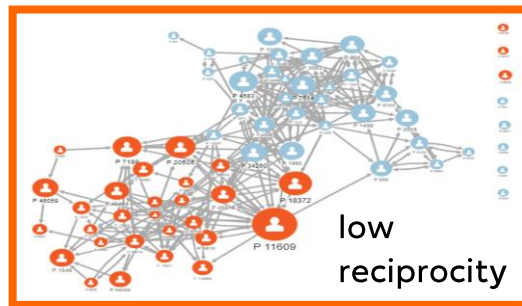
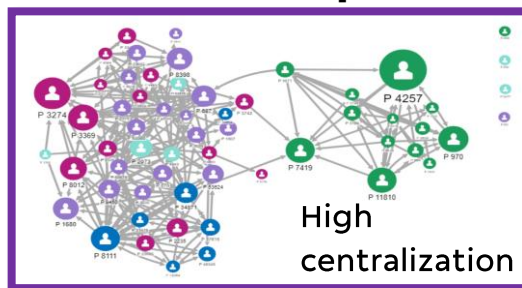
change of mindset and  
behaviors, partnerships  
are not nice to have

# 3 Stages of the process

## network survey

1. Who is significant to you in performing your job in the best way?
2. Who are you collaborating with or would you like to improve your collaboration with?
3. Who helps you promote your work?
4. Who do you contact for professional advice?
5. Who do you contact in order to promote initiatives?

## network maps



## insights and recommendations for action

- Focusing on “blind spots” of managers regarding their personal contribution to the lack of cooperation
- Examine the operational model
- Establish cross-teams



A dirt road winds through a field of yellow flowers under a blue sky with clouds. The road is made of reddish-brown gravel and leads towards a single tree in the distance. The field is filled with vibrant yellow flowers, likely rapeseed, and green grass. The sky is a clear blue with scattered white clouds.

We often think of movements starting with a call to action. But they actually start with **emotion**

Changing company culture requires a movement, not a mandate – HBR



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