

## **Linking formal and informal structures based on faculty members email communication patterns**

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In this talk we are going to present a new formal-informal organizational linking possibilities based on the email communication of the members. We focus on how the data extracted from members informal email communication network can support formal management. We suggest methods to promote formal procedures like promotion and recognition:

(1) Will the planned promotion increase the correlation between the formal ranking and such informal rankings that fairly reflect members related abilities and motivation;

(2) Looking for positive outliers (in the email dataset) to identify latent contributors to the welfare of the organization.

The study we performed illustrates how these methods can be implemented effectively in department level academic settings. Our findings also revealed ways how attentive investigation of organizational formal/informal emailing database can result in:

(1) getting insight into the strengths and weaknesses of delegation processes;

(2) such global characterizations of the work community that provides valuable information for the formal management.