

What are networks?

Liz Rykert, Meta Strategies



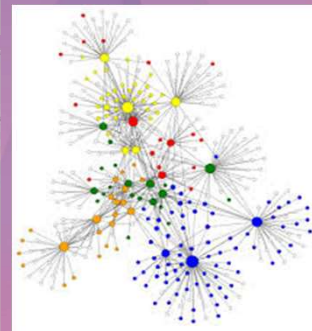
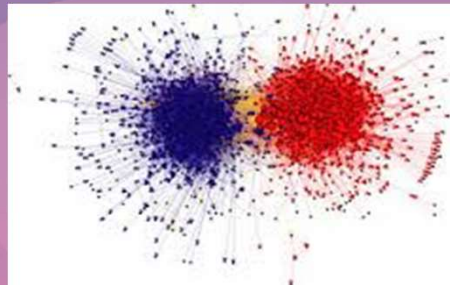
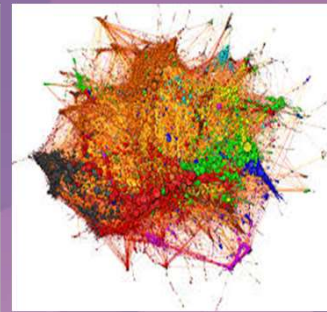
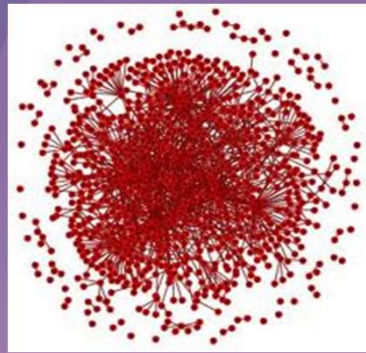
#npdriven16

@o_n_n

@lizrykert

Be Bold. Drive Change. Together.

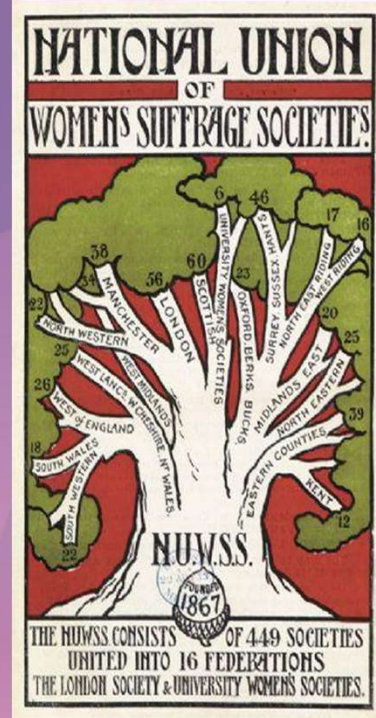
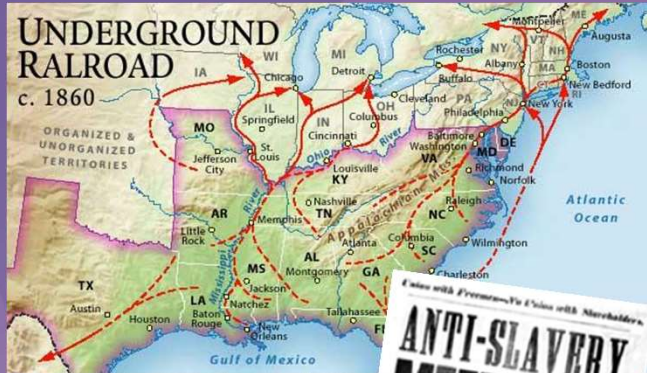
Networks are everywhere



What we are not talking about



Networks are not new



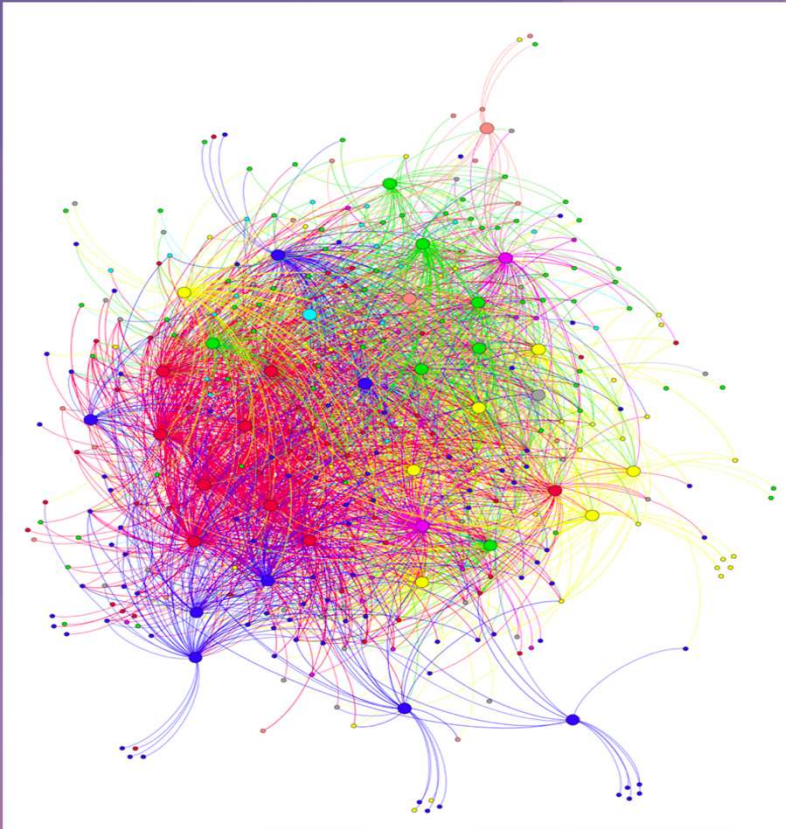
Then again...networks are new



NONPROFIT
DRIVEN
2016



Be Bold. Drive Change. Together.



- June Holley, The Network Weaver's Handbook

Why Work in Networks

The Problem or Opportunity is BIG

You NEED new ideas

The SOLUTION IS NOT CLEAR or you need to build a new system



“Systems change when new networks supplant the old”

- June Holley



Be Bold. Drive Change. Together.

Working Inside Systems for Change

- Complex
- Non-linear
- Dynamic – changing all the time
- Unpredictable
- Messy
- Patterns are important
- Networks are the natural structure that provides the glue for these systems – the scaffold



Not About Creating a New Organization

Organizational Approach

- Useful when problems are simple
- Leaders direct action
- Clear chain of command and decision-making
- Focus on planning and goals
- Individual and Committee Work
- Agreement is needed

Network Approach

- Useful for complex problems or when when you don't know how to solve the problem
- Leaders encourage others to initiate take action
- Lots of innovation, experimentation and learning
- People work on collaborative projects they care about
- Agreement is not needed to act

From Top Down to Leading from Within

Organizational Lens

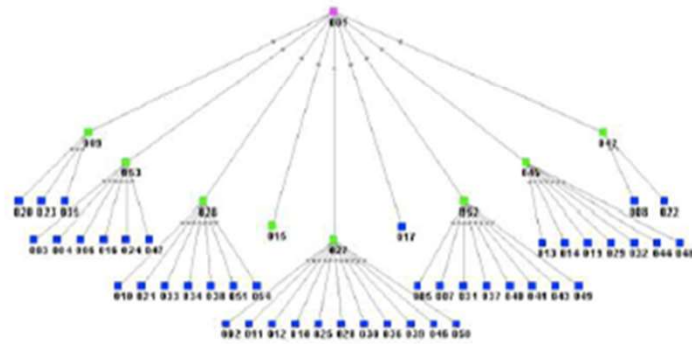


Figure 1. Hierarchy of the Traditional IT Department.

Network Lens

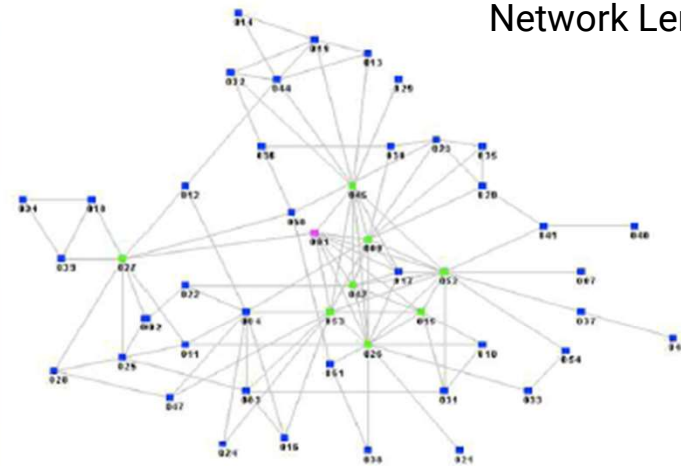


Figure 2. How Work Actually Gets Done in the IT Department.

What are Networks

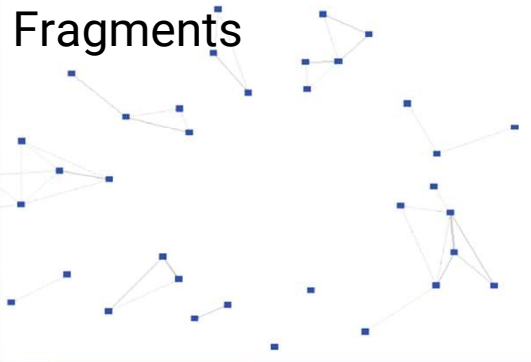
Networks are sets of relationships and the patterns they create that influence the quality of communication and the likelihood of collaboration and innovation.

- June Holley

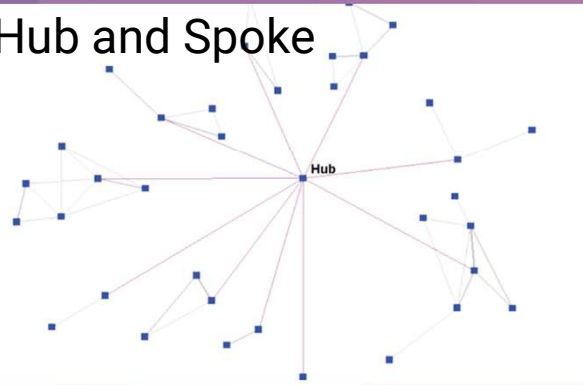


How Smart Networks Form

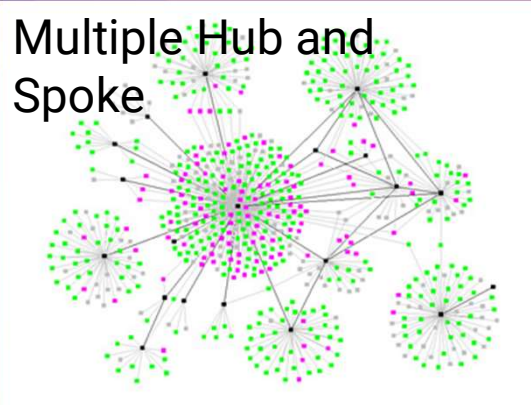
Fragments



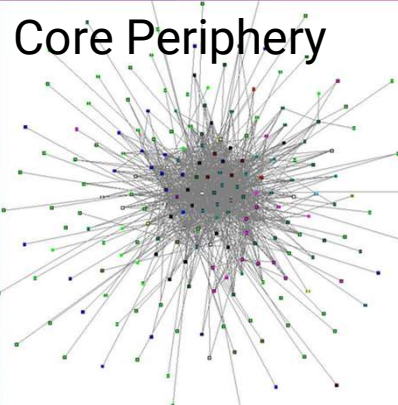
Hub and Spoke



Multiple Hub and Spoke



Core Periphery



Intentional Change Network

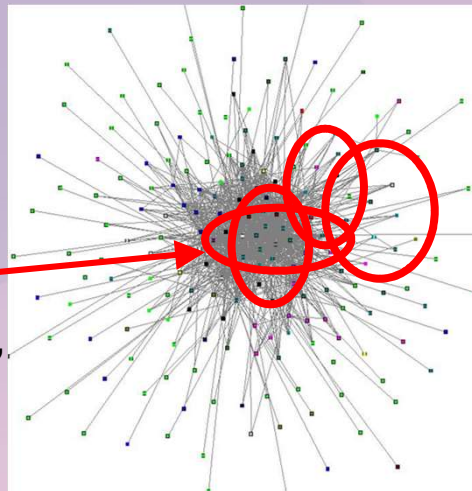
1. Core of clusters of people who communicate & work together AS PEERS - no one person dominates

Different:

- *organizations
- *roles
- *expertise

3. Self-organized Projects or Collaborations, many very small, initiated by many

- *Exchanging information
- *New training program
- *Joint research
- *Policy initiatives
- *Joint conference



2. Periphery brings in new resources and innovations

Examples:

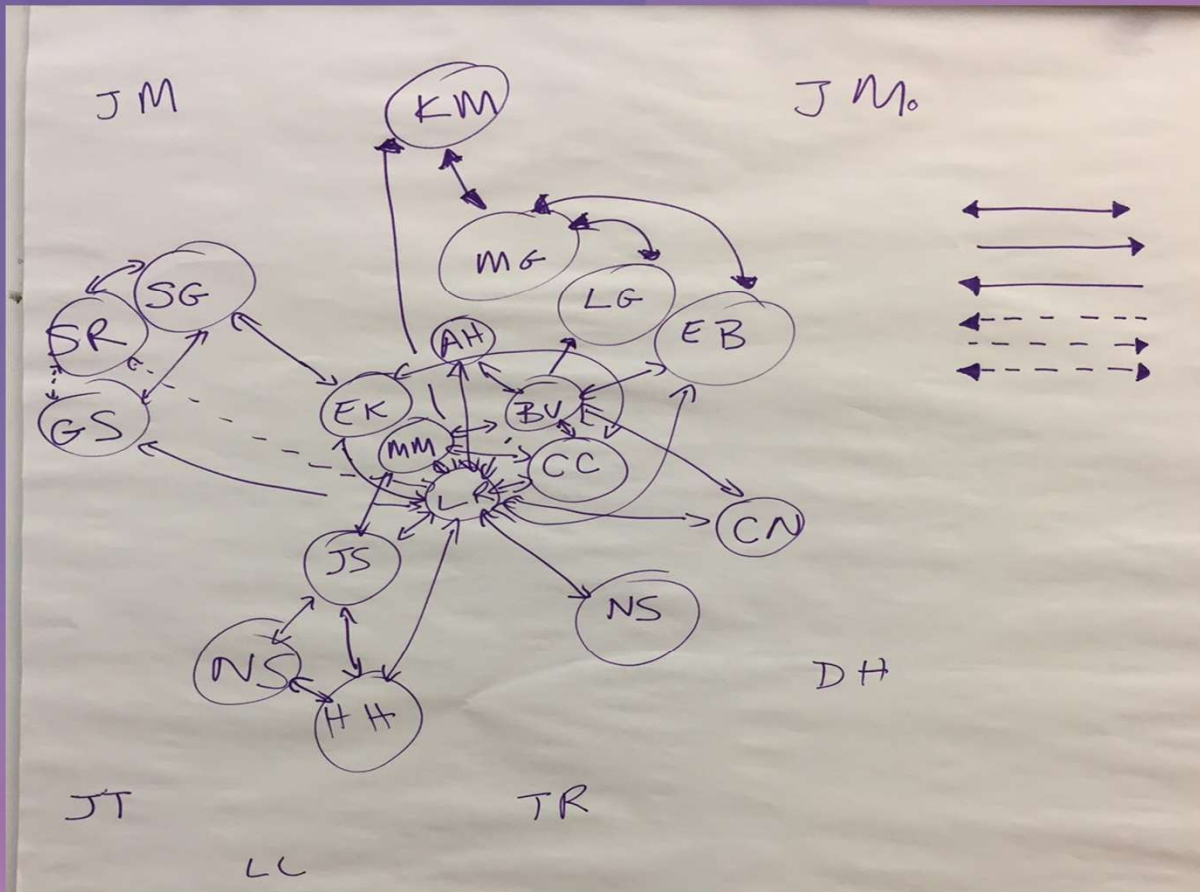
- Experts
- Resource people
- Other projects
- Other organizations
- Sources of funds

4. Quality connections so so you build trust and support projects to be high risk & high impact

Skills needed:

- *Being appreciative
- *Listening deeply
- *Negotiating
- *Checking assumptions
- *Dealing w conflicts

Map Drawing Activity



Map Drawing Activity

Think of a project (preferably with people other than just staff of your organization) you are currently working on or are thinking about forming.

Draw circles in the middle of the people who are working (or could be working) most closely on this project. Put their names or initials in the circles. Draw lines between the individuals who know each other.

Now around that core, draw circles representing people or organizations who are part of the project in some way, but not part of the core group. Draw lines to show who specifically they are connected to in the core. Also, if any of them are connected to each other, draw lines to show this connection.

Finally, on the outside, put names of individuals, organizations, or missing skills, resources or perspectives that you would like to tap to make the project more successful.



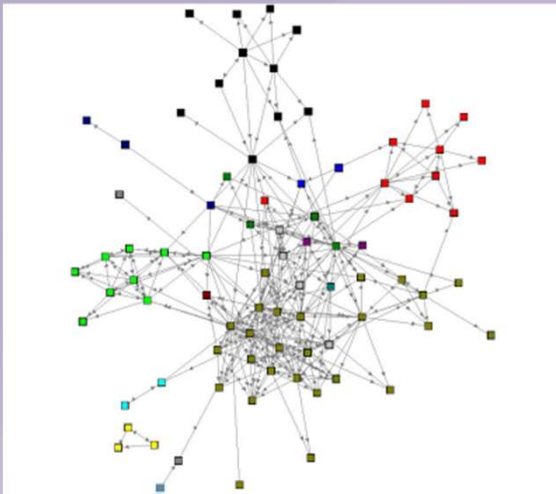
Support

Act and Learn

Align Mindset

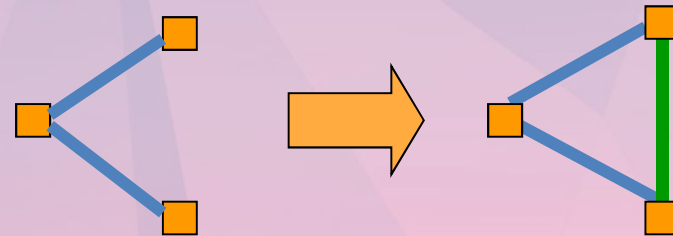
Connect

Connect



Map your Network + Act

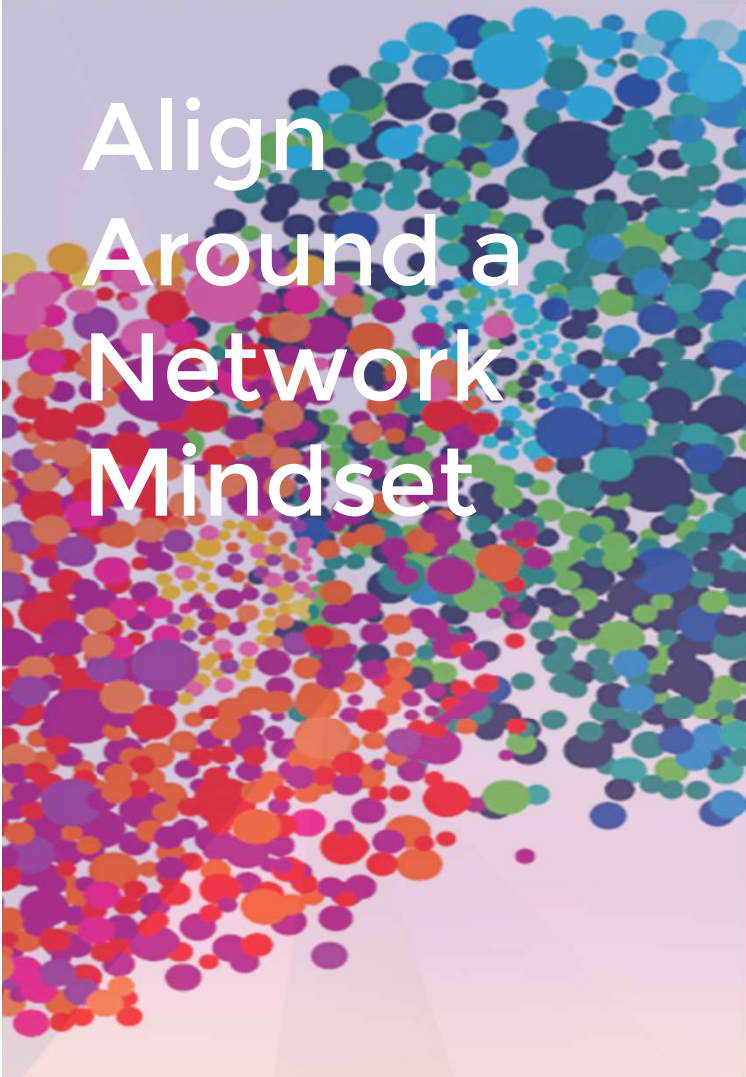
Close Triangles



Explicitly Cross Boundaries



Learn deep listening & dialogue



Align Around a Network Mindset

Open to new ideas

Enjoy diversity

Value transparency
and freely share

Comfortable with
uncertainty

Easy to let go of
control

Easy for my
organization to let go
of control

Frequently take risks
and try new things

Not looking for
Agreement,
simply a set of
values and
behaviours that
make
collaboration
more **successful**

3. Helping people to Act and Learn together

Shift From:

Planning

All doing the same thing



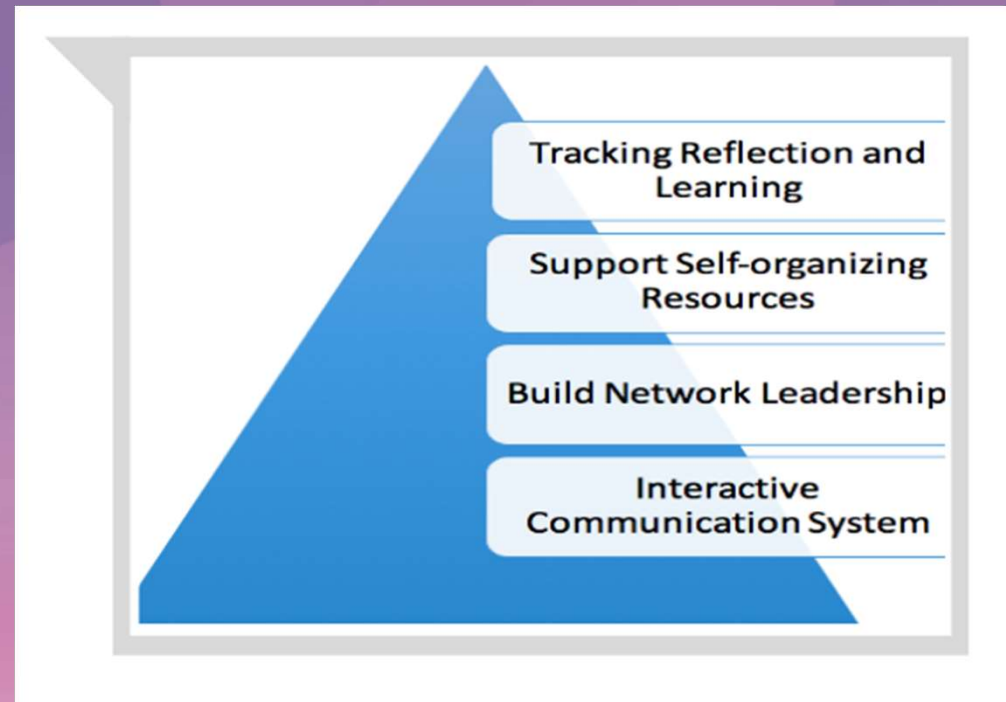
To:

Acting on Opportunities

Lots of Small Projects



From Rules to Supporting the Network



Network Entrepreneurs

“In our research and experience, the single most important factor behind all successful collaborations is trust-based relationships among participants. Many collaborative efforts ultimately fail to reach their full potential because they lack a strong relational foundation.”

Trust not Control

Humility not Brand

Node not Hub

Mission not Organization

SSIR – September 2015 – Jane Wei-Skillern,
David Erlichman, David Sawyer

Thank-you

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