Creating Enabling Environments for Networks

Networks work by *supporting* people rather than by *control* or management from above, as traditional organizations do. This means that a critical function of networks is to create an enabling environment, allowing communication to flow and collaborative action to self-organize. The chart below contrasts a system of control with a system of support.

Chart 1. Comparing Control v Support

	Control	Support
Communication	Broadcast directives	Enable people to discuss, interact around ideas and action, and find others interested in the same things
Networking	Concerned about networks outside the organization; discourage too much networking in the office as a waste of time	Encourage people to spend time building relationships; encourage people to reach out to diverse individuals; spend time building trust because it is critical to success
Resources (skills, money, space, equipment)	Have to be approved and budgeted for	Enable identification of resources in the network; encourage sharing of resources; find ways to need less money; develop systems for collecting small donations from many people
Determining success	Outcome-based evaluation	Support collective sensemaking: much sharing about what is being accomplished; time set aside for reflection
Support for Network	People who network seen as spending too much time on people	Provide training, coaching, and communities of practice to help build skills and peer support

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An enabling environment has five major areas:

- Understanding the system to be transformed
- Communication and networking systems to support interaction and engagement
- Access to resources to support the work of the network
- Opportunities for collective sensemaking to gain maximum benefit from the work
- Support for Network Weavers so that the network has adequate leadership and initiative

Understanding the system and opportunities for sensemaking will be explored in Chapter 16. Communication and access to resources are discussed in this chapter while support for Network Weavers will be discussed in Chapter 15.

Section 1. Role of the Network Guardian

One role of Network Guardians is to oversee and facilitate the processes needed for the support system to be developed, implemented, and reviewed.

Who are Network Guardians? These individuals generally are what we call big picture people. They look at the whole and are able to see what is missing or what needs to happen next to make the whole network work more effectively. Often a foundation staff plays this role, though Network Guardians are found in all different types of organizations.

It's useful for several Network Guardians to work together, because each is likely to be more in touch with different parts of the network. Network Guardians can read all the sections in this handbook that describe the role, particularly exploring Chapters 14-16, since those cover the activities that are the purview of Network Guardians. They may start by working on one of the five areas of enabling environments listed above, convening a small group to work with on that area. Or, if they have the resources, they may convene a larger Support System Working Group, with smaller groups taking responsibility for one of the five areas.

Section 2. Systems to Support Networking and Communication



One reason why we need to spend time thinking about networking and communications is because this is an area where networks are quite different from a traditional workplace. Networks differ from organizations in three important ways:

An effective communications ecosystem will help people get beyond their organizational mindset to a network mindset. 1. **Location:** communication in organizations is usually place-based so that informal communication occurs naturally: staff run into each other in hallways, at the water cooler, and in staff meetings where people share information informally. This informal communication is critical for the smooth functioning of organizations.

In contrast, people in networks are usually located in different organizations. This means that we have to figure out new ways for people to run into each other if we want the benefits of informal communication.

There are two things we can do so that information flows in networks:

- Set up physical places in our communities that serve as *networking hubs*
- Set up web platforms that can serve as virtual water coolers and discussion spaces
- 2. **Motivation**: communication in organizations is authority based: although people may love their jobs, the bottom line is that they can be fired or reprimanded if they don't do as their manager tells them.

In a network, there is no boss. Participation in networks is voluntary. This means that networks need to develop other means of motivation such as:

- Engagement in issues individuals care about
- Commitment to others in the group
- A sense of personal accomplishment
- A sense of belonging to a bigger system and how their action contributes to the transformation of that system
- 3. **Purpose of communication**: much of the communication in organizations consists of one-way broadcast messages from higher ups to their employees. Managers are often the ones who develop plans and directives and their employees pay attention to and follow those directives.

In networks, communication needs to be interactive for the structure to work well: many people need opportunities to discuss ideas, participate in joint design, and figure out how to work together. Networks are about engagement – giving everyone an opportunity to get involved. Networks require well thought out scaffolding or infrastructure to support the increased needs for two-way communication.

Because of these differences, Network Guardians need to explicitly develop a communications ecosystem that supports interaction. Such a system will include formal and informal as well as face-to-face and virtual venues for people to share information, have discussions, find others like them, and make sense of what is going on. An effective communications ecosystem will help people get beyond their organizational mindset to adopt a network mindset.



COMMUNICATION STRATEGY

Your communication strategy needs to have four parts:

- 1. Creating networking hubs to increase serendipity and informal sharing
- 2. Informal gatherings
- 3. Increasing networking and communication at formal meetings
- 4. Using social media and *technology stewards* to increase communication and networking possibilities online

NETWORKING HUBS

For communication to flow well in networks and for self-organizing to occur naturally, networks need *networking hubs*: places where people run into each other, have the time and encouragement to chat, and end up cooking up new collaborative projects or sharing important information.

Every network needs to think explicitly about networking hubs. First determine where people in the network currently go as part of their work. Sometimes people in the network frequent a certain place or space for training, meetings, coffee, or to access a library. Once you have identified such places, you can build on their networking capacity by encouraging people in the network to locate even more of the network's activities at these sites. Sometimes a network will set up a kiosk or bulletin board in those places to help people in the network know what is happening. This concentration will increase people's chances of running into each other.

Some potential networking hubs are non-work related. Restaurants and coffee houses are prime candidates for networking hubs. You can get everyone in your network to agree to have informal meetings and twosies at one or two restaurants or coffee shops in your community. Community centers, cultural centers, parks, and religious centers are also excellent potential networking hubs.

Other steps you can take to increase interactivity:

- Make sure the space encourages people to hang out: couches, chairs, coffee, magazines – all of these encourage people to spend a little more time in the space, which increases the chance that productive conversations will take place.
- Hang whiteboards or chalkboards on walls, which encourage people to jot down ideas so others can see them.
- Have long breaks at meetings to encourage informal conversations and relationship building.



Case Study

Case Study of a Networking Hub A recent case-study in Brixton, a low-resource section of South London, shows how business and more diverse and resilient networks can facilitate each other. The shopping arcade Brixton Village had seen better days, with a third of its shop units lying empty. In November 2009 in an initiative paid for by the landlords and run by the Space Makers Agency, twenty shops were offered rent-free for three months.

By the end of this three month period the shopping center had become a hub for a diverse range of local networks and communities: from re-use and recycle groups to the Al Amal Society's Olive Tree café, which acts as a hub for non-extremist dialogue. Nine months later, all the shops were rented and the market remains a focal point of activity for local communities.

This is an example of flourishing of networks that can occur around a hub. This does not need to only apply to physical hubs or meeting spaces: a way in which local business can both promote and benefit from local networks is through the funding of hyper-local websites. They are cheap to run (although they rely heavily on key individuals to get going), and research by Networked Neighbourhoods has shown the positive effect they can have on a local area. In their evaluation of the effects of three hyper-local websites in London they found that just over 4 out of 10 respondents had made new contacts in their neighbourhoods as a result of using the website, and that while only 13% of respondents claimed to be involved in formal local organisations or groups in their area, 95% felt that they had become more informed about the neighbourhood due to their use of the website.

From Power Lines

www.the**rsa**.org/__data/assets/pdf.../**RSA_Power_lines**_FINAL-110511.pdf

Networking hubs can also be virtual. Sites like <u>www.ning.com</u> are very useful places for people to continue discussions, but they do require some training, coaching, and encouragement – and numbers (Localfoodcleveland has over 3000 members) – before people use them consistently. Google docs (<u>www.Google.com</u>) are even easier, though everyone using them needs a Google account. These are like Word documents, but are on the web where everyone can access them and edit them. People can also use the Google docs site to send emails to a group of people. People can take turns taking notes from meetings (whether virtual or face-to-face) and others can add notes between meetings.

NETWORKING HUBS

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reading the section on networking hubs, convene a group of people to identify all current ptential networking hubs, and how these could be amplified by having more informal ngs at these places. INFORMAL GATHERINGS OR CONNECTION EVENTS

Connection events are gatherings, usually informal, that are explicitly designed to encourage people in networks to get to know each other. Events can be completely unstructured, they can include a short talk, or they can include organized activities as speed networking, discussion tables, or games.

Such events are most successful when they occur regularly – for example, the first Friday of every month – so people can easily remember when the gathering is happening. Examples of such events can be seen at <u>http://www.e4s.org</u> or <u>http://greendrinks.org</u>.

EcoTrust has a handbook on organizing a networking event for the food sector, but the information would be useful to any sector. The handbook contains many worksheets to guide the planning process for such an event. See http://www.ecotrust.org/foodfarms/localfoodnetworks.html

One way to increase the networking potential of such events is to make sure all organizations in the network are publicizing the events sponsored by every other organization.

ACTIVITY: CONNECTION EVENTS

Identify a small group interested in setting up a connection event. Have them review the examples of other connection events listed above. Help them identify a location and name, develop an email list, and generate invitations.

COMMUNICATION AT MEETINGS

Meetings can support networking by including long breaks where informal interaction can flourish. Having benches outside meeting rooms or snack tables also encourages conversations. Having Network Weavers introduce individuals to others with a similar interest during breaks is also useful. In addition, relationshipbuilding activities such as speed networking can be included in every agenda. Report outs of activities tend to be boring, but having bulletin boards or handouts with pictures describing various projects is often useful. Every meeting should include considerable time for small group and *dyad* discussions where participants can engage around issues and topics of interest.

USING THE SOCIAL WEB TO SUPPORT COMMUNICATIONS

Because participants in networks come from many different organizations, using the *social web* or *social media* can give your network a powerful advantage:

- 1. Information (about meetings times, tasks, meeting notes, etc.) can be collected in one website rather than in a series of hard-to-find emails.
- 2. Using Skype or similar service, long distance calls can be free and spontaneous.



- Discussions can be *asynchronous* people can add to a discussion whenever it is convenient for them. Discussion can be ongoing, not just limited to meeting time.
- 4. Collaborative work, such as grantwriting, can be asynchronous or synchronous, with everyone working on the same web document (Google docs or a wiki). People can work on a proposal without worrying about version nightmares.

ACTIVITY: PERSONAL SOCIAL MEDIA ASSESSMENT

To get an idea where to start, you may want to have individuals assess their level of expertise with various platforms.

Have network participants take the *Personal Communication Assessment* worksheet. Collect these to understand the range and level of expertise in the network.

Of course, many people are intimidated by social media. This can be overcome by mobilizing individuals who have experience using various platforms as coaches or buddies (also called technology stewards). The best way for them to provide support is to have them introduce new platforms only when a group or individual is ready to use that platform in their actual work. Below is a simple Google doc that could be set up to help people self-organize to get assistance.

Figure 1. Google spreadsheet used to match social web needs with tech stewards

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For	mula:			
	A	В	С	D
1	Platform	Want to Learn	Willing to Teach	
2	Google docs			
3				
4				1.0
5	Skype			
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7				
8	Twitter			
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14				0
15				121

Google docs ☆ Social Web Buddies 🔒 Private to only me

However, at some point, it makes sense for the network to review all its activities and think about how social media might support them. This way, the network can develop a social web ecosystem, where many different platforms are connected and synergistic.



ACTIVITY: STEPS TO INCORPORATING SOCIAL MEDIA INTO YOUR NETWORK

- 1. Identify a small group of people who have some familiarity with social media tools and platforms.
- 2. Meet virtually or face-to-face, weekly if possible, to experiment with the platforms described in the worksheet *Using Social Media*.
- 3. After experimentation, have individuals in the group try out the use of the tools in a work group, team, or project. Have them coach others on those teams to use the platforms.
- 4. Share back what they learn as they are helping their projects try out these platforms. Which seemed most successful? Which were problematic? Why?
- 5. After some experimentation, convene a group to plan a social media strategy for the network with the *Using Social Media* worksheet. What are the highest priority needs for interaction? What should the approach be: let people decide what to use on a project-by-project basis or develop network-wide standards? What platforms will best meet the needs? What kind of training/coaching will be needed? What investment will be needed?

ACTIVITY: DEVELOPING A SOCIAL WEB SYSTEM

Use the worksheet *Using Social Media* to assess your network's communication needs. Have people put a star in the first column to indicate the most essential communication needs. Identify technology stewards and have them help incorporate the use of social media into the network's activities.

SETTING UP A COMMUNICATION SYSTEM

There are two steps involved in setting up a communication system:

- 1. Assessing your current system
- 2. Identifying a strategy and key champions

ACTIVITY: DESIGNING YOUR NETWORK'S COMMUNICATION SYSTEMS

Have a group complete the *Your Communication Ecosystem* worksheet and *Your Communication System* worksheet. Then discuss the responses. Use this to develop a communication strategy that supports more engagement.



Section 2. A System for Resource Flow

RESOURCES

Every network needs a pool of resources (money, space, expertise, etc.) that EVERYONE in the network can access. To accomplish this requires several steps. First, people in the network need to identify existing resources, make sure everyone in the network knows about them, and encourage individuals to build relationships with the people they need to know to access those resources. Next, people in the network need to work together on generating more resources.

What resources are useful in networks? Examples of important resources are:

- Space for meetings
- Use of equipment from computers and copiers to LCD projectors and video cameras
- People with skills and expertise: graphics, technology, grant writing
- Volunteers
- Websites willing to share network information

ACTIVITY: DEVELOPING A POOL OF RESOURCES

Bring together your network and use the worksheet *Resource Pool* or set up a Google doc (see below) to capture all of the resources available to people in your network. Describe the rules for use (barter, free access, etc.). Identify ways to continually update this information.

G	oogle docs 🕆 Resource Poo	Private to only me			
File	Edit View Insert Format Da	ta Tools Help			
ē	n n 🖹 = 🛔 \$ % 123 - 10	Opt ▼ B Abc <u>A</u> ▼	∎・∎・≣	∓ III × 3 🖙	
For	mula:				
	A	В	С	D	E
1	Skill				
2	Graphics	John	Valerie		
3	Photos	Sarah		2	
4	Web pages	Juan			
5					
6					
7	Resource				
8	meeting space for small group	United Way			10
9	meeting space for large group	and the second second			
10					
11					
12					
13					

Figure 2. Google spreadsheet where resources can be logged



Networks need to think explicitly about what kinds of money are needed for network activities and how that money is packaged and made available to the network. In many cases, networks can accomplish a lot without money by drawing on network resources. In addition, networks can often generate the money they need from many small donations rather than large grants.

MONEY IN NETWORKS

See: www.pledgepage.org, <u>https://www.wepay.com/giving</u>, <u>www.charitywater.com</u>, or <u>www.kickstarter.com</u> for excellent examples of this type of fundraising.

1. In relationship networks, money is needed

- to provide training/support for Network Weavers
- for network mapping with social network mapping software
- to provide funds for people to attend conferences and visit other communities to learn from them

2. In intentional or convened networks, money is needed

- to hire a Network Facilitator and cover his/her expenses
- to pay for meeting expenses, including outside facilitation
- to cover cost of members involvement in the planning stage
- to cover the cost of implementation of the plan

3. In self-organized networks, money is needed

- to provide money to collaborative action projects (see Innovation Fund below)
- for social media platforms that support project management and sharing about projects with the larger network
- for training and coaching of Project Coordinators

4. For the network support system, money is needed

- to support *technology stewards*
- to provide training in the use of social media
- for the cost of social media tools and platforms
- the cost of connection events
- to set up a Community of Practice for Network Weavers

ACTIVITY: DEVELOPING A STRATEGY FOR MONEY

Convene the network to identify the highest priority needs for financial resources. Then brainstorm who in your network might have resources (foundations, government, supporters, etc.) to support network development. Determine who has relationships with those potential sources and/or how people in the network can develop those relationships.

SETTING UP AN INNOVATION FUND

One of the most powerful ways to help people become more collaborative is to set up an Innovation Fund. An Innovation Fund is a pool of money – often quite small – that is used to support innovative collaborative projects. A group of Network Guardians gets together to determine simple rules for the fund, often using network maps to determine which groups they want to encourage to work together. For example, they may see that young people are not being included in neighborhood projects so make inclusion of some young people one of the criteria for obtaining funding. The Network Guardians then determine the size of grants – which might range from \$50 to several thousand dollars. Funds might be used for materials (to make a brochure, for example), to cover costs of coordination, to pay for a grant writer, or to pay for training or access to an expert.



Part 5. Supporting Networks

The Network Guardians then devise a simple proposal format, usually only one or two pages long, and determine the turn-around time for proposals, which should be as quick as possible (1-2 months) so that projects are generated in a timely fashion. A small team of Network Guardians – individuals who have a good sense of the network but no stake in specific outcomes – should then make the decisions.

After completion, funded projects should be willing to share about their project with other funded projects so that everyone can learn from the experience. Debriefing the results can often help an organization or network identify simple changes that would help support self-organizing.

The proposal guidelines should be reviewed and changed each year (or cycle) based on an analysis of the current state of the network and a determination of what needs to be encouraged by the fund. For example, one year the fund might be used to help people experiment with adopting social media in their projects or network while another year the fund could support collaborative projects between two counties.

Usually after one or two rounds of funding you may find that you no longer need the fund – people are freely and frequently self-organizing and finding the resources to support their collaborations in a number of places.

ACTIVITY: SETTING UP AN INNOVATION FUND

After reading about Innovation Funds, convene a group of Network Guardians and determine what steps you need to take to set up an Innovation Fund for your network.

POOLED FUNDS

Larger funds, pooled from several foundations, can be used to support much larger, higher –impact collaborative projects.

Case Study

RE-AMP Pooled Fund

RE-AMP, the network of 125 foundations and organizations working to lower emissions in the Midwest, has a \$3 million annual pool of funds supported by 6 foundations. Each of the states has an annual gathering to identify potential high-leverage opportunities in the state. In addition, the Steering Group identifies cross-state opportunities. These are used to determine allocation of funds. Collaborative proposals are then received. Decisions on proposals are made by a committee that consists of both funders and organizations.

The Trial Version

Section 3. Designing a Network Support System

At some point, it makes sense for the network to conduct a comprehensive joint design session to design the network support system.

ACTIVITY: DESIGNING THE NETWORK SYSTEM

After reviewing your answers from the *Network Assessment* worksheet in Chapter 2 and the handout *Ideas for a Support System for Your Network* help the group design a network system.

Identify how your network can improve or develop a system for communication, reflection/collective sensemaking, access to resources, and support for Network Weavers, using the worksheet **Designing the Network System of Support**.



Resources for Chapter 14

Worksheet: Personal Communication Assessment Worksheet: Using Social Media Worksheet: Current Communication Ecosystem Worksheet: Our Network Communication System Worksheet: Assessment of your network's support system Handout: Ideas for a Support System for Your Network Worksheet: Designing the Network System of Support



Personal Communication Assessment

Circle the best answer for each item. Star the 3 platforms you most want to learn.

Email	Want to learn	Willing to show someone
Google docs	Want to learn	Willing to show someone
Skype	Want to learn	Willing to show someone
Facebook	Want to learn	Willing to show someone
Twitter	Want to learn	Willing to show someone
Text messaging	Want to learn	Willing to show someone
Doodle/meeting wizard	Want to learn	Willing to show someone
Web conferencing (AnyMeeting)	Want to learn	Willing to show someone
Ning	Want to learn	Willing to show someone
Flickr or other photosharing	Want to learn	Willing to show someone
Blog	Want to learn	Willing to show someone
Slideshare	Want to learn	Willing to show someone
Screenr	Want to learn	Willing to show someone
Bookmarking	Want to learn	Willing to show someone
Other	Want to learn	Willing to show someone
Other	Want to learn	Willing to show someone
Other	Want to learn	Willing to show someone
Other	Want to learn	Willing to show someone



Using Social Media to Support Your Network

Start with the kind of interaction you want to support and then decide on the platform. Put a number from 1 to 5 in the first column: 5 if this interaction is very important in your network and 1 if it is not very important. Then, with others in your network, identify the five most important. Show how these might fit together into a communication ecosystem. Determine who will set up the platforms and how people will learn to use them.

1-5	Interaction	Tools
	Set meeting times	<u>www.doodle.com</u> <u>www.meetingwizard.com</u> Who?
	Support twosies or small group interaction	www.skype.com (Can take notes in the chat so you remember what you said and instantly exchange documents) Who?
	Generate a joint set of notes, write a joint grant, plan a project or an agenda Keep track of participant skills and resources	<u>www.Googledocs.com</u> (both a Word type document format and a spreadsheet format) Has a chat as well on side Various wikis Who?
pdf element	Keep people engaged and Informed Find others interested in same thing	www.buddypress.com Facebook Group pages www.ning.com (costs) group email www.posterous.com www.wordpress.com Who?

	*	Interaction	Tools
		Access innovation	www.twitter.com Setting up a good set of people to follow on Twitter takes some time, but once you do you will be receiving a continual stream of tweets with urls that connect you to great ideas and people. <u>www.Google.com</u> Have twosies do searches for other communities doing innovative projects Who?
		Conduct interactive training and discussion	www.anymeeting.com Who?
		Video-conference calling	<u>www.skype.com</u> video only with two people (unless pro version) Can take notes in chat window <u>www.oovoo.com</u> Up to six people Who?
		Screen share to show others a document or application	<u>www.skype.com</u> (only 2 people) <u>www.yuuguu.com</u> <u>www.joinme.com</u> Who?
The Trial Version			

*	Interaction	Tools
	Project management for collaborative projects	www.teamworkpm.com www.basecamp.com
		www.goplan.com
		www.huddle.com
		Who?
	Create, share and remix photos,	www.slideshare.com
	Powerpoints, and documents	www.scribr.com
		www.flicker.com
		Who?
	Bookmark and share webpages	<u>www.delicious.com</u> Who?
	Create videos about your network	<u>www.screenr.com</u> <u>www.youtube.com</u>



Current communication ecosystem

Describe what your network is doing in each of these areas. Which is the highest priority to work on?



Your Network Communication Strategy

How does your network **engage people**? Put a number from 1 to 5 in the column "how frequent" to identify how often you use this form of media to engage people, with 5 indicating frequently and 1 indicating seldom. If you don't use it at all, put a 0. Do the same for the second column to evaluate the effectiveness of the media and the cost (time and money).

How Frequent?	How Effective?	Cost?	Media
			Website with place for comments
			Simple surveys at meetings
			Feedback forms, at meetings and elsewhere
			Small group interaction at meetings
			Radio: discussions, interviews, call-in
			Email newsletter sent to group email so people can respond
			Group email list that encourages people to respond
			Blog with comments
			Joint writing platform such as wiki or Google docs
			Network Twitter chats
			Network social networking sites like Facebook, ning, buddypress
			Other (please specify)

Which are you doing well? Which would you like to do more of?



Resource Pool

List skills your network needs. Examples of skills: leading meetings, graphics, social web, public relations, grant writing, report writing, volunteer driver, childcare, researcher, administration, etc. Then list names of people who have those skills.

Then list resources your network needs. Examples of resources: access to free space for meetings, access to computers, access to audiovisual equipment, access to vans, access to meeting supplies, money, etc. Then list organizations or individuals who can help you access those resources.

Needed Skills	Names

Needed Resources	Names	



Part 5. Supporting Networks

WORKSHEET

Assessment of Your Network's Support System

How well developed?						
Not 1 developed	1. Fa 2	i ce-to-face Network i 3	4 4	5	Well developed	
	2.	Virtual Networking	Hubs			
Not 1 developed	2	3	4	5	Well developed	
	3. Traditio	onal communications	s (print, radio)			
Not 1 developed	2	3	4	5	Well developed	
	4	4. Email communicat	ions			
Not 1 developed	2	3	4	5	Well developed	
	5	. Virtual communicat	tions			
Not 1 developed	2	3	4	5	Well developed	
		6. Resource pool				
Not 1 developed	2	3	4	5	Well developed	
7. Innovation Fund						
Not 1 developed	2	3	4	5	Well developed	
Not 1 developed	2	8. Tracking 3	4	5	Well developed	

How important is it to develop this part of the support system for our network? What do we need?

	1. Face-to-face Networking Hubs				
Not 1 important	2	3	4	5 Very important	
pdf element	2. Virtual Networking Hubs				
Not The Trial Version portant	2	3	4	5 Very important	

Not importan	1 t	2	3	4	5 Very important		
		4. Email	communications				
Not importan	1 t	2	3	4	5 Very important		
		5. Virtua	l communications				
Not importan	1 t	2	3	4	5 Very important		
·		6. R	esource pool				
Not importan	1 t	2	3	4	5 Very important		
mportan	-	7. Innovation Fund					
Not importan	1 t	2	3	4	5 Very important		
	-	٤	3. Tracking				
Not importan	1 t	2	3	4	5 Very important		

3. Traditional communications (print, radio)

I would most like to work on? Circle 1 or 2

Face-to-face Networking Hubs

Virtual Networking Hubs

Traditional communications (print, radio)

Email communications

Virtual communications

Resource pool

Innovation Fund

Tracking



Ideas for a Support System for Your Network

Arena f	or Change	Purpose	Actions
Commu Engage	inication and ment	Help people in network build new relationships and deepen existing relationships	 Face-to-face: Network building activities at all mtgs/gatherings (speed networking, etc.) Create networking hubs and spaces Social Web: Places for personal profiles describing interests, etc. on organizational websites Places such as ning.com, Facebook for community building Network Weavers: Facilitators/Network Weavers to help introduce people to each other, deepen discussion
pdfelement The Trial Version		Move from one-way broadcast orientation to peer-to-peer communication, dialogue and discussion Synergistic building on each others ideas and actions	 FTF Use of processes such as World Café to build listening skills Social Web Use of interactive platforms such as www.anymeeting.com that offer multiple means for interaction (voice, chat) so more can be part of discussion Blogs for communication with opportunity for comments and feedback Wikis or Google docs for organizational documents so that they can be jointly written Network Weavers: Network Weavers facilitate peer discussions in FTF and Social Web environments

	ning and Support letwork Weavers	Build Network Weaver skills among all network participants	 Introduce network concepts Teach and encourage drawing of simple network maps
		Help Network Weavers become more skilled	• Teach and coach NW skills: connecting, project coordination, network facilitation, and network guardian role
			Organize a Community of Practice for Network Weavers
Colle	ection and ective emaking	Ensure that reflection processes are embedded at all levels of the network	• Embed reflection and learning processes in board meetings, circle meetings, conferences and committee meetings
			Set up all communication to include opportunities for feedback
			 Include reflection processes as part of project coordination role
		Collective sensemaking	• Set up platforms and activities for sharing
			 Include system analysis activities to show how current activities fit together
Acce	ss to Resources	Money	 Set up Innovation Fund to provide seed funding for projects Pay for accounts so projects have access to web-based platforms
		Other resources	• Design process so that all participants can share about resources (space, etc) that others can access
pdfelement		People	 Identify skills of people in the network and whether others can access them

Designing the Network System of Support

1. Communication

2. Reflection and Collective Sensemaking

3. Access to Resources

4. Training and Support for Network Weavers

5. System for Strategy Development



300 JUNE HOLLEY, NETWORK WEAVER

Chapter 14. Creating Enabling Environments for Networks

WORKSHEET

Thoughts about Network Support Systems

1. Who do I know who are already acting as Network Guardians?

2. What it the most important part of the Network Support System for our network to get in place? How will we do that?

3. What new insights did I get about our network from this chapter?

4. What actions did I take as a result of this chapter? What did I learn from them?

