Zoom curated chat notes from Workshop #1: Network Weaving learning series some points picked out

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**SHARED TWITTER HANDLES**

Benefits of twitter, shared each other’s twitter addresses

be helpful maybe to learn about each others specific interests so if copying into a tweet e.g. we have a sense of what maybe most useful to share.

@LouWaters\_QI, @clairem7523 , @1mcguinness, @SophieBee [@MatthewMezey](https://q.health.org.uk/community/directory/matthewmezey/) [@CathHeaney](https://q.health.org.uk/community/directory/cathheaney/) @hesham\_abdalla @shane\_costigan @Zoelord1 @clareupnorth

@emmaadamsGenQ @GSCOrnell @hlshearer @MillieLove86

@krishnaker @libbykeckhealth @toadeldee @andreadgibbons

@MirekQI @katymall @kmachin @evidence4qi @CarolLRead@KateSlater2

@ahpvalues @Mountain\_medica @Rthy @NAEarlyYears @mkrettiwt

[@JeanneHardacre](https://q.health.org.uk/community/directory/jeannehardacre/) @aparker2SAS @TrJw @HSCQI @JuliaWoodQI

@elizbeech @NELFTAdultSLT @mapflynn @nationalQI @rachel\_n\_trask

@RachelChappel19 @Bianca\_enhtqi @Naomi\_Burden @AHPQI

@ccristinamartin @desbrown67 @COPEScotland @EliasGwyn @SylviaCrook68

@dottymaterocks @madihoskin @c\_hewitt\_ @helenkaypyenhs @Lou Waters @melajand @LorraineMurphyQ @GyimahCherise @RachVolland

@Lou yes! @dan Harley @behrendt\_katja [@ClareCable](https://q.health.org.uk/community/directory/clarecable/) @sophia\_mody

twitter list of everyone who shared their handles here it is <https://twitter.com/i/lists/1326215934038728706>

**SESSION WARM- UP Themes from “if only” …**.•

-More time

and getting it all done

• Missing people and giving hugs

• Personal goals

• Environmental conditions

**SESSION WARM- UP Themes for “when all is said and done……”**

• Reference to having relationships with family/significant others

• Personal aspirations and gratitude’s kindness

• Relief and sense of joy in life and being alive today

• Sense of purpose and personal integrity be true to you

• To hold on when things are tough as this too shall pass

• Reference to continuous learning and development

• Anticipation of something nice ahead

• Reflection on priorities and what really matters

• Hopes for a better world, e.g. where inequalities no longer exist

• Need to rest and recover

• Reflection on perhaps glasses of wine for future sessions and creating wasp safe zones for out of season wasp attacks

• The tech can be made to work, and we can help each other

**QUESTIONS**

• Will slides be available?

• Is there a network starter guide?

• How might networking be used to reduce isolation and improve wellbeing in the new digital world in which we now live?

• How might network hubs decrease isolation in these COVID times?

• Should networks destabilise or stabilise or both?

• I am seeing that old power is re-emerging and repowering during the pandemic, is anyone else feeling/seeing this

• Is a community of practice a network or is it different?

• Where does the power and control sits within these groups?

• Is it time focused as in I can step back as an individual participant when I am done or because it will finish it’s purpose?

• How do you make a space safe in your own experience of leading groups/ teams/networks?

• Does everyone in the network have to know they’re in the network?

• I’m hearing rumours that your Liberating Structures user group in Scotland could be getting going online?

• How do you stop breakaway hubs fragmenting the network?

• I wonder if there is a difference between a network online and a network of people that can meet up in a community? Do networks develop quicker face-to-face or online?

• what is in co-production that might be missing from Network Weaving….?

• wouldn’t it be better to embrace the possibility of transformational relationships? Go beyond the time-based transactions to co-develop new knowledge insight?

• Does anyone else feel that coming to a shared set of values is easier said than done?? In a very culturally and socio-economically diverse network I am part of, there are so many diverse values, including diverse religious interpretations of the world – and I am finding it hard to help to weave our way through this

• is there something about seeing all people as assets (no more throwaway people) that might get lost in a network that’s about providers?

• interested in views on the concept of self sustaining networks ..it is something I have heard set out as an ambition and yet very difficult to achieve- what are others experiences/views?

• I’m curious about how we communicate the value of networks. I have a strong sense that even network enthusiasts have some discomfort that when they are doing network things they are “not really working”. which is problematic for several reasons. I’m v interested to hear people’s views on this?

• do we start future sessions maybe wee 3min relaxer help people to relax and leave what were working on and focus on what next? wee video on our site have used the 3 min relaxer people have found helpful [http://www.cope-scotland.org](http://www.cope-scotland.org/) all free to download and share

**Sharing resources**

Start meetings and sessions with a 3 min relaxer - people have found helpful [http://www.cope-scotland.org](http://www.cope-scotland.org/) all free to download and share

Innoviser in Denmark have done some great research on networks and utilising those informal networks to build energy for change…. <https://www.innovisor.com/2017/05/30/how-to-rethink-change-with-the-three-percent-rule/>

Some interesting reflections on collaboration and hierarchy during covid in Q’s insight survey. You can find out more at #Qevent next week

everyone can join the open ‘Network Weaving’ here: <https://q.health.org.uk/community/groups/network-weaving/> (there is a closed space too)

Hope everyone here knows that we have a regular Q ‘Liberating Structures’ user group. Join the group space to hear more: <https://q.health.org.uk/community/groups/liberating-structures-in-healthcare/> – next meetup is Thursday 3rd December (midday) – no event page yet

<https://bmjleader.bmj.com/content/early/2020/11/06/leader-2020-000394> i found this a useful read when considering speaking up

useful OU course for hand drawing network diagrams <https://www.open.edu/openlearn/science-maths-technology/computing-and-ict/systemscomputer/systems-diagramming/content-section-0?active-tab=description-tab>

radical connectivity <https://julianstodd.wordpress.com/2020/08/11/landmarks-of-the-socialage-3-community/>

The way that formal operational structures in our orgs interface with networks etc is made very clear in Prof Mary Uhl-Bien’s work. Here’s a great Q Zoom with Mary, if you don’t know her work: <https://youtu.be/miEcPzx3_FI>

for those talking about connections in online spaces, you might be interested in this – <https://www.thecatalyst.org.uk/blog/humanconnection> Created more for charities but still relevant beyond – they are tools and principles to create meaningful human connection in online services

I offer a wee good morning your mental health matters emails Mon-thur every week, no expectation people do anything with what i send use what is useful, good for our wellbeing if want included email me hilda@copescotland.org everyone is BCC feedback i do get people find it helps

Kumu

Developing some Q work to use Kumu to map the Q member network – look out for it, and add yourself to the map when its ready <https://kumu.io/>

Rural health network summit Bill and I are working on if you want to see a USA Texas-based Initiative that is 1 year old. <https://stdavidsfoundation.zoom.us/meeting/register/tJYucyqqDgvH9ZxNiLDfrQEkg8myGYWbjp>

Kristin Johnstad : If you want to see a rural health network that Bill and

I are working with that has used Kumu to self-organize. Here is the link;

<https://kumu.io/Johnstad-and-Associates/bbc-network-weavers-cohort-1-pilot#networkweavers-1>

Kumu is network mapping software. Here’s an example of a network map (it includes one Q member!): <https://embed.kumu.io/1fe21637db2aa3823488472aca77d9fb#home>

Hey who wants to take a kumu conversation over to the group space? I have a couple maps I would bet happy to share and we could think through what would be valuable for you and Q

Reflections on “WHAT ARE ATTRIBUTES/ CHARACTERISTICS OF NETWORKS?””

Theme of power (centralized - descentralized) and control (high - low)

• I wonder if successful networks have members with a sense of agency which enables them to work outside “old power”

• Large funded old power is excluding more dynamic smaller user led organisations

• old style autocratic style was in play at the start of the pandemic, maybe out of necessity, not going to wash for much longer!

• Some people are comfortable with old power

• Yes old power remerging and they are loving it

• How do organisations use the power of networks effectively?

• Use old power in a new way

• Flexibility between the three models is important and also challenging in practice. Can lead to others critiquing leaders for being inconsistent for example

• Even formal organisations are highly reliant on informal relationships

• Power is not a light-switch. Perhaps it’s a switchboard or mixing desk – with lots of different dials to fine tune as the music plays

• Old power working styles, multiple priorities, financial drivers rather than service user focused

• No clear rules or structures- they need to be negotiated and this can be a challenge in cultures where there are unspoken norms and hierarchies

• Centralised power forms the dominant narratives, what is talked about. Are networks welcomed by the powerful?

• “At work, what is accepted as the truth reflects who has power. The powerful shape what goes onto the agenda, whose voices are prioritised and what gets acted on as a result of discussions.” <https://bmjleader.bmj.com/content/early/2020/11/06/leader-2020-000394>

• When we get a bit quantum is when it gets really interesting, using mechanistic approaches works with machines, people and networks are way more unpredictable and so fascinating and unique

• Sometimes in finding new answers to a common issue it can feel a bit quantum which can be unsettling as we don’t know where it may go, or feel we have a sense of control., however, sometimes going with the flow and not expecting a result A from the outset can take us to really interesting places as often A doesn’t lead to B it turns out going to L which is more where we wanted to be but didn’t know it, the visioning is the place to start then the way we get there we leave open?

• It’s tricky when the status quo is org drive rather than mission. brand over humility etc

• Lot reflection on definition and purposes of leadership, different kinds of power which don’t also have control

• if no consensus, whose set of values is more or less important than anyone else’s???

Safety

• Safety is key AND the more diverse the network the more subtle the risks can be for speaking up/being visible/experimentation

• Safety is important, offers space to think out of the box without fear of judgement

• There’s a real art to holding safe spaces and people feel safe as they experience being held.

• Safe spaces – make time for people to share stuff out with their formal role/job title. pay attention to how I react to what people say/do. Notice when people are different and check-in

• I am hearing some conflict we have a limited value and opportunity are we comfortable to pick up and be picked up and drop back and be dropped back? How do we manage emotional connections and self value to do this without hurting or being hurt?

Limitations on networks

• Lack of decision making, limited by people’s needs who crave authority

• I don’t think people generally understand networks and so they end up frustrated

• Who holds the responsibility for sustaining contact? The motivation to keep people on board

• Reliance on face to face contact/though email MS teams is an option

• Do the members have the power and influence to affect change

• Works when a single purpose but when other demands are there can turn inward to priorities of members, conditions beyond the networks hve im[ac

• Reflecting on the democratisation, what about someone acting as a conduit

• Unclear about function

• ‘Usual suspect’ syndrome sometimes same people same ideas lack of diversity

• a small charity we can change and adapt quickly, sometimes the larger the other members of the network and their reason for being there, things can seem to go in circles with no action and that can be draining, for me, networks need purpose an outcome which has an impact on whatever it is matters to us as people and in the roles we have

• often see networks fragment and struggle to get to a point of self-sustaining. That may not be a disaster… networks as a way of sensing where energy is and what’s meant to be??

• so public sector healthcare organisations I’ve worked in don’t value networks as described. they value process driven agendas and there is an undervaluing of relational aspects.

• Require energy and enthusiasm to be sustained

• Public sector doesn’t acknowledge the value of informal networks enough although that is where a lot of good work takes place

• How successful are networks within current climates and leadership practices? Also letting go of outcomes is a little bit uncomfortable from my QI role as we are fairly committed to outcomes

Reflections on HOW MIGHT NETWORKS BE A DIFFERENT WAY OF ORGANISING?”

l cross sectoral boundaries, collaborative and inclusive, not a legal entity

• Important to recognise the difference between a managed programme and the kind of networks that we are discussing here. very refreshing to stand in the space of real network organising rather than a hierarchical program that is called a network

•

• Sometimes networks come together for a specific purpose BUT the relationships built during that continue beyond that and even form new networks

• Courageous space welcomes ideas which may be different, cause disruption

• Soft if thinking in terms of soft/hard systems

• Democratic, power is not located in one place/no centre of power, more self-organising, no leader

• Learning system mutually beneficial

• Common focus, created out of want/need

• Values based, vision based, common to people who choose to opt in

• Everyone equal, less opportunity to create hierarchy

• More flexible, fluid, emergent, organic, adaptable to changes

• Mutually beneficial

• More dynamic, creative

• Networks as pure gold delivering improvement

• More relationship focused

• More mutuality’s

• United by shared purpose, passion, voluntarism, responsibility, people can leave if doesn’t meet their needs

• More diversity, free thinking

• Peer support

• Relies on discretionary contributions

• There is choice you opt into a network

• Networks really stepped up with agility in COVID-19 wave 1

• We sometimes sees ways of organising in health care that are called networks, or start as networks but aren’t always able to keep their network features. While I’m not personally too purist about what’s a real network, and need to recognise a spectrum of network forms, this can dilute our understanding of the core features of effective networks

Simple rules that support effective network patterns?

• Without attention, messages can become weak / lost when filtered through layers of an organisation – maybe a network can counter this by not placing blocks in between members for communication

• In networks you are paying attention to what level of agreement can you get (simple rules) and what certainty is needed?

• need for some kind of focus, some sense of purpose, fun, network members value the time they invest in it they see it is worthwhile in some way for them

• Start with the values of a network, its members, create psychological safe spaces so people can be authentic

• don’t think we’re aiming for absolute consensus – just a degree of respect for different perspectives would be a good start in this case!

GENERAL FEEDBACK ON WHAT WORKED?

Plethora of ideas

Slides

Facilitators

Sharing

Coming together

Breakout sessions

GENERAL FEEDBACK ON WHAT WASN”T HELPFUL

Volume of chat distracting from presentations