Reflective Practice Workbook

Understanding my Networks and my roles within them

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Q is led by the Health Foundation and supported by partners across the UK and Ireland

WHAT CAN BE FOUND IN THE REFLECTIVE PRACTICE WORKBOOK

CHAPTER 3
Relationships with myself and others

CHAPTER 2
Understanding my role as a Network Weaver

CHAPTER 4
Understanding my networks

CHAPTER 1
Ideas on how to use this workbook

CHAPTER 5
Motivating & energising my Networks & me

REFLECTIVE WORKBOOK

SEPT 2023

With gratitude

We would like to dedicate this Network Weaving reflective workbook to June Holley who has been weaving networks and helping others weave networks and writing about networks for over 40 years originally inspired by her mother Dorothy Hance Holley. On her passing June discovered diaries her mother had kept over many years. In reading those diaries a change was noticed in how people connected moving from rich, informal neighbourhood communications to one-way television broadcast messages, influencing people to consume, as neighbours spent less and less time with each other.

There were also observations on the world of work, where we moved from human systems of working for and helping each other, to becoming cogs in the machine, with clear hierarchies, power and increasing workaholism to climb or maintain a position on the corporate ladder. For many who had known what it was to be poor, a chance at a better life, a nice home, and financial security for children was appealing.

However, not everyone was able to take advantage of this new prosperity as throughout the world, inequality, and wars continued. They continue to this day. June writes of her mother's experiences in America, they resonate with many similar experiences around the world, including in the UK.

June reflected things needed to change, inspired by, and learning from others it was clear there was a need for transformation:

1. a shift in how we relate to each other from hierarchy to peers working together to co-create a world that works for all.
2. a shift from pressures for conformity to a deep appreciation of our differences and the ability to use those differences to make breakthroughs in our co-creative processes.
3. a shift from a control mentality to the creation of a web of support that enables us to find others, communicate easily, access resources and reflect on our work.

June created the Network Weaver's handbook in 2010, which offers ideas and tools to support these shifts. In 2012 this website was born Networkweaver.com Now stewarded by the Leadership Learning Community which has done significant work in the last 10 years on network leadership development and networks and weaving in the health and social wellbeing space. This offers another place to access and exchange resources for those interested in networks and network weaving.

The Q Community is a connected community working together to improve health and care quality across the UK and Ireland, hosted by The Health Foundation. Q members had the opportunity to actively participate in a Network Weavers Learning series in 2021. Facilitated by Network Weavers including Kristin Johnstad.

On completion of the learning series some Network Weavers continued conversations with June and Kristin to explore consent to adopt and adapt materials from the original Network Weaving handbook. This was granted and thanks to support from the Health Foundation Supporting Q Connections funding programme we were able to explore ideas on sharing the learning from the programme and developing new resources including this reflective workbook, which Kristin continued to support in its development, and we are very grateful for her input and wisdom.

"A Network Weaver is someone who is aware of the networks around them and explicitly works to make them healthier (more inclusive, bridging divides). Network Weavers do this by connecting people strategically where there is potential for mutual benefit, helping people identify their passions, and serving as a catalyst for self-organizing groups."

- June Holley
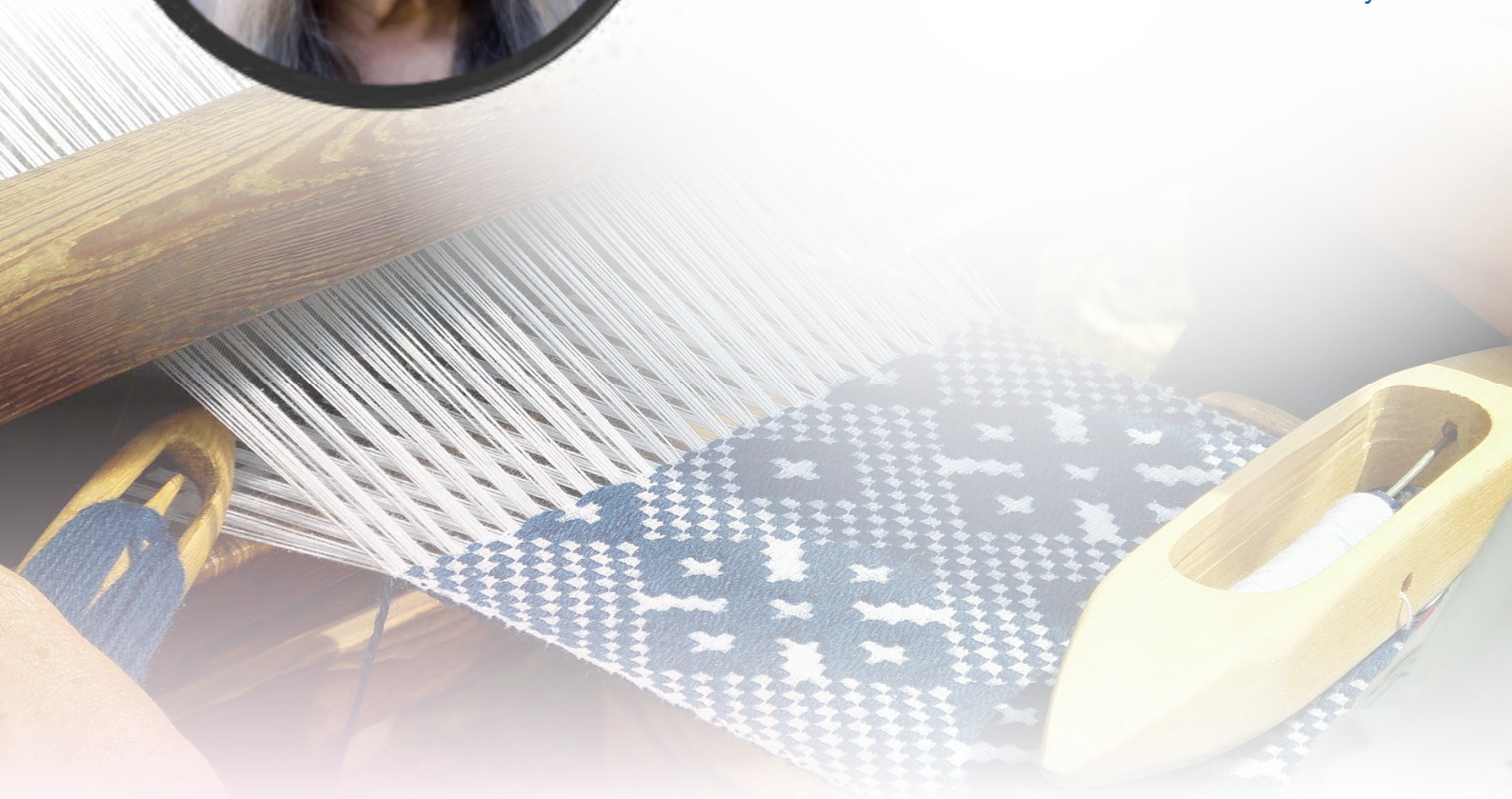
Please note

This workbook offers a reflective space to consider the networks you are a member of the role you may have in those networks, and to help you identify if there are areas you would be interested in developing further which would support your networks to be more effective and support your development as a Network Weaver and network leader. We hope you find this resource of value.

Contents

Chapter 1: The value of this workbook and ideas on how to use it

Introduction

This reflective workbook, can be used for Continuous Professional Development (CPD) or as a standalone workbook and aims to offer you:

- space to consider your role within networks

- and what you hope to achieve working with others.

This reflective workbook offers space to understand and know yourself better and help identify the tools, ideas and support you may need to achieve your networking goals of working with others to achieve a common vision which makes a positive difference in the world, in whatever way that has meaning for you. First, we need to determine what matters to us, so when we connect with others, we do that in an intentional way, where we are aware of why we are doing this, what we hope will be the outcome and what we have to offer, as well as seek from others.

The workbook does invite you to reflect, and if you are working through some issues, then it may be that reflecting on your own maybe not be in your best interests; if that's the case please, seek support for those issues. The workbook will still be there when you are in a place where you feel safe to use it.

If you receive regular support and supervision, you may find some of the reflections helpful to bring to those sessions and explore with another.

What matters is this is YOUR workbook, capturing your reflections, please use it in a way which is most helpful and comfortable for you. Some tips you may find helpful in using this reflective workbook:

- do it because it matters to you, and you think it will offer value to your life professionally, personally, or both.

- you may find it helpful to use this along with a blank journal where you have more room to capture your thoughts and reflections and other resources, tools and learning opportunities you become aware of to support your Networking goals

- decide where and when you can have time to work through the materials so you can give them your full attention. It matters you do this at a pace which works for you.

- before you start a reflective session take a moment to relax so you can give the session your full attention

- decide if you need a trusted friend, you can run ideas by, and who can function as a sounding board

This reflective workbook is in addition to the original Network Weaver's handbook. There are many other tools and resources which can be used to help support your Networking goals. Some of these are shared in the document section of the Q Community Special Interest group on Q Nurturing & Weaving Networks SIG.

If you are not a Q Community member you are welcome to sign in as a guest. If you register with hexitime.com you will also find members of Hexitime who would be willing to offer coaching on using Networking tools and Network Weaving.
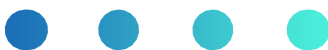
The Value of reflection in Network learning

There are many benefits from adopting a reflective practice around the Networks we are involved in and our activities within networks:

1. it helps us identify areas we want to develop as well as raise our awareness of the skills we already have
2. it enables us to be more Mindful of where we invest our energy and with what impact
3. it offers an opportunity to reflect on where things perhaps are not going as planned and what we can learn from that and what may help things get back on track

Every day is an opportunity to learn something new as well as to share your learning with others. Often, we become members of networks or even start networks as we have a vision of something we want to achieve with others. However, how common is it for us to 'learn' about networks and our roles within them?

Becoming more aware and curious about how we are when working with others can support more successful joint endeavours, as well as offering us insights into actions which can make those endeavours more motivating and satisfying. You may already be aware of the many styles of learning workbooks used in many settings which are very valuable for recording what happened when we put our learning into practice.

This booklet has a specific focus on networks and offers points to consider and reflect on. While it can also be used as a learning workbook, it is aimed at creating a private space for you to reflect on what your networks mean for you and why you are a member of them so that in understanding yourself, and perhaps those you network with, those networking experiences are more rewarding.

Invest as much time in this as has meaning for you. We would suggest being able to commit at least 10 minutes at a time. If you find time is under pressure and you are just squeezing this in as something which 'has to be done' it will not have as much value for you, and you may find yourself less motivated to invest time in this activity.

You may have a specific network in mind as you use this workbook, or it may be more general. What is important is that it works for you in helping you reflect on your experiences/actions within networks. Did you take on a leadership role, or seek to motivate others? If so, how did that work out for you? Are you aware of the skills and creativity you have, and do you consciously bring them to the networks you are involved with, if you did, what happened?

There are many examples of reflective tools for learning e.g., those shared by the Scottish Social Services Council 'Record your learning', or The Northern Alliance, 'Curriculum Improvement for early years learning journal' and many more.

General areas for consideration can include the following:

- capture what the experience or activity was
- what happened, and what did you learn about yourself or your network?
- what knowledge or skills did you use?
- what did you think about the experience or activity?
- how did it make you feel?
- was there anything you found difficult and, if so, can you reflect on why?
- was there anything which surprised you about how well it went, and can you reflect on why?
- would you do anything differently next time?
- where else, or from whom, could you find information which may have value for you around this? E.g., what online resources, peer support, and communities of practice, may be helpful to connect with
- what difference do you intend these new insights to make for your Networks?

Don't worry if you repeat the same thing more than once. The aim is to create space to reflect and think. If similar themes emerge then that is something which may be worth being curious about. Equally, it's fine if you don't answer some prompts or write little. This is to prompt your reflection, use it in a way which has meaning for you.

A helpful reflection adapted from "*The Northern Alliance, Curriculum Improvement for early years learning journal*" is as follows...

From your reflections on your experiences with your network consider completing the following phrases -

I plan to carry on doing this in my network by: ....
....
....

I plan to stop doing this in my network by: ....
....
....

I plan to start doing this in my network by: ....
....
....

In addition to the invitations to reflect in this handbook, these other prompts may have value for you. For example. *'The purpose of my network is…*, or *My role in that network is….* We are all different; it is about finding something which works for you. Which motivates you. That you feel has value for you and what you are seeking to achieve individually, or, collectively, either in your personal or professional life to bring about a positive change and achieve your goals.

What is my vision and why it matters to me?

> *"To accomplish great things, we must not only act, but also dream, not only plan, but also believe"*
>
> Anatole France

It is helpful to begin any reflective exercise by considering, 'Why am I doing this?' We can think of creative visualisation as a way of using your imagination, to help create what you want to happen in your life. We do it all the time and probably aren't even aware of it. We may decide we want toasted cheese. We imagine the lovely warm toasted bread with melting cheese. We may have none of these ingredients so need to go to the shops and get them. To do this we need money so need to look for our card or cash. In our mind, we imagined toasted cheese, and before we know it, our feet are taking us along a line of decisions which result in us enjoying eating this lovely feast! It started with an idea, the more our imagination focused on a reality where this was something we were doing, the more motivated we were to make it happen and it did!

It makes sense then that before we seek out others working on the same issue or vision, we take some time to reflect on our vision, so when we do set out to look for others, we start looking in the right direction and invest our energy in activities which help make that vision a reality. Please take time to capture your vision right now in your journal/reflective workbook and why it matters to you.

> *"a Network of people and organisations that are working on the same issue or vision, together with structures that have been created to mobilise the energy of the organisations"*
>
> June Holley

Never doubt the power of our visions and what is achievable when we work together. Today toasted cheese, tomorrow, a fairer, kinder, healthier world for all, or, at the very least, one step closer to it!

My vision is: ....

....

....

My vision matters to me because: ....

....

....

When we have considered our vision and why it matters to us, it is then helpful to reflect on; 'What am I doing to achieve that vision?' Please take time to capture your thoughts on what you are doing to achieve your vision.

To achieve my vision, I am: ....

....

....

Maybe this is something you can achieve alone, or perhaps you need others or some specific resources to help. Take a moment to reflect.

To achieve my vision, I need: ....

....

....

We may have a long-term vision e.g., to build a kinder world: to help manage our expectations of ourselves and each other. It's worth checking in to see what we can realistically do in the now, which will take us a step closer towards that longer-term goal.

The steps I am taking right now to achieve my vision are: ....

....

....

My existing networks could help me achieve my vision by: ....

....

....

Networks I am not already a member of, but may be helpful for me to achieve my vision include:

....

....

Examples of Networks

This reflective workbook offers space to understand and know yourself better and help identify the tools, ideas and support you may need to achieve your Networking goals of working with others to achieve a common vision which makes a positive difference in the world, in whatever way that has meaning for you. It is perhaps helpful then to explore the concept of Networks.

Networking is a term used when seeking to advance personal goals or professional contacts. In the context of this workbook, we use Networking and Network Weaving in relation to how we connect and work with others to make a difference in the wider world.

There is nothing wrong with developing networks for our career or personal development and no value judgement is made here at all. It is simply making the distinction that these materials will be helpful for anyone interested in working with others to bring about change, where sometimes there may be no direct personal gain apart from the satisfaction of being a part of something which made a positive difference.

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."

Margaret Mead

If it is helpful for you, take some time to reflect and capture the Networks you are already a member of. These prompts may be helpful for your reflection:

I joined this Network because: ....

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....

I have been a member for: ....

My contribution as a member of the Network has been:

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The impact of my membership has been:

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The goals of membership for me are:

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In terms of my use of time being a member of this Network is:

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....

My feelings and thoughts about the Network are:

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....

What is this gathering with others?

When we permit ourselves to reflect on the 'meetings', 'networks' and 'forums' we are a member of, it enables us to consider where the investment of our energy makes the most impact. We may even decide there are some that we can pull back from. The following offers some ideas around the different definitions offered between various ways we connect with others.

Network

"A group or system of interconnected people or things"

Network weaving

''Is carried out by people who take responsibility for helping the networks around them become more effective, including helping network members to become network weavers"

A meeting

"An assembly of people for a particular purpose, especially for formal discussion"

A forum

"A meeting or medium where ideas and views on a particular issue can be exchanged"

Being clear on why we are meeting and with what intention can be helpful for us in managing expectations and perhaps avoiding some of the following challenges:

- let's have a meeting to discuss why we are meeting
- we are starting a forum, here is the agenda I prepared earlier
- there is a deadline on………we need to meet and see what we are going to do about it
- why am I here? I want to be here versus I was told to be here it is my job
- we are starting a network. No, you can't do that - we need to see what the network thinks

There are many examples of effective Network Weaving. For example. The Glasgow Community Food Network Visit their site for further information. They have clearly stated goals and members are clear about what they are signing up for, which aligns with their own goals. They also connect to other plans and developments e.g., Glasgow City Food Plan as well as members offering support to each other e.g. Propagate who worked with Growchapel Community allotments to help build skills and confidence for people new to food growing as well as working with COPE Scotland and the local community to develop a food forest Growchapel Food Forest We learn by sharing so please if you have stories to share around your networks and network weaving to inspire others please do get in touch and we can explore how we could help you to promote your blogs or case studies.

● ● ● ● ●

Examples of places to connect

There are many opportunities to connect with others. These may vary in different physical locations however, with the opportunities that the internet offers geography does not always need to be a barrier when connecting across a shared vision or intention. Sharing ideas, awareness of resources, and offering peer support is also part of Network Weaving.

Here are some examples of places to connect. There are many more:

The Self-Management Network

The Self-Management Network at the Health and Social Care Alliance Scotland (The Alliance) The Self-Management Network Join, share and learn with others in Scotland working to raise the profile and improve understanding of self-management.

Hexitime

Hexitime Exchange skills and ideas for health and care improvement.

Network Weaver

Network Weaver A space to connect with other Network Weavers and share resources to start and strengthen network skills and outcomes.

The Q Community

The Q Community, hosted by The Health Foundation The Q Community is a connected community working together to improve health and care quality across the UK and Ireland.

If it has value for you, explore what other networks may be around whose visions align with those which also matter to you. When we connect to others and share ideas, even resources, this can help us strengthen the effectiveness of our networks and improve outcomes. Together we can achieve more than we can do alone.

"If you want to go fast go alone. If you want to go far, go together."

Chapter 2: Understanding my role as a Network Weaver

What is my role as a Network Weaver

It is worth considering your role when connecting to others and what developmental needs you think may be helpful, and/or strengths you can build upon.

The following list offers the Network Weaving characteristics authored by June Holley in The Network Weaver Handbook: A Guide to Transformational Networks. When it feels right for you, consider each characteristic, and score yourself from one to five where one is an area that *"I think I need to learn more about",* through to five, which is *"I think I have this characteristic which is an asset I need to begin to realise I have and shall celebrate and use more. I shall mentor or develop the skillset in others."*. This exercise can also help you identify characteristics which you may want to develop further.

Network Weaver Characteristics

1. focus on the positive, are optimistic
2. ask questions
3. see problems and needs as opportunities
4. see every new relationship as an opportunity to connect that person to others
5. are comfortable with uncertainty
6. are persistent in making things happen
7. share information and resources freely
8. have big dreams; want to make a difference
9. enjoy people who are "different" and people with different perspectives
10. are unique, considered a "character", but do not have a big ego

Now reflect on the following if this has value for you...

The Network characteristics I have that I want to build on are: ....

....

....

The Network characteristics I want to learn more about are: ....

....

....

The Network characteristics I have and want to use more and celebrate are: ....

....

....

The network characteristics I have that aren't listed but important are: ....

....

....

There are many tools, ideas, resources, and opportunities to develop areas you have identified matter to you. Have a vision in your mind of what your goals are for these areas. Here are a couple of examples of how you may consider developing characteristics. Let us say you decide you want to be more optimistic. Again, we must emphasise, this workbook is for self-reflection and does not replace professional advice. If things are happening in your life at present which make being optimistic a challenge speak to someone as it maybe this is something you need support to work through.

TO BE MORE OPTIMISTIC

* Use a positive inner voice
* Approach challenges seeking a solution
* Appreciate something new everyday
* Practice using affirmations
* Include positive people in your life
* Keep an appreciation journal
* Be informed, but not overwhelmed
* Start thinking about nice 'what if's'
* Be more confident in yourself
* Make lifestyle choices which bring you joy

These are some practical tips for being more optimistic. Being optimistic does not mean you do not see the challenges, simply that you invest your energy in adapting or seeking a solution...

If perhaps you find that problem solving offers additional challenges to you, then perhaps exploring some ideas to help problem solve would be helpful for you if this was an area you wanted to develop.

Wee tips to help manage problems

* Learn to live in the moment
* Avoid procrastinating
* Identify the real issues; do not worry about the what ifs
* Deal with what is in our control
* Adapt to what is beyond our control
* Accept not all problems have a solution
* Find new coping strategies to help adapt
* Focus on what success looks like
* Prioritise steps to take, no one can do it all
* Plan and get help where needed
* Take a step each day towards your goal
* Be kind to you, you matter

Bag of Troubles

PDF versions of these postcards can be downloaded from COPE Scotland

Capture any reflections you have here around actions you plan to take which will help develop your Network Weaver Characteristics.

....

The actions I plan to take to build my Network Weaver Characteristics are:

....

....

....

Network Weaver roles and associated skills and tasks go with that role.
(Network Weavers Handbook by June Holley)

Role	Skills & Tasks
Connector	• Mapping Networks • Analysing maps • Closing triangles • Building trust
Project Coordinator and Coaching Project Coordinators	• Forming action groups • Setting up coordination systems • Helping others form action groups • Sharing back learning to the larger Network
Network Catalyst and Facilitator	• Convening people to organise an intentional Network • Helping Networks determine purpose and structure • Setting up agendas and facilitating meetings for intentional Networks • Fluency in facilitating in-person and virtual spaces.
Network Guardian	• Identifying what a Network needs • Setting up communications systems and platforms • Helping people use social media and the social web • Setting up Innovation Funds • Setting up evaluation and reflection • Support and provide training for Network Weavers

Any individual can – and often does – fill more than one of these roles, but often people are particularly suited for one of them. Each role has a particular skill set that enhances that role, and each has specific processes that the person playing that role will need to utilise. You determine what learning needs are a priority for you, so please, use this tool to help your development as a Network Weaver as well as a development tool to share with others seeking to develop their skills as Network Weavers.

To help reflect on your preference and dominant characteristics it may be helpful to complete the following checklist which may be valuable when reading more about each of the roles. You can also do this with a group where you each feel safe developing your skills together.

You may find it helpful to put a date on when you used this exercise. Revisiting the exercise in the future and comparing your new scores to the original may help chart progress towards any learning goals you decided had meaning for you.

Weaver or connector

Please mark each of the following statements from 1 to 5, with 5 being "major quality" and 1 being ''not a quality you identify within yourself at the moment

1. Love to unearth other people's dreams and visions, strengths and gifts ◯

2. Help people identify challenges and introduce them to others who can help ◯

3. Model an approach to relationships that is positive, appreciative, and focused on strengths and gifts ◯

4. Treat everyone as a peer ◯

5. Encourage sharing information and resources with others without expecting a return from that person because you know others will share with you ◯

6. Help people connect to others with different perspectives and from different backgrounds ◯

7. Encourage people to listen deeply to each other ◯

8. Connect people to others who share a similar interest ◯

9. Help people make accurate and realistic assessments of others ◯

10. Help people bring innovation and new perspectives into their Network by adding new people to their Network ◯

Total Score ◯

Collaborative project coordinator

Please mark each of the following statements from 1 to 5, with 5 being "major quality" and 1 being ''not a quality you identify within yourself at the moment.

1. Good at identifying opportunities where a small action could make a difference in dealing with an issue or problem ◯

2. Help people find others with similar interests and support them to form a collaborative project ◯

3. Encourage people to spend time researching what others have done to work on this problem or issue, and how their efforts might provide guidance for the project's actions ◯

4. Have the skills needed for project success: good at setting up meetings, organising communications and tracking tasks ◯

5. Initiate activities with people from different organisations or groups ◯

6. Not attached to specific next steps but enjoy helping people identifying and implement actions ◯

7. Help people listen to each other respectfully and see how their different perspectives contribute to a better project ◯

8. Help people stop and reflect about how a project is working and if they need to make changes ◯

9. Like checking in with people and sending reminders to make sure their tasks are on track ◯

10. Encourage people to share about their project with larger network ◯

Total Score ◯

Network Facilitator or Organiser

Please mark each of the following statements from 1 to 5, with 5 being "major quality" and 1 being ''not a quality you identify within yourself at the moment.

1. Convene people with common or overlapping interests to form an intentional network

2. Make sure convenings include time for relationships and trust building

3. Help people map (or identify) people in the network and see who needs to be added or connected

4. Help the network participants become aligned through working to develop a network mindset

5. Enable a network to embed a network mindset in all its work and operations

6. Help the network map the system it is changing and identify high potential leverage points where transformation is more likely to occur

7. Help facilitate the formation of working groups that focus on leverage points in a system

8. Do clustering activities to enable people in the network to identify common interests and form action groups to work on those interests

9. Help people in the network share what they are learning as they implement their projects

10. Find resources to support the functioning of the network

Total Score

Network Facilitator or Organiser

Please mark each of the following statements from 1 to 5, with 5 being "major quality" and 1 being ''not a quality you identify within yourself at the moment.

1. Support, encourage and mentor network leadership ⬭

2. Set up (or help network set up) communications systems so everyone knows what is happening, collaborative projects are supported and learning is widely shared ⬭

3. Help people in the network learn about virtual tools and platforms and how they can help people in the network communicate more effectively ⬭

4. Provide training and coaching in network leadership ⬭

5. Help set up Communities of Practice for network leadership to learn skills and offer each other peer support ⬭

6. Make sure reflection and learning from projects is shared with the rest of the network so everyone benefits ⬭

7. Set up systems for just-in-time tracking of network mindset, network leadership, and network structures and helping network participants ⬭

8. Set up an innovation fund to provide seed funds for small collaborations ⬭

9. Encourage the network to create a new kind of resource system that includes network participant skills and innovative use of crowdfunding platforms ⬭

10. Encourage funders to set up collaborative pools of funds and include participative decion-making that includes network participants ⬭

Total Score ⬭

Please make some time for reflection to capture your thoughts after doing this exercise. We have again shared the table of the 4 roles of Network Weavers which may help support your reflections. There is more information on the various Network Weaver roles at www.Networkweaver.com

Please take time to reflect...

What I learned about myself from doing this exercise was: ....

....

....

Areas I would value developing around my role within a Network are: ....

....

....

Areas I could mentor or share expertise with others within my Network: ....

....

..

Visualisation

In the introduction we touched on the importance of having a clear vision of why we are doing something; this helps us be mindful of our intentions and increases awareness of how we are spending our energy. In times when often we have more to do, than energy to do it with, it matters we find ways to engage ourselves in actions which bring us closer to our goals. In relation to the reflections in this workbook, those are the goals we plan to achieve by connecting with others.

Having reflected more on your role as a Network Weaver, you may find it helpful to consider some of the following ideas for helping develop your vision using the process of creative visualisation.

Creative visualisation can be a tool to help us achieve what matters to us individually and collectively (or as a network). If any of the earlier reflections have left you with more questions than answers, then the following tips may be of value in helping you focus on your vision. Having a clear vision is important in planning the steps at actions to achieve that vision. This is also important in networks where the clarity on the collective vision can help members plan together the steps they take and where energy and resources will be invested to make that vision manifest. The Jigsaw Toolkit (Created by COPE Scotland) is one resource which can be helpful for finding common elements across diverse stakeholders who may have different visions of what success may look like. This is one example of a Jigsaw lid which may be of interest. The focus of this is around the pieces which support effective networks.

JIGSAW LID OF THE PIECES WHICH SUPPORT EFFECTIVE NETWORKS IN ....
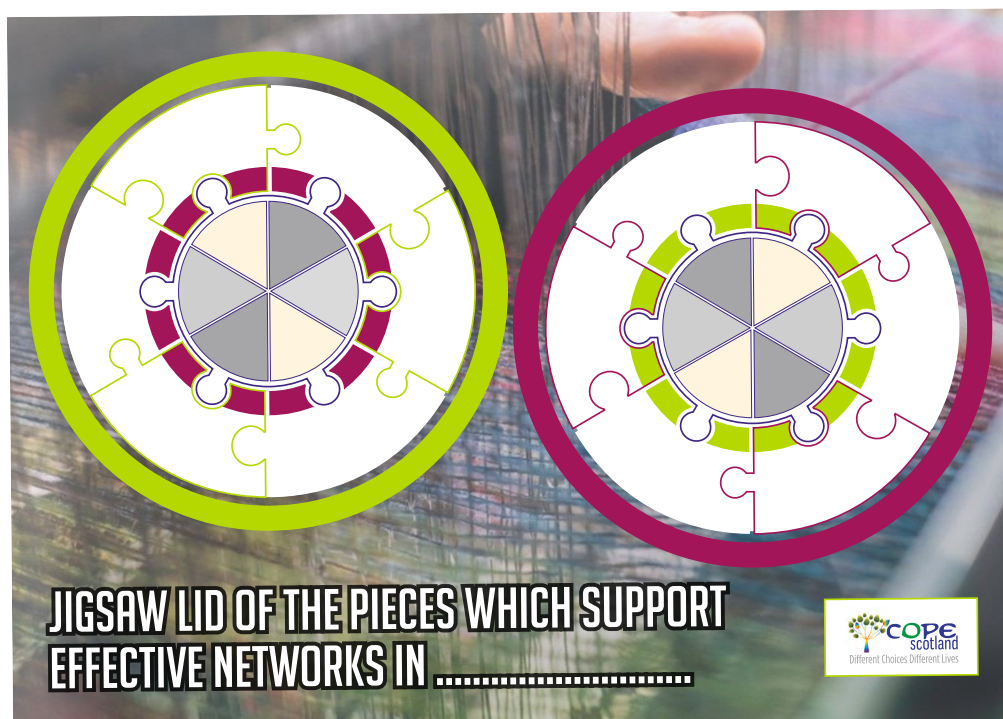
The Jigsaw Lid Toolkit is available from COPE Scotland

Why does it matter what we imagine?

It's amazing how much our thinking goes into creating what happens next. Using our imagination towards goals which matter to us will help us move towards having or achieving what we visualise. However, our faith in our ability to achieve that matters. When we visualise something, we also need to believe this is something we can do. There are many pieces on www.cope-scotland. org you may find helpful for increasing confidence. Including the 'self-confidence workbook, the self-confidence affirmation cards and the video *'what are you saying to yourself because you are listening?'*

It is also important we take time to think, about what is it I want, and what we want to make manifest in our life. If we think back to the 'toasted cheese' example shared before. If before we get ready to eat it, we look for the pickle and find none, this is an example of not thinking through our vision. If we had focused on our vision of the end result, i.e., eating the toasted cheese, if pickle was important to us, we would have built that in so on our shopping trip we may have chosen to purchase it if the budget allowed and if it did not, then we would have adjusted our vision, so we were not disappointed at the lack of pickle!

How does visualisation work?

Our thinking is pretty complex, in addition to the thinking we are aware of, our consciousness, there is also our preconscious mind, it's kind of there if we need it but we don't think about it all the time. Then there is our unconscious mind. Like an iceberg, we only see what is above and just below the water, the bulk of the iceberg is hidden from view. This is also true of our unconscious. However, this is where our fears live, the self-doubts, attitudes and experiences which can hold us back from reaching our potential. Creative visualisation is a way to help us override any self-limiting beliefs we may have, by helping us develop new attitudes about ourselves and what we are capable of.

Why does it matter what we imagine?

Creative visualisation aims to bring something into your life which wasn't there before or imagine a new life where something which isn't helpful for you is no longer an issue. The key things to remember are, it needs to be something which matters to you and view it in the positive.

If you are in a Network, you find it frustrating and draining of energy, don't visualise leaving that Network, instead visualise yourself in a new Network which makes you feel fulfilled. What does that new Network look like? Be clear on what your goals are: maybe include bullet points to achieve those goals.

Knowing what your goals are and why they matter is important for visualisation so please take time on this. Tune into your gut reaction; does this feel right? The clearer your vision the more it matters to you, and the more motivated you will be to make it manifest.

When you visualise, you may be imagining something you don't yet know how to do. Don't worry about that as in setting your goals this is something you can work towards. The stronger the memory you are making of visualising yourself having already succeeded, the stronger will be your motivation to get there. If all Network members are not liking where the Network is going, then a collective visualisation exercise is worth investing time in to help get back on track. What matters if we choose to do this collectively is avoiding the 'blame game'. Use appreciative inquiry to identify what is working well and what could be built on to make it even better.

Relax and give it time

Thinking about what we want in our lives and why is sometimes easier said than done. Give it time, don't rush it. When you are planning to think about this, spend some time first getting relaxed and do this at a time when you won't be disturbed, so try and switch off your mobile! You may want to have a relaxing bath first or listen to some music which inspires you, or go for a walk, whatever helps you unwind in a way which is good for your well-being.

What resources do I need

Creative visualisation happens in your mind. The resource you need is your attention. Being mindful can help focus our attention. A pen and paper to journal, and perhaps to make a vision board. You can also use images and words from magazines to create your vision board, whatever works for you. The aim is to take what is in your mind and put it in front of you in words or pictures to help what you want to make manifest even clearer in your mind. Time can be sometimes hard to find. To begin with, even if you can make 20 minutes a day, every day, this can make a difference. It is better to perhaps use less time more frequently than a lot of time now and then.

Visualise using all your senses

Imagine your goal has already happened and you have succeeded, what do you see, hear, smell, or taste? What can you touch? Are you moving? If so, how does that movement feel? The clearer the vision is in your mind, the more often you visualise this, and the more likely you will feel motivated to achieve that goal as you can already imagine you have achieved it. You may want to add people or times of the year. The more your imagination works positively the more focused you are on achieving this goal. This is where a journal and or a vision board can help as you can capture all of this to reflect on and remind you what you are working towards on days when maybe this is harder than others. There are many examples online for creating vision/mood boards.
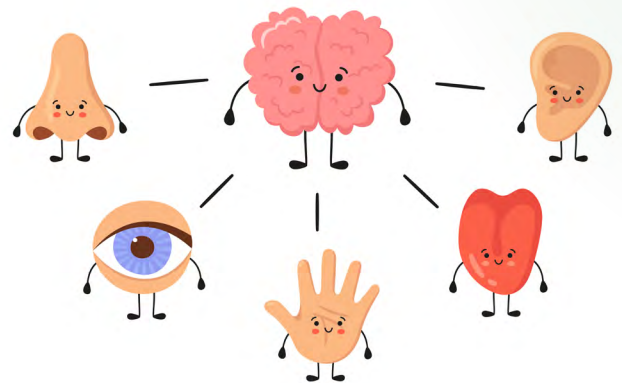
Untangling knots with boxing gloves on

Sometimes we have so much happening in our lives, it's like being given a ball of very knotted wool, putting on a set of boxing gloves and a blindfold and told to untie the knots! Hmmm, how many seconds and the ball of wool goes flying! The same holds when our lives feel very overwhelming and stressful, we don't know where to start. Relaxation doesn't take away the knotted ball of wool, but it takes off the blindfold and boxing gloves and makes it easier for us to be calmer and focus on the knots which we need to put our energy into unknotting. Make a note in your journal about the knots that are holding you back from your aspirations within your Networks.

Perspective

There are a couple of ways you can visualise; one is that you are in the vision and experiencing all the positive things you are aiming to achieve. The other is seeing it through someone else's eyes, e.g., you may imagine watching yourself on a screen. Perhaps a film you have written the script for and directed? Try it both ways and see what works for you.

A reminder, if you are working through any issues, or have any feelings of depersonalisation or dissociation, speak to a health professional before trying these exercises, they are for self-awareness and do not replace professional advice.
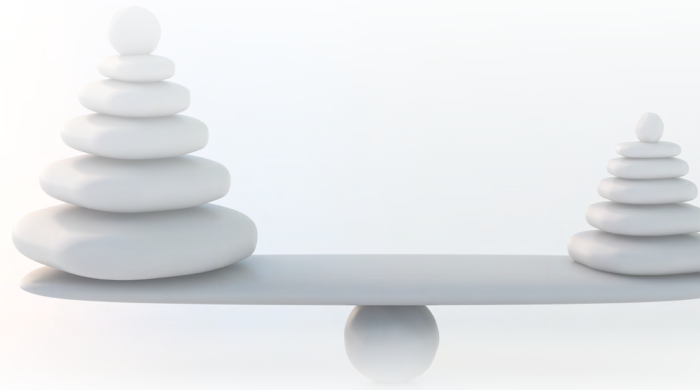
Kindness and Positivity

Creative visualisation is around bringing something kind or positive into your life and the lives of others and is a tool for bringing more positive energy into the world. If currently you find it hard to be positive do speak to someone as our mental health matters and sometimes self-awareness is not enough. What is also helpful, if you think this is hard, is to think of someone you admire who succeeded, sometimes against the odds, that you would see as a role model. Yes, goals need to be realistic. However, we are often capable of more than we give ourselves credit for; so, if you are going to dream, dream big and see where those aspirations take you and remember if you need help, ask. We all need help sometimes. That is also a strength of being part of a Network working with intention towards a common vision.
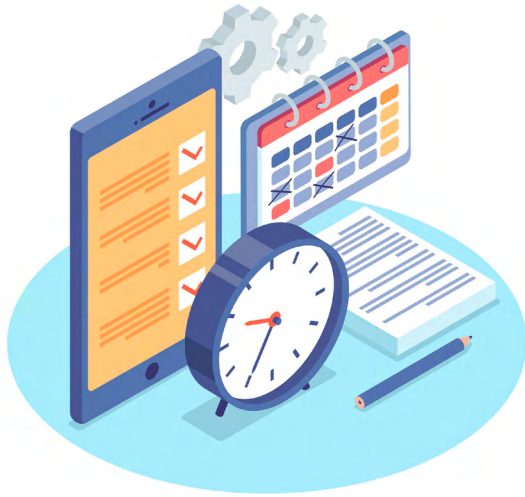
Have a plan

Getting from where we are, to where we want to be, works better when we have a plan. This is why it is a good idea to take time to think through where it is we want to be. This is a journey in our imagination so there are no limits; all too often when we think of something better, our mind throws up 'ah but', then lists off 1001 reasons why that will not happen. Visualisation is a way to suspend what is and is not possible and just dream. What is it we want to make manifest in the world through connecting with others? What would we see, hear, feel, smell, taste, and experience with all our senses if that happened?

TIPS FOR VISUALISATION

* Take time setting a positive goal, which has meaning for you
* Make time and be relaxed when visualising
* Use all your senses to imagine you have already achieved your goal
* Keep a journal or vision board, use it every day
* Develop positive attitudes and self-belief
* Learn to understand what motivates you
* Be kind in what you visualise for yourself and others
* If you need help ask, we all need help sometimes
* Overcome your fears to achieve your dreams

Postcard produced by Cope Scotland

Journalling

Journaling can be very helpful when we are setting out to make our vision manifest. The following offers some ideas about the benefits of journaling, to help support the intentional actions which take you closer to your goals.

What is journaling?

There are many kinds of personal journals. Journaling means writing down how you are feeling, or what you are thinking. When we put pen to paper and see something written before us, it can often make it easier to understand what we are thinking and may help us begin to work through whatever the focus for our journaling happens to be. For the purpose of this workbook, it relates to our Networks and the roles within them.

Journaling and goal setting

How often do we say, we want to have more effective partnerships at work, attend fewer meetings where we go in circles, feel more confident to put forward ideas or lead on pieces of work, and feel less stressed working with others? But what does that mean? What would we be doing, saying, thinking, how would we be responding to others and situations in our life if what we wanted was happening? Journaling is a way to help us to look at where we are now, and where we want to be. It can also help us plan and keep a record of our progress towards achieving what matters to us in a way we can see, touch, feel and measure.

Making Journalling a habit

The more we journal, the more we may find it useful in helping us to achieve our goals, personally and/or professionally. These can be, around improving well-being at work and regaining a balance between work and home life. It may be planning for a career change, starting a new network, or engaging in community development. What matters is that it is something which is a priority for you

Whatever goals we are focusing on for a better outcome for our lives or the lives of others, or our organisation it will take time. We suggest you take time and a change in your routine to make space for this to become a regular part of our day if this has meaning for you.

From Journaling to action

Most of us, if not all of us can usually offer many reasons why something didn't happen. Or feel defensive if perhaps someone says something which to them was neutral, but triggers something in us we react to, and maybe even feel hostile about. In journaling, we may find we write something which requires us to take a step back and think *'oh, okay, maybe I do have more choices and have used excuses or blame to stay stuck.'* To help 'own it' use 'I' as in 'I feel' 'I think' 'I want' also to help us move towards what we are wanting to achieve, use terms which suggest it's happening now e.g. *'Now I am visioning this great new energy in the Network and how much more valued I feel, I am so excited.'*

Making your dreams come true needs action, so after each session capture even in a couple of sentences, how you feel after doing your journaling today and what action or next steps you plan to take towards the vision you want to achieve.

Remember, if you have something which you need to work through seek counselling. These tips are for self-awareness and do not replace professional advice.

Journaling and motivation

Working towards change does take effort, and sometimes we may feel we can't be bothered. *''It's too hard'',''it's not happening'',''another challenge has cropped up''.* Our journals are a reminder of how far we have come, and why we are doing this and can also capture what we learned to overcome obstacles when our motivation slipped. We don't have to do it all at once, and we don't have to have it all done by tomorrow. Small measured considered steps help us work towards what we want to achieve at our pace. Our visualisations when captured in our journal offer us something to reflect on why the effort just now matters and what the benefits shall be for the future.

Visualisation and Journaling

To help clear your mind so you can focus on what you want to visualise you may want to try some relaxation techniques or breathing exercises. Find one which works for you. Even 5 or 10 minutes a day can make a big difference over time. Do this before you journal or visualise in your mind the change you want to see. It maybe you are enjoying preparing for a focus group with colleagues to explore ideas for action towards a common goal and you are imagining what it will be like when this goal is achieved.

It maybe you have moved on from attending meetings which were going in circles and taking time out of your day, which you can now invest in working towards your goals. You see yourself free, and confident, making the choices which matter for your well-being within your Networks and as a Network Weaver what you can offer others. The focus is one of positivity.

Imagine it like a film of how you want your life to be as if it was already happening. Use all your senses so when you visualise your goals as having been achieved, you can add as much detail as possible. Which we then capture in our journal.

Imagine you have succeeded, what that looks like? This is why setting goals for what we want to achieve matters so we set goals which are achievable and something we can see ourselves working towards. In Networks, it is helpful for all Network members to do this together so that everyone is working together and supporting each other to make that goal manifest. When doing this individually focus on the actions which are within your control.

Tips for making time to journal

Make time where you can do this without being distracted or concerned someone may see what you are writing. Your journal is private, it's yours. Even in supervision, you may discuss if you want, what is in your journal, but do not feel obliged to hand it over. This is your private space where you can write what you are thinking and how that makes you feel. Try and build in time each week not only to write in your journal, but also to have the space to read, and reflect on what you have written. There are many ways to journal. Find a way that works for you.

Journal content

This is your choice; this is your journal. You may even want to include extracts from meetings or notes from focus groups your Network has held so you have all the resources you need in one place for reflecting and planning your actions around your Network and your role as a Network Weaver. Be Mindful of any confidentiality issues in what you choose to include and that they do not breach any General Data Protection Issues (GDPR) by holding onto information which other Network Members have a right to privacy over. Any notes you keep are for your reflection and relate to non-sensitive information. If you would find more information on GDPR helpful this site is worth a visit ICO GDPR
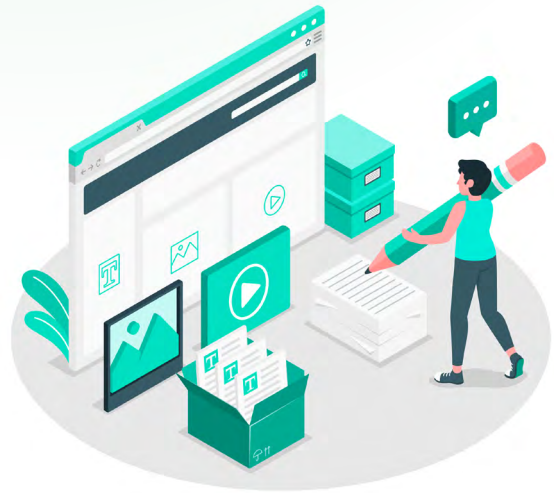
Be kind to yourself when journalling

Take time to think about what it is you want to write about, and what you hope to achieve. If when you write it down it doesn't look right, no problem you can change it. The clearer we are on what we want to move towards the more energy we have to invest in taking those steps. This is why making space to feel calm and visualise the outcome you are seeking matters. Don't worry if at times your mind and your writing wander, that's always something to be curious about later. This is why building in space to reflect matters and also learning to be mindful. So we can respond to what we see written in a way that is helpful for us and that we are kind to ourselves.

Tips for journaling

* I use journaling to support my goals
* I cherish having a quiet reflective space to journal
* I prioritise the time to journal
* My journal is my private property, what I choose to share, is my choice
* I will take responsibility for the choices I make
* I enjoy understanding myself better when I journal
* I will action as well as plan and reflect
* If I recognise I need help, I will ask for it

Postcard produced by Cope Scotland

What is my role at this moment? Managing expectations of myself and others.

It is energising when we have clarified our vision and the next steps we plan to take. However, it also matters we do not find ourselves overcommitting in our enthusiasm to see things change for the better. The following infographic was created by COPE Scotland as a resource to help us manage our expectations of ourselves and each other, it can be downloaded from their website. This tool can also helps us build our confidence in ourselves and the trust others have in us by offering a chance to reflect and not overpromise and underdeliver because we offered to help before realising, we didn't have the capacity for the actions we offered to take.

Consider the infographic *'Which role best reflects where you are at this moment in time'* and capture any reflections you may have. For example. Do you always feel you need to take on a stewardship role? Do you ever permit yourself just to be curious and not commit until you have reflected further on whether you want to or need to commit? Do you recognise yourself as someone who promotes what others are doing and how you could build on this? Think about all the roles and, if it has meaning for you, capture this in your reflections.

WHICH ROLE BEST REFLECTS WHERE YOU ARE AT THIS MOMENT IN TIME?

STEWARDSHIP
I will take responsibility.

CO-CREATOR
I will help if you ask me to do something.

CURIOUS
I may be interested to know more.

UNCERTAIN
I need to reflect on why I am doing this.

PROMOTER
I will share it so others benefit.

BENEFICIARY
I will use it.
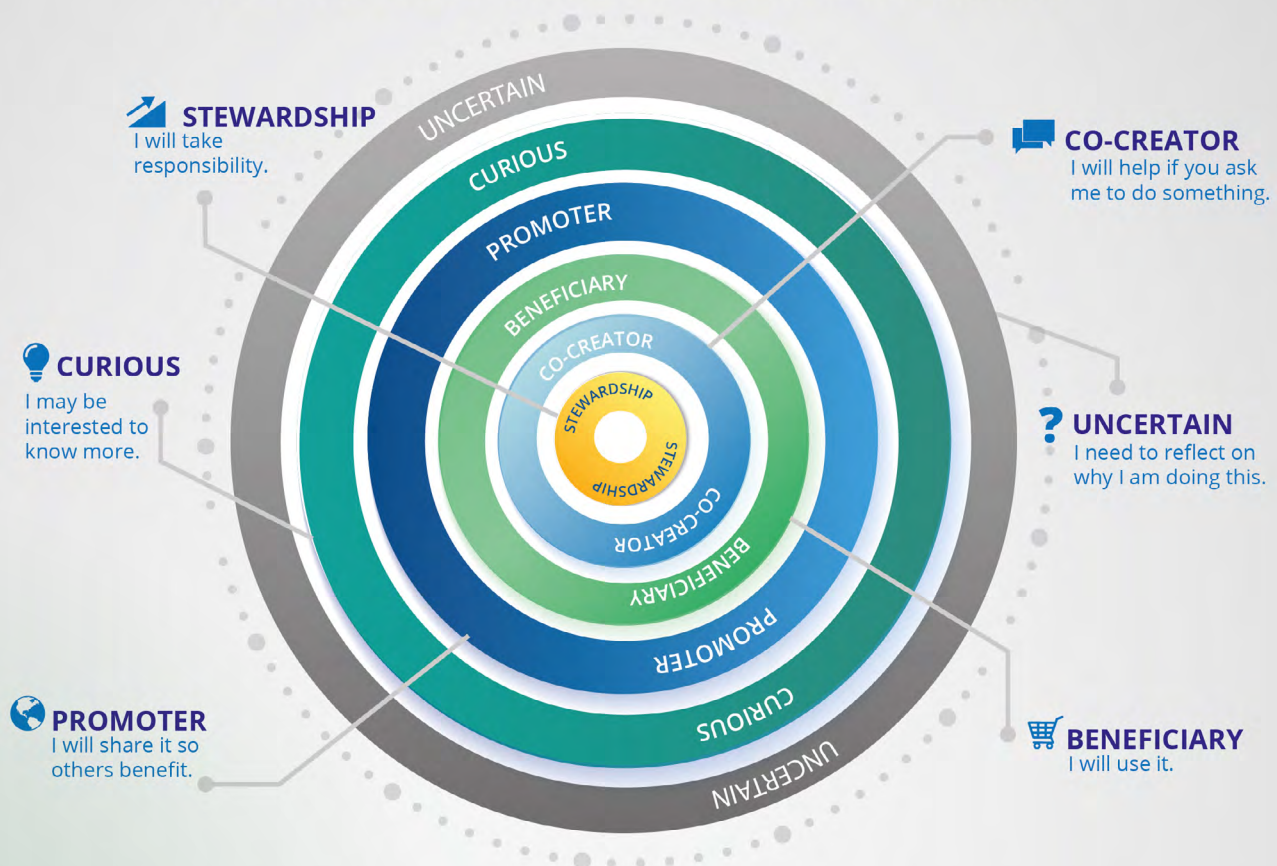
This infographic is a useful tool to use at the start of a meeting, or piece of collaborative working. It can be used often as our roles can change often. In a world where we can have many roles, sometimes in the same day, or even in the same piece of work, its often helpful to reflect. Which is the main role I am in at this moment? Recognising it maybe all of them. However, we cannot do, or be everything at the same time. This simple exercise of being in the moment can help you focus your attention on what your priority is right now. This can be a useful Mindfulness practice to use in work and other settings. It can help you manage your expectations of yourself. It can also help manage others' expectations of you. This is important especially when working with others, towards a common goal.

We may have many settings and networks we are members of. Some we may have a stewardship role, in others a beneficiary, in others be curious and so on. We may even find within the same networks we start as stewards and then move on to become promoters, as others, perhaps who were curious, engage further and want to take on more responsibility, to achieve whatever goal is set. There is no role more important than the other, all are needed if an idea is to become manifest in the real world.

We have a heading of 'uncertain' as sometimes we do need to reflect. Why am I doing this? What is my role? Has it changed? Acknowledging we are uncertain invites us to invest the time on building the clarity within our own minds why we are doing something, or getting involved, even if at this moment if this is right for us. There are always more things we want to be a part of than have capacity to be a part of. Knowing where we invest our energy is also good for our wellbeing.

Nurturing Network Weaving in Scotland

Inspired by June Holley networkweaver.com
Produced by COPE Scotland
Nurturing Network Weaving in Scotland and beyond

COPE scotland
www.cope-scotland.org

Chapter 3: Relationship with myself and others

Self-care

We may have different views on what we want to give our attention to which brings about a positive change in the world. We may have different ideas on, how we will get there and what matters now and for the future. However, anyone interested in improving quality wants to make something better: this we all have in common. What we also may have in common is how exhausting it can be seeking to make things better, in a world, within working systems, or within cultures where new challenges emerge faster than our steps to address those we are already looking at. This can result in a tendency towards entropy. Does this sound familiar?

We all meet, we share goals and ideas, we have an enthusiastic discussion, then make plans to set the world right and when we meet again, we will share how all this great stuff happened………… time passes………. We meet again, nothing has changed. We either ignore this and go back to exciting conversations or…. We start pointing the finger of blame. Claims of *'I didn't get the papers', 'I was on leave' 'I was busy'*. For anyone who perhaps did what was asked, they either find they are now *'The person who takes all the actions for the group's great ideas; or 'is viewed with suspicion, like a child in school accused of being a 'swot' as they did their homework!* None of this is helpful for Network Members. Imagine instead

''We all meet, we take a moment to pause, to bring our full attention to the meeting and consider what role we have the capacity to take on that day.

We share goals and ideas, we have an enthusiastic discussion, and then make plans to set the world right. We take a moment to pause and determine what are realistic goals for the short, medium, and long term. Identify who can do what and when and how they will feedback. Set a realistic time frame for when we meet again, to share how all this great stuff happened

……. Time passes…. We meet again. We take a moment to pause and bring our full attention to the meeting. We check in with each other to see how we are doing and if anything came up which made taking action a challenge and use peer support as a way of exploring how challenges can be overcome or their impact reduced.

We celebrate what has been achieved and demonstrate our appreciation of what has started to happen. We share ideas to help keep us motivated to then decide the next steps. We take a moment to pause and determine what are realistic goals for the short, medium, and long term. Identify who can do what and when and how they will feedback. Set a realistic time frame for when we meet again, to share how all this great stuff happened. We agree on who is keeping a note of the story of our Network so new members can read that to bring themselves up to speed with developments so far…………………..

Which Network would you find most beneficial to be a member of?

We won't elaborate here on the phenomenon of our great intentions ending up being disordered, as it is hard to get our head around, and even causes confusion around *'why did we meet in the first place!'* We hope this workbook and the Network Weaving tools will offer some ideas you find useful to help your Networks and your role as a Network Weaver create safe spaces where real change can happen. We mention this to permit ourselves to say, *"this isn't easy",* and recognise that it is important to remind ourselves of self-care as it's easier to work with others when we are in a space where we have the energy to do this, and it doesn't feel like another chore. Self-care isn't self-indulgent. Consider a situation on a plane where oxygen masks are deployed. You put on your oxygen mask first. Not because you are selfish. You put your mask on first so that you can remain conscious to help others put their mask on also.

Now reflect on the following if this has value for you...

Self-care to me means:

The level of investment I make in my self-care is:

Changes I would like to see in my self-care are:

Three commitments I make to my self-care are:

There are many websites, apps, tools, and resources for self-care if you are looking for ideas. Check out 'The further resources' section at the end of this workbook where we offer a small selection. Feel free to visit and have a browse to find out more about what they offer: If you have decided to start a journal. Perhaps leave some blank pages for you to add new ideas, tools and resources which you may discover which have value for your own wellbeing and to share with other network members.

One tool, 'My personal Jigsaw Lid for wellbeing', you will find here COPE Scotland along with the instructions on how to use it is identifying the pieces of the puzzle that matter to you for your wellbeing. For example, starting with very basic self-care. Drinking water and eating a balanced diet. Moving more, making time to relax, The key to it being YOUR JIGSAW PUZZLE If you think this has value for you, explore yourself what are the pieces which you think support your well-being and then consider how you plan to bring those pieces into your life, so they become part of your routine. Self-care routines when repeated often enough become healthy habits. Small changes taken often can lead to significant improvements in overall well-being. We have also included an example of a Jigsaw lid co-created with nurses as a team exercise. You may find it a useful exercise with your networks to design its Jigsaw Lid to support network members wellbeing.

MY JIGSAW LID FOR WHAT MATTERS TO ME

JAN & SEPT 2021 SPQ DN LEARNERS QMU JIGSAW LID FOR SELF-CARE
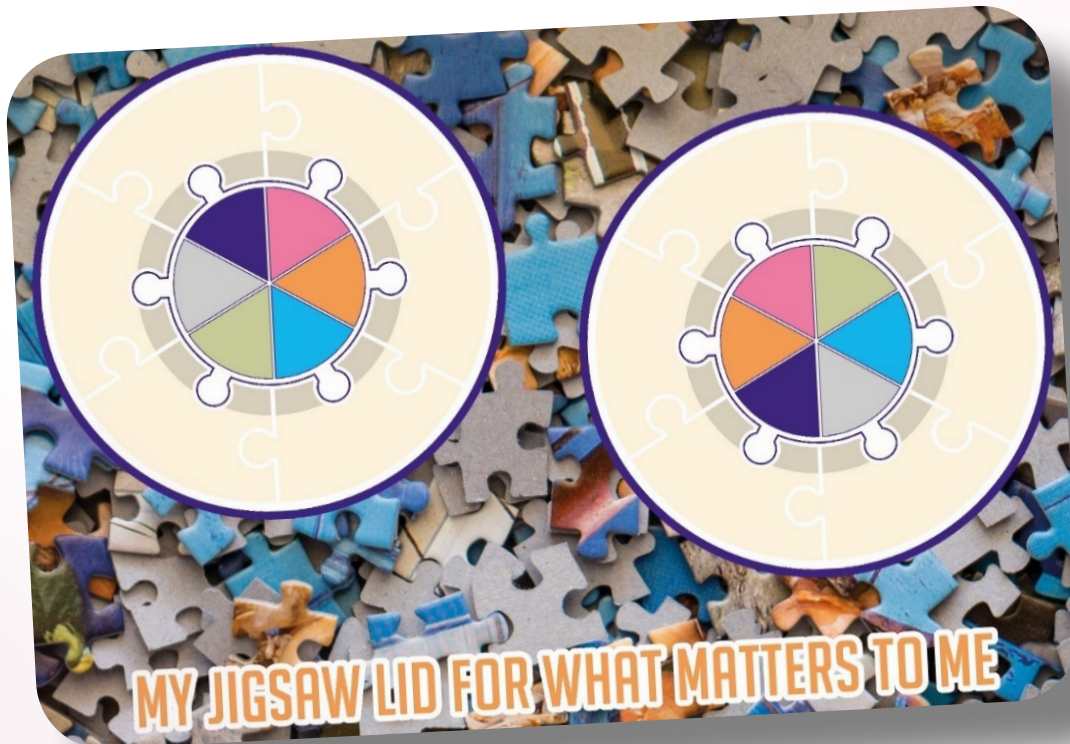
Offering, asking for and receiving support

Part of self-care is also around asking for support and being able to receive it when it is offered. We can often find it easier to offer support than ask for it or receive it. Being a member of a Network also means we can fulfil all of these roles. Take a moment to reflect on your attitudes to asking and receiving support.

When asking for support I feel: ....

....

....

When receiving support, I feel: ....

....

....

When someone asks me for support, I feel: ....

....

....

When I offer support, I feel: ....

....

....

We may find we are reluctant to ask for support as this makes us feel vulnerable. Depending on the roles we have we may find it difficult to admit we need support about something, or we do not have all the answers. It is important to remember, NO ONE HAS ALL THE ANSWERS. It may even be the case that the more you learn the less you know as your awareness increases about all the other things you have just found out exist you knew nothing about! More peer support communities are growing than ever, including Communities of Practice.

Network exchanges can be transformational and not only transactional. Often, we can be more comfortable offering to help than asking for help: however, perhaps explore in your networks the positive impact members have experienced when they have sought wisdom from someone else. Perhaps take a moment to reflect on your own experiences. We each have it in us to share as well as receive wisdom. It has also often been shared by those who often put themselves out of their comfort zone in a bid to make a difference that they can experience 'Imposter syndrome' where we can doubt our own abilities and even wonder '*how did I get here!*' Interestingly this is often found among people who are high achievers but doubt their own accomplishments. This can also lead people to fear not admitting they are not sure of something to someone else. it is amazing how liberating it can be when we admit to these feelings and learn, we are not alone! Please remember this workbook is for self-reflection and does not replace professional advice. Please also remember we all need help sometimes. As the author of this workbook once heard someone say ''none of us can do it alone, that's why we have each other.''

Peer support

There have always been various challenges that we have faced individually and collectively. However, the pandemic, the impact that had, the cost-of-living crisis, climate change, and so many other issues can create even more uncertainty not only in our personal lives but in joint activities working with others. Self-care is also how we create safe spaces with peers to share, learn and look out for each other as we adjust and keep adjusting to the new normal.

It is important to recognise, peer support is different from perhaps a more formal group therapy session, or more formal mental/emotional well-being interventions. For anyone seeking more than peer support can offer, it's useful to be aware of support in your area or place of work.

Networks can also be a source of peer support. If you are interested in learning more about peer support there are many pieces written online including this set of materials offered by COPE Scotland Peer support at work or when learning

Hexitime is an example of a community space where you can offer, ask for and receive help, and where you can exchange skills and ideas around health and care improvement. Visit the website and consider if joining Hexitime may have value for you.

Network Weaving Facebook which offers space to connect with other Network Weavers as well as providing resource and ideas exchange.

The Twosie Checklist

There are many ways we can build relationships and begin to explore within our Networks opportunities to offer, ask for and receive support. 'Twosies' can be used in different contexts (community organising, peer coaching, network building), but for the purpose of this reflection let us consider the value of building a working partnership between two people. Take a moment to reflect...

Working alone I feel: ....

....

....

Working with one other person I feel: ....

....

....

Working with a large group I feel: ....

....

....

We may find we are required to work under all these conditions. However, being mindful of our preferred working style can be helpful when we are working in groups.

Another exercise you may find helpful for your reflection is where you sit among the Myers Briggs personality types. People may have different views on this as with any approach. However, curiosity can help us understand ourselves more. This link may be of interest 16 personalities Sometimes the results can surprise us so decide if this is for you, or something you may want to explore with a coach or other support in order that you can explore with someone anything which comes up for you.

It is important to note that there can be a misunderstanding that Introverts are shy. This is often not the case at all many Introverts can be found in leadership roles now and throughout history. What matters for Introverts is that they have time alone to recharge. If you find working with others exhausting, it may not be that you need to stop working with others, simply be more mindful of how to recharge afterwards. Perhaps take a moment to reflect.

Within the 16 personalities, I was surprised: ....

....

....

June Holley speaks of *'Twosies'* and this can be a helpful way to work with others within a Network. It is helpful to have someone who knows both parties and introduces them to each other to enable them to begin to form a working bond, who can touch back in to see how their relationship is developing and if any support is needed. This is called *'closing the Triangle'* when one person knows two other people who don't know each other, but the person who knows them both can see a value in them connecting as they share a common vision, idea, interest etc. The process is as follows...

1. bring two people together whom you have identified as having something in common.

2. facilitate a discussion about the interest area they have in common.

3. encourage them to do some joint research: identify groups in other parts of the country/world who have had related successful projects; perhaps call up some of the groups to find additional information

4. encourage them to figure out who will do what and where, and when they might meet to work on the project next.

5. check back in with at least one person in the twosome a week later to see how things are progressing. If he or she has not done anything, get the individual to talk about why nothing happened in a non-judgmental way. If you get a sense of some difficulties, ask the person to talk about them and explore different ideas on how they might handle them.

6. if some research has been done, get together with the Twosie again and explore whether they might want to move to the next stage. Can they think of others who might want to help design and/or implement the project? Help them plan a meeting with the group. Share the project management worksheet decided by the group following the moving to action.

In reflecting on your role within Networks consider, could you help bring two people together, or would inviting someone you know to help you connect with another who shares a similar vision be helpful?

How could you prioritize time to connect two people.... (15 min per week to analyse your network and another 15 min per week to take action to strengthen the network by introducing two people who you know but would find mutual benefit in connecting to each other.

Trust

Trust matters for our self-care in terms of the relationship we have with ourselves and others. The following Personal Trust assessment is taken from the Network Weavers Handbook (June Holley 2011)

It helps us consider our levels of trust as an individual. Please remember, this is not about right or wrong answers, this is for your reflection. If there are areas you identify that you would like to give attention to developing, capture that as a learning goal. We each learn and develop all the time.

For each of the following characteristics, circle ONE number from 1 to 5 that best describes your behaviour.

Reliability

I seldom get my tasks done on time   I get my tasks done on time

1   **2**   **3**   **4**   **5**

My participation is not regular   I participate regularly

1   **2**   **3**   **4**   **5**

I have trouble keeping commitments   I have no trouble keeping commitments

1   **2**   **3**   **4**   **5**

Reciprocity

I don't tend to help out   I help others out frequently

1   **2**   **3**   **4**   **5**

It's hard for me to ask for help   I ask for help when I need it

1   **2**   **3**   **4**   **5**

Honesty

I find myself telling white lies

| 1 | 2 | 3 | 4 | 5 |

I am almost always honest

I let bad feelings fester

| 1 | 2 | 3 | 4 | 5 |

I clear up bad feelings right away

I am afraid of conflict and avoid it

| 1 | 2 | 3 | 4 | 5 |

I am willing to deal with conflict

Openness

I forget to communicate with others

| 1 | 2 | 3 | 4 | 5 |

I easily communicate what I am doing

It's hard for me to share

| 1 | 2 | 3 | 4 | 5 |

I tell others what I am thinking and feeling

Appreciation

I don't seem to appreciate much

| 1 | 2 | 3 | 4 | 5 |

I notice & appreciate what others contribute

Acceptance

Some people bug me				I am very accepting of other's differences
1	**2**	**3**	**4**	**5**

I want others to change				I accept others' weak points
1	**2**	**3**	**4**	**5**

I often jump to conclusions				I check out my assumptions about others
1	**2**	**3**	**4**	**5**

Take a moment to capture any reflections you may have on doing this exercise. There are many tools and resources around how we build trust for ourselves and others.

Areas I would like to develop for my levels of personal trust are: ....

....

....

Creating psychologically safe spaces for others

Networks are all about relationships and relationships can take time to build, sometimes there can be conflict and misunderstanding, but sometimes there can be joy and a sense of mutual satisfaction and all points in between. This reflective workbook is for our purposes. However, the impact we have on others is also worth reflecting on if we want to develop our skills for networking and sometimes that means the first relationship we need to build, is with ourselves.

In creating a psychologically safe space for others do we contribute to the feelings of safety and trust for others?

> *"Knowing others is intelligence, knowing yourself is true wisdom.*
> *Mastering others is strength, mastering yourself is true power"*
>
> Lao Tzu

It is suggested in the Network Weavers Handbook that a culture of trust needs to be intentionally developed. A culture of trust has 5 major components, all of which need to be in place to be effective:

1. values and behaviours that support trust
2. framing and valuing trust building
3. activities that help people build trust
4. weavers who coach people in building trust and dealing with misunderstandings before they become conflicts
5. systems of reporting and accountability

Take a moment to reflect, how do the 5 major components which support a culture of trust land with you?

The behaviours and attitudes I offer to support the 5 major components of trust include:

....

....

....

Elements of the 5 major components of trust I would like to work on include: ....

....

....

We can also help people in our Network become more aware of these 5 components by inviting them to take the *Network Trust Assessment*. This can be taken and retaken over time and the results compared to see if the culture of trust is becoming more developed over time. Have a look at this trust assessment and reflect on how likely you may be to suggest it to others.

Network Trust Assessment Tool

Put a circle around the number that best expresses your assessment of your Network. This is from a scale of 1-5 where 1 is strongly disagree and 5 is strongly agree

Question 1: Most people in this Network know most others in the Network at least a little.

1.
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | | Neither agree nor disagree | | Strongly agree |

Question 2: Most people in this Network know at least a few people very well.

2.
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | | Neither agree nor disagree | | Strongly agree |

Question 3: Most people feel comfortable with most of the people in this Network.

3.
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | | Neither agree nor disagree | | Strongly agree |

Question 4: There are few or no conflicts in this Network.

4.
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | | Neither agree nor disagree | | Strongly agree |

Question 5: People are very accepting of differences in this Network.

5.
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | | Neither agree nor disagree | | Strongly agree |

Question 6: People in this Network feel comfortable dealing with conflict.

6.
1   2   3   4   5
Strongly disagree   Neither agree nor disagree   Strongly agree

Question 7: Most people in this Network do what they say they will do.

7.
1   2   3   4   5
Strongly disagree   Neither agree nor disagree   Strongly agree

Question 8: Most people in this Network help each other out.

8.
1   2   3   4   5
Strongly disagree   Neither agree nor disagree   Strongly agree

Question 9: Most people openly share what they are doing and thinking.

9.
1   2   3   4   5
Strongly disagree   Neither agree nor disagree   Strongly agree
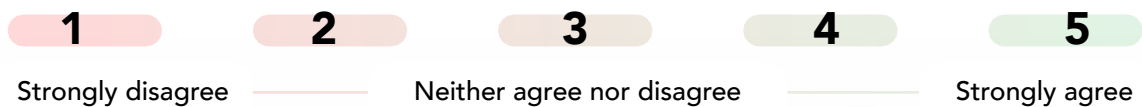
Question 10: Most people in this Network take the time to clear up misunderstandings.

10.
1   2   3   4   5
Strongly disagree   Neither agree nor disagree   Strongly agree

Question 11: Most people in this Network notice what others are doing and appreciate it publicly.

11.
1   2   3   4   5
Strongly disagree   Neither agree nor disagree   Strongly agree
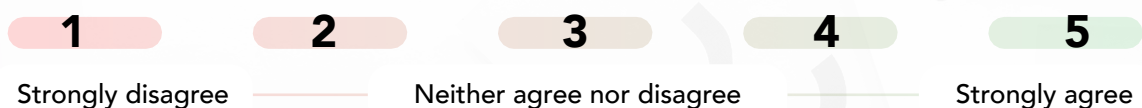
Question 12: Our Network has good systems for us to share what we are doing with others.

12.
1   2   3   4   5
Strongly disagree   Neither agree nor disagree   Strongly agree

Question 13: We have people in our Network who help us build trust.

13.

1	2	3	4	5
Strongly disagree		Neither agree nor disagree		Strongly agree

Question 14: We spend time at most meetings in some relationship building activity that helps us know each other better

14.

1	2	3	4	5
Strongly disagree		Neither agree nor disagree		Strongly agree

Reflection points for Network Members

- Where does this Network most need to develop further its culture of trust?
- In what areas is the culture of trust strongest?

Reputation

When reflecting on our roles within Networks, it is also worth reflecting on how our contribution can impact our reputation and the reputation of the Network. If we are representing an organisation at a Network, then our contribution can also impact our organisation or department's reputation.

Each Network member carries responsibility for the reputation of the Network. Reputation is built on three things:

- what people say about you/the Network
- what you say about yourself/the Network/s you are members of
- how do your actions and behaviours reflect what you stand for/what behaviours are you modelling?

Take a moment to reflect on these 3 points concerning one Network you are a member of

Those not directly involved in the Network think it is: ....

....

....

When discussing my role within the Network I: ....

....

....

My Network colleagues would say of me: ....

....

....

Actions and behaviours I model include: ....

....

....

When I discuss my Network I: ....

....

....

Having reflected on these points is there anything you want to capture for your consideration or development.

To enhance my reputation, I: ....
....
....

To enhance the reputation of my Network I: ....
....
....

The following is a reminder of what psychological safety means...

"Psychological safety is the ability to share one's thoughts and feelings without risk of damaging one's reputation or standing. In teams, it refers to team members believing they can take risks without being shamed by other team members. In psychologically safe teams, team members feel accepted and respected"

Wikipedia

● ● ●

In considering reputation there is a balance between people being able to share without risk of reputational damage, and other actions or behaviours which put you, or your Networks reputation at risk. People need to feel safe to share. This is how the Network can develop and learn.

Tips to help manage reputational risk and create a safe space

- promote the value the Network has, not only in monetary terms but concerning the impact it has on its members and where relevant their organisations or communities

- be transparent in sharing communication even if not everyone participates in every element of the Network. A point for communication can help other Network members to feel included. Have a way to onboard new members so they feel involved in things which started before they joined.

- celebrate the success of your Networks in social media, blogs, podcasts events. Share the good news stories to inspire others and promote what your Network stands for and is achieving

- evidence of the impact of your Network. There are a variety of tools which can support this including those found in the Network Weavers Handbook

- consider a statement of values for your Network so people can see what you stand for.

Take some time to reflect on your contribution to the points suggested and any areas you would like to develop further...

I promote my Network by: ....
....
....

My contribution to effective communication in the Network is: ....
....
....

The values I model in my Network are: ....
....
....

The feedback I invite/receive from others on my contribution to the network includes:

....

....

I help evidence the impact of my Network by: ....

....

....

I celebrate the work of my Network by: ....

....

....

Having reflected on these points do you plan to take action? If so has it value for you? Capture that here...

Actions I plan to take to promote my Network are: ....

....

....

I help evidence the impact of my Network by: ....

....

....

Communication styles

Communication is key to building relationships, it helps us to share ideas and connect with others. The core of communication includes the following; however, you may want to add other points these are some suggestions for reflection. What is important is, what matters to you around communicating with others. Is it some, all of the following, or something different you would want to add:

- Inform
- Influence
- Gain inspiration
- Motivate
- Learn
- Build relationships

- Promote ourselves or a cause we believe in
- To connect with others and socialise
- Work towards a common purpose
- ???

My personal communication style is: ....
....
....

How well understood do you feel by others? Do you find everyone gets what you are saying the first time? Do you find you keep repeating yourself? Do you find you end up saying nothing as you don't think anyone is listening anyway? Take a moment to reflect...

Communication with other members of my Network: ....
....
....

A lot has been written about communication styles, some suggesting there are 4 some 5 and some even more. What matters is how you communicate with others and whether it is having the impact that you would like in helping you achieve your goals or perhaps there are areas for improvement. Take a moment to reflect...

My communication goals are: ....
....
....

Do you already know your preferred communication style maybe take a moment to reflect? If not, this site may be of interest Communication styles There are other ways to assess your communication style, this is one suggestion. If you would find exploring your communication style alone a challenge then perhaps explore what support there may be to help you, or leave it till another time. These are suggestions which you can choose to select as meets your own needs and circumstances. There is a series of tips on COPE Scotland on the art of communication which can be downloaded and may be of interest.

What I learned about my communication style: ....

....

....

Listening to Connect

June Holley offers some ideas on listening to connect where two people can get together and learn more about each other in a semi-structured way around shared interests in the Network or project they are going to be working on.

Name of Interviewee: ....

Date of Interview: ....

1. what are you most passionate about related to this issue? what are you most interested in working on?
2. what are some of your skills or strengths?
3. what are some of the challenges you are facing?
4. what kind of people or resources do you need to address those challenges?
5. any other important information?

Capture the information that was shared to refer back to. When working with others it is helpful to have a shared space to store information. This could be a spreadsheet, or shared document. Agree on what format for collective sharing of data will work best for everyone and what are the key elements you want to capture e.g. potential resources, needs to be addressed, others to connect to etc.
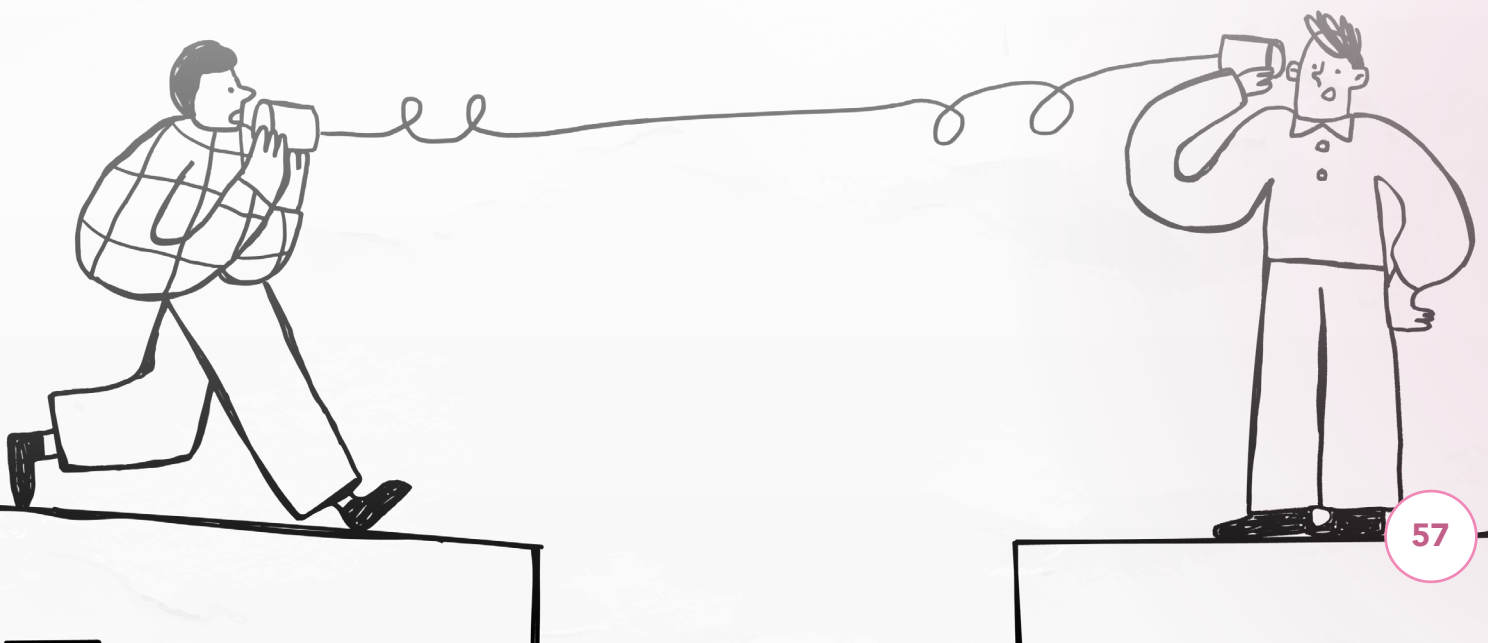
Chapter four: Understanding my Networks

Network Mapping

Having reflected on your role within Networks, you may now find it helpful to reflect on the Networks you are a member of and why. Take some time to capture the Networks you are a member of, the role you play, why you are involved and what you hope to achieve. If it's helpful, start with one Network at a time rather than trying to reflect on them all at once if you are a member of many Networks.

Reflecting back to our vision of toasted cheese and pickle! We can think of this also in terms of our networks. We may have more than one place we can go for our cheese, perhaps we have a neighbour we are friends with and could ask for some pickle because we forgot to buy some. This is also the case with our networks. It maybe that there is not one specific network which will offer us all of what we need to achieve our goals, it maybe we need to be members of more than one network and find ways to weave or integrate the collective visions of each of these separate networks in a way which enables us to achieve our goals, as well as contributing to the overall goals of the network of which we are a member. Like the neighbour whom we borrow pickle from, there may be a time when they need to borrow something from us. This is not suggesting networking is only transactional. It is offering an idea that we are interdependent and at times need to ask for and receive help. This is why like the toasted cheese sandwich, it is worth thinking through what it is we want to achieve from network membership and what we can offer to the network. This helps us be intentional or deliberate about why we are a part of that network. It also matters that the networks we are members of have some clarity of purpose in order that they are aware of the skills and supports they need to be successful.

This adapted tool shared originally by June Holley and shared under a creative commons license can be used to map your Networks. There is also a Network Mapping special interest group within The Q Community exploring network mapping Network Mapping SIG You may also find the Liberating Structures user group a helpful place to connect with others and find out more about liberating structures such as Social Network Webbing

Map Drawing Activity for Individuals

Think of a project you are currently working on. A good project for this activity is a project where you are working with other organisations, volunteers, or community residents – not just a project with only staff from your organisation.

Examples might be...

1. putting on a conference or workshop,
2. developing a new service,
3. planning a new community facility

For the purposes of this workbook and your reflections, you may want to do this yourself, however, later it may be helpful to do it again with others you are with. Capture in your reflections, details of this project. You can do this for all the various Networks you may be involved with; for now, consider one Network.

The Network project I want to focus this reflection on is: ....

....

....

Mapping the Network of this project would be helpful because: ....

....

....

I got involved with this Network project because: ....

....

....

It supports my vision because: ....

....

....
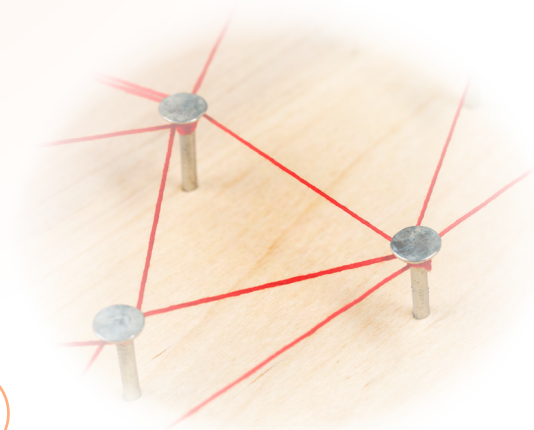
● ● ● ● ●

Instructions for mapping the Network for this project

- On a 9 x 11 paper or chart, draw a circle for yourself and label it.

- Then draw circles for others you are working with on that project. This includes all those who are coming to meetings, providing resources such as space or money, writing up reports or notes, etc.

- Next, draw lines between you and the others.

- Then draw lines between any of the people in the project who know each other.

This is the Project Core.
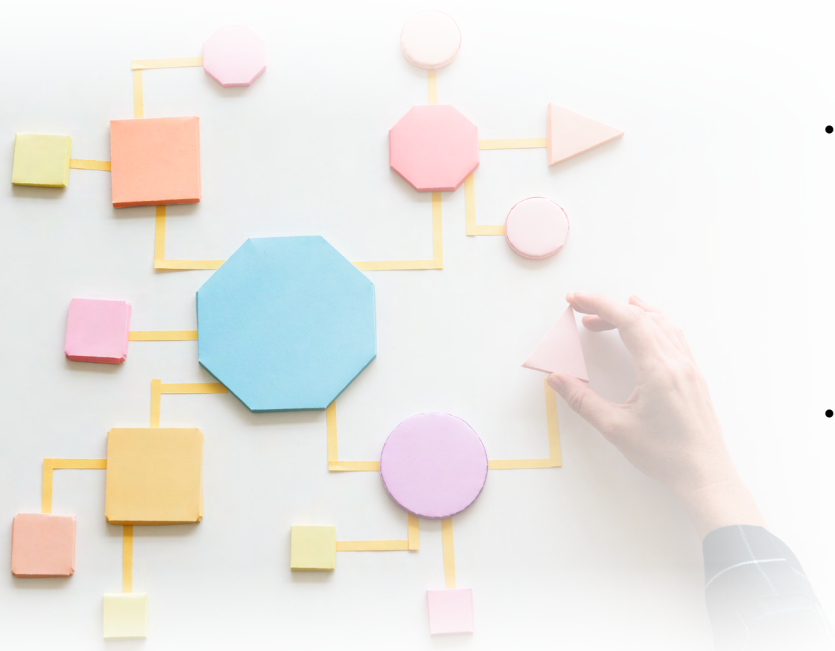
- Moving further out, draw circles for other individuals and organisations that you are working with on the project but less frequently and draw lines to the individuals in your project Network who have the relationship with that individual including any connections you have to them.

- This would include consultants, people you called up to learn about similar projects, program officers for your project grant if appropriate, etc.

This is your Project Periphery.

- Then add other individuals or groups they are connected to (who might add value to your project) and draw lines connecting them. This would be when someone in your project group knows someone who might be pulled into the project, or when someone in the project has a good relationship with a funder who might be interested in your project.

These are what is called Your Friends Network.

- Finally, around the outside edge, put circles for individuals or groups you are not working with on this project, but who could add value to the project if they were involved. These might be people with lived experience expertise, people from other communities who have been innovating in ways that would be of value to your initiative, or people who are often left out of projects and are within the protected characteristic groups.

This is your Potential Network.

Then, if it has meaning for you, answer the following questions:

1. what do you notice about this Network? Is your project periphery easy to access for the resources and expertise you need?

2. is your core large enough to get the work done?

3. who in the periphery, friends' friends, or potential Network would add the most value to your project Network if they could become part of the core? Part of the periphery?

4. who could help you get to know key people in your friends Network or the potential Network?

5. is your core large enough to get the work done?

Capture your reflections if this has value for you

Reflections on mapping the Network for my project are: ....
....
....

Actions I plan to take from my reflections include: ....
....
....

There are many Network Mapping tools, this was just one as an example. Network mapping is usually best carried out with Network Members. Within this workbook, we are creating space for us to reflect on the Networks we are members of.

Having mapped our Networks, it is helpful to then assess them to see how healthy they are. The following tool adapted from that shared by June Holley may support this new level of reflection. This again is best carried out with other Network Members but for your reflection, this is helpful for you to assess your role within the Network; and what may need to change to allow what supports the time invested in the Network to be justified or celebrated. Too often we focus on the deficit. We also need to learn to celebrate and share good news stories. You may find doing these exercises inspires you to write a blog to share your experiences so others can learn. Sharing is also core to Network Weaving.

Assessing your Network

Several tools can be used to assess your Network, this is one by June Holley in the Network Weavers Handbook.

For each of the following characteristics, circle ONE number from 1 to 5 that best describes the current state of your Network. If you don't know where your Network fits on any circle DK (Don't Know).

The Relationship Network

		Not enough energy			Lots of energy	
DK		1	2	3	4	5

		The network is not inclusive			Diverse groups are represented	
DK		1	2	3	4	5

		Lack of innovative ideas or innovation			Access to innovative ideas	
DK		1	2	3	4	5

		Need more resources or expertise			Good access to resources/expertise	
DK		1	2	3	4	5

		Too few people in the Network			Enough people in the Network expertise	
DK		1	2	3	4	5

		Lack of Network leadership			Many Network Weavers	
DK		1	2	3	4	5

		People do not know each other			People know others in the Network	
DK		1	2	3	4	5

		Cliques are divisive, territorial			Clusters are working well together	
DK		1	2	3	4	5

		Low trust			High trust	
DK		1	2	3	4	5

The Intentional Network

The network does not see itself as a Network | Network sees itself as a Network

DK 1 2 3 4 5

Leadership is autocratic and controlling | Leadership is open and facilitating

DK 1 2 3 4 5

The Network has no set goals/purpose | The Network has clear goals/purpose Network

DK 1 2 3 4 5

There is no governing group | Network that has a clear governing group

DK 1 2 3 4 5

The Action Network

Not much collaboration | Lots of collaboration between organisations

DK 1 2 3 4 5

Do not recognise opportunities | Opportunities are easily recognised

DK 1 2 3 4 5

Disorganised /little action | Lots of action generated by Network

DK 1 2 3 4 5

Self-organised projects fall apart | Self organised projects are effective

DK 1 2 3 4 5

Do not follow through on projects | People follow through on projects

DK 1 2 3 4 5

People seldom take initiative | People take initiative to start new projects

DK 1 2 3 4 5

Few projects include new people | Most projects involve new people

DK 1 2 3 4 5

Support for the Network

	DK	1	2	3	4	5
Communication not flowing						Communication flows well in the core
	DK	1	2	3	4	5
Communication not flowing						Communication flows freely throughout the Network
	DK	1	2	3	4	5
Not much understanding						Good understanding of Network approachesNetwork
	DK	1	2	3	4	5
Do not have skills needed						Do have good networking and collaboration skills
	DK	1	2	3	4	5
Not much learning/ breakthroughs						Many breakthroughs much learning
	DK	1	2	3	4	5
Does not use social media						Network use social media to improve communication
	DK	1	2	3	4	5

Take a moment to reflect on your scores and consider the following

Areas I would like to develop for myself in terms of the Network include: ....

....

....

Conversations I would value with Network members would focus on: ....

....

....

I could create space to have these conversations by: ....

....

....

The checklist on the following page can also be used when carrying out assessing your Network with network Members as a way of focusing attention on areas of priority.

Priorities for Your Network

Check the three that you feel need the most attention in your Network right now. Tick three that you would like to learn more about.
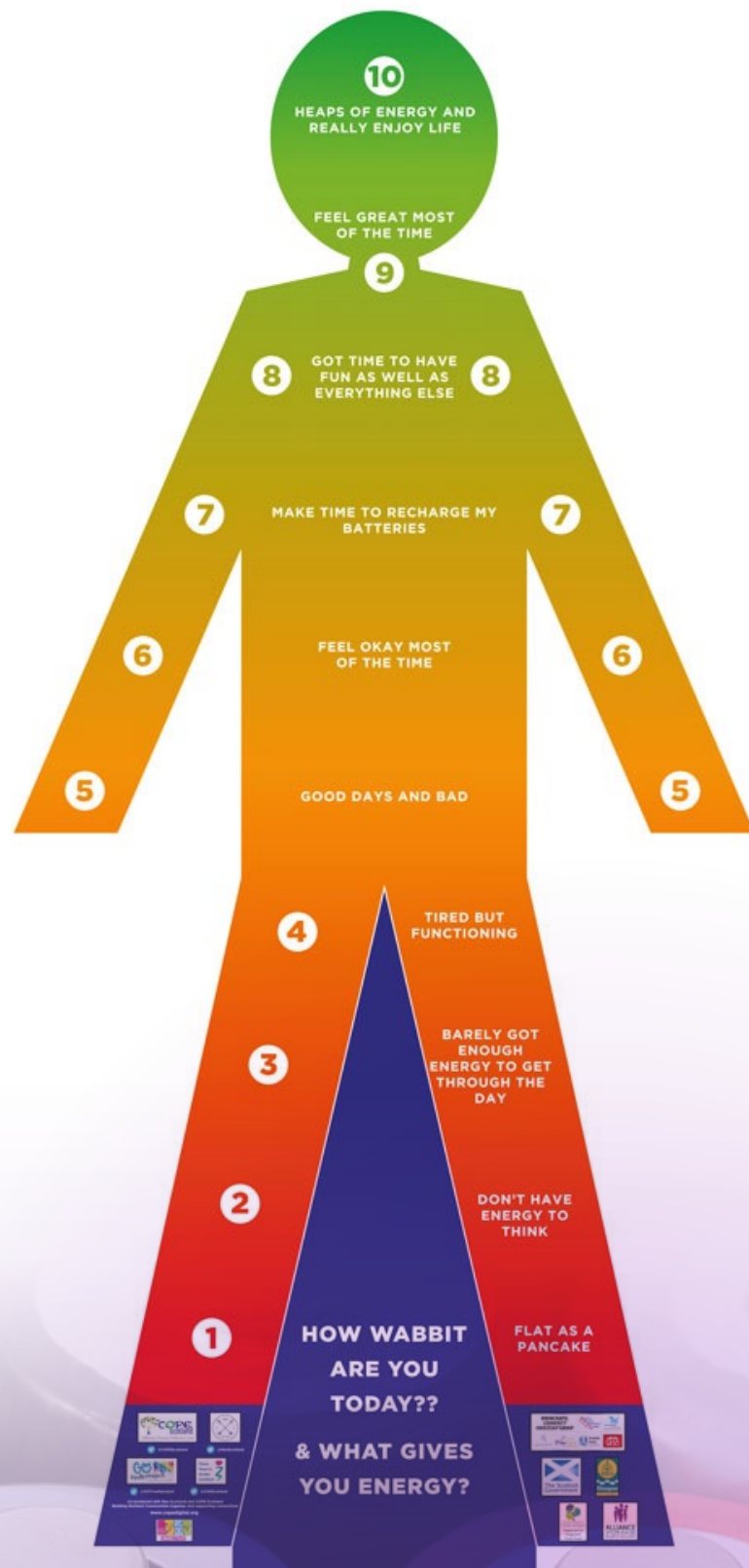
1. not enough energy ☐
2. network not inclusive ☐
3. lack of new ideas or innovation ☐
4. need for more resources or expertise ☐
5. too few people in the network ☐
6. lack of network leadership ☐
7. people don't know each other ☐
8. cliques are divisive, territorial ☐
9. low trust ☐
10. not much collaboration ☐
11. not aware of opportunities ☐
12. disorganized, little action ☐
13. people don't follow through ☐
14. people seldom take the initiative ☐
15. few projects include new people ☐
16. the network doesn't see itself as a network ☐
17. leadership is autocratic, controlling ☐
18. the network has no set goals or purpose ☐
19. there is no governing group ☐
20. one group does most of the work ☐
21. not taking time to build relationships ☐
22. money not allocated fairly ☐
23. communication not flowing well ☐
24. not understanding a network approach ☐
25. people don't have the networking or collaboration skills needed ☐
26. not much learning happening in the network ☐
27. the network does not use social media or the social web ☐

Chapter 5: Motivating & energising my Networks and me

The Battery Dude

This is a very simple visual tool which can be used daily or as often as you find helpful to reflect on your energy levels (Footnote Wabbit means tired/exhausted/depleted) Having reflected, it then raises awareness around whether you need to take some time to top your energy back up/recharge your batteries. This can also be adapted to share with Network members to check in with the energy of the Network. If members are all feeling *'flat as a pancake'* then effort needs invested in finding ways for members to feel more energised before adding further 'mental load' around what else the Network Plans to do.

''Mental Load'' is the sheer volume of 'thinking' or 'cognitive effort' involved in all the things we are dealing with mentally and emotionally in the day. This doesn't only relate to what we may be doing in work, but also things we need to think about for home, caring responsibilities, organising things e.g., a house move!' This all requires energy and for a Network to feel energised, its members need to feel energised so conversations on how the Network recognises and finds ways to avoid 'Mental Overload' for its members matters.

The Battery Dude energy scale:
- 10 — HEAPS OF ENERGY AND REALLY ENJOY LIFE
- 9 — FEEL GREAT MOST OF THE TIME
- 8 — GOT TIME TO HAVE FUN AS WELL AS EVERYTHING ELSE
- 7 — MAKE TIME TO RECHARGE MY BATTERIES
- 6 — FEEL OKAY MOST OF THE TIME
- 5 — GOOD DAYS AND BAD
- 4 — TIRED BUT FUNCTIONING
- 3 — BARELY GOT ENOUGH ENERGY TO GET THROUGH THE DAY
- 2 — DON'T HAVE ENERGY TO THINK
- 1 — FLAT AS A PANCAKE

HOW WABBIT ARE YOU TODAY?? & WHAT GIVES YOU ENERGY?

The Battery exercise

We only have so many hours in the day and days in the week. We often play many different roles all of which require energy. Depending on how our energy levels will impact the energy we have to invest in our Networks. If we think of energy like a bank, we need to consider, where are we spending our money and how are we topping our funds back up. This is the same for energy, how are we spending it and how are we replenishing it?

This exercise helps reflect on where you spend your energy, where perhaps you can save some energy and what ideas you plan to take to replenish your energy.

This exercise in itself can be exhausting if we approach it when already feeling overwhelmed as we may feel this is adding to our feelings of pressure being reminded of all we need to do. Take a few moments to do some mindful breathing or something else which helps bring you into the moment. Approach the exercise with a sense of curiosity and do it at a pace that works for you and remember you do not need to do it all at once.

Take a piece of paper and draw a battery, ideally take a large piece of paper, some old wallpaper may do, or even packing paper if you have any or maybe even do this online in some way has meaning for you. Draw a battery. From one side of the battery has leads coming off, each lead represents something you spend energy on. Now some leads may have subheadings. This is why we need a BIG piece of paper e.g., you may have a lead which says 'Work' but then how many of us only have one thing we do at work, so for each area which takes energy about work have a subheading and name it. You can be as creative as you like with this, you can colour code each lead, and vary the length or thickness of each lead to represent a sense of how much energy you spend in this area. Take your time with this put on some soothing music, and make it an exercise of joy, not another chore.

Now on the other side of the battery have leads going in. Each lead represents something you do to replenish your energy. Again, some leads may have subheadings e.g., one lead may say exercise, but there may be different subheadings under this e.g., Cycle, walk the dog, yoga. Don't worry too much if you find you have similar activities in different leads as you may also include Yoga as part of relaxation. The aim of this is to invite you to think about what you do to replenish your energy levels and also how perhaps one activity can have multiple benefits.

It is interesting, often people find the section where they are thinking about where they spend their energy could go on, and on and on. The section on how they replenish their energy, on the other hand, takes a lot more thought. If you find you are putting more energy out than topping back up, then you do put yourself at risk of burnout. If you have over-committed yourself in different areas including in your Networks you may find rather than energising you, this becomes another stressor, you may even find you back away from it as you do not have time.
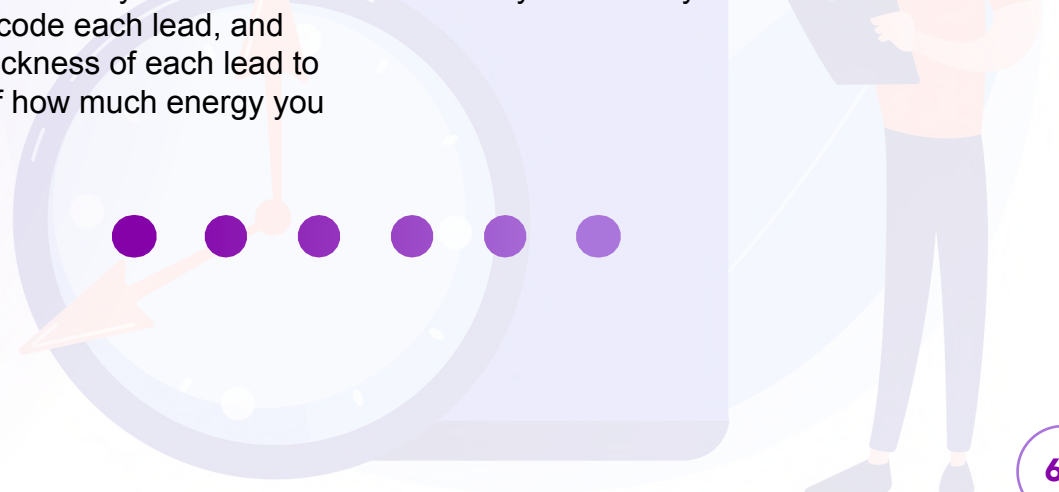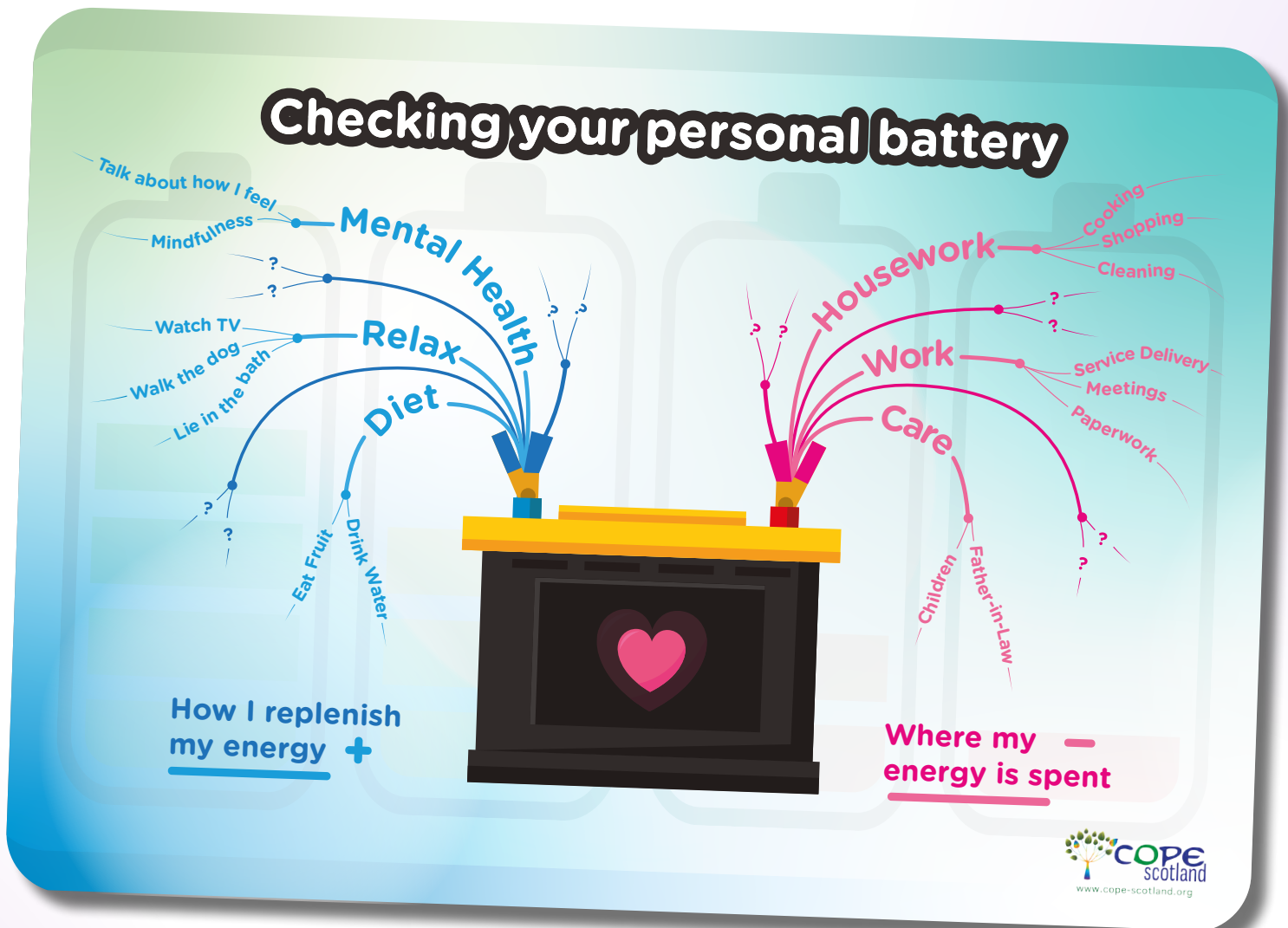
Take some time to reflect on whether there are areas where you could save some of your life energy. It may be once you have done this you revisit your battery exercise results and change them by removing some leads, or at least making them smaller.

I could save some of my personal energy by: ....

....

....

Checking your personal battery

How I replenish my energy **+**

- Mental Health
  - Talk about how I feel
  - Mindfulness
  - ?
  - ?
- Relax
  - Watch TV
  - Walk the dog
  - Lie in the bath
- Diet
  - ?
  - ?
  - Eat Fruit
  - Drink Water

Where my energy is spent **—**

- Housework
  - Cooking
  - Shopping
  - Cleaning
- Work
  - ?
  - ?
  - Service Delivery
  - Meetings
  - Paperwork
- Care
  - Children
  - Father-in-Law
  - ?
  - ?

COPE scotland
www.cope-scotland.org

Take some time to reflect on where you could adopt new attitudes and behaviours which would help you to restore your energy levels and recharge in a way that is helpful and kind to you. Drinking coffee or taking energy drinks is not the most helpful way long term to recharge your batteries. When we feel depleted our body is telling us it needs to recharge. Be as kind to yourself as you would to someone you love.

I could increase my personal energy by: ....

....

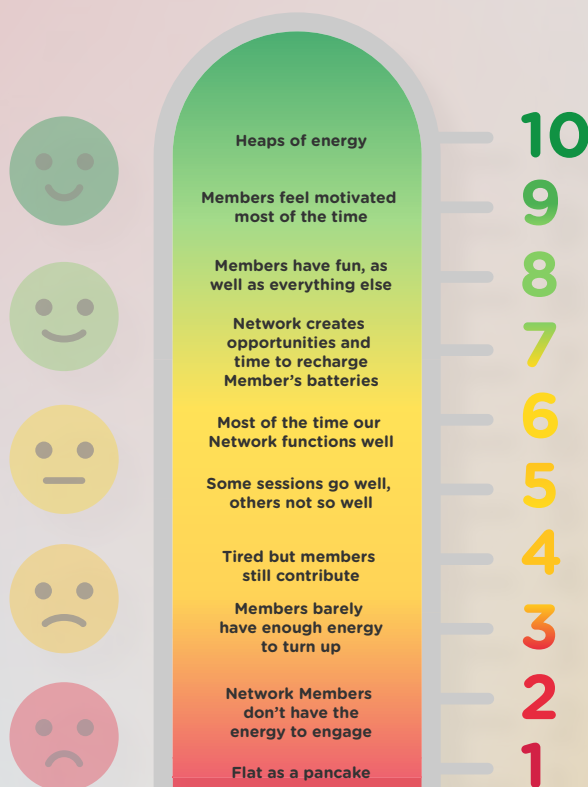..

Checking the Energy Levels of your Network

Following an exchange with Kristin Johnstad we were inspired to adapt the battery exercise for our Networks. The Thermometer offers network members a way to check in with how the energy of the network is doing.
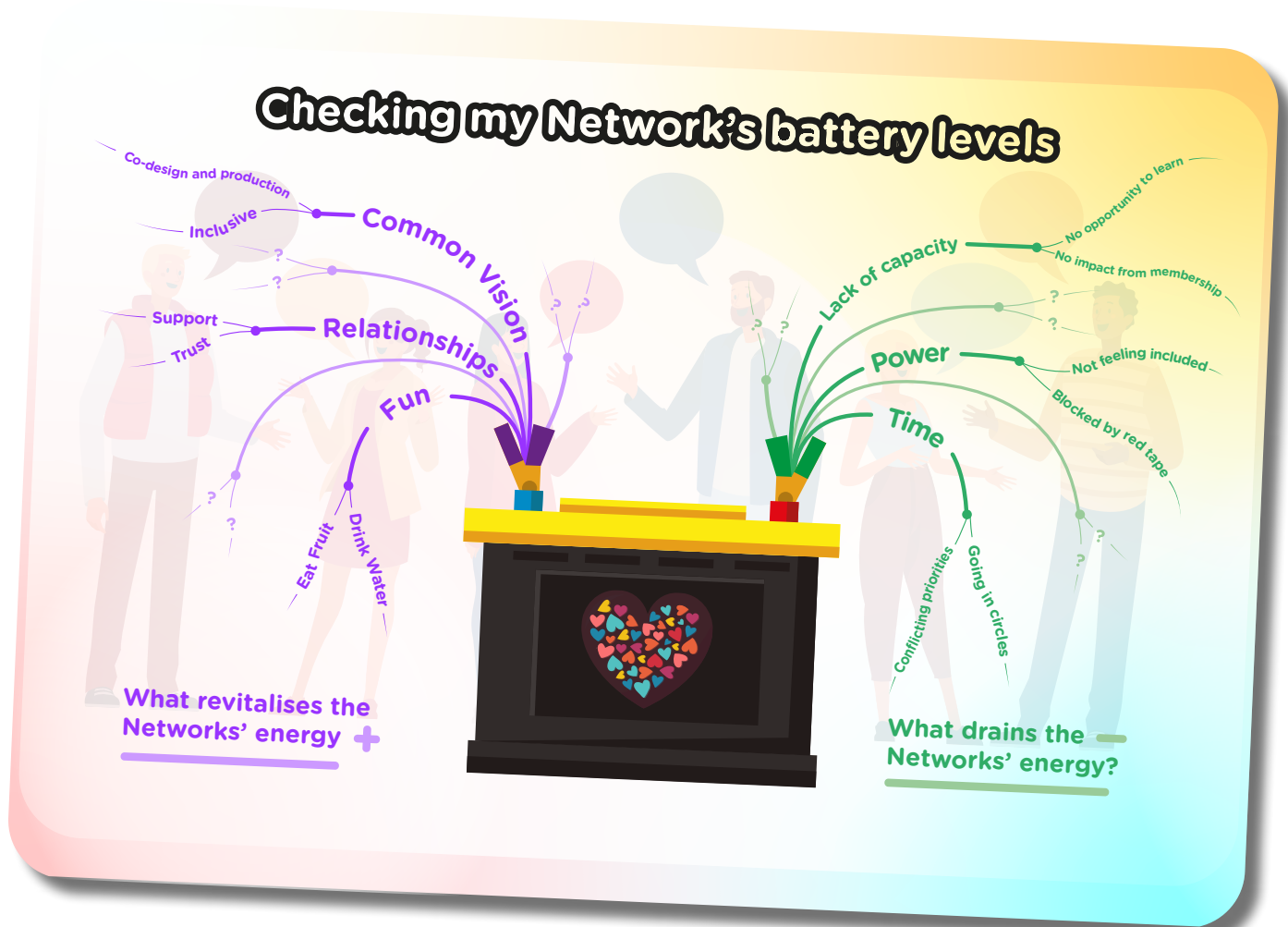
CHECKING THE TEMPERATURE IN THE ROOM. HOW ENERGISED IS YOUR NETWORK TODAY?

10 Heaps of energy

9 Members feel motivated most of the time

8 Members have fun, as well as everything else

7 Network creates opportunities and time to recharge Member's batteries

6 Most of the time our Network functions well

5 Some sessions go well, others not so well

4 Tired but members still contribute

3 Members barely have enough energy to turn up

2 Network Members don't have the energy to engage

1 Flat as a pancake

HOW IS THE ENERGY OF OUR NETWORK TODAY?

....

WHAT CAN WE DO TO ENERGISE OUR NETWORK?

The Battery exercise offers a reflective tool to consider where the networks energy is going and how it can be topped back up. The principles are the same as for our own personal battery level, however, this time we are thinking about the collective energy of the network.

Checking my Network's battery levels

What revitalises the Networks' energy +
- Common Vision
  - Co-design and production
  - Inclusive
  - ?
  - ?
- Relationships
  - Support
  - Trust
- Fun
  - ?
  - ?
  - Eat Fruit
  - Drink Water

What drains the Networks' energy? —
- Lack of capacity
  - No opportunity to learn
  - No impact from membership
  - ?
  - ?
- Power
  - Not feeling included
  - Blocked by red tape
- Time
  - Conflicting priorities
  - Going in circles
  - ?
  - ?

We could save our Network's energy by: ....
....
....

We could top our Network's energy up by: ....
....
....

Moving to Action

This worksheet is taken from the Network Weaver Handbook: A Guide to Transformational Networks (First Edition February 2012), may offer a helpful resource for enabling you and the Networks you are a member of to take steps towards where you want to be as this helps build momentum and shift energy into a more positive direction. The information on the Network assessment can help to reflect on the questions in this table. This is an exercise best carried out with Network members. However, for our learning to be available to Network Weavers it's helpful to familiarise ourselves with it so we know it exists to then share with others.

| Characteristic	Action	Notes
To Improve the Relationship Network		
A. Not enough energy	Identify people's passions or interests and help them form self-organised action groups Invite new people with different experiences to bring new energy	
B. Need innovation or new ideas	Have people attend conferences or meetings where they will meet new people with overlapping interests	
C. Not include key groups (people from the protected characteristics groups)	Identify people from excluded groups and intro to key **hubs** in the Network Include people from these groups in small projects	
D. Need more resources or expertise	Brainstorm or research on Internet names of people or organisations who have the resources, expertise, or new ideas. Identify people who might know them and ask them to make introductions	
E. Not enough people	Recruit- including friends Have introductory workshops & recruit	

F. Not enough Network Weavers	Introduce others to Network Weaver Checklist Form a Network Weaver Community of Practice	
G. People don't know each other	Have Network Weavers set up a meeting with maybe two people, try speed Networking, and offer this in different locations with different groups	
H. Cliques, territoriality, divisiveness, isolated clusters	Identify hubs in each cluster that are interested in bringing the clusters together and help them identify common interests Have people from 2 clusters go after resources they could not obtain singly Have Network Weavers identify gifts of people from each cluster and connect them to people in another cluster who need help	
I. Low trust	Speed Networking Try Quality Connection Building Activities	

Characteristic	Action	Notes
To Improve the Action Network		
J. Not collaborating with other individuals or organisations	Set up a small Innovation Fund to provide an incentive for collaboration: projects must involve two or more organisations or communities	
K. Not recognising opportunities for action	Do an Opportunities Process to help people cluster into groups then have them identify small acts. Research Opportunities/actions of other groups on the Web	
L. Disorganized/ little action	Do Opportunities Process to help people cluster into groups and then have them ID small acts	
M. Self-organized projects fall apart	Provide Project Management Worksheets Set up a web-based project management site and train coordinators Have regular check-in calls or meetings with project coordinators	
N. People not following through on projects	Provide Project Management Worksheets Set up a web-based project management site and train coordinators Have regular check-in calls or meetings with project coordinators	
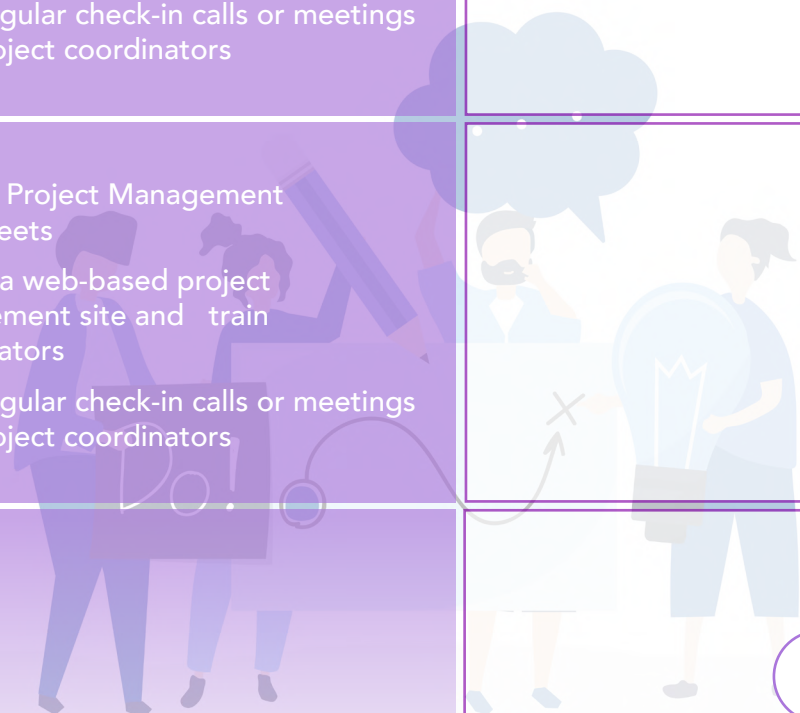
O. People seldom take initiative	Use Opportunity Process to help people identify interests, then support them to act	
P. Projects seldom include new people	Draw a map of the project and think of missing skills, resources, and perspectives; recruit new people to the project to fill these roles	

Characteristic	Action	Notes
To improve the International Network		
Q. Group does not see itself as a Network	Do a short presentation on Networks and share materials on Networking and Networking	
R. Leadership too autocratic	Explain Network concepts Legitimize new leaders who score well on Network Weaver Checklist	
S. No set goals or purpose	Facilitate process to clarify goal (or overlapping goals) and purpose of Network	
T. No clear governing group	Read about models of Network governance Lead process to determine governing structure	
U. Work not divided evenly	Use the Opportunity Process to help share the work, then provide coaching to coordinators of these projects so they develop leadership skills Use the COPE Scotland 'What is my role at this moment with Network Members If there are too few stewards or co-creators then seek to recruit new members	

V. Not taking time to build relationships	Have a Speed Networking activity at each convening Have long breaks at all meetings	
W. Does not involve people outside Network	Have convening where learnings are shared with a larger audience Include non-members in projects	
X. Has not added new partners	Once goals are identified, list key players needed for success in those goal areas and invite them in as partners	
Y. Money not allocated fairly	Agree on criteria for dividing up money (based on work, outcomes, etc.)	

Characteristic	Action	Notes
Supporting the Network		
Z. Communication not flowing in core or project group	Setup web-based project management sites Have the group develop **ground rules** for sharing information: what do they agree to do?	
AA. Communication not getting to all parts of the Network, especially project work not shared well outside the group	Organize group email or check out **Ning sites** and push people to send notices, news Close triangles between key people in the core who don't know each other. Provide templates and training to help people present more effectively on calls or report online	
BB. Group or Network does not understand Network approaches	Do a short presentation on Why Networks? Speed Networking on "A really great Network I've known"	
CC. Few Networking or collaboration skills	Provide training and coaching in skills (use Network Weaver Handbook)	
DD. Not making needed breakthroughs or learning from experience	Have a meeting where people look at the most successful projects or activities and analyse why successful to identify patterns of success. Have online spaces such as **Ning sites** to share learning and give feedback Provide forms for feedback at meetings (email or online if phone or Internet meeting)	

EE. The network does not use social media	Identify social media experts in the Network, have them introduce social media, and coach individuals in their use	

Opportunity Process

Individual reflection

This is an activity which is helpful to carry out with other Network Members. However, for your learning and reflection take time to think through how you would respond to these prompts and capture them in your journal if this has meaning for you.

Opportunity
which actions in the next year that you are willing to do would make the most difference in the next year

Gifts
what talents, skills and assets do you/we bring

Invitations
who else do we need at the table

Small Acts
what experiements can we do to explore this opportunity

Network member's collective activity

If this is done in person, it may be helpful to have the four prompts copied onto some recycled paper onto which people can attach their post-it notes. Whenever using physical resources like pen and paper consider the environmental impact and how any actions taken can contribute to reducing waste, recycling, and reusing.

1. Network members are invited to put their name on post-it notes and respond to the question 'which actions in the next year that you are willing to do would make the most difference in the next year' then place that in the top left-hand square.

2. invite someone to encourage people to go into Interest Groups of 3-10 people and find a space to talk.

3. in the groups invite curiosity about who wrote what and why people had chosen their actions and whether are there any overlaps.

4. in the small groups, members discuss why they wrote what they did and where any overlap may be.

5. each act needs a champion/take on a stewardship role. Explore if anyone wants to be the champion/steward and who else may help, use the 'what is my role right now' shared in this workbook to help reflect on these roles.

6. generate ideas for small projects/small acts that could help the group explore that opportunity.

7. identify the skills and resources that the project team already has to accomplish that act.

8. figure out who and what else they need to make the project successful and then invite those individuals to join their project.

9. how will the project move forward? Select a coordinator or co-coordinators.

10. use a project management worksheet which the group feel is most helpful. There are a variety of designs to choose from. This is important so all involved know what they are to do, how they will know it happened, when it needs to be done by and when they will meet next.

11. share what you learn and do with the rest of the Network.

Capture any final reflections you may have from this activity.

I think the Opportunity Process highlights for me: ....
....
....

I think the Opportunity Process highlights for my Network: ....
....
....

Goal setting

When we plan to make changes, it is helpful to have some way to set goals and track our progress towards those goals. Journaling can support this, and we shall touch on that later. You may also find this fun Goal Setting Snakes and Ladders tool helpful. It invites you not only to reflect on the goals you plan to work towards but also the steps you plan to take, possible obstacles and how you plan to overcome them, and rewards for the steps you plan to take to help remain motivated.

GOAL SETTING SNAKES AND LADDERS

We may have a memory as children of playing that well known game Snakes and Ladders? This is a variation on that theme looking at the steps we need to take to achieve our goals, the possible obstacles we may encounter, how to overcome them and the reward for each step.

This tool is part of a variety of tools aimed at helping us solve what can sometimes be the complex puzzles which are our own lives. This one has a focus on steps to achieve goals and works well when used with the Jigsaw lid and getting back your oomph workbook all available for FREE on the COPE Scotland website www.cope-scotland.org

HOW TO USE

- If using a hard copy please write your goal in the section of the poster relating to your goal, ideally in pencil so you can rub out and use the poster again, so being kind to the environment
- There is also an editable version on **www.cope-scotland.org** and instructions below on how to edit if doing an e version
- Take time to think about what are the steps you need to take to achieve your goal and write these in the space in the poster
- Then for each step think what obstacles you may encounter and add that in the section on what may hold you back
- Having identified what may hold you back, then think, what can I do to overcome that obstacle? and add that in the space provided
- We all need some motivation, so think about the rewards you can have when you take each step and add that in the rewards section

The poster is a motivational tool to help you plan the steps you intend to take towards a goal which has meaning for you. These are some useful tips for goal setting:

IS IT YOUR GOAL?

Might sound obvious BUT achieving goals takes motivation and if it's not really a goal you would choose for yourself then it's hard to get motivated so make sure any goal you set is your goal and something you really want to achieve.

IS IT REALISTIC?

Now there is always a balance between confidence and having a go and not setting yourself up to fail. We can all set goals which are set so high they are unobtainable and then we feel disheartened, so once you decide on your goal maybe ask advice from others who can help you achieve it or a step towards it as sometimes its wee steps which get you there. Dream big and go for it while balancing that with not putting yourself under undue pressure.

TIMELINE

Moving from dreaming to having dreams come true requires more than talk it requires action, having a timeline helps achieve goals as it focuses you on what you need to do within a specific time. Now it may be a big goal, no problem, just break it into smaller goals each with their own timeline.

HAVE A GOAL BUDDY

Having someone to share your goals with can help motivation. This means there is someone who you can keep up to date with progress. This helps in making sure you keep to your timeline. This is a buddy i.e. someone to offer support and encouragement.

DON'T FEAR TO FAIL

We all fail all the time, we learn from what didn't work to try again, so don't worry if it all doesn't go to plan first time, review the plans for next time.

GET ADVICE

There are so many agencies, groups, and maybe people you know who can help you set and take steps to achieve your goals so find out what and who is in your area that can help you achieve the goals which are important for you.

FOCUS ON THE POSITIVE

Imagine how good you will feel even taking steps towards your goals, believe they can be achieved and see it in your mind's eye how good that will be. Remember, success isn't measured by the position we achieve but the obstacles we overcome seeking to achieve.

This tool can be downloaded from www.cope-scotland.org

Time and Motivation

Often, we have great intentions and are motivated to do something, but we just do not have the time. This can be challenging for us as individuals and within our Networks as we find other demands, and priorities overtake what we would like to do, with what we feel we need to do.

> *'I have two kinds of problems, the urgent and the important. The urgent are not important, and the important are never urgent'*
>
> Origins of this quote vary

Take time to reflect and capture your reflections in your journal if helpful

To me, something is urgent if: ....

....

....

To me, something is important if: ....

....

....

How I balance urgent and important tasks include: ....

....

....

15seconds30minutes

It is well worth visiting this website 15sec30min which offers some reflections on how investing 15 seconds in an activity could save someone else 30 minutes. This is helpful for our own reflections as we consider how our actions could save someone else time. Reflect on the following if it is helpful for you.

I could save others time by spending 15 seconds on: ....

....

....

Others could save me time by spending 15 seconds on: ....

....

....

Sharing this idea with my Network may: ....

....

....

'If you really want to do something you will find a way, if you do not, you will find an excuse'

Jim Rhon

## Why our visions matter for supporting time management

We hope the ideas expressed so far in this workbook emphasise the importance of our vision for our Networks and our motivation to be active within them towards a common purpose. If your goal matters to you, you will find a way. This is why visioning and goal setting is so important and yet, how much time do we invest in setting them? How much time could be saved if we did?

'People are not lazy. They simply have impotent goals - that is, goals that do not inspire them.

Tony Robbins

Take some time to reflect, what matters to you? This is your workbook; you do not need to share it with anyone. There is no judgement, really take time to capture what matters to you. Examples can include:

- financial security

- career development

- peer recognition

- needed by others

- the welfare of others

- making a difference

- taking on new challenges/ trying something new

- adrenaline rushes

- meeting people and expanding your social circle
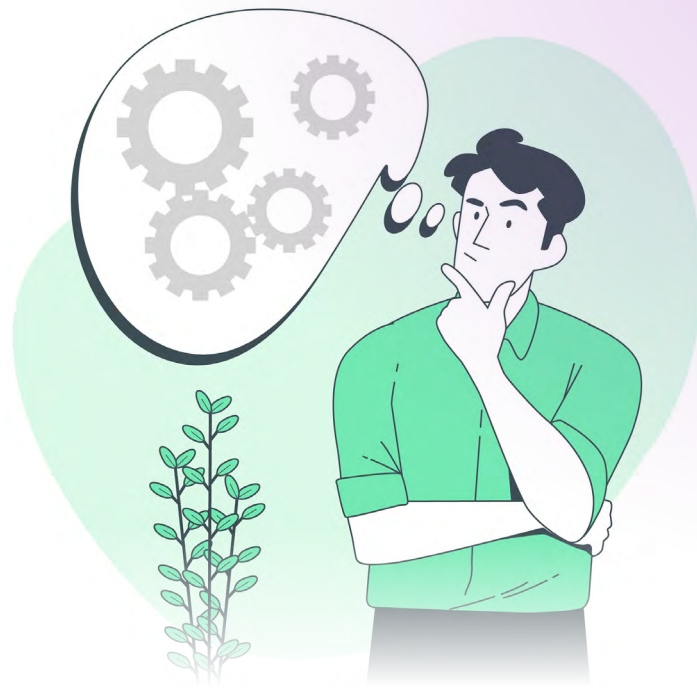
Our reticular activating system (RAS) and what matters to us

We have a filter in our mind which locks into things. This filter is really powerful and is as capable of locking into what is wrong as what is right. The issue is if we only look at what is wrong, we can develop blind spots to the things which could help make the changes needed to get us to where we want to be. Our RAS is there so we will scope for threats, and this is helpful. When it becomes unhelpful is when all we see are threats as this can mean we miss opportunities.

Our self-talk can influence how we approach making time to achieve our goals. We may have a huge list of all the things which matter to us. However, if we do not believe what we do can make a difference, unconsciously we will sabotage our efforts before we even begin. If learning more about the RAS is of interest to you, check out www.cope-scotland.org where there is a workbook on reprogramming the RAS as well as an introductory video.

For now, take a moment to become aware of your internal voice around your Networks and what they stand for; is it kind, helpful, supportive, or is it critical, thinking it's a waste of time?

What my internal voice says about my Networks is: ....

....

....

It is also worth exploring if you think it has value, and what your colleagues in the Network tell themselves about the Network. Perhaps not openly what they share, but privately in their head. Perhaps reflect if it is worth creating a safe space in the Network to explore creating positive affirmations for yourself and Network Members around why being a member of the Network is a good investment in time. There are many tools and resources online around affirmations including www.cope-scotland.org

● ● ● ● ● ●

Closing comments

There are many more ideas and resources in the Network Weavers handbook on Networks and Network weaving and there are many more resources online around Networks and self-care. This resource was an invitation to become curious about you and the Networks you are involved with. It is a step in a journey, not the destination. The next step is up to you. This can include adding new resources you become aware of, or ones you already know of to capture them all in one place. Please feel free to also share this among your own networks.

Look after you, you are amazing and look after your Networks and each other, as together we can be the change, the world so desperately needs to see.

Further resources

SELF CARE IDEAS
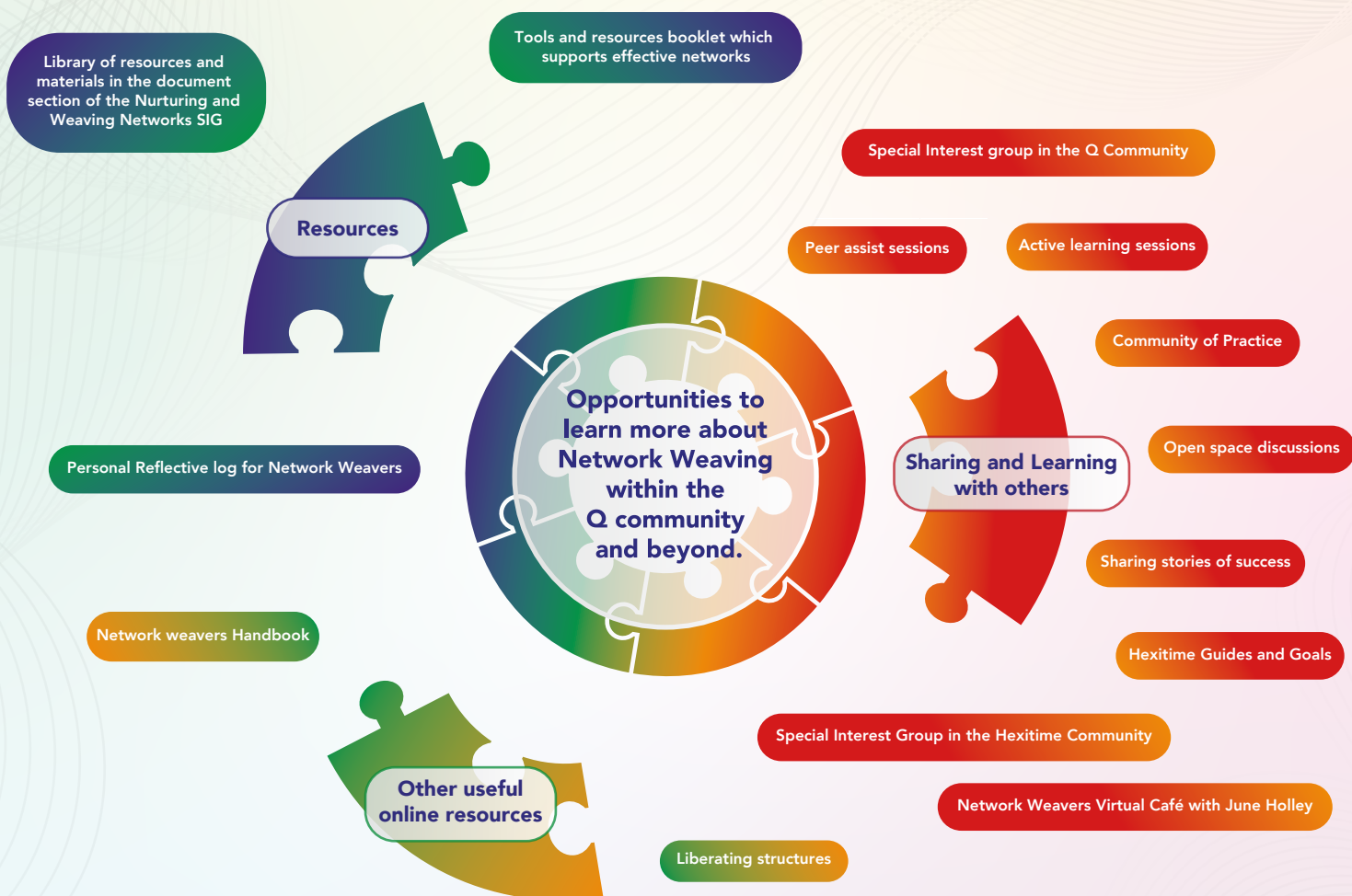
www.brothersinarmsscotland.co.uk

www.capacitar.org

www.clearyourhead.scot

www.cope-scotland.org

www.freemindfulness.org

Curious to learn more about Network Weaving?

Opportunities to learn more about Network Weaving within the Q community and beyond.

Resources

- Tools and resources booklet which supports effective networks
- Library of resources and materials in the document section of the Nurturing and Weaving Networks SIG
- Personal Reflective log for Network Weavers
- Network weavers Handbook

Sharing and Learning with others

- Special Interest group in the Q Community
- Peer assist sessions
- Active learning sessions
- Community of Practice
- Open space discussions
- Sharing stories of success
- Hexitime Guides and Goals
- Special Interest Group in the Hexitime Community
- Network Weavers Virtual Café with June Holley

Other useful online resources

- Liberating structures

www.cope-scotland.org

Q is led by the Health Foundation and supported by partners across the UK and Ireland

Copies of the poster can tools and resources booklet can be downloaded from many sources including from COPE Scotland

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Challenges for Networks & Ideas which may help.

What can be found in the tools and resources booklet?

NETWORK WEAVERS

* Share generously and ask for support often

* Lead with your lived experience

* Focus on opportunities not obstacles

* Cultivate safe and brave spaces

* Communicate with clarity and kindness

* Welcome difference and working differently using technology

* Support others to achieve their dreams and results

* See the humanity in all things and celebrate life.

Thank you for taking the time to read this and for all you do to help build a kinder, healthier, fairer world. Working together in a spirit of mutual respect, cooperation and sharing, learning from each other we can be the change the world does need to see.

Hilda Campbell MBE

Special thanks to Matthew Mezey and Joriam Ramos for all their support in helping establish.
the Nurturing and Weaving Networks SIG and active learning and peer support sessions. To
Mandy Andrews and Kristin Johnstad for their wisdom. Deepest gratitude goes to all who.
shared their wisdom through discussion and events which helped identify the elements contained in this booklet.

Adapting and co-designing a suite of learning resources to support and nurture Network Weaving for the
individual, team and system was supported through funding Supporting Q Connections by the Health Foundation.

We are grateful to Soapbox Design in particular Gary McCluskey for his energy, patience and enthusiasm as we
worked through the many edits in the development of this resource, his creativity helped bring our collective ideas
to life.

Produced by COPE Scotland www.cope-scotland.org @COPEScotland
Registered Charity No SCO22807

Working together in a spirit of mutual respect, cooperation and sharing, learning from each other we can be
the change the world does need to see.