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

# Tools, Ideas and Resources to help support Nurturing and Weaving Networks

Dedicated with gratitude, to all who share with others to help  
make a positive difference in the world.

## Challenges for Networks & ideas which may help.



Building Kinder, Healthier, Fairer Communities together

# Contents

Introduction	<b>Pg 3</b>
Curious to learn more about Network Weaving?	<b>Pg 4</b>
Building relationships	<b>Pg 5</b>
Evaluating your Network	<b>Pg 7</b>
Finding the time	<b>Pg 9</b>
Generating Ideas	<b>Pg 11</b>
Hassles with Hierarchies	<b>Pg 13</b>
Ideas to action	<b>Pg 16</b>
Inclusivity and Diversity	<b>Pg 18</b>
Network Mapping	<b>Pg 20</b>
Peer Support asking for and receiving help as well as offering it	<b>Pg 21</b>

If you notice any errors or omissions we do apologise, please notify [admin@cope-scotland.org](mailto:admin@cope-scotland.org) in order that this can be rectified. If you have other ideas for helping nurture and weave networks, please do share and we shall add to any updated versions.

Please email [admin@cope-scotland.org](mailto:admin@cope-scotland.org) with any ideas you have you would like to see included in future.

Thank you to everyone who has taken the time to develop and share ideas and resources which together help us build a kinder fairer world for all and the planet.

# Introduction

We explored the [Network Weaving Handbook](#) through a learning series run by [The Q community](#).

Q is a community of thousands of people across the UK and Ireland, collaborating to improve the safety and quality of health and care. Q is delivered by [The Health Foundation](#) and supported and co-funded by partners across the UK and Ireland.

Through this learning series, we recognised that there is value in having a variety of tools, resources and ideas to help support our networks.

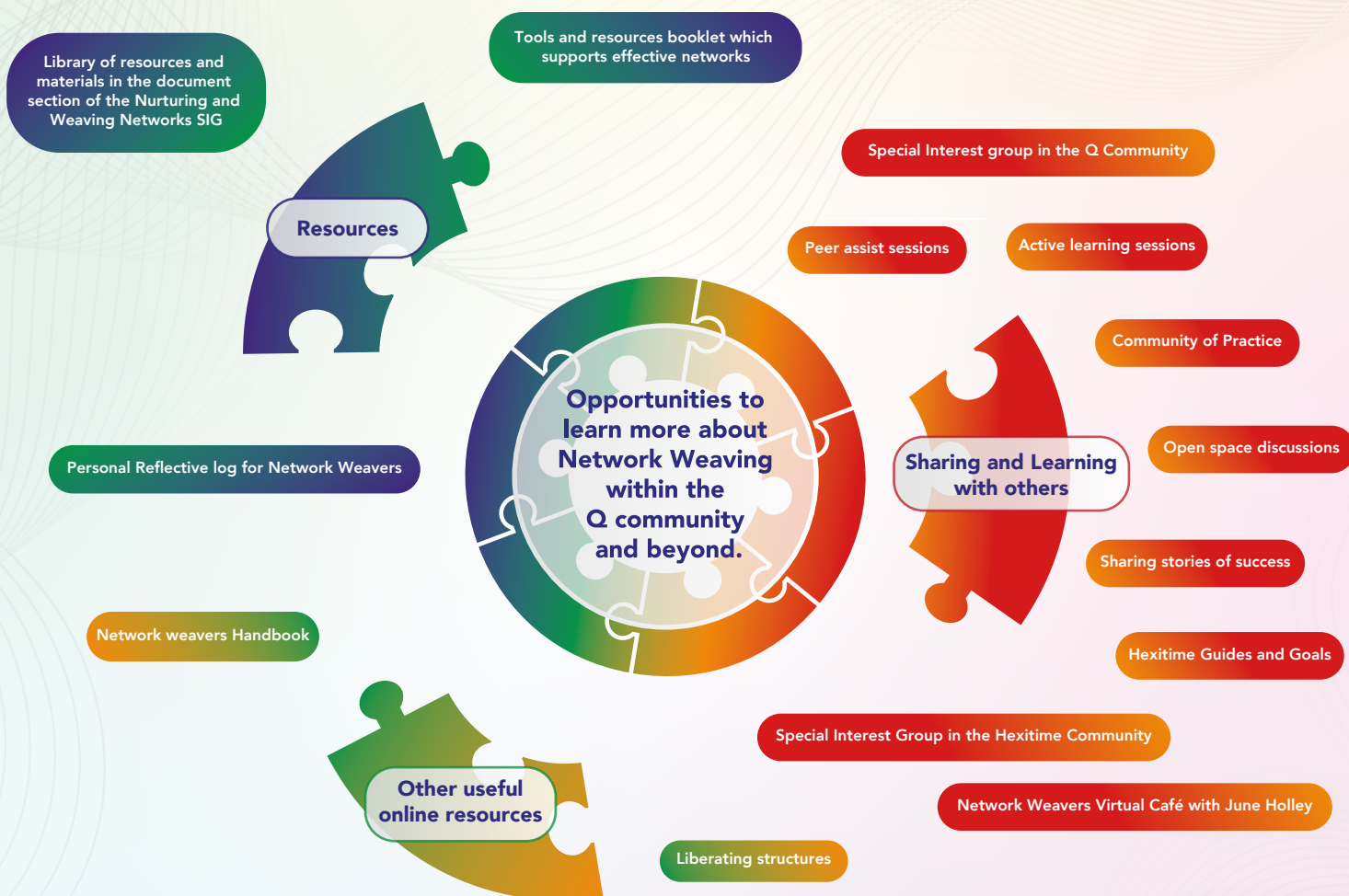
We established a Network weaving Special Interest group with Q members: the [Q Nurturing & Weaving Networks SIG](#). Listening to many stakeholders, in the spirit of coproduction and design, led to further developments including:

- A QI Alumni Event in Scotland with a focus on Network Weaving
- Regular online Active Learning Sessions where people come together, are presented with a tool/idea, and offered the chance to reflect on its value with peers
- A Think Tank to offer a space for focused conversations on ideas for the way forward for sharing ideas which support Network Weaving
- Making connections with [hexitime.com](#) an online space for people to share ideas and offer help around health and care improvement, we also established a special interest group in this space.
- Adapting ideas from the original Network Weavers handbook (June Holley) to help more people engage with its messaging
- Sharing materials in the document section of the Q Nurturing & Weaving Networks SIG.
- Building connections with other SIG's including [Liberating Structures Liberating Structures SIG](#)
- Co designing a reflective workbook with a focus on us as individuals and our roles in Network Weaving
- Designing new resources such as the Jigsaw lid [Jigsaw Lids](#) and '[What is my role right at this moment](#)' [Why am I here Infographic](#)
- Listening to communities and voices of lived experience about the need for improved connections between agencies and groups
- And more...

We continue to listen to ideas being shared and needs being expressed, most recently the value to having some kind of Match Making Tool which would help align objectives with tools/ideas which help support the objectives around Network Weaving. Liberating structures offers a resource which also which may be of interest [Liberating Structures Match Making Resource](#).

This initial document is the beginning of exploring the issues people have raised and the resources and ideas which may help. This is an evolutionary piece of work and will be added to and developed. In the spirit of co- design and production we offer it as a place to start building from. Where it goes, is where we take it together. Some of the links to resources are free others you may need to pay to download, please check the links as things can change.

# Curious to learn more about Network Weaving?



# Building relationships

Core to any Network is the relationships which exist between its members. Yet building relationships can take time and when time is hard to find this can be seen as an area which is 'not a priority'. However, time spent building relationships can lead to improved outcomes and the effectiveness of our Networks as well as our personal satisfaction from being a member of that Network. We contribute and are at our most creative when we are not distracted by negative feelings which can often arise in situations where we feel we are going in circles, getting nowhere, and don't really understand or know the people we are working with. Trust and feelings of psychological safety are also core elements of effective working relationships. The following tools and ideas offer some ideas which may be helpful for anyone interested in building relationships to help make their Networks Healthier.

## Building good work relationships

### [Mind Tools](#)

The more comfortable co-workers are around one other, the more confident they'll feel voicing opinions, brainstorming, and going along with new ideas, for example. This level of teamwork is essential to embrace change, create, and innovate. And when people see the successes of working together in this way, group morale and productivity soars. Good work relationships matter in Networks also and being inspired by ideas in other areas also helps build our tool box of resources for helping make our Networks more effective [Good work relationships](#).

## Conversations of Interdependence

Blog By Matthew Mezey

A simple, powerful tool to bring people together who don't know enough about each other's work (e.g., when working on the same work process). Each pair takes turns to interview each other, using the 5 standard questions. Great way to boost relationships, esp. if a tool like 'Relational Coordination Mapping' shows a weak area [Conversations of Interdependence Blog](#). The 5 questions are:

1. What are your primary responsibilities?
2. What do you find most meaningful about your work?
3. What is it about how I do my work that helps you do yours?
4. What could I do differently that would help you even more?
5. When does our work seem to be well aligned and when do we seem to be at cross-purposes?





## **Impromptu Networking**

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by June Holley, network weaver

Rapidly Share Challenges and Expectations, Build New Connections. [Impromptu Networking](#).

## **Network Trust Assessment**

June Holley

For Networks to be effective trust between members is important. Trust can involve sharing transparently. It's also about people doing what they said they would do and more. If there are trust issues this assessment can help identify them in order that strategies can be created to help increase feelings of trust. [Network Trust Assessment](#).

## **Nine Whys**

Developed by Henri Lipmanowicz and Keith McCandless. Inspired by Geoff Bellman, author, and consultant.

Make the Purpose of Your Work Together Clear [Nine Whys](#).

## **Relational coordination Mapping**

Developed by Curt Lindberg and inspired by Anthony Suchman and Jody Gittel from the Relational Coordination Research Collaborative.

The way people communicate and relate to each other, has a direct and powerful impact on quality, safety, efficiency, and satisfaction [Relational Coordination Mapping](#).

## **Wicked Questions**

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by Professors Brenda Zimmerman (see Edgeware) and Scott Kelso (see The Complementary Nature).

Articulate the Paradoxical Challenges That a Group Must Confront to Succeed [Wicked Questions](#).

# Evaluating your network

The importance of evaluating our Networks has often been mentioned, not only in terms of how efficient they are but also to support time being allocated in the working day, where applicable, to develop and be active within Networks. The following offer some ideas which you may find of interest in evaluating your network.

## **Appreciative Interviews (AI)**

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by and adapted from Professor David Cooperrider, Case Western Reserve University, and consultant Dr Tony Suchman.

You can liberate spontaneous momentum and insights for positive change from within the organisation as “hidden” success stories are revealed [Appreciative Interviews](#)

## **Assessing your Network**

June Holley

We can look at our Networks through a variety of lenses and this tool by June Holley offers some ideas you may find helpful in assessing the various dimensions of your Network. If you find time is of the essence, then perhaps focus your attention initially in the areas you may find would benefit most. [Network Weaving Handbook](#) Chapter 4 section 4.

## **Design StoryBoards – Basic**

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless.

Storyboards invite design participants to carefully define all the micro-organising elements needed to achieve their purpose: a structuring invitation, space, materials, participation, group configurations, and facilitation and time allocations. Storyboards prevent people from starting and running meetings without an explicit design. Good designs yield better-than-expected results by uncovering tacit and latent sources of innovation. [Design StoryBoards](#)



## Ecocycle Planning

Adapted by Henri Lipmanowicz and Keith McCandless from Professor Brenda Zimmerman (see [www.change-ability.ca](http://www.change-ability.ca)) and ecologists (see [www.resalliance.org](http://www.resalliance.org)).

Eliminate or mitigate common bottlenecks that stifle performance by sifting your group's portfolio of activities, identifying which elements are starving for resources and which ones are rigid and hampering progress. [Network Ecocycle Planning](#)

## Network Characteristics

June Holley

There is a list of characteristics offered by June Holley to help identify areas for development and assets to build on [Network Weaving Handbook](#) Chapter 2 section 3.

## Network Maturity Matrix

[Source4Networks](#)

The Network Maturity Matrix is designed to stimulate, inform, and structure face to face discussions of network members around 8 key dimensions of effective Networks. The value from using the Matrix comes from the discussion it stimulates, rather than the absolutes or "scores". [Network Maturity Matrix](#)

## What, So What, Now What? W<sup>3</sup>

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Chris Argyris introduced the "Ladder of Inference" in Reasoning, Learning, and Action: Individual and Organizational (San Francisco: Jossey-Bass, 1982). Peter Senge popularised it in The Fifth Discipline: The Art and Practice of the Learning Organization (New York: Doubleday, 1990).

Help groups reflect on a shared experience in a way that builds understanding and spurs coordinated action while avoiding unproductive conflict [W3](#)



# Finding the time

A regular challenge offered by many is finding the time to invest in developing our Networks. It should be noted when we make reference to Networks and Networking these are used in the same spirit as Network Weaving- which is around how we as Network Weavers work to make our Networks healthier towards a common purpose for the greater good, as opposed to personal and professional networking which may be more focused on 'me' as opposed to 'us'. This in itself takes time. When all your time is already full, taking on something new may not only be a challenge but feel impossible. Sometimes to make space to do something new we need to stop or change what we are doing now. The following tools and ideas offer some ideas which may be helpful for anyone interested in finding the time for investing in making their Networks Healthier.

## 15%

Solutions Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by Professor Gareth Morgan.

Discover and Focus on What Each Person Has the Freedom and Resources to Do Now [15% Solutions](#)

## 15Sec30min

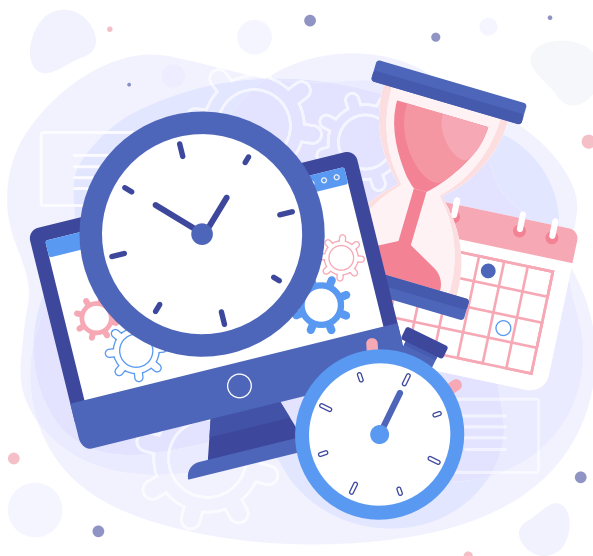
Bradford Teaching Hospitals NHS Foundations Trust

A social movement to bring joy at work by spending 15sec which can save a colleague 30min  
[15Sec30Min](#)

## Capacity Calculator

Health care Improvement Scotland, Scottish Government

An excel spreadsheet that will help you understand how much time people spend on required tasks  
[Capacity Calculator](#)



## Freeing Up time for Transformation and Tracking your Priorities

June Holley

Worksheets offered by June Holley to help support finding time [Network Weaving Handbook](#) Chapter 15 part 5

## Making Space with TRIZ\*

Inspired by one small element of the eponymous Russian engineering approach teoriya resheniya izobretatelskikh zadatch. Liberating Structure developed by Henri Lipmanowicz and Keith McCandless.

Stop Counterproductive Activities and Behaviours to Make Space for Innovation [Making space with TRIZ](#)

## Min Specs

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by Professor Kathleen Eisenhardt and author Paul Plsek (see Zimmerman, Lindberg, and Plsek Edgware).

Specify Only the Absolute "Must do's" and "Must not do's" for Achieving a Purpose [Min Specs](#)



# Generating ideas

Networks often evolve as there is some common issue which people are seeking to address, and the realisation emerges that by building connections with others a momentum builds which catalyses Networks to become intentional in their development and thereby builds support for leading complex change. This often requires the generation of new ideas, or new ways of using ideas which have already emerged. There is also the balance between generating ideas and then moving to action: this is covered later. For now, the following tools and ideas offer some ideas which may be helpful for anyone interested in helping their Networks to generate ideas.

## 1-2-4-All

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless

Engage Everyone Simultaneously in Generating Questions, Ideas, and Suggestions [1 2 4 All](#)

## 25/10 Crowd Sourcing

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by improvisationalists, including Keith Johnstone

Rapidly Generate and Sift a Group's Most Powerful Actionable Ideas [25 10 Crowd Sourcing](#)

## Discovery & Action Dialogue (DAD)

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless together with a group of coaches working to eliminate MRSA transmissions in hospitals: Sharon Benjamin, Kevin Buck, Lisa Kimball, Curt Lindberg, Jon Lloyd, Mark Munger, Jerry Sternin, Monique Sternin, and Margaret Toth. Inspired by Jerry and Monique Sternin's work in Positive Deviance

Discover, Invent, and Unleash Local Solutions to Chronic Problems [DAD](#)



## Improv Prototyping

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by Antonas Mockus (former mayor of Bogota) and Improv artists

Develop Effective Solutions to Chronic Challenges While Having Serious Fun [Improv Prototyping](#)

## Lean Coffee

Lean Coffee(tm) is a trademark of Modus Cooperandi

Lean Coffee is a structured, but agenda-less meeting. Participants gather, build an agenda, and begin talking. Conversations are directed and productive because the agenda for the meeting was democratically generated [Lean Coffee](#)

## Shift & Share

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by Chris McCarthy and the Innovation Learning Network

Spread Good Ideas and Make Informal Connections with Innovators [Shift and Share](#)



# Hassles with hierarchies

Perhaps a tongue in cheek heading. However, it is an issue which does arise around power and the impact that has on Networks including the demise of a self-organising Network when it starts to become over bureaucratised. June Holley talks about the 4 roles of Network Weavers.

## Four Network Weaver Roles (June Holley)

Role	Skills & Tasks
Connector	<ul style="list-style-type: none"><li>• Mapping Networks</li><li>• Analysing maps</li><li>• Closing triangles</li><li>• Building trust</li></ul>
Project Coordinator and Coaching Project Coordinators	<ul style="list-style-type: none"><li>• Forming action groups</li><li>• Setting up coordination systems</li><li>• Helping others form action groups</li><li>• Sharing back learning to the larger Network</li></ul>
Network Catalyst and Facilitator	<ul style="list-style-type: none"><li>• Convening people to organise an intentional Network</li><li>• Helping Networks determine purpose and structure</li><li>• Setting up agendas and facilitating meetings for intentional Networks</li></ul>
Network Guardian	<ul style="list-style-type: none"><li>• Identifying what a Network need</li><li>• Setting up communications systems and platforms</li><li>• Helping people use social media and the social web</li><li>• Setting up Innovation Funds</li><li>• Setting up evaluation and reflection</li><li>• Support and provide training for Network Weavers</li></ul>

As you can see, the Network Guardian is a crucial role however, one that is often least present within a Network. It does take on a governance role but one that serves the Network as opposed to one which is directive. In the absence of this role more directive governance may arise which may lead to over bureaucratisation and hierarchy which can change the nature of the Network significantly. Effective Networks are non-hierarchical, voluntary, and cooperative as opposed to 'managed teams' with a leader who has authority over the members and directs their contribution.



These are the scores around what role people scored highest in at the QI Alumni event (attended by 175 people in May 2022).

## Connector



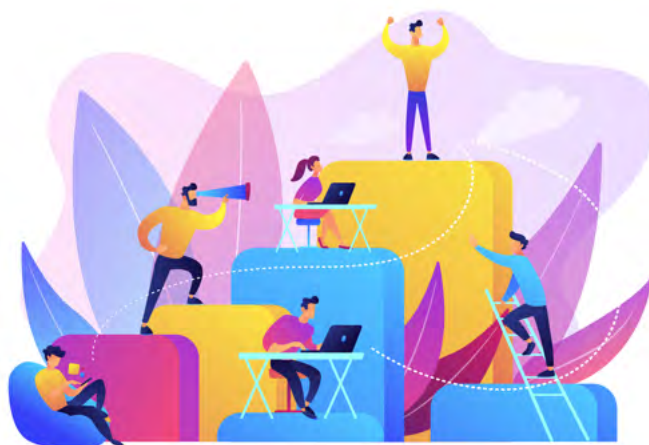
## Coordinator



## Facilitator



## Guardian



The following tools and ideas offer some ideas which may be helpful for anyone interested in helping their Networks to achieve the balance of good governance and managing power differentials and tensions between innovation and status quo.

### 6 Thinking Hats

Edward De Bono The De Bono Group

“Six Thinking Hats” offers a way for people to look at an issue using different lens, which can be helpful for exploring an issue or challenge in a new way which may lead to less conflict. It helps people to achieve a different perspective which can be helpful in exploring issues of power and to try out different approaches, and consider ways to move forward which make the Network more effective [6 Thinking Hats](#)

### Building smart communities through Network Weaving

Valdis Krebs & June Holley

This piece offers some ideas around the value of Network Weaving. The piece shares idea around how starting with a disconnected community, Network builders can start weaving together the necessary skills and resources to build simple single hub Networks. This will be followed by a more robust multi-hub Network, concluding with a resilient core/periphery structure – maximised for learning and implementation Building Networks [Building Networks](#)

## French and Raven 5 forms of Power

Shared by [Tools Hero](#)

French and Raven proposed that power is divided into 5 separate and different forms. This concept offers insights into how different forms of power affect a person's leadership 5 Forms of Power [5 Forms of Power](#)

## Liberating Structures

The idea behind Liberating Structures is around the power of including and unleashing everyone. This link is helpful to explore how Liberating Structures may work for you [Liberating Innovation](#)

## Power and Leadership

Much has been written about power and leadership. The following is one article offered by Indeed.com in the career development section which may be of interest and offers 10 different dimensions to power in a leadership role [Types of Power In leadership](#) When we are exploring Network Weaving it is around what we can do collectively towards the common good and not only personal gain. However, Networks are composed of people, some of whom may be involved in diverse organisations, with diverse levels of responsibilities and expectations. Understanding ourselves and each other can help us understand the power dynamics which can exist within the systems we often have to work in and between to bring about effective change.

## The power to Oppose or Negative Power

There can be many reasons why people oppose something. Sometimes the power to say No is the only power people feel they may have. Anyone working with communities who have already faced many challenges may have experienced this where people feel suspicious of yet another 'survey' or 'consultant' who has parachuted in and will fly away again and nothing has changed. Even if the suggestions being offered are helpful if people do not feel an ownership or feel 'they are being done to' then there can be opposition. The same can happen in a Network or workplace where staff feel 'done to' as opposed to 'engaged'. We are talking about Network Weaving, but Network Members can come from different locations and be there for different reasons. If we are to understand power, then we also need to understand negative power. This piece from SAGE journals on 'The Positive and Negative Power: Thoughts on the Dialectics of Power' by [Veljko Rus](#) May be of interest. [Thoughts on the Dialectics of Power](#)

# Ideas to action

## Agreement-&Certainty Matrix

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Adapted from the work of Professors Ralph Stacey and Brenda Zimmerman

Can help individuals or groups avoid the frequent mistake of trying to solve a problem with methods that are not adapted to the nature of their challenge. Sort Challenges into Simple, Complicated, Complex, and Chaotic Domains [Agreement and Certainty Matrix](#)

## Critical Uncertainties

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by consultant Jay Ogilvy

Help a diverse group quickly test the viability of current strategies and build its capacity to respond quickly to future challenges. This Liberating Structure prepares a group for strategy making. It does not produce a plan to be implemented as designed but rather builds resilience: the capacity to actively shape the system and be prepared to respond to surprise [Critical Uncertainties](#)

## Opportunity process

June Holley

This process helps catalyse groups into action [Network Weaving Handbook](#) Chapter 9 page 188. This invites people to answer questions and share what they wrote to help generate ideas and action.

### Opportunity process

#### Opportunity

What act (that you are willing to do) would make the most difference in the next year

#### Gifts

What talents, skills and assets do we bring

#### Invitations

Who else do we need at the table?

#### Small acts

What experiments can we do explore this opportunity

## Open Space Technology

Invented by Harrison Owen (see *Open Space Technology: A User's Guide*). Short form developed to fit in Liberating Structures milieu by Henri Lipmanowicz and Keith McCandless

When people must tackle a common complex challenge, you can release their inherent creativity and leadership as well as their capacity to self-organise. Liberate Inherent Action and Leadership in Groups of Any Size [Open Space Technology](#)

## Purpose-To-Practice (P2P)

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by Dee Hock (see his book *Birth of the Chaordic Age*)

By using **P2P** at the start of an initiative, the stakeholders can shape together all the elements that will determine the success of their initiative Design the Five Essential Elements for a Resilient and Enduring Initiative [Purpose to Practice](#)

## Strategy Knotworking

Liberating Structure By Keith McCandless and Johannes Schartau

"Strategy Knotworking" a coherent set of Liberating Structures that aims to involve and engage everyone in developing and evolving sustainable strategies on all levels of an organization. It uses the 'probe-sense-respond' pattern of [Cynefin](#) to tap into everyone's experience, intelligence, and creativity while continuously (re)answering six core questions about the purpose, context, challenges, baseline, ambition, and action & evaluation. [Strategy Knotworking](#)



# Inclusivity and diversity

## Conversation Café

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by and adapted from Vicki Robin and Susan Partnow, codevelopers of Conversation Cafés

The format of the **Conversation Café** helps people have calm and profound conversations in which there is less debating and arguing, and more listening. [Conversation Cafe](#)

## Drawing Together

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by David Sibbet (The Grove) and Angeles Arrien (see Signs of Life)

Stories about individual or group transformations can be told with five easy-to-draw symbols that have universal meanings. The playful spirit of drawing together signals that more is possible, and many new answers are expected. **Drawing Together** cuts through the culture of overreliance on what people say and write that constrains the emergence of novelty. It also provides a new avenue of expression for some people whose ideas would otherwise not surface. [Drawing Together](#)

## Heard, Seen, Respected (HSR)

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by Seeds of Compassion practitioners and consultant Mark Jones

Foster the empathetic capacity of participants to “walk in the shoes” of others. Many situations do not have immediate answers or clear resolutions. Recognizing these situations and responding with empathy can improve the “cultural climate” and build trust among group members. Practice Deeper Listening and Empathy with Colleagues. [Heard Seen Respected](#)





## Improve your periphery/Who's missing?

June Holley

An exercise to identify and reach out to crucial individuals or types of people who are missing from your network [Network Weavers Toolkit](#)

## Jigsaw Lids

COPE Scotland

A simple exercise can be adapted to many situations where diversity of opinion requires an initial focus for specific stakeholders to identify their priorities then bring these 'Jigsaw Lids' together to find areas of commonality to help plan a way forward where all voices have been heard. This link takes you to a piece on Jigsaw Lids in the COPE Scotland website [Jigsaw Lids](#)

## NetMapping can it be accessible to all?

[Netequality.org.uk](http://Netequality.org.uk)

A blog looks into the accessibility barriers of NetMapping in a specific project and different strategies for overcoming them **Can NetMapping be accesible** Net Mapping our Relationships Video [Net Mapping relationships](#)



# Mapping your network

## Kumu Inc

Kumu offers ideas to organise complex data into relationship maps [Kumu](#)

## Mapping Your Network

June Holley shared on [Synergy Commons](#)

Social Network Mapping is a powerful way to visualize your network. Although hand drawn maps do not have the detail of web-based network maps, they do help people visualize their network and start to take responsibility for making their networks healthier and more effective [Mapping Your Network](#)

## Network Patterning Cards

Liberating Structures in Development

Identify and shape more productive network patterns Description, materials [LS In development](#)

## Social Network Webbing

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by June Holley, network weaver

Quickly illuminates for a whole group what resources are hidden within their existing network of relationships and what steps to take for tapping those resources. It also makes it easy to identify opportunities for building stronger connections as well as new ones [Social Network Webbing](#)

# Peer Support: asking for and receiving help

## Celebrity Interview

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by seriously playful improvisers in Venezuela.

Enable a large group of people to connect with a leader or an expert (the celebrity) as a person and grasp the nuances of how that person is approaching a challenge [Celebrity Interview](#)

## Helping Heuristics

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by author/ Professor Edgar Schein (see Helping in Learning Resources).

Practice Progressive Methods for Helping Others, Receiving Help and Asking for Help [Helping Heuristics](#)

## Peer Assist

June Holley

Share challenges and receive ideas from peers [Peer Assist Process](#)



## **Troika Consulting**

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless.

Get practical and imaginative help from colleagues or friends immediately. [Troika Consulting](#)

## **Wise Crowds**

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by Quaker Clearness Committees.

Individuals, referred to as “clients,” can ask for help and get it in a short time from all the other group members. Each individual consultation taps the expertise and inventiveness of everyone in the group simultaneously. Individuals gain more clarity and increase their capacity for self-correction and self-understanding. [Wise Crowds](#)

## **“What I Need From You” (WINFY)**

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by consultant Kathie Dannemiller and Professor Dan Pesut.

People working in different functions and disciplines can quickly improve how they ask each other for what they need to be successful. You can mend misunderstandings or dissolve prejudices developed over time by demystifying what group members need in order to achieve common goals [What I Need From You](#)

## **User Experience Fishbowl**

Liberating Structure developed by Henri Lipmanowicz and Keith McCandless and inspired by immersing ourselves in many different kinds of fishbowls over the years.

A subset of people with direct field experience can quickly foster understanding, spark creativity, and facilitate adoption of new practices among members of a larger community. [User Experience Fishbowl](#)



# 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.

Produced by COPE Scotland [www.cope-scotland.org](http://www.cope-scotland.org)  @COPEScotland  
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Q is led by the Health Foundation and supported by partners across the UK and Ireland



*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.