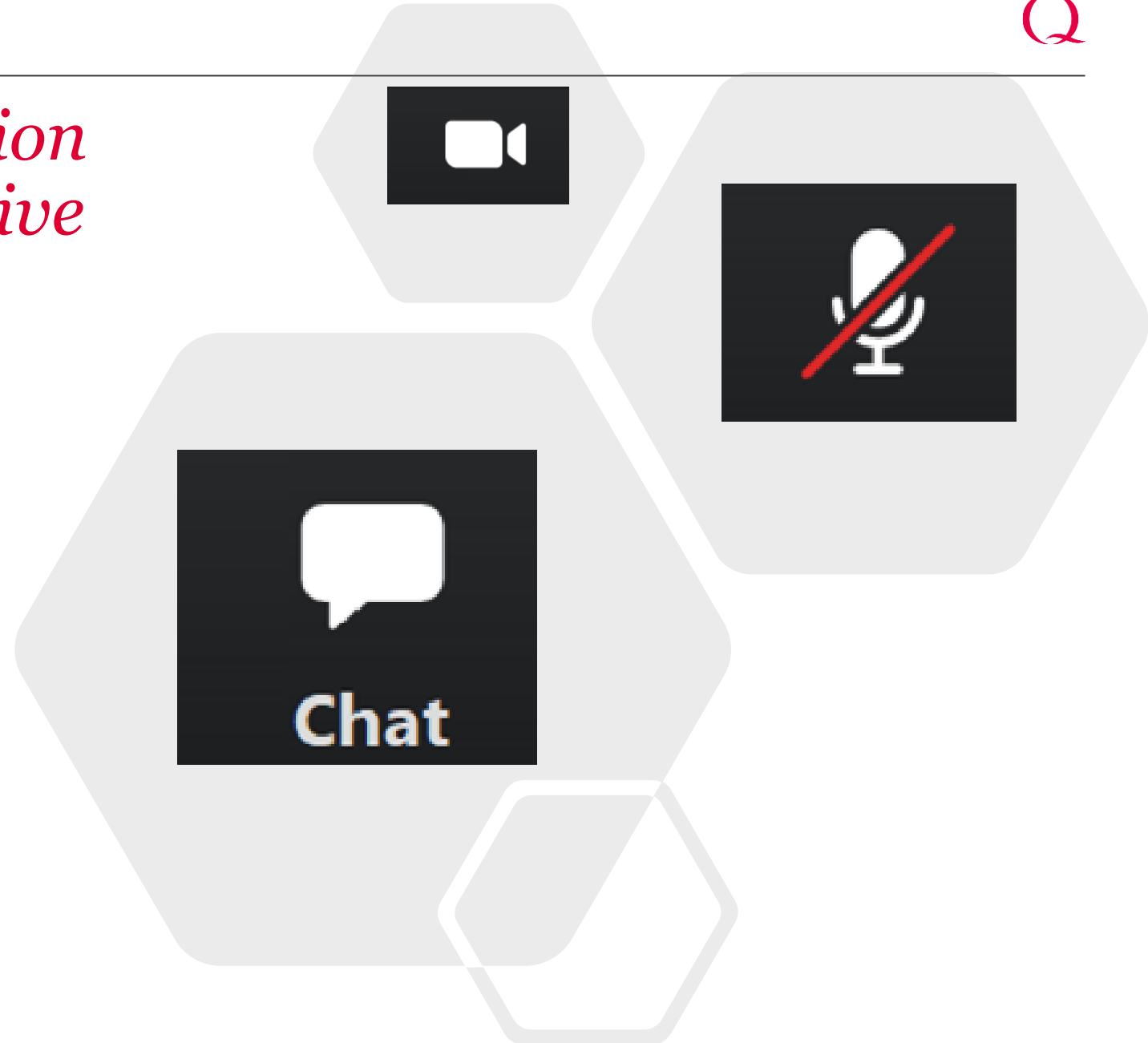


Workshop #1: Introduction to intentional collaborative networks

- **Welcome!** We'll be starting in a few minutes.
- In the meantime, please:
 - ✓ Put your mic on mute
 - ✓ Change your view to 'Speaker view'
 - ✓ Turn on your video
 - ✓ Open chat
 - ✓ Follow us on Twitter
@theQcommunity

In the chat box, please take a moment to introduce yourself and tell others where you're joining from today.



An abstract graphic on the left side of the slide, featuring a dense network of white lines connecting small white dots, set against a dark purple background. The graphic is partially enclosed by a white curved line that separates it from the main text area.

Introduction to Intentional Collaborative Networks

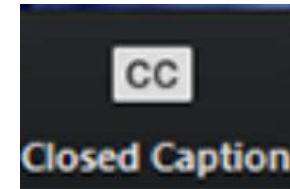


**The
Health
Foundation**

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

How we'll be using the technology

- **Subtitles** are available
 - Click on the Closed Caption option at the bottom of the page
 - Message Charlotte Bowden if you would like to join the breakout group that has this functionality
- This session is being **recorded**
- Where possible please have your **videos** on. You only need to have your **microphones** on for breakout group discussions.
- You are welcome to use **chat**. Anything you miss will be shared in the **write up**.



Meet the team

Logistical and technical support



Charlotte Bowden



Katie Young



Matthew Mezey



Stacey Lally

The Strategy Group



William Moore
Principal, The Strategy Group
Senior Fellow, Midwest Center
for Nonprofit Leadership



Kristin Johnstad
Senior Network Consultant,
The Strategy Group
Principal, Johnstad and
Associates, LLC

Why Network Weaving?

- Networks operating effectively
- Facilitating change
- Connecting people and deepening relationships
- Embedding 'Network Weaving' behaviour into our lives



Network Weaving Learning Series – workshops

Workshop 1

**Introduction to
intentional
collaborative
networks**

Workshop 2

**Setting up a
network
support system**

Workshop 3

**Tools and
practices to
catalyse self-
organised
projects and
innovations**

Workshop 4

**Tools and
practices to
build network
relationships**

Workshop 5

**Tools and
practices to
build network
leadership and
network
mindset**



Workshop Objectives

Workshop Objectives

1. Describe the purposes of networks and their benefits in addressing complex issues.
2. Describe the essential features of networks, reflect on the evolution and value of different types of networks.
3. Describe network leadership roles and the culture that supports network building.
4. Understand how to activate a network to move from talking to action.
5. Discuss the results of the network weaver checklist and how to use the tool and results with others in the Q initiative.

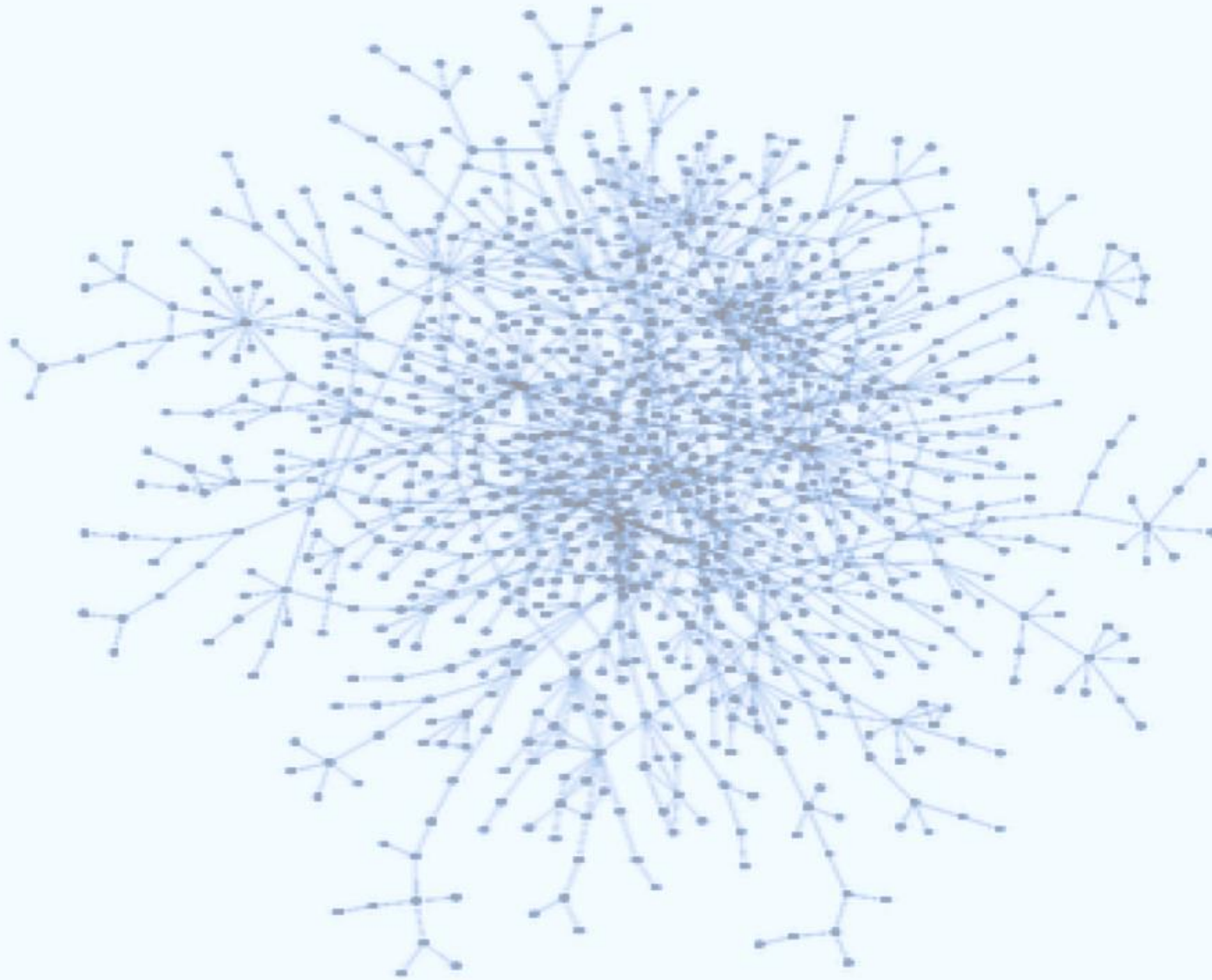
An abstract graphic on the left side of the slide. It features a dark purple background with a complex network of white lines and dots, resembling a web or a molecular structure. The graphic is partially obscured by a large, curved white shape that separates it from the text on the right.

What is a Network?

Session Objective 1

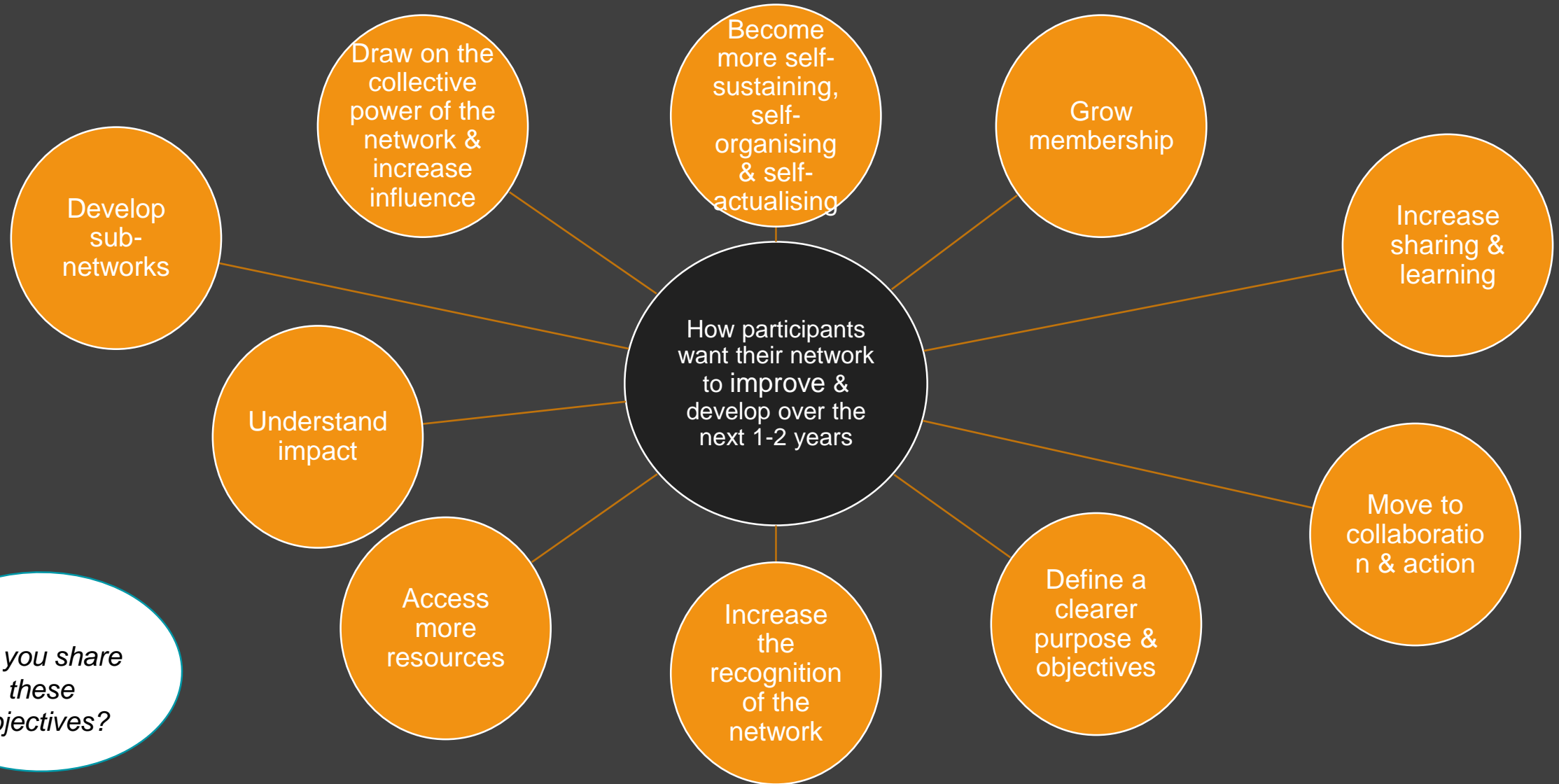
Networks are Patterns of Relationships


Networks are sets of relationships and the patterns they create. The patterns influence the quality of communication and the likelihood of collaboration and innovation in a community or organization...we are embedded in many different networks



Dots are people, lines are the relationships they have

Participants' objectives for their networks




An abstract graphic on the left side of the slide. It features a dark purple background with a complex network of white lines and dots, resembling a web or a molecular structure. The lines connect various points, creating a dense, interconnected pattern. The graphic is partially obscured by a large, curved white shape that separates it from the text on the right.

What are the purposes of networks?

Session Objective 1

What are the purposes of networks?





How are networks different from other ways of organizing for action?

Session Objective 1 - What are networks and how are they different from other ways of taking action?

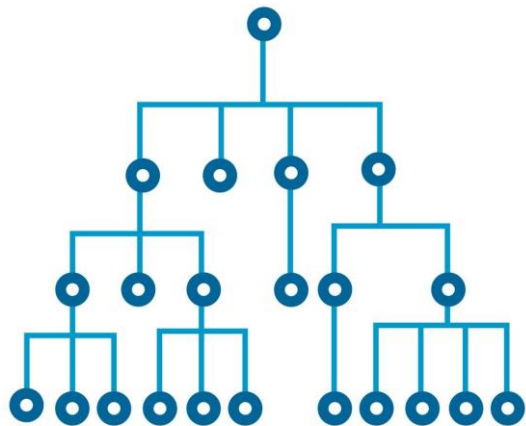
A dark purple background with a complex network diagram. The diagram consists of numerous small, light-colored dots (nodes) connected by thin, light-colored lines (edges). The connections form a dense, interconnected web, with some nodes having more connections than others, suggesting a hierarchical or central-nodal structure. The overall effect is a sense of digital connectivity and network complexity.

How are networks different
than other ways of organizing
for action?

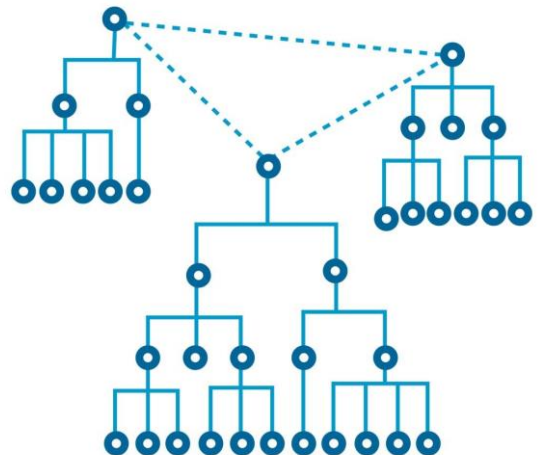
Use the chat box to share your ideas

Common ways we organize to do something

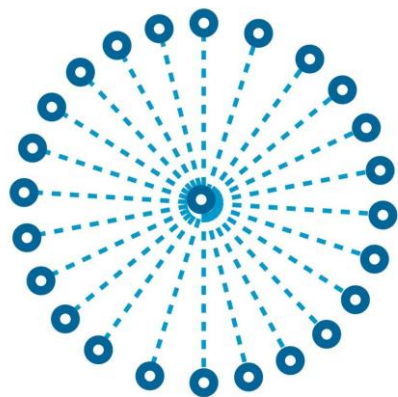
ORGANIZATION



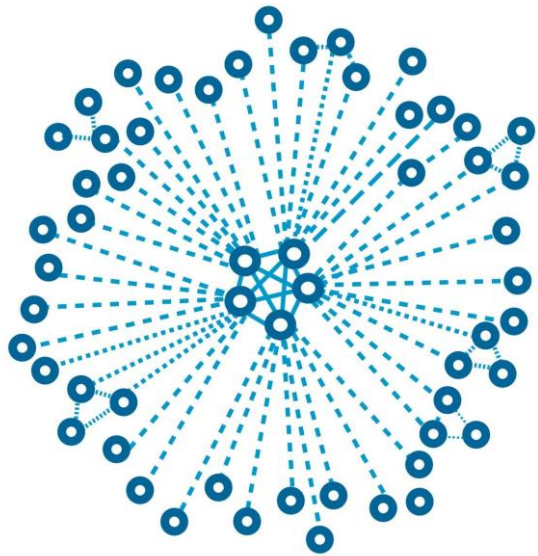
COALITION



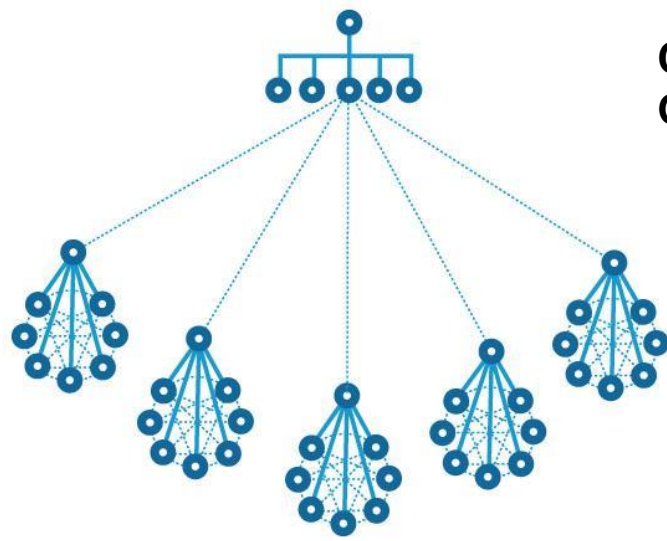
EMAIL LIST



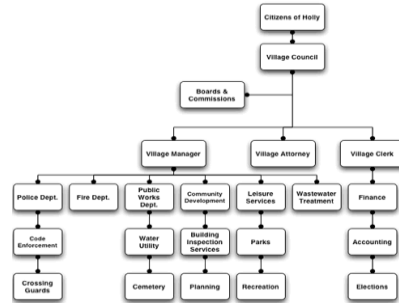
ONLINE
CAMPAIGN
ORG



CHAPTER
ORGANIZATIONS



Organization

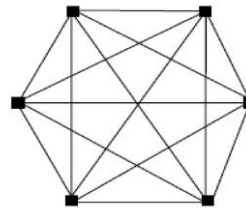


- Distinct Boundaries
- Employees
- Everyone has a boss
- Boss makes key decisions
- Jobs well-defined
- Departments or teams organize the work
- Planning processes and task orientation

GOOD FOR SIMPLE TASKS OR SOLUTIONS

Coalition or Alliance

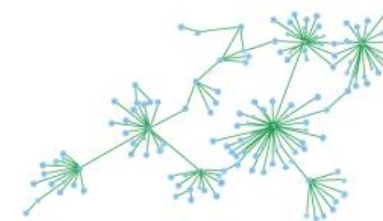
- Sets of organizations
- Boundaries exist
- Membership narrow
- Organizational leaders meet to make decisions
- Focus on big issue
- Outcome oriented
- Term-focused (short, medium)



GOOD FOR BIG BUT SIMPLE SOLUTIONS

Network

- Volunteers, professionals
- No or permeable boundaries
- Peers at all ranks meet together to learn and grow the network
- Diverse and inclusive – all welcome
- Big, systemic problems
- Most action happens by smaller subsets of actors
- Action orientation
- Long-term (if cultivated)



GOOD FOR COMPLEX PROBLEMS WHEN DON'T KNOW SOLUTIONS

The background is a solid light purple color with a complex network of thin white lines and dots. The dots, representing nodes, are scattered across the frame, with a higher concentration in the upper right. Lines of varying lengths connect these nodes, creating a web-like structure that suggests a network or a system of interconnected elements.

Reflection, Share and Stretch

An abstract graphic on the left side of the slide. It features a dark purple background with a complex network of white lines and dots, resembling a web or a molecular structure. The lines connect various points, some of which are highlighted with larger, brighter dots. The graphic is partially obscured by a large, curved white shape that separates it from the text on the right.

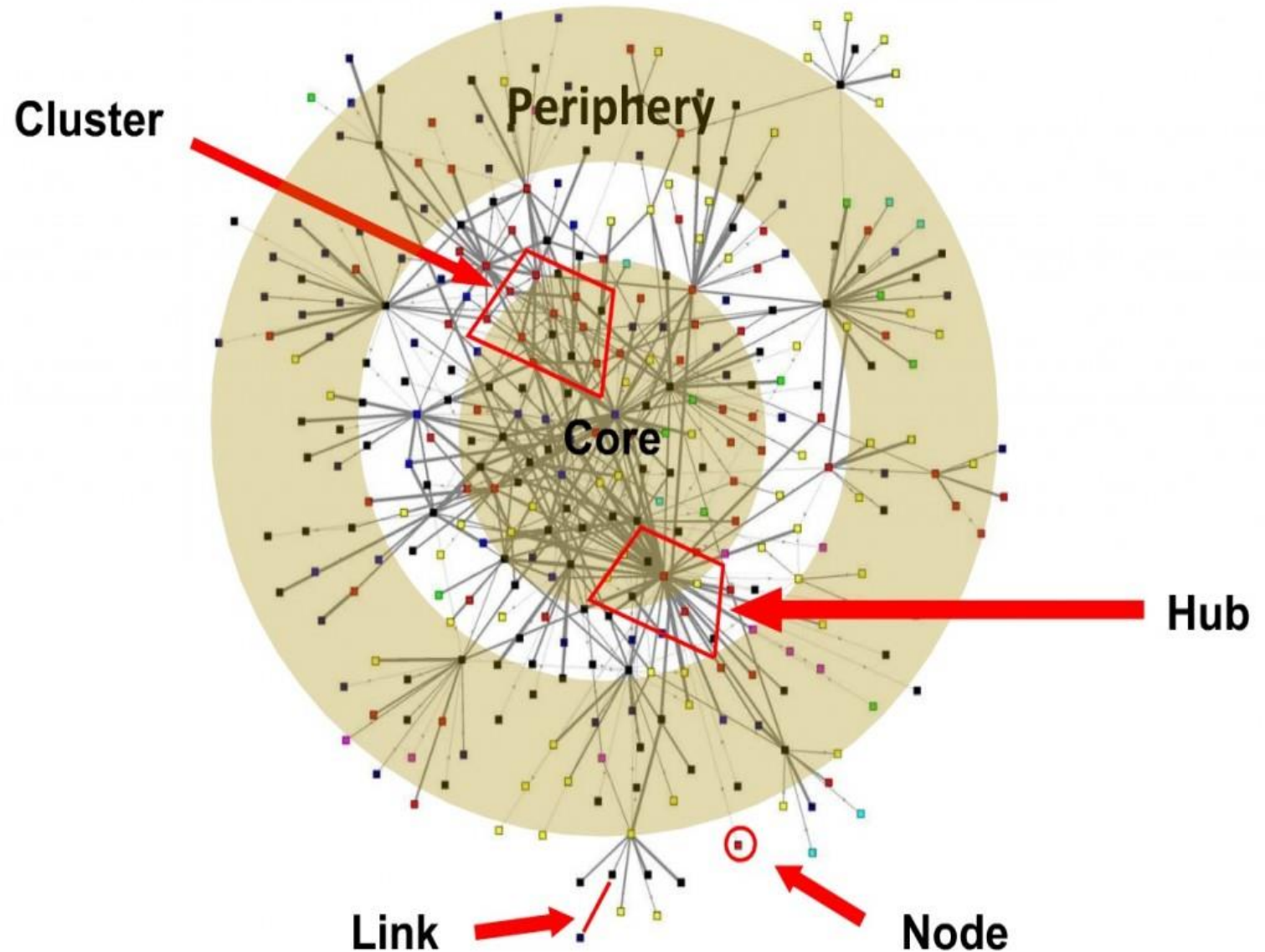
Essential Features of Networks

Session Objective 2 - What are the features of networks?

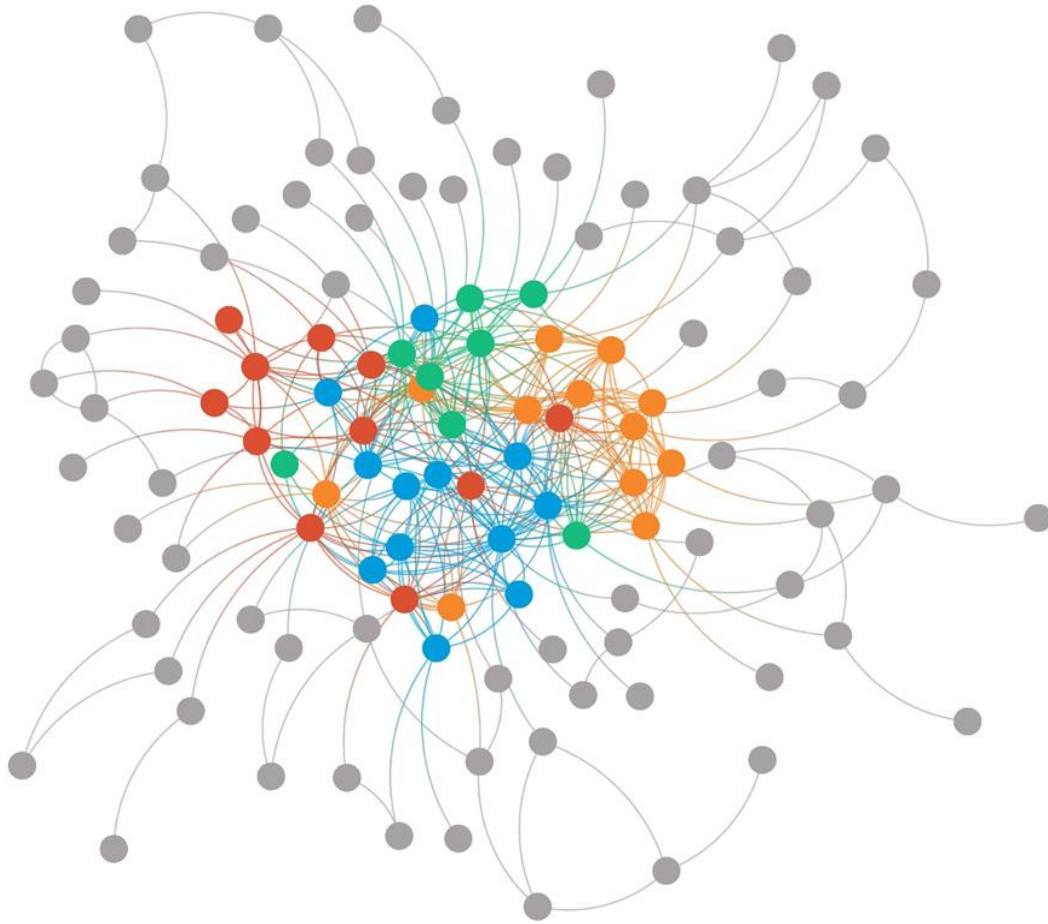
Features of Network

We can create a network that looks like this by:

- adding new people
- connecting those not currently connected
- building trust and understanding



INTENTIONAL COLLABORATIVE NETWORK



**Decentralized Core to
Expand Leadership &
Diversity**

**Overlapping Clusters
of Action**

**Strong Periphery for
New Ideas & Expansion**

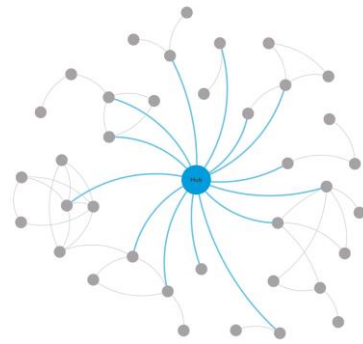
The background is a dark maroon color with a complex, abstract network of thin, light-colored lines and dots. These lines and dots form a web-like structure that fills the entire frame, with some areas being more densely connected than others. The overall effect is one of a digital or biological network.

Stages of Development of Networks

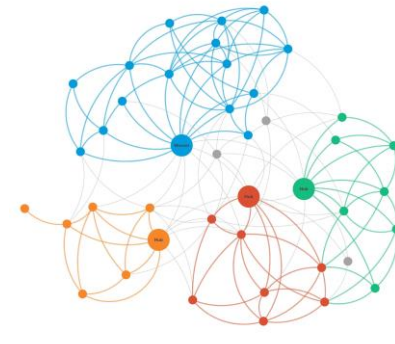
Stages of network development



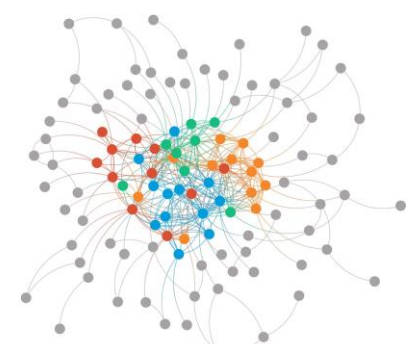
Scattered clusters



Hub-and-Spoke



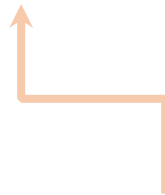
Multi-hub



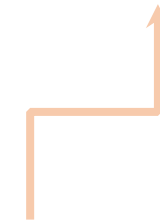
Intentional Collaborative Network



Time



Where most network-building begins



Self-sustaining network

A dark purple background with a complex network of white lines and dots, resembling a molecular structure or a web of connections. The lines are thin and connect various points, some of which are larger dots, creating a sense of interconnectedness.

Network Mindset

What makes networks different isn't just their structure . . . it's how people work together

Leading with a Network Mindset

“Learning to lead with a network mindset is not as simple as acquiring a new skill. Often our deeply held ideas about leadership collide with new ways of leading that are more distributed, relational, and interdependent.

Those who lead with a network mindset practice openness and transparency, let go of controlling processes and outcomes, and believe in the leadership potential of everyone.”

From Networks & Leadership, Deborah Meehan

Values and Principles of Network Leadership

Network leadership has been informed by research conducted by Jan Wei-Skillern. She has identified four principles of collaboration success that network leaders demonstrate:

1. Trust not control
2. Humility not brand
3. Relationships not individuals
4. Mission not organization

Network Values and Behaviors

DIVERSITY OF VOICES, CULTURES, EXPERIENCE

INTENTIONALLY INCLUSIVE/EQUITY

PEER-BASED

SELF-ORGANIZED ACTION/ACTION-ORIENTED

GROW NEW LEADERS/SUPPORT LEADERS

DECENTRALIZED CONTROL AND LEADERSHIP

EXPERIMENTATION/TESTING/TRYING

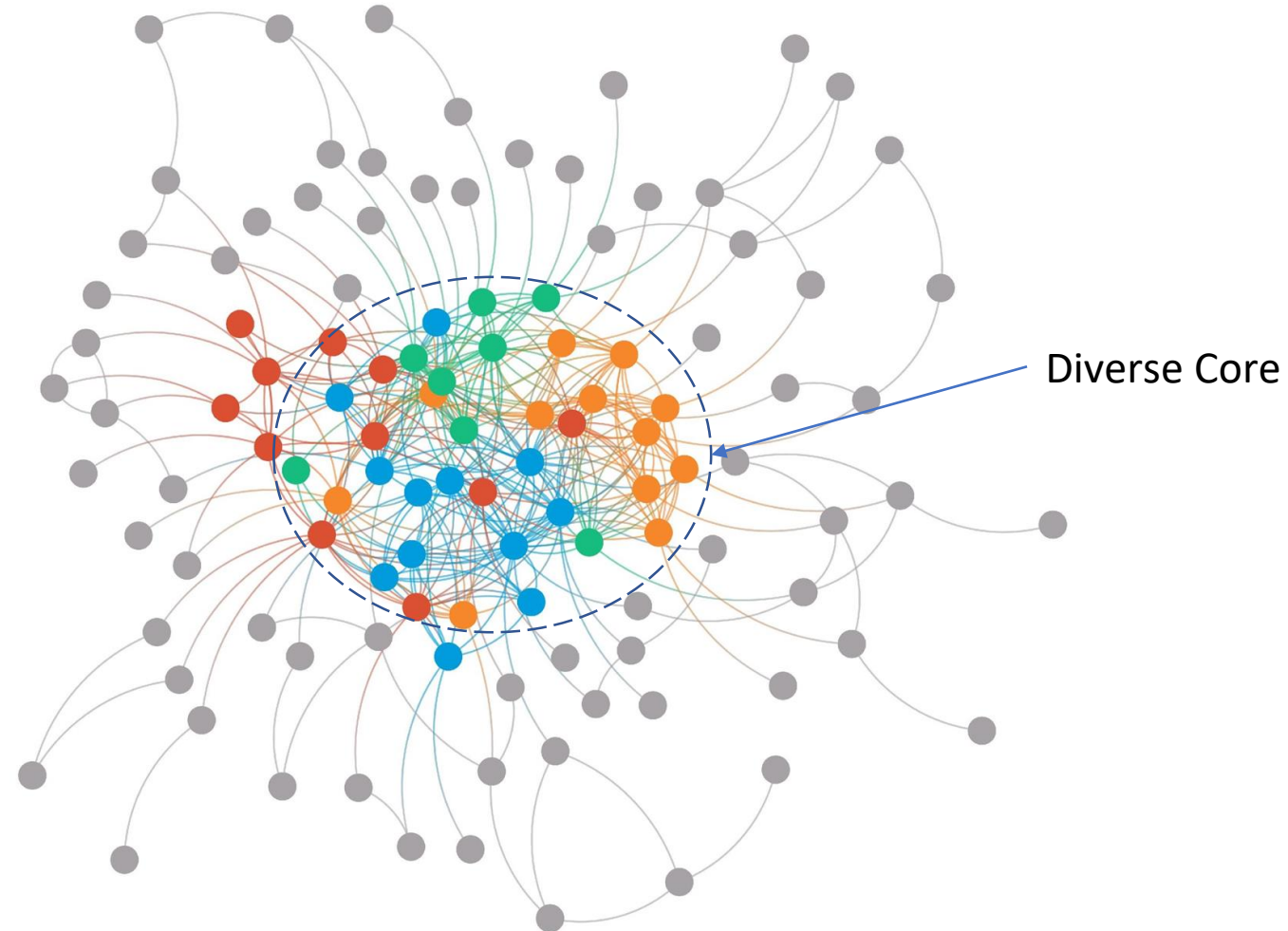
LEARNING

SHARING

EXPANDING

SEEK TRANSFORMATION

SYSTEM SHIFTING



Intentional Collaborative Network

The number one task of network leaders
is to help others become network leaders

Nurturing collaborative action and distributed
networks instead of ownership, competition
and hierarchies

Network leaders transform structural holes into
structural wholes – where are the holes?

BREAKOUT GROUPS

Given what you have heard about networks, how they are structured, and how they evolve over time:

What excites you about developing intentional networks?

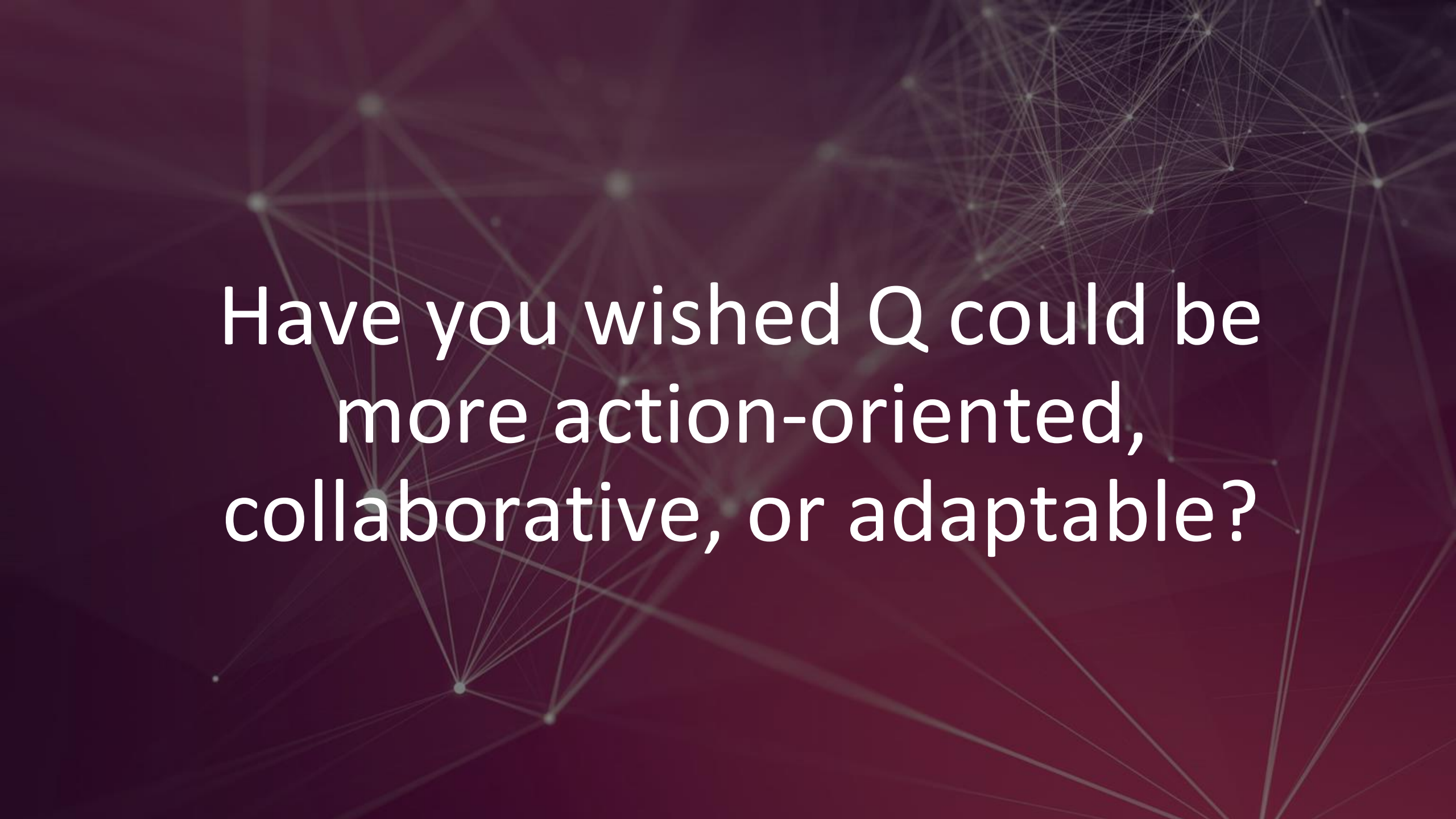
How could you apply this information to your work?

What questions do you have so far?

An abstract graphic on the left side of the slide. It features a dark purple circular area containing a complex network of white lines and dots, resembling a web or a molecular structure. The lines connect various points, some of which are highlighted with larger, brighter dots. The overall effect is one of interconnectedness and dynamic energy.

How to activate your network

Session Objective 3 - Moving from Talk to Action



Have you wished Q could be
more action-oriented,
collaborative, or adaptable?

Is your model “about meetings” ?



Meetings can only get so big!



Why do we struggle to solve “wicked” problems?



Complex problems require complex solutions



No single organization can solve these kinds of problems



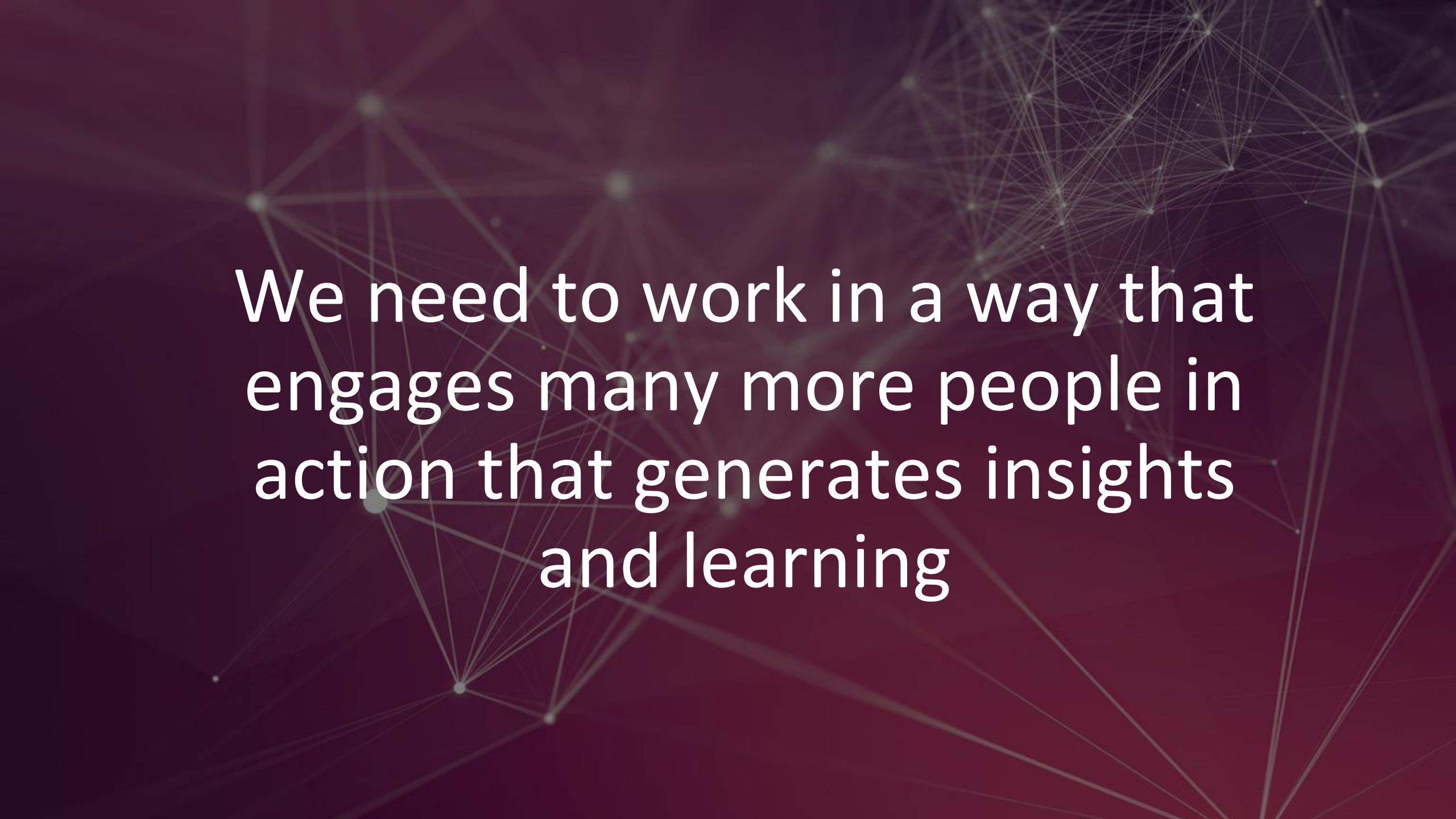
Coalitions and collaboratives often come together and use hierarchical ways of leading and organizing for action – shutting out new ways of thinking about problems



Solutions are not always evident – they must emerge and come from those who have the lived experience of the problem(s)



We organize to solve complex problems by inviting the “leaders” of organizations to the table (model of meetings) (the table of privilege and power) to decide how to solve the problem



We need to work in a way that
engages many more people in
action that generates insights
and learning

Ladder of Self-Organizing



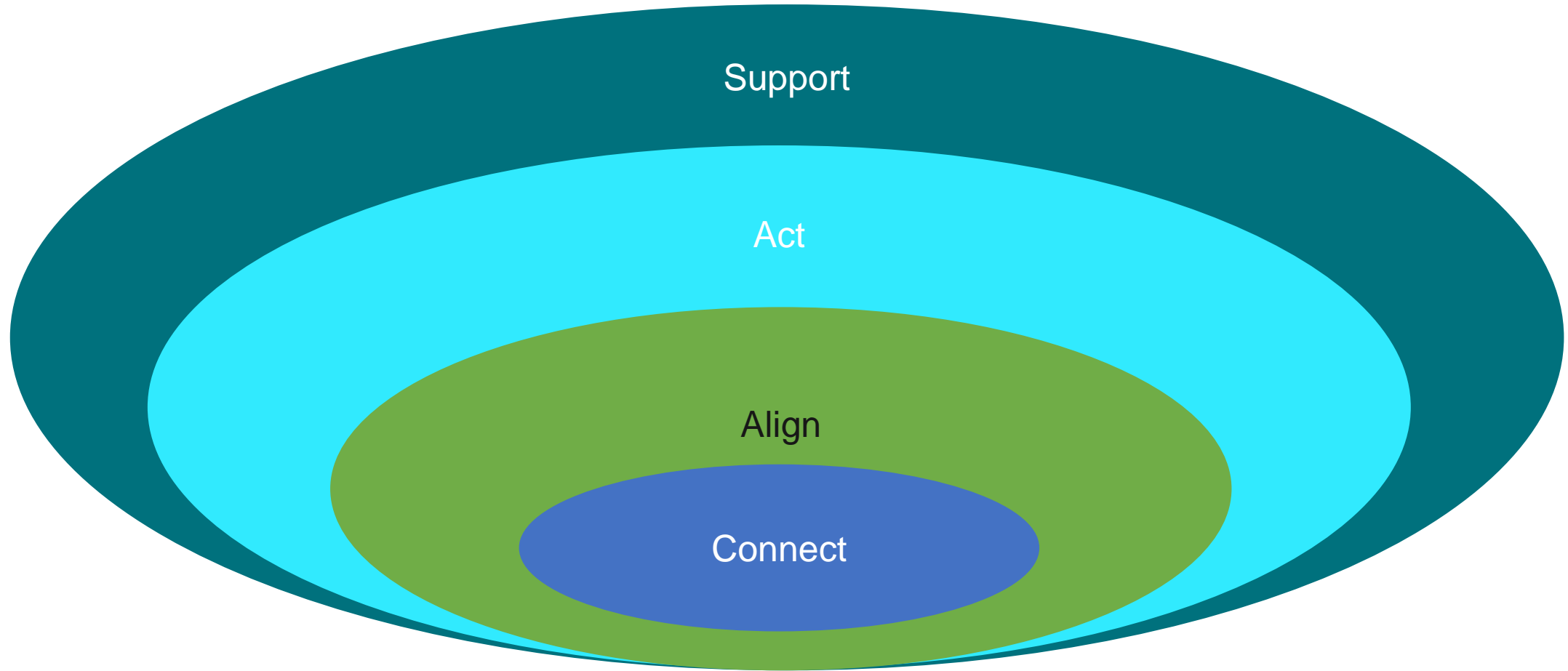
- Movements
- Working groups
- Larger projects
- Learning clusters
- Activation fund
- Small projects
- Learning popups
- Twosies

First, agree on a big, broad vision

So that all who care about the vision can join and contribute to finding solutions . . .

Transportation, housing, food access, employment, economic development, health, education, law enforcement, community development, etc

Second, focus on the four Key Network Strategies



Activating Your Network

- SIGs are the innovation engine of the Q Network
- Seek cross-SIG collaboration; joint meetings of SIGs; co-design
- SIGs must have an action-orientation and resources to support action
- Four actions to take:
 1. Connect to collaborate, connect to grow the network, and connect to increase the capacity and expertise in the network
 2. Align around network values and behaviors
 3. Help others to initiate and take action (self-organizing)
 4. Support your local network (set up a communications platform, create a local learning and evaluation system, secure extra seed funds, create an onboarding process for members new to your SIG)

The background is a soft purple gradient. Overlaid on this is a complex network of thin white lines connecting various points. Some points are larger white circles, while others are small dots. The network is more dense in the upper right and lower left areas, with lines crisscrossing and creating a sense of interconnectedness.

Reflection and Sharing

An abstract graphic on the left side of the slide. It features a dark purple background with a complex network of white lines and dots, resembling a web or a molecular structure. The lines connect various points, some of which are highlighted with larger, brighter dots. The graphic is partially obscured by a large, curved white shape that separates it from the text on the right.

Network Roles

Session Objective 4 – Describe the essential roles that must be fulfilled for a network to be effective

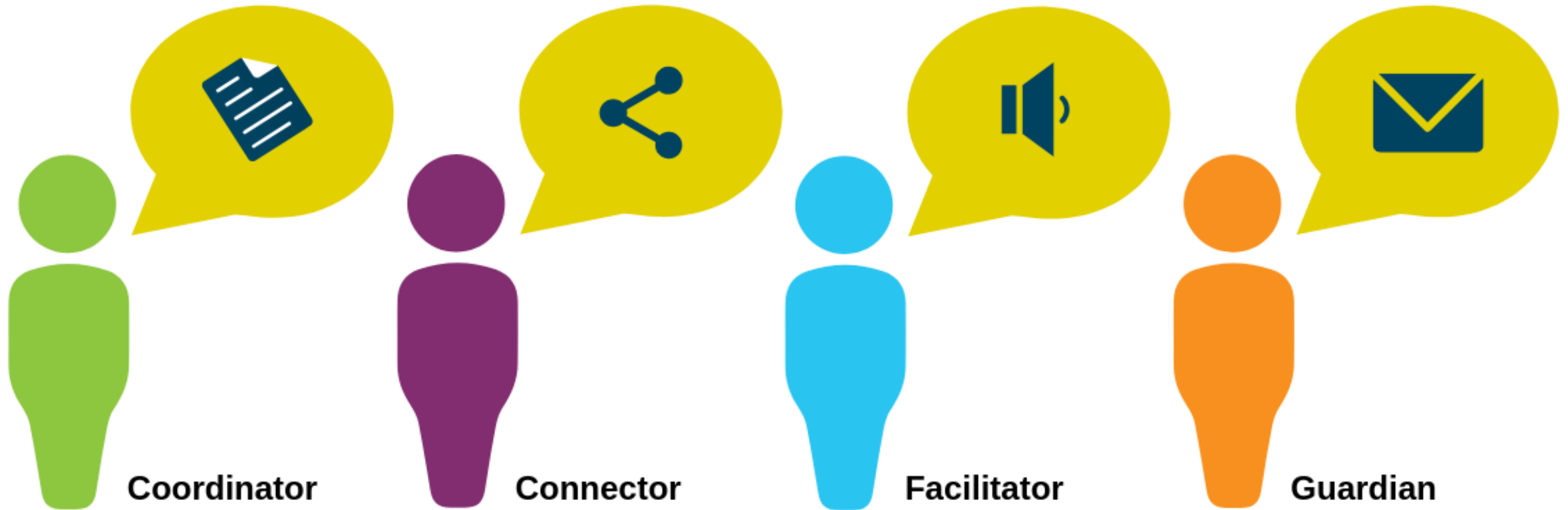


Welcome to the Network Weaver self-assessment

This assessment provides an important foundation for developing your network weaving skills and ultimately developing the networks you work with. The first two sections explore the network weaving roles you have preferences for and your network weaver skills.

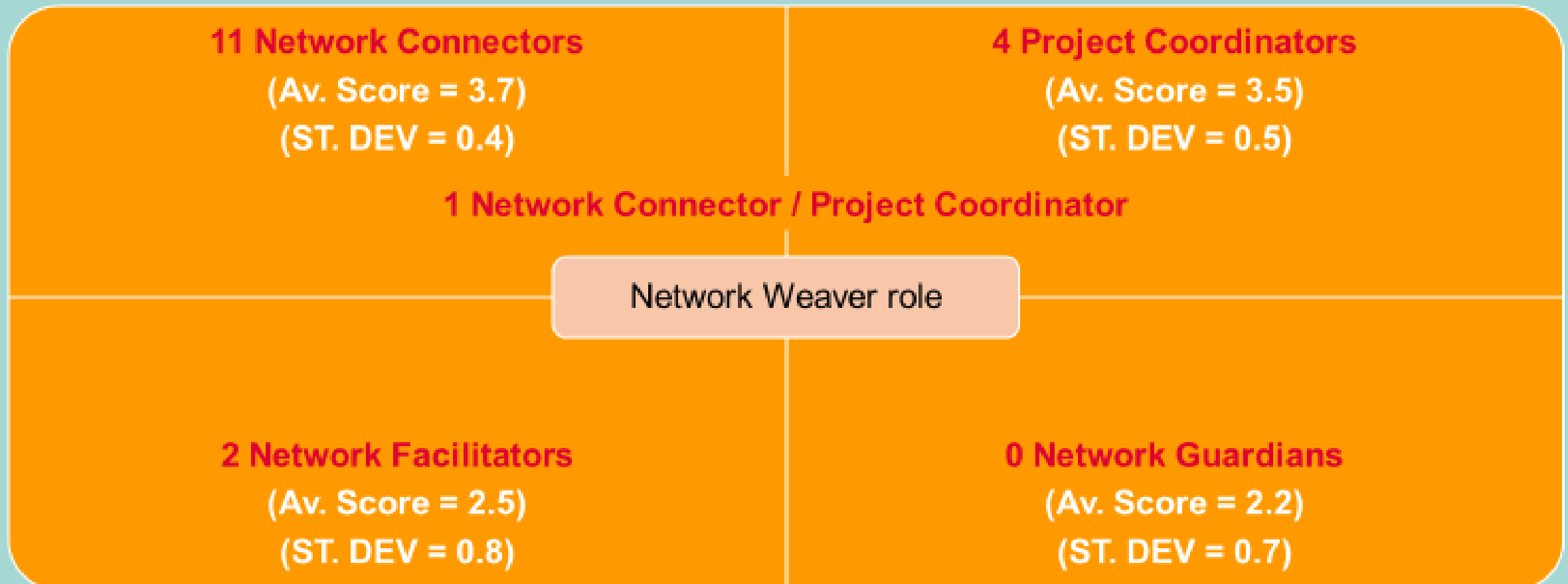
The self-assessment should take approximately 15 minutes and is based on the Network Weaver Handbook. Participation is entirely voluntary although it is strongly encouraged for all of those participating in the full series as it will be a key component of your learning. All responses will be stored confidentially. The deadline for completion is **Tuesday 24 November**

What type of network weaver are you?



Network Weaver roles for workshop participants (n=18)

The highest scored role for workshop participants is... (NB: scores out of 5)



Network Weaver Checklist

What is 1 way you will use your results personally to share your strengths or cultivate an area of interest?

What is 1 way you will use the tool and results with a network?

Value of the process

- Generally respondents really valued the opportunity to reflect on and identify their strengths and weaknesses.
- Many felt that the tool helped them to think differently about network roles and skills
- Some felt that it was difficult to answer some questions without greater understanding the NW theory.

Follow up conversation in Group Space and possible coffee chat for anyone interested

"Helpful for me to reflect back on and helpful for you to become more aware of who I am as a person as that, at the end of the day, is what I bring to a network"

"This looks like an interesting tool. As someone who has yet to understand network weaving as a concept, I had to make several assumptions about the concept when answering some of the questions. I wonder if it would have been more useful to complete this after an introductory/ 1st session?"



"The tool has already caused me to think about who I am, where I am now, where I want to be and who I want to be."

"It's helped crystallise my reasons for wanting to participate in the learning series."

What is a network weaver?

A Weaver is someone who . . .

- Is a network leader
- Is aware of the networks around them and the work each are doing in the community
- Explicitly works to connect people and other networks together to help them achieve impact
- Network Weavers do this by connecting people, organizations and initiatives strategically where there's potential for mutual benefit, helping people identify their passions, and serving as a catalyst for self-organizing groups (aka SIGs, workgroups, innovation centers)

Closing Reflections

Please complete the post-workshop feedback form at this link:

[https://www.sli.do/](https://www.sli.do/#networkweaving1) #networkweaving1

In the chat, please put 1 thing that worked well today and 1 thing that could be changed to make it even better