

## Building Network Capacity

(Source: June Holley's *Network Weaver Handbook*, pages 261-294 & 314-317)

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

**Comparing Control Versus Support**

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

An environment that effectively builds the capacity of its network participants has six major characteristics:

1. Identified network guardians who understand the role
2. Understanding the system to be transformed
3. Communication and networking systems to support interaction and engagement
4. Access to resources to support the work of the network
5. Opportunities for collective sense making to gain maximum benefit from the work
6. Support for Network Weavers so that the network has adequate leadership and initiative

One through four are covered in the pages that follow. Five and six are covered in separate resource documents.

## **Role of the Network Guardian**

Who are Network Guardians? These individuals generally are what we call big picture people. They look at the whole and can see what is missing or what needs to happen next to make the whole network work more effectively. Network Guardians are found in all different types of organizations.

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

It's useful for several Network Guardians to work together because each is likely to be more in touch with different parts of the network. They may start by working on one of the areas of enabling environments listed above, convening a small group to work with on that area. Or, if they have the resources, they may convene a larger Support System Working Group, with smaller groups taking responsibility for one of the five areas.

## **Understanding the System to be Transformed**

Because networks are attempting to transform complex systems, developing a strategy for a network is quite different than it may be for a single organization with a more limited agenda. Once network participants start to understand the system they are transforming, they can make sense of collaborative experiments they undertake and notice whether they are shifting the system. This *collective sense making* is a crucial part of any system strategy and is part of what accelerates transformation.

Strategy development for networks requires a deep understanding of the system being transformed. Understanding the system enables participants in the network to see how elements in the system affect each other and thus makes it possible to identify leverage points where small actions may lead to significant change

**Researching the Issue or Problem:** Before attempting to visualize the system that the network is transforming, it's critical to spend time informally researching all the elements of the problem or issue. What are the problems and challenges? How does the broken system work? Who are the players? How much of a healthy system is in place? What has already worked? What efforts have been shown to be less effective? Have the participants identify patterns of success and approaches to avoid.

You might also want to call known innovators or funders who are familiar with many projects and ask them which strategies appear to be most promising and what opportunities for change have opened up recently.

The goal of this research is to identify all the elements in a system and all the possibilities for change. Elements may include all the different aspects of the problem or issue, institutional services, projects and programs that have been tried, new institutions that have been

developed, political actions that have been taken, public sentiment, media's role, legislators' positions on the issue, and so forth.

**Analyzing the System.** The network needs to come together, face-to-face or virtually, to develop a map of the system they are transforming. A system is like a network map in many ways; however, instead of individuals as nodes, a system map contains system elements. More thought is given to the connections between the elements – do they have a positive or a negative impact on each other?

You may want to bring in a consultant to develop systems maps or use a process in which you hand-draw maps.

As your network maps the system, participants will identify aspects of the system that they know little about and that will require more research and exploration. Two objectives of system mapping are to enable participants to notice how elements in the system are connected and impact each other, and to identify places in the system where interventions are likely to have the biggest impact. These are called *high-potential leverage points*. They are often places where something positive is occurring that can be amplified and expanded or where increasing negative feedback (for example protests) can change public awareness and opinion.

This analysis also encourages people to build their capacity to notice the system in an ongoing fashion, so that they will see opportunities for impact as they arise. The ability to create system change by building on such opportunities is a powerful way to accelerate transformation. Opportunities may be a high-profile event that brings an issue to public notice, a change in political leadership, or a local success that captures a lot of attention.

**Engaging the Network.** Once high-potential leverage points are identified, participants need to identify where their current and past activities are situated in the system so that they can identify whether their actions need to be modified to focus more on the high-potential leverage regions of the system. Participants also need to identify organizations and communities that will be critical collaborators as they shift their efforts to the high leverage areas. This is sometimes called “bringing the whole system to the table.”

**Experimenting Around the High Leverage Points.** Once the network participants identify high-potential leverage points, they need to develop a set of collaborative experiments to explore each leverage point. Each experiment may involve staff from several organizations and some participants may be in two or more of the projects. The network may want to set up long-term structures – such as working groups, as in the RE-AMP case – so that sets of related projects are communicating more regularly.

**Collective Sense Making.** Collective sense making is the process of having people involved in different projects come together to examine the system they are transforming and discuss

where and whether the projects are shifting or moving the system to a new state. The set of projects working on a particular leverage point need to be reflecting on and making sense of their projects as they unfold. The contrast among the different projects provided by their different approaches should help identify “patterns of success” – those critical factors that appear to contribute to greater impact. In addition, participants working on different leverage points need to coordinate activities and look for linkages.

### **Communication and Networking Systems**

One reason why we need to spend time thinking about networking and communications is because this is an area where networks are quite different from a traditional workplace.

Networks differ from organizations in three important ways:

**Location:** Communication in organizations is usually place-based so that informal communication occurs naturally: staff run into each other in hallways, at the water cooler, and in staff meetings where people share information informally. This informal communication is critical for the smooth functioning of organizations.

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

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

- Set up physical places in our communities that serve as *networking hubs*
- Set up web platforms that can serve as virtual water coolers and discussion spaces

**Motivation:** communication in organizations is authority based: although people may love their jobs, the bottom line is that they can be fired or reprimanded if they don't do as their manager tells them.

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

- Engagement in issues individuals care about
- Commitment to others in the group
- A sense of personal accomplishment
- A sense of belonging to a bigger system and how their action contributes to the transformation of that system

**Purpose of Communication:** Much of the communication in organizations consists of one-way broadcast messages from higher ups to their employees. Managers are often the ones who develop plans and directives and their employees pay attention to and follow those directives. In networks, communication needs to be interactive for the structure to work well: many people need opportunities to discuss ideas, participate in joint design, and figure out how to work

together. Networks are about engagement – giving everyone an opportunity to get involved. Networks require well thought out scaffolding or infrastructure to support the increased needs for two-way communication.

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

**Communication Strategy.** Your communication strategy needs to have four parts:

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

**Networking hubs:** For communication to flow well in networks and for self-organizing to occur naturally, networks need *networking hubs*: places where people run into each other, have the time and encouragement to chat, and end up cooking up new collaborative projects or sharing important information. Every network needs to think explicitly about networking hubs. First determine where people in the network currently go as part of their work. Sometimes people in the network frequent a certain place or space for training, meetings, coffee, or to access a library. Once you have identified such places, you can build on their networking capacity by encouraging people in the network to locate even more of the network's activities at these sites. Sometimes a network will set up a kiosk or bulletin board in those places to help people in the network know what is happening. This concentration will increase people's chances of running into each other.

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

Other steps you can take to increase interactivity:

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

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

***Informal gatherings or connection events:*** Connection events are gatherings, usually informal, that are explicitly designed to encourage people in networks to get to know each other. Events can be completely unstructured, they can include a short talk, or they can include organized activities as speed networking, discussion tables, or games. Such events are most successful when they occur regularly – for example, the first Friday of every month – so people can easily remember when the gathering is happening.

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

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

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

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

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

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

Google spreadsheet used to match social web needs with tech stewards

The image shows a Google Docs spreadsheet interface. The title bar reads 'Google docs ☆ Social Web Buddies Private to only me'. The menu bar includes File, Edit, View, Insert, Format, Data, Tools, and Help. The toolbar contains various icons for undo, redo, bold, italic, text color, background color, and formulas. The spreadsheet has four columns: A (Platform), B (Want to Learn), C (Willing to Teach), and D. The rows are numbered 1 through 15. Row 1 contains the headers: Platform, Want to Learn, Willing to Teach. Row 2 contains 'Google docs'. Row 5 contains 'Skype'. Row 8 contains 'Twitter'. Rows 3, 4, 6, 7, 9, 10, 11, 12, 13, 14, and 15 are empty.

	A	B	C	D
1	Platform	Want to Learn	Willing to Teach	
2	Google docs			
3				
4				
5	Skype			
6				
7				
8	Twitter			
9				
10				
11				
12				
13				
14				
15				

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

**Activity: Steps to incorporating social media into your network**

1. Identify a small group of people who have some familiarity with social media tools and platforms.
2. Meet virtually or face-to-face, weekly if possible, to experiment with the platforms described in the worksheet *Using Social Media*.

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

#### **Activity: Developing a social web system**

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

**Setting up a Communication System.** There are two steps involved in setting up a communication system:

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

#### **Activity: Designing your network's communication system**

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

#### **Access to Resources**

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

- Space for meetings
- Use of equipment – from computers and copiers to LCD projectors and video cameras

- People with skills and expertise: graphics, technology, grant writing
- Volunteers
- Websites willing to share network information

**Activity: Developing a pool of resources**

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

Google spreadsheet where resources can be logged

The screenshot shows a Google Docs spreadsheet titled "Resource Pool" with a menu bar (File, Edit, View, Insert, Format, Data, Tools, Help) and a toolbar. The spreadsheet has columns labeled A through E and rows numbered 1 through 13. The data is as follows:

	A	B	C	D	E
1	<b>Skill</b>				
2	Graphics	John	Valerie		
3	Photos	Sarah			
4	Web pages	Juan			
5					
6					
7	<b>Resource</b>				
8	meeting space for small group	United Way			
9	meeting space for large group				
10					
11					
12					
13					

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

To build relationships, money is needed

- to provide training/support for Network Weavers

To build intentionality in convened networks, money is needed

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

To build self-organizing in larger networks, money is needed

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

To build a network support system, money is needed (or access to this type of support)

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

**Activity: Developing a strategy for money**

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

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

The Network Guardians then devise a simple proposal format, usually only one or two pages long, and determine the turn-around time for proposals, which should be as quick as possible

(1-2 months) so that projects are generated in a timely fashion. A small team of Network Guardians – individuals who have a good sense of the network but no stake in specific outcomes – should then make the decisions. After completion, funded projects should be willing to share about their project with other funded projects so that everyone can learn from the experience. Debriefing the results can often help an organization or network identify simple changes that would help support self-organizing.

The proposal guidelines should be reviewed and changed each year (or cycle) based on an analysis of the current state of the network and a determination of what needs to be encouraged by the fund. For example, one year the fund might be used to help people experiment with adopting social media in their projects or network while another year the fund could support collaborative projects between two counties. Usually after one or two rounds of funding you may find that you no longer need the fund – people are freely and frequently self-organizing and finding the resources to support their collaborations in a number of places.

#### **Activity: Setting up an innovation fund**

After reading about Innovation Funds, convene a group of Network Guardians locally or regionally and determine what steps you need to take to set up an Innovation Fund for your network in your region. Are there state-level funds that might be accessed for this purpose?

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

#### **Designing a Network Support System**

At some point, it makes sense for the network (or multiple local/regional networks) to conduct a comprehensive joint design session to design the network support system.

#### **Resources**

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

## Worksheet: Personal Communication Assessment

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

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

## Worksheet: Using Social Media to Support Your Network

Start with the kind of interaction you want to support and then decide on the platform.

Put a number from 1 to 5 in the first column:

5 if this interaction is **very important** in your network

1 if it is **not very important**.

Then, with others in your network, identify the **five** most important. Show how these might fit together into a communication ecosystem. Determine who will set up the platforms and how people will learn to use them.

1-5	Interaction	Tools	For 5 most important: Who?
	Set meeting times	<a href="http://www.doodle.com">www.doodle.com</a> <a href="http://www.meetingwizard.com">www.meetingwizard.com</a>	
	Support twosies or small group interaction	<a href="http://www.skype.com">www.skype.com</a> (Can take notes in the chat so you remember what you said and instantly exchange documents)	
	Generate a joint set of notes, write a joint grant, plan a project or an agenda  Keep track of participant skills and resources	<a href="http://www.Googledocs.com">www.Googledocs.com</a> (both a Word type document format and a spreadsheet format)	
	Keep people engaged and Informed  Find others interested in same thing	<a href="http://www.buddypress.com">www.buddypress.com</a> Facebook Group pages <a href="http://www.ning.com">www.ning.com</a> (costs) group email <a href="http://www.posterous.com">www.posterous.com</a> <a href="http://www.wordpress.com">www.wordpress.com</a>	
	Conduct interactive training and discussion	<a href="http://www.anymeeting.com">www.anymeeting.com</a>	

	Access innovation	<p><a href="http://www.twitter.com">www.twitter.com</a></p> <p>Setting up a good set of people to follow on Twitter takes some time, but once you do you will be receiving a continual stream of tweets with urls that connect you to great ideas and people.</p> <p><a href="http://www.Google.com">www.Google.com</a></p> <p>Have twosies do searches for other communities doing innovative projects</p>	
	Video-conference calling	<p><a href="http://www.skype.com">www.skype.com</a></p> <p>video only with two people (unless pro version) Can take notes in chat window</p> <p><a href="http://www.oovoo.com">www.oovoo.com</a></p> <p>Up to six people</p>	
	Project management for collaborative projects	<p><a href="http://www.teamworkpm.com">www.teamworkpm.com</a></p> <p><a href="http://www.basecamp.com">www.basecamp.com</a></p> <p><a href="http://www.goplan.com">www.goplan.com</a></p> <p><a href="http://www.huddle.com">www.huddle.com</a></p>	
	Create, share and remix photos, Powerpoints, and documents	<p><a href="http://www.slideshare.com">www.slideshare.com</a></p> <p><a href="http://www.scribr.com">www.scribr.com</a></p> <p><a href="http://www.flicker.com">www.flicker.com</a></p>	
	Bookmark and share webpages	<p><a href="http://www.delicious.com">www.delicious.com</a></p>	
	Create videos about your network	<p><a href="http://www.screenr.com">www.screenr.com</a></p> <p><a href="http://www.youtube.com">www.youtube.com</a></p>	

## Worksheet: Current Communication Ecosystem

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

<b>Group Email</b>
<b>Virtual Workspace</b>
<b>Web Platforms</b>
<b>Formal Meetings</b>

<b>Listing Each Other's Events/Opportunities</b>
<b>Network Hubs</b>
<b>Informal Gatherings</b>
<b>Other</b>

## Worksheet: Your Network Communication Strategy

How does your network **engage people**?

Put a number from 1 to 5 in the column “how frequent” to identify how often you use this form of media to engage people: 5 = frequently to 1 = seldom. If you don’t use it at all, put a 0.

Do the same for the second column to evaluate the effectiveness of the media and the cost (time and money).

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

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

## Worksheet: Identifying a Resource Pool

List skills your network needs. Examples of skills: leading meetings, graphics, social administration, etc. Then list names of people who have those skills.

Needed Skills	Names

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

Needed Resources	Names


## Handout: Ideas for a Support System for Your Network

Arena for Change	Purpose	Actions
Communication and Engagement	<p>Help people in network build new relationships and deepen existing relationships</p>	<p>Face-to-Face:</p> <ul style="list-style-type: none"> <li>• Network building activities at all mtgs/gatherings (speed networking, etc.)</li> <li>• Create networking hubs and spaces</li> </ul> <p>Social Web:</p> <ul style="list-style-type: none"> <li>• Places for personal profiles describing interests, etc. on organizational websites</li> <li>• Places such as ning.com, Facebook for community building</li> </ul> <p>Network Weavers:</p> <ul style="list-style-type: none"> <li>• Facilitators/Network Weavers to help introduce people to each other, deepen discussion</li> </ul>
	<p>Move from one-way broadcast orientation to peer-to-peer communication, dialogue and discussion</p> <p>Synergistic building on each other's ideas and actions</p>	<p>Face-to-Face</p> <ul style="list-style-type: none"> <li>• Use of processes such as World Café to build listening skills</li> </ul> <p>Social Web</p> <ul style="list-style-type: none"> <li>• Use of interactive platforms such as www.anymeeting.com that offer multiple means for interaction (voice, chat) so more can be part of discussion</li> <li>• Blogs for communication with opportunity for comments and feedback</li> <li>• Wikis or Google docs for organizational documents so that they can be jointly written</li> </ul> <p>Network Weavers:</p> <ul style="list-style-type: none"> <li>• Network Weavers facilitate peer discussions in F2F and Social Web environments</li> </ul>
Training and Support for Network Weavers	<p>Build Network Weaver skills among all network participants</p>	<p>Introduce network concepts</p> <p>Teach and encourage drawing of simple network maps</p>

	Help Network Weavers become more skilled	<p>Teach and coach NW skills: connecting, project coordination, network facilitation, and network guardian role</p> <p>Organize a Community of Practice for Network Weavers</p>
Reflection and Collective Sense Making	Ensure that reflection processes are embedded at all levels of the network	<p>Embed reflection and learning processes in board meetings, circle meetings, conferences and committee meetings</p> <p>Set up all communication to include opportunities for feedback</p> <p>Include reflection processes as part of project coordination role</p>
	Collective sense making	<p>Set up platforms and activities for sharing</p> <p>Include system analysis activities to show how current activities fit together</p>
Access to Resources	Money	<p>Set up Innovation Fund to provide seed funding for projects</p> <p>Pay for accounts so projects have access to web-based platforms</p>
	Other resources	Design process so that all participants can share about resources (space, etc.) that others can access
	People	Identify skills of people in the network and whether others can access them

## **Worksheet: Designing the Network System of Support**

1. Communication
2. Reflection and Collective Sense Making
3. Access to Resources
4. Training and Support for Network Weavers
5. System for Strategy Development

## Handout: Remember

*"Information can leap from group to group even when those groups seem to have nothing in common, because all they need in common is a single individual who is a member of both groups and therefore has a bridging identity."*

*Paul Hartzog*

*"The critical question is whether and how social networks can help facilitate innovations to bridge the seemingly insurmountable chasms that separate local solutions from broad system transformation."*

*Michele-Lee Moore and Frances Westley*

*"Scaling across happens when people create something locally and inspire others who carry the idea home and develop it in their own unique way."*

*Margaret Wheatley,  
Walk Out, Walk On*

*"Scale the edge, not the core."*

*June Holley,  
Network Weaver*