

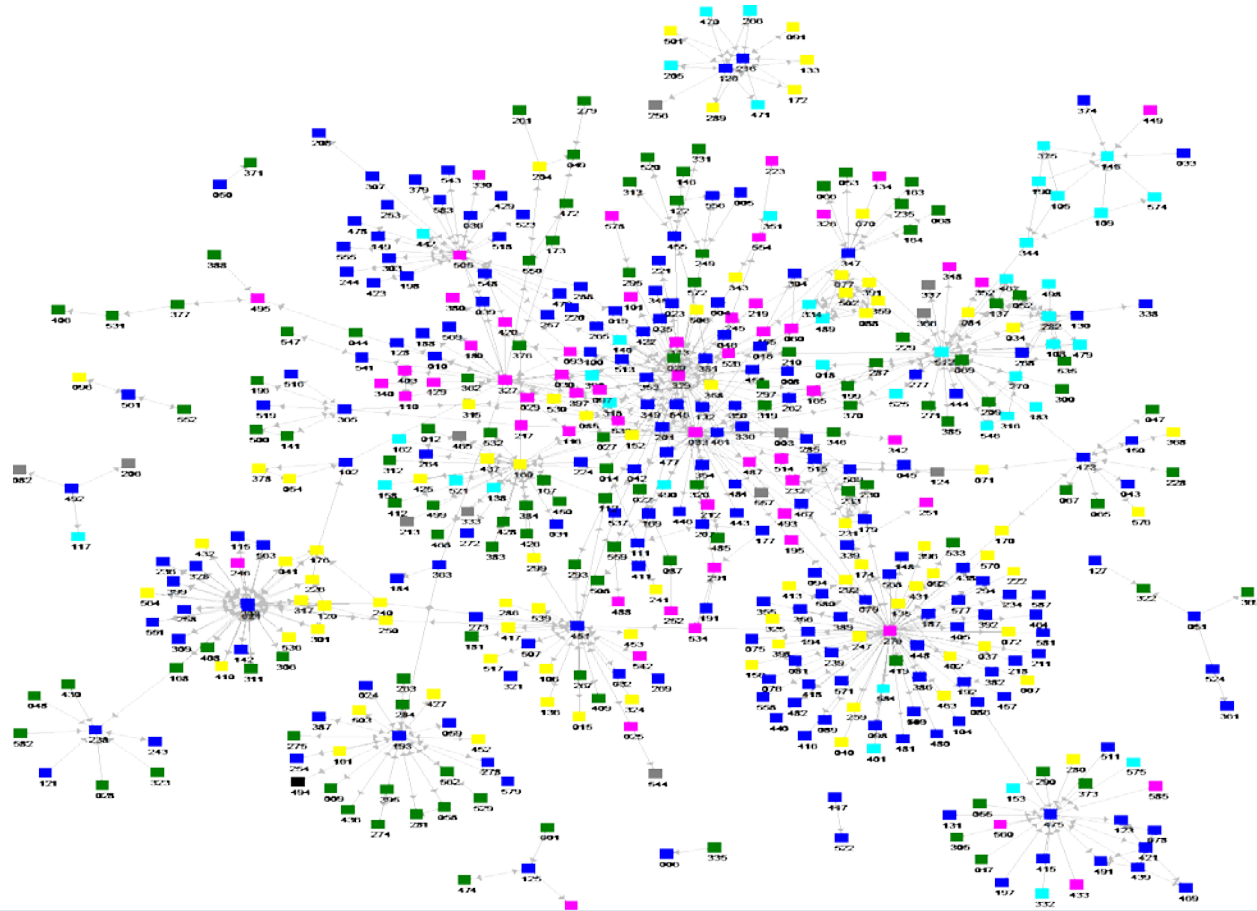
Networks for Integrating New Americans

Presents

An Orientation to Network Development

Madeleine Beaubien Taylor





Network Impact serves social change agents with a mix of strategies, tools, research, and consulting expertise to design and use networks for increased impact www.networkimpact.org



The voice you are hearing:

Madeleine Beaubien Taylor
Network Impact

What we will do today

- **Provide an introduction to social impact networks**
 - Contribute to your understanding of basic network concepts and approaches
 - Help you to be more effective with your network strategies
- **List some additional resources**

Why a Network?

Networks provide social change agents with a fundamentally distinct and remarkably promising “organizing principle” to achieve ambitious goals.

Net Gains 2006

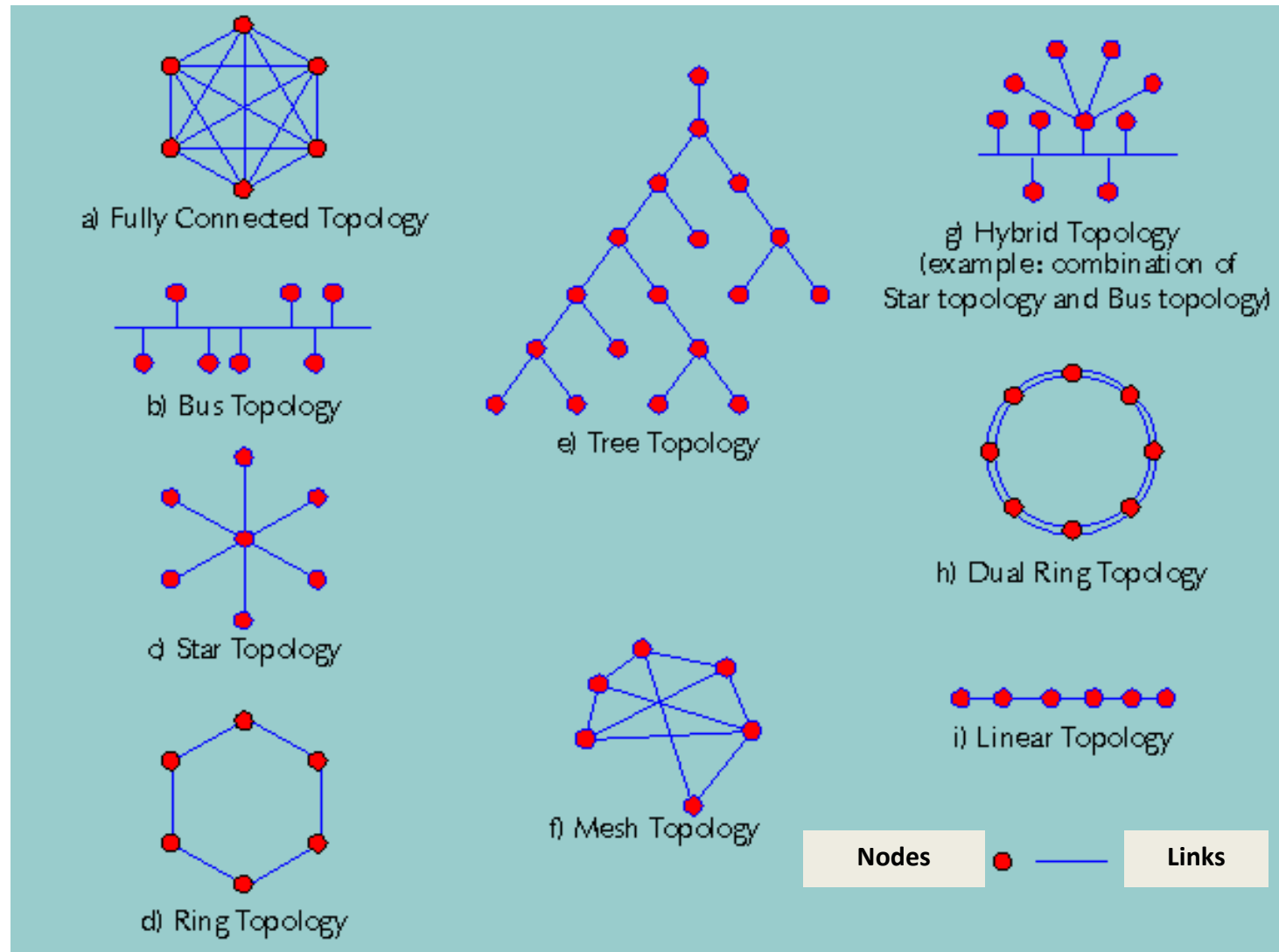
Network Advantage

- ***ACCESS***
- ***LEARNING/INNOVATION***
- ***LEVERAGE***
- ***RESILIENCE***

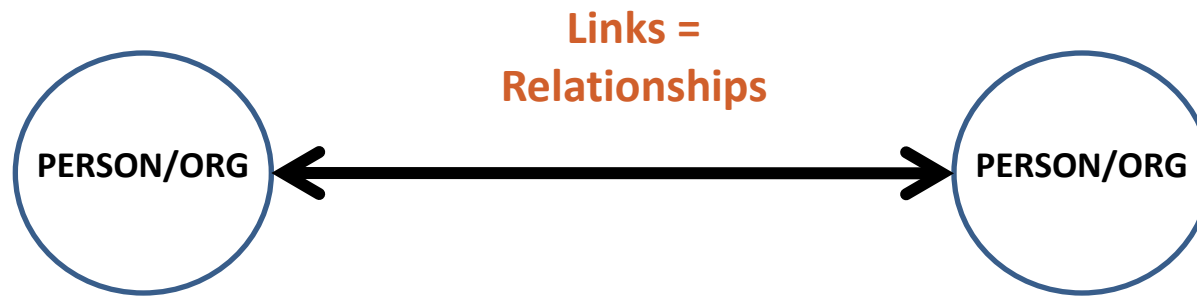
Network Building is a Practice

- **Network Start Up**
- **Network Management**
 - Governance
 - Coordination
 - Communications
 - Financial Stewardship
 - Network Health
- **Network Monitoring and Evaluation**

What is a Network?



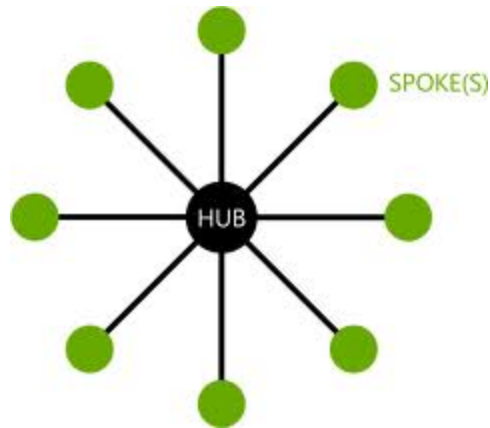
What is a Network?



What Flows Through It

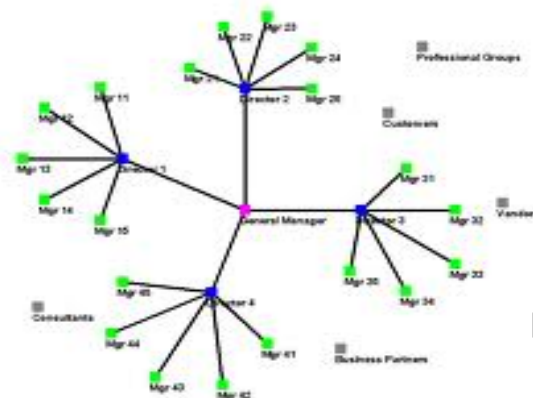
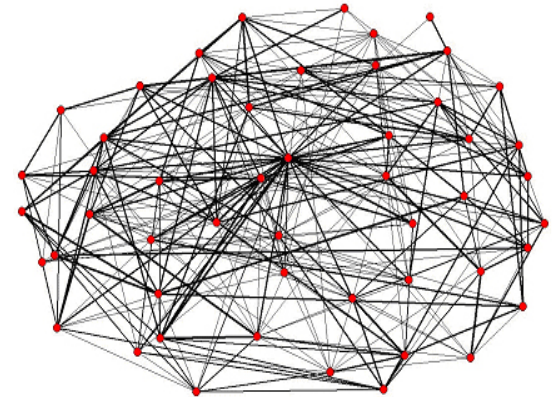
- » Connections
- » Knowledge
- » Competencies
- » Resources

Some Common Network Structures



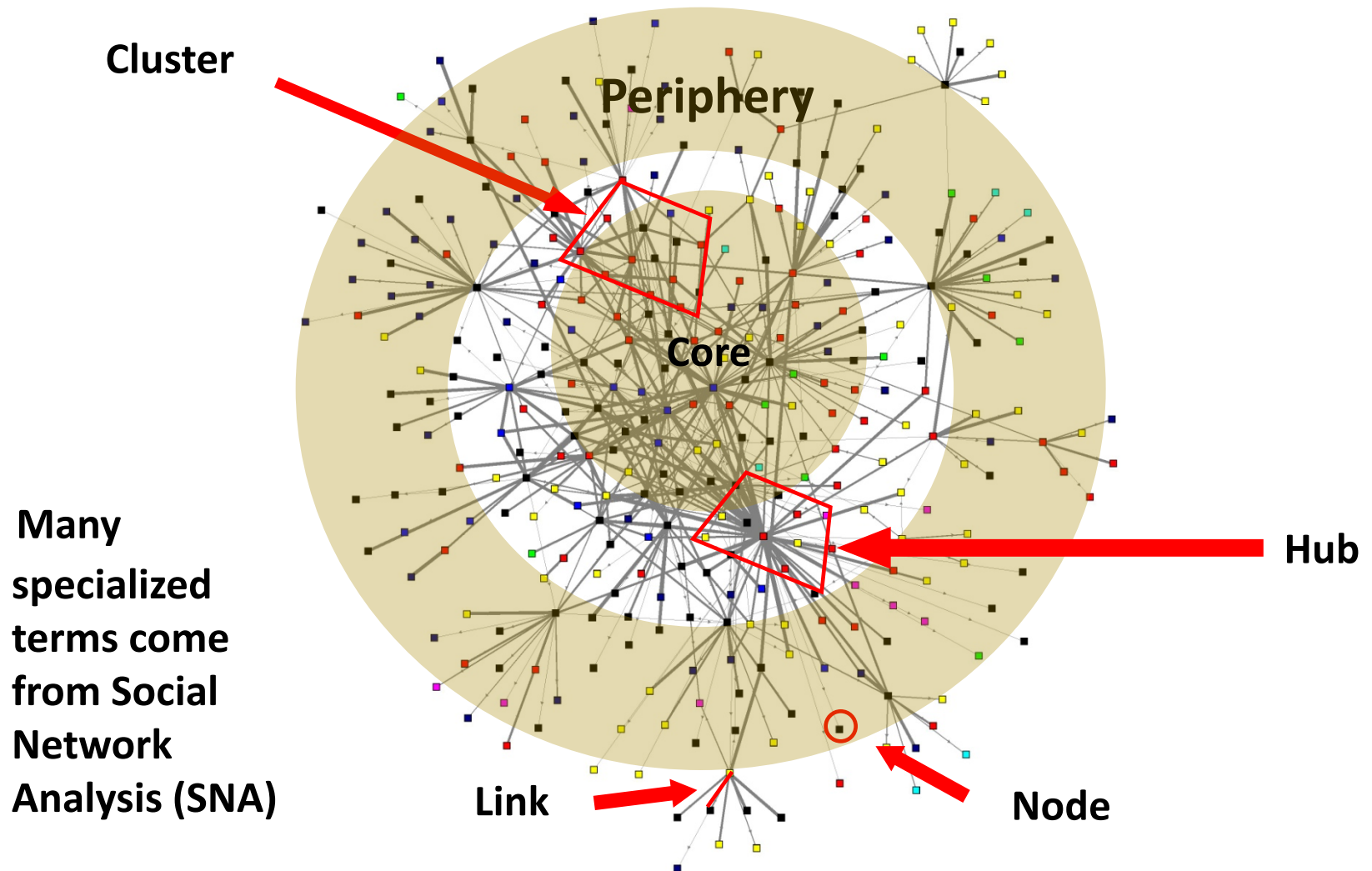
Hub and Spoke. Many nodes connect to a single central hub.

Dense Cluster. Most nodes are connected to each other.



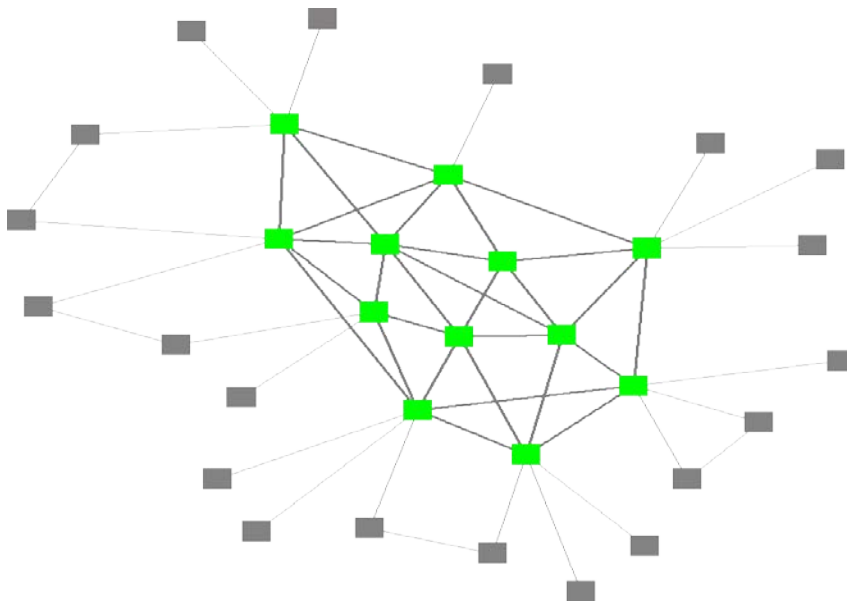
Multi-tiered Hub and Spoke

Anatomy of a Network



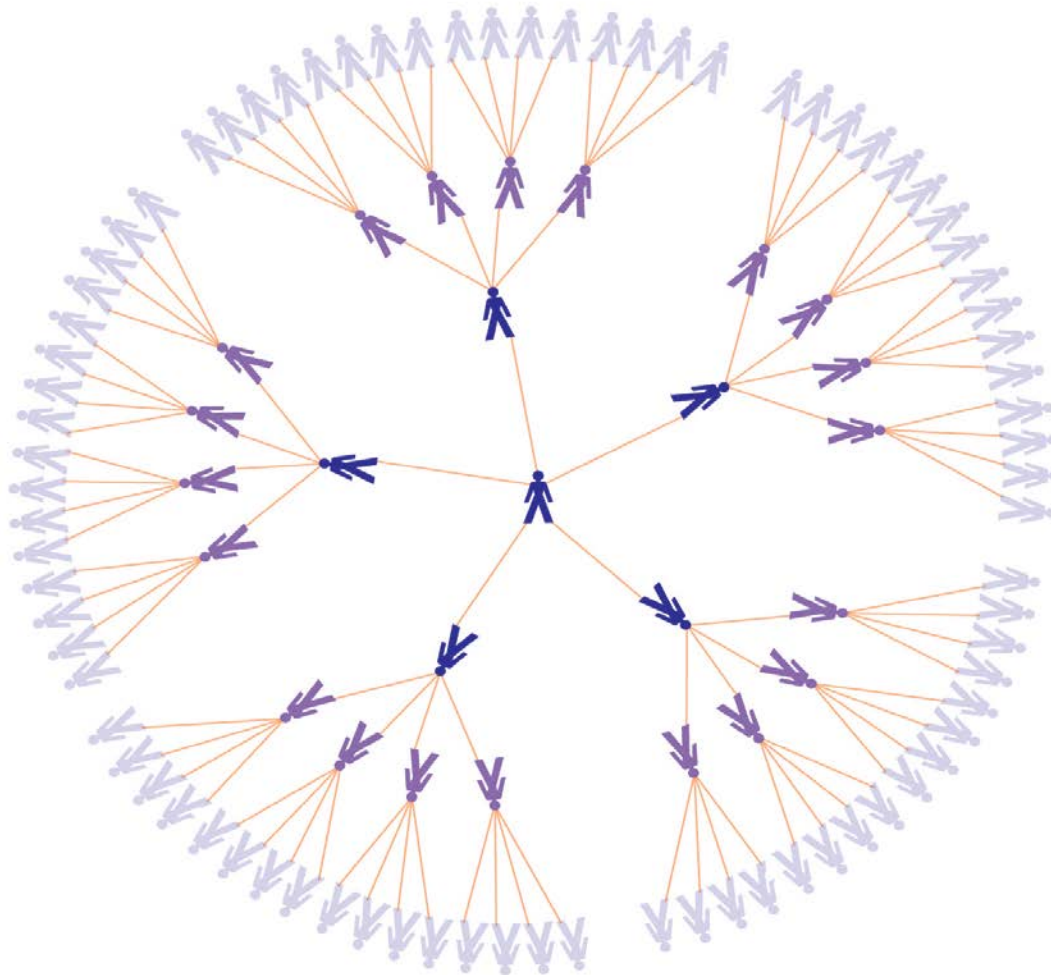
Bonds and Bridges

Outliers (nodes on the periphery of a network) often have access to ideas and information that people at the core do not



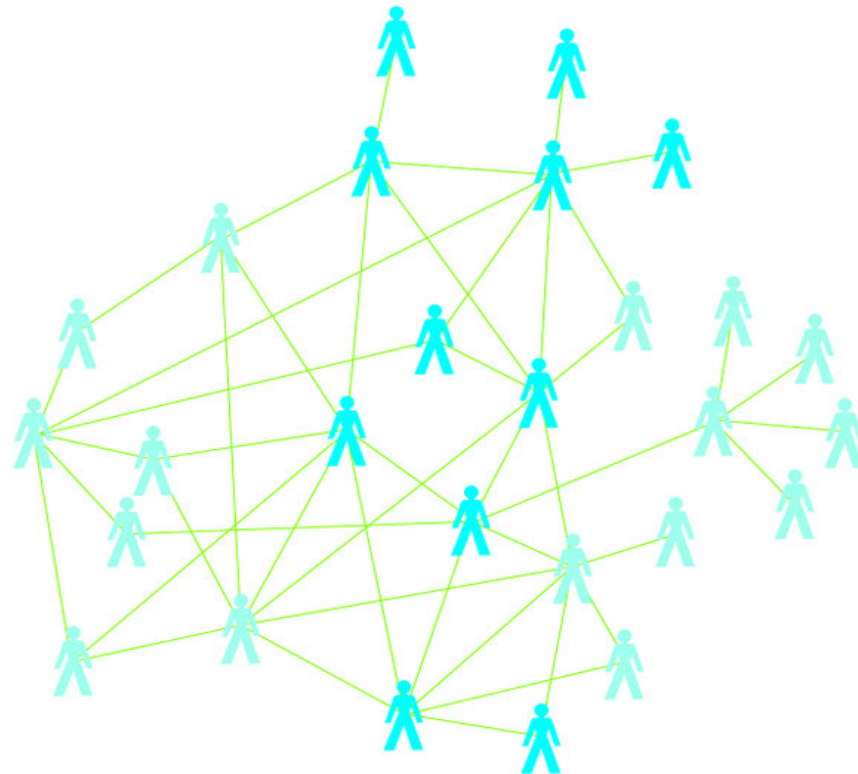
- **Strong ties** in closely knit networks are a source of **valuable social capital**
- **Weak ties** - provide access to external assets

What Networks Are Good At



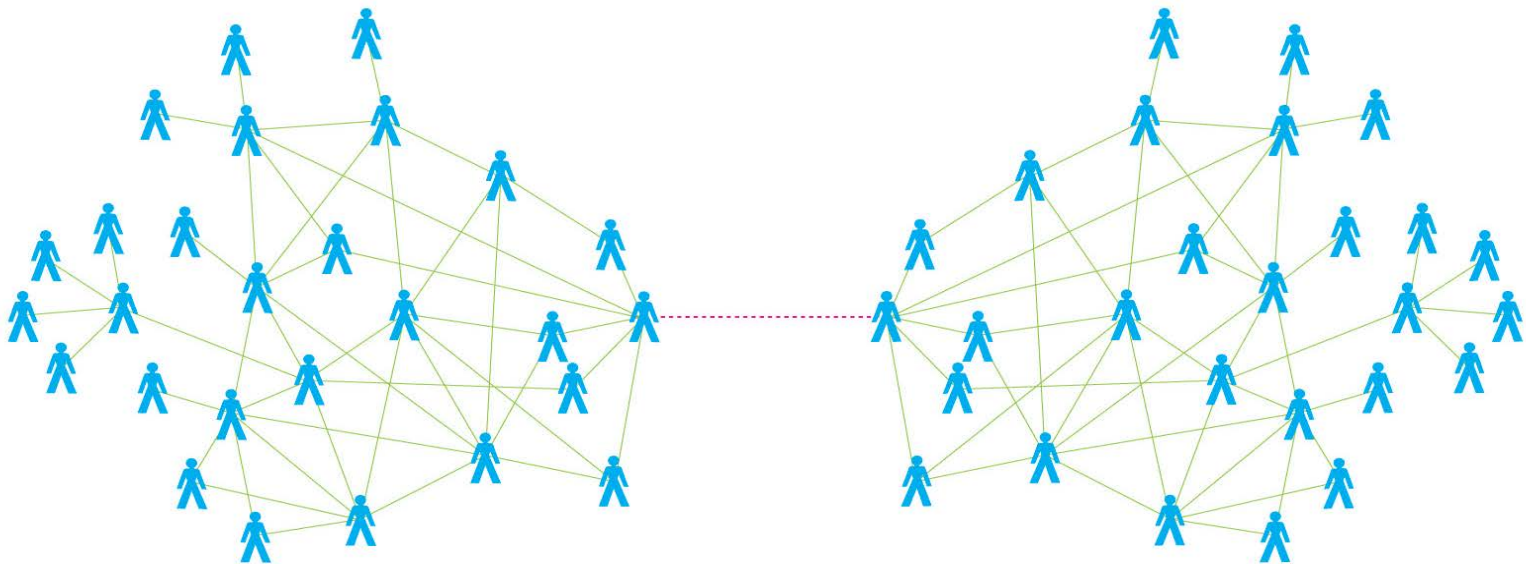
Rapid growth and diffusion

What Networks Are Good At



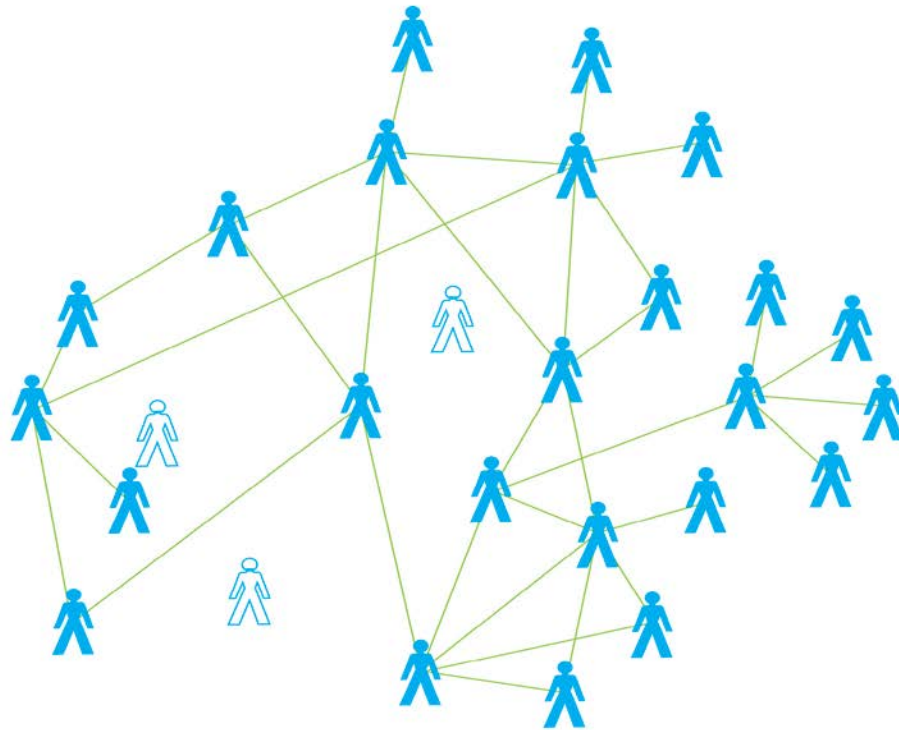
Assembling and disassembling capacity

What Networks Are Good At



Small World “Reach” – building bridges to shorten the path length between nodes

What Networks Are Good At



Resilience : building capacity that isn't reliant on a small number of nodes

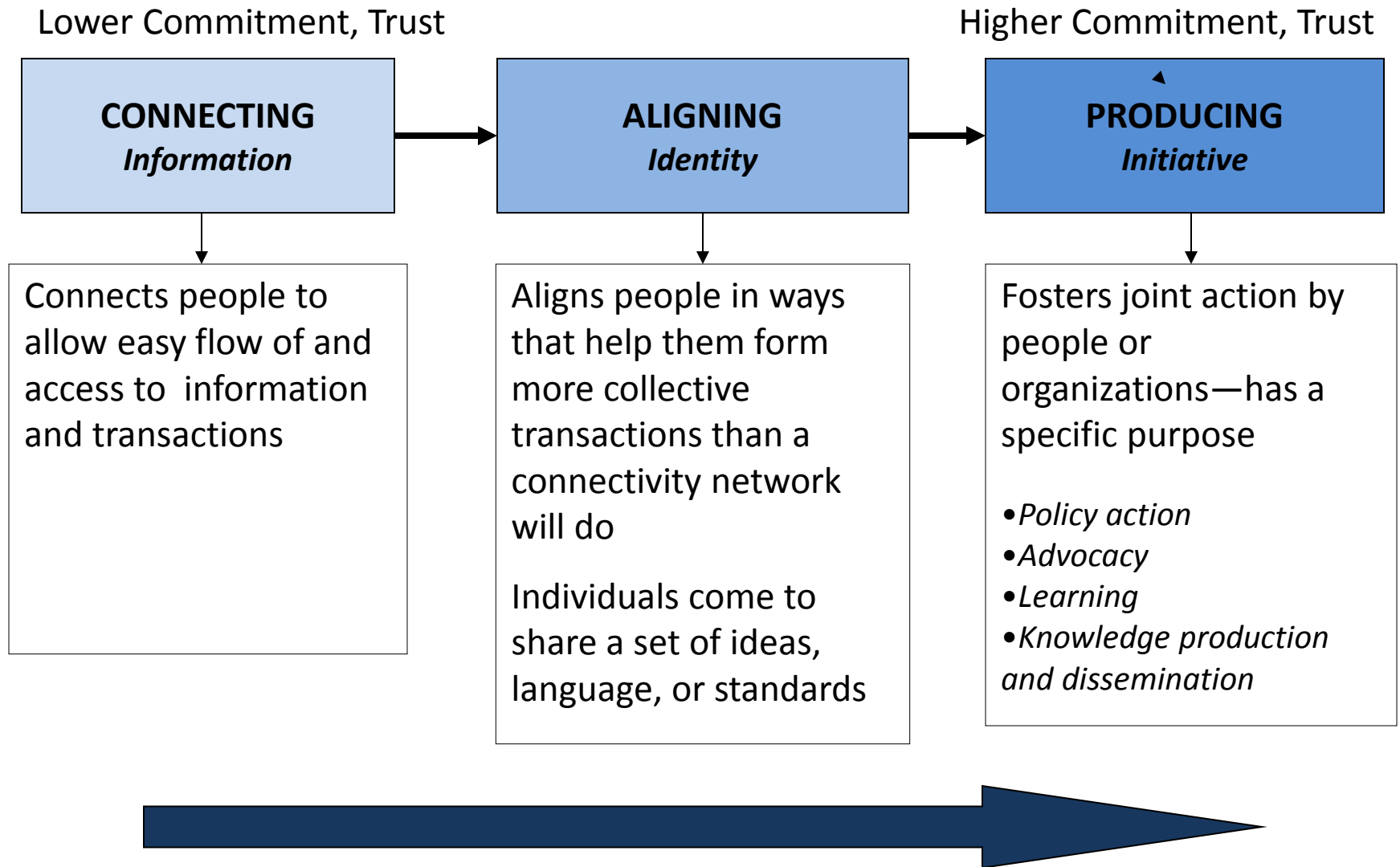
What Social Impact Networks Do

- **Allocate** - Match assets with need
- **Coordinate** - Coordinate resources and services
- **Learn** - Spread knowledge, skills
- **Innovate** - Create new knowledge or products
- **Advocate** - Promote a particular policy or point of view
- **Mobilize** - Activate large numbers of people

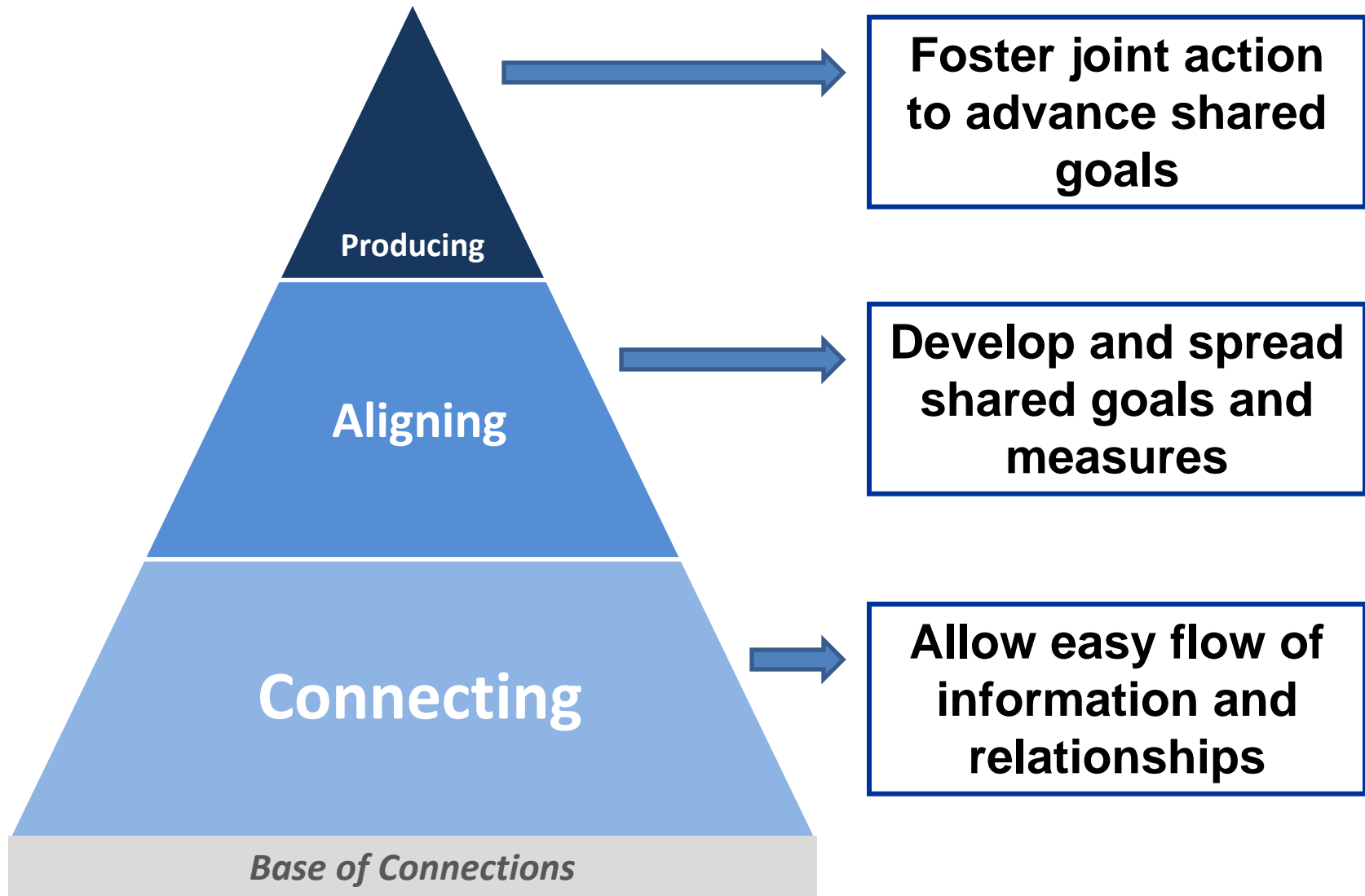
Networks for Integrating New Americans

- WHO:** Place-based multi-stakeholder networks with an AEFLA-funded adult ESOL program in a central role
- WHAT:** Connect and engage around a common immigrant integration agenda
- WHY:** To promote the linguistic, economic and civic integration of immigrants and foster ties between newcomers and receiving communities
- HOW:** Through mutually reinforcing activities

3 Basic Network Functions



Evolution of Network Functions



3 Basic Network Functions

	Connectivity	Alignment	Production
Key task of network “builder”	Weaving – help people meet each other, increase ease of sharing and searching for information	Facilitating – helping people to explore potential shared identity and value propositions	Coordinating – helping people plan and implement collaborative actions
Enabling Infrastructure	Web platform with networking tools for communications, documents	Capacity to analyze, compare, and synthesize frameworks, definitions, etc.	<ul style="list-style-type: none">• Project management and project budgeting capacity• Performance accountability mechanisms



What makes a network thrive?

Enabling Conditions for Network Health and Collective Impact

- **Common Agenda**
- **Value**
- **Trust**
- **Participation**
- **Mutually Reinforcing Activities**
- **Continuous Communication**
- **Backbone Support**
- **Learning and Adaptation**

Common Agenda



Networks for Integrating New Americans

Network members...

- ✓ share a common purpose or mission
- ✓ have jointly identified strategic goals and objectives for the network
- ✓ explicitly incorporate the network's goals into their individual work plans

No network can survive without providing value to its members

Value Proposition = The tangible benefits that a network can deliver to its individual members, to its members as a collectivity, and to its constituents

Trust is a core network asset

Two ways to enhance trust in networks:

- *Build bandwidth*
 - *the more types of information shared between members, the greater the bandwidth*
- *Reciprocate*
 - *Send signals about reciprocity values in a network; establish a record of give and take*

Walking the “Two-way Street”

<i>Connections</i>	Can you <i>connect</i> others in the network to people that may be able and willing to help them?
<i>Knowledge</i>	Do you <i>know something</i> that may be valuable to others in the network?
<i>Competencies</i>	Are you able to <i>do something</i> that may be value to others in the network?
<i>Resources</i>	Do you <i>have access</i> to funds or other resources that may be useful to others in the network?

Whether codified or no in MOUs, it is important that expectations of members are clear

Who is accountable for network performance?

- All Members
- All Groups
- Group Chairs
- Steering Committee
- Coordinator

Common Expectations of Network members

- **Attend regularly scheduled network meetings and conference calls**
- **Participate in network decision making**
- **Participate actively in the work of the network**
- **Promote the work of the network through own connections**
- **Support the monitoring and assessment of the network on a regular basis**
- **Commit funds or other resources to the network**
- **Seek to bring resources to the network to support its sustainability**

Different Categories of Members

- Accommodate different levels of participation
- Pipeline for core network members
- Acknowledge different types of contribution



Mutually Reinforcing Activities



Each network member undertakes the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others

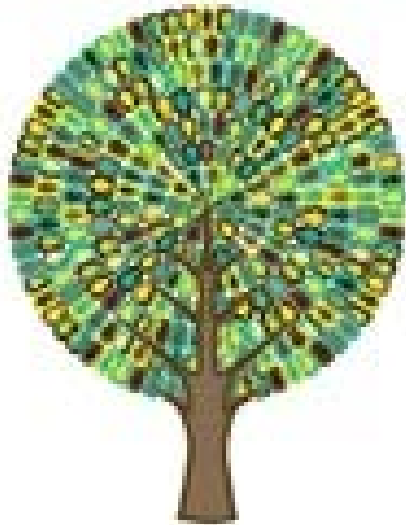
Continuous Communication

comparing software for network collaboration

			Minimum Software Cost	Supports Real-Time Discussions	Easy to Setup	Easy to Use	Centrally Stores Documents	Archives Conversations	Structures Conversations	Fosters Personal Relationships
Informal Conversations and Presentations										
Conference Call	Multiple callers on one phone line	Freeconferencecall.com	Free	●	●	●	—	—	—	●
Video Conferencing	Conference call with a video display component	WebEx Hardware solutions	\$	●	○	○	—	—	—	●
Online Conferencing	Conference call with an online component (slides, documents, videos and/or demos)	GoToMeeting WebEx	\$	●	●	●	○	—	○	●
Information Sharing										
Email Discussion List	Email group that lets participants easily email everyone in the group	Yahoo Groups Electric Embers	Free	—	●	●	○	○	—	●
Existing Social Networking Sites	Online networking sites where users can create profiles and connect with others	Facebook MySpace	Free	—	●	○	○	—	—	●
Collaborative Documents	Users share and edit documents online, either in real-time or over time	Google Docs	Free	●	●	●	●	●	○	○
Message Board	Online forums focused around questions and answers	vBulletin phpBB	Free	—	●	●	○	●	●	●
Long Term Structured Collaborations										
Online Project Management Tool	Users share documents, calendars, tasks, and structured conversations	Basecamp Central Desktop	\$	—	○	○	●	●	●	○
Online Community	Users share profiles, documents, calendars, message boards, and more.	Ning KickApps	\$	—	○	●	●	●	●	●
Wiki	Collaborative website, where all who can view can also edit	Confluence MediaWiki	Free	—	○	○	●	●	●	○
Blog Network	Community of linked blogs where users interact with posts and feedback	WordPress TypePad	Free	—	○	○	○	●	●	●

KEY: ● Excellent ● Reasonable ○ With Difficulty — Not Available \$ = Less than \$20 a month

Backbone Support



Creating and managing collective efforts requires dedicated attention to coordination:

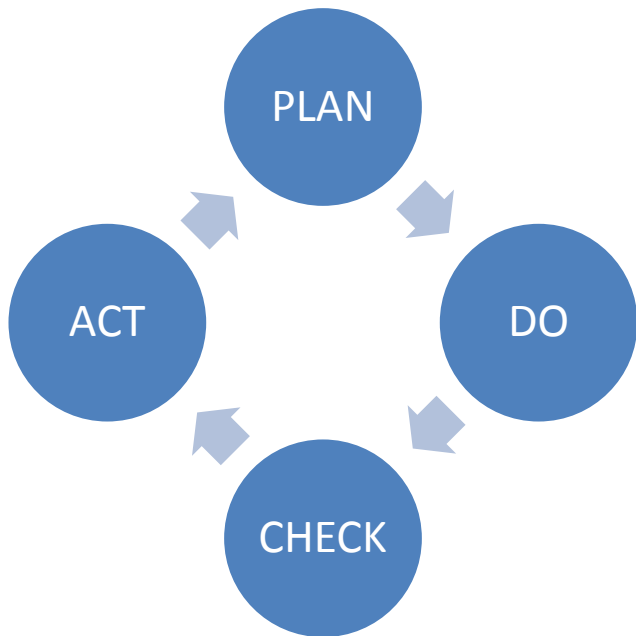
Capacity to plan, manage, and support the work of the network through ongoing facilitation, technology and communications support, data collection and reporting

Among the coordination tasks:

- Handling meeting logistics
- Keeping and maintaining network records
- Managing and updating databases or websites
- Distributing reports and materials
- Coordinating periodic convenings

Note: A coordinator is not a supervisor or director of activities. A coordinator is an enabler, who helps the collaborators in a network do what they need to do.

Learning and Adaptation



Collect and analyze data and use it to inform decisions

Build in the assessment design early

Shared Measurement

Exhibit A: Strive Community-Level Progress Indicators

Goal 1: Every child is prepared for school

Indicator 1: % of children assessed to be ready for school

Goal 2: Every child is supported in and out of school

Indicator 2: % of students with more than twenty developmental assets

Goal 3: Every student succeeds academically

Indicator 3: % of students at or above proficiency in Reading and Math

Indicator 4: % of students that graduate from high school

Goal 4: Every student enrolls in college or career training

Indicator 5: Average score on ACT

Indicator 6: % of graduates that enroll in college

Goal 5: Every child graduates and enters a career

Indicator 7: % of college students prepared for college level coursework

Indicator 8: % of students retained in college

Indicator 9: % of students graduating from college

Indicator 10: # of college degrees conferred

Additional Resources

- [Net Gains: A Handbook for Network Builders Seeking Social Change \(2006\)](#)
- [Net Work: A Practical Guide to Sustaining Networks at Work and in the World \(2007\)](#)
- [Catalyzing Networks for Social Change \(2011\)](#)
- [Leadership and Networks \(2012\)](#)
- [Network Weaver Handbook \(2013\)](#)
- Connecting to Change the World: Harnessing the Power of Networks for Social Impact, forthcoming from Island Press (2014)

Networks for Integrating New Americans

Thank you!

For more information about the
Networks for Integrating New Americans initiative,
please visit the US project page at worlded.org