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# From Networking to Net Work

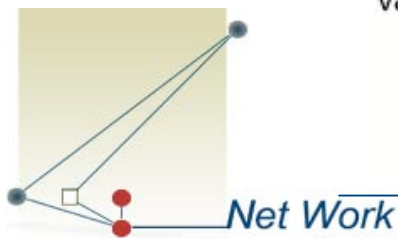
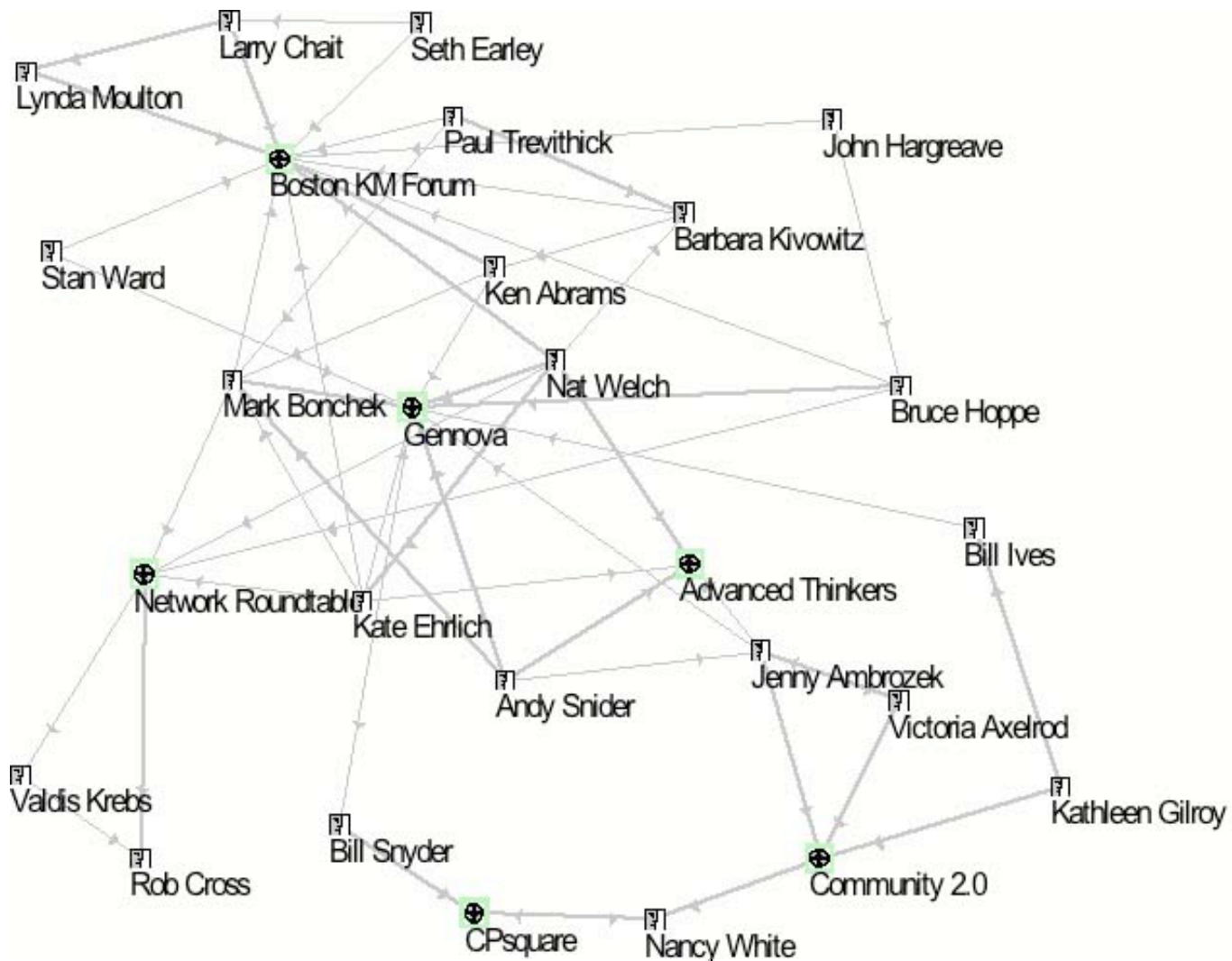
**Patti Anklam**

**April 24, 2008**

**Preview Webinar**

**COMMUNITY**  
**2.0**  
CONFERENCE

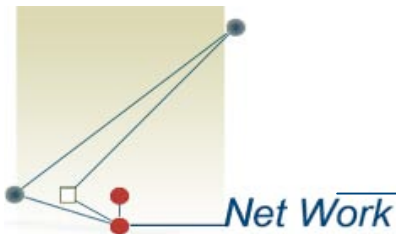
# Where did *Net Work* come from? How did I get to Community 2.0?



# Central Questions

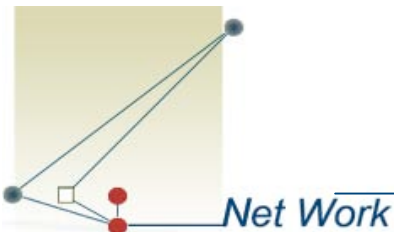
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- How are networks alike?
- How are they different?
- Can we categorize types of network?
- Can we categorize attributes?
- How would a taxonomy enable us better to create and manage networks?
- What does it mean to manage a network?



# Themes from Net Work

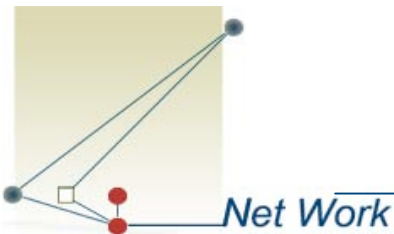
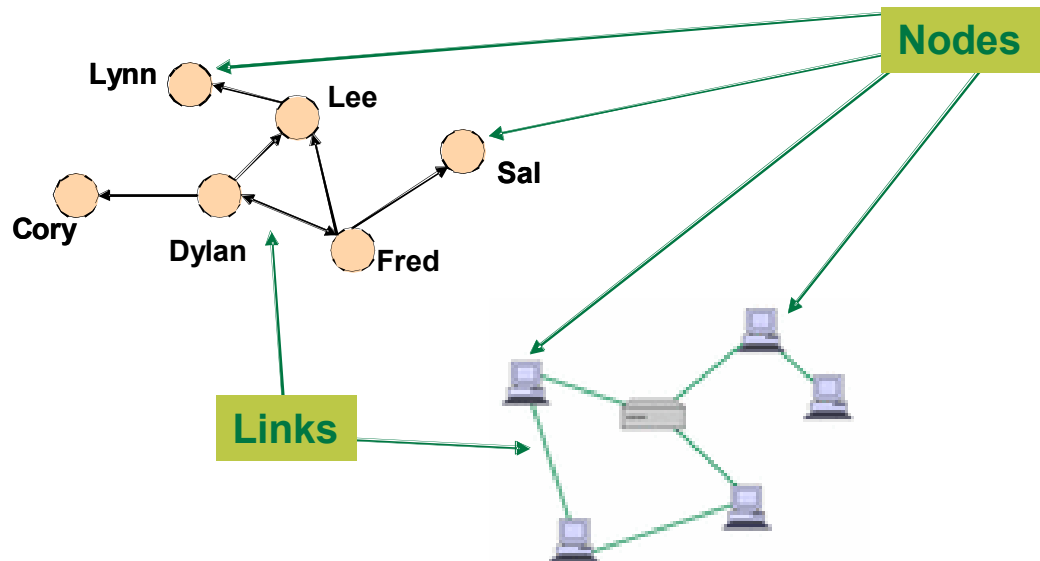
- Network properties
- Net work practices
- Net work for leadership
- From “networking” to “net work”





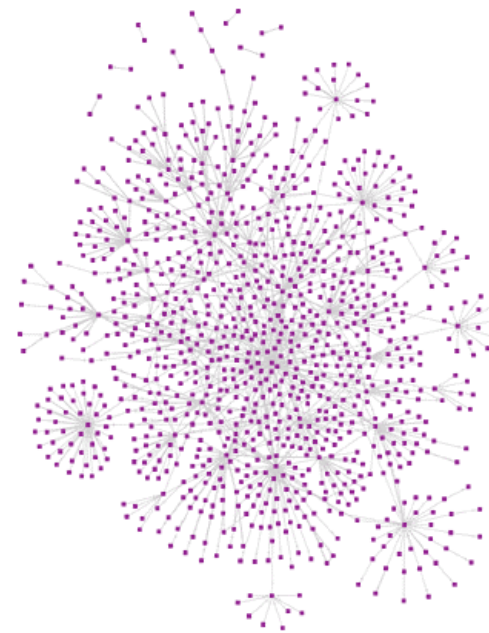
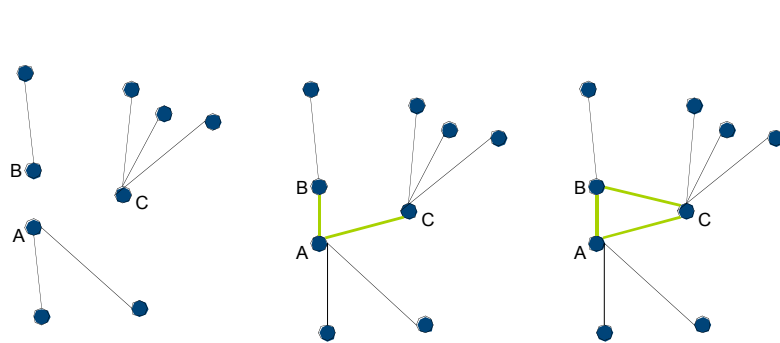
# All networks share certain properties

- They can be drawn
- Relationships among nodes and links can be analyzed:
  - Counted, summed, averaged
  - Patterned, grouped, segmented

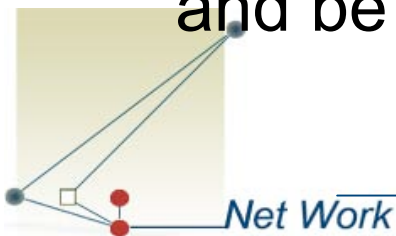


# Networks can be created intentionally ... or arise from the emergence of relationships

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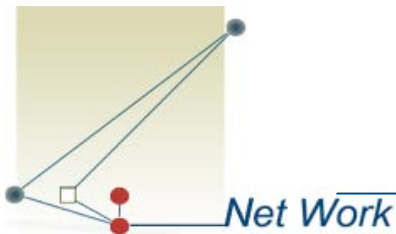


What matters is that we can choose to identify them and be responsible for them



# No, it's not all new!

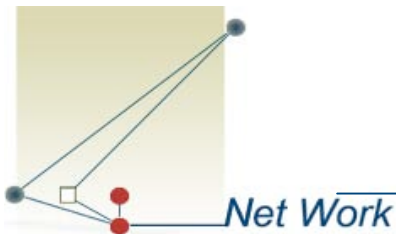
- We have been living in networks all our lives
- But the increased awareness of structures, principles, and heuristics gives us a “network lens”
- Enabling new insights and opportunities for action



# Your Communities Are Networks

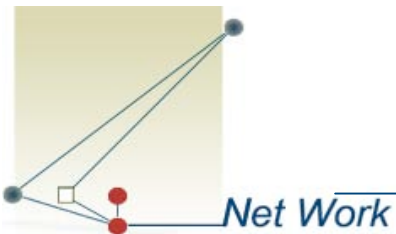
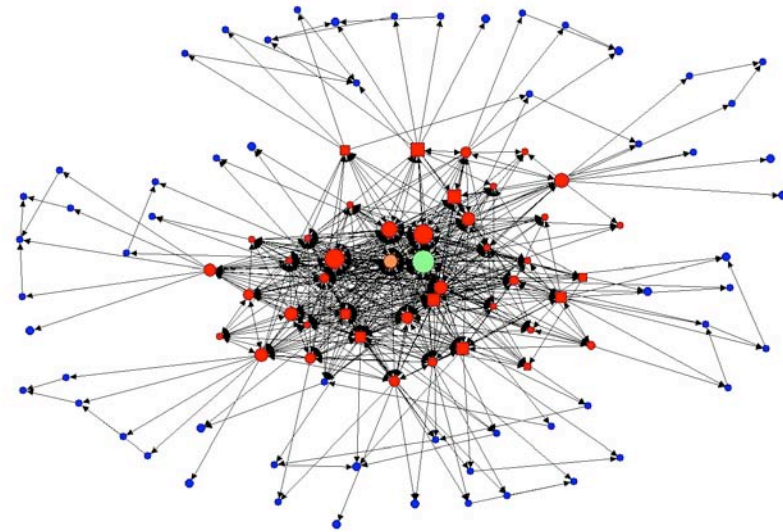
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- How many do you participate in?
- Can you draw them?
- Can you identify their structure and governance?
- What roles do you play in each of them?
- What value do you receive from them?
- What value do the communities themselves produce? For whom?



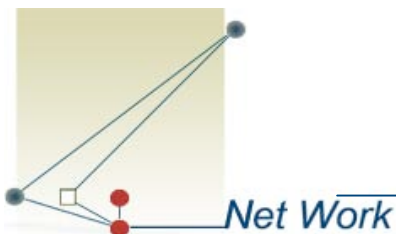
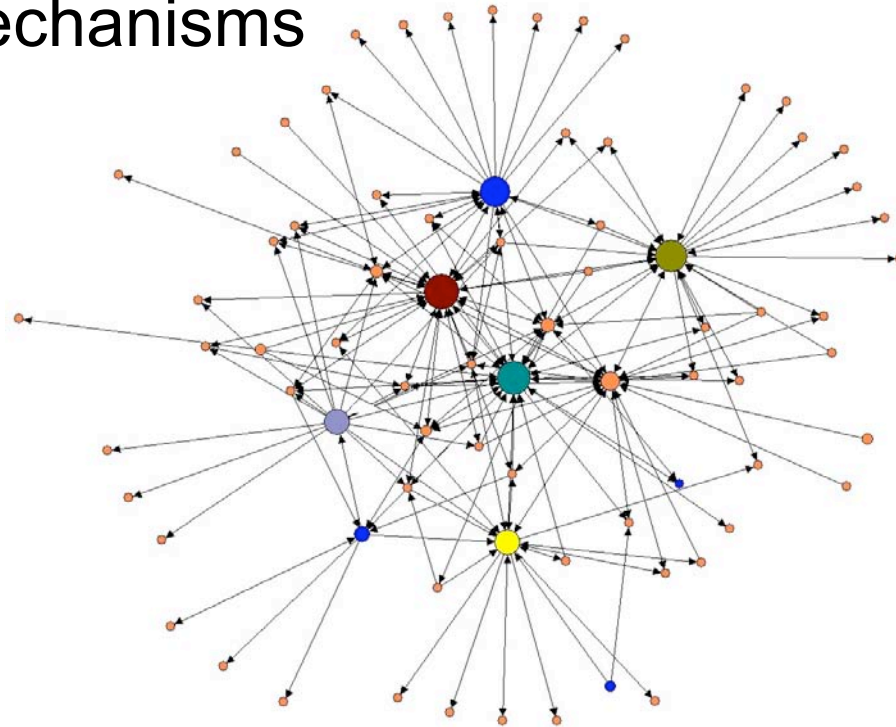
# Intentional Net Work Practices

- Network Design
- Network Examination
- Network Transition

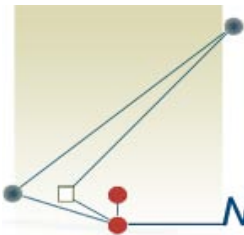
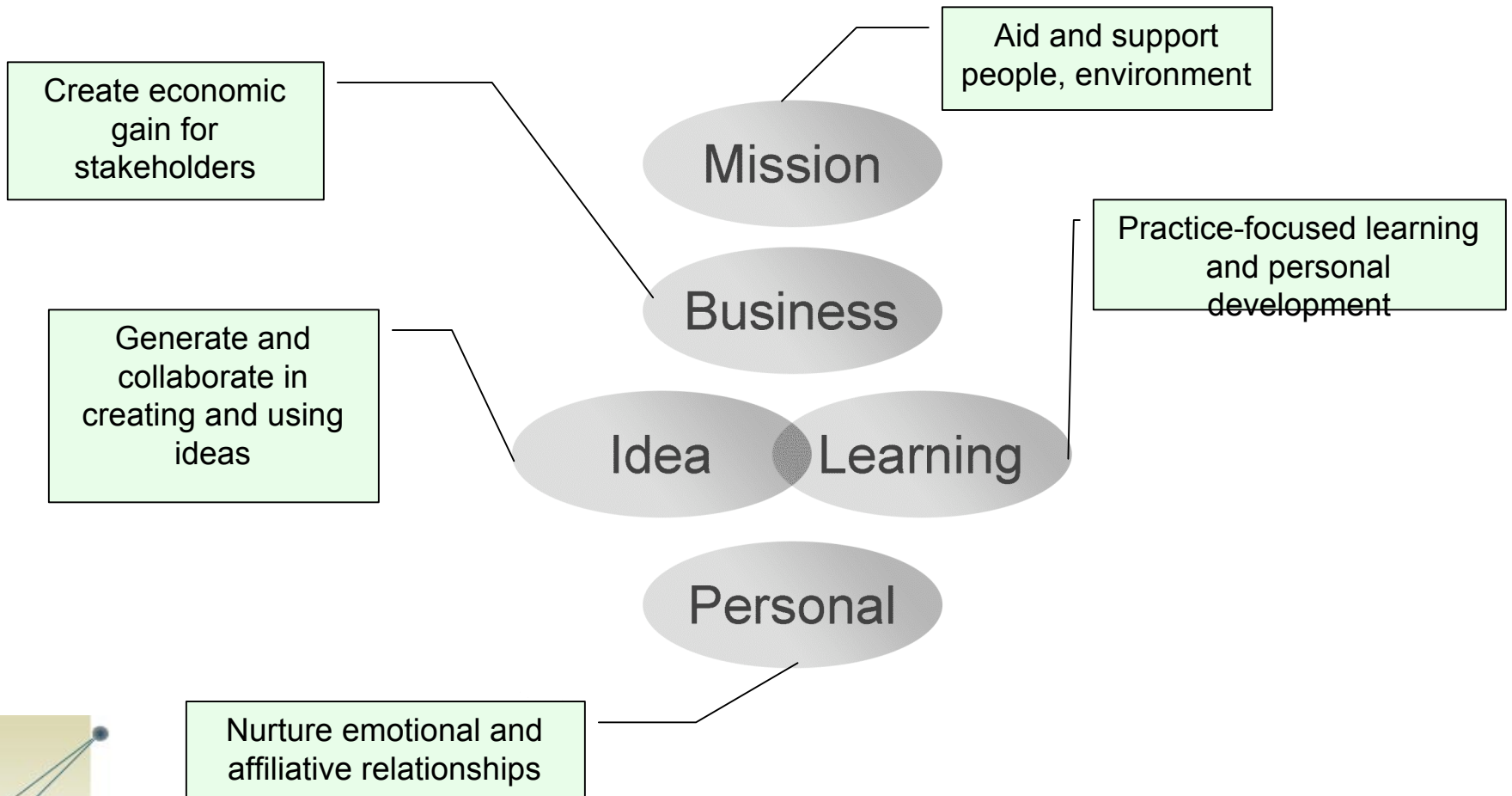


# Intentional network design looks at four aspects

- Purpose
- Structure
- Style
- Value-producing mechanisms

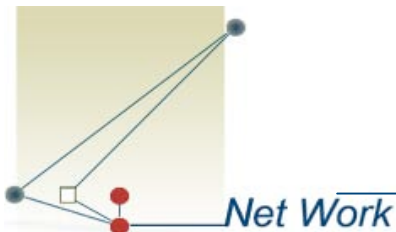
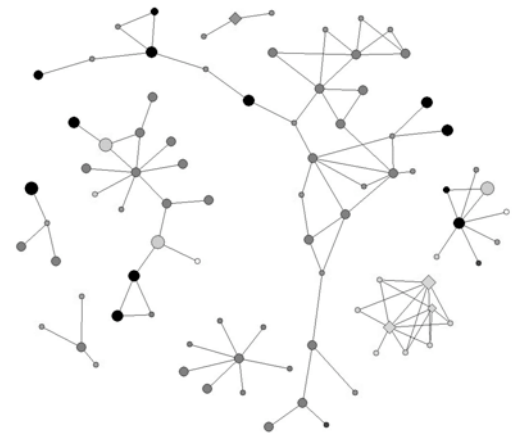
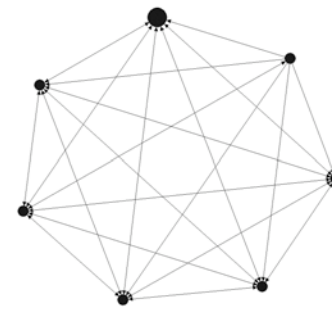
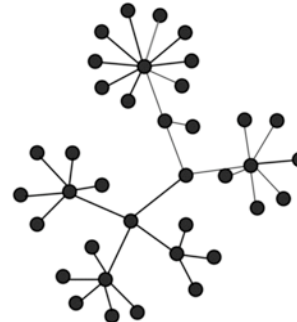
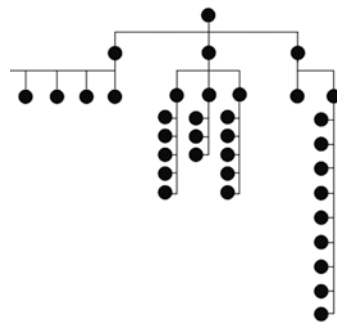
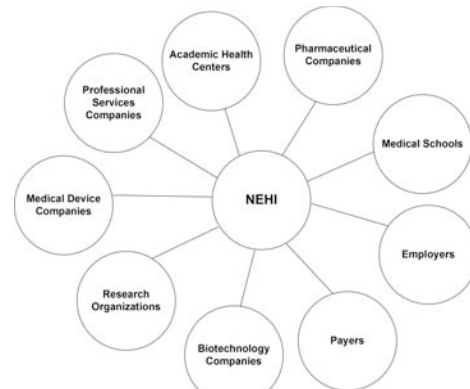
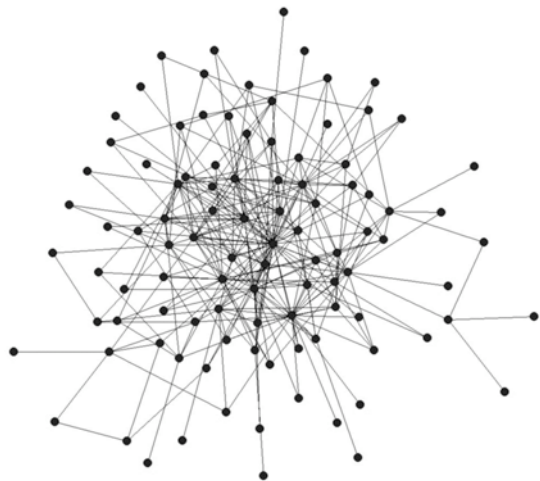


# Network Properties: Purpose



# Network Properties: Structure

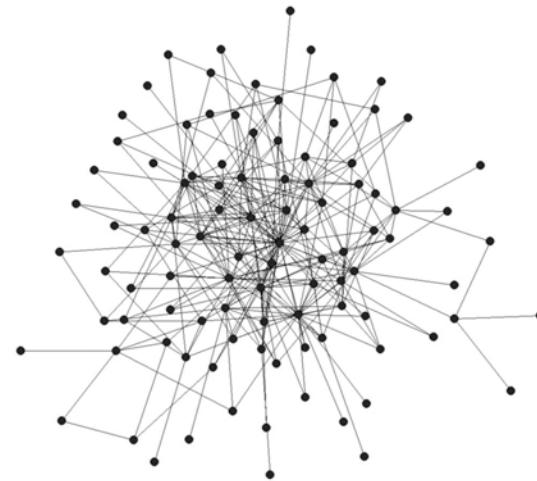
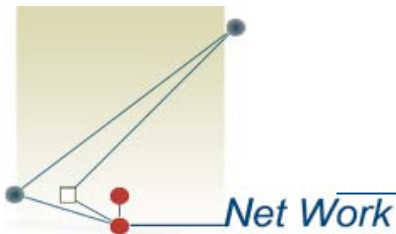
- Nodes and lines; who's connected to whom and how strong are the connections?
- Governance model
- Tensile strength



# Different types of networks may need different structures and styles

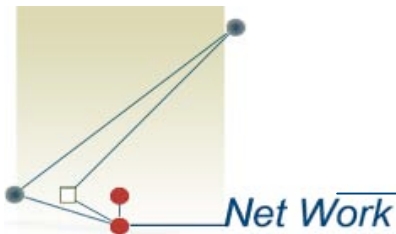
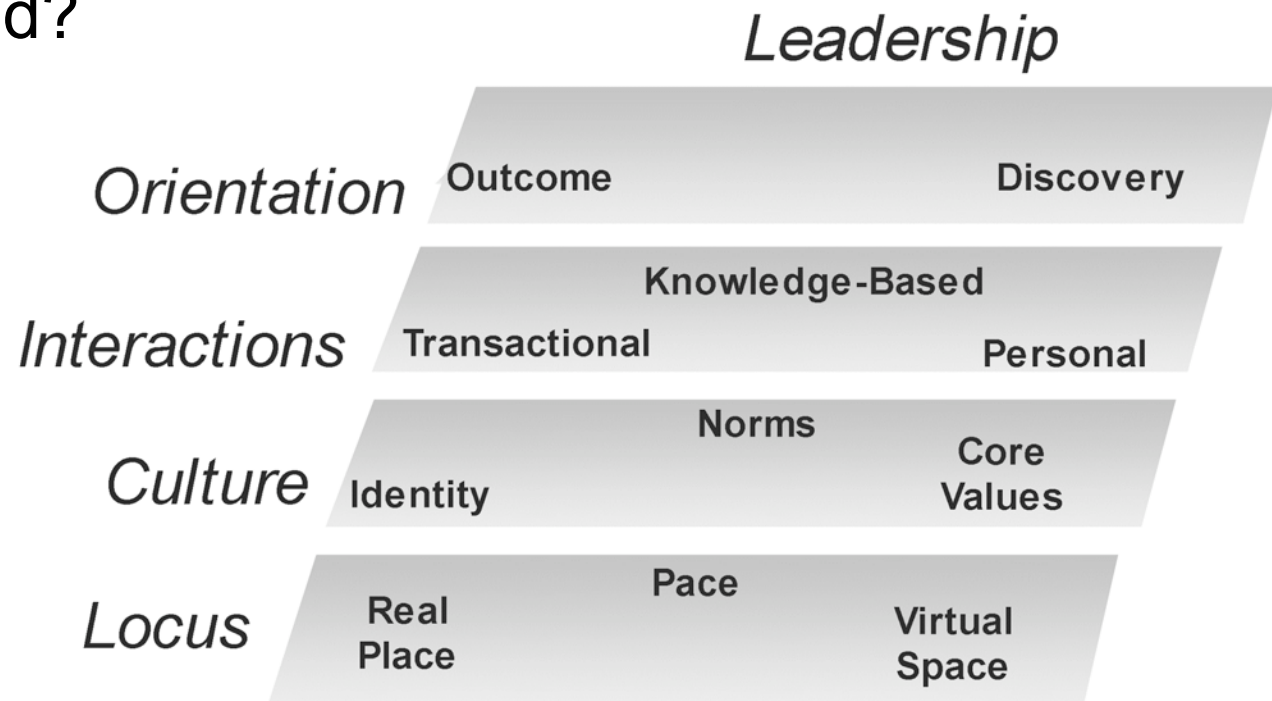
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- Team networks
  - Closely knit, focused on purpose
- Organizational networks
  - Sufficient brokering mechanisms for cross-functional and cross-business synergy
- Innovation networks
  - Diversity
  - Links to external resources



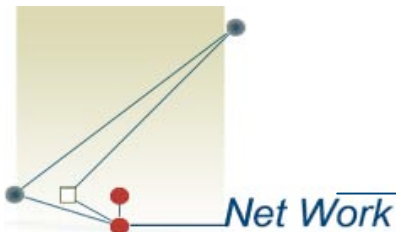
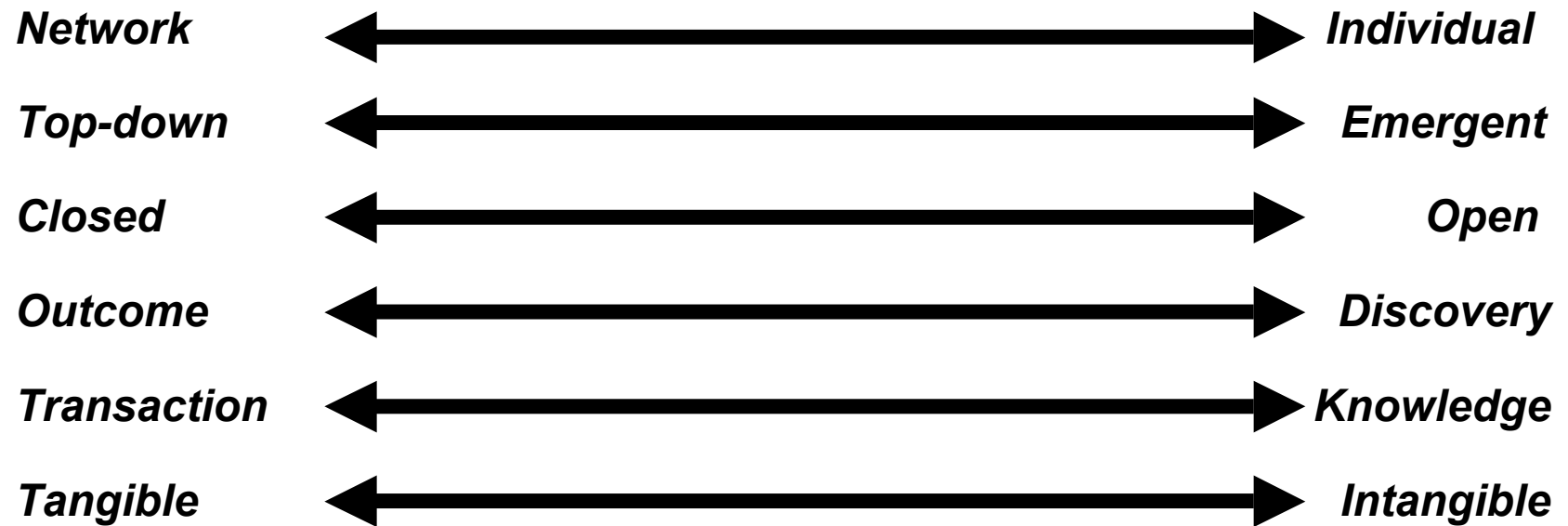
# Network Properties: Style

- What are members like?
- How does it “feel” to be in the network?
- How does it engage its members?
- How is it led?



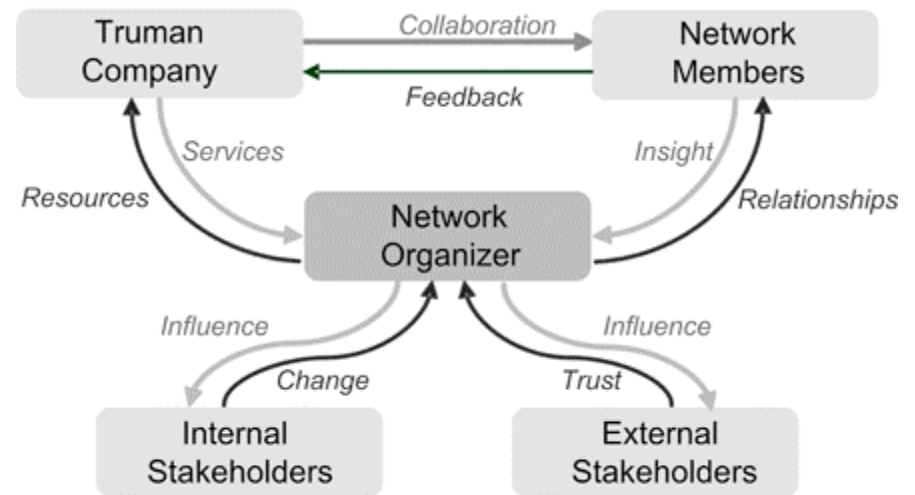
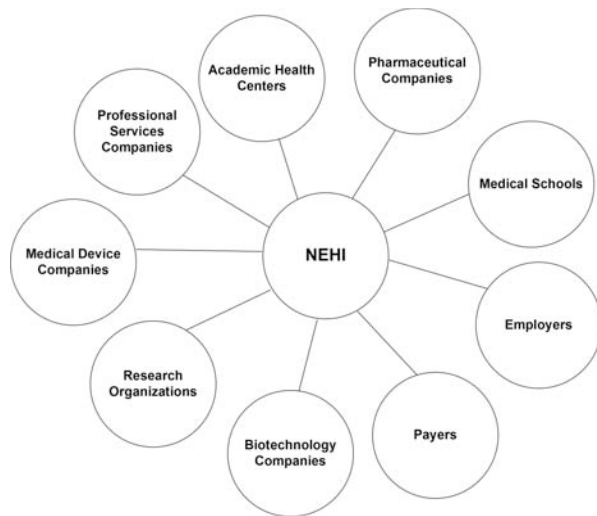
# Style reflects the cumulative balance among a number of elements

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# Network Properties: Value

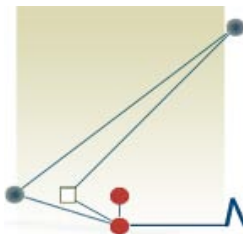
- What does the network serve?
- What value accrues to individuals as members?
- What is its ecosystem?



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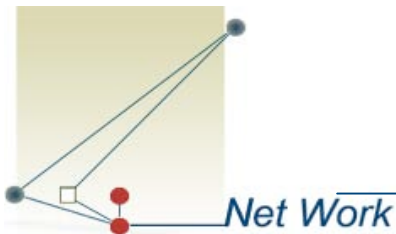
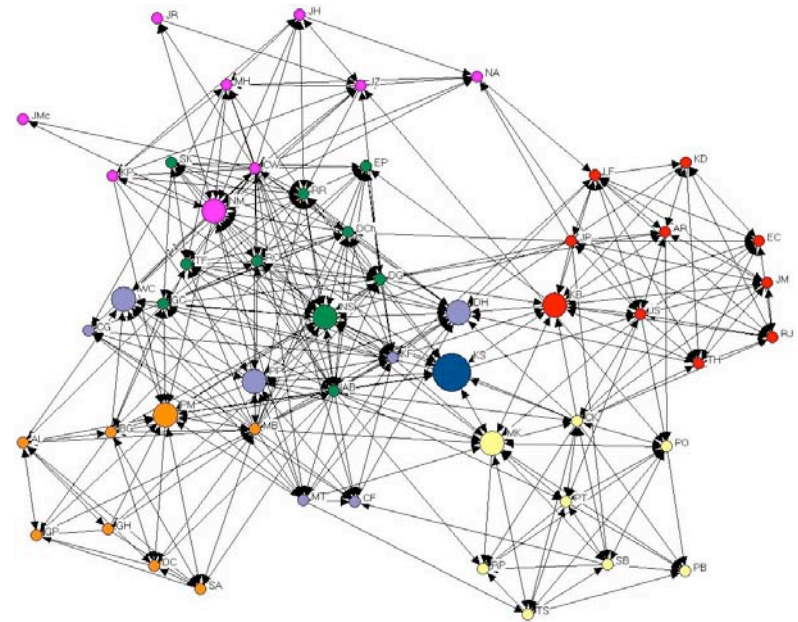


Net Work

# Tools for Examination: ONA

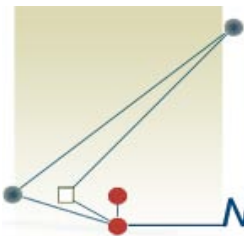
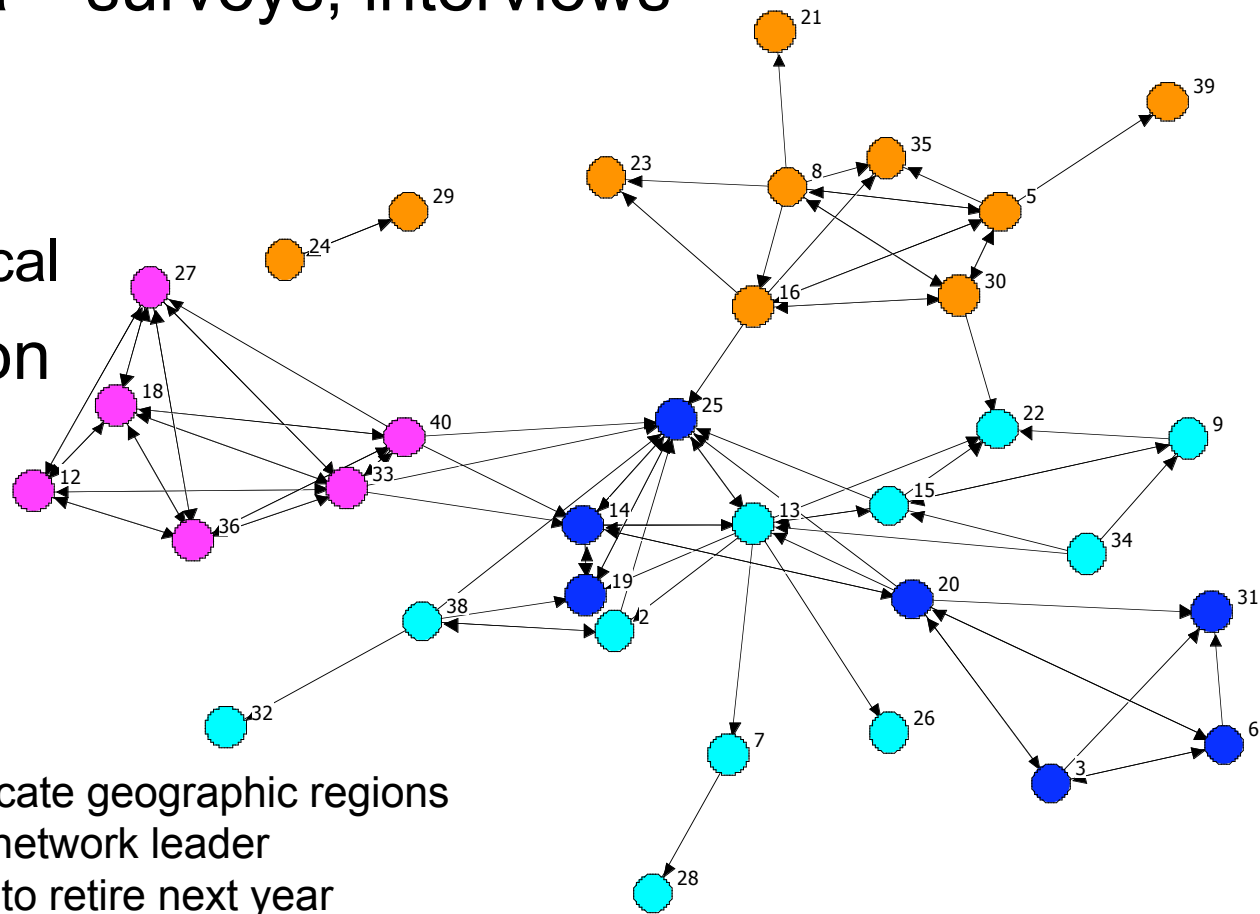
- Organizational network analysis (ONA)
  - Often referred to by more generic term, SNA (social network analysis), an emerging competency among businesses and nonprofits
  - View of personal interactions among individuals

*A senior VP, the VPs reporting to him, and their reports understood when they saw this map of their interaction frequency, that they were not as collaborative as they prided themselves on being.*



# Methodology for ONA – “Full” Network

- Understand the context
- Collect data – surveys, interviews
- Analysis
  - Visual
  - Mathematical
- Interpretation
- Action

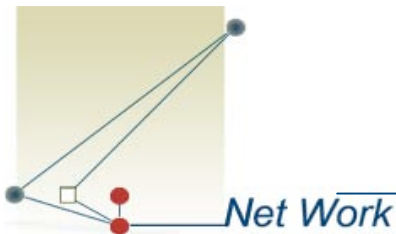
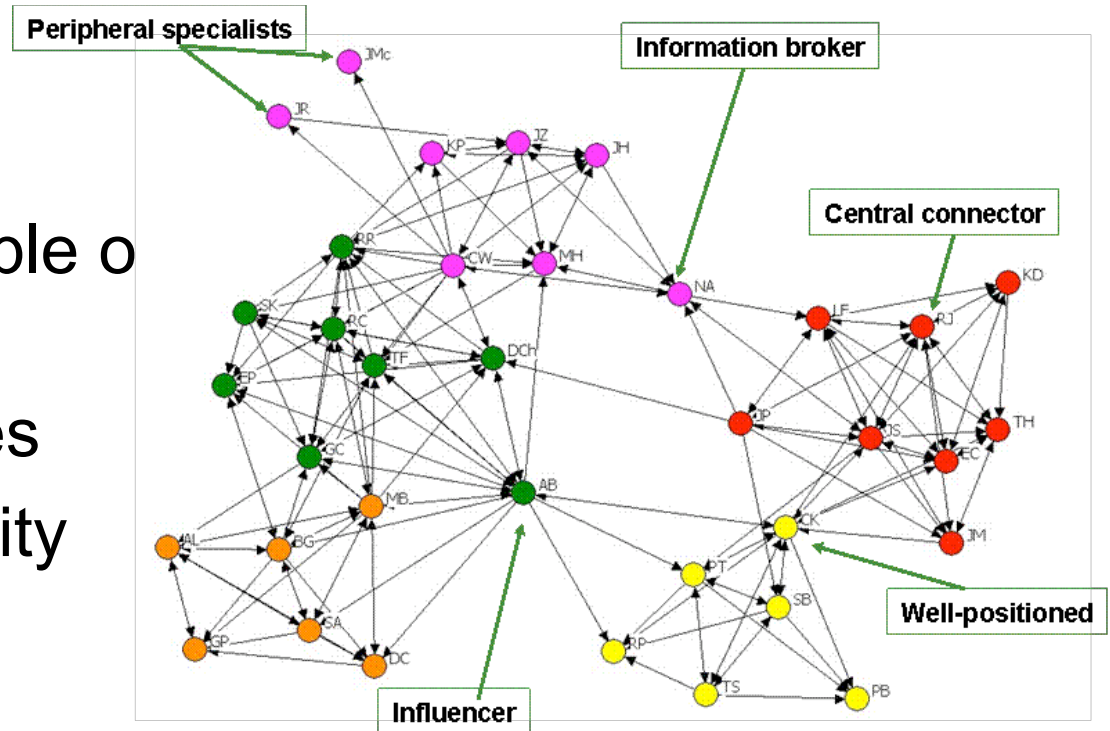


Net Work

- Colors indicate geographic regions
- #25 is the network leader
- #14 is due to retire next year

# There are recurring patterns that are common to many types of network

- Silos (stovepipes)
- Isolated clusters
- Highly central people or functions
- Marginalized voices
- External connectivity
- Distinct roles and influence

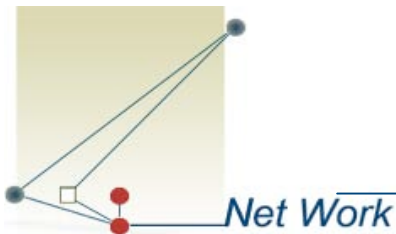
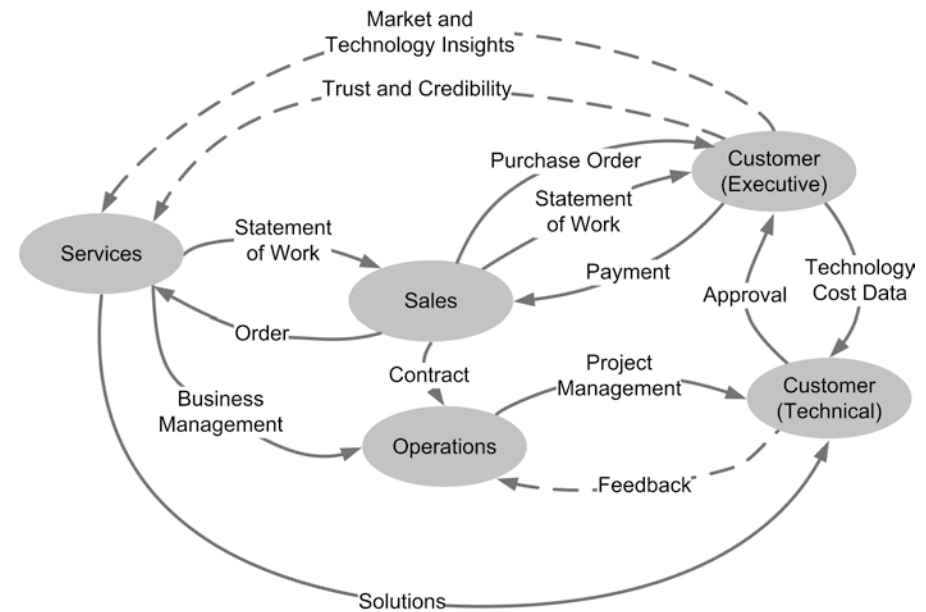


# Tools for examination: VNA

## ■ Value Network Analysis (VNA)

- Pioneered by Verna Allee, a rich methodology
- View of the web of relationships that generates economic or social value

*A senior VP in the professional services arm of a large telecommunications equipment provider said that it was “scary” that the customer feedback from the delivery of services went only to the operational arm of the company and not the organization charged to innovate in service development.*



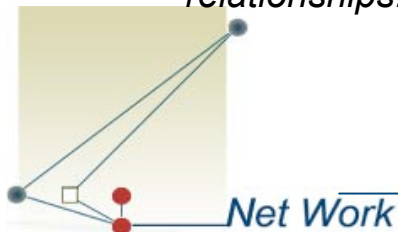
# Tools for examination: Complex sensemaking

## ■ Sensemaking framework – “Cynefin”

- ❑ Developed by Dave Snowden at IBM, now an open source framework maintained by Cognitive Edge PLC
- ❑ View of the context of a problem or situation as revealed by anecdotes or stories

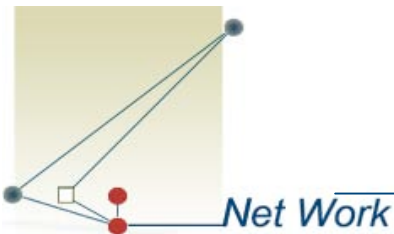
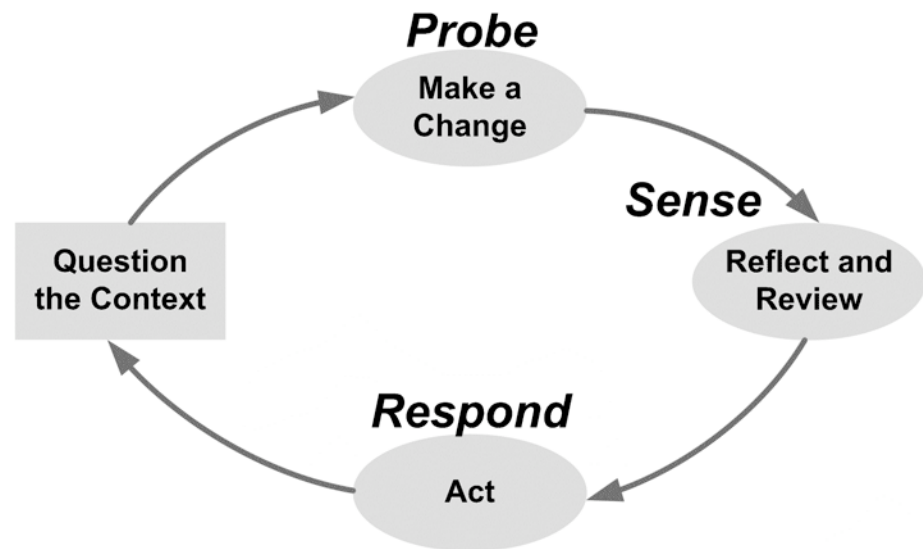
*Distinguishing among the nature and context of specific events, problems, or potential courses of actions makes it possible to select the appropriate method for moving forward.*

*Understanding that human networks are intrinsically complex helps us learn to leverage the patterns of relationships.*

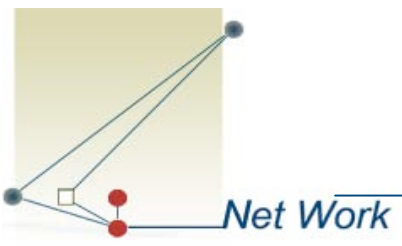
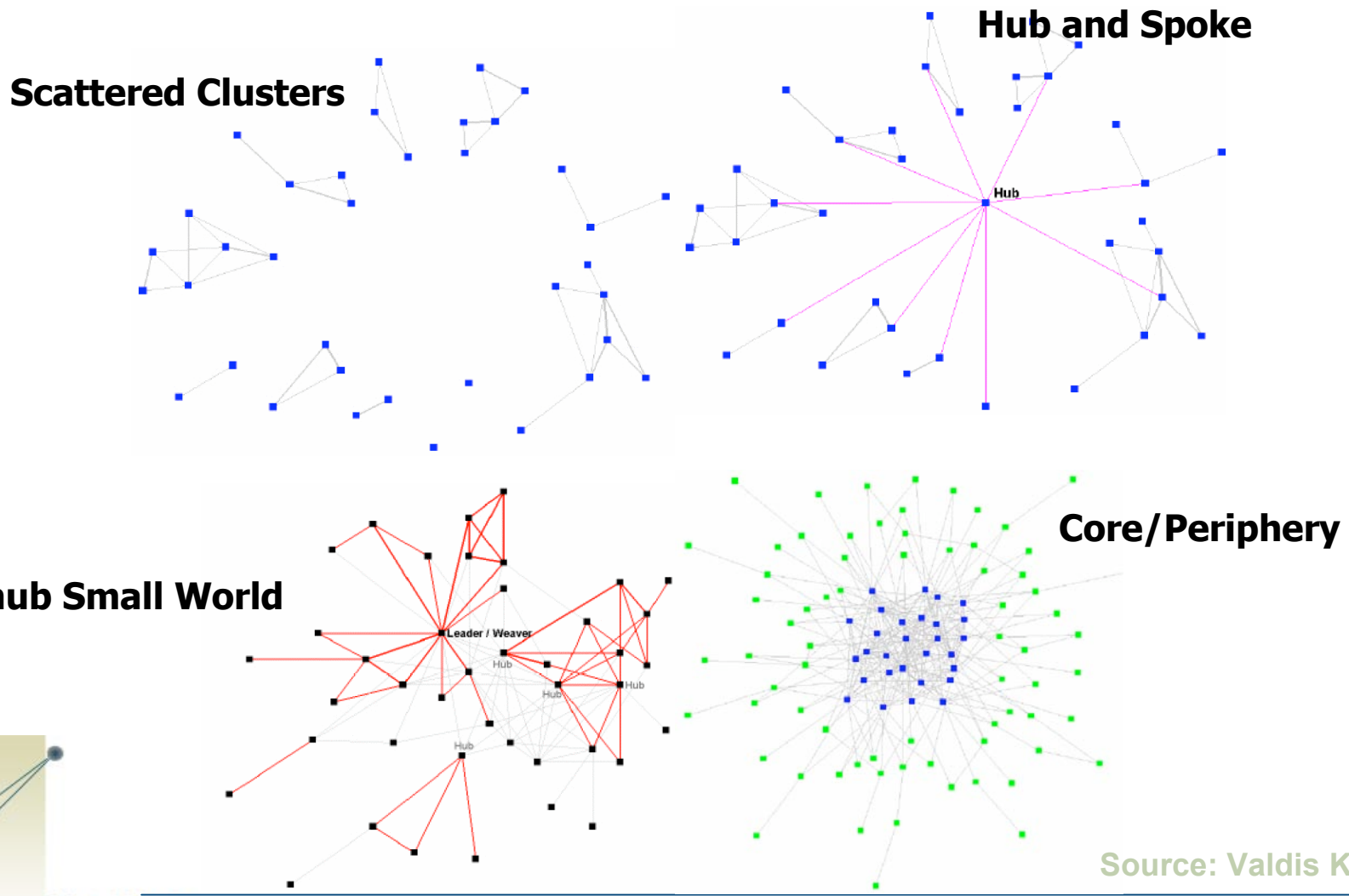


## Understanding complexity provides a practical guide to network stewardship

- You can't manage a network, you can only manage its context
- Slight alterations in the structure can create significant change over time
- But you must first look to understand the context
- There are tools for discovering the context



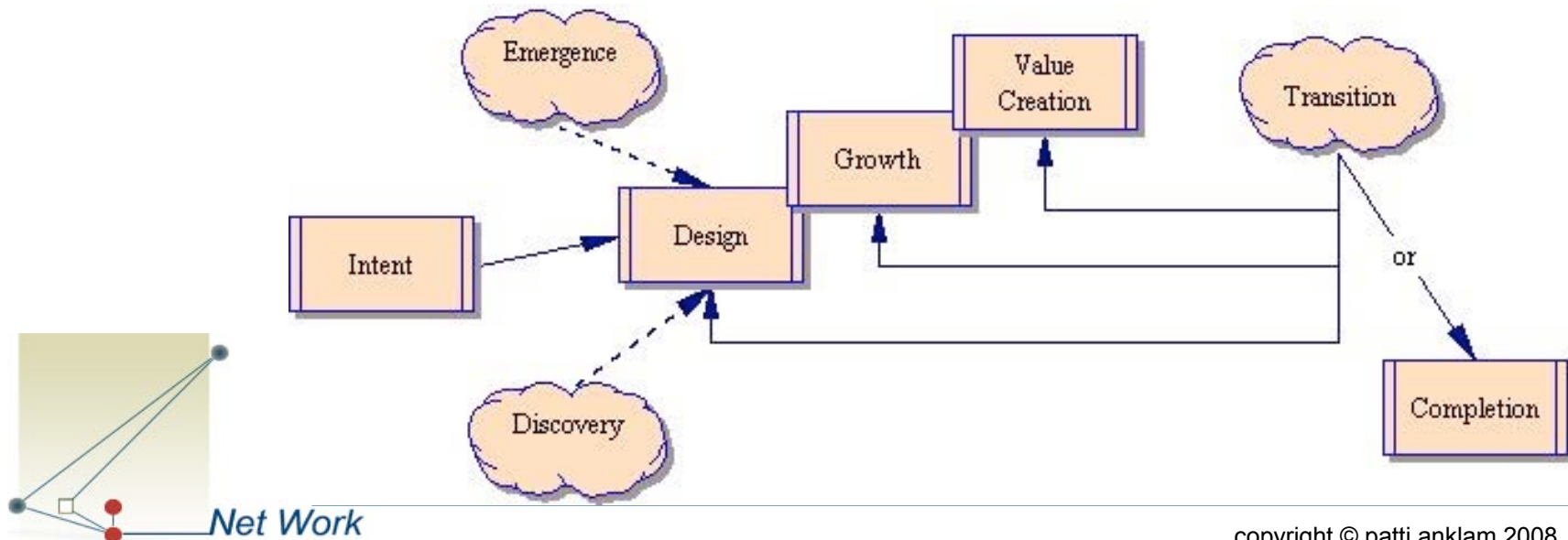
# Pattern changes are clues to context changes



Source: Valdis Krebs

# Network Transitions

- Network complexity is based on:
  - Relationships of people within the network to one another
  - Relationship of each individual in the network to the network
  - Relationship of the network to its environment
- Triggers for change can be internal or external

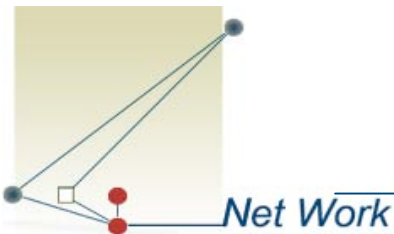


# Tools for Transitions

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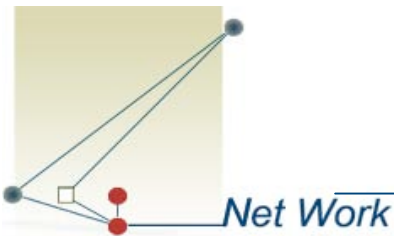
*There are few new tools, but thinking in network terms alters the way we use the tools at hand*

- Conversations for Sensemaking
  - OpenSpace, World Café...
  - Dialog, AI (Appreciative Inquiry)
- Reformulate the mission/value proposition
- Changing patterns / relationships
- Marketing and membership mix
- Adjustments to place, space, and pace
- Empower leadership changes



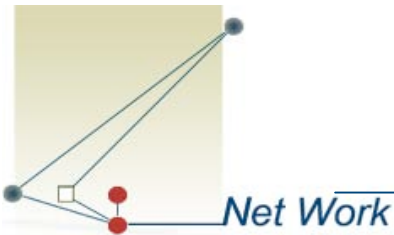
# What is the Net Work of Leaders?

- Network intentionally
- Practice network stewardship
- Leverage technology
- Create the capacity for net work
- Use the net work lens



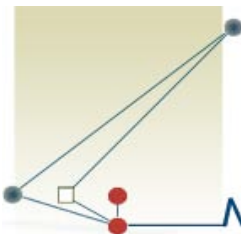
# Network intentionally

- Create connections
  - Randomly
  - Mindfully
  - Between individuals and across groups
- Increase the flow of knowledge
  - Technology, events
- Discover connections
- Correct impedances
  - Overly central people or bottlenecks
- Increase diversity



# Intentional net work: changing to networked organization models

Dimension	“Old” Model	“New”
Structure/Control	Hierarchical, designed, command & control	Network, emergent, self-managing
Relationships	Competitive	Cooperative
Roles	Formal, fixed	Informal, organic
Decision-making	Rational	Intuitive, synthesizing
Management is	Done TO People	Done WITH People
Top Management	Sets Direction, manages implementation	Creates enabling environment

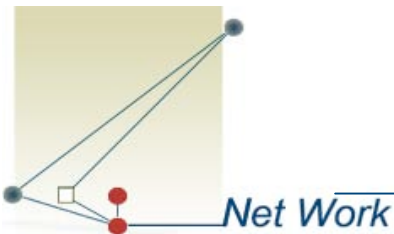


Net Work

# Practice network stewardship

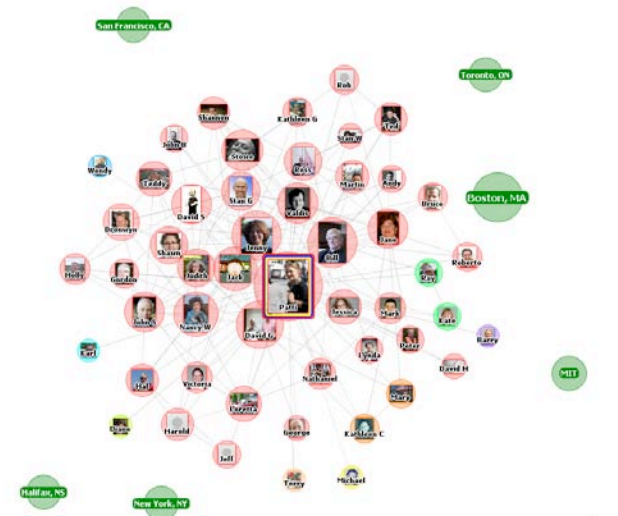
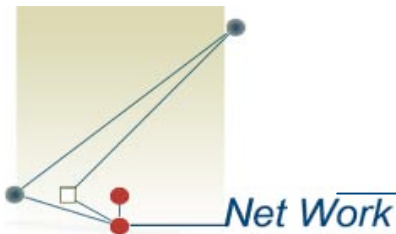
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- Pay attention to change triggers
- Manage the context
  - Enhance trust
  - Clarify roles and responsibilities
  - Watch for imbalances in style
- Prepare for emergence



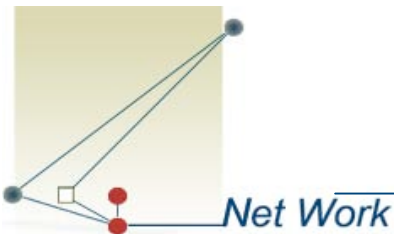
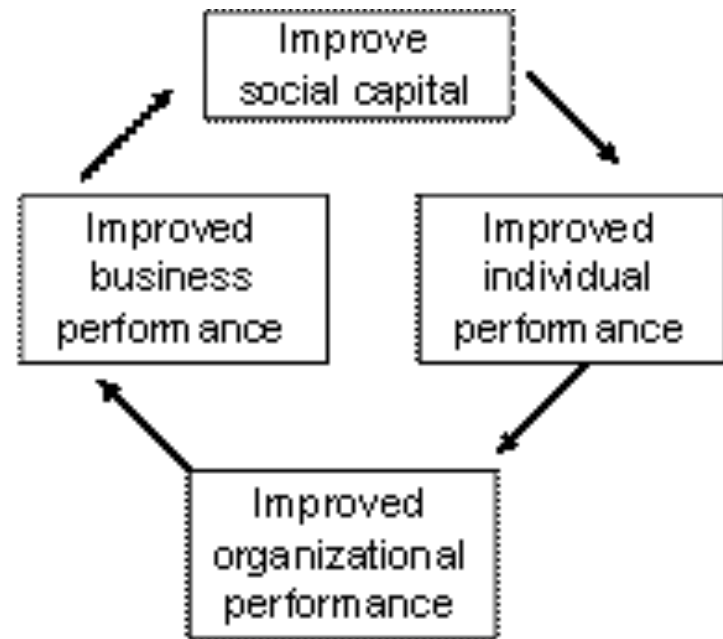
# Embrace and leverage technology

- Introduce new technologies for
  - Collaboration
  - Finding experts
- Leverage technology to discover networks
- Encourage the use of technology
  - Blogs
  - Wikis
  - RSS
  - Social networking sites  
(LinkedIn, Facebook, etc.)



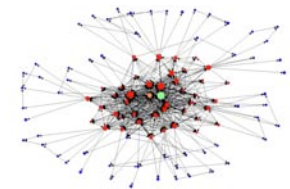
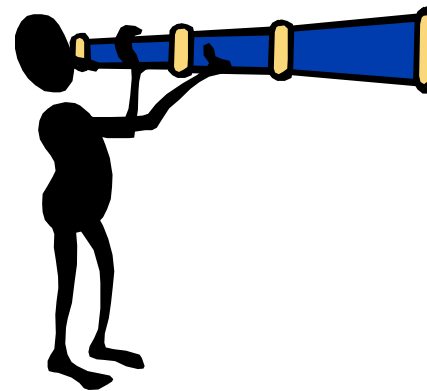
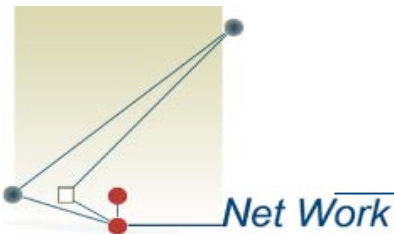
# Create the capacity for net work

- Teach & reward good network behaviors
- Encourage outreach
- Bring the outside in
- Teach networking skills in on-boarding programs



# Learn to use the “network lens”

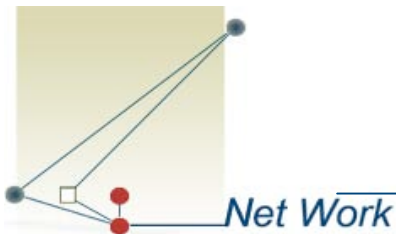
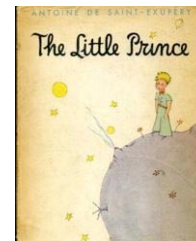
- If it's a network, you can draw it.
  - Pick up your pencil
- If working across boundaries is really important, and is not happening, then network tools can help you discover and respond to gaps and opportunities.
- It only takes one big “aha” to shift a network



# From “networking” to “net work”

- It's not about
  - How many networks you participate in
  - How many people you “connect” to
- It's about
  - How you understand your role in those networks
  - How you connect to people
- And the investment you will make in sustaining those networks and relationships

*“It is the time you have spent for your rose that makes your rose so important.”*



# Thank You!

- *Patti Anklam*

[patti@pattianklam.com](mailto:patti@pattianklam.com)

<http://pattianklam.com/>

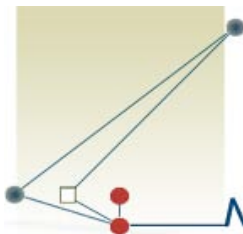
- *Blogs:*

<http://www.byeday.net/weblog/networkblog.html>

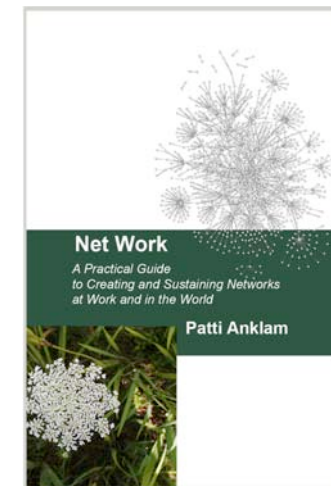
<http://www.theappgap.com/>

*Net Work: A Practical Guide to  
Creating, Leveraging and Sustaining  
Networks at Work and In the World*

Elsevier/Butterworth-Heinemann 2007



*Net Work*



# Join us in Las Vegas



Sign up for the Community 2.0 Conference  
(May 12-15 in Las Vegas) to hear more about  
“From Networking to Net Work”:

<http://www.link2community.com>

Check out the Community 2.0 blog  
<http://community20.blogspot.com>

