Smart Networks

June Holley

Network Weaver

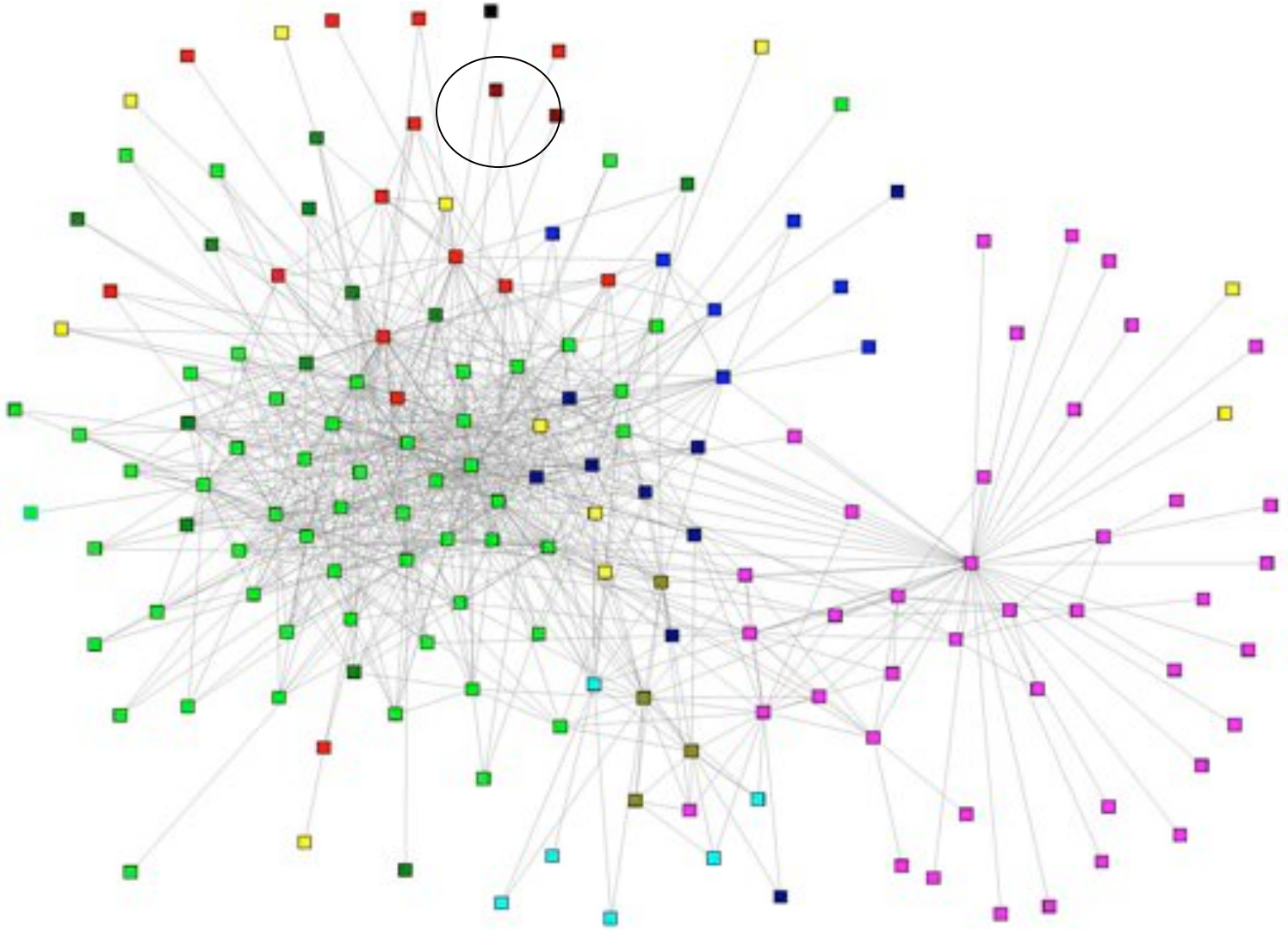
Plexus Institute

July 2009

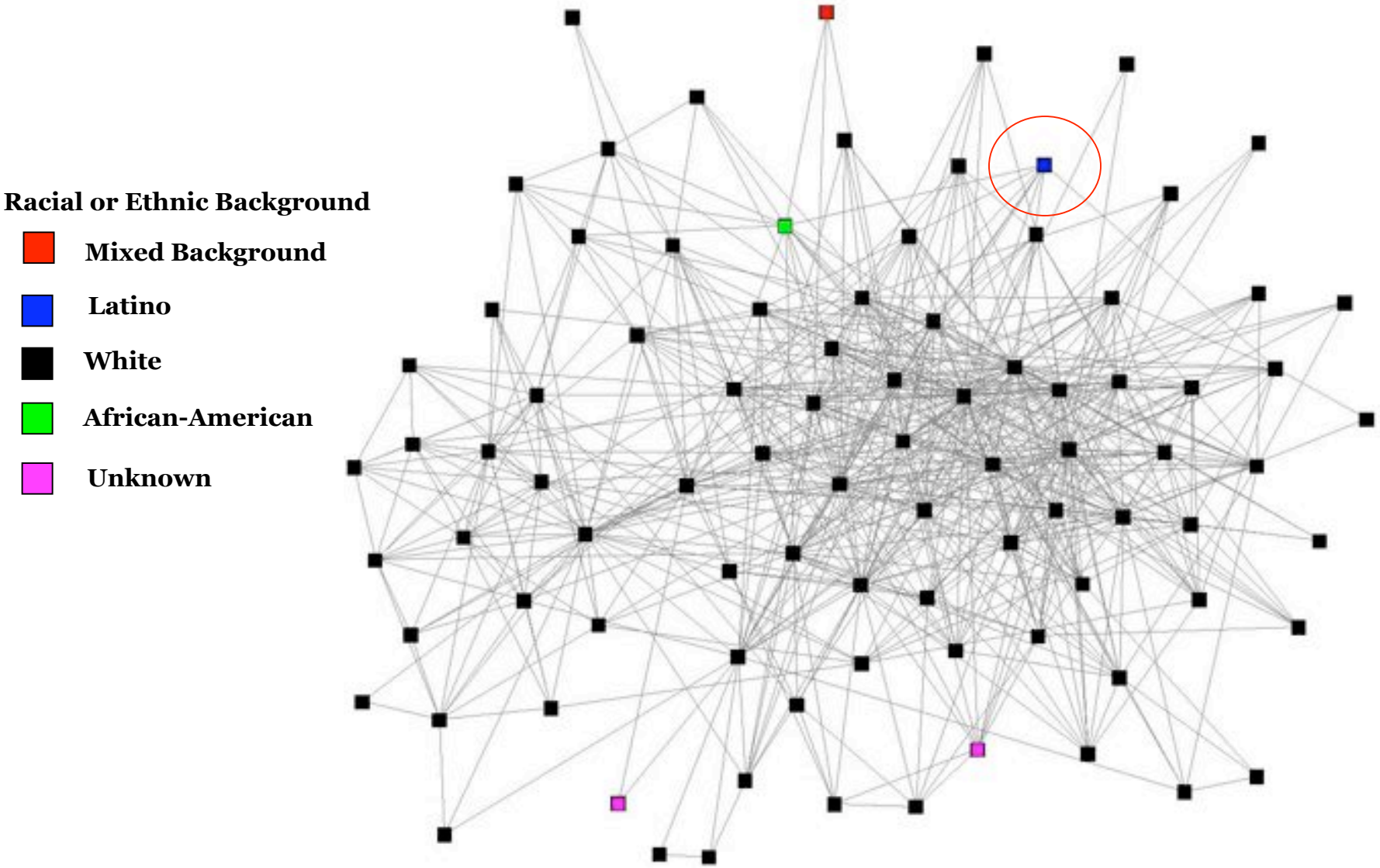
How do we help people and organizations become more effective, innovative, collaborative, adaptable, inclusive?

Where do you get new ideas that can help you create a more vibrant economy?

Outside the region

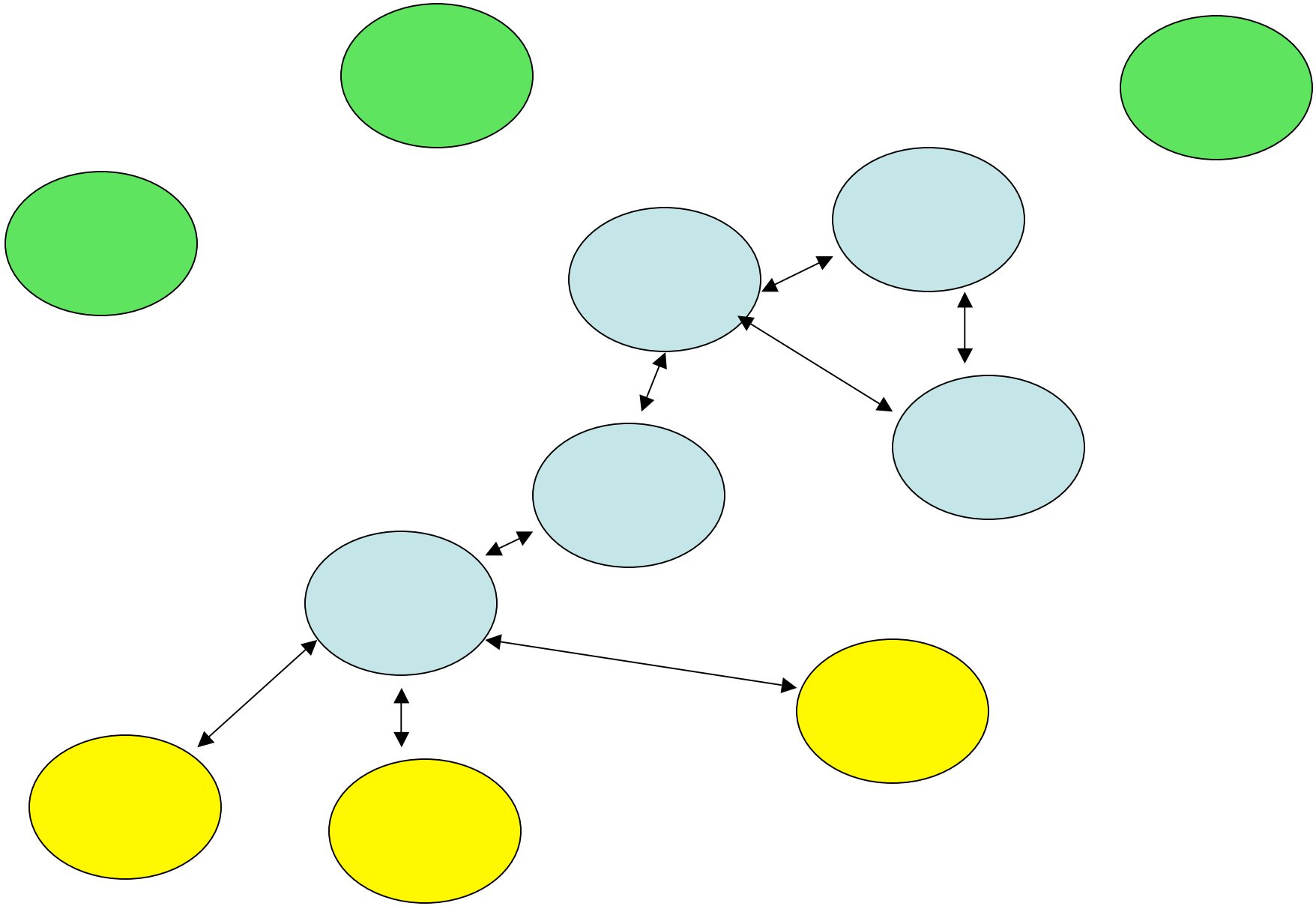


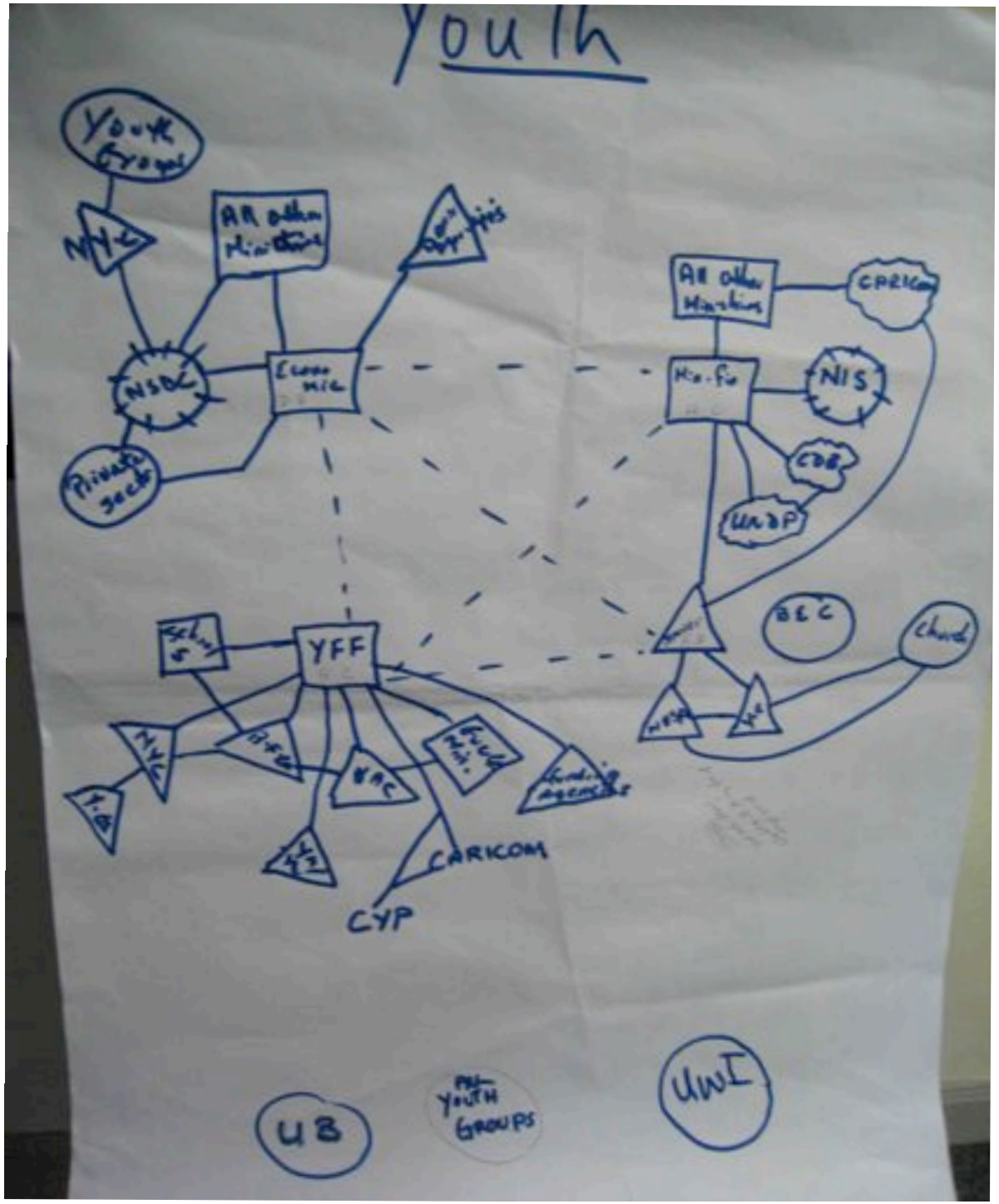
The major counties have 20% Latino population

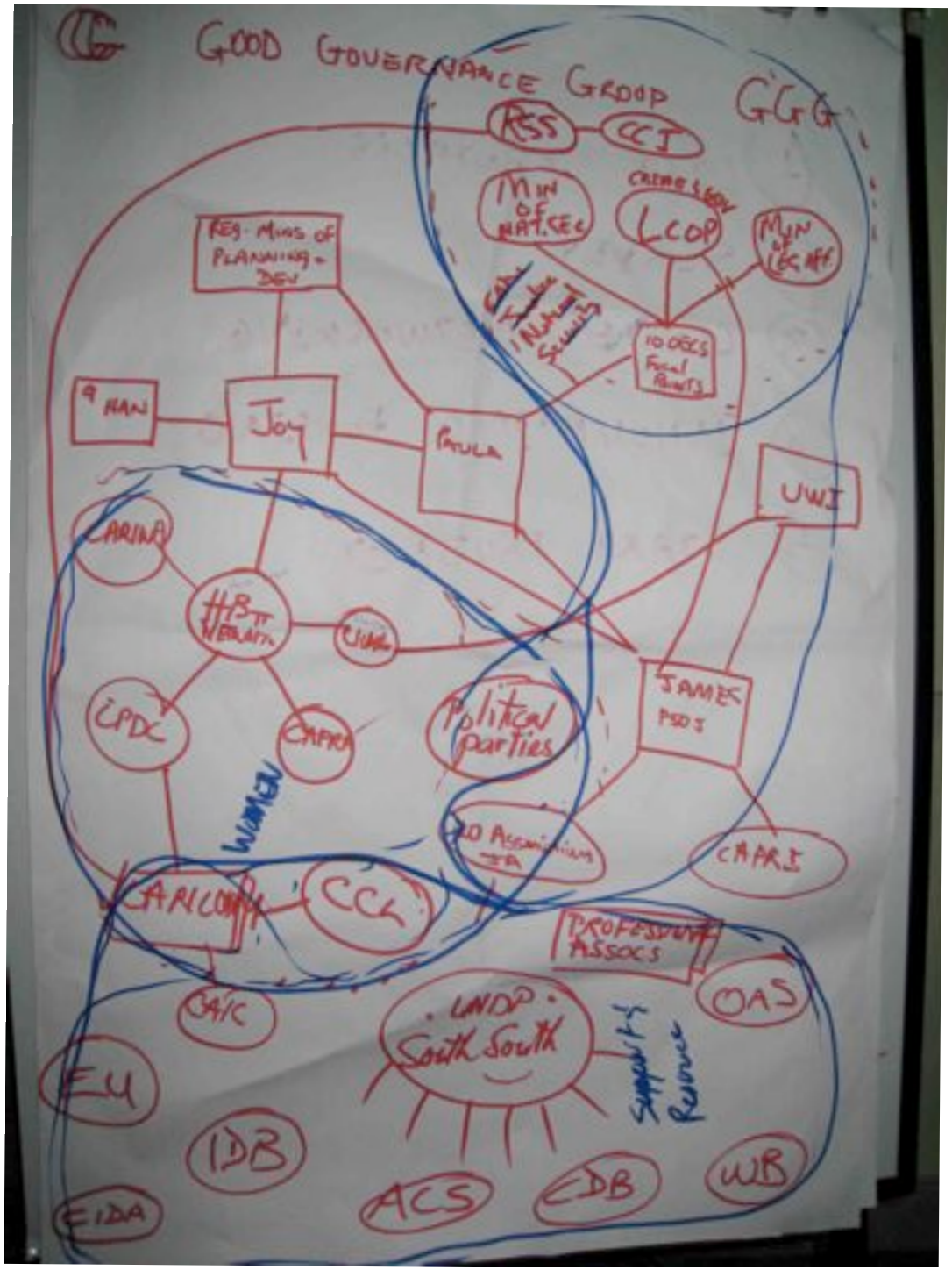


6 Smart Network Strategies

- Simple network maps
- Smart Network concepts for analyzing maps
- Network Weaving strategies for enhancing networks
- Computerized network maps & metrics
- Self-organizing strategies
- Rhizomatic acceleration of success



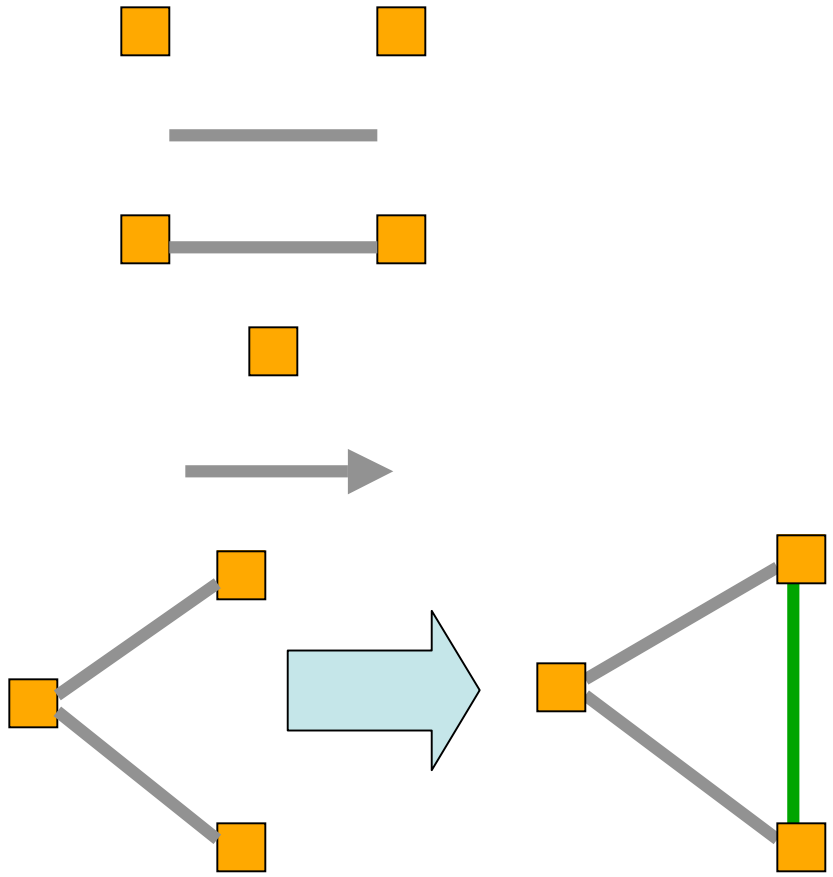

Youth
NSOC
YFF
CARICOM
CYP
NIS
UNDP
UB
YOUTH GROUPS
UWI


GOOD GOVERNANCE GROUP
GGG
RSS
CCI
MIN OF NAT. SEC
LCOP
MIN OF LEG AFF
REG. MINS OF PLANNING + DEV
10 OECS Focal Points
9 HAN
Joy
PAULA
UWI
CARINA
HBTT
UWI
CPDC
CAPRI
Political parties
JAMES
PSOJ
WOMEN
CAPRI
CARICOM
CCL
PROFESSIONAL ASSOCS
OAS
CAIC
UNDP South South
Support & Resource
EU
IDB
ACS
CDB
WB
CIDA

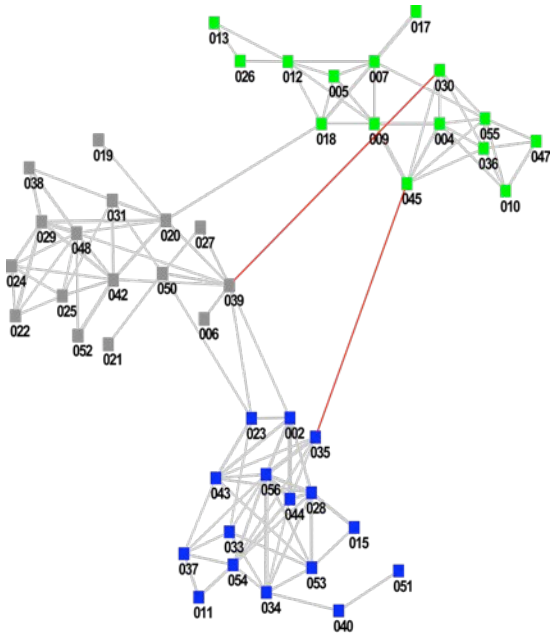
Smart Network Concepts

Network Basics

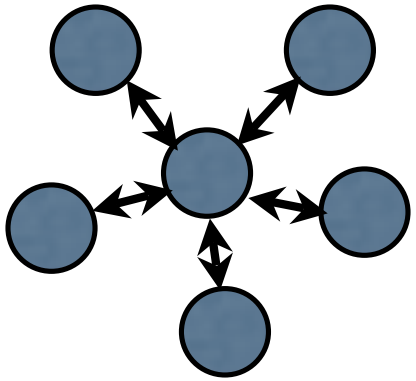
- Nodes
- Link
- Connected pair
- Isolates
- Directional link
- Triangles
  - Open
  - Closed



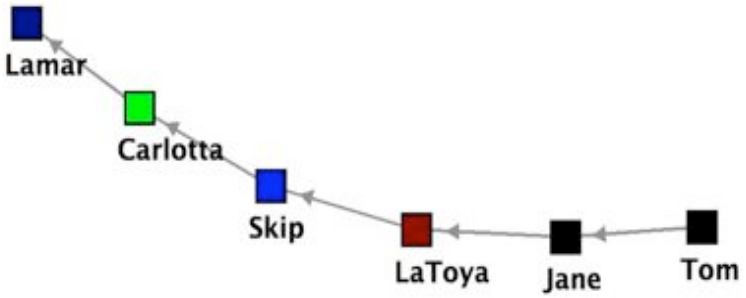
Elements within Networks



Clusters?

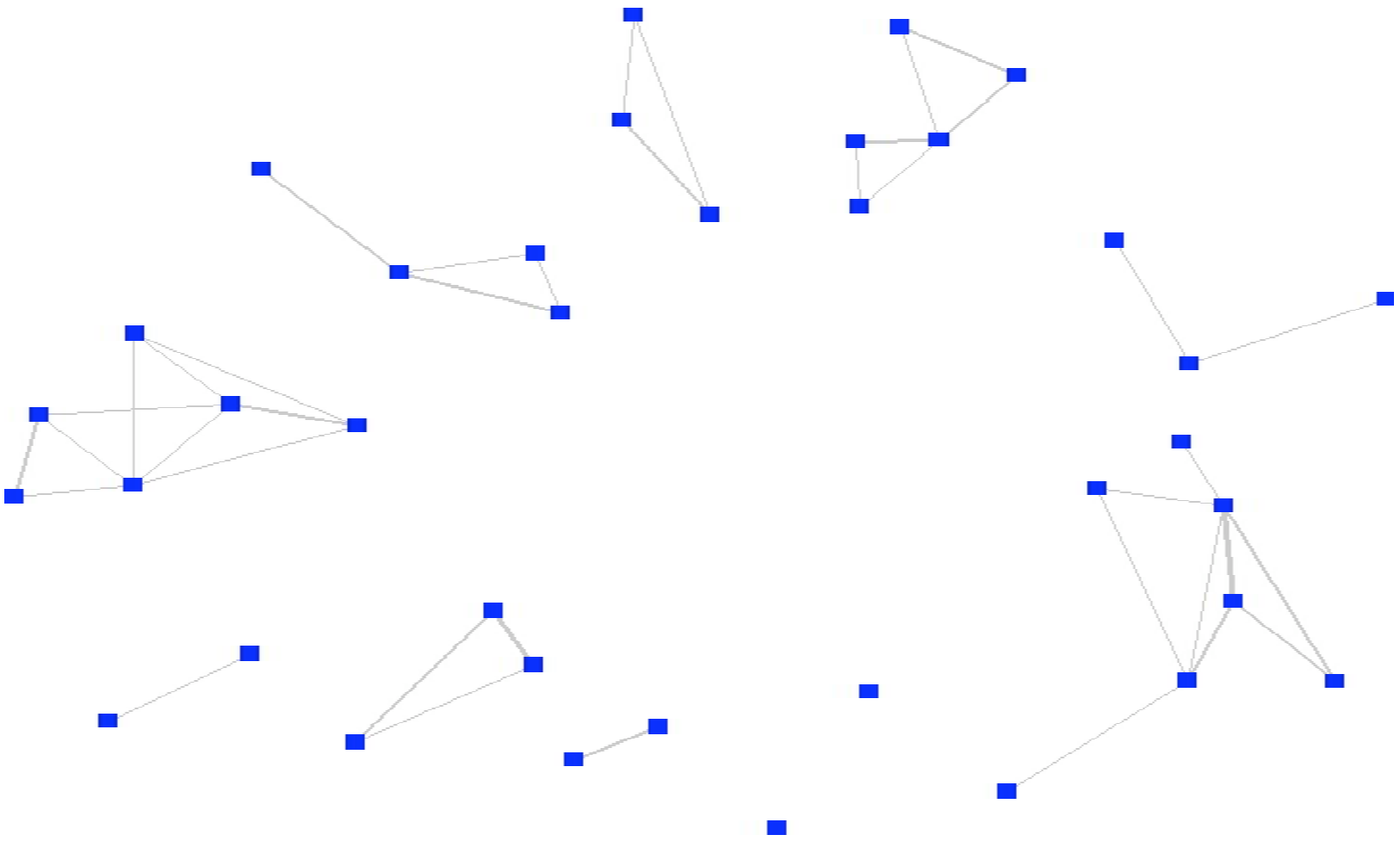


Hub and spoke?

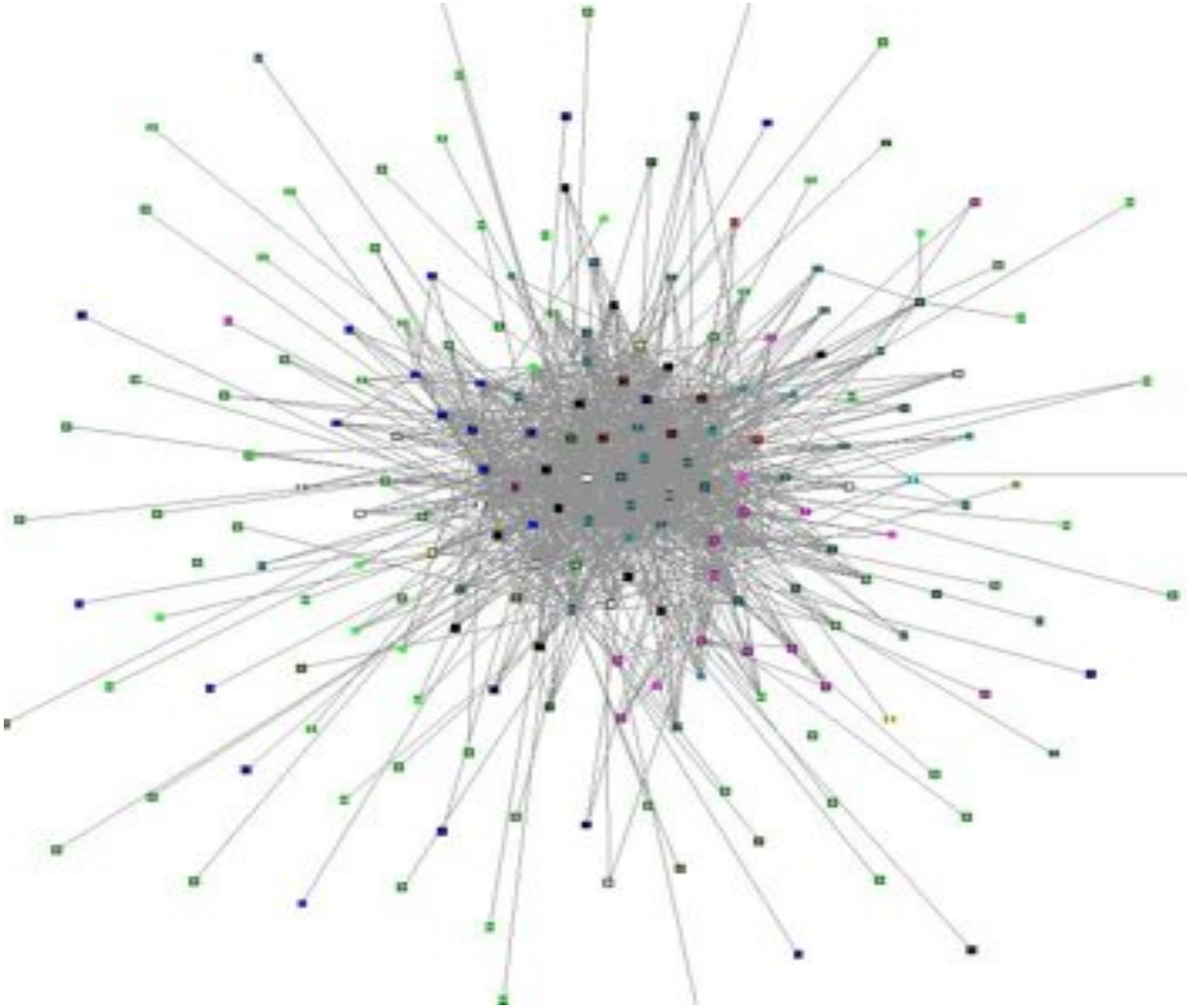


Elephant tails?

Stage 1: Isolated Clusters



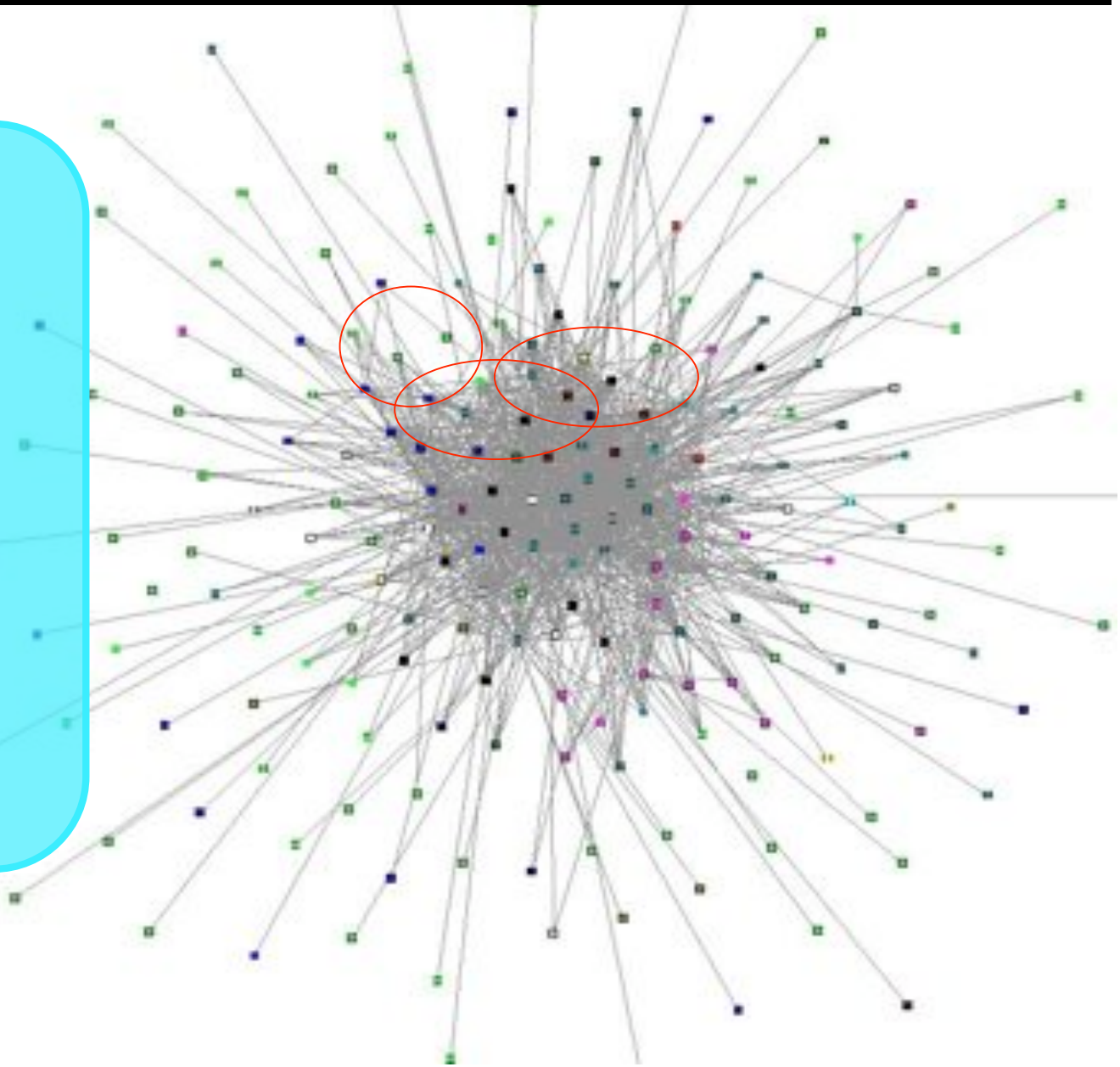
Stage 4: Smart Networks:
Networks most helpful in promoting collaboration & innovation



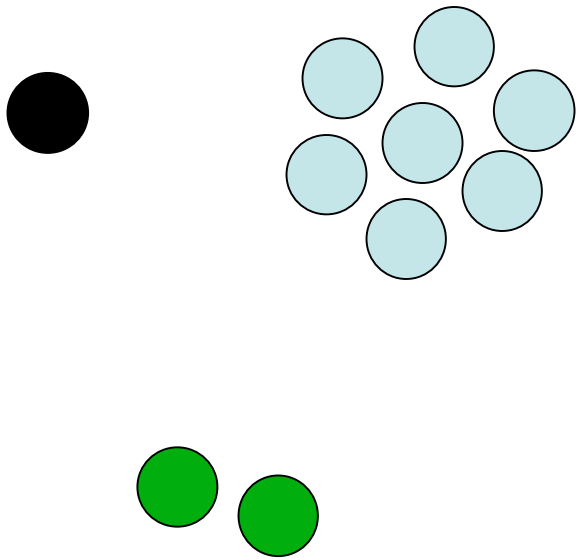
- Core consists of clusters w different perspectives who know & trust each other
- Periphery draws in new ideas & resources
- This represents a Field of Potential for action

Smart Networks are Self-Organized

1. Many people initiate experiments & collaborations
2. Move from small acts to larger
3. Breakthroughs from diversity
4. Successful innovations spread

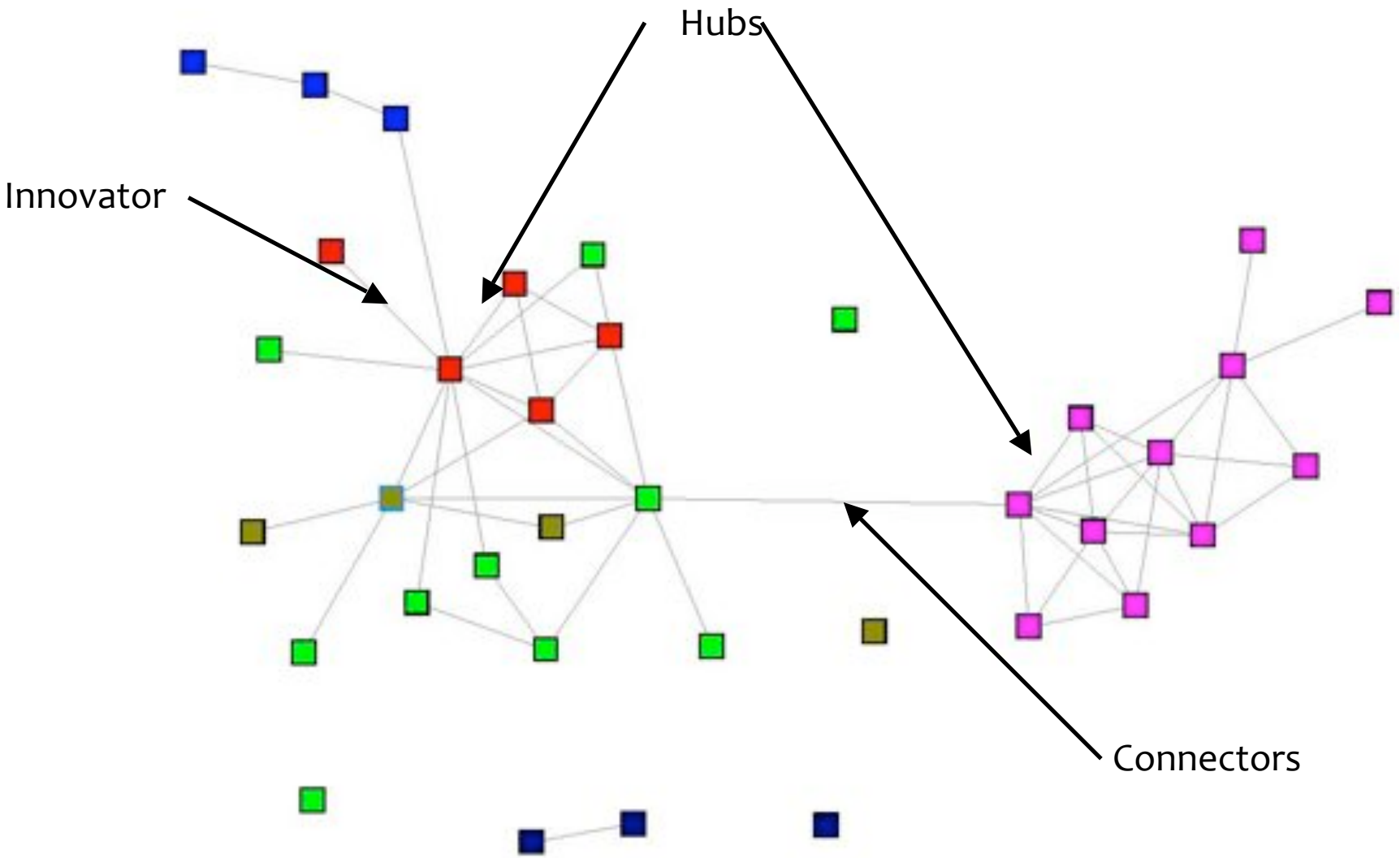


What to Look For - Who is missing or under-represented?



- Young people, older people
- Under-represented populations
- Rural people
- Types of organizations
- Gender
- Politicians

What to Look for -- Identify Key Roles



Network Weaving

Network Weaver Checklist

Do you help build a network culture?

_____ 1. Love to unearth other people' dreams and visions

_____ 2. Model an approach to relationships that is positive, appreciative and focused on strengths & gifts

_____ 3. Treat everyone as a peer

_____ 4. Encourage complex reciprocity--sharing information & resources with others without expecting a return from that person because you know others will share with you

_____ 5. Point out the value of knowing people with different perspectives and from different backgrounds

_____ 6. Encourage people to see conflicts as opportunities to develop breakthroughs

_____ 7. Encourage people to listen deeply to each other

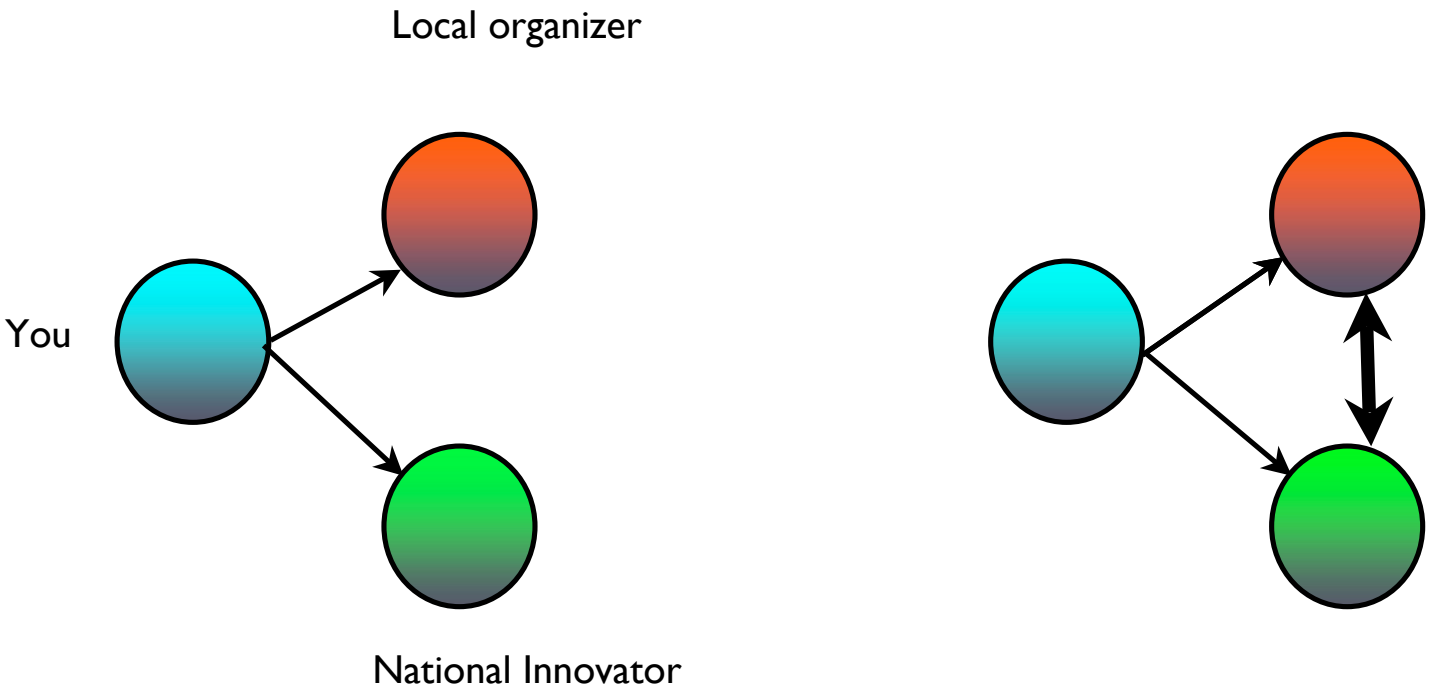
_____ 8. Insist that people check assumptions about what others are saying

_____ 9. Encourage people to identify shared or overlapping interests or values

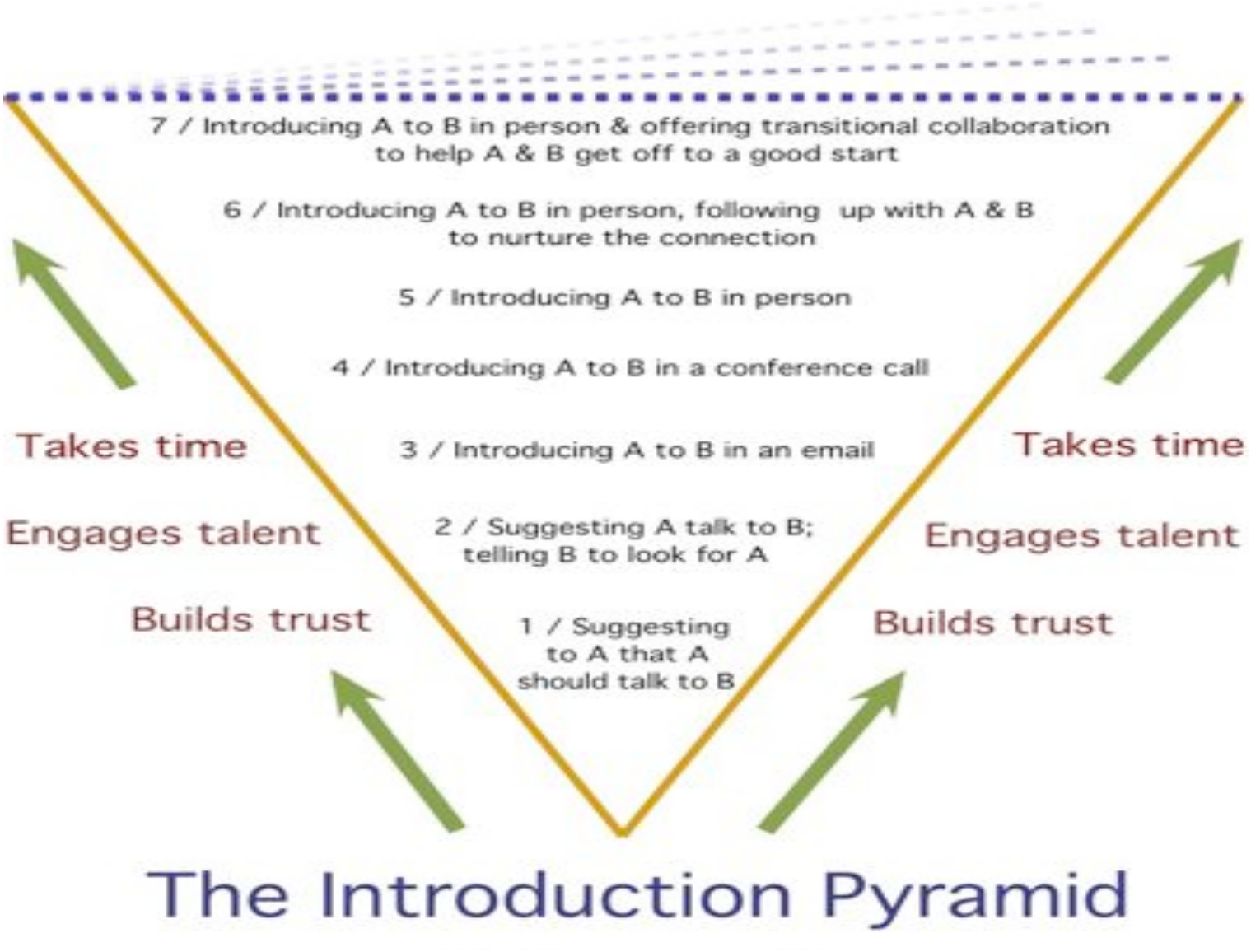
_____10. Help people make accurate and realistic assessments of others

_____11. Show people how to build trust through small, low-risk collaborations with others

Close Triangles



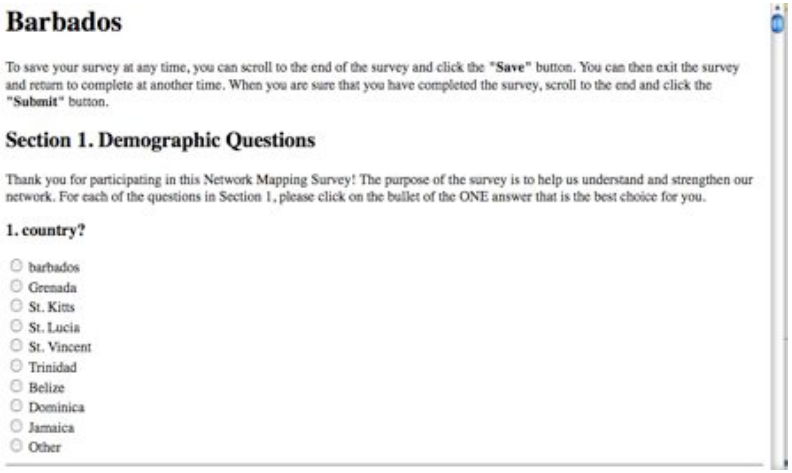
- Both interested in the same thing
- One can help the other out



Jack Ricchiuto

Mapping Networks with Software

Network mapping process



Barbados

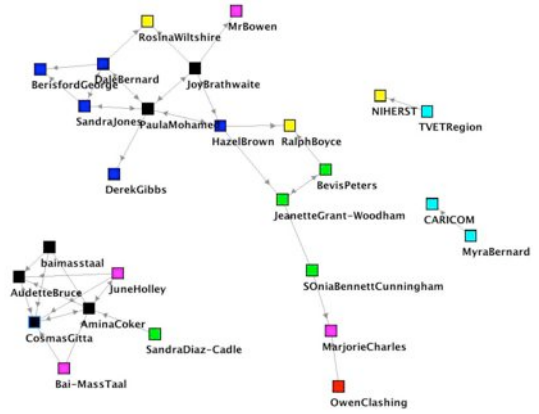
To save your survey at any time, you can scroll to the end of the survey and click the **"Save"** button. You can then exit the survey and return to complete at another time. When you are sure that you have completed the survey, scroll to the end and click the **"Submit"** button.

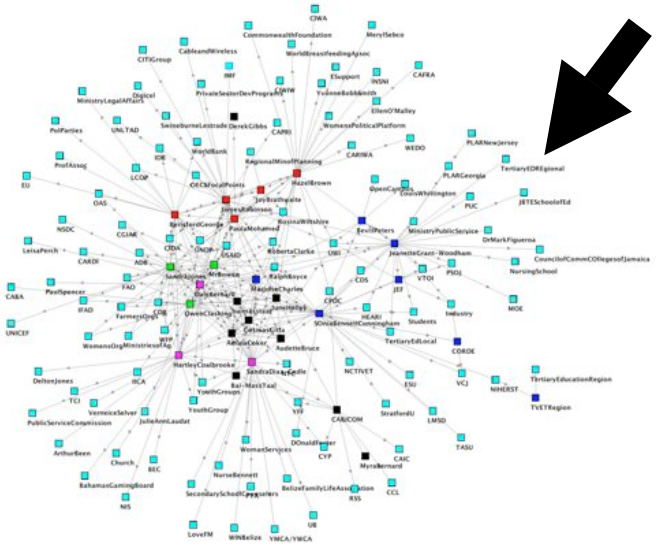
Section 1. Demographic Questions

Thank you for participating in this Network Mapping Survey! The purpose of the survey is to help us understand and strengthen our network. For each of the questions in Section 1, please click on the bullet of the ONE answer that is the best choice for you.

1. country?

- barbados
- Grenada
- St. Kitts
- St. Lucia
- St. Vincent
- Trinidad
- Belize
- Dominica
- Jamaica
- Other





Data Collection Web-Based Survey

Athens Farmers Market Survey

To save your survey at any time, you can scroll to the end of the survey and click the "**Save**" button. You can then exit the survey and return to complete at another time. When you are sure that you have completed the survey, scroll to the end and click the "**Submit**" button.

Section 1. Demographic Questions

Thank you for participating in this Network Mapping Survey! The purpose of the survey is to help us understand and strengthen our network. For each of the questions in Section 1, please click on the bullet of the ONE answer that is the best choice for you.

1. How long have you been a vendor at the Athens Farmers Market?

- ○ Less than six months
- ○ Six months to one year
- ○ One to Five years
- ○ Five to Ten Years
- ○ More than 10 years
- ○ I am not a vendor

Data Collection Web-based Survey

Section 2. Network Questions

For the questions in Section 2, read the question and then identify the individuals in the list that follows who fit that question. Put your cursor in the box to the right of the person's name you have selected and click. A check mark should appear in the box. Select as many names as are appropriate to answer the question. At the end of the list of names there are blank lines. Please add the names (and organizational affiliation, if known) of any other individuals that fit the answer to that question. We especially encourage you to list names of people outside your organization or community in this space.

Athens	1. Which of the following people do you have an established business relationship with around food and farm products? You may add other names after the list below.	2. Who has provided information, services, capital, mentoring and/or other resources that increased your effectiveness? You may add additional names after the list below.
Bob O'Neil & Christine Hughes (Restaurant Bakery/Buyer)	☐	☐
JB King (Distributor)	☐	☐
June Holley (Network consultant)	☐	☐
Kip & Becky Rondy (Distributor/Buyer)	☐	☐
Leslie Schaler (Restaurant/Buyer)	☐	☐
Matt Rapposelli (Higher Ed Food Service)	☐	☐

Data Files loaded into software

Nodes File

Full_Name	Age	Organization	Position	Year_Started	Org_Type	Volunteer_B
AdrienneGrover	X	X	X	X	X	X
AdriHelgren	X	MontessoriLe	X	X	School	NotVolunteer
AlbertGallegos	25_to_60	BoyScoutsofA	Executive_m	1900_1960	Nonprofit	NotVolunteer
AlfredInfanteDiaz	X	CHISPA	X	X	Nonprofit	NotVolunteer
AliciaLampley	18_to_23	BigBrothersBi	Program_ma	1961_1990	Nonprofit	Volunteer
AlineSanchez	X	PartnersforPe	X	1990_2000	Nonprofit	Volunteer
AndreaEstrada	X	LaManzanaC	X	X	Nonprofit	NotVolunteer
AndreChapman	X	UnityCare	X	X	Nonprofit	NotVolunteer
AngelicaChavez	X	X	X	X	X	X
AngelicaReyes	X	BayFederalCr	X	X	for-profit	NotVolunteer
AnnabelleRodriguez	X	AlisalHealthy	X	X	School	NotVolunteer
AnnaCaballero	X	PartnersforPe	X	1990_2000	Nonprofit	Volunteer
AnnaCaballero	X	PartnersforPe	X	1990_2000	Nonprofit	Volunteer
AnneWheelis	60_Plus	MontereyCou	Program_ma	1900_1960	Government	NotVolunteer
AnthonyOrtiz	X	CaliforniaYou	X	X	X	X
AntonioGalinco	X	PalmaHighSc	X	X	School	NotVolunteer
AntonioGallegos	X	ElSausalMidd	X	X	School	NotVolunteer
AntonioRivas	X	SalinasUnion	X	X	School	NotVolunteer
AronJiron	X	PackardFoun	X	X	Foundation	NotVolunteer
BarbaraDowd	X	GirlsInc	X	1990_2000	Nonprofit	Volunteer
BarbaraMitchell	X	InberimInc	X	X	Nonprofit	

Links File

A	B	C	D
From	To	Stength	Network
RobertTanigu	AdrienneGrov	1	WorkedWith
SiobhanGree	AdrienneGrov	1	WorkedWith
SiobhanGree	AdrienneGrov	1	WorkedWith
JayantiAddle	AdriHelgren	2	WorkedWith
JayantiAddle	AdriHelgren	2	WorkedWith
LindaMcGlonn	AlfredInfante	X	LikeTo
JoseMoran	AliciaLampley	X	LikeTo
KathyBauer	AliciaLampley	X	LikeTo
KathyBauer	AliciaLampley	X	LikeTo
LindaMcGlonn	AliciaLampley	2	WorkedWith
LindaMcGlonn	AliciaLampley	1	Ideas
SethSPollack	AlineSanchez	2	WorkedWith
SethSPollack	AlineSanchez	2	Ideas
SarahBartelm	AndreaEstrad	2	Ideas

Summary of Social Network Analysis Tool Types

The SNA tools we surveyed can be broken into the following broad categories:

Type	Description
Advanced / Academic Social Network Analysis Tools	• Often used in academic settings and intended for the most sophisticated types of social network analysis • Often built for performance as opposed to usability • User guides and help files are not comprehensive or are written for more sophisticated audiences • Example: UCINET
Accessible but Advanced Social Network Analysis Tools	• Used in more general settings, including corporate environments • Built with the user in mind and tend to be more intuitive and easier to use than tools for primarily academic applications • Software help files are more comprehensive and user guides are written for a general user audience • Example: NetMiner
Simple, Easy to Use Social Network Analysis Tools	• Can be used by users less familiar with social network analysis • Tools are built without complex functionality and are very easy to navigate and use • Help files are simple and clear • Example: Smart Network Analyzer
Online Tools That Enable Visualization of Preexisting User Generated Data	• Used to analyze existing data made available by users • Often simple to use with intuitive functionality • Example: Xigi

Smart Network Analyzer
Network Mapping Software

- Developed by June Holley, Valdis Krebs and some Latvian graph theorists
- Some funding from Annie E Casey Foundation
- For inter-organizational networks
- Main criteria: easy to use

Metrics

- Awareness: How likely is it that information will spread throughout the network? Who knows what is happening in the network?
- Influence: Who do people look to? How likely is it that people can positively influence others?
- Connectors: Who links people who would not otherwise be connected? How connected are parts of the network?
- Resilience: How dependent is the network on a few people?
- Integration: What is the overall network health? Who are network leaders?

Metrics

Network Metrics				
	1	2	3	4
Connector	7.94	96.83	210.81	588.7
Integration	14.94	84.51	104.58	395.6

Self-Organizing

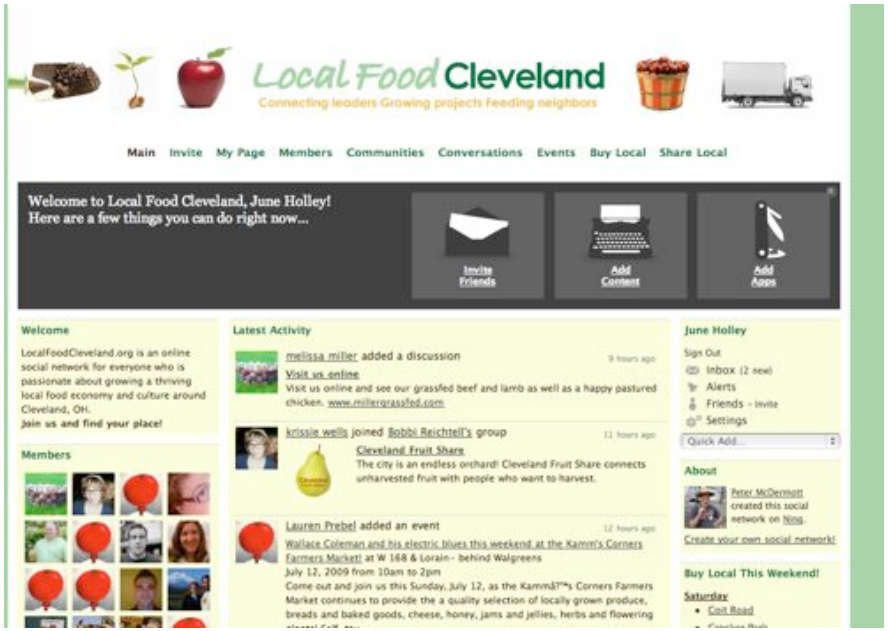
Anyone seeing something that might make a difference, pulling together the talent and resources needed and making it happen!

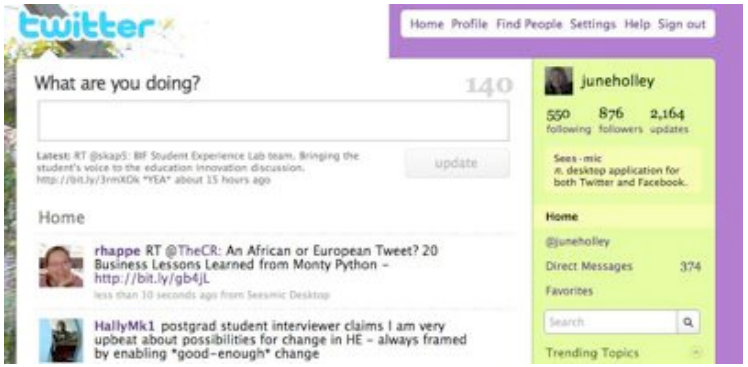
People form (mostly) small projects around passion and opportunity

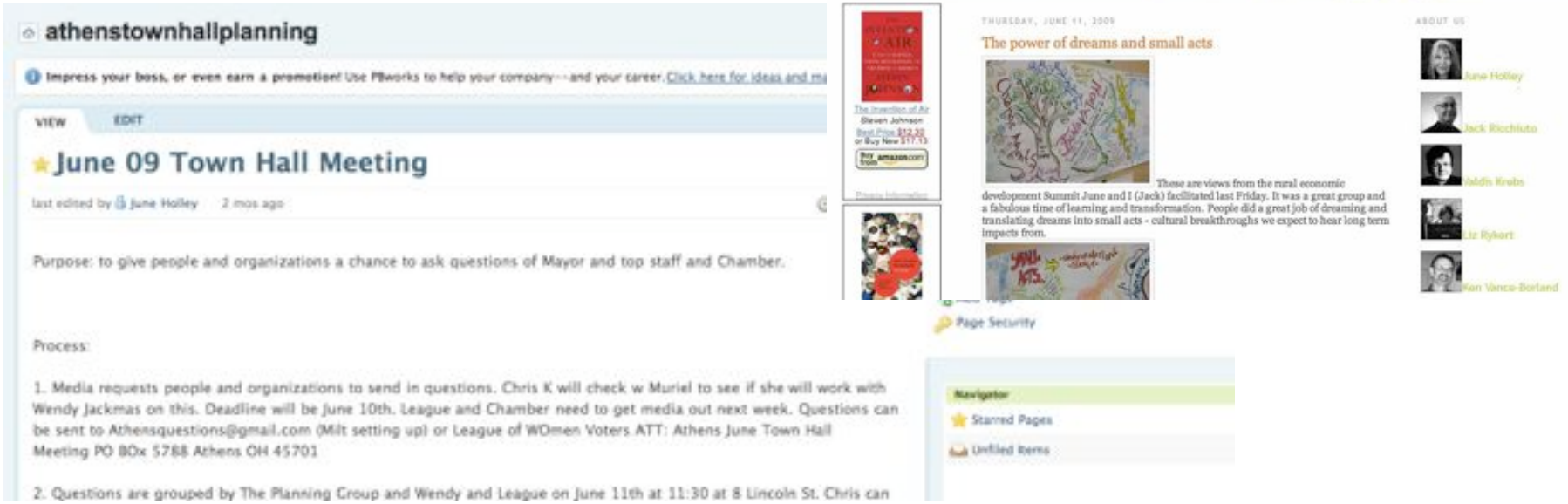
Interest Groups

Interest Groups Become Action Groups

Communication Ecosystem







Coach Collaborative Project Coordinators

Help them:

- Build their relationship
- Check assumptions
- Make clear agreements
- Set timelines
- Reflect

Check-in frequently

Help them:

- Work out conflicts
- Think about next steps

Be Rhizomatic!

Network Strategies

+

Self-Organizing Experiments

+

Rhizomatic Acceleration

=

Transformation

More information:

- june@networkweaving.com
- http//:www.networkweaving.com
- www.networkweaving.com/june.html
- http//:www.plexusinstitute.org