# Partnering & Managing by Network





Session 3 Charting Our Course February 12 – 13, 2025



 What is Managing by Network?

✓ The Continuum of Collaboration

The Four Network
 Leadership Principles

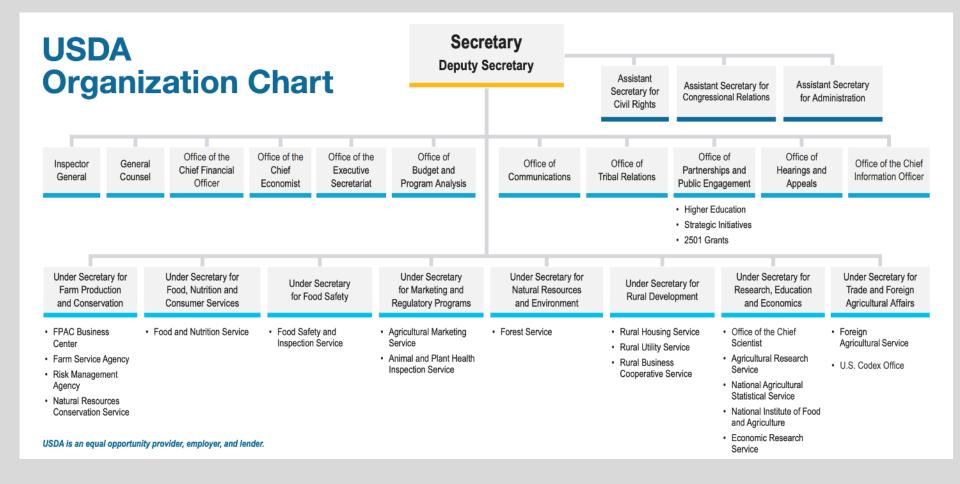
#### **TODAY'S DISCUSSION**

Share in Chat Box: When you hear "Managing by Network" what comes to mind?

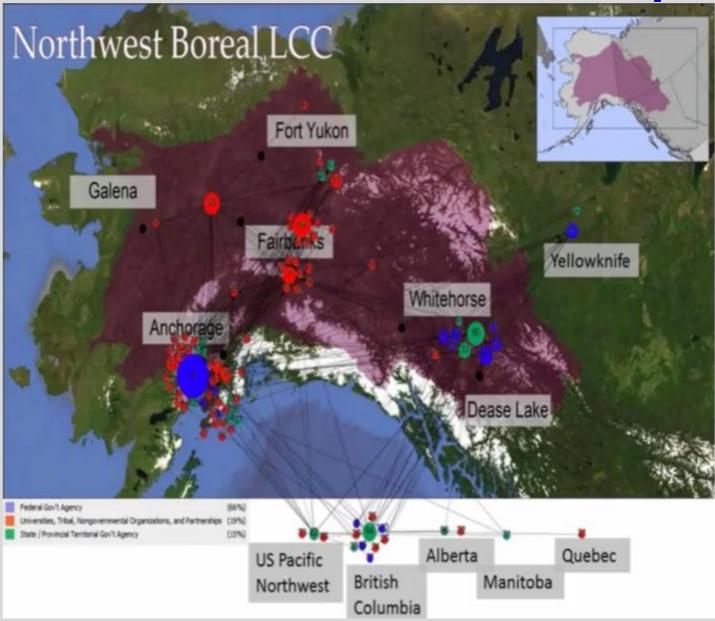
#### Raise Hand to Share:

What tangible benefits of this approach have you observed or experienced in your work?

#### **Leveraging Formal Internal Networks**



#### **Northwest Boreal Partnership**



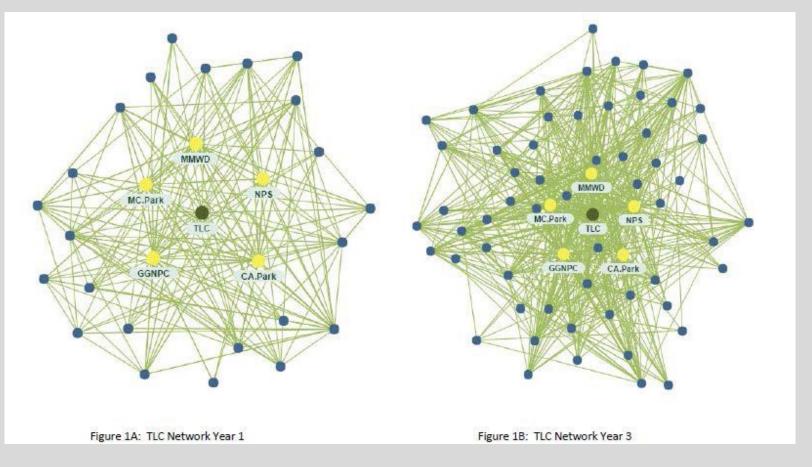
SNA map created by Patrick Bixler, Ph.D.

#### One Tam: A Landscape-scale Partnership



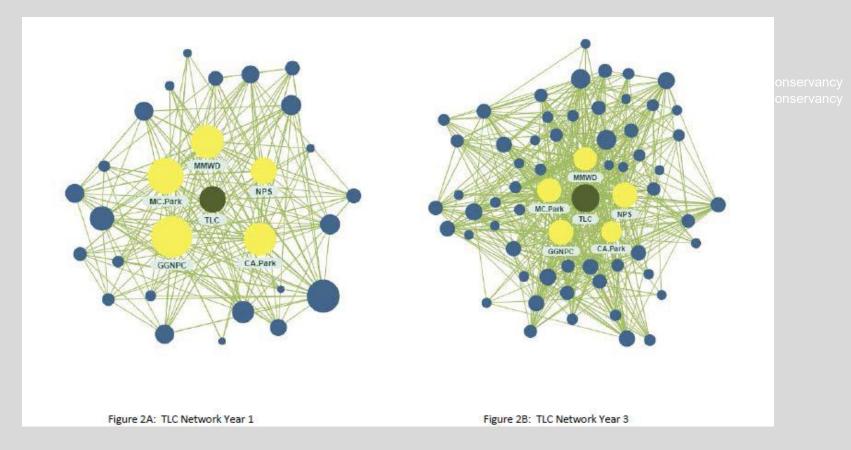
#### Growing Informal Social Networks to Advance a Shared Mission

The One Tam Partnership added 35 new community group participants in 3 years expanding the size of the network by 120%.



#### Increasing Cohesion of Social Networks through Partnering

The One Tam partnership played a bigger role in the cohesiveness of the overall network over 3 years.



#### Who's In Your Professional Network?

- 1. Formal
- 2. Visible

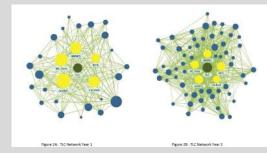


- 1. Informal
- 2. Invisible

- 3. Centralized
- 4. Hierarchical Chain of Command
- 5. Strongly Connected
- 6. Required

- 3. Decentralized
- 4. Horizontal / Peer-to-Peer
- 5. Loosely Connected
- 6. Relaxed

# How Can You Apply SNA?



✓ Strategically identify new partners

✓ Identify gaps across agency subunits or geographical space

✓Increase frequency of interaction between

certain partners

✓ Increase network diversity



#### **Continuum of Collaboration**

NO RELATIONSHIP	LOW							
	Competition	Coexistence	Communication	Cooperation	Coordination	Collaboration		
	Groups or individuals compete for resources, partners, members, public attention	Groups or individuals have neutral relationships in which they neither help nor impede one another, and there is no systematic connection between them	Groups or individuals share information, advice and/or expertise	Groups or individuals interact, as needed, often informally, on discrete projects or activities	Groups or individuals adjust and align work with each other for greater outcomes	Groups or individuals engage in collective impact based on shared mission, goals, resources, and decisionmaking, on a project that is too large for a single organization and		
			Often, "networks," "partnerships," or "coalitions," may fall into one of these			has broader impact than can be achieved alone		
	HIGH	LOW						

INTEGRATION

#### **Continuum of Collaboration**

TRUST

Cooperation

**NO RELATIONSHIP** 

LOW

Competition

Coexistence



POLL:

Communication

Think of one partner that you are working with.

It could be an external organization, or with another unit or team within your organization.

Where is your relationship on this Continuum?

Adapted from Tamarack Institute and Government of Ontario

Coordination

#### **Continuum of Collaboration**

How does this level of integration support your partnership's goals?

Are you seeking to move to a different level?

	LOW	HIGH				
	Competition	Coexistence	Communication	Cooperation	Coordination	Collaboration
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HIGH TURF/PROTECTIONISM				1	LOW	

NO RELATIONSHIP



I Focus on mission before organization



Focus on mission before I organization



2 not control

Manage through trust,



I Focus on mission before organization



3 Promote others, not yourself



0

Manage through trust, not control



I Focus on mission before organization



2

Manage through trust, not control



3 Promote others, not yourself



Build constellations, not stars

#### **The Network Mindset Shift**

FROM	ТО		
Focus on Sole Mission	Focus on Shared Mission		
Focus on Sole Identity	Focus on Group Identity		
Focus on Control	Focus on Trust		
Focus Internally	Focus Externally		
Focus on Acquiring Resources	Focus on Sharing Resources		
Focus on Promoting Self	Focus on Promoting Others		
Focus on Singularization	Focus on Systems		
Focus is Narrow	Focus is Broad		

Adapted from Wei-Skillern, J., & Silver, N. (2013). Four Network Principles for Collaboration Success. *The Foundation Review*, 5(1). https://doi.org/10.4087/FOUNDATIONREVIEW-D-12-00018.1

# Who is someone you know who embodies the Four Network Leadership Principles?

- Focus on mission before organization
- 2. Manage through trust, not control
- 3. Promote others, not yourself
- 4. Build constellations, not stars





# To Recap...

- ✓ Leveraging and mobilizing both <u>formal</u> and <u>informal</u> networks
- ✓Applying Social Network Analysis (SNA)
- ✓ Understanding the Continuum of Collaboration
- Embodying The Four Network Leadership
  Principles
- Understanding The Network Mindset Shift