


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?

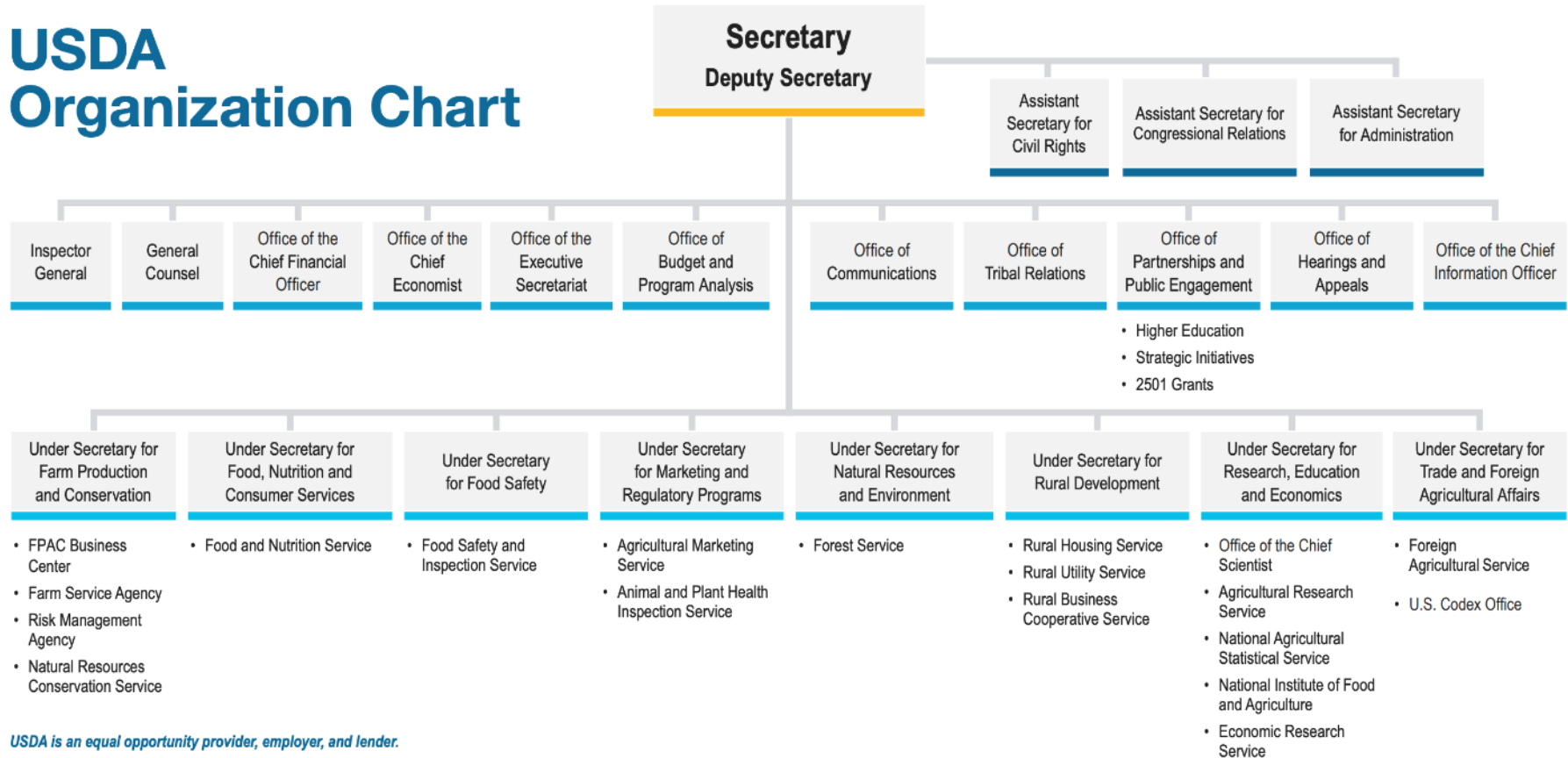


Raise Hand to Share:

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

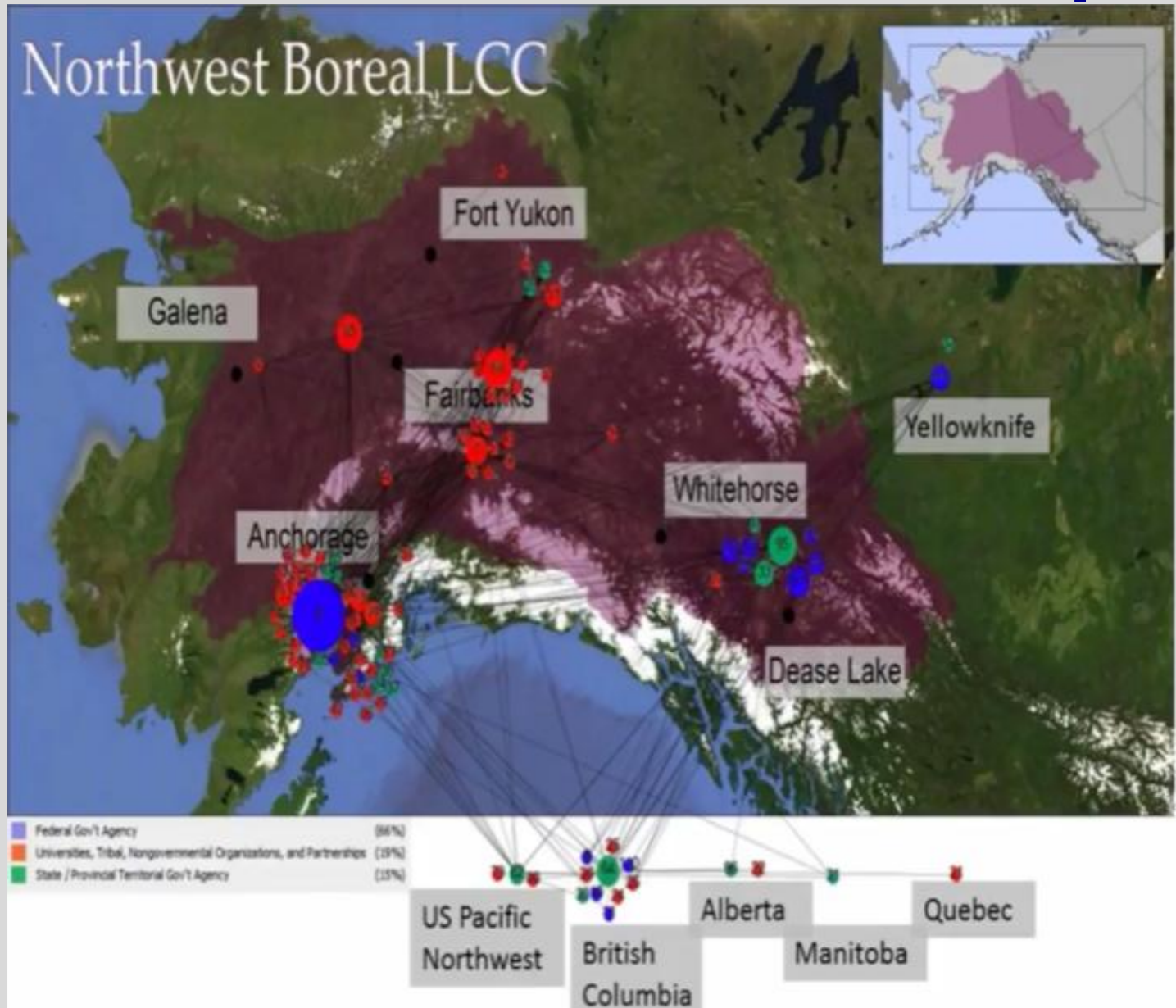
Leveraging Formal Internal Networks

USDA Organization Chart



USDA is an equal opportunity provider, employer, and lender.

Northwest Boreal Partnership



One Tam: A Landscape-scale Partnership



One Tam's Area of Focus in Marin County, CA.



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%.

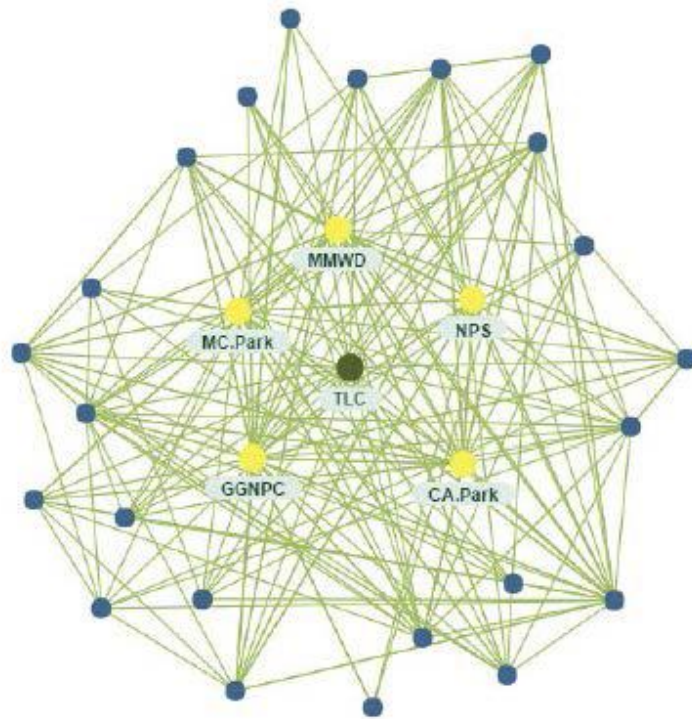


Figure 1A: TLC Network Year 1

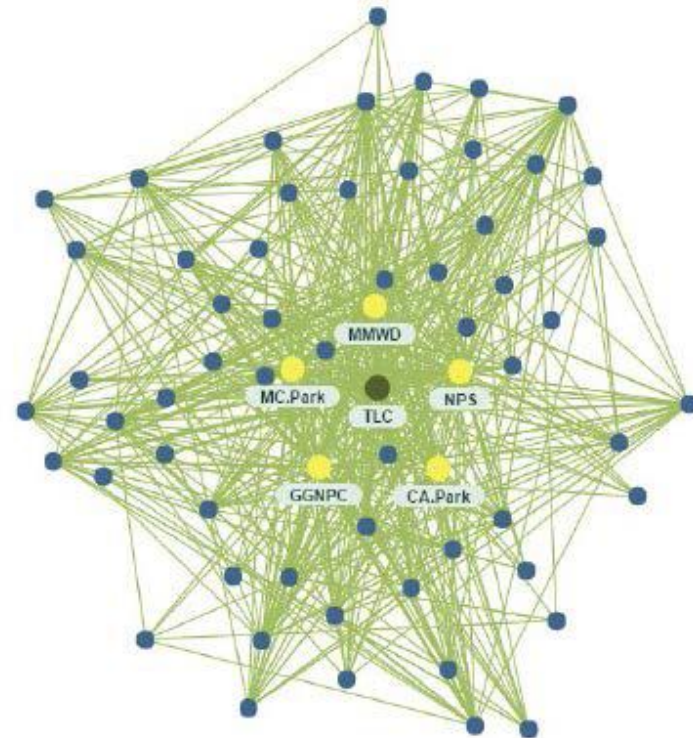


Figure 1B: TLC Network Year 3

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.

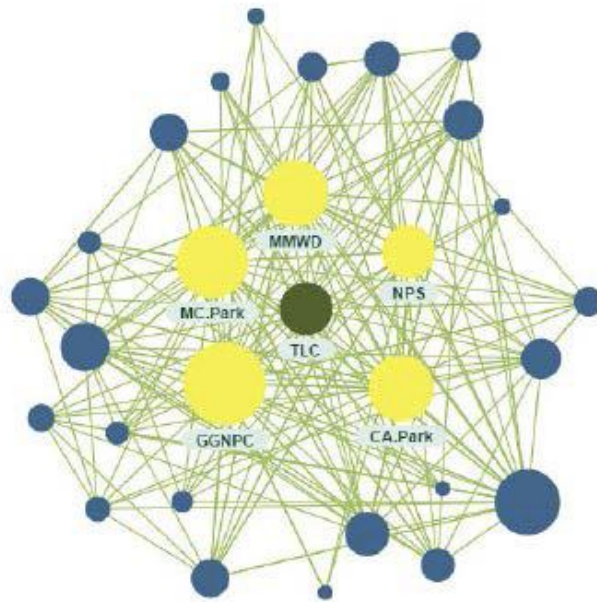


Figure 2A: TLC Network Year 1

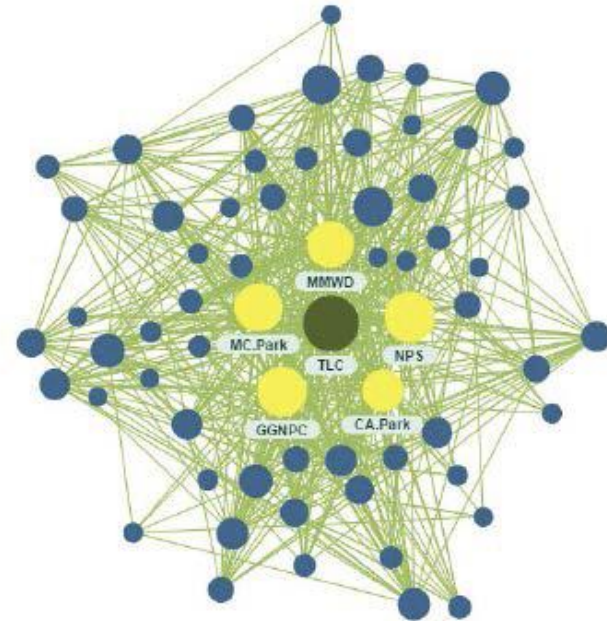


Figure 2B: TLC Network Year 3

conservancy
conservancy

Who's In Your Professional Network?



1. Formal

2. Visible

3. Centralized

4. Hierarchical Chain of Command

5. Strongly Connected

6. Required

1. Informal

2. Invisible

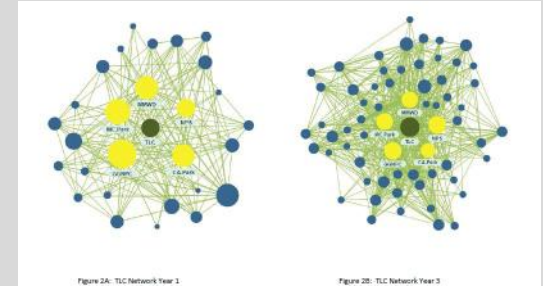
3. Decentralized

4. Horizontal / Peer-to-Peer

5. Loosely Connected

6. Relaxed

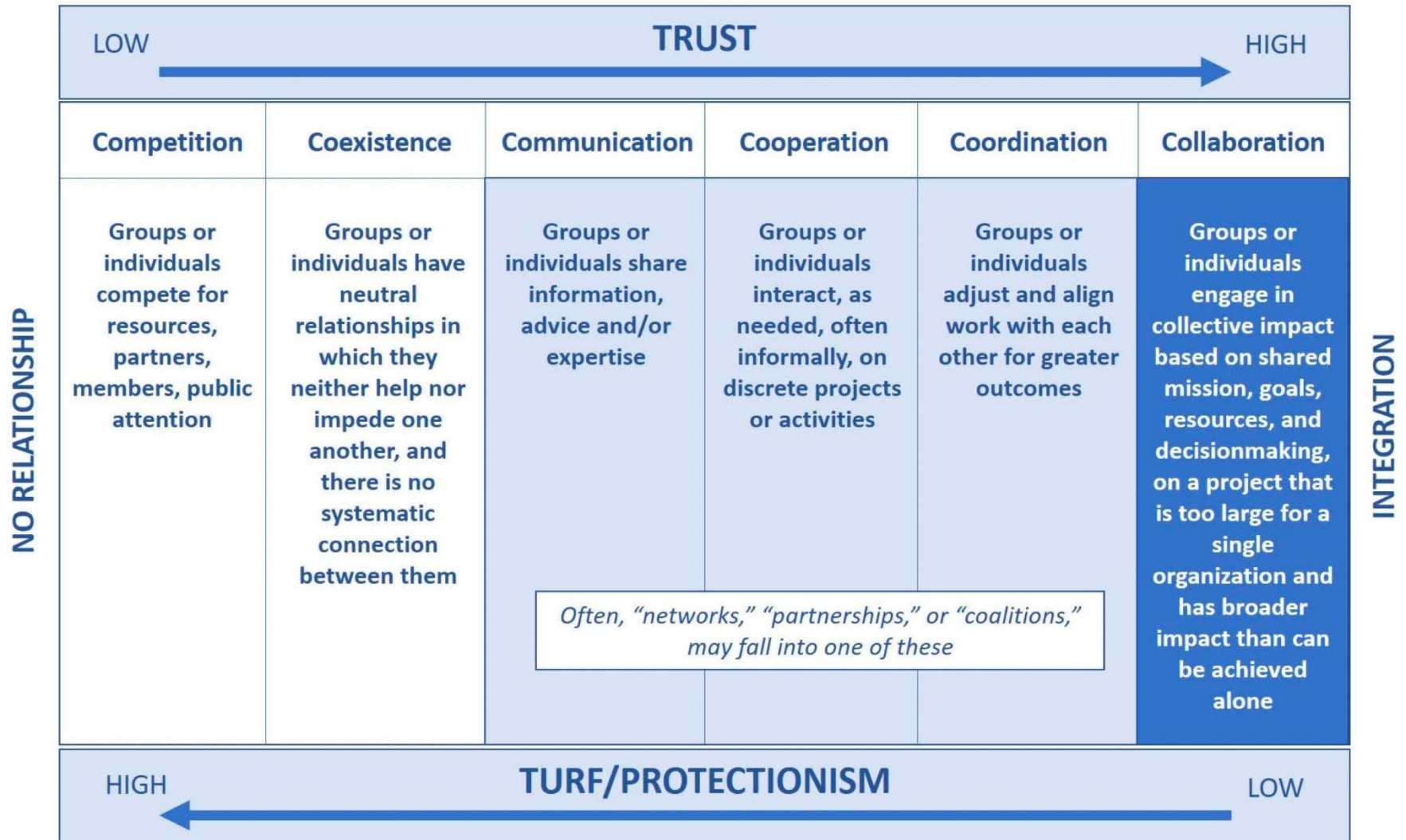
How Can You Apply SNA?



- ✓ 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



Continuum of Collaboration



POLL:

Think of one partner that you are working with.

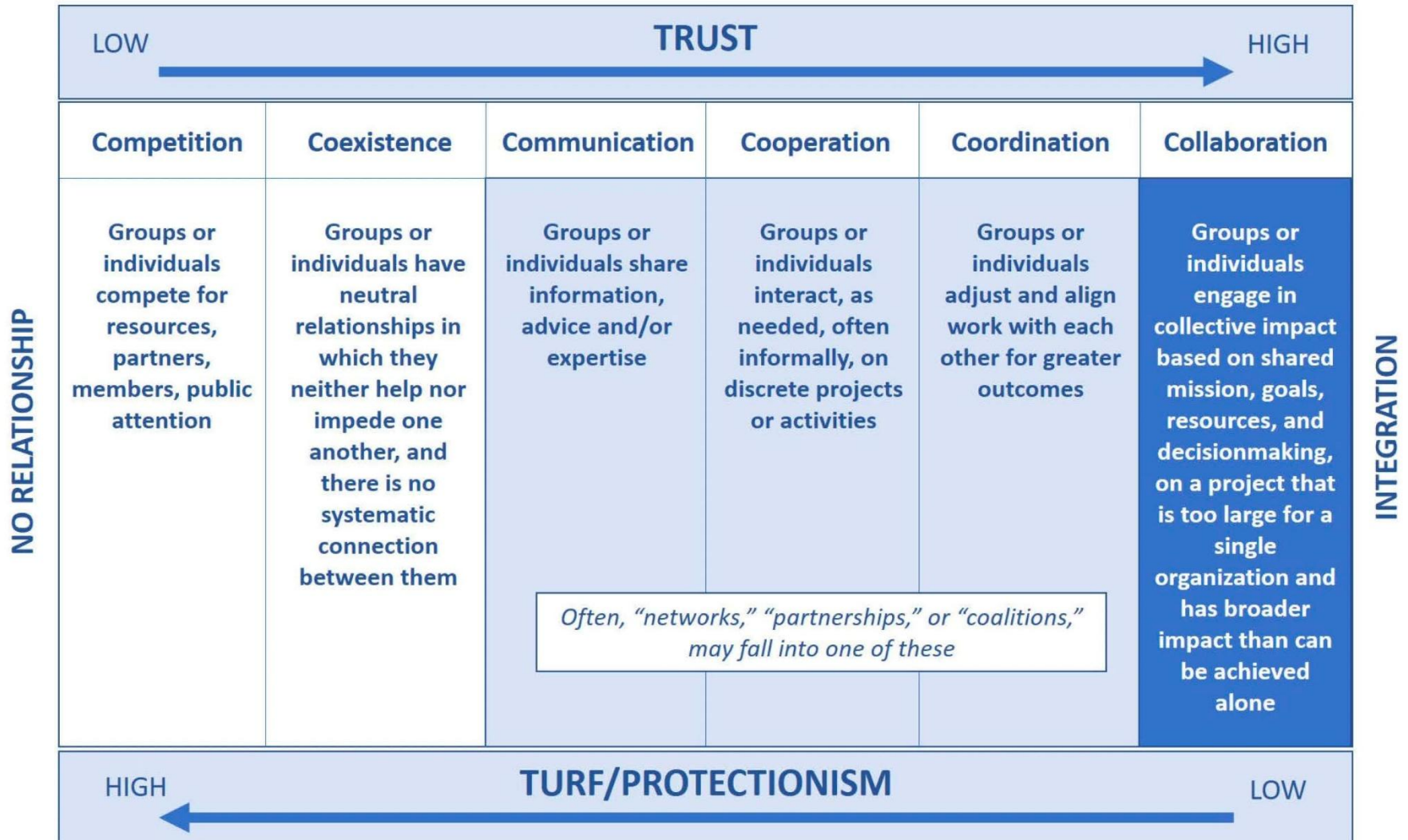
It could be an external organization, or with another unit or team within your organization.

Where is your relationship on this Continuum?

Continuum of Collaboration

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

Are you seeking to move to a different level?



The Four Network Leadership Principles



I Focus on mission before organization

The Four Network Leadership Principles



I Focus on mission before organization



2 Manage through trust, not control

The Four Network Leadership Principles



I Focus on mission before organization



3 Promote others, not yourself



2 Manage through trust, not control

The Four Network Leadership Principles



I Focus on mission before organization



3 Promote others, not yourself



2 Manage through trust, not control



4 Build constellations, not stars

The Network Mindset Shift

FROM	TO
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?

1. 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 formal and informal networks
- ✓ Applying Social Network Analysis (SNA)
- ✓ Understanding the Continuum of Collaboration
- ✓ Embodying The Four Network Leadership Principles
- ✓ Understanding The Network Mindset Shift

