

# Networks – Nets that Work

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# Research – what works



- In contrast to hierarchies and markets, networks organise through cooperative means (Thompson) based on trust.
- Seeley Brown and Duguid (2001) suggests that shared practice is the basis on which knowledge is developed in networks.
- Davis (2009) identifies that generating collaborative innovation relies not just on the design conditions (governance, social embeddedness) but on the development of relationships over time facilitated by appropriate processes



# Why they fail

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- Miles and Snow (1992) predict that network organisations fail due to managerial mistakes in initial design or in ongoing management particularly the impact of over-expectation of cooperation (limiting the creativity of the parts of the network) ; resorting to command mechanisms of management; predicating some network members over others; constraining the operating independence of the network members.
- Difference in knowledge creation and use create tensions
- The different paces of readiness for release from central control
- Trust is easily destroyed in networks – as lack of connection breaks relationships

# Top Tips (1)

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- Articulate shared purpose – as folk seek central control, help generate partnerships through shared vision, to be negotiated in turn with donors
- Develop relationships and trust - design the opportunity for shared practice and shared experience; have frank discussion about resources, IP, priorities
- Create a network architecture – goals, boundaries, branding etc
- Watch how power flows and ensure access to informal and formal power

# Top tips (2)

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- Pay attention to the parts and the whole.
- Develop purpose, and guiding principles and review those every time you meet
- Make sure that you have feedback skills embedded across the network
- Be clear about boundaries (what's in and out and what joining in and joining up look like)
- Review , evaluate, generate feedback data about the network

# How you see the world together



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FLEA SNOBBERY

Andrés Diploitti

I CAN'T TELL HOW LONG YOU'LL BE HERE.  
YOU CLEARLY CROSSED THE BORDER  
IRREGULARLY, BUT THEY STILL CAN'T DECIDE  
WHETHER TO PRESS CHARGES FOR ILLEGAL  
IMMIGRATION OR CATTLE SMUGGLING.

