

MAKING THE CHANGE TO NETWORKED MODES

**GENERAL PRACTICE QLD: ROUNDTABLE
DISCUSSION**

The background of the slide features a blue-tinted image of two acrobats in silhouette, performing a balancing act on a table. One acrobat is standing on the table, while the other is balancing on their hands. The acrobat on the left is holding a blue folder or document, which is being passed to the acrobat on the right. The overall scene is set against a light blue background.

More efficient use of resources

- Reduce duplication & overlap

Improves communication Solves wicked issues

- Maximise collective knowledge
- Improved innovation – solutions
- Improved performance
- Tap into partners opportunities

THE LURE OF NETWORKS

DIFFERENCE BETWEEN NETWORKS & COLLABORATION – DOES IT MATTER?

WHAT IS A NETWORK?

- METAPHOR
- METRICS /MAPS
- GOVERNANCE
- SET OF RELATIVELY STABLE CONNECTIONS BETWEEN THREE OR MORE NODES

Proposition is that structure of network and position of entities within the network enable/disable outcomes

- **COLLABORATION**
 - RELATIONSHIP IN WHICH TWO OR MORE PARTIES WORK TOGETHER TO ACHIEVE WHAT THEY CAN NOT ACHIEVE SINGLY.
 - So – not all collaborations are networks and not all networks are collaborations
!!!!

GOVERNANCE MODES

Governance Regime	State	Market	Social Networks
Domain of influence/action	Public Domain	Private Domain	Civic Domain
Integrating mechanism	Centralised/legitimate authority hierarchy,	Exchange relationships – formalised, legal contractual arrangements Supply and demand	Social/communal relationships
Influence Orientation	Dependent	Independent	Interdependent
Integration Arrangements	Procedures, rules, regulations and legislation	Partnerships Mergers, acquisitions alliances	Networks, compacts, collaborations, consortia
Management Strategy	Top-down, command and control, chain of command Planning, organising etc Communication is prescribed	Rationality and self-interest advancement Arms-length transactions Written contracts, formal agreements & reliable performance	Building relationships, trust & reciprocity Communication thick & multi-directional

KEY RELATIONAL ESSENTIALS

□ Trust

- Companion trust: goodwill & friendship based on association
- Competence trust: confidence in capacity of others to fulfil tasks
- Commitment trust: contractual or enforceable agreement
- Shared values: - **the most essential**

□ Reciprocity: give & take – not an “I will if you will” (self interested)

- Take a risk & put something on the table
- Reputation – hard to win/fast to go

□ Mutuality: replace independent interests – collective mutually beneficial outcomes

TYPES OF NETWORKS & THEIR RELATIONSHIPS

INTEGRATION RELATIONSHIP CONTINUUM

Integration Continuum

COOPERATIVE

COORDINATIVE

COLLABORATIVE

Low trust — unstable relations	Medium trust — based on prior relations	High trust — stable relations
Infrequent communication flows	Structured communication flows	Thick communication flows
Known information sharing	'Project' related and directed information sharing	Tactic information sharing
Adjusting actions	Joint projects, joint funding, joint policy	Systems change
Independent/autonomous goals	Semi-independent goals	Dense interdependent relations and goals
Power remains with organisation	Power remains with organisations	Shared power
Resources — remain own	Shared resources around project	Pooled, collective resources
Commitment and accountability to own agency	Commitment and accountability to own agency and project	Commitment and accountability to the network first
Relational time frame requirement — short-term	Relational time frame medium-term — often based on prior projects	Relational time frame requirement — long-term 3-5 years

FIT-FOR-PURPOSE NETWORK DESIGNS

All relations have merit & application

Approaches & relational strength must be *requisite to purpose*

- Independent, adjusting actions & information sharing: cooperation
- Do same, but more efficiently through joint working, aligned resources & action: coordination
- Systems change: collaboration

NETWORKS - NOT BUSINESS AS USUAL!!!!

- **DIFFERENT WAY OF WORKING**
- **DIFFERENT WAY OF THINKING**
- **DIFFERENT WAY OF BEHAVIOURS**
- **DIFFERENT EXPECTATIONS**
- **DIFFERENT WAY OF EVALUATING**

RELATIONSHIPS: THE ♥ OF NETWORKS

Relationships are the ‘defining element’

Strong, intense & enduring

- More than ‘self-serving’ or ‘cups of tea & a bit of a chat’
- Deep trust & commitment to the ‘whole’ – building social as well as organisational value

Processes for building relationships;

- Shared meals, organised social events ‘real people’
- Site visits – shared appreciation of issues
- Relationship facilitators

DO WE REALLY NEED TO DO THIS?

Collaboration – high rewards – high resources & risks

Is there a genuine need to collaborate ?

- Would some other form of ‘working together’ suffice?
 - Cooperation, coordination?????

What are you looking to achieve?

Are there any other ‘drivers’ for collaboration

- Funding; legitimacy; ‘right thing to do’?

What are the collective outcomes?

What will my organisation ‘get’ out of the collaboration?

GETTING STARTED

- **Clarify the purpose & ensure that collaboration is the right approach**
- **Determine membership basis**
 - Who needs to be 'in'
- **Strategic relationship building**
 - What are existing relations
 - Ramp-up or scale down
- **Negotiate terms of engagement & collaboration outcomes**
- **Set structure & management processes**

CHANGING BEHAVIOURS & EXPECTATIONS

Relational orientation -

- **Takes time – not short-term solution/relationship**
- **No-one is in control –shared power**
- **Step-back – let go!**
- **Focus on interests – not positions**
- **Be prepared to take risks & give space to let the synergies work**

CHANGING SYSTEMS & PROCESSES

Funding regimes

- \$\$ not a good conduit for collaboration
- Funding in new ways – pooling
- Accountability regimes adjusted

Employment

- Cross-agency roles
- HR implications & training

Culture

- Of working together;

Evaluation approach

- Outcomes as much about changed relations as tangible deliverables

IS MY ORGANISATIONS READY FOR THE SHIFT?

- *Is it open and willing to change?*
- **Does it have the capacity and capability to work collaboratively?**
- **Is it able and willing to delegate decision making?**
- **Is it willing to expose itself to the scrutiny of others?**
- **Is it prepared to be held accountable to collaborative agreements?**

NEW MANAGEMENT & LEADERSHIP

Management

POSTDCOR

- Vertical & within
- Driver
- Leverage relationships for outcomes

Leadership

Moulding, massaging & manoeuvring

- Across
- Dispersed/shared leadership
- Process Catalyst
 - Process minder
 - Leverage synergies

DEALING WITH CONFLICT

- **Frequent – yet unacknowledged – element of collaboration**
- **Must be acknowledged & addressed**
- **Facilitate discussion to explore the issue – real & presenting**
- **Explore alternatives**
- **Conflict – leads to creativity!**

NETWORK & COLLABORATION CAPACITIES

- **Nurturing**
- **Group work skills**
- **Negotiation skills**
 - Interest based
- **Political savvy**
- **Process analysis**

Big picture thinking & seeing

Perseverance

Persuasive

Listening, learning, linking & leveraging

SHAPING AN EFFECTIVE NETWORK

Structure or topology of network

- Loose ties; clustered – core- periphery
- Too loose not get work done/too tight – group think & entropy

Your position in the network structure is important

- Fairly central – gives you influence
 - Information/resources around you
 - Linked to others that are well linked
- But – watch out that don't come to occupy a simmelian tie position (the ties that strangle)
 - Bottle neck and stuck between – over loaded and worn out !!!!!

Be strategic with relationships

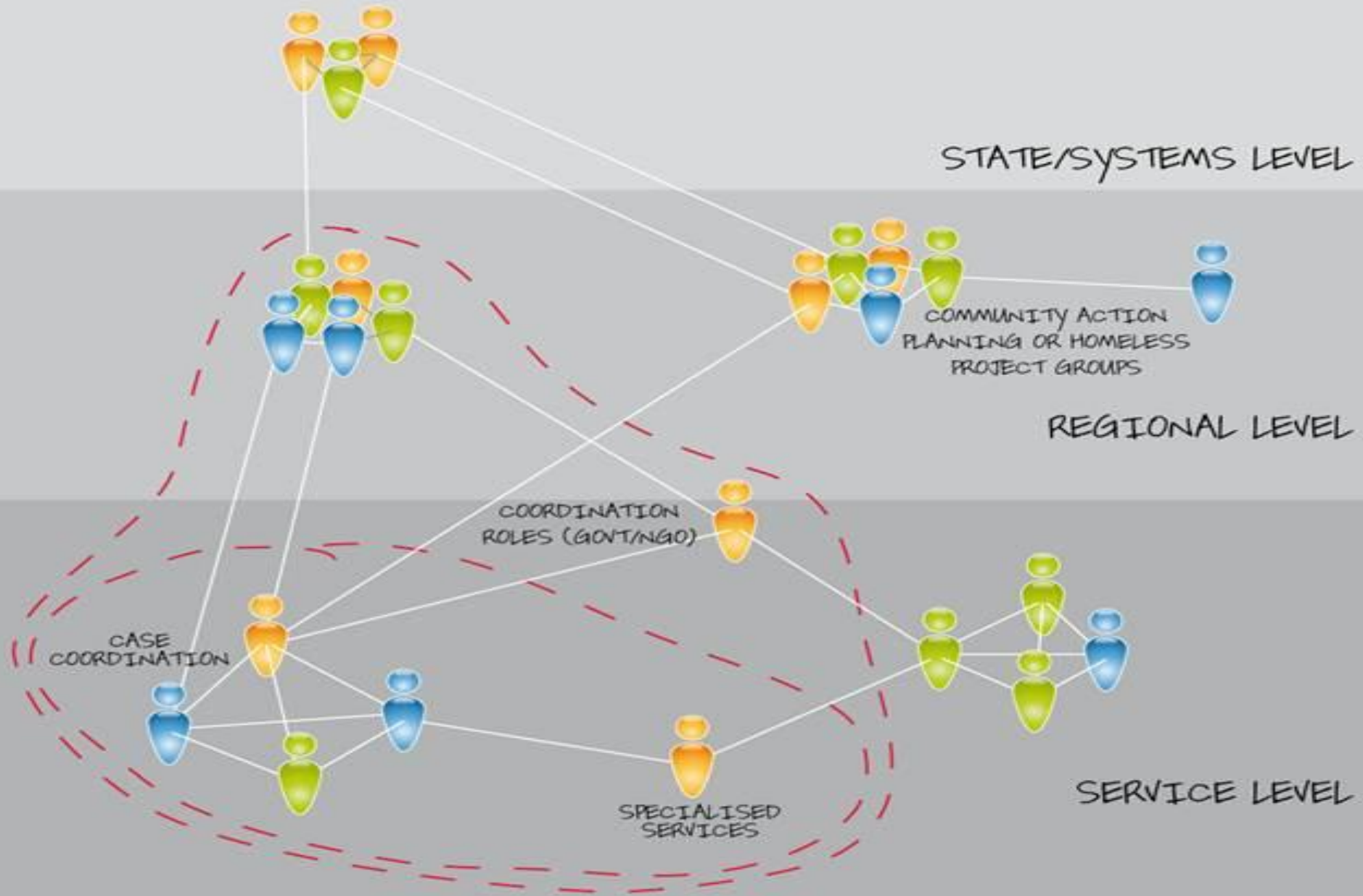
Clarify the purpose & ensure that collaboration is the right approach

Determine membership basis – who needs to be in (size & number)

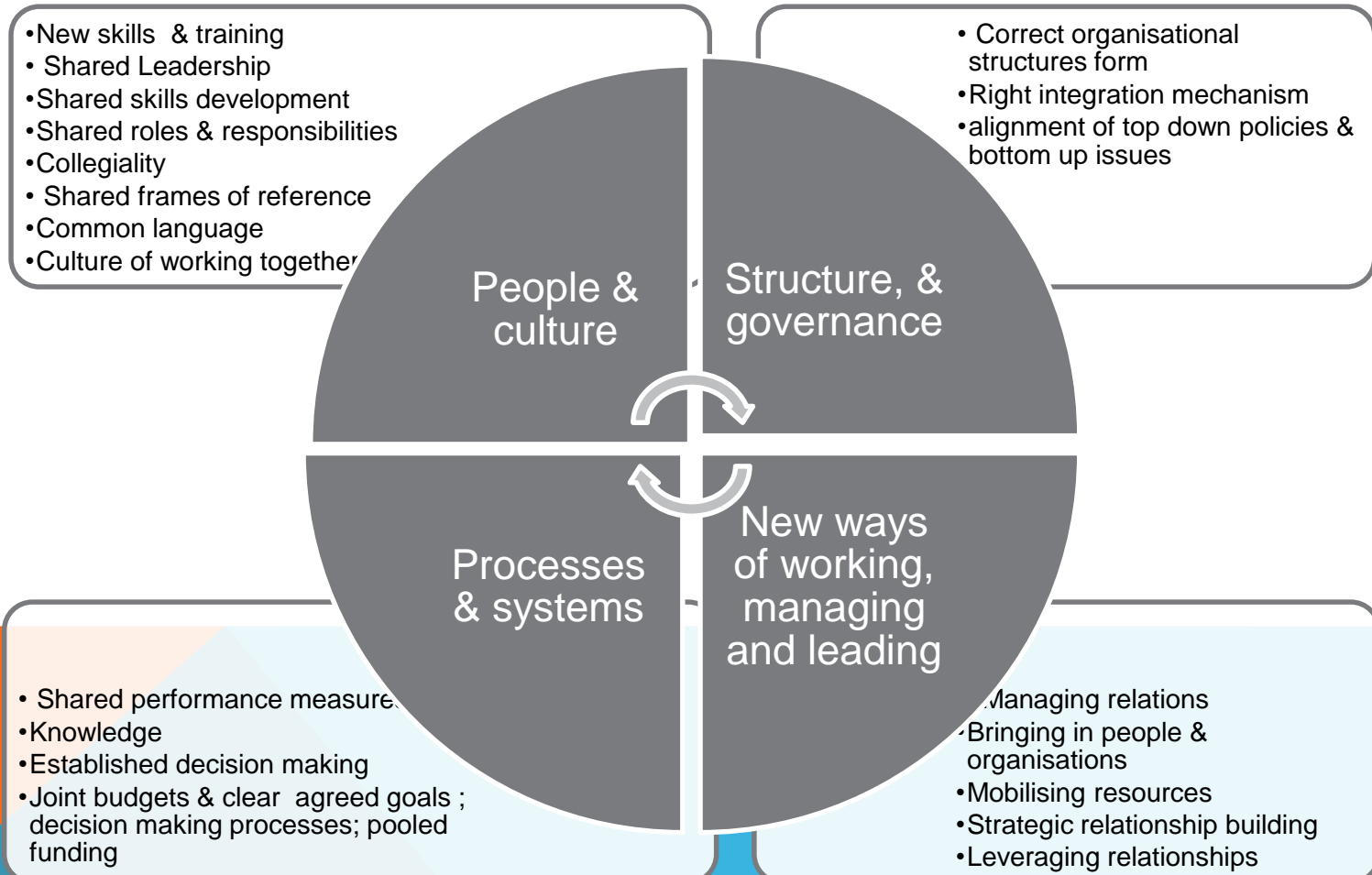
- What are existing relations (what is your current investment?)
- Ramp-up or scale down

Negotiate terms of engagement & outcomes

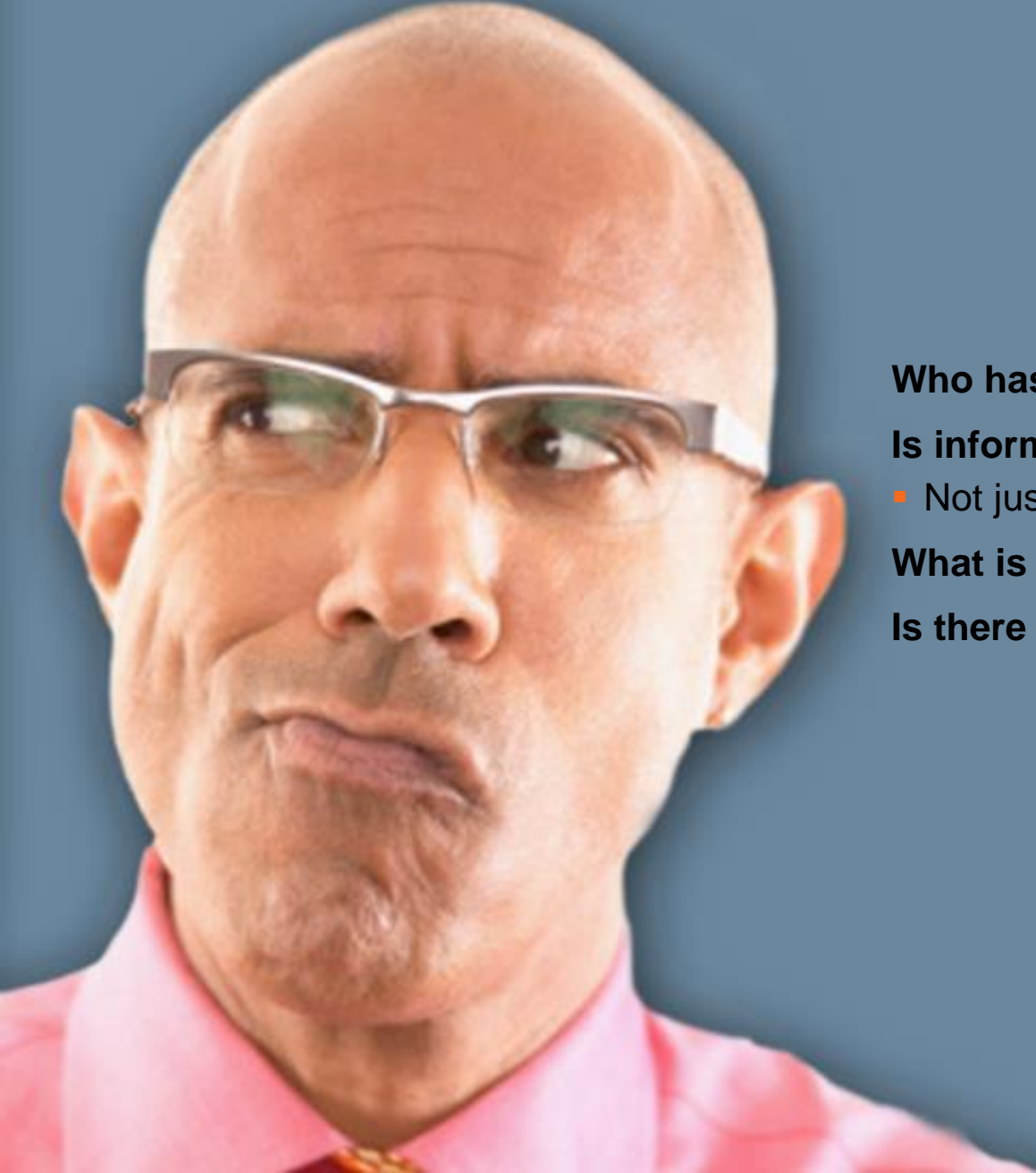
DARK networks A word



FILLING OUT THE GREY SPACE



ARE YOU REALLY MY PARTNER?



Who has the power?

Is information genuinely shared?

- Not just base information

What is the trust level?

Is there commitment?

NETWORK EVALUATION

Different ways of working – different ways of evaluating

- Emphasis **first** is on the relationships (intangibles)
- This is not to say that conventional evaluation is discounted (tangibles)

Looking at:

- **the relationships and processes that enable working together**
- **the level of participation and engagement of members**
- **how well the structure allows participants to contribute to and influence work and outcomes**

EVALUATION CHECK LIST

Relationships and processes

- Are there good relations between members?
- What is the trust level?
- Is time spent on members getting to know each other and their problems/limitations?
- Do members feel a strong or weak bond, or commitment, to each other?
- Are there processes in place to enable these bonds?
- Is relationship building (internal and external) an accepted part of the work program?
- Do members communicate openly and frequently?
- Do members have a sense of commitment to the collaboration as well as their own organisation? What are the power relations?
- Is power shared or does it appear to rest with specific members of the collaboration?
- Are there mechanisms to resolve conflict?
- Is there a culture of learning?

Participation Level

- Do all members participate in the collaboration, in terms of decision-making and resource provision?
- Are there barriers to participation?
- Are there processes in place to check 'engagement level'?
- Are people participating as much as they can/wish

Structure and control

- Is the way the collaboration is set up appropriate for the aims?
- Is the structure too tight (strangling), too loose (lacks cohesion) or just right (facilitates action)?
- Where/how are most decisions made?
- Democratically or centralised?
- Is there support for the collaboration by key actors outside the collaboration, eg: parent organisations' powerful stakeholders & respected people in the community?

SOCIAL NETWORK ANALYSIS

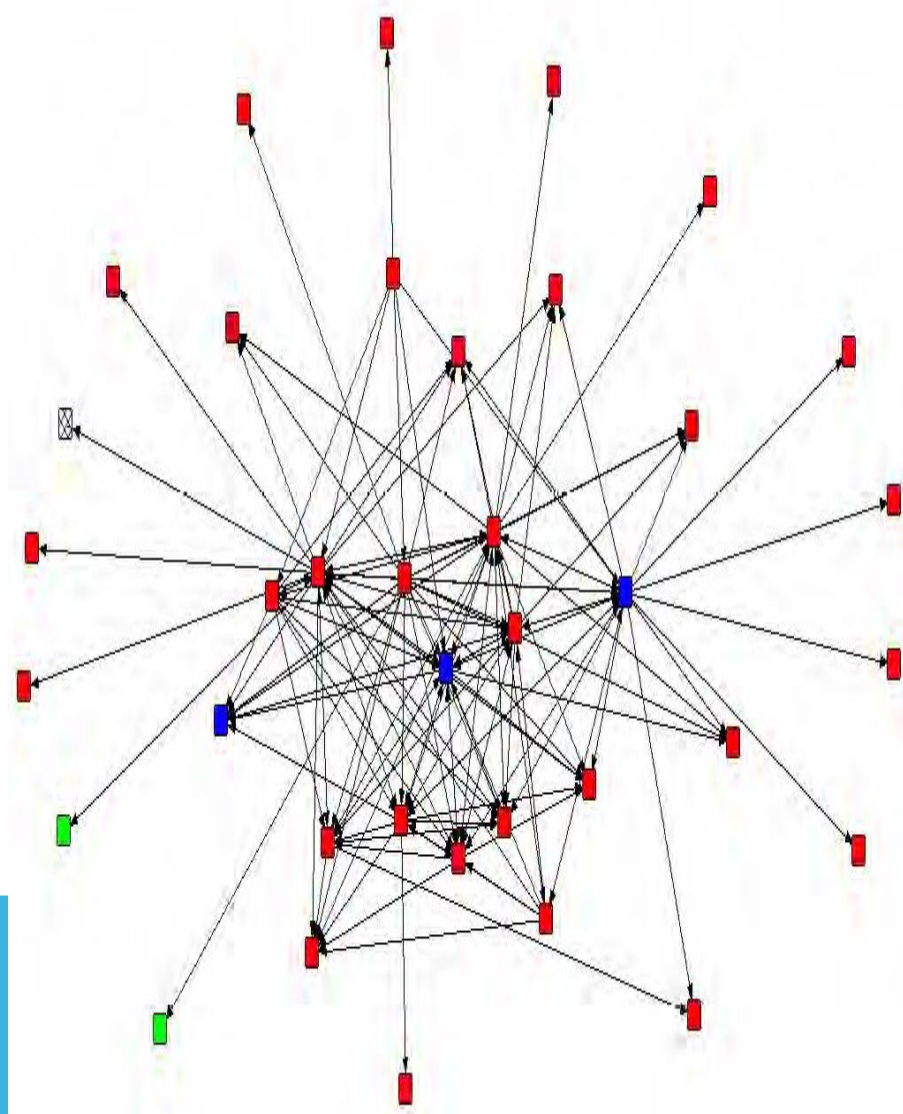
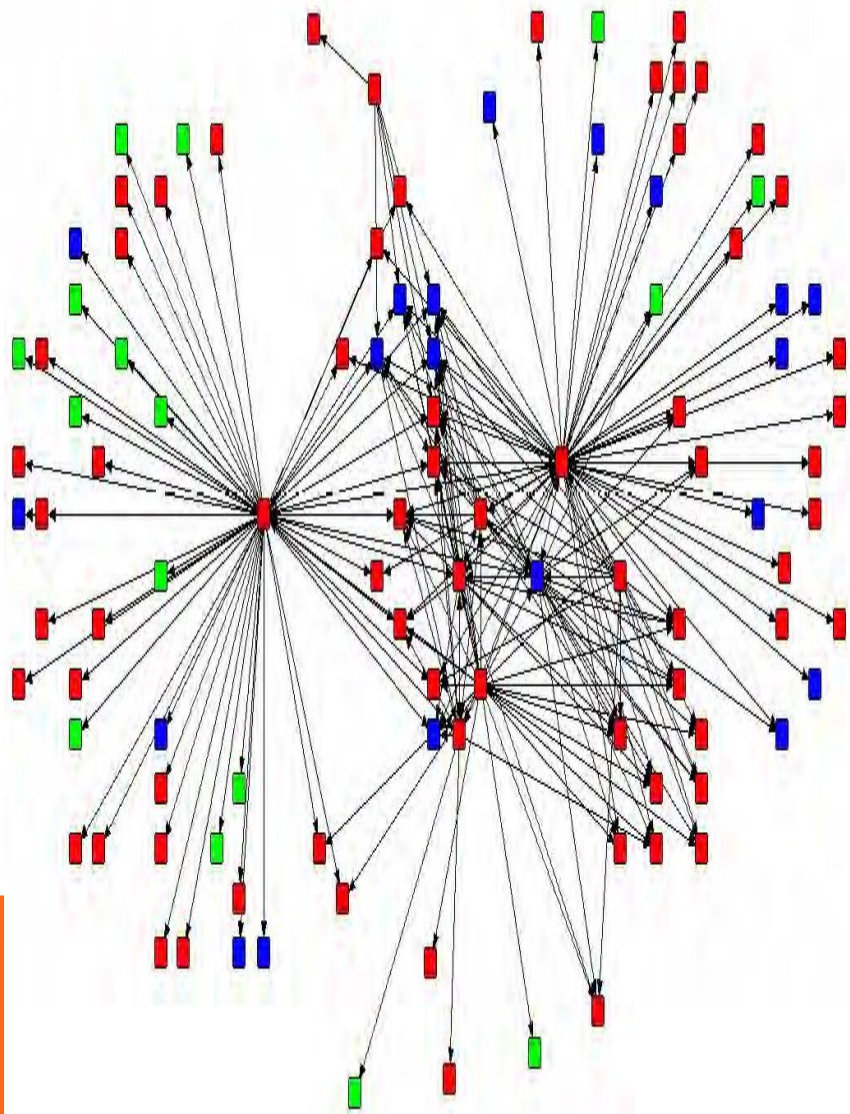
Intuition not enough!

Network Analysis

- Way to empirically assess/confirm relationships
- Delivers
 - visual representations – (maps)
 - metrics (statistics for analysis/review)

Diagnostic & evaluative tool

- Configure & reconfigure patterns of sales relationships
 - Where to put effort for maximum gain



SO, I RECKON

Networks are here to say (as if they ever left)

- Can be used for good (or evil)
- More art & craft than science

Needs to be designed fit-for-purpose (strategic)

- What are the connections you need
 - Where do you already have social capital & can borrow of that?
 - Where do you need to build relations – how are you going to do this?
- What sort of connector are you/do you need/want to be?
- Need to understand networks & connections
 - Personal, health, environmental, financial

Remember:

individuals are powerful but networks uber powerful! (and more funner!!!!)

OUR CONTACT DETAILS

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STRATEGIC RELATIONSHIP BUILDING

Identify those groups/organisations with which your Project/organisation should have a relationship with to achieve project outcomes.	
Circle those with whom you already have a relationship	
<i>Of those circled</i> consider if the current strength or nature of the relationship is sufficient to secure outcome.	
For relationships that are considered not strong enough, identify possible strategies to strengthen. Similarly it might be necessary to weaken relationships to secure outcomes.	
For the firms <i>not circled</i> consider (a) what engagement strategies should/could be employed to mobilise commitment/involvement and (b) how strong the relationship needs to be.	

INTERACTIVE WORKSHOP – TASK 1

Identify, building connections – ‘network weaving’

- Pulling together the scattered bits
- Initial clustering – hub & spoke
- Multi-hubs – connectors & strengthened relations
- Core periphery

Strategic Relationship Building

- Examine current activities/programs
 - Identify core (missing connections); strength of connections (relationships)
 - Develop action steps to commence networked process (or other)

TASK 2 BUILDING WAYS OF WORKING TOGETHER

- ◎ Think about where you are at now
- ◎ Common issue to address – alignment
 - What do you want to achieve/think you could work on together?
 - Network?
 - What is its purpose
 - Who should be involved?
 - Using the relationship (integration) continuum as a guide
 - Where are you relations now
 - Where should they be to meet the purpose
 - How keep the relationships going – mechanisms

TASK 3

- ◉ Building up relations
 - Who do you need to establish relations with
 - How strong does the link need to be
- ◉ Borrowing on relations
 - Where do you already have strong relations
 - How can you use these better/use alternative sales formats
 - Use these as links to other sales opportunities
- ◉ Dissolving relations
 - Who do you have strong but not productive relations ?
 - How could these be ramped up ?
 - Should they be dissolved ?
 - Are they just habit ?

INTEGRATION - UNPACKED

