



How to Map Networks

(Understand basic elements of Networks)
Agile Praxis

Ulises S. Aguila

| +52 55 299 55 256 | info@yuinikoacademy.com | CDMX March 2019



Ground Rules for this session:

- Don't be afraid of say what you think
- Better if we can see each other our faces by zoom
- Two feet session rule
- Session built by all the participants (interchange information)
- This is a session where EGO is not allowed

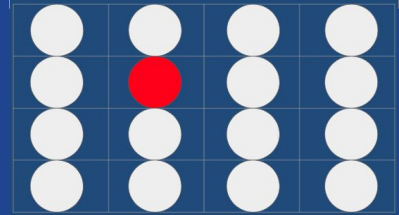
0.

Quick Intro

- 1-Who are you and what do you do?
- 2-How many people do you know in this room?
- 3-Something funny about yourself **(Optional)**

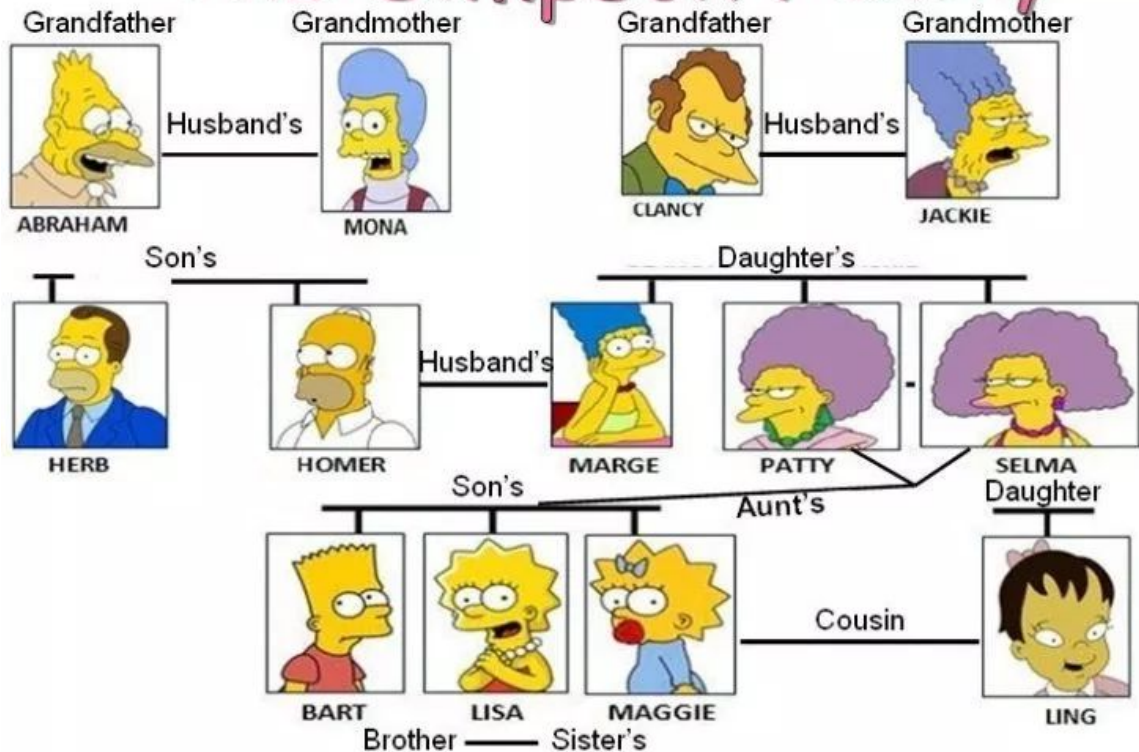
This is column 1,
row 1

Let's start with
row 2, column 2,
then follow your
right.



Family Coaching

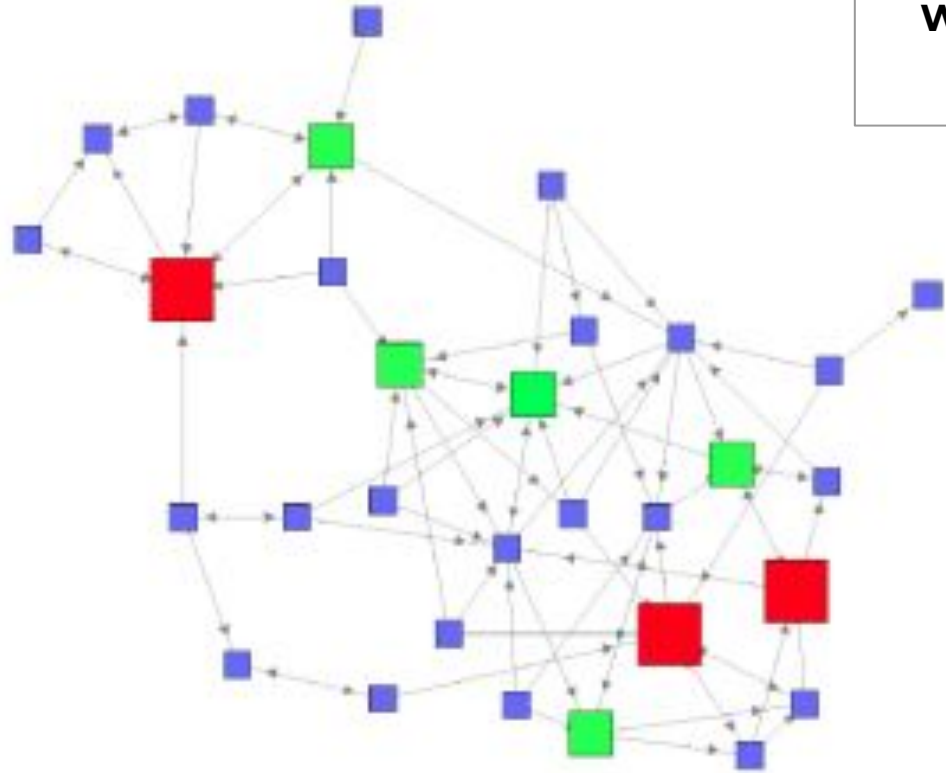
The Simpson Family



Networks

What things are behind a map of relations?

Close to retirement





INDEX

1. **Why your interest?, Why my interest?**
2. **What is a Network?**
3. **Why Networks?, Why we need it?**
4. **Network elements & analysis**
5. **Trust & Ecosystems**
6. **Mapping together**

1.

Why my interest?, Why your interest?

“Teaching is only demonstrating that it is possible.
Learning it is making possible for yourself

Paulo Coelho

E = MC²

- **M** is the Mastery of each individual (human capital).
- **C** are the Connections that join individuals into a community (social capital).
- **C** is the Communication that flows through those Connections.
- **E** is the resulting Effectiveness of the team or organization.

Vancho Cirovski

Why my interest in Networks?

... the search for the 'perfect **system**' for 'Scaling'

... only few leaders in organization

... because always liked the idea of fastest initiatives

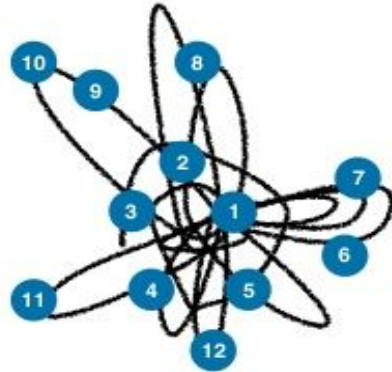
... because always wanted to work in orgs only in things that really matter to me

... our society is changing faster and things are becoming more and more complex

... high interest in how to build **ecosystems** of innovation

Why my interest in Networks?

... Strong relations with Systems



12. **Constants**
11. **Buffers**
10. **Material**
09. **Delays**
08. **Negative loops**
07. **Positive loops**
06. **Information**
05. **Rules**
04. **Change & self-organize**
03. **Goals**
02. **Paradigms**
01. **Transcend paradigms**

Why my interest in Networks?

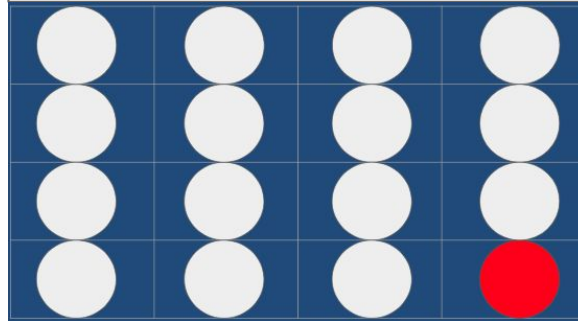


**YOU NEVER CHANGE
THINGS BY FIGHTING
REALITY. TO CHANGE
SOMETHING, BUILD A
NEW MODEL THAT
MAKES THE EXISTING
MODEL OBSOLETE**

BUCKMINSTER FULLER.

Why your interest in Networks?

We do a quick round with everybody, 2-3 minutes.
We start with **last row, last column, then your left.**



2.

What is a Network?

Social networks have existed since the discovery of fire. Although we have always expressed ourselves through language, feelings and body language, and our relationships with others are evident in the networks we make, we are now more aware of this. It is now time to become even more aware of our collaborative power.

What is a Network?

A network of social connections and personal relationships between people
Oxford dictionary

A network of individuals (such as friends, acquaintances, and coworkers) connected by interpersonal relationships

An online service or site through which people create and maintain interpersonal relationships
Merriam Webster

The different groups of people that you know
Cambridge dictionary

Is a social structure made up of a set of social actors (such as individuals or organizations), sets of ties , and other social interactions between actors
Wikipedia

What is a Network?

Networks may refer to different fields:

Technology, Engineering, Communications, Science
Mathematics & statistics, Social, A complex system (of relations)

Two participants that wears something **black** say what they think about this phrase.

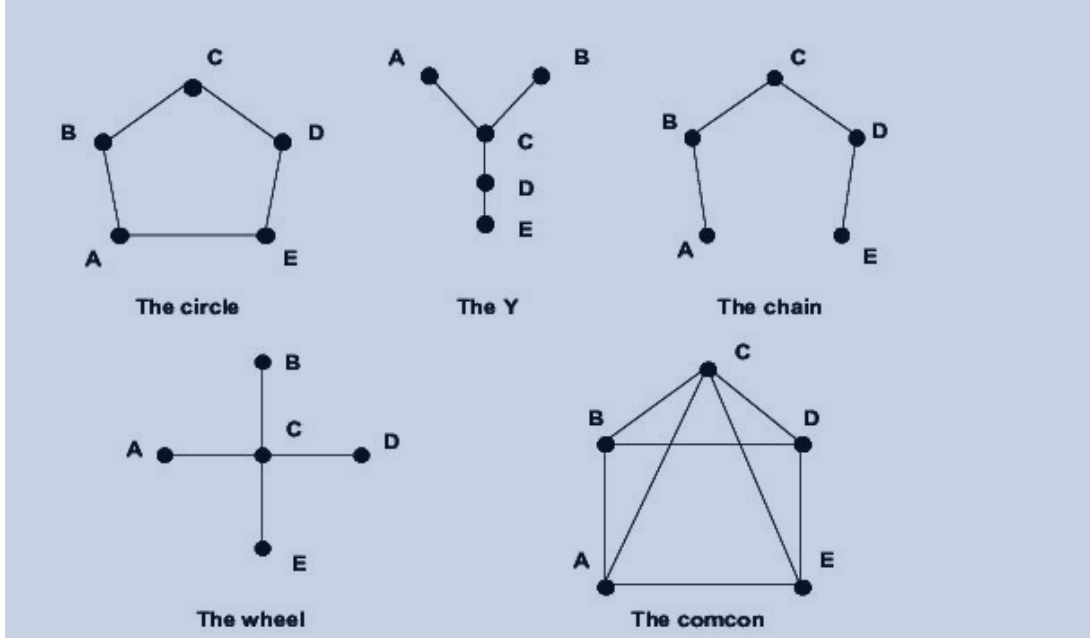


'It's not what we do but how and with whom we act and interact that brings transformation.

Interaction = Connections

What is a Network?

Science



Some effects of certain communication patterns on group performance..

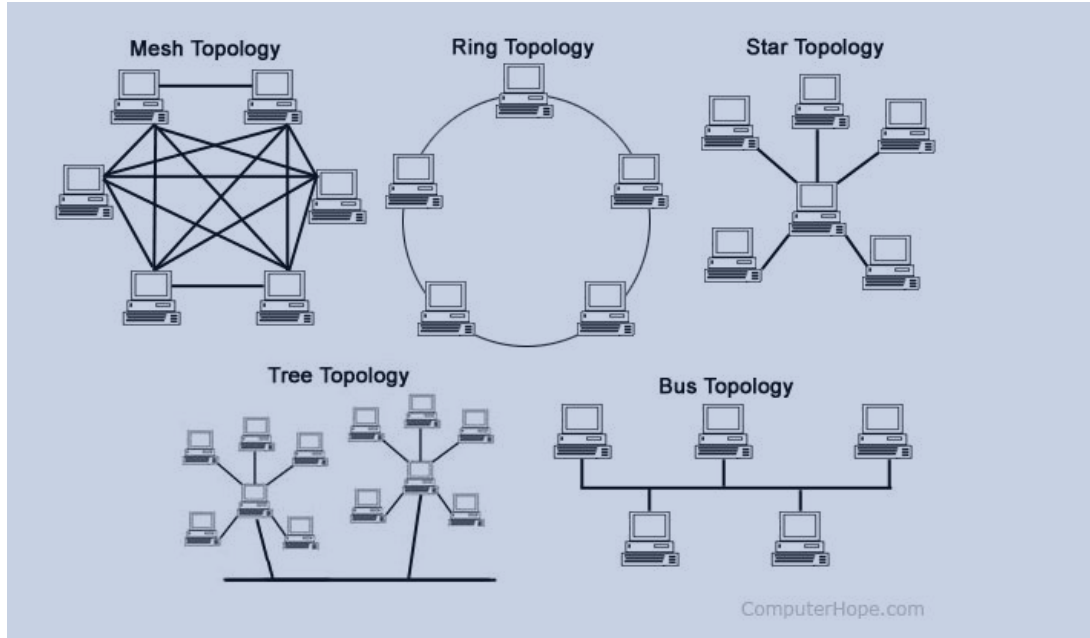
SOME EFFECTS OF CERTAIN
COMMUNICATION
PATTERNS UPON GROUP PERFORMANCE

Jack Leavitt 1951

Network configurations investigated in previous research (from Leavitt, 1951)

What is a Network

Technology and communications



A **network** is a collection of computers, servers, mainframes, network devices, peripherals, or other devices connected to one another to allow the sharing of data.

An excellent example of a network is the **Internet**

What is a Network?

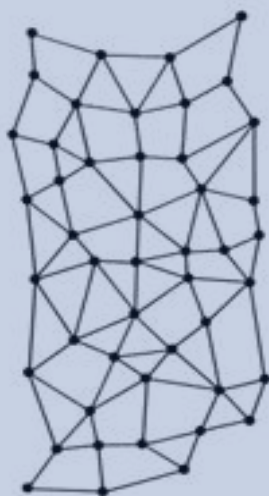
Technology and communications (Defense)



Centralized



Decentralized

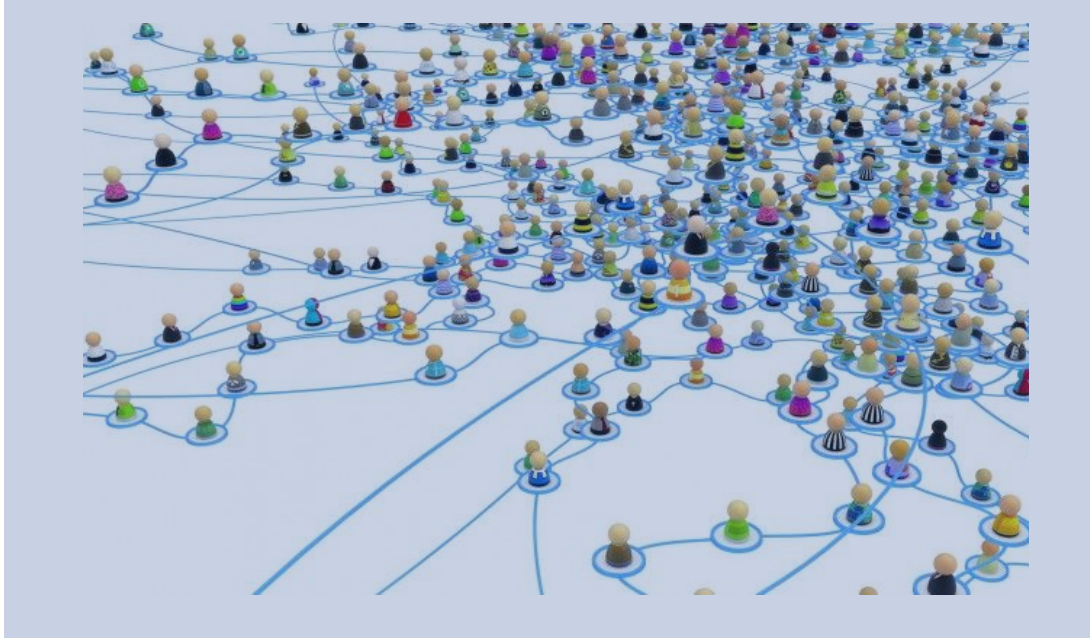


Distributed

Paul Baran was a Polish-born Jewish American engineer who was a pioneer in the development of computer networks.

What is a Network?

Social and behavioral sciences



Social networks and the analysis of them is an inherently interdisciplinary academic field which emerged from:

- Social psychology
- Sociology
- Statics
- Graph theory

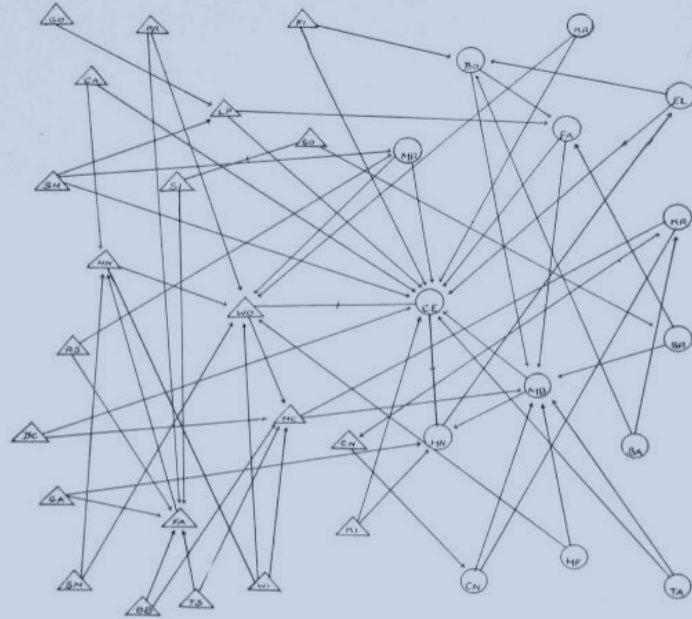
What is a Network?

Social and behavioral sciences

Jacob Moreno as the first examples of social network analysis and visualization.

Moreno's first sociograms visualize the relationships between pupils in a classroom: **who wants to be sitting next to whom?**

EVOLUTION OF GROUPS



CLASS STRUCTURE, 1ST GRADE

21 boys and 14 girls. *Unchosen*, 18, GO, PR, CA, SH, FI, RS, DC, GA, SM, BB, TS, WI, KI, TA, HF, SA, SR, KR; *Pairs*, 3, EI-GO, WO-CE, CE-HN; *Stars*, 5, CE, WO, HC, FA, MB; *Chains*, 0; *Triangles*, 0; *Inter-sexual Attractions*, 22.

Source: *Morenos' Sociogram*

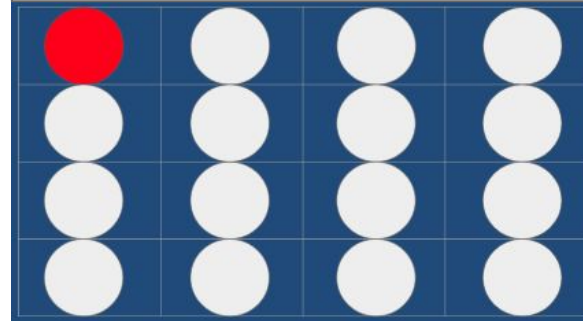
What is a Network for you?

1-What is your definition of a Network?, how a Network is related with control?

2-What is a centralized, decentralized and a distributed Network?

3-What type of connections can have one person with another?, What do you think can be mapped?

We do a quick round with everybody, 2-3 minutes.
We start with **first row, first column, then your left.**
(6-8 min)



3.

Why Networks?

“One thing we know about transforming systems is that we need a tremendous amount of experimentation

June Holley

Why Networks?

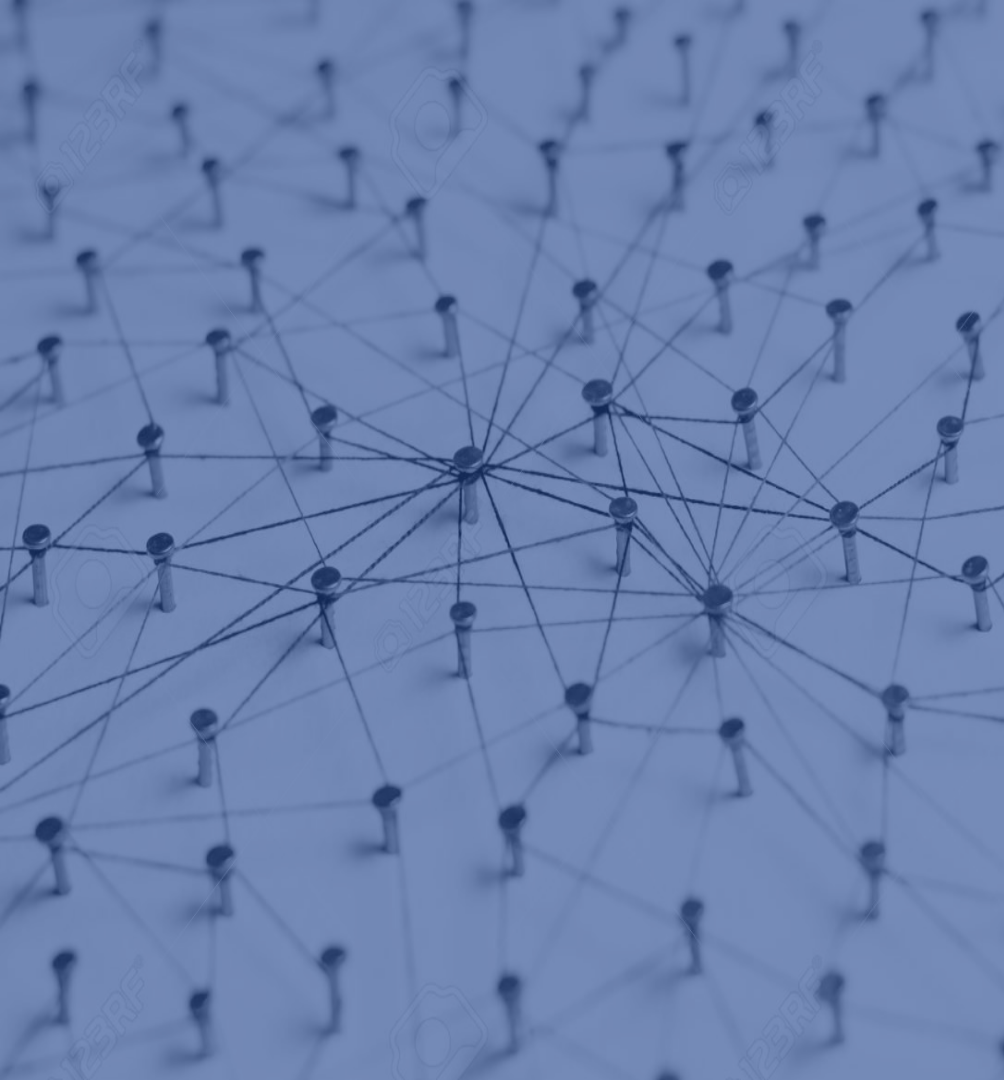
The right **observer** ask the right question

- Who goes to whom for advice and expertise?
- Organizational reporting (structure)
- What are the group of people close to retirement?
- How the information flows by mails?
- What is the relation between X and Y segment of clients?
- Which are the most vulnerable groups?
- Who introduced you to Pierre?



IF KNOWLEDGE IS POWER,WHAT IS CONNECTED KNOWLEDGE?

Valdis Krebs.



A voluntary what would like to say what they think about this phrase?. (or the following phrase)

The old industrial economy was driven by economies of scale; the new information economy is driven by the economics of networks...”

Carl Shapiro & Hal R. Varian.

Information rules 'A Strategic guide to Network Economy'

'All the systems are open. All the system are self organizing. If true - control as we sought it is impossible. Management as we have practiced it is questionable'

practiced it is questionable,
it is impossible. Management as we have
self organizing. If true - control as we sought

HARRISON OWEN.

A voluntary what would like to say what they think about this phrase?.

'All the systems are open. All the system are self organizing. If true - control as we sought it is impossible. Management as we have practiced it is questionable'

Open Space
Leadership Network
Network

practiced it is questionable,
it is impossible. Management as we have
self organizing. If true - control as we sought

HARRISON OWEN.

A voluntary what would like to say what they think about this phrase?.

Law of small Teams

Law of **Networks**

Law of **Client**

Steve Denning.

The 3 laws of Steve Denning

Team Coaching, Scrum,
Team building, etc.

Design Thinking, Service
Design, Blue Print, MVPs,
trends, Client's Network
analysis.

Systemic - Thinking
Networks (BMC,,)



"The Age of Agile"

¿How can improve the teams?

The Law of small Team

¿How can we understand the client?

The Law of client

¿How can we build an ecosystem?

The Law of Networks

Law of small Teams

Law of **Networks**

Law of **Client**

“ + 1 Law missing

3 Laws

+

1 Law

- **The Law of small teams**
- **The Law of Leadership**

- **The Law of Networks**
- **The Law of the Client**

Why Networks?

20th Century Leadership	21 Century Leadership
Few leaders (authority by power)	Everyone can be a leader without an official role, all of us have infinite possibilities
Paid, to tell you what to do, not to think	Do things that really matter or have a meaning or purpose to create engagement, collaborative initiatives
Assembly line & control of positions	Experimentation, empiric management
Cause and effect, everything can be predictable	Complex causes, Unexpected
One right way & recipes	Many perspectives, many solutions, contexts are infinite
Control	Support & Coaching
Individualism as a way to manage or attack predictability	Collaboration to manage complexity and uncertainty (sensemaking, trust, etc)

Network Roles (Leadership)

- **Connector Catalyst**
Connects people or close triangles
(common interest)

- **Self-Organized
Project Coordinator**
Helps with self-organized projects

- **Network
Guardian**
Communication, support,
training, helping with resources

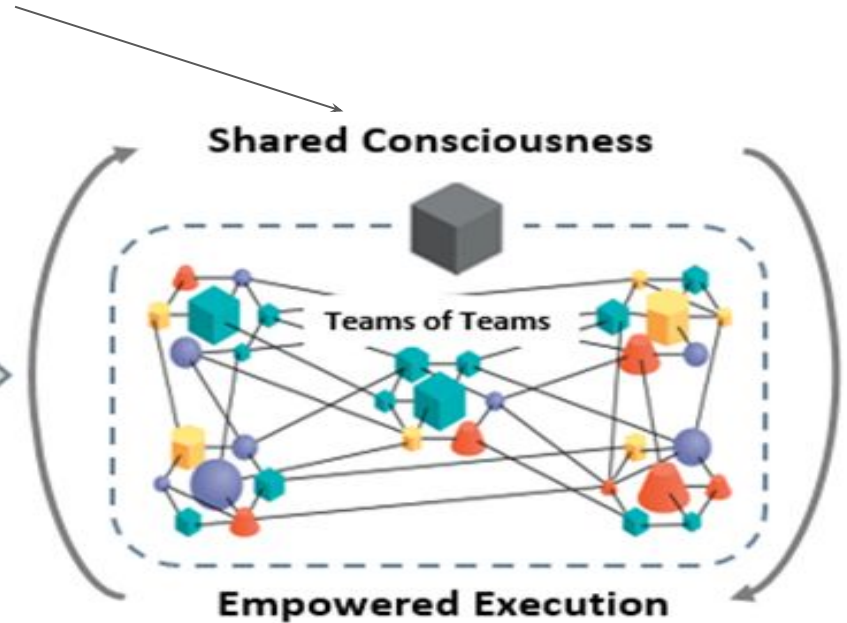
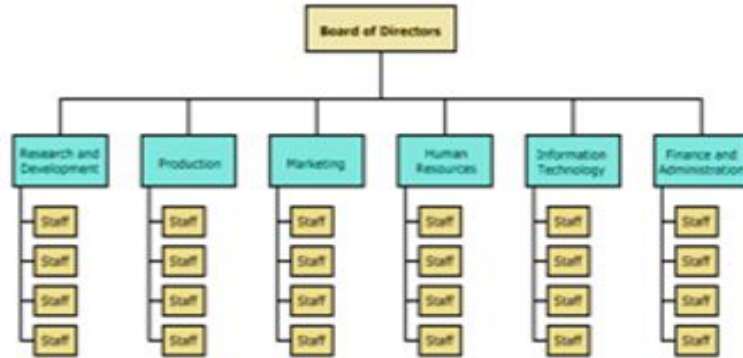
- **Network
Facilitator**
Help convene people to set up a
focused network

Source: Network Weaving

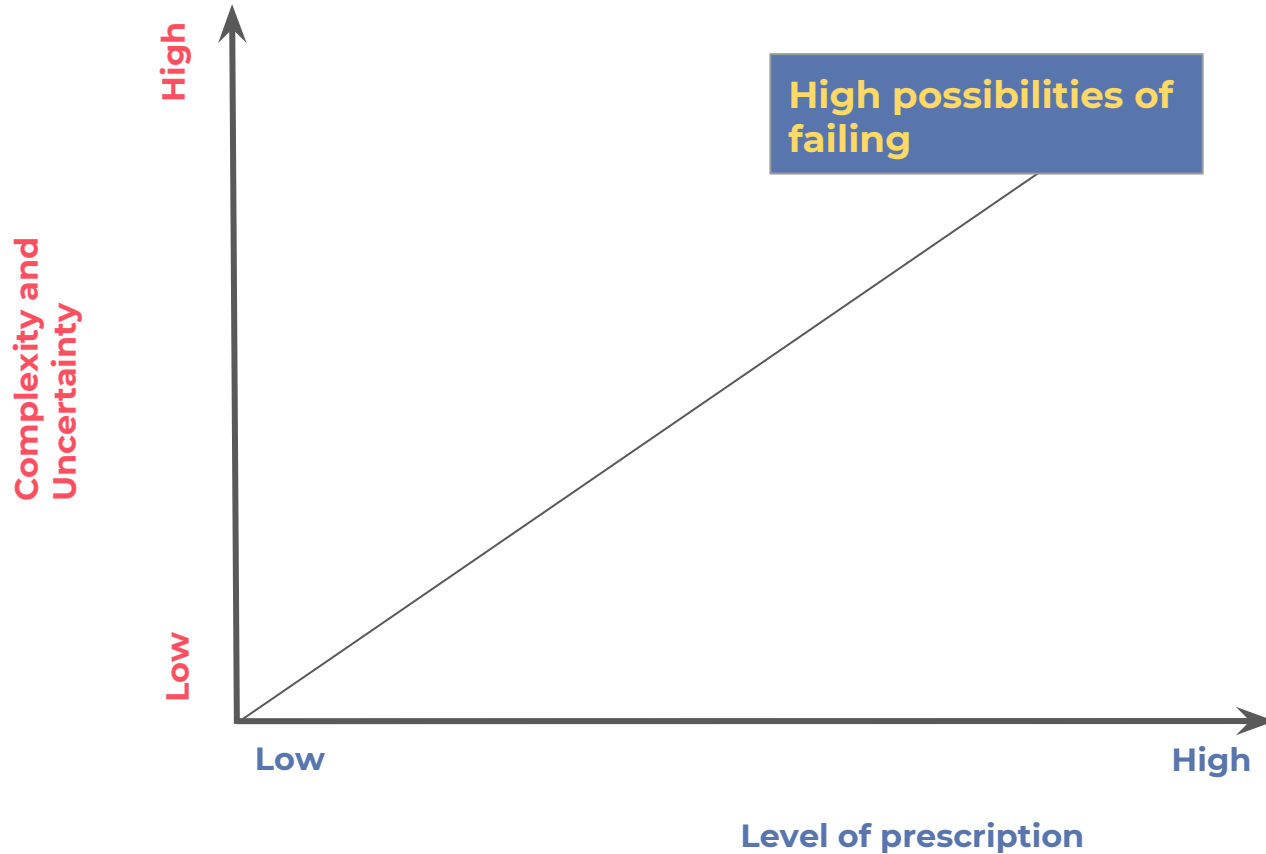
Needs to be persuasive and be comfortable as a peer rather than as a Manager

Why Networks?

Collaboration mindset = Network mindset = New leadership style
(Shared consciousness)



Why Networks?



We don't understand the patterns of prescriptions.

We think in prescriptions as the ultimate level of things (safe, less, etc)

Why Networks?

Donella Meadows called change in deep structures (Thinking in Systems):

A shift in how we relate to each other from hierarchy to peers working

A shift from control mentality to creation of a web of support that enable us to find others, communicate easily, access resources and reflect on our work

A shift to a deep appreciation of our differences and use those differences to make breakthroughs in our co-creative process

Why Networks?

1-Do you see a necessity of understanding Networks better?

2-What paradigms we should work to start a Network mindset?

3-What do you think about leadership in Networks and 21st Century?

One voluntary can explain us their WHY?

Someone with blue T-Shirt



4.

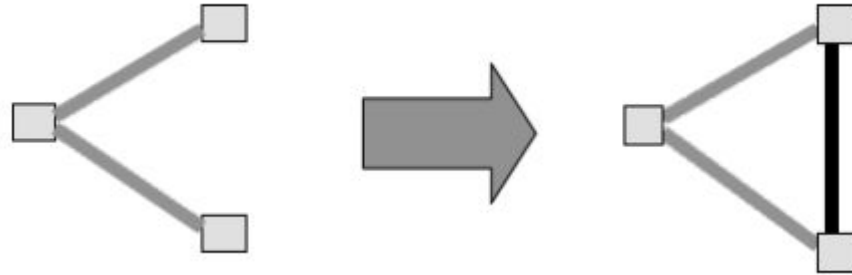
Networks elements & Analysis

“Sometime I feel I am an outsider in a massive sociology experiment with no hypothesis

Anonym

Network Elements & Analysis

An Open Triangle: Occurs when one person has relationships with two others who do not know each other. One of the most powerful Network Weaving acts is to Close Triangles by introducing two individuals to each other, especially if they have some common interest



Network Elements & Analysis

Nodes: Are squares on a network map that represent individuals (or some cases organizations)

Links: are the lines connecting nodes and represent a relationship. (Level of)

Relationship: General relationship or specific relationship (EG Someone may have working relationship but not a social relationship)

Directional link: Shown by arrows on a map, when the arrows go both ways

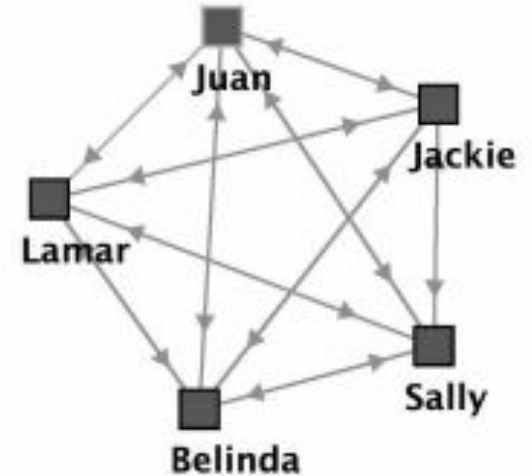
Network Elements & Analysis

Close and homogenous

People in this Network interact with people like themselves

What are the positive qualities?

What are the limitations?



Network Elements & Analysis

Old boy's Networks: Close and homogenous

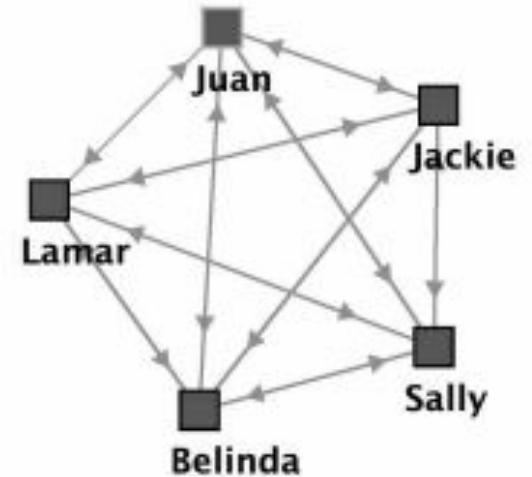
People in this Network interact with people like themselves

What are the positive qualities?

- This type of network has a high level of trust
- People in this network know what is going on throughout it

What are the limitations?

- People in this network don't have access to different ideas, perspective, resources.



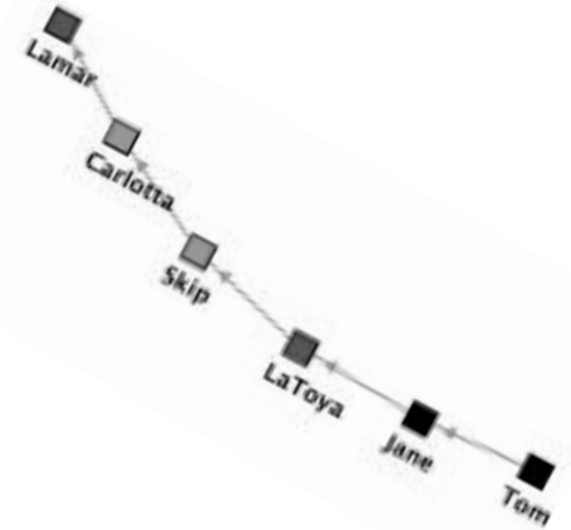
Network Elements & Analysis

Elephant Network: Long strands of connections

People in this Network are only connected to 2 others.

What are the positive qualities?

What are the limitations?



Network Elements & Analysis

Elephant Network: Long strands of connections

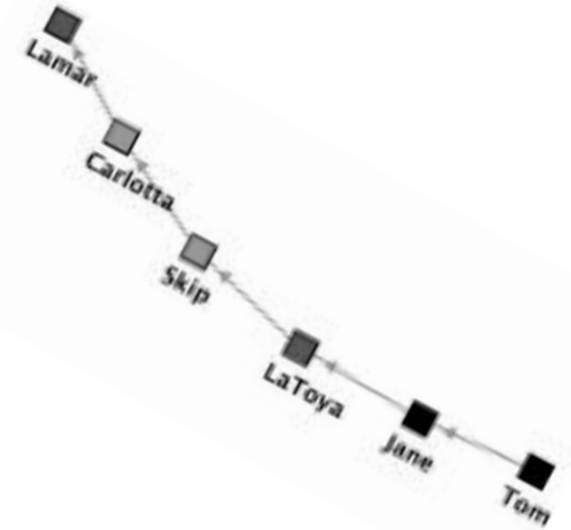
People in this Network are only connected to 2 others.

What are the positive qualities?

-People have the potential to know their friends' friends how have different perspectives

What are the limitations?

-People in this network are less likely to know what is going on other part of the network



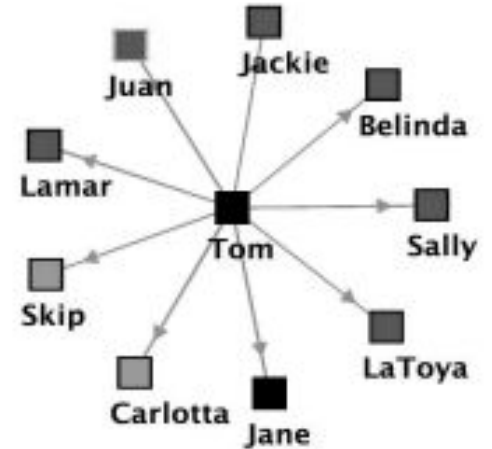
Network Elements & Analysis

Network: Hub & Spoke

One person controls this network and information flow in the network

What are the positive qualities?

What are the limitations?



Network Elements & Analysis

Network: Hub & Spoke

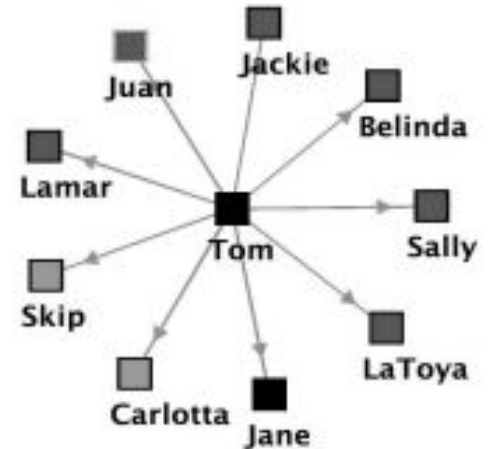
One person controls this network and information flow in the network

What are the positive qualities?

The hub can be a very efficient at spreading information

What are the limitations?

- People are less likely to know what is happening with the rest
- If one key people left, it would be easily to fall apart



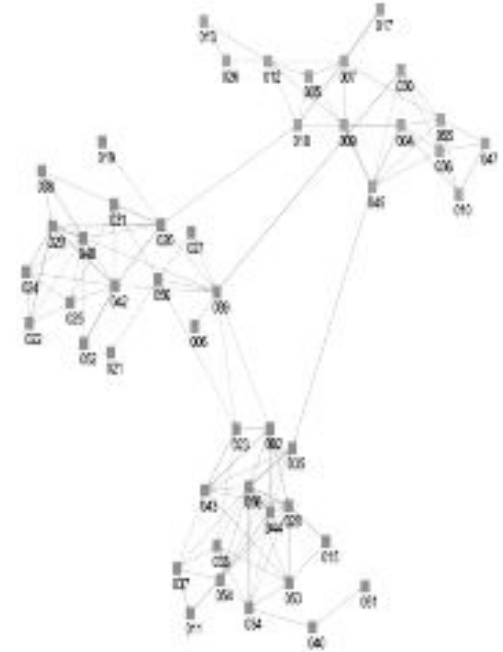
Network Elements & Analysis

Network: Isolated clusters

Groups of people with similar affiliations, geography, race, interest are barely connected to each other

What are the positive qualities?

What are the limitations?



Network Elements & Analysis

Network: Isolated clusters

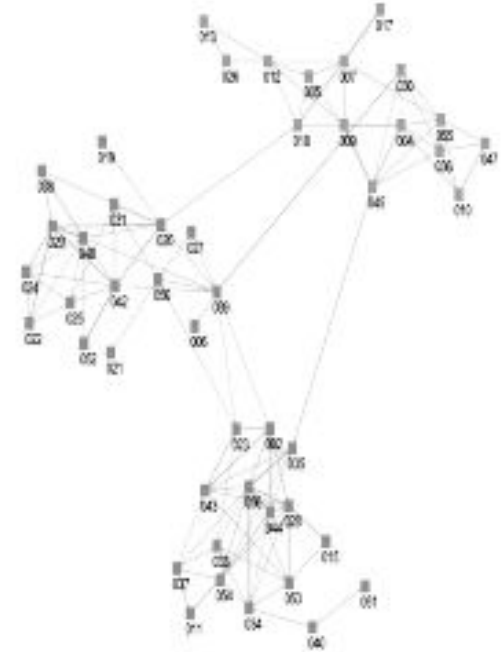
Groups of people with similar affiliations, geography, race, interest are barely connected to each other

What are the positive qualities?

- Solidarity and comfort of similarity

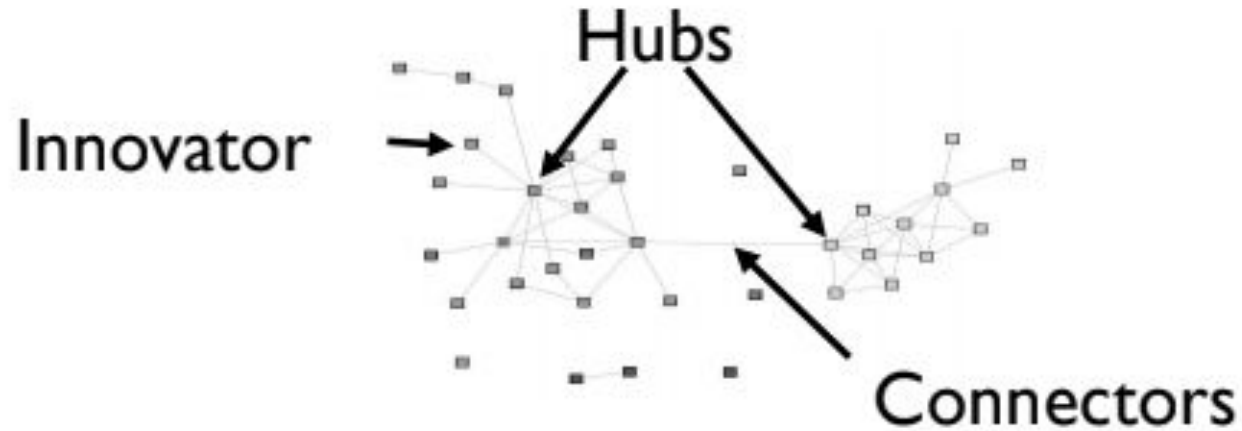
What are the limitations?

- People only tend to hear one perspective
- Can lead to discrimination
- People are unlikely to know what is happening in other clusters



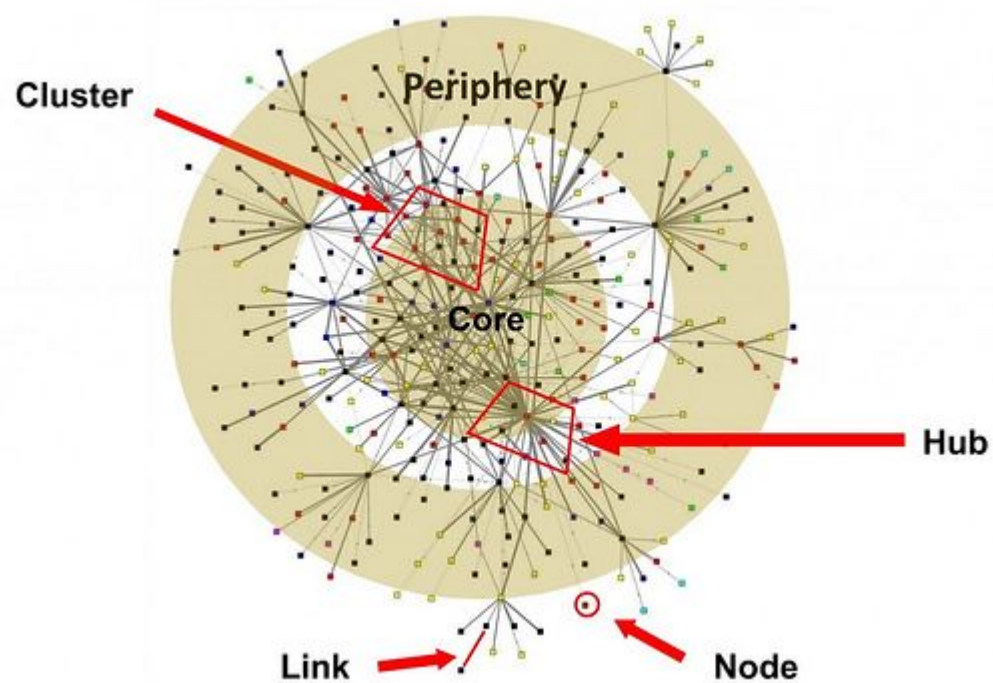
Network Elements & Analysis

Innovator, Hubs & Connectors



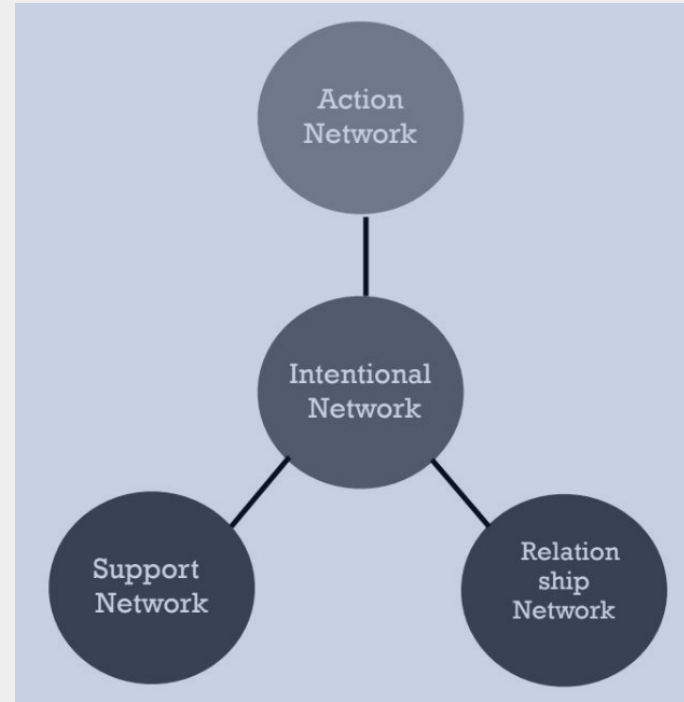
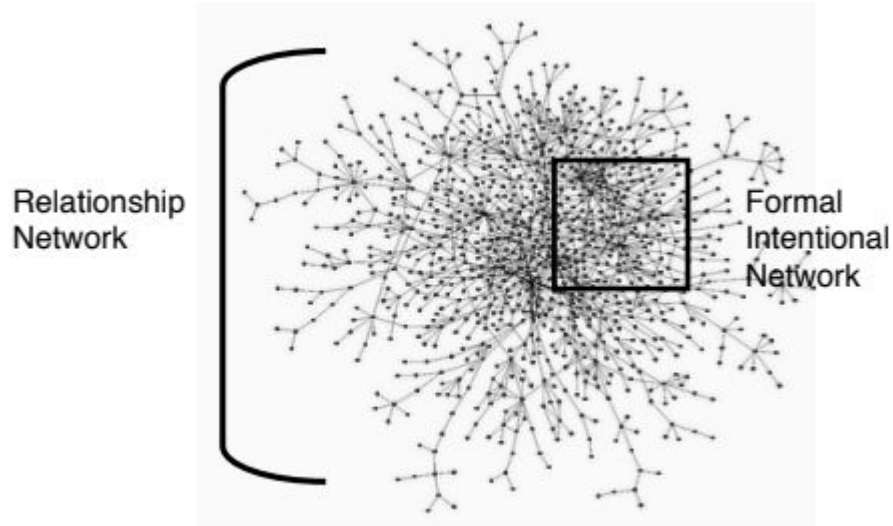
Network Elements & Analysis

Network: Isolated clusters



Network Elements & Analysis

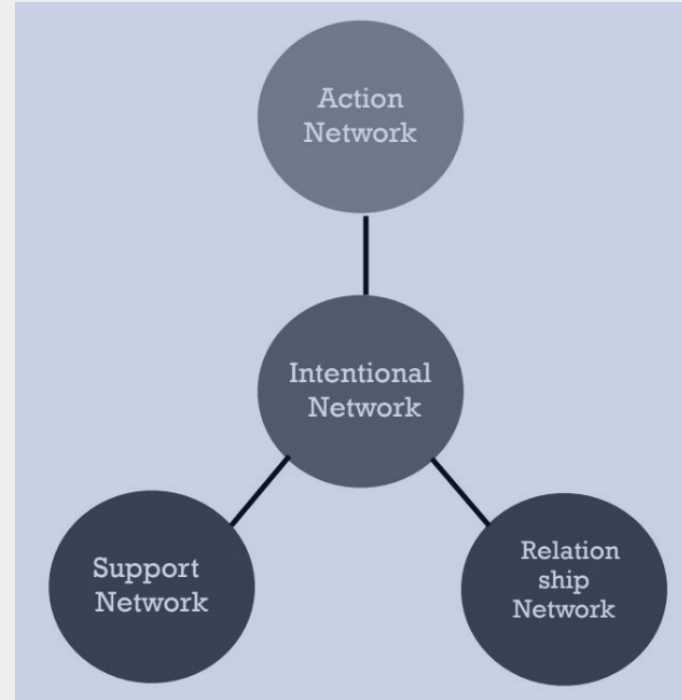
Type of Networks and their structure



Network Elements & Analysis

Type of Networks and their structure

Relationship Network	Connecting people Building trust Bringing new people to the Network
Intentional Network	Focus on an opportunity Engaging people to develop strategies
Action Network	Encourage people to take initiatives Clustering people Fostering collaboration
Support Network	Setting up communications and platform Restructure resources Evaluation & reflexion Support Network weavers

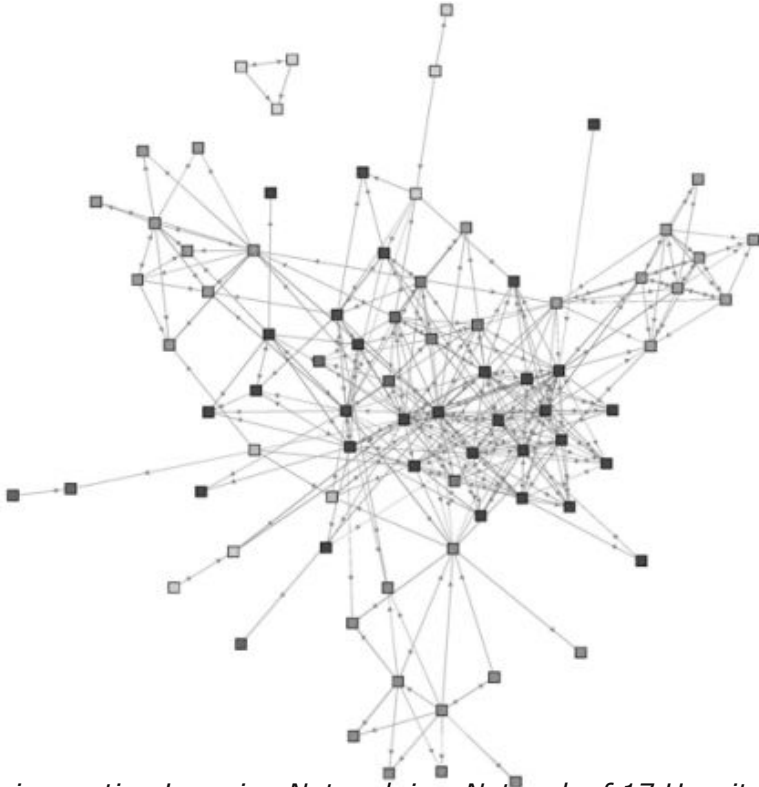


Network Elements & Analysis

Groups Exercise



What are the 3 things you notice about this network?



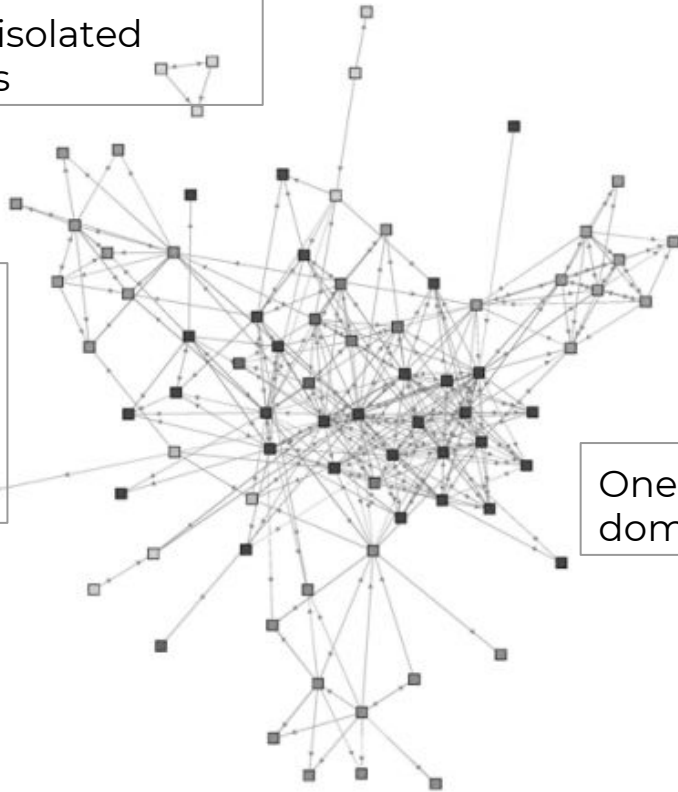
The innovation Learning Network is a Network of 17 Hospitals. Each organization is a different color of grey

Network Elements & Analysis

Groups Exercise



Some isolated groups



Most groups not connected with other groups

One group dominates the core

What are the 3 things you notice about this network?

The innovation Learning Network is a Network of 17 Hospitals. Each organization is a different color of grey

5.

Trust and ecosystems in Networks

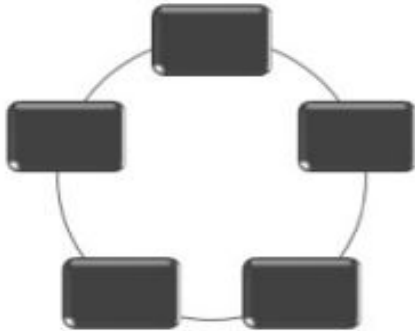
“Teaching is only demonstrating that it is possible.
Learning it is making possible for yourself

Paulo Coelho

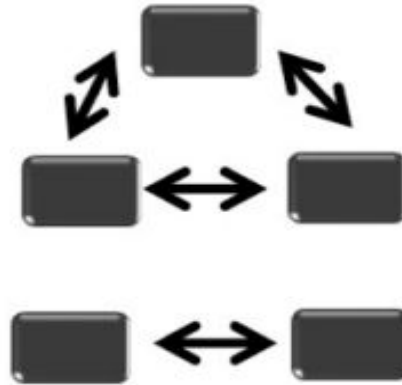
Trust & ecosystems in Networks



What is trust?, How trust is related with building relations and a healthy Network?



Member of a Network



Arrows shows who trust who

X.

Did I say Ecosystems?

"We need to learn from Nature."

Trust & ecosystems in Networks

PARADIGM SHIFT: REMEMBER ABUNDANCE

Nurse logs are dead trees that provide water and nutrients to grow new trees and other species.

REMEMBER
ABUNDANCE



Image credit: CrackerClips Stock Media/Shutterstock

Networks function not just because everyone involved does their piece, but because the flow of resources within the network create a whole greater than the sum of parts, generated by and increasing a practice of abundance

Success looks like: vitality, a feeling of fullness rather than burnout

Trust & ecosystems in Networks

PARADIGM SHIFT: HONOR DIFFERENCE

Ravens are often found near hunting wolves and help them find prey - it is because of their difference that they both can eat



Every participant in a network brings specific skill, resources or perspectives AND has different capacity, work/leadership style, and language. Networks are strengthened by understanding and leveraging this diversity.

Success looks like:
This manifests as individuals and their specific talents feeling seen as contributions to the network

Trust & ecosystems in Networks

PARADIGM SHIFT: FOSTER CONNECTIONS

Mason bees are efficient pollinators creating connections across various species.

FOSTER CONNECTIONS



Image credit: Brian Buckner

Network practitioners are adept at connecting people, institutions, ideas and resources for mutual benefit and create, grow, and sustain common purpose.

Success looks like:
Long-term relationships develop that may result in collaborations

Trust & ecosystems in Networks

PARADIGM SHIFT: CULTIVATE COLLABORATIONS

Mycorrhizal networks help trees move resources among themselves and protect them from treats.

CULTIVATE COLLABORATIONS



Image credit: Nigel Cattlin / Alamy

Networks require effective working relationships and information sharing between many individuals and groups -- supporting exchange of resources, sharing tasks, and collective ownership of outcomes is essential.

Success looks like:
Develop a collaborative effort, Shared work and partnership

Network Analysis

Are the right connections in place?

Are any key connections missing?

Who are playing leadership roles in the community?

Who is not, but should be?

Who are the experts in the area?

Who are the mentors that others seek out for advice?

Who are the innovators? Are ideas shared and acted upon?

Are collaborative alliances forming between local businesses?

Which businesses will provide a better return on investment – both for themselves and the community they are embedded in?

The innovation Learning Network is a Network of 17 Hospitals. Each organization is a different color of grey



6.

Mapping together

“Nothing Increase awareness of networks and gives people concrete ideas of what they can do to improve their network than developing a network map.

June Holley

Options for mapping.

- **Hand drawing a network**

Map in a big piece of paper or using post it notes

- **Generating maps with software**

For this specific time we will use Kumu and an online excel sheet



Let's map this session using google docs:

https://docs.google.com/spreadsheets/d/15Bpi1Kis-ciRhYdpfC9QYv3WxVafMvBZ-OA2fgQXb_A/edit#gid=1620801565

For imaging your pic:

<https://imggmi.com/>

Network Assessment

Intentional Network

<https://docs.google.com/forms/d/e/1FAIpQLSf6QsuuAGQpQEMpTMGoTU0KlileNxi9ikkIjMtFPre2SQ7piQ/viewform?vc=0&c=0&w=1>

Supportive Network

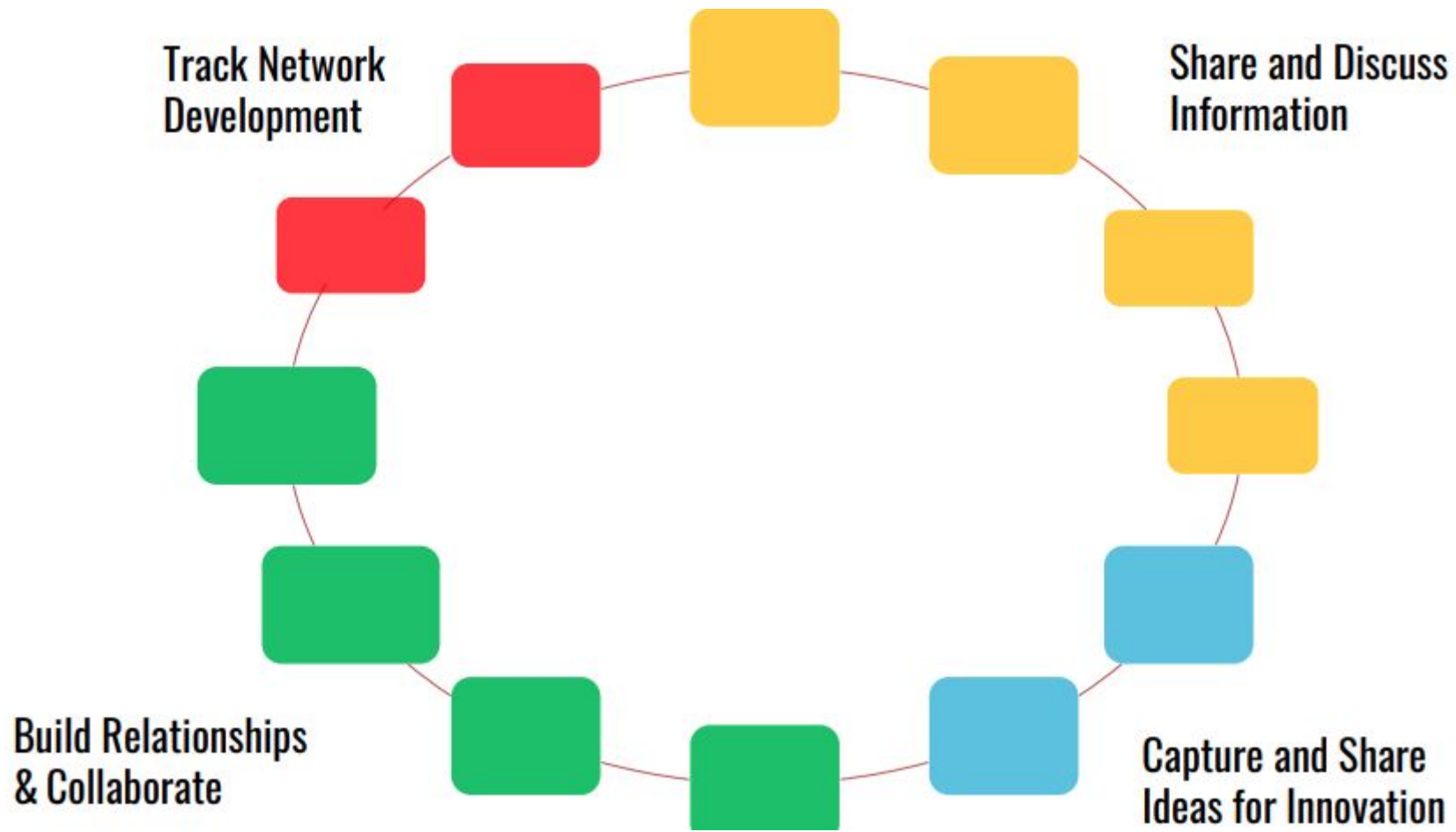
https://docs.google.com/forms/d/e/1FAIpQLSf2nmL-kaK7I0jHKGqZ7Gt8ME68qEtYtFSbwIzV_de88-iqOQ/viewform?vc=0&c=0&w=1

Action Network

https://docs.google.com/forms/d/e/1FAIpQLSdVvZyJ-04SNBFDD6DE0ygvGy39on-NHp_SuzjZkym6HzQWeg/viewform?vc=0&c=0&w=1

Relationship Network

<https://docs.google.com/forms/d/e/1FAIpQLSfAjEAFDZZebc1-zNcqhxQJROnTtgwhiqhWUISFW9MyJAFjjA/viewform?vc=0&c=0&w=1>





MUCHAS GRACIAS

Hasta pronto.

March 2019