

# Mapping System Shifting Networks

June Holley,

[Network Weaving Institute](#)

# Outcomes

- Understand how networks enable systems change
- Learn the processes for developing and using network and system maps
- Practice network mapping
- Discuss how you might use these approaches in your work

# Speed Networking

- Find someone you don't know or don't know well
- Introduce yourself
- Take turns sharing with them:

Round 1: What questions do you have about networks?

Debrief

Round 2: Describe any networks you have you been part of.

# Network & System Basics

Why networks?



# How does change happen?

We used to think change happened in small, continual steps towards a goal we could identify

Organizations were a good fit for this type of change



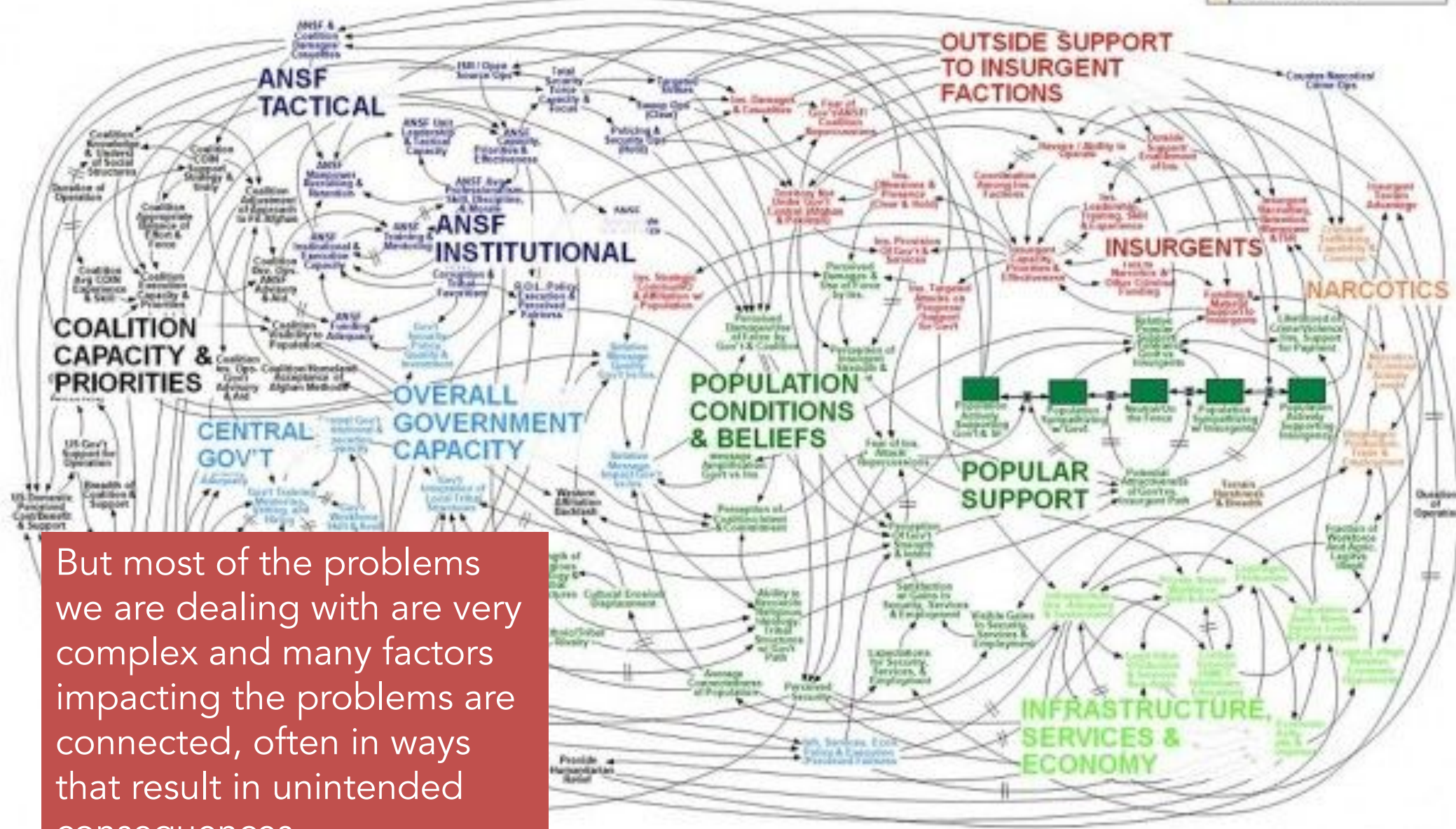
# Organizations

- Useful when problems are simple
- Clear chain of command and decision-making
- Focus on planning and goals
- People assigned tasks
- Powerful focused action
- People need to agree, pressure to be alike, aligned
- Not good for innovation or problem-solving

# Afghanistan Stability / COIN Dynamics

// = Significant Delay

■ Population/Popular Support  
■ Infrastructure, Economy, & Services  
■ Government  
■ Afghanistan Security Forces  
■ Insurgents  
■ Crime and Narcotics  
■ Coalition Forces & Actions  
■ Physical Environment



WORKING DRAFT - V3



We try things and  
then they go a  
different direction  
or have  
unintended  
consequences: hit  
a wall, generate  
backlash, don't  
work.....



# What we need for system change...

- Bring diversity together for breakthrough thinking
- Focus on areas where change more likely
- Be experimental and able to try out multiple actions to move a strategy
- Be super aware of how what we are doing is working or not
- Have time and skills to get insights that make next step better
- Have the communication paths and relationships so can amplify what works quickly

# What we need for system change...

To shift a system you need to

- know the network that holds the old system in place
- convene a new network willing to experiment and learn to create alternatives

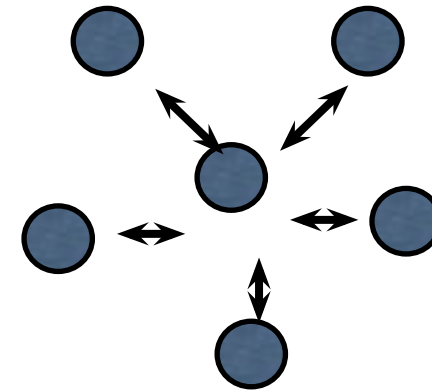
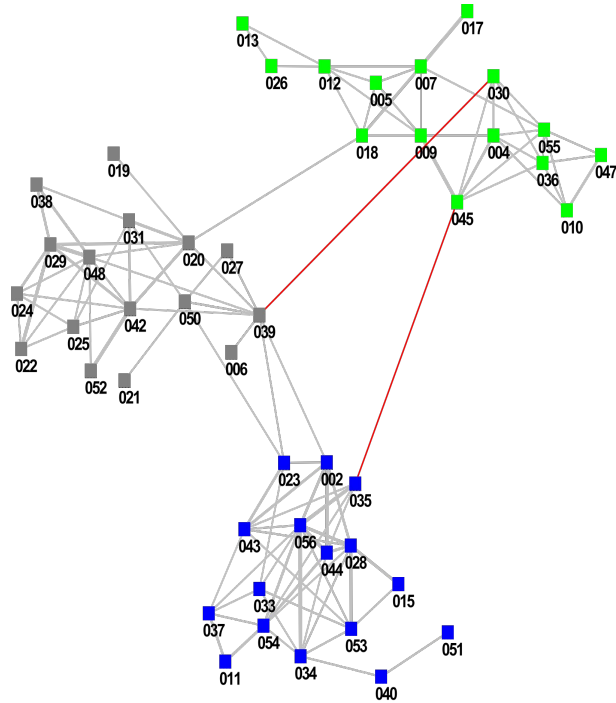
# These changes happen by

- Helping people get to know each other
- Explicitly connecting people who haven't been connected
- Framing and modeling new values
- New skill development
- New processes and tools
- New, more interactive communications
- New kinds of leadership



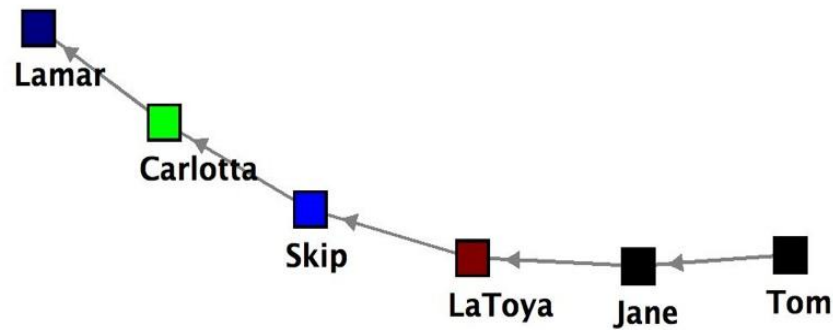
Typically organizations in our culture are siloed and seldom work together. So we need to start connecting them, helping them get to know each other, helping them build relationships of trust and caring.

# Types of Networks



Hub and spoke?

Clusters?

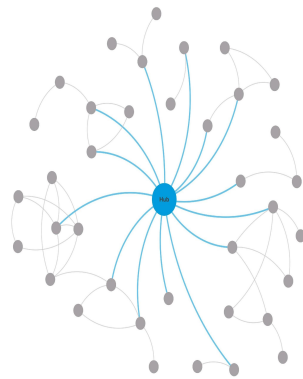


Elephant tails?

# Stages of network development



Scattered clusters



Hub-and-Spoke



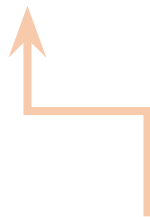
Self-organizing



System Shifting Network



Time

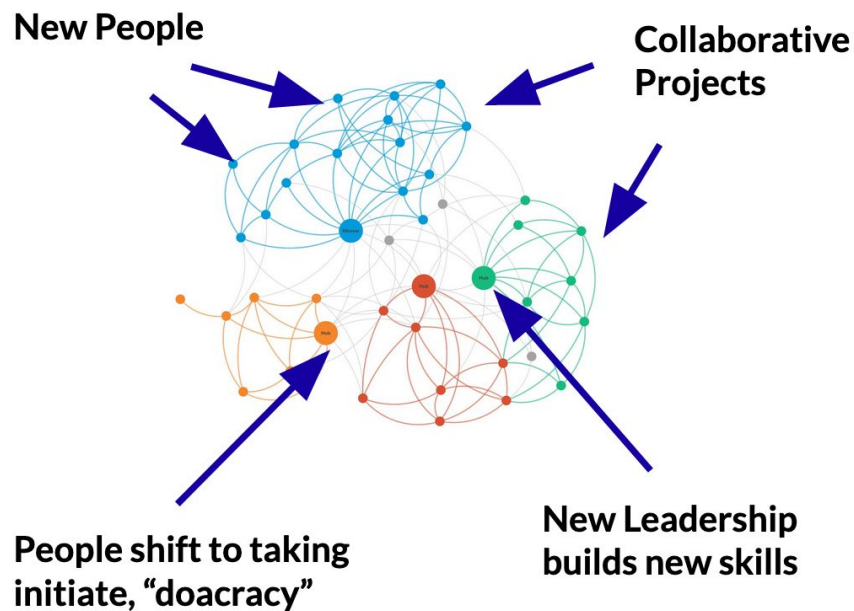


Where most network-building begins



Self-sustaining network

# Intentional self-organizing amplifies impact



- Lots of different activities at the same time
- Bring in new people through specific activity
- Build new leadership by encouraging many people to initiate and coordinate projects
- Breakthroughs are shared with whole network





# Draw the map

- One person goes up to the white board, wall or chart paper and puts their PostIt note with their name
- The next person puts their name - close to the other person if they know them well, farther away if they don't know them, then draws a line, thick if know well and dotted if only know about, no line if don't know
- Each person goes up and puts their PostIt closest to those they are close to and draws lines to others
- At the end people who went early can add lines
- Facilitator asks: what do you notice about this network? Is it well connected? During the rest of the day, notice people you are not connected to and reach out to get to know them.

# Using your network to meet your needs

- On the second PostIt, put a challenge or need
- One at a time, go up and add your need near your name
- Have others in the group suggest a resource, person, etc who could help with that need or challenge

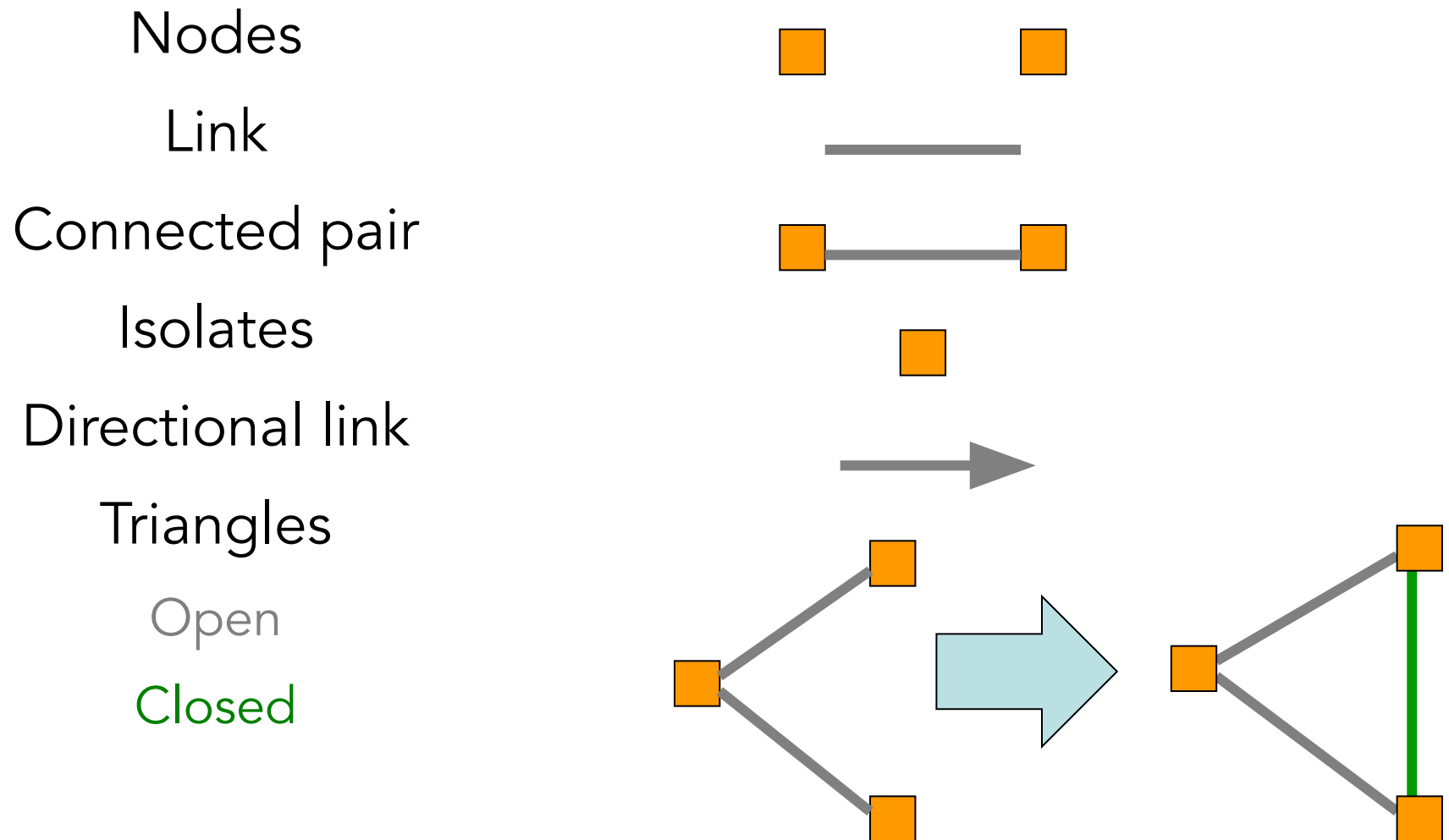


## Break

During the break look at the challenges from other groups  
and see if you can help with any of them

# Mapping Process, Analysis & Weaving

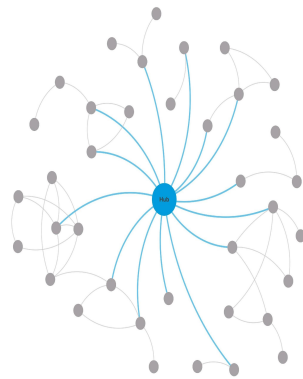
# Network Basics



# Stages of network development



Scattered clusters



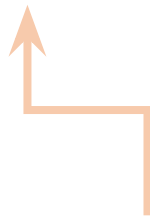
Hub-and-Spoke



Self-organizing



System Shifting Network



Where most network-building begins



Self-sustaining network



# Network mapping process

## Barbados

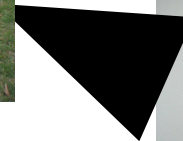
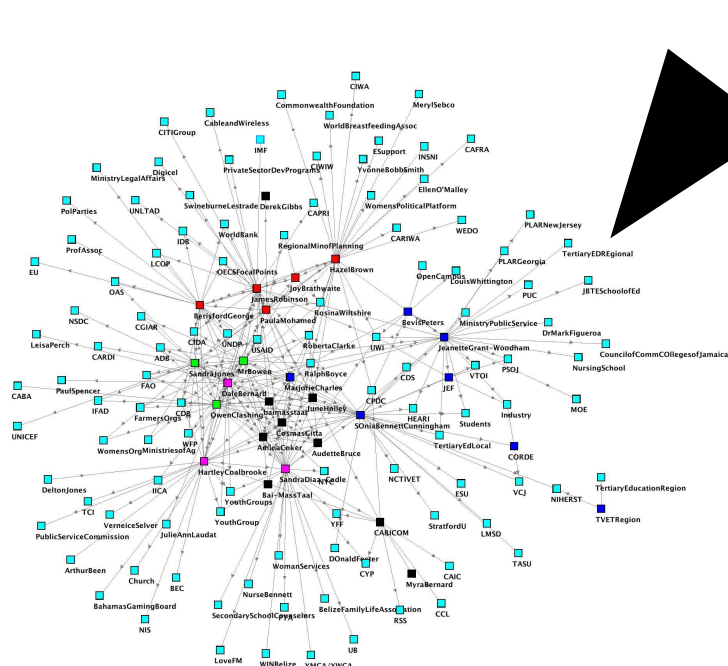
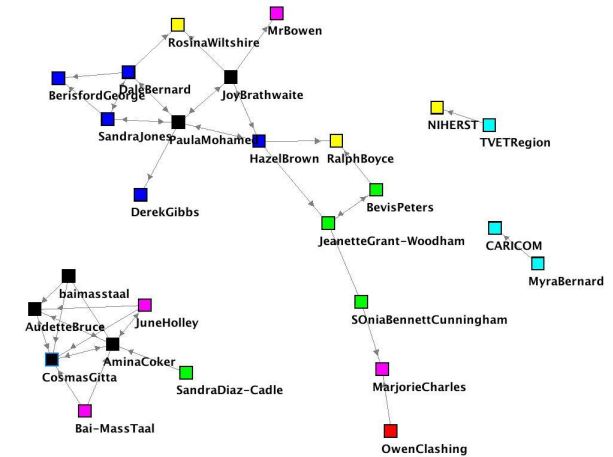
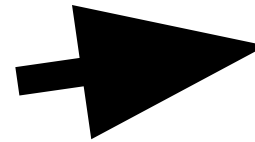
To save your survey at any time, you can scroll to the end of the survey and click the "Save" button. You can then exit the survey and return to complete at another time. When you are sure that you have completed the survey, scroll to the end and click the "Submit" button.

### Section 1. Demographic Questions

Thank you for participating in this Network Mapping Survey! The purpose of the survey is to help us understand and strengthen our network. For each of the questions in Section 1, please click on the bullet of the ONE answer that is the best choice for you.

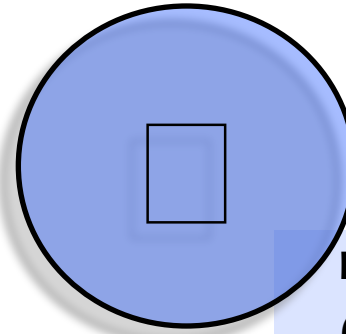
#### 1. country?

- ☐ barbados
- ☐ Grenada
- ☐ St. Kitts
- ☐ St. Lucia
- ☐ St. Vincent
- ☐ Trinidad
- ☐ Belize
- ☐ Dominica
- ☐ Jamaica
- ☐ Other

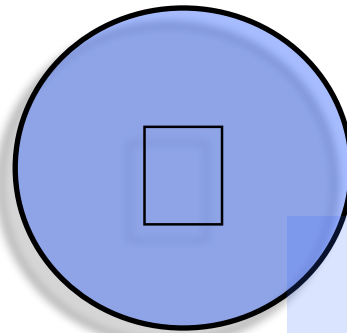




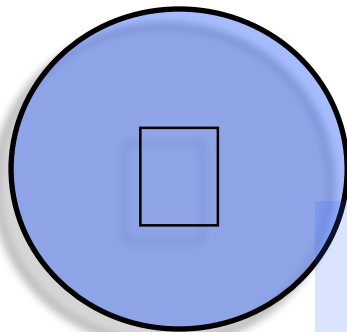
# Why analyze relationship networks?



**Help network leadership  
(Network Weavers) self-identify**



**Increase awareness of  
relationships** and encourage to  
take responsibility for more  
effective network



**Improve network:** improve  
information flow and  
communication, open resources,  
more innovative, spread of  
innovative practices



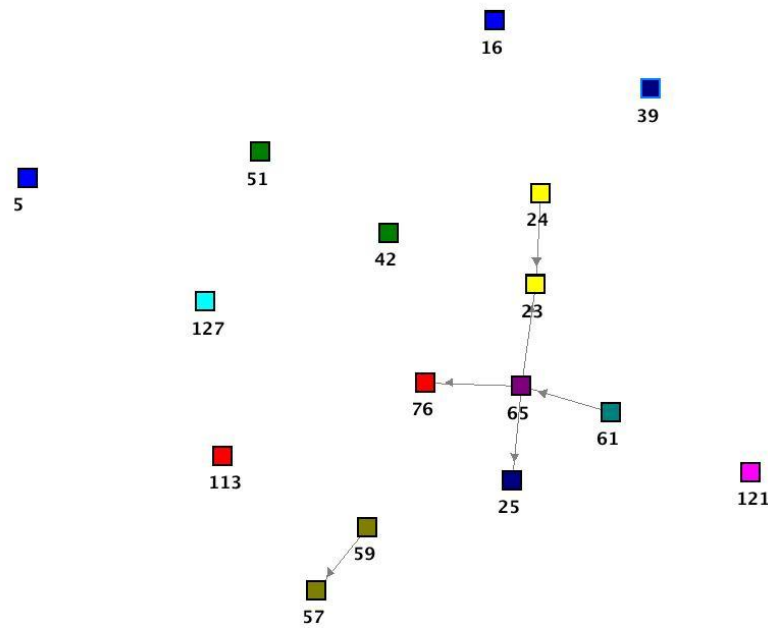
In ginger, every node has the nutrients to start many other buds. As network weavers we need to focus on connecting people and helping them act collaboratively.

# 2 types of questions in surveys

## Attribute or demographic questions

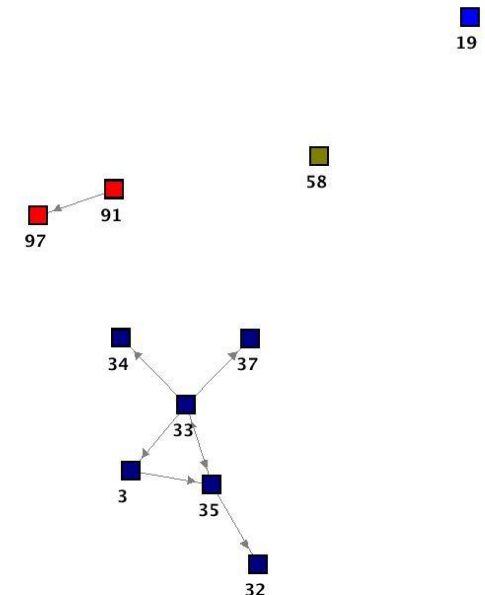
- These questions are used to color the squares or nodes representing the people who took the survey
- They may describe aspects of the person, such as age; characteristics of their organization, such as organizational type; or may be questions about values, behaviors, skills or values. Also, outcome based (How many collaborative projects did you initiate?)
- Useful to help identify people interested in working on a topic, people who have skills in social media or collaboration, etc
- We use these to identify clusters of people who interact with each other based on the attribute.

## Group A



Group A has people from many different organizations (each color represents a different organization). Convening this group would weave the network.

Group B has people from only 3 of the organizations. Convening this group would not be as effective as convening Group A.



## Group B

# 2 types of questions

## Network or relationship questions

- These are questions about the relationships people have with others.
- Some questions ask one-directional questions, such as who do you look to for advice? Who do you look to for new ideas?
- Others ask two-way questions such as who do you work with? Who would you like to work with in the next six months who you haven't worked with in the past?

# Mapping Case Study

# Innovation Learning Network



Annual  
Mashup  
of all things  
ILN





# Network Catalysts





# Volunteer Network Weavers



Adrienne Smith, Coleman-Smith / ILN  
[adriennecsmith@gmail.com](mailto:adriennecsmith@gmail.com)



Josh Brinkley, Ascension Health  
[jbrinkley@ascensionhealth.org](mailto:jbrinkley@ascensionhealth.org)



Steve DeMello, HealthTech  
[sdemello@phi.org](mailto:sdemello@phi.org)



Amy Tourne-Schwab, Northwest Memorial Hospital  
[atourne@nmh.org](mailto:atourne@nmh.org)



Margaret Laws, California HealthCare FDN.  
[mlaws@chcf.org](mailto:mlaws@chcf.org)



Sue Whitehead, Partners Healthcare  
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Cathy Eddy, Health Plan Alliance  
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[ecoakley1@partners.org](mailto:ecoakley1@partners.org)



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[morley\\_healy@via-christi.org](mailto:morley_healy@via-christi.org)



Tim Rawson, Innovation Learning Network  
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Gary Waymire, Point Forward  
[gwaymire@pointforward.com](mailto:gwaymire@pointforward.com)



Scott Heisler, Kaiser Permanente  
[scott.heisler@kp.org](mailto:scott.heisler@kp.org)



Tim Cromwell, US Dept. of Veterans Affairs  
[tim.cromwell@va.gov](mailto:tim.cromwell@va.gov)

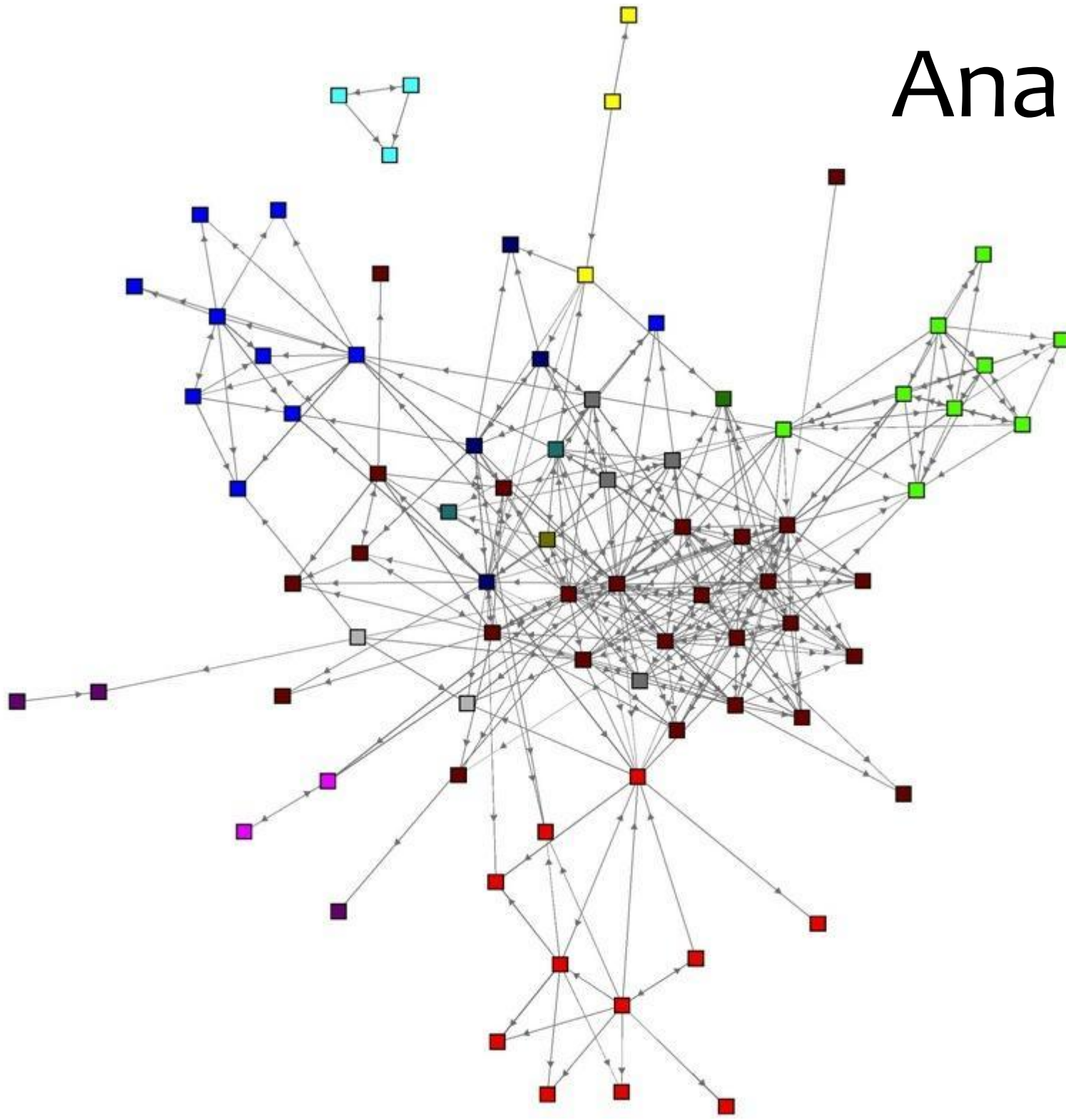


Jan Ground, Kaiser Permanente  
[janis.t.ground@kp.org](mailto:janis.t.ground@kp.org)



Soo-Young Chin, Ascension Health  
[schin@ascensionhealth.org](mailto:schin@ascensionhealth.org)

# Analysis



# Analysis

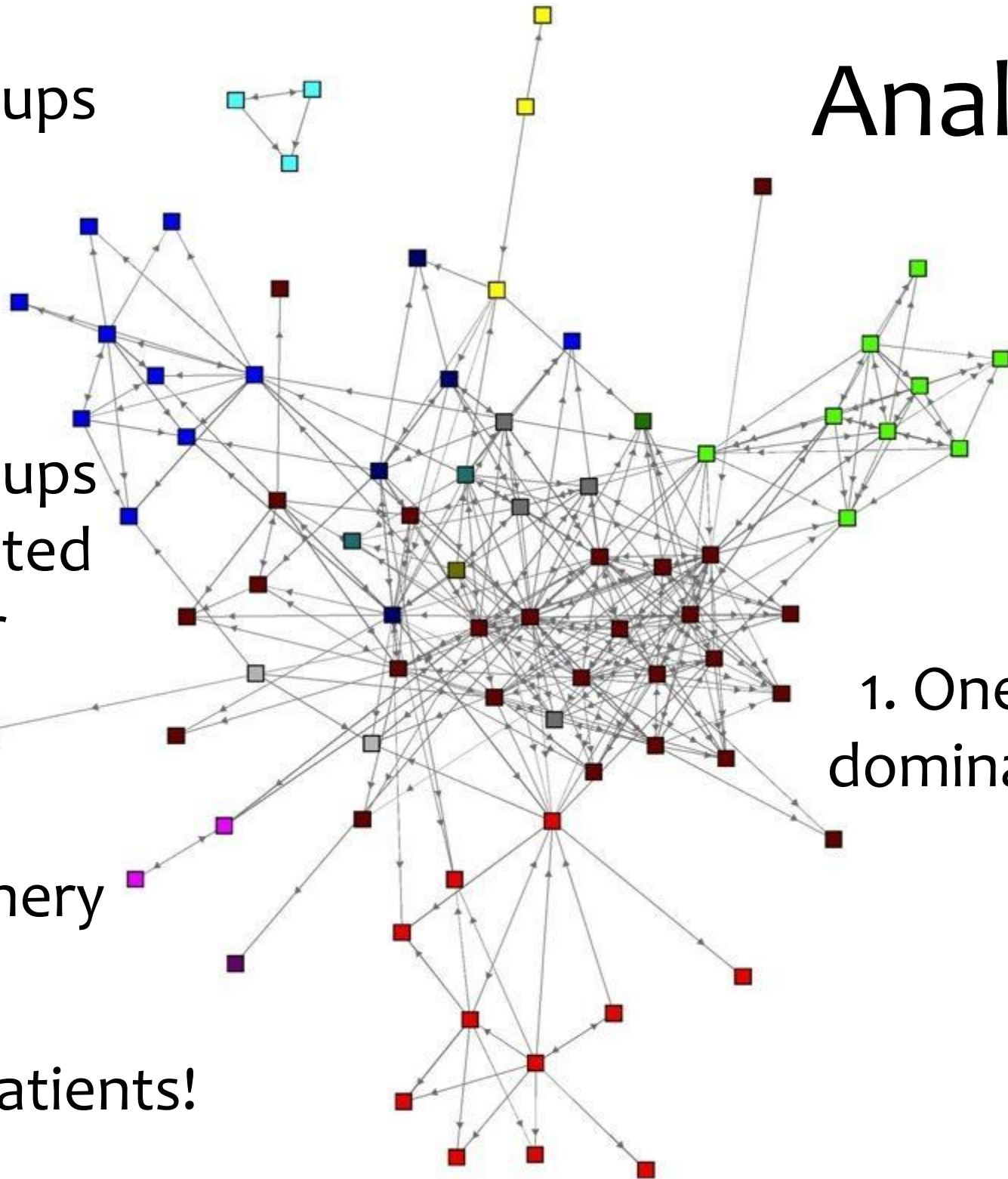
2. Some groups isolated

3. Most groups not connected to other groups

4. No periphery

5. No patients!

1. One group dominates core





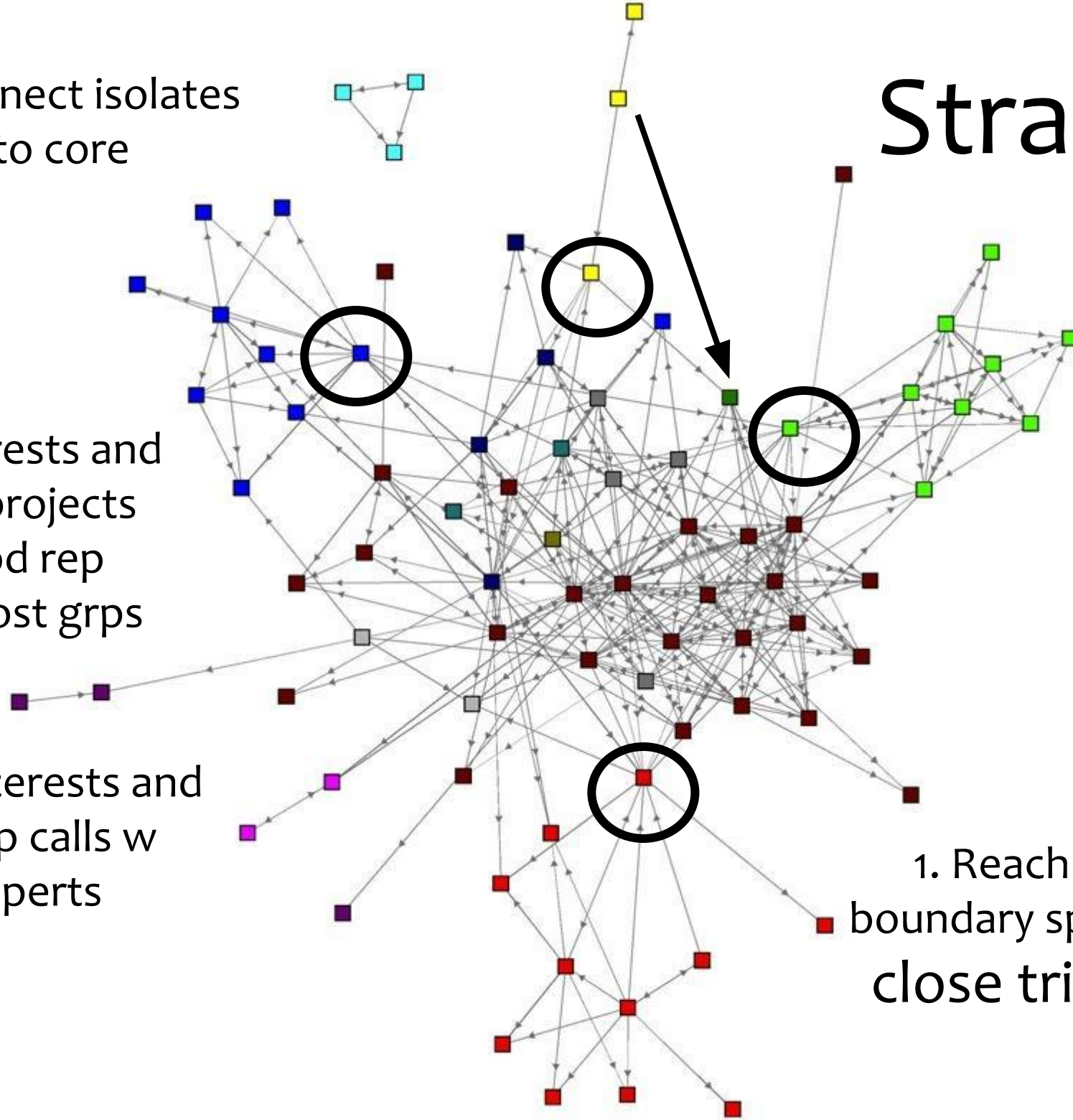
# Strategy

2. Connect isolates to core

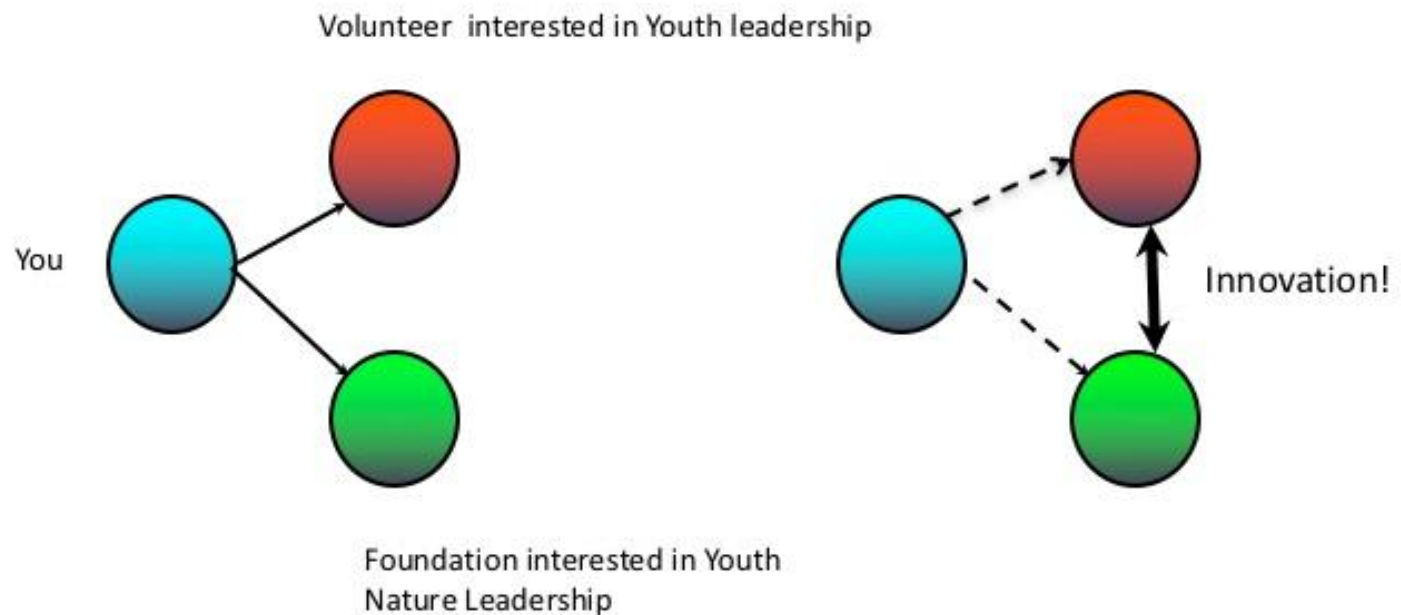
3. ID interests and set up projects w good rep from most grps

4. ID interests and set up calls w experts

1. Reach out to boundary spanners to close triangles



# Closing Triangles



- Both interested in the same thing
- One can help the other out

**InnovationLearningNetwork.org:** The destination to know what going on with the ILN. It's a bit Facebook-y; so yes, you can easily connect and share with other ILNers. It's a bit Google-y; you can search to find tools to augment your work or review past WebEx presentations. And its part Evite; you can quickly find out when and what is happening.



**ILN Quarterly:** Want to get caught up with the latest and greatest of the ILN? These WebEx meetings (held four times a year) will provide you with all the info you'll need, as well as provide additional opportunities to connect with like-minded individuals.



**Virtual Fridays:** Real-time and real important. Virtual Fridays are where internal and external innovators share their latest thinking, most current designs, and sometimes even turn the tables by asking you for help. It's a bi-monthly, 1-hour WebEx where you can expect to learn, share and connect.



**InPerson Meetings:** Want to forge lasting relationships with other innovators? Interested in learning innovation and design skills/methodologies? The Semi-Annual InPerson Meetings are your platform to accomplish this and much more. These meetings are held in spaces to encourage connection and creativity; sometimes located at an ILN organization's home and sometimes in a "need to see!" venue.



**Twitter:** Microblog for macro-innovation. Follow us @healthcareILN.

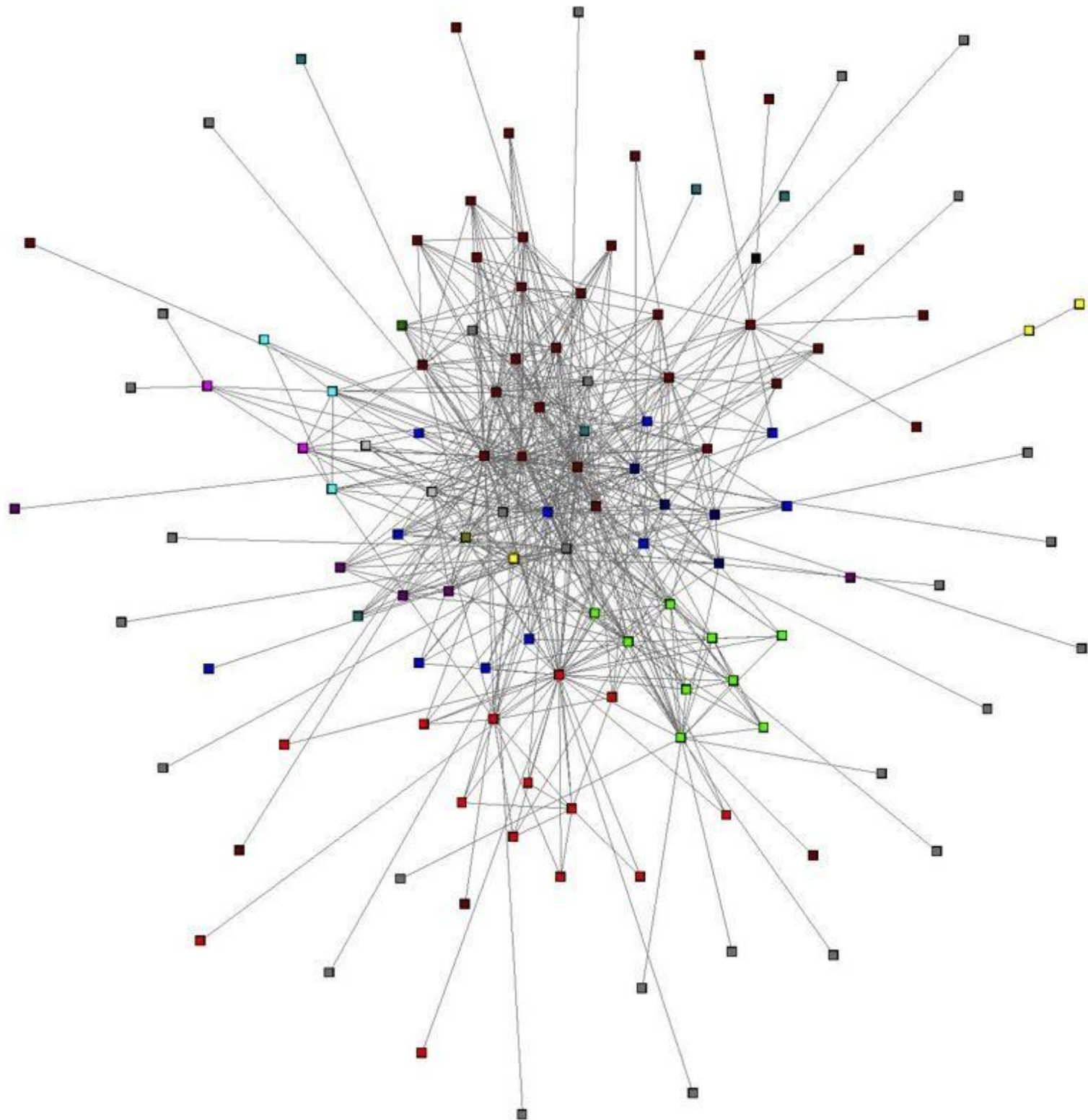
**BrownBags:** Lunchtime learning with a little twist. Much like the Virtual Fridays but featuring quirkier and even more out of the box thinking. A perfect venue for other industries and/or in-depth sharing on methods and techniques.

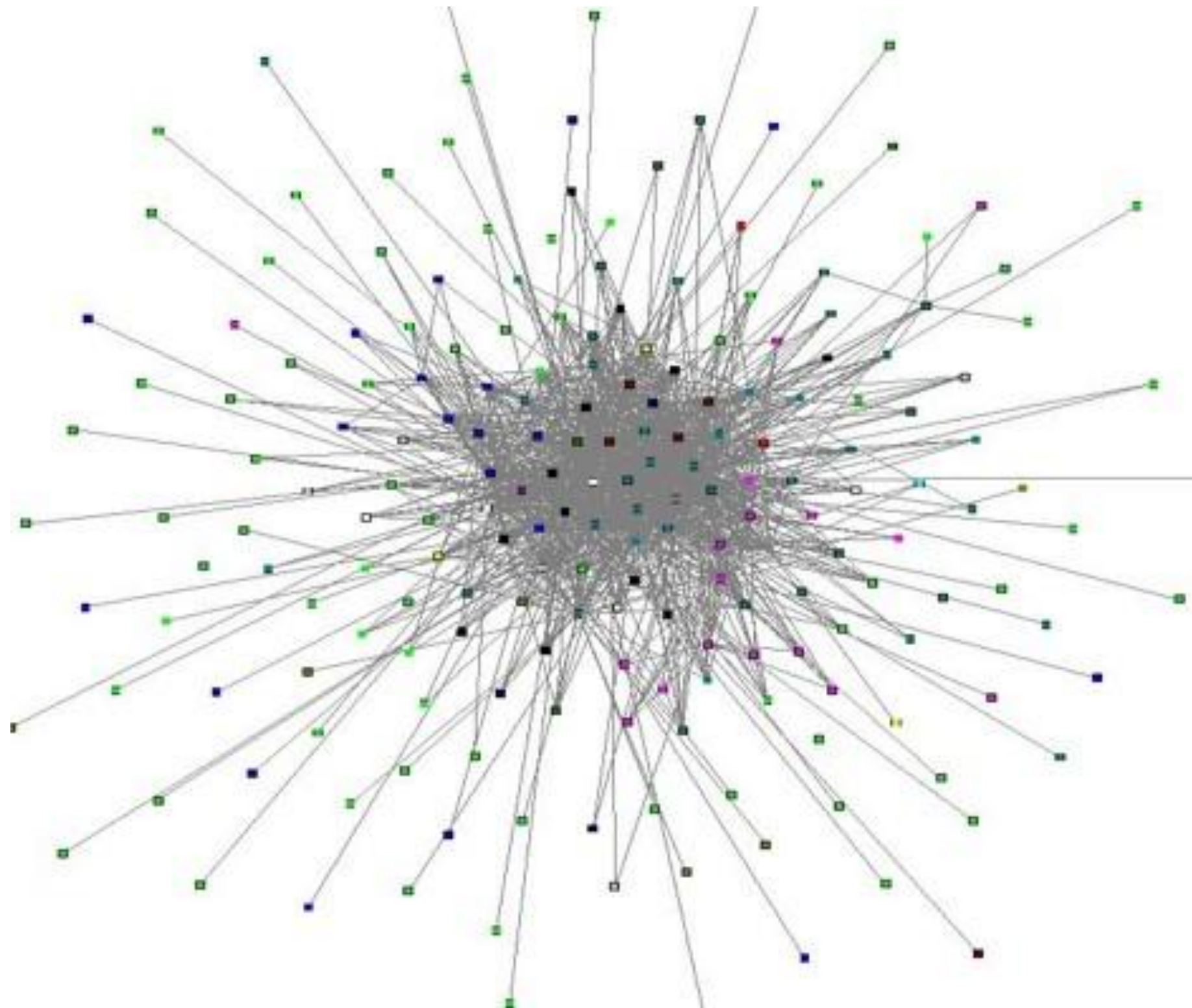


**Listserv:** Got a question? Need to jumpstart your research or project? This Listserv is your ticket. 1) Put together a simple email with your innovation or design related idea, project or question and email it to [iln@listbox.com](mailto:iln@listbox.com). 2) Watch the responses to your email come flooding in with access to 400+ healthcare innovators.











# Metrics

	Initial	Spr 06	Fall 06	Spr 07
Awareness	16	29	37	40
Integration	184	492	761	810
Connector	138	355	1009	1454

# Outcomes

Dozens of learning projects that resulted in implementation of innovations in many of the hospitals.

One project - Innovative Approaches to Lower Medication Error - saved one hospital system  
\$1,000,000/year

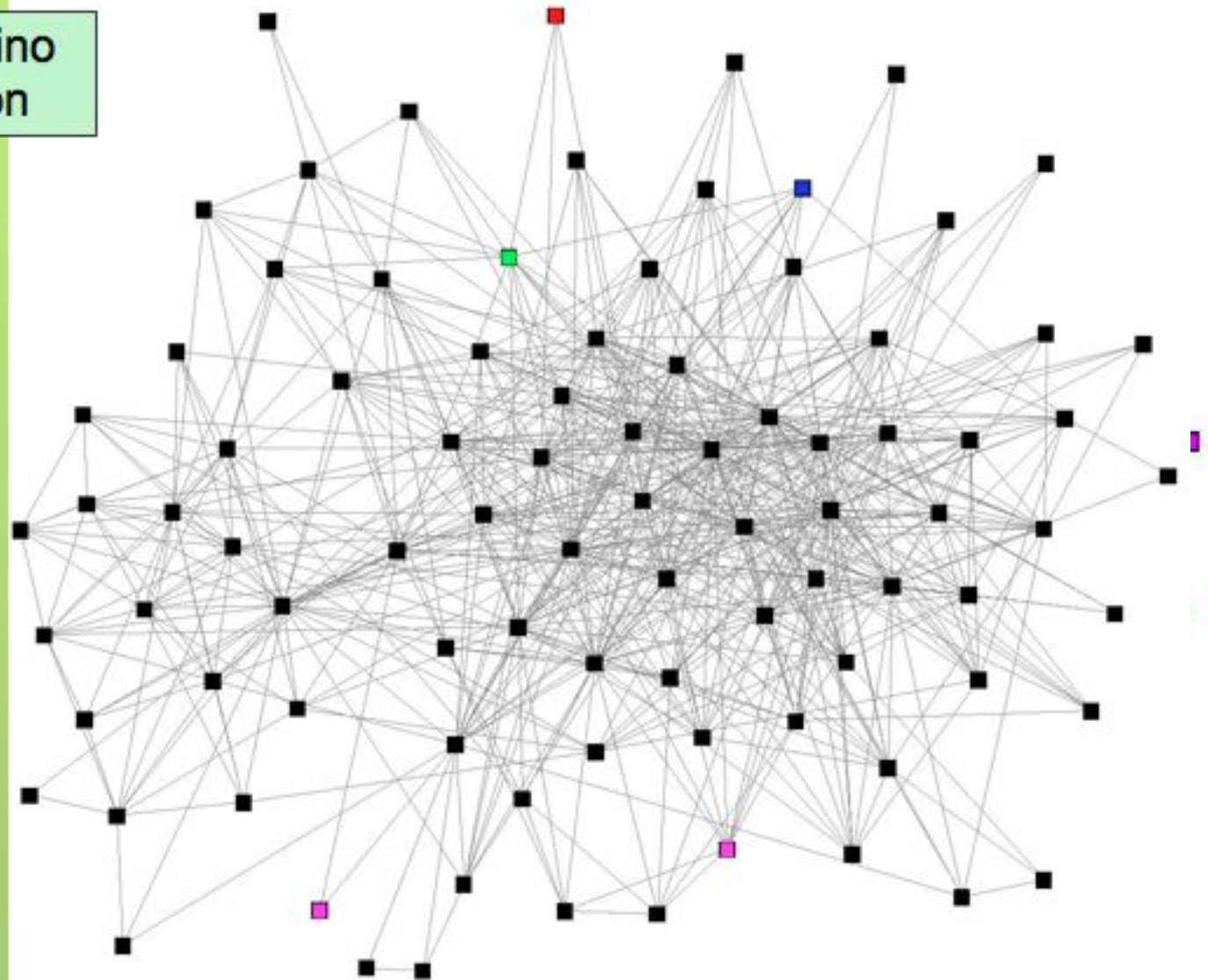
Network Approach to problem-solving: to solve problems need to engage everyone affected

# What is your racial or ethnic background?

Region had 20% Latino and Black population

## Racial or Ethnic Background

- Mixed Background
- Latino
- White
- African-American
- Unknown



Most useful for identifying  
clusters that lead to innovative  
projects

# Survey

On which of the following are you most interested in working during the next 3 months?

- a. Option 1
- b. Option 2
- c. Option 3

How willing are you to organize that activity?

- a. Very willing
- b. Somewhat willing
- c. Not willing

# Potential Projects and Potential Leadership

Legend

Healthcare

Social Services

Education

Special Needs

Faith based

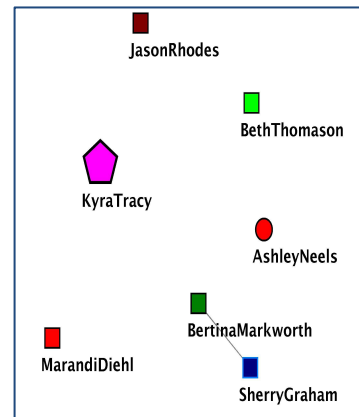
Nursing Home

Children's Services

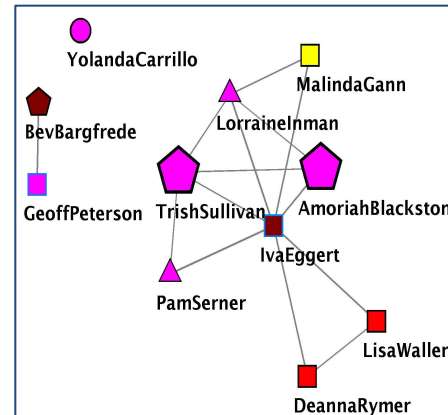
Mental Health



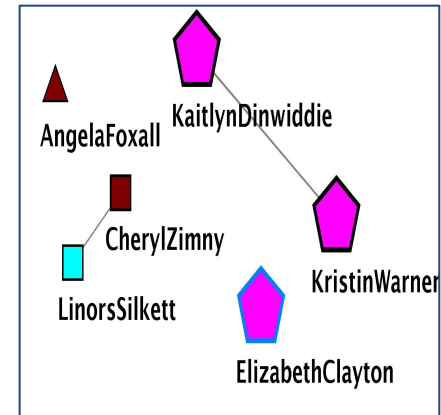
Very willing to convene



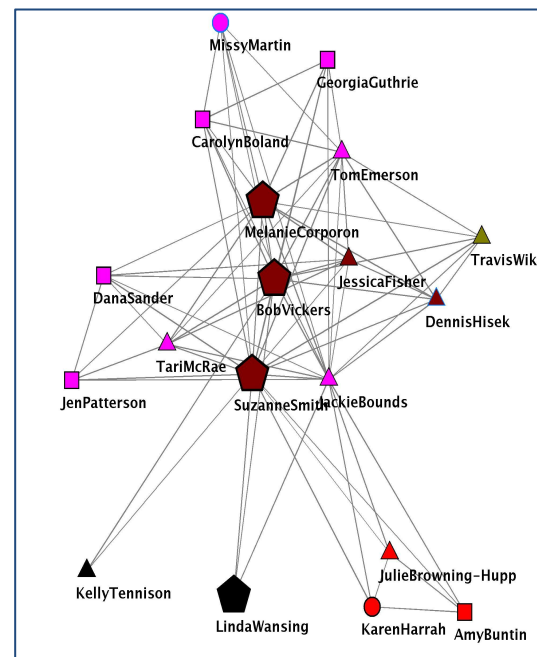
Transportation



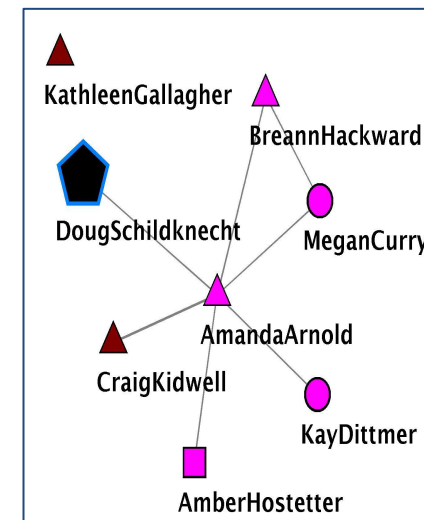
Homelessness



Veterans



Connector



Warehouse Project

These maps were used to help form action groups to work on various aspects of entrepreneurship in the region; they also helped people in different counties get to know each other

#### Organization Type

Other non-profit

K-12

Large Business

Post-secondary Ed.

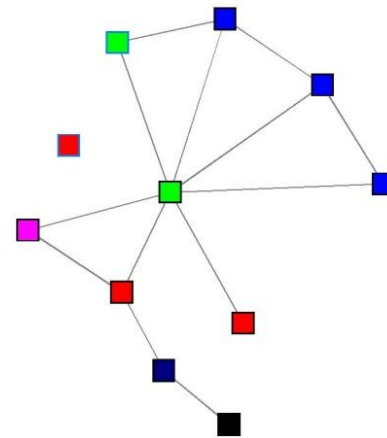
Medium Business

Small Business

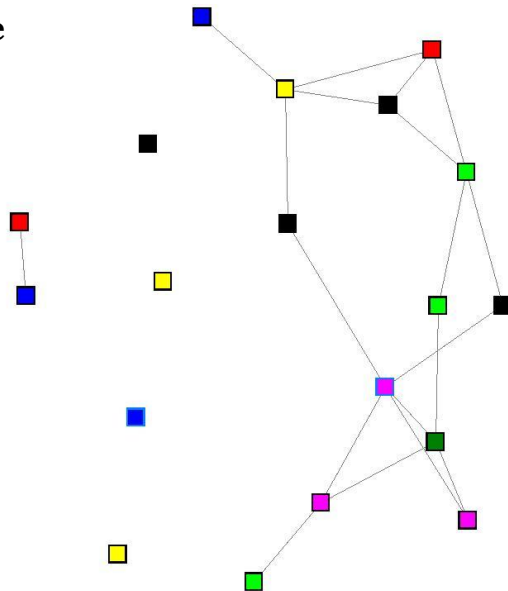
Local

Gov. Local ED

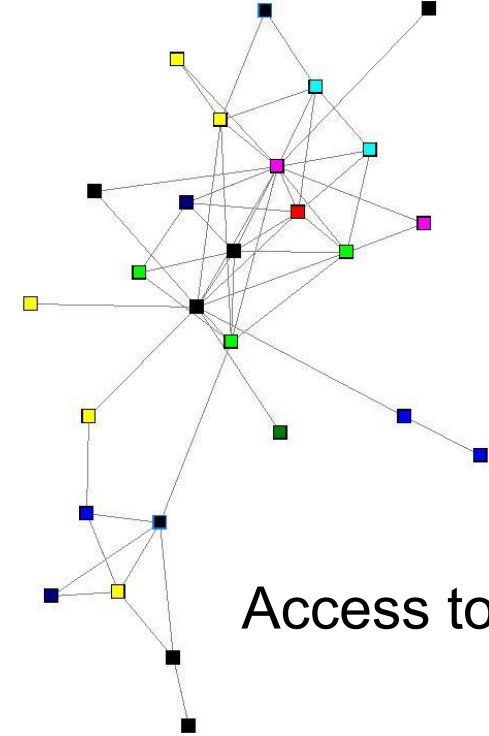
Workforce



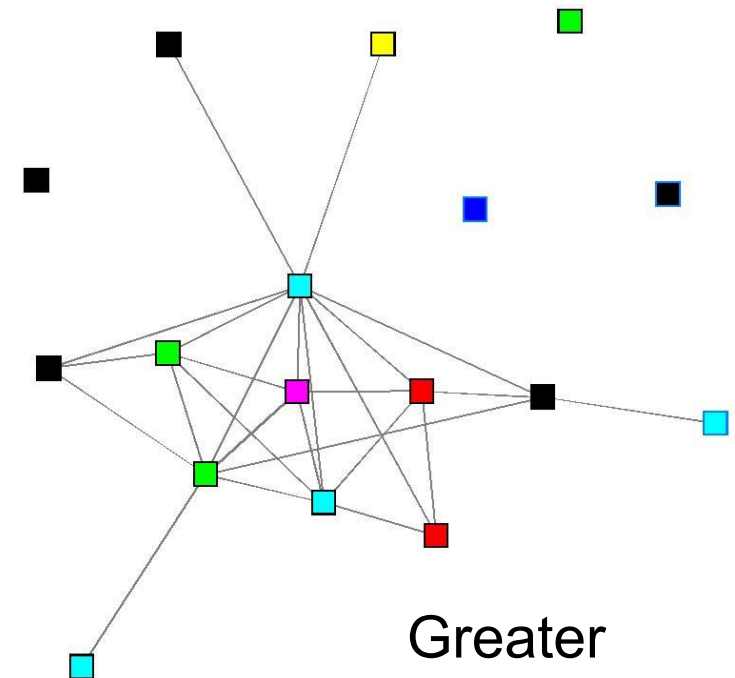
Potential Entrepreneurship



Collaboration among providers



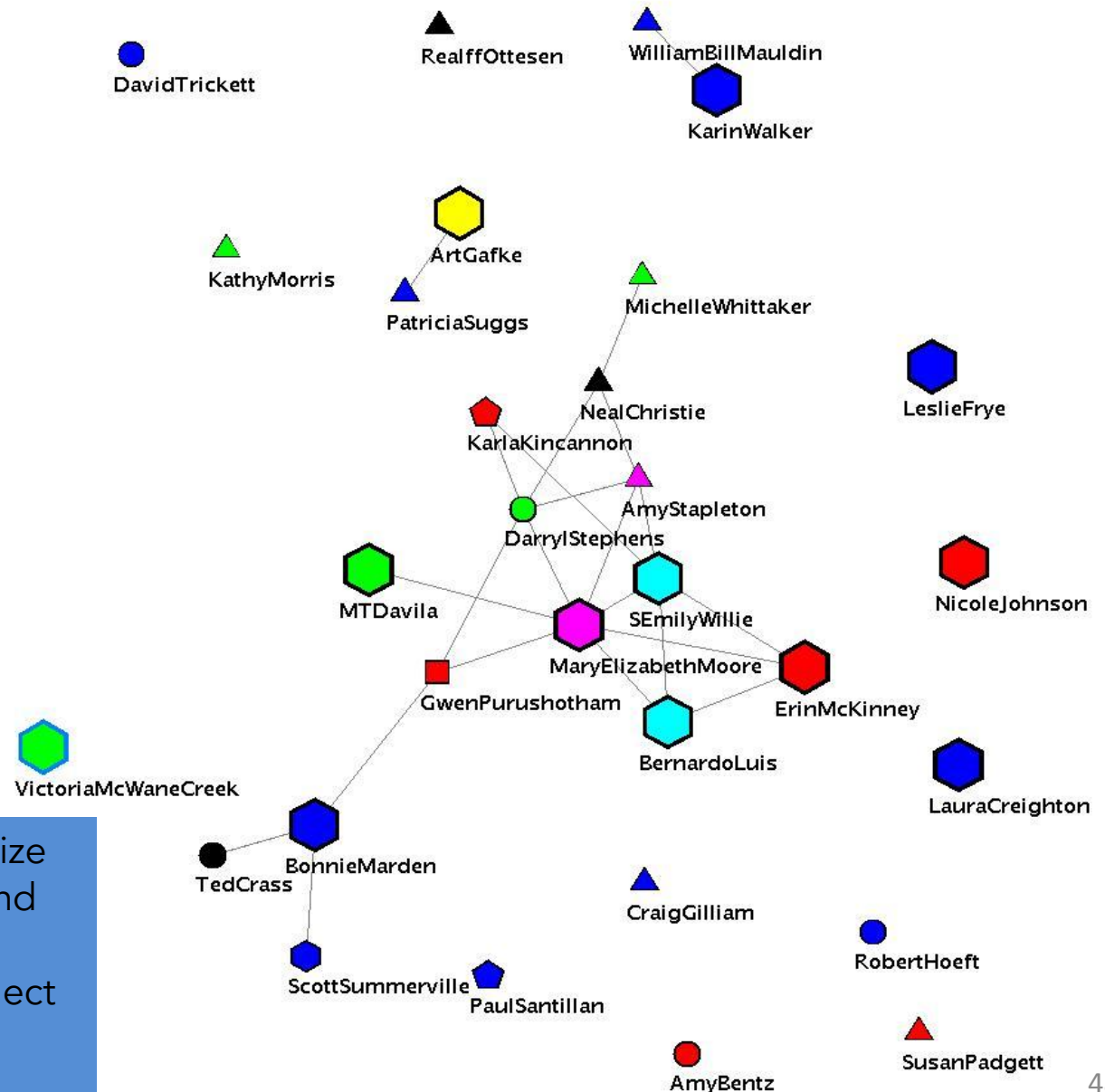
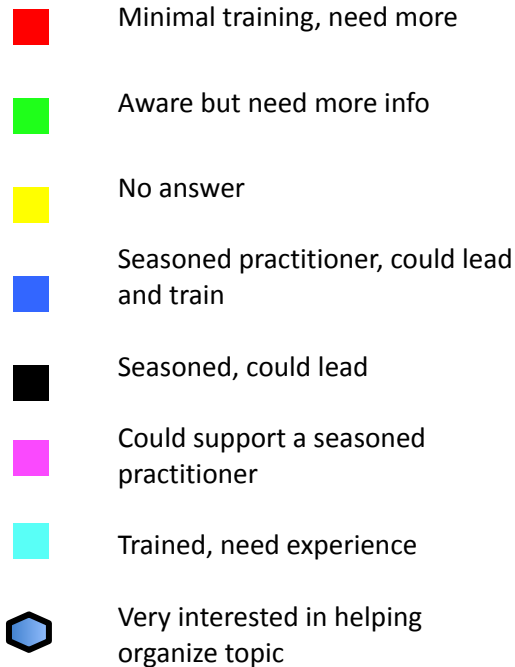
Access to Capital



Greater resources



# TOPIC: Conflict Transformation

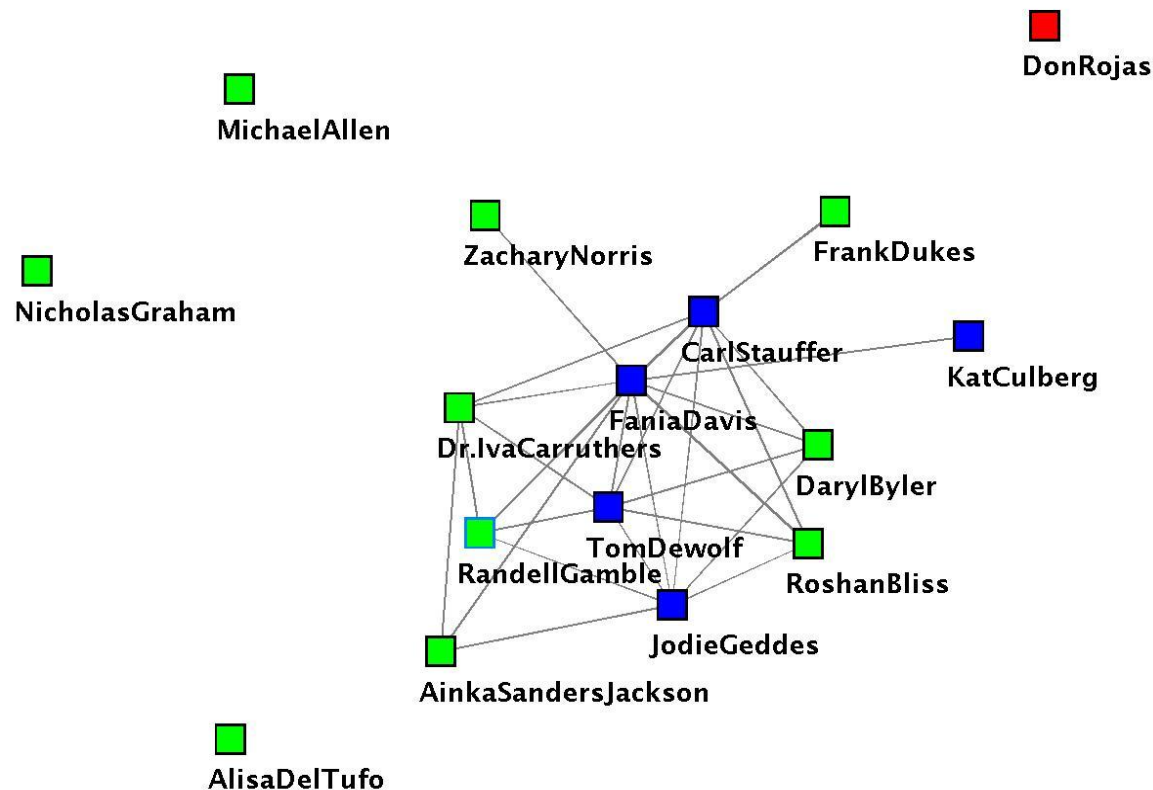


There are many people willing to organize this group, and many who could lead and train. Already a core connected, but convening this group could better connect the larger network as many are not connected.

# Skills Map: Have Trained & Want to Learn Connections

Qs 19 & 20: Which of the following skills have you trained others in with most success? Which of the following skills are you most interested in learning more about?

Respondents whose organizations *Have Trained* in Restorative Justice Circle Process Skills and those who *Would Like to Learn* Restorative Justice Circle Process Skills



## Legend

- Want to learn RJ circle processes
- Have trained and want to learn RJ circle processes
- Have trained others in RJ circle processes with success

# System Mapping



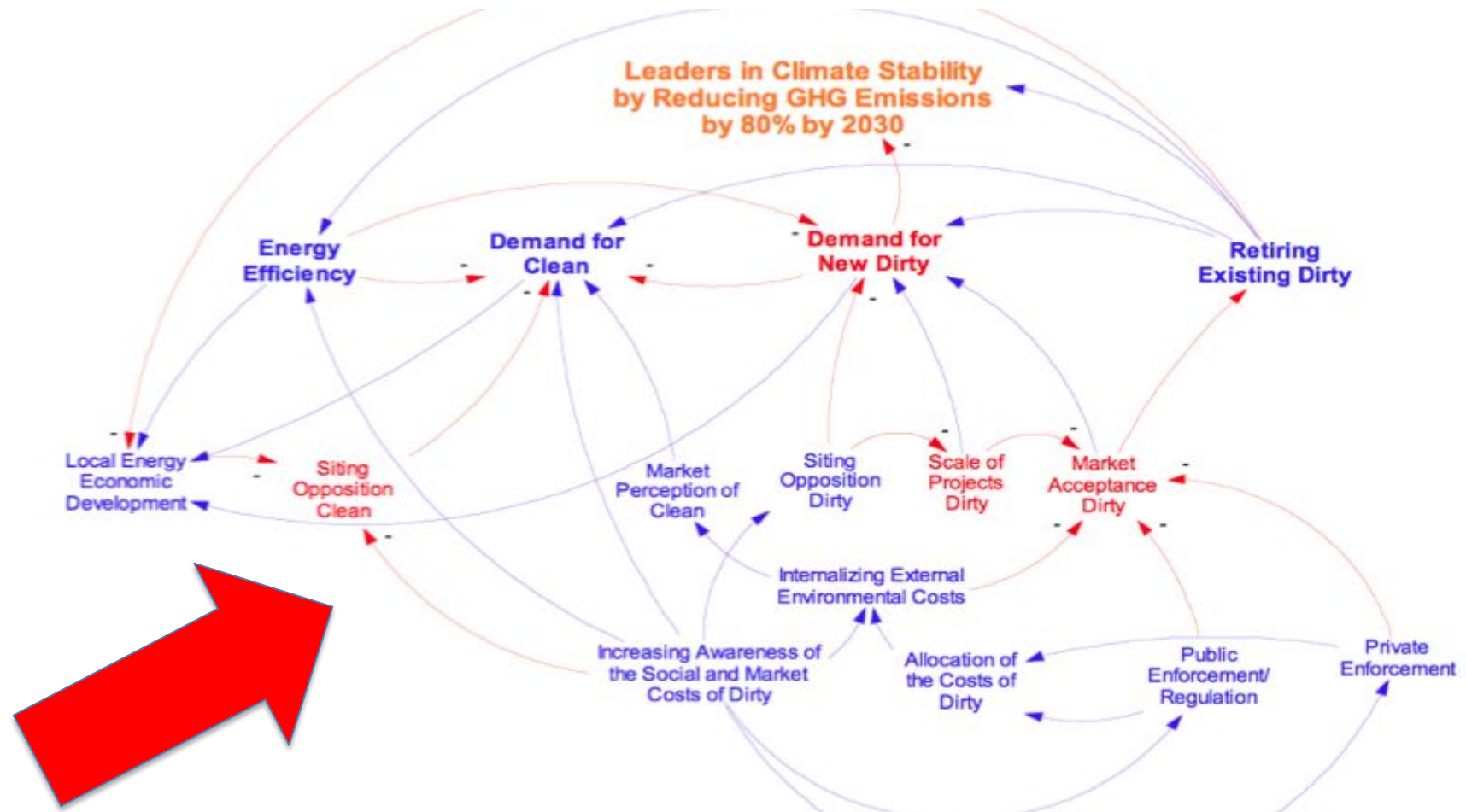
*Thinking Systemically*



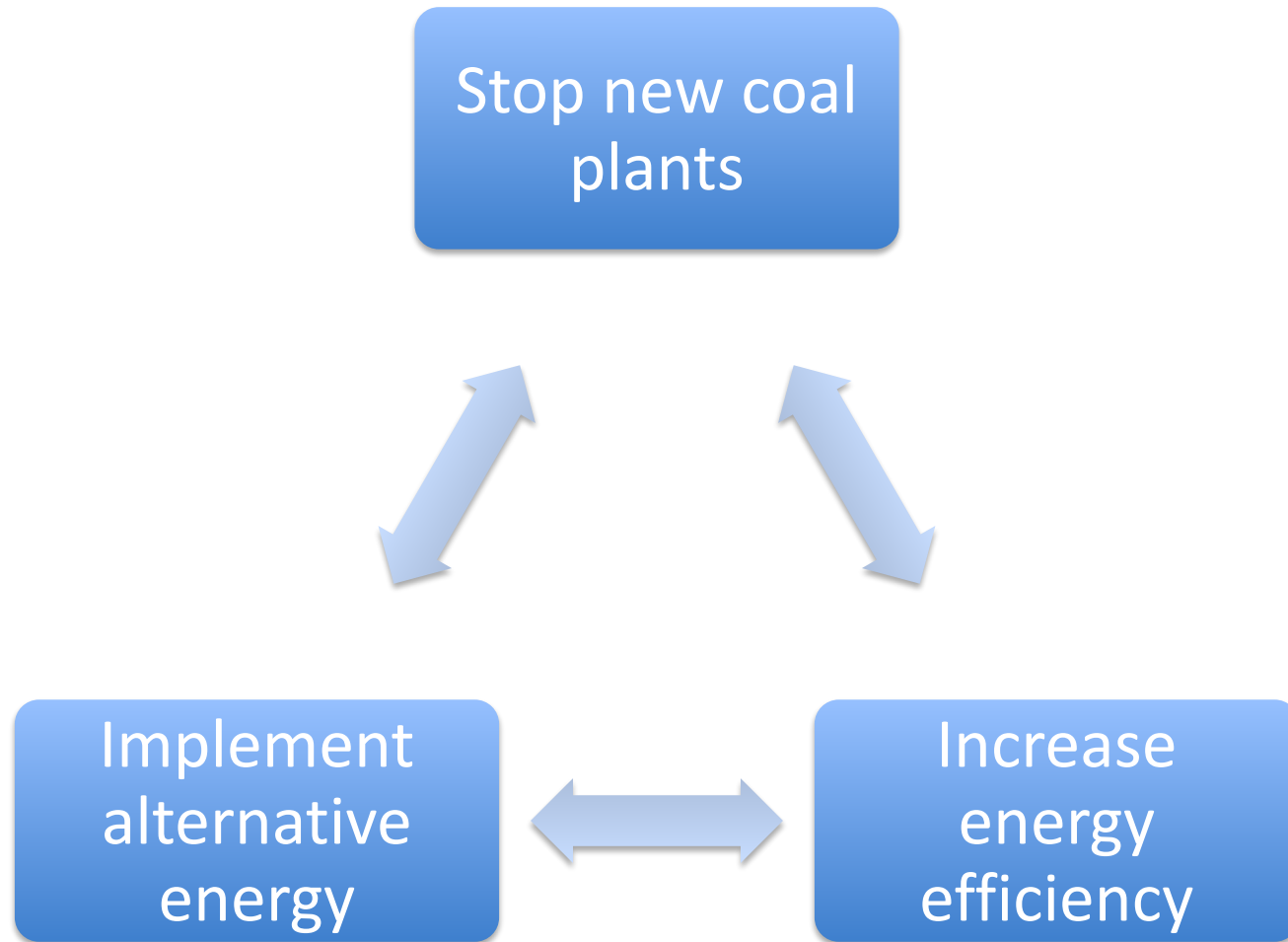
*Acting Collaboratively*

Network of 160 organizations and foundations that is working to reduce emissions in Midwest

# Identify Leverage Points – new opportunities for change



# New strategy – key leverage points



# 1. Membership

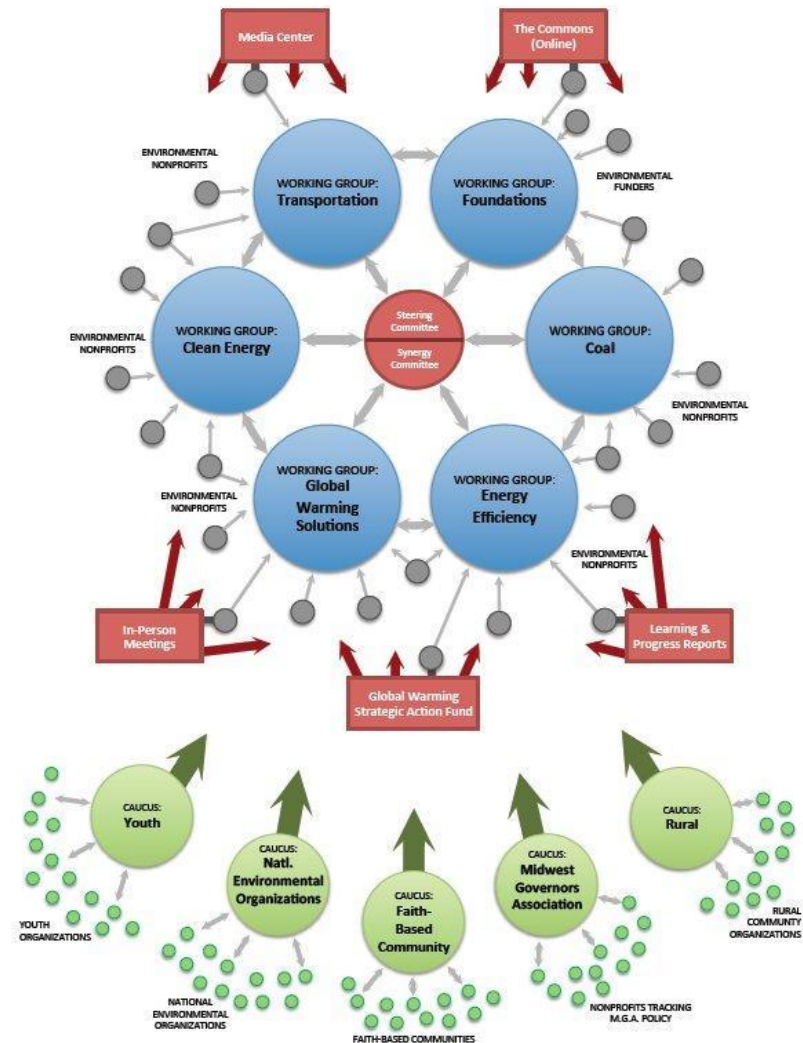
## 2. Working Groups – Each focus on a leverage point but coordinate actions

## 3. Annual grassroots opportunity identification and priorities

## 4. Funding pool

THE RE-AMP NETWORK MAP

This map of the full RE-AMP network shows its relatively flat organizational structure for coordinating the working groups' activities.





# Resources

[Paper on how mapping used](#)

[Analyzing maps](#)

[SNA software, guide, sample data](#)

<https://kumu.io/>

<https://help.sum-app.net/portal/en/kb>

There is a mapping group who meets regularly.

# Other Resources

June Holley, Network Weaving Institute

- <https://medium.com/@juneholley>
- [www.networkweaver.com](http://www.networkweaver.com)
- [www.nwinstitute.org](http://www.nwinstitute.org)
- [juneholley@gmail.com](mailto:juneholley@gmail.com)

## Books

[Analyzing Social Networks, Borgatti et al](#)

[Social Network Analysis, John Scott](#)

# Small groups

- How might you use this in your work?
- What questions do you have?
- Do you want to form a practice group?



What new insights did you get?

What are you going to do to continue your learning in this area?