SESSION
Living in the World of Both/And: Network Strategy for Organization Leaders

The Power of Network Leadership to Drive Social Change

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Philanthropic Advisor and Social Impact Strategy Consultant

10:15 a.m.-12:15 p.m.
The Art & Practice Of NETWORK LEADERSHIP
HEATHER’S BACKGROUND

PRACTICE
Social Entrepreneur & Board Member

THEORY
Author

ADVISING
Consultant

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ADENE’S BACKGROUND

PRACTICE
Founder, Funder

THEORY
Networks

ADVISING
Impact Strategy

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Goals for this session

**WHY**
Making the case for network leadership as a practice that aligns with the demands of leading organizations.

**WHAT**
Define what it means to leverage networks as part of organizational strategy

**HOW**
Explore specific case studies and apply them to your context

**APPLY**
Build a “network map”

**CONCLUDE**
Challenges, takeaways
In the beginning....
#BLACKLIVESMATTER
Welcome to the world of both/and…
Social change is changing!
Our problems are scaling quickly...

Antarctic ice melt has doubled since 2010

8 of 10 people over 65 in U.S have pre-diabetes or diabetes

Tonight 610,042 people will be homeless

In 2012, 46.5 M people were living in poverty in US

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...but our solutions are not
Nonprofits can’t go it alone—no scale!

Only .01% of Nonprofits > $50M

Non Profit Annual Budget

 <$1M

>$1M

>$50M

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My discovery of “networked” approaches
Welcome to the world of “both/and”
Living in the world of “BOTH/AND”

**Organizations (1.0)**
- Centralized, hierarchical, vertical
- Based on control, transaction
- Closed, bounded and proprietary
- Slower to change
- Higher quality control

**Networks (2.0)**
- Decentralized, flat, horizontal
- Based on trust, motivation
- Open, transparent, fluid
- Flexible adaptive and resilient
- Faster scale, more innovation

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When to use which approach?

**NETWORKS**
- Great at....
  - Distributed Action
  - Collaboration
  - Innovation
  - Resilience
  - Scale
- Struggle with...
  - Maintenance
  - Handrails
  - Efficiency
  - Resource Development

**ORGANIZATIONS**
- Great at....
  - Centralized Expertise
  - Process
  - Quality Control
  - Fundraising
  - Brand-building
- Struggle with...
  - Bureaucracy
  - Harness diverse talent
  - Slow to Adapt

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Break down the silos: it’s a spectrum

Centralized or Hierarchical  Decentralized

Created by Monitor Institute, inspired by: Net Gains by Plastrik and Taylor (’06); Net Work by Anklam (’07); Building Smart Communities by Krebs and Holley

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Focus on your **PURPOSE**

**Crowdsourcing:**
Aggregate resources, fundraising

**Campaigns/Movement-Building:**
Engage members & evangelists

**Innovation:**
Access new perspectives, prototype better solutions

**Learning:**
Openly share knowledge, get better faster, spread ideas

**Systems Change:**
Create aligned action on an issue or in a place (collective impact)

**Leadership:**
Invest deeply in the development of diverse coalition of leaders

**Replication/Scale:**
Model exists in many places, customized to local environment

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Leadership in the era of networks:
What’s different?
It’s a mindset...
and a practice
Network leadership job description

CONNECT
Network members to one another, deepen relationships.

CATALYZE
The network conversations and learning.

CONVENE
The network regularly.

COMMUNICATE
And help the network “see” and know itself.

CULTIVATE
A network mindset among participants.

CURATE
Network leadership, strategy, & structure.

COLLABORATE
Within the network & beyond.

Source: Based on “network weaver” check list from June Holley
Network Case Studies
BLACK FRIDAY. CYBER MONDAY.

#GIVINGTUESDAY
60 days?
Or one year + 60 days?
Living in the world of “BOTH/AND”

“You are not luminous. But, from time to time, you are a conductor of light”

Tools, not rules

Mission over brand
What powered this internally

Board Allies
An internal team that drives innovation
A dedicated staff person whose job is collaboration and partnership

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Living the “BOTH/AND”

Centralized

Decentralized

92Y Nursery School

7 Days of Genius

#Giving Tuesday

92Y Live

Programs broadcast live via satellite

92Y American Conversation

From NYC
60 days? Or a year + 60 days?

- Would your organization be able to pull off something like #givingtuesday? Why or why not?
- What happens to new ideas in your organization?
- Is that what should be happening?
- What process would you put in place to allow this kind of experimentation?
DataKind
Harnessing the power of data science in the service of humanity.
What is data science?

The use of advanced analytical and computational techniques to extract new information from data, usually for the sake of supporting organizational decision making.
What does data science do for me?

http://bestparking.com
http://salelocator.com
http://sportaneous.com
• On average 7 people die every day from fires in the home, resulting in $7 Billion in property damage every year.

• The risk of dying is cut in half in homes with working smoke alarms.

• In 2014, the American Red Cross set a goal of reducing home fire-related injuries and deaths by 25% in 5 years.

How might we reduce fire-related injuries and deaths in the US?
How did it happen? Intentionally!

Connectivity

Productivity

Alignment
First, recruit the right people…

United Kingdom

Bangalore, India

Washington DC, US

Dublin, Ireland

Singapore

San Francisco, US
Build on the connections.
Then, align around a clear process...

1. Problem Exploration
   We explore what’s possible, then staff an expert volunteer team to work with you.

2. Data Discovery
   Your team wrangles your data and identifies external data sources to leverage.

3. Prototyping
   Your team co-creates solutions with you, while we oversee their work.

4. Refinement
   Based on your feedback, your team makes adjustments to meet your needs.

5. Solution
   Your team delivers the final version and documentation so you can increase your impact.

DataKind
Lastly, let the network get “productive.”

The DataKind chapter network wants to use [data source] to do [analysis] so that [organization] can decide/act, so that [world impact].
The DataKind chapter network wants to use [Red Cross Data + Open Data] to [build a predictive model + interactive map] so that [the Red Cross] can [reduce death + injuries caused by home fires by 25%].
How is this about the both/and?

<table>
<thead>
<tr>
<th>DK, the organization</th>
<th>DK, the network</th>
</tr>
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<tbody>
<tr>
<td>• Recruit volunteers</td>
<td>• Formulate key questions.</td>
</tr>
<tr>
<td>• Shape the process, move it forward.</td>
<td>• Generate new insight new from multiple data sources</td>
</tr>
<tr>
<td>• Weave the connections between nonprofit partners, the data scientists, funders + corporate partners.</td>
<td>• Create replicable algorithms + solutions</td>
</tr>
<tr>
<td>• Spread the word</td>
<td>• Amplify the data literacy of nonprofit, corporate + philanthropic partners.</td>
</tr>
<tr>
<td></td>
<td>• Spread the word</td>
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Result? $5M+ free consulting to NGOs
What can we learn?

Questions to consider:

• Do you have a way for volunteers and other members of your networks to plug into your work?

• If you were to set up a network process in order to leverage greater involvement in your work, how would you think about integrating what your staff does with what the possible network contributions could be?

• What would it mean to be “productive” in your network? What is your end goal?
Network Mapping
Why do network mapping?

1. Visualize the network ("see" the system)
2. Shift mindsets, spark conversations
3. Make visible network assets & flows
4. Assess network health and changes over time

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Understanding relationships = insights

Poorly connected individual networks

Sub-clusters of government actors

Funders and nonprofits compose most of the core

Schools are not as well connected

All Networks by Organization Type

- Government Agency
- Foundation
- NonProfit
- For-Profit
- School
- Unknown
- Religious
- Other

Source: Monitor Institute
Network mapping can be high-tech…
… or low-tech!

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Reminder: how to draw a network

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Does my network serve my purpose?

5 min. What is my purpose?
- Write it at the top of the page. *(Personal)*

15 min. Who is in my network?
- Who is in your network *(people/organizations)*?
- How do players relate to you and to each other? *(Lines)*
- Which organizations/people are key hubs?
- Who is on the periphery, who is in the core?

10 min. Does my network serve my purpose?
- What needs to change to align with your purpose?
- What/who is missing from your map?

10 min. Discuss
- What/who is missing from your map?
What is my purpose?

Girls Leadership

A world where girls are brave, connected, and equipped to make change in their world.
Who influences that purpose?

Girls Leadership
A world where girls are brave, connected, and equipped to make change in their world

- GOVT.
- AFTER SCHOOL STUFF
- GIRLS ORGS.
- FUNDERS
- CELEBRITIES
- FAMILY
- FRIENDS
- SCHOOL
- BUSINESS
- MEDIA
Who **REALLY** influences that purpose?

FAMILY
- Baby Sitter
- Grandparents
- Mom
- Dad
- Cousins

GIRLS ORGS.
- Girl Scouts
- Girls Who Code
- Boys + Girls Club

GIRLS LEADERSHIP

Girls Leadership
A world where girls are brave connected and equipped to make change in their world

GIRLS LEADERSHIP

CELEBRITIES
- Simone Biles
- Tavi Gevinson
- Miley Cyrus
- Beyonce
- Sheryl Sandberg
- Amy Poehler
- Alicia Garza

SOCIAL MEDIA
- Instagram
- Facebook
- Tinder

BUSINESS
- NIKE
- DOVE
- LULU LEMON

MEDIA
- DISNEY
- Super Bowl
- Seventeen Magazine
How do those players relate to my purpose and with one another?
How do those players relate to my purpose and with one another?
Manage the challenges & tensions

Unlearn past behaviors (don’t revert to an organizational model)

Let go of control, embrace the messiness of “emergence”

Navigate conflict, power struggles & competition

Keep network participants engaged & motivated, keep momentum going

Create alignment around shared goals, value

Learn and leverage new technologies to connect

Identify and measure your “collective impact”

Source of images: Cut Throat Communications; Blog.com; Rutgers University RU FAIR; Kodaikanal International School; flickr

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Want to learn more??

Our Favorites.....

- *Connecting to Change the World* by Pete Plastrik and Madeleine Taylor
- Irvine New Leadership Network Case Study
- *The Networked Nonprofit* by Jane Wei Skillern, *SSIR*
- *Engage: How Funders Can Support + Leverage Networks for Social Impact* by the Monitor Institute and Rockefeller Foundation
- *Pioneers in Justice: Building Networks + Movements for Social Change* by Heather McLeod Grant for the Levi-Strauss Foundation
- *The State of Network Evaluation* by Network Impact and Center for Evaluation Innovation

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Thank you!!

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Question & Answer

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