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# Weaving Smart Networks: Building Capacity for Positive Change in Organizations and Communities

NOVEMBER 28 AND 29, 2007 – 9:30-4:30 EACH DAY

ADDITIONAL HALF DAY SESSION:

## METRICS AND MEASURES: UNDERSTANDING HOW TO MEASURE HOW SMART YOUR NETWORK REALLY IS

NOVEMBER 30<sup>TH</sup> – 9:30-12:30

HOSTED AT THE CENTRE FOR SOCIAL INNOVATION  
4<sup>TH</sup> FLOOR  
215 SPADINA AVE – TORONTO, ONTARIO



Co-SPONSORED BY:



Plexus Institute



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Networks are big news: online social networks such as Facebook are driving new business models, maps of terrorist networks have hit the front pages of newspapers and the use of network analysis to analyze our phone conversations is a controversy.

## OPENING THOUGHTS

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Network maps courtesy of Valdis Krebs

But all networks are not the same. Some networks, such as “old boys” networks limit the benefits of their resources to a small group. Others, called deficit networks, actually drain energy and resources from participants.

Instead we need networks that help us **innovate and solve problems**, make complex systems work more effectively, speed learning and help people work together more effectively. We call such networks **Smart Networks** and people who nurture them **Network Weavers**.

**Smart Networks**—*networks that embrace diversity and encourage quality relationships in such a way that innovation and collaboration blossom*—are emerging throughout the world, as people cross traditional divides in search of creating healthier communities.

Smart Networks have helped rural entrepreneurs move out of poverty, urban sports and arts organizations provide remarkable after-school opportunities for inner-city children, West African leaders join together on innovative solar energy projects, and environmental businesses find common cause and creative ways of working together.

Smart Networks have the potential to help organizations strategically diffuse innovative practices and to help systems work with people and communities on new approaches to providing vital services.

### Weaving Quality Connections for Innovation and Impact

The Plexus Institute in collaboration with The Centre for Social Innovation, Urbanspace Property Group, the Metcalf Foundation and Meta Strategies invites you to join with Smart Network practitioners **June Holley and Lisa Kimball** to learn more about this exciting new approach to creating networks that are good for all of us.

**The Network Weaving Workshop will offer participants a chance to learn more about the creation of Smart Networks and the role of Network Weavers.** Workshop leaders will draw on case studies from a number of rural and urban networks, national communities of practice, and regional innovation networks to illustrate Smart Networks in action.

Through interactive sessions using examples drawn from the participants’ actual work environments, participants will go through the four steps in establishing Smart Networks and developing the skills of a Network Weaver. Participants will leave the workshop with the basic tools for using Smart Networks to reach their goals at work and with a strategy for action.

The role of Network Weaver is critical to the emergence of Smart Networks. Workshop leaders will help participants identify their strengths as Network Weavers, and describe how they—and others in their networks—can expand their network weaving skills.

Social network mapping, often using mapping software, is a wonderful way to enable people to visualize their networks. Maps give people concrete information about where they can enhance networks. Workshop leaders will introduce the use of mapping software and a set of measures—adapted from traditional social network metrics—specifically for communities. These measures include:

- ❖ *Awareness*: How likely is it that you know what is going on far from the core?
- ❖ *Influence*: Who are people “going to” for know-how or collaboration?
- ❖ *Diversity*: How much are people interacting with those who are different?
- ❖ *Resilience*: How dependent is the network on a few individuals?
- ❖ *Integration*: Who are network leaders? How healthy is the network?
- ❖ *Connector*: Who are the individuals who are connecting those who wouldn’t otherwise be connected?

Two day session will include the opportunity to explore mapping software.

## Network Analysis through the Lens of Complexity Science

The understanding of Smart Networks draws on new insights of complexity science, revealing how living systems self-organize, evolve and adapt as a result of emergent and nonlinear dynamical processes. Smart Networks are self-organizing networks. People in Smart Networks identify an opportunity then bring together others who can help turn that opportunity into a collaborative experiment or opportunity. Whether the project succeeds or fails, the collaborators share what they have learned with others in the network. In this way, a healthy community emerges. The Smart Network Approach incorporates the concept of emergence. Outcomes in Smart Networks are not predictable. The transformations they encourage emerge from the creative activities of ongoing collaborations.

### ADDITIONAL HALF DAY SESSION

## METRICS AND MEASURES: UNDERSTANDING HOW TO MEASURE HOW SMART YOUR NETWORK REALLY IS

This session is designed to unpack the metrics and measures you need to assess your networks. When you can gauge how you are doing on a range of measures it gives you real insight and ideas for how to shift practices in your network to make them more generative. If you have already taken the Smart Networks workshop and want to learn more this workshop is for you. If you exploring the concept for the first time consider staying on for this session to jump start your plans for applying the theory right way.

### INTENDED PARTICIPANTS

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This workshop is for people who are already engaged in change and innovation or are addressing some challenging issue—whether in hospitals, social service agencies, corporations, or non-profits—but who want to increase the impact or scale of their efforts by learning more about network strategies. The workshop will benefit organizations that want to network their members, corporations interested in new relationships with customers, funding and government agencies interested in linking grantees, economic development staff interested in creating commercialization ecosystems, and hospitals interested in the diffusion of innovative practices.

**Participants will be encouraged to actively work on their own initiatives during the workshop.** Participants will also have opportunities to learn about work-in-progress from other participants.

## WORKSHOP LEADERS

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### JUNE HOLLEY



June Holley provides consulting, training and mentoring to a wide range of organizations around the world who are interested in creating healthier communities through a better understanding of networks, collaboration, innovation and learning. For more than 20 years, June was the President/CEO of the Appalachian Center for Economic Networks (ACEnet), a regional entrepreneurship organization in southeastern Ohio committed to building a healthy and sustainable regional economy based on economic justice, self-determination, and respect for diversity. With the ACEnet staff, she pioneered in the implementation of many innovative economic development strategies including business networks, sectoral incubators, a regional youth entrepreneurship initiative, technology-based workforce development programs and a regional entrepreneurship network. In 1991, she was selected by Governor Voinovich to be inducted into the Ohio Women's Hall of Fame. An avid researcher on complexity and organizations, she has co-authored over 30 papers, articles, and books on various aspects of economic and community networking. She has been featured in the *Wall Street Journal*, *Ohio Magazine*, *Entrepreneur*, *In Business* and many other publications.

### LISA KIMBALL



Lisa Kimball is the founder and president of Group Jazz. Group Jazz works as a production company to support the work of purposeful groups - teams, communities, task forces, organizations - whether they meet face-to-face or online or both. Group Jazz brings together the best tools, technologies, media, consultants, cast members and practitioners to create great group experiences that support action. Lisa is a specialist in applications of electronic networking and the design of virtual spaces for organizations, teams, and online communities. She has deep experience in facilitating online groups and training moderators on multiple networks using most of the software environments available today. In addition to her work with corporate and other large organizations, Lisa consults with technology companies to design and implement applications. Clients have included GroupServe, Third Voice, and Virtualteams.com. Lisa also coaches facilitators and team leaders who are working with groups virtually.

## **REGISTRATION AND CANCELLATION POLICY**

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To register, complete the attached registration form and return by mail.

### **Weaving Smart Networks: Building Capacity for Positive Change in Organizations and Communities** **NOVEMBER 28 AND 29, 2007 – 9:30-4:30 EACH DAY**

The registration fee of \$250.00 covers tuition, materials, continental breakfasts, lunch and break refreshments. Enrollment is limited, and early registration is advised. A confirmation will be sent upon receipt of payment and completed registration form.

### **ADDITIONAL HALF DAY SESSION** **METRICS AND MEASURES: UNDERSTANDING HOW TO MEASURE HOW SMART YOUR NETWORK REALLY IS** **NOVEMBER 30<sup>TH</sup> – 9:30-12:30**

The registration fee of 90.00 covers tuition, materials, and refreshments for the session. Enrollment is limited, and early registration is advised. A confirmation will be sent upon receipt of payment and completed registration form.

**Early Bird** for Weaving Smart Networks and Metrics and Measures – Register by November 5<sup>th</sup> and receive 20.00 off the registration fee for a combined registration, 15.00 off a Smart Networks workshop registration or 5.00 off a Metrics and Measures registration.

#### **Refund Policy:**

Your registration fee, less a \$50 administrative fee, will be refunded when The Centre for Social Innovation receives written notification at least 14 days prior to the conference. No refunds will be made after that time.

## **QUESTIONS?**

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Do you have questions about the topic?

Please contact Liz Rykert [liz@metastrategies.com](mailto:liz@metastrategies.com) or June Holley [June@networkweaving.com](mailto:June@networkweaving.com)

## Workshop Registration

**Network Weaving: Building Capacity for Positive Change in Organizations and Communities**      **November 28 and 29, 2007**

**METRICS AND MEASURES: UNDERSTANDING HOW TO MEASURE HOW SMART YOUR NETWORK REALLY IS**      **NOVEMBER 30<sup>TH</sup> AM**

Mail or hand deliver your form and payment to:

**Yvonne Bambrick, Community Animator,  
Centre for Social Innovation  
215 Spadina Avenue, Suite 400  
Toronto, ON M6H 2P9**

**If you prefer to be invoiced please complete the top part of the form, check the appropriate box below and fax to 416-644-0116**

*(Please print or type all information. You may duplicate this form for multiple registrations.)*

Name			
	First Name	Middle name or Initial	Last Name
Organizational Title			
Institution			
Mailing Address			
City		State/Province	
Country		Zip/Postal Code	
Home Phone	(    ) _____	Work Phone	(    ) _____
E-mail address	FAX (    ) _____		



Please indicate if you have special accommodation or dietary needs: \_\_\_\_\_

### **Weaving Smart Networks: Building Capacity for Positive Change in Organizations and Communities**

Smart Networks two day workshop (\$250CDN + \$15.00 GST = \$265.00))	\$ _____
Metrics and Measures (\$90.00 CDN + \$5.40 GST = \$95.40)	\$ _____
Combined (\$250CDN + \$90.00 + \$20.40 GST = \$360.40))	\$ _____

**Less Early bird Discount (15.00 for Smart Networks, 5.00 for Metrics, 20.00 combined) \$ \_\_\_\_\_**

**Total \$ \_\_\_\_\_**

**Payment Method**

- Total Payment Enclosed (cheque payable to the “Centre for Social Innovation”)**
- Please invoice me at the address above**