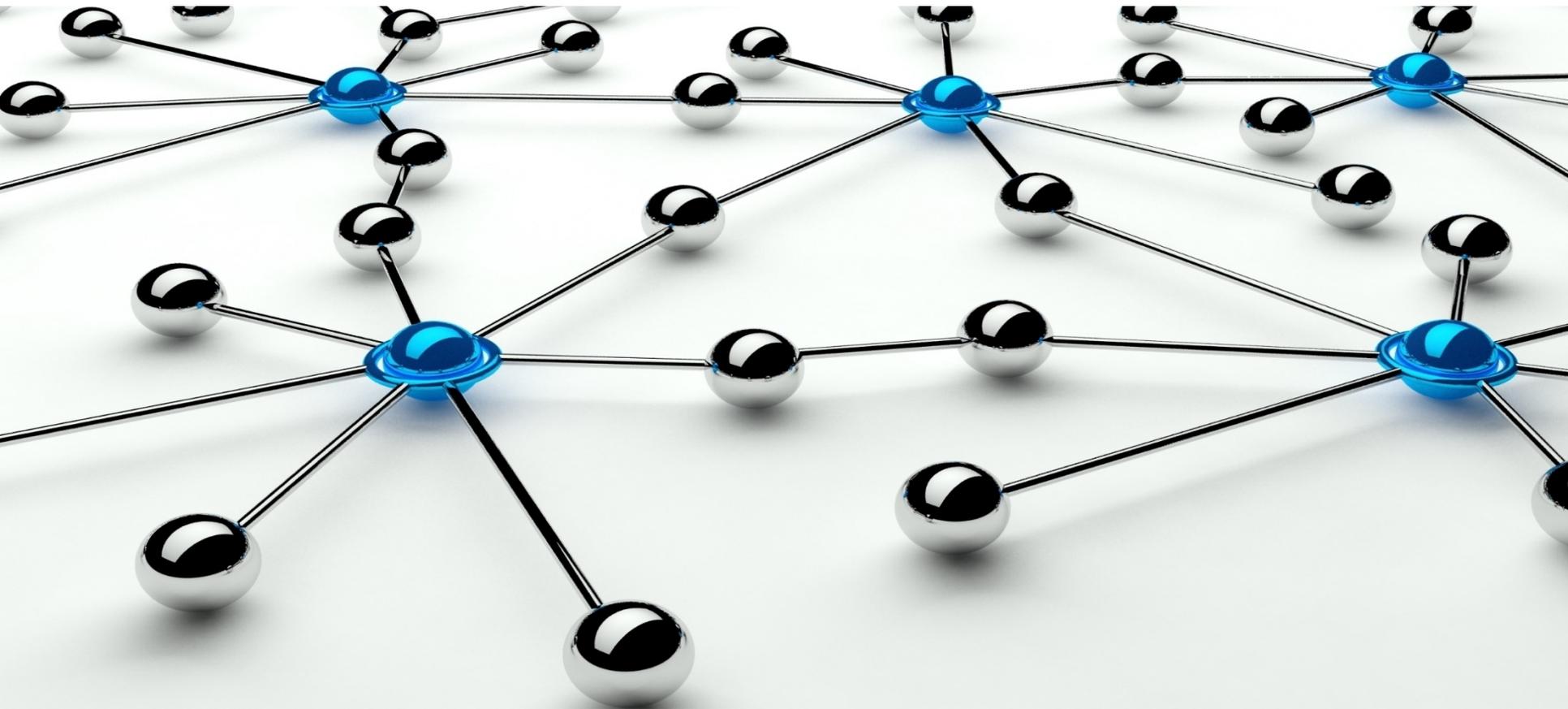


Achieving Impact With Networks



Presented by Marty Kooistra

Executive Director

Housing Development Consortium of Seattle-King County

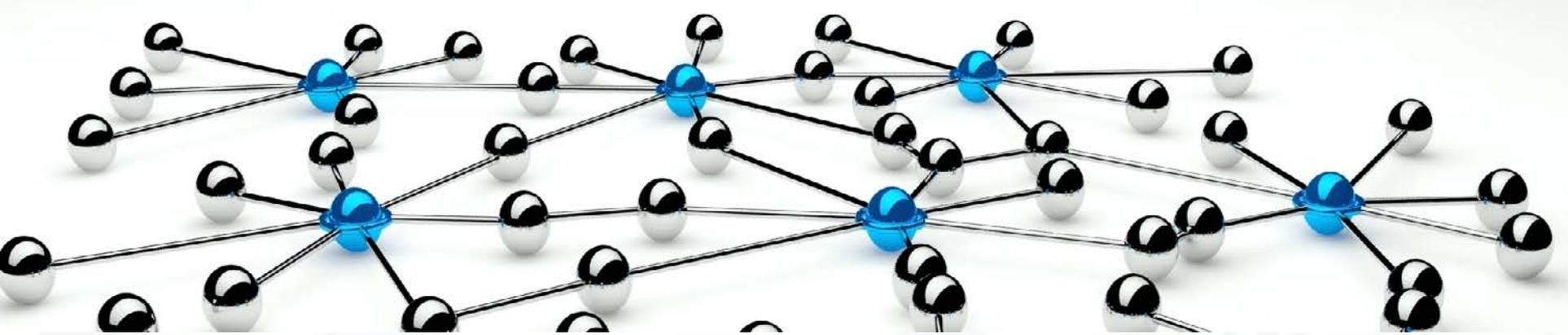
Housing Washington 2016

5 October 2016



My Road to Embracing a Network Leadership Style

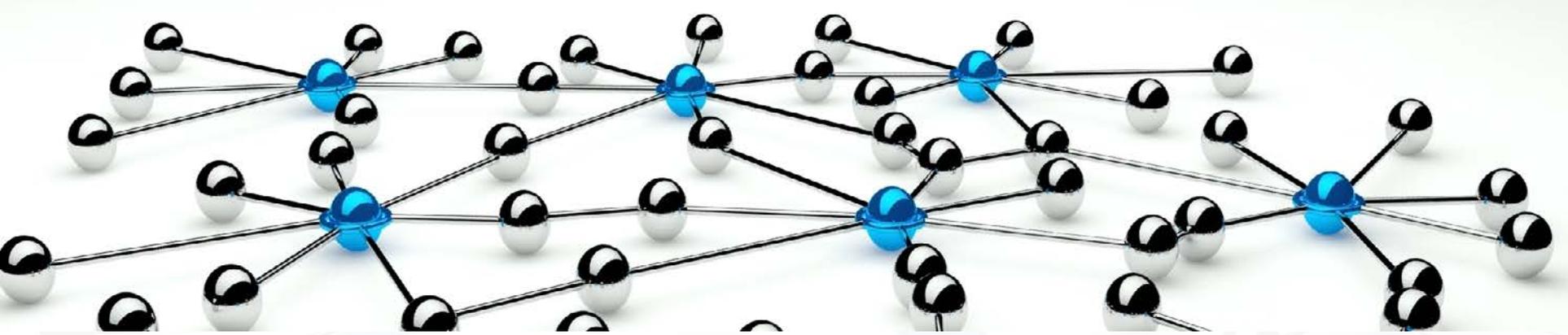




My Backstory:

How did I get so deeply engaged in this work,
and

How has Professor Jane Wei-Skillern's research
impacted me?



“Deep poverty ... is an ecosystem, where bad individual decisions occur within broken environments, where the social glue has come unstuck.

Indeed, deep poverty has no single, or most important cause—not family, neighborhood, job or education.

Plucking at one or the other, alone, won't do.”

--Eduardo Porter, on the research of Matthew Desmond
(The New York Times, 2015)

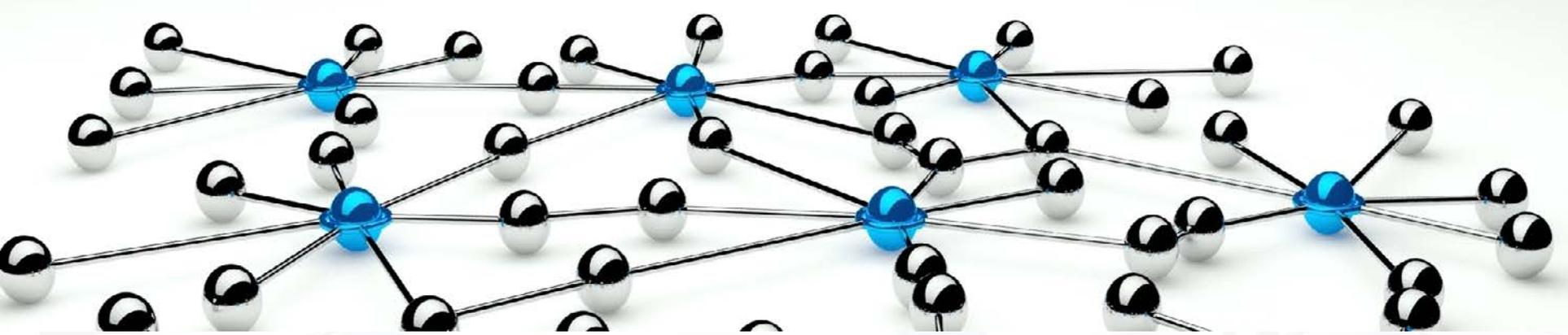
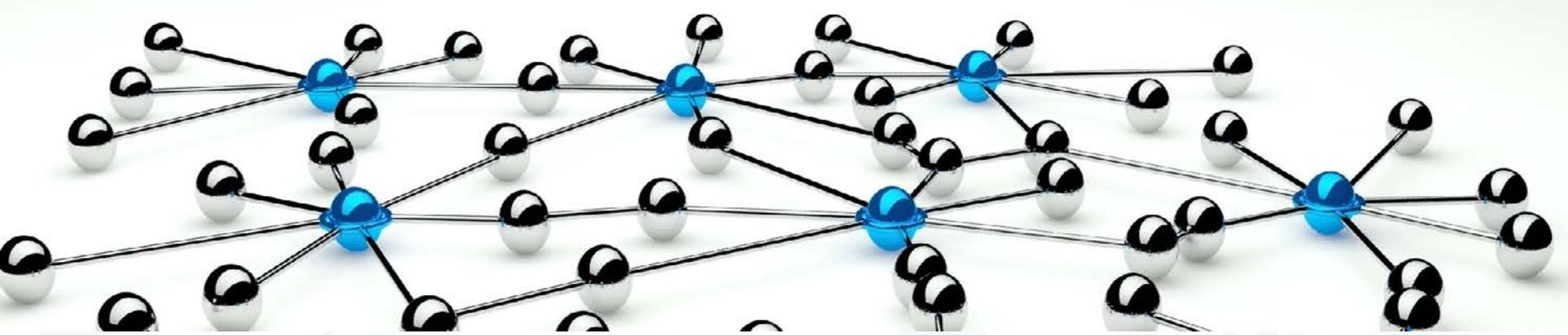


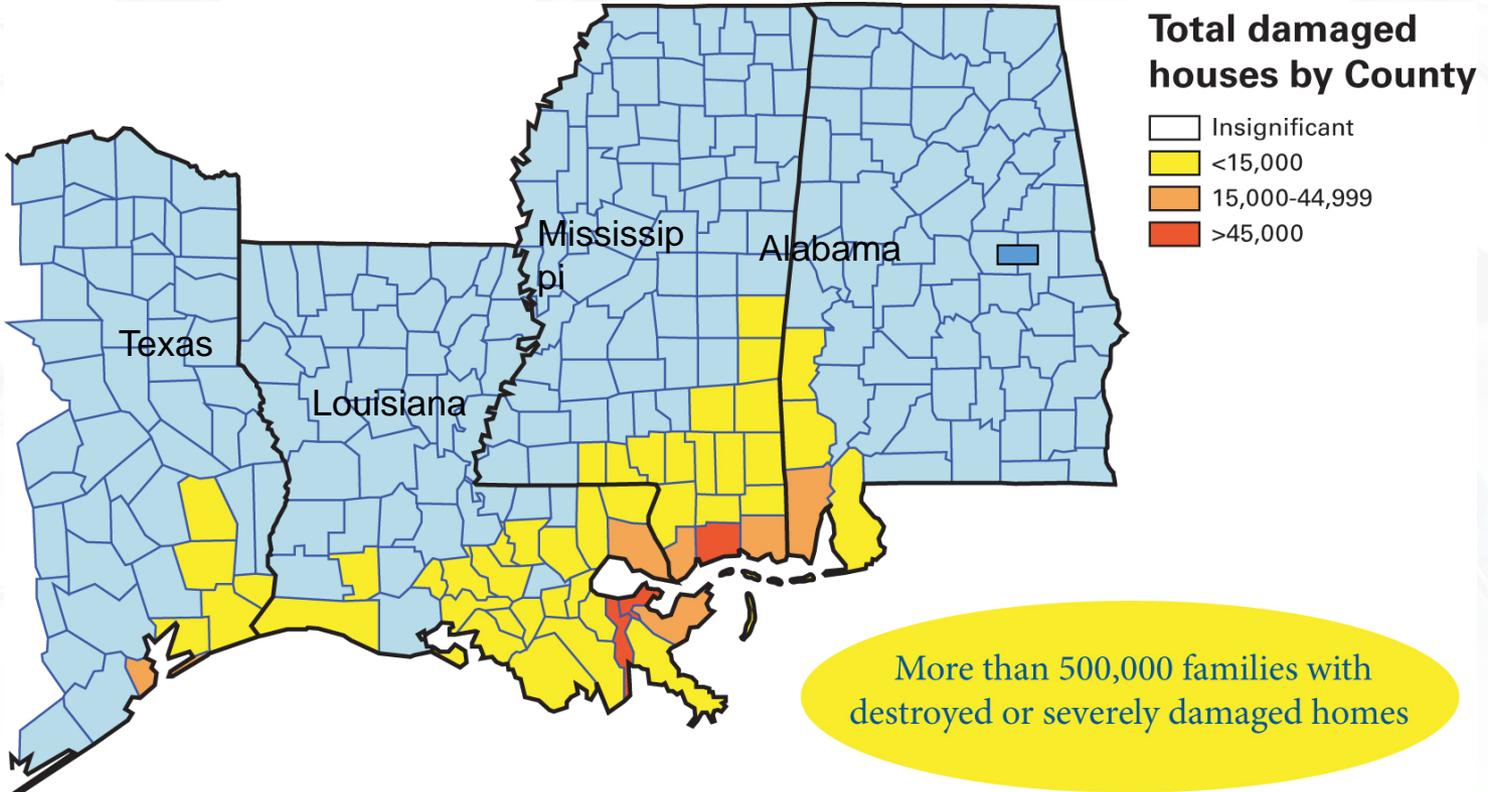
Table Discussion:

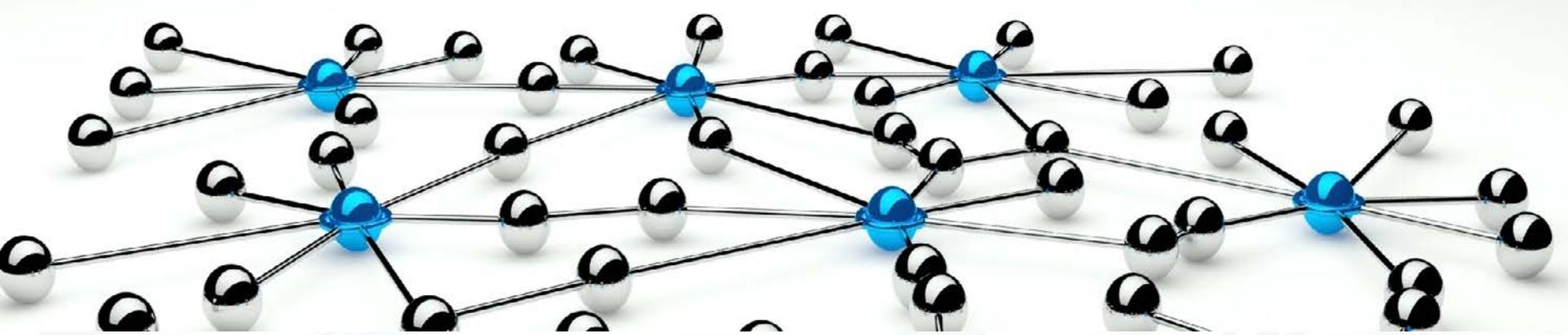
Share **3 of the most difficult challenges** you've faced in developing and maintaining collaborations or networks.



What I Learned About Networks from Hurricanes Katrina and Rita

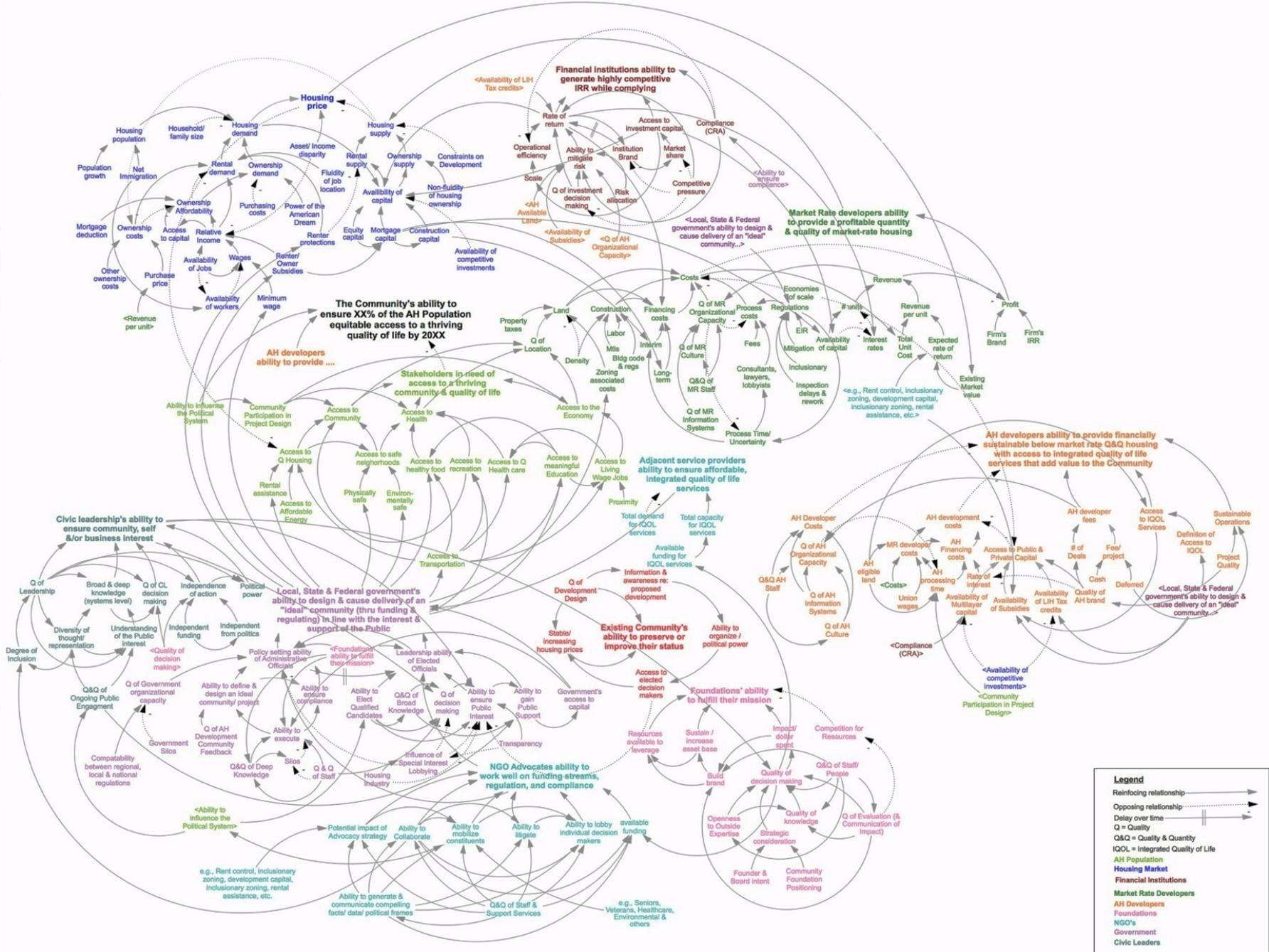
Unprecedented Damage





Is Today About “Networking?”

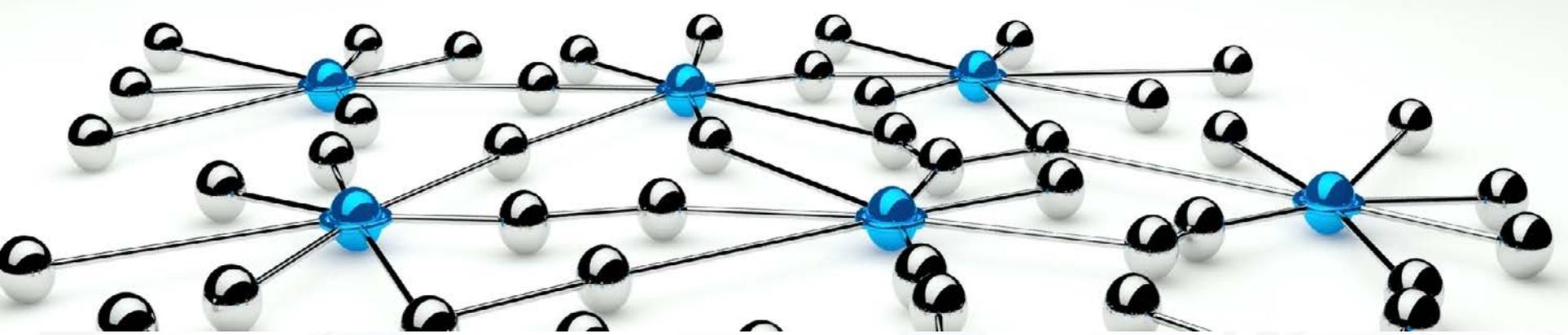
Yes; but the kind that’s done **in pursuit of mission impact** through **engaging, mobilizing, and supporting** trusted, values-aligned **peers**.



Legend

- Reinforcing relationship →
- Opposing relationship - - - - -
- Delay over time = = = = =
- Q = Quality
- Q&Q = Quality & Quantity
- IQOL = Integrated Quality of Life
- AH Population
- Housing Market
- Financial Institutions
- Market Rate Developers
- AH Developers
- Foundations
- NGO's
- Government
- Civic Leaders

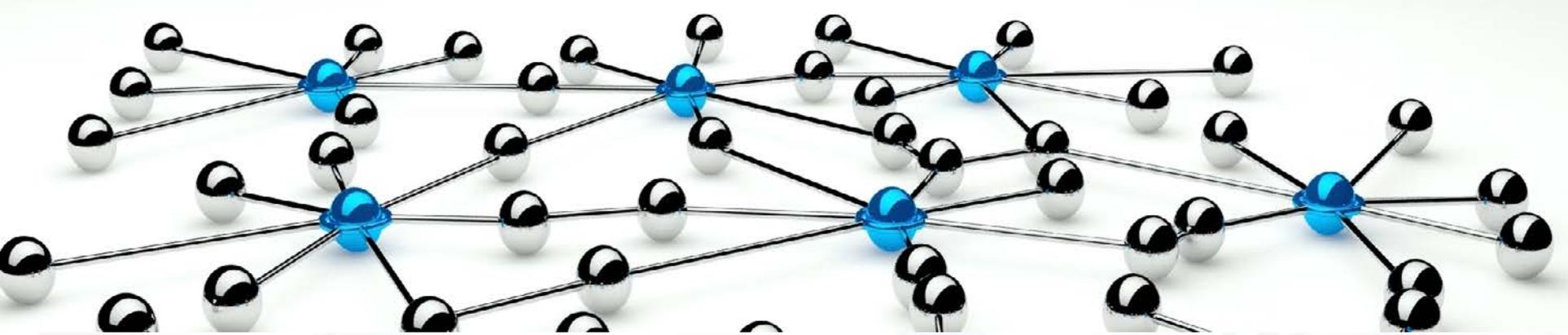
System Map Source: *Housing California*, created by Scott Spann of Innate Strategies



The fundamental insight of 21st century physics...

...has yet to penetrate the social world:
relationships are more important than things.

--Peter Senge

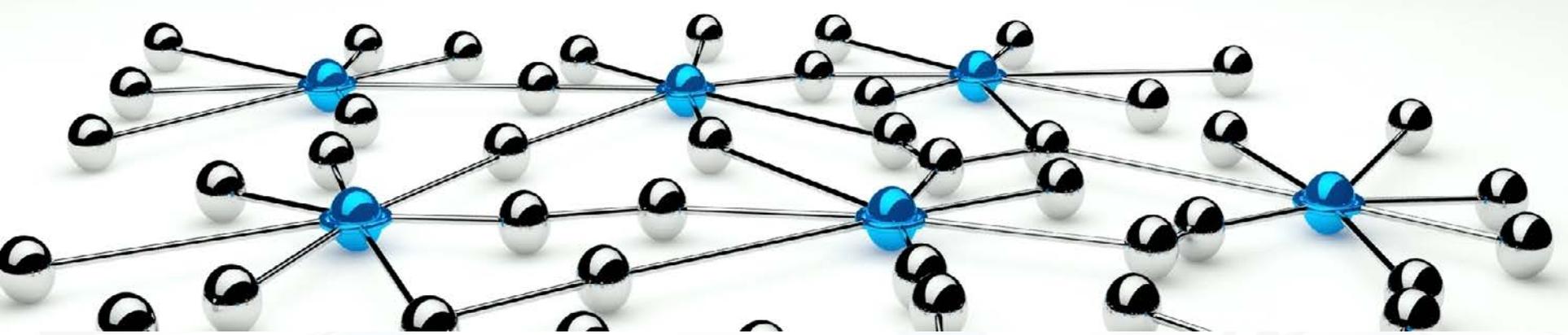


“Is this the same as Collective Impact?”

No. Complementary principles, **key differences in focus.**

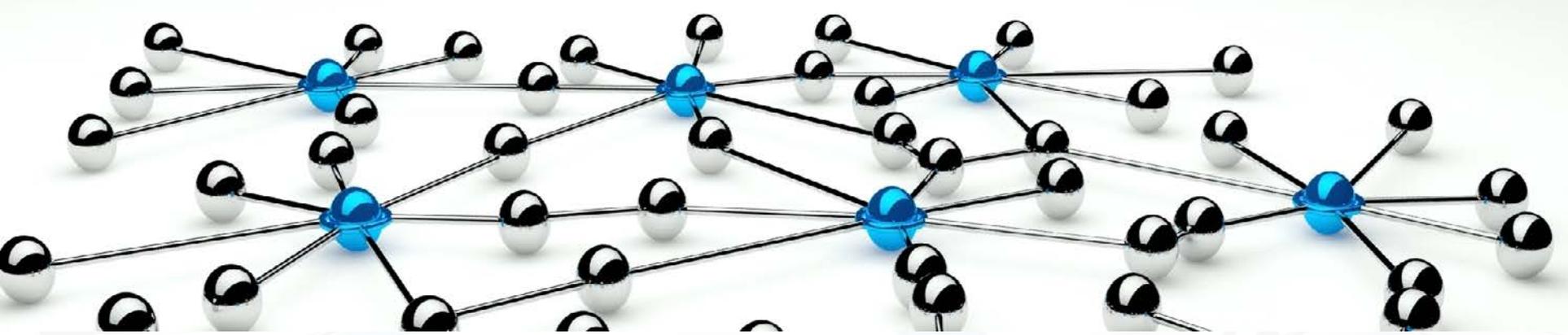
CI: structures and systems. **Networks:** values and culture.

CI: funder-driven impacts. **Networks:** organic, bottom-up approaches and mutually beneficial solutions.



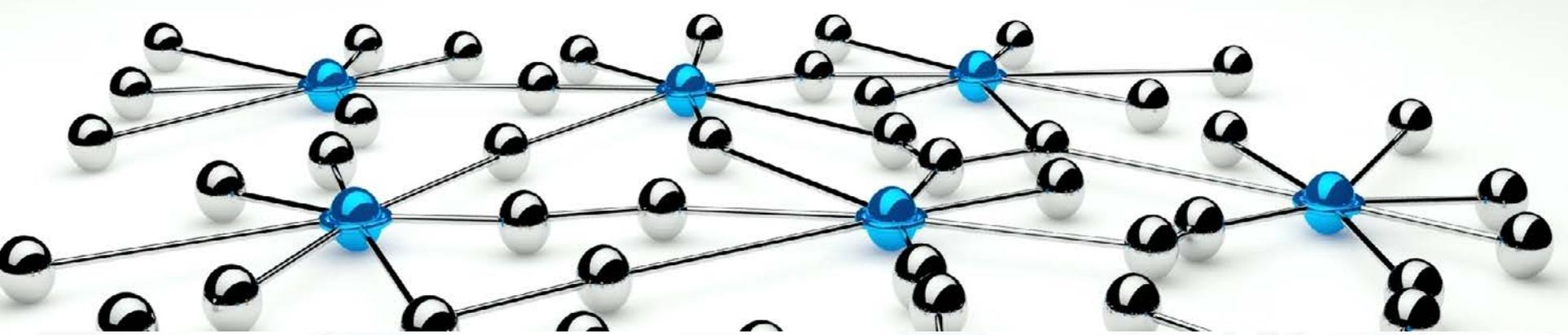
Why Networks?

Because three observations **from the field** point directly to their unique effectiveness.



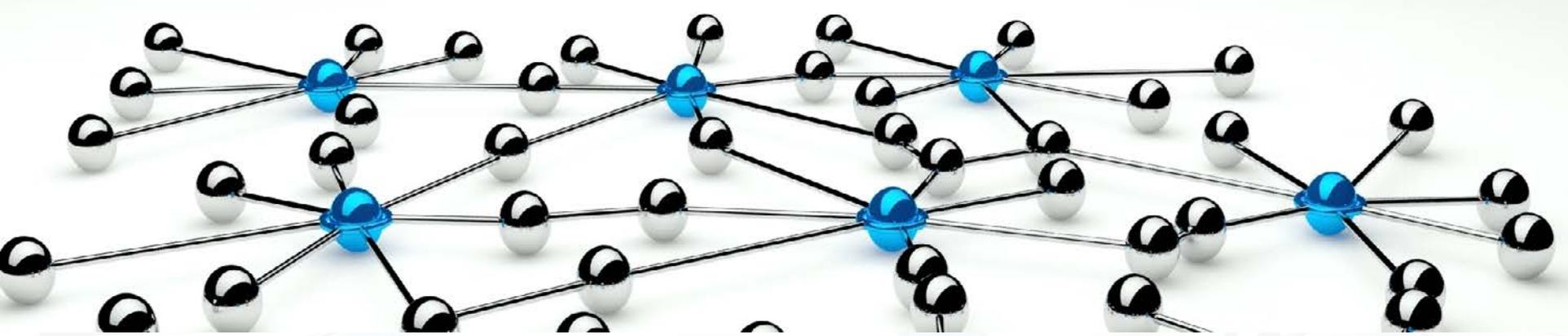
Field Observation #1: Growth is Hard.

For nonprofits and NGOs, **achieving the scale and sustainability** needed to meet their mission is extraordinarily challenging.



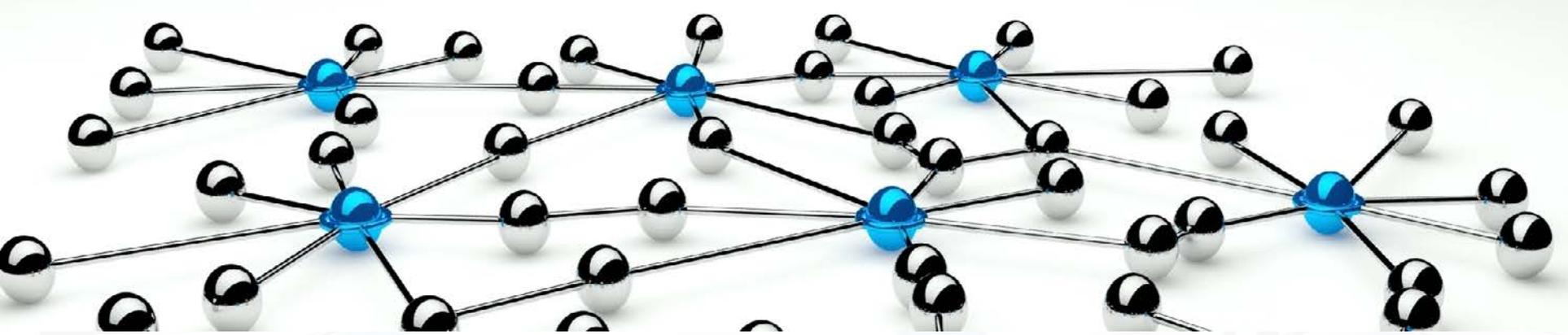
Field Observation #2: Size Doesn't Guarantee Impact.

Even large global NGOs are **dwarfed by the scale of the problems they seek to address** and struggle to ensure their impact is greater than the sum of their individual parts.



Field Observation #3: How We Define Success Matters.

Our tendency to assess **organizational performance** denies the more important assessment of **mission impact**.

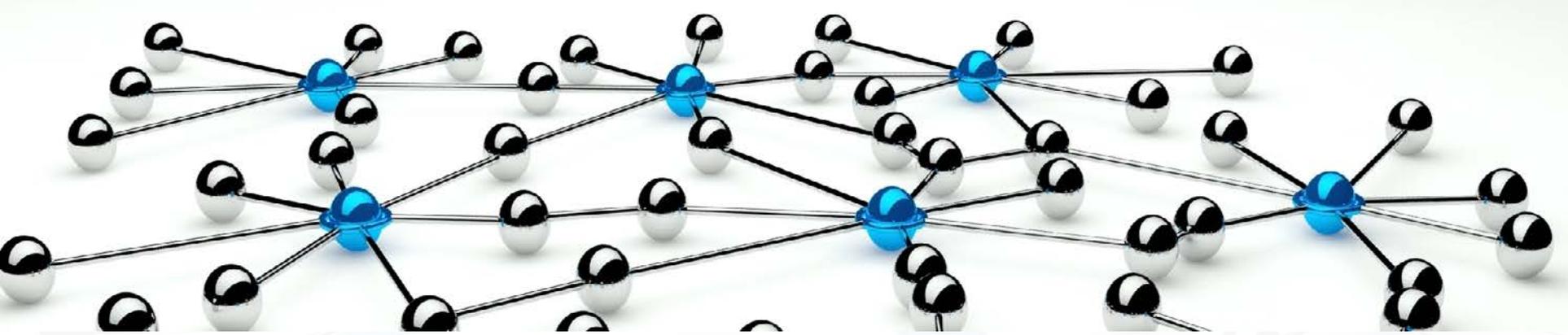


Networks Work When...

the goal is to **mobilize** various organizations and resources that **together** can deliver more impact

not when

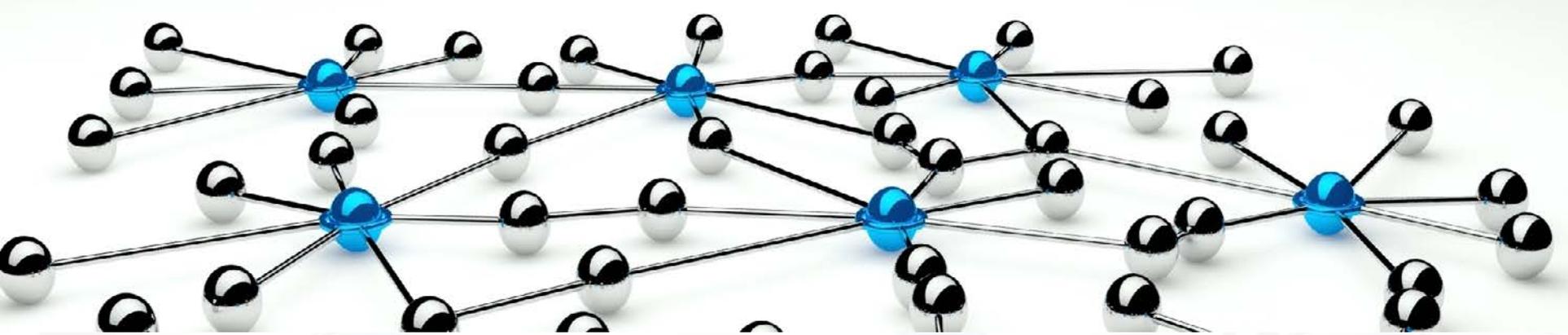
the goal is to become **a leading organization first**,
engaging in **collaboration at the margins.**



What Can Any Collaboration Learn from High-Impact Networks?

A different leadership **mindset** and different **metrics**.

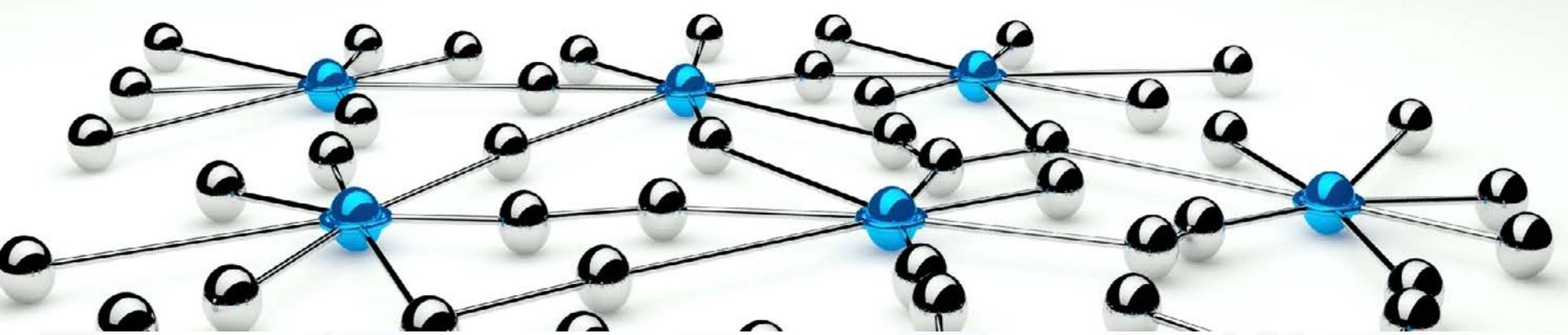
The **network** is seen as the primary vehicle for change, not the **organization**.



Network Entrepreneurship = A Mindset Shift

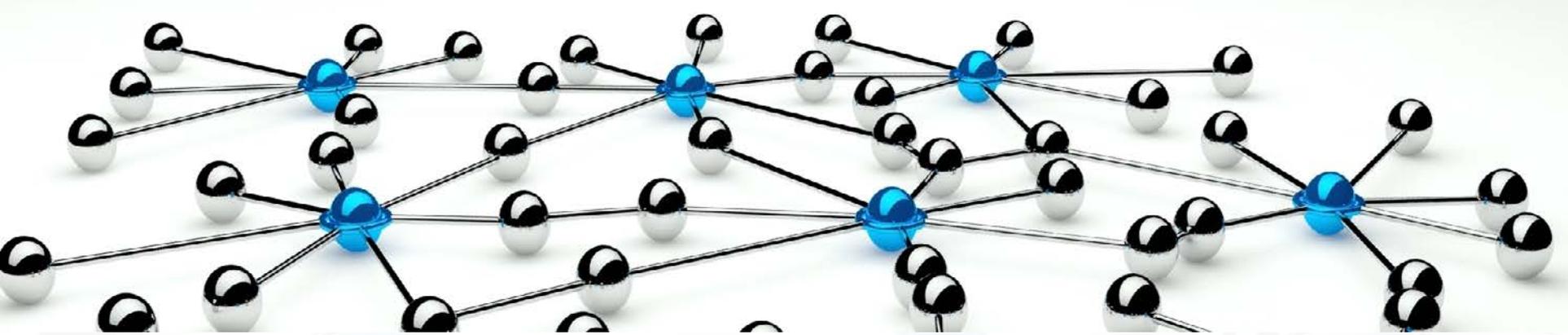
Rooted in four counterintuitive principles:

1. **Mission**, Not Organization.
2. **Node**, Not Hub.
3. **Humility**, Not Brand.
4. **Trust**, Not Control.



Principle #1: Mission, Not Organization.

Leaders adopt strategies and tactics to **achieve a mission**, not necessarily to stimulate **organizational growth**.



Principle #2: Node, Not Hub.

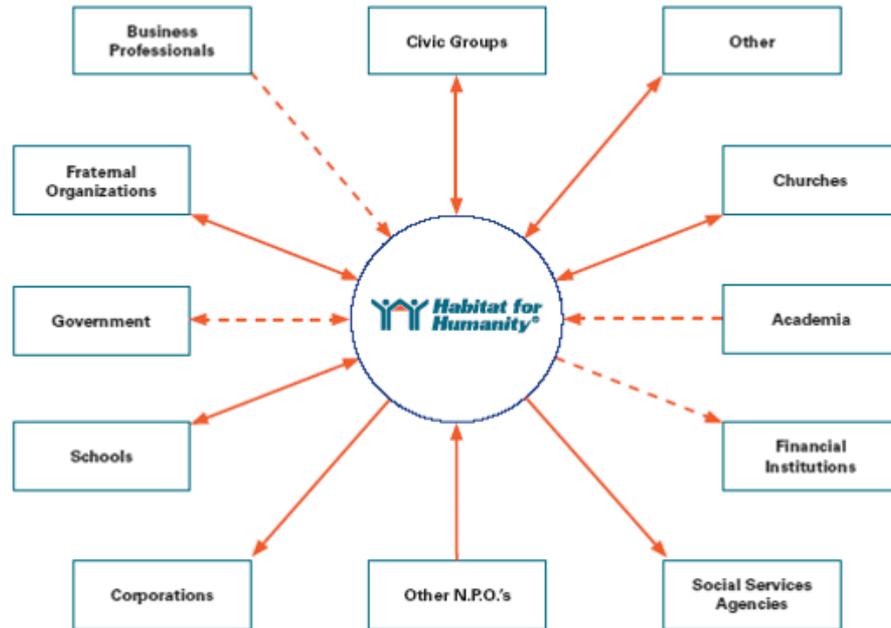
Network partners see their organizations as **part of a larger web of activity** targeting a cause, **not as a hub** of action.

Community Involvement Map

Habitat for Humanity as a HUB

Key
— Strong relationship
- - - Weak relationship
→ Flow of resources

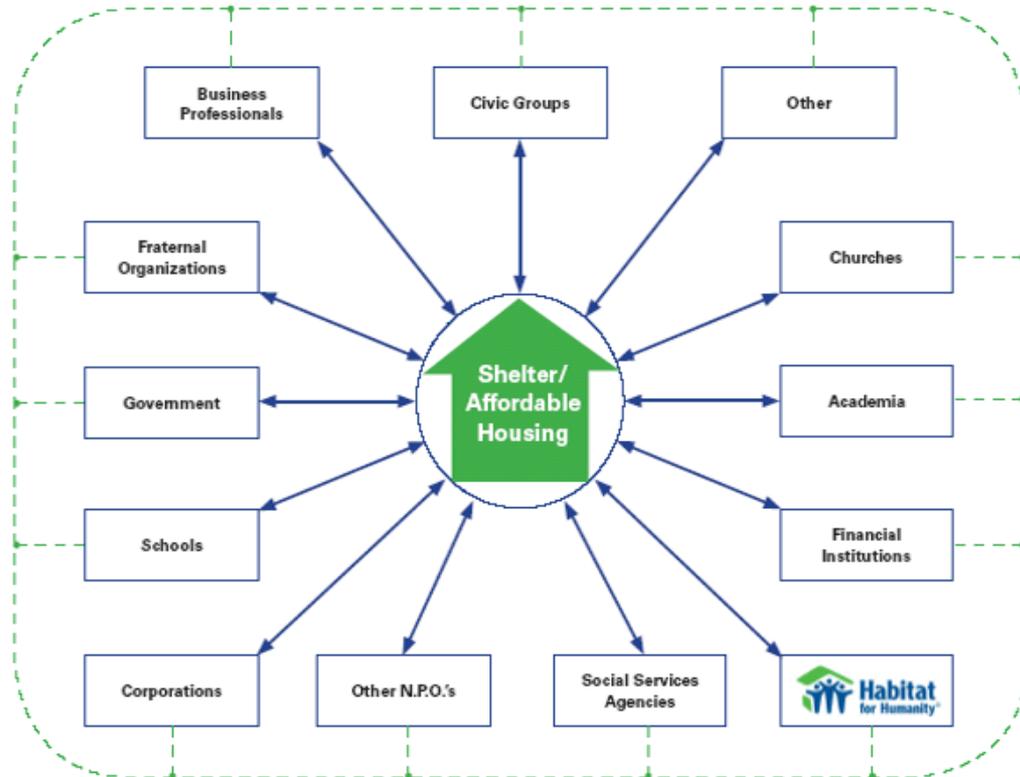
Static Role
as Hub

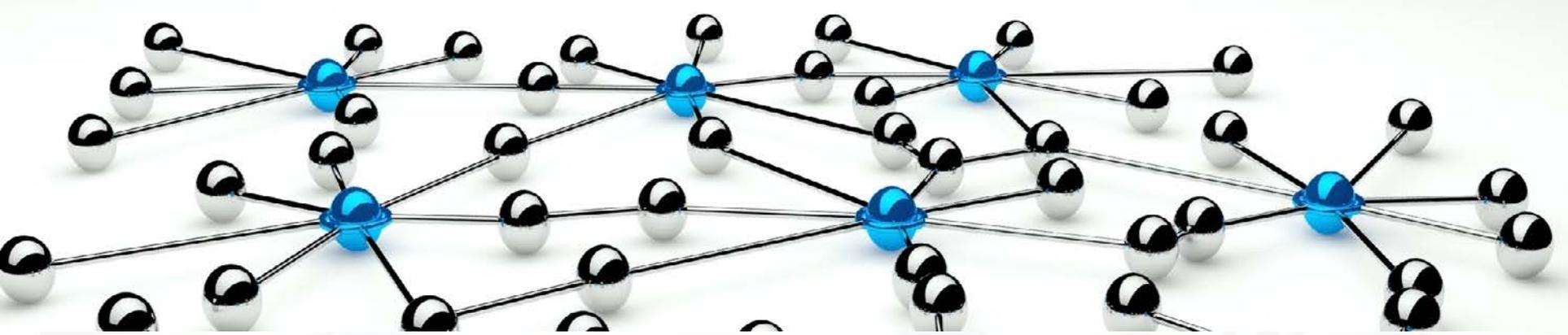


Dynamic Role as Node

Community Involvement Map Habitat for Humanity as a NODE

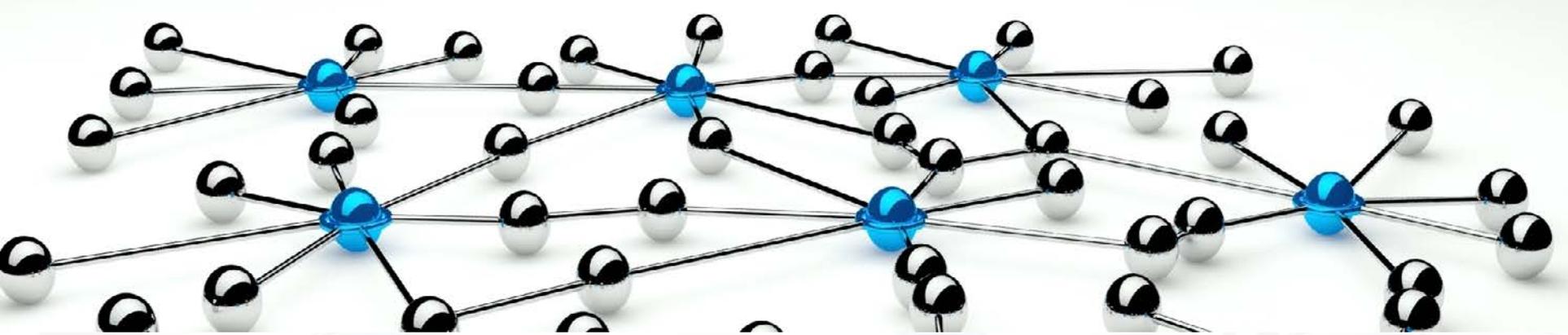
Key
— Strong relationship
- - - Interaction and communication





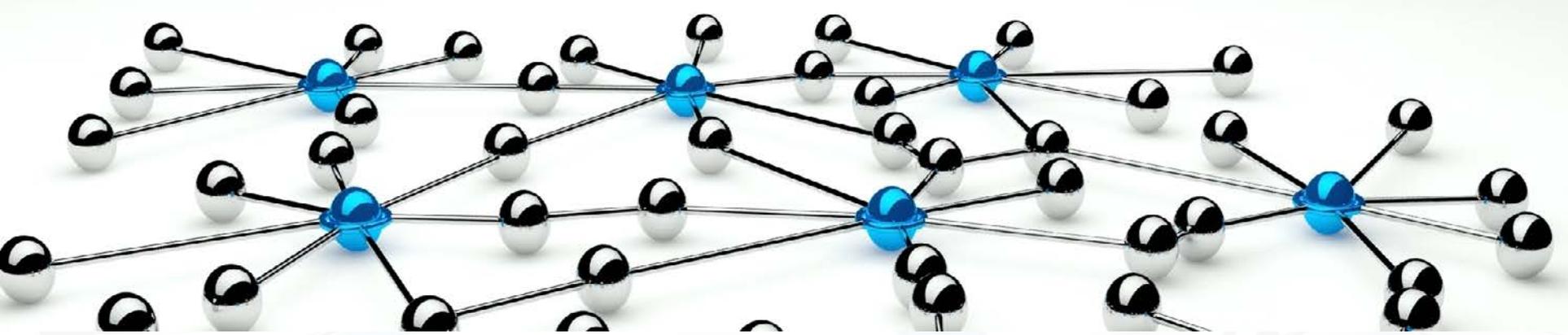
Principle #3: Humility, Not Brand.

Organizations work alongside their peers **as equals** and **willingly take a back seat** when their partners are in a better position to lead.



Principle #4: Trust, Not Control.

Trust and shared values are far more important (and robust) than **formal control mechanisms** such as contracts or accountability systems.



Networks: Forces Seen and Unseen

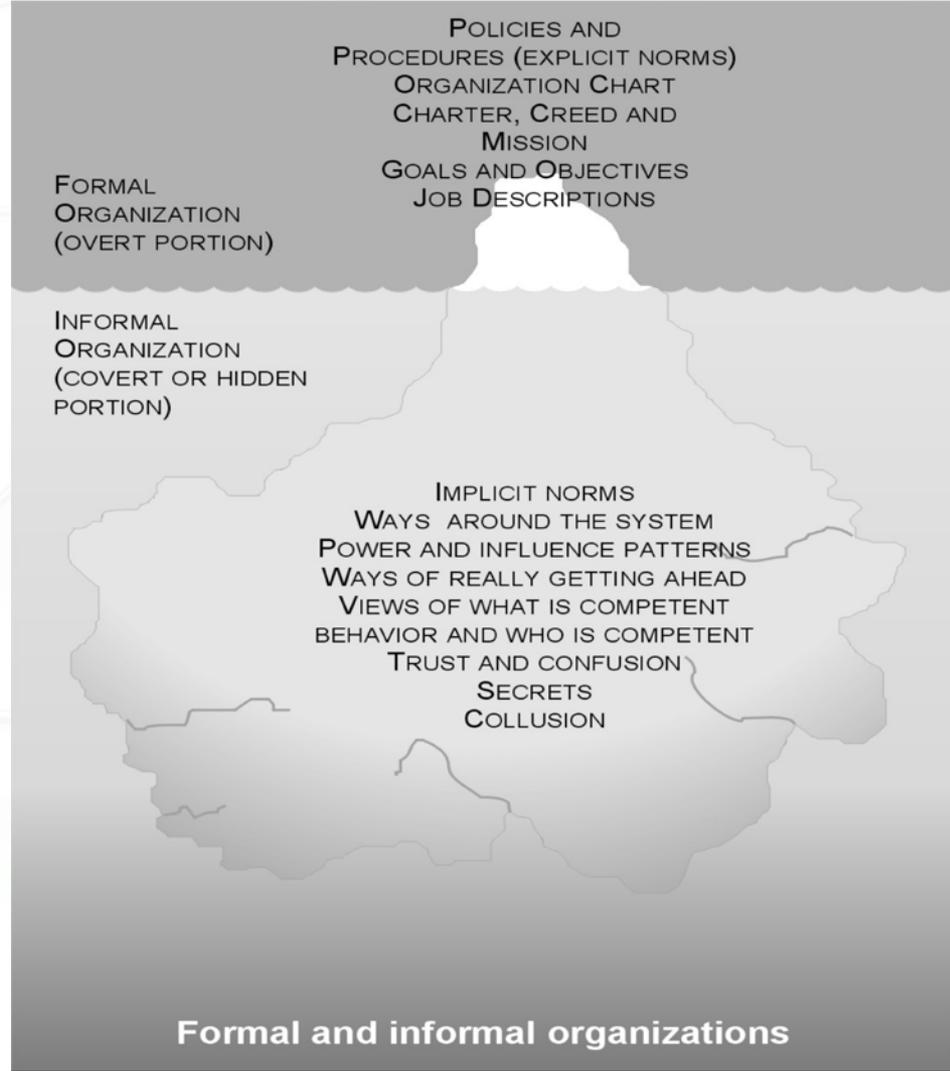
The **unique power** of a network comes from
massive but largely invisible forces...

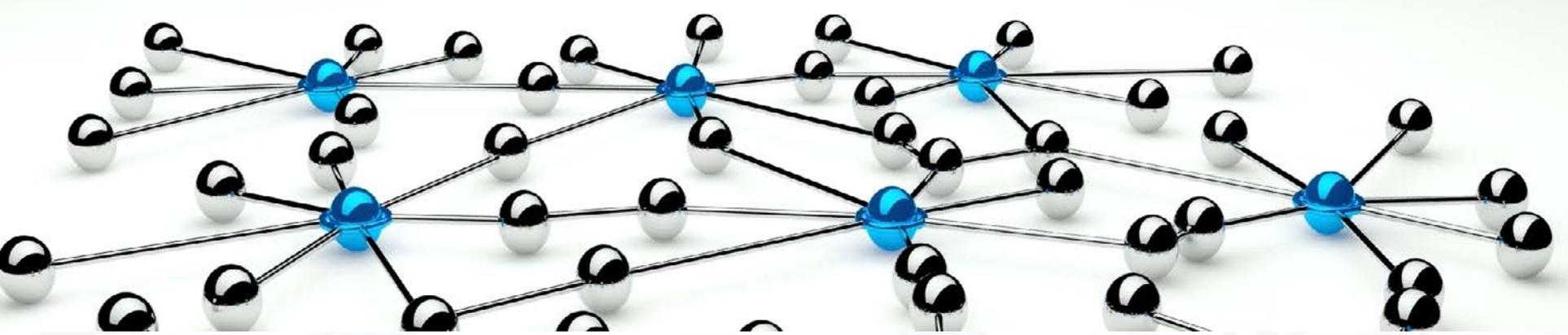
like

these.



What's Below the Surface?



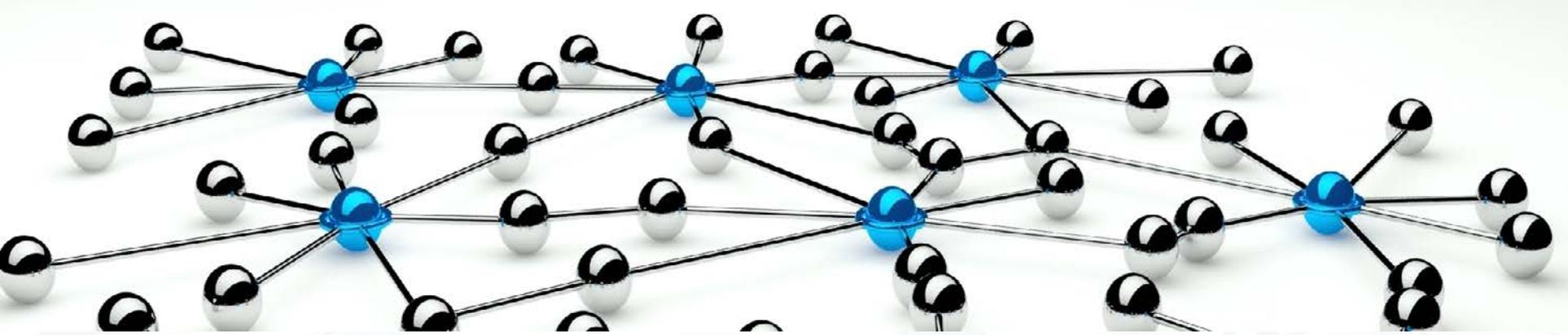


A Strong Network Arises from a “Risky Mindset”

Don't underestimate the power...

...of risk.





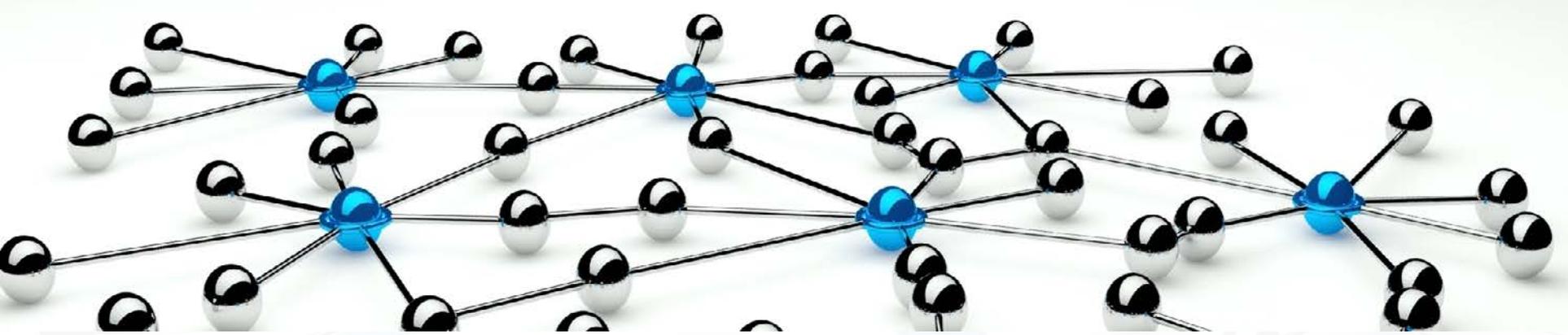
The Perils of Adaptive Change and Life on the Balcony

consider the following excerpts from

Leadership on the Line:

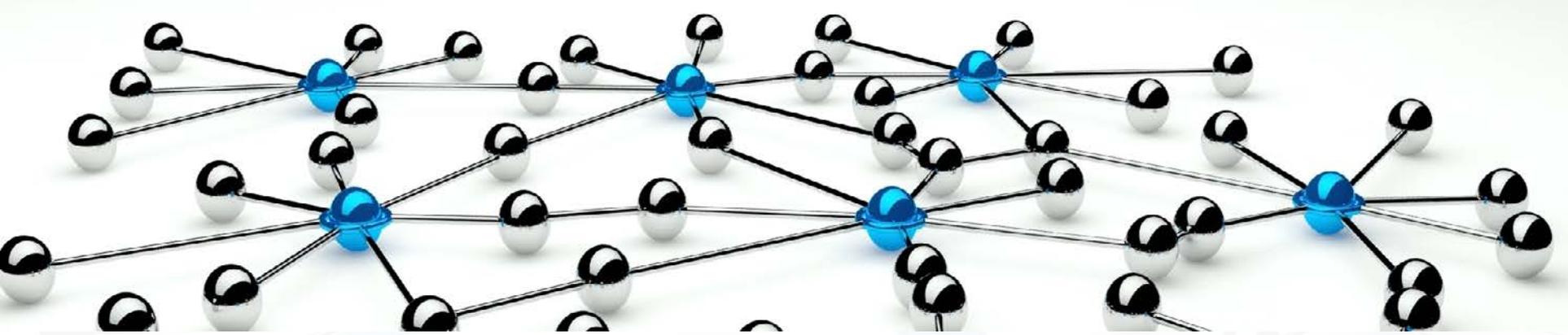
Staying Alive through the Dangers of Leading

by Ronald A. Heifetz and Marty Linsky (Harvard Business School Press, 2002)

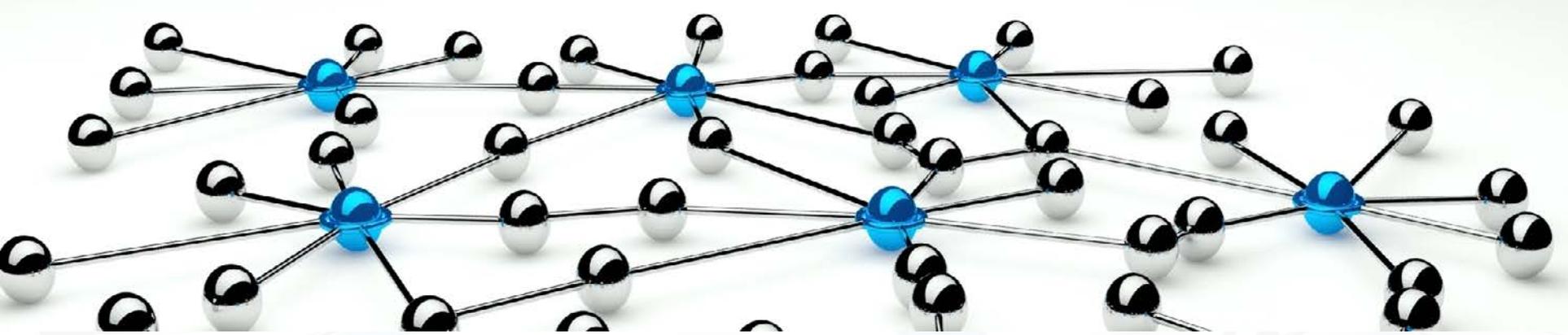


Perils

“Leadership would be a safe undertaking if your organizations and communities only faced problems for which they already knew the solutions. Every day people have problems for which they do, in fact, have the necessary know-how and procedures. We call these **technical problems.**”

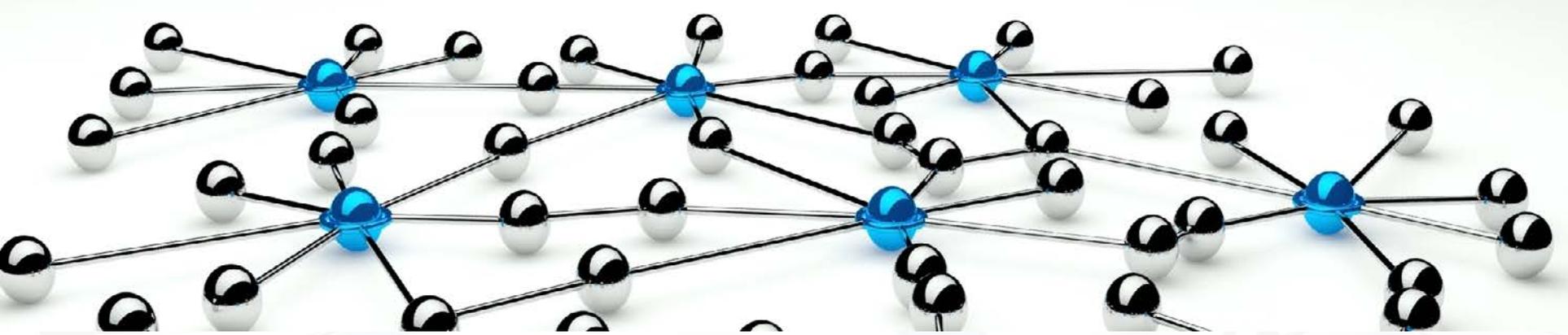


“But there is a whole host of problems that are not amenable to the authoritative expertise or standard operating procedures. They cannot be solved by someone who provides answers from on high. We call these **adaptive challenges** because they require experiments, new discoveries, and adjustments from numerous places in the organization or community.”



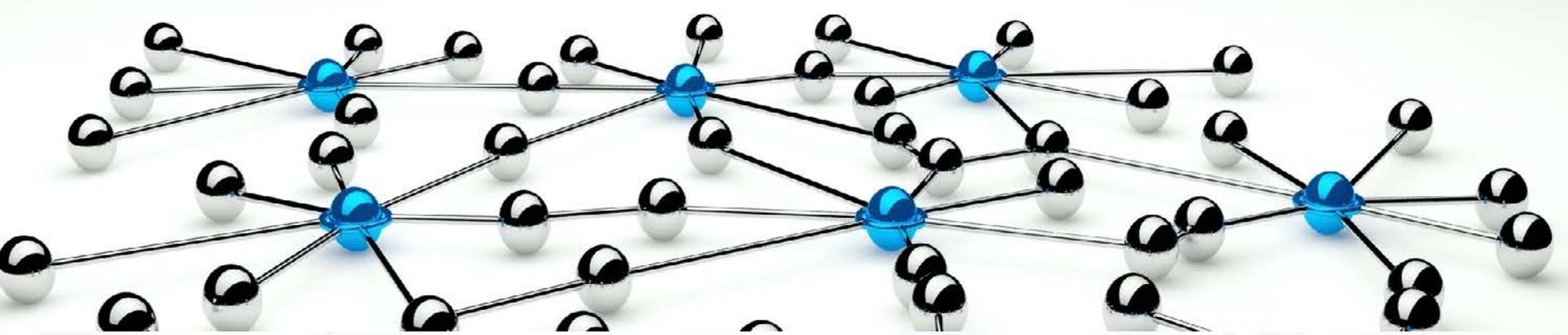
Getting on the Balcony

“Most people instinctively follow a dominant trend in an organization or community, without critical evaluation of its merits. The herd instinct is strong. And a stampede not only tramples those who don’t keep pace, it also makes it hard to see another direction—until the dust settles.”



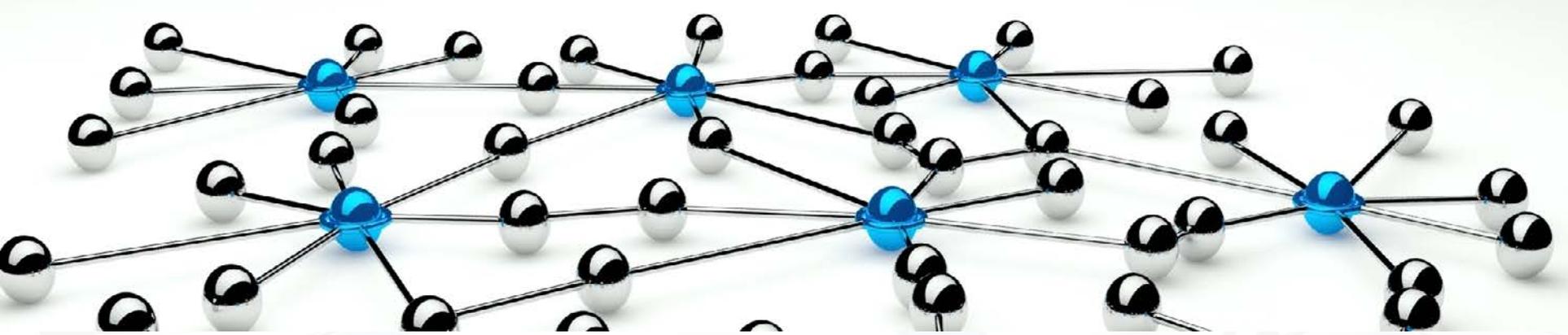
What Does a “Network Mindset” Look Like?

Some observable traits:



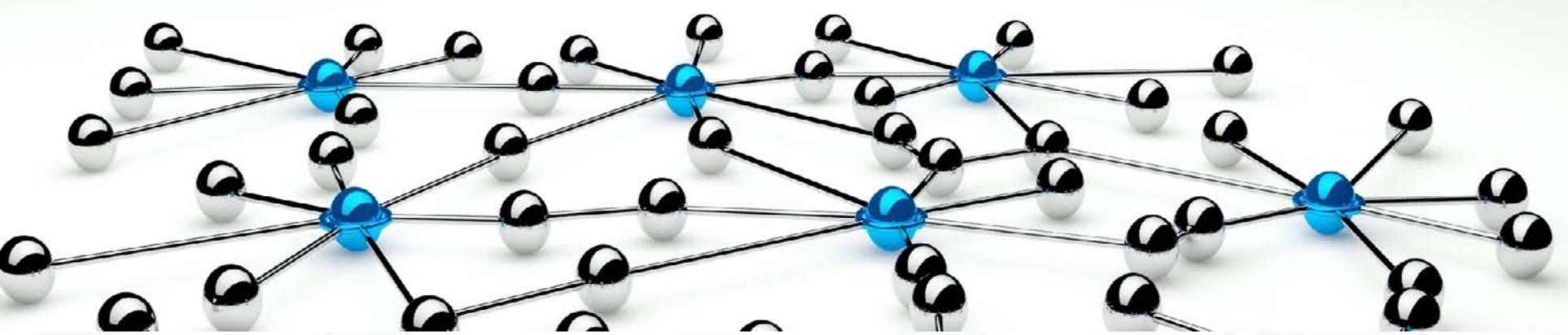
Trait #1: Eyes on the Prize

Visionary, but resists being sidetracked.



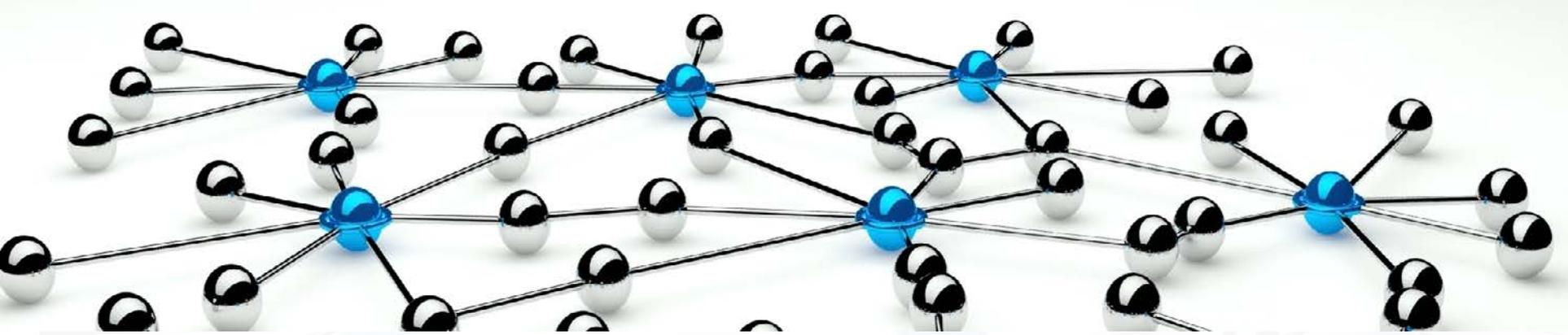
Trait #2: Sees the Big Picture

Integrative thinker, listener, and communicator.



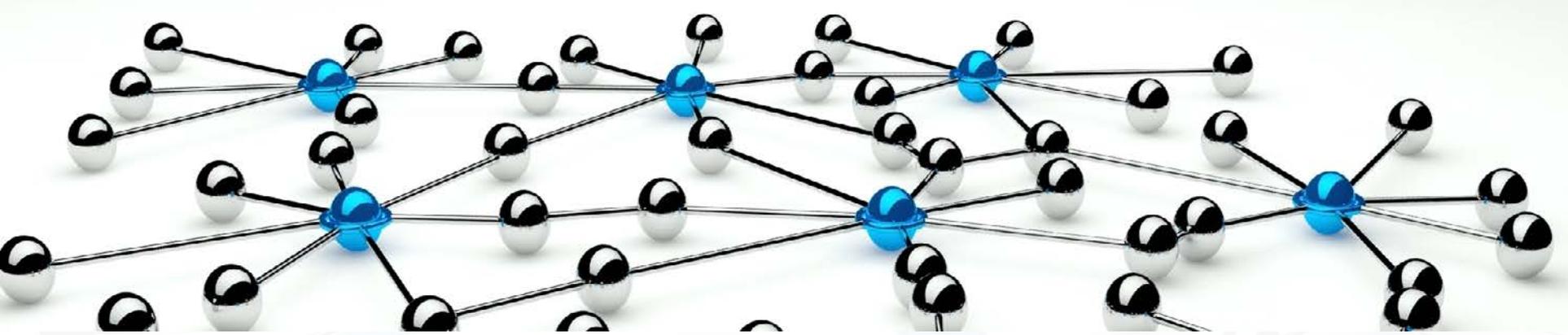
Trait #3: Inclusive

Uses the art of honestly reflecting the various perspectives to draw people into deeper exploration.



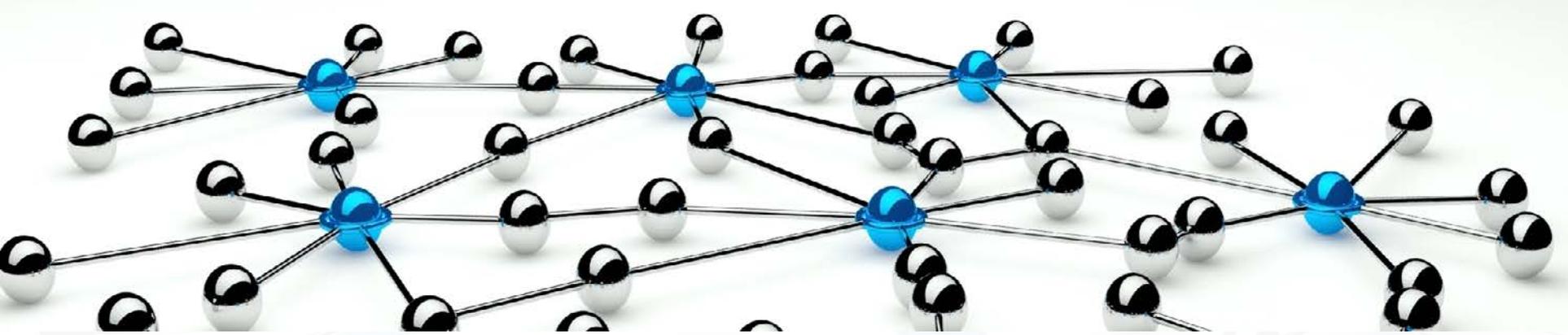
Trait #4: Entrepreneurial

Finds space to use network leadership,
sometimes under the radar.



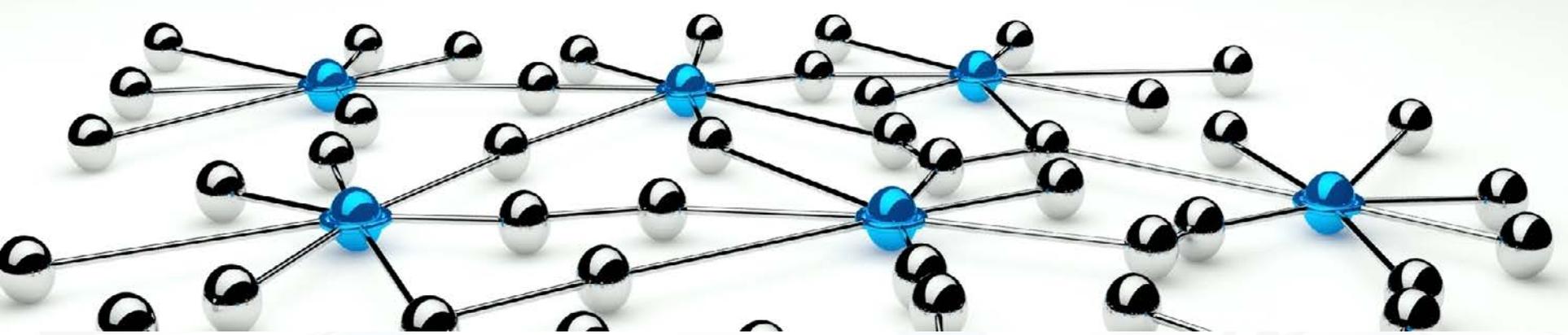
Trait #5: Submission to Mission

The work is never about making their own role more important.



Trait #6: Willing to Be Vulnerable

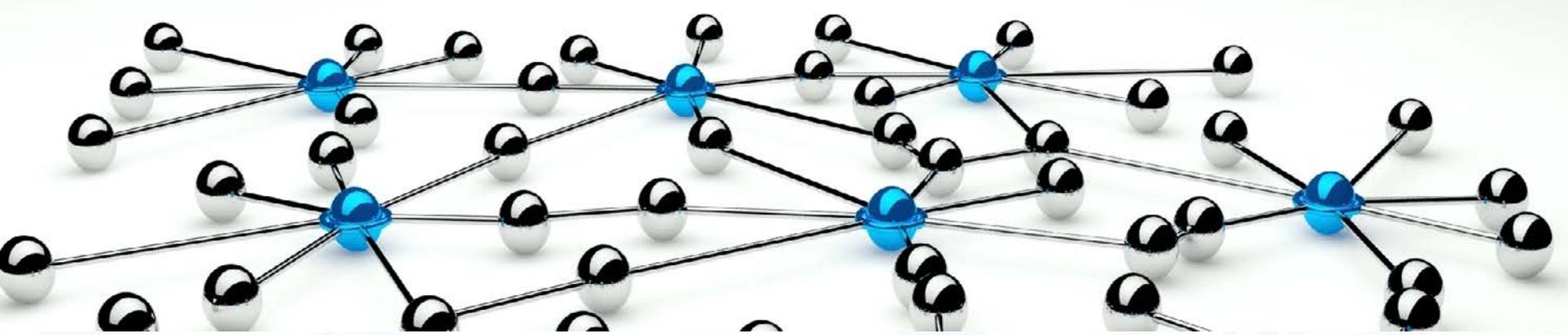
Makes it safe for partners to go below the surface to discover mutual values, beliefs, and assumptions.



Trait #7: Believes in “Little L” Leadership

You don't have to be in charge to lead.

Neither does anyone else.

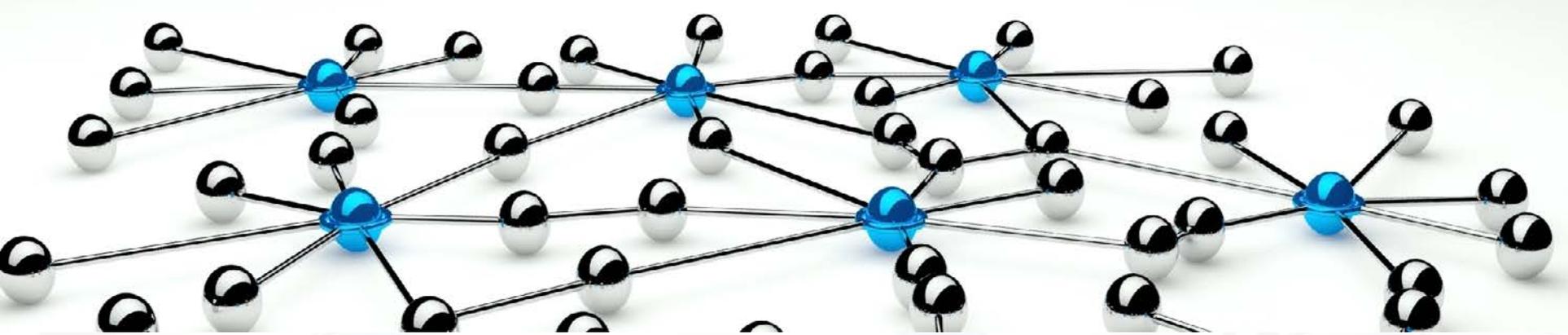


Trait #8: Continuously Invests in Relationships

Listens vs. talks.

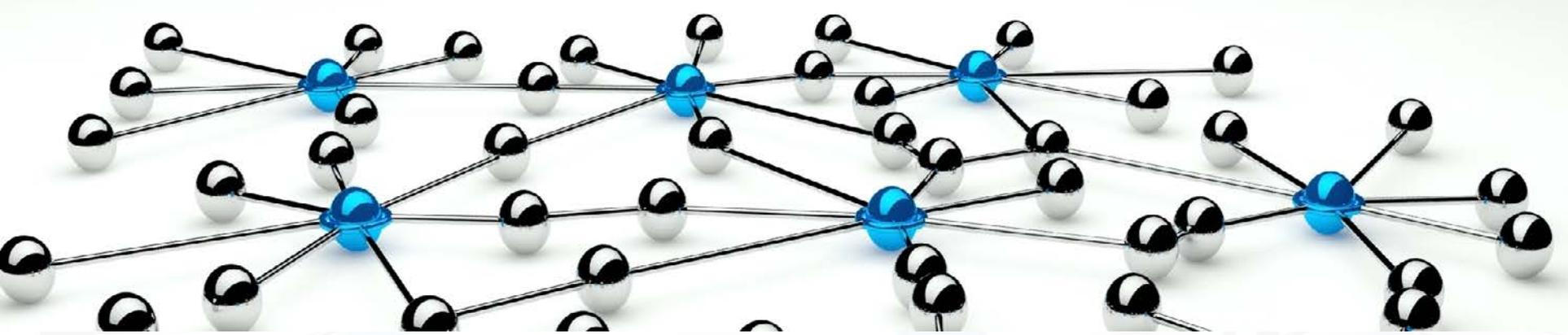
Inquires vs. asserts.

Believes relationships have inherent value beyond the immediate endgame.



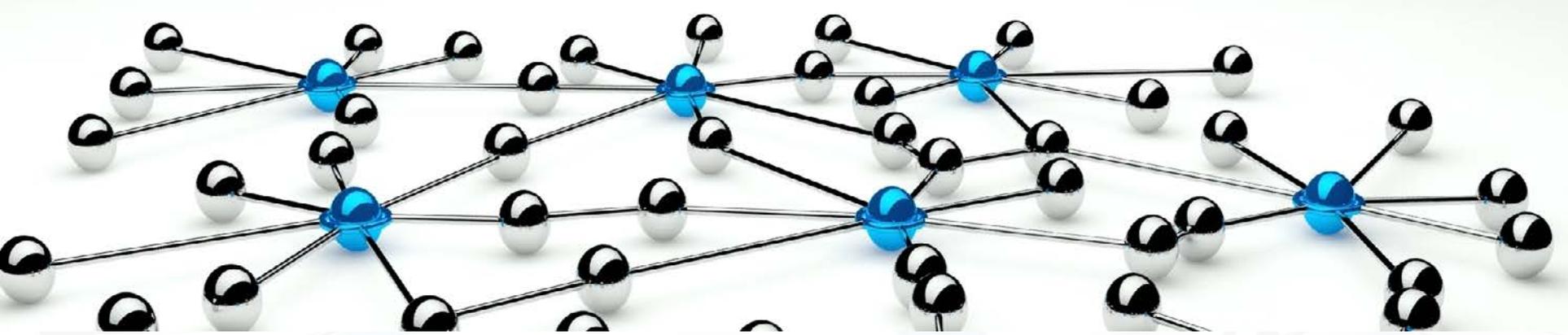
Trait #9: Rewards Getting it Right, Not Being Right

Acknowledges that vulnerability, humility, release of control, and trust = sacrifice and risk.



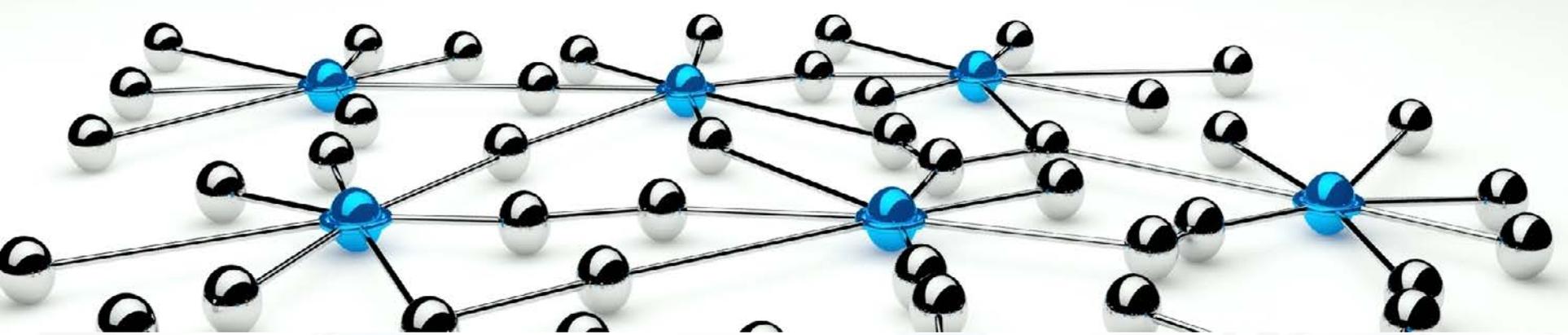
How to Make Complex Collaboration Work

1. Clarify purpose.
2. Convene the right people.
3. Cultivate trust. *Continuously.*
4. Coordinate actions.
5. Collaborate at the systems level.



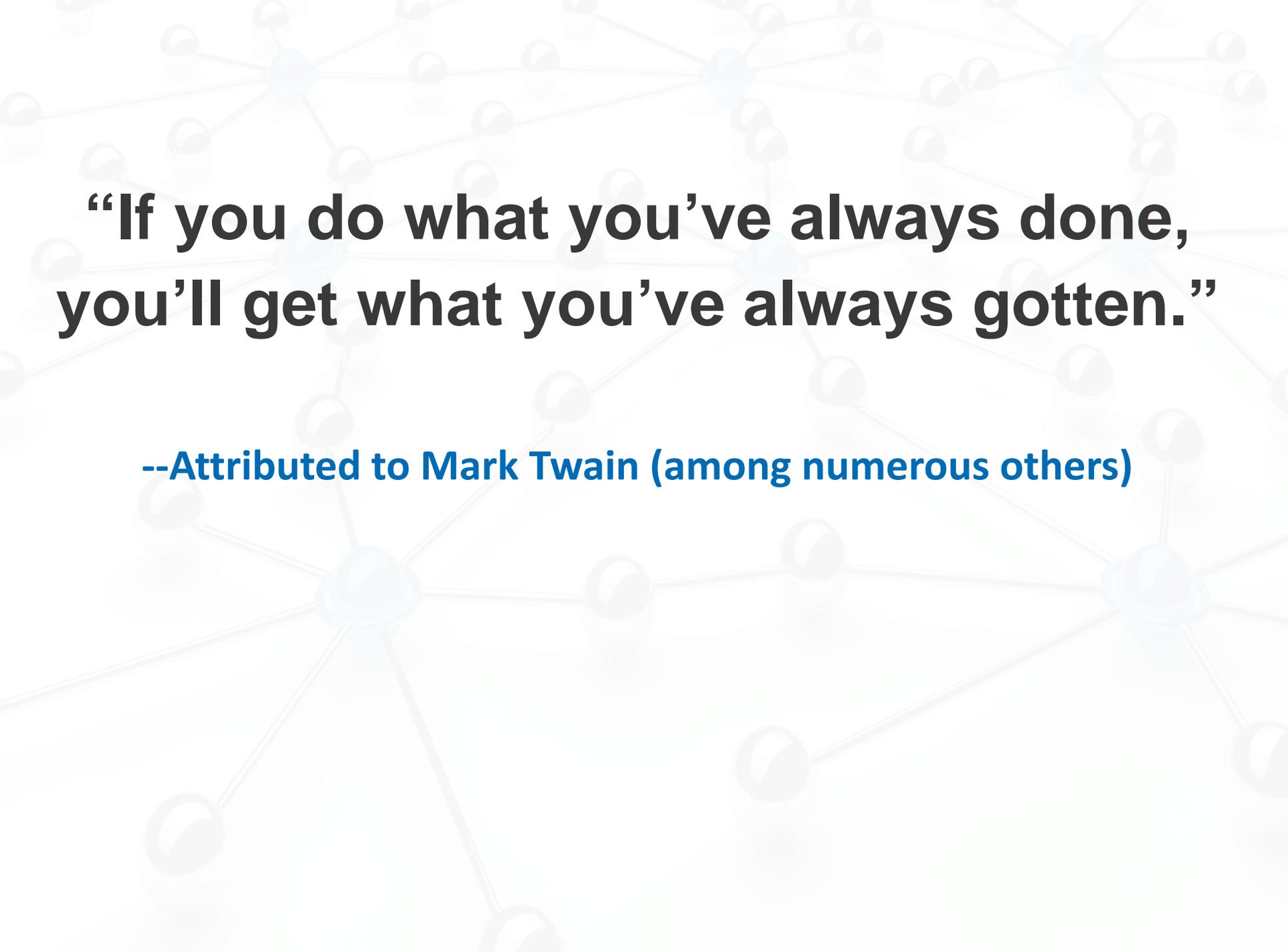
Large Group Discussion:

How might successful networks help significant numbers of households in Washington state achieve much greater access to affordable housing?



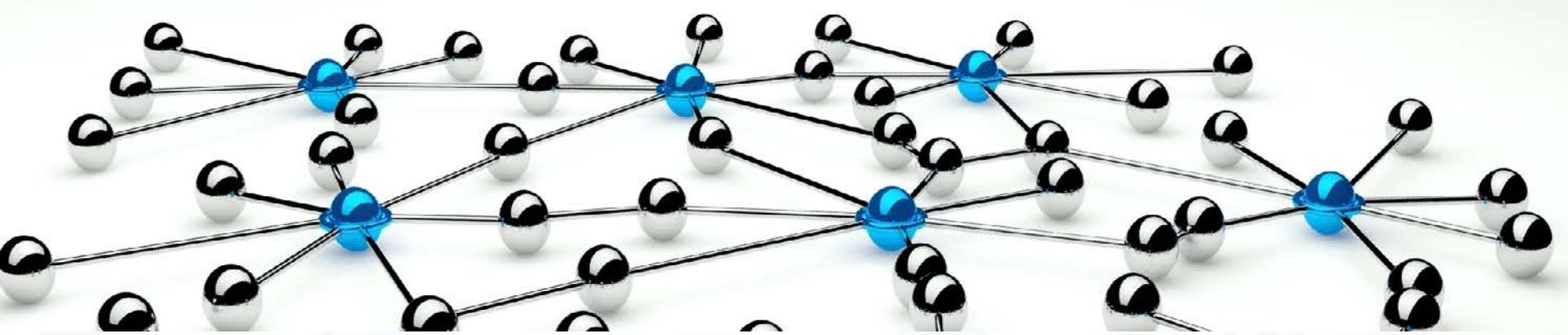
Remember the four counterintuitive principles that frame a network leader's mindset?

1. **Mission**, Not Organization.
2. **Node**, Not Hub.
3. **Humility**, Not Brand.
4. **Trust**, Not Control.



**“If you do what you’ve always done,
you’ll get what you’ve always gotten.”**

--Attributed to Mark Twain (among numerous others)



Stay Connected!

Visit the new one-stop resource for network leadership:

www.newnetworkleader.org



marty@housingconsortium.org