

Connecting Networks

Strategy Builder



Overview

Experience

...

Model

...

Vision

...

Ambition

...

Rationale

...

Structures

...

Processes

...

Resources

A. Founding Intent

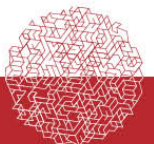
1. Profile
2. Rationale
3. Ambition

B. Network Domains

1. Vision
2. Model
3. Experience

C. Organizational Domains

1. Structures
2. Processes
3. Resources



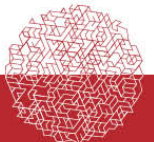
A.1 Profile

About your network:

- What is it about?

- Who is part of it?

- What is its stage?



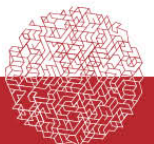
A.2 Rationale

Why do you want to build this network?

- How does it link to the identity of your foundation?

- How does it link to the strategy of your foundation?

- How does it link to the competencies of your foundation?



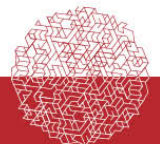
A.3 Ambition

What is the highest potential of your network?

- How would you describe your network in 1 year?

- How would you describe your network in 3 years?

- How would you describe your network in 10 years?



Instructions

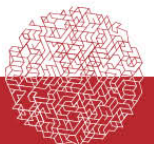
Answer twice: This model was developed to help you describe the current as well as the ideal state of your network. First, use one color to answer the questions according to how your network looks today. Then, use another color to answer based on how it would look once it has achieved its highest potential. Finally, compare the two sets of answers to get the full picture, which can then be narrowed down to identify the most important shifts at the core of your strategy.

Describe, don't judge: When examining the current state of your network, think of this model as a tool to help you identify the choices made and to allow for objective observations. Even if you wish the answers were different, first try to describe what is and not what should be. This will help you identify the desired shifts for the future.

Choose: As strategizing is about making choices, try to limit yourself to one answer per question. Even if “a bit of everything” may be true, try to choose the option that best fits. Do this for both the current and future states.

Don't feel limited – nor overwhelmed: As you work through the model, you may think of topics that are missing or feel uncertain about the ones that are there. Feel free to tweak the model to fit your needs and those of your network. And please give us feedback so we can make the next version of this model even better.

Engage others: If you want to validate your answers, get other perspectives or try to narrow down the list of possible shifts – engage your colleagues, members of your network or peers from Connecting Networks.



B.1 Vision

Core

We start with “who” to build a network of people (and identify a common cause later)

We start with “why” to build a network around a cause (and invite people accordingly)

Need

The network is needed because there are problems worth solving (by its members)

The network is needed because there are assets worth giving (by its members)

Focus

The network is focused on creating value internally

The network is focused on creating value externally

Thesis

Impact will be created as individual members are better supported

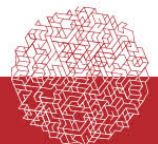
Impact will be created through new relationships and collaboration of members

Impact will be created as a collective action of the network as a whole

Approach

We create a vision for the network ourselves, and then share it with the members

We enquire into ideas and co-create a vision for the network with the members



B.2 Model

Membership

The network is formed by people

The network is formed by organizations

Type

We are building a widespread network

We are building a closely-knit community

We are building a very specific partnership

Architecture

Members are mostly scattered and disconnected

Members are mostly connected via us as central hub

Members are well-connected directly with each other

The network is highly connected to other people and ideas in its periphery

Commonality

Members share similar demographics

Members share a similar past experience

Members share a similar field of activities

Members share a commitment to act together

Participation

The network is open for everyone to join

The network is closed to everyone who is not invited

Duration

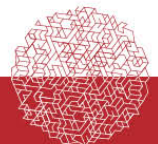
The network is only meant to last for a limited time

The network is meant to be open-ended and last as long as needed

Growth

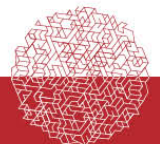
We allow for organic growth of membership and activity

We plan for strategic growth of membership and activity



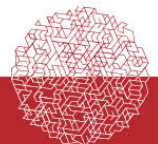
B.3 Experience

Promise	Members of the network get to know each other	Members of the network learn from each other	Members of the network work with each other	Members of the network get access to funds
Connections	We focus on strengthening connections between those who are alike	We focus on strengthening connections between those who are different		
Culture	There are clear rules and limitations of what is allowed	There are few/no rules and almost everything is allowed		
Activity	We focus on offering many activities that require little investment of time and resources (breadth > depth)	We focus on offering few activities that require higher investment of time and resources (depth > breadth)		
Interventions	We engage mostly proactively	We react only when needed		
Impact	We observe what impact is being created	We incentivize certain forms of impact	We direct members to create a specific type of impact	
Platforms	The experience is mostly created through online tools and engagement	The experience is mostly created through offline activity and engagement		



C.1 Structures

Role	We are the funder of the network	We are the builder of the network	We are the host of the network
Relationship	Our organization is here to serve the network	Our organization and the members of the network are in this together	The network is here to help our organization
Link	The network is embedded at the core of our organization	The network is separate from or at the periphery of our organization	
Ownership	The network is built and will be owned by us	The network is built and will be owned together with others	
Brand	The network will be part of or closely affiliated with the brand of our organization	The network will form a brand that is independent from our organization	
Governance	Formal roles and processes are in place	Roles and processes are mostly informal or not defined	



C.2 Processes

Hosting

The network is hosted and led by one central person or team

Responsibilities are shared and roles distributed across the network

Learning

We evaluate to report

We evaluate to learn

Evaluation is done internally

Evaluation is done externally

We focus on quantitative indicators

We focus on qualitative stories

We focus on comparisons with others

We focus on learnings from experiments

Learnings will be kept within our organization

Learnings will be shared with the network

Learnings will be shared with the public

Transition

There is the possibility to transition responsibility

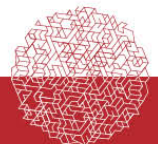
There is the need to transition responsibility

We continue to advise the network

We continue to oversee the network

We continue to participate in the network

We will leave and not engage with the network



C.3 Resources

Team

Responsible team members from our organization are exclusively focused on this network

Responsible team members from our organization are only partially focused on and available for this network

Partners

Partners are contributing to developing and sustaining the network

The network is being developed and sustained without other partners

Funding

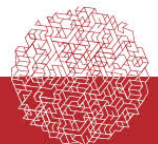
The network will be fully funded by us

The network will be partially funded by us, and should be partially self-sustaining

The network should be fully self-sustaining

We contribute mostly/ only with financial resources

We contribute mostly/ only with non-financial resources



Shifts

Current→..... Ideal

Thesis:

Type:

Architecture:

Promise:

Impact:

Role:

Hosting:

