Value creation & exchange

💎 Value creation

- What are the benefits of joining the network?
- How do members contribute to the network to make it sustainable?
- How do members benefit from contributing to the activities of the network?

Members may get financial gains, but also mutual support, self improvement, satisfaction or influence.

💎 Connections

- Is the network reliant on a small number of members?
- Do members talk to and collaborate directly with each other?
- How well connected is the network to other networks?

Strong networks are those where members are connected to each other and not just to a central hub.

💎 Innovation

- How do new ideas get shared and tested?
- Who decides which ideas are tested or taken up?
- Would all your members know how to propose a new idea?

Innovation could mean creating new services or products or finding new solutions to problems.

💎 Scaling

- Do you have a plan to grow your networks impact or size?
- How do you spread successful ideas?
- How easy is it to attract new members or expertise?

Scaling can be thought of as either growing the size of the network or growing its impact.

💎 Peer support

- How do you recruit and induct new members?
- How do network members support and learn from each other?
- Is expertise widely spread or are a few members recognised as experts?

Peer support can include site visits, mentoring, action learning sets, or communities of practice.

💎 Key activities

- How does the network meet its aims?
- What activities does it collectively undertake?
- Are there other activities it should be doing?

Key activities are the main things that the network does.

Measuring impact

Connectivity

- How is the network connected to other networks, and partners?
- What flows through the network: information, knowledge or other resources?
- What internal connections or blockages exist?

Connections within and outside the network enable information, knowledge and ideas to flow into, through and from it.

Wellbeing

- Does the infrastructure support good coordination and easy collaboration?
- How much do members contribute to delivery of network activities?
- How is member satisfaction measured?

A network with high wellbeing has enthusiastic, committed members that collaborate well.

Results

- Does the network have specific and measurable objectives?
- Are these monitored and shared with members?
- What tangible impact does the network deliver or aim to achieve?

Network results are the interim outcomes, goals or impacts.

Purpose & identity

? Values & culture

- How do you want network members to treat each other?
- What are the network's values?
- How does the network communicate its values, both internally and externally?

The values define the network's culture. They may be formally written down or implicitly understood.

? Purpose

- What problem is the network trying to solve?
- What changes does it aim to achieve?
- What commitment to the network do your members make?

A shared purpose or objective can bring people and organisations together to collaborate.

? Shared identity

- Why do people join the network?
- What do network members have in common?
- How do members make the network bigger than the sum of its parts?

A shared identity is based on the things that members have in common, such as their role, values or activities.
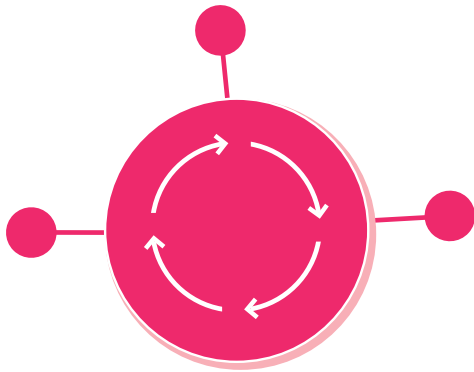
Managing change

Competitors

- Who are your competitors?
- What is unique about your network?

Collaborators can also be potential competitors

Transition

- How do handovers and transfer of responsibilities happen?
- What will happen to assets (knowledge, buildings, people) if the network ends?
- How will value be retained and redefined as the network grows and changes?

Networks should plan for how roles and assets will be treated as they change, grow, and sometimes end.

Adaptability

- How will the network cope during periods of change?
- How does the network predict, plan for and adapt to external changes?
- How is risk approached and managed in the network?

Adaptability refers to the network's ability to react when faced with external changes and shocks.

Infrastructure & resources

Communications

- What communication channels do you use within your network?
- How do you communicate externally about your network?
- How do you communicate internally?

Communication channels may include email, face to face meetings, a website, blogs, forums or social media.

Sustainability

- What is the network's business model?
- How is the network funded?
- What challenges do you face in keeping the network going?

A business model may include commercial activity, member benefits and social impact measurement.

Assets & infrastructure

- What assets does the network have?
- How well is the network working?
- What additional infrastructure does the network need?

Infrastructure can include buildings, land, meeting spaces, time, communication channels, skills and expertise.

People

- Who are the people the network works with and works for?
- Who are the members now, and in the future?
- What groups outside the network have an interest in your cause?

Others interested in your network might be beneficiaries or be working towards a similar goal.

Roles

- What roles does the network have and need?
- Who ensures roles are performed effectively?
- Do you have a process for succession if people move on?

Roles may be formal (communications, fundraising etc) or informal (connector, information sharer etc).
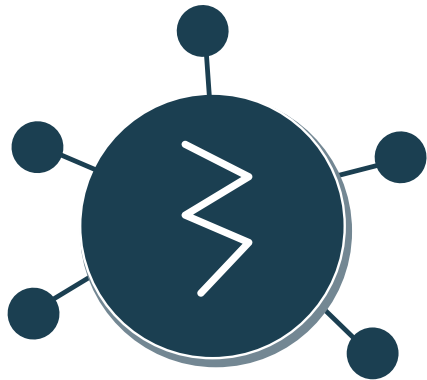
Governance & power

Typologies & structures

- How centralised or decentralised is the network?
- Does your network have its own legal structure?
- How do you ensure the network delivers its purpose?

Networks can be described in many ways, including the shape of the network or its legal structure.

Leadership

- Do people self-organise in the network?
- Who has the authority to create, change and enforce rules?
- Who hires and manages staff?

Leadership can be (formally or informally) held in a centralised way or it may be distributed throughout the network.

Decision making

- How frequently do your members meet and discuss strategy?
- What gives the decision-makers their authority?
- How are conflicts handled within the network?

There are many different ways to make decisions, from hierarchical to consensus-based.

Operations & processes

- Who administers the network?
- How do network members work together?
- What policies and procedures are in place to guide behaviour?

There will be a range of day-to-day tasks. These may be centralised or dispersed, and policies and procedures may be formal or informal.

Action

What?

Who?

When?

Action

What?

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