

Network Leadership from the Field: Linking the Research to Practice

**Leading Networks toward Action:
How to Facilitate Effective Discussions with
Groups of Diverse Stakeholders**
February 15, 2017

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Center on Network Science

SCHOOL OF PUBLIC AFFAIRS

UNIVERSITY OF COLORADO **DENVER**

Welcome!

What is Network Leadership?

- Network Leadership is a **leadership framework** for leaders and members of networks to build skills to build, manage, and evaluate effective networks.



- Goals:
 - To provide opportunities to learn more about the **research, skills, and practices for engaging in the “network way of working.”**
 - To build a community of people interested in network leadership and provide a forum for sharing and learning together.

Center on Network Science School of Public Affairs, UCD

PARTNER Tool

Program to Analyze, Record,
and Track Networks to Enhance
Relationships

- ▶ Practitioner designed SNA
- ▶ Survey, Analyze, Visu
- ▶ www.partnertool.net



Person-Centered Network App

- ▶ For providers screening patients
- ▶ Assess gaps & strengths in personal support systems
- ▶ Link to community
- ▶ www.partnertool.net/tools-and-training/pcn-app/



Future Webinars/Trainings

March 15– A Mixed Methods Approach to Assess a Network Intervention of Public and Private Sector Partners: The Example of Million Hearts

Presenters: Dr. Danielle Varda, Center on Network Science at University of Colorado Denver/ Dr. Malcolm Williams, RAND Corporation

5th Annual Network Leadership Training Academy

<http://www.spa.ucdenver.edu/NLTA>

Registration Now Open!
Early Registration Rates Until
March 17

REGISTRATION NOW OPEN!

**5th Annual
Network Leadership Training Academy**
Build, Manage, and Evaluate Effective Networks

April 26-28, 2017
Denver, CO

A training for network managers and leaders to learn how to address the challenges of building, managing, and evaluating effective interorganizational networks.

For more information go to www.spa.ucdenver.edu/NLTA
To register go to: <http://bit.ly/NLTA2017Register>

A globe with network lines overlaid on it, representing the theme of network science.

A group of people sitting around a table, engaged in a discussion or meeting.

The logo of the University of Colorado, featuring the letters 'CU' in a stylized, interlocking font.

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A group of people sitting around a table, engaged in a discussion or meeting.

Stay Connected to the Center on Network Science



NEW Network Leadership Facebook Group

Ask questions and share
information, announcements,
and resources

<https://www.facebook.com/groups/NetworkLeadership/>

**PARTNER Tool
NLTA**



#networkleaders

<https://twitter.com/NetworkLeaderTA>



**Sign Up for Alters for the
Network Leadership Training
Academy.**

<http://www.spa.ucdenver.edu/NLTA>

Kap Wilkes

Director of Program Development National Rural Health Resource Center

- ▶ Manages the Network Technical Assistance program
- ▶ Focus on rural health care recruitment and retention and developing products and services that increase the capacity of health organizations and networks.
- ▶ Adjunct faculty–The College of St. Scholastica School of Business and Technology–teaching Organization Development & Performance Improvement courses in Rural Healthcare MBA
- ▶ She received her Master of Business Administration University of Kansas Lawrence and Bachelor of Arts in Physics/Astronomy from Agnes Scott College.





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Leading Networks toward Action

How to facilitate effective discussions with
groups of diverse stakeholders

Becky Gourde

Senior Program Coordinator

Kap Wilkes

Director of Program Development

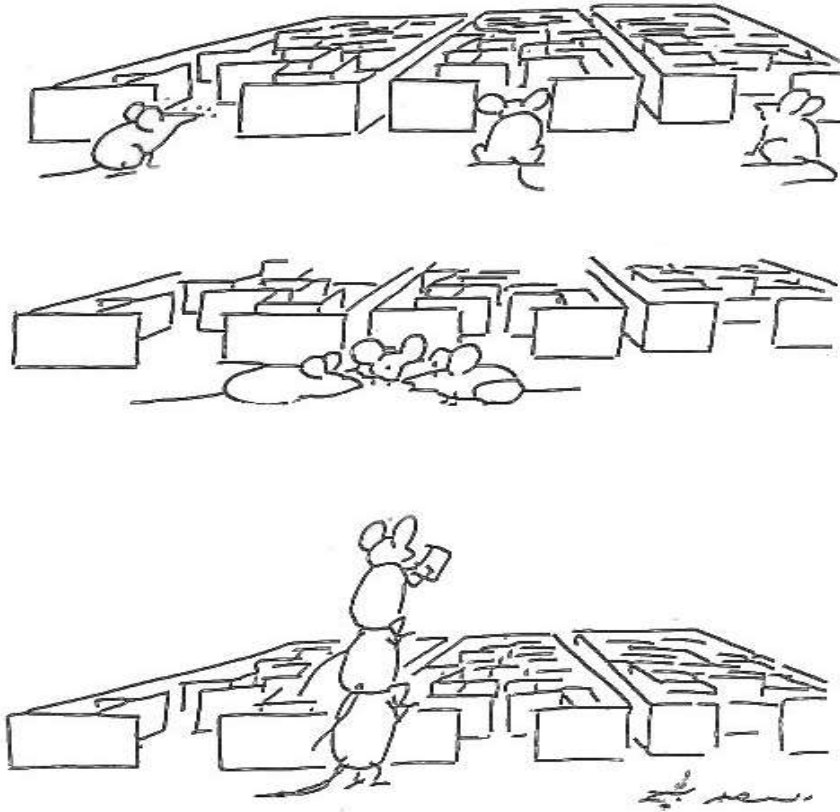
The Center's Purpose

The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Transition to Value and Population Health
- Collaboration and Partnership
- Performance Improvement
- Health Information Technology
- Workforce



Network Collaboration



We are better together

Network Facilitation

Why is it important for network leaders to have facilitation skills?

- Network impact and sustainability are influenced strongly by effective leadership.
- Leaders of networks can't rely on traditional, hierarchical authority.
- Networks can achieve shared purposes through the full contribution of all members' perspectives.
- Network members and partners often experience power dynamics that influence the quality of collaboration.

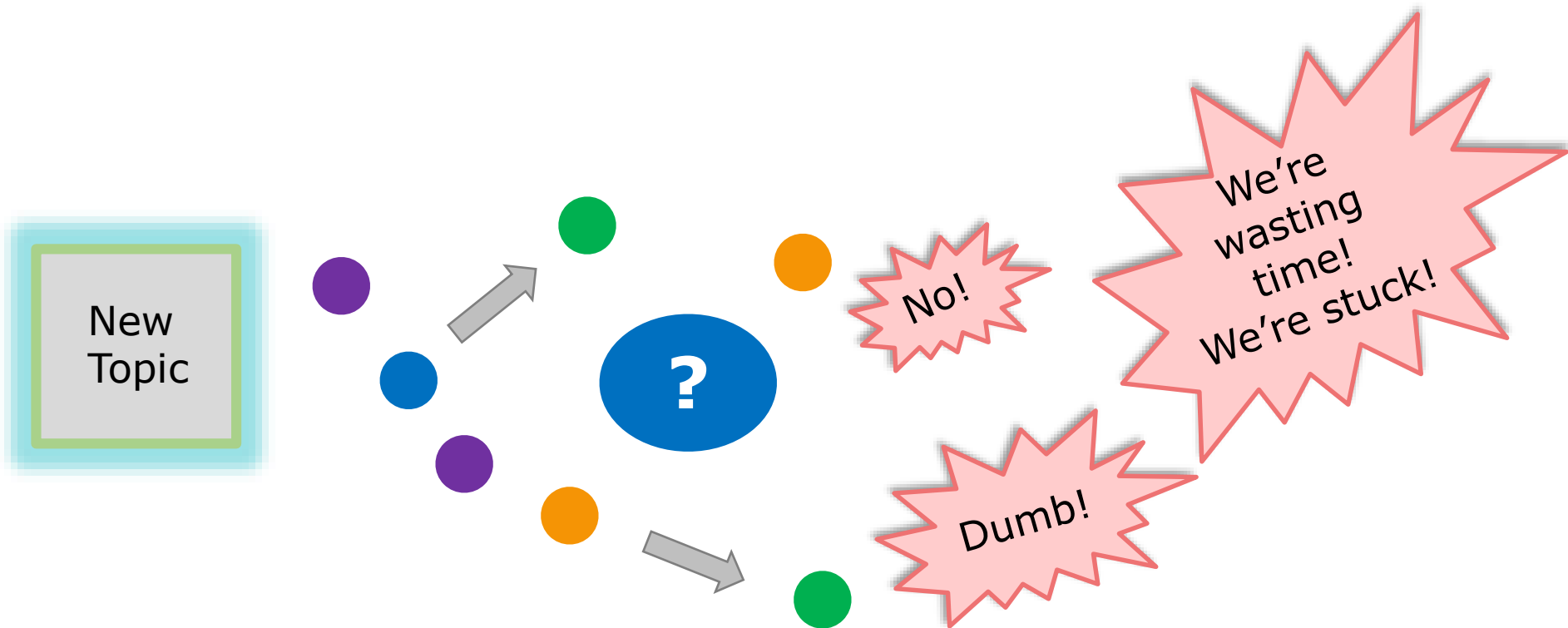
Trust and Openness



Open to Discussion:

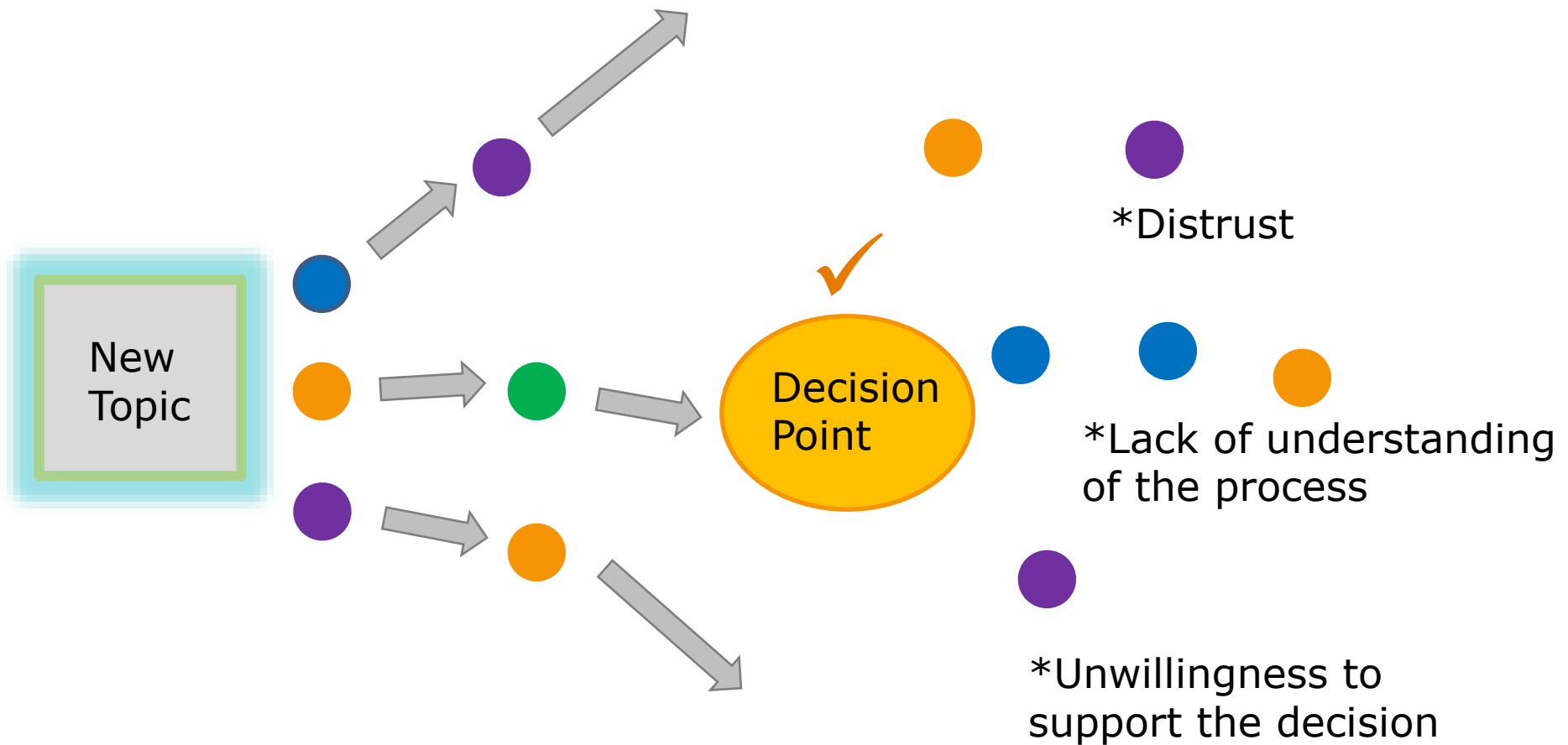
- Willing to engage in frank, open, and civil discussion (especially when disagreement exists)
- Willing to consider a variety of viewpoints and talk together (rather than at each other)
- Able to communicate in an open, trusting manner

Group Discussions



Adapted from: *Facilitator's Guide to Participatory Decision Making*, Sam Kaner, 1996.

Group Discussions



Adapted from: *Facilitator's Guide to Participatory Decision Making*, Sam Kaner, 1996.

Group Decision Making

“Diamond of Participatory Decision-Making”

Divergent Phase

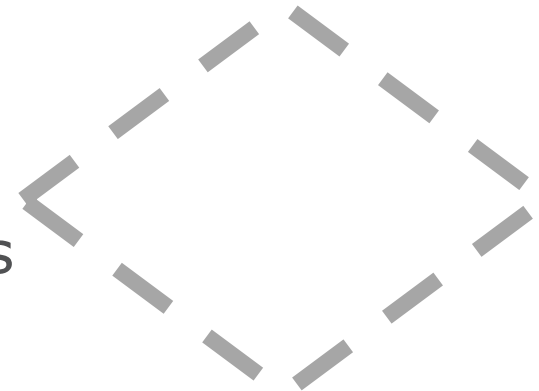
- Gather diverse points of view

The Groan Zone

- Breakthroughs and new solutions

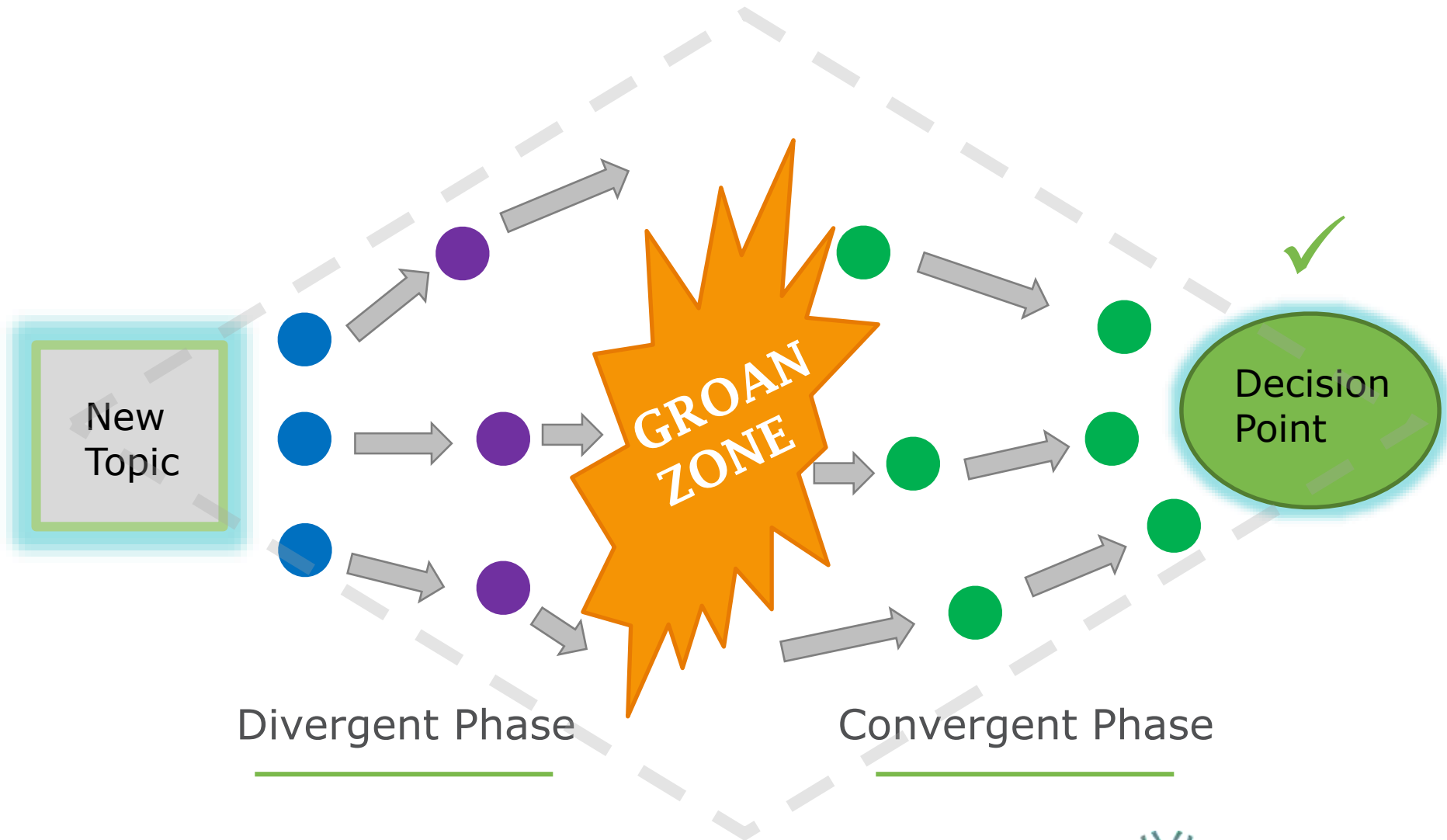
Convergent Phase

- Arrive at a general conclusion



Source: *Facilitator's Guide to Participatory Decision Making*, Sam Kaner, 1996.

How Groups Make Decisions



Facilitating Groups through Discussions

What tools can leaders use to guide network representatives through the phases of group decision making?



Facilitation Framework

Institute of Cultural Affairs: **Technology of Participation**

- (a) Value diversity by minimizing conflict and polarization
- (b) Recognize and honor the contributions of all participants
- (c) Pool individual ideas into larger, more inclusive, and more fruitful ideas and efforts
- (d) Enable groups to deal efficiently with rich data inputs and complex systems

Source: *ToP Facilitation Methods: Effective Tools for Participation* from ICA USA, Institute of Cultural Affairs, 2016.

How the Brain Works

The natural human thought process:

- **Objective**
- **Reflective**
- **Interpretive**
- **Decisional**



Source: *ToP Facilitation Methods: Effective Tools for Participation from ICA USA*, Institute of Cultural Affairs, 2016.

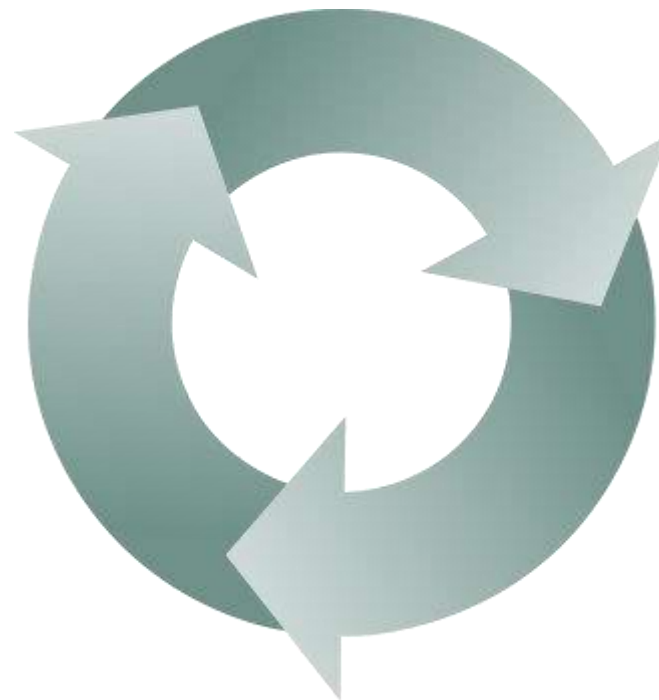


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Focused Conversation

Focused Conversation Levels:

- **Objective**
- **Reflective**
- **Interpretive**
- **Decisional**



Source: *ToP Facilitation Methods: Effective Tools for Participation from ICA USA*, Institute of Cultural Affairs, 2016.



Objective Level

Objective Level:

- The five senses
- Facts
- Objective data
- Get everyone on the same page
- Questions should be easy to answer
- Everyone participates



“What?”

Source: *ToP Facilitation Methods: Effective Tools for Participation from ICA USA*, Institute of Cultural Affairs, 2016.

Reflective Level

Reflective Level:

- Emotions
- Memories
- Initial reactions
- Imaginative responses
- Balance the questions:
positive/negative



“Gut”

Source: *ToP Facilitation Methods: Effective Tools for Participation from ICA USA*, Institute of Cultural Affairs, 2016.



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Interpretive Level

Interpretive Level:

- Analysis
- Identify options
- Build shared awareness
- Explore the significance of the subject



“So What?”

Source: *ToP Facilitation Methods: Effective Tools for Participation from ICA USA*, Institute of Cultural Affairs, 2016.

Decisional Level

Decisional Level:

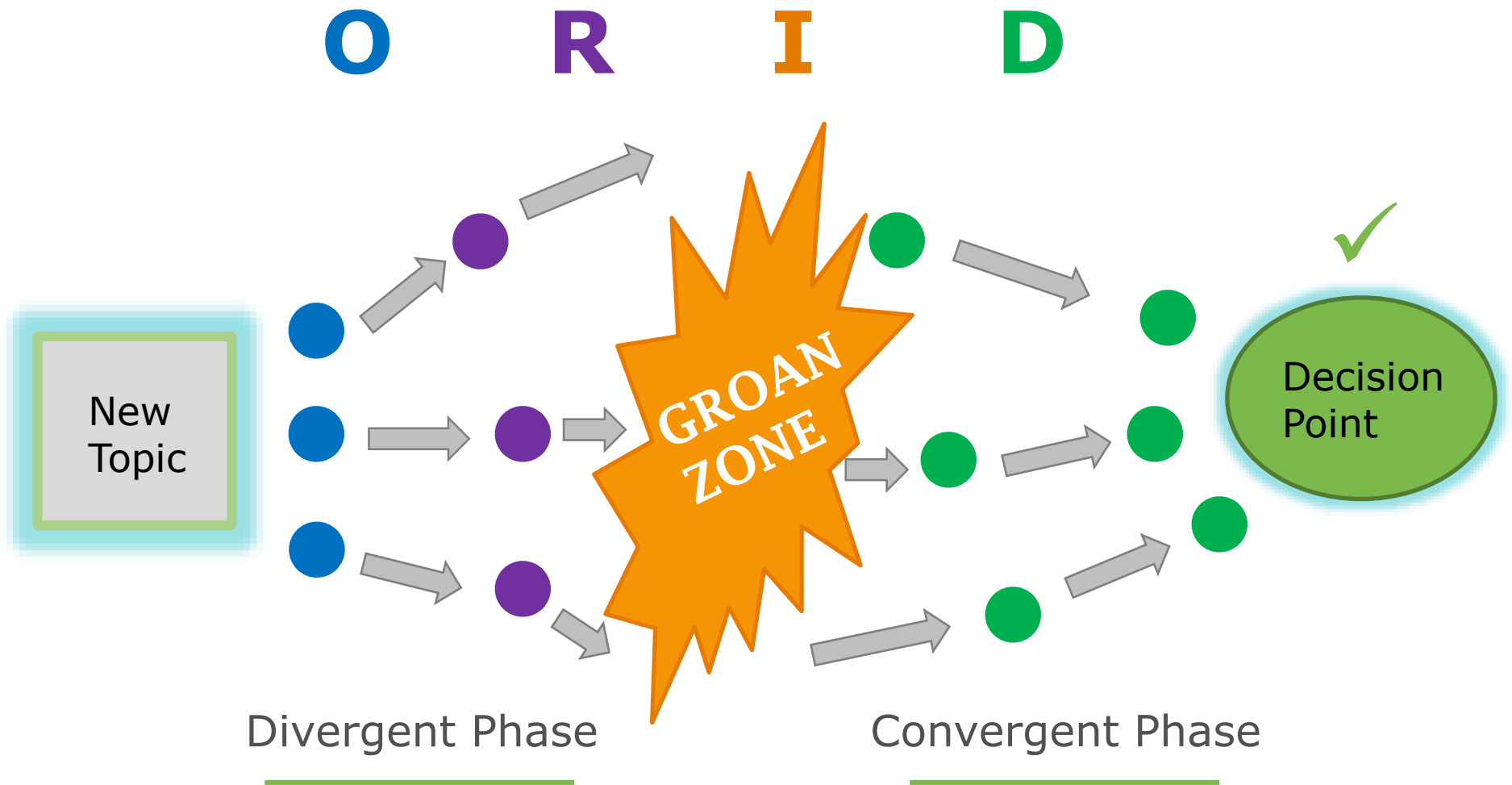
- Look at the bigger picture
- Apply information from first three levels
- Expose choices (individual and group level)
- Relevant to the future
- Focus on action



Source: *ToP Facilitation Methods: Effective Tools for Participation from ICA USA*, Institute of Cultural Affairs, 2016.



How Groups Make Decisions



Designing Conversations

O



**Objective
Level**

“What?”

R



**Reflective
Level:**

“Gut”

I



**Interpretive
Level:**

“So What?”

D



**Decisional
Level:**

“Now What?”

Sample Discussion Questions

Scenario 1:

Your network applied for a grant but didn't receive it.



Objective Level:

- What do you remember about the response to our request?



Reflective Level:

- What was your reaction?



Interpretive Level:

- What options are open to us at this point?
- What can we learn from this?



Decisional Level:

- What changes do we need to make as a result of this?
- What does this mean for our future?

Sample Discussion Questions

Scenario 2:

A new regulation was just announced that impacts your network.



Objective Level:

- What exactly is in the regulation?



Reflective Level:

- What concerns does this raise?
- What is exciting about this?



Interpretive Level:

- What difference will this make for our members?
- What are the key impact areas for us?



Decisional Level:

- What action steps are needed to respond to it?

Building Facilitation Skills

- [Technology of Participation](#)
- [Appreciative Inquiry](#)
- [World Café](#)
- [Crucial Conversations](#)



Resources from The Center

National Rural Health Resource Center's Resource Library:

<https://www.ruralcenter.org/resource-library>

- [Building Trust in Collaborative Partnerships](#)
(recorded webinar and worksheet)
- [Managing Change to Engage Partners](#)
(recorded webinar and handout)
- [Network Value Proposition Design](#)
(recorded webinar and worksheet)
- [Network Board Development](#)
(recorded webinar and resource guide)





Questions & Discussion

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Get to know us better:

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