Networking and managing networks

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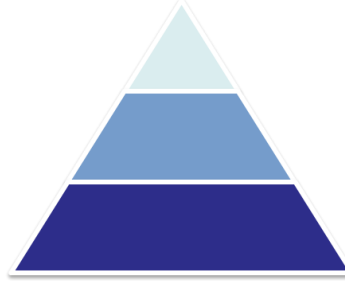
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nommoC seugolaiD cooperative

TyhyverkostoX project member in collaboration with the Finnish Institute of Occupational Health

Basic modes of organizing

Hierarchy: authority, in-depth knowledge exchange, clear division of labour, clear contracts
→ Getting complex routines done effectively, with structured learning

Network: trust, in-depth knowledge exchange, flexible division of labour, flexible commitments
→ Enabling creativity and new discoveries, increasing flexibility, with unstructured learning
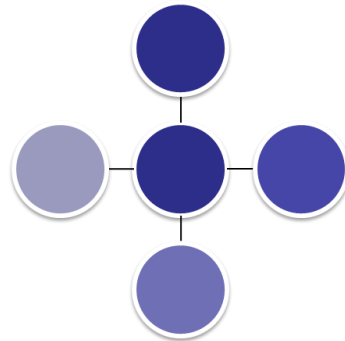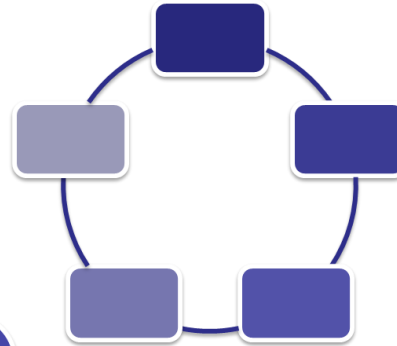
Markets: buyer-seller contracts, light knowledge exchange, clear division of labour
→ Getting simple routines done effectively

Esim: Powell (1990)

Network organizing is…

Openness → open community, open knowledge exchange…
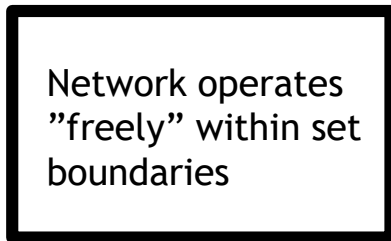
Autonomy → freedom to make decisions and choose ways or operating…

Trust → the continuity and success of cooperation is based on trust among the actors

Relationships between hierarchies and networks

Tightly managed strategic networks, "top down" management

Hierarchically set formal rules of cooperation

Network operates "freely" within set boundaries

Freely developing, emerging networks, "bottom up" coordination

No formal rules but a more loose sense of (unspoken) common norms

Networking by loosely following common norms
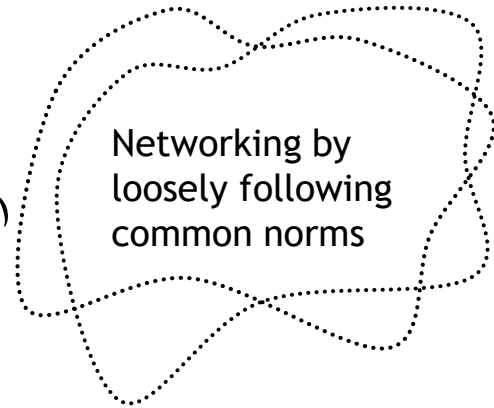
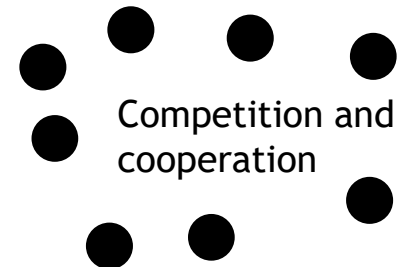**Co-managed networks, "bottom up" management**

Collectively set formal rules (and unspoken norms) for cooperation

Network operates by following rules set together by network members

Chaotic organizing, no coordination between autonomous (hierarchical) units

Actors operate based on various rules and norms

Competition and cooperation

Järvensivu (2017)

"Jungle" – or "ecosystem" – of network research

Policy networks

Economic geography

"Critical perspectives"

Actor-network theory (ANT)

Contracting theory

Inter-organizational relationships

Supply chains and networks

Social network analysis

Industrial networks (IMP)

Social psychology

Resource-dependency theory

Strategic partnerships

Social capital

Strategic networks

Entrepreneur networks

Social exchange theory

Transaction-cost-theory

Innovation networks

Evolutionary theories

Institutional theory

Key elements of a functional network

Coordination and facilitation

Familiarity, knowing each other

What kind of needs and skills do others have?

New actors get excited, enroll, and bring new knowledge with them

Platforms for network openness

Knowledge and understanding get absorbed, disseminated, and put into use effectively

Dialogue and knowledge platforms

If I will help others, will they help me?

Trust

Commitment

Joint goals are easier to find. Co-learning deepens. Joy and energy increases.

Co-learning habits and processes

Järvensivu, Nykänen, Rajala (2010)
Järvensivu (2015)

Network management is about *enabling* and *supporting* the development of trust and commitment in an open network

Open network

Network "manager(s)" or "coordinator(s)"

"Core" network
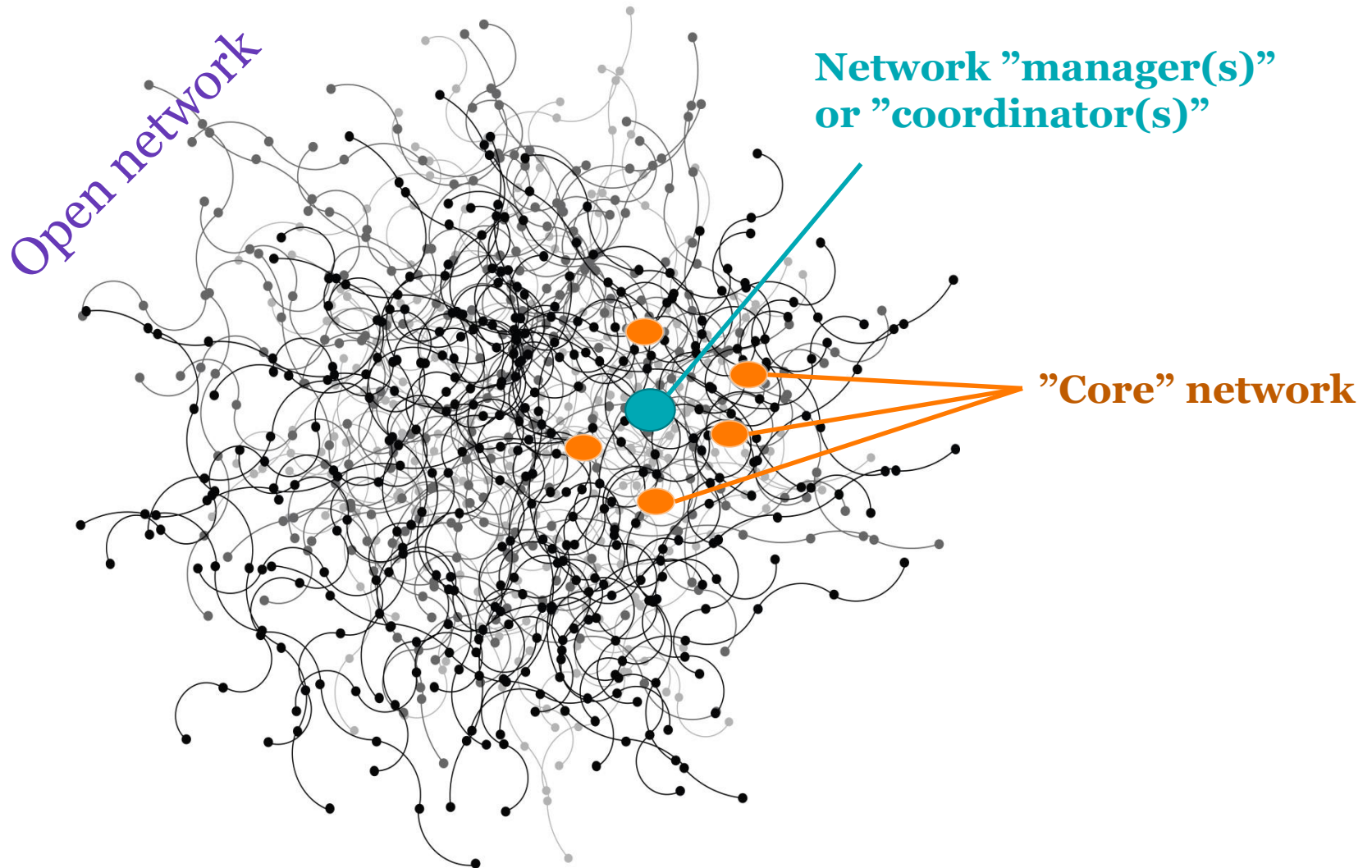
Modes of learning together

Educating	Facilitating	Hosting
Skills and knowledge passed from knowledge owners to knowledge seekers	**Facilitators organize the process of knowledge co-creation**	**Hosts offer the platform where knowledge co-creation as a process is co-created**
E.g. education processes that include lectures and discussions	E.g. learning cafés where experts work together lead by a facilitator	E.g. open space method, the creation of a collective learning 'ba' (mental and physical space of learning)
Managed network, information dissemination	**Coordinated network, knowledge creation**	**Self-governing learning network**

Järvensivu (2015)