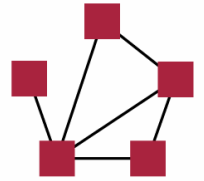


FAS.research



Understanding Networks

Building Network Capacity

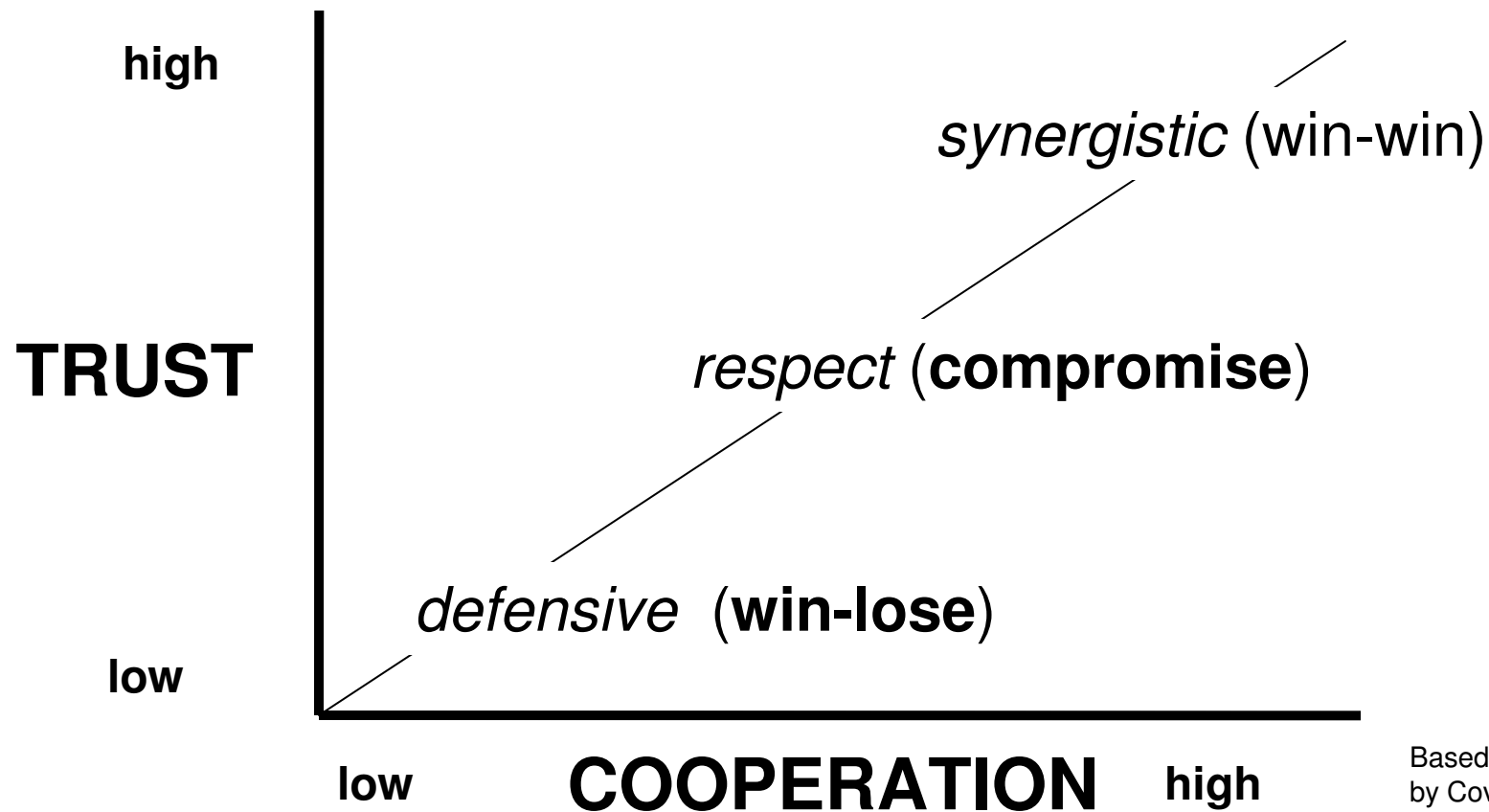
Keys of Success from the
Perspective of Network Analysis

Harald Katzmaier, PhD – Founder and Director

Challenge

- New challenges for rural areas require more than ever effective diffusion of best practices
- Local knowledge ought to become global and global knowledge local
- If rural Europe would know, what rural Europe knows?!

Cooperation requires trust



Based on an Illustration
by Covey, S. R. (2004)

Why isn't cooperation easier?!

There are “wicked problems”

Policy Sciences 4 (1973), 155–169
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Dilemmas in a General Theory of Planning*

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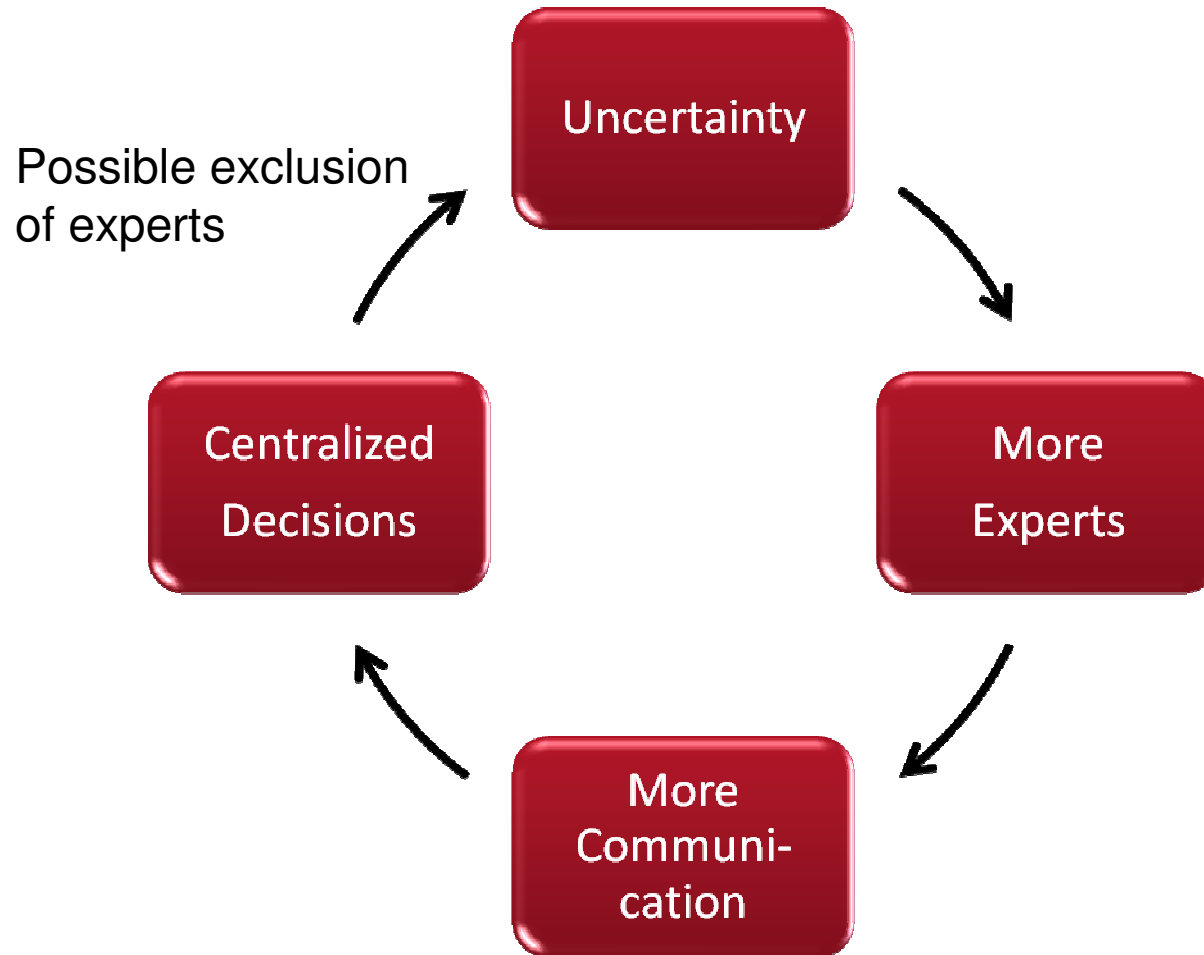
ABSTRACT

The search for scientific bases for confronting problems of social policy is bound to fail, because of the nature of these problems. They are “wicked” problems, whereas science has developed to deal with “tame” problems. Policy problems cannot be definitively described. Moreover, in a pluralistic society there is nothing like the undisputable public good: there is no objective definition of equity; policies that respond to social problems cannot be meaningfully correct or false; and it makes no sense to talk about “optimal solutions” to social problems unless severe qualifications are imposed first. Even worse, there are no “solutions” in the sense of definitive and objective answers.

“Wicked problems”

- **Substantive uncertainty**
 - disagreement about the nature and the solution of the problem
 - improvement of regional competitiveness?
 - Sustainability?
 - rural quality of life?
 - diversification of rural economy?
 - disagreement about the solution of the problem
- **Institutional uncertainty**
 - involvement of many actors with different backgrounds
 - High number of stakeholders with different interests
 - high number of value domains (“status-spheres”, mental models,, cultures)
 - risk of clashes, high conflict costs between “experts”
- **Strategic uncertainty**
 - anticipation on the behavior of others
 - low margins of influence for actors

Management of uncertainty



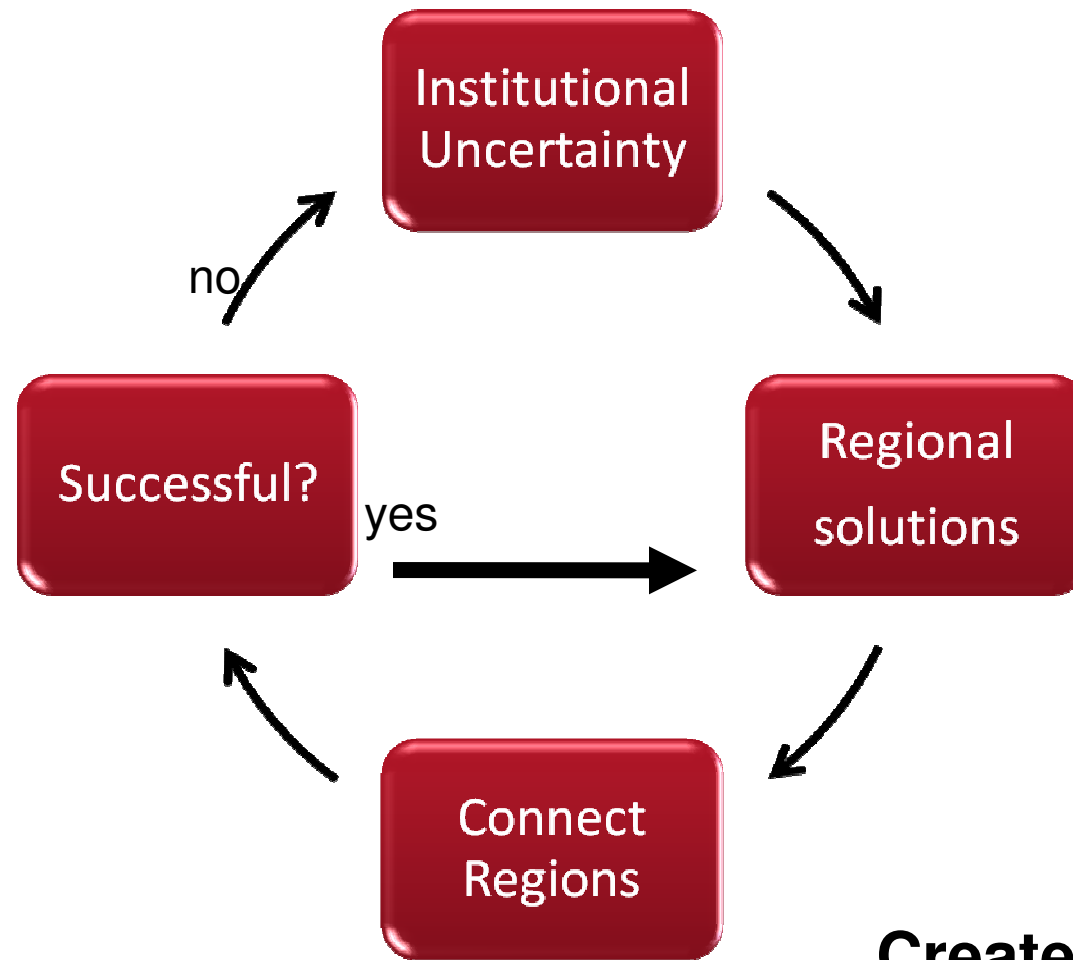
Workload of top hierarchy



Frustration of excluded experts



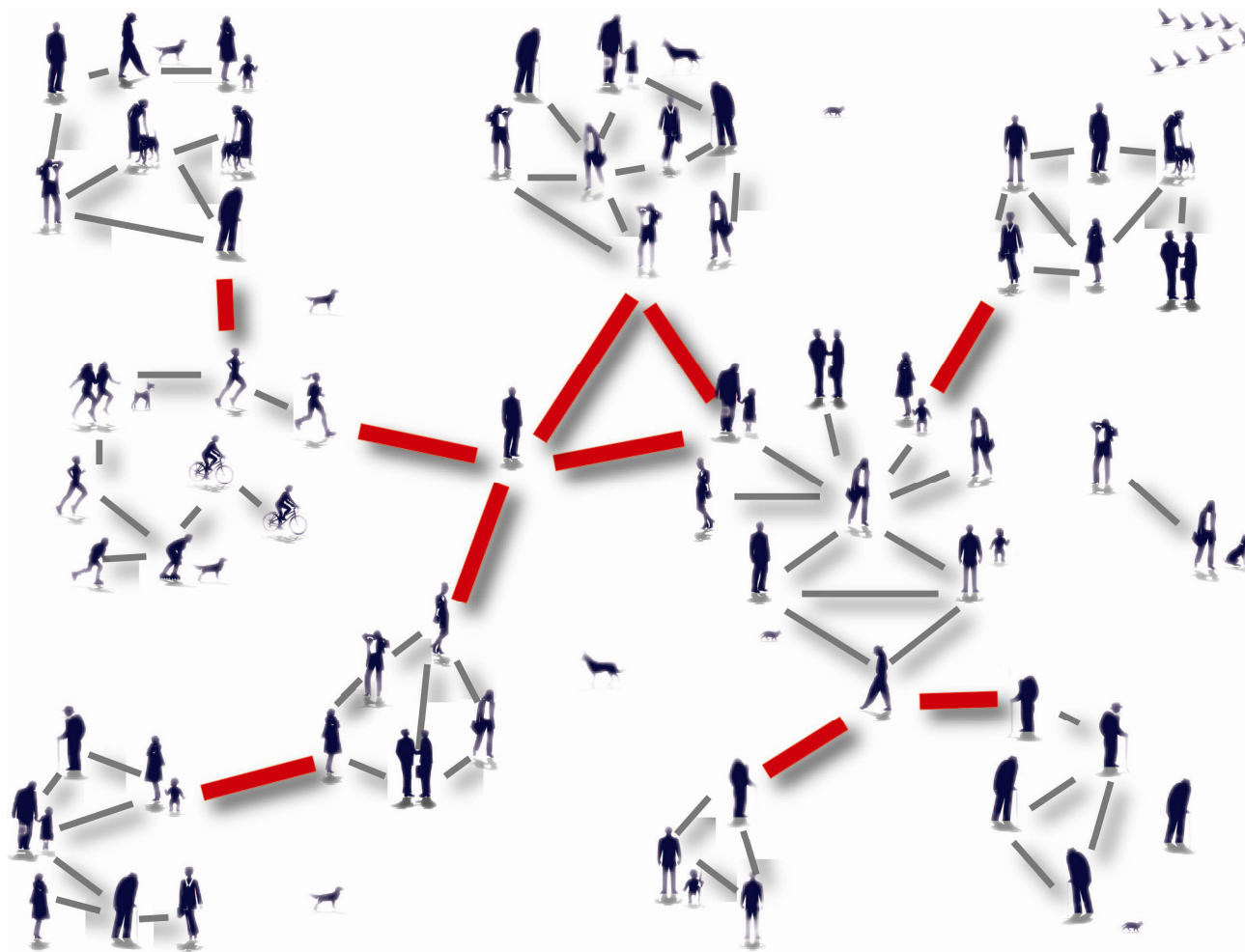
The new network approach



Create - Connect - So

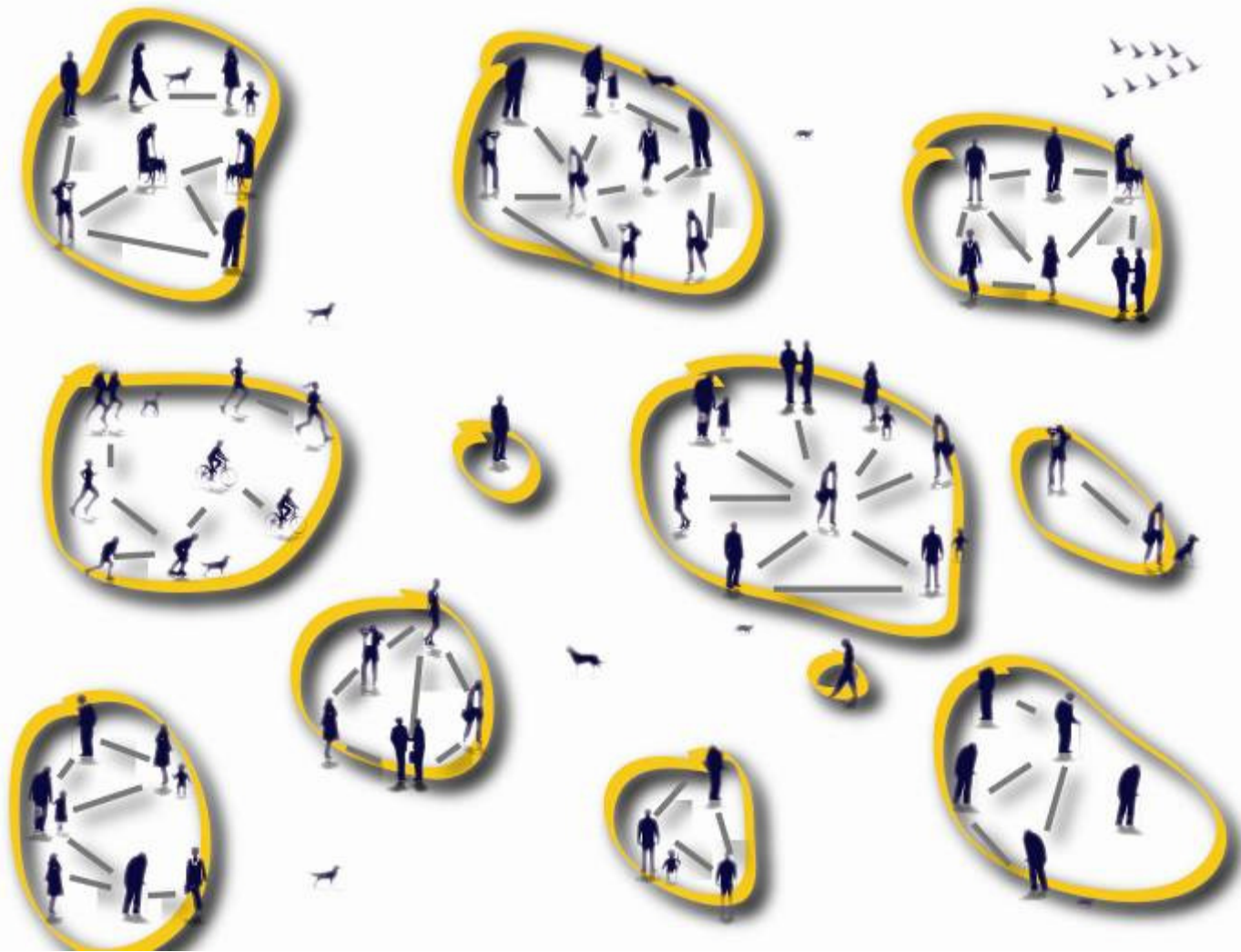
How excellent networks look like from the perspective of social network analysis

Bridging of clusters...



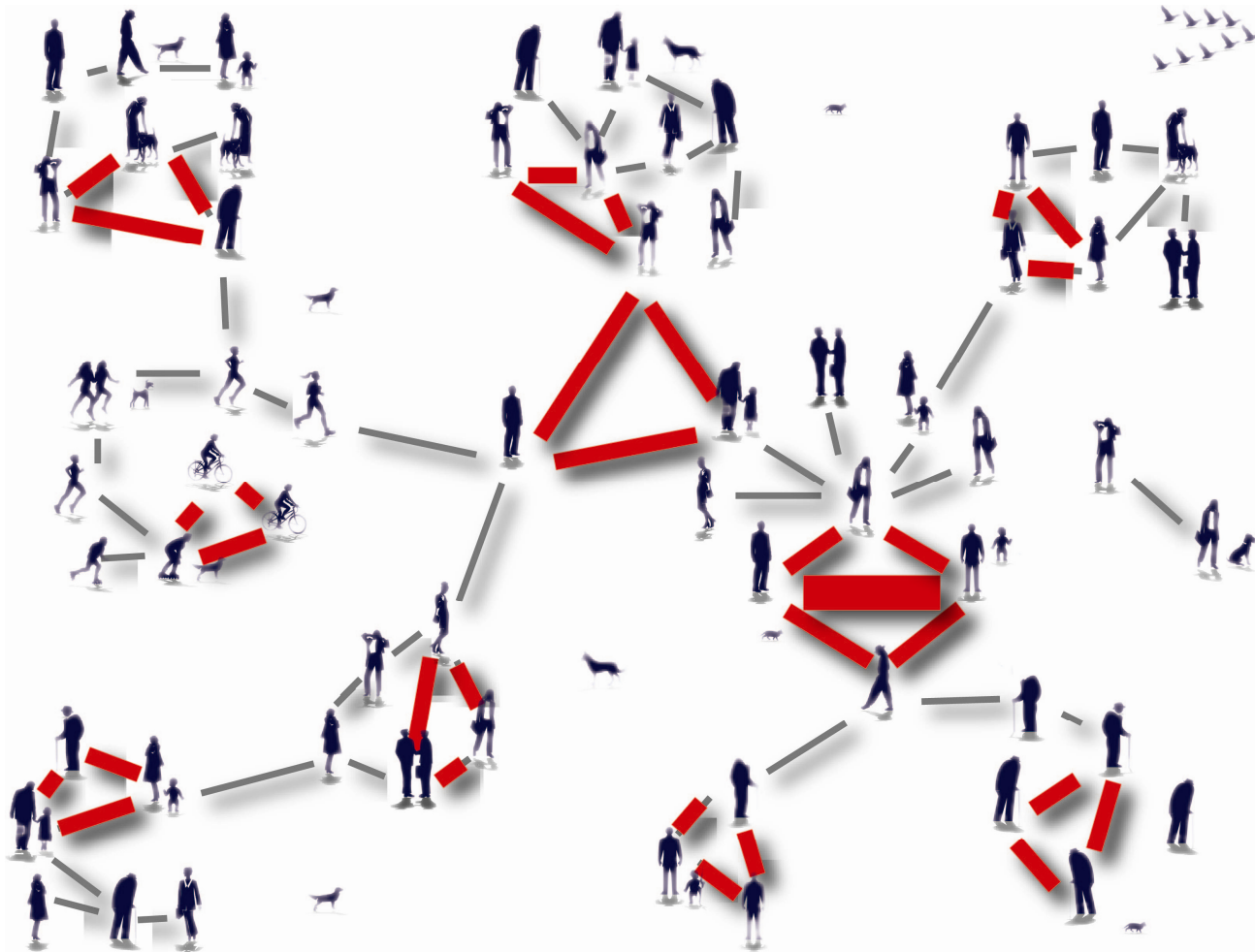
- New ideas
- Local Knowledge become global, global knowledge local
- Flow

Lack of connectivity



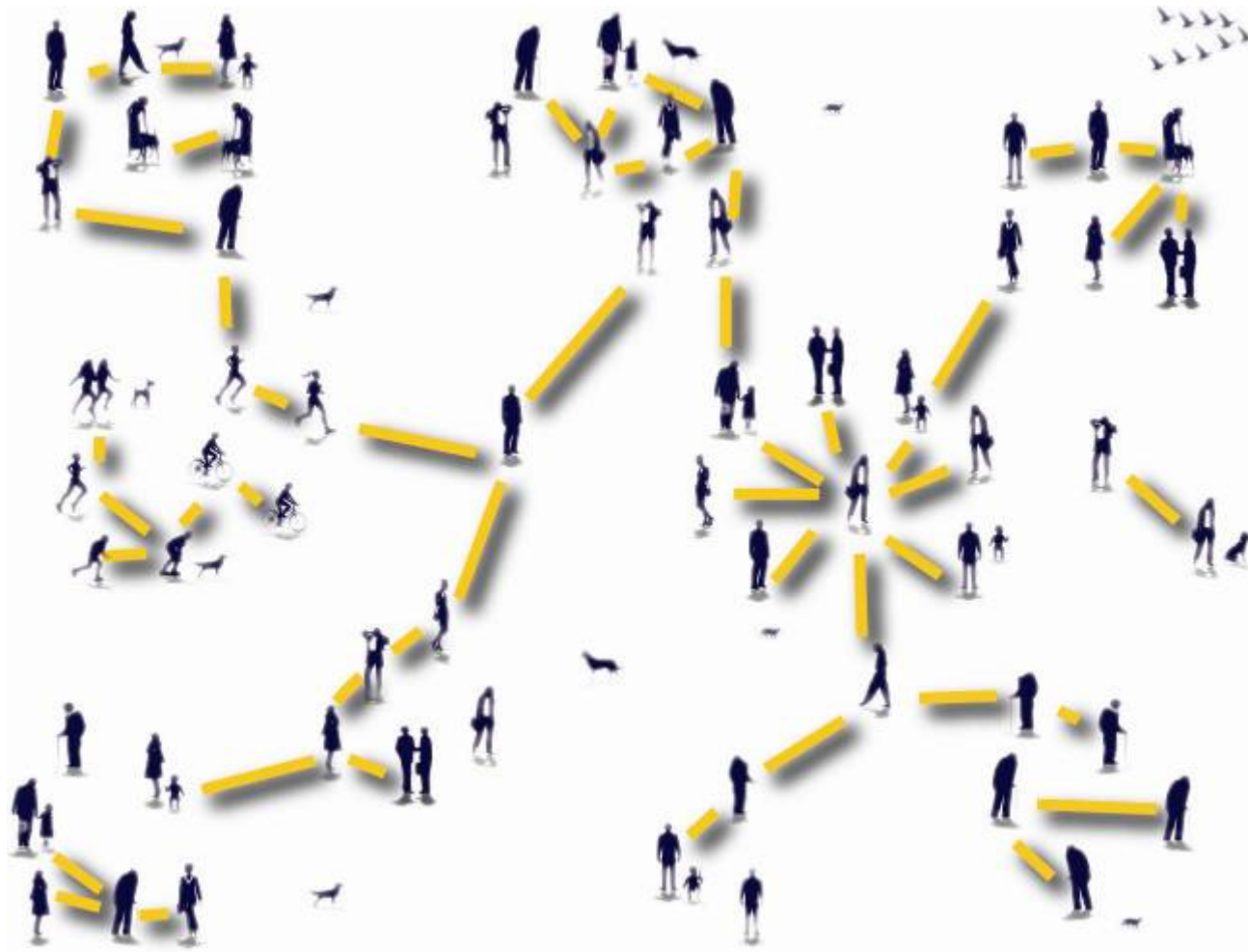
- Self-locked mentalities
- Reinventing the wheel
- Zero-Sum Mentality

Robustness and Trust



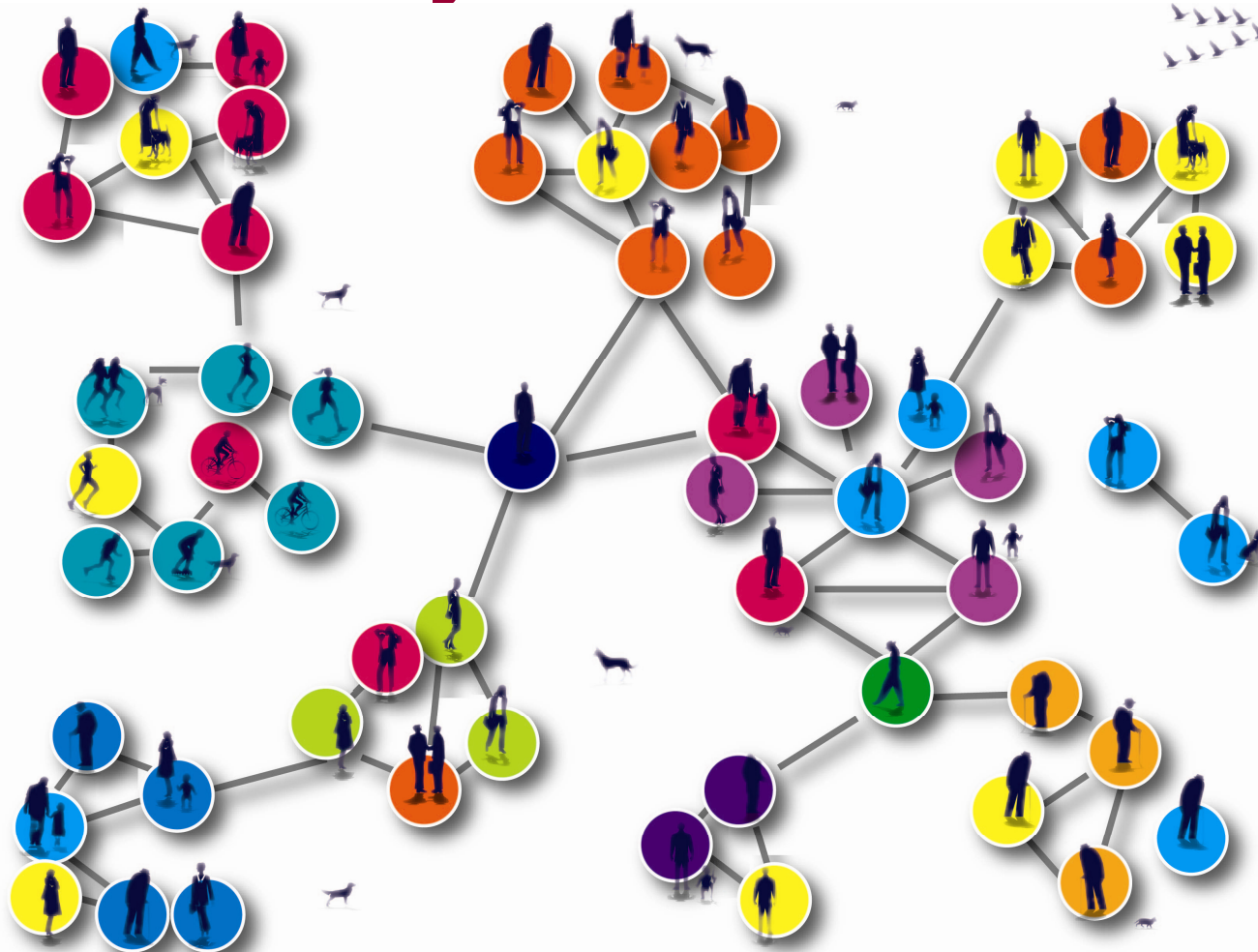
- Common experiences and values and stories
- Confirmation and Validation
- Forces to synchronize

Lack of critical mass



- Lack of robustness and trust
- No common culture and values
- Sparks burn out without effects

Diversity



- Different attributes, different thoughts
- Culture of managing imbalance
- Culture of coalition building
- Win-win

The structure of innovation

Social network analysis and complexity theory has shown: networks of those who are sustainable capable to bring forth and integrate innovations show three features:

1. Robust clustering (triangles)
2. Connected clusters (no isolates)
3. Highly diverse clusters (different attributes)

How do we create excellent networks?

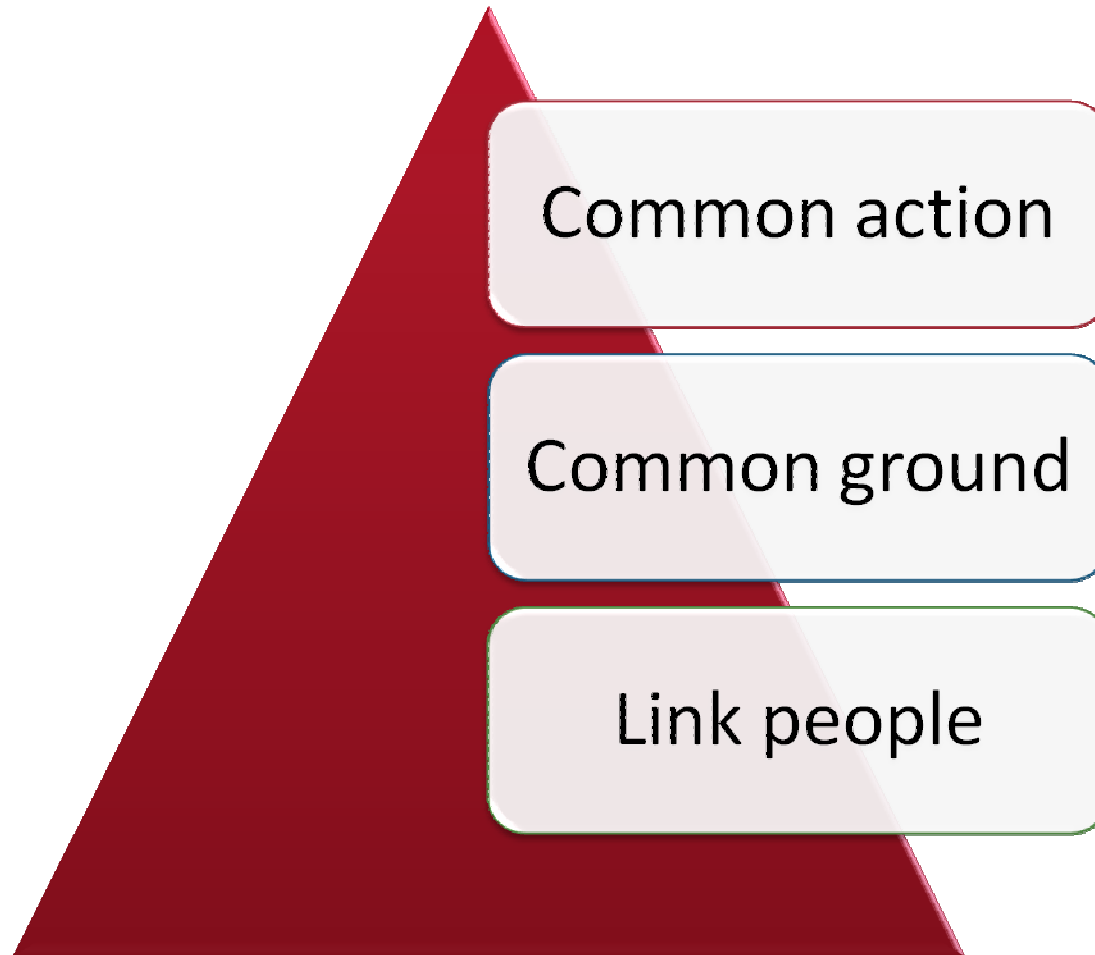
Networks are about flows...

- Flows of goods, ideas, stories, resources...
- Flows require a gradient, a difference
 - Problems and solutions
 - Questions and answers
 - Demand and offerings
 - Goals, challenges, visions, missions

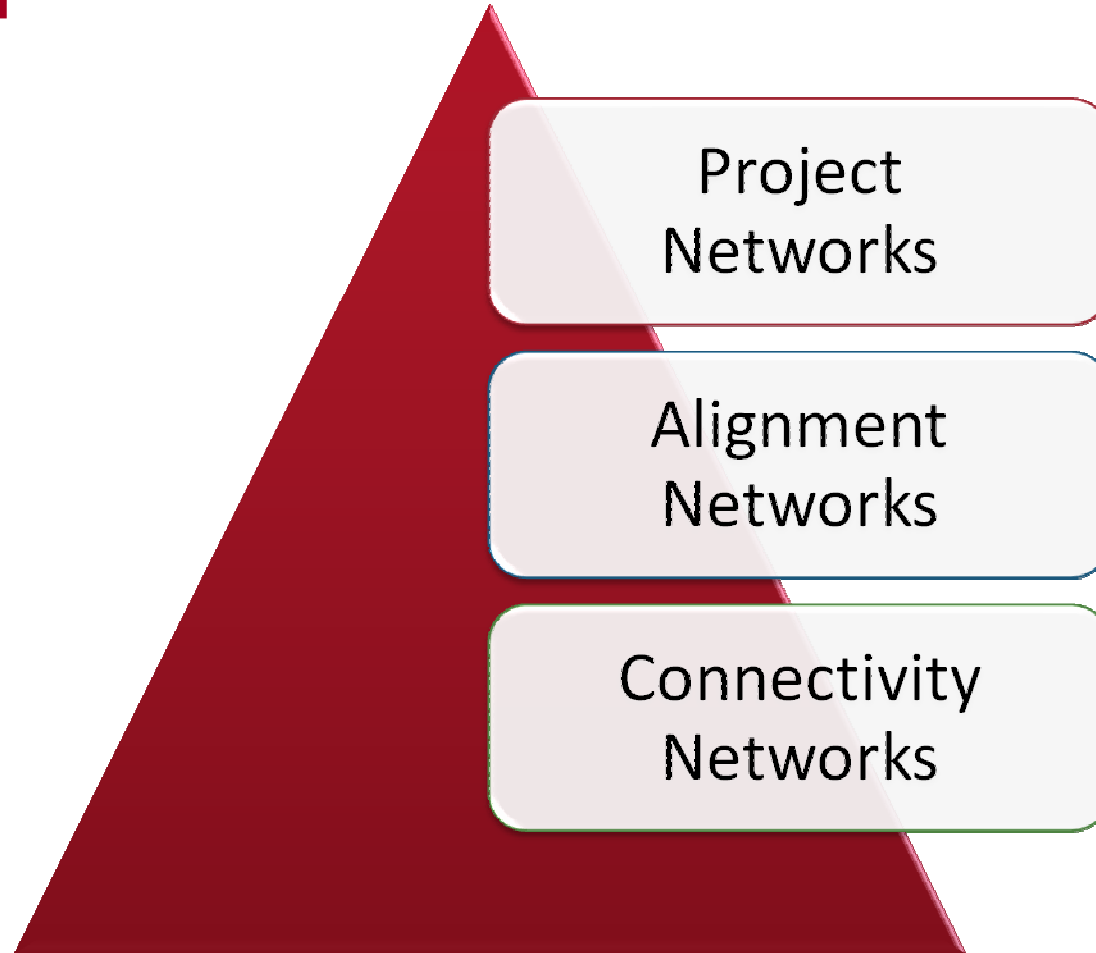
What is networking?

- Connect and explore new opportunities to create value.

3 steps in network building

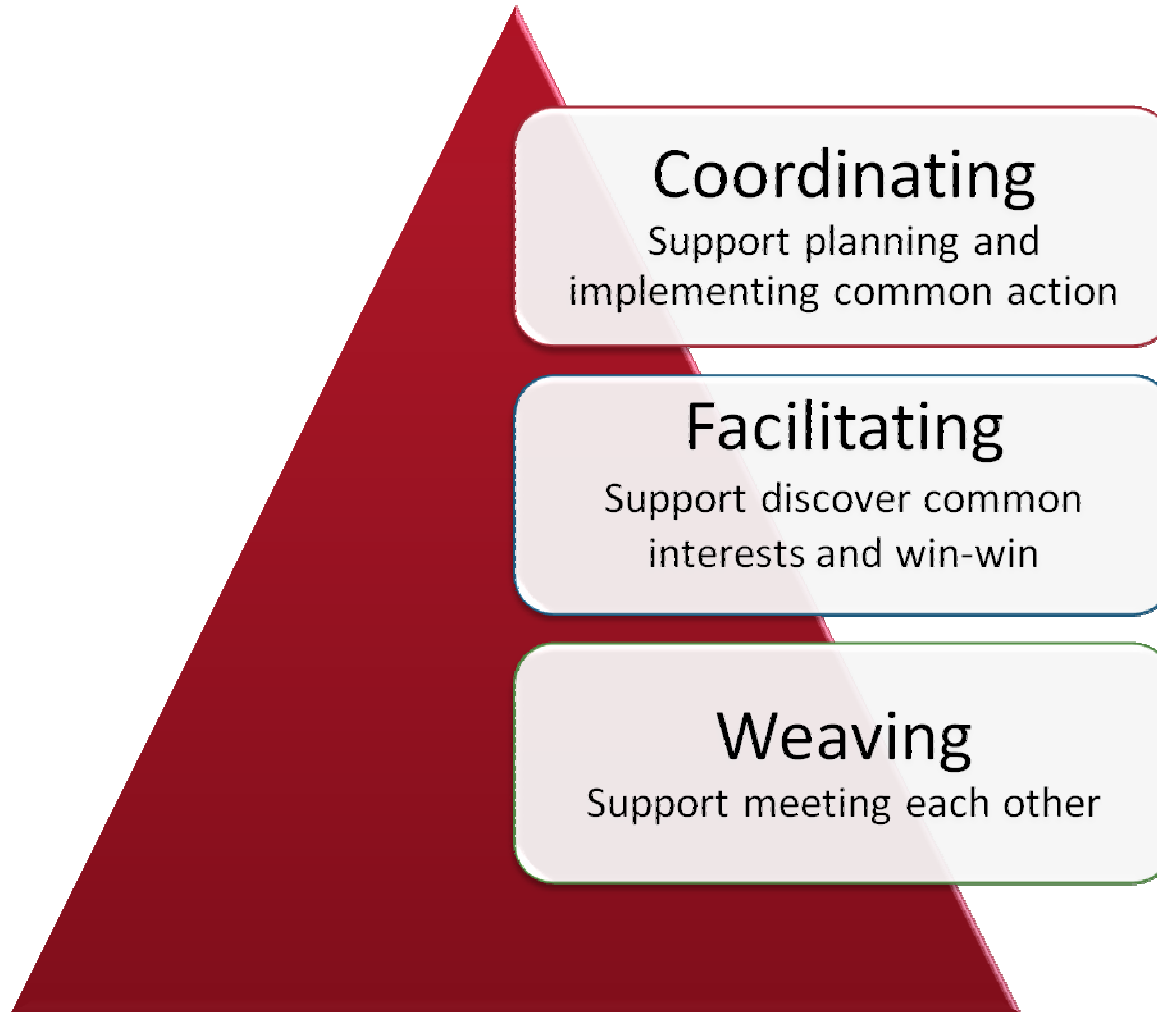


3 types of networks



Based on Peter Plastrik and Madeleine Taylor 2006

3 tasks



New culture of network governance

Coping with “wicked problems”

Old hierarchy model

Centralized decision making

Unity of command and control

Executive leadership

Alignment through central coordination

Harmonization and Integration by rules

Execute plan

Hierarchical communication

Exclude ambiguity

New network model

Decentralized solution seeking

Unity of effort

Inspirational leadership

Alignment through focus and common purpose

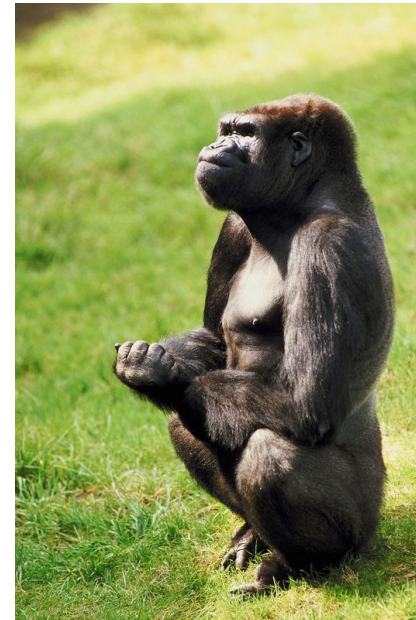
Convergence through goal seeking process

Agility and adoptability

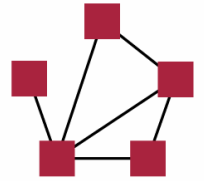
Horizontal communication

Ambiguity as planning assumption

What are the alternatives?



**Let's work on a new culture of
network governance to help
rural areas across Europe to
thrive!**



Building Network Capacity

Keys of Success from the
Perspective of Network Analysis

Thank you for your attention!

Harald Katzmaier, PhD – Founder and Director