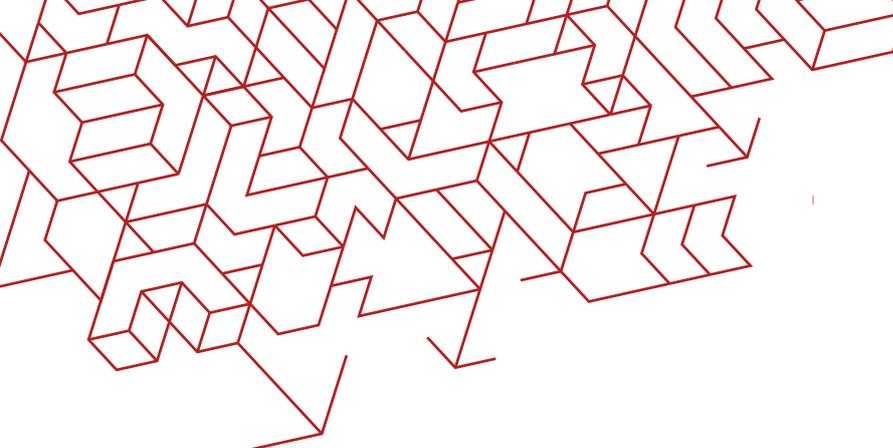


Networks That Matter

Strategy Builder

Working Draft, July 2018



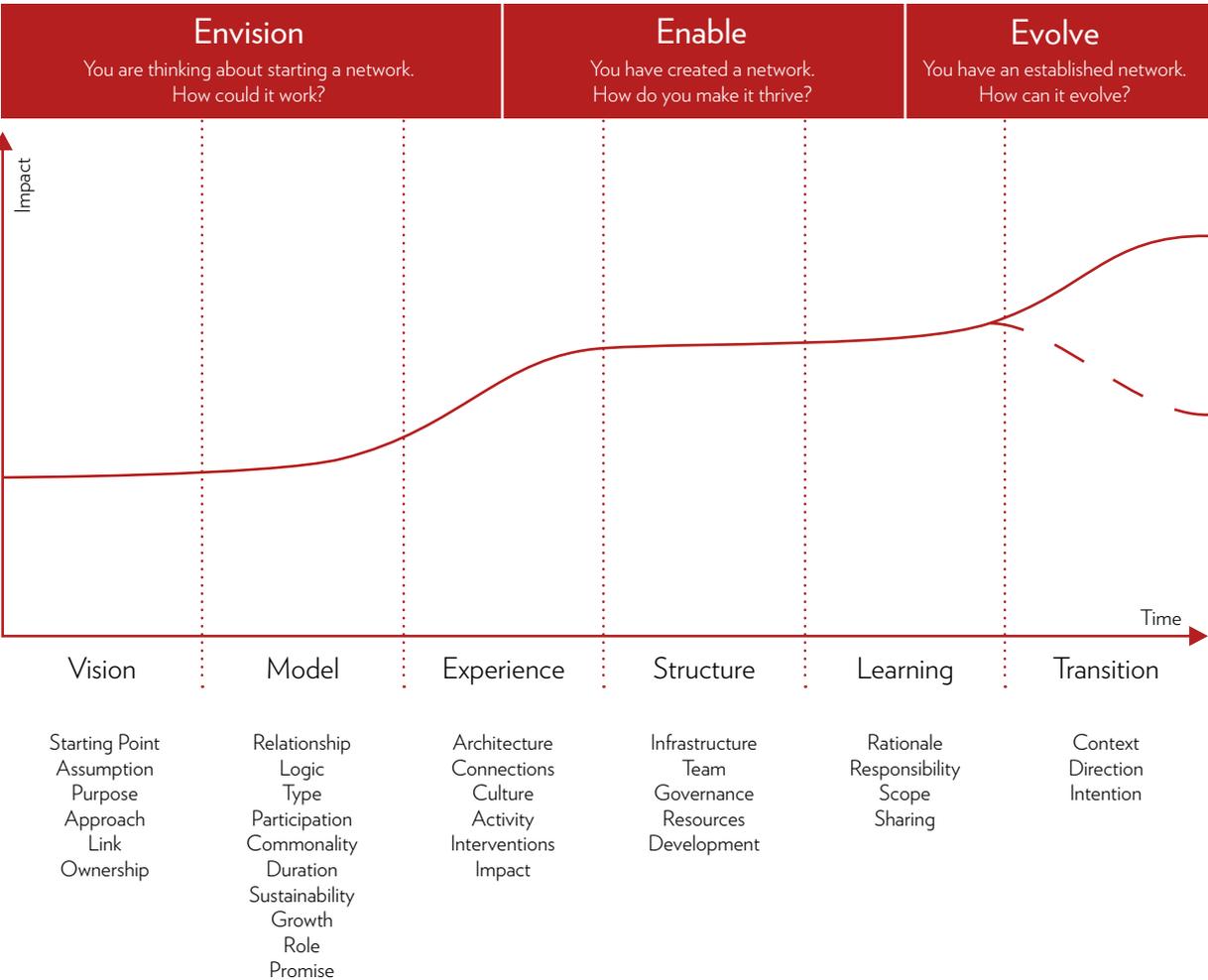
Strategy Builder

Working Draft
July 2018

Introduction

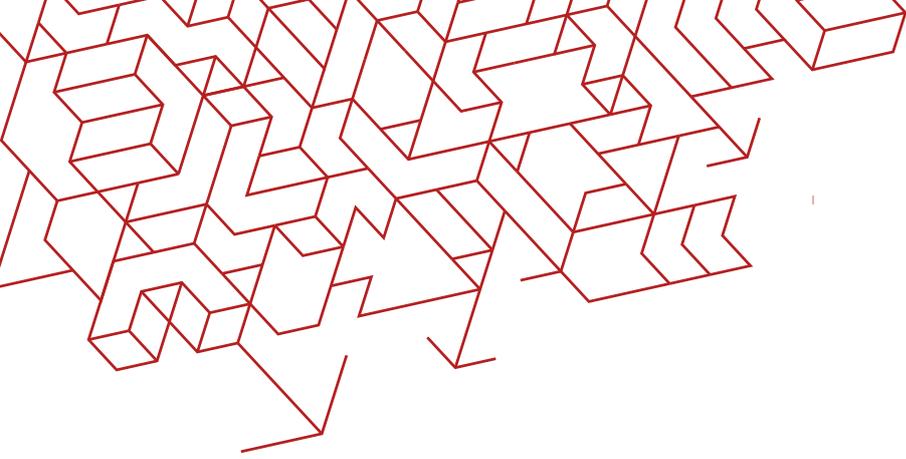
Strategy is about choices and shifts - clear choices between different ways of pursuing your vision and conscious shifts in these approaches over time and throughout your network's development.

Based on the individual consultations and insights from the kick-off workshop, we have identified three key phases in a network's development, a set of six strategic domains and more than thirty specific instances where critical choices and shifts could be made.



This Strategy Builder will help you define the focus and identify the scope of your network strategy. The following pages will move you through a process that goes from strategy development to concrete action, including: envisioning the potential of your network, making critical choices, asking the right questions, gathering ideas and setting up first experiments.

As this is a working version of the Strategy Builder, we look forward to hearing about your experiences and getting your feedback on how we can improve this model in the future.



Strategy Builder

Working Draft
July 2018

Potential

Choices

Vision
Model
Experience
Structure
Learning
Transition

Questions

Ideas

Experiments

Choices

As you are looking at the choices and shifts at the core of your strategy, here are some guiding principles that may help you make the most of the proposed model:

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

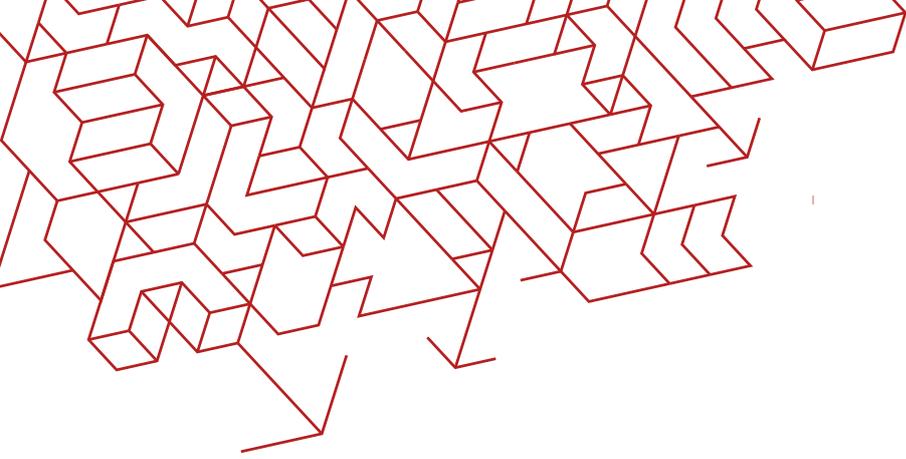
As strategizing is about making choices, try to limit yourself to one answer per question. Even if “a bit of everything” may be true, try to choose the option that best fits. Do this for both the current and future states.

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.



Strategy Builder

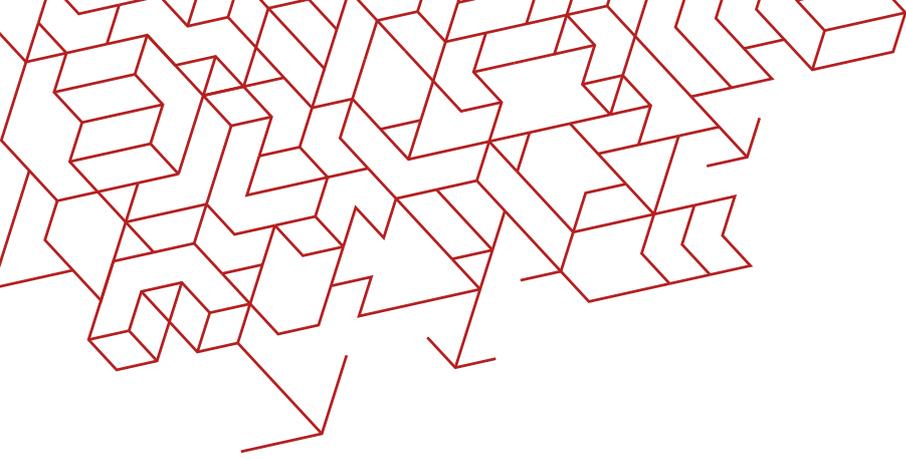
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July 2018

Choices: Vision

Starting Point	<input type="radio"/> We start with “who” to build a network of people (and identify a common cause later)	<input type="radio"/> We start with “why” to build a network around a cause (and invite people accordingly)
Assumption	<input type="radio"/> The network is needed because there are problems worth solving (by its members)	<input type="radio"/> The network is needed because there are assets worth giving (by its members)
Purpose	<input type="radio"/> The network is focused on creating value internally	<input type="radio"/> The network is focused on creating value externally
Approach	<input type="radio"/> We create a vision for the network ourselves, and then share it with the members	<input type="radio"/> We enquire into ideas and co-create a vision for the network with the members
Link	<input type="radio"/> The network is embedded at the core of our organization	<input type="radio"/> The network is separate from or at the periphery of our organization
Ownership	<input type="radio"/> The network is built and will be owned by us	<input type="radio"/> The network is built and will be owned together with others

Possible shifts:

_____	→	_____
_____		_____
_____		_____
_____		_____
_____		_____



Strategy Builder

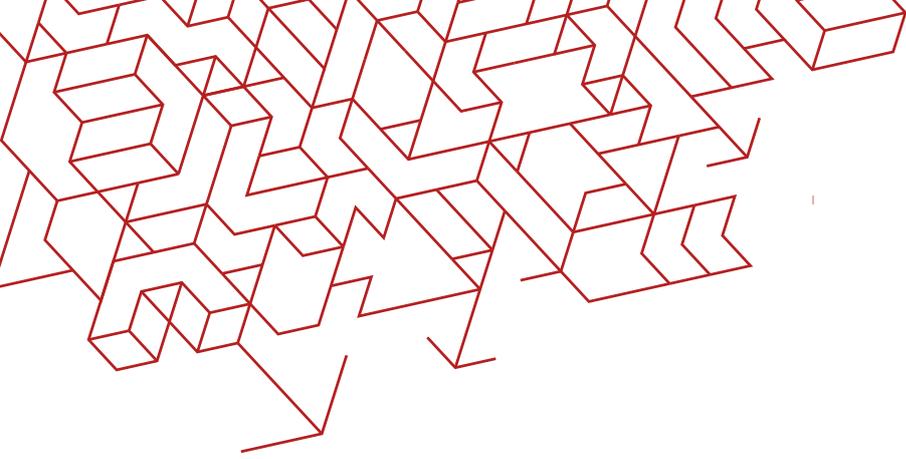
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Choices: Model (1 of 2)

Relationship	<input type="radio"/> Our organization is here to serve the network	<input type="radio"/> Our organization and the members of the network are in this together	<input type="radio"/> The network is here to help our organization	
Logic	<input type="radio"/> Impact will be created as individual members are better supported	<input type="radio"/> Impact will be created through new relationships and collaboration of members	<input type="radio"/> Impact will be created as a collective action of the network as a whole	
Type	<input type="radio"/> We are building a widespread network	<input type="radio"/> We are building a closely-knit community	<input type="radio"/> We are building a very specific partnership	
Participation	<input type="radio"/> The network is open for everyone to join	<input type="radio"/> The network is closed to everyone who is not invited		
Commonality	<input type="radio"/> Members share similar demographics	<input type="radio"/> Members share a similar past experience	<input type="radio"/> Members share a similar future commitment	<input type="radio"/> Members share an interest and engagement around similar issues

Possible shifts:

<hr/> <hr/> <hr/> <hr/> <hr/>	→	<hr/> <hr/> <hr/> <hr/> <hr/>
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Strategy Builder

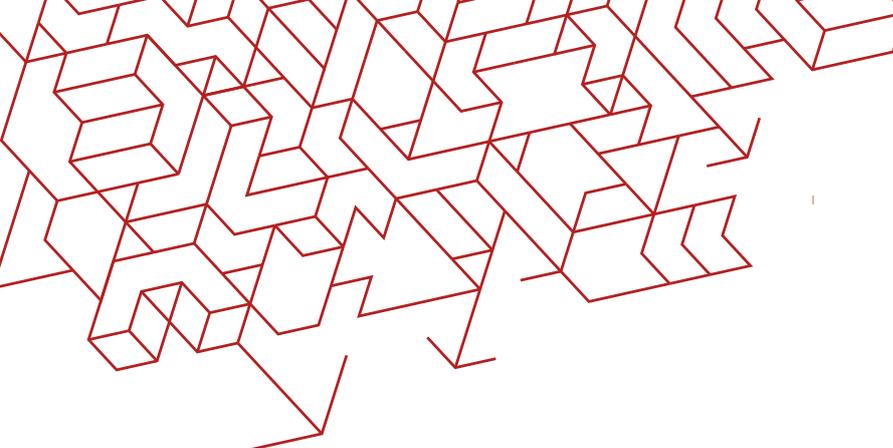
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Choices: Model (2 of 2)

Duration	<input type="radio"/> The network is only meant to last for a limited time	<input type="radio"/> The network is meant to be open-ended and last as long as needed		
Sustainability	<input type="radio"/> The network will be fully funded by us	<input type="radio"/> The network will be partially funded by us, and should be partially self-sustaining	<input type="radio"/> The network should be fully self-sustaining	
Growth	<input type="radio"/> We allow for organic growth of membership and activity	<input type="radio"/> We plan for strategic growth of membership and activity		
Role	<input type="radio"/> We are the funder of the network	<input type="radio"/> We are the seeder of the network	<input type="radio"/> We are the builder of the network	<input type="radio"/> We are the host of the network
Promise	<input type="radio"/> Members of the network get to know each other	<input type="radio"/> Members of the network learn from each other	<input type="radio"/> Members of the network work with each other	<input type="radio"/> Members of the network get access to funds

Possible shifts:

_____	→	_____
_____		_____
_____		_____
_____		_____
_____		_____



Strategy Builder

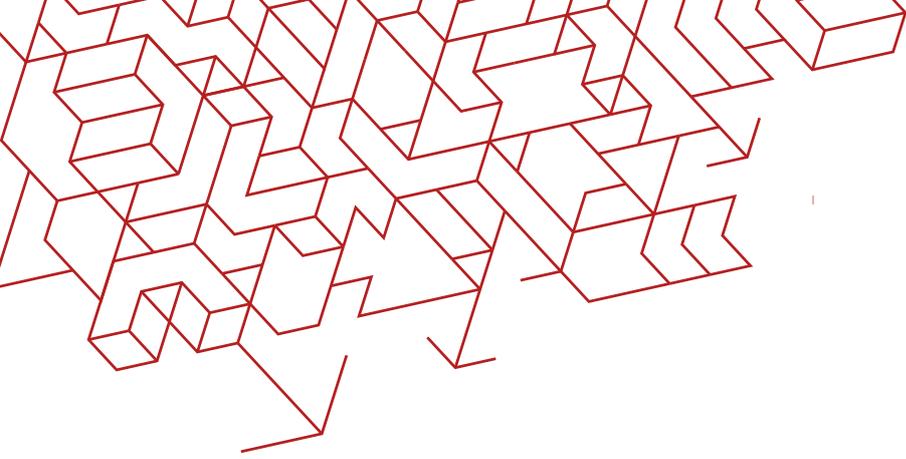
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July 2018

Choices: Experience

Architecture	<input type="radio"/> Members are mostly scattered and disconnected	<input type="radio"/> Members are mostly connected via us as central hub	<input type="radio"/> Members are well-connected with some acting as key nodes for others	<input type="radio"/> The network itself is highly connected to other people and ideas
Connections	<input type="radio"/> We focus on strengthening connections between people who are alike	<input type="radio"/> We focus on strengthening connections between people who are different		
Culture	<input type="radio"/> There are clear rules and limitations of what is allowed	<input type="radio"/> There are few/no rules and almost everything is allowed		
Activity	<input type="radio"/> We focus on offering many activities that require little investment of time and resources (breadth > depth)	<input type="radio"/> We focus on offering few activities that require higher investment of time and resources (depth > breadth)		
Interventions	<input type="radio"/> We engage mostly proactively	<input type="radio"/> We react only when needed		
Impact	<input type="radio"/> We observe what impact is being created	<input type="radio"/> We incentivize certain forms of impact	<input type="radio"/> We direct members to create a specific type of impact	

Possible shifts:

_____	→	_____
_____		_____
_____		_____
_____		_____
_____		_____



Strategy Builder

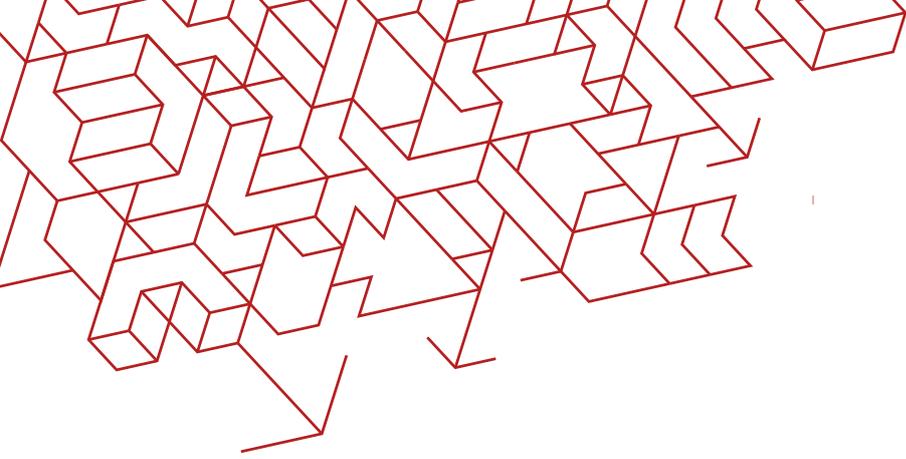
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Choices: Structure

Infrastructure	<input type="radio"/> Offline only	<input type="radio"/> Offline first, online later	<input type="radio"/> Online first, offline later	<input type="radio"/> Online only
Team	<input type="radio"/> The network is led by one central team	<input type="radio"/> Responsibilities are shared and roles distributed across the network		
Governance	<input type="radio"/> Formal roles and processes are in place	<input type="radio"/> Roles and processes are mostly informal or not defined		
Resources	<input type="radio"/> We contribute mostly/only with financial resources	<input type="radio"/> We contribute mostly/only with non-financial resources		
Development	<input type="radio"/> We build the needed platforms and tools ourselves	<input type="radio"/> We buy from or partner with others for the needed platforms and tools		

Possible shifts:

_____	→	_____
_____		_____
_____		_____
_____		_____
_____		_____



Strategy Builder

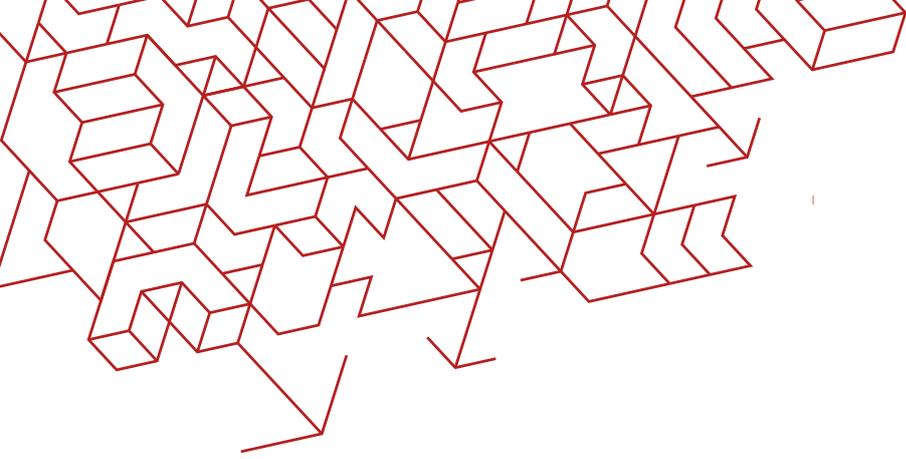
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Choices: Learning



Possible shifts:

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July 2018

Choices: Transition

Context

There is the possibility to transition responsibility

There is the need to transition responsibility

Direction

The network has not worked and needs to be reset

The network is working and can grow further

The network is active but needs a pause to harvest and learn

The network has served its initial purpose and can be concluded

Intention

We continue to advise the network

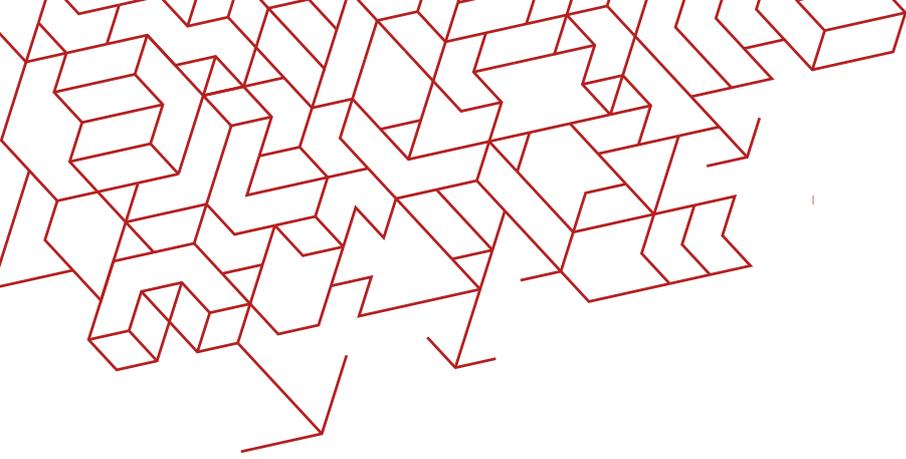
We continue to oversee the network

We continue to participate in the network

We will leave and not engage with the network

Possible shifts:

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Shifts

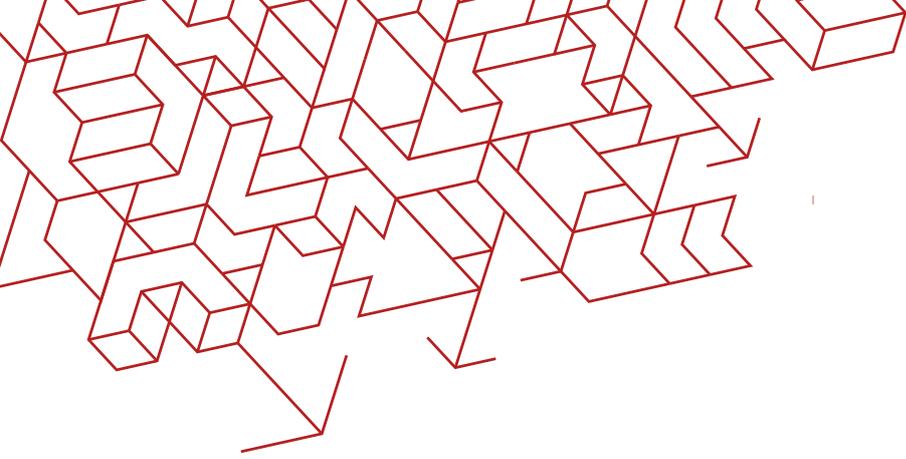
While going through the domains and choices, what were your observations and insights?

In order to achieve the highest potential of your network, what key shifts (max.3) are needed now?

→

→

→



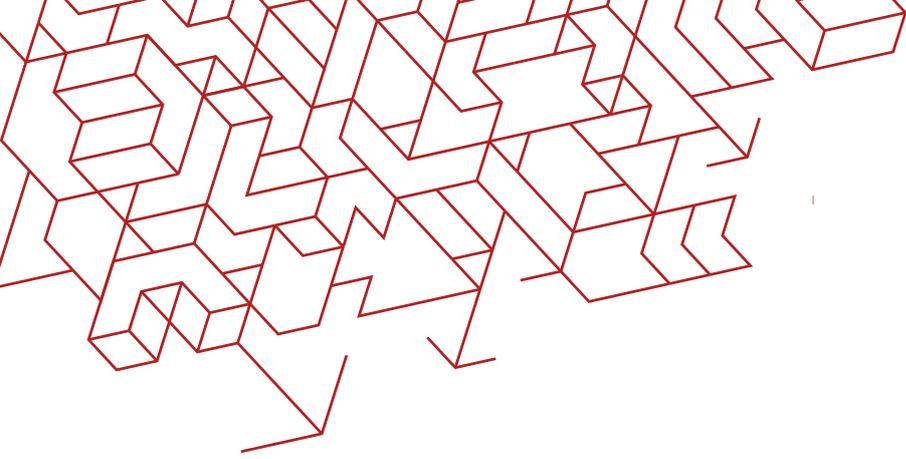
Questions

What questions – if answered – might bring your network closer to its highest potential?



Now, try refining one question as the starting point for new ideas:

How might we...



Ideas

What ideas can you think of to answer your key strategic question?

Brainstorm

Any idea that you – and others – can think of



Bundle

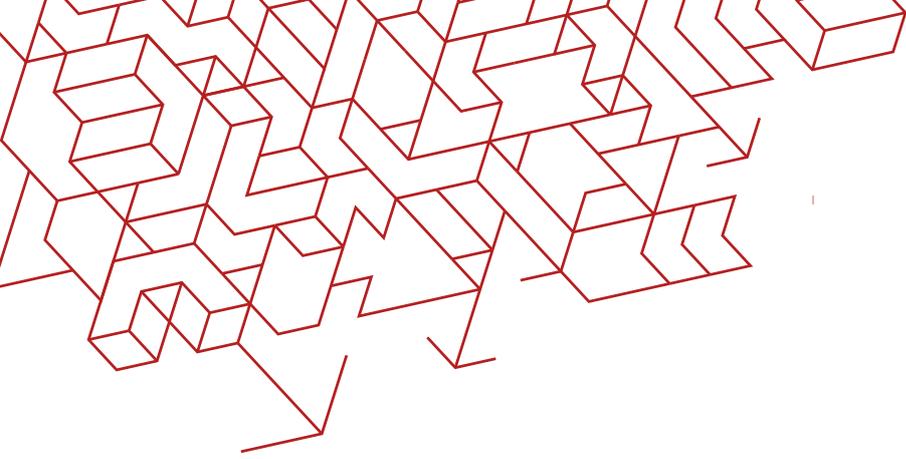
A set of refined ideas and possible solutions



Choose

One idea to take forward into experimentation

<hr/>



Experiments

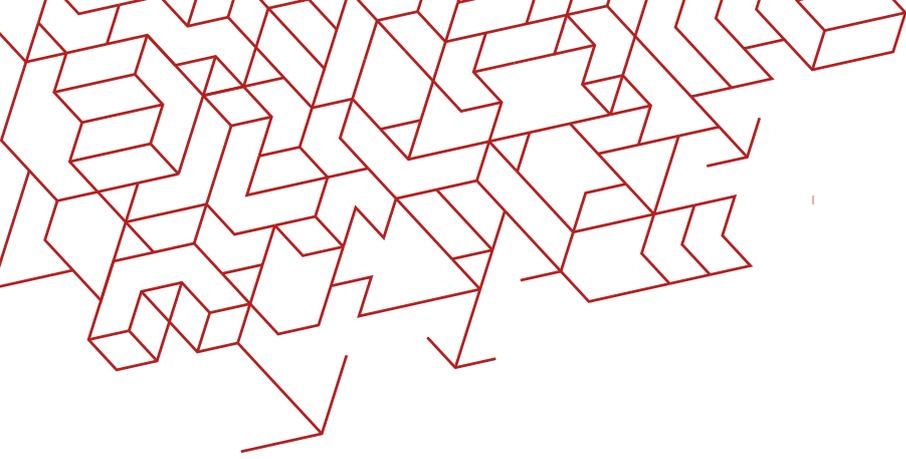
Make your idea tangible through experiments that can be completed in the next 10 and 150 days, respectively.

Step #1 Hypothesis

Step #2 Test

Step #3 Metric

Step #4 Criteria



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Summary

Potential

Shifts

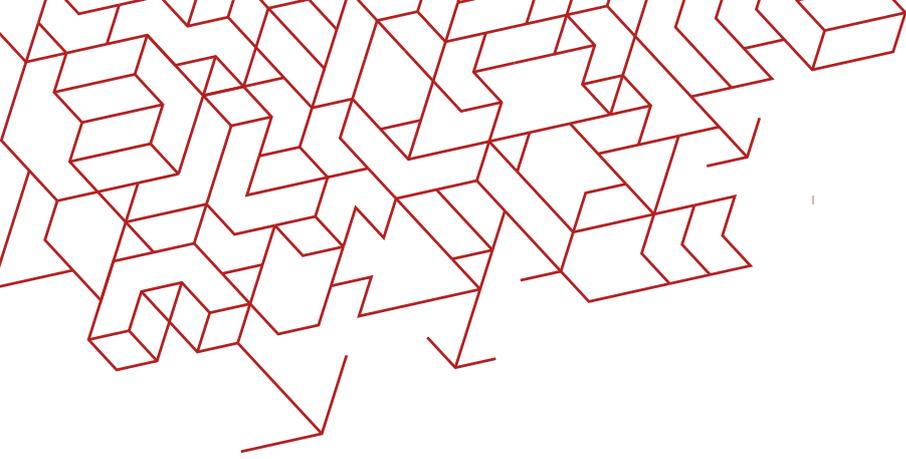


Question

Ideas

10-day experiment

150-day experiment



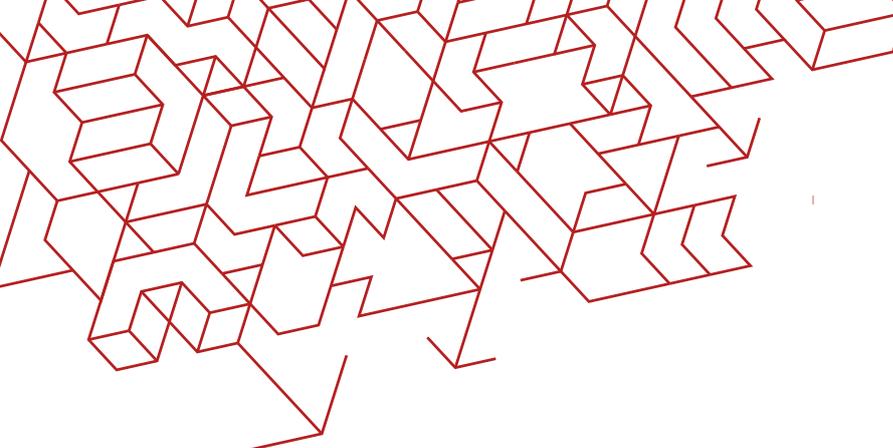
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July 2018

Feedback

We are looking forward to hearing about your experience working with the Strategy Builder. This is a working version, and your input is vital to the ongoing improvement of this model.

From:	
Date:	
To:	hinnerk.hansen@iac-berlin.org
Subject:	Our Strategy Builder
<p>Hi Hinnerk,</p> <p>I would like to share a bit of my experience from working with the Strategy Builder:</p> <p>Here is how I used it ...</p> <p>Where it really helped me ...</p> <p>What I felt was missing ...</p> <p>What remained unclear or confusing ...</p> <p>Ideas I have about making it better ...</p>	

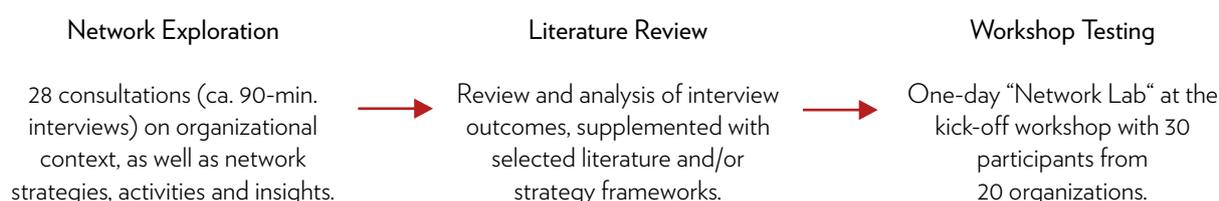


Strategy Builder

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July 2018

Notes

This version of the Strategy Builder was developed from April to June 2018, using insights from the consultations and kick-off workshop of Connecting Networks as well as additional resources.



This is the first version of the Strategy Builder, and we look forward to further developing this model with you. In particular, we aim to compile practical resources and case studies to enrich the identified domains and choices, as well as to test and refine the model with the help of relevant literature and experiments in the field.

References

Representatives of the following organizations were interviewed and/or participated in the kick-off workshop: Atlantic Institute, BMW Foundation Herbert Quandt, C&A Foundation, Calouste Goulbenkian Foundation, Carpathian Foundation, DOEN Foundation, ERSTE Foundation, European Cultural Foundation, Fondazione Cariplo, German Foreign Ministry (Training for International Diplomats), GIZ (GLAC), iac/Bosch Alumni Network, Helga Breuninger Foundation, Hertie Stiftung, Lankelly Chase, Mozaik Foundation, Potanin Foundation, Rhodes Trust, Robert Bosch Stiftung, Stiftung EVZ, Stiftung Mercator, United World Colleges.

The following expert partners contributed additional insights and perspectives throughout the design and facilitation of Connecting Networks: Forum for the Future's School of Systems Change, freims: contemporary consulting, McConnell Foundation and Visual Confidence.

The following resources and models were particularly useful in the development of this version of the Strategy Builder:

- [Community Canvas](#) (Pfortmüller, Luchsinger, Mombartz)
- [Connecting to Change the World](#) (Plastrik, Taylor, Cleveland)
- [Design Thinking Toolkit](#) (ideo.org)
- [ENGAGE](#) (The Rockefeller Foundation, Monitor Institute)
- [Network Weaver Handbook](#) (Holley)

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