



Patricia Riley, Ph.D.

Director, Global Communication Program  
Director, USC Annenberg Scenario Lab  
([www.uscscenariolab.com](http://www.uscscenariolab.com))

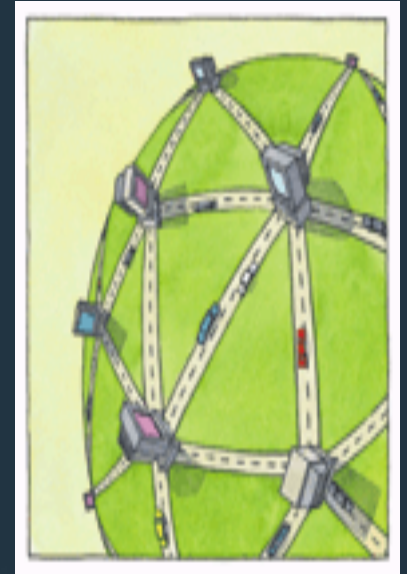


Building and Sustaining  
Networks



# Objectives

- To focus on the communication actions required for building coalitions and networks
- What does leadership look like in a network?
- What would your networks look like?





# A Network Society

The communication system of the industrial society was centered around the mass media, characterized by the mass distribution of a one-way message from one to many. The communication foundation of the network society is the global web of horizontal communication networks that include the multimodal exchange of interactive messages from many to many both synchronous and asynchronous.

*Castells (2007) "Communication, Power and Counter-Power"*

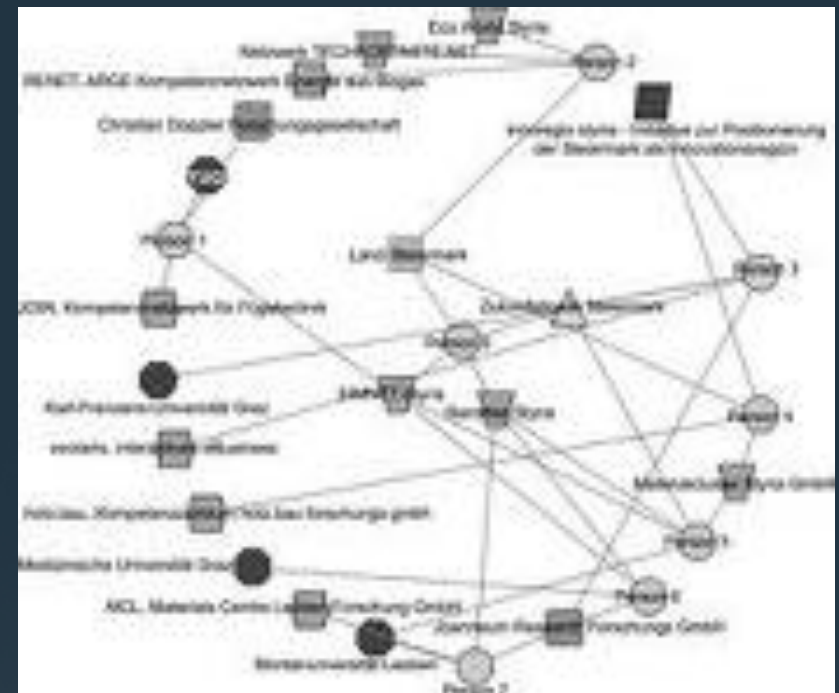


# Governance: From Nests to Webs

## Nesting Structure



# Network Structure





# Functions of Global Public Policy Networks

- Agenda-setting
- Standard-setting
- Generating and disseminating knowledge
- Developing innovative implementations
- Creating a common culture/shared values

- These all require excellent communication activities!





# Moving Beyond Coalitions

- Coalitions tend to be bracketed in time
- Networks create *bridges* that enable participants to communicate beyond a campaign or policy
- They allow for the *pooling of know-how* and the *exchange of experience*.
  - Spann socioeconomic, political, and cultural gaps, *networks manage relationships* that might otherwise degenerate into counterproductive confrontation (Reinicke and Deng, 2000)



# Research on Network Sustainability

- Meta-analysis of 16 successful reforms indicates that they shared:
  - Purposes and direction
  - A focus on building collaboration, consensus, and commitment
  - Activities and relationships that formed important building blocks
  - Leaders have good communication skills – facilitate cross-cultural brokering
  - Mechanisms for sharing funding problems



# What Does Leadership Look Like in a Network?

- Not about position
- Based on relationships
- **Shared** decision-making
- Requires collaboration skills
- Have to know who knows whom
- Have to know who knows what
- Need to develop knowledge sharing tools







# Best Practices for Building Innovative Networks



- Assess possible members/partners
  - Values, innovation, passion and commitment
- Jointly create goals
- **Train** members/partners when needed
- Develop and track metrics



# How Can We Build a Supportive Reform Communication Network?

## ► Table Exercise

- How could your work improve by building a reform communication network?
- How could the participants in this room sustain their interactions?
  - What would be the goals?
  - Draw a picture of your network