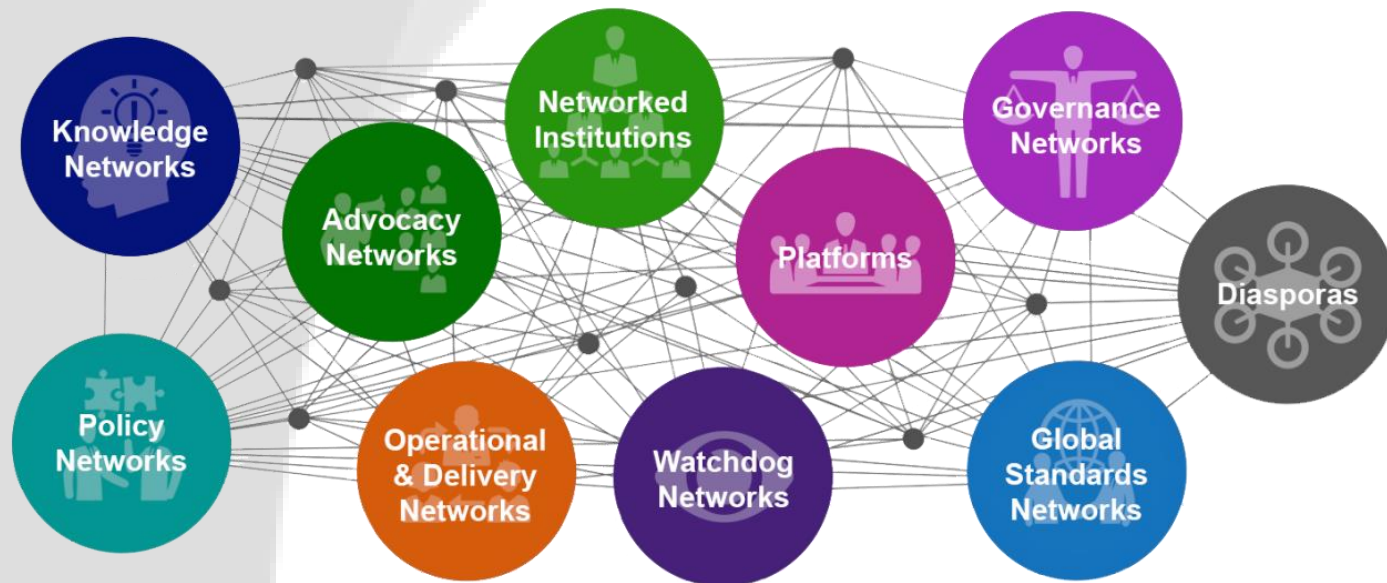


# A FIELD GUIDE FOR NETWORK LEADERS

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# Welcome to the GSN Field Guide

This handbook, drawing key implications from three years of GSN research, is designed for global problem solvers at every stage of GSN development.

The Field Guide will help network leaders **DEFINE, IMPLEMENT** and **SCALE** GSNs in several steps:

- Understand the GSN approach
- Define goals
- Identify the right network model for success
- Create a GSN
- Amplify the impact of an existing network
- Frame an action plan



# A FIELD GUIDE FOR NETWORK LEADERS

## Section One: **DEFINE**



Frame the problem you want to address  
and apply the GSN network model



# The Role of Global Solution Networks



## 21<sup>st</sup> century tools to solve 21<sup>st</sup> century problems

- There is a fundamental change underway regarding how global problems can be solved and perhaps how we govern ourselves.
- Emerging non-state networks of civil society, the private sector, government and individual stakeholders—what we call Global Solution Networks—are achieving new forms of cooperation, social change, and the production of global public value.
- A growing number of GSNs are currently mobilizing to battle the world's most urgent and complex problems.



# The Role of Global Solution Networks



New forms of collaborative networking rival hierarchies in capacity to create value and solve critical problems.

- Choose networks over hierarchies.
- “Right size” networked institutions are more impactful than single individuals or nations.
- Deploy soft governance when your objective is to influence stakeholder behavior.
- Consider meritocratic models for decision-making.



# The Four Characteristics of GSNs



## A Global Solution Network has four characteristics:

1. Made up of diverse stakeholders (beyond one nation state)
2. Self organizing and self-governing (not controlled by a state or state-based institution)
3. Exploits and leverages digital technology (social media, big data, data analytics, mobile, geo-spaciality, the "cloud")
4. Addresses a global problem (though network itself need not be global in scope)





# What is My Problem?

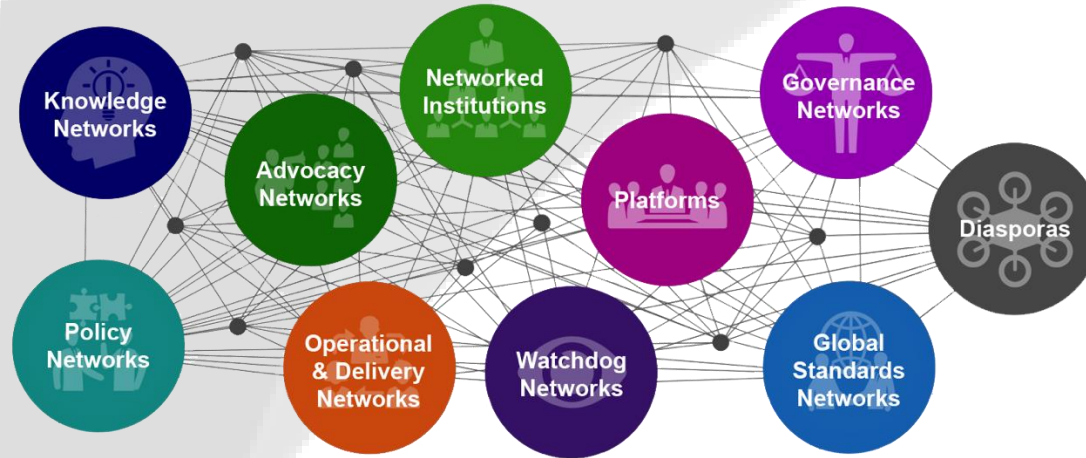


There are hundreds of categories of global problems and issues, with emerging networks addressing health & human security, climate & planet stewardship, employment & prosperity, cities and more. What specific problem do you want to solve?





# There is a Network Type Aligned with Your Objective



1. **Advocacy Networks** seek to change the agenda or policies of governments, corporations or other institutions.
2. **Diasporas** pursue problem solving through kinship and ethnicity connections.
3. **Knowledge Networks** develop new thinking, research, ideas and policies that can be key to problem solutions.
4. **Global Standards Networks** are non-state based organizations, develop technical specs and standards for virtually anything.
5. **Governance Networks** have achieved or been granted the right and responsibility of non-institutional global governance.
6. **Operational and Delivery Networks** deliver the change they seek, supplementing or even bypassing the efforts of traditional institutions.
7. **Networked Institutions** provide a wide range of capabilities even similar to state-based institutions but with a very different *modus operandi*.
8. **Platforms** create the capability for other networks to organize.
9. **Policy Networks** create government policy even though they are not networks of government policy makers.
10. **Watchdog Networks** scrutinize institutions to ensure that they behave appropriately.



# A FIELD GUIDE FOR NETWORK LEADERS

## Section Two: **IMPLEMENT**



Create a  
Global Solution Network



# Considerations for Implementation



When building a GSN – consider these questions:

- Who are the stakeholders?
- What are your funding options?
- Which technologies will you employ?
- Who are the key orchestrators?
- How will you achieve legitimacy?
- What metrics will guide your success?



# Who are the Stakeholders?



GSNs are made up of some combination of these stakeholder groups:

- The state (government at any level or government agencies)
- Civil society (NGOs, academia, foundations)
- Individuals
- Business and the private sector



# Strategies for Funding a Network



A variety of strategies can be applied to fund a network:

- Crowdfunding
- Philanthropy
- Revenue generation
- Public funding
- Private funding
- Micro-financing



# What Technologies are You Planning to Leverage?



Technology is a definitive element for a successful GSN. Consider the applicability and impact of:

- Internet Access
- Mobile devices
- Social media
- Big data
- Crowdsourcing
- The “cloud”





# Strategies for Going Mobile



Harness the power of people who have already harnessed the power of mobile technology.

- Create platforms for mobile innovation and multi-stakeholder collaboration.
- Establish a technology vanguard.
- Offer incentives to build public good application for mobile platforms.
- Partner with leading innovators to foster public good application.



# Strategies for Harnessing Big Data



Increased trust and participation will deliver concrete outcomes unavailable to government or industry.

- Create an evidence base to establish trust among stakeholders.
- Source really advanced data skill on an *ad hoc* basis.
- Create partnerships to share the effort of learning from “big data.”
- Involve data scientists and invest in data literacy training.
- Technology and human capital are complements, not substitutes.



# Strategies for Network Orchestration



Harness the power of orchestration to create solutions.

- Create an organizational culture of entrepreneurship.
- Focus efforts on areas where state capacity, or leadership, is weak.
- Orchestrate a multitude of types and solutions to address complex issues.
- “Network of networks” boosts efficacy and efficiency, reduces redundancy.
- Recognize grassroots community orchestration efforts; organize locally.



# Strategies for Achieving Legitimacy



Consider authority, diversity, inclusivity, transparency and efficacy to build legitimacy.

- Solicit input and engagement from all geographic areas.
- Build inclusive processes to foster network legitimacy.
- Encourage participation by ceding some control over policy issues.
- Use transparency and evidence to bolster legitimacy.



# Accountability and Measuring Success



Built-in accountability enables performance measurement.

- Build accountability into the network.
- Use randomized scientific evaluations to guide investments in programs and services.
- Create metrics to assess the efficiency and effectiveness of GSNs.
- Assign responsibility for driving change, and report regularly on progress.





# A FIELD GUIDE FOR NETWORK LEADERS

## Section Three: **SCALE**



Amplify the impact of  
an existing network



# Strategies for Scaling Success



Networks gain strength building on innovation, sharing expertise and eliminating duplication.

- Maximize scalability by enabling all participants to contribute and extract benefits.
- Replicate local success in other regions to leap from local to global.
- Standardize toolkits to increase scale and boost project impact.
- Design platforms that can scale.
- Focus on what network members have in common to amplify the power of success.
- Grow a GSN by narrowing its focus.
- Keep track of what you learn—and share it!



# Strategies for Increasing Engagement



The Internet gives rise to a spectrum of engagement options, and a broad channel of influence.

- Find allies in the traditional media to win the battle for attention and influence.
- Use technology to create a greater diversity of engagement options.
- Tap the energy and enthusiasm of youth.
- Break complex tasks into “bite-size” chunks that busy individuals can manage.



# Strategies for Engaging Poor Communities



Network leaders must recognize and value local ownership and involvement in development projects.

- Support local ownership and respect local customs.
- Include education and capacity building with service delivery strategy.
- Promote technological skills and awareness within poor communities.
- Selectively target technology-enabled solutions to maximize impact.



# Strategies for Promoting Innovation



“Put something out there right away. Your users will tell you what the product should have been.”

*Paul Graham, venture capitalist*

- Recruit team members and partners with relevant skills in data analytics, social media, design and software development; keep management lean.
- Engage with lead users to discover problem solving opportunities.
- Platform applications are not determined by design, but by users.
- Enable experimentation and rapid prototyping, “fail, fail fast, fail cheap.”





GSN Elements for Action Planning					
IDENTIFY	For Your GSN	Action Needed	Who	When	Obstacles
PROBLEM YOU ARE ADDRESSING					
PURPOSE					
NETWORK TYPE(S)					
IMPLEMENT	Planning for Action - Level 1				
STAKEHOLDERS					
FUNDING					
TECHNOLOGY					
ORCHESTRATORS					
MEASURING SUCCESS					
SCALE	Planning for Action - Level 2				
STRATEGY					
ENGAGEMENT					
INNOVATION					
ACCOUNTABILITY					
MEASURING SUCCESS					

