

MANAGING BY NETWORK

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. . . A New Model for the Public Sector. . .



CHANGING WITH THE TIMES

A fundamental transformation is happening in the way public services are being delivered, and in the way local and national governments fulfill their policy goals.

The top-down bureaucratic management style is being transformed into governing by network.

DEFINITION OF NETWORK MANAGEMENT

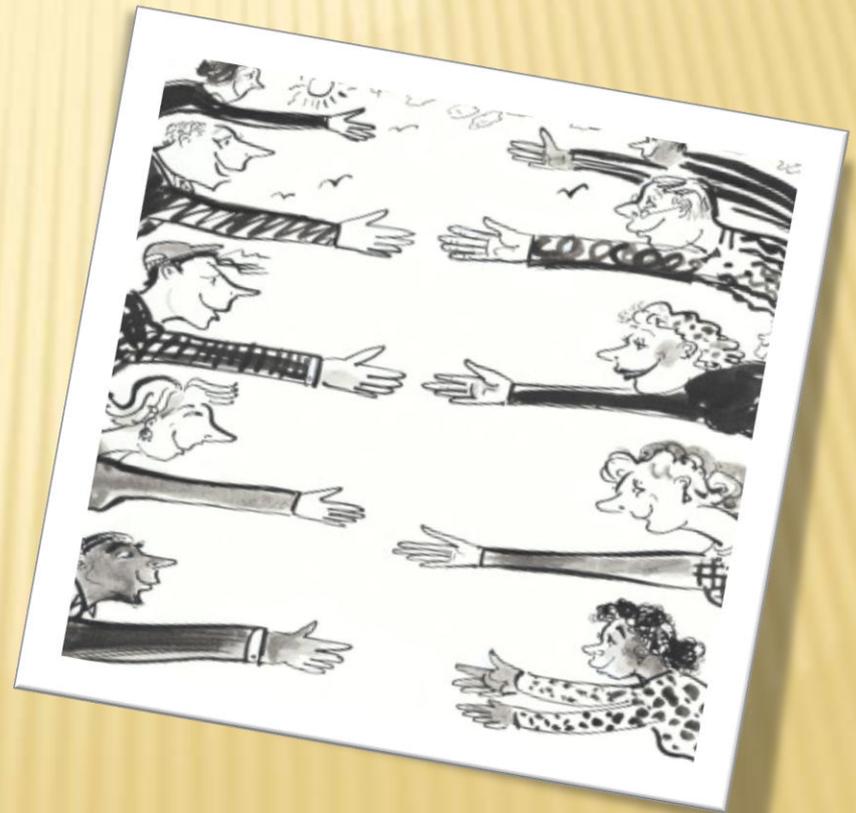
Creating and managing an array of public, private and nonprofit partnerships, supported by information technologies, with a goal of increasing the quality and range of choices for services formerly provided or determined solely by the government.

CONFLUENCE OF TRENDS

- Growth of third-party government
- Joined-up government
- Digital revolution
- Consumer / public demand

NEW ROLES FOR AGENCIES AND PARTNERS

Government is relying less on public employees in traditional roles, and more on a complex interlocked network of partnerships, contracts, volunteers and alliances to accomplish mission-critical work.



PARTNERSHIP

Refers to a voluntary and mutually beneficial collaborative relationship between the Department of Interior and one or more partners, built on the contributions of each partner and formed to achieve or assist in moving toward a common goal.

A partnership may involve one partner utilizing another's unique abilities, or it may be sharing a resource (money, time, knowledge, equipment, etc), to accomplish short- or long-term objectives agreed upon by all participating partners.

BENEFITS OF NETWORKING

- Increases capacity to meet management responsibilities
- Supports accountability and transparency
- Accomplishes mission-related tasks
- Fosters entrepreneurship and trust
- Supports innovative solutions



TESTED AND EVALUATED



Governing by Network serves as the National Park Service protocol for managing the Golden Gate National Recreational Area

MANAGEMENT SKILLS REQUIRED

- big picture thinking
- negotiation
- risk analysis
- contract management
- tackle unconventional problems
- strategic thinking
- interpersonal communications
- project and business management
- team building

MANAGING BY NETWORK COURSE

- × **How do we learn this new skill set?**
- × Participants will gain insight into *Managing by Network* concepts and skills through peer-learning, case studies, interactive exercises and facilitated discussions of the best management practices.
- × **Where do we meet?**
- × Participants join their colleagues and our instructor and management coach, Liz Madison via WebEx conferencing. Through coaching and peer learning, participants will apply the best management practices of *Managing by Network* to their current responsibilities.
- × **When do we meet?**
- × The next course starts on November 4 and 5, 2009. Course participants select from one of three scheduled WebEx conference call sessions on either Wednesday or Thursdays. From November 4, 2009 to April 22, 2010, participants will meet twice a month for one-hour in small groups via WebEx. From May 1 to October 31, 2010 participants will meet once a month for one hour via WebEx to advance the development of their *Managing Network*.

WHAT SKILLS ARE THE FOCUS OF THIS COURSE?

- ✘ The best management practices (BMP) of *Managing by Network* are based on applying the following management skills and professional competencies:
- ✘ Accountability
- ✘ Collaborative leadership
- ✘ Entrepreneurship
- ✘ External awareness
- ✘ Evaluation
- ✘ Financial management
- ✘ Interpersonal communication
- ✘ Leveraging partnerships
- ✘ Partner cultural awareness
- ✘ Partnership management
- ✘ Political savvy
- ✘ Strategic thinking
- ✘ Organizational development
- ✘ Developing and managing agency agreements for partnerships
- ✘ Managing donation and fundraising activities in partnerships

COURSE CONTACT INFORMATION

For more information about the course contact:
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“I think it's really important that we learn to manage through networks. I have found it much easier to get the job done especially in the hard financial times that we are in.”

~ NLCS Manager

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