

# THE BRIDGE

## A Guide for Networkers

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THE BRIDGE  
A GUIDE FOR NETWORKERS

by

Ivan Scheier and Susan Dryovage  
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## NETWORK!

Behind the word's popularity, there is a reality: this is a process whose time has come. Many people we talk to believe this reality deserves more substantial response than cheerleading: rah! rah! go out there and win that network game (don't ask us how).

So we asked ourselves HOW and--with a lot of help--produced a set of practical methods for networking.

# PREFACE

## WHO NEEDS ANOTHER GUIDEBOOK?

Our primary source for the methods suggested is our experience in the field of volunteer leadership. Here we have taken the classic model of volunteers working for an agency or organization, extended and adapted these principles to a less formal everyday volunteering of people to one another. In addition, one of us has a background in Re-Evaluation Counseling, the other in research on human personality. Both of us also have daily lives in which we try to network with others--as you do--and watch the experience rather carefully for the teachings of trial and error.

From this experience we developed some models for networking which we believe have wide applicability for individuals and organizations including agency staff and directors; volunteer coordinators; boards; leadership of service or civic clubs; churches and synagogues; and people associated with voluntary action centers.

In any case, 400 people of just this type helped us with the development and testing of our how-to-network models. The setting was nine workshops conducted between October 1980 and June 1981. In return for the evolving methods we shared with these people, they gave us good searching feedback with which we frequently went back to square one. All the while, we were grateful for continuous, intensive contributions from individuals: encourager-critics such as Jerry Bagg, Pat Hardy, and Jane Turner and internal review of this guidebook by Pam Bricker, Ann Hamilton, and Marlene Wilson. We are particularly grateful to Miriam Gingras for the extra care she gave to manuscript preparation and editing. You encounter a person who cared enough to contribute when you first pick up this book. Henry Dryovage, who designed our cover. Inside the cover, Freddie Botwin gladly gave some illustrations. And so, this guidebook is itself the legacy of a network, a growth dialogue, to which we now bid you welcome.



# CHAPTER ONE

## GETTING ORIENTED: DEFINITIONS AND BENEFITS

It is hard to learn gardening, if no one can tell you what a flower is, or a vegetable, or why they are important. The cultivation of positive linkages between people is somewhat similarly handicapped. The word "network" is frequently used to describe many different activities, and the concept behind the word is so broad that it's difficult to pin down a definition for it.

Visualizing the process of networking, we see a BRIDGE, a solid connection linking people as equals for the exchange of information, ideas, expertise, personal support and/or material goods. Our BRIDGE is a way of connecting resources and needs in ways that are easily managed, maximize the creativity of participants, and most importantly, provide channels for every person to give and to gain from the system.



Perhaps the key is starting where people are, rather than attempting to create the will in people to exchange resources with each other. We begin with what exists of its own, right now, in the motivation and behavior of people and find ways this can be helpful to others. Said another way, this might be called the "judo principle of motivation." Instead of trying to push people to help, we move with what's already moving in people, and make that helpful.

Another main element in networking states that while some people may have more to share than others in any given area of concern,

- a) Everyone, no matter how inexperienced or helpless, has something to give;
- b) Everyone, no matter how strong, or expert, needs something; and
- c) Reasonably systematic matching between this giving and receiving will reduce the need for outside expertise, purchased services, and other one-way help, due to the quality and accessibility of help given from within the network.

Networking is a form of the "new volunteering" which explores who volunteers may be, what they can do, and how they can go about doing it. One growing edge is the volunteering of peers to each other (sometimes called peer support networking) which gives respect to the dignity and worth of every individual. It is humanitarian in its permission for all people to have pride in themselves and their work. What is of value here is a means of encouraging volunteering to one another and recognizing the notion that people don't have to be "social-do-gooders" or offer one-way service in order to be helpful to others. We can each give and receive; help and be helped; volunteer and be a recipient of volunteer service--networking is definitely a two-way street.

In our view, barter is cousin to networking but not a twin. The notion of voluntary exchange is common to both, but barter is more likely to emphasize getting precisely as much as one gives (or maybe a little more) in points, credits, work value, etc. Networking seems to be a little less exact in measuring exchanges and encourages

people to volunteer a little more than they expect in return. But the relationship remains, as does an overlap of meanings between two sets of somewhat synonymous terms.

Currently, a major spark igniting more enthusiasm for networking is the tight economic situation in the country and the world, especially for those human service related agencies and other groups relying on governmental funding. For example, a network in Colorado is getting started because various agencies are trying to survive financially. No longer can each agency afford to do everything themselves, have a full time receptionist when they only need a half-time person, purchase a copy machine when the prices and maintenance fees escalate annually and so on. It is beginning to look efficient to network because by pooling resources with others, we are much better off than alone. The agencies can share resources, both human and material, take the time to carefully plan their network and build a mechanism for handling their own agency problems.

Several State Offices on Volunteerism are helping local agencies network with other groups around the state to provide training events and particularly inexpensive speakers (because they're from within the state). They are finding that it's not possible for most people to afford to go to workshops outside the immediate area and that most states and local communities can meet their own training needs. The lack of funding within most agencies has made this cooperative effort more viable and attractive to the participants; obviously so, or they wouldn't be networking.

Another type of networking arising today involves people of all kinds sharing job information. An example of this type of informal networking happened at a meeting for social activists: a man, on introducing himself, mentioned he was currently unemployed. Immediately another person announced a possible job he might check into. They agreed to talk more later. People truly are becoming more and more willing to share resources and needs as the economic system becomes tighter.

While traditional means of managing programs are hampered by severe budget cuts, networking alleviates many of the problems and helps various groups work together. In the future we'll rely more heavily on peer support networks among individuals of all kinds: among human

service leaders, among service, policy, or advocacy workers, among clients, etc. Effective networks between people will tend to demystify the notion of only a few experts in helping, while reducing use of terms like client and helpee. In a word, networking skills do more than help us "get by" in hard times with the same number of helpers; they actually increase the number of helpers, potentially to 100% of the population.

But what of the quality of this help? Here it is easy to be trapped in the conventional misconception: what doesn't cost a lot of money can't be worth much. On the contrary, network linkages can and do carry first class care along their helping lines. As volunteer leadership consultants, our strong impression is that 80-90% of the questions addressed to us as "experts" or to central information systems, could be answered as well or perhaps better through interactions with peers, close to home, via effective networking. Indeed, the concept of networking has potential for empowering all people.

What better case could be made for networking? Let's not forget to include creativity and fun in the scheme. Our approach to networking demonstrates that giving and receiving don't have to be trying experiences: it does not have to hurt before it helps. In one BRIDGE workshop one of many people reluctant to stop the networking exercise we were doing commented with excitement that he felt like a "kid in a candy shop" and wanted to continue making beautiful connections with others with similar concerns.

Networking can be just as effective whenever we need to involve more people; increase resources; get more accomplished with less money; build teamwork, etc. It is the ultimate in creatively tapping human resources.

Now to speak to your potential needs for connecting with others, we have below a set of benefits of networking.

As individuals, networking can provide you with: \*

- a) information;
- b) needed services, advice;

- c) personal support;
- d) feedback on what you do or are planning on doing;
- e) allies with which to work.

As a group the benefits could extend to include:

- a) ability to advocate for an issue/group;
- b) needed power and clout to get a task completed;
- c) the necessary resources and people to fulfill the group's function.

As a community, or society, people could benefit from:

- a) more and more people seeing themselves as givers and receivers;
- b) the increased likelihood of each of us to become networkers;
- c) the ability to meet society's social needs through the willing help of others.

There is much to motivate the idealist in all this. Units of people as small in number as a typical family can build bridges, then move up to neighborhood groups, then community networks, then connect more widely between local bridges, to nations and, who knows, perhaps one day a planet. All this begins with you and now.

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\*Welch, Mary-Scott. Networking: The Great New Way for Women to Get Ahead, New York, Warner Books, 1981.

Does networking sound like the panacea for all your needs and concerns? It can be an answer to many needs but we've got to be realistic about some of the barriers that prevent or hinder networking.

# CHAPTER TWO

First of all, successful networking depends as much on knowing how to ask as in knowing how to give. Yet it is difficult for many of us to ask for what we need. We've been taught to hope for the best, but not always to strive for it.

## GETTING STARTED

In dealing with other people, some of us have a difficult time admitting we are purposely seeking someone out. We might worry about exploiting or "using" other people\*, or perhaps pride chokes off admission of need. Many of us deal with pride's close cousin, fear of rejection, with devastating simplicity: if you don't ask, you can't be turned down, right?

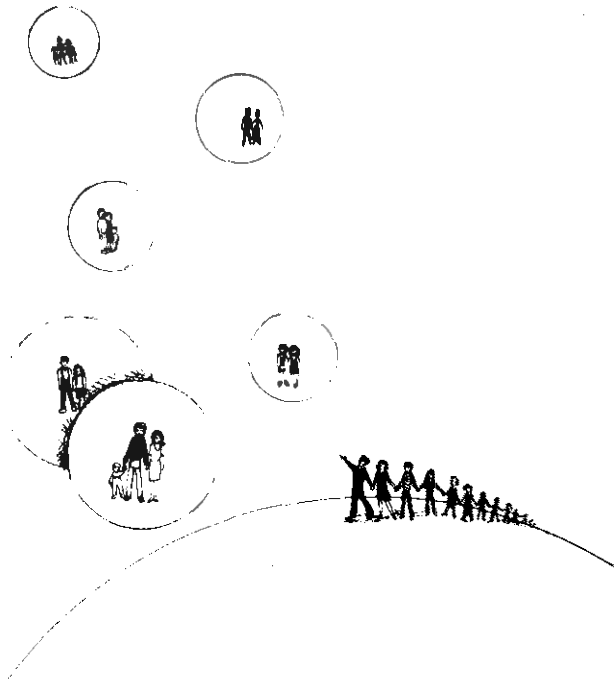
A lack of confidence can stop a person from doing much of anything, let alone networking. Competitiveness, on the other hand, gets in the way just as much for many other people. Taught the values of getting ahead, we're somehow led to believe we can do it alone. A quote on a wall in a food cooperative notes: "It's an illusion to think of yourself as independent . . . we are all dependent on each other." Yet individual accomplishments are applauded and group efforts (except in sports) not always validated (or the applause goes to the person in charge.)

Further impeding our progress as networkers are biases and prejudices that make it difficult to clearly see potential for helping in others. Maybe we think only the well-to-do can help anyone, or that we can't receive help from anyone who is different from us.

Network experiences will break down these barriers as we see the extraordinary help ordinary people can give. Networks are for two-way traffic, for both giving and getting. A properly designed and maintained network is win-win, well-guarded against exploitation.

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\*Welch, Mary-Scott. Networking: The Great New Way for Women to Get Ahead, New York, Warner Books, 1981.



And if, naturally enough, you are still reluctant to lead with your needs, our approach takes that into account. Our emphasis is to ease people into networking by providing ways in which they can lead from their strengths rather than their weaknesses. We believe most people given first the chance to give, will then become more comfortable and effective in identifying their needs.

### Taking the First Steps

There may be many people who would like to network, but that first step of moving from onlooker to actual involvement is too hard. Yet once that step is firmly taken, the momentum should make it easier to walk further, perhaps someday to jog.

Why not start by remembering network experiences you have already had regardless of whether you labeled them networking. The point is: networking is probably not new to you; you probably have been doing it all your life with nuclear or extended family, friends, neighbors, colleagues, church or synagogue members, etc. You just haven't been using the word, that is all. So begin by re-identifying as networking parts of those experiences that you can now see were indeed networking. Then

#### RE IDENTIFYING NETWORKING EXPERIENCES

*\*Mary went to a week long educational workshop last summer and met many interesting, informative people. She got to know one agency director quite well and learned of a job opening which called for her skills and would provide for greater challenge. On the suggestion from her new colleague, Mary applied for the job, and got it. While she says she was "just lucky, I guess" she was really a successful networker.*

*\*Charlie remembers back to his boyhood town and recalls a community of networkers. Dr. Schmidt did his family's dental work, while his dad helped with the Schmidts' plumbing and outside work. Neighbors all pooled together to provide food and a place to gather when someone's relative passed away, knowing the same would be done for each of their families when the time came. Every time a tree had to be felled due to elm disease you'd find all the strong young people joining the adults in guiding the tree to the ground. WHAT WAS "JUST NEIGHBORLY" CAN BE CONSIDERED NETWORKING. CAN YOU THINK OF EXPERIENCES IN YOUR LIFE THAT CAN BE RE-IDENTIFIED NOW AS NETWORKING?*

recollect all the good help you received, and may still be receiving from these networks and it should build your confidence that more of the same is waiting in a future of more deliberate self-conscious building of new bridges. In a way, the methodology of networking is mainly an attempt to go back again, in a

#### WAYS TO BEGIN

*\*Get your family to network on household chores: I'll do the dishes if you'll vacuum the living room floor, etc.*

*\*Turn staff meetings into network sessions by setting aside time for staff to share new skills and information as well as register needs (which will hopefully be met by the organization and/or other staff).*

*\*Arrange to get together for lunch with five or six colleagues with a commitment to share support and new information . . . also to gripe about frustrations and to dream about the future.*

rapidly moving and growing society to the best of earlier family and neighborhood times now diluted or destroyed by distance.

From this reassuring "re-write" of history, your next step might be to think about family, friends, colleagues, people with whom you are close and comfortable. Perhaps you could discuss some of the networking methods, or simply introduce the topic to them. By starting to network with people from this comfortable group you'll build your skills and avoid possible problems that could accompany networking with strangers.

If you get to this tryout stage with them, pick out one or two of the more enjoyable and visibly win-win networking methods described in Chapter Four. You might even throw a network party, or introduce some of the methods as a game at a social event. Further along, and somewhat more formally, get together with others for a Bridge workshop as described in Chapter 6. At this point you might be tapping into a group you already belong to: church or synagogue; common interest group; service or social clubs. Such groups are often "unconscious networkers." All you will be doing is raising their awareness and skill levels, and our experience suggests you'll be seen as a valued contributor.

Another first step or early step is to identify networking groups in your neighborhood or community which a) focus on subjects of interest to you, and b) welcome members such as you. For example, a neighborhood recycling effort, small business owners club, etc. All the better if such a group deliberately trains and supports its members in network process.

The combination of knowing how to and understanding why, is optimistically reminiscent of what has happened in energy conservation these past few years. Previously, people didn't caulk their windows and weatherstrip their doors because they didn't understand its usefulness. Now, with education and awareness, our record is much better; far less energy is escaping from our homes. Now let us do the same for the conservation and channeling of human helping energy.

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People are the primary resources in a network. The choice of these people--insofar as it is within your power--is therefore crucial to the success of networking.

Here are five steps for forming a circle of common concern:

# CHAPTER THREE

## CHOOSING NETWORK PARTNERS: FORMING A CIRCLE OF COMMON CONCERN

- A. Make yourself aware of the wide range of concerns for which network help is available.
- B. Within that context, identify your network needs and purposes.
- C. Look for people who have experience in that area of concern.
- D. Within this experienced group, try to find people who are likely to be compatible and considerate as network partners.
- E. Think about how you're going to get and keep in touch.

In real life application, the steps overlap and may occur at essentially the same time; we keep them separate mainly for purposes of explanation. Nor does the five-step process mean that you'll necessarily be doing all the seeking. People may also come looking for you as a network partner. In that case, use the five steps as guidelines for responding to network invitations from others--even though this chapter will be written as if the initiative were all yours.

### A. Make Yourself Aware of the Wide Range of Concerns for Which Network Help Might Be Available.

Don't let your creativity be cramped by the unconscious assumption that networking is an esoteric process applicable in only highly specialized situations. Networking is essentially a problem-solving process which can help with almost any concern.

One can classify networks according to services, materials, and services designed to provide material goods.

#### SERVICES

advice  
peer support  
advocacy  
building support  
around an issue  
information

## SERVICES TO PROVIDE MATERIAL GOODS

food cooperatives  
buying cooperatives

## MATERIAL GOODS

tool-sharing  
books  
food  
supplies  
paintings  
bikes

Merely as examples, "services" might include board development; coping better with single parenthood; career exploration and growth; nutrition in the public school system; drug dependencies; public transportation; day care; companionship for seniors (by seniors).

For an individual, the service needed may include the alleviation of personal or professional isolation, or feelings of powerlessness and lack of self-confidence, vulnerability, confusion about the future, etc.

Once you're aware of the range of network options possible, don't pigeon-hole yourself in only one network box. Thus if you are developing a women's network and assume all you'll do is share personal support, your network may be passing up some important opportunities in also advocating for women's rights, or sharing more concrete advice with each other. Or say, you're planning a neighborhood network in which you'll share lawn mowers, snow blowers, and the like; you may discover you could also usefully share information on gardening, and outdoor exercise among at least some of the neighbors.

But even when you've gotten and given as much as you can from a single people-linking system, we doubt if any one network is all you'll need. We suspect--we aren't sure--that most individuals could benefit from at least several distinct networks, and possibly as many as eight or ten.

If you have too few networks, the danger is that you're trying to get too much and too wide a variety of help from any one network. If you have too many distinct networks going, the problem may be "administrative"; keeping track of all your linkages and finding time enough for them all. But one thing is sure: there are too many places we want to go for one bridge to take us everywhere.

This leads to a people selection point: beware of burnout of trusted and respected people with double or triple duty in your networks. True, a friend might comfortably and effectively function in up to two or three of your networks. But all of them? No way, and it's not fair to allow them to remain in such an overloaded situation. Nor is it usually effective. Thus the kind of person who's helpful in your energy conservation bridge may be a cipher in your poetry-reading network. The person who's a good information networker might be poor for personal support networking, etc. We would be the last to suggest segregation, but still, strange as it may seem, people from your different networks may rarely or never meet, and have little to say to one another if they do.

## B. Identify and Define Your Own Network Needs and Purposes.

If you don't know why you want the network, and what you want to get and give, you won't know who to involve.

First ask yourself what are the issues or problems you want help with and for which you are prepared to give help in return. The earlier lists of network types might be useful as reminders of possibilities, and Worksheet #1 should further assist your thinking on this.

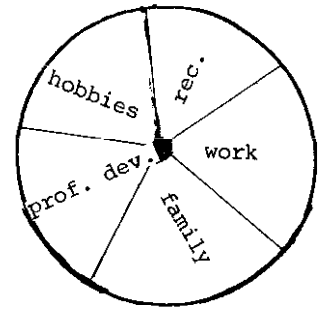
Your goals should be broad and flexible enough to change through network experience. We suggest you identify all or most of your network needs at once. That doesn't mean you should try actually to begin many networks simultaneously; one at a time is a far better rule. It does mean you are less likely to lump too many things together to overload a single bridge between people.

## C. Look for People Who Have Experience in the Subject Area Chosen for Networking.

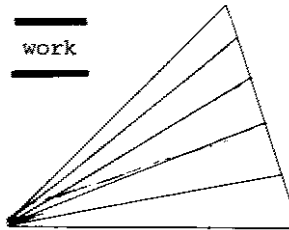
These will be people who have something to give because 1) they have experienced the problem/need firsthand, e.g., lack of money for worthy programs or projects, or 2) they have special training or expertise relevant to the area, e.g., training in fund-raising, or some combination of these two.

WORKSHEET #1 (STEPS A, B, & C)

FINDING YOUR CIRCLE OF COMMON CONCERN



1. Draw a circle, or pie shape and write in all the areas of your waking life as "pieces" of the pie. Be more specific than the chart, e.g., "photography," "birdwatching," etc. instead of just "hobbies."
2. Pick one piece of your pie, or area of your life, where you might like to connect with other people.
3. Further refine and define this segment.



- administration
- supervision
- fund raising
- crisis counseling
- etc.

4. Answer, in writing or orally, the following questions:

What do I need in order to improve this aspect of my life?

If I could wave a magic wand, what would appear?

N	-improved techniques for handling crises
E	-specific persons at agencies I can count on
D	-someone I can talk with and get support from
S	

5. When you have your needs listed from paragraph 4, choose a general area that you would like to concentrate on (for example, a crisis counselor as listed above).
6. Could other people help? Brainstorm who you already know that could help in one of these need areas.
7. Brainstorm a list of people/groups you have heard of who might be helpful. Think in terms of the widest range of logical places you could look.
8. Now you have your needs defined in one area and you have some lists of people and places to begin looking for networkers. Besides carefully selecting "good" networkers you'll more likely meet with success if you now think of what you can OFFER in this area you're choosing to concentrate on.

Brainstorm numerous answers to the following statement:

Something I enjoy doing, am fairly good at, and which might be of use to others interested in this area is \_\_\_\_\_

Now you are ready to start searching for those in your potential circle of common concern (and have something to offer them too).



In most cases, it is equally important for people to be able to acknowledge their readiness to receive help or information. Avoid pious pillars of perfection. One of the best networkers in American history once claimed that he'd never met a person he couldn't learn something from. The networker's name was Abraham Lincoln.

Worksheet #1 should help tie together steps A, B, and C, then prepare us for later steps.

D. Try to Find People Who are Likely to Be Compatible and Considerate as Network Partners.

Expertise is not the only criterion of a good networker. Certain other features of attitude, style, and belief are just as important as experience. Thus, if you're a minority person seeking personal growth, KKK members are out! Say the same for a career women's support network. Male chauvinists need not apply! Racists and sexists may have (or claim) some experience in these subject areas; it's just that their values and beliefs are beyond the pale of tolerable dissent in the above networks.

Then there's the matter of attitude and style which makes some people easier to network with while others are just awful and can actually be destructive. Our thanks to Connie Hyatt\* for a vivid description of several types who specialize in blowing up people bridges in the volunteer leadership sector.

Turf Ogre: A person with insecurities who needs to control. Turf Ogres can be found dominating meetings, identifying [others'] successful projects by the pronoun "we," hiding names of volunteers, never mentioning funding sources, looking after #1, and in general being difficult. Turf Ogres fear the 'pirating away' of volunteers more than any other calamity they can imagine. They encounter great difficulty dealing with volunteers who do not see themselves as slaves.

Co-Opter: A person with a silky smile and an overly agreeable nature. Co-opting is a very effective way to neutralize the competition. Co-opters want to own people and are, in general, immature, insecure and lacking in a sense of professionalism. A Co-Opter 'assimilates' the competition by including them as members, making their

activity a part of her/his newsletter, making sure that the competition is always invited to recognition events and receives a reward if possible. [In these ways,] a Co-Opter will destroy the competition's ability to relate to anybody else. Co-Opters encounter great difficulty with networks, democracy, the vote, adults, etc. [Watch out you don't wake up and find yourself in their network, never knowing how it happened.]

Lone Ranger: A person with the 'only I can do it' martyr syndrome. Lone Rangers can be found working late, reassuring the world that only their agency is helping resolve a problem [mainly because they won't let anyone else help], heaving sighs of fatigue while volunteering to take on added tasks, suffering burnout while making sure that nobody can rescue them and generally seeking lots of sympathy. The word 'delegation' is frightening to a Lone Ranger."

\*Brackets indicate additions by the authors to relate this more closely to the present guidebook.

Does all this contradict a belief that anyone can network (well, almost anyone)? Not necessarily. It may just mean that some of us are distinctly better networkers than others. And even the unpromising types might function better with certain people and situations. Thus, it may be that my ogre is your generous friend, and your Lone Ranger is my team player.

We do suggest that wherever possible you begin networks with people you know and trust, and people they know and trust, or with people whose network ability is reasonably well assured in some other way such as active membership in a credible organization. Then steadily build, through personal knowledge, linkages in subject-area groups. But, risks will be there always when people reach out. Thus when you're new in town (or at the office, the church, etc.) or just plain lonely, you're more prone to glom onto just about any available person as friend or networker.

Don't rush that reaching out; it's too important. As we've said before, do your best to associate with people you have good reason to trust.

\*Connie D. Hyatt, CAVS, Supervisor of Volunteer Services, State of Oregon Department of Human Resources.

E. Think About How You're Going to Get and Keep in Touch.

Let's say the first four steps have led us to this most marvelously qualified person. In Tibet. We should never have gone that far. Our network partners must have all the three C's, not just compatible and capable, but also--connectable. Ordinarily, we're looking for the easiest, most meaningful accessibility between people, and usually, not always, that means being in the same geographical space. On the other hand, if your purpose or concern is esoteric, the relevant people are likely to be farflung. If you're really interested in the mating habits of whooping cranes, or in ancient Greco-Roman games, you might need a continent or two to complete your network with interest-sharers.

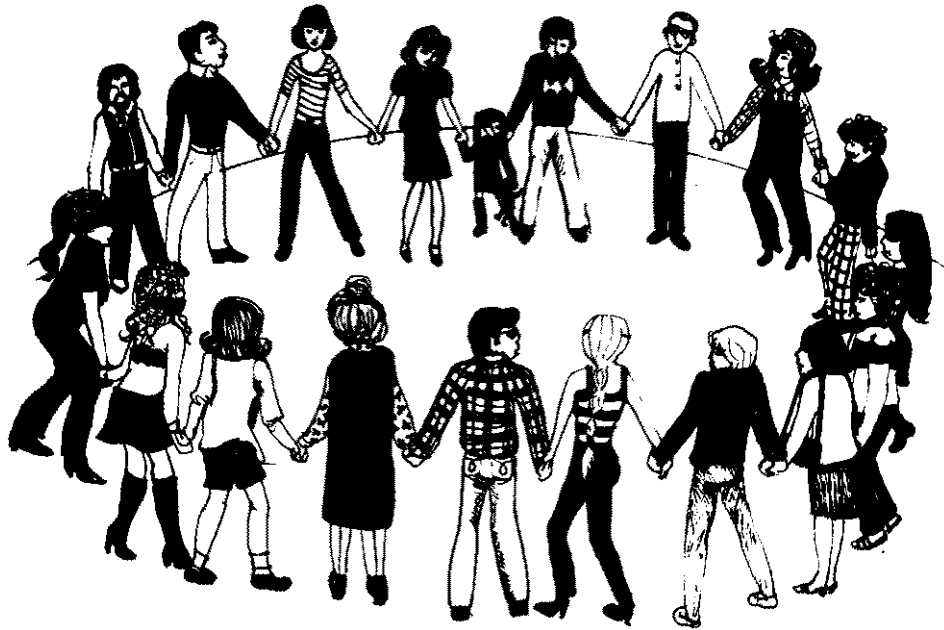
But most network purposes are ordinary and important enough so that a reasonably populated area will contain enough potential network members. Thus how many city blocks does one need before there are enough senior citizens for a network? True, since many senior citizens may not be willing or able to participate in a particular network for them, you might still have to reach out a ways.

One important consideration here is choice of network medium. Insofar as it is desirable that network connections be frequent and face-to-face, your members should live reasonably close to one another (especially with soaring gasoline prices). Insofar as your network can be a telephone tieline, you can go further out (easily to the borders of the toll-free area). Finally where occasional in-writing, or in-print contacts suffice for an effective network, members can be located almost anywhere with reliable mail service.

When and where the meetings will be in person, a few obvious points should be remembered. There should be easy accessibility for people in wheelchairs. Generally, the surroundings should be informal, comfortable, and convenient.

Almost any method used to get and keep in touch will take someone's special initiative and time to make it go. This crucial person(s) calls people for meetings, reminds them of network responsibilities, monitors and reports on progress in common projects, and generally keeps the whole thing together.

This initiator-maintainer-enabler person(s) is a key ingredient in all but the briefest and simplest of networks. Perhaps you intend being that person. If not, look for her/him as a hub of your circle of common concern.



Let us say our circle of common concerns is identified. There are still only people with the potential to help one another in a network. In this chapter, we describe ways to convert the potential to actual, making it a sharing circle.

There is no recipe for miracles here, no formula. Instead there are strategies and approaches which await your creative selection, adaptation, and additions. Even our suggested sequence owes more to formal logic than to the way people might actually operate. Where you have the choice, we hope you'll flow more with the people than with the logic: skipping steps, reversing them, etc. But the logic may help us look at some practical methods for creating networks:

## CHAPTER FIVE

### CONTINUATION: LET THE CIRCLE BE UNBROKEN

- I. Forming the Circle of Common Concern
- II. Making It a Circle of Sharing
- III. Tapping into Wider Circles

## I. Forming a Circle of Common Concern

Chapter Three got us to the point of discovering other people who share our interest and concern and have the potential for give and take with us in a given subject area. This is also the first major step in networking. Indeed, for facilitators, getting the right people together and then immediately getting out of the way may be the only step that is needed. The right people collected can manage to get help-connected in their own ways which may appear unsophisticated and virtually unconscious to us. But good networking may be happening. We as facilitators need to keep a heavy rein on our own propensities to articulate methods and intervene with them while keeping the lightest possible rein on the people meeting in a circle of common concern. After all, people in their own communities know best what networks need to be developed and what concerns are of highest priority.

Watch what's happening. If what may appear to you as little more than aimless conversation is getting things done, leave it alone. But if some direction or structure seems needed, start with the lightest touch of techniques first. Here are the light touch processes we've used with success:

### A. Guided Conversation #1 (10-15 minutes or more)

1. Pair up, preferably with someone you don't know well.
2. One person spends 3-5 minutes sharing something new and good, some concerns and some issues, in the general subject area of common concern.
3. The other person then does the same.
4. The pair takes a few minutes indicating to each other how they might be of help to one another on the issues, concerns, etc.

With a small group (6-8) this could be done in a circle. Each person could state their "news and goods" concerns, etc. Then participants could respond to concerns others raised with brief offerings of help. More time can be

taken and the group can share extensive help, but generally this exercise is used as an icebreaker and/or demonstration of how quickly and easily people find ways to help each other.

### B. Guided Conversation #2

1. Go around your circle and ask each person to state, in the area of common concern:
  - a) What they'd like to contribute to the group,
  - b) What they'd like to get out of the group.

Just this little bit of guidance may be all that's needed to keep the group on track. In any case, these exercises and other similarly simple ones will illustrate to participants how much payoff there can be for just a little structure.

At one of our workshops a small group doing this exercise found that by starting with what they'd like to contribute to the group they were able to discover more about each others' skills, resources, and interests than they'd ever have imagined could happen in 15 minutes. Of course, they never got around (in that session) to describing their needs, but isn't that wonderful--people so busy saying what they are willing to give that they didn't need to focus on their needs!

## II. Making it a Circle of Sharing

Suppose now we want to deliberately facilitate networking a bit more than in the gentle way of Guided Conversations, and this among people who have a common subject/topic of interest?

The key to facilitating a bridging-type network is to start with people's natural motivations. Build the network on individuals' self-powered motivations. Simply stated, ask individuals what they have to offer and what they want to get. Make no assumptions; don't try to sell or entice people to share; but do provide the time and safety for people to think about themselves, their assets, and their needs, and how they'd like to share or trade them.

Networking is not like a Siberian-based company needing ditch-diggers;

we don't need to provide strong monetary incentives. Nor is networking like the social service agency that tries unsuccessfully to inspire people to work with the mentally handicapped. On the contrary, networks start with members who recognize their own motivations and are glad to offer their help because they know they'll be receiving something they need in return.

This is the "natural motivation" we're looking for. When people see that their needs will be met they are then free to offer some things. Better yet--in networks--members see that they will likely get their needs met precisely because they all start by offering their strengths. Let's look at a simplistic example: five of us are sitting around, roasting in the heat; we all share what help or service we could offer each other to alleviate the heat. As each person sincerely offers his/her help (to make iced tea, to drive to the beach, etc.) it becomes more and more clear that everyone will get some relief from the heat.

Or let's say we had a group of social workers and social service staff that wanted to start an information and referral network. If they all met monthly to offer information to each other, each would certainly know they'd be leaving each meeting with more information than when they came.

So, individual and group needs are eventually met by people offering their strengths. This is a little different from some approaches which start with needs, or gripe sessions, or gather without really getting focused on the common concerns. But it works; each of us is usually well-versed in our needs, and can benefit greatly by focusing instead on our offerings. But how to do it?

????????????????????????????????????

This next section will focus on the natural motivations we see in people, beginning with the most self-powered. You'll also find group exercises described for tapping into many of these motivations. There are some overlaps, in the descriptions and the exercises because rarely is a single motive totally isolated from all others.

\*\*\*\*\*  
Glad Gives  
\*\*\*\*\*

A glad give is something a person wants to do, enjoys doing, can do pretty well, which might be helpful to other people.

A mother of a teenage boy doesn't need to "motivate" him to ride his motorcycle; he will do it out of sheer enthusiasm. That would be a glad-give if it were useful to someone else. Perhaps this teenager also thoroughly enjoys working on car engines, and can do it fairly well. That may well be useful to, say, the family next door, and could be considered a glad-give from the boy's perspective.

The writing of this guidebook certainly is an example of a chain of glad-gives. We enjoy writing; no one had to compel us to do this. It was accomplished almost without anyone asking us to do it. The reviewers who helped us review our writing similarly were glad-givers, willing to help out of a genuine enjoyment for using their particular skills.

Each person has his own set of glad-gives. It is hard to predict what they will be. In our cooperative household we are defining our glad-gives and matching them with the needs (or tasks needing to be done) of the house. One person loves to shovel dirt needed for earth sheltering the north wall, much to others' amazement. Another person's glad-give is to clean out shelves that have not been touched for a year, a task that is probably not a glad-give on everyone's part. You never know what people might enjoy doing, so it's hard to assume what may be a glad-give.

Glad-Gives are perhaps the "best" motivation from which to work in that they are the most enjoyable, self-rewarding, and are more likely to have "no strings attached." It's understandable though that not every need in a community, or network, can be matched with a glad-give, but at times groups can get as much as 90% of their needs met through this motivation. For that other 10% or more we can look at a whole range of other factors possibly motivating helping attitudes.

## WORKSHEET #2

### WALKABOUT EXCHANGE

OBJECTIVE: demonstrate the Glad-Give concept in an exercise that enables people to easily exchange their glad-gives and needs. Can also be used as a connecting method in ongoing networks.

TIME: from 30-50 minutes

NO. OF PARTICIPANTS: over 15 works well, up to 100 is possible

MATERIALS NEEDED: Five 3x5 cards for each person, straight pins or tape

#### PROCESS:

A. Explain the idea of a glad give (see text).

B. In small groups (3-5 people)

1. share first thoughts of glad gives related to the purpose of the group.

2. brainstorm and share individual needs.

(Both of these for the purpose of clarification and to give individuals time to start thinking about their own glad gives and needs.)

C. Have everyone who wants to participate write 2-3 of their glad gives on a card with their name and phone number (one glad give per card). Affix cards by pin or tape to sleeve, chest, etc. for others to easily read.

D. Walkabout the room; mix, mingle, keep moving. After clarification and negotiation, any person who sees a glad give they can use picks it up. It is then their responsibility to arrange with the glad-give person a time and place convenient to that person for the transaction.

E. To preserve balance in the system, no one can donate more than one or two glad gives until they get at least one for themselves. In about 10 minutes of walkabout, virtually all participants either have given or received at least one glad give, typically. Allowing people to write further glad gives as they move around further opens up the process.

F. The walkabout can continue for hours so you'll need to let the group know the time frame you're working under. You can help the group debrief with a discussion on the following:

--what matches were made?

--did you feel you were balancing the give and take relationship with others?

--how often could you do this exercise in this group before all possible matches were made?

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\*A more extensive process for matching glad-gives to needs is called MINI-MAX and is described in The New People Approach Handbook, by Ivan Scheier, Yellowfire Press, 1981.

★★★★★★★★★  
 Do-It-Anyhow  
 ★★★★★★★★★★

Do-It-Anyhows resemble glad-gives in that people have convincing or compelling reasons of their own to engage in the activity. They do not need outside persuasion to do so. The two are similar in that they can involve material goods as well as services (Have-It-Anyhows), but for purposes of simplification, we've used only service examples here. But, Do-It-Anyhows are not necessarily motivated by glad-give enthusiasm. Color them indifferent, or possibly grudging, and you'll be right more often than not. Some examples of Do-It-Anyhows might be:

- You're driving to work and you pick up a hitchhiker. It's something you wouldn't have done unless you were "driving there anyhow."
- As you cook a gourmet dinner, you let a friend watch and learn, as long as it is not too inconvenient for you. You are cooking anyhow, so it's not much trouble to teach as you prepare the food.
- You're going to a conference in Washington D.C. and tell a colleague that you wouldn't mind visiting the Federal Agency that she is needing information on. After all, you're going to be there anyhow.

Care must be taken however, to ensure the "helper" is willing, and to make arrangements so she/he is not overly inconvenienced. We're not advocating forced help. An example of inconveniencing a Do-It-Anyhow might be a case in which you will be leading a workshop 500 miles away on citizen advocacy for the governor's convention and a colleague asks you "while you're there" to advocate his/her cause (which may or may not be something you believe in). You may well end up saying no to the request because it would be both inappropriate and uncomfortable for you. The motivation has to come from within the Do-It-Anyhow helper.

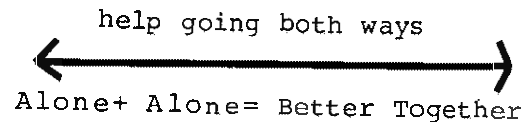
★★★★★★★★★  
 Better Together  
 ★★★★★★★★★★

Even when the inconvenience is minor, the Do-It-Anyhow might need a little extra motivation. Opportunities for increased motivation may occur in

combining less effective or enjoyable work with other people as in the old saying, two heads are better than one. This type of motivation for helping might be called Better Together. Previously, the basic elements were Glad-Gives (GG) and Needs (N). The helper gives a GG to someone who needs it.



We begin to move in a more horizontal fashion as people work together as peers helping each other. This happens in a Better Together model.



Some examples:

- We want to move a log. Neither of us has the strength to do it alone, but together we can do it. In combining to achieve an otherwise unachievable purpose, we are helping one another.
- It's time to do the annual report for your organization, and it's not one of your Glad-Gives. You could contact a colleague facing a similar situation and do your reports together. Neither of you would be the "expert" or the "client" but you would be helping each other do something you might not otherwise have completed as quickly and painlessly.

Another aspect of Better Together is involved with issues, advocacy, and impacting policy decisions. Generally, an individual, unless very powerful politically, doesn't have the impact a group has when trying to work on issues, policies, and the like. A staff person wanting to work on affirmative action in a large company may have an immensely difficult time trying to get his/her voice heard let alone make any changes. Due to the greatness (and possible hopelessness) of the tasks she/he may lose motivation. However, if even one other person could be found to share the challenge, the load might be easy enough to bear. And, most likely the two of them would continue to find other committed people to help. The motivation will be stronger in cases like this when there are possibilities of working together with others.

WORKSHEET #3: BETTER TOGETHERS

TIME: 35 minutes minimum

NO. OF PARTICIPANTS: from 5-40

These variations help CONNECT people. Once you are in the groups choose a facilitator and recorder or function in any way that proves to be Better Together.

FORMATION

Ask everyone to think about their answers to the following:

I WOULD LIKE TO BE IN TOUCH WITH SOME OTHERS INTERESTED IN OR CONCERNED ABOUT

- each person writes their top 2-3 issues on slips of paper and pins or tapes to sleeves, chest, etc.
- walkabout the room, gradually forming a group with others with common issues.
- as groups form, watch for the "strays" and let them make announcements of their issue to elicit others' interest. Any group size over two and under 7-8 is fine. Large groups should be split.
- structure the group process as you see fit or leave the groups alone and later ask them to describe their group process, and whether they connected for better or worse.

BALLOTING

Ask everyone to think about their answers to the following:

I WOULD LIKE TO BE IN TOUCH WITH SOME OTHERS INTERESTED IN OR CONCERNED ABOUT

- each person writes their top priority issues on slips of paper and puts in the "ballot box."
- a pre-designated committee then sorts\* the ballots into common clusters and reports to the group at large which issues people are connecting on.
- individuals then choose one of these groups and meet.
- structure the group process as you see fit or leave the groups alone and later ask them to describe their group process, and whether they connected for better or worse.

\*Group could be doing a Walkabout Exchange during the committee sorting stage.

POSTERING

Ask everyone to think about their answers to the following:

I WOULD LIKE TO BE IN TOUCH WITH SOME OTHERS INTERESTED IN OR CONCERNED ABOUT

- each person writes her/his top priority issue and name and phone # on large newsprint and posts it around the room.
- people then circulate around the room, adding their names and numbers to all other posters/issues they're interested in.
- have groups look at all posters, and combine any that seem to match or relate to one another.
- ask individuals to migrate to one poster/issue they are most interested in. If the original signer is in the group, s/he is facilitator and is responsible for calling the first meeting. Otherwise, the group picks a facilitator.
- structure the group process as you see fit or leave the groups alone and later ask them to describe their group process, and whether they connected for better or worse.

OTHER OPTION: for groups with shared issues:

- workshop leaders can have main issues posted on sheets around the room, with a few blank ones for additions by the group.
- individuals go to the issue posted that most interests them, or create their own. This is the quickest way to connect people and works quite well if you know the group and its needs.



Effectiveness will probably increase as well. Suppose you'd like to have a community-wide recognition event for the people in your program. Perhaps you can do something alone. But it will probably be better if you find others with the same hope and then strategize together, bombard the newspapers with letters, attend city council meetings en masse, and so on. It's not that any one of you is necessarily more expert or well-connected on the issues (as in a Glad-Give, although that may be so). Rather, it's that together you have the mutual support advantages of greater numbers, more ideas, and better morale.

While this factor is important in looking at people's motivation in networking, it is not always easy. We've all been in groups that have not worked. Group dynamics, communications, and the like, which teach us how to work effectively with groups, have been quite adequately dealt with in many other books. One potentially useful manual that may not be widely known yet is the Resource Manual for a Living Revolution by Virginia Coover, et al., published by the New Society Press in 1978. This manual is packed full of highly developed and useful group process skills including group dynamics, facilitating meetings, conflict resolution, and more. Order from: Resource Manual, Movement for a New Society, 4722 Baltimore Ave., Philadelphia, PA 19143, for \$5.00 plus postage and handling.

Better Togethers can be viewed in another, only slightly different manner: Toolpools. Toolpools are cases in which two or more people:

- 1) Share commitment to a common purpose,
- 2) As individuals lack the wherewithal to achieve that purpose, but,
- 3) By pooling materials, skills, or even just numbers, can better achieve that purpose.

For instance,

- You're great at graphics but don't enjoy writing; Joe's a pretty good writer but hopeless at graphics. Toolpool teamwork between the two of you make for a far better newsletter than either could have done alone.

- Mary's good at research on issues; you have connections in the legislature that she doesn't have. By Toolpooling you are far more likely to reach your advocacy goals.

Better Togethers and Toolpools are related. They both show how people can often work better together when pooling skills, needs, resources, and/or energy to get something done which could not have been done (at least not as well) alone.

\*\*\*\*\*  
Trade-Ups  
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Trade-Ups mainly involve the exchanging of "things," although it could be services as well. But this is not just any kind of trading, certainly not the type that victimizes one person for the advantage of another. Nor is this the closely calculated equal-value barter system. The Trade-Up takes its name from the concept of a trade in which both parties feel they've gained more than they gave. This is possible when each person trades something of relatively low cost to them, while receiving something of higher value.

Thus, say you are a skilled assertiveness trainer, and have already given this training to your staff. But now they need to know about grant-writing. You find a trainer in grant-writing and offer to give her/his staff an assertiveness training workshop in exchange for the grant-writing session. The other trainer is thrilled because s/he's been wanting to provide that sort of training for his/her staff for quite a while, and finds it quite easy to give your group the training it wants. While not all Trade-Ups are this clearcut, or even done in the same area, each person exchanges what is easy to give for the more precious. This produces a truly magical increase in value for both parties simply through knowledgeable identification and connection of win-win trading partners. In such cases, the trading partners are voluntarily helping one another, whether or not that happens to be their primary intention. They are in a real sense volunteering to one another, and whoever catalyzes this particular brand of value-increase exchange is, in our view, cousin of today's volunteer coordinator.

\*\*\*\*\*  
Others  
\*\*\*\*\*

QUESTS are another motivation that arises much like a Glad-Give: I'll gladly offer my help in a particular area because I want to learn more about it and/or get more experience doing it. Quite often we see high school and college students offering their services to volunteer agencies in order to beat the "Catch-22" game that says you can't get a job unless you have the experience and you can't get experience without a job. One thing to note when tapping into this type of motivation is that the person may well need training and supervision and should not be expected to produce the same work, at least to start, as an expert.

CONSCIENCE CALLS are worth mentioning, even though people might never refer to them as such. When motivated by our conscience to act (say in going to church on Sundays, donating money to worthy causes, protesting fair practices etc.) people are often very responsible and diligent in their actions. The call to act is appropriate when it starts within the person, not when they are too sharply pushed to act (creating a "guilty conscience"). Perhaps conscience calls work best when they're seen as Glad-Gives by the person.

The importance of naming all of the above motivations is not to begin a new semantics game but to give us an opportunity to delve more thoroughly into the natural motivations of people. Worksheet #5 demonstrates the variety of uses for some of the tools described in this chapter. Worksheet #6 presents another exercise which uses all of the "natural motivations" in a way that helps a group network within its own structure. With this many easily tapped motivations who would need to entice people to help?

### III. Tapping into Wider Circles

At some point, human resources in the circle are likely to become depleted in relation to network needs. To be sure, if it's a vital network with a good grasp on "how-to" methods, the network process will continue to attract new people to the network; the "fresh blood" of new human resources to match needs.

The suggested outreach process is:

1. The network group takes a careful inventory of current or immediately anticipated needs not being met (or sufficiently well met) by glad-gives, do-it-anyhows, trade-ups, etc., from within the network circle.

2. The unmet need list is discussed by the circle and for each need the group brainstorms resources possibly available outside the group. Also included on this list could be people who might have further information leading to needed resources.

3. Next the group should go back through its records and/or do a brainstorm session on the offerings group members have to give that aren't needed in the group. Thus, if by some fortunate chance your network had an excess of lawyers willing to provide legal services, they might offer their skills to other groups.

4. The reason for re-listing unwanted, or excess offerings is for trading purposes. Representatives of your group could contact other groups, and start by OFFERING resources your group is willing to give, e.g., legal services, access to workshops, etc. This begins the negotiation process with the other group which will hopefully result in both groups getting their needs met. You might also educate other groups in network methods, formally with a Bridge Workshop, or informally by explaining what a Do-It-Anyhow and/or Glad-Give is, and try to make some trades.

It's possible to imagine some amazing levels of sharing going on in the near future between and among network groups. But it's not always an easy process. We still need to examine means of making your own network last.

WORKSHEET #4

THE TRADE-UP GAME

OBJECTIVE: To engage network members in trades in which they offer what is of low cost to them and receive high value items from others. This exercise can be used as a demonstration or a "real" trading situation.

TIME: 60 minutes or longer, depending on size of group.

NO. OF PARTICIPANTS: groups of 4-8, total group size is unlimited.

PROCESS:

- A. Explain principles of Trade-Ups (see text).
- B. Form groups of 4-8 people and ask each person to take several minutes to write their trades on slips of paper. Each writes 2-6 tradable items, or services.
- C. Begin game with one person reading his/her tradables.
- D. If s/he finishes without any takers, go to left for the next reader.
- E. Anyone interested in the tradable being read can:
  - 1. Ask for clarification of what is being offered.
  - 2. Negotiate as needed.
  - 3. Take the person's name and phone number to arrange the exact trade later. Note: the trade does not necessarily have to be two-way. Person A could give to Person B, who gives to Person C, who then gives to Person A.
- F. The person who takes the trade then becomes the reader in order to become a "giver" of a tradable after being a receiver. This helps enforce the ONE-UP-RULE: you can't get ahead more than one give or take.

Gives	X			
Takes	X	X		

This person cannot take another unless s/he gives another.

- G. After trades within the circle have been exhausted, the group can rotate and begin trading again with new people from other small groups.
- H. There are many ways to end the game, depending on the function of the group. A few examples are:
  - 1. Ask people to "register" their trades on slips of paper to be given to you for recording (if you want to keep track of matches).
  - 2. Have the group evaluate the game and suggest improvements for future trading times.
  - 3. Discuss how the small group functioned together; what made trading easy/difficult; what kinds of resources were traded.

WORKSHEET #5

HOW TO USE BRIDGING TOOLS: AN INCOMPLETE LIST FOR LEADERS OF VOLUNTEER PROGRAMS

NEED	TOOL	POSSIBLE USE
I need to fill volunteer job openings	Glad-Give	<ul style="list-style-type: none"> <li>- present volunteers and staff could exchange glad-gives; you might end up re-arranging some jobs, and filling more than you think.</li> <li>- at the volunteer orientation have staff and new volunteers exchange glad-gives, then design job descriptions to fit the pair.</li> </ul>
I need to learn better training techniques	DO-IT-ANYHOW	<ul style="list-style-type: none"> <li>- find a local volunteer coordinator known as an excellent trainer. Ask her/him if you can sit in on his/her next training session.</li> </ul>
I need to recruit corporate volunteers	TOOLPOOLS	<ul style="list-style-type: none"> <li>- if you have the contacts arranged, have access to transportation, are willing to research and prepare materials for a meeting, but aren't familiar with corporate language and protocol...you could find one of your volunteers who does have that knowledge, who is committed to the program, and who would welcome the recognitions/he could get in the volunteer program as well as the corporate sector...and you could go together to the corporation to recruit.</li> </ul>
I need to plan for National Volunteer Week	BETTER TOGETHER	<ul style="list-style-type: none"> <li>- you and a local volunteer coordinator may not be "experts" at planning recognition events, but you each want to do something unique this year. You can possibly do better brainstorming together than alone. You may also be more inclined to follow through on your ideas with the support of another.</li> </ul>
I need to keep up with the field and read more journals	TRADE-UPS	<ul style="list-style-type: none"> <li>- find another coordinator who subscribes to journals that you do not receive and arrange for a trade. Quite possibly you receive some newsletters or journals that s/he would like to read,</li> </ul>

## WORKSHEET #6

### TYING IT ALL TOGETHER

An overall method for meeting the needs of a group through networking

(This method should only be used with groups who have previously read this guidebook, or otherwise learned about the methods--Walkabout Exchange, Trade-Up Game, etc.)

**OBJECTIVE:** To match individuals' offerings with the group's needs. For example, if you have a Girl Scout leaders group, with needs like learning new techniques, recruiting more leaders, planning trips, etc., you could use this process to figure out "who is going to do what."

**TIME:** Dependent on # of participants. (This process should not be done in one session, but broken up into smaller time frames to meet your group's needs.)

**No. of Participants:** flexible, from 5 to 50

**Materials needed:** plenty of newsprint, tape and markers

#### PROCESS:

- A. Summarize the following motivational elements discussed in this guidebook: Glad-Gives, Do-It-Anyhow, Quests, and Conscience Calls.
- B. Ask members to inventory all their offerings of these types related to the group's purpose.
- C. Have the group then brainstorm their needs related to the group purpose; one or more recorders write them on newsprint.
- D. After listing all needs of the group, go through and quickly have the group clarify each need: state the need as written and ask if clarification is needed. If so, ask someone in the group to explain.
- E. Ask everyone to come up and check their top 3-5 priority needs (as they see them for the group).
- F. Then, while the main group takes a break, have a committee take those needs that have a majority of checks on it and re-write them on newsprint, leaving plenty of space for people to sign below.
- G. Instruct the group to walkabout the room, with their list of offerings and decide which needs they can easily help meet through a glad-give, do-it-anyhow, etc. Upon finding a need a person is either glad to give to, will be doing anyhow, etc., have that person write her/his name on that piece of newsprint.
- H. Get the group back together and look at sheets posted around the room. Show appreciation to people for filling so many needs and explain that more will be done with the met needs later.
- I. For unmet needs: 1) Try and create Better Togethers: "If you could work on a need with others, what part would you take?"  
2) Try for Trades: "I'd be willing to do \_\_\_\_\_ if I didn't have to do \_\_\_\_\_."

Go around the circle negotiating Better Togethers and Trades with a person or two recording the matches on the sheets posted around the room.

- J. If no one is able to meet a need of the group through any of the above processes, ask the group to re-think its importance: "Can it NOT get done?"

- K. If it must get done, brainstorm how the need could be met from someone outside the group: "Who do you know that might be able to help?" These people could be invited to join the network or could be asked to trade help with the group.
- L. Go back to everyone's original lists of offerings. Ask people to name some of theirs that have not yet been offered that they'd be willing to trade with another group. Record these, for reference when you're trading with another person or group.
- M. Ask for a Glad-Giver or several to be in charge of negotiating the trades. These people can then plan actions based on the information gathered.
- N. Now, back to the MET needs of the group. Break up into committees of 3-4 people who will be carefully looking at each need and the names listed underneath. The committee's job is to turn the need into a general job description defining: what needs to get done (specifically), how much time is involved, what qualifications must the people have to work on this need, and how many different people could share this job.
- O. The job descriptions are posted and the group brought back together. Go through each job and ask the original signers to what extent they can gladly meet the description. Star (\*) the names of those committed to working on that need, and ask them to draw up a statement of what it is they're willing to do and for how long.
- P. Continue until as many as possible of the needs of the group have people committed to working on them.

# CHAPTER FOUR

## METHODS TO MAKE IT A SHARING CIRCLE

Networks can serve their purposes over any timespans, including brief ones. Therefore it's important to look regularly at whether your network has become obsolete. Perhaps the network's original reason for being has gone away; for example, the issue which brought you together has been successfully resolved.

The decision to continue need not be unanimous, draining energy and goodwill in the search for absolute consensus. Let those who feel the network has served its purposes for them, go with your good wishes, while the rest of you continue, perhaps with freshly interested participants.

Now suppose it's felt that there's some reason to keep going, for at least some of you, though you're not quite sure why or how. Here are some suggested guidelines.

A. Ask yourselves why the network should be ongoing. Are the original needs still being addressed or have they changed, and, if so, how?

B. Define or re-define the network purpose in such a way that it can continue to change and grow as the group's needs change and grow.

C. Brainstorm all possible methods for keeping in touch, via an ongoing communications system. A few possibilities are described below but your purpose and creativity will enable you to brainstorm appropriate methods. However, don't be so "creative" that you forget basics. We've seen intelligent, and experienced people who shared a common interest, nevertheless leave a meeting without getting each others' names, addresses, and telephone numbers or arranging times and places for a next meeting--even though they obviously did want to continue networking. Don't neglect those little details; it's usually best to handle them well before the end of your first meeting.

D. Here are some methods for keeping your network going.

1. Regular Re-Starts. If your circle of common concern is part of a regularly-meeting group, you can continue your network by re-starting or at least refreshing it at each meeting. The basic agenda would be a) monitoring and discussing network transactions since the last meeting, and b) re-starting preferred network

processes such as Walkabout Exchange or Trade-Up. This will also help orient new participants to the network.

Suppose the network is not part of a regularly-meeting group. Re-start gatherings can be called at individual initiative based on perception of urgency of challenge arising in the networking area. A "safe house" group does this successfully. Whenever one or more of the members feels a vital, relevant concern has occurred or built to a level needing response, a meeting is called. They meet at a pleasant retreat-type setting and network resources relevant to the problem, such as mailing lists, ideas, connections to decision-makers, etc.

2. Workshops are in one sense a special case of re-start, but they have special appeal for people interested in learning, including potential new members for the network. Another special feature is the guided practice which helps network members perfect their techniques. Example: A local professional group of social services directors sponsors a monthly workshop for its members and other interested people. Their purpose is to develop managerial skills and enhance their professional growth. Rather than calling in outside "experts," they've developed a network. At each workshop, different members volunteer to facilitate some variation of the Better Together process, or they may periodically do a Walkabout Exchange (matching Glad-Gives with Needs). Creative in their variation on methods, they keep the network flowing; participants continuously learn from each other, invite new people to attend, and evaluate the group's needs at the end of each workshop. The key question in this evaluation is: What area(s) do you want to work on next? The network is easily managed by rotating a steering committee which tallies the evaluations, plans the next meeting, and locates a willing member as facilitator.

3. Newsletters are a commonly used communications tool. Indeed, they are so popular and numerous that many never get read. For your network purposes, you may want to explore cooperating with already existing newsletters which some or all of your participants receive or are likely to read. Or perhaps you could combine resources and co-publish a newsletter with another related group(s).

In either case, the basic network-in-writing is just like the usual classified column in a newspaper or advertising sheet, except that money is neither asked nor offered.

On the following page is an example of such a column, re-printed with the kind permission of the national journal in which it appeared: the EXAMINER of the National Association on Volunteers in Criminal Justice. Because the information is not needed here, the names and addresses of offerers and wanters have been omitted.



THE COLUMN:

This column is an attempt to facilitate networking of services. In it you will find specific services wanted as well as offered. All services offered are volunteered with no fee attached.

It is NAVCJ's hope that you will take advantage of the listings. Please, if you can help those that need service, write or call them. Likewise if you can benefit from those services offered, contact the individual.

CONTRIBUTIONS:

If you would like to contribute to the "Help Wanted Offered" column, send your contributions to: Editor, NAVCJ Examiner, Box 6365, University, AL 35486. Be sure:

1. Your contributions are specific in nature so that there is no confusion with the readership of this journal.
2. There should be no offerings or requests that have any fees attached.

(WANTED)

MOTIVATION  
VOLUNTEER INSURANCE

- (1) Tips on how to motivate volunteers to attend in-service activities
  - (2) Information on volunteer insurance.
- Respond to:

CORPORATE INVOLVEMENT

Need innovative ways to involve corporations in service to a large volunteer program.

Respond to:

INSERVICE TRAINING  
VOLUNTEER RECOGNITION

- (1) New content and techniques for volunteer in-service training
- (2) New volunteer recognition ideas

Respond to:

CREATIVE RECRUITING  
TECHNIQUES  
NEW TRENDS

- (1) Creative techniques in recruiting volunteers
- (2) Literature of new trends on volunteerism.

Respond to:

SWIFT PAPER WORK

Strategies for motivating volunteers to return their monthly reporting forms to their supervisor.

Respond to:

(OFFERED)

P.R. & RECRUITMENT

Effective and innovative public relations and recruitment strategies. Respond to:

NUTS AND BOLTS MANUAL

- (A) "Nuts and Bolts Manual" for setting up and maintaining a Community Service Order program for Adult Offenders, which is run by volunteers.

Respond to:

VOLUNTEER PLACEMENTS  
PROGRAM PLANNING

- (1) A listing of resources that can be developed for non-traditional volunteer placements of juveniles in Community Service Order programs.
- (2) Excellent handout in basic volunteer program planning.

Respond to:

CITIZEN ADVISORY BOARDS  
TRAINING TECHNIQUES

- (1) Information on how to start and maintain citizen advisory boards
- (2) Content and techniques for volunteer orientation and training.

Mark Thornhill, Editor of the EXAMINER, tells us that the response to offers is about 35 times as frequent as the responses to help wanteds. Among other things, we take this as confirmation that offerings are far more powerful network activators than are sheer statements of need.

There are all kinds of communication media a network group might use, provided access exists: magazines, CB radio, bulletin boards, walls, telephone poles, etc. More imaginatively, some have had a sharing tree, festooned with glad-gives and needs. Not a bad idea for Christmas either. Thus, this year why not give of yourself for Christmas.

The problem with newsletters and physical centers (bulletin boards, trees, walls, etc.) is the lack of face-to-face contact in negotiating exchanges, and in monitoring the entire system for performance as promised. Participants should be clearly advised of the risks of misunderstanding or rip-off.

4. Telephone Trees. One useful method is to divide the membership list into groups of five or so. When information needs to be spread, you or your committee can call one person from each group and ask that person to call the other four. By rotating the main caller within each group, the responsibility for calling won't always fall on the same shoulders. A side benefit of this process is that each group of five people get to know each other better through regular communication and perhaps develop a stronger support system among themselves. But the communication groups needn't be fixed in membership. Also effective is giving each person called, several other numbers to call--perhaps different members each time. Telephone trees get information to all participants quickly and effectively (as long as no one is forgotten). In any form they are an excellent model of communication in a fluid network--everyone is involved in receiving and giving information.

A regular use of a telephone tree is to alert networks to critical points reached in regard to some legislation for volunteers. The message conveyed is the description of the critical point plus concrete suggestions for doing something about it, e.g., address or phone number of a crucial legislator to contact.

5. Central Network Pools or Registries are perhaps the ultimate in permanence. Central network pools usually have the following elements:
  - (a) A locale, usually with phone, filing equipment, etc.
  - (b) Provisions and a process for contributing information, ideas, skills, and things to the pool.
  - (c) Guidelines for withdrawing these human resources, according to need.
  - (d) People, usually volunteers, to plan, operate, and monitor the system.

The Lending Library Network Survey, attached, illustrates the key kinds of questions which should be asked and answered in planning a Central network pool--in this case for materials, but the same principles hold for other network ingredients. The survey was used with the Boulder, Colorado, Association of Volunteer Coordinators, and seemed useful in providing them with relevant data for decision-making.

Two samples of input forms for a central network pool also follow. Similar kinds of forms could readily be developed for Do-It-Anyhows, Trade-Ups, etc.

Input cards can serve as basic elements in your central network pool filing system, with space on each form to record usage of the offering (something like a library book card). The input cards might also be grouped into categories of interest to network participants.



- E. Would you be willing to contribute some volunteer time to developing and maintaining the library? e.g., cataloguing, record-keeping, etc.
1.  yes
  2.  no
  3.  undecided

F. If yes, about how much volunteer time might you be willing to contribute?  
\_\_\_\_\_ hours per month. Preferable times are \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- G. If no, do you believe it feasible to recruit community volunteers to help develop and maintain the library?
1.  yes
  2.  no
  3.  undecided

- H. If yes, would you be willing to help recruit such community volunteers?
1.  yes
  2.  no
  3.  undecided

- I. What lending policy would you prefer for the library, should it come to pass (choose one alternative)
1.  Only materials contributors should have borrowing privileges.
  2.  Materials contributors should have some priority over non-contributors in borrowing from the library.
  3.  Everyone in the Association of Volunteer Coordinators should be allowed equal access to borrowing privileges.
  4.  Everyone in the County should be allowed equal access to borrowing privileges.

J. Other Comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

NAME \_\_\_\_\_  
(optional)

PHONE \_\_\_\_\_  
(optional)

CENTRAL NETWORK POOL

Glad Give Registration

Circle One

I believe I am (Good/Very Good) at the following skill or activity and am (somewhat/highly/very highly) motivated to share it with others:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

CONDITIONS OF SHARING:

Up to \_\_\_\_\_ Times a month and/or \_\_\_\_\_ Hours a Quarter

Up to \_\_\_\_\_ Hours a month and/or \_\_\_\_\_ Hours a Quarter

Up to \_\_\_\_\_ people at a time

Beyond \_\_\_\_\_ only if actively renewed by me  
(date)

Other conditions \_\_\_\_\_

Network Pool Coordinator \_\_\_\_\_

Contributor \_\_\_\_\_

Address \_\_\_\_\_

Phone \_\_\_\_\_

CENTRAL NETWORK POOL  
Better Together

Name \_\_\_\_\_

Address \_\_\_\_\_

Telephone \_\_\_\_\_

Please put me in touch with someone who is also interested in:

A. The following issues (in volunteer leadership)

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

B. Sharing information or skills in the following areas or functions in volunteer leadership, such as recruiting, training, etc.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Put a single, double, or triple asterisk next to any of the above to indicate the level of interest you might additionally have in helping organize a group to work on this topic. \*\*\* = very strong.

Signature \_\_\_\_\_

Date \_\_\_\_\_

There should also be one file card for each network participant, recording times her/his offerings were taken by others, and times he/she took advantage of others' offerings. This card can serve as a reference in guarding against exploitation, according to a guideline such as : no one person may draw from the network pool more than once (or twice) in excess of the times her/his offerings have been used by others.\*

E. Ongoing networks need attention, initiative. We suggest that you build a living bridge by building shared leadership into the network. Because many of our models of leadership in this country are singular and charismatic, many of us fall into the same mold when developing leadership for a network. Resisting this single leader model is vitally important in a network which is based on the knowledge that everyone has something to give and to gain.

Every group does need a leader. We're not suggesting the network try to move without one. But why only one? Shared leadership helps avoid burnout, disperses decision-making power and builds commitment to the group purpose via shared responsibility and power.

Much needs to be learned about shared leadership. Many of us have been too well trained to think of one person in charge as in the saying: "Too many cooks spoil the broth." We need to discover the right combination of leaders so that the broth is made better by more than one cook. What we're looking for is Better Together leaders whose intelligence, resources, and ability to think about the group is increased by the leaders working together. Division of responsibilities in one state office of volunteering allows the director and assistant director each to do what she/he does best, e.g., public speaking, writing, evaluation, technical assistance, without rigid disposition of duties according to "status" or formal role descriptions.

F. Most networks require some serious planning. A complex, ambitious network may require a series of planning meetings to refine purposes, select methods and communication modes, etc. Here are some tips in planning your own custom-made network.

1. A full day or weekend "retreat" can be far more effective planning time than the same number of hours spent together during periodic meetings.
2. Designate people to be in charge. Every group needs at least one person to be thinking about the overall picture. You may have many leaders of task forces, but be sure to have overall director(s).
3. Don't call more planning meetings than are truly needed, and don't keep the planning committee together any longer than needed, or wanted by that group. It's easier for members (especially planners) to keep their commitment to the group if they're not asked to be over-committed. "Death by Committee" is a common cause of efforts never finding completion. Helpful to planners and other leaders is a specified time commitment, e.g., "Would you be willing to be a member of the planning committee for the next six months? We'll be meeting every (date) at (time)." Then they can of course agree to stay on longer, which they probably will if it continues to be a glad-give.

#### In Summary, Looking to the Foundations

Foundations driven deep and sure in the ground, assure a solid bridge. For bridges, these are called pilings, hence we think of the P.I.L.E. principle to help us remember some network fundamentals.

\*As this guidebook goes to the printer, we received literature describing what seems to be a versatile computer-assisted central network pool. This is the Open Network, a project of Network Research Inc., Denver, Colorado.

## P OWERING

Design your network to be as motivationally self-powering as possible. Use as many of the natural motivators (glad-gives, better-togethers, etc.) as you can. The network will move as long as it taps into participants' natural motivation and needs.

Also look into helping people to GROW not just to keep on doing what they know best. A network can start with glad-gives and gradually move on to finding ways to encourage members to explore new areas (Quests).

## I DENTIFICATION

Any network needs to be very clear about what it is, why it exists, and who it is for. The following areas should be explored in working towards such clarity:

- Our area of interest/purpose is...
- Eligible members are...
- Methods for outreach to potential participants are...
- The geographical territory covered by the network is...
- The needs of the individuals and the network are...
- The elements involved are (ideas, things, personal support, etc.)

## L OGISTICS

Help set sensible formats and rules for your network. Areas to be covered are mentioned below and also described elsewhere in this guidebook.

- Connecting people in the network.
- Planning for a balanced network which diminishes the likelihood of exploitation.
- Organizing the network so it is simple to manage, staying clear of creating another bureaucracy.
- Coordinating coverage of the system.

Do you need a central location for information to be stored? How will you keep track of glad-gives and needs? How can the network be maintained and by whom?

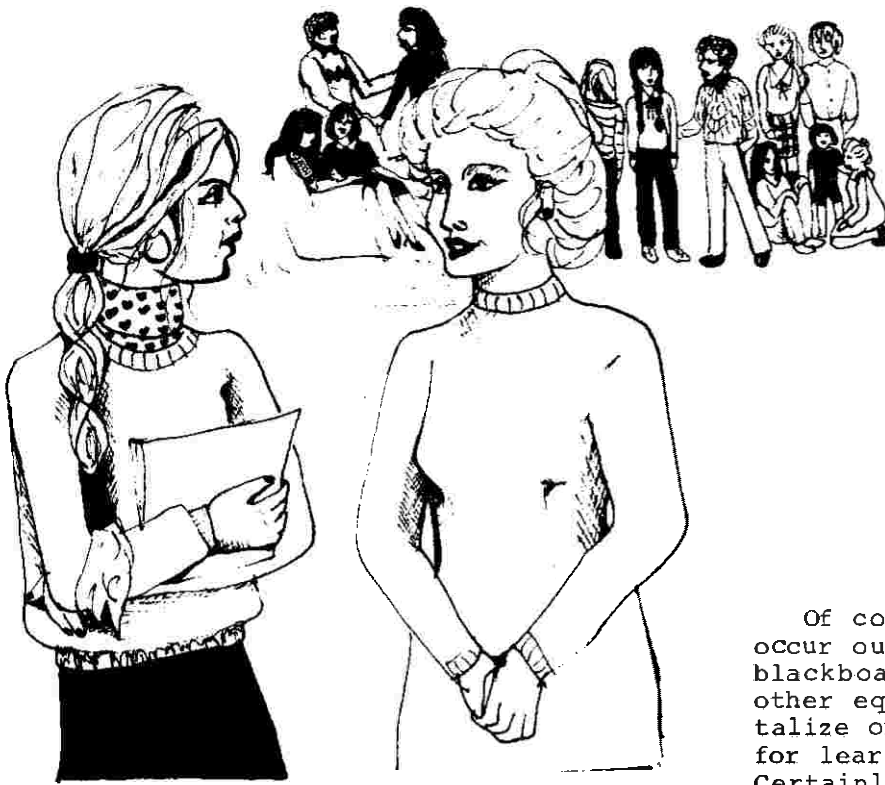
- Re-charging or renewing the network periodically rather than allowing it to lapse towards extinction.

## E VALUATION

A bridge based on the needs and resources of its members must have built-in evaluation procedures which: (a) monitor matches made, (b) evaluate the quality of the network help given, (c) pick up both the strong and weak points of the system so it can be expanded or repaired, (d) suggest plans for bettering the system. Evaluation of strong and weak points of the network should be a regular aspect. Responsibility for assuring that evaluation is done should be rotated around the group, but all members should be involved to some extent in analyzing the data and making decisions on continuation.

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Let the circle be unbroken,  
For however long you need it whole.



# CHAPTER SIX

## LEARNING TO LINK

### SOME HINTS ON HELPING PEOPLE LEARN TO NETWORK

#### The Importance of Learning

Two people in the same room at the same time, with similar concerns, won't necessarily network. Helping connections usually occur only when people know how. Since most people have much to learn in this respect, we have a lot of teaching to do to develop effective network partners for ourselves and others. Besides, a workshop or other opportunity to learn can be in itself a lure for people, in the launching of a network. Learning can be as informal as conversations or as formal as organized training sessions and structured courses at colleges.

Of course, plenty of learning can occur outside of classrooms, without blackboards, overhead projectors, or other equipment. We hope you'll capitalize on whatever potential encounters for learning do present themselves. Certainly, our learning models should practice what we preach about networking; that is, they should be participatory and respectful of everyone's ability to contribute something of value. In that spirit, a good learning rhythm is brief lecture presenting principles and concepts, followed by rehearsal or practice of these in exercises, followed by feedback discussion.

Beyond such very basic suggestions, we are not trying to make trainers of you in this chapter--at least not until we finish the job on ourselves. In any case, by now you should know how to attract a trainer to your network, if you feel one is needed.

#### Topics, Timing, and Sequence

What should you cover and in what order? This booklet's table of contents reflects our ideas on that, restated below with a few additions and rewordings.

- 1) Icebreaker as a simple, fun network process (Guided Conversation #1 or #2, or Walkabout Exchange, for example)
- 2) Definition of networking and how it can help (Chapter 1)
- 3) Getting started (Chapter 2)
- 4) Choosing your network partners (Chapter 3)



- 5) Methods of networking (Chapter 4)
- 6) Assuring continuation of a network as needed (Chapter 5)

You'll also want provisions throughout the session and at the end to get feedback from participants on how the learning process is going.

This sequence makes sense to us. Thus, it is often good to begin with a simple illustration of how effective networking can be and then define and justify the process--so we're reasonably sure we're all talking about the same thing. From there on, the flow essentially parallels the usual sequence in a network process; that is, choosing network partners, then applying network methods.

Total workshop time needed depends on factors such as how much previous network experience people have had, how intimate, participatory and individualized the learning situation is, and your learning goals. If thorough familiarity with network concepts and methods is desired, we recommend at least 4-5 hours and up to two full days. If first familiarization will do, 1-1½ hours may be enough with emphasis on the first four parts of our six-part sequence--the icebreakers doing double duty as the only exposure to method you'll have time for.

Otherwise, our firmest general suggestion is to use at least 50% of the time practicing methods of developing and maintaining networks. The methods seem to us the crucial part of skill building. One might miss the verbal description of networking and still come to understand it well enough by doing. But having the theory without the practice seems useless to us--or at least not what this guidebook wants to achieve. We trust the elements of how-to methods have been well-enough described so that you can now describe them to others. But if you try to go directly from reading to facilitating a rehearsal in a group of other people, you are braver than we are. We always practice a method ourselves before trying to facilitate an exercise for others. Allow ample time for the practice sessions--about twice as long as you think they'll take.

The Table below provides time ranges for some of the main methods. The low side of the range assumes rapid movement mainly to illustrate the process

with relatively few participants; the longer estimates allow for more people involvement and/or more intensive experiences with greater understanding and less frustration at being interrupted. They also allow formation of a significant number of actual network connections.

Methods from Chapter 4	Range in minutes for explanation plus exercises
*Walkabout Exchange	30-50
*Guide Conversation #1	10-15 or more
Guide Conversation #2	15-30
*Formations	35-60 or more
Postering	35-50
Balloting	20-45
*Trade-Ups	40-60 or more

Ordinarily you won't want to overwhelm people with all of these methods (at one session anyhow), but will choose those which seem most appropriate to learners' needs. We suggest you begin with methods which are the best mix of easy and fun, and have the most rapid and visible payoff. You might also take one of these gems for the close of the session, in order to end on an upper.

In the table we've starred (\*) the methods which best meet the above mentioned criteria, though given our enjoyment of networking, we seem to have starred just about every one.

Finally we find it useful to accompany skill-building methods with summary descriptions and handouts, to serve as cue-sheets for later recapture of essentials. That way, too, people don't have to take so many notes during these sessions, and have both hands free for participating.

Networks themselves are vehicles for learning. Therefore learning to network doubles the enrichment.

# CHAPTER SEVEN

## THE BRIDGE BETWEEN GROUPS

Networking among groups, agencies, or other organizations is directly parallel to networking among individuals. It is also as important for quality of life. The names may be different--for example, "collaboration" instead of networking--but the justifications are similar: the need to get the most out of existing resources in our era of relative scarcity, and the desire to cooperate rather than compete or duplicate.

This guidebook emphasizes networking among individuals because just about everybody can benefit from it, and most of us could use some skill-building in the area. For this reason, and because of our natural inclinations, our methods were developed primarily with individuals in mind; still extensions to organizational networking are possible. Thus, for virtually every element in networking as an individual there is a "translation" for an organization. Organizations certainly have needs. Organizations also have something like "glad-gives" though they might better be called "willingly-shareable resources." Agencies as well as individuals may have surplus services or things that they are willing to trade. Matches between resources and needs can occur between organizations as well as between individuals and agencies will be represented by individuals at the point of contact.

With this as background, here are a few suggestions for transposing from individual to organizational networking.

### A. Select Organizations to Be Included in the Network Effort.

This parallels forming the circle of common concern for individuals, with one likely exception: effective networking can handle relatively fewer organizations than individuals. Eight to ten organizations to begin a bridge has been suggested as a rough rule of thumb.

Otherwise, Connie Hyatt's\* work gives us some excellent guidelines. See her "Worksheet for Collective Action" on the next page.

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\*Connie Hyatt, CAVS, Supervisor of Volunteer Services, State of Oregon Dept. of Human Resources.

WORKSHEET #9

WORKSHEET FOR COLLECTIVE ACTION

Your Agency's/Organization's functions: \_\_\_\_\_

Clientele: \_\_\_\_\_

What other Agencies/Organizations probably serve your clientele or could serve them?

Given the Agencies and Organizations on your list, what are some unmet needs of your clientele? Of your Agency/Organization?

Who else might share these needs? Who else might be able to help meet these needs?

What can your Agency/Organization do to meet the common needs?

What unites all of you? (mutual strengths)

Plan your first attempt to set up a network.

A danger here: some significant organizations (including those that need to network most) may decline to participate. This can leave huge holes in shareable resources and information, and a feeling of incompleteness at the exchange table. We say keep right on doing the best you can and leave the door open.

But maybe not wide open. Possibly some attention should be given to selection of organizations for "balance of power." One major attempt to network volunteer organizations differing widely in size of budget and staff left the impression that some of the stronger organizations felt taken advantage of by the "demands" of the weaker ones-- "What right have they," etc.--while some weaker organizations found the stronger somewhat status quo oriented and arrogant. Again, we suggest that whenever possible, you select participating organizations which are at least approximately equivalent in strength and power as organizations.

B. Select People to Represent Each Participating Organization.

Now that we have the right organizations in the circle of concern, we need to take care that the right people represent these organizations. The right representatives will have the maximum of experience, decision-making authority, and trust in relation to their organization, and if possible, some credibility and expertise in negotiation (don't send your turf ogre). The above should be explained clearly to every participating organization. The organization which still persists in sending "just anybody" is legitimately suspect of not being serious about the collaborative process. Perhaps that organization should be told so, candidly.

C. Meeting #1: Networking as Individuals

Presumably, organizational representatives are adequately oriented to the overall purpose of the networking effort; it is assumed this happens at meeting #1 and/or before then.

Otherwise, meeting #1 is a learning-and-doing session on networking as individuals (Chapter 6). Any weight of responsibility to represent an organization is deliberately avoided. Instead, the people who will later represent their agency or organization are instructed to speak only for themselves, and to network on that part of their lives which has little or nothing to do with their organization.

The intent is for the organizational representatives to 1) learn networking techniques and, 2) have a positive, pleasant team-building experience in so doing. Try to generate a positive ambience for each representative and between them. Generally, it is important to accentuate the positive and the win-win at the beginning of the collaborative process, and as much as possible throughout it. This is by contrast with what so often happens when organizations meet. They:

put problems on the table,  
then  
put more problems on the  
table, and finally are surprised when the table  
collapses.

With organizational as much as individual networking, lead from your strengths, what your organization is willing or even glad to share.

D. Interlude #1, Back at the Organization.

Organizational representatives go home to their agency/organization: 1) to share network processes there with a select group of decision-makers and constituents. This may be a somewhat abbreviated version of meeting #1 in step C, and 2) to discuss, dialogue, decide as authorized for the representative:

- a) resources the organization is willing to share, the analogue of individual glad gives, better together, trade-ups, etc. (We don't suggest such terms be used back at your organization; only

that the concepts behind the terms be explained to encourage Creative thinking about shareable resources.

- b) services, materials, facilities, and the organization needs. Some organizations may be reluctant to voice their needs (acknowledgement of weakness before competitors? funding sources?). Other organizations seem to want to talk about nothing else. Try for network processes which naturally get everybody into both giving and receiving (see Chapter Four).

Unless the organization is "represented" by an absolute despot, there will be no substantial extemporizing. To deal with this, there should be

- a) a fairly large number of authorized gives and needs for each representative, say ten or more of each, and
- b) where possible an authorized range of discretion built into offers and needs, e.g., for offers, not just that we're willing to share our meeting room but when and under what range of conditions.

E. Meeting #2, Provisional Resource-Need Matches Between Organizations.

At this second meeting organizational representatives try to match shareable organizational resources and needs between their organization and others using all authorized negotiating latitude. The process parallels that for individual networking except that you may find things going more slowly and solemnly, the organizational representatives feeling the weight of responsibility to speak accurately for their organizations. On the other hand, some people feel easier about offering organizational resources than they would personal ones. Thus, it's probably less of a personal sacrifice for a person to commit bookkeeping services on behalf of (someone else in) their organization, than to commit personally to provide that service.

There may have to be quite strict give-get "balancing" rules, and

rather precise guards against exploitation of one organization by another. A variation of the one-up rule in the trade-up process could be helpful: no one can get more than one or two gives ahead of gets, or vice versa. Also helpful is the group's general awareness and discussion of the potential problem, and their specific unwillingness to keep on sharing resources with an organization which is all take, take, take. Then, to the extent organizations observe the rule of offering only resources they are genuinely willing to share at little or no sacrifice, it is hard for them to be exploited when these resources are taken.

From Meeting #2 it is essential that all representatives have clear, complete, and agreed-upon "maps" and verbal records of matches made.

F. Interlude #2: Re-Authorization Back at the Organization.

As with individual networkers, there will rarely be perfect matches "made in heaven" between shareable resources and organizational needs. But a representative's adjustments in resources or needs made to facilitate provisional matches, have to be okayed by the organization before becoming final.

G. Making It Final.

This re-authorization might be handled "on-the-spot," possibly by phoning back to the organization. More likely, organizational representatives will take a description of Meeting #2's provisional matches back to their organizations for official re-authorization and return to certify the approved pattern with others in Meeting #3. The final stages of networking may also have to deal with the thorny problems ensuing when the re-authorization does not occur for parts of the total network pattern.

For larger organizations, anyhow, the whole process may consume enormous quantities of time, as ponderous decision-making channels are called upon and bureaucratic

red tape grudgingly unwinds. Meanwhile, other groups may be forced to adjust to the glacial pace of the slowest.

But, with patience, it will happen, and for that occasion you might consider a celebration--something between a treaty-signing and a party.

We hope this guidebook has helped you learn, though we'd rather have talked face-to-face and walked through methods arm-in-arm. Maybe some day, for we do see this guidebook as a means of outreach. We've tried to cross the bridge to you that way. A return visit would be welcome, if only in writing or by phone for a start--with your comments, suggestions, and additions to this guidebook.

HAPPY CONNECTIONS

Let us know what you think, and what networks you're developing.

