It's All About Networks:
Collaborating in the Transparent Enterprise

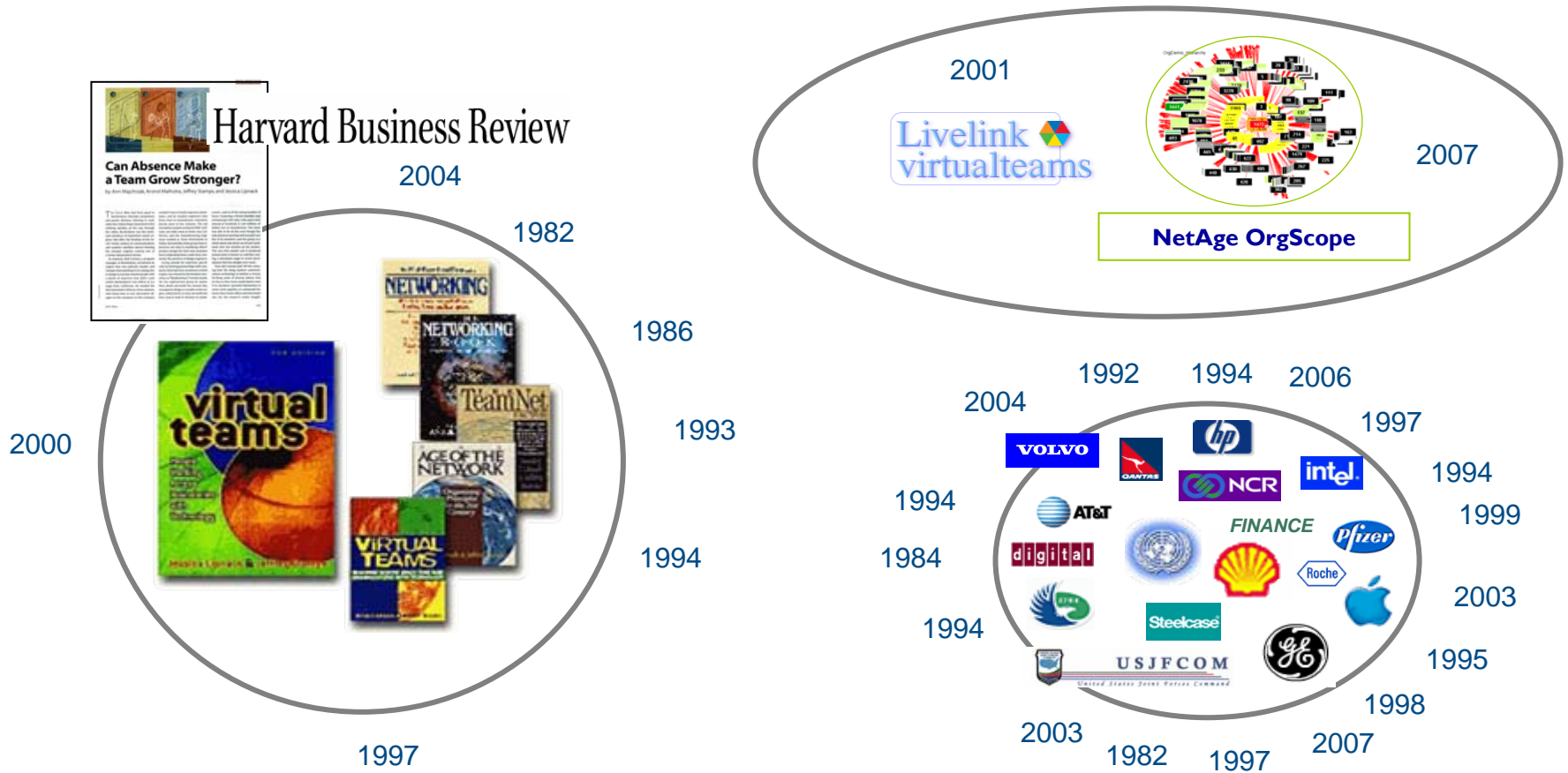Jessica Lipnack & Jeffrey Stamps

NetAge, Inc.

www.netage.com

And in the beginning:
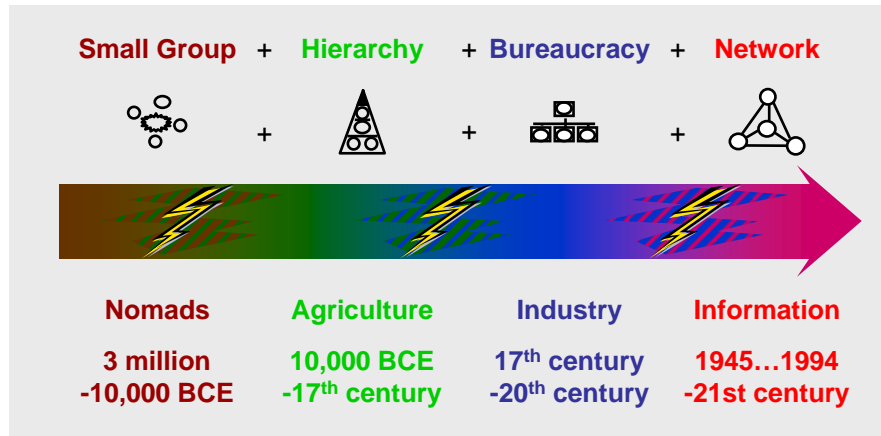
International Communications Network, Oxford, 1968
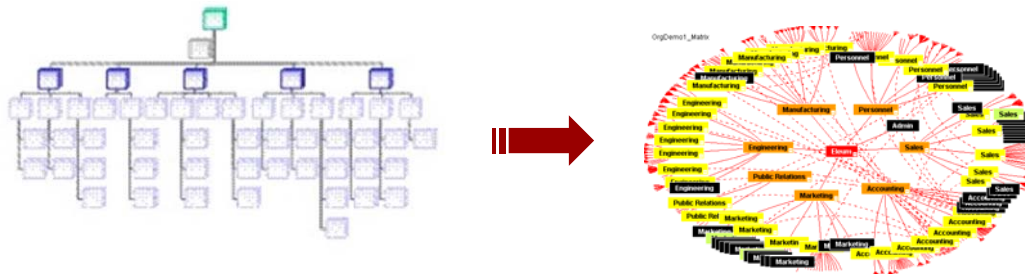

Him

Me

Fast Forward to 2007

A Very Brief History of Organizations

Small Group	+	Hierarchy	+	Bureaucracy	+	Network

Nomads	Agriculture	Industry	Information
3 million -10,000 BCE	10,000 BCE -17th century	17th century -20th century	1945…1994 -21st century

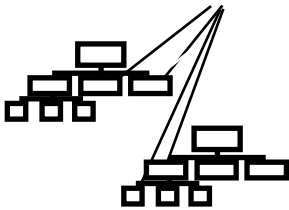*"We can't solve 21st-century problems with 19th-century organizations"*

Put on Your Network Glasses

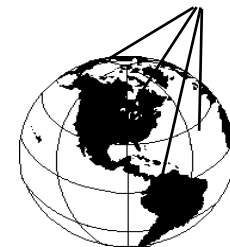"Networks are nodes linked with common purpose."

Nodes are
people, positions, teams, or organizations

*Network crossing
organization boundaries*

Networks are
as big as
cross-enterprise/cross-industry/cross-sector
alliances working on global issues
or as small as
virtual teams of two

*Network crossing
geographic boundaries*

Organizations are growing more networked

Organizations are networks

The New Vocabulary of Networks

- **Virtual teams** = small groups of people working interdependently across boundaries of space, time, and organizations, both ongoing or temporary

- **Teamnets** = networks of teams, both virtual and collocated, linked by shared purpose that reach across the enterprise

- **Organization networks** = all large-scale human structures, including hierarchies and bureaucracies, are networks

- **Networks of organizations** = the external connections among organizations working in common pursuit

- **Communities of practice** = people learning together and exchanging information related to their "practices," their expertise

- **Social networks** = people connecting with others on basis of personal relationships

Four Networks Weave the Enterprise

Enterprise 2.0 — The Collaborative Technologies Conference

Transparent

PUBLIC

① Organization Network

My Position

Who do I work for?

Org Chart

Hierarchy-bureaucracy is a network
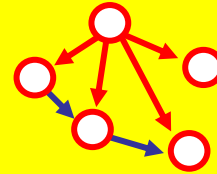
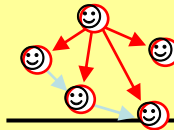*Functions flow as a process network from suppliers to customers*

② Working Networks

My Job

Who do I work with?

Management teams

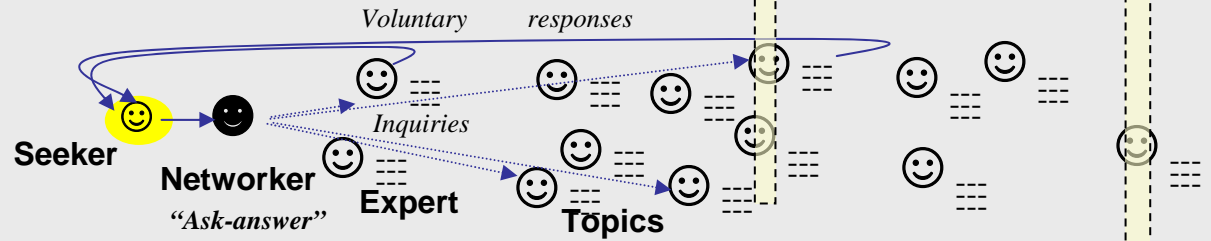*Ongoing and project teams*

Communities of practice

Special Events *"Jam"*

PRIVATE

❸ Knowledge Networks

My Topics

Who knows what?

Voluntary responses

Seeker

Networker *"Ask-answer"*

Inquiries

Expert

Topics

❹ Social Networks

My Friends

Who knows whom?

Social network

Opaque

www.enterprise2conf.com
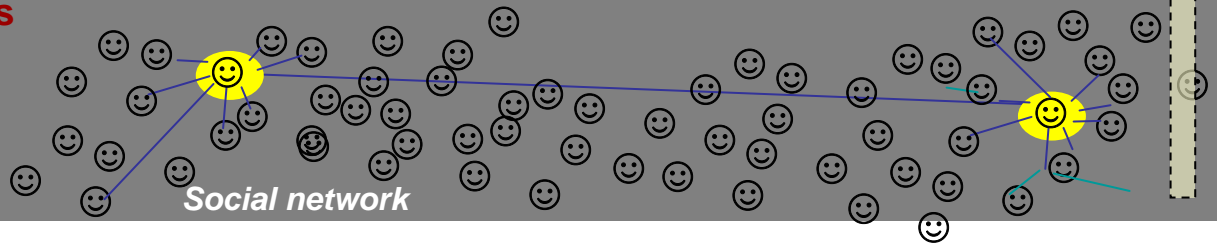
The Four Common Network Principles

Why?

- Goals
- Tasks
- Results

Purpose

- Members
- Leaders
- Levels

Nodes*

Who?

When?

Time

- Media
- Interactions
- Relationships

Links

- Calendar
- Process
- Phases

How?
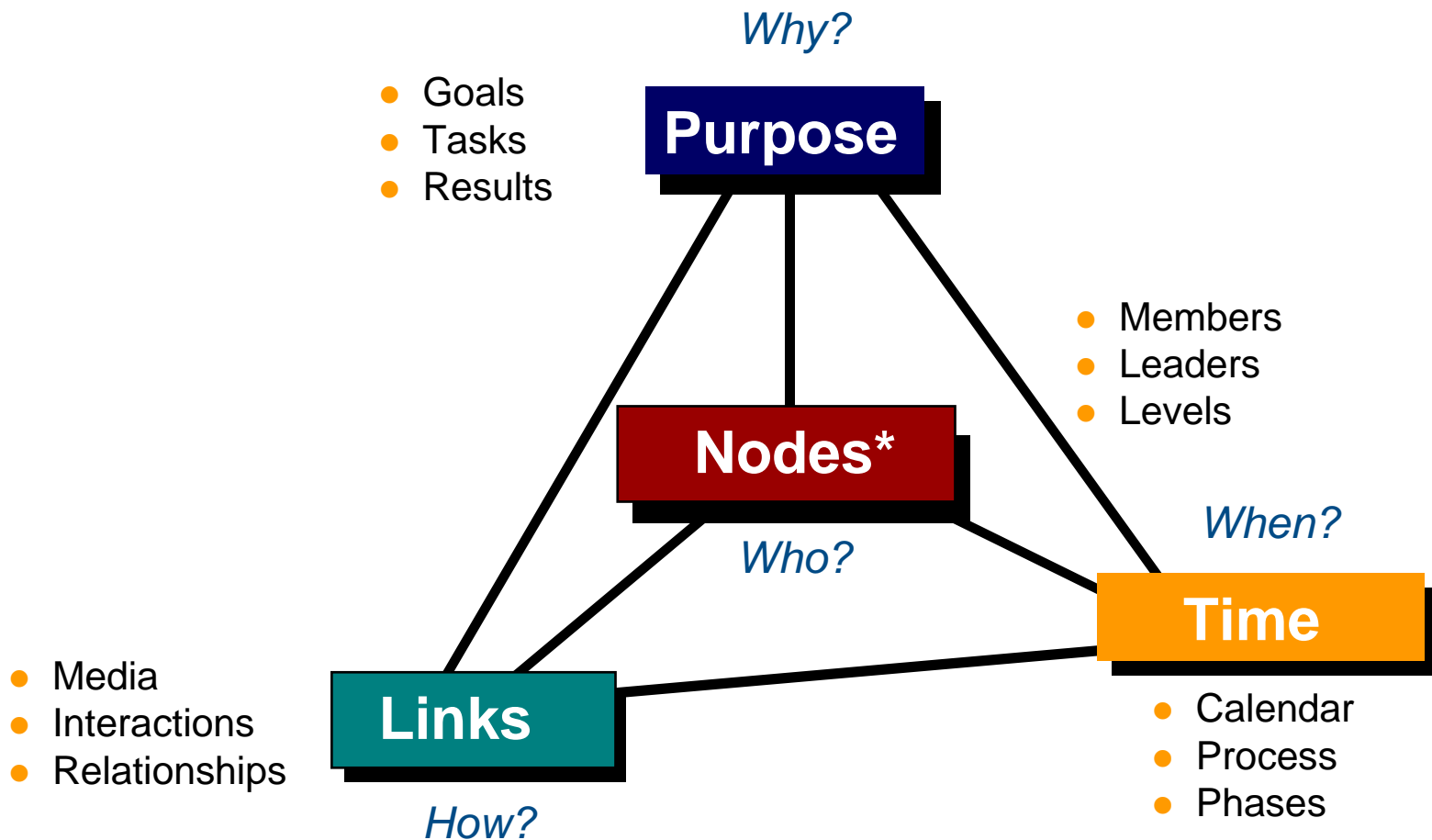
* Nodes can be people, positions, teams, or organizations

For Teams, Networking Requires
New Principles, Behaviors, and Tools

Use four common principles

*And structure
online spaces (tools)*

To assess virtual team behaviors

Six Key Virtual Team Behaviors

Purpose

1. Everyone shares same picture of overall purpose
2. Everyone follows same process for doing similar work

People

3. People have the freedom and flexibility to do their work
4. Everyone continuously clarifies roles, responsibilities, and competencies needed

Links

5. People collaboratively set operating agreements that they actively apply
6. High level of trust enjoyed by everyone

Principles Provide Consistency
When Working in Online Spaces

Purpose

People

Time

Links
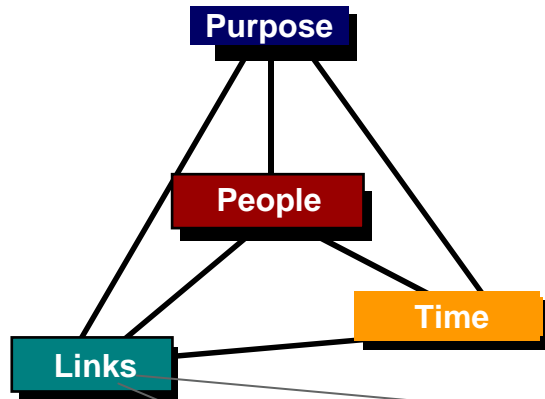
Sharepoint/ Volvo IT
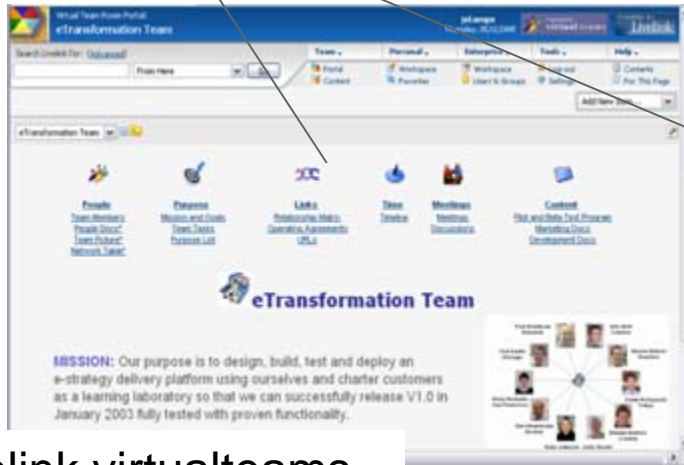
Livelink virtualteams

Confluence
Wiki

New Vision and Technology for Self-Coordination

The whole: people, positions, teams, and organizations
of hundreds and thousands spread globally through space-time

How do we coordinate local actions for global good?

*Many links
connect teams*
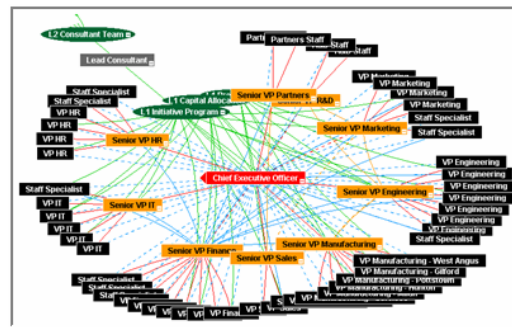
*The team and its
relationships in context
of the whole enterprise*
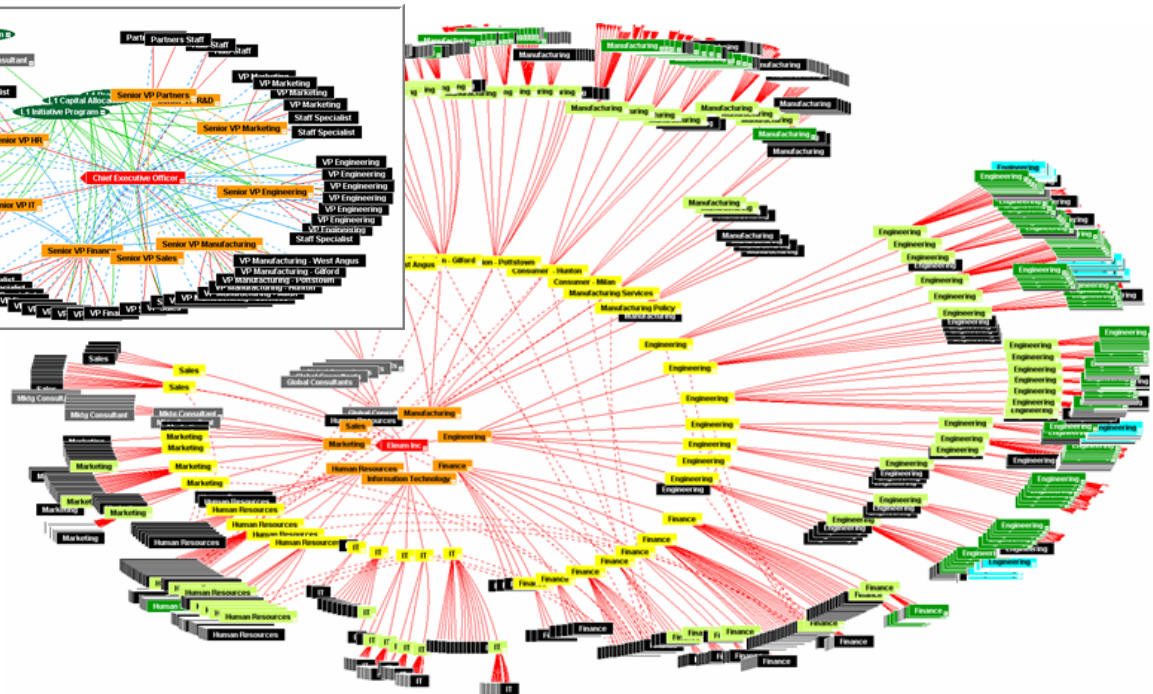
"Only connect" – E. M. Forster

"We are born

to work and play together in teams,

but we have to give enough

of ourselves

to let the filaments connect"

Paul F. Levy, soccer coach;
CEO, Beth Israel Deaconess Medical Center;
and blogger: Running a Hospital

HERE'S ONE WAY TO TELL IF SOMEONE'S SERIOUS ABOUT NETWORKING...

Decide to network
Use every letter you write
Every conversation you have
Every meeting you attend
To express your fundamental beliefs and dreams
Affirm to others the vision of the world you want
Network through thought
Network through action
Network through love
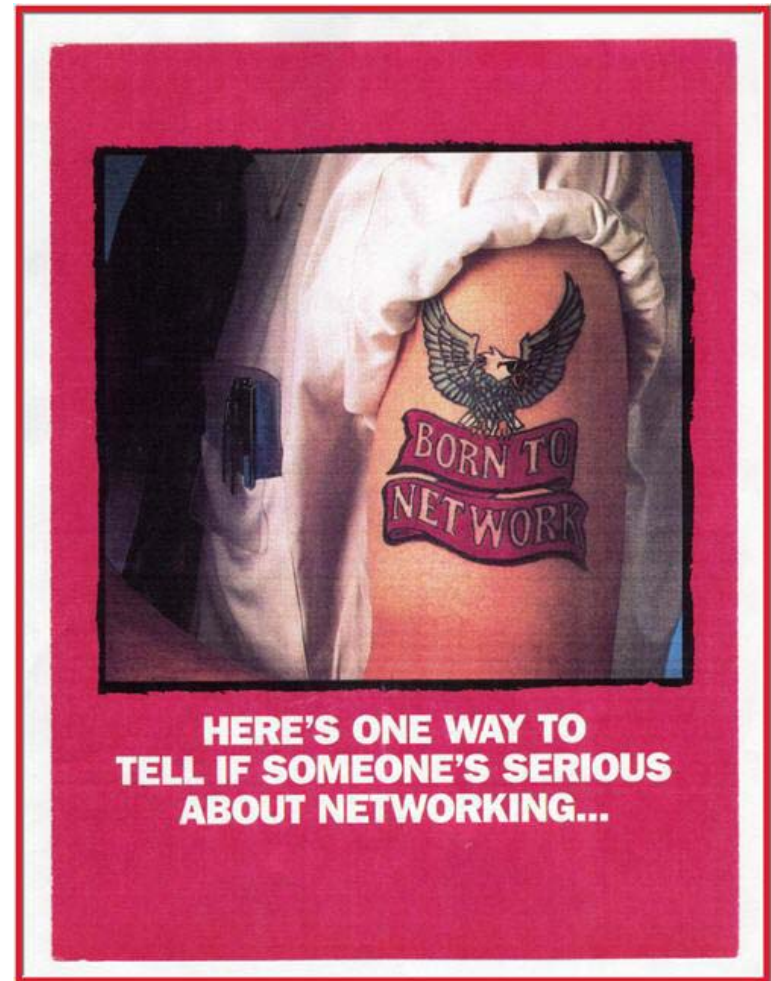Network through the spirit
You are the center of the world
You are a free, immensely powerful source
of life and goodness
Affirm it
Spread it
Radiate it
Think day and night about it
And you will see a miracle happen:
the greatness of your own life.
In a world of big powers, media, and monopolies
But of six billion individuals
Networking is the new freedom
the new democracy
a new form of happiness

ROBERT MULLER

Robert Muller, former Assistant Secretary-General of the United Nations and Chancellor Emeritus,
UN University for Peace, wrote this poem for Jessica Lipnack and Jeffrey Stamps
in honor of their first book, *Networking (Doubleday, 1982)*

Wang 2200, c. 1978

NetAge, Inc.

505 Waltham Street
West Newton, MA 02465 USA
+1.617.965.3340

www.netage.com

jessica.lipnack@netage.com

jeff.stamps@netage.com