

As health educators, people who care about public health, one of our most critical functions is connecting people with information, with resources, and with each other. June Holley calls this "network weaving."

In today's world, that means combining our tried-and-true face-to-face work with online tools and methods of communication. For some, it's a ready transition. For many of us, it means a shift in how we work AND a mind shift.

Join the conversation with Nancy White, co-author of *Digital Hubs: Stewarding Technology for Communities* (with Jennifer Vetter and John A. Smith). We'll explore some stories of how online tools have contributed to health initiatives and look at some of the practices we might want to nurture in our own work.

Why me?

Why online?

Nancy White, www.fullcirc.com @nancywhite

This is a presentation I gave via a 90 minute webinar for <http://www.pkids.org> – I'll annotate some of the slides to give a little context. The audience was people interested in social media in the public health context, mostly in terms of immunizations. You can see the session description in grey on the background of this slide! The archive is at <http://pkids.org/cme/archives.html> – you do have to register to have access to the archives.



“Doubt is a wonderful thing.”
Richard Feynman

Social media and networks have a great deal of ambiguity for us. They are fast changing. So understanding and USING doubt is something I offer as a grounding principle.

We have found it of paramount importance that in order to progress, we must recognize our ignorance and leave room for doubt. "The Value of Science," address to the National Academy of Sciences (Autumn 1955)

http://en.wikiquote.org/wiki/Richard_Feynman

I can live with doubt, and uncertainty, and not knowing. I think it's much more interesting to live not knowing than to have answers which might be wrong. I have approximate answers, and possible beliefs, and different degrees of certainty about different things, but I'm not absolutely sure of anything, and in many things I don't know anything about, such as whether it means anything to ask why we're here, and what the question might mean. I might think about a little, but if I can't figure it out, then I go to something else. But I don't have to know an answer. I don't feel frightened by not knowing things, by being lost in a mysterious universe without having any purpose, which is the way it really is, as far as I can tell, possibly. It doesn't frighten me.

Richard Feynman

(I love this quote from Richard Feynman)

We have found it of paramount importance that in order to progress, we must recognize our ignorance and leave room for doubt. "The Value of Science," address to the National Academy of Sciences (Autumn 1955)

http://en.wikiquote.org/wiki/Richard_Feynman

The Pleasure of Finding Things Out : The Best Short Works of Richard Feynman, edited by Jeffery Robbins ISBN 0-14-029034-6

* I can live with doubt, and uncertainty, and not knowing. I think it's much more interesting to live not knowing than to have answers which might be wrong. I have approximate answers, and possible beliefs, and different degrees of certainty about different things, but I'm not absolutely sure of anything, and in many things I don't know anything about, such as whether it means anything to ask why we're here, and what the question might mean. I might think about a little, but if I can't figure it out, then I go to something else. But I don't have to know an answer. I don't feel frightened by not knowing things, by being lost in a mysterious universe without having any purpose, which is the way it really is, as far as I can tell, possibly. It doesn't frighten me.



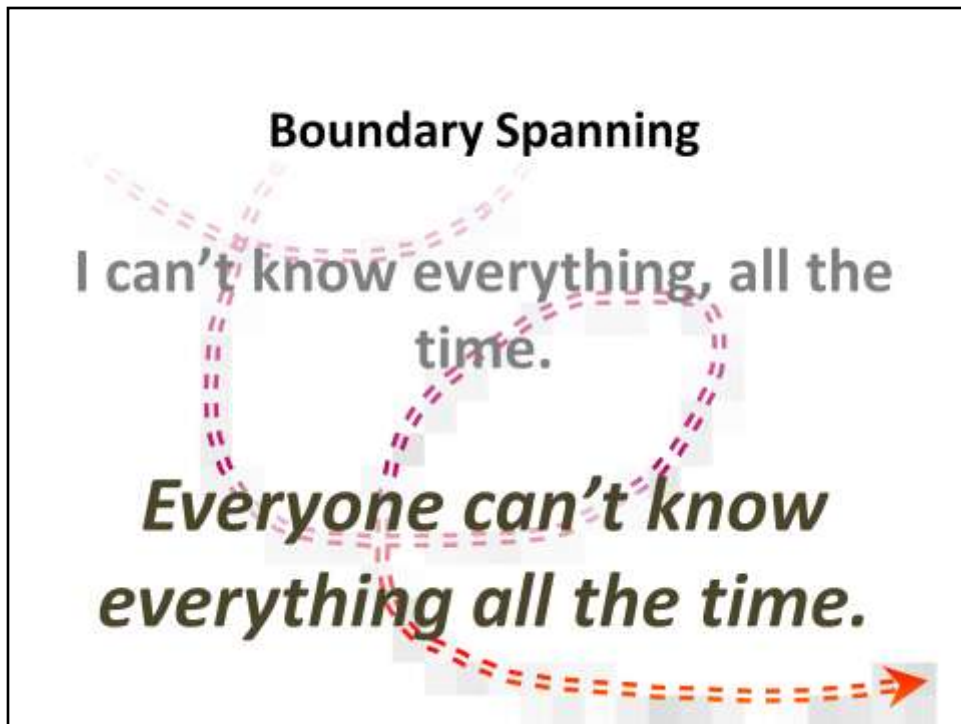
Playfulness, openness, willingness to risk and learn. And now you know what face goes with the voice in the webinar!

Where do you go for help and information?

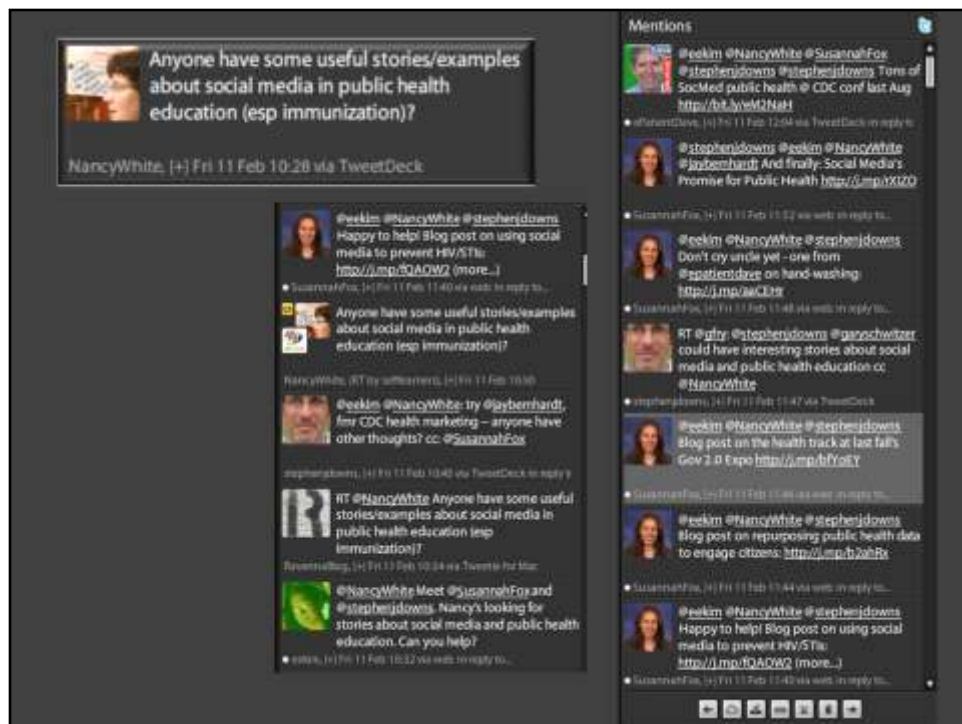


- Someone in my office
- Books
- Google
- Someone on the internet I know
- My social network

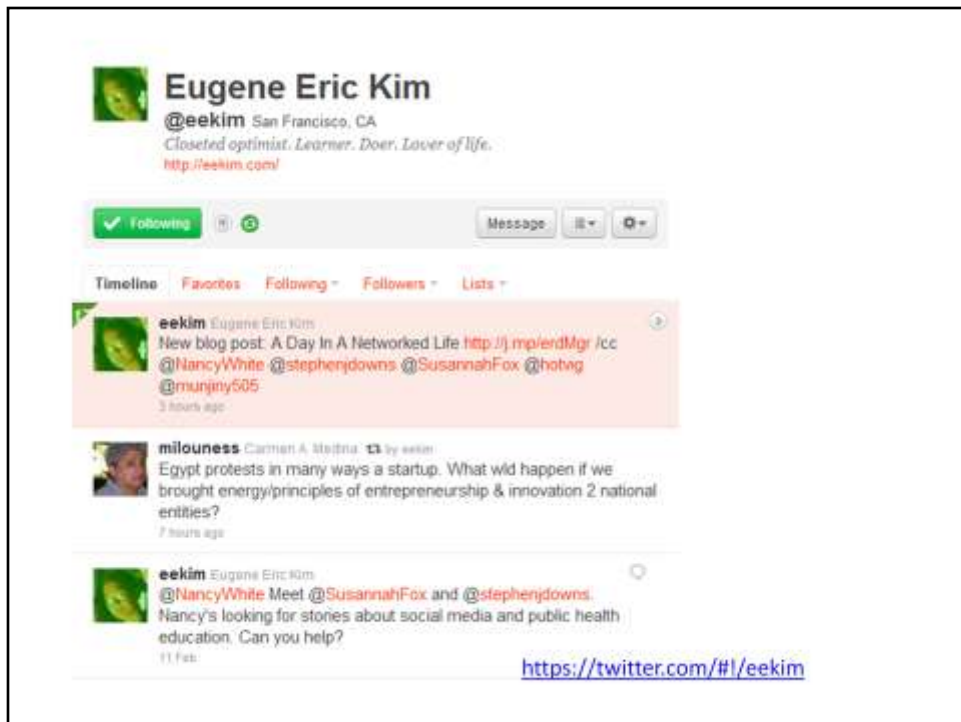
We did a little poll. The group used Google a lot!



By looking at the diverse places we get information, we begin to crack open that we work and learn across diverse groups, crossing boundaries and asking for strategies that work in this more “network like” world.

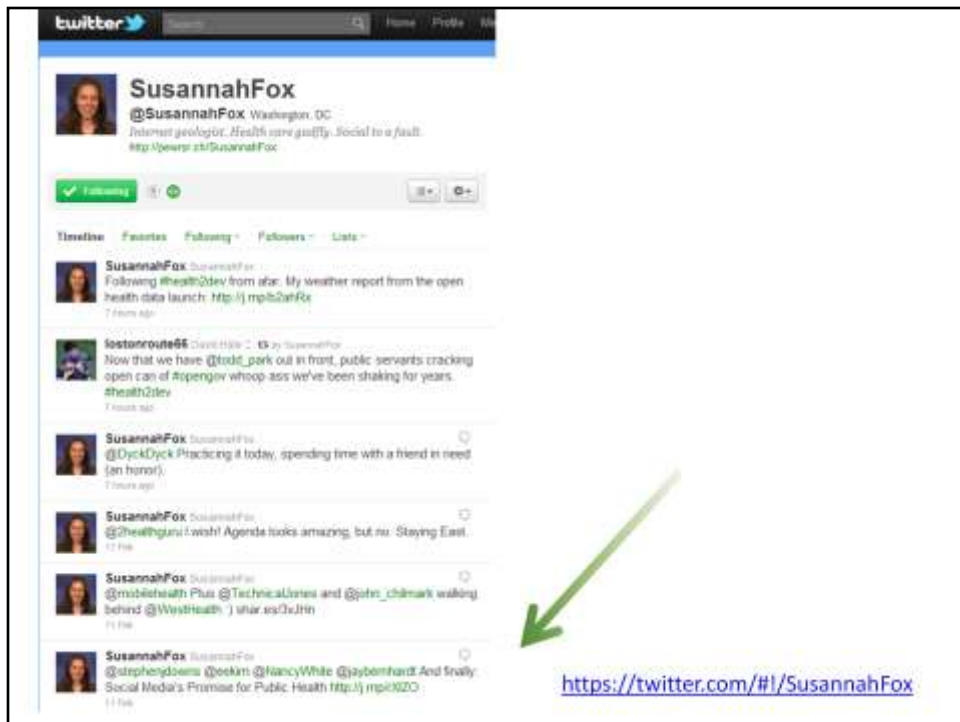


I work mostly in international development these days. My past work with maternal and child health is nearly 15 years past. I wanted to get real context in what is happening today, so I went to my network! Naturally! I have a large and diverse network and had response immediately.



<https://twitter.com/#!/eekim>

One key reason my tweet found resonance was that Eugene Kim a) retweeted to his large and relevant network and then b) connected me with specific people in healthcare/social media. So he added both a breadth and depth to my initial questions.

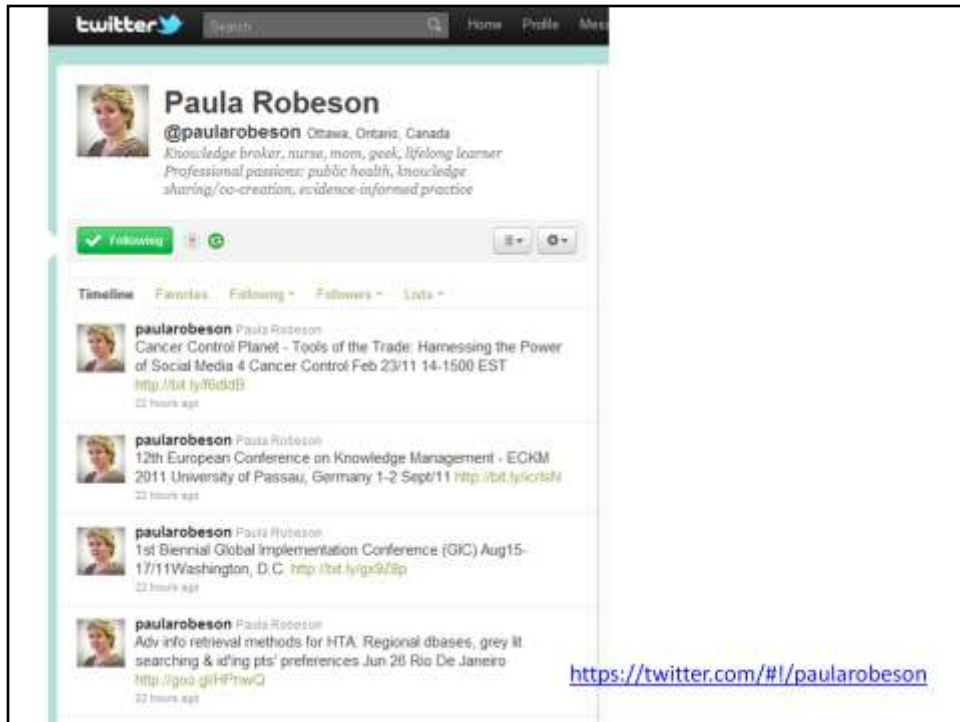


Eugene ([@eekim](#)) “introduced” me to @SusannahFox who immediately gave me urls. Brava!

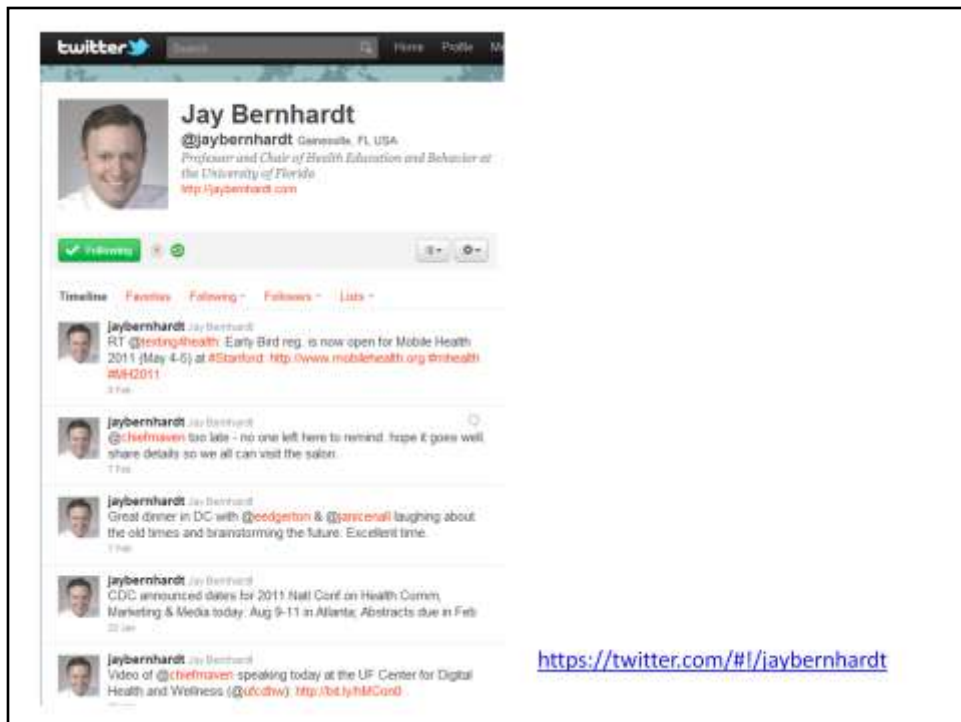


<https://twitter.com/#!/stephendowns>

@eekim also pointed out @stephendowns who I then realized – duh – I know through another network! (<http://www.nwwcop.org>) How easy it is to lose track of who is in your large network! Stephen immediately retweeted and gave people pointers.



People pointed to Paula – no direct connection or retweet here – and I followed some of her links and people in her Twitter network.



Likewise I was pointed to @jaybernhardt – It's funny. I noticed that quite a few University of Florida folks tweet – interesting pattern!



From there links led to links led to links. Pretty soon I was hitting my max and it was time to do some synthesis and pattern seeking to bring some cohesion to my presentation planning.

The lessons learned here are broad and applicable to any social media strategy:

- **Love Your Friends** – I regularly feed my community of friends with “Likes”, retweets and conversations. I do this because these are my friends, but also because you have to nurture social media relationships. We have to be present and active to participate in people's lives. This goes for nonprofits and businesses, too. Be present, make conversation. There is no reason to be in an ivory tower or play games on social media. Get in the soup. Get to know your followers, this will only help you in the long run.
- **Ask for Help** – When you need help ask for it. Those veggies were doomed to another boring dinner, but in the hands of my social network they turned into something magical. Asking for help big and small is a wonderful way to engage your audience. Have them help you pick the menu for the next fundraiser or let your followers price a new item.
- **Do Something Unexpected** – This is the first time I've crowd sourced my dinner and I was a pleasantly surprised to see how well my network responded. If your nonprofit or small business is in a rut, try something different. Collect photos from your followers in a Flickr Pool, give the next social media friend who walks through your doors a discount, or set-up a coffee to meet your favorite fans IRL.

Dawn Crawford: <http://bcdideas.wordpress.com/>
<http://www.slideshare.net/dawnacrawford>

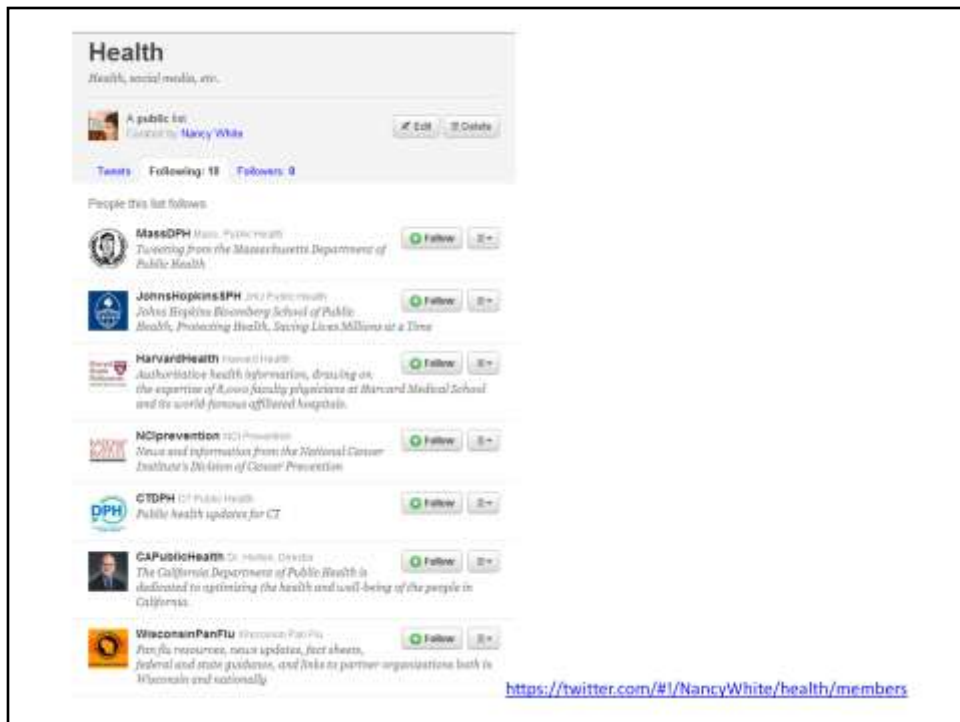
Dawn Crawford



Username dawnacrawford
[Follow](#)
[Like](#)

Name Dawn Crawford
Location Raleigh, North Carolina, United States
Work Social Media Consultant at BCDG Ideas
About I live life loudly and without regret. As a communications professional, I want my life to be filled with passion, not dollar bills. I garden to make the world a more beautiful place. I yearn to live near the ocean. I enjoy everyday as if it was my last. Spreading the passion: I also LOVE to share my passions through teaching and public speaking.
Website bcdideas.wordpress.com
Tags social media, nonprofit, communications, networking, job hunting, interviewing, resumes
Joined Aug 09
Presentations 10, **Documents** 1
Following 0, **Followers** 7

But wait – there was one more link and what I found, via Dawn Crawford’s slideshare (<http://www.slideshare.net>) set, was this great set of advice. Perfect. During the presentation we had a funny moment. Dawn was one of the webinar facilitators and I had not “put 2 and 2 together!” What is the cost of a poor name memory in working with and in networks? ☺



<https://twitter.com/#!/NancyWhite/health>

<https://twitter.com/#!/NancyWhite/health/members>

To help a) make it easier to refind and to b) give some visibility and "twitter juice" to the people I was introduced to and found, I created a Twitter list on health. This makes it a one click action to see what this group is saying on twitter at any one time instead of having to sort them out of my larger stream that I follow. Lists and hashtags are your friends!

10 Minute Twitter Harvest

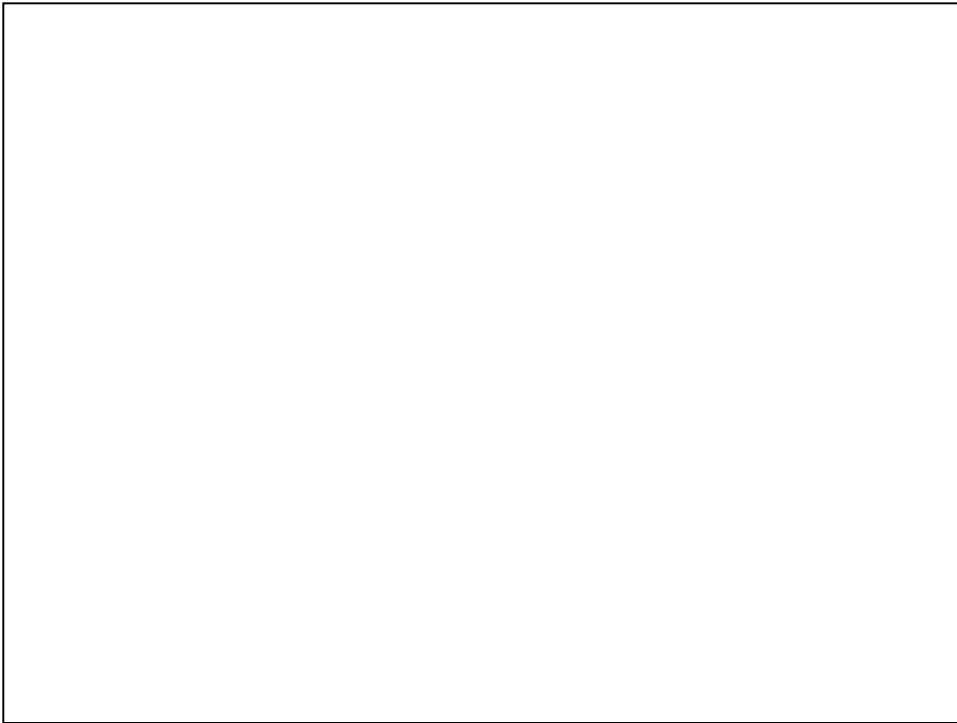
- [8 Great Public Health Campaigns](http://ohmygov.com/blogs/general_news/archive/2010/02/05/8-great-public-health-campaigns-using-social-media.aspx) http://ohmygov.com/blogs/general_news/archive/2010/02/05/8-great-public-health-campaigns-using-social-media.aspx
- Social Media Ninjas (some in public health) <http://www.slideshare.net/dawnacrawford/social-media-ninja-posters-2>
- Gov 2.0 and Health <http://e-patients.net/archives/2010/05/gov-2-0-expo-health-geek-guide.html>
- Handwashing Video <http://e-patients.net/archives/2010/09/hand-hygiene-saves-lives-video-for-hospitals-to-show-newly-admitted-patients.html>
- CDD Workshops <http://www.cdc.gov/healthmarketing/nchcmm2010/registration/workshops.htm>
- Colorado Campaign – Elevate your Health <http://elevateyourhealthco.com/colorado-stories>
- Susannah Fox's blog <http://e-patients.net/archives/author/Susannah%20Fox> and Pew Internet page <http://www.pewinternet.org/Experts/Susannah-Fox.aspx>
- Making Health Data Sing <http://e-patients.net/archives/2010/06/making-health-data-sing-even-if-its-a-familiar-song.html>
- Jay Bernhardt's blog <http://jaybernhardt.com/>
- Let's Move campaign <https://www.letsmove.gov/parents.php>
- CDC on Twitter <https://twitter.com/#!/CDCgov>
- CDC Web Widget examples http://www.cdc.gov/vitalsigns/CardiovascularDisease/SocialMedia.html?s_cid=tw_eh_164
- And of course, PKIDS own work, such as PIRLS <http://pirls.pkids.org/>
- **And lots of people!**

And here is a short bit of all the resources my Twitter query surfaced for me.



Where do your
constituents go for help
and information?

We started asking where WE get information. Now we flipped to where our constituents get information. In the chat, we had a diverse response from formal and well known sources such as <http://www.cdc.gov> to “other moms” “moms on Twitter” and friends and family. People use diverse strategies.



These diverse strategies have been influenced by the ways new technologies allow us to find and co

challenges

- Fear – what [Howard Greenstein](#) told me Friday
- Strategy – a complexity lens
- Time – pick and choose
- Technology – fuggedaboutit?

Fear, lack of or unclear strategy, time, and technology – what are your biggest challenges? Other challenges? I forgot to share the feedback that my friend and colleague, Howard Greenstein shared with me last week ... he said if our healthcare organizations fear reaching out and giving the needed information and encouragement, who WOULD fill that void? Do we HAVE a strategy and it is sound? How might we tweak it? How do we prioritize with short time and resources? And how do we keep up with and learn to effectively use the tools? Pandora's box, eh?

“My boss gets all unglued with the thought of losing control, of liability, of uncertainty and ambiguity...”

Hierarchy AND...

We talked a bit about how it is not an “either or” with network strategies and formal hierarchical organizations. The key is understanding when each is most effective. For repeatable, routineized actions, formal structures and “rules” are really useful. For complicated but difficult things, experts are terrific. But for emergent and complex things – like life, for instance – being in the area of complexity where experimentation and flexibility are crucial, a networked approach can be really useful. (I was borrowing from Snowden and Kurtz here – Cynefin, etc.)

Is your **boss** on Facebook?

People in high power, high risk positions in hierarchies are often faced with the fear that may come with social media – lack of control, liability, etc. One way to create a useful conversation is to identify where they are already using social media in their own private lives.

Bridges from personal to work use of social media



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Use their personal use to bridge towards an organizational perspective. This also raises how much we choose to participate online as an individual and as a representative of our organization. There is a place for both, and not everyone WILL CHOOSE to do both. Again, this can be a conscious, strategic decision.

Use Other's Work – Credibility and Safety

The screenshot shows the CDC Vital Signs website. The header includes the CDC logo and the text "Centers for Disease Control and Prevention". Below the header, there's a navigation bar with "Vital Signs" and a search bar. The main content area is divided into several sections:

- High Blood Pressure and Cholesterol Social Media:** This section features a large image of a bowl of fruit and vegetables with the text "Lowering salt intake could improve your health." and "Prevent Heart Disease. Control your risks." Below this, there's a "Sodium Intake Widget" with the text "WHERE'S THE SALT?" and "Click here to download this widget to your website, blog or social media."
- Social Media Links:** On the right side, there are links to "Facebook", "Twitter", "LinkedIn", "YouTube", and "Google Plus".
- Sign up for Vital Signs email updates:** A section on the right encourages users to sign up for email updates.
- Contact Us:** A section at the bottom right provides contact information for the CDC, including a phone number and email address.

At the bottom of the page, there is a URL: http://www.cdc.gov/vitalsigns/CardiovascularDisease/SocialMedia.html?s_cid=tw_eh_164

http://www.cdc.gov/vitalsigns/CardiovascularDisease/SocialMedia.html?s_cid=tw_eh_164

If an organization is not quite ready to do their own social media work, they can use existing materials that have been proven effective and/or carry useful credibility. CDC's widgets are an example.

Hand Hygiene Saves Lives: video for hospitals to show newly admitted patients

by e-Patient Dave on September 2, 2010

At last weekend's MITSS *patient safety workshop*, some of us remarked out loud that it would be great to have a simple video teaching newly admitted hospital patients the importance of hand washing, and even showing them how to speak up to a staff person who doesn't wash before touching.

Well, seek and ye shall find: this just arrived via Twitter, forwarded to me by Susan Carr, editor of *Patient Safety and Healthcare Quality* magazine. From the good people at CDC:



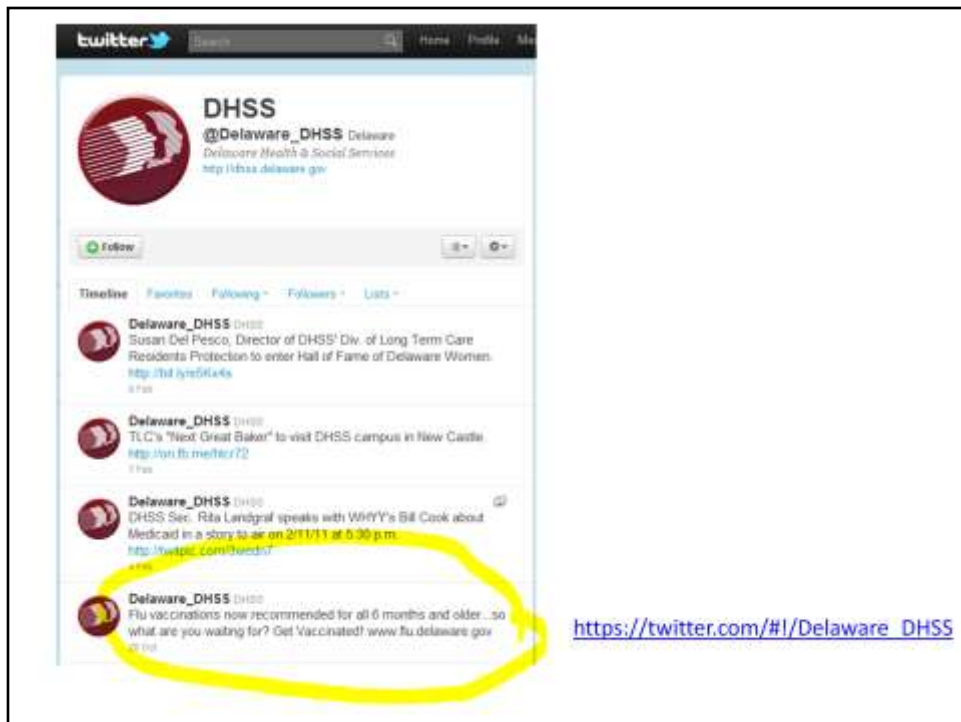
I especially love that they posted (at <http://www.cdc.gov/CDC/TV/HandHygiene>) all sorts of ways to use this resource: the embeddable code for the video, downloadable versions of the video file, a *PDF transcript*, and an *overdubbed Spanish version* (with *Spanish transcript*).

Hey hospitals – let us know when you've made this (or an equivalent) available to your patients!

<http://e-patients.net/archives/2010/09/hand-hygiene-saves-lives-video-for-hospitals-to-show-newly-admitted-patients.html>

<http://e-patients.net/archives/2010/09/hand-hygiene-saves-lives-video-for-hospitals-to-show-newly-admitted-patients.html>

Another CDC example. Note the text below the image where the e-Patient Dave asks people to share back what THEY do on handwashing education. This is a great example of introducing the multi directional interaction, to recognize that there are multiple strategies and to build the network's knowledge on the topic.



https://twitter.com/#!/Delaware_DHSS

Ask someone who has been tweeting what has and hasn't worked from them. Learn from their experience before you dive in. It is like a wonderful floating life raft!

Ron Young

TRUST in the lifeblood of any organisation, whether its a two person relationship, a small team, an organisation, or an entire country or world region.

Trust has to be earned. Trust cannot be learned. **Trust creates the glue or stickiness of a relationship and when trust breaks down, so does the relationship.** Nothing could be more vivid than the clear loss of trust that a critical mass of people had in President Mubarak and I believe that this caused them to stay on in the square with such absolute determination that some said they would even die for this change... This complete loss of trust propelled the people to refuse any level of negotiation from Mubarak. In other words, when trust is gone there is no two way negotiation at all. The relationship becomes irreconcilable.

The opposite of trust is FEAR and great doubt, and people cannot continue indefinitely in a very fearful environment. But when there is, at least, sufficient trust, people will COMMUNICATE, and when there is good trust, people will COLLABORATE. When people are communicating and collaborating, especially when it is two way and frequent communications of rich information, they cannot help but LEARN and develop so much faster.

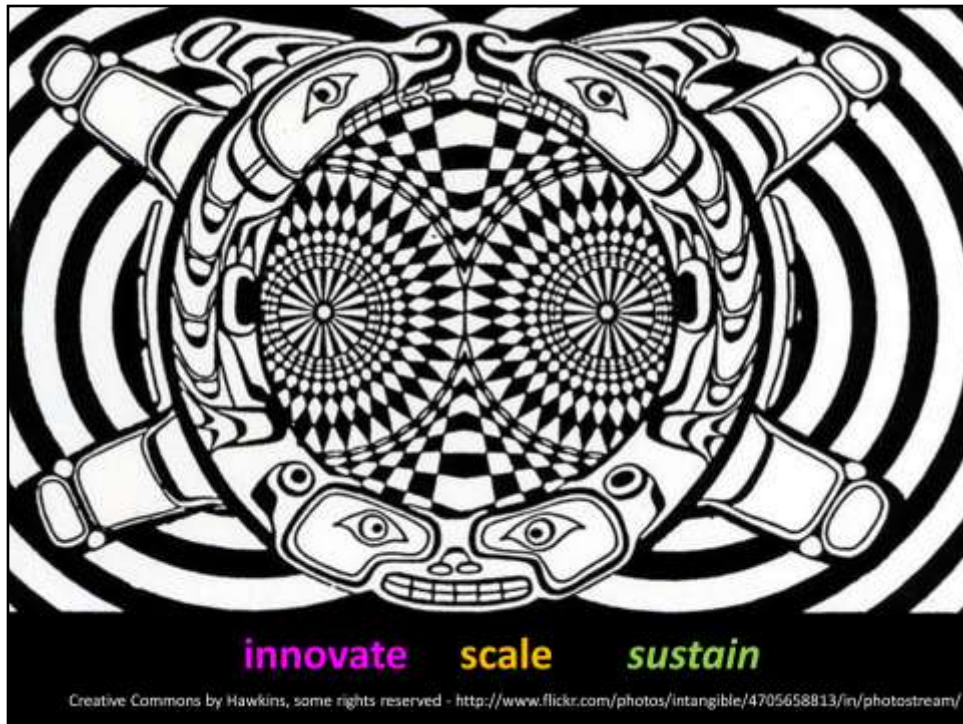
It was Jan Carlson, ex CEO of SAS, Scandinavian Airlines, who first taught me in the 1980's a very powerful principle: **"people without information cannot take responsibility, people with information cannot help but take responsibility"**.

I believe that the new Social Media of today, especially Twitter and Facebook, Blogs and Wiki's, do now play a very important and vital communications role in informing, and in teaching, and in organising people. So, of course, do mobile phones and texting etc, as they all greatly empower all individuals who have access to the internet, to a global degree never experienced in humanity before... TV and radio and news media is a one-way 'broadcast' to the people. Social media has the ability for massive, collective, almost instantaneous, two way and multiple way shared communications. It has moved us from just a 'SEND' or push model to a new 'SHARE' or pull model.

<http://km-consulting.blogspot.com/2011/02/cairo-egypt-mubarak-and-knowledge.html>

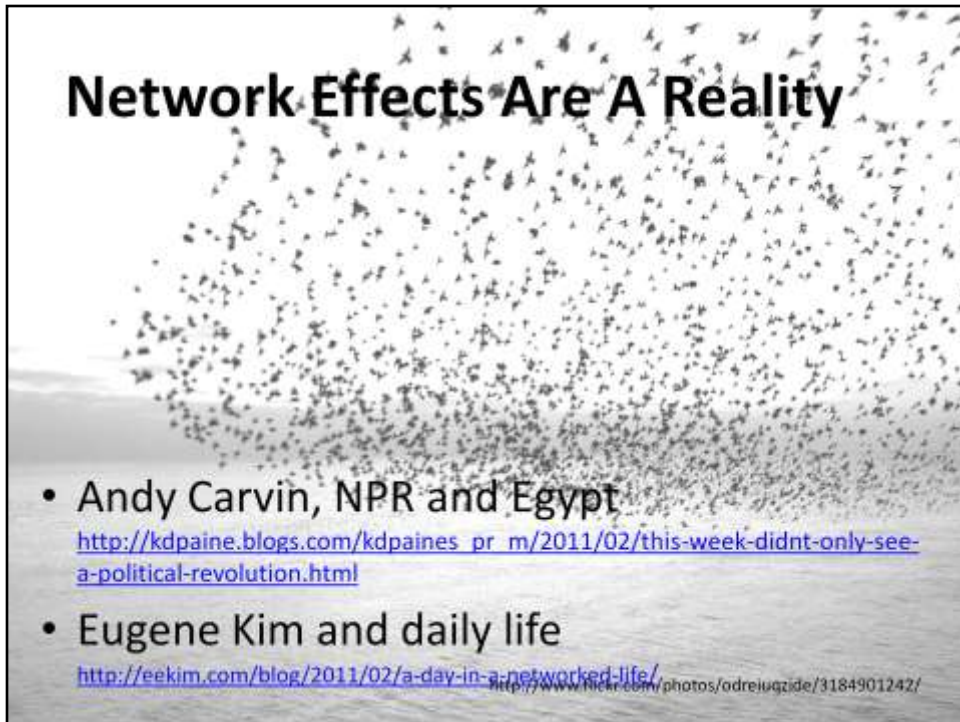
<http://km-consulting.blogspot.com/2011/02/cairo-egypt-mubarak-and-knowledge.html>

I was taken by Ron Young's post last week, reflecting on the role of social media in the recent events in Egypt. How do health care organizations build trust? How are they positively leveraging that trust to expand the pool of people who have and act on healthcare knowledge? What builds individual responsibility to act on knowledge? How are we learning about this from other domains and contexts and carrying it back to health?



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<http://www.flickr.com/people/intangible/> Some rights reserved

Hierarchies and hub/spoke configurations have three challenges, two of which can be helped with a network approach supported by social media. Networks can more usefully hold and give us access to diversity since there doesn't have to be any strict conformance to something. There is flexibility. People can route around problems more easily than in hierarchies. So there is a useful ground for diverse perspectives and innovation that can later take root in an organization. Networks can scale while individuals in an organization have a finite capacity. What network haven't done as well from my perspective is increase our ability to sustain, particularly in issue and public education efforts because networks also carry a LOT of signals and there is both a volume and fatigue issue. They do help sustain by increasing the periphery of people engaged in an issue. So there is a bit of lovely paradox there!



Network Effects Are A Reality

- Andy Carvin, NPR and Egypt
http://kdpaine.blogs.com/kdpaines_pr_m/2011/02/this-week-didnt-only-see-a-political-revolution.html
- Eugene Kim and daily life
<http://eekim.com/blog/2011/02/a-day-in-a-networked-life/>

Andy Carvin's work for NPR around the Egyptian protests and political change, according to KD Paine, may be rewriting what "journalism is." What would do that for public health? Eugene Kim reflects on the impact of a networked way of life on an individual. What if there were shared network competencies across public health professionals (I'm not suggesting mandates or certifications!)?

February 12, 2011

Egypt's wasn't the only revolution this week

Andy Carvin, (@acarvin) National Public Radio's senior product manager for online communities, is already being talked about for



Back to the Pulitzer. The reason Andy is being mentioned in the same sentence with journalism's most coveted award is his amazing curation of tweets from Tunisia and Egypt in the last month. As a result of this activity, Andy may be to journalism, what those folks in Tahrir square are to the Middle East. In a word, he may have changed our very vision of the landscape. In short, he has forced a lot of people to redefine "covering a story" and the nature of "journalism" itself. We always knew that social media could change the world, and especially the world of journalism, but now we are seeing it in action.

When I first saw Carvin's tweets from Egypt, I immediately set up an @acarvin column in Tweetdeck to keep myself up to date. At first, his tweets were so immediate, I thought he was actually in the thick of things, and worried about his safety. Then I realized that he was actually in his office, which actually gave him a much better vantage point to collect, filter and retweet news from Tahrir square.

Lets think about this. One guy, from a radio network who's funding is constantly under threat, has better coverage than most major news conglomerates.

This is not entirely new news. We've seen over and over in this new social media age, that one twittterer (@OxfordGirl in Iran, @sandmonkey in Egypt) can quickly become the goto source for a story. But Andy's curation approach is what is really new. The idea that one smart individual with wicked fast fingers and a whole bunch of connections, can "cover" one of the biggest stories of the year using hundreds of feet that are actually on the street, in the square and at the front. He didn't need cameras and microphones and a crew. He has dozens of trusted sources with cell phones and their own sources. I don't know what Andy gets paid, but even if NPR paid him triple-time hazard pay, it's still a lot cheaper than the half a million or so Rupert Murdoch spends to put out The Daily each week.

http://kdpaine.blogs.com/kdpaines_pr_m/2011/02/this-week-didnt-only-see-a-political-revolution.html

http://kdpaine.blogs.com/kdpaines_pr_m/2011/02/this-week-didnt-only-see-a-political-revolution.html

Some snippets from KD Paine's article on Andy Carvin

network weavers

A Network Weaver is someone who is aware of the networks around them and explicitly works to make them healthier (more inclusive, bridging divides). Network Weavers do this by connecting people strategically where there's potential for mutual benefit, helping people identify their passions, and serving as a catalyst for self-organizing groups.

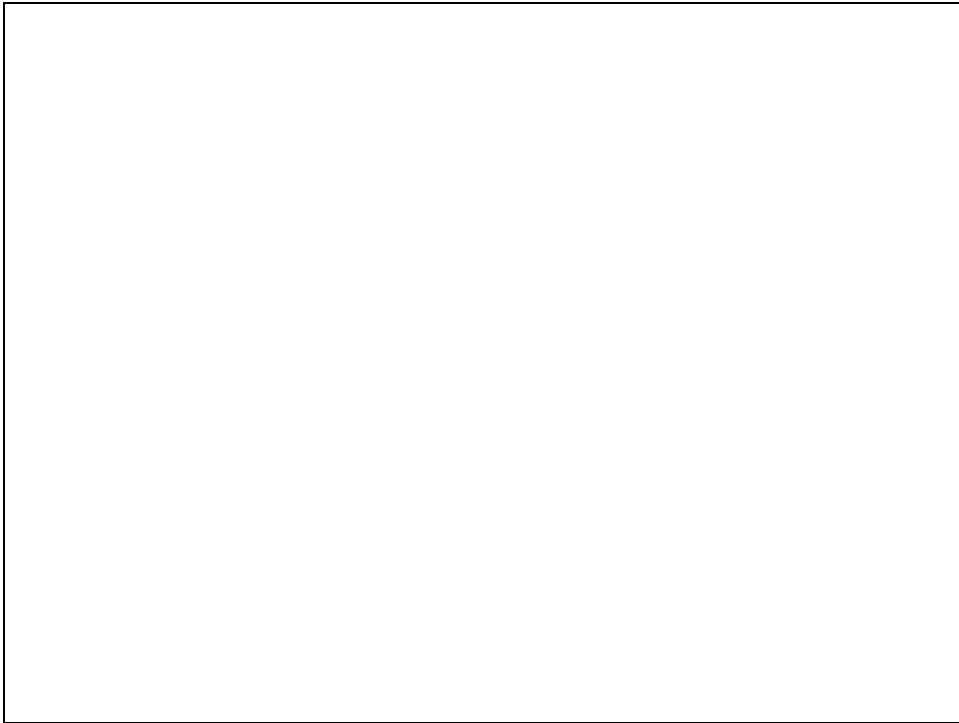
June Holley

<http://networkweaver.blogspot.com/2010/04/what-is-network-weaver.html>

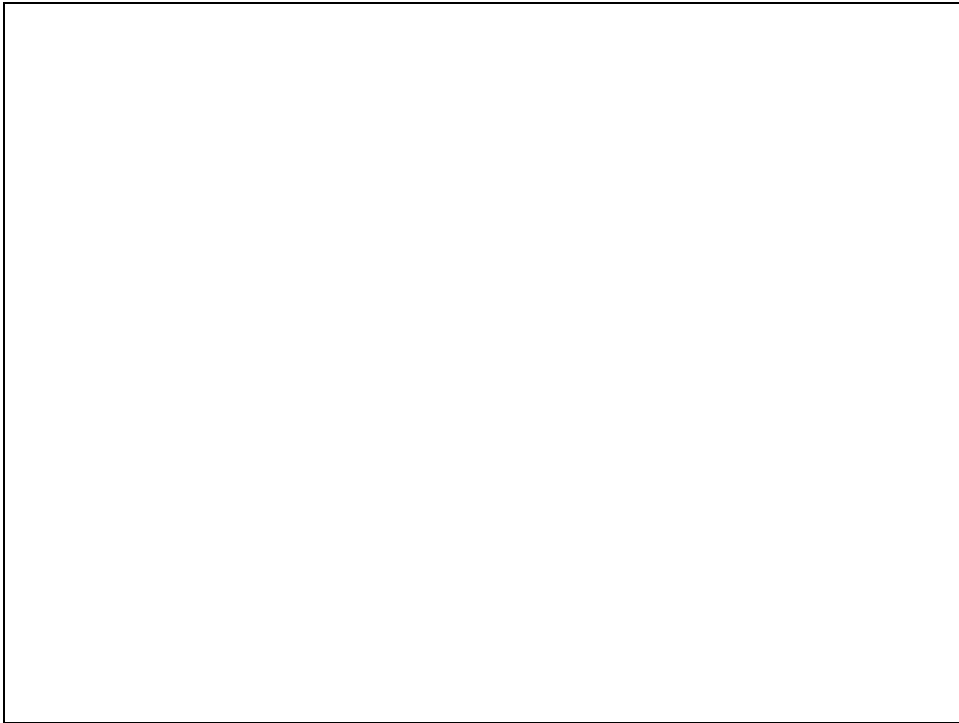
Andy Carvin is one form of Network weaver, but more on weaving content (news) than focusing specifically on weaving relationship (as posited in June's definition.) I think both are important.



Let's look at a couple of network practices.



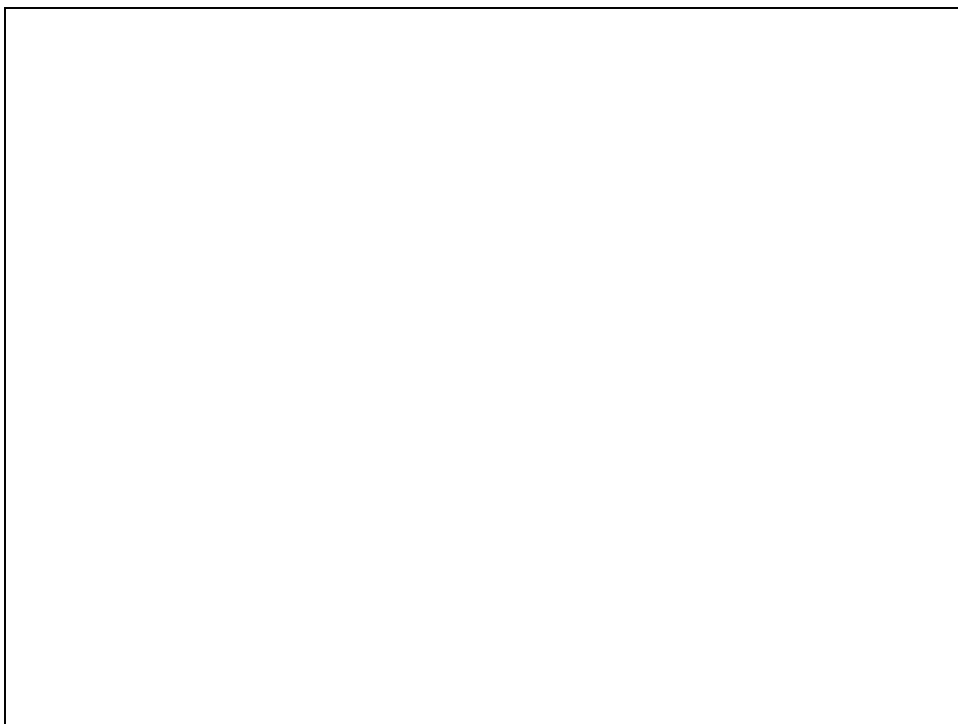
First is my poorly labeled “Triangulation.” You can see more about it here:
<http://www.slideshare.net/choconancy/triangulating-our-professional-development>
and <http://www.fullcirc.com/2009/11/29/need-your-feedback-on-my-triangulating-thinking/>



It is easy to dive deep into one's own area of specialization, increasing our proficiencies. But sitting right along side of us are adjacent practices and professions that can stimulate our own learning, give us a new perspective with which to reflect upon our own work and to stimulate us during those "plateaus" that we encounter along our paths. By hooking in and out - by triangulating - with other adjacent practices and networks of professionals, we can grow our own professions.

http://books.google.com/books?hl=en&lr=&id=PXcUZCtFmnsC&oi=fnd&pg=PA71&dq=learning+from+adjacent+professions&ots=sWDpMGyPlj&sig=h1MHN9_cWqwifgjQkgSLFjZfXX8#v=onepage&q=learning%20from%20adjacent%20professions&f=false

The stuff near us, perhaps just out of our line of sight but which can complement our practice and profession.



I want to add a specific note here on the value of the connection to the external network, particularly because sometimes when I talk in terms of non profit or government work, people say “this can’t work because of competitive issues. First, non profits and government orgs can be hugely competitive, even though they have a supposed shared common good or outcome they are working towards. They compete for resources, often through branding and “WE DISCOVERED THIS HERE” approaches. These are survival mechanisms, but they often block the very learning and innovation that is required in the work.

External communities and networks bring diversity of thinking that we need for innovation. Even when we can’t talk about ALL of the specifics of our work, we can always talk about something about our work. So creating space and permission for these extra-organizational engagements is in fact an astute investment and the risks can be managed.

Photo credit:

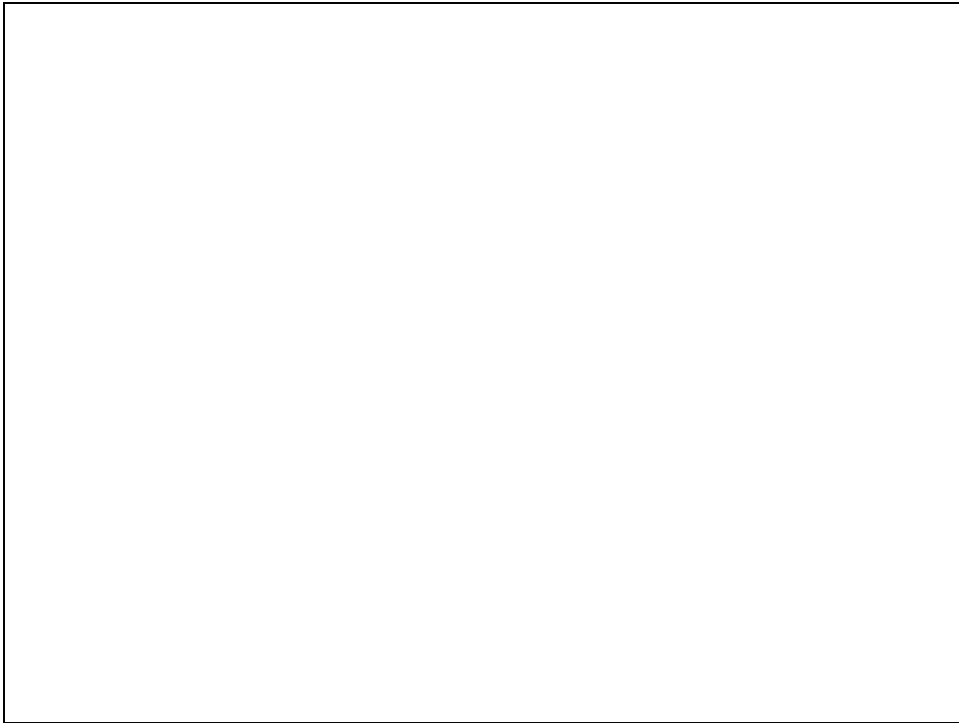
<http://www.flickr.com/photos/illustriousbean/571630048/>

Uploaded on [June 19, 2007](#)

by [illustriousbean](#) iza



We can also use our network to triangulate to relationships and opportunities that may not be directly available to us. If we build an audience for a PSA on Slideshare or YouTube, we may have greater success “selling” it to a TV station.



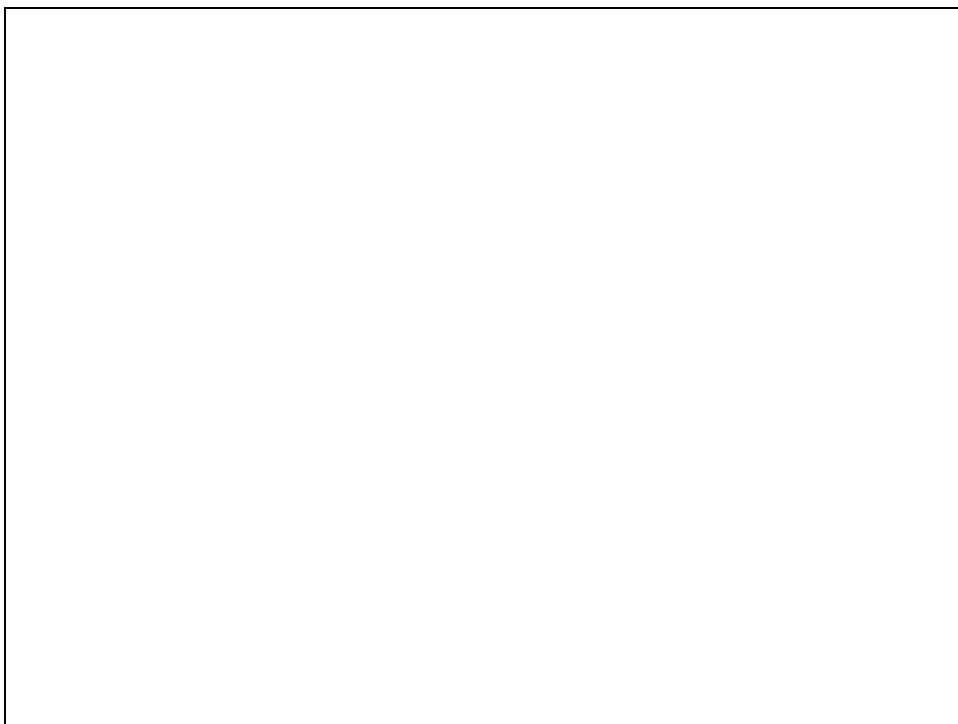
Triangulation also gives us connection and support with and from others.

The starting point is often a person's desire to either learn something from “an expert” (itself a loaded and often questionable term) or get an external perspective.

What my colleagues often report is feeling alone and unsupported in their work. Some are so constrained, they refer to it as being imprisoned in a way that keeps them from really doing their work, or tapping into the deeper possibilities of their work. They want to go beyond “check the box” on the log frame analysis, but see little light at the end of the tunnel to do so.

Being fully heard by someone else (preferably someone they respect and who has some external respect – that ties into the third point of validation) is akin to bringing light into the dark room, to illuminate both the substantive domain issues and they personal and often emotional contexts of the work. It is sometimes uncomfortable to talk about the emotional side of work in our organizations, but in my experience it has been crucial.

Support means far more than a comforting “I understand.” Some of the elements including holding up a mirror so a person or team can see their own strengths in a new light. Asset identification and amplification. Identifying specific learning and practice needs in a very practical, task focused way. So the emotional part is woven immediately into practical work.



The support part of the triangle identifies what types of learning, resources and practitioner connections might be useful. This is the connection bit of triangulation.

An external community or network is a fantastic resource because most often it does not impose more hard costs on the person's organization (which might very likely be vetoed), it provides expertise, a place to ask and answer questions and learn, a place to find resources and experience one's practice in a fuller ecosystem, rather than in the isolation of one's own job.

The connection to a community of practice or wider network however, becomes the field out of which the fruits of the ongoing triangulation live and breathe. It can take over the role of the person who provided the initial support, and it can also become the place for external validation, the next bit.

<http://www.flickr.com/photos/mathemagenic/4014282560/>

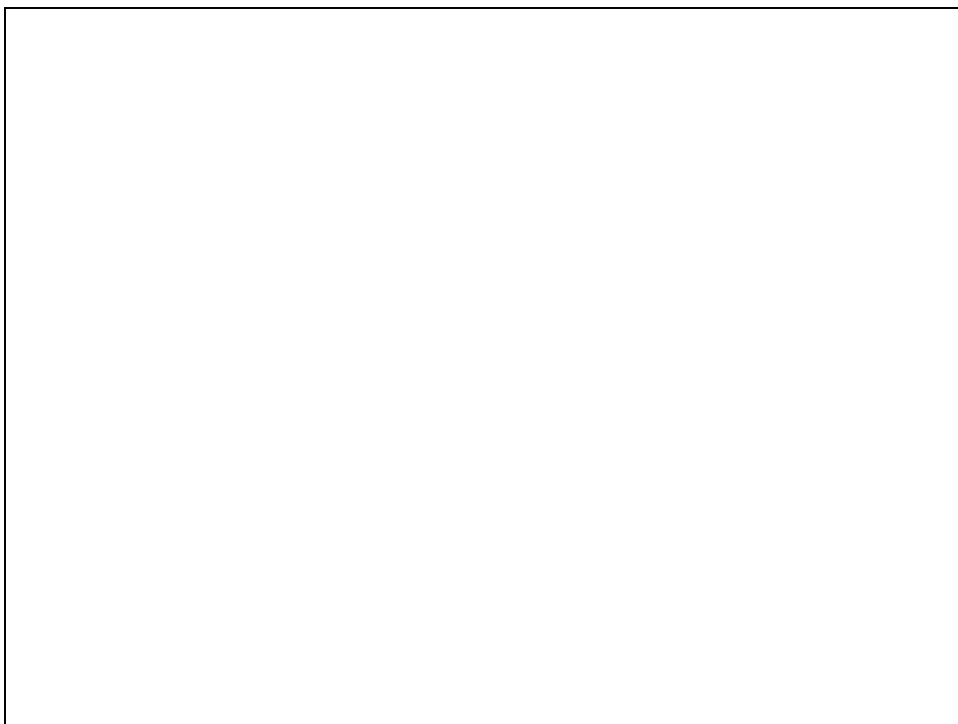
Photo Credit: (And really interesting story)

Uploaded on [October 15, 2009](#)

by [Lilia Efimova](#)

This photo requires a whole of Creative Commons trail:

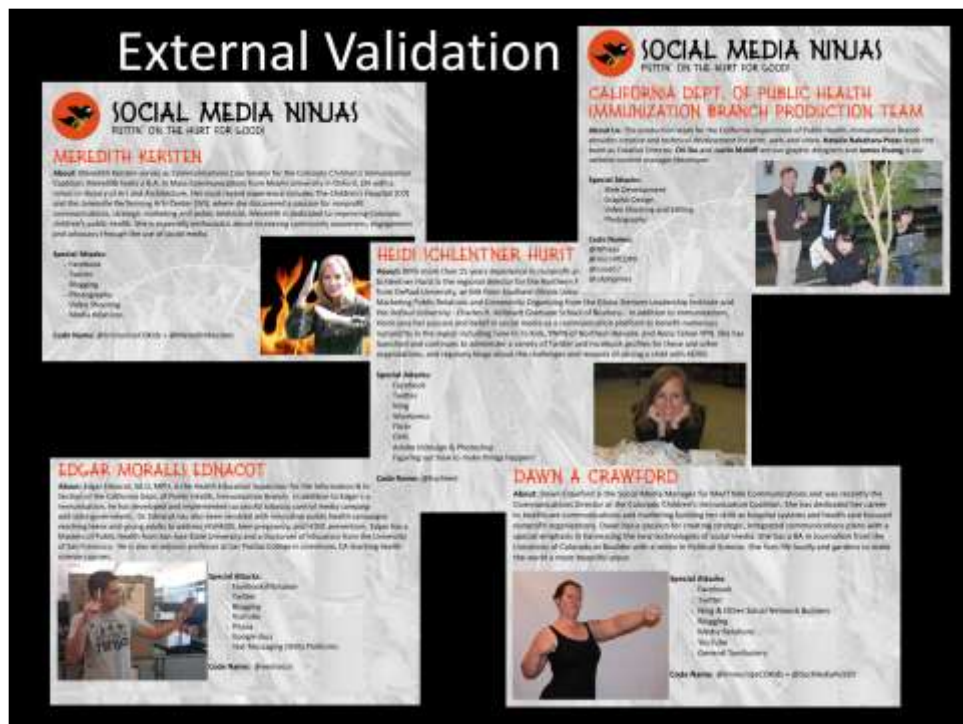
- This is a piece of the [photo made by Gauri Salokhe](#).



The third and very very important part of the triangulation is external validation. Folks in the middle often have a hard time getting their work seen, validated and thus supported for continuation or growth. Those beside and below them have little extrinsic or intrinsic motivation to pay attention. Those above them have little time, attention or motivation, especially in organizations where there is little latitude for risk taking, learning through “safe fail” (Dave Snowden’s term) experiments (let alone FAILURES!) and when something succeeds, management more often needs to take credit for the success because that’s how the politics of the organization work.

One strategy we’ve used for external validation involves social media. When we – the people who are either doing direct support or the community/network members – learn about the success of the lone innovator in their organization, we tell the story externally. Of course, you check to make sure you are not messing with IP, rules etc. A blog post, a Tweet or a series of retweets shines a light on the work and success of the person. All of a sudden, “the boss” looks up. What’s going on here? This is cool! Others think it is cool! Let’s look into it and support it. This external validation often best comes from credible people who work in the field. If X organization is having success, then Y is interested. All of a sudden, individual and organizational identity comes into play as a support of the learning, rather than a barrier.

Example: In the NGO “KM” world (one of my primary domains), the <http://KM4Dev.org> network has become an important player in this role. An added bonus, beyond the immediate support of the individual, is that



<http://www.slideshare.net/dawnacrawford/social-media-ninja-posters-2>

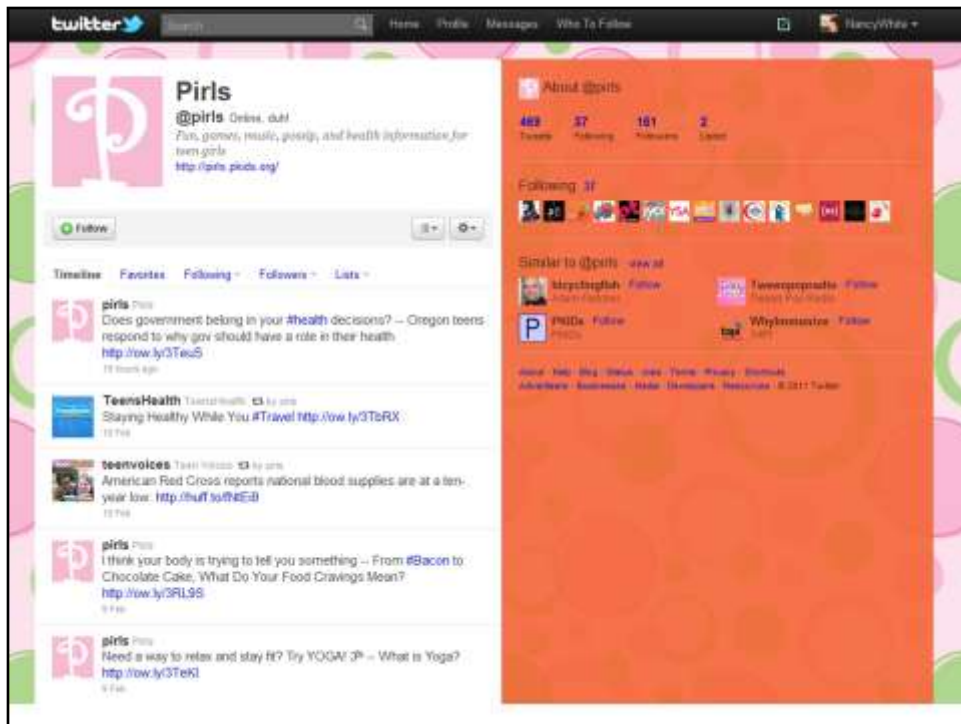
Here, again from Dawn Crawford's work, is an example of external validation that can build an individual's credibility and ability to be a change agent in their own org, maybe only after being successful OUTSIDE of it!

Closing Triangles

- Who are the “X should meet Y?”
- What is “in it” for each of them?
- How might you introduce them?
 - Think about “increments”
 - Email
 - Phone
 - Follow up
 - Face to Face



Here is the work of June Holley who talks about “closing triangles” between individuals as a key network weaving practice. For more, see <http://www.networkweaving.com/blog/2006/06/network-weaving-101.html> , <http://www.globalpost.com/webblog/ngos/integrating-network-mindset-your-daily-work>



<https://twitter.com/#!/pirls>

We can close triangles using what we know from followers on social network sites like Twitter and...



<https://www.facebook.com/PirlsGirls>
Facebook!

Small, iterative experiments.

Time delimited.

Mid-point and final reflection.

Small, iterative experiments.

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Mid-point and final reflection.

Small, iterative experiments.

Time delimited.

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While there is a ton of opportunity and we want to it all NOW, consider small, time delimited experiments with mid and final reflection and evaluation points.



And remember, with networks, social media and so many complex, emergent things, we can act no

