**KNOWLEDGE NETWORK DESIGN QUESTIONS TO CONSIDER**

The following questions can help leaders thoughtfully design and manage knowledge networks.

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<th>DESIGN DIMENSION</th>
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<td><strong>Strategic Dimensions</strong></td>
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| 1. Leaders’ shared theory of change | • What should be the leaders’ working assumptions about the change dynamic? How will people learn and adapt knowledge into action?  
• What is the leadership model? Will leadership be provided by a group (for example, a core team) or an individual?  
• How do leaders model desired network behaviors (for example, sharing knowledge and contacts, using the platform, being expert and learner)?  
• In what way is this manifest in the other dimensions? |
| 2. Objectives/outcomes/purpose | • How are the network’s purpose, outcomes and objectives defined?  
• Are they negotiated among convening members?  
• How are objectives negotiated on an ongoing basis?  
• How do the community purpose, norms, values and outcomes get documented, along with the operating model? Is there a charter? |
| 3. Role of expertise and experimentation (the “expert-learner duality”) | • How should the organization enable members to be both expert and learner?  
• What balance should be struck between collective learning, idea integration, expert teaching and bringing in external research or expertise?  
• What balance is most conducive to reflection? To action? To empowering people to speak? |
| 4. Inclusion, participation (and promotion) | • What is the profile of a member? Are there different profiles for different levels of participation (for example, leader or coordinator)?  
• Do we look for intentionality, comfort with ambiguity and level of commitment?  
• Do we want to seek out both individual experts and those with strong networks? Self-starters and team players? |
| **Structural Dimensions** | |
| 5. Operating model | • What is the governing model? For example, when are working groups or project teams introduced to create formal policies or solutions?  
• How does this get published and discussed in a charter or other document?  
• How and where are decisions made?  
• What are the roles and responsibilities of leaders and other officers?  
• What is the role of the public or outside regulators? |
| 6. Convening structures | • What channels or vehicles (such as meetings, “tweetups” or other social media and collaboration platforms) will the network use to convene members, synchronously and asynchronously?  
• When is real-time rather than asynchronous conversation or dialogue essential?  
• What low-tech structures are required for convening members in areas with low-bandwidth Internet access or limited technology access? |
| 7. Facilitation and social norm development | • What types of facilitation approaches will be required, both from the network managers and from members?  
• What tone should be set in the various convening vehicles? How does this tone get established and maintained?  
• What norms, like reciprocity, listening or idea translation for others, need to be established and protected? |
| **Tactical Dimensions** | |
| 8. Measurement, feedback and incentives | • What are the outcome, input and satisfaction metrics to examine?  
• What is the data collection approach?  
• What reflection and closed-loop learning processes should be explicit?  
• How do we reward both the community as a whole and individuals as contributors, balancing the need to honor both experts and learners?  
• How is the theory of learning being measured and how does it relate to the strategy from a quantitative perspective? |