

Guidelines for networking methodology

GERMAN VERSION

Product 7 of ISM+ Project

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Netzwerken

Modul für das ERASMUS+ ISM+ Projekt

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1. Netzwerken - Einführungsübungen

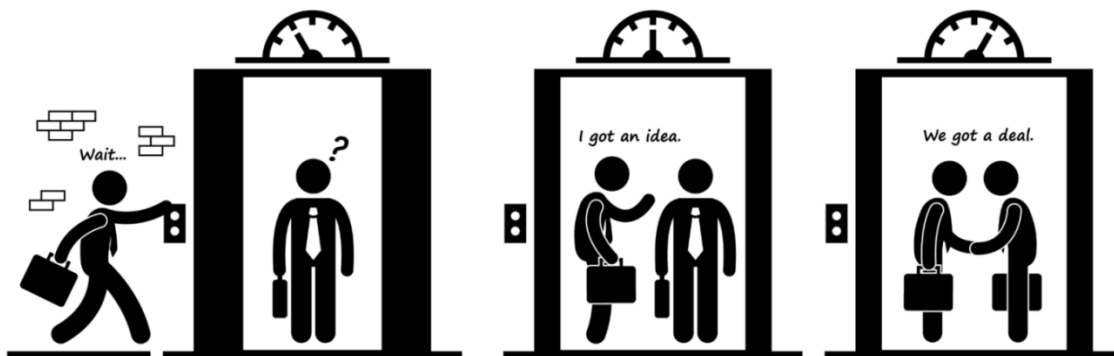
Am Beginn eines Seminars(zum Beispiel ISM Training):

- Fragen Sie die Teilnehmer der nach einem Traum, den sie haben oder über den Beruf/ Arbeit, die sie wünschten, als sie noch zur Schule gingen
- Bitten Sie die Teilnehmer, sich entsprechend ihrer Entfernung vom Treffpunkt oder anderen Kriterien vorzustellen

Allgemein gebräuchlich ist, zu Beginn des ISM-Trainings (1. Tag) zu fragen, von welchem Beruf der Bauer in der Jugend geträumt hat; Zur Abwechslung können Sie auch fragen, sich vorzustellen.

2. Aufzugspräsentation

Suche nach relevanten Personen



Wer kann von ihren Ideen, Gedanken und Werken profitieren?

Was ist ihre Herausforderung oder das zu lösende Problem?

Suchen Sie nach einer potenziellen geeigneten Person.



Ziel: Versuche in 1 Minute Kontakt aufzunehmen !!

Mögliche Übung: Erklären Sie den anderen Teilnehmern in 1-2 Minuten den interessantesten Teil des Ergebnisses meines ISM-Trainings; Implementieren Sie dies in kleinen Gruppen. Wann (3. Tag oder Abschlusstag)?

3. Schnelles Netzwerken

Ziel: Suchen Sie nach Experten und Förderern, die Sie unterstützen können

Instrument: Kurze Treffen von 2 Personen (bilateral)

- Legen Sie das Thema von Interesse fest
- - 3 Minuten um über sich selbst zu erzählen (über Expertise, Meinung zum Thema, etc.)
- - 3 Minuten für die andere Person zu erzählen
- - 3 Minuten, um zu diskutieren und nach einem Mehrwert für einander zu suchen

Optional:

- - Schreibe kurz deine neue Idee, Kontakt und / oder Vereinbarung auf
- - Erläutern Sie den beobachteten Mehrwert des Kurztreffens für die Teilnehmergruppe (3 Minuten)
- - Erstellen Sie eine neue Runde kurzer Treffen mit neuen Paaren und machen Sie dasselbe

Übung: Die Mitglieder des Projektteams besprechen in Paaren ein Thema (vom Projektkoordinator zugewiesenes Thema); Sie berichten der Teilnehmergruppe über den Mehrwert (oder nicht) dieses Schnelle Neztwerken-Konversationsgesprächs Mögliche Themen: Was sind kritische Erfolgsfaktoren bei der Anwendung von ISM? Wie erfährst du deine eigene Rolle darin? Einbetten: bei Team-Projekttreffen.

4. Interventionen

Ziel: Interventionen sollen bestimmte Barrieren überwinden, außerplanmäßiges Denken anregen und neue Ideen für die eigene Situation schaffen. Es soll auch Diskussionen einleiten, die sonst nicht so leicht stattfinden.

Instrumente:

- Laden Sie inspirierende Menschen mit vielversprechenden Geschichten ein
- Laden Sie einen Leistungsträger ein, die Teilnehmer zu konfrontieren
- Stellen Sie den Teilnehmern inspirierende Beispiele vor
- Bitten Sie die Teilnehmer auf individueller Basis, einen Außenstehenden wie einen Geschäftsmann, einen Leistungsträger oder eine kreative Person zu interviewen und darüber zu berichten
- informelle Diskussionen organisieren; Der Schlüssel liegt darin, Menschen dazu zu bringen, sich zu treffen und miteinander in Kontakt zu kommen

Aufmerksamkeitspunkte:

- Vermeiden Sie Verhandlungen; Diskussionen mit Personen in Funktion, besonders wenn sie eine Organisation in der Diskussion darstellen, regen und inspirieren selten

- Beschwerdeführer werden in diesem Prozess am besten ausgeschlossen; Sie verbrauchen Energie und bringen nichts zurück

Übung a. Als Hausaufgaben führen die Teilnehmer am ISM-Training jeweils ein Interview mit einem Unternehmer oder Leistungsträger durch und berichten / erzählen darüber; Teil der Hausaufgaben am ersten Tag in einer 3-tägigen Trainingseinheit; individuelle Berichterstattung / Präsentation am 2. Trainingstag

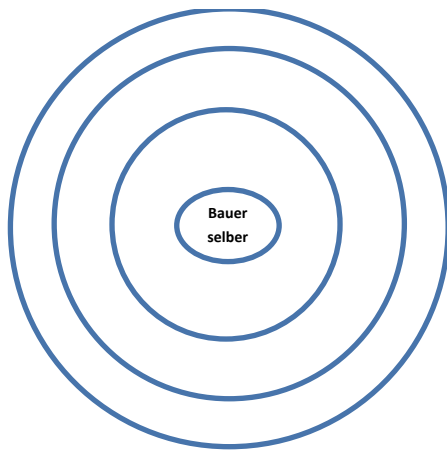
Übung b. Ein Leistungsträger wird am ISM-Extra-Tag - 4. Tag - (oder in einem speziellen Abendprogramm) eingeladen, seine Geschichte zu erzählen; Alle Trainingsgruppen können gemeinsam teilnehmen, um Kosten zu sparen, die mit der Einladung einer solchen Person und der Anmietung einer Unterkunft verbunden sind. Programm kann mit Demonstration von Budget-Modul und Marketing-Modul kombiniert werden

5. Netzwerkanalyse

A. Interne Netzwerkanalyse

Ziel: Einblick in Ihr Netzwerk, indem Sie einen Überblick darüber erstellen, welche Personen mit Ihrem landwirtschaftlichen Betrieb verbunden sind

Aktion: Füllen Sie das Netzwerkdiagramm auf einer individuellen Basis mit Personen in Ihrer Umgebung aus. setz dich in die Mitte; ziehe die Menschen und Organisationen um dich herum, die (manchmal) mit dir in Kontakt stehen



Übung: Füllen Sie das Netzwerkdiagramm einzeln aus. Als nächstes schauen Sie sich die Netzwerkkarten der anderen Teilnehmer an. jeder Teilnehmer kann kurz über sein eigenes Netzwerk berichten; Der Moderator kann prüfen / fragen, ob die Häufigkeit oder Wichtigkeit jedes Netzwerkpartners oder beide berücksichtigt werden, wenn diese in den 3 Kreisen positioniert werden; Lektion: Vielleicht können Sie aus dem Netzwerk Ihrer Kollegen lernen Einbettung: bereits Teil des ISM-Programms an 2. Tag?

B. Externe Netzwerkanalyse (siehe Anhang 1)

Dies wird zum Beispiel in Kombination mit "Ausarbeitung einer Idee" unter Punkt 6 unten angewendet.

6. Ausarbeitung der Idee mit der Spirale der Entwicklung/Innovation (siehe Angang 2)

Dies ist ein Werkzeug für Moderatoren, um Einsicht in den Entscheidungsprozess zu gewinnen. bei Team-Projekttreffen diskutiert werden. Es kann als letzter Teil des Abschlusstreffens angewendet werden, um Landwirte auf einem ähnlichen Ziel zusammen zu führen.

Übung: Zwei (oder drei) geeignete Ideen / Pläne leiten sich aus den Ergebnissen der ISM-Trainingstage ab; Während der Rückkehrrsitzung werden die Teilnehmer, die diese Idee mögen, zusammen sitzen, um in Kürze weitere Schritte zur Entwicklung der Idee zu diskutieren, eine externe Netzwerkkarte zu zeichnen, die Zusammenarbeit zu betrachten und zu abzuschließen(Sitzung zu 45 Minuten)

7. Gebote und Verbote für die Vernetzung

Gebote

Sei offen, ehrlich und neugierig

Überlege einen längeren Zeithorizont

Schätze Tipps, auch wenn diese für dich nicht nützlich sind; Vielleicht kannst du jemanden anderen im Netzwerk glücklich machen

Hör genau zu

Vernetzung ist gegenseitig

Achten Sie auf Ihr persönliches Netzwerk und bereiten Sie ein Meeting sorgfältig vor (welche Fragen stellen Sie sich)

Kümmere dich um dein soziales Kapital (Menschen, die für dich wichtig sind)

Nähern Sie sich Menschen, die Sie nicht kennen

Kenne deine Aufzugspräsentation

Haben sie Spaß

Verbote

Rede nicht zu lange über dich; prüfen Sie, was die andere Person für Sie bedeuten kann

Sei nicht zu ehrgeizig; Vernetzung ist ein Nehmen und Geben Spiel

Tratsche nicht; Die Reaktion darauf wird dich eines Tages treffen

Sei nicht negative

Verwenden Sie kein Fachjargon

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Appendix: 1. The External Network Analysis - supporting an idea / plan

An initiative starts taking place when people who share an affinity for a certain idea are connected and linked. The Network Analysis is a model that enables the network's involvement in a specific initiative to be understood and its position to be explored. The Network Analysis enables you to define the scope of the initiative, the participants who support the initiative, which people represent a link in the chain as well as indicating the direction the links should take. The analysis inspires with new ideas and insights and helps network members to prepare making contacts. The network facilitator can analyse the network together with the initiator and network partners; if you are the initiator, this analysis can be done with the partners.

1.1. *The Network Analysis in detail*

Four questions guide you through the Network Analysis.

(1) What is the core?

What is it intrinsically about, what are we trying to achieve? State this initiative in one or more powerful key words and focus on that during the rest of the analysis.

(2) What is the involvement?

Who and what are you dealing with? Who are the interested parties, who stands to gain from the initiative, who do you have to take into account, and who else is involved?

Which developments, movements, institutes, rules, circumstances and the like are important?

(3) What are the positions of involvement?

The network positions are:

- **Initiators:** Take the initiative, state the starting point and invite others. The initiator is initially a single individual. She/he is the partner, link, supplier and user. Gradually, a network of involvement where others adopt the position of partner, link or user or supplier, is created.
- **Partners:** Sustain the initiative and do everything to make it visible, execute it and act as examples (Figure 1).
- **Links:** Create relationships with and connections to other networks, which show the way from different point of view, and are ambassadors of the initiative and work on building knowledge and information .
- **Suppliers:** Everyone involved contributes to the network, but there are also specialist contributions. The people involved supply what is needed to realise ambitions.

- **Users:** Everyone involved is a network user, but there are also specific users such as clients.

Between the core of the initiative and all the involved stakeholders, there is space for persons to play the different roles for a shorter or longer period of time (see Figure 1):

- as a link that creates relationships and connections,
- or, as a link and partner – or simply a partner – who propagates the initiative and does everything possible to ensure it reaches a successful conclusion.

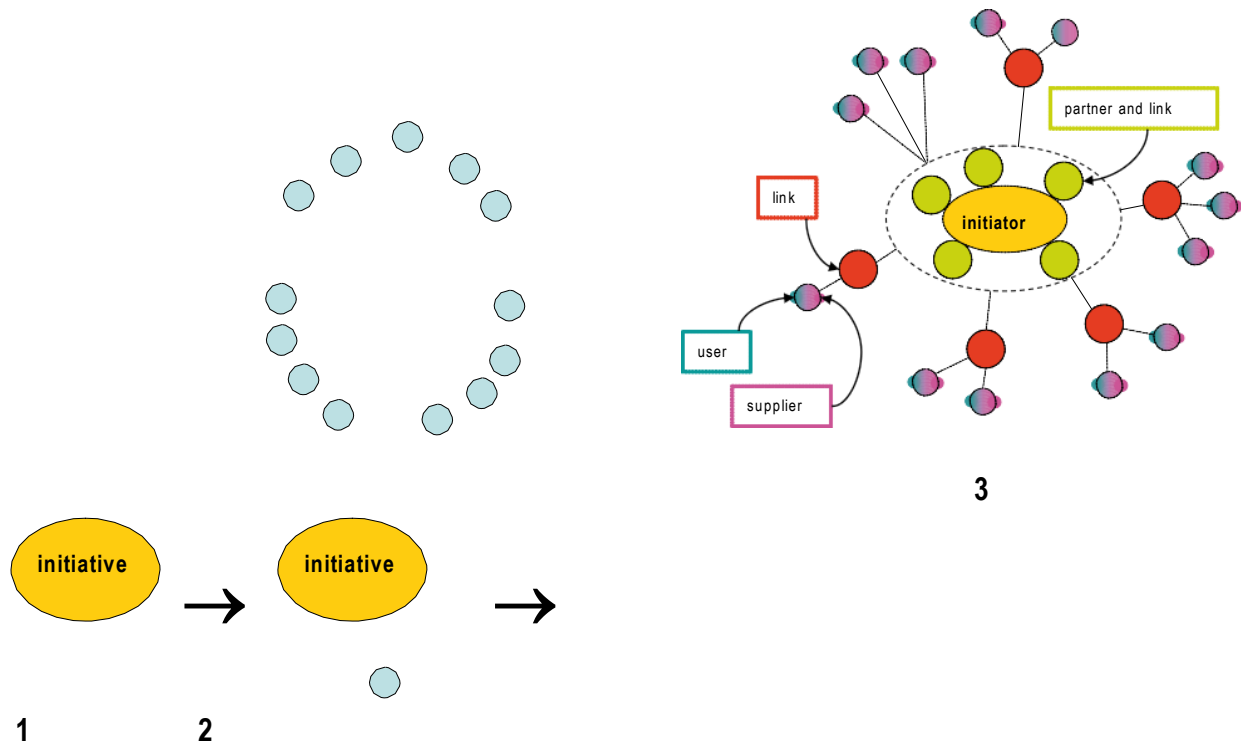


Figure 1. Illustration of three stages of the network analysis



A Network Analysis in the making

Not everyone has to be a partner

A network of dairy farmers seeks to improve their operating profit by investing collectively. A biogas digester seems like a good option to begin with. The group gets off to a good start. However, the enthusiasm diminishes as they gather more information and the moment to decide about specific choices gets closer. This becomes apparent by the effort it takes in finding a date for a follow-up meeting, for example. The facilitator decides to call up the participants individually to find out what's going on. That's how he discovers that there are differing views concerning what people want. As it happens, a considerably large biogas digester is needed for a substantial profit. Some participants want to proceed with it, but this investment is too great for others. When the facilitator puts this up for discussion in the following meeting, they agree that not everyone has to feel pressured to invest to the same extent. That's a relief because not all of the participants have to be partners in this undertaking.

Box 1

Searching for links

A network has been working on getting 'energy recovery from nature reserves' off the ground in their own region for almost two years. They already made many contacts when working out the idea, for example with heating manufactures, drying houses, livestock farmers in the area, the forestry agency, municipal and provincial authorities. The participants gradually notice that the chief ambition they have is to get their idea off the ground in order to conserve the protected nature reserve. They see themselves chiefly as the devisers of the idea and lack the actual doers in their network. It becomes clear with a Network Analysis that in addition to being partners, they are also the link to all parties involved. How would it be if other parties also became a link? What if, for example, the province, an innovation broker or the forestry agency formed a link to potential buyers of natural biofuel? Even just the idea that such parties might be able to devote themselves to the realization of this innovation provides a new twist to the discussion about the network partners. How can we, as originators, further let go of tending to our innovation project? Perhaps it is then advisable to establish a supervisory board of trustees in which distinguished people participate in their own name. While talking about it, diverse people came to mind that the partners really wanted to involve. It turns out that most of these people are already in the contact network! The sentiment clearly switched. They

Box 2

Ask yourself if these links also occur in your situation. Which behaviour shows that someone is a link? Or that someone is a partner? The key issue is how someone really behaves! All of the people involved have at least a position of user or supplier. This creates a snapshot of the dynamic network of involvement (see Figure 2).

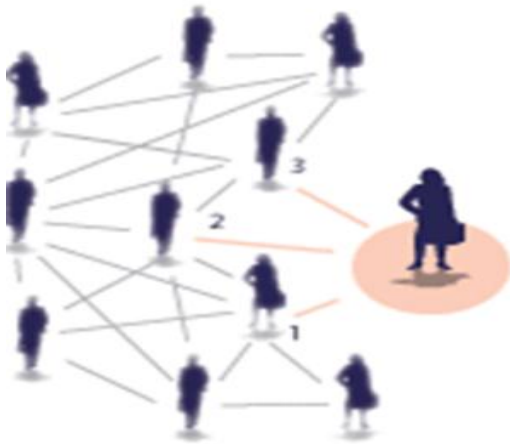
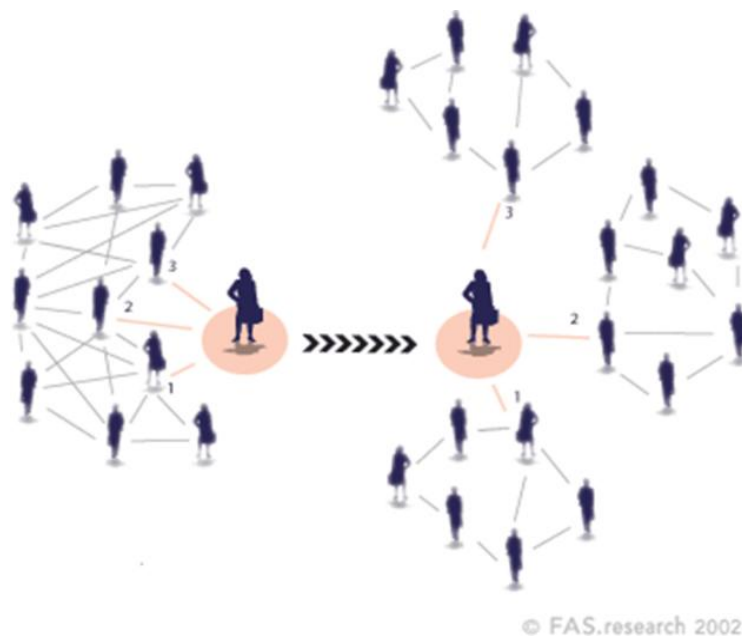


Figure 2: Are the right persons present in my network?

(4) Is this network a solid foundation? The Network Analysis creates a snapshot of the dynamic network of involvement. The key question is: does the current form of the network offer the potential to expand and build on (see Figure 3)? Each analysis supplies new ideas of how you can continue to consolidate your network to bring the initiative one step closer to realisation.



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Figure 3: How to get in touch with the right persons?

1.2. Using the Network Analysis

The facilitator should preferably make the Network Analysis together with the network participants. Their perception is guiding. It helps to visualise the positions, for example, in a mind map on a flip chart or paper table cloth. Place the main text in the centre. Then hold a brainstorming session with the group and place the answers on the chart; this triggers to the second question about involvement around the main text. Continue with the involvement positions. Who are the connections and who are the partners? Don't forget to include yourself! Confirm that the links and partners actually are links and partners: which behaviour demonstrates that? It's about what a person really reveals through their thoughts and behaviour! And finally, draw your conclusions: which connections require some concerted effort. And ask yourself the leading question: is this a network that offers a solid enough foundation on which to build?

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Appendix 2: Developing an idea, using the spiral of Development / Innovation

A group of farmers / entrepreneurs with similar vision (having a common idea) act together, guided by a facilitator. For instance as follow-up of and utilizing the information gathered during the ISM training; participants with similar ideas /plans are placed together in a group; possibly this exercise to be done on the ISM training return meeting.

Task1: formulate goal/direction to go on the basis of the initial idea;

Task2: prepare an external Network analysis on basis of the formulated goal;

Task3: discuss elements of developing a global plan on basis of Tasks 1 and 2 and decide to continue or not;

Task4: ask to continue this effort or not. This all will be done using the “Spiral of Development approach”; do these 3 tasks together as a group.

The Spiral of Development / Innovation

People take action because they want something: they want to profit from an opportunity, solve a problem, improve a technique, change direction, realise a dream: the content is guiding.

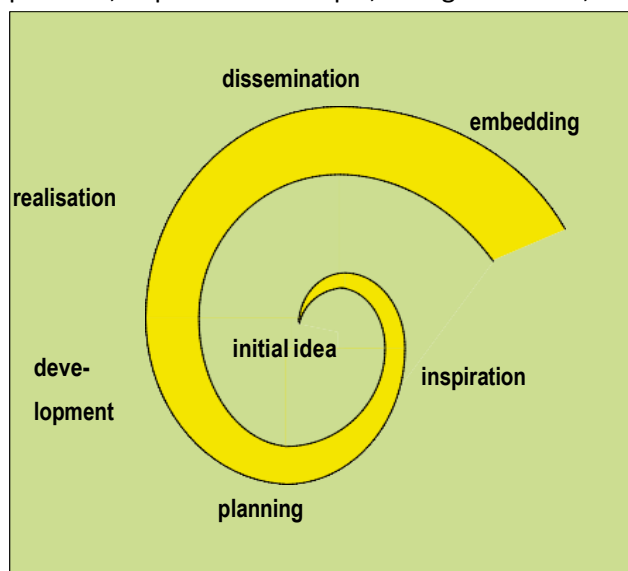


Figure 1. The different stages of the Spiral of Development

The **Spiral of Development** (Figure 1) shows how an initial idea proceeds through different stages before turning into an embedded plan/innovation: a new practice that is widely applied in a broad context and with which the environment structurally complies. Not every idea matures into a plan – they don’t have to either. The model is intended to determine where you are in the development process. Which phase is being addressed, what does it mean for the type of knowledge that is being worked on and which parties have to be mobilised?

Innovation cannot be fabricated as a manageable project. It’s an autonomous process: a good biotope automatically generates innovation. You can improve the climate of the biotope by helping to create the right connections and by removing barriers. The Spiral of Development helps you to

detect barriers and prioritise the connections that have to be made to others.

The **Spiral of Development** distinguishes seven phases. Each phase prioritises other activities, and usually involves other actors. The shape of the Spiral of Development shows that the idea usually starts off small and spreads to involve more actors as the process of development progresses. Furthermore, knowledge processes and innovation are rarely linear, which explains why the model is shaped like a spiral. The phases can even be repeated more than once. The embedding of the idea frequently ends in a place which differs to where the initial idea was conceived.

This exercise focusses on the first 3 phases of the Spiral of Development: initial idea; inspiration and a start to planning.

1. The phase of the initial idea

The start of this phase is usually not planned. A person or persons may possibly have a problem or a vague dream (Box 1). The initial spark can also be triggered by a confrontation, or an unexpected event.

Knowledge

An initial idea is generated by an individual's response to his or her environment. Experiences, knowledge, convictions, dreams and anxieties, creativity and intuition; all these aspects play a role in a person's capacity to pick up signals from the environment and do something with them. For example, by interpreting them in such a way that leads to an out of the box reaction. And that is precisely the reaction that sows the seeds of change. We call this: knowledge as responsive capacity, the capacity to respond effectively to a changing environment.



An initial idea frequently originates by chance.

Connection

Initial ideas are often created when someone looks beyond the confines of his/her immediate circle. Initiators are frequently people who are relatively new to a specific environment. This explains why they notice aspects that others consider normal, or the newcomers have fewer inhibitions about introducing new concepts and reactions.

Barriers

The chance of initial ideas maturing into innovations is increased through contacts between the known network circle and the world around it. If the threshold to make such contacts is high or newcomers are not readily accepted, barriers will grow which frustrate the creation of an innovative climate.

Interventions

Based on the factor that most restricts the creation of new ideas, you can consider undertaking the following interventions:

- Organise contacts with people from outside the immediate circle, from a more unexpected angle. As has been demonstrated, without exception, visits, excursions and open house days, which give outsiders a look behind the scenes, boost energy and often yield new ideas.

Combating parasites with pest control?

A poultry farmer is having problems with red mite in his barn. A terrible problem that plagues the entire sector and which can no longer be controlled with legal agents. People would rather not discuss it. However, this farmer notices that the darkling beetle population increases when there are many mites and that the number of mites then diminishes. Evidently, this is a natural enemy. He concludes that 'The mites could then be controlled biologically using this natural predator. The initial idea is born. He discusses his idea with a few fellow poultry farmers. Moreover, one of them has bronchial problems. And this worsens when he uses the common chemical methods of pest control. The idea that they might be able to do something about it appeals to them. The inspiration phase has begun.

- It can be refreshing to meet and communicate with people who hold opposing ideas or invite them to a brainstorming session. It's important to be aware of the risks that people take in making new contacts. Competitive considerations, for example, play a role, or in the case of livestock farmers, the contamination with diseases. Finding solutions together, such as sharing the risks or preventive measures against contamination can lower the threshold and open the door to new contacts. Hopefully leading in turn to the birth of new ideas.

Action 1: participants express their thoughts about initial idea

2. The inspiration phase

The inspiration phase begins as soon as someone starts sharing his/her initial idea with others. In the inspiration phase, the initial idea takes shape as the concept inspires others. This process takes place when the initiator discusses the idea with others. They can contribute, possibly because they hold similar ideas, or because the debate offers perspectives for a solution they may have been searching

for (Box 1, 2, 3). This phase creates an initiative group that focuses on wanting change. As soon as the network starts implementing action, or decides to implement action, the group progresses from the inspiration phase to the planning phase.

Knowledge

People who have an affinity with an initial idea relate it to their own world, their own experience, their perception of reality, interests, dissatisfaction, hope and anxiety. This creates new insight and new perspective which in turn generates energy. This is the core of inspiration. The interaction between the participants in the group brings perceptions closer together. Participants don't necessarily have to agree on everything. It's not always necessary to have the hard facts. In a healthy process, the moment will come that the a high level of agreement on the subject in question will be reached and that people feel the urge to start taking action. So there is accepted knowledge as the basis for collective action.

Who's participating?

It becomes more appealing to keep dairy cows in the pasture if the automatic milking system, the milking robot, can also go there. Such a system does not yet exist.

An enterprising researcher in search of supporters places advertisements. The advertisement in one specialist journal produced four reactions, an appeal via the 'Attention Mail' with newsflashes from the innovation programme yields thirteen interested farmers. At the first meeting it turns out that the views on the desired end result were fairly divergent. They do not think that's bad, but rather inspiring. There is a search direction ^

Box 2

That's shocking!

The discussion reluctantly gets going in the network of poultry farmers that wants to tackle the red mite problem. They ask five fellow poultry farmers to participate, but it proves a disappointment for the three initiators to convince them of the urgency. The facilitator brings in an expert who devises a simple measuring instrument, a type of imitation opening in the shape of a cylinder with a wooden stick in it. When you pull the stick out of the cylinder after hanging it in the barn for a week, you can simply count the number of lice that have crawled in. The participants are rather shocked by the result in their barns. Some still thought that they had explicitly prevented the mites from entering their farms; now it turns out that everyone has the parasites. Their readiness to take action substantially increases because of this

Box 3

Connection

During the inspiration phase the main focus is the connection among like-minded people. Their synergy produces the fuel needed to power action. Later phases not only energise the participants, but may also de-energise them. For this reason, it is crucial to create a sound foundation. Subsequent actions often require others, such as financiers or managers, to create space. So in this phase it is essential that the network of change agents acquires a position from which the environment takes the network seriously.

Action 2: Prepare external network analysis

Barriers

A network can stagnate in this phase for several reasons:

- In a social setting that does not embrace different opinions, it is difficult to find supporters prepared to take a different view or approach that deviates from the norm.
- People can easily fear competition, this reticence may hamper the discussion about what is wrong and needs changing. It can even threaten to halt the process.
- A culture of complaint is lethal for changes; it drains energy away and prevents people from dreaming.

A specific pitfall for change agents is that they start complaining if they have requested cooperation and are only faced with a negative response. The motion is halted and they blame those who obstructed progress. The Spiral of Development shows that they actually asked for too much room to maneuver too soon. The change agent had not yet generated sufficient energy or acquired the right position.

Interventions

Depending on the nature of the barrier, a facilitator or free actor has a number of options in this phase:

- Invite inspiring people with promising stories.
- Introduce participants to inspiring examples.
- Arrange informal discussions. The key is to getting people to meet and connect.
- Avoid negotiations. Discussions with people in function, especially if they represent an organization in the discussion, rarely energize and inspire.
- Complainers are best excluded from this phase. They drain energy and contribute nothing in return.

3. The planning phase

The next phase starts when the network participants are prepared to start acting and have a reasonable chance of success of creating sufficient space to realise their ambitions. Space is necessary at two levels, namely within the network itself and in the network's environment. For example, funders, partners or, if employees are involved in the network, their managers.

Action 3: Ask each participant to mention elements of a possible plan

The lesson is that this phase needs time. It is tempting to quickly come to an agreement so the action can start. But all too frequently, it appears that participants fail to keep to the outlines of the agreements. The time devoted to this phase will be rewarded fully at a later stage. It is actually better to refer to a search direction rather than objectives. It's often easier to exclude elements from the search, rather than include them. It is important to formulate the objectives not too close to ensure that participants are confident enough about the activities. The retaining space can be used for a search with surprises.

Action 4: Ask participants their opinion about to continue with this cooperative effort or not

Below is additional information – not part of exercise

Knowledge

As in the previous phase, this phase also requires accepted knowledge. It makes a difference if you are attempting to reach a consensus with supporters or with gatekeepers. Gatekeepers are important in the planning phase. They are actors who have to create space for the activities in the subsequent development phase. These people include financiers, partners and, in the case of participating employees, managers. Financers place their own criteria on the initiative. Managers have objectives which are used to assess their own performance. The initiators will have to translate their ideas into the gatekeepers' language in order for knowledge to be accepted as the starting point.

Connection

In this phase, the *connections within the network* acquire an added dimension. In the inspiration phase, the focus was on what connected the participants. In this phase, the participants should define the precise focus, discard the elements outside the scope of the chosen focus, and clarify just how much each participant is willing to invest. This phase is intended to give participants the opportunity to become familiar with each other and with each individual's 'instructions for use' before things get out of control.

You will also frequently find yourself *connecting with the gatekeepers* in this phase. If an activity requires external funding, a financier must be found. The financier will want to see a project plan and will place demands on the project. If participants are employees, a manager must also grant approval. They will want you to submit detailed project plans with concrete objectives, instruments, activities and evaluation criteria. The art is to formulate the plans in such a way that the plan inspires confidence while leaving space for a search. Furthermore, in terms of the Network Analysis, the network must contain enough links so the necessary connections can be made.

Barriers

If the participants are unable to agree on clear objectives, activities and the task division, or take this too lightly, intervention will be called for to address the manner in which the participants are communicating. Some examples of barriers that may obstruct external connections are:

- The initiative fails to meet the criteria or match the gatekeepers' views.
- The scale of the initiative is too small to be taken seriously.
- There are missing links (see the Network Analysis) connecting the initiators and the gatekeepers.
- The gatekeepers are too result- oriented and force the initiators into a strait jacket.

The planning phase works towards formulating a project plan with objectives, activities, task division and other agreements that have to be made in order to get started. It is important that the free actor, steering and guiding the situation by focusing on energy and connection, sees the project plan in the proper perspective. This package of agreements is intended to be used as a regulatory agent to control exchanges between the participants and also to ensure that all of the parties have faith in the fact that their joint efforts will result in a worthwhile investment. Trust is essential. When the project plan has been drawn up and agreed, the initiators have become a development group.

4. The development phase

The development phase starts with agreements about the objective and the task division. In many cases, the participants may still have to follow the development path for a while before being able to bring the objective and the task division into focus. In some situations, the development path being followed may turn out to be a dead end. In this case the network will be forced to reconsider its plans all over again. In this phase, the network takes the initial idea a stage further by developing it into a technique or a procedure. If necessary, the group can call upon the assistance and competence of experts or start experimenting.

5. The realisation phase

The development phase makes the transition to the realisation phase when the priority shifts from the search process onto realising the solution. This transitional line is sometimes blurred. There are, however, important differences in the activities to be implemented, the composition of the broad network and the way knowledge is utilised and applied. The realisation phase starts when the network knows what they want and how to achieve this, as well as actually wanting to implement this practice. This will not only influence and change one's own production method and organisation, the consequences also impact on others. The cooperation of other parties in the chain may be required, legislation and regulations may need to be amended, or complaints from other interested parties dealt with too.

As discussed in the development phase, it helps if contacts with people in the network's surroundings were already in place at an early stage. These *people* are characterised by their enthusiasm and open behavior and form the *informal network*. The actors needed in the realisation phase are usually *organisations* that are part of the *formal network*, people with a management or representative function. For the networks, these were mainly parties in the (production) chain, civil society organisations, such as animal protection and consumer organisations, nature conservation organisations, and policymakers at different levels.

The process of transformation from the informal character of the inspiration phase to the formal character of the planning phase appears to be repeating itself. But this time, the emphasis is not on space for a search, but on implementing a changed practice.

6. The dissemination phase

The dissemination phase starts when the new practice or technique has become familiar in the environment and is being replicated. The realization phase does not necessarily have to be completed. If others witness the progress that has been made in the development phase, this can spark a knock-on effect and also set others into motion. If others see that renewed concepts work, you can expect a following. We call a modernization an 'innovation' when it has become a widely accepted practice in the environment. Whether the network will actively support the dissemination of the new practice is another matter. This depends on whether it is in the network's interest. Dissemination can work against the interest of the network participants by causing them to lose their competitive advantage, for example. In these cases, other people must fulfil the dissemination role.

7. The embedding phase

The embedding phase starts when the actors agree about structural changes to their mutual relationships, prompted by innovation. Changing practices acquire a new structural character (Box 4). Institutionalization takes place because positions between the parties alter, certain contacts become more or less frequent, funding or organizational structures change. When a structural change occurs in the contacts between the entrepreneurs, researchers, teachers and advisors (the knowledge infrastructure), we can speak of an altered *knowledge arrangement*.

Some participants see the end product as a goal, others merely see it as a means to an end.



From 11 to 500 dairy farmers

Box 4

The 'Caring Dairy' of 11 dairy farmers, in close collaboration with Unilever and a dairy collector, sets out to produce high-quality milk for the production of ice cream to be sold in supermarkets under the brand name of Ben&Jerry's. They register their experiences in a type of logbook: the 'Cow Coach'. With the Ben&Jerry's plan that they administer under license from the American parent company, exceptional care for the environment, contact with consumers and providing work for the mentally disabled are also included. After the dairy collector withdraws, the network proceeds further with a larger dairy cooperative. They want to up-scale the plan to 500 dairy farms. The network participants receive a leading role within the Cow Coach and their network facilitator is hired by the dairy cooperative as the project leader. In this case, the network first makes a step in the embedding phase in order to make the dissemination phase possible.