

Friday, November 7, 2025

# KEY CONSIDERATIONS FOR BUILDING A PRODUCTIVE IMPROVEMENT NETWORK: **WHAT DO LEADERS NEED TO KNOW?**

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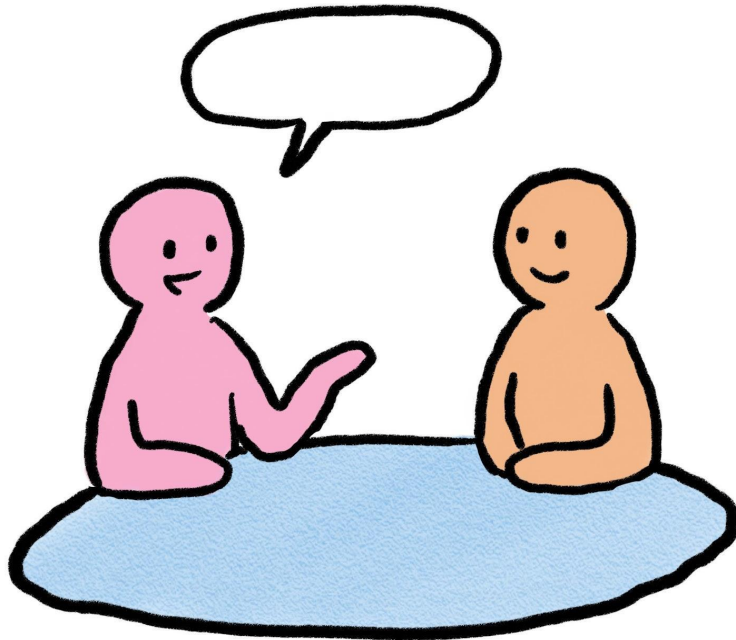


**Carnegie Foundation**  
for the Advancement of Teaching



Donald Peurach  
Elizabeth Jones

# TURN & TALK



## SAY HELLO

Introduce yourself!

## SAY A LITTLE ABOUT YOU

Why did you select this session?  
What's your experience with leading  
improvement work?

# Learn

Explore hub leadership practice

# Reflect

Reflect on your practice

# Share

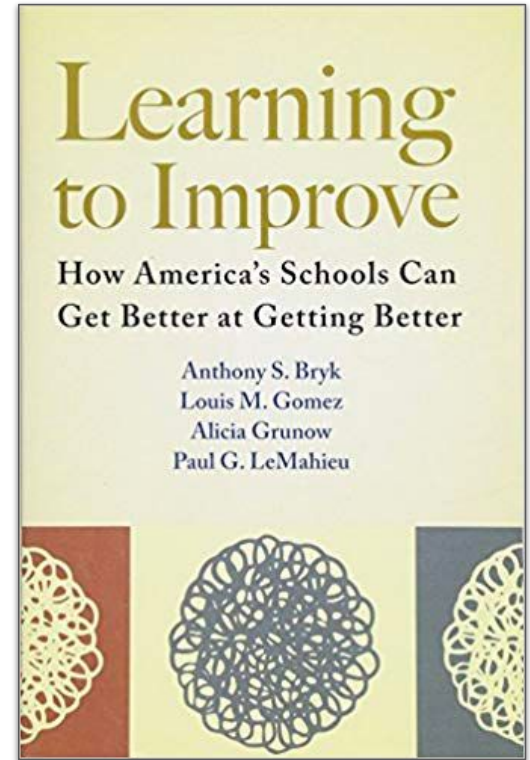
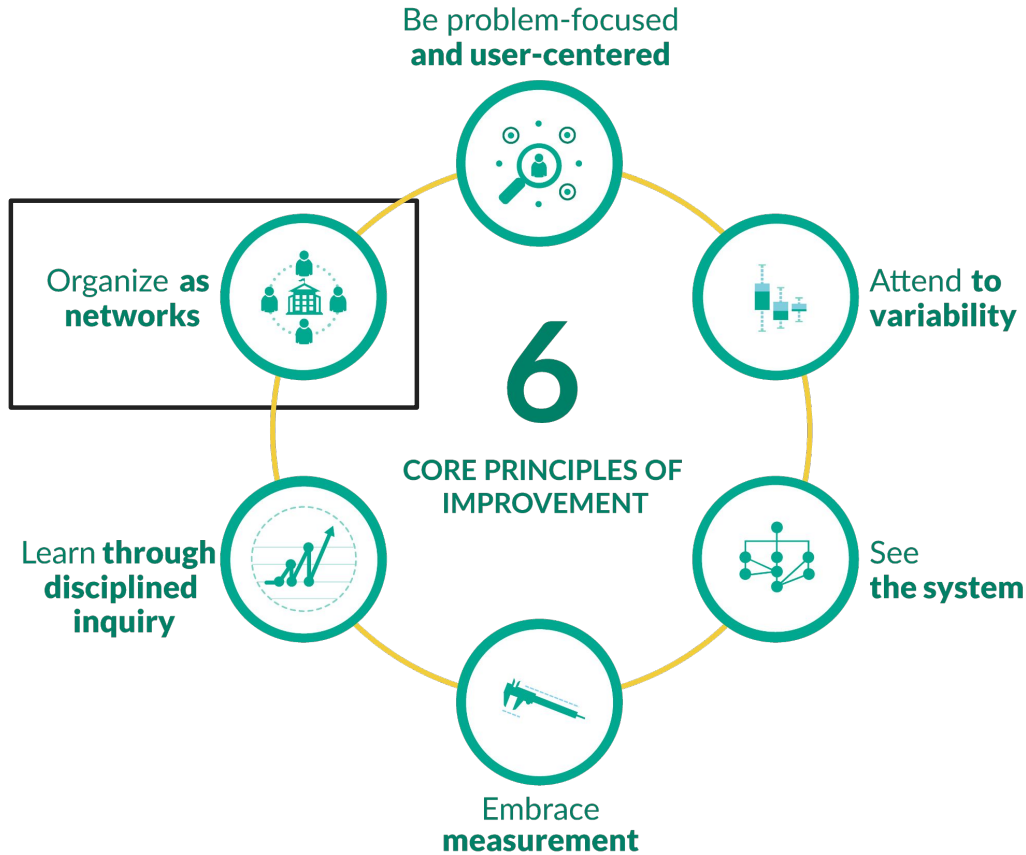
Share reflections on practice

# Plan

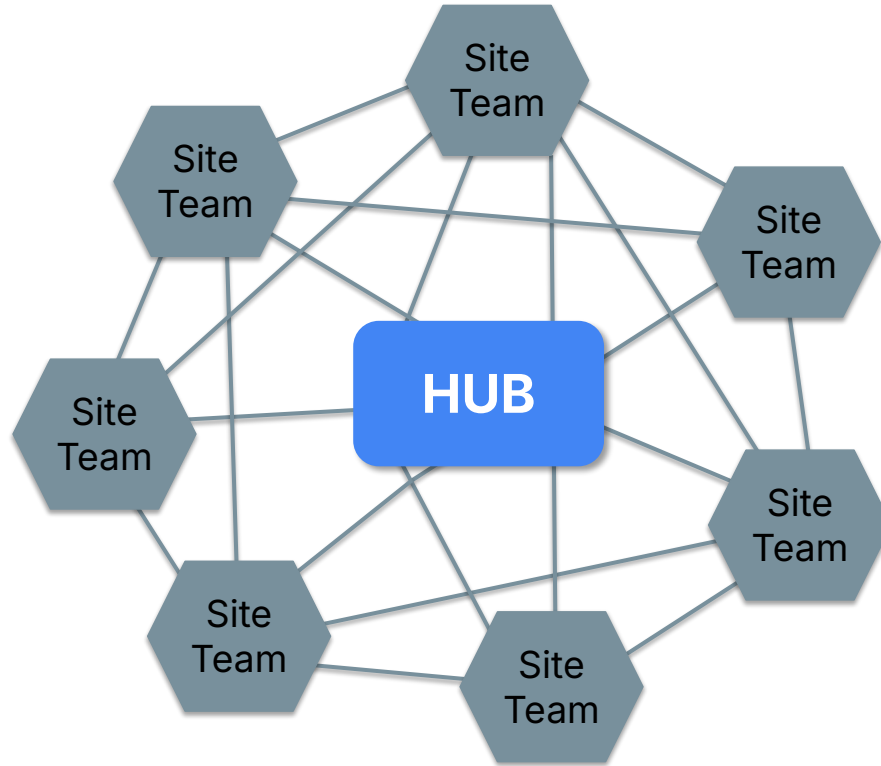
Plan next steps

# Learn

Explore hub leadership practice



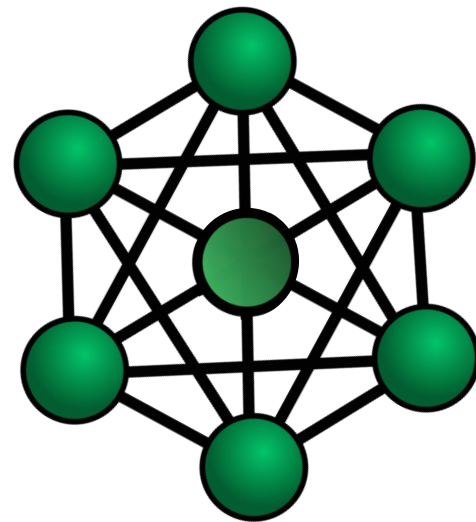
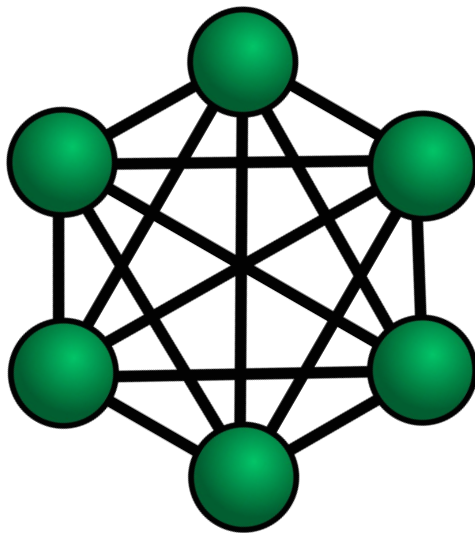
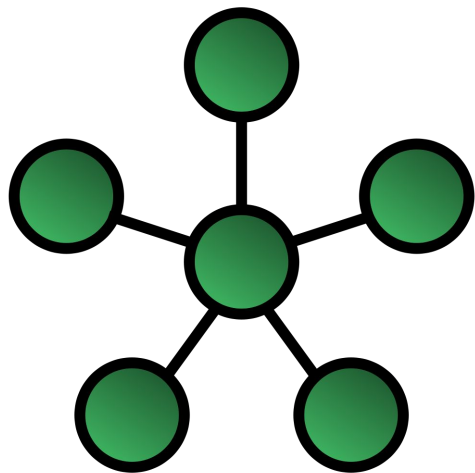
# THE ROLE OF THE IMPROVEMENT NETWORK LEADERSHIP TEAM



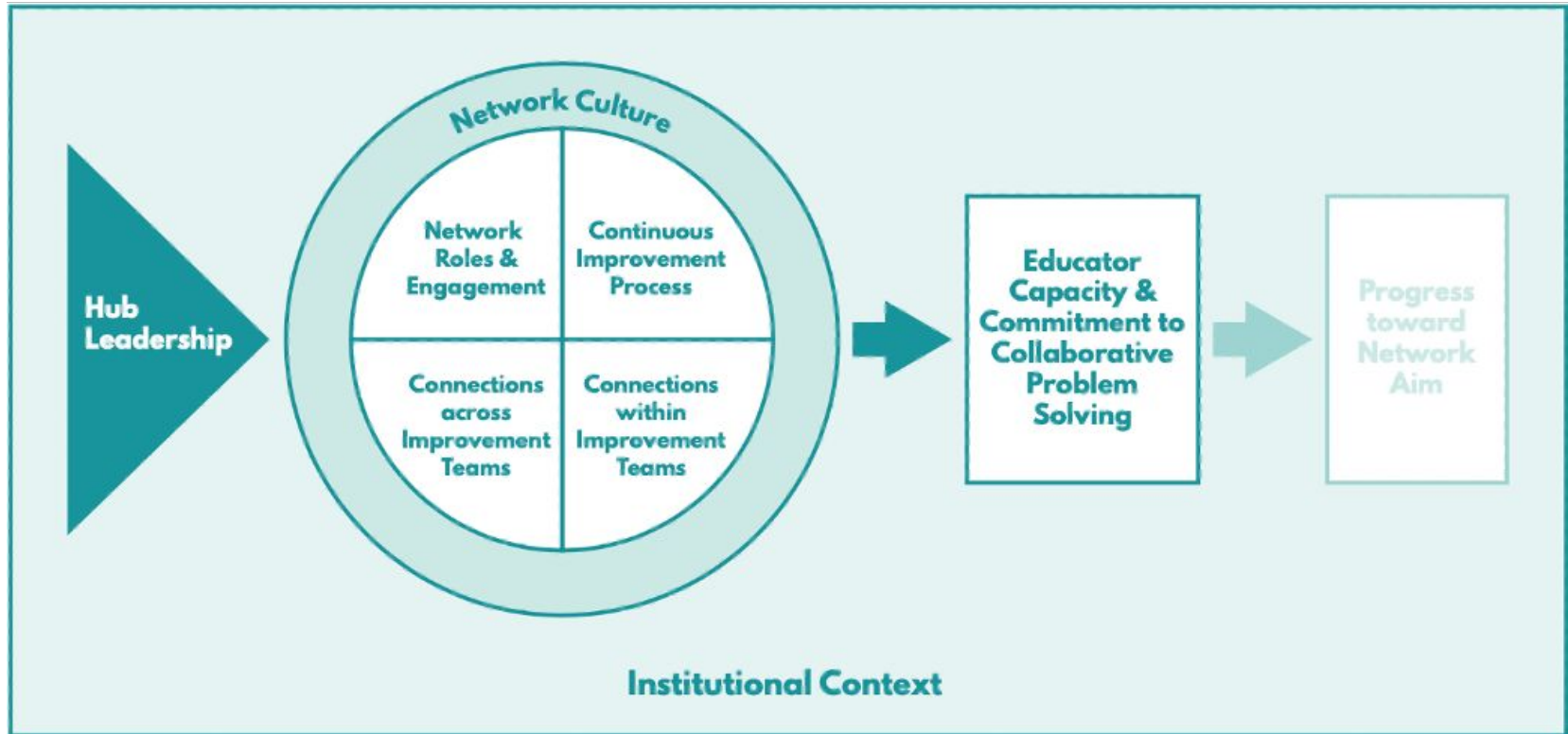
"A core group...that carries out **critical functions** necessary for the support and effective operation of a Networked Improvement Community."

*Learning to Improve, p. 196*

# WHAT IS THE RELATIONSHIP BETWEEN A HUB AND THE NETWORK?



# THE IMPROVEMENT NETWORK HEALTH & DEVELOPMENT FRAMEWORK



# LIFE CYCLE OF A NETWORK

## Initiate

**Support for early phases of planning for an improvement network**

- Build the vision
- Create a charter
- Build the foundation

## Develop

**Structures, tools, and routines to support network launch and development**

- Develop network roles and engagement
- Develop member connections
- Structure continuous improvement processes
- Develop network culture
- Develop a knowledge management system

## Sustain, Spread, Scale

**Considerations for sustaining/ spreading/ scaling network learning and impact**

- Spread
- Scale
- Sustained impact

## UNDERSTANDING HUB LEADERSHIP: THE BACKSTORY

**Our focus** | Understanding and supporting the work of hub leadership in improvement networks.

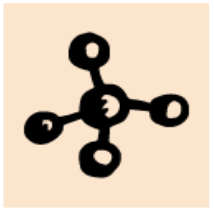
**Our goal** | Developing a framework detailing core domains of leadership practice.

**Our purpose** | Supporting professional development, collegial learning, and continuing research.

**Our approach** | “Talking shop” with 28 experienced hub leaders from 14 high-functioning improvement networks; hub leader survey data from the Gates Foundation’s NSI Initiative (5 years/~38 networks).

**Our analysis** | Constructing and litmus testing the framework.

# Hub leadership requires...



Developing and Sustaining the Hub Organization



Developing and Managing the Network as an Organization



Supporting Improvement Activity



Integrating Equity



Managing Environmental Relationships



Analyzing and Improving the Network as a Learning System



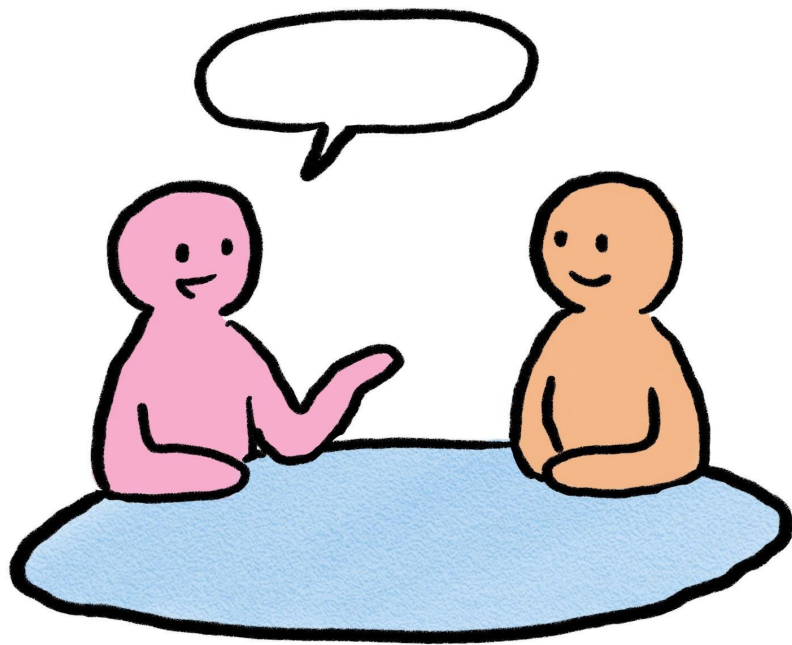
Ad Hoc Problem Solving



## REFLECTING ON THE SIX DOMAINS OF LEADERSHIP PRACTICE

What is one domain of hub leadership practice you know a lot about?

What is one domain you would like to learn more about?



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## SHARE YOUR SENSEMAKING

What is one domain of  
improvement hub leadership  
practice you know a lot about?

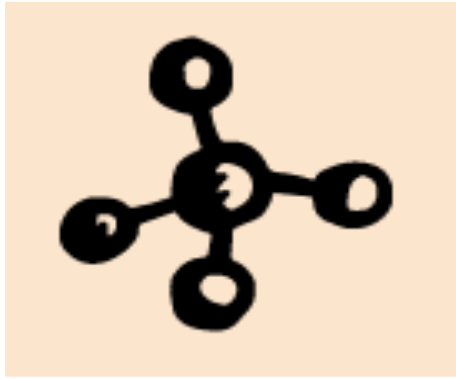
What is one domain you would  
like to learn more about?

# Learn

Explore hub leadership practice

# Reflect

Reflect on your practice



Developing and  
Managing the Hub  
Organization

Let's look closely at one domain:  
**Developing and Managing  
the Hub Organization**



## Developing and Managing the Hub Organization

# Let's look closely at one domain: **Developing and Managing the Hub Organization**

- Establish the hub team
- Coordinate and manage hub operations
- Develop the hub as a team
- Build improvement capabilities in the hub
- Specify a process to continuously improve hub operations

## Hub Leadership Practice Domain 1: Developing and Managing the Hub Organization

Goal: The hub functions smoothly as a leadership team that is working together to operate core hub functions and coordinate network activities.

Consider how well your hub team is developing and managing the hub as an organization. Put your initials in the box that best fits where you think your team is at this moment in time.

Hub Work Practice	Look-fors	We really need to do this	We could probably get better at this	We're pretty good at this*	We're great at this*
<b>Establish the hub team</b>	Identify members for the hub team with the diverse knowledge, skills, and experiences necessary to address the problem.				
	The hub includes leaders with the convening power to recruit network members				
<b>Coordinate and manage hub operations</b>	Determine hub team roles and responsibilities.				
	Design process for effective hub communication.				
	Create hub team routines (work practices and collaboration).				
	Ensure sufficient <u>capacity</u> to operate core hub functions and coordinate network activities.				
	Ensure sufficient <u>resources</u> to operate core hub functions and coordinate network activities.				
<b>Develop the hub as a team</b>	Build trust amongst hub team members.				
	Recruit and onboard new hub members (if you have attrition).				
	Establish hub team norms.				
	Coalesce as a hub team that is working together to operate core hub functions and coordinate network activities.				

\*Share a strategy you use.

# How to use this rubric.

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	Ensure sufficient capacity to operate core hub functions and coordinate network activities.				
Develop the hub as a team	Ensure sufficient resources to operate core hub functions and coordinate network activities.				
	Build trust amongst hub team members.				
	Recruit and onboard new hub members (if you have attrition).				
	Establish hub team norms.				
	Coalesce as a hub team that is working together to operate core hub functions and coordinate network activities.				

\*Share a strategy you use.

There are domains of leadership practice—activities that network leaders do. For each domain, there are a series of “look fors” to help you understand what is involved in that domain.

Consider how well your hub team is developing and managing the hub as an organization.

Put your initials in the box that best fits where you think your team is at this moment in time for each look for.

If you are “pretty good” or “great”, name a strategy you use.

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**Try it!**

A woman with short, styled grey hair and black-rimmed glasses is seated at a wooden desk. She is wearing a light-colored, long-sleeved sweater. In her right hand, she holds a blue pen, poised over an open notebook. To her right, a laptop is open on the desk. The background is a softly lit, blurred interior space, possibly a home office or kitchen, with shelves and various items visible. The overall atmosphere is professional and focused.

# Learn

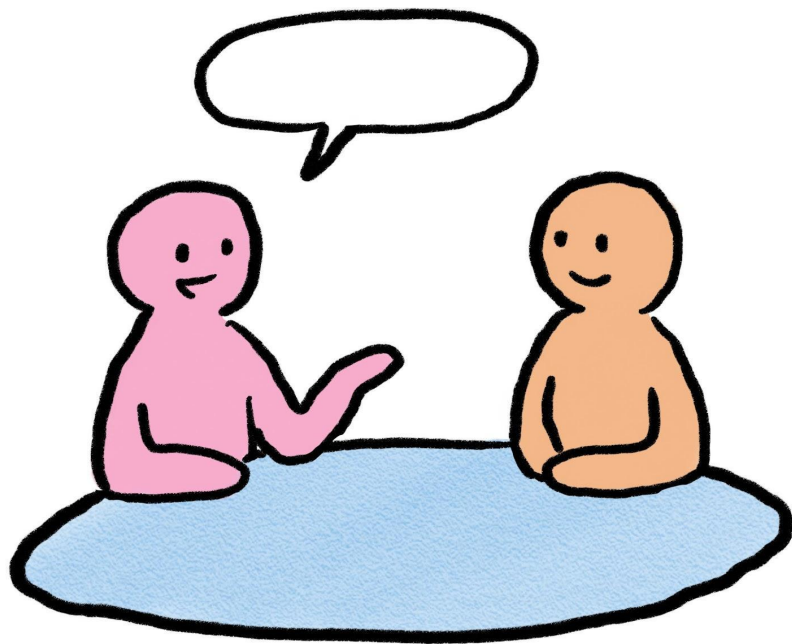
Explore hub leadership practice

# Reflect

Reflect on your practice

# Share

Share reflections on practice



TURN & TALK

## SHARE YOUR REFLECTION

What do you do well in developing and managing the hub organization?

How do you know?

What is one aspect of Managing and Sustaining the Hub as an Organization that you want to learn more about or wish you could get more help with?

**Let's hear from you!**



# Learn

Explore hub leadership practice

# Reflect

Reflect on your practice

# Share

Share reflections on practice

# Plan

Plan next steps

## WHAT WILL YOU DO NEXT?

Based on your experience in today's session, what is the next step for you/your hub team?



## GIVE US FEEDBACK

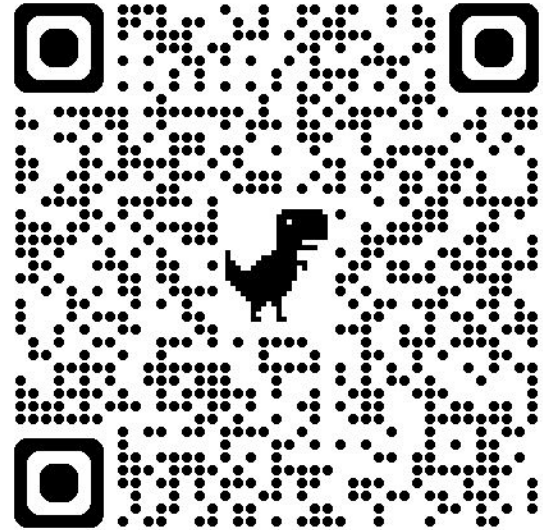
Which of the six domains are you good at?

Which of the six domains do you want to learn more about?

What was helpful about using this rubric?  
What would have made it better?

What was helpful about today's session?  
What would have made it better?

What should be in a hub leadership  
playbook?



STAY CONNECTED



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GRATEFUL



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Thank you for  
improving our work.



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