

Wednesday, April 1, 2026

On or Off Track:
**Understanding How Your Leadership
Practice is Helping Your Network Reach
its Aims**

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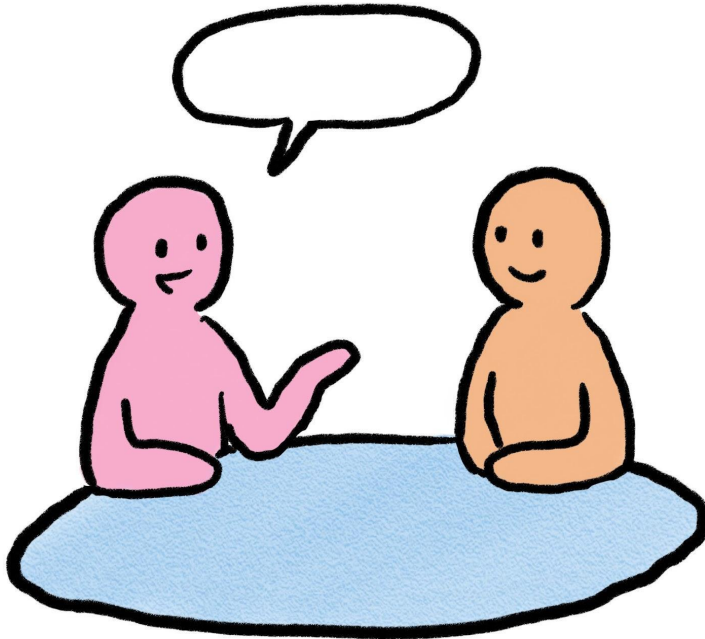
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Donald Peurach

Elizabeth Jones

TURN & TALK



SAY HELLO

Introduce yourself!

SAY A LITTLE ABOUT YOU

Why did you select this session?
What's a piece advice you've given or received that has helped you lead?

Learn

Explore hub leadership practice

Reflect

Reflect on your practice

Share

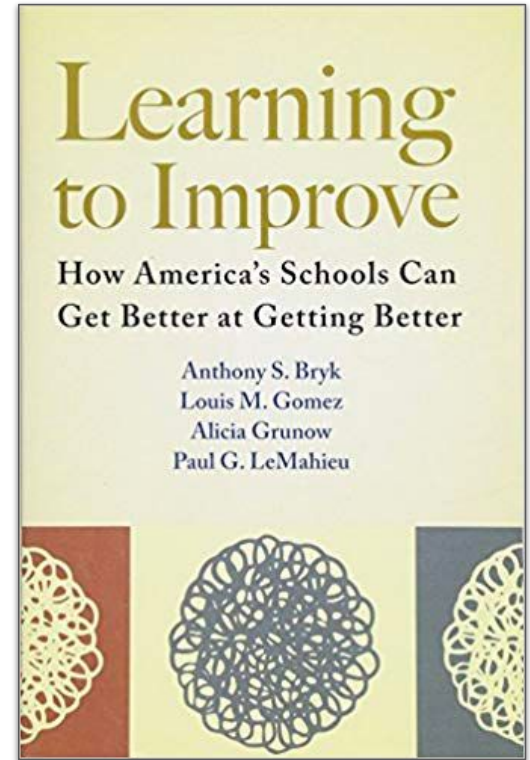
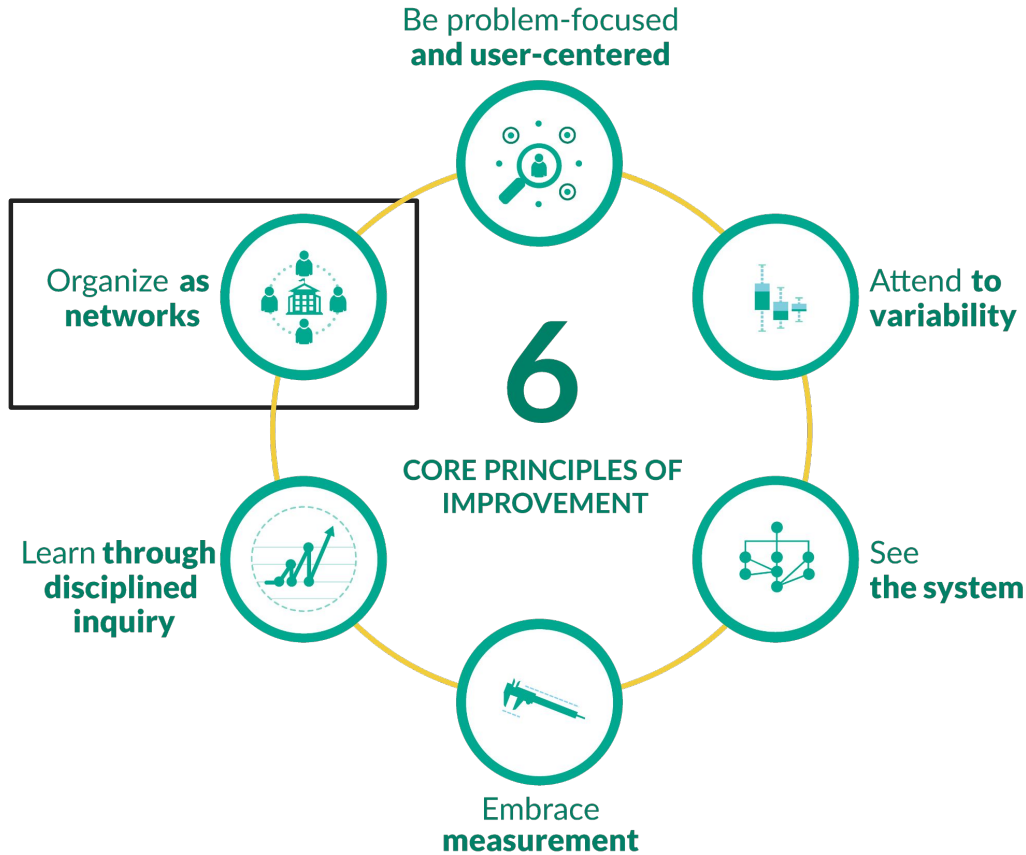
Share reflections on practice

Plan

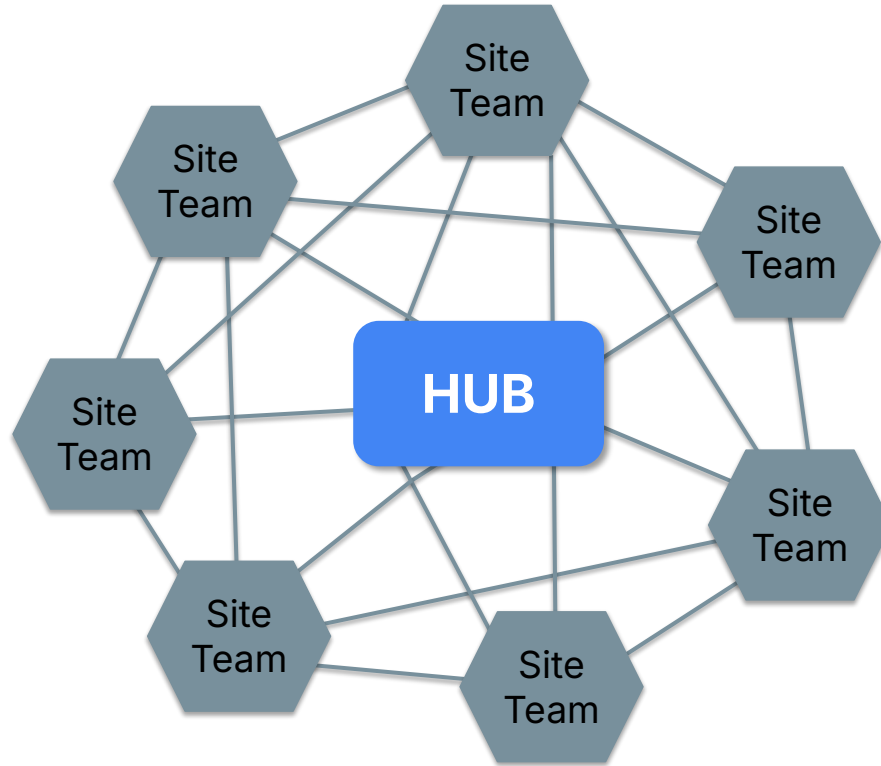
Plan next steps

Learn

Explore hub leadership practice



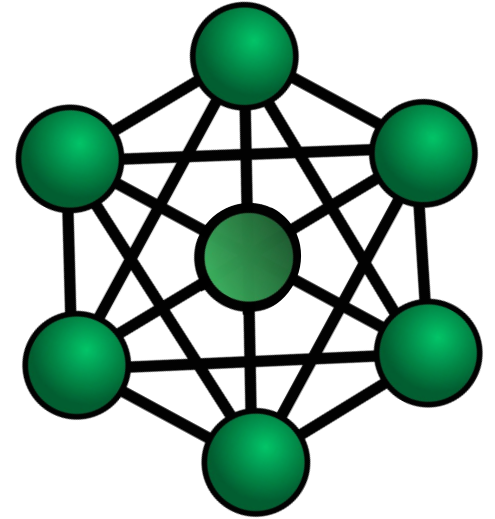
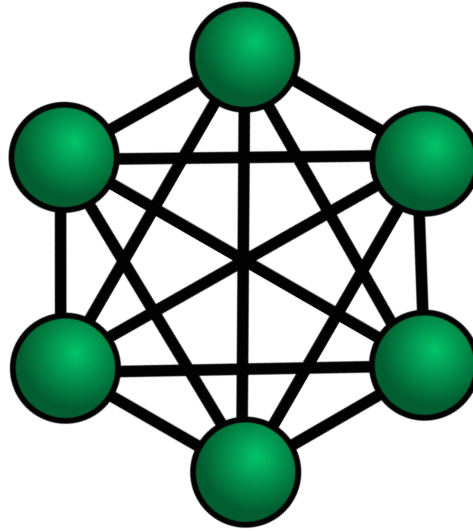
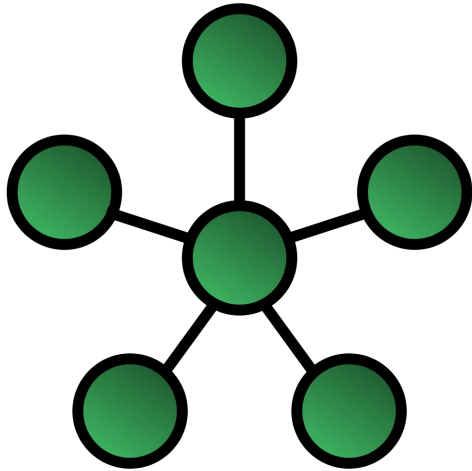
THE ROLE OF THE IMPROVEMENT NETWORK LEADERSHIP TEAM



"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?



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

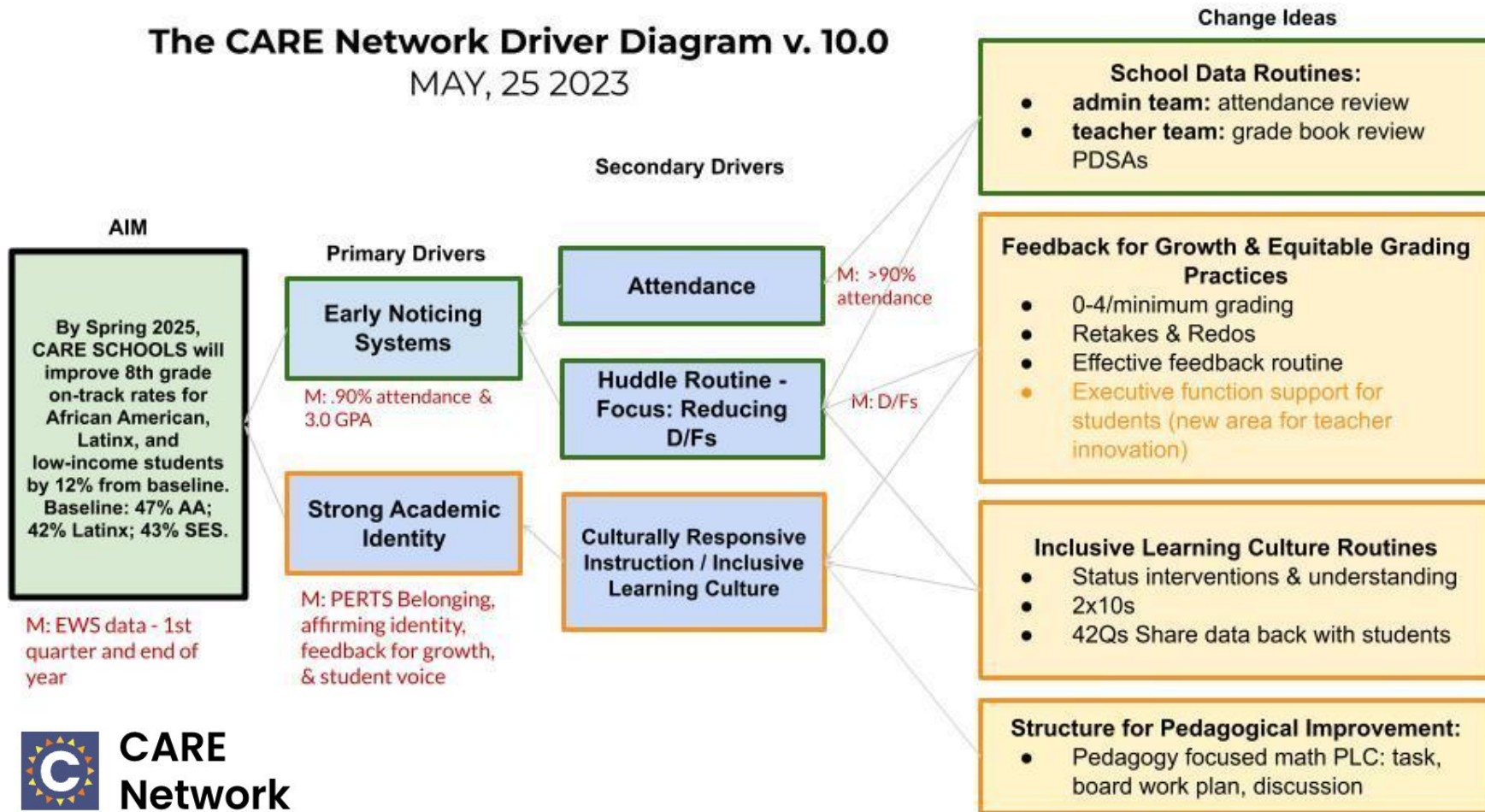
Sustain, Spread, Scale

Considerations for sustaining/ spreading/ scaling network learning and impact

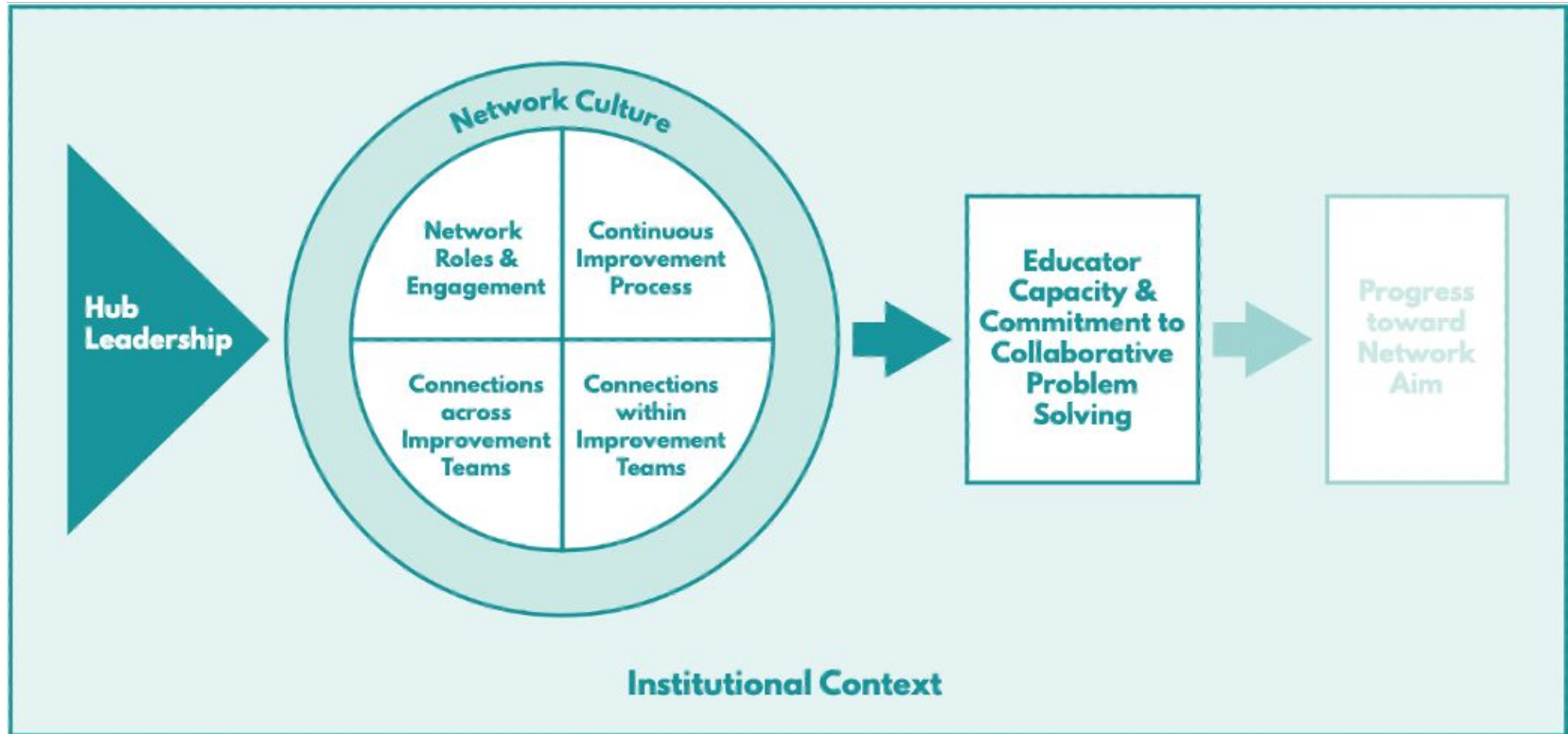
- Spread
- Scale
- Sustained impact

The CARE Network Driver Diagram v. 10.0

MAY, 25 2023



THE IMPROVEMENT NETWORK HEALTH & DEVELOPMENT FRAMEWORK



UNDERSTANDING HUB LEADERSHIP: THE BACKSTORY

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

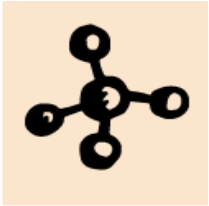
Our goal | Developing a framework detailing core domains of leadership practice.

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 (7 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



Managing
Environmental
Relationships



Analyzing and
Improving the
Network as a
Learning System



Ad Hoc Problem Solving



REFLECTING ON THE FIVE 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?

Learn

Explore hub leadership practice

Reflect

Reflect on your practice



Why reflection?

When we fall behind even though we're working hard, our response is to often just work harder. But in terms of **working smarter**, our research suggests that **we should take time for reflection.**

- Francesca Gino & Gary Pisano (2014)



Developing and
Managing the
Network as an
Organization

Let's look closely at one domain:
**Developing and Managing
the Network as an Organization**



Developing and
Managing the
Network as an
Organization

Let's look closely at one domain: **Developing and Managing the Network as an Organization**

- Build membership and engagement
- Build network connections
- Structure the network's collaborative activity
- Build network culture
- Support logistics

Hub Leadership Practice Domain #2:

Building and Managing the Improvement Network as an Organization

Goal: Develop structures, tools, and routines to support the launch and development of a learning organization, cultivating a strong network community.

- Consider how well your hub team is building and managing the improvement network as an organization.
- Put your initials in the box that best fits where you think your team is at this moment in time.
- If you are pretty good or great, name a strategy that you use.
- This domain has five sub-sections. Feel free to focus on one or two, or reflect on all five.
 - Build membership and engagement
 - Build network connections
 - Structure the network's collaborative activity
 - Build network culture
 - Support logistics

Build Membership and Engagement					
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
Build and monitor network membership	Build network membership framework to guide ongoing recruitment and selection of network members. The membership framework identifies: (1) important characteristics of network members (e.g., commitment to aim, diverse knowledge, skills, and expertise); and (2) criteria for network participation.				
	Develop and enact procedures for recruiting new members.				
	Adapt network membership framework as necessary to support the network's changing needs.				
	Include individuals/organizations in the network who represent diverse contexts in which to engage in testing and improvement research (e.g., opportunities to learn from variation).				

How to use this rubric.

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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.

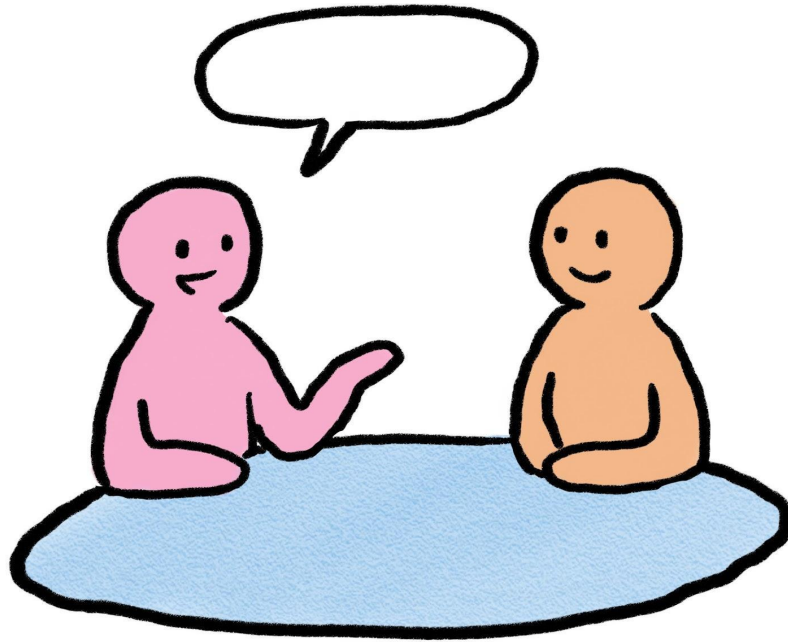
Consider how well your hub team is developing and managing the improvement network as an organization.

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.

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.



TURN & TALK

SHARE YOUR REFLECTION

What is one aspect that you do well in developing and managing the network?

How do you know?

What is one aspect of Managing the Network Organization that you want to learn more about or get help?

Learn

Explore hub leadership practice

Reflect

Reflect on your practice

Share

Share reflections on practice

Key challenges in Building & Managing the Network as an Organization

Sub-category	Challenges	Solutions
Build membership and engagement	Establishing clear recruitment processes and criteria for membership Managing turnover	
Build network connections	Finding time to connect Identifying who is on the team Running an effective team Cross-team learning	
Build network culture	Building trust Building a culture of evidence use Shifting mindsets	
Support logistics	Establishing and maintaining communication routines Identifying tools to connect members Planning convenings/ action periods	

Poster activity

Share your strengths

1. Find the poster where you/your team is strong.
2. On the poster
 - a. write at least one strategy that has worked for you/your team
 - b. evidence for how you know it has been effective.
3. Discuss strengths with the folks who are at that poster.

Growth Edge: Learn from others

1. Find the area where you/your team would like to grow.
2. Read the strategies your colleagues have shared.
3. Discuss what is challenging for you and how these ideas might help you.

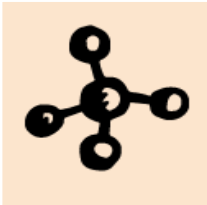
Let's hear from you!




Key challenges in Building & Managing the Network as an Organization

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How do you know when your network is on/off track?




Developing and Sustaining the Hub Organization



Developing and Managing the Network as an Organization



Supporting Improvement Activity



Managing Environmental Relationships



Analyzing and Improving the Network as a Learning System



Ad Hoc Problem Solving

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?

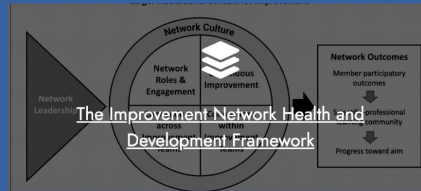


WHAT WILL WE DO NEXT?

Build more tools to support network leaders

Tools

We have developed several tools to support hub leaders in building and sustaining improvement networks.



GIVE US FEEDBACK

1. What was most helpful about this tool?
2. What would have better supported your reflection/work?
3. What else do you want to tell us?
4. Share your name and email if you want us to continue to share versions with you.

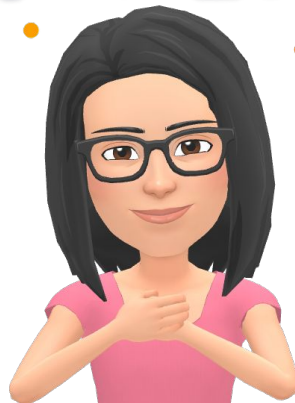


STAY CONNECTED



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GRATEFUL



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Thank you for
improving our work.



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