

Network Weaver

Position Title	Network Weaver
Reports to	CEO
Salary Range	\$100,000 - \$120,000 per annum + superannuation (pro-rated)
Location	Home office, anywhere in Australia
Capacity	0.6 FTE - 2 year fixed term contract, with possibility of extension depending on performance and funding.

BACKGROUND

ORGANISATION PURPOSE

[Collaboration for Impact](#) exists to create a more equitable and inclusive Australia where people, place and planet thrive. Our purpose is to build a powerful movement of people able to change systems and drive large-scale impact.

We believe in a society that is able to solve complex challenges, seize opportunities and thrive, with communities at the centre of the decisions that affect them. We believe in a society that acknowledges and values the resilience, knowledge, wisdom and teachings of the oldest living culture on the planet. We are helping create this future by:

- Increasing the capacity of changemakers everywhere to think and act systemically
- Building the collaborative capacity required to address Australia's unreconciled history of colonisation

HISTORY

Kerry Graham and Liz Skelton founded CFI in 2015 to provide direct capacity building support to collaborations. CFI is now an established network of leading practitioners in collaboration and systems change who provide capacity building to over 40 initiatives nationwide. CFI has experienced extraordinary growth over the past few years, transitioning from a core team of two Directors and General Manager to a team of 12 staff and a network of 25 practitioners. CFI is now a leading intermediary in the field of systems change. We have established strong national and international partnerships, and have developed and curated world class learning platforms on collaboration and systems change in [Platform C](#) and [Deep Collaboration](#). These platforms are in their first iteration and are gearing up to provide ongoing learning, knowledge sharing and practice development across Australia.

FUTURE

Supported by philanthropic investment in its core funding and a strong pipeline of key clients nationally, CFI has a 3 year strategy (2020 - 2023) to:

- scale CFI's impact through growth and movement making
- develop the foundations for greater impact in 2020/2021
- transition to a sustainable business model by 2023

This strategy and investment will enable more people and collaborations across Australia to apply systems change thinking and approaches to entrenched complex challenges faced by people, places and the planet.

ROLE PURPOSE

The purpose of the Network Weaver is to Connect, convene, and catalyse the CFI Network and coordinate priority projects to:

- Build and develop a national network of practitioners with the skills and practice to support communities and collaborative initiatives to think and work systemically to create a more equitable and inclusive Australia where people, place and planet thrive.
- Enable CFI to increase reach and impact and develop practice and content platforms.
- Amplify the impact and influence of the network to build a powerful movement of people able to change systems and drive large-scale impact.
- Build a culture that lives the values and principles of CFI.
- Ensures that the diversity of talents, skills and knowledge of the network are known and leveraged for impact.

This role will contribute to achieving the following transitions as CFI scales:

Transition from...

From anecdotal stories of impact

from a network of peer practitioners grown through relationship and alignment

from communities and initiatives being supported by being matched to individual practitioners' skillsets & experience

from reliance on a small number of philanthropic and government funding sources

from relational connection building & opportunistic partner alignment

From reactive and functional communications to CFI Network and externally

to...

To a credible, practice informed body of evidence demonstrating growth and impact in the movement of people able to change systems and drive large-scale impact.

to a Network of connection, alignment and production for impact with a commitment to the ongoing learning and development required for greater impact, quality assurance and movement building.

to communities and initiatives being supported by a coherent, blended, world class CFI practice of systemic thinking and practice

to a sustainable organisation with diverse sources of income

to building a movement able to influence and shift conditions for people and places with shared knowledge, practice and campaigns.

To purposeful, strategic, engaging and targeted communications that build relationships, trust and credibility.

RESPONSIBILITIES

Key responsibilities of the role are set out below under:

- **Routines** – daily, monthly, quarterly and annual responsibilities and
- **Strategy 2020-2023 Deliverables** – the role is responsible for delivering one strategic project and contributing to five strategic projects.

These responsibilities describe the nature and level of work being performed by this role. They are intended as an enabling list.

ROUTINES

Governance

- Advise Network Members, Core Team, CEO and Board, on emerging trends in network models and their application within CFI.
- Lead the ongoing development of the network model to engage Network Members in networked behaviours, processes and decision making to ensure alignment to strategy, purpose and vision.
- Ensure the diversity of network perspectives are brought to the Core team, CEO and Board with feedback loops and responses.
- Report on Network pods, network led initiatives and emerging bottlenecks, risks and opportunities.

Financial Sustainability

- Work with the Finance & Business Lead and Network Members to develop a network business model with a membership and fee structure that is value for money for members aligned to purpose and financially sustainable for CFI.
- Ensure value for money from the Network Weaver budget for people, services and systems.

Design of Infrastructure, Services, Processes and Culture

Design and strengthen Network infrastructure, services, processes and culture across the network to enable connection, alignment and production including the following:

- Champion and make visible the diverse skills, talents and knowledge of the network.
- Support network member participation in the development and realisation of movement building activities.
- Develop mechanisms and processes for Network collaboration through Pod work and initiatives that link to the continued evolution of the network.
- Create conditions to enable self-organising for network innovation and problem solving.
- Lead engagement and codesign where required for: onboarding, application of the Skills Framework, design of learning programs.
- Work with the Practice Development Lead to engage network members in ongoing learning and skills development.
- Work with the Practice Leads to support network members to apply for and delivery fee for service work as part of the production network.
- Contribute to the development and adaptation of Network

Agreements and ways of working as a live process across the network, and support the application of the decision making framework.

**Connect &
Convene the
Network**

- Support Network contributions to ChangeFest.
- Work with the Practice Development Lead to recruit new network members from interview to onboarding.
- Build relationships with Network Members, and facilitate introductions across the network and between communities of interest.
- Work with the core team to codesign and support the delivery of an annual network convening to engage Network Members in strategy development, network governance, resource sharing and development.
- Convene Network Member bi-monthly check ins, health checks and events to amplify and celebrate connection, alignment and production.
- Encourage members to create and maintain their Network profile and promote profiles across CFI.
- Oversee logistics for Network member events, travel, communication and the register of agreements and insurances.

**Catalyse the Net-
work**

- Engage members in regularly reviewing and setting goals for their learning by applying the Skills Framework.
- Work with the Practice Development Lead to ensure the Learning Program has full network engagement in designing and delivering specific learning events which meet the key learning outcomes & deliver quality learning offerings.
- Work with the Practice Development Lead to ensure full network engagement in the Network learning calendar based on learning needs identified for CFI and individual learning needs of Network Members identified through the Skills Framework.
- Facilitate planning processes that engage the network in priority setting for Pod work that supports experimentation and develops knowledge and practice.

Culture

- Be an active member of core team and broader network life and culture. Play a leading role in the development and maintenance of rhythms and rituals that weaves connection and communication between the Core Team and Network. Role model the principles of the networked organisation.
- Exercise leadership in personal and team reflection, using reflection and learning as a foundation of innovation, collaboration, capacity building and impact.

STRATEGY DELIVERABLES

	Responsible for ...	Contribute to....
Strategic Pillar 1 Building capacity for Systemic Change	Objective 3: CFI is developed as a diverse leading-edge network of Australian practitioners with the competence and confidence to support systems change initiatives across Australia.	
	Project 3.2: Building the model, infrastructure and processes to be a diverse, leading-edge Network of Australian systems change practitioners	Project 3.1: Systemic Leadership - Developing and strengthening of systemic leadership practice and skills to be an effective virtual network.

	Responsible for ...	Contribute to....
Strategic Pillar 2: Systems Change Movement building	Objective 5: Development of a strategic movement building approach to educate and advocate for movement building of systemic change.	
		Project 5.2: Establishing ChangeFest as a vehicle for movement building for community led systemic change

	Responsible for ...	Contribute to....
Strategic Pillar 3: CFI has thriving and liveable infrastructure, skills and capacity for scaling as a network of impact to shift conditions that hold complex problems in place	Objective 6: CFI has a thriving culture and sustainable infrastructure able to scale our impact.	
	N/A	Project 6.2: Business model - Developing and implementing a fit for purpose and sustainable business model. Project 6.3: Culture - Building a thriving and liveable culture that supports impact and sustainability of CFI as a network. Project 6.6: Communications - Development of a strategic communications function integrated across CFI to position CFI as a 'go to' network for systems change capacity building and movement making in Australia & globally.

RELATIONSHIPS

The table below sets out key relationships and the focus of the relationship:

Board	<ul style="list-style-type: none"> ➤ Advise on the continued engagement of all Network Members in governance and decision making. Lead the development of a network business model that contributes to CFI sustainability and reflects learnings from contemporary network models. Report on emerging opportunities and risks to strengthen Network wellbeing, deployment and impact.
CEO	<ul style="list-style-type: none"> ➤ Seek boundaries and advice, understand and recommend priorities to achieve strategy within limited resources, report progress and raise improvements and emerging issues.
Network members – in Production mode	<ul style="list-style-type: none"> ➤ The focus of the network in production when providing fee for service capacity building - consulting, public learning programs and practice platforms - to support systemic change. ➤ Support Practice Leads to engage Network members in business development, proposal writing, project leading and doing, and evaluation across direct support, public learning programs and practice platforms. ➤ Work with Network Members to support their continued development as expert practitioners, their engagement in CFI initiatives, leadership of client initiatives through CFI and use of CFI platforms and services in their initiatives.
Network members – in Align mode	<ul style="list-style-type: none"> ➤ The focus of the network in alignment mode is aligning around purpose, principles and practice to amplify impact & add value to communities and systems. ➤ Work with Network Members to support the alignment of their practice through application of the Skills Framework, pathways through CFI learning programs, self-organising POD work to experiment and build knowledge, practice and networked ways of working, and use of MEL to capture and embed learning.
Network members – in Connect mode	<ul style="list-style-type: none"> ➤ The focus of the Network in connection mode is connecting people with aligned interests and values to provide a "place" for professional connection, support, inspiration, learning and exchange. ➤ Work with Network Members to support their onboarding and connection in the Network, access to Platform C, use of the Skills Framework and participation in Change Fest and Network events.
Practice Leads	<ul style="list-style-type: none"> ➤ Work with Practice Leads to increase awareness of Network Member skills and capacity, facilitate business development and promote work opportunities that are inclusive of all Production Network Members.
MEL Lead	<ul style="list-style-type: none"> ➤ Work with MEL Lead to assess and build Network and Core Team MEL capacity through POD work and development and to conduct Network Health checks and implement feedback and response loops.
Practice Development Lead	<ul style="list-style-type: none"> ➤ Work with the Practice Development Lead to deploy the Skills Framework, identify skills development needs, build and deliver the network component of the Learning Program, engage network members in network learning, capture knowledge and experimentation within the knowledge base and engage Network

- Members in the development of the Skills Framework.
- **Digital & Communications Leads** Work with Digital and Communications Leads to generate opportunities for Network Members to build and apply storytelling and documenting skills and access and inform platforms for learning and collaboration.
 - **Core Team** Collaborate with, support, be supported by and work with mutual accountability for the health, safety and success of the Core Team and broader Network.

DECISION RIGHTS

- Recommend Network Model development and governance frameworks for consultation with Network Members.
- Approve Network Weaver reporting for CEO, Board, internal and external use.
- Allocate the Network Weaving and Network Festival budgets and commission services within budget and ethical procurement guidelines and with a Network First approach.
- Recommend infrastructure, services and processes to support the agreed decision-making frameworks.
- Guide the Operations Officer in supporting the coordination of the Network through administration of agreements, insurance registers, event and travel logistics, and project coordination.

EDUCATION, QUALIFICATIONS AND CAPABILITIES

QUALIFICATIONS

- Undergraduate degree or equivalent experience in philosophy, systems thinking, anthropology, behavioural science or education.

EXPERIENCE AND CAPABILITIES

- Highly advanced relationship building, connecting and problem-solving skills, with capacity to use tools to map, analyse and nurture networks.
- Demonstrated experience in building and nurturing networks, coalitions, or communities of practice that encompass a range of perspectives, cultures, and backgrounds, including experience growing online/offline communities through art, mobilisation, and/or organising.
- Capacity to build the network and increase network maturity through the model of connect, align and produce by cocreating network member experience, and codesigning infrastructure and services using human centred design.
- Knowledge of the core elements of:
 - **CFI's approach** - systems change, collaborative practice, adaptive leadership, navigating complexity, deep collaboration, the design and implementation of learning and evaluation systems, and community mobilisation
 - **contexts** -working with vulnerable and/or remote communities and in collaborations addressing complex social issues
 - **commitment** to racial, social and economic justice.
- Advanced self-awareness with passion for the purpose and network structure of the organisation and collaborative leadership style open to experimentation, learning and

adjustment, with ability to push through ambiguity to deliver results and to lead as the Guardian of network governance and culture.

- Agile project management skills with a preference for creating the conditions in which the network can self-organise, recognising and responding when your touch is needed to connect, create feedback and response loops, marshal resources, signal opportunities and risks, and reduce bottlenecks.
- Super User capability for presentations, mobile video and photography, social media and story-telling systems.
- Able to work efficiently and effectively remotely, using a range of online software, and contributing to and following contemporary policy and processes.