



# Dynamics of Network Governance in Times of Crisis

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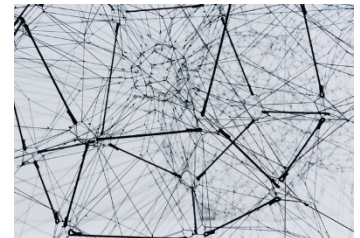
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This class is part of the online course „Organizing in Times of Crisis“ (<https://timesofcrisis.org/>)

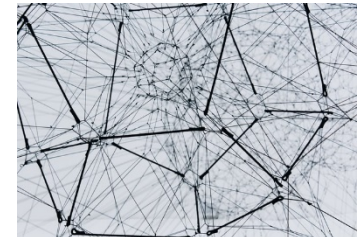
- (1) Networks as an Alternative to Bureaucratic Organizations in Times of Crisis
- (2) Interorganizational Networks as a Form of Governance
- (3) How are Inter-organizational Networks Managed? – Functions, Practices, Institutions
- (4) Understanding Network Dynamics: A Governance View on the FED in Düsseldorf (by reading and reflecting on the FED case)

## What kind of networks are particularly relevant?

- **Healthcare networks:** In- and outpatient care, rehabilitation, home for the elderly, ... „integrated care“ ...
- **Global supply chains/networks:** Food, pharma, PPE, medical instruments, ...
- **R&D consortia** for testing, tracking, treatment and vaccination
- **Organizing for interest representation:** formal associations vs. ad-hoc networks (incl. for organizing for conversion)
- **Policy networks**
- ...



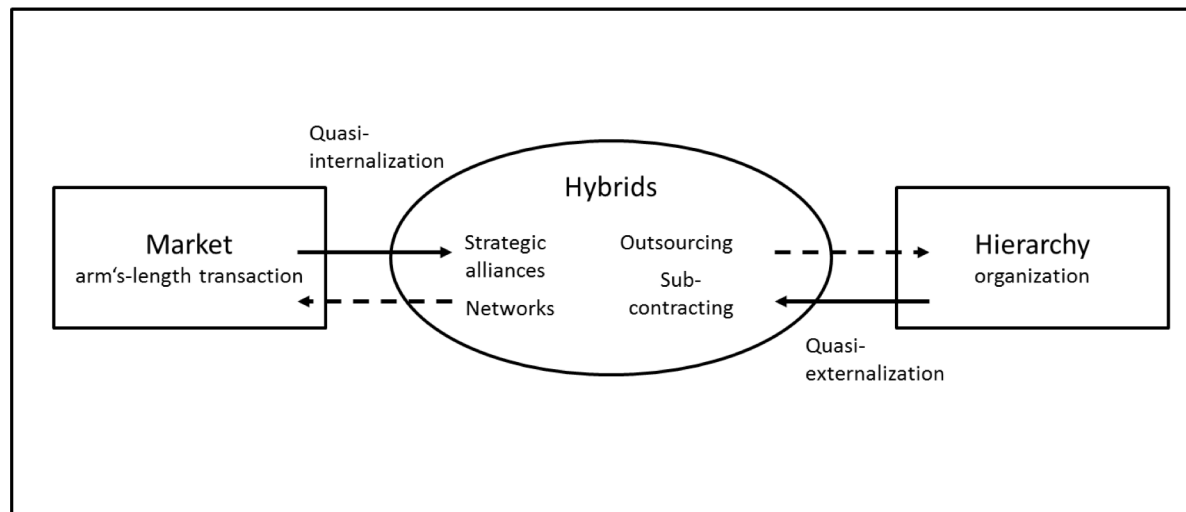
- **Networks as a form of governance**  $\neq$  **network perspective**
- **Inter- and intraorganizational networks**
- Networks **between** or **beyond** market and hierarchy  
(Williamson 1991; Powell 1990)
- **Modes of network governance** (Provan & Kenis 2008; Kenis et al. 2019)
- Governance modes **and network management** (Sydow et al. 2016),  
filling „**governance voids**“ through „interactive governing  
behavior“ (Jarvenpaa & Välinkangas 2016)



## a) Network as a hybrid form of governance (Williamson 1991)



## Network formation between market and hierarchy (Sydow et al. 2016: 13)

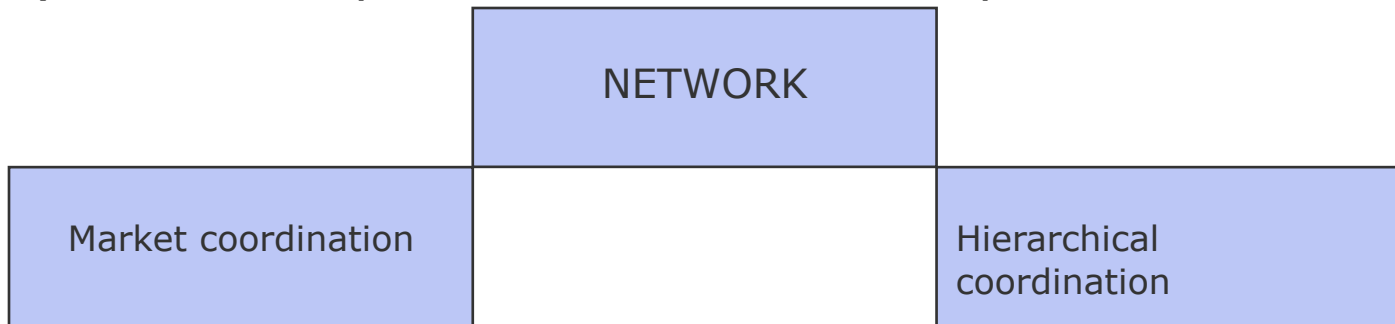


# Interorganizational Networks as a Form of Governance – An Intermediary Form?

## a) Network as a hybrid form of governance (Williamson 1991)

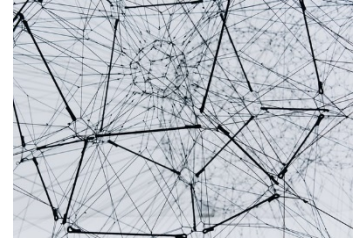


## b) Network beyond market and hierarchy (Powell 1990)



Following Provan & Kenis (2008):

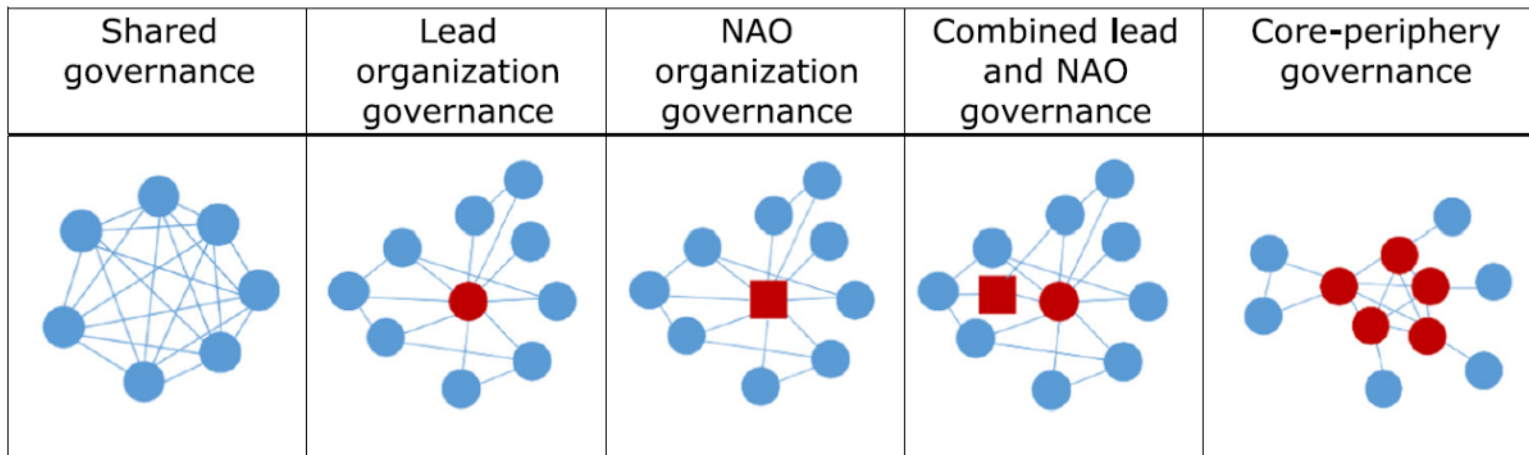
- 1. Shared governance**
- 2. Lead-organization governance**
- 3. Network administrative organization (NAO)**



Networks give preference to one of these modes, **depending** on: (1) the level of trust, (2) the number of participants, (3) the extent of goal consensus, and (4) the need for network-level competencies.

Beyond a contingency theory of network governance:  
**dynamics and practices** (Berthod et al. 2017)

## Forms of Network Governance II



**Figure 1.** Types of Network Types of Response for Multi-Actor Systems or Network Governance

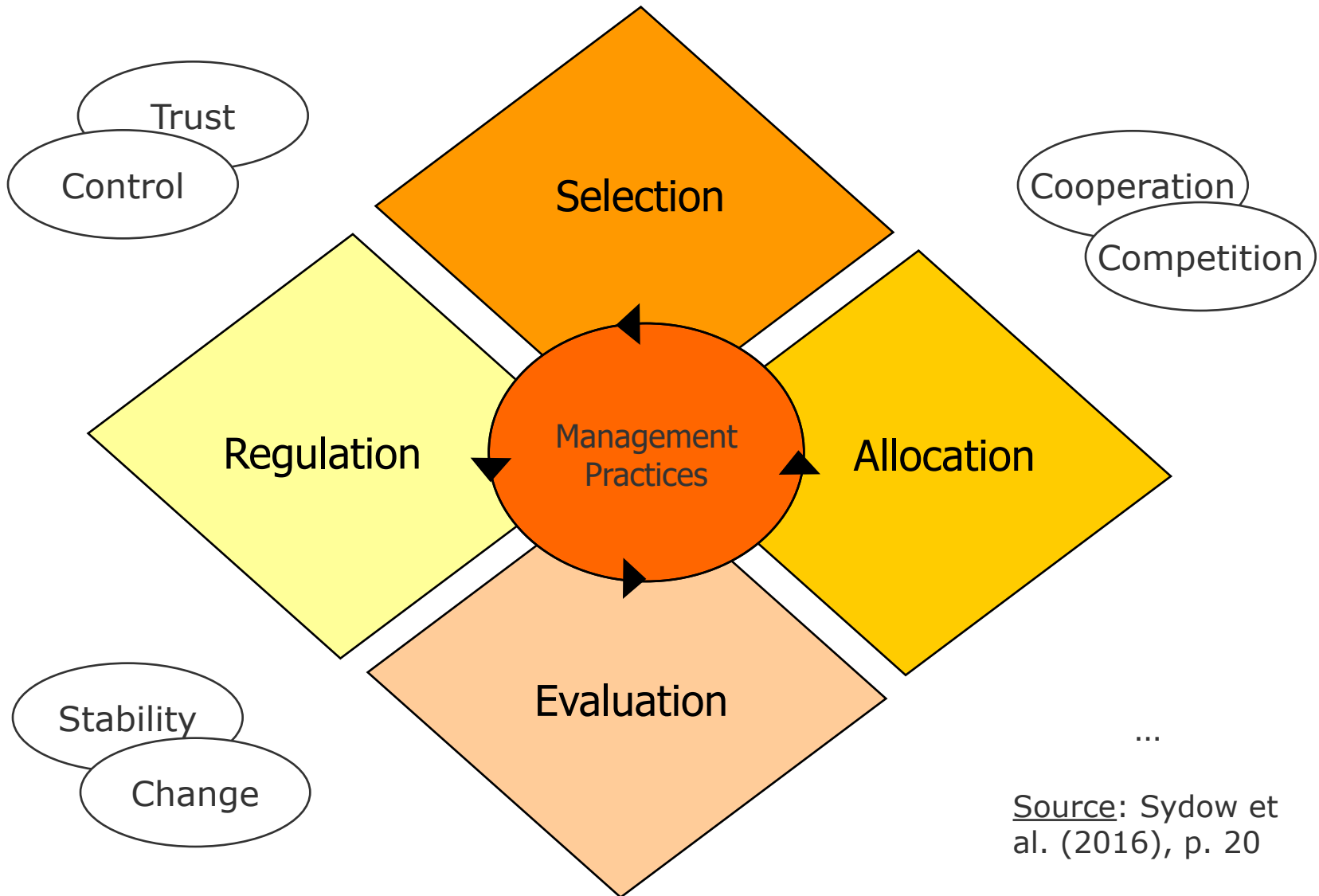
### 4. Shared governance with NAO

### 5. Lead-organization governance with NAO

### 6. Core-periphery model or: more than one lead organization (Kenis et al. 2019)

Organizational network governance approach (Raab et al. 2020)





...  
Source: Sydow et al. (2016), p. 20

## **Interorganizational:**

- NAO
- Interorganizational committees (IOCs)
- Interorganizational projects (IOPs)
- Networking tools (physical as well as virtual)
- ...

## **Intraorganizational:**

- Boundary spanning individuals, teams (incl. TMT), dept, ...

- (1) Interorganizational networks are an important alternative to bureaucratic organizations, also in times of crisis.
- (2) Such networks can be viewed as a form of governance either between OR beyond market and hierarchy.
- (3) Beyond looking at (static) governance structures network management practices are important, including managing tensions and contradictions.
- (4) Look at the network dynamics in the case of the FED (Berthod et al. 2017) – a lead-organization of an High-Reliability Network or HRN. Do not forget to answer the post-lecture questions!

## References

- Berthod, O., Grothe-Hammer, M., Müller-Seitz, G., Raab, J., & Sydow, J. (2017). From high-reliability organizations to high-reliability networks: The dynamics of network governance in Times of Crisis. *Journal of Public Administration Theory*, 27 (2): 352-371.
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- Provan, K.G., & Kenis, P.N. (2008). Modes of network governance: Structure, management, and effectiveness. *Journal of Public Administration Research and Theory*, 18: 229-252.
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