

Resiliency and Multisectoral Networks: A Public Management Perspective

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Multisectoral Networks

multi-organizational networks of

- government agencies,**
- for-profit firms, and**
- nonprofit organizations (aka NGOs)**

Theoretical Logic of Multisectoral Networks

Herranz (2008):

- a) there are three basic coordination mechanisms for organizational control: markets, bureaucracies, and clans (Ouchi 1995; Wilkins' and Ouchi 1983; Ouchi 1980);**
- b) these mechanisms manifest themselves as three organizational types: market-based firms, government agencies, and non-governmental organizations;**
- c) these organization types are legally categorized into three sectors: for-profit, public, and nonprofit;**
- d) organizations from all three sectors sometimes collaborate as part of multisectoral networks; and**
- e) all three basic coordination mechanisms operate in multisectoral networks, and may be used to identify and explain the behavior of multisectoral networks: failure, resiliency, and adaptability.**

Conceptualizing Network Change

- Ebers' (1997) meta-analysis of theories from economics, sociology, organization studies, information systems, and business strategy.
- “three content dimensions of micro-level ties that link organizations within inter-organizational networking relationships, namely resource flows, information flows, and flows of mutual expectations” (Ebers 1997, 4)

Analytical Approach to Network Adaptation & Resiliency

Network Adaptation & Resiliency: dimensions and mechanisms					
<i>resources</i>		<i>mutual expectations</i>		<i>information</i>	
formal examples:	informal examples:	formal examples:	informal examples:	formal examples:	informal examples:
<i>contracts; MOUs</i>	<i>in-kind service-referrals,</i>	<i>strategic plans; annual reports</i>	<i>statements in meetings and events</i>	<i>reports; information sharing documents</i>	<i>inter-personal exchanges</i>
<i>fee-based service agreements</i>	<i>professional expertise exchange</i>	<i>memos; letters</i>	<i>statements during interviews</i>	<i>computer information technology</i>	<i>manual record-keeping</i>

Examples:

- **Civilian**
- **Homeland Security**
- **National Security**

References

Ebers, Mark. 1997. Ed. *The Formation of Inter-organizational Networks*. New York: Oxford University Press.

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