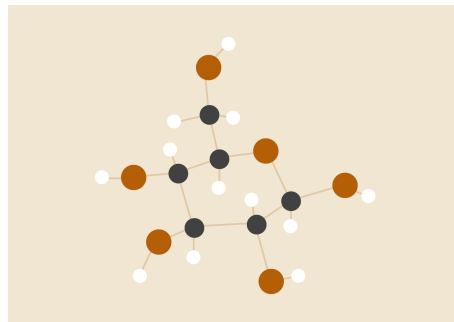




Building the Self-leveraging Network

How can we leverage the reach, characteristics and capacity of CLF's current network to build a much bigger, more effective, and transformative decarbonization movement?

March, 2021



INTRODUCTION

We've made good progress over the past three years in building the CLF network: doubled the number of CLF corporate sponsors to 47; launched NGO Roundtable now with 30 organizations; launched the online Community, now with 2100 users; built the Newsletter mailing list to 6,700; launched Regional Hubs, now in 29 cities. But if CLF is to have the global impact called for by our mission (eliminate embodied carbon in

buildings and infrastructure by inspiring innovation and spurring change through collective action) our network needs to be much larger, more engaged, and more interactive.

An excellent article from the [Stanford Social Innovation Review](#) sums up the need for consistent engagement with four network principles—[trust, not control; humility, not brand; node, not hub; and mission, not organization](#)—as well as the following fundamental process:

- Clarify purpose.
- Convene the right people.
- Cultivate trust.
- Coordinate actions.
- Collaborate generously.

Furthermore, growing a network must be an organic process. This may seem ludicrously obvious but...we will only be able to grow and enable our network by cultivating, supporting, and leveraging the roots, nodes and relationships we already have, not by imagining some other set of potentials or connections. Fortunately, we have some rich soil in which to grow a flourishing garden! We begin by noticing the strengths, gifts, capacities, talents, and potential that already exist in our current network, and then focus our attention to leverage that evidence of health and vitality.

HYPOTHESIS

Let's start by considering all the many things people (and organizations) already in our network can do to extend and enable our shared network. Then we can build an outreach and work plan that invites all of those many wonderful humans into a common effort to reimagine our movement, extend our reach, and expand our impact.

WHAT CAN SPONSORS & THEIR KEY CONTACTS DO?

1. Join monthly Sponsor calls.
2. Join Sponsor Discussion Group on CLF Community.
3. Encourage their employees to join and contribute to the CLF Community.
4. Encourage staff to develop case studies for the CLF Resource Library.
5. Encourage their clients, customers, suppliers, and partners to join them as CLF Sponsors.

6. Contribute critical feedback, suggestions, and content to CLF's Corporate Policy Toolkit.
7. Share their tools, data, educational and other resources.
8. Post events on CLF Community Calendar.

WHAT CAN NGOS & THEIR KEY CONTACTS DO?

1. Join quarterly NGO Roundtable calls.
2. Share news, strategic plans, resources, and tools related to embodied carbon.
3. Report planning and future dates for conferences, webinars, and meetings.
4. Inspire and facilitate ongoing communication and conversation among key leaders related to embodied carbon.
5. Encourage convergence on shared embodied carbon terminology, data standards, benchmarks, and targets for embodied carbon reduction.
6. Suggest and submit new or existing content for the CLF Resource Library.
7. Join the Roundtable group on CLF Community.

WHAT CAN REGIONAL HUBS & THEIR LEADERS DO?

1. Encourage attendees at local meetings/events to join the online CLF Community.
2. Post events on CLF Community Calendar.
3. Utilize the Message button in each regional hub group to communicate with its members.
4. Encourage staff to develop case studies for the CLF Resource Library.
5. Encourage members to recruit their employers as Sponsors.
6. Encourage members to follow CLF via LinkedIn and repost CLF.

WHAT CAN INDIVIDUAL CLF MEMBERS DO?

1. Join and participate in discussions in CLF Online Community.
2. Develop and submit case studies for CLF Resource Library
3. Encourage their employers to become Sponsors.
4. Suggest and encourage their companies to develop climate action plans.
5. Follow CLF via LinkedIn and repost CLF.
6. Participate in/volunteer for local CLF Hub events

METRICS FOR IMPACT

Would it help to have short-term targets for network growth by the end of 2021? Such as:

- More than double number of CLF Community users to 5,000
- Double number of Sponsors to 100
- 20 valuable, rigorous, targeted case studies developed and submitted for publication in CLF Resource Library (policy, materials, LCAs, EPDs, projects, etc.)
- 2500 followers on LinkedIn
- Increase number of Regional Hubs to 40

Are these the right metrics? The right targets?

WHAT'S THE PLAN?

What initiatives should we put in motion?

- Recruit 3-4 more members to the Network Committee - at least 1 CLF Hub Leader
- Call meeting of an enlarged Network Committee to guide network planning
- Survey CLF membership for feedback/suggestions
- Conduct focus groups of volunteer members
- Planning/training summit for regional hub leaders
- Resource development (e.g., regional hub starter kit)
- Additional staff needed to support network building