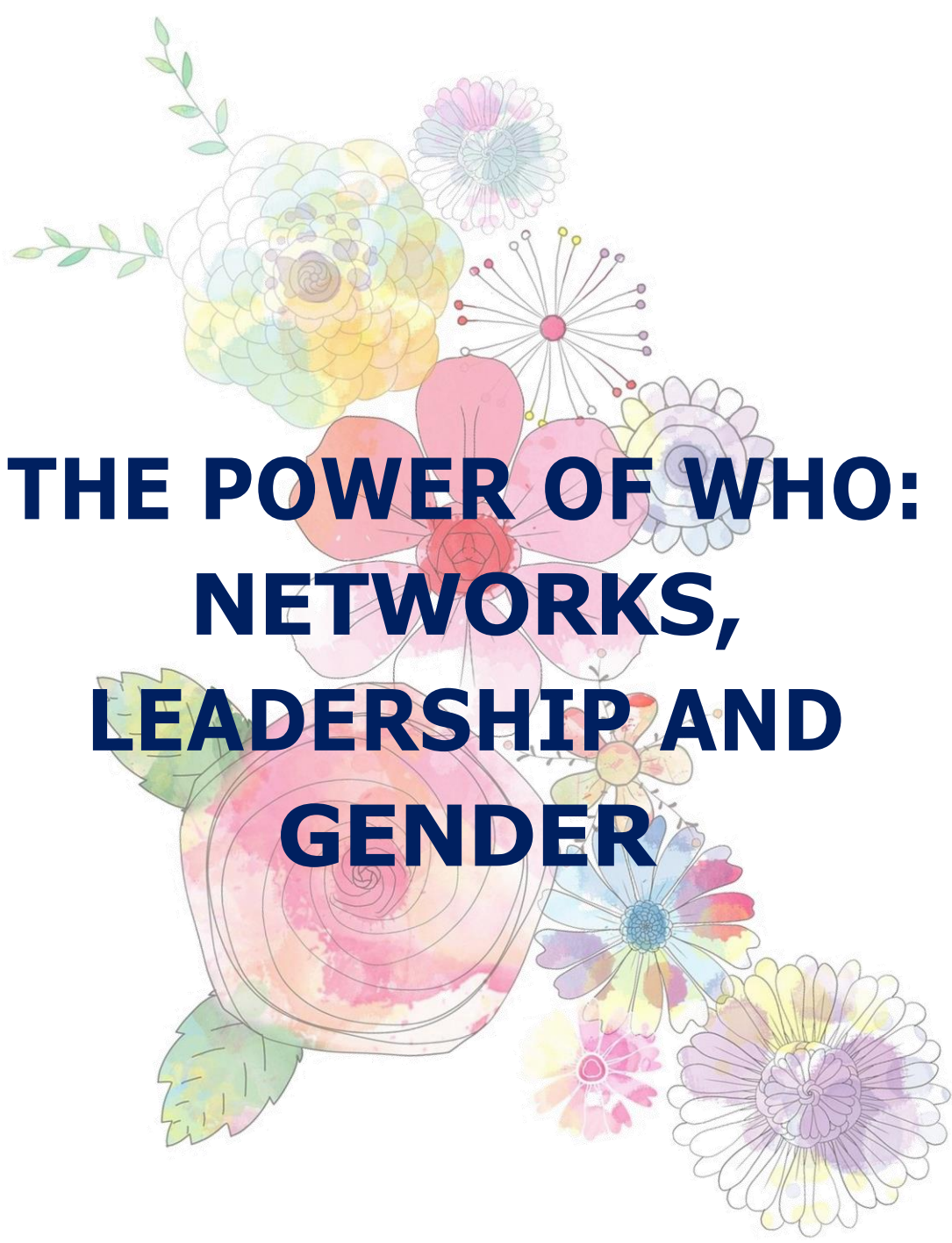


CHAPTER 6



THE POWER OF WHO: NETWORKS, LEADERSHIP AND GENDER

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EXECUTIVE SUMMARY:

We currently live in an interconnected world where both physical and virtual relationships are increasingly important. Woolcock and Narayan summarise this fact with the following phrase: *“It is not what you know but who you know.”* The personal relationships that each of us has with other people, associations, companies, groups, etc. are, after all, power, since, thanks to the presence of relationships or the absence of these, certain resources can be accessed or not. This power, of which we are sometimes not aware, is directly related to two concepts. On the one hand, there is social capital, which is a fundamental concept for understanding any development process, be it of a country, a company, an initiative, etc.; while, on the other hand, there are social networks, which are understood to be the personal relationships that people or groups share and that are directly linked to social capital.

The link between these two concepts is summarised by *García-Valdecasas* with the following statement: *“Social capital is not social networks, but without social networks there is no social capital”* – that is, social relations are the fundamental requirement to produce social capital. In addition, social capital does not have to be understood from a limited and coercive logic, but rather applies to a wide range of disciplines, making it an interdisciplinary concept. Such has been its application that it has come to be known in the Anglo-Saxon academy with the concept of *bushfire*. That is why the concept of social capital and, therefore, social networks, has been applied to disciplines such as: education, the industrial sector, rural development processes, sociology, public policies, etc., hence the need to know, understand and apply it.

The importance of Social Network Analysis (SNA) and knowing the stock of social capital has been growing. That is why it is important to know more about both concepts: Why, how and when are they used? How do they affect me? How important are the summer campuses for me and my initiative? How do these relate to me? All these questions are key, and it is necessary to answer them through this chapter and in the course *“Power networks and gender leadership”*. The objective of this course will be to analyse the personal relationships that you have forged from the first to the third summer campus. For this, it is essential that you know the concepts, methodology and software necessary to see the results and interpret them.

The applicability and importance of these analyses is fundamental both for the current study of personal relationships and for the future since it allows analysing and identifying positive and negative aspects. In this way, understanding the strong and weak points of rather certain initiatives is a key factor in being able to identify the weak points and work to change them and consolidate actions for improvement to ensure success.

Keywords: Relationships; Social Capital; Networks; People; Gender.

1. Why is this topic important?

Social capital and social networks are two interrelated concepts that are of great importance to the individuals or groups that possess them. Above all, highlights the potential that it gives them and that, thanks to it, a set of opportunities and/or access to it is opened in an easier way. However, if we do not have these relationships, this potential disappears, which makes it difficult to access the intended objective; this occurs when we find ourselves before an isolated individual or group or with relationships that are not very relevant. Therefore, the way in which we relate to other people or groups is what contributes directly to social capital; that is, the essence of social capital is the capacity it confers – an ability to obtain benefits from the use of social networks (Flores and Rello, 2001).

Membership and participation in social networks are what allows social capital to be produced, grow and flow. However, the simple fact of being present in the social network does not mean that the individual or group has social capital (Lin, 2001; Herreros, 2002). The social network is not only the actors present in it: its existence and reason for being are based on the relationships that the actors have as their origin and destination and, in turn, these relationships explain the role they play in the network. García-Valdecasas explains that:

“Subjects cannot access said social capital resources if they do not participate in some way in social networks. Thus, an isolated individual, who does not participate in any social network, will not be able to enjoy the resources of social capital” (2011:137).

To explain the importance of social networks, it is necessary to highlight a quote from Woolcock and Narayan: *“It is not what you know, but who you know”* (2000: 1). In this quote, it is made clear the importance of networks of relationships and knowledge to be able to access or solve any problem. Therefore, Lin (2001) explains that social networks are the heart of social capital structures; therefore, social capital implies an investment in social networks (Lin, 2001; Pena and Sánchez, 2017). In addition, social networks are one of the two most used methods to quantify and analyse social capital, together with the set of norms, trust and partnership (Requena, 2008). For Burt (2000), the analysis of social capital based on the methodology of social networks is one of the most widely used, stable and reliable analysis models.

Why is Social Capital important? What benefits can it bring?

Social capital allows access to resources from which effects or benefits can be derived, but as Coleman explained in the first place and, later, other authors such as Woolcock and Narayan (2000), social capital is a double-edged sword, as it can contribute positive effects, but also negative ones. This idea is also defended by other authors such as Putnam, Fukuyama or Portes. Through social capital and its relationships, positive aspects can be derived, such as access to certain resources, information or aspects that would be impossible or much more expensive without it. Other positive aspects are also derived, such as social control or a support/help network (Granovetter, 1974; Bourdieu, 1986; Coleman, 1988; Portes, 1998). Numerous studies have shown the positive effect derived from social capital, such as greater educational, democratic, social, economic development, etc. (OECD, 2007).

Despite these positive elements, some authors have highlighted the double edge or the dark side (downside) of social capital (Landolt and Portes, 1996; Portes, 1998; Durston, 2000; Putnam, 2000; Falk and Kilpatrick, 2000). These contributions have enriched the debate on social capital (López-Fernández et al., 2007). Among all these authors, 5 ways have been identified in which social capital can lead to negative aspects:

- Social capital can discourage individual initiative (Landolt and Portes, 1996; and 1998; Woolcock, 1998).
- Social capital can exclude and marginalise people and groups (Portes, 1998).
- Social capital can restrict freedom according to Putnam (2000).
- Social capital can be derived from negative organisations or associations, such as patronage networks, criminal associations or, as Putnam identifies in Italy, the mafia. This is possible, since, in an association or network the individuals give up part of the control, which can be used to divert them towards negative ends (Landolt and Portes, 1996; Portes, 1998; Putnam, 2000; Durston, 2000; Requena, 2008).
- Social capital can foster rivalry and conflict between individuals and/or groups, which can destroy trust and cooperation within a network (Portes, 1998 and Durston, 2000). For example, the private interest may prevail against the interest of society or the network.

In short, each one of us with the relationships that we build, maintain, or eliminate are contributing to decreasing or increasing the stock of social capital. This, affects our current or future decisions, either directly or indirectly, since depending on these we can achieve the objective that we set ourselves in an easier or more difficult way, regardless of the objective, discipline, field or location.

2. State of affairs

2.1. Origin and typology of social capital

The concept of social capital dates to the first decades of the 20th century, although the clearest precursor is by Hanifan in 1916; both its content and form have a long history of authors and contributions. For this reason, finding a definition that is shared and accepted by several disciplines and authors is very complex. The concept has been widely defined without a multidisciplinary perspective, which has given rise to a wide melting pot of definitions, depending on the disciplines that have addressed it (Pisani et al., 2017). Consequently, currently, it has become an ambiguous, polysemic, imprecise, broad, and difficult to define and measure concept, as highlighted by reviewing part of the literature on the subject.

Social capital is characterised by three principles, which differentiate it from other capitals: social capital is a productive good, that is, it generates positive or negative results and from which a return can be expected; it is produced, that is, both time and effort must be invested in it, and that investment is necessary for it to continue to be productive; and, finally, it is durable; it cannot be depreciated; it is not consumed in a single use; the social capital grows and the more it is used,

the more productive it is, although it can be destroyed. In short, the main component of social capital is social networks and the greater the number, quality and usage, the greater the stock of social capital, but its disuse or misuse can cause its destruction and disappearance.

Among the great contributions made by the different authors, it is necessary to highlight those of Bourdieu, Coleman and Putnam, considered the fathers of social capital. Bourdieu was the first author to define and characterise the importance of the modern concept of social capital, which he defined as follows:

“Social Capital is made up of all the potential or current resources associated with the possession of a lasting network of more or less institutionalized relations of mutual knowledge and recognition [...] The volume of social capital possessed by an individual will depend on both the extension of the network of connections that he can effectively mobilize, as well as on the volume of capital [...] possessed by those with whom he is related” (1986:51).

This definition is aligned with the structuralist conception of social capital. This is derived from the field of sociology and economics, where both define social capital by its structural nature; that is, they conceive it as an aspect within the structure of social relations (Coleman, 1988). It is derived from membership and/or participation in social networks. This concept, which highlights the relational character, is defended by authors such as Bourdieu, Coleman, Granovetter, Lin, Burt, Portes, Woolcock or Narayan. All of them highlight the importance of social networks for the formation of social capital. From this perception, the set of relationships, which an individual or a group maintains, allow them to access a set of resources, information, norms, etc. that without these relationships they would not be able to access, or it would entail a greater cost/effort (Putnam and Goss, 2003a and 2003b).

Depending on the conception of social capital defended, it will be made up of a certain series of components or others. The main components are: networks, trust, reciprocity, associationism, norms, rules, sanctions, values and cooperation. In addition, social capital can take different forms depending on whether it is understood as an individual or collective attribute:

- Individual social capital: manifested from the set of relationships that an individual has through trust and reciprocity.
- Collective or community social capital: found in institutions where cooperation and management predominate. This social capital does not reside in individual or personal networks; communities are much more than networks.

Depending on the type of relationships that are taking place between individuals and groups, social capital can manifest itself in various ways: formal or informal, public or private, and strong or weak.

- Social capital is formal when it derives from networks that are supported by organisations or associations (public or private) that are formally organised (directors, quotas, regulations, etc.), such as an association of parents, employers, unions, etc. (Coleman, 1988; Putnam, 2000). In contrast, social capital is informal when it is based on networks established by subjects spontaneously and directly without the intervention of any organisation or legal basis. For Putnam (2000) and Durston (2000), the latter can be more

- useful to achieve better or more valuable objectives since they can have more stability and can complement the formal ones.
- For some authors, social capital is understood as a public good, so it cannot be created in the private sphere or organisations. Herrero and De Francisco (2001) identify an important role for the state in the creation of social capital, although Fukuyama (2001) questions this and restricts it to education provided by the state. For Fukuyama, social capital can be created by private agents, since if a certain goal is to be achieved, cooperation between people or public and private organisations is necessary.
 - Strong ties are those that are defined by being very frequent and with close contacts, as is the case with family or friends. For Putnam (2000), these strong links have a high density of ins and outs and ramifications. In contrast, weak ties are those that are defined as being very infrequent and with which few common contacts are shared (Granovetter, 1973). For Putnam (2000), this weak social capital would be made up of very tenuous, almost invisible ties. However, Granovetter (1973) argues that weak links are more important than strong ones when it comes to finding work, uniting society or creating norms of reciprocity. These less frequent contacts can offer access to “new” information that friends and family do not have.

The link between social capital and social networks is clear, but depending on the type of networks that are present, three types of social capital can be also differentiated: Bonding, Bridging and Linking (Figure 1):

- Social capital of cohesion or bonding: this type of social capital is based on relationships between individuals with similar characteristics or who belong to the same group, organisation or territory (Lozares et al., 2011; Esparcia et al., 2016); that is, internal relationships between people of the same status predominate, so horizontal relationships and networks develop. Closed groups, organisations or territories with a high density of bonding capital are characterised by their high interconnection, trust, facilitating rules and sanctions, mutual support and great cohesion, which ultimately characterise networks. In addition, the empowerment and leadership of people and organisations are derived from this social capital. These are essential elements for the temporary maintenance of social capital and facilitate community resources (Lozares et al., 2011).
- Social capital that builds bridges or bridging: this type of social capital is based on relationships between individuals or groups that are distant from each other both physically and with different characteristics and/or belonging to other groups (Esparcia et al., 2016); that is, external relations predominate (Lozares et al., 2011). These relationships are not as strong as the bonding ones, since they have ceased to occur within a group or territory, so “weak” relationships predominate, but they are a source that allows and/or facilitates the exchange of information, innovation, rules, alliances, etc. Therefore, they are more varied, but with less confidence. However, for Lozares et al. (2011) in this type of social capital, relationships are framed within frameworks of competitiveness between groups rather than cohesion and cooperation.
- Social capital of links or linking: this social capital is very similar to bridging social capital, since external and weak relationships predominate. The main difference of linking social

capital is that among its relationships or links there is a hierarchical component/link with formal institutions (Woolcock, 2000; Pisani and Franceschetti, 2011; Esparcia et al., 2016). Two levels can be identified: at the level of organisations, institutional, social, and economic relations would be present, such as, for example, relations with women's associations, the commonwealth, or the regional government, while, if we refer to the level of individual actors, it is associated with links between people with high levels of prestige or power (Esparcia et al., 2016).

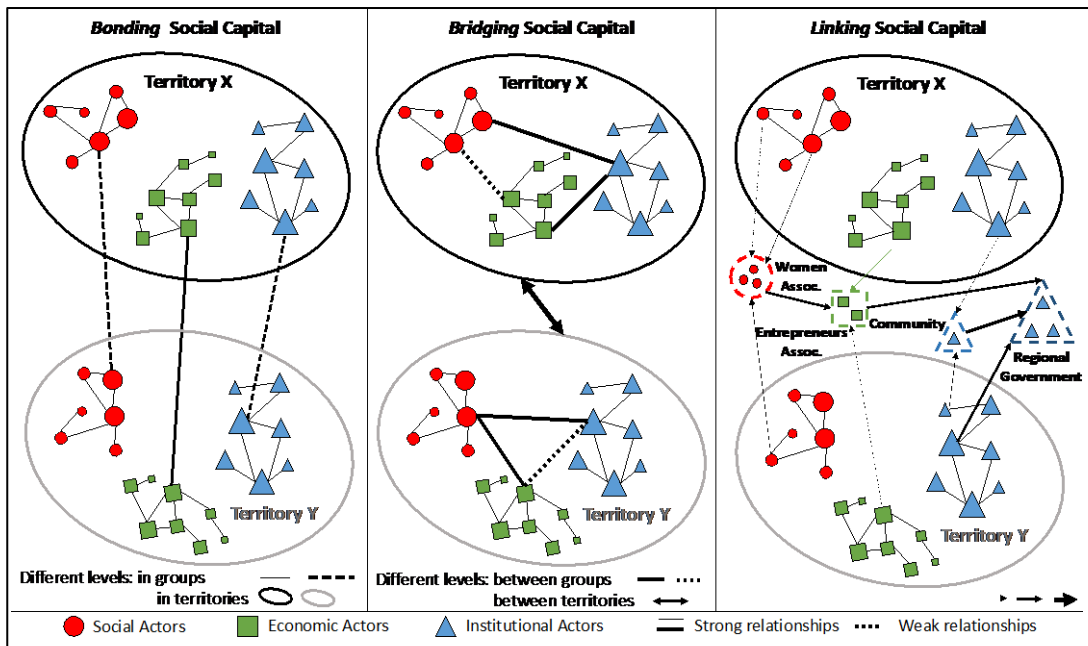


Figure 1. Different typologies of social capital according to the type of social relations. Source: Serrano, 2018:250.

The truth is that the total closure of relationships, as established in social capital bonding, is not entirely realistic, since within an organisation or network there is always some type of bridge or external link that can provide more information without needing to be a strong bond. In addition, within social capital, bridging and linking is where you have access to more complete, innovative, and rich sources of information, so the control of these information flows can develop prestigious⁴ positions and power within a collective, territory or network. In addition, bridging and linking social capital are often used together, as opposed to bonding social capital, since the first two are based on external relations, as opposed to bonding, which are internal relations.

2.2. Social networks: elements, analysis and representation

There is a consensus among the authors who catalogue social networks that they are the

⁴ Prestige, also understood as seriousness, experience, resources, position, etc. can be present in a specific organisation and also in a particular group or individual (Luna and Velasco, 2005). The networks and the position of the actors in the networks are not equally accessible to all members of the community, since the participation and interest is different in each one (Lee et al., 2005; Shortall, 2008).

fundamental element for the production, growth and evolution of social capital. This connection is clearly exemplified in the statement by García-Valdecasas: *“social capital is not social networks, but without social networks there is no social capital”* (2011:133).

Membership and participation in social networks are what allows social capital to occur, grow and flow. However, the simple fact of being present in the social network does not mean that this individual or group has social capital. The social network is not only the actors present in it,; the existence and reason for being of the social network is based precisely on the relationships that the actors have as their origin and destination and, in turn, these relationships explain the role they play in the network. García-Valdecasas explains that:

“Subjects cannot access said social capital resources if they do not participate in some way in social networks. Thus, an isolated individual, who does not participate in any social network, will not be able to enjoy the resources of social capital” (2011:137).

The concept of a social network has been a growing term during the last decade in different disciplines (Requena, 1991); for this reason, there are many definitions of social networks. Lozares' states: *“Social networks can be defined as a well-defined set of actors – individuals, groups, organizations, communities, global societies, etc. – linked to each other through a relationship or a set of relationships”* (1996:108). Although, as Requena (1991) points out, this is a more or less invisible structure but at the same time it is real, since it represents actions, relationships and flows of a society, group, population, company, etc. A network is made up of three elements: node, link, and flow.

- Node or vertex: refers to the subject, individual or group of people with a common goal; they can act as transmitters or receivers of relationships. The sum of all nodes represents the size of the network.
- Link: a tie or relationship that exists between two nodes. It is a unit of analysis in social networks and can be of various types. In addition, they serve as communication channels.
- Flow: indicates the direction of the link. Two types can be differentiated: a directed or unidirectional flow; or mutual, symmetrical, or bidirectional flows (Velázquez and Aguilar, 2005; Kadushin, 2013). The node that does not have any type of link with another is said to be loose within the network (Velázquez and Aguilar, 2005).

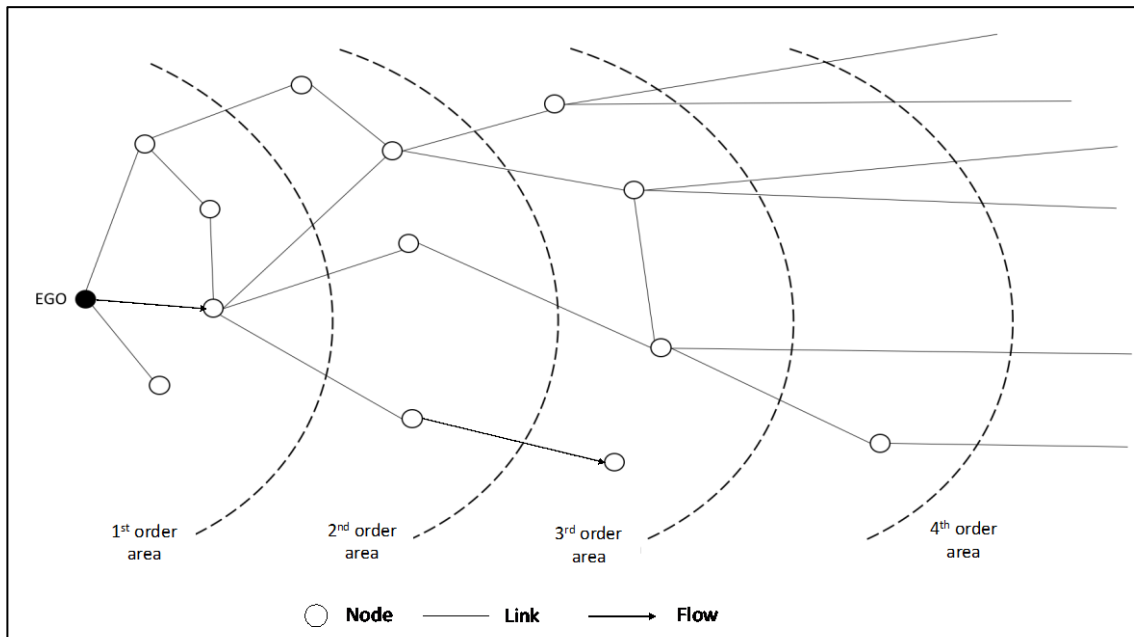


Figure 2. Example of network and network elements. Source: Requena, 1996: 12.

All these concepts found within the networks can be represented through a diagram known as a graph or sociogram (Kadushin, 2013). These tools arise from graph theory, which has been essential in providing useful representation, visualisation and concepts for the study and analysis of social networks. The graph is the representation of a social network at a specific moment (García-Valdecasas, 2011).

The study of social networks as an important component of social capital must be carried out through the methodological approach of Social Network Analysis (SNA). This is a formal method used to measure social networks through a set of instruments and techniques to study the social behaviours of individuals through specific relationships between people, groups, associations, etc.

As explained, the methodological approach of Social Network Analysis (SNA) is used to analyse the networks of relationships of the actors, which allows us to assess the stock of available social capital. Once the matrices and attributes are available, they are processed with the ARS UCINET software. The visualisation is carried out with the Netdraw module, integrated in the same UCINET package (Rodríguez and Mérida, 2008). The selected indicators were divided into four groups. The first group included indicators of properties of the network, such as density. The second featured indicators of network cohesion, including distance. The third consisted of indicators of centrality, in which the following aspects are included: in-degree and out-degree, in-closeness and out-closeness, betweenness, flow betweenness, and eigenvector. Finally, the fourth included those in which the indicator of reciprocity of the relations (Table 1).

Tipology	Indicators		Definition	Measuring	Values		
					Low	Medium	High
Network property	<i>Density</i>		Indicates the number of existing relationships over the possible ones, that is, it is related to the nearness	Percentage	< 7 %	7 % - 18 %	> 18 %
Cohesion	<i>Distance</i>		It refers to the number of axes needed to reach a certain actor in the network	Number of average axis in the network	< 2	2 - 3	> 3
Centrality	<i>Degree</i>	<i>Degree IN</i>	Indicates the number of direct links that an actor receives from another one. It's linked with prestige.	Percentage	< 28 %	28 % - 61 %	> 61 %
		<i>Degree OUT</i>	Indicates the number of direct links an actor sends to another actor/node (information exchange)	Percentage	< 12 %	12 % - 24 %	> 24 %
	<i>Closeness</i>	<i>Closeness IN</i>	It is the ability of a node to reach all the actors in the network. A high proximity indicates a high proximity to central or powerful actors in the network. The input and output relationships are differentiated.	Number of axis in the network	< 14	14 - 37	> 37
		<i>Closeness OUT</i>		Number of axis in the network	< 7 %	7 - 19	> 19
	<i>Betweenness</i>		Indicates the frequency which a node appears with in the shortest or geodesic section that connects two others (it shows the intermediaries or bridge people)	Percentage	< 12 %	12 % - 20 %	> 20 %
	<i>Flow betweenness</i>		It shows the position of intermediation that each actor occupies in all the types of acts or communications that he/she maintains with other actors, but presupposes that all the paths are used, not only the geodesics	Percentage	< 7 %	7 % - 13 %	> 13 %
	<i>Eigenvector</i>		The most central actors are identified and, therefore, more popular within the general structure of the network (Notoriety indicator)	Percentage	< 31 %	31 % - 47 %	> 47 %
	<i>Reciprocity</i>		It refers to the number of relationships that are symmetric between two actors	Percentage	< 20 %	20 % - 26 %	> 26 %
Brokerage			Indicates the capacity to bridge and build bridges that have different groups or subgroups. The results do not indicate a great strategic capacity and power.	-	-	-	-
E-I Index			It is based on the analysis of the external (E) and internal (I) relations of substructures, that is, the flows of relationships change, which may tend towards openness or homophily	Values	-1 - 0	0	0 - 1

Table 1. Classification intervals of the selected SNA indicators. Source. Serrano, 2018: 95

3. Conclusions

Social capital and, therefore, social networks have been shown to be necessary aspects to access certain resources, news, information, etc. that would be more complicated or even almost impossible to access without them. As has been analysed, both concepts are strongly linked and feedback in a positive way, but also in a negative way. The objective of social capital is to achieve the common or network good; that is, it goes beyond individual good, although sometimes it may be misused for personal benefit.

Therefore, it is important to know how social capital is created and how we can contribute to it. In addition, it is necessary not only to maintain the creation of social capital, but also the evolution and strengthening of it, since it must be taken care of so that it continues to produce. For this to happen, we must be aware that social networks are the fundamental mechanism for the stock of social capital to increase and grow, hence the need to take care of our relationships on a day-to-day basis.

Each personal relationship that each of us has is a window that facilitates knowledge, access to a certain resource or even the discovery of new relationships. For this reason, personal relationships (networks) are linked to the concept of power, since having a set of relevant relationships can lead to access to sources of information which are not available to everyone. As a result, an individual can gain access to a great deal of information and, within each person, there is the ability to transmit that information or not. In addition, linked to the power and position of people in the network, are the concepts of leadership and prestige.

For this reason, it is important to identify and know the network of relationships that we are part of, whether in a project, company, development process, etc. It is highly recommended and relevant for two main reasons: on the one hand, to discover the strengths of the network and continue to strengthen them, and, on the other hand, identifying the weak points should lead us to reflect and be able to apply actions to improve the cohesion and connection of the different members that make up the network (stakeholders).

The analysis of the stock of social capital through the analysis of social networks has great replicability in different disciplines, be they sociology, psychology, geography, economics, engineering, tourism, etc., hence the importance of identifying, analysing and interpreting internal or external social capital. The goal is to have networks of balanced relationships between the three types of social capital (Bonding, Bridging and Linking) and where key characteristics are present, such as trust, reciprocity, partnership, etc. In this way, we can understand certain initiatives in depth in the hope of ensuring their success now and in the future.

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5. Annexes

OPEN ACCESS DOCUMENTS FOR PRE-SESSION PREPARATION:

<i>TITLE</i>	<i>CONTENTS</i>	<i>LINK</i>
Analysing social networks in rural development: a gender approach	<ul style="list-style-type: none"> • Know the role of women in rural areas linked to EU rural development programs • Identify the network of actors and their relationships • Differentiation of the time horizon to know the evolution of networks 	http://archive.sciendo.com/IRSR/irsr.2016.6.issue-4/irsr-2016-0023/irsr-2016-0023.pdf
Social capital and the power of relationship: Al Condeluci	<ul style="list-style-type: none"> • Introduction to the subject of social capital and social networks • Real examples of the importance of social capital and social networks with disabled people 	https://www.youtube.com/watch?v=qaBUV2J0ax4
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