

Figure 4.8 Closure Reinforces Network Structure, Slowing Decay and Amplifying Relations to Extremes of Trust and Distrust (Stylized Fact #4)

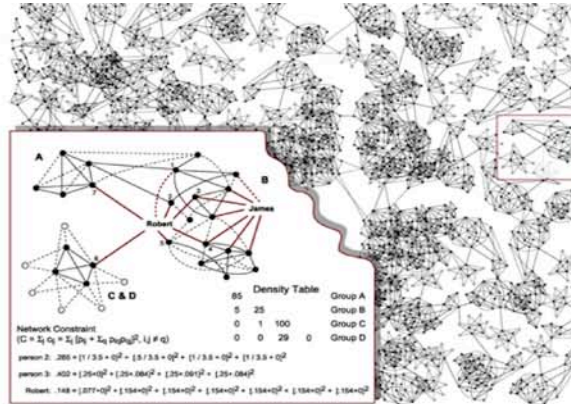
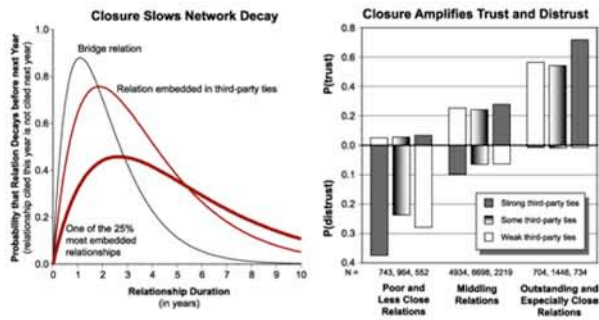


Figure 5.1 The Small World of Organizations and Markets

Figure 5.1 Instantaneous Effects

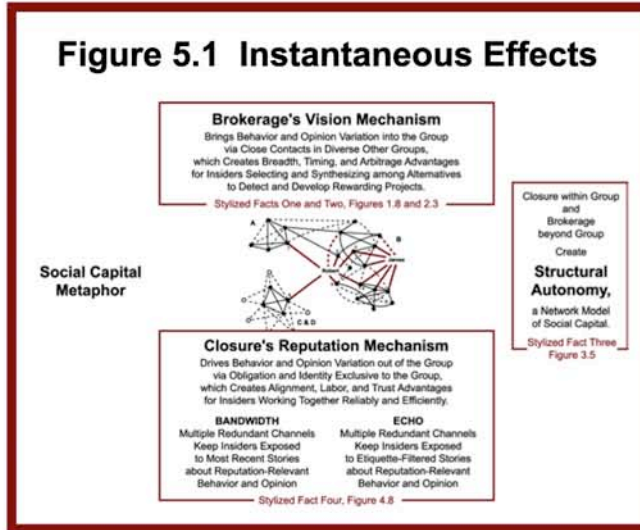


Figure 3.7 Liberty Ship Learning Curves

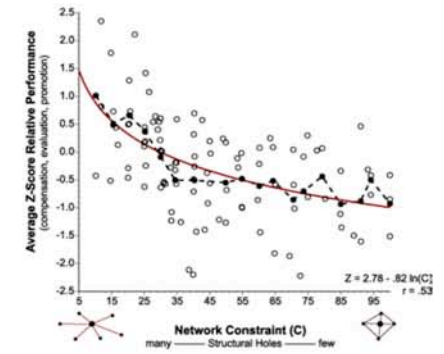
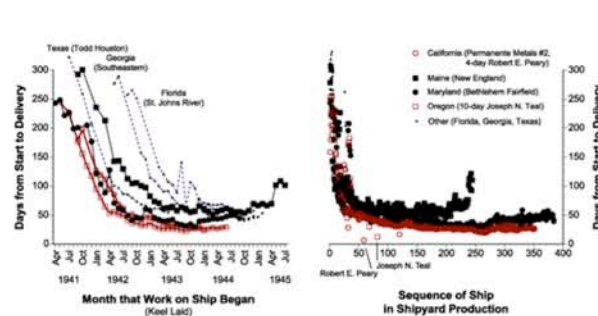


Figure 1.8 Performance Increases with Brokerage, Especially at High Levels of Brokerage (Stylized Fact #1)

Circles are average z-score performance (Z) for a five-point interval of network constraint (C) within each study population. Dashed line goes through mean values of Z for intervals of C. Bold line is performance predicted by the natural logarithm of C.

Figure 4.6 Closure and Stability

Circles are averages for positive reputations. Solid dots are for negative. Bold line goes through average across everyone.

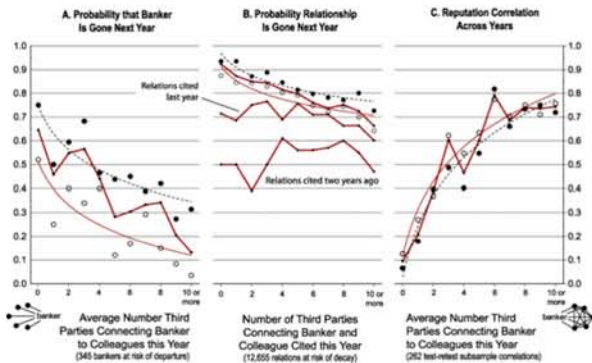


Figure 3.5

Performance Is Highest for Closure within a Group Combined with Brokerage beyond the Group (Stylized Fact #3)

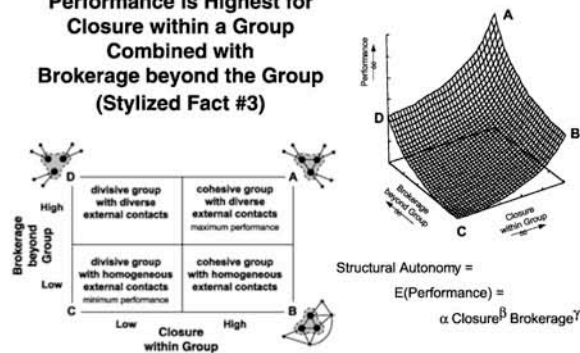
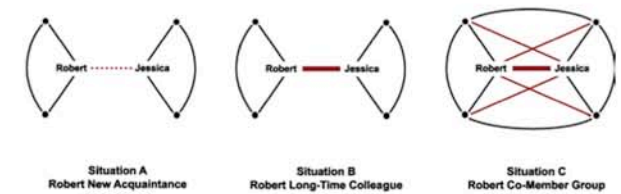


Figure 3.1 Should Jessica Trust Robert?



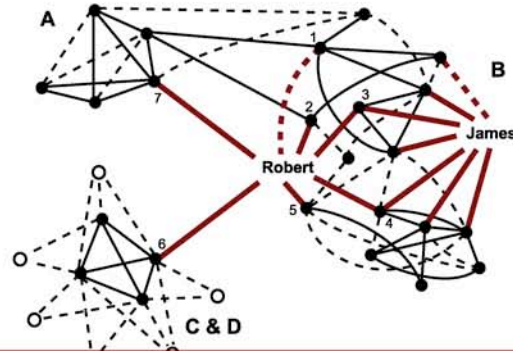
From Burt (2005), *Brokerage and Closure*, Oxford University Press (<http://gsbwww.uchicago.edu/fac/ronald.burt/research/>).

Figure 5.1 Instantaneous Social-Capital Effects

Brokerage's Vision Mechanism

Brings Behavior and Opinion Variation into the Group via Close Contacts in Diverse Other Groups, which Creates Breadth, Timing, and Arbitrage Advantages for Insiders Selecting and Synthesizing among Alternatives to Detect and Develop Rewarding Projects.

Stylized Facts One and Two, Figures 1.8 and 2.3



Social Capital Metaphor

Closure within Group and Brokerage beyond Group Create

Structural Autonomy,

a Network Model of Social Capital.

Stylized Fact Three
Figure 3.5

Closure's Reputation Mechanism

Drives Behavior and Opinion Variation out of the Group via Obligation and Identity Exclusive to the Group, which Creates Alignment, Labor, and Trust Advantages for Insiders Working Together Reliably and Efficiently.

BANDWIDTH

Multiple Redundant Channels
Keep Insiders Exposed to Most Recent Stories about Reputation-Relevant Behavior and Opinion

ECHO

Multiple Redundant Channels
Keep Insiders Exposed to Etiquette-Filtered Stories about Reputation-Relevant Behavior and Opinion

Stylized Fact Four, Figure 4.8