

# Organisation Mapping Sheet

Name: \_\_\_\_\_

Interest Keywords: \_\_\_\_\_

1. Enter your name on the left, then add a few keywords to indicate your interests.
2. Enter the names of organisations you work most with at the top of the gridded boxes (starting with your own organisation).
3. Consider how good the organisations are at sharing information or expertise. Add a plus for a good sharer and a minus if not. Otherwise leave blank
4. Consider how well equipped the organisations are under the various headings. Enter a plus if you think an organisation is especially skilled or resourced or a minus if you think they are especially deficient. Otherwise leave blank.

<b>Your Organisation:</b>			
Sharing?			
		<b>Skills</b>	<b>Resources</b>
<b>Management</b>			
<b>Financial</b>			
<b>Technical</b>			
<b>Political</b>			
<b>Community</b>			

<b>Organisation:</b>			
Sharing?			
		<b>Skills</b>	<b>Resources</b>
<b>Management</b>			
<b>Financial</b>			
<b>Technical</b>			
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Note: The above information will be used to create a map of organisations. Individual contributions will be confidential and unattributable.

# Why Map Networks?

## drew mackie

We talk a lot about networks of all sorts. But often we just mean lists of people or organisations that we connect to in some way. To make real sense of networks, we need to understand their structure - and that's where network mapping comes in. It's the process of plotting the actual structure of a network. Not the artificial hierarchical structure that is shown in organograms, but the working structure of links and transactions revealed by survey and interview.

Of course the structures thus revealed are complex and shifting. Using specialised software, however, the underlying patterns of influence and information can be discerned. This process is often called social network analysis (SNA) and is used in business to identify **HUBS** - parts of the organisation that are central to the network as a whole - and **GATEKEEPERS** - parts of the organisation that control the flow of information or influence into sections of that network. SNA has been used in situations as diverse as:

- Identifying the key organisations in community cohesion programmes in Lancashire.
- The network of organisations delivering regeneration in towns in Northumberland and Galloway.
- Internal and external links in a local authority Consultation and Engagement programme.
- The identification of patterns of fraud and money laundering.
- The mapping of terrorist networks.

(See mapping questionnaire overleaf)

The key to the analysis of networks is the concept of centrality. A node in the network will have importance because of how central it is to the whole network (this is called Closeness Centrality) or because it is the main link into a relatively separate part of the network (this is called Betweenness Centrality). The first type of centrality identifies the **HUBS** and the second the **GATEKEEPERS**.

So why map the organisations, groups and individuals? A good map will show:

- Who's most central
- Where the gaps are
- Who should be connected to improve network performance
- Clusters of closely related nodes

Although the map configurations can be interesting in themselves, the map becomes much more powerful when combined with information on how skills and resources are deployed throughout the network. Coupling the map with an audit of skills and resources can show up issues such as:

- Very central nodes that have no resources or skills - both HUBS and GATEKEEPERS
- The peripheral location of needed resources or skills
- New links that should be made to benefit the network as a whole
- The "stock" of skills and resources held by the network as a whole