1 Introduction

This activity offers an introduction to social network mapping, which is used as a tool to support identification and discussion about program stakeholders, their roles and their KM needs.

The exercise involves the development of a simple network map using basic tools including paper, pens and post-it notes[1]. It incorporates the use of an interest/power grid and an influence map as means to classify different stakeholders.

For the *LiFT-CSA* case-study task you will be working in four groups, each developing one map (and associated tables)

We will provide time to share and discuss the output. Discussing with workshop participants gives you a chance to see the diagram from another's point of view. Together, these help inform your strategy for working with and communicating with those in the program.

1.1 Materials:

- Flip chart paper
- Small Post-It notes (or pieces of paper and tape)
- Marker pens (2-3 colors)

2 Task

The overall aim is to begin to develop a *LiFT-CSA* KM strategy. Understanding and beginning to engage with the different stakeholders in the program is a necessary early step. There are three relevant clusters of stakeholders, or stakeholder groups:

1. Those whose buy-in and support you will need to proceed with developing a KM strategy.
2. Those with whom you will need to engage with to understand KM needs.
3. Those with whom you'll need to engage with to develop the strategy.

Those groups overlap, but the focus for each part of the process is different, so the mappings may change. In the exercise you will be working as members of the *LiFT-CSA* KM consultant's advisory group, standing in for the yet-to-be-appointed Global Communication and Knowledge Manager.

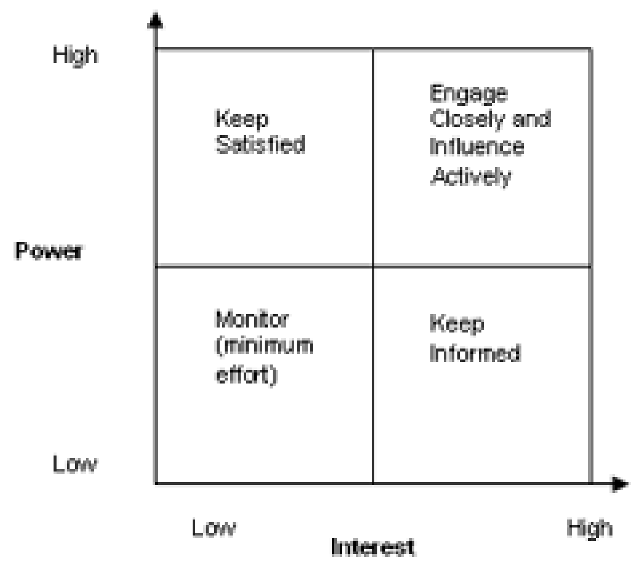
[1] Credit to Nancy White for the template http://www.fullcirc.com/2008/03/17/help-testing-a-network-mapping-exercise/

2.1 Steps

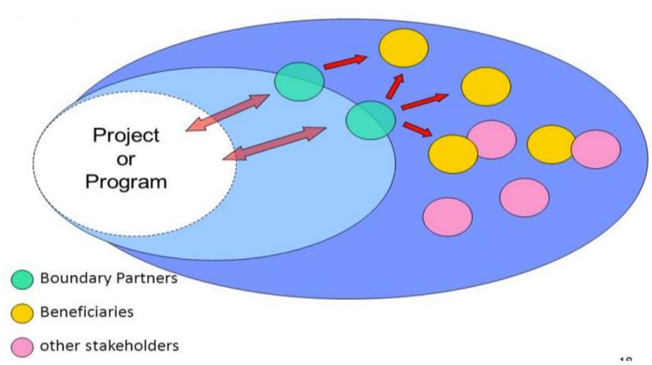
1. Begin with the first group of stakeholders, those whose buy-in and support you will need to proceed with developing a KM strategy.

2. List all the people and organizations involved with this work, putting each one on a small Post-It note. (We'll call these "notes" from now on). Stakeholders can be organizations, groups, departments, structures, networks or individuals, but the list needs to be pretty exhaustive to ensure nobody is left out.

3. Then, using the grid in the figure opposite 2, organize the stakeholders in different matrices according to their interest and power. 'Interest' measures to what degree they are likely to be affected by the subject of the mapping. In this case it is the development of a program KM strategy, but the approach is more often used to measure to what degree they are likely to be affected by a project or a policy change, for example, and what degree of interest or concern they have in or about it. 'Power' measures the influence they have over the development of the KM strategy, or in other situations, the project or policy, for example, and to what degree they can help achieve, or block, the objective (or desired change). Mark the positions of each stakeholder on the notes



4. Influence mapping: as this illustration shows, it is important to separate out those stakeholders on which the KM team can have direct influence and those on whom its influence is indirect, through one of the boundary stakeholders or partners.

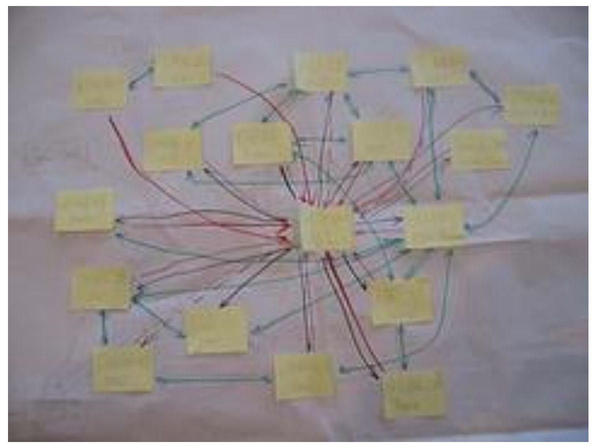


Continue your analysis: annotate the notes to define boundary stakeholders or partners.

5. Create a note that represents the KM advisory group (KMAG), representing the Global Communication and Knowledge Manager.

6. Starting with your note, arrange the notes on the flip chart paper. Place the other notes in relationship to the KMAG, and to each other, according to your analysis above. For example, boundary stakeholders are likely to be closer to the KMAG your note than others[2]. If people or organizations on the notes have relationships or interactions with each other, try and place those notes closer to each other. Move the notes around until you have a general sense of how each person/organization relates to you and to the other notes.

7. Now with **colored pens**, draw an arrow from the KMAG to any of the other people/organizations with whom KMAG are already likely to communicate. The direction of the arrow should be in the direction of normal communication, indicating whether it is uni or bi-directional. Annotate the line with information about the kind of communication. Taking another color, draw lines between those stakeholders who are in regular contact with each other, paying particular attention to boundary stakeholders. Similarly, annotate the line with information about the kind of communication.



8. Now, look at the network and consider how information and communication flows. Is there a grouping around some people/organizations? Are there some with few or no lines - highlighting their lack of connections? Is the KMAG connected to everyone who should be sharing information with it?

9. Take a moment to step back and look at your map. Use the matrix to make note of the following:

    a. Who are the various stakeholders? Are they Boundary Partners/Stakeholders for your project)? Who are other key stakeholders and which are lower priority?
    b. What kind of connection do you currently have with them (Strong, Medium, Low/None)?
    c. How is KMAG likely to engage and communicate with them?
    d. What kind of engagement and connection would be optimal: which should be strengthened?
    e. What actions can you take to build up those levels of engagement and connection? What tools can you use?
    f. Where or who are the key communication and influence nodes?

[2] Note that in this method this is done to simplify the drawing of lines. In social network analysis, distance isn't always used in this way.

10. Share your products with other groups. Make a note of their observations and any changes they might suggest.

11. If there is time, consider the second and/or third group of stakeholders: how would your map change?

12. Repeat the exercise with your own projects, in your own time!

Stakeholder Matrix for developing a program KM strategy Project Name: ____					
Stakeholder Name? Are they Boundary (B) or Strategic (S)?	What is the likely level of connection? (Strong, Medium, Low/None)	How is KMAG likely to engage and communicate with them – through email, documents, more general communication like newsletters, regular meetings, etc.)?	What kind of engagement and connection would be optimal?	What actions can you take to address these needs? What tools can you use?	Timeframe