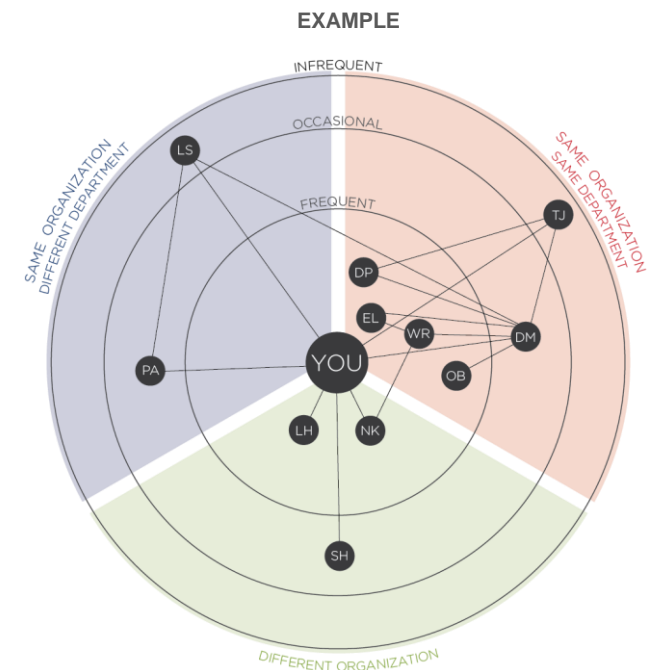
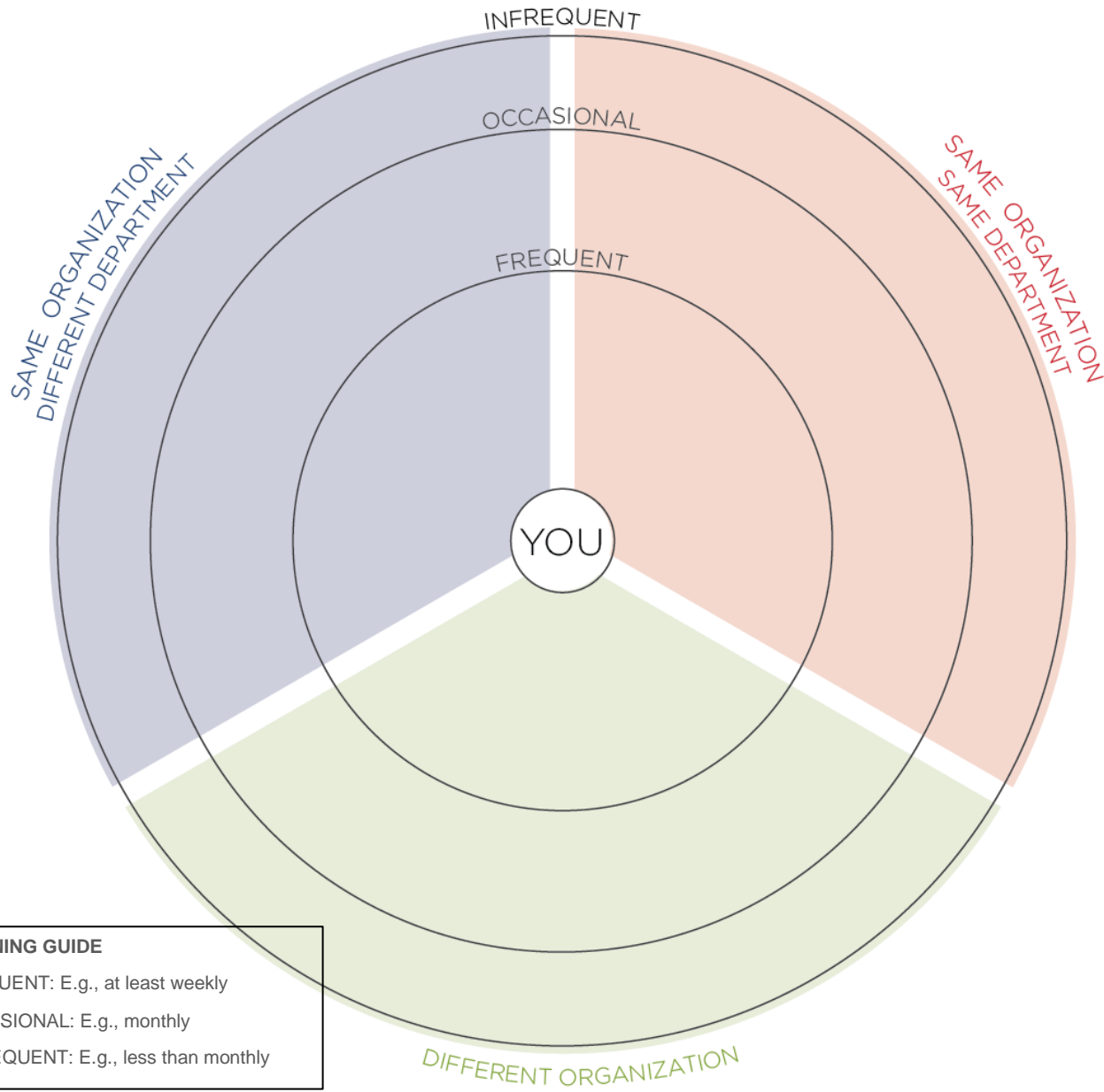


Network Mapping Tool

Use this network mapping tool to identify areas of relative strength and weakness of a network. Follow the directions below to map one of your networks on page 2 of this tool. Answer the questions on page 3 to identify specific opportunities to make the network more effective.

1. Since you will likely want to analyze several different networks, give this network a name on the following page (e.g., “Developmental network”; “Project X network”; “Unit strategy network”)
2. Describe the network’s purpose. For example, is the network aimed at helping you accomplish a specific business task, complete an important project, or enhance your professional growth?
3. List the names of the individuals who are currently members of the network.
4. Map the members listed in your table onto the blank circular diagram:
 - a. Consider yourself as the center of the network.
 - b. Position each member of your network on the map:
 - i. Use the rings around the center to position your network members according to how frequently you interact with them:
 - Frequently (e.g., at least weekly)
 - Occasionally (e.g., monthly)
 - Infrequently (e.g., less than monthly)
 - ii. Position the members on the relevant section of the diagram:
 - Same organization and same department as you
 - Same organization but different department than you
 - Different organization than you
 - iii. Draw lines connecting you to the members of the network whom you have direct contact with.
 - iv. Draw lines connecting members of your network if the members know one another. If you anticipate having many lines, it may be helpful to use a different color or a dotted line for these connections.





POSITIONING GUIDE

- FREQUENT: E.g., at least weekly
- OCCASIONAL: E.g., monthly
- INFREQUENT: E.g., less than monthly

TITLE:

PURPOSE:

MEMBERS:

ASSESS YOUR NETWORK

Reflect on the following questions to identify opportunities to improve the effectiveness of your network.

1. **Purpose and membership.** Who are you really dependent on to achieve your network's purpose? Are all of those individuals included? Are there individuals who will be critical in the future who are not listed yet?
2. **Structure.** Is your network cohesive—i.e., do most people in your network know one another? Or is it a “bridging” type of network—where you're connected to people who aren't connected to one another? Do you see opportunities for you to connect individuals who would benefit from knowing one another?
3. **Composition and breadth.** Does your network include both strong and weak ties? Are most of your network members clustered within your organization or department? Given your network's purpose, are there risks associated with any clustering in a particular sector?
4. **Closeness.** Are there important individuals in your network with whom you should interact more frequently (e.g., someone whom you underutilize)? What initial reflections do you have on the quality of relationships within the network?
5. **Patterns.** What other patterns on your map provide insight?

IMPROVE YOUR NETWORK

In the space below, list two or three specific opportunities to improve the effectiveness of your network (e.g., add key relationships that are missing, spend more time with some members, increase breadth).

- 1.
- 2.
- 3.