

Non-linear Career Accelerator Framework: Network Gap Analysis

Introduction to Network Mapping Exercise

You have now made an initial assessment of the income range you want to maximise impact. Your ideal mix of employee, advisor and investor. The mix of retrofitting the old and scaling the new, which system, industry, where you will live and which geographies you will influence. You've also written your initial brand proposition, your macro view of the challenges your potential employer, will face and the role you will play to minimize risk and maximise opportunities, you created the role, now you just need your network to amplify it. You've also made an initial assessment of which of the 4 brand positions you are currently comfortable with. In other words, how you want your vision/your solution to be shared.

4 Brand Options:

Reactive	Take a position – won't share	Share when asked – PDF, document, The vision, your solutions, your role.
	You will struggle to close the gap, take ownership of your career.	Still too reactive
Proactive	Proactively share with network – PDF document, The vision, your solution, your role	Proactively share with the world – Linked in, Speaking events, books, articles, blogs, social media, medium, TV
	Fine if network is strong and will endorse and introduce.	Only potential negative is you'll need a framework to say no

Now you need to make an initial network assessment on two things, remember most people's networks are aligned to what they do now, or have done in the past.

- Who in your current network is a **Green, Amber, or Red**?
 - Green:** An individual who will amplify the brand you want, with the right people
 - Amber:** Might become a green or red. They need more clarification
 - Red:** Someone you avoid, I don't mean literally, but they might do more harm than good when it comes to amplifying your brand
- Do you have enough Greens and are they the right mix across systems, industries, innovate and hope, shrink and share, is your network balanced in line with your aspiration?

Remember, your network will constantly evolve because the system is so volatile, but having a framework to quickly assess if your network is broadly appropriate is important. I would recommend treating this as a working document, something you refer to and change regularly. Also, once you start regularly speaking to Greens, they will probably have opinions on your view of the world and where they think your income/impact sweet spot is. They will also refer you to other potential Greens. Ambers and Reds could possibly refer you to Greens too, but you will have to be more specific on who you want to be connected to and what they say about you, if anything. Most people I work with have a strong base network to work from, this exercise should be fun, and I can always connect you to more Greens if needed.

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Here is an example of an initial network mapping exercise I did with a client where they were ranking their base network

Individual	Title/Role	System	Type	Industry	Ownership Model	Are they experts in retrofitting the old or scaling the new	Location/ Geographic reach	How will they amplify your vision and your solutions?	How suitable is their brand and network to amplify your vision and solutions?
A	CSO (ex-colleague)	Business	Employee	FMCG	Family	Retrofitting	Denmark Global	Share and connect	Red
B	Policy Advisor to	Government	Advisor to	N/A	N/A	Retrofitting	Scandinavia Local	Share	Amber
C	CEO	Think Tank	Employee Advisor to Business	N/A	Non-Profit	Scaling	UK	Endorse when asked	Green
D	Chair	Investor	Owner/ Investor	Various/Food	Sovereign Wealth	Scaling	Norway Global	Unknown	Green
E	Advisory Bd	Business	Advisor	Food	PLC	Retrofit and Scale	Netherlands Global	Unknown	Green
F	CIO (ex-colleague)	Investor	Investor	Various/Food	Asset Management	Scaling	Asia Global	Endorse when asked	Amber
G	Exec Director	Non-Profit	Employee Advisor		Non-Profit	Scaling	UK Global	Unknown	Green
H	CEO/Ex-Boss	Business	Advisor	FMCG	Family/PLC	Business as Usual	Sweden Global	Share and connect	Red
I	Professor	Academia	Advisor to Business	Business School	Non-Profit	Retrofitting	US Global	Unknown	Amber

Individual A and H

Ex-colleagues are typically not the best people to endorse what you want to do next; they will endorse what you've done with them. Individual A is also an expert in retrofitting, not scaling, in FMCG and not Food. His location is relevant, and he's willing to share and connect, but they will share the wrong vision, that's why they are a Red.

Individual F

Individual F is also an ex-colleague, but she has made the shift to a different system, industry, gone from a retrofit to a scale brand. They are an Amber because they are reluctant to proactively share and endorse at the moment. Unsure if you too can make the transition. They will become a Green once they believe you can make the jump.

Individual D

They are a Green, because their networks and their brand, completely align with what you want to do next, if they believe in your vision and solution and share, then all doors will open. However, you haven't approached them yet, you've only met them once before, so it's unknown if they are happy to share and endorse.

Individual I, B, C

These individuals are important as they are influencers from another system, demonstrates your non-linear credentials, these types of individuals will be increasingly important as we seek solutions and you seek endorsements from not just different systems, but from both the advocates of 'Grow, Innovate and Hope' and 'Shrink and Share'.

Network Mapping – Key

Individual – Goal probably 50 - 100 greens

Title/Role – Goal is to have the right balance between those who are decision makers who can give you ideal role and peers who can endorse you. 360 appraisal concept

System – Business, Investor, Civil Society, Government, Think Tank, Education – Aim is to be balanced across systems, (non-linear) key to amplify your message, but strongest with the system you are interested in

Type – Again you want balance but weighted towards the individuals who can either offer you the role you seek or influence those decision makers

Industry – Only applicable to those who want a business role, so needs to be balanced, but weighted towards the industry

Ownership models – Ownership models are more important if you want to retrofit a 3-planet business into a 1-planet business. I believe we will move to more ecosystem ownership models, some form of next generation co-operative, to share risk and reward as we reimagine happiness. At the moment though, most ownership models are linear and quite rigid. A variation on being too linear. Listed, Family, Asset Management, Sovereign Wealth funds. Does your network align to the types of ownership model which are best suited to the income/impact you seek?

Scale or Retrofit – Same again. Balanced, but weighted towards what you want to do next. NB. Even if you want to retrofit a business now, I would always advise you to keep building a network of those scaling the new, as at some point this decade, I think we'll have to give up on trying to retrofit our 3-planet systems and organisations. Where do they influence? is this individual an expert in retrofitting the old, or scaling the new? e.g. from a climate perspective – is their product range growth strategy aligned with a 3-planet world or are they scaling a 1-planet product/business model. You are looking for balance with an emphasis towards your preferences

Location/Geographical reach – How balanced is your network, geographically, in terms of where you want to live and where you want to influence. does it align to where key influencers need to be?

Willingness to Amplify – Ideally you want a network willing to share, introduce and endorse, even if you tell them not to at this stage

Suitability to Amplify – As discussed: Red, Amber, Green