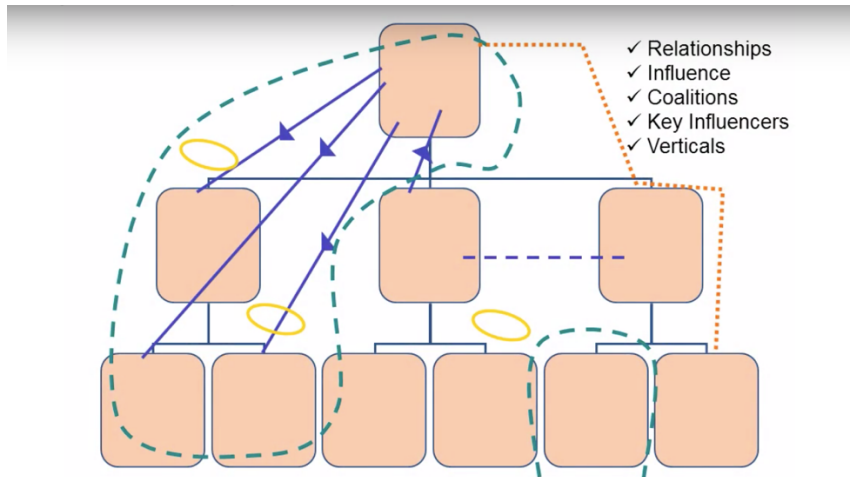


PODCAST EPISODE 66: The Shadow Organisation Map



Concept outlined by Jo Miller from BeLeaderly.

To find out more about Jo go to <https://jomiller.net/> or <https://beleaderly.com/>

Update

Jo's book *Woman of Influence* that at the time of recording this episode was still to be published is now available!

<https://jomiller.com/book/>

It is a BRILLIANT book for any woman and I highly recommend it for you as an Executive Assistant seeking to be able to see around corners and predict and anticipate events that impact your business leader that are driven by organisational politics.

NOTE: Screen shots captured from YouTube video here <https://youtu.be/c4xrj2SzbjM>

I encourage you to watch the video to see Jo herself outline these techniques to map the shadow organisation.

Step 1.

GET STARTED

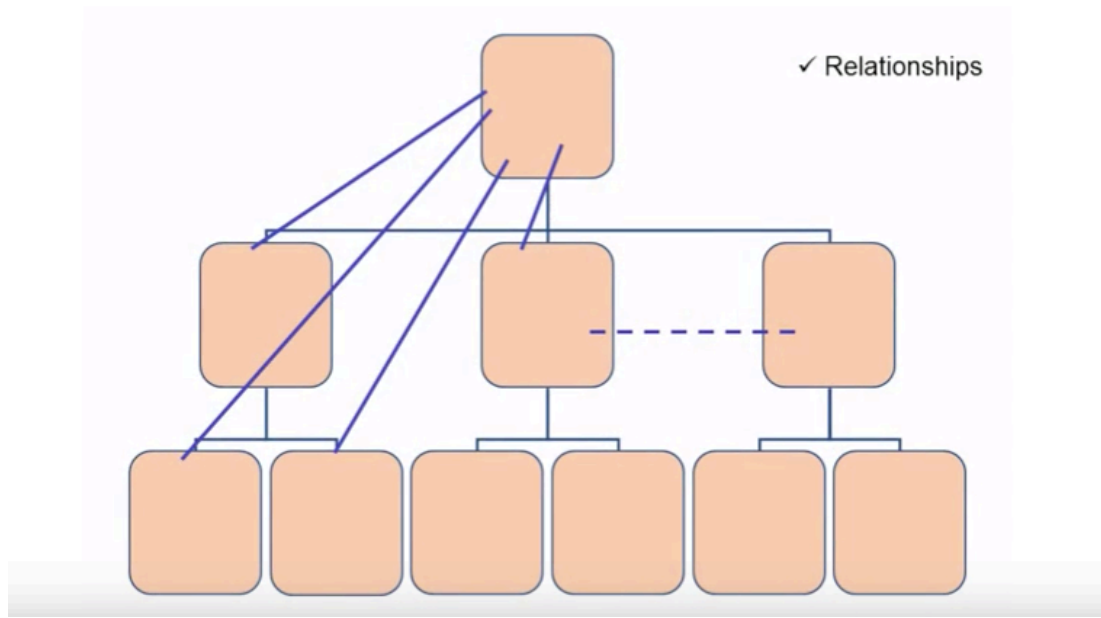
- Start with an organisation chart and focus on 5 people that you interact with on a regular basis.
- You will repeat the process of adding the various lines/dashes/circles etc for EACH of these five people.
- Remember to include yourself as one of the five people!

TIP: You might want to make five copies of the org chart to have one per person. Then consolidate on one final copy later.

Step 2.

RELATIONSHIPS:

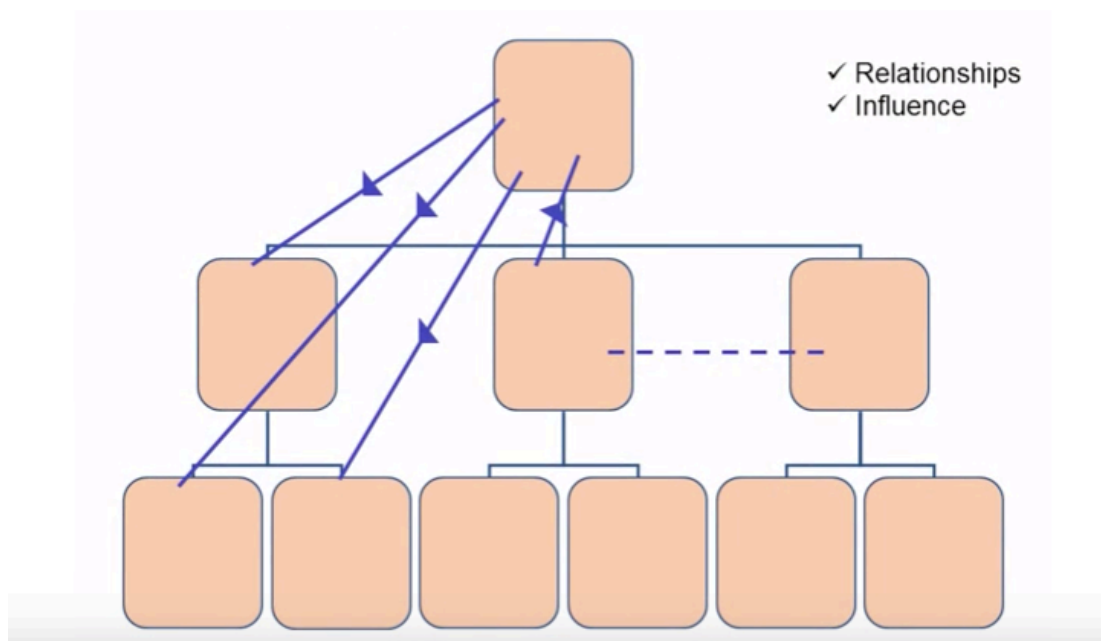
Choose a colour marker and draw a **solid line** between people who have a solid working relationship. Then choose a different colour and use a **broken line/dashed line** to mark relationships that are dysfunctional in some way.



Step 3.

INFLUENCE:

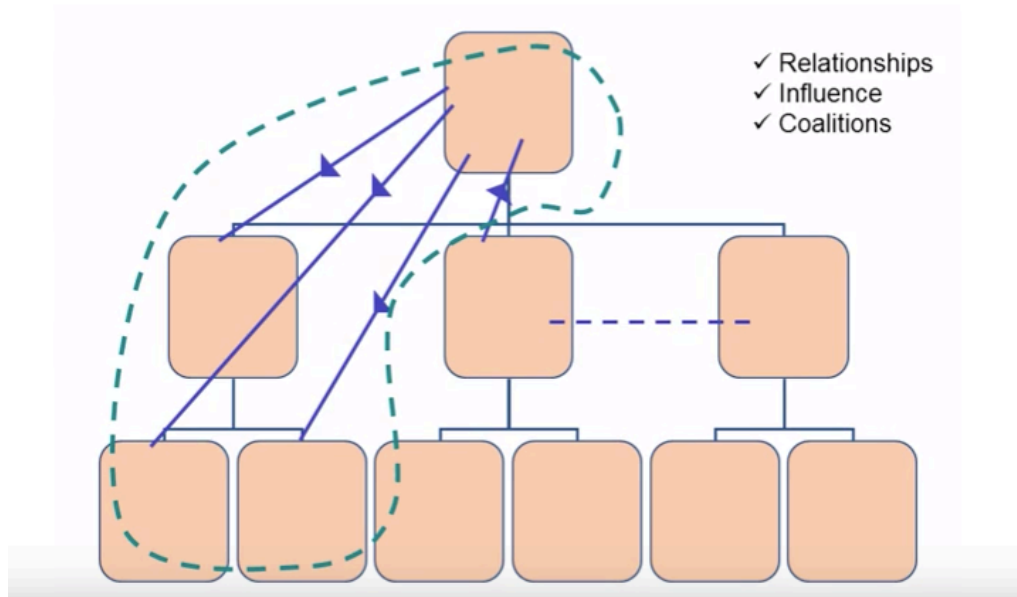
Choose another colour and create arrows on your solid relationship line to indicate which way influence flows in that relationship.



Step 4.

COALITIONS:

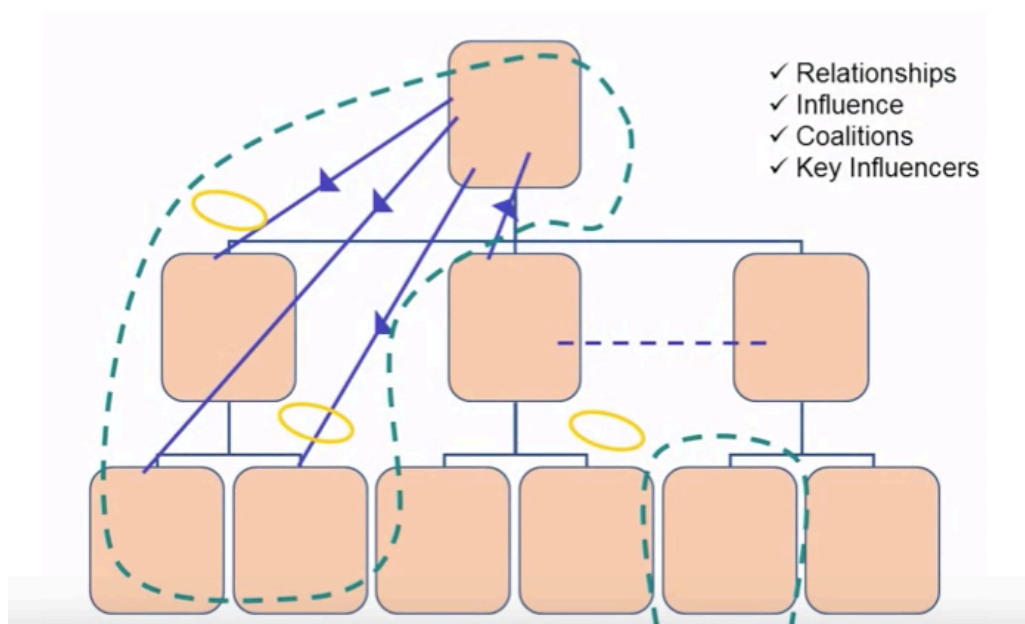
Choose another colour and create mis-shapen circles around groups of 3 or more people that have represent an alliance. Also draw a circle around someone who is an 'island' who may be isolated from the power dynamic and ask yourself why that might be the case.



Step 5.

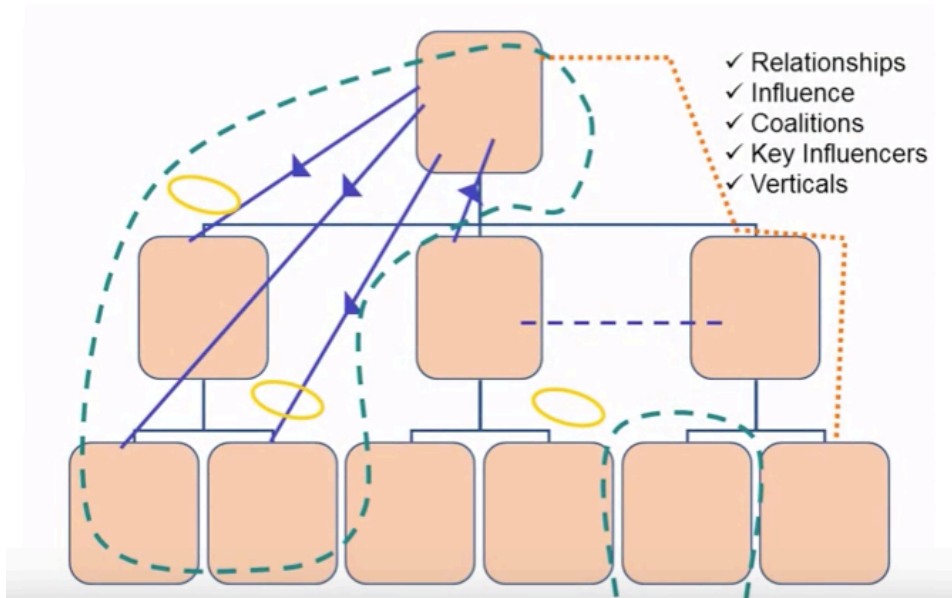
KEY INFLUENCERS:

Halos and horns to distinguish people that are key influencers in a positive sense (they can enable things, they get things done) and also people who are negative influencers.



Step 6

VERTICALS: Choose another colour and create your final lines to indicate vertical sponsorship situations. Another way to consider this is where this vertical sponsorship is possible.



Jo's advice is to start small. Choose five or so individuals that surround your business leader and focus on building your shadow organisation map from there and expanding it as you feel confident to do so.

Remember. Be curious. Notice and observe and use this to get to know your organisation.

Warm regards,

Liz