# MAPPING INSTITUTIONAL WORK/DECISION PROCESSES

A REFERENCE GUIDE FOR TRACKING AND DIAGRAMMING ORGANIZATIONAL WORK AND IDENTIFYING SITES FOR CHANGE

This guide is part of a set of materials used in the Mapping for Change Workshops ©.
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WHAT YOU LOOK FOR: A WORK-TEXT-WORK SEQUENCE OF ACTION

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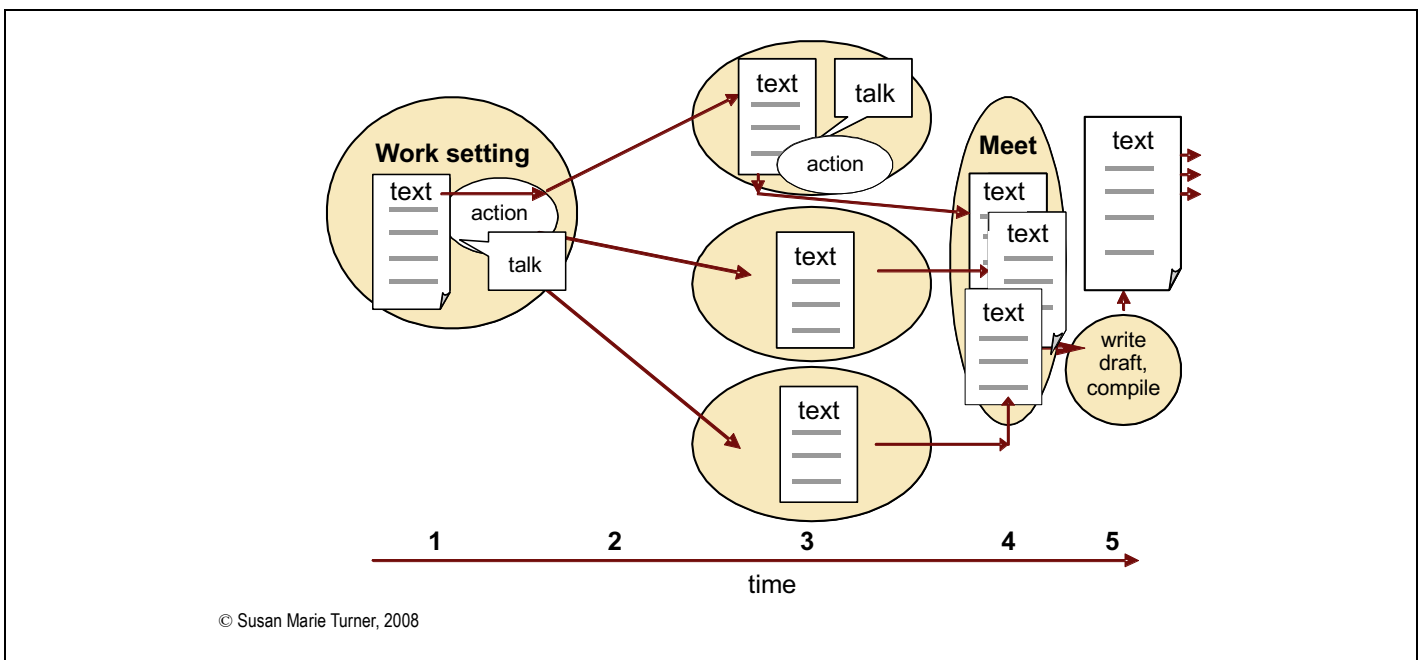
TO MAP A WORK PROCESS SEQUENCE USING THE ILLUSTRATION DIAGRAM ABOVE
QUESTIONS TO ASK

- What is the entry/**starting** work setting? **(1)**
- What is the **work**/ action getting done?
- What is the **key text** used in that work?
- Who produces the text? Where? How?

- What happens **next**? Who gets the text **next (2)**?
- How do they get it and use it? **(3)**
- To whom does it go next? **(4,5)** How do they use it?
- What 'acts' start and complete the work sequence?

IDENTIFY, THEN ASK FURTHER:

- Problems, links, people to ask, involve to learn something of their work knowledge
- Specific **unfamiliar or problematic language** used in text's sections

- How is it linked to language used in other texts? *(Identify "behind the scenes" texts –a manual, state or federal legislation, model being followed, e.g. a budget, plan – where they are situated, who produced them, for what work context, who is responsible for the work process.)*
- How are wordings in a text changed in their move from one setting to next *(someone's work = compilation, revision, draft to action plan, etc)?*
- Who exactly does what exactly in a **sequence of work-text-work action**? What are the consequences?

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MAPPING SYMBOLS

☐ = **text:** document, memo, email, form, legislation, draft report, letter and so on

◯ = **activity/work/action:** talk, discuss, write, read, meet, draft, compile, edit, fill in

→ = **going on in real time:** acts coordinated and coordinating institutional action in time

⬚   = **text outside the setting** but brought into the action via talk or in-text

MAPPING FOR A PROBLEMATIC

- What is the scenario/process/problem/issue that concerns you/your group/community?
- Mapping must come out of a real situation – what do you want mapping to make visible?
- Scope: take sections, steps, process, not an entire system
- Focus: work conditions, what people do, how individual work is coordinated into institutional form of action

> N.B.:   YOU ARE AFTER NOT INDIVIDUAL OPINIONS, BUT WHAT IS IN PROCESS, A SEQUENCE OF ACTION

- Sketch graphically using symbols above; revise as you observe, ask questions and learn from people

- Key: You may work in a process and not be able to see text-work. To capture work, ask. *(e.g.: "How do you do this?" "Who in your unit does this?" "What exactly do they do with it?" "Who do you send it to next?")*

MAPPING FOR CHANGE

- What's the scenario/problem/issue? Locate *standpoint* in actual people's experiential accounts
- Map out of a real situation – what do you want the map to make visible? For whom?
- Getting buy in – you need agreement to *co-map* – residents, government officials, leaders (interviews etc)
- Once decision among "stakeholders," organizations etc, decide scope of mapping
- Scope: select sections, steps, process; you cannot map an entire system
- Pick a site and process that is do-able and of concern
- Focus: work conditions, what people do and how they produce context for work

> N.B. LOOK FOR NOT INDIVIDUAL ATTITUDES, BUT THEIR DOINGS IN A PROCESS, A SEQUENCE OF ACTION

- Sketch graphical map and revise as you observe and learn
  - α) actual work activity
  - β) conditions of workers' actions (*resources, texts, regulations, legislation, agreements, training procedures, standardized tools and texts, forms*)
  - χ) more and concrete details of setting and work (*language, concepts, mechanisms, tools etc*)

ADVANTAGES OF PRODUCING A MAP & DOING MAPPING

- ✓ Makes visible complex work processes in a comprehensible way
- ✓ Individuals can **co-produce** and bring **the big picture** to the table, and be able to give evidence of both team work and understanding of 'how things work'.
- ✓ Task oriented – people work together
- ✓ Focus on positives and possibilities
- ✓ Brings together people whose work is connected or who want to connect their work
- ✓ Illustrates work procedures that do/could connect sites where problems/gaps exist
- ✓ Gets people to the table on common ground
- ✓ Shows big picture – there is no one person who knows it all
- ✓ Gets to problem solving that is do-able, based on knowing work and work context.   © Susan Marie Turner, 2008