

Stage 3: Individual & Ecosystem Mapping – Identifying Your Engines of Influence

Overview

This methodology acts as the strategic bridge within the Thoughtful Organisation Framework, shifting the focus from the organisation as a whole to the specific people being the "hubs" who drive your market presence and expertise.

Link to Stage 2: Organisational Assessment

Stage 3 takes the data from your Organisational Assessment and makes it personal.

- **Stage 2 Outcome:** Identified *which* domains of expertise (e.g., Sector Authority or Technical Expertise) are your firm's greatest strengths.
- **Stage 3 Focus:** Identifies *who* specifically, internally or externally is responsible for those strengths. We move from "What are we good at?" to "Who makes us good at it?"

The Flow into Stage 4: Individual Capability Deep-Dive

This stage acts as a high-level filter to ensure your resources are spent wisely. It produces the prioritised list of individuals who will undergo the comprehensive performance and capability assessment in Stage 4. By focusing on the top 5% of high-impact personnel, we ensure the framework remains strategic, manageable, and focused on your most critical talent.

Objectives of Stage 3



- **Map the Ecosystem:** Create a visual representation of how expertise is distributed across your firm and its external partners.



- **Quantify Dependency:** Measure how much the firm relies on specific individuals to maintain its reputation.



- **Identify Concentration Risk:** Spot "single points of failure" where critical expertise is held by only one or two people.



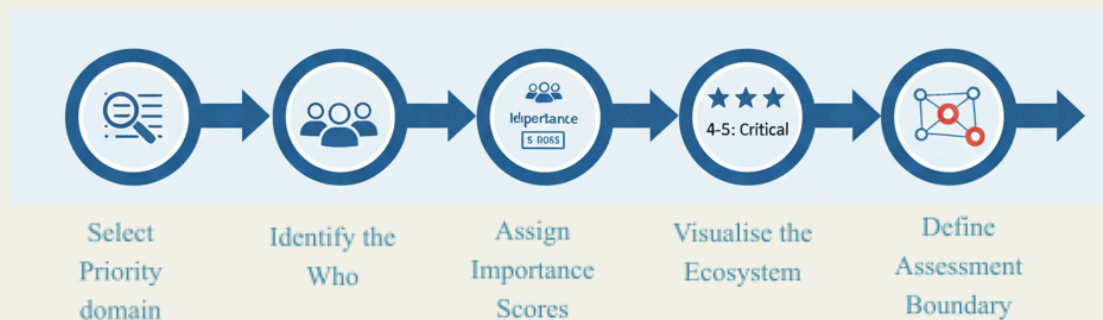
- **Target Investment:** Select the individuals whose development will yield the highest return on investment for the firm's brand.

Key Benefits for Your Firm

- **Risk Mitigation:** Understand your "key person" risks before they impact your business.
- **Succession Planning:** Identify who is supporting your lead experts and where you need to build "bench strength."
- **Ecosystem Awareness:** Recognise the value of external contractors and client partners who contribute to your firm's perceived expertise.
- **Efficiency:** Avoid "assessment fatigue" by only deep-diving into the personnel who truly move the needle.

Methodology Overview: The 5-Step Mapping Process

The process uses a systematic five-step approach to move from broad domains to a focused dependency matrix.



1. Select Priority Domains

We focus only on the external expertise domains identified in Stage 2 as being strategically significant or currently high-performing (scoring 3.5+).

2. Identify the "Who"

We list the individuals (Professionals, Subject Matter Experts, External Collaborators, and even Client Partners) who contribute to these domains.

3. Assign Importance Scores

Each individual is rated on a 1–5 scale based on how essential they are to that specific domain:

- **1–3:** Useful or significant contributors.
- **4–5:** High importance or **Critical Dependency** (the firm's reputation in this area would suffer significantly without them).

Download our Individual & Ecosystem Mapping Tool for more detailed guidance on how to do this.

4. Visualise the Ecosystem

We create a map that shows the "Nerve Centres" of your firm—the individuals who hold the most influence and cross-domain expertise.

5. Define the Assessment Boundary

We select the individuals with the highest scores (typically the top 5% of the firm) to move forward into the Stage 4 Deep-Dive.

Strategic Outcomes and Deliverables

At the end of Stage 3, your firm will receive:

1. **Thought Leadership Ecosystem Map:** A visual "heat map" of where your firm's influence actually sits.
2. **Dependency Matrix:** A report quantifying the firm's reliance on specific people, highlighting areas of high risk or high opportunity.
3. **Prioritised Talent List:** A focused group of individuals ready for the Stage 4 capability assessment, ensuring your leadership development efforts are perfectly aligned with your market strategy.