WARDLEY MAPPING AS A SENSEMAKING PRACTICE WITHIN DIGITAL ECOSYSTEMS

ROSER PUJADAS
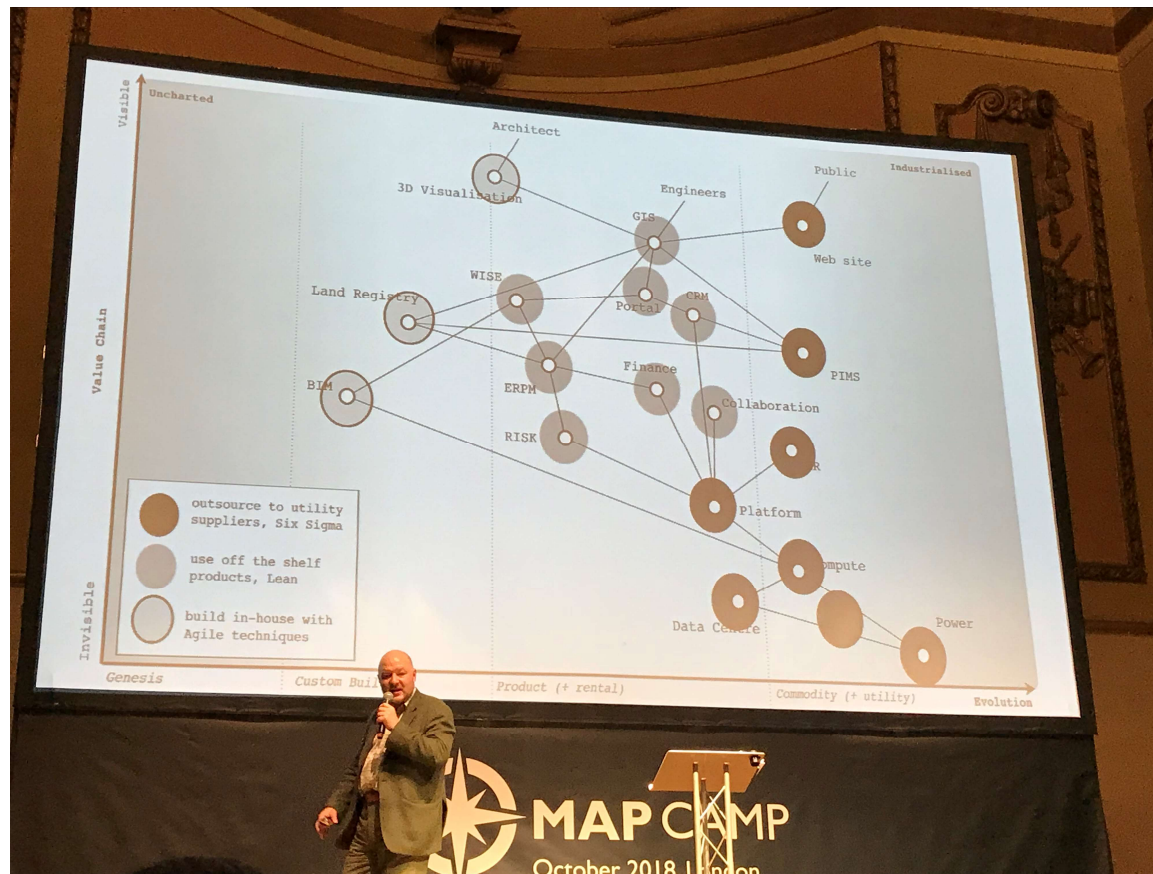
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A YEAR AGO…

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(IR)S
Interface Reasoning for
Interacting Systems

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Dr Will Venters
  LSE, Dep of Management

Prof Mark Thompson
  University of Exeter, INDEX
Methods

A YEAR LATER…

MAP CAMP
October 2019, London

25+ interviews

THANK YOU FOR YOUR INSIGHTS!

Presentations in academic conferences and conference papers:

- Pujadas, R, Thompson, M., Venters, W., Wardley, S. (2019) Building situational awareness in the age of service ecosystems. 27th European Conference on Information Systems, Stockholm & Uppsala, June 2019. Available at: https://aisel.aisnet.org/ecis2019_rp/178

- Pujadas, R, Thompson, M., Venters, W (2019) Situational awareness in digital ecosystems: mapping in strategizing. Strategy-as-Practice Pre-EGOS Workshop, July 2019.

Academic journal article (in process of review):

- Achieving situational awareness through mapping: Strategizing within digital ecosystems.
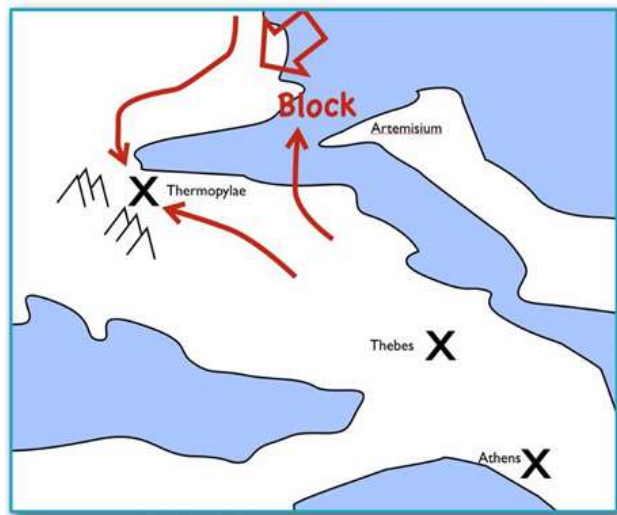
OUTLINE

From maps as tools,

to mapping as a **social** practice of sensemaking

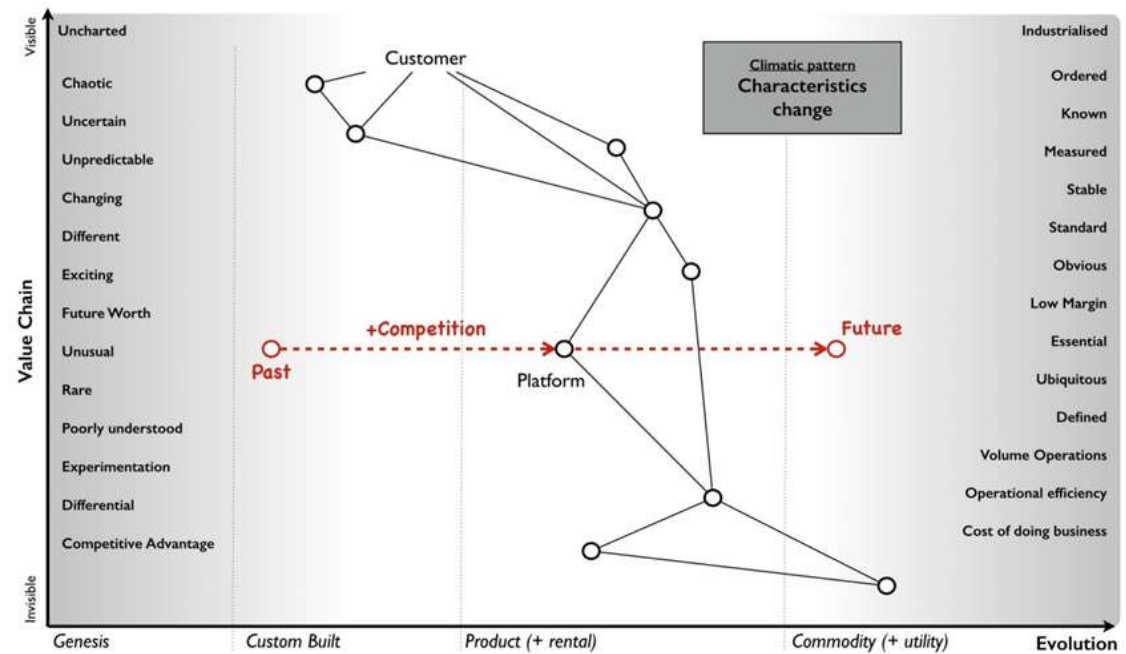"There is nothing so practical as a good theory" (Kurt Lewin)

There is nothing so practical as a good map (or good mapping!)

MAPS AND SITUATIONAL AWARENESS:
STRATEGIC RELEVANCE OF POSITION & MOVEMENT

R.Pujadas@lse.ac.uk

by Simon Wardley

SITUATIONAL AWARENESS:
FROM COGNITIVE / INDIVIDUAL TO SOCIAL

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POLITICAL SCIENCE ■

Steve Jobs,
by Matthew Yohe, CC BY-SA 3.0,
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.php?curid=10584359

Blick

SITUATIONAL AWARENESS AS SOCIAL: FROM MAPS TO MAPPING

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https://commons.wikimedia.org/wiki/File:Collaborative_work.jpg

- BEYOND A TOOL, A SOCIAL PRACTICE OF SENSEMAKING

- FROM INDIVIDUAL COGNITION TO SHARED UNDERSTANDING

SITUATIONAL AWARENESS AS SOCIAL:
FROM MAPS TO MAPPING

Making knowledge explicit

Visualisation

**Communication**

Collaboration

Legitimacy

"Potentially you can do it on your own, right? But I think that would be a shame because the beauty really of it is in the **collaboration**. It's in the fact that it creates a **common language** for you to use together to have these difficult conversations about understanding where we are, understanding where we need to be, understanding how we can affect those movements."

SITUATIONAL AWARENESS AS SOCIAL: MAPS AS A COMMON COGNITIVE FRAME

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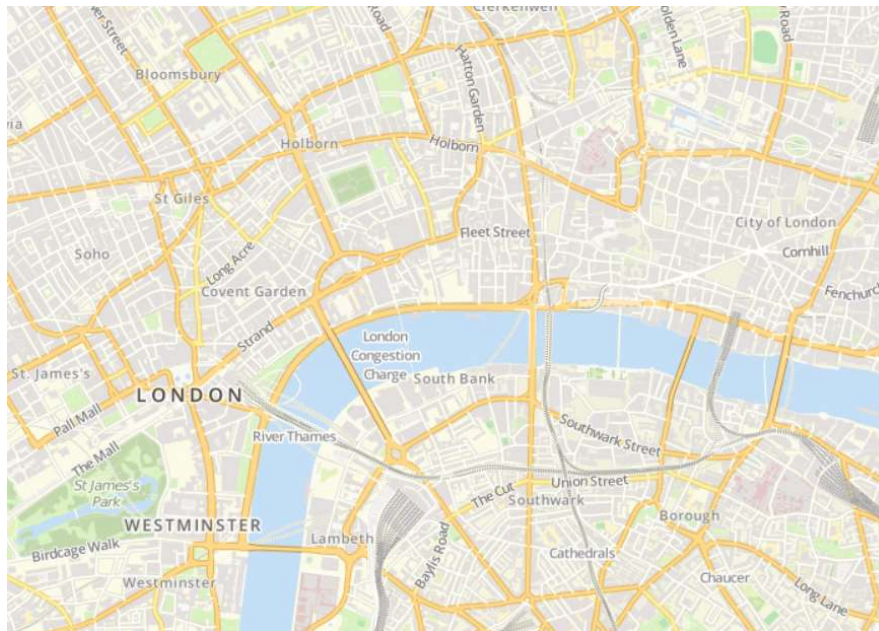
London, © OpenStreetMap contributors

Charles Booth's London Poverty maps
https://booth.lse.ac.uk/

What does a map represent?
What can a map reveal?

SITUATIONAL AWARENESS AS SOCIAL: FROM TRUTH TO SOCIALLY ACCEPTABLE KNOWLEDGE

Framing	• What is the problem? What is the question?
Perspective	• What are the key variables or dimensions to consider?
Lens/zoom	• What is the level of analysis and granularity?
Interpretation	• How do we interpret reality and maps?
Interests	• Representation & legitimacy, purpose and audience

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MAPS AS A COMMON COGNITIVE FRAME: FROM TRUTH TO USEFUL KNOWLEDGE

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Maps, and representations of reality, are

- never complete

- partial

- they highlight some things and not others

and in this way, they help us interpret the world

➤ A complete map/representation would be reality itself

Lewis Carroll (1893) *Sylvie and Bruno*
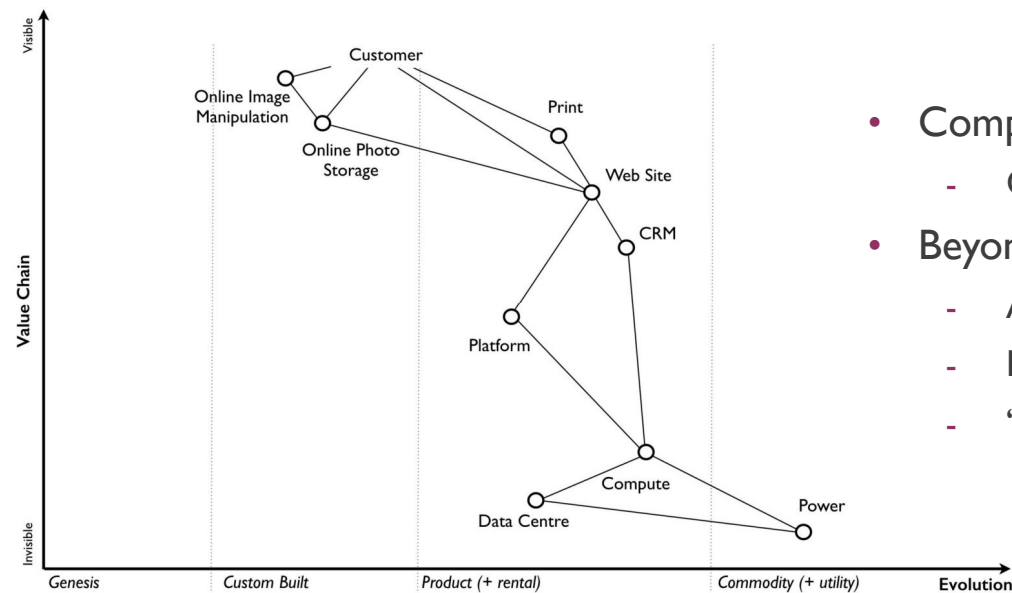Jorge Luis Borges (1946) "On Exactitude in Science"

SITUATIONAL AWARENESS AS SOCIAL: IN THE CONTEXT OF DIGITAL ECOSYSTEMS

➢ Mapping as social, i.e. in a specific socio-technical context

- Digital technology: **componentisation** and **modularisation**
- New organisational forms and digital value chain innovation
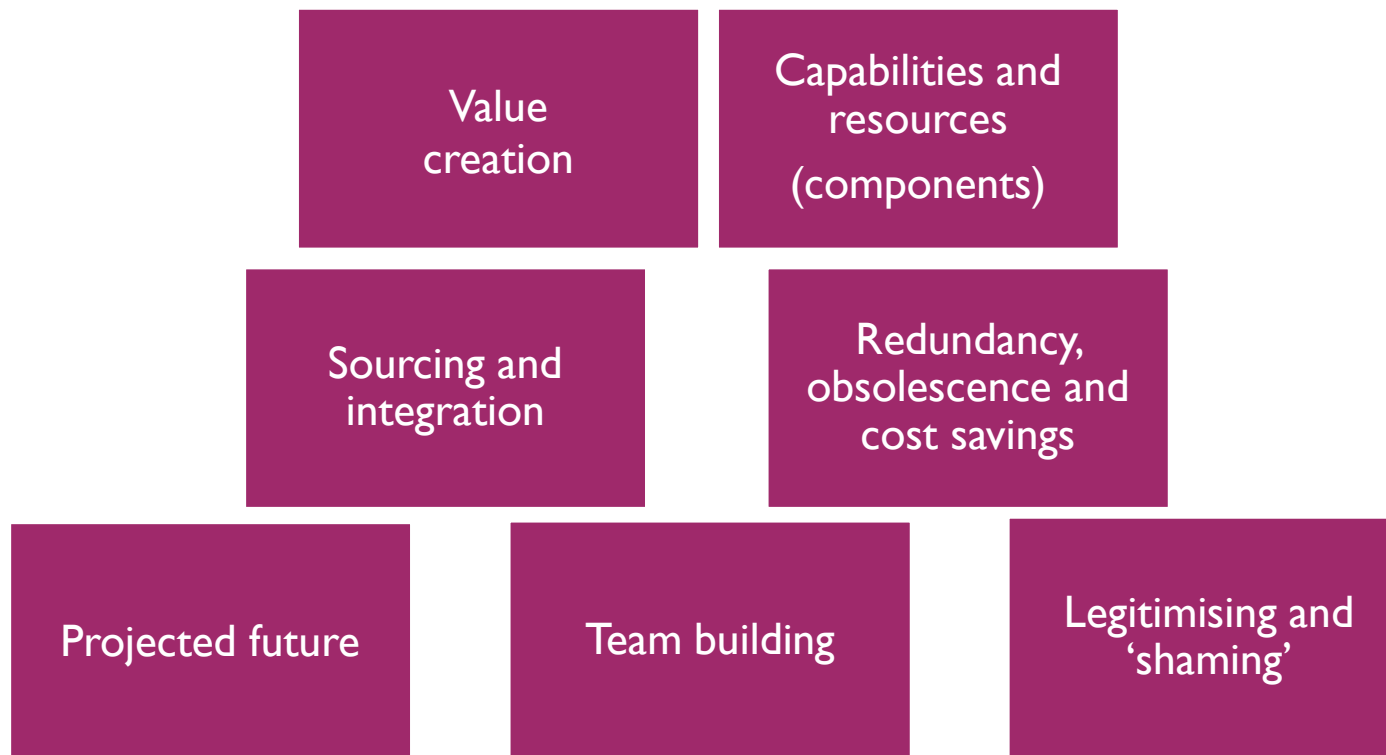- Undermining management control and centralisation

- Componentisation (technology and capabilities)
  - Consideration of position and movement
- Beyond organisational boundaries
  - Awareness of competition
  - Focus on users and value creation
  - "Standing on the shoulders of past innovations"

PROPOSED EXTENSION OF WARDLEY MAPS:
UBIQUITY OF COMPONENTS

Value

Ubiquity

y

z

Face A

x

Evolution
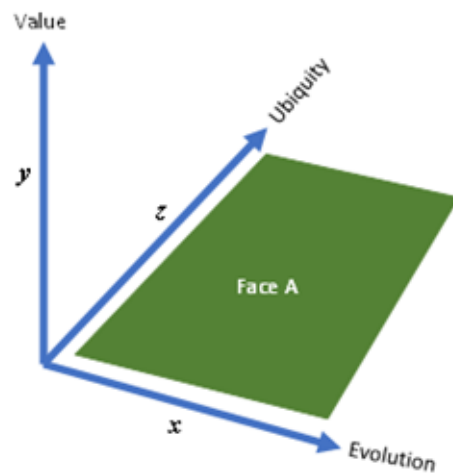
Proposed extension of a 'z-dimension, showing
Ubiquity of components, to Wardley Maps

Common

Advertise

Training

Appraisal
Induction
Interview

Ubiquity

Novel

Genisis   Evolution   Commodity
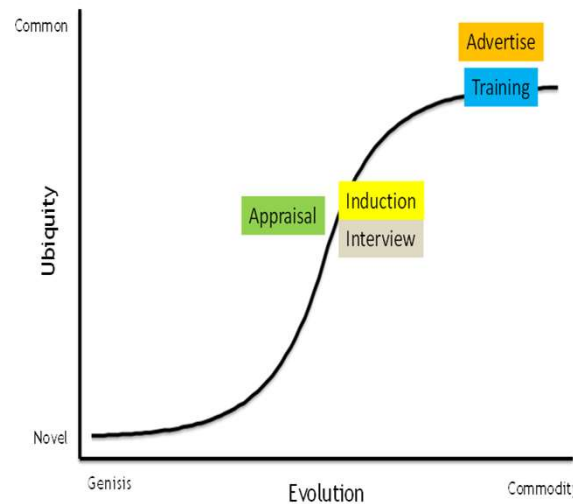
Example:
Shape of recruitment function

in a large agency

in a niche consultancy

Common

Advertise

Training

Induction

Appraisal

Interview

Novel

Genisis   Evolution   Commodity
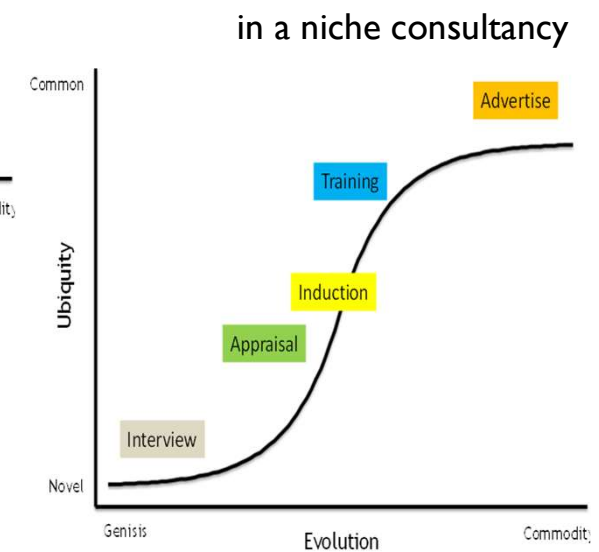
IN CONCLUSION

Main argument:

- From maps as tools, to mapping as a social practice
  - Shared cognitive frame for situational awareness
  - Active doing, ongoing process
  - Performative

Main take away:

- Consider the community and context: team-work and various stakeholders
- Maps are never perfect nor complete
  - Look for new questions and perspectives, instead of definitive answers
  - One among various lenses / tools
- Wardley Maps and value chains:
  - Beyond organizational boundaries: competitors, cooperation, and value creation