



## The Opportunity to Make Change Easier

Have you ever felt ineffectual in a situation that warranted your contribution: a new product concept; a marketing plan; a merger; using dispersed expertise; identifying applications of new technologies; orchestrating a business ecosystem? List two or three such situations that spring to mind.

Usefully, the Value Exchange System (VES) provides agency (power) for people in their various roles to negotiate between themselves creating the opportunity for their contributions to be appreciated, add value and, ultimately, lead to *sustained* prosperity. Overall, VES has evolved into a powerful tool for delving into the detail whilst retaining the bigger picture. Leaders can use VES to display, modify, or transform collaboratively an organization's business model so that it remains fit-for-purpose when faced with virtually any challenge and reveals previously hidden sources of value.

For those new to VES, the Mobilization Map provides one approach for gathering the few types of data needed to enable VES diagrams to be constructed collaboratively. It provides you with a quick way to generate the three components of the VES diagrams:

- Participants as People
- Participants as Roles
- Contributions sent and received by Participants

VES diagrams help you to visualise business models and the changes to the interactions between the components. You can choose to scale up to the level of a business ecosystem or drill down to the internal structure of the organization. Start at any level: just tick the appropriate box on the Map.

You can also:

- Sketch in the existing Organization Outline or hierarchy
- Allocate the responsibilities of People in a particular Role

### Steps

#### **1) Decide the boundaries / scope.**

Initially, decide the level you wish to represent on the Mobilization Map. For example, a team or department may decide to focus on the core internal structure in order to explore the potential for improvements within its own control before opening up a wider dialogue. Alternatively, a business unit may find the wider horizon of a business ecosystem beneficial in rediscovering value propositions for new potential served markets that are more in tune with the UN's 2015 Sustainable Development Goals.

#### **2) List key contributions (or deliverables)**

Contributions are something specific that People generate. This is regardless of how much creativity they are allowed to impart through their activities and the assets they are allocated.

Contributions can be tangible (for example, a physical product) or intangible (such as a piece of advice). Think initially of contributions that are sent by Participants and ignore those that are received by Participants. (Contributions are sent via value transactions that are either - refer VES Handbook:

- Formal, as in a process, where responsibilities can be allocated
- Informal, as in informal or social networks, that are unmanageable but *can* be cultivated and weave between formal processes)

### 3) Identify Participants

In VES a Participant is a combination of a Person or People (teams, departments, job titles, enterprises, etc) and the Role or Roles they play. Initially, list the “People” that spring to mind and ensure that someone is present who can represent each “Person”. Place these names under the People heading. Next, duplicate this list under the Roles heading. This is temporary (see Step 5). It is convenient to limit the number of temporary Roles listed to seven or so.

### 4) Link the Contributions to the Participants

Select from the list in Step 2 some key Contributions. Place them in the box that is adjacent to the Role involved in sending them. Add two or more Contributions to a box if needed.

### 5) Identify Roles

One of the very powerful features of VES is the ability with which it endows users to make change easier. This works by helping people identify with current and potential Roles they can play when making their contributions. People detach themselves and their ego from the activities they currently perform and open up their minds to new possibilities. So the question to ask now for each Deliverable is “What Role is being played by the Participant in sending each Deliverable?” This may take some time to formulate, but worth the effort. Replace the temporary list in Step 3 with the new Role.

You should now have a feel for the interconnections between the key VES components and can transfer them to the [VES diagram templates](#) or create your own diagram. You can then add more Contributions to the diagrams and follow up with the VES analyses described in the [VES Handbook](#). For those favouring text to diagrams, tabulations of various combinations of VES data can be made with an Excel spreadsheet and sorted using its Pivot feature.

The Mobilization Map provides you with a way to assemble pertinent VES data and ignore all that is superfluous in facilitating change. Recognizing that VES provides a different perspective on organizational life watch an early contribution from Greece here... <https://vimeo.com/315841994>