

survey maps of geography, it's useful to have a common lexicon of symbols. In figure 61, I've provided the ones I use.

Figure 61 — Symbols

Term	Symbol	Meaning
Component {past or future}	○ {○}	A single entity in a map e.g. an activity, practice, data or knowledge
Interface / line of the present	—	A connection between components
Point of change	---→	How the map is changing e.g. competitive force
Flow	▬	A flow of capital (e.g. risk, financial, physical, social) between components
Inertia	▬	Likely to face a resistance to a change
Line of the future	—	How the map is anticipated to be
Constraint	—	A limitation from one component to another
Market	⊗	Formation of a competitive marketplace
Ecosystem	⊙	An ecosystem model e.g. ILC.
Accelerator / deaccelerator	➡	An attempt to alter the map
Area of interest / focus / cell	⬭	An area of interest, something worth noting e.g. components designated to a team
Method	<div> <div>○ build in-house with agile techniques</div> <div>○ use off the shelf products. Lean</div> <div>● outsource to utility suppliers. Six Sigma</div> </div>	
Attitude	<div> <div>■ Pioneers</div> <div>■ Settlers</div> <div>■ Town Planners</div> </div>	

A nod to early terms

Mapping itself has evolved over time hence the terms I used in the past are slightly different to the terms I use today. These cosmetic changes are purely to help refine the craft, the underlying meaning has remained constant.

How to implement mapping

Most organisations have structures in place that can be used to embed mapping whether it's an architectural group or an office of the CEO or a business relationship function or some other home. Typically, in a distributed organisation then you normally have the business units that