

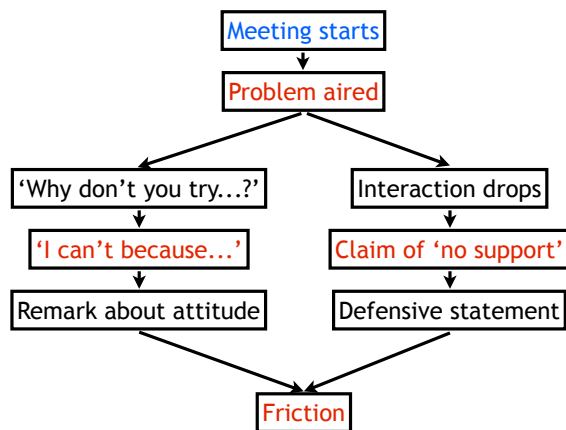
TOKENOMICS

MODELING DIAGRAMS

OUTLINE

Some people think visually, others symbolically. This means that there's no one right tool that will help everyone interpret their organization. Given that cultural problems are often subtle, and very hard to see from inside the organization itself, we recommend trying a broad range of different data representation tools, and looking for the ones that make the problem you're trying to solve stand out clearest. To give you a better sense of the tools on offer for modeling your culture, here are some examples.

TRANSACTION FLOWCHARTS

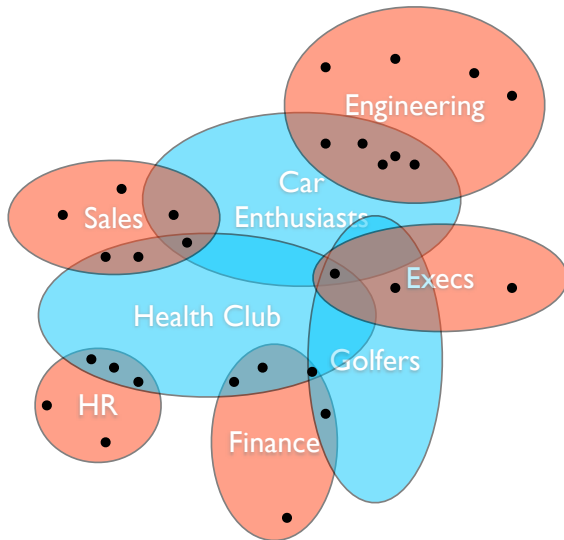


Transaction flowcharts can be used to try to identify the event sequences that lead to friction in groups with problems. In the above example, a team member collecting victim tokens derails meetings using one of two simple gambits. The other team members either try to help, and are rebuffed, or try not to get drawn into the trap, and are punished anyway. What the diagram makes clear is that the only method for solving the problem that the team has tried is one that awards themselves expertise tokens for being able to help. Strategies such as A: awarding the desired victim token, B: sharing other problems without attempting immediate solutions, or C: proactively rewarding the problem person for stoic behavior before a problem is aired, have not been explored.

While this example relates to the habits of a single team, the same methodology can be applied to identify the shared properties of token transactions repeated across large organizations.

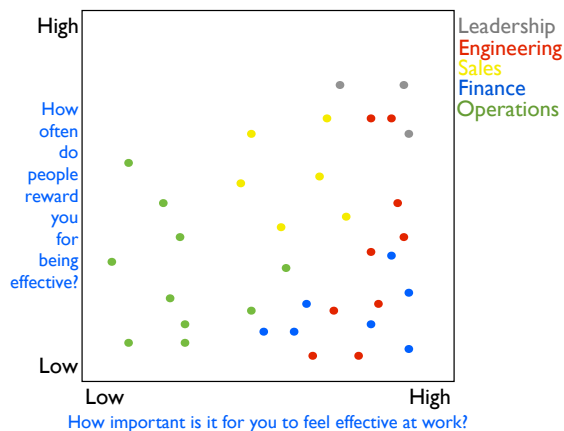
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TRIBE DIAGRAMS



Identifying the tribes in an organization, and producing a Venn diagram that shows their intersection, can illustrate interesting information about commonalities and information channels. In the above example, members of a fictional organization are asked about which social activities they engage in that feature people they know from work. We shade tribes defined through work activity one color, and groups defined by leisure activity another to reveal how shared activities are informing tribal identity. The black dots indicate the individuals polled. Diagrams like this can help identify social hubs--the people who can have a strong influence on behavior change.

TOKEN SCATTER PLOTS



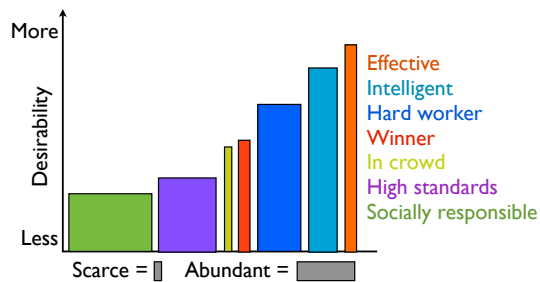
Scatter plots from token evaluations can reveal importance and scarcity/abundance of tokens among various groups. Useful question axes often plot the value associated with a given token against the significance of acquiring it. Other axis choices are shown below.

- How much does [TOKEN] matter to you?/How much do you feel [TOKEN] matters to others?
- How much support do you get from [GROUP]?/How much does [GROUP]'s support mean to you?
- How often do you interact with [GROUP]?/How much interaction would you like to have with [GROUP]?

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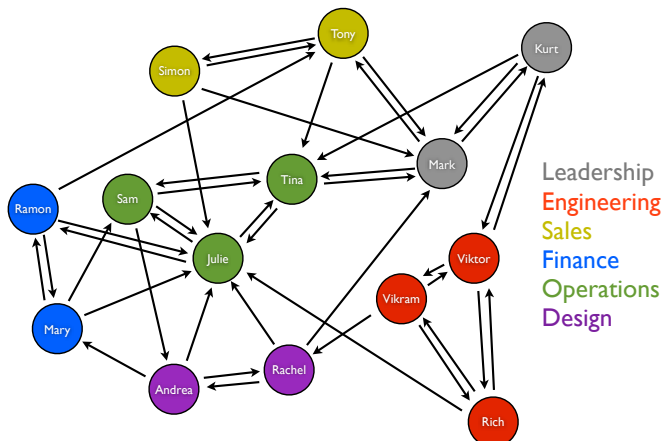
A token in this context can refer to any of the value systems we've already discussed, but can be revealed by asking a less direct question. For instance, asking about the importance of 'workplace honesty' will give you a reflection of 'ethical' token collection. A group in this context could be a department, leadership level, separate office location, or any other culturally distinguishable segment.

TOKEN CHARTS



Here, we depict the tokens we interpret as being most frequently sought in an organization, along with the ease of acquisition of those tokens. Tall, narrow bars indicate a scarcity culture, and point toward the kind of transactions that may be causing workplace difficulties. Short, wide bars indicate tokens that are easy to come by, but which aren't regarded highly by your community. Low, narrow bars for cultural traits you'd like to foster may indicate that people aren't prioritizing that value because it's perceived as hard to obtain.

INTERACTION NETWORKS



The study of social networks has become big business in recent years, providing a wealth of visualization tools and data processing techniques that are now easily commercially available. Social network data can provide a huge amount of information about how your organization operates.

In many cases, the data to construct such diagrams is already present in computer systems--for instance, in the record of who sent emails whom. Once the data has been collected, powerful software tools such as Gephi can be used to analyze the data.

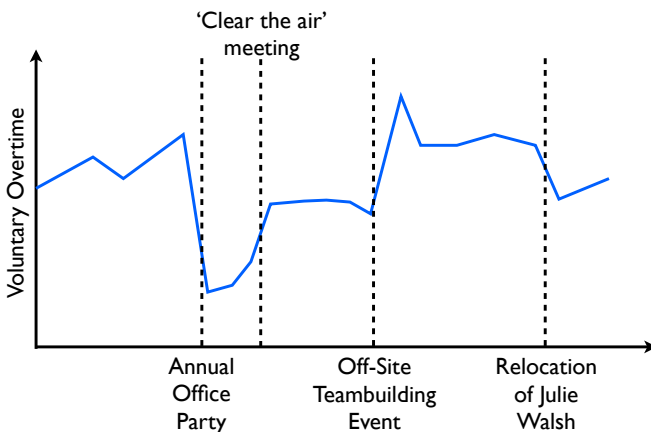
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In the example above, we show the answers given to the question “Which three people do you interact with most each week?”. The nodes have been color-coded by the functional roles of the individuals polled.

Note which nodes are densely connected as well as whether or not those are reciprocated relationships. These cases reflect individuals who are having contact with more than three people on a regular basis, and not necessarily prioritizing that interaction. This means that we can identify hubs in the organization without those hubs needing to identify themselves directly, or even recognize their role.

Note that social network diagrams don’t have to necessarily reflect density of contact. They can also be used to track indicators like respect. We might have asked instead “Of all the people in the organization, who are the top 3 you’d like to have in your ‘dream team’.”

BEHAVIOR TIMELINES



Tracking indicators of behavior over time can provide a lens onto which actions are helping an organization improve its culture, and which are counter-productive. In the simple example above, we track voluntary overtime. It seems obvious that something bad happened at the office party, and token analysts know there was an attempt to ‘clear the air’, that went some way to improving morale. Analysts have also identified that voluntary overtime dropped after a social hub was relocated to another office in order to meet increased demand there for administrative skills.