

ordination function will mainly become settlers focused on ensuring transparency and learning within the organisation itself. However, this is over time.

It's really important that if this is your first co-ordination function (in UK Government this was called Spend Control) that it is staffed by people with experience of "*future*" ways of operating i.e. you want them to challenge the organisation and pioneers can be useful here. In 2016, I still see companies creating a digital team and pointing the way by giving an example of good but without any mechanism to deal with the existing organisation. This invariably creates a them vs us situation and without any mechanism to force challenge then you're likely to revert back to the past. The corporate antibodies will overwhelm you

Hence start with a small co-ordination team of highly skilled people helping other business units create, share maps and learn from them. You will probably find that some business units start to offer their own home grown capabilities as common components to other business units. Don't discourage these emergent behaviours. Whilst there may be an element of opportunistic "*empire building*" involved, if units are sharing and learning from maps then this is supportive. You can always migrate those components to a shared services group at a later date. The one thing to be careful of is business units trying to subvert the process e.g. trying to find exclusions to sharing or spend control.

Often some will claim they are "*too busy to write a map*" or "*it's too complex*". For me, the idea that someone could be willing to spend