

*Climatic pattern: No one size fits all*

Every large system, whether a line of business, a nation state or a specific IT project contains multiple components. Those components have a relationship with each other but they're also evolving. As they evolve, their characteristics change from one extreme to another, from the uncharted to the industrialised domain. In order to survive and compete against others you need to manage both of these extremes. You cannot afford to be building your own Thomas Thwaites toaster when a commodity form exists. You cannot hope to compete against Uber by focusing on a range of custom built tyres for your taxis to use.

With any business you need to encourage coherence, co-ordination, efficiency and stability when dealing with the industrialised domain. However, the exploration and discovery of new capabilities in the uncharted domain requires you to abandon these erstwhile virtues for experimentation. Any structure whether a company or a team needs to manage both of these polar opposites. This is known as the Innovation Paradox of Salaman & Storey, 2002. Alas, as I discovered in 2005, the story is even more complex than this because you also have components that are evolving between the extremes and these transitional components have a different set of characteristics and require a third mechanism of management.

The uncharted space is where no-one knows what is wanted which forces us to explore and experiment. Change is the norm here and any method that you use must enable and reduce the cost of change. In this part of the map, I tend to use an Agile approach that has been cut