There seemed to be an overwhelming predilection towards copying others, technology faddism and buying pieces of kit rather than dealing with the problems at hand. There was no discussion of the users, the landscape or how it was changing. When I would raise how cloud was simply an evolution of an existing act from product to more industrialised utility models and as such it was more of change of business model rather than buying some tech … well, it was almost like I had spoken heresy in gobbledygook.

Business and IT both seemed to be operating in an environment that they did not understand and often with an assumption that buying more high tech wins the day. But this is flawed. Low tech can be used to overcome a high tech opponent that has poor situational awareness. The U.S. Seventh Cavalry, with access to gatling guns and "hi-tech" weaponry suffered a severe defeat at the Battle of the Little Bighorn against bows, arrows and stone clubs. Occasionally I would let my guard down and deep dive into the topic thereby hitting the other side of Valéry's paradox. Nearly every time I did this, I was dismissed by the simple question *"what evidence do you have that evolution works in this way?"*

The new purpose

Unbeknownst to me, I had just been given a new purpose by others. I had my own crusade, to explain topographical intelligence to the world of business and to provide an *"uncommon sense to the common world of strategy"*. It wasn't quite as catchy as "Pre-shaved Yaks" but it became the title of my first failed attempt to write a book on mapping in 2007.