- methods of *communication*
- the mechanics of *development* or building things.
- the *operation* of an organisation
- how we *structure* ourselves
- the manner by which we *learn*
- how we *lead*

Figure 44 — Doctrine

Communication	Be transparent	Focus on high situational awareness *(understand what is being considered)*	Use a common language *(necessary for collaboration)*	Challenge assumptions *(speak up and question)*
Development	Know your users *(e.g. customers, shareholders, regulators, staff)*	Focus on user needs	Think fast, inexpensive, simple and tiny	Remove bias and duplication
	Use appropriate methods *(e.g. agile vs lean vs six sigma)*	Focus on the outcome not a contract *(e.g. worth based development)*	Be pragmatic *(it doesn't matter if the cat is black or white as long as it catches mice)*	Use standards where appropriate
	Use appropriate tools *(e.g. mapping, financial models)*			
Operation	Manage inertia *(e.g. existing practice, political capital, previous investment)*	Optimise flow *(remove bottlenecks)*	Think small *(as in know the details)*	Effectiveness over efficiency
	Do better with less *(continual improvement)*	Set exceptional standards *(great is just not good enough)*		
Structure	Provide purpose, mastery & autonomy	Think small *(as in teams)*	Distribute power and decision making	Think aptitude and attitude
	Design for constant evolution	There is no one culture *(e.g. pioneers, settlers and town planners)*	Seek the best	
Learning	Use a systematic mechanism of learning	Learn by playing the game *(a bias towards action)*	Be curious and take appropriate risks *(a bias towards the new)*	Listen to your ecosystems *(acts as future sensing engines)*
Leading	Be the owner *(take responsibility)*	Move fast *(an imperfect plan executed today is better than a perfect plan executed tomorrow)*	Think big *(inspire others, provide direction)*	Strategy is iterative not linear *(fast reactive cycles)*
	Strategy is complex *(there will be uncertainty)*	Commit to the direction, be adaptive along the path *(crossing the river by feeling the stones)*	There is no core *(everything is transient)*	Be humble *(listen, be selfless, have fortitude)*

Using doctrine with our first map

When you read the list of doctrine, it mainly sounds like common sense. Most of them are but then again, they're very difficult to achieve. You really have to work hard at them. In the case of "remove duplication and bias" then you can't effectively apply it to your first map because it requires multiple maps. However, even with a simple