

*The importance of collaboration.* A multitude of roles requires team play which means communication, co-ordination and acting in the interests of the team. It also helps if everyone uses a common language such as a map.

*The importance of preparation.* There's no point turning up to the fight with an assortment of weapons if you don't know how to use them. The largest guilds in some of these MMORPGs have many hundreds to thousands of players supported with extensive wikis, communication mechanisms, training and development, tactical game plays, UI engineering, structure, leadership, specialist cells and information systems. These provide a systematic mechanism of learning.

So, how does an MMORPG compare to business? In general, we don't have maps in business. Most companies suffer from poor situational awareness being caught out by predictable changes. The most telling factor here is that business strategy is normally a tyranny of action — how, what and when — as opposed to awareness — where and why. On the whole, we do a bit better at recognising that multiple aptitudes are needed. However, we often fall down by not considering attitude, the context and then compound this with isolation (operation in silos). We certainly try when it comes to team play, often having team building exercises which can be a bit hit or miss.

We also tend to complain about communication despite the plethora of tools available. This can usually be traced back again to poor situational awareness — if we don't know the landscape and fail to create a plan of attack based upon this, replacing instead with vague