

(to be this or that) and to consider your role and that of others. There are many actors in a map and they have different perspectives. Even the consumer's view of the landscape can be different from that of the producer. Mapping simply shows you a landscape, you have to apply thought, you have to balance conflicts and you have to strive for your maximum advantage. But isn't this cold hearted? Aren't you treating people and that means real lives as dots on a canvas? Yes, it can be dispassionate. But remember, you also have to lead and that requires trust from others. There is a cost associated with brutal corporate action through loss of trust. Which brings us to another trade off as you have to balance present action versus future. Become known as being too Machiavellian, too brutal and your reward will be that too few will follow you. Seeking the path with least conflict, to win the war without fighting and to demonstrate how all can benefit is the pinnacle of the craft of war.

Balancing these conflicts, focusing on your role, removing your own bias and understanding the different maxima that exist is one of the hardest challenges that I know for leadership. Without maps it's almost impossible to make sense of this in an unseen landscape. Hence we just fall back to gut feel and notions of "*it seems the right thing to do*". The practices of mapping are the trivial entry point into this world as they simply expose it rather than solve. The complexity of playing the game is vastly more than just seeing the board, knowing the rules and a few opening plays. I often suspect this is why we relish story-telling, magic frameworks such as 2x2s and secrets of success in management. We paper over a complex world with simple to understand "*truths*"