

our alignment issues. I was forced to concede that I genuinely had no maps and no common means of understanding.

In a high situational awareness environment such as using a chess board, then navigation tends to be visual, learning is from context specific play and strategy is based upon position and movement. However, in my business then navigation was storytelling, learning was from copying others i.e. secrets of success and strategy was based upon magic frameworks e.g. SWOTs. This was the antithesis of high situational awareness and I concluded my business had more in common with alchemy than chess. We were simply fighting in the dark, occasionally sending our business resources to fight battles they might never win and every now and then getting lucky.

I knew I needed some form of map to understand the landscape, to learn and determine strategy. However, landscape was only one factor that was missing. What about the other factors that Sun Tzu had talked about?

Climate, Doctrine and Leadership

You can think of climate as the rules of game. For example, you don't send the Navy into a storm any more than you would send troops walking over a cliff. I had heard Richard Feynman talk about how you could learn the rules of chess simply by observing the board over time. Maybe there were rules of business that I could discover if I could map the environment? Maybe everything wasn't quite so random? But climate is more than just the rules of the game, it's also the opponent's