

this by meeting my users' needs of either teaching them how to map or helping them create advantage over others.

*Point 3* — my users had needs themselves. If my needs (i.e. purpose) didn't fit in some way with the needs of my users, then this mismatch was likely to cause problems. For example, if my highest purpose was to make profit rather than explain topographical intelligence, then I would be focusing on extracting money from my users (this is not one of their core needs) rather than providing a means of learning mapping and creating advantage (which is a core user need). You should always strive to generate revenue and profit as a direct consequence of meeting users' needs and providing value to them.

There are few other subtler things worth noting about the map above. First, my purpose is part of a chain of needs and as such it is influenced by the underlying components as they evolve. Over time, if mapping and the related activities become more industrialised then a scope of “demonstrate the concepts of evolution and mapping” ceases to be relevant. Even my moral imperative might disappear if the world becomes one where everyone maps, learns about their environment and has rebelled against management consultants with their 2x2s. If you think back to the strategy cycle, this is simply a reflection of the issue that as you act, as your landscape changes then your purpose, scope, moral imperative and even how you survive have to adapt. Nothing is permanent.