

specific approach and applied it to the wrong context? What if it was just the wrong thing to do like betting on 6? How would they know? How would I know?

At this point, my gut was having collywobbles. I clearly had no clue about anything and I was leading the company. Where was I leading them? I had no idea, it could be over a cliff. Even the manner in which I was telling them to act could be completely wrong. I was like a general ordering his troops to walk over the cliff in a flanking movement whilst practicing shooting rifles. Not exactly the future I had hoped for. But still we were successful. I couldn't figure that bit out and I kept thinking I was worrying about nothing. But we had no maps and without maps we had no mechanism to learn about common patterns that affect our landscape nor anticipate possible change nor determine the why of movement. We had no real idea whether a change in the market was caused by us or some other force. If we can't see the environment in which we are competing, then how do we determine whether a successful approach is universal or specific to that environment? If I can't separate out what is context specific, then how do I determine what is doctrine i.e. universally applicable from that which is leadership i.e. context specific? Everything was a mess.

The Strategy Cycle

I was clearly clueless but at least I had found five factors that I wanted to use to fix our strategy, though I had no idea how to do this. But that presented another problem. What order matters? Is climate more important than landscape? Maybe leadership is more important than