

emphasis is on using appropriate tools and methods, thinking about FIRE, managing inertia, having a bias towards action, moving quickly, being transparent about what we do, distributing power and understanding that strategy is an iterative process.

Phase III — Better for less

I name this section “Better for Less” because in hindsight (and yes, this is likely to be a bias) there were some fundamental lessons I missed (due to my own false-consensus bias) in the original paper. Those lessons are now mostly covered in phase I & II. In this phase, we’re focusing on constant improvement which means optimising flows in the system, seeking the best, a bias towards the new, thinking big, inspiring others, committing to the path, accepting uncertainty, taking responsibility and providing purpose, master & autonomy. This is the phase which is most about change and moving in a better direction whereas the previous phases are about housekeeping.

Phase IV — Continuously evolving

The final phase is focused on creating an environment that copes with constant shocks and changes. This is the point where strategic play comes to the fore and where we design with pioneers, settlers and town planners. The emphasis is on constant evolution, use of multiple cultures, listening to outside ecosystems, understanding that everything is transient and exploiting the landscape.

Are the phases, right? Almost certainly not and they are are probably missing a significant amount of undiscovered doctrine. However, they are the best guess I can provide you with. There are two other parts of