

inexpensive components where possible, constrain budgets and time, build as simply and as elegantly as possible.

### *Be pragmatic*

There will always be edge cases or a way to make something more perfect but if what you're building could use a component that already exists then try to avoid the urge to re-invent it. If you're a taxi company then investing your funds into making that perfect tyre will not help your business. Always challenge when you depart from using something that already exists. The old adage of "It doesn't matter if the cat is black or white as long as it catches mice" is relevant here.

### *Remove bias and duplication*

Use multiple maps to help you remove duplication and bias within an organisation. You will often find in any large organisation that there are people custom building what is a commodity or rebuilding something that exists elsewhere. Remember, that they're not doing this because they're daft but because of pre-existing inertia or the lack of any effective communication mechanism i.e. they simply don't know it exists elsewhere. Be warned, the level of duplication within most organisations vastly exceeds any expectations that they might have and you're often treading on the toes of someone's pet project. Large distributed companies often talk about duplication in the single digits e.g. we have six enterprise content management systems. They tend to react in horror when it is "discovered" that they have hundreds or even "thousands". People can get very defensive in this space and want to shut you down.