

have a bias towards it. This is the equivalent to a user saying to Henry Ford — “*we don’t want a car; we want a faster horse!*” The bias is caused by a climatic pattern known as co-evolution but for the time being you simply need to be wary of the legacy mindset.

The second area to note is that of the uncharted domain. These needs are both rare and highly uncertain and this means you’re going to have to gamble. There is no consistent way of determining what the user actually needs with something novel because they don’t know themselves. Hence be prepared to pivot. You might think you’re building a machine that will stop all wars (the Wright Brothers original concept for the airplane) but others will find alternative uses — the fighter plane, the bomber.

When it comes to dealing with needs then there are three different approaches according to the domains of uncharted, transitional and industrialised. In the uncharted domain you have to gamble. Users and experts don’t actually know what is needed beyond vague hand waving. In the transitional domain you have to listen. Users and experts can guide you to what they need. In the early days of the industrialised domain then you have to be mindful of users and experts bias caused by the inertia of past success. You already know what is needed but it has to be provided on a volume operations and good enough basis.

*Doctrine: Use a common language*

Instead of using multiple different ways of explaining the same thing between different functions of the company then try to use one e.g. a