

The members were all senior executives of the parent company and it should have been obvious that they were bound to take this position. I realised that I have never truly involved them in our journey and had become pre-occupied with building a future for others. I had not even fully explained to them our maps relying instead on stories but this was because I still hadn't realised how useful maps really were. In my mind, maps were nothing more than my way of explaining strategy because I hadn't yet found that magic tome that every other executive learnt at business school. This was a powerful group of users — my board and the parent company — that had needs that I had not considered. Talk about a rookie mistake. I had finally been rumbled as that imposter CEO.

There was no coming back from this, they were adamant on their position and had all the power to enforce it. I was about to go on stage at OSCON (O'Reilly open source conference) in 2007 and rather than my carefully crafted message, I had to somehow announce the non-open sourcing of our platform and the non-creation of a future competitive utility market. I was expected to break a promise I had made to our customers and I was pretty clear that postpone was a quaint way of saying "*never*". I couldn't agree with the direction they had chosen and we were at loggerheads. My position was untenable and I resigned.

The company's services were quickly placed on the path to being outsourced to the SI and the employees were put through a redundancy program which all started a few days after I resigned. The platform was disbanded and closed by the end of the year. The