



## An exercise for the reader

We've covered quite a bit in this chapter from fleshing out various concepts around doctrine to the issue of bias to the question of failure and feedback loops to scenario planning. Some of these concepts we have touched upon before in previous chapters but then learning mapping is like the strategy cycle itself — an iterative process. Of course, practice matters.

First, I'd like you to look at your organisation and go through figure 236. Work out which bits of doctrine you use and which bits you're poor at or don't exist at all. Using the phases as a guide, come up with a plan of action for improving doctrine.

Second, I'd like you to take one line of business and using a map push it ten years into the future. Think about what might happen, what feedback loops might appear and what opportunities you could exploit.