Category	Wardley's Doctrine (universally useful patterns that a user can apply)			
Communication	Be transparent *(a bias towards open)*	Focus on high situational awareness *(understand what is being considered)*	Use a common language *(necessary for collaboration)*	Challenge assumptions *(speak up and question)*
Development	Know your users *(e.g. customers, shareholders, regulators, staff)*	Focus on user needs	Think fast, inexpensive, restrained and elegant *(FIRE, formerly FIST)*	Remove bias and duplication
	Use appropriate methods *(e.g. agile vs lean vs six sigma)*	Focus on the outcome not a contract *(e.g. worth based development)*	Be pragmatic *(it doesn't matter if the cat is black or white as long as it catches mice)*	Use standards where appropriate
	Use appropriate tools *(e.g. mapping, financial models)*			
Operation	Manage inertia *(e.g. existing practice, political capital, previous investment)*	Optimise flow *(remove bottlenecks)*	Think small *(as in know the details)*	Effectiveness over efficiency
	Do better with less *(continual improvement)*	Set exceptional standards *(great is just not good enough)*	Manage failure	
Structure	Provide purpose, mastery & autonomy	Think small *(as in teams)*	Distribute power and decision making	Think aptitude and attitude
	Design for constant evolution	There is no one culture *(e.g. pioneers, settlers and town planners)*	Seek the best	
Learning	Use a systematic mechanism of learning *(a bias towards data)*	A bias towards action *(learn by playing the game)*	A bias towards the new *(be curious, take appropriate risks)*	Listen to your ecosystems *(acts as future sensing engines)*
Leading	Be the owner *(take responsibility)*	Move fast *(an imperfect plan executed today is better than a perfect plan executed tomorrow)*	Think big *(inspire others, provide direction)*	Strategy is iterative not linear *(fast reactive cycles)*
	Strategy is complex *(there will be uncertainty)*	Commit to the direction, be adaptive along the path *(crossing the river by feeling the stones)*	There is no core *(everything is transient)*	Be humble *(listen, be selfless, have fortitude)*
	Exploit the landscape			

Phase I
Phase II
Phase III
Phase IV

The phases are: -

Phase I — Stop self-harm.
The focus in this first phase is simply awareness and removal of duplication. What I'm aiming for is not to radically change the environment but to stop further damage being caused. Hence the emphasis is on understanding your user needs, improving situational awareness, removing duplication, challenging assumptions, getting to understand the details of what is done and introducing a systematic mechanism of learning — such as the use of maps with a group such as spend control.

Phase II — Becoming more context aware
Whilst phase I is about stopping the rot, phase II builds upon this by helping us to start considering and using the context. Hence the