

map. If you're using business process diagrams on one side and IT systems diagrams on another then you'll end up with translation errors, misalignment and confusion. Collaboration is important but it's very difficult to achieve if one group is speaking Klingon and the other Elvish and let us face it, Finance is Klingon to IT and IT is generally Elvish to Finance. This is why companies often value people skilled in multiple areas who act as translators. But a soldier doesn't need to know how to operate a boat to work with someone from the Navy nor does a sailor need to know how to operate a mortar to work with the Army. They use maps to collaborate and co-ordinate. The problem in business is the lack of a common language i.e. the lack of any form of mapping. If you can't map what you are doing, then I recommend you hold back from acting and spend a few hours mapping it.

Doctrine: Be transparent

Sharing a map will enable others to challenge and question your assumptions. This is essential because it helps us to learn and refine our maps. The downside of sharing is it allows others to challenge and question your assumptions. Many people find this uncomfortable. As the CEO of the company did I really want one of my juniors ripping apart my strategy using the map that I had created? Yes. I'd rather someone point out to me that our strategy involved walking an Army through a minefield than let me discover this for myself. However, don't underestimate how difficult this transparency is within an organisation.

Doctrine: Challenge assumptions

There is little point in focusing on user needs, creating a common