

On being lost

Chapter 1

28 min read

This is the story of my journey, from a bumbling and confused CEO lost in the headlights of change to having a vague idea of what I was doing. I say vague because I'm not going to make grand claims to the techniques that I discuss in this book. It is enough to say that I have found them useful over the last decade whether in finding opportunity, removing waste, helping to organise a team of people or determining the strategy for a company. Will they help you? That depends upon the context that you're operating in but since the techniques don't take long to learn then I'll leave it up to the reader to discover whether they are helpful to them or not. Remember, all models are wrong but some are useful.

In the first part of this book, I'm going to talk about my journey in order to introduce the techniques. In later chapters, we will switch gear and dive into a more formal examination of the practice. One thing I am mindful of is we rarely learn from past experience especially when it belongs to others or when it conflicts with our perception of how things are. However, if you are like I once was, lost at sea than this might just help you find your path. For me this journey begins two decades ago in the lift of the Arts hotel in Barcelona. It started when a senior executive handed me a short document and asked "Does this strategy makes sense?"