

collaborate around and this requires you to share and open yourself up to challenge. Also, you'll likely to use other tools alongside mapping when scenario planning and examining the viability of different points of attack. This can include financial models to my current favourite of business model canvas.

Where before why

When thinking about strategy, the first thing you need to do is identify *where* you can attack before *why* here over there. It's all about position (y-axis) and movement (x-axis).

Iterative and continuous learning

The entire strategy cycle is iterative and you're going to have to follow the same path. Which means mapping is not going to be a one off exercise but something that happens all the time. Again the temptation is to map the entire landscape in some sort of "*Deathstar*" — large scale, all encompassing, doomed to fail — effort in order to create that perfect answer. You should instead embrace the uncertainty, think small and start somewhere (have a bias towards action). If you're using mapping and it's either taking a long time or doesn't seem to help answer any of your questions, then stop. Don't be afraid to find a better way of doing this. No model is perfect.

Learn yourself

If you are responsible for strategy, then you need to learn to play the game yourself and take responsibility for it. I often give strategy consultants a hard time but this doesn't mean they don't have a use. Don't however rely on third parties to give you an answer, instead use