use of maps in battle and for learning throughout history. Topographical intelligence became a hugely important and decisive factor in numerous battles of the American Civil War. I could think of no equivalent tool in business. I had no equivalent lessons to learn such as flanking moves, pinning a piece or standard plays such as fool's mate. All I had were endless books giving secrets of other people's success and extolling the virtues of copying great companies such as Fannie Mae, Nokia and Blockbuster. I questioned how did anyone know if any of this was right?

I met up with a few of my peers from other companies and floated this idea of topographical intelligence and the use of mapping in business. How did they learn from one battle to another? To say I was disheartened by the response would be an underestimation. Beyond the blank stares, I was royally lectured on the importance of culture, of purpose, of technology, of building the right team and of execution. However, I had built a great team from around the world. We were agile, we used and wrote open source technology, we had the modern equivalent of a private cloud, we were API driven and had developed advanced techniques for continuous deployment of technology. This was 2004.

In the technology desert that was Old Street in London, we dominated the computing language of Perl. We had remarkable rates of execution, outstanding technology, an exceptional team and a strong development culture. This stuff was fine. The problem was the CEO i.e. me. I sucked at strategy or at best I was making it up and we weren't learning. I reasoned that none of my peers were going to tell me how