

I italicised the above because unfortunately, this is where a lack of being humble and the Dunning-Kruger effect can have terrible consequences. It is easy to be seduced into an idea that you understand a space and that your plan will work. Someone with experience of medicine might look at my statement on preventative care and medical funds and rightly rip it to shreds because I have no expertise in the space, I do not know what I'm talking about. But I can create a convincing story with a map unless someone challenges me. Hence always remember that all maps are imperfect and they are nothing more than an aid to learning and communication. They are not “right”.

A question of planning — OODA and the PDCA

The idea that we should plan around a forecast and the importance of accuracy in the forecast is rooted in Western philosophy. The act of planning is useful in helping us understand the space, there are many predictable patterns we can also apply but there is a lot of uncertainty and unknowns including individual actors' actions. Hence when it comes to planning we should consider many scenarios and a broad range of possibilities. As Deng Xiaoping stated, managing the economy is like crossing the river by feeling the stones. We have a purpose and direction but adapt along the path. This is at the heart of the strategy cycle — *Observe the environment, Orient around it, Decide your path and Act* — and it is known as OODA.

At this point, someone normally mentions Deming's PDCA cycle — plan, do, check and act. To understand the difference, we need to