

where there exists the highest degree of uncertainty. Of course, assumption is a dangerous thing.

Applying doctrine

So far in this chapter, I've covered various aspects of doctrine and the issues of bias and assumption. There is a reason to my madness. One of the most common questions I'm asked is which bits of doctrine should we apply first? The answer to this is, I don't know.

Based upon my experience, I do believe (and that maybe bias) that there is an order to doctrine. For example, before you can apply a pioneer — settler — town planner structure (i.e. design for constant evolution) then you need to first implement other forms of doctrine. A rough order is: -

1. Start by understanding your user needs (i.e. *focus on user needs*).
2. Improve your understanding of the detail by describing the value chain needed to support your user needs (i.e. *know the details*).
3. Increase your situational awareness by creating a map of the environment. This is achieved by taking your value chain and adding in evolution to visualise how things change (i.e. *focus on situational awareness*).
4. Use your map to apply *appropriate methods*, to constrain the system into *small contracts* and to remove bias and