

and being trusted with steering the boat. Imagine someone says to you that you don't need a story but you could use a map. The first time someone shows you a map or you will see is diagram with dots on it. You will have difficulty in understanding how can such a thing can replace your twenty years of learning epic tales. You'll tend to react negatively because of experience i.e. you know the stories work. You'll have a natural human bias to that which is comfortable and previously experienced. The map will be unfamiliar even alien and its complexity will overwhelm you. It will take many points of exposure and realisation that a map would have been better than a story before most will put in the effort and thought necessary to use it.

Go back to the Themistocles SWOT. Imagine if battles had been run with SWOTs and someone came up and said, I've got a map thing which might help. The reaction would be overwhelmingly negative to begin with because it's unfamiliar (not a SWOT) and complex. It can also threaten those who have spent 20 years learning how to "*Battle with SWOTs*" or "*Navigate with stories*" because at its heart, it is basically saying that they've been meme copying all this time without understanding the landscape. Into this mix you can throw in the issue that exposing the complexity also exposes assumptions made and opens decisions to more challenge — another thing people don't tend to like. You've got quite a mountain to climb with mapping. Which is probably why those with a military experience (and some familiarity with situational awareness) have an easier path to mapping. The worst cases are normally those who have no military background, 20 years or so of "*strategy*" experience and an MBA.