

manager. What you want to avoid is taking exceptional people out of their role and putting them into something they are not suited to simply because they think that is the only way to progress. Leadership, management and engineering are all aptitudes, they are all valuable and they have to work in concert. If the hierarchy of your organisation uniformly reflects your pay scales then you're likely to be draining talent from where it should be and putting it into roles that it is not suited for. This is often done for arguments of "responsibility" or "managing bigger teams" (which also causes people to try and accumulate empires) or "spreading experience" or "career path" but there are alternative ways of achieving this. Taking a gifted engineer and turning them into a mediocre project manager is not wise. This is probably one of the most difficult areas as ego is quickly encountered.

Design for constant evolution

Create an organisational system which copes with the constant ebb and flow in the landscape. Ideally, changes should flow through your organisation without the need for constant restructuring. A cell based structure using a system of theft with pioneers, settlers and town planners is one such system.

Use a systematic mechanism of learning

The purpose of mapping is not just to create a map and a shared understanding but also to learn climatic patterns, doctrine and context specific play. Maps provide a systematic way of doing this as long as you collate, review and learn from them. Have a bias towards such learning and the use of data.