

changes and as you act. There is no “core”, it’s all transitional. Nokia’s purpose today is not the same as when the company was a Paper mill. I could see my last atom of business sanity disappear in a puff. I started to think about all those projects we had dismissed as not being core? What if they were instead our future?

The best way I’ve found to cope with this cycle is through the work of the mad major himself — the exceptional John Boyd. In order to understand the process of air combat, John Boyd developed the OODA loop. This is a cycle of observe the environment, orient around it, decide and then act. In figure 7 below, I’ve married together both Sun Tzu and John Boyd to create a strategy cycle.