As new things appear in the outside world they should flow through this system. This structure doesn't require a bolt-on which you need to replace later. No chief digital, chief telephony, chief electricity, chief cloud officer required. The cells can grow in size but ultimately you should aim to subdivide into smaller cells and maps can help achieve this. Be aware of the Hackman problem that communication channels increase exponentially as the team grows. The US Navy Seals learned long ago that 4 "is the optimal size for a combat team".

You will however increasingly have to structure the monitoring and communication between cells using a hierarchy and yes, that means you need a hierarchy on top of a cell based structure. I've found that an executive structure which mimics the organisation to be of use i.e. a CEO, a Chief Pioneer, a Chief Settler and a Chief Town Planner can be applied. However, you'll probably use more traditional sounding names such as Chief Operating Officer, Chief Scientist etc. We did. I'm not sure why we did and these days I wouldn't bother; I'd just make it clear. You will also need separate support structures to reinforce the culture and provide training with some form of pool of resource (for forming new cells).

Contrary to popular concepts of culture, the structure causes three separate cultures to flourish. This is somewhat counter to general thinking because the culture results from the structure and not the other way around. It also means you don't have a single company culture but multiple that you need to maintain. I've described the basic elements of this within figure 43.