

map and the financial models and yes, you could be looking at half a day. That is of course an incredibly long time to go from concept to decision to act.

To be honest, I can't think of many examples where it has taken anywhere near that long. There are a few M&A activities (covering hundreds of millions) where I have taken a day or so but that is the exception and only occurs in fields that I'm not familiar with. Being locked in a room or given people to interview and asked the question "*should we buy this company*" often involves extracting information from others. Most of the time was spent developing an understanding of the landscape because very little existed. However, we should acknowledge that mapping does take some time and I don't know how to make it faster. It's one of the obvious weaknesses of mapping versus gut feel which can just be instant.

Another problem is complexity. First, mapping exposes the complexity of what exists. In the example of Themistocles SWOT (chapter 1, the importance of maps in military history), it's usually obvious to everyone that you should use a map not a SWOT to run a battle. We understand this because we're familiar and comfortable with geographical maps. However, there is a downside which is a map is inherently more complex than a 2x2 such as a SWOT and this makes management more challenging and requires more thought. But what if you're not familiar with maps.

Let us consider how Vikings used stories for navigation. Put yourself in the role of a Viking navigator having spent 20 years learning epic tales