

interested in what the Sales team thinks, I'd want to know what the user needs and wants.

*Think fast, inexpensive, restrained and elegant (FIRE, formerly FIST)*

A £45 million investment on a cloud effort over two years is not what I'd be expecting from a company following FIRE principles. This may be a simple consequence of summarisation to an executive level but I'd want to see evidence that we're not embarking on building some Death Star.

*Manage inertia (e.g. existing practice, political capital, previous investment)*

Whilst inertia appears to be clear, the only challenge to it (e.g. sensors) is knocked back. In fact the CEO got in on the act talking about intellectual property. I'd want to ask a few more questions here.

*Use a systematic mechanism of learning (a bias towards data)*

I see no evidence of this and of past lessons being applied. There's no concept of climatic patterns or learning. I'd want to explore this more.

*Exploit the landscape*

I see no evidence of understanding let alone exploiting the landscape. It might exist in mental models and some form of intrinsic common understanding but I'm not overwhelmed by this.

## **By the pricking of my thumbs**

In my analysis, the strategy is barking up the wrong tree and I have significant concerns over the company itself. I would not be confident