

This three party idea is also not new. A bit of digging will bring you to Robert X. Cringely's book, *Accidental Empires*, 1993. Cringely described how there were three different types of companies known as infantry, commando and police. The PST (pioneer, settler and town planner) structure is a direct descendant of that idea but applied to a single company and put into practice in 2005. To quote from his book, which I strongly recommend you read -

“Whether invading countries or markets, the first wave of troops to see battle are the commandos. Commando's parachute behind enemy lines or quietly crawl ashore at night. Speed is what commandos live for. They work hard, fast, and cheap, though often with a low level of professionalism, which is okay, too, because professionalism is expensive. Their job is to do lots of damage with surprise and teamwork, establishing a beachhead before the enemy is even aware they exist. They make creativity a destructive art.

[Referring to software business] But what they build, while it may look like a product and work like a product, usually isn't a product because it still has bugs and major failings that are beneath the notice of commando types. Or maybe it works fine but can't be produced profitably without extensive redesign. Commandos are useless for this type of work. They get bored.

It's easy to dismiss the commandos. After all, most of business and warfare is conventional. But without commandos you'd never get on the beach at all. Grouping offshore as the commandos do their work is the second wave of soldiers, the infantry. These are the people who hit