

platform and a increasingly unreliable spaghetti junction of new built upon new. This will negatively impact performance until someone suggests a “deathstar” like grand platform re-engineering effort.

Unfortunately, the new platform will suffer from the same problems when we start building upon it because the structural problem (the “missing” settlers) hasn’t been fixed. Unbeknownst to most, these dual structures might give a short term win but they will lead you down a path of never growing platforms, spaghetti junctions and costly platform rewrites. Great for consultants in re-organisation and flogging new memes but terrible if you’re actually a business trying to get something done in a sustainable manner.

Fails to enable purpose, mastery and autonomy.

There is often confusion within the organisation over its purpose combined with feelings of lacking control and inability to influence.

Fails to understand basic economic patterns.

Often conducts efficiency or innovation programmes without realising the connection between the two. Assumes it has choice on change (e.g. cloud) where none exists. Fails to recognise and cope with its own inertia caused by past success.

Fails to understand context specific play.

Has no existing language that enables it to understand context specific play. Often uses terms as memes e.g. open source, ecosystem, innovation but with no clear understanding of where they are appropriate.