

Exploit the landscape

Use the landscape to your advantage, there are often powerful force multipliers. You might decide not to take advantage of a competitor or a change in the market but that should be a conscious choice.

Think big

Whilst the actions you take, the way that you organise and the focus on detail requires you to think small when it comes to inspiring others, providing direction and moral imperative then think big. Your purpose is not to defend the narrow pass of Thermopylae but instead to defeat the Persian army and save the Greek states.

Be humble

Listen to others, be selfless, have fortitude and be humble. Inspire others by who you are and what you do. There are many ways to manipulate the landscape e.g. with marketing by persuading others that what is a commodity is somehow different or that a product is unique to them. But these manipulations come with a cost not just externally but internally. We can start to believe our own hype, our own infallibility and our “right” to the market. Avoid this arrogance at all costs.

As with climatic patterns, the more you play the game then the more forms of doctrine you’ll discover. It’s important to learn these continuously, so get used to using maps as a retrospective. Look for what has changed and always ask why? Of course, knowing about doctrine is not enough — you’ll want to apply it. Don’t pick and