Effectiveness over efficiency

Whilst optimising flow is important, be careful not to waste valuable time making the ineffective more efficient. Understand the landscape and how it is changing before you attempt to optimise flow.

Manage inertia

At some point you will face inertia to change e.g. existing practice, political capital or previous investment. Try and understand the root cause. Ideally use a map to anticipate this before you encounter it and hence have prepared solutions & counter arguments. If possible, use the maps to enable people to discover their own inertia.

Manage failure

In any system there is risk. Use the maps where possible to help you understand failure modes, what can go wrong and what will be impacted if a component fails. Try where possible to mitigate risks by distributing systems, by designing for failure and by the constant introduction of failure (use of chaos engines such as Netflix's chaos monkey). Avoid known failure modes such as building large scale (death star) like efforts.

Think small

Know the details, use small teams and break large landscapes into small contracts. Don't be chased away by fears of complexity of management.

Distribute power and decision making

Have a bias towards distributing power from the centre including