

ecosystems. Unfortunately, most larger organisations tend to be in the robust category, constantly designing processes to cope with known failure modes and trying to maintain the efficiency of any capital function when shock occurs i.e. constantly trying to maintain profitability and return to shareholders. Whilst efficient, the lack of diversity in terms of culture & thought means these organisations tend to be ill prepared for environments that rapidly changes outside of its “comfort zone”.

## **Doctrine: Be Humble**

If we're going to discuss bias and failure in the technology world then there's probably no better example than Open Stack. It's also one that I'm familiar with. When I was at Canonical, one of my cabal who helped push the agenda for Ubuntu in the cloud was Rick Clark. He is a gifted engineering manager and quickly picked up on the concepts of mapping. He is also a good friend. It was a year or so later that Rick was working for Rackspace. Rick and I had long discussed an open play against Amazon in the cloud , how to create an ecosystem of public providers that matched the Amazon APIs and force a price war to increase demand beyond Amazon's ability to supply hence fragmenting the market. I was delighted to get that call from Rick in early 2010 about his plans in this space and by March 2010, I agreed to put him centre and front stage of the cloud computing summit at OSCON. What was launched was OpenStack.

My enthusiasm and delight however didn't last long. At the launch party that evening, I was introduced to various executives and during