

needs — profitability, revenue, data acquisition — with those of its customers.

Fails to use a common language.

Uses multiple different ways of describing the same problem space e.g. box and wire diagrams, business process diagrams and stories. Often suffers from confusion and misalignment. None of the tools used will meet those basic characteristics of any map — visual, context specific, position (relative to an anchor), movement and components.

Fails to be transparent.

Has difficulty in answering basic questions such as “*How many IoT projects are we building?*” Information tends to be guarded in silos.

Fails to challenge assumption.

Action is often taken based upon memes or Hippo (highest paid person’s opinion) or popular articles in the HBR (Harvard Business Review). Often parts of the organisation will admit to building things they know won’t work.

Fails to remove duplication and bias.

The scale of duplication is excessive and exceeds in practice what people expect. Any investigation will discover groups custom building what exists at a commodity in the outside world, their very own Thomas Thwaite toaster. Often resistance is given to changing this because it is somehow unique despite any inability of the group to explain user needs.