

- Be very careful to consider *not only efficiency but effectiveness*. Try to avoid investing in making an ineffective process more efficient when you need to be questioning why you're doing something and uncovering hidden costs. Also, don't assume that an "obvious" change will be welcomed. Beware the corporate corpus.
- When it comes to managing flow then granularity is your friend. Be prepared though, most companies don't have anywhere near the level of granularity that you'll need and you may even encounter politics when trying to find out. Think small, as in know the details.
- Any map can contain multiple *different users* and often the needs of those users can be in conflict though you should try to bring them all together.

We've covered quite a bit of doctrine so far, I've highlighted this (in orange) in figure 93. Though we've skated over several other areas of doctrine, I do want to come back to them later in the book with a more formal examination.

### **Figure 93 — Doctrine**