

blindness. The executives may have been paid million dollar salaries but they were playing snap in a game of chess.

Part of the problem with the “Better for Less” paper was I had assumed that everyone had some form of maps. Without these, it would be next to impossible to remove duplication and bias, to introduce challenge into the system and to apply the right methods. I had talked about spend control becoming the institutional seat of learning for Government but this wasn’t going to happen if nobody had maps to compare. I cannot underestimate how important that simple statement from Liam was. Without it, I could have carried on assuming everyone knew how to map for many more years. I owe Liam a great debt of thanks.

## **An Opportunity**

In late 2013, I wrote a paper for the Cabinet Office called “Governance of Technology Change”. I used this paper to try to combat what I saw as a “tyranny of agile” and to introduce the ideas of continuous learning through maps. I already had a handful of examples where maps had proved useful in Government, such their use in the development of IT systems within HS2 (High Speed Rail) by James Findlay. These examples were few and far between. The problem within Government was a past tendency to one size fits all.

Outsourcing was now being overtaken with a new and inappropriate one size fits all called agile. Without maps, it’s easy to fall into one size fits all trap. To show you what I mean, let us take a map for an IT