

then progress is simply a manifestation of this competition. This impacts all organisations. This is what we have to map.

But in all this complexity there was also comfort. I knew my world was built of components and hence it had its own chess pieces. Those pieces changed but there might be a way of describing evolution and the movement from novel to the commonplace. But movement is not enough for a map, I also needed to find the position of these components and that required some form of anchor. Alas, I had no anchor and without it then I was still lost.

The first map

In later chapters I'm going to dive into the details of how this first map was created, how I discovered that anchor and ultimately described the movement of evolution. However, for our purposes I'm going to simply show you a map, explain what bits matter and then use it to navigate the strategy cycle. I would dearly love to claim that this map was the result of some towering intellectual might but in reality, as you will later discover, it was more trial and error combined with endless accidents. Figure 8 is what a map of a single line of business should look like. I created my first map in 2005 and it was for an online photo service that I ran. Take a few minutes to read it carefully.

Figure 8— A Map