

language through the use of a map and sharing it transparently in the organisation if no-one is willing to challenge it. This act should be a duty for everyone in the company. I didn't care if it was my pet project, I needed people to openly and honestly tell me where they thought I was going wrong. This requires not only transparency but also trust. Any form of retribution or bias against someone for challenging is a deadly sin that will harm your company. As the CEO, I made my CFO the XO back in 2004. One of his duties was to challenge my choices and to encourage this sort of questioning.

Doctrine: Remove duplication and bias

You should not only share maps, you should collate them in an effort to remove duplication and bias i.e. rebuilding the same thing or custom building that which is already a commodity. Mapping is itself an iterative process and you've probably been making decisions for a long time without understanding the landscape. So you don't need to map the entire landscape to start making decisions but rather think of maps as a guide which tells us more the more we use it.

With your first map you can probably challenge whether we've adequately met user needs or maybe how we're treating components. As you collect more maps of different systems or lines of business then you start discover the same component is on multiple maps. I've marked some examples in figure 31 in green.

Figure 31 — Duplication