

£100K on something they can't map sets alarm bells ringing. For such an expense we should know what the user needs are and what is involved. Mapping provides us the means to reflect on this, to challenge the assumptions, to question what is being considered and to demonstrate we have thought about it. Be warned however, these excuses are often code for resistance to sharing due to concerns that it will reduce their power base within an organisation. Knowledge is power often translates to shared knowledge is less power for me! If you ever want to stop the self-harm that occurs in corporations from the endless duplication and bias to the poor gameplay, then you need to counter this. Expect a few battles and a few bruises.

You'll also have lots of people claim that "*we have architecture groups*" or "*good communication*". Most federated organisations have hundreds of duplicated examples of the same thing being built and communication is anything but effective. Ask yourself, how many pet IoT or AI projects doing roughly the same thing are actually going on in your organisation right now? If you're of any size the answer is "*don't know*" or "*not sure*" then from experience, it's going to be vastly more than whatever number you might guess at. Without a communication tool such as mapping and some form of co-ordination function then you will be unlikely to find out. Hence use this issue of duplication to help introduce a common language and the sharing of information.

Be warned though, resistance to this sharing will clamour for exclusions and protection of silos. Fall for this and any emergent sharing will be lost. Also keep an eye on communication mechanism