

more about Babylonian clay tablet than ordinance survey maps for industries. The art is very much in the custom built stage of evolution (see the cheat sheet above).

You should aim to complete an entire map of a line of business in a matter of hours though there is nothing wrong with spending longer in your first attempts in order to get used to the process. I'm afraid there is a big downside here. Mapping, like learning to play chess, is something that only you and your team can do. You will have to follow the path that I took when I was a CEO and learn to map. You can't outsource mapping to someone else any more than you can outsource learning to play chess to a consultancy. Well, technically you can but you won't be learning and you'll just become dependent upon them, constantly asking for your next move. Which, to be honest, is what many of us have done but then if you're happy with that, stop reading this book and just ask a consultancy for your strategy. If you're not happy with that then be warned that the amount of value that you will get from mapping increases with the amount of work you put into repeatedly using it.

It's also worth noting that when adding practices, data and knowledge to your map then you can use the same cheat sheet for each stage of evolution i.e. data that is *modelled* (see figure 10) should be widespread, commonly understood, essential and believed to be well defined. It shares the same characteristics as commodity activities. Once you have placed the components in their relevant stage to the best of your ability, you now have a map, as per figure 18. Remember that this map was for an online photo service in 2005 and so the