

Communication	Be transparent	Focus on high situational awareness (understand what is being considered)	Use a common language (necessary for collaboration)	Challenge assumptions (speak up and question)
Development	Know your users (e.g. customers, shareholders, regulators, staff)	Focus on user needs	Think fast, inexpensive, simple and tiny	Remove bias and duplication
	Use appropriate methods (e.g. agile vs lean vs six sigma)	Focus on the outcome not a contract (e.g. worth based development)	Be pragmatic (it doesn't matter if the cat is black or white as long as it catches mice)	Use standards where appropriate
	Use appropriate tools (e.g. mapping, financial models)			
Operation	Manage inertia (e.g. existing practice, political capital, previous investment)	Optimise flow (remove bottlenecks)	Think small (as in know the details)	Effectiveness over efficiency
	Do better with less (continual improvement)	Set exceptional standards (great is just not good enough)		
Structure	Provide purpose, mastery & autonomy	Think small (as in teams)	Distribute power and decision making	Think aptitude and attitude
	Design for constant evolution	There is no one culture (e.g. pioneers, settlers and town planners)	Seek the best	
Learning	Use a systematic mechanism of learning	Learn by playing the game (a bias towards action)	Be curious and take appropriate risks (a bias towards the new)	Listen to your ecosystems (acts as future sensing engines)
Leading	Be the owner (take responsibility)	Move fast (an imperfect plan executed today is better than a perfect plan executed tomorrow)	Think big (inspire others, provide direction)	Strategy is iterative not linear (fast reactive cycles)
	Strategy is complex (there will be uncertainty)	Commit to the direction, be adaptive along the path (crossing the river by feeling the stones)	There is no core (everything is transient)	Be humble (listen, be selfless, have fortitude)

We've also mentioned an aspect of gameplay — *Trading*. Maps are a form of knowledge capital and they tend to have value. Don't expect people to just share them with you. You'll need to trade or create your own.

In the next section we will focus on climate including common economic patterns and anticipation.

An exercise for the reader

I'd like you to take some time and look at figure 93 — doctrine. Go through each of the sections marked in orange, re-read any chapters in this book that you need to and make sure you're familiar with them. Then ask yourself, does your company have these forms of doctrine? How do you implement them? If not, why not? What is stopping you?