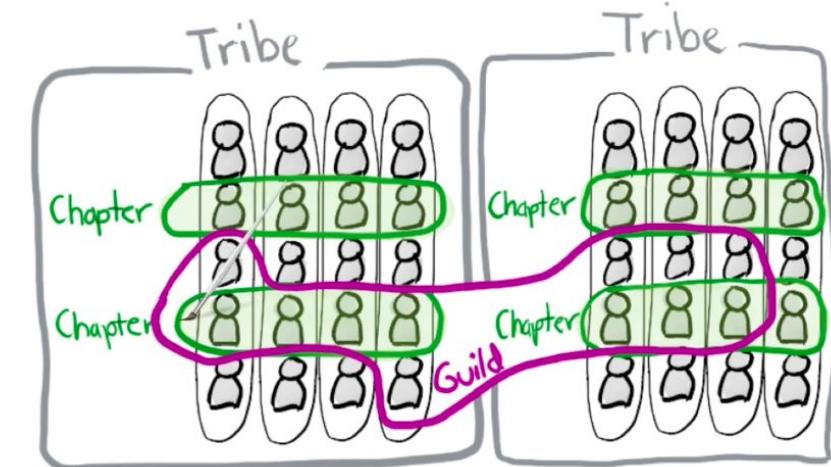
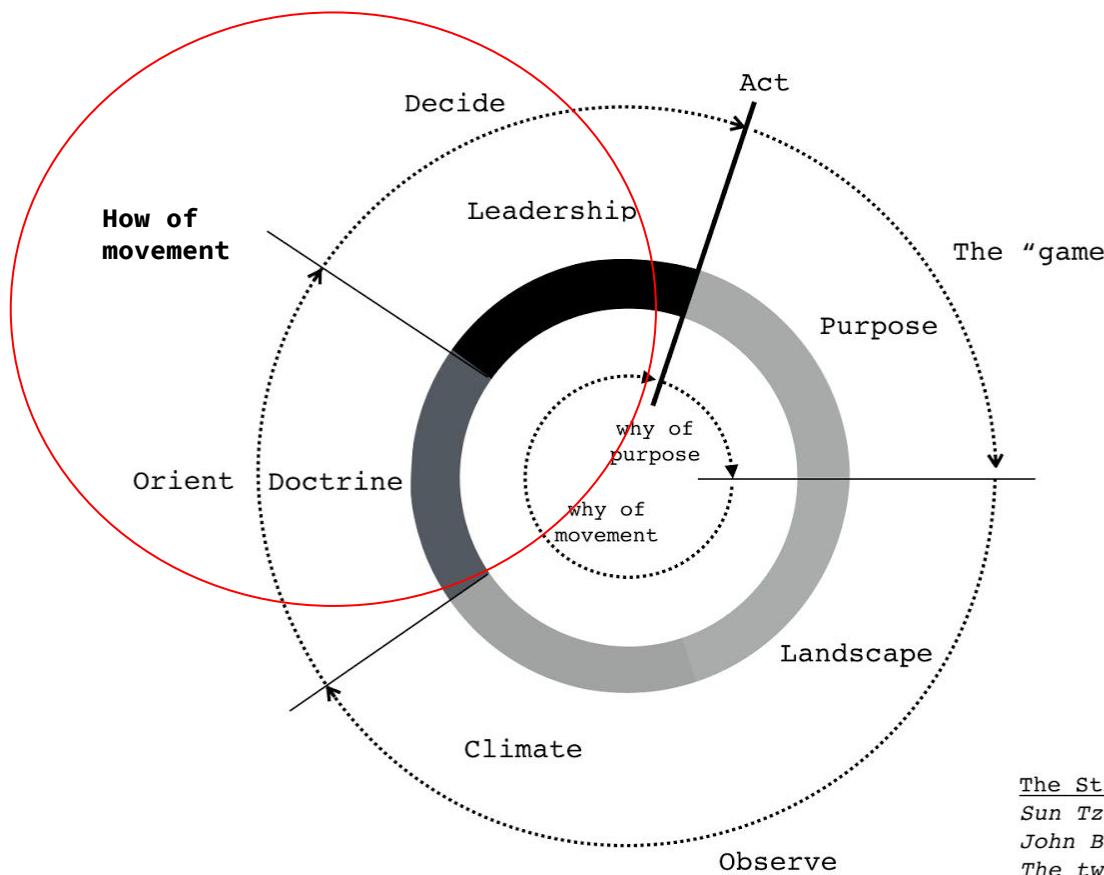


Maps and organisation

Ramon van Alteren
VP Product Unomaly
(EX Program manager Cloud Migration @ Spotify)



Doctrine & leadership



The Strategy Cycle
Sun Tzu's five factors
John Boyd's OODA loop
The two types of why

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

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

Category	E-COMMERCE GIANT	Doctrine (universally useful patterns that a user can apply)		
Communication	Be transparent (a bias towards open)	Focus on high situational awareness (understand what is being considered)	Use a common language (necessary for collaboration)	Challenge assumptions (speak up and question)
	Know your users (e.g. customers, shareholders, regulators, staff)	Focus on user needs	Think fast, inexpensive, restrained and elegant (FIRE, formerly FIST)	Remove bias and duplication
Development	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)	Manage failure	
Structure	Provide purpose, mastery & autonomy	Think small (as in teams, "two pizza")	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 (a bias towards data)	A bias towards action (learn by playing the game)	A bias towards the new (be curious, take appropriate risks)	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)
	Exploit the landscape			
				

The 10X Shift Solution

Organization Ideal:
'Well-Oiled Machine'

low employee engagement

incremental innovation

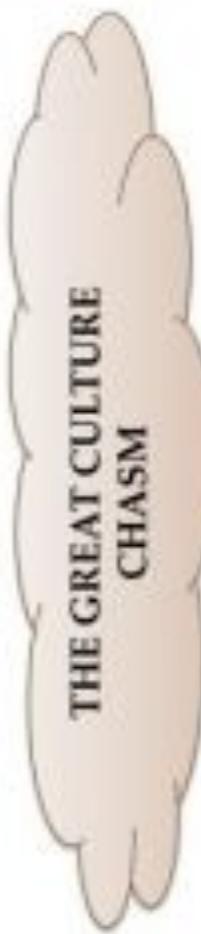
silo-ed agendas

overwhelm

limited collaboration

difficult to change

slow to learn and adapt



Organization Ideal:
'Conscious Living System'

pervasive purpose-filled engagement

highly distributed leadership

vibrant creativity

breakthrough innovation

rampant co-creative collaboration

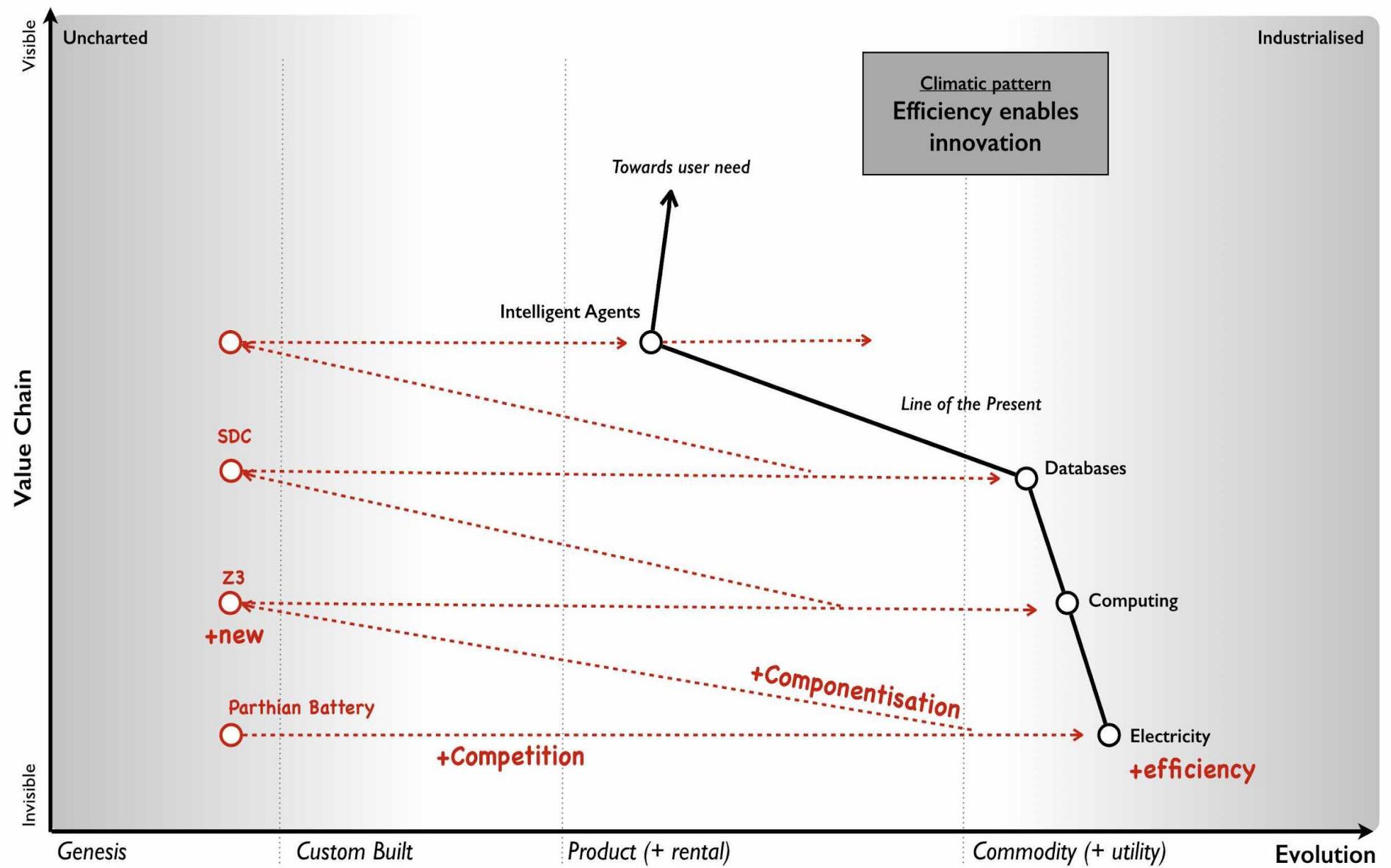
comfort with ambiguity

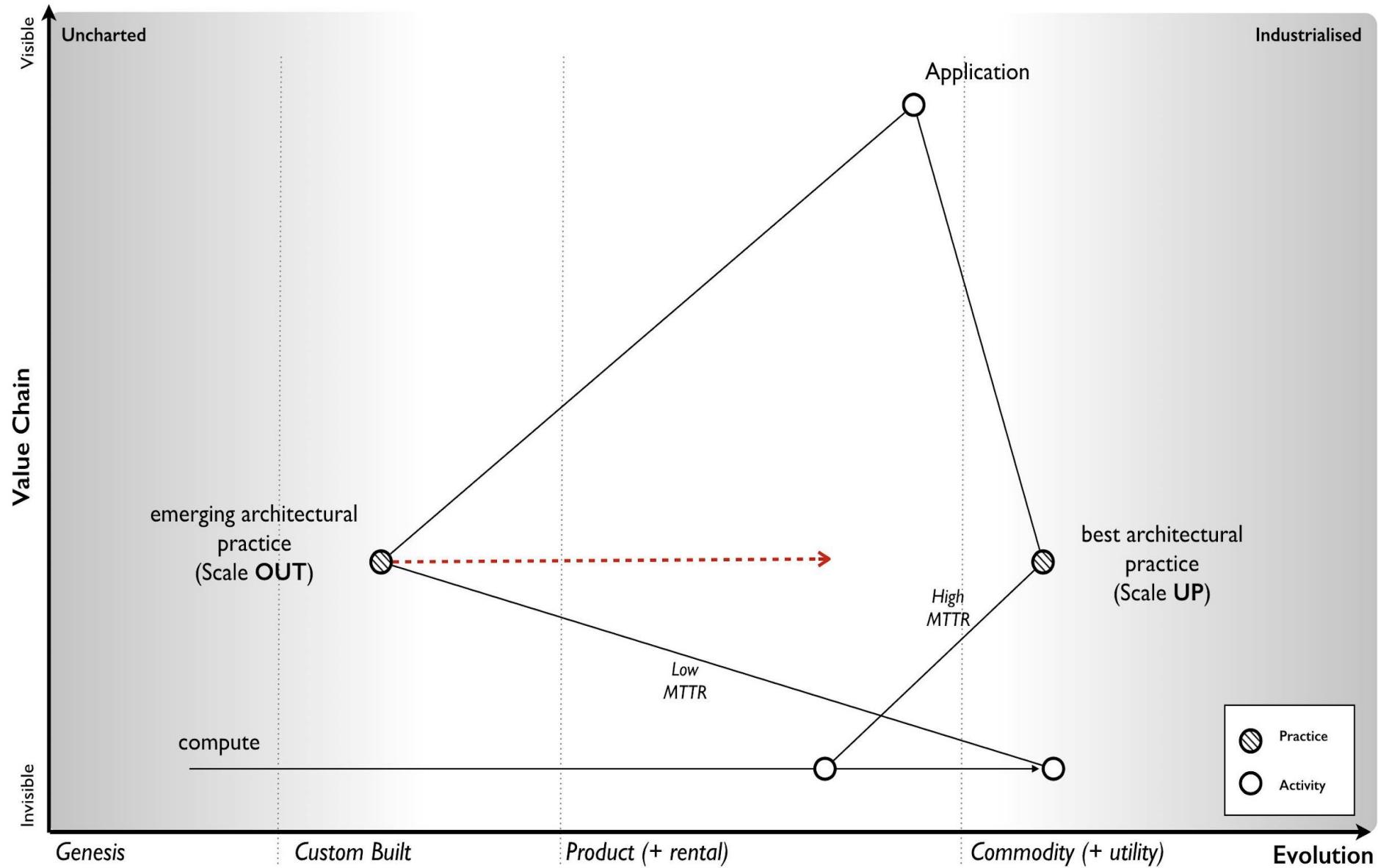
always-on learning & change

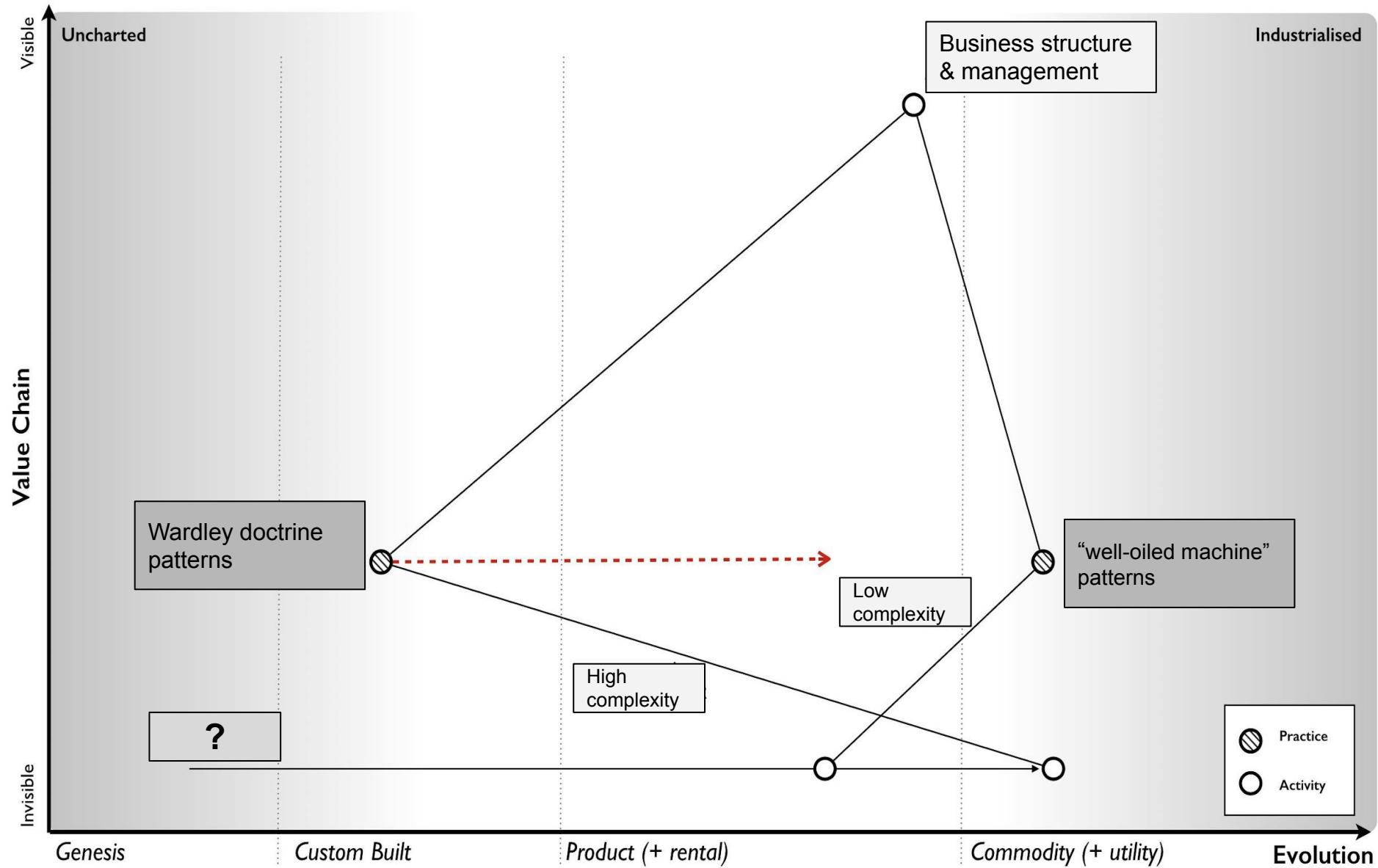
Unintended Outcomes

Natural Consequences

THE GREAT CULTURE CHASM









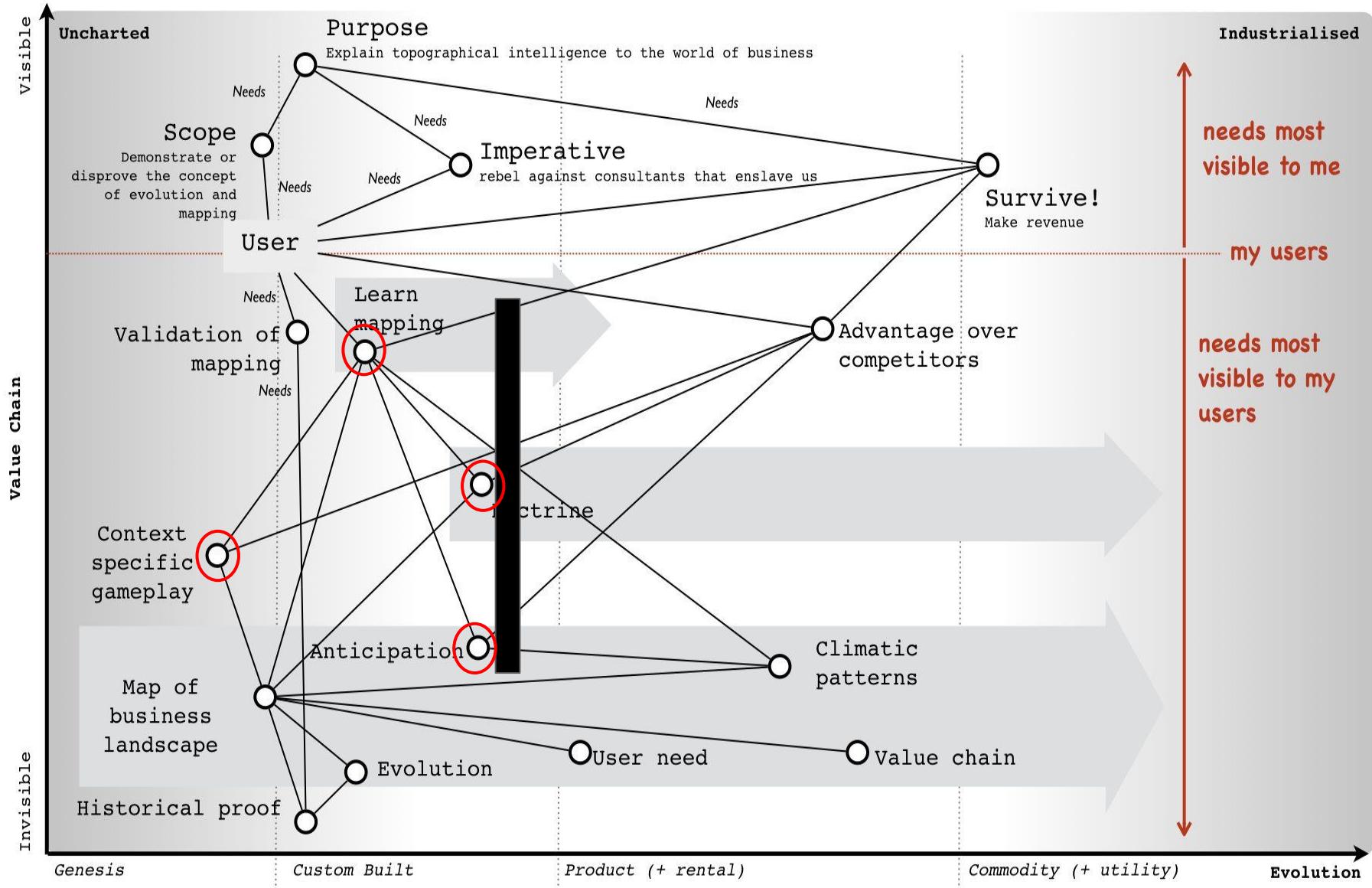
Simon Wardley #EEA @swardley · Jun 2, 2018



X : Any strategy tips?

Me : Yes ... Don't.

- a) Get 10-15 ppl in your org to colour the chart (attached) which will probably look "all red" (see banking).
- b) Take action to make it "more green"
- c) When it looks more like the "e-commerce" giant, you'll be ready to discuss strategy.



So now what?

So now what?

- We (as a mapping community) should start sharing
 - **methods for introducing** Wardley's doctrine in your organisation (Simon's GDS example [here](#))
 - Share **how to apply** doctrine patterns.
 - A submap for doctrine adoption?
- I do not know, suggestions?

Challenge assumptions
(speak up and question)



Be transparent
(*a bias towards open*)

Be humble
(*listen, be selfless, have fortitude*)

Use appropriate
methods / tools

A bias towards action

Do better with less
(continuous improvement)





Frame ownership
carefully



Summary

- Maps & doctrine are possibly chain-linked
- We can counter by sharing doctrine introduction methods
- We can counter by sharing doctrine application methods
- If you don't pay attention to doctrine while mapping you will likely fail.

Thank you!

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