

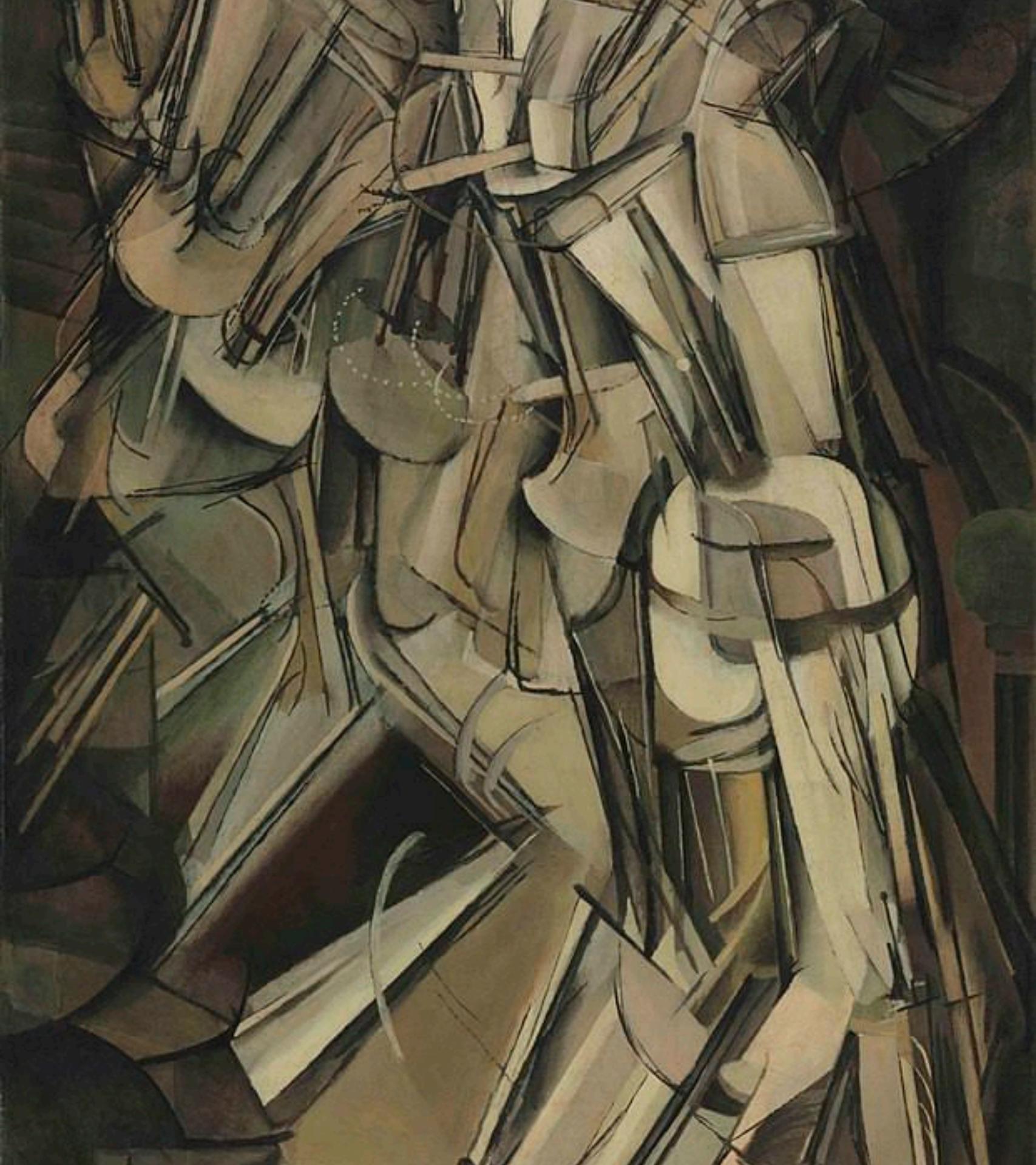
MAPPING AS A TOOL FOR
THOUGHT

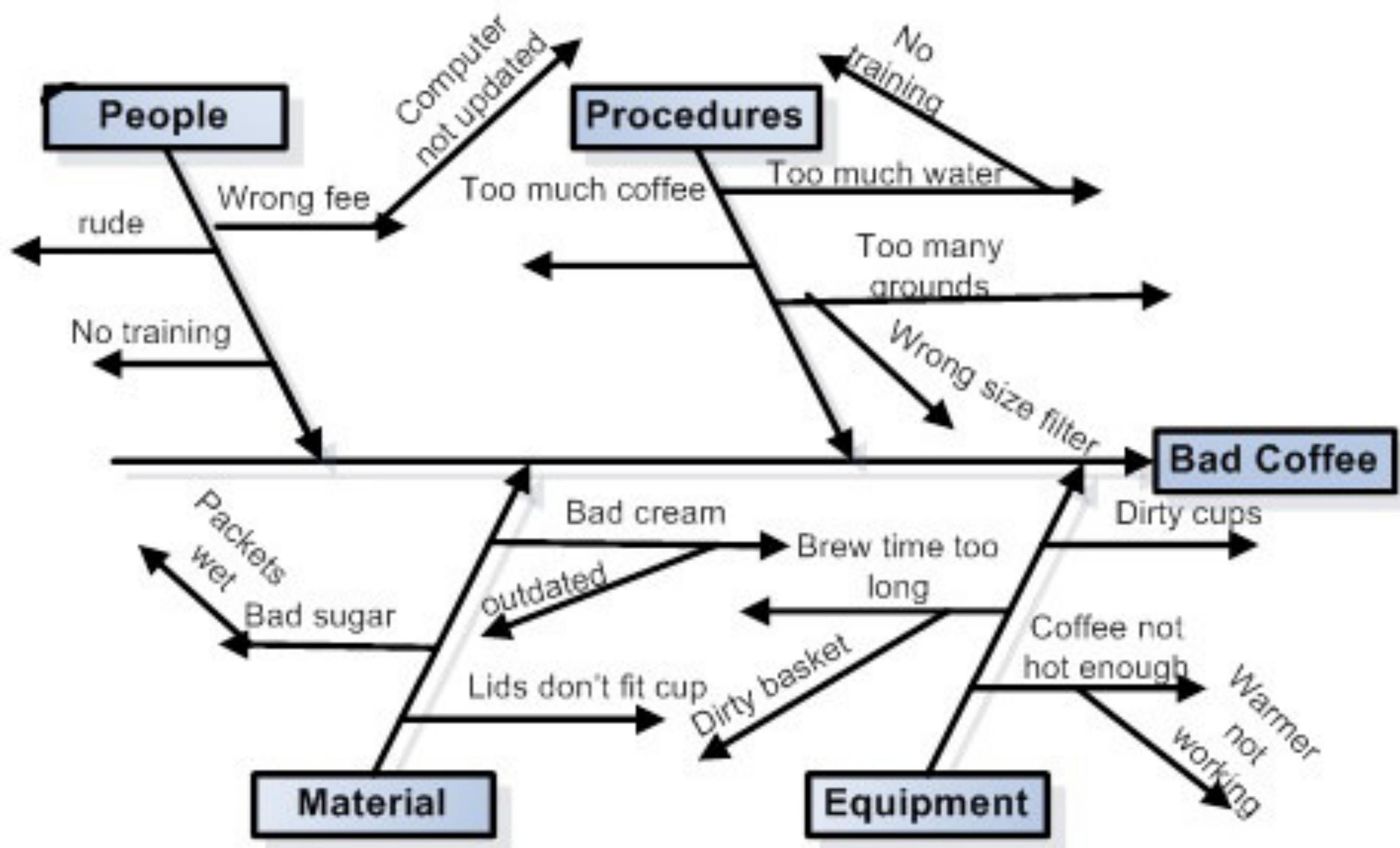


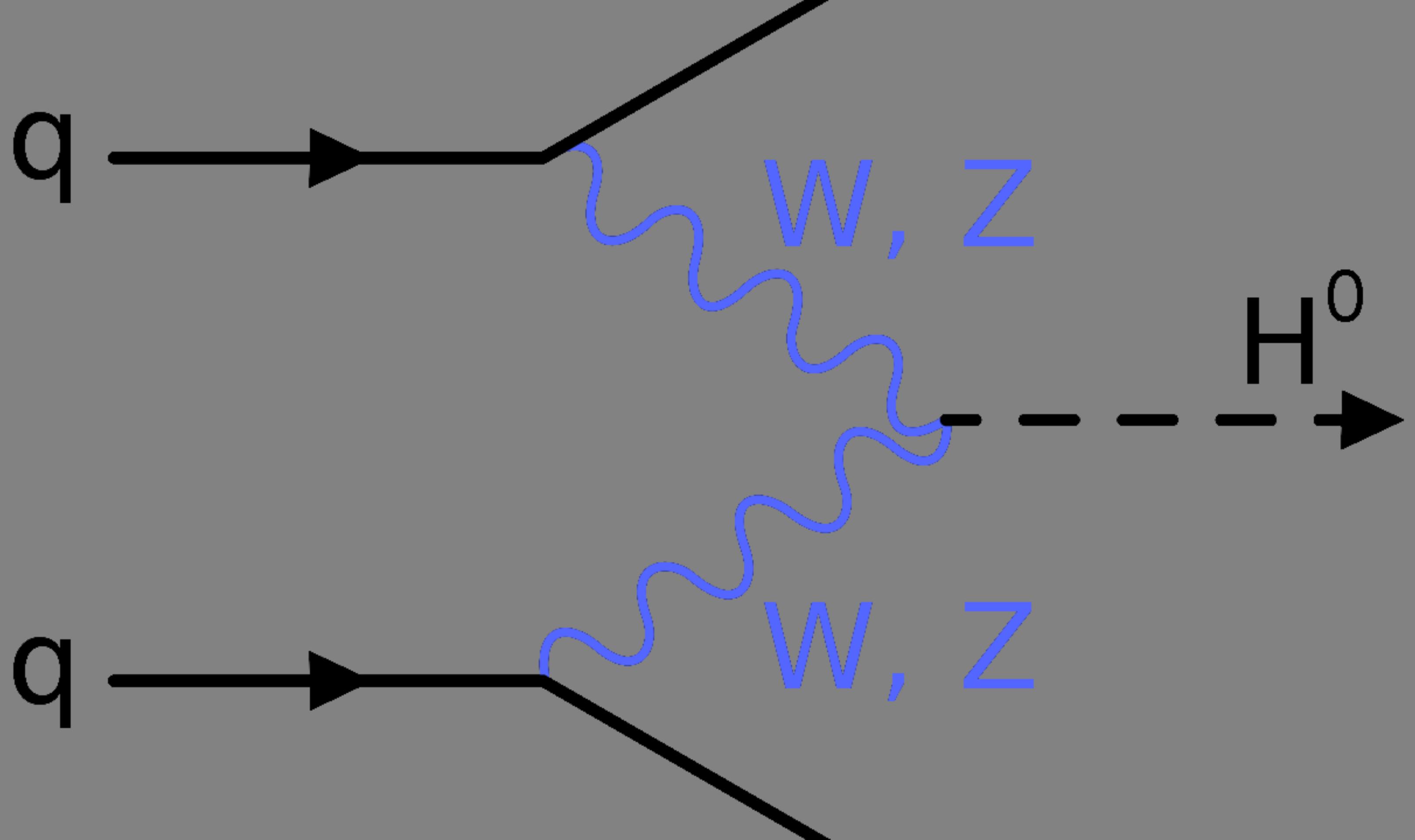
WHOAMI

- > RUBEN BERENGUEL (@BERENGUEL)
- > PHD IN MATHEMATICS
- > (BIG) DATA CONSULTANT
- > LEAD DATA ENGINEER USING SCALA, PYTHON AND GO
- > RIGHT NOW AT AFFECTV

TOOLS FOR
THINKING







Reihen Nr.	Gruppe I. — R ¹ O	Gruppe II. — R ² O	Gruppe III. — R ³ O ³	Gruppe IV. RH ⁴ R ⁴ O ¹	Gruppe V. RH ³ R ⁵ O ²	Gruppe VI. RH ² R ⁶ O ³	Gruppe VII. RH R ⁷ O ¹	Gruppe VIII. — R ⁸ O ⁴
1	II=1							
2	Li=7	Be=9,4	B=11	C=12	N=14	O=16	F=19	
3	Na=23	Mg=24	Al=27,3	Si=28	P=31	S=32	Cl=35,5	
4	K=39	Ca=40	—=44	Ti=48	V=51	Cr=52	Mn=65	Fe=56, Co=59, Ni=69, Cu=69.
5	(Cu=63)	Zn=65	—=68	—=72	As=75	Se=78	Br=80	
6	Rb=86	Sr=87	?Yt=88	Zr=90	Nb=94	Mo=96	—=100	Ru=104, Rh=104, Pd=106, Ag=108.
7	(Ag=108)	Cd=112	In=113	Sn=118	Sb=122	Te=125	J=127	
8	Cs=133	Ba=137	?Di=138	?Ce=140	—	—	—	— — — —
9	(—)	—	—	—	—	—	—	
10	—	—	?Er=178	?La=180	Ta=182	W=184	—	Os=195, Ir=197, Pt=198, Au=199.
11	(Au=199)	Hg=200	Tl=204	Pb=207	Bi=208	—	—	
12	—	—	—	Th=231	—	U=240	—	— — — —

BUT THERE ARE ALSO UNKNOWN
UNKNOWNNS - THE ONES WE DON'T KNOW
WE DON'T KNOW.

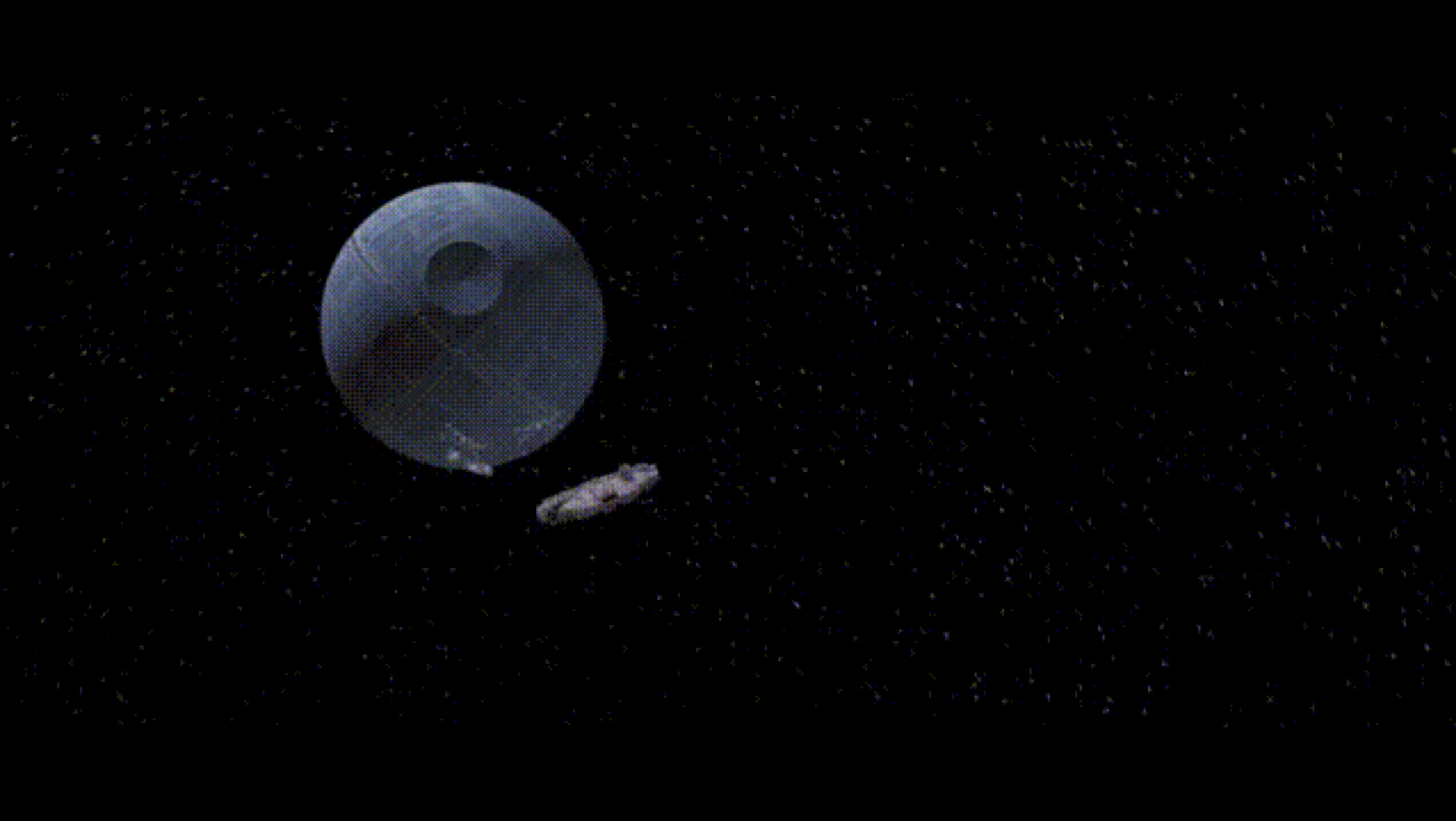
- DONALD RUMSFELD

WARDLEY MAPPING

WHAT HAPPENED
BETWEEN...



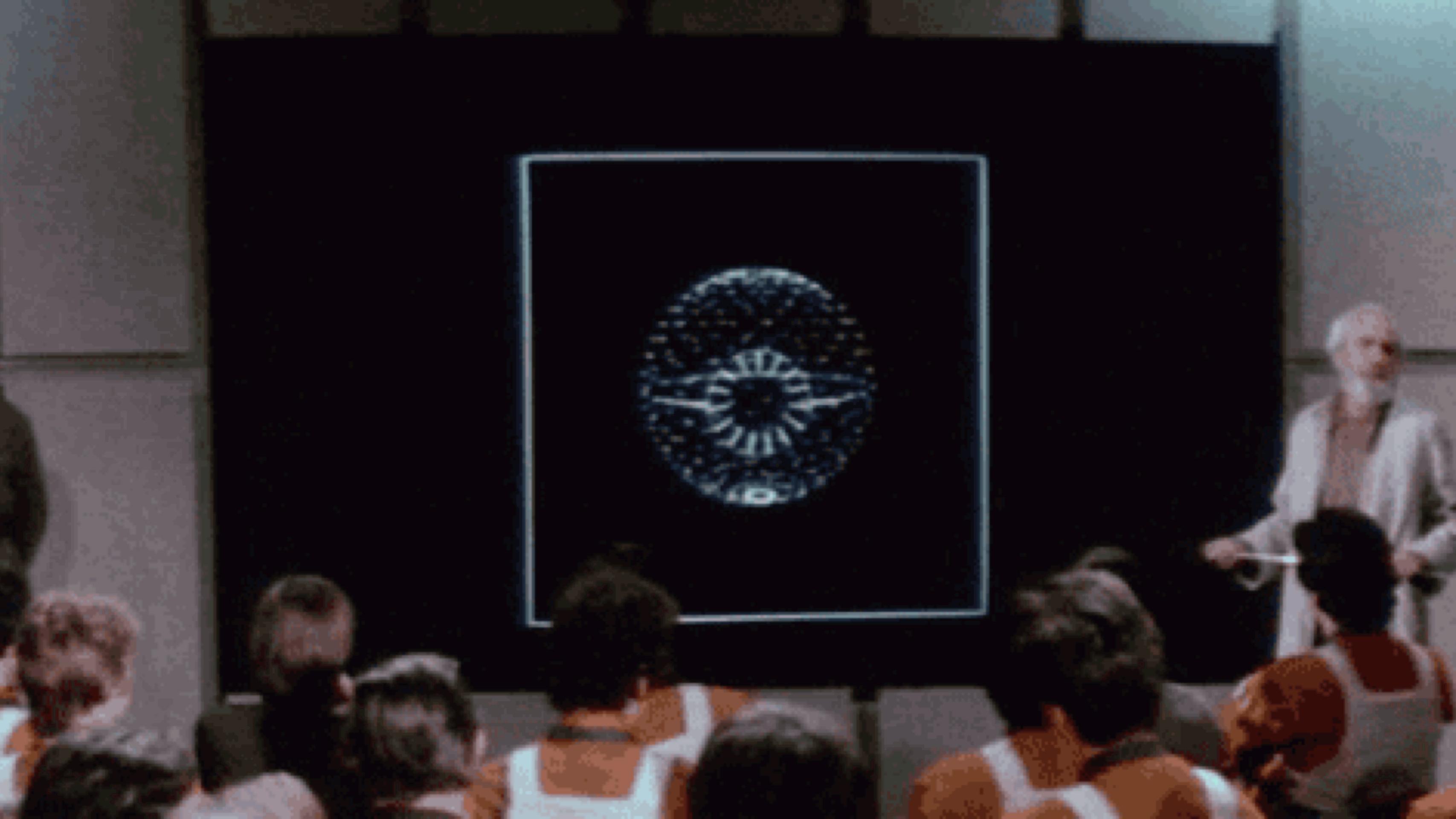
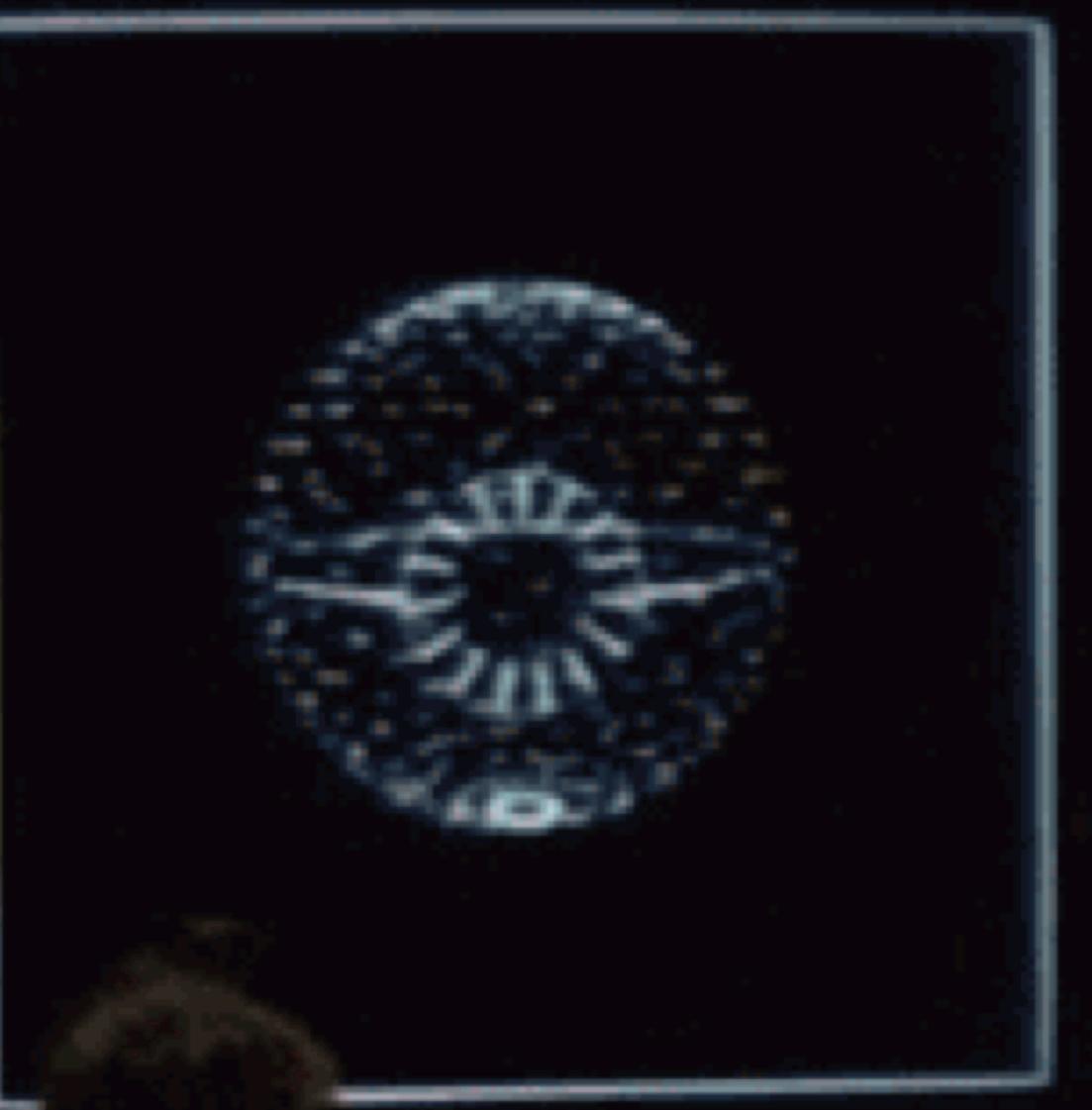
AND THIS



?1

¹ AND IT'S NOT THE FORCE

IT'S ACTUALLY THIS



HAVING A MAP

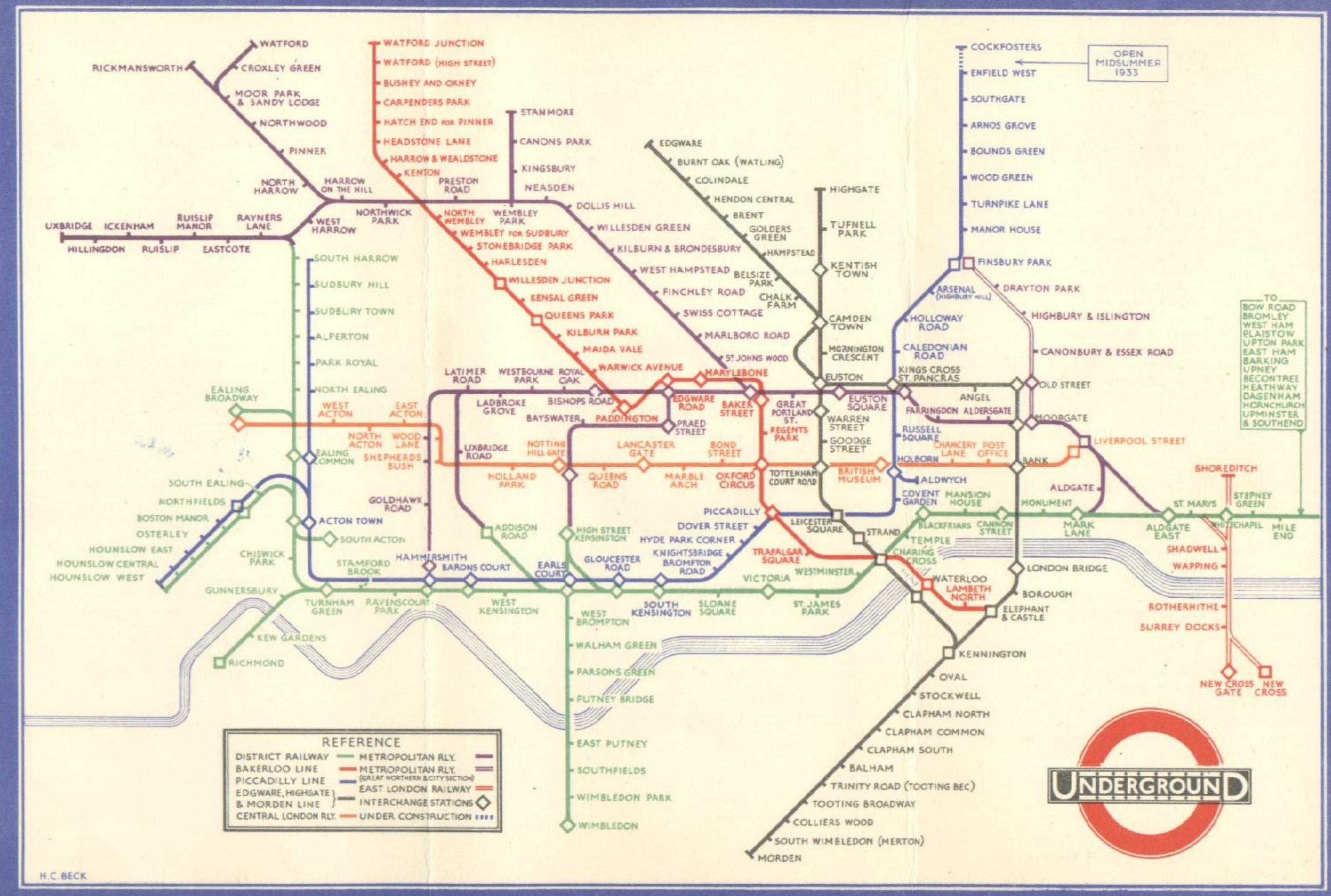
&

HAVING A PLAN

BUT WHAT WOULD HAVE HAPPENED IF
THE REBEL ALLIANCE WAS...

A BUSINESS?

AS A BUSINESS WE CAN
DO BETTER



Visibility

Genesis

Custom

Product

Commodity

Visibility

User

Genesis

Custom

Product

Commodity

Visibility

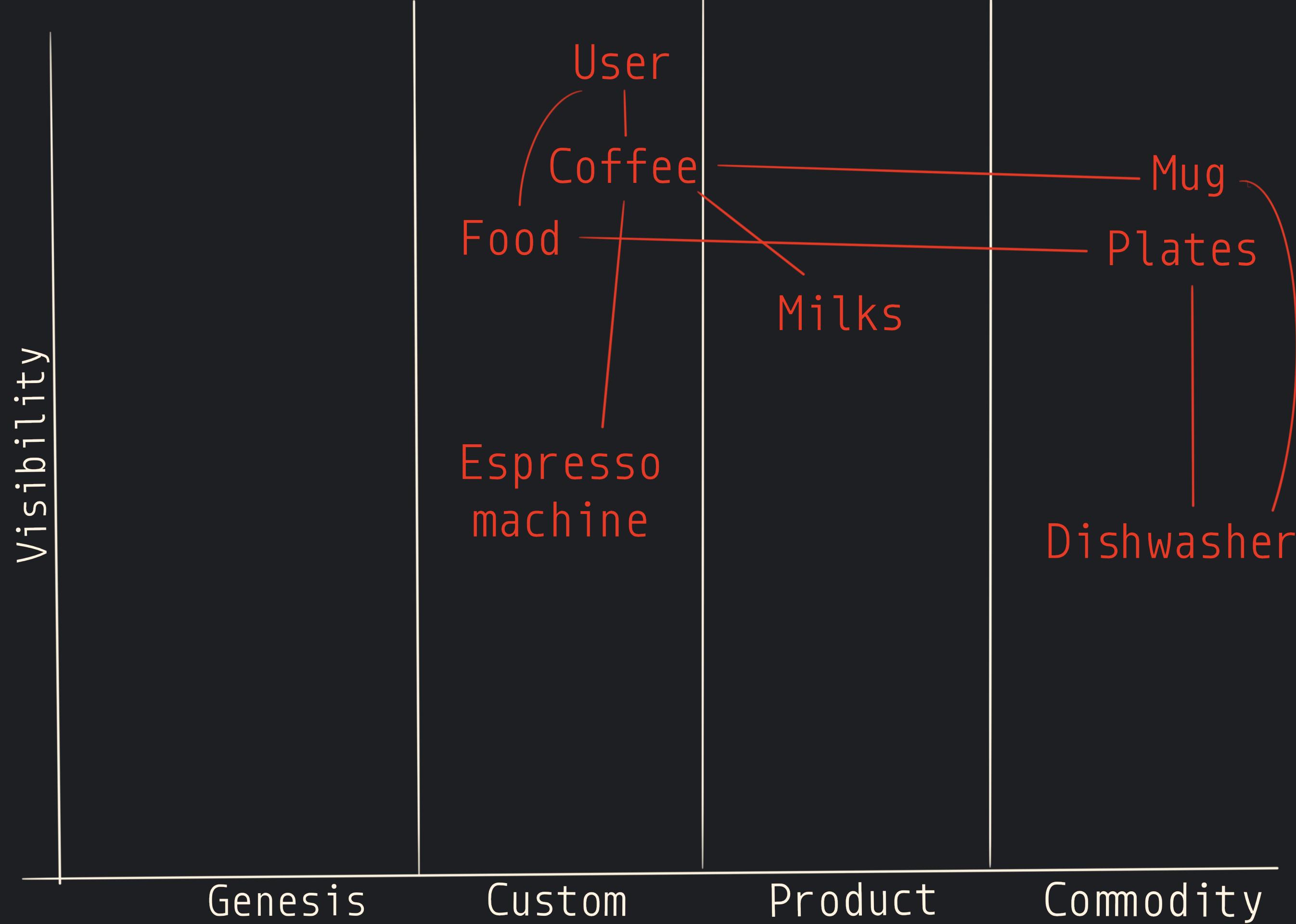
User
|
Coffee
Food

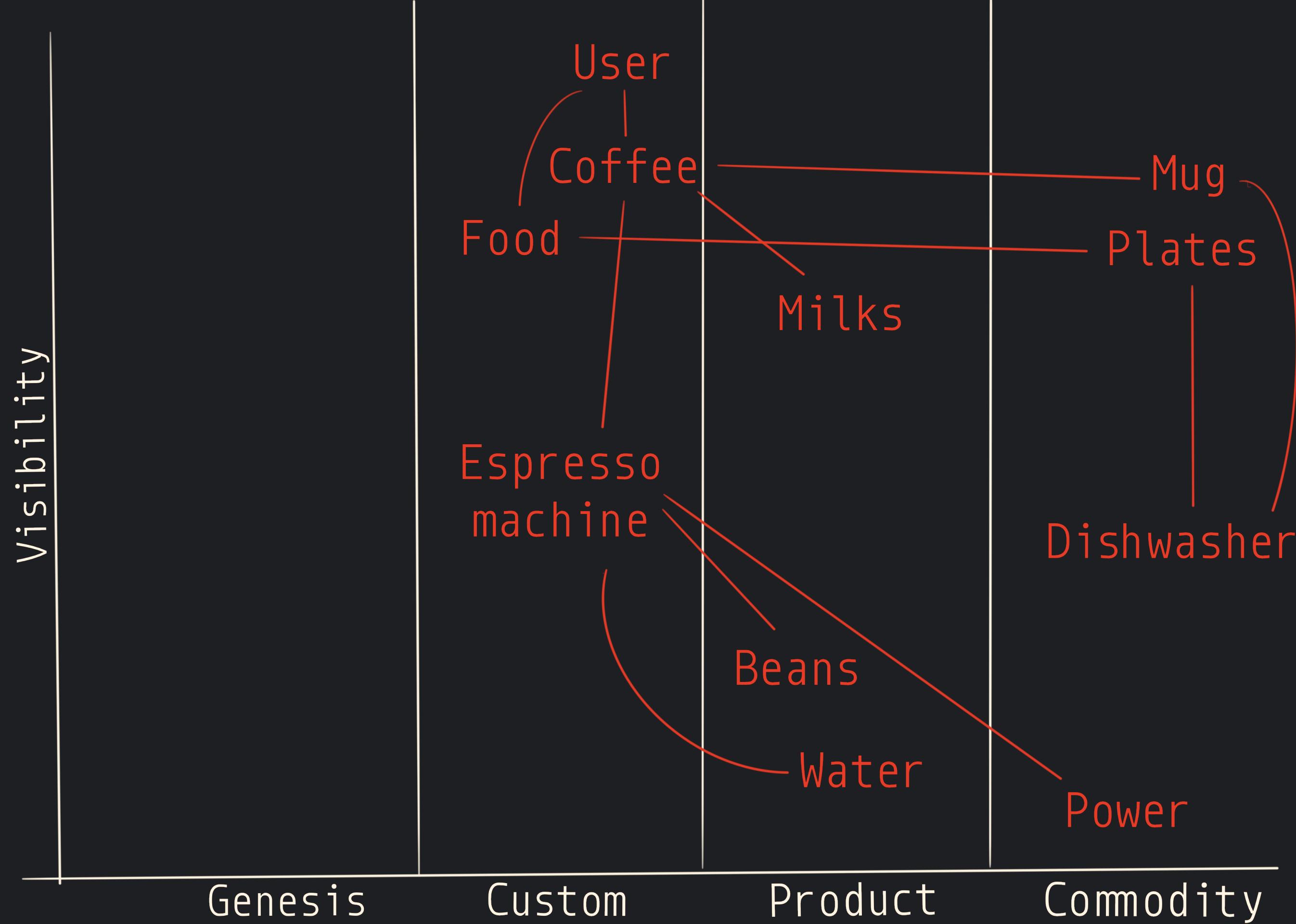
Genesis

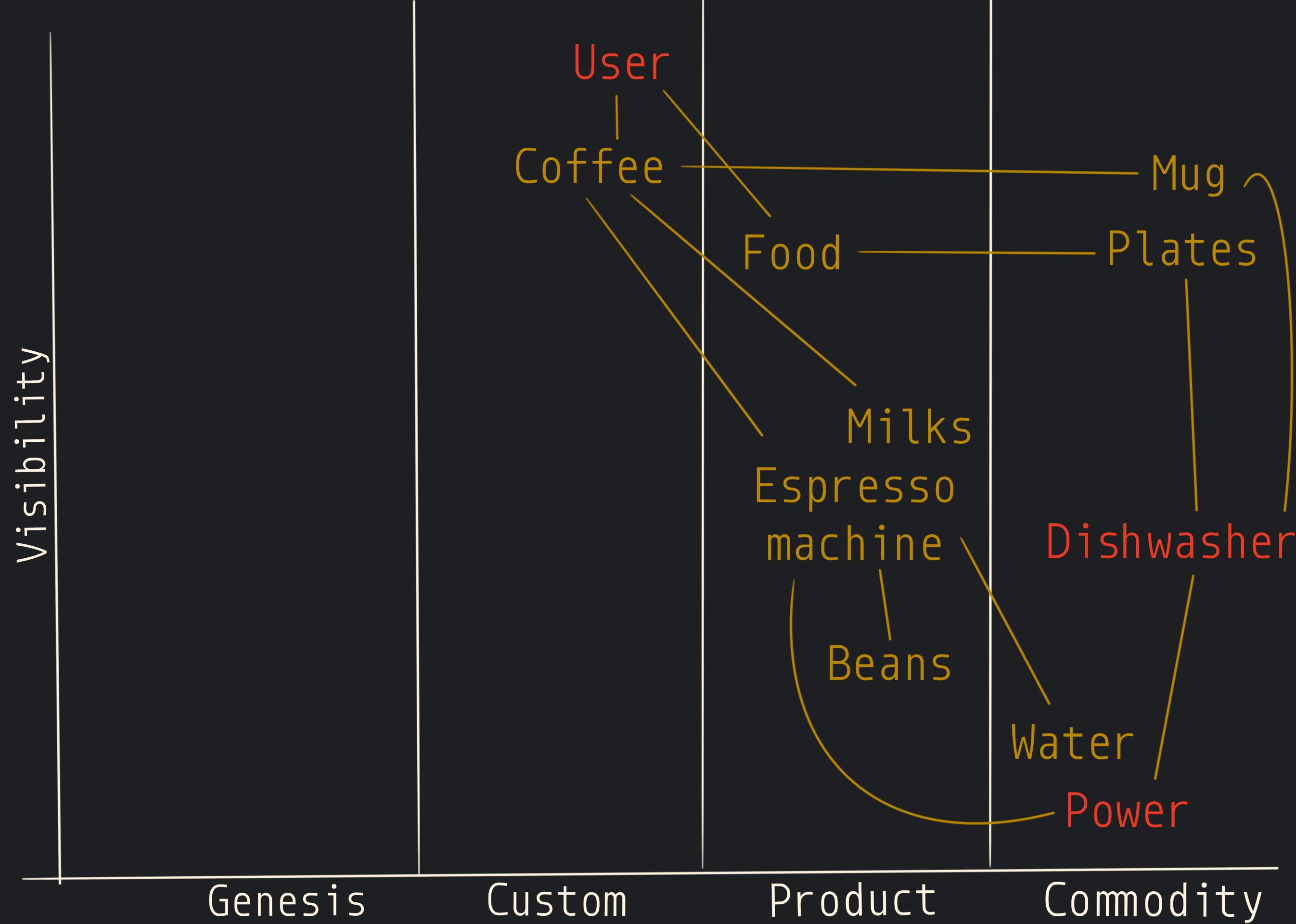
Custom

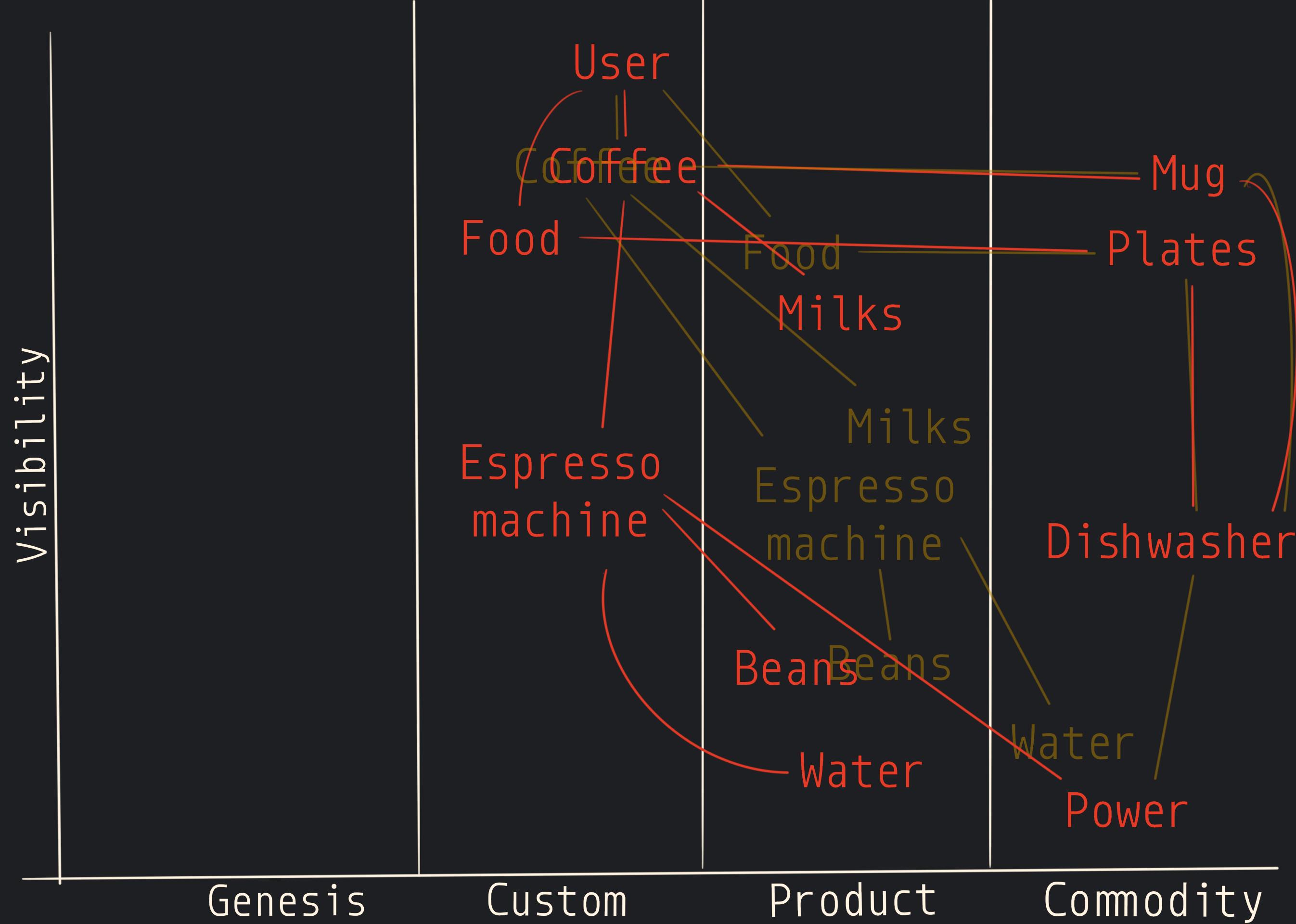
Product

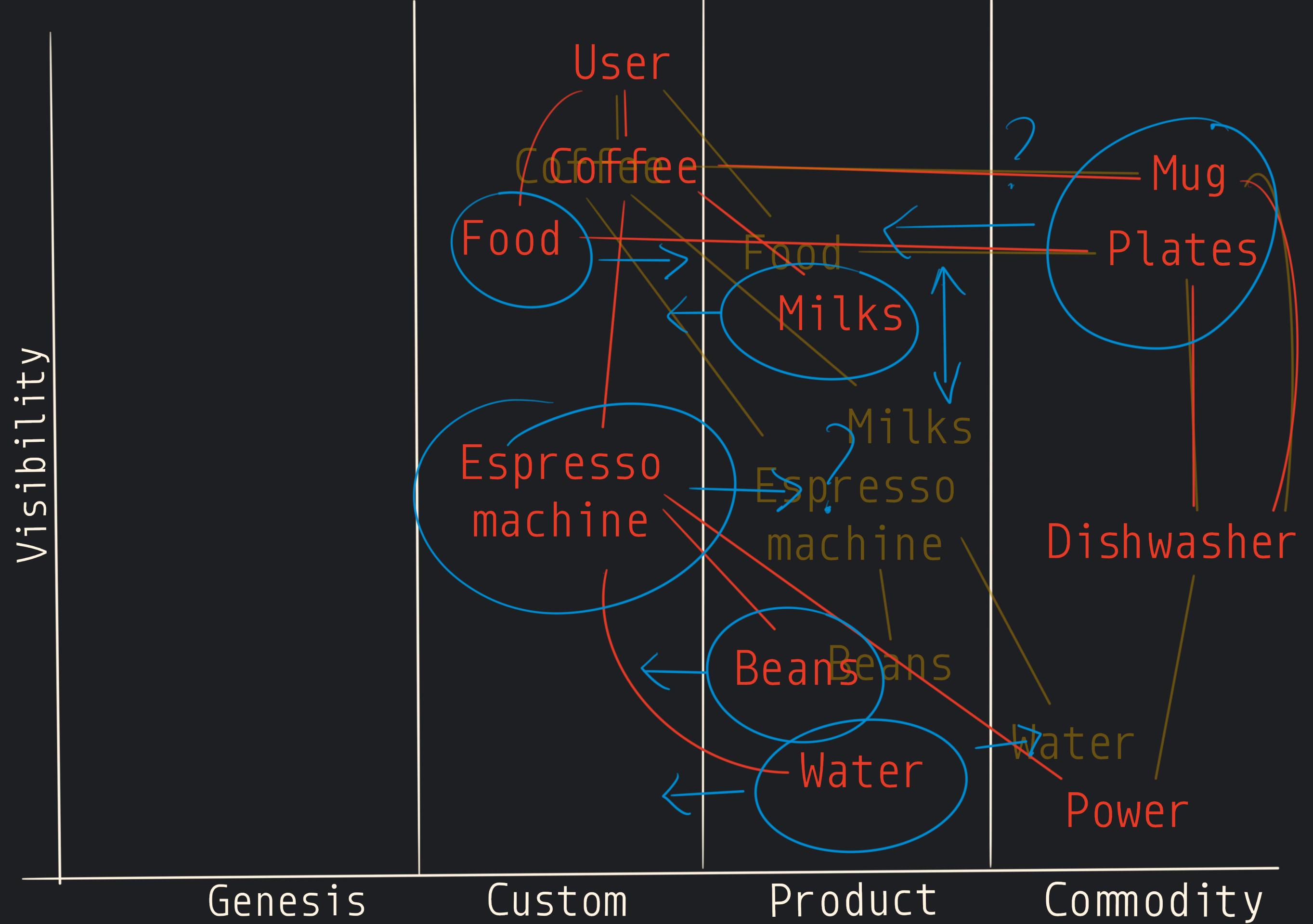
Commodity



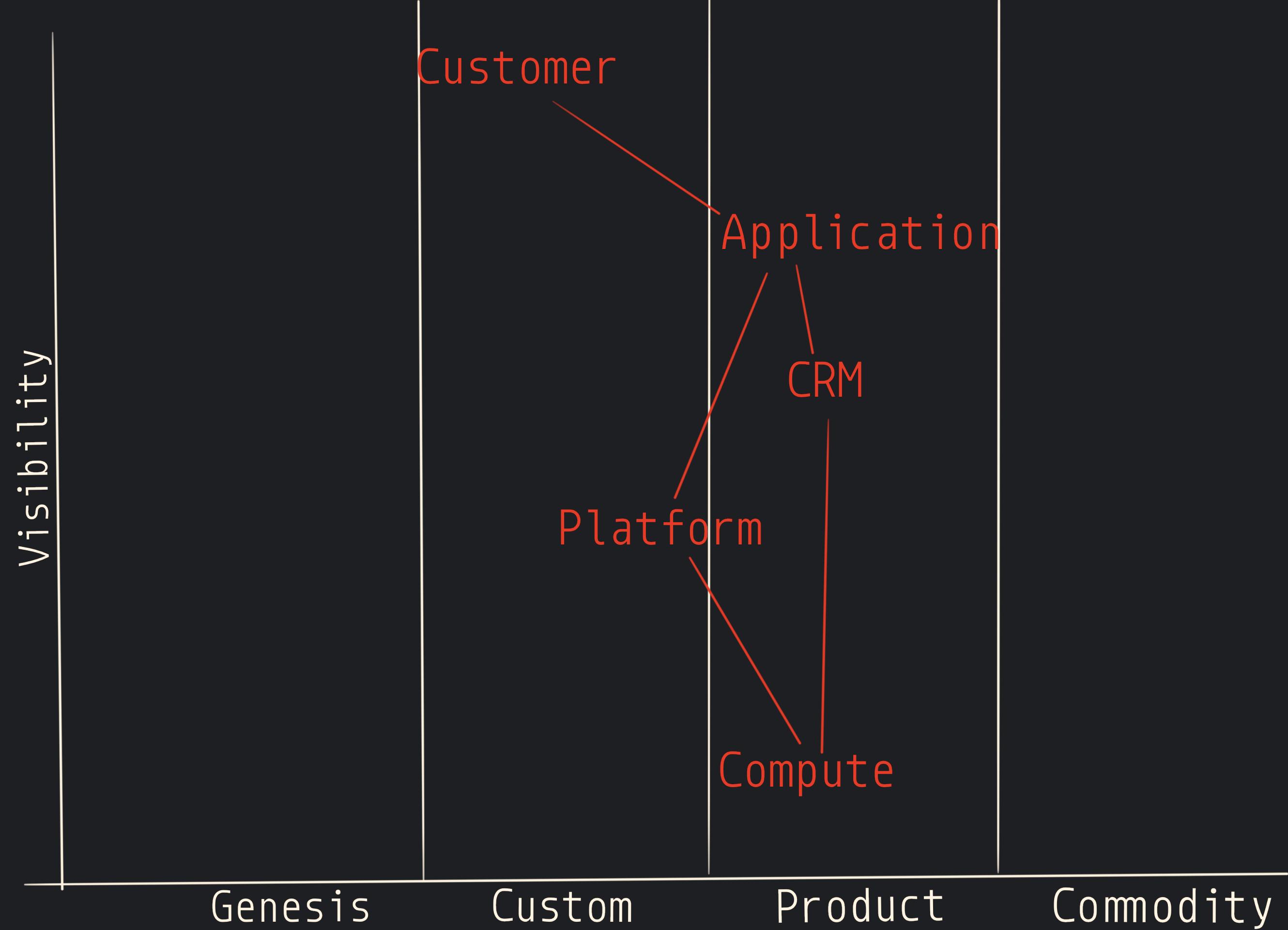


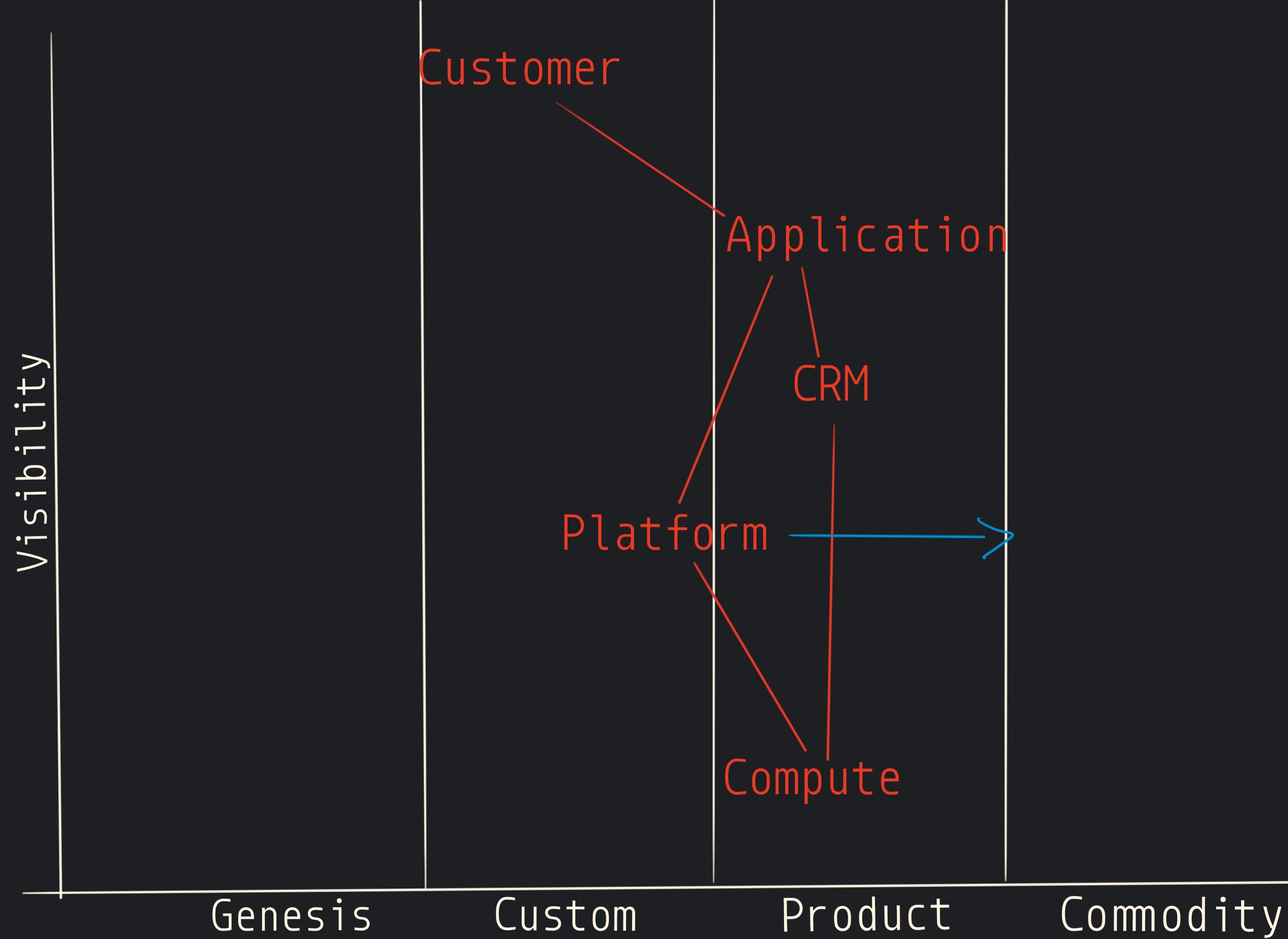


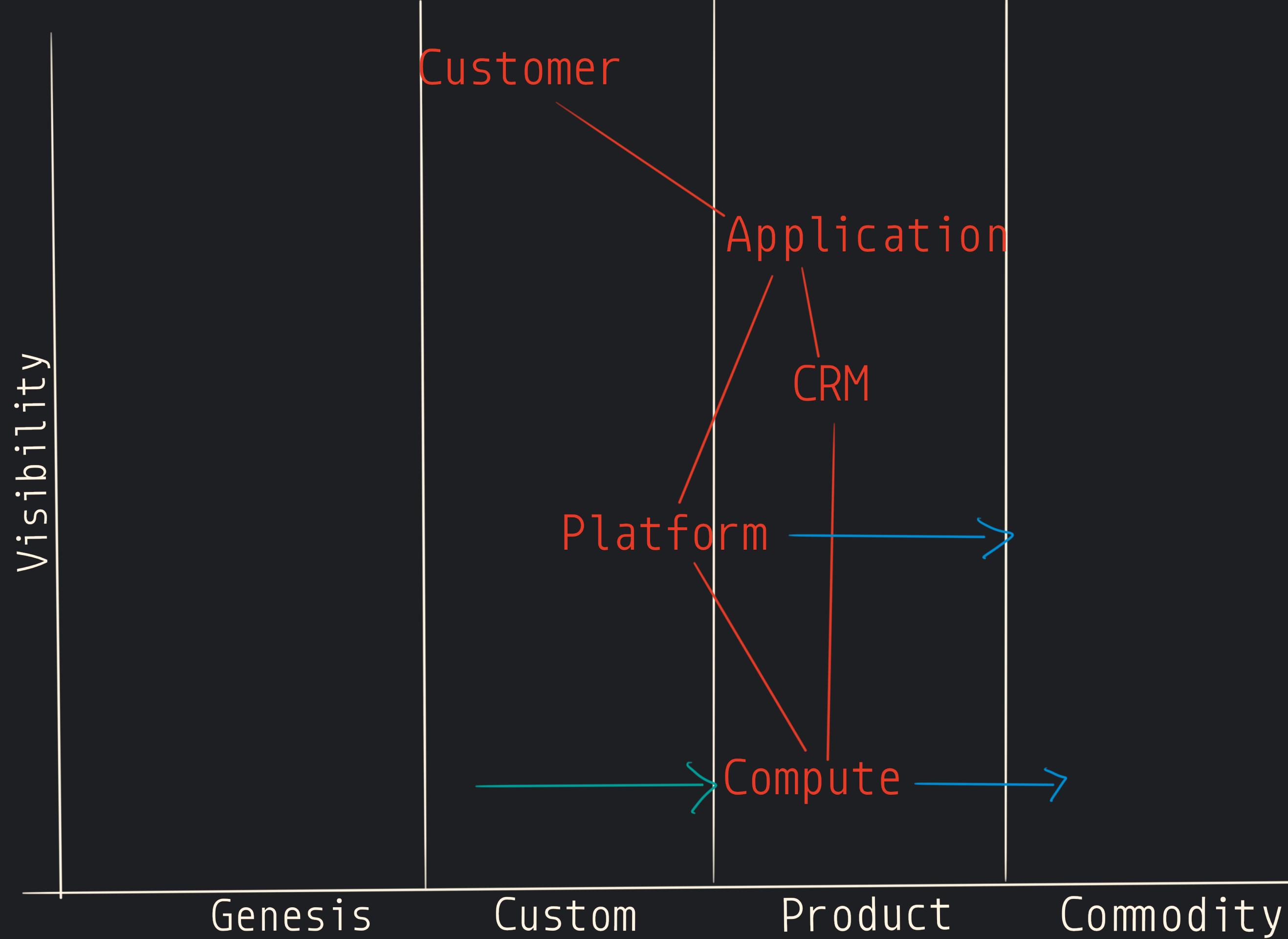




THERE'S MORE







CLIMATIC PATTERNS

OR. HOW'S THE WEATHER IN YOUR BUSINESS LANDSCAPE?

- › EVERYTHING EVOLVES THROUGH SUPPLY AND DEMAND COMPETITION
- › EVOLUTION CONSISTS OF MULTIPLE WAVES OF DIFFUSION WITH MANY CHASMS
 - › YOU CANNOT MEASURE EVOLUTION OVER TIME OR ADOPTION
 - › THE LESS EVOLVED SOMETHING IS THEN THE MORE UNCERTAIN IT IS
 - › NO CHOICE OVER EVOLUTION
 - › COMMODITISATION DOES NOT EQUAL CENTRALISATION
 - › CHARACTERISTICS CHANGE AS COMPONENTS EVOLVE
 - › NO SINGLE METHOD FITS ALL
 - › COMPONENTS CAN CO-EVOLVE
 - › EFFICIENCY ENABLES INNOVATION
 - › HIGHER ORDER SYSTEMS CREATE NEW SOURCES OF VALUE
- › FUTURE VALUE IS INVERSELY PROPORTIONAL TO THE CERTAINTY WE HAVE OVER IT
 - › EFFICIENCY DOES NOT MEAN A REDUCED SPEND
- › EVOLUTION TO HIGHER ORDER SYSTEMS RESULTS IN INCREASING ENERGY CONSUMPTION
 - › CAPITAL FLOWS TO NEW AREAS OF VALUE
- › EVOLUTION OF COMMUNICATION CAN INCREASE THE SPEED OF EVOLUTION OVERALL
 - › CHANGE IS NOT ALWAYS LINEAR
- › SHIFTS FROM PRODUCT TO UTILITY TEND TO DEMONSTRATE A PUNCTUATED EQUILIBRIUM
 - › SUCCESS BREEDS INERTIA
 - › INERTIA INCREASES THE MORE SUCCESSFUL THE PAST MODEL IS
 - › INERTIA CAN KILL AN ORGANISATION
 - › CREATIVE (FAST) DESTRUCTION
 - › COMPETITORS ACTIONS WILL CHANGE THE GAME
- › MOST COMPETITORS HAVE POOR SITUATIONAL AWARENESS
 - › ECONOMY HAS CYCLES

DOCTRINE

- BE TRANSPARENT
- FOCUS ON HIGH SITUATIONAL AWARENESS
 - USE A COMMON LANGUAGE
 - CHALLENGE ASSUMPTIONS
 - KNOW YOUR USERS
 - FOCUS ON USER NEEDS
- THINK FAST, INEXPENSIVE, ELEGANT AND RESTRAINED (FIRE)
 - BE PRAGMATIC
 - REMOVE BIAS AND DUPLICATION
 - USE APPROPRIATE METHODS AND TOOLS
 - FOCUS ON THE OUTCOME NOT A CONTRACT
 - USE STANDARDS WHERE APPROPRIATE
 - OPTIMISE FLOW
 - EFFECTIVENESS OVER EFFICIENCY
 - MANAGE INERTIA
 - MANAGE FAILURE
 - THINK SMALL
 - DISTRIBUTE POWER AND DECISION MAKING
 - PROVIDE PURPOSE, MASTERY & AUTONOMY
 - THINK APTITUDE AND ATTITUDE
 - THERE IS NO ONE CULTURE
 - SEEK THE BEST
 - DESIGN FOR CONSTANT EVOLUTION
 - USE A SYSTEMATIC MECHANISM OF LEARNING
- A BIAS TOWARDS ACTION (DO NOT ATTEMPT TO CREATE THE PERFECT MAP)
 - LISTEN TO YOUR ECOSYSTEMS
 - A BIAS TOWARDS THE NEW
 - BE THE OWNER
 - STRATEGY IS ITERATIVE NOT LINEAR
 - DO BETTER WITH LESS
 - SET EXCEPTIONAL STANDARDS
 - STRATEGY IS COMPLEX
 - COMMIT TO THE DIRECTION, BE ADAPTIVE ALONG THE PATH
 - MOVE FAST
 - THERE IS NO CORE
 - EXPLOIT THE LANDSCAPE
 - THINK BIG
 - BE HUMBLE

A pickaxe is stuck vertically into the ground in a field of tall, dry grass and patches of white snow. The background shows a range of mountains under a dark, cloudy sky.

PICK YOUR OWN
AXES

Learning complexity

(-)

Size of (potential) market

(+)

Python →

Learning complexity

(-)

Size of (potential) market

(+)

Go →

Python →

Learning complexity

(-)

Size of (potential) market

(+)

Rust →

Go →

Python →

Learning complexity

(-)

Size of (potential) market

(+)

←Scala

Rust →

Go →

Python →

Learning complexity

Haskell→

←Scala

Rust→

Go→

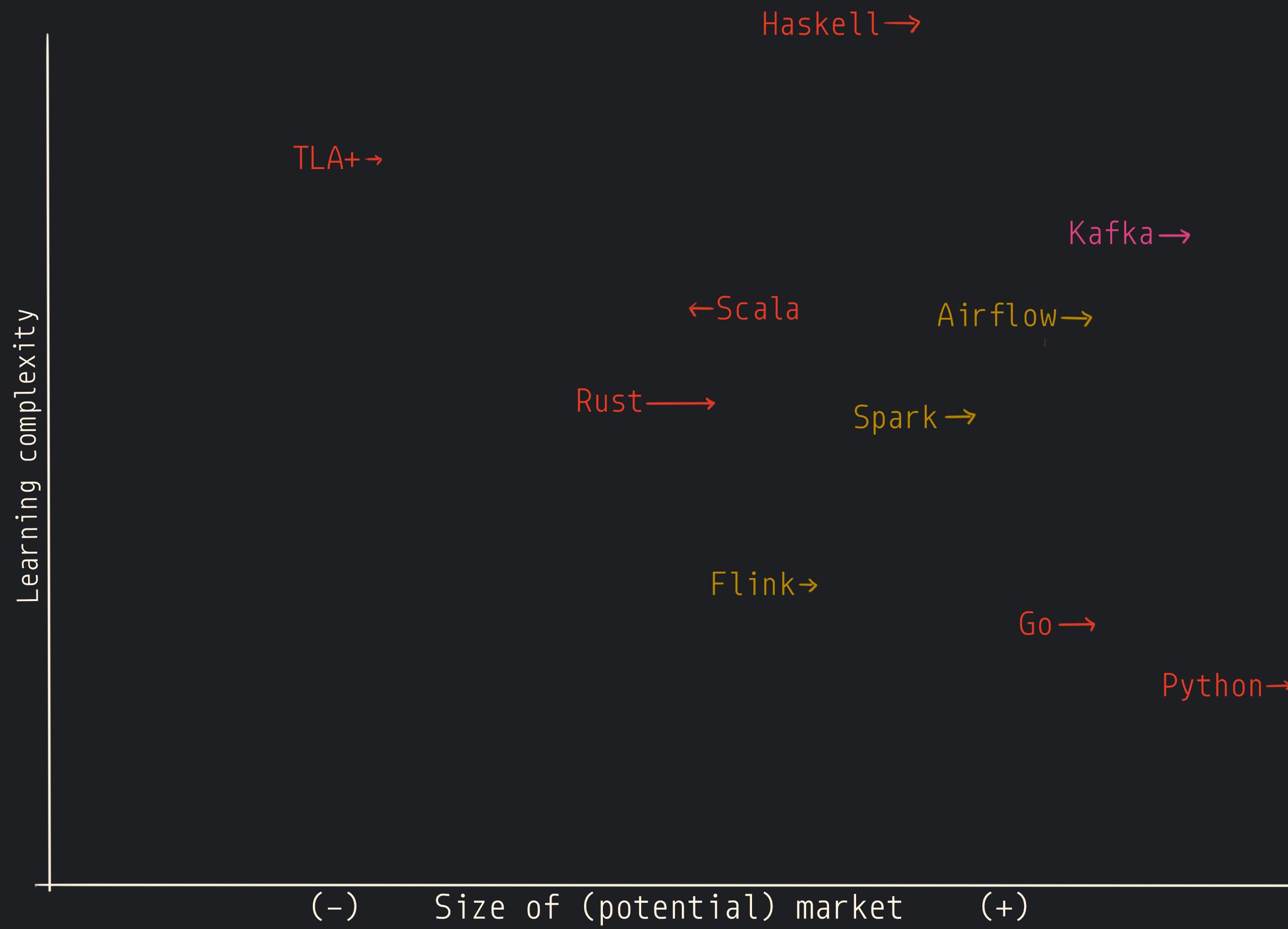
Python→

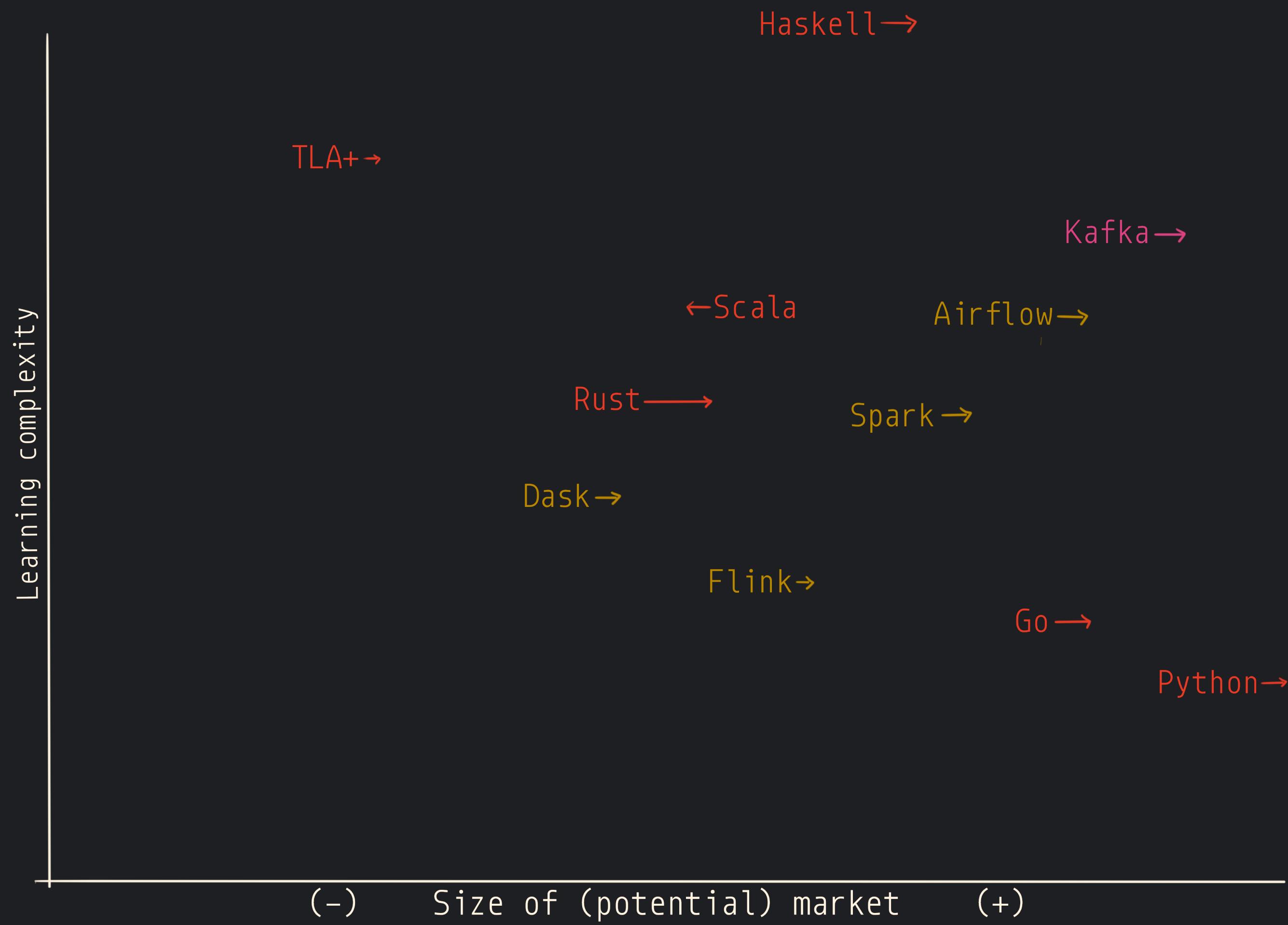
(-)

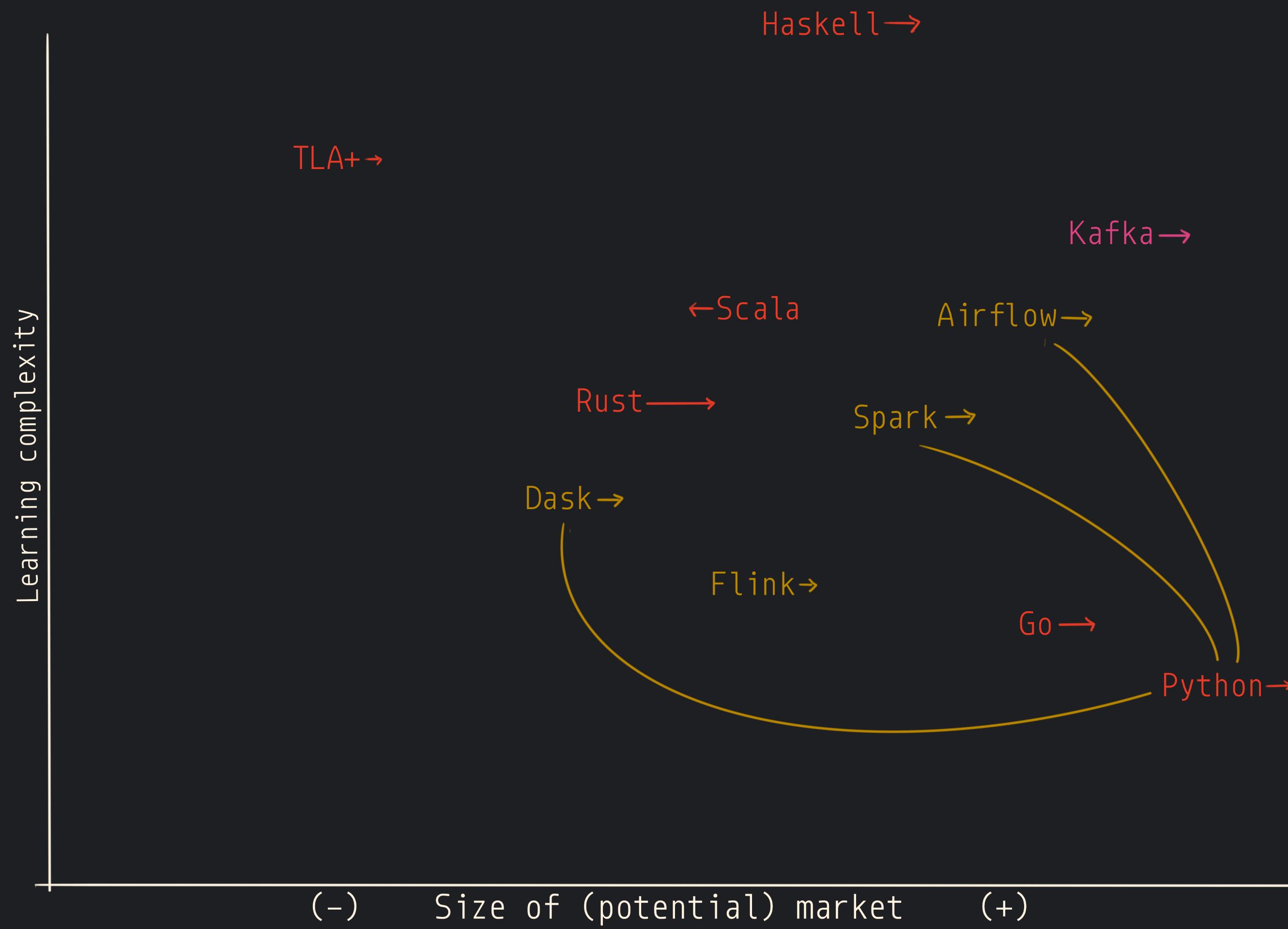
Size of (potential) market

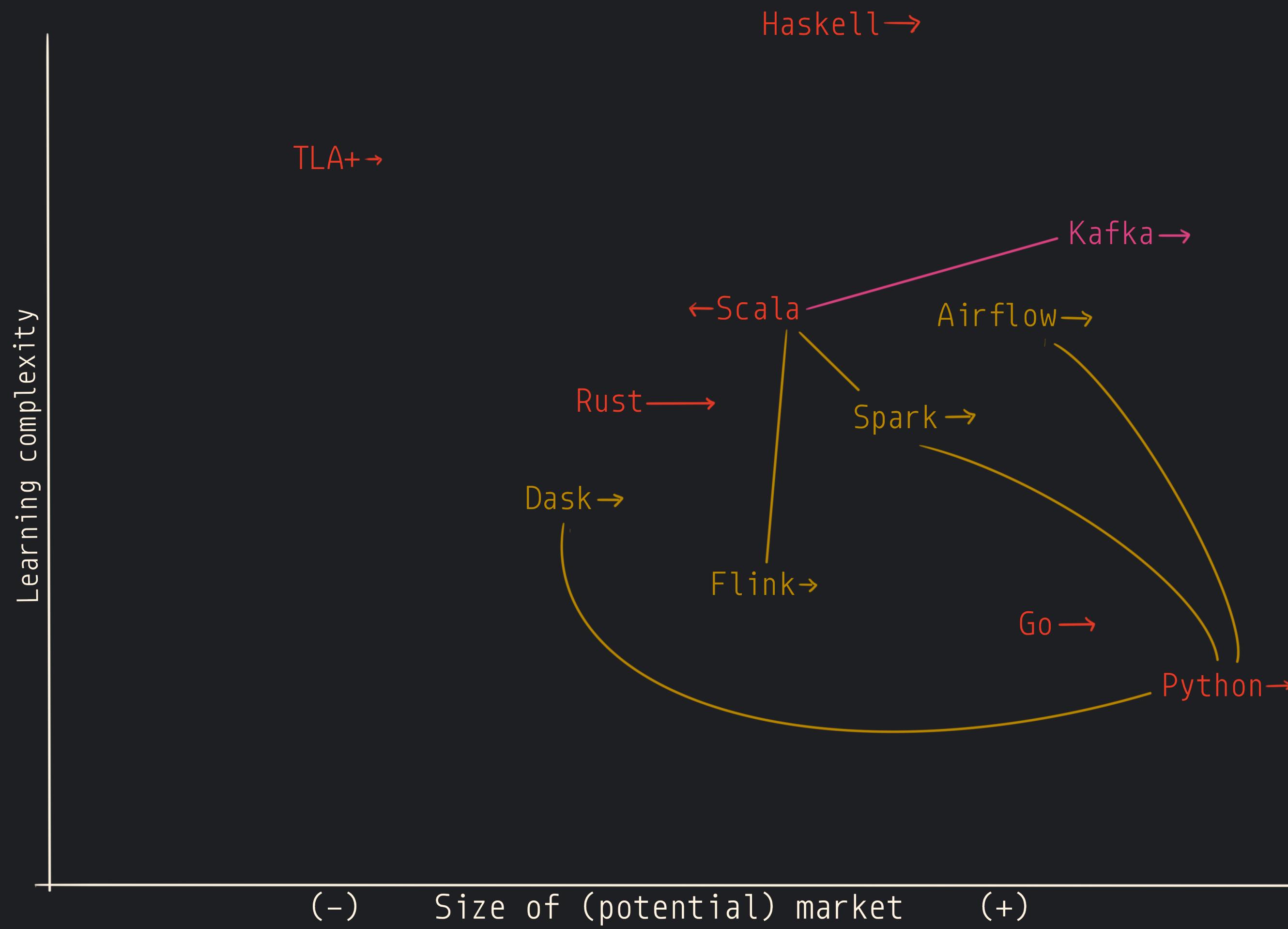
(+)











Effort to mastery

Immediate Utility

Hobbies

Ukulele

Effort to mastery

Hobbies

Immediate Utility

Effort to mastery

Immediate Utility

Math
stuff

Hobbies

Math
stuff

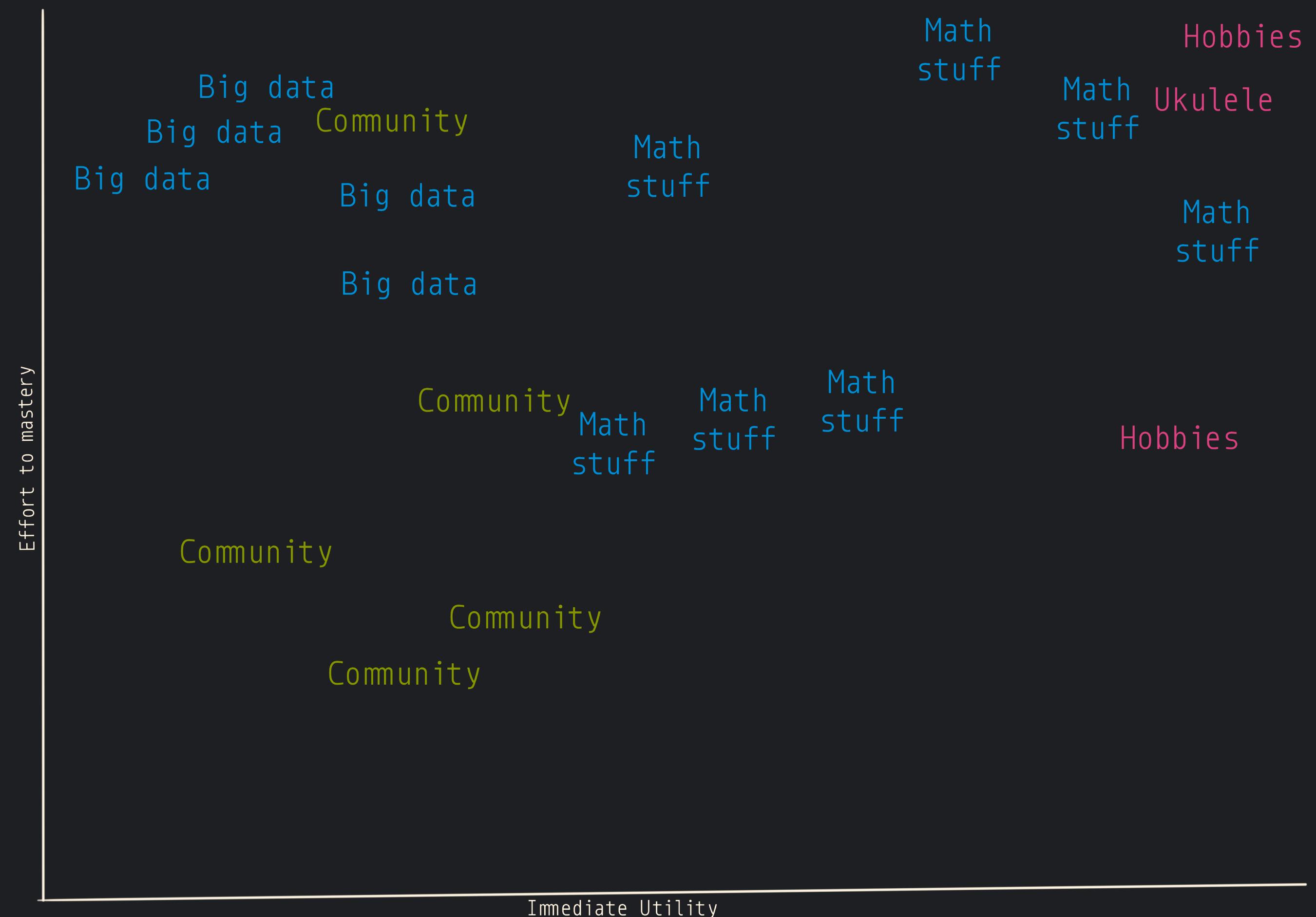
Math
stuff

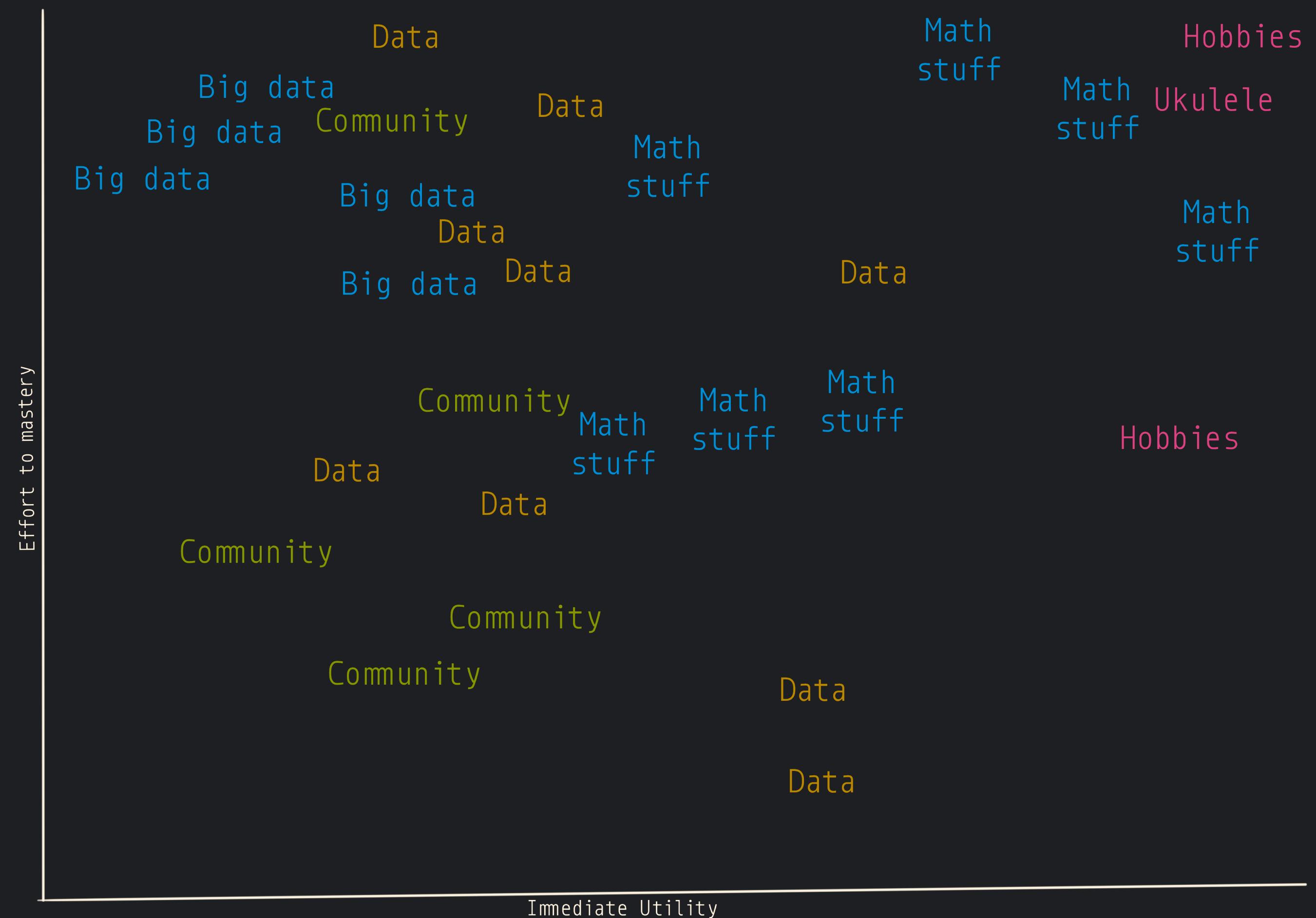
Hobbies

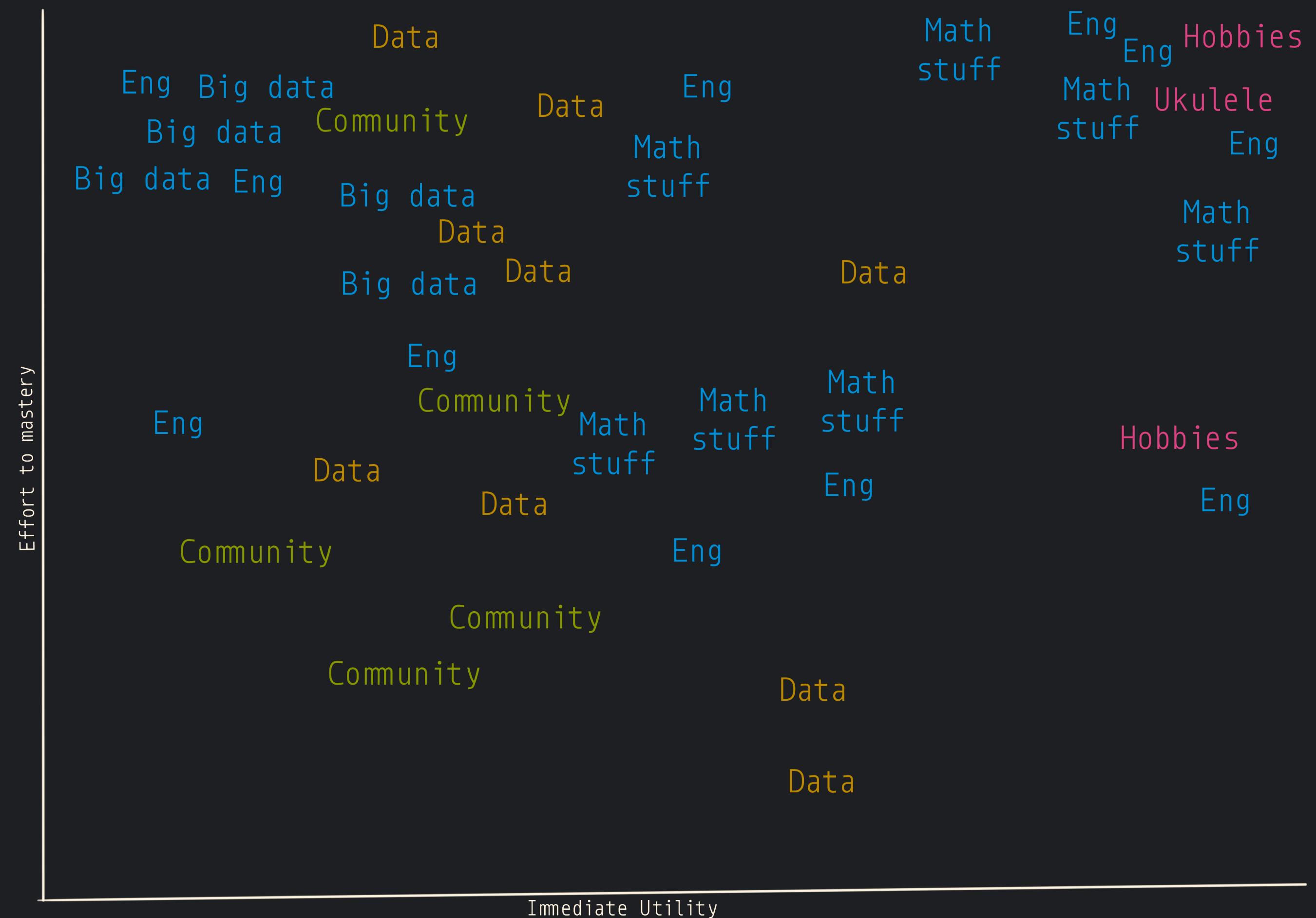
Math
stuff

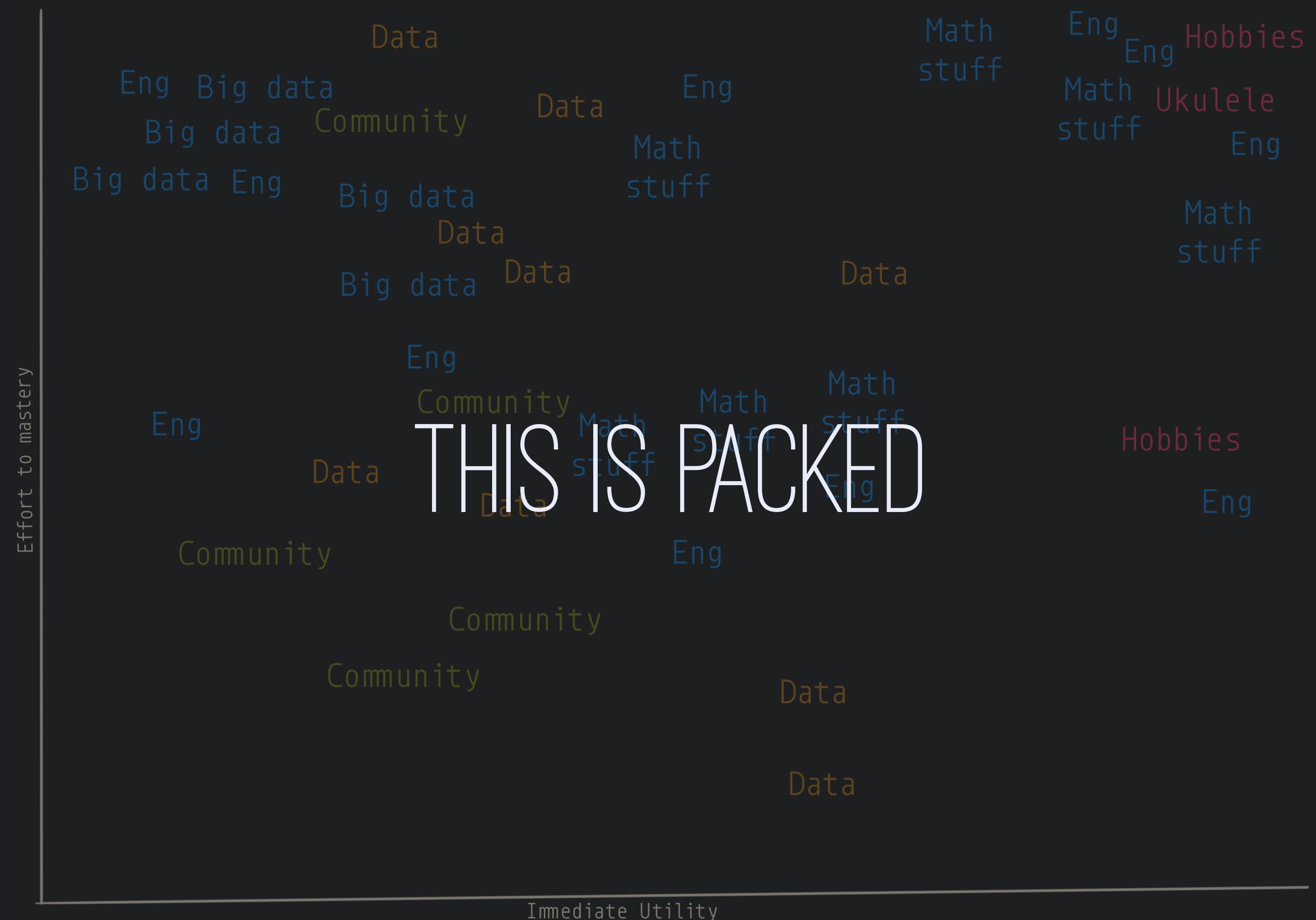
Effort to mastery

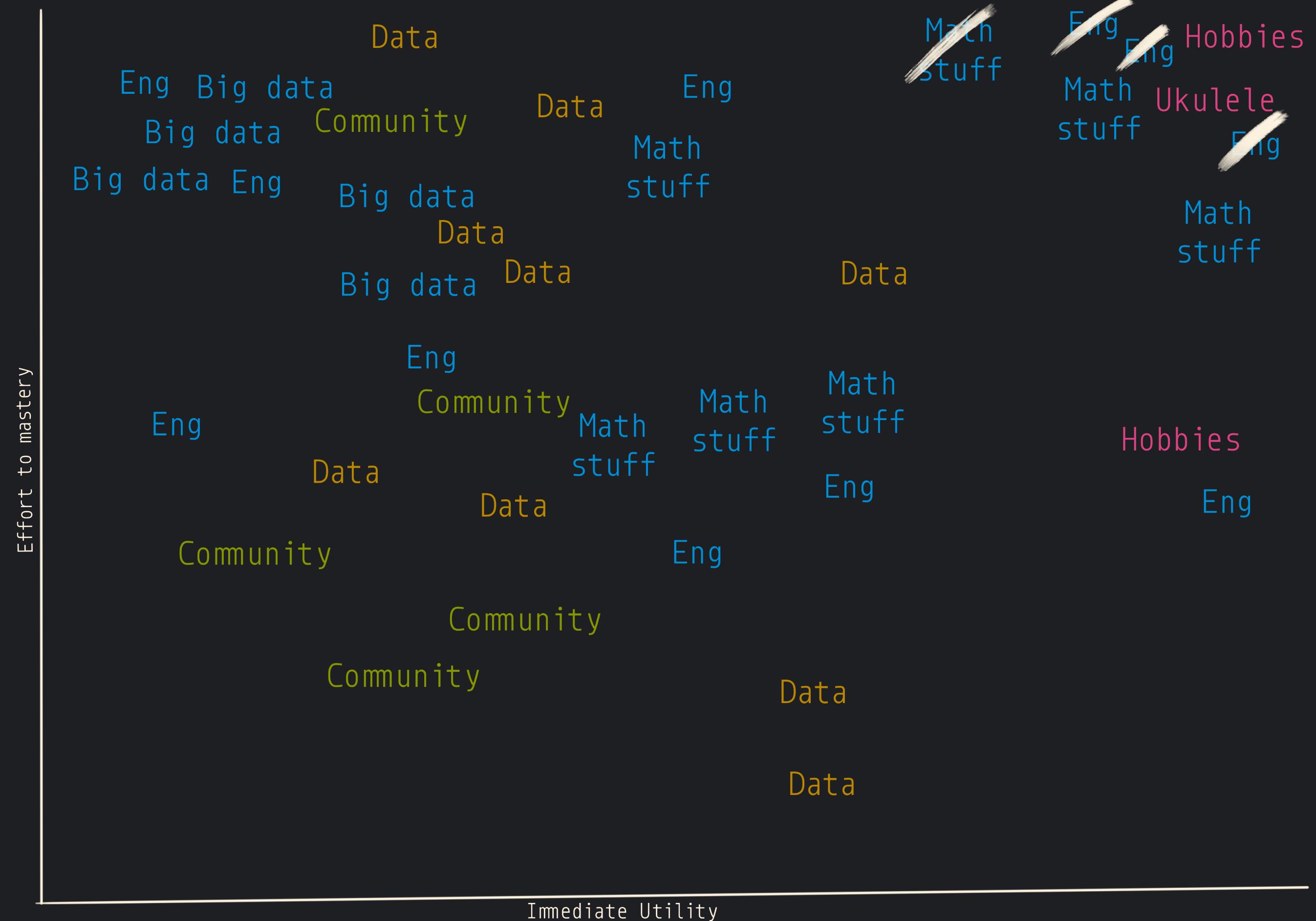


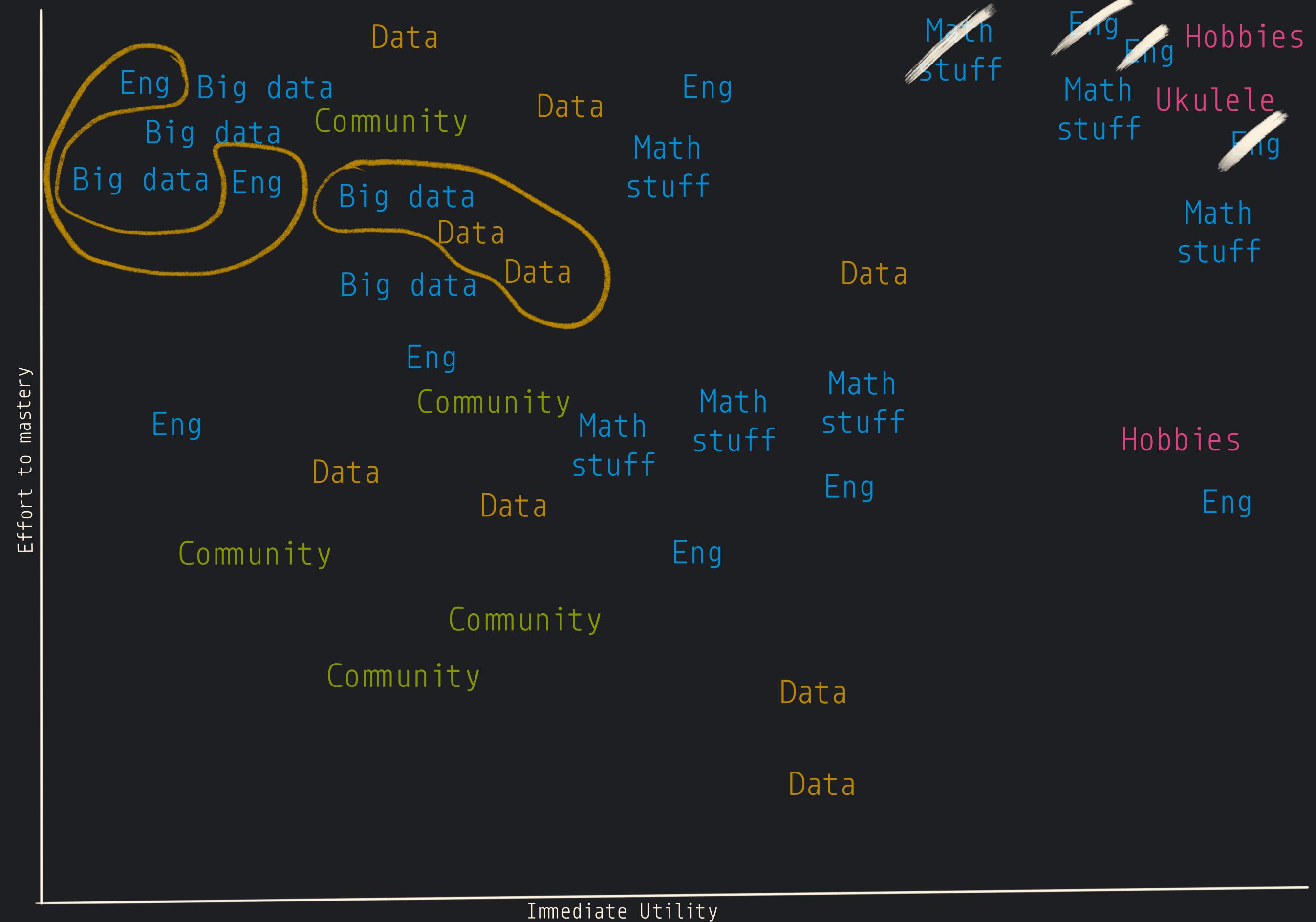


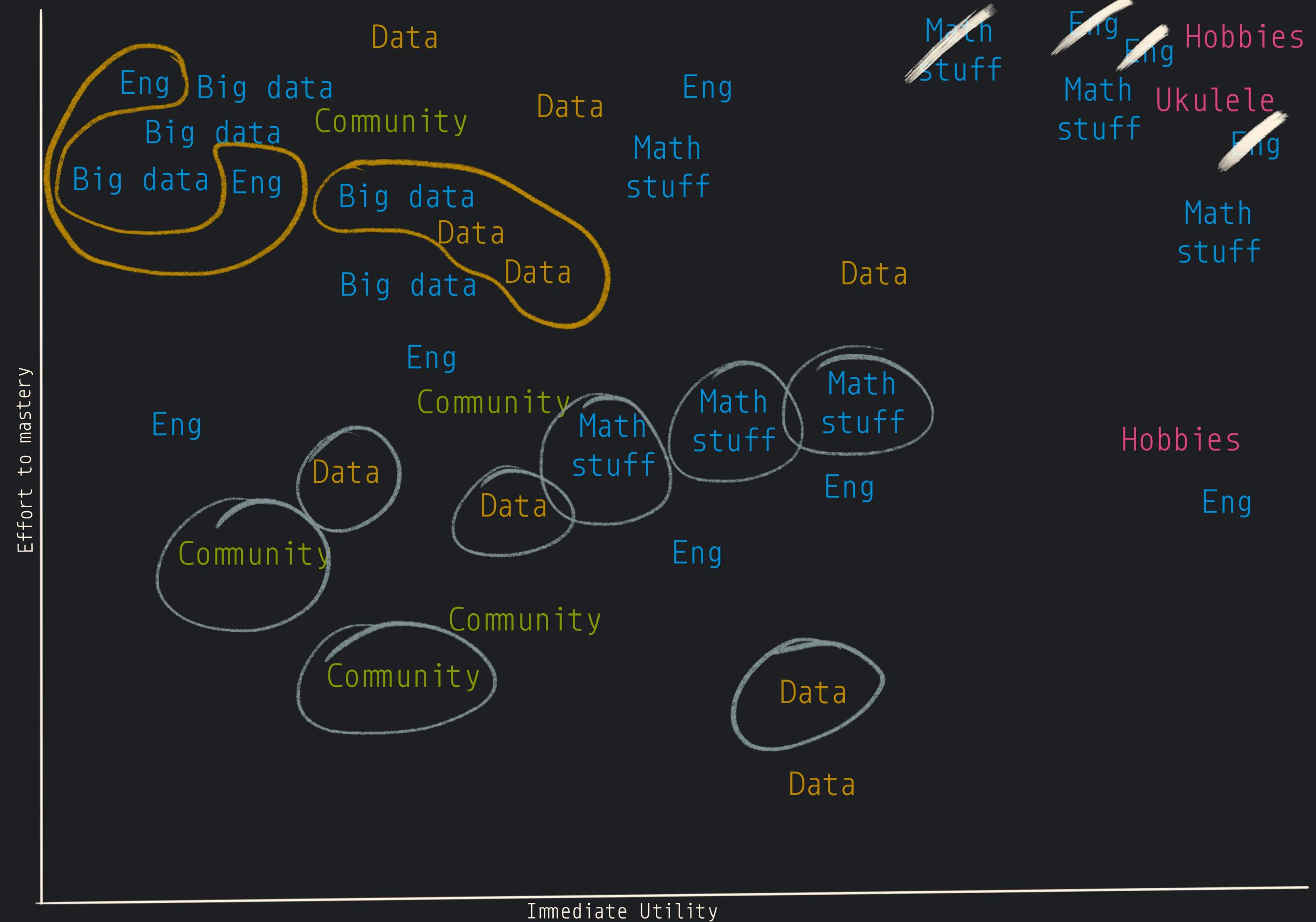












SUMMARY

SUMMARY

- > THERE IS MORE TO PLANNING THAN GANTT CHARTS

SUMMARY

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- > YOU DON'T NEED TO BE A BUSINESS TO PLAN LIKE ONE

SUMMARY

- > THERE IS MORE TO PLANNING THAN GANTT CHARTS
- > YOU DON'T NEED TO BE A BUSINESS TO PLAN LIKE ONE
- > YOU JUST NEED TO HAVE A PROBLEM, A PIECE OF PAPER AND SOMETHING TO WRITE WITH

SOME RESOURCES AND REFERENCES

- > **S. WARDLEY.** WARDLEY MAPPING ONLINE BOOK
- > **M. NIELSEN.** THOUGHT AS A TECHNOLOGY
- > **D. MEADOWS.** THINKING IN SYSTEMS
- > **E. TUFTÉ.** ENVISIONING INFORMATION
- > **M. LIMA.** VISUAL COMPLEXITY: MAPPING PATTERNS OF INFORMATION
- > **K. IVERSON.** NOTATION AS A TOOL FOR THOUGHT

QUESTIONS?



THANKS!

GET THE SLIDES FROM MY GITHUB:

github.com/rberenguel/

THE REPOSITORY IS

mapping



FURTHER REFERENCES

- › S. WARDLEY. PLAYING CHESS WITH COMPANIES (OSCON 2017. ON SAFARI BOOKS ONLINE)
- › S. WARDLEY. CROSSING THE RIVER BY FEELING THE STONES
- › G. ADZIC. SKIP THE FIRST THREE MONTHS OF DEVELOPMENT FOR YOUR NEXT APP

EOF