

DOCTRINE OR DOGMA?

Challenge Your Assumptions in a Friendly Way!

#MapCamp Germany
July 29, 2020

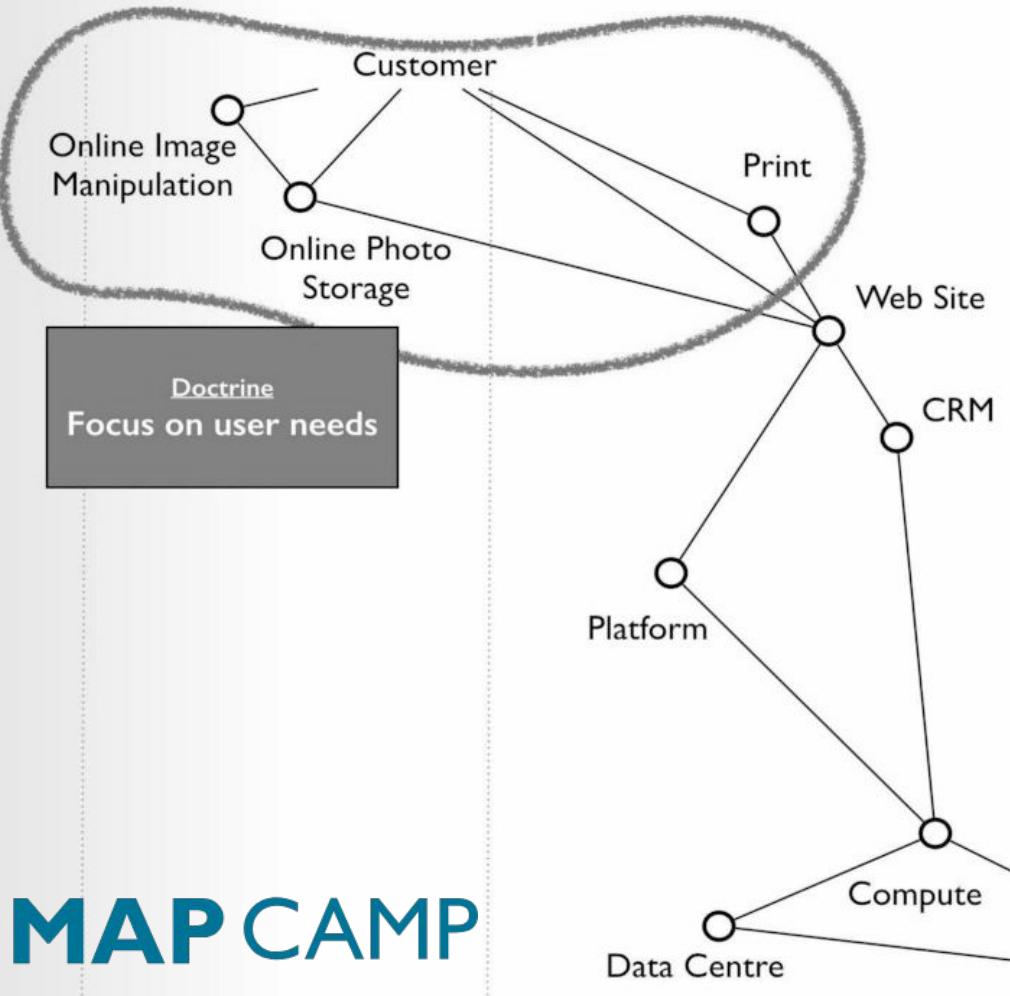
@erik_schon
Managing Director
Erlang Solutions Nordics



MAP CAMP

July 2020, Germany

Uncharted





**“You gotta challenge all assumptions.
If you don't, what is doctrine on day one
becomes dogma forever after”**

JOHN BOYD
Strategist
Inventor of the OODA “Loop”



“Doctrine: Challenge assumptions”

SIMON WARDLEY
Strategist
Inventor of Wardley Mapping

In a world where the rate of change will never be slower than today,
HOW CAN WE BE CERTAIN TO SUCCEED?

WE INTERRUPT THIS PROGRAM FOR A
COMMERCIAL BREAK

We provide world-class expertise in building
innovative, scalable and resilient systems
evolving the Erlang/Elixir open-source eco-system

@erik_schon #MapCamp



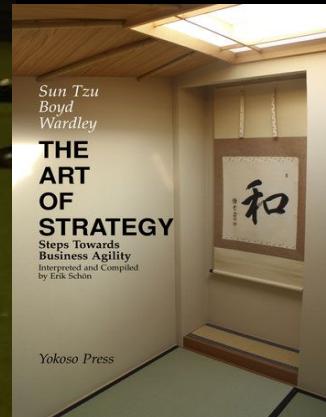
Klarna.
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Executive
Strategist
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framtab

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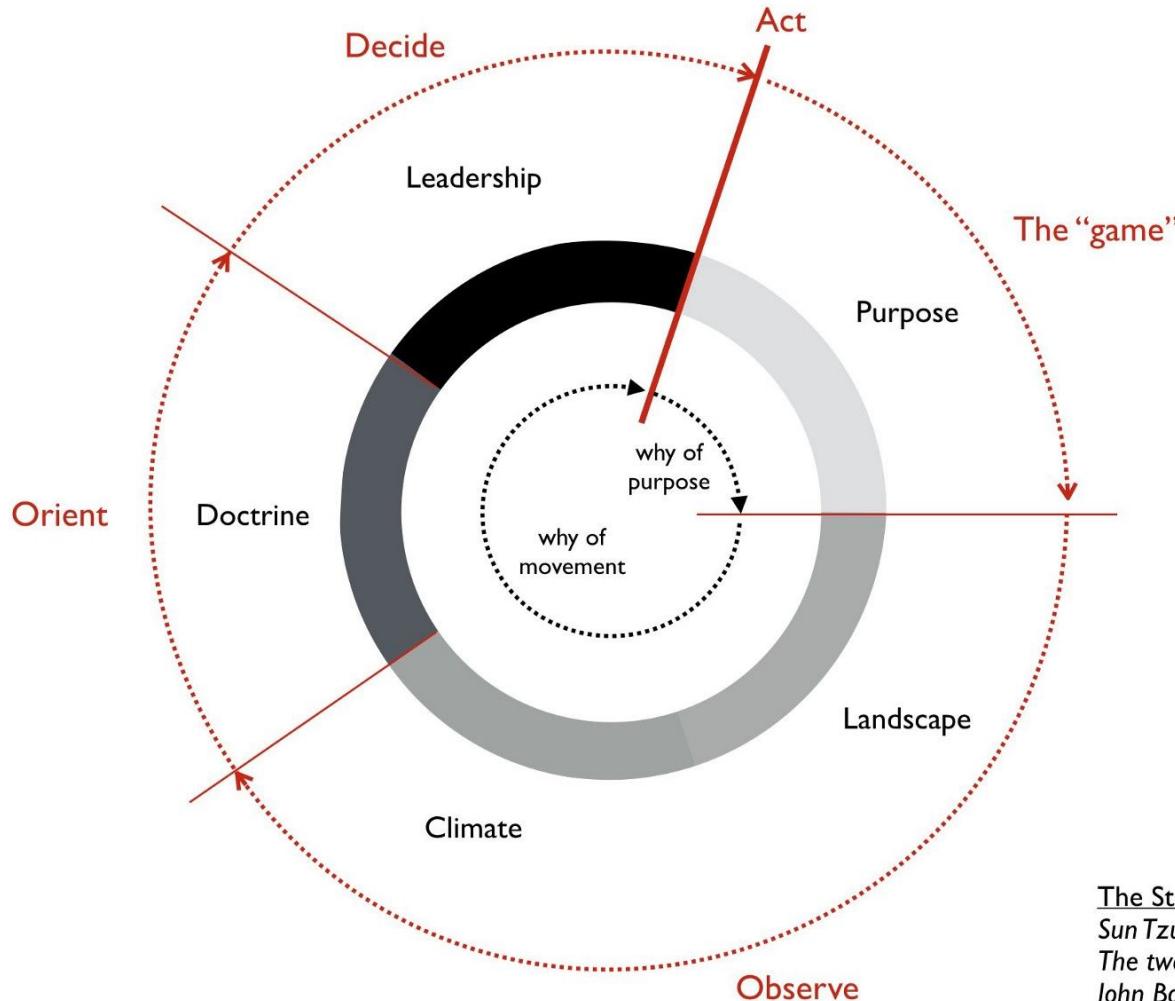
SD LEARNING
CONSORTIUM
CHANGING THE WORLD OF WORK

Erlang
SOLUTIONS

In a world where the rate of change will never be slower than today,
HOW CAN WE BE CERTAIN TO SUCCEED?

Answer: STRATEGY!

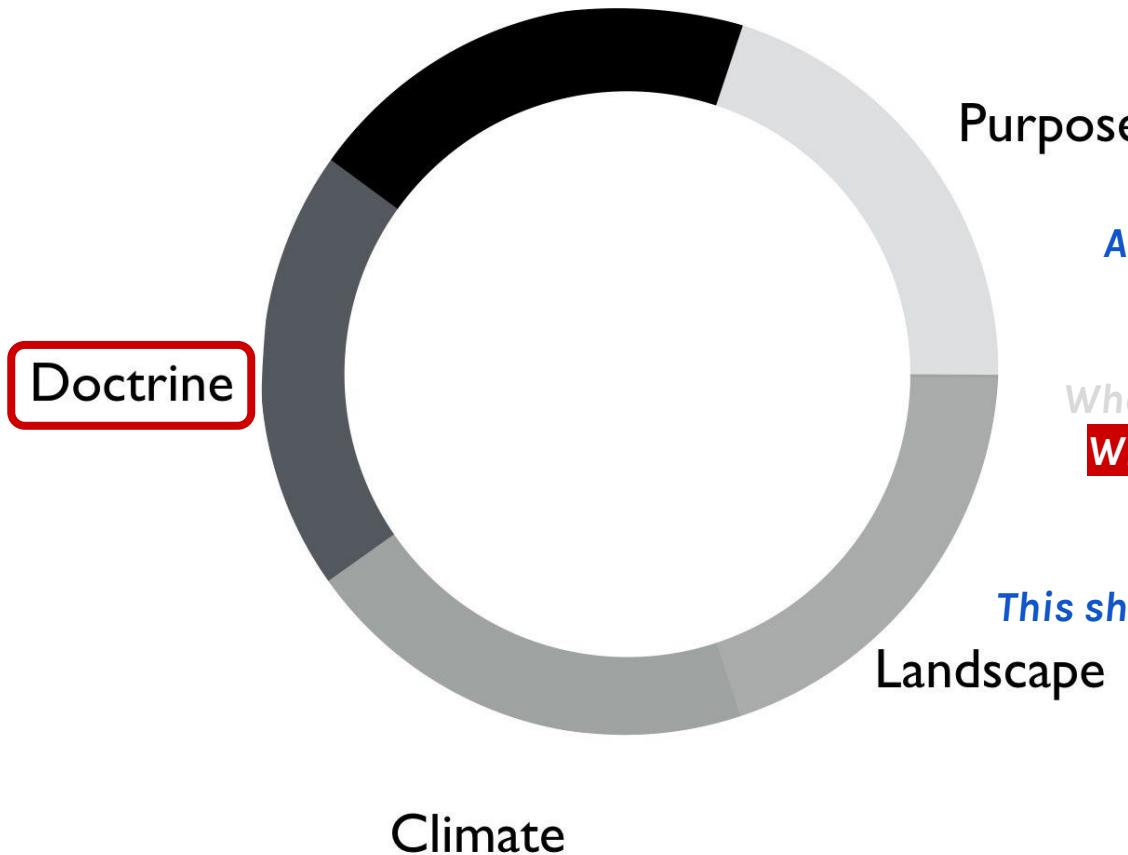
“Strategy is the art of manipulating an environment to gain a desirable outcome”
Simon Wardley



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

Sources
The Art of War
Wardley Maps
The Essence of Winning and Losing

Let's zoom in on **DOCTRINE**



WHY

Sun Tzu

ALWAYS START assessing and preparing

Who has more influential purpose?

Who has more skilled leadership?

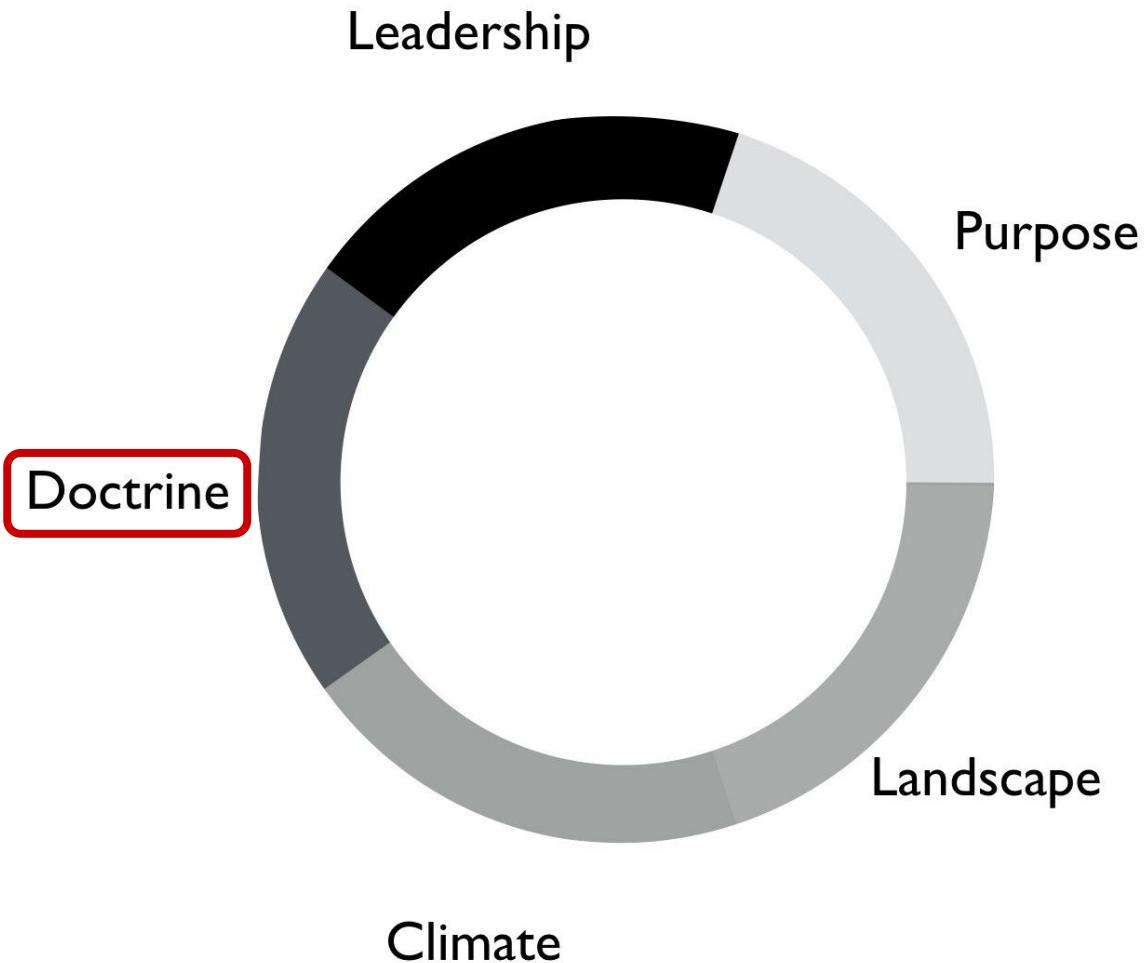
Who is favored by landscape and climate?

Who carries out doctrine more skillfully?

Who has more capabilities?

Who provides feedback more clearly?

This shows who will succeed and who will fail.



DOCTRINE

WHAT

Doctrine is universally useful patterns that a user can apply regardless of context, landscape or climate

NOTE

Doctrine is never right, it has proven to be consistently useful for the time being

EXAMPLES from Wardley's Doctrine

Use a common language (communication)

Focus on user needs (development)

Know the details (operations)

Bias towards data (learning)

Move fast (leading)

Think small teams (structure)

DOCTRINE

WHAT
Doctrine is
universally useful patterns
that a user can apply
regardless of context,
landscape or climate

NOTE
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Let's talk about CAPABILITIES



WHY

Sun Tzu

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CAPABILITIES

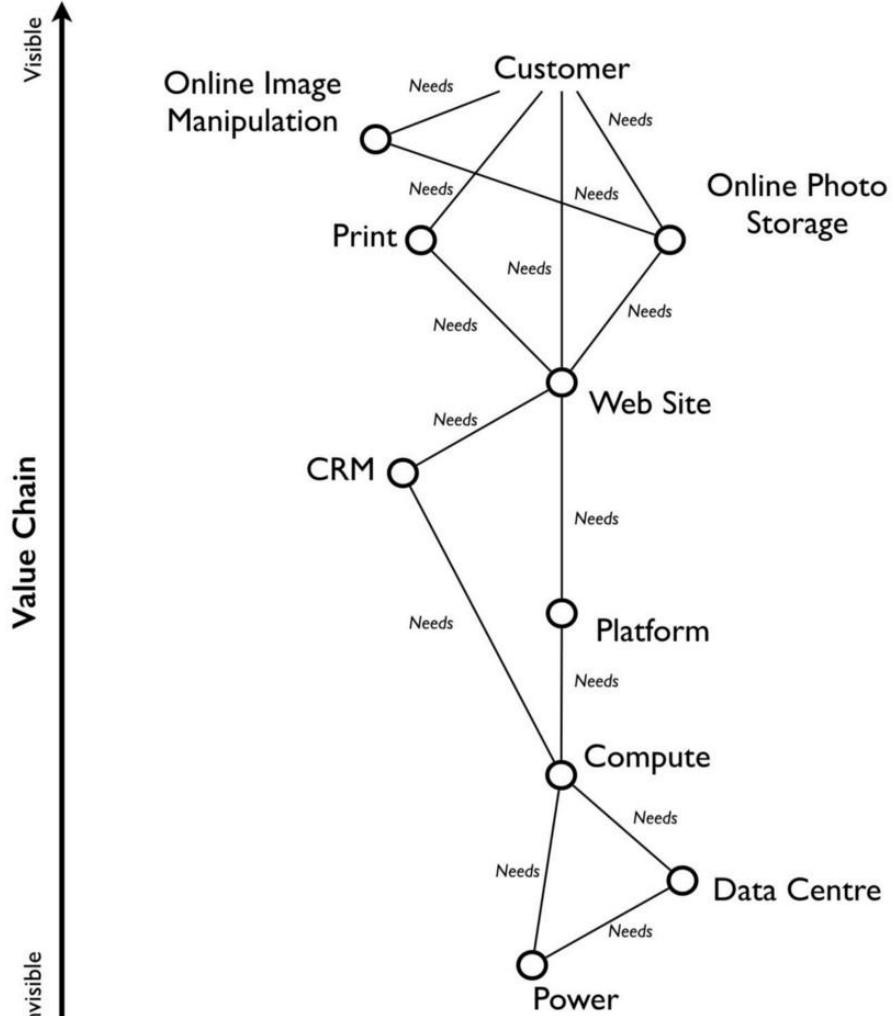
WHAT

Capability is
the ability to fulfill a user's need

OR

the ability of a Component
to fulfill the need(s) of another component
in a Value Chain or a Wardley Map

How to Visualize CAPABILITIES?



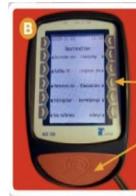
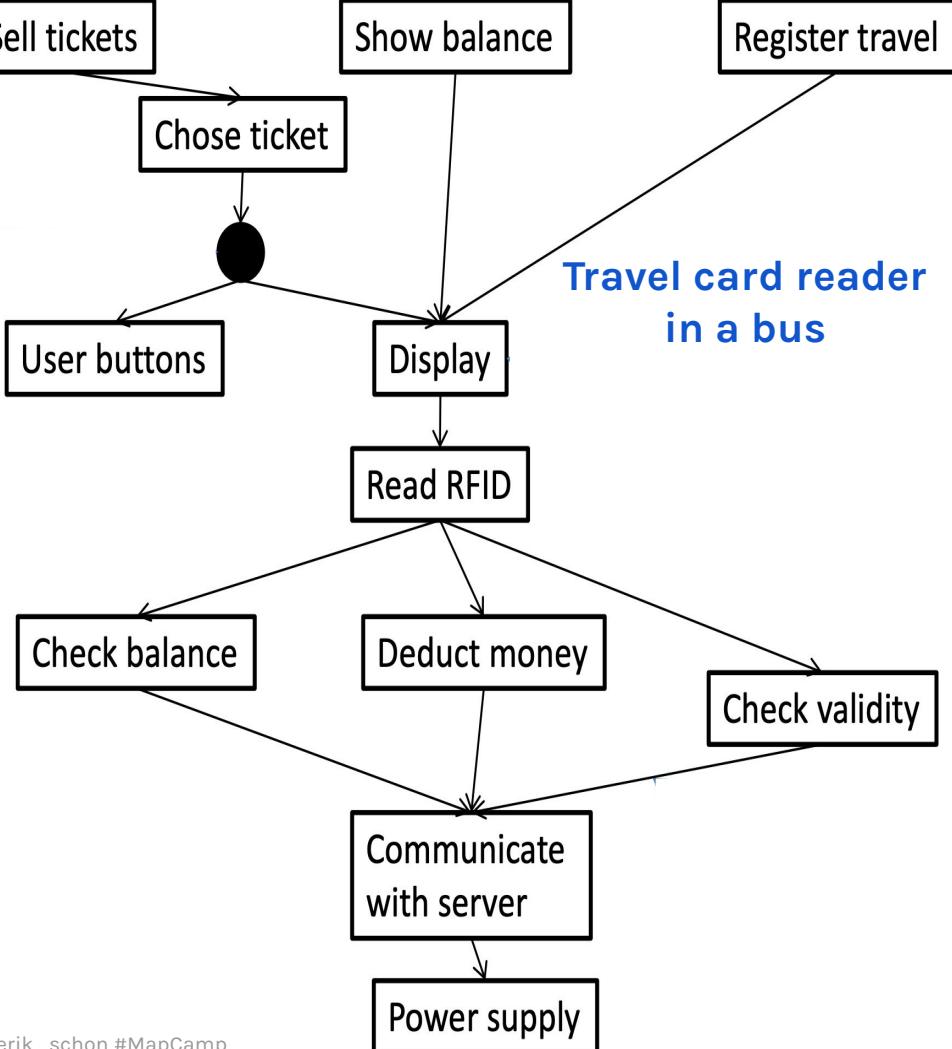
VALUE CHAIN - dependencies of needs

Capability is
the ability to fulfill a user's need

OR

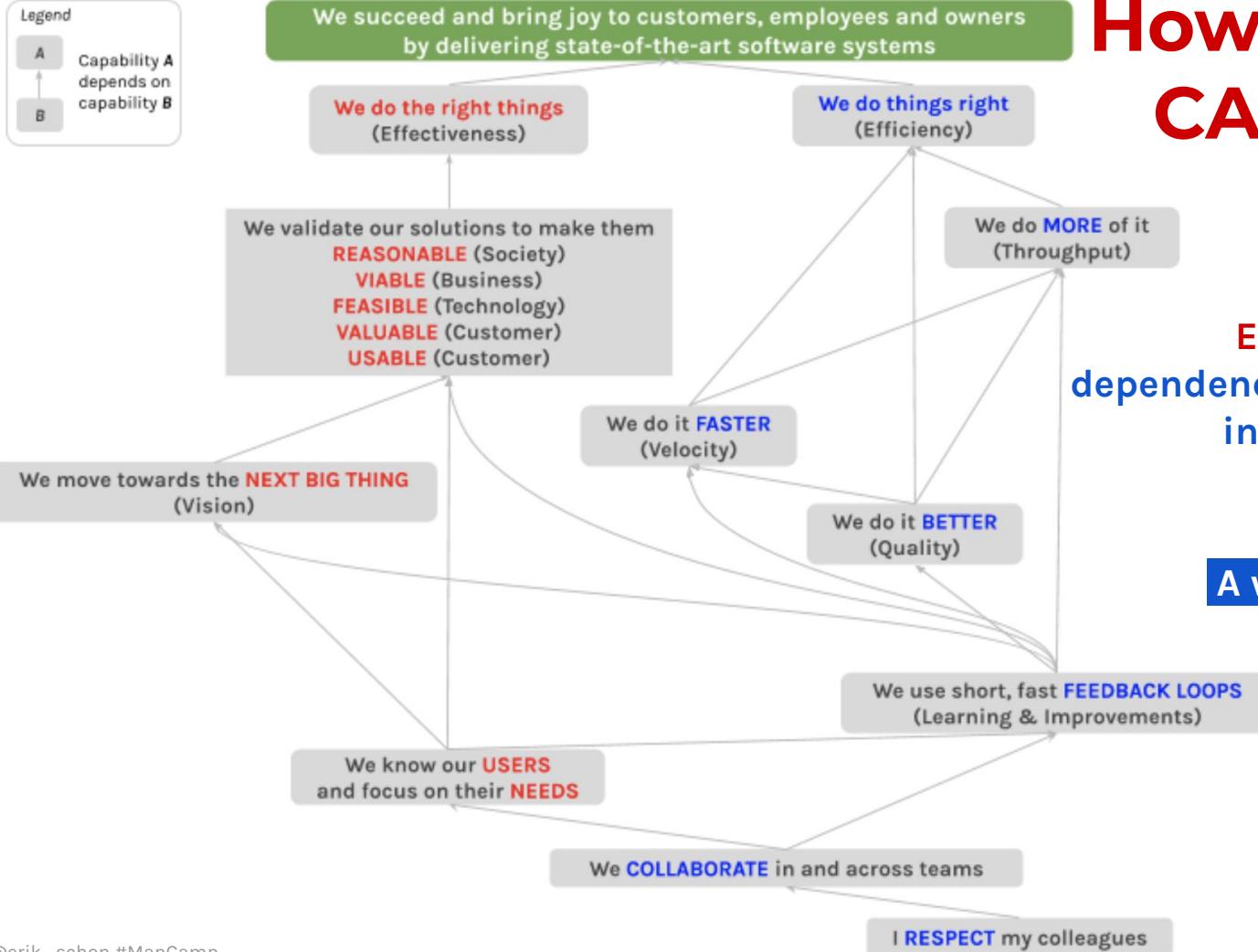
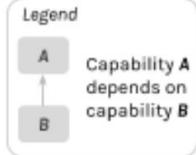
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How to Visualize CAPABILITIES?

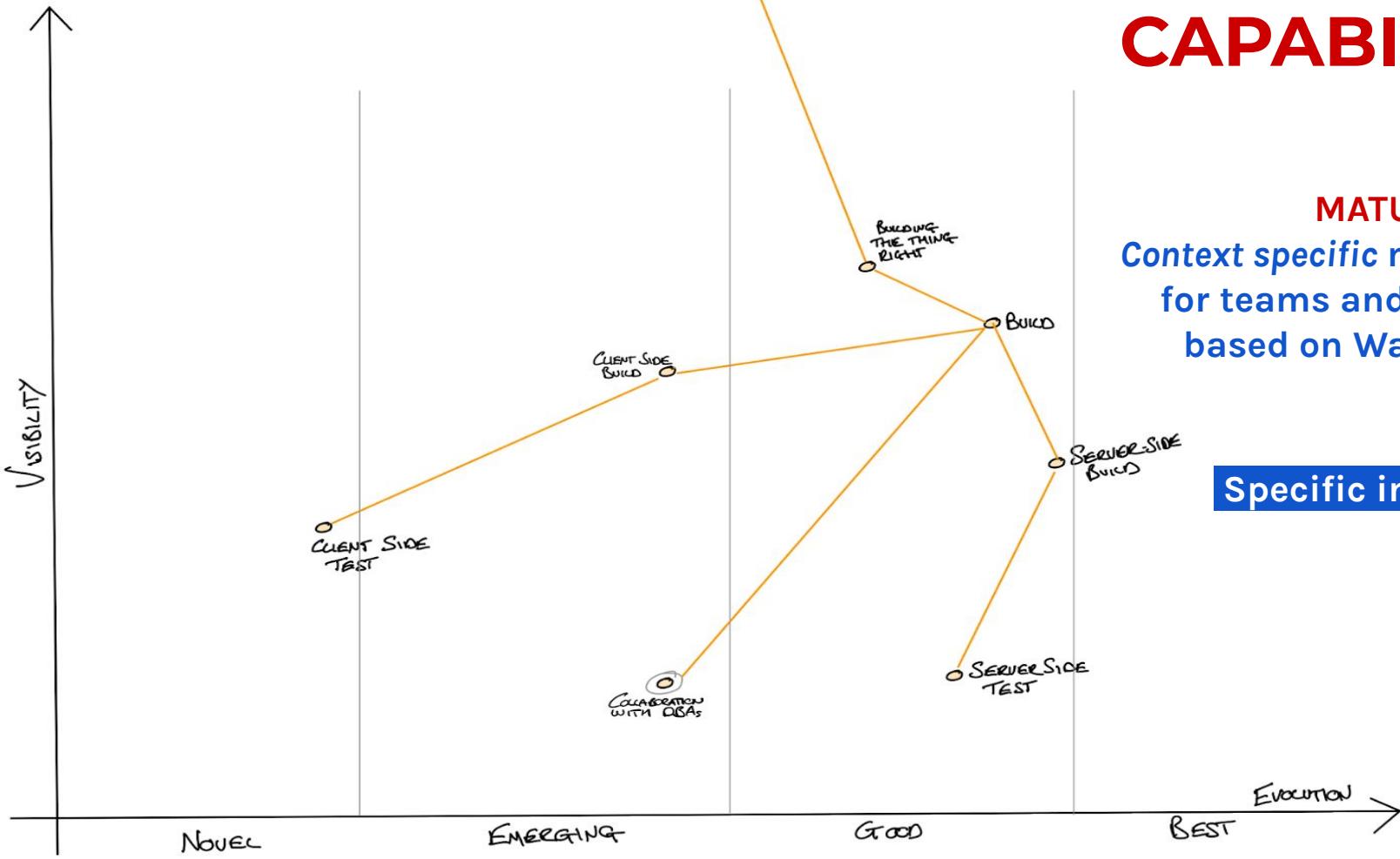


SYSTEM ANATOMY
dependencies between capabilities
for a PRODUCT

How to Visualize CAPABILITIES?



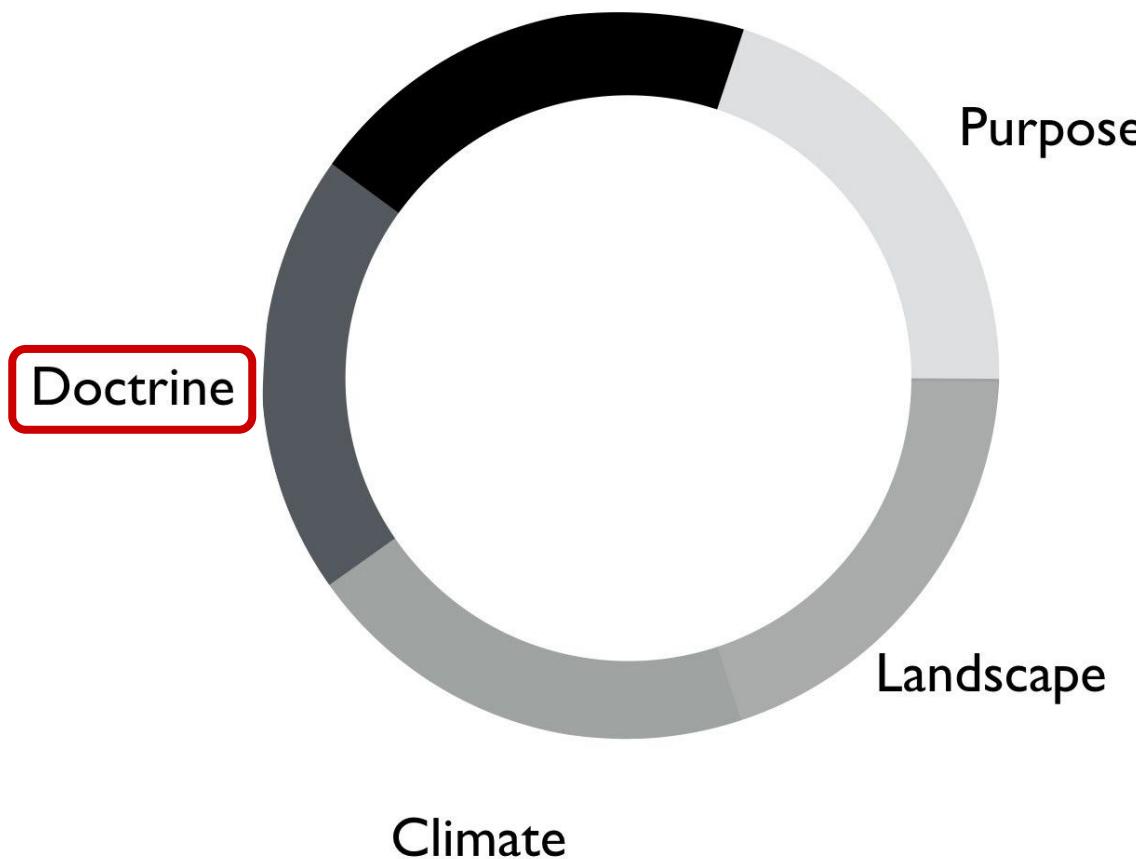
How to Visualize CAPABILITIES?



MATURITY MAPPING
Context specific maturity model
for teams and organizations
based on Wardley Mapping

Specific implementation
of doctrine!

Back to **DOCTRINE ...**



Doctrine is universally useful patterns that a user can apply regardless of context, landscape or climate

NOTE

Doctrine is never right, it has proven to be consistently useful for the time being

Back to WARDLEY'S DOCTRINE ...

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 asked</i>)	Use a common language (<i>necessary for alignment</i>)	
	Know your users (<i>e.g. customers, shareholders, regulators, staff</i>)	Focus on the outcome not a contract (<i>e.g. worth based development</i>)	(FIRE, formerly FIST)	
Development	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>)
	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>)
Leading	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			

Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)

	Communication	Development	Operation	Learning	Leading	Structure
Phase I Stop Self Harm	Common Language	Know your users	Know the details	Bias towards data	WARDLEY'S DOCTRINE Let's add some order! Thanks Simon and Steve Purkis!	
	Challenge Assumptions	Focus on user needs				
	Understand what is being considered	Remove bias and duplication				
		Use appropriate methods				
II Becoming More Context Aware	A bias towards open	Focus on the outcome Think fast, inexpensive, restrained and elegant	Manage inertia	Bias towards action	Move fast	Think small teams
		Use appropriate tools	Manage failure		Strategy is iterative	Distribute power and decision making
		Be pragmatic	Effectiveness over efficiency			Think aptitude and attitude
		Use standards				
			Optimise flow	Bias towards the new	Commit to the direction	Provide purpose, mastery & autonomy
III Better for Less			Do better with less		Be the owner	
			Set exceptional standards		Inspire others	
					Embrace uncertainty	
					Be humble	
						Seek the best
IV Continuously Evolving			Listen to your ecosystem	Exploit the landscape	No single culture	
				There is no core	Design for constant evolution	

If your assessment shows this ...

Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)						
	Communication	Development	Operation	Learning	Leading	Structure
Phase I	Common Language	Know your users	Know the details	Bias towards data	A FINANCIAL SERVICES COMPANY	
	Challenge Assumptions	Focus on user needs				
	Understand what is being considered	Remove bias and duplication				
		Use appropriate methods				
II	A bias towards open	Focus on the outcome	Manage inertia	Bias towards action	Move fast	Think small teams
		Think fast, inexpensive, restrained and elegant			Strategy is iterative	Distribute power and decision making
		Use appropriate tools				Think aptitude and attitude
		Be pragmatic				
		Use standards				
III			Optimise flow	Bias towards the new	Commit to the direction	Provide purpose, mastery & autonomy
					Be the owner	
					Inspire others	Seek the best
					Embrace uncertainty	
IV			Do better with less	Bias towards the new	Be humble	
					Exploit the landscape	No single culture
					There is no core	
						Design for constant evolution

LEGEND

- Good
- Unknown
- Weak
- Warning

*STEVE PURKIS VARIATION

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... you need to prepare & look more like this!

Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)										
	Communication	Development	Operation	Learning	Leading	Structure				
Phase I	Common Language	Know your users	Know the details	Bias towards data	A WEB ENGINEERING GIANT					
	Challenge Assumptions	Focus on user needs								
	Understand what is being considered	Remove bias and duplication								
		Use appropriate methods								
II	A bias towards open	Focus on the outcome	Manage inertia	Bias towards action	Move fast	Think small teams				
		Think fast, inexpensive, restrained and elegant								
		Use appropriate tools				Distribute power and decision making				
		Be pragmatic								
		Use standards								
III			Optimise flow	Bias towards the new	Commit to the direction	Provide purpose, mastery & autonomy				
			Do better with less		Be the owner					
IV			Set exceptional standards	Listen to your ecosystem	Inspire others	Seek the best				
					Embrace uncertainty	No single culture				
					Be humble	Design for constant evolution				
					Exploit the landscape					
					There is no core					

LEGEND

- █ Good
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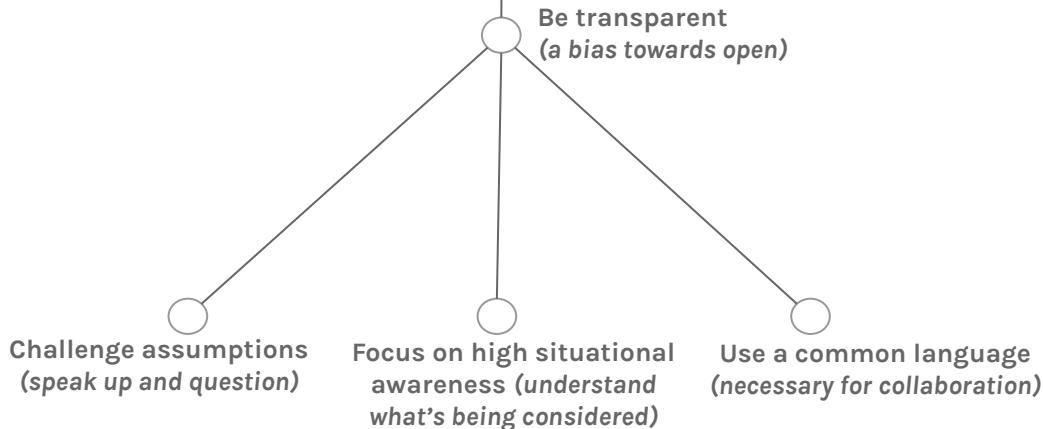
Let's challenge our assumptions re: doctrine ...

... with an EXPERIMENT!

Executive leadership team of the organization

Certain success together with the organization's stakeholders

Successful communication



WARDLEY'S DOCTRINE

Let's turn it into a VALUE CHAIN!

Executive leadership team of the organization

Certain success together with the organization's stakeholders

Value
Chain

Challenge assumptions
(speak up and question)

Focus on high situational
awareness (understand
what's being considered)

Use a common language
(necessary for collaboration)

We are learning it

We are doing it

This is new to us

WARDLEY'S DOCTRINE

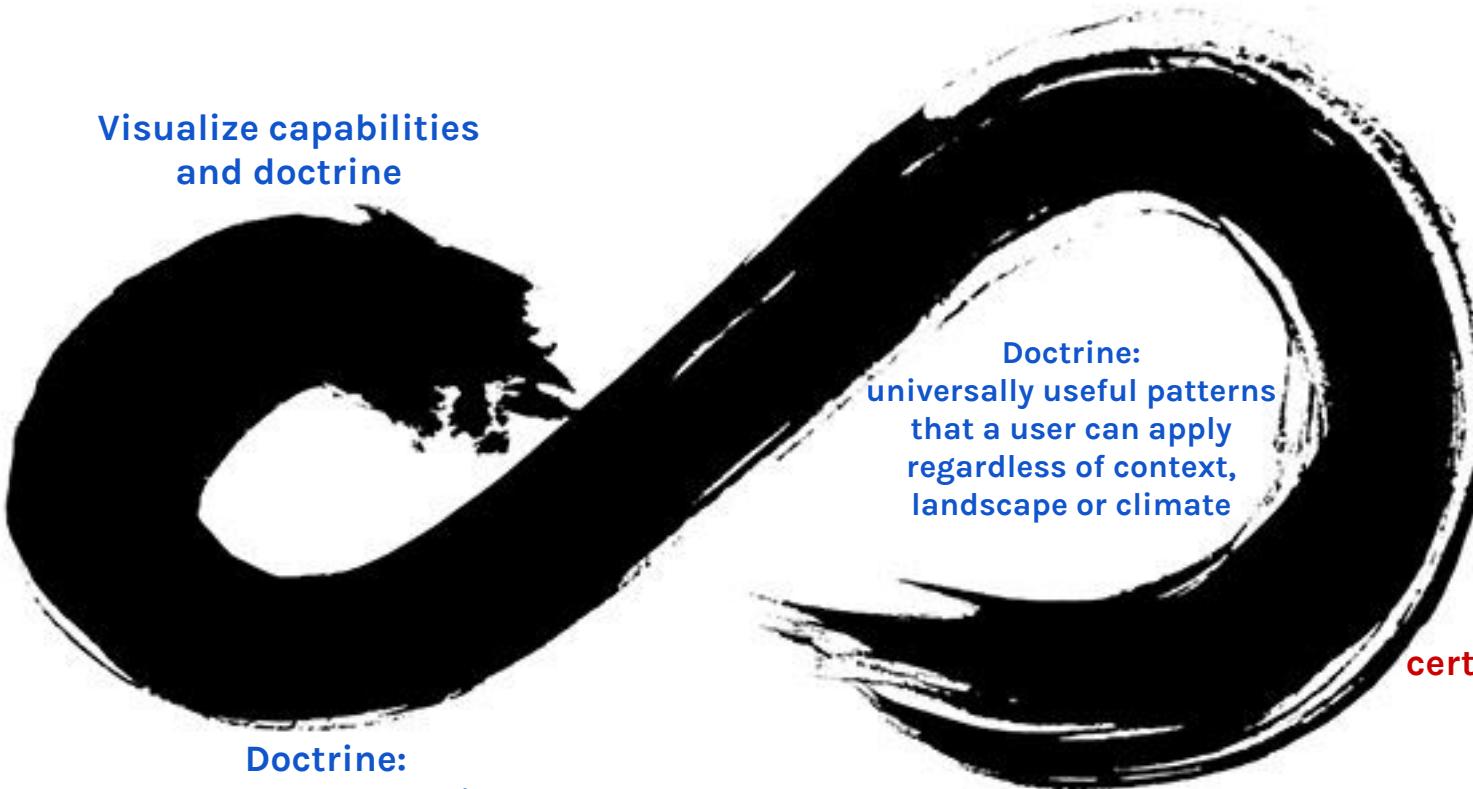
Let's turn it into a
WARDLEY MAP!

Evolution →

Successful communication

Be transparent
(a bias towards open)

SUMMARY



EXPERIMENT
Value Chain
and
Wardley Map
of
Wardley's
Doctrine

How can we be
certain to succeed?
STRATEGY!

ALWAYS START WITH
assessing and preparing
doctrine and capabilities

For Further Learning

Awesome List

[Wardley Maps](#)

Articles

Duka & Hribar: [Anatomy of Excellent Development](#)

Blogs

McDermott: [Maturity Mapping](#)

Schön: [Seeing Around Corners](#)

Wardley: [My Basics for Business Strategy](#)

Books

Schön: [The Art of Strategy – Steps Towards Business Agility](#)

Taxén et al: [The System Anatomy](#)

Wardley: [Wardley Maps](#)

Presentation

Sandahl: [What is a System Anatomy?](#)

Videos

Borchardt: [Getting Strategic on Peace and Justice](#)

Lamb: [Investing in Innovation](#)

Schön: [The Art of Strategy – Steps Towards Business Agility](#)

Wardley: [Crossing the River by Feeling the Stones](#)



THANK YOU!

Q&A

Erik Schön
Managing Director, Nordics @ Erlang Solutions

