Focus on User Needs
Principle 2 (Development)

v1.4

PowerMaps

PRINCIPLES (universally useful ways of operating any organisation can adopt)

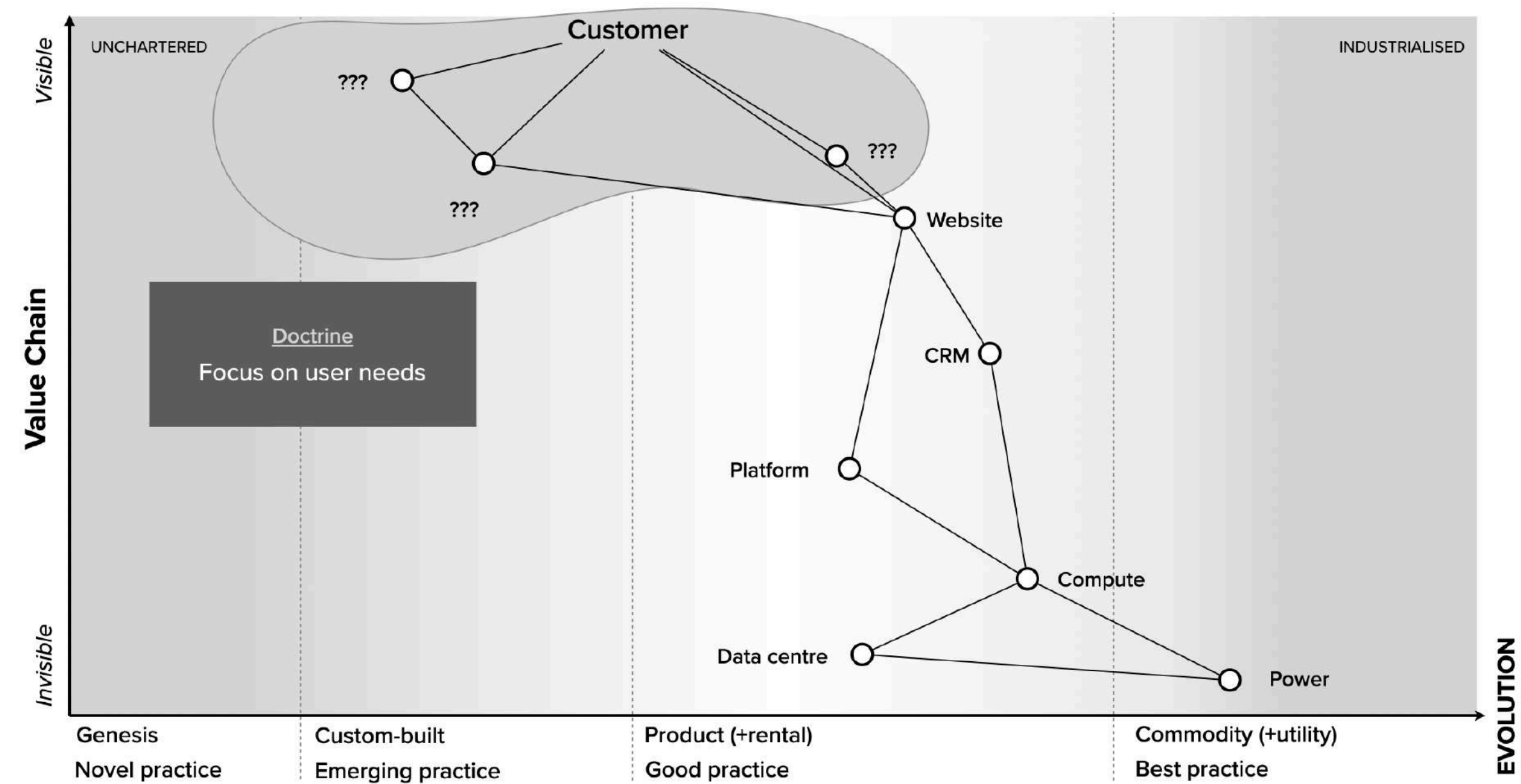| CATEGORY	COMMUNICATION	DEVELOPMENT	OPERATIONS	LEARNING	LEADING	STRUCTURE
PHASE I *TAKE CONTROL*	Use a common language Challenge assumptions Understand what is being considered (situational awareness)	1. Know your users 2. Focus on user needs Remove bias and duplication Use appropriate methods	Think small (as in know the details)	Use a systematic mechanism of learning (bias towards data)		
PHASE II *GET FIT*	Be transparent (Bias towards open)	Focus on the outcome not a contract Think fast, inexpensive, restrained and elegant (FIRE) Use appropriate tools Be pragmatic Use standards where appropriate	Manage inertia Manage failure Effectiveness over efficiency	Bias towards action (learn by playing the game)	Move fast Strategy is iterative not linear	Think small (as in teams) Distribute power and decision making Think aptitude and attitude
PHASE III *BETTER WITH LESS*			Optimise flow (remove bottlenecks) Do better with less Set exceptional standards (great is just not good enough)	Bias towards the new (be curious, take appropriate risks)	Commit to the direction, be adaptive along the path Be the owner Think big, inspire others Embrace uncertainty Be humble (listen, be selfless, have fortitude)	Provide purpose, mastery & autonomy Seek the best
PHASE IV *REAL-TIME STRATEGY*				Listen to your ecosystems (future sensing engine)	Exploit the landscape There is no core (everything is transient)	There is no one culture Design for constant evolution

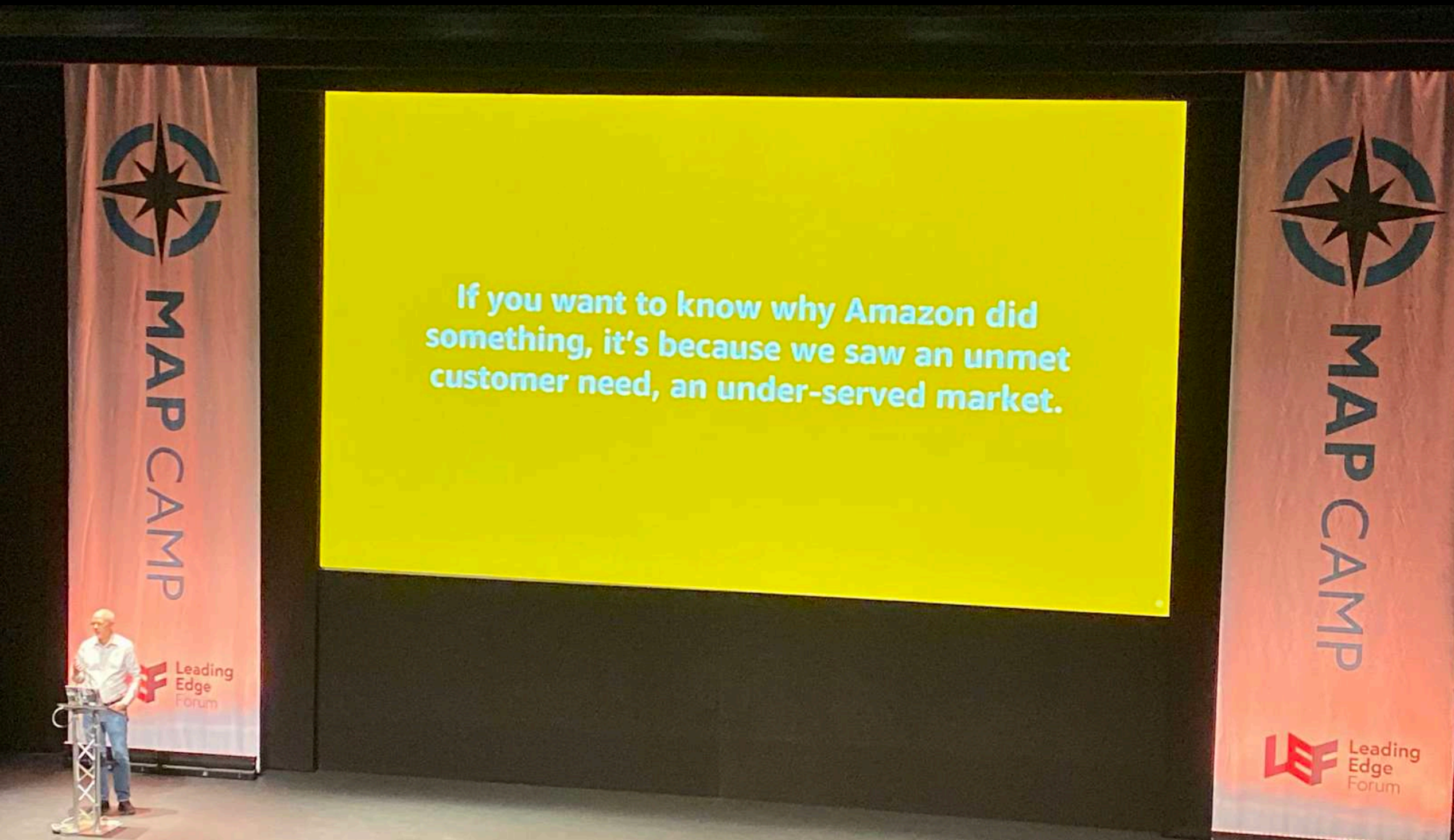# Value is created through meeting the needs of others.

Liam Maxwell
Director, Government Transformation
Amazon Web Services

PowerMaps

Ignoring customer experiences, or telling them what they want, often results in a failure to address their real needs

If everyone else in your market is doing this as well then you have no problem ...

PowerMaps

If you want to know why Amazon did something, it's because we saw an unmet customer need, an under-served market.

Adrian Cockcroft,
Vice President, Amazon Web Services
MapCamp London (2019)

... if even one competitor manages to start meeting their needs (and companies like Amazon and Alibaba eat industries by doing just this) then you could be in trouble.