

Use a Systematic Mechanism of Learning*

Principle 8 (Learning)

***have a bias towards data**



Wardley Maps CC3.0

v1.1



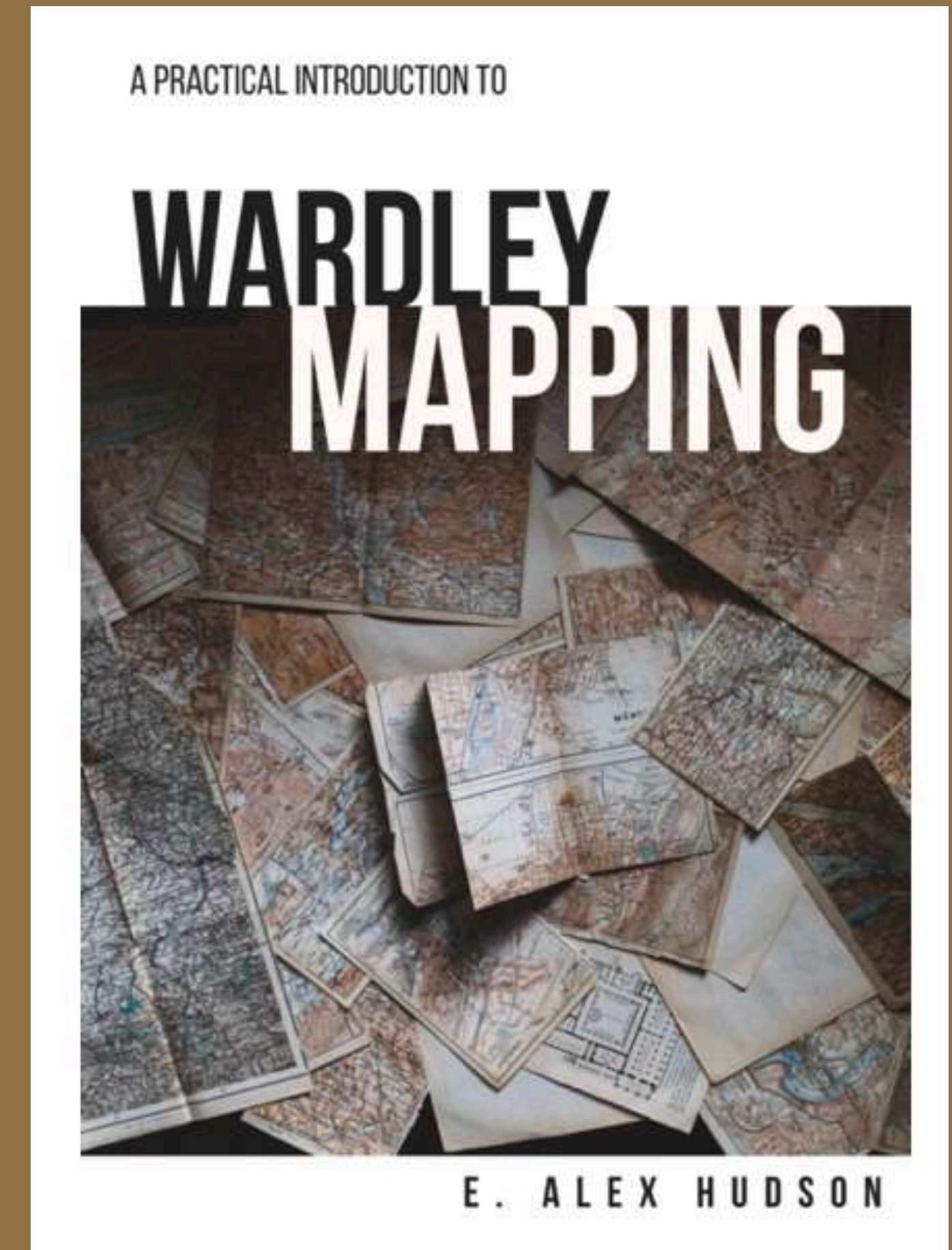
PowerMaps

PRINCIPLES (universally useful ways of operating any organisation can adopt)						
CATEGORY	COMMUNICATION	DEVELOPMENT	OPERATIONS	LEARNING	LEADING	STRUCTURE
PHASE I <i>TAKE CONTROL</i>	3. Use a common language	1. Know your users	4. Think small (as in know the details)	8. Use a systematic mechanism of learning (bias towards data)		
	6. Challenge assumptions	2. Focus on user needs				
	5. Understand what is being considered (situational awareness)	Remove bias and duplication				
		7. Use appropriate methods				
PHASE II <i>GET FIT</i>	Be transparent (Bias towards open)	Focus on the outcome not a contract	Manage inertia	Bias towards action (learn by playing the game)	Move fast	Think small (as in teams)
		Think fast, inexpensive, restrained and elegant (FIRE)	Manage failure		Strategy is iterative not linear	Distribute power and decision making
		Use appropriate tools	Effectiveness over efficiency			
		Be pragmatic				Think aptitude and attitude
		Use standards where appropriate				
PHASE III <i>BETTER WITH LESS</i>			Optimise flow (remove bottlenecks)	Bias towards the new (be curious, take appropriate risks)	Commit to the direction, be adaptive along the path	Provide purpose, mastery & autonomy
					Be the owner	
			Do better with less		Think big, inspire others	Seek the best
					Embrace uncertainty	
			Set exceptional standards (great is just not good enough)		Be humble (listen, be selfless, have fortitude)	
PHASE IV <i>REAL-TIME STRATEGY</i>				Listen to your ecosystems (future sensing engine)	Exploit the landscape	There is no one culture
					There is no core (everything is transient)	Design for constant evolution

“If there’s no practice of referring back to a map as new decisions are being taken, I find it’s because there’s little practice of referring back to anything in general”.



PowerMaps



The PURPOSE OF MAPPING is not just to create a Map and enhance shared understanding, it's also to learn about climatic patterns, principles and context specific moves ...



CLIMATE

Economic rules of the game (Climate). Patterns applicable across contexts regardless of whether we like them or not.				
	insists of multiple waves on with many chasms	Everything evolves through supply and demand competition	Characteristics change as components evolve (Salaman & Storey)	No choice over evolution (Red Queen)
FINANCIAL <small>Concerning our ability to predict</small>	No single method fits all (e.g. in development or purchasing)	Components can co-evolve (e.g. practice with activity)	Rates of evolution can vary by ecosystem (e.g. consumer vs industrial)	Commodification ≠ Centralisation
	Higher order systems create new sources of value	Creative Destruction (Joseph Schumpeter)	Efficiency does not mean a reduced spend (Jevon's Paradox)	Capital flows to new areas of value
SPEED <small>Speed of change</small>	Future value is inversely proportional to the certainty we have over it	Evolution to higher order systems results in increasingly local order and energy consumption		
	Efficiency enables Innovation (Componentisation effect)	Evolution of communication mechanisms can increase the speed of evolution overall	Increased stability of lower order systems increases agility & speed of re-combination	Change is not always linear (discontinuous & exponential change exists)
INERTIA <small>Resistance to change</small>	Shifts from product to utility tend to demonstrate a punctuated equilibrium			
COMPETITORS <small>Impact of rivals</small>	Success breeds inertia	Inertia can kill an organisation	Inertia increases the more successful the past model is	
PREDICTION <small>Concerning our ability to predict</small>	Most competitors have poor situational awareness	Competitors actions will change the game		
	You cannot measure evolution over time or adoption, you need to embrace uncertainty	The less evolved something is the more uncertain it becomes	Economy has cycles (peace, war and wonder)	Different forms of disruption (predictable vs non-predictable)
	Not everything is random (p[what] vs p[when])	A "war" (point of industrialisation) causes organisations to evolve		

PRINCIPLES

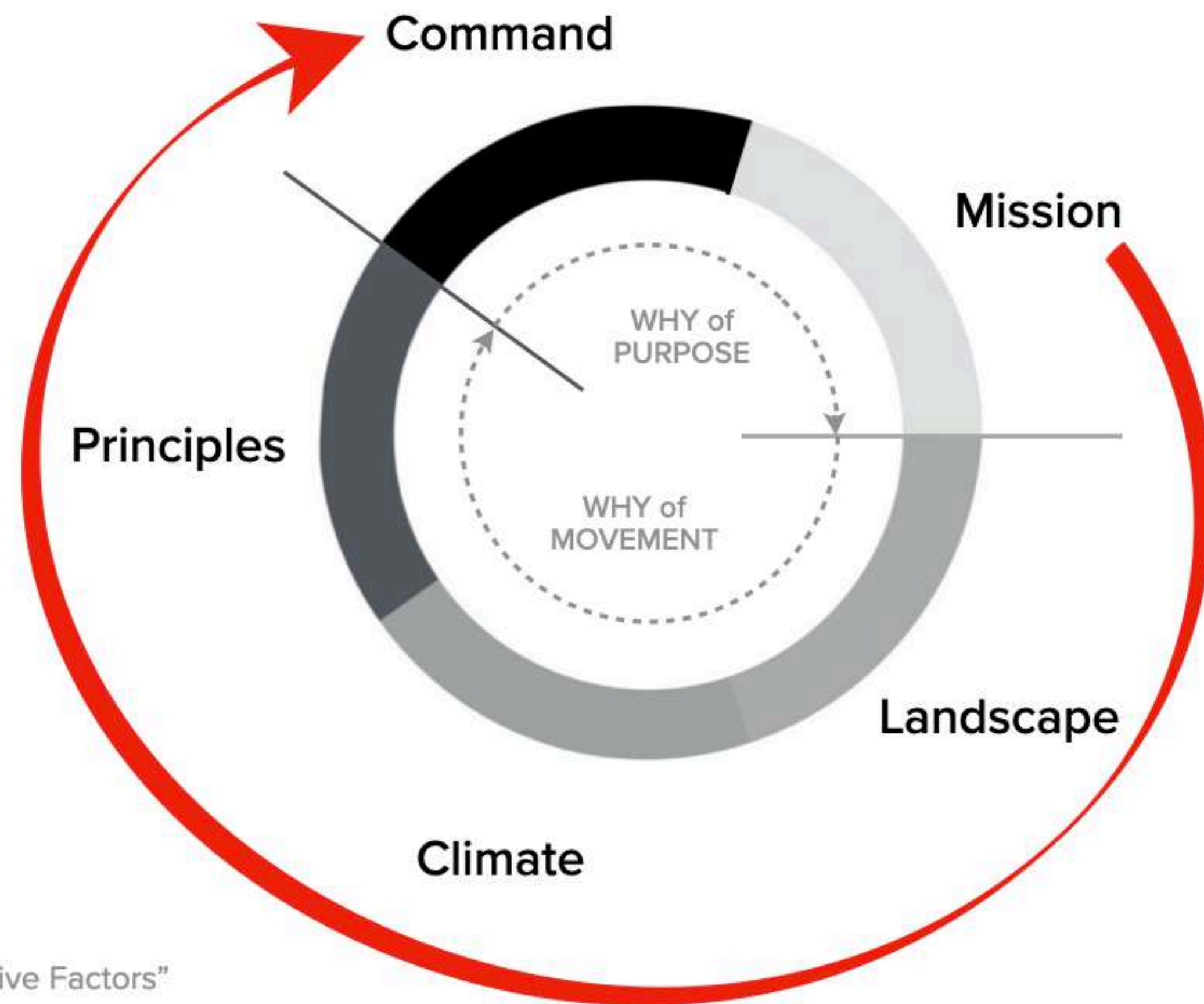
PRINCIPLES

(universally useful ways of operating any organisation can adopt)

	DEVELOPMENT		OPERATIONS	LEARNING	LEADING	STRUCTURE
PHASE I <i>TAKE CONTROL</i>	2. Challenge assumptions	5. Focus on user needs	8. Think small (as in know the details)	9. Use a systematic mechanism of learning (bias towards data)		
	3. Understand what is being considered (situational awareness)	6. Remove bias and duplication				
		7. Use appropriate methods				
PHASE II <i>GET FIT</i>	10. Be transparent (Bias towards open)	11. Focus on the outcome not a contract	16. Manage inertia	19. Bias towards action (learn by playing the game)	20. Move fast	22. Think small (as in teams)
		12. Think fast, inexpensive, restrained and elegant (FIRE)	17. Manage failure		21. Strategy is iterative not linear	23. Distribute power and decision making
		13. Use appropriate tools	18. Effectiveness over efficiency			24. Think aptitude and attitude
		14. Be pragmatic				
		15. Use standards where appropriate				
PHASE III <i>BETTER WITH LESS</i>			25. Optimise flow (remove bottlenecks)	28. Bias towards the new (be curious, take appropriate risks)	29. Commit to the direction, be adaptive along the path	34. Provide purpose, mastery & autonomy
			26. Do better with less		30. Be the owner	35. Seek the best
			27. Set exceptional standards (great is just not good enough)		31. Think big, inspire others	
					32. Embrace uncertainty	
					33. Be humble (listen, be selfless, have fortitude)	
PHASE IV <i>REAL-TIME STRATEGY</i>				36. Listen to your ecosystems (future sensing engine)	37. Exploit the landscape	39. There is no one culture
					38. There is no core (everything is transient)	40. Design for constant evolution

MOVES

	PLAYBOOK						LG	N	LE	CE
	Focus on user needs	Situational awareness (comms & alignment)	Effective & efficient	Structure & culture (PST)	Spend Control & Coordination Team	Optimising flow (financial, risk, operations etc)				Stage gate
	Consumer education	Brand & marketing	Bundling	Creating artificial needs	Creating a confusion of choice	FUD				Artificial competition
Accelerators	Market enablement	Open approaches	Exploiting network effects	Co-operation	Industrial policy					
De-accelerators	Exploitation of constraints	Patents & IPR	Creating constraints	Limitation of competition						
Dealing with toxicity	Disposal of liability	Sweat & dump	Pig In a poke							
Market	Differentiation	Pricing policy	Channel conflicts & disintermediation	Exploiting supplier / buyer power	Harvesting	Standards game				Signal distortion
Defensive	Threat acquisition	Raising barriers to entry	Procrastination & timing	Defensive regulation	Limitation of competition	Exploiting inertia				
Attacking	Directed investment	Experimentation	Creating a centre of gravity	Undermining barriers to entry	Press release process	Fool's mate (lower orders)				Playing both sides
Ecosystem	Alliances	Co-creation	ILC (sensing engine)	Tower & moat	2 factor	Co-opting & intercession				Embrace & extend
Competitor	Ambush (tech drops)	Fragmentation play	Reinforcing competitor inertia	Sapping (multiple fronts)	Misdirection	Restriction of movement (circling)				Talent raid
Positional	Land grab	First mover (industrialisation)	Fast follower (innovation)	Weak signal / horizon scanning						
Poison	Licensing play	Insertion	Designed to fail (community)							



Sun Tzu's "Five Factors"
Wardley's "Two Whys"



PowerMaps

... maps provide a systematic way of learning about moves: as long as you collate, review and challenge the maps.

Having a bias towards data accelerates learning and ensures decisions are made in a consistent way.

Spend Control & Coordination is about reducing the waste of wrong projects, approaches and duplication of efforts

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	2. Challenge assumptions	5. Focus on user needs				
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SCC (Spend Control & Coordination) is the core learning loop

It ensures that no project is funded* unless the team responsible for it has put enough effort into learning what customers want and what it will take to provide value.

** Sometimes, it will fund the initial project phase as this is the high-value learning part that improves the organisation's ability to adapt (AQ).*

IDEA TRACKER

#	KEY QUESTIONS	DESCRIPTION
1	Idea/project name	Idea/projects will be tracked by the name
2	Lead person	The main person responsible for this project
3	Stage	Stage 1 if this is a brand new idea project Otherwise, indicate what stage this project is at now
4	Briefly describe the aim of the idea/project (what is it, what does it do)	Describe this clearly enough for others from different departments to understand
5	Who are the target users?	Who they are (and how you identified them)
6	What problem do they have this is solving?	What is it (how did you identify it and how widespread you think this problem is)
7	Why would they buy this from us?	Your early sales pitch (explain what problem of target users this solves)
8	What's the next step?	Describe just the <u>next step</u> for development/action. (NB:— NOT the whole project)
9	List the resources you need (esp. money and people)	Describe what you need to complete JUST this next step
10	What would success (of the next step) look like?	Describe what you expect the result to be at the next review
11	When will results be visible (next review session)?	Think days and weeks, NOT months or years
12	If successful, what would the next step be?	Assume all goes well, briefly describe what you will propose to do next
13	If unsuccessful how will you exit this without creating negative consequences?	Describe how you will exit this project if you have to with no negative consequences
14	Decision: Reject, Review, Proceed (Include reasons)	This part to be completed by the Approval Team. <ul style="list-style-type: none">• Reject (outright refusal to approve this project, with reasons given)• Review (suggest idea re-submitted with better info, identify where it's lacking)• Proceed (approval given and resources requested will be released asap).
15	Next review date?	Review progress (in lines with answer in Q11 above) Include an updated version of this form