

Remove bias and duplication

Principle 9 (Development)



Wardley Maps CC3.0

v1.1



PowerMaps

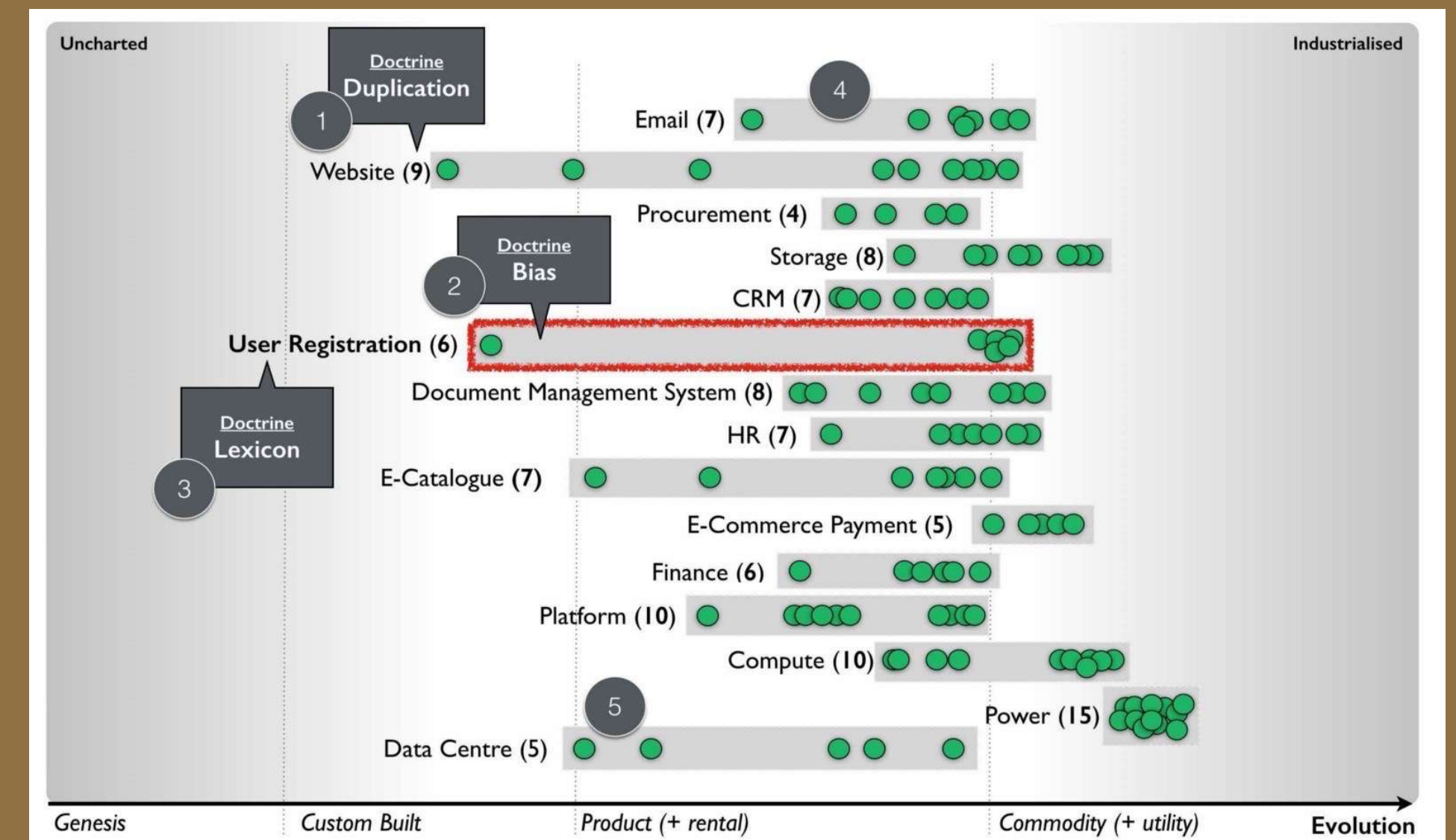
PRINCIPLES (universally useful ways of operating any organisation can adopt)							
CATEGORY	COMMUNICATION	DEVELOPMENT	OPERATIONS	LEARNING	LEADING	STRUCTURE	
PHASE I <i>TAKE CONTROL</i>	3. Use a common language	1. Know your users	4. Think small (as in know the details)	8. Use a systematic mechanism of learning (bias towards data)			
	6. Challenge assumptions	2. Focus on user needs					
	5. Understand what is being considered (situational awareness)	9. 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			Think aptitude and attitude	
		Be pragmatic					
		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	
			Set exceptional standards (great is just not good enough)		Embrace uncertainty		
					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	

In any organisation you can find people custom building what is a commodity or rebuilding something that exists elsewhere.

Remember, that they're not doing this because they're stupid but because they simply don't know it exists elsewhere.



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IT Weapons of Mass Duplication — Leader Board

Duplication in a single organisation	Technology	Industry
1,000+ (estimated)	Risk management systems	Global Finance
170	Cloud projects	Global Technology
118	Workflow systems	Government
14	CRM systems	National Bank
6	General rule of thumb	EVERYWHERE

source: Projects of Simon Wardley and global mapping network



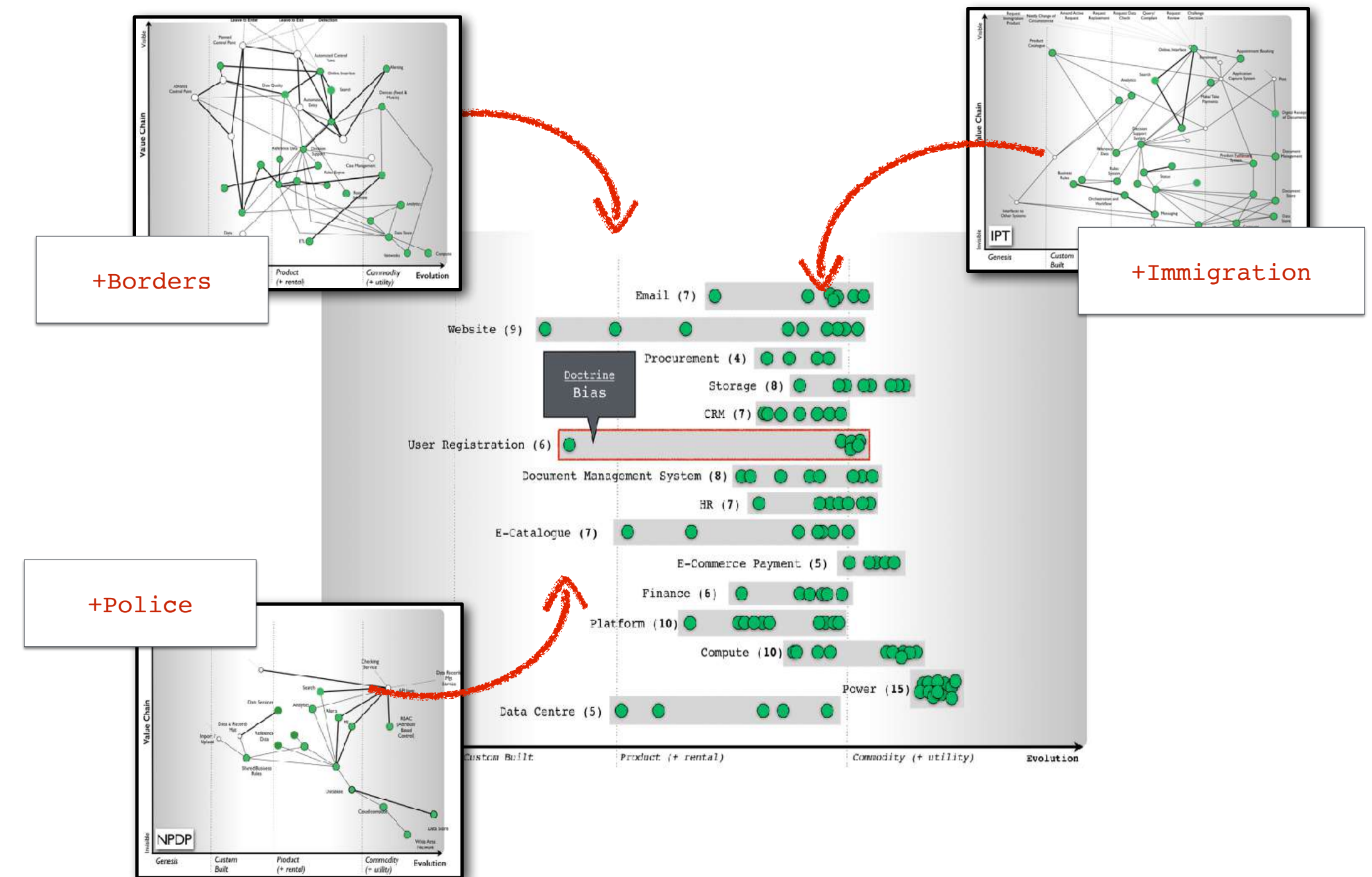
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The level of duplication within most organisations vastly exceeds what people expect.

NB:— when you try to remove this people can get very defensive as you’re often treading on the toes of someone’s pet project.

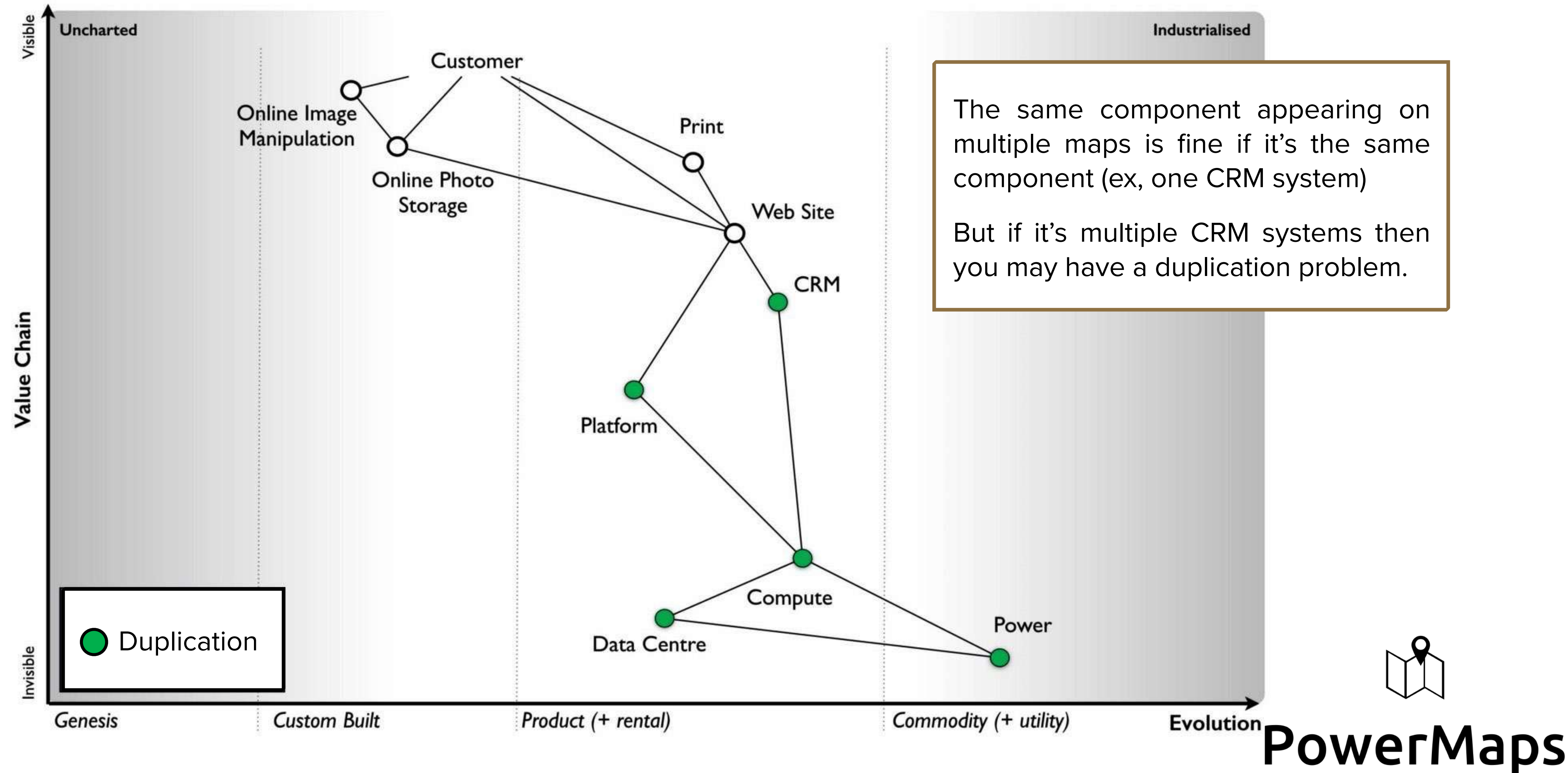
Collating multiple maps will help you remove:

1. **Duplication** = rebuilding the same thing
2. **Bias** = custom building what is already a commodity

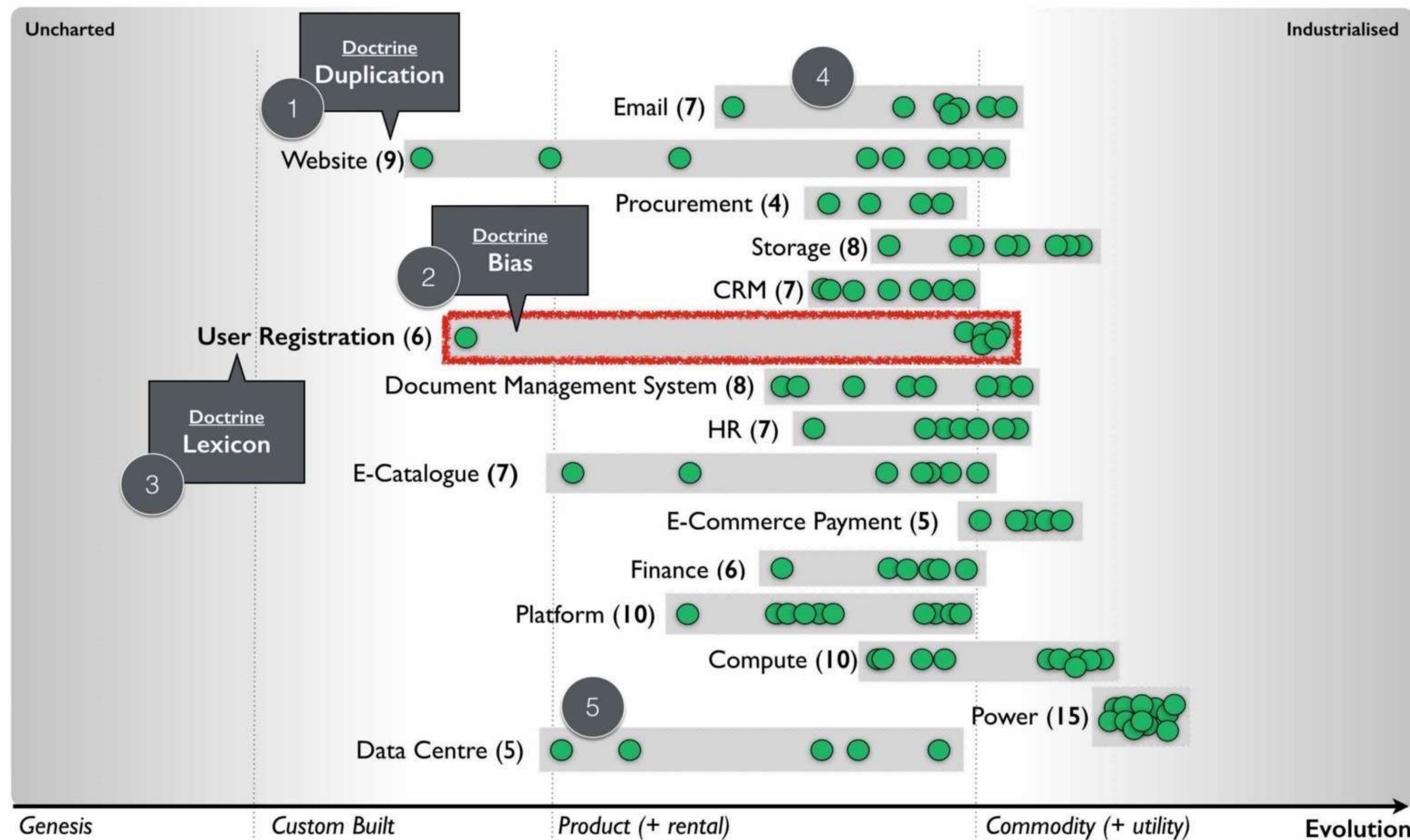


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As you collect more maps of different parts of the organisation you'll start seeing the same components multiple times

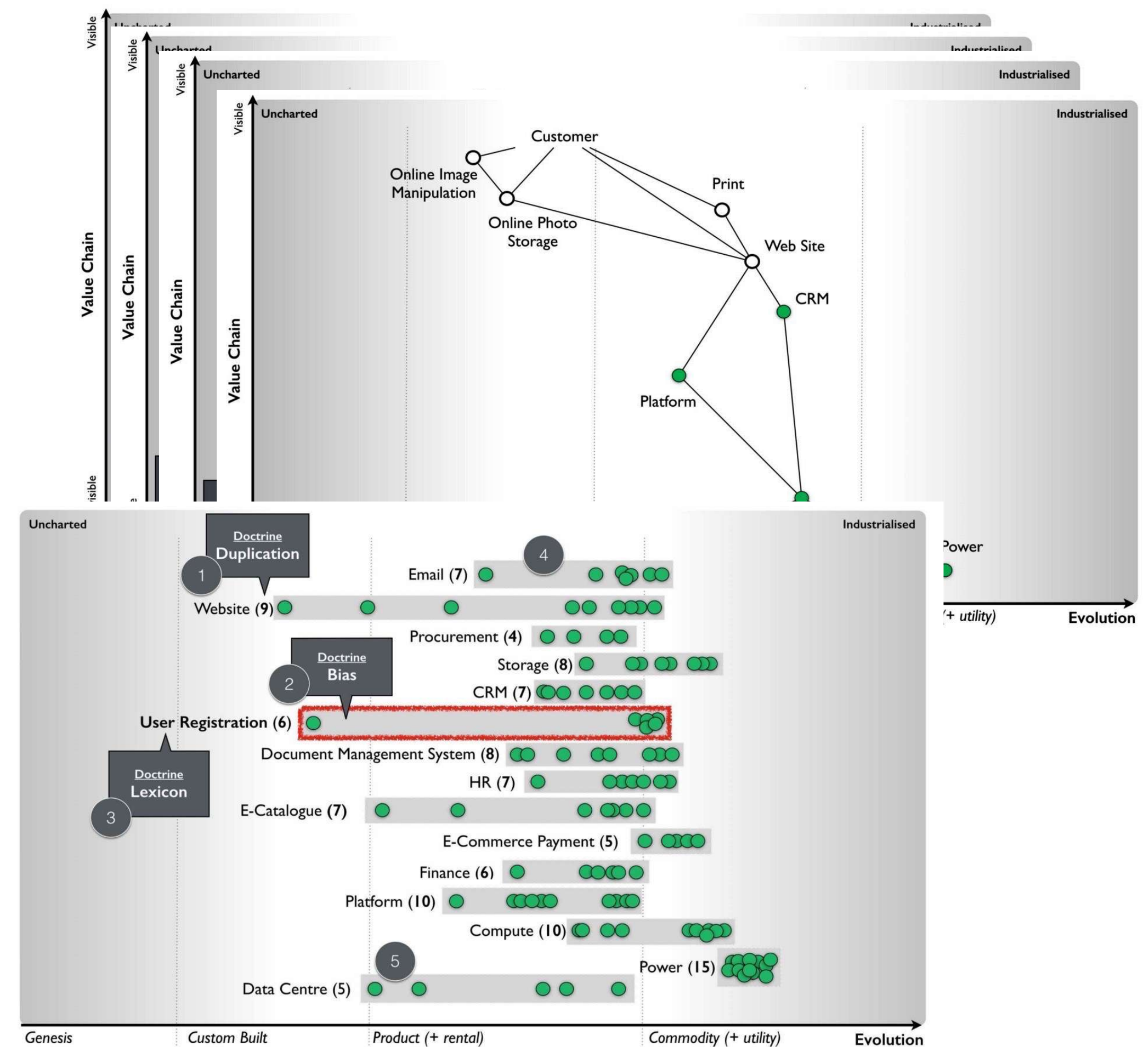


Collate multiple maps on a 'profile diagram' to show commonly described components and identify both duplication and bias



Maps and the profile diagram are guides that will help you remove duplication and bias.

This is a necessity for efficient operations.



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