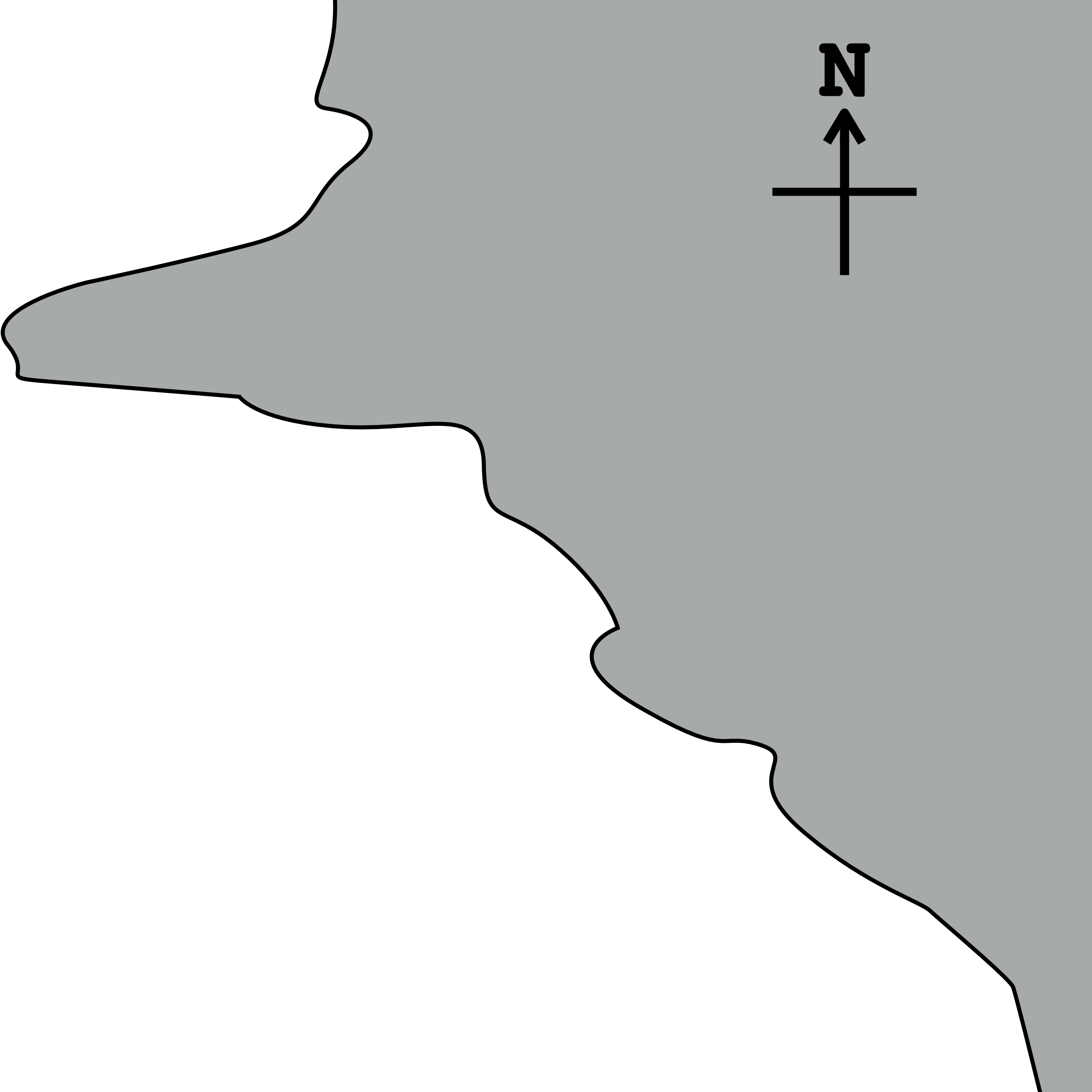


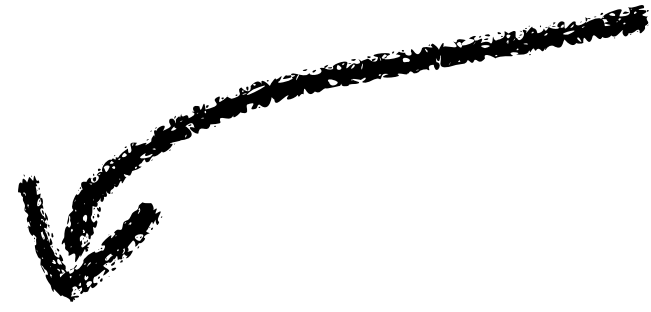
Crossing the river by
feeling the stones.



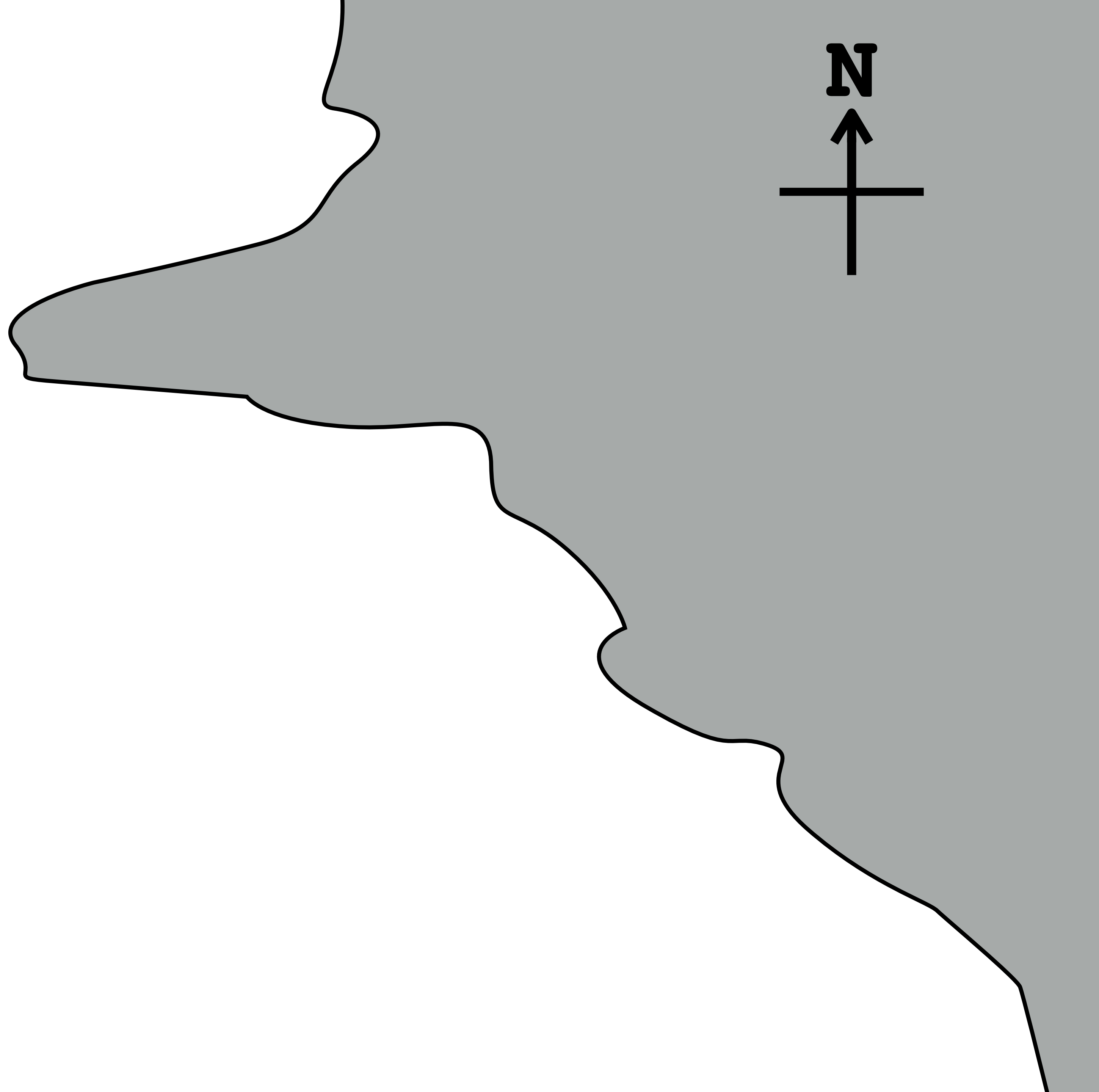
Strategy



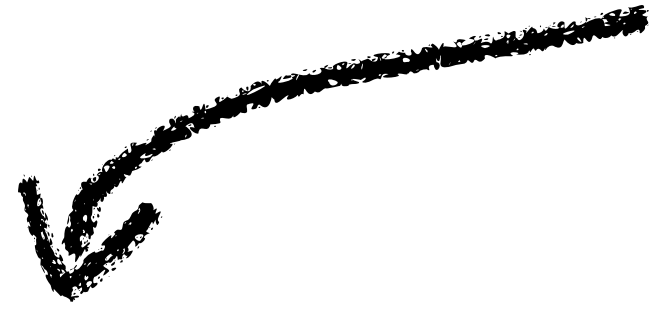
Strategy



Situational
Awareness



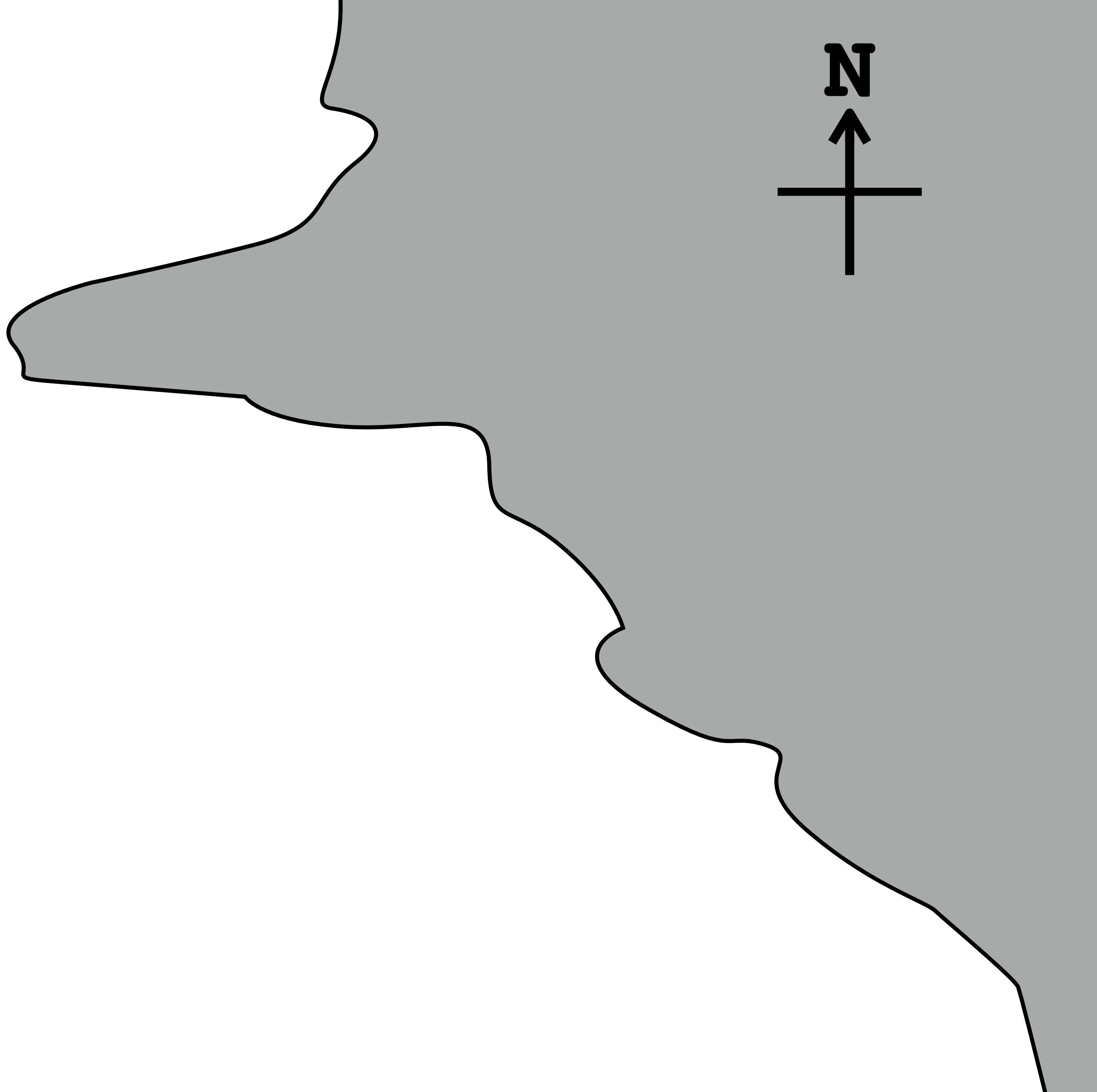
Strategy



Situational
Awareness



Maps



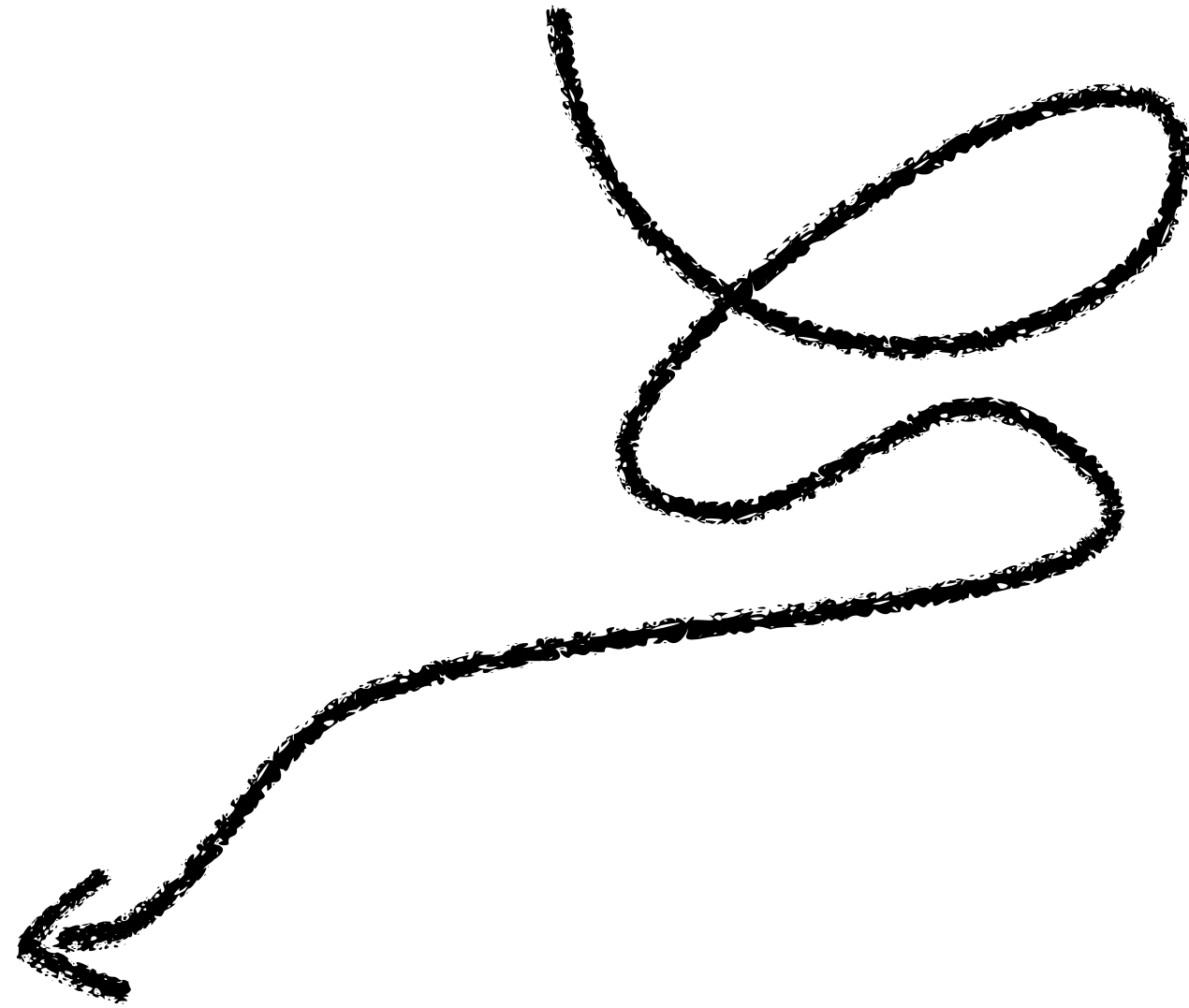
Strategy



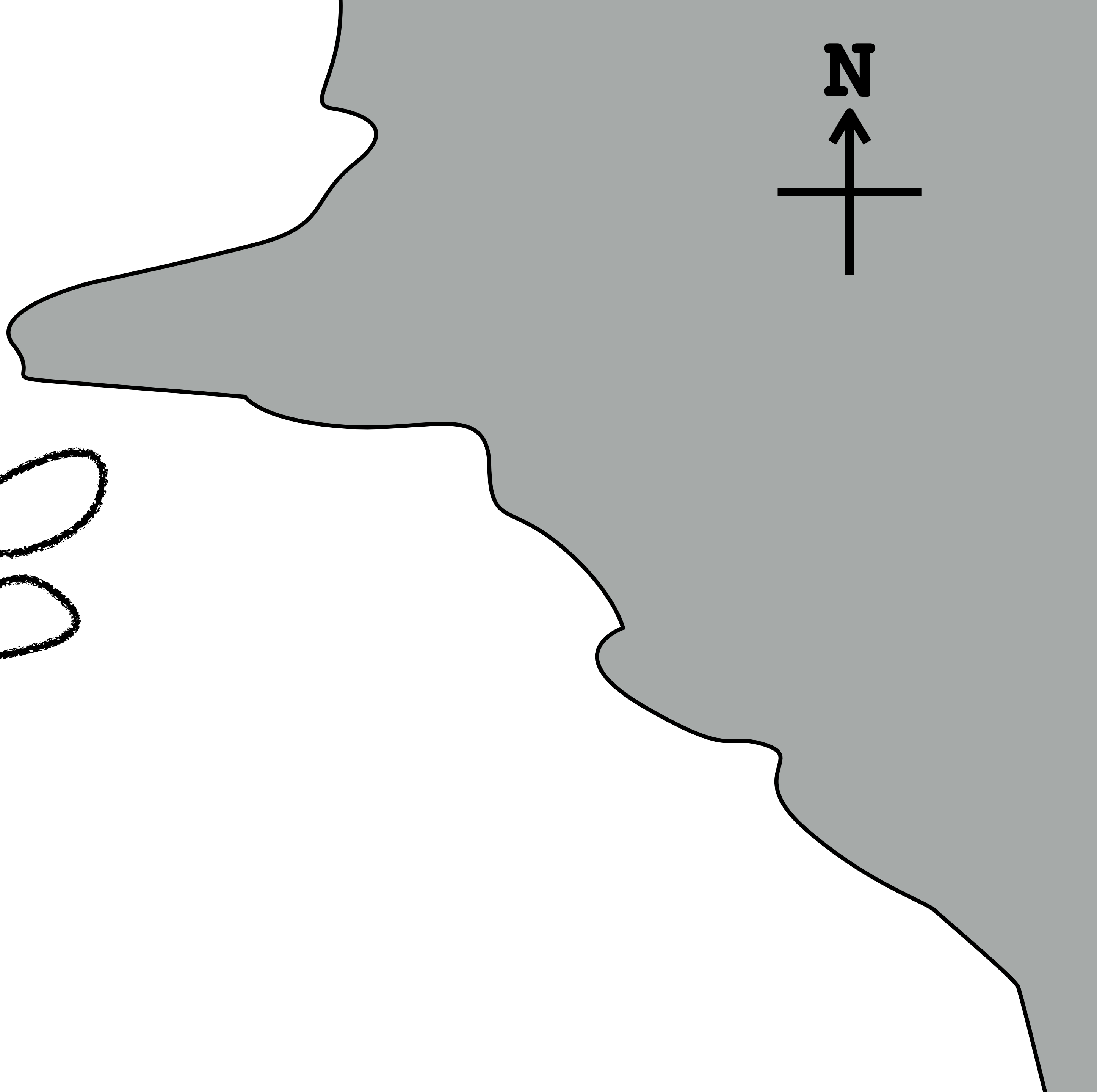
Situational
Awareness



Maps



Patterns



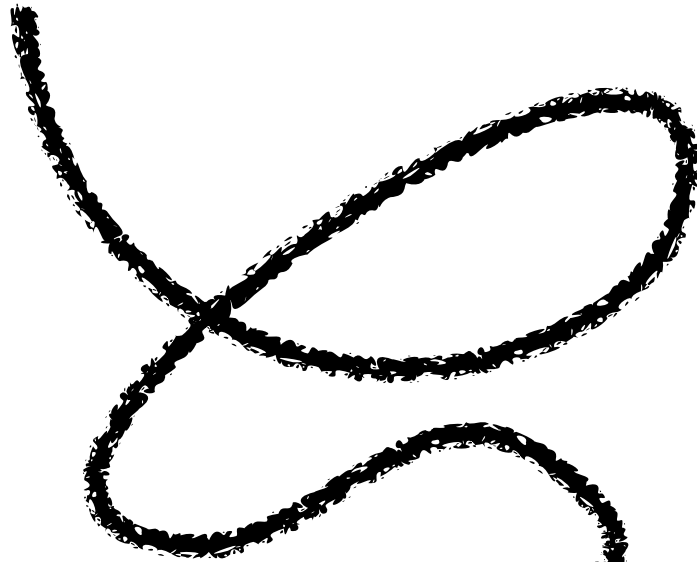
Strategy



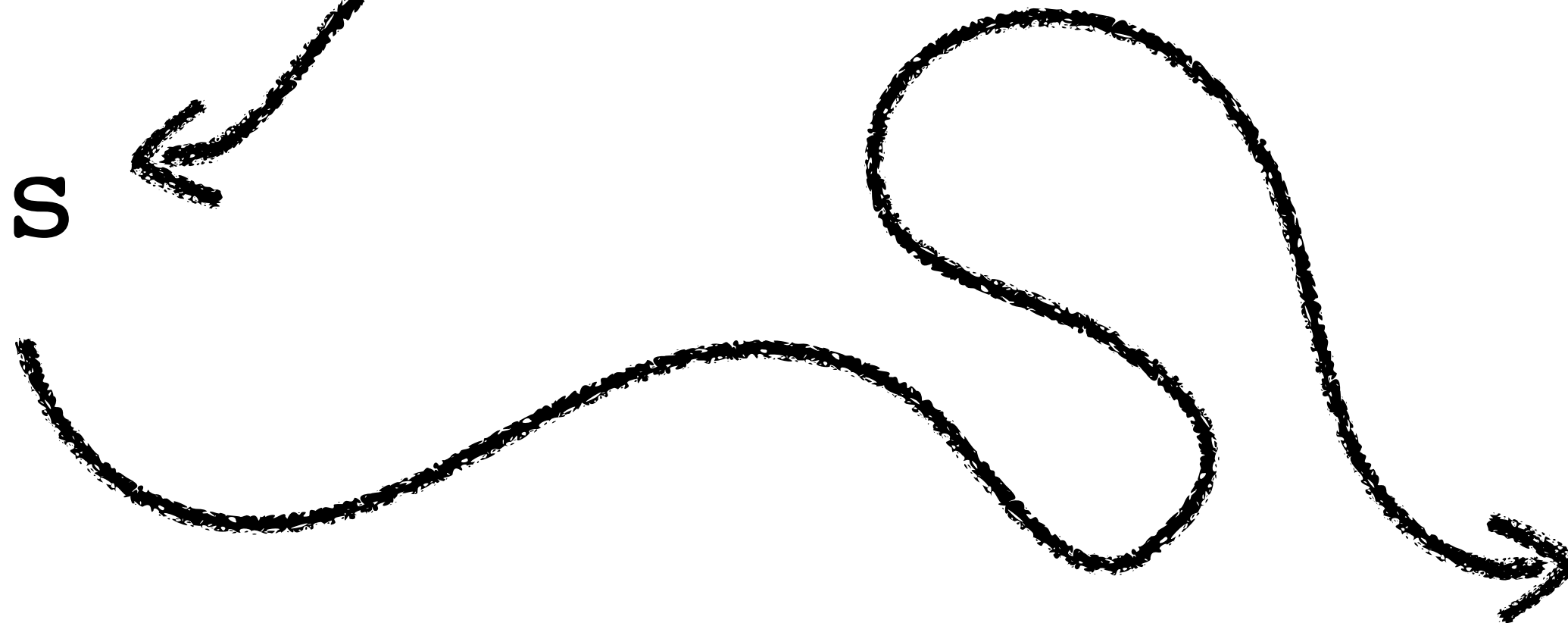
Situational
Awareness



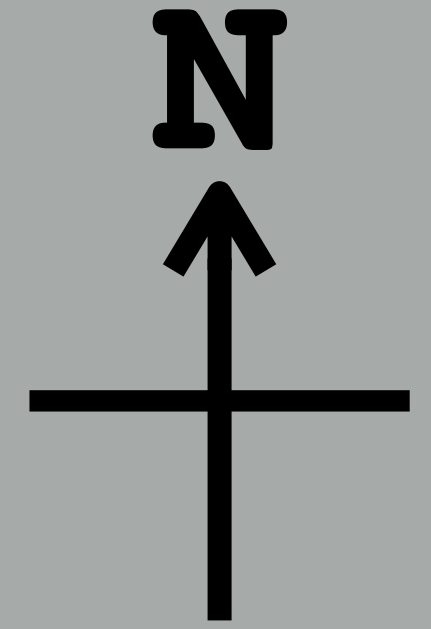
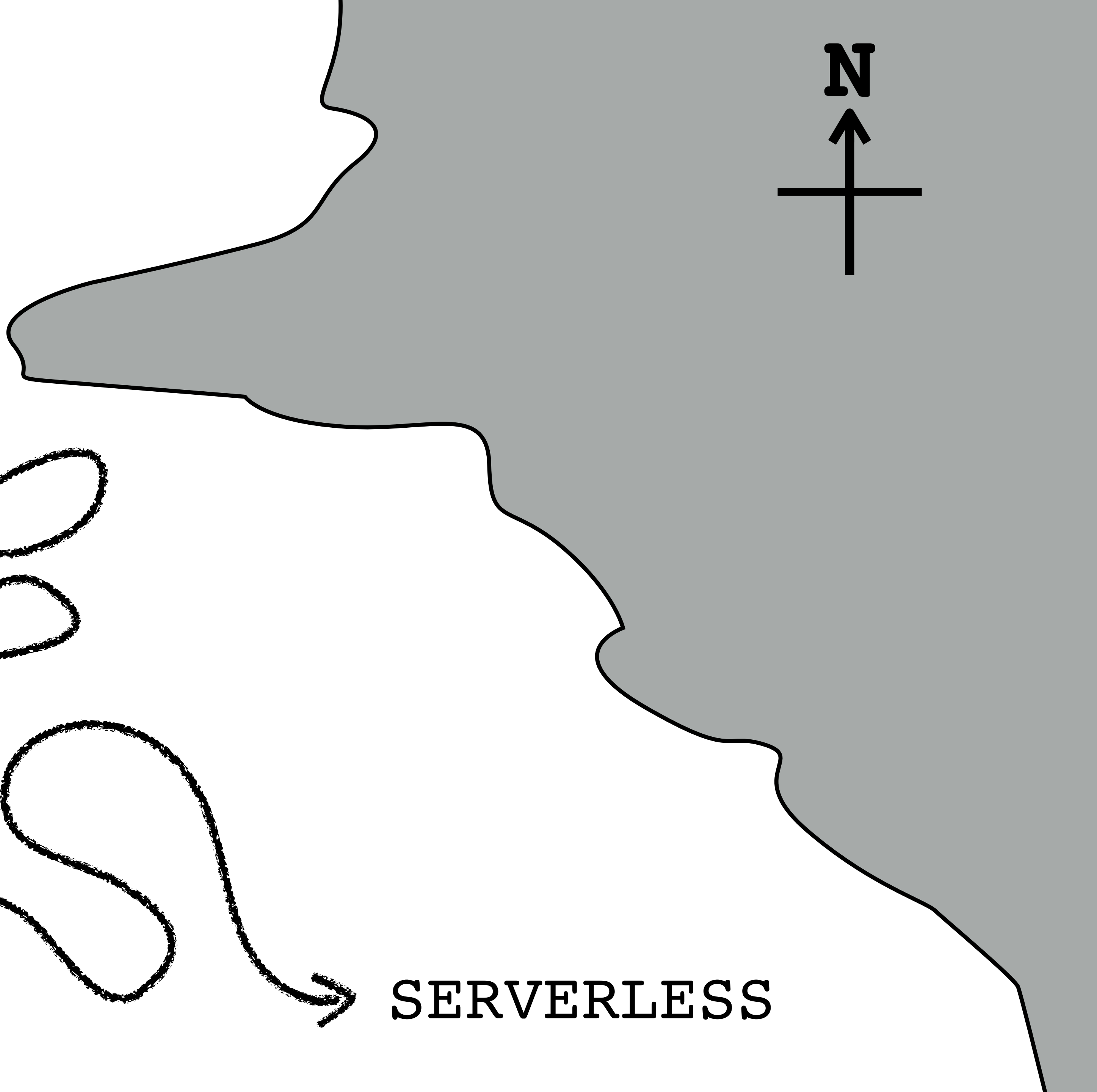
Maps



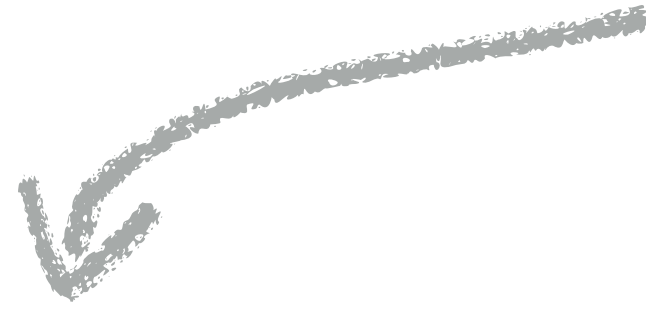
Patterns



SERVERLESS



Strategy



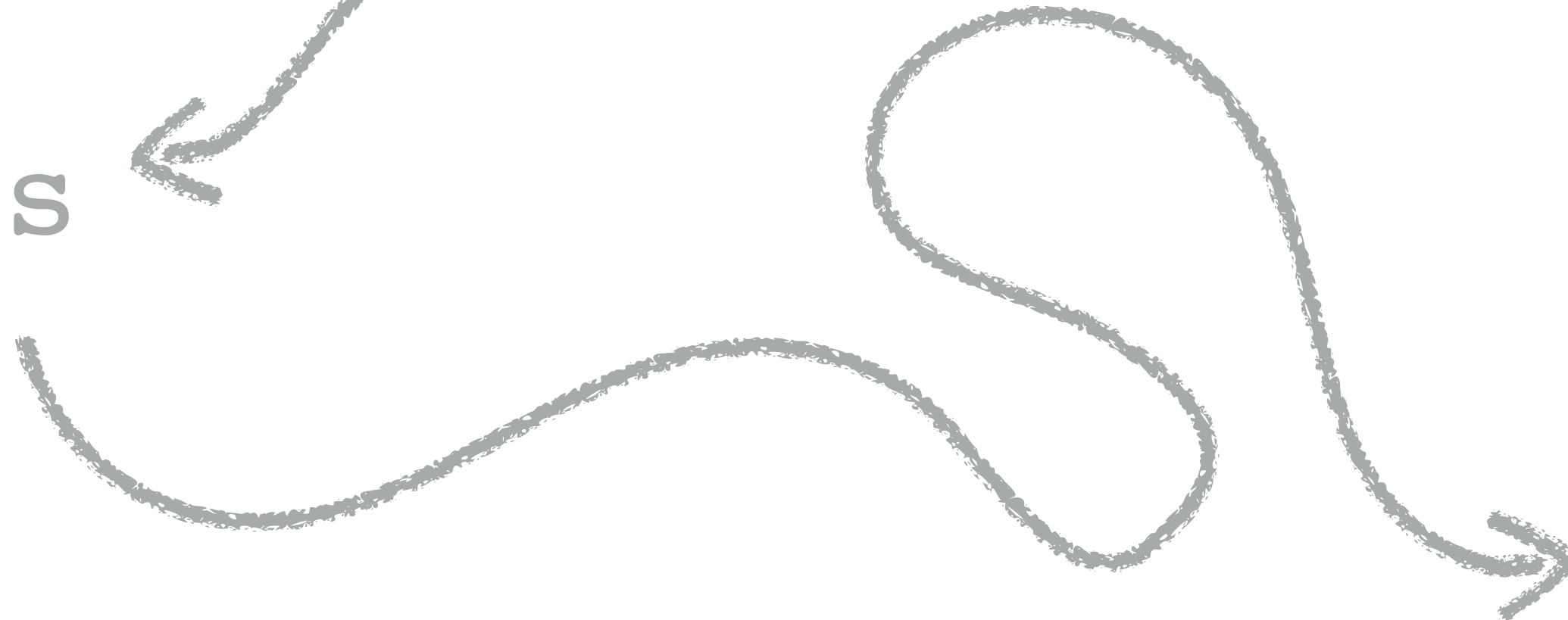
Situational
Awareness



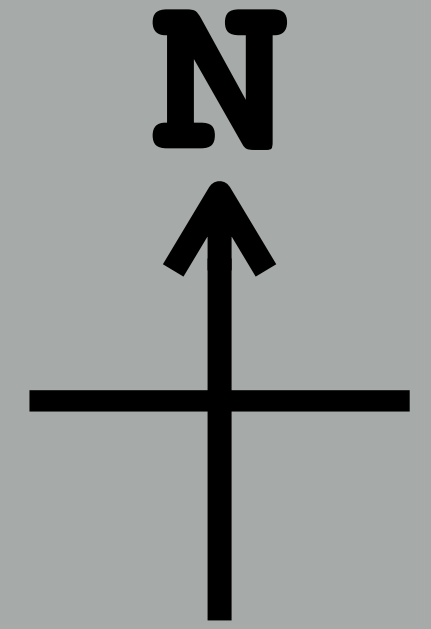
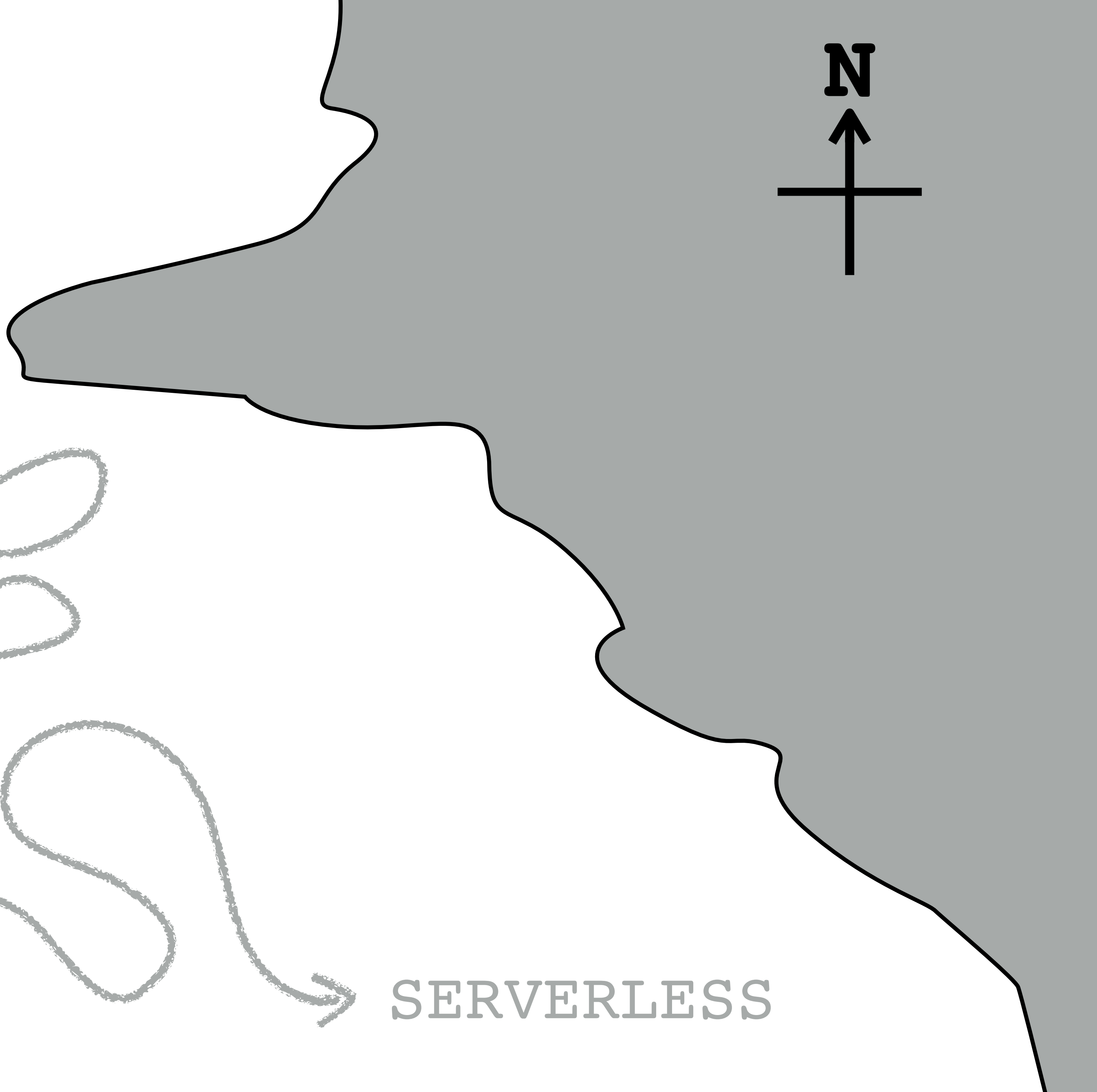
Maps



Patterns



SERVERLESS





Top quality prints and a **FREE** online photo service

- **Digital and film**

Easy upload for digital pictures and film rolls

- **Create online albums** ^{FREE}

Unlimited secure space for your pictures

- **Photo upload software** ^{FREE}

Upload your images from your desktop

- **Share your photos** ^{FREE}

Friends, family, workmates, share the moment

- **Buy prints and gifts**

Turn your favourite photos into great gifts

username

password

Login

[forgotten password?](#)

[Take the Tour](#)

[Create an account](#)

Gifts Gallery

Turn your photos into great gifts!



Promotions

Share pictures & when friend registers, you both get 3 free 6x4 prints.

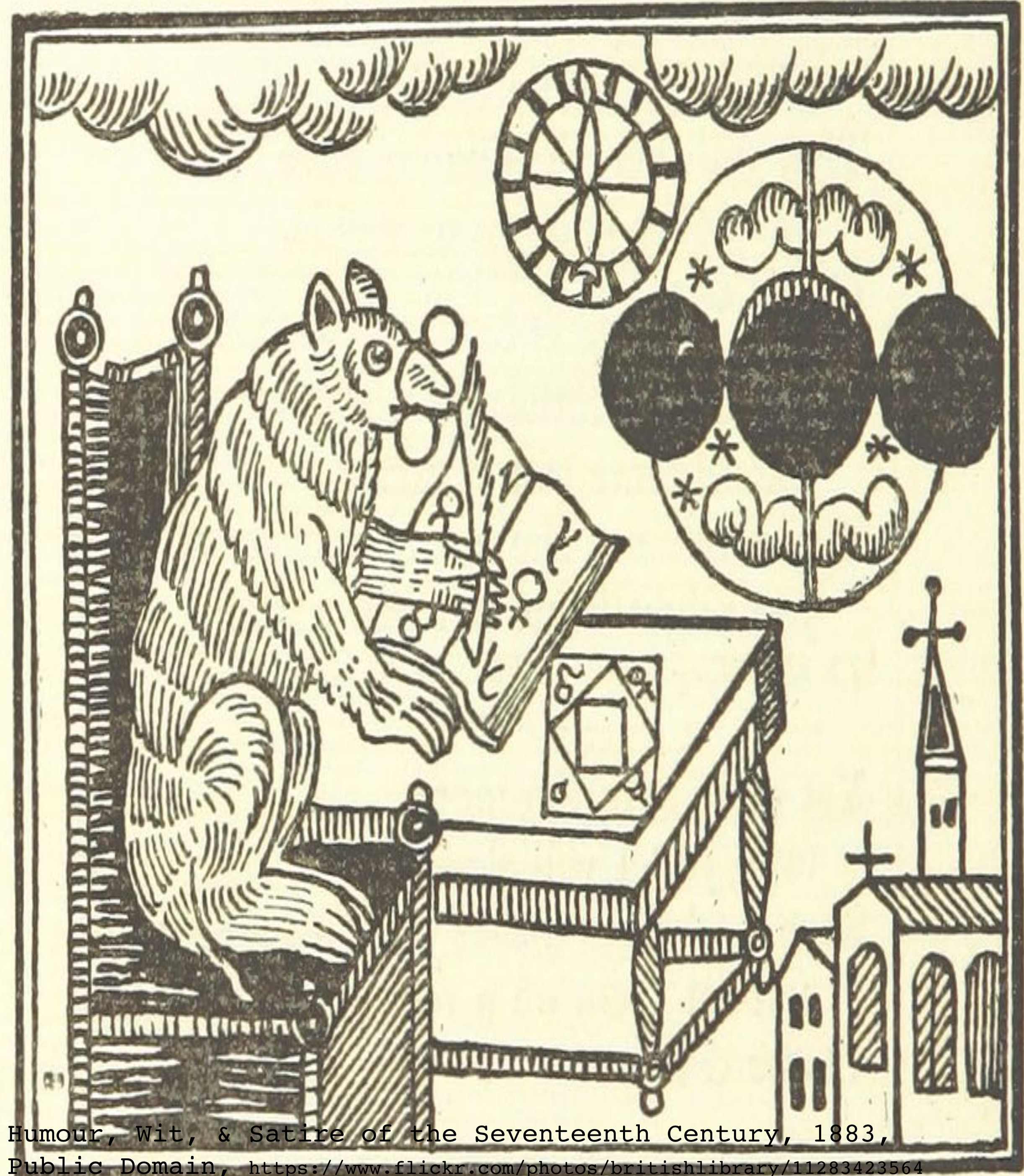






FAAKE

CEO



Fotango, 2003

Our strategy is **customer focused**. We will lead a **innovative** effort in the market through our use of **agile techniques** and **open source** to become a leading provider of open standard solutions to the digital world. To develop products of the highest standards we make our clients part of the team. Our final measure of success is the satisfaction of the team at the end of the project.

Business

Level

Abststractions of a

Healthy

Strategy

Common Blahs

digital business, big data, disruptive,
innovative, collaborative, competitive
advantage, ecosystem, open source,
networked, efficiency, learning
organisation, social
media, revolution, cloud based, agile,
secure, internet of things, growth, value,
customer focused, open,
digital first, data leaders, agile, insight
from data, platform,
sustainable, revolution, culture.

Blah Template

Our strategy is **[Blah]**. We will lead a **[Blah]** effort of the market through our use of **[Blah]** and **[Blah]** to build a **[Blah]**. By being both **[Blah]** and **[Blah]**, our **[Blah]** approach will drive **[Bah]** throughout the organisation. Synergies between our **[Blah]** and **[Blah]** will enable us to capture the upside by becoming **[Blah]** in a **[Blah]** world. These transformations combined with **[Blah]** due to our **[Blah]** will create a **[Blah]** through **[Blah]** and **[Blah]**.

Blahs

+

Blah template

=

auto generate

64 strategies

Strategy 1 / 64

Our strategy is **customer focused**. We will lead a **disruptive** effort of the market through our use of **innovative social media** and **big data** to build a **collaborative cloud based ecosystem**. By being both **digital first** and **agile**, our **open** approach will drive **efficiency** throughout the organisation.

Synergies between our **culture revolution** and **networked learning organisation** will enable us to capture the upside by becoming **data leaders** in a **digital business world**.

Strategy 2 / 64

Our strategy is **innovative digital business**. We will lead a **growth** effort of the market through our use of **customer focused competitive advantage** and **disruptive social media** to build a **collaborative revolution**. By being both **data leaders** and **cloud based**, our **ecosystem** approach will drive **insight from data** throughout the organisation. Synergies between our **platform** and **open culture** will enable us to capture the upside by becoming **digital first** in a **networked** world.

1. This is the exact wording from our business plan.

1. This is the exact wording from our business plan.
2. I've seen two of these used already.

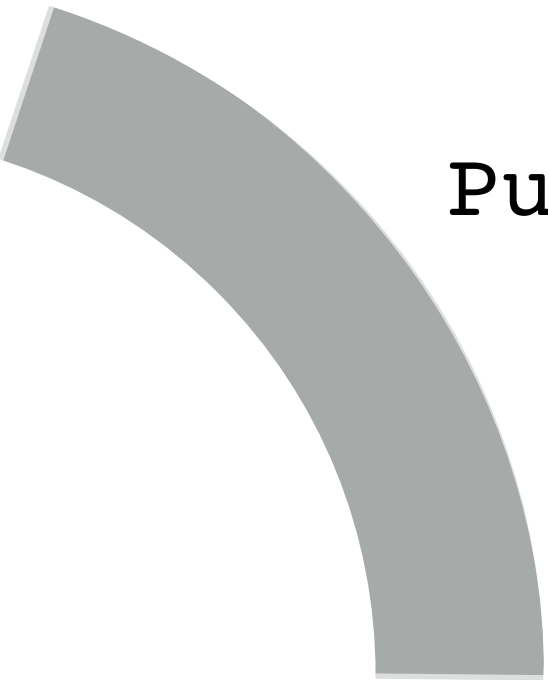
1. This is the exact wording from our business plan.
2. I've seen two of these used already.
3. Are you for hire?

Our strategy is collaborative. We will lead an open effort of the market through our use of big data and social media to build a digital business. By being both disruptive and agile, our networked approach will drive internet of things throughout the organization. Synergies between our growth and insight from data will enable us to capture the upside by becoming sustainable in an innovative world. These transformations combined with learning organization due to our data leaders will create a platform through revolution and leaders.



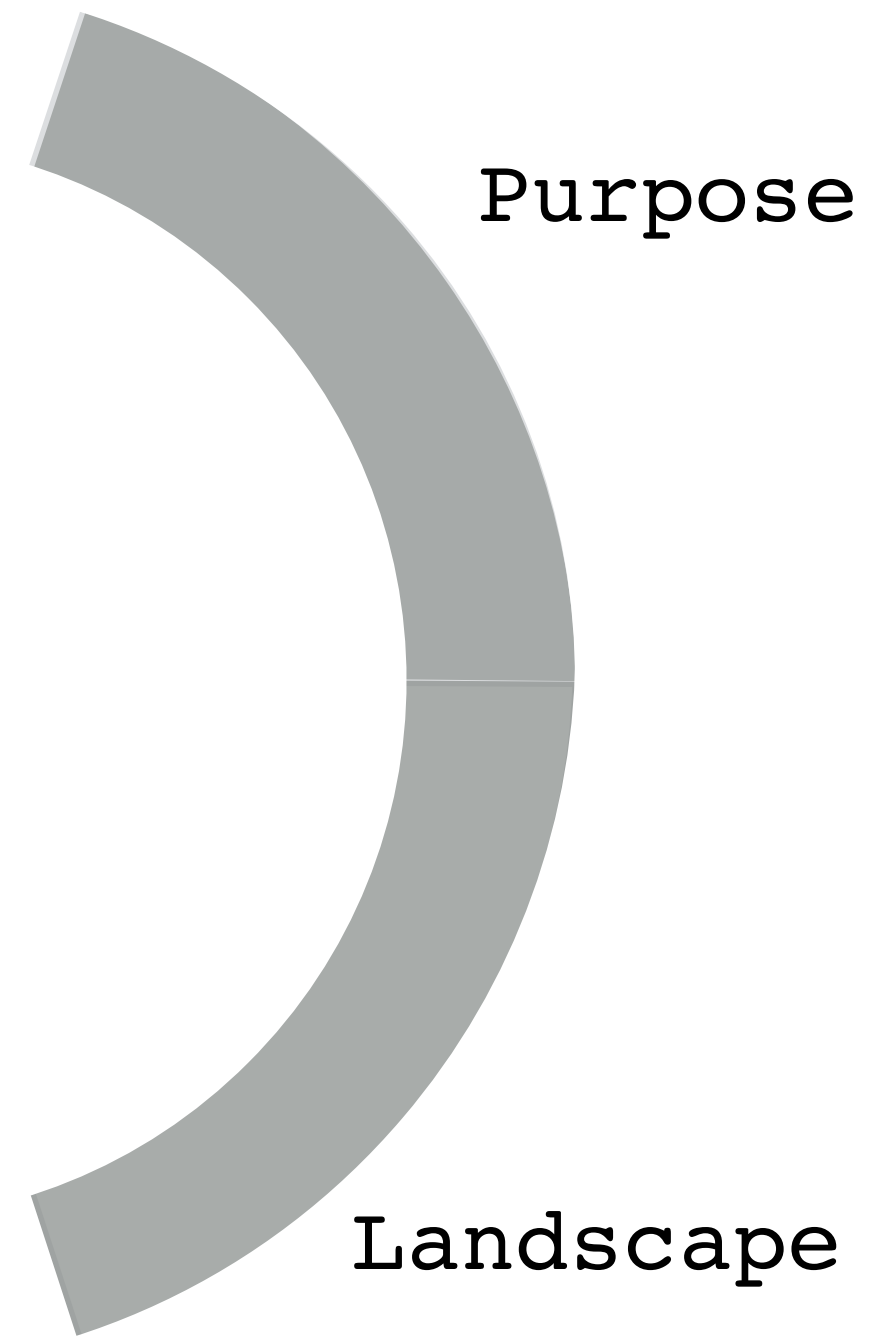
Julian Mason, APR 2011, CC by 2.0

<https://www.flickr.com/photos/meandmyshadow/5687986018/>

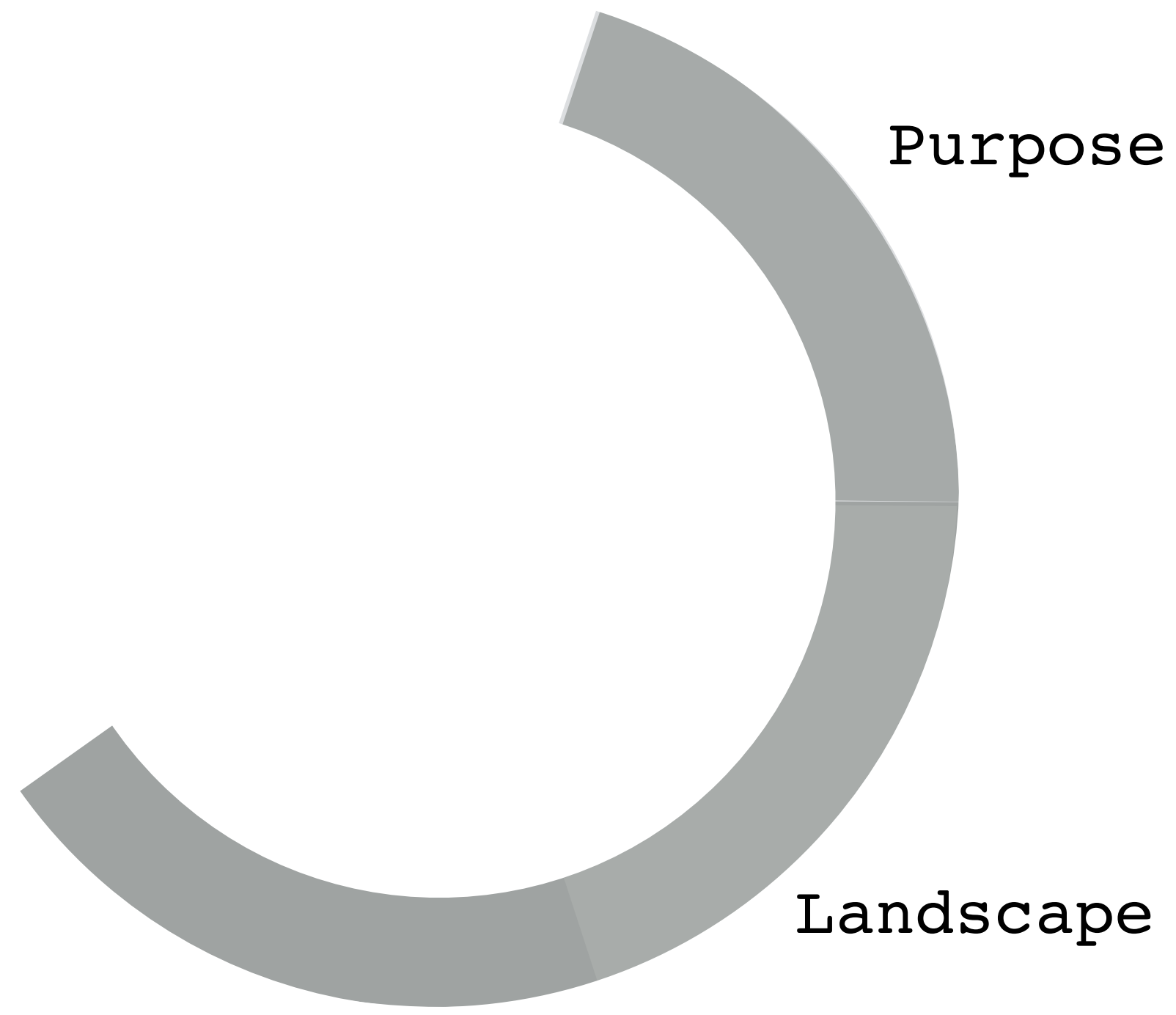


Purpose

The Strategy Cycle
Sun Tzu's five factors



The Strategy Cycle
Sun Tzu's five factors

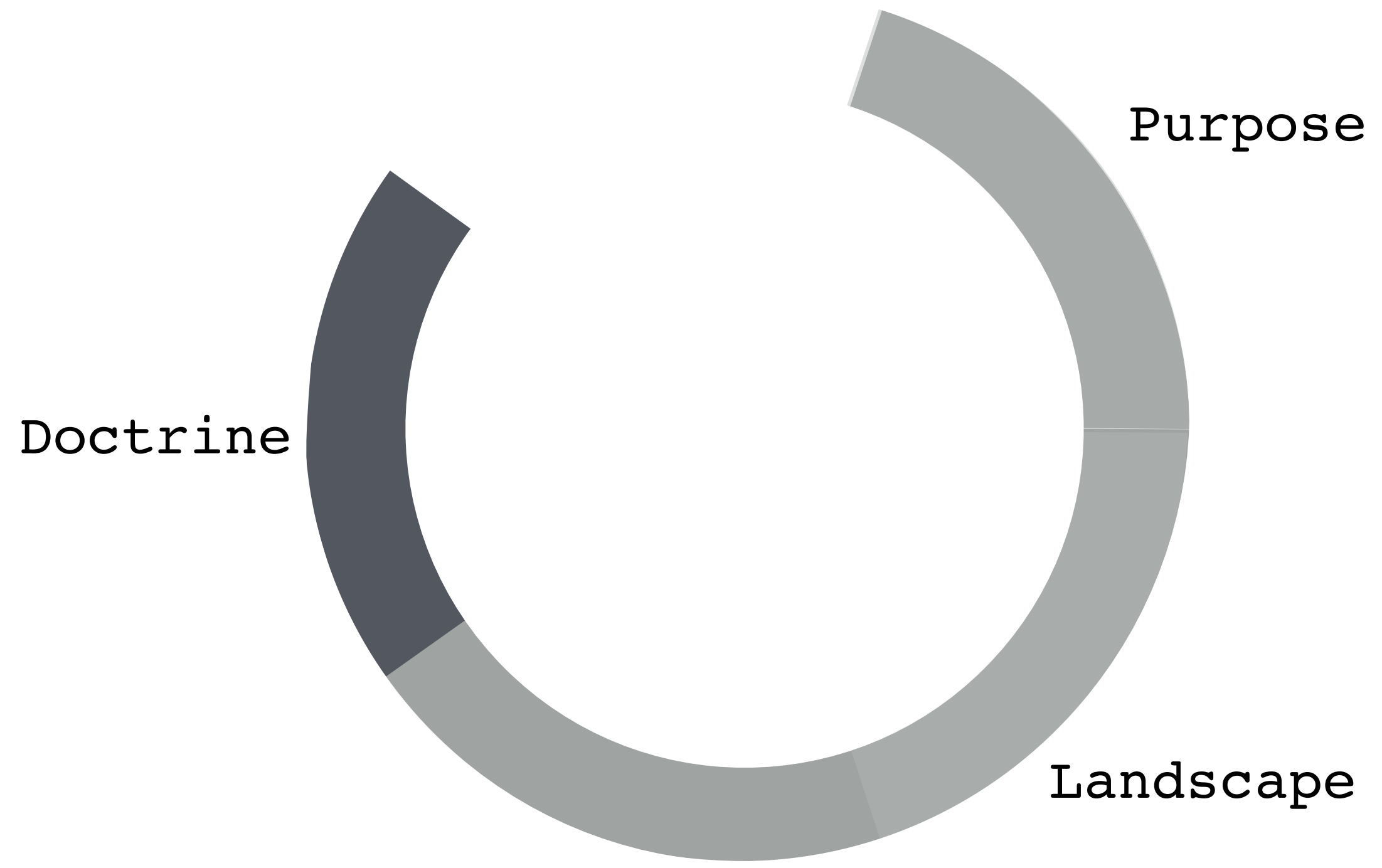


Climate

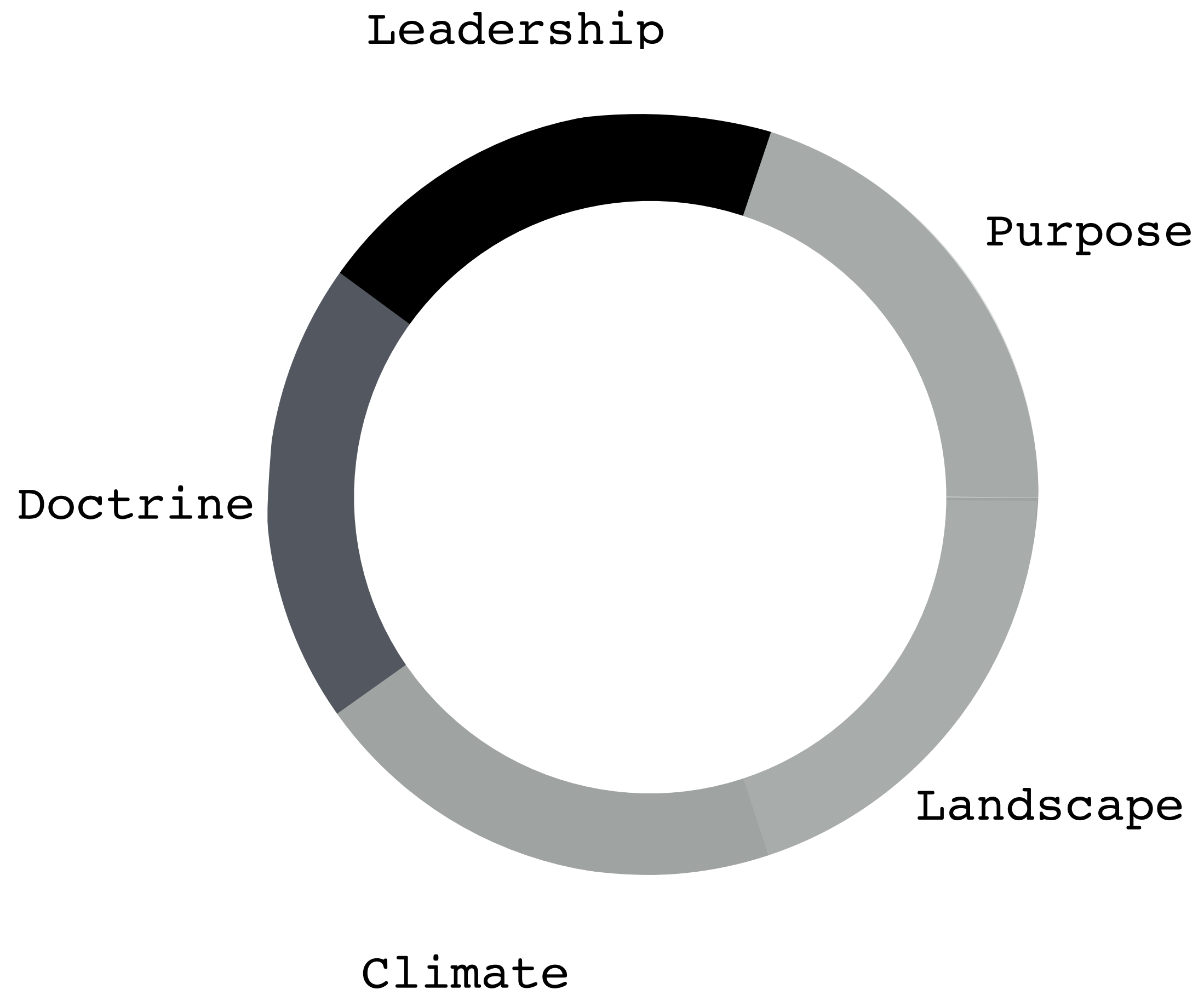
Purpose

Landscape

The Strategy Cycle
Sun Tzu's five factors



The Strategy Cycle
Sun Tzu's five factors

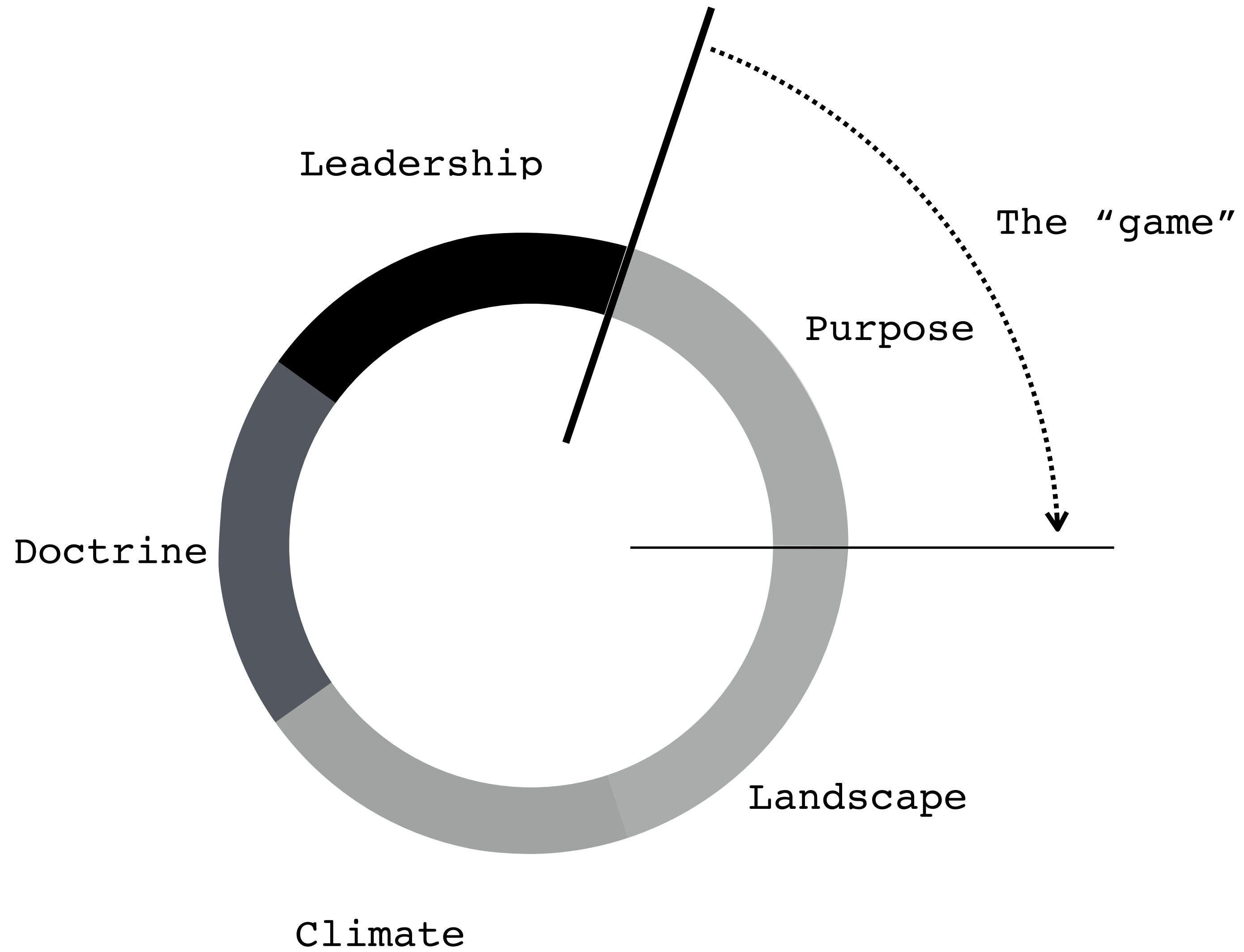


The Strategy Cycle
Sun Tzu's five factors

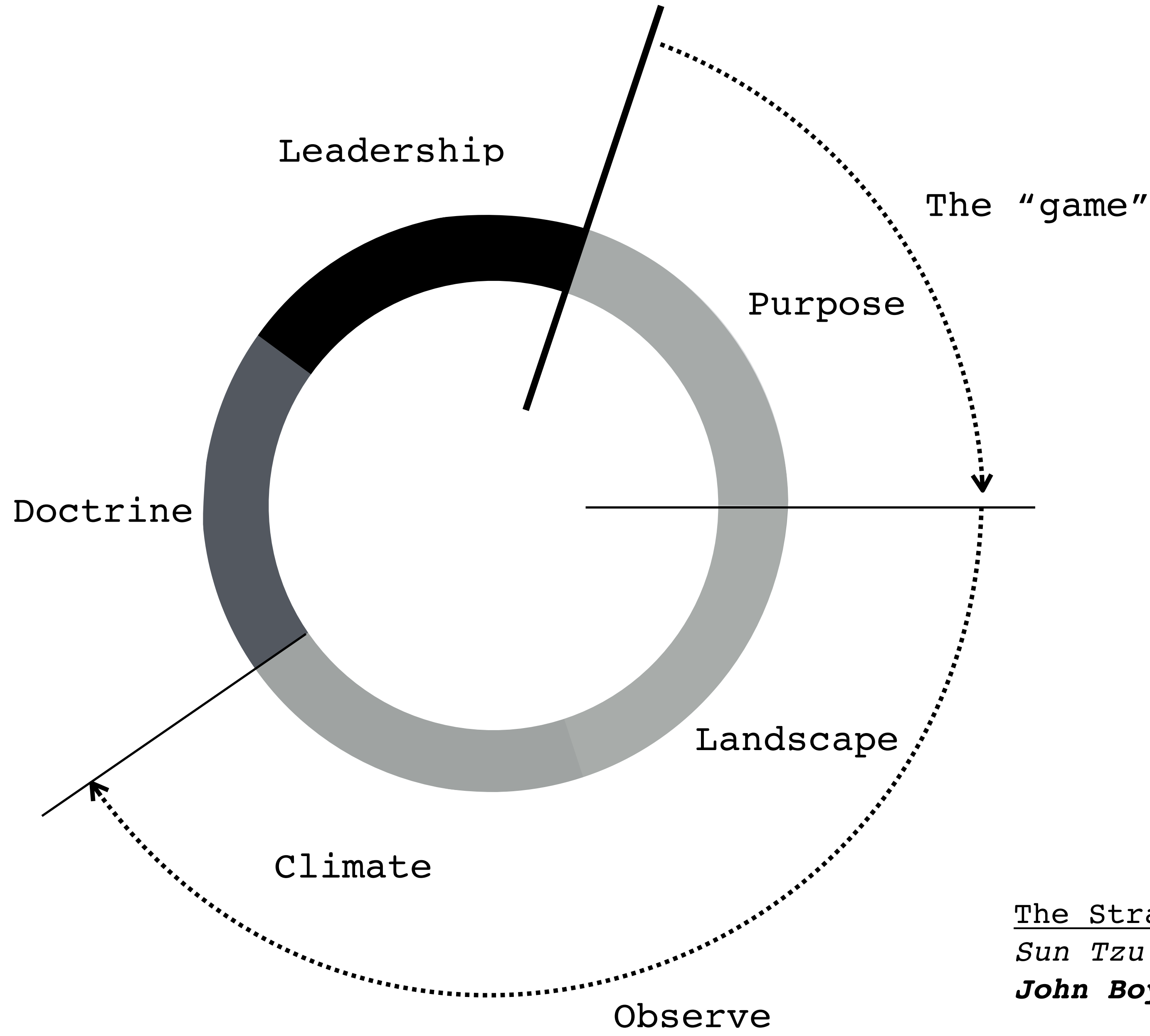


John Boyd, USAF

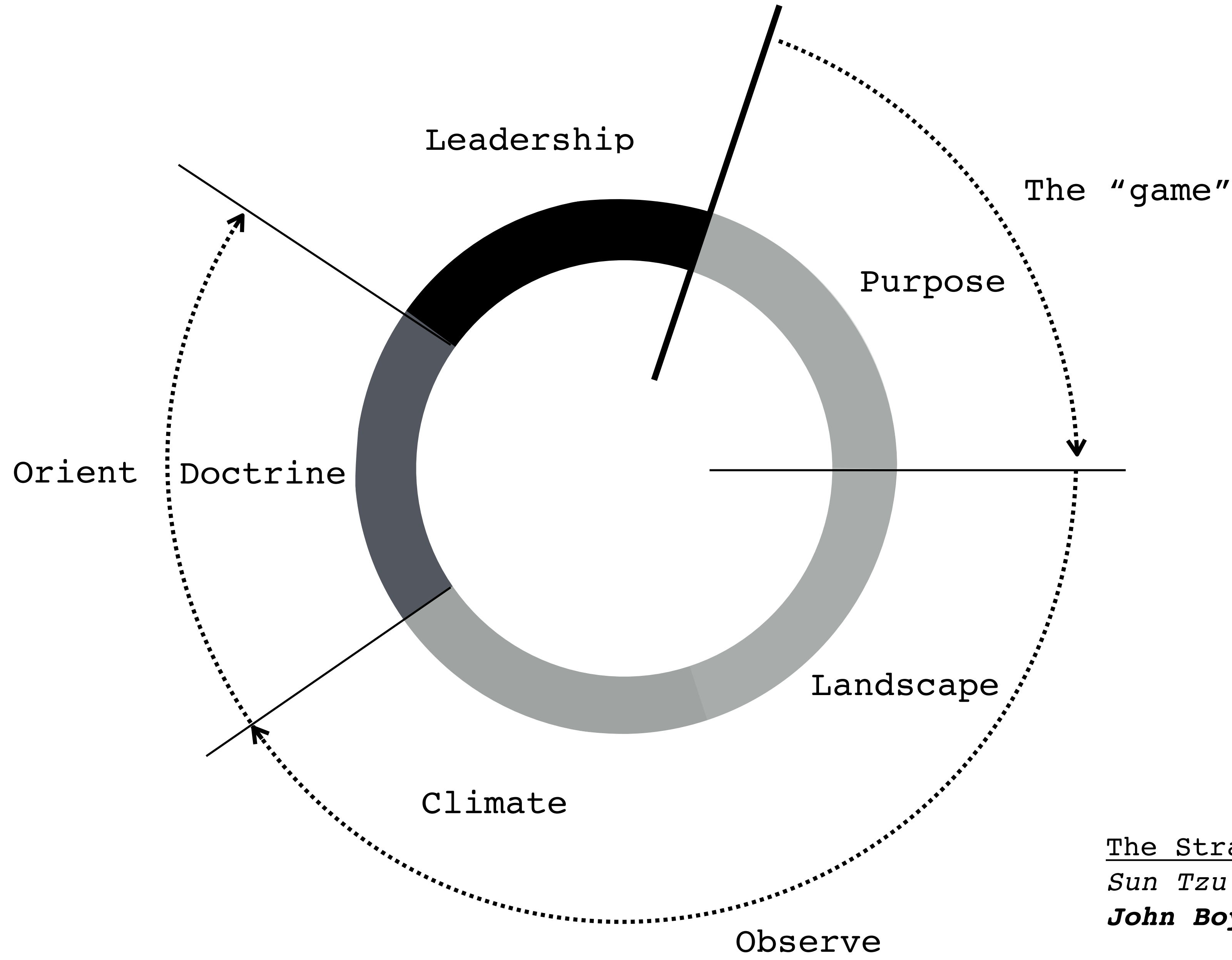
Public Domain, US Gov, 2012

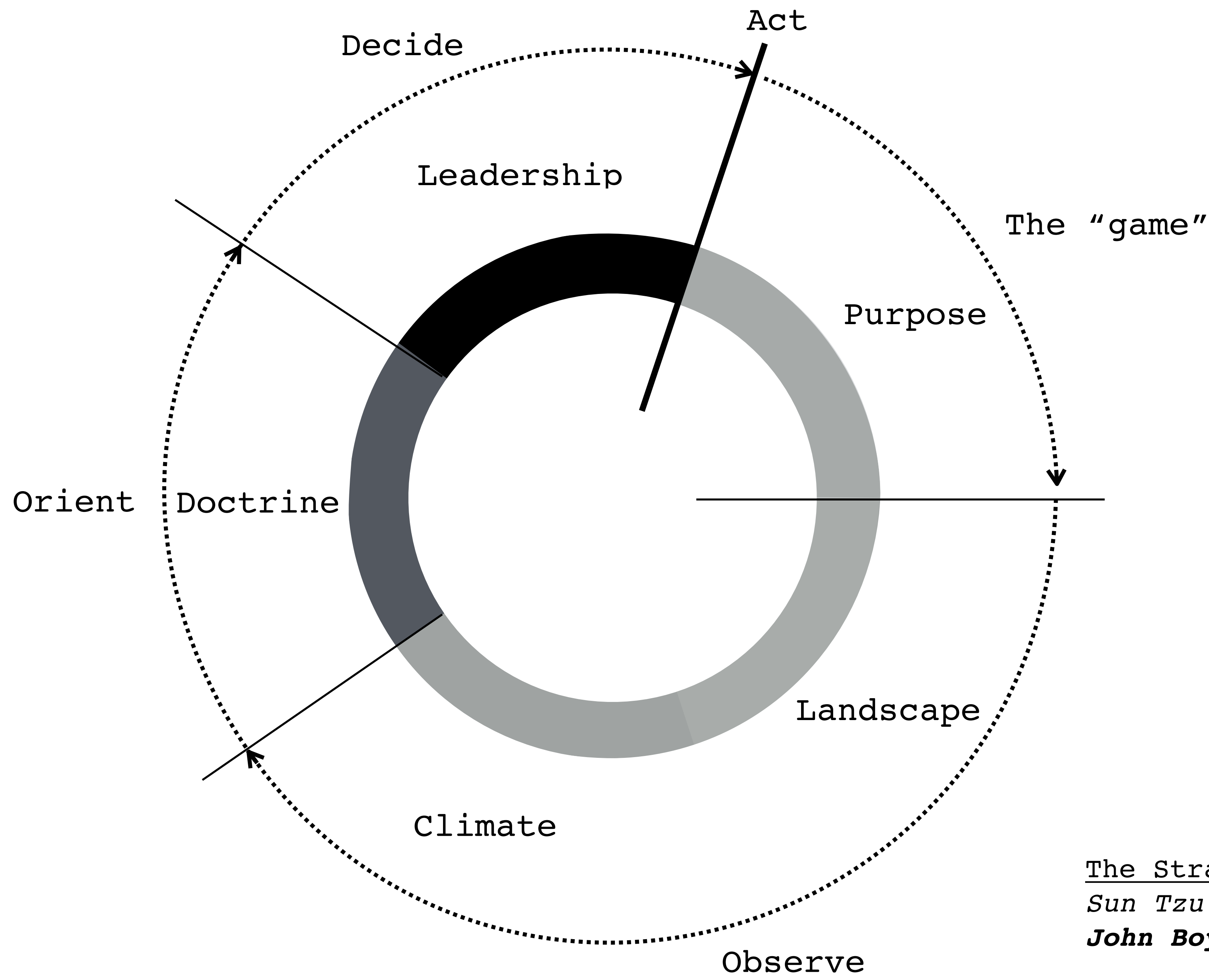


The Strategy Cycle
Sun Tzu's five factors
John Boyd's OODA loop



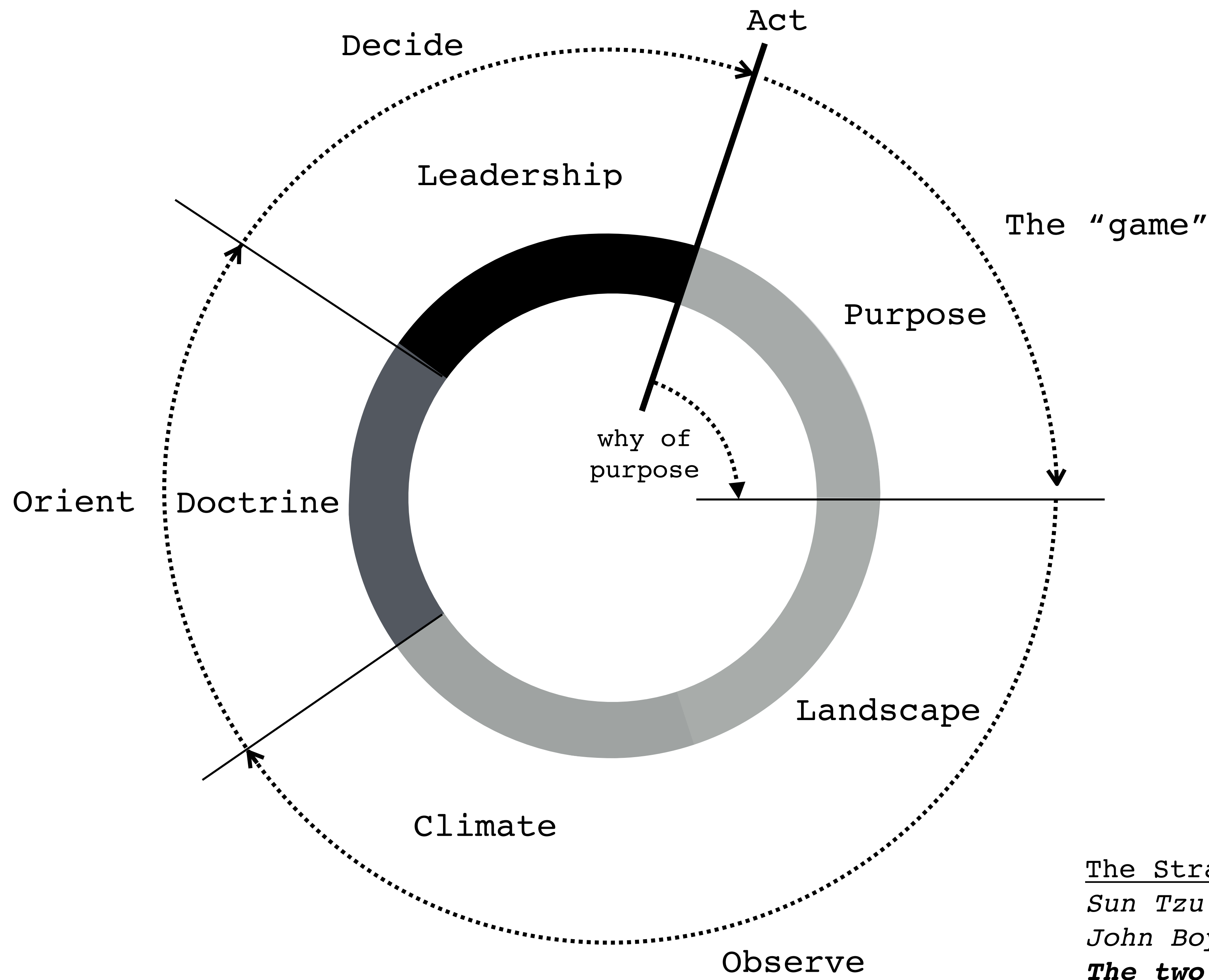
The Strategy Cycle
Sun Tzu's five factors
John Boyd's OODA loop



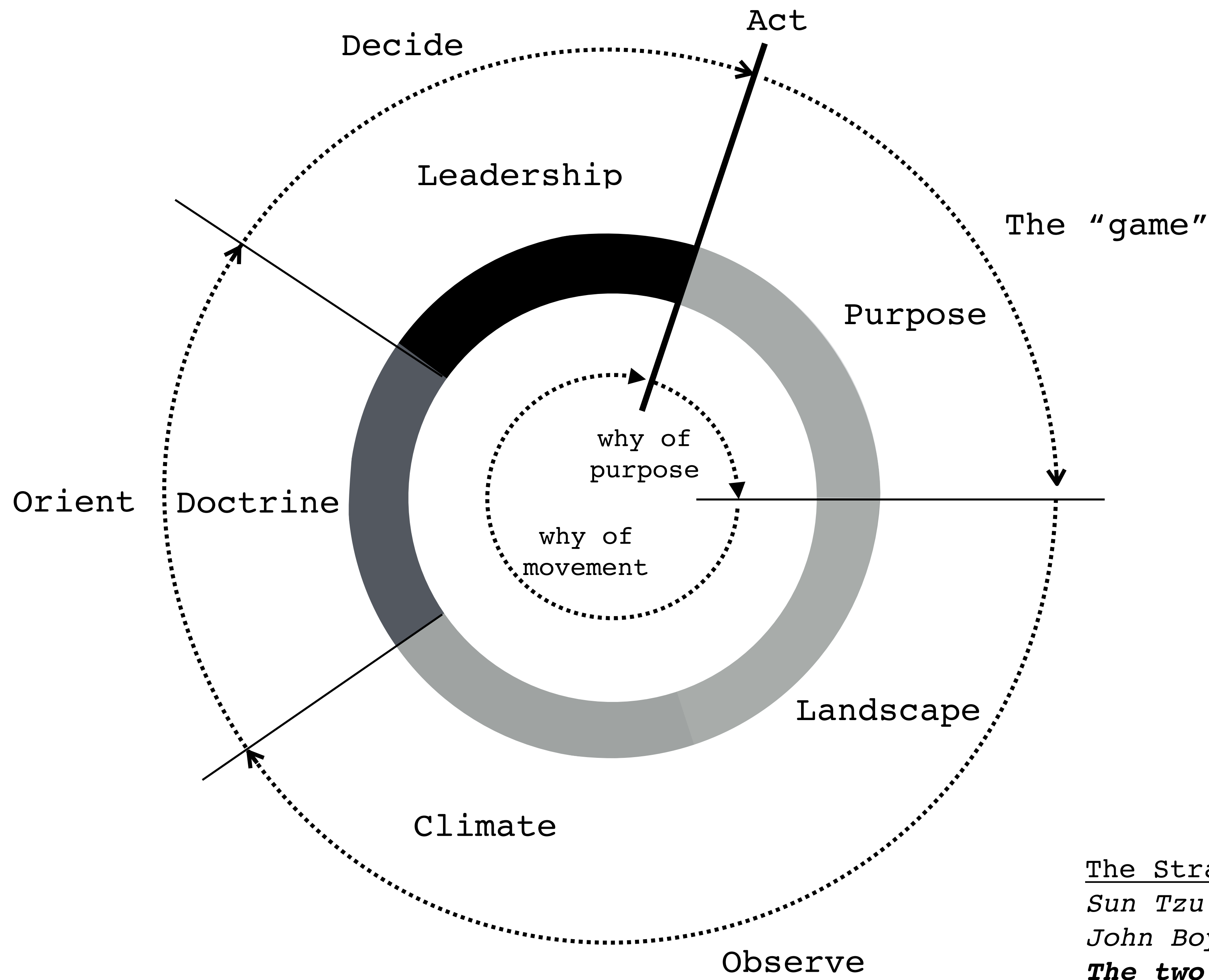


The Strategy Cycle
Sun Tzu's five factors
John Boyd's OODA loop

IMPORTANCE OF
WHY?

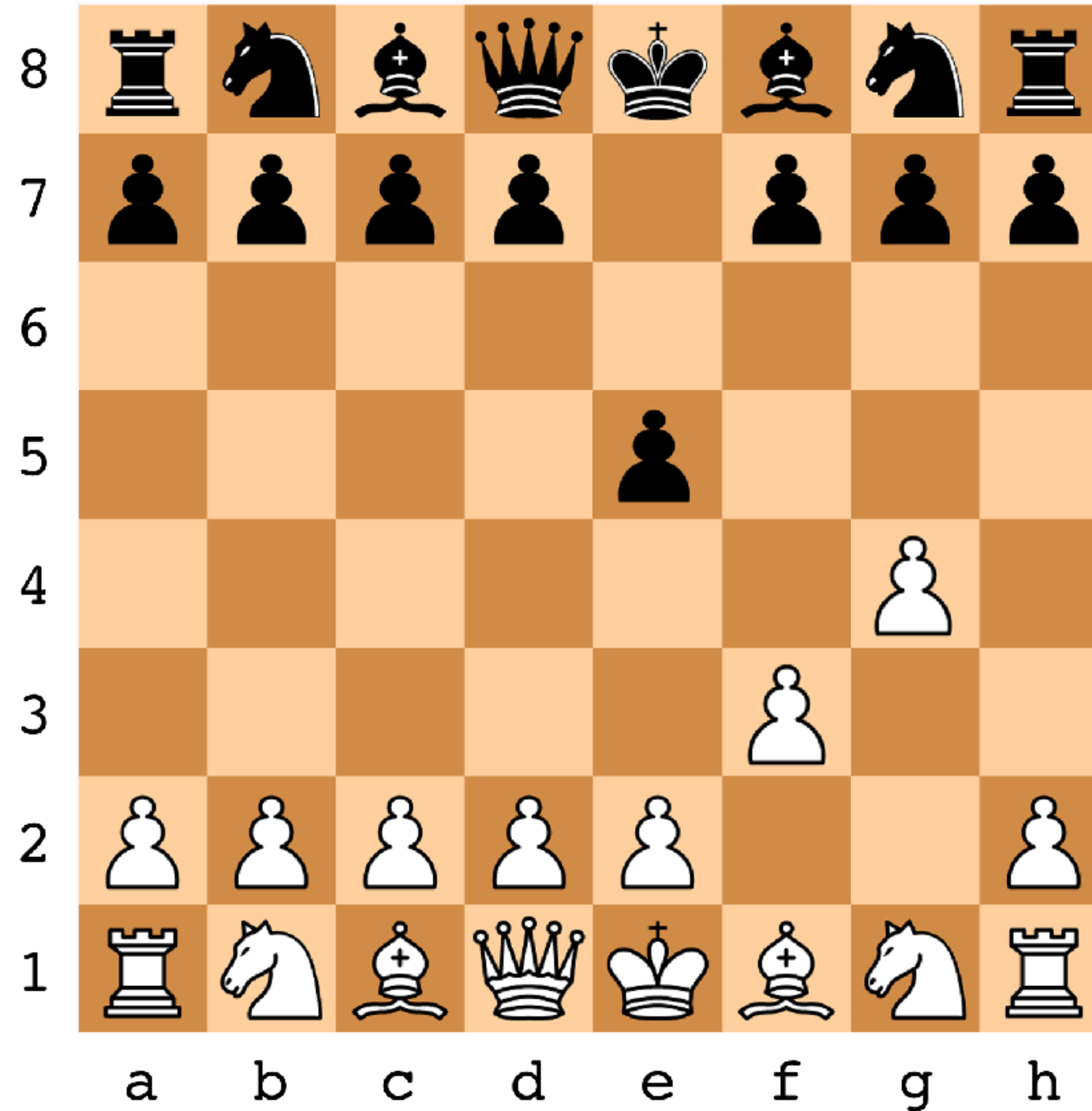


The Strategy Cycle
Sun Tzu's five factors
John Boyd's OODA loop
The two types of why

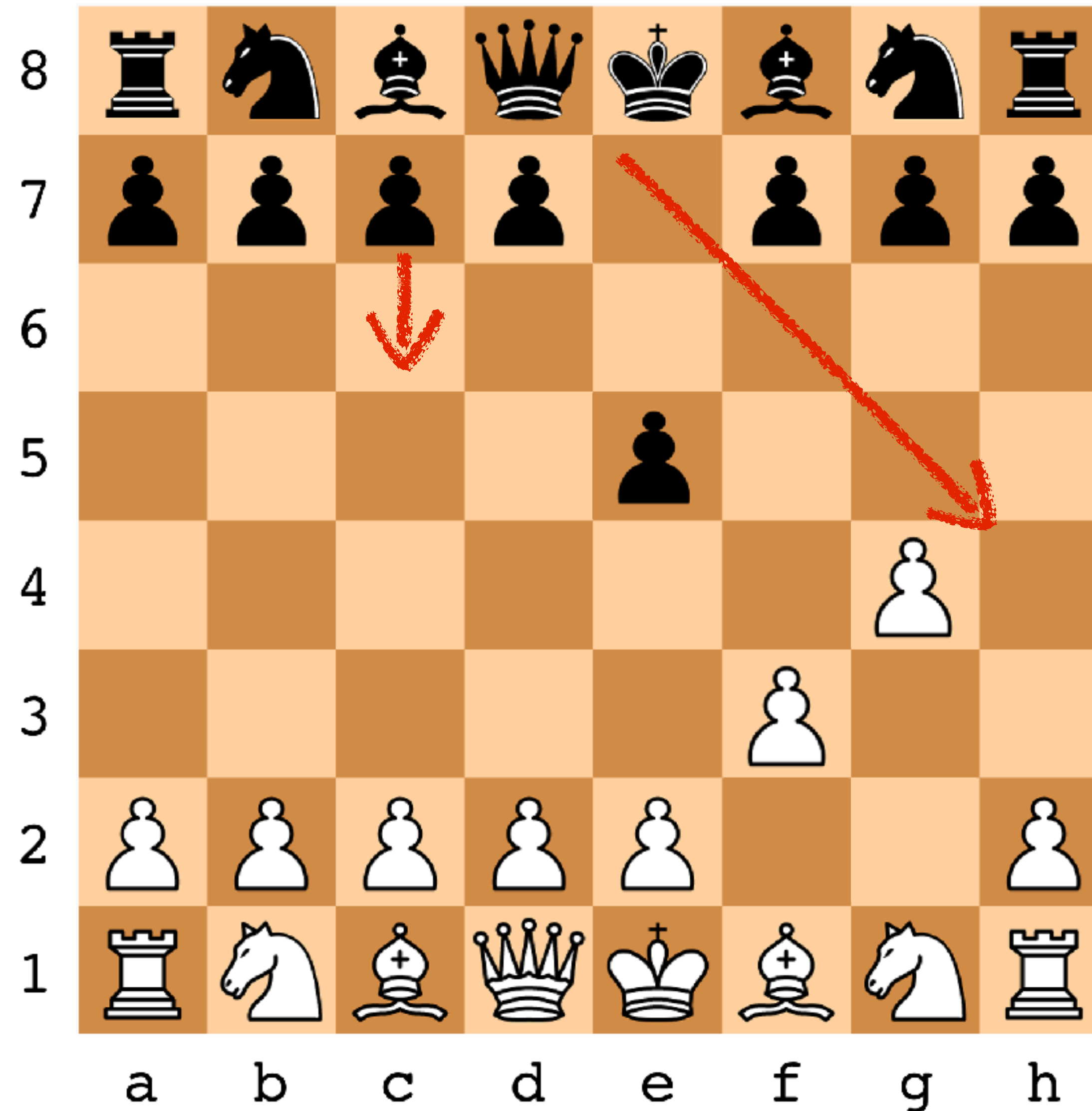


The Strategy Cycle
Sun Tzu's five factors
John Boyd's OODA loop
The two types of why

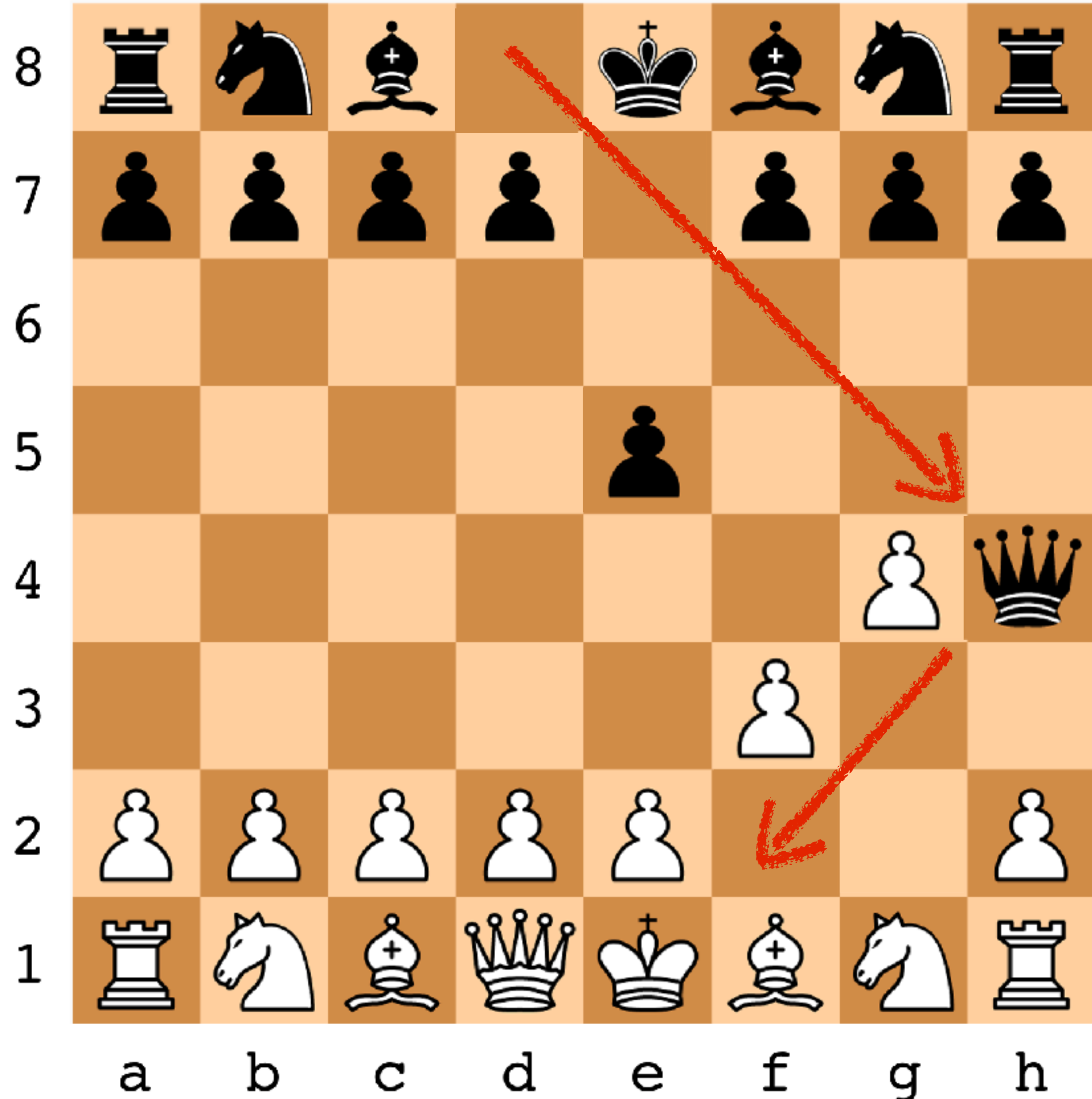
Why of purpose = To Win!



Why of movement = here or there?



Movement = LEARNING



Checkmate



Top quality prints and a **FREE** online photo service

- **Digital and film**

Easy upload for digital pictures and film rolls

- **Create online albums** ^{FREE}

Unlimited secure space for your pictures

- **Photo upload software** ^{FREE}

Upload your images from your desktop

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Friends, family, workmates, share the moment

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Turn your favourite photos into great gifts

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[forgotten password?](#)

[Take the Tour](#)

[Create an account](#)

Gifts Gallery

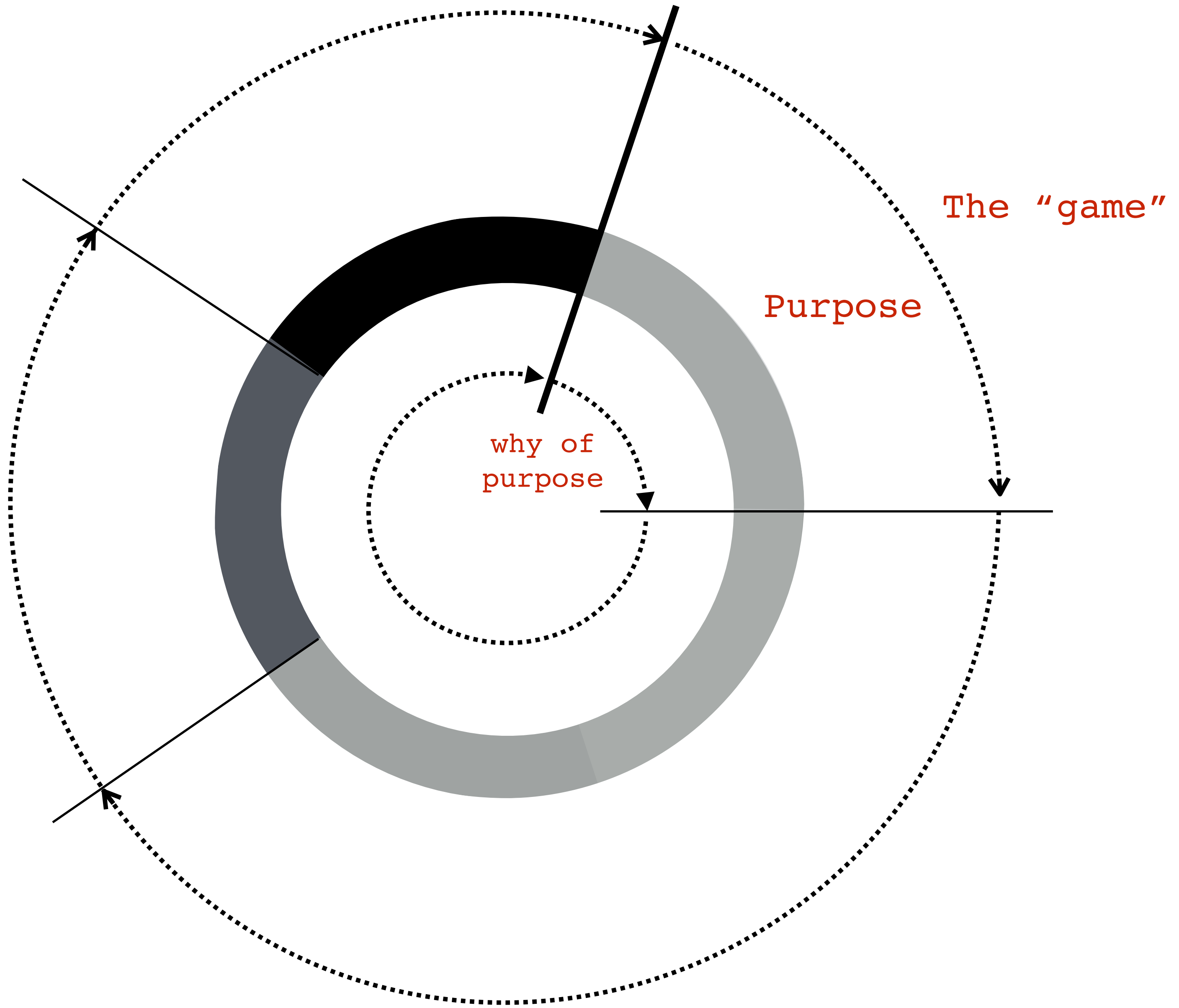
Turn your photos into great gifts!



Promotions

Share pictures & when friend registers, you both get 3 free 6x4 prints.

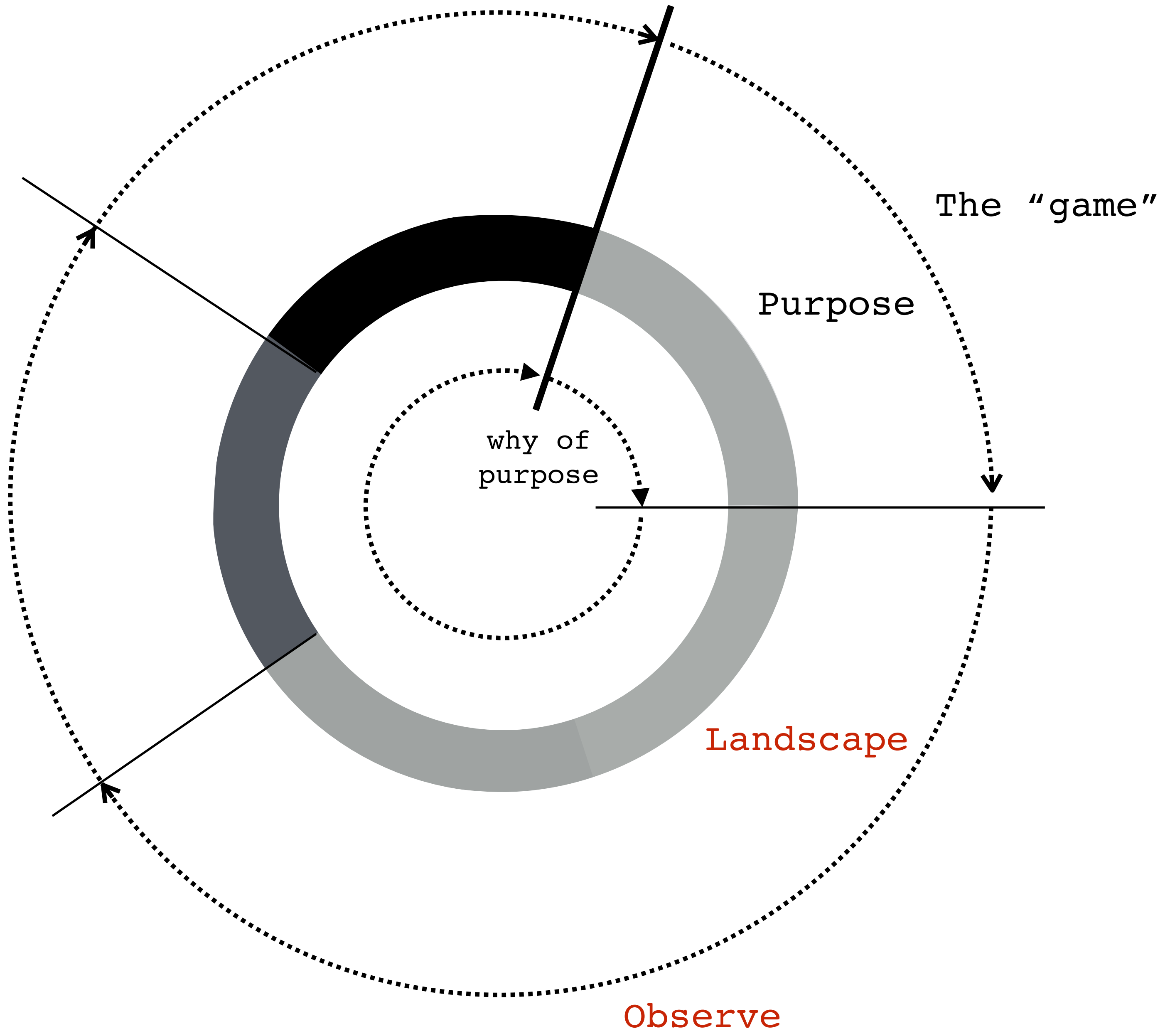




why of
purpose

Purpose

The "game"



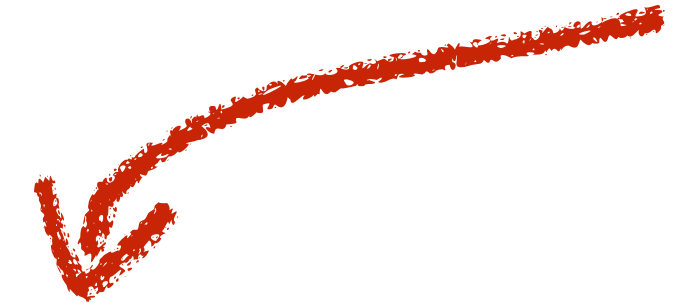
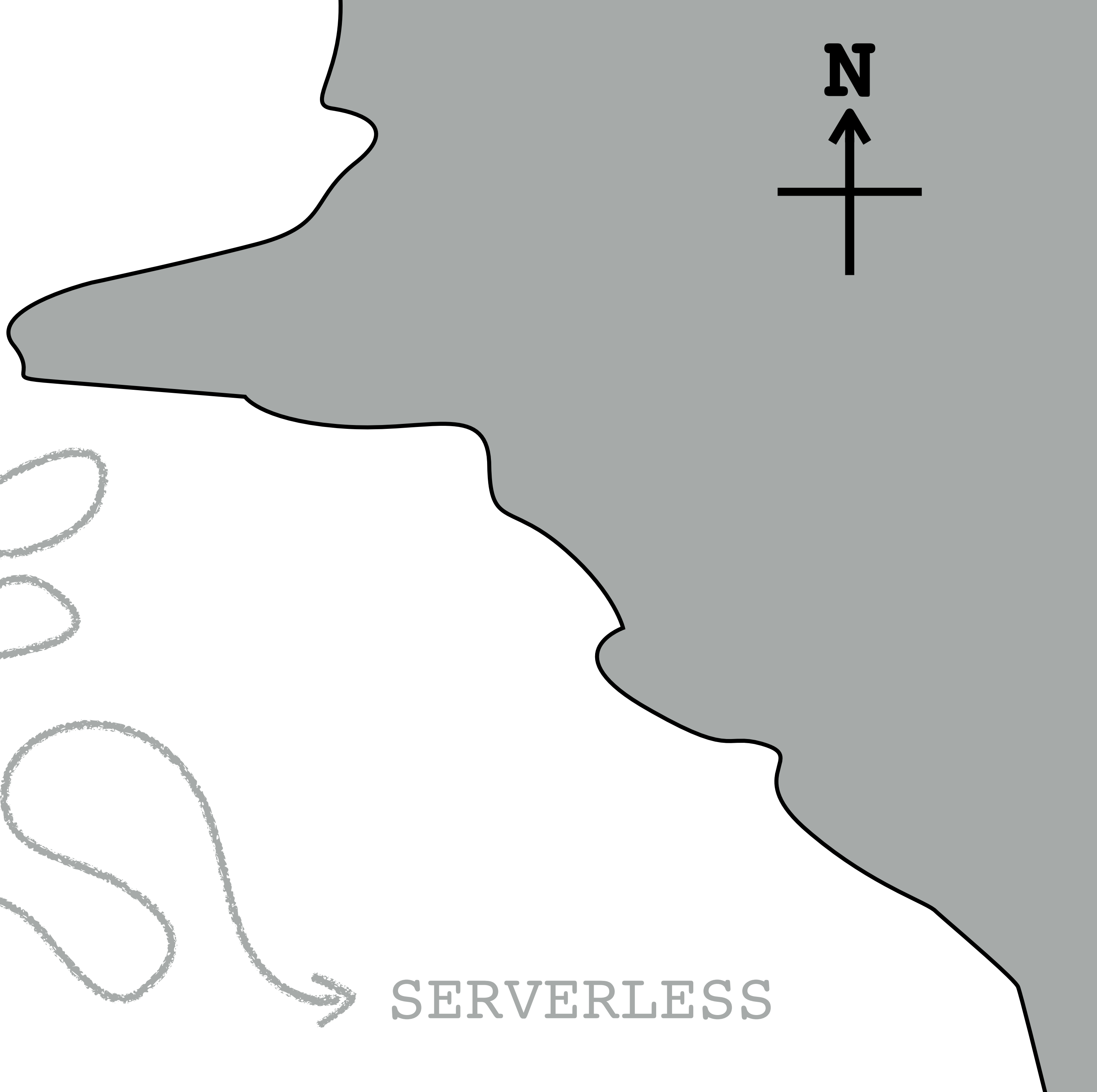
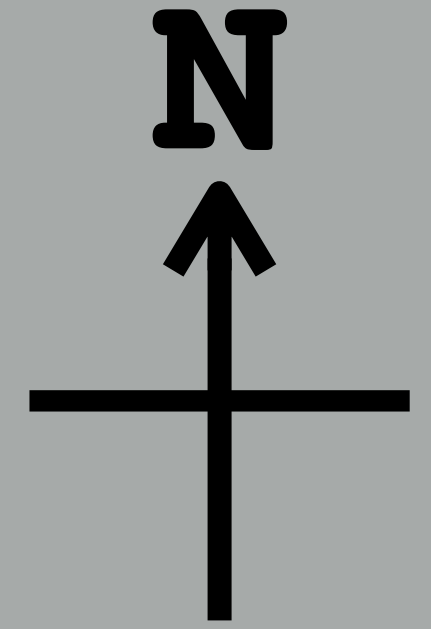
Strategy

Situational
Awareness

Maps

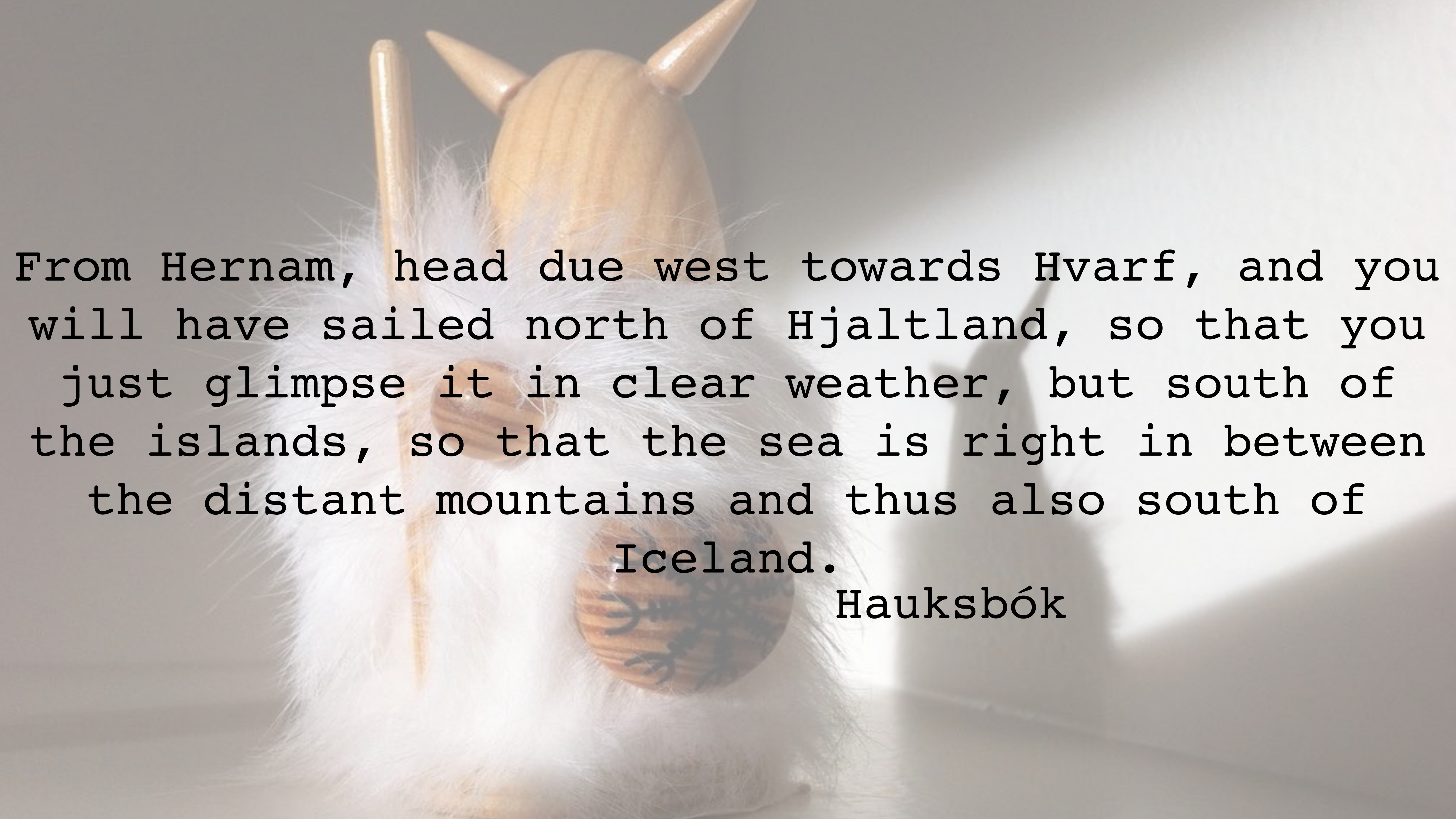
Patterns

SERVERLESS



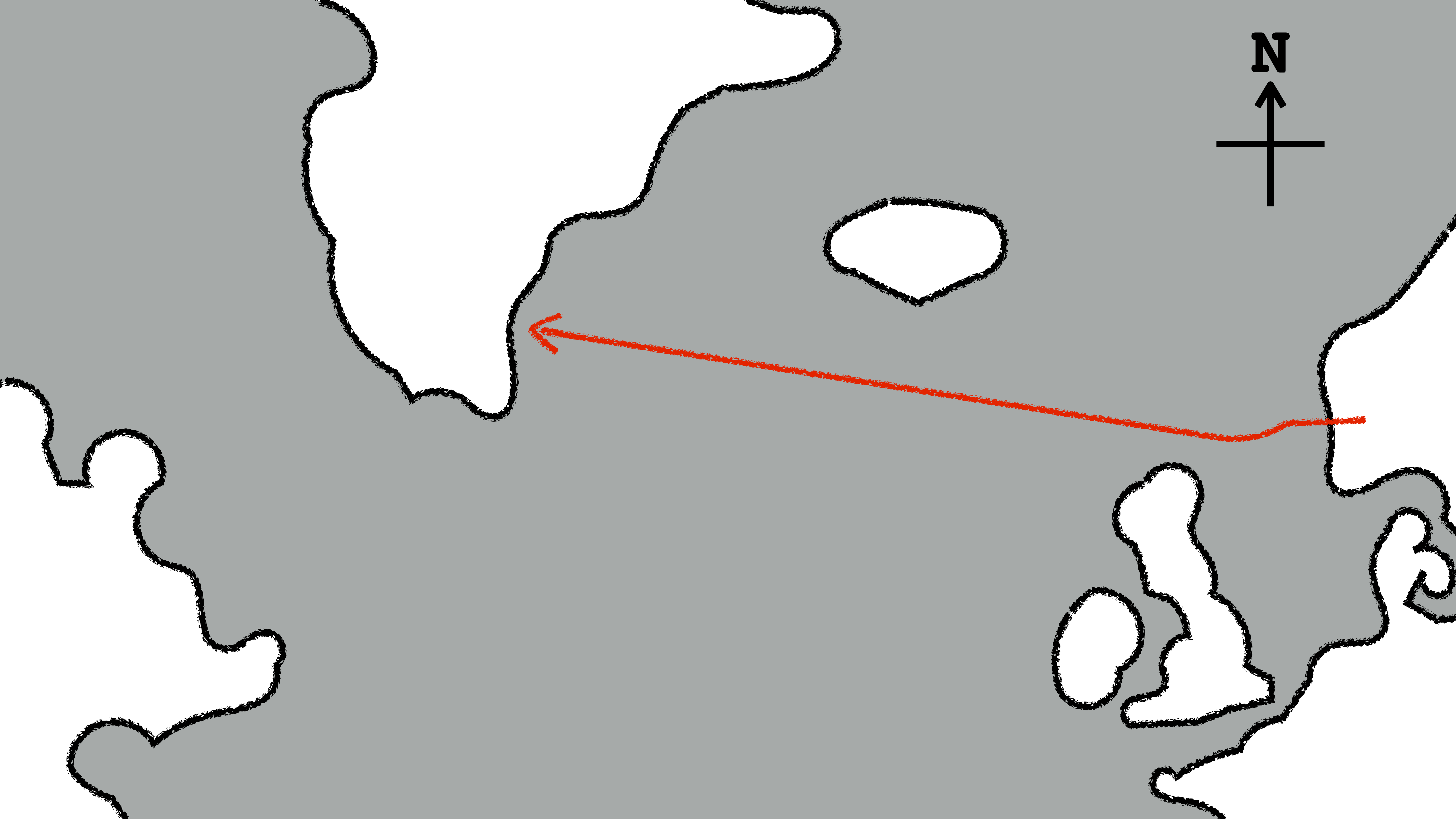


Tristan Ferne, Nov 2011, CC by 2.0
<https://www.flickr.com/photos/tristanf/6404414883>

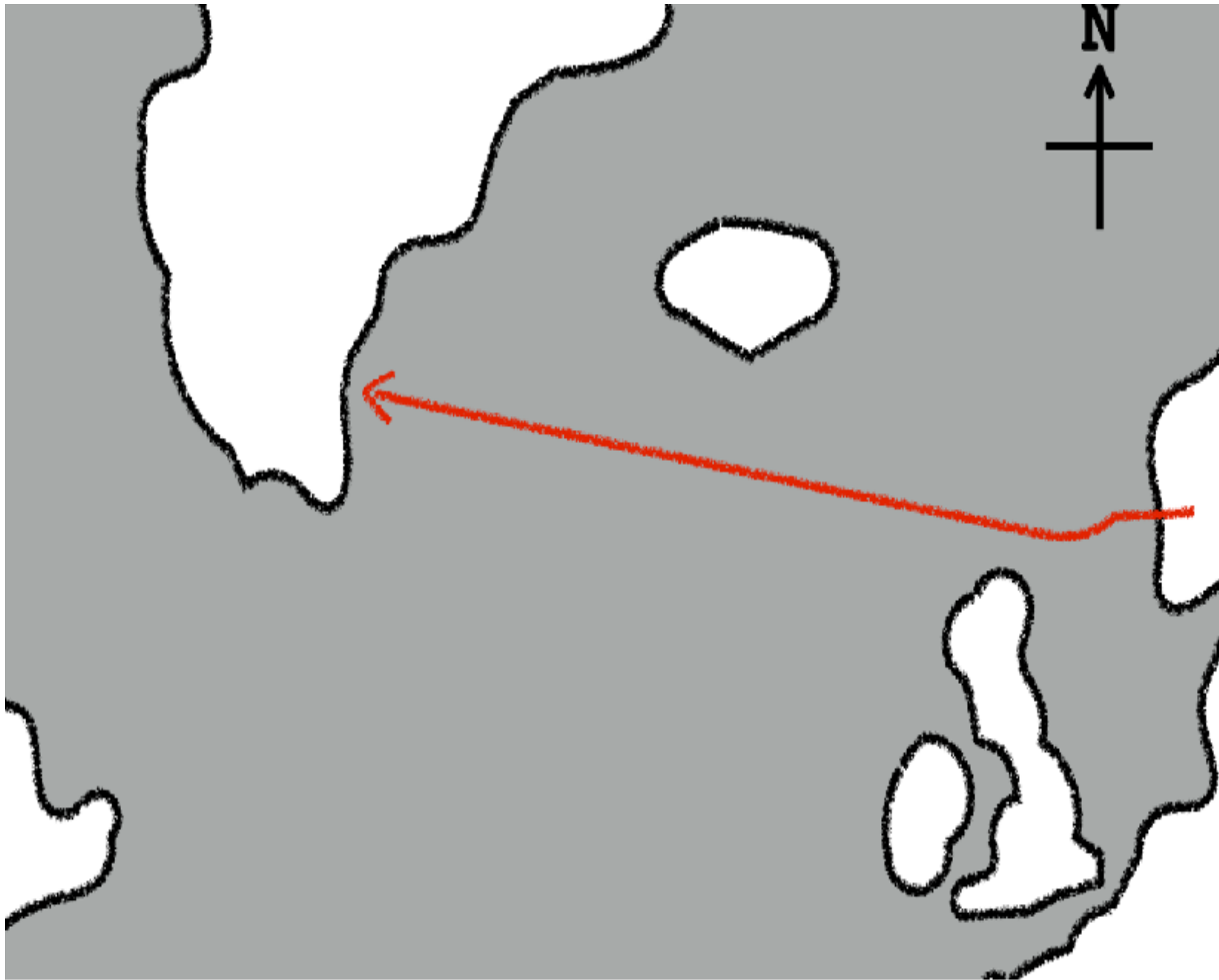


From Hernam, head due west towards Hvarf, and you will have sailed north of Hjaltland, so that you just glimpse it in clear weather, but south of the islands, so that the sea is right in between the distant mountains and thus also south of
Iceland.

Hauksbók



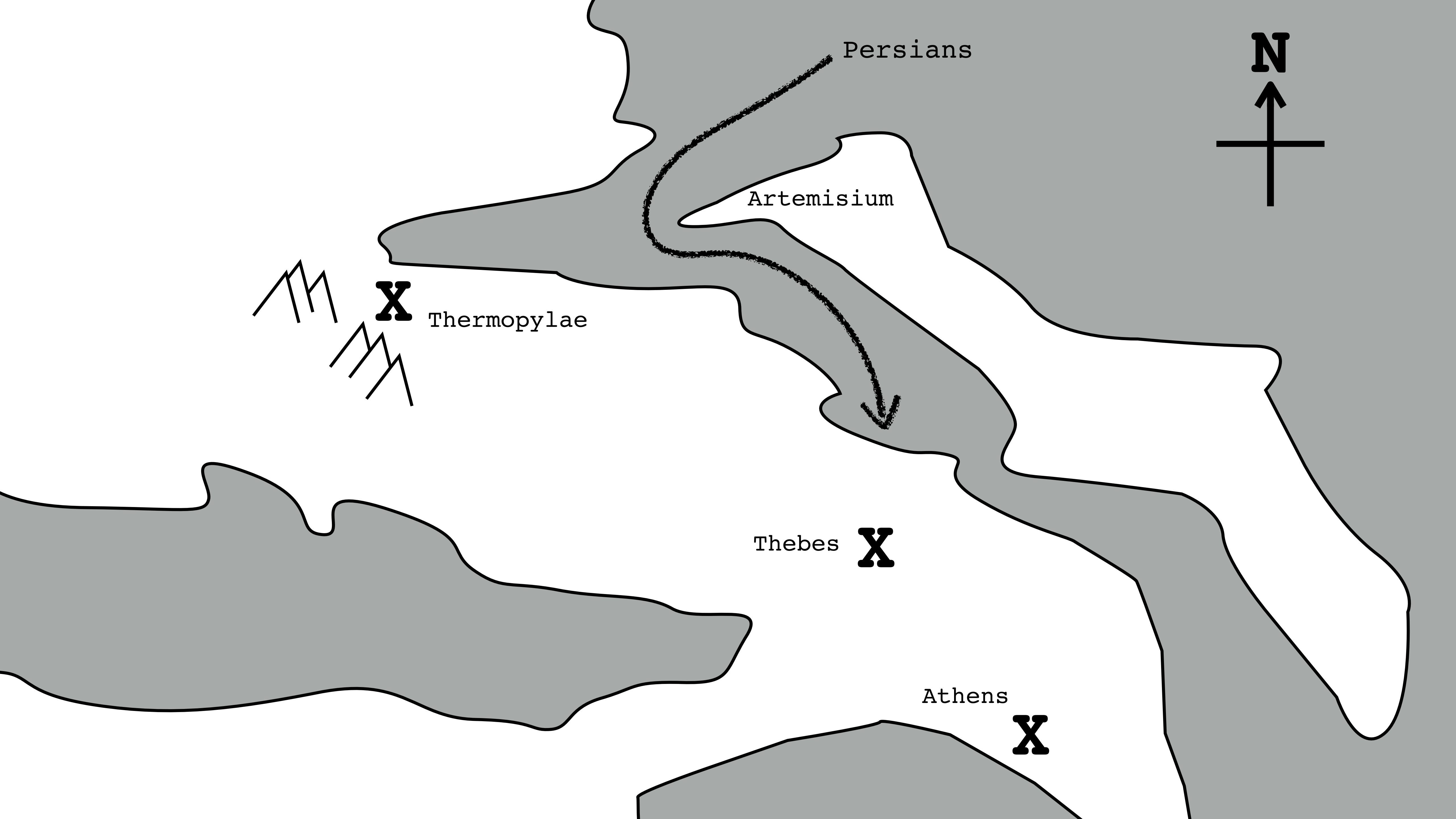
What would you use to navigate?



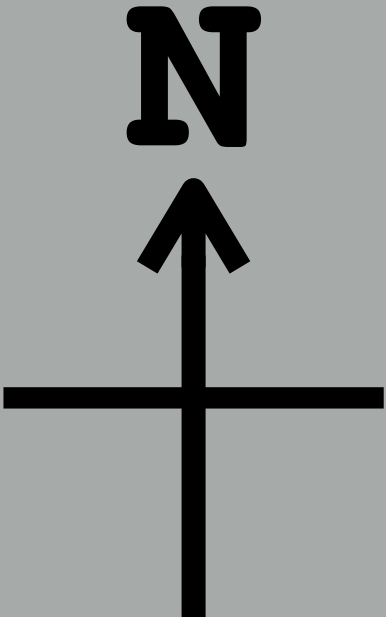
visual map

west towards Hvarf, and you will have sailed north of Hjaltland, so that you just glimpse it in clear weather, but south of the islands, so that the sea is right in between the distant mountains and thus also south of Iceland.

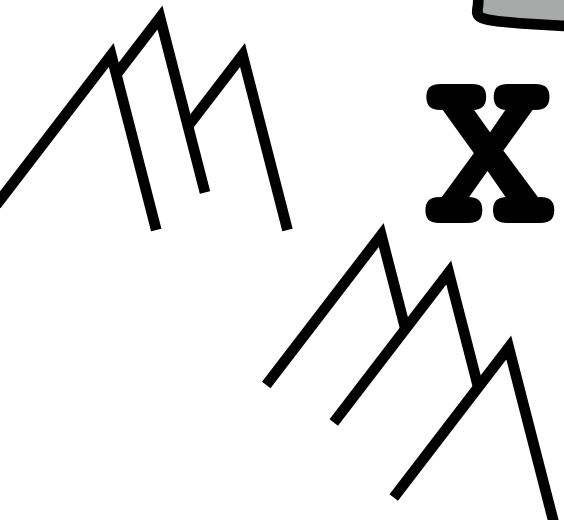
verbal story



Persians



Artemisium



X

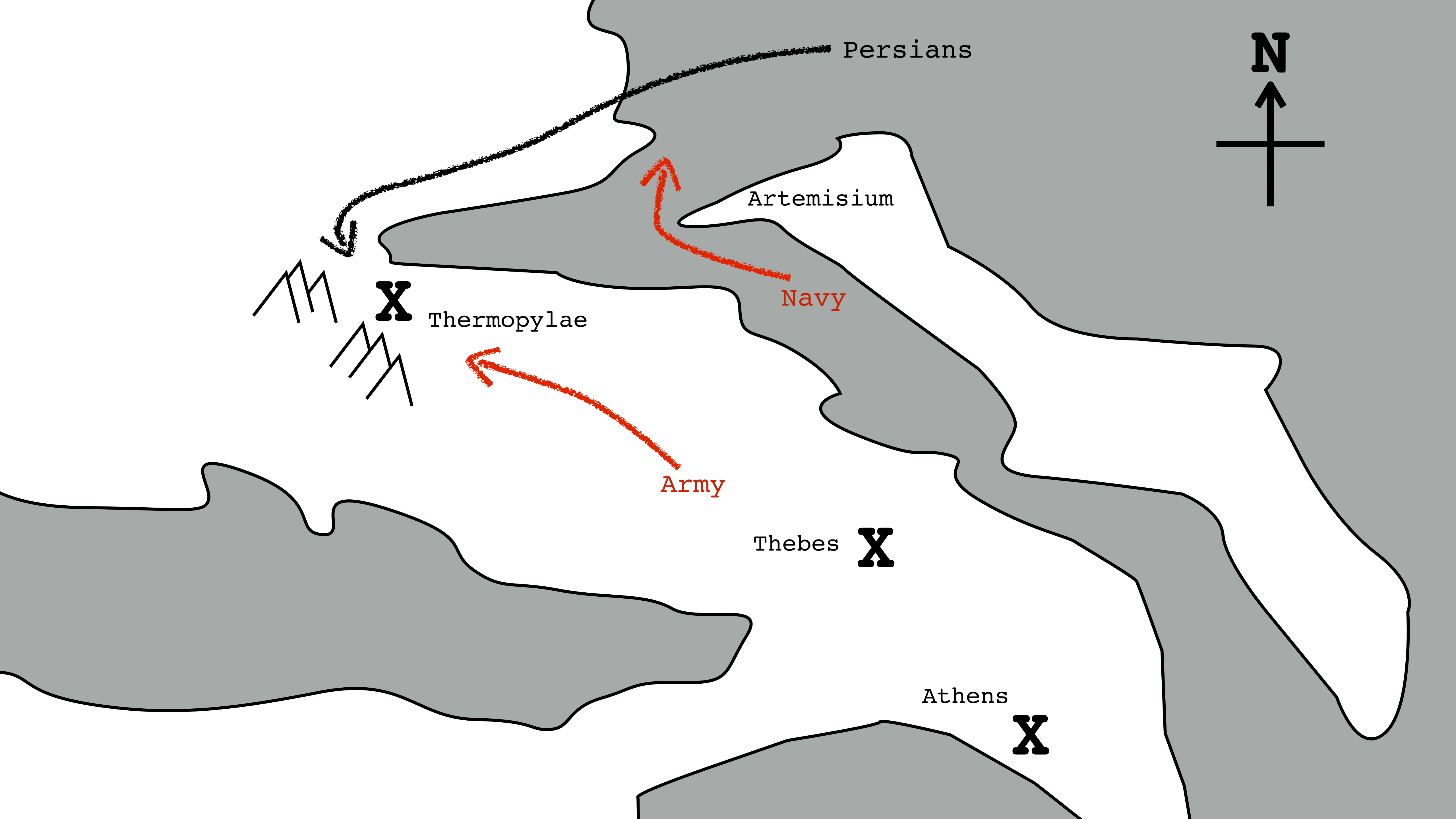
Thermopylae

Thebes

X

Athens

X



Persians

N

Artemisium

Navy

Thermopylae

Army

Thebes

Athens

Strengths

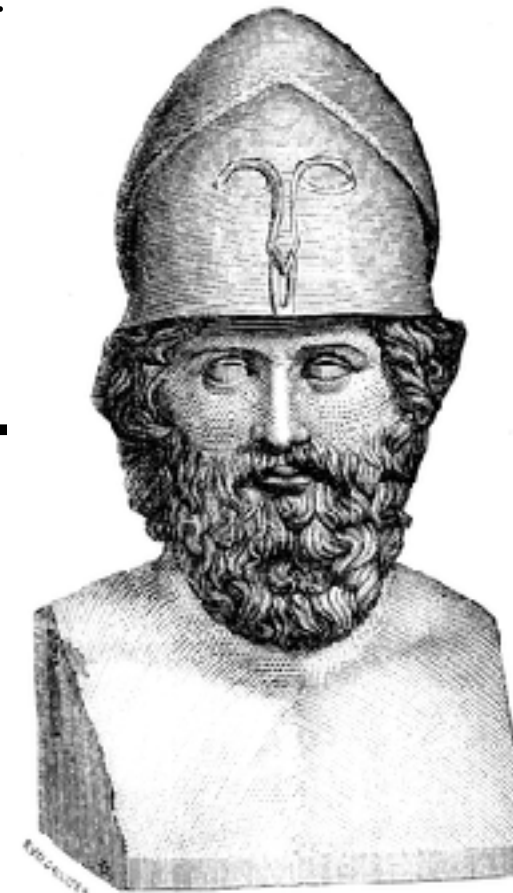
A well trained Spartan army

A high level of motivation
not to become a Persian
slave

Weaknesses

The Ephors might stop the
Spartans turning up

A lot of Persians ARE
turning up



Opportunities

Get rid of the Persians

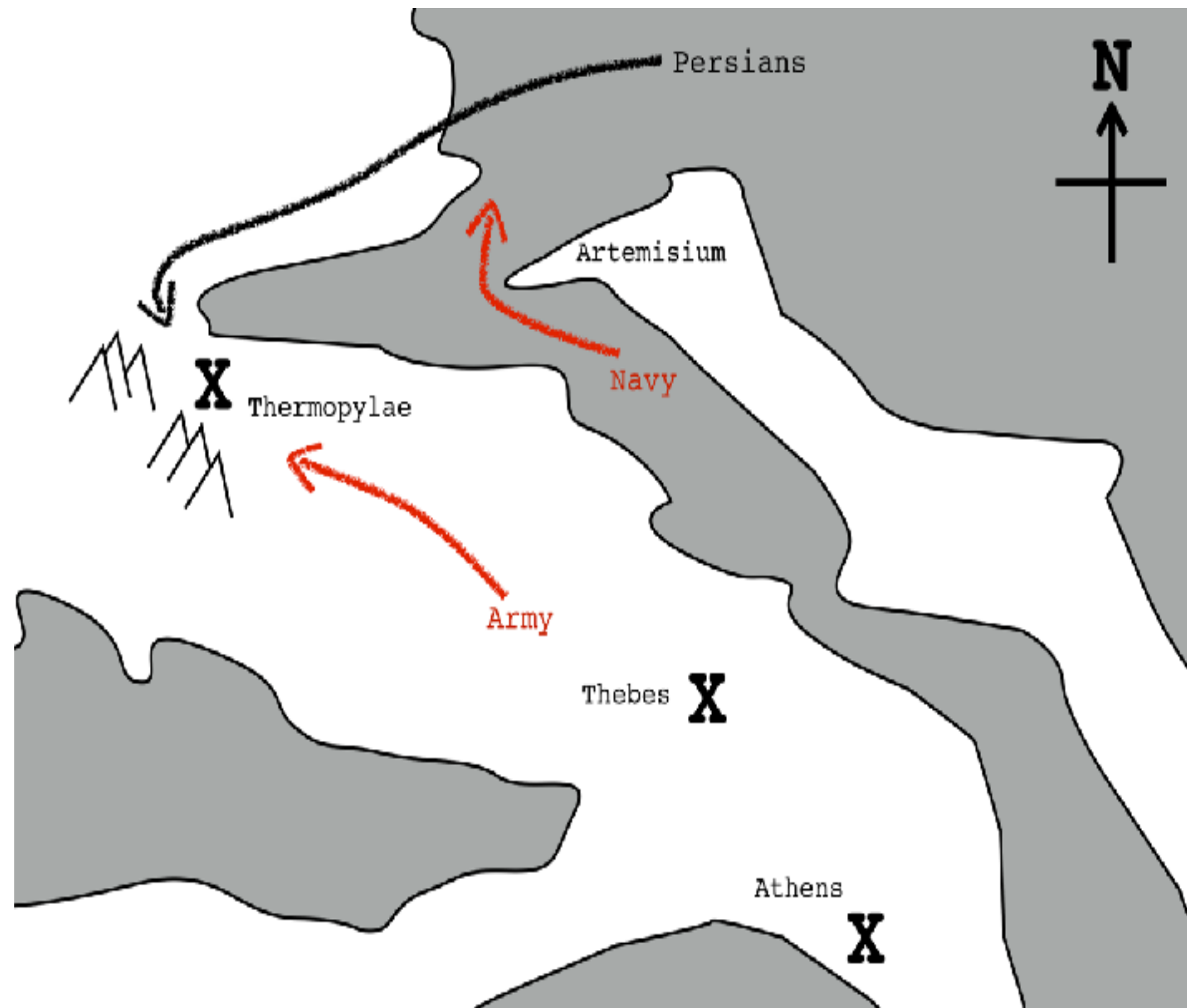
Get rid of the Spartans

Threats

Persians get rid of us


The Oracle says a really
dodgy film might be
produced over 2,000
years later

What would you use to communicate and determine strategy in battle?

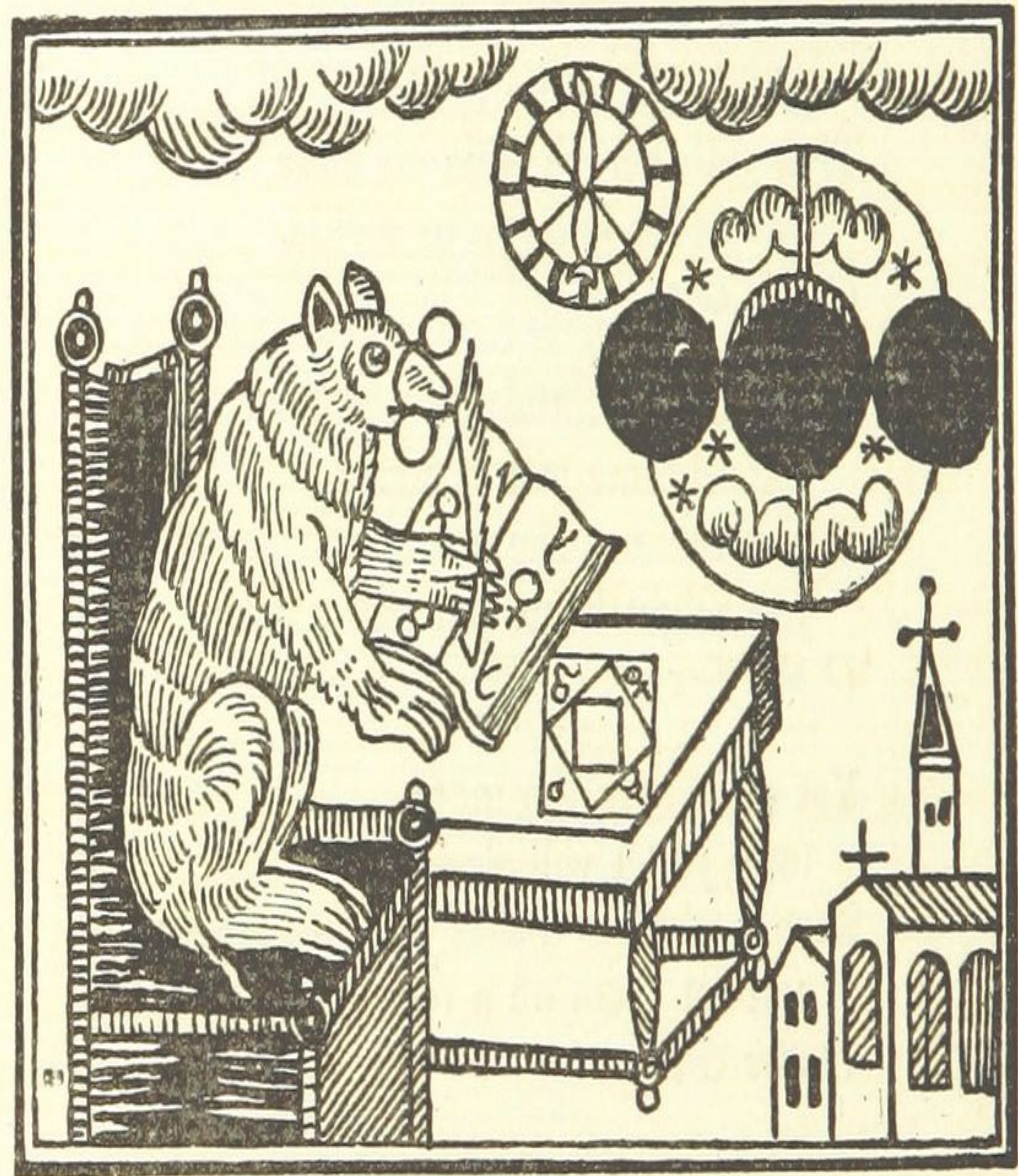


position and movement

Strengths A well trained Spartan army A high level of motivation not to become a Persian slave	Weaknesses The Ephors might stop the Spartans turning up A lot of Persians ARE turning up
Opportunities Get rid of the Persians Get rid of the Spartans	Threats Persians get rid of us The Oracle says a really dodgy film might be produced over 2,000 years later



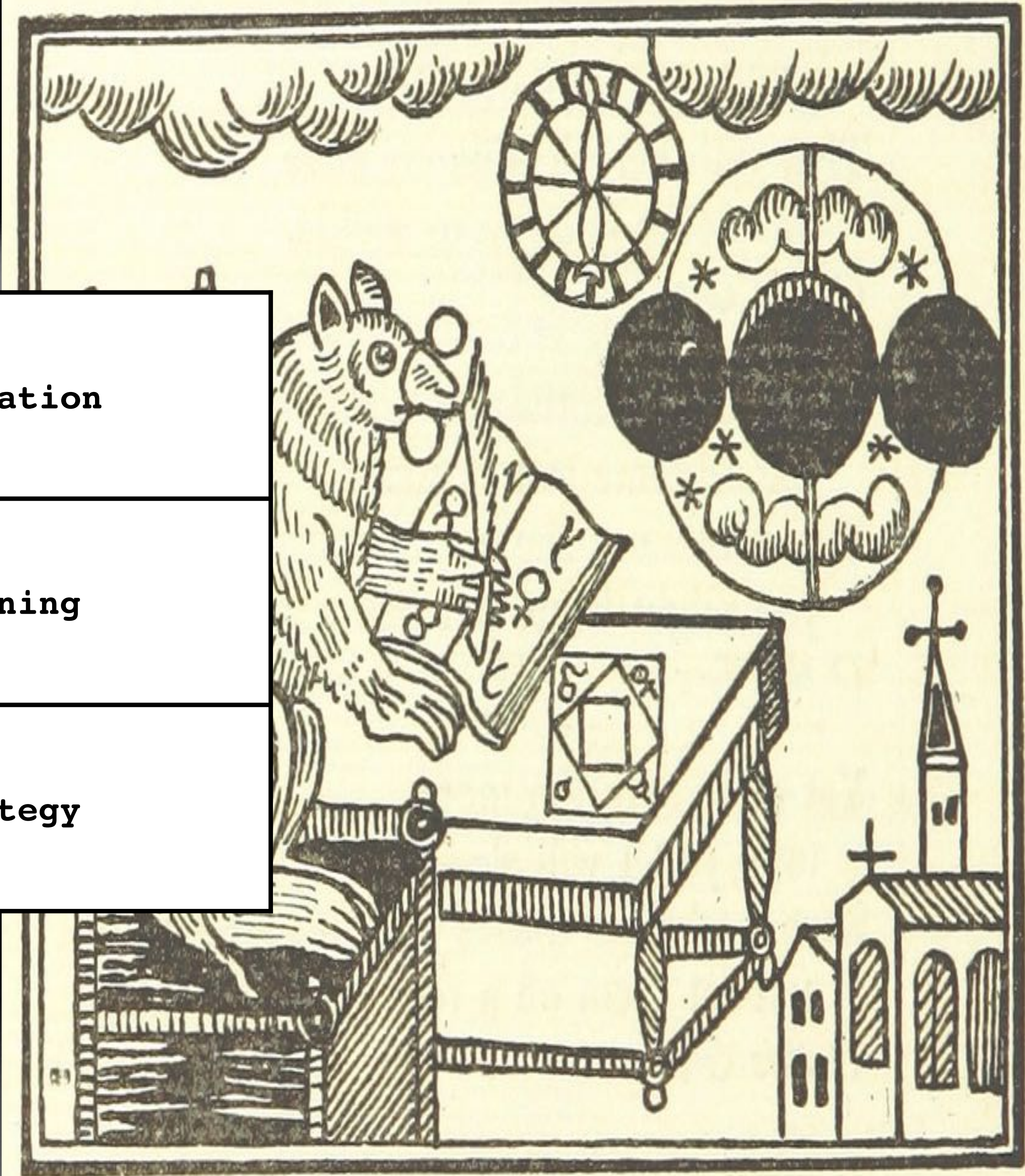
magic framework



Navigation

Learning

Strategy



Chess

Visual

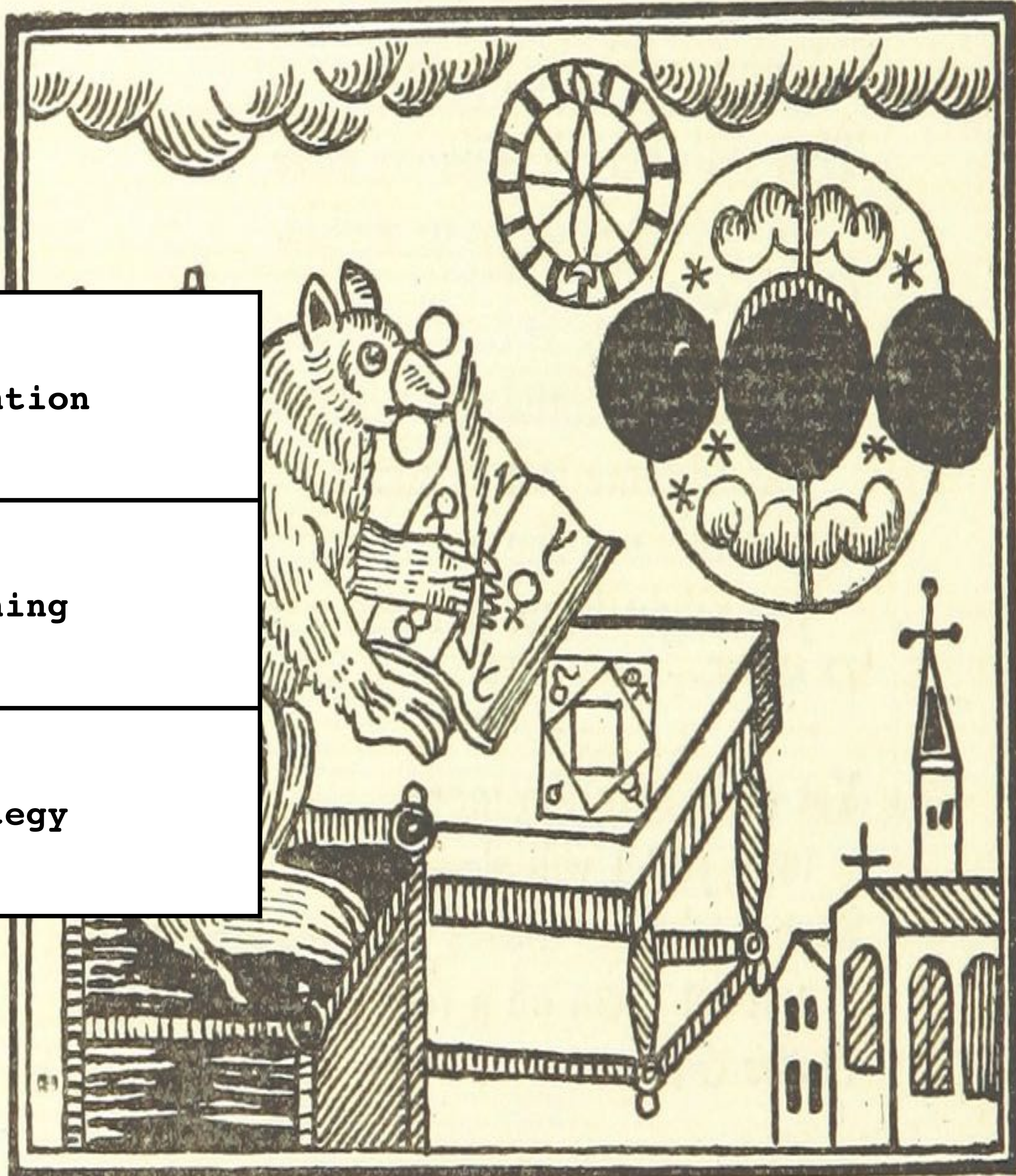
Context specific

Position and movement

Navigation

Learning

Strategy



Chess

Visual

Context specific

Position and movement

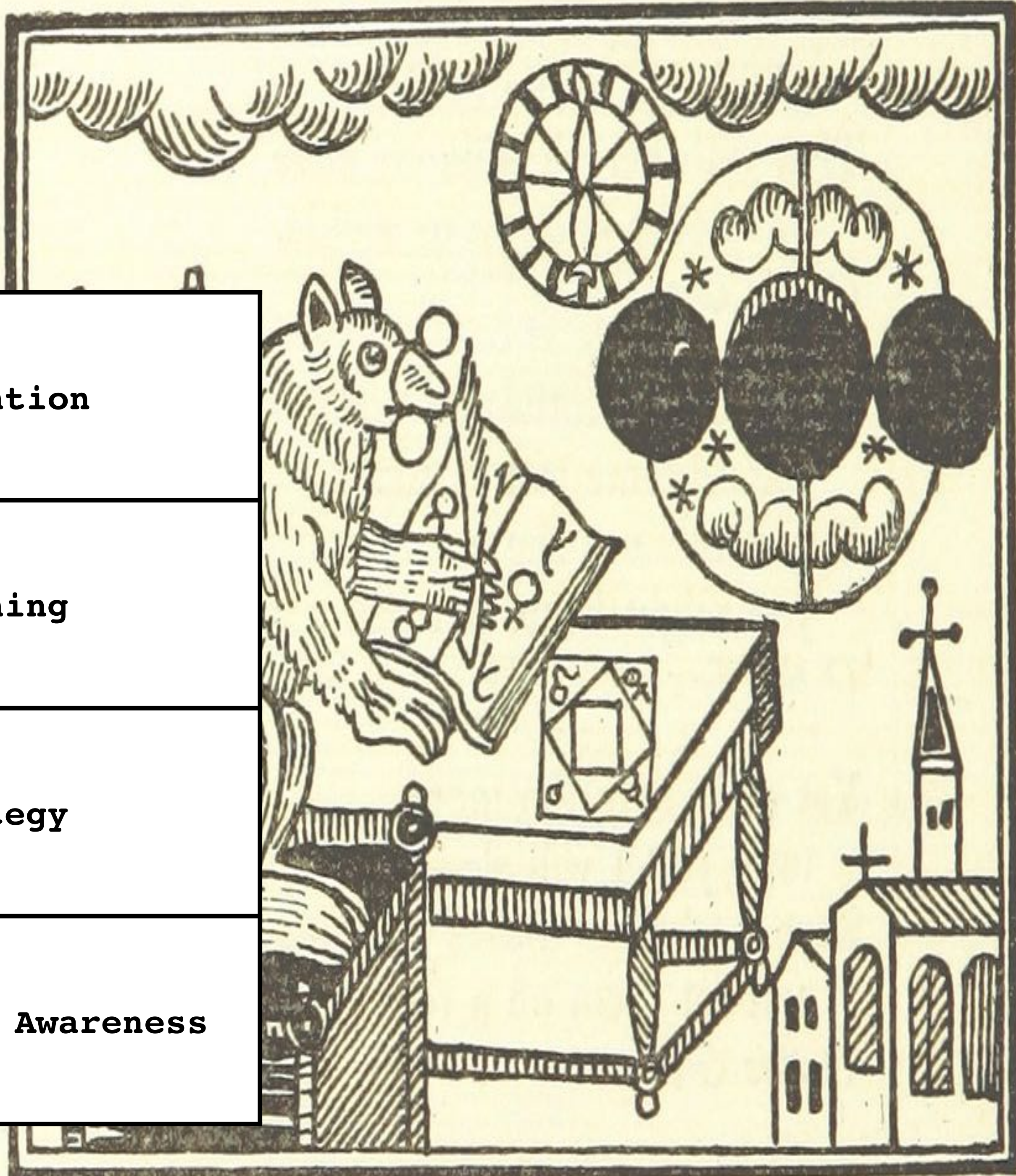
High

Navigation

Learning

Strategy

Situational Awareness



Why did you bomb
that hill?



How Earlobes Can Signify Leadership Potential

by [Carl Senior](#), [Robin Martin](#), [Michael West](#), and [Rowena M. Yeats](#)

FROM THE NOVEMBER 2011 ISSUE



SAVE



SHARE



COMMENT

HH

TEXT SIZE



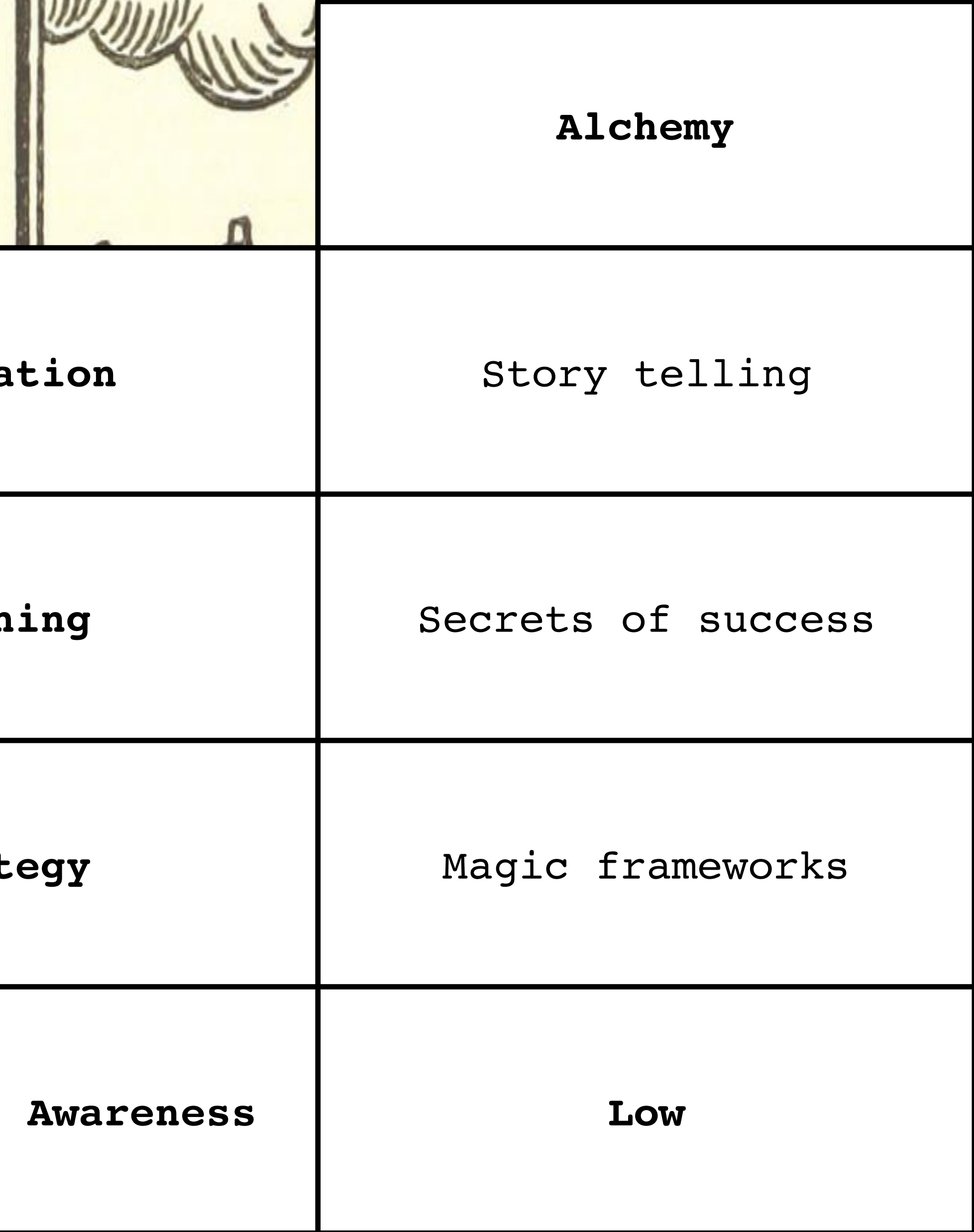
PRINT

\$6

BUY COPIES

Evolutionary biologists have learned that people with greater “genetic fitness,” as manifested by a high degree of left-right body symmetry, are not just considered better looking but also tend to be healthier, more intelligent, and more dominant than others. They’re the classic alphas who rise to the top of rigidly hierarchical organizations such as the military.

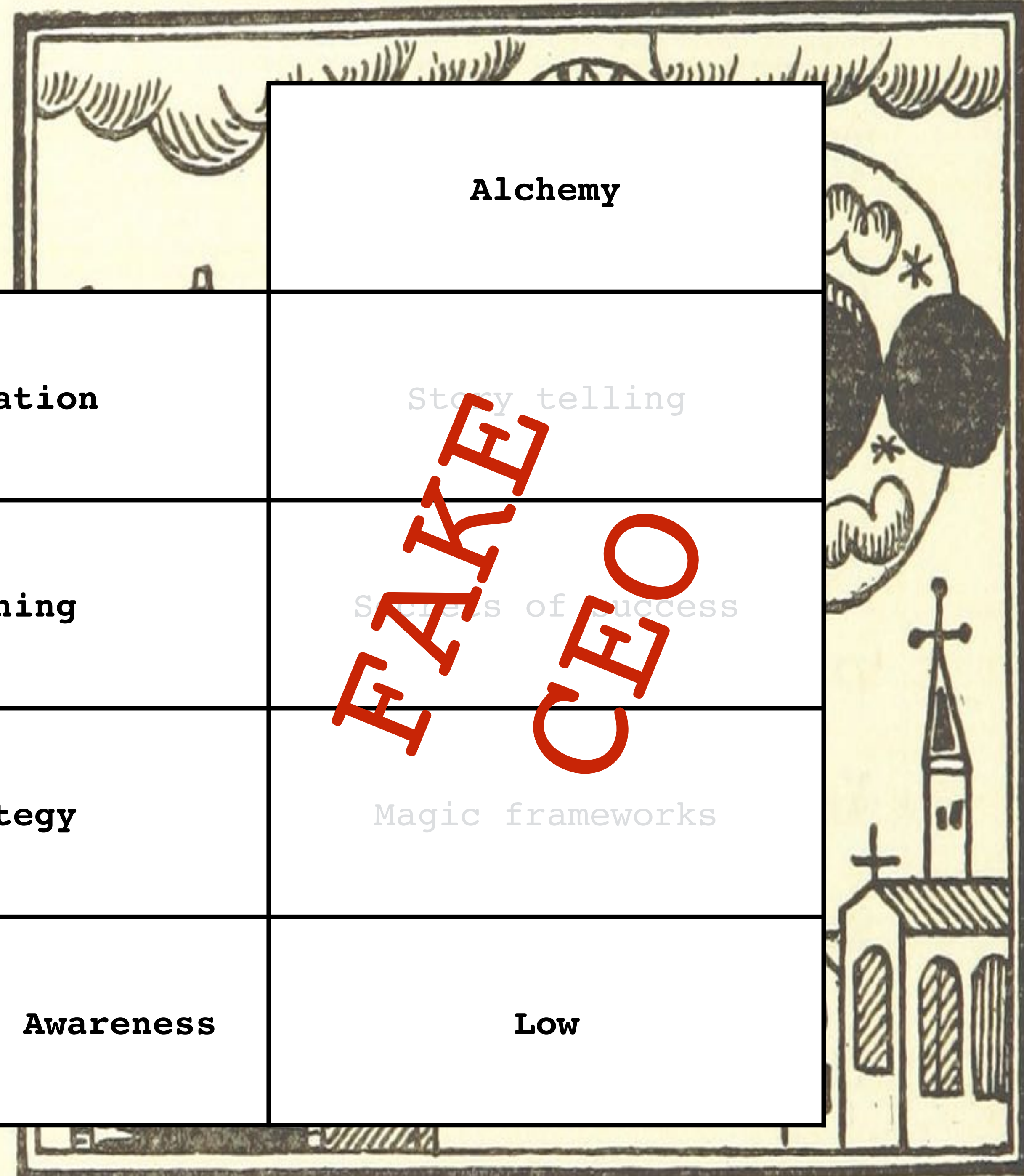
But [our research](#) shows that people with subtle asymmetries—for example, imbalances in ear or finger length—are often better “transformational” leaders, able to inspire followers to put self-interest aside for the good of the group. Furthermore, teams they lead outperform teams whose leaders have more-symmetrical bodies.



Chess		Alchemy
Visual	Navigation	Story telling
Context specific	Learning	Secrets of success
Position and movement	Strategy	Magic frameworks
High	Situational Awareness	Low

Chess		Alchemy
Visual	Navigation	Story telling
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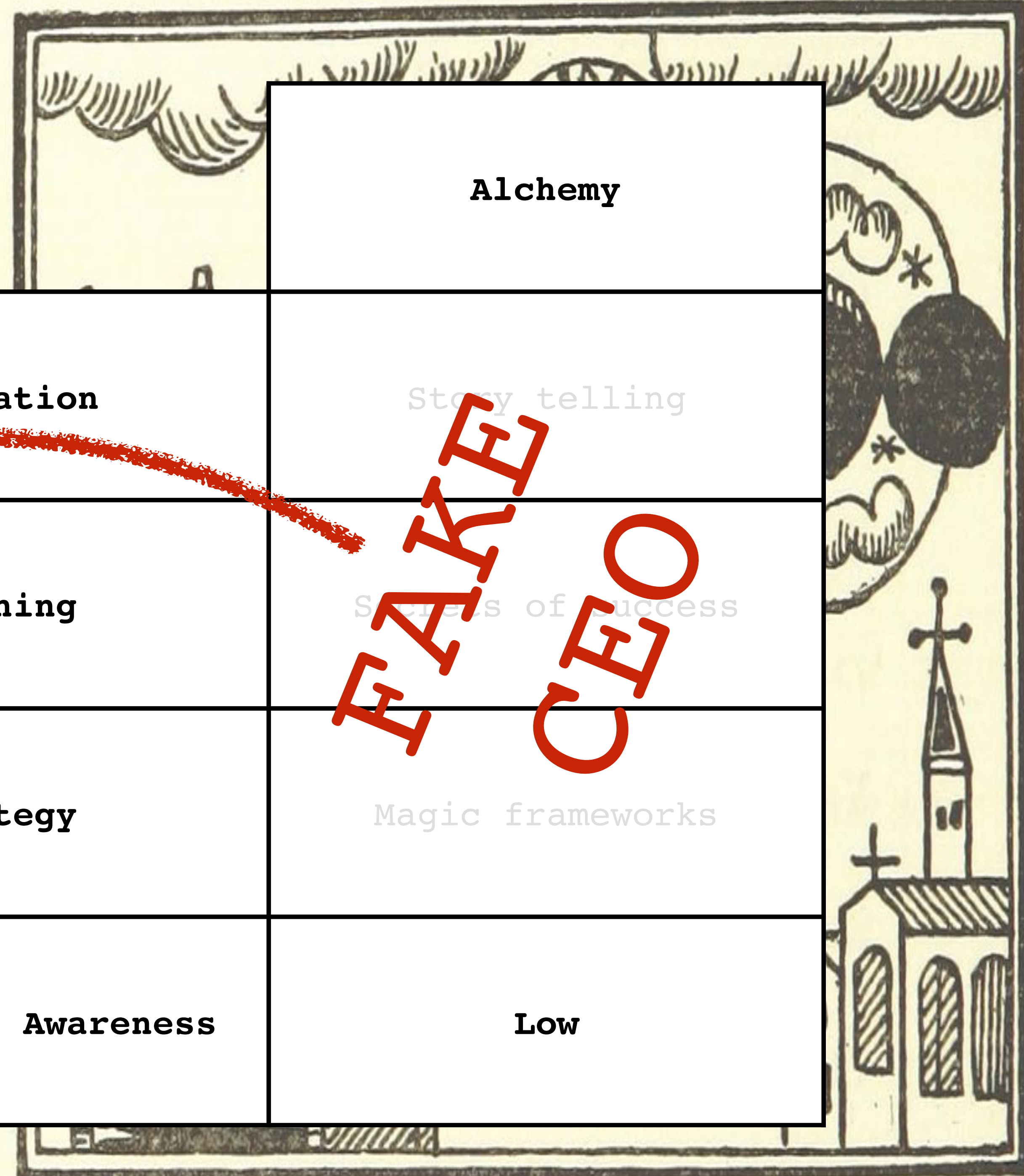
**FAKE
CEO**

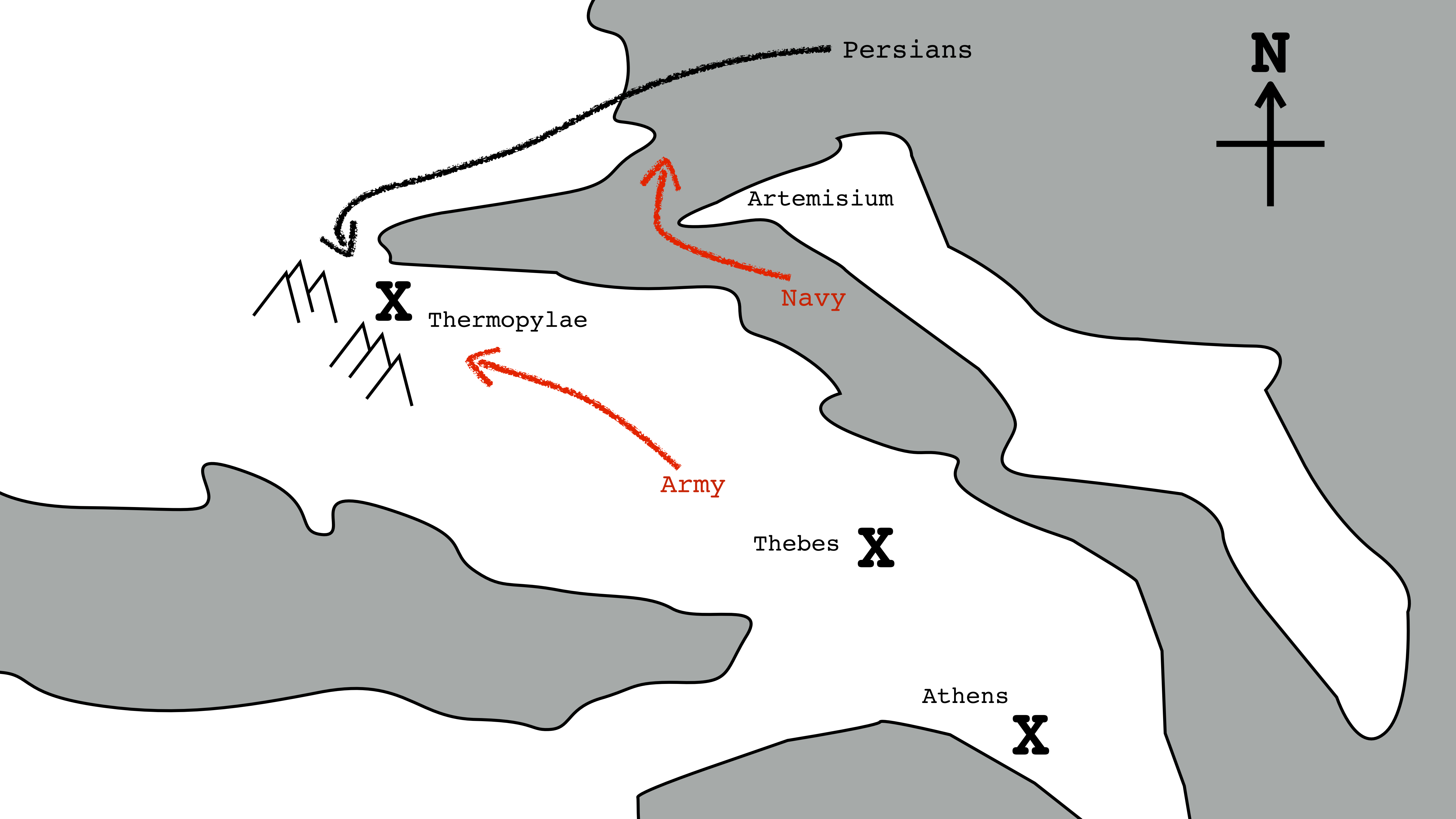


Chess		Alchemy
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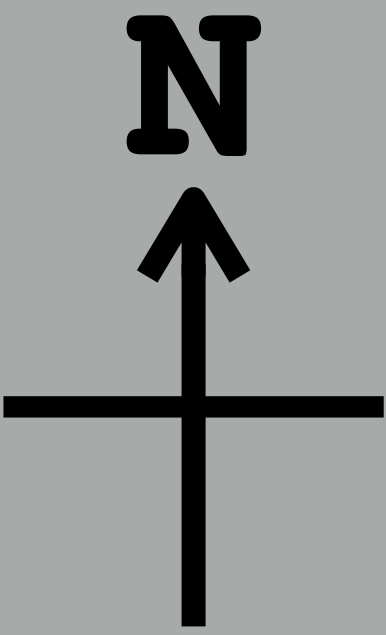


**FAKE
CEO**





Persians



Artemisium

Navy

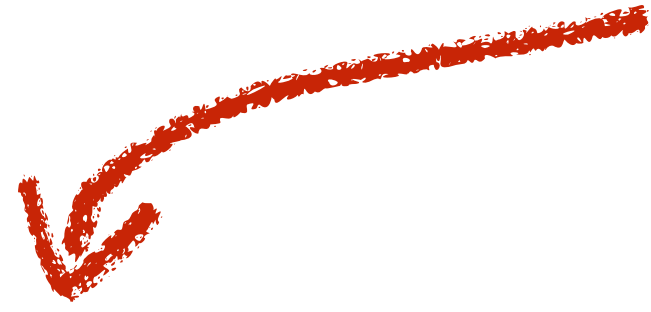
Thermopylae

Army

Thebes

Athens

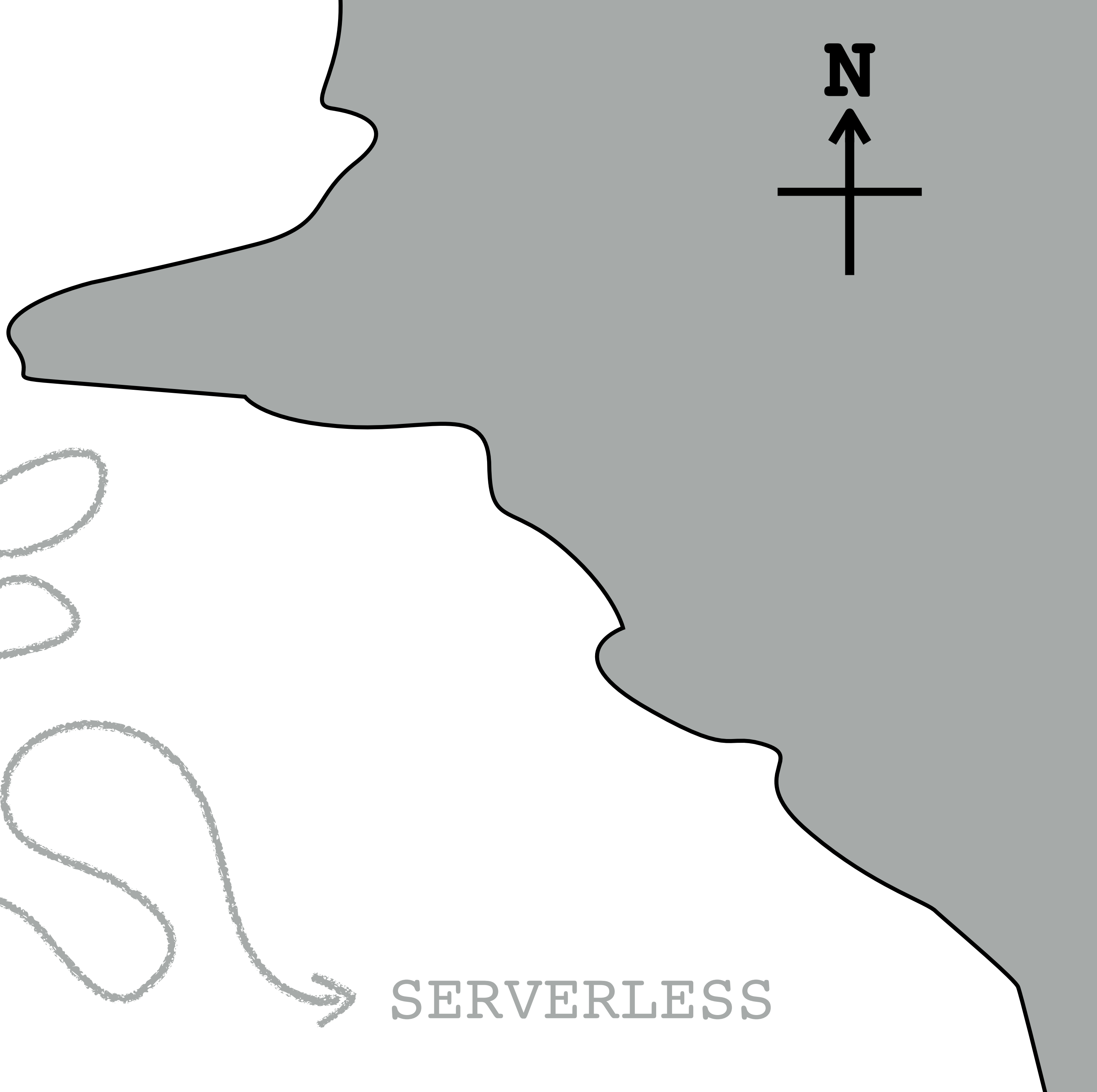
Strategy



Situational
Awareness

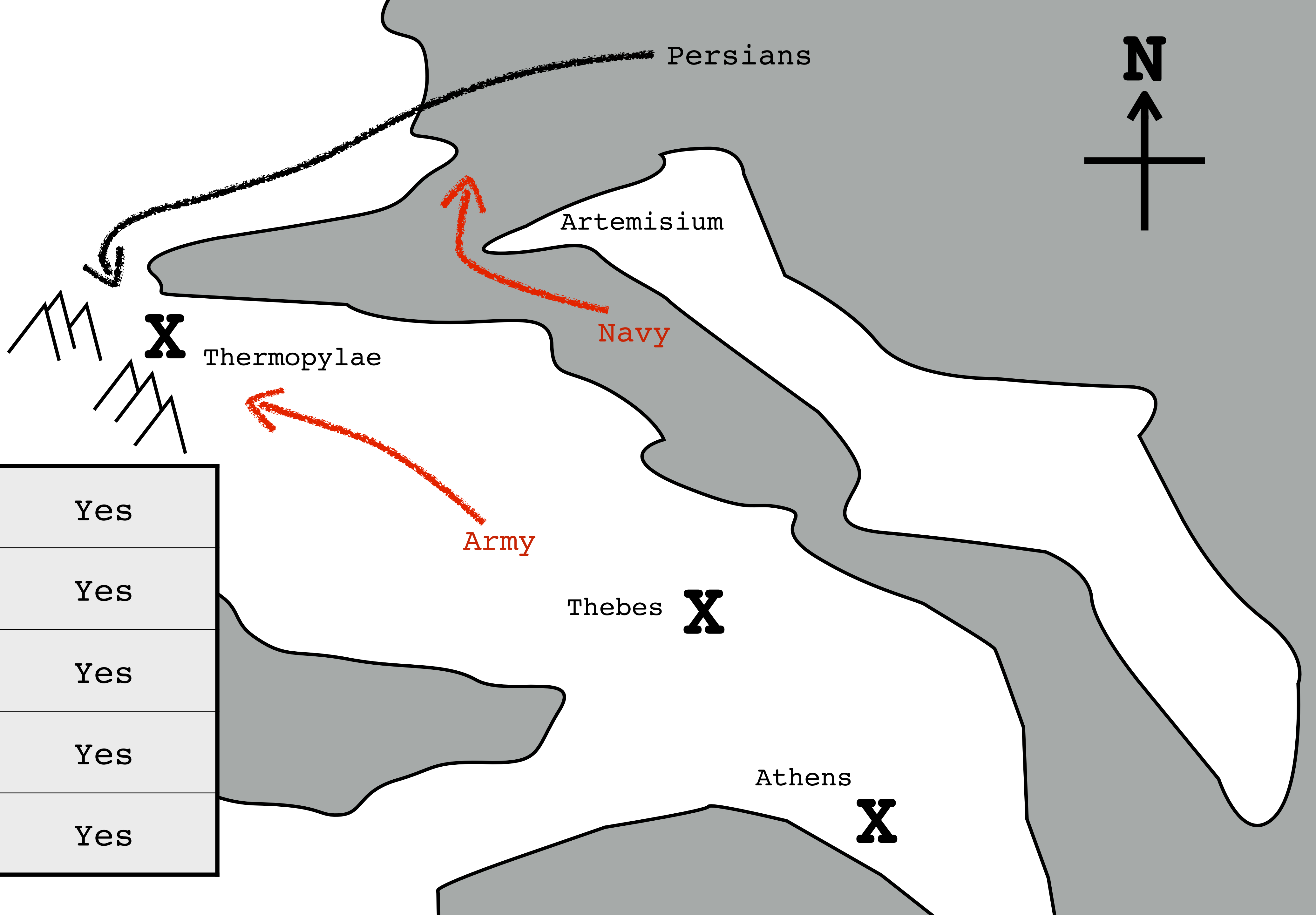


Maps



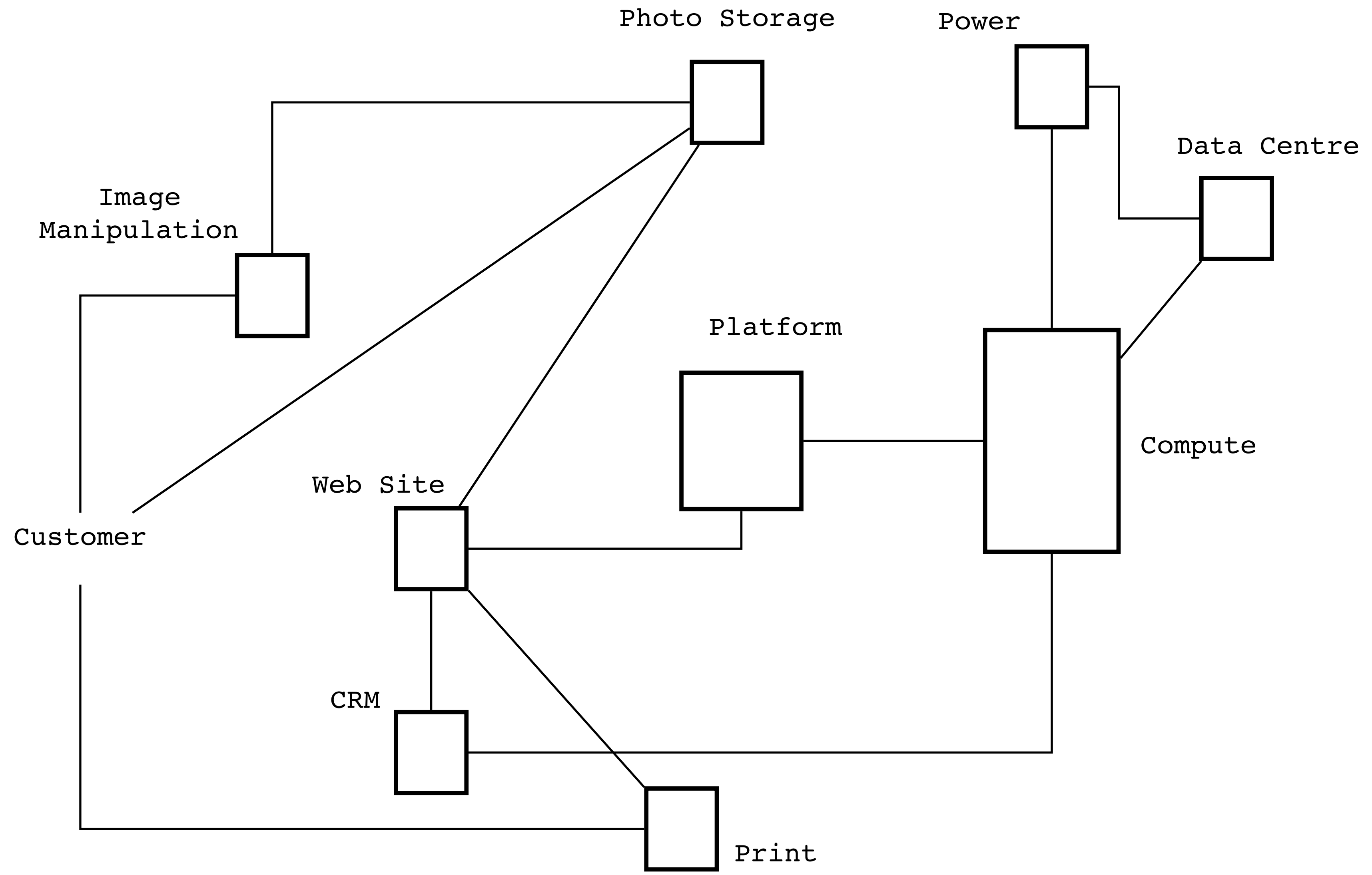
Patterns

SERVERLESS

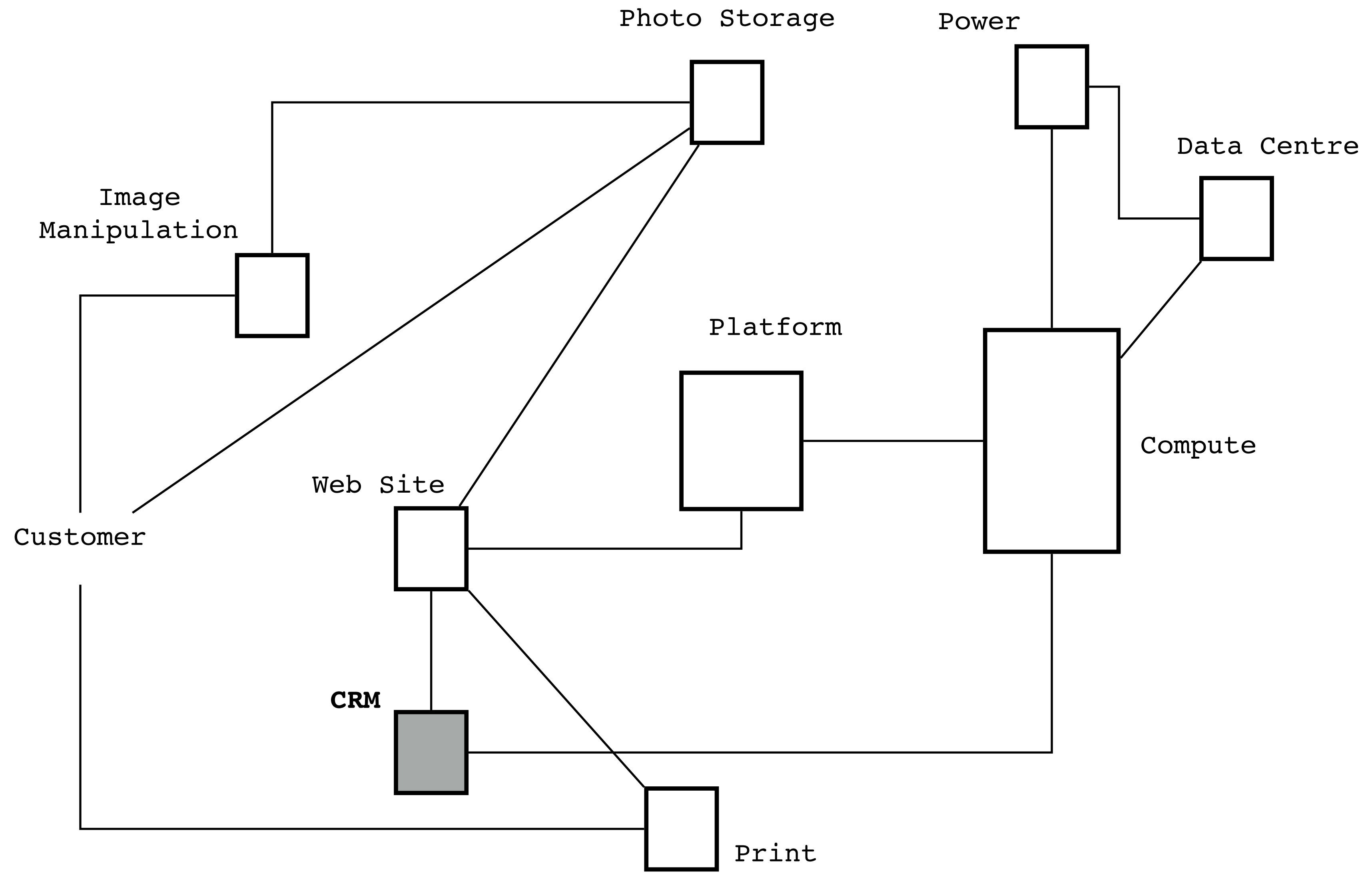


Visual	Yes
Context	Yes
Anchor	Yes
Position	Yes
Movement	Yes

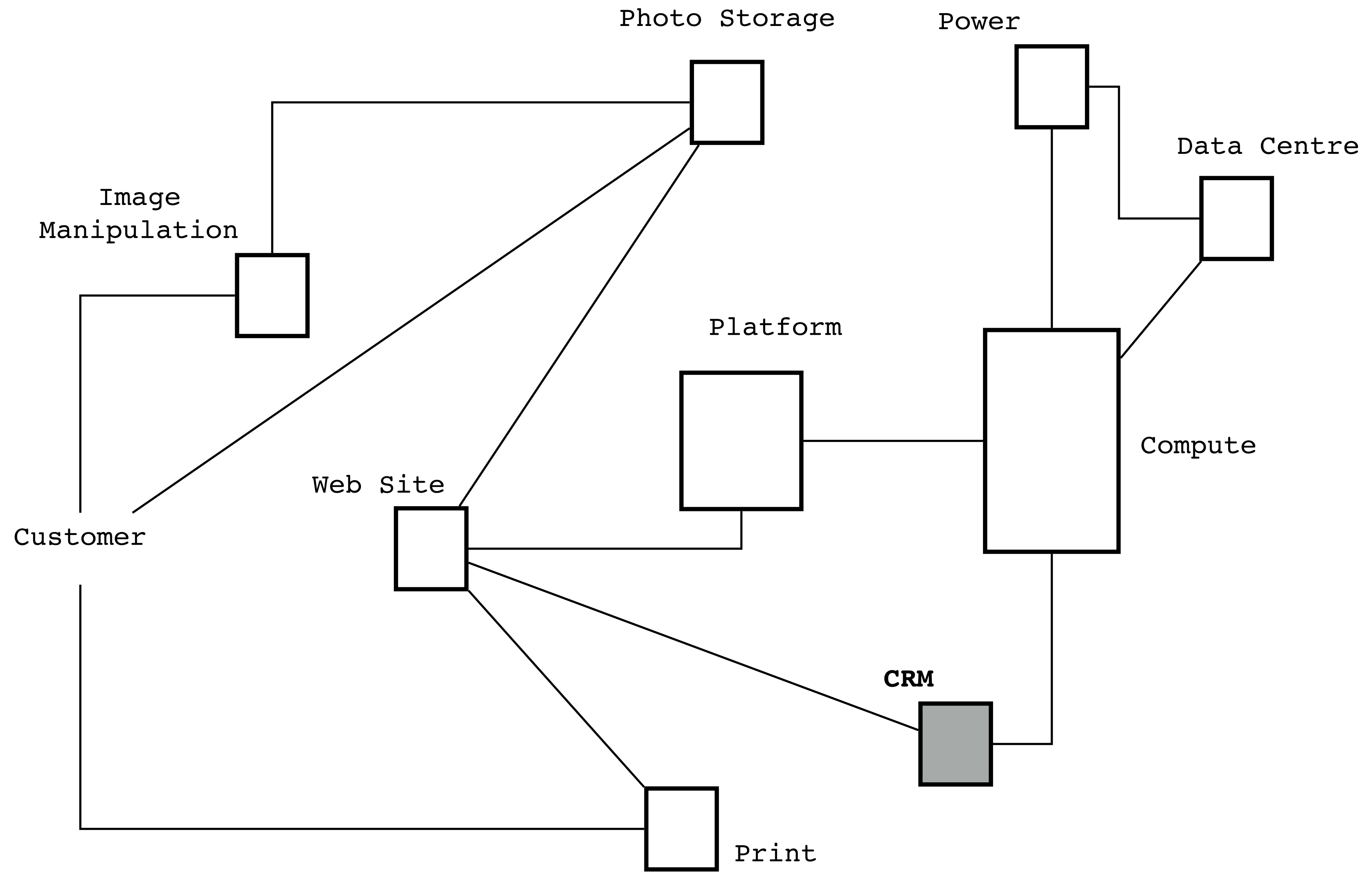
Systems Map



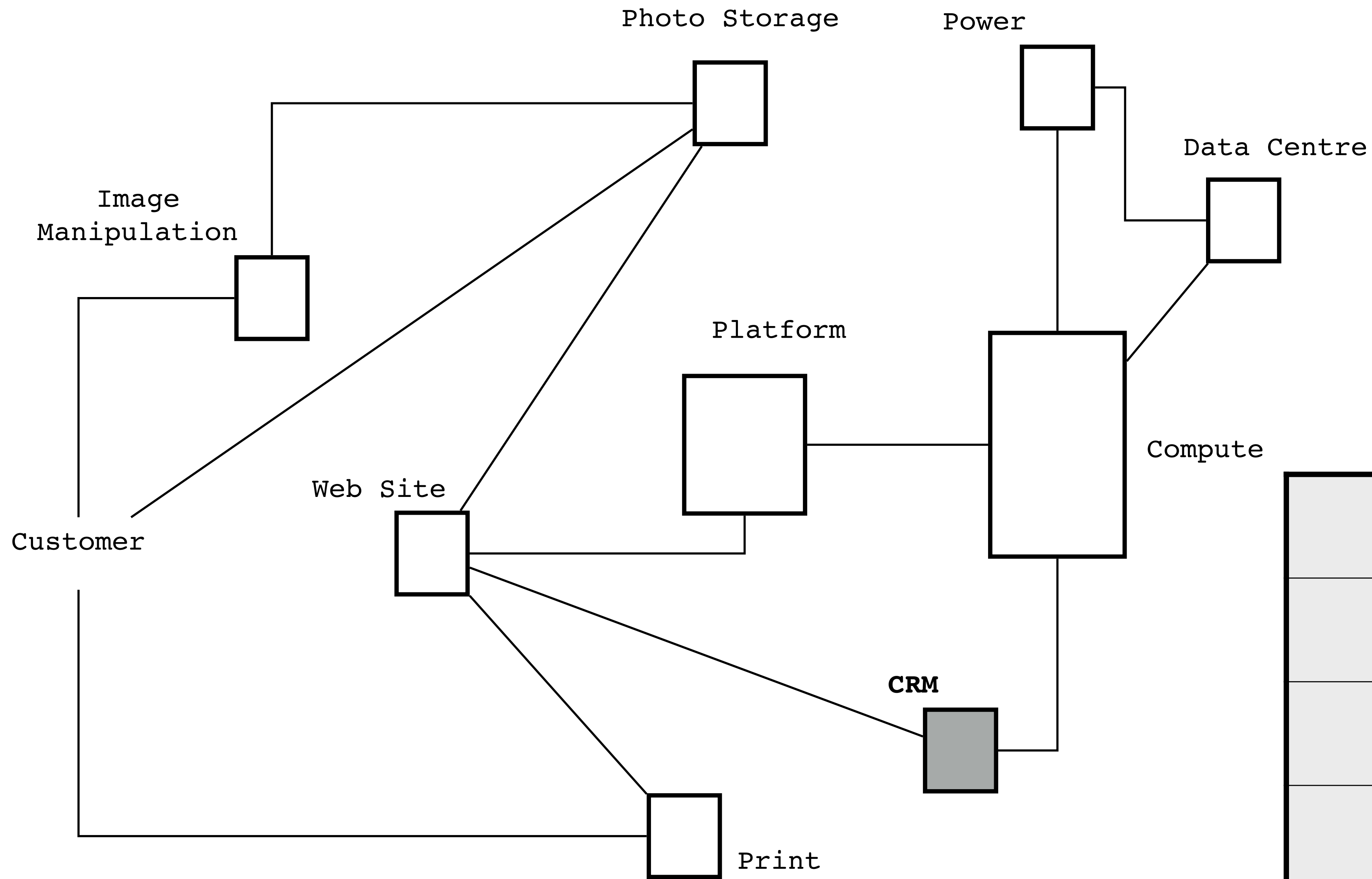
Systems Map



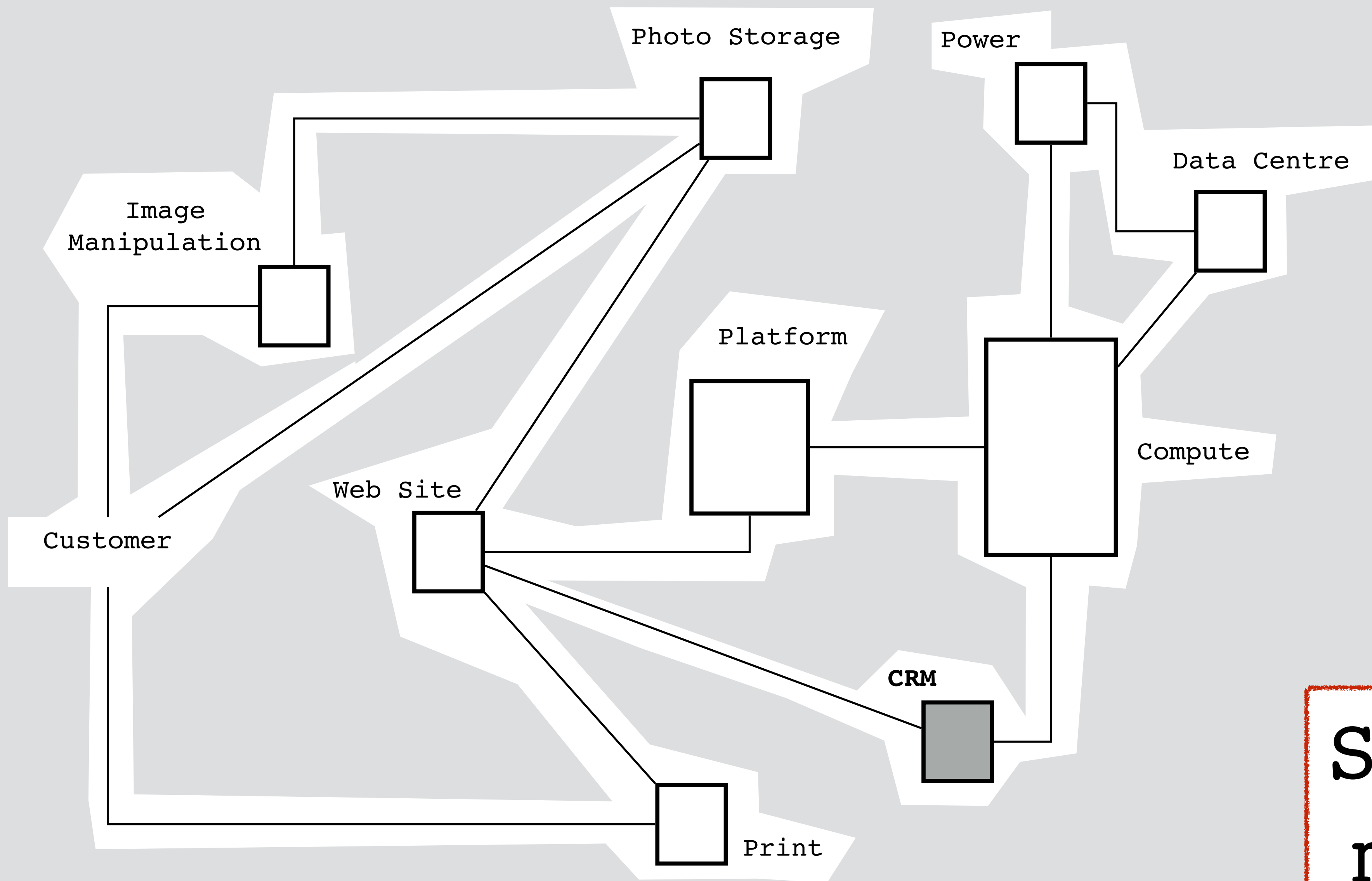
Systems Map



Systems Map



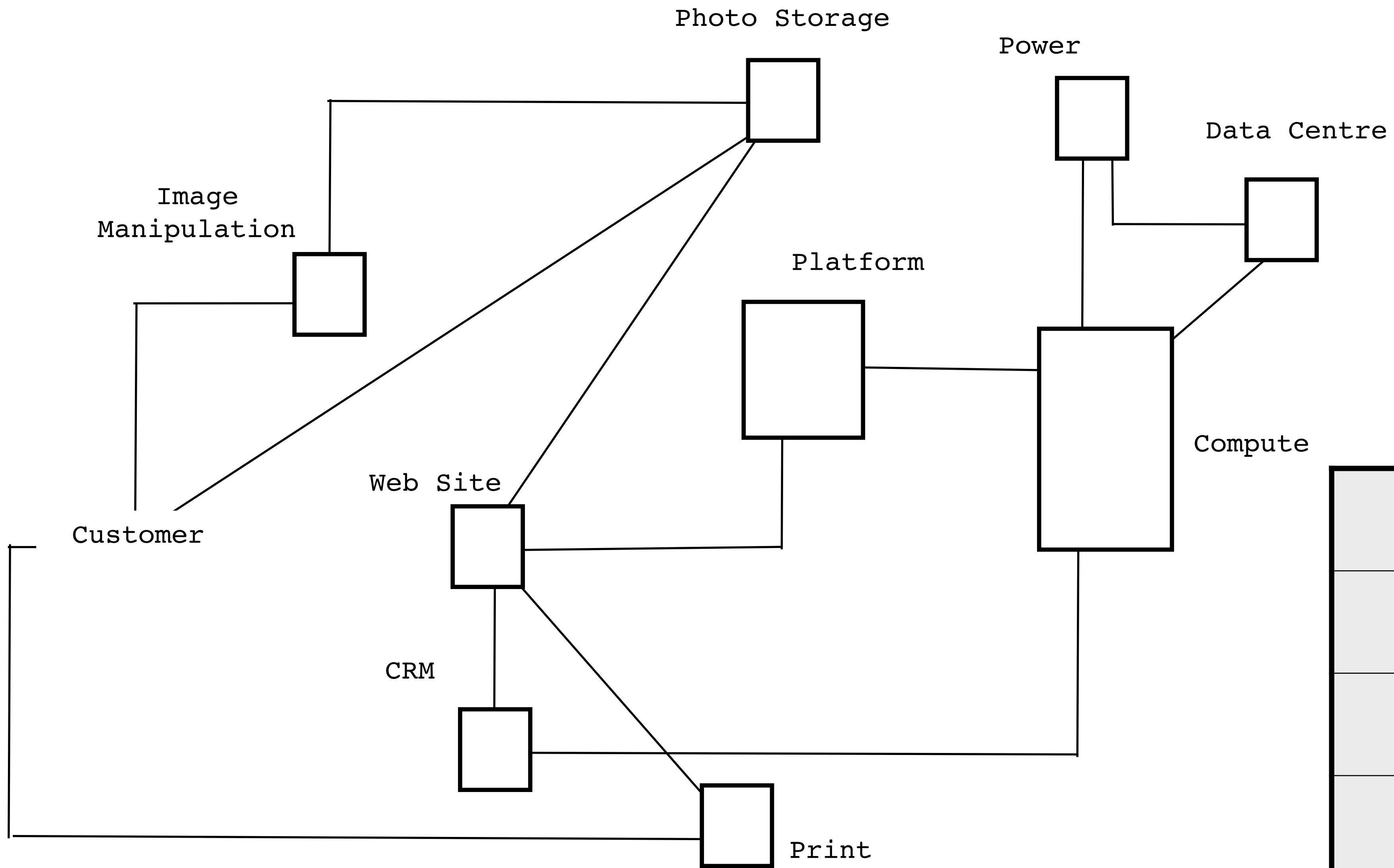
Visual	Yes
Context	Yes
Anchor	NO
Position	NO
Movement	NO



Space has meaning!

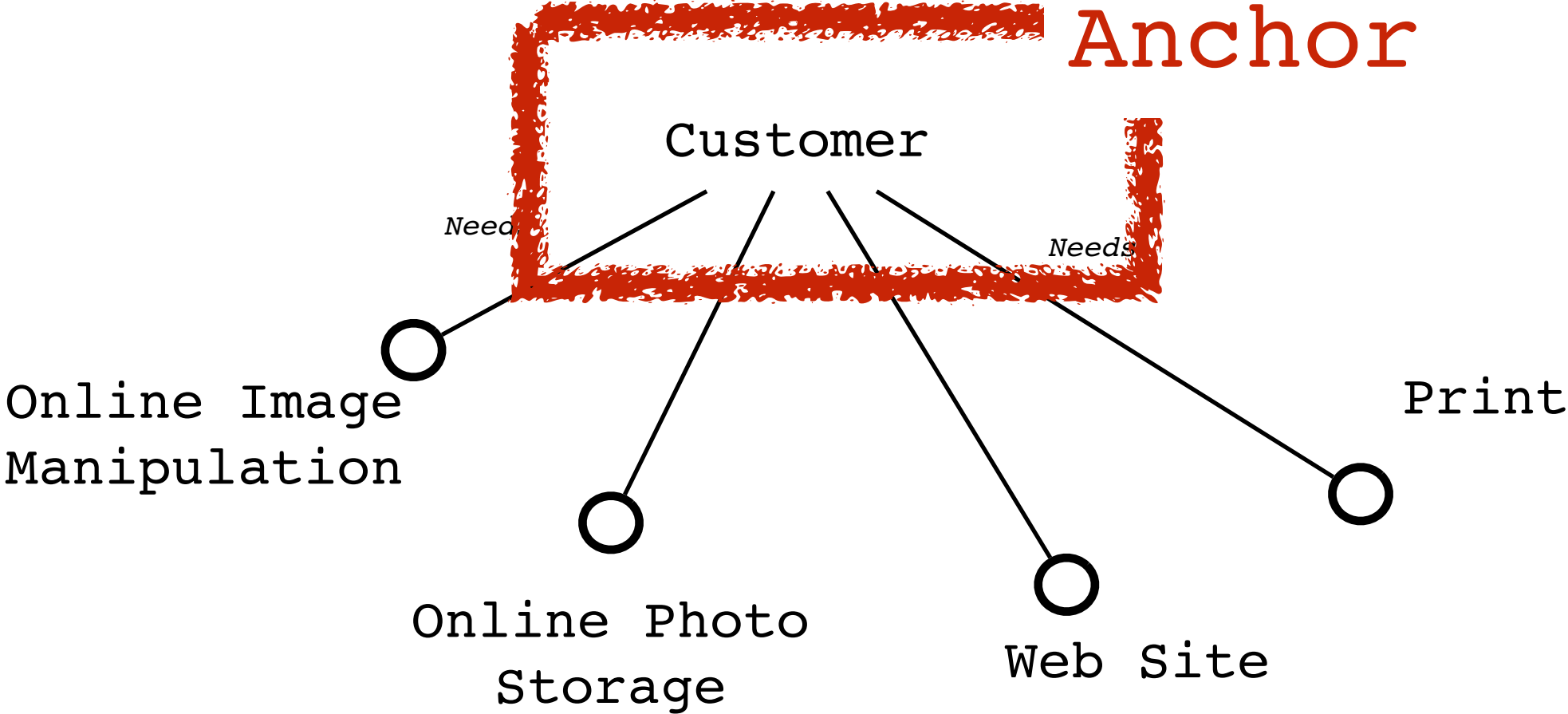


HOW TO MAP?



Visual	Yes
Context	Yes
Anchor	NO
Position	NO
Movement	NO

Anchor



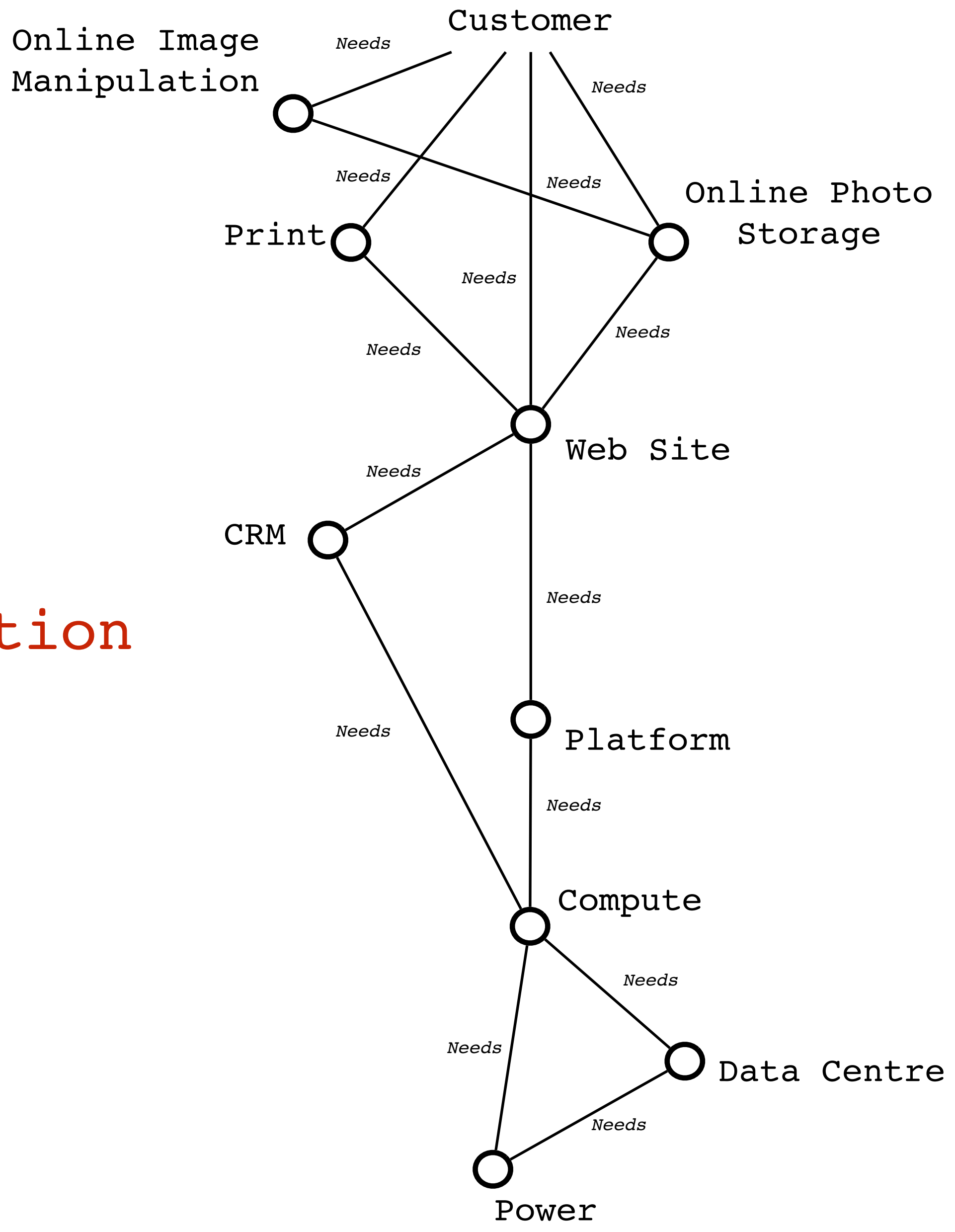
Visible

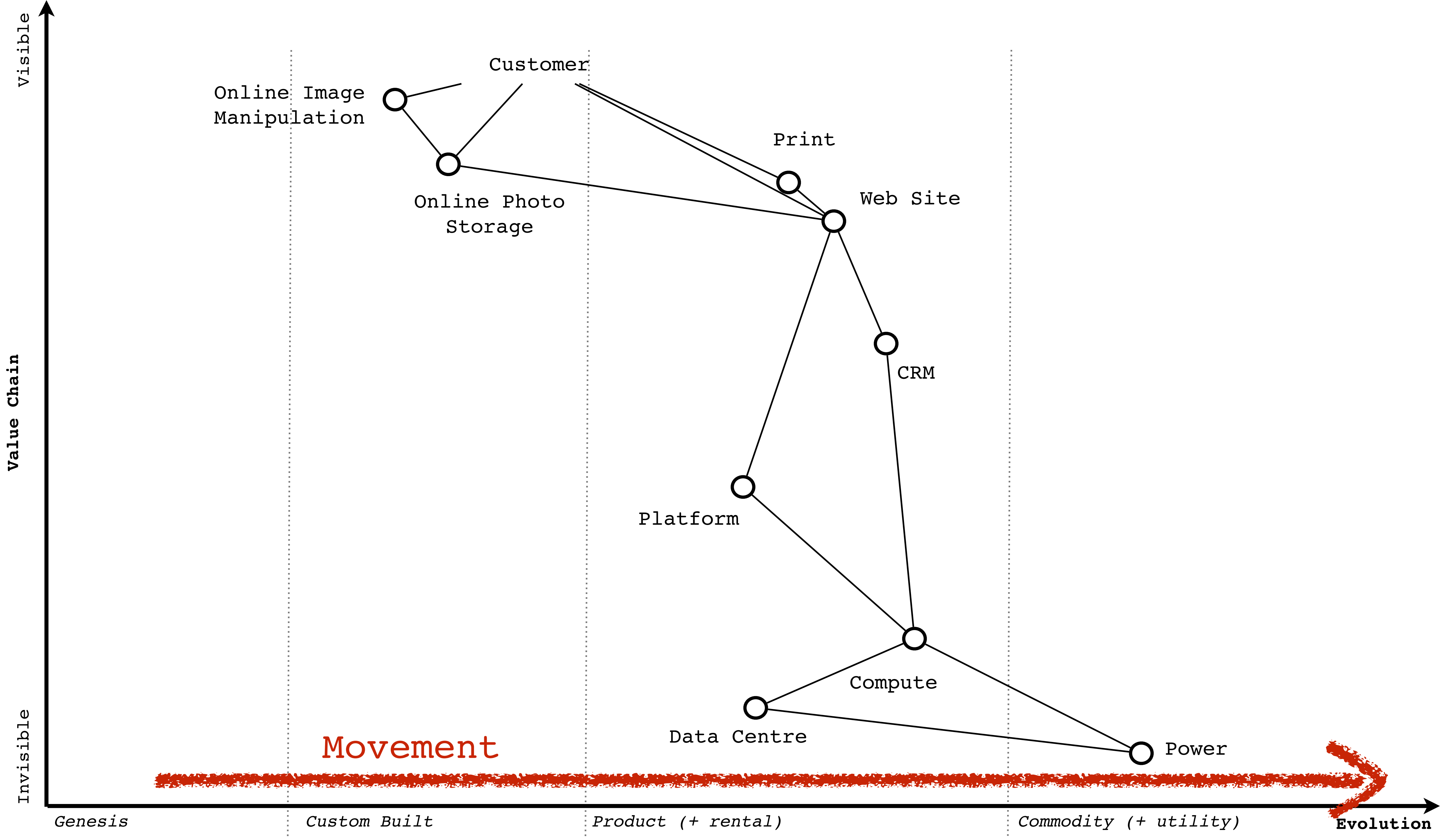
Value Chain

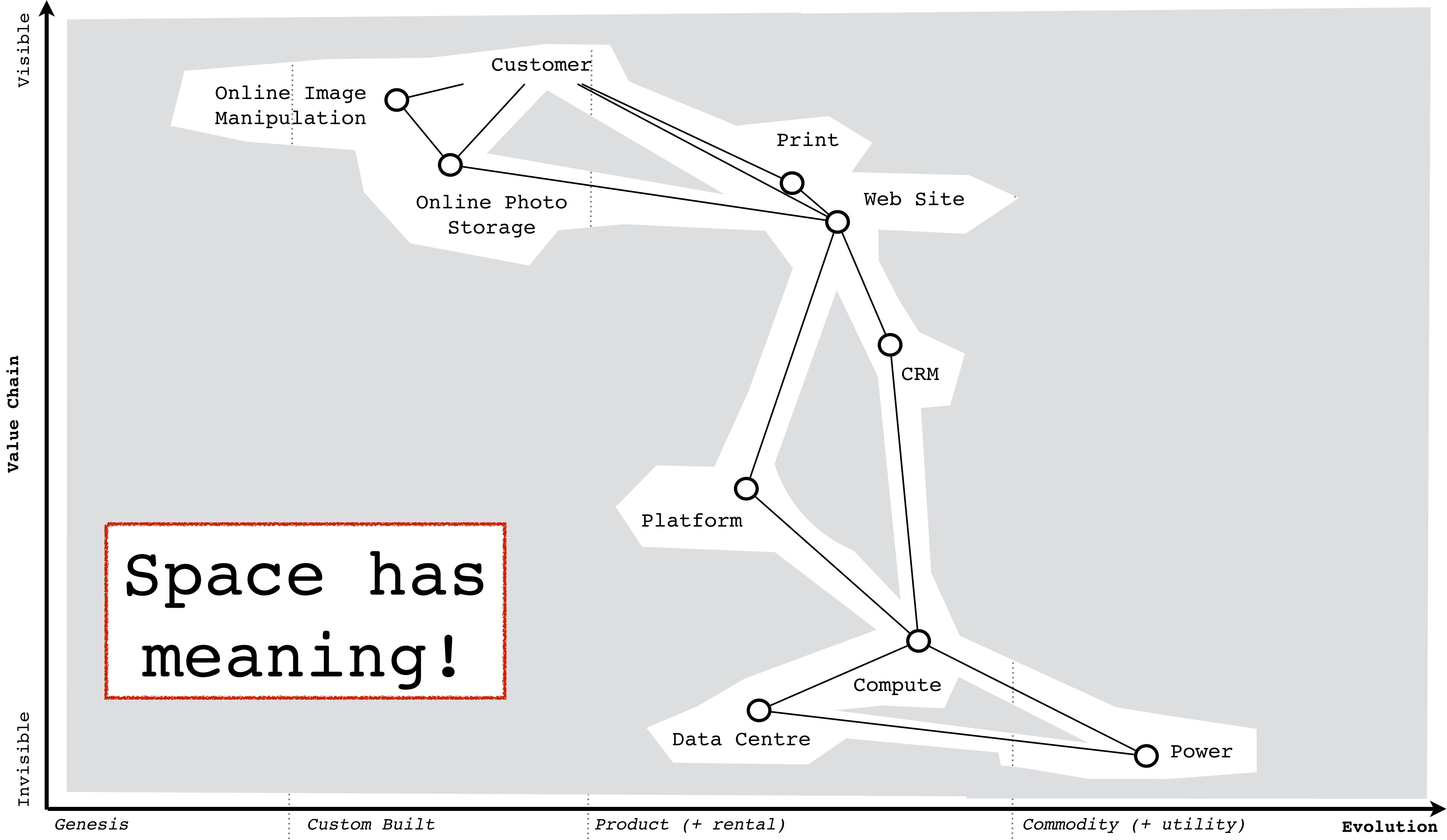
Invisible



Position







Space has meaning!

Online Image Manipulation

Customer

Online Photo Storage

Print

Web Site

CRM

Platform

Compute

Data Centre

Power

Genesis

Custom Built

Product (+ rental)

Commodity (+ utility)

Evolution

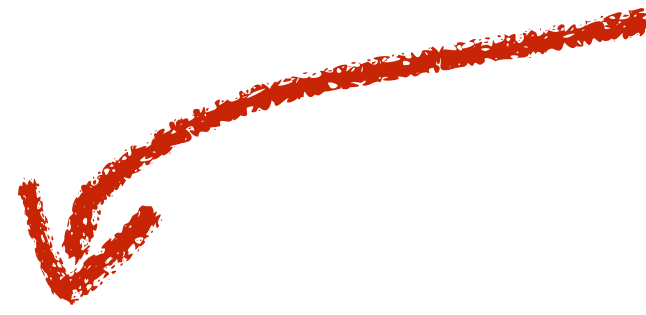
Visible

Value Chain

Invisible

SO WHAT?

Strategy



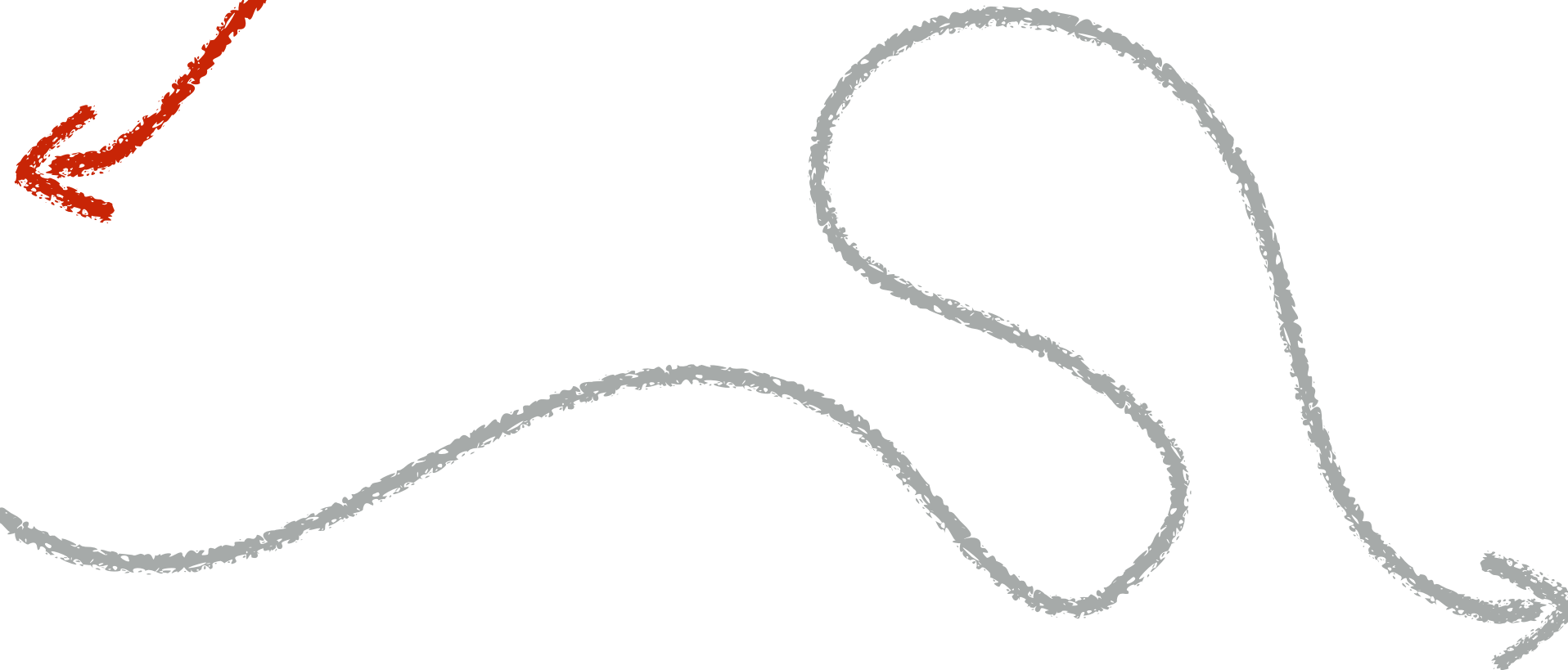
Situational
Awareness



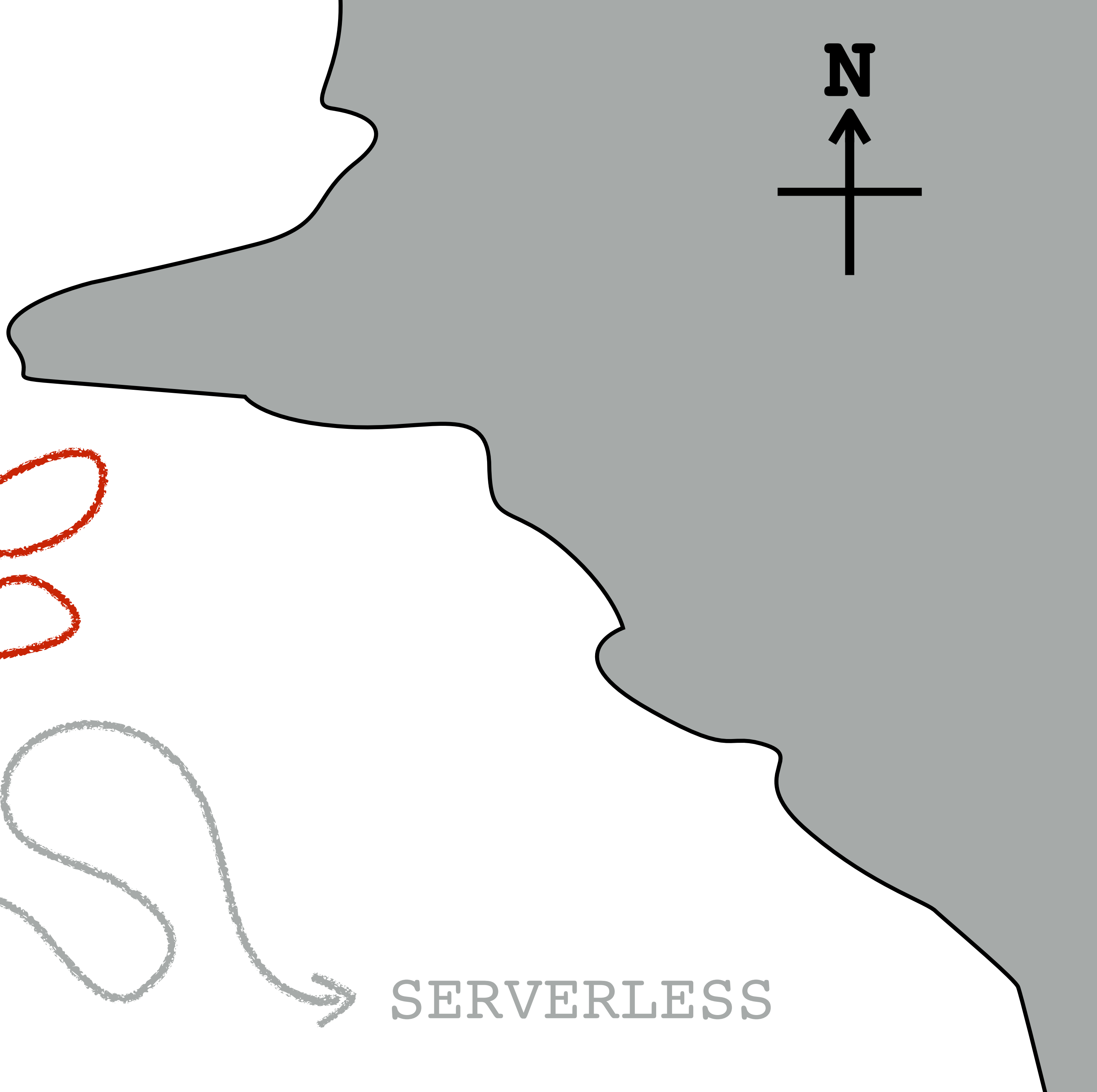
Maps

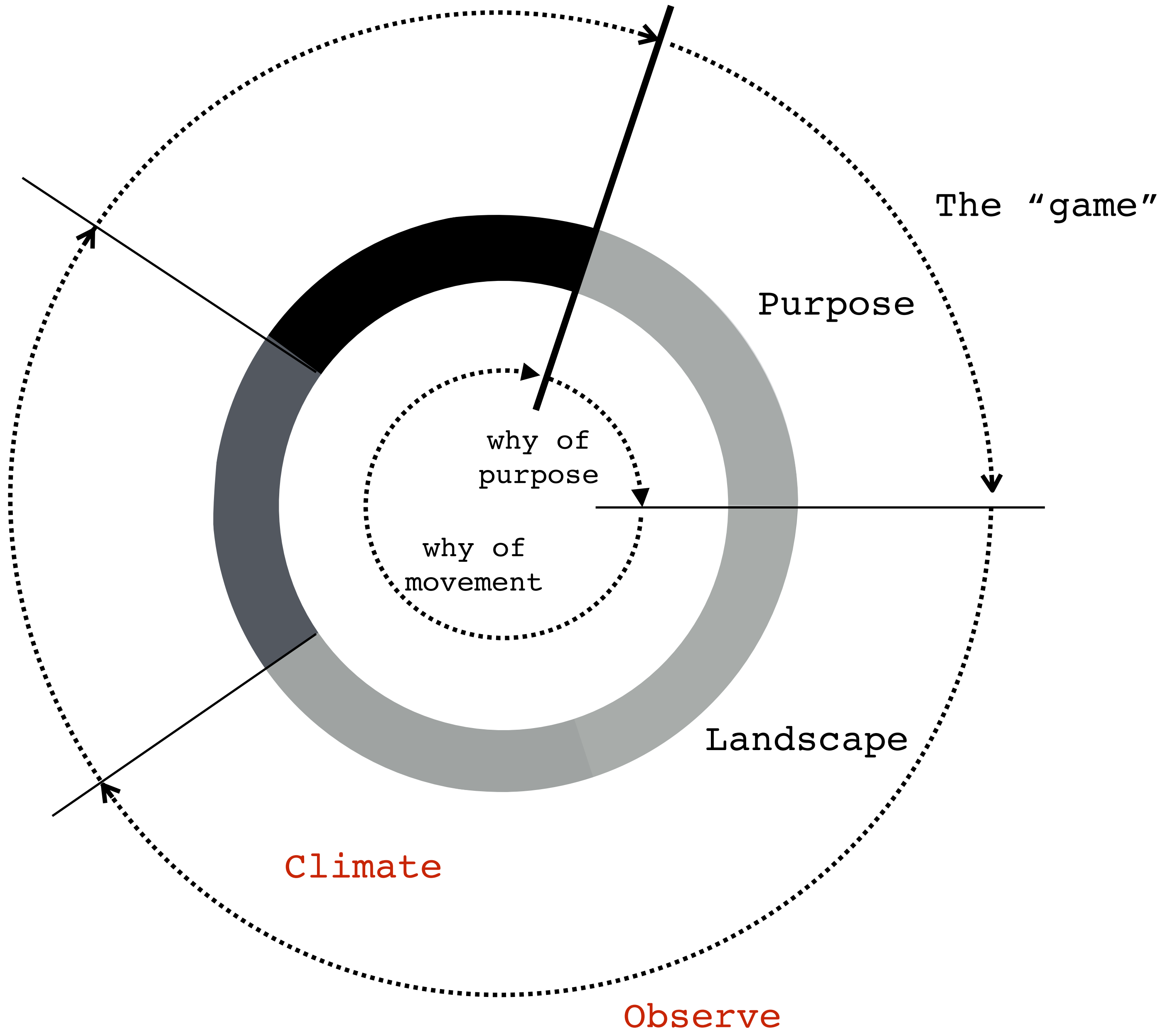


Patterns



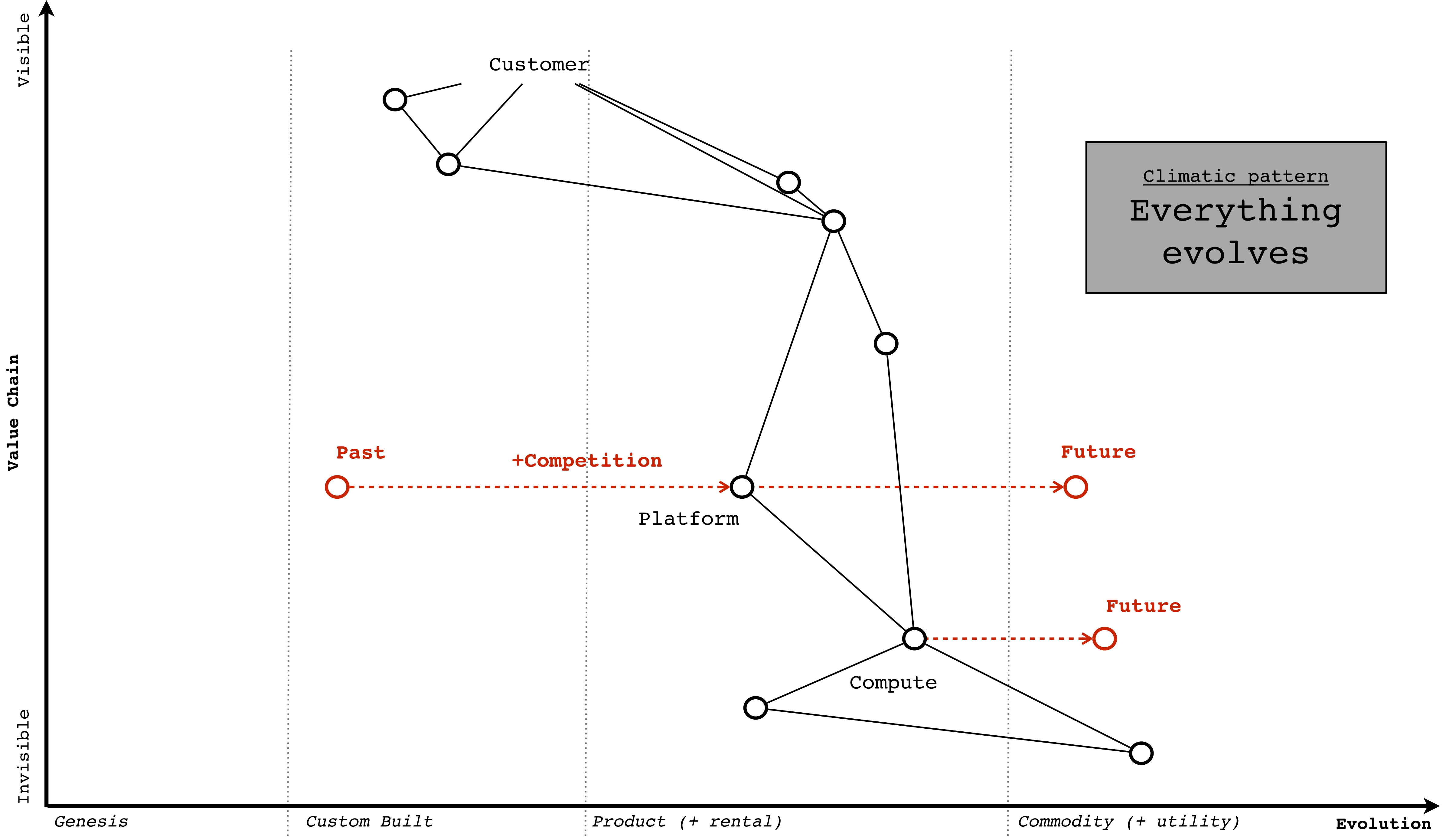
SERVERLESS

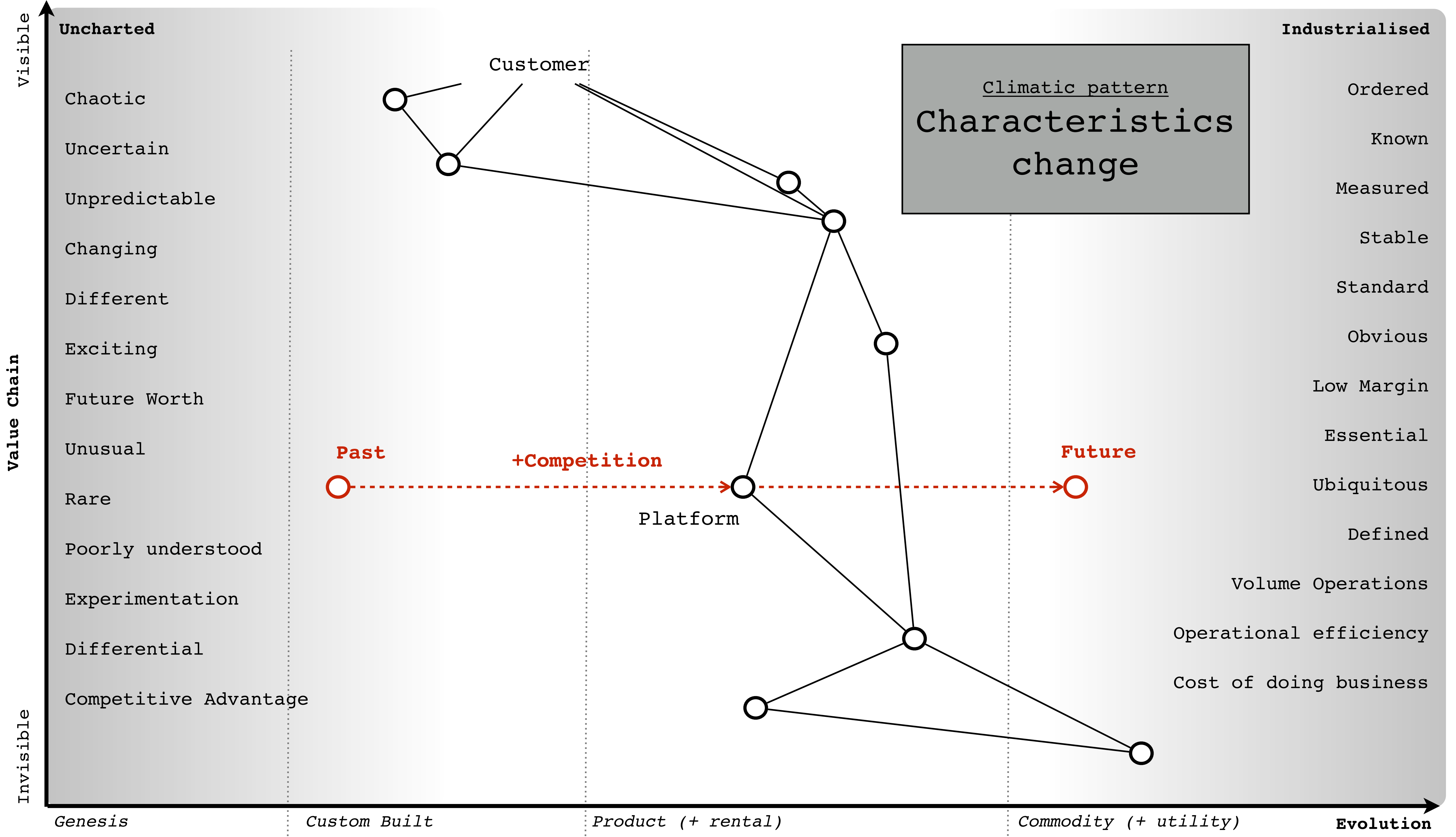


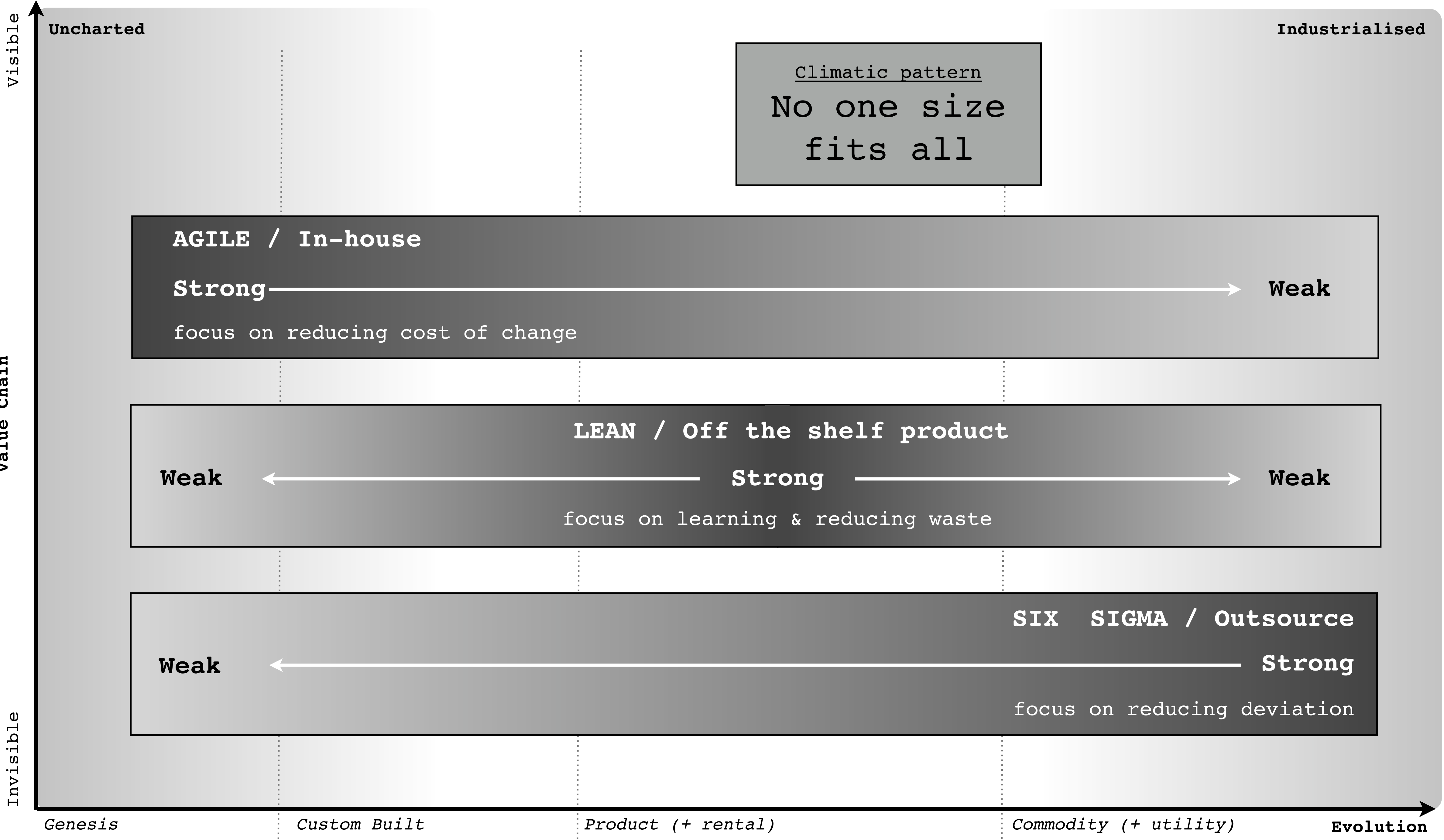


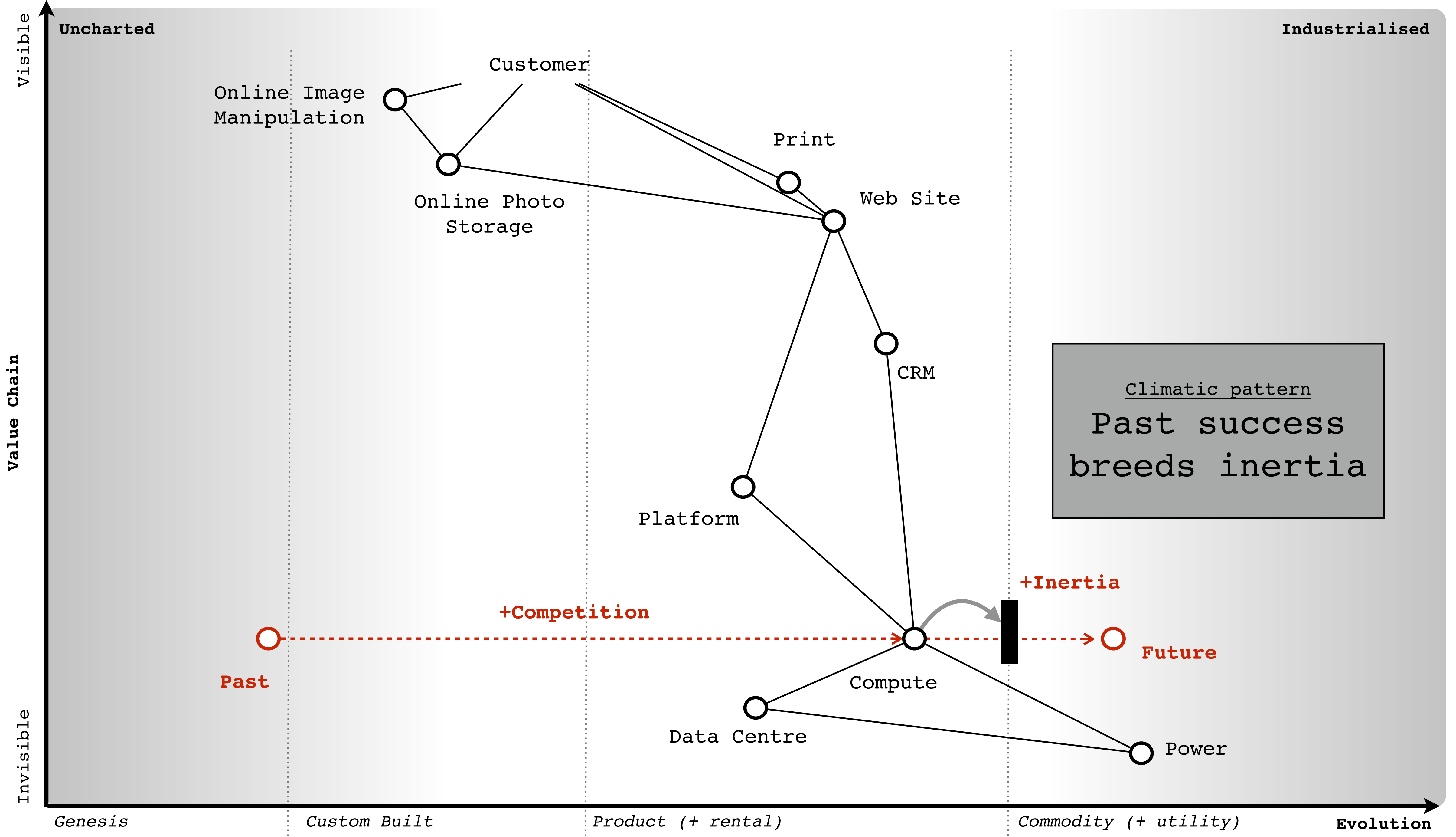
Climate

Rules that influence
the game









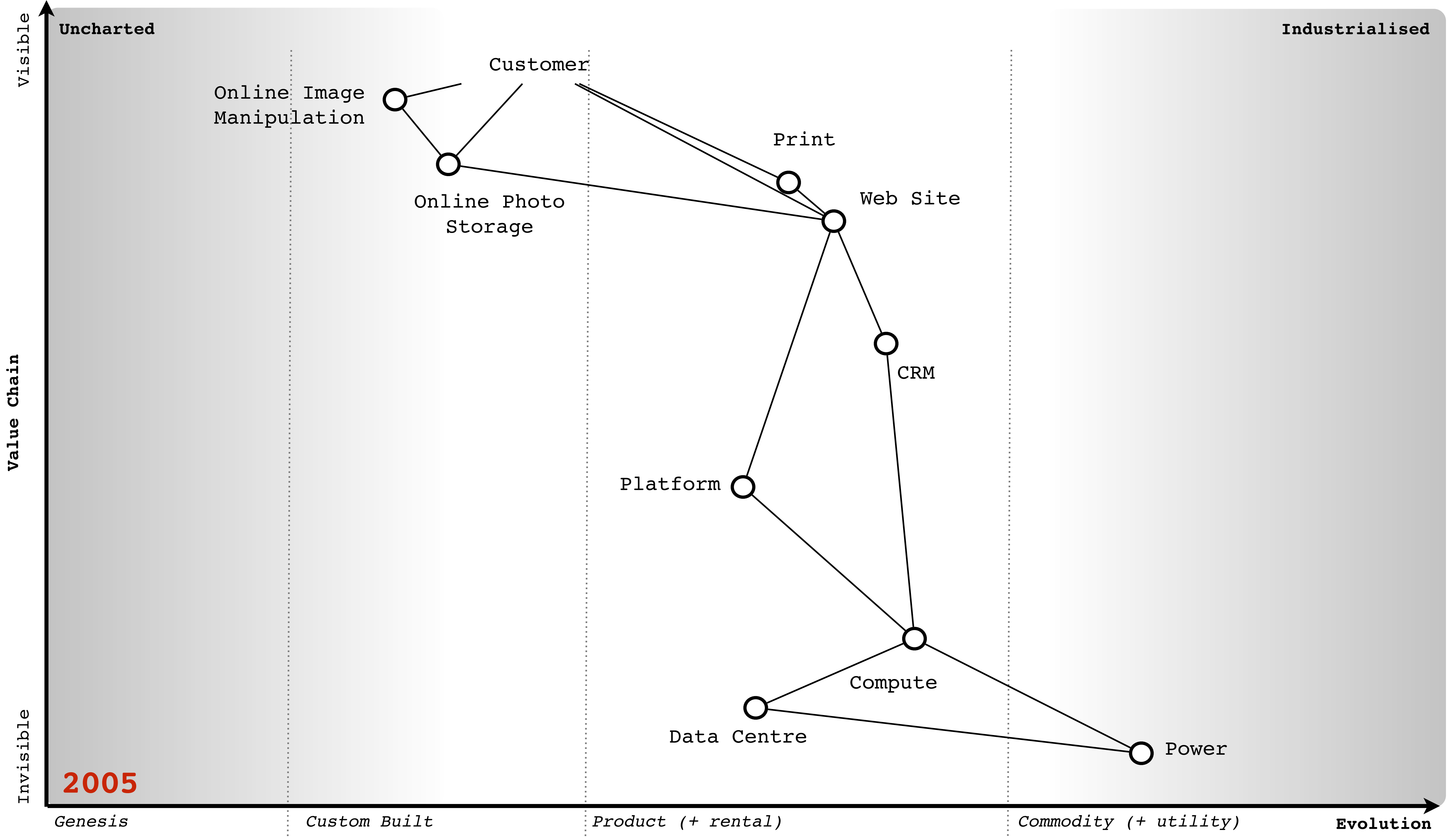


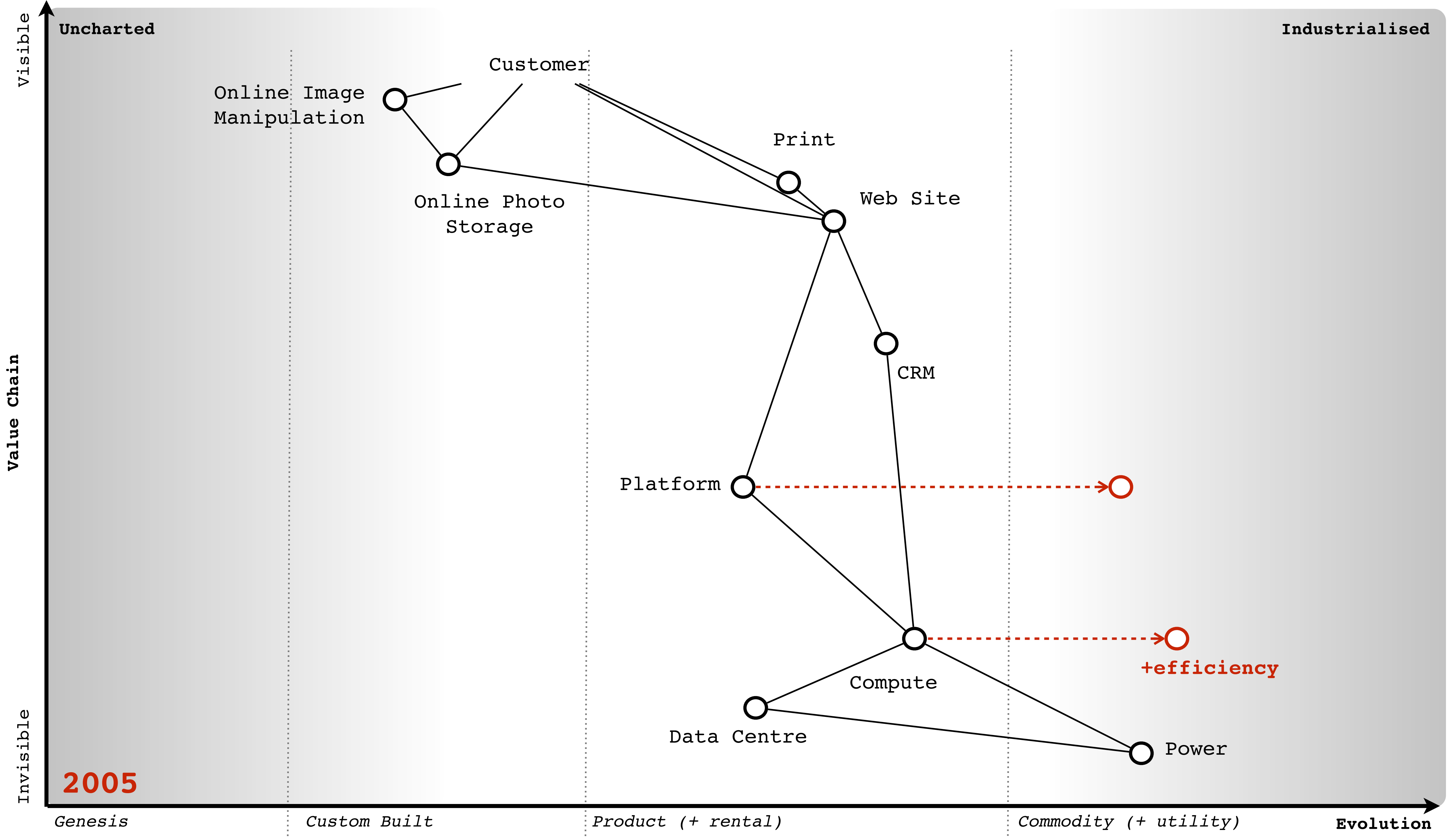
BLOCKBUSTER

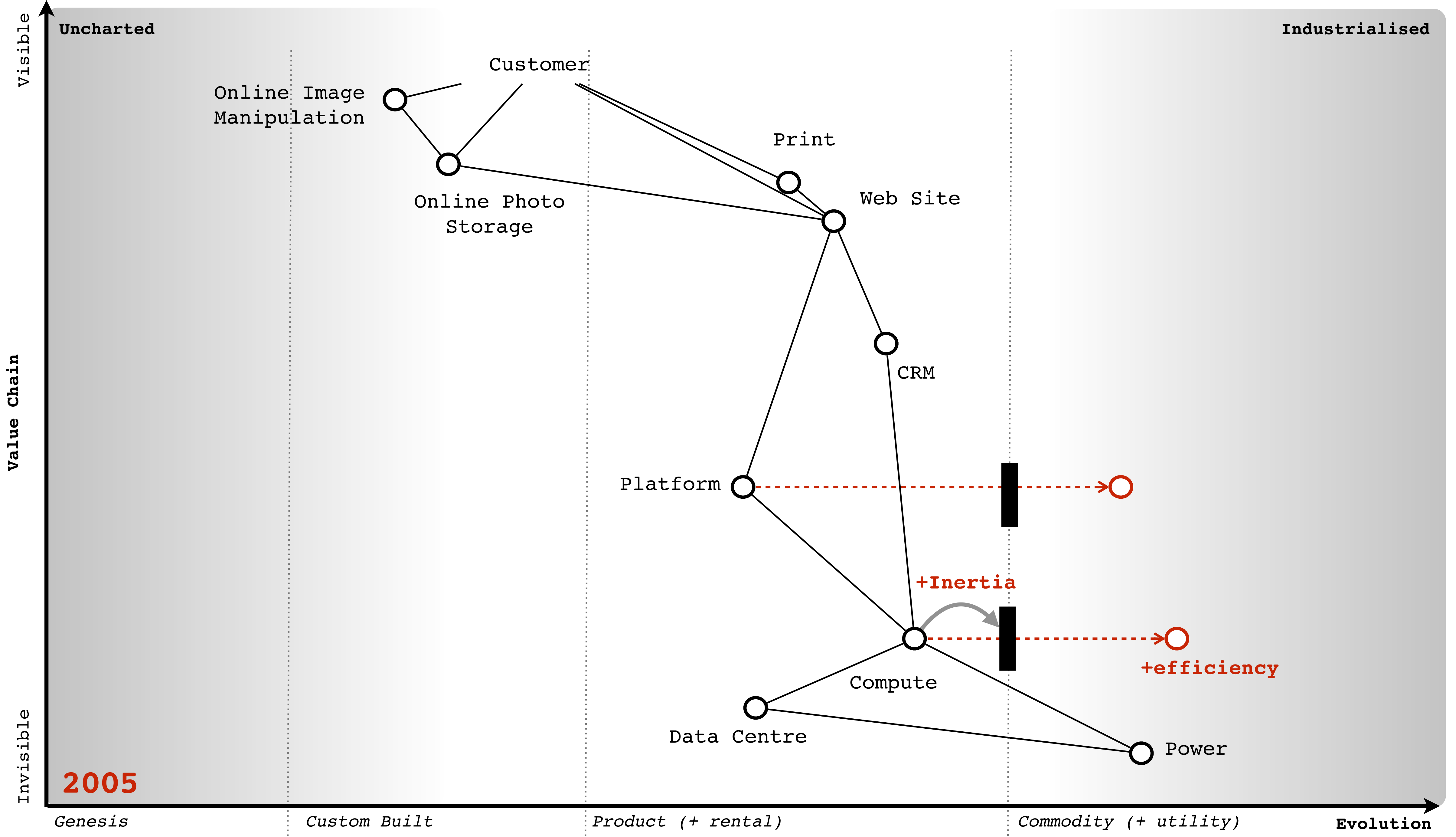


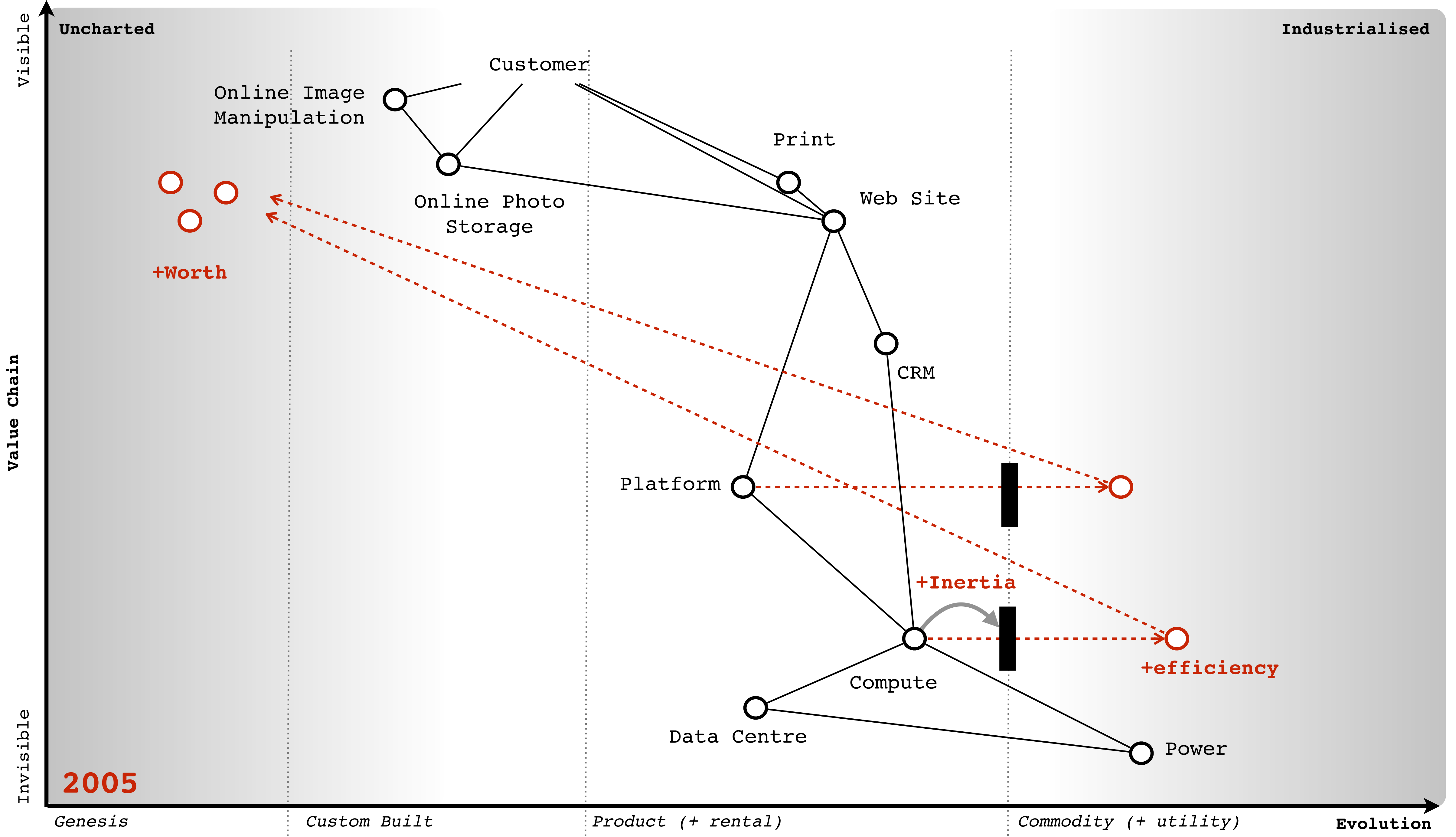
NETFLIX®

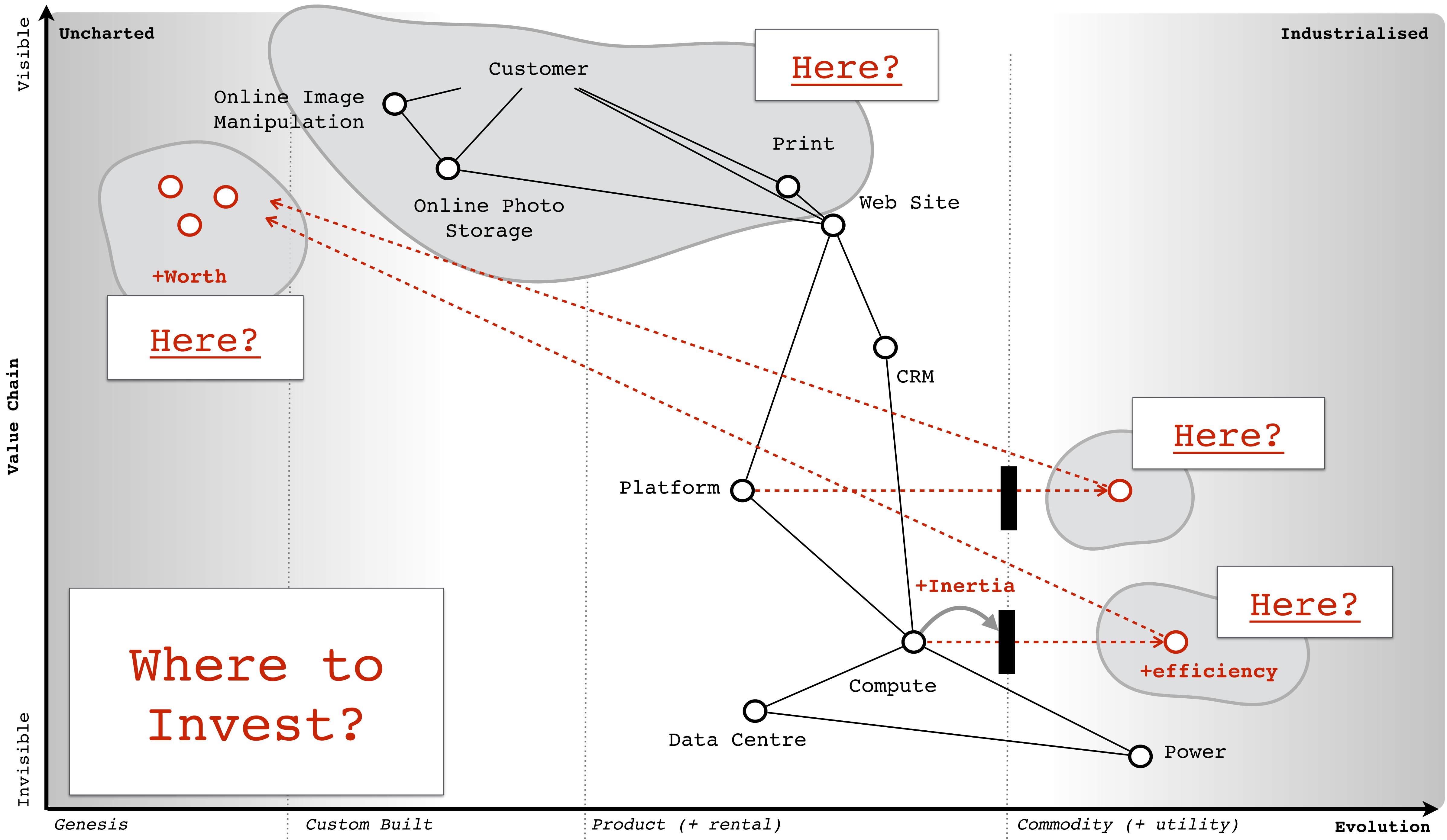


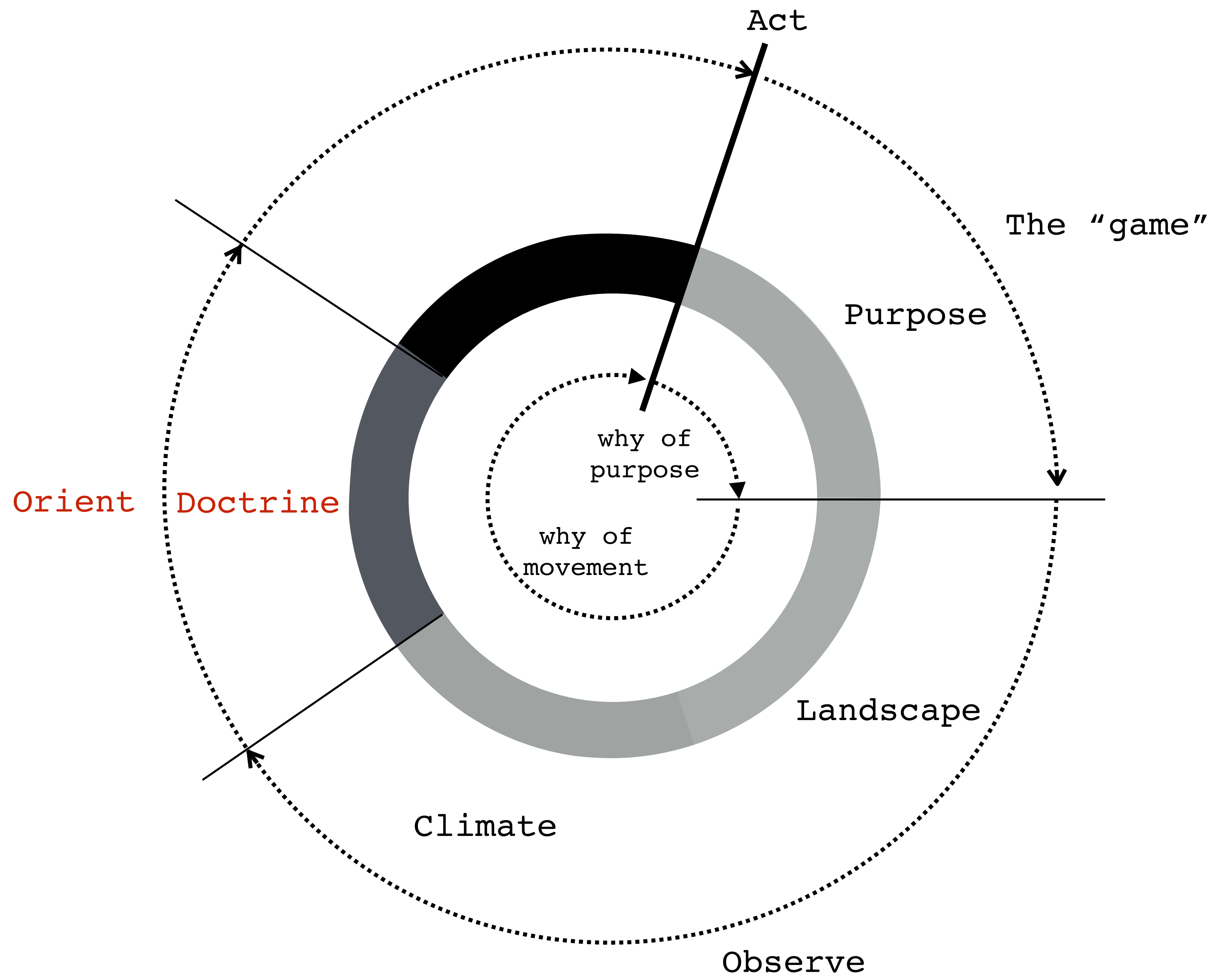


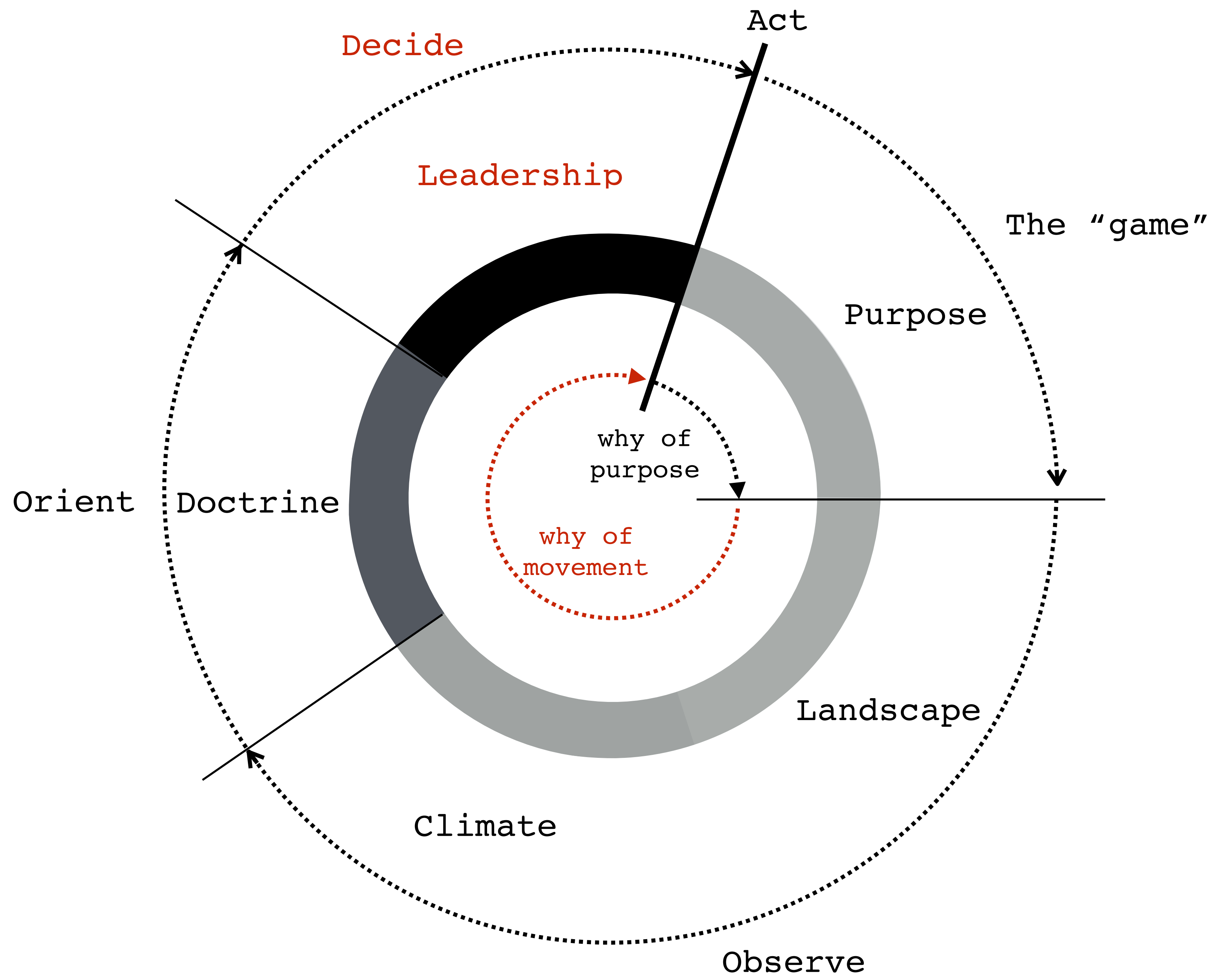






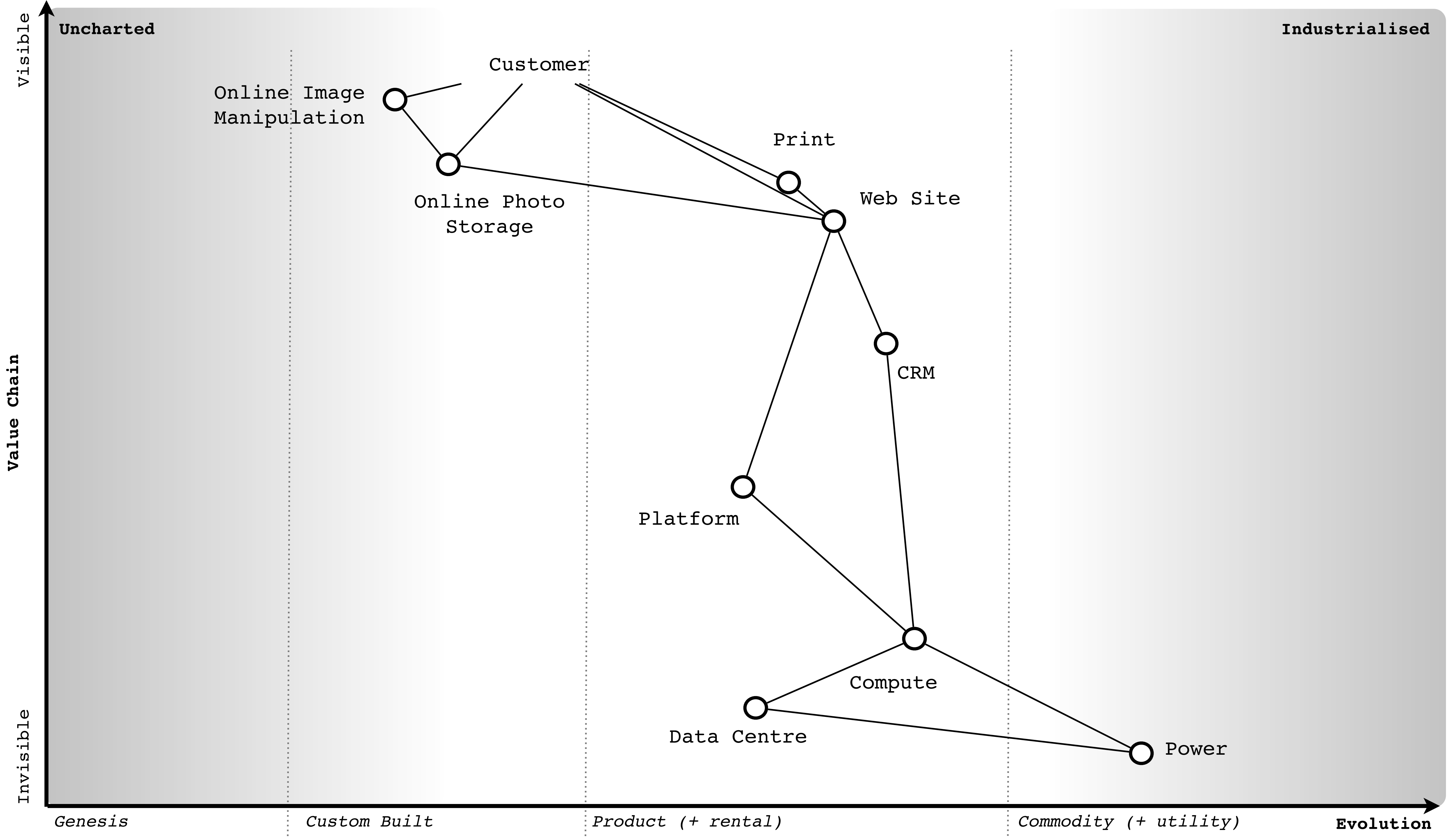


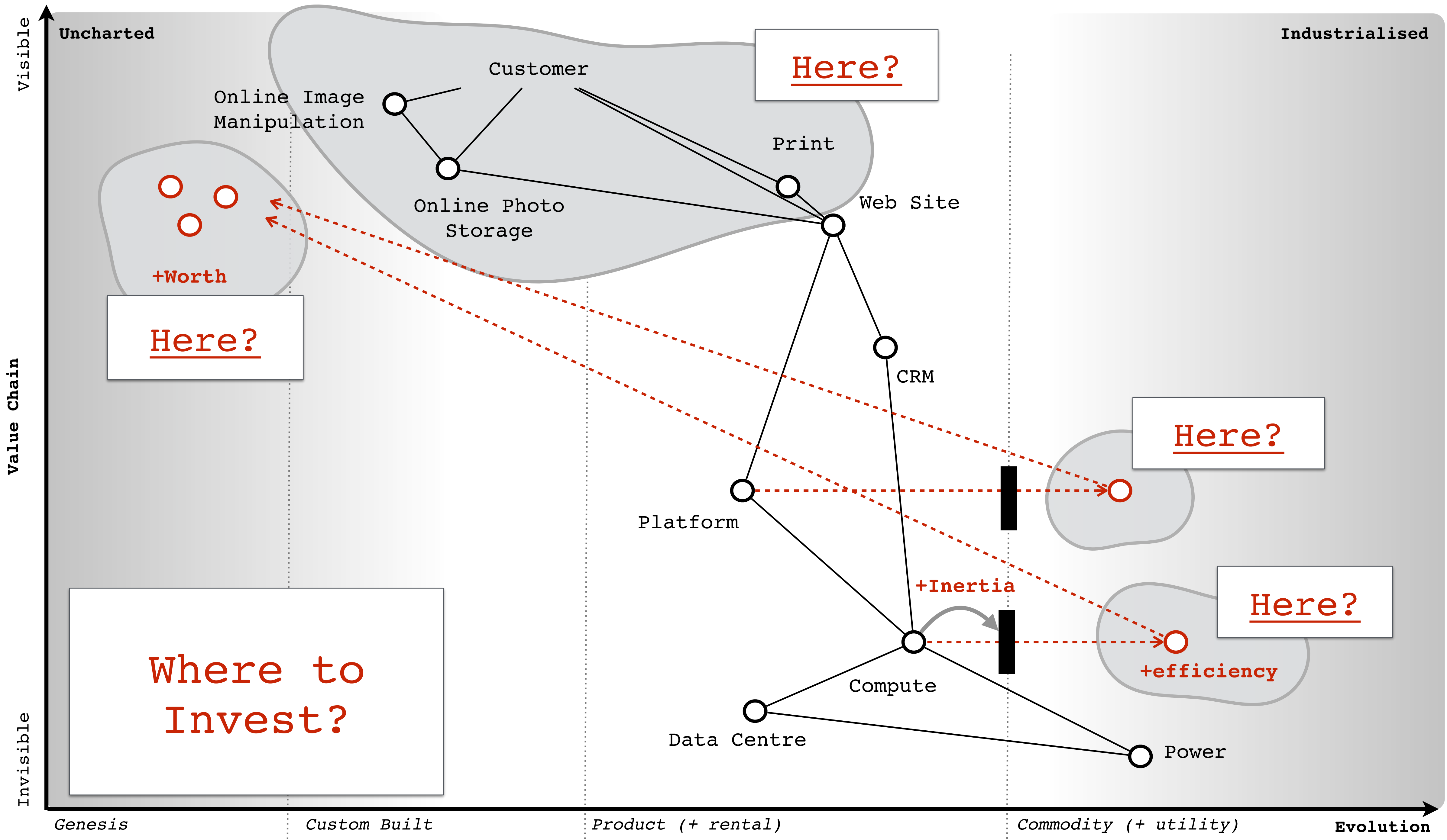




Strategy

Context specific forms
of gameplay





Here?

Here?

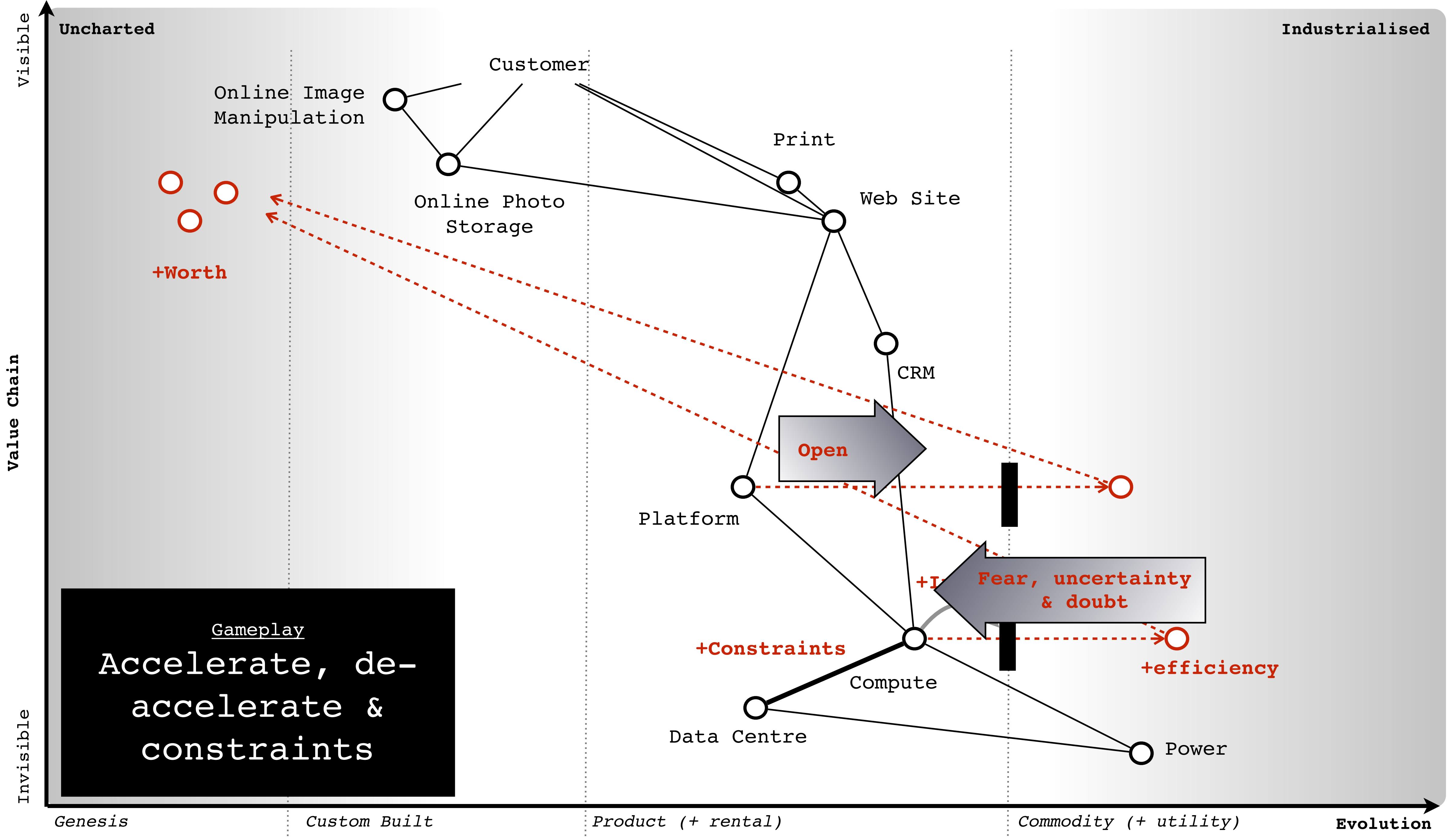
Here?

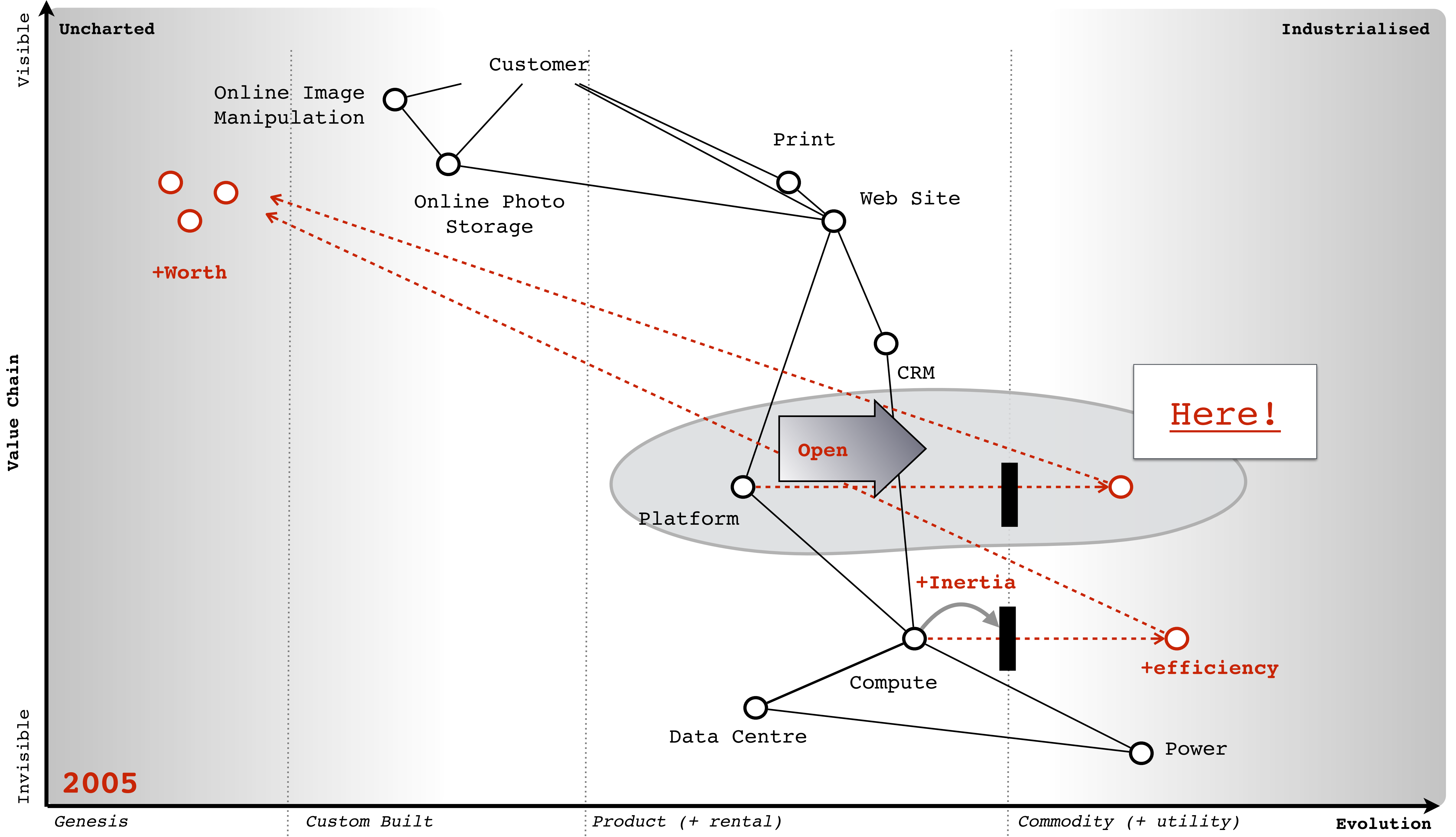
Here?

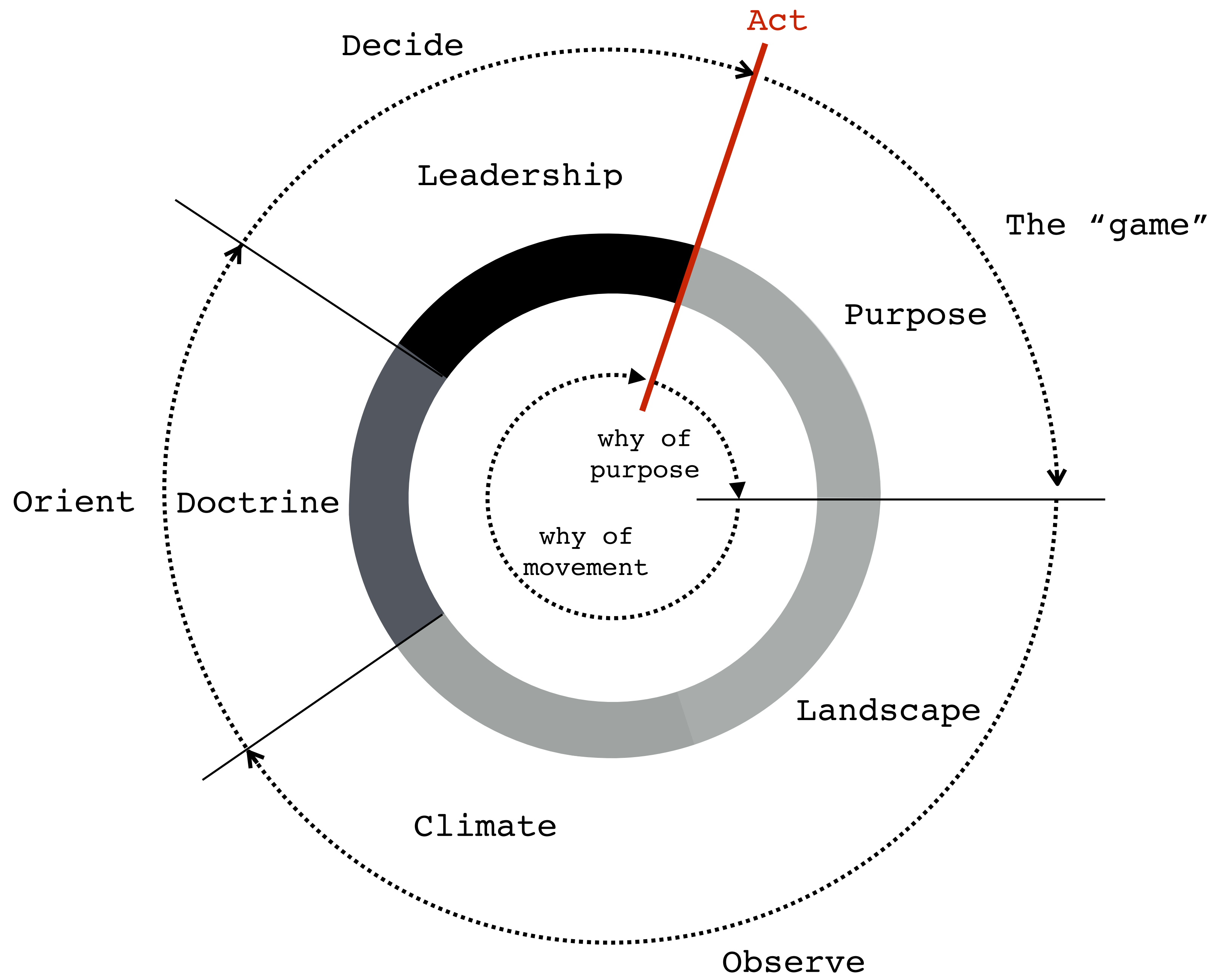
Where to Invest?

+Inertia

+efficiency







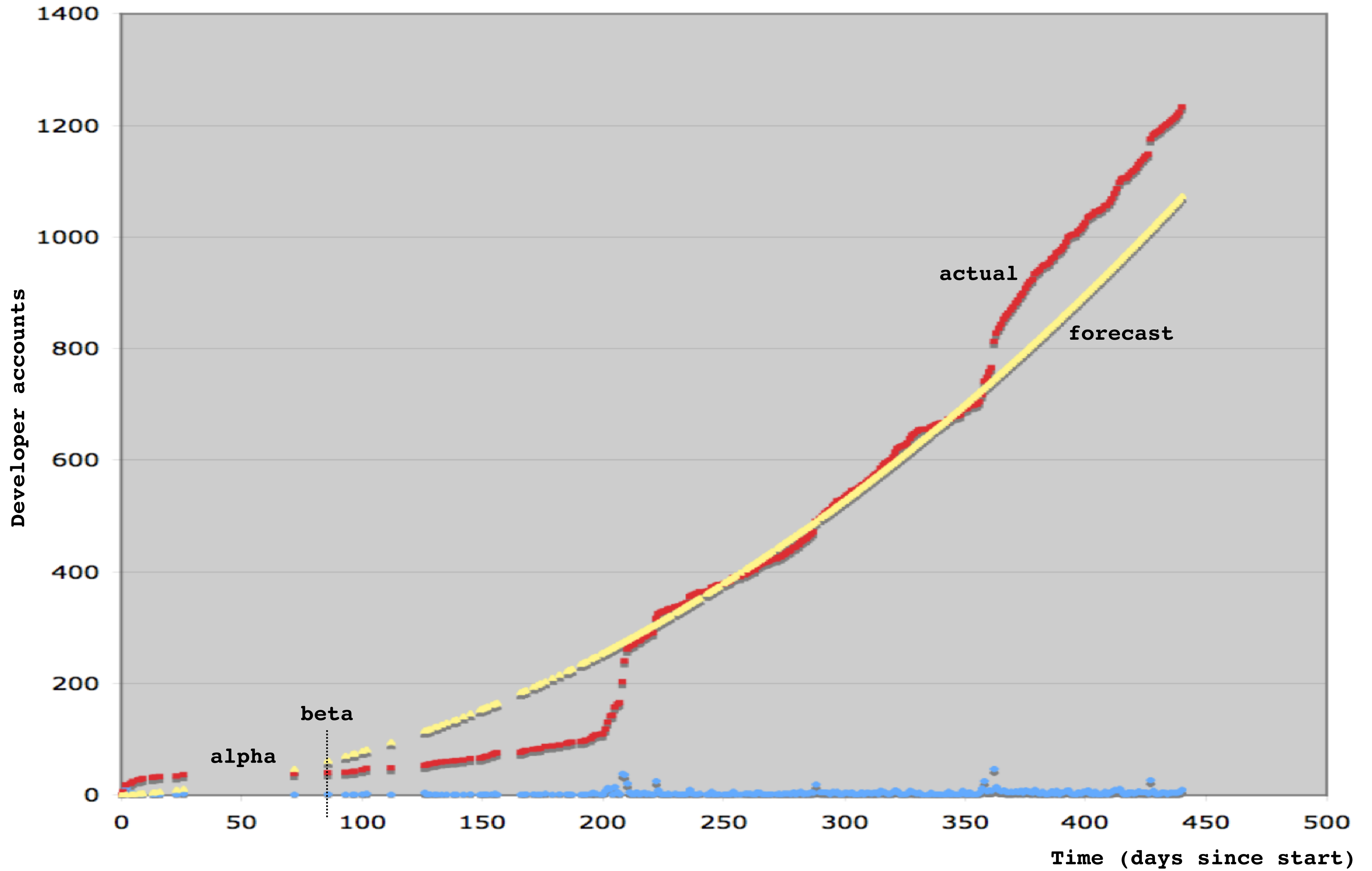


pre-shaved yaks

application development

environment

Anita Hart, April 2007, CC BY-NC-ND 2.0
<https://www.flickr.com/photos/anitahart/472099476>



How Faces Can Signify Leadership Potential

by [Carl Senior](#), [Robin Martin](#), [Michael West](#), and [Rowena M. Yeats](#)

FROM THE NOVEMBER 2011 ISSUE



SAVE



SHARE



COMMENT

HH

TEXT SIZE



PRINT

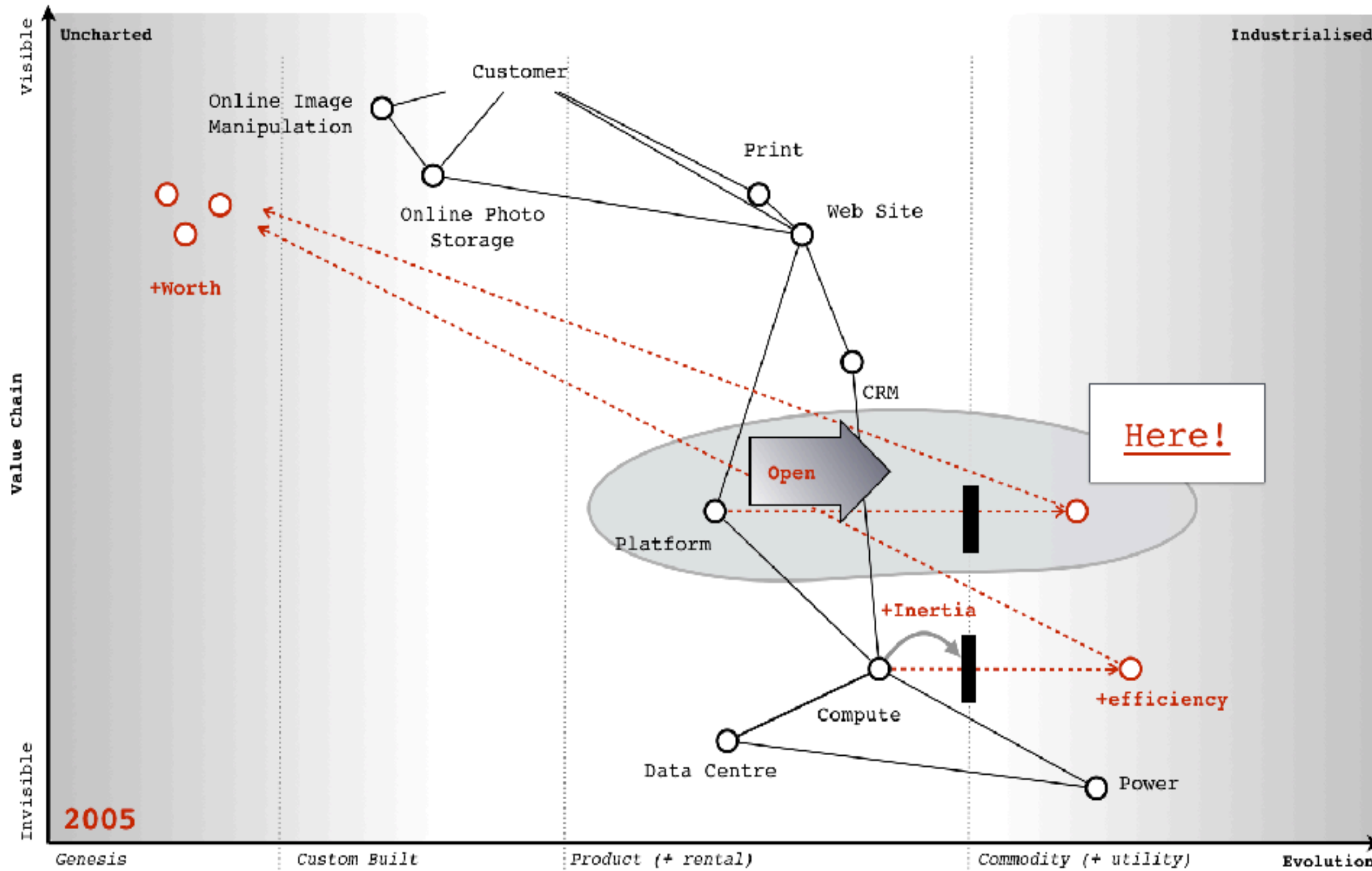
\$6

BUY COPIES

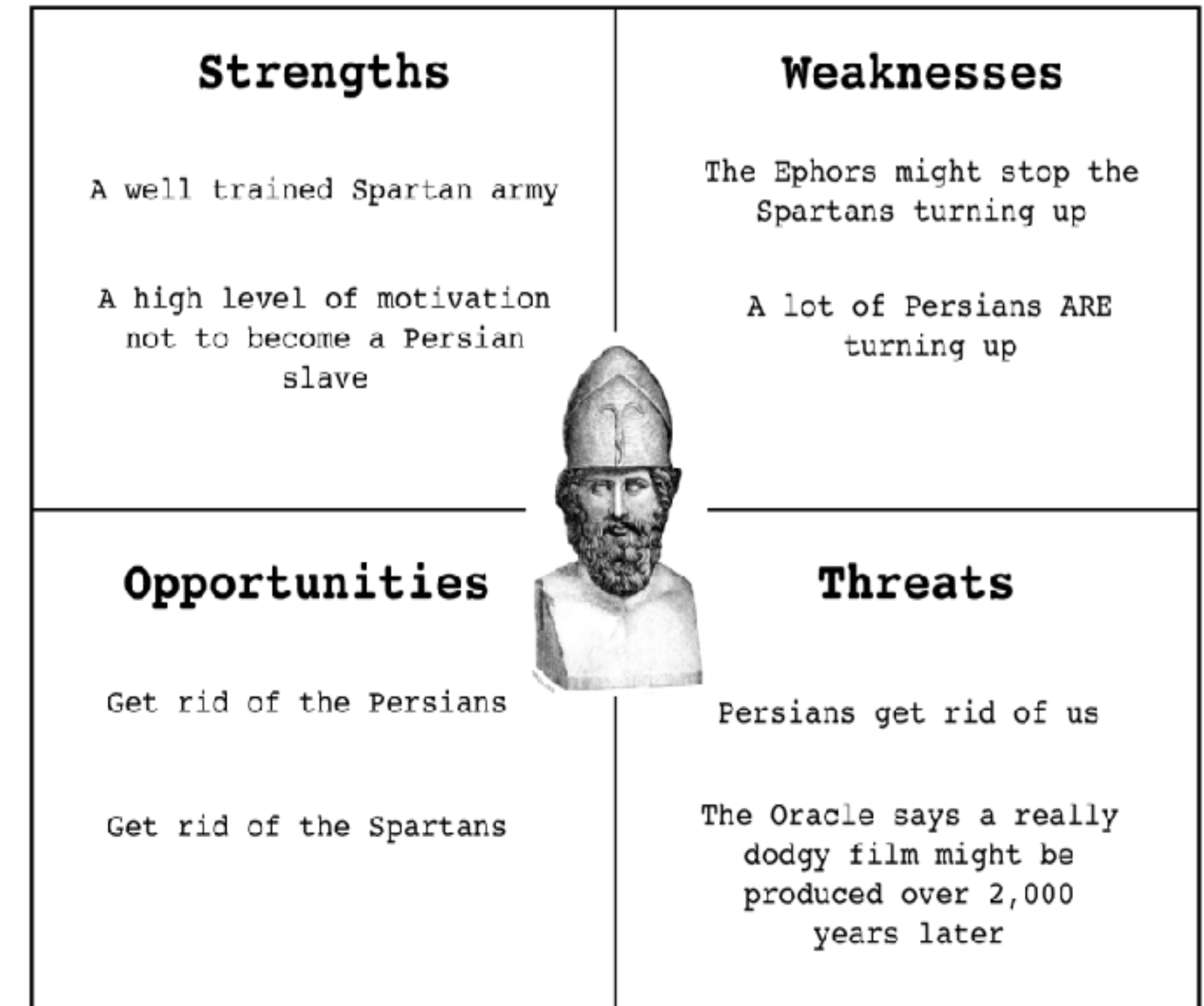
Evolutionary biologists have learned that people with greater “genetic fitness,” as manifested by a high degree of left-right body symmetry, are not just considered better looking but also tend to be healthier, more intelligent, and more dominant than others. They’re the classic alphas who rise to the top of rigidly hierarchical organizations such as the military.

But [our research](#) shows that people with subtle asymmetries—for example, imbalances in ear or finger length—are often better “transformational” leaders, able to inspire followers to put self-interest aside for the good of the group. Furthermore, teams they lead outperform teams whose leaders have more-symmetrical bodies.

How many times have you ever learned from a past ...

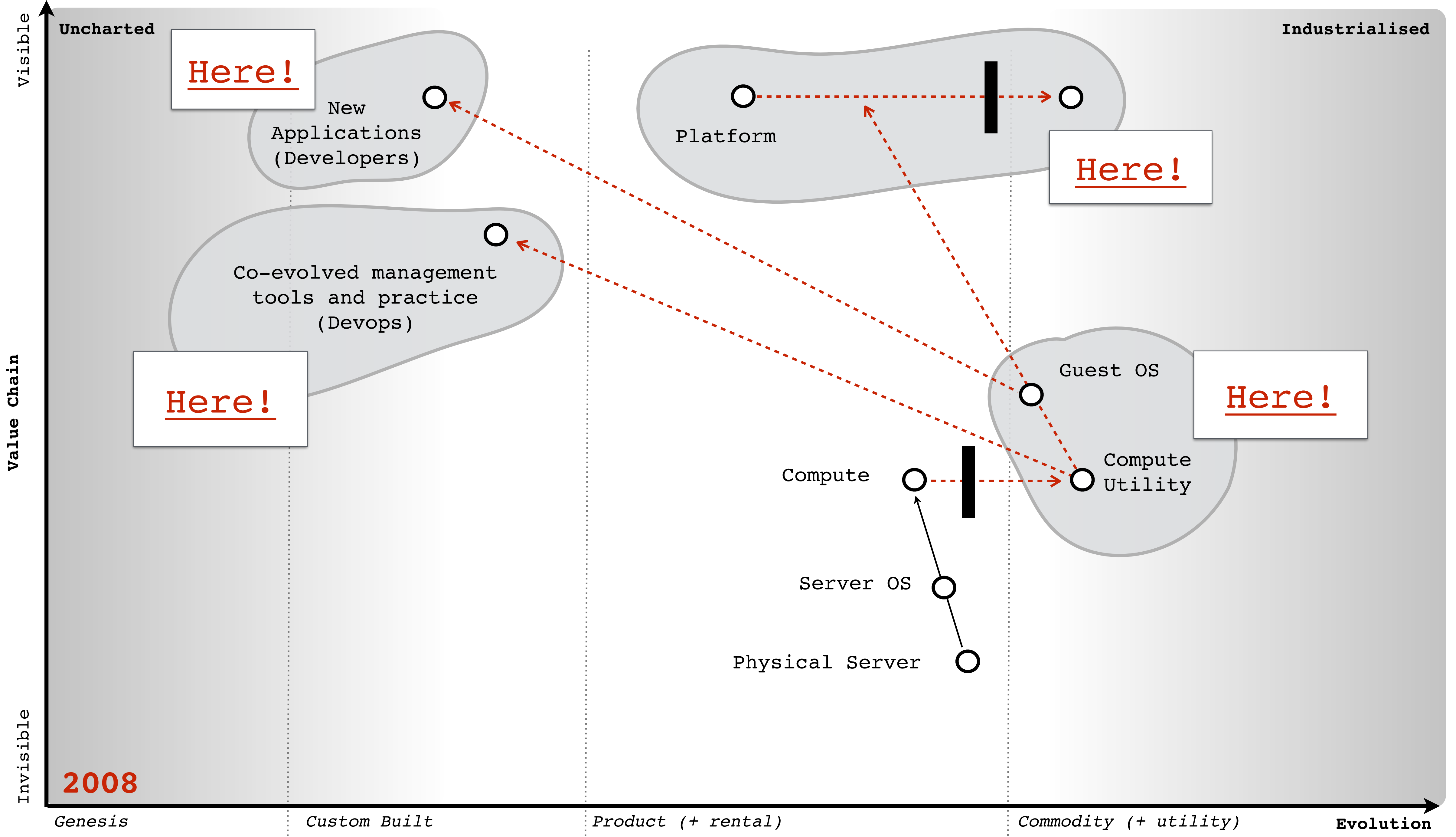


MAP



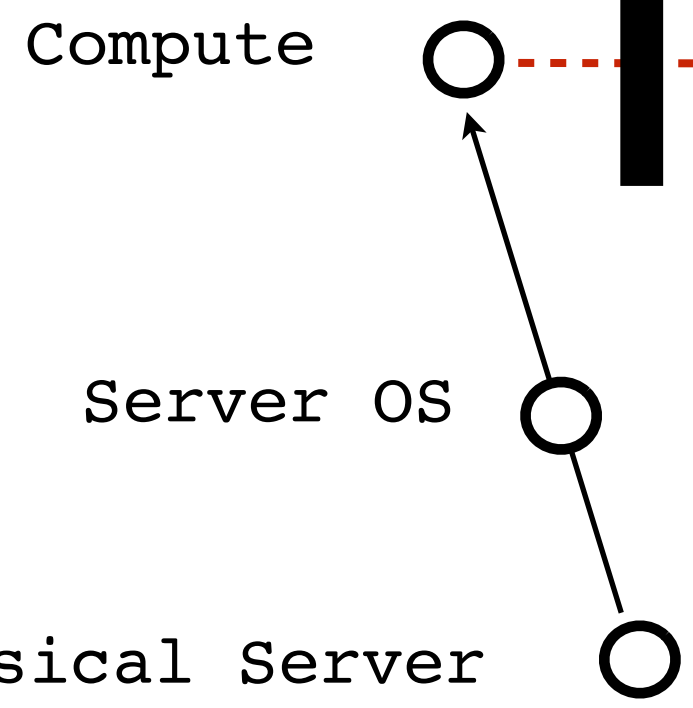
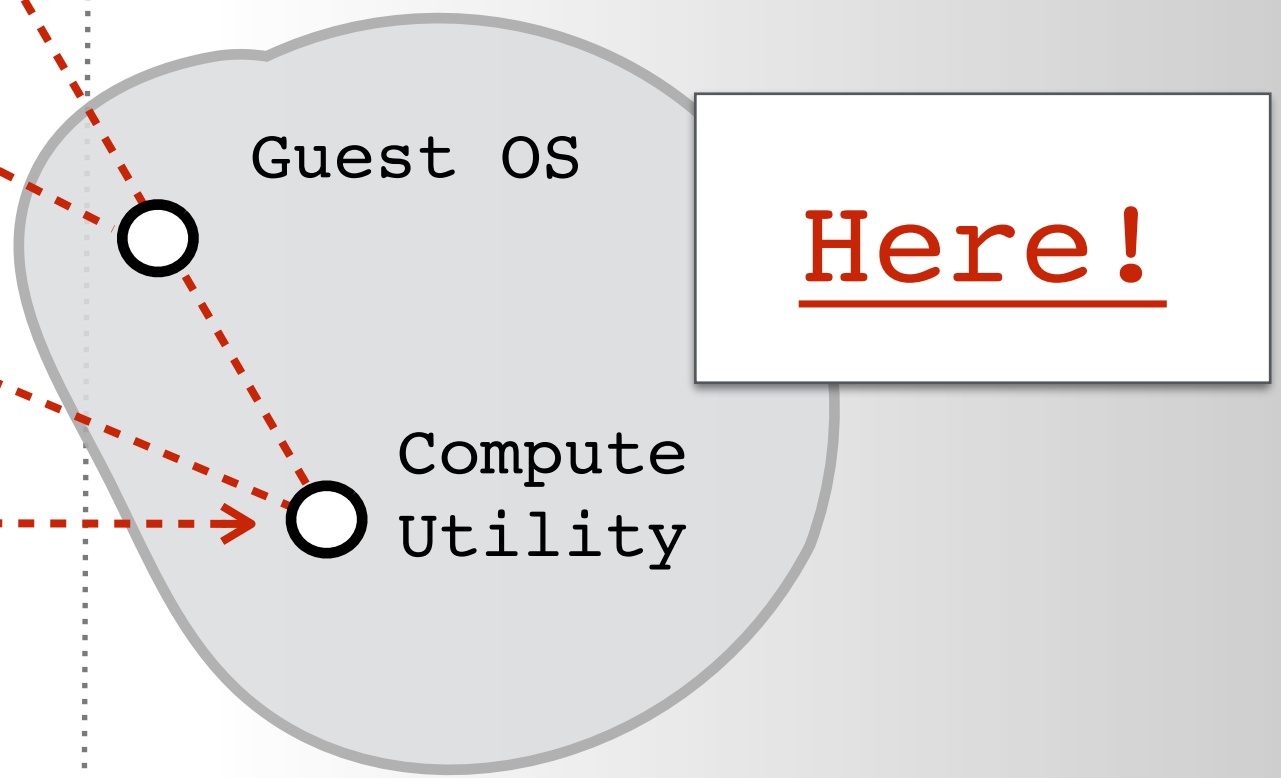
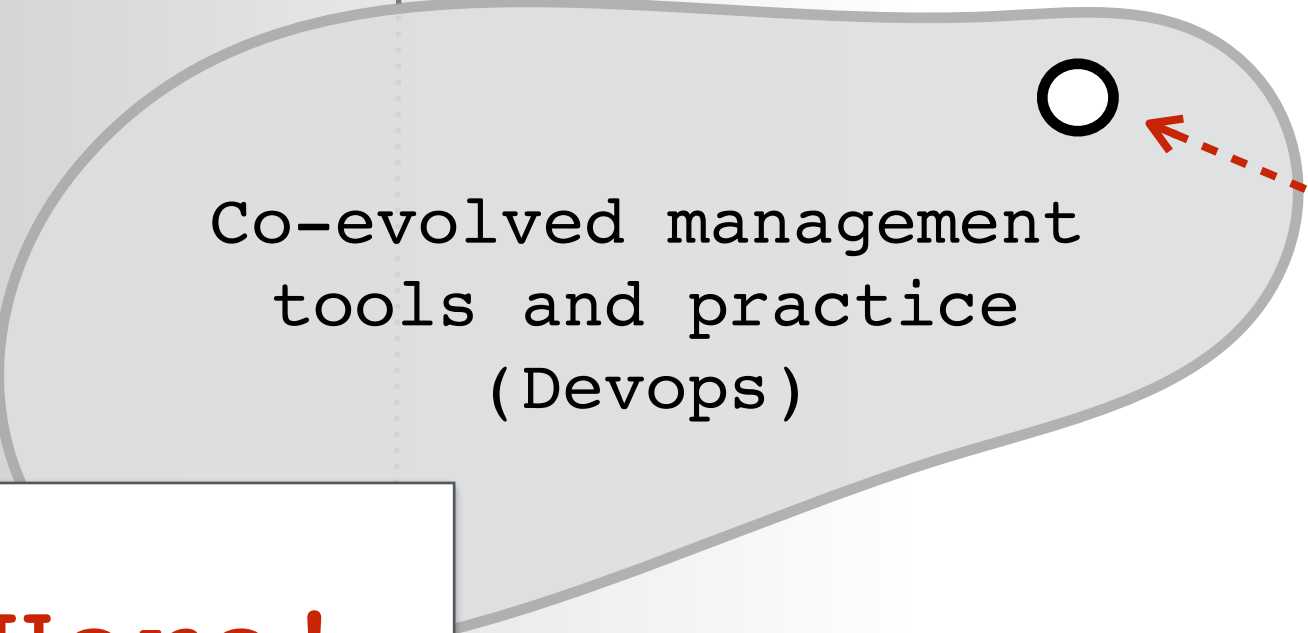
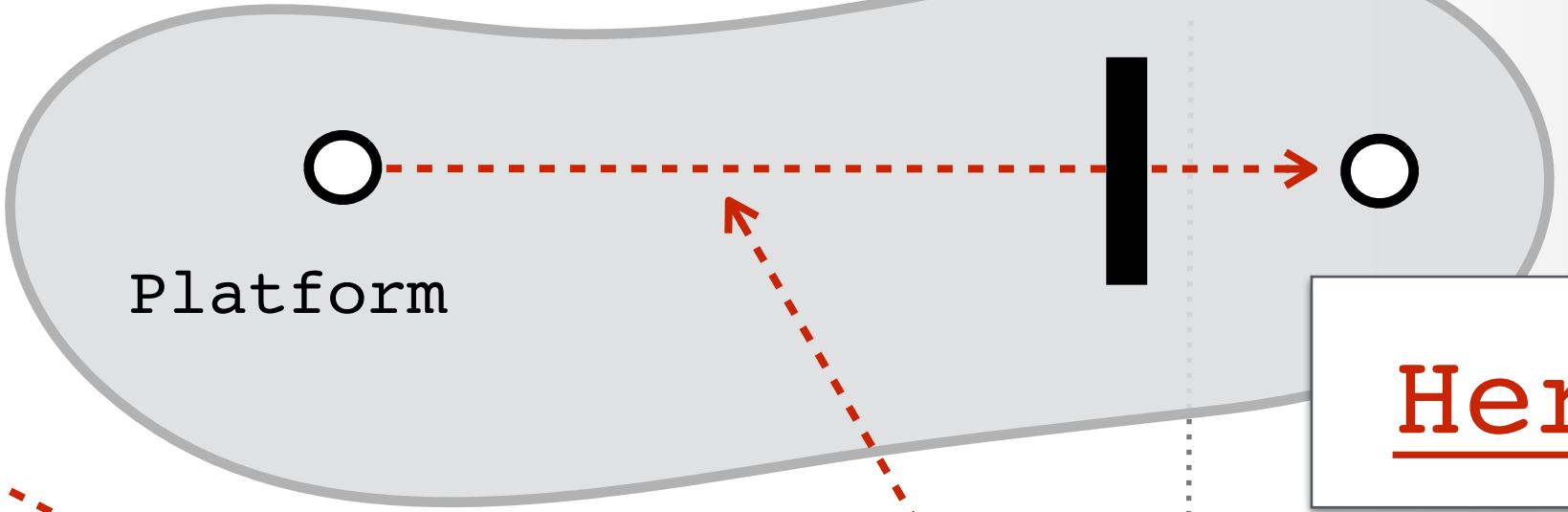
SWOT





Here!

New Applications
(Developers)



2008

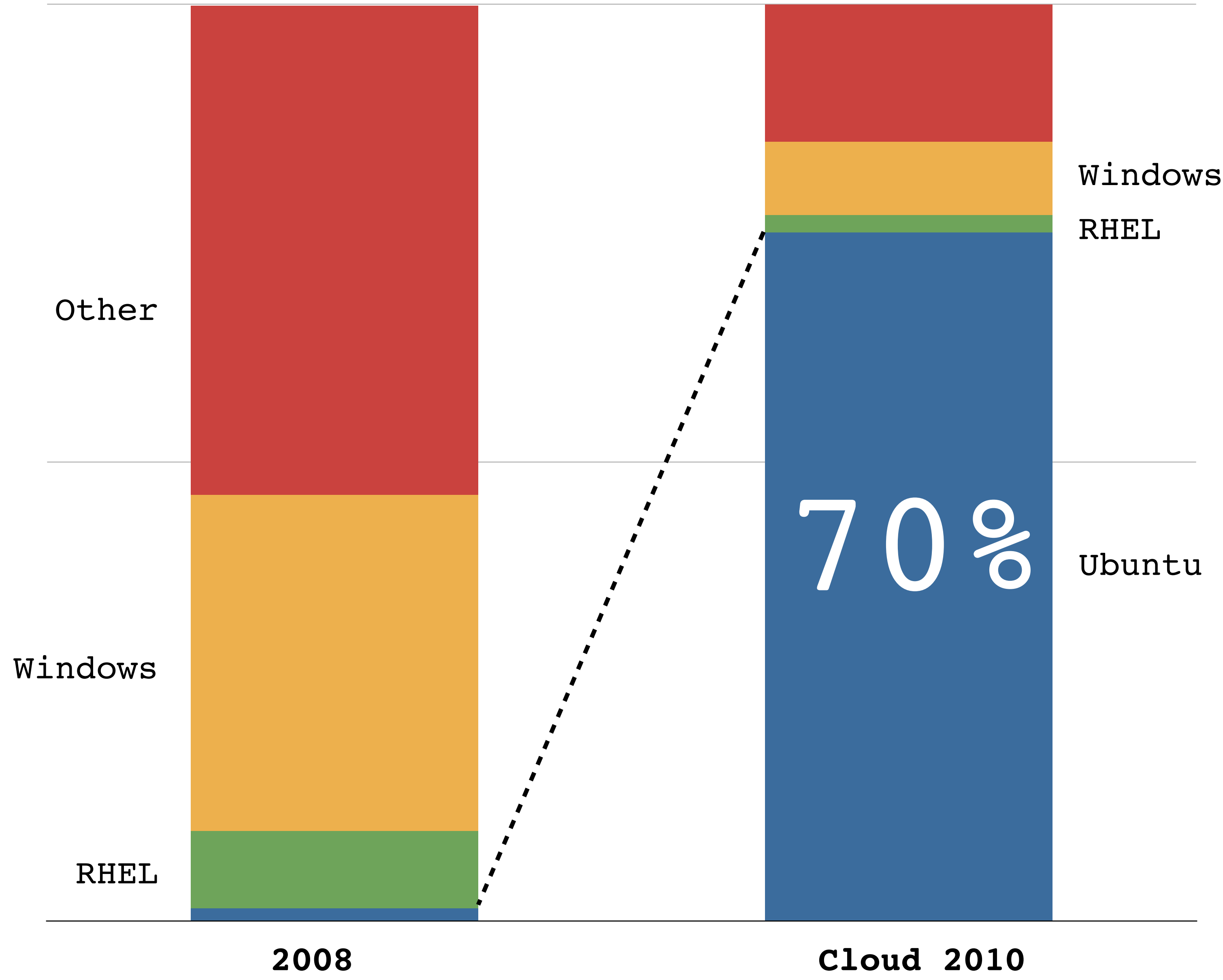
Genesis

Custom Built

Product (+ rental)

Commodity (+ utility)

Evolution



pba

the network for the post-bureaucratic age

“Better for Less”

How to make Government IT deliver savings.

Liam Maxwell

with contributions from

Jerry Fishenden

William Heath

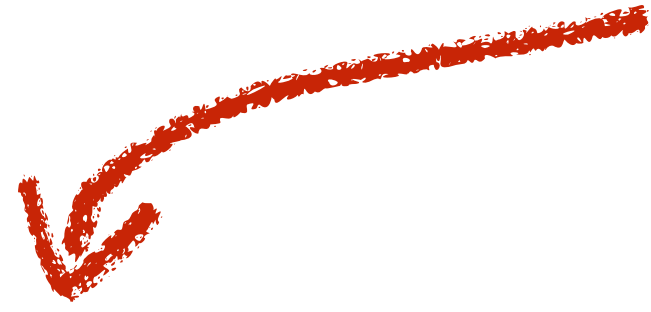
Jonathan Sowler

Peter Rowlin

Mark Thompson

Simon Wardley.

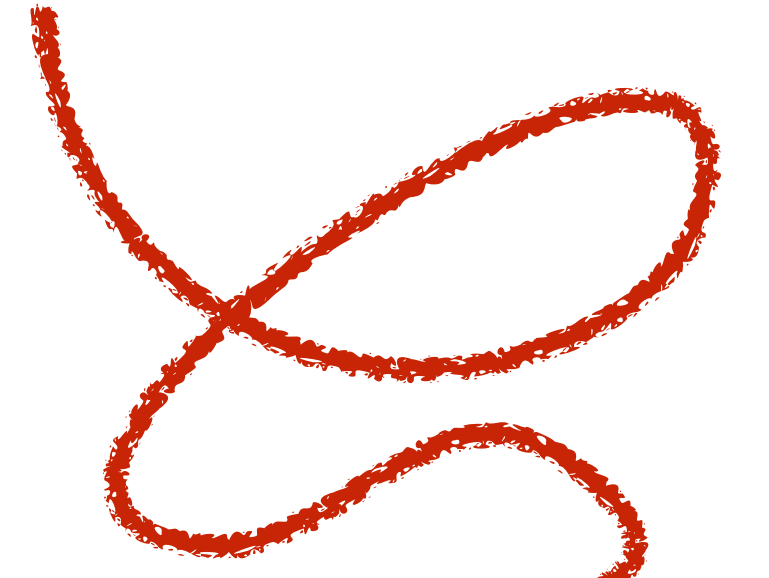
Strategy



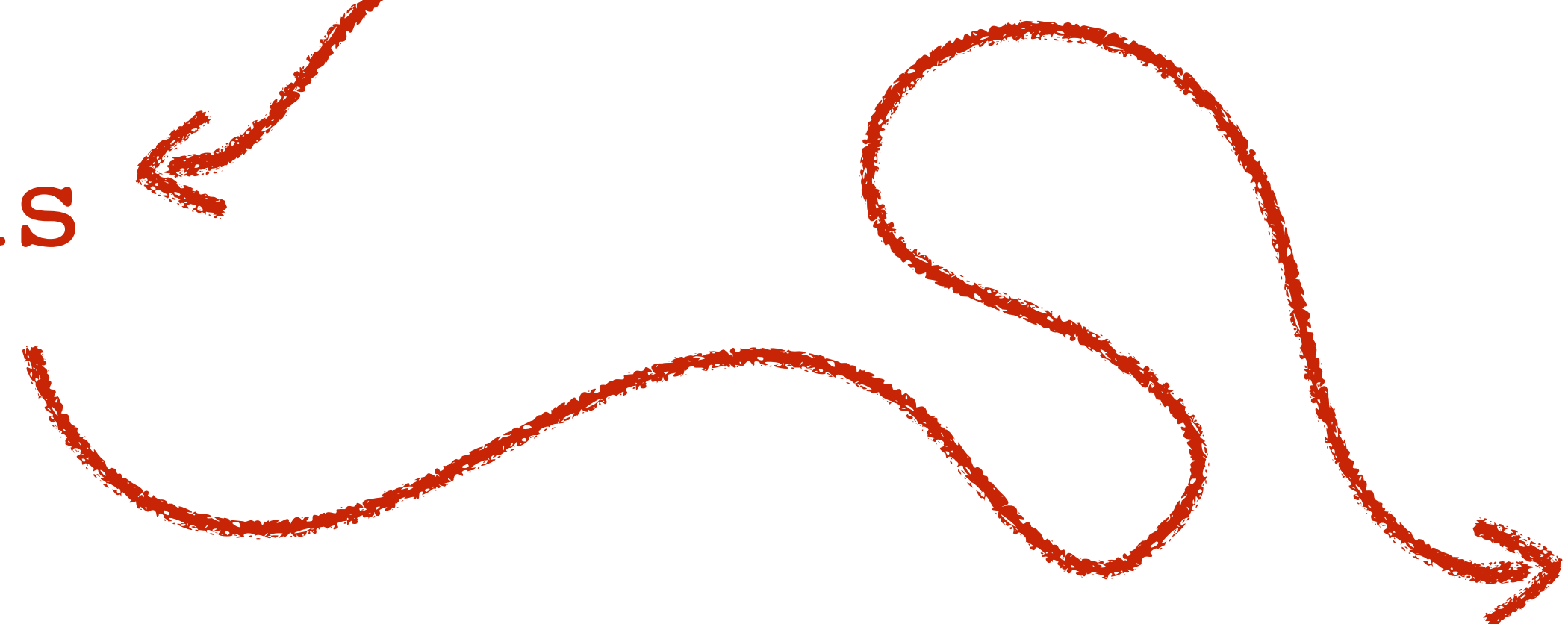
Situational
Awareness



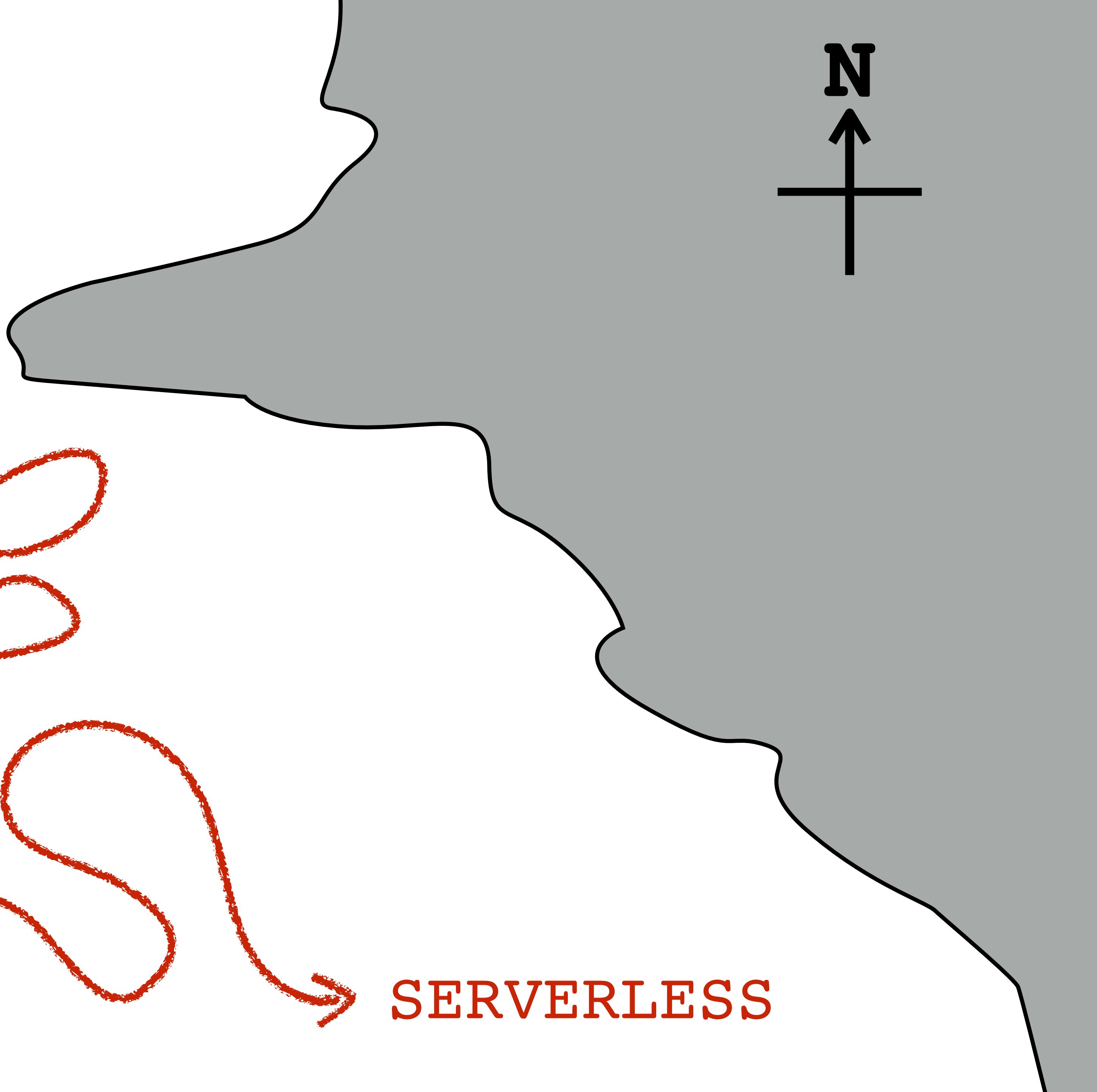
Maps

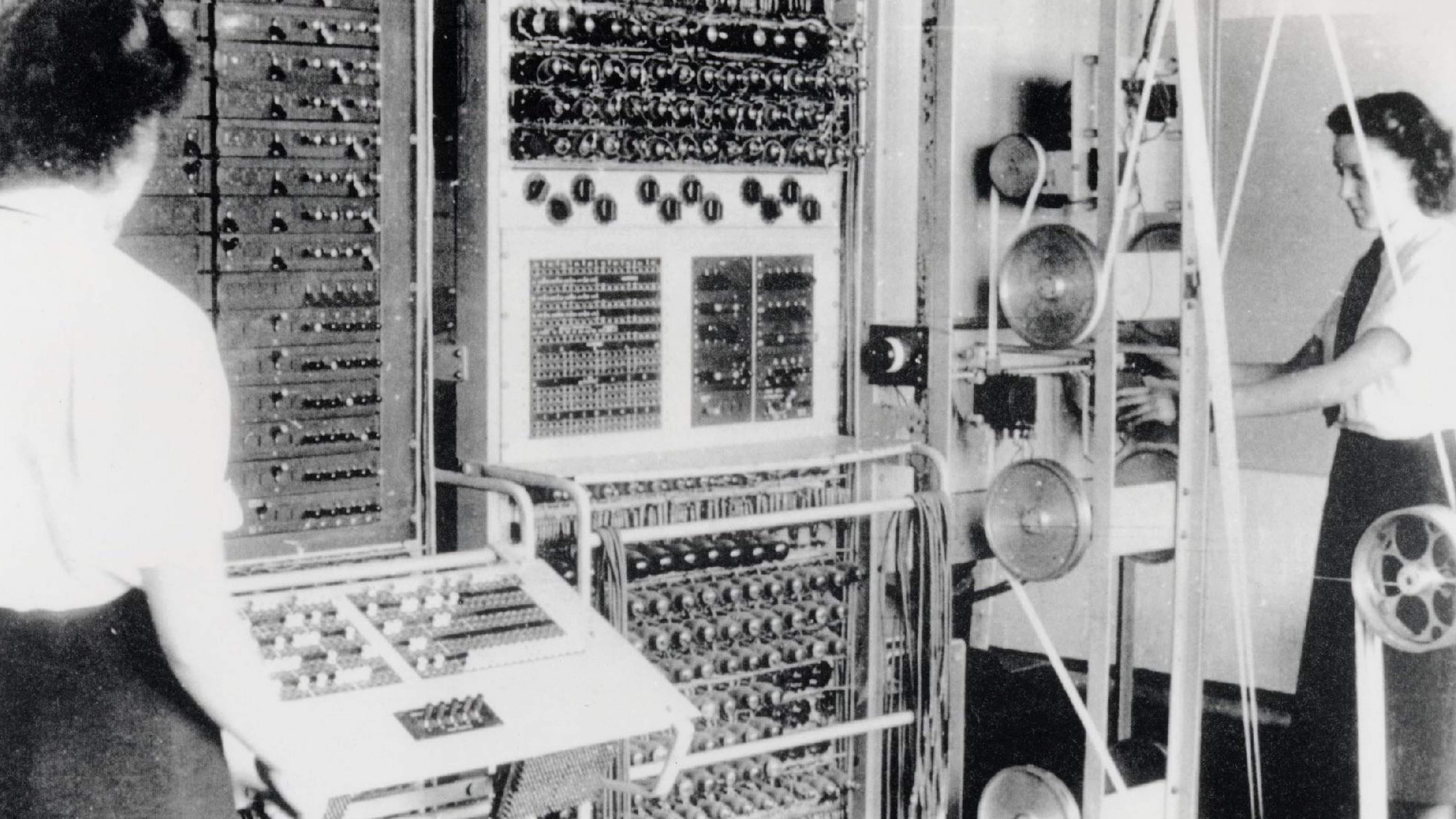


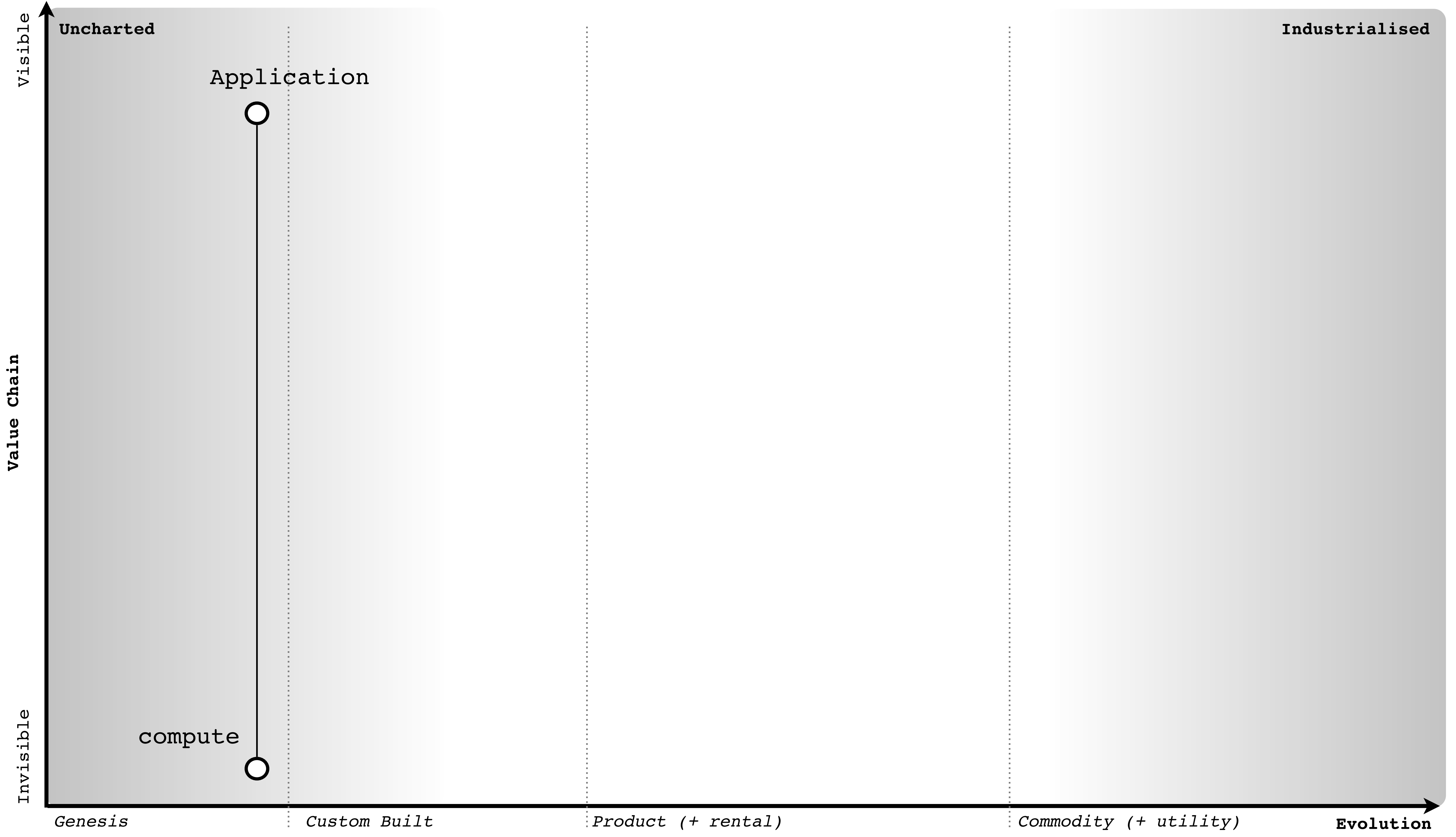
Patterns



SERVERLESS







Visible

Uncharted

Application

Industrialised

Value Chain

Invisible

Genesis

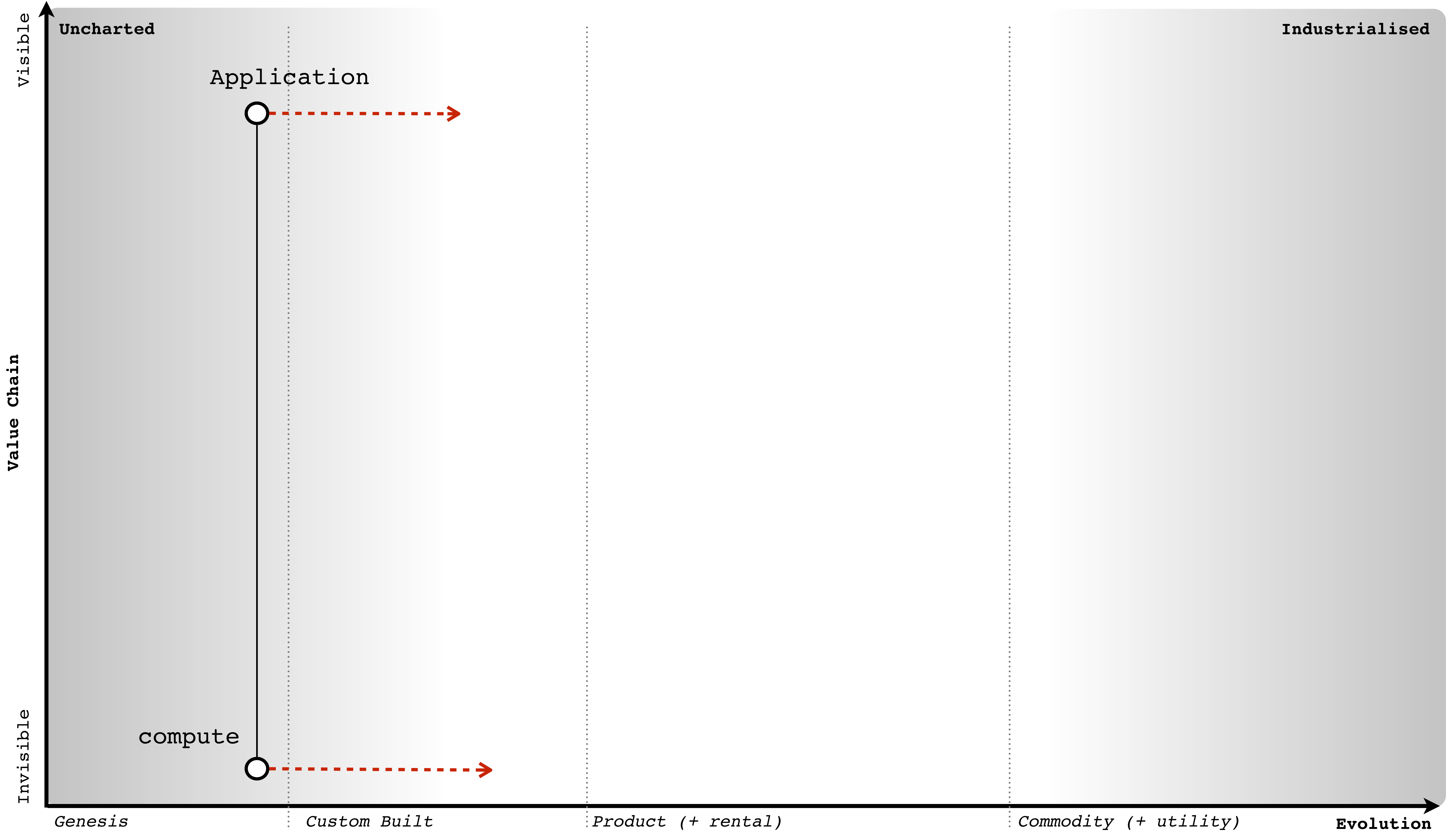
Custom Built

Product (+ rental)

Commodity (+ utility)

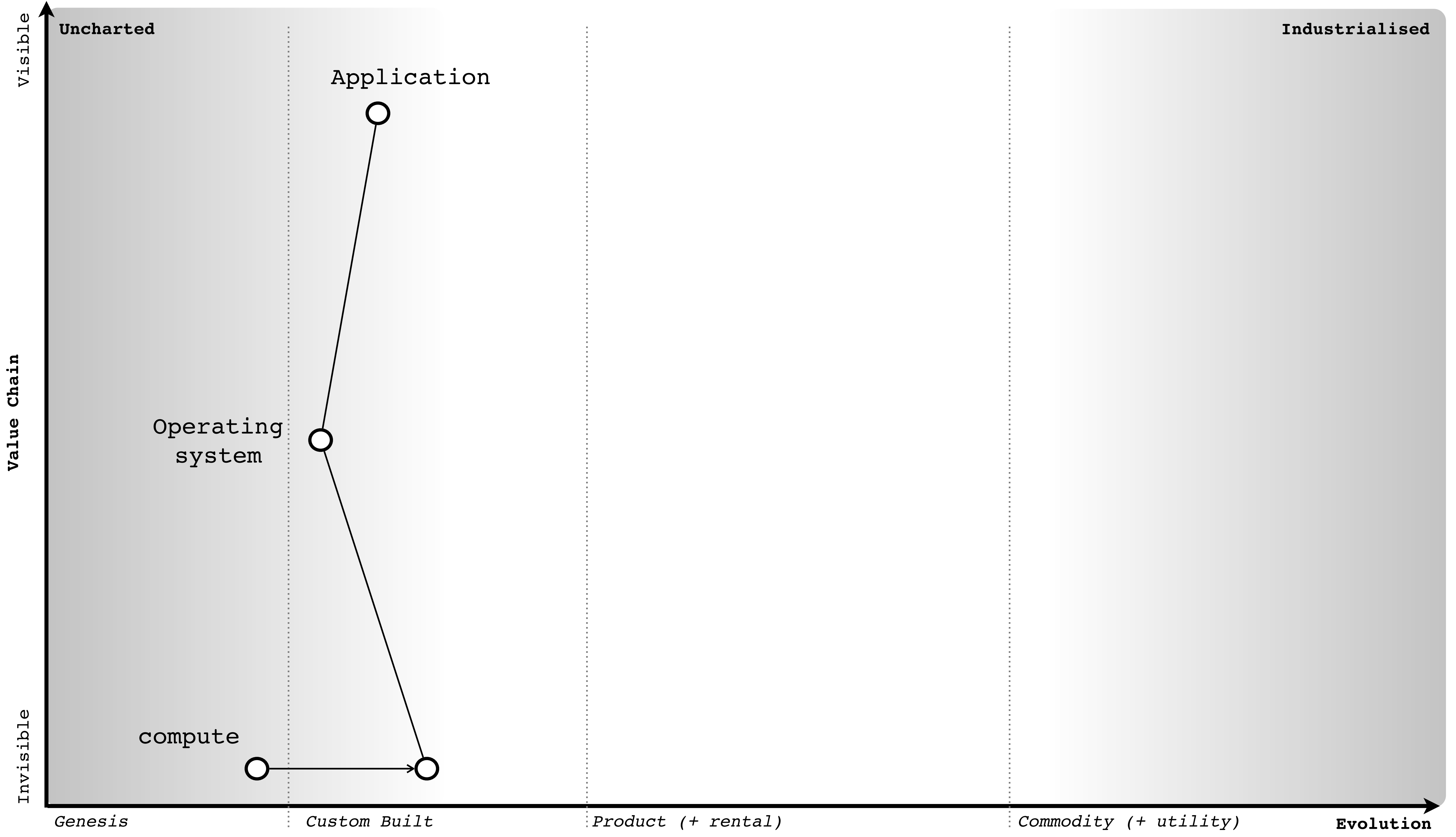
Evolution

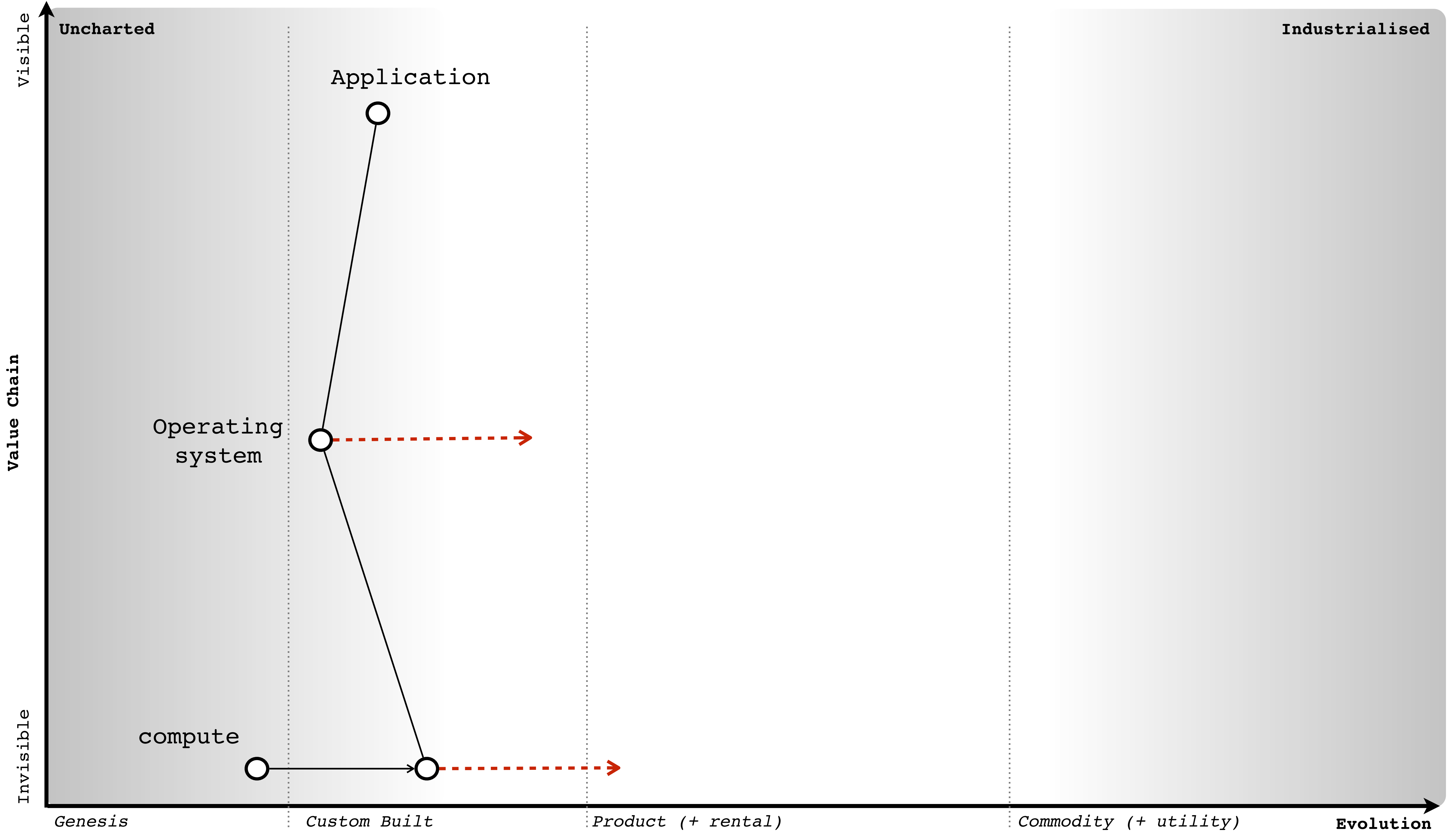
compute



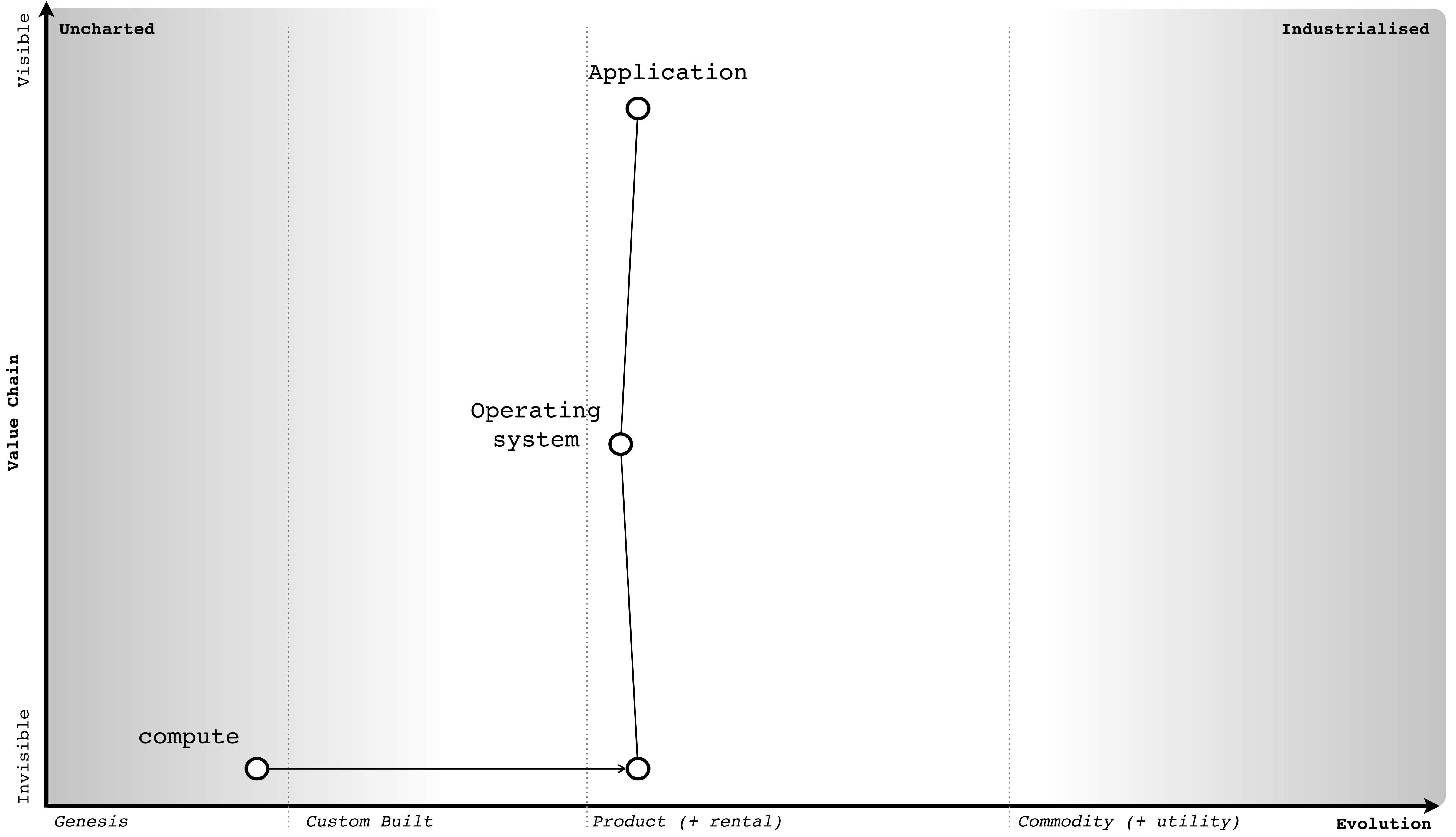
LEO











Visible

Uncharted

Industrialised

Application

Operating
system

compute

Value Chain

Invisible

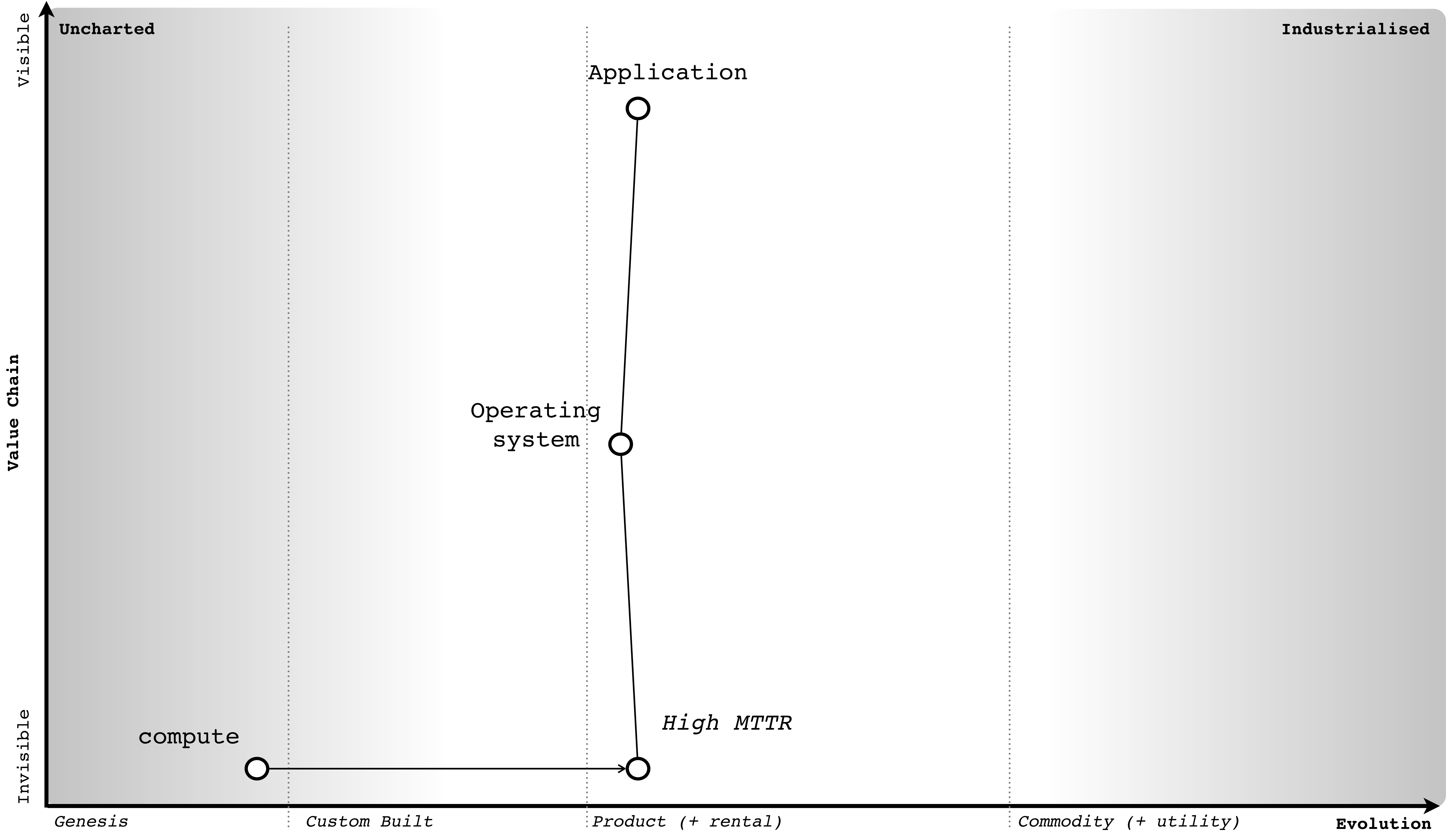
Genesis

Custom Built

Product (+ rental)

Commodity (+ utility)

Evolution



Visible

Uncharted

Industrialised

Application

Operating
system

High MTTR

compute

Value Chain

Invisible

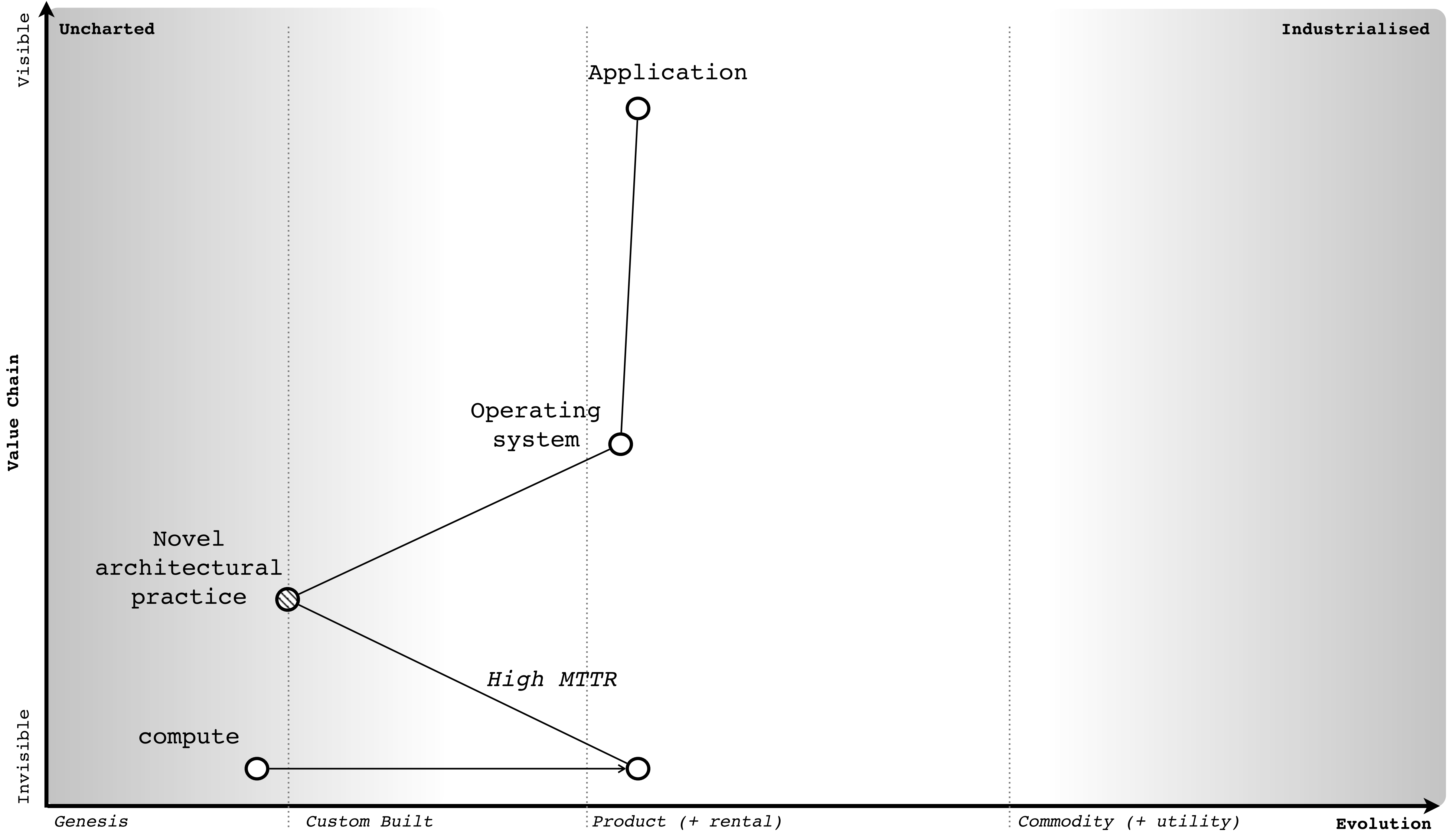
Genesis

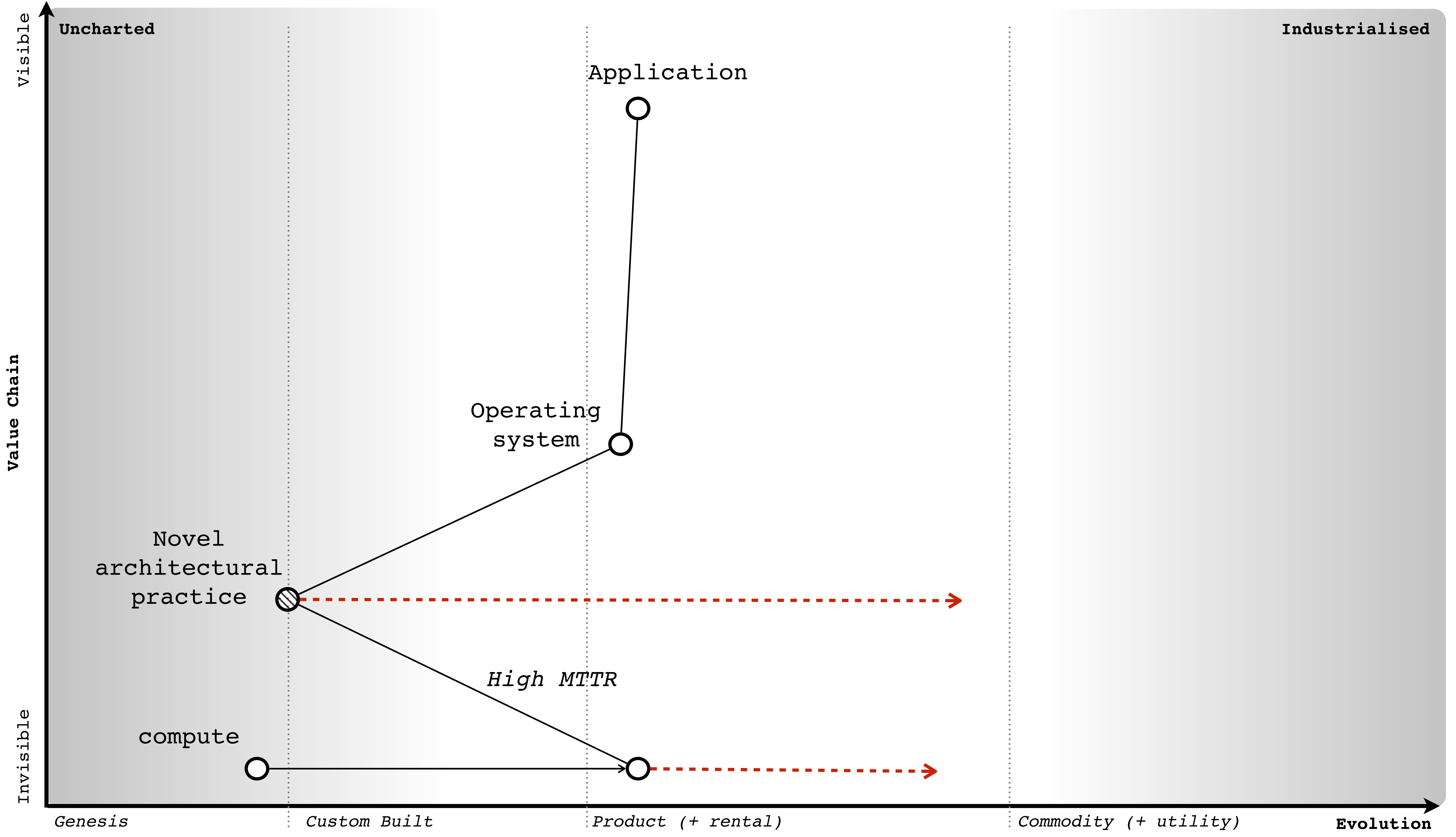
Custom Built

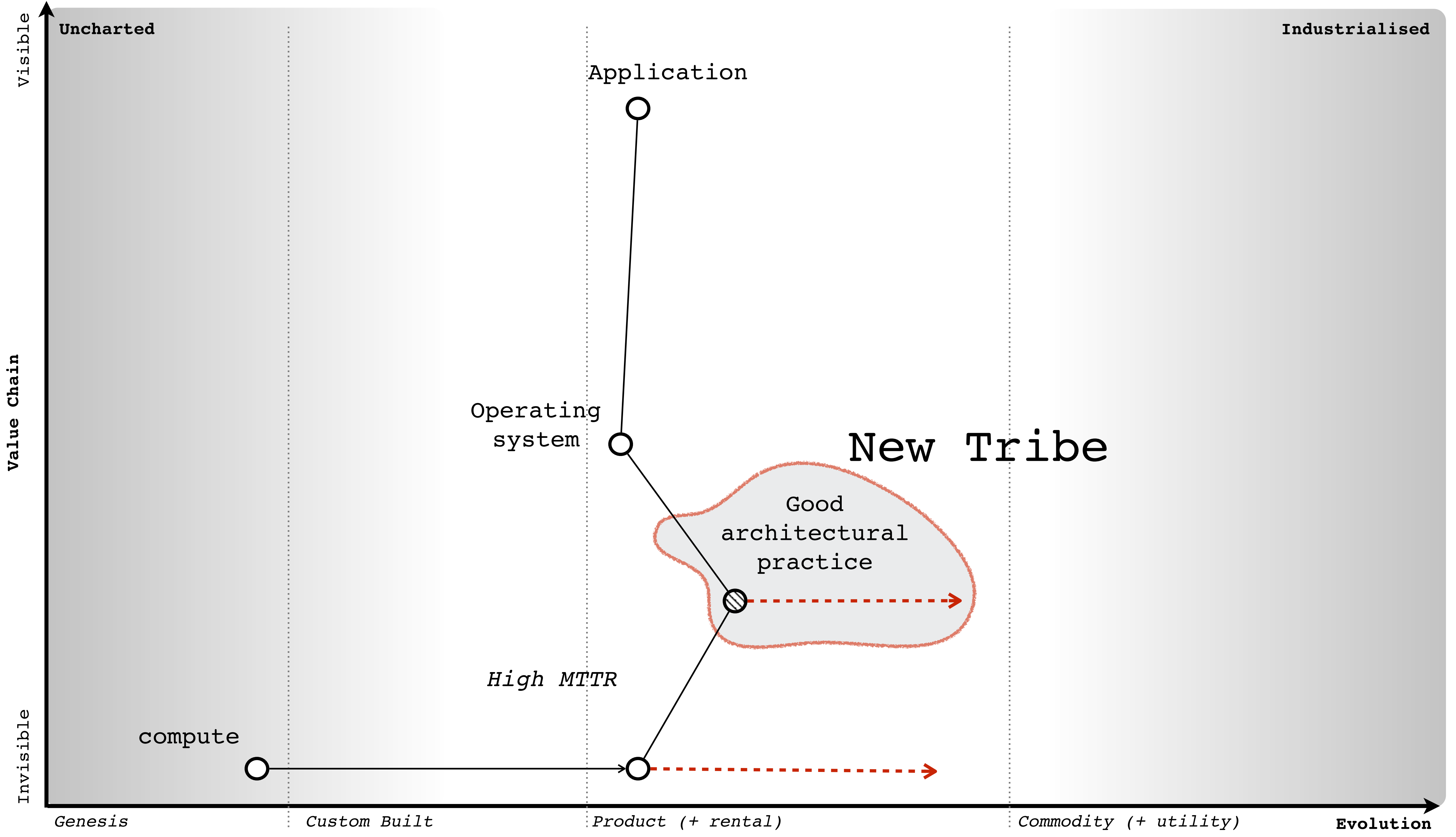
Product (+ rental)

Commodity (+ utility)

Evolution





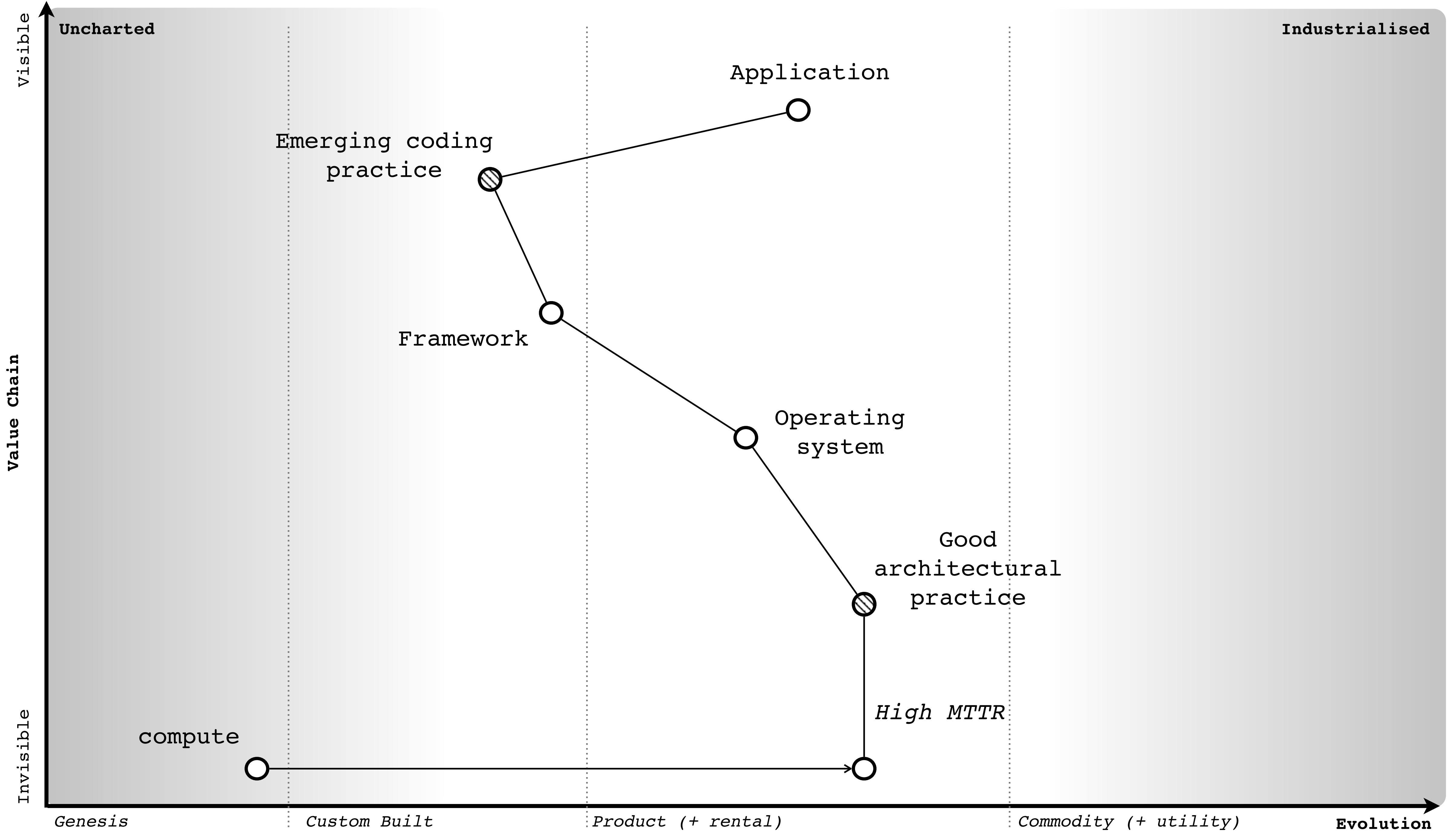


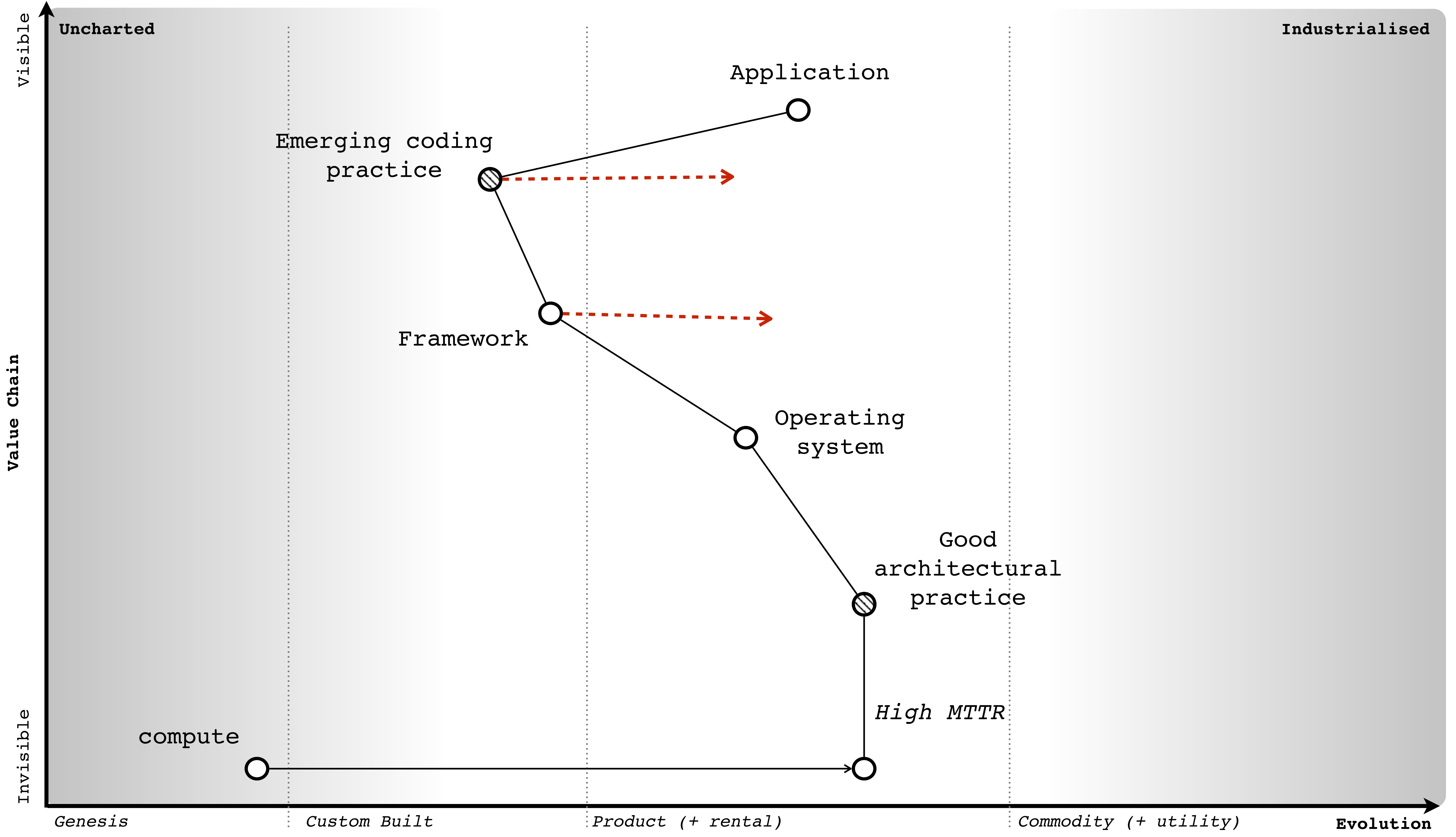


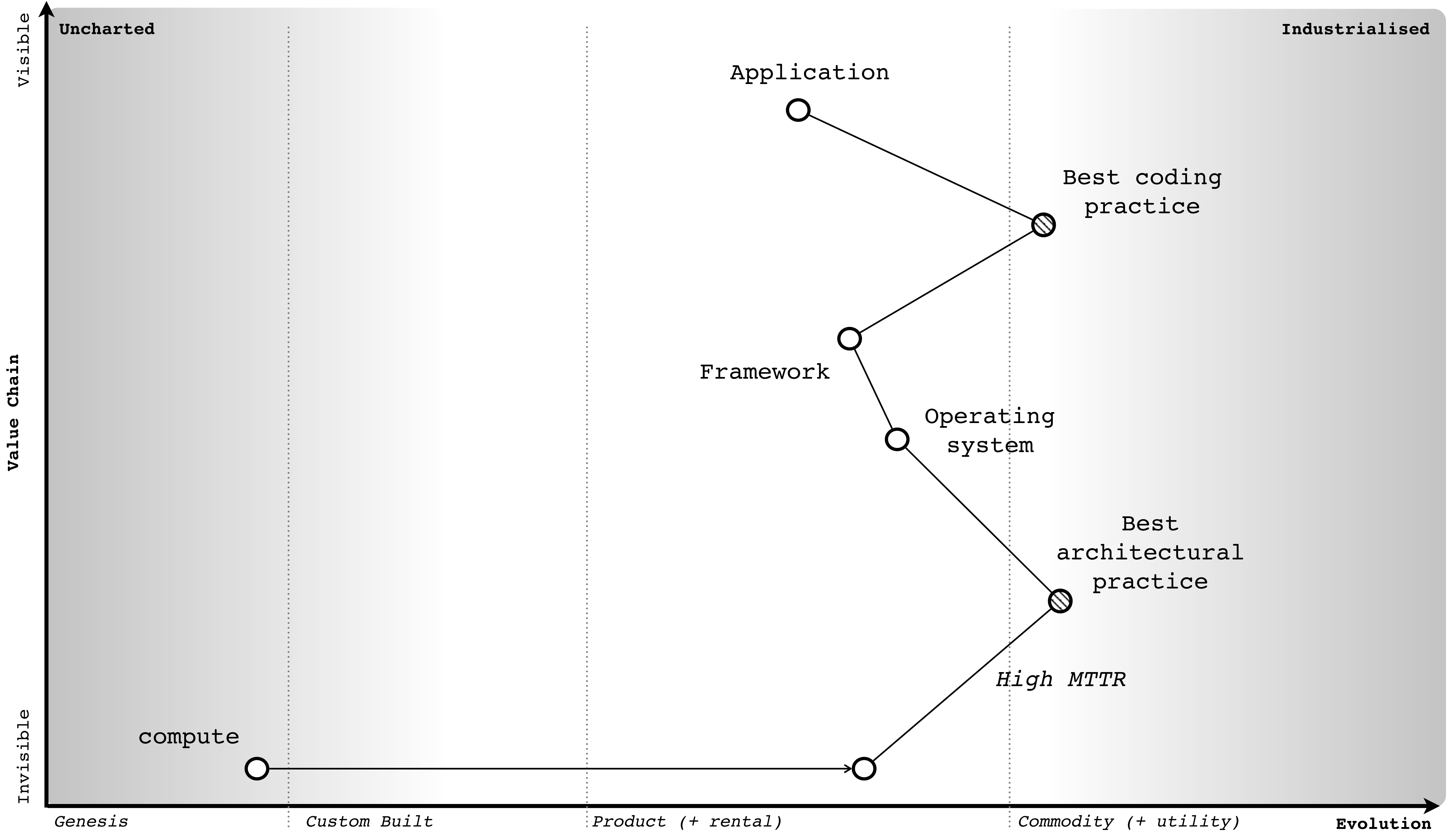
LOLs, no
capacity
planning!



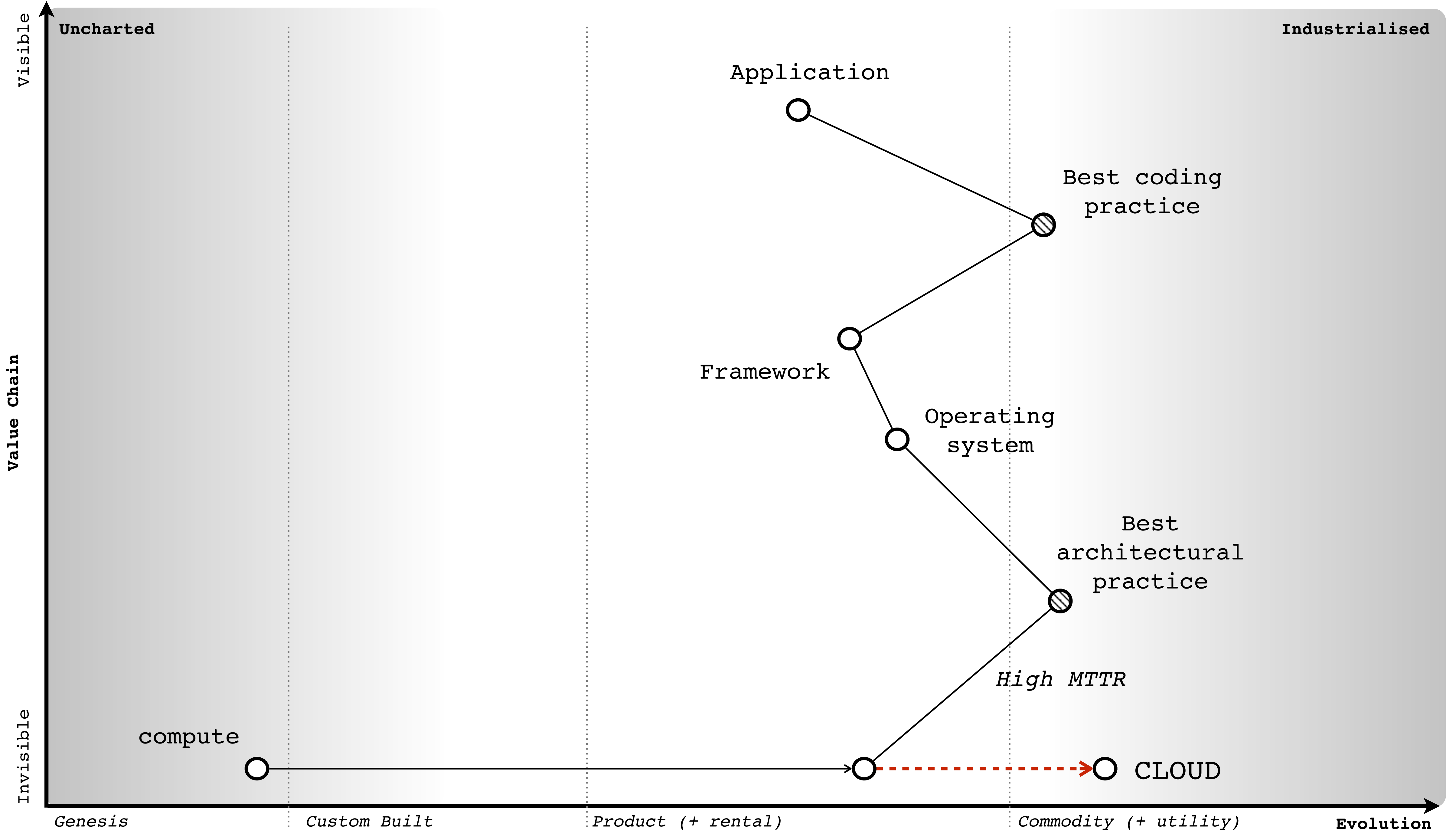
Java™

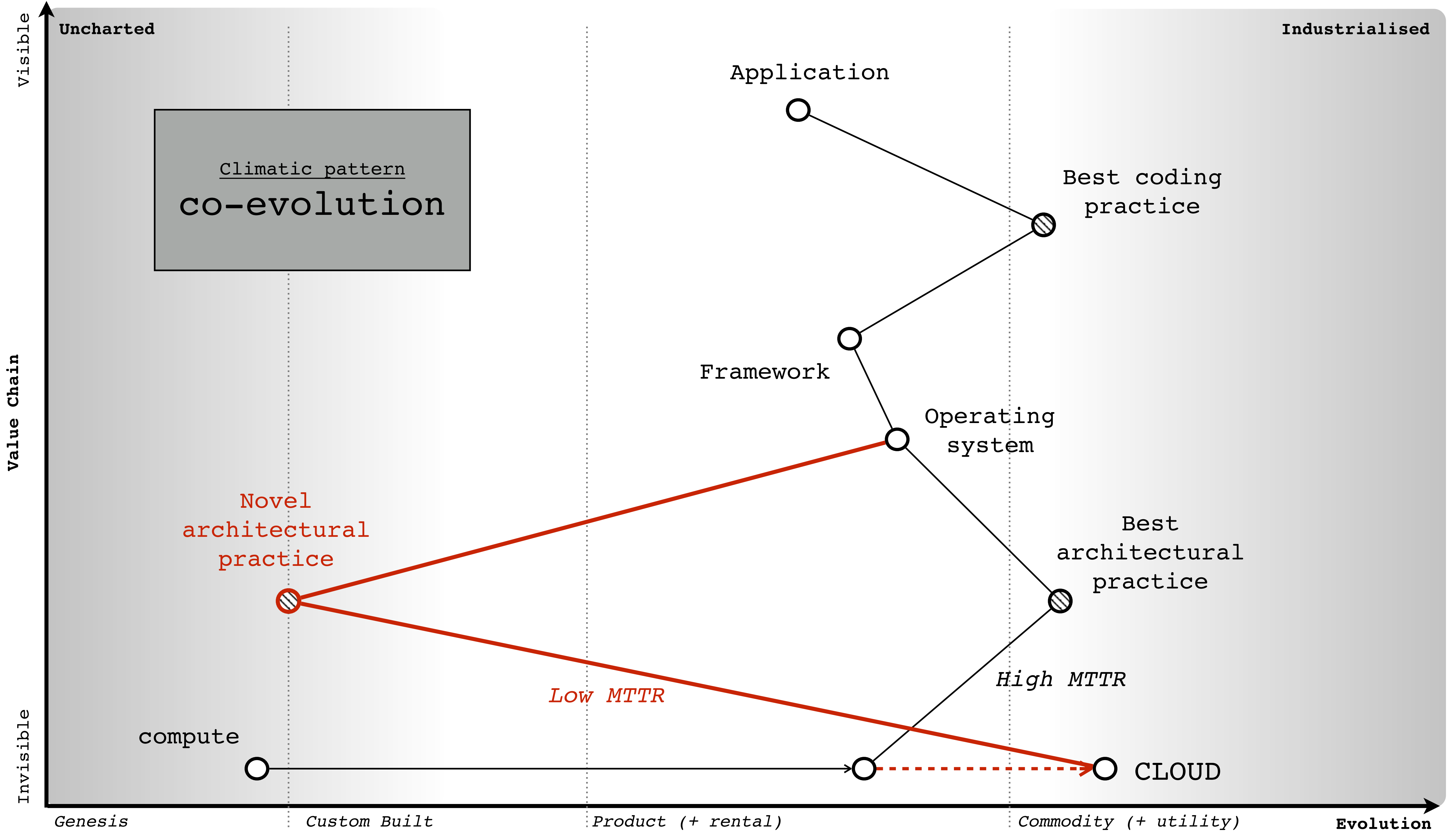












Climatic pattern
co-evolution

Application

Best coding practice

Framework

Operating system

Best architectural practice

Novel architectural practice

Low MTTR

High MTTR

compute

CLOUD

Genesis

Custom Built

Product (+ rental)

Commodity (+ utility)

Evolution

How **Asymmetries** Can Signify Leadership Potential

by **Carl Senior**, **Robin Martin**, **Michael West**, and **Rowena M. Yeats**

FROM THE NOVEMBER 2011 ISSUE



SAVE



SHARE



COMMENT

HH

TEXT SIZE



PRINT

\$6

BUY COPIES

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Make my
stuff
"cloudy"

Amazon Cloud Outage Aftermath: Questions, Concerns Linger

By [Andrew R Hickey](#), CRN

May 11, 2011 1:33 PM ET

[Amazon's cloud outage](#) shook the cloud computing industry to its core last month, and at Interop Las Vegas 2011 a panel of cloud experts examined the fallout and the lasting impact of Amazon (NSDQ:[AMZN](#))'s cloud outage.

Amazon's cloud services went down for several hours, and in some cases days, on April 21 after an issue with its Elastic Block Store (EBS) service got stuck in a "re-mirroring storm" in its North Virginia data center. The hiccup knocked several Amazon cloud users offline,

RECENT ARTICLES




Amazon's Not A Outages In The

Amazon's cloud outage
last. Here we look at
within the last year.



Amazon Cloud Learned



The end of
cloud is
nigh ...

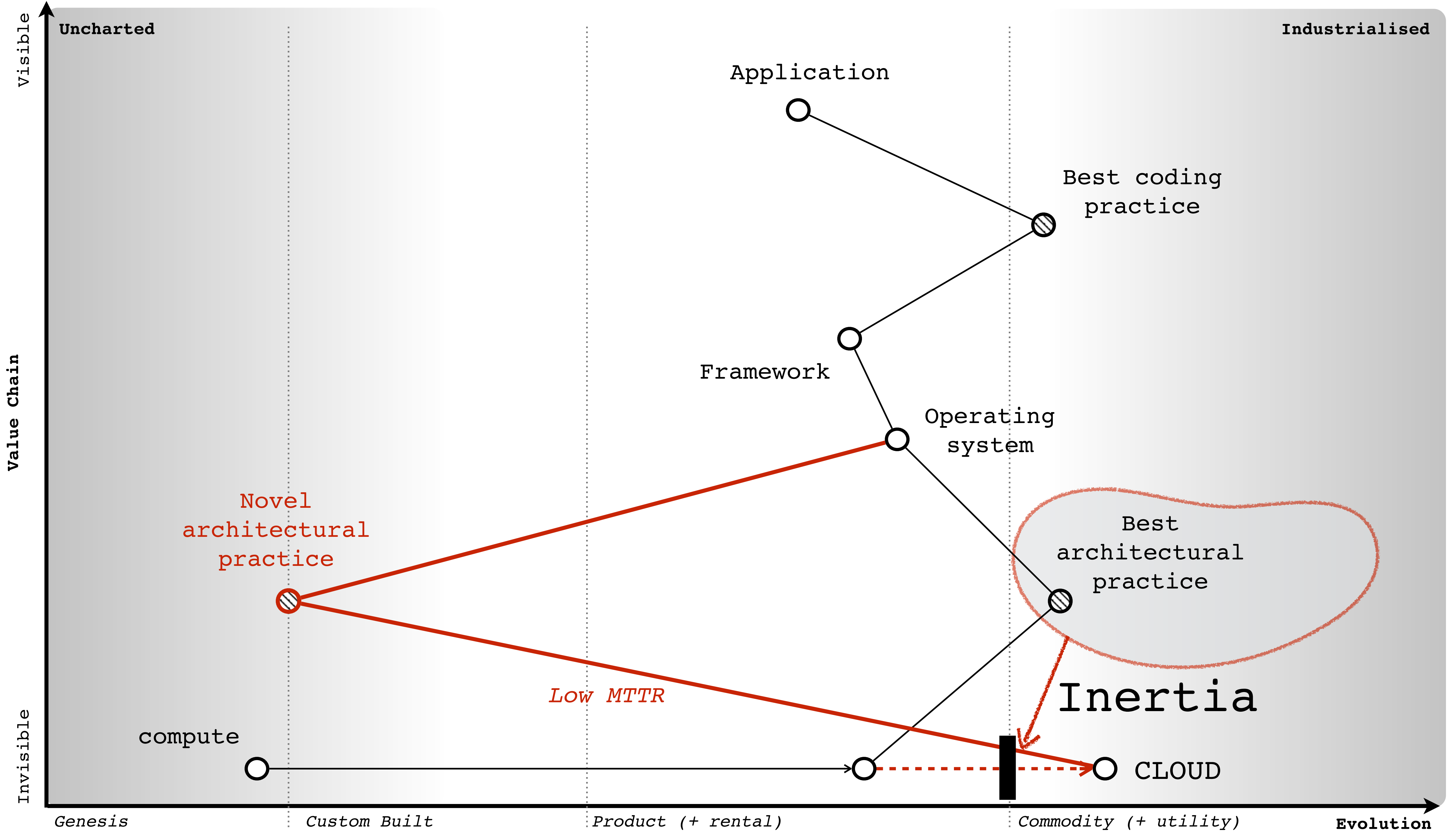


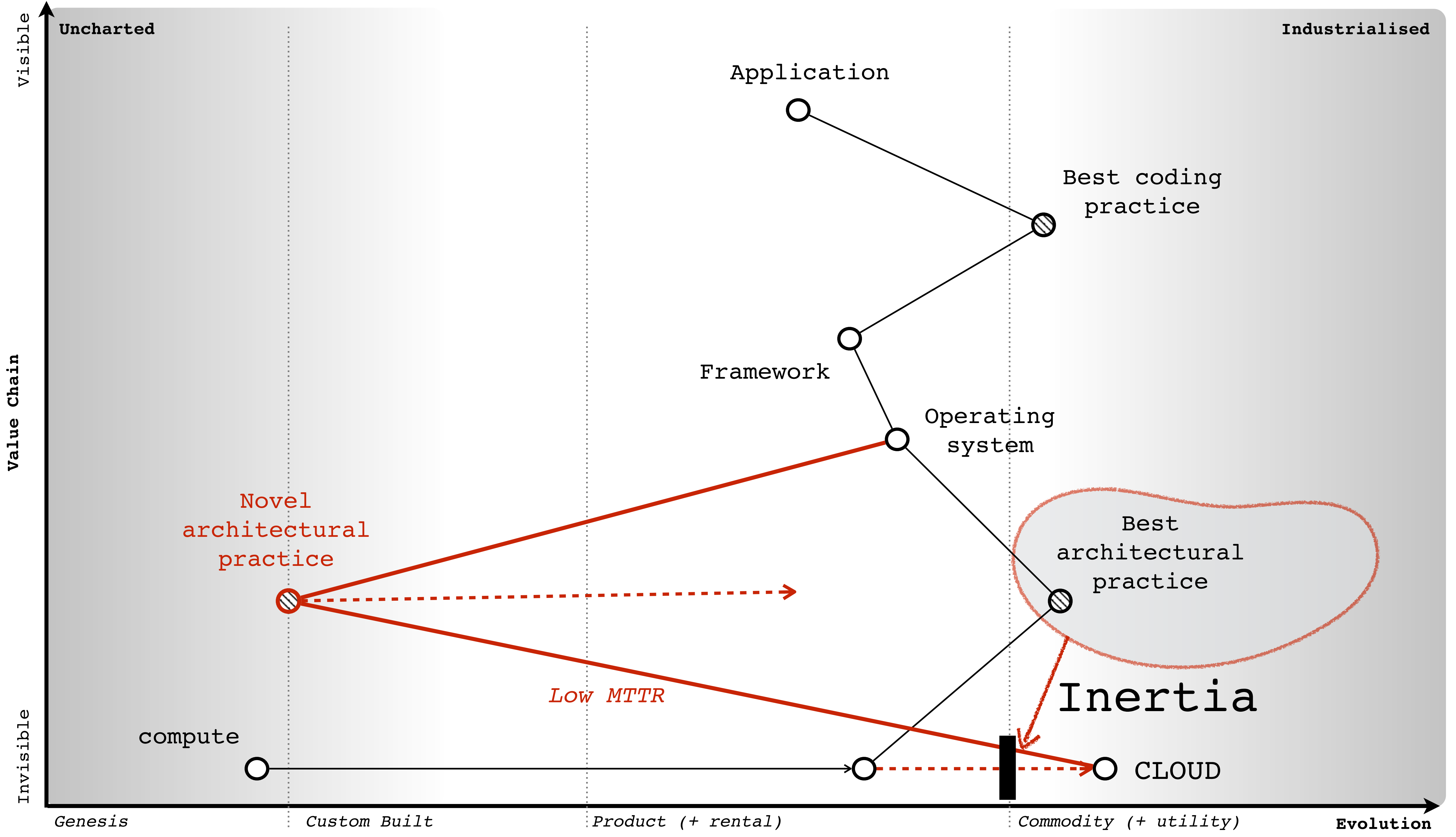
Shouldn't
our
architecture
evolve as
well?

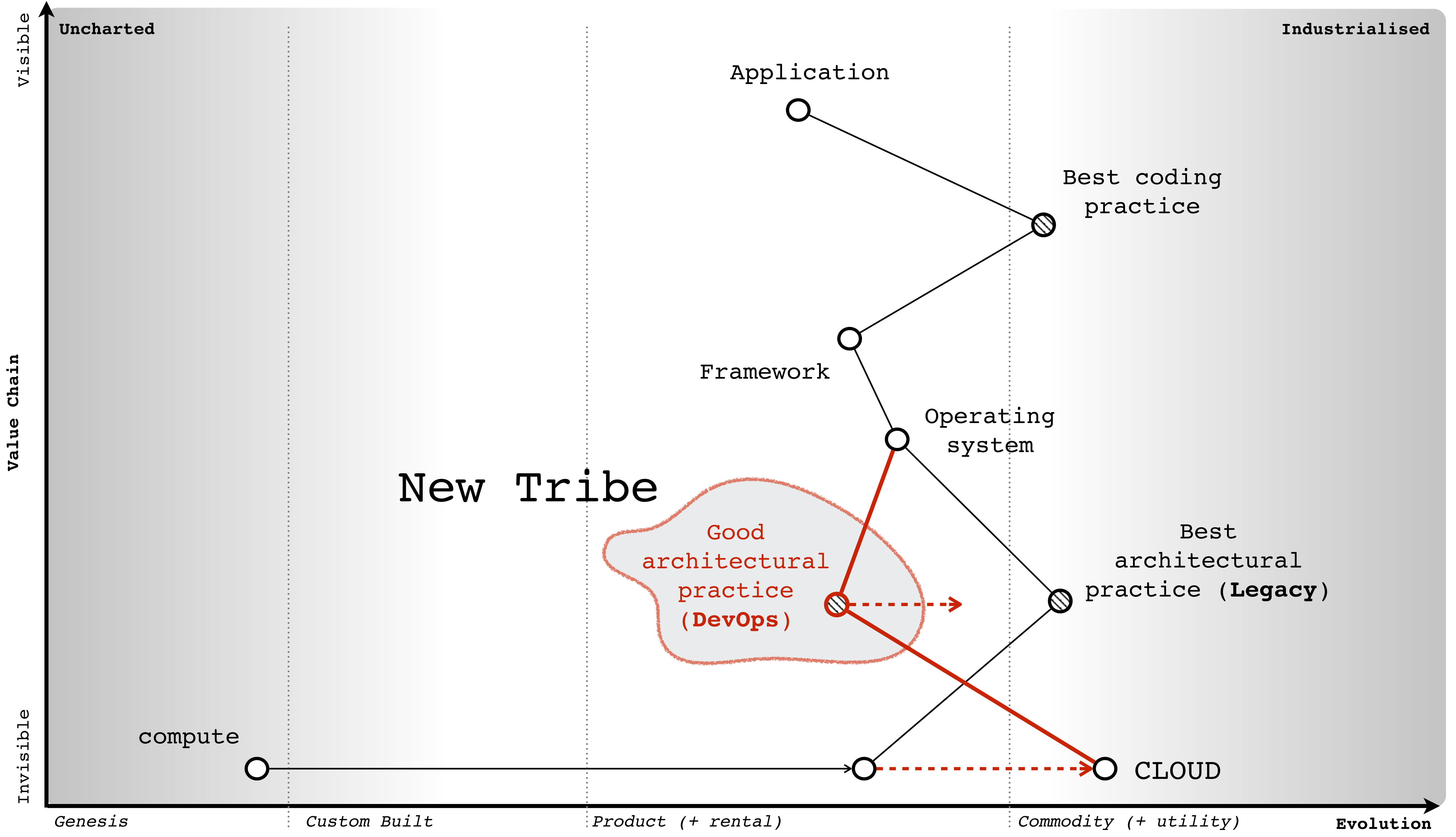



Burn
him!

Heretic







The image features three ginger cats dressed as the Three Kings. The cat on the left is wearing a black hat and a red robe. The middle cat is wearing a red hat and a red robe. The cat on the right is wearing a red hooded robe and a gold cross necklace. A white speech bubble is positioned on the left side of the image, containing text. The background is plain white.

It's all about user
needs, iterative
cycles, automation,
feedback loops, ...

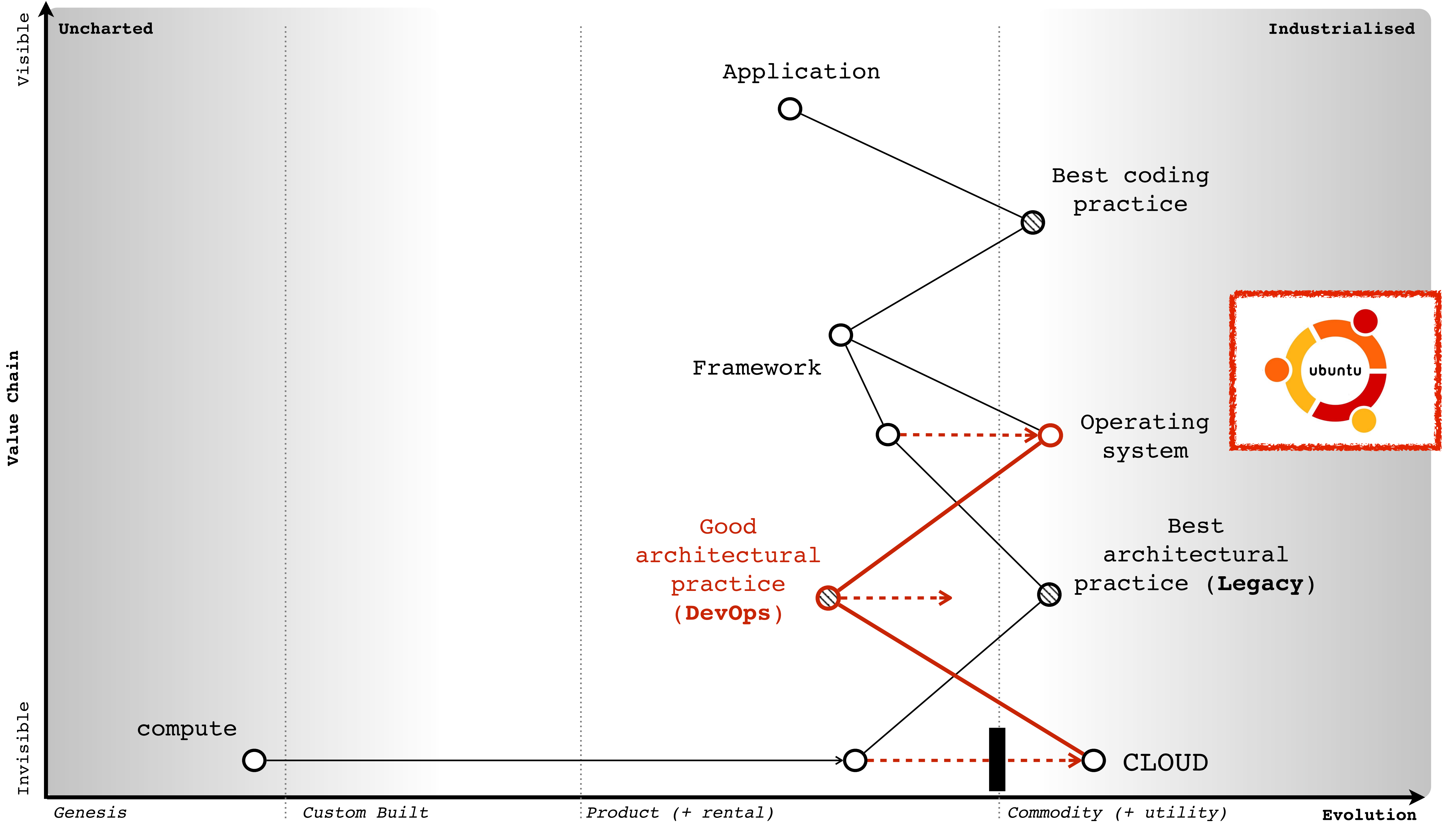


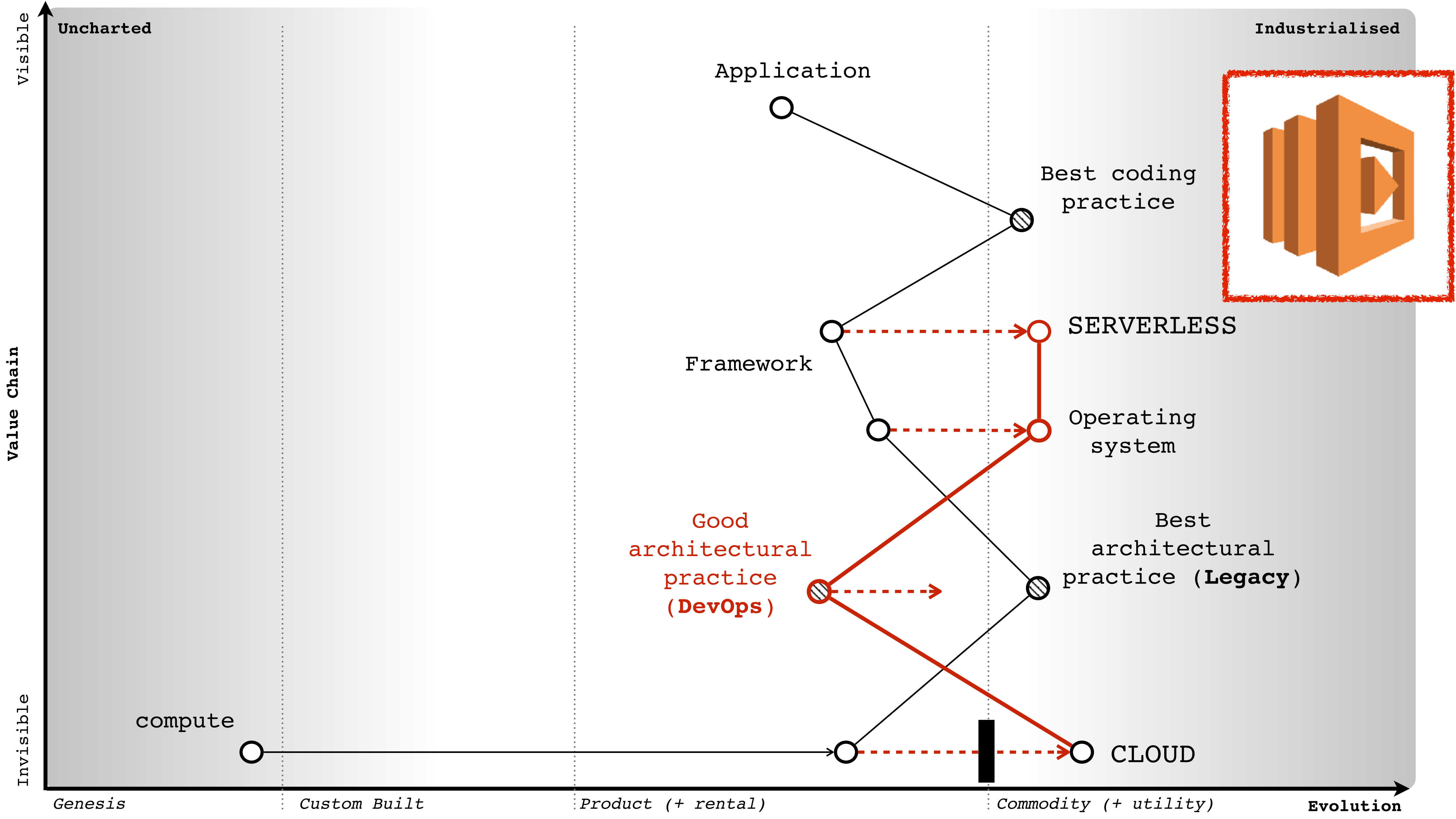
So was ITIL

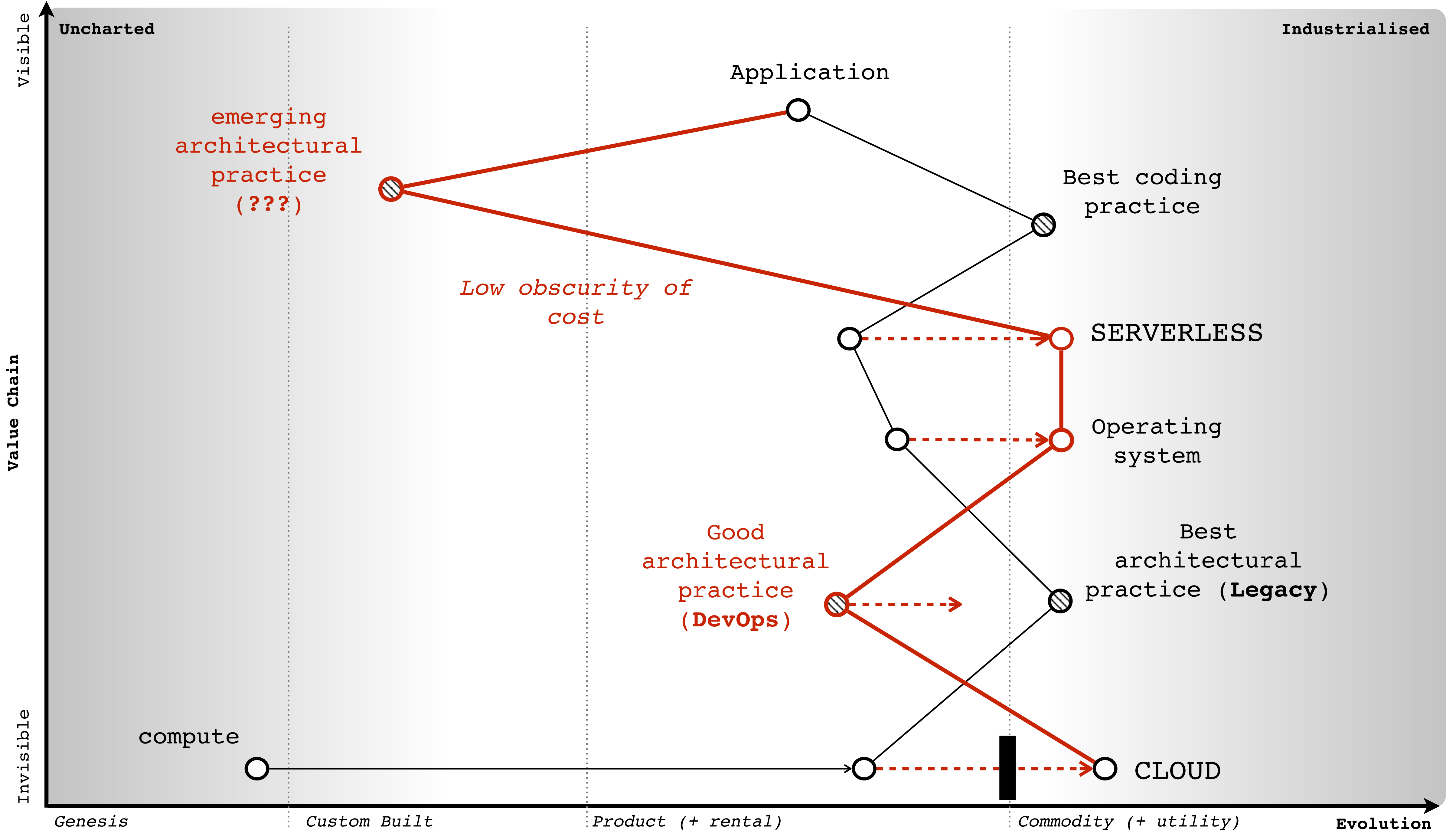


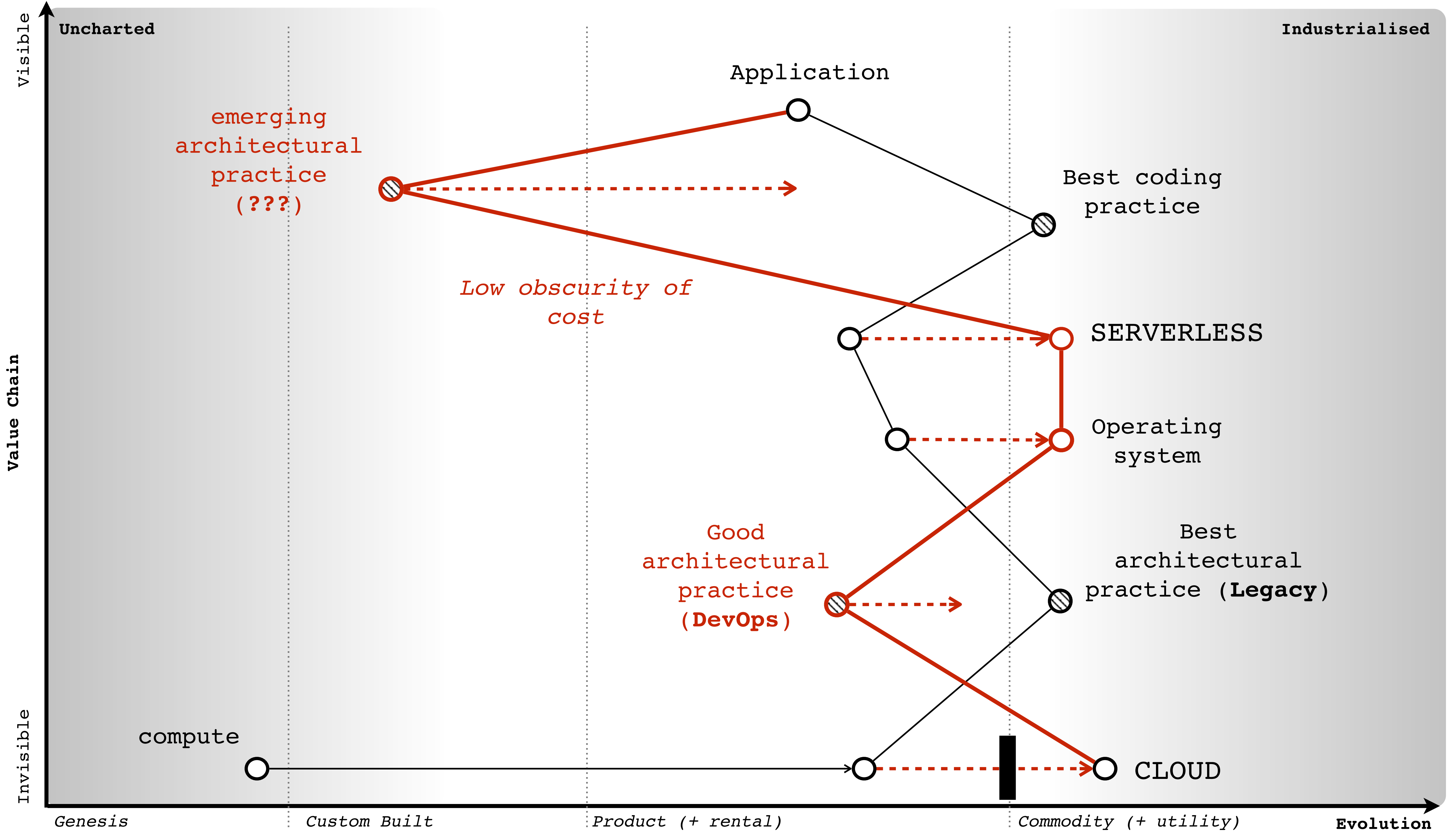
Burn
him!

Heretic









compute

emerging architectural practice (???)

Application

Best coding practice

Low obscurity of cost

SERVERLESS

Operating system

Good architectural practice (DevOps)

Best architectural practice (Legacy)

CLOUD

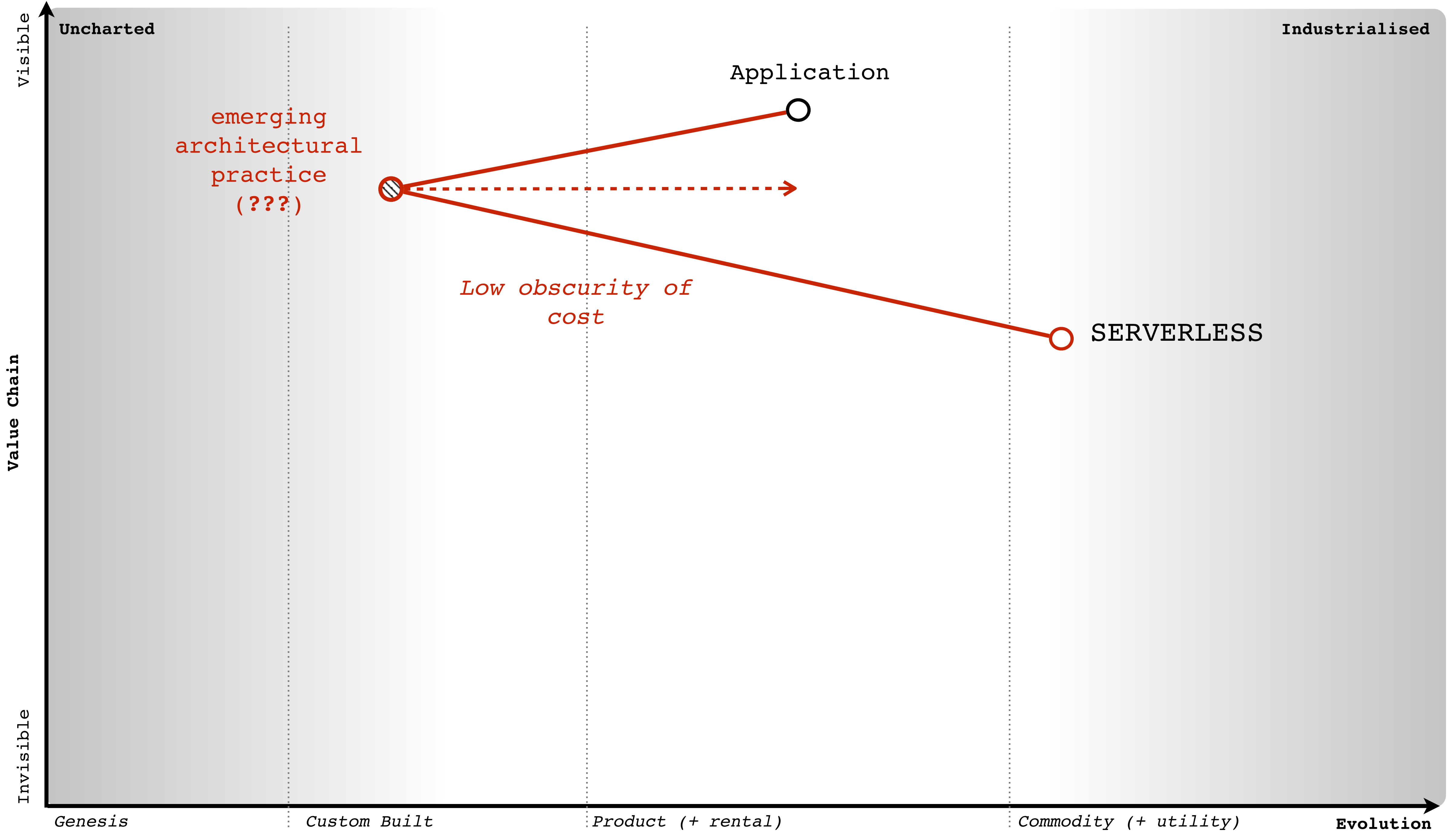
Genesis

Custom Built

Product (+ rental)

Commodity (+ utility)

Evolution



Uncharted

Industrialised

Visible

Value Chain

Invisible

Genesis

Custom Built

Product (+ rental)

Commodity (+ utility)

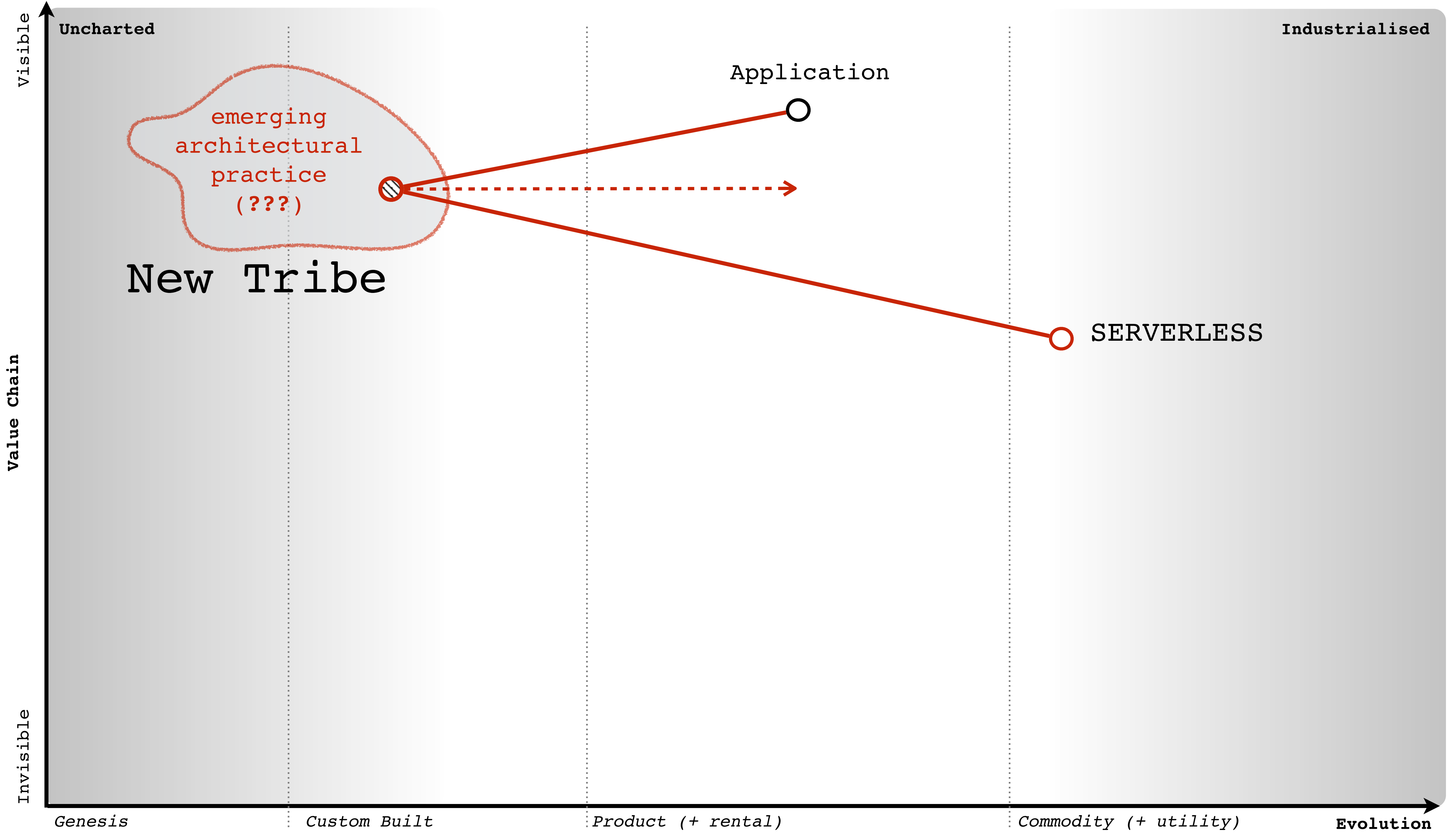
Evolution

emerging
architectural
practice
(???)

Application

*Low obscurity of
cost*

SERVERLESS



Uncharted

Industrialised

Visible

Value Chain

Invisible

emerging
architectural
practice
(???)

New Tribe

Application

SERVERLESS

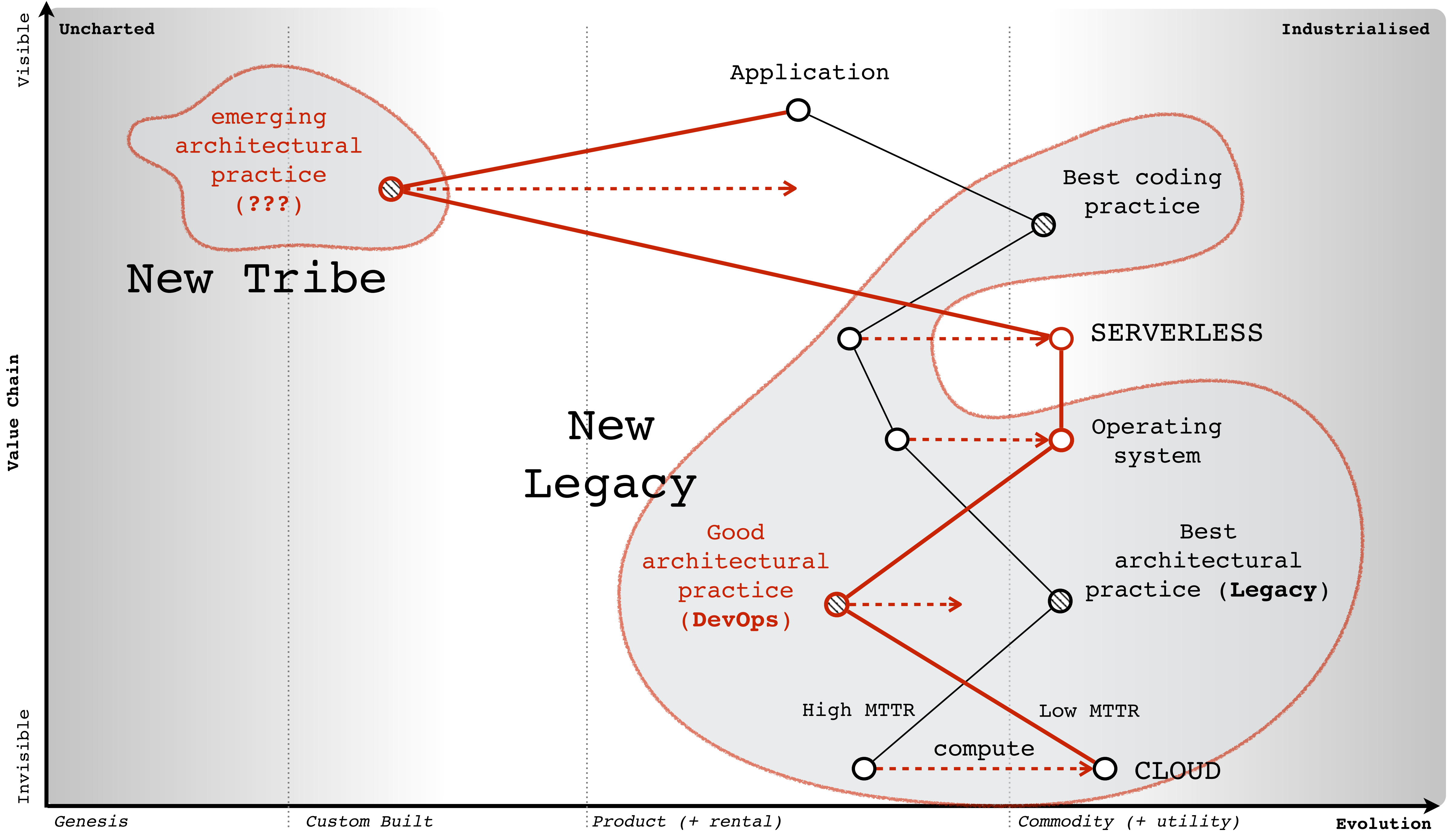
Genesis

Custom Built

Product (+ rental)

Commodity (+ utility)

Evolution



emerging architectural practice (???)

New Tribe

Application

Best coding practice

SERVERLESS

Operating system

New Legacy

Good architectural practice (DevOps)

Best architectural practice (**Legacy**)

High MTTR

Low MTTR

compute

CLOUD

Genesis

Custom Built

Product (+ rental)

Commodity (+ utility)

Evolution



DevOps is
the new
legacy?

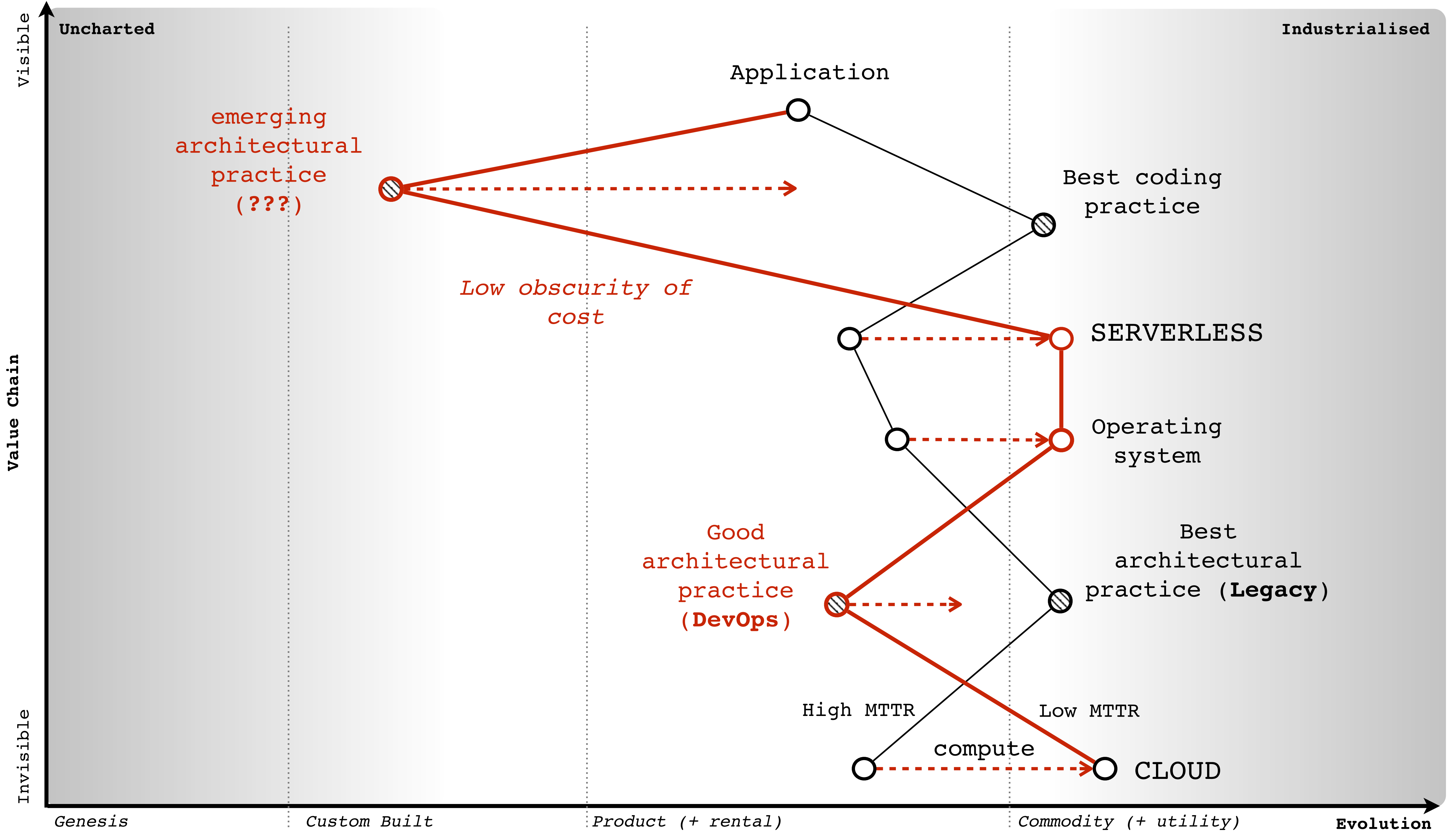


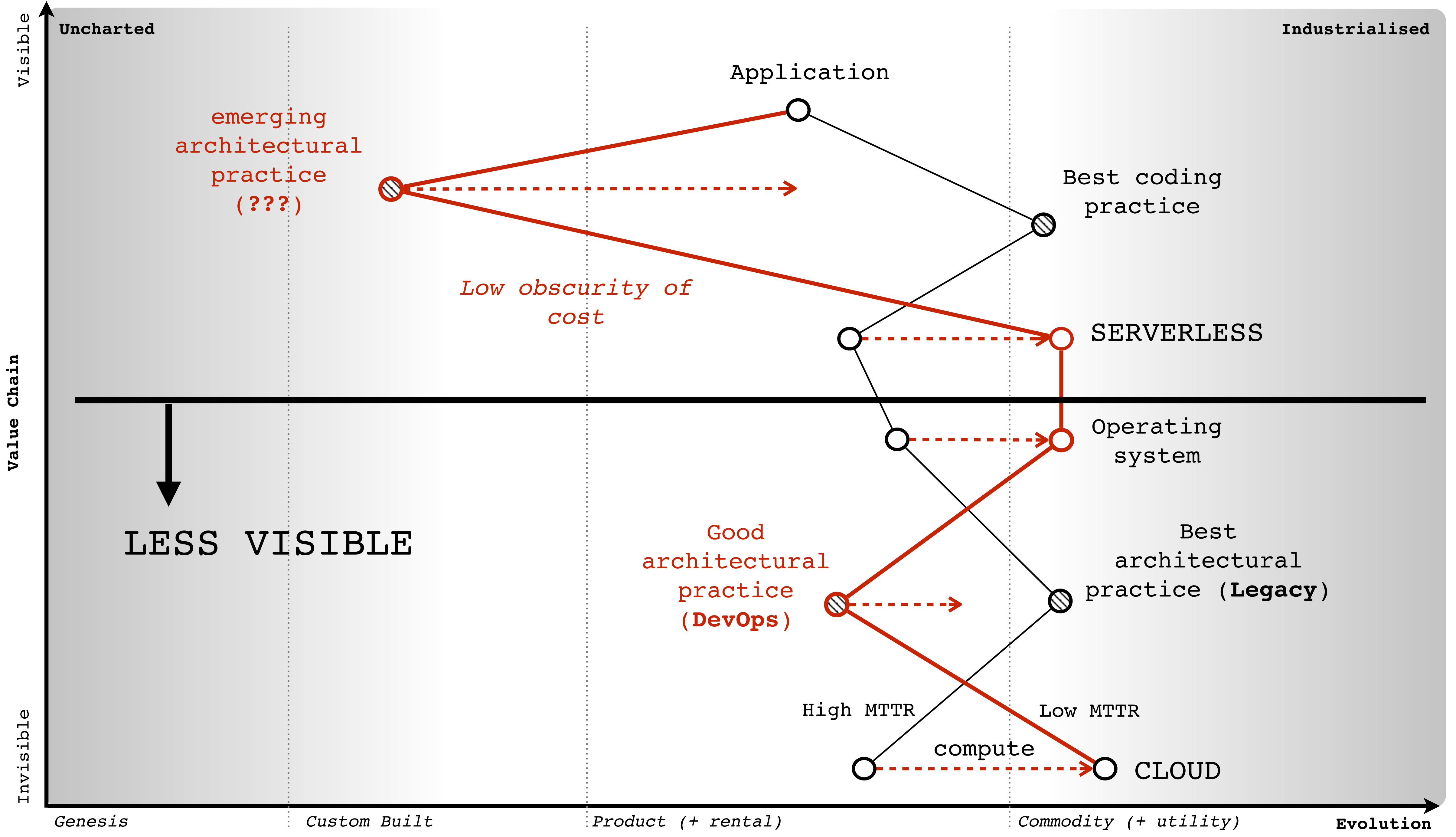
Burn
him!

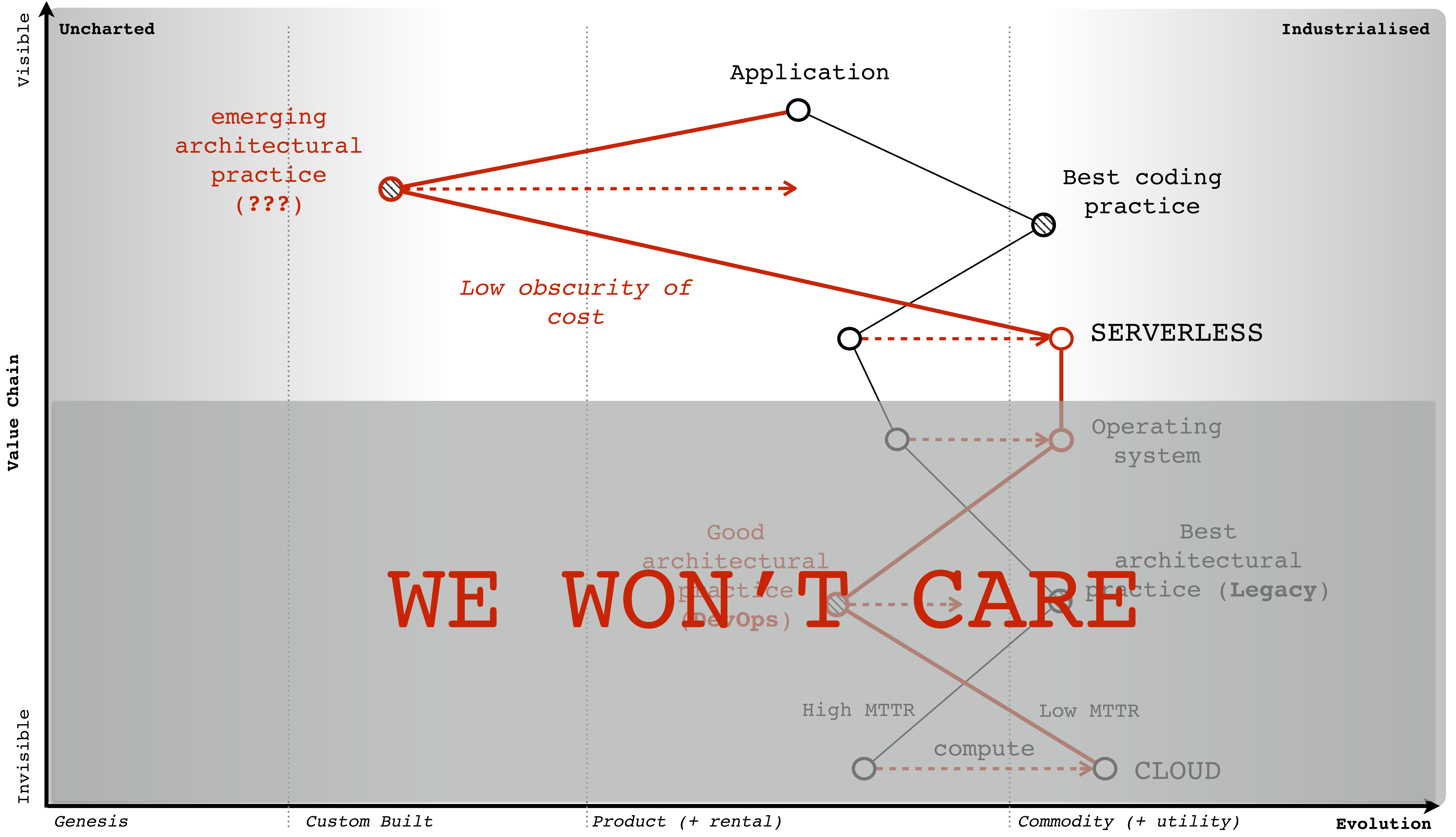
Heretic

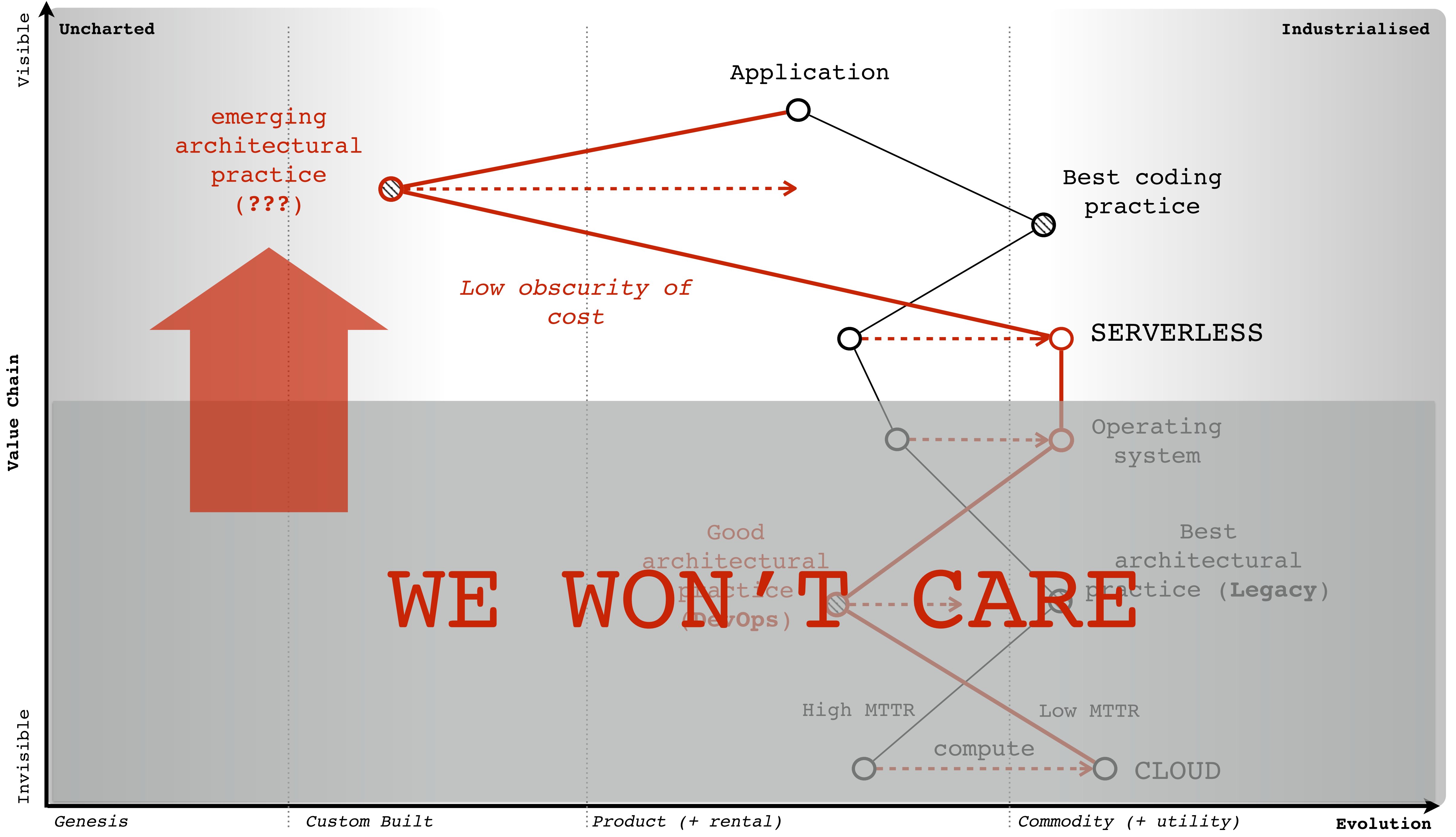


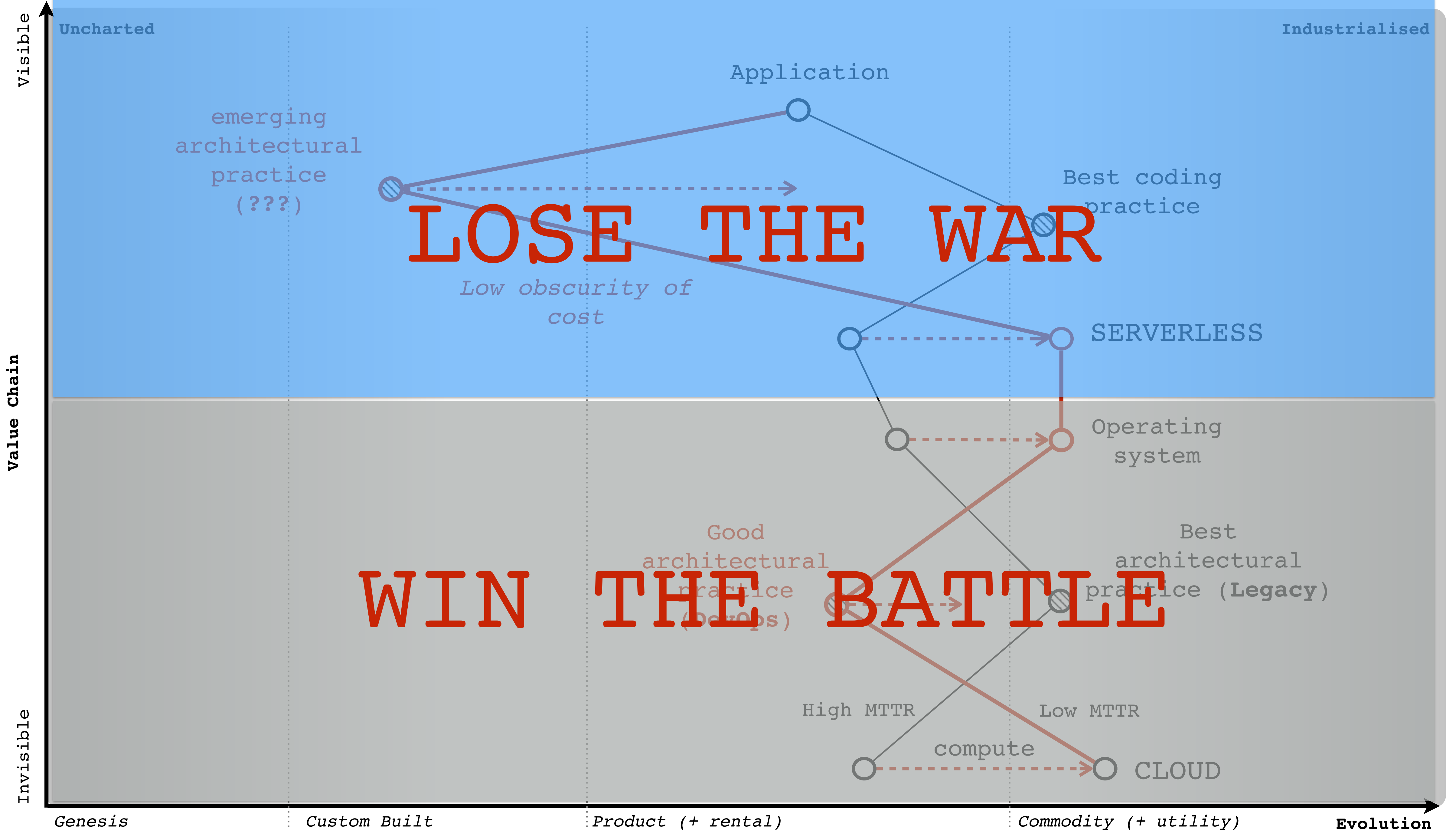
What about
containers?



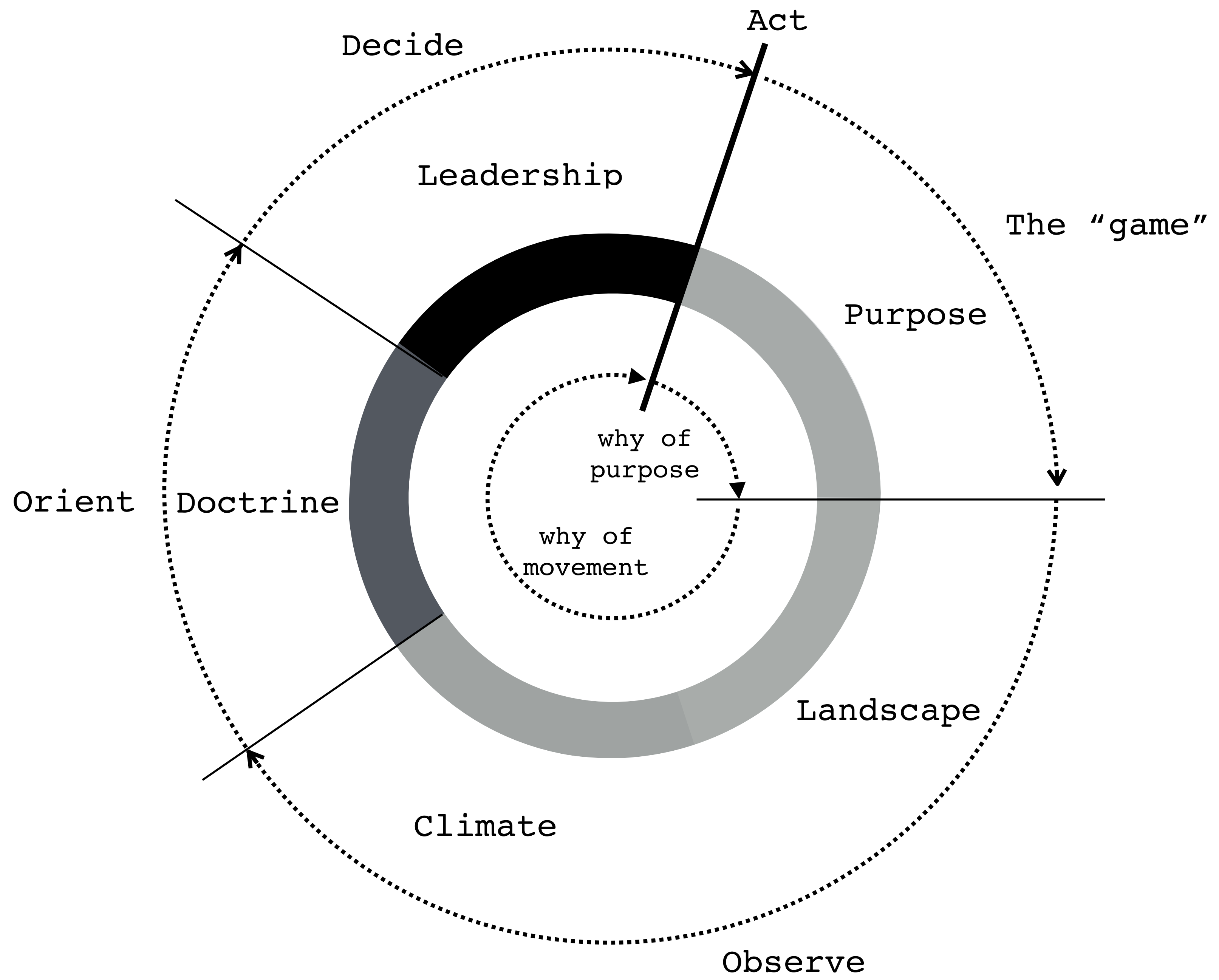


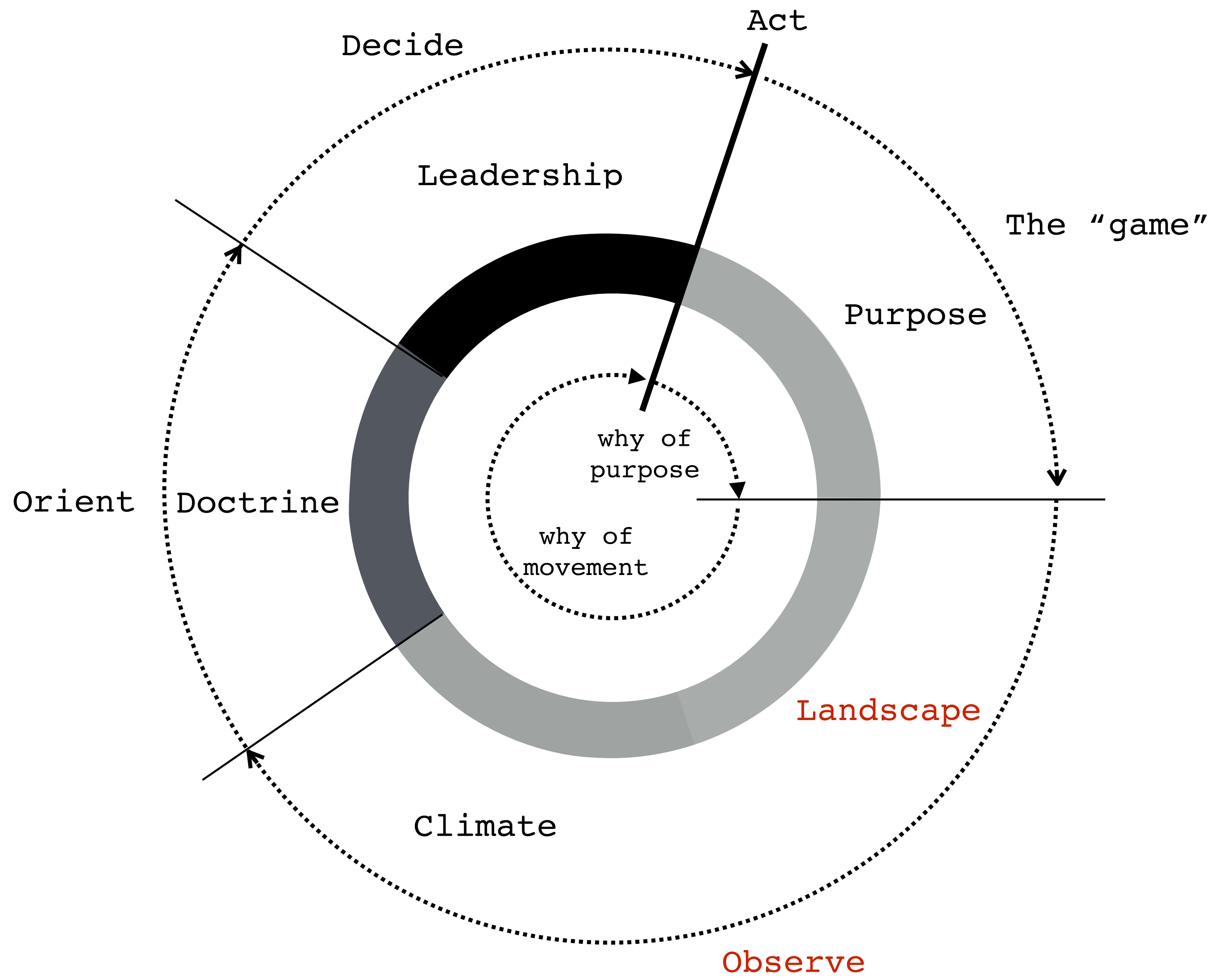


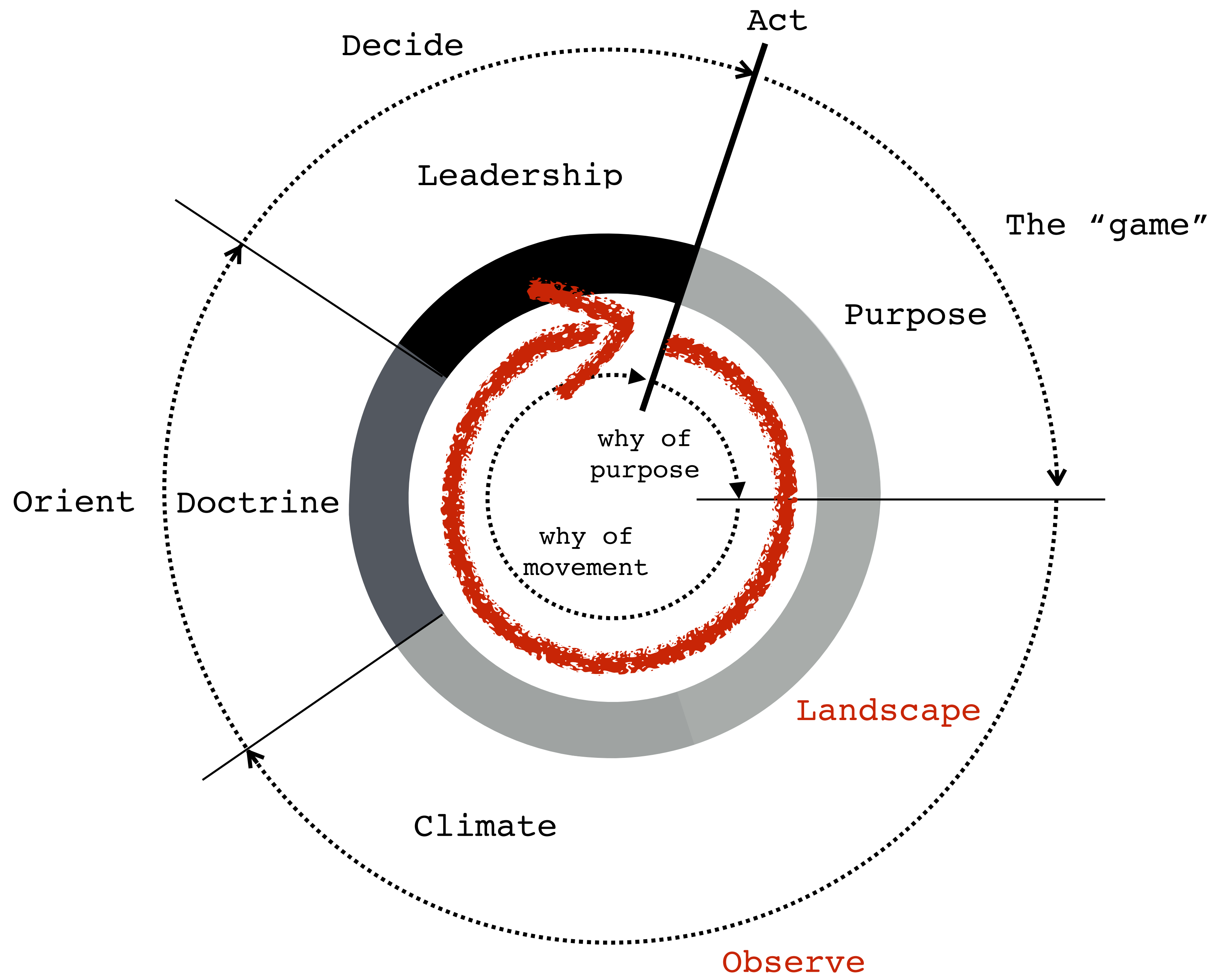


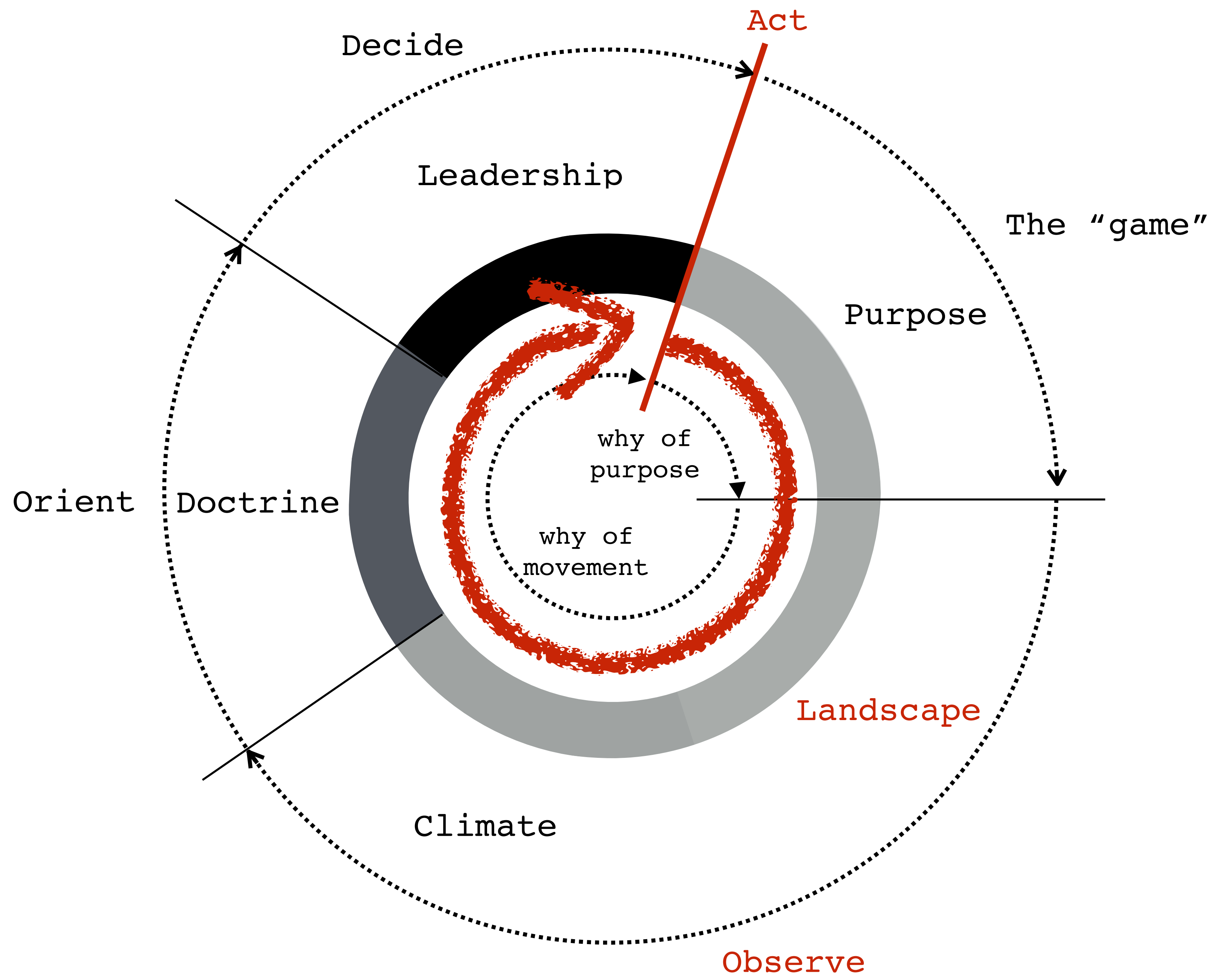


SUMMARY











"Crossing the river by feeling the stones"

Deng Xiaoping

Thank you

medium.com/wardleymaps
creative commons

wardleymaps.com
leadingedgeforum.com

simon.wardley@leadingedgeforum.com
[@swardley](https://twitter.com/swardley)