Looking Ahead using Wardley Mapping

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"Does this strategy make sense?"

"I was beginning to feel as though the entire field of strategy was either a **cosmic joke played by management consultants** or that there was some secret tome everyone was hiding from me."
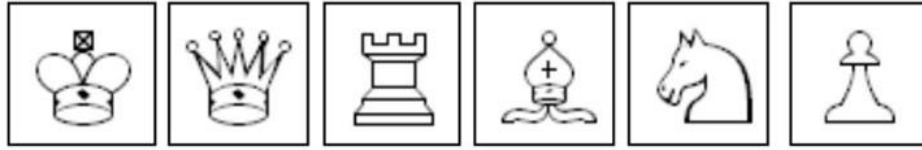
Our strategy is cloud based. We will lead a disruptive effort of the market through our use of blockchain and leaders to build a learning organization. By being both digital first and innovative, our sustainable approach will drive competitive advantage throughout the organization. Synergies between our insight from data and value will enable us to capture the upside by becoming secure in a collaborative world. These transformations combined with digital transformation due to our social media will create an artificial intelligence through digital business and data leaders.
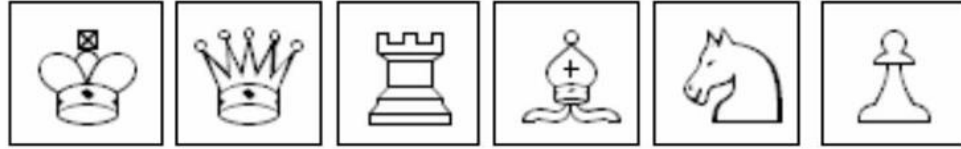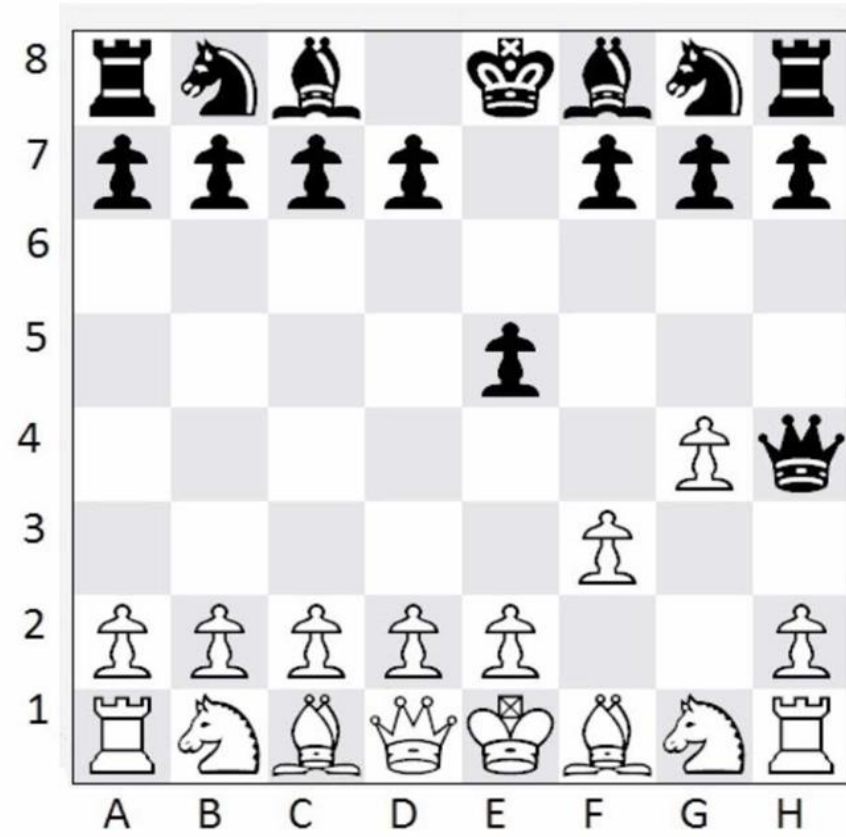
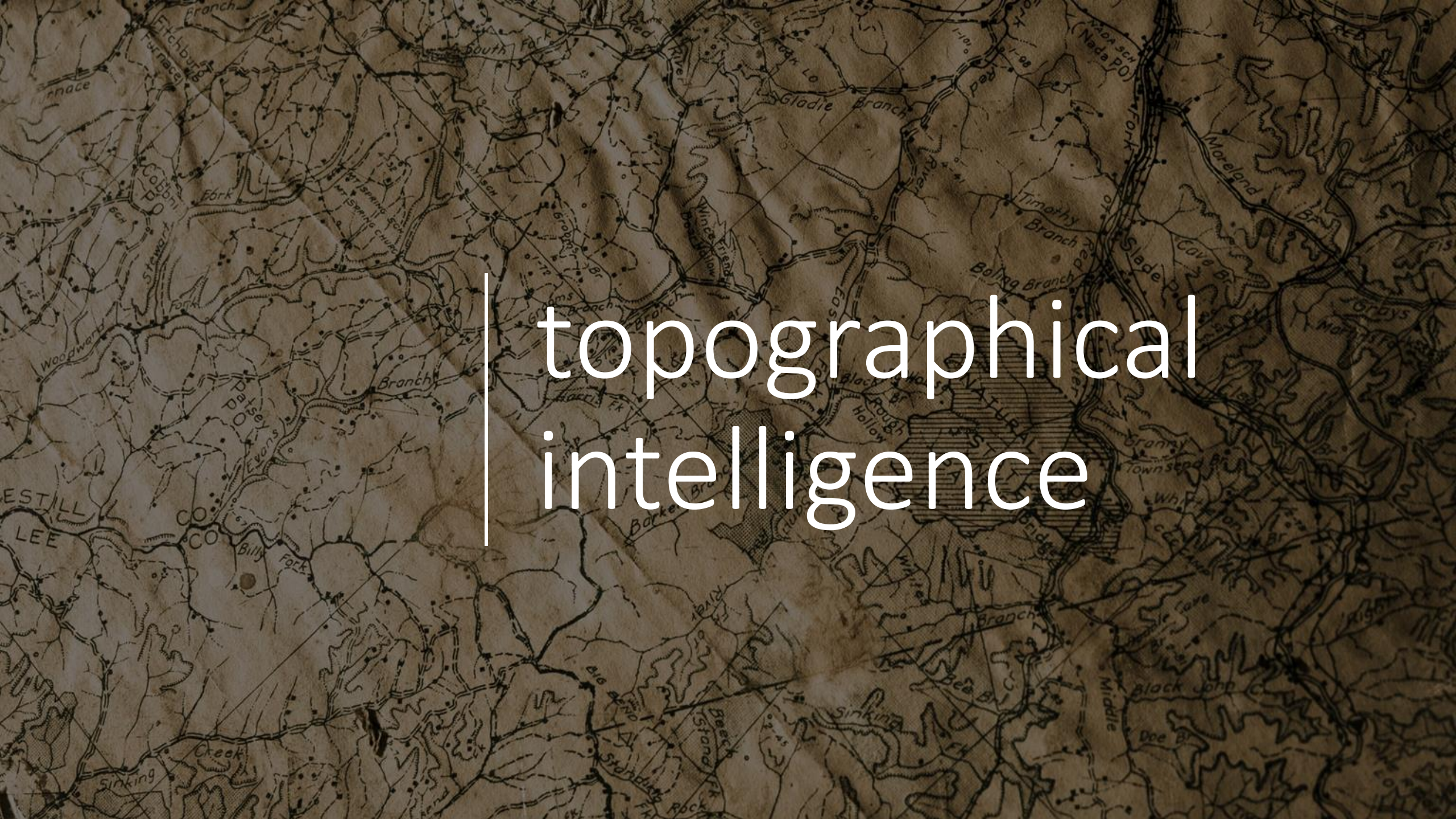Pawn (w), Pawn (b), Pawn (w), Queen (b)

Pawn (w), Pawn (b), Pawn (w), Queen (b)

Pawn (w), Pawn (b), Pawn (w), Queen (b) ... LOST.

topographical
intelligence

孫子兵法

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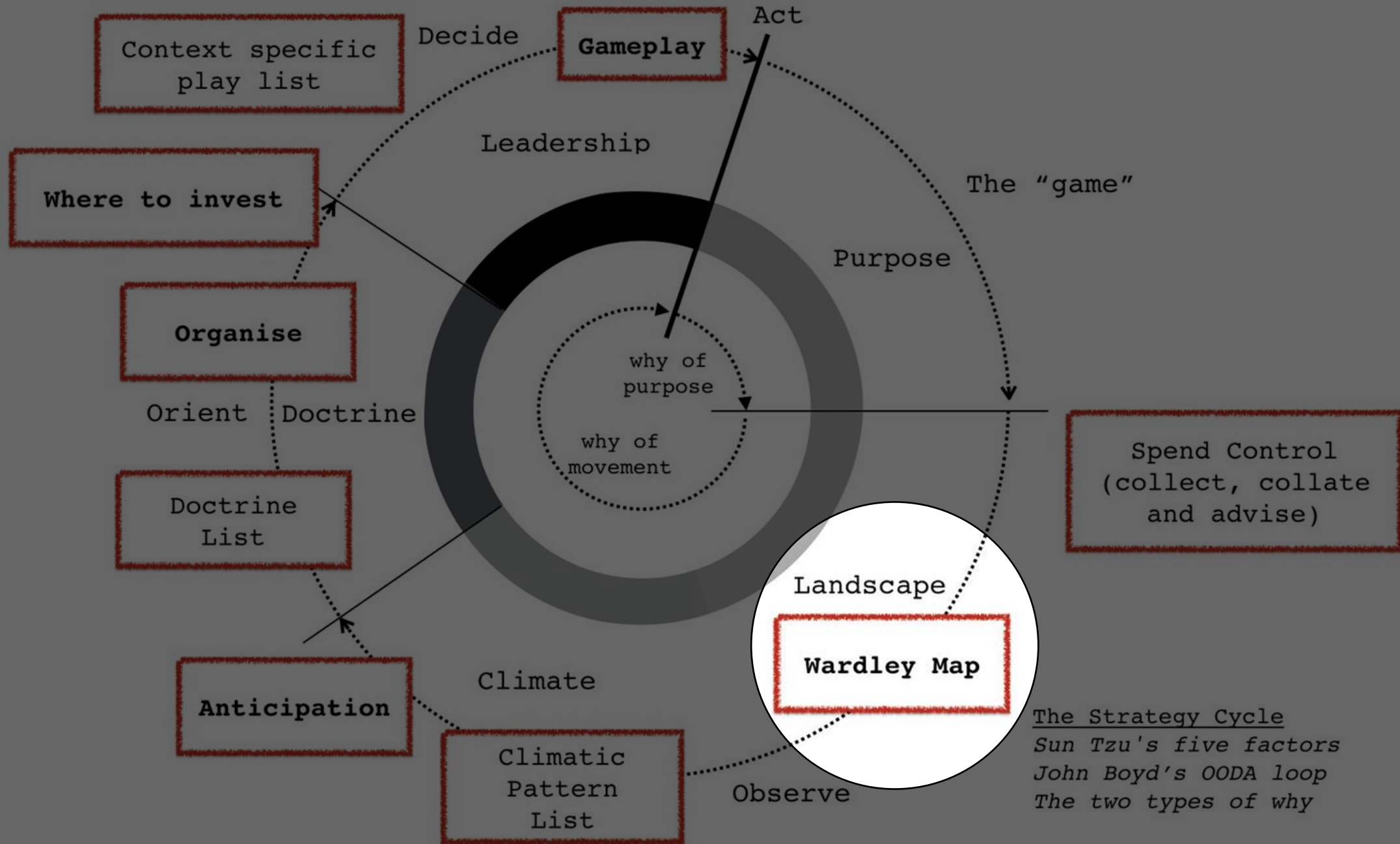
Context specific play list

Decide

Gameplay

Act

Leadership

The "game"

Where to invest

Purpose

Organise

why of purpose

Orient Doctrine

why of movement

Doctrine List

Spend Control (collect, collate and advise)

Landscape

Anticipation

Climate

Wardley Map

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

Climatic Pattern List

Observe

How do you know it's a map?
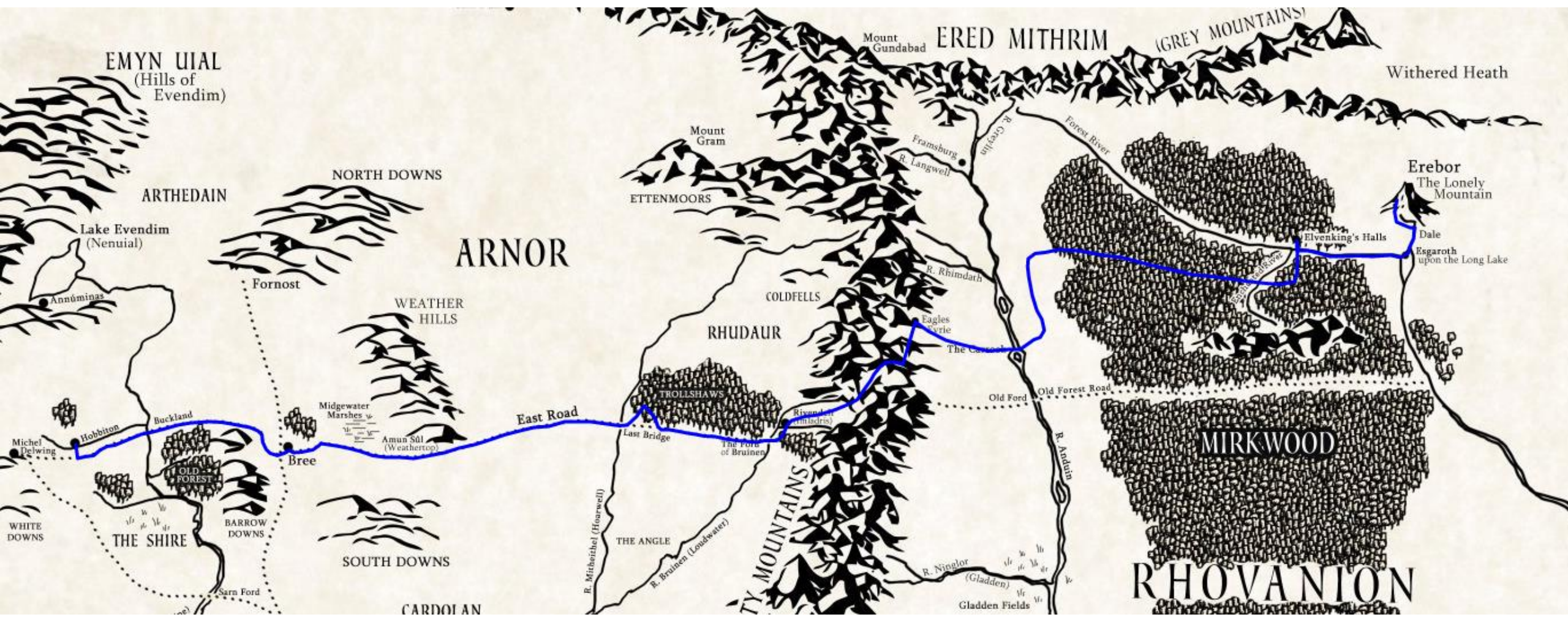
How do you know it's a map?

Visual

Context

Anchor

Components

Position

Movement

Visual
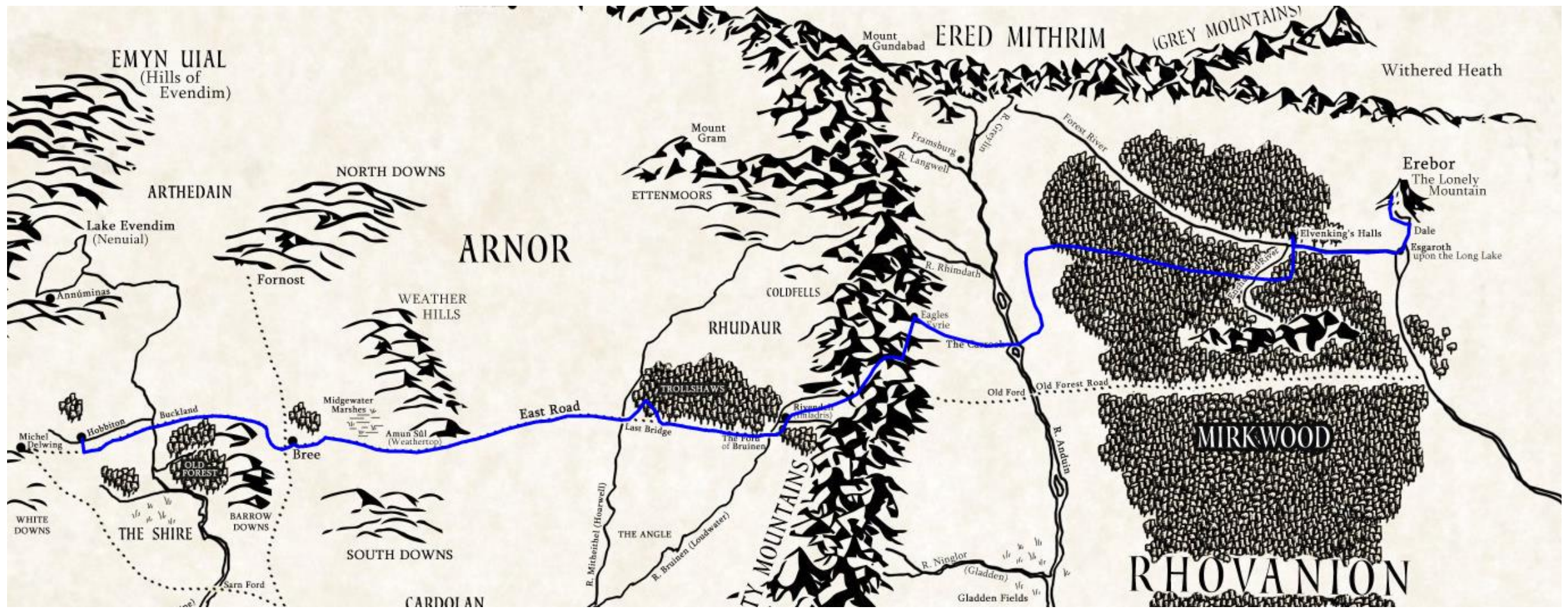
Context

Anchor

Components

Position

Movement

How do you know it's a map?

Visual

Context

Anchor

Components

Position

Movement

Where to start?

Components

Users

Needs

Capabilities

1 User
1 Need
3-5 Capabilities

Conference Attendee

Exercise – Identify Components

- Write "Conference Attendee" at the top
- Write a "need" of a conference attendee
- Write 3 to 5 capabilities that may help meet that need or support another capability

Conference Attendee

Need

Capability

Capability

Capability

Conference Attendee

Need

Capability

Capability

Capability

Conference Attendee

Need

Capability

Capability

Capability

Conference Attendee

Anchor →

Need
Capability
Capability
Capability

← Components
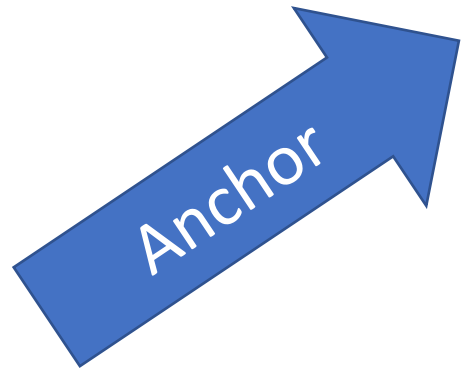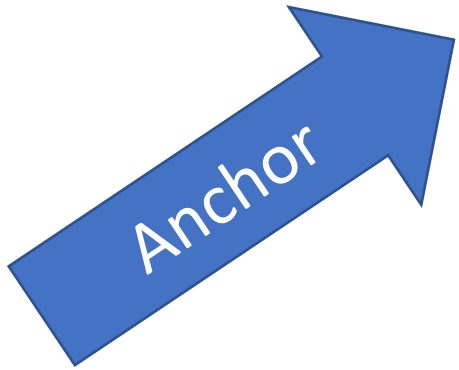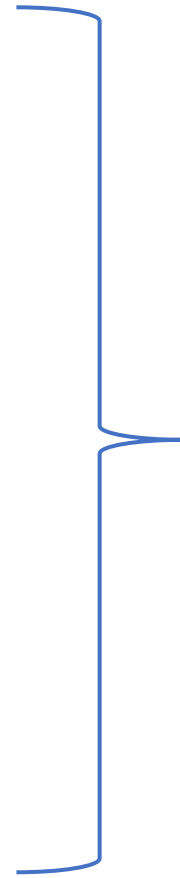
Share your list with your neighbor (groups of 2-3)

Share from the audience

Conference Attendee

Charge a phone

Conference Attendee
Charge a phone
USB-C Cable
Charger
Outlet

Conference Attendee

Conference Attendee
Know the schedule

Conference Attendee
Know the schedule
QR code to online schedule
Printed schedule
Internet connection

Conference Attendee
Charge a phone
USB-C Cable
Charger
Outlet
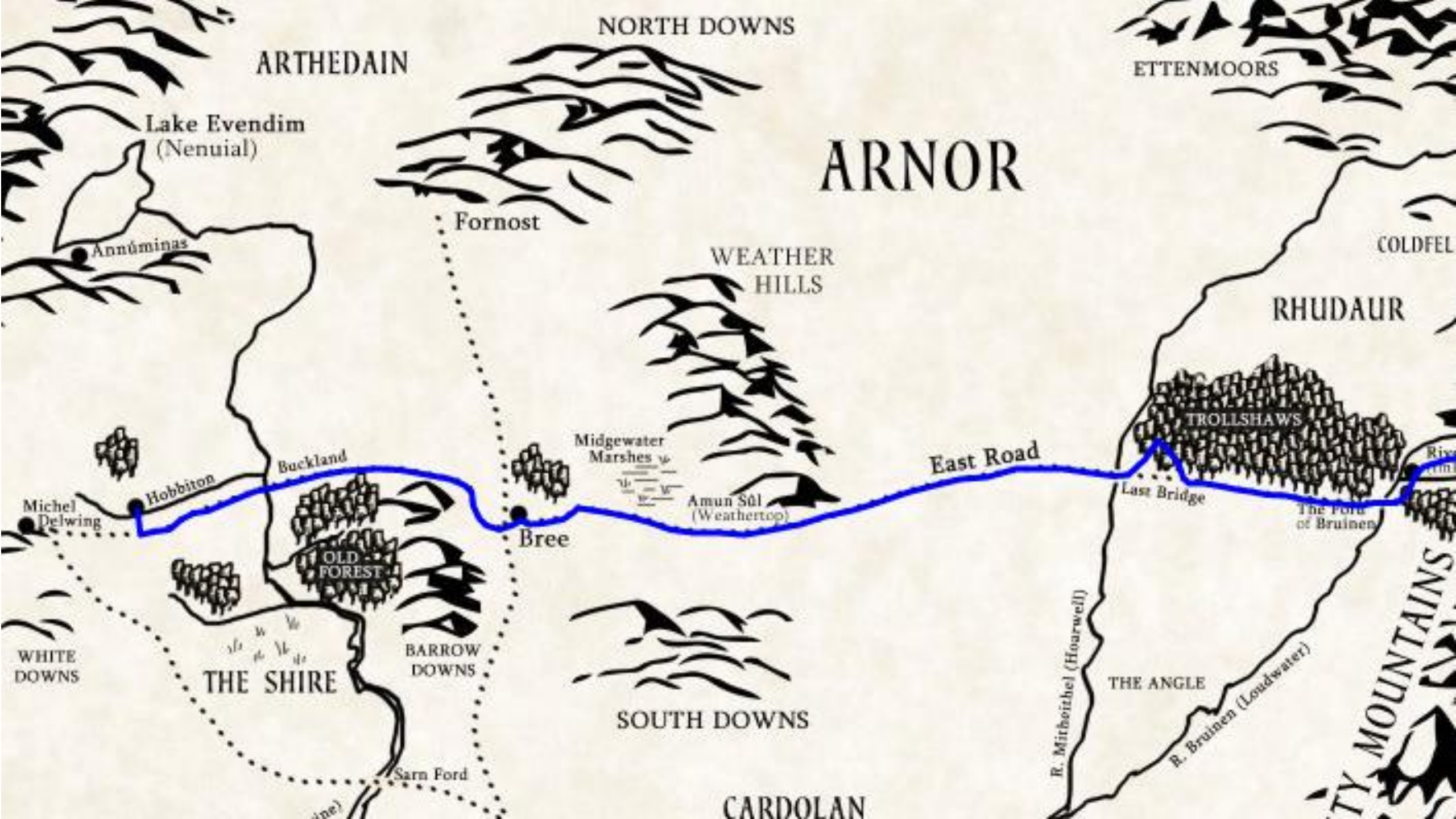
Conference
Attendee

Charge a phone
○

USB-C Cable
○

Charger
○

Outlet
○

Conference
Attendee

Charge a phone
○

USB-C Cable
○

Charger
○

Outlet
○

○ Building
   wiring

Electritian
○

Power grid
○

Power plant
○

955
956 954
957 953
958 952
959 951
Robert Lehman
Collection
960 950
961 962

904 906 907
905
903 913 912
911
902
Modern and
Contemporary Art
901 910
900 909 908

741 740
743
742 739 738
745
737 736
744
746 North
724 735
725
723 726 731
727
730 729 728 732
733 734

Petrie
Court Café

526 525 523 521 511 513 514 515
American
Wing Café
527 524 522 520 510 512
528 547 545 509 516
546
701 700
554 553 549 548
555 552 529 530 544 306 307
The American Wing

399

Medieval Art
Thomas
J. Watson
Library

European Sculpture
and Decorative Arts
529 530 544 305
531 543
556 551 532 542 508
507
540 506
550 539 541
533 538 537 540
536 500 502 504 505
501

European Sculpture
and Decorative Arts

Arms and Armor
373 374 375 376
370
371 372
377 378 379
380

131
Temple of
Dendur

356 357 358
359
The Michael C.
Rockefeller Wing
354 352 350
353
351

Exhibition
Gallery 199

304
303
302
300 301

The Met
Store

Grace Rainey
Rogers
Auditorium

130
129
120

534

162
161 159 157 155 151
169
Greek and
Roman Art
153 150
160
158 156 154 152

The Great Hall

138 137 135 134 133 128
127 124 121 119
136
102 132 126 122
109
Egyptian Art

101 103 104 107 108 112 113 114 117 116

168 167 166 165 164
163

105 110 111 115
106

Exterior
Facade
Exterior
Facade

82nd Street
Entrance and Exit

What's the context for the current map?

What zoom level would be useful right now?

955
956 954
957 953
958 952
959 951
960 950
961 962

Robert Lehman Collection

904 906 907
905
903 913 912
911
902
Modern and Contemporary Art
901 910
900 909 908
399

741 740
743
742 739 738
745 737 736
744 746 North
735
724 725
723 726 731
The American Wing
727 732
701 700
730 729 728 733 734
702

Petrie Court Café

526 525 523 521 511 513 514 515
527 524 522 520 510 512
528 547 545 509 516
546
555 552 529 530 544 306 307
551 531 543 305 508
556 532 542 507 506
540 503 370
European Sculpture and Decorative Arts
539 541 European Sculpture and Decorative Arts
533 500 502 504 505
538 537 501
550 304

American Wing Café

356 357 358
Medieval Art
359 373 374 375 376
354 352 350 371 372
353 377 378 379
351 380
The Michael C. Rockefeller Wing
Arms and Armor

536 303

131 Temple of Dendur

Exhibition Gallery 199

Thomas J. Watson Library

302
300 301
534

The Met Store

Grace Rainey Rogers Auditorium

130
129
120

162 161 159 157 155 151 306
169 153 150 138 137 135 134 133 128
Greek and Roman Art 102 136 132 126
158 156 154 152 101 103 104 105 110 111 115
160 127 124 121 119
163 122 118
168 167 166 165 164 109 107 108 112 113 114 117 116
106

Egyptian Art

The Great Hall

123

Exterior Facade   Exterior Facade

82nd Street Entrance and Exit

Every component could be it's own map

Conference
Attendee

Charge a phone
○

USB-C Cable
○

Charger
○

Outlet
○

"Needs to"

"Needs a"

"Depends on"

Conference
Attendee

Charge a phone

USB-C Cable

Charger

Outlet

"Needs to"

"Needs a"

"Depends on"

Conference Attendee

Charge a phone

USB-C Cable   Charger

Outlet
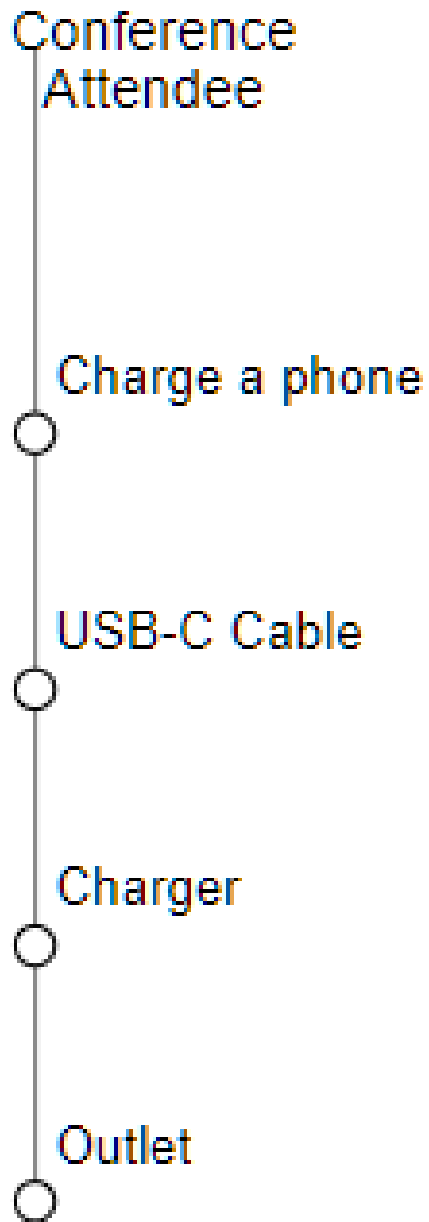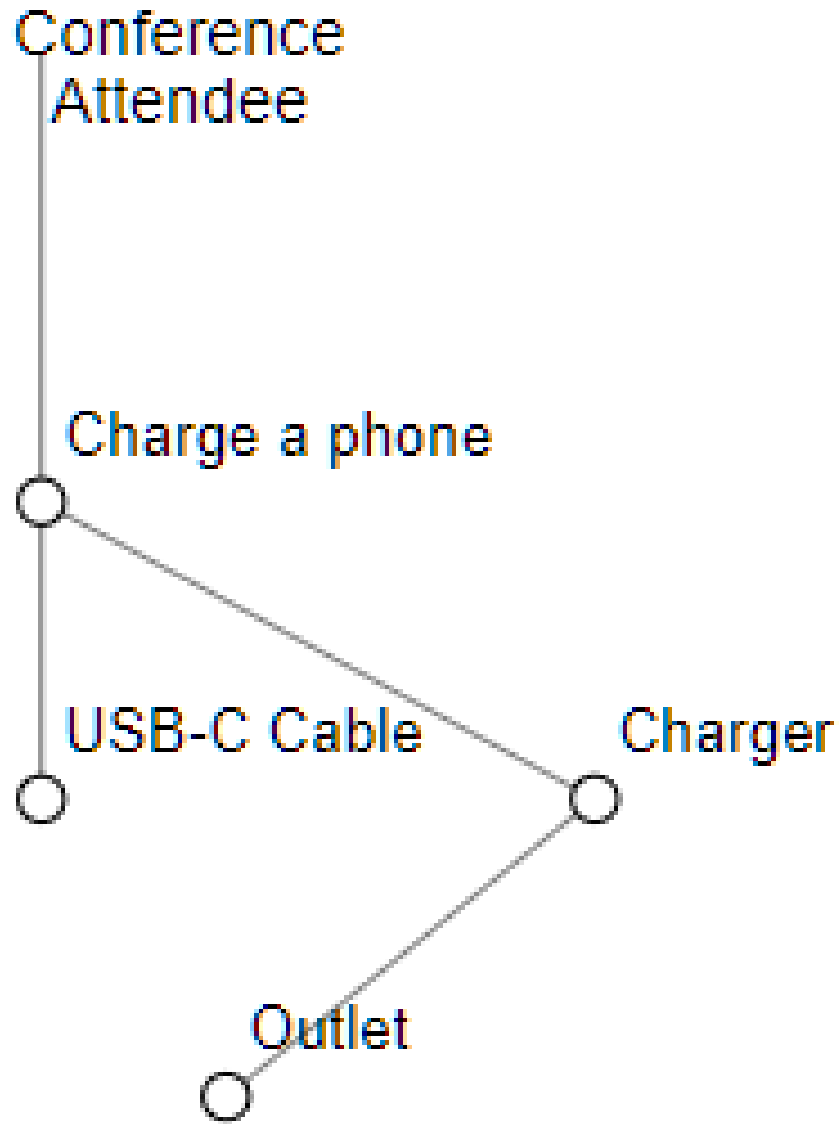
"Needs to"

"Needs a"

"Depends on"

Exercise – Value Chain

- Take your list and connect the anchor "Conference Attendee" to the need

- Relate the capabilities that you identified to each other in a way that "needs to", "needs a", or "depends on"

- Add any capabilities to fill in gaps
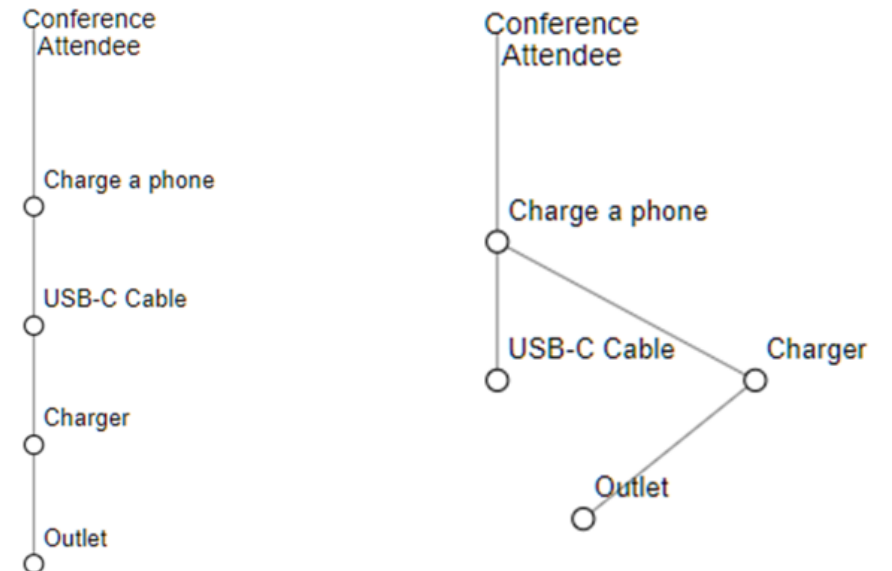
Share your graph with your neighbor (groups of 2-3)

Conference
Attendee

Charge a phone

○

USB-C Cable

○

Charger

○

Outlet

○

Conference
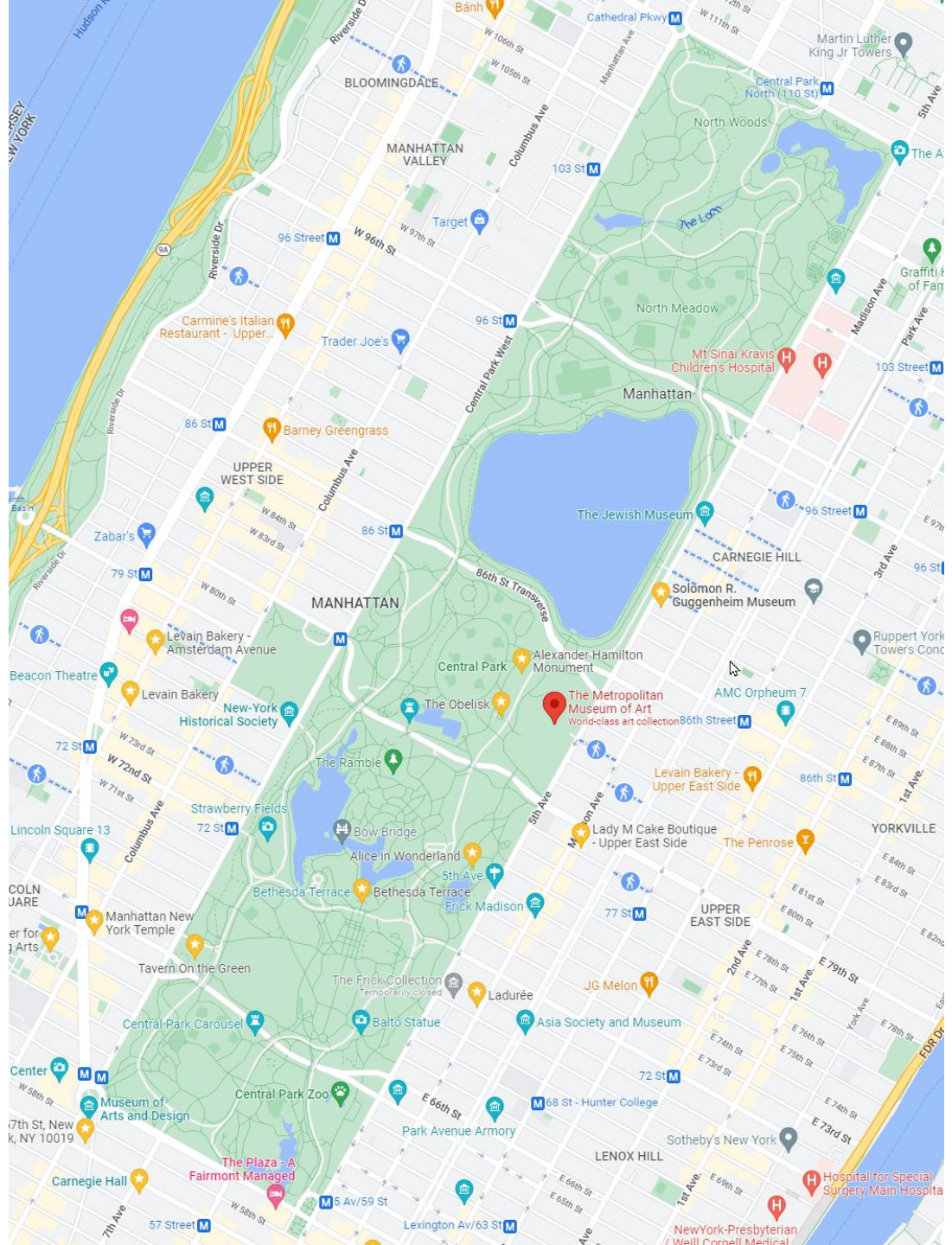Attendee

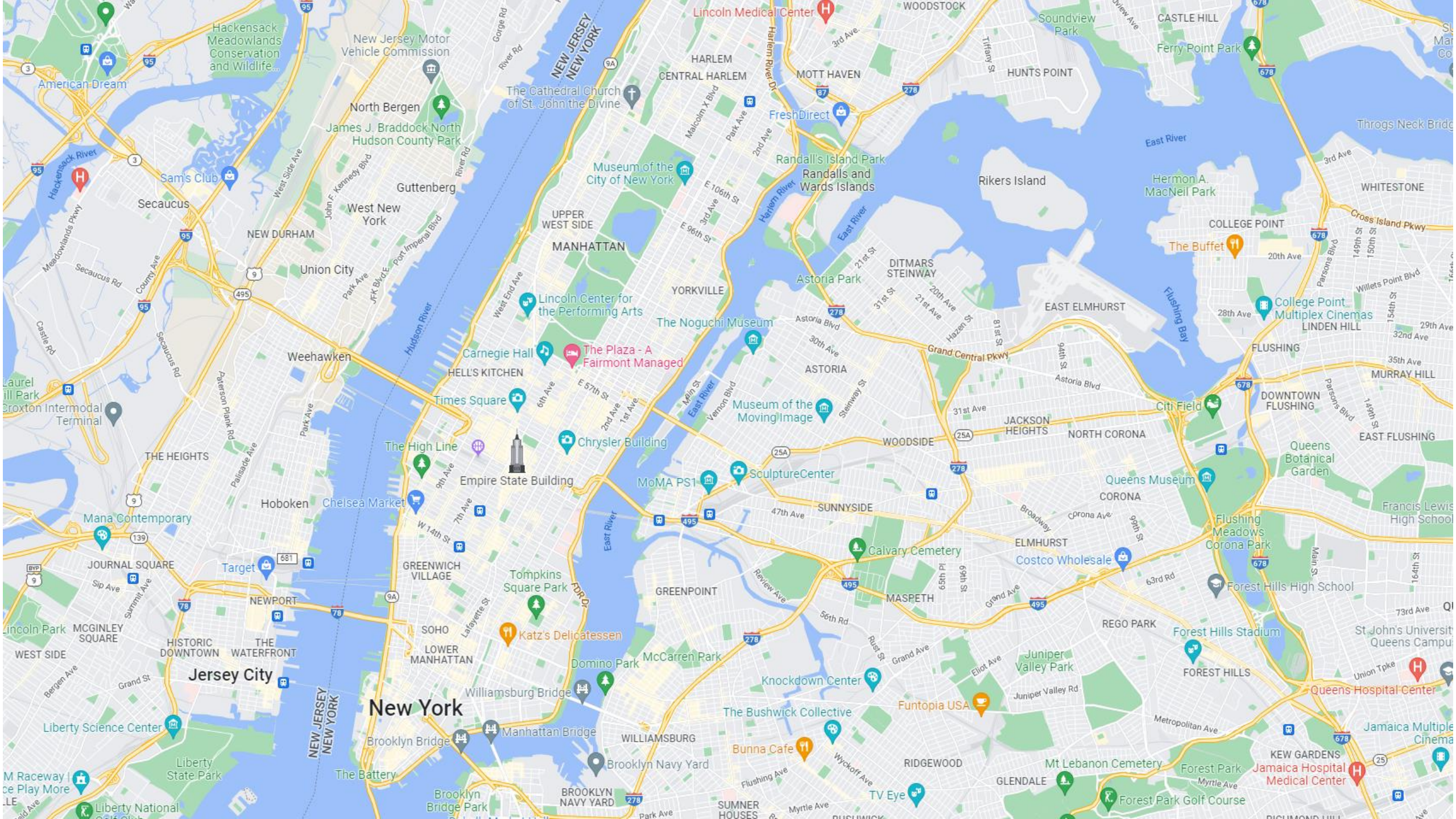Charge a phone

○

USB-C Cable

○

Charger

○

Outlet

○
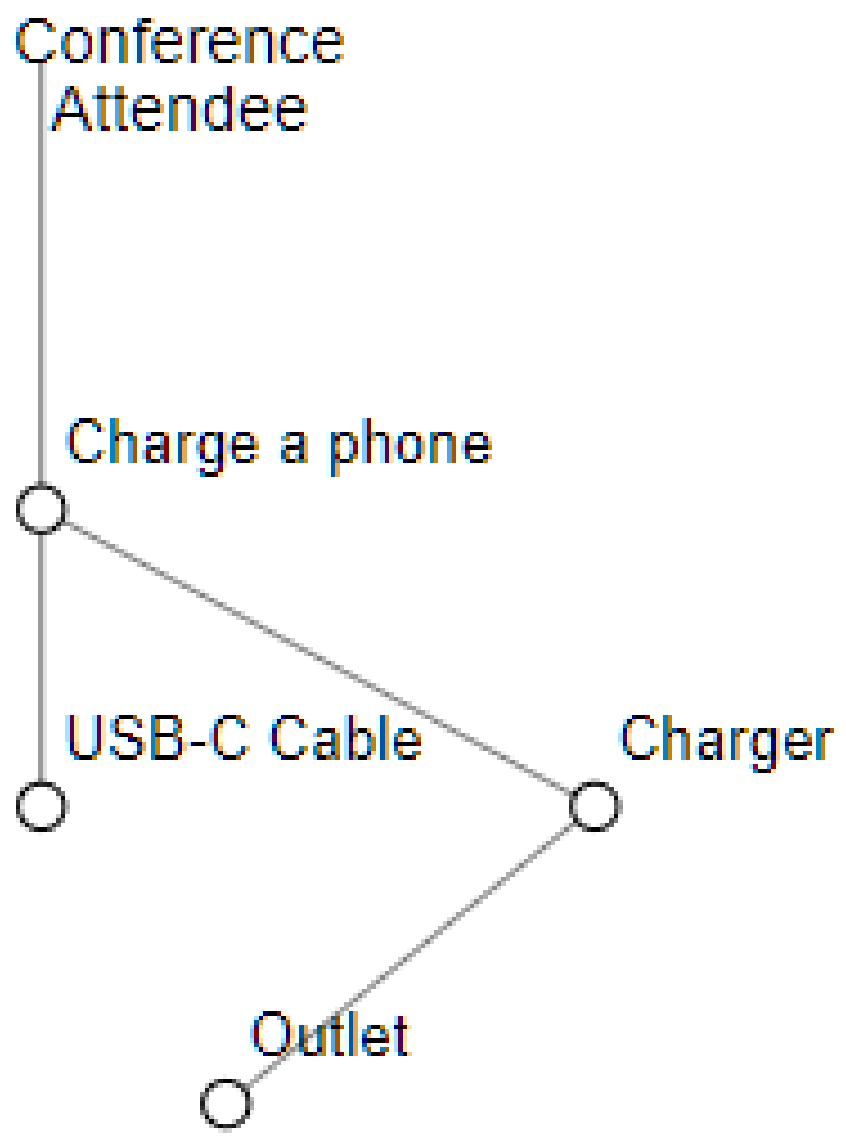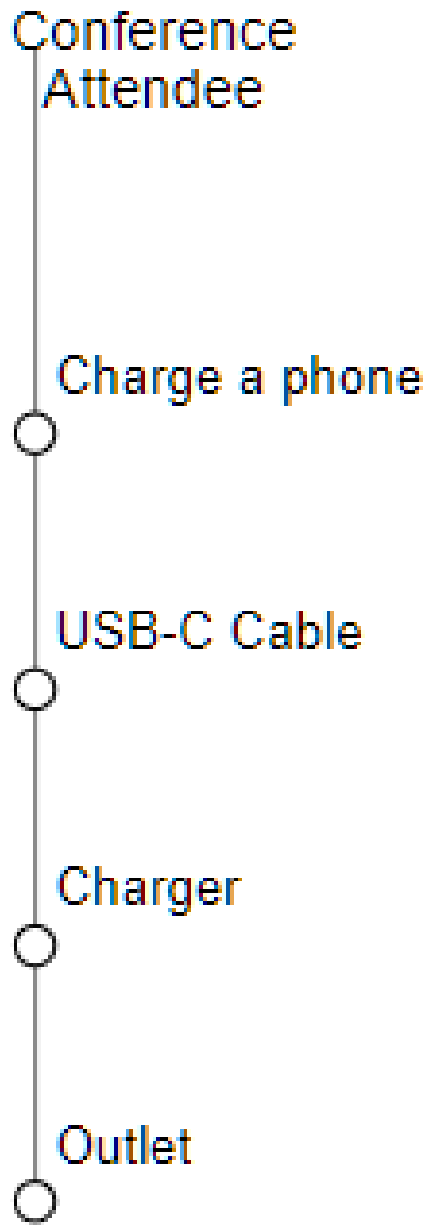
What's the context for the current map?

CentralPark.com
Runners Map

1.15 miles
(1850 meters)

0.25 miles
(402 meters)

0.27 miles
(434 meters)

0.77 miles
(1239 meters)

1.71 miles
(2752 meters)

Reservoir Path
1.58 miles
(2543 meters)

0.99 miles
(1593 meters)

0.55 miles
(885 meters)

Outer Park
Drive Loop
6.03 miles
(9704 meters)

0.31 miles
(499 meters)

1.41 miles
(2269 meters)

Harlem
Meer

Great
Hill

Jacqueline Kennedy
Onassis Reservoir

Great
Lawn

Metropolitan
Museum
Of Art

Turtle
Pond

The Lake

Legend

- Pedestrian Paths and Areas
- Bridle Path
- Reservoir Path
- Drinking Fountains
- Public Washrooms
- Call Boxes
- Public Telephones

The periphery of Central Park
(Central Park West, Central
Park South, 5th Ave. and 110th
St.) is 6.1 miles

125 St
1

125 St
A·B·C·D M60 SBS LGA Airport

116 St
Columbia University
M60 SBS LGA Airport 1

Cathedral Pkwy (110 St)
1

M60 SBS

103 St
1

96 St
1·2·3

86 St
1

UPPER WEST SIDE

81 St–Museum of Natural History
B·C

79 St
1

72 St
1·2·3

66 St
Lincoln Center
1

59 St
Columbus Circle
A·B·C·D·1

WEST SIDE

50 St
southbound C·E

42 St/Port Authority Bus Terminal
A·C·E

JAVITS CENTER

34 St
Hudson Yards
7

34 St
Penn Station
A·C·E·LIRR

125 St
A·B·C·D M60 SBS LGA Airport

116 St
B·C

Cathedral Pkwy (110 St)
B·C

103 St
B·C

A
C
B
D

96 St
B·C

86 St
B·C

72 St
B·C

MANHATTAN

CENTRAL PARK

METROPOLITAN MUSEUM OF ART

AMSTERDAM AV
CENTRAL PARK WEST
BROADWAY
COLUMBUS AV
WEST END AV
RIVERSIDE DR
Amtrak

125 St
2·3 M60 SBS LGA Airport

HARLEM

2
116 St
2·3

3
Central Park North (110 St)
2·3

1
2
3

Q
57 St-7 Av
N·Q·R·W

7 AV
B·D·E

BROADWAY
SIXTH AV

49 St
N·R·W

50 St
1

47–50 Sts Rockefeller Ctr
B·D·F·M

S

42 St Bryant Pk
B·D·F·M

Times Sq-42 St
N·Q·R·S·W·1·2·3·7
except S

34 St
Penn Station
1·2·3·LIRR

34 St
Herald Sq
B·D·F·M
N·Q·R·W

M60 SBS

Harlem 125 St

FIFTH AV
MADISON AV
PARK AV
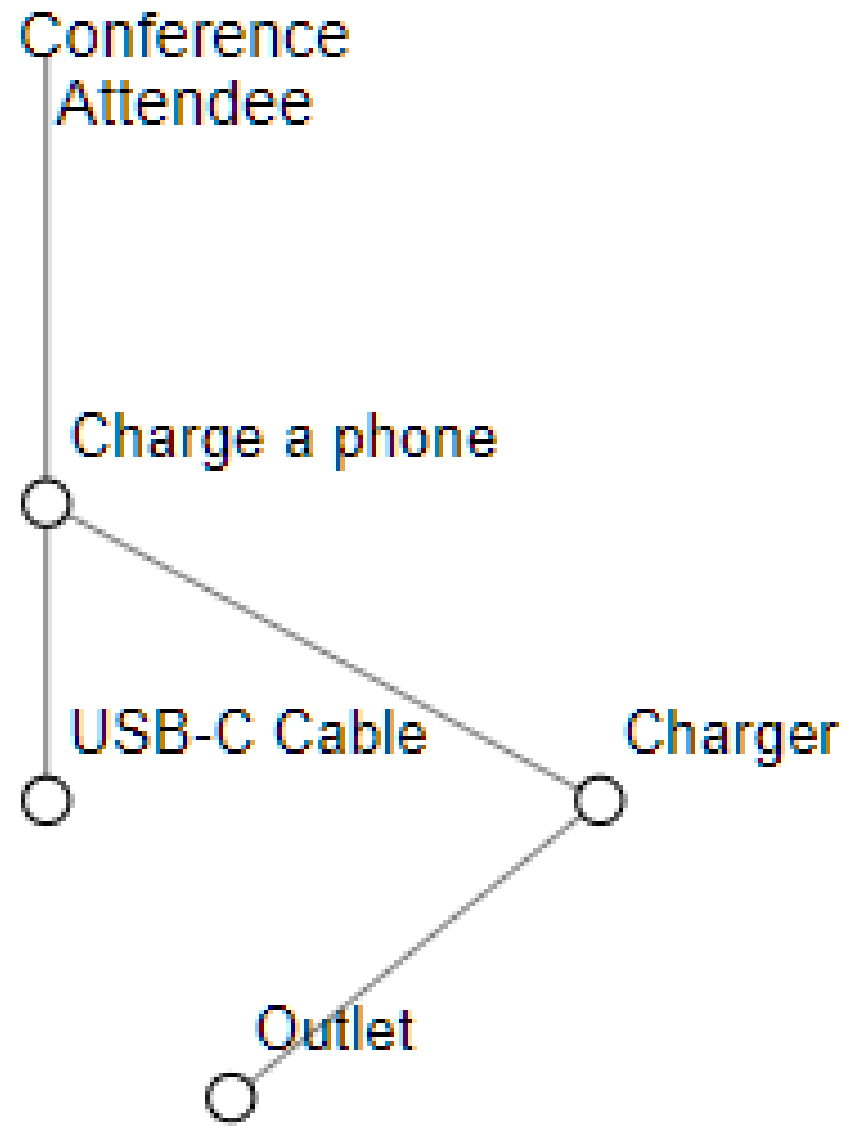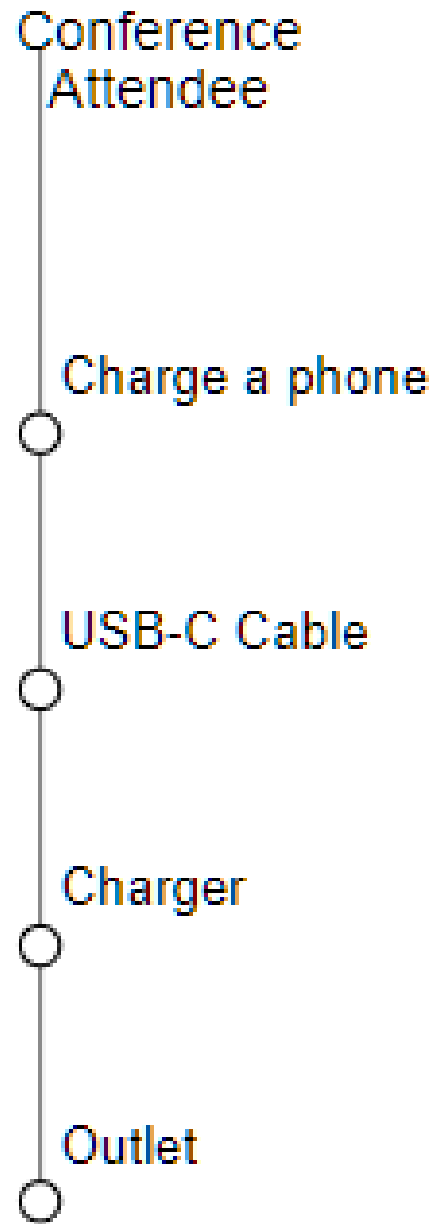LEXINGTON AV

Lexington Av/63 St
F·Q

N R W
60 ST

5 Av/59 St
N·R·W

5 Av/53 St
E·M

5 Av
7

R
W
N
Q

28 St
N·Q·R·W

125 St
4·5·6

116 St
6

110 St
6

4
5
6

103 St
6

96 St
6

86 St
4·5·6

77 St
6

68 St Hunter College
6

Lexington Av/59 St
N·R·W

59 St
4·5·6

Lexington Av/53 St E·M

51 St
6

THIRD AV
SECOND AV
FIRST AV
YORK AV
1 AV
2 AV
3 AV

EAST HARLEM

UPPER EAST SIDE

Q
96 St
Q

Q

86 St
Q

72 St
Q

F

Roosevelt Island

ROOSEVELT ISLAND

TRAMWAY

QUEENSBORO

E M

UNITED NATIONS

QUEENS MIDTOWN TUNNEL

Grand Central 42 St
S·4·5·6·7·Metro-North

4
5
6
33 St
6

28 St

ALBERT F. KENNEDY BRIDGE

EAST HARLEM

What's the context for the current map?

What are we trying to learn?
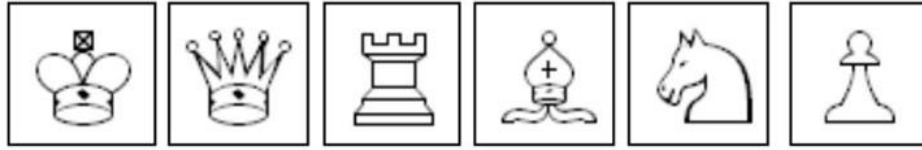
You'll probably get it "wrong" the first time

You'll probably get it "wrong" the first time... and that's okay

Pawn (w), Pawn (b), Pawn (w), Queen (b)

Pawn (w), Pawn (b), Pawn (w), Queen (b)

Type \ Stage of Evolution	I	II	III	IV
Activities	Genesis	Custom	Product + Rental Services	Commodity + Utility Services
Practices	Novel	Emerging	Good	Best
Data	Unmodelled	Divergent	Convergent	Modelled
Knowledge	Concept	Hypothesis	Theory	Accepted

Stage	I	II	III	IV
Characteristics				
Ubiquity	Rare	Slowly increasing consumtpion	Rapidly increasing consumption	Widespread and stabilising.
Certainty	Poorly understood	Rapid increases in learning	Rapid increases in use / fit for purpose	Commonly understood (in terms of use)
Publication Types	Normally decribe the wonder of the thing	Build / construct / awareness and learning	Maintenance / operations / installation / feature	Focused on use
General Properties				
Market	Undefined market	Forming market	Growing market	Mature market
Knowledge management	Uncertain	Learning on use	Learning on operation	known / accepted
Market Perception	Chaotic (non linear)	Domain of experts	Increasing expectation of use	Ordered (appearance of being linear) / trivial
User perception	Different / confusing / exciting / surprising	Leading edge / emerging	Increasingly common / disappointed if not used	Standard / expected
Perception in Indusry	Competitive advantage / unpredictable / unknown	Comptitive advantage / ROI / case examples	Advantage through implementation / features	Cost of doing business
Focus of value	High future worth	Seeking profit / ROI?	High profitability	High volume / reducing margin
Understanding	Poorly Understood / unpredictable	Increasing understanding / development of measures	Increasing education / constant refinement of needs / measures	Believed to be well defined / stable / measurable
Comparison	Constantly changing / a differential / unstable	Learning from others / testing the water / some evidential support	Feature difference	Essential / operational advantage
Failure	High / tolerated / assumed	Moderate / unsurprising but disappointed	Not tolerated, focus on constant improvement	Operational efficiency and surprised by failure
Market action	Gambling / driven by gut	Exploring a "found" value	Market analysis / listening to customers	Metric driven / build what is needed
Efficiency	Reducing the cost of change (experimentation)	Reducting cost of waste (Learning)	Reducting cost of waste (Learning)	Reducing cost of deviation (Volume)
Decision Drivers	Hertiage / culture	Analyses & synthesis	Analyses & synthesis	Previous experience

Type	Stage of Evolution	I	II	III	IV
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Knowledge	Concept	Hypothesis	Theory	Accepted

Conference
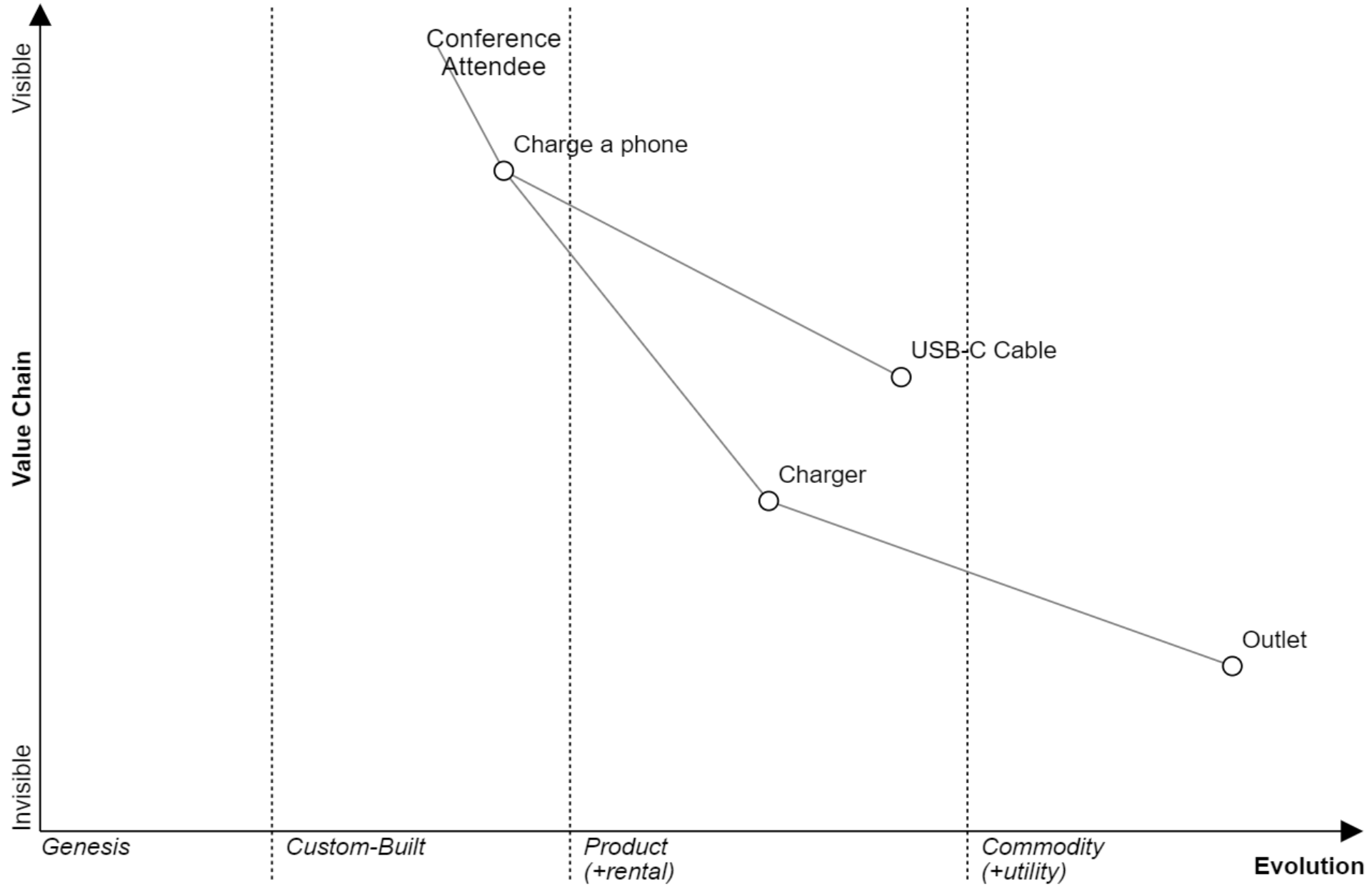
Exercise – Evolution

- Consider each component and how "evolved" it is
  - Precision isn't critical
- Draw a new version with each component with both value chain and evolution axes
- Add any additional capabilities to fill in gaps

Share your "almost map" with your neighbor (groups of 2-3)

Type \ Stage of Evolution	I	II	III	IV
Activities	Genesis	Custom	Product + Rental Services	Commodity + Utility Services
Practices	Novel	Emerging	Good	Best
Data	Unmodelled	Divergent	Convergent	Modelled
Knowledge	Concept	Hypothesis	Theory	Accepted

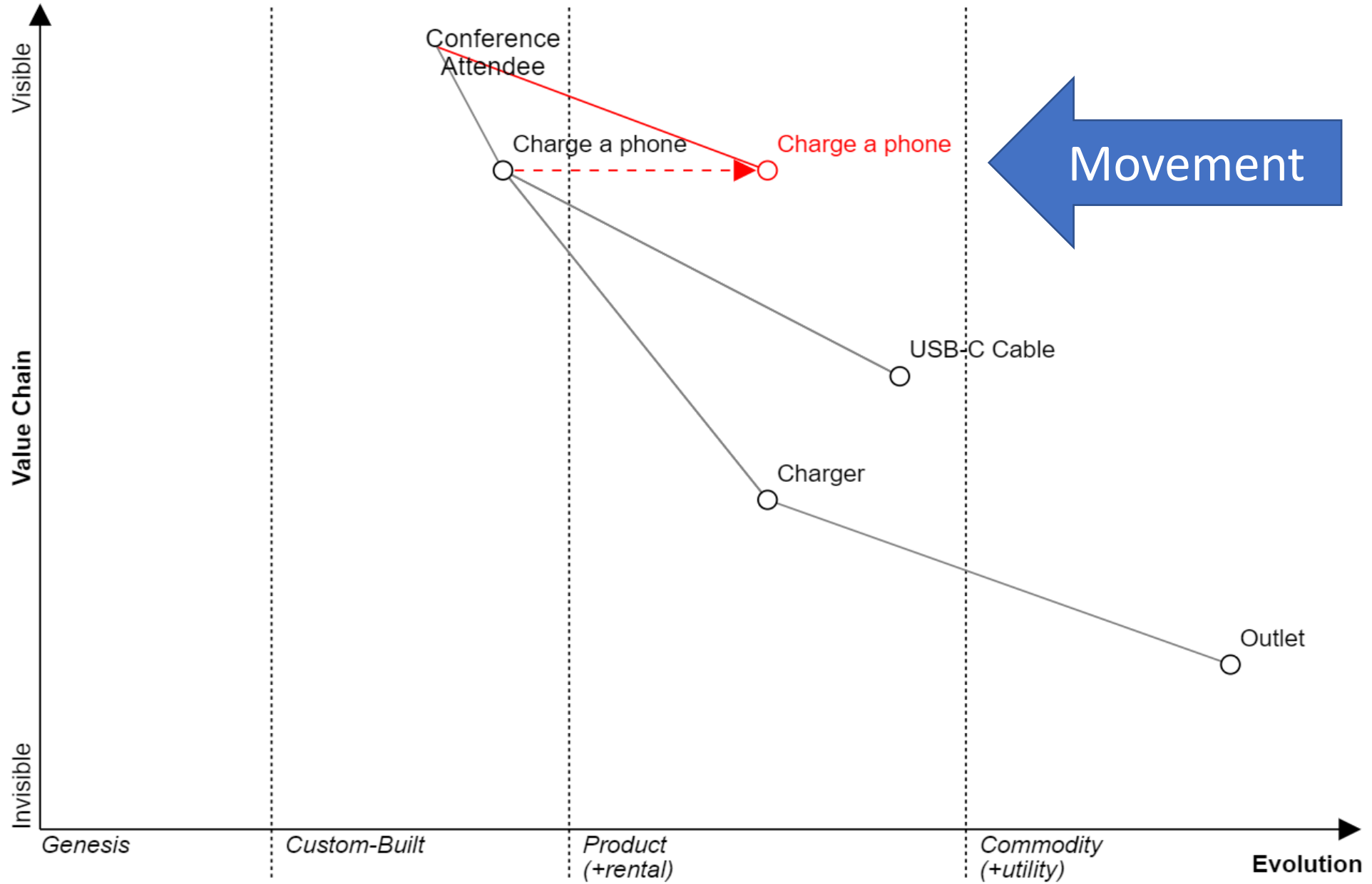# How do you know it's a map?

Visual

Context

Anchor

Components

Position

Movement

Conference
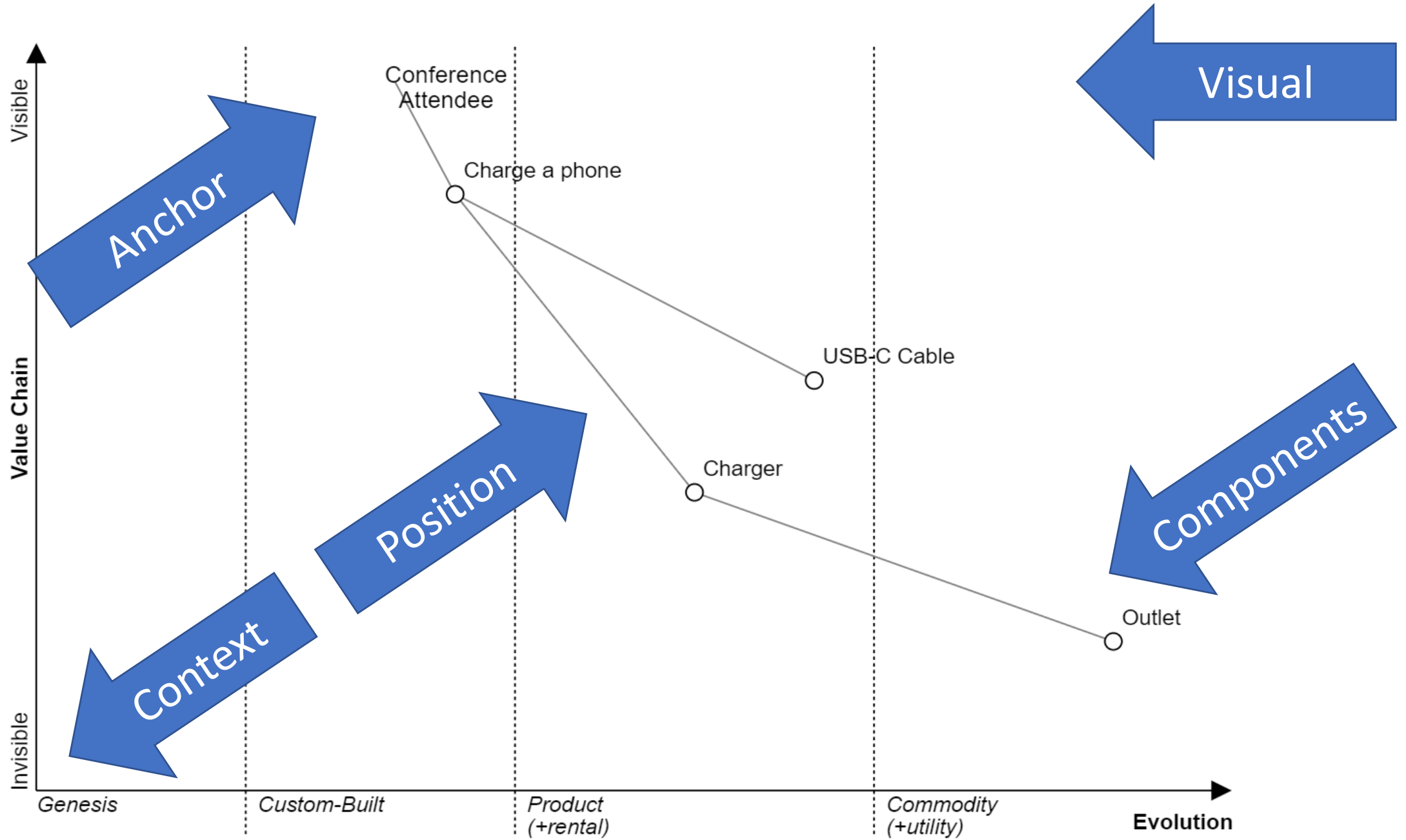
Movement?

Conference

Play "What if?"

Conference
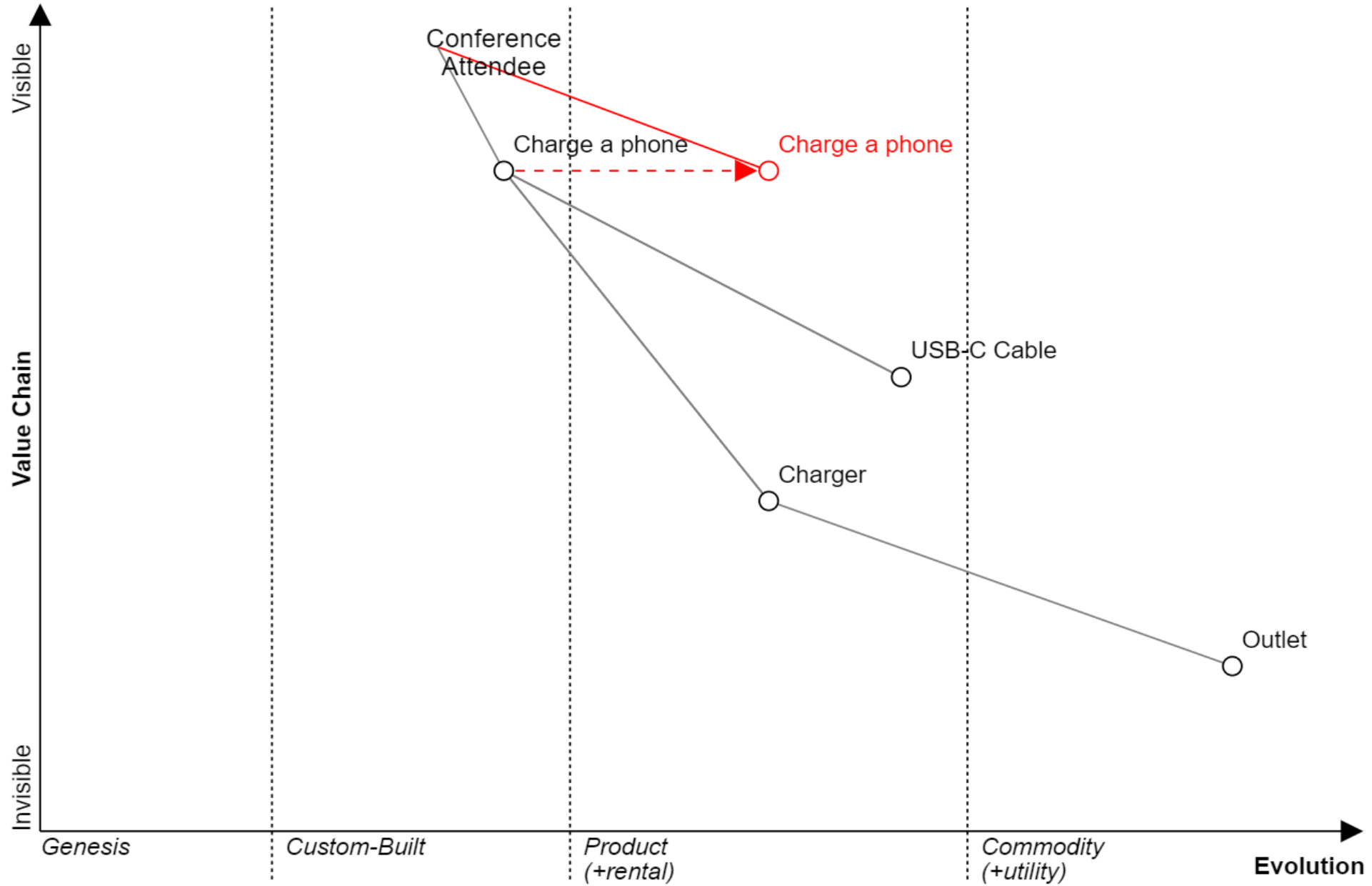
COURTESY CHARGING STATION
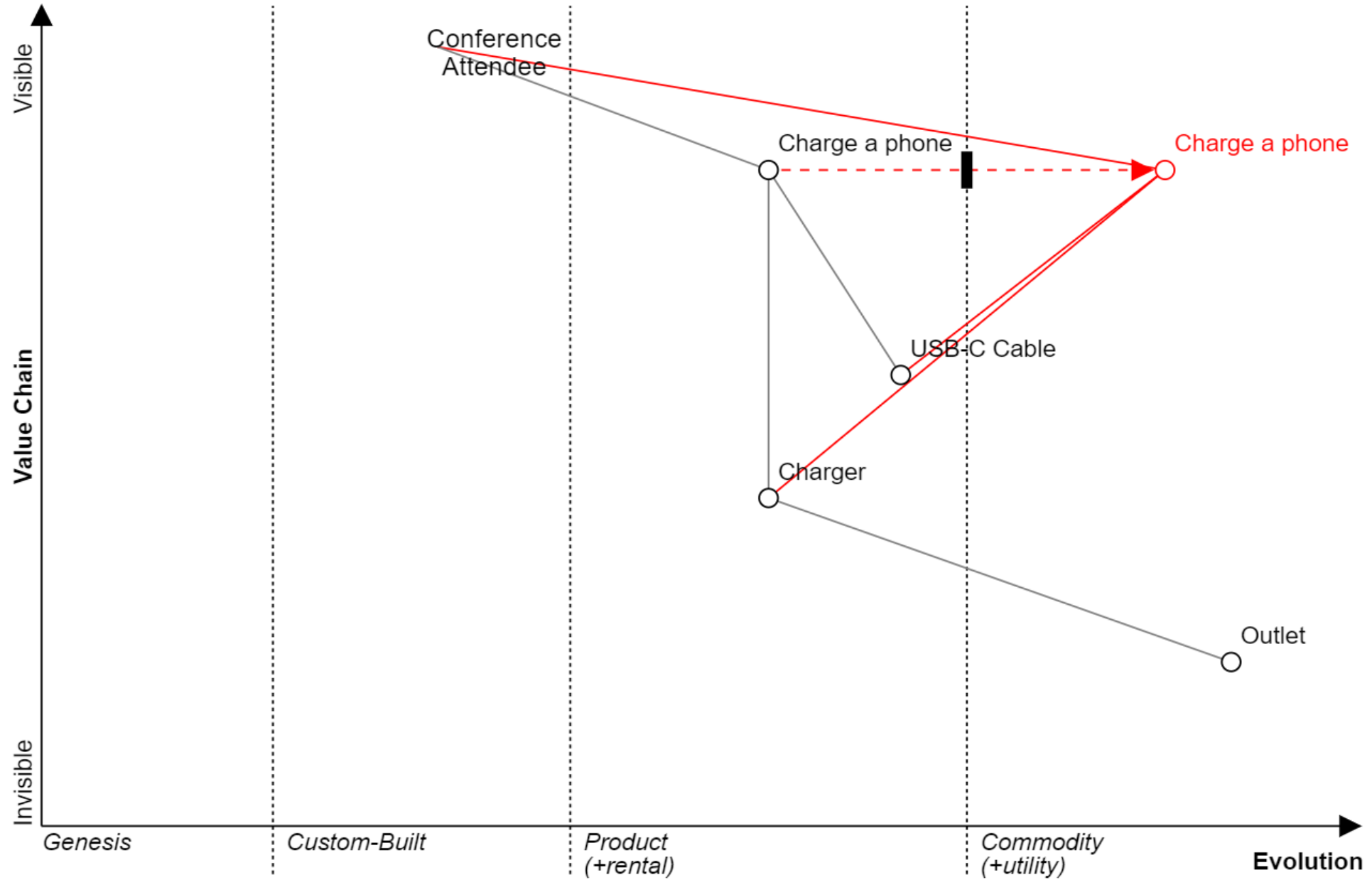
Courtesy
CHARGING STATION

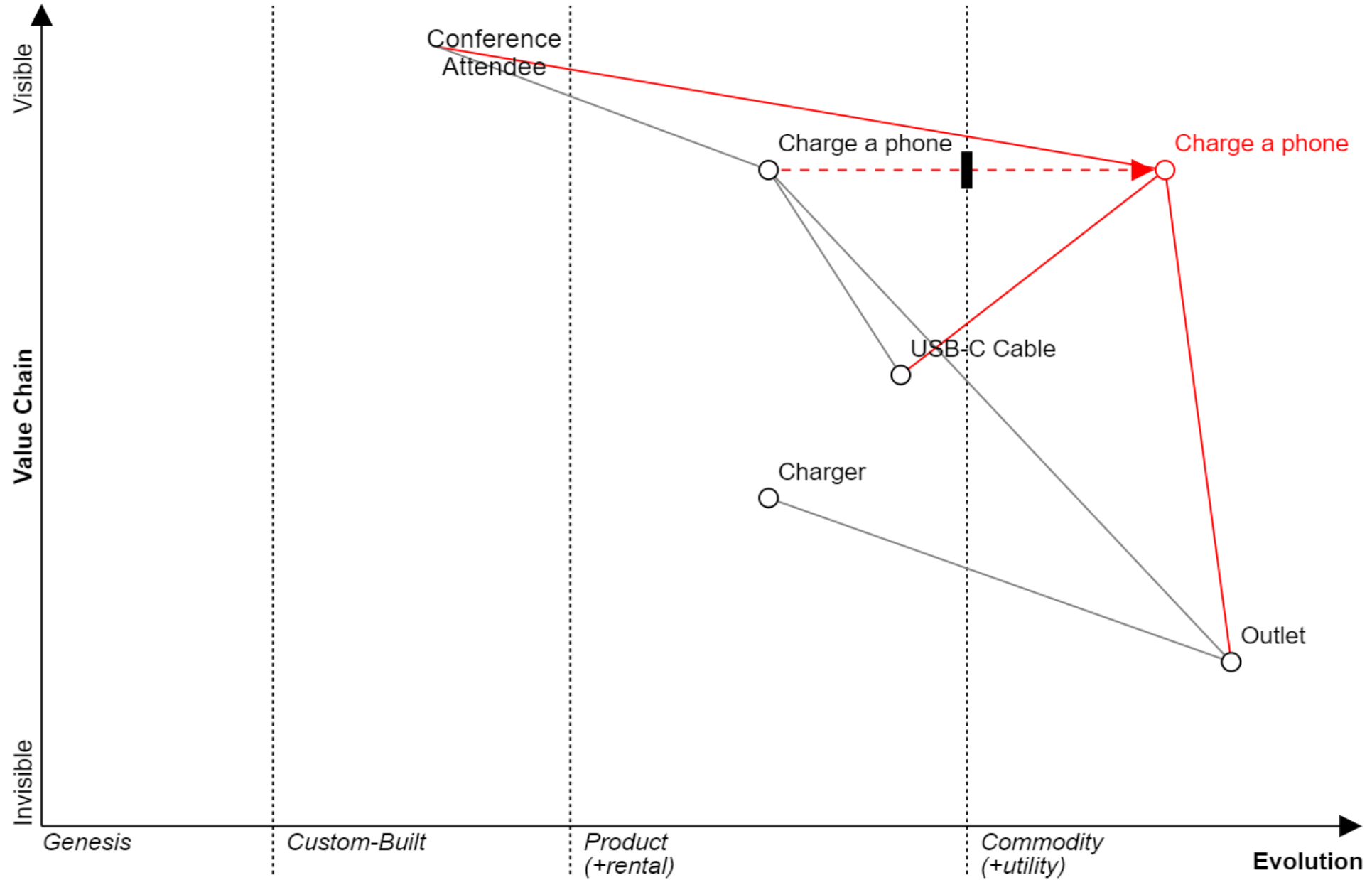START

RETRIEVE

PLUG IN.

LEAVE.

RETURN.
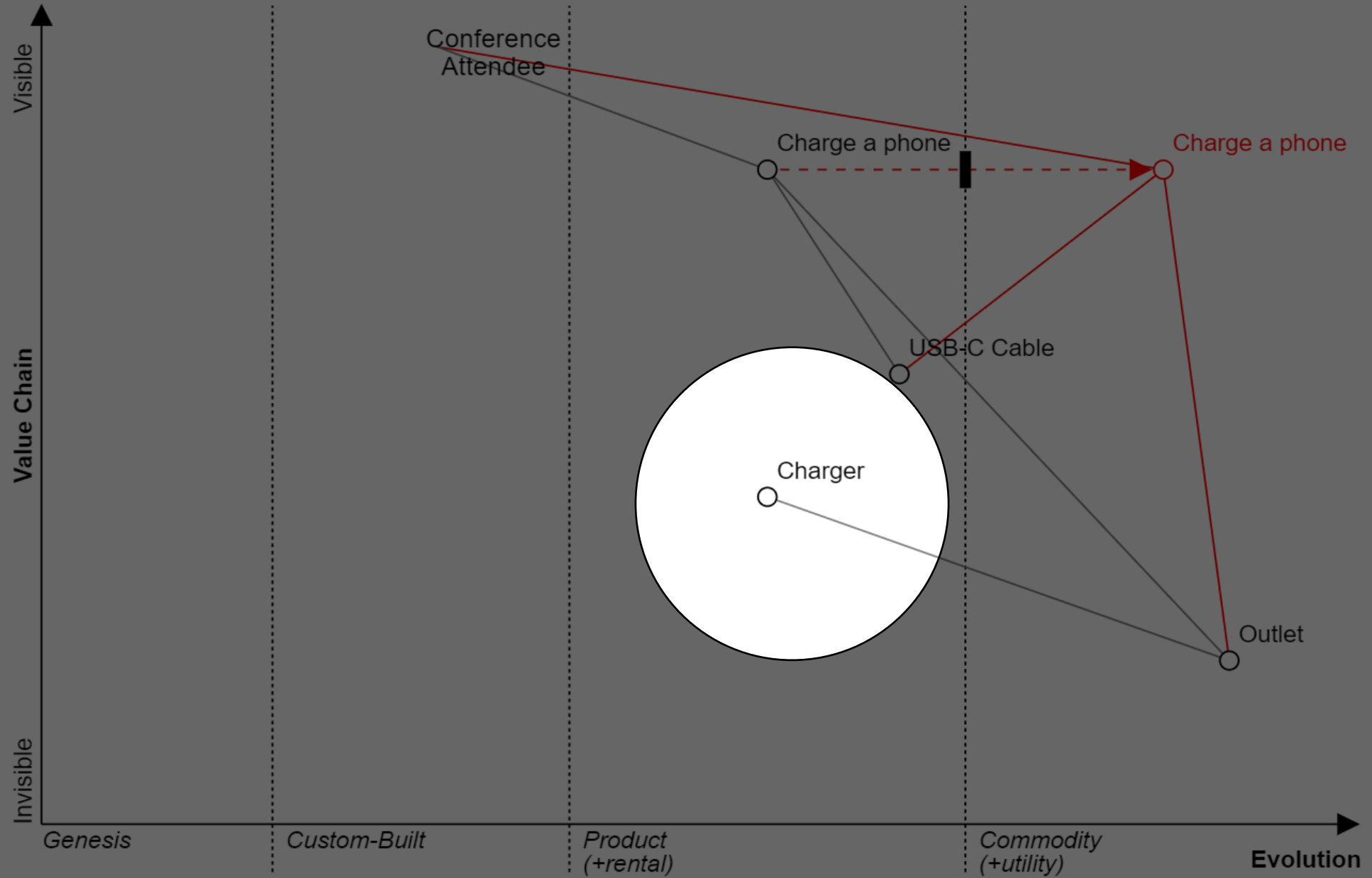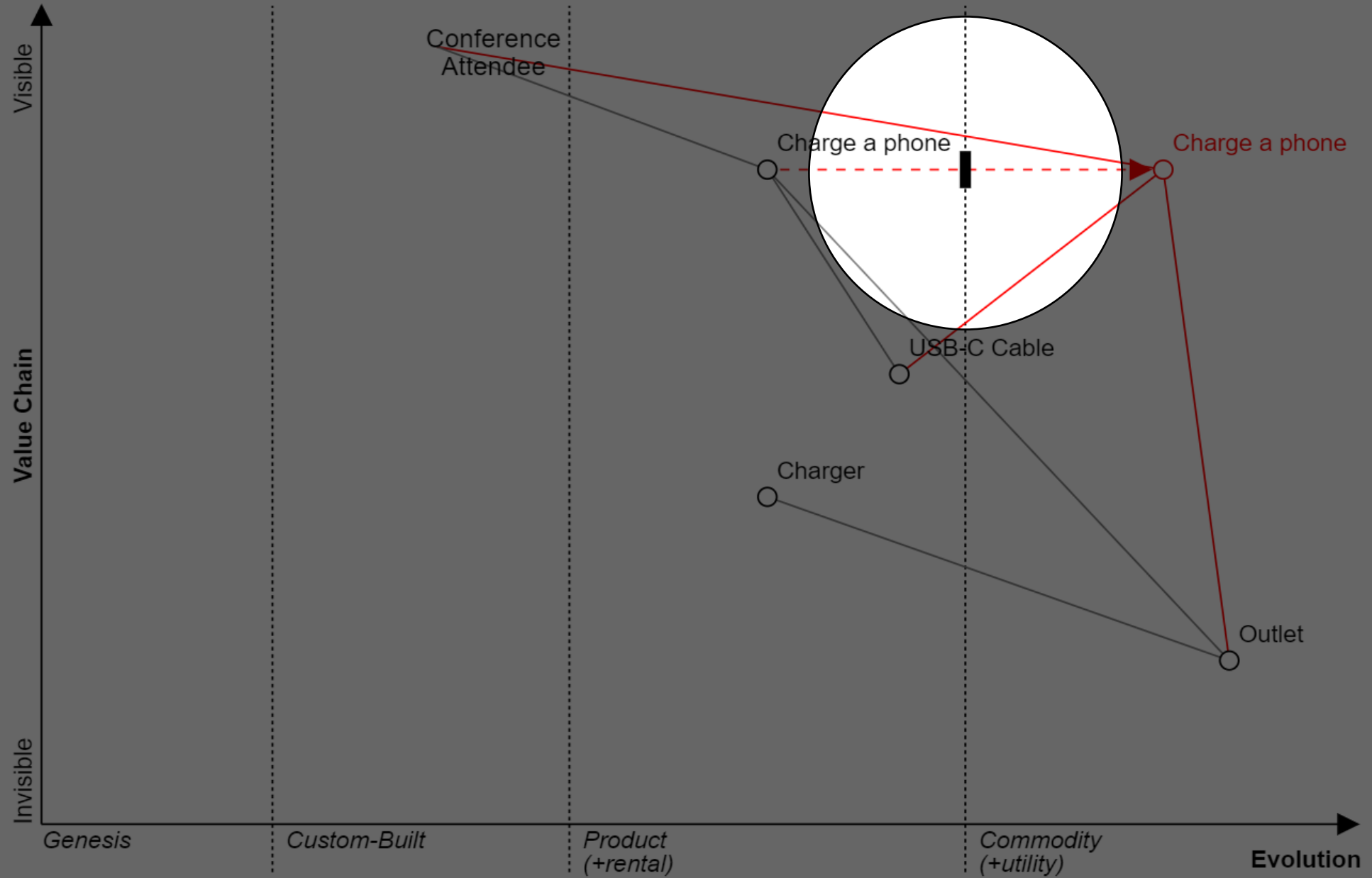
WORKS WITH:

GAYLORD
OPRYLAND®

RESORT & CONVENTION CENTER

Conference

Conference

Conference

Value Chain (Visible → Invisible)

Evolution: Genesis | Custom-Built | Product (+rental) | Commodity (+utility)

- Conference Attendee
- Charge a phone
- USB-C Cable
- Charger
- Outlet
- Charge a phone

Conference

Visible

Value Chain

Invisible

Conference
Attendee

Charge a phone   Charge a phone

USB-C Cable

Charger

Outlet

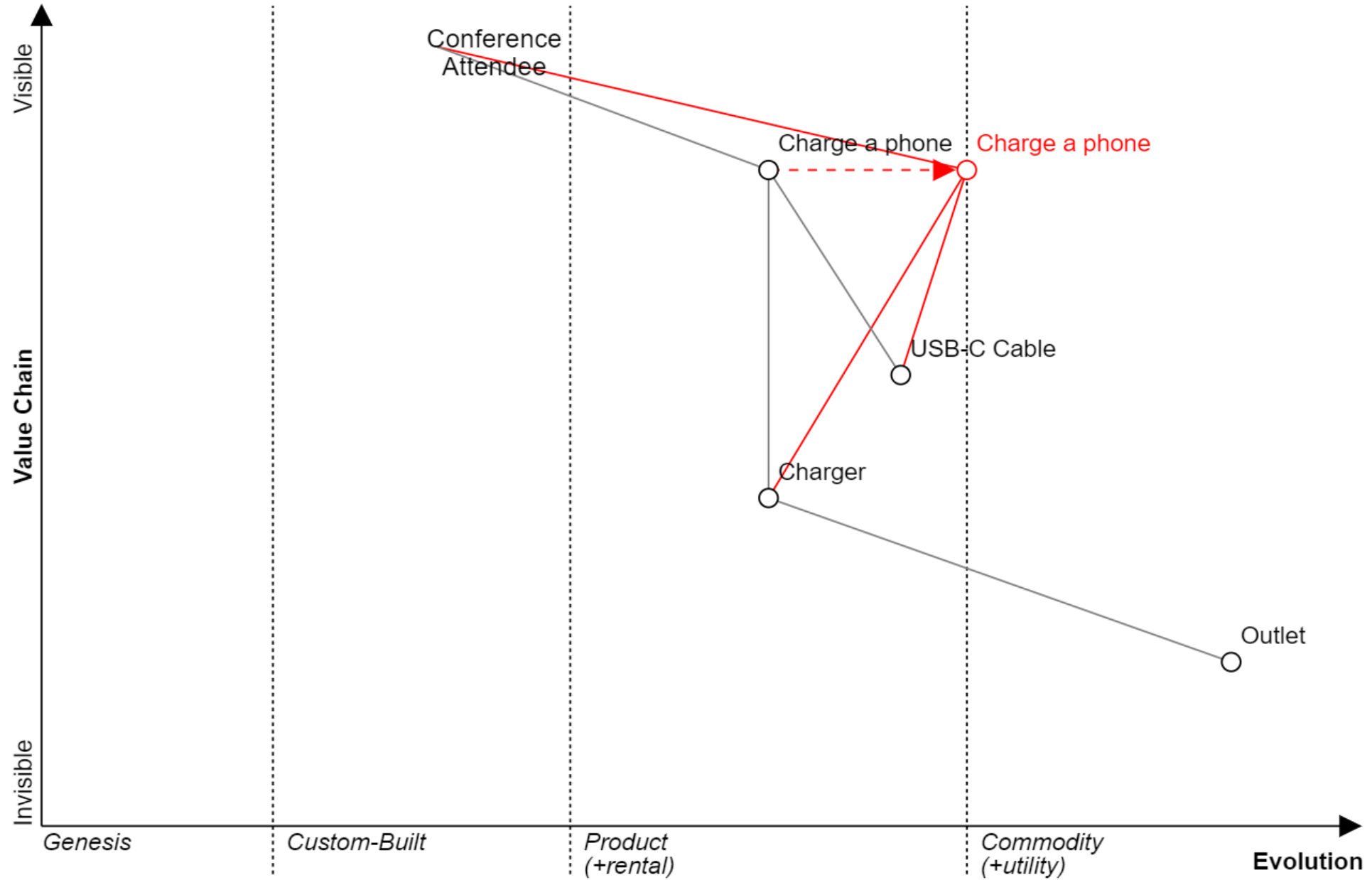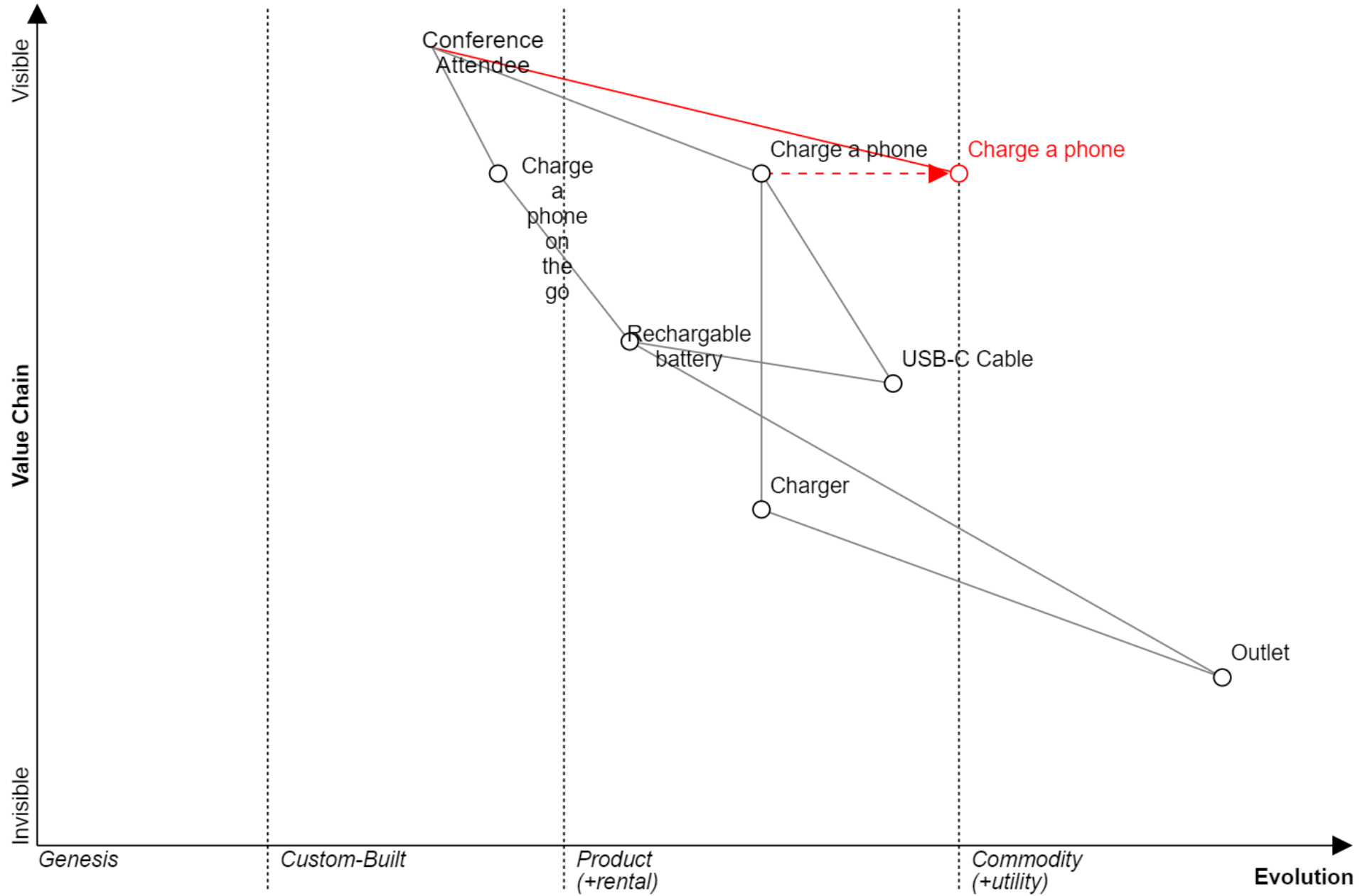Genesis   Custom-Built   Product
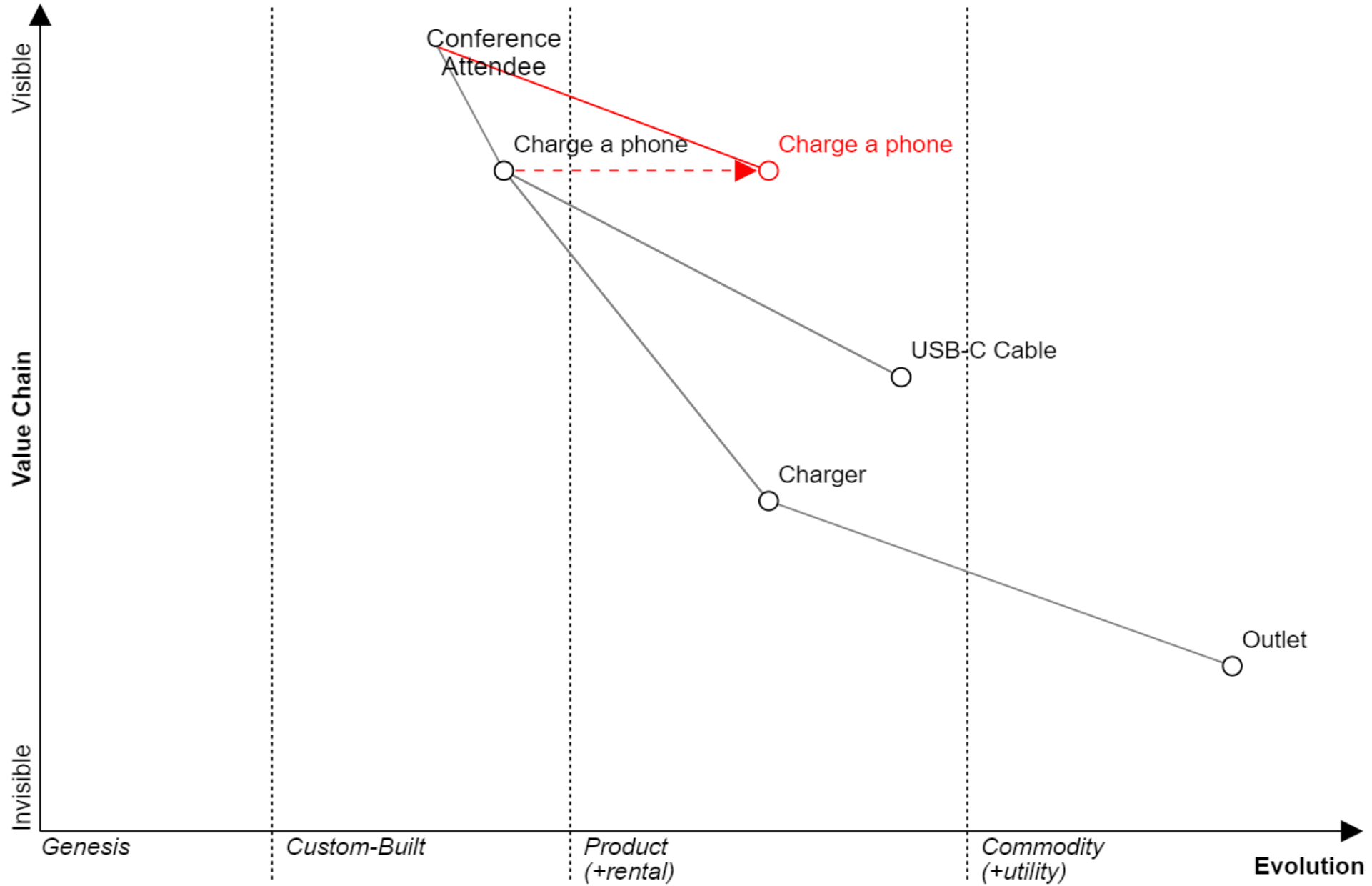(+rental)   Commodity
(+utility)

Evolution
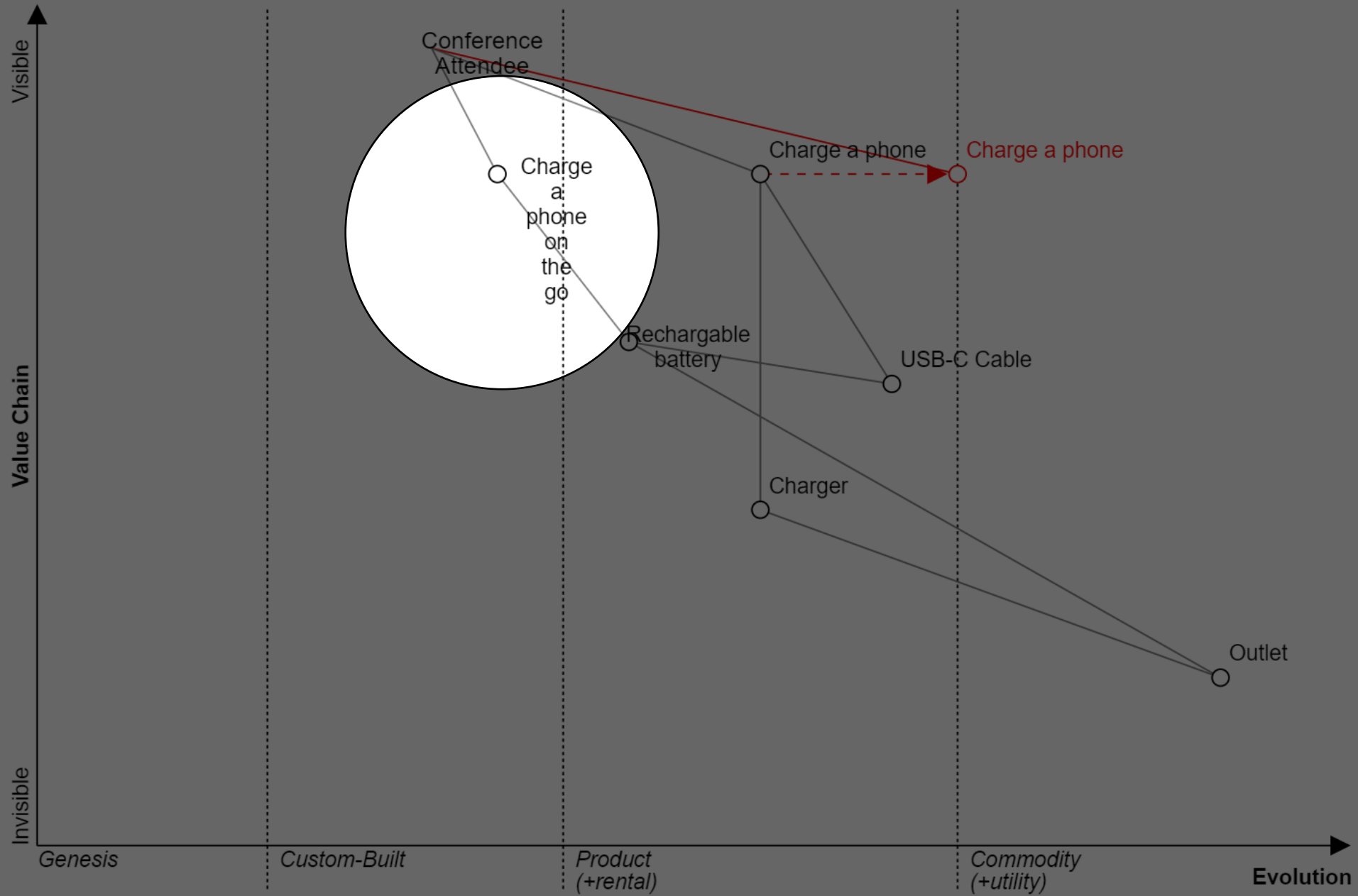
Conference

Conference

Conference

Tool to develop shared understanding

Emmersion Assessment

Visible

Test Taker

Support

Mic Check

Client Success

Listen
and
Repeat

Support
Ticketing
System

Value Chain

Scoring Code

IRT

Javascript
Framework

Item Bank

Backend
Framework

Scoring
Algorithm

Compute

Serverless

Carnegie

ASR

Storage

Invisible

Genesis

Custom-Built

*Product
(+rental)*

*Commodity
(+utility)*

Evolution

Emmersion Assessment

Uncharted · Industrialised

Visible
Value Chain
Invisible

Genesis · Custom-Built · Product (+rental) · Commodity (+utility) · Evolution

Test Taker
Support
Mic Check
Client Success
Listen and Repeat
Support Ticketing System
Scoring Code
IRT
Javascript Framework
Item Bank
Backend Framework
Scoring Algorithm
Carnegie
ASR
ASR
Compute
Serverless
Storage

Hiring at Emmersion

Visible

Visible

Invisible

Value Chain

Compensation

Emmersion
Engineer

Tools

Automony

Collaboration

Mastery

Purpose

Health
Benefits

Salary

+Take what you need policy
Time Off

Hardware

Laptop

Mic

Webcam

401k

Equity

Hack Day

Decision
Delegation

Software

Cross
Functional
Teams

IDE

Mob
Programming

Email

Chat

Compute

File
Storage/Sharing

Work
Visualization

Safety

Professionalism

Mob Tools?

Genesis

Custom-Built

Product
(+rental)

Commodity
(+utility)

Evolution

Emmersion Buyer

Context specific
play list

Decide

Gameplay

Act

Leadership

The "game"

Where to invest

Purpose

Organise

why of
purpose

Orient Doctrine

why of
movement

Doctrine
List

Spend Control
(collect, collate
and advise)

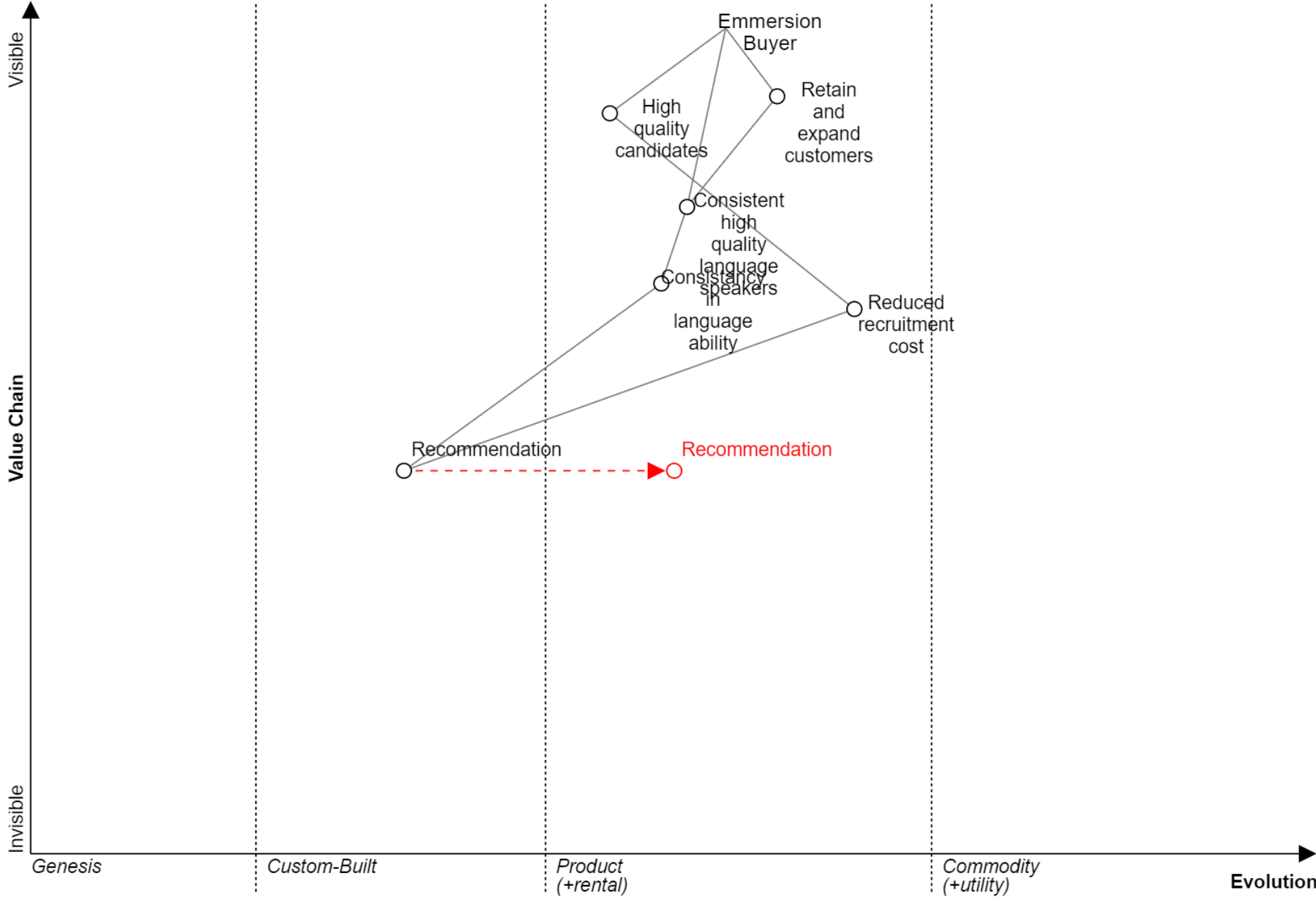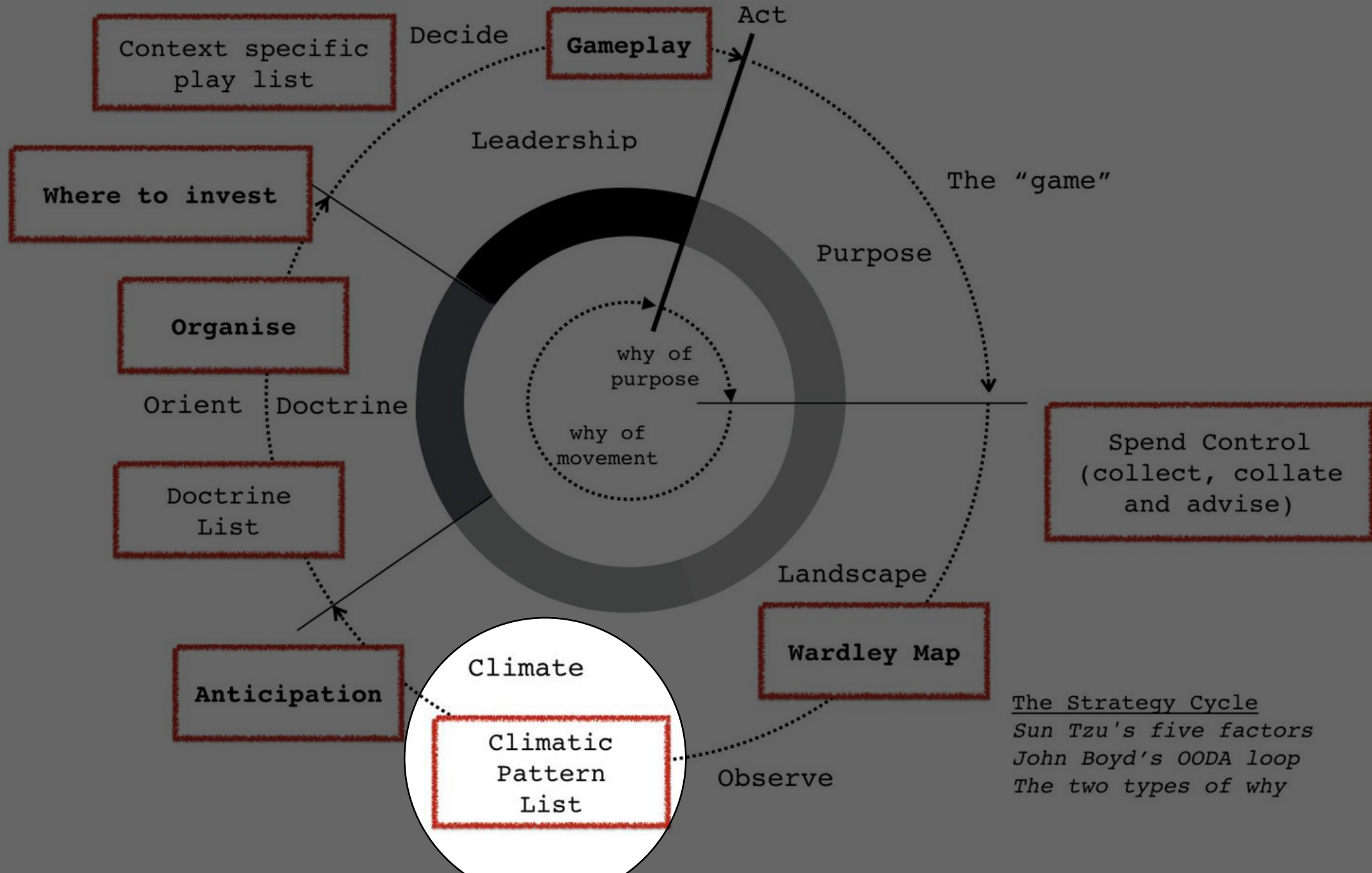Landscape

Anticipation
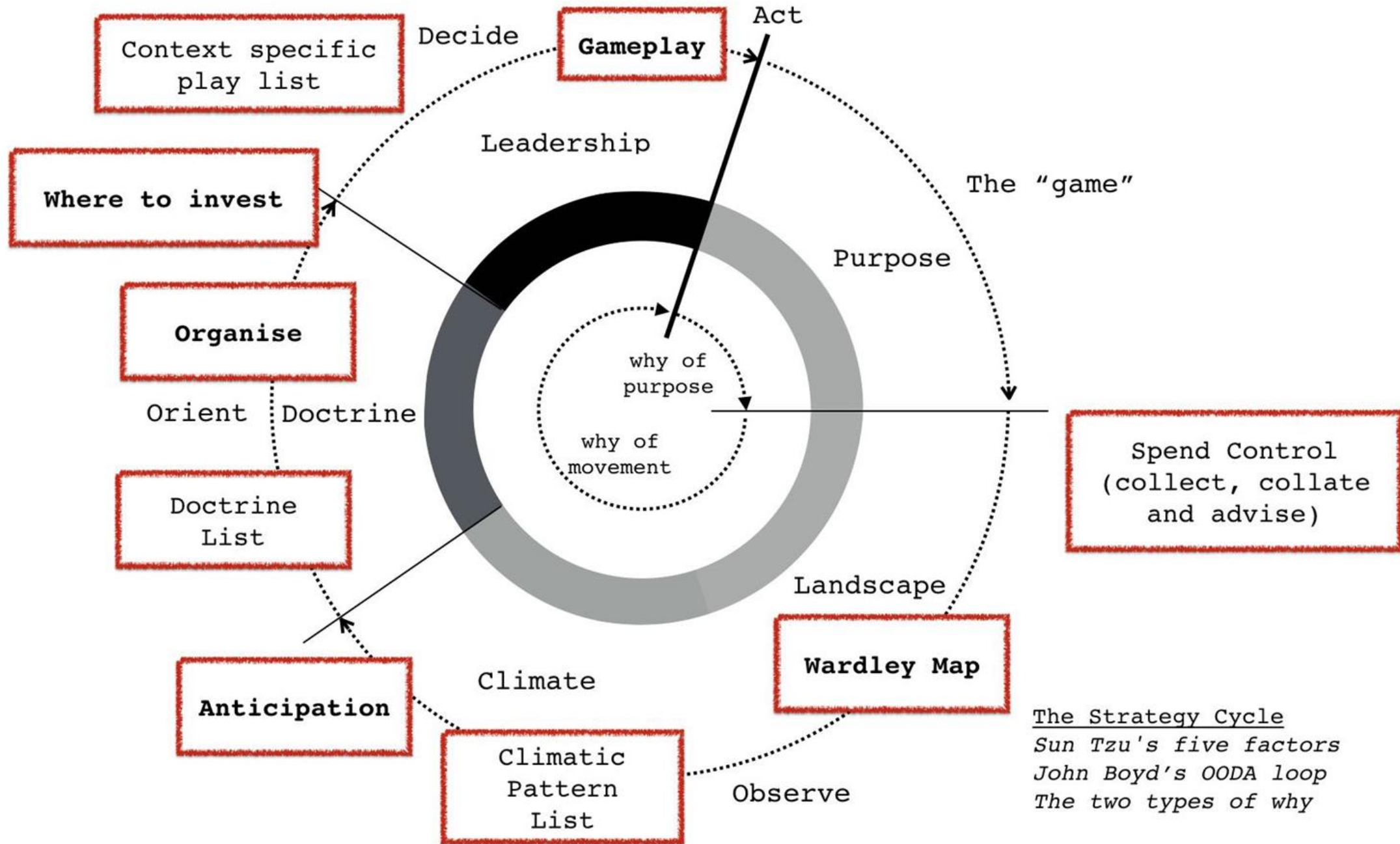
Climate

Wardley Map

Climatic
Pattern
List

Observe

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

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

The Strategy Cycle

Context specific play list

Gameplay

Decide

Act

Leadership

Where to invest

The "game"

Purpose

Organise

why of purpose

Orient Doctrine

why of movement

Doctrine List

Spend Control (collect, collate and advise)

Landscape

Anticipation

Climate

Wardley Map

Climatic Pattern List

Observe

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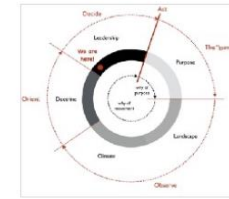*The two types of why*

I still don't get it Mike!

The play and a decision to act

Chapter 5

swardley
Aug 21, 2016 · 35 min read

Doctrine

Chapter 4

swardley
Aug 16, 2016 · 33 min read
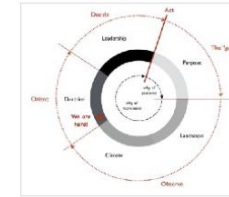
Exploring the map

Chapter 3

swardley
Aug 12, 2016 · 23 min read

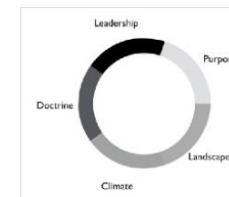## Finding a path

Chapter 2

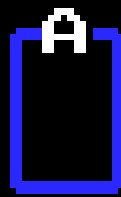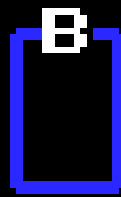swardley
Aug 10, 2016 · 24 min read
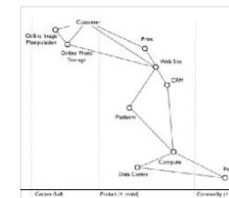
On being lost

Chapter 1

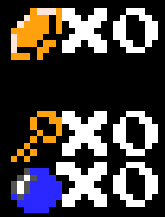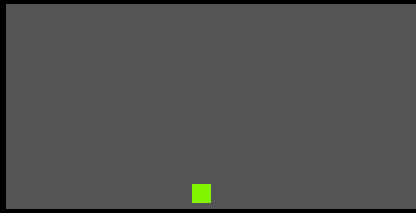swardley
Aug 8, 2016 · 28 min read

IT'S DANGEROUS TO GO ALONE! TAKE THIS.

Mike's Book Club

Anyone can join, but the price of participation is reading

# "A map is not the territory"

-Alfred Korzybski

125 St
1

125 St
A·B·C·D ✈
M60 SBS
LGA Airport

125 St
2·3 M60 SBS
LGA Airport ✈

M60 SBS

125 St
4·5·6 ✈

116 St
Columbia
University
M60 SBS ✈ 1
LGA Airport

116 St
B·C

HARLEM

Harlem
125 St

116 St
6

EAST
HARLEM

M60 SBS

2

116 St
2·3

3

Central Park
North (110 St)
2·3

110 St
6

Cathedral
Pkwy
(110 St)

Cathedral Pkwy
(110 St)
B·C

4

5

103 St
1

103 St
B·C

6

103 St
6

A

C

96 St
B·C

MANHATTAN

96 St
6

Q

96 St
Q

96 St
1·2·3

B

D

86 St
1

86 St
B·C

86 St
4·5·6

86 St
Q

UPPER
WEST
SIDE

METROPOLITAN
MUSEUM
OF ART

UPPER
EAST
SIDE

Q

81 St–Museum
of Natural
History
B·C

79 St

79 St
1

77 St
6

72 St
1·2·3

72 St
B·C

CENTRAL
PARK

68 St
Hunter
College
6

72 St
Q

1

Lexington
Av/63 St
F·Q

Roosevelt
Island

66 St
2

Q

3

Lincoln Center
1

F

Roosevelt
Island

Lexington Av/59 St
N·R·W   TRAMWAY

59 St
Columbus Circle
A·B·C·D·1

N R W
60 ST

59 St
4·5·6

QUEENSBORO

WEST
SIDE

57 St-7 Av
N·Q·R·W

57 St
F

5 Av/
59 St
N·R·W

Lexington Av/53 St E·M

B·D·E   7 AV

53 ST

50 St
southbound C·E

50 St
1

49 St
N·R·W
northbound

5 Av/53 St
E·M

51 St
6

E   M

42 St/Port Authority
Bus Terminal
✈ A·C·E

47–50 Sts
Rockefeller Ctr
B·D·F·M

UNITED
NATIONS

JAVITS
CENTER

S

42 St

Times Sq-42 St
N·Q·R·S·W·1·2·3·7
except S

R N
W Q

42 St
Bryant Pk
B·D·F·M

5 Av
7

Grand Central
42 St ✈ except S
S·4·5·6·7·Metro-North

4

5

6

QUEENS
MIDTOWN
TUNNEL

34 St
Hudson
Yards
7

34 St
Penn
Station
A·C·E·LIRR

34 St
Penn
Station
1·2·3·LIRR

34 St
Herald Sq
B·D·F·M
N·Q·R·W

33 St
6

28 St
1

28 St
N·Q·R·W

28 St
6

Most of the time pencil and paper works just fine, but just in case here are all the Wardley Mapping tools we could find.

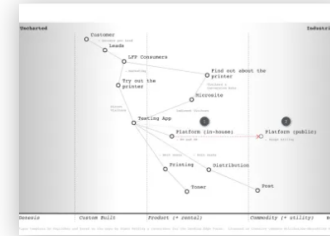# Diagramming / Virtual Collaboration Templates

Use your favorite diagramming or virtual collaboration software to make and share Wardley Maps.
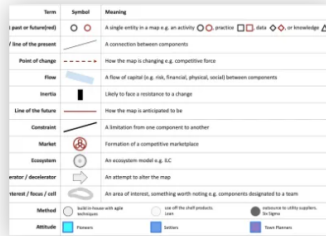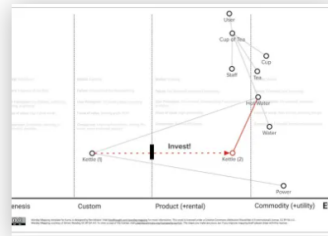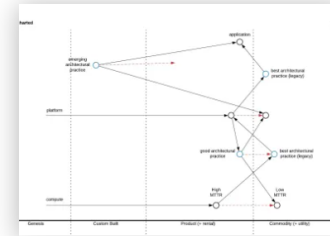
Archi
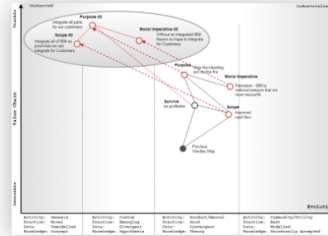
Diagrams.net (Draw.io)

Figma

Google Slides

Keynote

Kumu

LucidChart
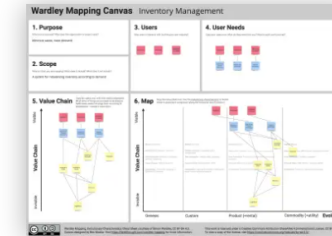
Miro
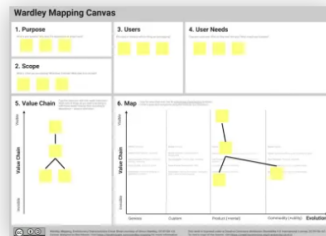
Mural
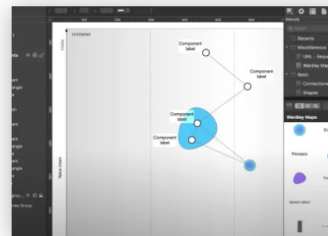
OmniGraffle

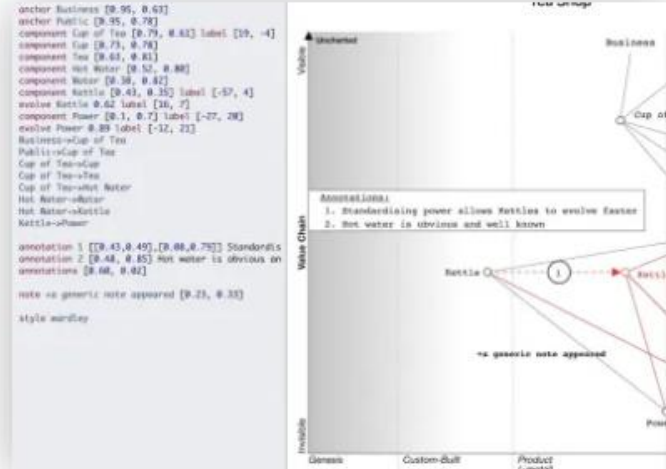**PowerPoint**

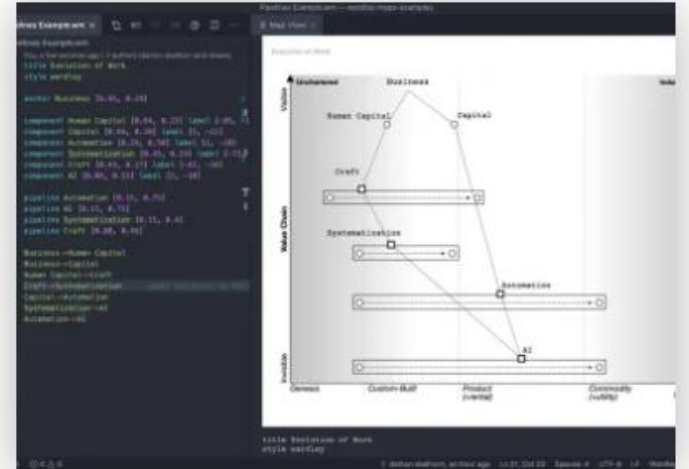https://learnwardleymapping.com/tools/
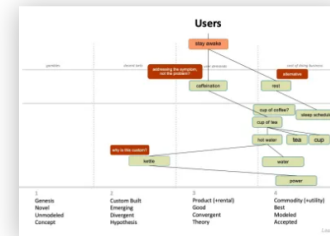
Maps as Code

Wardley Mapping DSLs and tools for version-controllable markup.
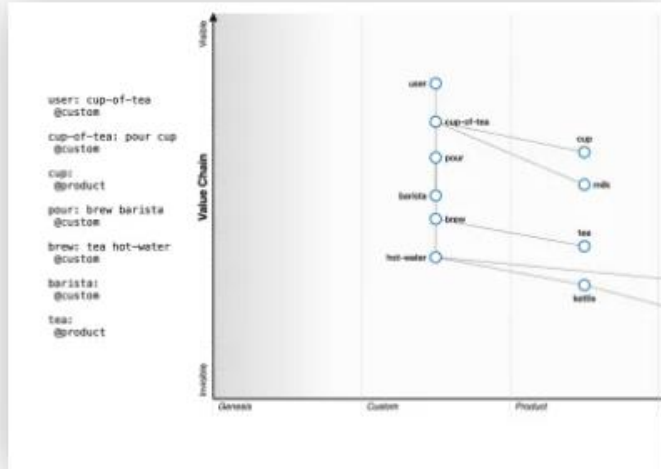
MapScript

Online Wardley Maps

Visual Studio Code (VSCode)

File   Edit   Selection   View   Go   Run   Terminal   Help

EXPLORER

Conference-9.wm

```
1   title Conference
2   anchor Conference Attendee [0.95, 0.3]
3   component Charge a phone [0.80, 0.55]
4   component USB-C Cable [0.55, 0.65]
5   component Charger [0.40, 0.55]
6   component Outlet [0.20, 0.90]
7   Conference Attendee -> Charge a phone
8   Charge a phone -> USB-C Cable
9   Charge a phone -> Charger
10  Charger -> Outlet
11
12  component Charge a phone on the go [0.80, 0.35]
13  component Rechargable battery [0.60, 0.45]
14
15  Conference Attendee -> Charge a phone on the go
16  Charge a phone on the go -> Rechargable battery
17  Rechargable battery -> USB-C Cable
18  Rechargable battery -> Outlet
19  evolve Charge a phone 0.7
```

https://onlinewardleymaps.com/

Conference

Visible

Value Chain

Invisible

Conference Attendee

Charge a phone on the go

Charge a phone

Charge a phone

Rechargable battery

USB-C Cable

Charger

Outlet

Genesis   Custom-Built   Product (+rental)   Commodity (+utility)   Evolution

Ln 17, Col 35   Spaces: 4   UTF-8   CRLF   WardleyMap
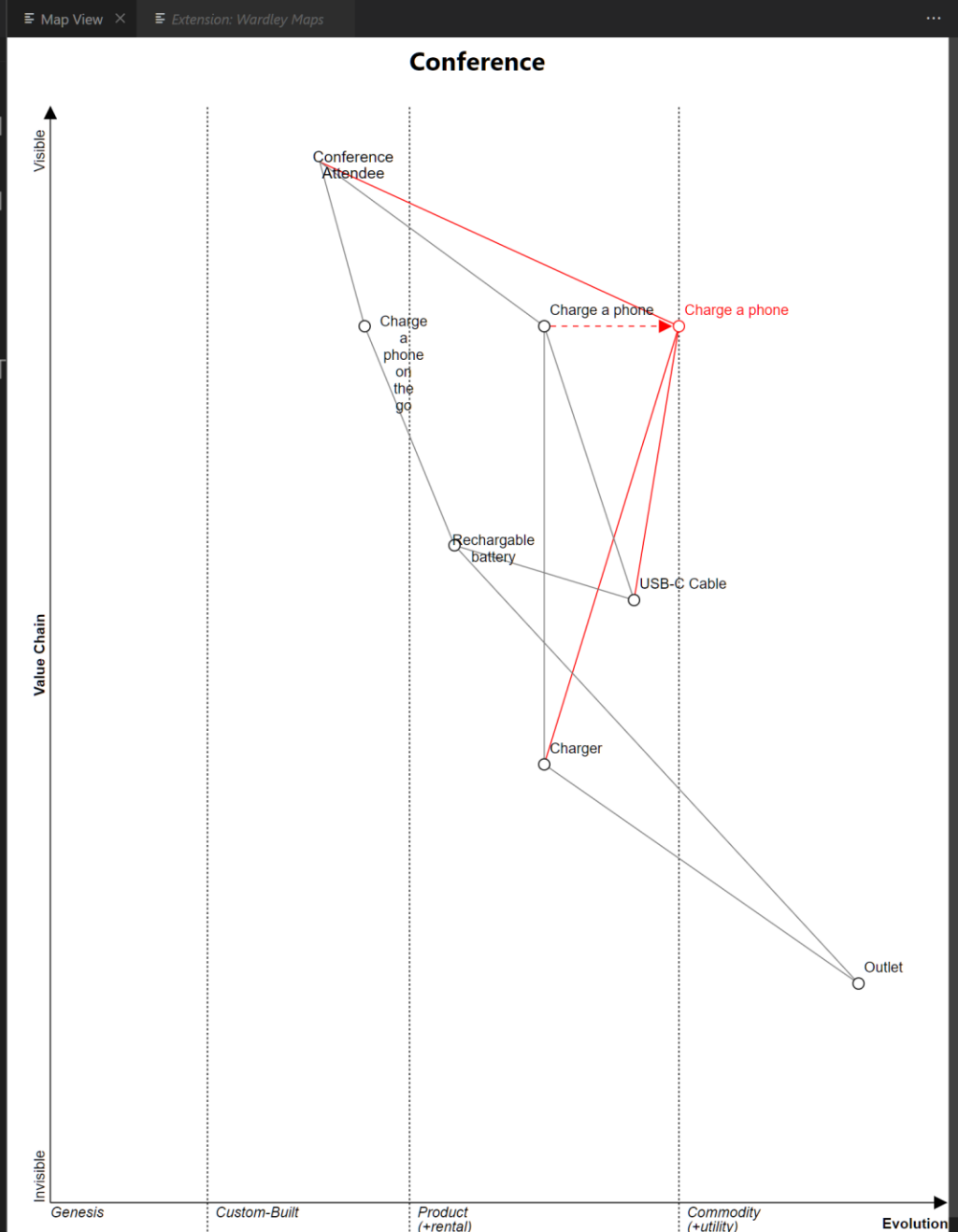
"Plans are worthless, but planning is everything."

"Maps are worthless, but mapping is everything."

Just start mapping!

Mike Clement

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- https://www.linkedin.com/in/mclement/

- Software Crafters Atlanta
  - Find us on meetup.com
- Resources
  - https://strategy-madlibs.herokuapp.com/
  - https://learnwardleymapping.com/
  - https://onlinewardleymaps.com/