Henko

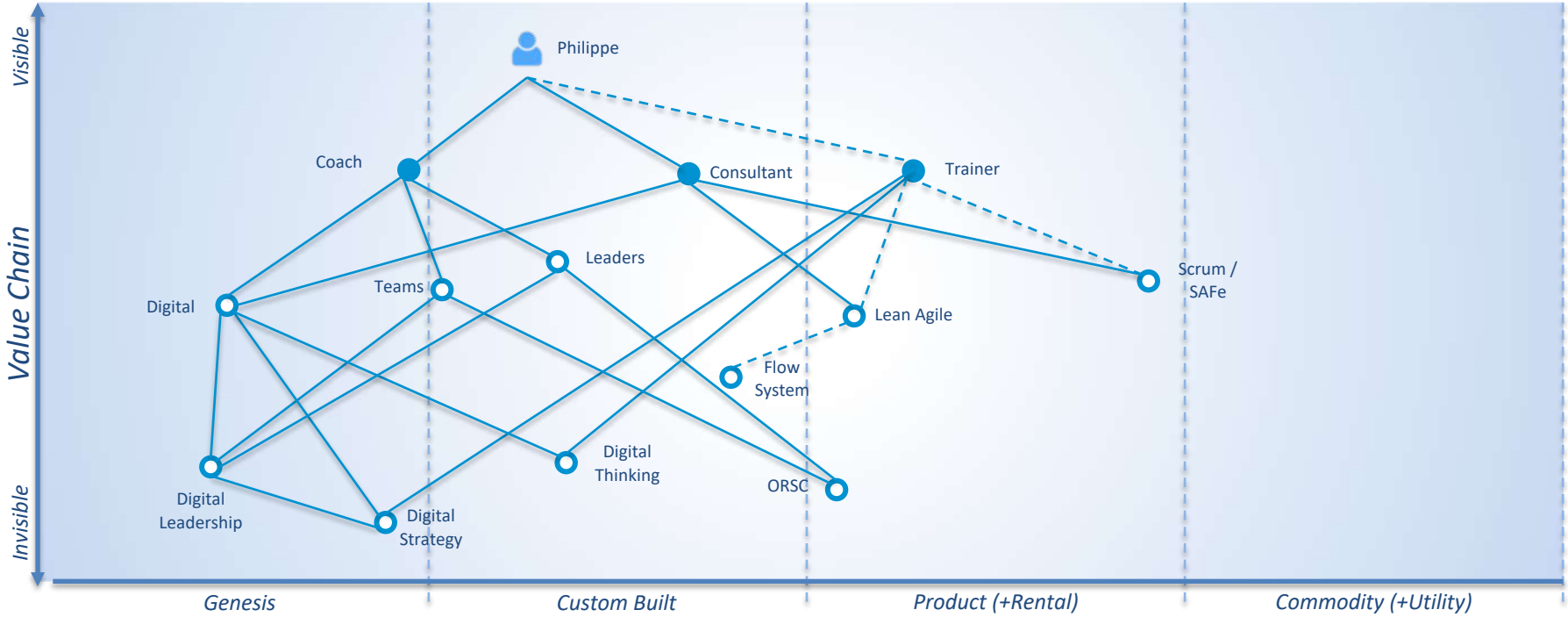
MAP CAMP
July 2020, Germany

Strategy to the People!

Using Wardley Maps in support of Lean-Agile change

Philippe Guenet | July 2020

Introduction



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Question

Who here is in a position to **lead / write / facilitate the Strategy** in your business?

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Question

What type of Strategy?

- New business avenues
- Product backlog prioritisation
- Change of practices (eg. Agile/DevOps)
- Tech Strategy/Roadmap
- Overall Business / all the above

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Putting Strategy into Practice

- People don't have the time for Strategy
- Is it Strategy or Budgets/Plans?
- Operations are so bad that Strategy doesn't matter… or should it?
- Strategy is for the boss(es)

- Team autonomy means making the right decisions
- People need strategic context
- Flattening the hierarchies brings:

Strategy to the People!

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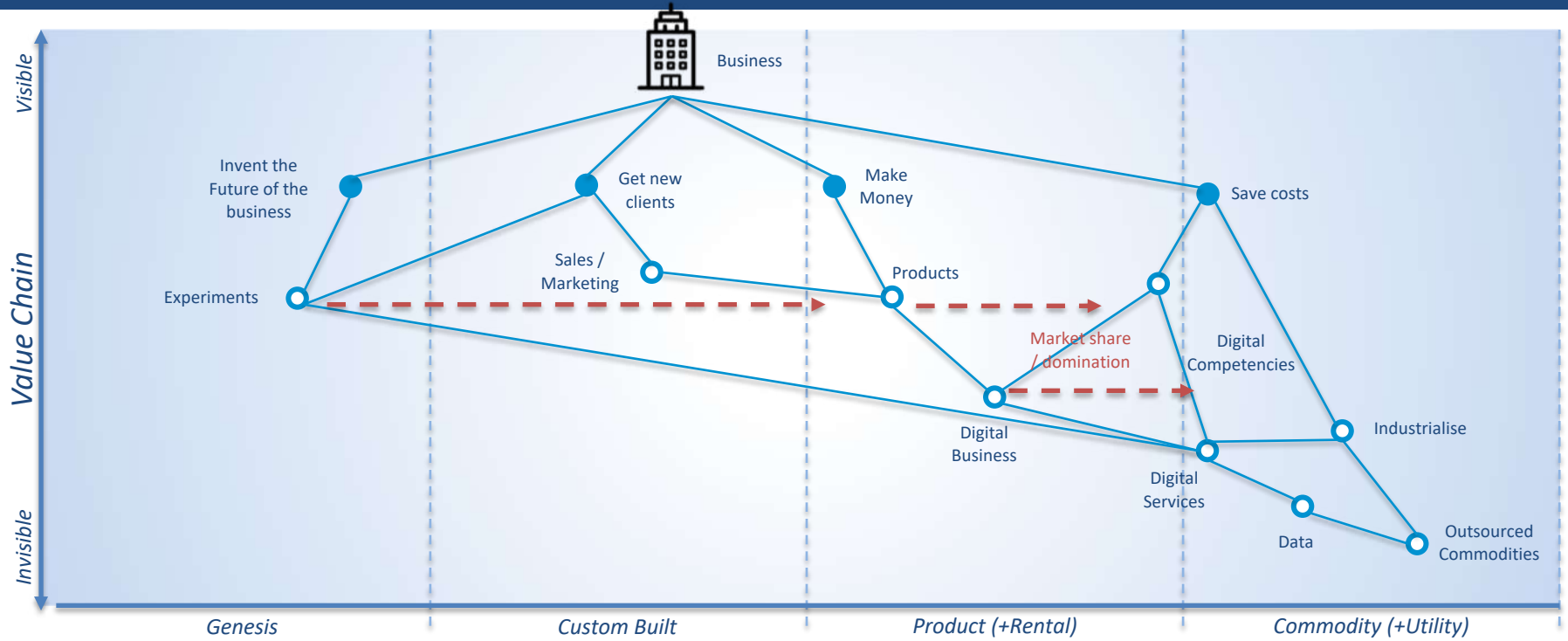
What business should look like



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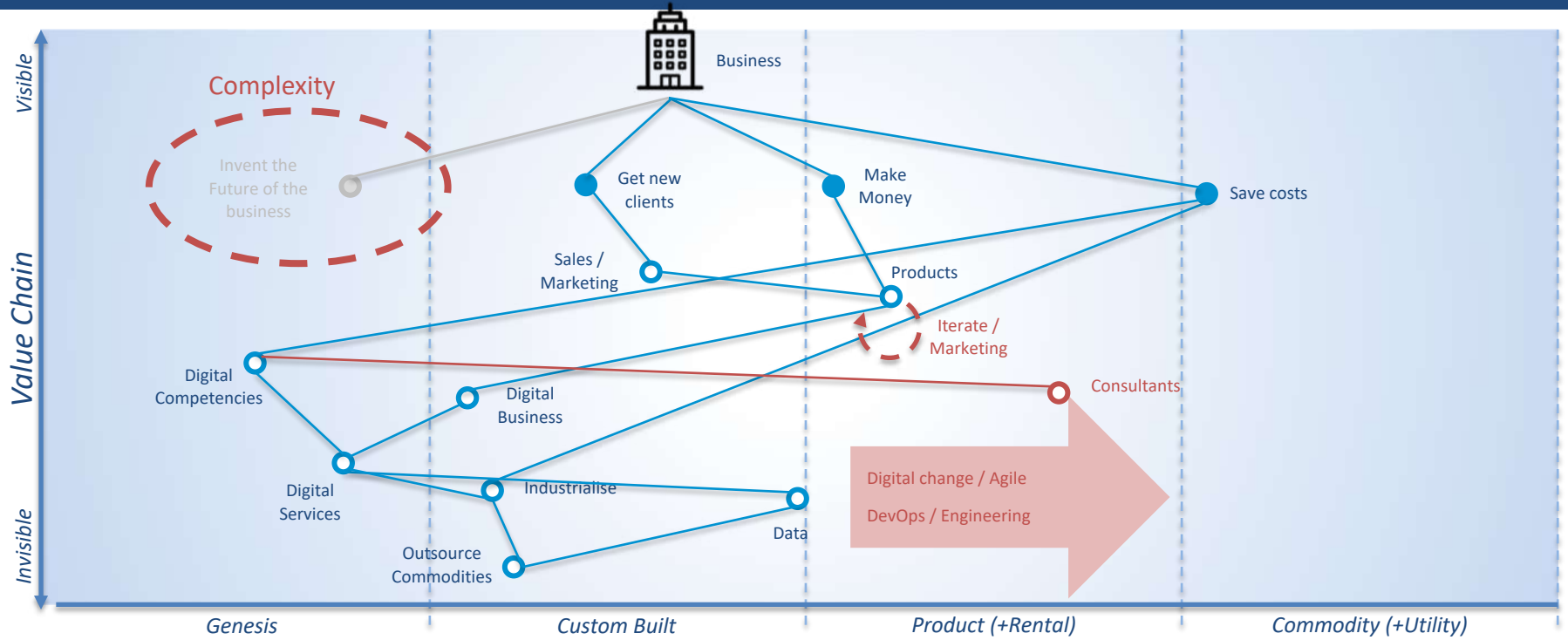
What the reality looks like



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Strategic focus

Most Businesses have a **Digital execution challenge** and lack the **Digital competencies**.

Digital Change / Agile have been the strategies to address (we did not need maps to know this).

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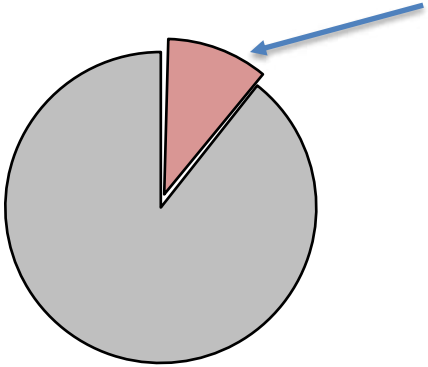
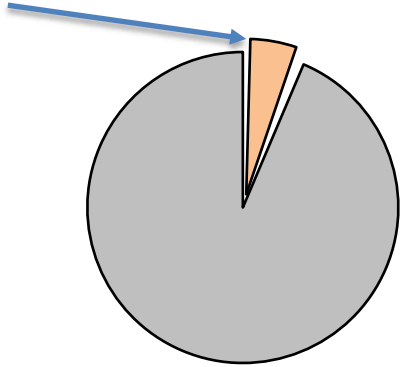
Mapping is hard, people have no time



People have very little time for new things out of their day-to-day operations

Time for new ways



Leadership have even less time

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Strategy to the People!

Yet, flatter hierarchies and team autonomy require making the right decisions (in knowledge of the context).

People need to be connected to the Strategy to succeed in Agile.

We need to take Strategy to the People!

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Maps in regular business

The first rule about maps, don’t talk about maps!

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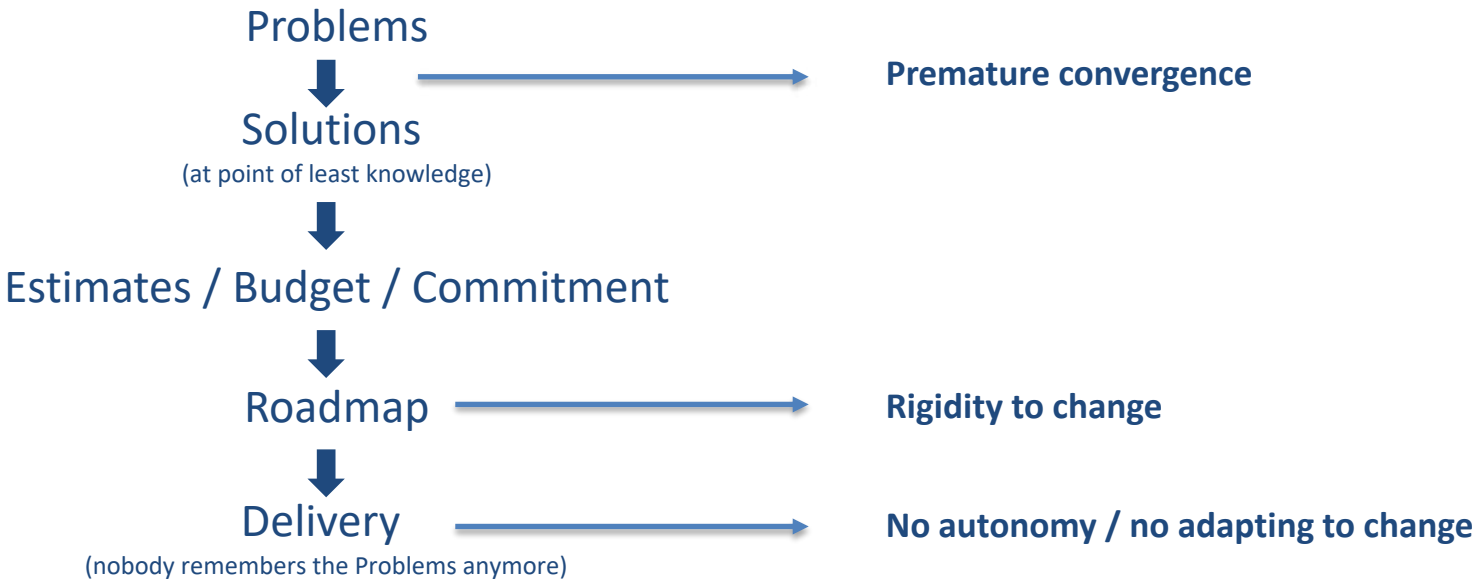
Introducing Mapping by Stealth

- Strategy Cycle
- Doctrine
- Landscape & Movement
- Power of Value Chains
- Coherence

Strategy cycle

Traditional:



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Strategy cycle

Traditional:

Problems

⬇

Solutions

(at point of least knowledge)

⬇

Estimates / Budget / Commitment

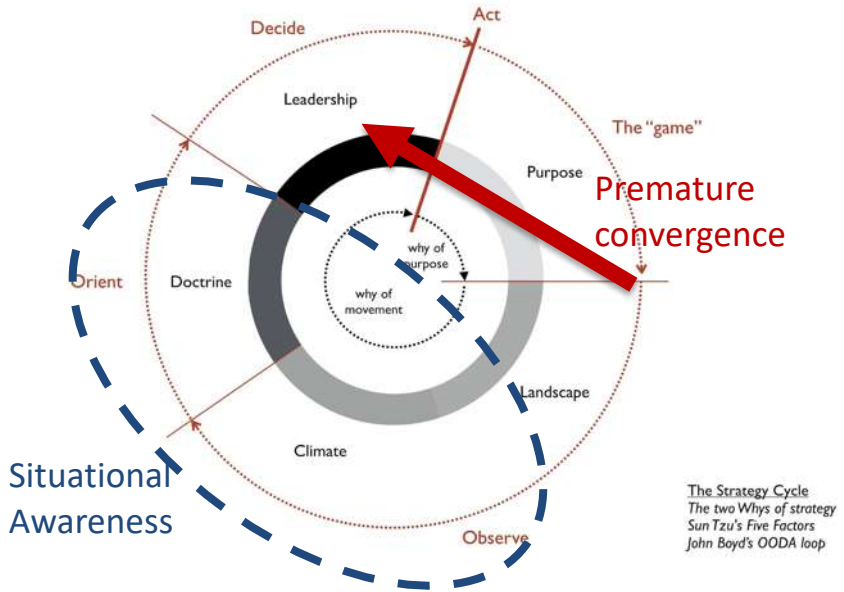
⬇

Roadmap

⬇

Delivery

(nobody remembers the Problems anymore)



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Strategy cycle

Wardley cycle by Stealth:

Problems + Opportunities

⬇

Teams with Competencies

⬇

Landscape

(even if you you have to use SWOT…)

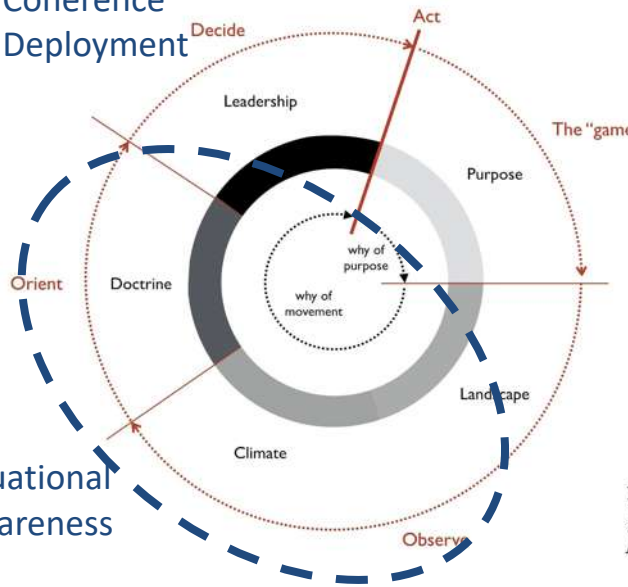
⬇

Possibilities

⬇

Decisions / Execution

Decisions
Coherence
Deployment



Mission

Situational
Awareness

The Strategy Cycle
The two Whys of strategy
Sun Tzu's Five Factors
John Boyd's OODA loop

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Doctrine

Henko's modified Wardley's doctrine – by Category					
	Implementation	Universally useful patterns that a user can apply regardless of context			
1	Communication	(a) Be transparent (a bias towards open)	(b) Focus on high situational awareness (understand what is being considered)	(c) Establish a common language (necessary for collaboration)	(d) Communicate using collaborative participation (eg. involve people using workshops)
2	Development	(a) Know your users (eg. Customers, shareholders, regulators, staff)	(b) Focus on user needs	(c) Think fast, inexpensive, restrained and elegant (FIRE, formally FIST)	(d) Remove bias and duplication
		(e) Use appropriate methods (eg. Agile vs Lean vs six sigma)	(f) Focus on value/outcomes, not a contract (eg. Worth based development)	(g) Be pragmatic (it does not matter if the cat is black or white as long as it catches mice)	(h) Use standards where appropriate
		(i) Use appropriate tools (eg. Mapping, financial models)	(j) Aim to simplify, always	(k) Modernise technology in-tune with pace of progress	(l) Explore uncharted innovation from experimentation
3	Operations	(a) Manage inertia (eg. Existing practice, political capital, previous investment, egos)	(b) Optimise flow (remove bottlenecks)	(c) Go Gemba (visualise work, visit workplace frequently, ask questions)	(d) Effectiveness over efficiency
		(e) Structurally engrain continuous improvements (kaizen)	(f) Set exceptional standards (great is just not good enough)	(g) Make it safe to fail for people and the business	(h) Refocus saved operational capacity towards improvements and innovation
4	Structure	(a) Provide purpose, mastery & autonomy	(b) Think small rather than scaled (as in teams)	(c) Distribute power and decision making	(d) Think aptitude and attitude
		(e) Continuously adapt and improve the system of work for flow	(f) There is no one culture (eg. Pioneers, settlers and town planners)	(g) Develop and leverage teams' collective intelligence	
5	Learning culture	(a) Use a systematic mechanisms of learning (a bias towards feedback & sharing)	(b) A bias towards action (learn by playing the game)	(c) A bias towards the new (be curious, take appropriate risks)	(d) Listen to your ecosystems, internal (VoS) and external (VoC)
6	Leading	(a) Be the owner (take responsibility)	(b) Favour progress (an imperfect plan executed today is better than a perfect plan executed tomorrow)	(c) Think big (inspire others, provide direction)	(d) Strategy is iterative, not linear (fast reactive cycles)
		(e) Strategy is Complex (lead in uncertainty rather than demand commitment from the teams)	(f) Commit to the direction, be adaptive along the path (crossing the river by feeling the stones)	(g) No sacred cow, change is continual (Don't become the bottleneck of change)	(h) Be humble (listen, be selfless, have fortitude)
		(i) Exploit the landscape			

- Quick view for awareness.
- Phased version has strategy bias.
- Consider an operational bias.

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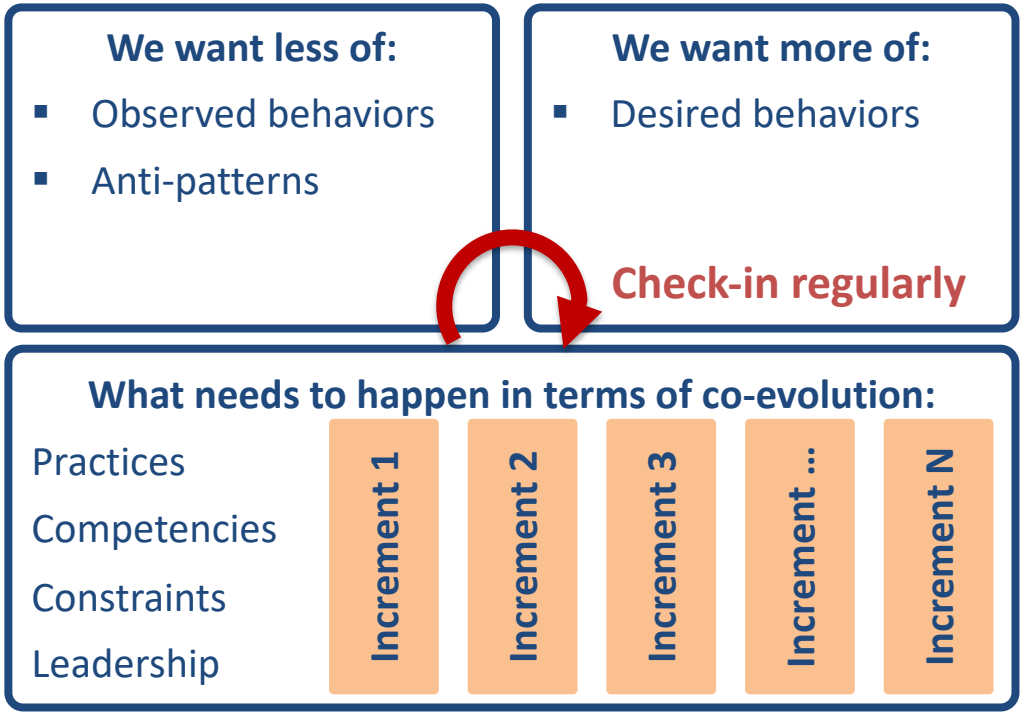
Doctrine simplified



Landscape

Innovate < Automate < Optimise < Stabilise

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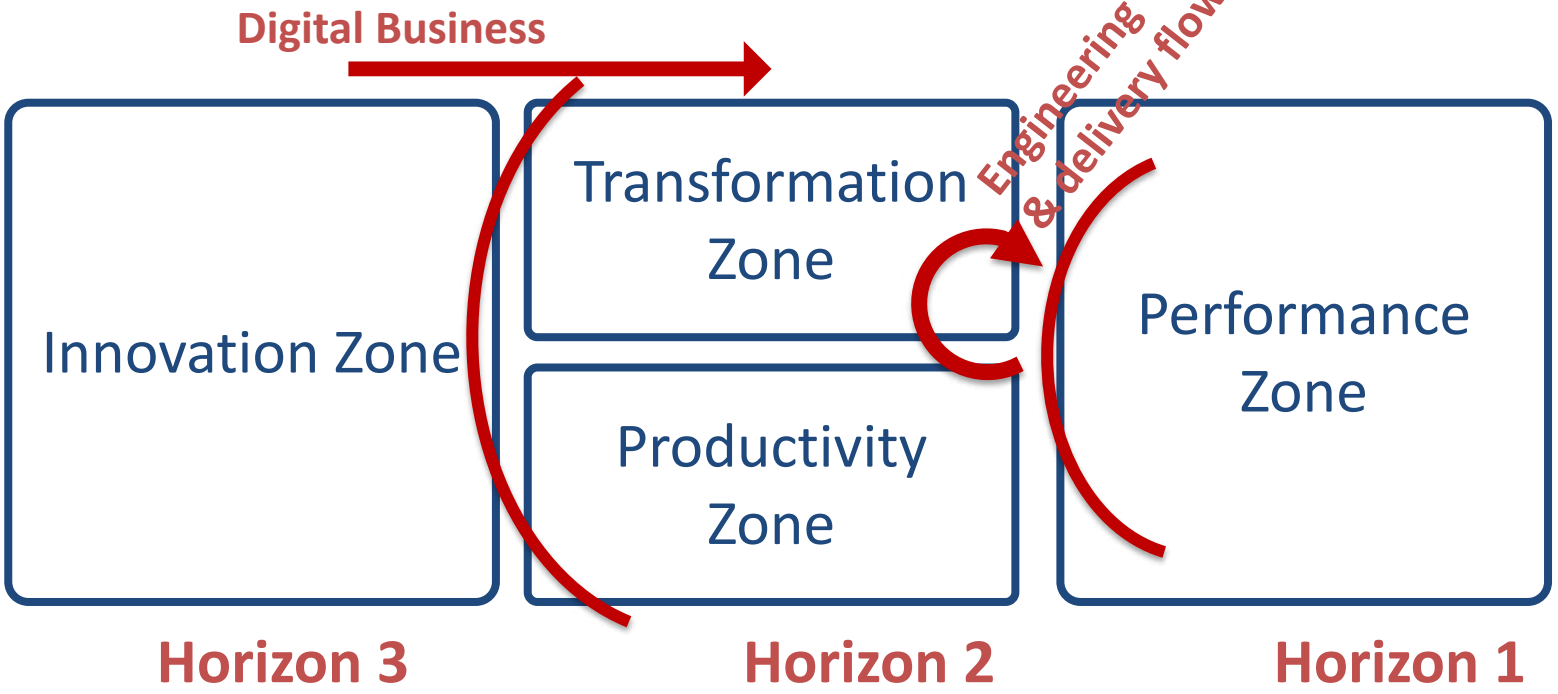
Zones & horizons



Landscape

Don’t knock it, SWOT is a simple way to start people thinking about basic Strategic awareness

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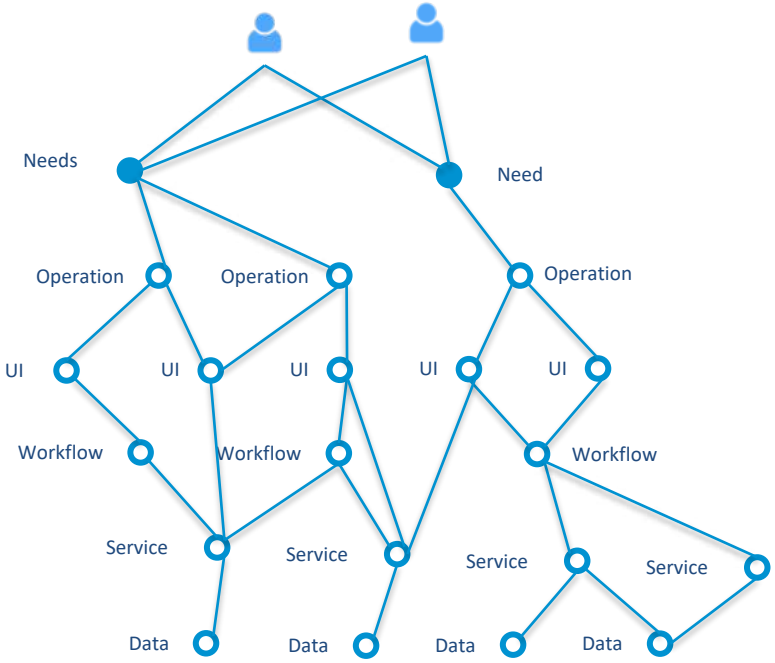
Power of value chains



- Value Streams (Users / User needs), much faster than VSM
- Identification of duplication
- Simplification
- Abstraction & connections
- Architecture governance

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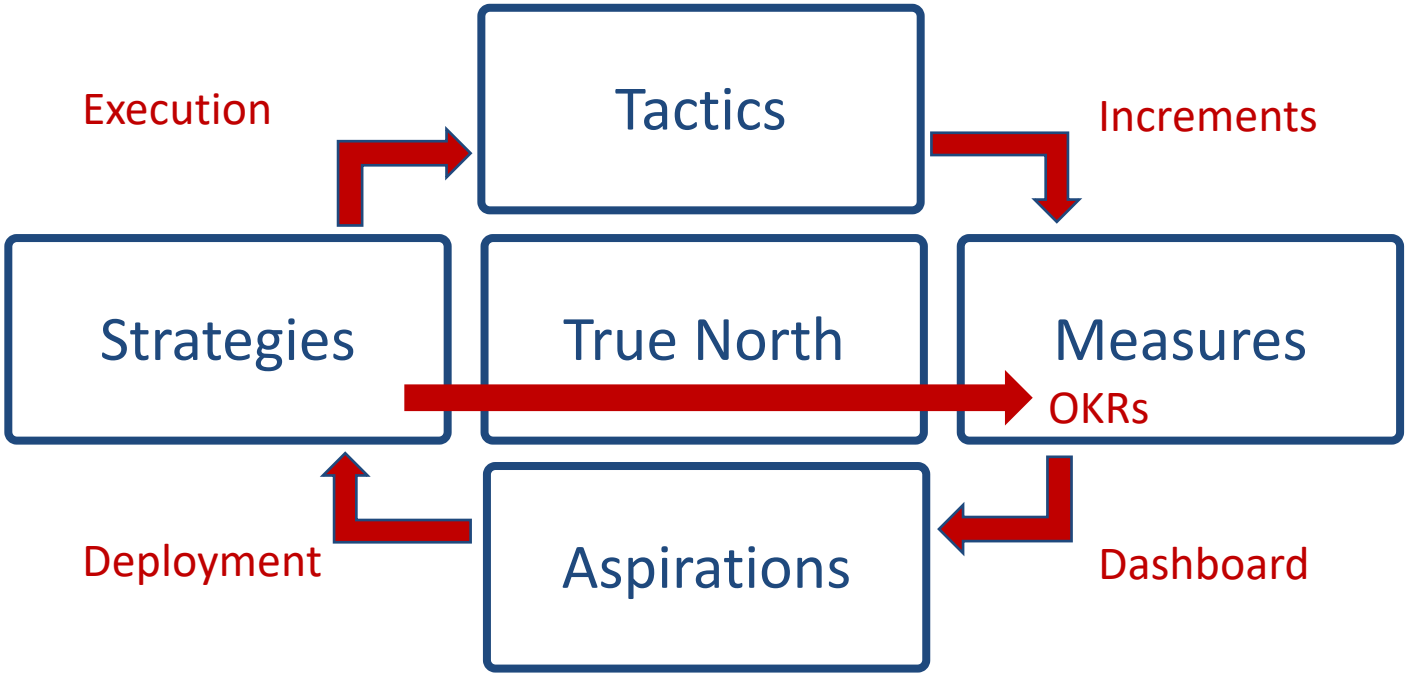
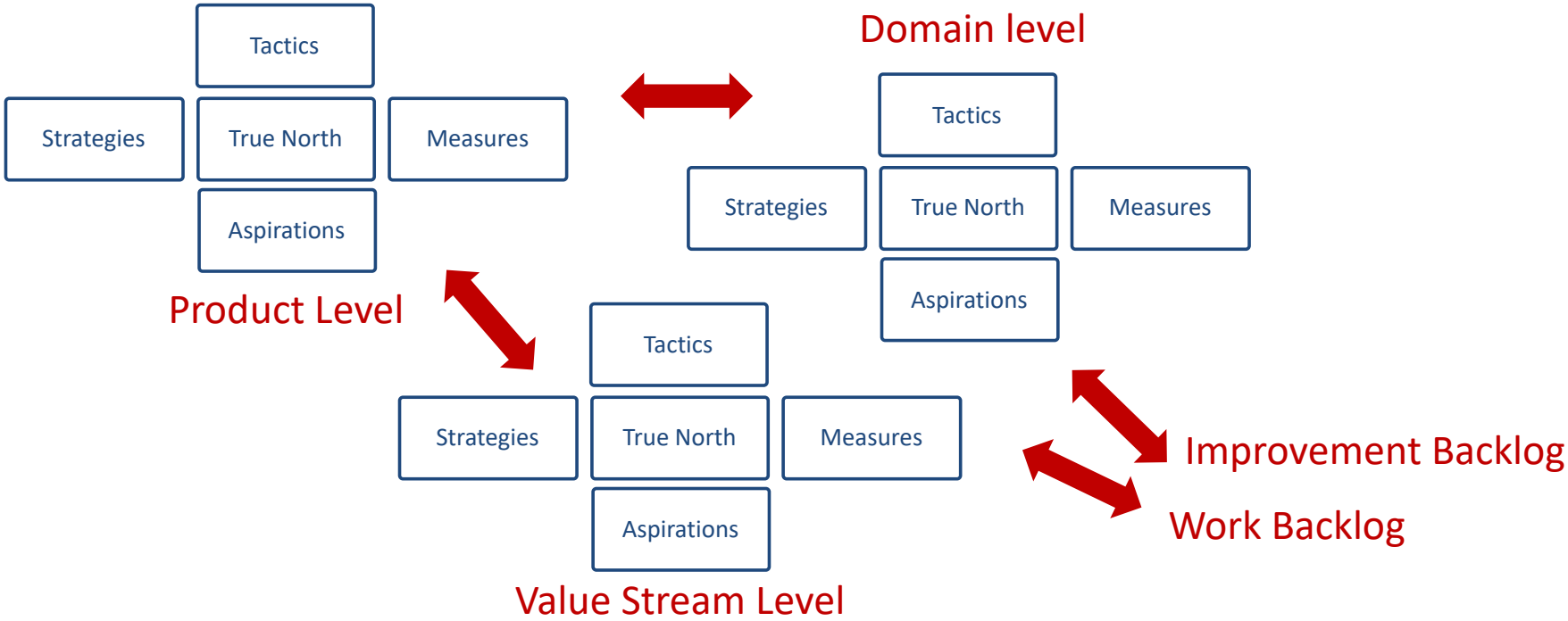
Coherence in Deployment / Execution



Coherence



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Deploying Strategy

- Agile Leadership involves distributing the Strategy
- Make it simple
- Meet the system where it is
- Maps by Stealth
- Link into Execution
- Strategy to the People!

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