

Thank you for your time, trust, and attention.



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Ben is your friendly methodology whisperer, developing unknown methods into everyday tools and facilitating learning experiences for teams and communities. His goal in work and life is to do his part to enable purposeful systems to flourish. He views working with organizations like yours to be a tremendous privilege.

Through Hired Thought, Ben shares decision-making and sensemaking approaches oriented around collective knowledge creation. To democratize access to strategic thinking methods, he operates LearnWardleyMapping.com and runs regular events to inform and uplift new practitioners. Ben is also a contributor at the Yak Collective, a 300+ member indie alternative to the literary-industrial complex.

Learn Wardley Mapping

LearnWardleyMapping.com

Hired Thought Podcast

hiredthought.com/podcast

Don't Waste the COVID-19 Reboot

yakcollective.org/projects/yak-wisdom

Build Your First Wardley Map with Miro

miro.com/blog/wardley-maps-whiteboard-canvas

Discussion

What is a difficult project or task you're currently working on?

Discussion (5m)

**“I am doing [project / task]
in order for us to _____,
which will enable the
organization to _____.”**

Wardley Mapping is provided courtesy of Simon Wardley

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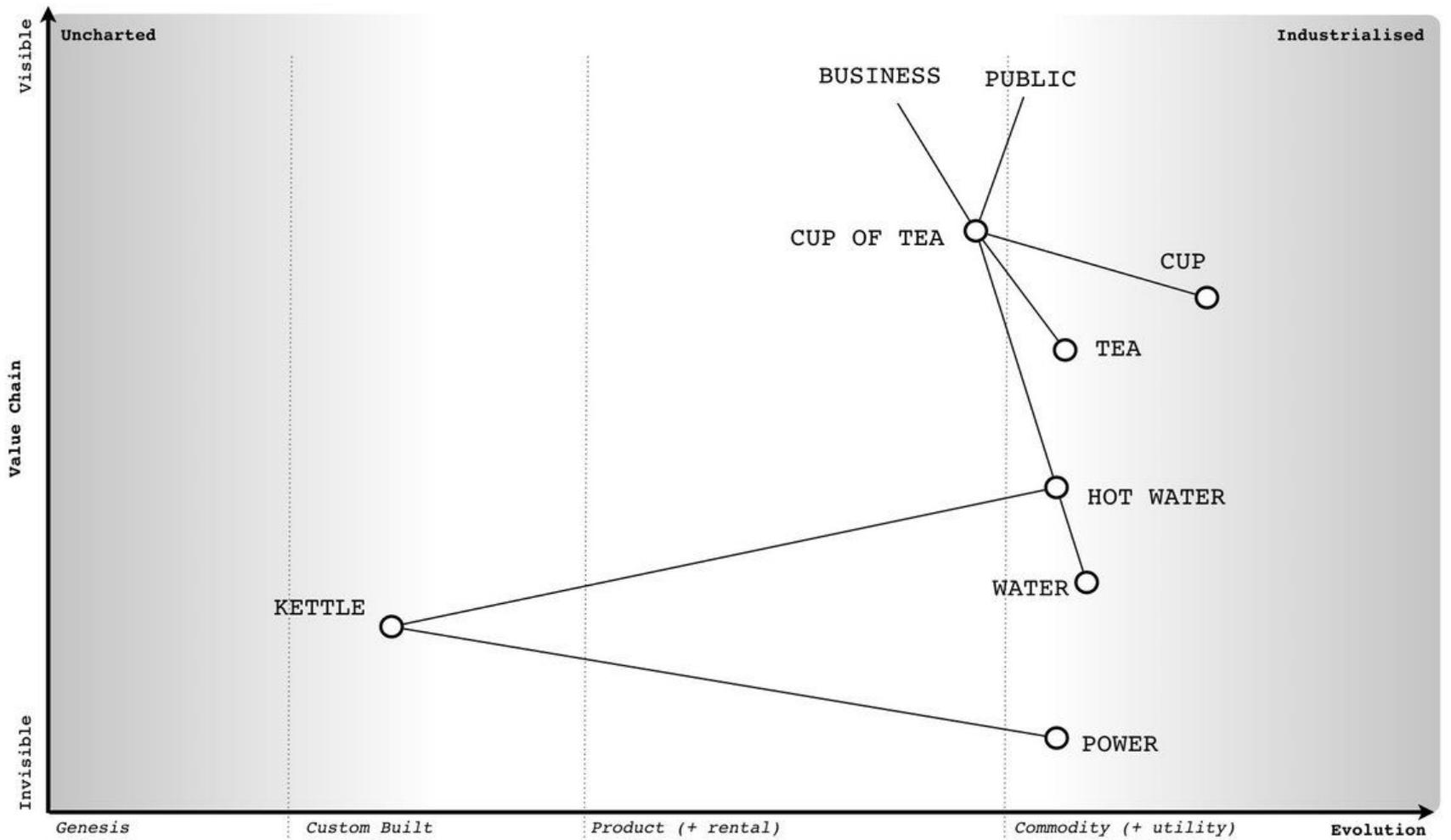
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Pencil and paper, please!

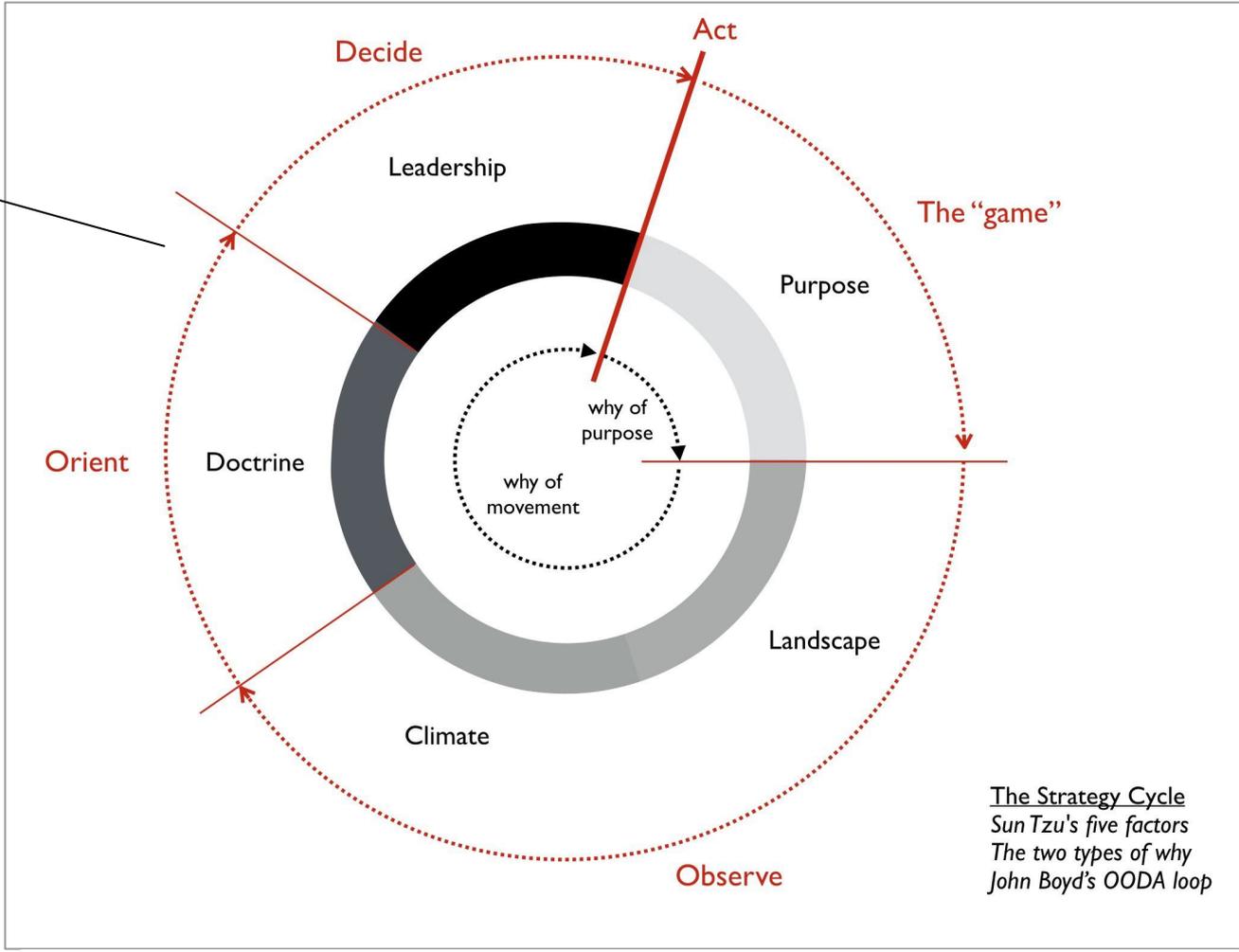
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Wardley Mapping, in brief:

1. Visualization of systems and how they change
2. Patterns of change under capitalism
3. Strategic framework exploiting these patterns



We'll make it around this cycle at least once today



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

Having conflicting goals, dedicating resources to unconnected targets and accommodating incompatible interests are the luxuries of the rich and powerful, but they make for bad strategy.

Richard P. Rumelt
Good Strategy, Bad Strategy

Rumelt's description is the default.

How did we get here?

Extreme Doing (Too Fast?)

Intuition: “Feels right.”

Experiential Heuristic: “This has worked for me in the past.”

Validated Heuristic: “The data says this works 80% of the time.”

Model-enabled Analysis: “What are the relevant possibilities?”

Brute Force Analysis: “What is every single possible outcome?”

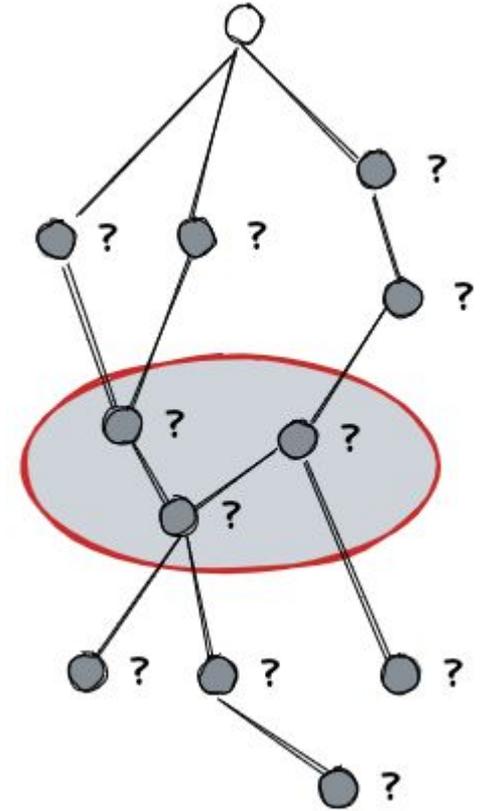
Extreme Thinking (Too Slow?)

[Models] are idealized in the sense that they are **less complicated than reality** and hence easier to use for research purposes. These models are easier to manipulate and "carry" than the real thing. The simplicity of models, compared with reality, lies in the fact that **only the relevant properties of reality are represented**.

For example, in a road map, which is a model of a portion of the earth's surface, vegetation is not shown, since it is not relevant with respect to the use of the map. In a model of a portion of the solar system the balls representing planets need not be made of the same material or have the same temperature as the planets themselves.

- Russ Ackoff

Scientific Method: Optimizing Applied Research Decisions, 1962



As counterpart of fluency, the concept of disfluency refers to the metacognitive experience of ease or difficulty associated with completing a mental task. If task completion is perceived as easy or fluent, one often uses heuristics and intuitions to process information.

If task completion is perceived as difficult or disfluent, by contrast, one is more likely to engage in effortful and analytic processing.

<https://link.springer.com/article/10.1007/s11409-016-9154-x#:~:text=Introduction,and%20intuitions%20to%20process%20information.>

Practice dividing things into basic parts.

(we will play with three “things”)

Practice Dividing (45s)

a Pen

1. *Who uses a Pen?*
2. *What are the basic parts?*

Practice Dividing (60s)

a Vehicle

- 1. Who uses a Vehicle?*
- 2. What are the basic parts?*

**Remember that difficult project or task
you're currently working on?**

We're going to do the same thing for it.

Family COVID-19 Health & Safety

Securing Food

Shelter

Social Distancing

Social Safety Net

Finding Joy

Practice Dividing (120s)

Difficult Project or Task

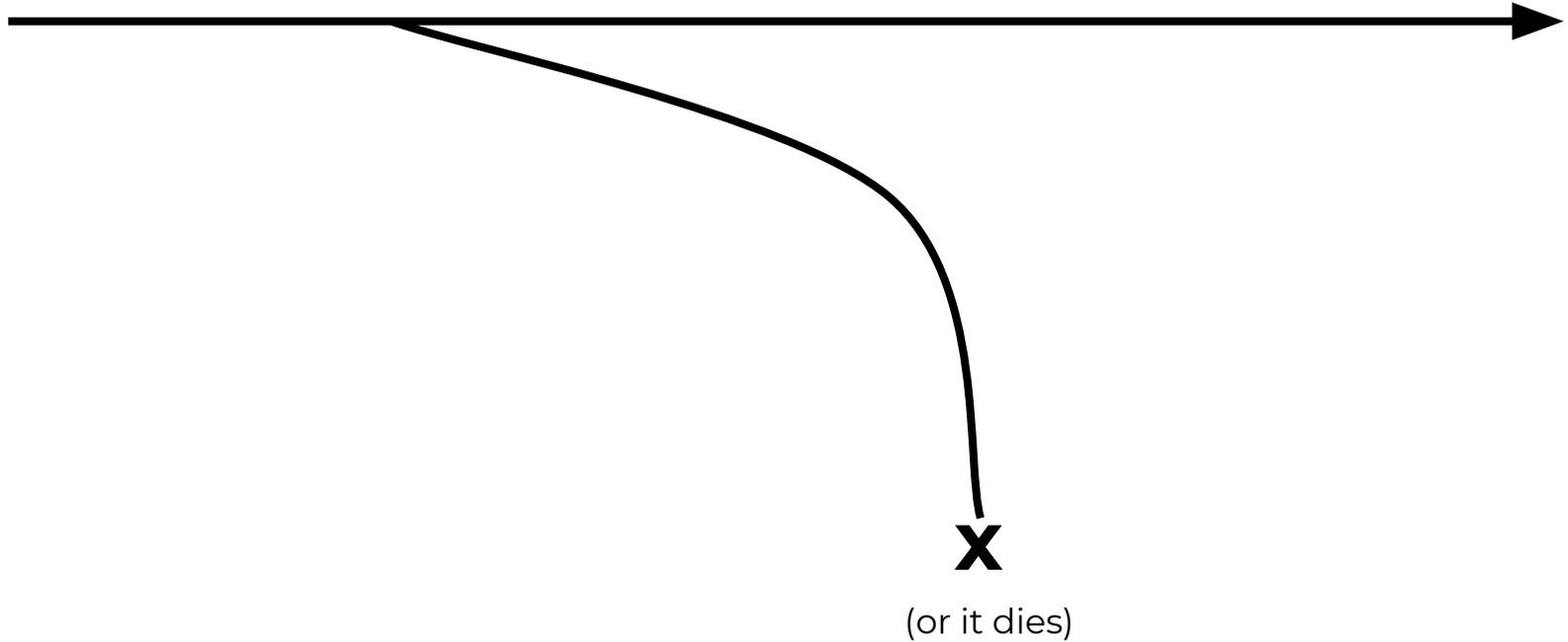
- 1. Who benefits?***
- 2. What are the basic parts?***

Start with the parts people *do* (the what or the how).

Change is afoot.

**We need to talk about how
it affects your work.**

Everything evolves from left to right under the forces of supply & demand competition.



Everything evolves from left to right under the forces of supply & demand competition.



Stage 1	Stage 2	Stage 3	Stage 4
Genesis	Custom Built	Product (+Rental)	Commodity (+Utility)
Novel Practice	Emerging Practice	Good Practice	Best Practice
Unmodeled	Divergent	Convergent	Modeled
Concept	Hypothesis	Theory	Accepted

Characteristics change as things evolve.



Stage 1	Stage 2	Stage 3	Stage 4
Look at this thing! It's really cool!	Here's what it is, how it works, and how to make one.	Let's talk about features, installation, operations, and maintenance.	We use it to make <other thing> work.
We don't understand it at all.	We're <i>learning</i> a lot about it.	We're <i>using</i> it more and more.	We completely understand its <i>use</i>.
It might be worth a lot in the <i>future</i> !	What's the <i>potential ROI</i> on it?	How can we maximize the <i>profit</i> we extract from it?	How efficiently can we run it at scale, with our <i>tight profit margins</i> ?
We're lucky if it works at all!	Oh, it failed? That's disappointing but not surprising.	Failure is unacceptable. Make it better and better!	Failure? Never! If it does happen, it'll be a big surprise.
Its market is <i>unknown</i>.	Its market is <i>forming</i>.	Its market is <i>growing</i>.	Its market is <i>mature</i>.

Family COVID-19 Health & Safety

Securing Food - 3

Shelter - 3

Social Distancing - 4

Social Safety Net - 2

Finding Joy - 1

Individual Sketching

For each part of your project / org,
determine what *stage* it *ought* to be in.

part - **stage**

Stage 1	Stage 2	Stage 3	Stage 4
Look at this thing! It's really cool!	Here's what it is, how it works, and how to make one.	Let's talk about features, installation, operations, and maintenance.	We use it to make <other thing> work.
We don't understand it at all.	We're <i>learning</i> a lot about it.	We're <i>using</i> it more and more.	We completely understand its use.
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Turn your raw material into a Minimum Viable Wardley Map

①

X-axis



②

X-axis Sections



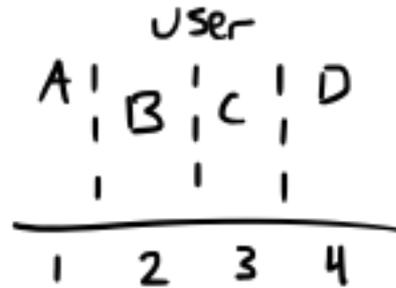
Turn your raw material into a Minimum Viable Wardley Map

③ User at the top



Turn your raw material into a Minimum Viable Wardley Map

④ Components (along X-axis)

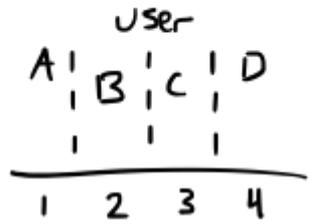


Turn your raw material into a Minimum Viable Wardley Map

- ① X-axis
- ② X-axis Sections
- ③ User at the top

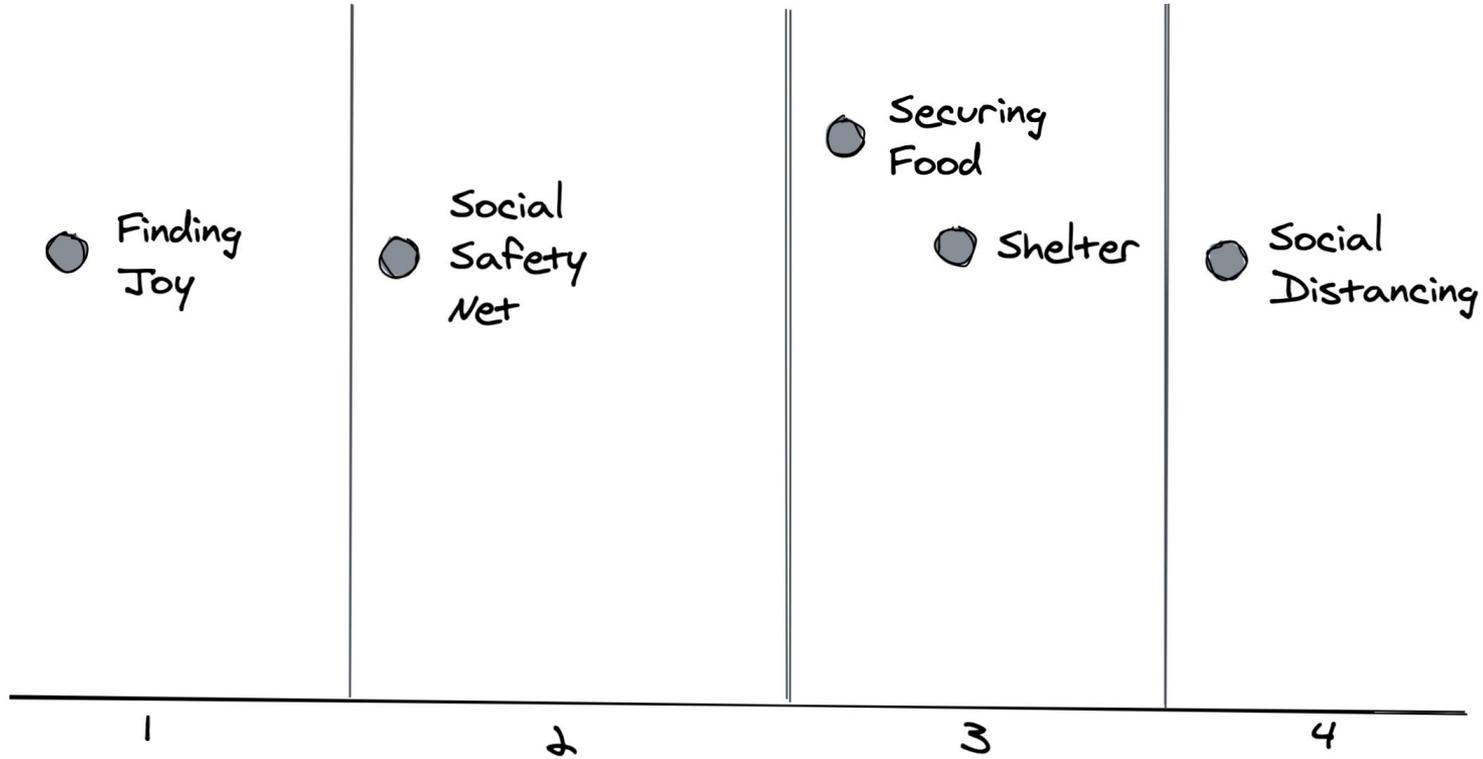


- ④ Components (along X-axis)

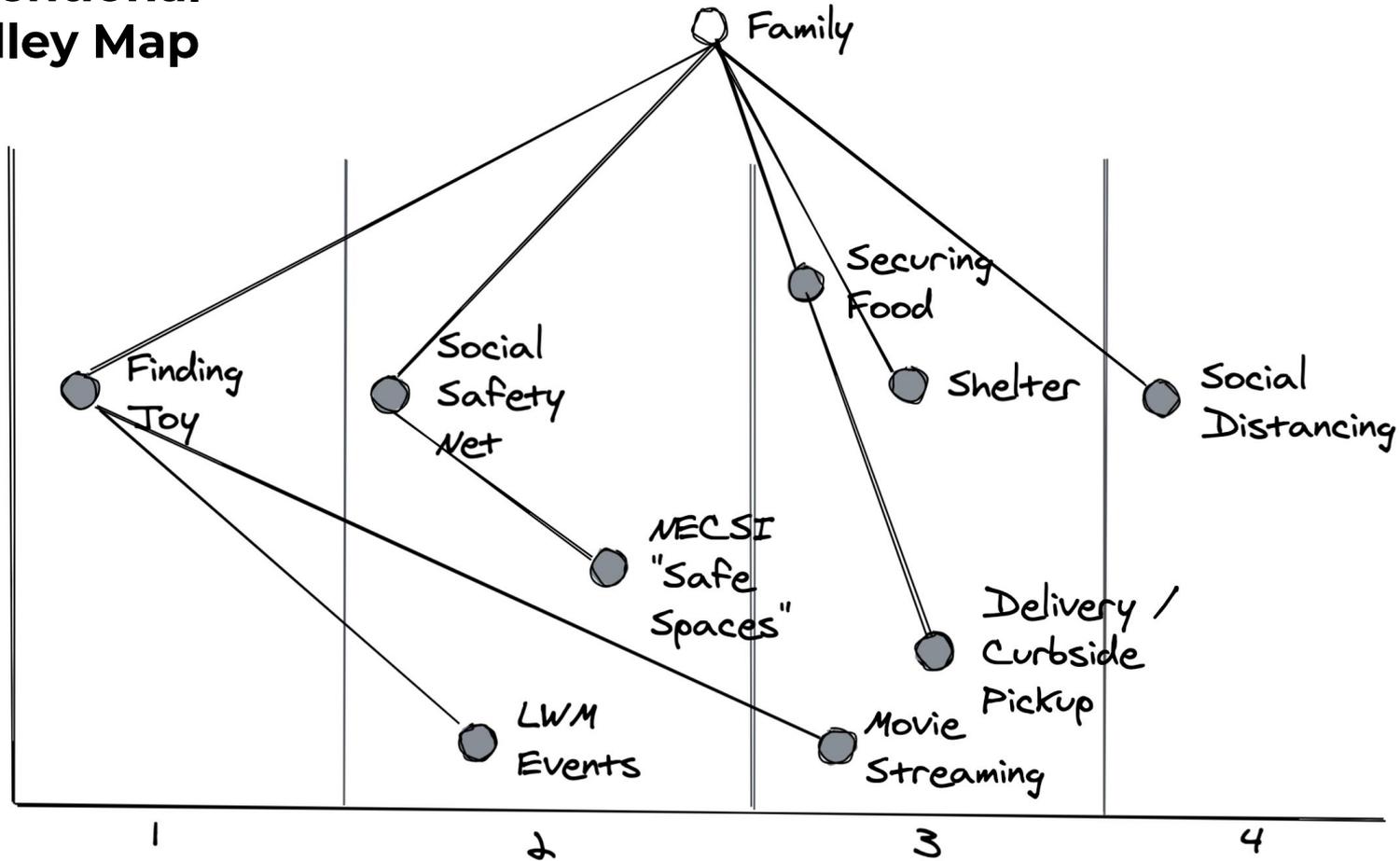


Minimum Viable Wardley Map

○ Family



Conventional Wardley Map



Make a List of Opportunities

The Wardley Mapping Strategic Thinking Process

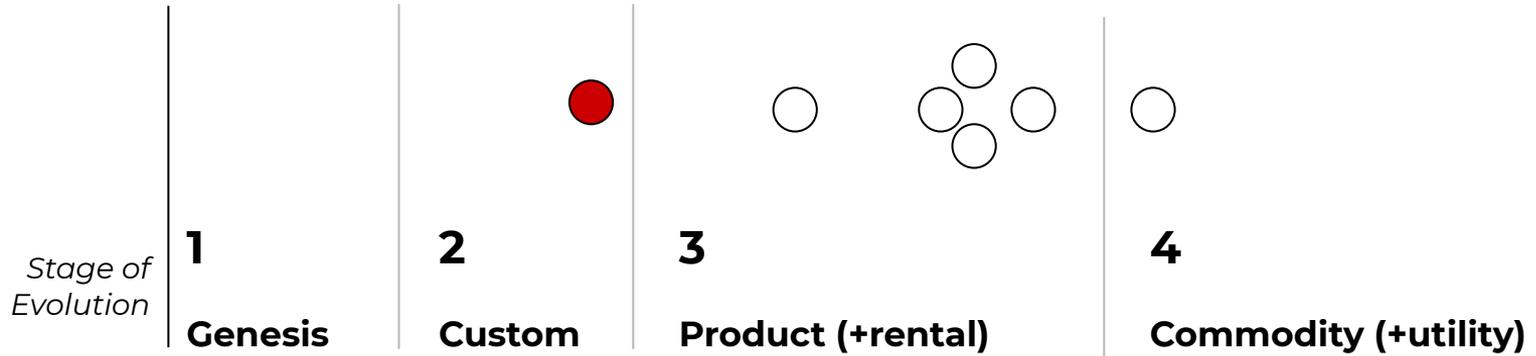
1. Rest your eyes on one of the “parts” in your map.
2. Think... What *is* this part, really? What happens *within* it?
3. Skim the table of opportunity prompts...
Which prompts might be relevant?
4. List the opportunities you find:
 - a. New questions
 - b. New spaces to explore
 - c. Conversations to have
 - d. Actions to take

Prompt 1: Use Appropriate Methods

<i>Strongest Methods</i>	Build (in-house)		Buy (O-T-S products)	Outsource (to utility suppliers)
	Agile techniques		Lean	Six Sigma
<i>Stage of Evolution</i>	1	2	3	4
	Genesis	Custom	Product (+rental)	Commodity (+utility)

**Where is your component?
Which methods are strongest?**

Prompt 2: Reduce Bias



How do you treat your component?
How does the rest of the world treat your component?

Prompt 3a: Success breeds inertia

Any past success with a component will tend to create resistance to changing that component.

Prompt 3b: Inertia can kill an organization

Inertia to change, such as overcommitment to successful business models, leads to permanent harm.

Prompt 4: Disposal of liability

Overcoming the internal inertia to disposal. Your own organisation is likely to fight you even when you're trying to get rid of something toxic.

Prompt 5: Refactoring

Spending money on development to make a component more efficient.

Prompt 6: Alliances

Working with other companies to drive evolution of a specific activity, practice, or data set.

Prompt 7: Experimentation

Use of specialists groups, hackdays and other mechanisms of experimentation.

Opportunity Prompts (5m)

Use Appropriate Methods	<p>Are we building in-house with agile techniques in stages 1 and 2?</p> <p>Are we buying off the shelf products and using Lean in stage 3?</p> <p>Are we outsourcing to utility suppliers and using Six Sigma in stage 4?</p>
Reduce Bias	<p>Are we treating this part of our map differently than the rest of the world?</p> <p>Is that valuable, or is it a waste of our limited resources?</p>
Overcome Inertia	<p>Have we overcommitted to an old, successful model with this part?</p> <p>Do we need to overcome our resistance to change here?</p>
Dispose of Liability	<p>Is this part toxic? Do we need to overcome our own internal resistance to disposing of it?</p>
Refactor Liability	<p>Could we neutralize this part's toxicity by investing in it?</p>
Build Alliances	<p>Can we find friends in the industry to help us push this part's evolution forward, together?</p>
Run Experiments	<p>Can we use specialist groups, hack days, or other experiments to accelerate learning around this part?</p>

**From your list, make
proposals and take action!**

Steal This Deck!*

Run your own sessions! Who will you share this new knowledge with?

Reference: LearnWardleyMapping.com

Questions: ben@hiredthought.com

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Bring Wardley Mapping to Your Organization



BEN MOSIOR

PRINCIPAL, HIRED THOUGHT

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Hired Thought Podcast

hiredthought.com/podcast

Build Your First Wardley Map with Miro

miro.com/blog/wardley-maps-whiteboard-canvas

Enable **intentional strategic action** through the articulation and activation of your organization's tacit knowledge. Start the journey by inviting Ben to facilitate a thoughtful, practical learning experience for your team on topics like Wardley Mapping, Anticipatory Awareness, and Complexity.

CONTACT >>

A special thanks to those who made this possible.



Jabe Bloom

Jabe is a constant source of inspiration, guidance, and brain-breakage. You might enjoy his writing on designing transitions for *extremely large systems* over *extremely large timespans*.

[OW, MY BRAIN >>](#)



David Holl

David helped me design and facilitate the first online LWM events. Couldn't have done it without him! He's a GV-trained Design Sprint genius who can help you maximize the learning between *Genesis* and *Product*.

[LEARN MORE >>](#)



Judy Rees

Did you like this event? You have Rees-McCann to thank for teaching me a better, more engaging approach to event facilitation. I highly recommend their *Web Events That Connect* training.

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