Twitter Thread by Simon Wardley

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To gauge the maturity of an organisation, use the doctrine table

	Communication	Development	Operation	Learning	Leading	Structure
IV				Listen to your ecosystem	Exploit the landscape	Design for constant evolution
					There is no core	No single culture
III			Optimise flow	Bias towards the new	Commit to the direction	Provide purpose, mastery & autonomy
			Do better with less		Be the owner	
					Inspire others	
			Set exceptional standards		Embrace uncertainty	Seek the best
					Be humble	
II		Focus on the outcome	Manage inertia	Bias towards action	Move fast	Think small teams
		Think fast, inexpensive, restrained and elegant				
		Use appropriate tools	Manage failure			Distribute power and decision making
		Be pragmatic			Strategy is iterative	
			Effectiveness over efficiency			Think aptitude and attitude
	A bias towards open	Use standards				
Phase I	Common Language	Know your users	Know the details	Bias towards data	*STEVE PURKIS VARIATION	
	Challenge Assumptions	Focus on user needs				
	Understand what is being considered	Remove bias and duplication				
		Use appropriate methods				

Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)

To gauge how evolved a component is within the value chain, use the cheat sheet

Stage of Evolution		I	II	III	IV
x-axis labels (types of capital)	Activity (used)	Genesis	Custom	Product (+rental)	Commodity (+utility)
	Data (implied)	Unmodelled	Divergent	Convergent	Modelled
	Practice (implied)	Novel	Emerging	Good	Best
	Knowledge (implied)	Concept	Hypothesis	Theory	Universally Accepted
Characteristics					
	Ubiquity	Rare	Slowly increasing	Rapidly increasing	Widespread in the applicable market / ecosystem
	Certainty	Poorly understood / exploring the unknown	Rapid increases in learning / discovery becomes refining	Rapid increases in use / increasing fit for purpose	Commonly understood (in terms of use)
	Publication Types	Describe the wonder of the thing / the discovery of some marvel / a new land / an unknown frontier	Focused on build / construct / awareness and learning / many models of explanation / no accepted forms / a wild west.	Maintenance / operations / installation / comparison between competing forms / feature analysis e.g. merits of one model over another	Focused on use / increasingly an accepted, almost invisible component
General Properties					
	Market	Undefined market	Forming market / an array of competing forms and different models of understanding	Growing market / consolidation to a few competing but more accepted forms.	Mature market / stabilised to an accepted form
	Knowledge management	Uncertain	Learning on use / focused on testing prediction	Learning on operation / using prediction / verification	known / accepted
	Market (Ecosystem) Perception	Chaotic (non linear) / Domain of the "crazy"	Domain of "experts"	Increasing expectation of use / Domain of "professionals"	Ordered (appearance of being linear) / trivial / formula to be applied
	User perception	Different / confusing / exciting / surprising / dangerous	Leading edge / emerging / uncertainty over results	Increasingly common / disappointed if not used or available / feeling left behind	Standard / expected / feeling of shock if not used
	Perception in Indusry	Future source of competitive advantage / unpredictable / unknown	Seen as a competitive advantage / a differential / looking for ROI and case examples	Advantage through implementation / features / this model is better than that	Cost of doing business / accepted / specific defined models
	Focus of value	High future worth but immediate investment	Seeking ways to profit and a ROI / seeking confirmation of value	High profitability per unit / a valuable model / a feeling of understanding / focus on exploitation	High volume / reducing margin / important but invisible / an essential component of something more complex
	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	Competing models / feature difference / evidential support	Essential / any advantage is operational / accepted norm
	Failure	High / tolerated / assumed to be wrong	Moderate / unsurprising if wrong but disappointed	Not tolerated / focus on constant improvement / assumed to be in the right direction / resistance to changing the model	Surprised by failure / focus on operational efficiency
	Market action	Gambling / driven by gut	Exploring a "found" value	Market analysis / listening to customers	Metric driven / build what is
	Efficiency	Reducing the cost of change (experimentation)	Reducing cost of waste (Learning)	Reducing cost of waste (Learning)	Reducing cost of deviation (Volume)
	Decision Drivers	Heritage / culture	Analysis & synthesis	Analysis & synthesis	Previous experience

Obviously, the cheat sheet isn't relevant to organisations that haven't matured enough to understand their users, user needs, the details (value chain) nor understand what is being considered (how evolved the components are) i.e. all those phase I basics of doctrine.

Likewise, those basic economic patterns used for anticipation of change are fairly pointless without phase I to II of doctrine in place

Category	Wardley's 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 (Componentisation effect)	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 becomes	Not everything survives	

and there is no point in talking strategic gameplay or organisational change until you've got most of the doctrine (phase I to III) up and working

Category	Wardley's Gameplay (context specific patterns that user can apply)			
User Perception	Education	Bundling	Creating artificial needs	Confusion of choice
	Brand and marketing	Fear, uncertainty and doubt	Artificial competition	Lobbying / counterplay
Accelerators	Market enablement	Open approaches	Exploiting network effects	Co-operation
	Industrial policy			
De-accelerators	Exploiting constraint	IPR	Creating constraints	
Dealing with toxicity	Pig in a poke	Disposal of liability	Sweat and dump	Refactoring
Market	Differentiation	Pricing policy	Buyer / supplier power	Harvesting
	Standards game	Last man standing	Signal distortion	Trading
Defensive	Threat acquisition	Raising barriers to entry	Procrastination	Defensive regulation
	Limitation of competition	Managing inertia		
Attacking	Directed investment	Experimentation	Centre of gravity	Undermining barriers to entry
	Fool's mate	Press release process	Playing both sides	
Ecosystem	Alliances	Co-creation	Sensing Engines (ILC)	Tower and moat
	N factor markets	Co-opting and intercession	Embrace and extend	Channel conflicts & disintermediation
Competitor	Ambush	Fragmentation play	Reinforcing competitor inertia	Sapping
	Misdirection	Restriction of movement	Talent raid	Circling and Probing
Positional	Land grab	First mover / Fast Follower	Aggregation	Weak signal / horizon
Poison	Licensing play	Insertion	Designed to fail	

So, start with doctrine. It's a journey. It'll almost certainly force you to map.

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