CORY FOY

SAVING YOUR COMPANY
(WITH WARDLEY MAPS)

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PierreJoye
@PierreJoye

Who led the digital transformation of your company?

A) CEO
B) CTO
C) COVID-19

10:06 PM · Jul 25, 2020 · Twitter for Android
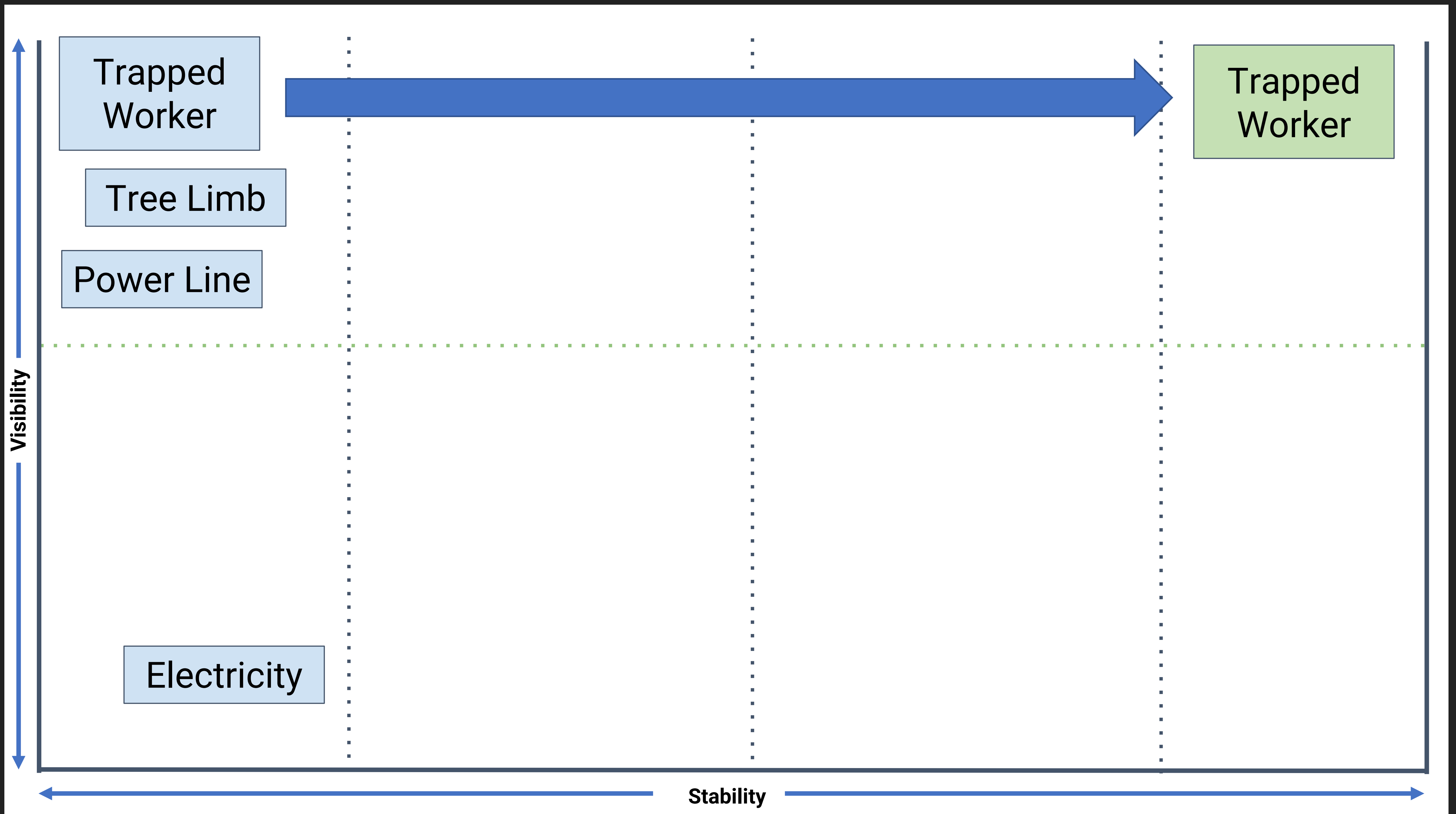
https://twitter.com/PierreJoye/status/1287207591710355456

SITUATIONAL AWARENESS

CLIMATE + DOCTRINE

GAMEPLAY

EXECUTION

Visibility

Stability

Trapped Worker

Tree Limb

Power Line

Electricity

Trapped Worker
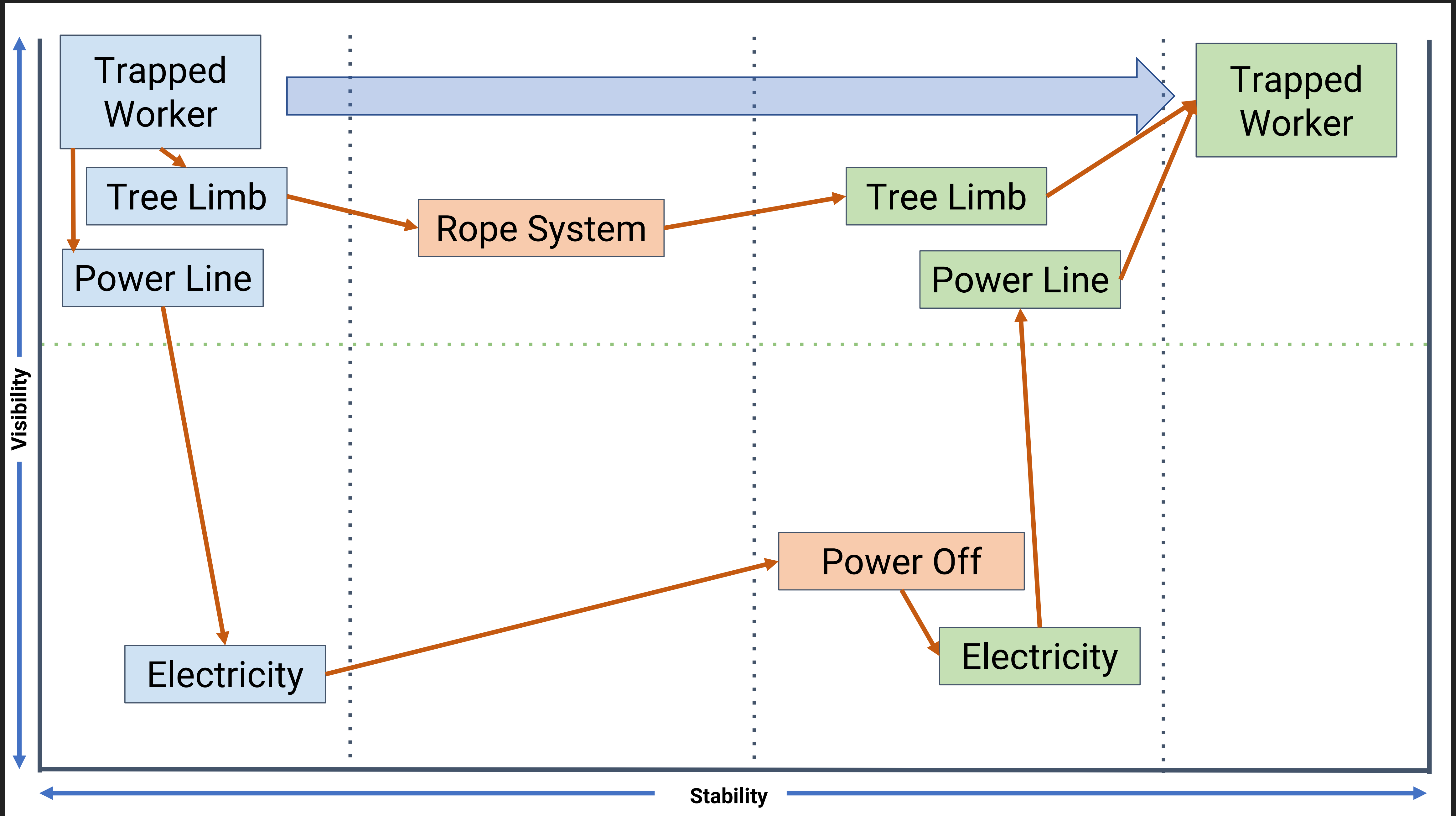
Situational Awareness

Doctrine

Execution

Visibility

Stability

Trapped Worker

Tree Limb

Power Line

Rope System

Gameplays

Electricity

Power Off

Tree Limb

Power Line

Trapped Worker

Electricity

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John Boyd's OODA Loop

BOYD'S OODA LOOP

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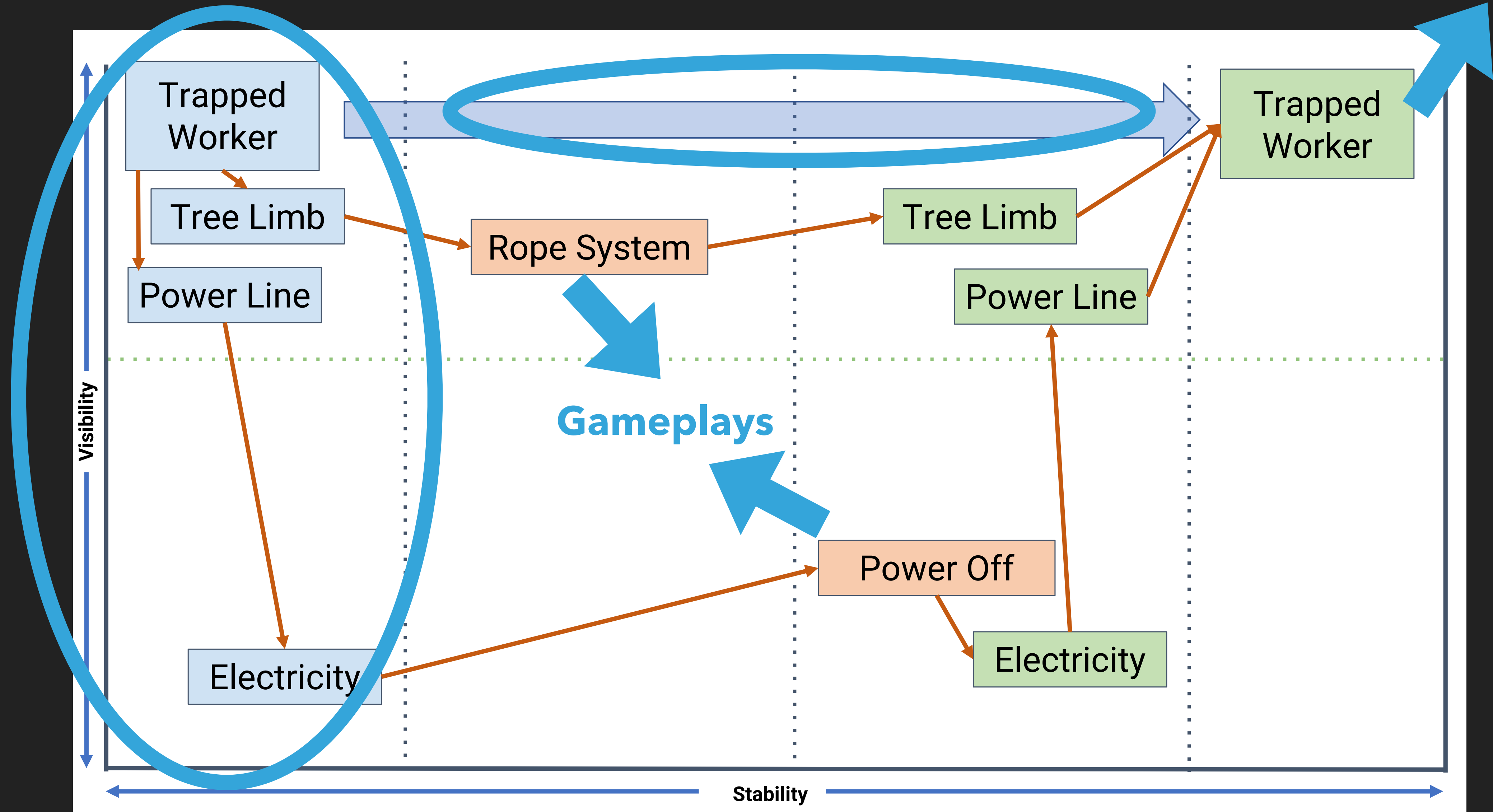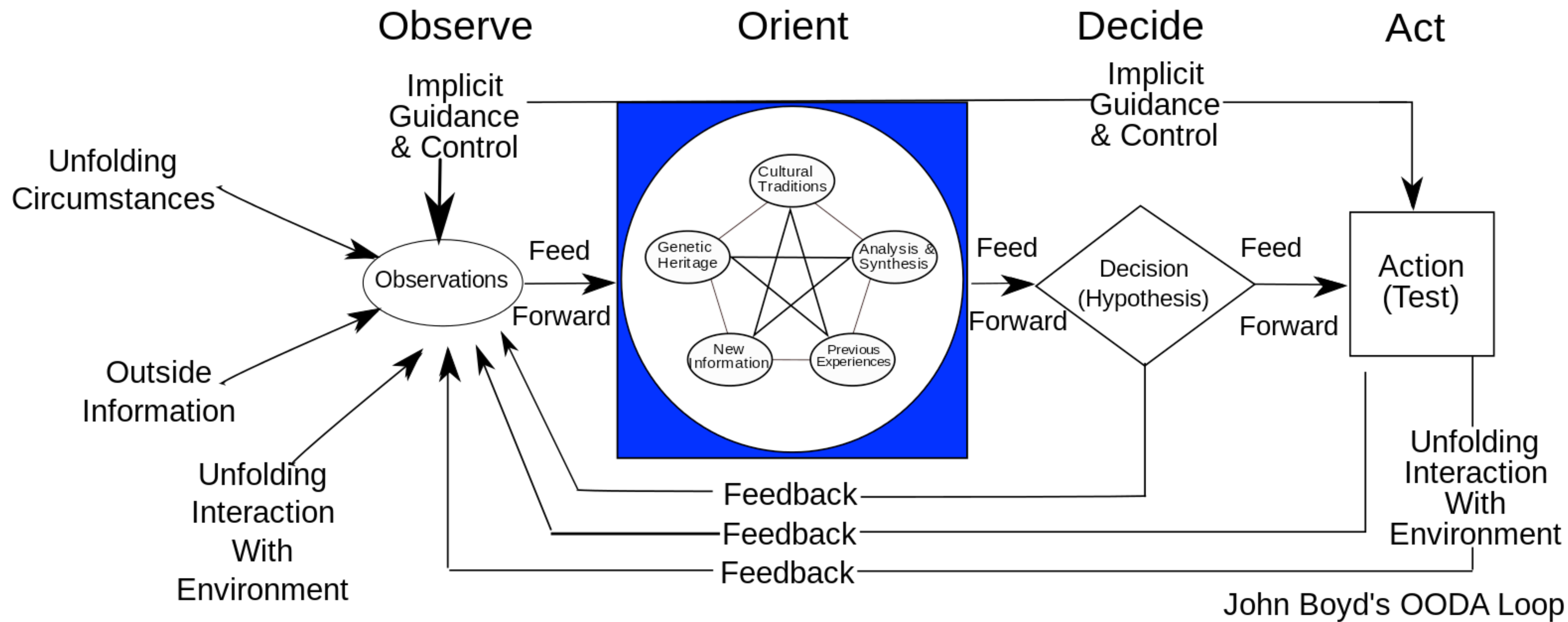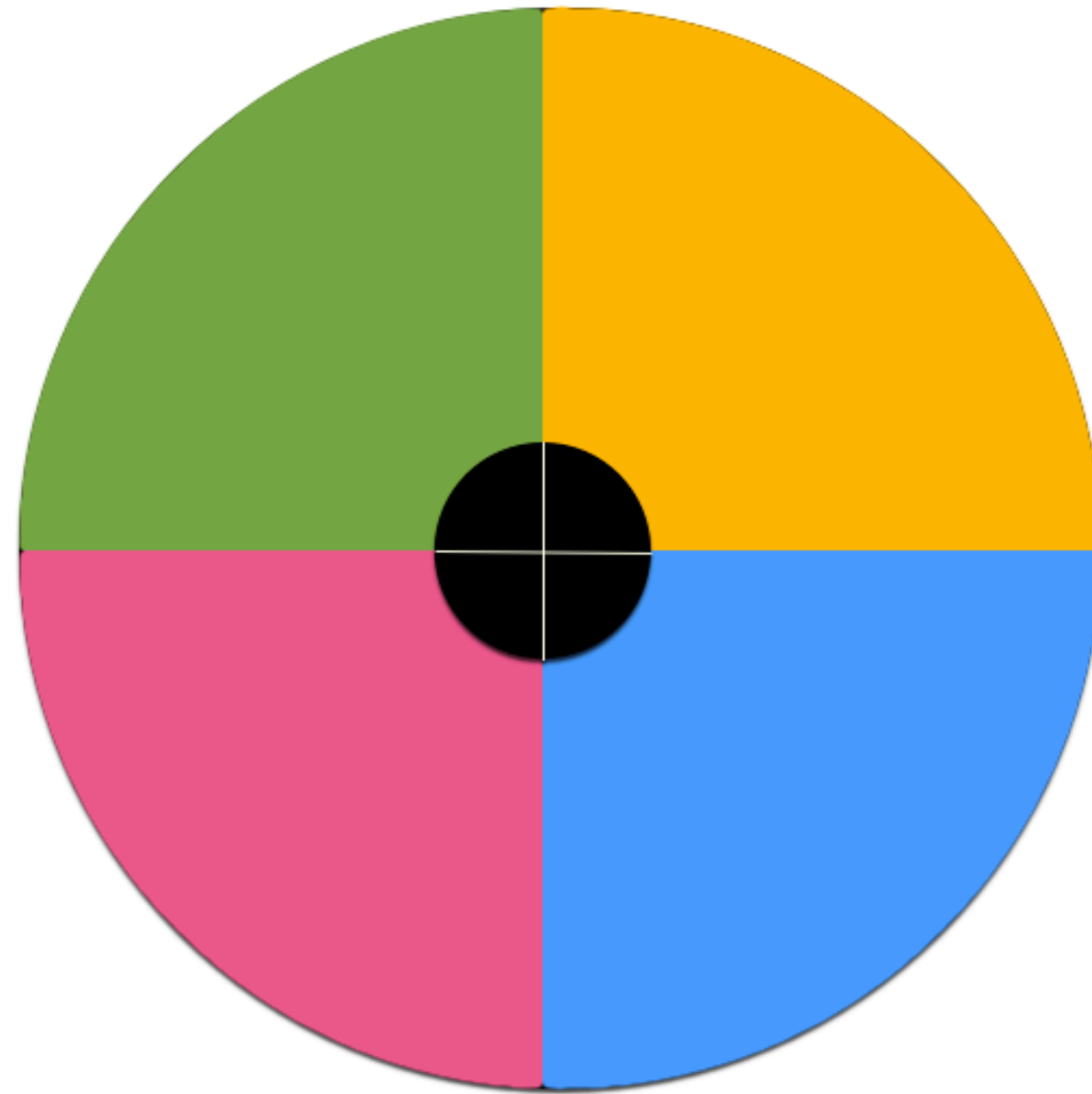
MEDCO, INC
Your Trusted Partner Since 1994

(In this presentation, MedCo, Inc is a fictitious company. Any similarities to previous or current companies is purely coincidental. Forward looking statements are based on pure conjecture and no knowledge of Amazon's execution plans)

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Notify of Anomalies

Scan and Analyze

Chart Data

Notify of new Data

amazon web services™ EC2

amazon web services™ S3

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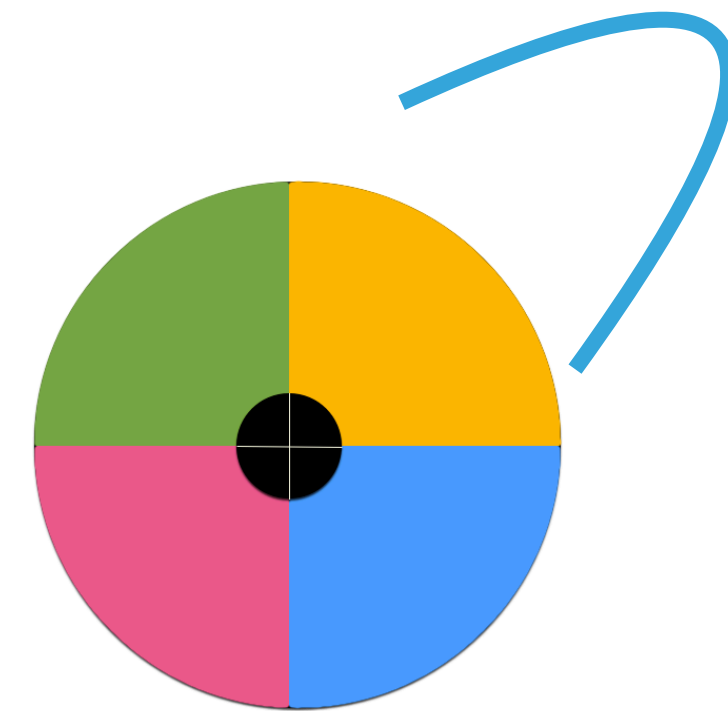
Amazon Comprehend Medical

Extract information from unstructured medical text accurately and quickly
No machine learning experience required

Get started with Amazon Comprehend Medical
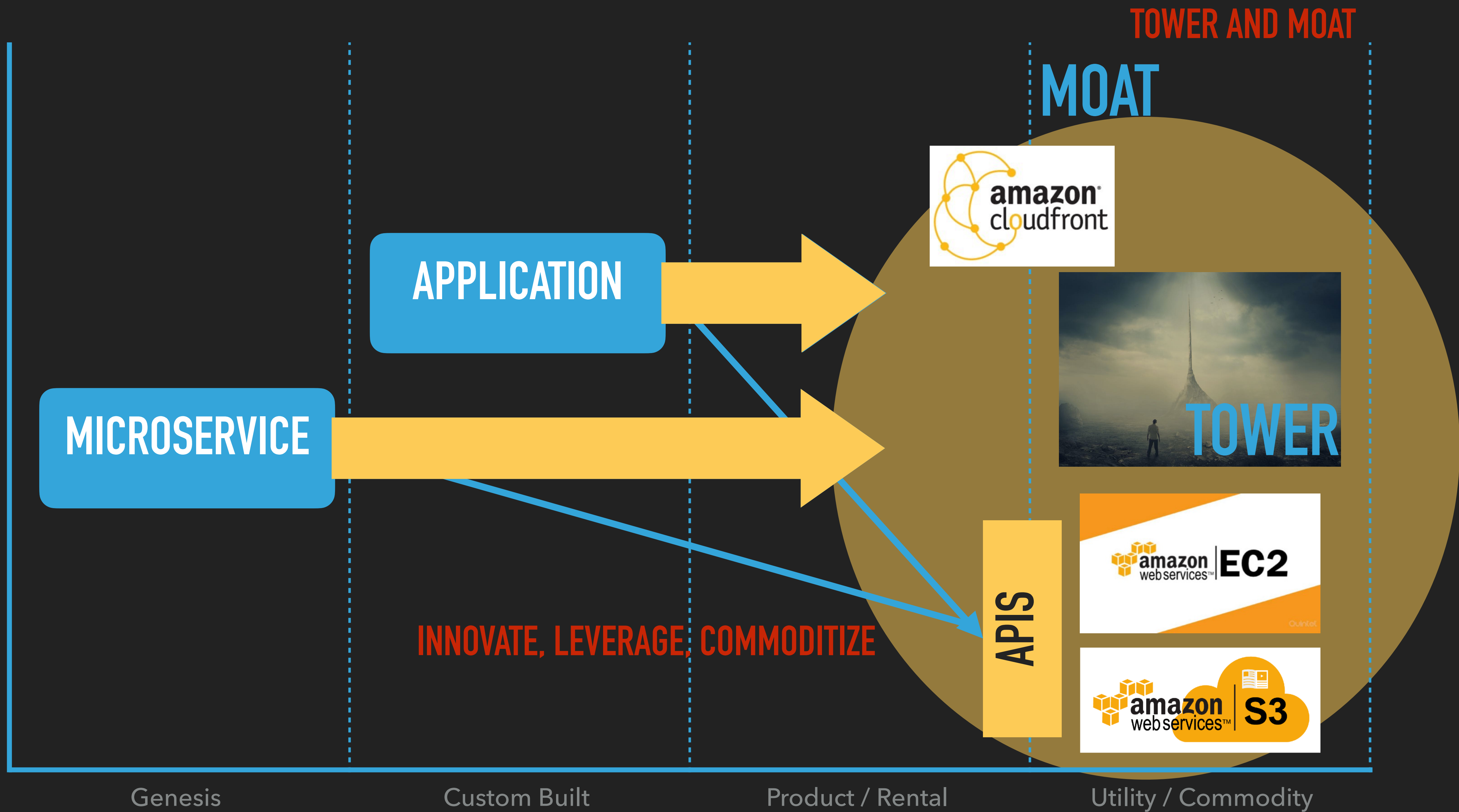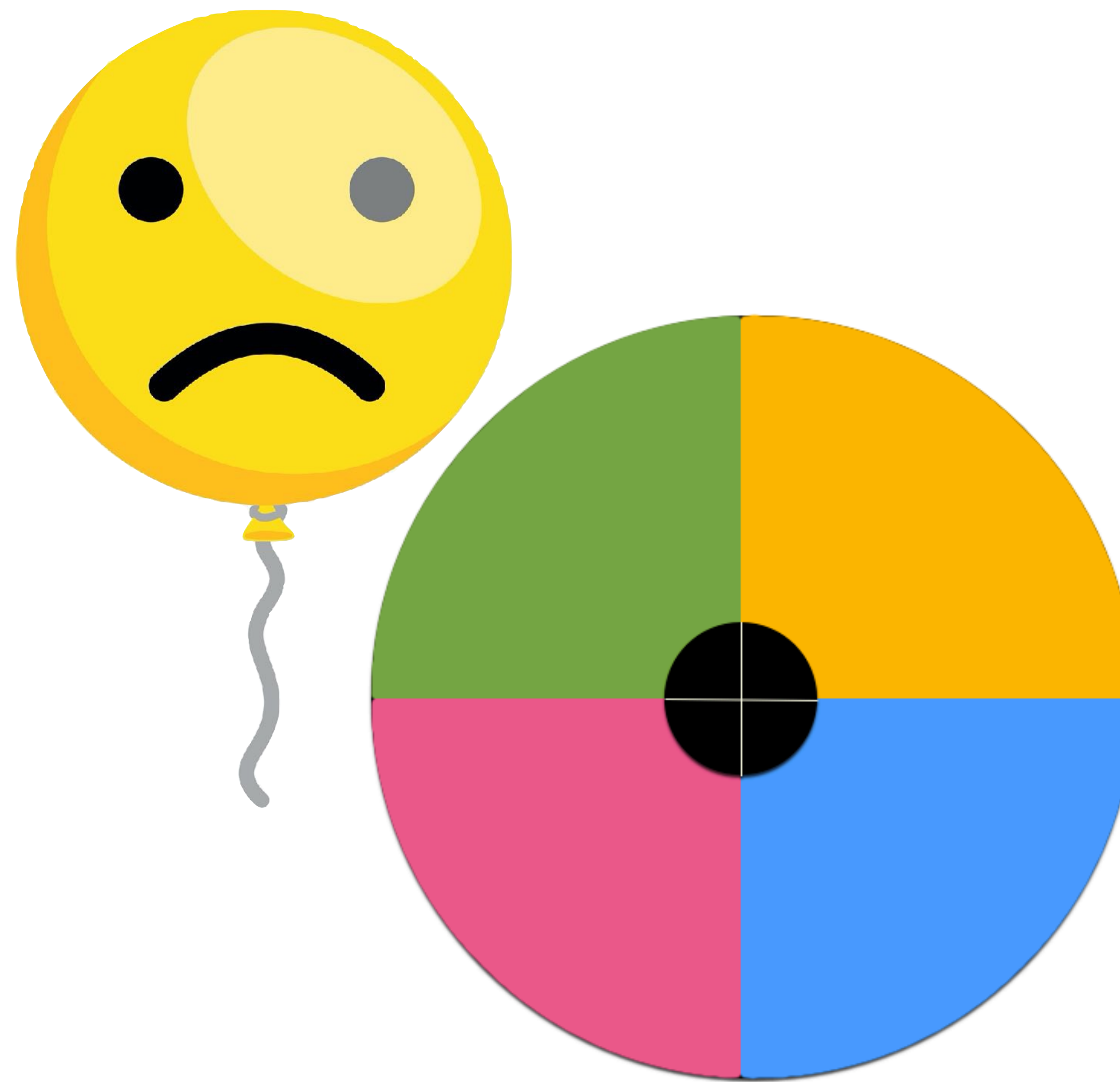
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SITUATIONAL AWARENESS

CLIMATE + DOCTRINE

GAMEPLAY

EXECUTION

QUESTIONS

- MORAL IMPERATI[VE] to HELP?
- POTENTIAL GREATER HAR[M] to COMMUNITY?
- Possibility this is A test for me/her/others?
- SOCIETY > INDIVID.

Reread: LOCKE (CONTRACT THEORY) SCANLON, [...]
SINGER (CHARITY), CHECK HEIDEGGER, [...]
ARISTOTLE (NICO.)

FEARS

- CAN MOR[ALITY] even be t[rue]?
  [e.]g. Aris[totle,] [K]ANT, PARFIT
- Utilitari[anism]

IMPROVE PATIENT OUTCOMES

EXTERNAL INTERACTIONS

PATIENT INFORMATION

MEDICINE RECORDING

SELF REPORTING

OUTCOME ANALYZER

PROVIDER INTERACTIONS

HEALTH METRIC CHECKS

METRIC RECORDING

INTERACTION RECORDING

HISTORICAL PATIENT OUTCOMES

AUGMENTED ADVICE

LANDSCAPE

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LANDSCAPE

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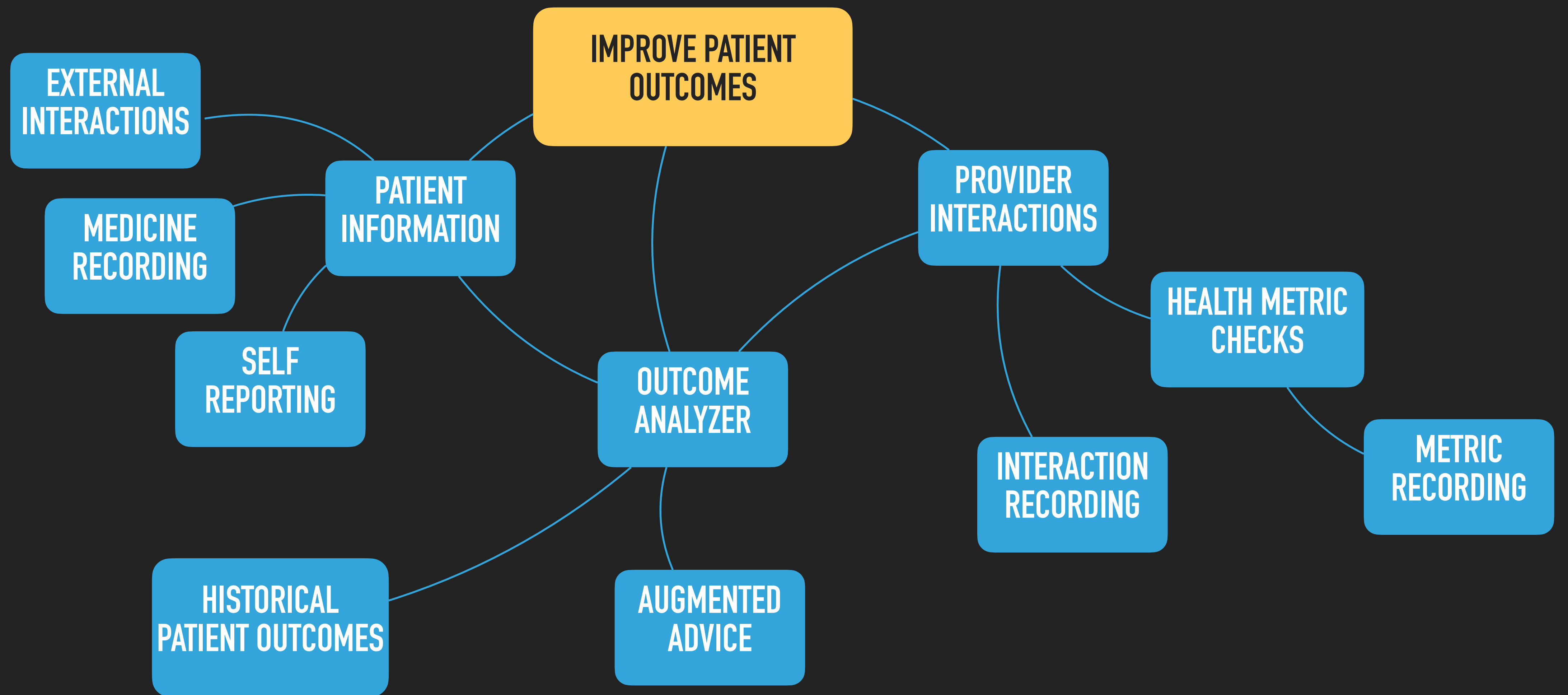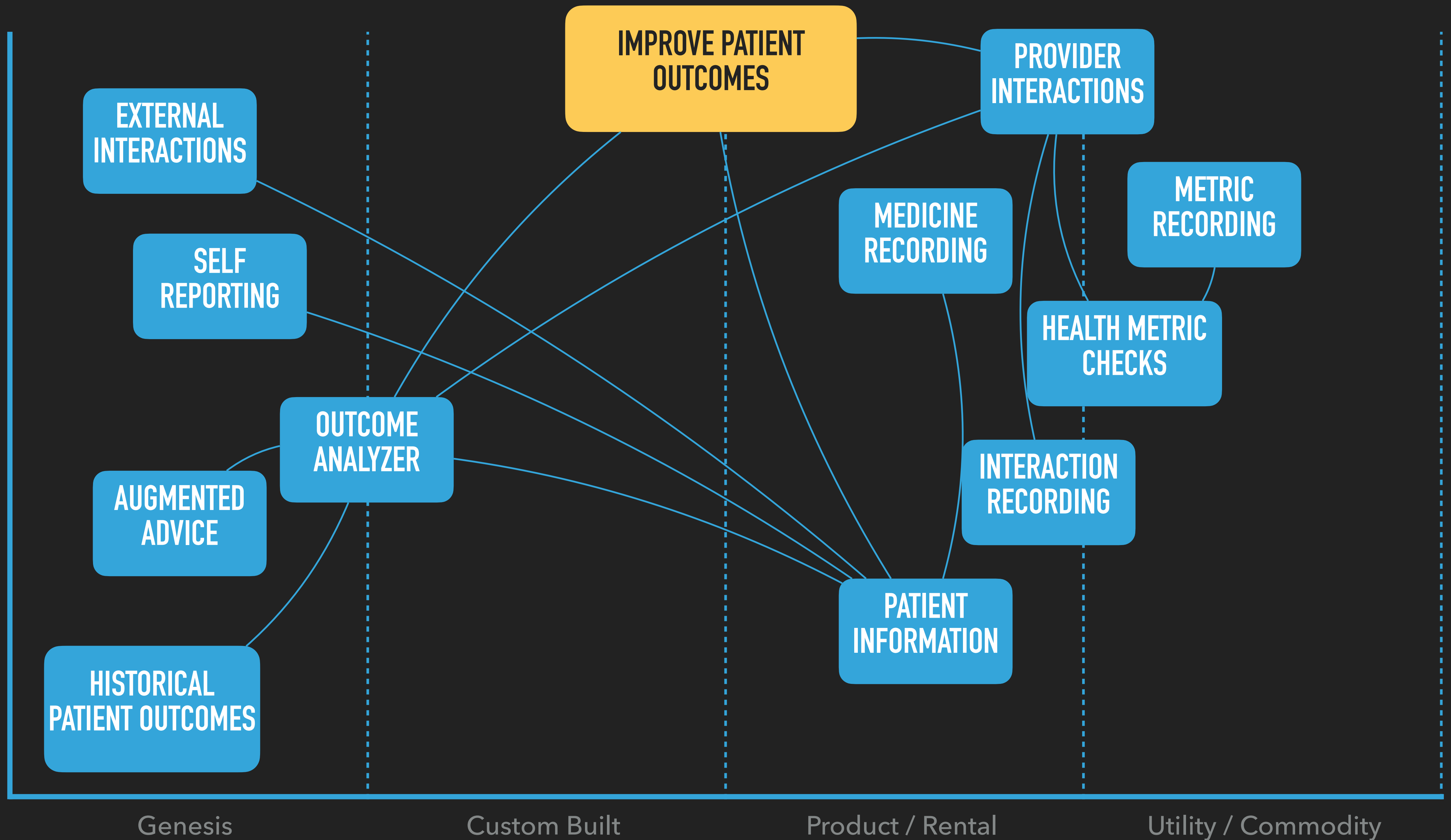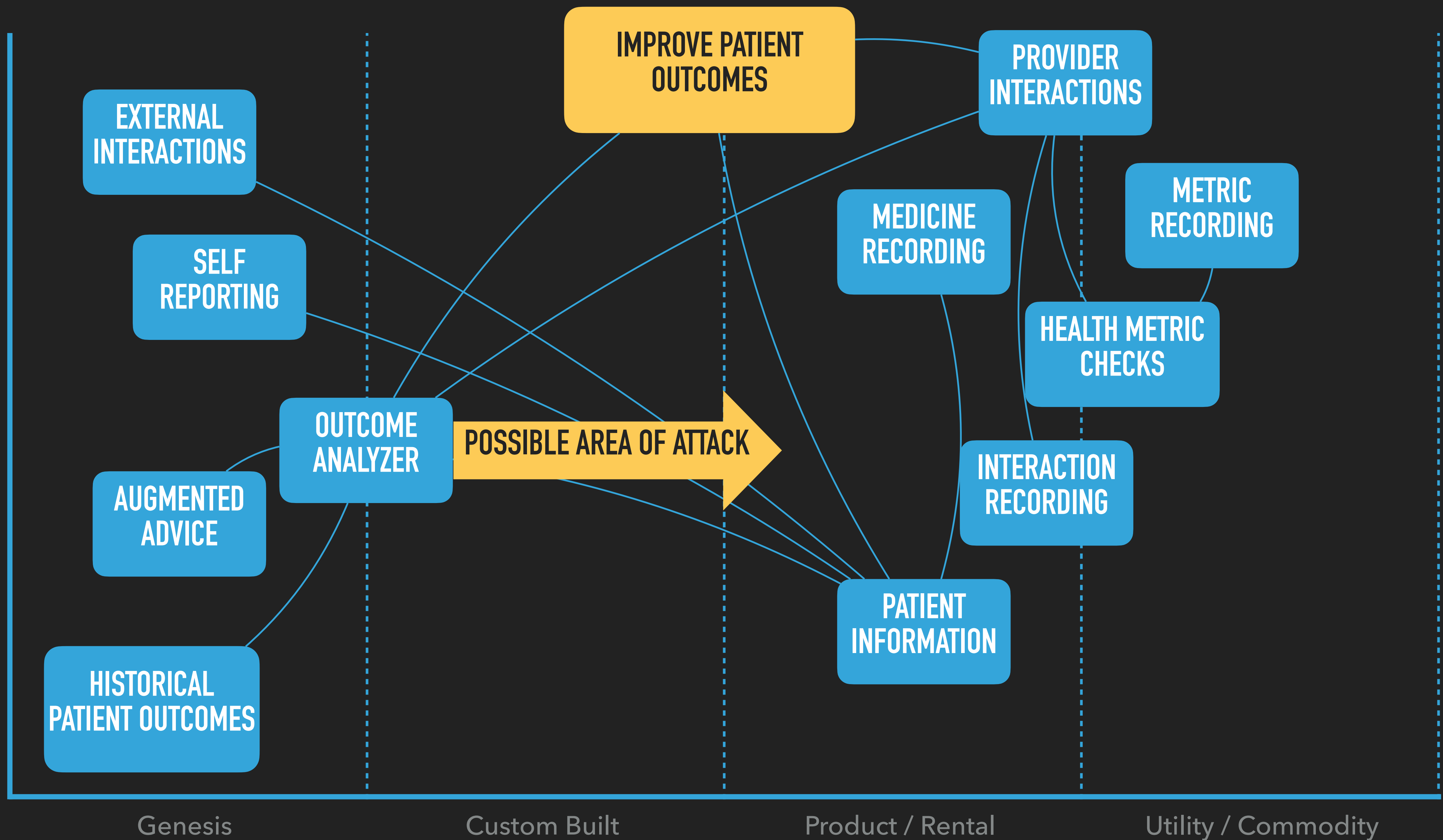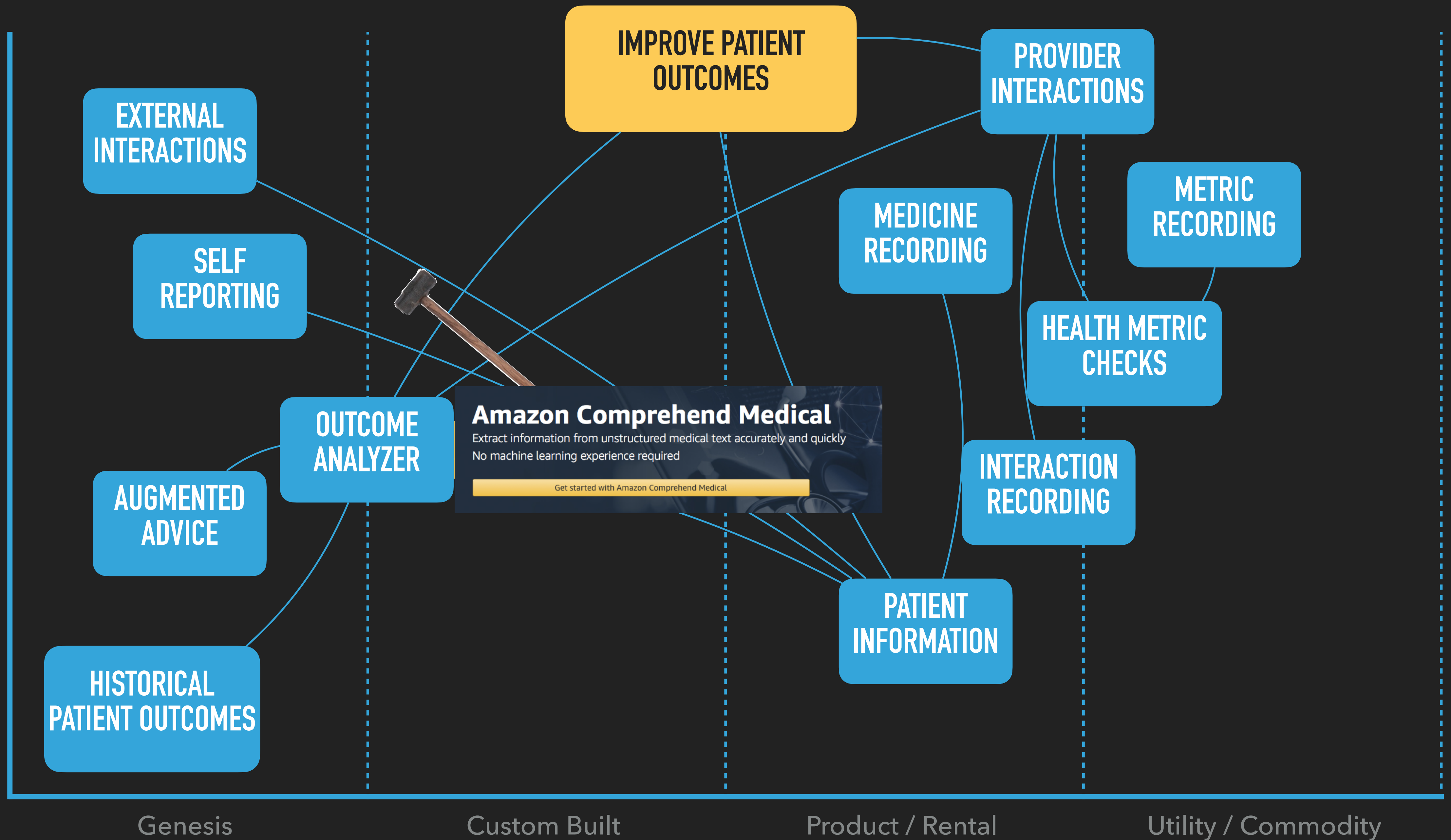
Category	Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)			
Communication	Be transparent (a bias towards open)	Focus on high situational awareness (understand what is being considered)	Use a common language (necessary for collaboration)	Challenge assumptions (speak up and question)
Development	Know your users (e.g. customers, shareholders, regulators, staff)	Focus on user needs	Think fast, inexpensive, restrained and elegant (FIRE, formerly FIST)	Remove bias and duplication
	Use appropriate methods (e.g. agile vs lean vs six sigma)	Focus on the outcome not a contract (e.g. worth based development)	Be pragmatic (it doesn't matter if the cat is black or white as long as it catches mice)	Use standards where appropriate
	Use appropriate tools (e.g. mapping, financial models)			
Operation	Manage inertia (e.g. existing practice, political capital, previous investment)	Optimise flow (remove bottlenecks)	Think small (as in know the details)	Effectiveness over efficiency
	Do better with less (continual improvement)	Set exceptional standards (great is just not good enough)	Manage failure	
Structure	Provide purpose, mastery & autonomy	Think small (as in teams, "two pizza")	Distribute power and decision making	Think aptitude and attitude
	Design for constant evolution	There is no one culture (e.g. pioneers, settlers and town planners)	Seek the best	
Learning	Use a systematic mechanism of learning (a bias towards data)	A bias towards action (learn by playing the game)	A bias towards the new (be curious, take appropriate risks)	Listen to your ecosystems (acts as future sensing engines)
Leading	Be the owner (take responsibility)	Move fast (an imperfect plan executed today is better than a perfect plan executed tomorrow)	Think big (inspire others, provide direction)	Strategy is iterative not linear (fast reactive cycles)
	Strategy is complex (there will be uncertainty)	Commit to the direction, be adaptive along the path (crossing the river by feeling the stones)	There is no core (everything is transient)	Be humble (listen, be selfless, have fortitude)
	Exploit the landscape			

🟩 Good

⬜ Neutral / unknown

🟨 Weak

🟥 Warning

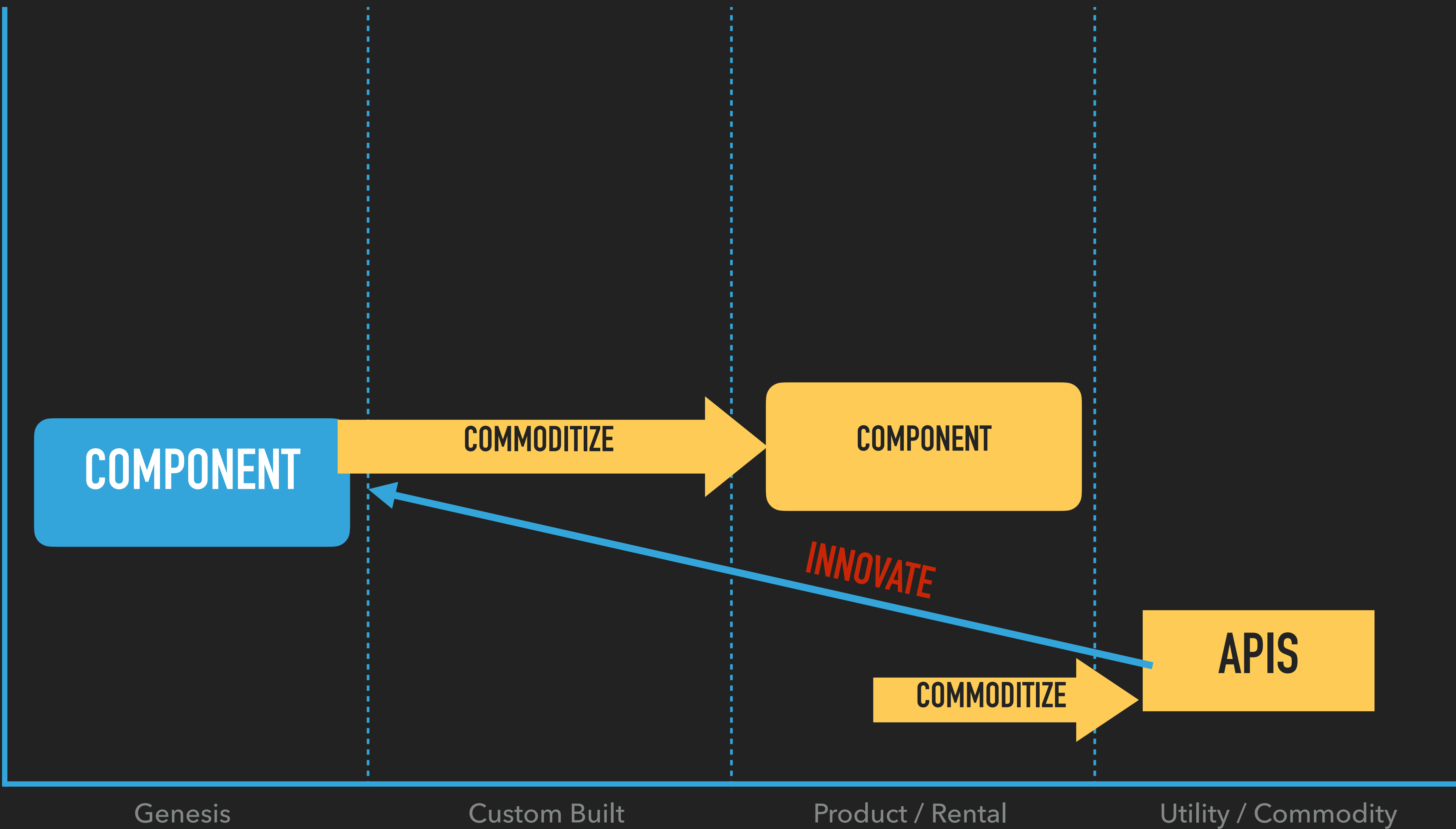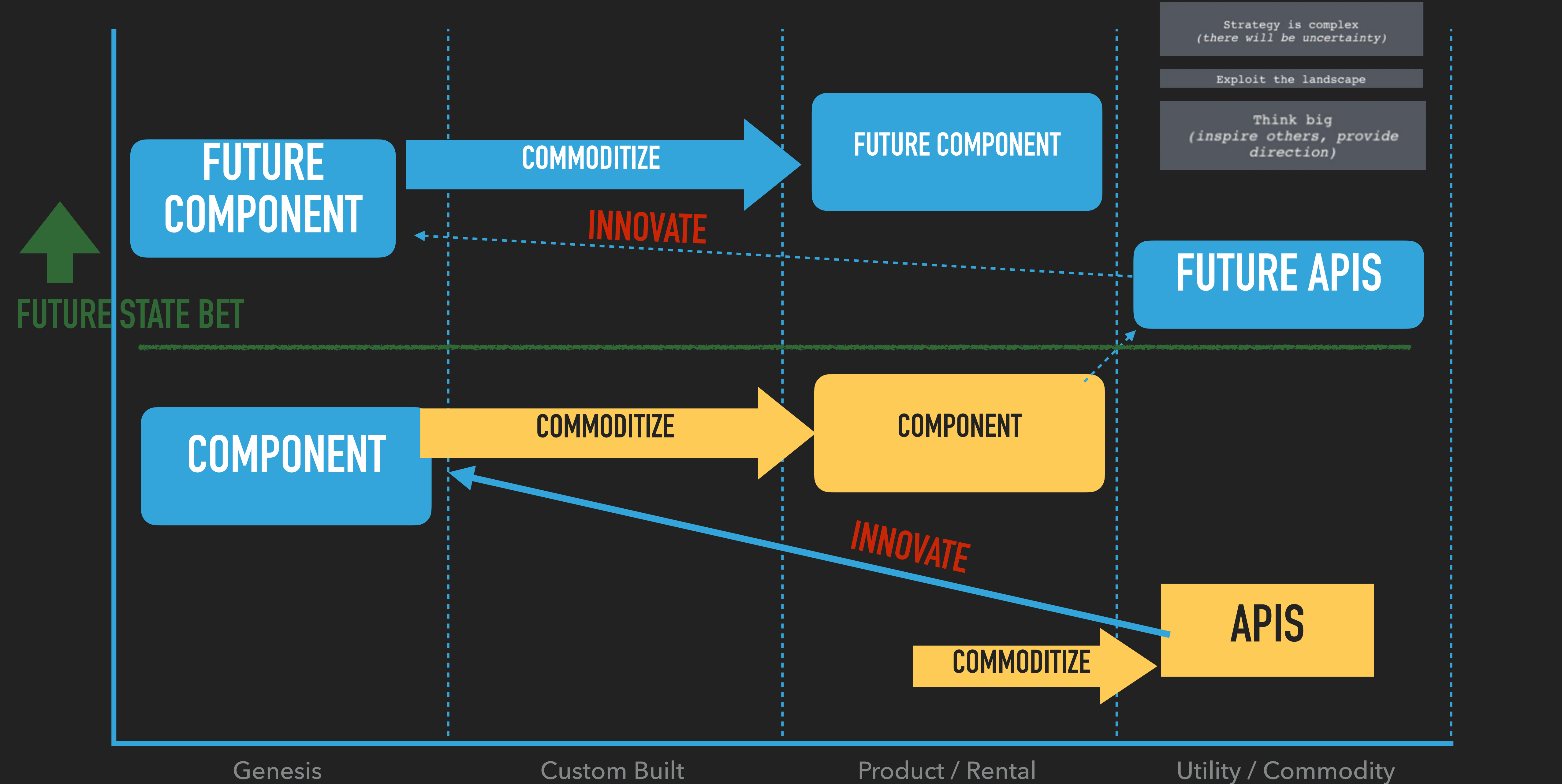| Category	Climatic Pattern (Rules of the game. Patterns that are applied across contexts regardless of user choice)			
Components	Everything evolves through supply and demand competition	Rates of evolution can vary by ecosystem (e.g. consumer vs industrial)	Characteristics change as components evolve (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)	Two 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		

WARDLEY MAP

COMPONENT

INNOVATE

COMMODITIZE

APIS

Genesis   Custom Built   Product / Rental   Utility / Commodity

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WARDLEY MAP

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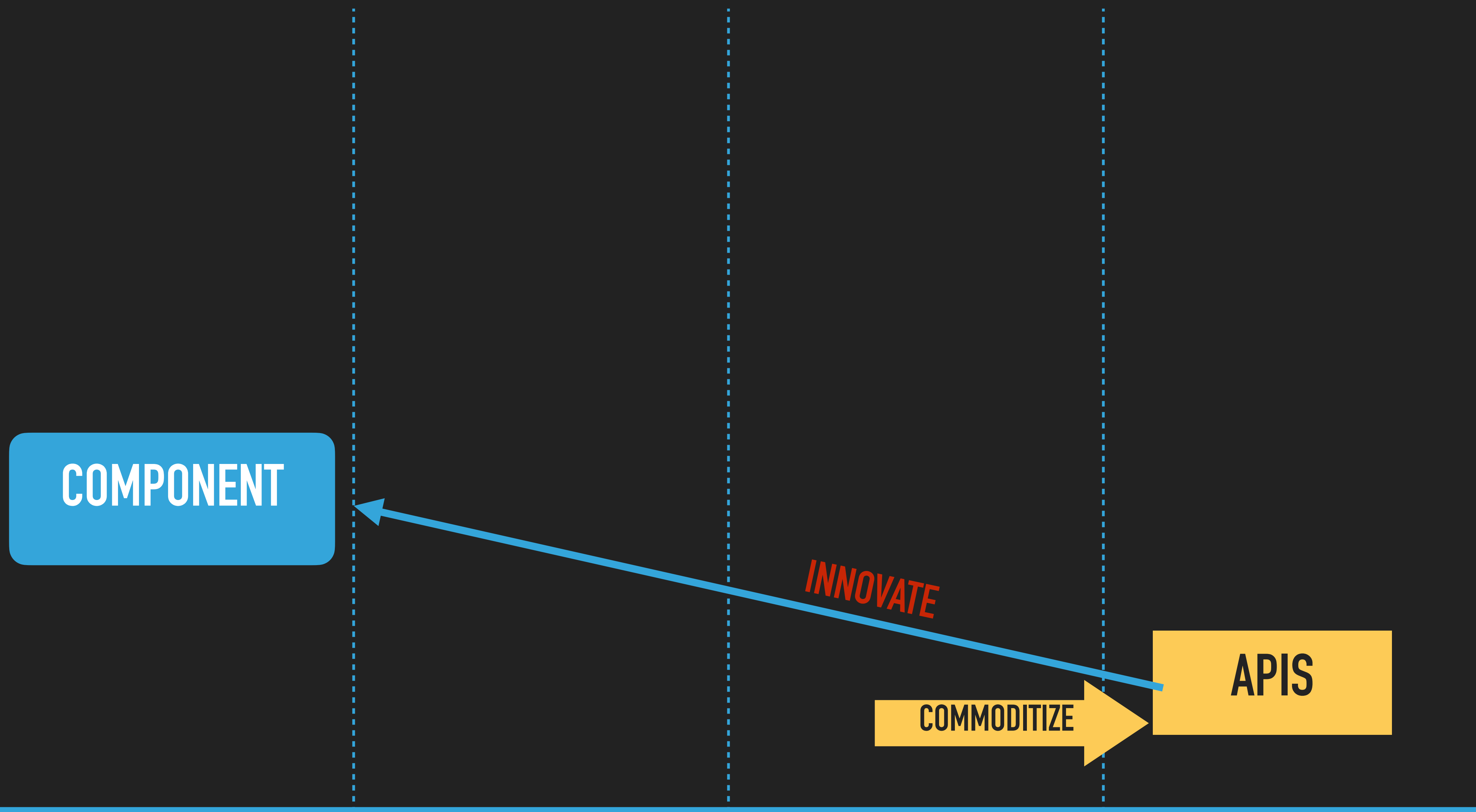
Category	Gameplay (context specific patterns that user can apply)			
User Perception	Education	Bundling	Creating artificial needs	Confusion of choice
	Brand and marketing	Fear, uncertainty and doubt	Artificial competition	Lobbying / counterplay
Accelerators	Market enablement	Open approaches	Exploiting 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
	Two 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	
Positional	Land grab	First mover	Fast follower	Weak signal / horizon
Poison	Licensing play	Insertion	Designed to fail	

POTENTIAL GAMEPLAYS

‣ Education

‣ Brand + Marketing

‣ Network Effects

‣ Exploit Constraints

‣ Limitations of Competitors

‣ Disposal of Liability

‣ Differentiation

‣ Pricing Policy

‣ Center of Gravity

‣ Fool's Mate

‣ Alliances

‣ Innovation-Leverage-Commoditize

‣ Embrace + Extend

‣ Reinforce Competitor Inertia

‣ Restriction of Movement

‣ Bundling

‣ Standards Play

‣ Land Grab

‣ Ecosystem

‣ License Play

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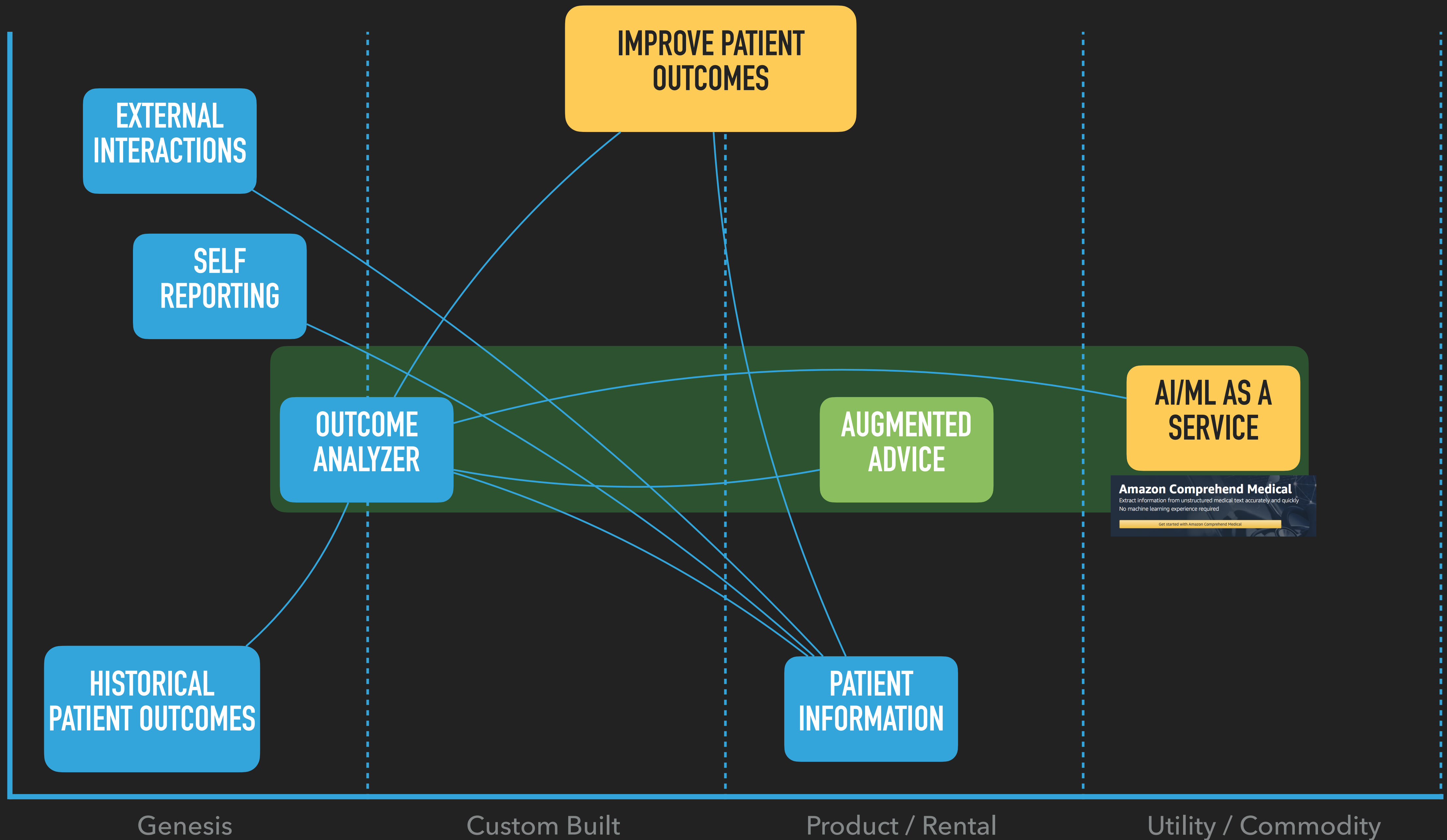- Brand + Marketing
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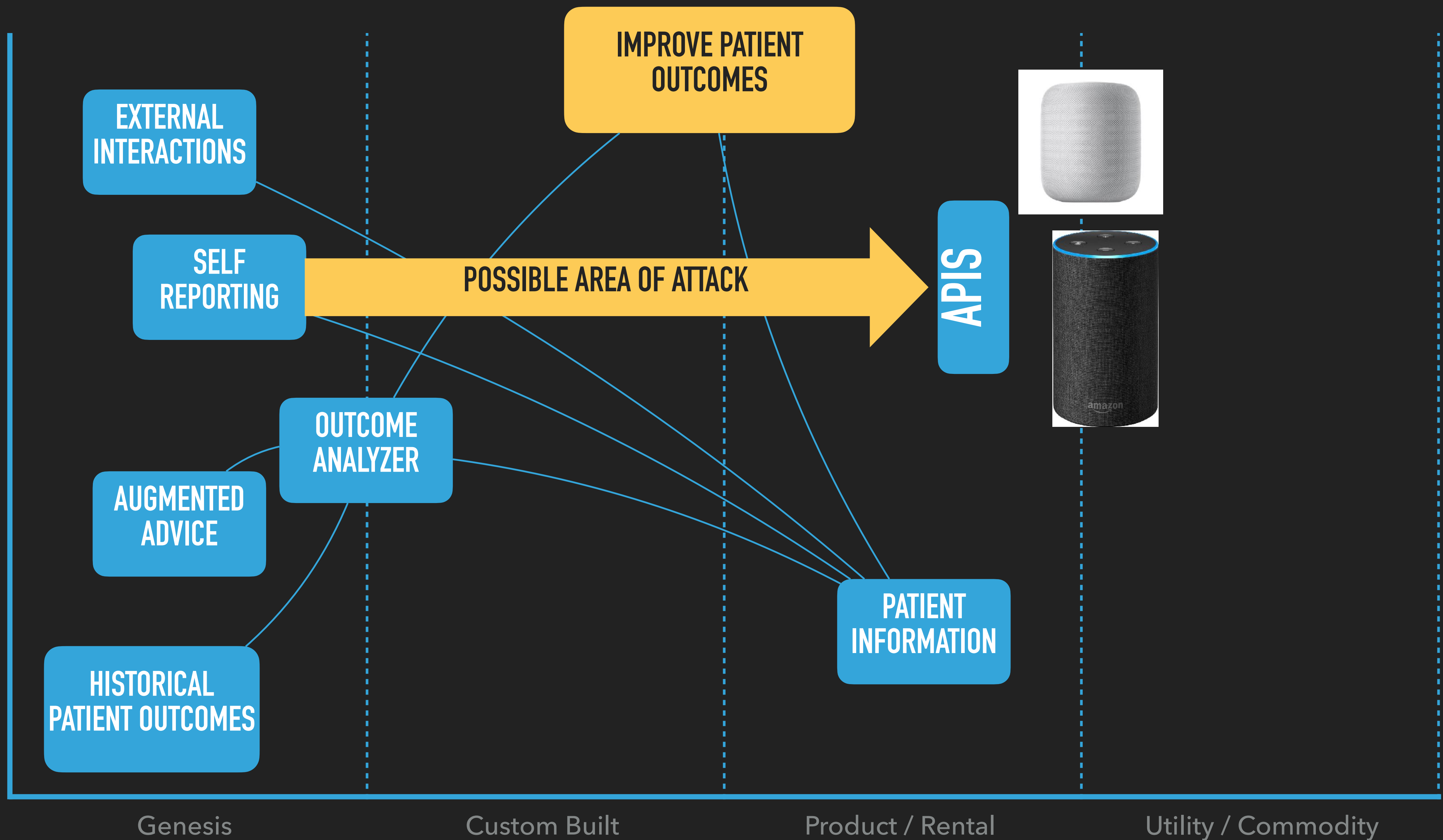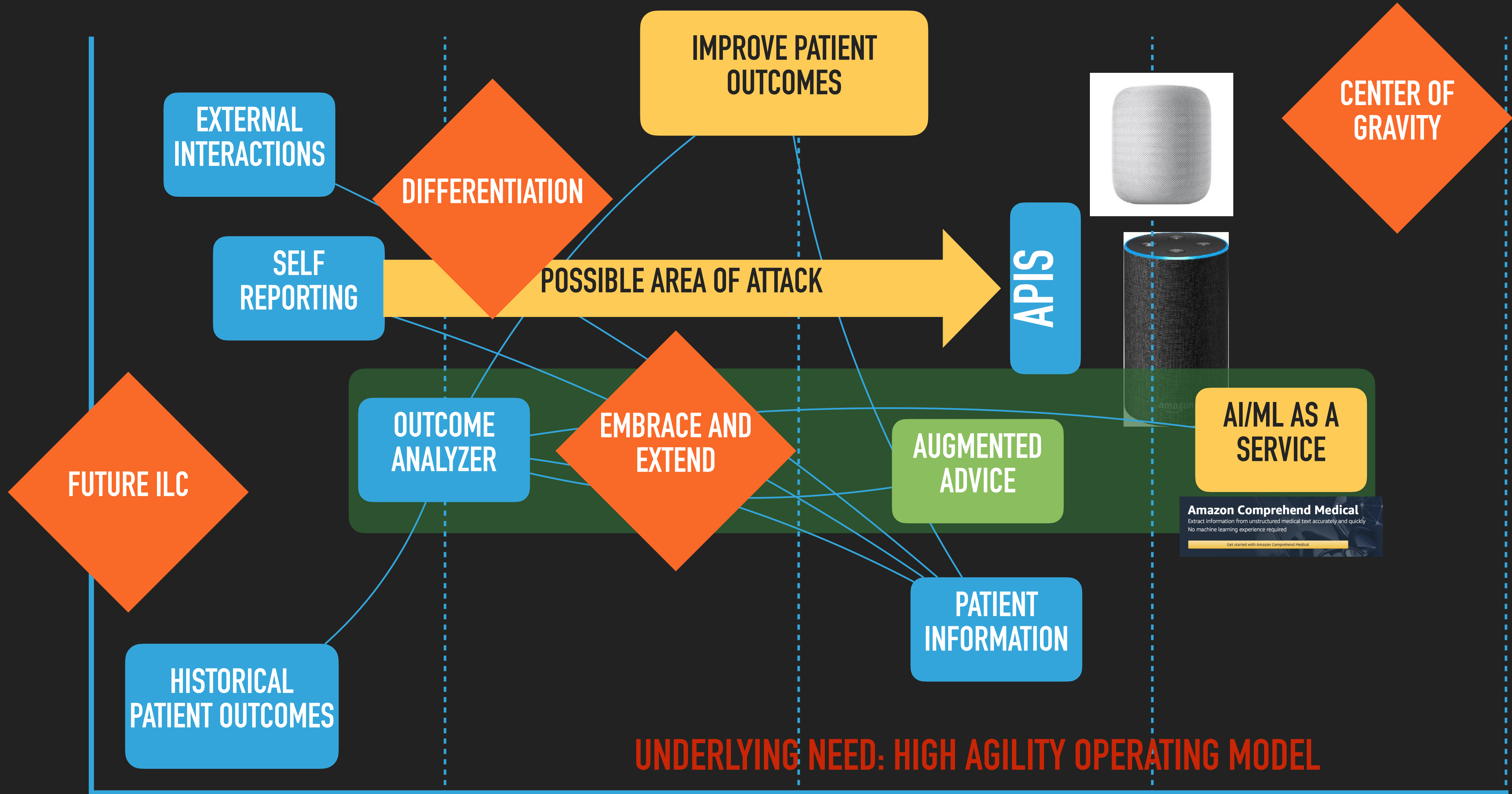- Brand + Marketing
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IMPROVE PATIENT
OUTCOMES

EXTERNAL
INTERACTIONS

SELF
REPORTING

POSSIBLE AREA OF ATTACK

APIS

OUTCOME
ANALYZER

AUGMENTED
ADVICE

PATIENT
INFORMATION

HISTORICAL
PATIENT OUTCOMES

Genesis   Custom Built   Product / Rental   Utility / Commodity

DIFFERENTIATION

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"What's Our Strategy? (Tactics)"

SIMPLIFY
CLARIFY
INSPIRE
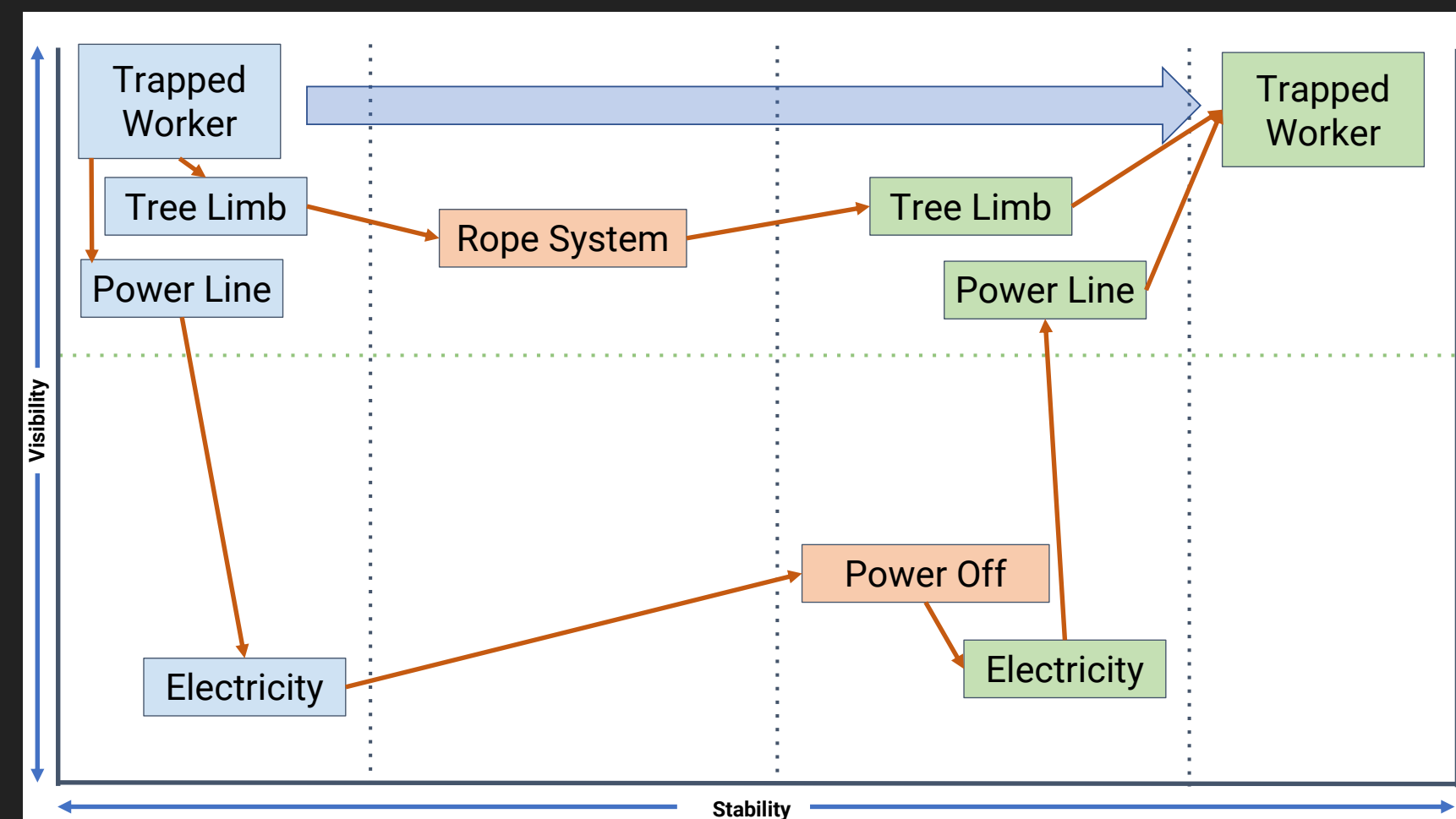
PERSONAL SAFETY

LIFE SAFETY

PROPERTY SAFETY

"What's Our Strategy? (Tactics)"
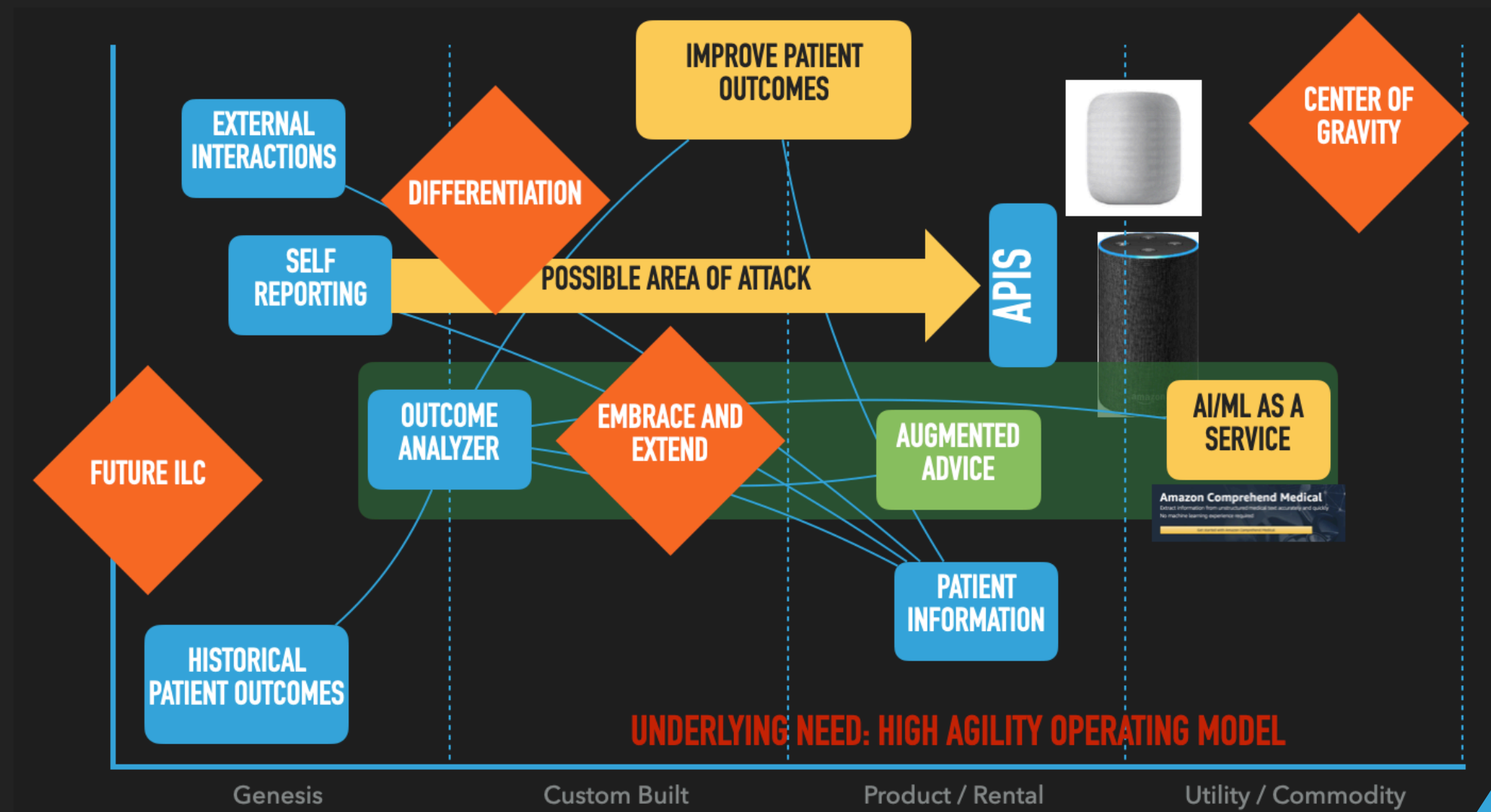
1) DIRECTLY RESPOND TO AMAZON
2) EXPAND MARKET TO BECOME MORE INDEPENDENT FROM AMAZON
3) INNOVATE TOWARDS THE FUTURE WITH RAPID INNOVATION TEAMS
4) INVEST IN PARTNER EXPANSION

Business (Feature)	Feature Desc	Mandate Flag	% of Digital Transactions (BI6)	Filling Product Gaps (II/RPS) (BI7)	Non-Discretionary (Compliance) (BI8)	Business Value Score (Only BV Criteria)	Urgency of Value Realization (Urgency)	Level of Effort (T-Shirt Size)	Technical (Risk of Not Doing)	
...ams: Charts long term	Charts long term					#N/A		Small		
...ices Strategy (REST APIs)	Moving services to REST APIs to increase flexibility and...					#N/A		Medium		
...unt Restrictions	Fall below minimum balance, do not complete annual...					#N/A				
						#N/A				
...matic Transaction (purchase, etc)	Integrating into existing systematic flow...					#N/A				
...unt Funding (Taxable)	Rethinking account funding for taxable accounts		High	N/A	N/A	70.00		Medium		
...k Tolerance Questionnaire	Approx 7 questions for client to answer on risk		High	High	N/A	65.00		Small		
...unt Funding (Rollover)	Rethinking account funding for rollovers and transfers		High	N/A	N/A	65.00		Medium		
...unt Opening (Taxable)	Rethinking opening account design/steps for taxable		High	High	N/A	65.00		Medium		
...unt Opening (Rollover)	Rethinking opening account design and steps for rollover		High	High	N/A	65.00	High	Large	High	
...chase Transaction	Streamlined ability to put money into a managed account		High	N/A	N/A	60.00		Small		
...aged Account Landing Page	Public site landing page introducing managed accounts		Low	High	N/A	58.00		Xsmall		
...gration with Mobile Apps	Integrating managed account information into current		High	High	N/A	57.50		Small		
...ant content	Integrate relevant content on a client's model account (commentary, market news, etc.)		Medium	High	N/A	53.50		Medium		
...details	Provide detailed account information to clients for MA		High	N/A	N/A	42.50		Medium		
...gration with Account Access	Integrating managed account information into current		High	High	N/A	41.00	N/A	Small	High	
...tive notifications	Comms to client on actions they may want to take (not omni channel)		Medium	Low	N/A	35.50		Small		
...drawal Transaction	Streamlined ability to take money out of a managed account (leverage existing transaction)		High	N/A	High	31.50		Small		
...Statements & Records	Provide access online to MA statement and confirms		High	N/A	N/A	30.00		Xsmall		
...dashboard	Provide high level account information to clients for each MA		Low	N/A	N/A	28.00		Small		
...ams/Interactive Charts	Managed Account interactive/dynamic charts for models, account history and performance (model results and balance history)		N/A	Medium	N/A	26.00		Xsmall		
...ual Review	Ability for clients to update RTQ or reconfirm responses each year (required)		Low	N/A	High	17.50		Xsmall		
...generation	Capture leads when client answers RTQ, receives results, begins account opening		N/A	N/A	N/A	17.50		Xsmall		
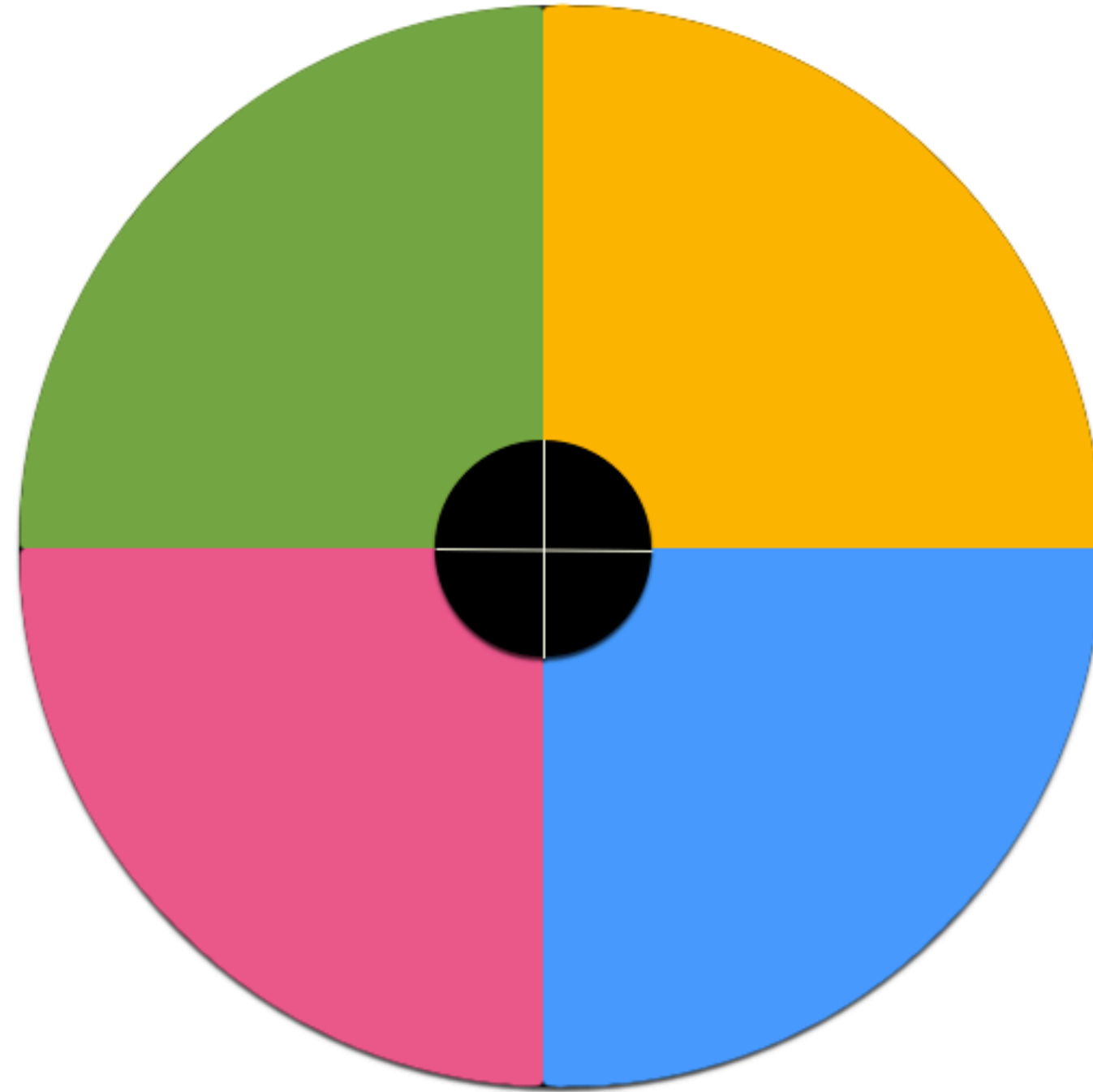
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KEY TAKEAWAYS

Wardley Maps Wiki: http://wardleypedia.org/mediawiki/index.php/Main_Page

Mapping Mondays: https://blog.coryfoy.com/mapping-mondays

Simon's Book (WIP): https://medium.com/wardleymaps

Contact Info: foyc@coryfoy.com

START WITH PURPOSE

GAIN SITUATIONAL AWARENESS FROM YOUR LANDSCAPE

UNDERSTAND THE CLIMATE AND YOUR DOCTRINE

FORMULATE HYPOTHESISES

COMMUNICATE AND LEAD THE ACTION

CONTINUE THE LOOP – ALWAYS BE OBSERVING AND ORIENTING