GOTO
Copenhagen 2023
#GOTOCPH
Wardley Mapping Strategy @ BigCorp: A True Story

GOTO Copenhagen 2023
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How do you get to something like this in 3 half-day workshops online?
WE INTERRUPT THIS PROGRAM FOR A COMMERCIAL BREAK
The story you are about to hear is true. The names have been changed to protect the innocent.
A 100+ year old multinational European incumbent with 20,000+ employees.

A new company strategy in a 70+ page slide deck.

A mission to develop the necessary capabilities to support the company strategy.
THE CAST

A multinational senior management group reporting to the company executive group.

A skilled and experienced organization coach and facilitator: Michael Göthe @ Crisp.

A skilled and experienced executive and strategist: yours truly.
3 half-day workshops online using Miro in order to collaborate and visualize strategy.

Remote homework/fieldwork in pairs and as a group in order to practice doing strategy.

Regular online check-ins with key stakeholders in order to keep the trust.
ACT 1: Agree To Collaborate

Explain how to visualize strategy using Wardley Mapping.

Show how Wardley Mapping can help connect strategy and capabilities.

Use a concrete example of how to decide what to build, buy and outsource.
Visualizing the Business Environment to Guide Strategic Choices and Development of Capabilities using Wardley Mapping

X-ber YY, 202z
Visualize evolution and guide choices

What do our customers need?
Where’s our market position?
Where’s competition today/tomorrow?
Where’s technology today/tomorrow?
Where do we focus?
What moves do we make, e.g. in-house/off-the-shelf/outsource?
What capabilities do we have/need?
How do we work today/tomorrow?
How do we organize today/tomorrow?
Visualize evolution and guide choices

EXAMPLE: Gaming

CAPABILITY: Procurement best practice

CAPABILITY: Procurement good practice

Expected market changes

Focus

Outsource

In-House

Off-the-Shelf

Outsource
REFERENCES

BLOGS
McDermott: Maturity Mapping
Wardley: An Introduction to Wardley Mapping

BOOKS
Schön: The Art of Strategy
Wardley: Wardley Maps

VIDEOS
Lamb: Investing in Innovation
Schön: The Art of Strategy
Wardley: Crossing the River by Feeling the Stones
Recap Strategy 101 including the importance of situational awareness.

Learn Miro tool for online visualization and collaboration.

Prepare Wardley Map Canvas together: purpose, scope, users, user needs, value chain.
STRATEGY - Why, What, How
CAPABILITIES

X-ber YY, 202z
Why Strategy?

Sustainably thrive in a world where the rate of change will never be slower than today!
What is Strategy?

The art of shaping an environment to gain a desirable outcome.
Strategy - How?

1. Secure situational awareness
2. Make choices of direction
3. Make decisions and actions in that direction
4. Repeat 1-3 regularly

“In real life, strategy is actually very straightforward. You pick a general direction and you implement like hell.”
**CAPABILITIES**

A **CAPABILITY** is the ability or capacity an organization may possess or need to achieve a specific purpose or outcome.

**Capabilities are**
- unique and independent from each other
- descriptions of what a business does
- abilities to fulfill a need of a customer/user
- abilities to fulfill a need of another capability

**Capabilities are NOT**
- processes
- services
- functions
- technologies
Miro Basics

- Toggle between select items (arrow) and move board (hand)
- Create a text area
- Create a post-it note - a popup will give you choice of colors
- Create a figure - a popup will give you choice of shapes
- Create a connector - a popup will give you choice of kind
- Free hand drawing - a popup will give you choice of pens
- Make a comment

Click on a person you want to follow
Toggle show collaborators' cursors

Show map
Zoom in and out (Zooming could also be done by holding ctrl or cmd and use scrolling)
Using @HiredThought’s Wardley Mapping Canvas

1. Purpose
   - What is your purpose? Why does this organization or project exist?

2. Scope
   - What is it that you are mapping? What does it include? What does it not include?

3. Users
   - Who uses or interacts with the thing you are mapping?

4. User Needs
   - Copy your users over. What do they need from you? What is each user’s journey?

5. Value Chain
   - Copy the users over, with their needs underneath. What services do you need to deliver to fulfill these needs? Arrange them according to dependencies – create a value chain.

6. Map
   - Copy the value chain over. Use the evolutionary characteristics to decide where to place each component along the horizontal axis (Evolution).
Walking through the steps of the Wardley Mapping canvas together
ACT 3: Prepare a Wardley Map Together

Recap of capabilities and value chain in the Wardley Map Canvas.

Prepare a Wardley Map together.

Avoid going into details and actions before situational awareness and strategic choices.
Value chain homework/fieldwork in order to engage with Wardley Mapping
6. Map
Copy the value chain over. Use the evolutionary characteristics to decide where to place each component along the horizontal axis (Evolution).

Wardley Map for a selected business-to-consumer service
ACT 4: Strategic Decisions

Repeat capabilities, Wardley Mapping and the importance of a common understanding.

Highlight that what to build, buy or outsource are strategic choices based on the map.

Avoid going into details and actions *before* situational awareness and strategic choices.
6. Map

Copy the value chain over. Use the **evolutionary characteristics** to decide where to place each component along the horizontal axis (Evolution).

Wardley Map for a selected B2C service including build, buy and outsource decisions
Wardley Map of capabilities for a selected technology component

- Few people in the world have this capability
- Few people in BigCorp have this capability
- Some people in our part of BigCorp have this capability
- Everyone who needs it in our part of BigCorp have this capability
REVIEWS: Observations from Participants

This is complex matter and needed deeper understanding of BigCorp’s current situation.

Good to have a common framework to set the scene and guide the discussion.

The model is thought provoking; what are the questions we are trying to answer?

Helps us take the bigger picture first.

How to progress in the critical areas? List the big questions for these areas.

The model helps us to think.

The model gave insights and advice how to tackle the future.
To be continued ...
LEARNINGS

Covid-19 matters: all workshops 100% remote in Teams + Miro
→ Teach and let participants try Miro early on and learn/beware of Teams’ quirks.
→ Prepare even more detailed script than usual and be ready to improvise.

Context matters: differences across countries, services and technologies
→ Practice Wardley Mapping so that each participant can prepare their own map.
→ Avoid getting into detailed actions too early, see the landscape together first.

Practice matters: learn by doing strategy as much as possible
→ Secure participants calendar time for doing homework/fieldwork, read, watch, prepare.
→ Spend less time on explaining the theory/model, even more time doing it - together!
Separately and related: Barriers to be aware of in strategy creation by “The Strategy Club”
Obstacles don’t block the path.
They are the path.

Zen Proverb
WARDLEY MAPPING
Visualize evolution and guide choices

Q&A

What do our customers need?

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Where do we focus?
What moves do we make, e.g. in-house/off-the-shelf/outsource?

What capabilities do we have/need?
How do we work today/tomorrow
How do we organize today/tomorrow?
THANK YOU!

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