FLOW SYSTEM

PARTICIPANT WORKBOOK

Distributed Leadership

Workbook: Wardley Maps

getflowtrained.com/playbook/wardley-maps/

Wardley Maps

A Wardley map visualizes the structure of a product or service.

Wardley maps support leader's situational awareness capabilities.

Wardley maps aid in developing shared mental models around a product or service.

The vertical axis identifies which activities are visible and which are invisible to the customer.

The horizontal axis identifies the state in the evolution path where each activity lies (genesis, custom built, product/rental, commodity/utility).

The following steps will guide you in beginning the process of developing a Wardley map for your team, department, or organization. To help guide you along this process, a free canvas is available at the following link:

https://github.com/HiredThought/wardley-mapping-canvas

Focus on User Needs – Step 1

To create a simple Wardley map first start by focusing on user needs. What does your customer need, want, or desire. The starting point should be where you see the customer and not in the layers further away from them.
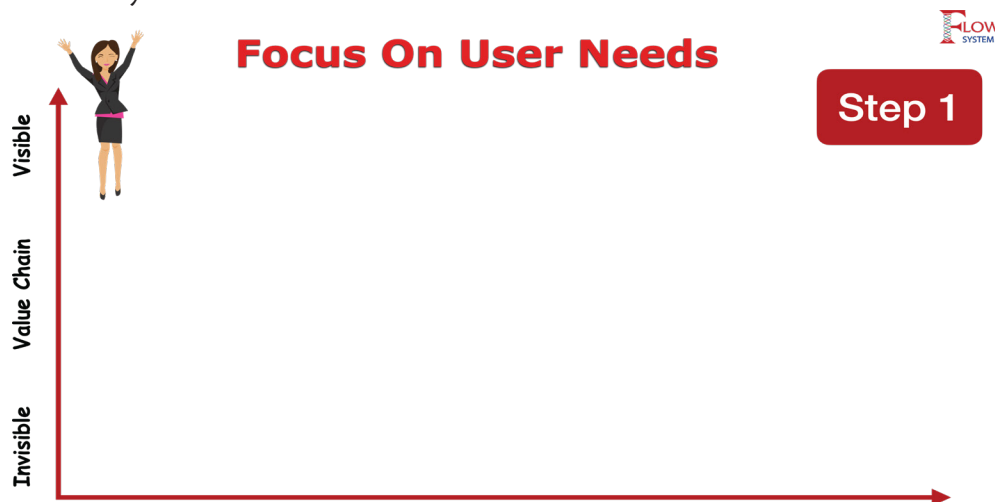
FIGURE 3.6.8: Step 1

Map Your Value Chain – Step 2

Now create a value chain. Start at the customer and work backwards, connecting all the elements in the chain that result in the user needs being fulfilled.
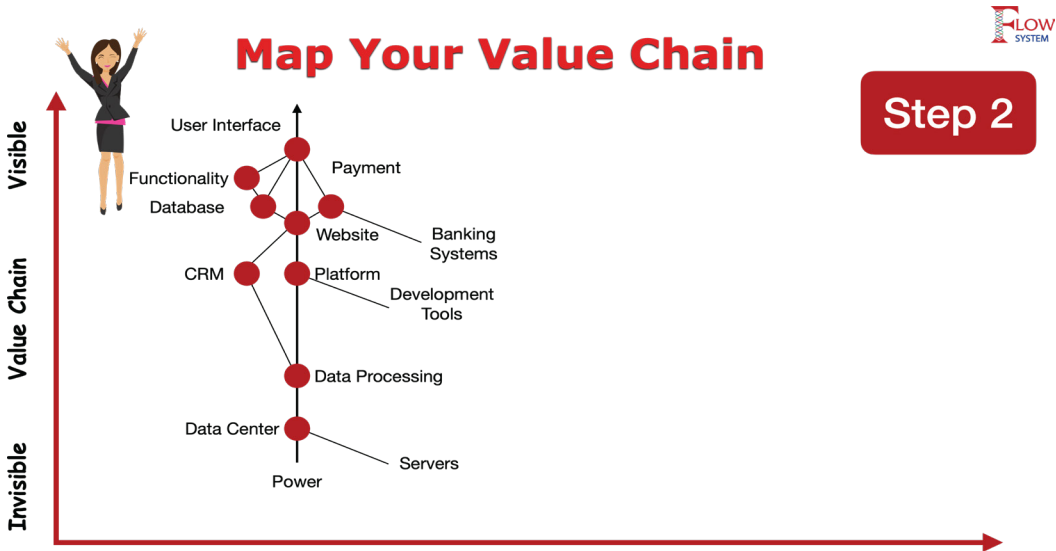

FIGURE 3.6.9: Step 2

Add Evolution – Step 3

Once you have the value chain then add evolution. Where are these elements in their lifecycle or maturity?
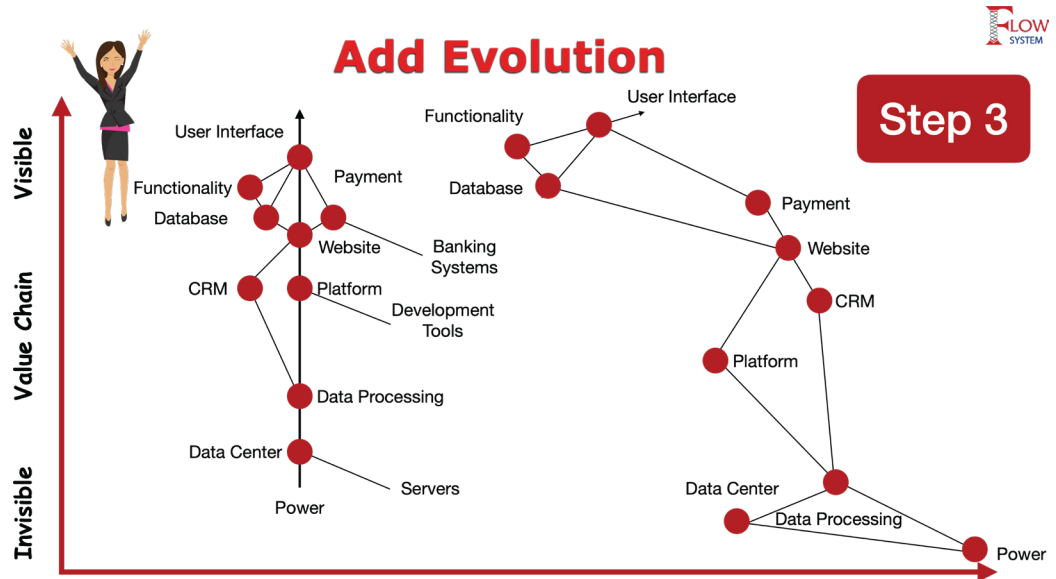

FIGURE 3.6.10: Step 3

Examine Methods to Use – Step 4

Are they in genesis? No solution or approach currently exists, and we need to create or invent it. Does the technology exist or should we build our own custom or bespoke version, as that will better suit the needs of our customers? Or is this commercially available and should we simply go and buy it off the shelf or better still rent it. And finally, maybe it's become a commodity already and we just consume it.
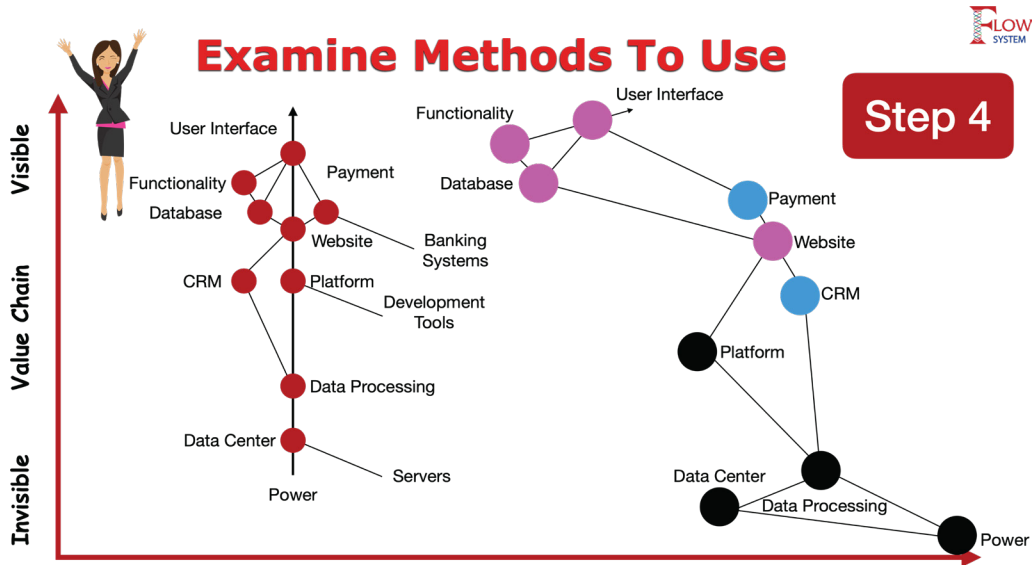

FIGURE 3.6.11: Step 4

Learn How to Manipulate – Step 5

Next, we learn how to manipulate the options by moving things around on the map.
Can we move the platform into a commodity or perhaps custom built into product and rental?
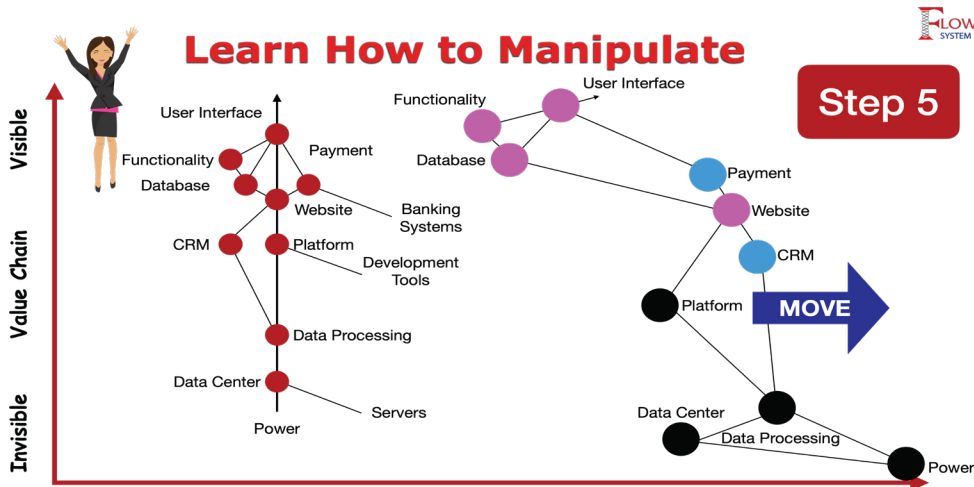

FIGURE 3.6.12: Step 5

Build It or Buy It – Step 6

These decisions can be used as a way to determine if you should build it or buy it.

This is only an introduction to Wardley mapping. When studied and practiced, it becomes a very powerful strategic planning tool, especially if you are seeking new markets or ways to exploit market opportunities.
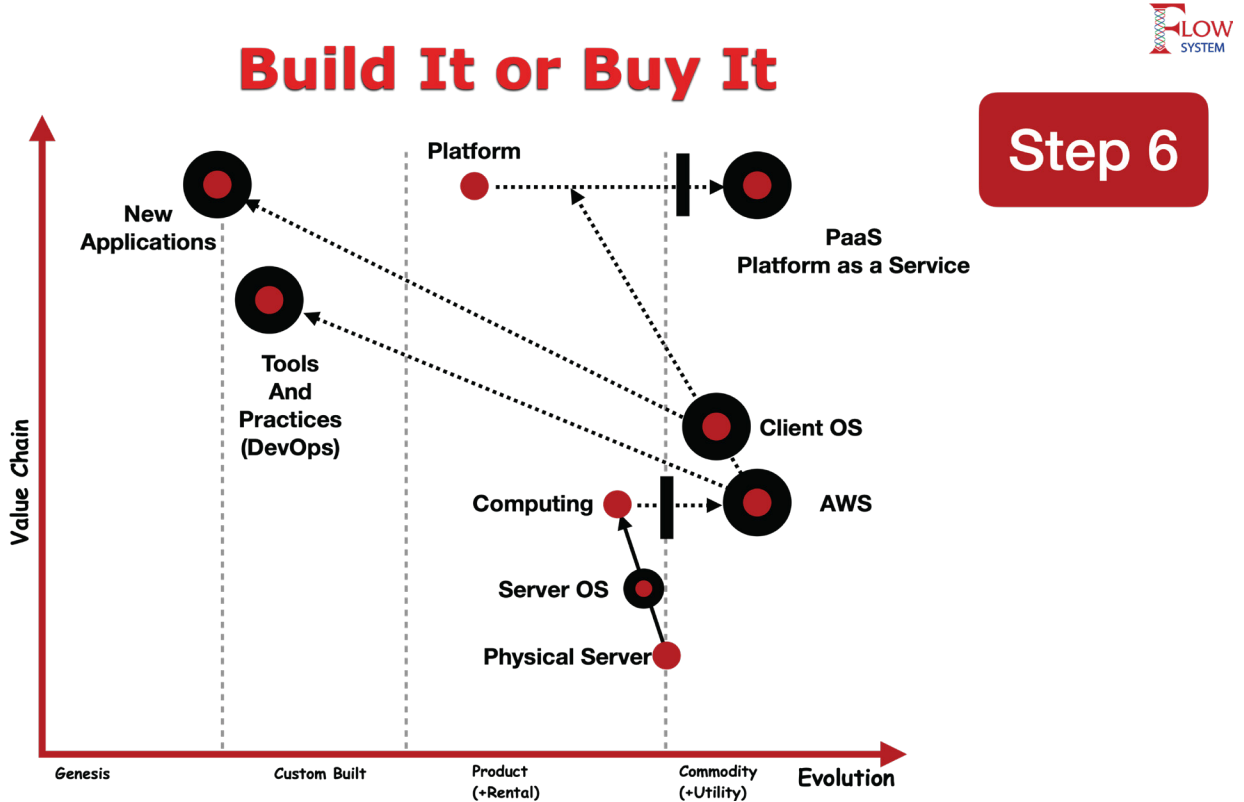

FIGURE 3.6.13: Step 6

Additional Resources

- Watch this video titled "Investing in Innovation: How Situational Awareness Can Put Your Business on the Map" to see an example of using Wardley maps.

  https://www.youtube.com/watch?v=Gfq3ocmadZo

- To learn more about Wardley maps, go to the LearnWardleyMapping.com website. This website provides useful information on Wardley mapping. This website also provides Simon Wardley's book *Wardley Maps* as a free online resource. The link for the currently free book is provided below:

  https://learnwardleymapping.com/book/

Connect the Three Helixes:

Flow can only be achieved when the three helixes are interconnected. To identify how this could occur, the next exercise requires the reader to identify examples of different methods from each of the other two helixes (complexity thinking, team science) that might work well with Wardley maps.

COMPLEXITY THINKING   **DISTRIBUTED LEADERSHIP**   **TEAM SCIENCE**

?   Wardley Maps   ?

CONTINUOUS IMPROVEMENT   RESPECT FOR PEOPLE   CUSTOMER FIRST   RESPECT FOR HUMANITY   ELIMINATE WASTE

CONNECT THE HELIXES	
Select a scenario or problem that would benefit from Wardley mapping.	
Identify three methods from complexity thinking that could work with Wardley mapping. Give a brief description about how they complement one another.	
CT Method 1:	
CT Method 2:	

Connect the Helixes	
CT Method 3:	
Identify three methods from the team science helix that could work with or support Wardley mapping. Give a brief description about how they complement one another.	
TS Method 1:	
TS Method 2:	
TS Method 3:	
Provide a description explaining which methods from each of the three helixes (with Wardley maps being the DL method) work best for the scenario/problem identified earlier.	