Situational Awareness

@swardley

https://leadingedgeforum.com/
Question
Will Big Data improve your company strategy?
Versus
Two Examples

Chess World

Thermopylae
White

Pawn (w), Pawn (b), Pawn (w), Queen (b), Pawn (w), Queen (b) ...

Black

Pawn (w), Pawn (b), Pawn (w), Queen (b), Pawn (w), Queen (b) ...
"sequence of success"
Backward Causality

If player A does B and is successful then ...

If I do B, I also will be successful!
Pawn (w), Pawn (b), Pawn (w), Queen (b) ... LOSE.

f3, e5, g4, Qh4 ... WIN.
Themistocles
524 - 429BC
Politician & General
Force opponents along path

Block here

Defend here, use terrain as force multiplier.
<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
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</thead>
<tbody>
<tr>
<td>A well trained Spartan army</td>
<td>The Ephors might stop the Spartans turning up</td>
<td>Get rid of the Persians</td>
<td>Persians get rid of us</td>
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<tr>
<td>A high level of motivation not to become a Persian slave</td>
<td>A lot of Persians ARE turning up</td>
<td>Get rid of the Spartans</td>
<td>The Oracle says a really dodgy film might be produced over 2,000 years later</td>
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**Strengths**

- A well-trained Spartan army
- A high level of motivation not to become a Persian slave
- Most of the Persian army are mercenaries and slaves

**Weaknesses**

- The rest of the Greeks aren't well trained
- The Ephors might stop the Spartans turning up
- A truck load of Persians ARE turning up

**Opportunities**

- Get rid of the Persians
- Get rid of the Spartans
- Become a Legend

**Threats**

- Persians get rid of us
- The Oracle says a really dodgy film might be produced over 2,000 years later
How? (Action)

What? (Action)

When?

Why? (strategy)

Where? (position & movement)
In Military ...

- **Where?** (position & movement)
- **Why?** (strategy)

<table>
<thead>
<tr>
<th>How?</th>
<th>What?</th>
<th>When?</th>
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Situational Awareness  
Action
STRATEGY
Tactical Choices (BYOD)

Purchasing Decisions (Oracle vs SAP)

Implementation Details (Private vs Public)

Operational Details (SLAs)
Why?

Vague
Everyone else is!

67% of successful companies do ...
Our strategy is sustainable. We will lead a collaborative effort of the market through our use of growth and social media to build a competitive advantage. By being both open and digital first, our disruptive approach will drive revolution throughout the organization. Synergies between our insight from data and big data will enable us to capture the upside by becoming networked in an innovative world. These transformations combined with platform due to our data leaders will create an ecosystem through internet of things and leaders.
In Business ...

Situational Awareness

Where?
(position & movement)

Why?
(strategy)

Action

How?

What?

When?
160 Hi-Tech companies in Silicon Valley, 2012
Size of the bubble = No. of Companies

-ve Market Cap (7 yrs)

Players

Chancers

+ Market Cap (7 yrs)
NB

97% of execs consider strategy to be critical to future success.

Most business strategy is a tyranny of action over situational awareness.

Lack of situational awareness has a negative impact on outcome.
USER

CUP OF TEA

TEA

HOT WATER

KETTLE

WATER

POWER

Visible

Needs

Needs

Needs

Needs
BUT
No movement
Figure 1-2. The Diffusion Process

- Early Adopter
- Laggards

Innovation I, Innovation II, Innovation III

Percent of Adoption vs. Time
Evolve
Value Chain
(*describes organisation*)

Evolution
(*describes change*)
Evolution

Value Chain

Visible

Invisible

Competition

Genesis

Custom
Built

Product
(+ rental)

Commodity
(+ utility)
Uncharted

- Chaotic
- Uncertain
- Unpredictable
- Changing
- Different
- Exciting
- Future Worth
- Differential

Industrialised

- Ordered
- Known
- Measured
- Stable
- Standard
- Dull
- Low Margin
- Essential
outsource to utility suppliers, Six Sigma
use off the shelf products, Lean
build in-house with agile techniques
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

Value Chain
Visible
Invisible

Home Office
## IT Weapons of Mass Duplication

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<th>Number of Duplicate Efforts in a single Organisation</th>
<th>Technology Space</th>
<th>Industry</th>
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<td>Cloud projects</td>
<td>Global Technology Vendor</td>
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<td>118</td>
<td>Workflow systems</td>
<td>Government</td>
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<td>22</td>
<td>Rules Engines</td>
<td>European Corporate</td>
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<td>14</td>
<td>CRM system</td>
<td>Bank</td>
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<td>6</td>
<td>General Rule of Thumb</td>
<td>Everywhere</td>
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A line of the Present
Uncharted Industrialised Genesis Custom Built Product (+ rental) Commodity (+ utility) Evolution Value Chain Visible Invisible

A line of the Present

The Near Future

The Far Future

POSITION

MOVEMENT

A

B

Competition

C

Competition

The Near Future

The Far Future

Commodity (+ utility)

Commodity (+ utility)
A line of the Present

Value Chain

Visible

Invisible

Uncharted

Industrialised

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Product (+ rental)

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Evolution

POSITION

ATTACK HERE?

ATTACK HERE?

ATTACK HERE?

MOVEMENT

needs

ATTACK HERE?
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Do you think Creative Studios will oppose this?
In Business ...

Situational Awareness

**Where?**  
(position & movement)

**Why?**  
(strategy)

Action

**How?**

**What?**

**When?**
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Uncharted

Industrious

Genesis

Custom Built

Product (+ rental)

Commodity (+ utility)

Evolution

Value Chain

Visible

Uncharted

Industrialised

Interface

Radio

Electric Lighting

Television

Siemens

A/C Utility (Westinghouse)
Visible

Value Chain

Invisible

Genesis

Custom Built

Product (+ rental)

Commodity (+ utility)

Evolution

Uncharted

Industrialised

Intelligent Agents

Analytics

Computing

Electricity

Evolution
Long Waves or K-Waves

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Choose one ...

+ Innovation
+ Customer
+ Efficiency
Ecosystem

Supplier

Ecosystem
Uncharted

Industrialised

Genesis

Custom Built

Product (+ rental)

Commodity (+ utility)

Commoditise

Innovate

Leverage

Value Chain

Visible

Uncharted

Industrialised

Invisible

Evolution
THANK YOU
@swardley
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