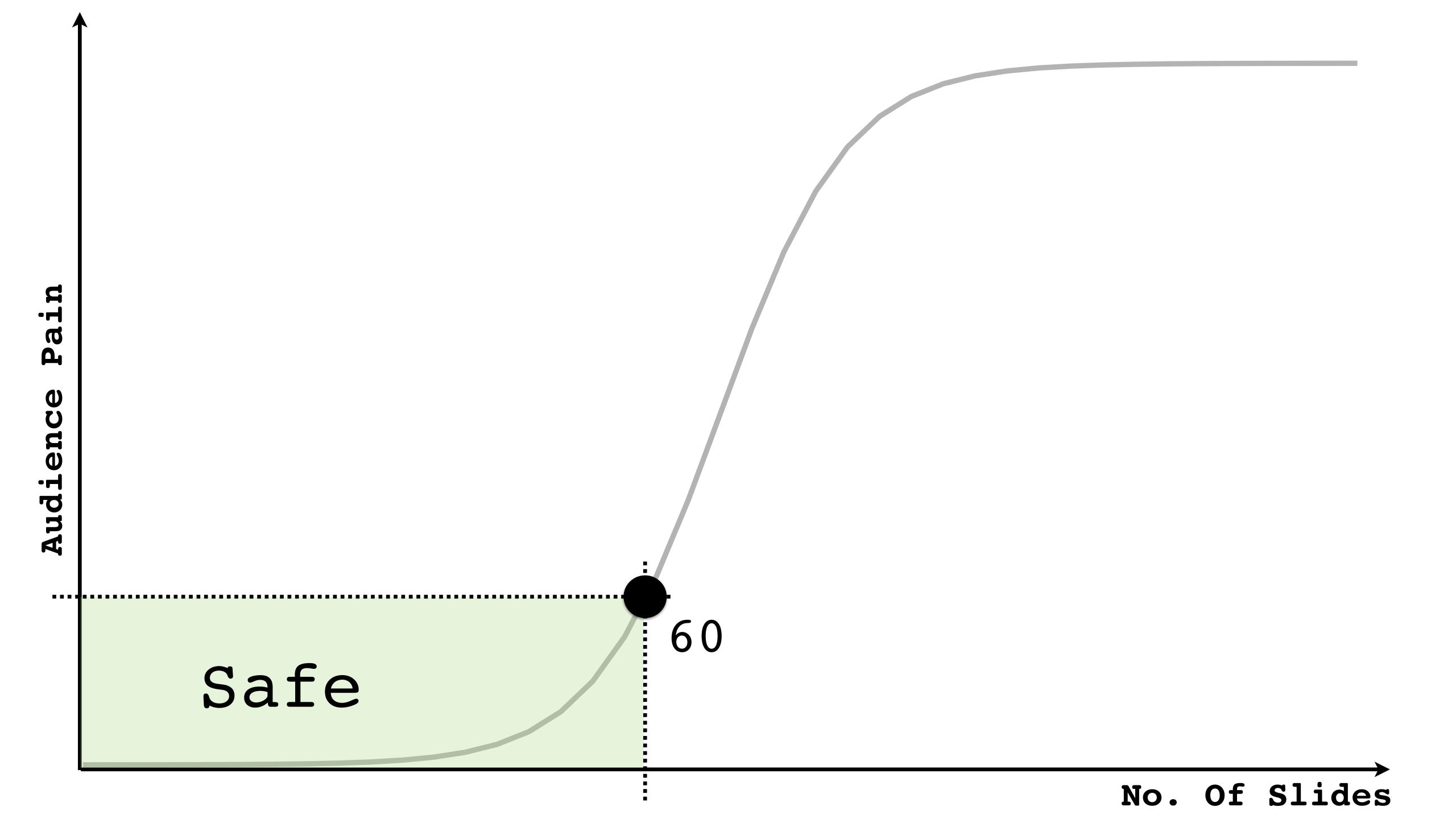
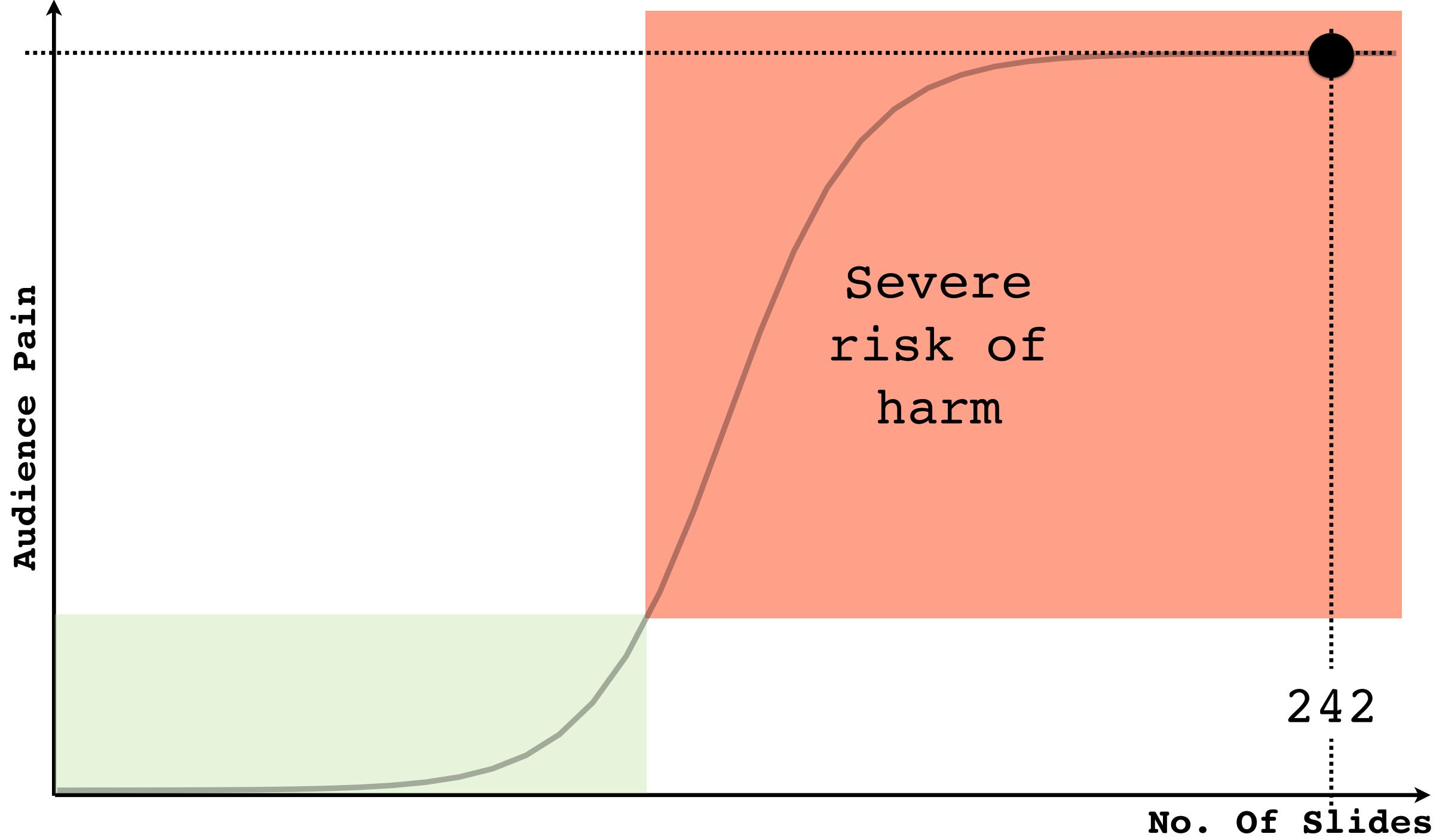
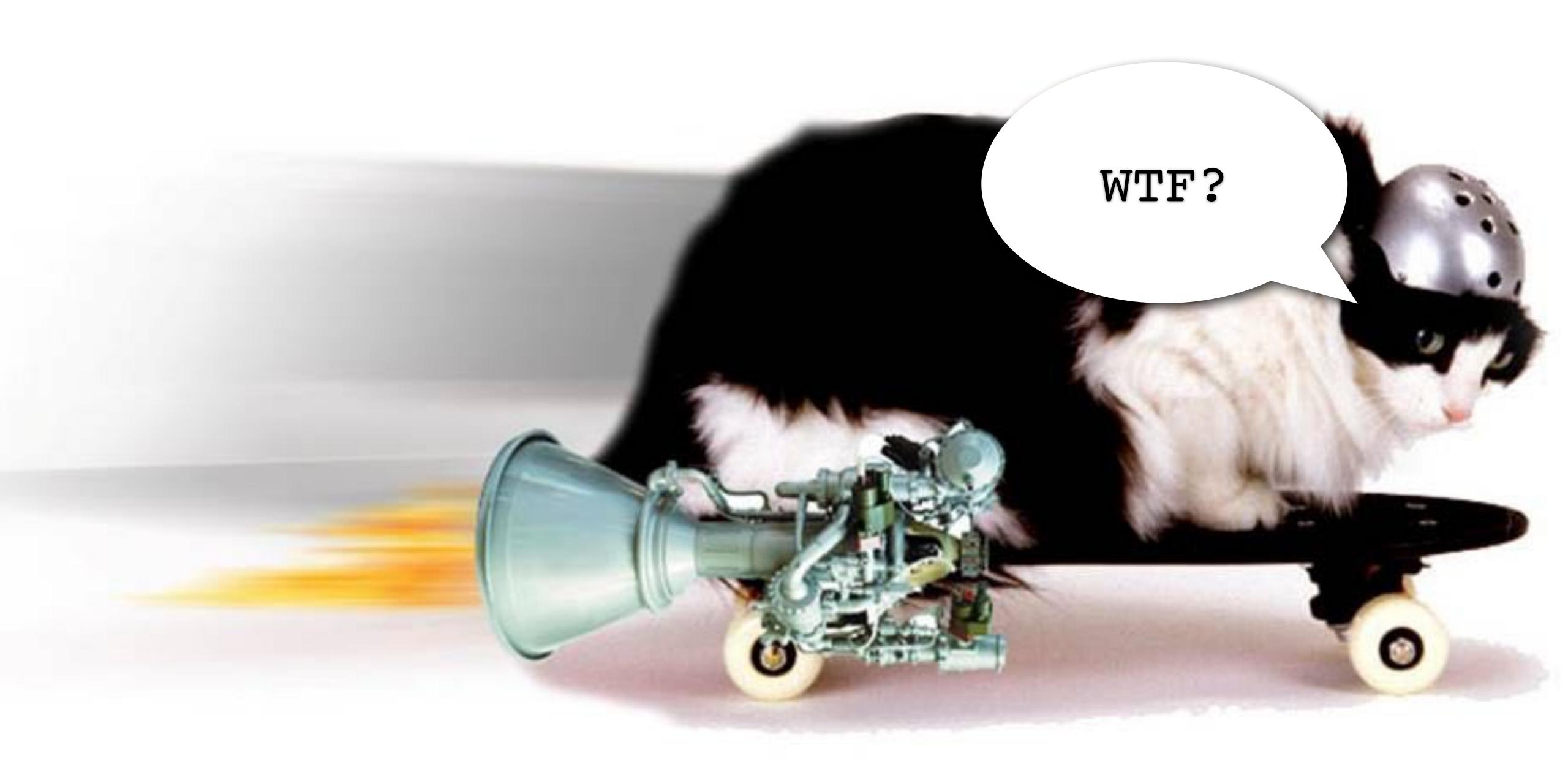


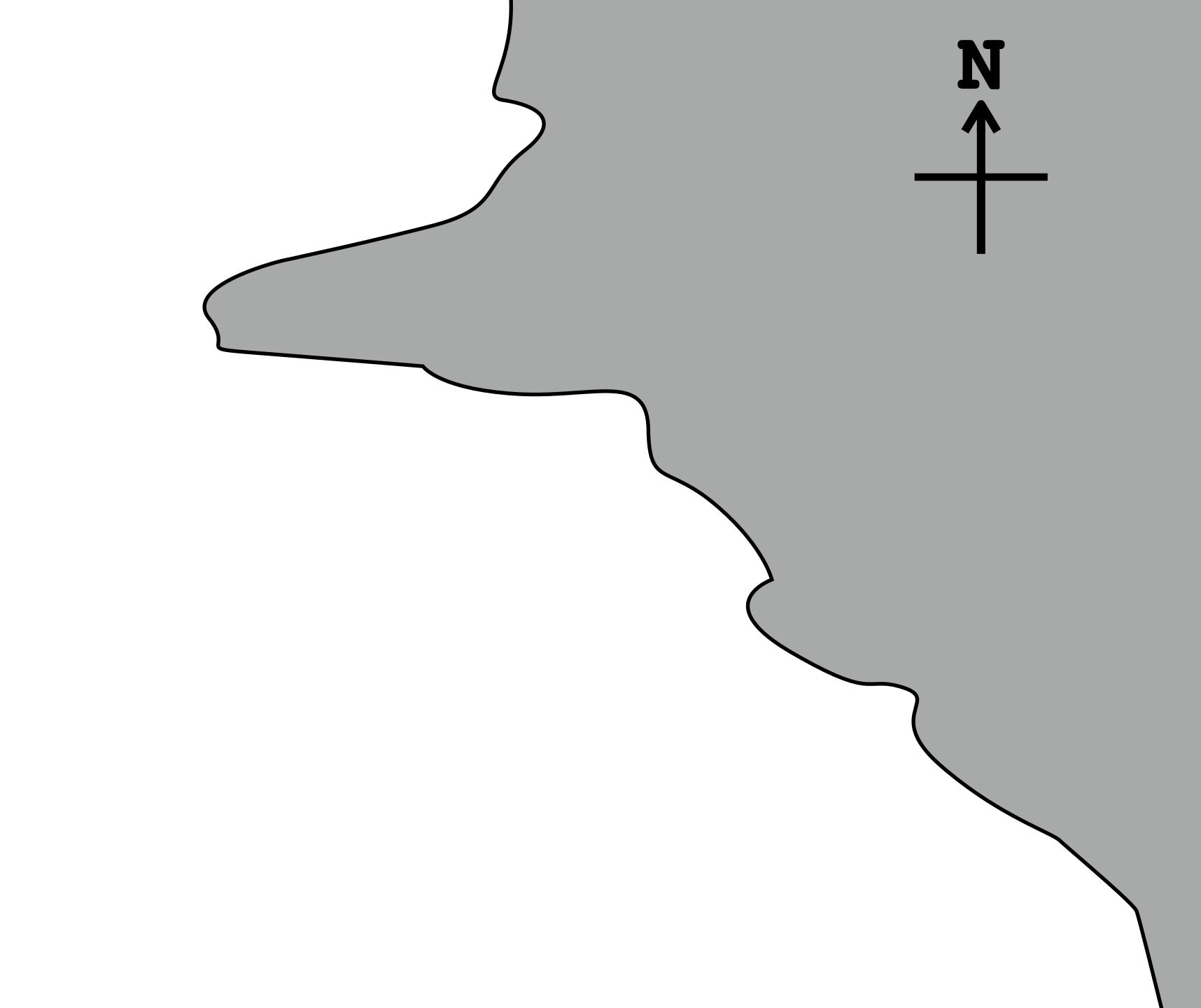


# WARNING

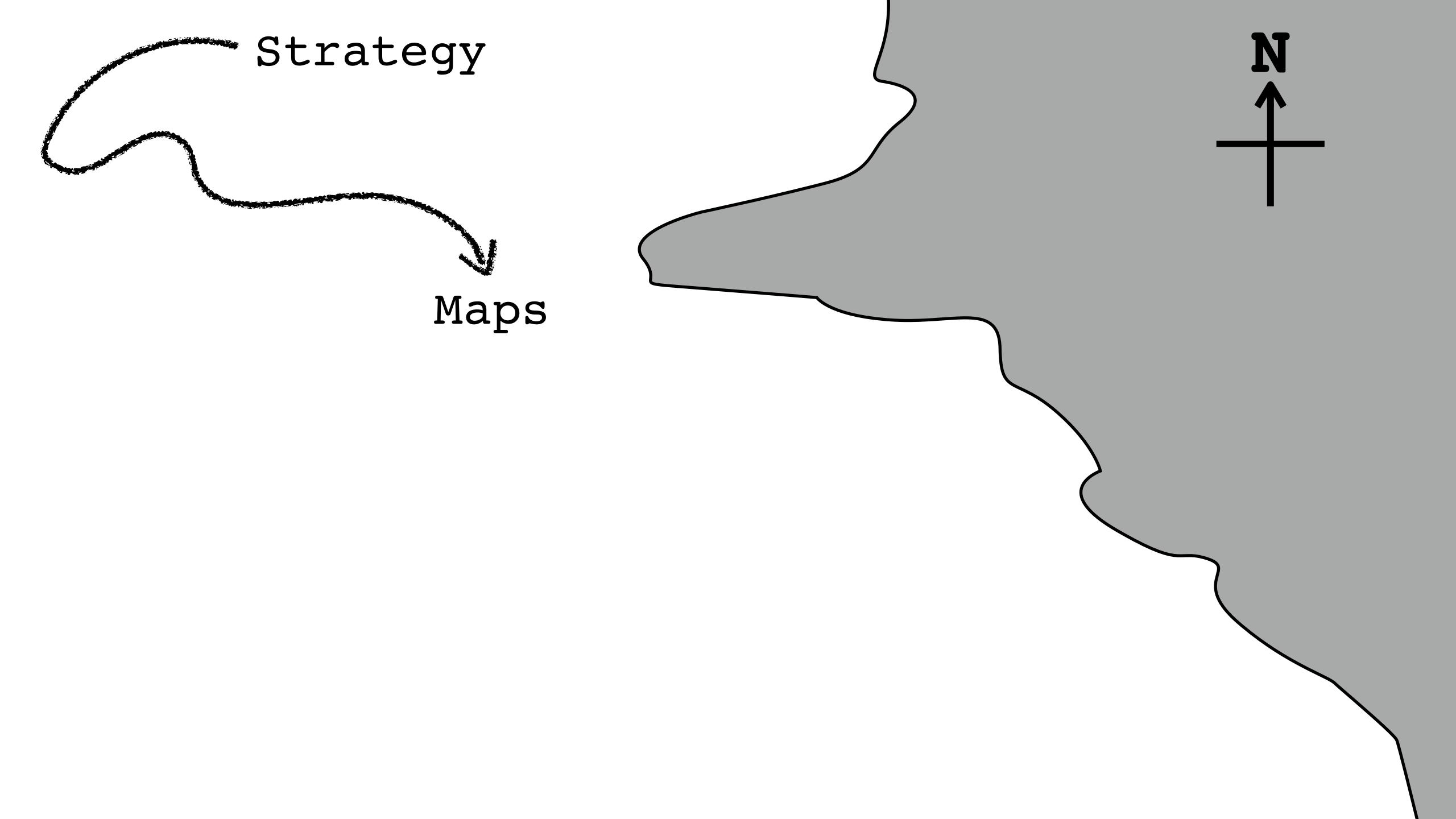


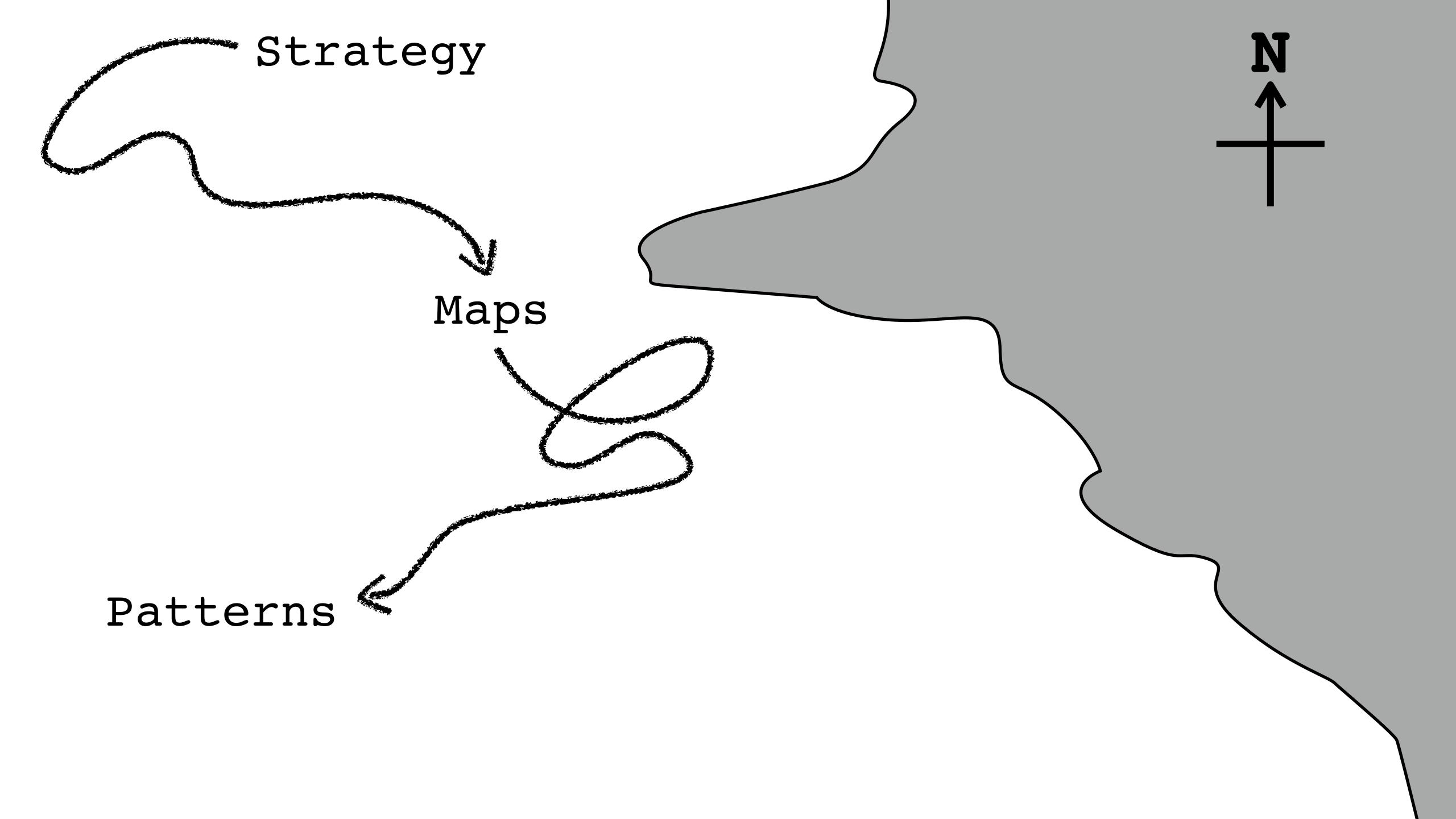


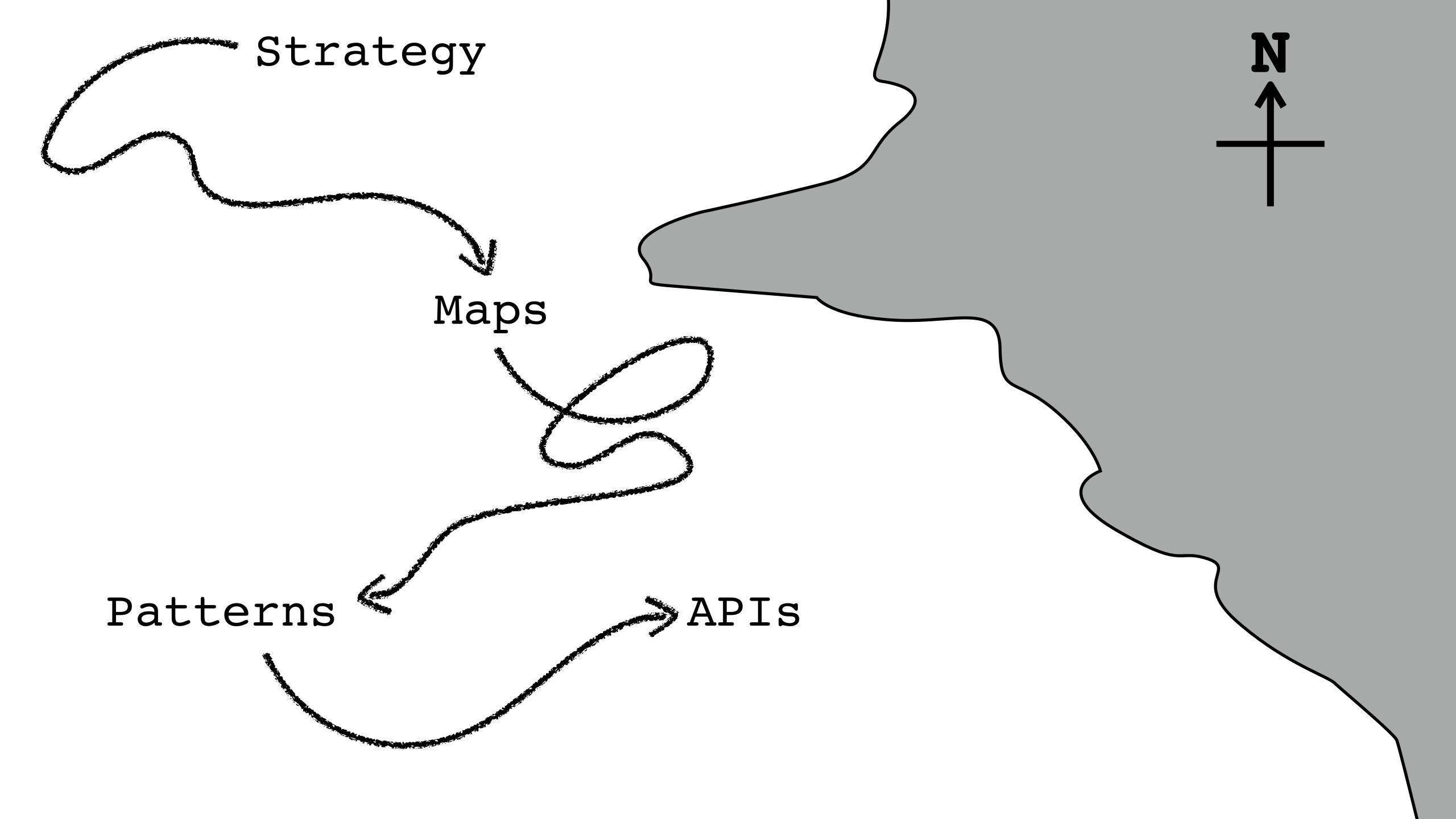


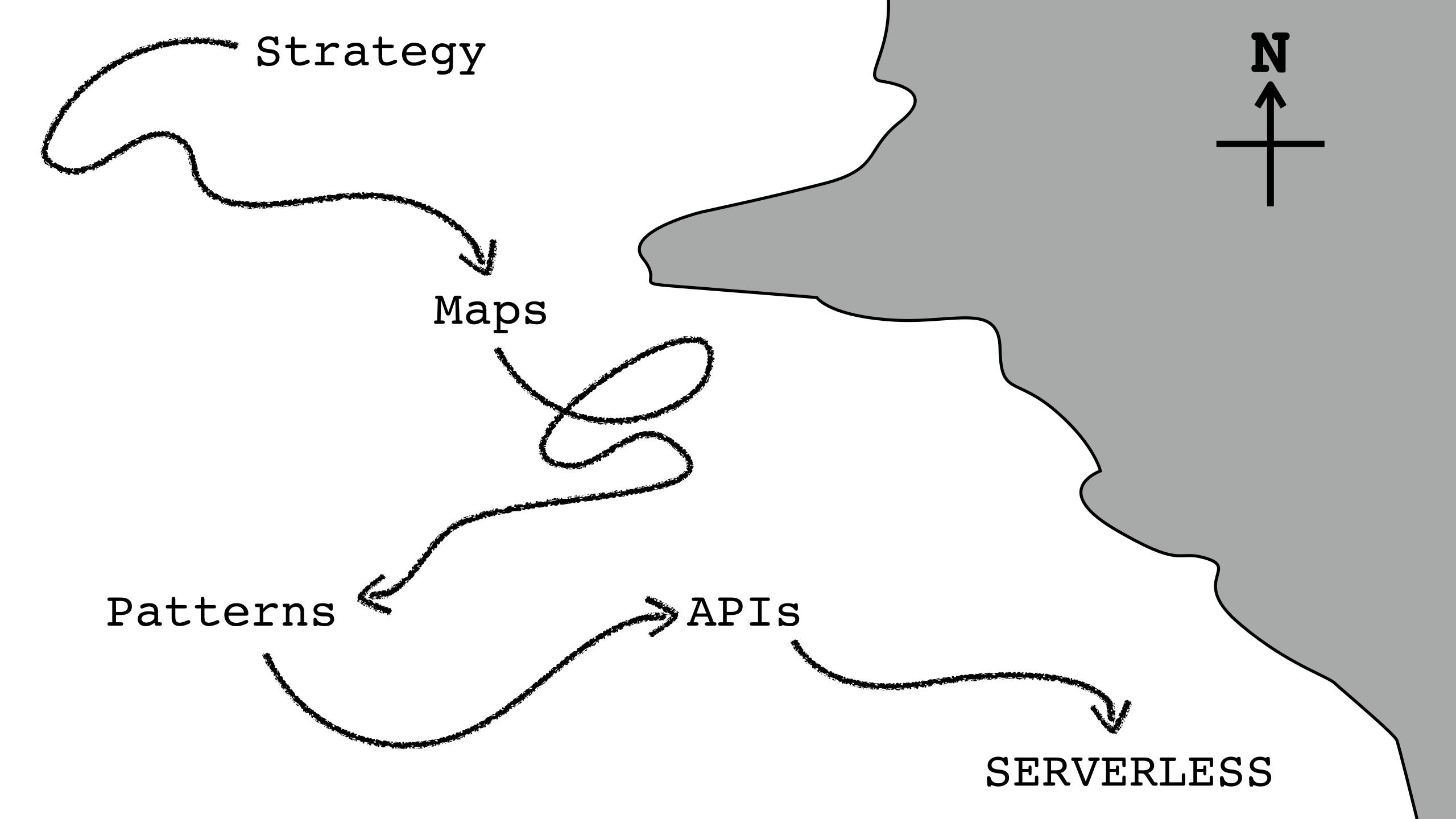


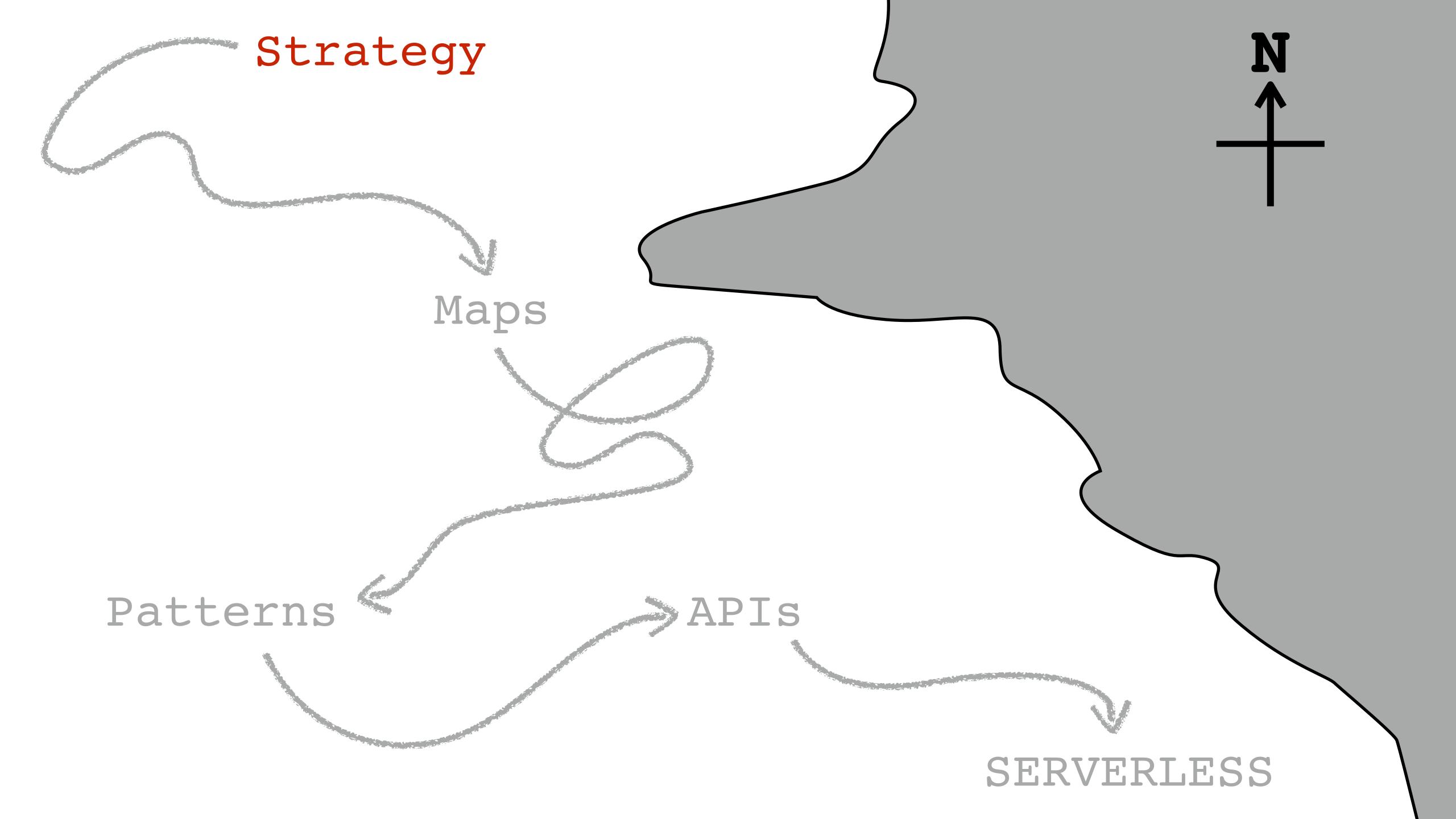
Strategy















Top quality prints and a

#### FREE online photo service

Digital and film

Easy upload for digital pictures and film rolls

- Create online albums
  Unlimited secure space for your pictures
- Photo upload software
  Upload your images from your desktop
- Share your photos

  Friends, family, workmates, share the moment
- Buy prints and gifts

  Turn your favourite photos into great gifts

password

forgotten password?

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#### Gifts Gallery

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#### Promotions

Share pictures & when friend registers, you both get 3 free 6x4 prints.







### Fotango

Our strategy is customer focused. We will lead a innovative effort in the market through our use of agile techniques and open source to become a leading provider of open standard solutions to the digital world. To develop products of the highest standards we make our clients part of the team. Our final measure of success is the satisfaction of the team at the end of the project.

Business
Level
Abstractions of a
Healthy
Strategy

#### Common Blahs

```
digital business, big data, disruptive,
  innovative, collaborative, competitive
    advantage, ecosystem, open source,
     networked, efficiency, learning
           organisation, social
  media, revolution, cloud based, agile,
secure, internet of things, growth, value,
          customer focused, open,
digital first, data leaders, agile, insight
           from data, platform,
     sustainable, revolution, culture.
```

### Blah Template

Our strategy is [Blah]. We will lead a [Blah] effort of the market through our use of [Blah] and [Blah] to build a [Blah]. By being both [Blah] and [Blah], our [Blah] approach will drive [Bah] throughout the organisation. Synergies between our [Blah] and [Blah] will enable us to capture the upside by becoming [Blah] in a [Blah] world. These transformations combined with [Blah] due to our [Blah] will create a [Blah] through [Blah] and [Blah].

# Blahs Blah template auto generate 64 strategies

# Strategy 1 / 64

Our strategy is customer focused. We will lead a disruptive effort of the market through our use of innovative social media and big data to build a collaborative cloud based ecosystem. By being both digital first and agile, our open approach will drive efficiency throughout the organisation.

Synergies between our culture revolution and networked learning organisation will enable us to capture the upside by becoming data leaders in a digital business world.

# Strategy 2 / 64

Our strategy is innovative digital business. We will lead a growth effort of the market through our use of customer focused competitive advantage and disruptive social media to build a collaborative revolution. By being both data leaders and cloud based, our ecosystem approach will drive insight from data throughout the organisation. Synergies between our platform and open culture will enable us to capture the upside by becoming digital first in a networked world.

1. This is the exact wording from our business plan.

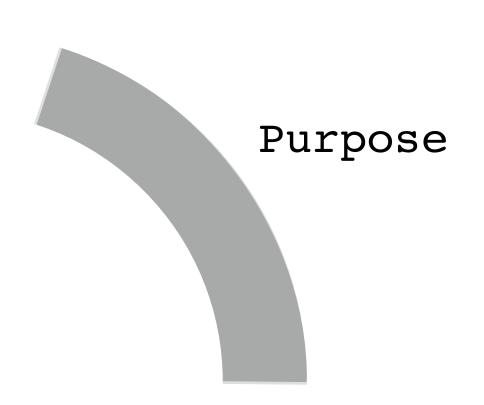
- 1. This is the exact wording from our business plan.
- 2. I've seen two of these used already.

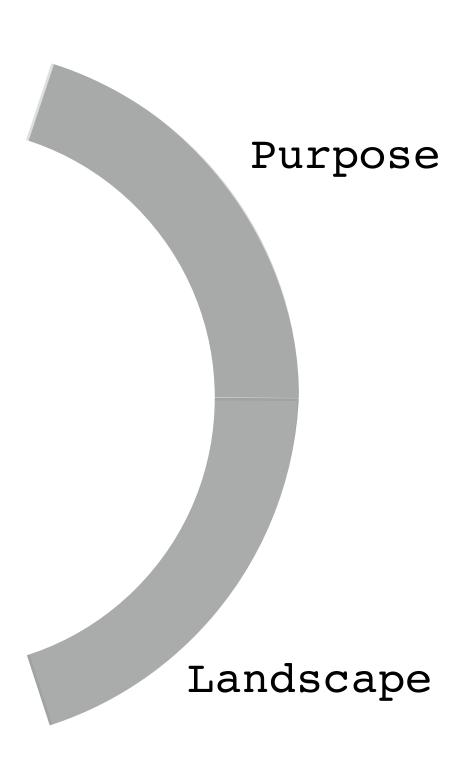
- 1. This is the exact wording from our business plan.
- 2. I've seen two of these used already.
- 3. Are you for hire?

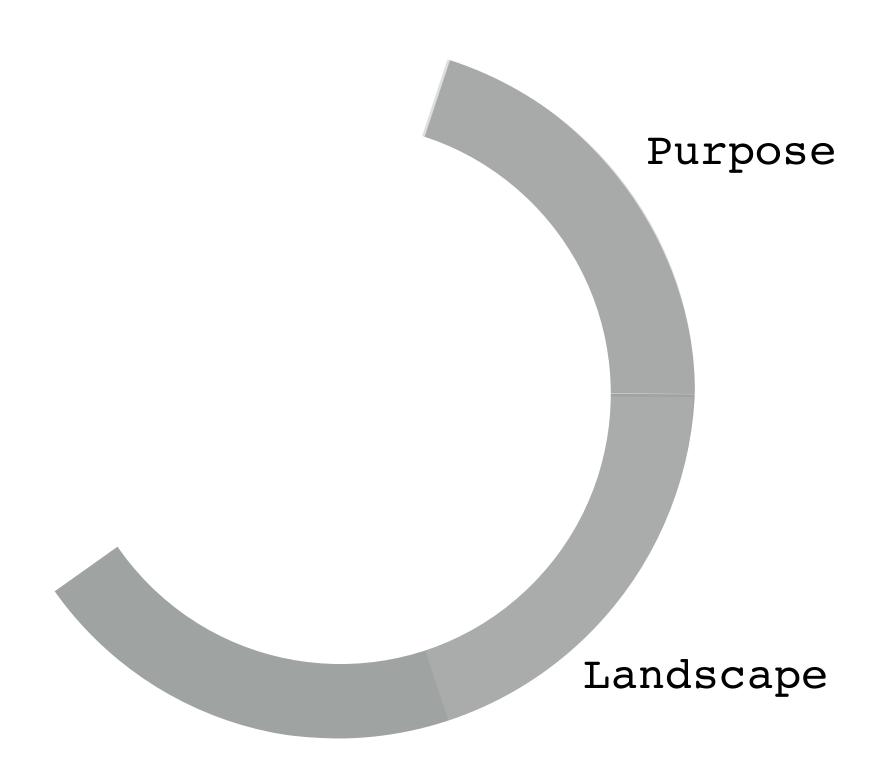
Our strategy is collaborative. We will lead an open effort of the market through our use of big data and social media to build a digital business. By being both disruptive and agile, our networked approach will drive internet of things throughout the organization. Synergies between our growth and insight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

http://strategy-madlibs.herokuapp.com/

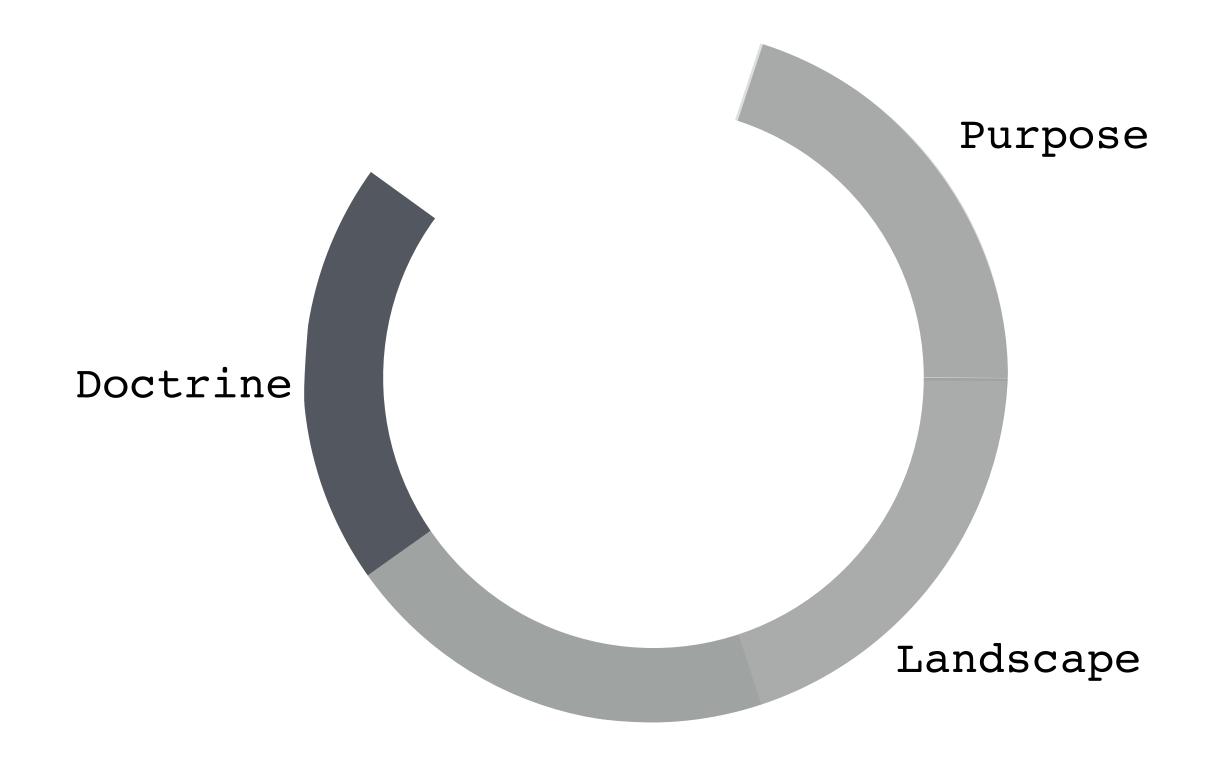






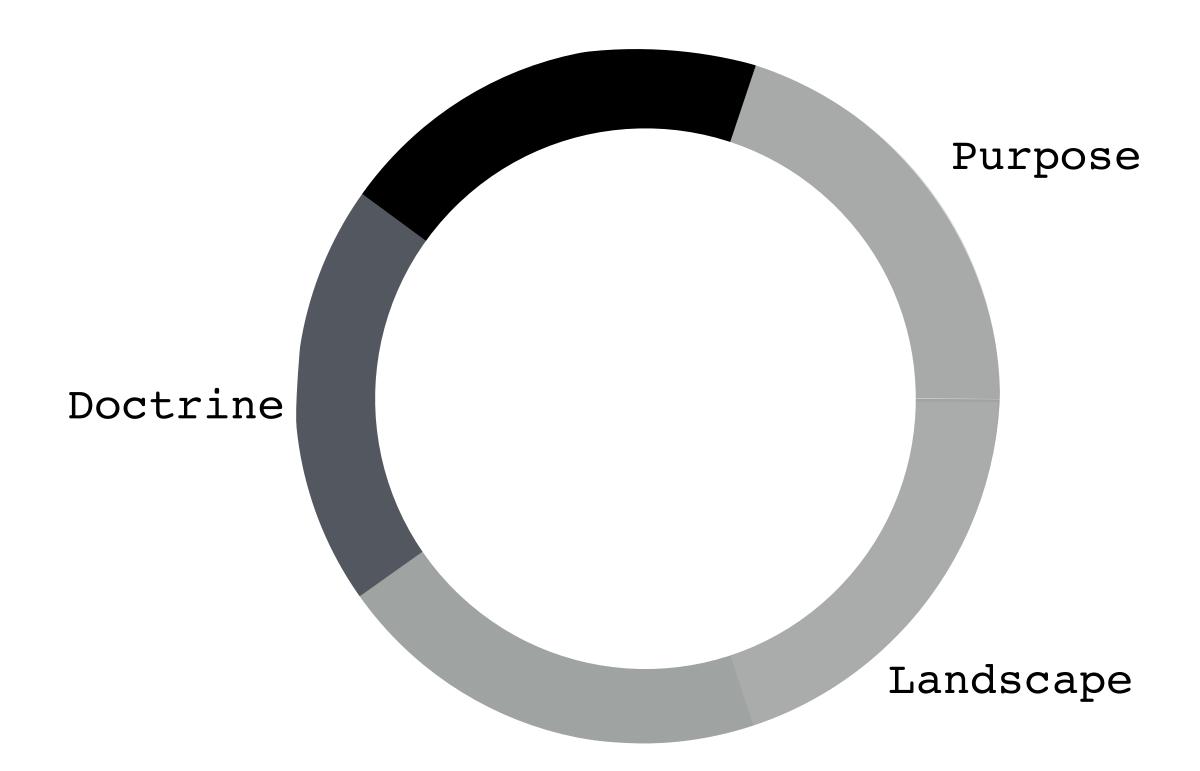


Climate



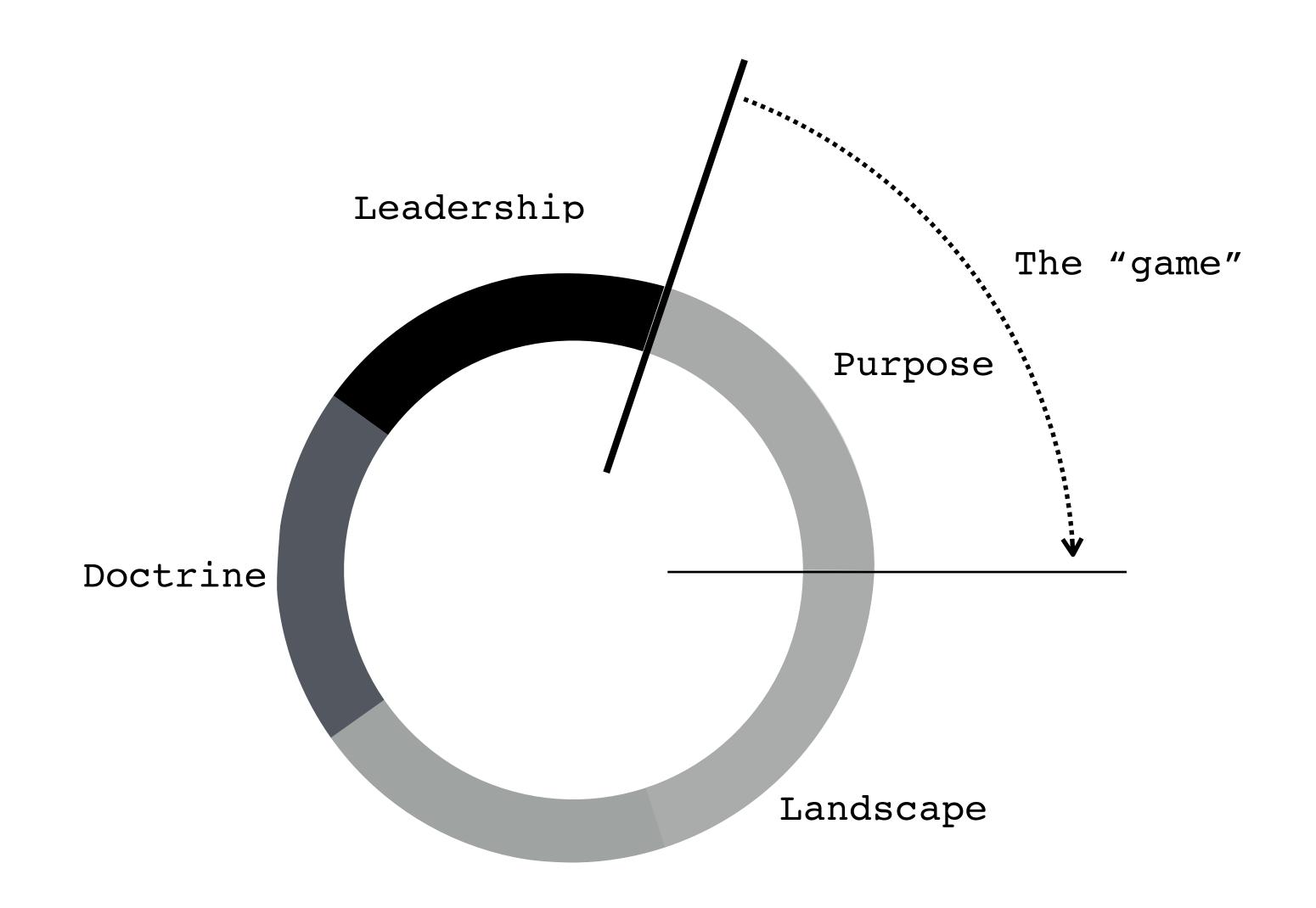
Climate

#### Leadership



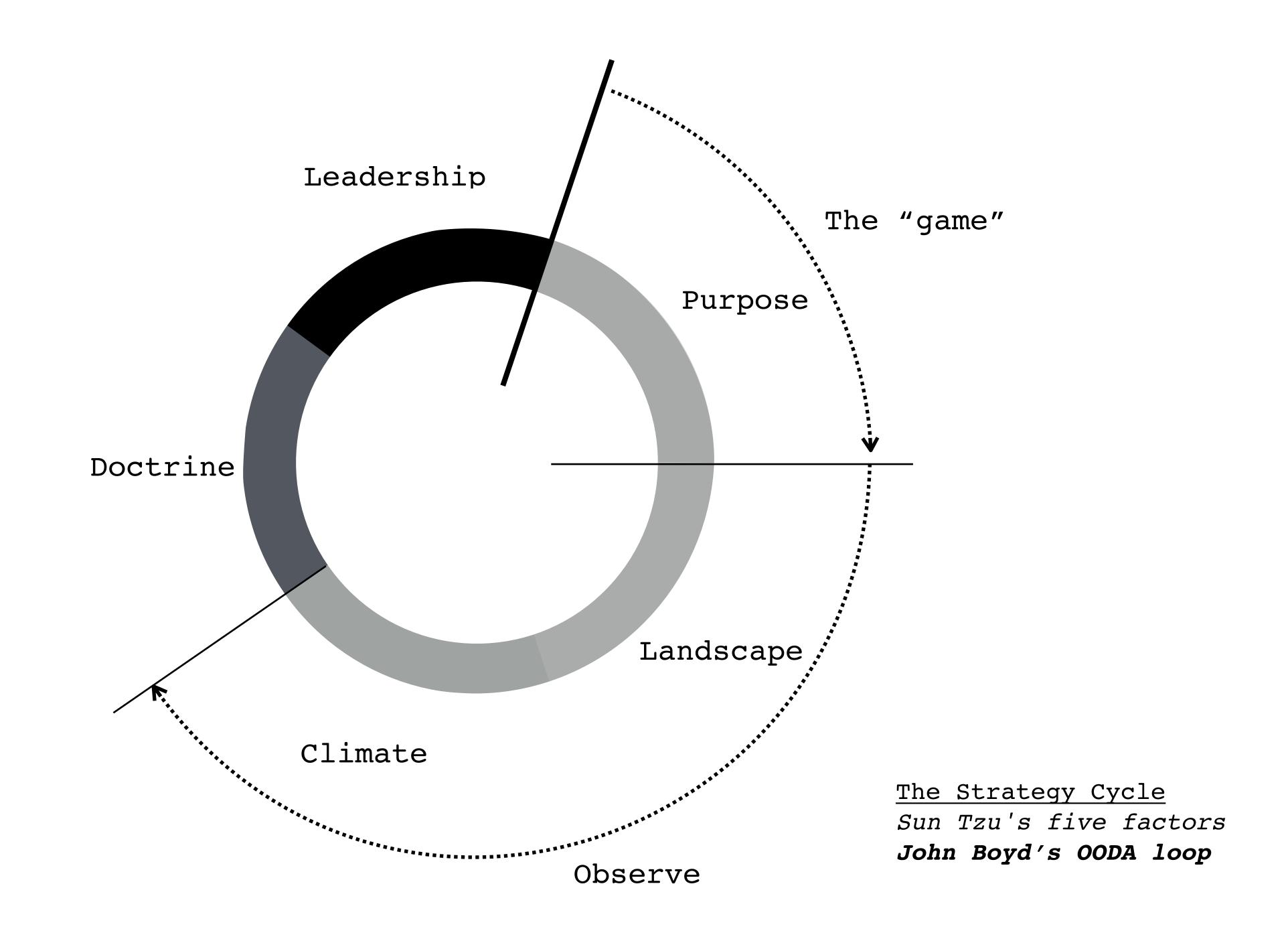
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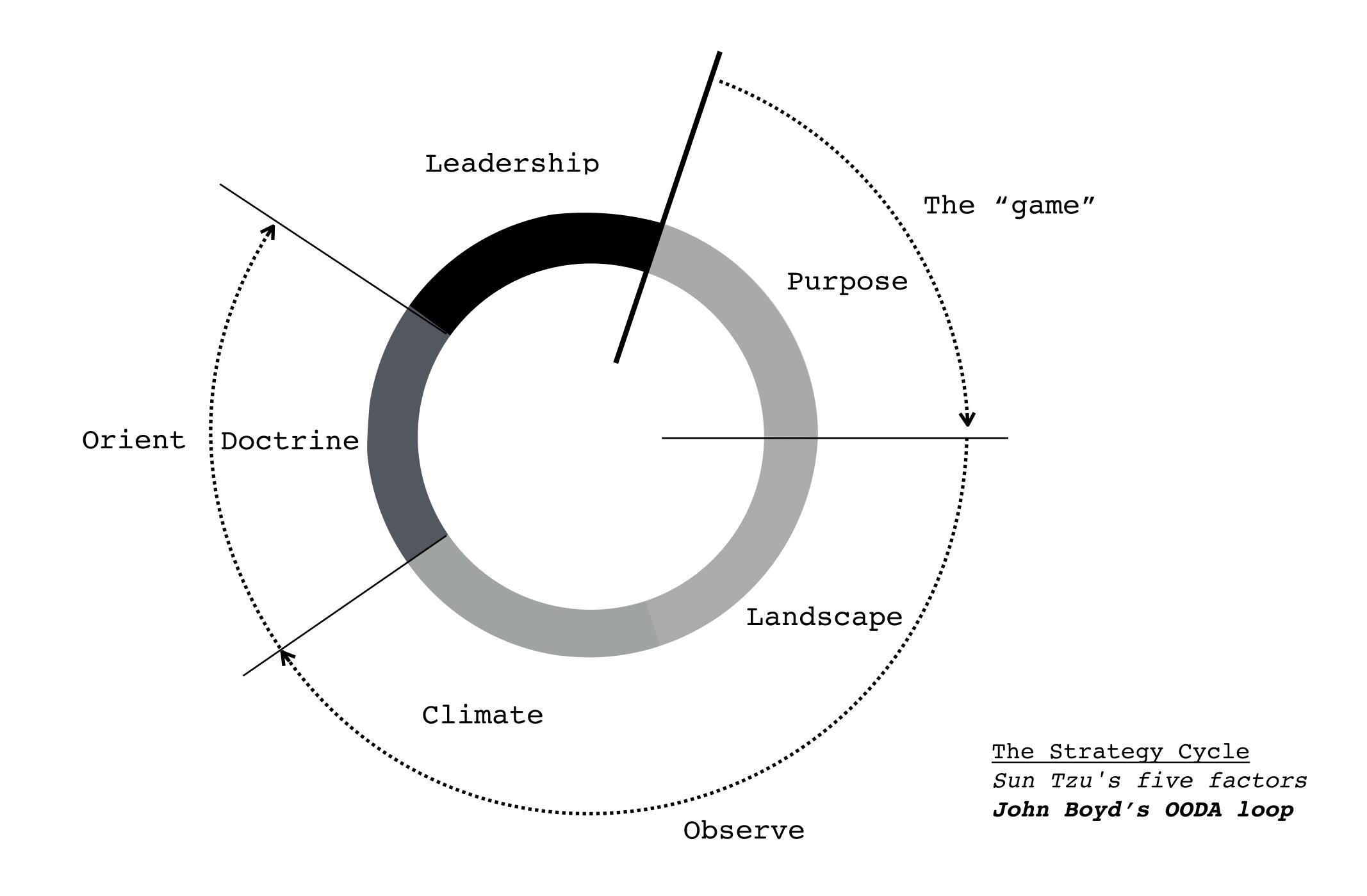


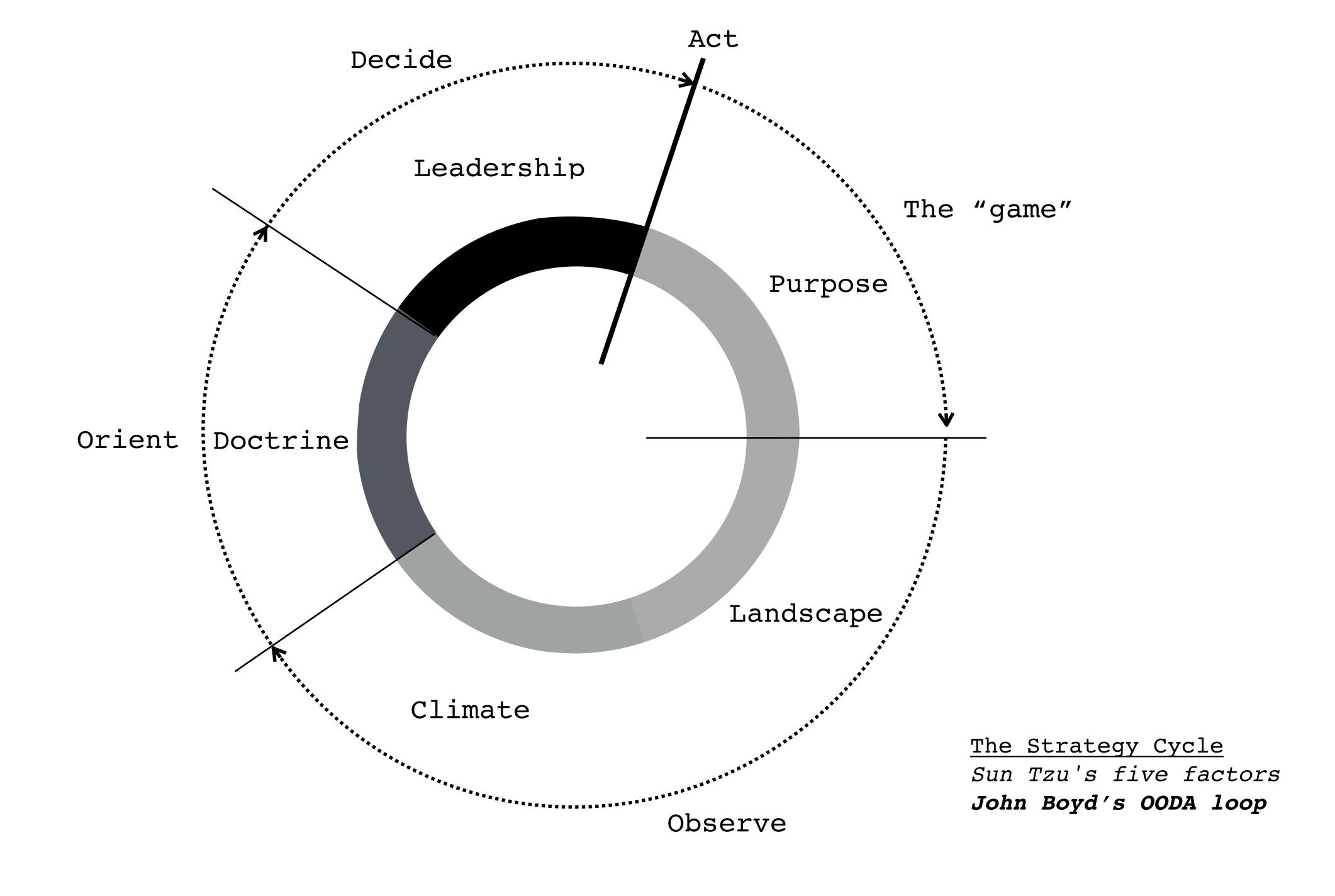


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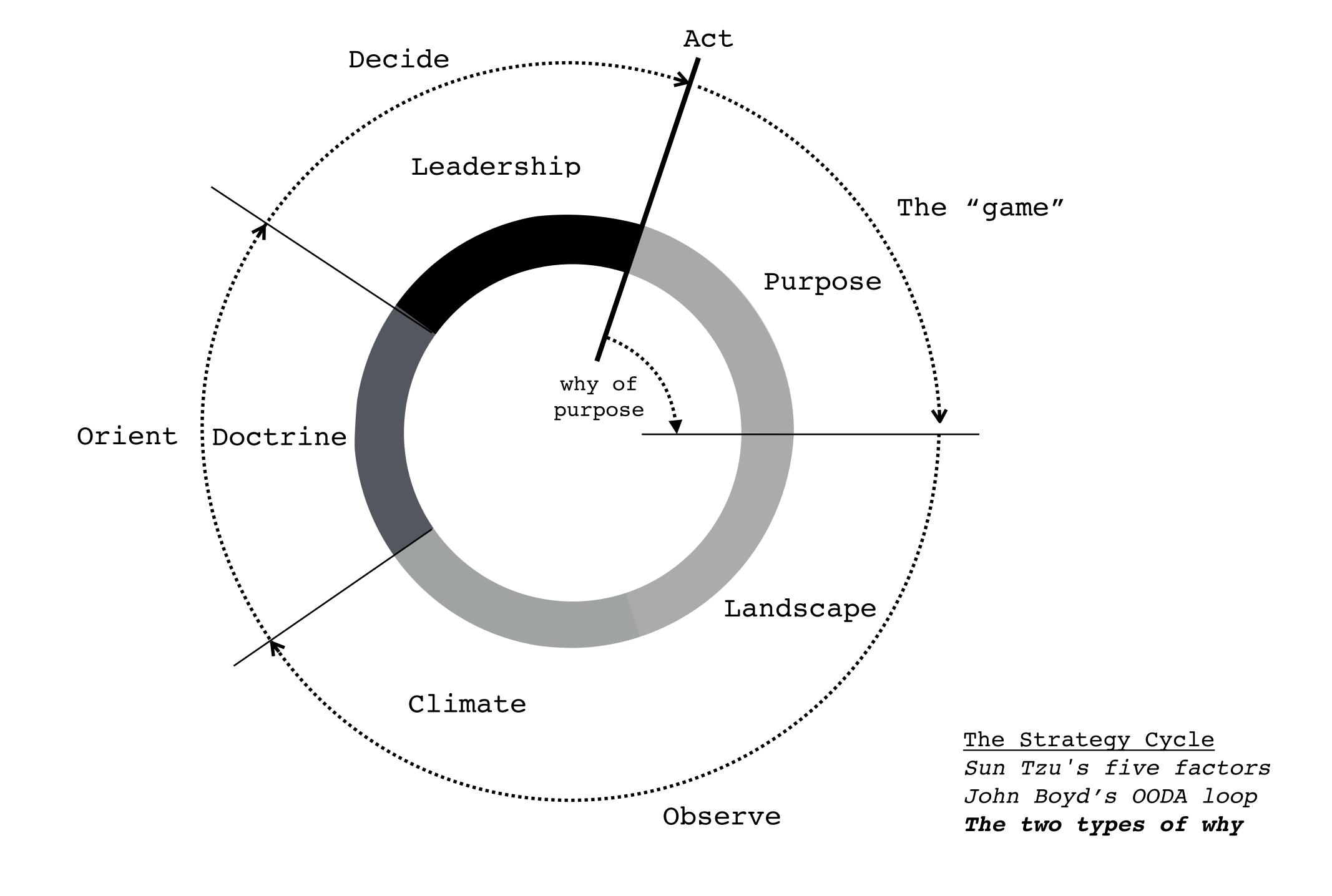
The Strategy Cycle
Sun Tzu's five factors
John Boyd's OODA loop

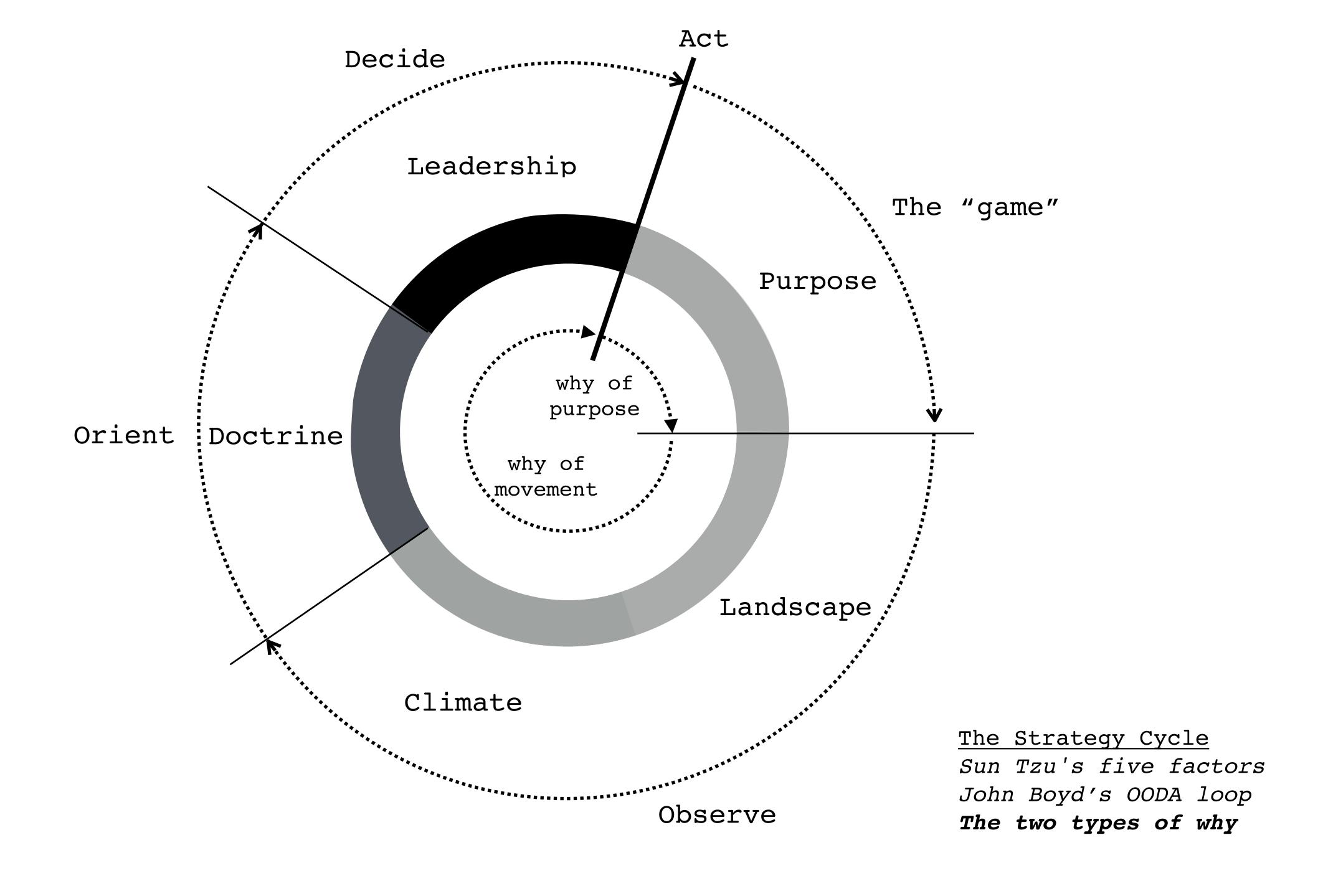




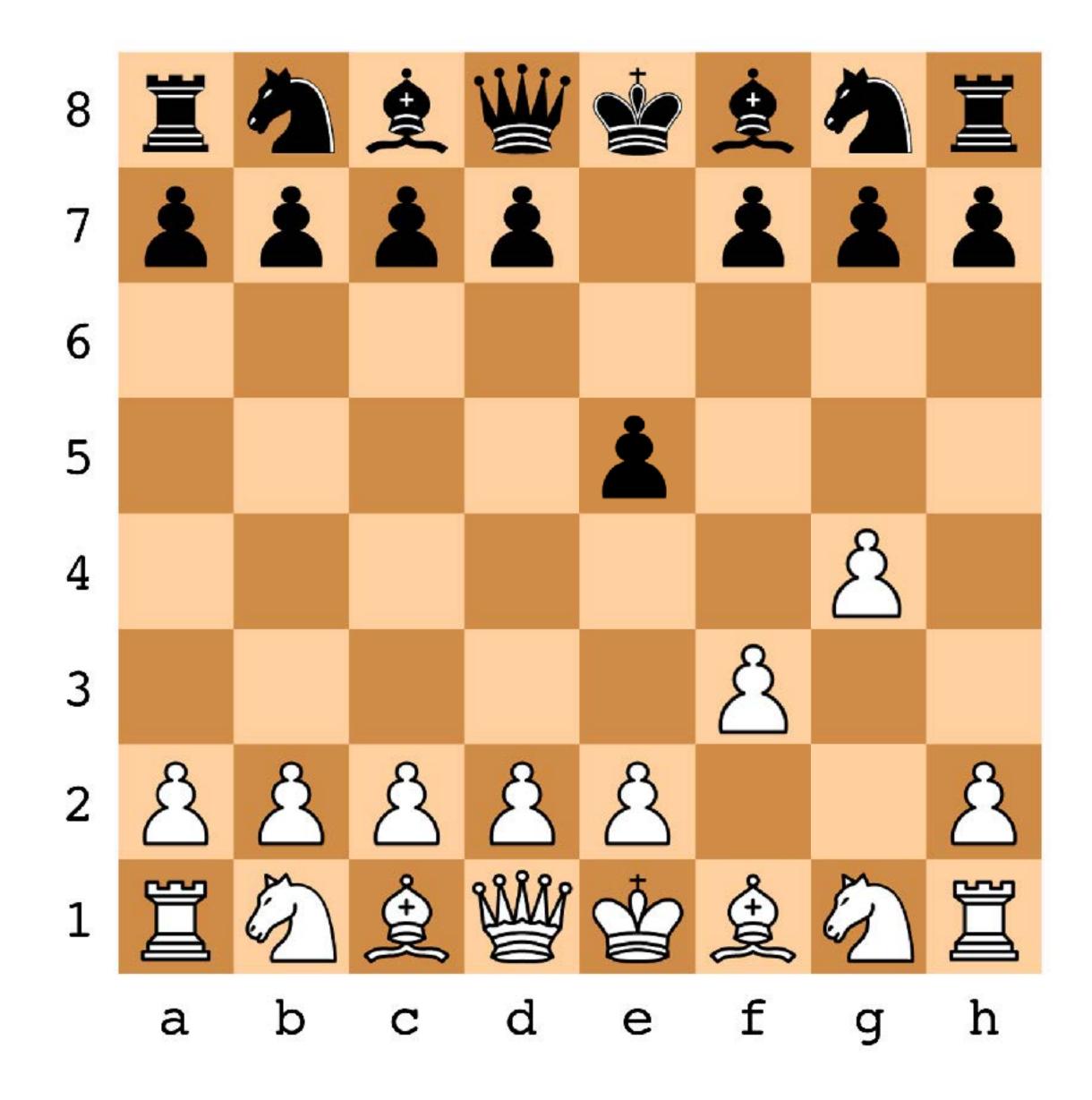


# IMPORTANCE OF WHY?

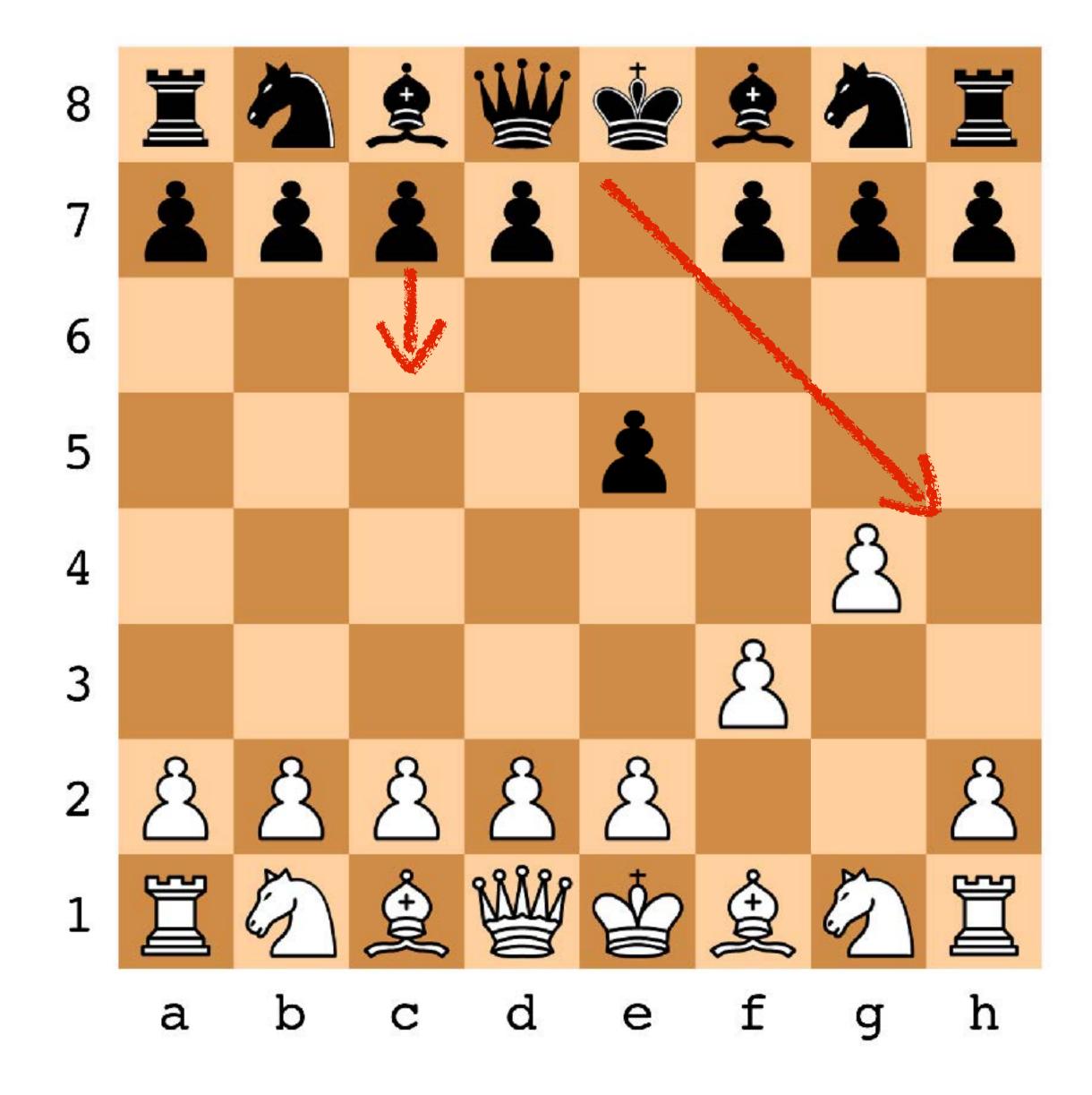




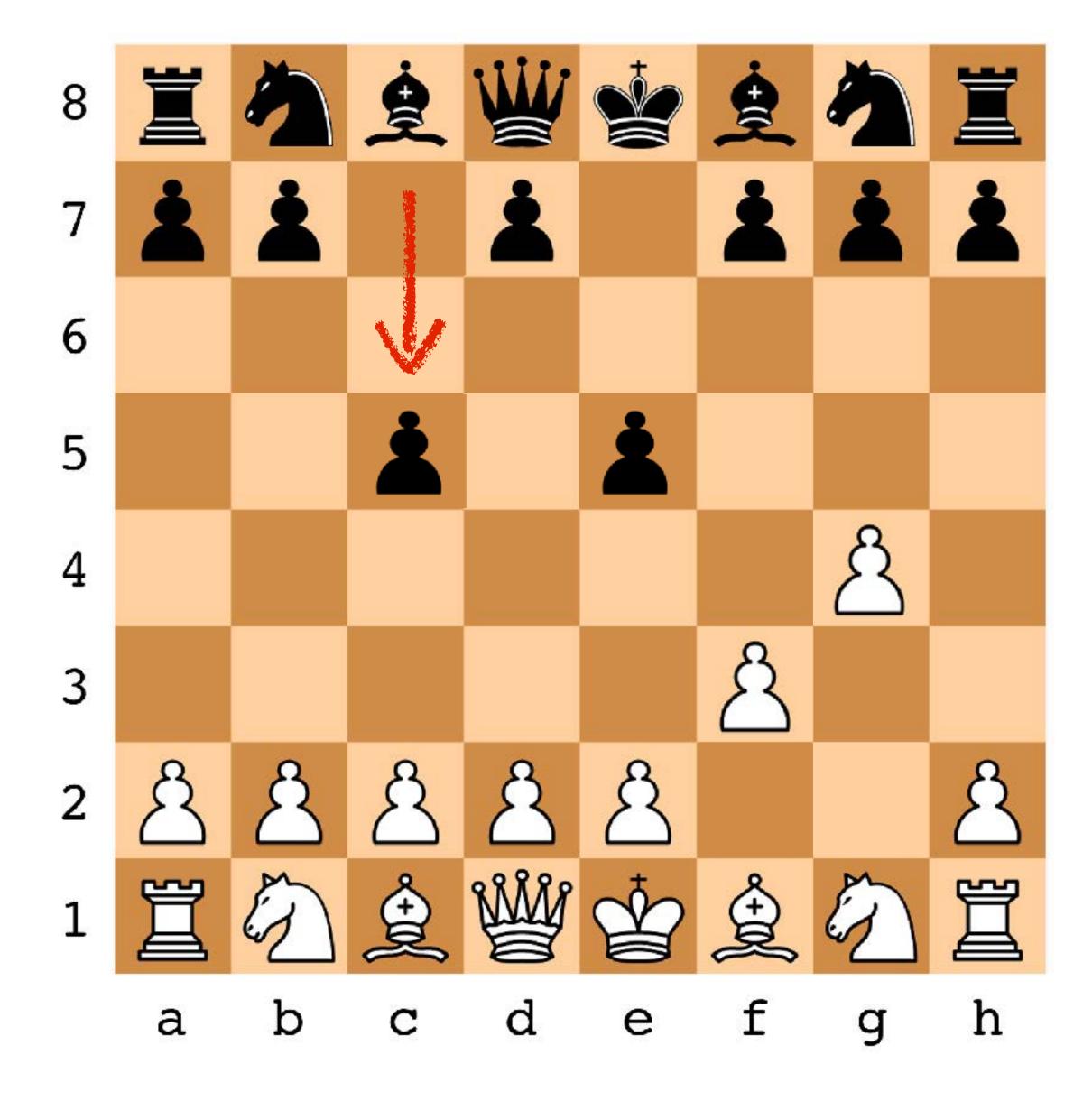
# Why of purpose = To Win!



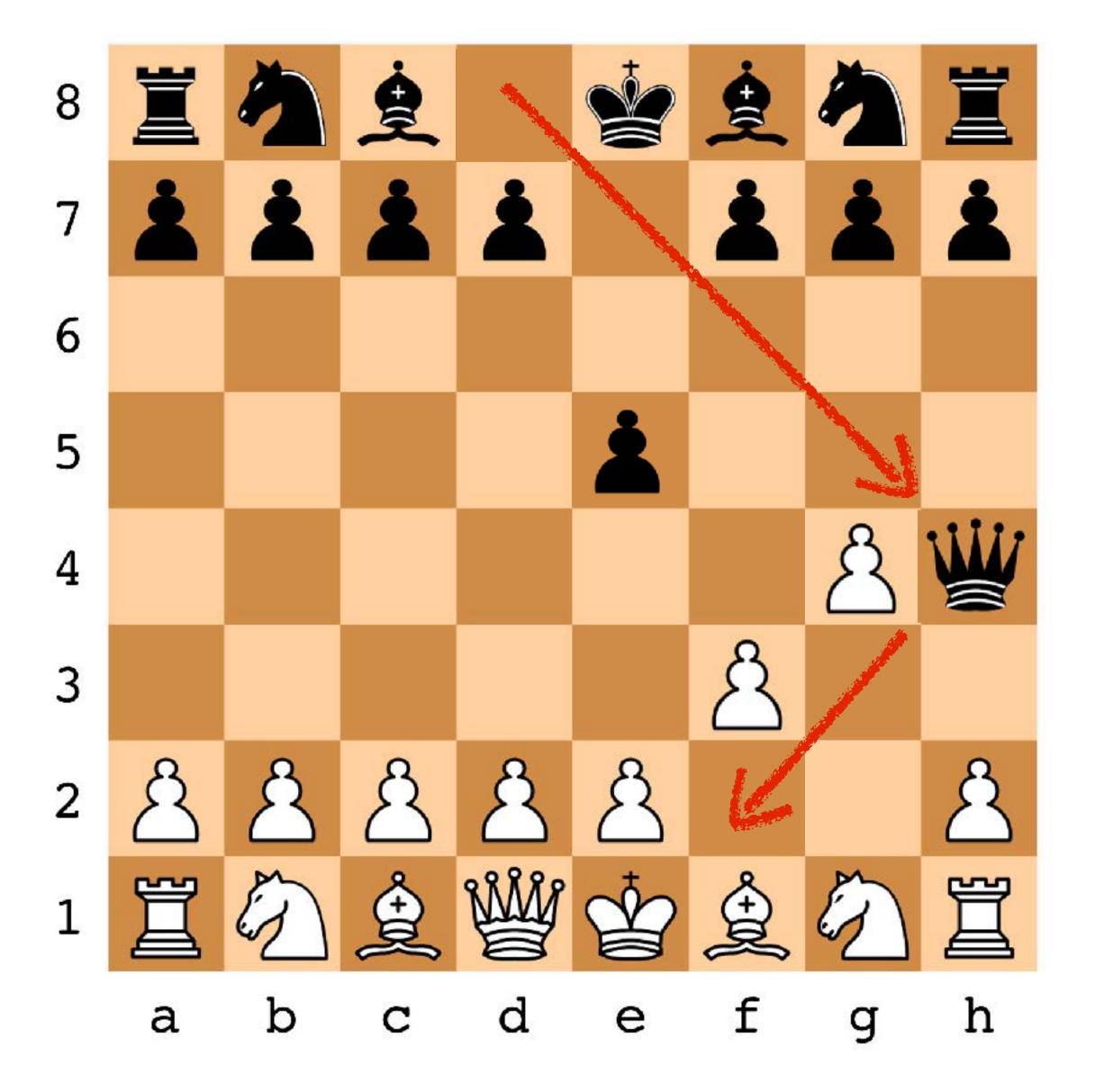
# Why of movement = here or there?



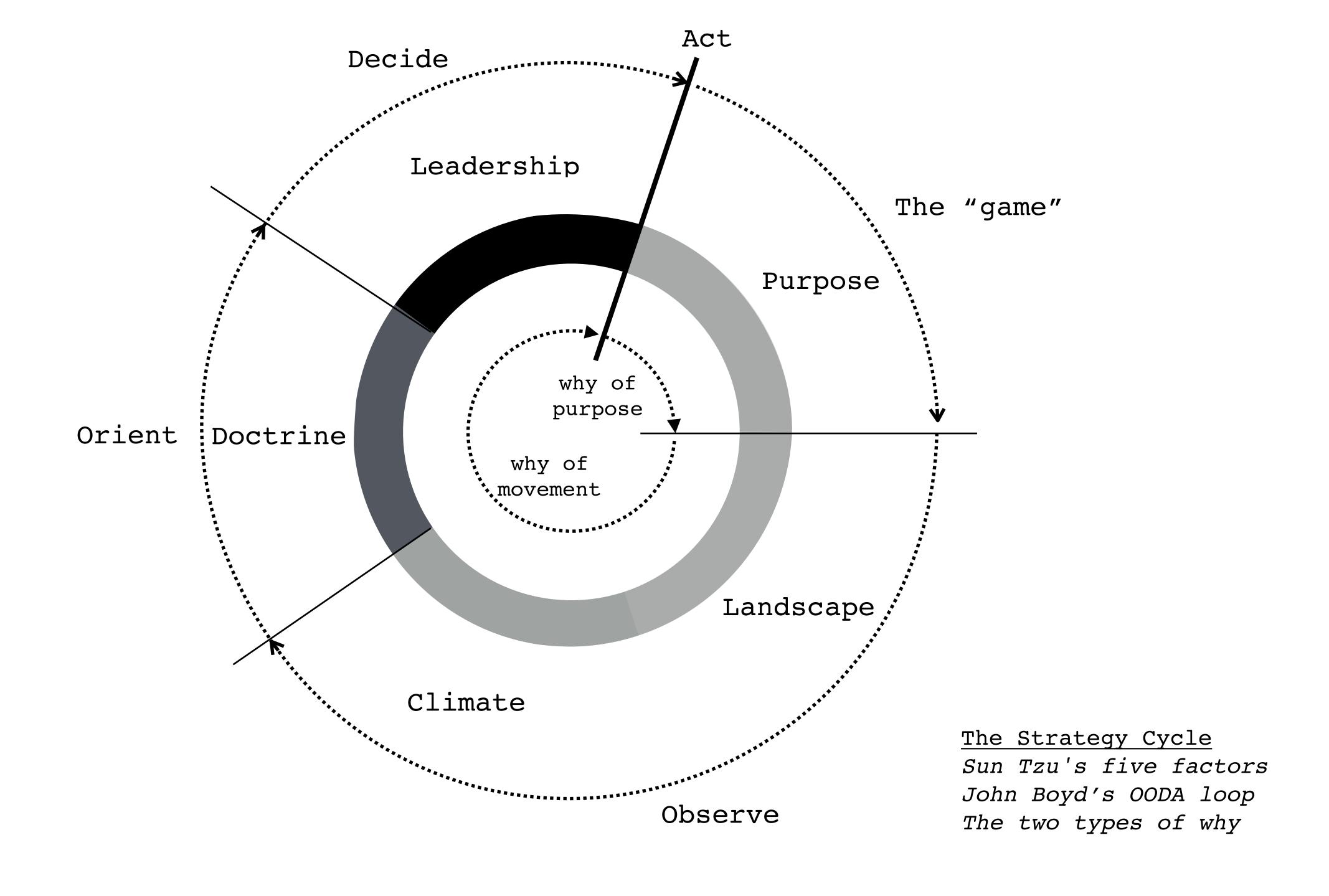
## Movement = LEARNING



## Movement = LEARNING



## Checkmate







Top quality prints and a

### FREE online photo service

Digital and film

Easy upload for digital pictures and film rolls

- Create online albums
  Unlimited secure space for your pictures
- Photo upload software
  Upload your images from your desktop
- Share your photos

  Friends, family, workmates, share the moment
- Buy prints and gifts

  Turn your favourite photos into great gifts

password

forgotten password?

Take the Tour

Create an account

#### Gifts Gallery

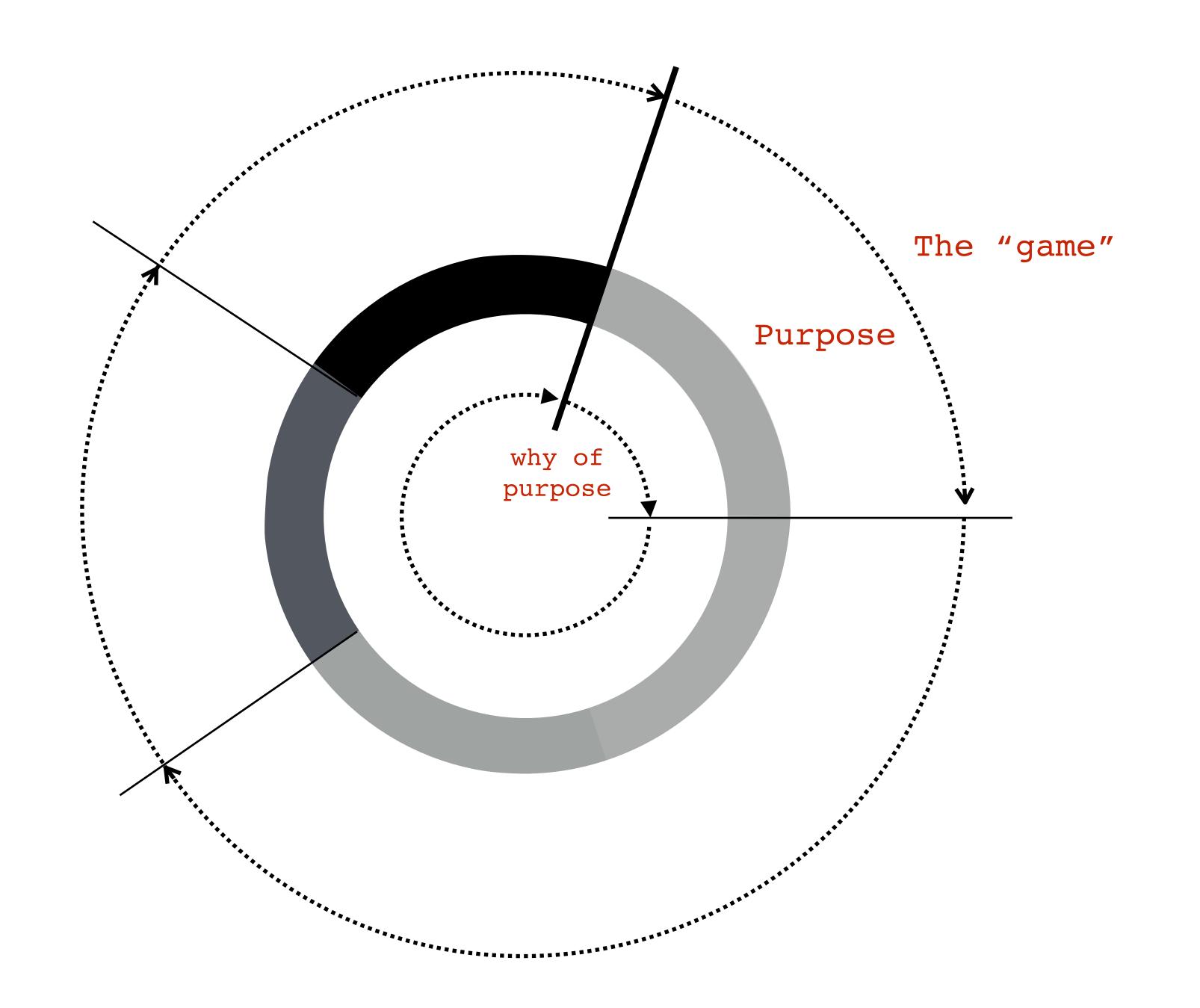
Turn your photos into great gifts!

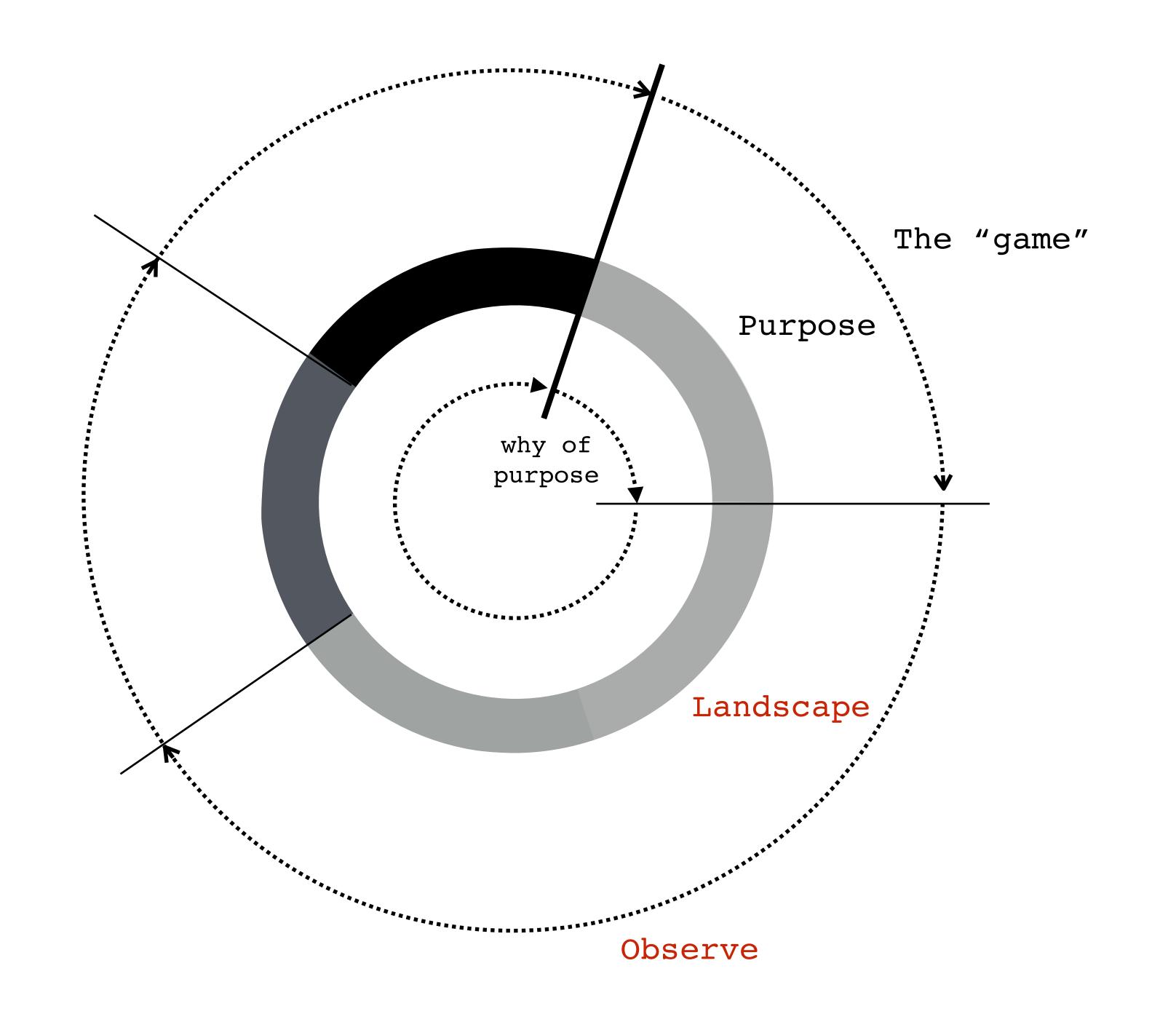


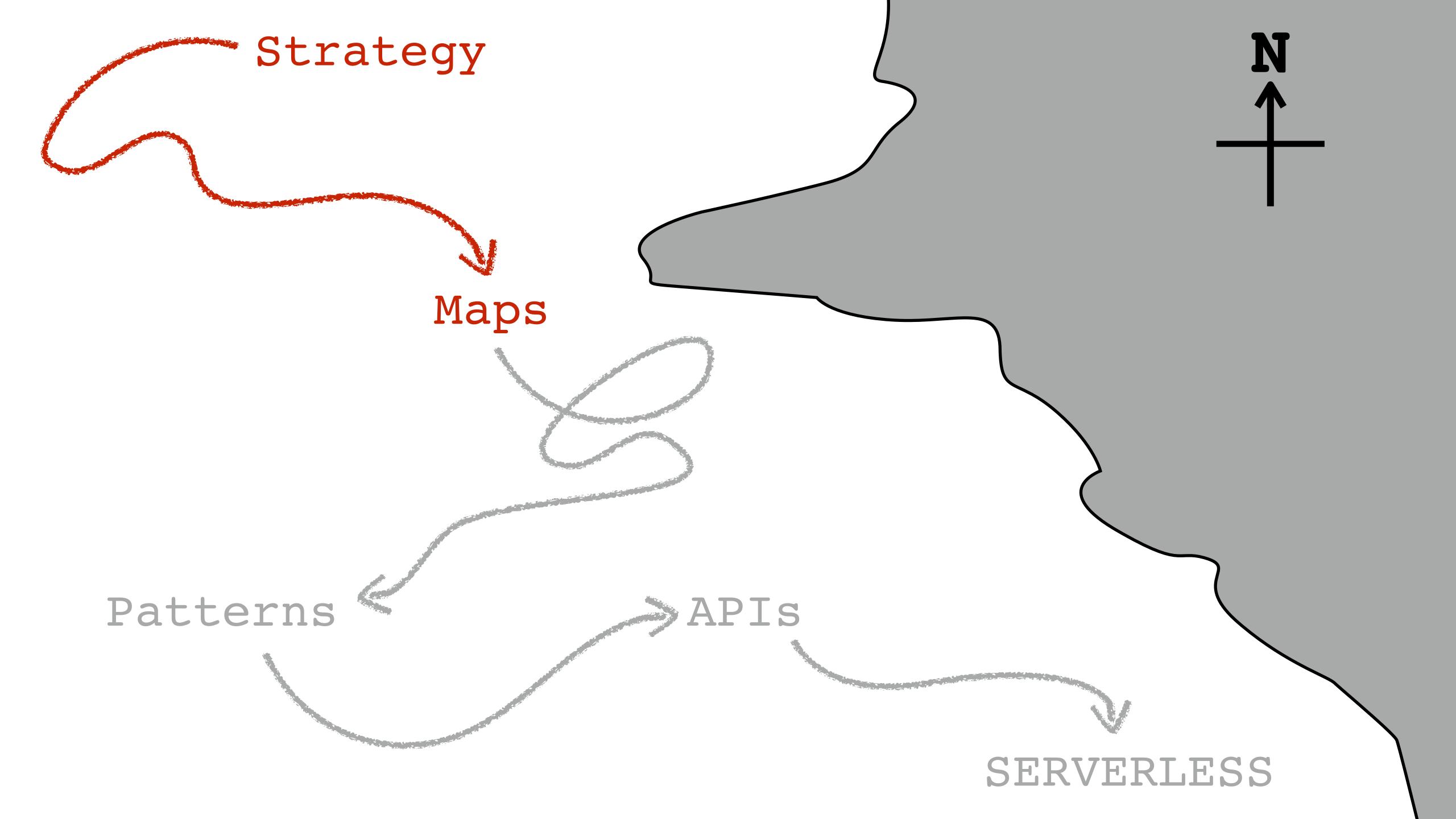
#### Promotions

Share pictures & when friend registers, you both get 3 free 6x4 prints.







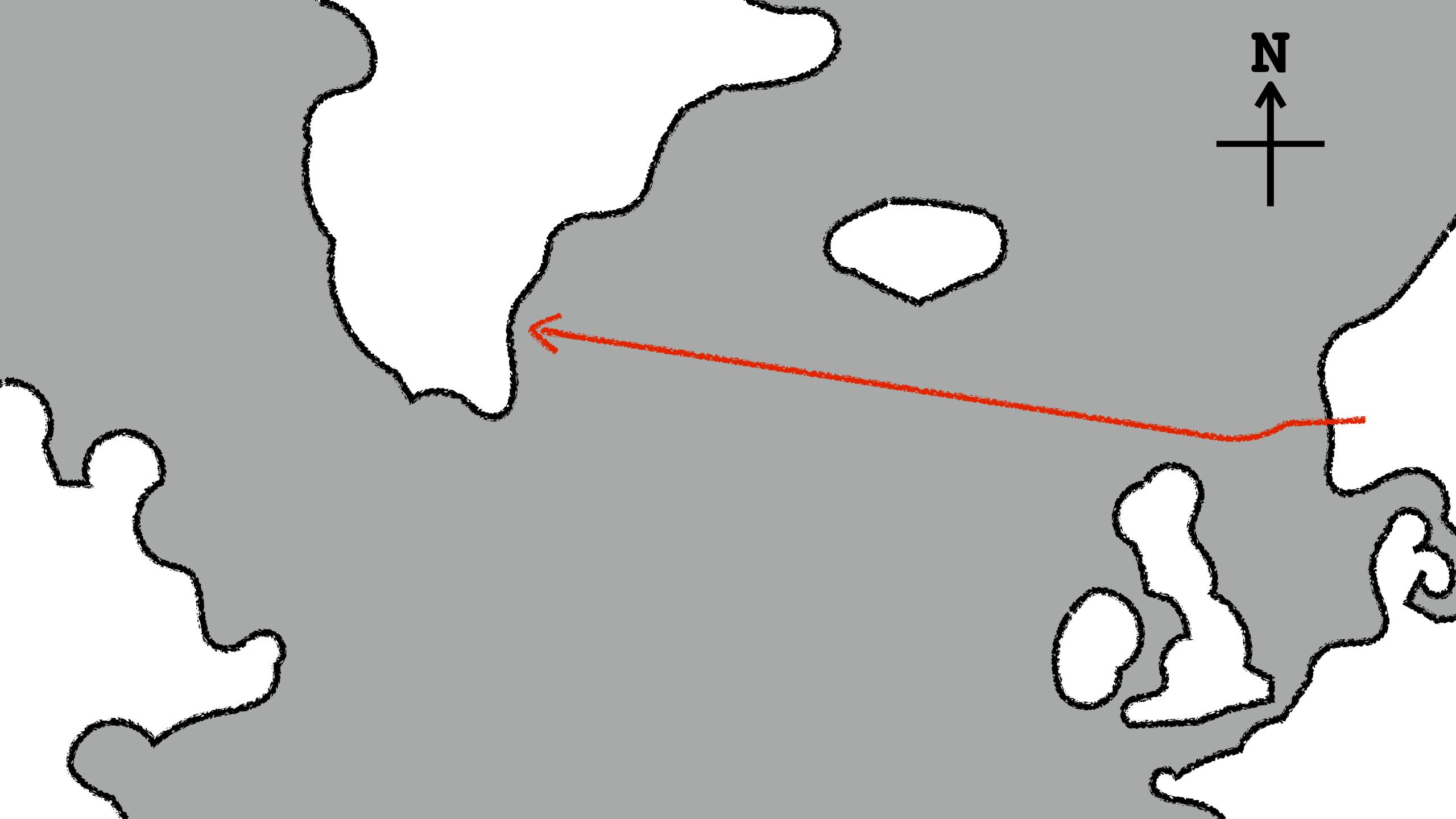


# SITUATIONAL AWARENESS?

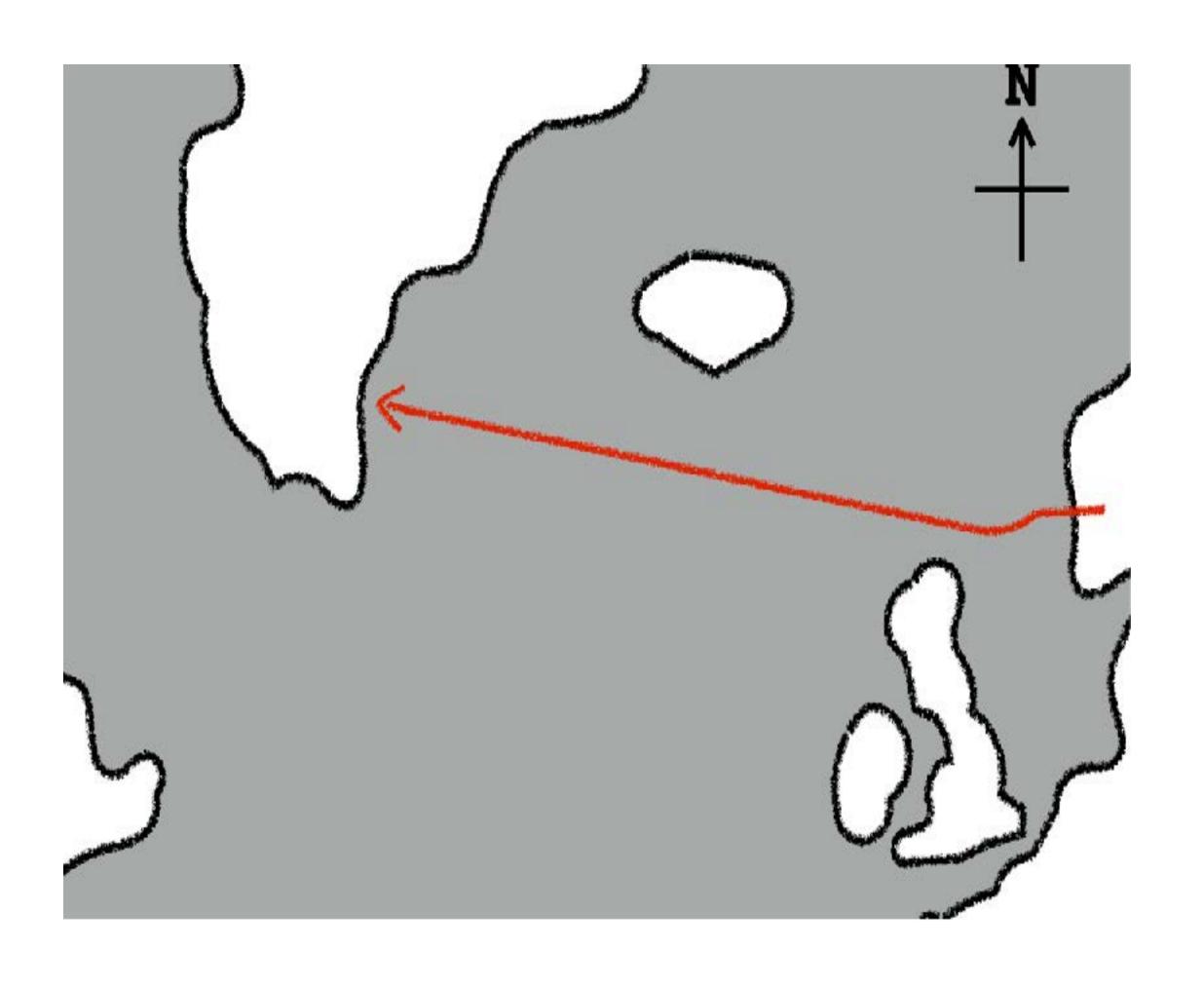


From Hernam, head due west towards Hvarf, and you will have sailed north of Hjaltland, so that you just glimpse it in clear weather, but south of the islands, so that the sea is right in between the distant mountains and thus also south of Iceland.

Hauksbók



# What would you use to navigate?



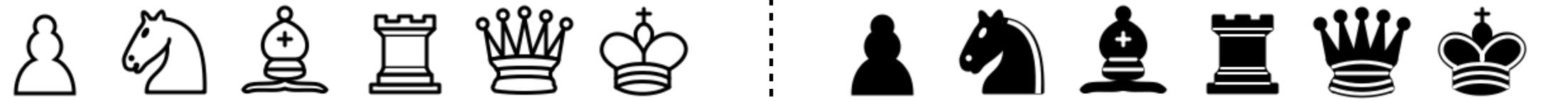
west towards Hvarf, and you will have sailed north of Hjaltland, so that you just glimpse it in clear weather, but south of the islands, so that the sea is right in between the distant mountains and thus also south of Iceland.

visual map

verbal story









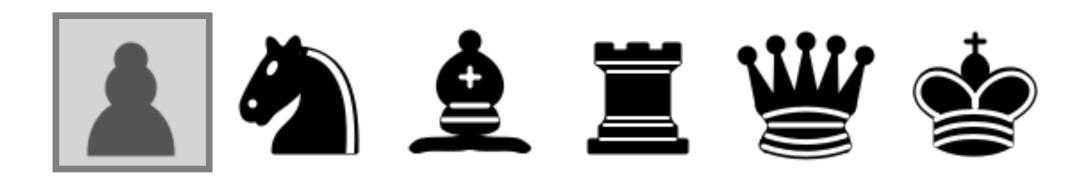
Pawn (w)



Pawn (w)



Pawn (w), Pawn (b)



Pawn (w), Pawn (b)



Pawn (w), Pawn (b), Pawn (w)



Pawn (w), Pawn (b), Pawn (w)



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



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

Pawn(w), Pawn(b), Pawn(w), Queen(b), Pawn(w), Queen(b), Bishop(w), Knight(b), Queen(w), Pawn(b), Rook(w), Bishop(b), Knight(w), Pawn(b), Queen(w), Knight(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Queen(w), King(b), Pawn(w), Bishop(b), Rook(w), Pawn (b), Queen(w), Knight(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Queen(w), King(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Pawn(w), Knight(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Knight(b), Pawn(w), Pawn(b), Pawn(w), Pawn(b), Queen(w), King(b), Queen(w), Pawn(b), Knight(w), Knight(b), Knight(w), Pawn(b), Rook(w), Rook(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Queen(w), Knight(b), King(w), Knight(b), Pawn(w), Queen(b), Knight(w), Pawn(b), Rook(w), Rook(b), Rook(w), Knight(b), Pawn(w), Pawn(b), Queen(w), Pawn(b), Queen(w), Knight(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Pawn(w), Knight(b), Pawn(w), Knight(b), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Knight(b), Pawn(w), King(b), Pawn(w), Bishop(b), Rook(w), Pawn (b), Queen(w), Knight(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Queen(w), Knight(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Queen(w), King(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Pawn(w), Knight(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Knight(b), Pawn(w), Pawn(b), Pawn(w), Pawn(b), Queen(w), King(b), Queen(w), Pawn(b), Knight(w), Knight(b), Knight(w), Pawn(b), Rook(w), Rook(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Queen(w), Pawn(w), Knight(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Knight(b), Knight(w), Pawn(b), Rook(w), Rook(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Queen(w), Knight(b), King(w), Knight(b), Pawn(w), Queen(b), Knight(w), Pawn(b), Rook(w), Rook(b), Rook(w), Knight(b), Pawn(w), Pawn(b), Queen(w), Pawn(b), Queen(w), Knight(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Pawn(w), Knight(b), Pawn(w), Knight(b), Pawn(w), Queen(w) ... WINS

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Queen(w), ... WINS
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# Secrets of Success

#### Harvard Business Review

**LEADERSHIP** 

# How Earlobes Can Signify Leadership Potential

by Carl Senior, Robin Martin, Michael West, and Rowena M. Yeats

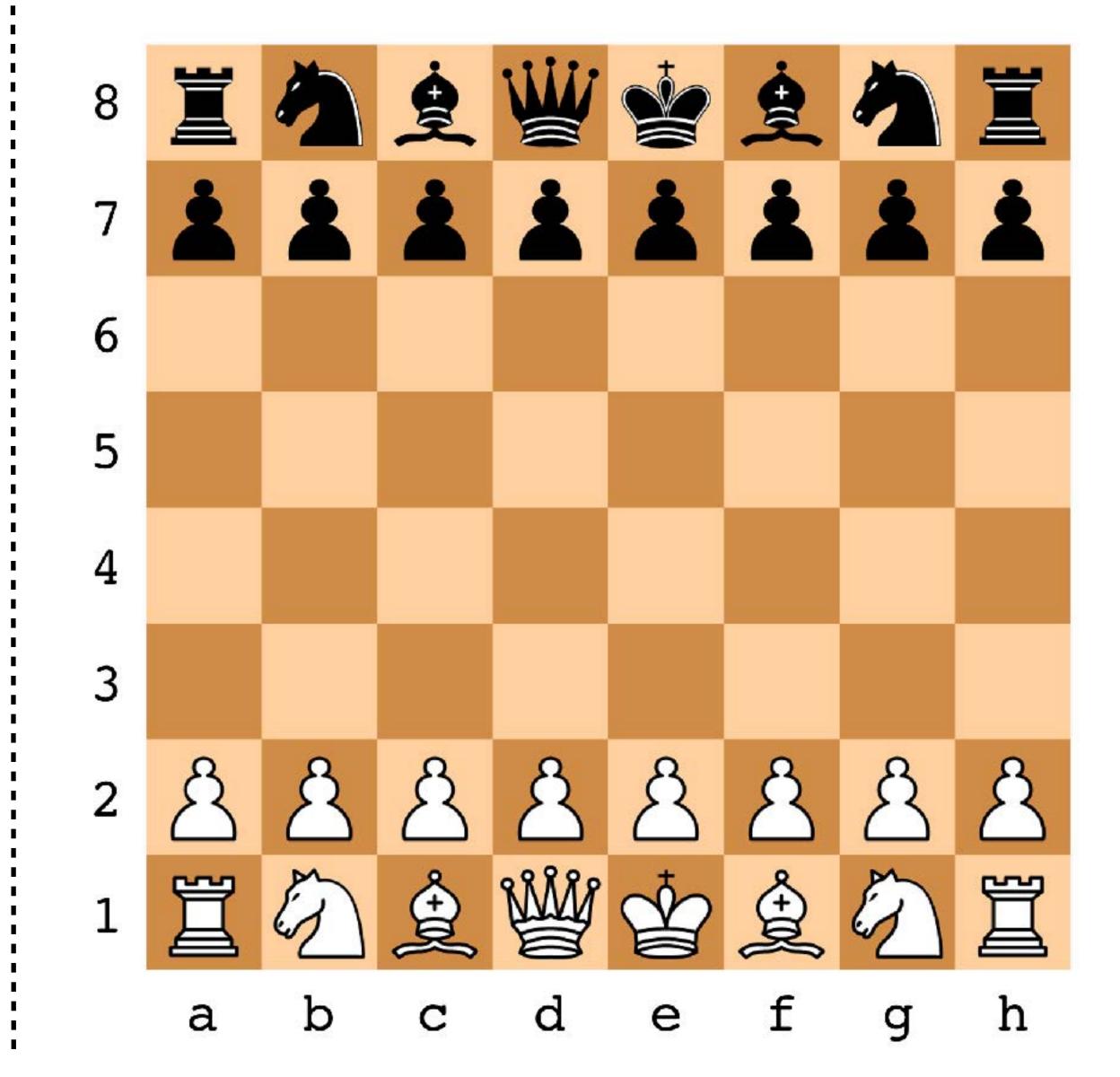
FROM THE NOVEMBER 2011 ISSUE



volutionary biologists have learned that people with greater "genetic fitness," as manifested by a high degree of left-right body symmetry, are not just considered better looking but also tend to be healthier, more intelligent, and more dominant than others. They're the classic alphas who rise to the top of rigidly hierarchical organizations such as the military.

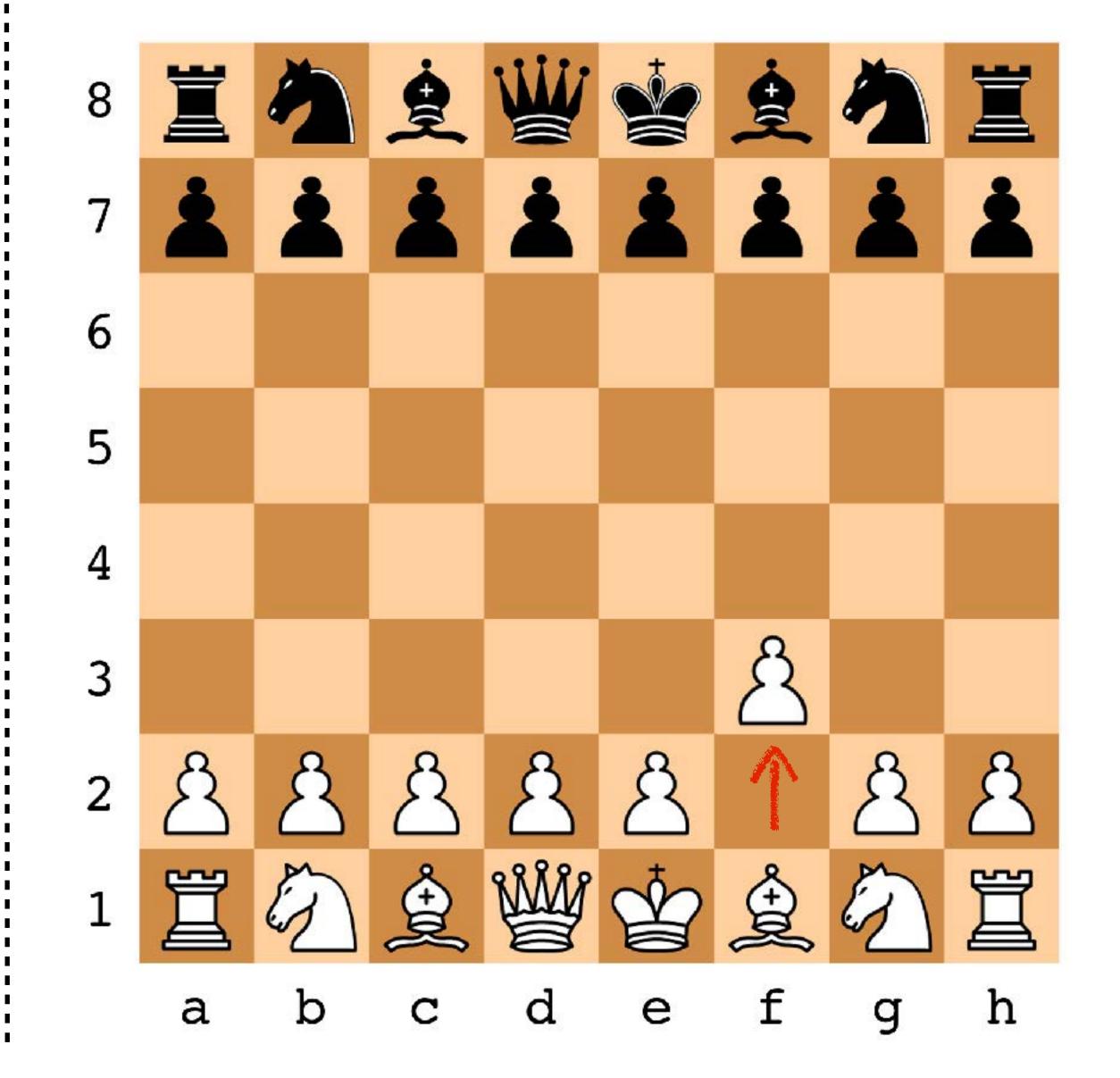
But our research shows that people with subtle asymmetries—for example, imbalances in ear or finger length—are often better "transformational" leaders, able to inspire followers to put self-interest aside for the good of the group. Furthermore, teams they lead outperform teams whose leaders have moresymmetrical bodies.





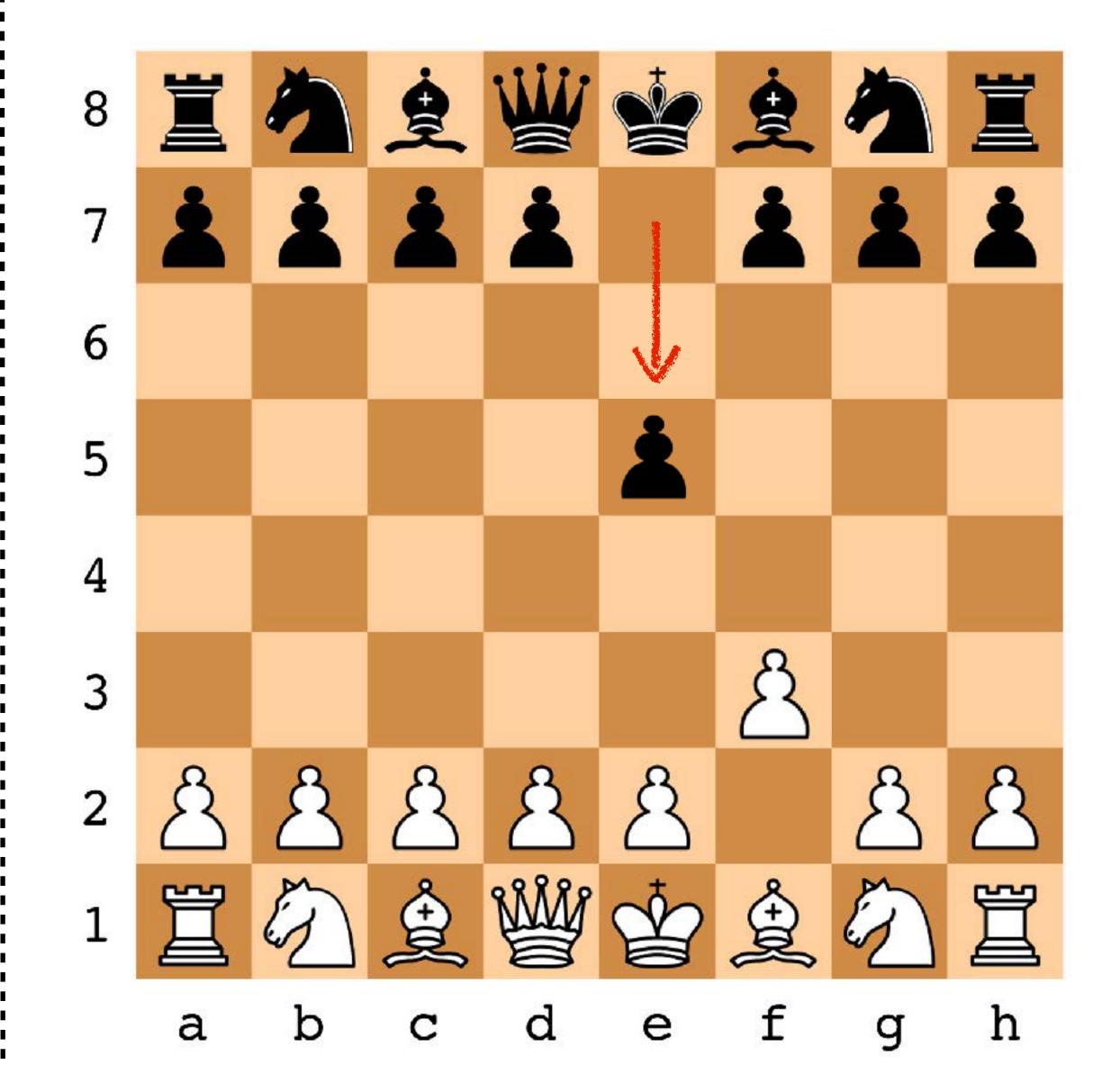


Pawn (w)



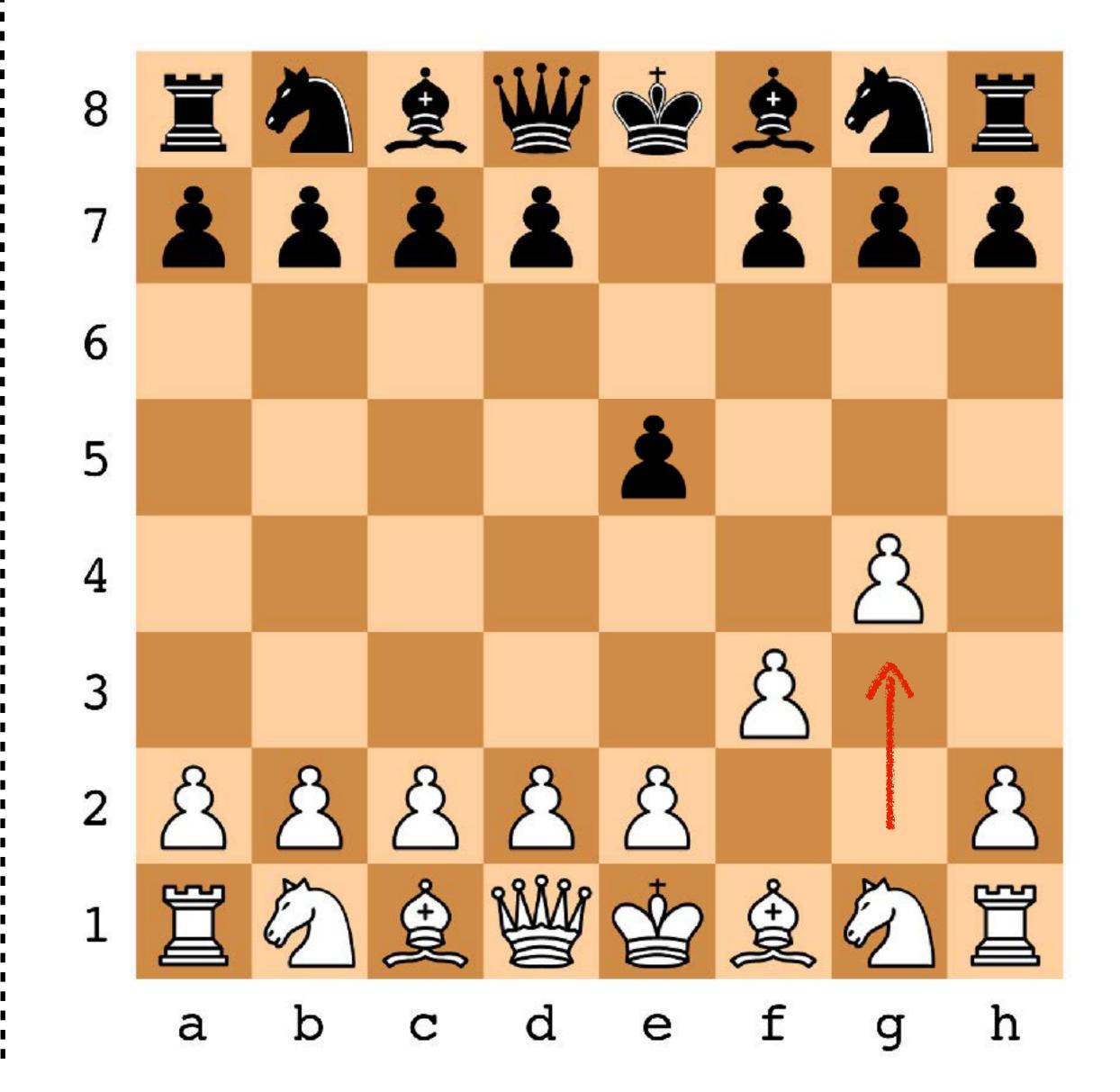


Pawn (w), Pawn (b)



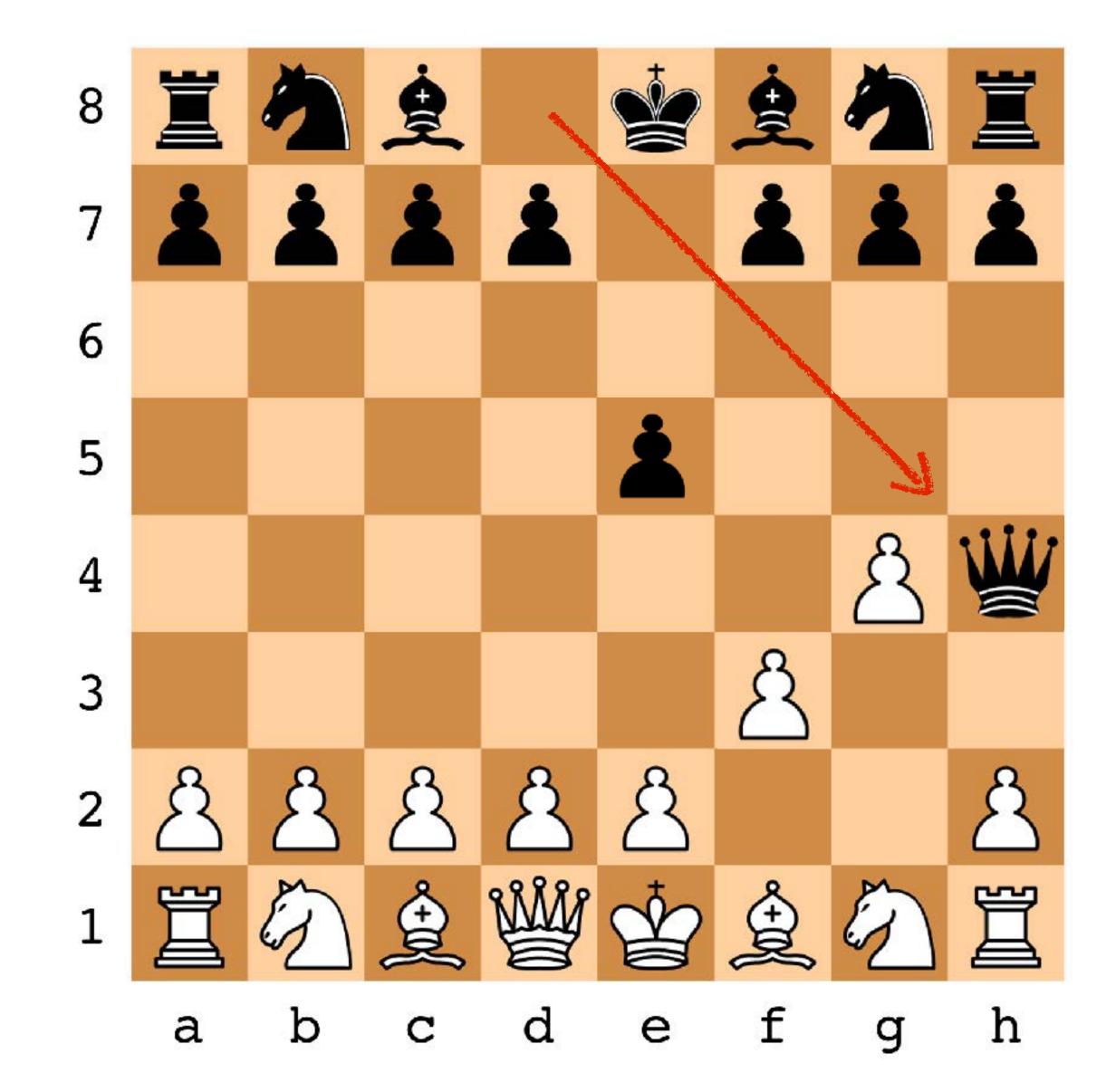


Pawn (w), Pawn (b), Pawn (w)





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

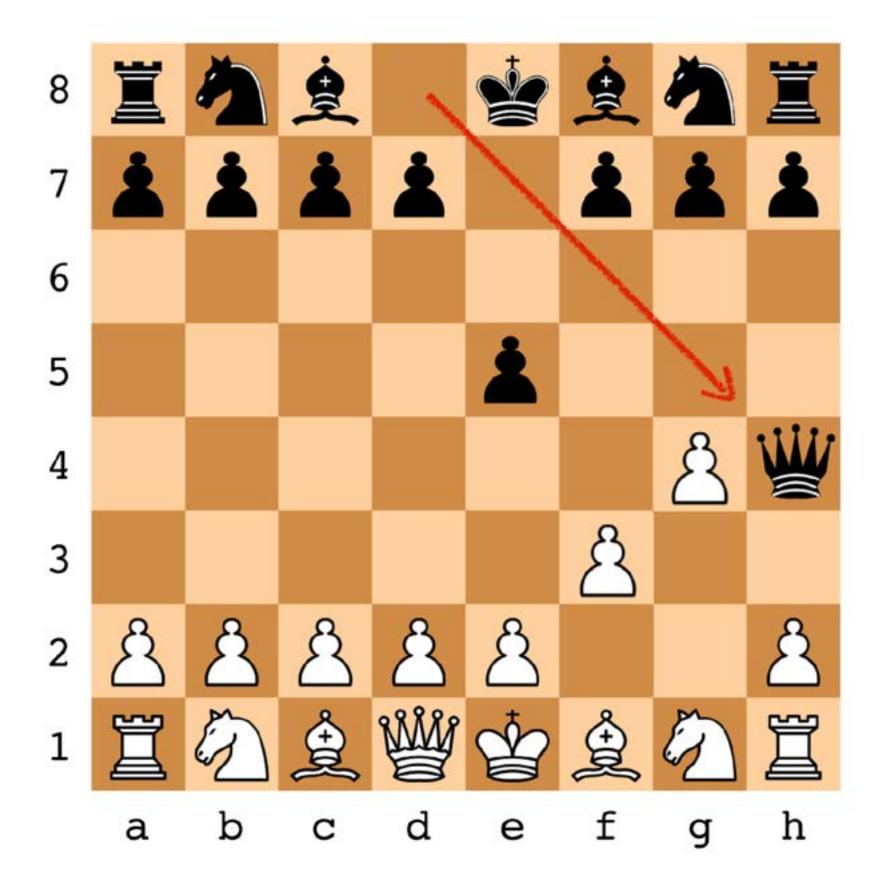


# What would you use to learn?

Fawn(w), Pawn(b), Pawn(b), Queen(b), Pawn(w), Queen(b), Bishop(w), Knighi(b), Queen(w), Pawn(b), Rook(w), Bishop(b), Bright(w), Pavn(b), Queen(w), Knight(b), Pown(w), Knight(b), Pown(w), Pavn(b), Enight(w), Pawn(b), Rook(w), Bishop(b), Queen(w), King(b), Pavn(w), Bishop(b), Rook(w), Pavn(b), Queen(w), Knight(b), Pavn(w), Inight(b), Faun(w), Pavn(b), Kright(w), Pavn(b), Rook(w), Bishop(b), Queen(w), King(b), Raight(w), Pavn(b), Rook(w), Bishop(b), Fawn(w), Pawn(b), Pawn(w), Knight(b), Pawn(w), Knight(b), Fawr(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Faun(w), Pavn(b), Eright(w), Pavn(b), Ecok(w), Knight(b), Pavn(w), Pavn(w), Pavn(w), Favn(b), Queen(w), King(b), Queen(w), Pawn(b), Enicht(w), Knight(b), Enight(w), Pawn(b), Ecck(w), Rook(b), Pawn(v), Knight(b), Pawn(v), Fawn(b), Queen(w), Knight(b), Knight(b), Knight(b), Pawn(w), Queen(b), Knight(w), Pawn(b), Rook(w), Rook(w), Rook(w), Knight(b), Famm(w), Pavn(b), Queen(w), Pavn(b), Queen(w), Knight(b), Pavn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Faun(w), Pavn(b), Rock(w), Bishop(b), Pavn(w), Pavn(b), Pavn(v), Knight(b), Pavn(v), Knight(b), Pavn(v), Pavn(b), Enight(w), Pavn(b), Book(w), Bishop(b), Pavn(w), Pavn(b), Enight(w), Pavn(b), Book(v), Enight(b), Pavn(v), King(b), Faun(w), Bishop(b), Bock(w), Pawn (b), Queen(w), Knight(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Rock(w), Bishop(b), Faun(w), Pavn(b), Queer(w), Knight(b), Pavn(w), Knight(b), Pavn(w), Pavn(b), Knight(w), Pavn(b), Rock(w), Eishop(b), Cueen(w), King(b), Enight(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Pawn(b), Pawn(w), Knight(b), Pawn(w), Knight(b), Fawn(w), Pawn(b), Enight(w), Pawn(b), Book(w), Bishop(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Knight(b), Fown(w), Pawn(b), Pawn(b), Pawn(b), Queen(w), King(b), Queen(w), Fown(b), Knight(w), Knight(w), Knight(w), Fown(b), Book(w), Rook(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Queen(w), Fawn(w), Knight(b), Fawn(w), Knight(b), Pawn(w), Fown(b), Knight(w), Fown(b), Rook(w), Bishep(b), Pawn(w), Pavn(b), Knight(w), Pavn(b), Rook(w), Knight(b), Knight(v), Faun(b), Rook(w), Rock(b), Paun(w), Knight(b), Paun(w), Paun(b), Cueen(w), Knight(b), King(w), Knight(b), Paun(w), Cueen(b), Knight(w), Pawn(b), Rook(b), Rook(w), Knight(b), Pawn(w), Pawn(b), Queen(w), Pawn(b), Queen(w), Fnight(b), Pavn(v), Favn(b), Knight(v), Pavn(b), Rook(v), Bistop(b), Pavn(v), Pavn(b), Rook(w), Bistop(b), Favn(w). Famin(b), Pawn(w), Enight(b), Pawn(w), Enight(b), Pawn(w), Queen(w) ... WENS

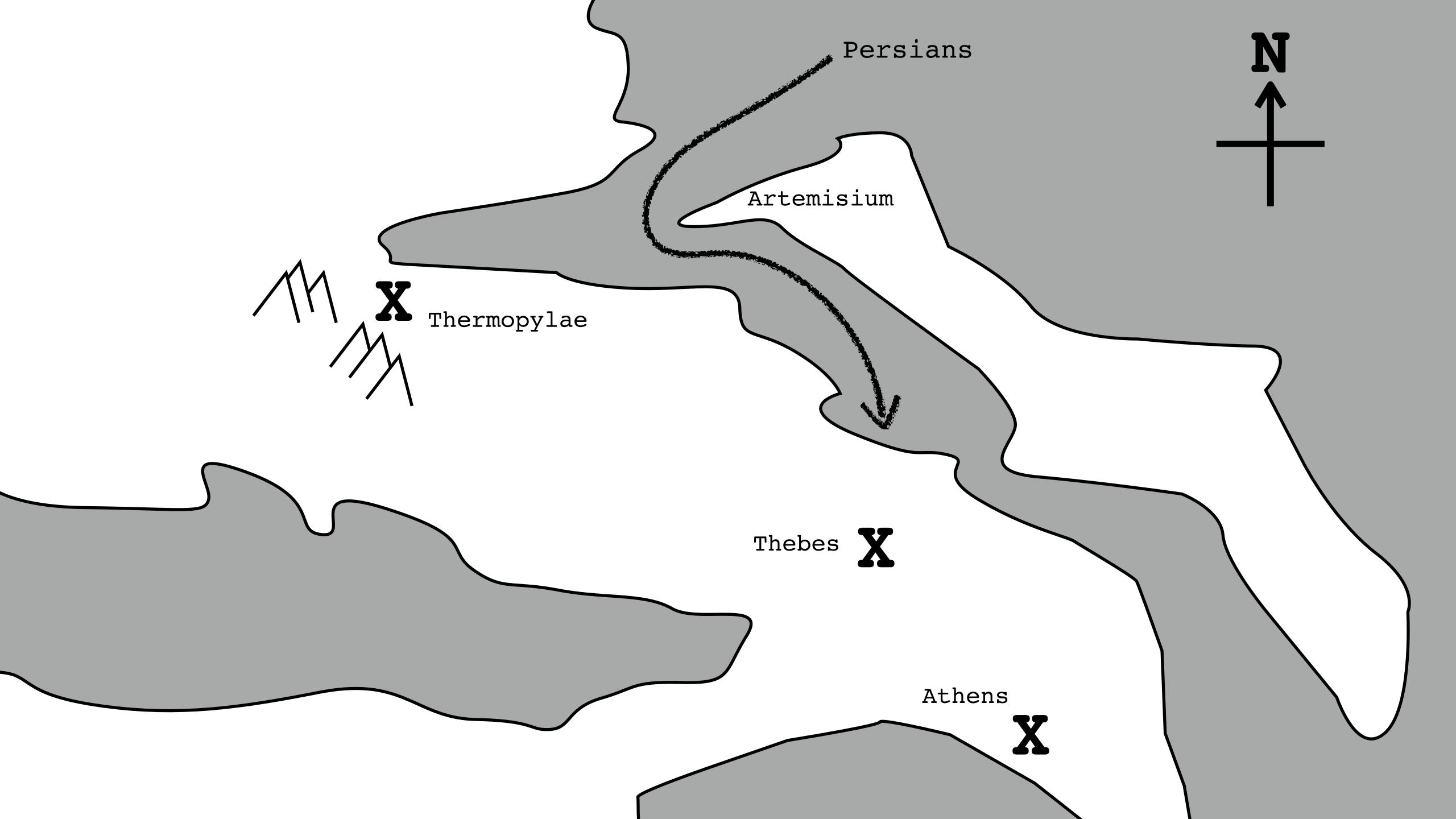
Pawn(w), Kmight(b), Pawn(w), Pawn(b), Kmight(w), Pawn(b), Fook(w), Bishop(b), Fawn(w), Pawn(b), Kmicht(w), Pawn(b), Rook(w), Knight(b), Pawn(w), Pawn(w), Pawn(w), Pawn(b), Queen(w), King(b), Queen(w), Pawn(b), Enight(w), Knight(b), Knight(w), Pawn(b), Rook(w), Rook(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Queen(w), Pawn(w), Enight(b), Pawn(w), Knight|b|, Pavn(w), Pavn(b), Enight(w), Pavn(b), Rook(v), Eighop(b), Pavn(v), Favn(b), Knight(v), Favn(b), Rook(v), Knight(b), Knight(w), Pawn(b), Rook(w), Book(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Queen(w), Knight(b), King(w), Knight(b), Pawn(w), Queen(b), Knight(w), Pawn(b), Rook(w), Hook(b), Rook(w), Knight(b), Pawn(w), Fawn(w), Fawn(b), Queen(w), Pawn(b), Queer(v), Knight(b), Pawn(v), Pawn(b), Knight(v), Pawn(b), Rook(v), Bishop(b), Pawn(v), Pawn(b), Rook(v), Bishop(b), Pavn(w), Pavn(b), Pavn(b), Rnight(b), Pavn(v), Rnight(b), Pavn(v), Cueen(w), Pavn(v), Pavn(b), Pavn(v), Queen(b), Pavn(v), Queen(b), Bishop(w), Knight(b), Queen(v), Pawn(b), Rook(w), Bishop(b), Knight(w), Pawn(b), Queen(v), Knight(b), Pawn(w), Knight(b), Pawn(w), Pawn(b), Knight(w), Pawn(b), Rook(w), Eishop(b), Queen(w), King(b), Pawn(w), Bishop(b), Bock(w), Dawn (b), Queen(w), Knight(b), Pawn(w), Knight(b), Pawn(b), Rook(w), Bishop(b), Queen(w), King(b) Enight(w), Pawn(b), Rook(w), Queen(b), Pawn(b), Knight(b), Pawn(w), Pawn(b), Knight(w), King(b), Queen(w), Pawn(b), Knight(w), Knight(w), Knight(w), Pawn(b), Rook(w), Rishop(b), Pawn(w), Pawn(b), Enight(w), Pawn(b), Rook(w), Knight(b), Pawn(w), Fawn(b), Pawn(w), Pawn(b), Queen(w), King(b), Queen(v), Pawn(b), Knight(v), Knight(b), Knight(v), Pawn(b), Rook(v), Rook(b), Pawn(v), Knight(b), Pawn(v), Pawn(b), Queen(v), Knight(b), Kinq(v), Knight(b), Pawn(v), Queen(b), Knight(w), Pawn(b), Rook(v), Rook(b), Rook(w), Knight(b), Pawn(w), Pawn(b), Queen(w), Pawn(b), Queen(w), Enight(b), Pawn(b), Rook(w), Pawn(b), Rook(w), Bishop(b), Pavn(v), Pavn(b), Rook(v), Bishop(b), Pavn(v), Town(b), Pavn(v), Enight(b), Pavn(v), Enight(b), Pavn(v), Pawn(b), Knight(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Fawn(b), Knight(w), Fawn(b), Rook(w), Eright(b), Pawn(w), King(b), Pawn(w), Bishop(b), Rook(v), Pawn (b), Queen(v), Fnight(b), Pawn(v), Fnight(b), Pawn(v), Fawn(b), Rook(v), Bishop(b), Pawn(w), Pawn(b), Queen(w), Knight(b), Pawn(w), Knight(b), Pawn(w), Rook(w), Bishop(b), Queen(w), King(b), Enight(w), Pawn(b), Rook(w), Bishop(b), Pawn(w), Fawn(b), Pawn(w), Enight(b), Queen(w). ... WINS

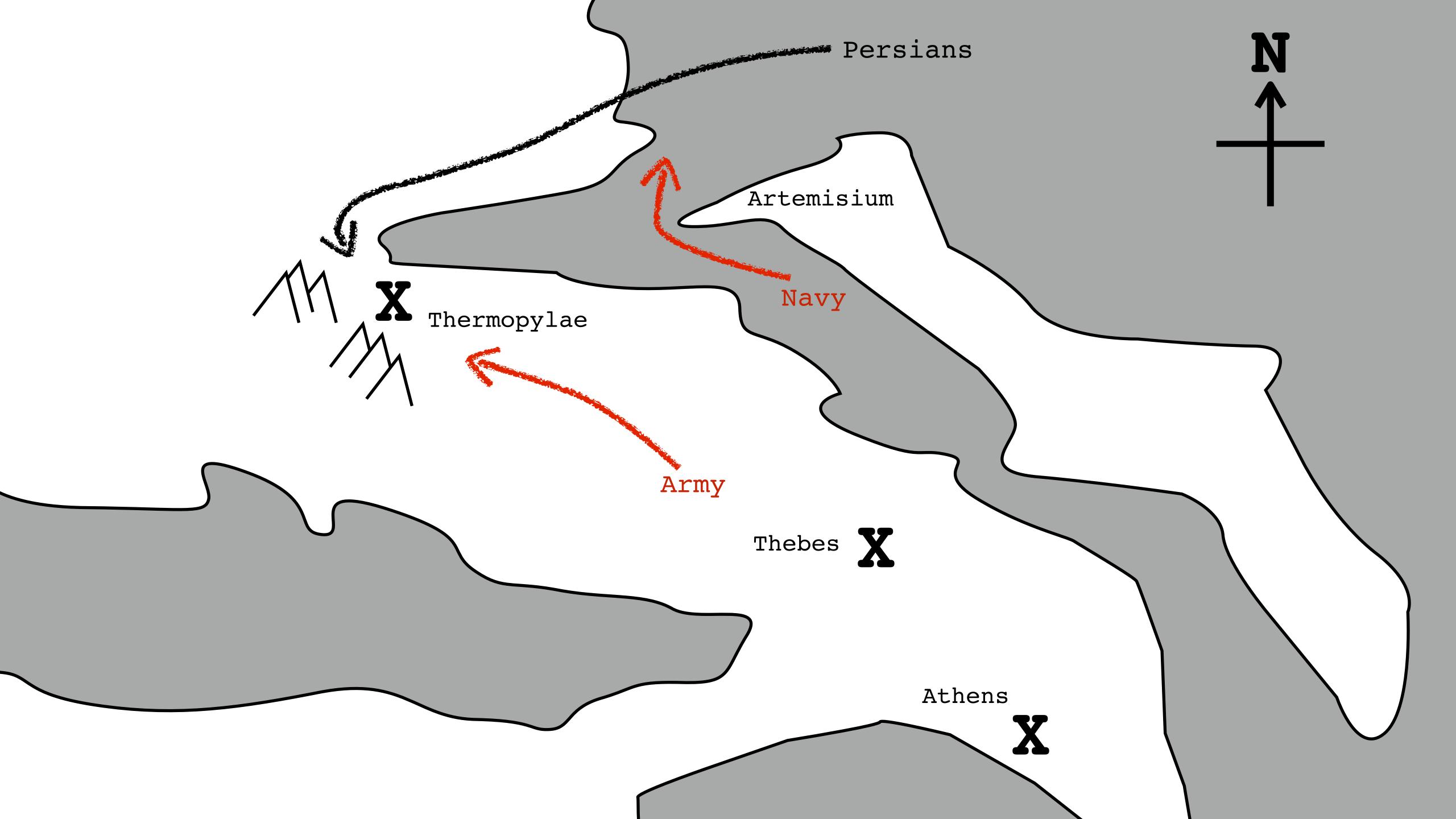




secrets of success

context specific play





### Strengths

A well trained Spartan army

A high level of motivation not to become a Persian slave

### Opportunities

Get rid of the Persians

Get rid of the Spartans

#### Weaknesses

The Ephors might stop the Spartans turning up

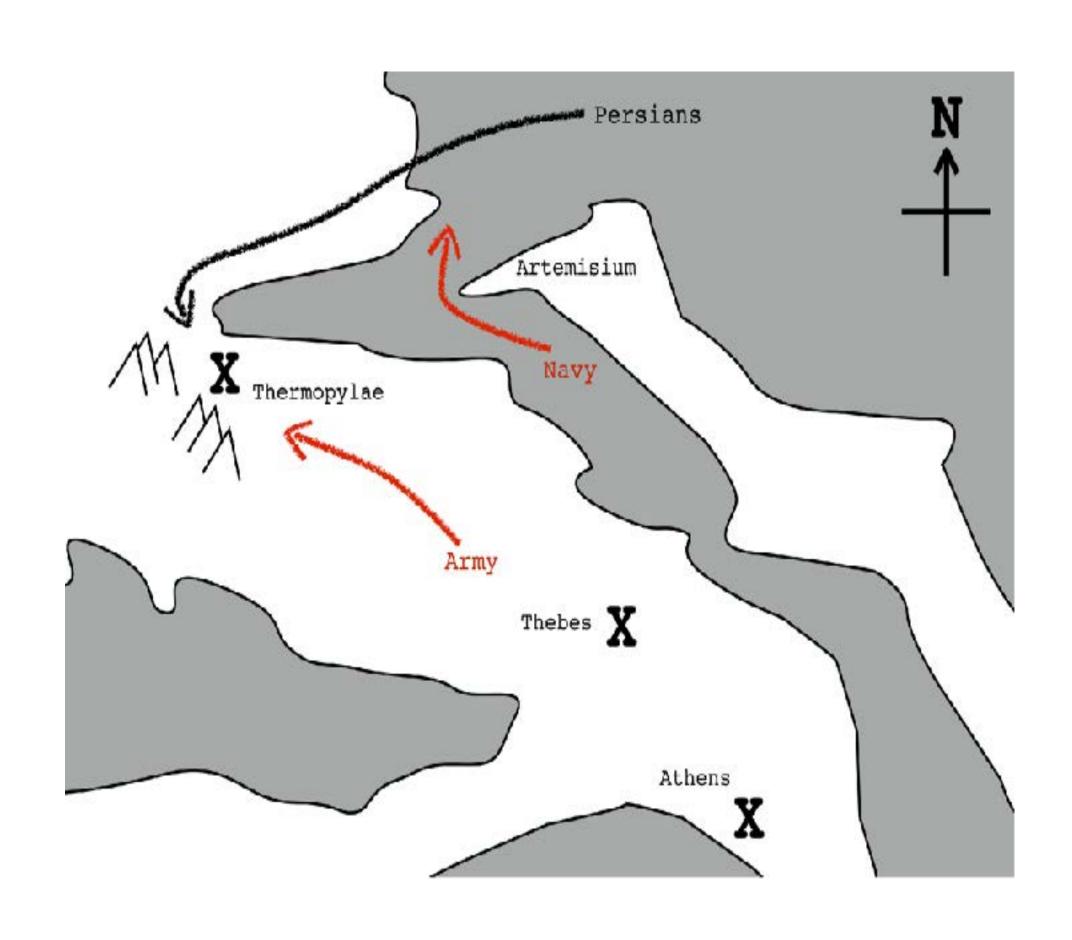
A lot of Persians ARE turning up

#### Threats

Persians get rid of us

The Oracle says a really dodgy film might be produced over 2,000 years later

### What would you use to communicate and determine strategy in battle?





A well trained Spartan army

A high level of motivation not to become a Persian slave

#### Opportunities

Get rid of the Persians

Get rid of the Spartans

#### Weaknesses

The Ephors might stop the Spartans turning up

A lot of Persians ARE turning up

#### Threats

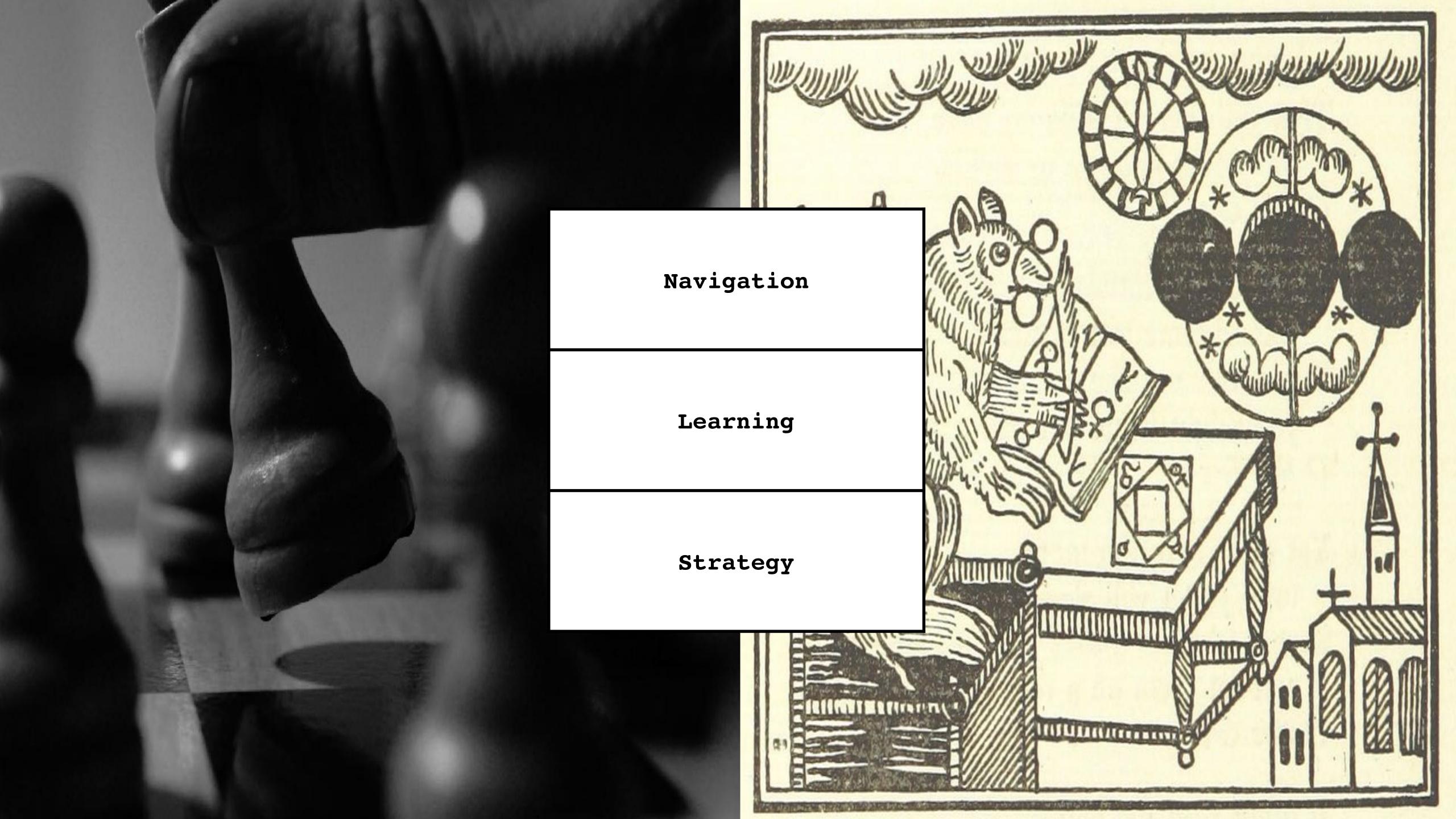
Persians get rid of us

The Oracle says a really dodgy film might be produced over 2,000 years later

position and movement

magic framework





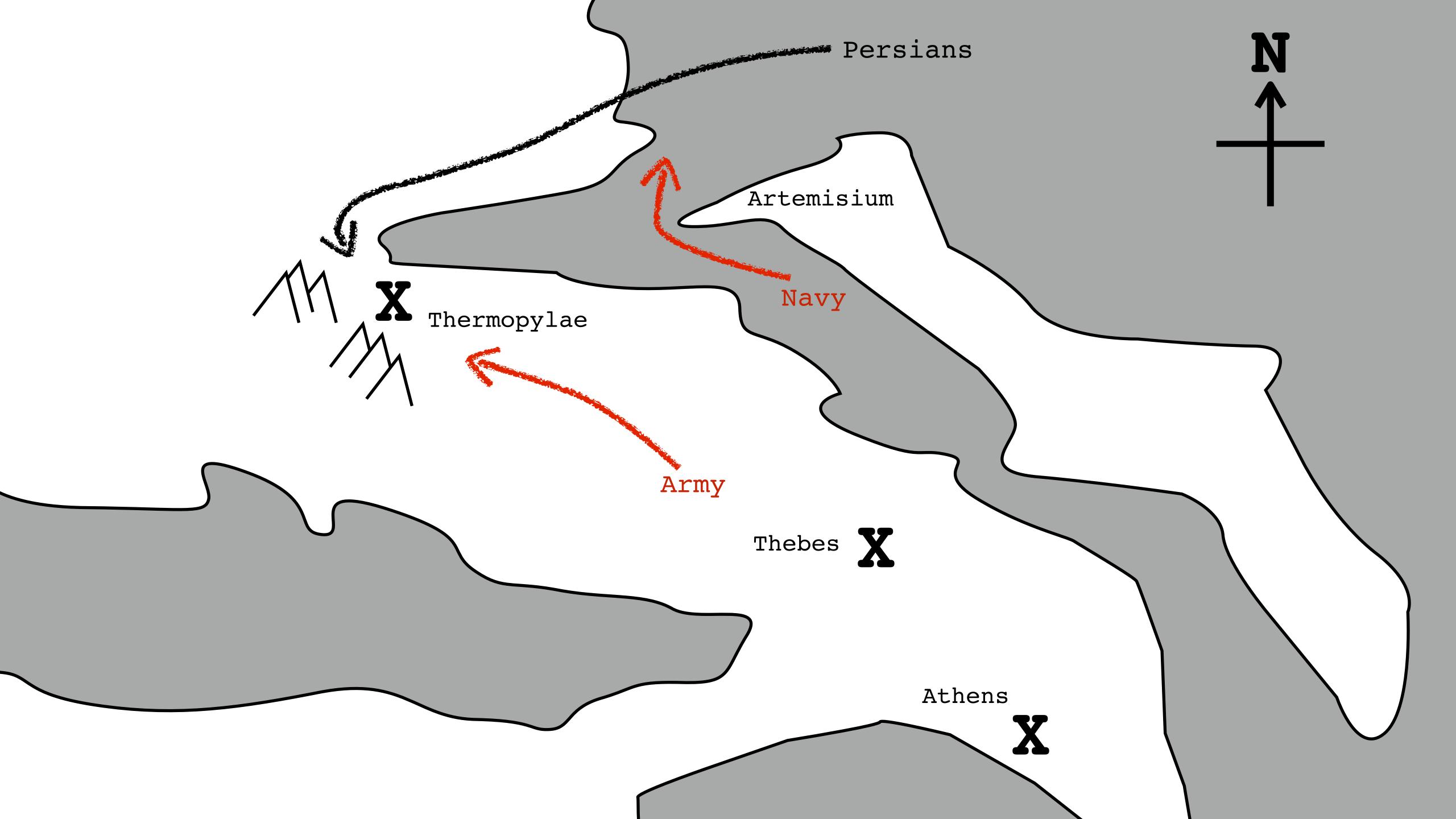
		THE WORLD WINDS
Chess		
Visual	Navigation	
Context specific	Learning	
Position and movement	Strategy	

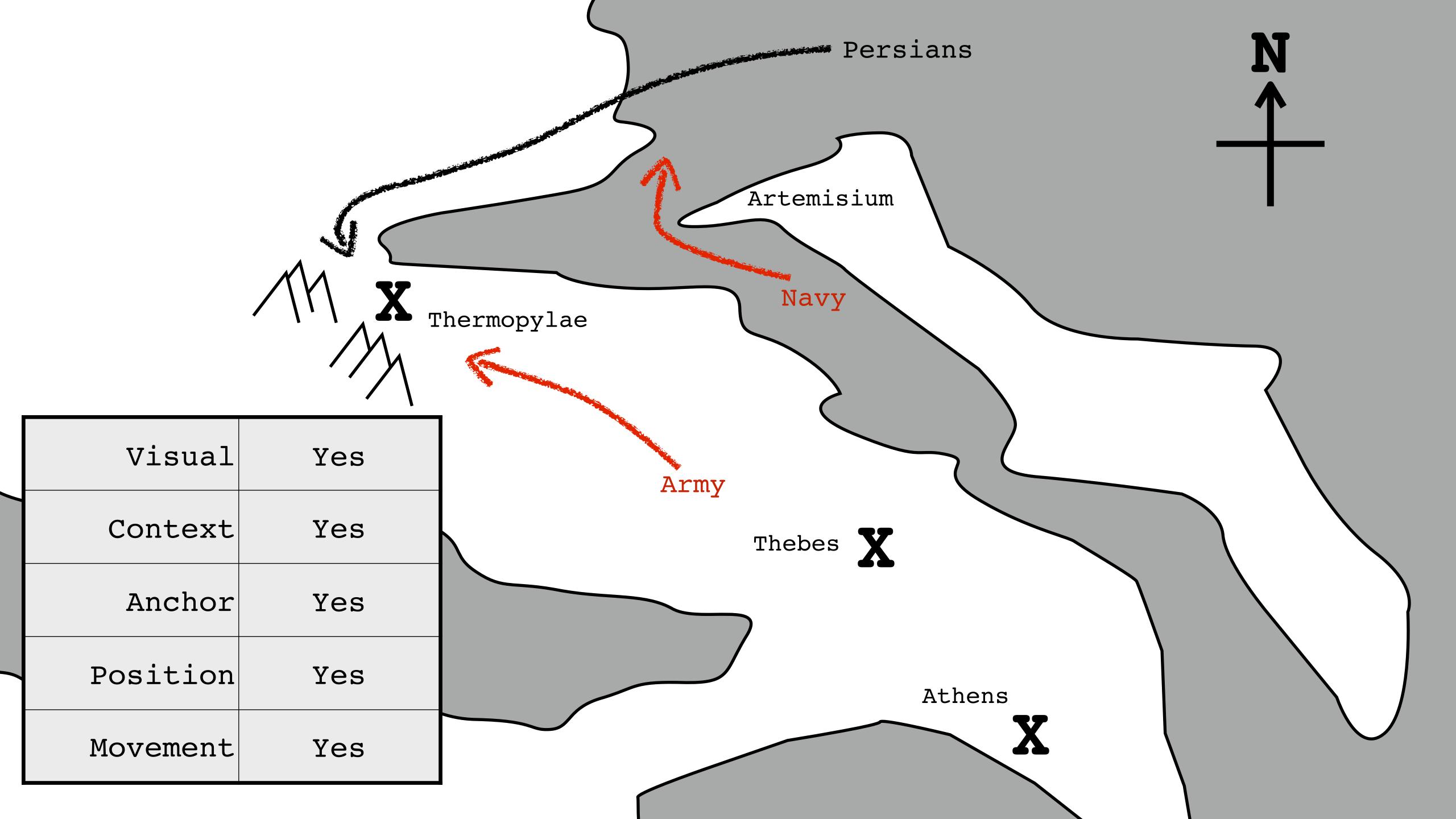
Chess		TO TO A
Visual	Navigation	
Context specific	Learning	
Position and movement	Strategy	
High	Situational Awareness	



Chess		Alchemy	THE STATE OF THE PARTY OF THE P
Visual	Navigation	Story telling	
Context specific	Learning	Secrets of success	The state of the s
Position and movement	Strategy	Magic frameworks	THE RESERVE TO THE PARTY OF THE
High	Situational Awareness	Low	

		when the same the same the	WILLIAM TO THE PARTY OF THE PAR
Chess		Alchemy	NOW X
Visual	Navigation	Story telling	
Context specific	Learning	Same of success	The state of the s
Position and movement	Strategy	Magic frameworks	# A
High	Situational Awareness	Low	





### Photo Storage Power Data Centre Image Manipulation Platform Compute Web Site Customer CRM Print

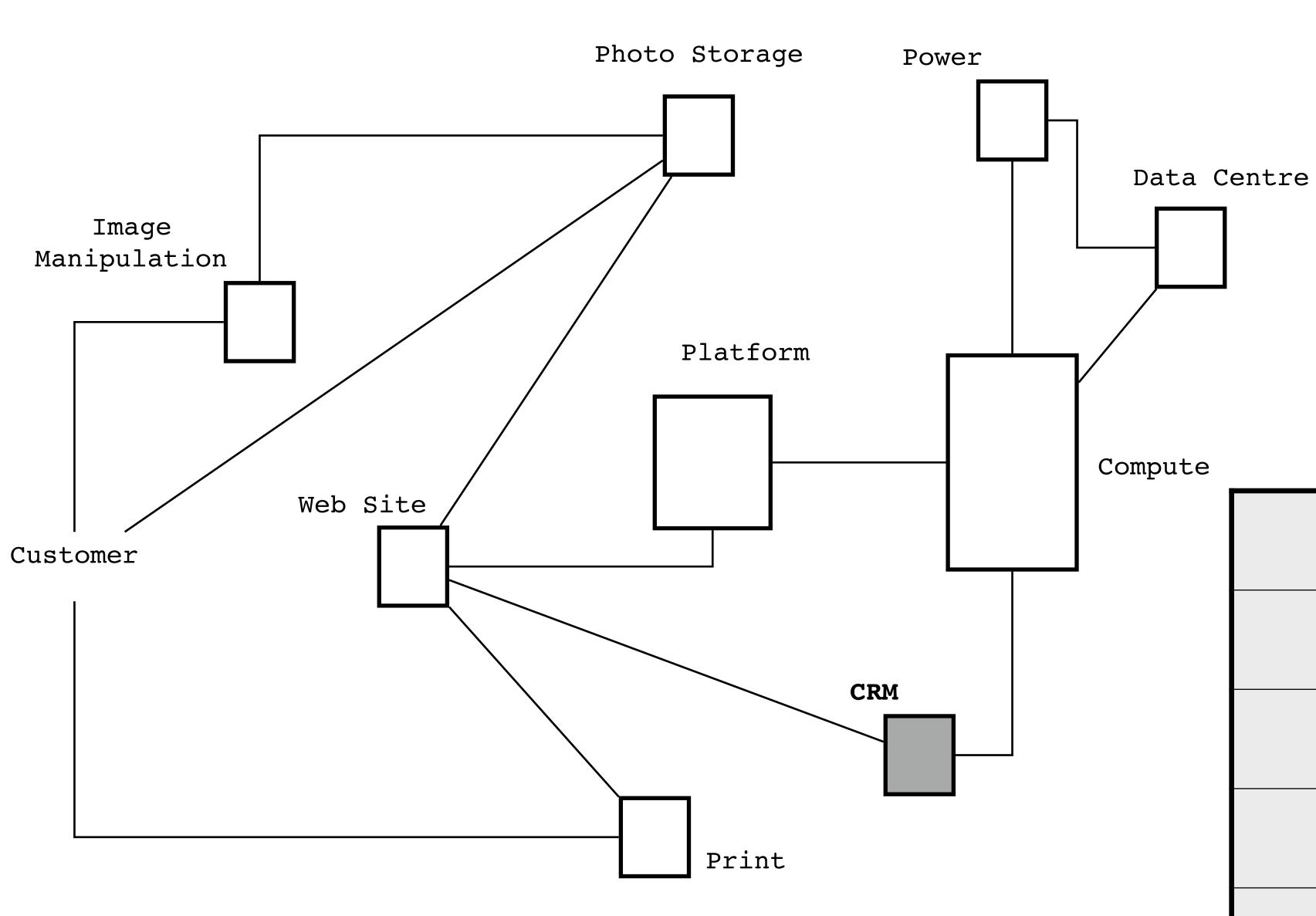
## Systems Map

### Photo Storage Power Data Centre Image Manipulation Platform Compute Web Site Customer CRM Print

## Systems Map

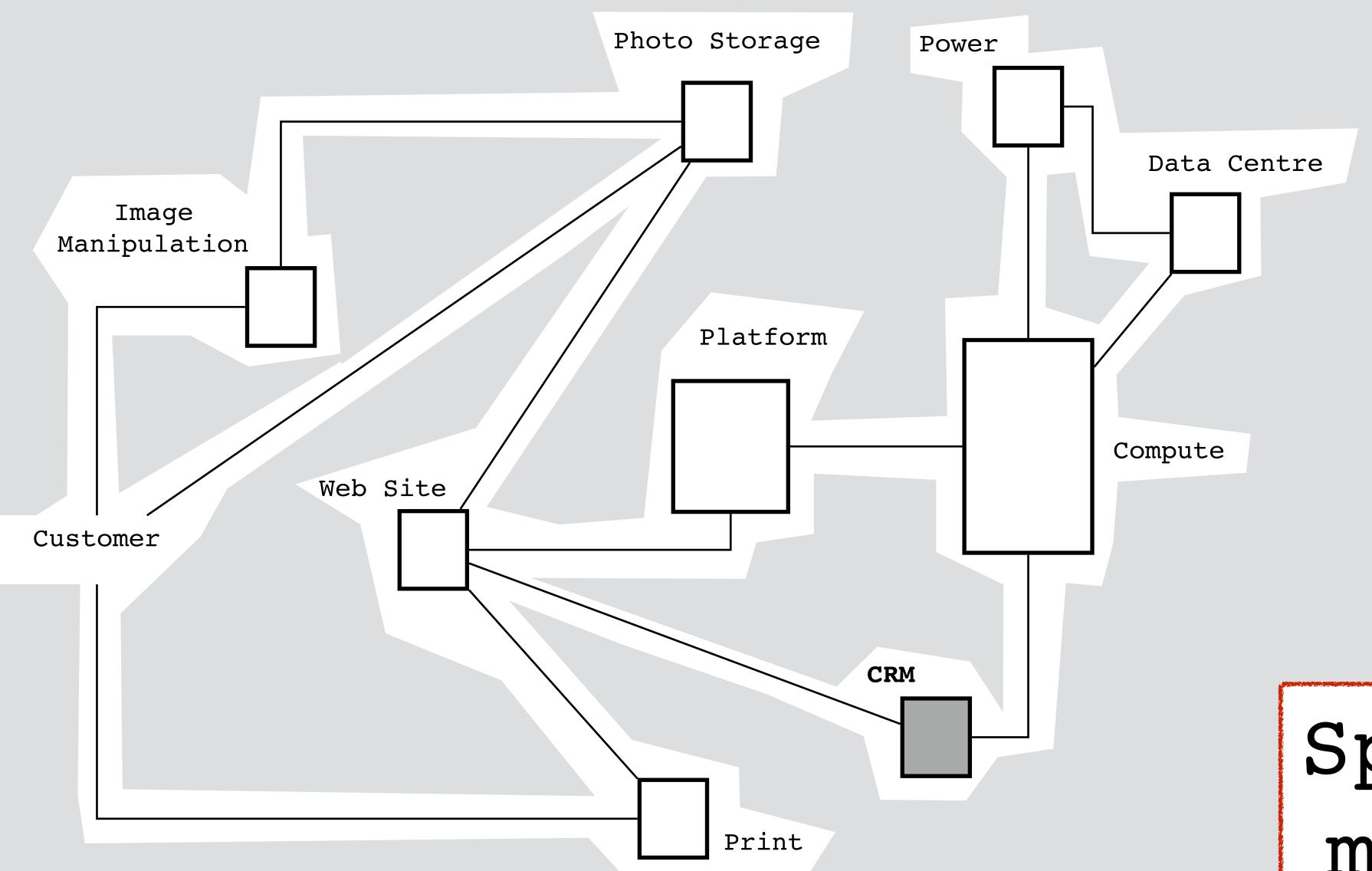
### Photo Storage Power Data Centre Image Manipulation Platform Compute Web Site Customer CRM Print

## Systems Map

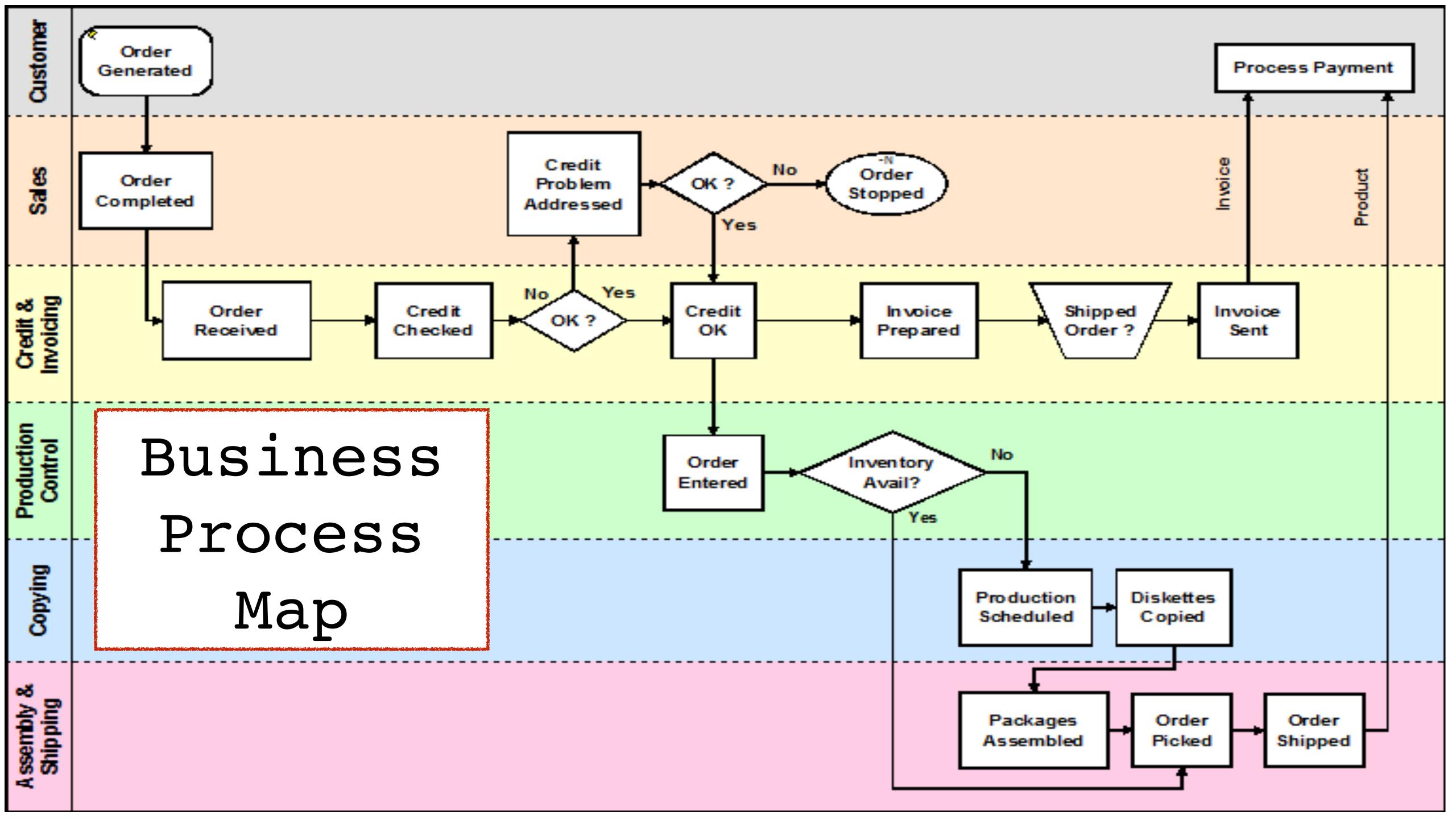


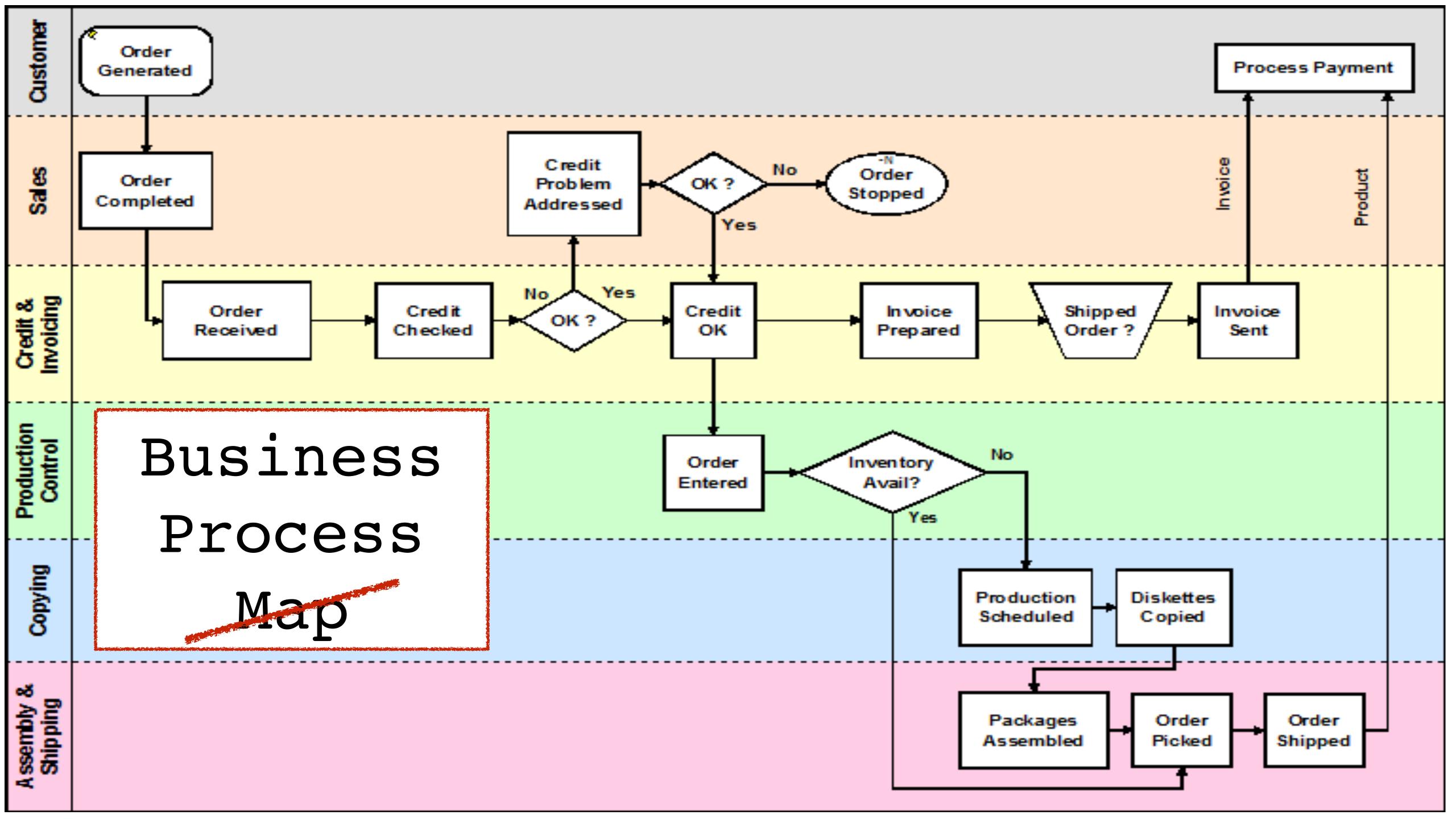
## Systems

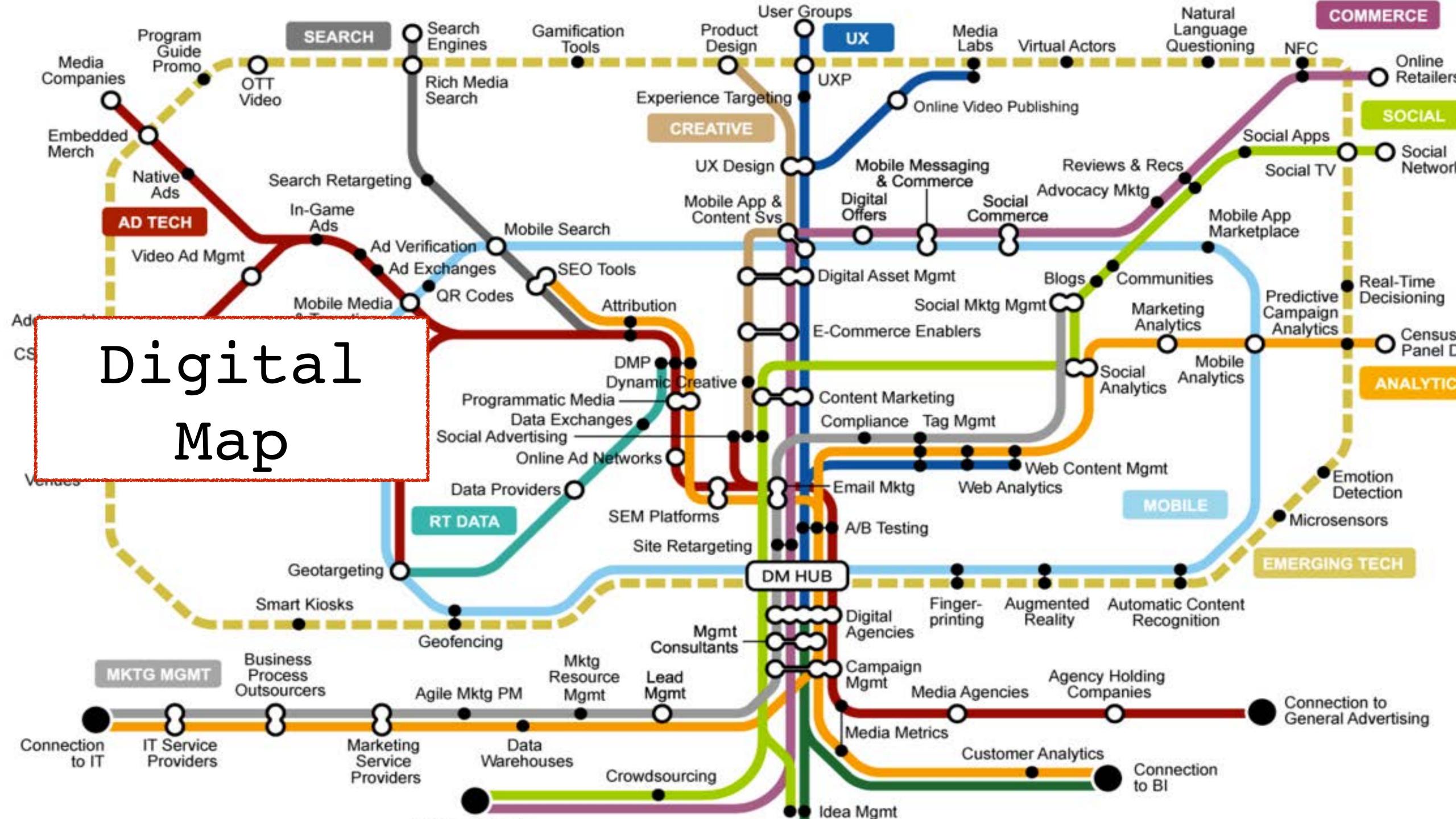
Visual	Yes
Context	Yes
Anchor	NO
Position	NO
Movement	NO

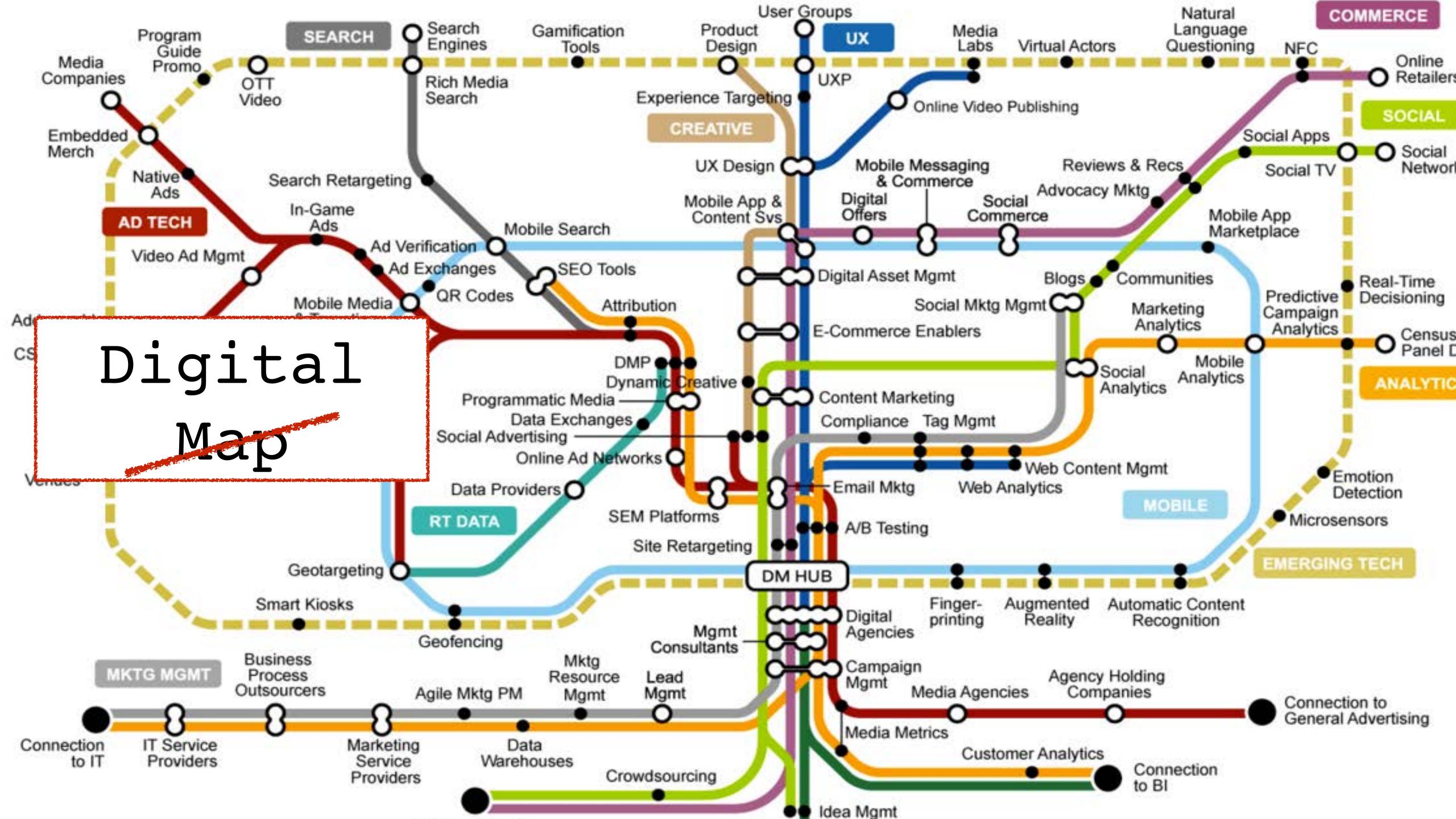


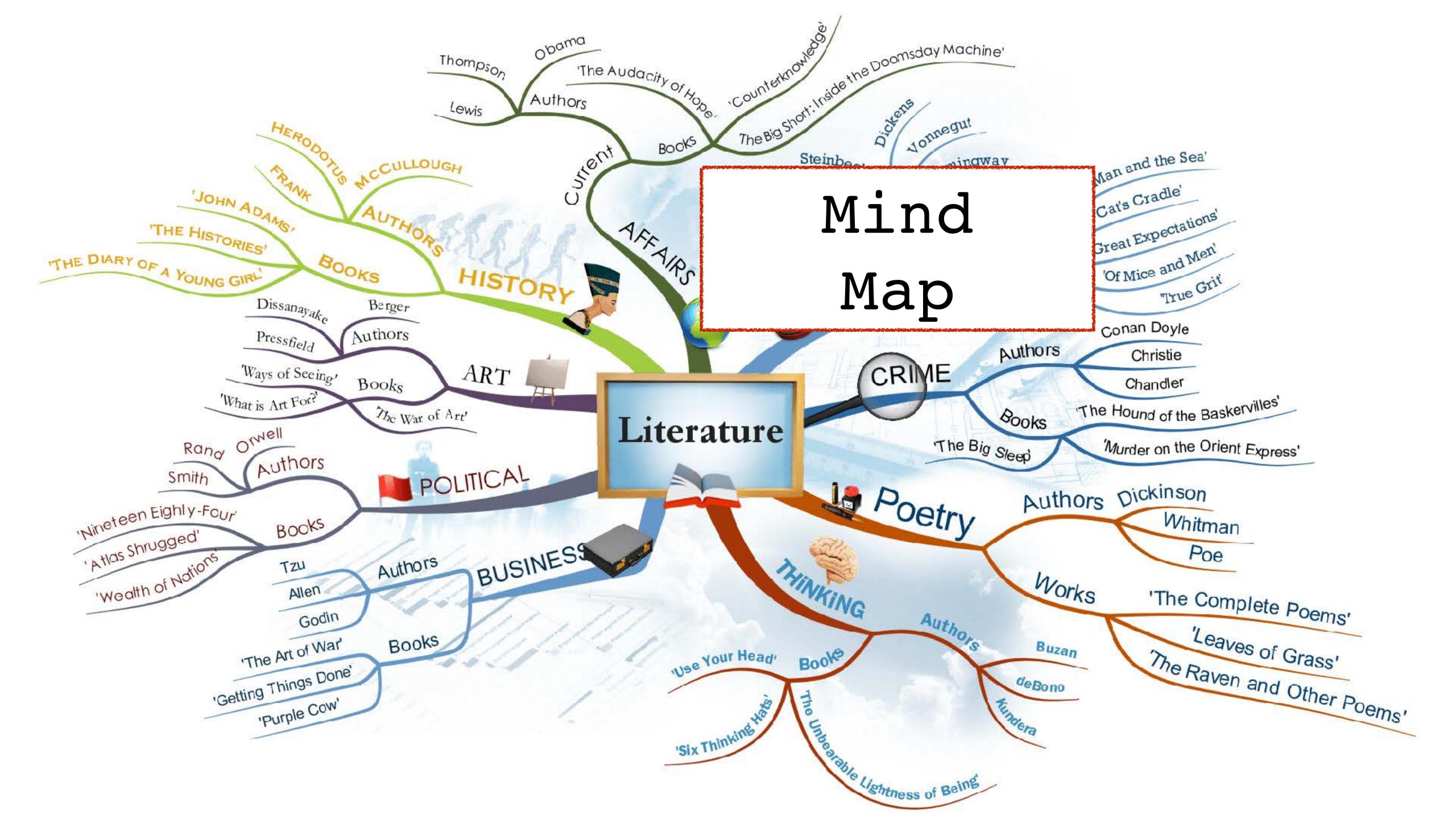
Space has meaning!

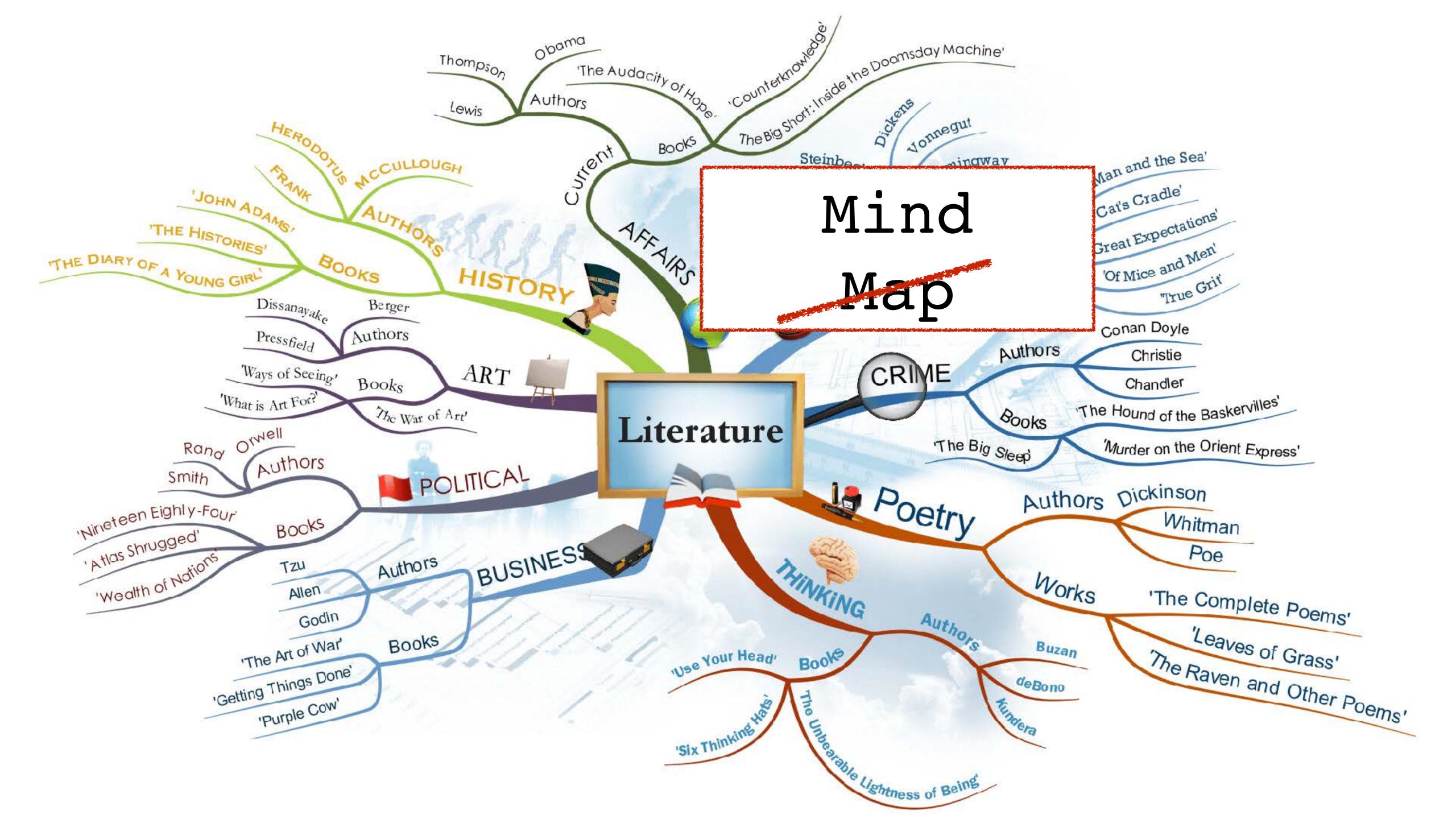










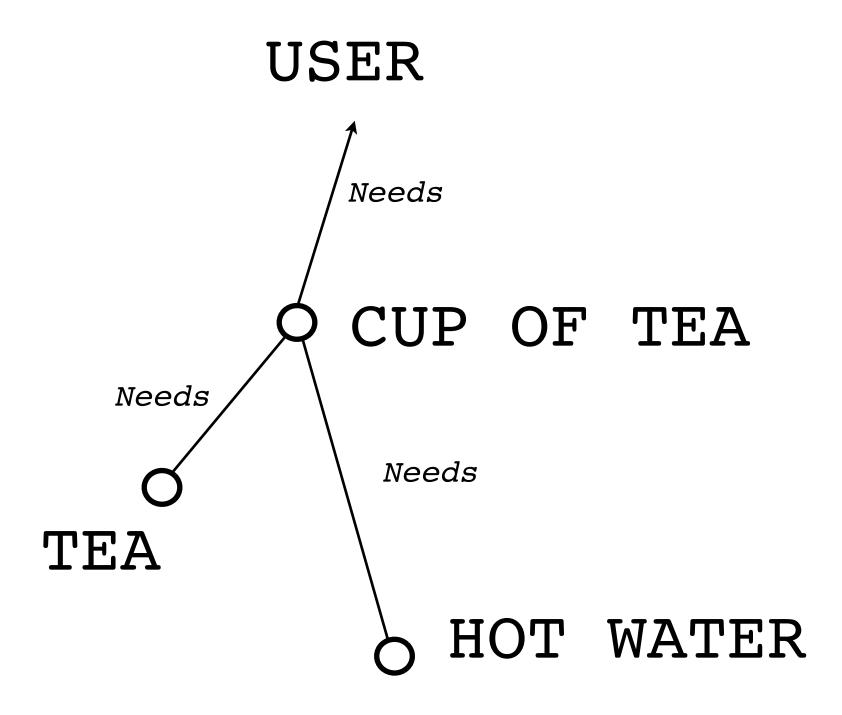


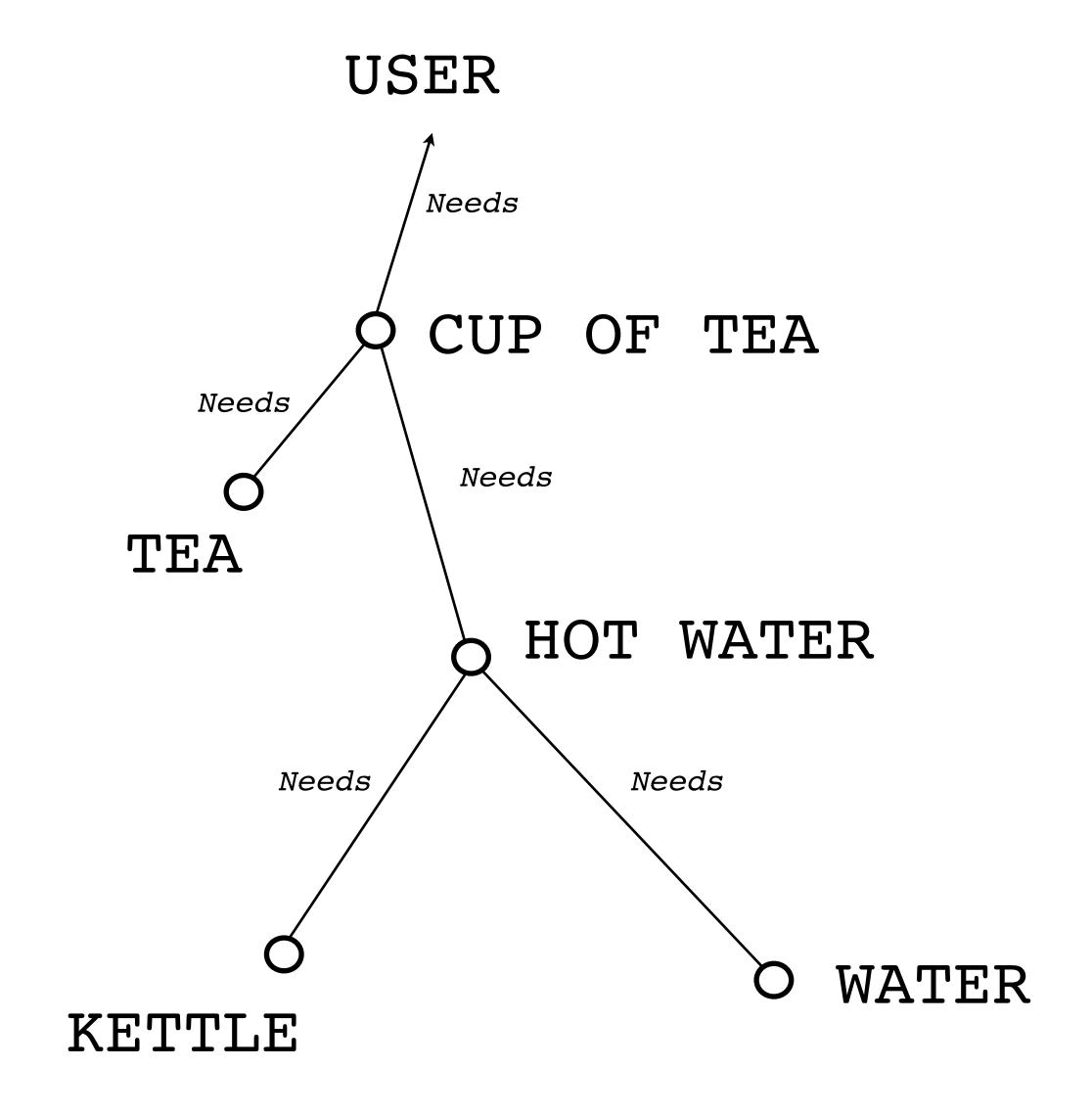


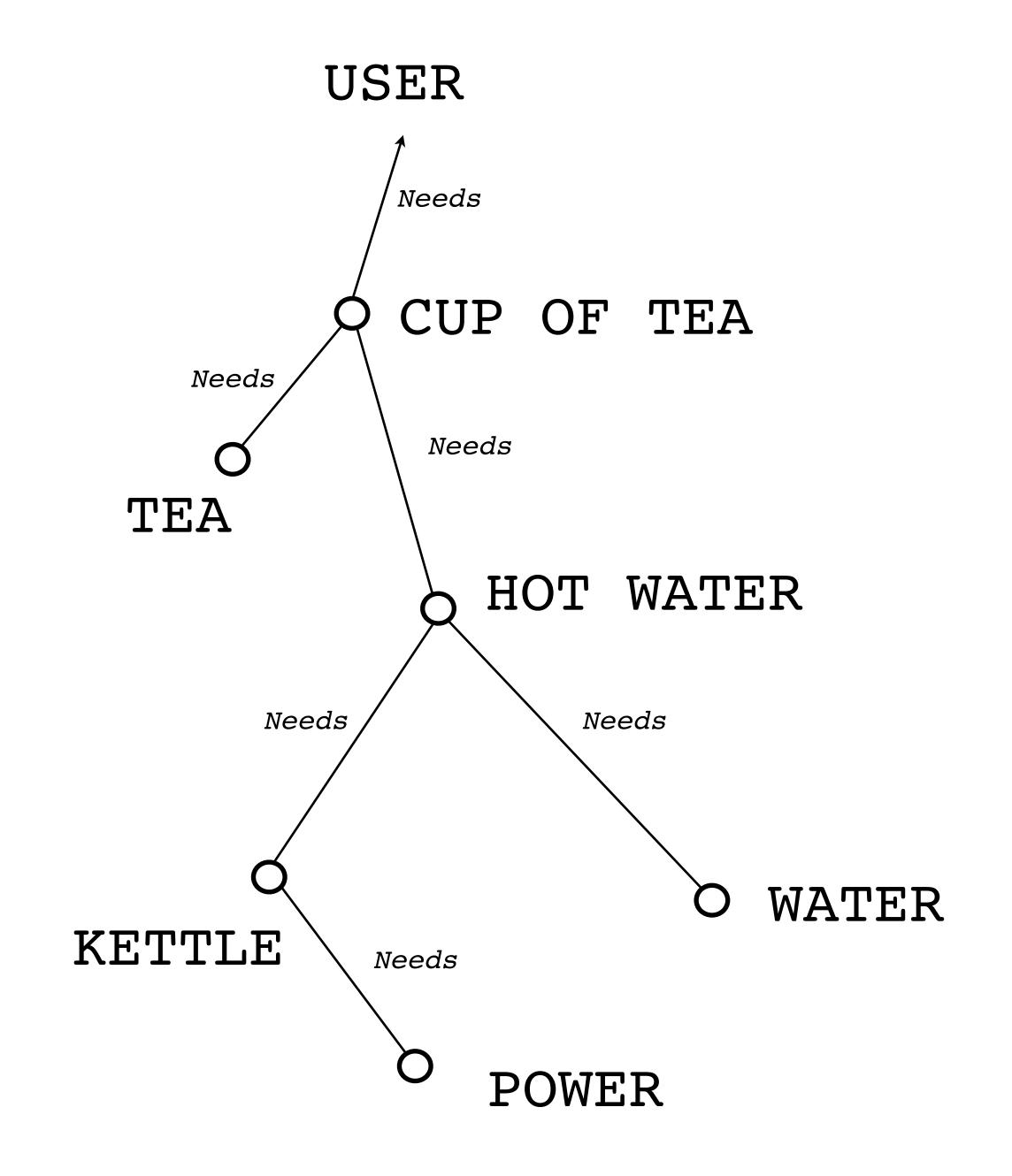
### HOW TO MAP?

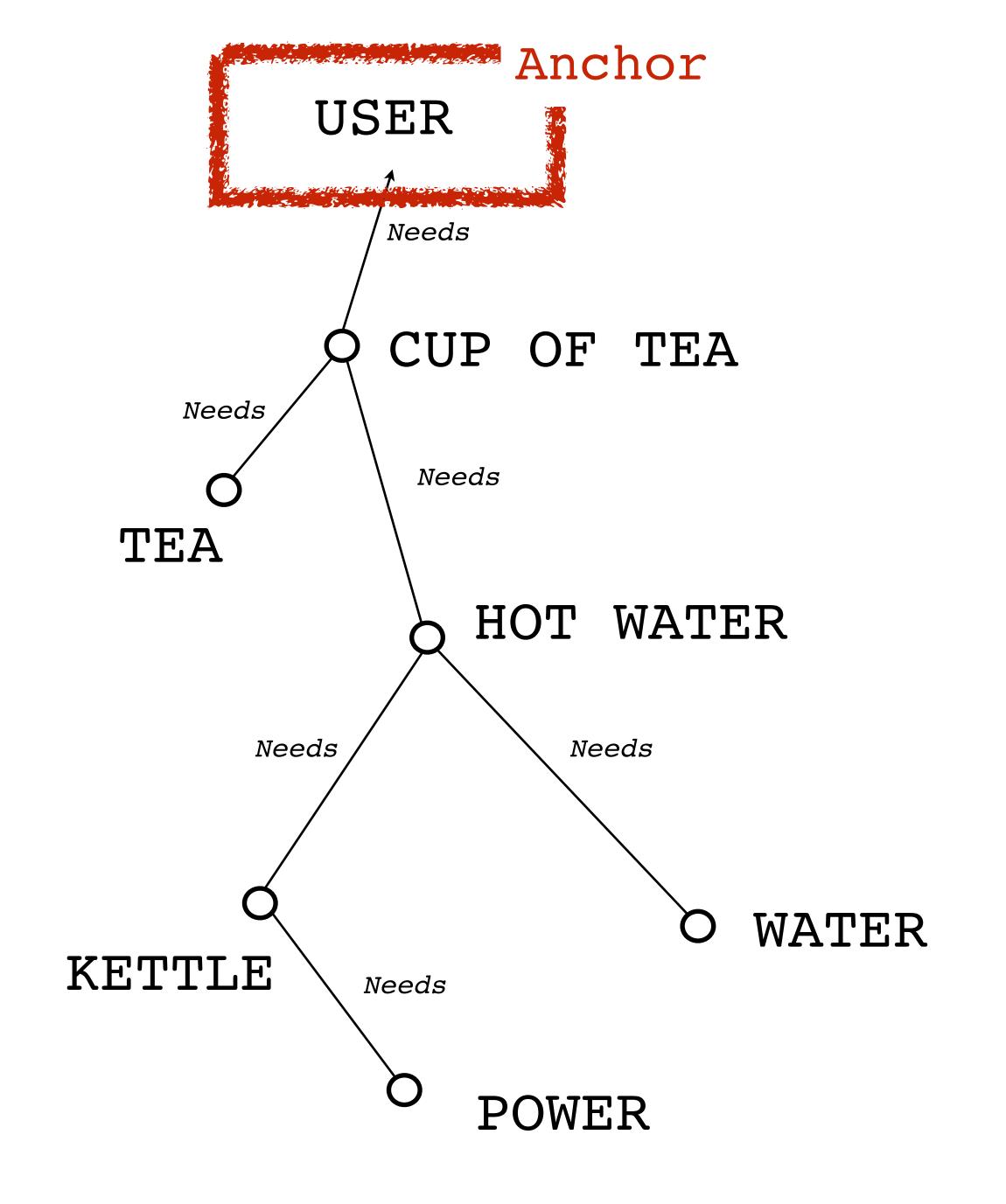


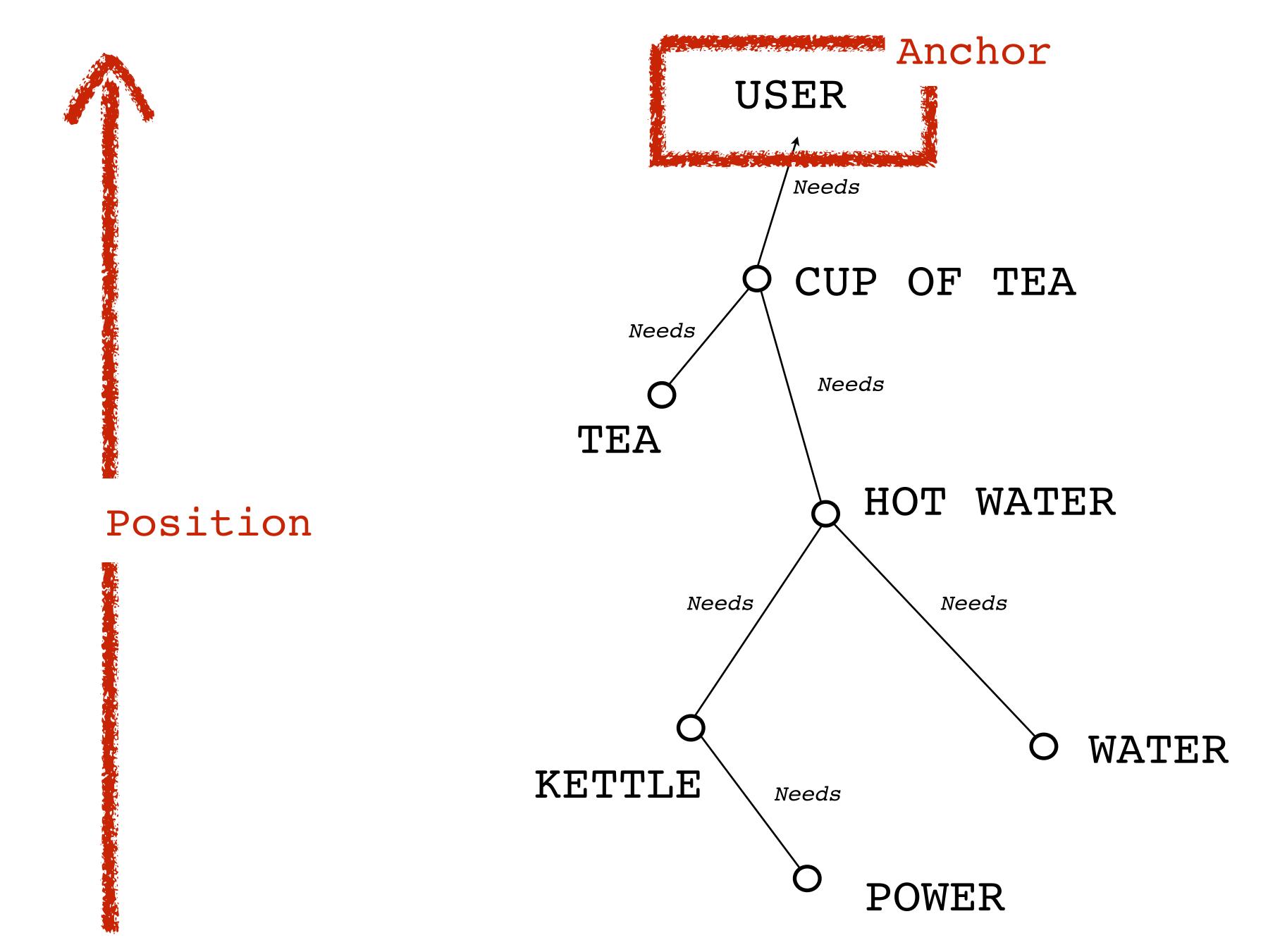
# USER /Needs O CUP OF TEA

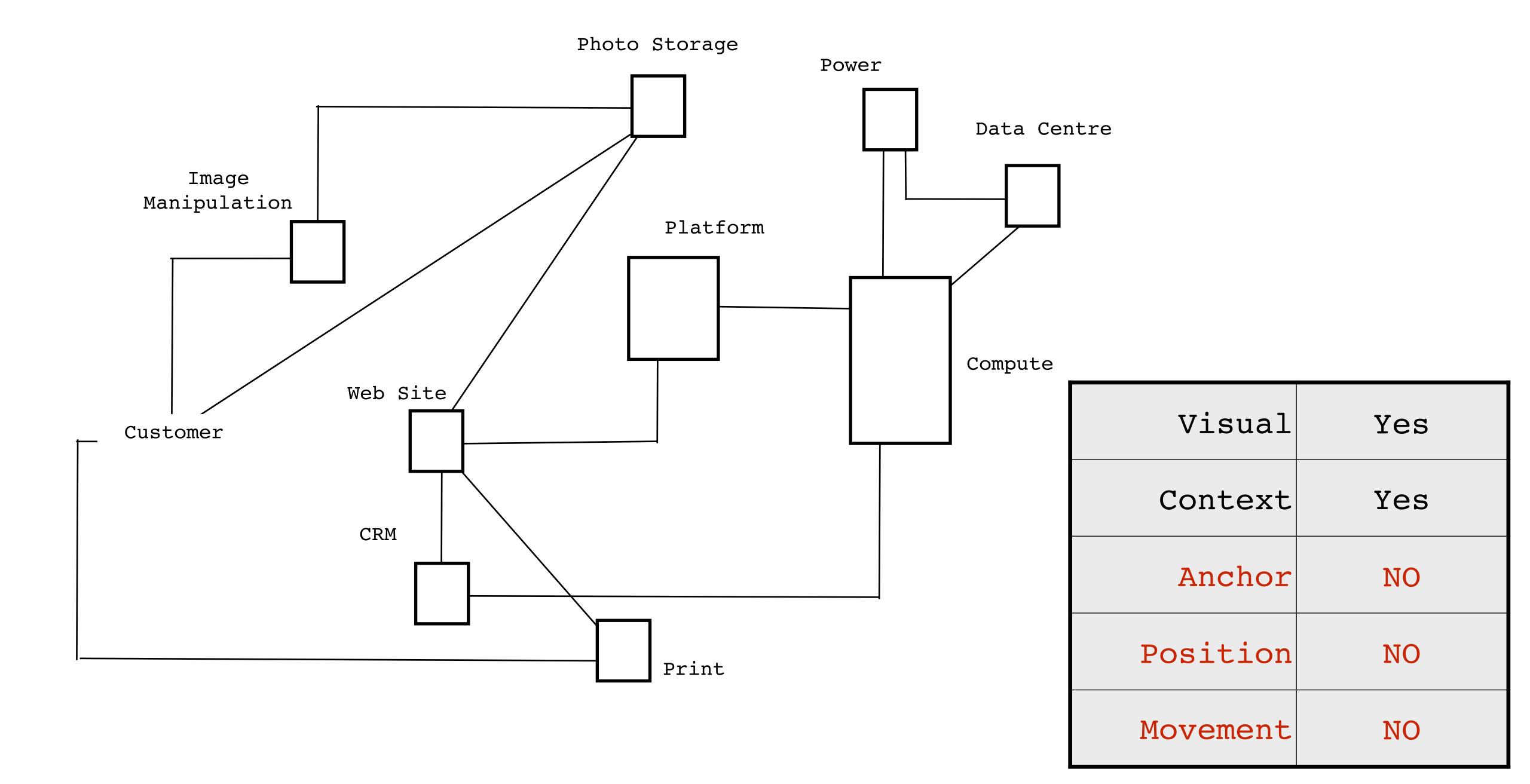


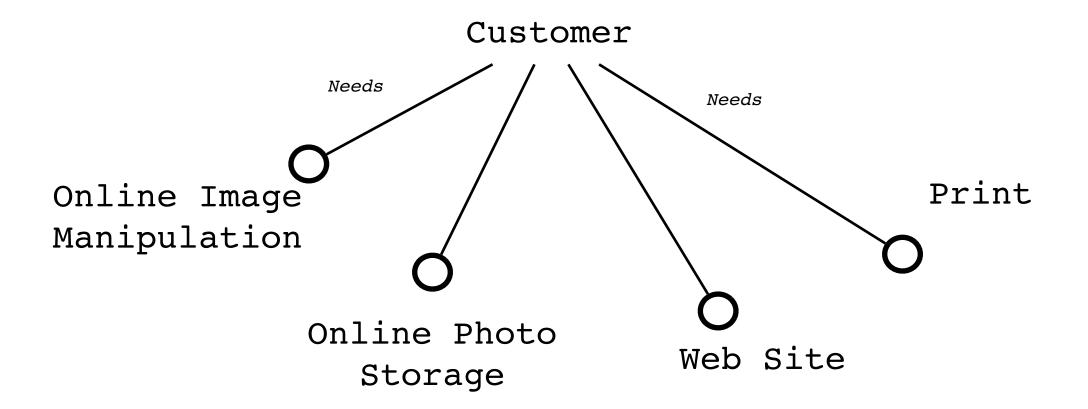




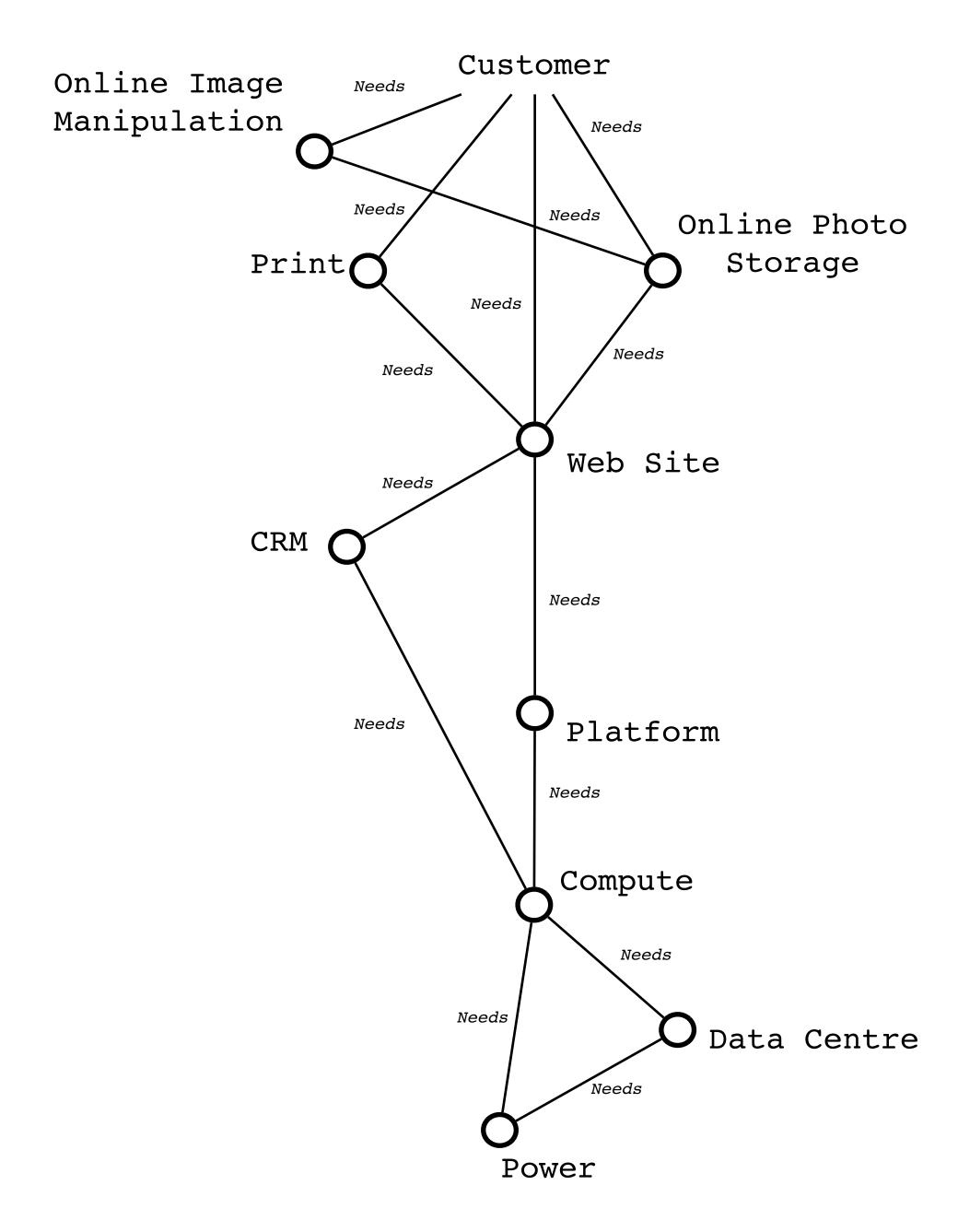




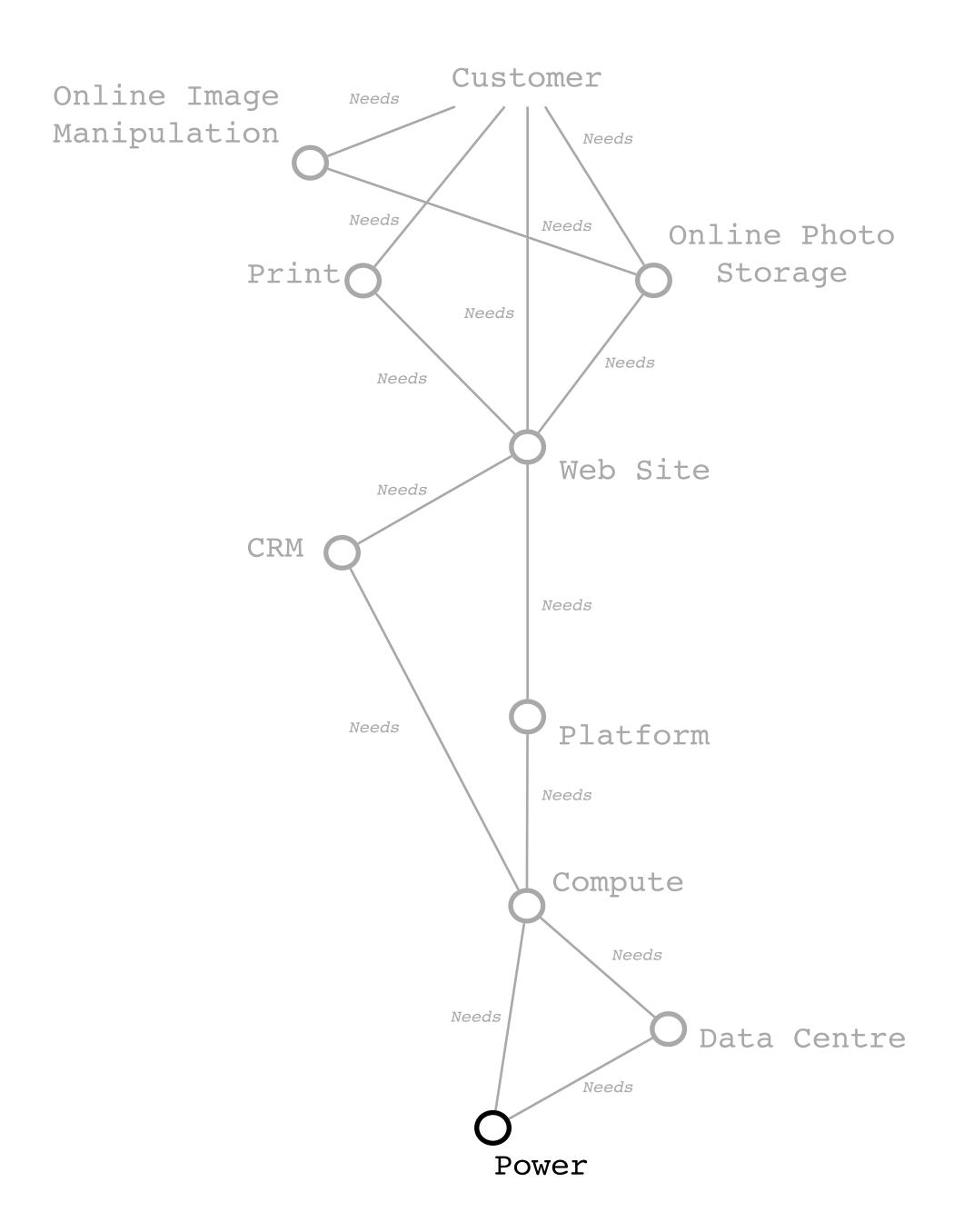


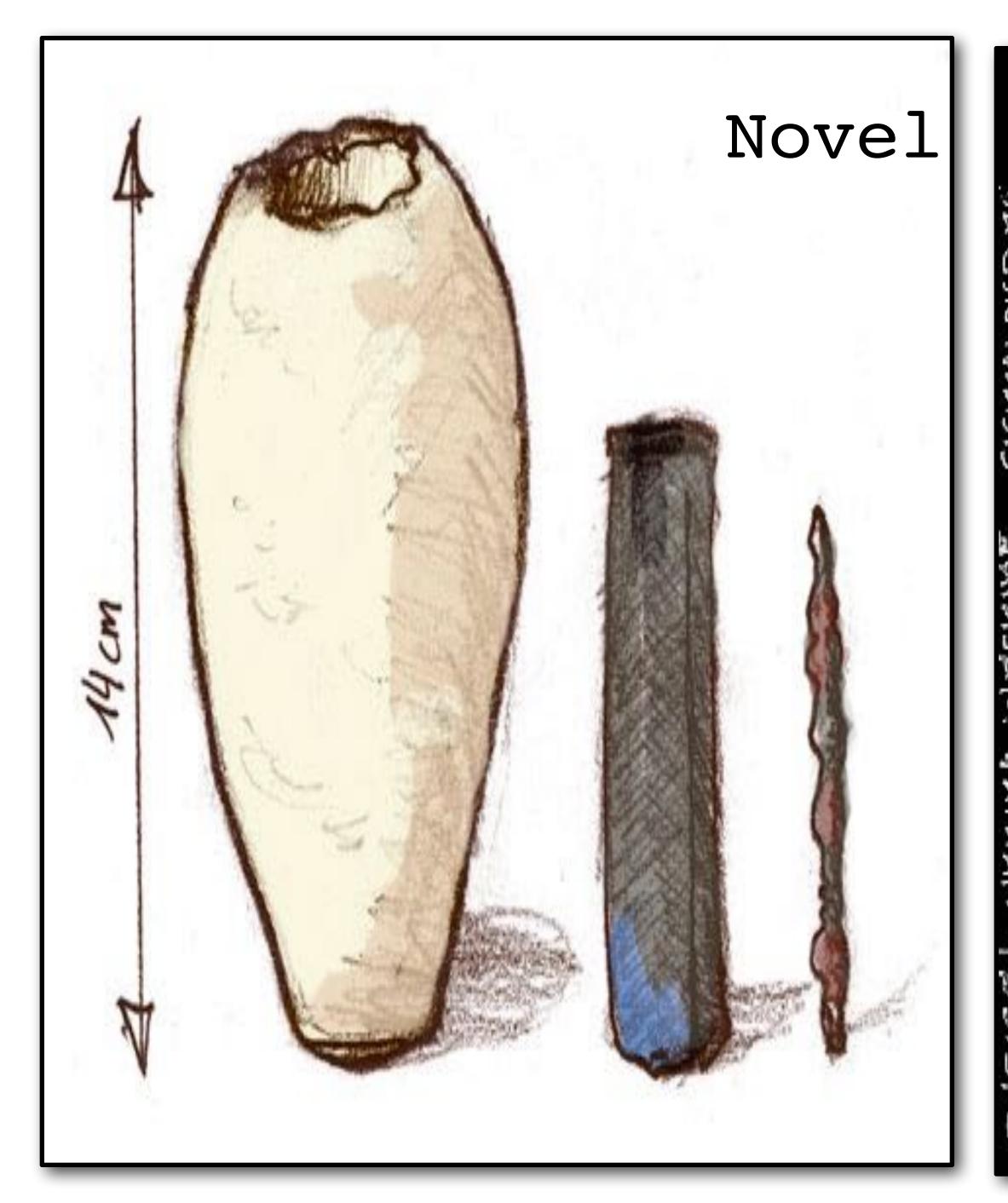


Visual	Yes
Context	Yes
Anchor	Yes
Position	NO
Movement	NO



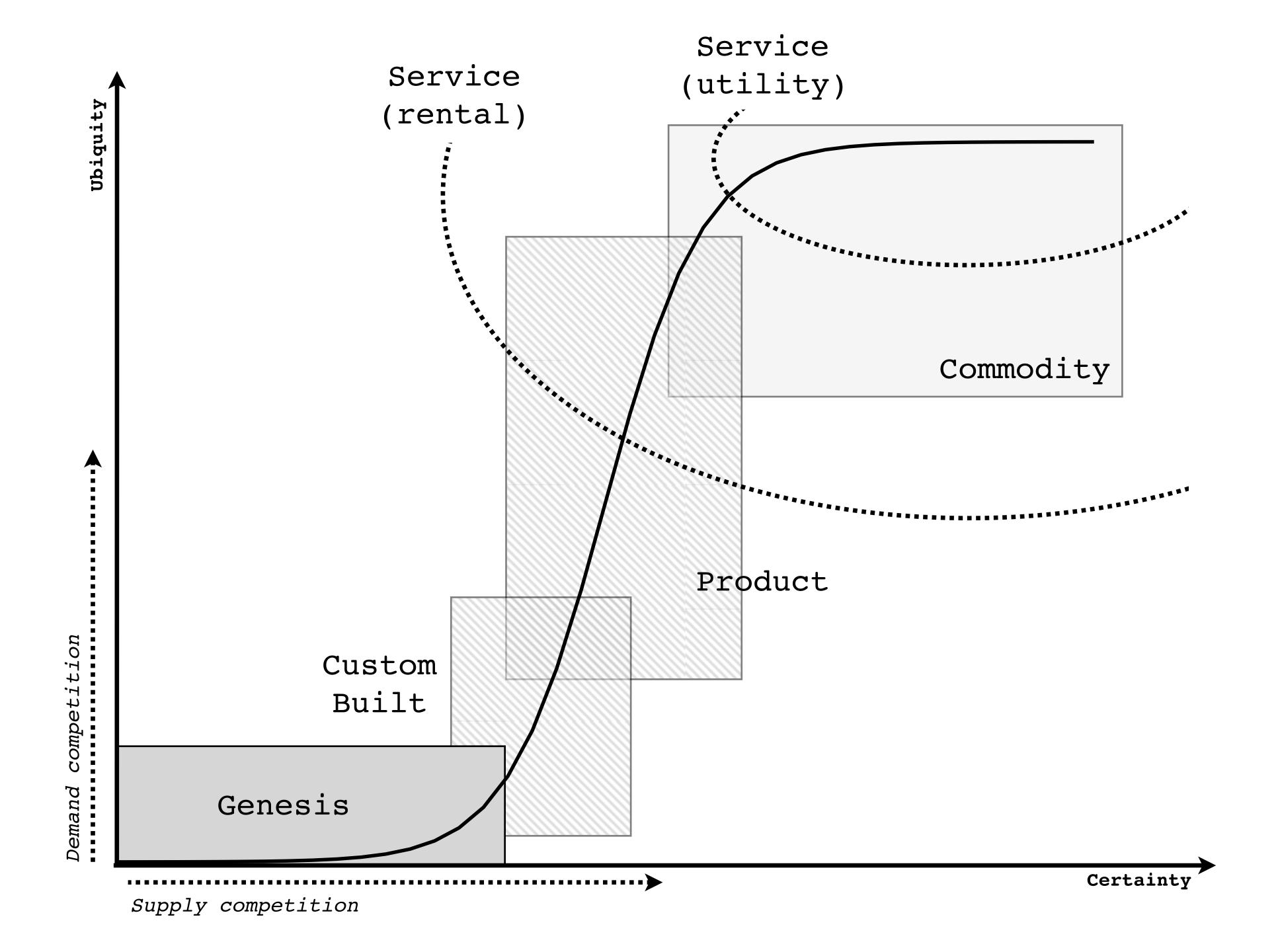
Visual	Yes
Context	Yes
Anchor	Yes
Position	Yes
Movement	NO

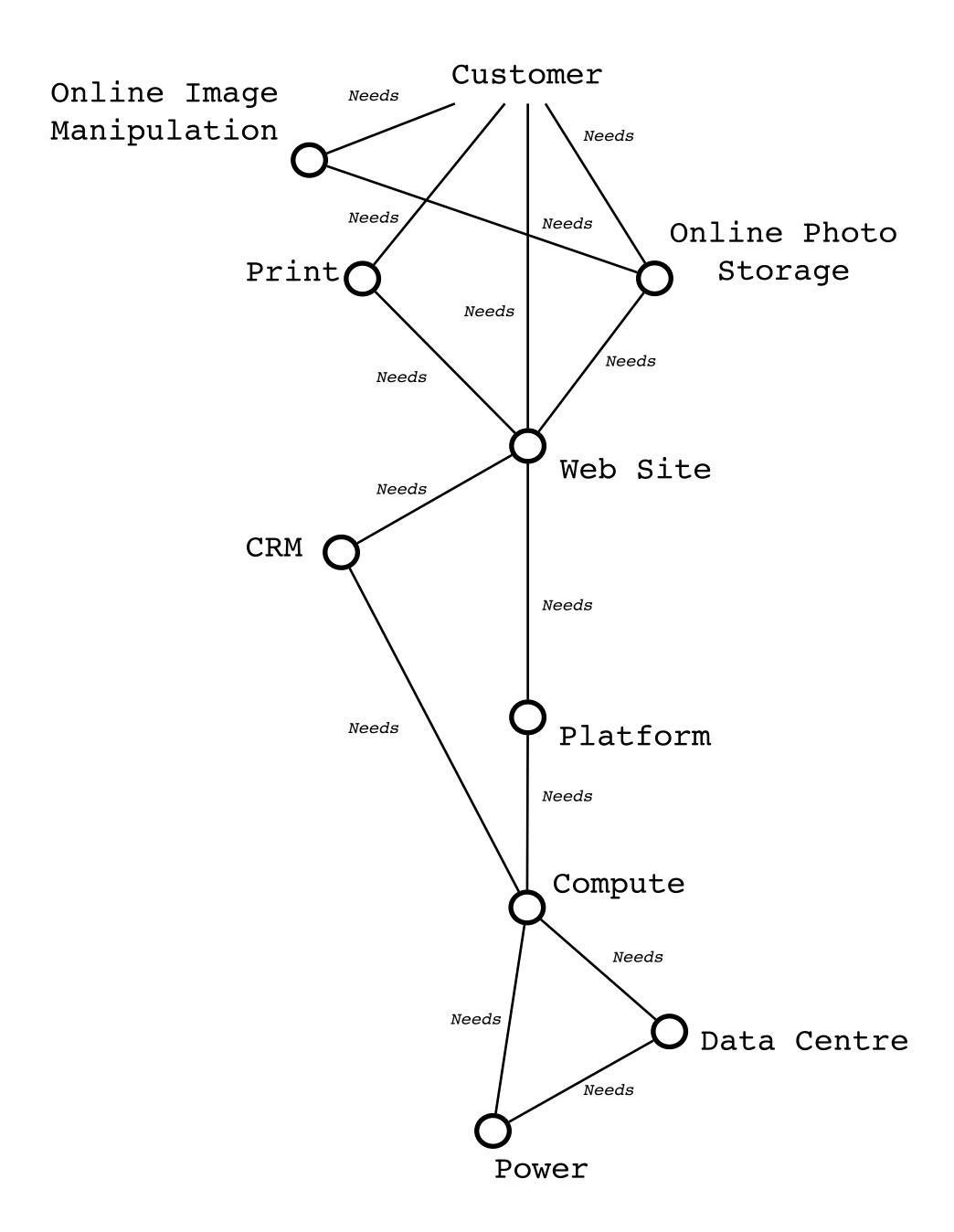


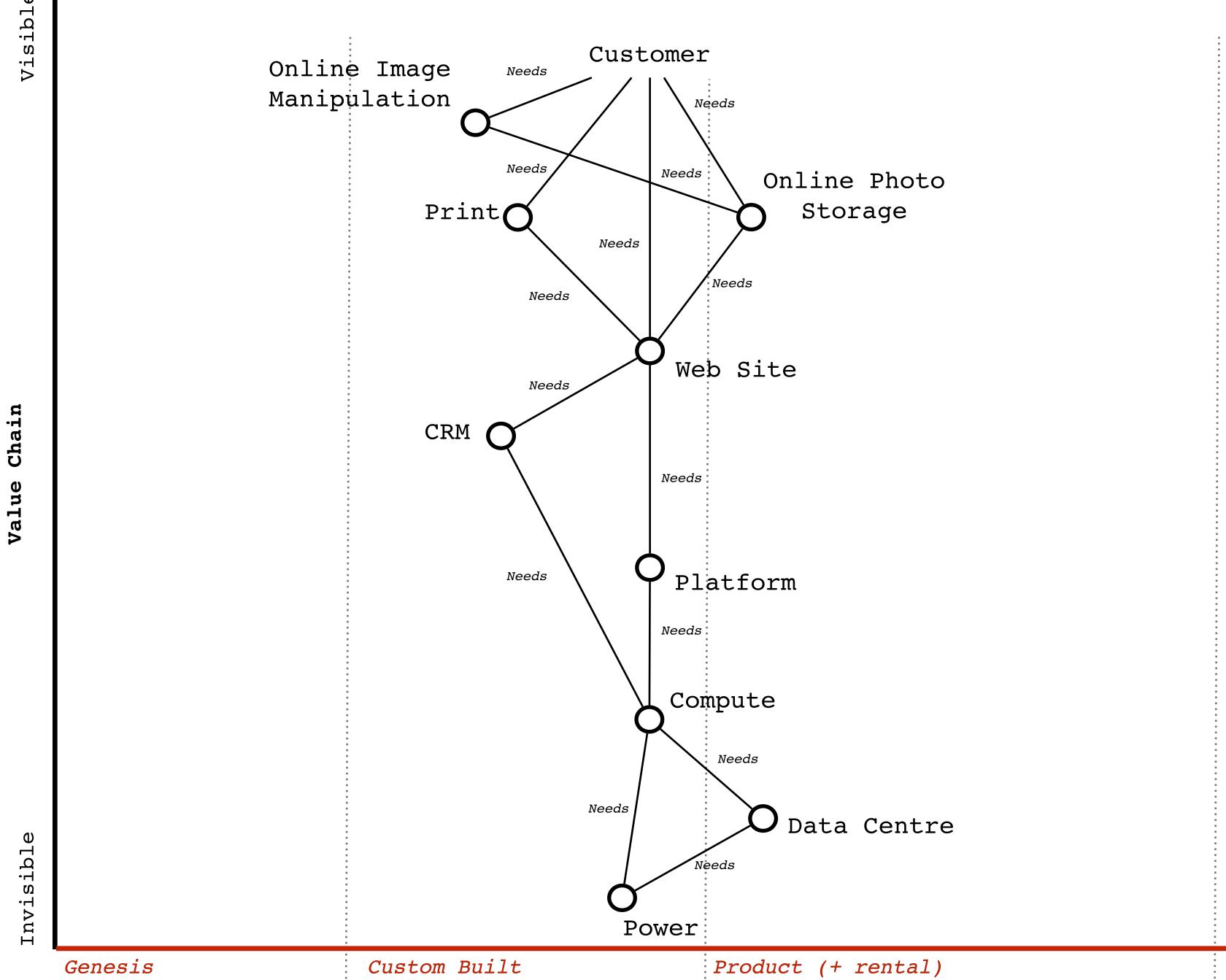


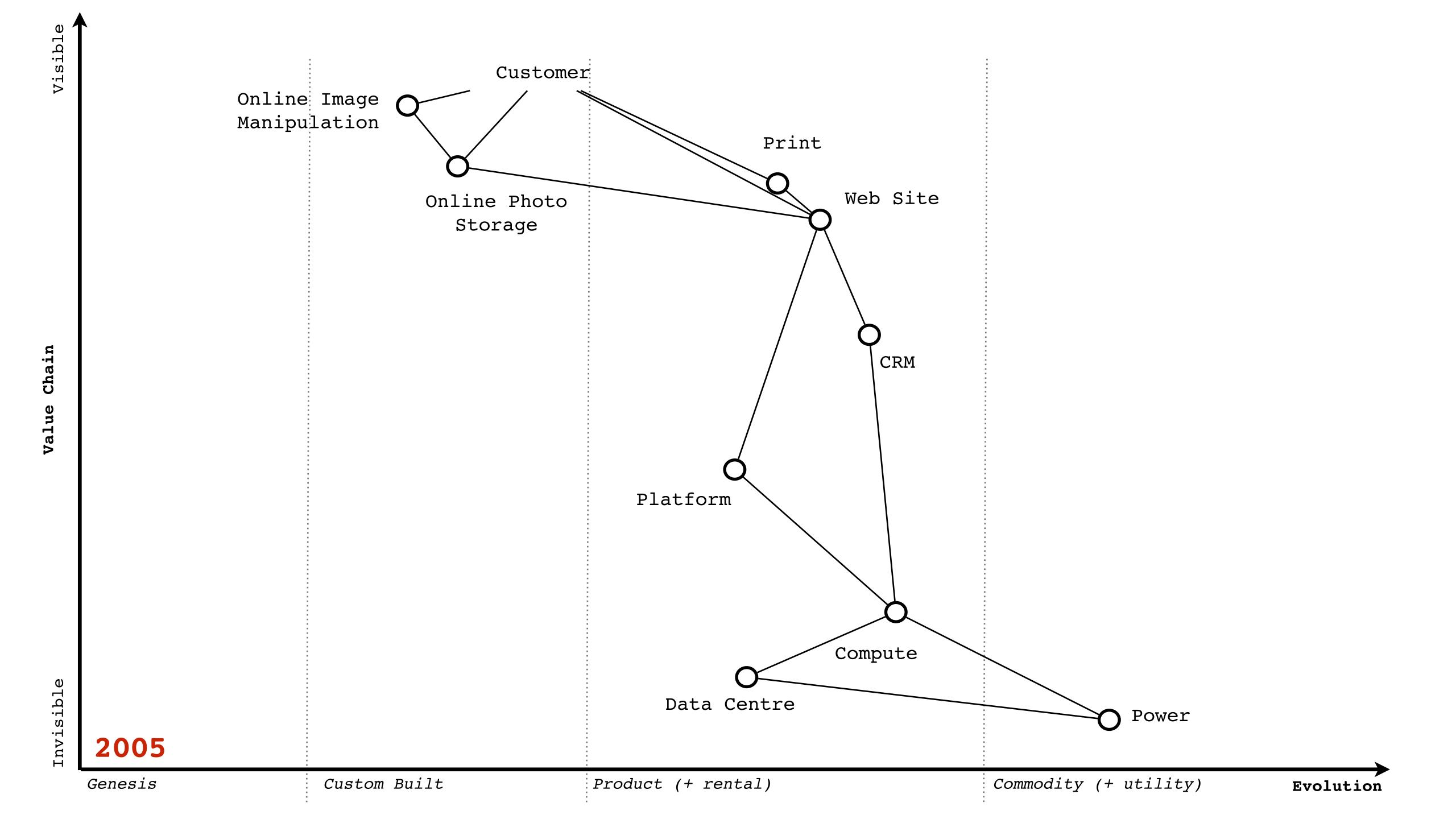


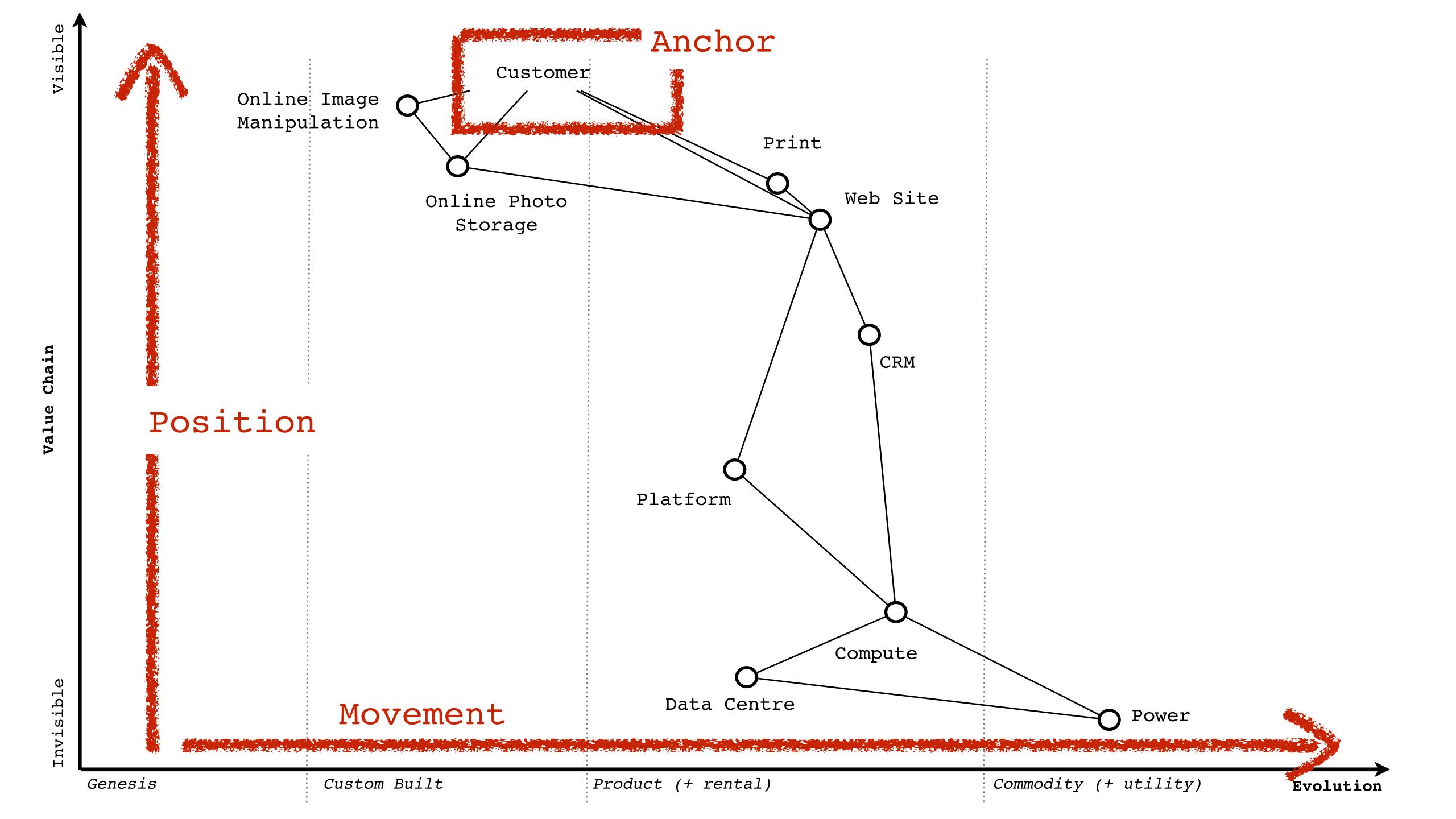
Evolution = Change = Movement



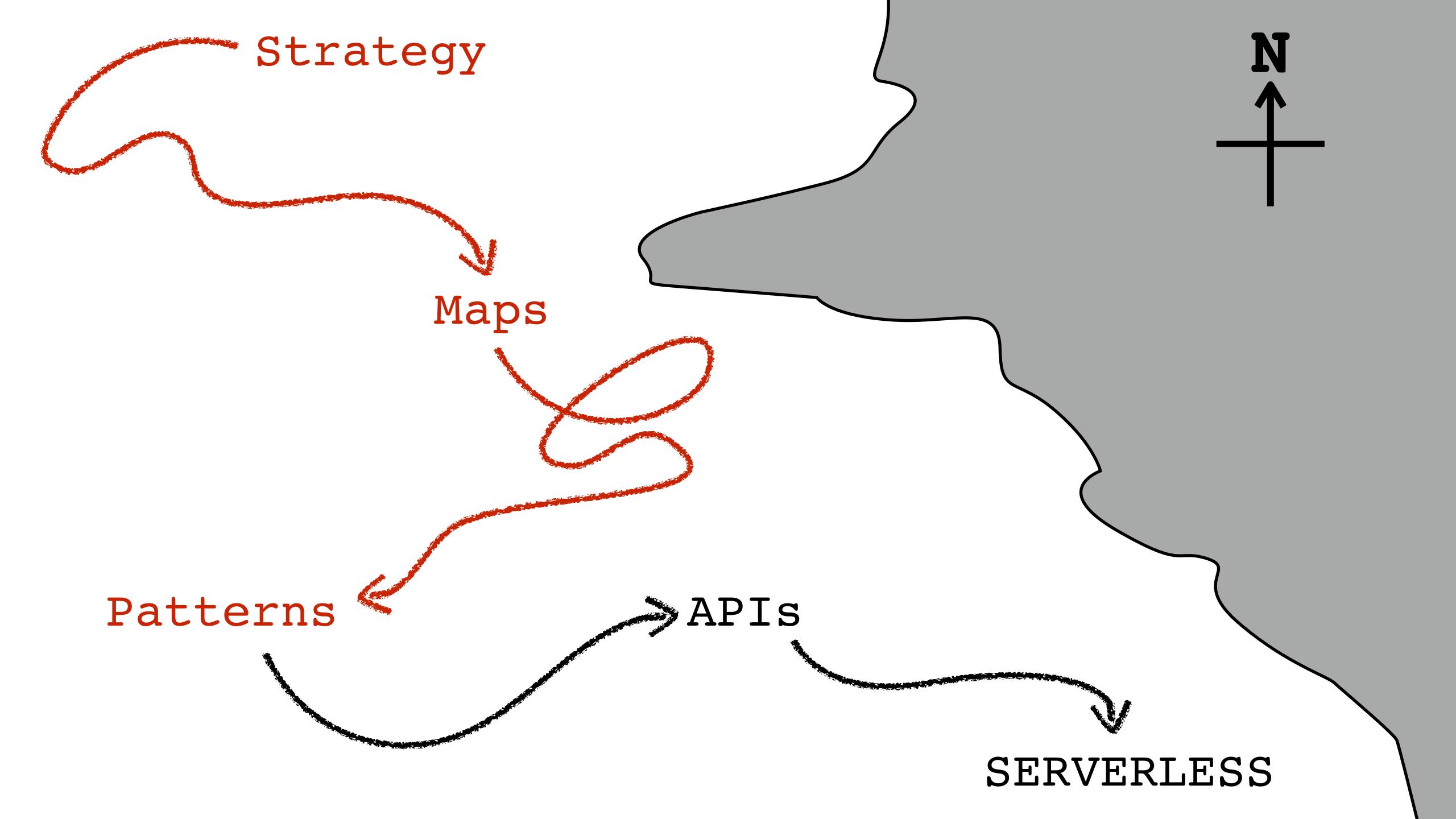


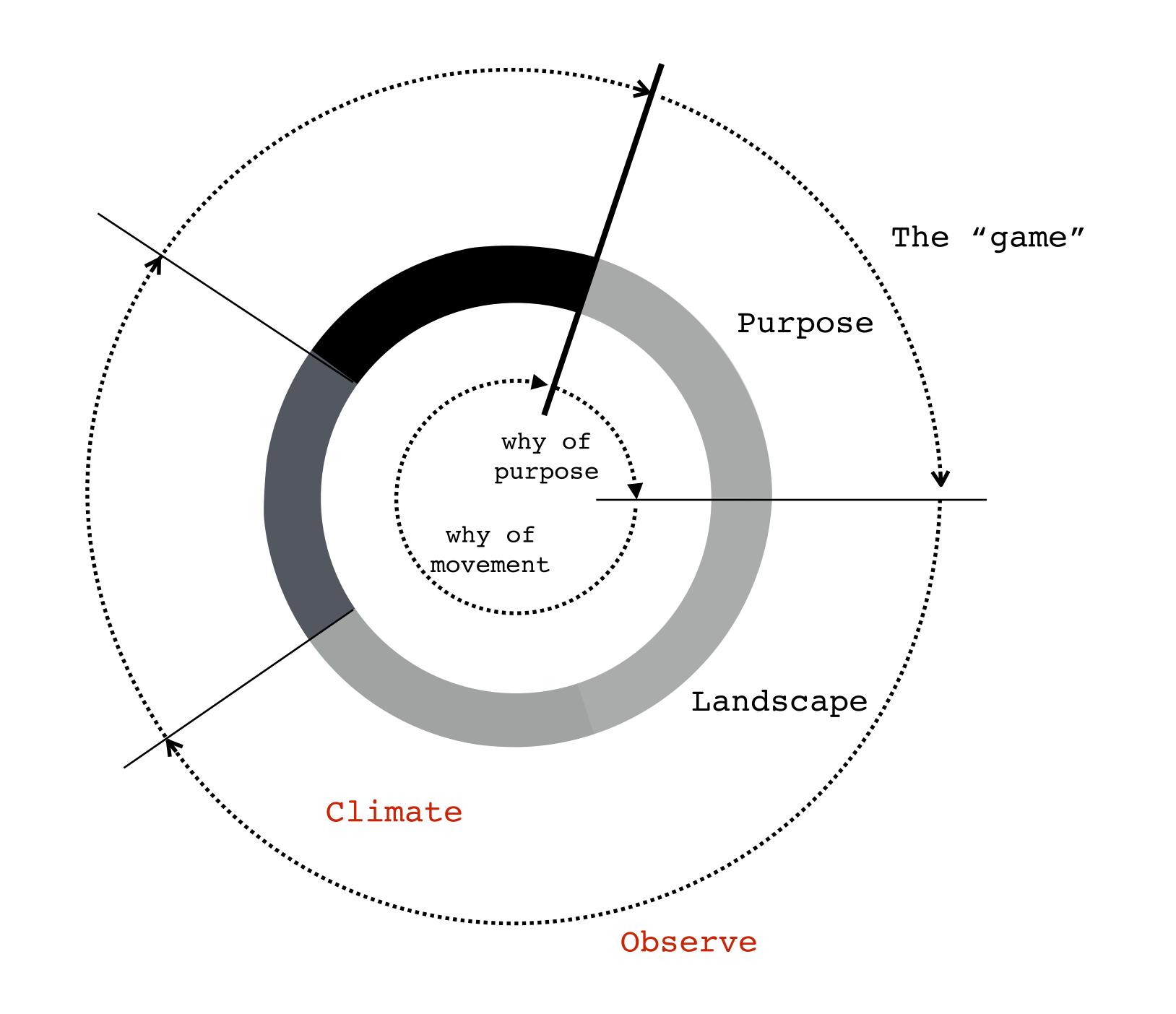




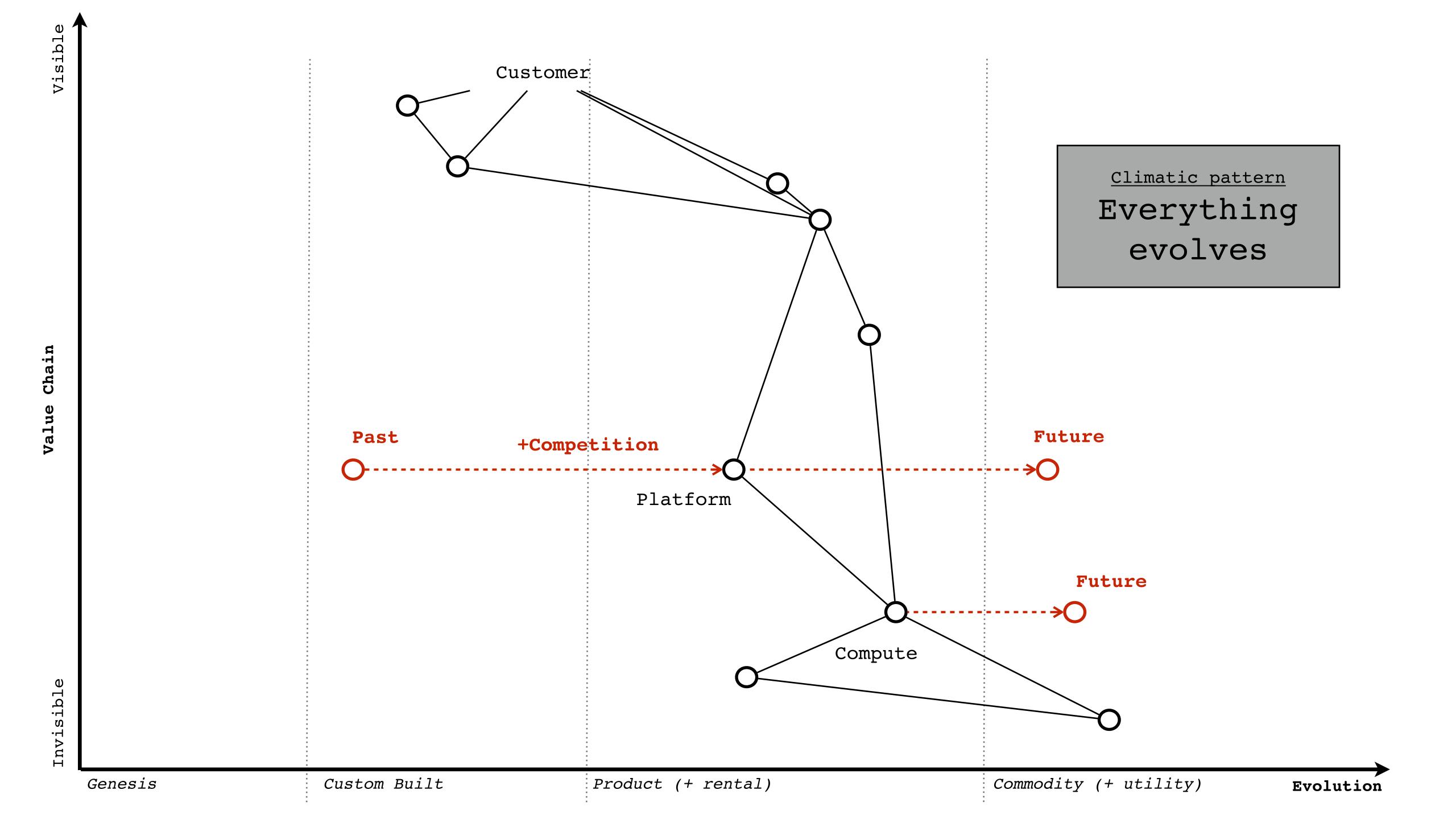


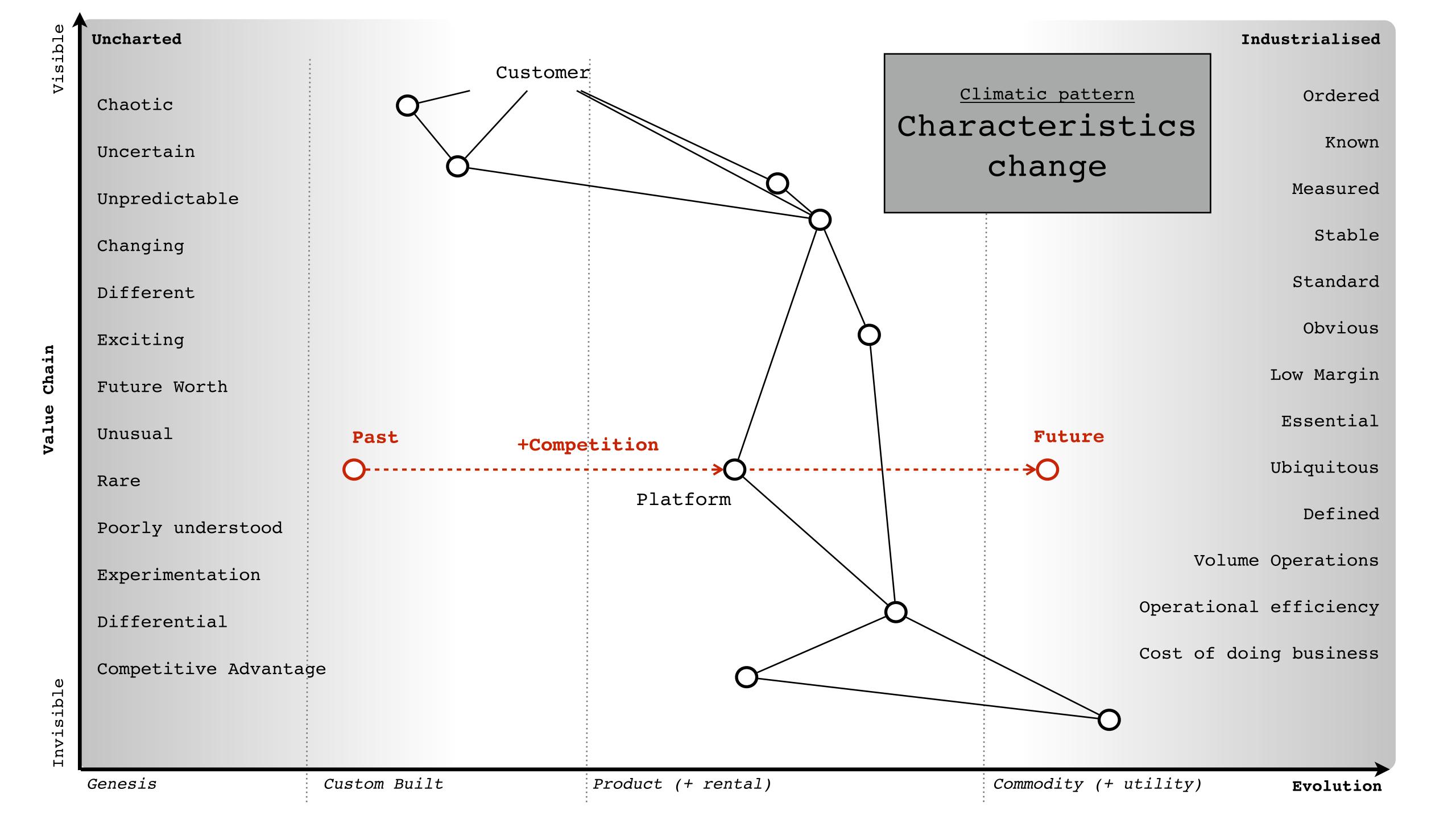
### SO WHAT?

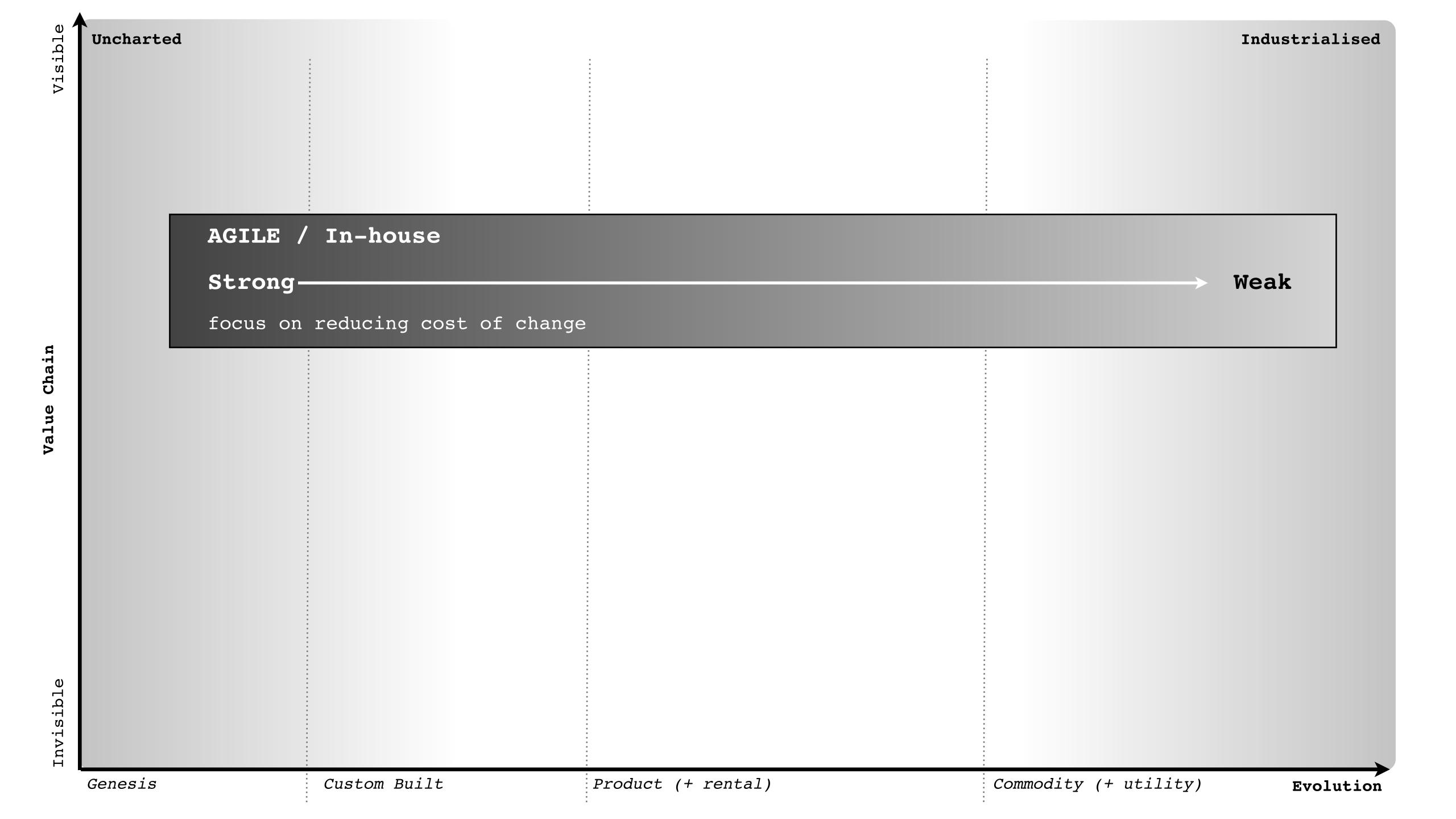


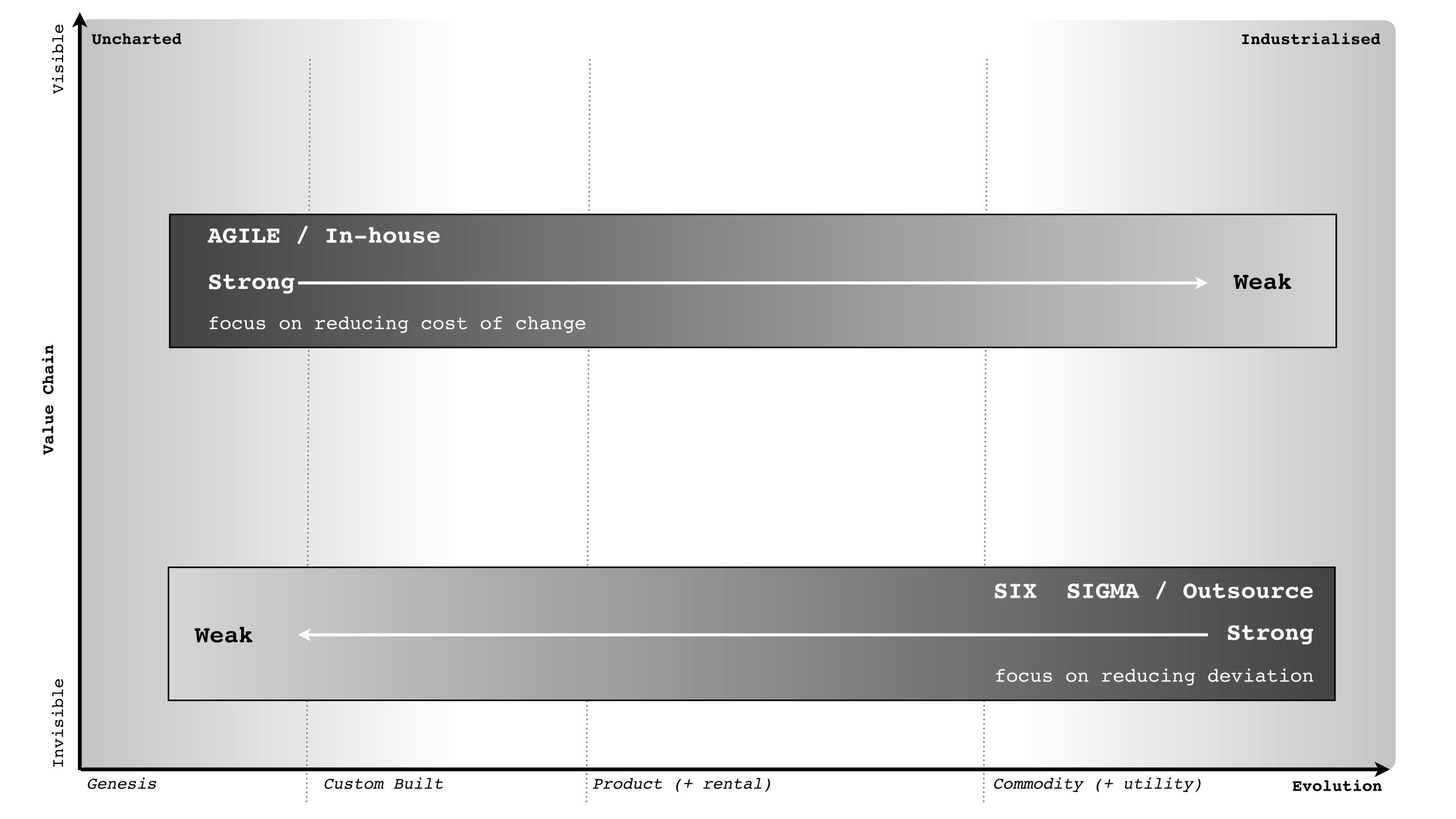


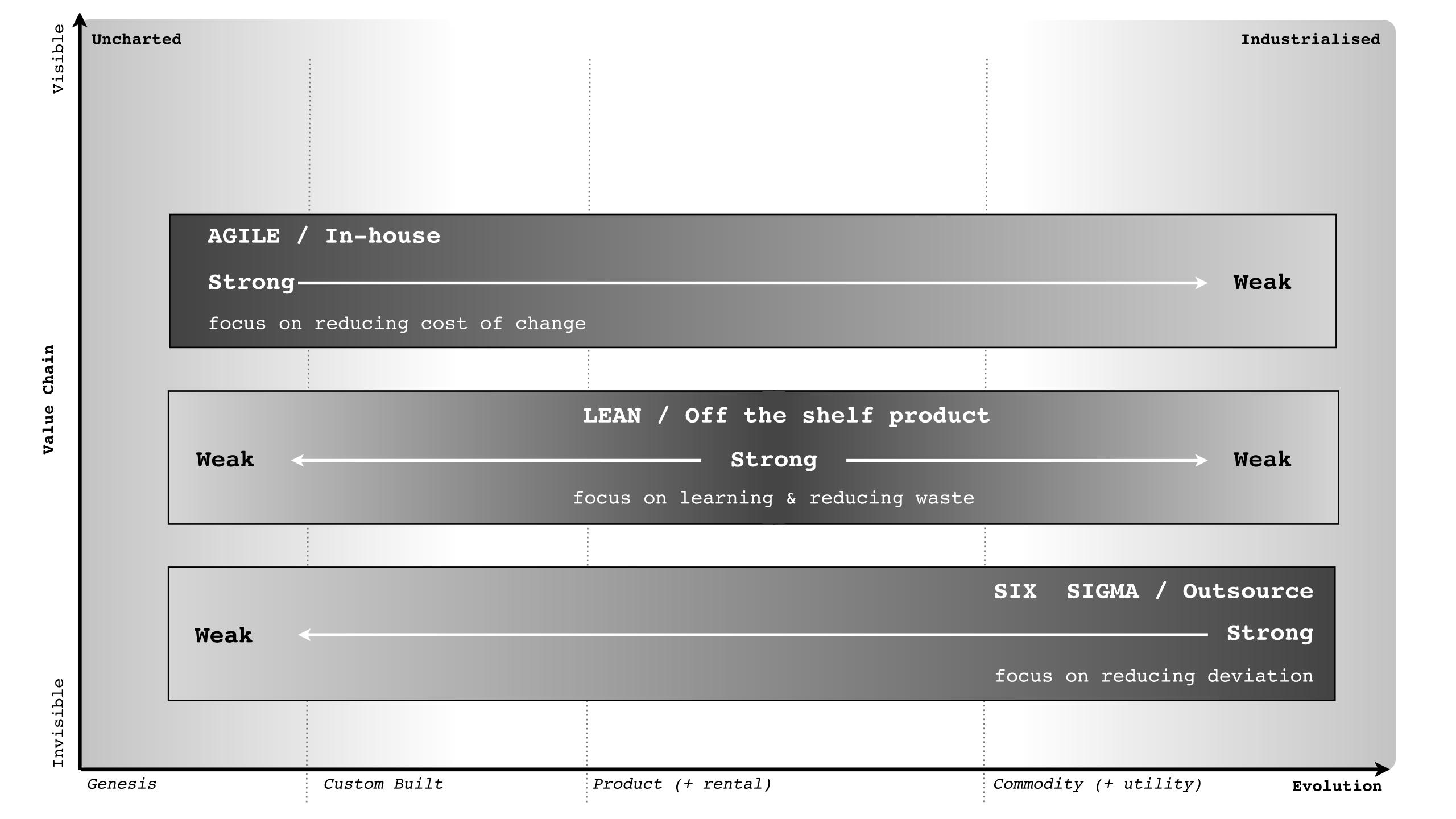
### Climate Rules that influence the game

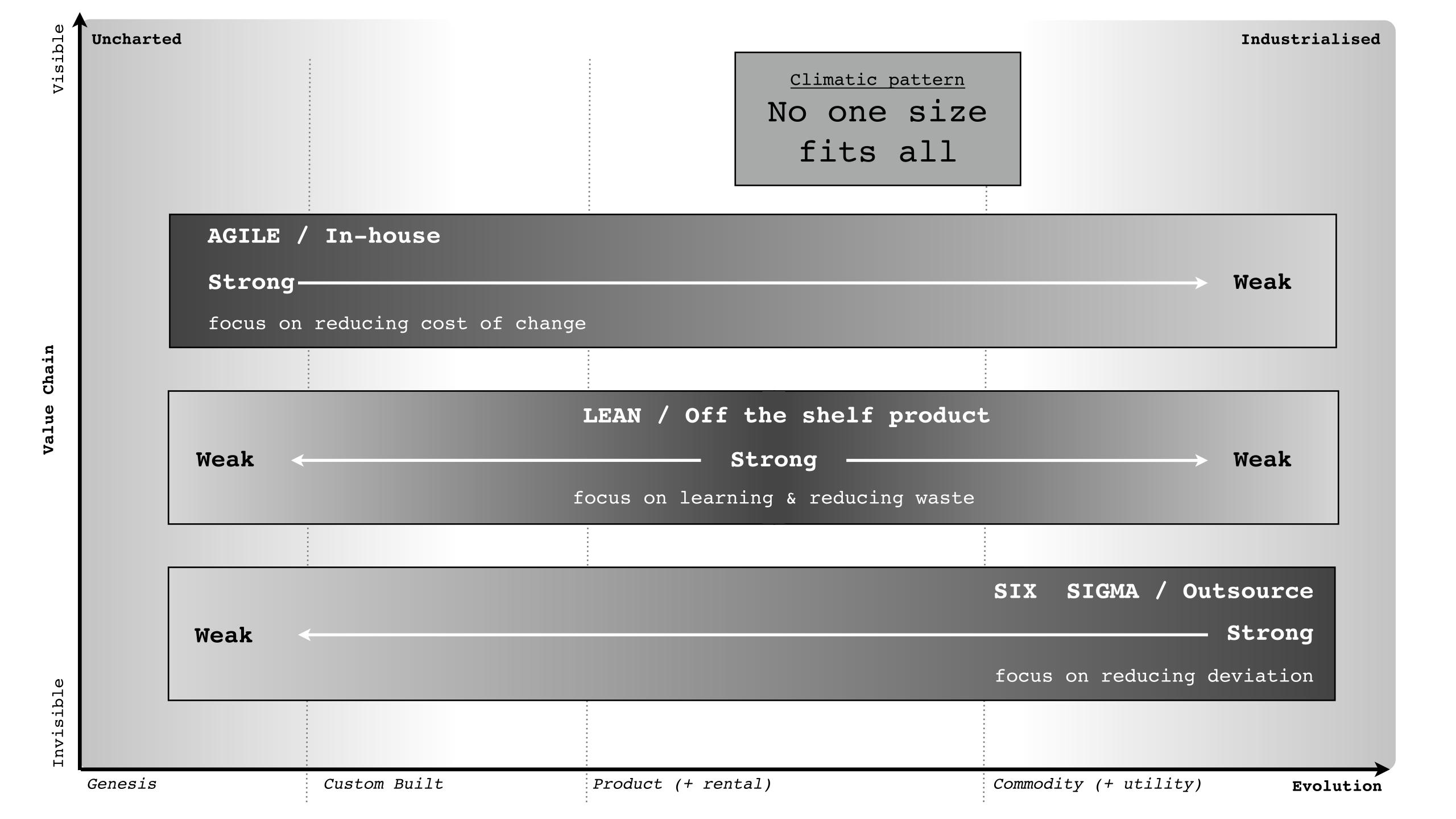


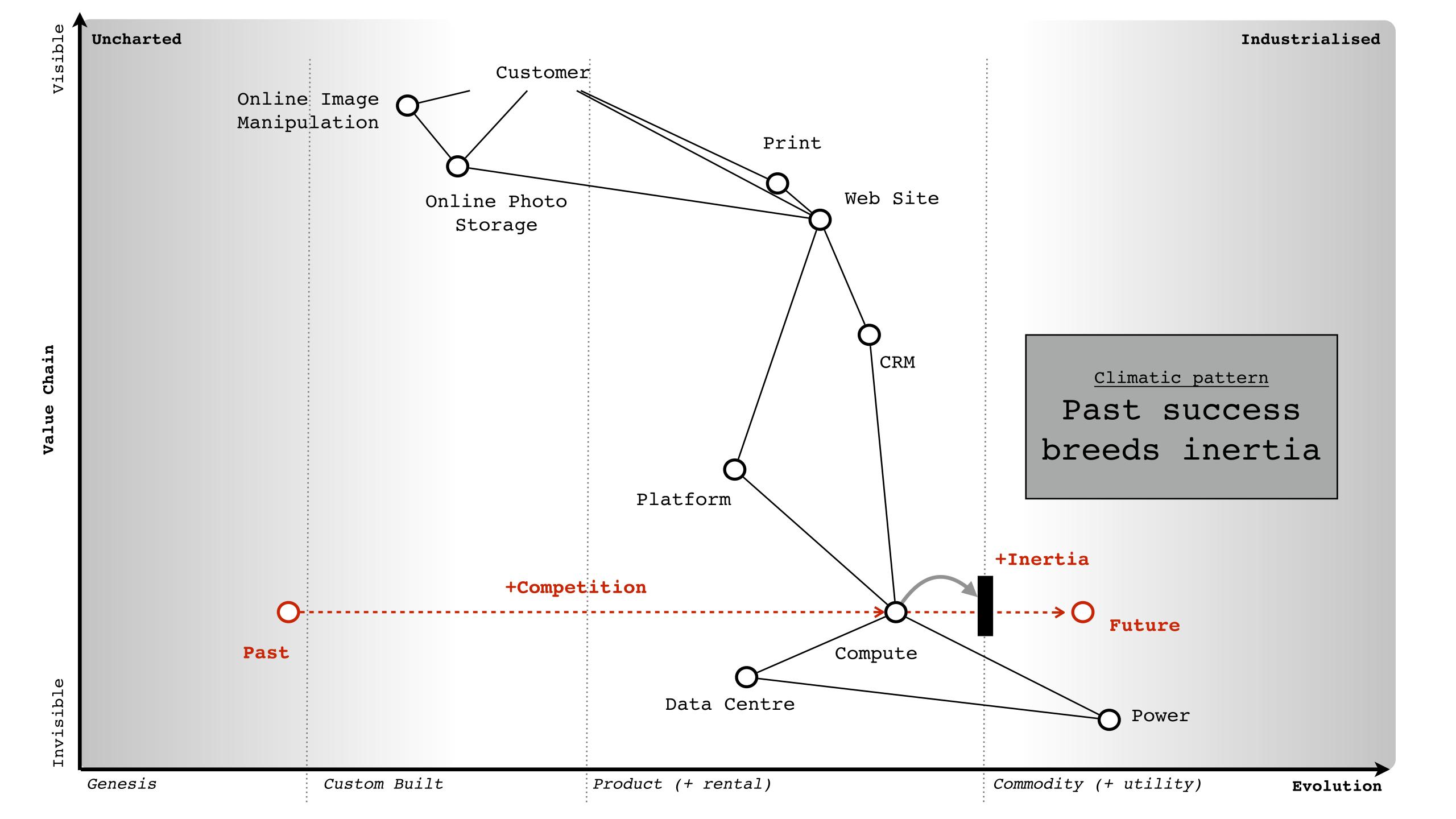








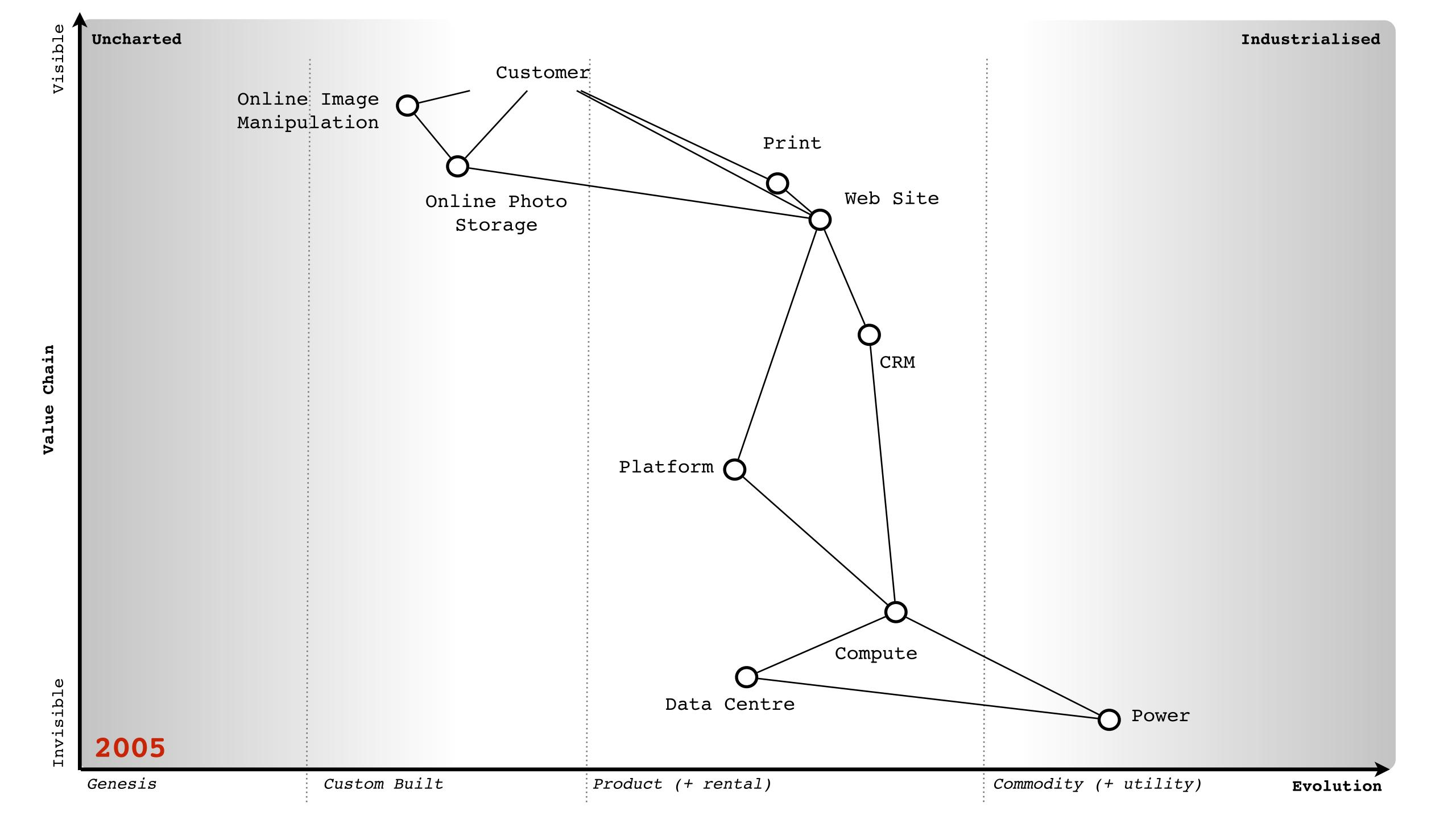


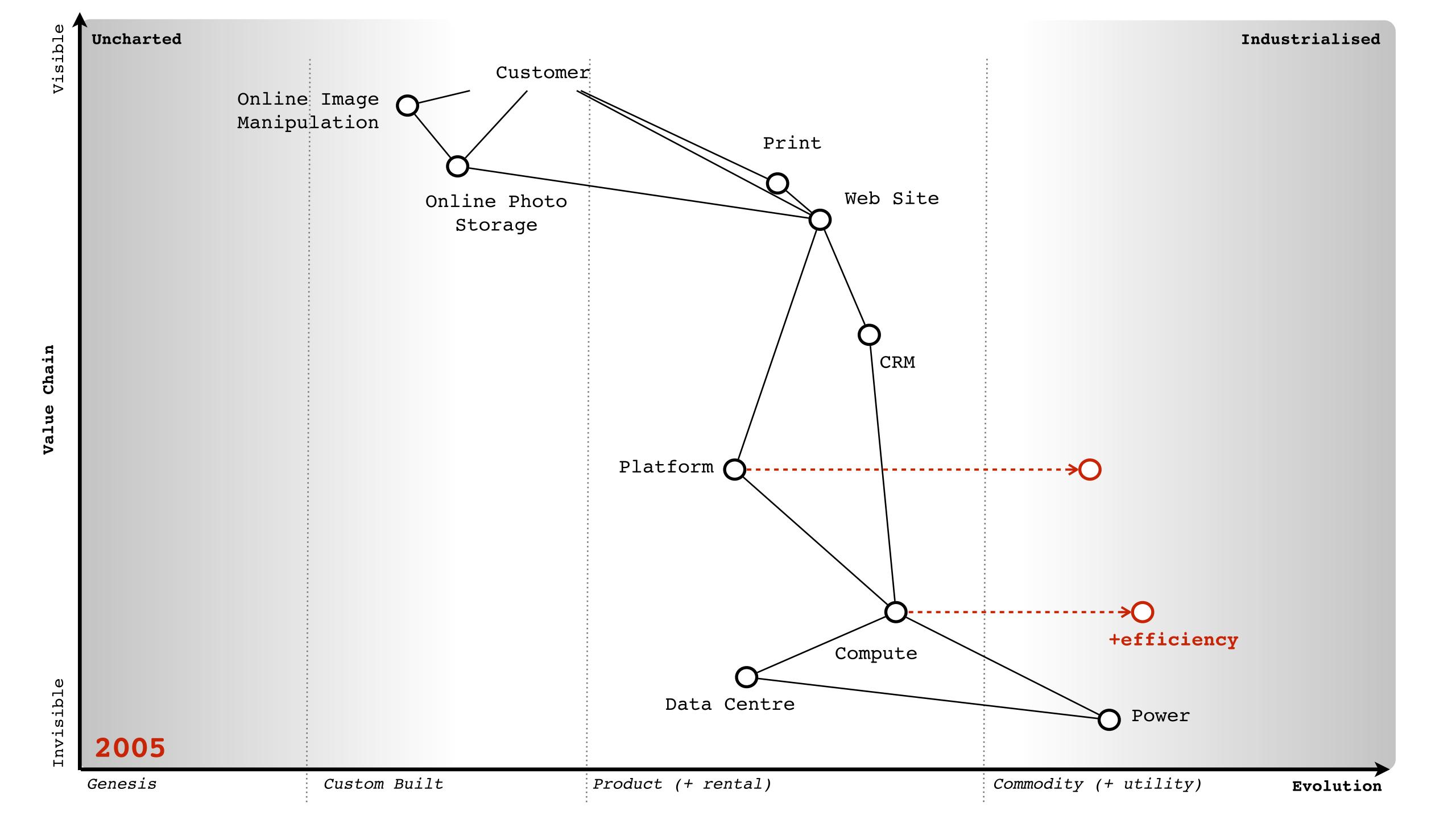


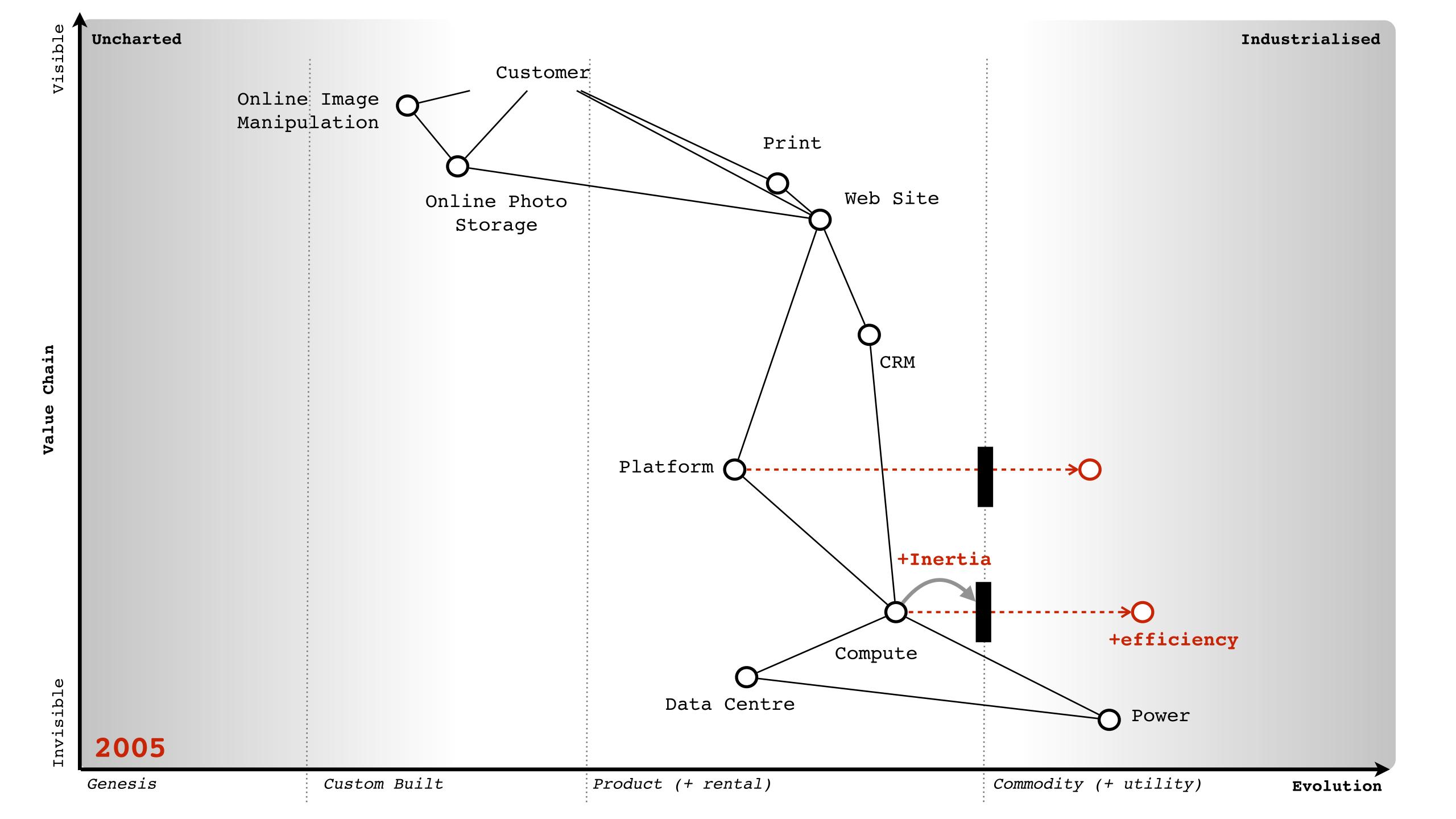


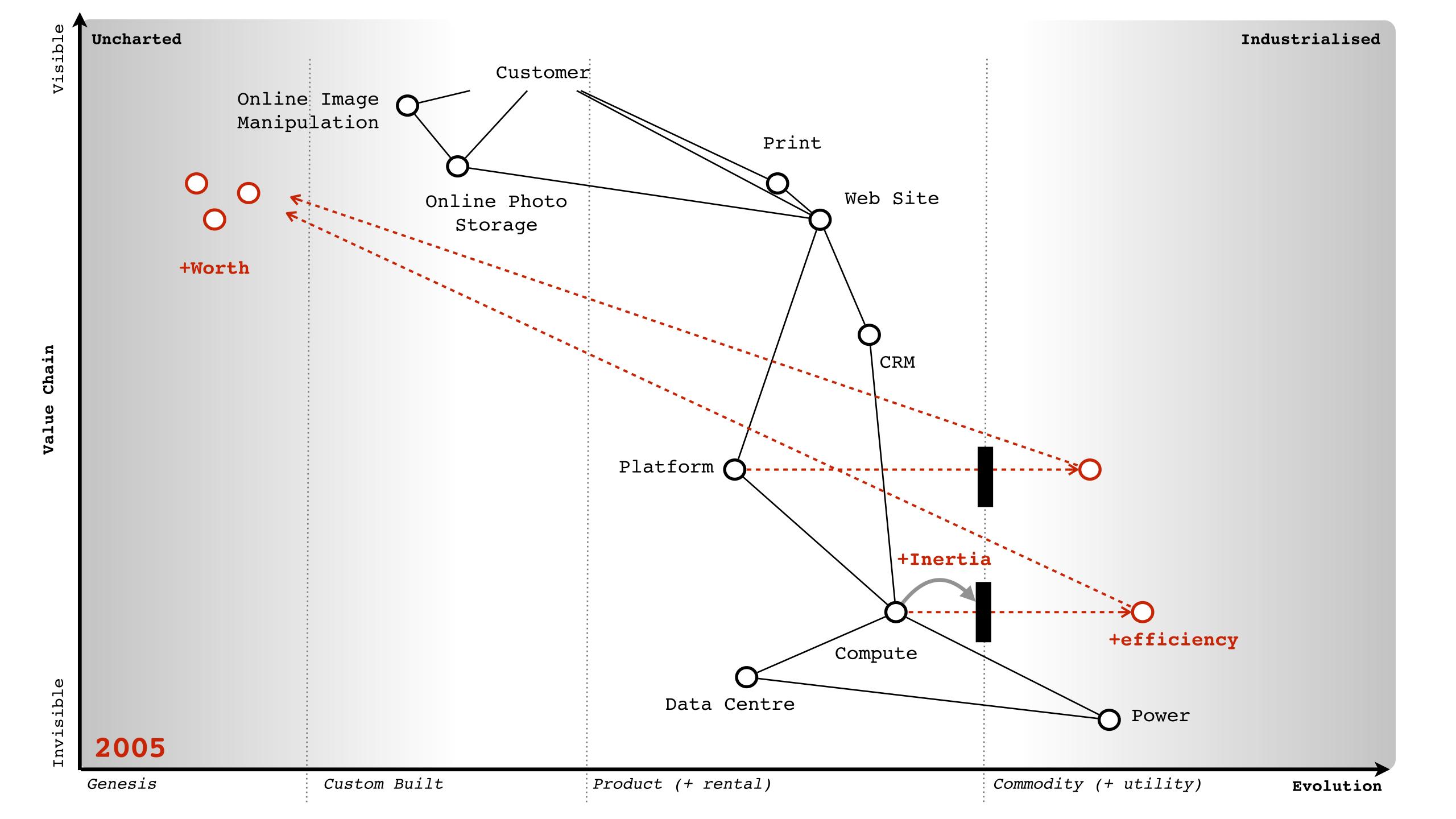
## METFLIX

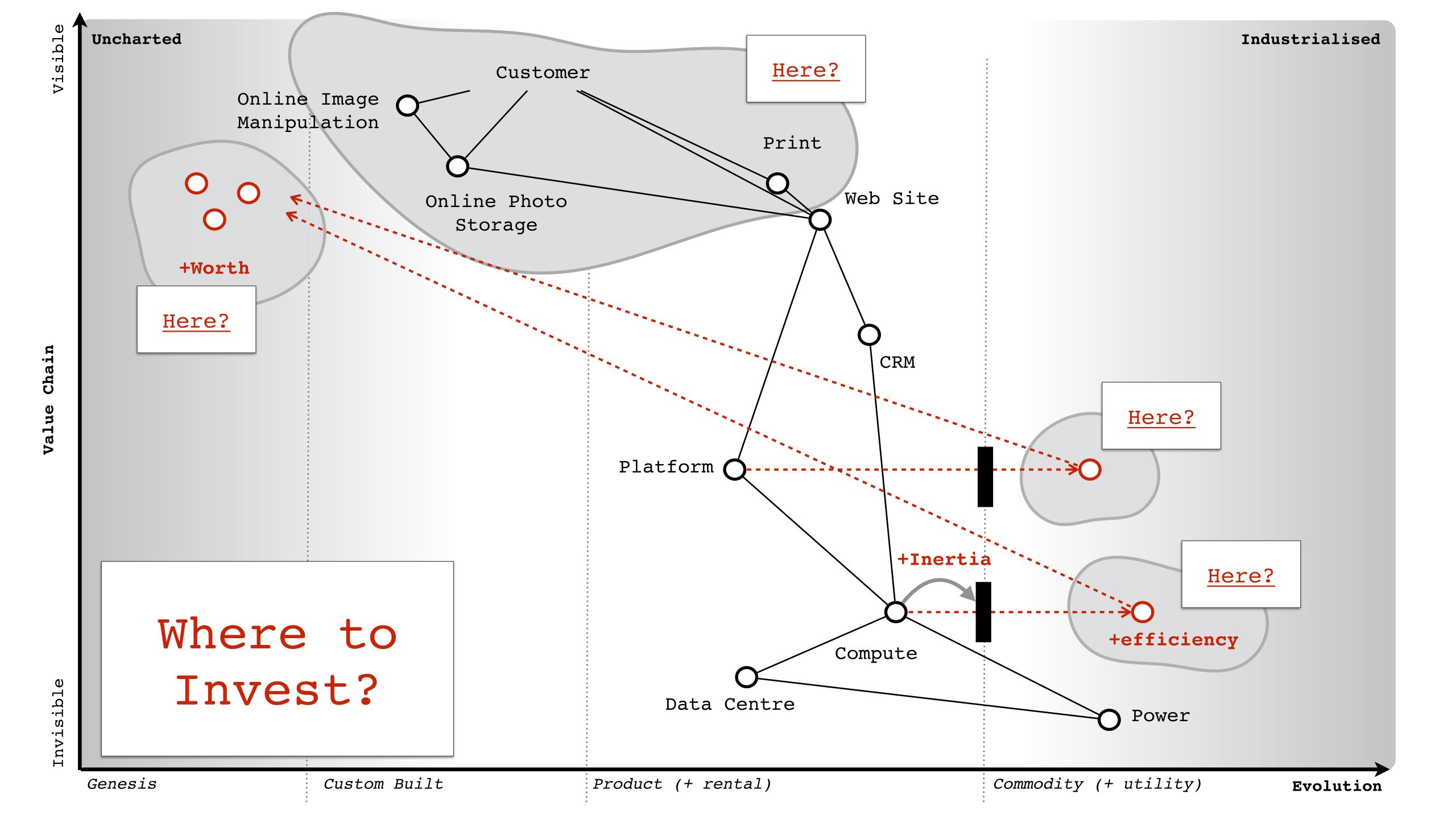


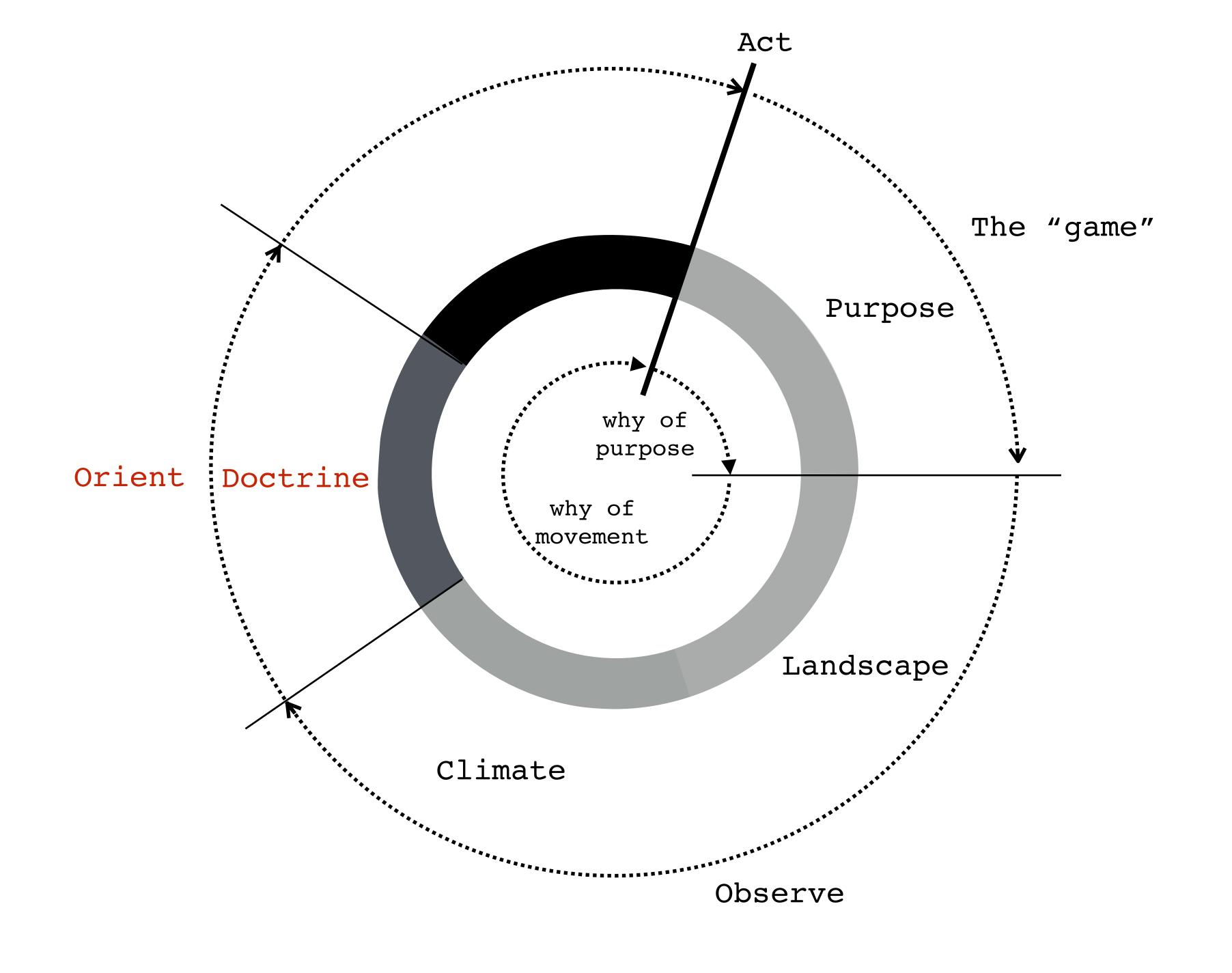






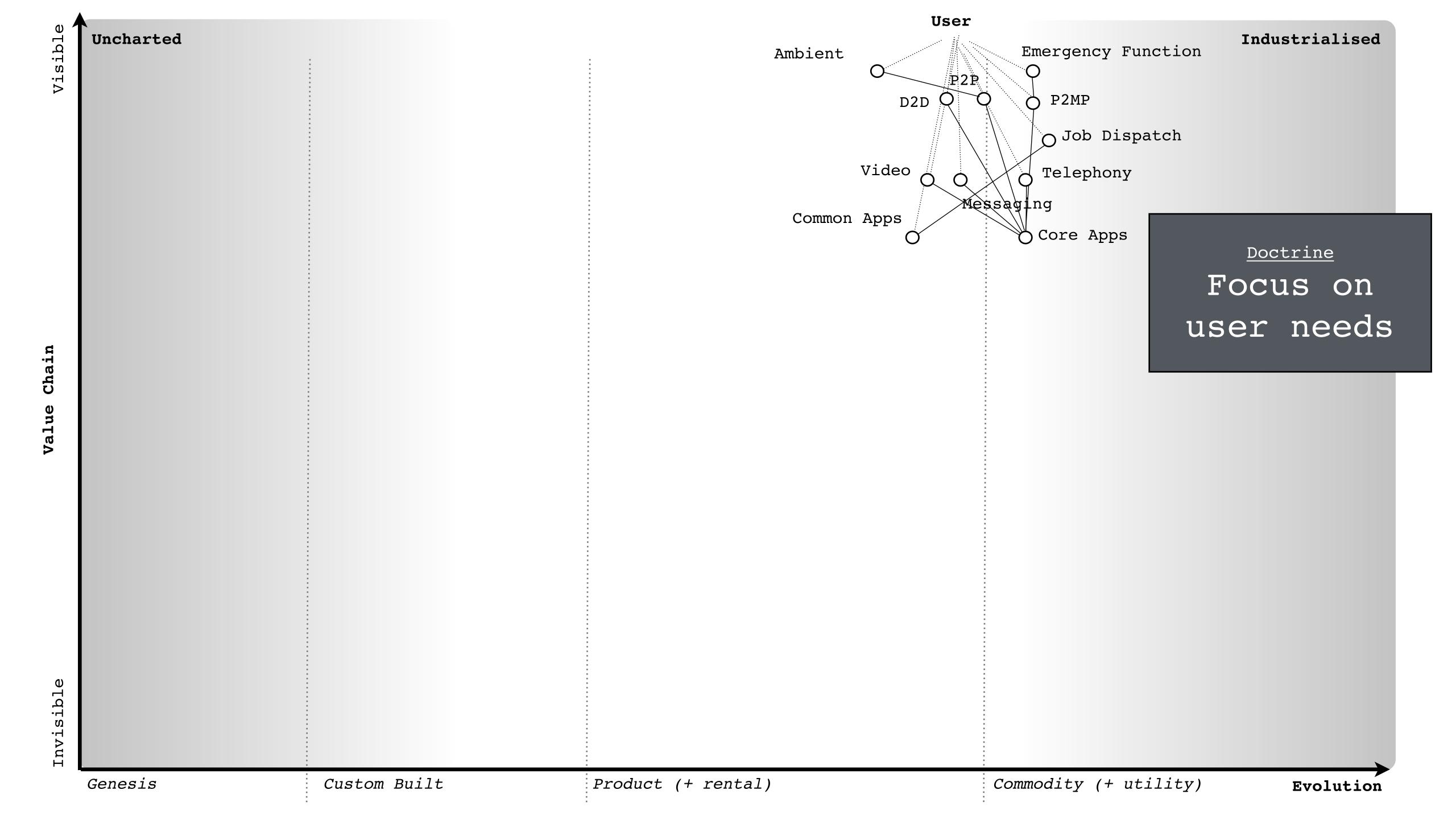


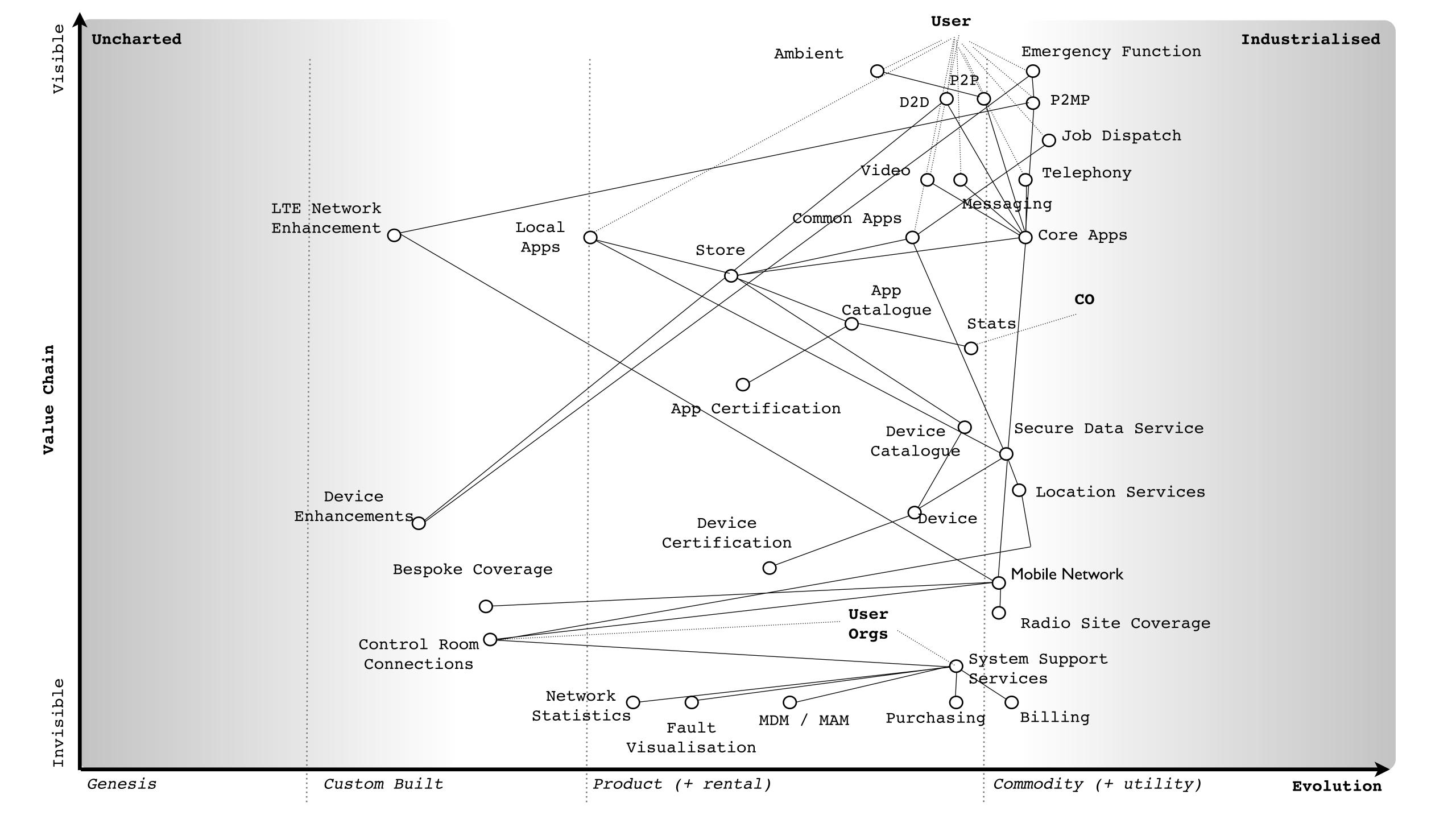


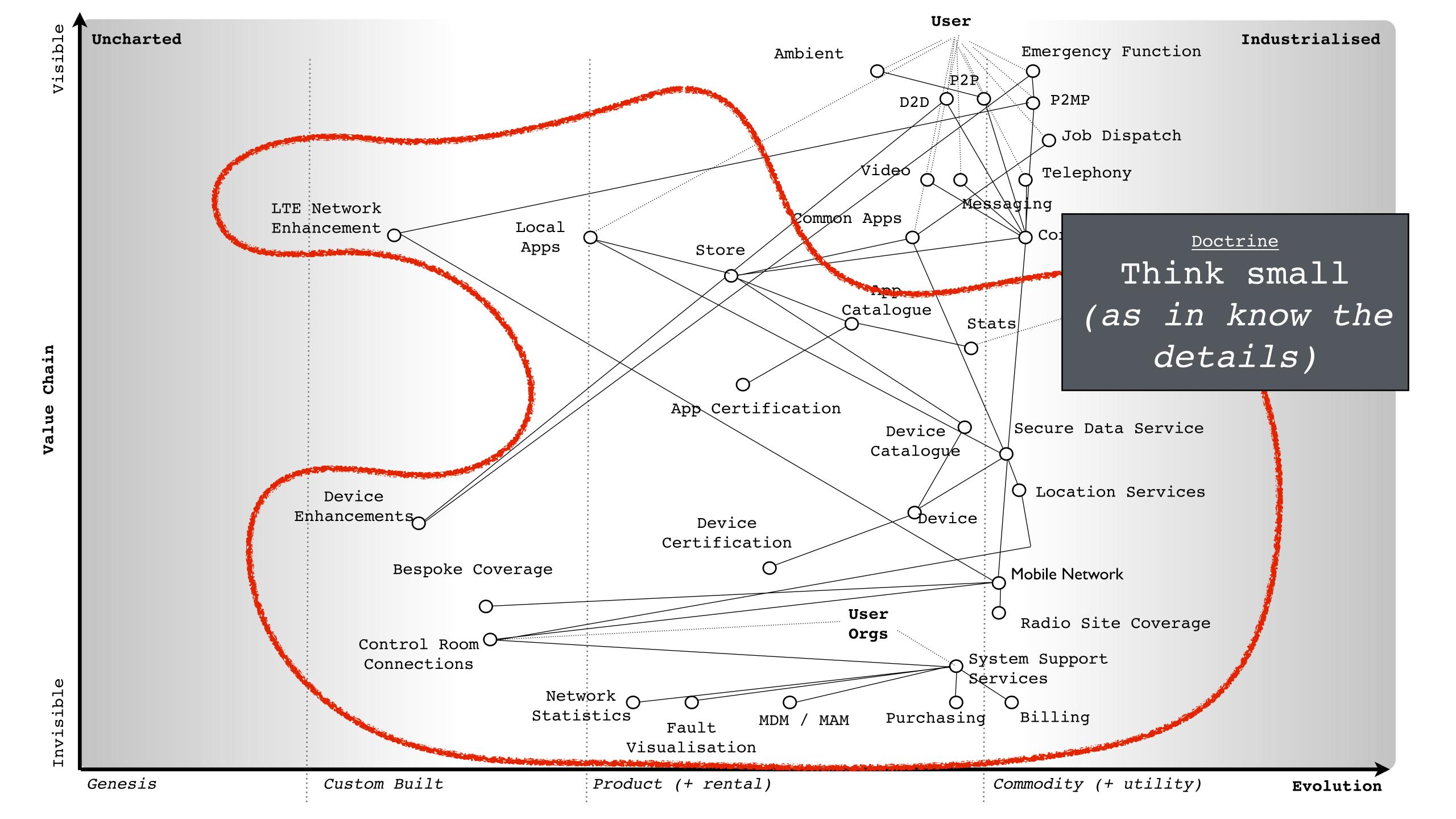


# Doctrine universally applicable principles regardless of context





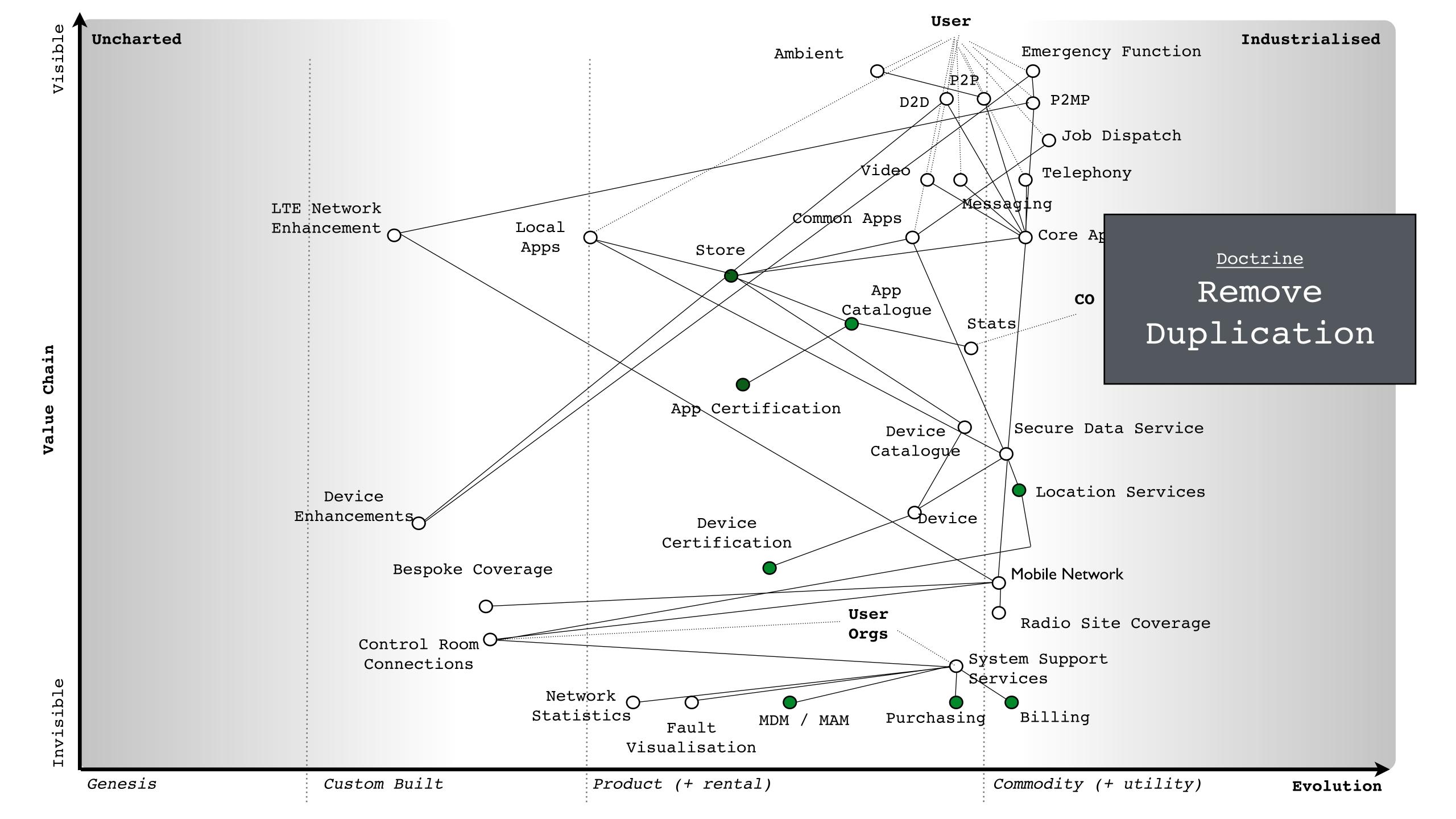


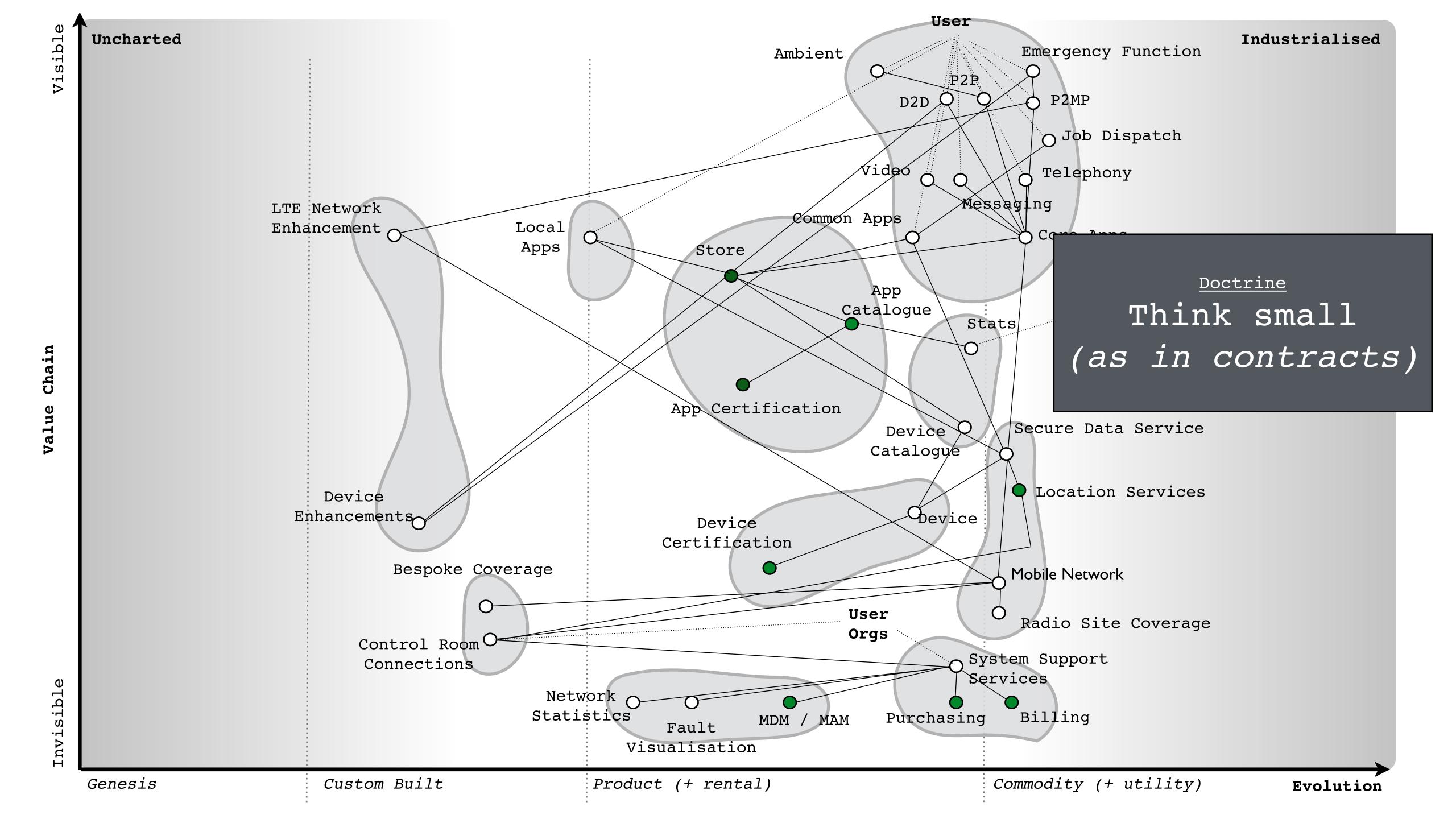


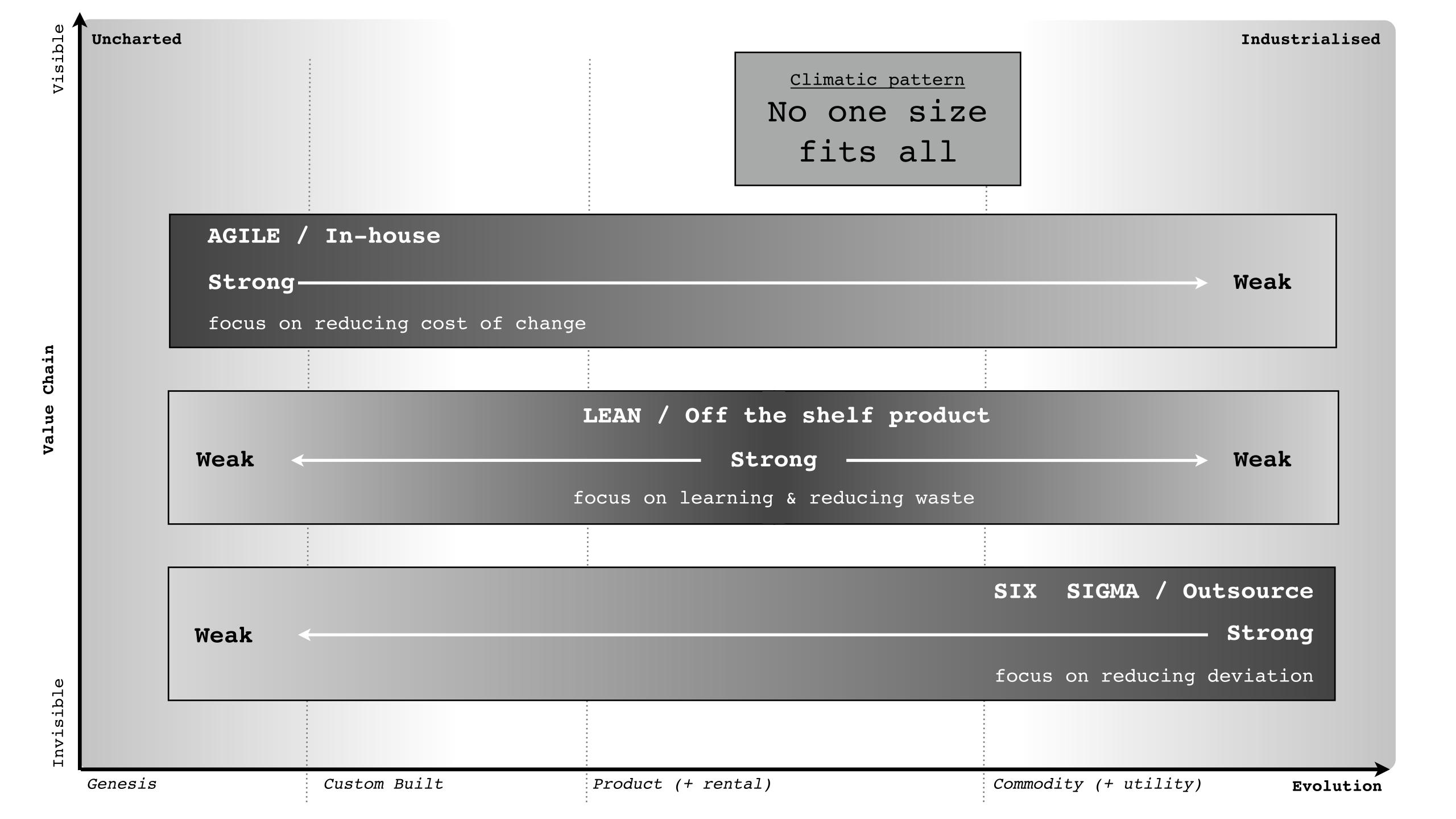


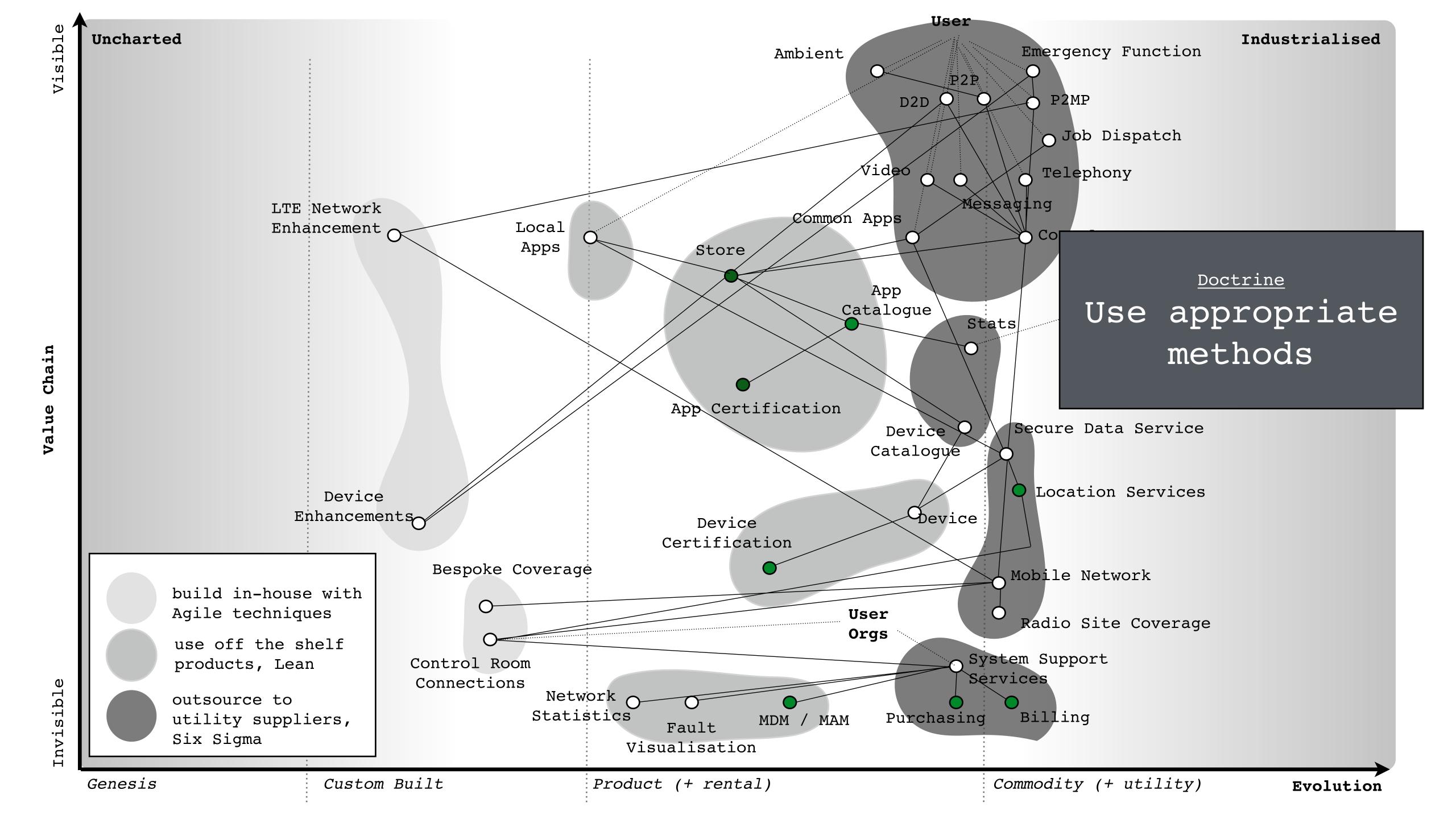
### IT Weapons of Mass Duplication - Leader Board

Number of Duplicate Efforts in a single Organisation	Technology Space	Industry
2,000+ (unconfirmed)	Accounting systems	Global Defence
1,000+ (estimated)	Risk management	Global Finance
380	ERP system	Global Energy
300+	ECM systems	Global Pharma
170	Cloud projects	Global Technology
118	Workflow systems	Government
22	Rules Engines	European Corporate
14	CRM system	National Bank
6	General Rule of Thumb	Everywhere

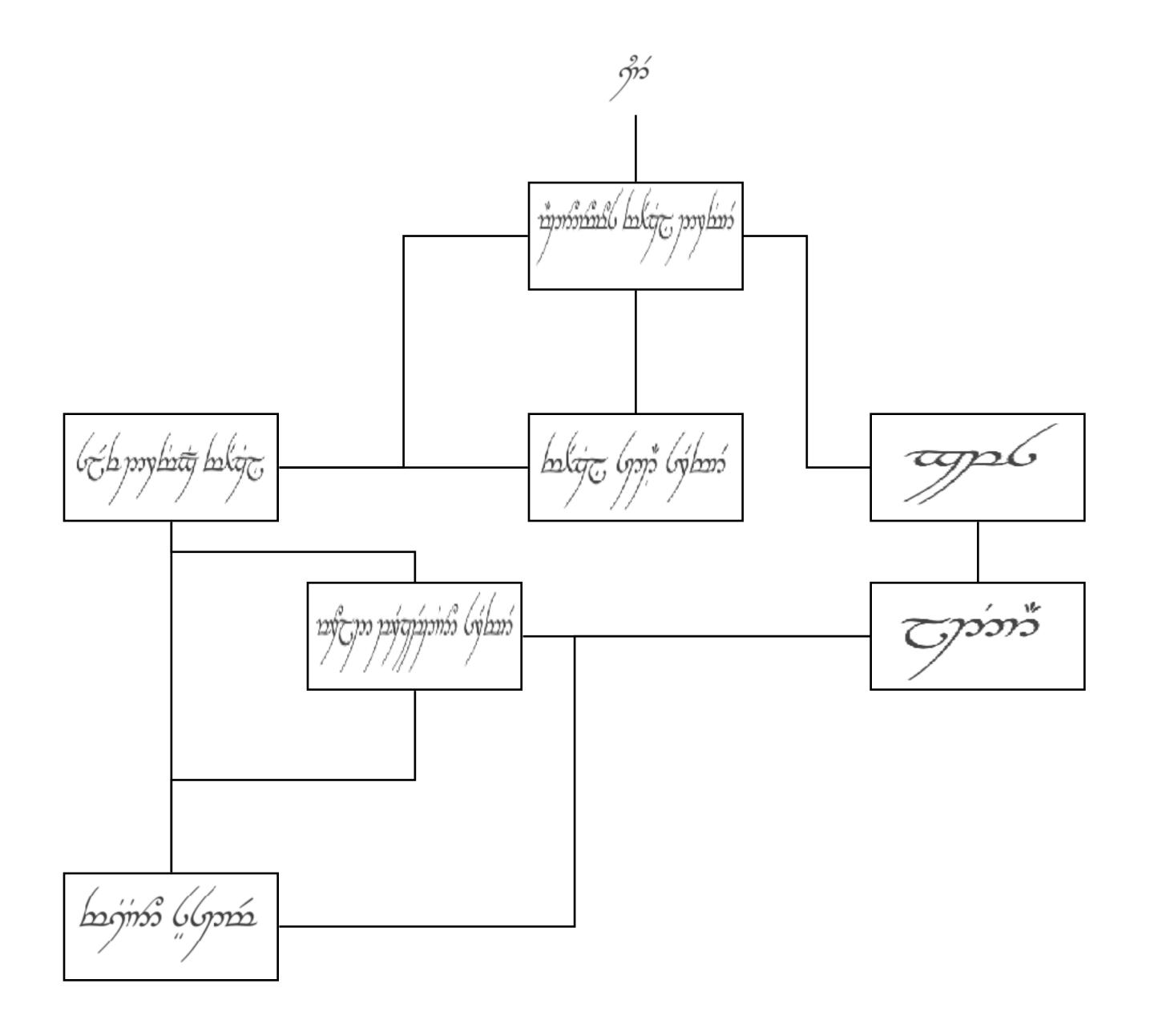


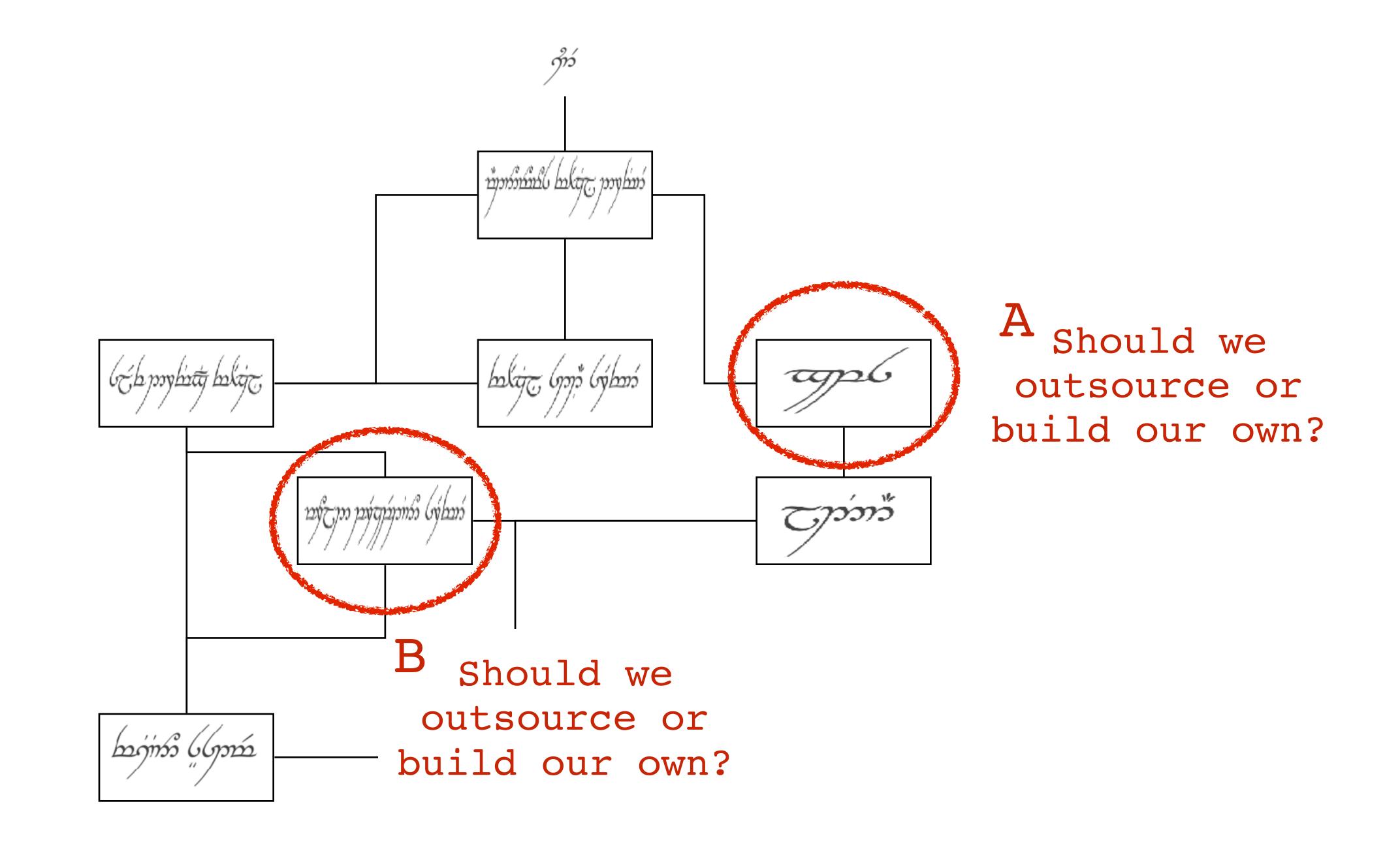


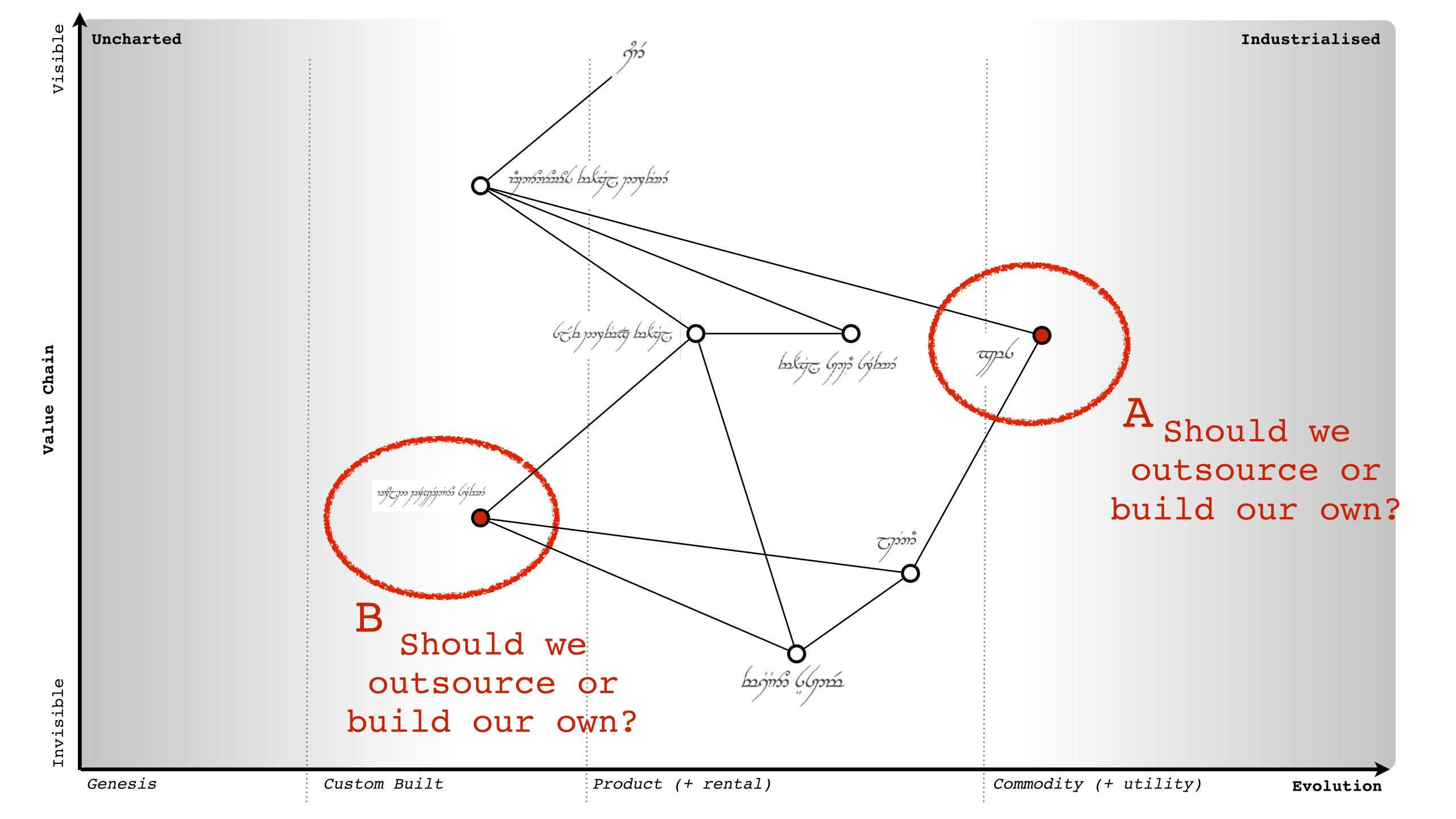


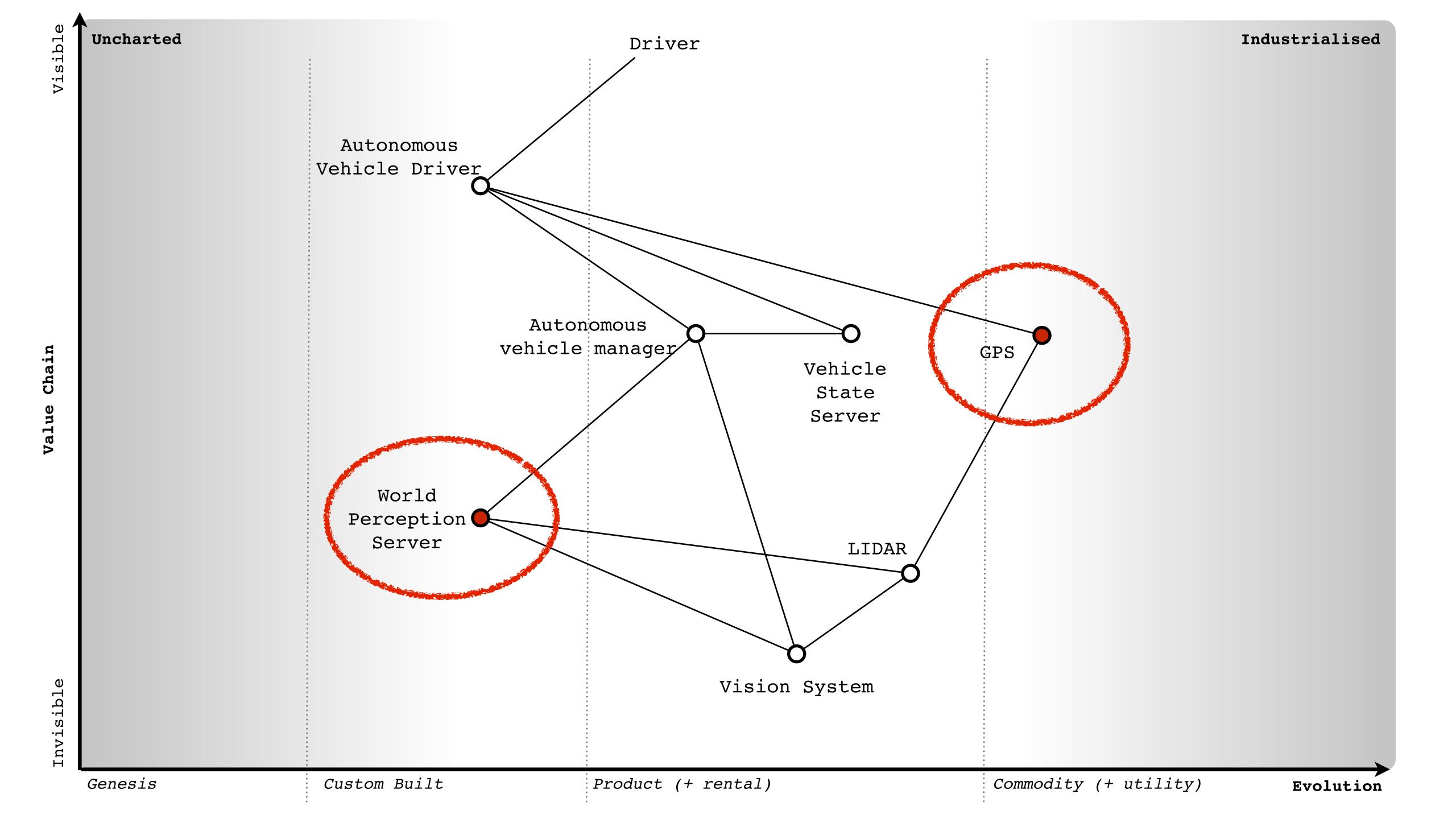


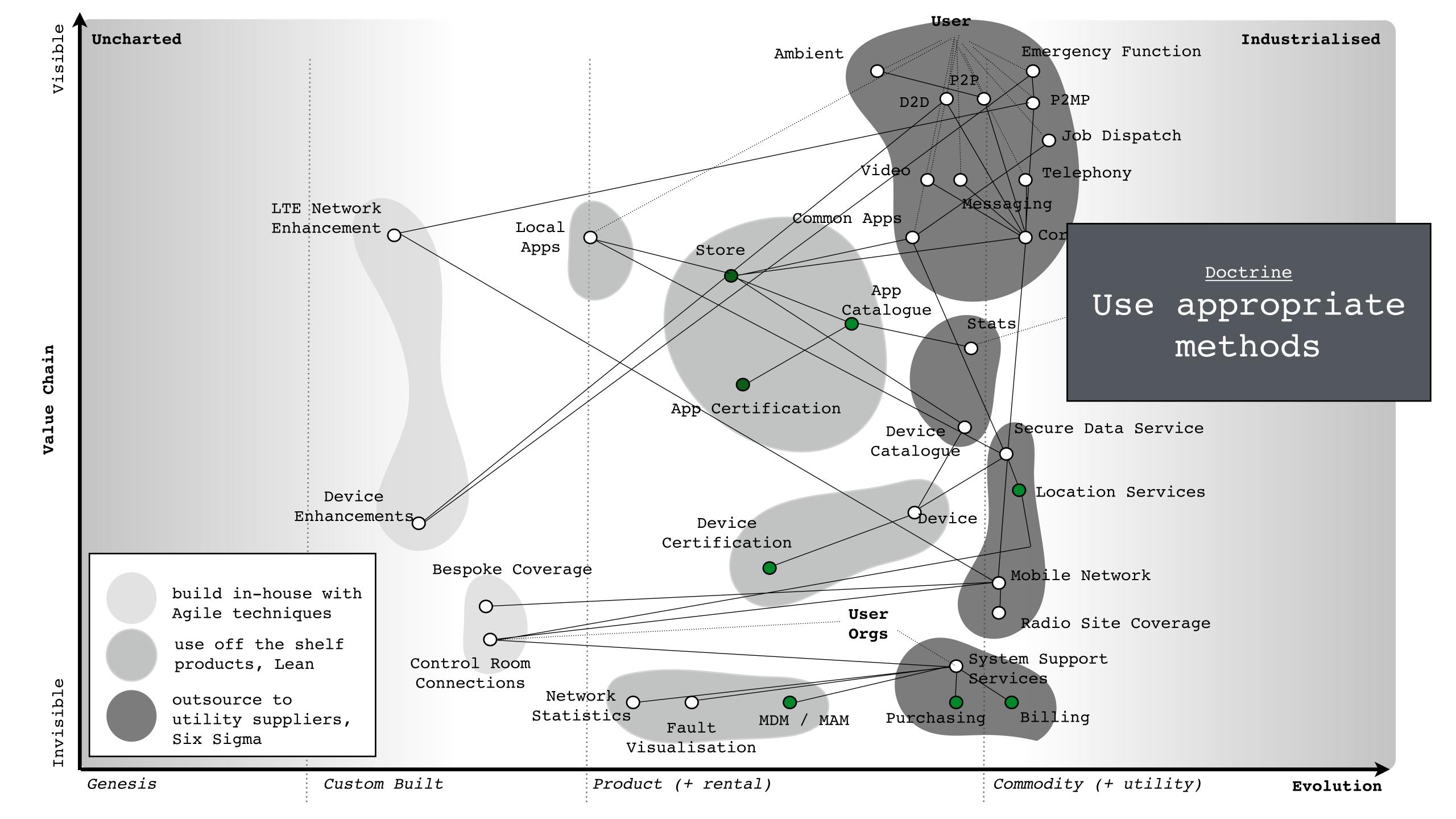


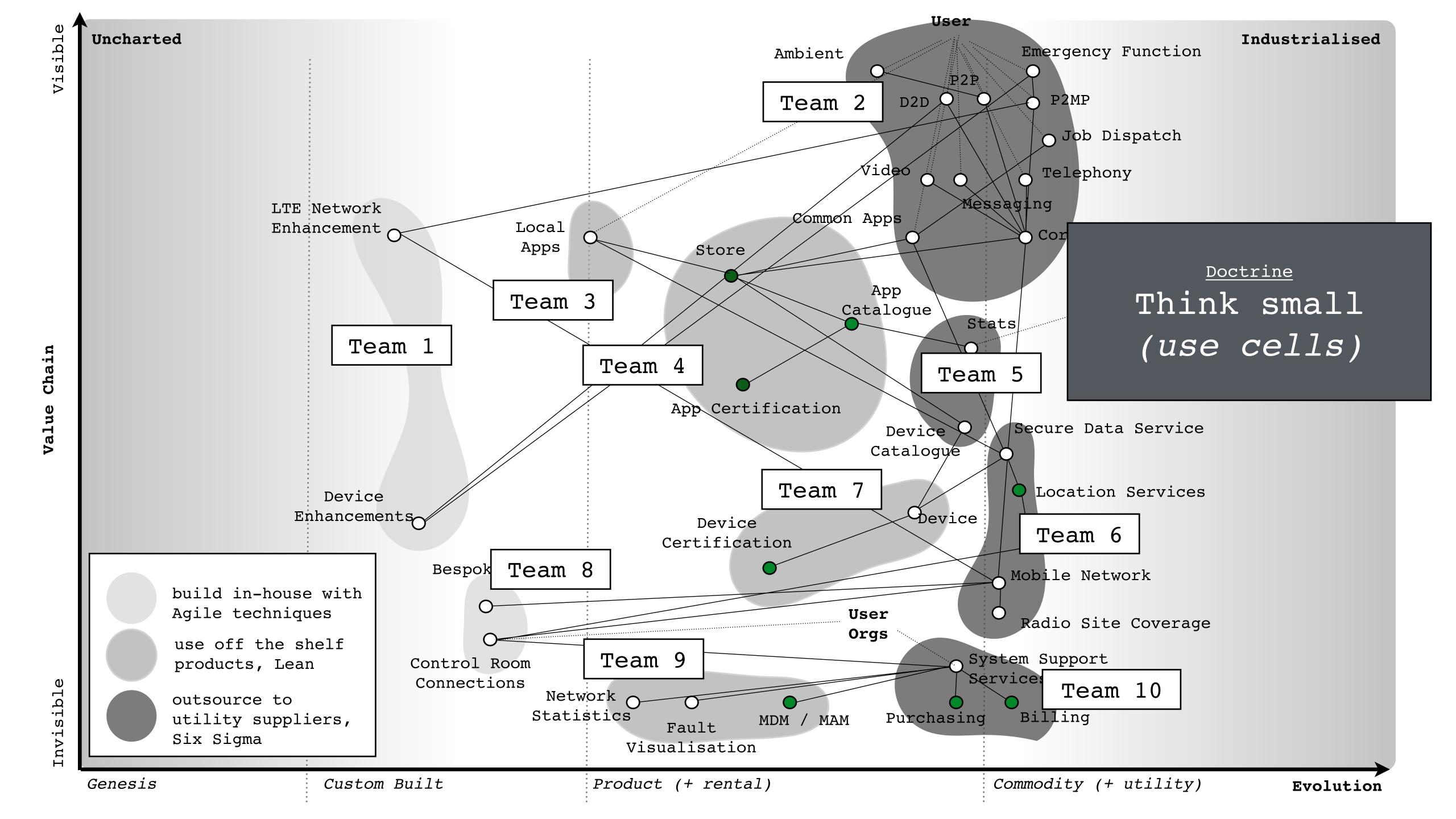


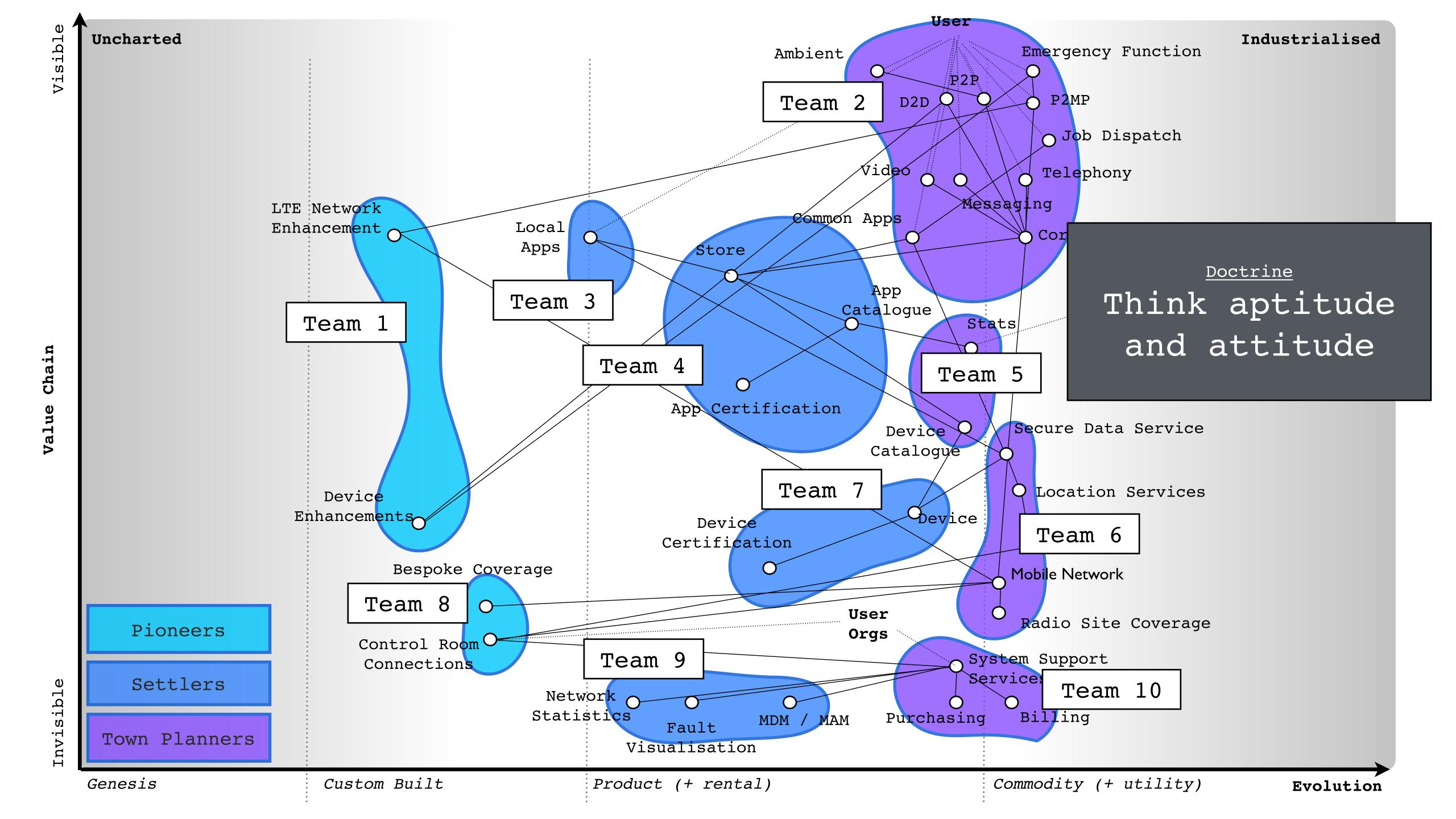














#### **GCHQ: BOILING FROGS?**

Technology organisations need to change radically to survive increasing technical and business disruption

Business Customers

Commodity Portfolio

Specialist Product Portfolio

www.holistic-software.com

Commodity products are bought not built

Adoption and Business Change is still required



Research and Innovation Portfolio

Research and Innovation is free from

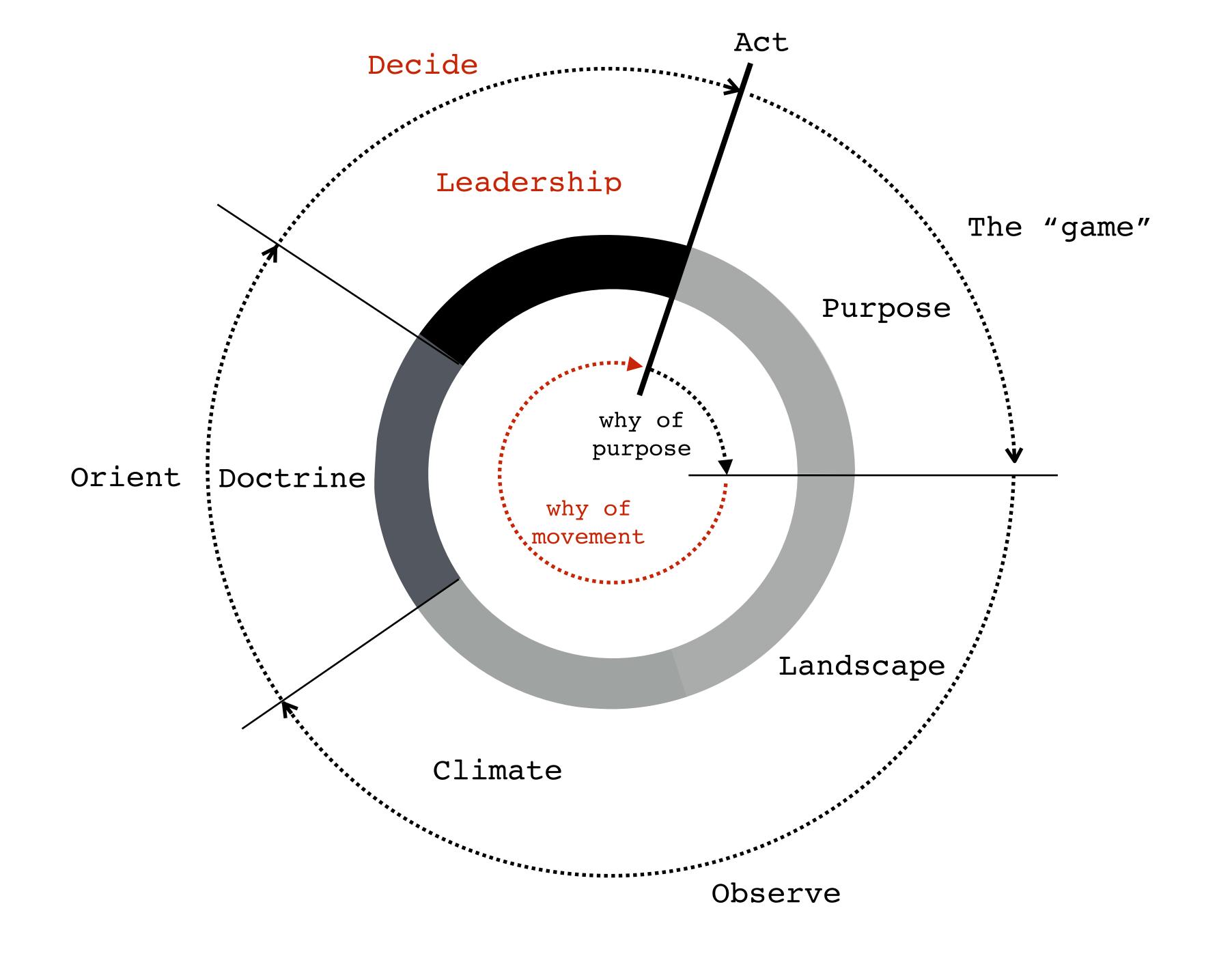
constraints of programmes and enterprise

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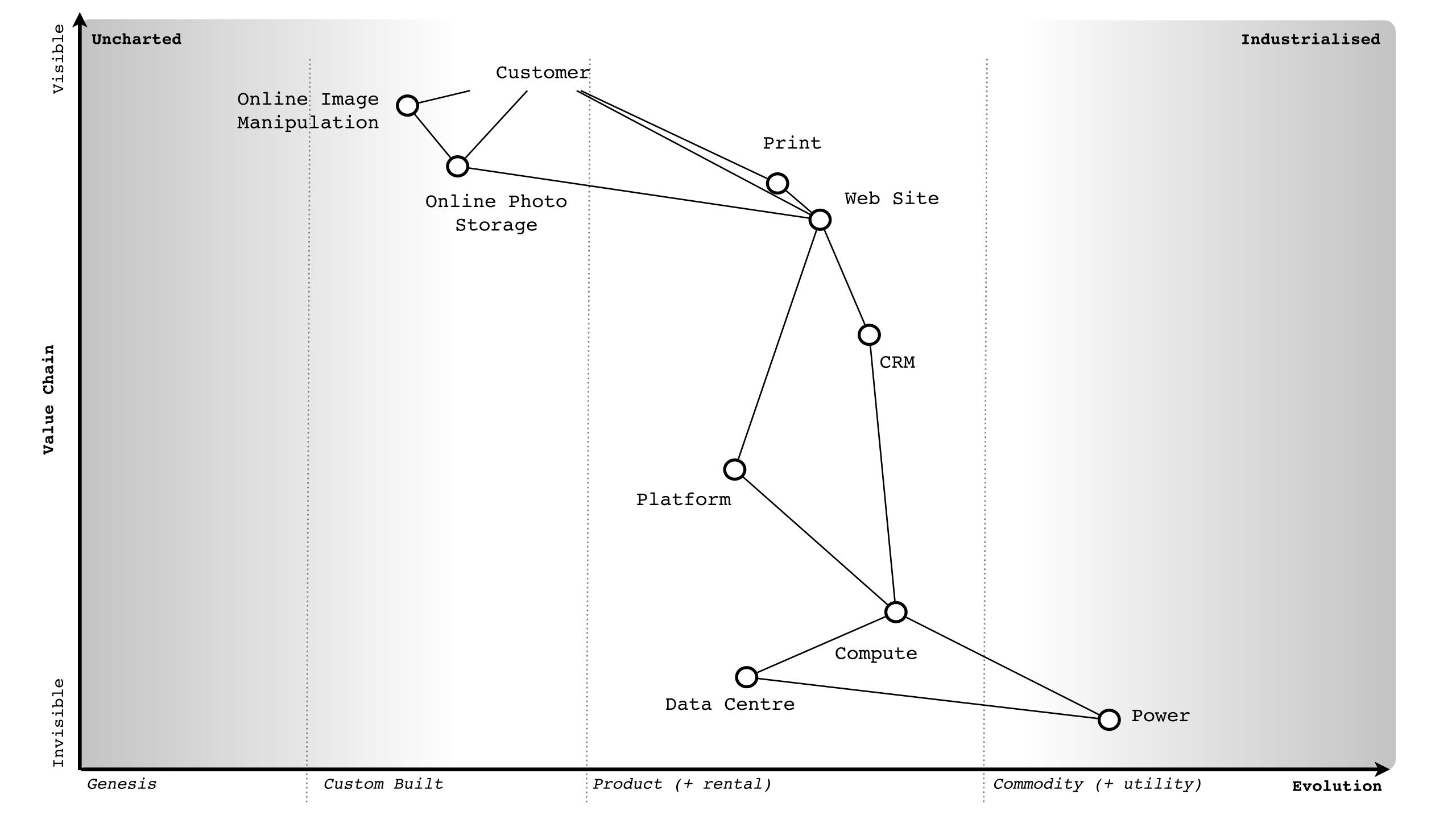
Programme

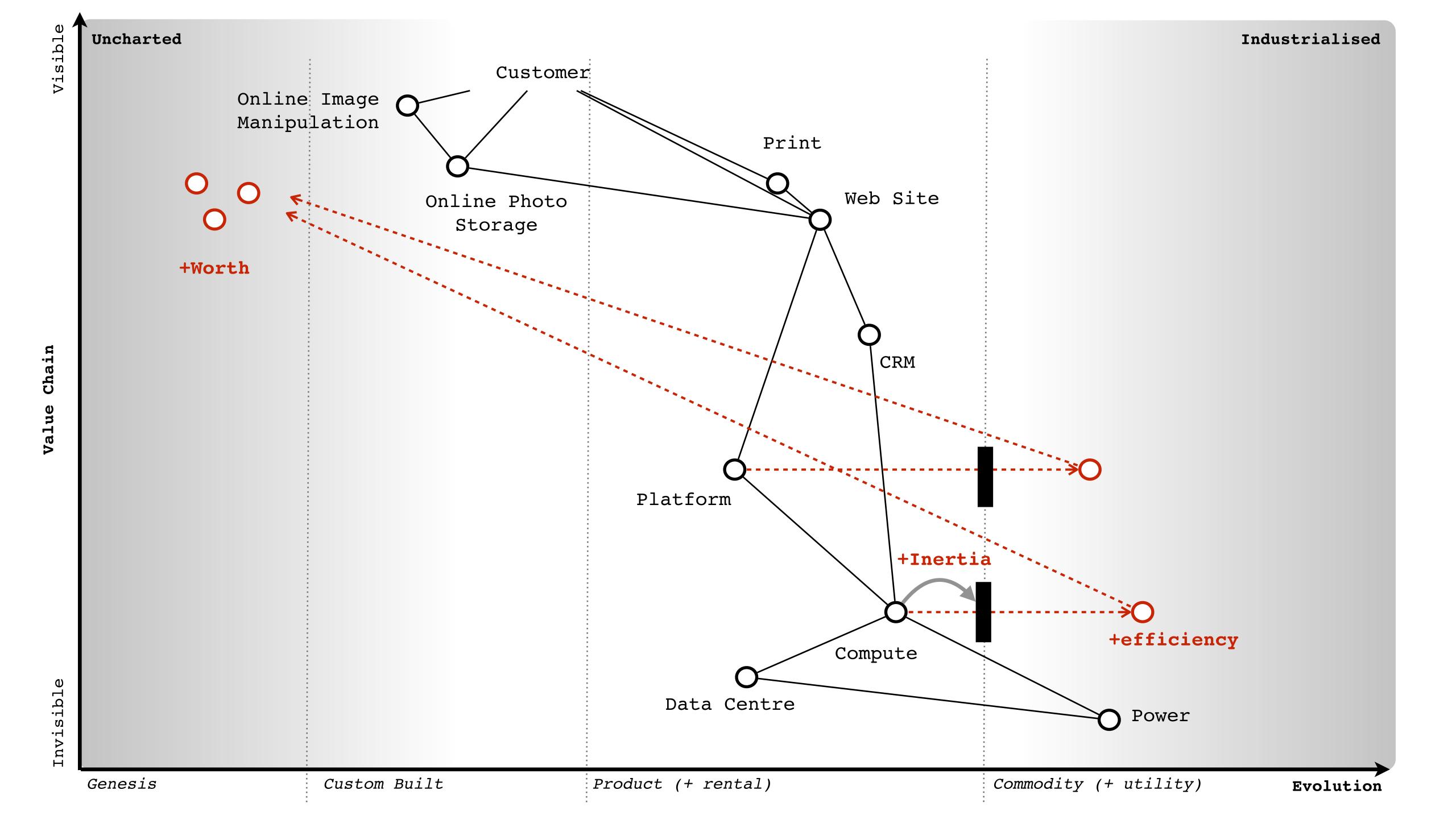
Specialist products are more predictable

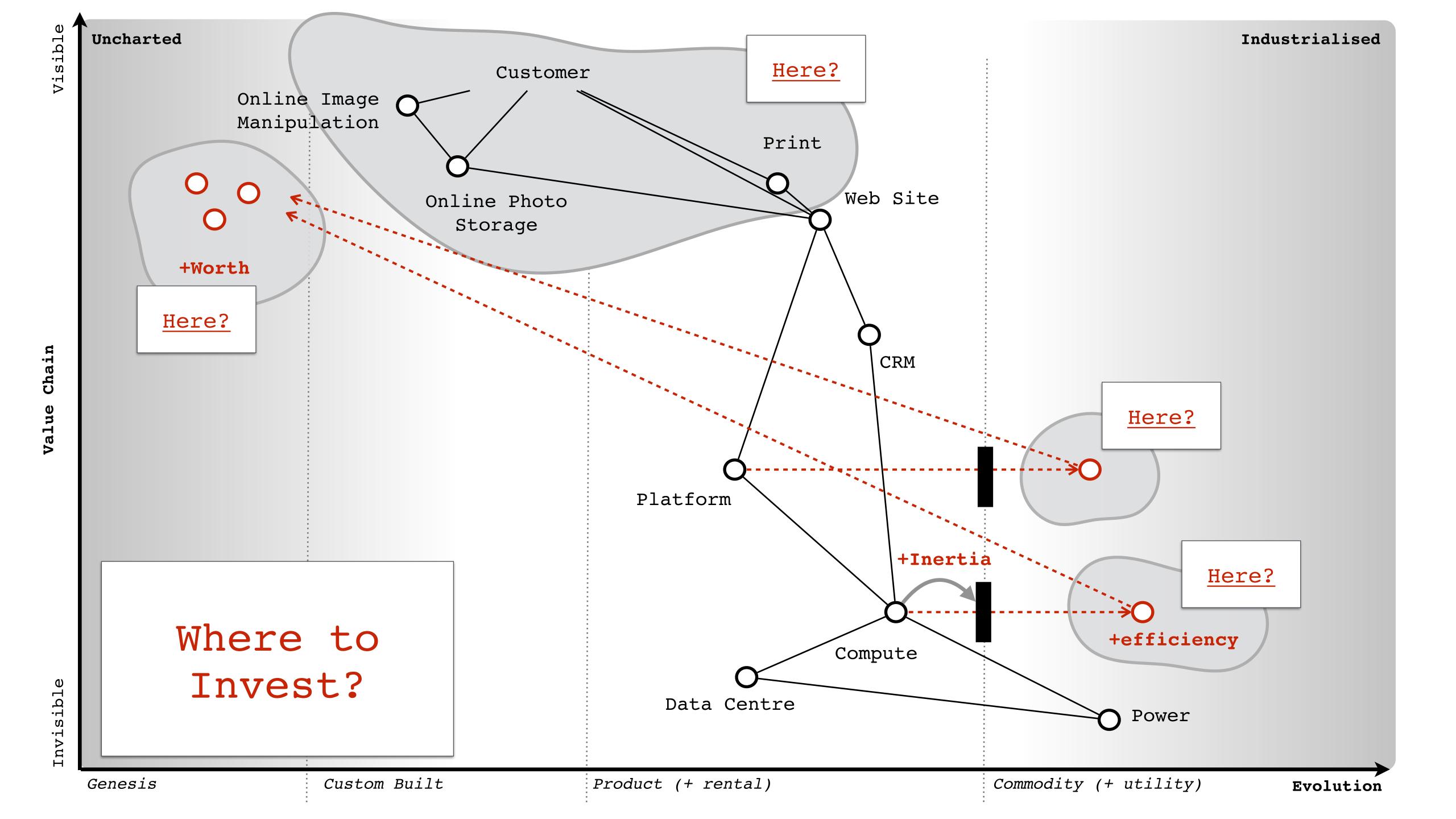
Programmes might be necessary for complex/large Product Families

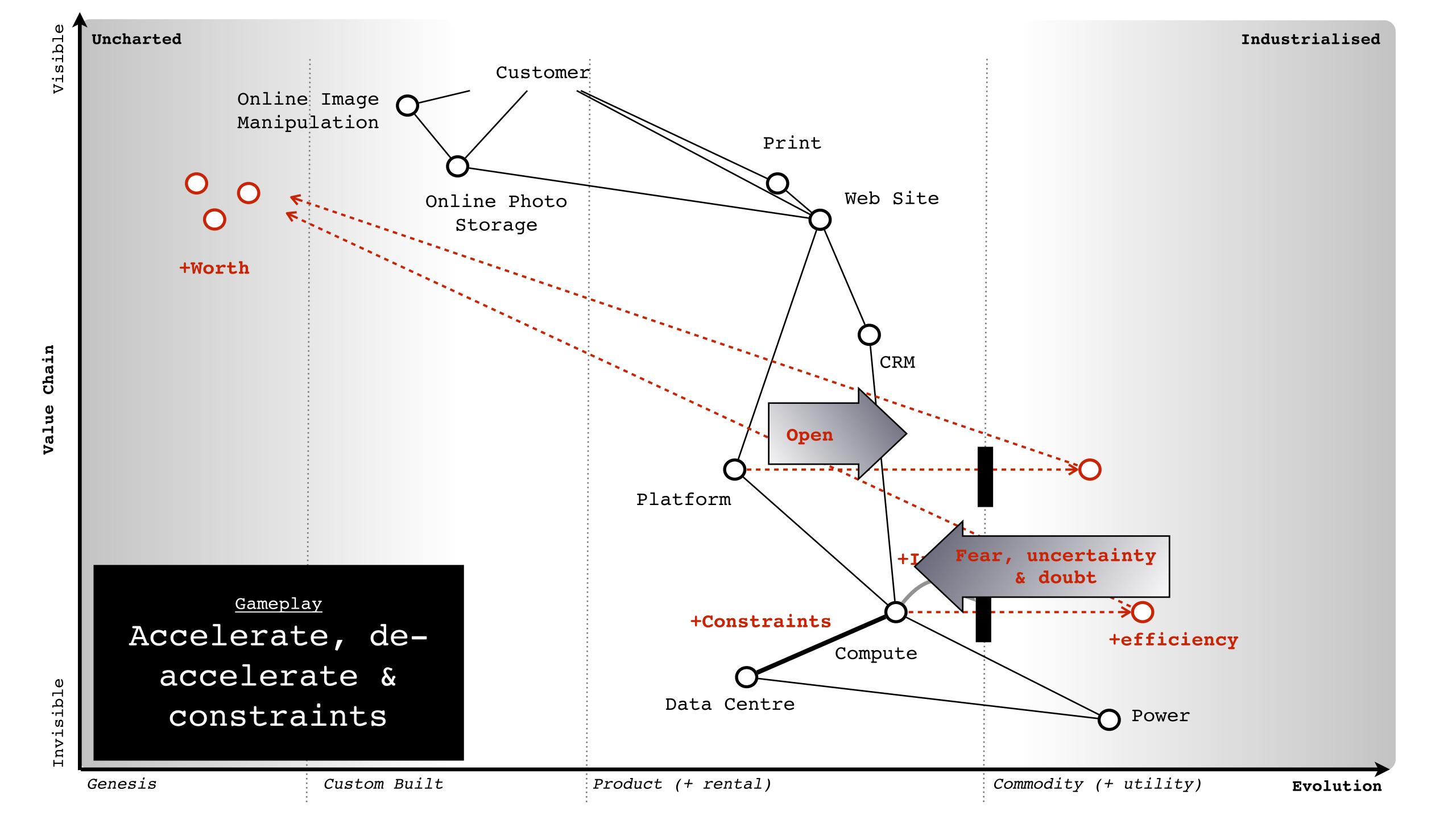


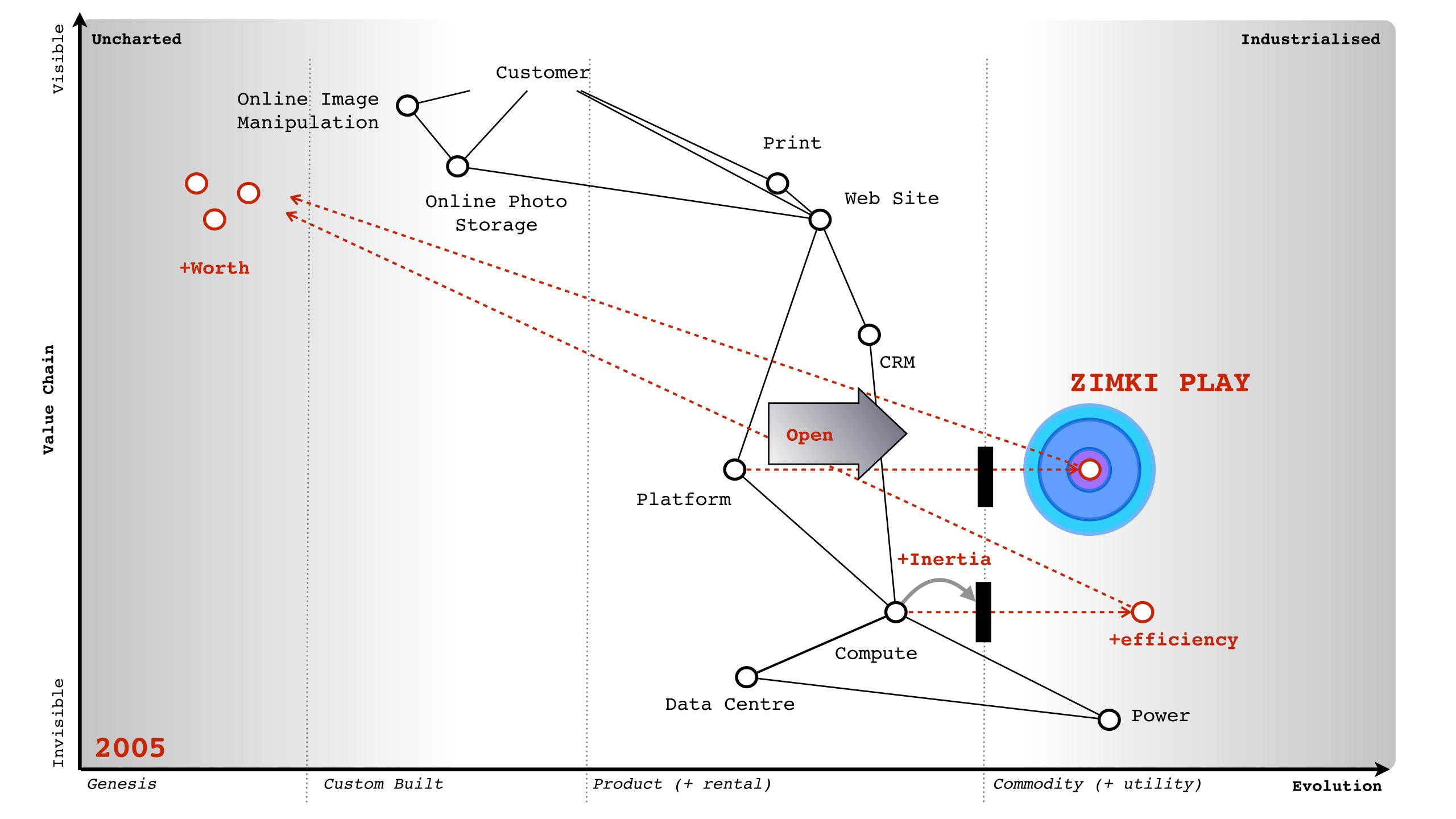
# Strategy Context specific forms of gameplay

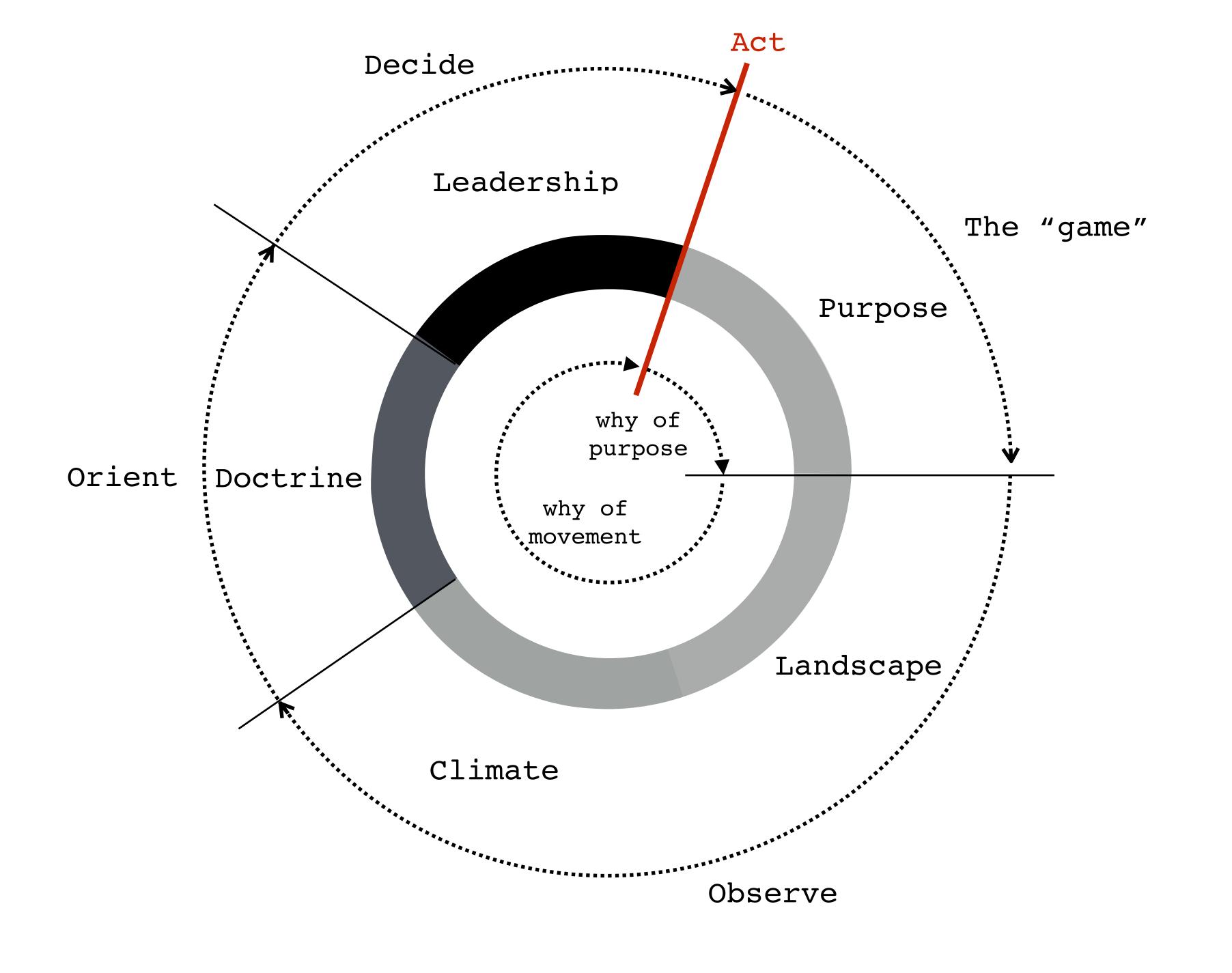




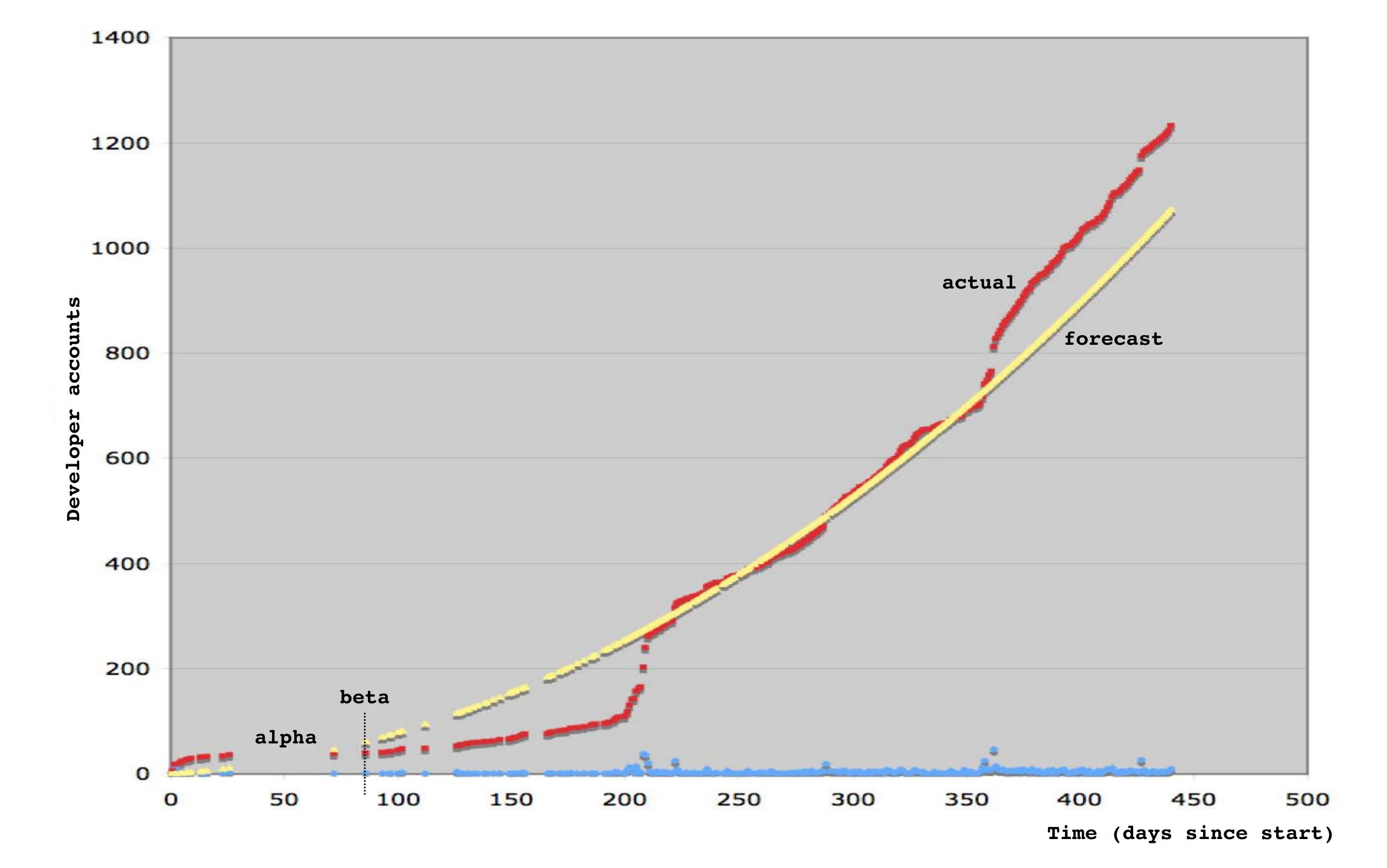












#### Harvard Business Review

## How Can Signify Leadersnip Potential

by Carl Senior, Robin Martin, Michael West, and Rowena M. Yeats

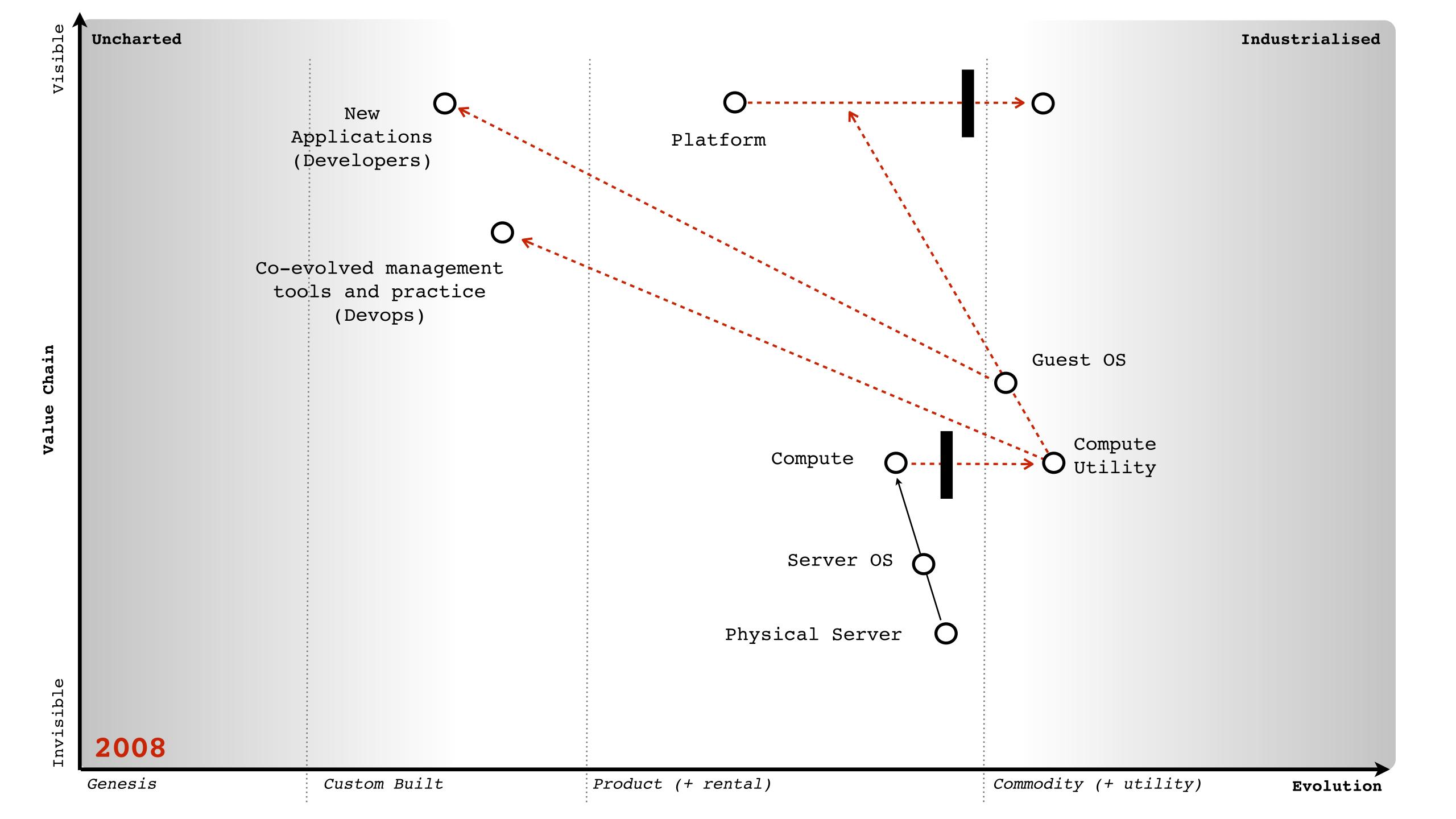
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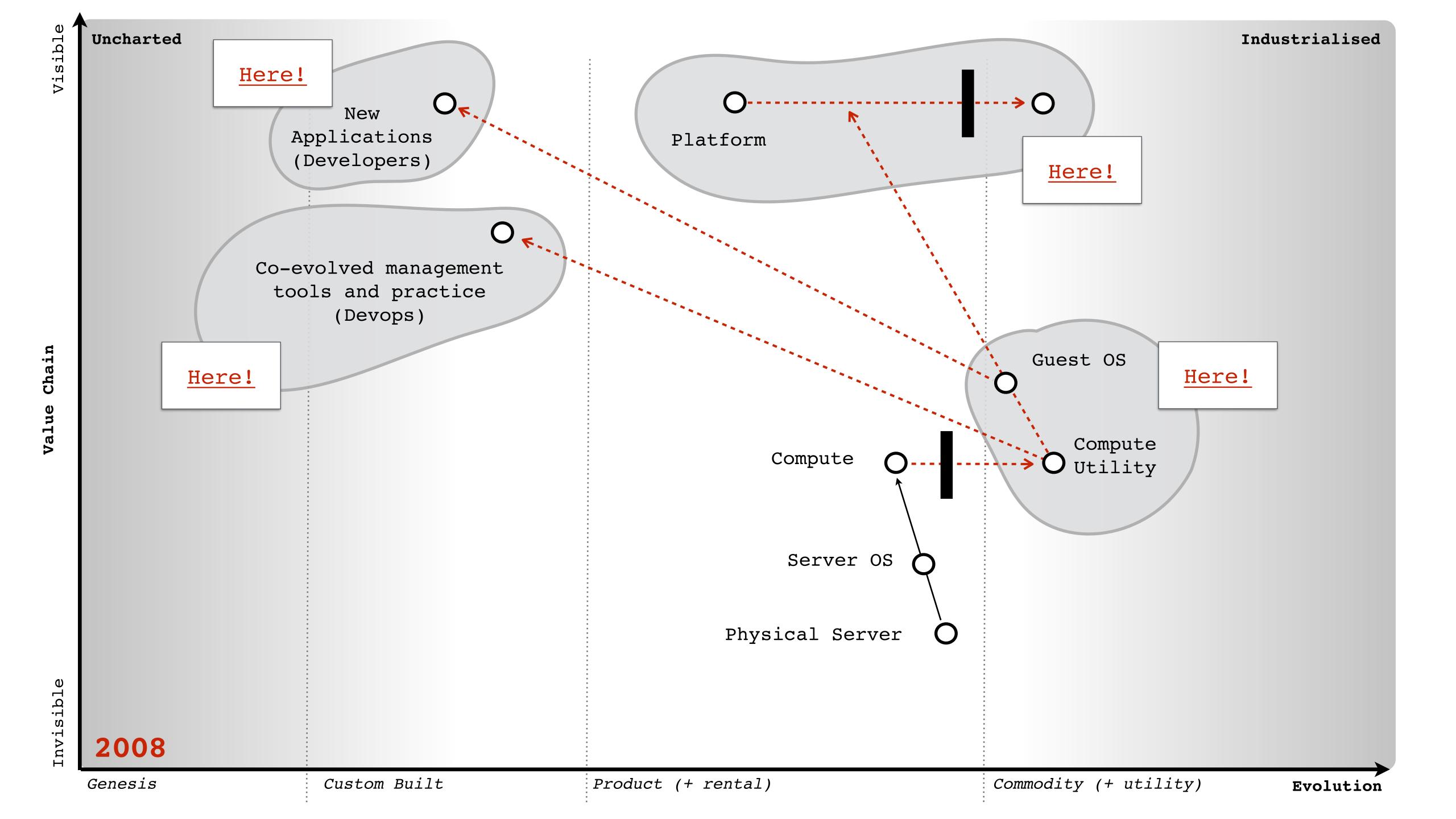


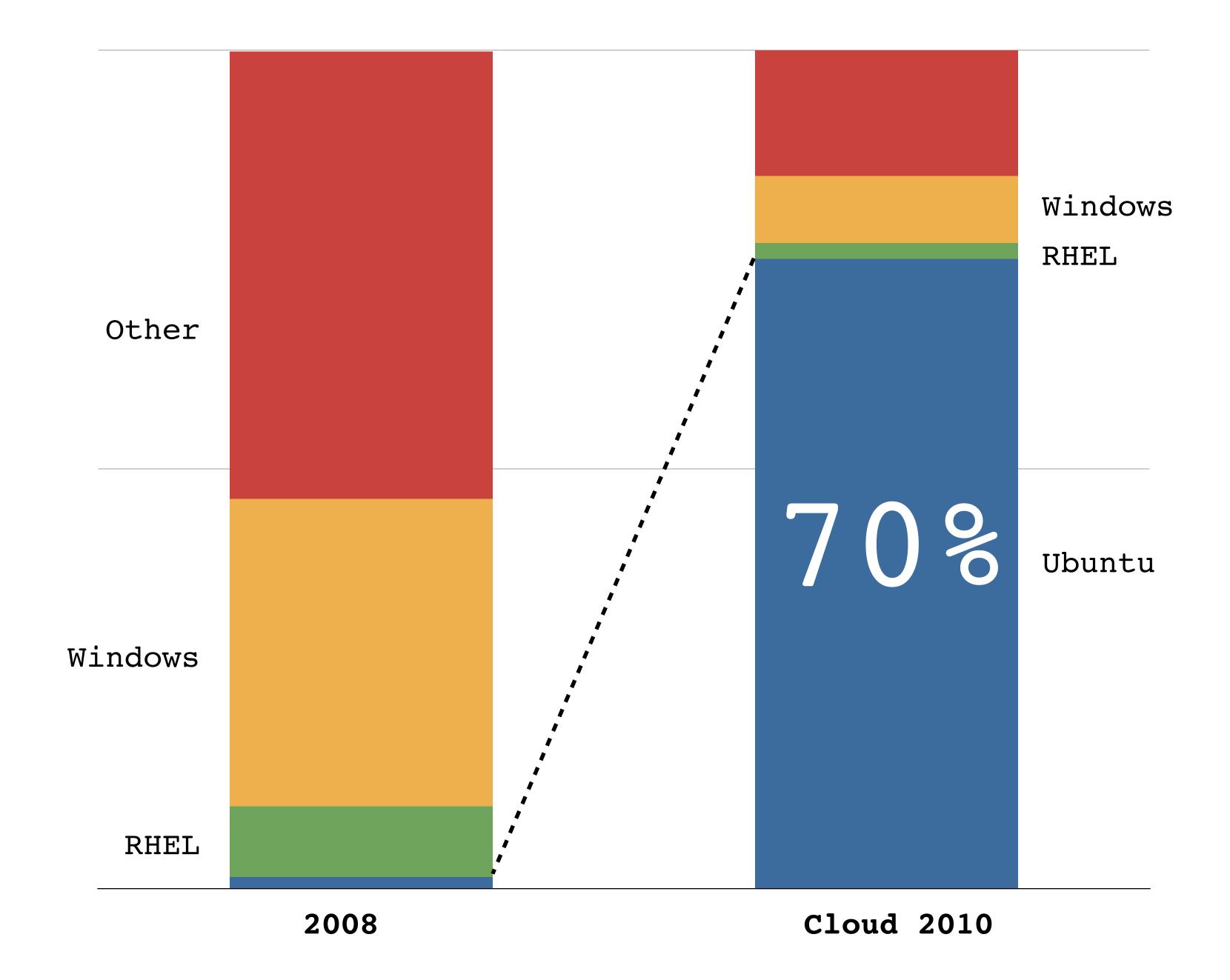
volutionary biologists have learned that people with greater "genetic fitness," as manifested by a high degree of left-right body symmetry, are not just considered better looking but also tend to be healthier, more intelligent, and more dominant than others. They're the classic alphas who rise to the top of rigidly hierarchical organizations such as the military.

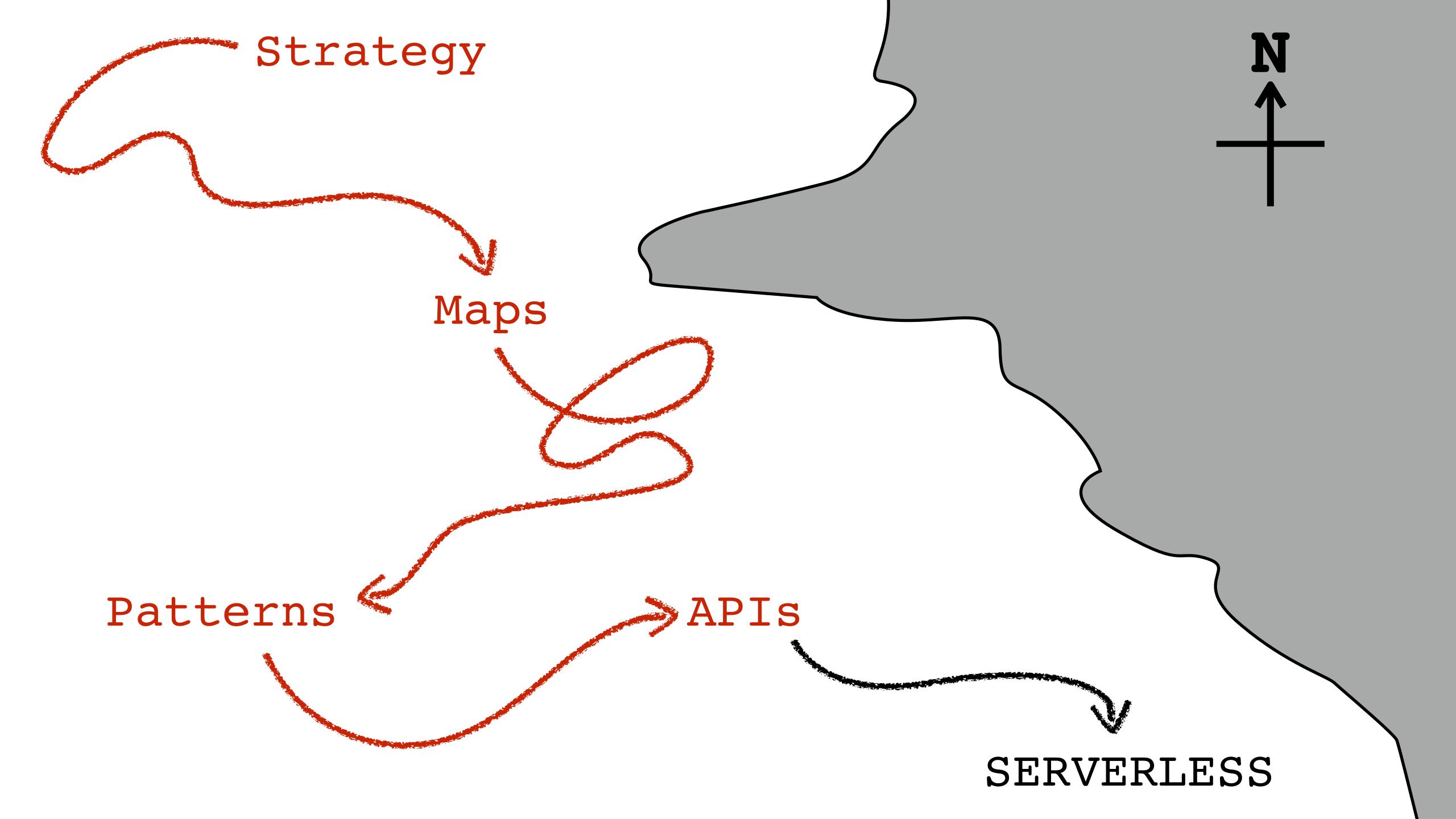
But our research shows that people with subtle asymmetries—for example, imbalances in ear or finger length—are often better "transformational" leaders, able to inspire followers to put self-interest aside for the good of the group. Furthermore, teams they lead outperform teams whose leaders have moresymmetrical bodies.

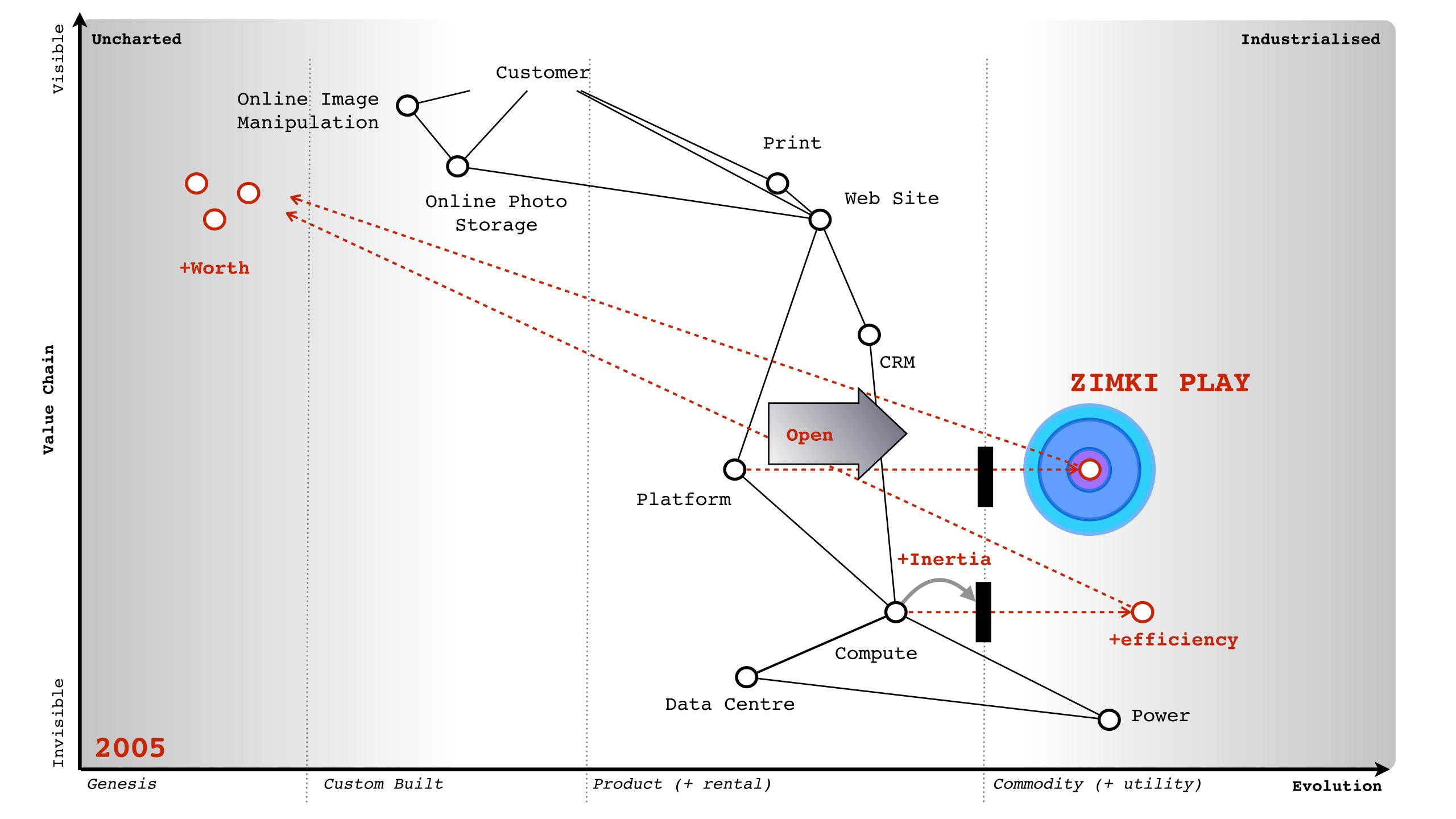




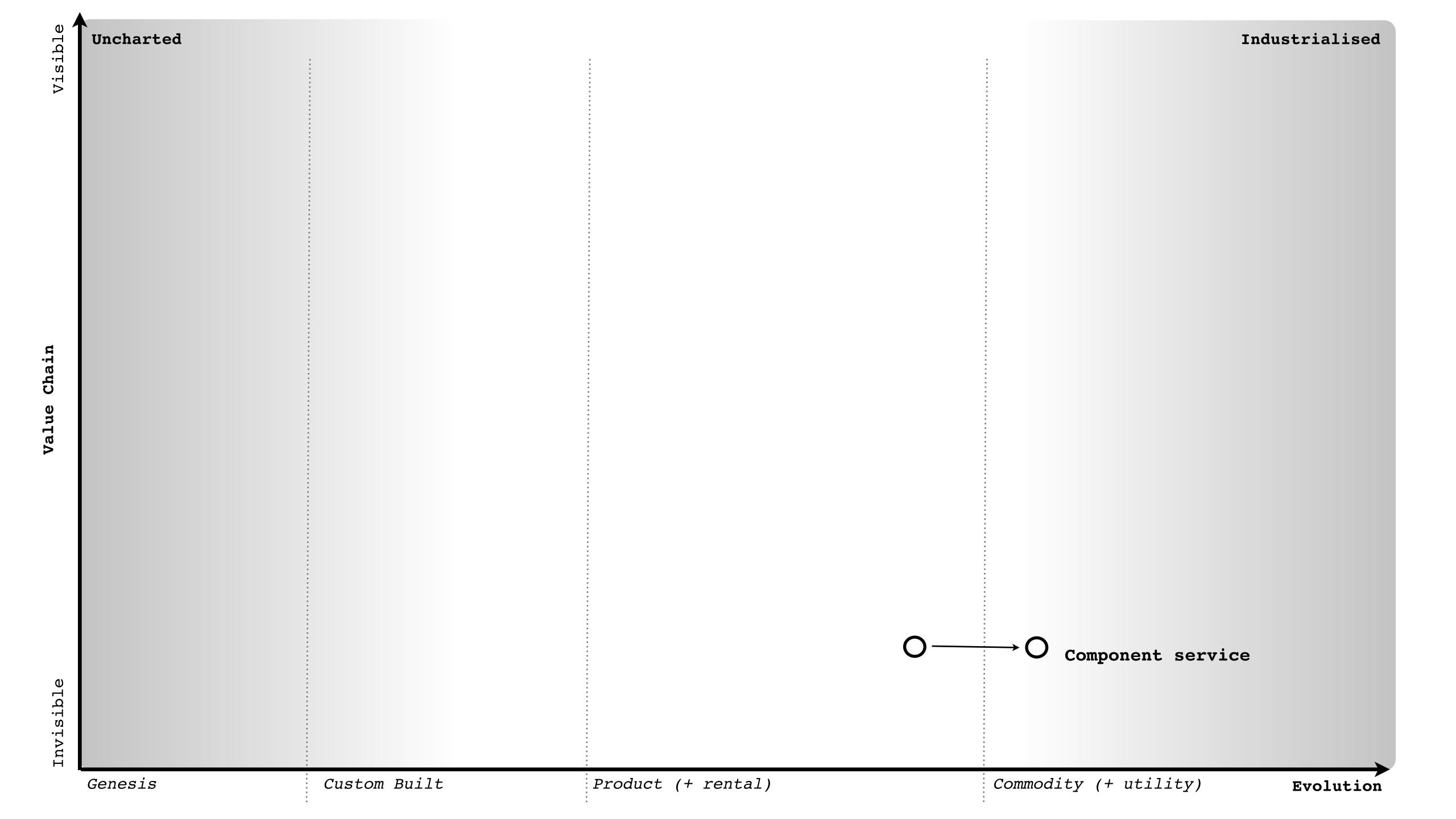


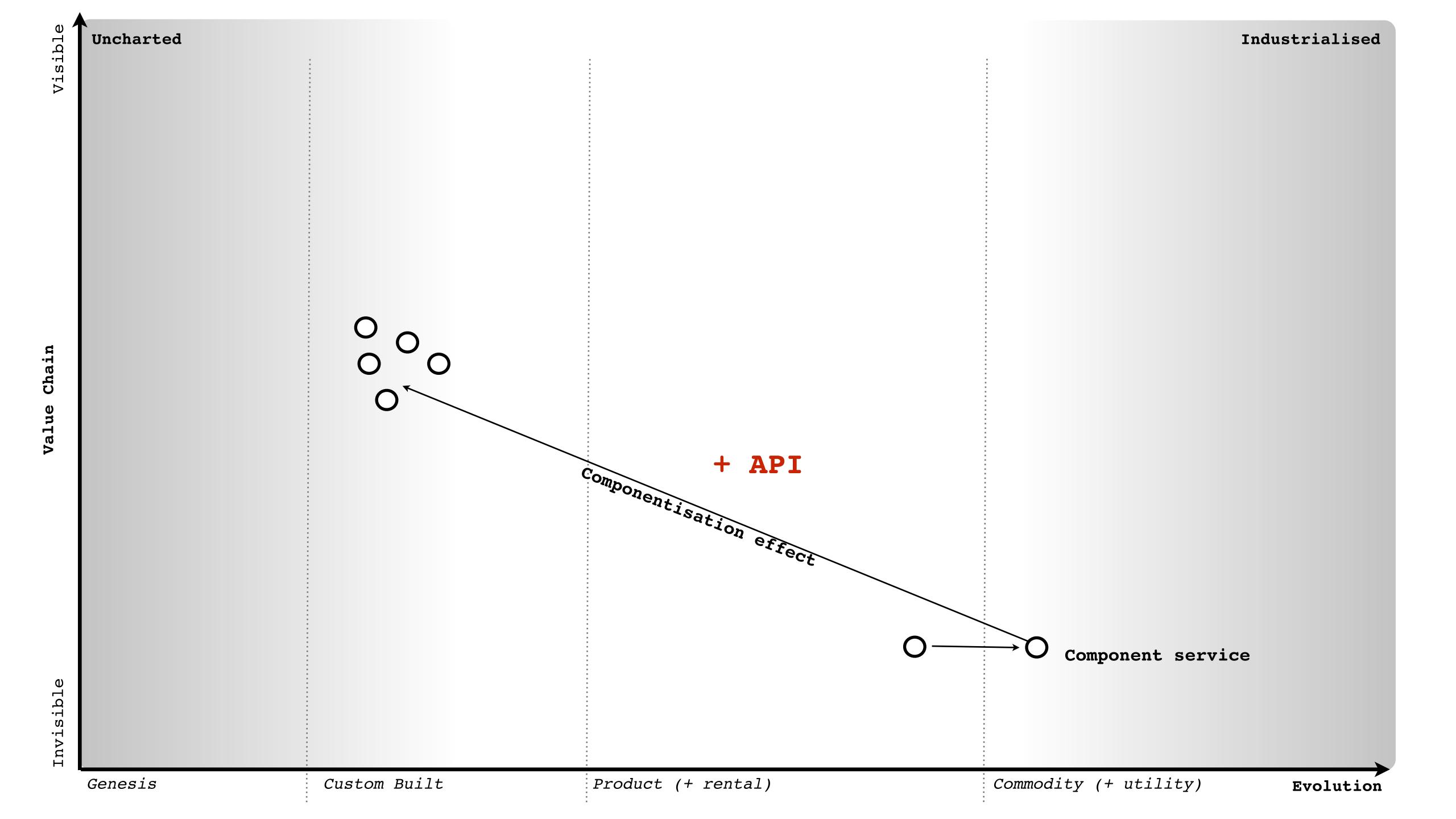


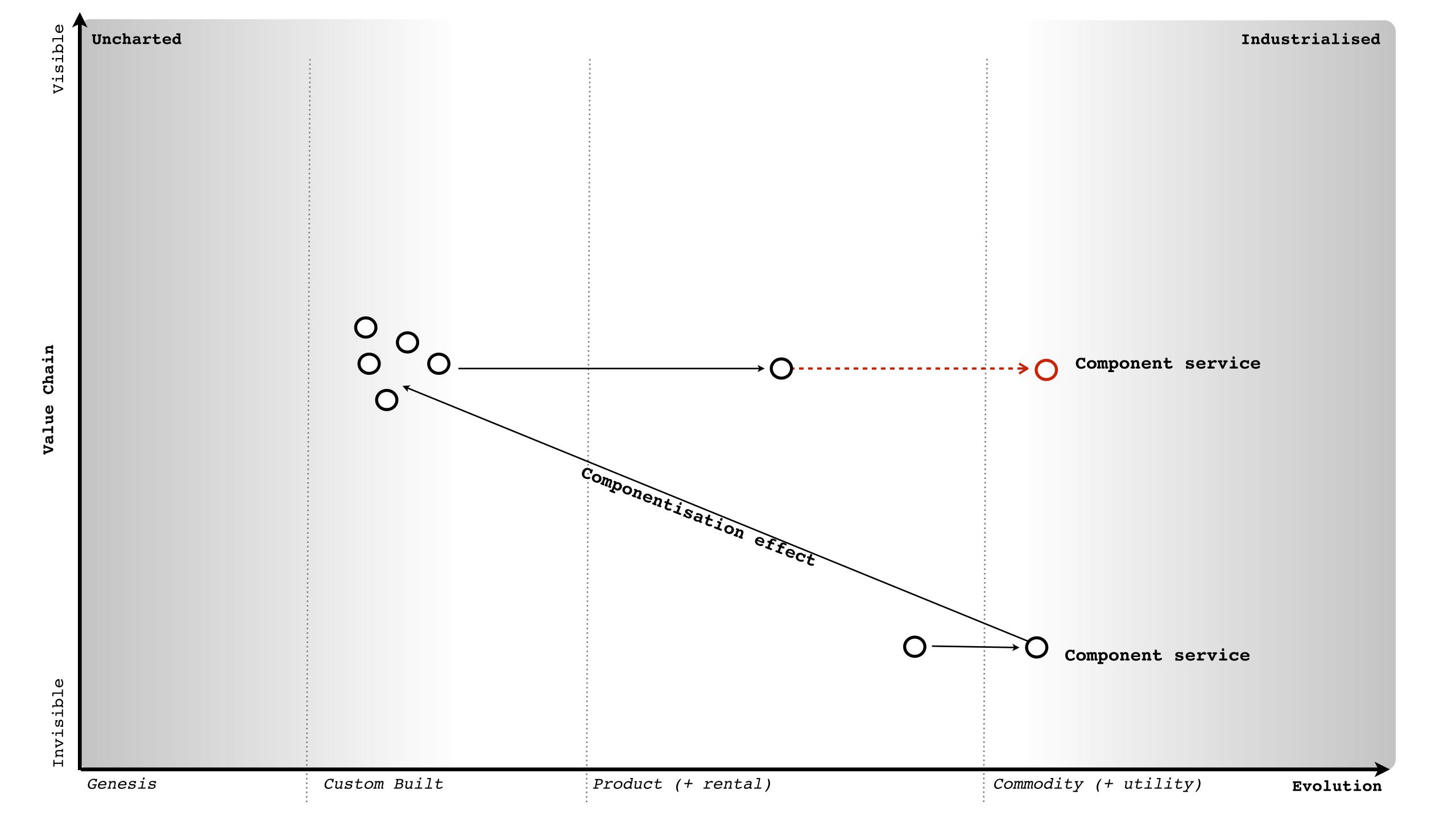


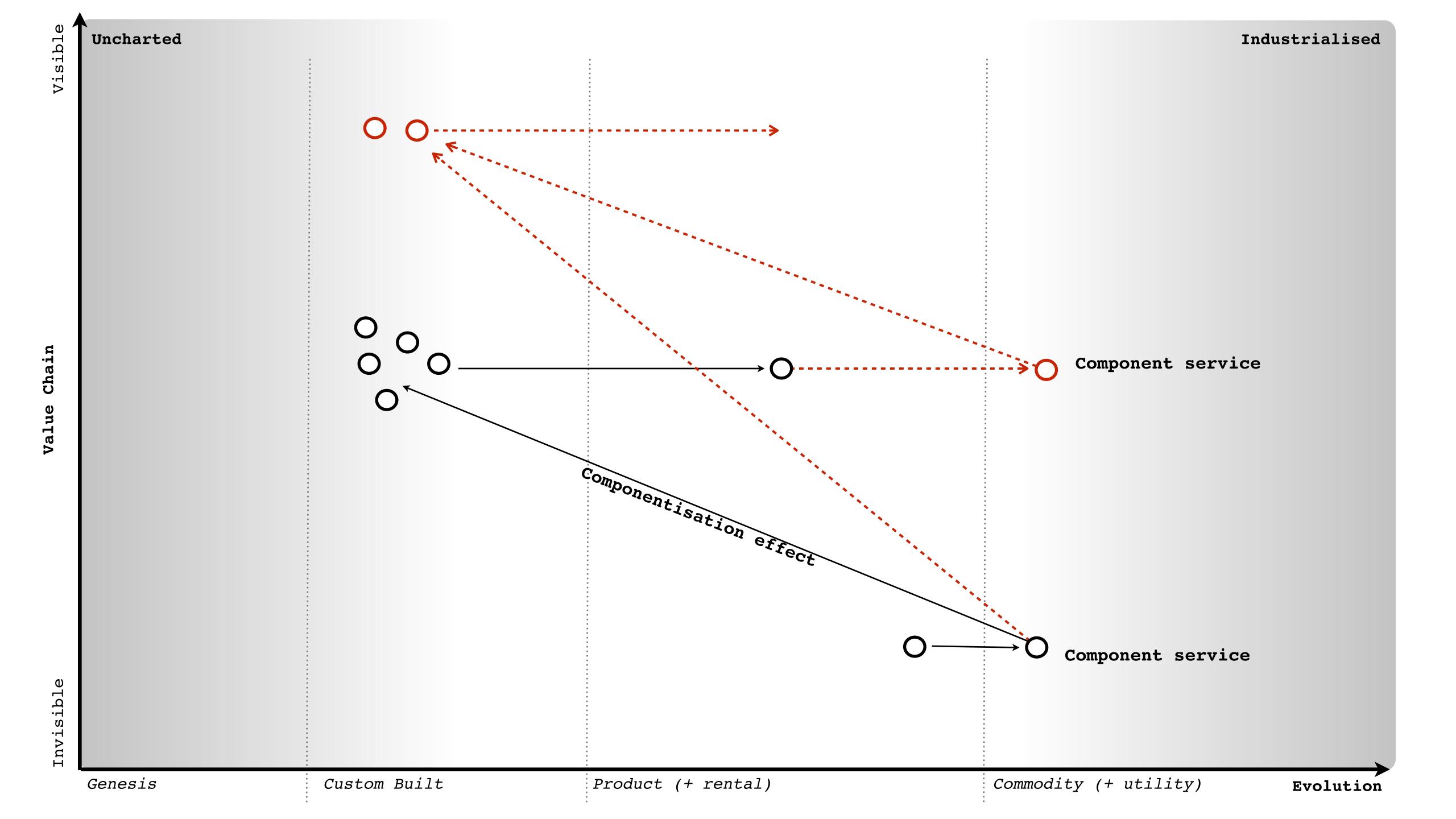


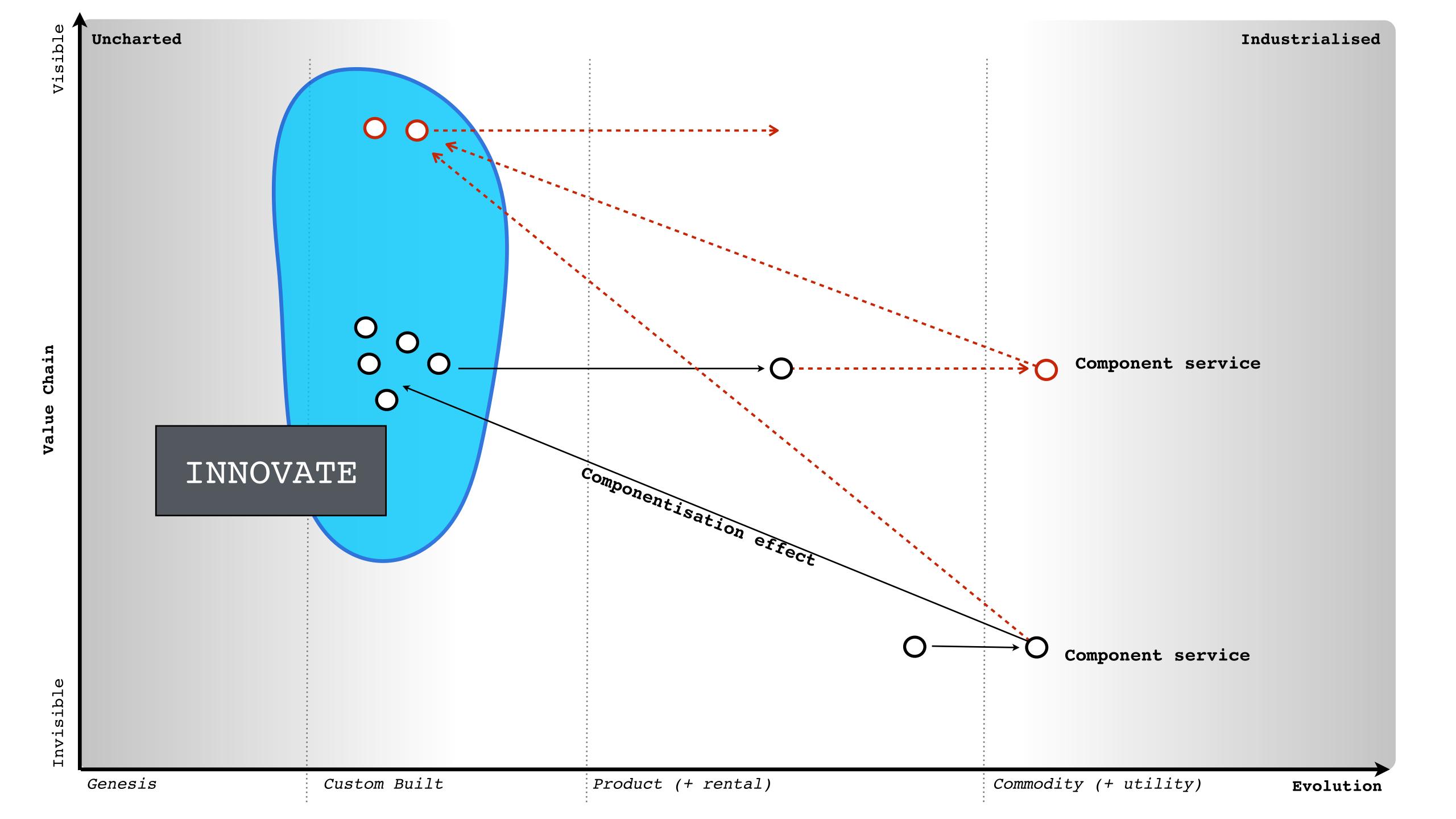
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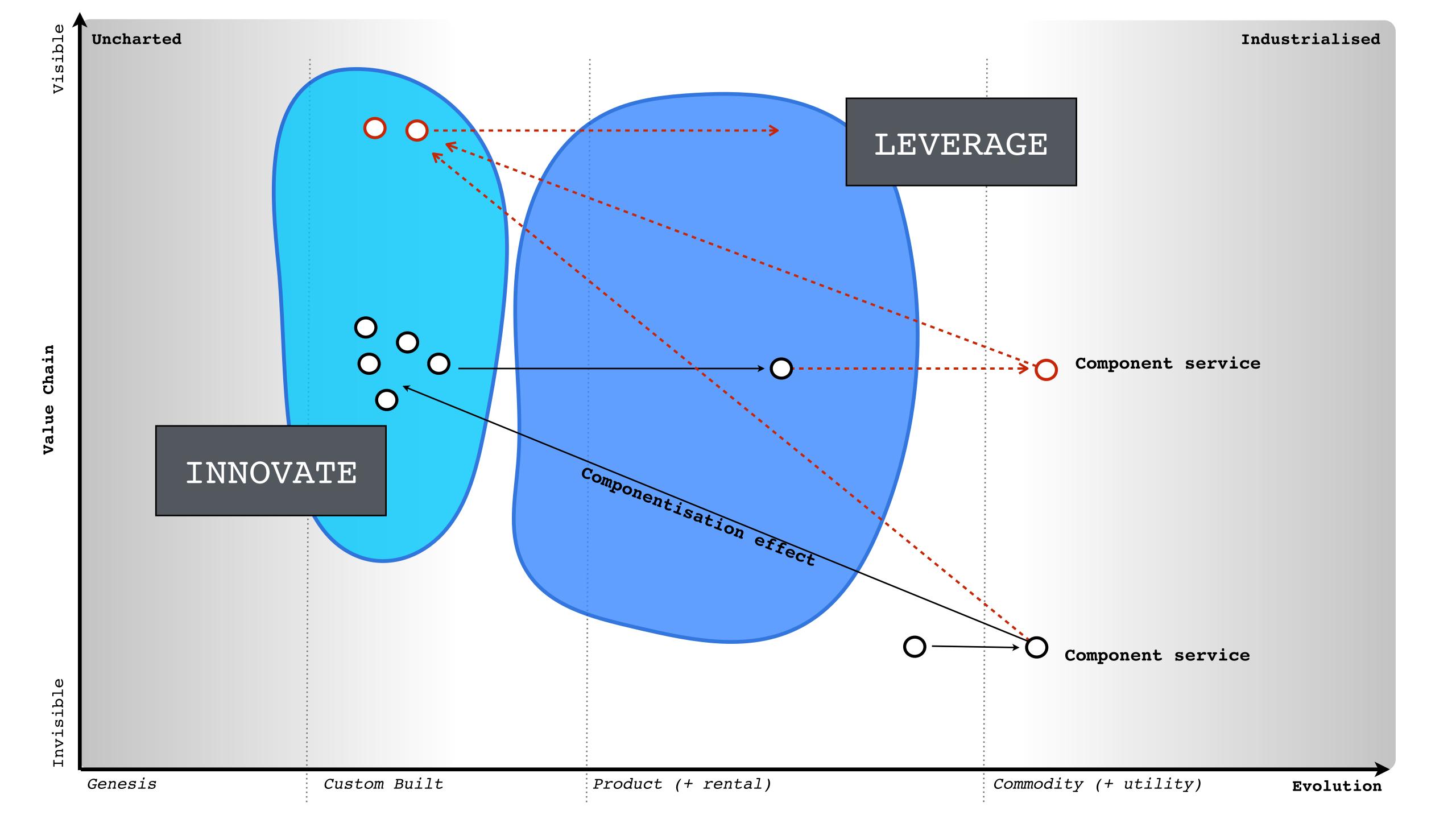


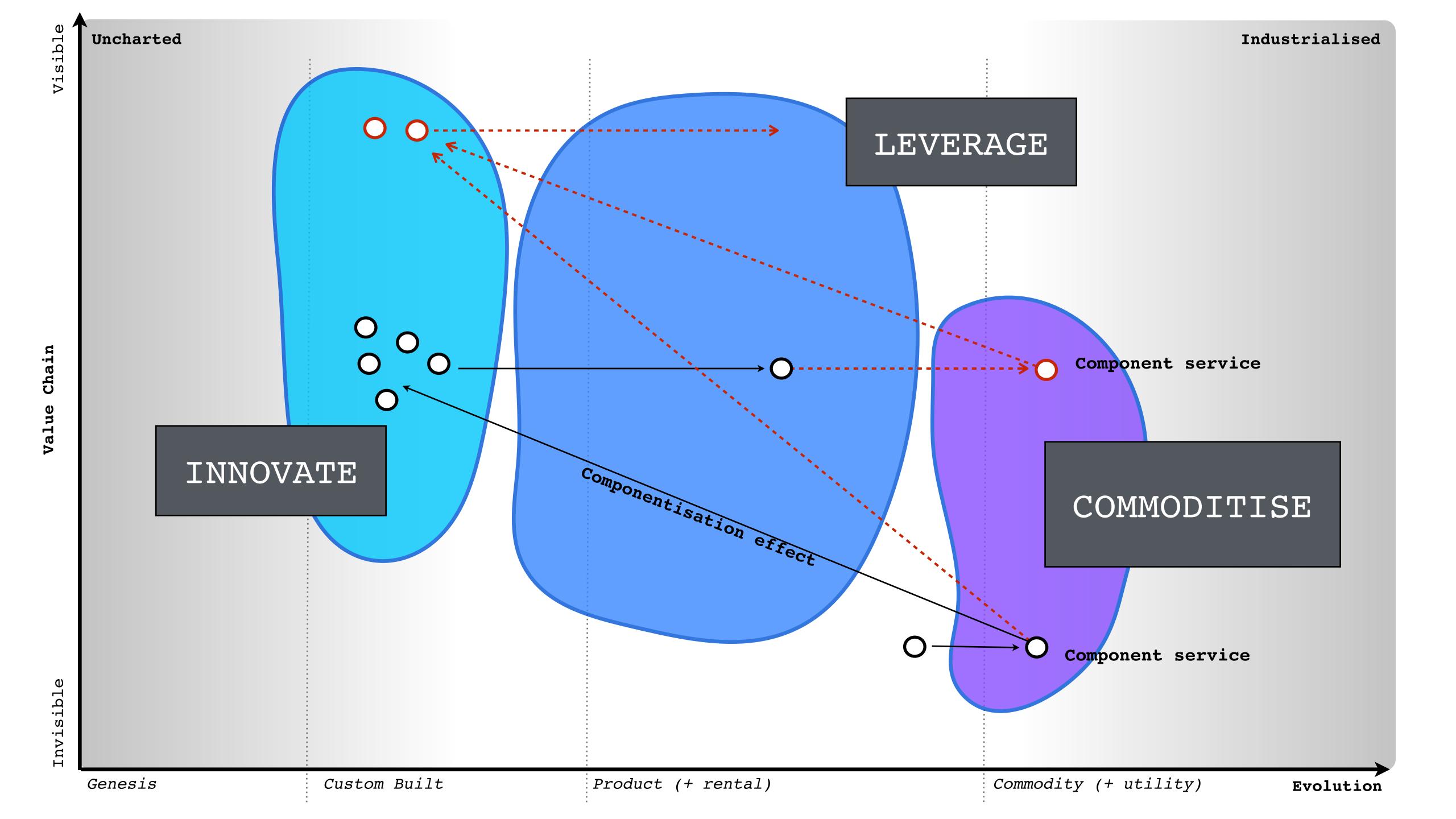


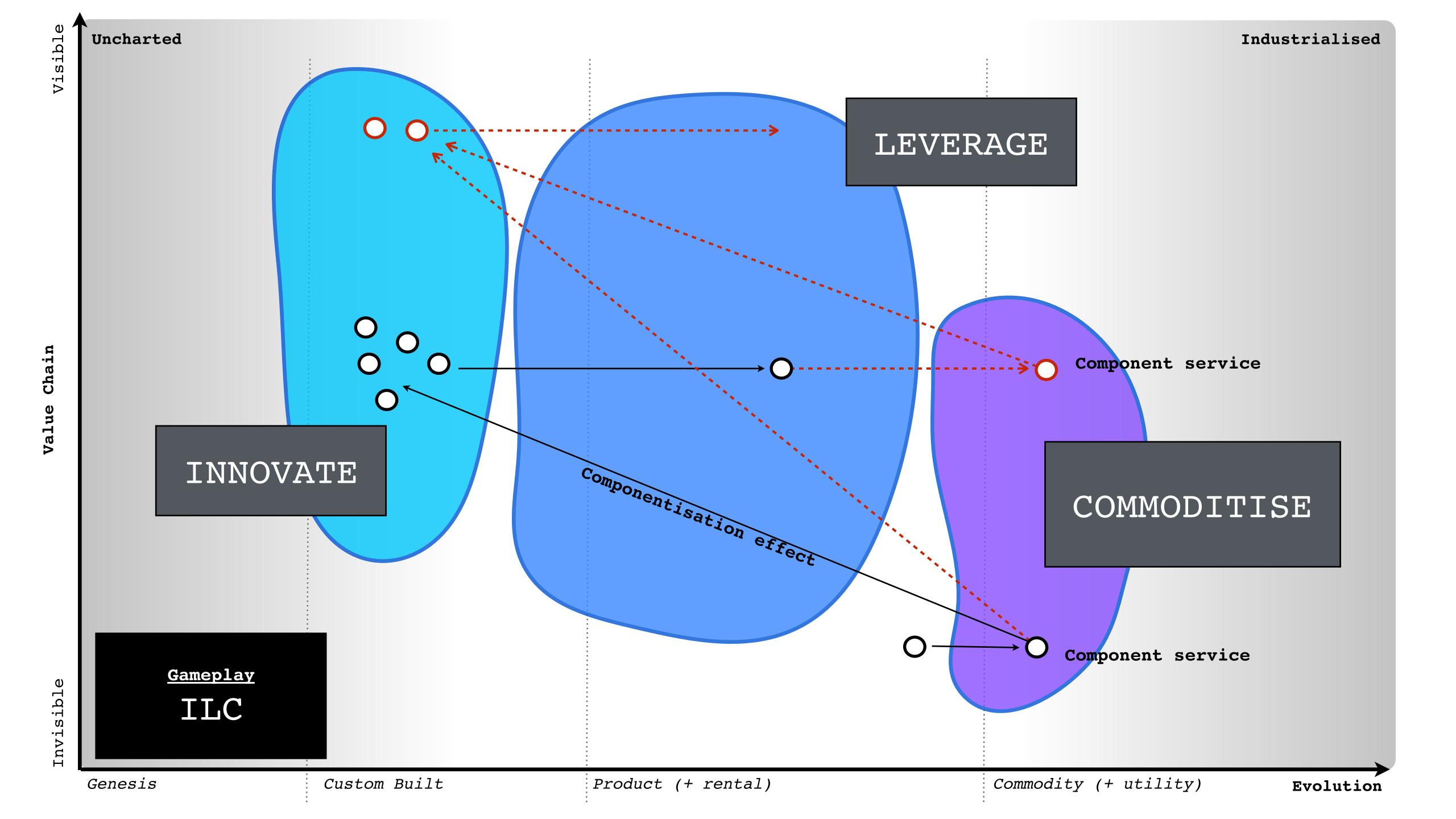


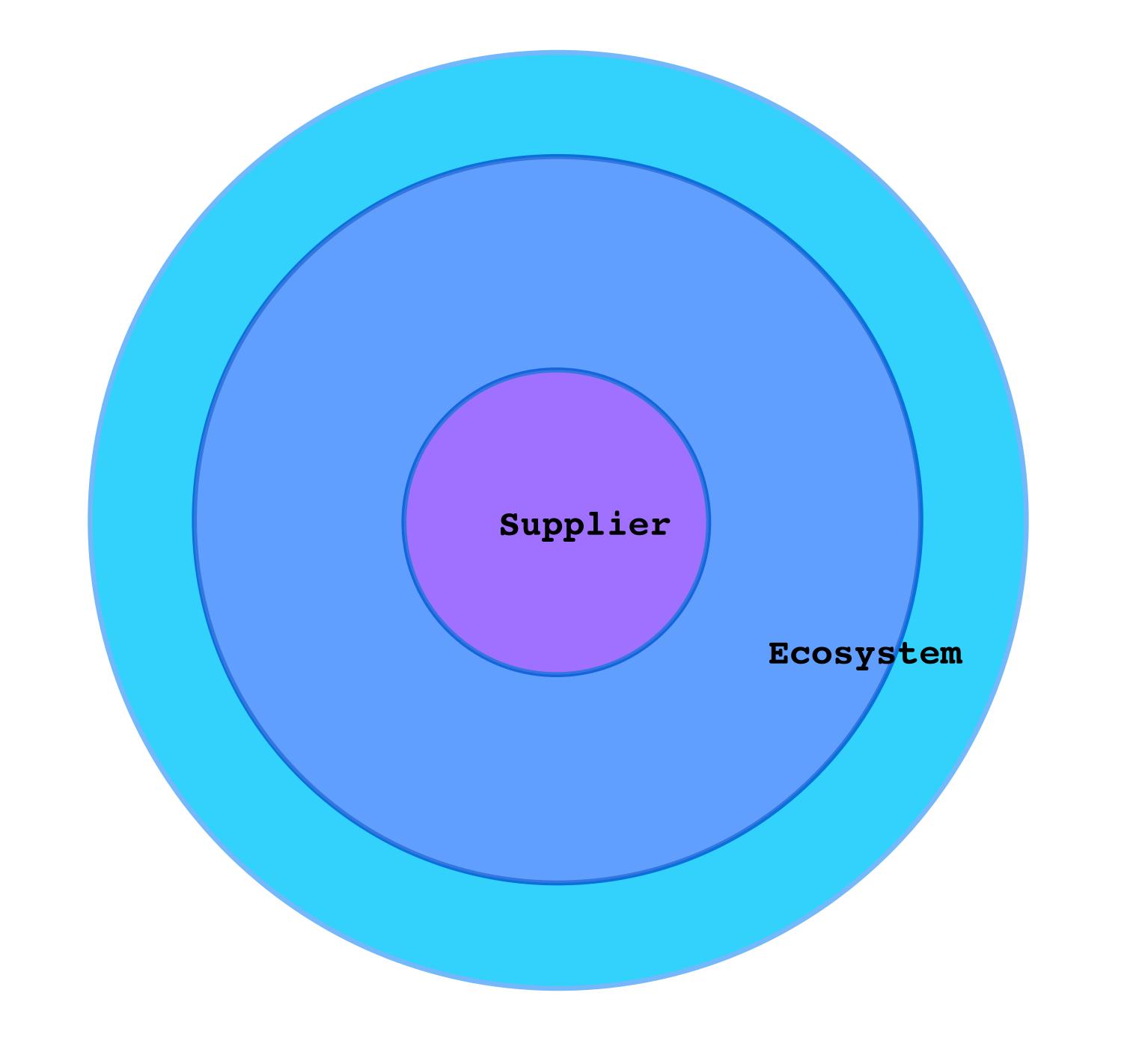


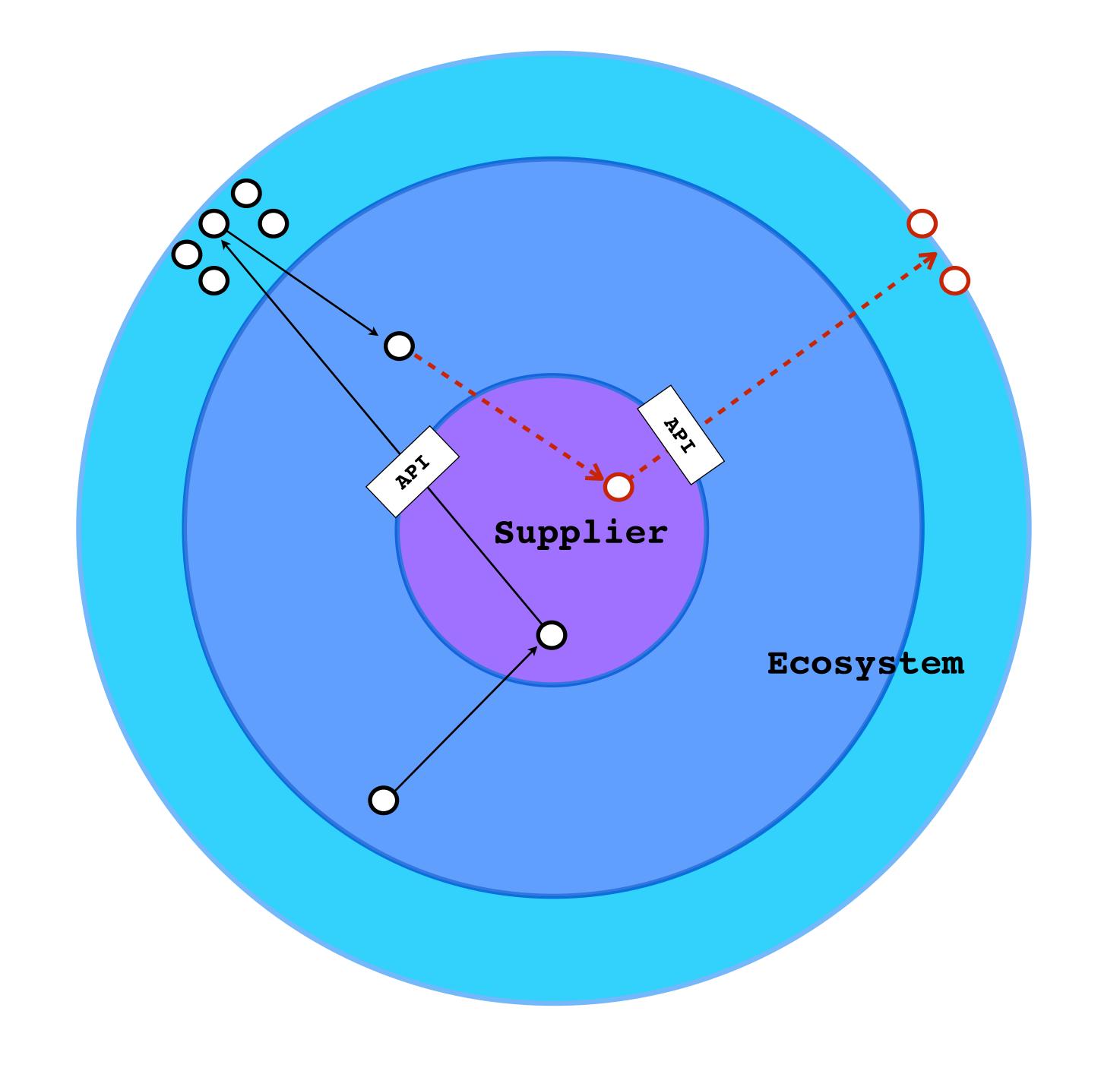


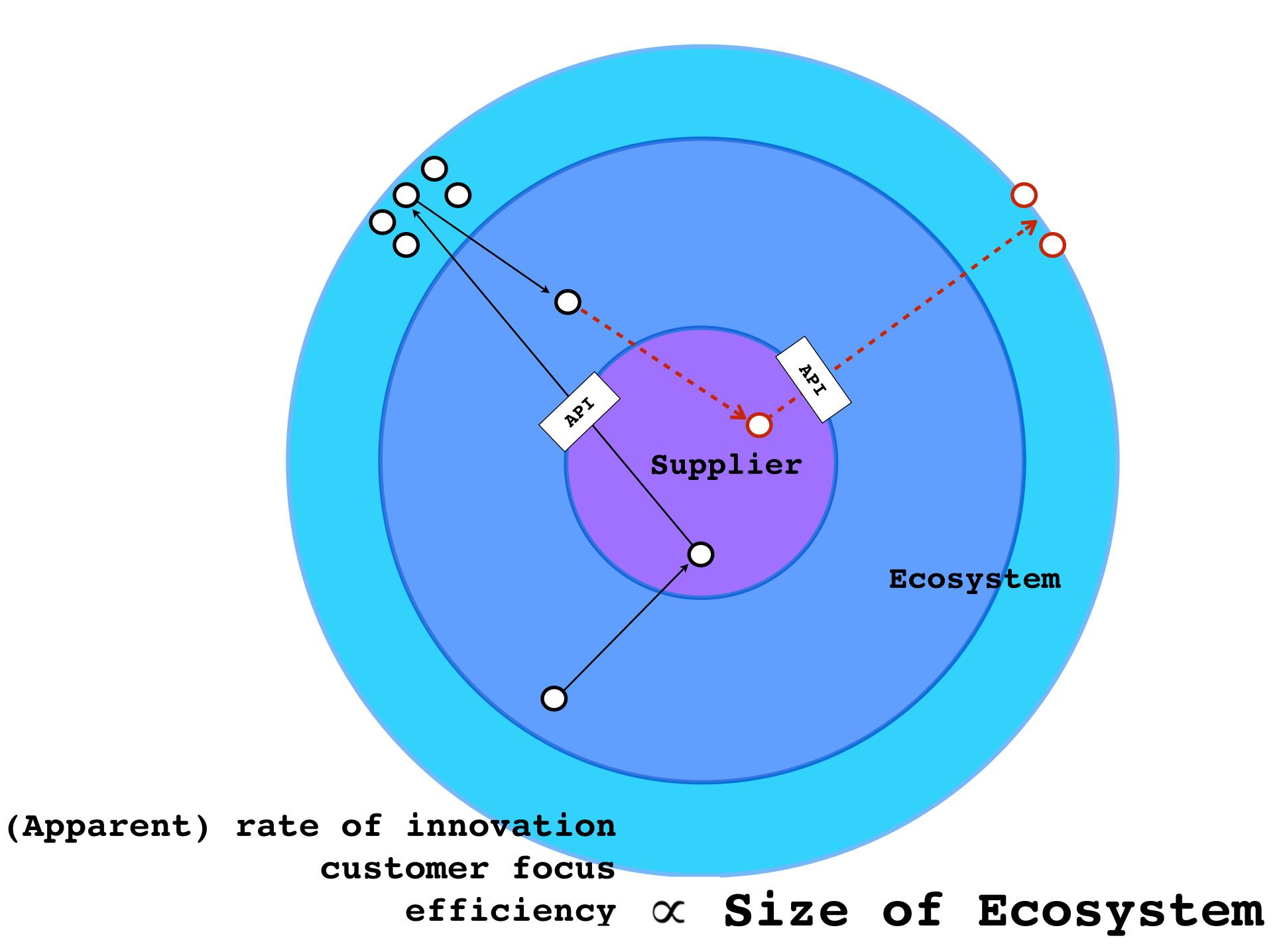


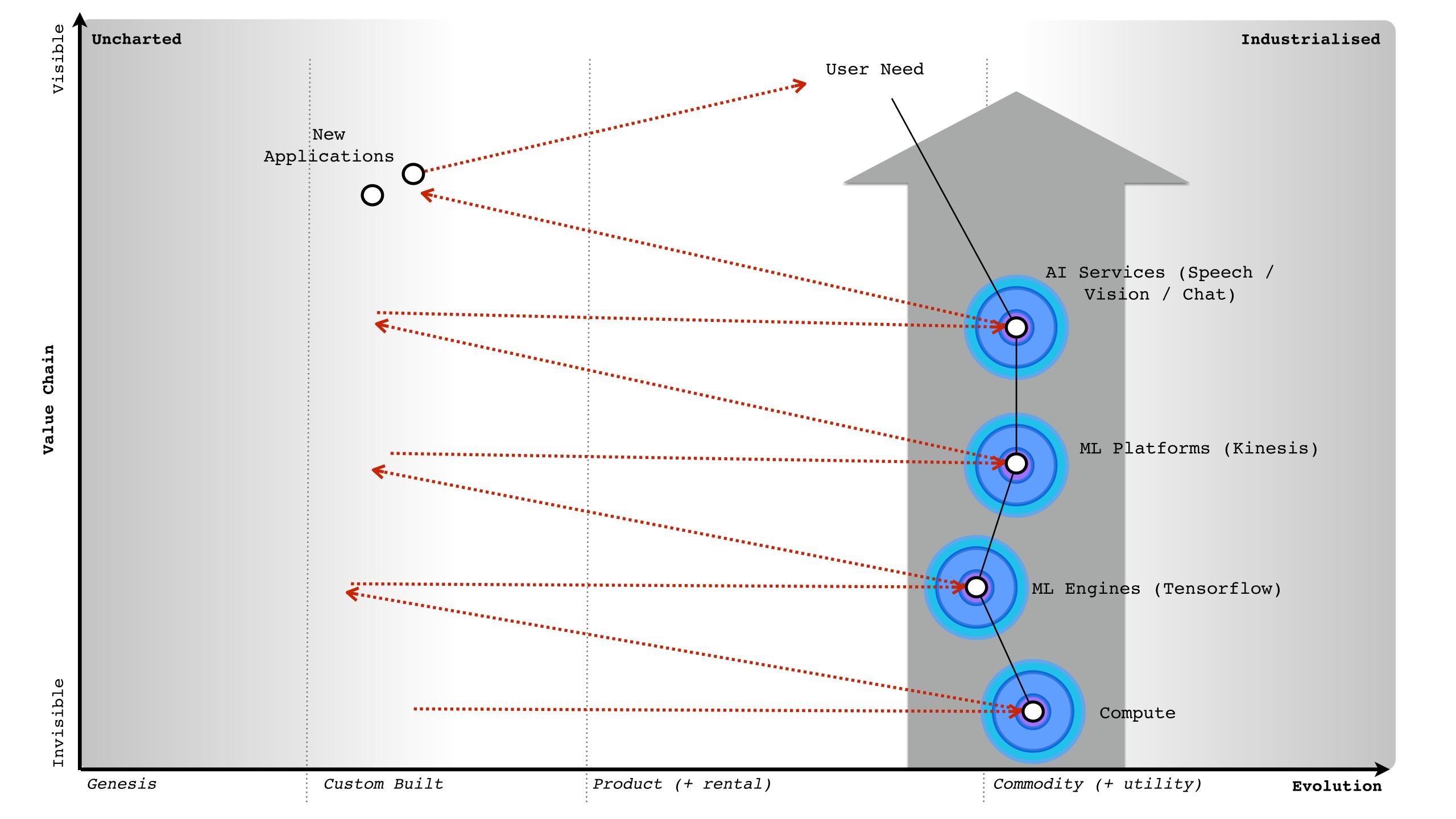




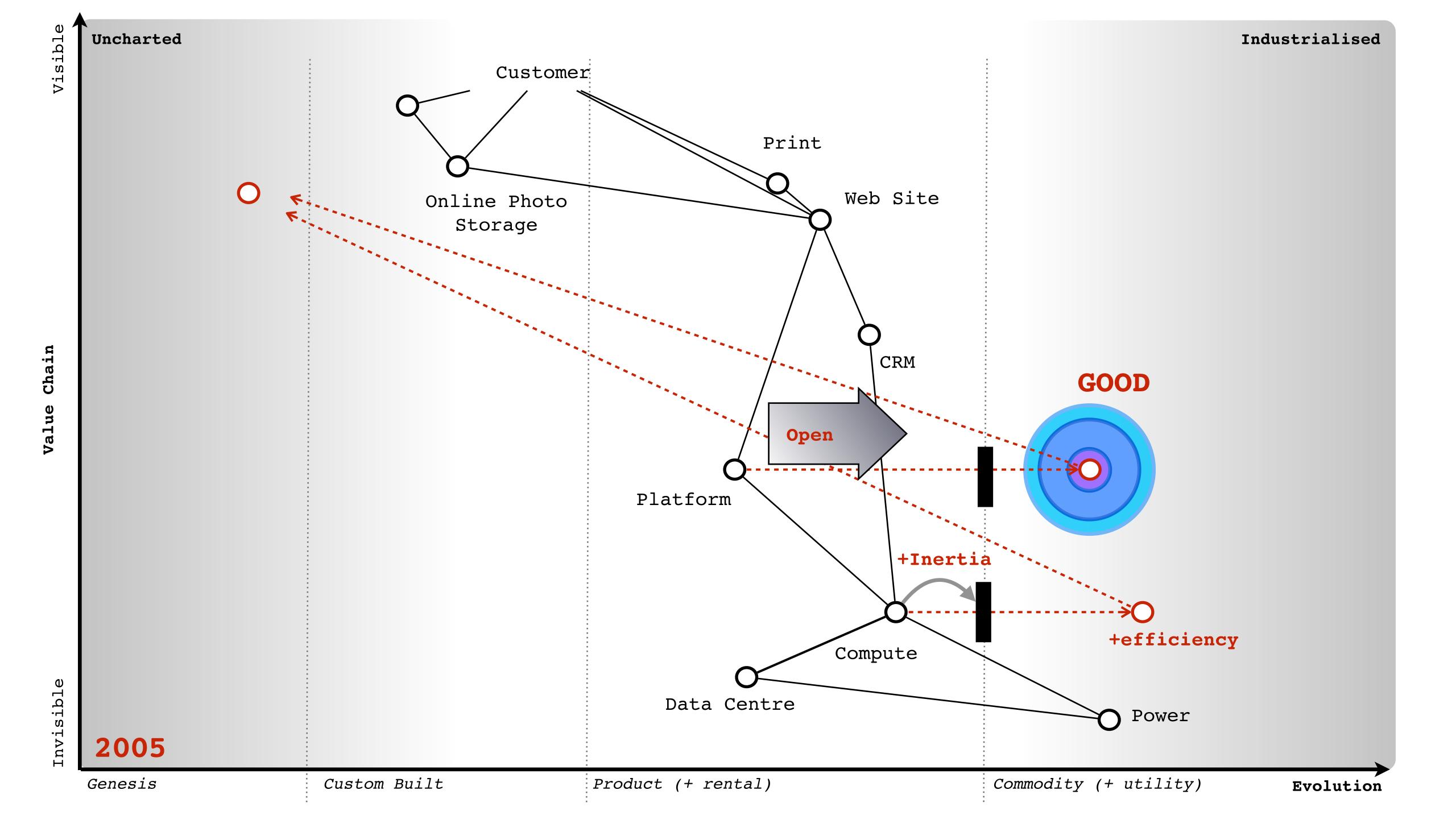


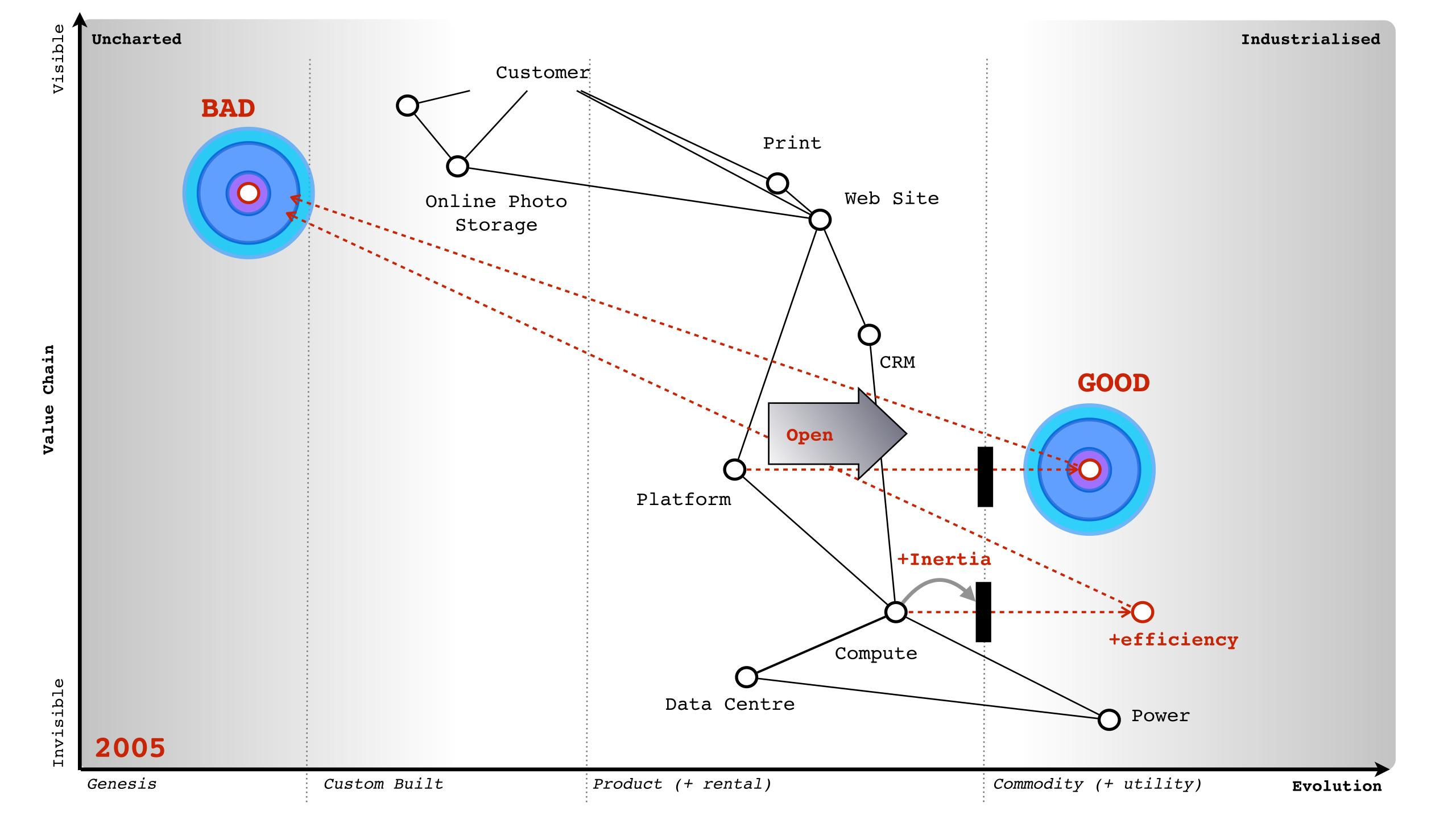


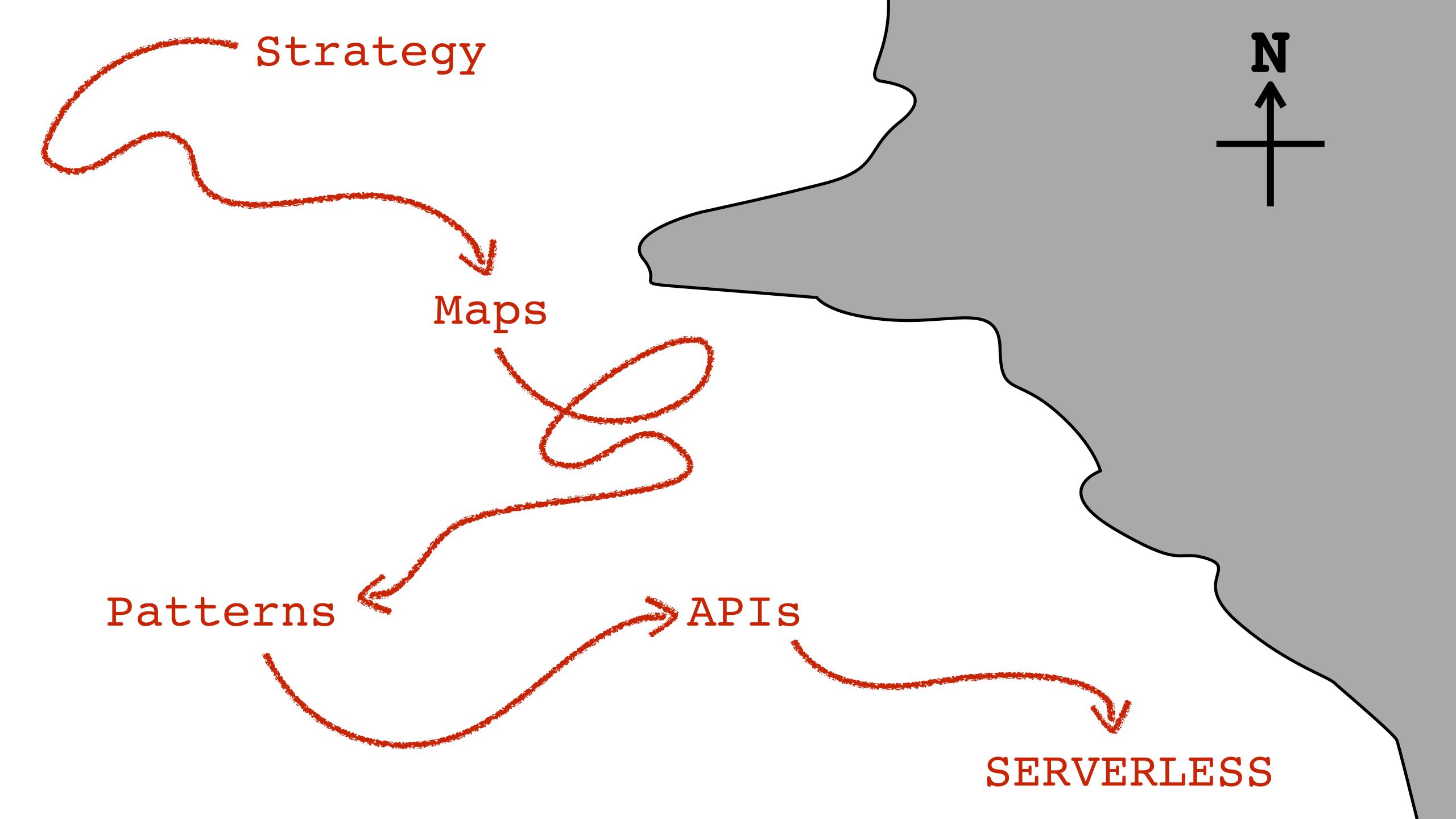


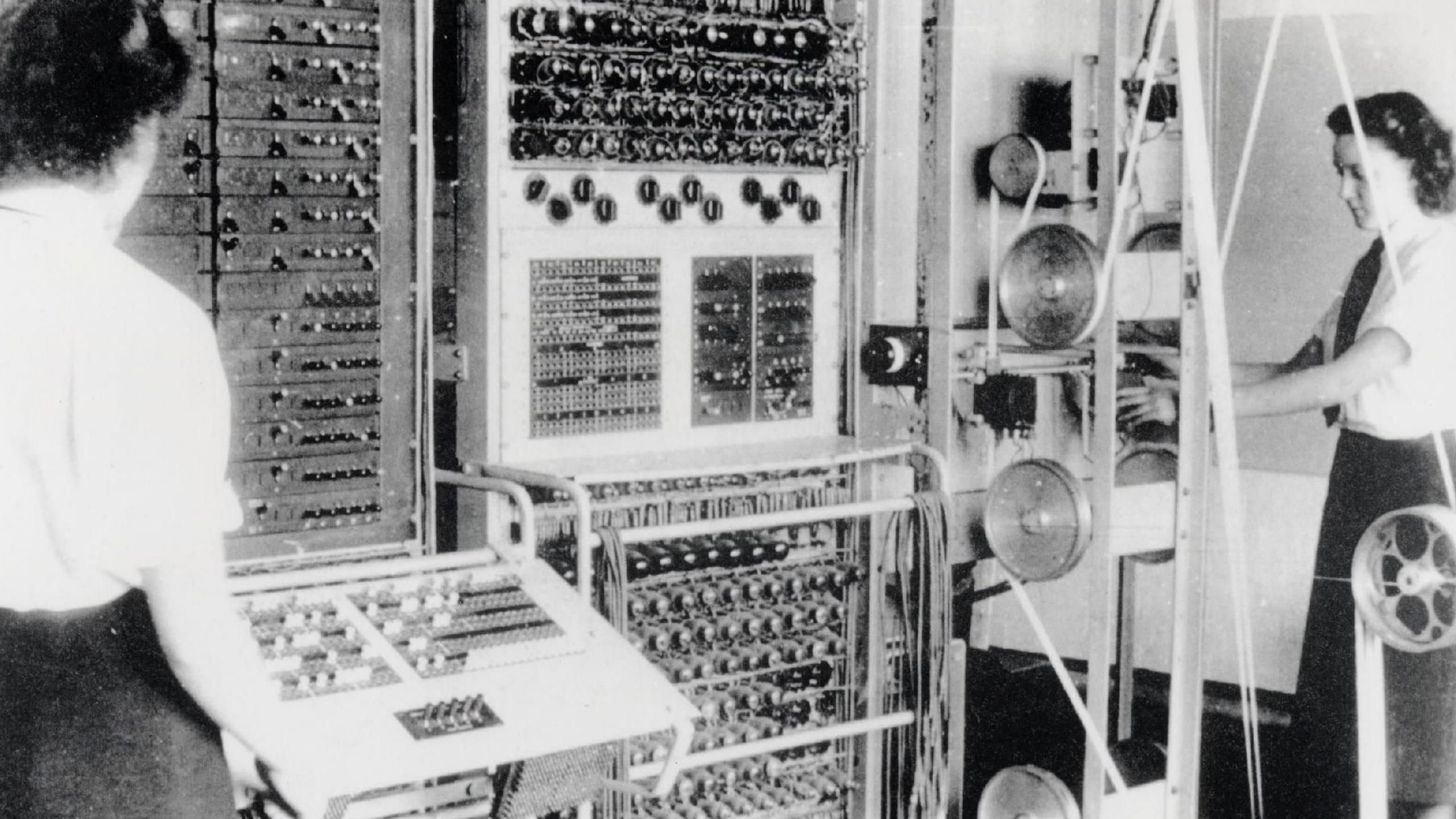


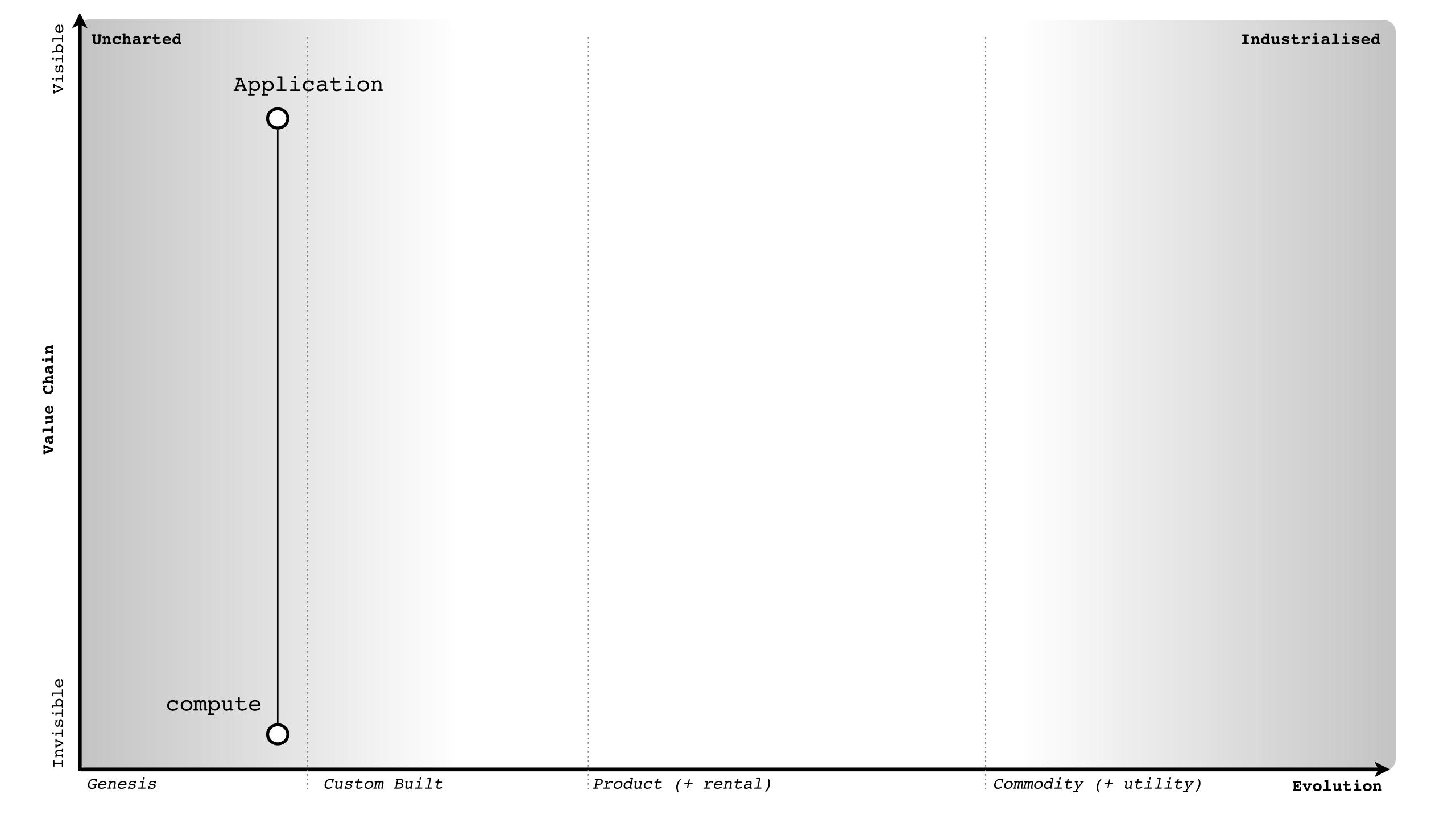
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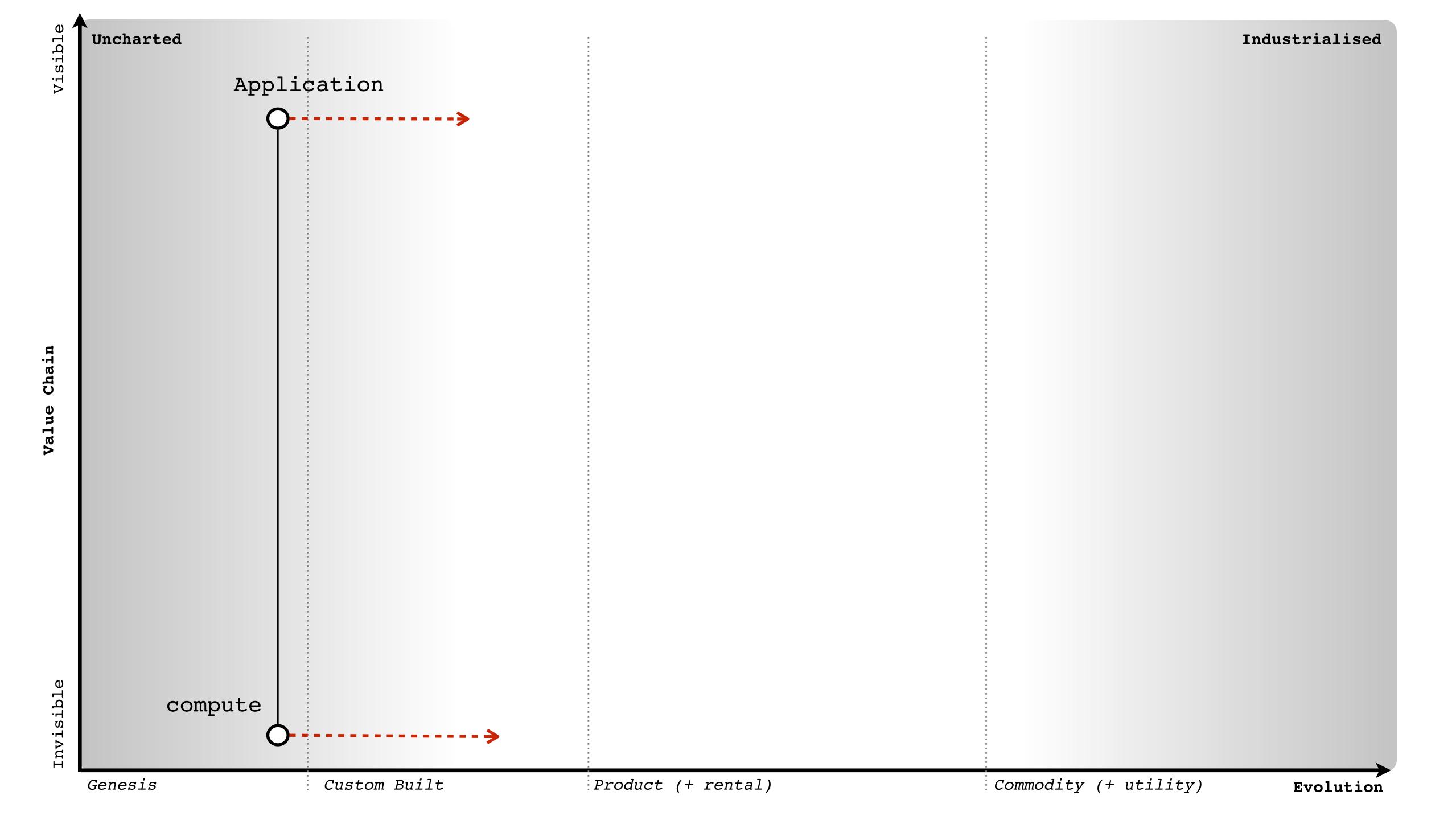




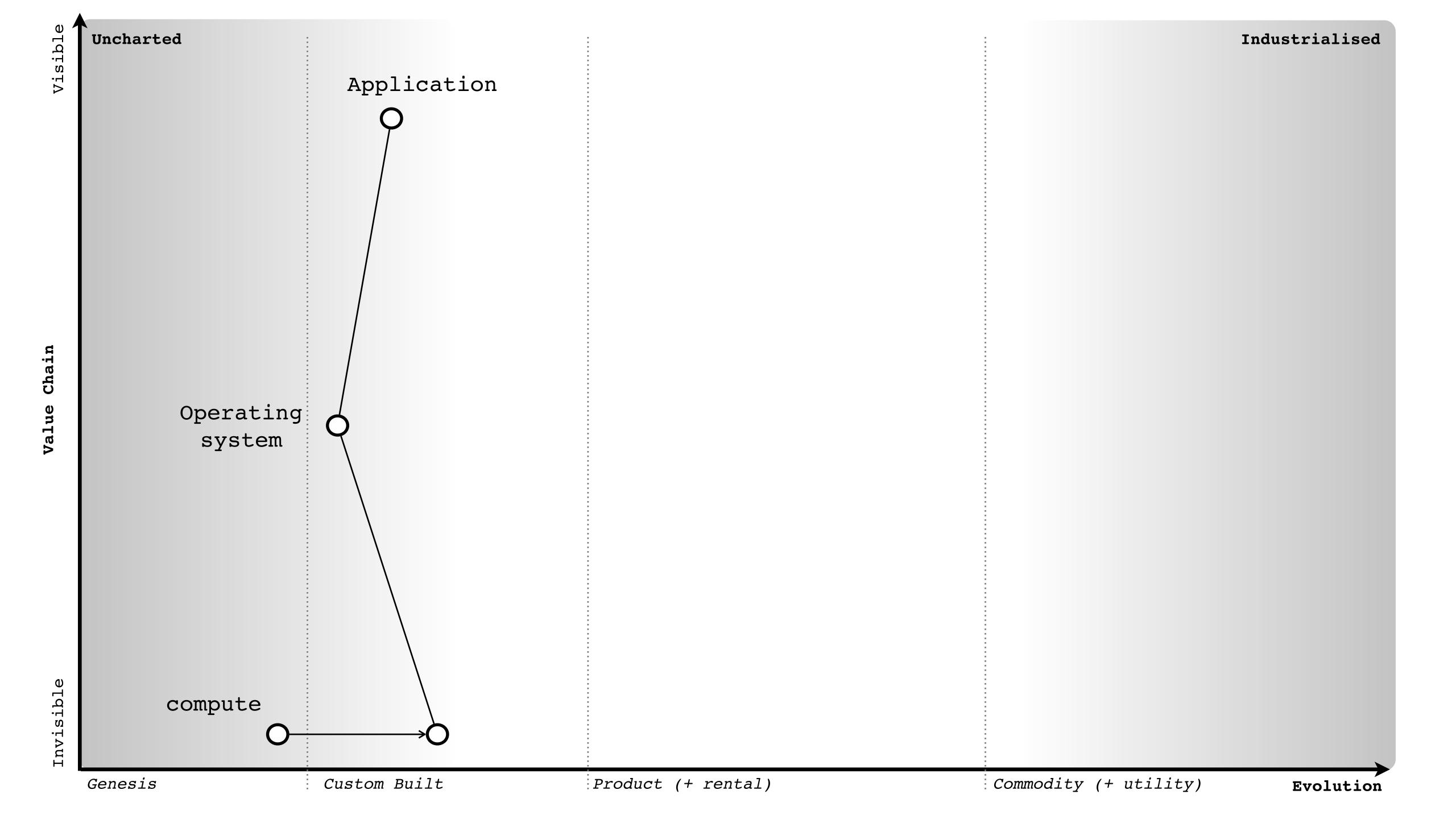


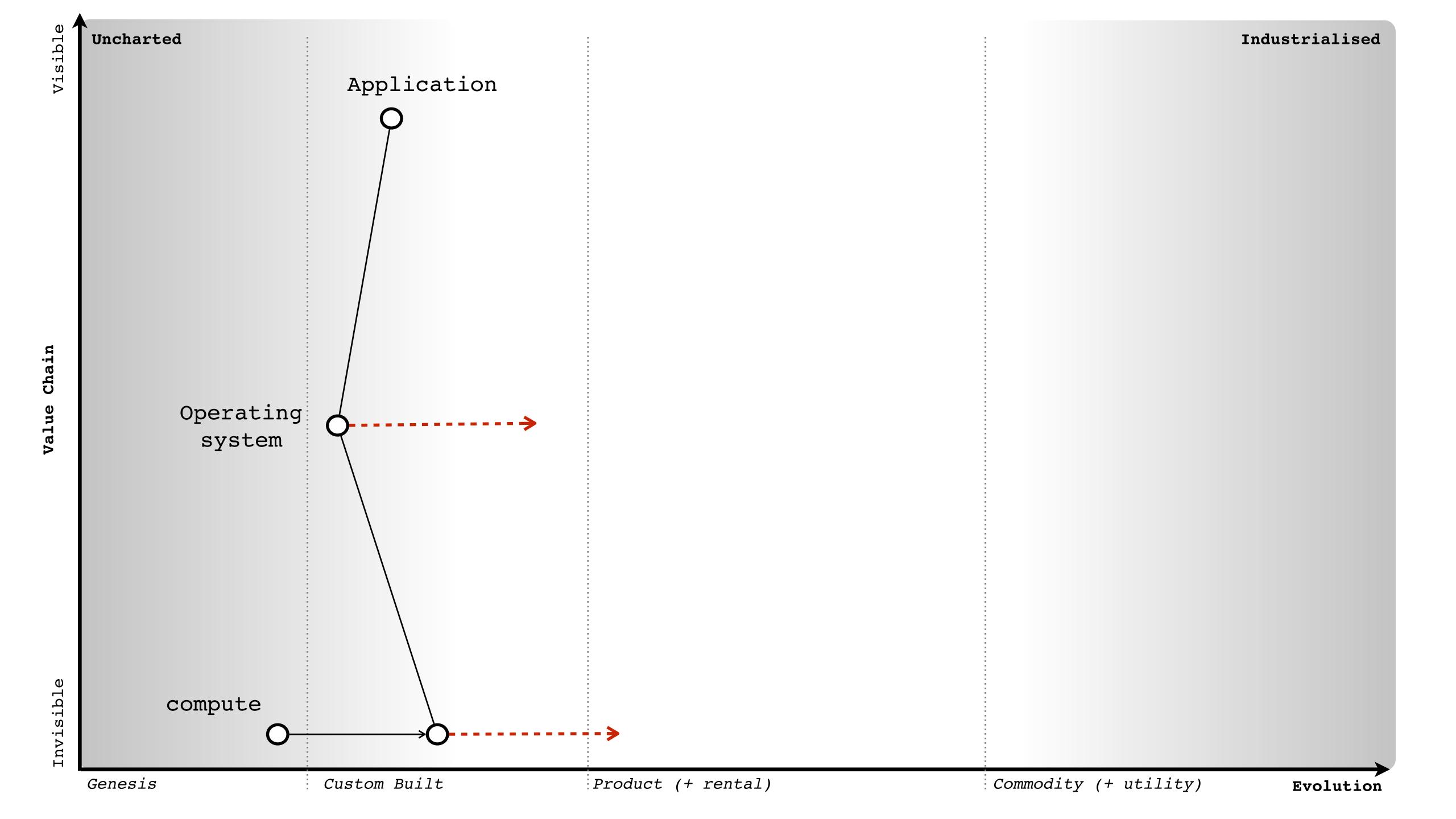




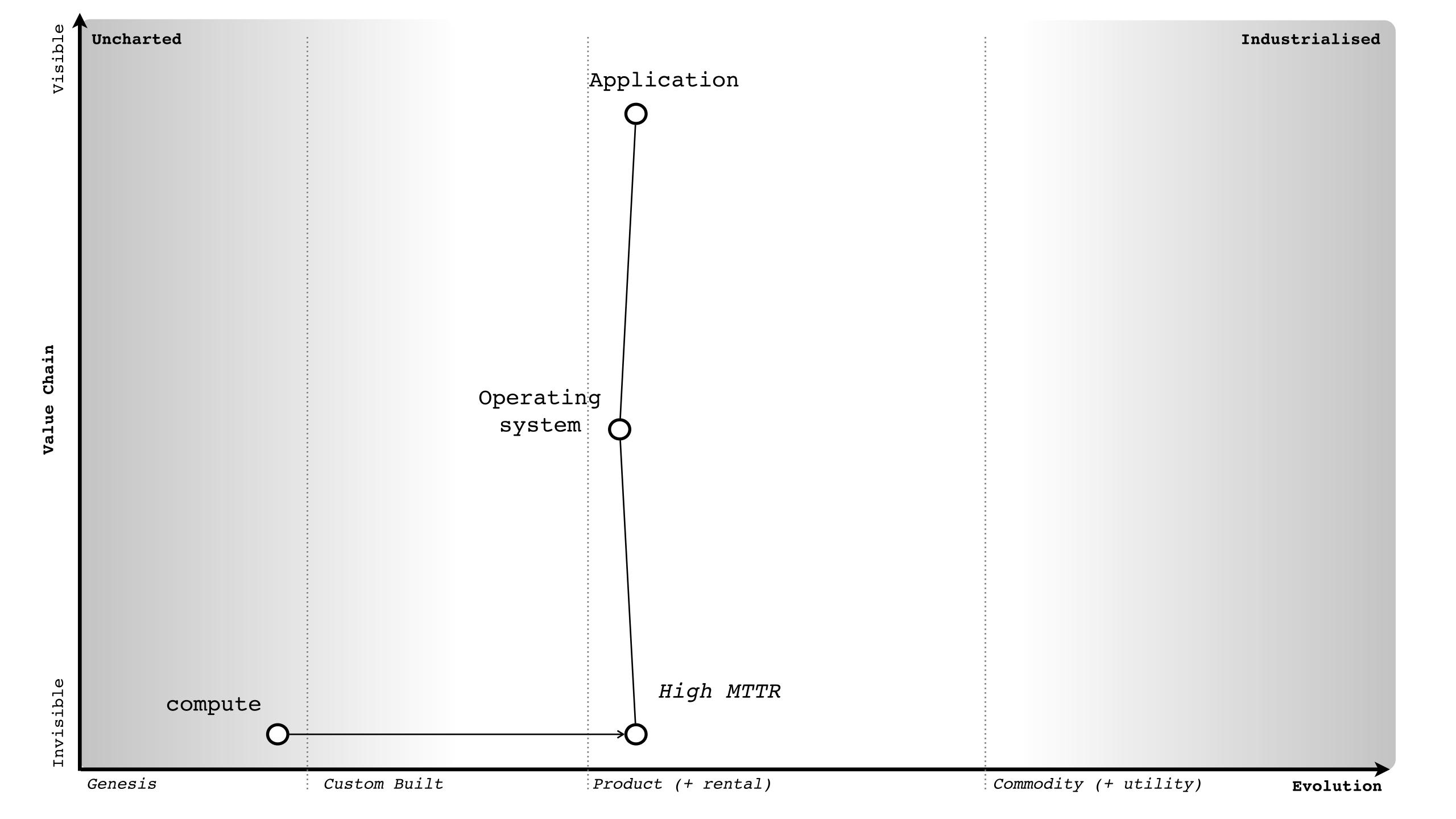


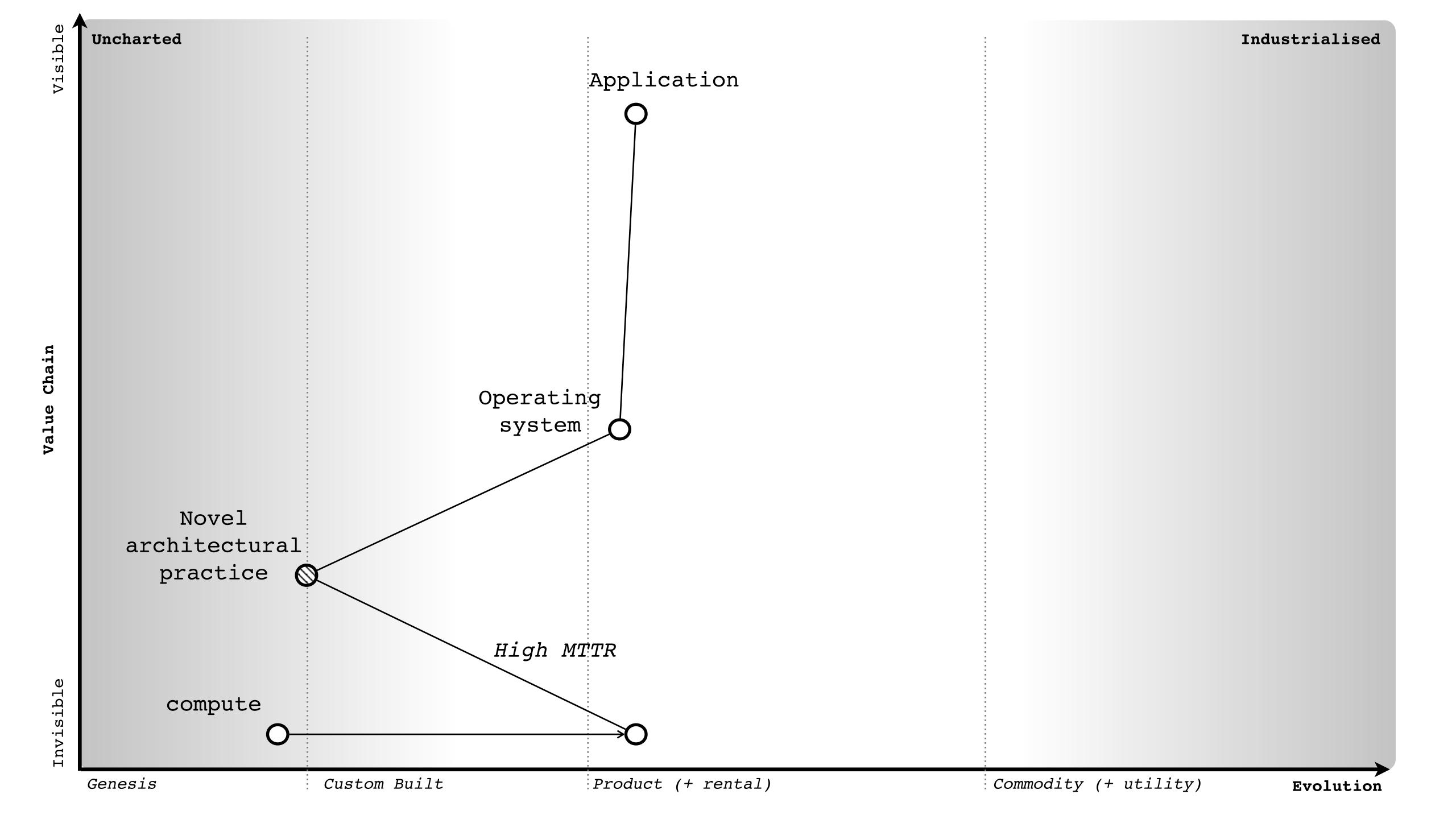


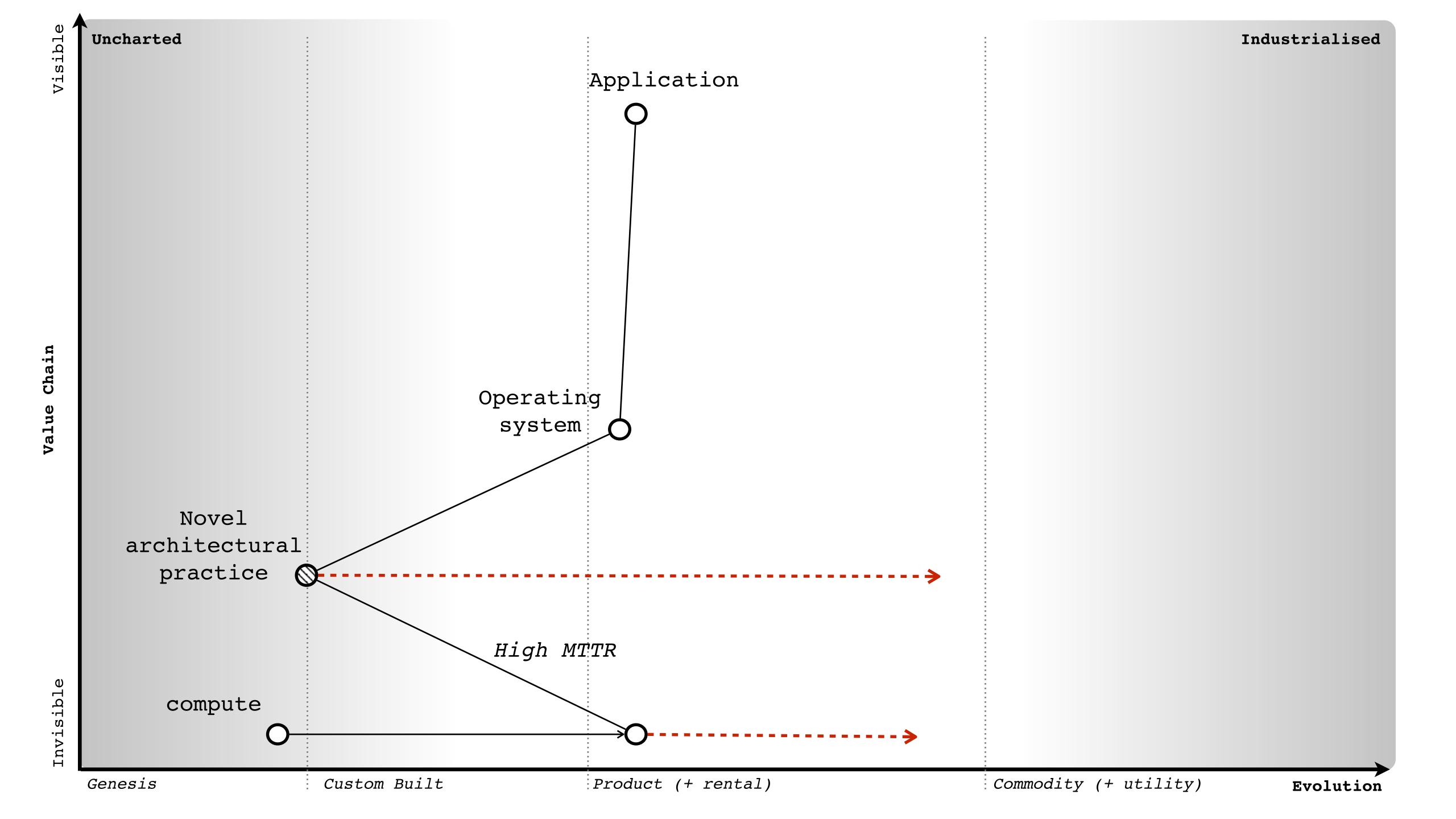




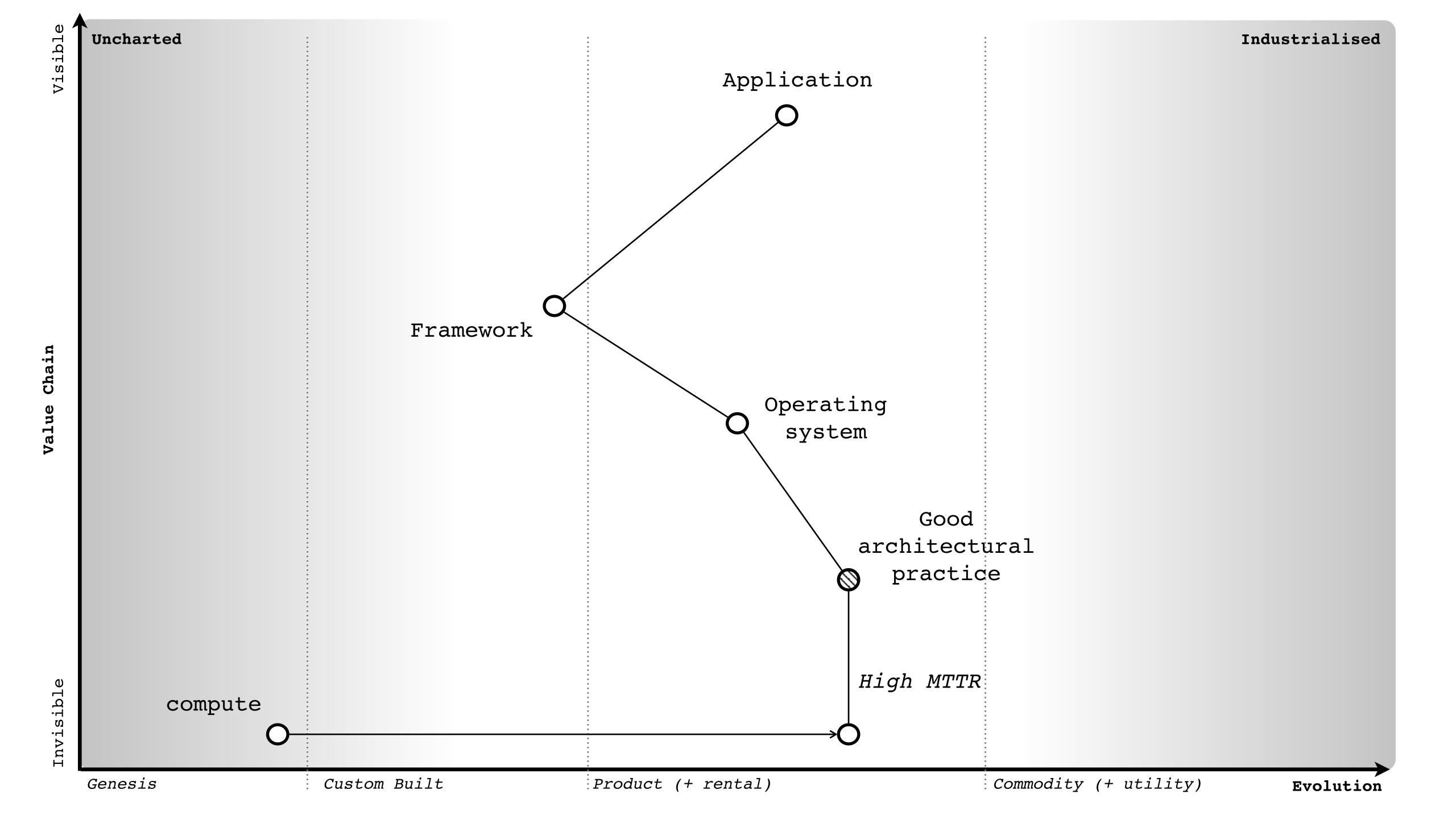


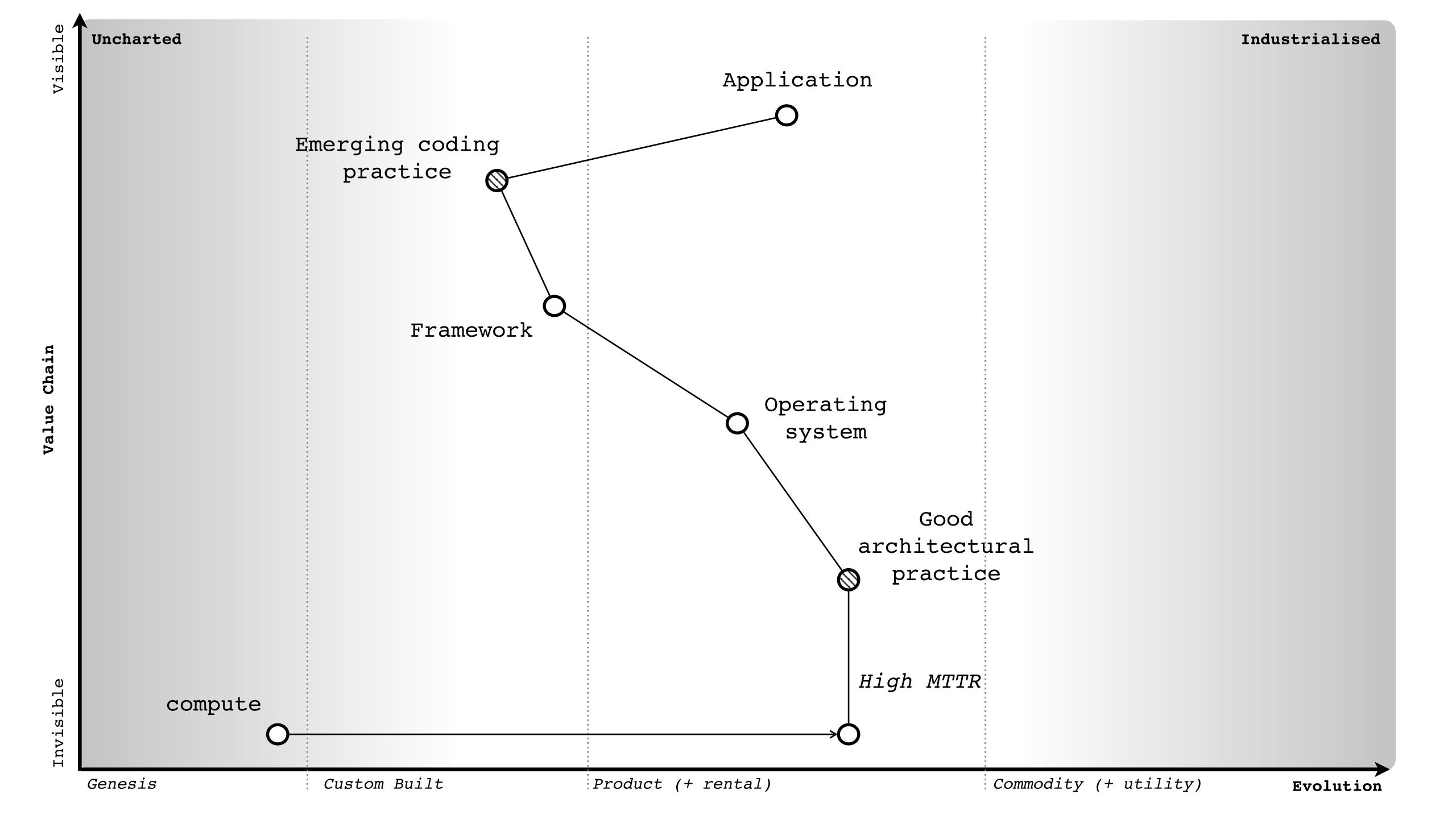


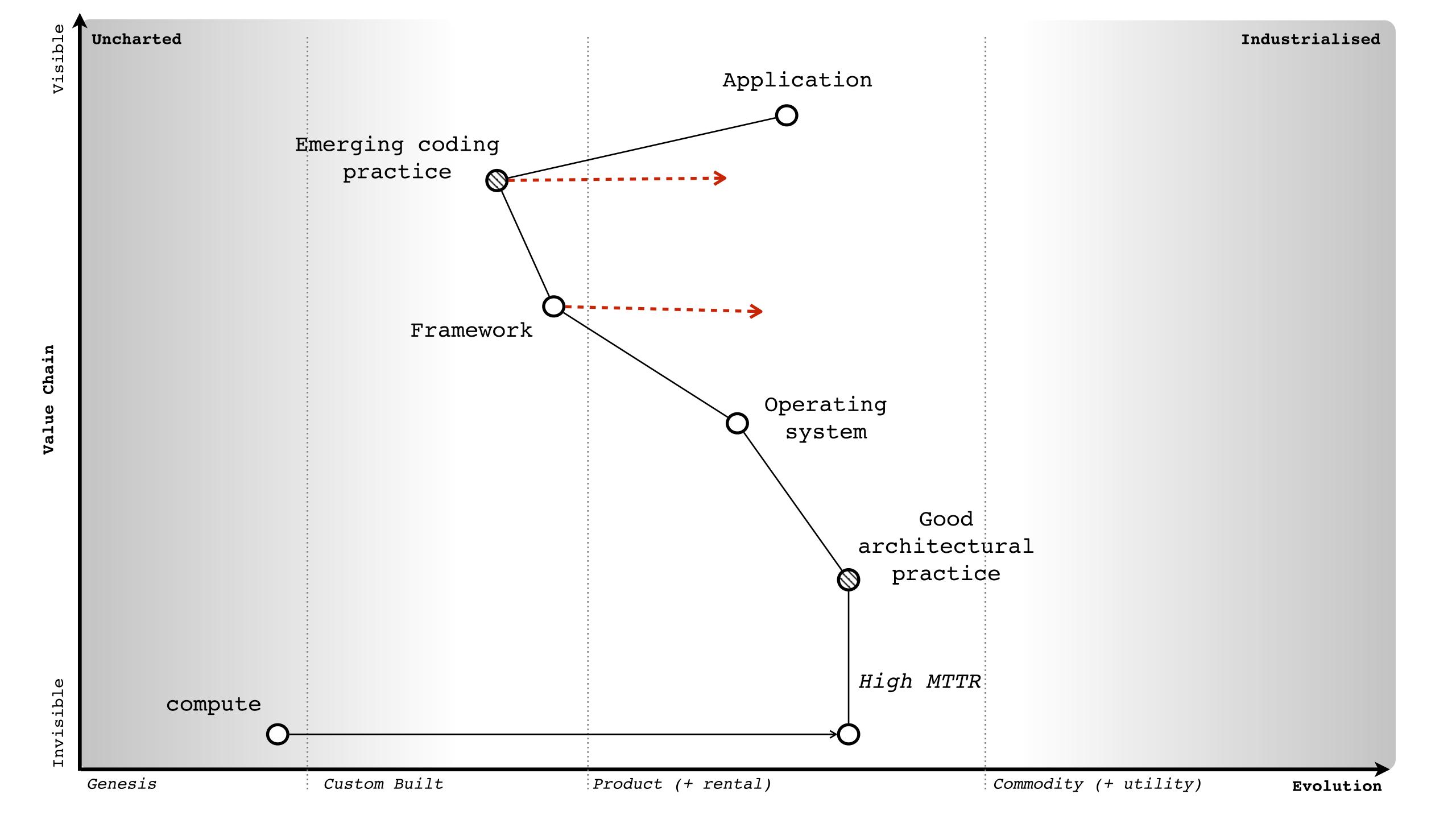


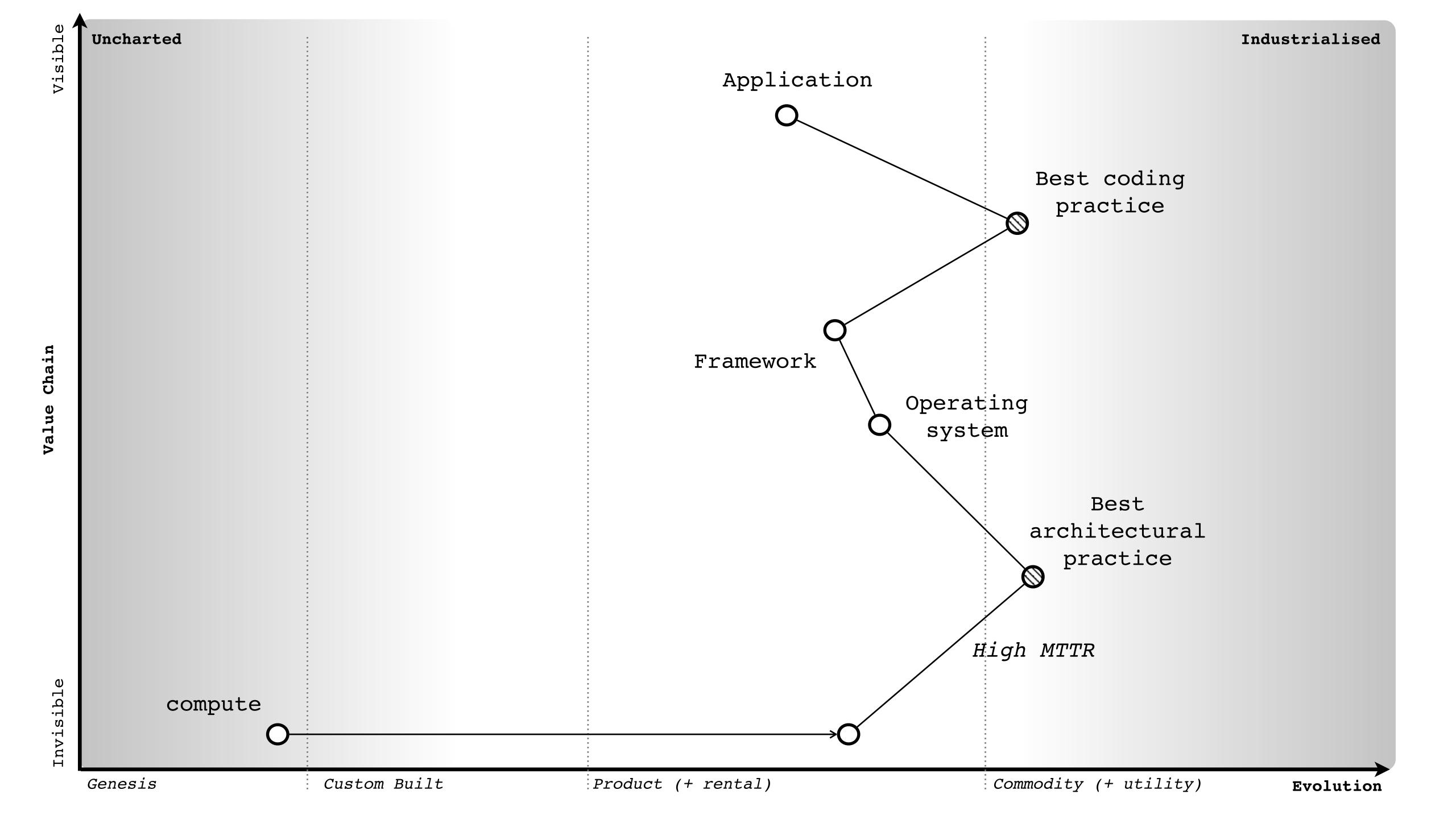




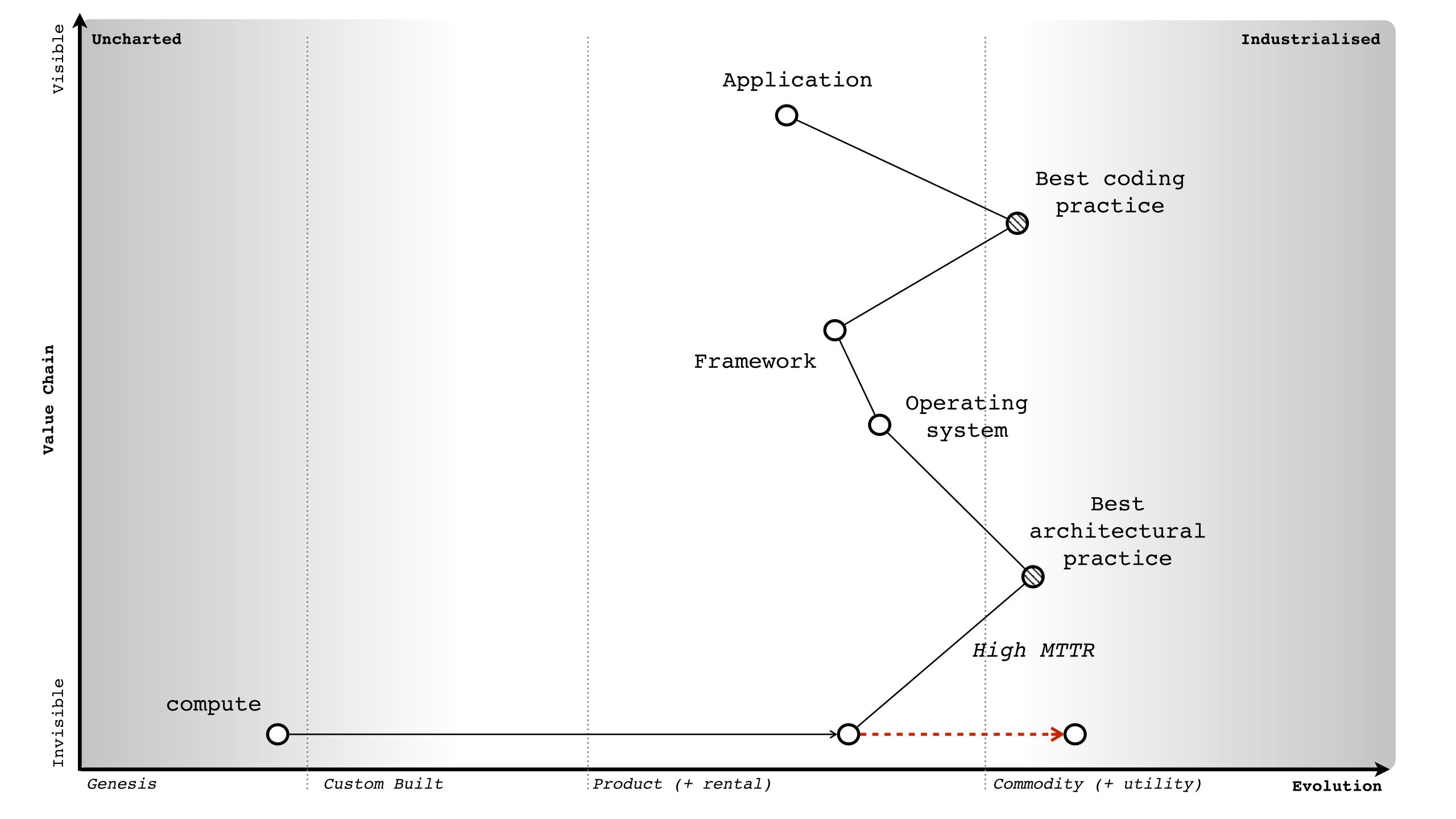


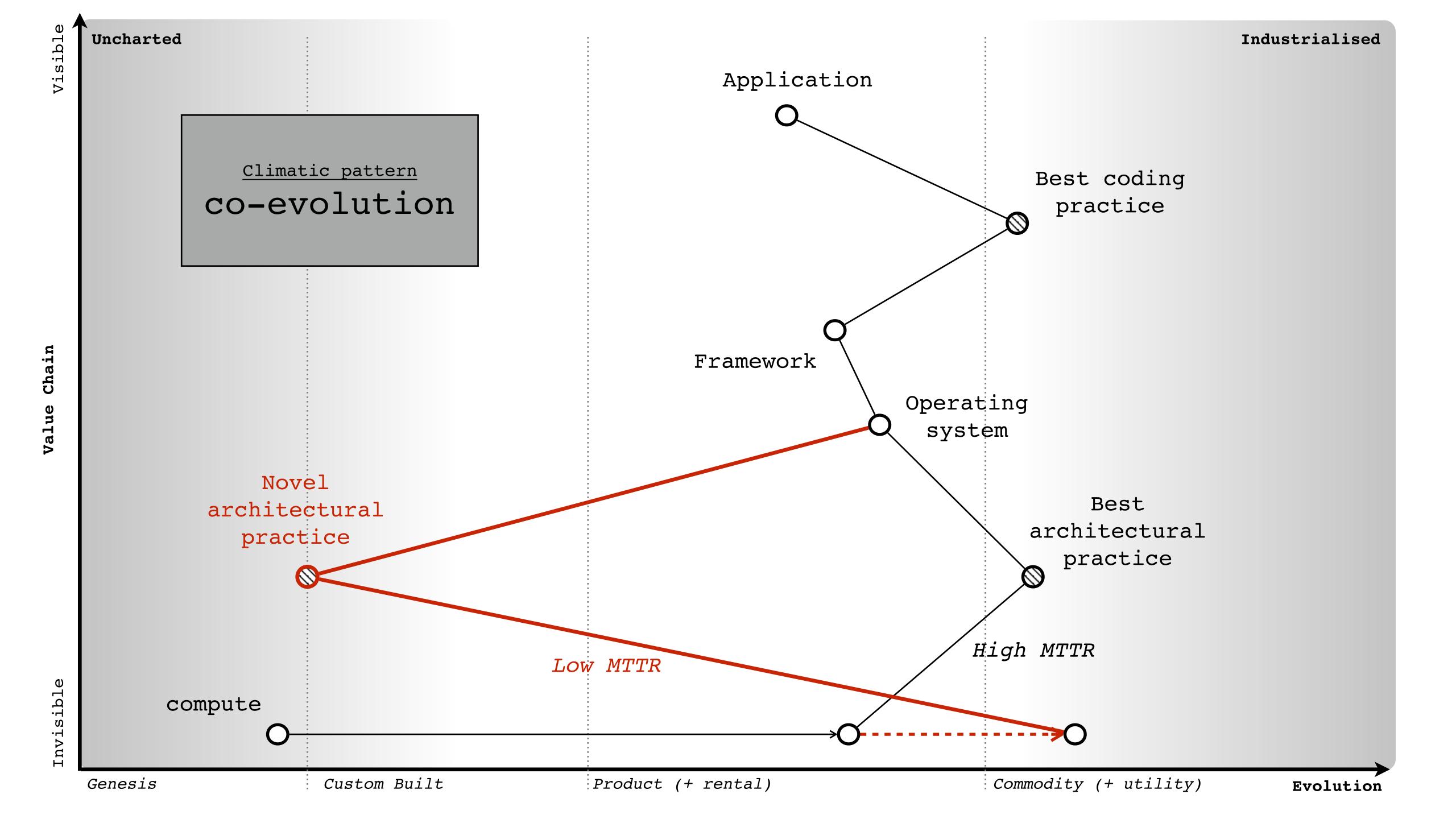












#### Harvard Business Review

# How Cooks Can Signify Leadership Potential

by Carl Senior, Robin Martin, Michael West, and Rowena M. Yeats

FROM THE NOVEMBER 2011 ISSUE



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## Amazon Cloud Outage Aftermath: Questions, Concerns Linger

### By Andrew R Hickey, CRN

May 11, 2011 1:33 PM ET

Amazon's cloud outage shook the cloud computing industry to its core last month, and at Interop Las Vegas 2011 a panel of cloud experts examined the fallout and the lasting impact of Amazon (NSDQ:AMZN)'s cloud outage.

Amazon's cloud services went down for several hours, and in some cases days, on April 21 after an issue with its Elastic Block Store (EBS) service got stuck in a "re-mirroring storm" in its North Virginia data center. The hiccup knocked several Amazon cloud users offline,

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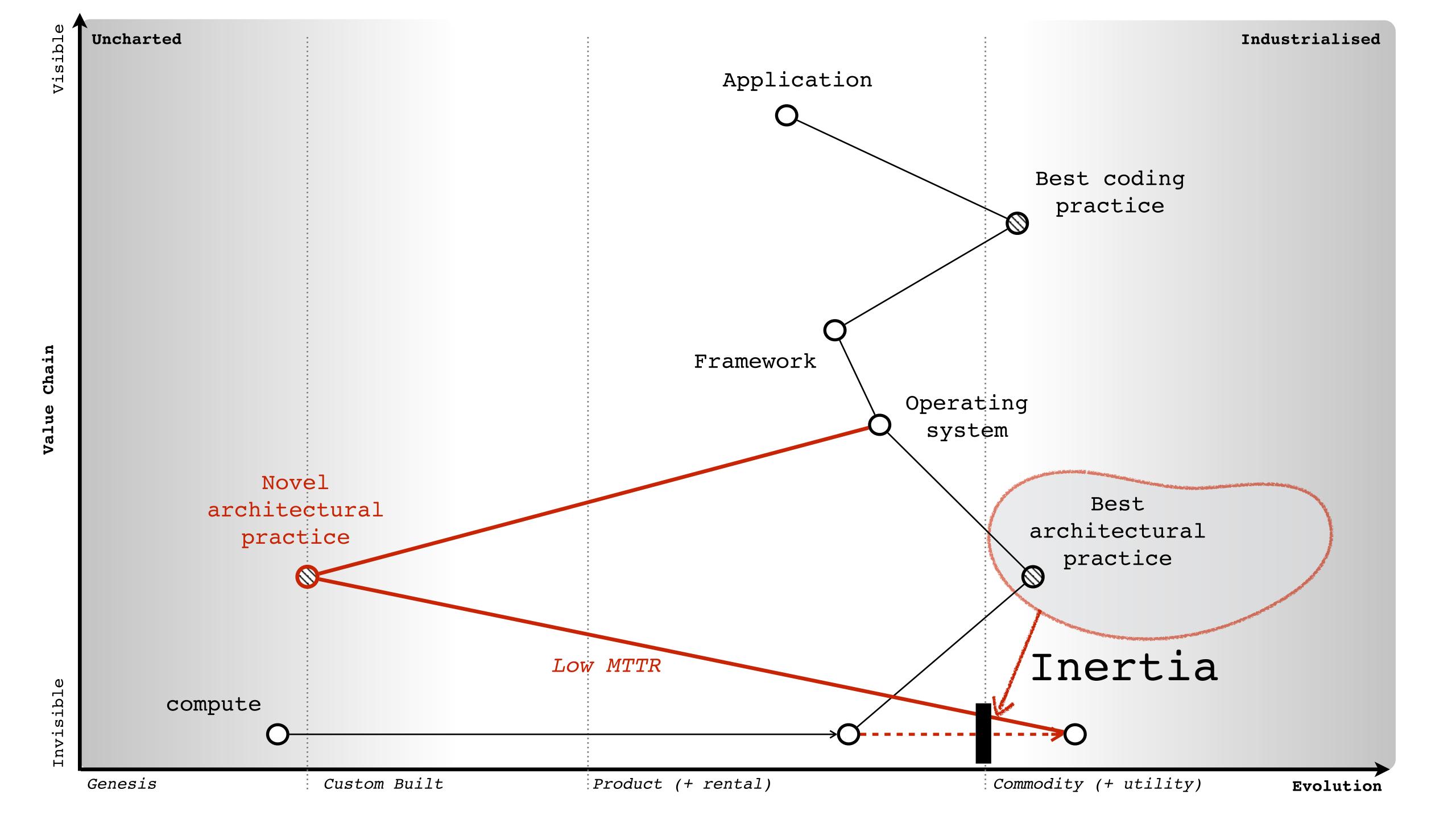


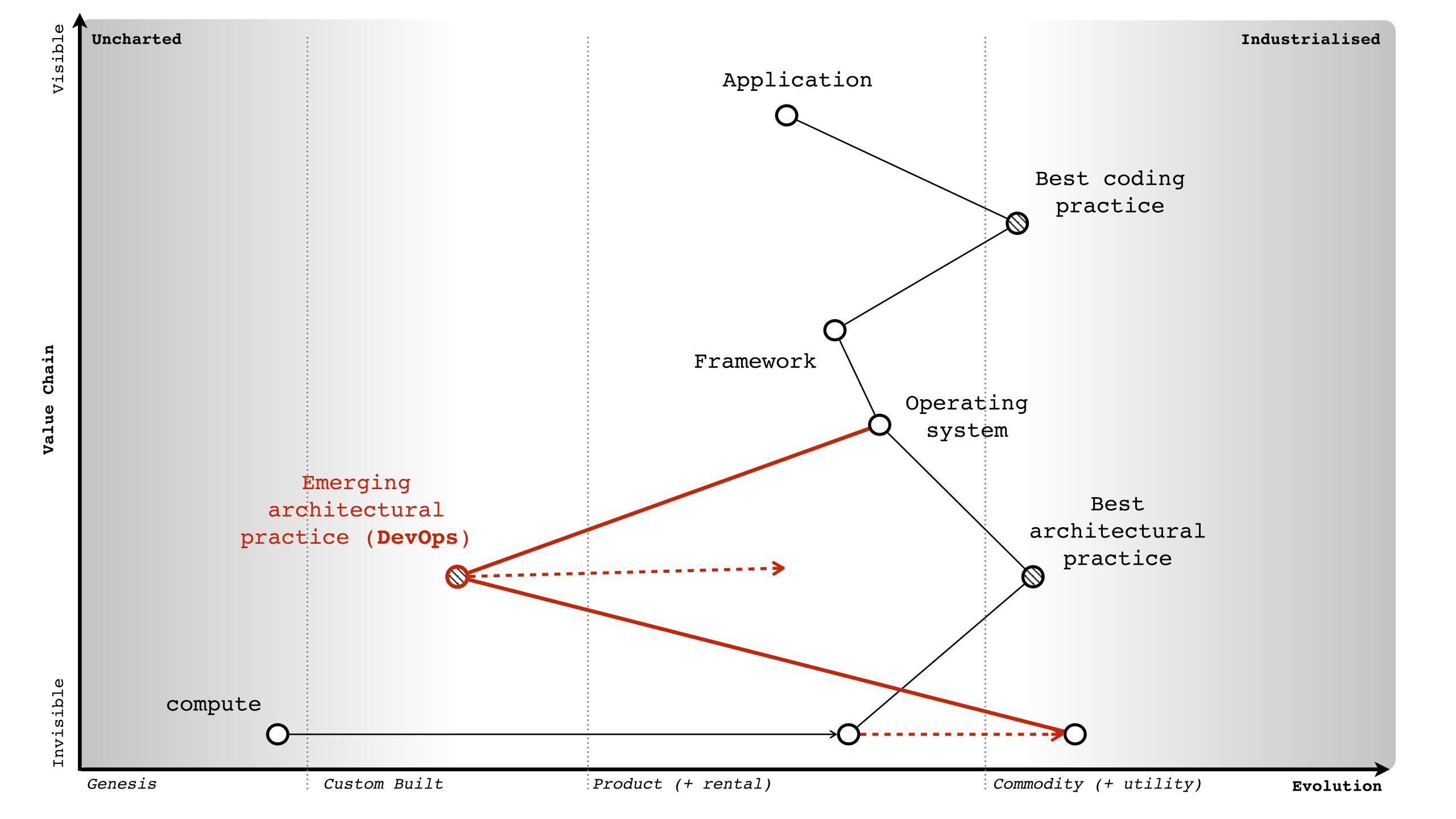
Amazon Cloud ( Learned

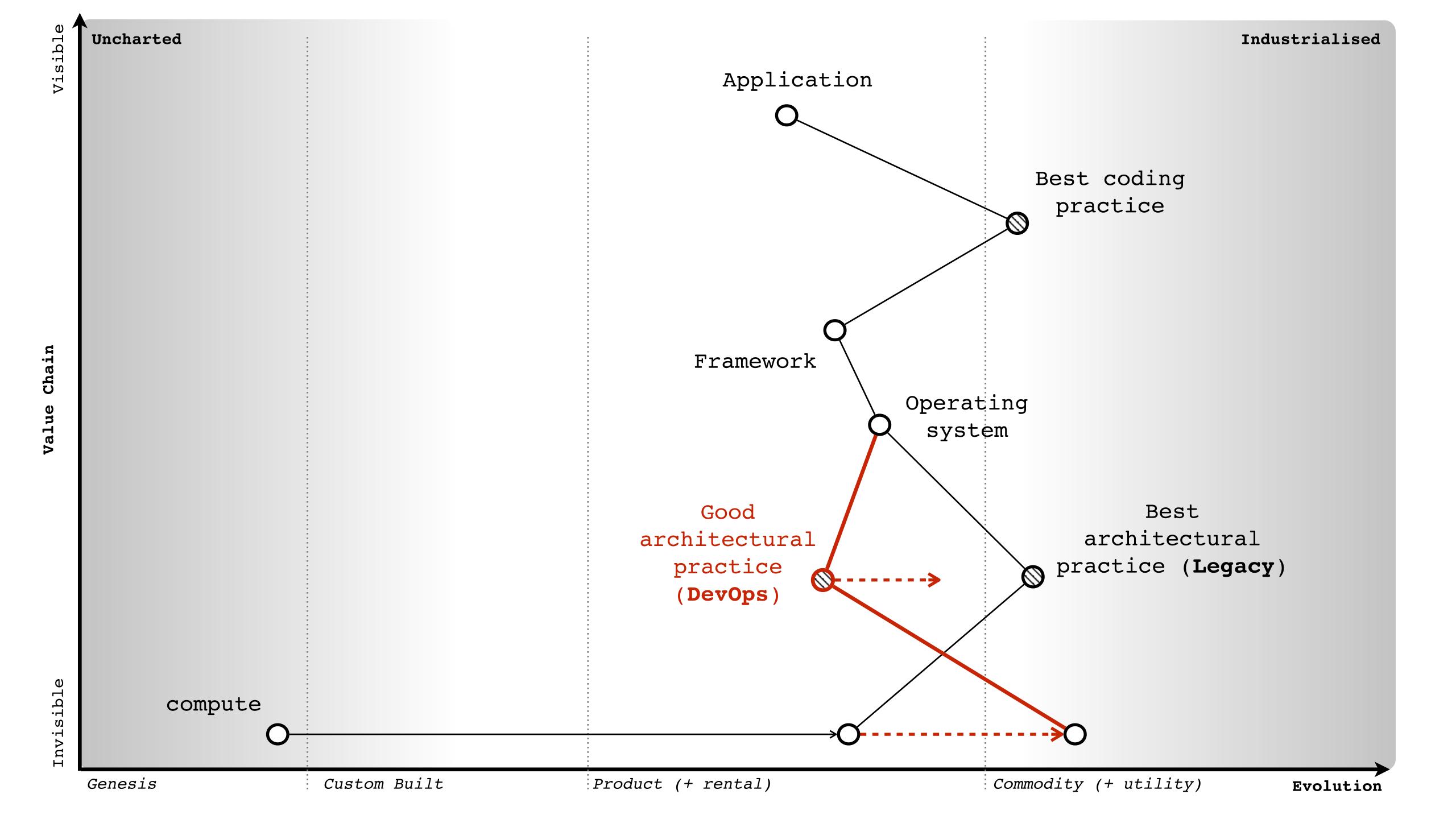


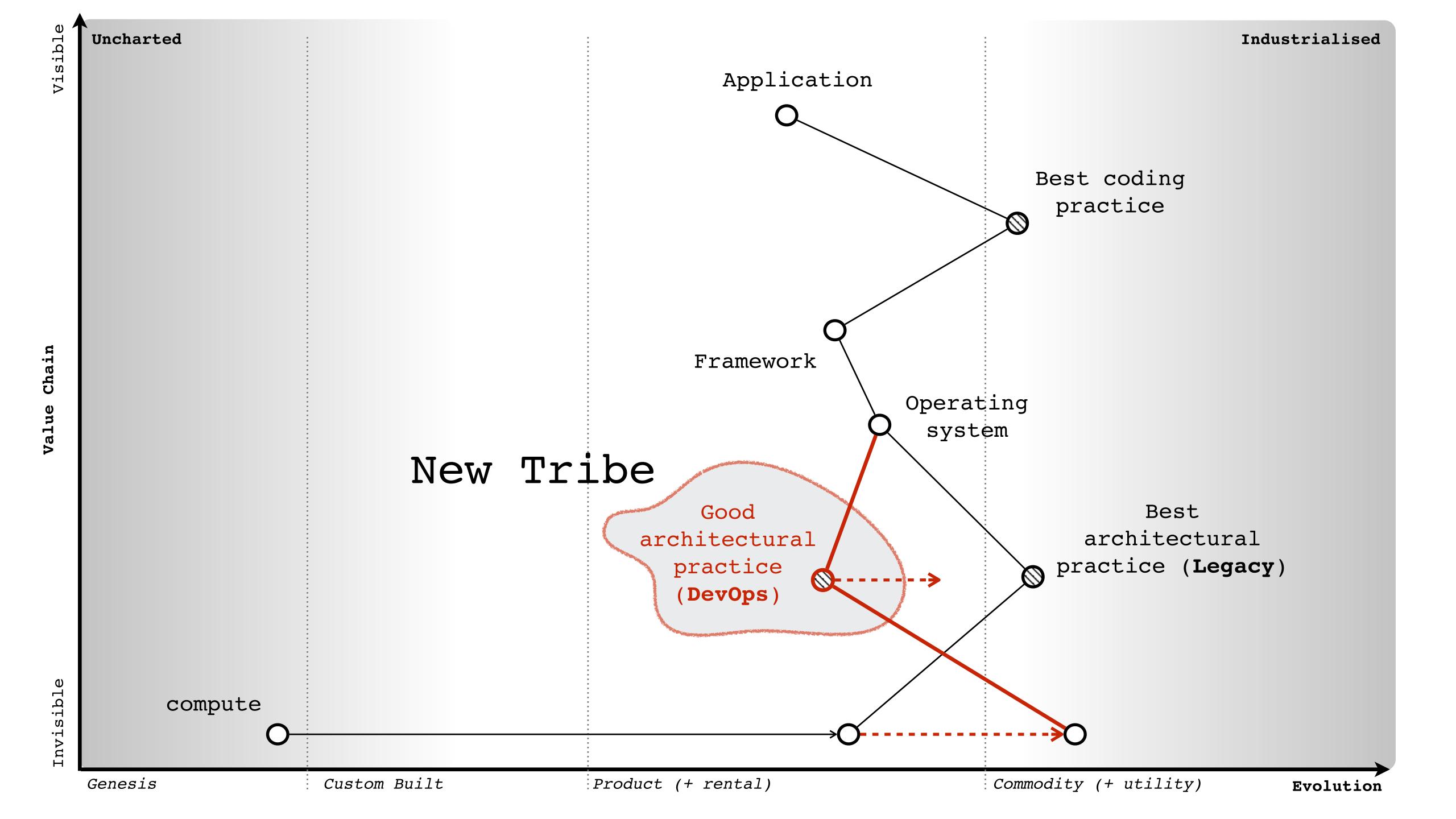








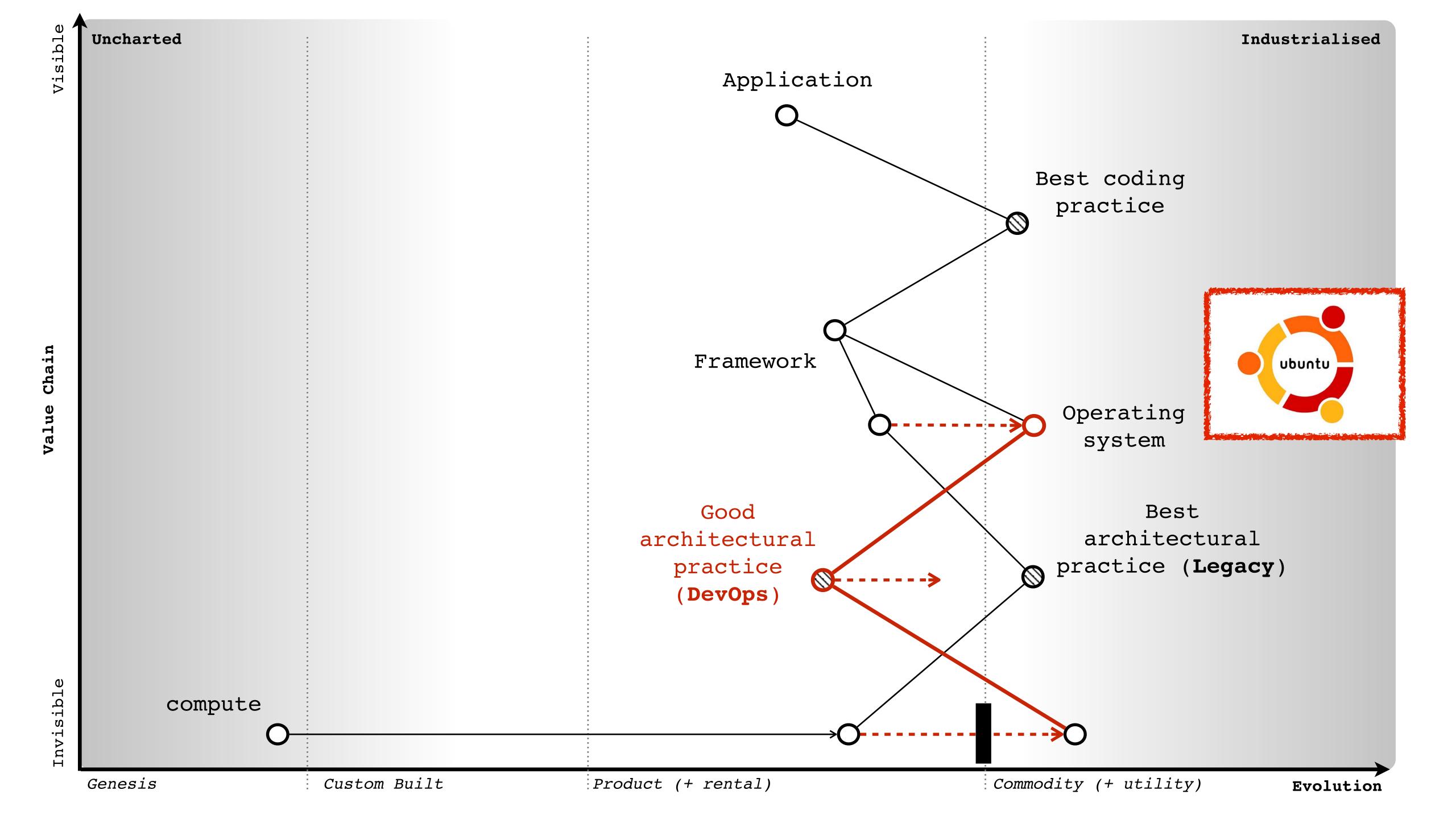


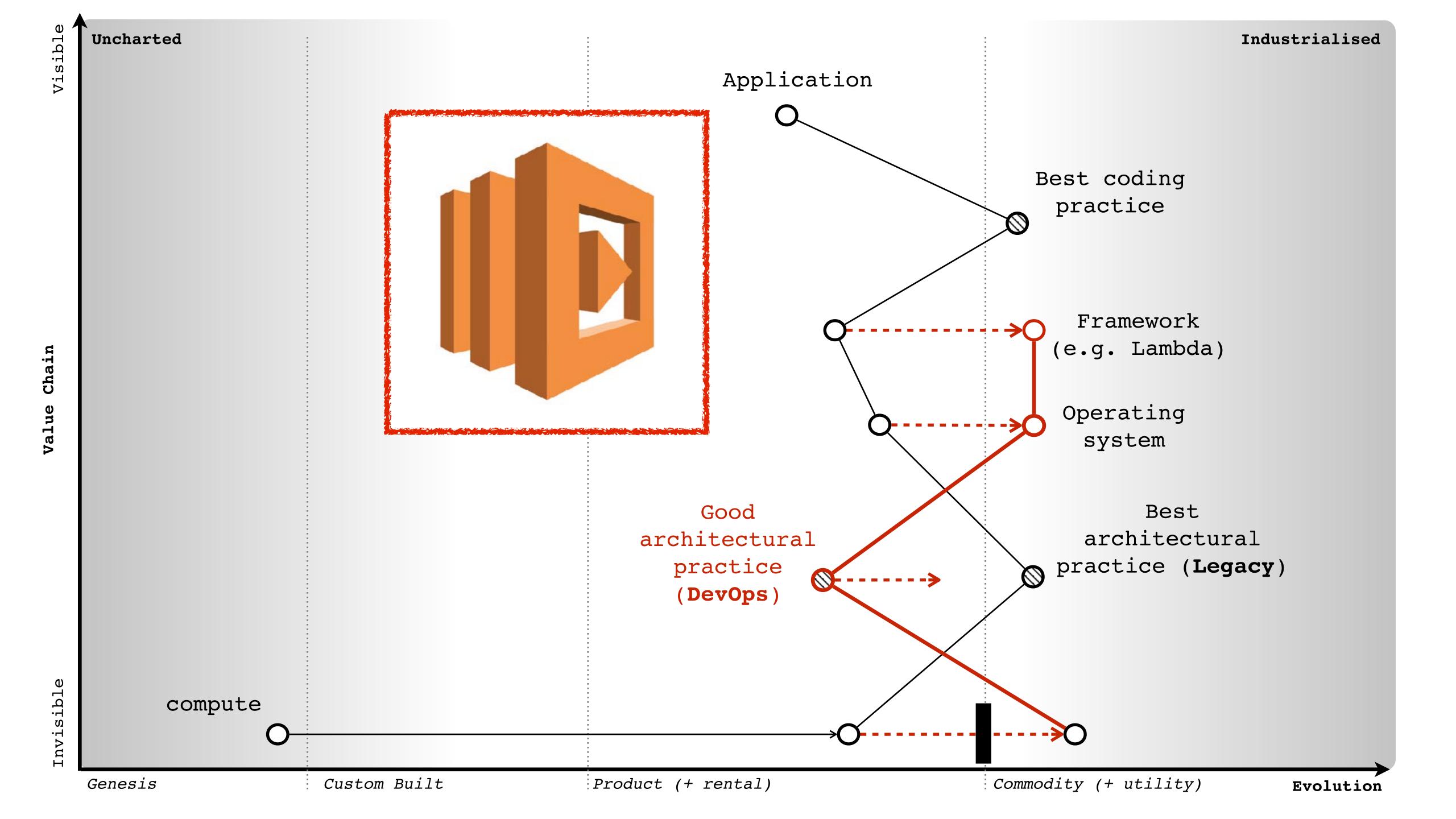


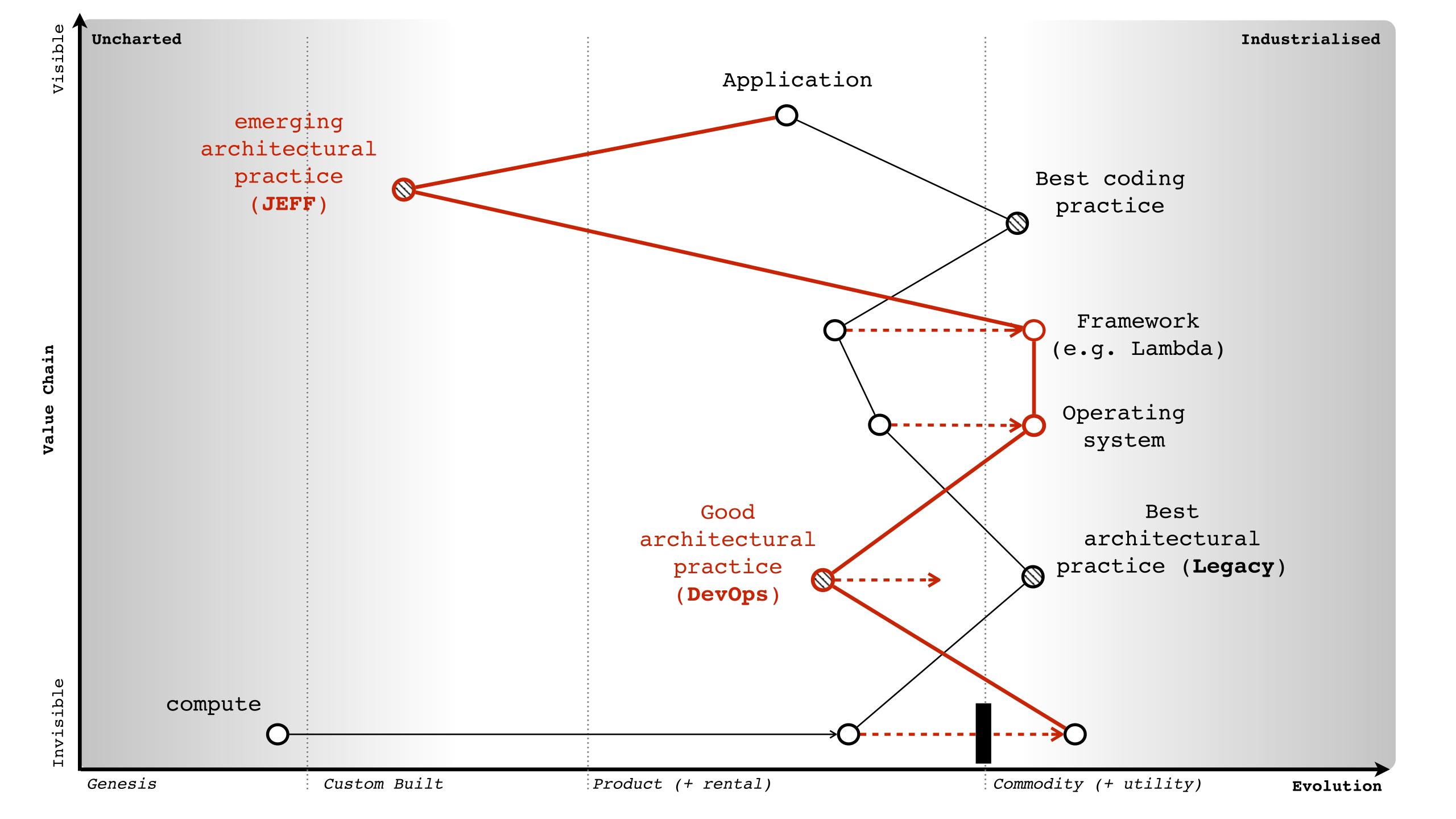


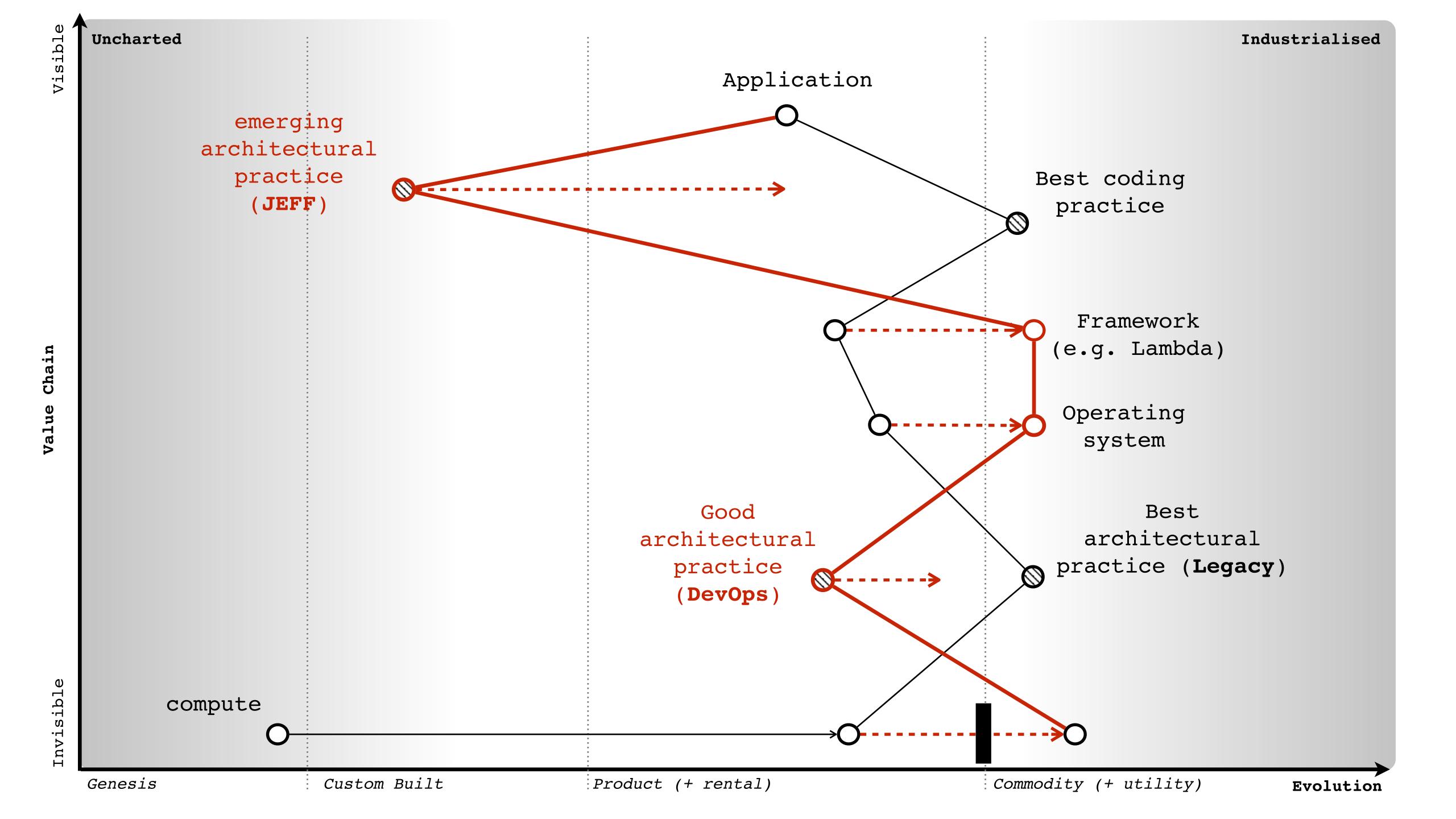


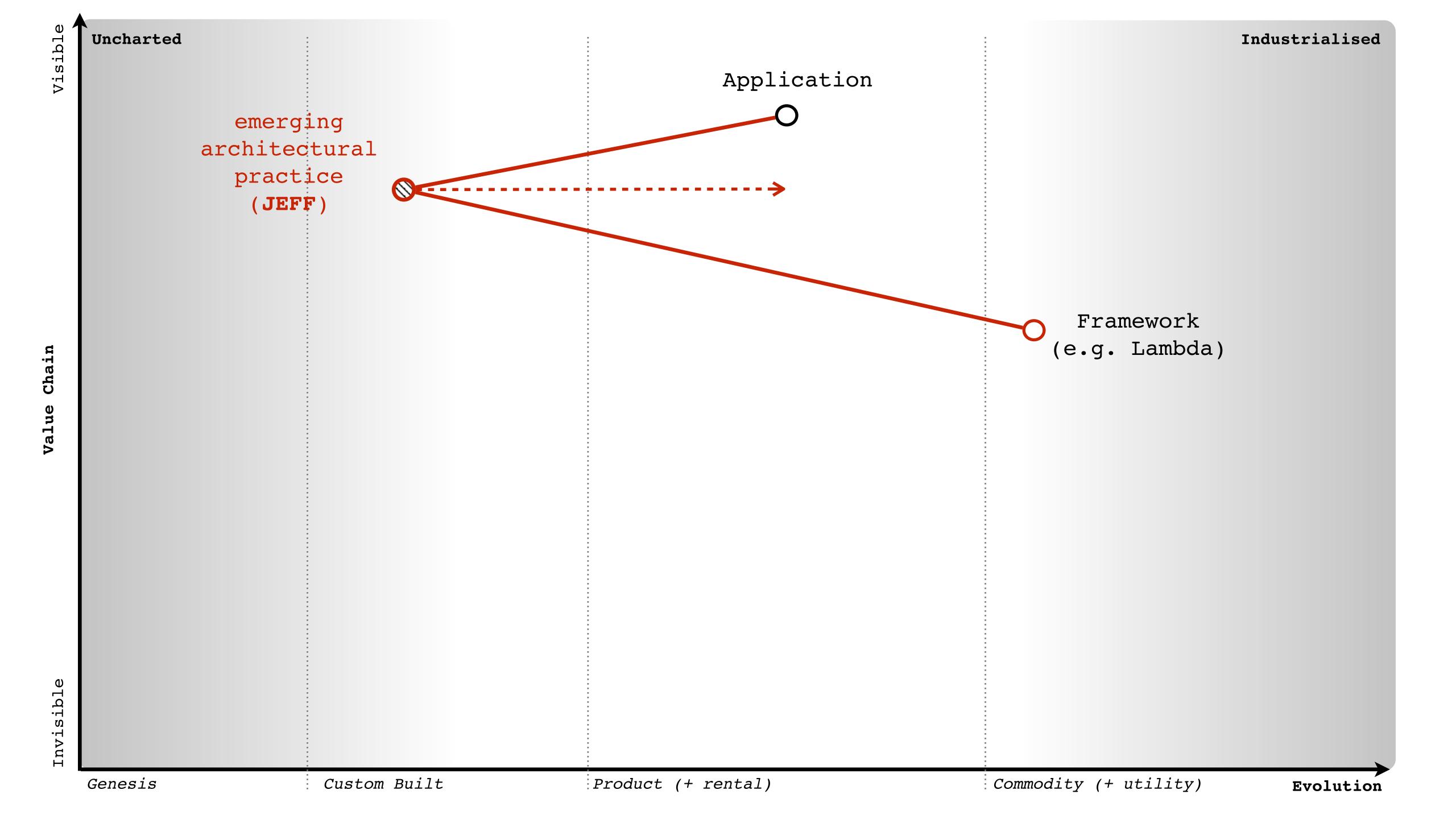


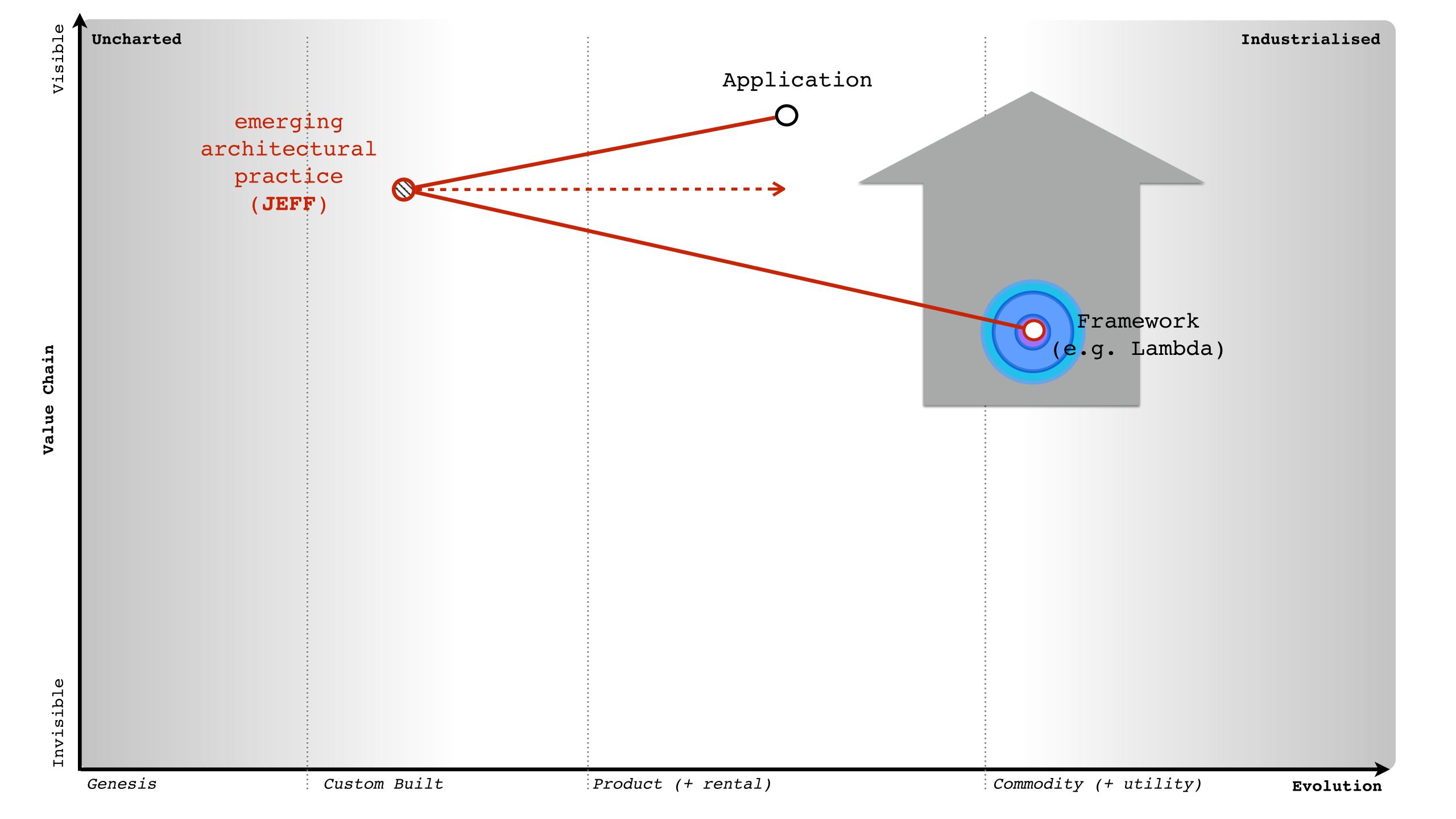


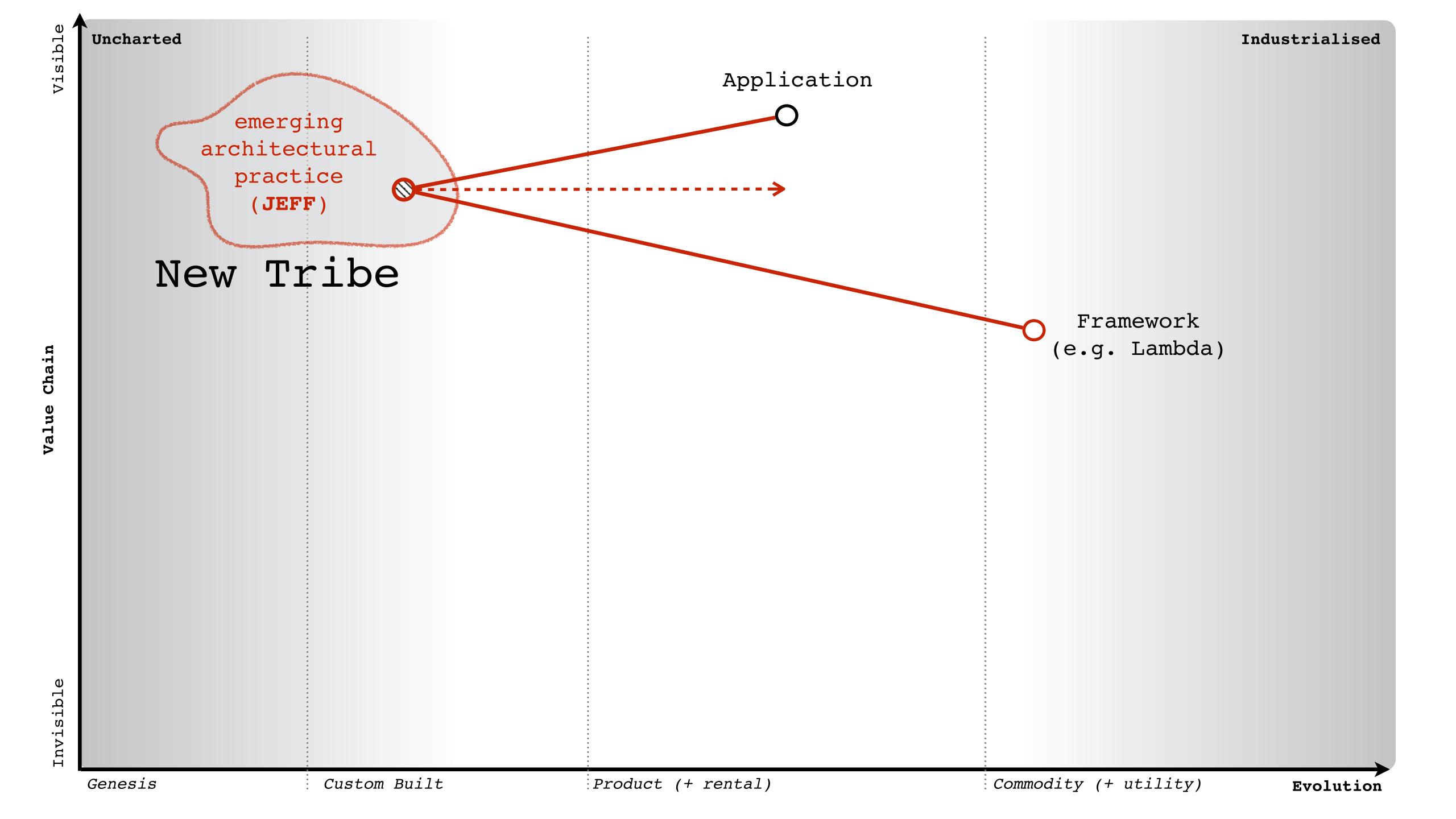


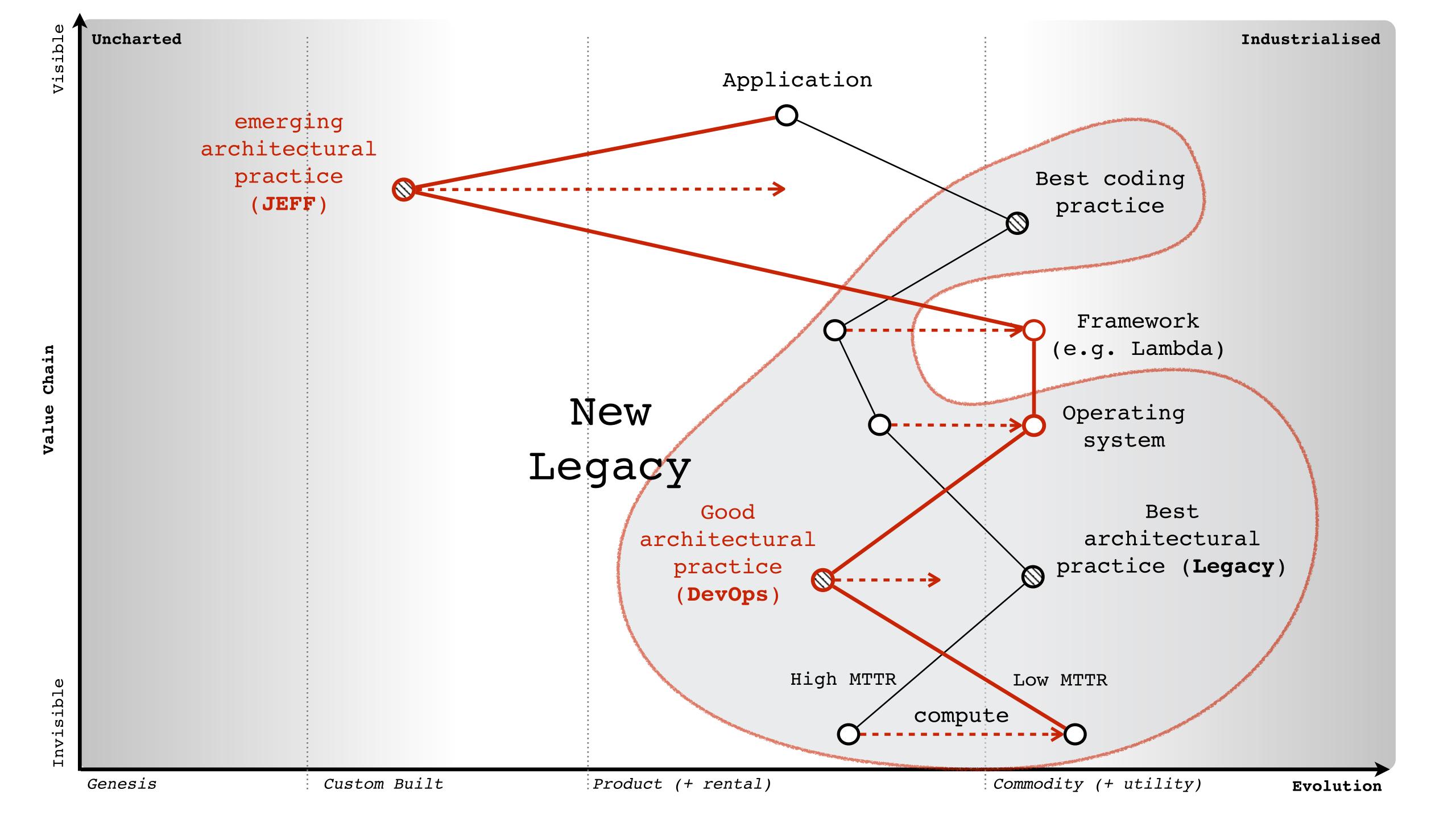








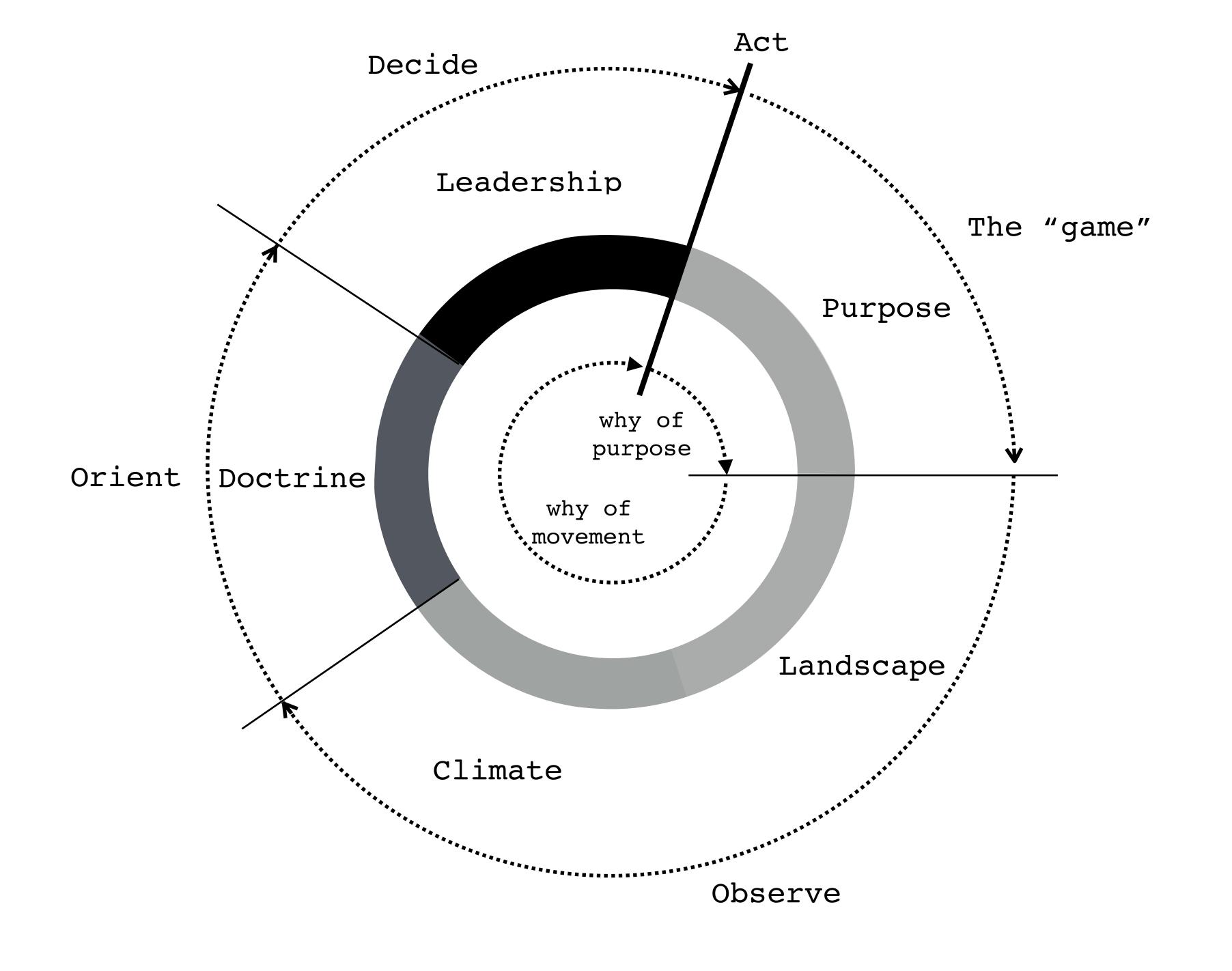


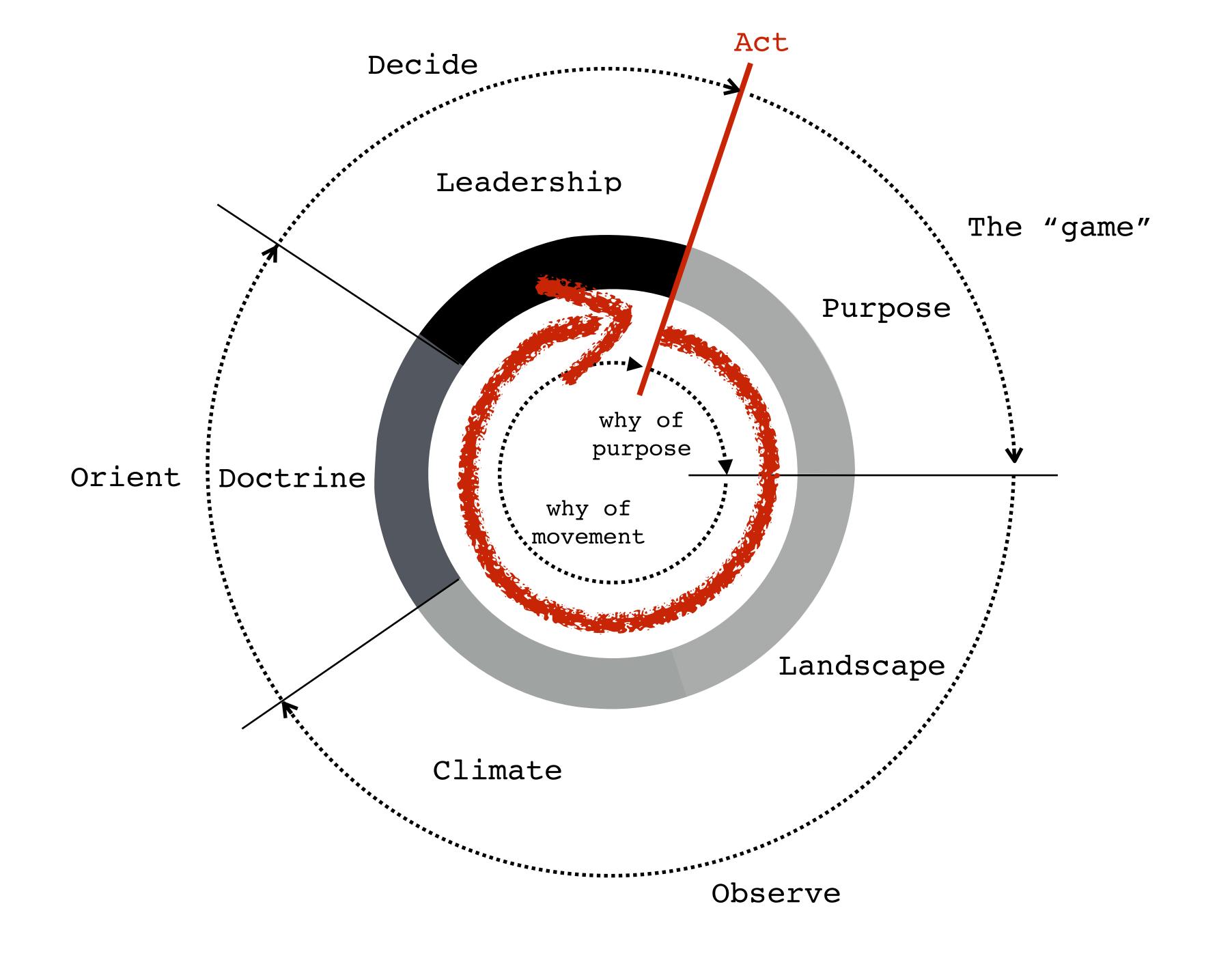


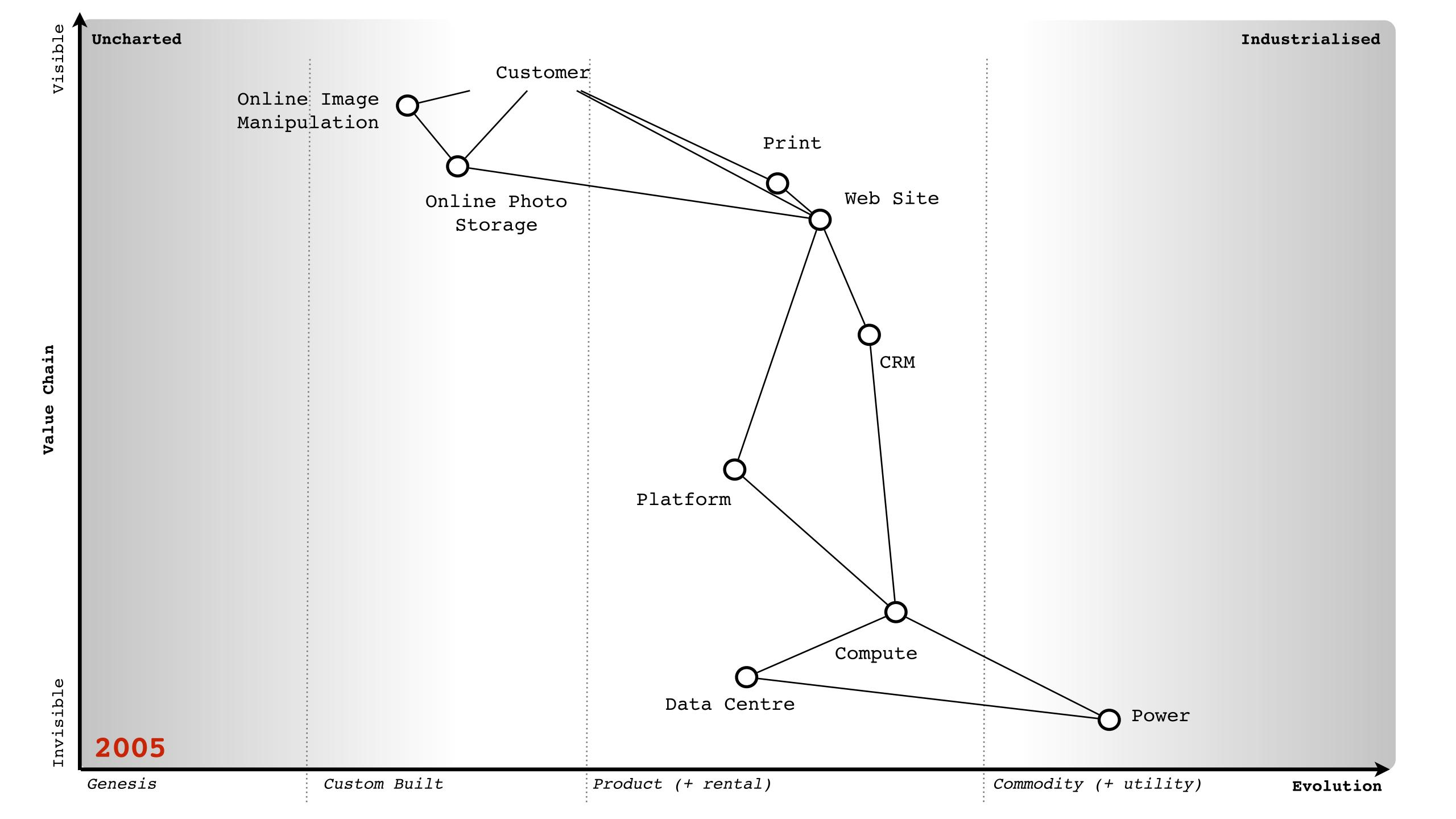


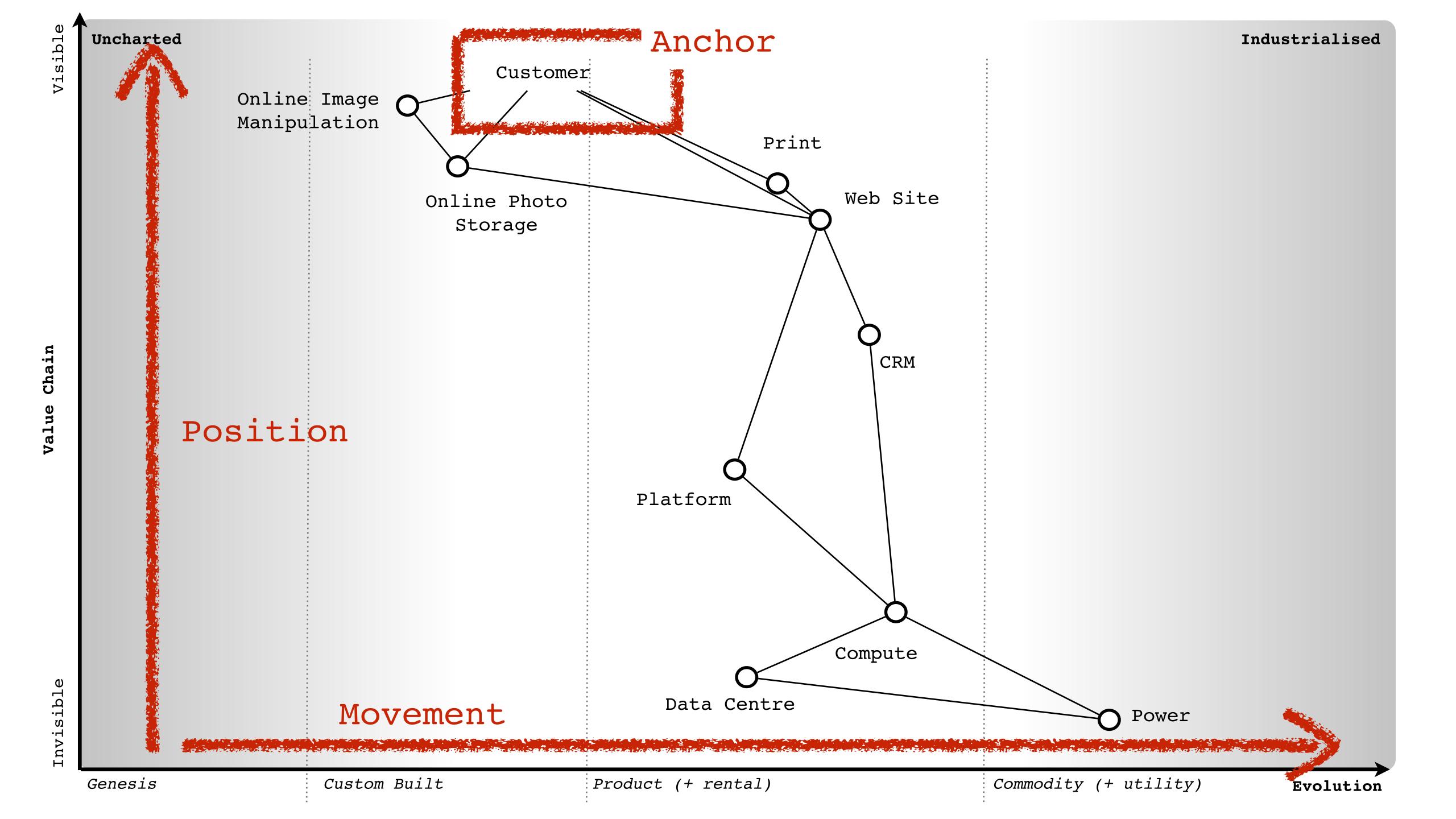


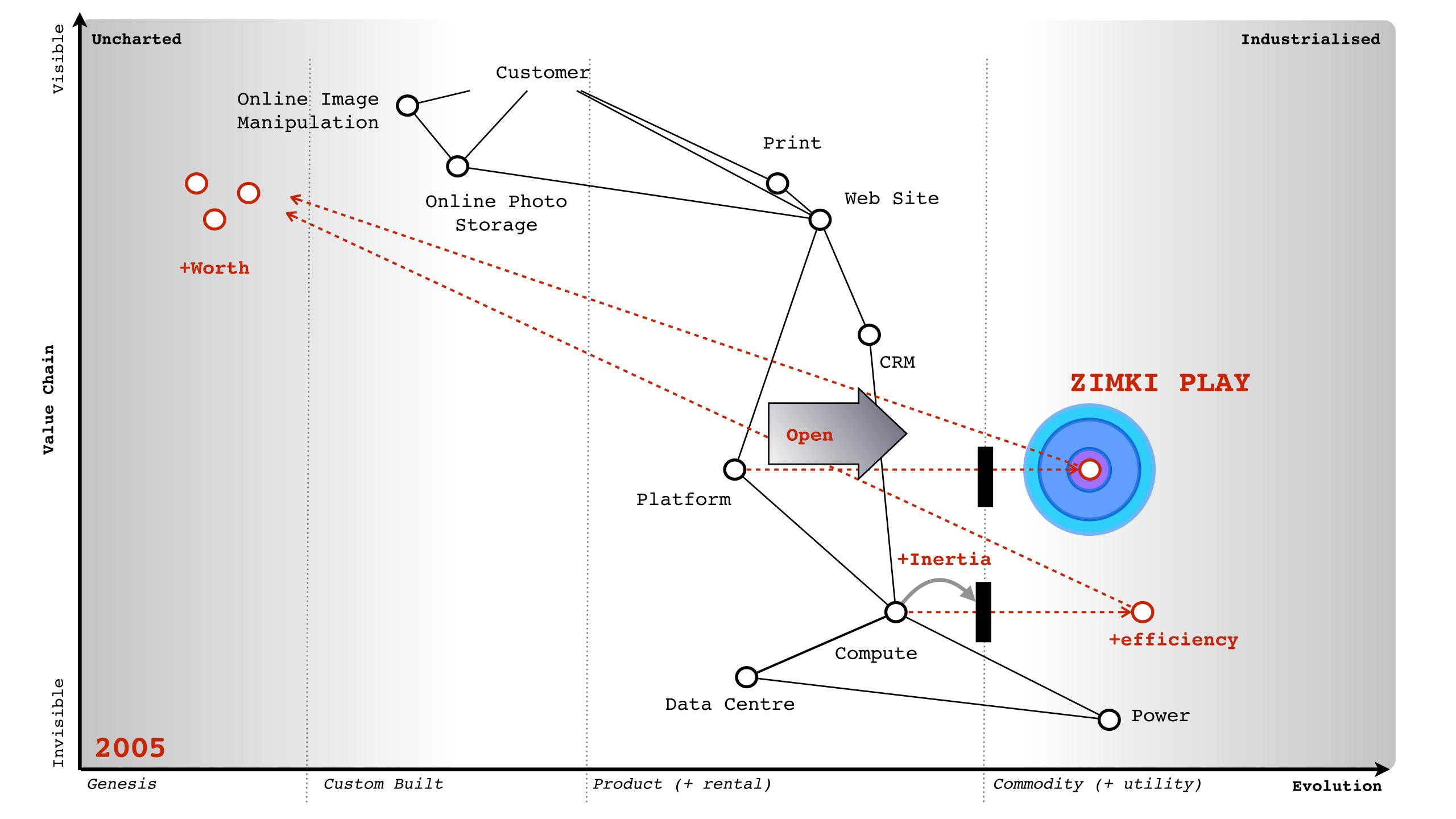
## RECAP

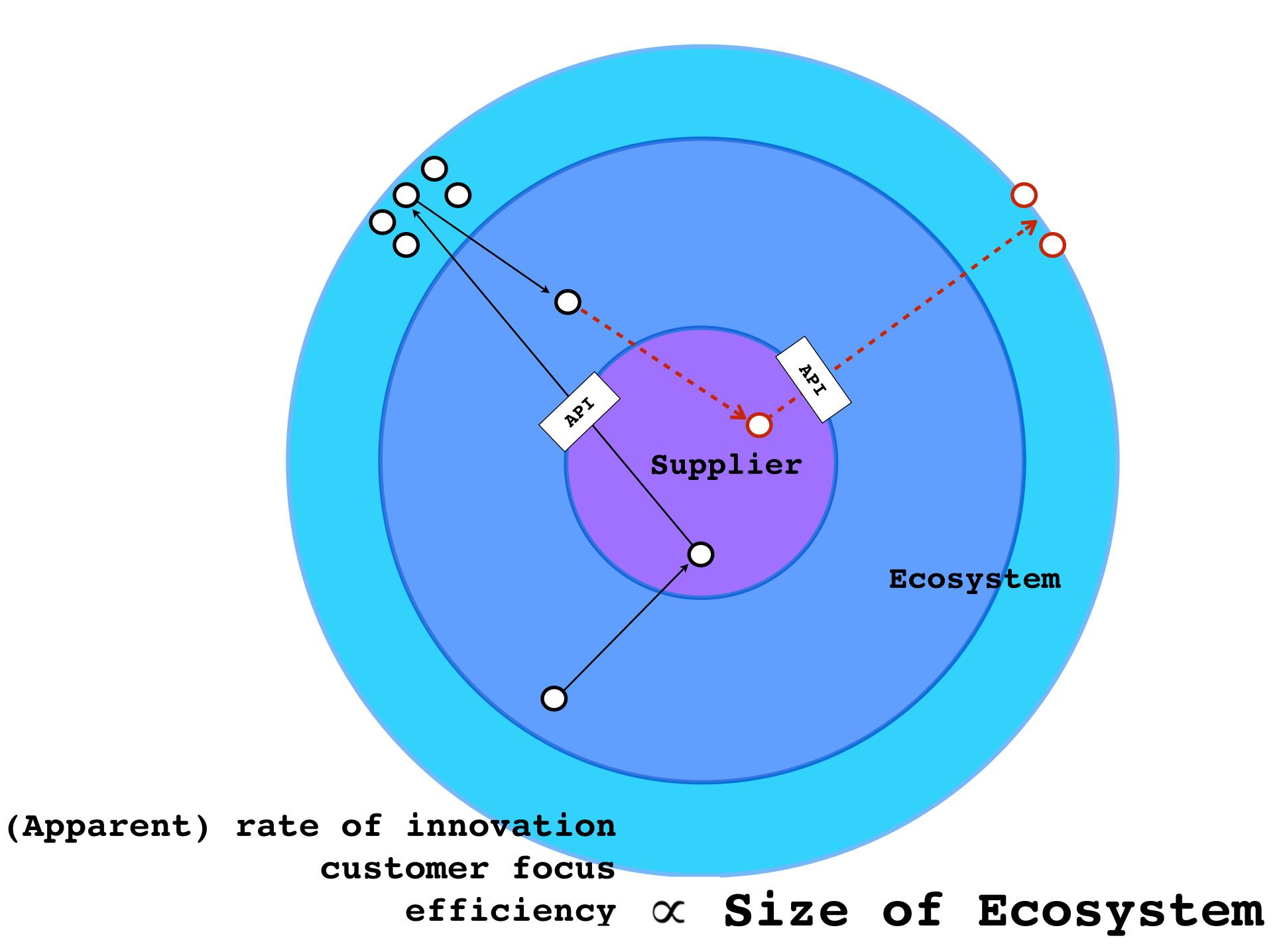


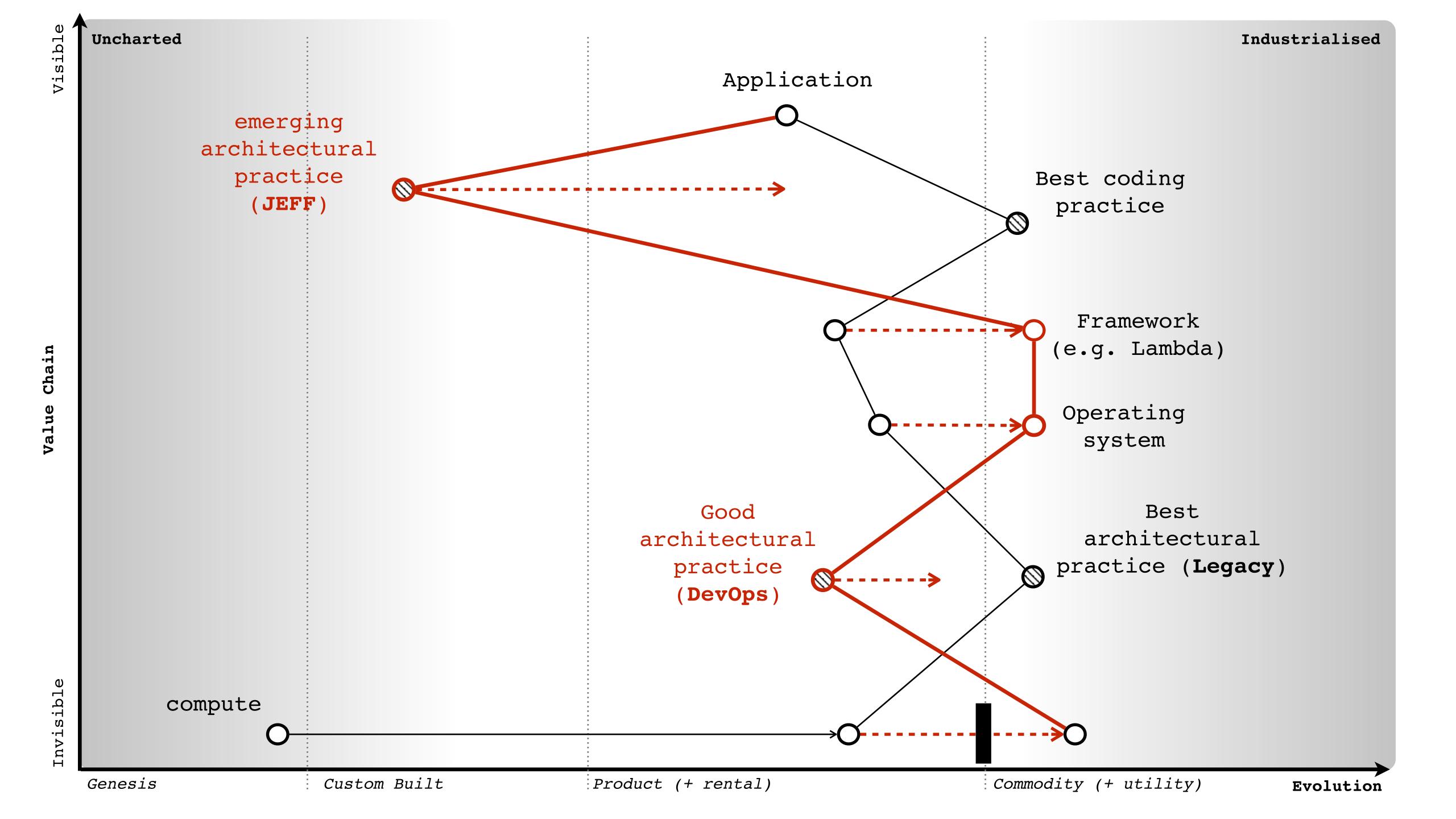


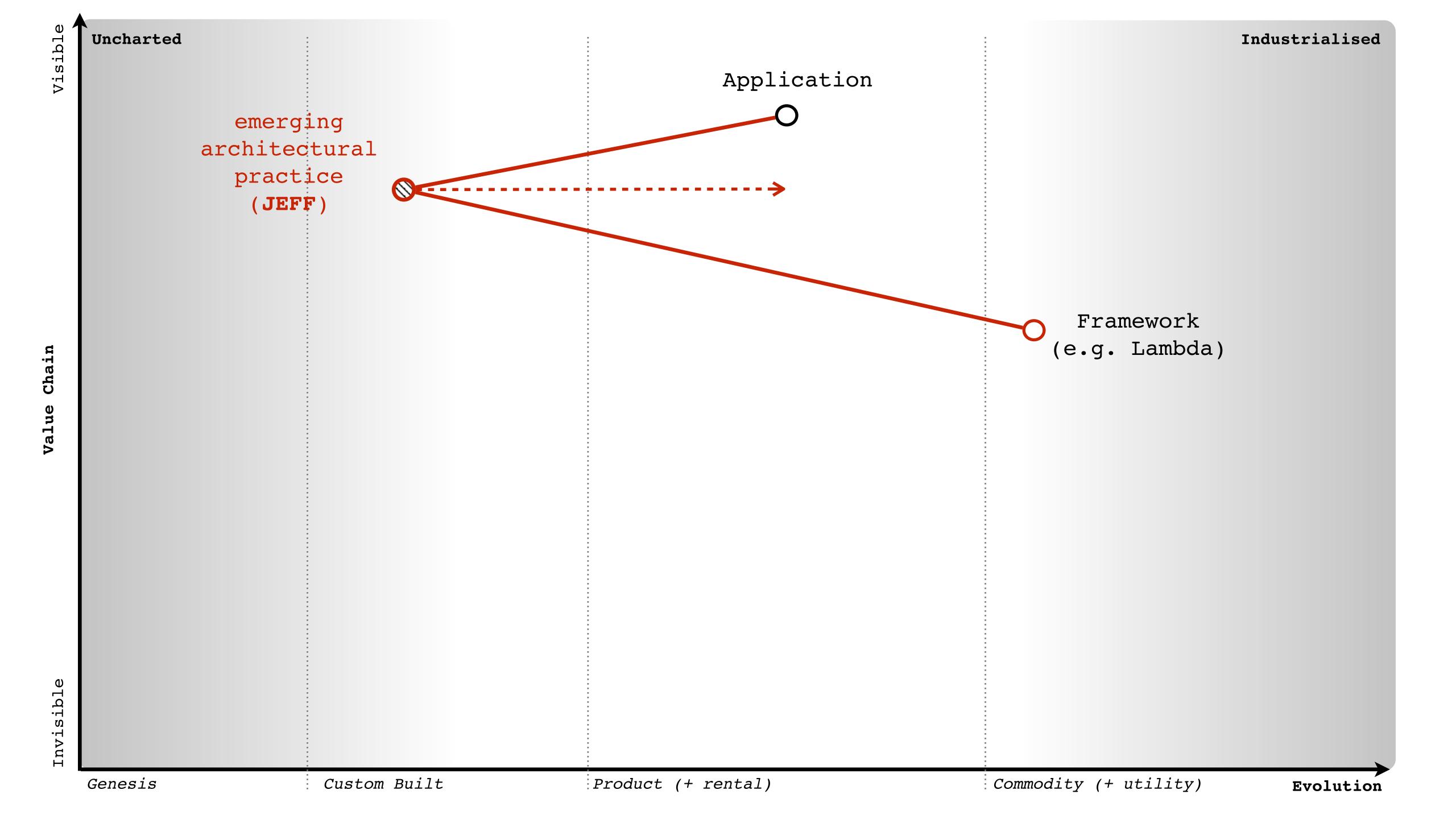


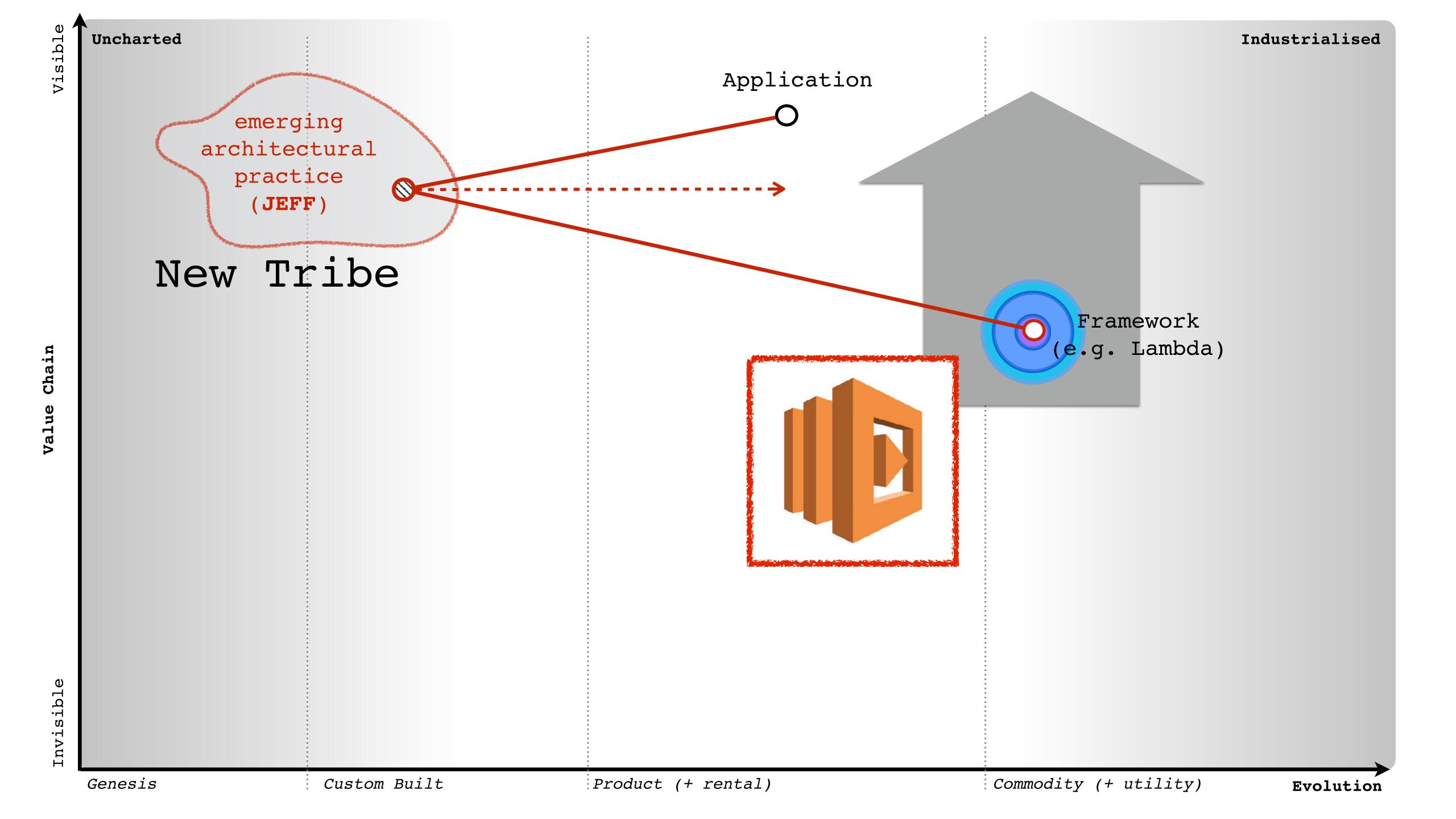


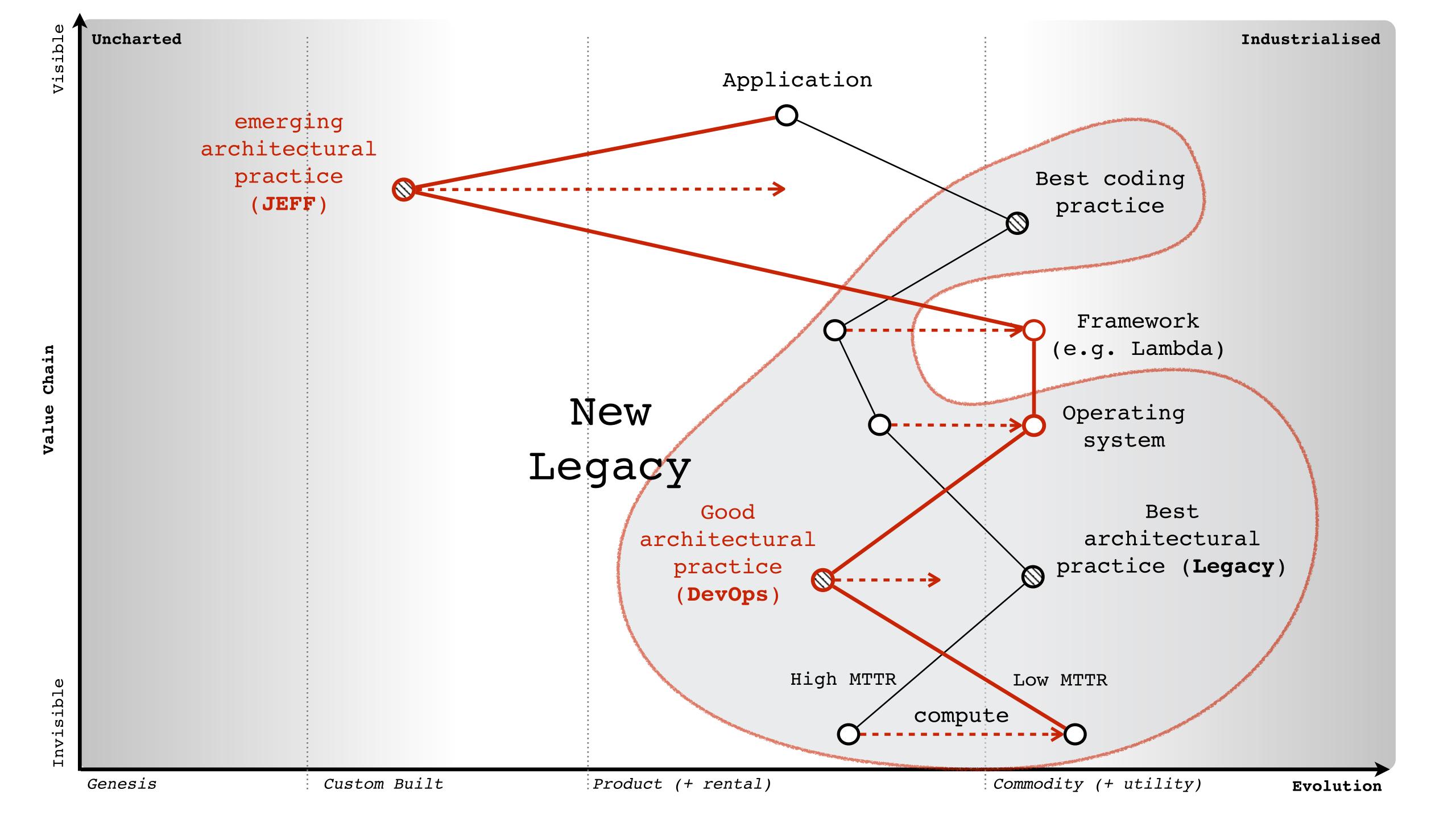




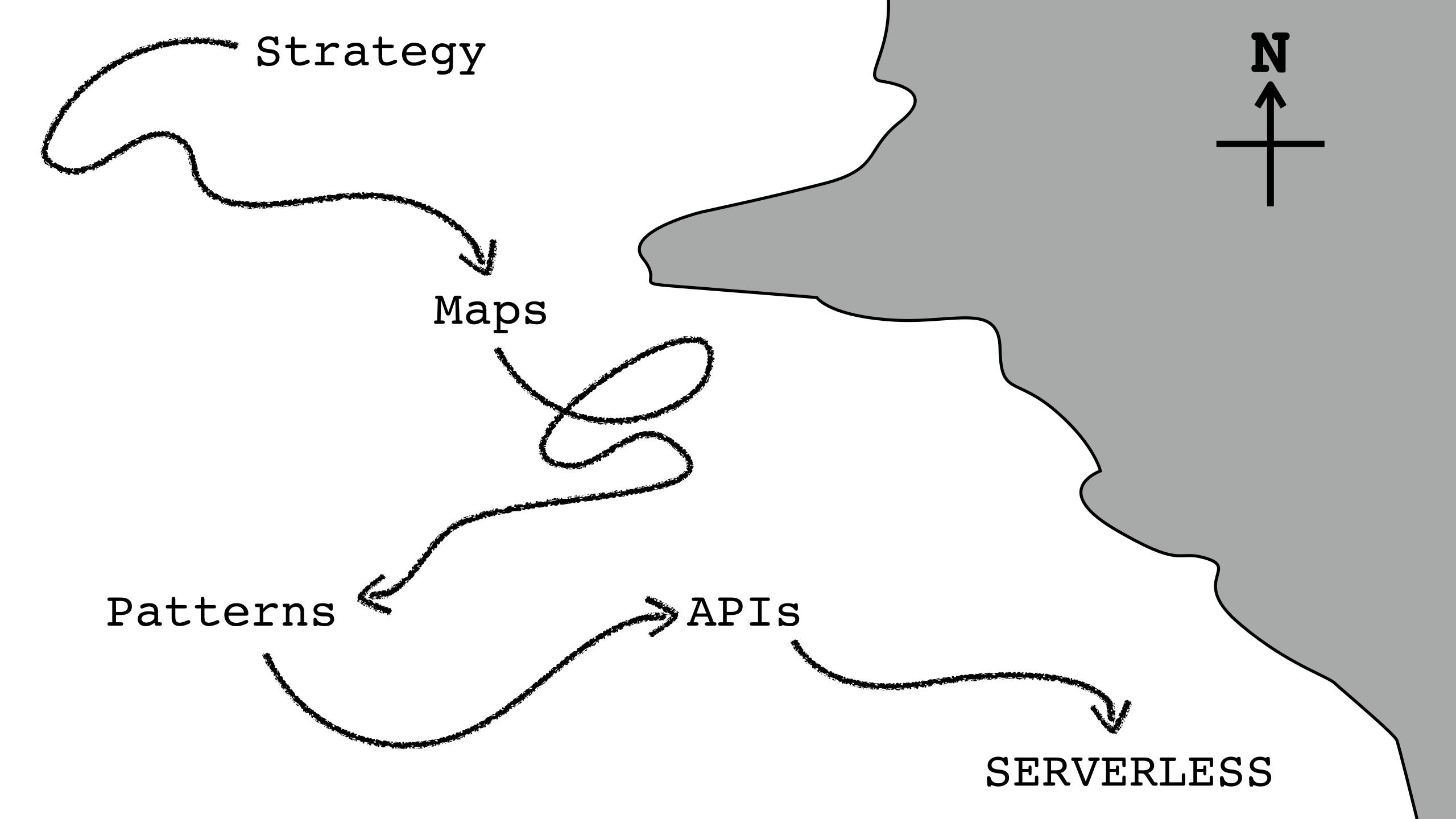












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Thank you

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