



THE INTRAPRENEUR LEADER

Play Reference Guide

Find the right play for the business activity in front of you.

Free companion e-book | Draft v3.2

www.theintrapreneurleader.com

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How to use this guide

This companion guide is designed as a field manual rather than a chapter-by-chapter summary. Start with the business activity in front of you, identify the plays mapped to that activity, then return to the main book for the fuller explanation, examples and chapter context.

The principle is simple: mention many times, explain once. The activity maps tell you which plays to consider. The play cards explain how each play works in practice.

1. Choose the activity Find the closest business situation.	2. Select the plays Review the mapped play set.	3. Go deeper in the book Use the chapter reference for detail.
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Note: the five activity categories below mirror the mapping provided in the appendix attachment: Positioning & influence; Discovery & understanding; Design & innovation; Decisioning & structuring; Delivery & change.

The 27 plays at a glance

#	Play	Prompt	Mapped activity categories
01	Define your Unique Selling Point (USP)	Being Generative	Positioning & influence
02	Develop a personal Persona	Being Generative	Positioning & influence, Discovery & understanding, Design & innovation
03	Apply product-behaviour feedback splitter	Being Generative	Discovery & understanding, Delivery & change
04	Adopt the Circle of Commitment (CoC)	Being Generative	Positioning & influence
05	Write to appreciate	Being Generative	Positioning & influence, Delivery & change
06	Build a question bank	End User Anthropology	Positioning & influence, Discovery & understanding
07	Use the Events, Patterns, Mental Models (EPM) interview ladder	End User Anthropology	Discovery & understanding
08	Identify Assets, Boundaries & Narratives (ABN)	End User Anthropology	Discovery & understanding, Decisioning & structuring
09	Profile end-user risk appetite	End User Anthropology	Discovery & understanding, Decisioning & structuring
10	Leverage the Data-Information-Knowledge-Wisdom (DIKW) insight framework	End User Anthropology	Discovery & understanding, Decisioning & structuring
11	Apply diverse ideation methods	Creative Synthesis	Design & innovation
12	Run the what-job canvas	Creative Synthesis	Discovery & understanding, Design & innovation
13	Field test a Minimum Viable Product (MVP)	Creative Synthesis	Design & innovation, Delivery & change
14	Adopt a systems-story process	Sensemaking	Discovery & understanding, Design & innovation, Decisioning & structuring
15	Activate a Problem Taxonomy Frame (PTF)	Horizontal Decision Making	Design & innovation, Decisioning & structuring
16	Implement decision architecture (DA)	Horizontal Decision Making	Decisioning & structuring
17	Summarise with a Reasons for Decision (RfD)	Horizontal Decision Making	Positioning & influence, Decisioning & structuring
18	Craft a Benefits Dependency Network (BDN)	The OTIF Premium	Decisioning & structuring, Delivery & change
19	Visualise delivery complexity with a dependency map	The OTIF Premium	Decisioning & structuring, Delivery & change
20	Thoughts for the boss...	Your Voice Is Your Art	Positioning & influence
21	Share curated articles & videos	Your Voice Is Your Art	Positioning & influence, Discovery & understanding, Delivery & change
22	Write an internal blog	Your Voice Is Your Art	Positioning & influence, Delivery & change
23	Credibility anchoring	Your Voice Is Your Art	Positioning & influence, Delivery & change
24	Pitch with purpose	Your Voice Is Your Art	Positioning & influence, Decisioning & structuring
25	Outline growth with a maturity model	Resonance	Decisioning & structuring, Delivery & change
26	The 3 laws of resonance	Resonance	Positioning & influence
27	Stockpile visual aids	Resonance	Positioning & influence, Design & innovation, Delivery & change

Section 1: Business activity-to-play maps

Use the following maps as a shortcut from the business activity to the relevant plays. The mapping follows the Appendix, so the same play may appear in multiple activities where it is legitimately used.

Positioning & influence

Use these plays when your challenge is visibility, trust, stakeholder confidence, credibility or message traction. They help you be understood, remembered and taken seriously without relying on formal authority.

#	Play	Why it helps here	Quick move
01	Define your Unique Selling Point (USP)	Clarify the distinct value only you can consistently bring.	Write three sentences: the problems you notice, the value you create, and the pattern others can rely on.
02	Develop a personal Persona	Shape how others experience you before you enter the room.	Define three words you want people to associate with you, then choose behaviours that prove them.
04	Adopt the Circle of Commitment (CoC)	Build trust through repeated behaviours and actions.	Notice one need, make one small promise, act on it, and close the loop visibly.
05	Write to appreciate	Strengthen relationships through human recognition.	Write a short, specific note naming the behaviour, the impact, and why it mattered.
06	Build a question bank	Prepare better thinking by preparing better questions.	Create a reusable bank of discovery, clarification, challenge and reflection questions.
17	Summarise with a Reasons for Decision (RfD)	Make thinking visible so decisions can travel and endure.	Record the options considered, rationale, trade-offs, conditions and next actions.
20	Thoughts for the boss...	Offer ideas and insight, not just updates and progress.	Take one operational update and add a "so what / next opportunity" insight.
21	Share curated articles & videos	Build influence by becoming a trusted source of signals.	Send a relevant article with two sentences explaining why it matters to the recipient.
22	Write an internal blog	Scale your thinking by making it visible and reusable.	Use a repeatable structure: what happened, what I noticed, why it may matter.
23	Credibility anchoring	Ground ideas in evidence that others already trust.	Anchor the idea using external evidence, internal alignment and your own credible experience.
24	Pitch with purpose	Align your message to what matters most to your audience.	Start with the audience need, then frame the message, evidence, ask and next step.
26	The 3 laws of resonance	Turn logic into connection through story, metaphor and energy.	Add one story, one metaphor and one energy choice to your communication.
27	Stockpile visual aids	Equip yourself to make visuals instantly clear when it counts.	Build a personal library of simple diagrams, canvases, maps and before-after visuals.

Discovery & understanding

Use these plays when the real work is to observe, listen, diagnose and understand what is actually happening. They help you move beyond assumptions into usable insight.

#	Play	Why it helps here	Quick move
02	Develop a personal Persona	Shape how others experience you before you enter the room.	Define three words you want people to associate with you, then choose behaviours that prove them.
03	Apply product-behaviour feedback splitter	Separate what people say from what their actions reveal.	List what people said, then list what they did afterwards; treat the gap as insight.
06	Build a question bank	Prepare better thinking by preparing better questions.	Create a reusable bank of discovery, clarification, challenge and reflection questions.
07	Use the Events, Patterns, Mental Models (EPM) interview ladder	Move from surface answers to deeper meaning through structured inquiry.	Ask first about the event, then the repeated pattern, then the belief or assumption underneath.
08	Identify Assets, Boundaries & Narratives (ABN)	Understand the terrain of the opportunity space.	Map available assets, hard boundaries and dominant narratives before proposing action.
09	Profile end-user risk appetite	Understand how much uncertainty others are truly willing to accept.	Ask what level of uncertainty the stakeholder can accept across cost, time, quality, change and reputation.
10	Leverage the Data-Information-Knowledge-Wisdom (DIKW) insight framework	Turn raw data into decisions through layered understanding.	Move from raw observations to themes, hypotheses, implications and decision-ready recommendations.
12	Run the what-job canvas	Define who matters, what they need, and why it matters.	Complete the sentence: For [who], when [situation], they need [job] so that [outcome].
14	Adopt a systems-story process	Make complexity understandable by turning systems into narratives.	Name the situation, draw the loop, identify what reinforces the pattern, then choose an intervention point.
21	Share curated articles & videos	Build influence by becoming a trusted source of signals.	Send a relevant article with two sentences explaining why it matters to the recipient.

Design & innovation

Use these plays when you need to create, shape, test or reframe ideas. They help you move from problem-space to option-space without jumping too quickly to the familiar answer.

#	Play	Why it helps here	Quick move
02	Develop a personal Persona	Shape how others experience you before you enter the room.	Define three words you want people to associate with you, then choose behaviours that prove them.
11	Apply diverse ideation methods	Expand thinking by tackling problems from multiple angles.	Use at least three ideation methods so the problem is attacked from different angles.
12	Run the what-job canvas	Define who matters, what they need, and why it matters.	Complete the sentence: For [who], when [situation], they need [job] so that [outcome].
13	Field test a Minimum Viable Product (MVP)	Learn fast by testing value before perfecting delivery.	Define the smallest test that can reveal whether the idea has value.
14	Adopt a systems-story process	Make complexity understandable by turning systems into narratives.	Name the situation, draw the loop, identify what reinforces the pattern, then choose an intervention point.
15	Activate a Problem Taxonomy Frame (PTF)	Codify the problem before rushing to solve it.	Clarify context, boundary, problem type, decision need, stakeholders and success criteria.
27	Stockpile visual aids	Equip yourself to make visuals instantly clear when it counts.	Build a personal library of simple diagrams, canvases, maps and before-after visuals.

Decisioning & structuring

Use these plays when ambiguity needs structure, choices need criteria, or decisions need to travel beyond the room. They help turn judgment into a visible, repeatable process.

#	Play	Why it helps here	Quick move
08	Identify Assets, Boundaries & Narratives (ABN)	Understand the terrain of the opportunity space.	Map available assets, hard boundaries and dominant narratives before proposing action.
09	Profile end-user risk appetite	Understand how much uncertainty others are truly willing to accept.	Ask what level of uncertainty the stakeholder can accept across cost, time, quality, change and reputation.
10	Leverage the Data-Information-Knowledge-Wisdom (DIKW) insight framework	Turn raw data into decisions through layered understanding.	Move from raw observations to themes, hypotheses, implications and decision-ready recommendations.
14	Adopt a systems-story process	Make complexity understandable by turning systems into narratives.	Name the situation, draw the loop, identify what reinforces the pattern, then choose an intervention point.
15	Activate a Problem Taxonomy Frame (PTF)	Codify the problem before rushing to solve it.	Clarify context, boundary, problem type, decision need, stakeholders and success criteria.
16	Implement decision architecture (DA)	Design how decisions are made, not just what is decided.	Define the decision, owner, contributors, criteria, evidence, trade-offs and commitment route.
17	Summarise with a Reasons for Decision (RfD)	Make thinking visible so decisions can travel and endure.	Record the options considered, rationale, trade-offs, conditions and next actions.
18	Craft a Benefits Dependency Network (BDN)	Link actions to outcomes through visible chains of value.	Map objectives to benefits, business changes, enablers and actions.
19	Visualise delivery complexity with a dependency map	Expose interconnections to manage risk and sequence effectively.	Draw the core deliverables, dependencies, owners, timing and risk points.
24	Pitch with purpose	Align your message to what matters most to your audience.	Start with the audience need, then frame the message, evidence, ask and next step.
25	Outline growth with a maturity model	Show progress as a journey, not a single leap.	Describe the journey in levels, stages or maturity steps so progress feels achievable.

Delivery & change

Use these plays when the work needs to move, land or endure. They help you connect action to benefits, manage complexity, build adoption and make progress visible.

#	Play	Why it helps here	Quick move
03	Apply product-behaviour feedback splitter	Separate what people say from what their actions reveal.	List what people said, then list what they did afterwards; treat the gap as insight.
05	Write to appreciate	Strengthen relationships through human recognition.	Write a short, specific note naming the behaviour, the impact, and why it mattered.
13	Field test a Minimum Viable Product (MVP)	Learn fast by testing value before perfecting delivery.	Define the smallest test that can reveal whether the idea has value.
18	Craft a Benefits Dependency Network (BDN)	Link actions to outcomes through visible chains of value.	Map objectives to benefits, business changes, enablers and actions.
19	Visualise delivery complexity with a dependency map	Expose interconnections to manage risk and sequence effectively.	Draw the core deliverables, dependencies, owners, timing and risk points.
21	Share curated articles & videos	Build influence by becoming a trusted source of signals.	Send a relevant article with two sentences explaining why it matters to the recipient.
22	Write an internal blog	Scale your thinking by making it visible and reusable.	Use a repeatable structure: what happened, what I noticed, why it may matter.
23	Credibility anchoring	Ground ideas in evidence that others already trust.	Anchor the idea using external evidence, internal alignment and your own credible experience.
25	Outline growth with a maturity model	Show progress as a journey, not a single leap.	Describe the journey in levels, stages or maturity steps so progress feels achievable.
27	Stockpile visual aids	Equip yourself to make visuals instantly clear when it counts.	Build a personal library of simple diagrams, canvases, maps and before-after visuals.

Section 2: Quick-start pathways

These pathways turn the appendix mapping into simple operating sequences. They are not rules; they are starting rhythms. Use the plays that fit the moment and ignore the rest.

Positioning & influence pathway

Step	Play	Move
1	01 - Define your Unique Selling Point (USP)	Write three sentences: the problems you notice, the value you create, and the pattern others can rely on.
2	02 - Develop a personal Persona	Define three words you want people to associate with you, then choose behaviours that prove them.
3	04 - Adopt the Circle of Commitment (CoC)	Notice one need, make one small promise, act on it, and close the loop visibly.
4	17 - Summarise with a Reasons for Decision (RfD)	Record the options considered, rationale, trade-offs, conditions and next actions.
5	23 - Credibility anchoring	Anchor the idea using external evidence, internal alignment and your own credible experience.
6	24 - Pitch with purpose	Start with the audience need, then frame the message, evidence, ask and next step.
7	26 - The 3 laws of resonance	Add one story, one metaphor and one energy choice to your communication.
8	27 - Stockpile visual aids	Build a personal library of simple diagrams, canvases, maps and before-after visuals.

Discovery & understanding pathway

Step	Play	Move
1	06 - Build a question bank	Create a reusable bank of discovery, clarification, challenge and reflection questions.
2	07 - Use the Events, Patterns, Mental Models (EPM) interview ladder	Ask first about the event, then the repeated pattern, then the belief or assumption underneath.
3	08 - Identify Assets, Boundaries & Narratives (ABN)	Map available assets, hard boundaries and dominant narratives before proposing action.
4	10 - Leverage the Data-Information-Knowledge-Wisdom (DIKW) insight framework	Move from raw observations to themes, hypotheses, implications and decision-ready recommendations.
5	12 - Run the what-job canvas	Complete the sentence: For [who], when [situation], they need [job] so that [outcome].
6	14 - Adopt a systems-story process	Name the situation, draw the loop, identify what reinforces the pattern, then choose an intervention point.

Design & innovation pathway

Step	Play	Move
1	02 - Develop a personal Persona	Define three words you want people to associate with you, then choose behaviours that prove them.
2	11 - Apply diverse ideation methods	Use at least three ideation methods so the problem is attacked from different angles.
3	12 - Run the what-job canvas	Complete the sentence: For [who], when [situation], they need [job] so that [outcome].
4	13 - Field test a Minimum Viable Product (MVP)	Define the smallest test that can reveal whether the idea has value.
5	14 - Adopt a systems-story process	Name the situation, draw the loop, identify what reinforces the pattern, then choose an intervention point.
6	15 - Activate a Problem Taxonomy Frame (PTF)	Clarify context, boundary, problem type, decision need, stakeholders and success criteria.
7	27 - Stockpile visual aids	Build a personal library of simple diagrams, canvases, maps and before-after visuals.

Decisioning & structuring pathway

Step	Play	Move
1	15 - Activate a Problem Taxonomy Frame (PTF)	Clarify context, boundary, problem type, decision need, stakeholders and success criteria.
2	16 - Implement decision architecture (DA)	Define the decision, owner, contributors, criteria, evidence, trade-offs and commitment route.
3	09 - Profile end-user risk appetite	Ask what level of uncertainty the stakeholder can accept across cost, time, quality, change and reputation.
4	10 - Leverage the Data-Information-Knowledge-Wisdom (DIKW) insight framework	Move from raw observations to themes, hypotheses, implications and decision-ready recommendations.
5	17 - Summarise with a Reasons for Decision (RfD)	Record the options considered, rationale, trade-offs, conditions and next actions.
6	18 - Craft a Benefits Dependency Network (BDN)	Map objectives to benefits, business changes, enablers and actions.
7	19 - Visualise delivery complexity with a dependency map	Draw the core deliverables, dependencies, owners, timing and risk points.
8	24 - Pitch with purpose	Start with the audience need, then frame the message, evidence, ask and next step.

Delivery & change pathway

Step	Play	Move
1	03 - Apply product-behaviour feedback splitter	List what people said, then list what they did afterwards; treat the gap as insight.
2	13 - Field test a Minimum Viable Product (MVP)	Define the smallest test that can reveal whether the idea has value.
3	18 - Craft a Benefits Dependency Network (BDN)	Map objectives to benefits, business changes, enablers and actions.
4	19 - Visualise delivery complexity with a dependency map	Draw the core deliverables, dependencies, owners, timing and risk points.
5	21 - Share curated articles & videos	Send a relevant article with two sentences explaining why it matters to the recipient.
6	23 - Credibility anchoring	Anchor the idea using external evidence, internal alignment and your own credible experience.
7	25 - Outline growth with a maturity model	Describe the journey in levels, stages or maturity steps so progress feels achievable.
8	27 - Stockpile visual aids	Build a personal library of simple diagrams, canvases, maps and before-after visuals.

Section 3: Appendix mapping matrix

This matrix reproduces the attachment logic in a cleaner reference format. A check mark means the play is applicable to that business activity.

Play-to-activity cross-reference

#	Play name	Positioning & influence	Discovery & understanding	Design & innovation	Decisioning & structuring	Delivery & change
01	Define your Unique Selling Point (USP)	✓				
02	Develop a personal Persona	✓	✓	✓		
03	Apply product-behaviour feedback splitter		✓			✓
04	Adopt the Circle of Commitment (CoC)	✓				
05	Write to appreciate	✓				✓
06	Build a question bank	✓	✓			
07	Use the Events, Patterns, Mental Models (EPM) interview ladder		✓			
08	Identify Assets, Boundaries & Narratives (ABN)		✓		✓	
09	Profile end-user risk appetite		✓		✓	
10	Leverage the Data-Information-Knowledge-Wisdom (DIKW) insight framework		✓		✓	
11	Apply diverse ideation methods			✓		
12	Run the what-job canvas		✓	✓		
13	Field test a Minimum Viable Product (MVP)			✓		✓
14	Adopt a systems-story process		✓	✓	✓	
15	Activate a Problem Taxonomy Frame (PTF)			✓	✓	
16	Implement decision architecture (DA)				✓	
17	Summarise with a Reasons for Decision (RfD)	✓			✓	
18	Craft a Benefits Dependency Network (BDN)				✓	✓
19	Visualise delivery complexity with a dependency map				✓	✓
20	Thoughts for the boss...	✓				
21	Share curated articles & videos	✓	✓			✓
22	Write an internal blog	✓				✓
23	Credibility anchoring	✓				✓
24	Pitch with purpose	✓			✓	
25	Outline growth with a maturity model				✓	✓
26	The 3 laws of resonance	✓				
27	Stockpile visual aids	✓		✓		✓

Section 4: Play reference cards

Each play appears once in this section. Use the activity maps to identify the right play, then use the relevant card as a quick operating prompt.

PLAY 01: Define your Unique Selling Point (USP)

Clarify the distinct value only you can consistently bring.

Prompt: Being Generative | Book: Chapter 4 | Effort: Moderate | Dependency: Solo

Applies to: Positioning & influence

Use when: You feel useful but hard to describe, or you want others to associate you with a clearer value signature.

Quick move: Write three sentences: the problems you notice, the value you create, and the pattern others can rely on.

Watch for: Do not turn this into a slogan detached from behaviour.

Best paired with: Play 02 Persona, Play 23 Credibility anchoring

PLAY 02: Develop a personal Persona

Shape how others experience you before you enter the room.

Prompt: Being Generative | Book: Chapter 4 | Effort: Light | Dependency: Solo

Applies to: Positioning & influence, Discovery & understanding, Design & innovation

Use when: You are entering a new role, project, forum or stakeholder group and want to be experienced deliberately.

Quick move: Define three words you want people to associate with you, then choose behaviours that prove them.

Watch for: Persona is not performance theatre; it must be authentic and repeatable.

Best paired with: Play 01 USP, Play 26 The 3 laws of resonance

PLAY 03: Apply product-behaviour feedback splitter

Separate what people say from what their actions reveal.

Prompt: Being Generative | Book: Chapter 4 | Effort: Moderate | Dependency: Solo

Applies to: Discovery & understanding, Delivery & change

Use when: Feedback sounds positive, but the behaviour that follows tells a different story.

Quick move: List what people said, then list what they did afterwards; treat the gap as insight.

Watch for: Do not over-weight polite feedback when behaviour tells a clearer story.

Best paired with: Play 04 Circle of Commitment, Play 06 Question bank

PLAY 04: Adopt the Circle of Commitment (CoC)

Build trust through repeated behaviours and actions.

Prompt: Being Generative | Book: Chapter 4 | Effort: Deep | Dependency: Solo

Applies to: Positioning & influence

Use when: Trust is not yet strong enough for people to seek your input voluntarily or act on your commitments.

Quick move: Notice one need, make one small promise, act on it, and close the loop visibly.

Watch for: Trust is cumulative. One big gesture cannot replace repeated reliability.

Best paired with: Play 08 ABN

PLAY 05: Write to appreciate

Strengthen relationships through human recognition.

Prompt: Being Generative | Book: Chapter 4 | Effort: Light | Dependency: Solo

Applies to: Positioning & influence, Delivery & change

Use when: A relationship needs warmth, recognition or repair through a small human gesture.

Quick move: Write a short, specific note naming the behaviour, the impact, and why it mattered.

Watch for: Avoid generic praise; specificity makes the appreciation real.

Best paired with: Use as a standalone micro-play.

PLAY 06: Build a question bank

Prepare better thinking by preparing better questions.

Prompt: End User Anthropology | Book: Chapter 5 | Effort: Light | Dependency: Solo

Applies to: Positioning & influence, Discovery & understanding

Use when: You are about to interview, meet or diagnose and need better questions before the conversation begins.

Quick move: Create a reusable bank of discovery, clarification, challenge and reflection questions.

Watch for: A question bank is useful only when adapted to context.

Best paired with: Play 04 Circle of Commitment, Play 07 EPM interview ladder

PLAY 07: Use the Events, Patterns, Mental Models (EPM) interview ladder

Move from surface answers to deeper meaning through structured inquiry.

Prompt: End User Anthropology | Book: Chapter 5 | Effort: Moderate | Dependency: Solo

Applies to: Discovery & understanding

Use when: The first answer is too shallow and you need to understand events, patterns and underlying mental models.

Quick move: Ask first about the event, then the repeated pattern, then the belief or assumption underneath.

Watch for: Do not interrogate. Use the ladder with curiosity and care.

Best paired with: Play 06 Question bank, Play 12 Who-what-job canvas

PLAY 08: Identify Assets, Boundaries & Narratives (ABN)

Understand the terrain of the opportunity space.

Prompt: End User Anthropology | Book: Chapter 5 | Effort: Moderate | Dependency: With Others

Applies to: Discovery & understanding, Decisioning & structuring

Use when: You need to understand the opportunity space before trying to change it.

Quick move: Map available assets, hard boundaries and dominant narratives before proposing action.

Watch for: Narratives can be sensitive; surface them constructively.

Best paired with: Play 04 Circle of Commitment, Play 16 Decision architecture

PLAY 09: Profile end-user risk appetite

Understand how much uncertainty others are truly willing to accept.

Prompt: End User Anthropology | Book: Chapter 5 | Effort: Moderate | Dependency: With Others

Applies to: Discovery & understanding, Decisioning & structuring

Use when: A proposal involves uncertainty and you need to understand how much risk the end-user or stakeholder can tolerate.

Quick move: Ask what level of uncertainty the stakeholder can accept across cost, time, quality, change and reputation.

Watch for: Risk appetite is not fixed; it changes by person, context and consequence.

Best paired with: Play 07 EPM interview ladder, Play 12 Who-what-job canvas

PLAY 10: Leverage the Data-Information-Knowledge-Wisdom (DIKW) insight framework

Turn raw data into decisions through layered understanding.

Prompt: End User Anthropology | Book: Chapter 5 | Effort: Deep | Dependency: With Others

Applies to: Discovery & understanding, Decisioning & structuring

Use when: You have data, interview notes or observations, but no clear insight yet.

Quick move: Move from raw observations to themes, hypotheses, implications and decision-ready recommendations.

Watch for: Insight is not a summary. It must change what someone understands or does.

Best paired with: Play 04 Circle of Commitment, Play 07 EPM interview ladder

PLAY 11: Apply diverse ideation methods

Expand thinking by tackling problems from multiple angles.

Prompt: Creative Synthesis | Book: Chapter 6 | Effort: Moderate | Dependency: With Others

Applies to: Design & innovation

Use when: The team is circling familiar answers and needs to widen the option space.

Quick move: Use at least three ideation methods so the problem is attacked from different angles.

Watch for: Ideation needs boundaries or it becomes theatre.

Best paired with: Play 12 Who-what-job canvas, Play 13 MVP

PLAY 12: Run the what-job canvas

Define who matters, what they need, and why it matters.

Prompt: Creative Synthesis | Book: Chapter 6 | Effort: Moderate | Dependency: With Others

Applies to: Discovery & understanding, Design & innovation

Use when: A solution is being discussed before the relevant person, need and job are properly understood.

Quick move: Complete the sentence: For [who], when [situation], they need [job] so that [outcome].

Watch for: Do not define the job from your own perspective alone.

Best paired with: Play 07 EPM interview ladder, Play 11 Diverse ideation methods

PLAY 13: Field test a Minimum Viable Product (MVP)

Learn fast by testing value before perfecting delivery.

Prompt: Creative Synthesis | Book: Chapter 6 | Effort: Moderate | Dependency: With Others

Applies to: Design & innovation, Delivery & change

Use when: You need to learn whether an idea creates value before building the full solution.

Quick move: Define the smallest test that can reveal whether the idea has value.

Watch for: Keep the test small enough to learn quickly.

Best paired with: Play 03 Product-behaviour feedback splitter, Play 12 Who-what-job canvas

PLAY 14: Adopt a systems-story process

Make complexity understandable by turning systems into narratives.

Prompt: Sensemaking | Book: Chapter 7 | Effort: Deep | Dependency: With Others

Applies to: Discovery & understanding, Design & innovation, Decisioning & structuring

Use when: A problem keeps repeating and linear explanation is not enough.

Quick move: Name the situation, draw the loop, identify what reinforces the pattern, then choose an intervention point.

Watch for: The map is not the work; use it to change the conversation.

Best paired with: Play 15 Problem Taxonomy Frame, Play 27 Visual aids

PLAY 15: Activate a Problem Taxonomy Frame (PTF)

Codify the problem before rushing to solve it.

Prompt: Horizontal Decision Making | Book: Chapter 8 | Effort: Moderate | Dependency: With Others

Applies to: Design & innovation, Decisioning & structuring

Use when: People are rushing to solution before agreeing what kind of problem they are solving.

Quick move: Clarify context, boundary, problem type, decision need, stakeholders and success criteria.

Watch for: Problem framing can feel slow, but it prevents wasted speed.

Best paired with: Play 10 DIKW insight framework, Play 16 Decision architecture

PLAY 16: Implement decision architecture (DA)

Design how decisions are made, not just what is decided.

Prompt: Horizontal Decision Making | Book: Chapter 8 | Effort: Deep | Dependency: With Others

Applies to: Decisioning & structuring

Use when: A decision matters enough to require criteria, roles, process and commitment.

Quick move: Define the decision, owner, contributors, criteria, evidence, trade-offs and commitment route.

Watch for: Decision architecture should fit the size of the decision.

Best paired with: Play 17 RfD, Play 18 BDN

PLAY 17: Summarise with a Reasons for Decision (RfD)

Make thinking visible so decisions can travel and endure.

Prompt: Horizontal Decision Making | Book: Chapter 8 | Effort: Light | Dependency: With Others

Applies to: Positioning & influence, Decisioning & structuring

Use when: A decision has been made, but the rationale needs to travel beyond the meeting.

Quick move: Record the options considered, rationale, trade-offs, conditions and next actions.

Watch for: RfD is not bureaucracy; keep it proportionate and useful.

Best paired with: Play 16 Decision architecture

PLAY 18: Craft a Benefits Dependency Network (BDN)

Link actions to outcomes through visible chains of value.

Prompt: The OTIF Premium | Book: Chapter 9 | Effort: Deep | Dependency: With Others

Applies to: Decisioning & structuring, Delivery & change

Use when: You need to connect activity to benefits, outcomes and enabling changes.

Quick move: Map objectives to benefits, business changes, enablers and actions.

Watch for: Benefits must be owned, not merely named.

Best paired with: Play 16 Decision architecture, Play 19 Dependency map

PLAY 19: Visualise delivery complexity with a dependency map

Expose interconnections to manage risk and sequence effectively.

Prompt: The OTIF Premium | Book: Chapter 9 | Effort: Moderate | Dependency: Solo

Applies to: Decisioning & structuring, Delivery & change

Use when: Delivery looks simple in a plan but complex in reality.

Quick move: Draw the core deliverables, dependencies, owners, timing and risk points.

Watch for: Dependencies change; revisit the map as delivery evolves.

Best paired with: Play 14 Systems-story process, Play 18 BDN

PLAY 20: Thoughts for the boss...

Offer ideas and insight, not just updates and progress.

Prompt: Your Voice Is Your Art | Book: Chapter 10 | Effort: Light | Dependency: Solo

Applies to: Positioning & influence

Use when: Your update risks sounding like a list of tasks rather than a signal of judgment.

Quick move: Take one operational update and add a "so what / next opportunity" insight.

Watch for: Do not use this to flatter upward; bring thoughtful value.

Best paired with: Play 14 Systems-story process, Play 21 Curated articles & videos

PLAY 21: Share curated articles & videos

Build influence by becoming a trusted source of signals.

Prompt: Your Voice Is Your Art | Book: Chapter 10 | Effort: Light | Dependency: Solo

Applies to: Positioning & influence, Discovery & understanding, Delivery & change

Use when: You want to build influence through useful signals, not self-promotion.

Quick move: Send a relevant article with two sentences explaining why it matters to the recipient.

Watch for: Curate, do not spam. Relevance is the generosity.

Best paired with: Play 04 Circle of Commitment, Play 20 Thoughts for the boss

PLAY 22: Write an internal blog

Scale your thinking by making it visible and reusable.

Prompt: Your Voice Is Your Art | Book: Chapter 10 | Effort: Moderate | Dependency: Solo

Applies to: Positioning & influence, Delivery & change

Use when: You have an insight that could help others, but it currently lives only in your head.

Quick move: Use a repeatable structure: what happened, what I noticed, why it may matter.

Watch for: Start small; consistency matters more than polish.

Best paired with: Play 24 Pitch with purpose, Play 26 The 3 laws of resonance

PLAY 23: Credibility anchoring

Ground ideas in evidence that others already trust.

Prompt: Your Voice Is Your Art | Book: Chapter 10 | Effort: Light | Dependency: Solo

Applies to: Positioning & influence, Delivery & change

Use when: Your idea needs credibility before stakeholders will feel comfortable supporting it.

Quick move: Anchor the idea using external evidence, internal alignment and your own credible experience.

Watch for: Credibility should support the idea, not manipulate the room.

Best paired with: Play 22 Internal blog, Play 24 Pitch with purpose

PLAY 24: Pitch with purpose

Align your message to what matters most to your audience.

Prompt: Your Voice Is Your Art | Book: Chapter 10 | Effort: Moderate | Dependency: Solo

Applies to: Positioning & influence, Decisioning & structuring

Use when: You need to pitch an idea to people with different priorities or limited attention.

Quick move: Start with the audience need, then frame the message, evidence, ask and next step.

Watch for: A pitch is not a data dump. It is an act of translation.

Best paired with: Play 23 Credibility anchoring, Play 26 The 3 laws of resonance

PLAY 25: Outline growth with a maturity model

Show progress as a journey, not a single leap.

Prompt: Resonance | Book: Chapter 11 | Effort: Moderate | Dependency: With Others

Applies to: Decisioning & structuring, Delivery & change

Use when: Stakeholders need to see progress as a staged journey rather than a sudden leap.

Quick move: Describe the journey in levels, stages or maturity steps so progress feels achievable.

Watch for: Avoid false precision; maturity levels are a guide, not a guarantee.

Best paired with: Play 18 BDN

PLAY 26: The 3 laws of resonance

Turn logic into connection through story, metaphor and energy.

Prompt: Resonance | Book: Chapter 11 | Effort: Deep | Dependency: Solo

Applies to: Positioning & influence

Use when: The logic is sound, but the message still lacks connection, memory or energy.

Quick move: Add one story, one metaphor and one energy choice to your communication.

Watch for: Story and metaphor should clarify, not decorate.

Best paired with: Play 24 Pitch with purpose, Play 27 Visual aids

PLAY 27: Stockpile visual aids

Equip yourself to make visuals instantly clear when it counts.

Prompt: Resonance | Book: Chapter 11 | Effort: Light | Dependency: Solo

Applies to: Positioning & influence, Design & innovation, Delivery & change

Use when: You often explain ideas verbally when a simple visual would make them clearer.

Quick move: Build a personal library of simple diagrams, canvases, maps and before-after visuals.

Watch for: Do not over-design; the best visual is the one that makes the point obvious.

Best paired with: Play 14 Systems-story process, Play 24 Pitch with purpose

Closing note

This guide is designed to help readers move from reading to application. The main book provides the deeper argument and examples; this companion guide helps readers find the right play when a practical business activity is at hand.