

Agile TODAY

PERSPECTIVES FOR THE ENTERPRISE INNOVATOR

Volume #14 | FEBRUARY 2017

Discover career-long
learning with the
**KNOWLEDGE
PYRAMID**

Learn to say *thank you* –
the power of gratitude with
psychologist
Dr Lea Waters

Take the plunge with
The Deep Dive:
a new event experience
for leaders and execs

Cake culture: discover
the recipe for a better
company culture with

Sami Honkonen

Inside an AgileAus workshop: hear from your peers

THE DEEP DIVE

MON 6 - TUE 7 MARCH 2017 – MANLY, AUSTRALIA

LEAD FOR GROWTH

The Deep Dive will challenge you to move beyond the jargon and share frankly with other curious minds about what is really working, what isn't, and what we might try next in order to build resilience and truly dynamic capabilities.

DIVE INTO THE FOLLOWING TOPICS:



WHAT CORPORATES CAN LEARN FROM THE QUESTIONS VCS ASK – with **Bill Bartee**, Co-founder and Partner at Blackbird Ventures, NAB Ventures Committee Member, and incoming Head of CSIRO's Innovation Fund.



THE ROLE OF PLAY IN INNOVATION – with **Brendan Boyle**, Founder of IDEO Toy Lab, toy inventor, Stanford Professor, and advocate for play.



HOW TO BUILD A TEAM OF TEAMS – with **Didier Elzinga**, CEO of fast-growing Culture Amp, which is telling clients what their employees think after raising over \$16m in capital.



EVOLVING PARTNERSHIPS – with **Jodie Fox**, Co-founder and Chief Creative Officer of Shoes of Prey, which sells customised shoes at global scale.



HARD LEADERSHIP DECISIONS FOR THE LONG-TERM – with **David Spence**, Chairman of VOCUS Communications, founder of Unwired and previous CEO and MD of OzEmail.



STRENGTH-BASED TEAMS – with **Dr Lea Waters**, Professor of Positive Psychology, University of Melbourne and one of Australia's Top 100 Women of Influence.

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Letter from the Editor

How do we learn to lead? And what role does reflection play in your learning strategies? In the first edition of *AgileTODAY* for 2017, we home in on learning to lead and reflecting to learn.

Reflecting on his past experiences as a developer, CEO of Tomorrow Labs Sami Honkonen shares how he came to realise the impact of system conditions on the workplace; a journey that brought him to a greater understanding of the ingredients that make up company culture (p12).

Also taking a long-term view of career development, ThoughtWorks' Neal Ford explores a model for lifelong career learning as he discusses knowledge breadth versus depth and the vital skill of balancing between the two (p4).

Professor of Positive Psychology Dr Lea Waters adds a different perspective on company culture and ongoing learning with her focus on practising gratitude in the workplace (p6). How can we learn to implement gratitude and prevent 'gratitude deficit disorder'? Dr Waters will also be speaking at a new event born out of the Agile Australia community: The Deep Dive. Designed for leaders and executives who want to dive deeper into the 'hows' of growth, The Deep Dive is a unique, intimate and immersive learning experience (p2).

For more on other learning experiences this year, check out the workshops on offer as part of Agile Australia 2017 (p9). You can also get an insight into the workshop experience with feedback from some of the 2016

participants in Barry O'Reilly's Lean Enterprise workshop, as well as Barry himself (p15).

You may also notice that *AgileTODAY* has launched a new website: please visit the website www.agiletoday.com.au to take a look.

Would you like to see your writing in *AgileTODAY*? Have a story to tell? Please get in touch!

Best wishes,

Claire Hansen

Editor

editor@agiletoday.com.au



PHOTO COURTESY OF ADOBE STOCK

Knowledge **Depth** **Breadth** vs

Discover a model for career-long learning with Neal Ford, a Software Architect at ThoughtWorks and a speaker at Agile Australia 2017. This article is based on architect Mark Richards' Knowledge Pyramid.¹ Ford and Richards are co-presenters in the Software Architecture Fundamentals video series.²

The Knowledge Pyramid makes a keen observation about career-long knowledge acquisition, particularly the transition from developer to architect.

First, consider this knowledge pyramid, encapsulating all the knowledge on earth:

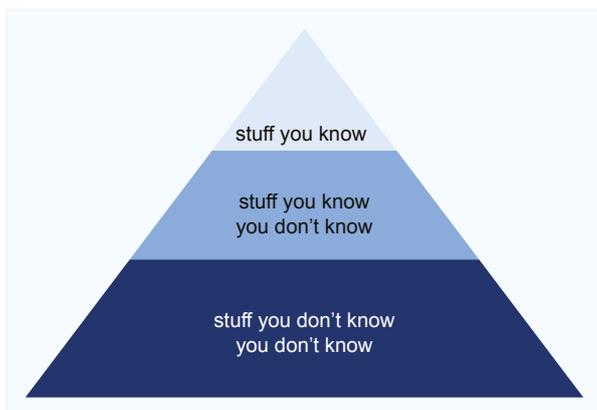


Figure 1: All Knowledge

Any individual can partition that knowledge into three sections: *Things You Know*, *Things You Know You Don't Know*, and *Things You Don't Know You Don't Know*. A developer's early career focuses on expanding the top of the pyramid, to build experience and expertise. This is the ideal focus early on, because you need more perspective, working knowledge, and hands-on experience.

Expanding the top incidentally expands the middle section; as you encounter more technologies and related artifacts, it adds to your stock of *Things You Know You Don't Know*.

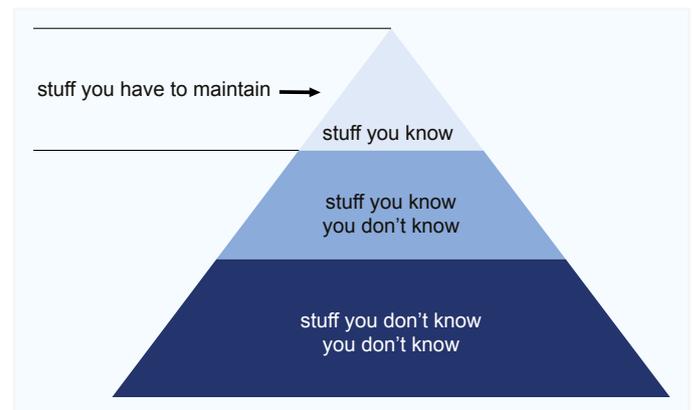


Figure 2: Expertise must be maintained

Expanding the top of the pyramid is beneficial because expertise is valued. However, the *Things You Know* are also the *Things You Must Maintain* – nothing is static in the software world. If you become an expert in Ruby on Rails, that expertise won't last if you ignore it for a year. The things at the top of the pyramid require time investment to maintain expertise. Ultimately, the size of the top of your pyramid is your technical *depth*.

However, the nature of knowledge changes as you start in the architect role. A large part of the value of an architect is a *broad* understanding of technology and how it can be used to solve particular problems. For example, as an architect, it is more beneficial for me to know that five solutions exist for a particular problem than to be a singular expert in only one. The most important parts of the pyramid for architects are the top **and** middle

1 www.wmrichards.com

2 www.oreilly.com/software-architecture-video-training-series.html

sections; how far your middle section penetrates into the bottom section represents your technical *breadth*.

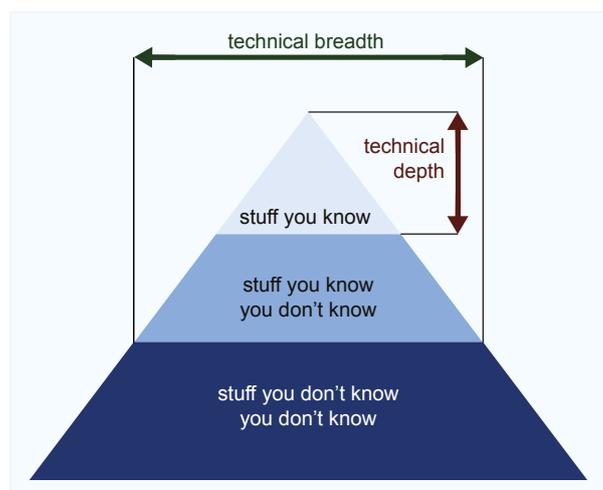


Figure 3: **What You Know** is your technical depth, **How Much You Know** is your technical breadth

As an architect, *breadth* is more important than *depth*. Because architects must make decisions that match capabilities to technical constraints, a broad understanding of a wide variety of solutions is valuable. Thus, for architects, the wise course of action is to sacrifice some of your hard-won expertise and use that time to broaden your portfolio.

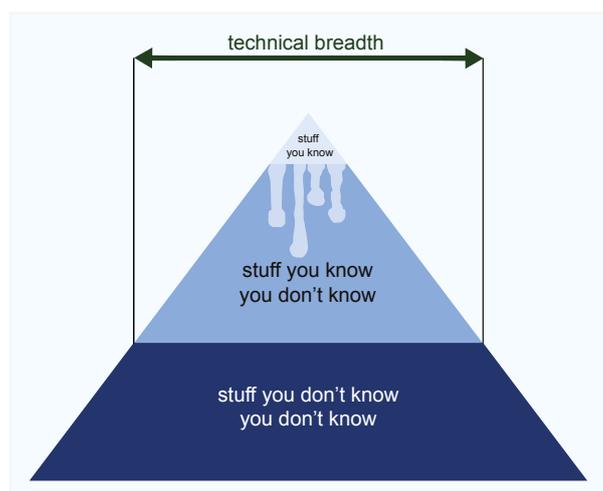


Figure 4: Enhanced breadth and shrinking depth for the architect role.

Some areas of expertise will remain, probably around particularly enjoyable technology areas (mine is programming languages), while others usefully atrophy.

The pyramid illustrates how the role of *architect* is fundamentally different to that of *developer*. Developers spend their whole career honing expertise, and transitioning to the architect role means a shift in that perspective, which many architects find difficult.

This in turn leads to two common dysfunctions: first, an architect tries to maintain expertise in a wide variety of areas, succeeding in none of them and working themselves ragged in the process. Second, it manifests as *stale expertise* - the mistaken sensation that your outdated information is still cutting-edge. I see this often in large companies where the developers who founded the company have moved into leadership roles yet still make technology decisions using ancient criteria (I refer to this as the *Frozen Caveman Antipattern*).

As an architect, focus on technical breadth so that you have a larger quiver from which to draw arrows. If you are transitioning roles from developer to architect, realise that you may have to change the way you view knowledge acquisition. Balancing your portfolio of knowledge regarding depth versus breadth is something every developer should consider throughout their career.

Thanks to Martin Fowler, Jeff Norris, Kief Morris, Rouan Wilsenach, and Stuart Rolland for useful feedback on early drafts. This article was originally published on Neal Ford's blog: <http://nealford.com/memeagora/2015/09/08/knowledge-breadth-versus-depth.html>.



NEAL FORD WILL SPEAK AT
AGILE AUSTRALIA 2017.
MORE DETAILS HERE:
WWW.AGILEAUS.COM.AU

Does your company suffer from **Gratitude Deficit Disorder**?



In this article from Melbourne University Professor of Positive Psychology, Dr Lea Waters, learn how gratitude can play a surprisingly significant role in workplace culture. Dr Waters will be speaking at a new event experience for Australian leaders: The Deep Dive, taking place in Sydney on 6-7 March 2017. The Deep Dive will explore the 'hows' of company growth in an intimate, private setting fostering spirited dialogue between speakers and guests. Visit the website for more information: thedeepdive.com.au.

When was the last time someone thanked you at work? Does your company have an employee recognition program? How about a company newsletter that has a regular gratitude column or a workplace that has gratitude awards?

Gratitude is a core, but often overlooked, aspect of creating

a healthy workplace culture. Many organisations suffer from gratitude deficit disorder. In a recent study¹ of over 2000 employees conducted by researchers at the University of California, Berkeley, gratitude was noticeably absent. In fact, only 10% of employees reported that they regularly express gratitude at work. Curiously,

despite 90% not showing gratitude almost all employees reported that gratitude was important and 93% reported that grateful bosses are more likely to succeed. Clearly, there is a mismatch between the importance placed on gratitude and the actual expression of gratitude at work.

¹ Jeremy Adam Smith, 'Five ways to cultivate gratitude at work', May 2013, http://greatergood.berkeley.edu/article/item/five_ways_to_cultivate_gratitude_at_work.

“Gratitude is a core, but often overlooked, aspect of creating a healthy workplace culture. Many organisations suffer from gratitude deficit disorder.”

This mismatch is not new. Back in the mid 1980s when researchers at Western Kentucky University² asked 35,000 employees what they really want from their jobs and then contrasted this to what supervisors thought their employees want, a similar incongruity was found. The supervisors answered that salary was the most important factor for employees yet the number one answer from employees was that they wanted to feel fully appreciated for the work they did.

Why is gratitude suppressed at work?

In the companies I consult to I have observed three chief reasons.

First, the ‘economic argument’ – we are paying you, that’s thanks enough – sometimes gets in the way. We all know

that people work not only for financial reasons but also for psychological and social reasons. Work is a big part of most people’s identity. When we thank someone at work, we are recognising their contribution. In essence we are saying “I value you, you are an important part of this team.” A pay cheque gives one form of recognition but gratitude is more likely to meet an employee’s psychological and social needs. The added bonus for companies is that gratitude is free!

Second, some people feel that gratitude creates indebtedness. In the Berkeley study 35% of employees believed that expressing gratitude could lead co-workers to take advantage of them. In an Australian study conducted with school leaders³, Principals and Vice Principals reported that expressing gratitude can sometimes backfire. However, these same

Principals and Vice Principals reported that the benefits of expressing gratitude far outweighed the shortcomings. The way around this potential barrier is to create a culture where gratitude is a sign of strength rather than weakness.

The third, and probably biggest, reason I have found for the absence of gratitude in the workplace is simply that leaders underestimate its importance. We take gratitude for granted. We assume that our team knows how much we value them and we underrate the powerful effect that saying thank you can have. The phrase ‘thank you’ is seemingly small and simple, so simple that leaders often don’t realise the power of these words. But when we really stop and think about it, we know that gratitude is a positive force, not only at work but also in our friendships, marriages and relationships with our children.

Continue →

2 Joseph P. Cangemi, Joseph and George E. Guttschalk, ‘What Employees Really Want from Their Jobs’, *Psychology: A Quarterly Journal of Human Behavior*, 23: 2-3, (1986): 57-61, <https://eric.ed.gov/?id=EJ350441>.

3 Lea Waters and Helen Stokes, ‘Positive Education for School Leaders: Exploring the Effects of Emotion-Gratitude and Action-Gratitude’, *The Educational and Developmental Psychologist*, 32:1 (2015), 1-22, <https://www.cambridge.org/core/journals/educational-and-developmental-psychologist/article/positive-education-for-school-leaders-exploring-the-effects-of-emotion-gratitude-and-action-gratitude/9A791659EABD9885998A7D11F806EB4D>.

“We take gratitude for granted. We assume that our team knows how much we value them and we underrate the powerful effect that saying thank you can have.”

Just think about the last time someone stopped you at work and thanked you – I bet it made you feel good and re-energised you for your next task.

In one of my studies on gratitude within the financial and education sectors⁴, gratitude was found to account for close to 25% of employee job satisfaction. That’s a quarter of the pie coming solely from having a culture of gratitude at work. In another study I asked organisational leaders to adopt gratitude practices for one month⁵. The leaders kept a gratitude journal where they recorded three things each day that they felt thankful for at work, they used gratitude in staff meetings, on bulletin boards, and in newsletters.

They wrote letters of thanks to chosen colleagues. Gratitude is an emotion that puts stress into perspective and is a form of relationship glue. So it’s no wonder that, at the end of the month-long study, the leaders reported that it was easier to see the bigger picture at work and that they had a better appreciation of the value of work relationships. Leaders also said that integrating gratitude into their work roles had given them hope, happiness, and optimism.

The evidence is clear that gratitude plays a big role in employee happiness and relationships. What will you do this week at work to combat gratitude deficit disorder?

By the way, thanks for reading my article...

You can hear more from Dr Lea Waters at the inaugural The Deep Dive 2017 on Mon 6 – Tue 7 March in Sydney.

Find out more on the website:
thedeepdive.com.au.



4 Lea Waters, 'Predicting Job Satisfaction: Contributions of Individual Gratitude and Institutionalized Gratitude', *Psychology*, 3:12A (2012): 1174-76, <http://www.scirp.org/journal/PaperInformation.aspx?PaperID=26232>.

5 Waters and Stokes, 'Positive Education for School Leaders', <https://www.cambridge.org/core/journals/educational-and-developmental-psychologist/article/positive-education-for-school-leaders-exploring-the-effects-of-emotion-gratitude-and-action-gratitude/9A791659EABD9885998A7D11F806EB4D>.

Agile AUSTRALIA 17

- WORKSHOPS -

SYDNEY: WEDNESDAY 21 JUNE 2017 | **MELBOURNE:** MONDAY 26 JUNE 2017

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1. Coaching Teams - *Esther Derby*
2. Boss level company culture - *Sami Honkonen*
3. Continuous Delivery - *Jez Humble*
4. Lean Design Thinking - *Tatyana Mamut*
5. Lean Enterprise - *Barry O'Reilly*
6. Product Management Bootcamp - *Melissa Perri*
7. Evolutionary Architecture - *Neal Ford*

AGILE AUSTRALIA COMES TO SYDNEY

Hear presentations from these workshop leaders at the ninth annual Agile Australia Conference on 22-23 June 2017 in Sydney and explore the theme of 'Learning and Leading'.

www.agileaustralia.com.au/2017.



1. COACHING TEAMS

ESTHER DERBY

Author, Agile Retrospectives: Making Good Teams Great

Learn to coach at the team level! Team effectiveness is the result of enabling conditions and the interactions of team members. Learn how to observe and assess enabling conditions for teamwork, team interactions, and dynamics from Esther Derby, the original founder of the Scrum Alliance and former board member of the Agile Alliance. Gain the knowledge you need to improve conditions that are hampering your teams. Through simulations and small group practice, you will hone your abilities to analyse group dynamics, and take effective action.



2. BUILDING A BOSS LEVEL COMPANY CULTURE

SAMI HONKONEN
CEO, Tomorrow Labs

Learn how to understand and develop your company culture and discover tools for planning good culture experiments with Sami Honkonen, host of the *Boss Level Podcast*. In an ecosystem which is subject to unpredictable change, creating and generating a boss-level company culture is essential for success. Move through the foundations of company culture to discovering the tools for creating your own culture experiments.



3. CONTINUOUS DELIVERY*

JEZ HUMBLE
CTO, DevOps Research and Assessment LLC

Getting software released to users is often a painful, risky, and time-consuming process. The practice of continuous delivery sets out the principles and technical practices that enable rapid, low-risk delivery of high quality, valuable new functionality to users. Through automation of the build, deployment, and testing process, and improved collaboration between developers, testers and IT operations, teams can get changes released in a matter of hours – sometimes even minutes – no matter what the size of the product or the complexity of the enterprise environment.

Co-author of *Continuous Delivery* Jez Humble shares an in-depth guide to the DevOps movement with case studies from real companies and ideas to help you adopt it within your organisation.

* This workshop will also be run in Auckland, New Zealand (Friday 30 June 2017).



4. LEAN DESIGN THINKING: GET THE RIGHT IDEA, THEN GET THE IDEA RIGHT

TATYANA MAMUT
VP and Head of Product Experience, IoT Cloud, Salesforce

In this hands-on workshop, discover a helpful and practical method for generating great ideas, getting useful feedback quickly, precisely understanding the needs of your customer, and building beautiful products. Participate in a Great Design Challenge and flex your observation and prototyping muscles; followed by exercises out in the real world on experimentation, gathering data, and iterating.

Gain the skills and tools to focus ideas, analyse, and design with Tatyana Mamut, who built IDEO's Organisation Design Practice, through a simulated project in which participants create an actual product. This tangible learning process challenges teams to raise the bar in their product development.



5. LEAN ENTERPRISE: CREATING HIGH PERFORMANCE ORGANISATIONS

BARRY O'REILLY

Co-author of Lean Enterprise: How High Performance Organisations Innovate at Scale

Discover practical principles and patterns to help you move fast at scale, and learn why and how to apply these methodologies throughout your entire organisation, instead of focusing on just one department or team. Understand how to take a scientific approach to developing products, processes and people while running large-scale programs of work. Learn how to enable your organisation to transform continuously to meet internal, market and customer demands.

Who should attend? The Lean Enterprise workshop is designed for executives interested in strategy and leadership, Directors of product, technology, IT and operations, those working in program or project management, and product development teams and leaders.



6. PRODUCT MANAGEMENT BOOTCAMP FOR AGILE TEAMS

MELISSA PERRI

CEO, ProdUX Labs

Dive into the most important areas of Product Management: strategy, identifying goals and measuring success, focusing on the user, experimenting to learn, and leading teams around a goal. Learn what is good product management, how to identify common goals and measure success, understand users, experiment to learn and deliver value, and ultimately lead product teams to success - from the person who wrote and taught the Product Management curriculum for General Assembly worldwide!

Who should attend? Product Owners and Product Directors, as well as other members of Agile teams who would like to learn more about the role.



7. EVOLUTIONARY ARCHITECTURE

NEAL FORD

Software Architect, ThoughtWorks

An evolutionary architecture supports incremental, guided change as a first principle across multiple dimensions. Discover the family of software architectures that support evolutionary change, along with how to build evolvable systems. Incremental change is critical for the mechanics of evolution - discover how to build engineering and DevOps practices to support continuous change. Learn how to prefer evolvability over predictability.

Discover a different way to think about software architecture in this hands-on workshop.

FROM AGILE TO SYSTEMS THINKING: LESSONS ON COMPANY CULTURE



CEO OF TOMORROW LABS AND AGILEAUS 2017 INVITED SPEAKER, SAMI HONKONEN, SHARES THE STORY OF HOW HE CAME TO LEARN THE IMPORTANCE OF SYSTEM CONDITIONS FOR COMPANY CULTURE.

One day in 2010, I realised I was fed up with Agile. I was at the US Agile conference and for the nth time I listened to people argue over whether everyone should use story points for estimation or not. I'd had enough of these silly repeated debates. It all felt insignificant. I decided it was time to switch my focus elsewhere.

But before we dive into that, I'll have to give you some background. Bear with me. It'll be worth it.

I started my career as a developer. When Agile came along, in my case in 2005, I began by studying the technical implications, such as collective code ownership, continuous integration, and automated testing. In a couple of years, I was consulting all around the world, teaching companies about these new technical practices.

When I saw developers at companies failing to write decent code, I felt I was doing the right thing in helping them. If a software company has developers who can't write good code, it doesn't matter what methods or processes they use. Bad code would, at least eventually, lead to bad business. I believed that to make a company Agile, developers were the key point of leverage.

For a few years, I was the lead on a software team. One day the manager introduced a newly transferred guy who would join my team. When I familiarised him with the project and saw him write some code, I immediately went back to the manager and told him that this was never going to work out. He was having problems with the basic syntax of the programming language we used. The manager said there was nothing she could do about it. And I told her it would take years for this guy to be productive.

After accepting, however begrudgingly, that the new guy was staying, we started investing time

“ I dipped my toes into systems thinking and immediately realised there was no turning back. It became all-consuming. Once I began seeing systems, I couldn't unsee them. Everything was, and still is, a system. ”

and effort into teaching and coaching him. He was smart and funny. He'd spent the last few years as an architect and had lost touch with hands-on programming. We started pair programming frequently, reviewed all commits, held technical brown bag sessions and debated the essence of good code together.

After six months I had to admit to the manager that I'd been wrong. The new guy was now one of the most productive developers on the project. Our team had been a great environment for him to catch up on his technical skills and he worked hard to improve.

After that experience I realised that some teams can turn crappy developers into good ones, and possibly turn good developers into great ones. It's not all about the members of the team, it's also about the surrounding environment.

This shift in thinking was huge for me. I noticed that when I left work, I was no longer thinking about coding. I started spending more and more time pondering questions unrelated to coding, which until recently was completely unheard of for me. Not just personal questions, either. Big questions such as: "How do you create an environment in which people thrive?"

I dipped my toes into systems thinking and immediately realised there was no turning back. It became all-consuming. Once I began seeing systems, I couldn't unsee them. Everything was, and still is, a system.

I started noticing the impact system conditions have everywhere I looked. Prisons are an excellent example. In solitary confinement, people begin to lose their minds without anyone directly harming them. It's the system conditions that make isolation unbearable.

A simple example of a system condition is lighting. Turning off the lights has severe effects in virtually any human system, be it a prison or an office. Many system conditions are hard to see because we're so used to their presence. System conditions consist of our policies, processes, and structures. We are constantly within their influence, and we need to take a step back to be able to break the spell and see them.

I also soon realised that fuming about systems was, for most people, slightly overwhelming. So instead, I started talking about culture. Culture is an all-encompassing word. Most people agree that culture is important and has an enormous impact on performance.

Culture is more familiar than systems, but it's still abstract. If you want to change culture, how do you even start? What do you grasp?

A helpful way to look at culture is to see it as a result. It's like cake. The cake is the result of a recipe. To improve all cake everywhere, we don't try to change a finished cake; we adjust the recipe instead. Similarly, there's a recipe for company culture that needs some changes.

Through my years in studying organisations in a multitude of roles I've come to the conclusion that the ingredients of company culture are:

System conditions

Behavior of key people

History of the organisation

Continue →

System conditions have an enormous impact on the team. For example, trying to create a collaborative culture in an organisation that has a bonus system that rewards individual performance is a waste of time. System conditions will overrule any soft talk on the value of collaboration.

The behaviour of key people defines patterns. If a person with a long history of merits fears mistakes, others in the company will adopt a similar stance, for good or for worse.

The history of the organisation is the only ingredient we can't change. However, there are many ways to interpret it. We often learn history by hearing and telling stories. So we can alter the impact of a company's history by changing the stories we tell and the lessons we take from them.

The recipe is our ability to understand the ingredients and put them together in the right order and amount. And that is, of course, context-specific.

In 2017, with 12 years of Agile behind me, I see Agile as a means to an end. I no longer consider Agile a value in itself. I don't even care about the distinction between doing Agile and being Agile. When working with organisations, I'm interested in clarifying why we're doing what we're doing and adapting the organisation to fit that purpose.

“ It's not all about the members of the team, it's also about the surrounding environment. ”

IF YOU'RE INTERESTED IN
LEARNING MORE ABOUT CREATING
A GREAT COMPANY CULTURE
YOU MIGHT WANT TO ATTEND MY
WORKSHOP ON CREATING A BOSS
LEVEL COMPANY CULTURE IN
SYDNEY ON WEDNESDAY 21 JUNE
AND IN MELBOURNE ON
MONDAY 26 JUNE.

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What will you learn in the AgileAus workshops?

Wondering what an AgileAus workshop might be like? Hear directly from facilitator Barry O'Reilly as well as past attendees who took part in the Lean Enterprise workshops.

After delivering sold-out workshops in December 2016, Barry will return for AgileAus 2017 - alongside a range of dynamic and challenging workshops on coaching, teams, product management and design thinking.

Barry O'Reilly explains: What will you learn in a Lean Enterprise workshop?



This workshop is designed to provide attendees with implementable principles and patterns to help you move fast at scale. My goal is to help you and your organisation improve, grow and deliver better business outcomes for all.

My training uses the *Orient, Explore, Accelerate, Transform* framework to guide you through the components required to create high performance organisations.

The workshops are designed for executives interested in strategy, leadership, and organisational culture. I encourage Directors of Product, Technology, IT and Operations to take part, as well as anyone working in program or project management, and product development.

Hear from past attendees:

"Will change your approach to work and success" - Mark Drasutis, Chief Product Officer, News Corp

"A great intro and very practical - feel like I can go and make changes now." - Alisa Hocking, HR Business Partner, RAC Insurance

"Concepts that could change the way we run our business" - Jacques Du Toit, Manager, Business Intelligence, RAC Insurance

"It is an amazing introduction to Lean and how to apply it across strategy and enterprise processes" - Humphrey Laubscher, Lead Product Manager, AusPost

"Feel like I'm learning cutting-edge thinking to help my organisation and my career" - Ian Morgan, Director, Strategic Delivery, CHOICE

"Thought leadership with a great practical application." - Katrina Kolt, Agile Coach

"Thought-provoking tour of the essence of Lean Enterprise" - Tony Craddock, Executive General Manager, Program Delivery, IAG

"Highly relevant to government agencies and their change programs" - Brett Petersen, Co-Founder, Zen Enterprise

"It's madness to not do this and work in this way!" - Gareth Jones, Agile/Transformational Coach, Target

EARLYBIRD REGISTRATIONS ARE OPEN FOR AGILE AUS 2017 WORKSHOPS.

agileaustralia.com.au/2017/workshops/

Agile AUSTRALIA 17

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Software Architect,
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LISA HARVEY-SMITH
Research Astronomer



JEZ HUMBLE
CTO, DevOps Research
and Assessment LLC



TATYANA MAMUT
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Experience, IoT Cloud,
Salesforce



PETE STEEL
Executive General Manager
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