Humans being Human
And the Future of Work
What is the hardest challenge in leadership?
Bureaucracy is kryptonite to productivity.

GARY HAMEL
The Challenges

Scaling  Time  Multiplier  Perfection
ARTIFICIAL INTELLIGENCE

39% say they’re already using some aspect of AI at work
When?

87% think AI will change their job by 2020.

39% say they’re already using some aspect of AI at work.

Current: 39%

2020: 87%
ARTIFICIAL INTELLIGENCE

- **39%** say they're already using some aspect of AI at work.
- **87%** think AI will change their job by 2020.
- **76%** say at least “some” of “half” of their job could be performed by some form of AI.

**Current**

**2020**

**When?**
Technology created more jobs in last 144 years

80% worried AI will increase unemployment
78% of people don’t trust team mates
59% say it’s poor communication

29% say it’s lack of accountability
**EFFICIENCY**

Create **process** & standardization
Written **centrally** & mandated
Eliminate variability
Engineered for **predictability**
Focus on **outputs**
Command & control
Centralized decision-making
Large **monolith** teams
(LOTS) of **hierarchy**

**EFFECTIVENESS**

Provide plays & **guardrails**
Crowdsourced & shared **laterally**
Embrace variability where valuable
**Freedom** for rhythm & cadence
Focus on **outcomes**
Empowerment
Decision-making at the **coalface**
Small, **nimble** teams with high agility
**Autonomy**
These reports clearly demonstrate that we're screwed.
Great teams
Great teams
right tools

Great teams
right tools
+ right people
Great teams
TEAM HEALTH MONITOR
TEAM HEALTH MONITOR
TEAM HEALTH MONITOR

PROJECT

- Flag
- Key
- House
- Diamond
- File
- Stopwatch
TEAM HEALTH MONITORS

PROJECT

LEADERSHIP

SERVICE
How it works
How it works

- Set the stage
- Rate attributes
- Discuss ratings
- Focus areas
- Run plays

Team mindset
The important part

Give each person a voice and a chance to contribute to their group's ratings individually before moving into whole-team discussions.
The tough part

Drive towards a consensus rating for each attribute.

<table>
<thead>
<tr>
<th>ATTRIBUTES</th>
<th>CHECKPOINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Full-time owner</td>
<td><img src="green.png" alt="Green" /></td>
</tr>
<tr>
<td>Balanced team</td>
<td><img src="yellow.png" alt="Yellow" /></td>
</tr>
<tr>
<td>Shared understanding</td>
<td><img src="red.png" alt="Red" /></td>
</tr>
<tr>
<td>Value and metrics</td>
<td><img src="yellow.png" alt="Yellow" /></td>
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<tr>
<td>Proof of concept</td>
<td><img src="red.png" alt="Red" /></td>
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<tr>
<td>One-pager</td>
<td><img src="yellow.png" alt="Yellow" /></td>
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<tr>
<td>Managed dependencies</td>
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<tr>
<td>Velocity</td>
<td><img src="red.png" alt="Red" /></td>
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</tbody>
</table>
How it works

Set the stage

Rate attributes

Discuss ratings

Focus areas

Run plays

Agree on focus areas
Find the red dots.

PROJECT

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Shared understanding
How it works

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How to address the red

We have ‘Plays’ designed to address the specific problem and get your team back on track.
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Team Playbook
The Atlassian Team Playbook

OUR NO-BULLSHIT GUIDE TO UNLEASHING YOUR TEAM'S POTENTIAL

Here's a dirty little secret: working as a team is really hard, and tools alone won't fix that. Books wax poetic about Silicon Valley dream teams, but they don't tell you how to start improving your team. For Atlassian, the mission to unleash the potential in every team starts at home. We've developed a playbook that changed the way our teams work. Now it's yours to try, too.

This ain't your CEO's ivory-tower management book. It's by teams, for teams. You'll find step-by-step guides for tracking your team's health, and plays that build your Get $#!t Done™ muscle. Start with a Health Monitor workshop to get a reading on your vital signs, or just dive straight into the plays.
600+

health monitors later...
...are we better off?
FACTORIES

- Process driven
- Old ideas
- Status quo
- Fear culture
- No feedback
- Command & control

LABS

- Idea driven
- Use data
- Test assumptions
- Embrace failure
- Get feedback
- Run experiments
Unlearn to learn

Make work = play

www.atlassian.com/team-playbook
Environment

International or borderless business, diversity, pace of change, workplace, hierarchies, mental well being
Levers

AI, automation, Machine Learning, Millennials, Gig Economy, Diversity & Inclusion, Distributed Teams, Ageing Workforce, Creativity > Consistency

www.atlassian.com/teamwork
The best way to predict the future is to create it

PETER DRUCKER
Thank you!