



Agile is the  
last thing  
you need.

Agile Australia, 2018



Nigel Dalton, Chief Inventor, REA Group



 realestate.com.au


 realcommercial.com.au

*Flatmates*  
com.au

 spacely



 PROPTIGER.COM  
myfun.com

 HOUSING.com

makaan.com



 move  
realtor.com

 买房  
myfun.com

 iProperty.com.my

 iProperty.com.sg

 GoHome.com.hk  
Hong Kong's No.1 Property Website

 squarefoot.com.hk

 SMARTExpo  
Investment & International Property Expo

 rumah123.com  
Situs Properti No.1 di Indonesia

 thinkofliving.com

 Prakard.com



## Agile Day 1 - 9am | Intro & Panel Session



from **The Deli Agency**

8 years ago

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WS LIVE

THE YEAR

CANBER

"The Australia of the future has to be a nation that is agile, that is innovative, that is creative. We can't be defensive, we can't future-proof ourselves.

NG NEWS | BRE | PM TURNBULL

BULL: I WANT TO SAY WHAT A GREAT DEBT THE  
AND THE COUNTRY OWES TO TONY ABBOTT

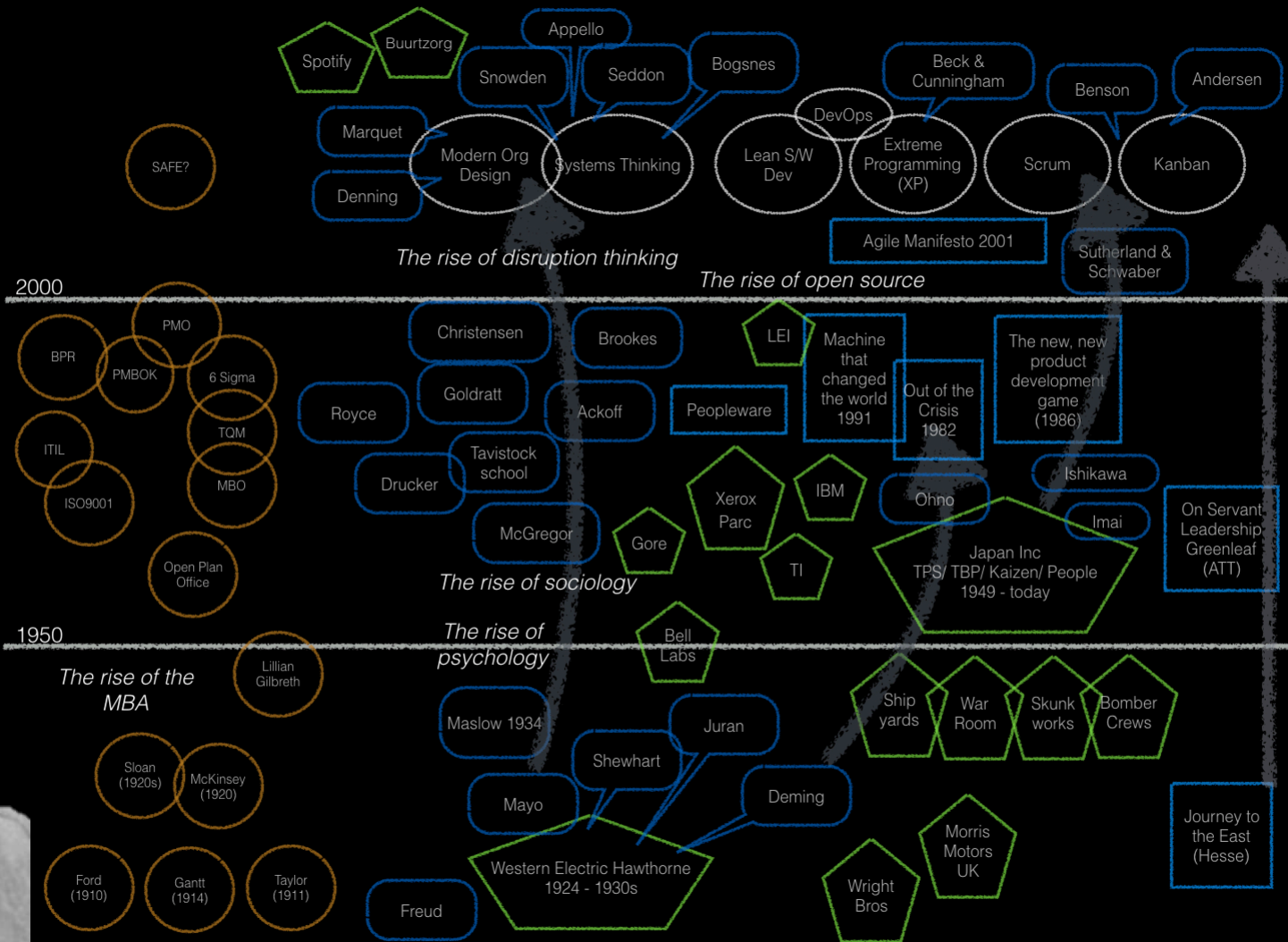
PM AGE

skynews.c

WITH ONE INFORMAL VOTE. ● JULIE BISHOP REMAINS DEPUTY







So why is agile  
not  
*everywhere?*





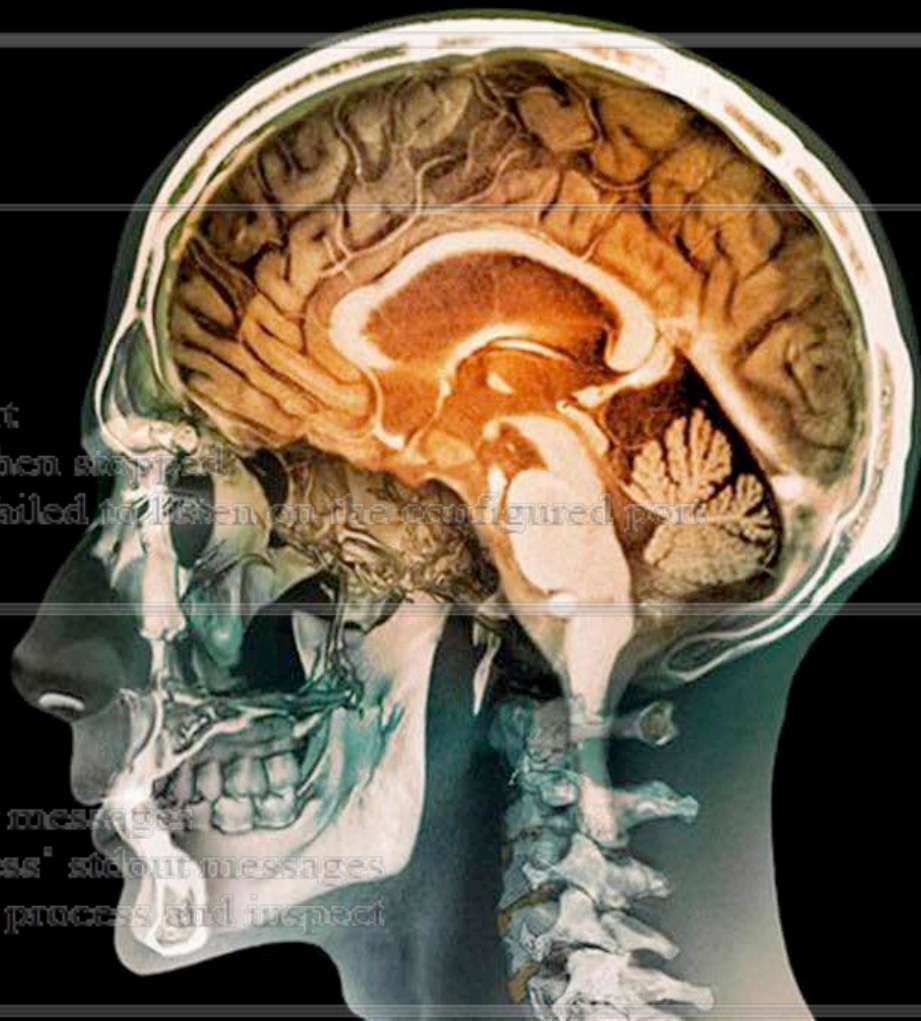
## HTTP Error 502.5 - Process Failure

### Common causes of this issue:

- The application process failed to start
- The application process started but then stopped
- The application process started but failed to listen on the configured port

### Troubleshooting steps:

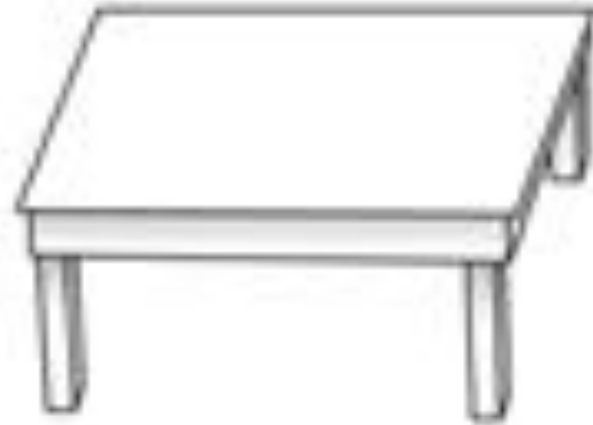
- Check the system event log for error messages
- Enable logging the application process' stdout messages
- Attach a debugger to the application process and inspect





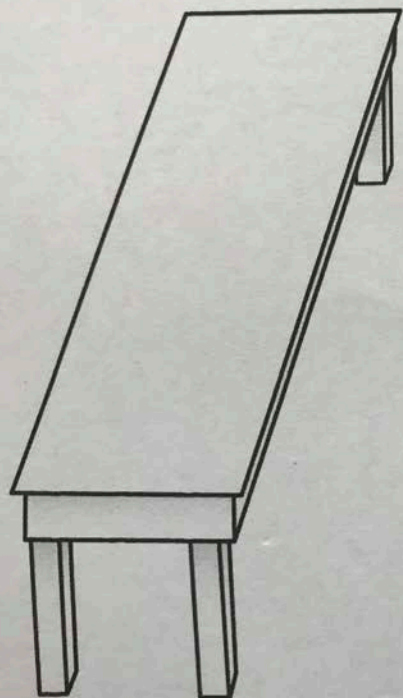


A

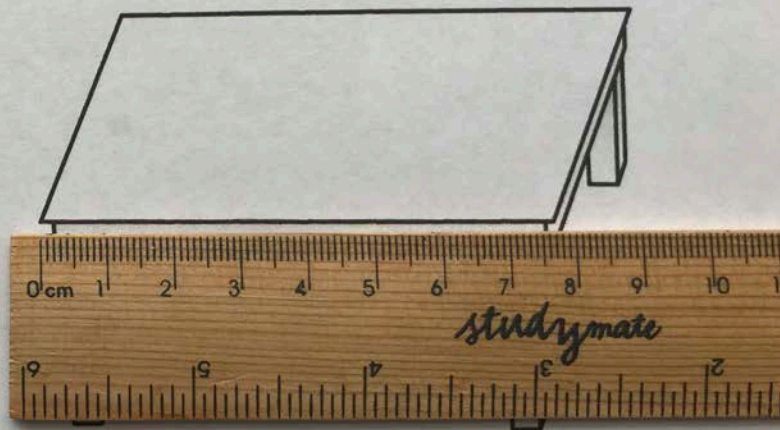


B

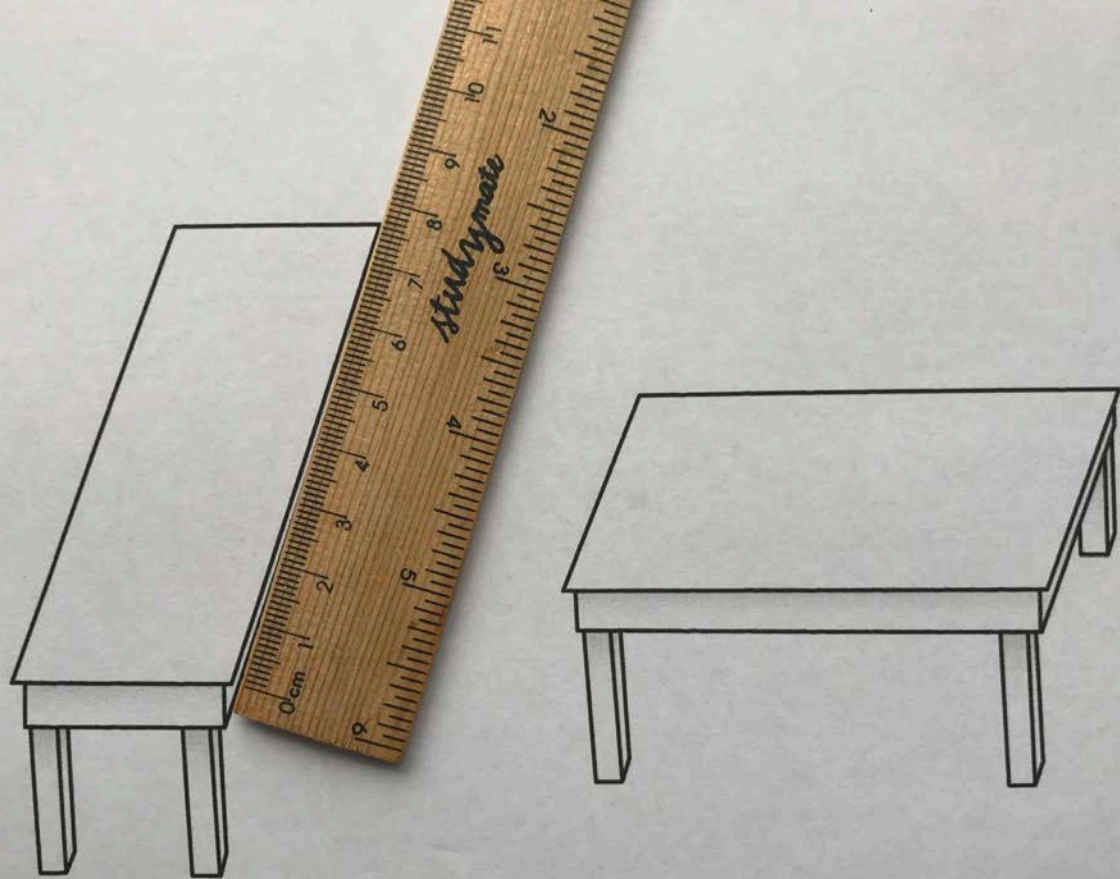
Adapted from Richard Thaler & Cass Sunstein, *Nudge: Improving Decisions About Health, Wealth and Happiness* (New Haven CT; Yale University Press, 2008)



A



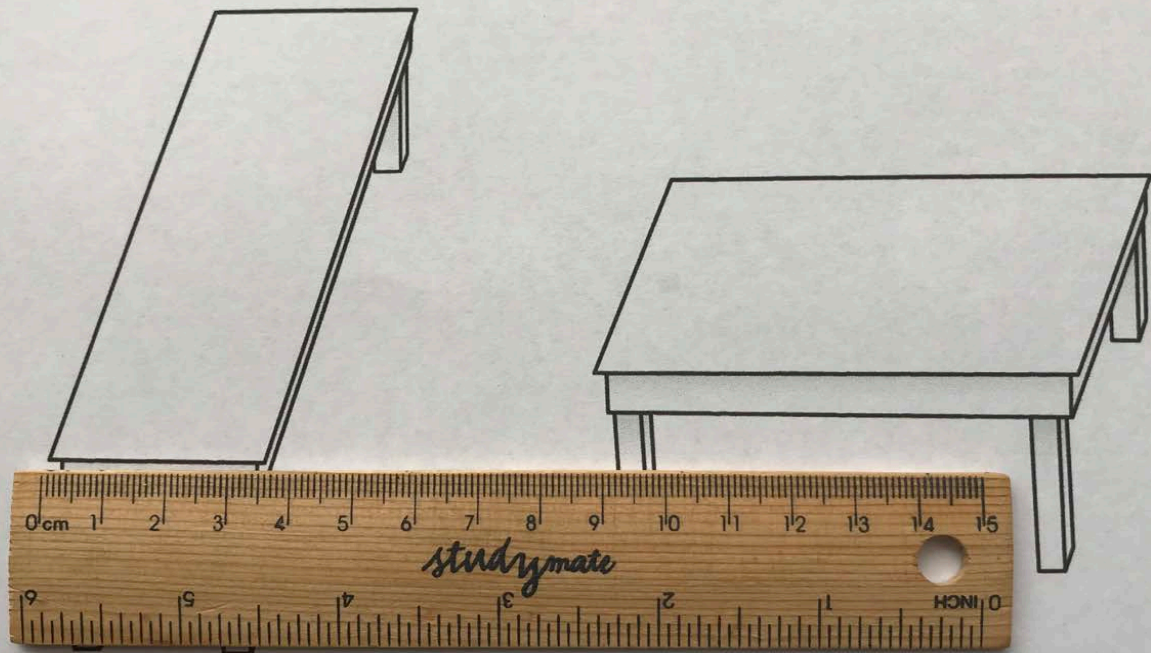
B



A

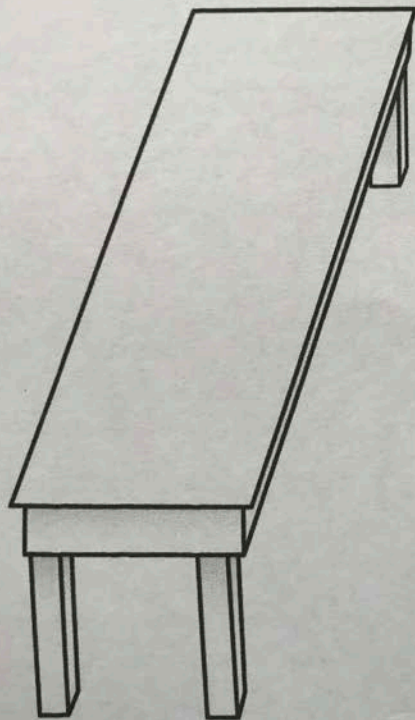
B



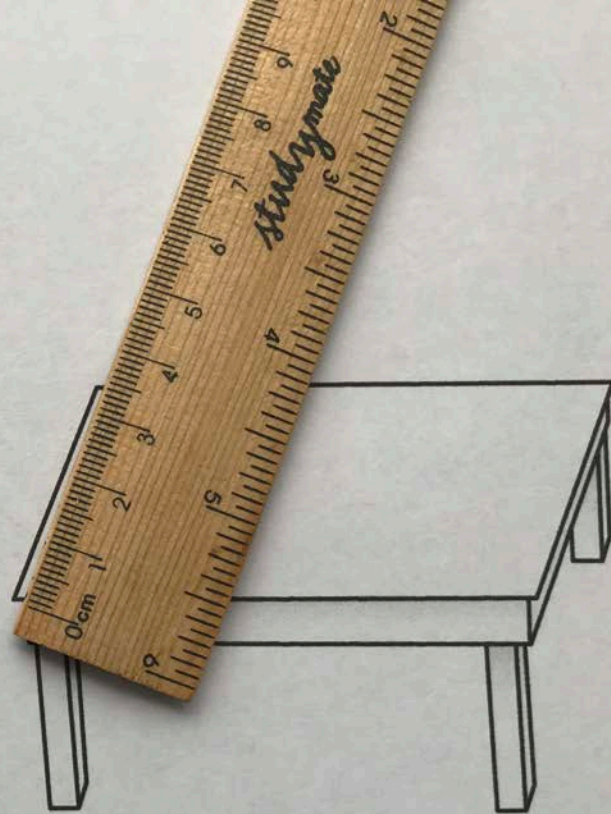


A

B



**A**



**B**







A

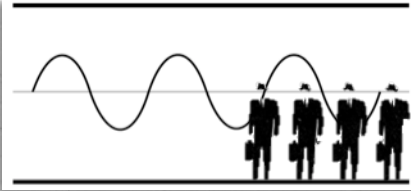


B

What we  
learned about  
the size of  
REA's tables.



# Business context – continuously changing over time.



Predictable regular business cycles run by bureaucracies.



The rise of the web leads to global markets, unpredictable, short cycles of business and new organisations – inc startups

Volatility  
Uncertainty  
Complexity  
Ambiguity



Organisations begin to change shape – global giants get focused on profitable, local markets. Agility becomes a key capability.



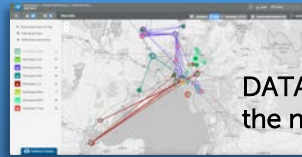
We typed our property searches into a keyboard

We searched by touching the screen on a mobile device.



We ask our devices for information – some is pushed to us by algorithms.

Property related data is pushed to us on wearable devices based on known needs



DATA becomes the new oil



## The era of property search

## The era of property match

1995

2000

2005

2010

2015

2020



REIA Group





after save  
delete things  
migrate data  
Change com

### RETRO

#### ACTIONS

- 10/15/16  
Post the summary report to the team, with a link to the report.
- 10/15/16  
Communicate to team of what was discussed in the meeting.
- 10/15/16  
Get the action items from the meeting.
- 10/15/16  
Get the action items from the meeting.
- 10/15/16  
Get the action items from the meeting.

Don't forget to get the action items from the meeting.



ANU copy  
→ tag  
→

"QUALITY IS NOT AN ACT, IT IS A HABIT"  
- ARISTOTLE

- Agile practices: The agile practices are the agile practices.
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- RELEASE #1
- RELEASE #2
- RELEASE #3
- RELEASE #4
- RELEASE #5
- RELEASE #6
- RELEASE #7
- RELEASE #8

- RELEASE #1
- RELEASE #2
- RELEASE #3
- RELEASE #4
- RELEASE #5
- RELEASE #6
- RELEASE #7
- RELEASE #8

What Thing are we building?

- 10/15/16
- 10/15/16

Thing in Progress

- 10/15/16
- 10/15/16

Have we built the right Thing?

- 10/15/16
- 10/15/16

Have we built the Thing right?

- 10/15/16
- 10/15/16

Things To Deploy

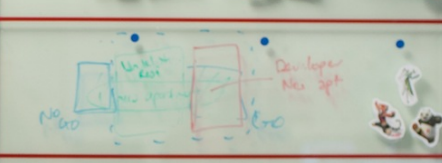
Deploy All The Things

Things DONE!!!

Value Delivered

Are the right people involved?  
Is Card estimated?  
Is JIRA updated?

- 10/15/16
- 10/15/16
- 10/15/16
- 10/15/16



- RELEASE #1
- RELEASE #2
- RELEASE #3
- RELEASE #4
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- RELEASE #1
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- RELEASE #3
- RELEASE #4
- RELEASE #5
- RELEASE #6
- RELEASE #7
- RELEASE #8



4 CARD 5  
A WEEK!

Ruby 1.9  
Upgrade

RUNNING  
MID SEP

2 Week of ST

COMMERCE  
PARSER

215 / 195  
31 AUG

AT RISK  
attention

ON TRACK

AT RISK

AT RISK

# WARNING

# GRAND UNIFYING THEOREM!

# CONTAINS

# ADULT THEMES

# TRACES OF NUTS

Good factory operations (4S)  
Hardwire the customer's voice.  
Be responsive to change.  
Value flow and waste focus.  
People & Partners

Lean & Agile Operations

Ensure your ideas find a place  
to be owned and executed.

Causes growth, and the need to re-evaluate  
the management model...

Invention

Loop  
of  
design

Management

Organisational health  
Strategy, purpose, values.  
Organisation structure.  
Productivity.  
Building diversity of thinking  
Building scale and managing growth

Makes it a safe environment  
for experimentation

Builds up / maintains organisational capability.

Resilience

Individual, team and organisation  
Bouncebackability & Recovery.  
Grit and Longevity  
People + System of Work + Place.





Good factory operations (4S)  
Hardwire the customer's voice.  
Be responsive to change.  
Value, flow and waste focus.  
Kaizen  
Test & Learn.

## Lean & Agile Operations

*Ensure your ideas find a place  
to be owned and executed.*

*Causes growth, and the need to re-evaluate  
the management model...*



## Invention

*Makes it a safe environment  
for experimentation.*



## Management

Organisational health  
Strategy, purpose, values.  
Organisation structure.  
Productivity.  
Building diversity of thinking  
Building scale and managing growth

*Rolls up into broader organisational capability.*



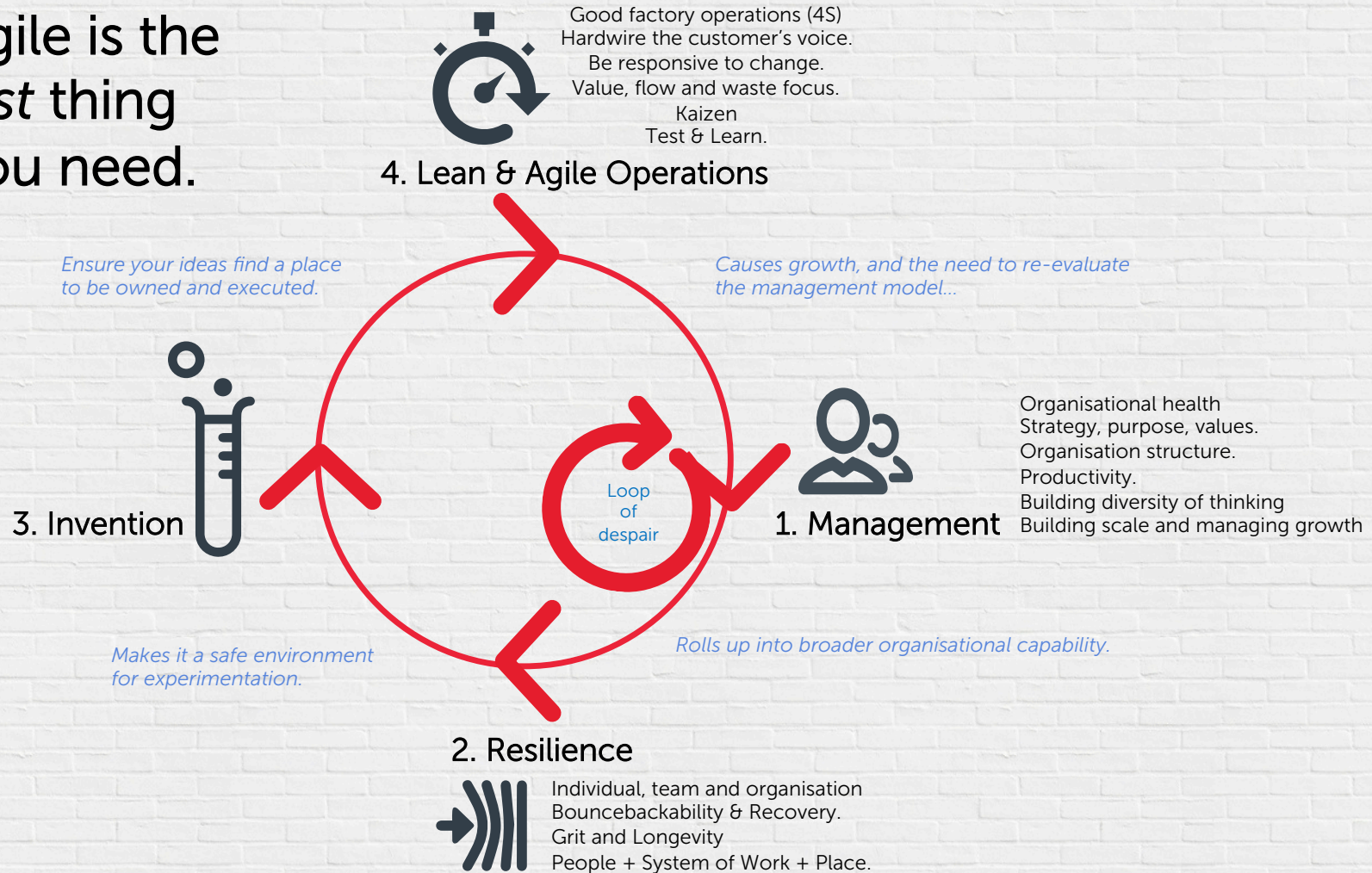
## Resilience

Individual, team and organisation  
Bouncebackability & Recovery.  
Grit and Longevity  
People + System of Work + Place.

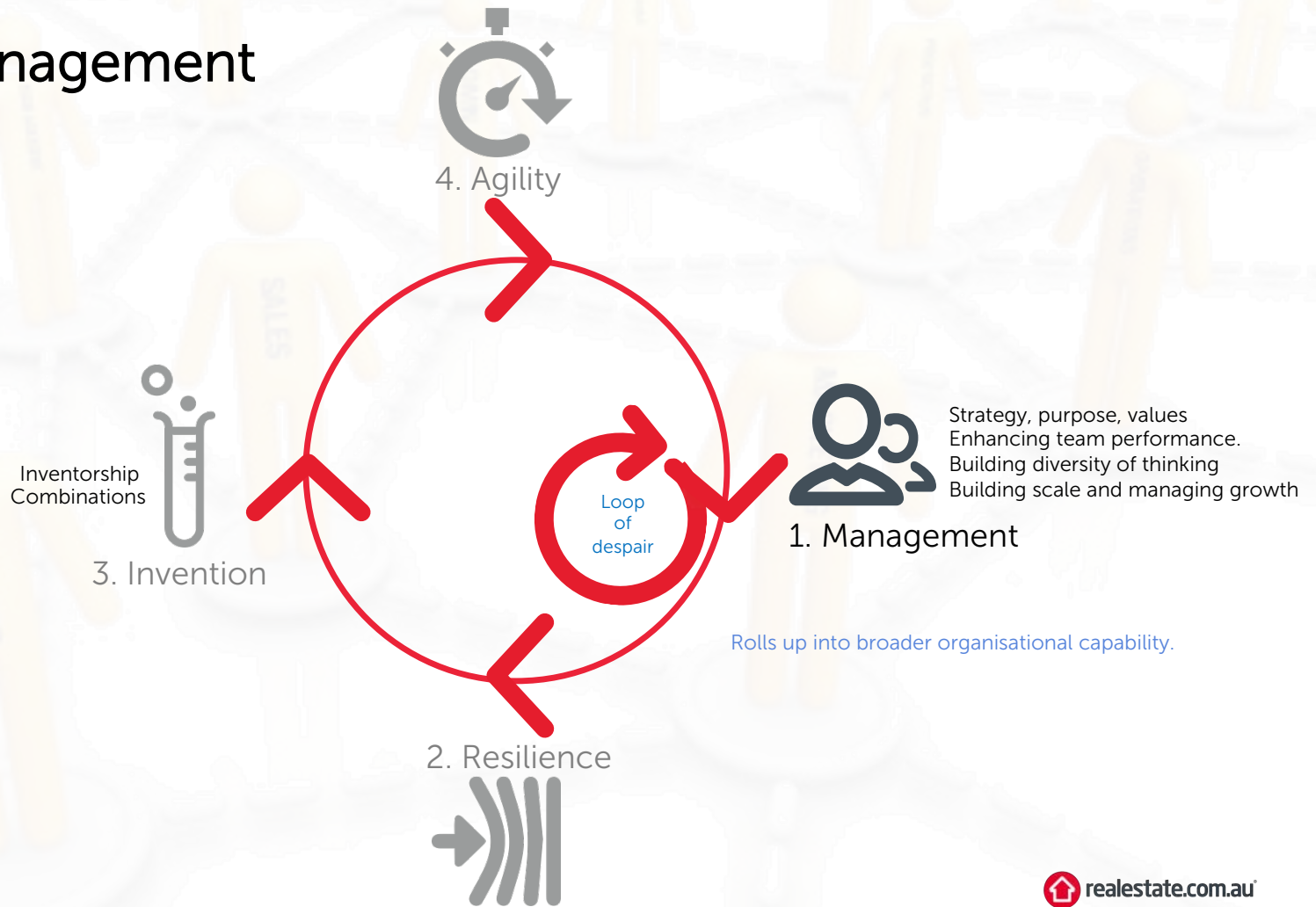
Loop  
of  
despair



# Agile is the *last* thing you need.



# 1. Management



# Will It SCALE







## The Agile Labour Union

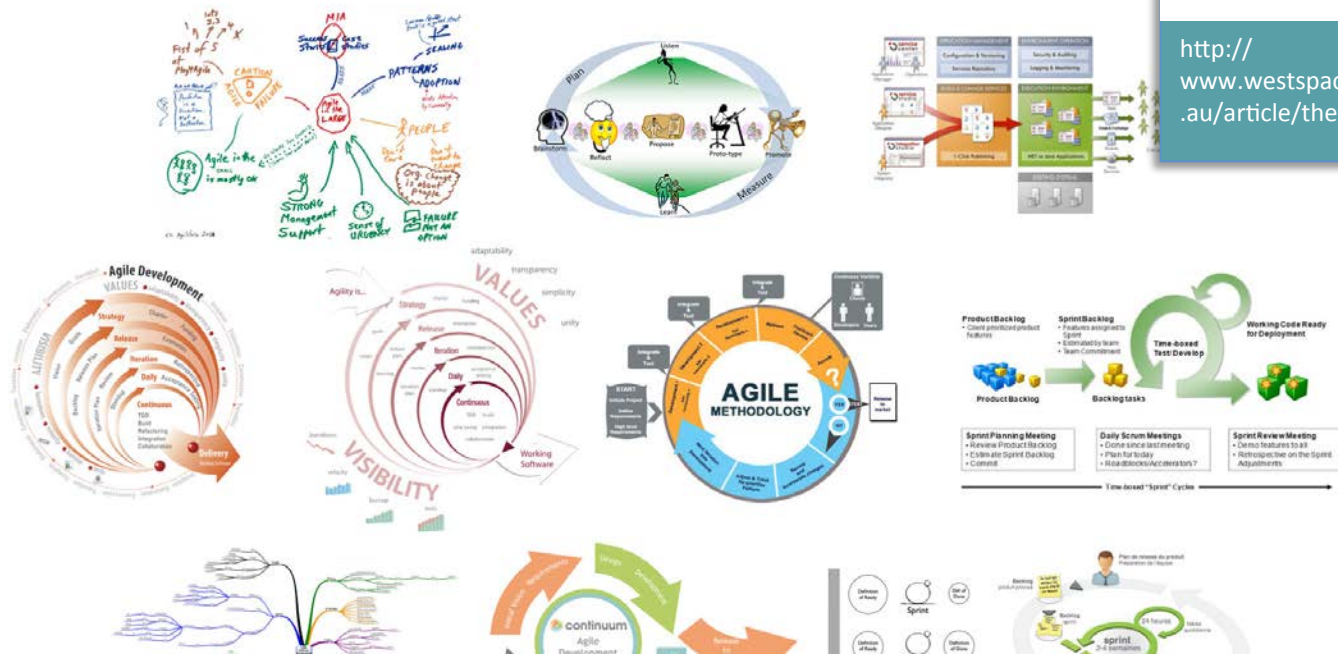
Mike Bulajewski

Get in Touch

You can contact me at [mike@mrteacup.org](mailto:mike@mrteacup.org), or on [Twitter](#)



<http://www.westspacejournal.org.au/article/the-agile-union/>







# Project Womack

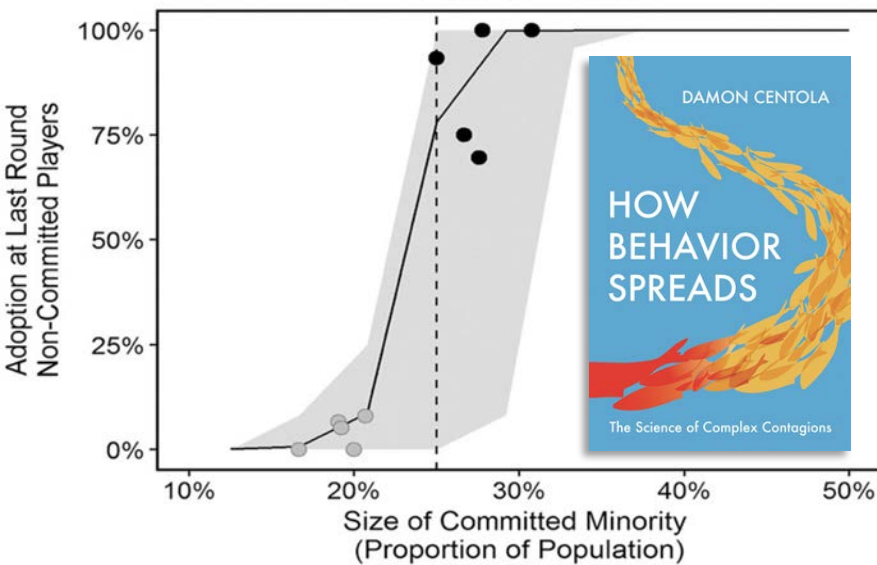
Take any card, on any board, and ask someone within 20 metres of that card how that task serves the purpose of the company – in particular, a customer.

## 2. Resilience





### Empirical Trials



## Welcome to the Name Game!

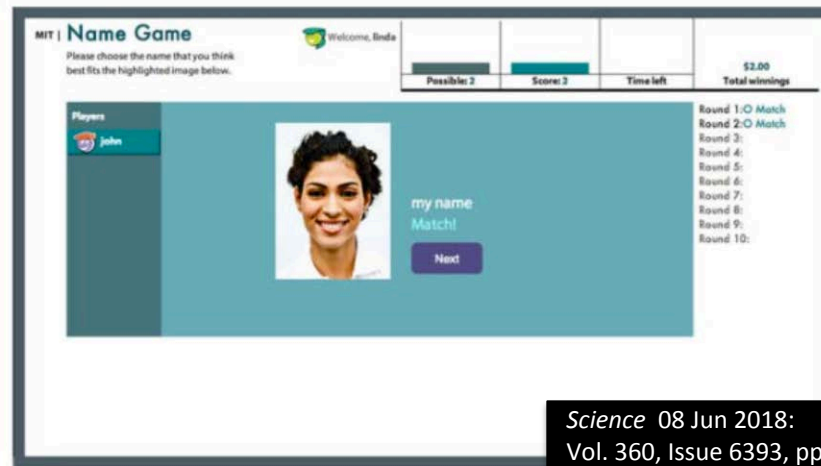
*Waiting for other players...*

The game is simple...

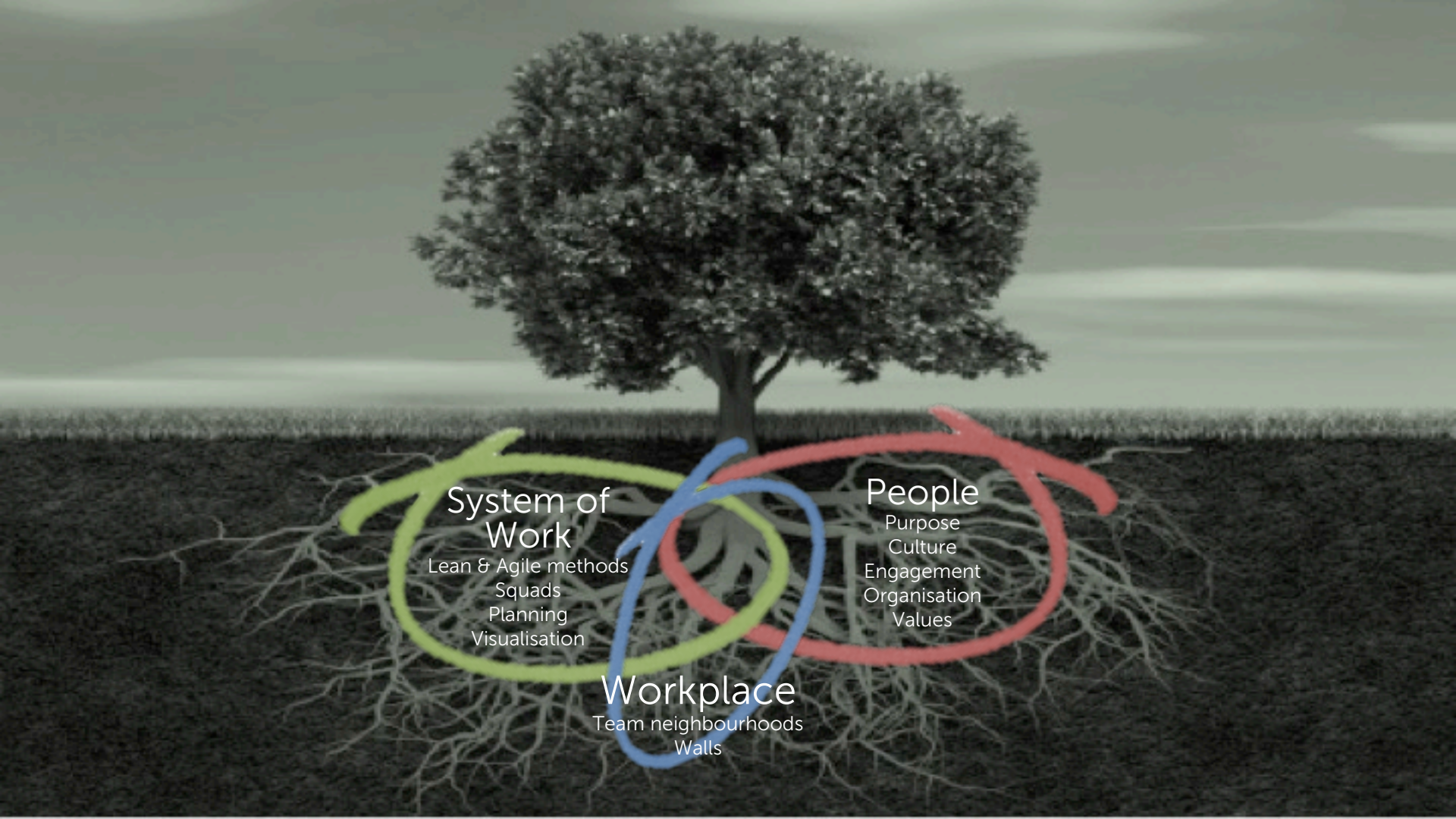
You and your partners are shown a photo, and asked to select a name that matches the photo.

If you and your game partner agree you'll both win.

Then, you try again with another partner. After all the rounds are over, you keep whatever you've won!







## System of Work

Lean & Agile methods  
Squads  
Planning  
Visualisation

## People

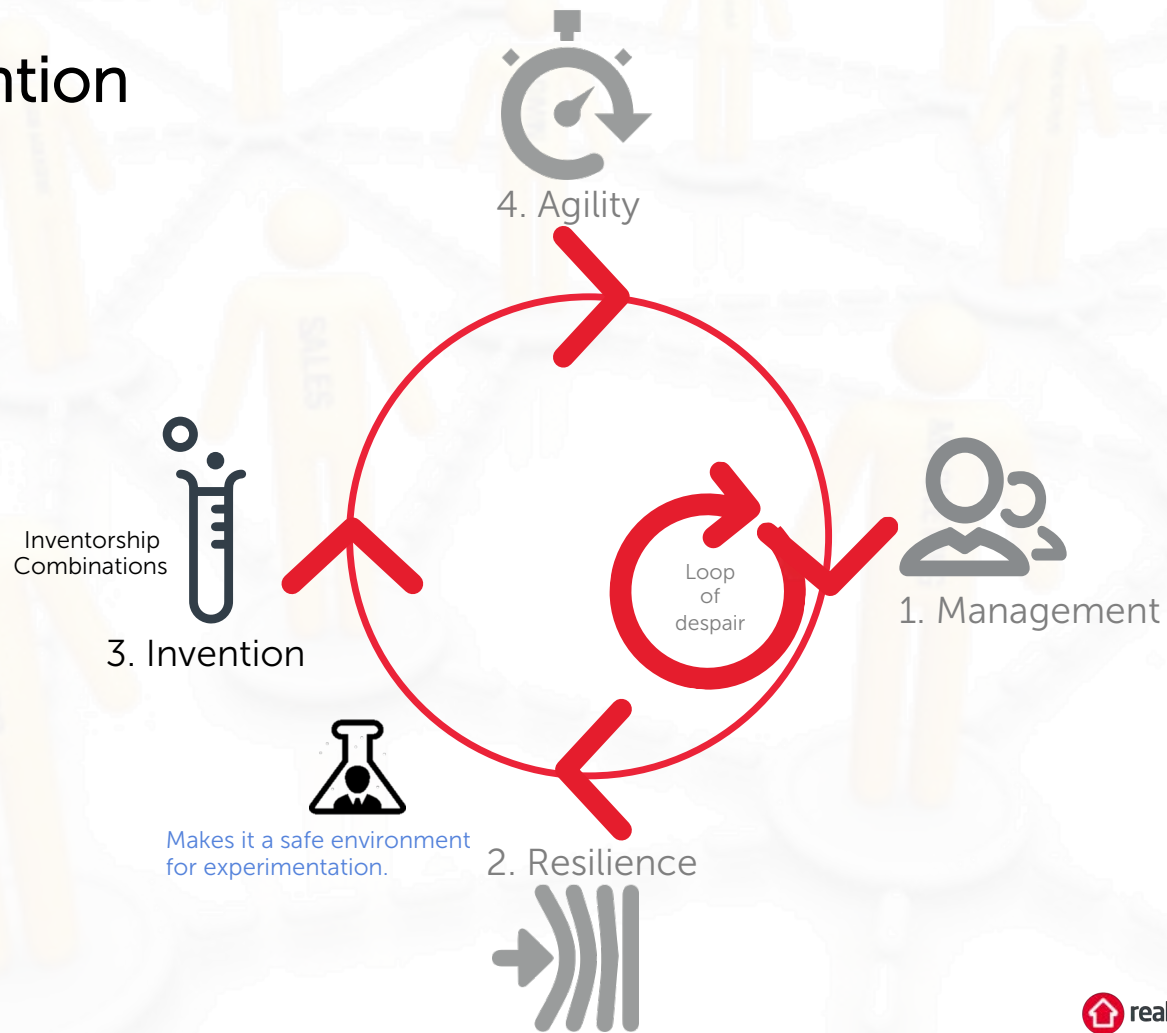
Purpose  
Culture  
Engagement  
Organisation  
Values

## Workplace

Team neighbourhoods  
Walls



### 3. Invention









## 4. Agility



4. Agility

Good factory operations  
Hardwire the customer's voice.  
Be responsive to change.  
Value, flow and waste focus.  
Kaizen commitment.  
Test & Learn.

Ensure your ideas find a place  
to be owned and executed.



3. Invention



1. Management

Loop  
of  
despair

2. Resilience





## Principles behind the Agile Manifesto

*We follow these principles:*

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

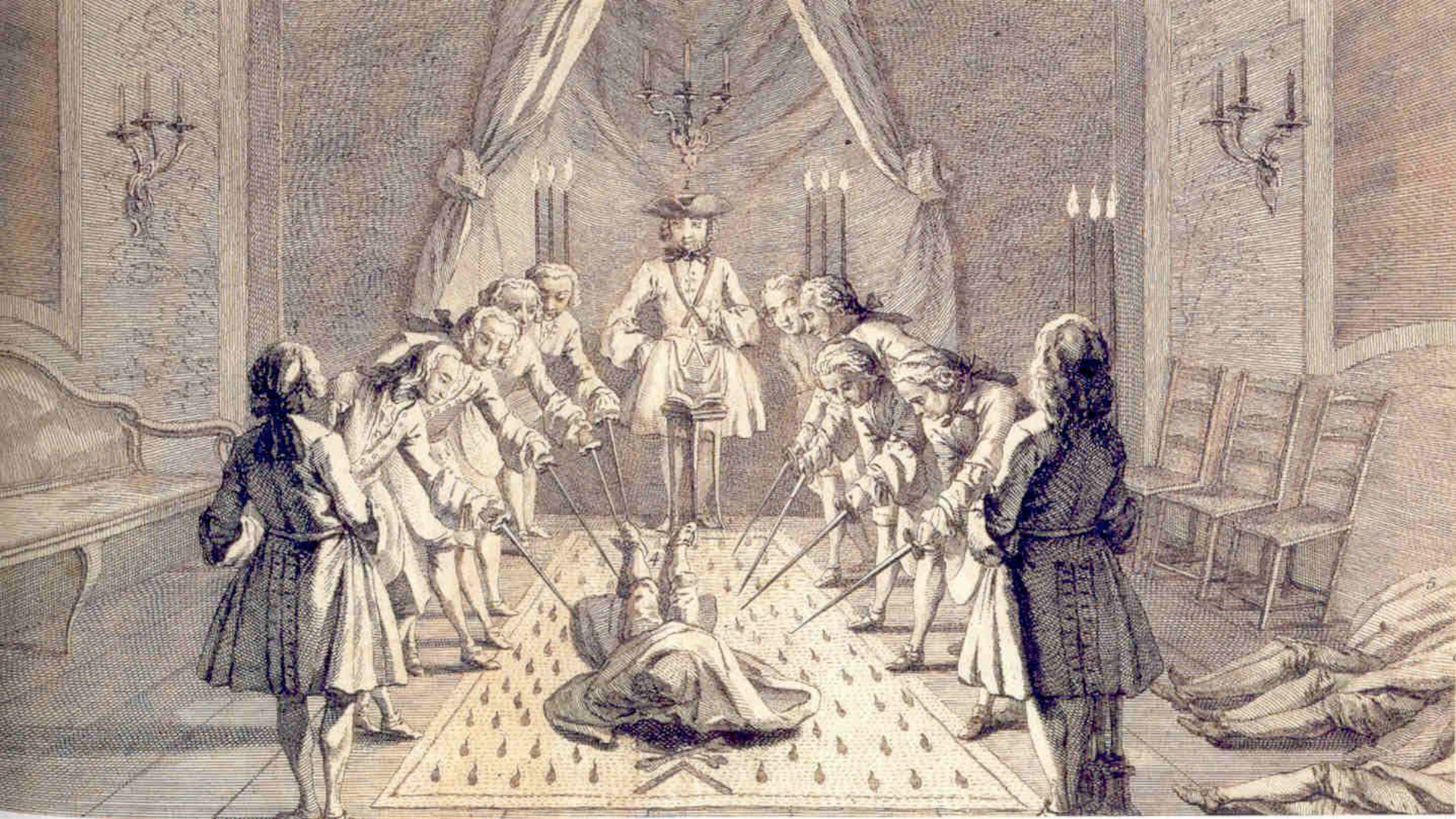
Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.







# Key elements of REA's production system (how the work works)

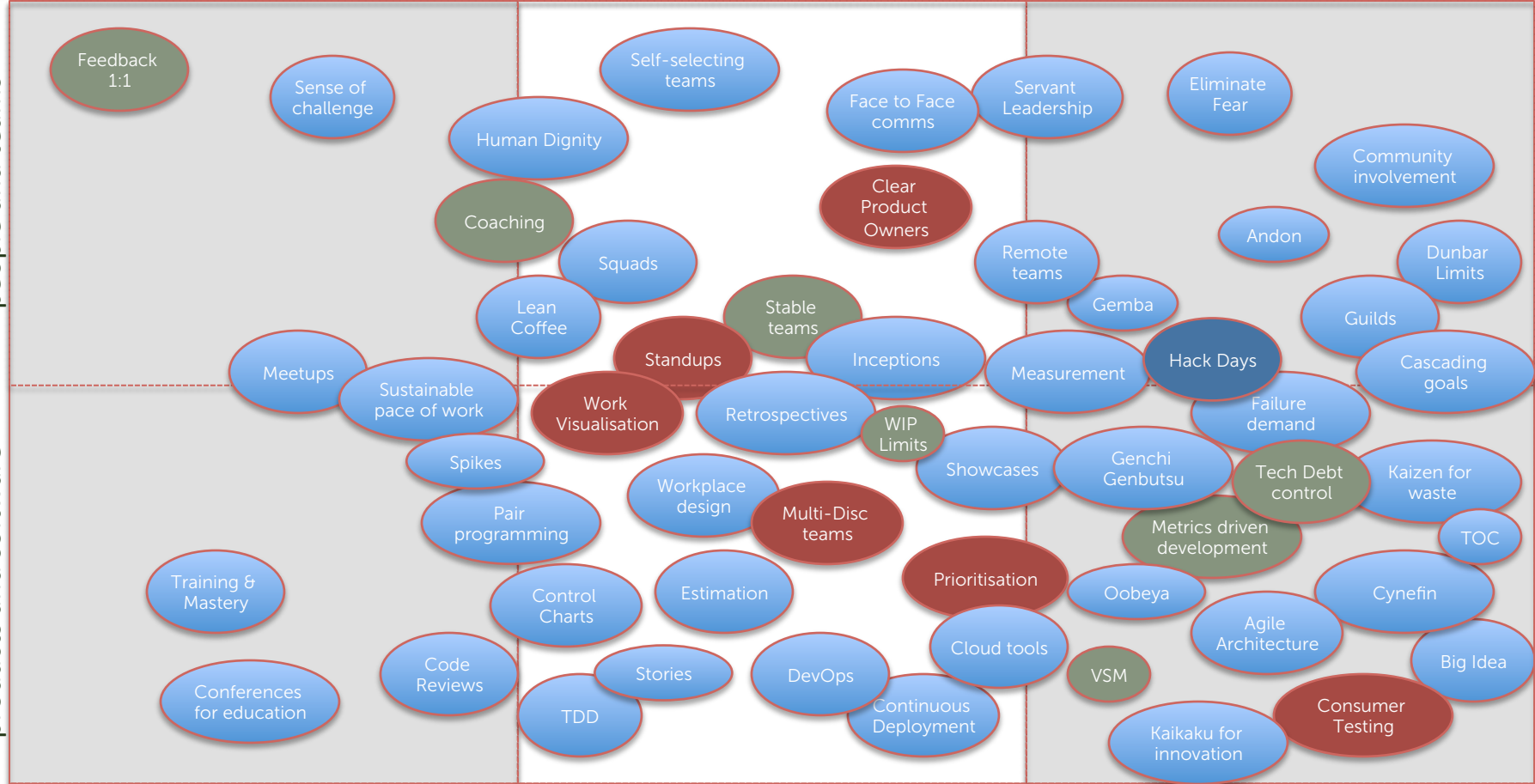
TOP 6

WEAK

MIXED

Human focus – building  
people and teams

Technical practices – building  
products and software

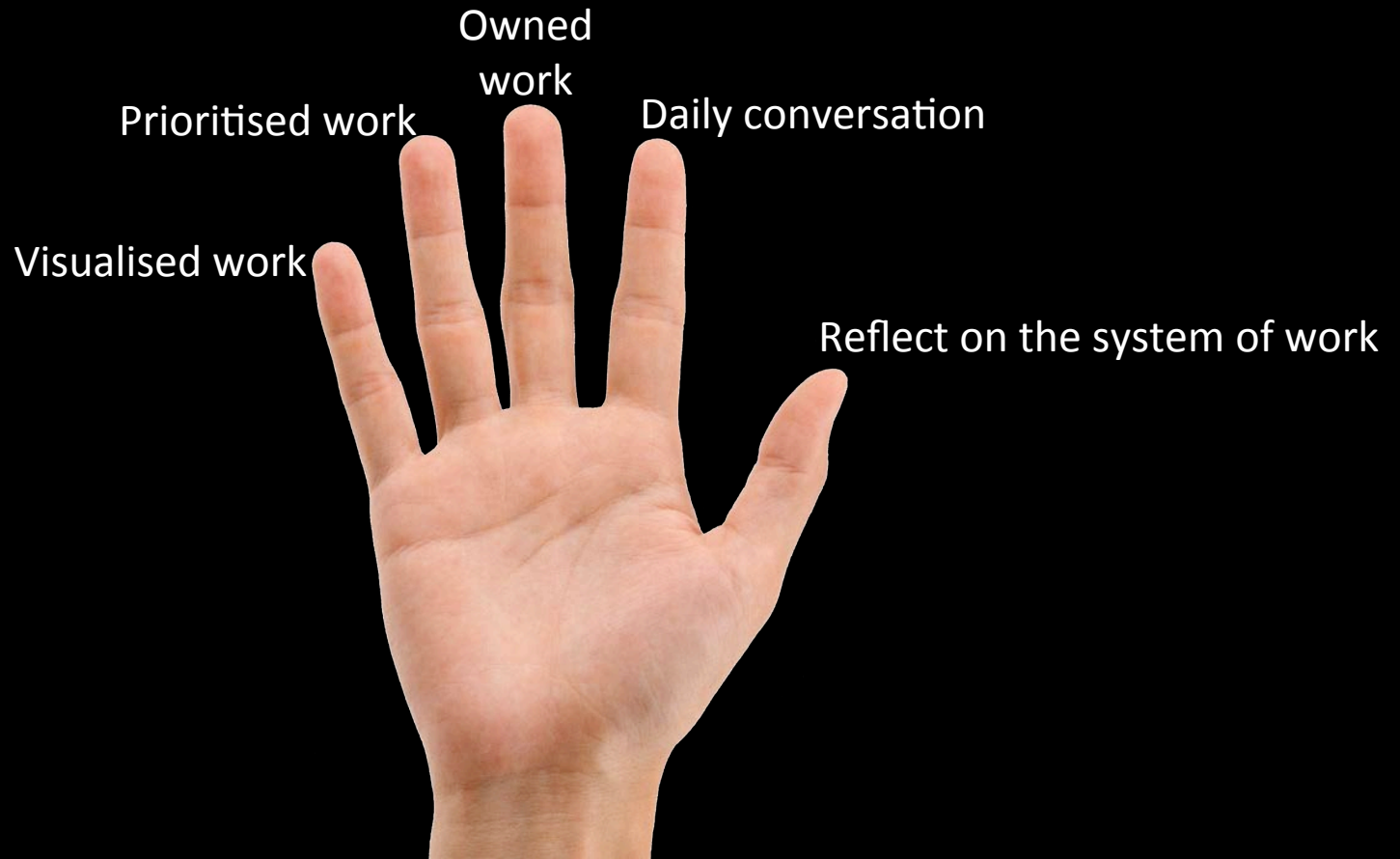


Individual level

Team level

Organisation level





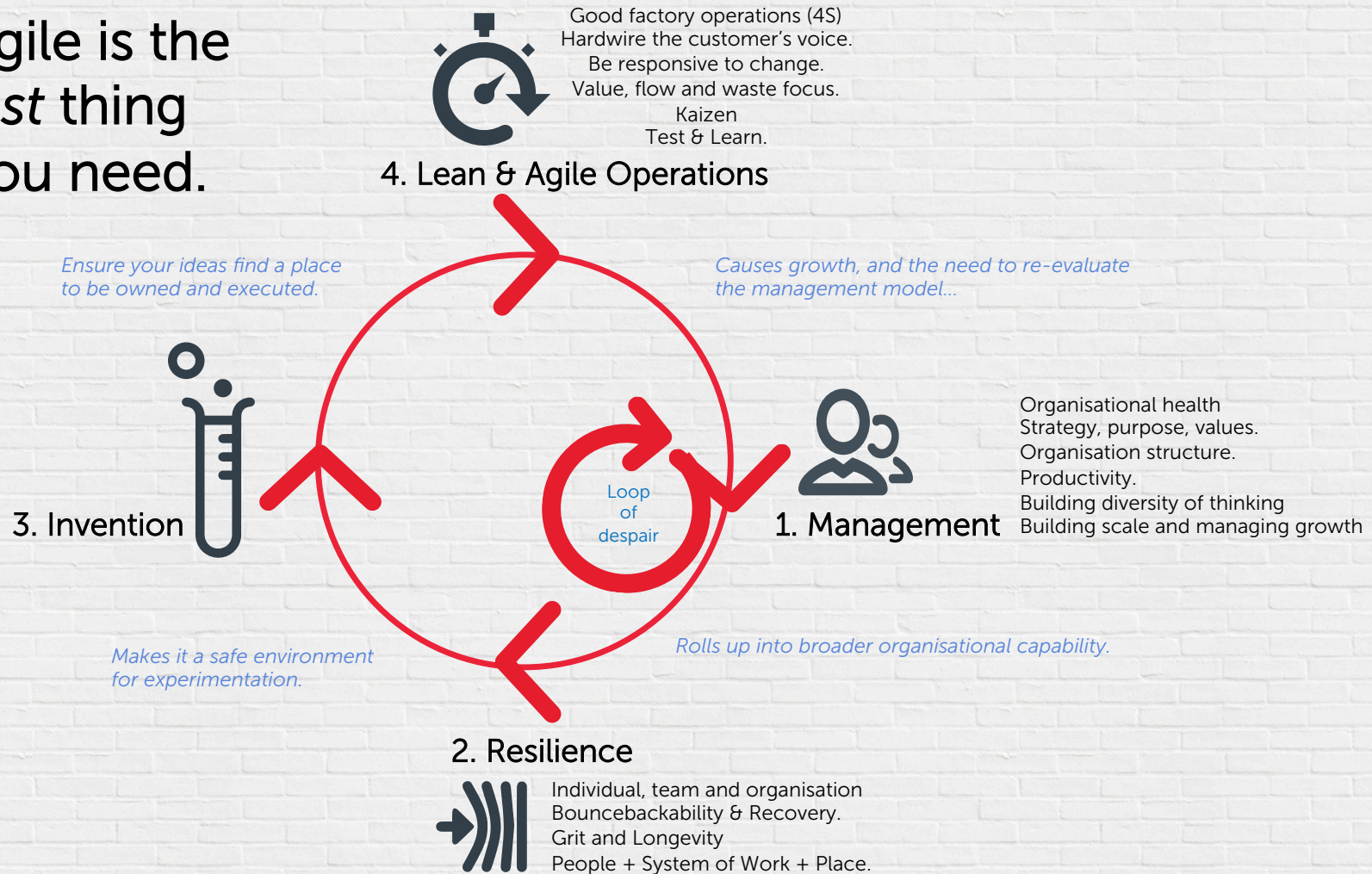




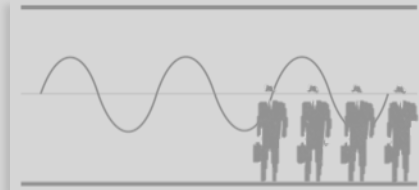




# Agile is the last thing you need.



# The property business landscape to the 2020s – from search to match



Predictable regular business cycles run by bureaucracies.



The rise of the web leads to global markets, unpredictable, short cycles of business and new organisations – inc startups

Volatility  
Uncertainty  
Complexity  
Ambiguity



**Organisations begin to change shape – global giants get focused on profitable, local markets. Agility becomes a key capability.**



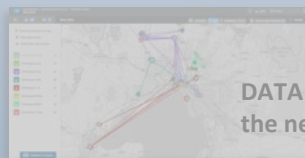
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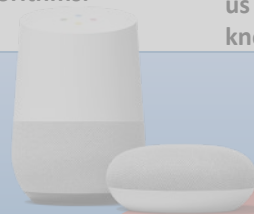


We ask our devices for information – some is pushed to us by algorithms.

Property related data is pushed to us on wearable devices based on known needs



DATA becomes the new oil



The era of property search

The era of property match

1995

2000

2005

2010

2015

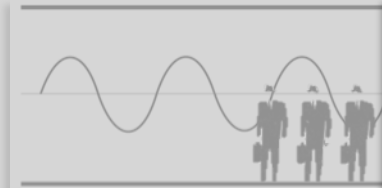
2020



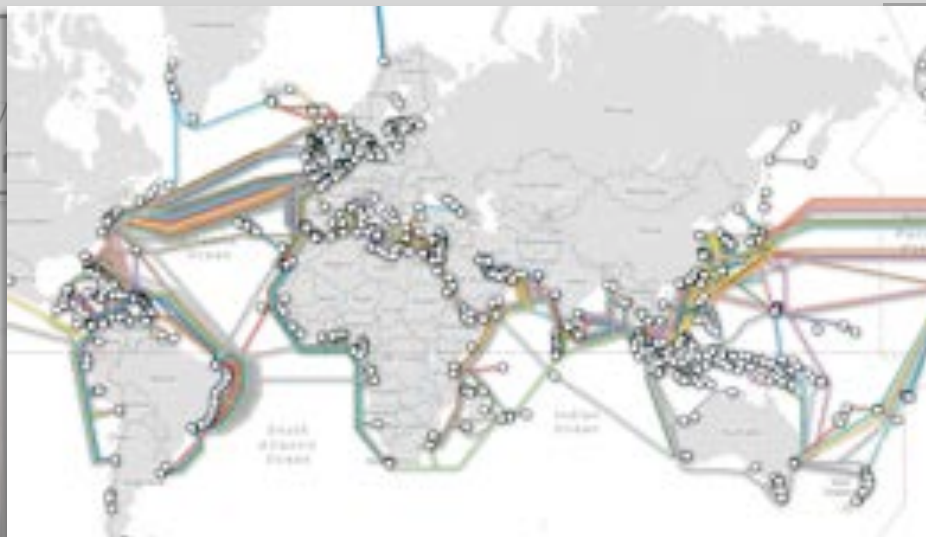
REIA Group



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Services for some is

Property related data is pushed to us on wearable devices based on known needs



The era of property search

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1995

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startups 2010

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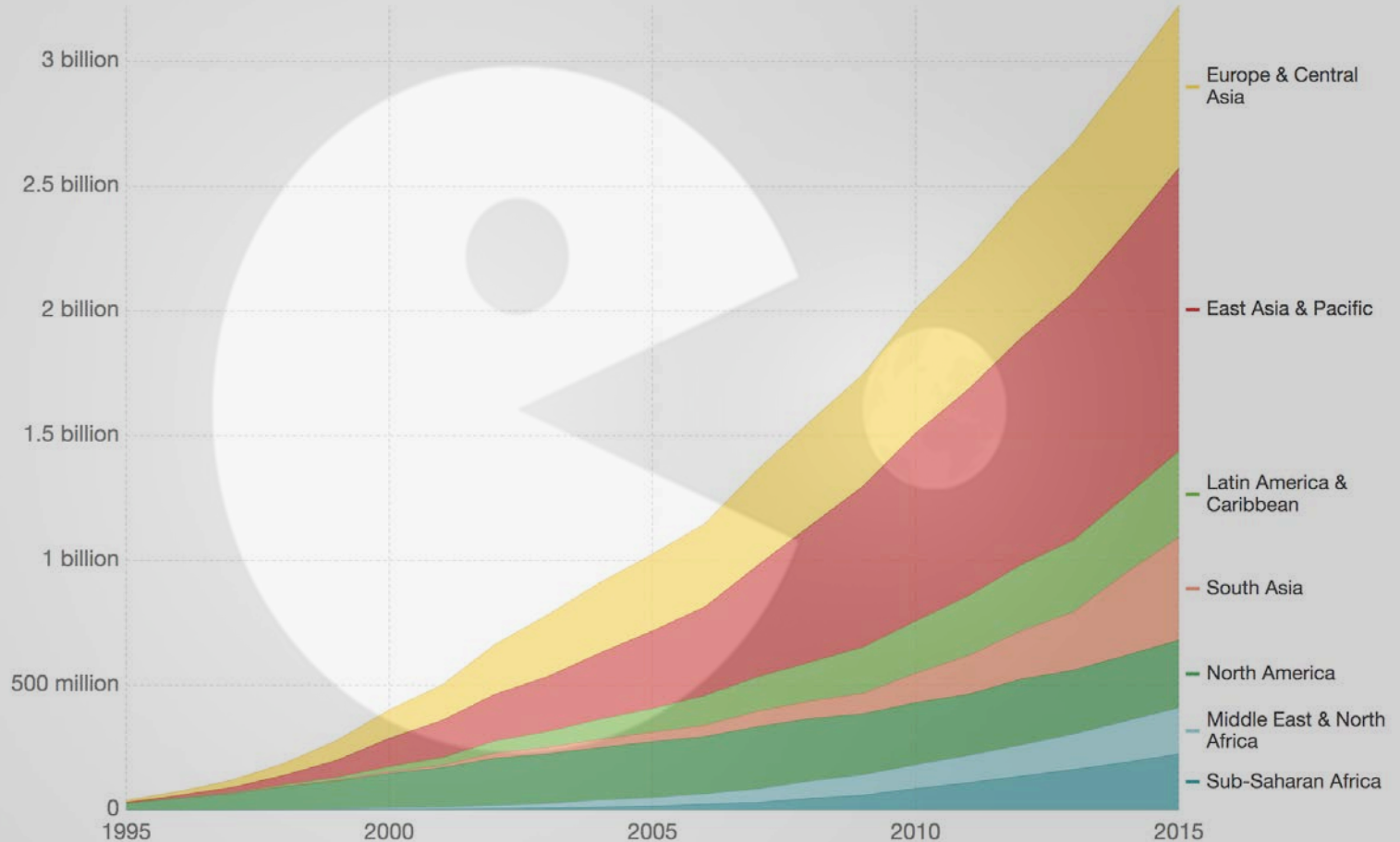


REIA Group





# Internet users by world region





My manager is

my manager is **bullying me**

my manager is **rude to me**

my manager is **younger than me**

my manager is **incompetent**

Google Search

I'm Feeling Lucky

*Report inappropriate predictions*

# DALTON'S ASPIRATIONAL AGILE AXIOM

“Because I heard  
they were so  
agile”

Agile Australia, 2028



My manager is

my manager is **bullying me**

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Google Search

I'm Feeling Lucky

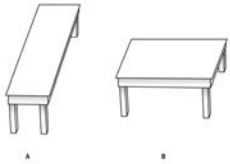
*Report inappropriate predictions*

# DALTON'S ASPIRATIONAL AGILE AXIOM

“Because I heard  
the managers  
were awesome”

Agile Australia, 2028

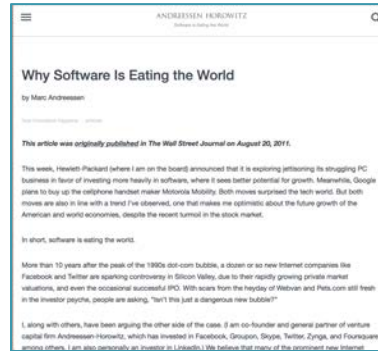




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Mike Bulajewski essay  
<http://www.westspacejournal.org.au/article/the-agile-union/>



<https://a16z.com/2016/08/20/why-software-is-eating-the-world/>



1. University of Pennsylvania article:  
<https://www.asc.upenn.edu/news-events/news/research-finds-tipping-point-large-scale-social-change>
2. Published Research Paper:  
<http://science.sciencemag.org/content/360/6393/1116.editorial-summary> (\$30)



<https://www.businessinsider.com.au/malcolm-turnbull-disruption-is-our-friend-2015-9>

