





The Future of Teamwork



SHERIF MANSOUR, PRODUCT @ ATLASSIAN
@sherifmansour

**All of technology is
made by people.**

People

Practices

Tools

“

**Our product is an outcome
of the people we hire and
the decisions they make.**



KRISTO KÄÄRMANN (CEO, TRANSFERWISE)

<http://bit.ly/productequalspeople>



We believe **teams are the cornerstone
of human achievement.**



NASDAQ
COMPOSITE

-1.5%

5,022.87

-75.37

NASDAQ
COMPOSITE

-1.5%

5,022.87 -75.37

NASDAQ
COMPOSITE

-1.5%

5,022.87 -75.37

Atlassian

TEAM
Nasdaq Listed

JIRA | Confluence | HipChat | Bitbucket

UNCHANGED

\$21.00

0.00

NASDAQ
COMPOSITE

UNCHANGED

5,022.87 0.00

S&P 500
INDEX

-0.8%

2,047.62 -15.97

DOW JONES
INDUSTRIAL AVERAGE

-0.4%

17,492.30

-75.70

DOW JONES
INDUSTRIAL AVERAGE

-0.4%

17,492.30 -75.70

NASDAQ
COMPOSITE

UNCHANGED

5,022.87 0.00

FSLR
Nasdaq Listed

5,022.87

-75.37

First Solar

-7.1%

\$58.85

-4.50

S&P 500
INDEX

-0.8%

2,047.62 -15.97

DOW JONES
INDUSTRIAL AVERAGE

-0.4%

17,492.30

Atlassian

Nasdaq

TEAM
Nasdaq Listed

#TEAM



Diversity and inclusion at Atlassian

Team diversity highlights

DEPARTMENT	TOTAL TEAMS	1 OR MORE IN SYDNEY	1 OR MORE WOMAN	1 OR MORE PERSON 40+	1 OR MORE BLACK / AFRICAN AMERICAN	1 OR MORE HISPANIC / LATINX
Customer Support	16	50%	100%	93%	30%	50%
Finance	10	71%	100%	86%	0%	20%
HR	5	28%	100%	100%	0%	25%
IT	13	31%	62%	77%	10%	10%
Legal	5	67%	67%	100%	0%	0%

Teamwork is hard.

78%

of people don't trust team mates

Psychological safety

<https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/>



Clear processes

Measure outputs

Reduce variability

Highly structured roles

Strong manager

Personalised tools





Bethlehem Steel

Pennsylvania 1890s

Factory workers

🛠️ Eight specialized shovels

⚙️ 9.5kg per shovel



Bethlehem Steel

Pennsylvania 1890s

Factory workers

 Eight specialized shovels

 9.5kg per shovel

 Scheduled rest breaks

 Quadrupled efficiency



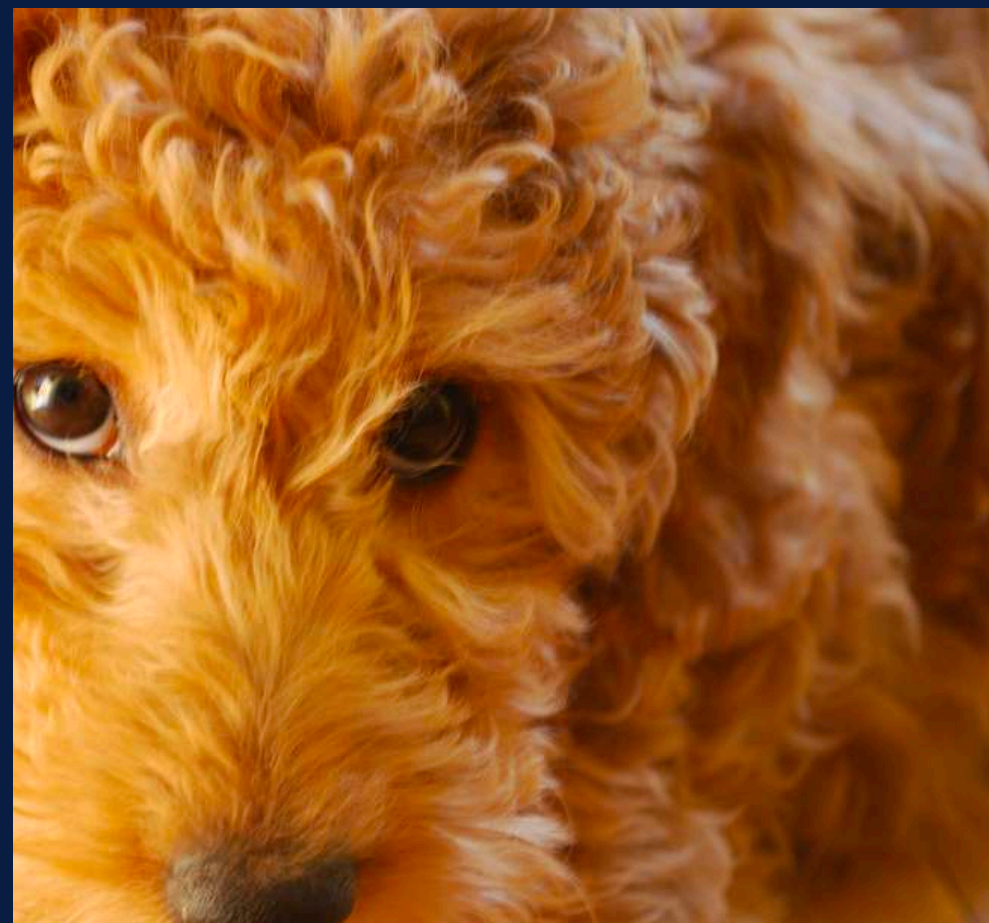
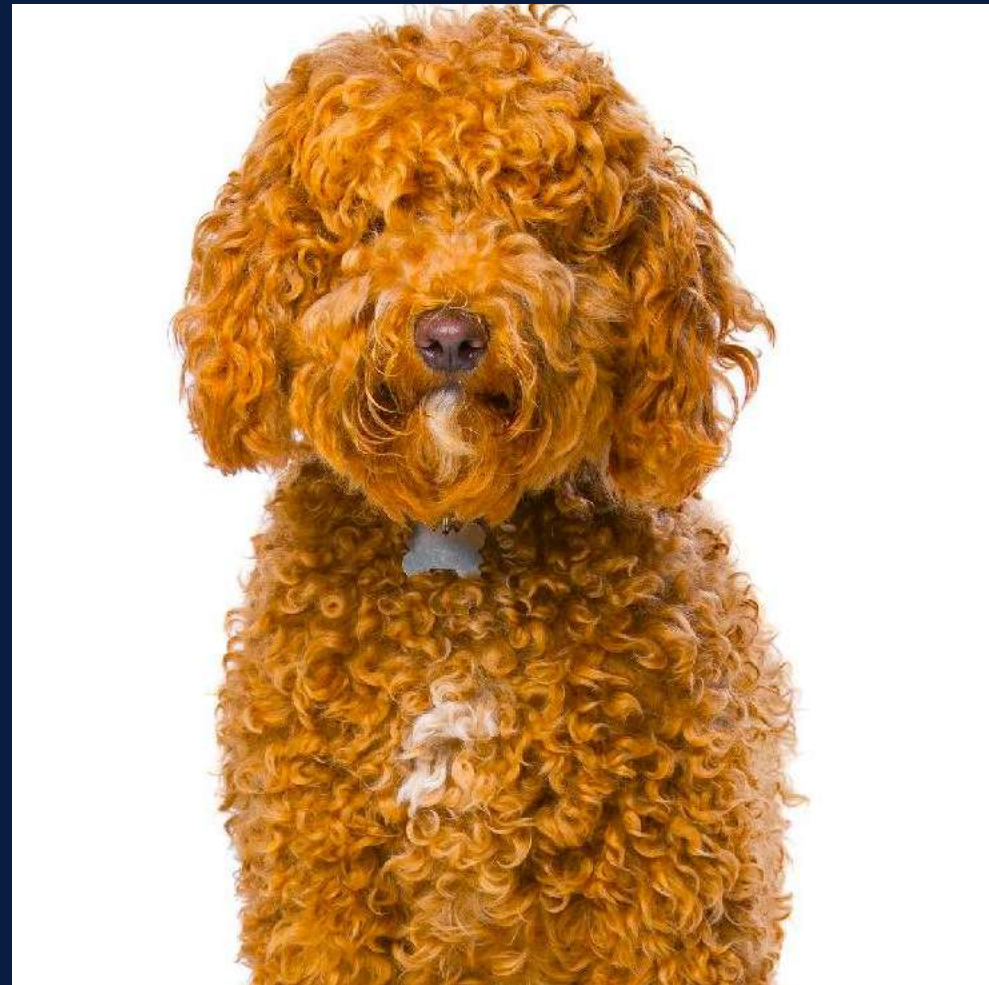
Predictable



Unpredictable









SP R24.3
Sag>Cor(2.1)>Tra(-0.8)
W 872
C 417

HFS 12 IMA 11 / 19

SP R17.8
Sag>Cor(2.1)>Tra(-0.8)
W 872
C 417

HFS 12 IMA 12 / 19

SP L1.7
Sag>Cor(2.1)>Tra(-0.8)
W 872
C 417

HFS 12 IMA 15 / 19

SP L8.2
Sag>Cor(2.1)>Tra(-0.8)
W 872
C 417

HFS 12 IMA 16 / 19



A photograph of two young children with blonde hair, a boy and a girl, leaning over a wooden table. They are looking at a tablet computer that is propped up. The tablet screen shows a close-up of a man's face, who appears to be speaking or shouting with an open mouth. The boy is on the left, wearing a blue shirt, and the girl is on the right, wearing a blue and white striped shirt. The background is a plain, light-colored wall. The overall lighting is soft and indoor.

WE'RE LIVING IN A
magical era



Predictable

Control tower

Perfectly optimised decisions

Eliminate variability

Boss is the expert

Avoid conflict



Unpredictable

Decentralized decision making

Decide and learn

Encourage experimentation

Ideas from everywhere

Harness creative friction

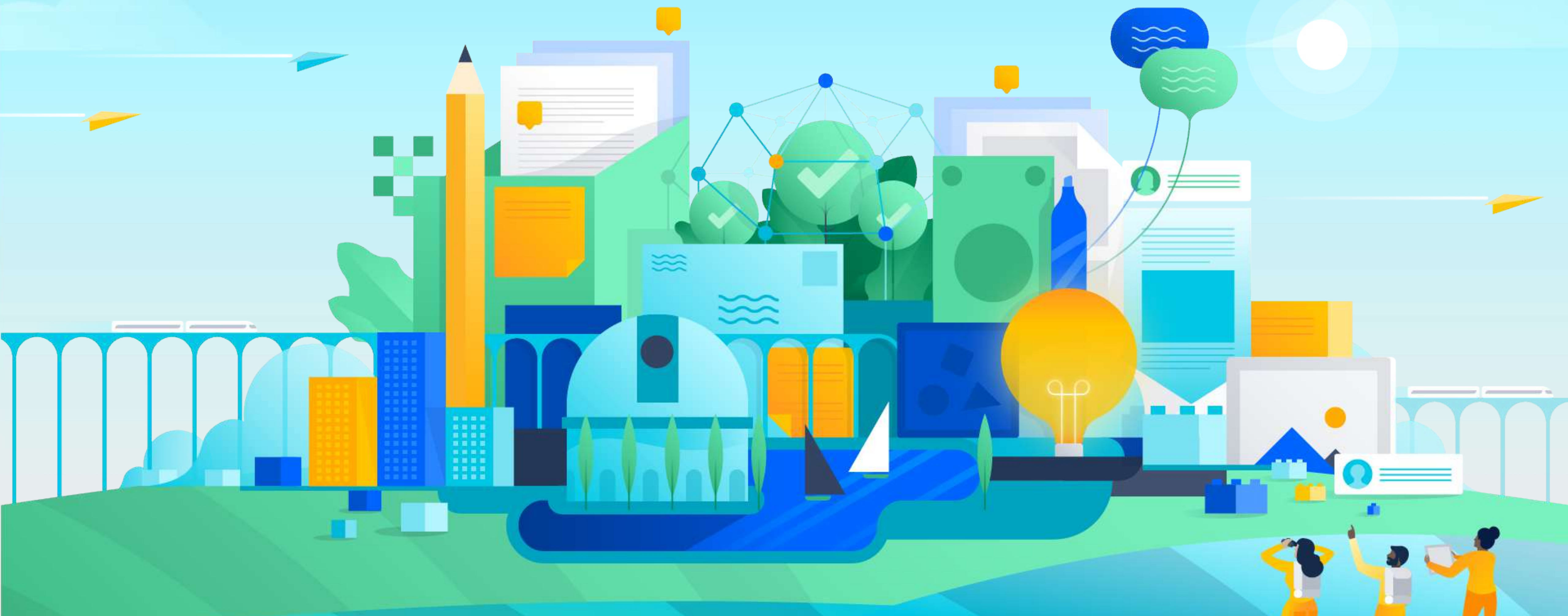


Predictable



Unpredictable

Open



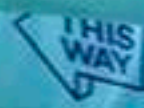
Open company,
no bullshit



Don't #@!%
the customer



Be the change
you seek



Play, as a team

Be the change
you seek



Open Way of Working

Unhindered access to the right context, the bigger picture and the important information when it's needed most.

Open Way of Working

Unhindered access to the right context, the bigger picture and the important information when it's needed most.

Open Way of Thinking

Openness to feedback, debate and free-flowing conversation in the context of the work being done.

Open Way of Working

Unhindered access to the right context, the bigger picture and the important information when it's needed most.

Open Way of Thinking

Openness to feedback, debate and free-flowing conversation in the context of the work being done.

Open Way of Being

Bringing your full, trusted self to work, while freely & openly contributing to the bigger picture.

Open Way of Working

Unhindered access to the right context, the bigger picture and the important information when it's needed most.

Open Way of Thinking

Openness to feedback, debate and free-flowing conversation in the context of the work being done.

Open Way of Being

Bringing your full, trusted self to work, while freely & openly contributing to the bigger picture.

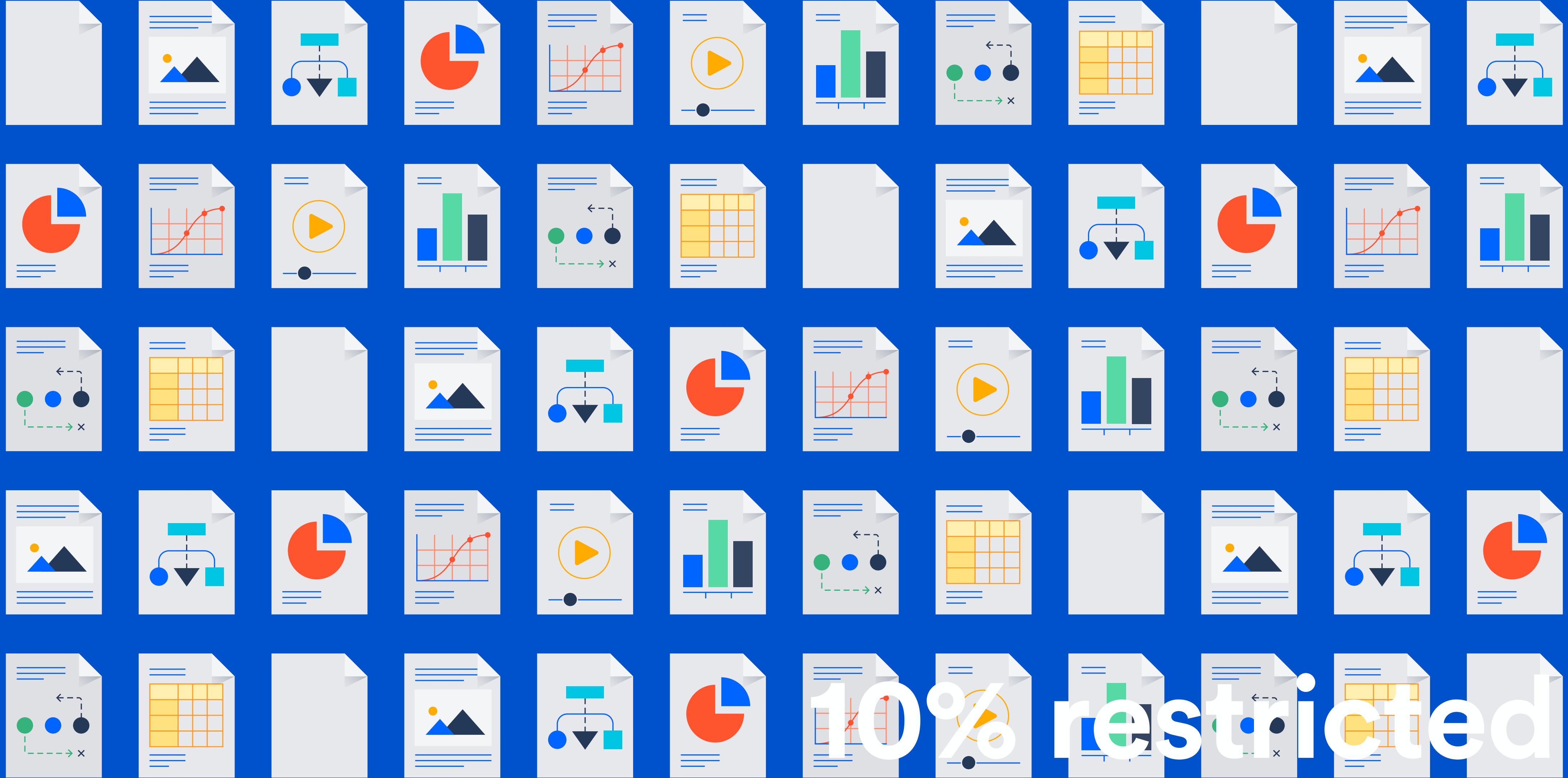
Problem: How can we help teams
prioritize and pivot work?
How they can work internally —
process and entrenched ways of doing
this.

Context is king.



Open. By default.

Feedback



“Why do we need to access this?”



Communication

"It is always seems
impossible until it's done"

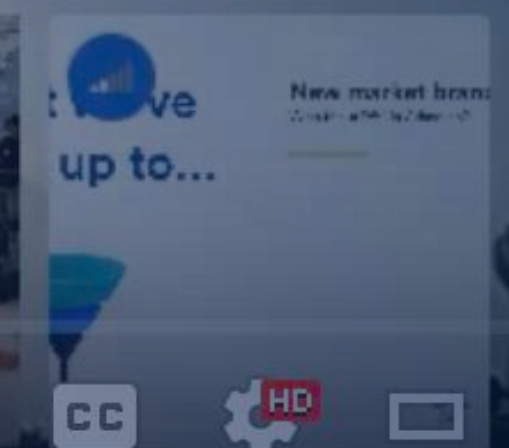
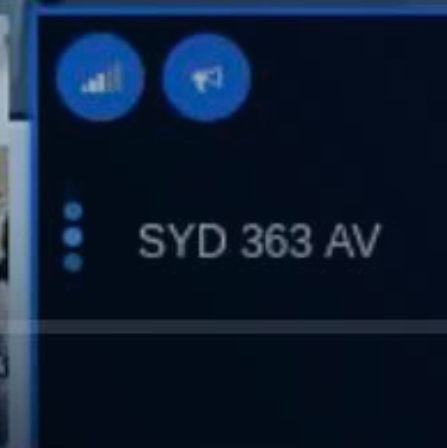
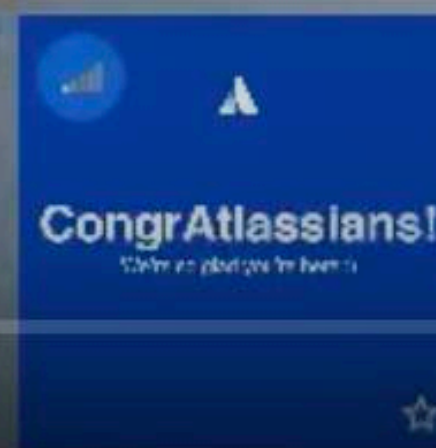
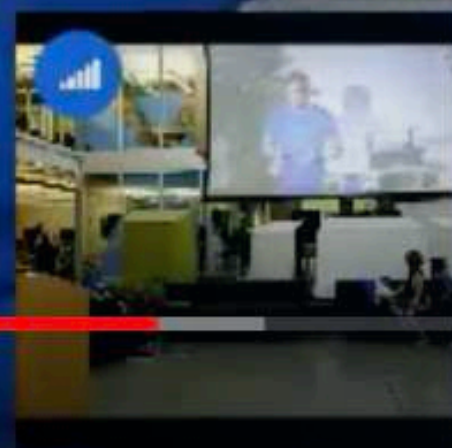
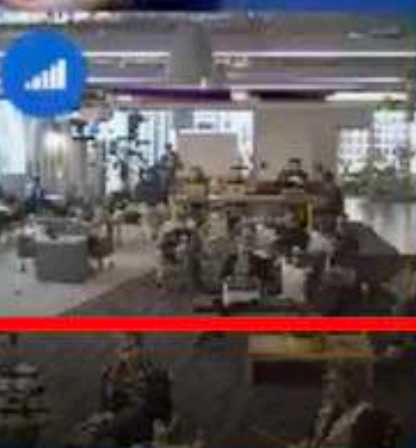
Robert Maillat

Global Town Hall



Global Town Hall

Sydney · Austin · San Fran · Japan
Amsterdam · Gdansk · New York · + 100's of remote



11:03 / 33:14

Vision

Themes




Focus areas

Metrics

Atlassian FY17 VTFM

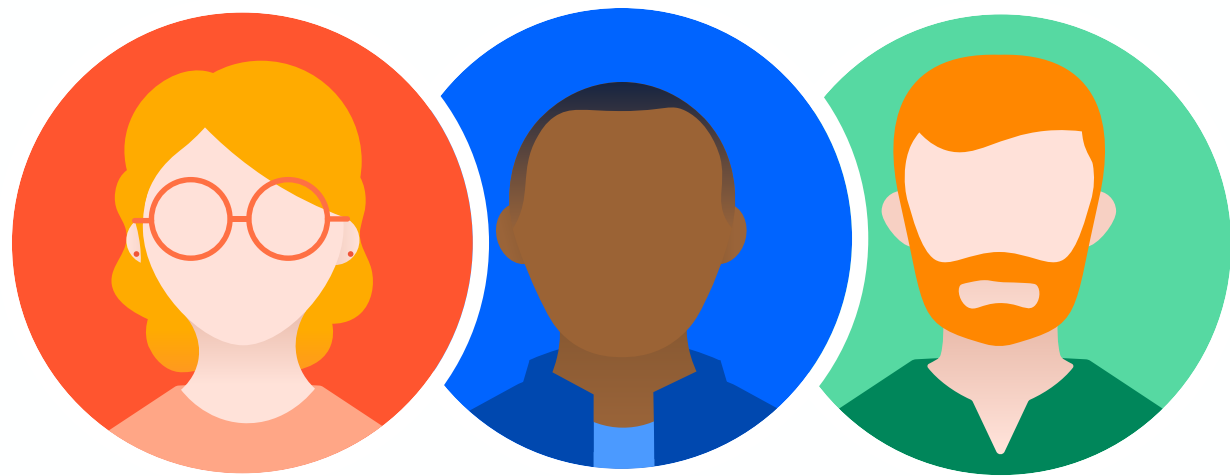
Created by Cathy Meade, last modified by Mike Cannon-Brookes on Aug 16, 2016

Our mission	We believe behind every great human achievement, there is a team. Our mission is to unleash the potential in every team.
Vision (for FY17)	Grow 50% revenue, 75% net recurring, 100% of Teams, and upgrade our cloud platform infrastructure to unleash the potential of our SaaS.
Themes	Our business is predicated on our ability to delight a customer with one product, 50%+ through additional usage, additional products and B2B2B through automation, innovation, people and deep investments in R&D.

Focus Areas & Measures		
<div>Infrastructure</div> <div></div>	<div>Platform</div> <div></div>	<div>Simplify</div> <div></div>
Why: Our pace of innovation, and the reliability of what we deliver, will be enabled by our new Cloud platform.	Why: Doing more platform-oriented work and building for re-use will improve user experience, accelerate speed of product development for customers and our ecosystem and scale our R&D strength in the cloud.	Why: Our products are too complex, especially when integrated together, simply is not being measured.
100% 100% of infrastructure cloud migration on track Team: Cloud Ops	1 Customer team 100% on track Team: Cloud Ops	100% Customer team 100% on track Team: Cloud Ops
1 Customer team 100% on track Team: Cloud Ops	100% Customer team 100% on track Team: Cloud Ops	100% Customer team 100% on track Team: Cloud Ops
100% Customer team 100% on track Team: Cloud Ops	1 Customer team 100% on track Team: Cloud Ops	100% Customer team 100% on track Team: Cloud Ops

OPEN COMS LOOP

TOP-DOWN



BOTTOMS-UP



Project Poster

Team:

*Name of project owner
Names of team*

Status:

ACTIVE

Problem space

Why are we doing this?

Problem statement

What problem/need are you trying to solve/fulfil?

Impact of the problem

What's the impact of this problem on our customers and to our business?

How do we judge success?

What are the goals of the project and the success criteria by which they will be measured?

Possible solutions

High level ideas of possible solutions. (Can be filled out later)

Validation

Validation

What do we already know?

What data or insights do you have to validate this?

What do we need to answer?

What assumptions are we making that need to be validated/refuted?

What are the gaps in our understanding?

Ready to make it

What are we doing?

Succinctly describe what the project will deliver. i.e Elevator pitch.

Why will a customer want this?

How would you sell or market this to your customer?

Visualise the solution

User experience, designs, mockups or prototypes.

Scale and scope

T-shirt size estimate of the effort to make this.

Company

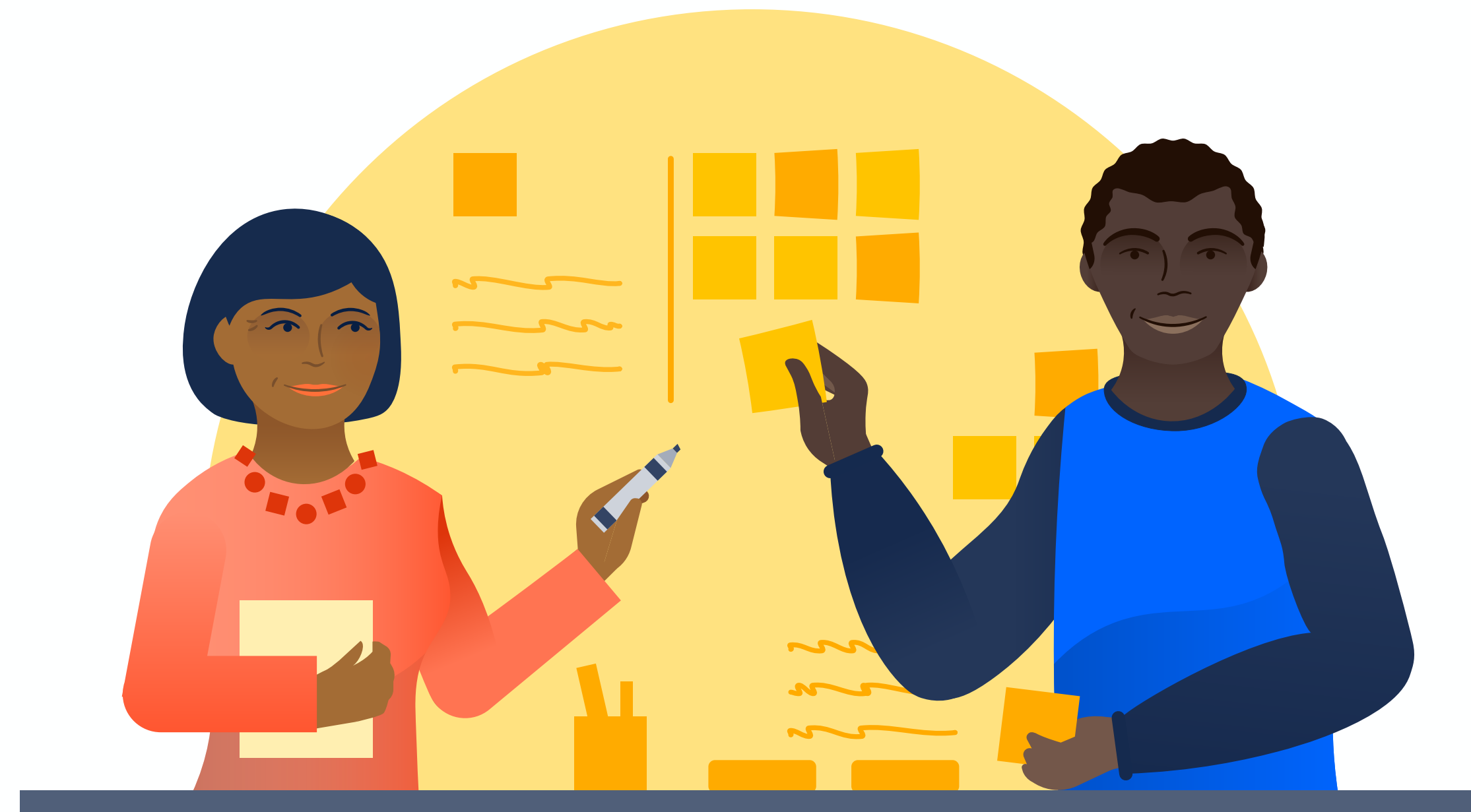


Products & departments



Projects





Team health monitors



TEAM HEALTH MONITORS

PROJECT

LEADERSHIP

SERVICE

TEAM HEALTH MONITORS

PROJECT

Balanced team

LEADERSHIP

Balanced team

SERVICE

Balanced team

TEAM HEALTH MONITORS

PROJECT

LEADERSHIP

SERVICE

TEAM HEALTH MONITORS

PROJECT

Proof of concept

LEADERSHIP

Decision making

SERVICE

Customer centricity

TEAM HEALTH MONITORS

PROJECT

LEADERSHIP

SERVICE

TEAM HEALTH MONITORS


PROJECT

LEADERSHIP







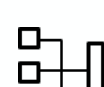

SERVICE



TEAM HEALTH MONITORS



PROJECT

	<div></div>	<div></div>
	<div></div>	<div></div>
	<div></div>	<div></div>
	<div></div>	<div></div>
	<div></div>	<div></div>
	<div></div>	<div></div>
	<div></div>	<div></div>
	<div></div>	<div></div>



Elevator Pitch



Project Poster



Demo Trust

Open Way of Working

Unhindered access to the right context, the bigger picture and the important information when it's needed most.

Open Way of Thinking

Openness to feedback, debate and free-flowing conversation in the context of the work being done.

Open Way of Being

Bringing your full, trusted self to work, while freely & openly contributing to the bigger picture.

Open Way of Working

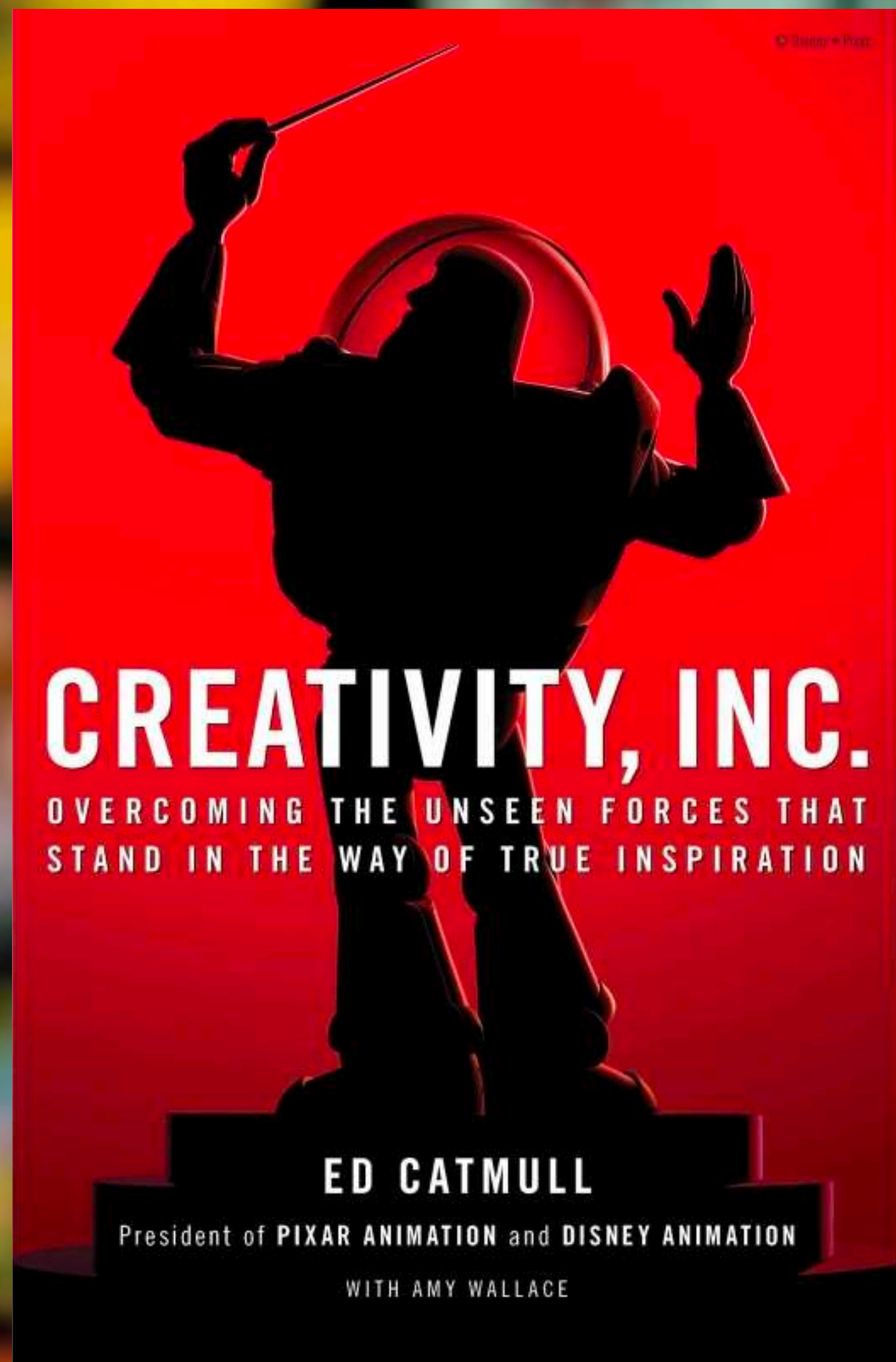
Unhindered access to the right context, the bigger picture and the important information when it's needed most.

Open Way of Thinking

Openness to feedback, debate and free-flowing conversation in the context of the work being done.

Open Way of Being

Bringing your full, trusted self to work, while freely & openly contributing to the bigger picture.





“Brains Trust”

People passionate
about story, regardless
of title

Deep candor

Feedback, not approval

WITH AMY WALLACE

Demo Trust







What do you want to know?

Ask question

Questions Topics Experts

What should we include in the 2016 Painted Picture?

Unwatch Share

Scott Farquhar • Jan 19, 2015

35

Team,

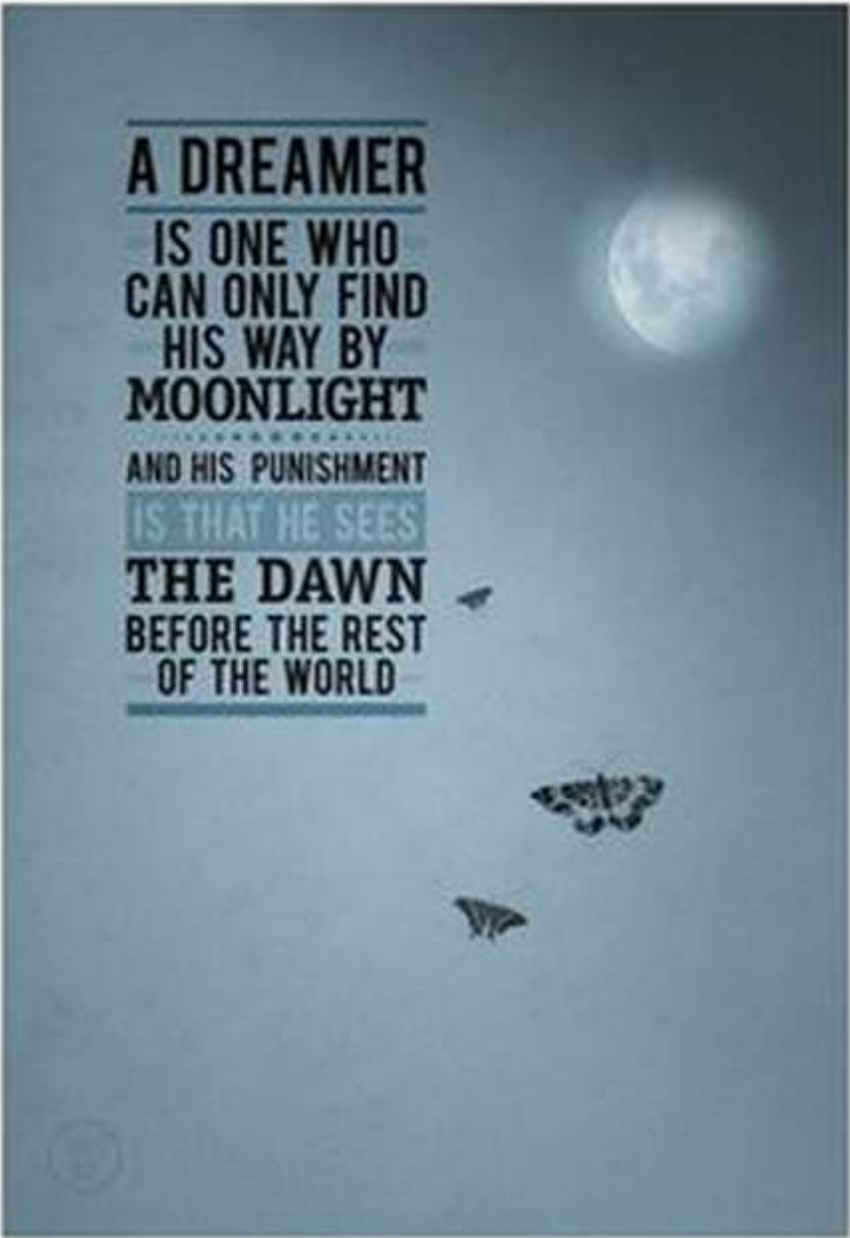
Every 2 years we "Paint the Picture" of what Atlassian will look and feel like in 2 years. The idea is to dream, without constraints, about what the future could look like in a utopian state.

We don't care *how* we're going to make this future happen at this stage. We're just interested in painting a vision so daring, so exciting, so compelling that we'll be energised to figure out the details.

Previously, Mike and I have done most of the dreaming, but this year we'd like to get all of your input!

Please add hundreds of answers to this question. Some examples could be:

- A 2 day accounting close
- Being featured as a cover story in Wired



[Joshua Tjhin](#) • Jan 19, 2015

287

Performance is a feature of Atlassian products and are no longer associated with being slow

[Steve Haffenden](#) • Jan 19, 2015

105

Our products can be updated released and in the cloud safe in the knowledge experience our services provide.

[Adam Ahmed](#) • Jan 19, 2015

80

We employ as many female engineers

[Dominic Price](#) • Jan 19, 2015

75

Every team in every organisation in the tools, innovation etc) being as good as OR We've found a way to open source our proceeds going to Room to Read.


[Sergio Cinos](#) • Jan 19, 2015

72

Any commit to any product is tested and

[Andre Serna](#) • Jan 19, 2015

58

The Atlassian app , which covers business tool

[Ben Crothers](#) • Jan 19, 2015

48

Set up an Atlassian dev office in one of put it on the map, grow local opportunities

[Renan Battaglin](#) • Jan 19, 2015

41

Atlassian is known for selling high quality

Re: [Enterprise Customer Sentiment - I](#)

[Cameron Deatsch](#) • Jan 20, 2015

38

- 2,500 employees
- 65,000 customers
- \$5 million in monthly Enterprise
- 3 months to take a company we revenue.
- 90% of all N2N and N2E sales a
- We have 3 products with \$100 +
- NPS for all of our products is ab
- NPS for the company is above 5
- 25 customers paying us over \$1
- The company party is hosted on

- <http://www.designboom.com/d>

[Roger Barnes](#) • Jan 19, 2015

30

Never having to give the elevator pitc

[Michael Seager](#) • Jan 19, 2015

28

Application links are automatic and fo

[Adam Saint-Prix](#) • Jan 20, 2015

28

Atlassian is a household name, and e

[Jonathan Srikanthan](#) • Jan 19, 2015

26

The Atlassian Foundation known as the non-profits.

AND

Secondment opportunities into the Foundation charities and non-profits

AND

Quarterly Shiplt-type events but when

AND

Taking Foundation Leave become en utilisations

[Tom Kennedy](#) • Jan 20, 2015

23

Marketplace vendors can build a single

[Simon Keefe](#) • Jan 19, 2015

22

The death of HAMS. Painted in Renaissance

[Renan Battaglin](#) • Jan 19, 2015

20

In less than 30 seconds, our Cloud or teams of any size.

[Edward Zhang](#) • Jan 19, 2015

18

Atlassian has grown so much that we h

[Denise Unterwurzacher](#) • Jan 20, 2015

18

Everyone single Atlassian uses all their company wide Foundation Days. Helpi

[David Rizzuto](#) • Jan 19, 2015

17

Atlassian is known for hiring really smart employees into world class engineering widely regarded in the larger community

[Ben Crothers](#) • Jan 20, 2015

17

We have access to the roof in the Sydney

[Ben Crothers](#) • Jan 19, 2015

16

We sell *business growth*, not software growth for them and their team, to see campaigns grow in bookings, influence business, you use Atlassian products

[Elliott Straube](#) • Jan 20, 2015

15

High Schoolers taking programming

[Rachel Robins](#) • Jan 20, 2015

15

All of our products speak like a human skyrockets.

Open Way of Working

Unhindered access to the right context, the bigger picture and the important information when it's needed most.

Open Way of Thinking

Openness to feedback, debate and free-flowing conversation in the context of the work being done.

Open Way of Being

Bringing your full, trusted self to work, while freely & openly contributing to the bigger picture.

Open Way of Working

Unhindered access to the right context, the bigger picture and the important information when it's needed most.

Open Way of Thinking

Openness to feedback, debate and free-flowing conversation in the context of the work being done.

Open Way of Being

Bringing your full, trusted self to work, while freely & openly contributing to the bigger picture.



smh.com.au/lifestyle/health-and-wellbeing/wellbeing/forget-worklife-balance-and-try-blending-instead-20170405-gvecbc.html

The Sydney Morning Herald

Daily Life

SUBSCRIBE

LOGIN / SIGN-UP

Home / Lifestyle / Health & Wellbeing / Wellbeing

APRIL 6 2017

SAVE PRINT LICENSE ARTICLE

Forget work-life balance and try 'blending' instead



Sarah Berry



Show comments

It's what Randi Zuckerberg (yes, Mark's sister and an entrepreneur in her own right) calls the "human dilemma".

The "human dilemma" is how to juggle the delicate balance of work, family, sleep, friends and fitness.



Focus on where your interests lie and blend in the rest where and how you can. Photo: Stocksy

"At the end of the day you can't do all of them well," Zuckerberg said [recently](#). "Pick three."

The young mum of two chose to sacrifice friends and fitness.

It's an idea similar to the four-burners theory.

"One burner represents your family, one is your friends, the third is your health, and the fourth is your work," writer, [David Sedaris](#) explained. "The gist ... was that in order to be successful you have to cut off one of your burners. And in order to be really successful you have to cut off two."

Forget work-life balance, [said Anne-Marie Slaughter last year](#), women [might not be able to have it all](#), but neither can men and we should stop pressuring ourselves to think we can.

Ada Chen

☆

Profile

Pages

Blog

Questions

Canvas

Calendars

BLOG

2017

April

• Hello, it's me.

Blog / 2017 / April / 11

Hello, it's me.

Created by Ada Chen on Apr 15, 2017

Edit Save for later Watch Share



Now that I've gotten that pun out of my system - hi, I'm Ada and today is my 5th day as an Atlassian. I'm joining @Leah Cassidy to support channel enablement efforts as part of the Server PMM team.

I've been in San Francisco for the past 2.5 years and have spent most of this time in the HR tech space. Most recently, I was a one-woman marketing team at Everwise, a talent development platform that delivers custom and core learning experiences to companies and their employees. Joining Atlassian has been an amazing experience so far, and the most accurate way to describe this week would be:



If you've passed by my desk (I'm right by the WAC map), you'll notice that I've either been reading EAC pages or watching videos to get up to speed. I've also been meeting with folks on the team, or scheduling meetings for next week. And basically I've spent a lot of time in learning-mode - so I'd like to recap what I've learned so far and help you learn a little bit about me.

Things I've learned this week

- Sometimes your laptop won't connect to wi-fi, but @Coyote Bryant and @Dan Schai will probably be able to fix it (or give you a new one) in about 2 seconds flat. Special shout out to @Gary Au for



Jennifer Millman

☆

👤 Profile

📄 Pages

📡 Blog

❓ Questions

📅 Canvas

📅 Calendars

📡 BLOG

▼ 2017

▼ April

• What's the fastest cake?

Blog / 2017 / April / 11

What's the fastest cake?

Created by Jenny Millman on Apr 13, 2017

Hullo Atlassian! I've been here well over a month, and keep putting off writing my intro blog, so finally, here it is.

How the hell did this happen?

6 months ago I was living in London, very happy in my job with Expedia, and making plans to move to San Francisco. I was so happy, that on the morning of the Silicon Roundabout conference in London, when asked whether I'd consider working for any of the companies presenting, I responded with "no fucking way".

Then I saw @Dom's keynote.

After several glasses of "sparkling wine" at the networking drinks, I plucked up courage to speak to the Atlassian crew. An innocent conversation snowballed into more drinks, interviews which I didn't realise were interviews (thanks @Geto Getov!), big scary interviews which I did realise were interviews (thanks @Haylee Brittliffe!), and finally the toughest decision of my life - whether to take the job.

Well, you all know the ending. My last day at Expedia was incredibly emotional. I was given a huge wad of Australian dollars as a parting gift and have been assured they're legal tender.

Edit Save for later Watch Share



"Bank of Millman"

Life before Atlassian

I've had a strange and meandering career. I've worked my way through roles in proofreading, high-value charity events (buying 20 black hand-towels for Tom Jones was a real career highlight), and business analysis before being given the opportunity to be a Technical Product Manager at Expedia. I'm pretty rare in the world of Product Management as I don't have a typical technical background, but I actually find this gives me an advantage in many respects. I'm not afraid to ask the "stupid" questions, I bring a completely different perspective, and it means I have to really trust my team to dig into the technical complexities.

My lack of coding expertise led me to found and managed an initiative called 'Expedia Code Academy' in our London office, aimed at people like me, who wanted to learn to code.


> The premise was simple...

The big move!


I've moved over here with my husband Steve, and we're adjusting to life pretty well (the weather has certainly helped). There have been a few shocks for us though:

- Two cockroaches does not equal an infestation (I had never seen a cockroach before)
- We will almost certainly encounter a huntsman at some point (I'm living in fear of that day)


Engineering



Will - In Progress




Fred



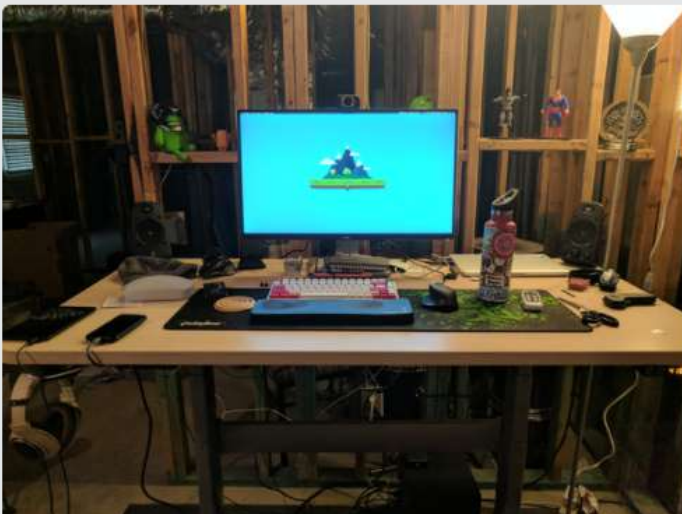
Damien

Add a card...

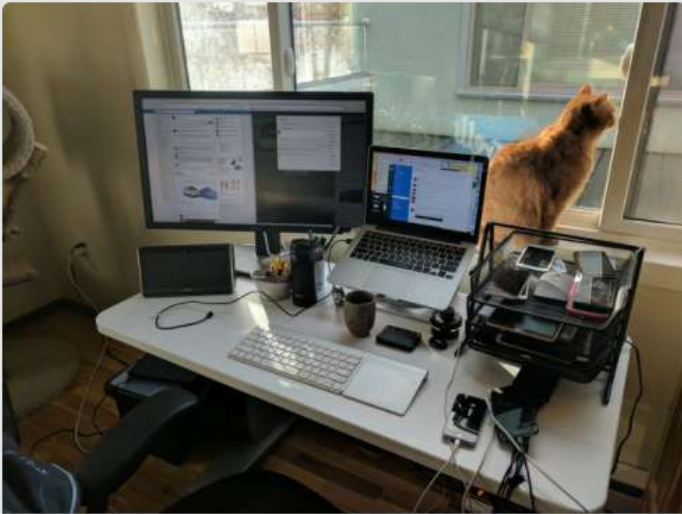
Mobile



Sarah - In Progress




Vishnu




Joanna

Add a card...

Support




Caity



Mercer

Add a card...


Design



Fyza

Add a card...


Marketing



Leah - In Progress

Add a card...

Sales



Adam

Add a card...

Don't forget
~~cardboard~~ remote
team members



Nuwan Ginige

Profile

Pages

Blog

Questions

Canvas

Calendars

SPACE SHORTCUTS

DACI register

Meeting notes

BLOG

> 2017

< 2016

> December

< October

> I built a sandpit

> August

> July

> June

> April

> March

> February

Blog / 2016 / October / 05

I built a sandpit

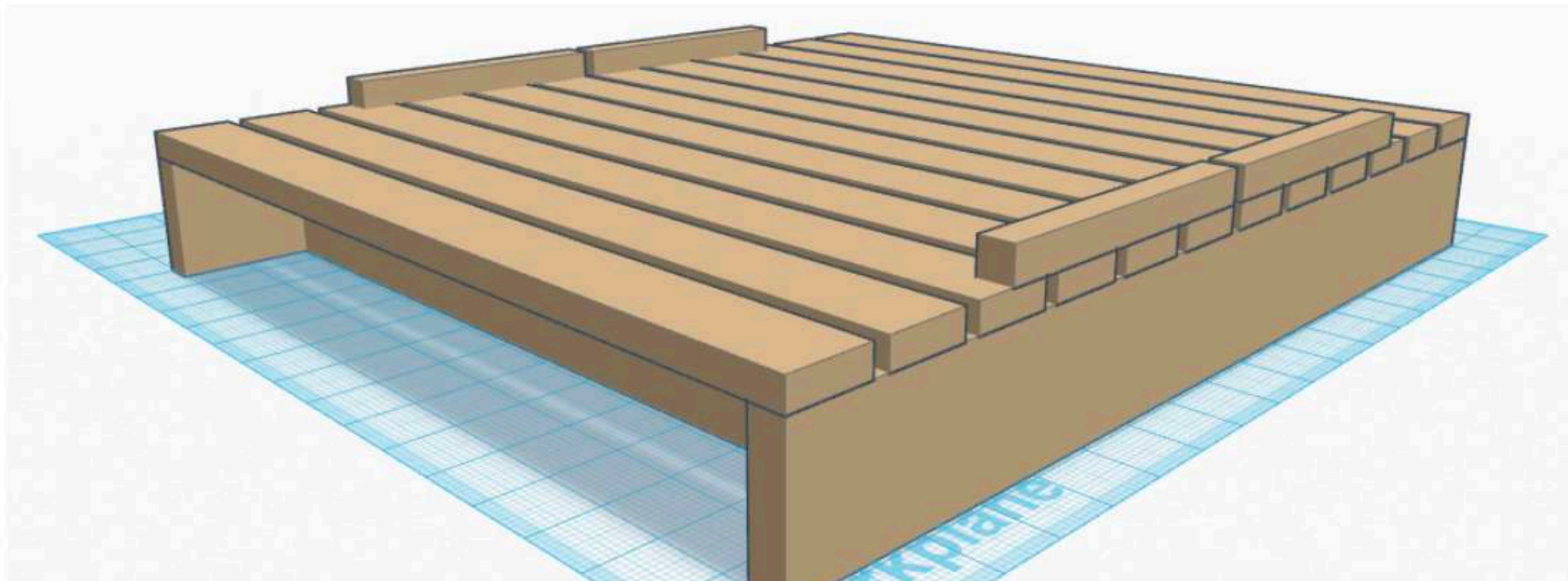
Created by Nuwan Ginige on Oct 05, 2016

Edit Save for later Watch Share

We saw some examples online.



I drew up my own design (because Tinkercad is awesome).



Georgie Bottomley

Profile

Pages

Blog

Questions

Canvas

Calendars

SPACE SHORTCUTS

Decision log

BLOG

2017

November

So this thing happened....

July

May

2016

2015

Blog / 2017 / November / 07

So this thing happened....

Created by Georgie Bottomley on Nov 08, 2017

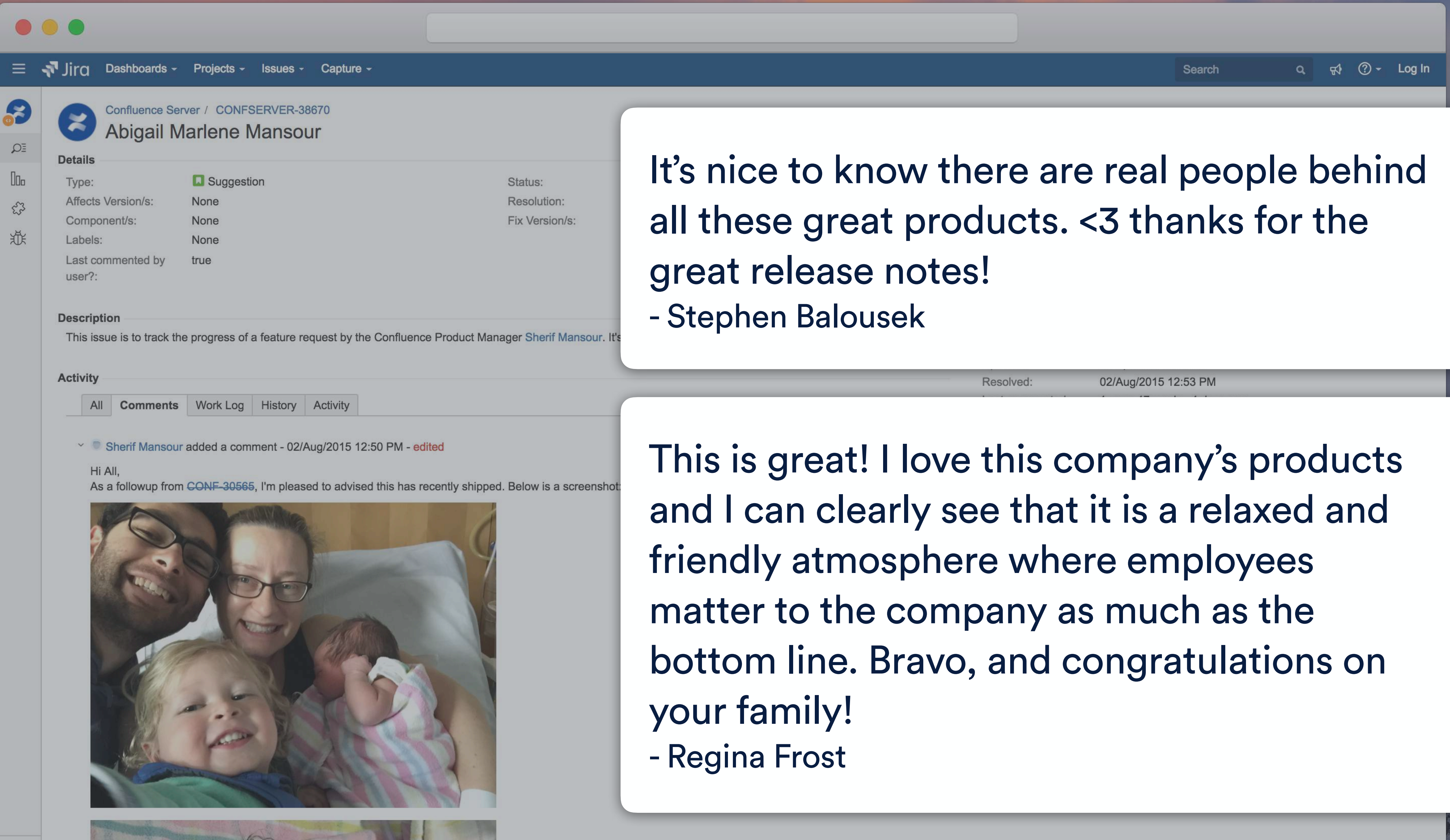
Edit Save for later Watch Share

I got hitched!



Craig and I had the most perfect day up in Manchester, in a theatre on the street corner opposite where we first met. In true Manchester style we had drizzly rain all day, but it didn't dampen our spirits!





It's nice to know there are real people behind all these great products. <3 thanks for the great release notes!

- Stephen Balousek

This is great! I love this company's products and I can clearly see that it is a relaxed and friendly atmosphere where employees matter to the company as much as the bottom line. Bravo, and congratulations on your family!

- Regina Frost

Open Way of Working

Unhindered access to the right context, the bigger picture and the important information when it's needed most.

Open Way of Thinking

Openness to feedback, debate and free-flowing conversation in the context of the work being done.

Open Way of Being

Bringing your full, trusted self to work, while freely & openly contributing to the bigger picture.

Open Way of Working

Open by default

All hands

Team health monitors

Open Way of Thinking

Brains trust

Graduate hack house

Org-wide feedback

Open Way of Being

New starter blogs

Remote team mates

Sharing life outside work



Thank you



SHERIF MANSOUR, PRODUCT @ ATLASSIAN
@sherifmansour