

tend to think of as applied research and differentiation. They built the first ever computer products (e.g. IBM 650 and onwards), the first generators (Hippolyte Pixii to Siemen's generators). They drain the swamp and create some form of settlement.

*Town Planners* are brilliant people. They are able to take something and industrialise it taking advantage of economies of scale. This requires immense skill. You trust what they build. They find ways to make things faster, better, smaller, more efficient, more economic and good enough. They create the components that pioneers build upon. Their type of innovation is industrial research. They take something that exists and turn it into a commodity or a utility (e.g. with Electricity, then Edison, Tesla and Westinghouse). They are the industrial giants we depend upon. They build Rome.

In 2005, we knew that one culture didn't seem to work and enabling people to gain mastery in one of these three attitudes seemed to make people happier and more focused. Taking one attitude and placing them in a field which requires another attitude is never a good idea. Try it for yourself. Find a pioneer software engineer in your company, someone used to a world of experimentation and agile development and send them on a three week ITIL course. See how miserable they come back. Try the same with a town planner and send them on a three week course of hack days & experimentation with completely uncertain areas and lots of failure. Watch the smile drop from their face.