

WIRED  
**Smarter.**

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**KEY TAKEAWAYS**

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- ▶ The world will never be slower than it is today.
- ▶ Change happens when you: Give yourself permission to to imagine a better future and make it happen.
- ▶ Change your mindset from “No to Not yet”.
- ▶ How to spend your time: 70% on now, 20% on the future we know, 10% on future discovery.
- ▶ Fail is the “F” word of business.
- ▶ Management as a control function is dead. Be a visionary and empower others to change.
- ▶ Read: IMAGINE IT FORWARD.

IMAGINE IT FORWARD



COURAGE, CREATIVITY,  
AND THE POWER OF CHANGE

BETH COMSTOCK  
WITH TAHL RAZ

## KEY TAKEAWAYS

- ▶ How can you strike the right balance between human and machine? Luxury fashion is more human.
- ▶ At Net-A-Porter, everything is automated in the warehouse apart from the final packaging which is completed by humans.
- ▶ Not everything can be 3D printed or AI generated, human will be a choice.
- ▶ Prediction: in the future the only luxury label will be “Made by Humans”.



## KEY TAKEAWAYS

- ▶ In many developing countries electricity distribution is ad-hoc and unreliable because the social institutions to govern do not exist.
- ▶ The west could experience the same with autonomous vehicles - who pays for the infrastructure and governing institutions?
- ▶ When thinking about technology and innovation, don't forget about the social questions.
- ▶ All technology is political.



## KEY TAKEAWAYS

- ▶ I wanted great food delivered quickly. Didn't set out to be big.
- ▶ Keep the customer at the heart of what you do.
- ▶ We have 3 customers. Restaurants, Riders and People.
- ▶ Gig economy has caused "*a disconnect between flexibility and security*"
- ▶ As a rider, if you work 40 hours a week you should have the same rights as an employee.



## KEY TAKEAWAYS 1/2

- ▶ The next generation of computer interfaces will be natural interfaces.
- ▶ Culture - Experiment continuously, measure relentlessly, apply your learning.
- ▶ Innovation needs to be part of your DNA. If you've been hiring people to be conservative for years you can't expect them to become innovative.
- ▶ Be stubborn on the vision but flexible on the detail.
- ▶ Willingness to be misunderstood for long periods of time.
- ▶ Decisions are most often two-way doors. You can back out of them.
- ▶ Reduce the cost of failure. If you can experiment cheaply then you will be more willing to try.



## KEY TAKEAWAYS 2/2

- ▶ Organisation - the importance of small “2 pizza” teams.
- ▶ Entrepreneurship and autonomous teams are really important.
- ▶ The institutional Yes! - most orgs have someone in the room saying why you can't do it. At Amazon if you disagree you have to do the work and write a paper.
- ▶ No PowerPoint, no slides in meetings. Read 6 pages in silence for 30 minutes.
- ▶ Technology - Create self service platforms without gatekeepers.
- ▶ Lowering the cost of innovation enables you to make more bets with significantly higher payoffs.



## KEY TAKEAWAYS

- ▶ Why?
  - ▶ Data has value. The data belongs to the customer, not the bank.
  - ▶ Your right as a consumer is to use that data to get the best possible products and services.
- ▶ What?
  - ▶ Secure technology that allows the consumer or SME to share their transaction data and make payments with third parties.
- ▶ How?
  - ▶ High level API and single security protocol.
- ▶ Where are we at?
  - ▶ Working at it for 2 years - a very big job for the large banks.
  - ▶ MVP was released January 2018.
  - ▶ Focus is now on customer journey and being more prescriptive on the user experience with the banks.

## KEY TAKEAWAYS

- ▶ We have learned helplessness in cyber security.
- ▶ The vast majority of highest profile breaches show zero evidence of nation state involvement.
- ▶ Over 50% of breeches were due to un-patched known vulnerabilities.
- ▶ In the last 2 years the NSA hasn't responded to an intrusion that leveraged a single zero day exploit.
- ▶ How to keep the nation states out of your networks:
  - ▶ Know your systems and maintain them - apply the patches!
  - ▶ Stop using passwords - amazing alternatives that are incredible effective.



## KEY TAKEAWAYS

- ▶ Lots of advances over personal productivity in the last 10 years.  
What hasn't changed that much is team productivity.
- ▶ Communication is the limiting factor. Increasing the level of transparency can be helpful. Email is really designed for point to point rather than team communication.
- ▶ Peoples expectations have changed significantly. Messaging has taken off dramatically in personal life and people want the same in the workplace.
- ▶ Slack firmly believe that channels are the future of communication. Microsoft has now validated the channels concept.
- ▶ Email is the cockroach of the internet. Email will never go away but a lot of use cases will move to slack.

