



OFFER ZEN

MERGE

**How a Pragmatic Culture
Helps Luno Succeed**

INTRODUCTION



iOS Tech Lead at Luno

- In mobile development for 7 years
- Worked in corporates, start ups & contract houses
- Industries: Financial, Manufacturing, Retail, Leisure & Entertainment
- Main driver: Working with incredible people in a very interesting industry

CONTEXT




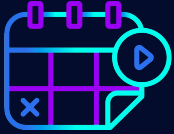
We are going to discuss three aspects of Luno's culture which ensures that we are able to be pragmatic in our day-to-day jobs.

Why?

- How adopting these aspects add insights and pragmatism to our teams

Benefits?

- Constant questioning leads to swift change which is needed in a rapidly changing crypto industry
- 



HIGH-LEVEL AGENDA OF WHAT WILL BE DISCUSSED NEXT

The core aspects of Luno's culture are:



Our Drive to Hire for Diversity



The Principle of Charity



Creating a Safe Space



OUR DRIVE TO HIRE FOR DIVERSITY

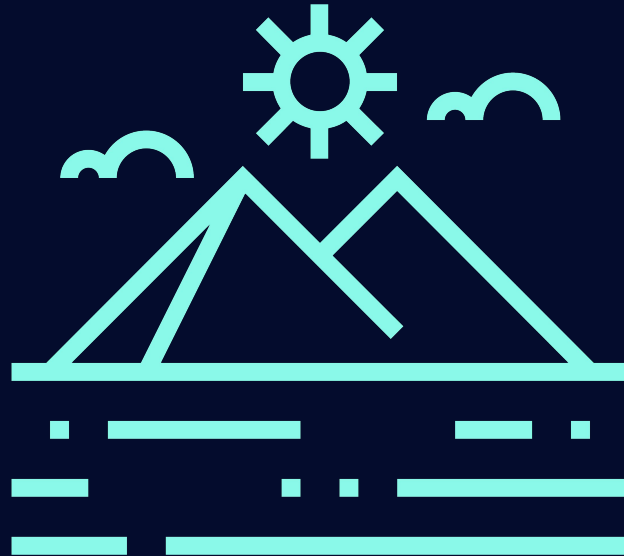
OUR DRIVE TO HIRE FOR DIVERSITY

What is diversity at Luno?

- Race and gender diversity is important
- Background diversity is seen as vital
- Greater the background diversity, the better

OUR DRIVE TO HIRE FOR DIVERSITY

But why is background so important?



OUR DRIVE TO HIRE FOR DIVERSITY

But why is background so important?

- **Diverse backgrounds** - Many perspectives
- **Many perspectives** - Many solutions to a problem
- **Many solutions** - A final solution that solves the problem from all aspects

OUR DRIVE TO HIRE FOR DIVERSITY

Benefits of diversity in the workplace

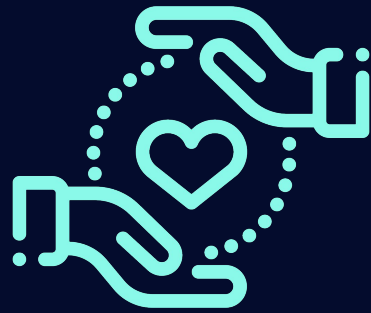


- Personal growth through learning about perspectives from people from different backgrounds
- Holistic solutions that solve problems only realised through having a diversity of backgrounds

Tips/ hacks



- Culture-add screenings
- Productive disagreement > Agreement



THE PRINCIPLE OF CHARITY

THE PRINCIPLE OF CHARITY

What is the Principle of Charity?

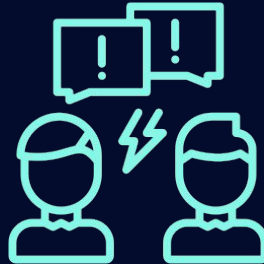
- Assume best intentions
- Take what they meant **not** what they said

THE PRINCIPLE OF CHARITY

Why is this important?

Common communication issues:

- Meaning can be poorly conveyed
- Text can obscure tone
- Personal biases can distort



The **Principle of Charity** allows us to:

- To filter around the point of the conversation/debate/argument
- Avoid debates arguments that are based on feelings rather than facts

THE PRINCIPLE OF CHARITY

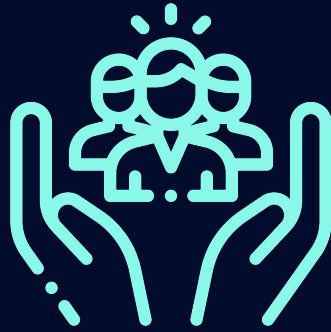


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CONF '19



CREATING A SAFE SPACE

CREATING A SAFE SPACE



What is 'safe space'?

- An environment that enables people to express themselves without fear, reprisals or mockery

Why are safe spaces important?

- Enables our diverse team to feel comfortable speaking their mind
- Encourages productive debate through the application of the Principle of Charity


CREATING A SAFE SPACE



How to get safe spaces to work:

- We need to have the right behaviours
- Respect between peers
- Encourage constructive conflict

Behaviours to avoid:

- Being a jerk
 - Being over-sensitive
- 

CREATING A SAFE SPACE

Being a jerk:

Rude

Condescending

Uncompromising

Doesn't listen



CREATING A SAFE SPACE

Being over-sensitive:

Always feeling
under attack



Easy to offend

Take everything
personally

CREATING A SAFE SPACE



How do we address undesirable behaviour?

- Culture-add interviews
- 1:1 sessions with managers
 - Poor behaviour can be reported in 1:1s
 - Opportunity to develop strategies for improvement

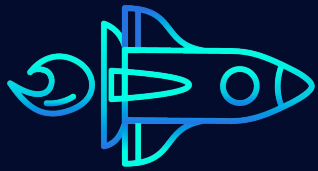
CONCLUSION

Three aspects to Luno's culture:

- Our drive to hire for diversity
- How we apply the Principle of Charity
- Creating a safe space

How do these affect the greater picture at Luno?

- Enables us to always be questioning and thus evolving
- Keeps us honest with ourselves
- Allows us to keep up with the rapidly changing industry we are in



Questions?