



Let them learn!

**How to nurture great
software engineers**

@ClareSudbery



@ClareSudbery



**Why would these Pringles be in this
shape on this plate?**

@ClareSudbery



@ClareSudbery

Pringles on a plate



@ClareSudbery



@ClareSudbery

A low-angle, upward-looking photograph of several modern skyscrapers against a clear blue sky. The buildings feature glass facades and intricate architectural details, including a central tower with a complex, lattice-like facade. The perspective creates a sense of height and grandeur.

Teaching makes me happy

@ClareSudbery



@ClareSudbery

The Made Tech Academy



@ClareSudbery



@ClareSudbery

My son Felix



Photo: @Karol_Jurga

@FelixFoggCircus

@ClareSudbery



@ClareSudbery

A low-angle, upward-looking photograph of several modern skyscrapers. The buildings feature glass facades and intricate architectural details, including a central tower with a perforated metal skin. The sky is a clear, pale blue. A semi-transparent white rectangular box is centered over the image, containing the text.

**Isn't this all irrelevant in the
current climate?**

@ClareSudbery



@ClareSudbery

Beware top-heavy teams

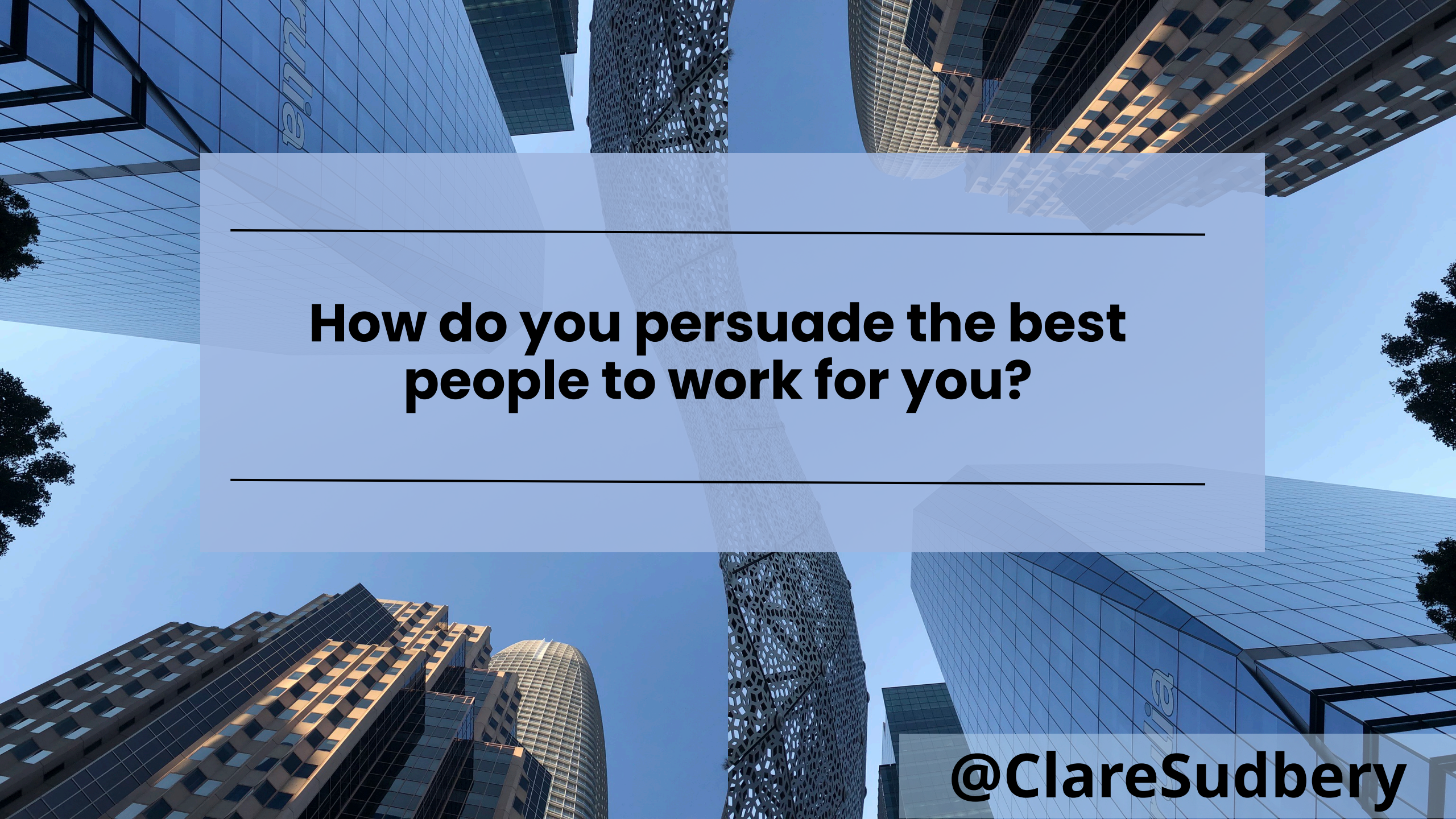


@FelixFoggCircus

@ClareSudbery



@ClareSudbery

A low-angle, upward-looking photograph of several modern skyscrapers against a clear blue sky. The buildings feature glass facades and intricate architectural details, including a central tower with a complex, lattice-like facade. The perspective creates a sense of height and scale.

**How do you persuade the best
people to work for you?**

@ClareSudbery



@ClareSudbery

Use learning as a recruitment incentive



Photo: @RachelColless

@FelixFoggCircus

@ClareSudbery



@ClareSudbery

A low-angle, upward-looking photograph of several modern skyscrapers. The buildings feature glass facades and intricate architectural details, including a prominent lattice-like structure on one of the central towers. The sky is a clear, bright blue. A semi-transparent white rectangular box is centered over the image, containing the main text.

**How do you avoid hiring people
who are not going to succeed in
your organisation?**

@ClareSudbery



@ClareSudbery

It's up to you whether they succeed



@FelixFoggCircus

@ClareSudbery



@ClareSudbery



**How do you make sure your hires
have the skills and experience that
match your technology stack?**

@ClareSudbery



@ClareSudbery

Don't fetishize experience



Photo: @anna.lena.krause

@FelixFoggCircus

@ClareSudbery



A low-angle, upward-looking photograph of several modern skyscrapers against a clear blue sky. The buildings are made of glass and steel, with some featuring unique architectural details like a perforated metal facade. The perspective creates a sense of height and scale.

**How do you stop slower learners
from dragging down faster
learners?**

@ClareSudbery



@ClareSudbery

Let people learn by teaching and researching



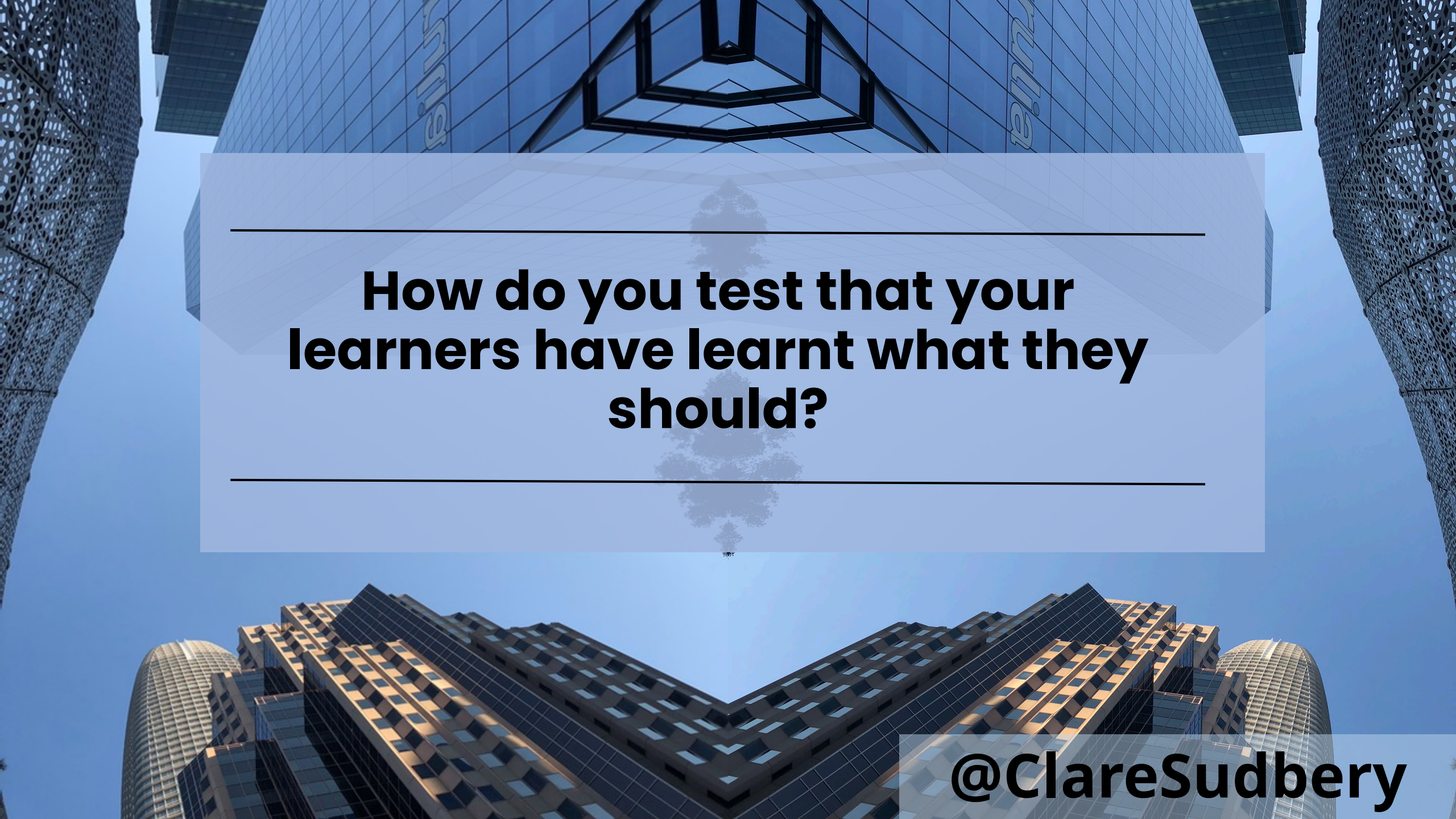
Photo: @anna.lena.krause

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@ClareSudbery



**How do you test that your
learners have learnt what they
should?**

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@ClareSudbery

Focus on the *ability* to learn



Photo: @charlottehadden

@FelixFoggCircus

@ClareSudbery



@ClareSudbery



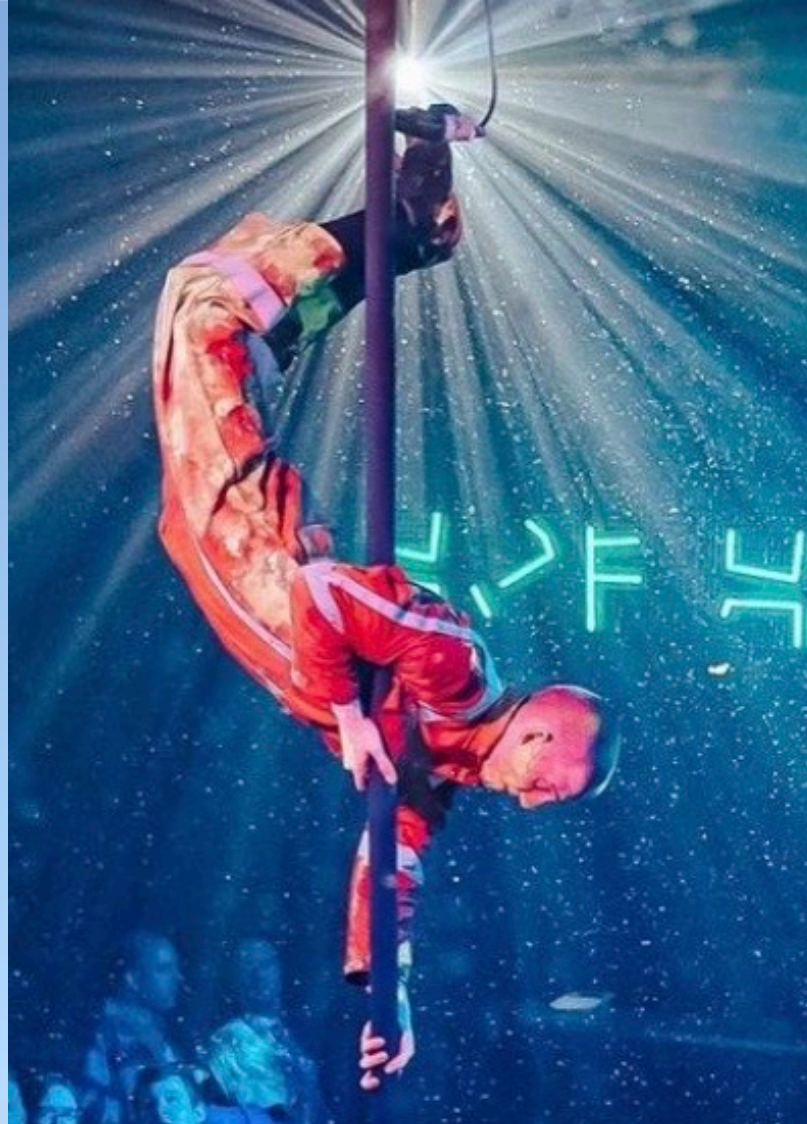
**How do you deliver training
without taking up the time of
existing staff?**

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Get the whole company involved



Copyright: Marvel

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**How do you stop people leaving
and taking all your learning
investment with them?**

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Pay it forward



@FelixFoggCircus

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Why would these Pringles be on this plate?



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Try making new things



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Try making new things



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Try making new things



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What's in the cupboard?



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What's in the cupboard?



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The clues were there



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Let them learn

Avoid top-heavy teams

Use learning as a recruitment incentive

Make people great, don't recruit great people

Don't fetishize experience

Set people up for a lifetime of learning

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Let them learn

Let people learn by teaching and researching

Focus on the *ability* to learn

Get the whole company involved

Try making new things

Pay it forward

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Clare Sudbery

REPORT

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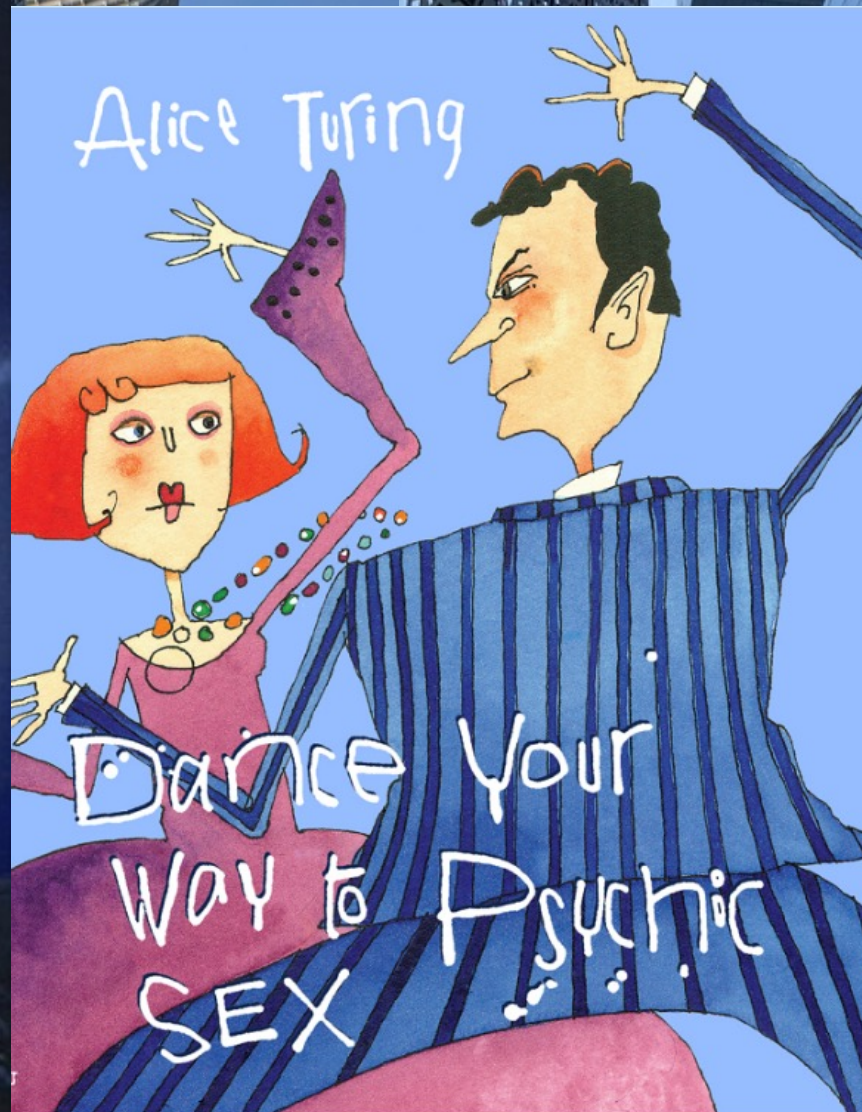
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THE DYING OF DELIGHT

"Beautifully crafted... Sudbery's irresistible debut steals up on you like sunlight on a winter morning" Helen Walsh, author of *Brass*



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