

**Technology  
advances;  
History  
repeats itself**

# Who am I?

**25 Years in Tech**

**Director and ex-CEO of Softwire (400+ person digital transformation consultancy) Author and speaker**

**And... outside of the industry I have a second career as an actor and film producer**

# Remember when you were 10?



# And 21?



**Then at some point  
you became a manager**



# What about ten year olds today?

(And 21 year olds? And 30 year olds?)

**1. Rate of change of tech is increasing**

**2. Current messaging around the tech industry**

“Why the 'Year of Efficiency' is Becoming the 'Decade of the Individual Contributor’” (*LiveMint*, April 2026)

“Jack Dorsey says all companies should replace middle managers with AI” (*India Today*, April 2026)

“If you love your boss, imagine how much more you'll love their AI twin” (*The Register*, March 2026)

## Now Imagine

Relearning all the lessons  
that we learnt – in this new  
cultural environment where  
there is strong messaging  
that they aren't needed  
after all

**So what's the  
state of play  
today?**

**Teams are flat out implementing  
new ideas.**

**People are positing fewer junior  
engineers, fewer junior managers,  
less time to spend developing  
them, people training themselves  
how to lead by talking to ChatGPT**



# This introduces new risks

i.e. the risk for forgetting / not re-learning

**Leading through values**

**Prioritising culture**

**Building relationships**

**Deep tech understanding over black box code**

# What should we do now?

**Double down on your human centric leadership skills**

**Take time to help your juniors learn these lessons afresh for themselves**

**Keep the concepts alive in our collective consciousness by speaking and sharing about them with the wider community**



In short keep being  
the excellent humans  
that you learnt so well  
how to be

# Chat further...

**Office Hours**

10:25-10:50 (next break)

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