



SCHEDULE - Alandica, Mariehamn - September 24 2019

09:00-09:15 INTRODUCTION						
09:20-10:00	Motivation → Quality → Speed (in that order) (EN) Jan Grape	Vad är agilt? (SV) Andreas Björk	HR en möjliggörare eller hinder? (SV) Frida Mangen	Product Owner - the One between (EN) Michał Dusiński	How to build high performing teams (EN) Tonje Elizabeth Aarøe	Introduction to Coaching (EN) Pascal Papatthemelis
10:00-10:20 FIKA						
10:20-11:00	Committing to quality (EN) Ulrika Malmgren	Skapa effektivare offentlig sektor med hjälp av Agila metoder (SV) Mattias Skarin	Unlocking the collective intelligence with Business Agility (EN) Mia Kolmodin	Hur kan vi som individer och team förstå vilken kundupplevelse vi bidrar med? (SV) Johan Sjöström	Agile Project Manager - How do we combine the two worlds? (EN) Eduardo Llanos	
11:00-11:20 FIKA						
11:20-12:00	TBA (EN) David Sundelius	Ängelholm – Sveriges första agila kommun (SV) Lilian Eriksson & Karin Wettermark Jonsson	Beyond Agile – elevated Agile towards human organizations (EN) Nuria Rojo & Andreas Lagger	Flow through Visualization (EN) Jimmy Janlén	Why should we invest money and time on an agile organisation? (EN) Eduardo Llanos	
12:00-13:00 LUNCH						
13:00-13:40	Iterating As If You Meant It (EN) J. B. Rainsberger	Jobbar ni agilt? Nej, vi ÄR agila! (SV) Helena Walin & Frida Nordström	Towards Organic Agility, how to improve your culture (EN) Pascal Papatthemelis	How to find Blue Oceans by Non-disruptive Innovation (EN) Mina Boström Nakićenović	Agilt är lösningen! Men vad är egentligen problemet?! (SV) Magnus Andersson	
13:40-14:00 FIKA						
14:00-14:45 KEYNOTE "Adapt - Or die" (EN) Tuva Palm						
14:45-15:00 END						



AGILE **ISLANDS** 2019 - SPEAKERS - Ålandica, Mariehamn - September 24

Welcome to AGILE ISLANDS 2019

We are proud to present the speakers of this year's conference - a total of some +20 individual experts. These individuals, together representing deep understanding and experience from areas such as IT, sales, public authorities, HR, and other businesses will share with us that what components they see as joint building blocks in creating an attractive community, irrespective if it is in business, public administration or other activities.

Throughout the years, we've seen that Agile Islands have caught attention far outside Åland, and for this reason, we're making this year's conference even more available to English speaking attendees.

Välkommen till AGILE ISLANDS 2019

Vi kan stolt presentera talarna för årets konferens - totalt +20 individuella experter. Dessa, som tillsammans representerar omfattande kunskap och erfarenhet från t.ex. IT, försäljning, offentlig förvaltning, HR samt övrig verksamhet kommer dela med sig av vad de ser som de gemensamma beståndsdelarna som tillsammans skapar ett attraktivt samhälle, oavsett om det gäller näringsliv, offentlig förvaltning eller övrig verksamhet.

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KEYNOTE: ADAPT - OR DIE (EN)

Tuva Palm

The oncoming digital revolution will affect our lives more than the industrial revolution did during the past 150 years. How should you as a company survive in an environment where conditions change and the pace of change increase? How should you update business models and strategies when the needs of tomorrow has very little to do with yesterday? Tuva Palm presents a fundamental image of what you are facing and a few tangible tips how you can overcome these challenges.

One of the most powerful in tech! Tuva Palm has more than 20 years of experience after growing and transforming companies like Klarna, Nordnet and Oracle - she's built software/hardware which runs on billions of computers daily.



MOTIVATION→QUALITY→SPEED (IN THAT ORDER) (EN)

Jan Grape

Jan made his first commercial software 35 years ago as a teenager. Throughout his career he has worked as a programmer, usability engineer, team lead, software architect, manager, agile coach and more.

Diversity and a richness of inputs has always guided Jan, taking on different roles and viewpoints, but above all working with people that are different than one self to broaden the perspective and learn from those who think different.



COMMITTING TO QUALITY (EN)

Ulrika Malmgren

After having worked as a tester, an agile coach and a programmer, I've seen and experienced software development from different perspectives. One of the things that has stuck with me the most is how limited our view of quality is. While we struggle with our unit tests or test cases, we're missing out on some fundamental factors which affect quality. Instead of putting your faith in hiring more testers or sorting out if a test is a unit test or an integration test it is possible to expand your view and work deeply with quality. This talk is designed to introduce three major perspectives which impact quality and give concrete tips for how to work with each of them.

Test specialist turned Agile Coach turned Programmer. Loves exploring the field of Software Development from different perspectives to uncover the mechanisms at play in between technologies or humans (or technologies and humans).



DAVID SUNDELIUS

David has experience with rendering techniques for lighting, programming language development and front end architecture for web applications, but is now working as a technical agile coach. He's main focus is to help team to continuously improve their work situation through technology, ways of working and self organization.



ITERATING AS IF YOU MEANT IT (EN)

J. B. Rainsberger

Software Coach, Mentor and Consultant, TDD Trainer tdd.training. Swede stuck in a Canadian's body. Barista. 5-pin Bowler. Adviser to software companies. Irreligious Agilist. Friend. He'll explore themes related to increasing iteration speed:



- Theory of Constraints as a fundamental theory that helps us figure out how to iterate more effectively.
- The difference between rework-from-mistakes and rework-as-learning, both in design and in exploring features.
- Specific techniques to reduce the cost of iterating, to make it easier for us, and to reduce people's resistance to it.
- How to use ToC to adopt those techniques safely, meaning effectively and avoiding chaos in the process.

J. B. (Joe) Rainsberger helps software organizations better satisfy their customers and the businesses they support. Expert at delivering successful software, he writes, teaches and speaks about why delivering better software is important, but not enough.

VAD ÄR AGILT? (SV)

Andreas Björk

Sessionen riktar sig till dig som vill lära dig de grundläggande principerna gällande agilt. Vi kommer att gå igenom de vanligaste ramverken då det kommer till agila arbetsmetoder. Vi kommer även att titta igenom vanliga termer och uttryck som oftast nämns i samband med att man pratar om agilt. Vi kommer att blanda teori med lite praktiska exempel för att illustrera vad agilt är. Förhoppningsvis kan du som deltagare få med dig ett eller annat tips och trix som kan vara nyttigt för dig i din vardag. Finns det önskemål som deltagarna vill att skall lyftas upp kommer det att finnas en möjlighet till detta.



Andreas leder idag produktutvecklingen, kundonboardingen och driften av Enfuce tjänster samt produkter. En stor del av tiden går åt att skapa en organisation och kultur som kan hantera dagens behov av innovation, flexibilitet och mod att göra saker. Senaste 10+ åren har den gemensamma nämnaren i Andreas positioner varit agilt, organisationstillväxt och produktutveckling. För Andreas är det individen som är i centrum för att lyckas uppnå de visioner och mål som är uppsatta. En viktig fråga är hur man kan skapa en kultur där individer har möjlighet att prestera och påverka samtidigt som de även tar ansvar för sina egna prestationer.

SKAPA EFFEKTIVARE OFFENTLIG SEKTOR MED HJÄLP AV AGILA METODER (SV)

Mattias Skarin

Vi vet att Agilt kan möjliggöra förbättringar inom privata företag men vad kan Agilt innebära för offentlig sektor? I denna interaktiva session utforskar



vi drivkrafterna som skapar behov av förändring, utforskar möjligheterna som Agilt kan skapa, samt beskriver exempel där Agilt har förbättrat effektiviteten, ökat ansvarstagandet och vänt upp och ned på styrmodeller.

Sun Tzu once said that the ultimate responsibility of generalship is to maneuver into a position of success. My quest is to figure out how best to do just that in complex fast moving environments..

I coach and train managers and teams across the value stream on how to use Lean and Agile tools to create and maintain a competitive edge. How do we use Agile to evolve areas outside IT, such as marketing, product management, has been a focus of mine for the last number of years.

I'm the author of the book Real World Kanban and the co-author of Kanban and Scrum, making the most of both.

<http://blog.crisp.se/mattiasskarin>

ÄNGELHOLM – SVERIGES FÖRSTA AGILA KOMMUN (SV)

Lilian Eriksson & Karin Wettermark Jonsson

I Ängelholm i nordvästra Skåne bestämde man sig för att sätta medborgarna i fokus på ett nytt sätt. Resultatet: En agil utvecklings- och serviceorganisation utan förvaltningar och stuprör.

Förändringsresan började redan 2013 med syfte att utveckla demokratin och möta medborgarnas behov av god kommunal service på ett bättre sätt. Chefer och medarbetare har arbetat tillsammans för att riva murar och forma nya och flexibla arbetssätt där samarbete, helhetssyn och innovation är ledstjärnor. Bland annat har alla kommunens över 3000 anställda fått kompetensutveckling i agilt arbetssätt. Det unika med Ängelholm är också de agila arenorna, en



Samverkansform som kommunen använder både internt och externt för att kunna lösa problem och utveckla nya metoder för att leverera mer service och bättre livskvalitet till invånarna.

Lilian Eriksson, kommundirektör och Karin Wettermark Jonsson, kommunikationschef berättar om utvecklingsresan som gjorde Ängelholm till Sveriges första agila kommun.

JOBBAR NI AGILT? NEJ, VI ÄR AGILA! (SV)

Helena Walin & Frida Nordström

Hur vi på Arbetsförmedlingen med Modern Agile skapar en kultur där detaljstyrning blir överflödig och där allas kompetens, ansvarstagande och kreativitet frigörs. Vi gör Sverige rikare genom att få människor och företag att växa



Helena Walin (vänster på bilden). Går även under namnet Moder Agile eller Agila tanten. Har arbetat på Arbetsförmedlingen i 4 år och de senaste två åren som ansvarig för Arbetsförmedlingens agila transformation. Brinner för ledarskapsfrågor och kulturförbättringar.

Bio Frida Nordström (höger på bilden). Har arbetat på Arbetsförmedlingen i 13 år och arbetar som sektionschef för Ledning och Kommunikation. Brinner för att skapa helhetssyn och att vara en utvecklande ledare.

HR EN MÖJLIGGÖRARE ELLER HINDER? (SV)

Frida Mangen

Vi lever i en snabbt föränderlig samtid som ställer krav på organisatorisk flexibilitet och erbjuder stora utvecklingsmöjligheter.



Det räcker inte längre med innovativa produkter, vi behöver tänka annorlunda och skapa mer innovativa, flexibla och anpassningsbara organisationer generellt. Här har bland annat HR en viktig roll, vi "sitter" på många strukturer som hindrar våra organisationer att skala agilitet. Genom att förstå vad agilt innebär och genom att börja arbeta på nya sätt kan vi vara en möjliggörare i denna transformation.

I den här sessionen introduceras du till vad Agil HR innebär, hur vi kan arbeta och vilka förutsättningar som krävs. Tillsammans kan skapa hållbara, framgångsrika och härliga arbetsplatser!

Frida Mangen driver den populära podden; agilaHRpodden, arbetar som HR konsult och utbildare inom agilitet kopplat till HR och ledarskap.

Linked In - <https://www.linkedin.com/in/fridamangen/>

UNLOCKING THE COLLECTIVE INTELLIGENCE WITH BUSINESS AGILITY (EN)

Mia Kolmodin

In the world of today speed and flexibility is even more important than ever before. Unfortunately this is the opposite to what our organizations have been constructed for. Too often we find our self stuck in organizations with structures constructed to control instead of giving flexibility. We can't collaborate with the people we need to, or talk to customers when we need to, or make the decisions we need to deliver value - even the workplace environment is often constructed against our needs. Managers might think they don't have the capacity to pursue new ideas, or perhaps even not the right people - this is not true. You have all of that, but you prioritize the illusion of control instead making use of the collective intelligence in your employees.



Agile values and principles is a great way to unlock the collective intelligence in any organization to enable innovation and awesome people - when used across the organization we call it Business Agility.

In this presentation I will share ideas and examples that enable Agile change and Agile ways of working, making any organization high performing by removing hindering structures and empowering the employees to deliver customer- and employee value.

Mia Kolmodin is the founder of the Agile Coaching company Dandy People in Stockholm, and the creator of the Agile in a Nutshell series of infographic posters and co-founder and driver of the Network Agilakontrakt.se focusing on agilizing procurement in Sweden.

Besides this, she's a passionate Agile Coach, Facilitator & Trainer within Product Management, Product Ownership, Lean UX, Lean Startup, Leadership & Organization Design.

BEYOND AGILE – ELEVATED AGILE TOWARDS HUMAN ORGANIZATIONS (EN)

Nuria Rojo & Andreas Lagger

You will discover and experience that moving step by step to a human & high-performance organization model implies a fundamental transformation in the way of working, acting and thinking, both for management and employees.

You can expect to be challenged by: looking at organizations from a holistic view, understanding why efficiency by Agile is falling short and not effective on organizational level, a paradigm-shift in leadership and minimizing bureaucracy

To raise your awareness on: the need to identify the toxic ingredients that lead to disengagement and low responsiveness, the



relevance of the social capital in your organization, the importance of having both customers AND employees as fans.

And grab ideas about: what really matters to achieve a healthy workplace-culture based on human values, social and emotional intelligence and purpose, the impact of extreme care for all stakeholders rather than only for shareholders, options and differences of “implementing Agile” vs “adopting a human, flexible and high-performance network organization”.

[Nuria Rojo](#) is an organization transformation consultant with the mission of making organizations thrive, combining the human talent, future of work components and technology, with a holistic perspective. She brings in her international experience leading and doing change projects, from the analysis over the design to the adoption, in more than 15 countries and in post-merger integration environment. She creates content in Social Media about those organizations who are daring to make an impact in their people, their business and society and in the world. She is bringing together the communities of Human Resources, C-level, technology and future of work as an organizer and member of the global Hacking HR events (www.hackinghr.io) in Zurich and member of the global team.

[Andreas Lagger](#) has more than 25 years' project and leadership experience and has worked more than 15 years in management consulting up to international corporations. He advised country CEOs (up to 2 bn ER) in the strategic change of the operation model and lead reorganizations and integrations (up to 10.000 people). Beside the profound skills in strategy development he stands out by assessment and reengineering with focus on business-agility, corporate culture and future of work. This knowledge was well-founded by a thesis in "soft-factor management" and 2 years of investigation. With the combination of hands-on experience and IT know-how he brings in value as accelerator and coach in digitalization and holistic organizational transformation.

TOWARDS ORGANIC AGILITY, HOW TO IMPROVE YOUR CULTURE (EN)

Pascal Papathemelis

“Culture eats strategy for breakfast”. Why is it so? Everybody says that culture is important and that it needs to be improved. A decision by the management and a related announcement at the summer or Christmas party do not bring much. The organisational culture is based on people’s values & their behaviour. How can it be quantified in order to really know where the organisation stands on this? How to evolve it and follow up the journey based on real facts?

In this talk we will see how to identify an agile culture based on the competing values framework and how an organisational culture transformation can be measured and followed up in smaller steps.

Pascal has worked as an agile project manager/scrum master/facilitator of various developments in size and type for almost two decades. His focus is on people and practical approaches in order to deliver value. Currently Pascal is working at agile42 as an agile coach. Since 2014 a co-organiser of Agile Finland’s coaching circle in Helsinki and an active member of the Agile Finland community.



PRODUCT OWNER - THE ONE BETWEEN (EN)

Michał Dusiński

“These days, everyone claims they are doing Scrum, but when you take a closer look, the claim is where it ends. While we pamper the Development Team, rightfully so, as it is they who create the software, Product Owners are pushed further into obscurity. I will tell you a few User Stories about a PO’s daily routine of keeping the delicate balance between the Stakeholders (with an unquenchable thirst for



more) and the Team, who bravely battle the temptation of makeshift solutions. Through my tale you will begin to understand the importance of production deployments, as well as the fight for Business Value. The latter, having an inconvenient tendency to vanish under a pile of, “as a user, I want my checkbox on the right, in order to... Because!”. I shall reveal to you which magic word Product Owners most commonly use and why this word is as important as it is difficult. Naturally, this story ends well, as every User Story :) But before we get there, a little more about what is really important in such tales.”

And short bio, to show, who’s that guy :)

Experienced dad :) Over 20 years in IT. An experienced programmer and entrepreneur, always in love (reciprocal) with Agile methodologies, and more recently in a warier relationship with Machine Learning and Artificial Intelligence. Often a trainer, even more often Product Owner, software architect and programmer, a longtime Scrum Master - always Agile Evangelist. Google Mentor. Passionate about innovative education. Founder of several startups, some were sold, some were down and some are new :) Currently CEO at Agile Force and Wolves Code. Deeply believes in technology, but always believes in people more.

LinkedIn: <https://www.linkedin.com/in/michal-dusinski/>

HUR KAN VI SOM INDIVIDER OCH TEAM FÖRSTÅ VILKEN KUNDUPPLEVELSE VI BIDRAR MED? (SV)

Johan Sjöström

Alla medarbetare i en organisation bidrar direkt eller indirekt till vilken upplevelse vi som företag skapar hos våra kunder. Kunden möter företaget genom enskilda kontakter med individer, i grupp, via olika digitala gränssnitt och vi hör vad andra säger om oss som företag. Alla dessa kontakter finns med i kundens sammanlagda upplevelse av oss. Det innebär att när vi som företag designar och producerar lösningar för en kund så



kommer vi att påverka den sammanlagda upplevelsen hos kunden. Hur kan vi bättre förstå vårt teams bidrag till kundupplevelse och hur ska vi styra rätt när tempot är högt i leveransen?

Jag heter Johan Sjöström och arbetar som Business Designer på byrån Esatto med säte Stockholm. Jag brinner för att få organisationer och företag att se människan de möter – människan vi ofta kallar kund. Jag tror att öppenhet och empati är grunden för att skapa kundrelationer som håller och utvecklas över tid och arbetar med metoder för att stärka organisationer att designa rätt kundupplevelser och att skapa förutsättningar i företagen att göra det över tid. Jag har en bakgrund som konsult i snart 20 års tid och har arbetat i både i offentlig och privat sektor i en rad olika branscher.

FLOW THROUGH VISUALIZATION (EN)

Jimmy Janlén

Awesome teams visualize their work. Using whiteboards and Post-its they create a shared understanding of their vision, plan, ongoing work, policies, and improvement efforts. Powerful visualization also enables them to focus on the flow, reveal bottlenecks and minimize waste. In this talk Jimmy will show of teams can apply Lean to their work and plenty of tips on how to practically do this through visualization.

Jimmy Janlén is an agile coach and teacher at Crisp (Stockholm). In addition to coaching, Jimmy holds courses, writes books, blogs and creates videos on all things agile and lean such as agile leadership, agile adaptations, large scale agile, team dynamics and facilitation. He sometimes refers to himself as a bureaucracy therapist, cultural acupuncture, cross company pollinator and visualization magician.



HOW TO FIND BLUE OCEANS BY NON-DISRUPTIVE INNOVATION (EN)

Mina Boström Nakićenović

Many of us have read amazing examples about disruptive innovation. Many of us have dreamt of doing the same. But it is not easy to disrupt. What to do then? How to make your innovation dreams come true?

Blue Ocean Strategy (BOS) proposes a systematic approach on how to innovate and how to find a new market niche – a blue ocean. BOS focuses on creating something new instead of disrupting something existing or competing against the others.

Although the BOS was first proposed as a business strategy, the approach can be applied much wider – on product discovery, processes, leadership and even on completely other domains in everyday life, like swimming competitions. Blue ocean strategy is more than a strategy – it's a mindset. It challenges the tenets of competitive strategy and calls for a shift in focus from competing to creating new market space, beyond the existing market boundaries.

Through one real-life example, I will demonstrate this systematic approach. I will show how to systematically search for new blue oceans and how to make a shift from the red ocean of competition to the blue ocean, through non-disruptive innovation.

Mina is a passionate IT leader with 20+ years of experience in software development. She worked as a developer, software architect, development manager and now she works as a Head of Development at NetEnt, Stockholm.

Apart from Mina's big passion for technology, in the past few years she developed a big interest in innovation questions and innovation management. As an engineer, Mina prefers systematic approaches, rather



than just brainstorming ideas. Luckily she discovered that systematic approaches to successful innovation exist!

Mina's passion for software development has spread within her family. She and her husband are often taking their three kids to conferences, where they are presenting together as an agile family.

HOW TO BUILD HIGH PERFORMING TEAMS (EN)

Tonje Elizabeth Aarøe

Outcomes of session:

- Understand the features of High Performing Teams and Co-Creation and what really makes the difference on the efficiency, productivity and overall results Insights on the impact of engagement and what happens to team performance when it isn't there
- Insights and apply how to build the commitment of people to behave differently
- Insights into and applying a coaching model to leading their teams to success
- Create action plans to take back to own workplace to help enable High Performing Teams & Co-Creation



Tonje is an ex-Googler with deep knowledge of how organisations can create a leading digital culture & consult on the consequences of the digital paradigm shift. She helps organisations engage their teams and people successfully and in that help reduce costs, increase efficiency, improve quality and profitability through creating an engaging work culture.

Tonje is experienced in co-creating thriving work cultures and engaging people in the organisation while going through change with a core capability in staff engagement and change of behaviour. She is a keynote speaker on

leading digital culture and culture change, published author, with a can-do attitude to do whatever it takes to get results for her clients.

AGILE PROJECT MANAGER - HOW DO WE COMBINE THE TWO WORLDS? (EN)

Eduardo Llanos

Can we have projects in an agile world? Are there any conflict areas? If so, why?

What if our business wants to work with projects, we have a PMO organisation and some teams want to go “agile”? What's the difference between a Project Manager, Scrum Master, Agile Coach and a Product Owner? Can we rename or project managers to product owner and give them an agile course?



WHY SHOULD WE INVEST MONEY AND TIME ON AN AGILE ORGANISATION? (EN)

Eduardo Llanos

As a manager with a budget you may ask yourself what the value of investing in roles as Scrum Masters and Agile Coaches are. I am going to talk about the ROI of investing in agile mindset, principles and values.

Eddie is an Agile Coach that thrives in helping organisations become more agile. Becoming more agile (different from “doing agile”) is difficult and takes time. Why? Because there is no silver bullet that works everywhere. LeSS, SAFE, Scaling Scrum are agile frameworks, they include many tools, rituals and recipes that require adaptation and A LOT OF training to really give value.

Eddie started his career working with traditional project management using Prince2 and DSDM for many years and uses his experience to be pragmatic and to help all levels to “connect the dots”.

Eddie owns Responsive Tribe and has a close partnership with Dandy People. www.agilacoachen.se

AGILT ÄR LÖSNINGEN! MEN VAD ÄR EGENTLIGEN PROBLEMET?! (SV)

Magnus Andersson

Det är aldrig lätt att genomföra en förändring, men ibland gör man det “onödigt” svårt!

Det blir onödigt svårt om man inte bottenar i frågeställningen - “Vad är egentligen problemet?!”. Jag träffar alltför många företag som påbörjar en agil transformation, utan att de riktigt förstår vilka problem de egentligen borde lösa.

Den här föreläsningen handlar om att våga vänta med att komma med lösningar.

Om att våga undvika ord som Agile, Lean, Scrum, Kanban, ... Och istället undersöka frågan “varför” vi egentligen ska vara agila.

Det är min förhoppning att du ska få ett ännu starkare “varför”, och att detta hjälper dig att skapa bra förutsättningar att lyckas i din agila transformation.

Magnus har en något unik bakgrund genom att tidigare varit verksam dansare, både internationellt och i Sverige. Efter danskarriären fortsatte han som civilingenjör, utvecklare, projektledare, scrum master och agil coach, på företag som TAT, Blackberry, ustwo, King och Ikea.

Men det tog honom många år av att använda agila metoder innan poletten på riktigt trillade ner. Och just detta som kommit att bli hans mission: Att hjälpa



individer, hela företag och organisationer hitta sitt “varför” till att bli vara agila.

Numera är Magnus senior agil coach i Malmöbaserade zerodistance, där han hjälper företag och organisationer att förstå “varför” de behöver vara agila.

INTRODUCTION TO COACHING (EN)

Pascal Papatthemelis

The purpose of coaching is that the coachee gets some positive results by new thinking and new insights. In this the coach facilitates the process and the coachee on the content.

In this workshop the participants will get an introduction into coaching and get a chance to practice and experience it first hand.

In between practical exercises we will discuss what is the structure of a coaching discussion, what are good criteria to succeed, what are powerful questions and a quick reference into two methods and how the coach can facilitate in this process.

Note: In order for having an effective workshop and learn something, it is best for the participants to bring up real problems for discussion. This then requires that everything discussed in the workshop about the participants is confidential. The workshop will have a limited amount of 25 participants. The coaching session stretches over three schema slots in order to get an adequate depth of the discussions and coaching.

AGILE **ISLANDS** 2019 - SPEAKERS - Alandica, Mariehamn - September 24

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