

UNDERSTANDING CULTURE



Table Discussion



4 mins



Work in groups of 2-3 people.

**How would you define “culture”
as in organizational culture?**

WHAT IS ORGANIZATIONAL CULTURE?

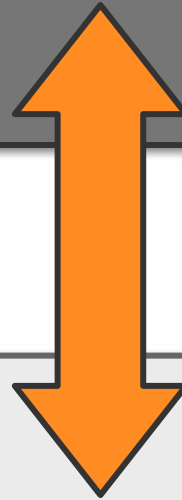
“The set of shared attitudes, values, goals, and practices that characterizes an institution or organization.”

COMPANY CULTURE ICEBERG



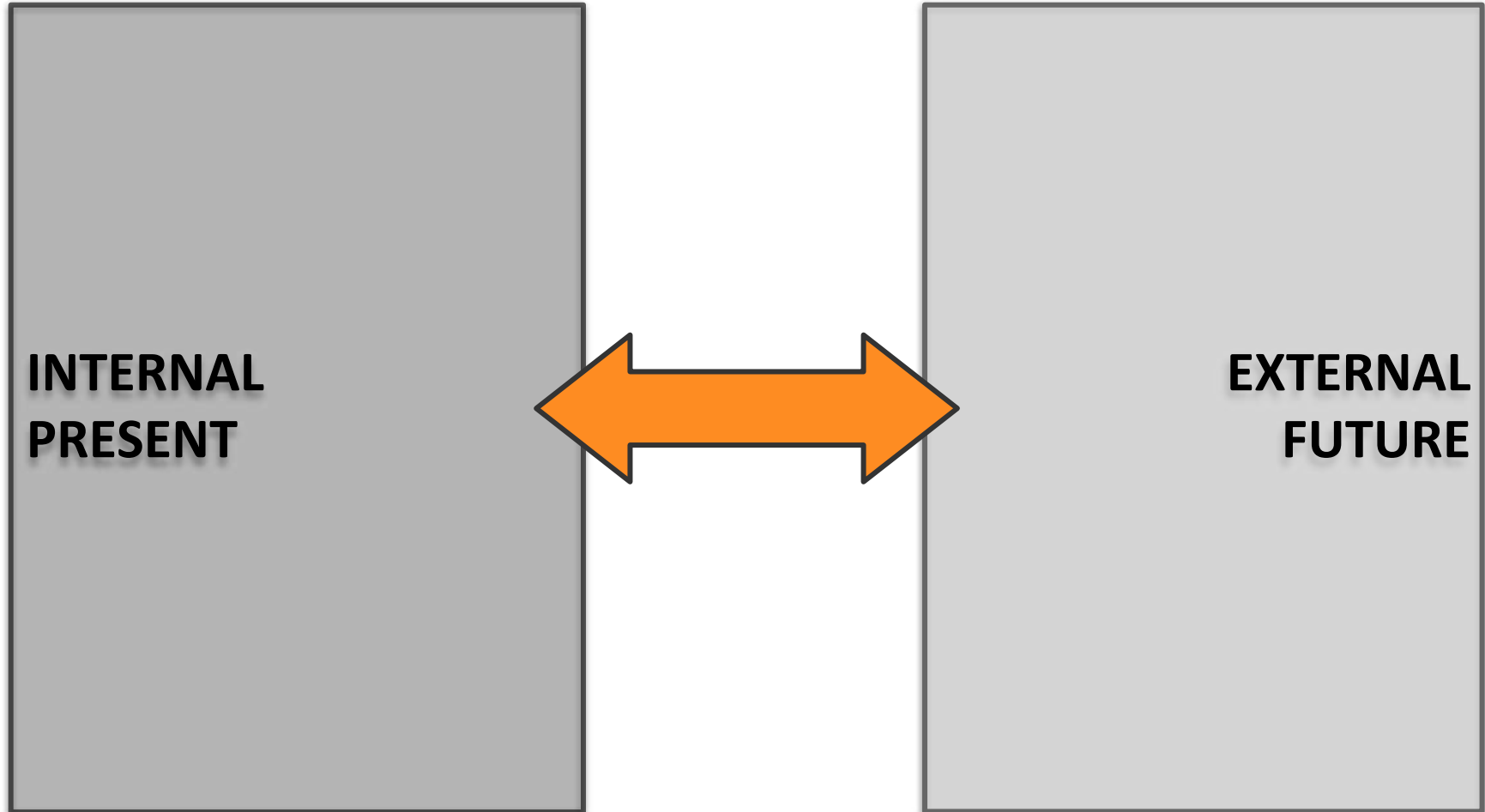
WHAT DOES MY ORG VALUE MOST?

**PEOPLE
FLEXIBILITY**

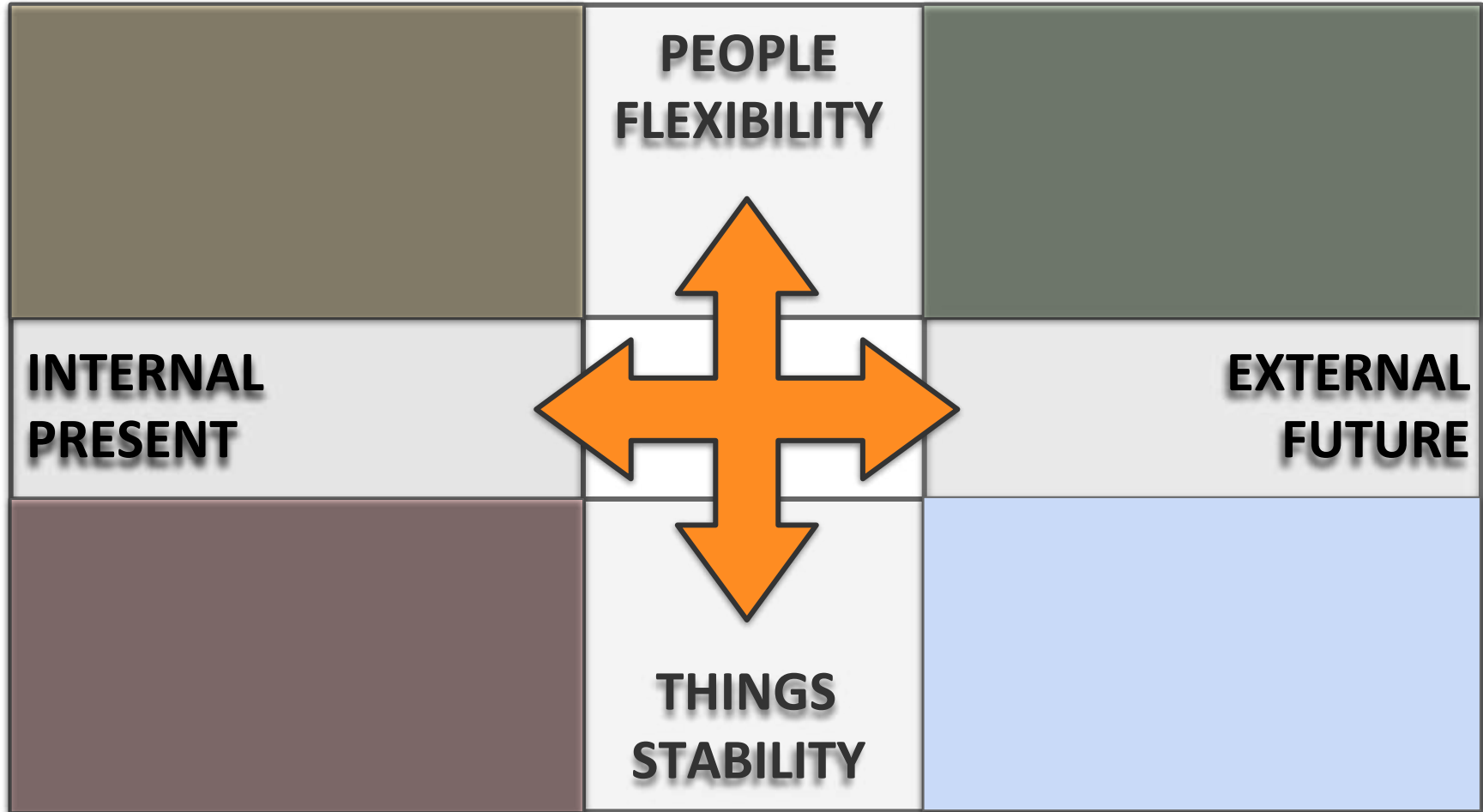


**THINGS
STABILITY**

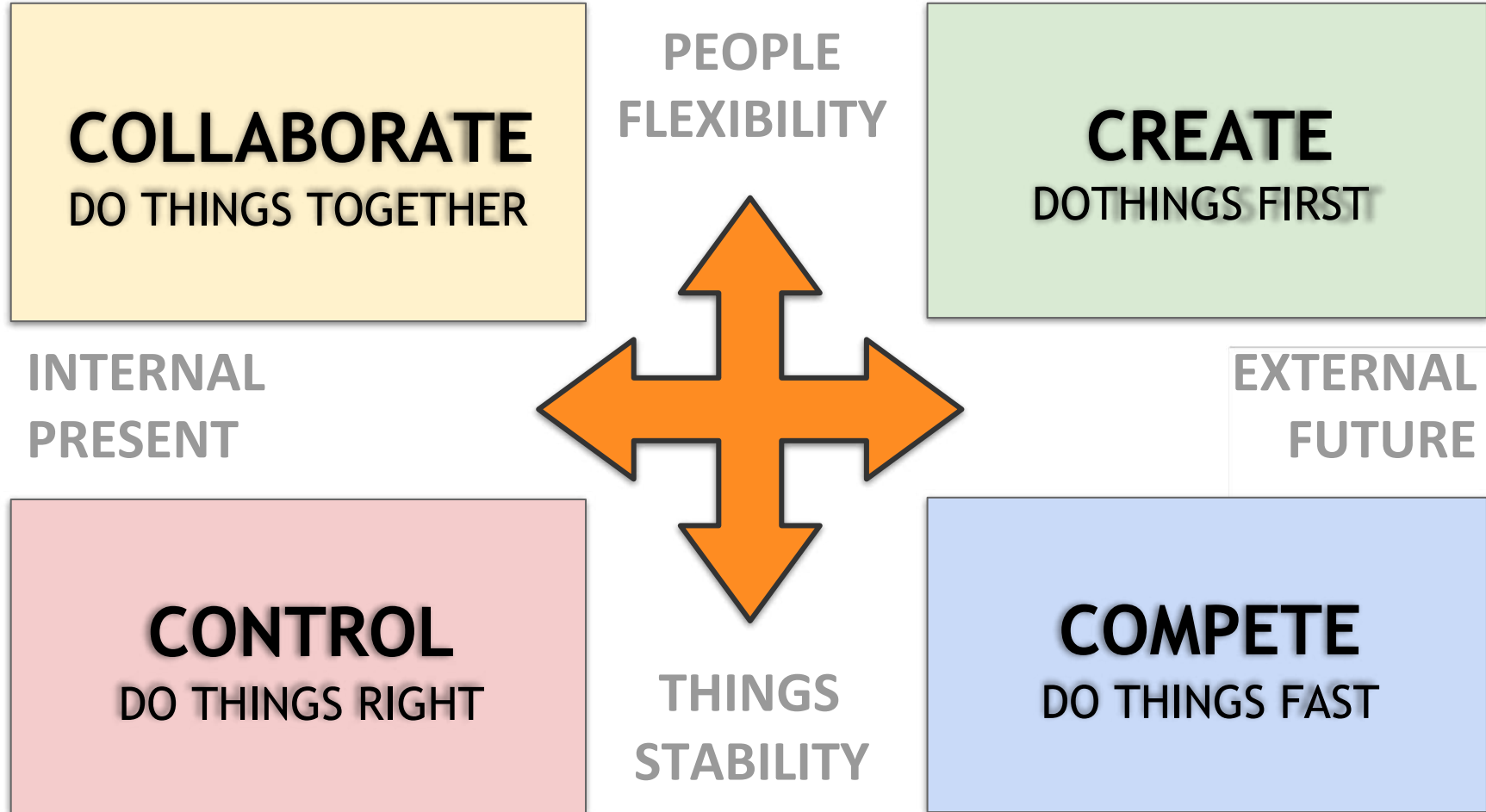
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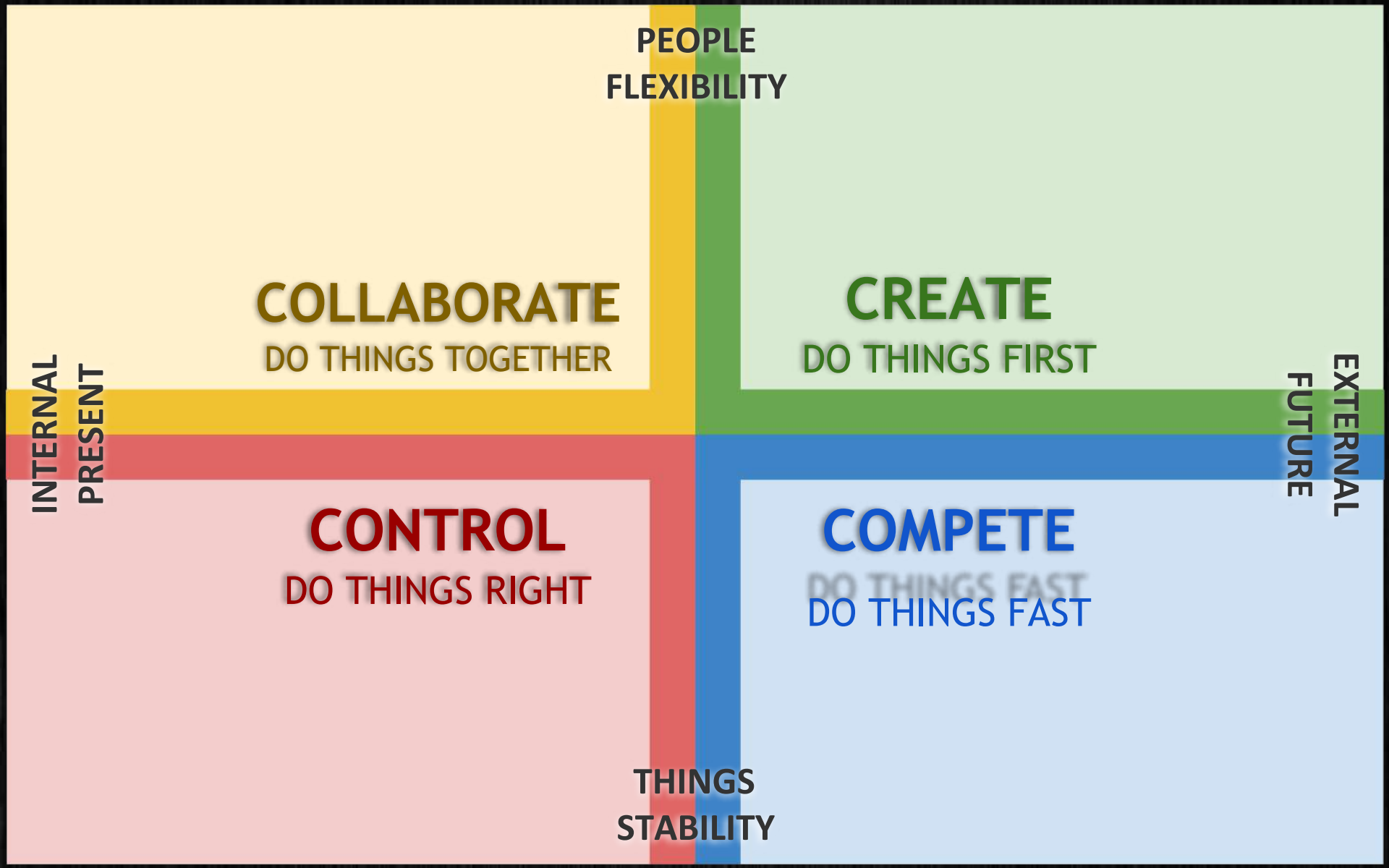


FOUR QUADRANTS



COMPETING VALUES FRAMEWORK (CVF)





PEOPLE
FLEXIBILITY

COLLABORATE
DO THINGS TOGETHER

CREATE
DO THINGS FIRST

CONTROL
DO THINGS RIGHT

COMPETE
DO THINGS FAST

THINGS
STABILITY

INTERNAL
PRESENT

EXTERNAL
FUTURE

Table Discussion



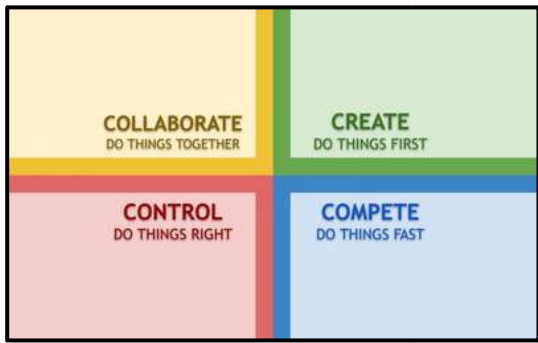
13 mins



Work in groups of 2-3 people.
Discuss and decide where
each item would fit in the CVF
model.
Indicate your decision on the
CVF card.



 SURED DECISION + CELEBRATION	 PUTTING TO YOUR WORK	 IDEA CREATIVITY + INNOVATION	 DAD IT IS PROBLEM	 COMPLIANCE	 COLLABORATE TOGETHER	 SACRIFICE + COMMITMENT
 GROWTH PUSH YOUR BUTTER	 RISK POLICIES!	 EFFICIENCY	 TRANSFORMATION	 PEOPLE POLICY	 STRETCH GOALS	 GROWTH + TRUST
 THE BEST PRODUCT OR SERVICE	 GROWTH AND REVENUE	 NEVER SATISFIED	 RULES + PROCEDURES	 TEAM PLANNING	 INNOVATION CHANGE	 CRAFTSMANSHIP
 LEADERSHIP CONCEPT	 EMPOWER PEOPLE	 RELATIONSHIP AND GROWTH	 CUTTING-EDGE	 TEAM STRENGTH	 ADAPTABILITY	 FAST CHANGE
 ANALYTICAL TITANICITY	 "TALK IT OVER"	 INVENTING PROTOTYPING	 AUTOMATION	 SAFETY	 ADAPTABILITY + FUNCTIONAL REINFORCEMENT	 REPEATABILITY





SHARED
DECISIONS +
CELEBRATIONS



PRESSURE TO
MOVE AHEAD



CREATIVITY
+ DISCOVERY



ORG IS IN MOTION



COMPLIANCE



COLLABORATE
TOGETHER



SACRIFICE +
COMMITMENT



ORGANIC
PLANT SEEDS
+ TRUST NATURE



NO
POLICIES!



EFFICIENCY



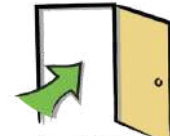
TRANSFORMATIONAL



PEOPLE PROCESS



STRETCH GOALS



OPENNESS
+ TRUST

"WE"



EXTENDED
FAMILY



THE BEST
PRODUCT OR SERVICE



COMPETE FOR
RESOURCES



NEVER SATISFIED



RULES +
PROCEDURES



EXPERIMENT
FREE FLOWING



INCREMENTAL
CHANGE



CRAFTSMANSHIP



TIGHT
DELEGATION



LONG-TERM
CHANGE



EMPOWER
PEOPLE



RELATIONSHIPS!
NOT
ORG CHARTS



CUTTING-EDGE



TEAM
STRENGTH



MEASURES



FAST CHANGE



FLEXIBLE
POSSIBILITIES



ANALYTICAL
SYSTEMATIC



"TALK IS CHEAP"



NURTURING
MENTORING



AUTOMATION



SAFETY



VISIONARY



AUTHORITY
FUNCTIONAL
HIERARCHICAL



REPEATABILITY

COLLABORATE

DO THINGS TOGETHER



COLLAB

CONTROL

CREATE

COMPETE

CREATE
DO THINGS FIRST



CONTROL

DO THINGS RIGHT



COMPETE
DO THINGS FAST



AGILE CULTURE



Agile is a **mindset** of
iterative and **incremental**
delivery of **value** through
collaboration and
continuous improvement.



We are uncovering better ways of developing *products* by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions *over* **processes and tools**

Working software *over* **comprehensive documentation**

Customer collaboration *over* **contract negotiation**

Responding to change *over* **following a plan**

That is, while there is value in the items on the right, we value the items on the left more.

COLLABORATE
DO THINGS TOGETHER

Individuals and
interactions

Customer
collaboration

Responding
to change

CREATE
DO THINGS FIRST

COLLAB
CONTROL

CREATE
COMPETE

CONTROL
DO THINGS RIGHT

processes and tools
comprehensive documentation
contract negotiation
following a plan

Working
software

COMPETE
DO THINGS FAST

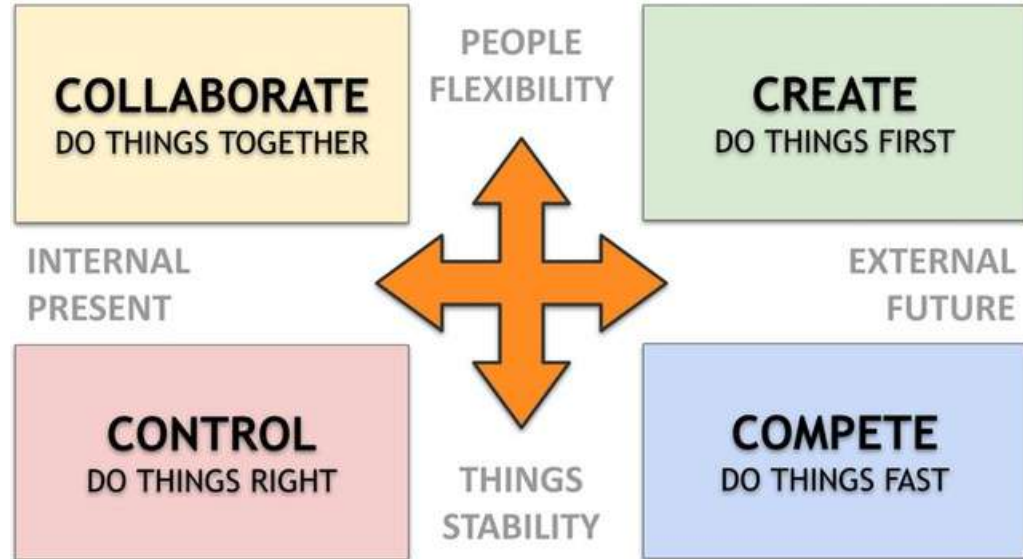
Table Discussion



5 mins



Which quadrant do you see as most dominant in your organization? Why? Share some examples with your group.



TRANSFORMING CULTURE

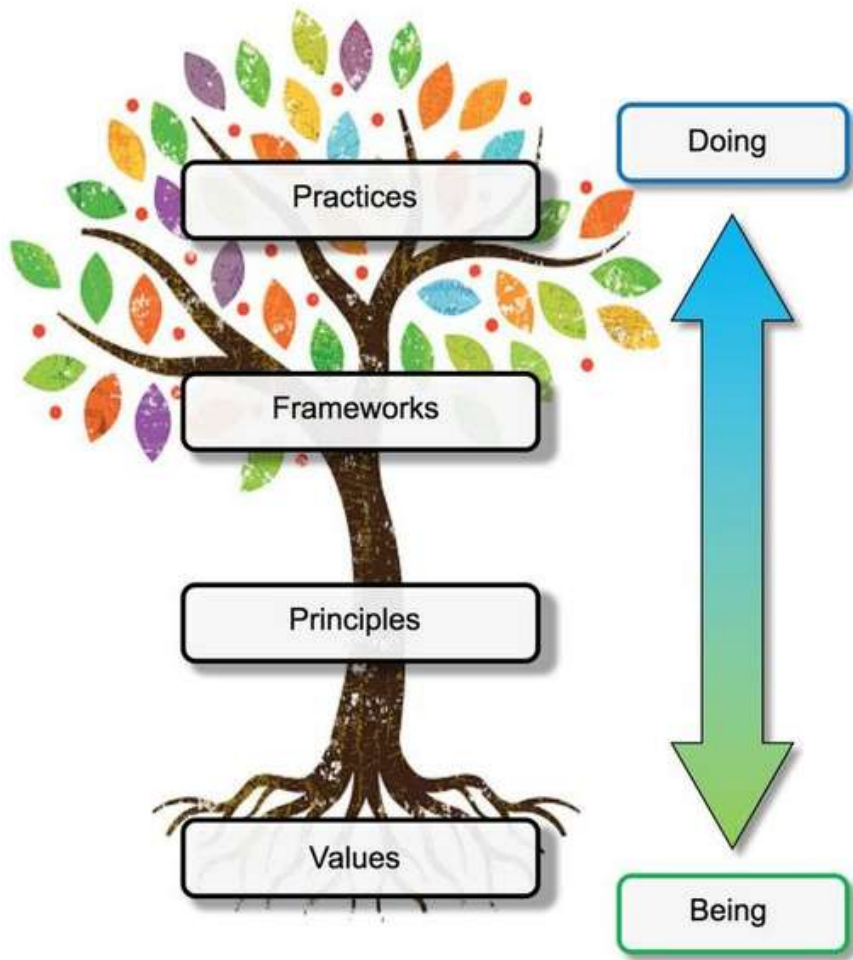


OUR TRANSFORMATION

How far do we need to go?

- Lose 5lbs - **fasting & cleanse**
- Prep for marathon - **diet & training**
- Improve heart health - **lifestyle change**

DOING vs. BEING



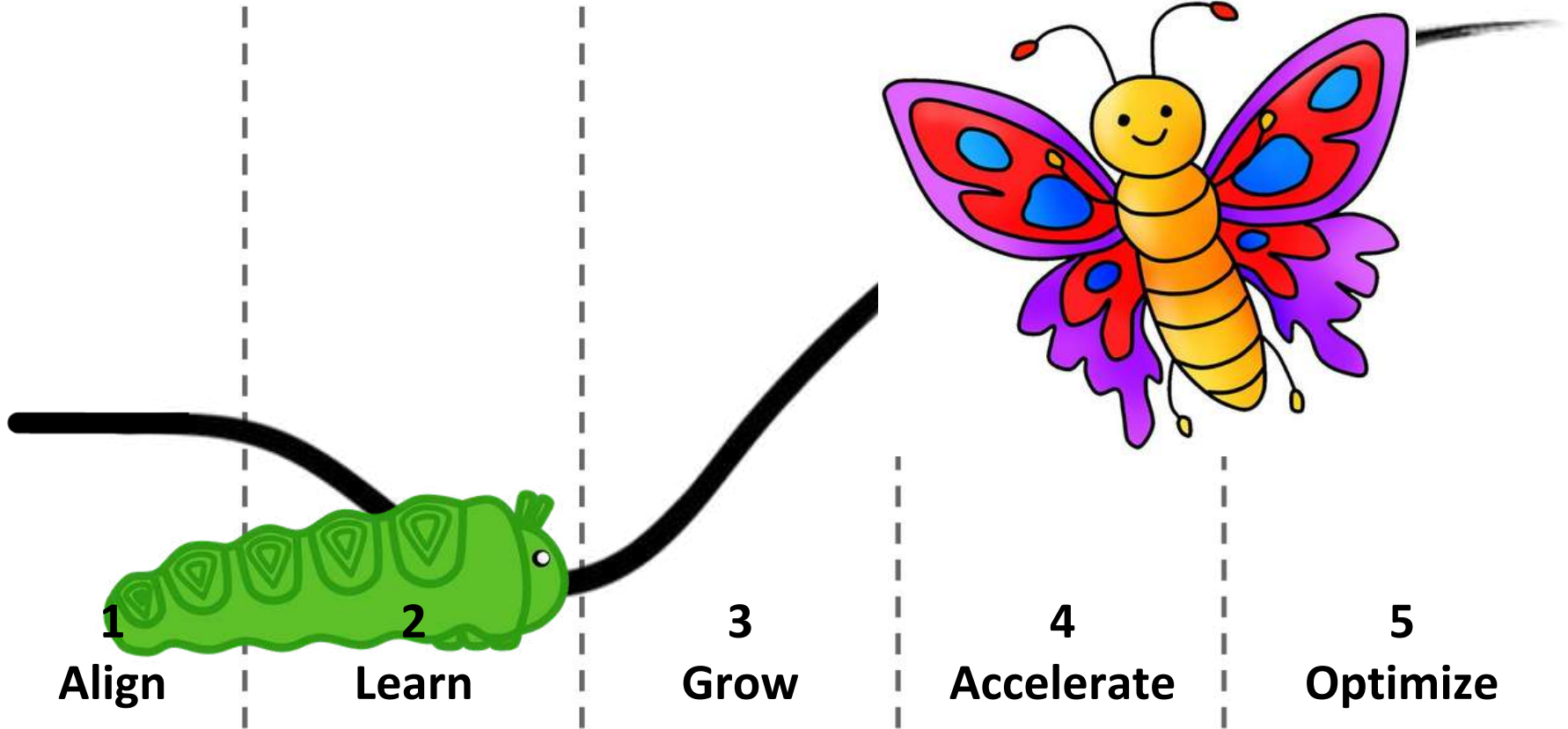
TRANSFORMATION



ACHIEVING SUSTAINABILITY

Transform

Sustain



PROJECT
BRILLIANT



SHIFTING RESPONSIBILITIES

	Manager Led	Self-Managing	Self-Organizing	Self-Governing
Setting overall direction for the team		Manager Responsibility		
Designing the team and its organizational context				
Monitoring and managing work process and progress			Team Responsibility	
Executing team tasks				

Source: J. Richard Hickman, 2012.

BUSINESS AGILITY



FOCUSED CAPABILITIES



Optimizing for Agility

Continuous Improvement The ability of the organization to relentlessly pursue optimizations in all aspects of business functions. Example Metrics: Value Stream Map efficiency increases, Reduction in recurring impediments from team context, etc.	Customer Satisfaction Customers are satisfied with the experience, benefits and outcomes when using your product or service. Example Metrics: NPS, retention, referrals, etc.	Employee Engagement Employees are more satisfied in their work, willing to go the extra mile, passionate about the purpose of their jobs, and committed to the organization. Example Metrics: eNPS, Turnover, Employee Referrals, Offer Acceptance Surveys, etc.
Innovation New ideas, creative thoughts, or novel imaginations provide better solutions to meet new requirements, unarticulated needs, or known market needs. Example Metrics: Market share, new product lines	Market Responsiveness The ability of the organization to pivot quickly to respond to ever-changing market demands. Example Metrics: Acquisition, Activation, Retention, Referral and Revenue (AARRR), Happiness, Engagement, Adoption, Retention, Task Success (HEART), etc.	Predictability Teams maintain predictable cadence of delivery enabling the business to make informed decisions. Example Metrics: committed/completed %, velocity variability
Productivity Increase the business value realized while maintaining or reducing costs. Example Metrics: output, value, ROI, KPIs, etc.	Quality The product or service meets the expectations of the market for usability, reliability, etc. Example Metrics: Defects in Production, change fail percentage, % test coverage, etc.	Speed The time it takes to deliver an idea into the market. Example Metrics: cycle time, lead time, deployment frequency, mean time to restore (MTTR), etc.

SUPPORT FOR MANAGER ROLE SHIFT

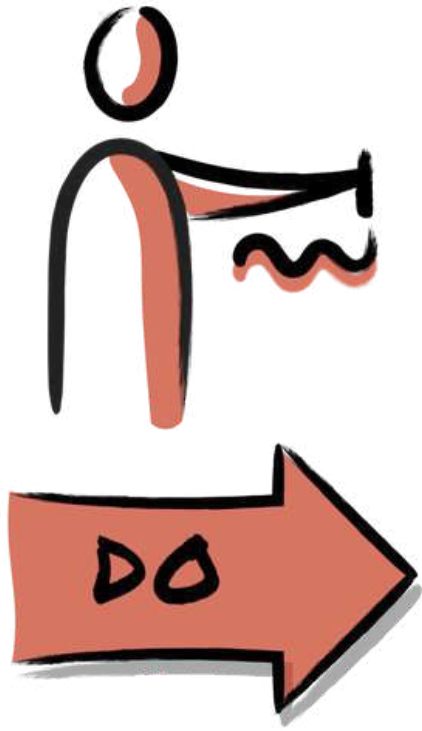


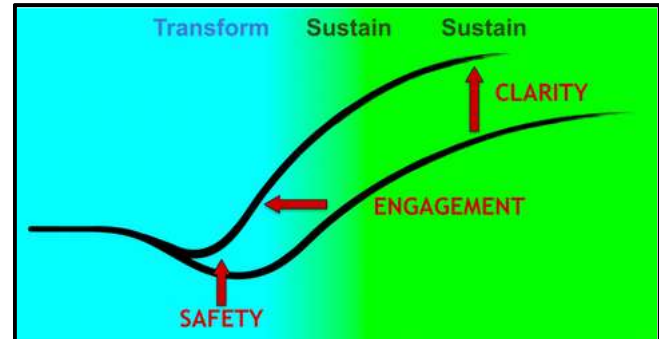
Table Discussion



4 mins

What is your biggest takeaway?

What will you tell your boss / peers about this when you get back to work?



What questions do we have?



AARON KOPEL

UNLOCKING MOMENTUM



THE CIO'S KEYS TO
ACCELERATING CHANGE
AND BECOMING A
STRATEGIC C-LEVEL PARTNER



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