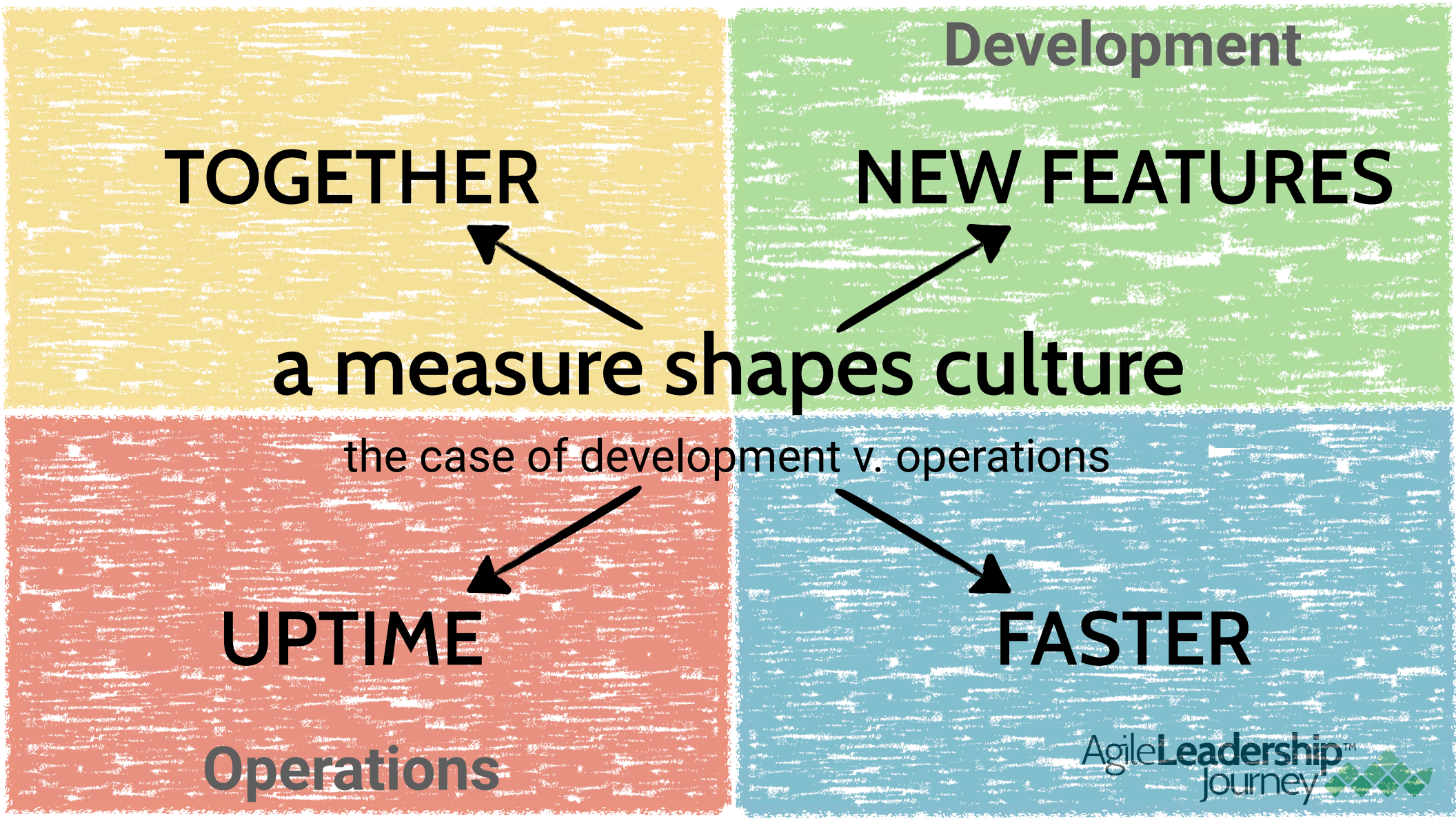
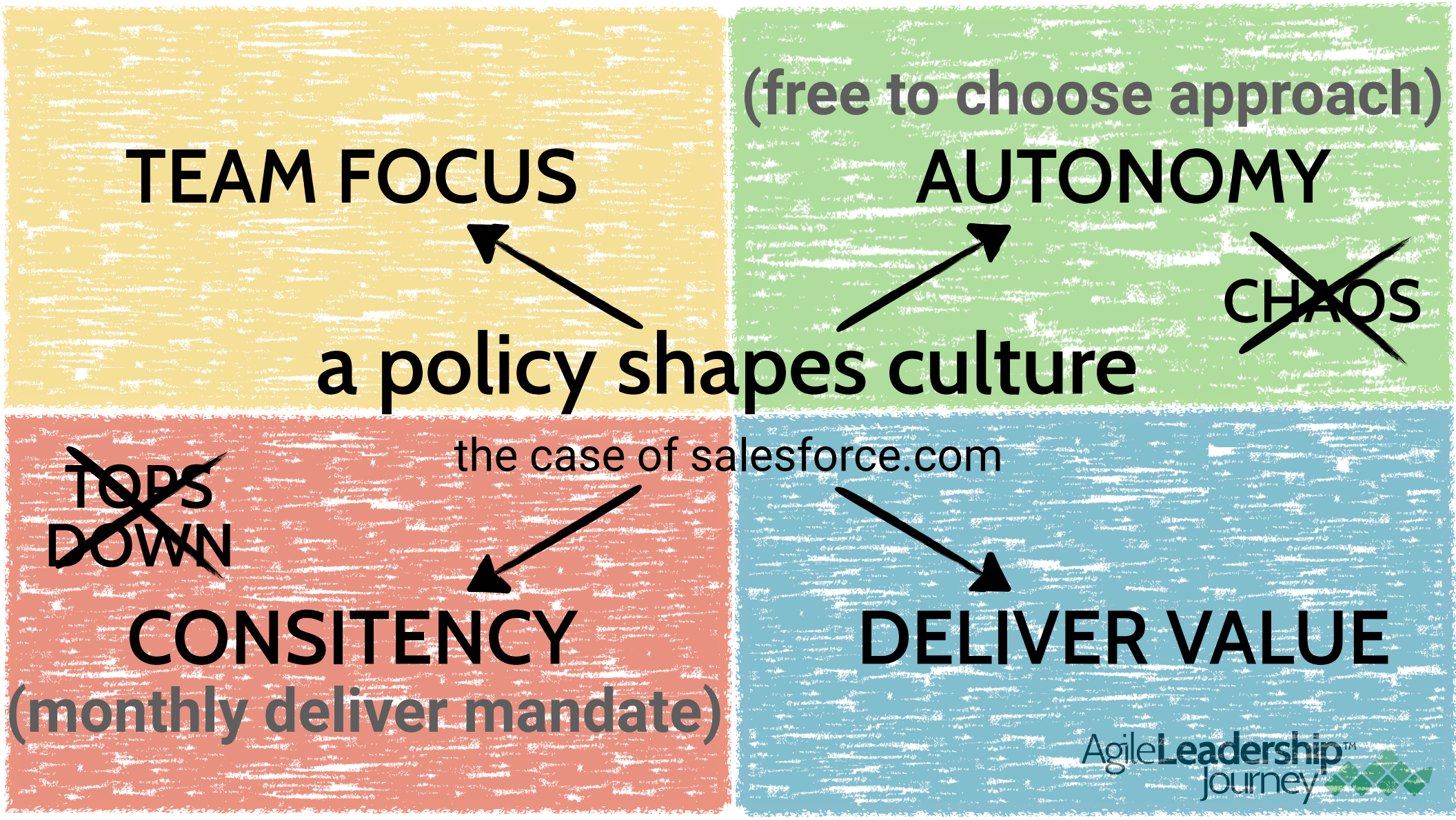
one-word culture shaping

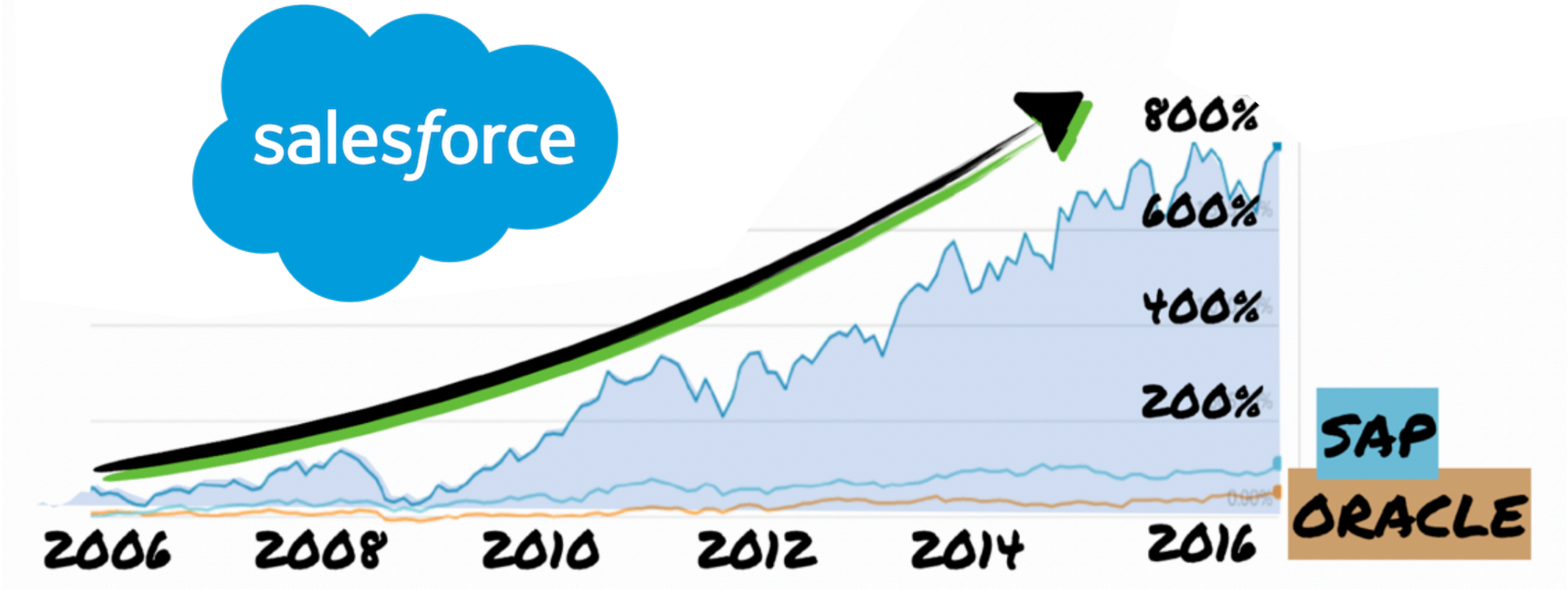
by pete behrens

AgileLeadership™ Journey


Development
TOGETHER
NEW FEATURES
a measure shapes culture
the case of development v. operations
UPTIME
FASTER
Operations
AgileLeadership™ Journey


TEAM FOCUS
(free to choose approach)
AUTONOMY
CHAOS
a policy shapes culture
the case of salesforce.com
TOPS DOWN
CONSITENCY
(monthly deliver mandate)
DELIVER VALUE
AgileLeadership™ Journey

salesforce.com growth 2006-2016



AgileLeadership™ Journey

we care about culture...

because it's identified as the top barrier to agile ways of working for the past 13 years

Top impediments to increasing organization agility

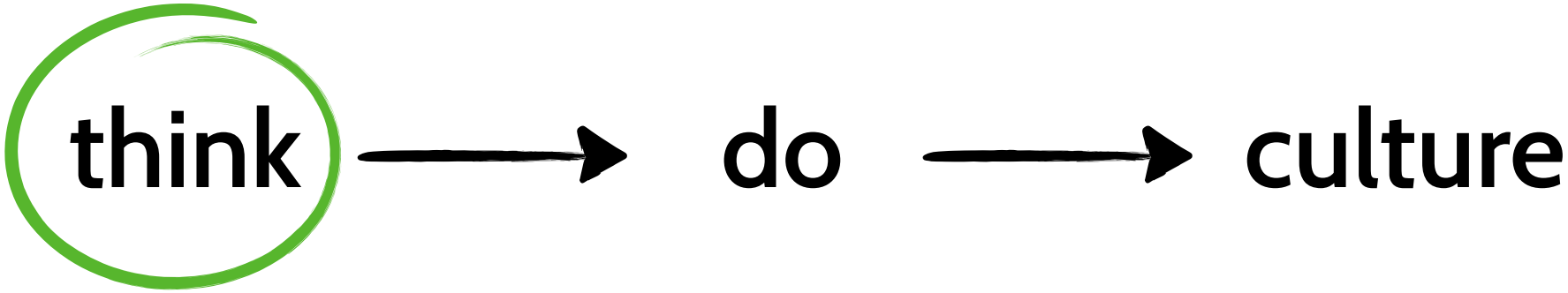
- CULTURE AT ODDS WITH AGILE VALUES 53%
- GENERAL RESISTANCE TO CHANGE 46%
- LACK OF MANAGEMENT SUPPORT 42%

2018 CollabNet State of Agility Report

AgileLeadership™ Journey

culture is...

what we do around here



HOW WE THINK DRIVES CULTURE

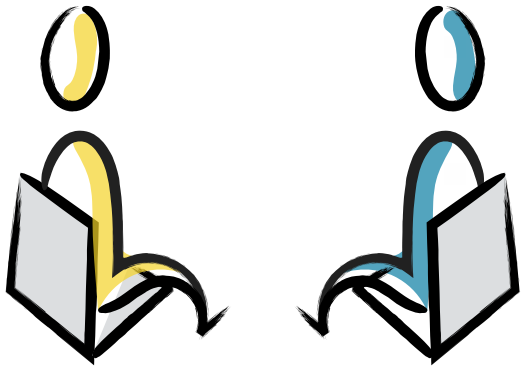
AgileLeadership™ Journey

let's play a game

setup

- ☑ find a partner
  (or you can observe others)
- ☑ your goal is to **WIN**
- ☑ you WIN by getting the
  other person to stand up

AgileLeadership™ Journey



let's play a game

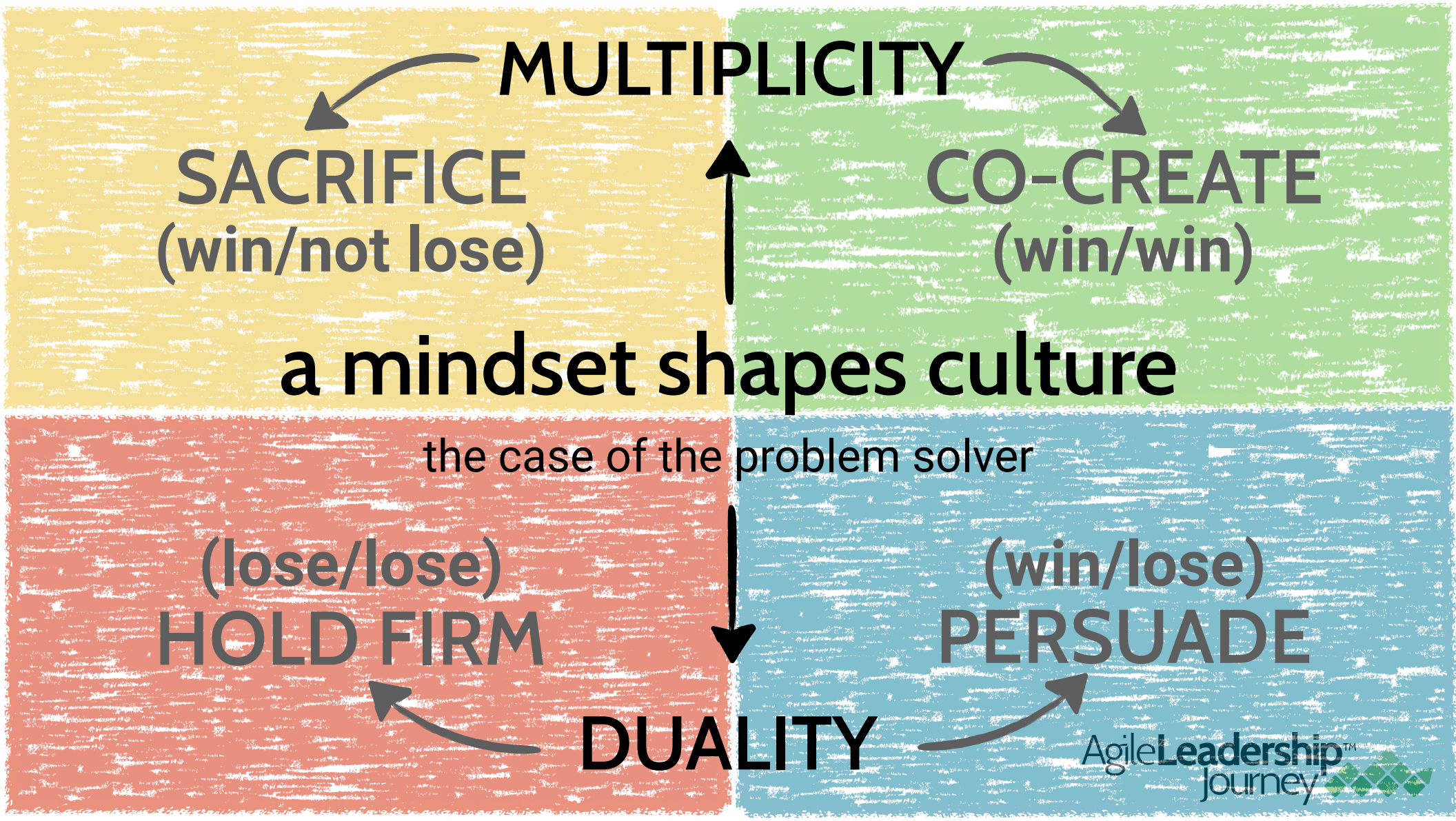
setup

- ☑ find a partner
  (or you can observe others)
- ☑ your goal is to **WIN**
- ☑ you WIN by getting the
  other person to stand up

2 rules

1. no touching
2. 30 seconds to
   complete your goal

AgileLeadership™ Journey


MULTIPLICITY
SACRIFICE
(win/not lose)
CO-CREATE
(win/win)
a mindset shapes culture
the case of the problem solver
(lose/lose)
HOLD FIRM
(win/lose)
PERSUADE
DUALITY
AgileLeadership™ Journey

multiplicity

most problems are not something that can be solved
there is are no “right” and “wrong” answers

SAFETY

INNOVATION

ALIGNMENT

AUTONOMY

MANAGE THE TENSION

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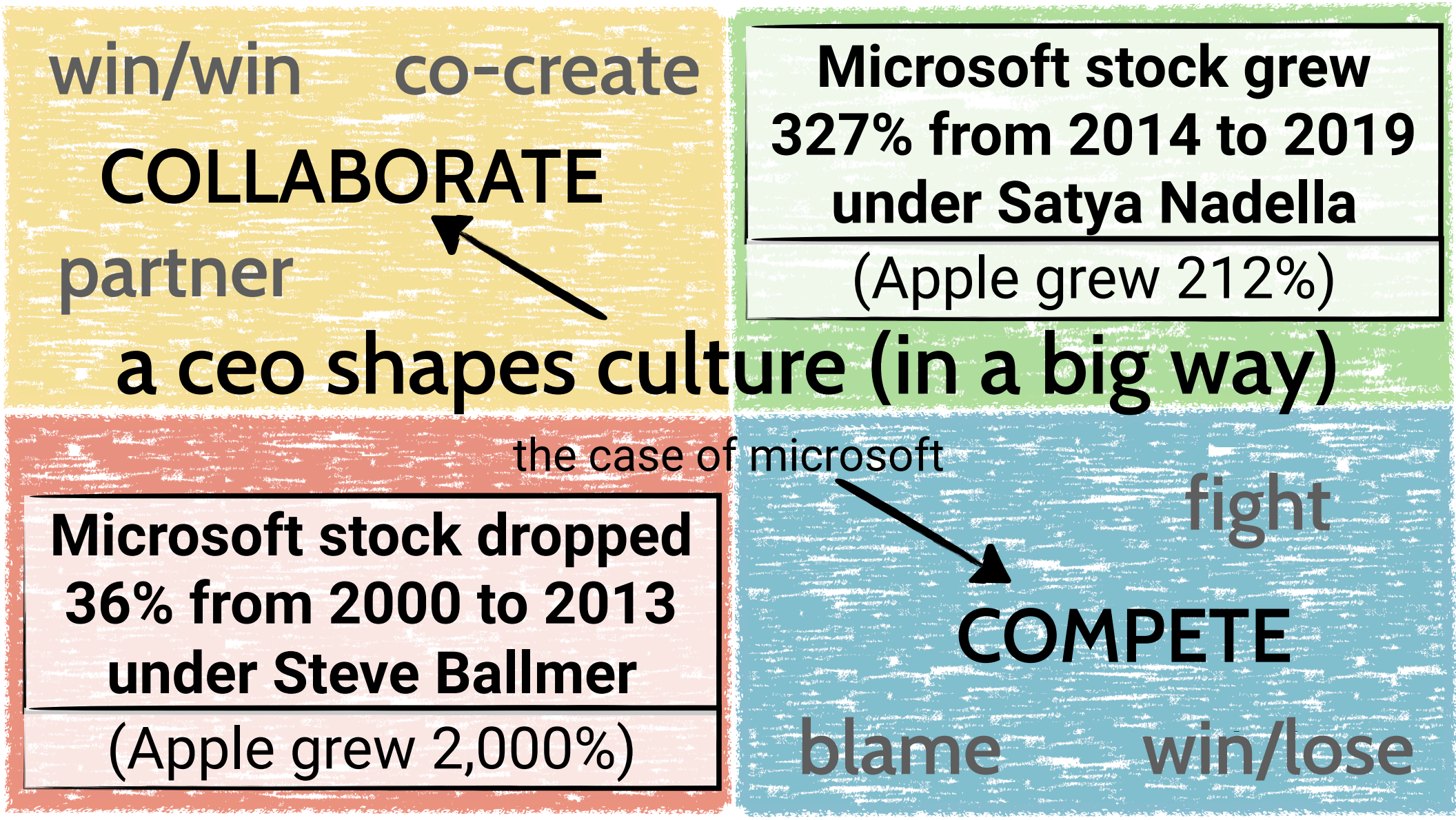
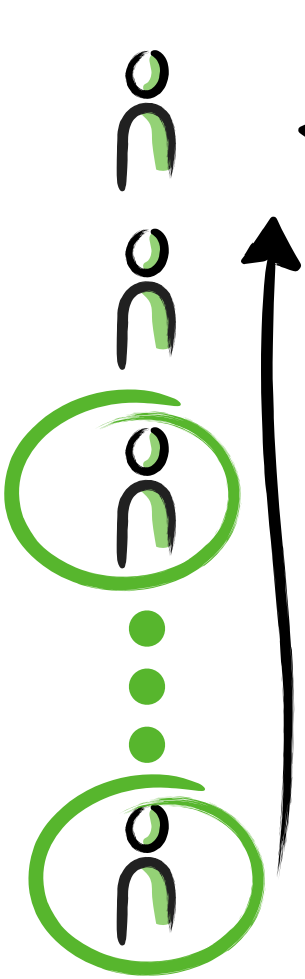

win/win
co-create
COLLABORATE
partner
Microsoft stock grew 327% from 2014 to 2019 under Satya Nadella
(Apple grew 212%)
a ceo shapes culture (in a big way)
the case of microsoft
Microsoft stock dropped 36% from 2000 to 2013 under Steve Ballmer
(Apple grew 2,000%)
fight
COMPETE
blame
win/lose

don't wait for the ceo...



Risk and Exposure
Rise Up the Hierarchy

EVERYONE SHAPES CULTURE

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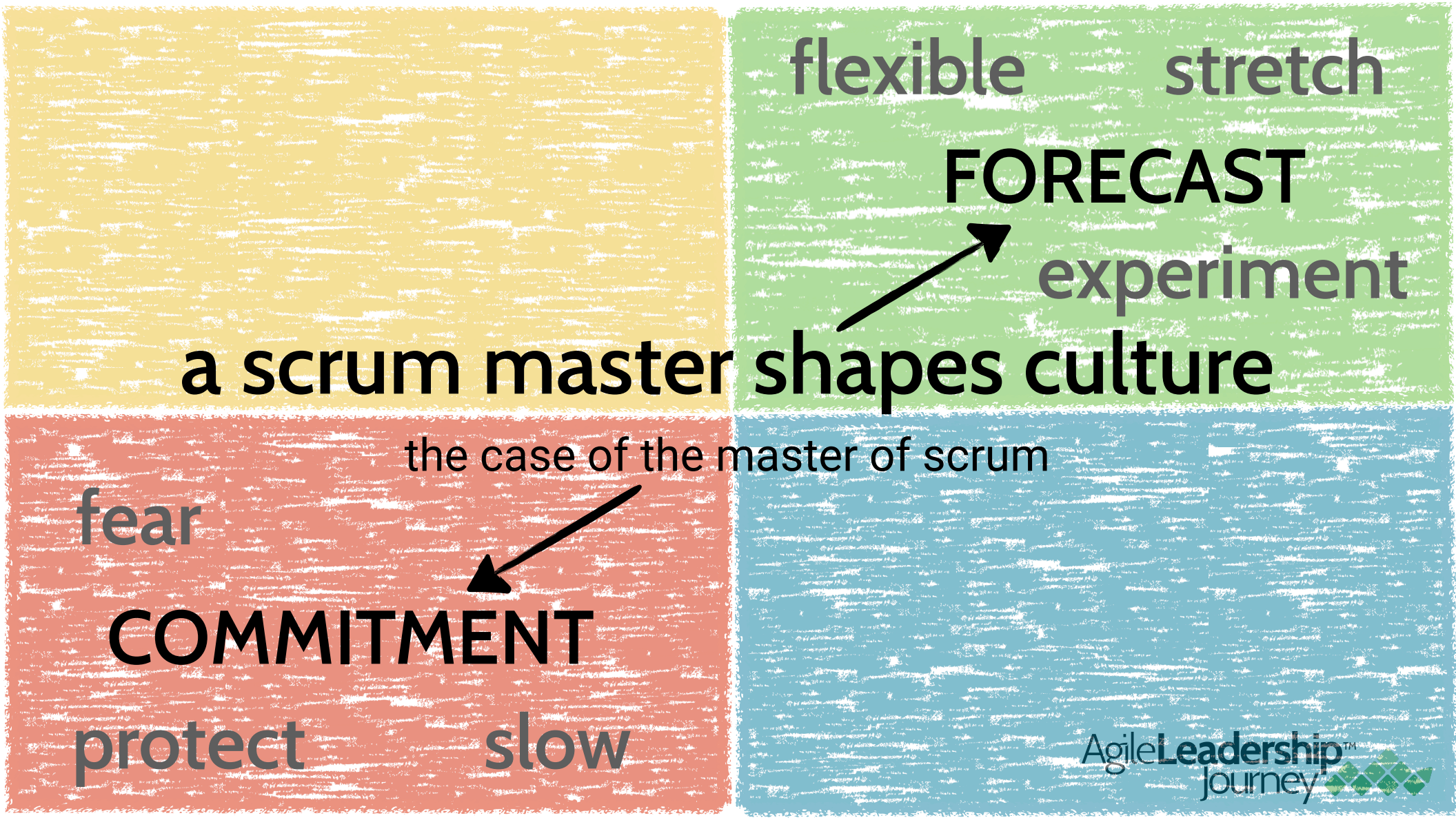
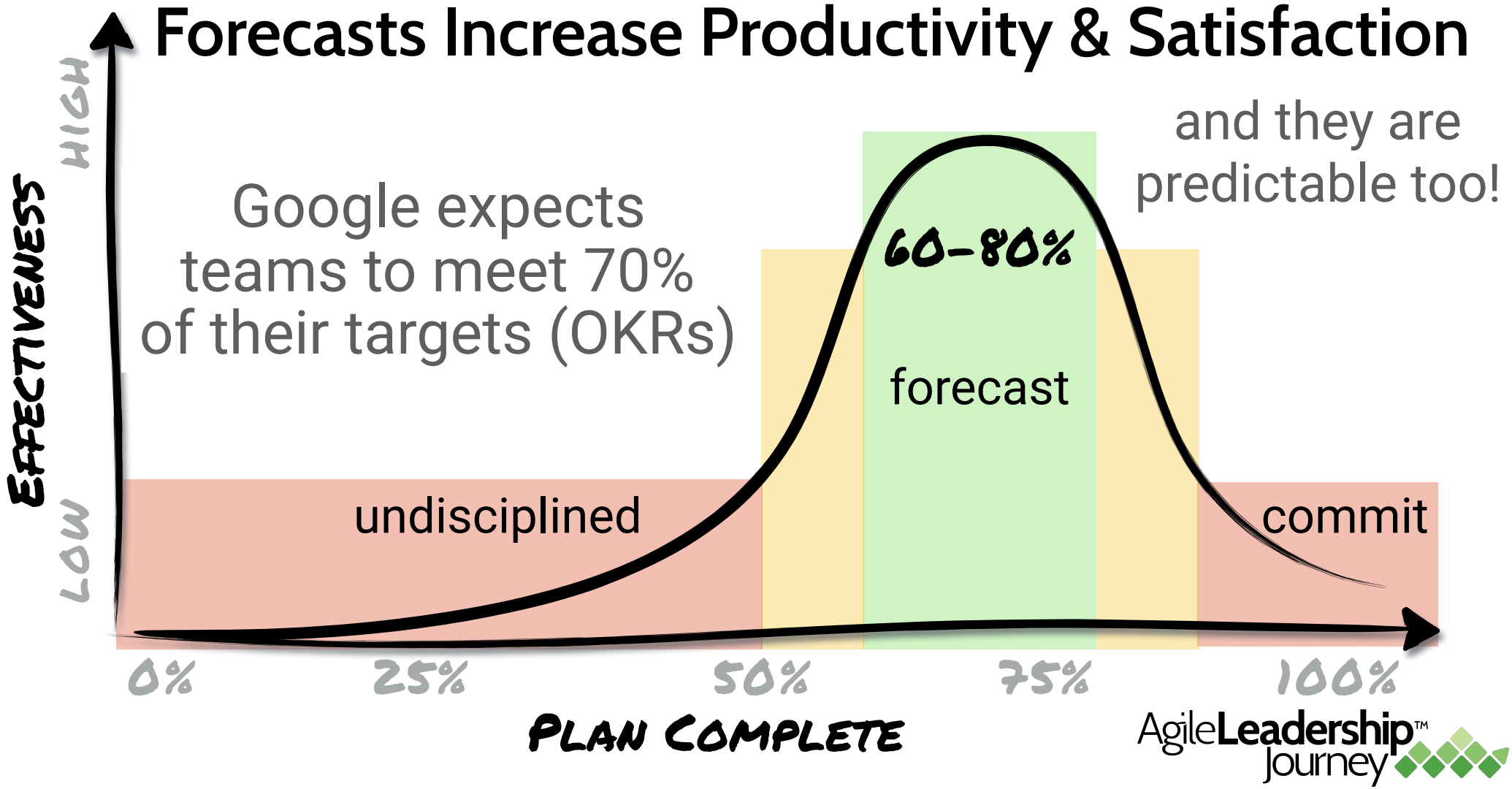

flexible
stretch
FORECAST
experiment
a scrum master shapes culture
the case of the master of scrum
fear
COMMITMENT
protect
slow
AgileLeadership™ Journey

Forecasts Increase Productivity & Satisfaction



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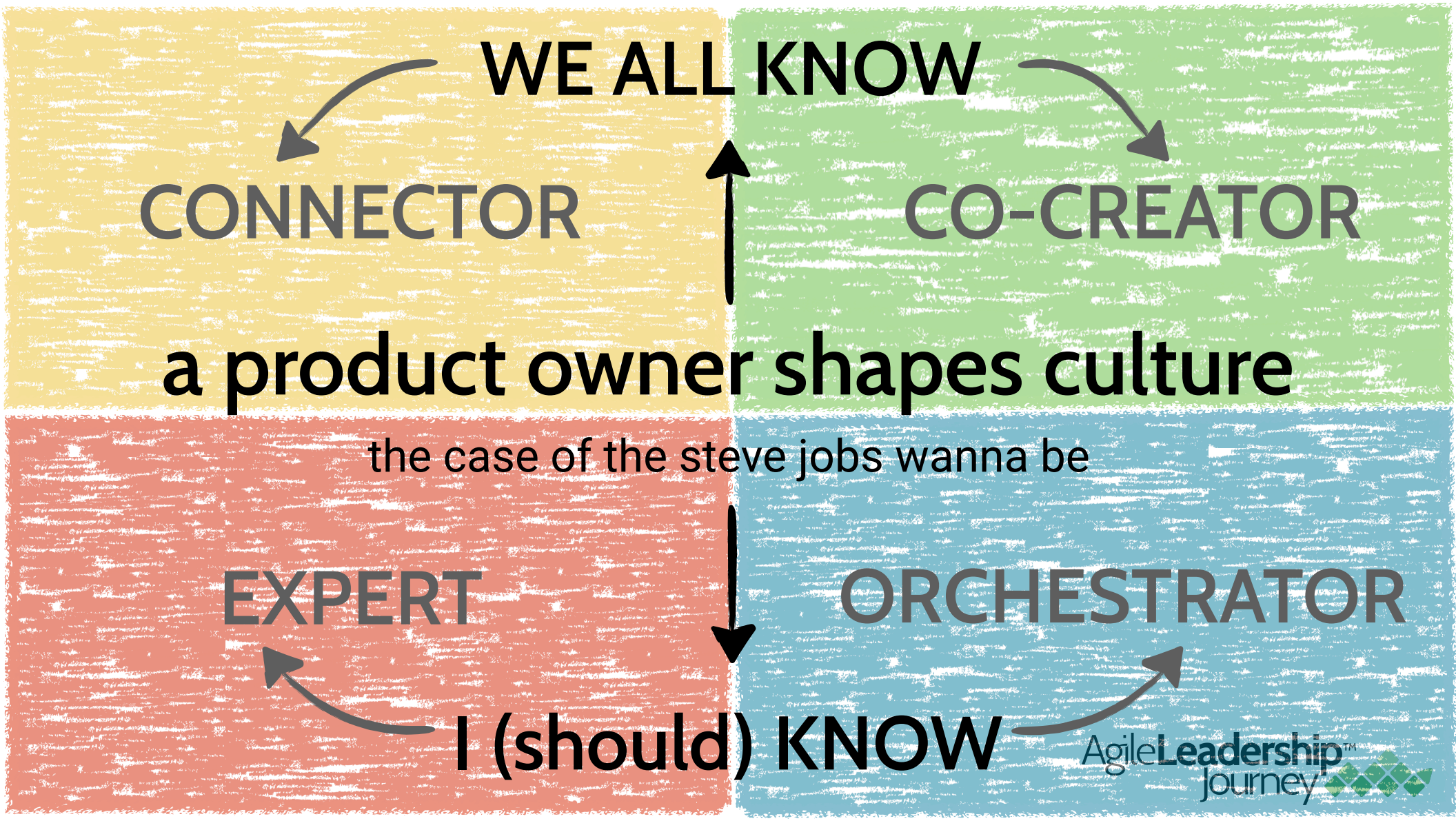
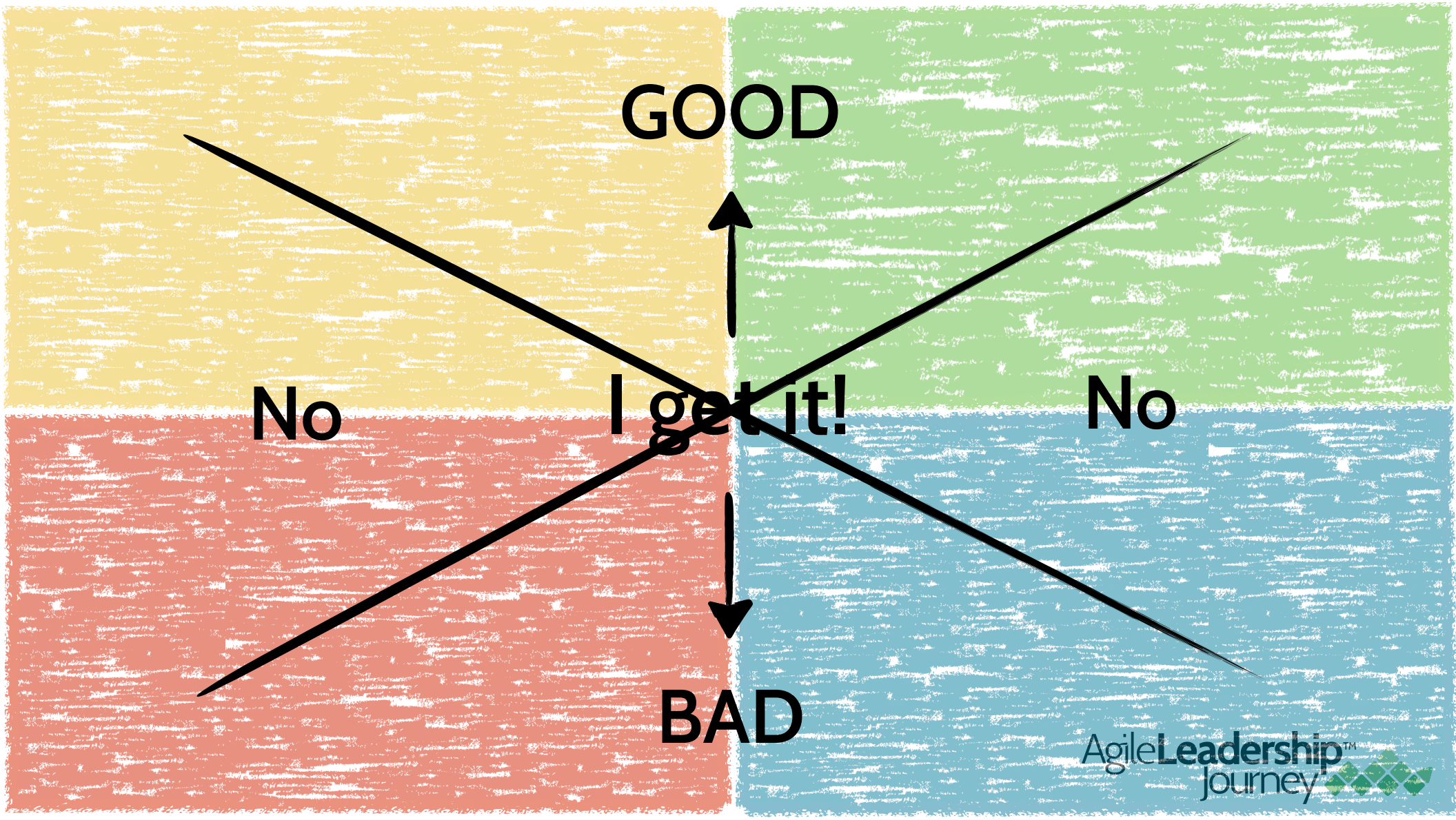
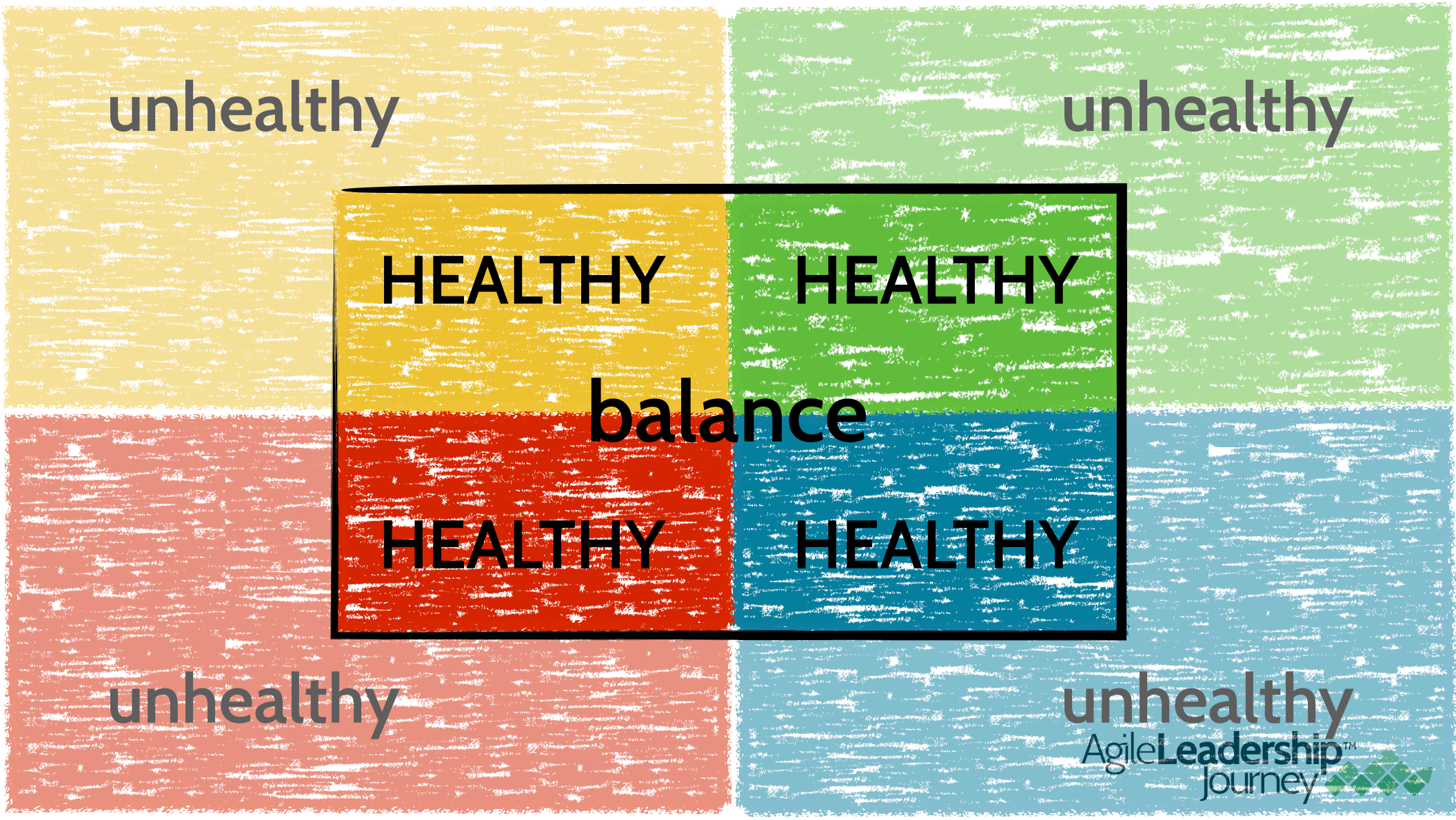
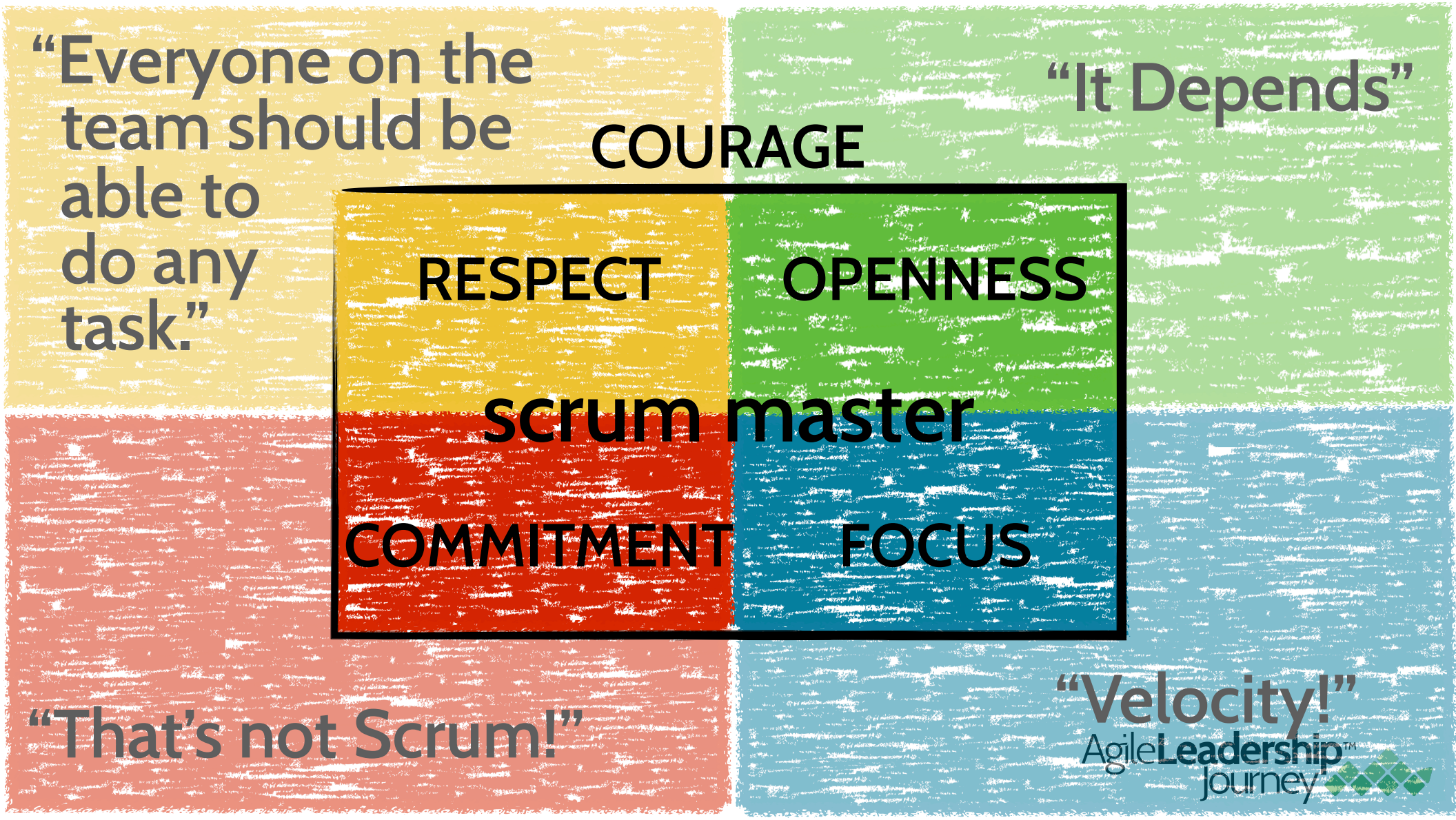
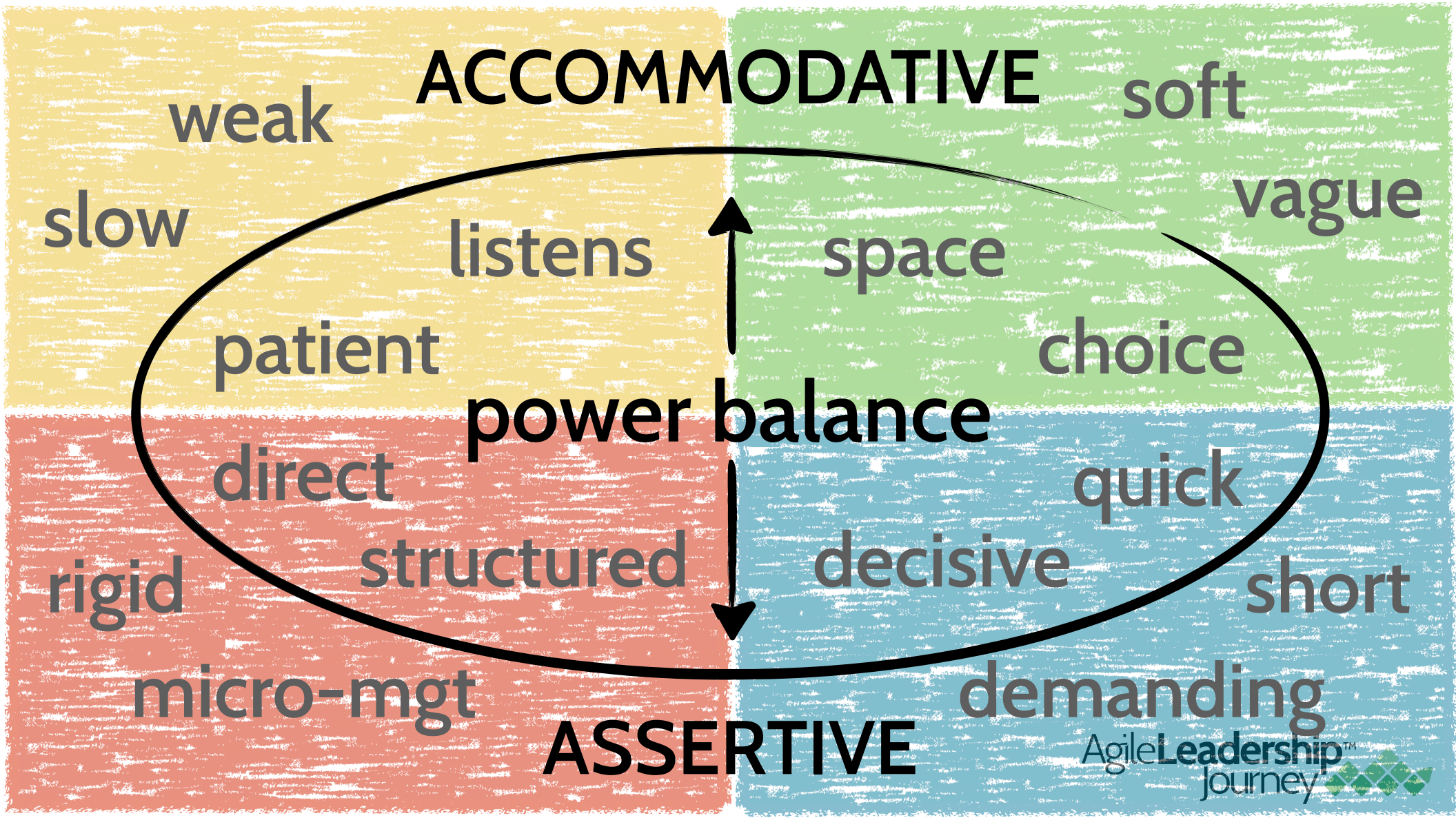
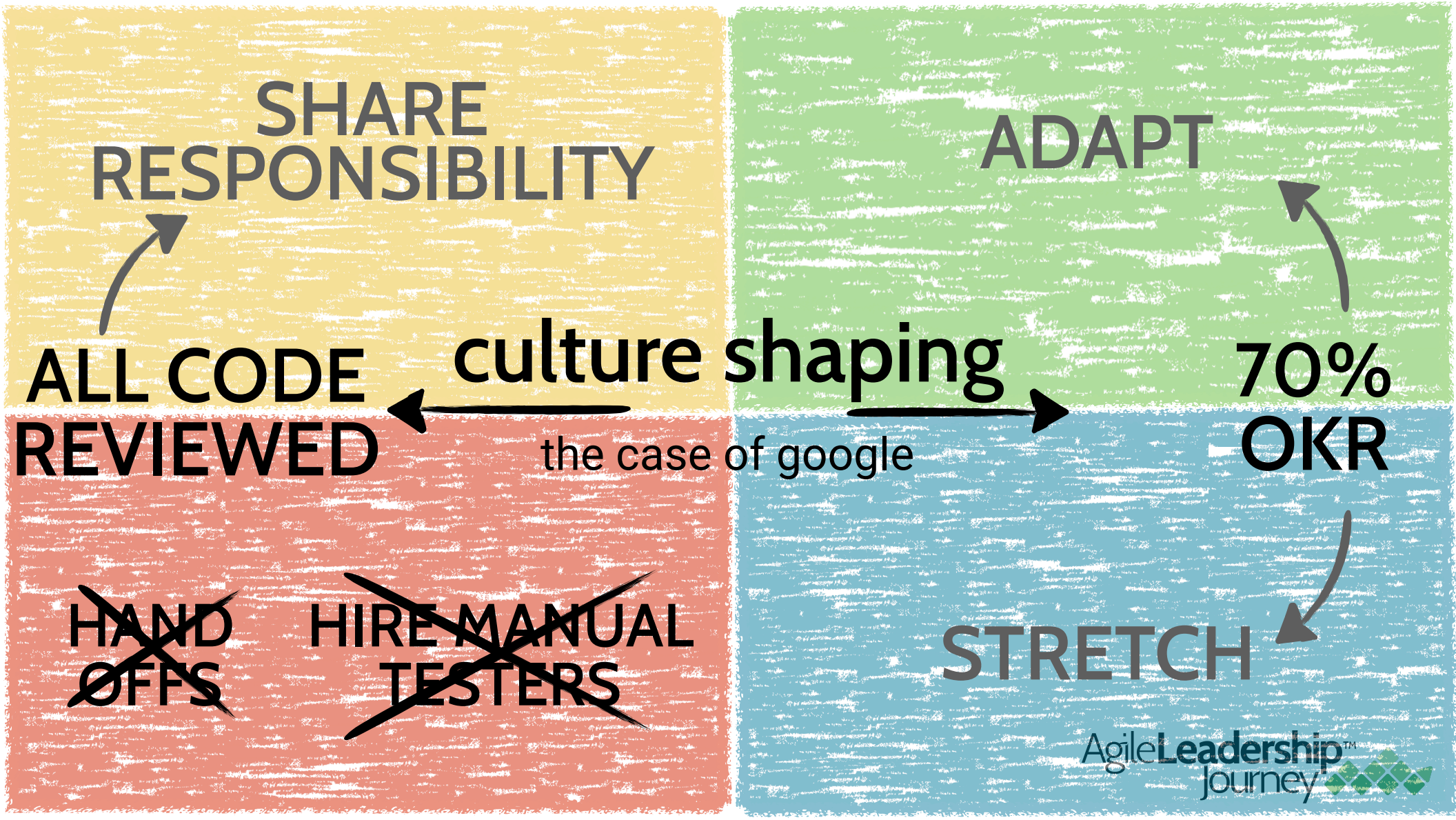

WE ALL KNOW
CONNECTOR
CO-CREATOR
a product owner shapes culture
the case of the steve jobs wanna be
EXPERT
ORCHESTRATOR
I (should) KNOW
AgileLeadership™ Journey

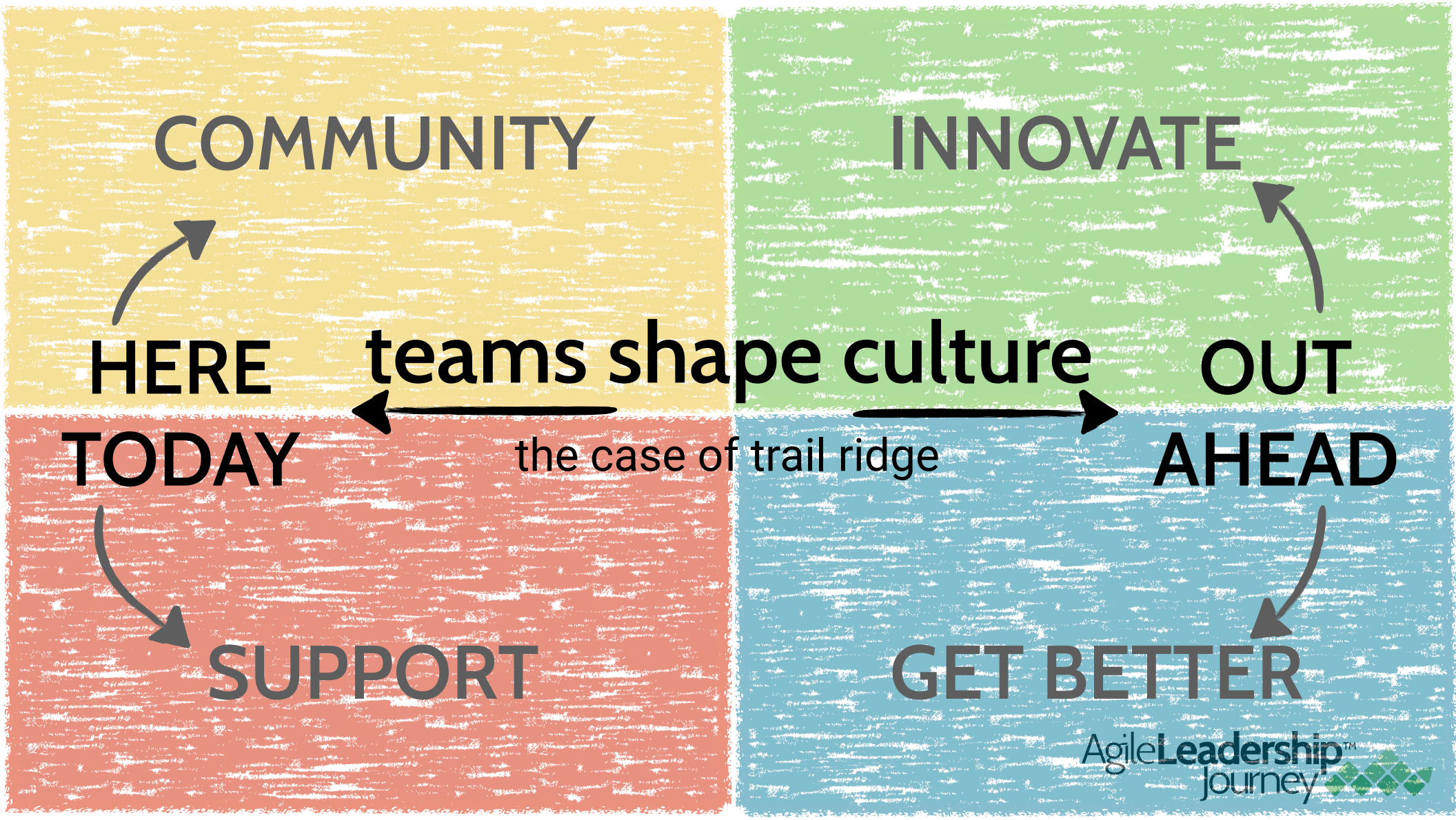

GOOD
No
I get it!
No
BAD
AgileLeadership™ Journey


unhealthy
unhealthy
HEALTHY
HEALTHY
balance
HEALTHY
HEALTHY
unhealthy
unhealthy
AgileLeadership™ Journey


"Everyone on the team should be able to do any task."
"It Depends"
COURAGE
RESPECT
OPENNESS
scrum master
COMMITMENT
FOCUS
"That's not Scrum!"
"Velocity!"
AgileLeadership™ Journey


ACCOMMODATIVE
weak
soft
slow
vague
listens
space
patient
choice
power balance
direct
quick
structured
decisive
rigid
short
micro-mgt
demanding
ASSERTIVE
AgileLeadership™ Journey


SHARE RESPONSIBILITY
ADAPT
ALL CODE REVIEWED
culture shaping
the case of google
70% OKR
HAND OFFS
HIRE MANUAL TESTERS
STRETCH
AgileLeadership™ Journey


COMMUNITY
INNOVATE
HERE
teams shape culture
OUT
TODAY
the case of trail ridge
AHEAD
SUPPORT
GET BETTER
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COLLABORATE
(do things together)

CREATE
(do things first)

the shape of culture

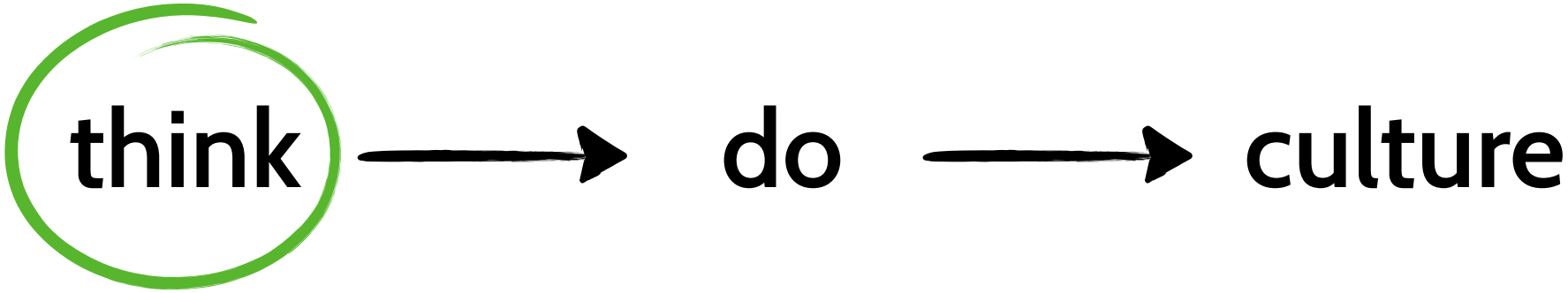
We have been exploring a values framework for culture

CONTROL
(do things right)

COMPETE
(do things fast)

culture is...

what we do around here



HOW WE THINK DRIVES CULTURE

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agile organizations...

require agile leaders

Choose to be an agile leader

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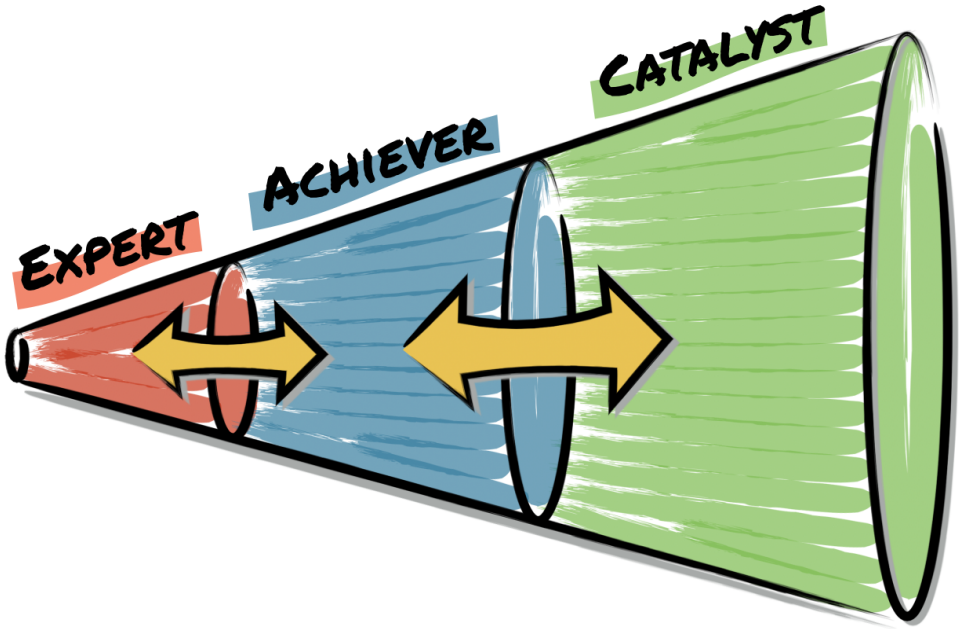
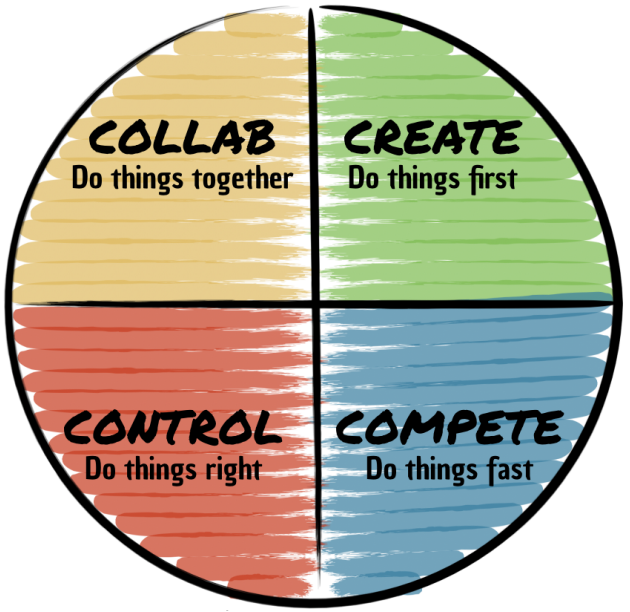
1/2, 1, 2 and 5-Day Public & Private Workshops

Developing Agile Leaders and Agile Organizations





AgileLeadership™ Journey

Agile Leadership™ Journey

a global community of educators and coaches committed to a shared leadership curriculum to develop agile leaders and agile organizations

STOP BY OUR BOOTH