Shaping Organizational Culture Beyond Wishful Thinking
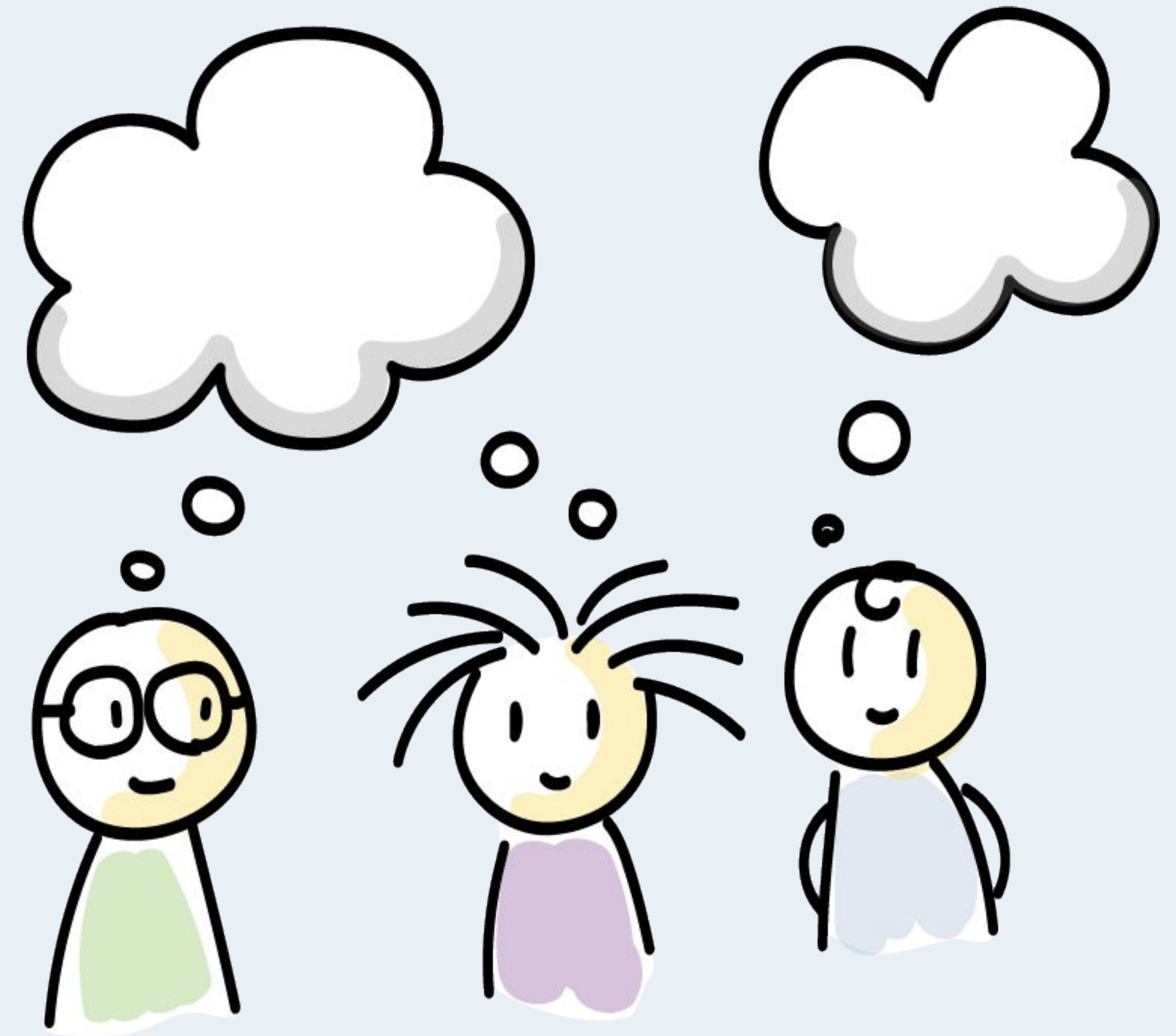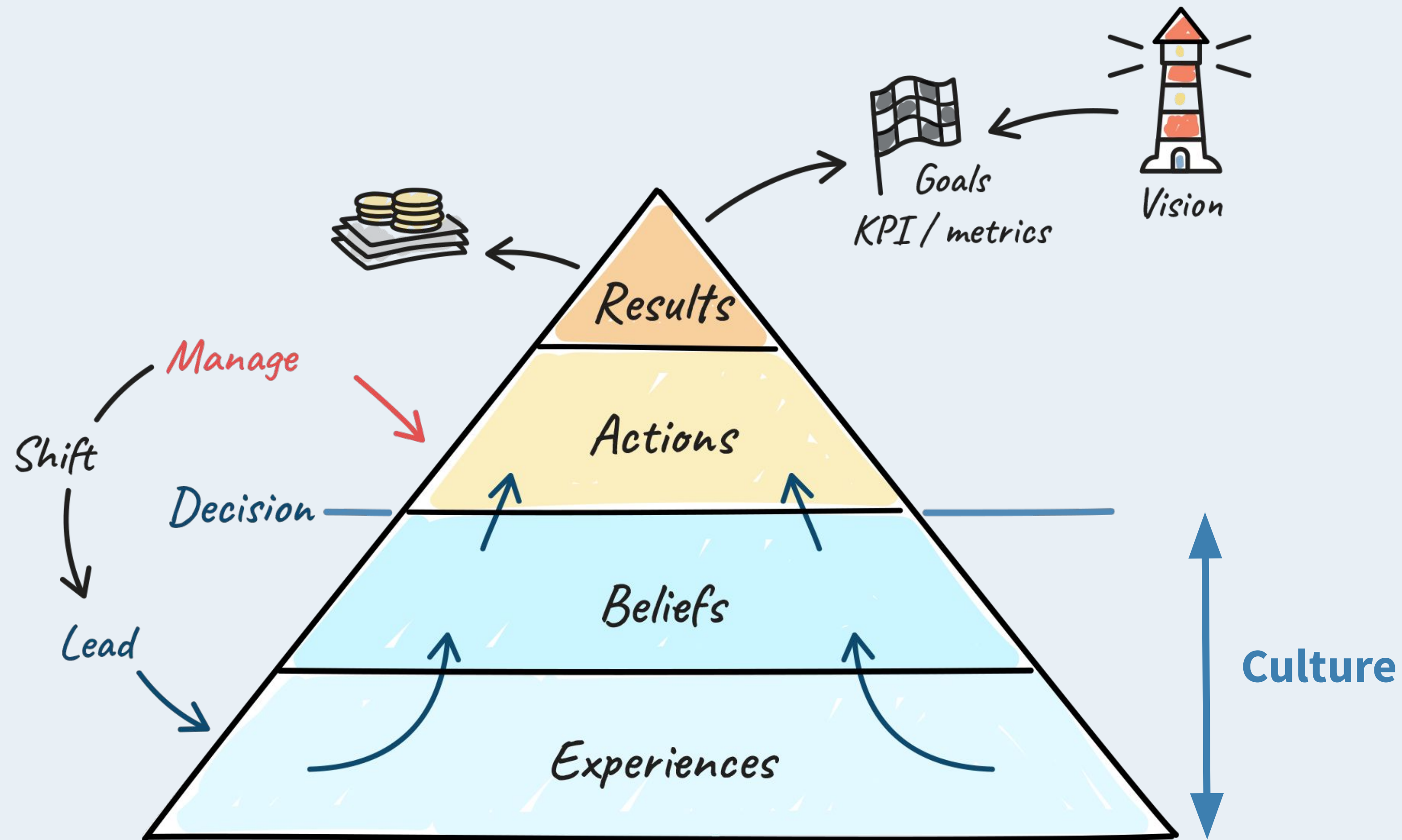
Agile Prague 2023

Conversation

- Think about something you can observe at your workplace and that represents an example of "how we really do things around here"?
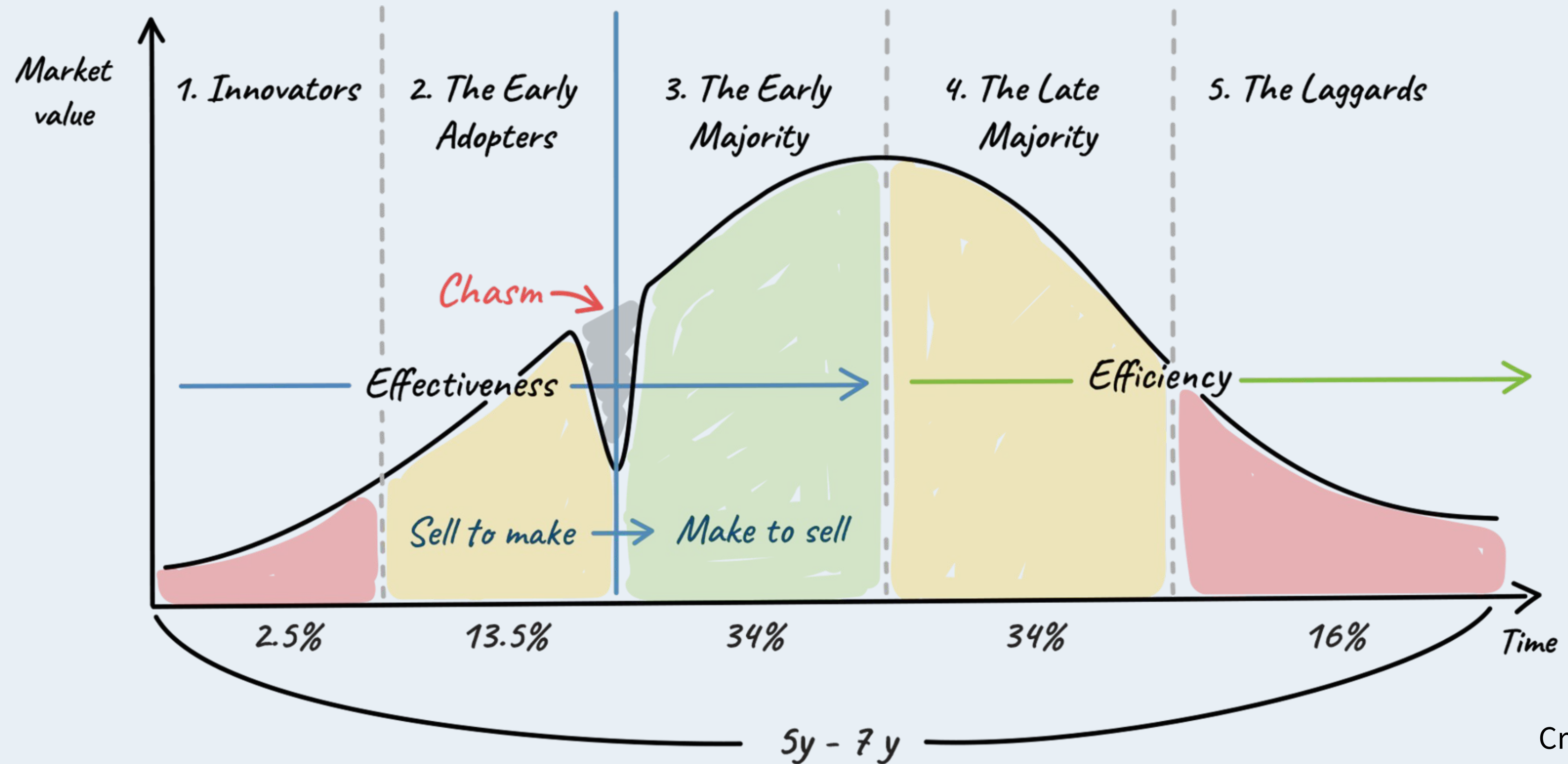
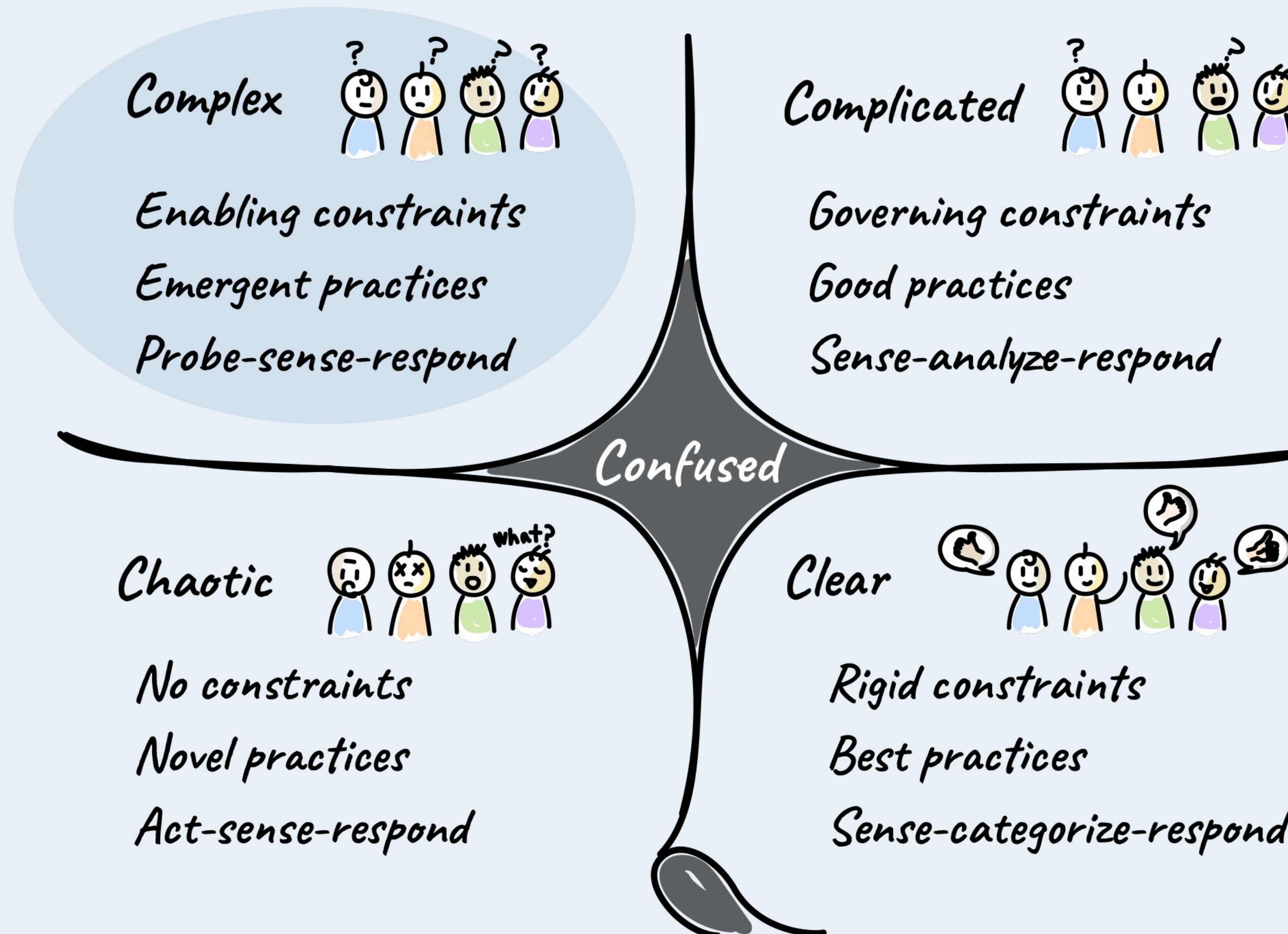- Share with the person next to you

Why culture is important

Results Pyramid

There is no ideal culture

Market value

1. Innovators

2. The Early Adopters

3. The Early Majority

4. The Late Majority

5. The Laggards

Chasm →

Effectiveness

Efficiency

Sell to make → Make to sell

2.5%   13.5%   34%   34%   16%

Time

5y – 7y

Crossing the Chasm

Designing culture is impossible

Complex

Enabling constraints

Emergent practices

Probe-sense-respond

Complicated

Governing constraints

Good practices

Sense-analyze-respond

Confused

Chaotic

No constraints

Novel practices

Act-sense-respond

Clear

Rigid constraints

Best practices

Sense-categorize-respond

Cynefin

42 agile — Leadership Culture Resilience

But you can influence it

Using complexity management techniques:

● Distributed cognition

● Distributed change agency

● Vector theory of change
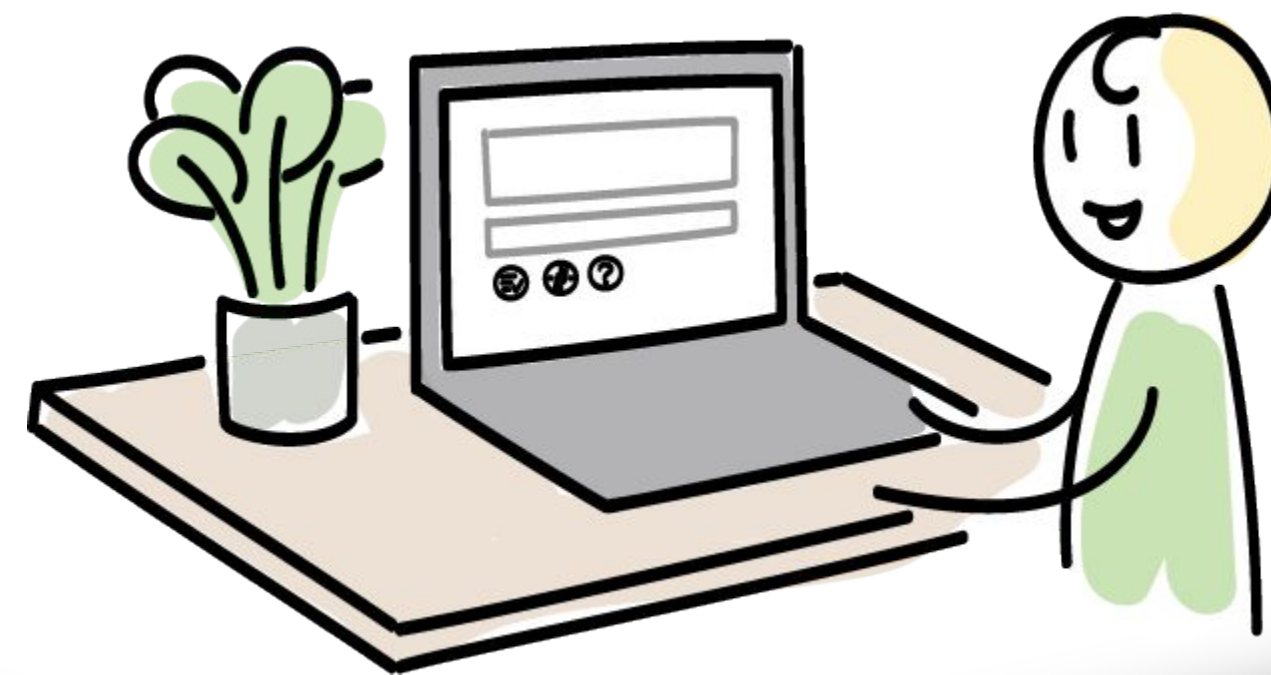
● Nudging

Make your culture visible

Competing Values Framework

Organizational Scan

https://presentation.organic-agility.app
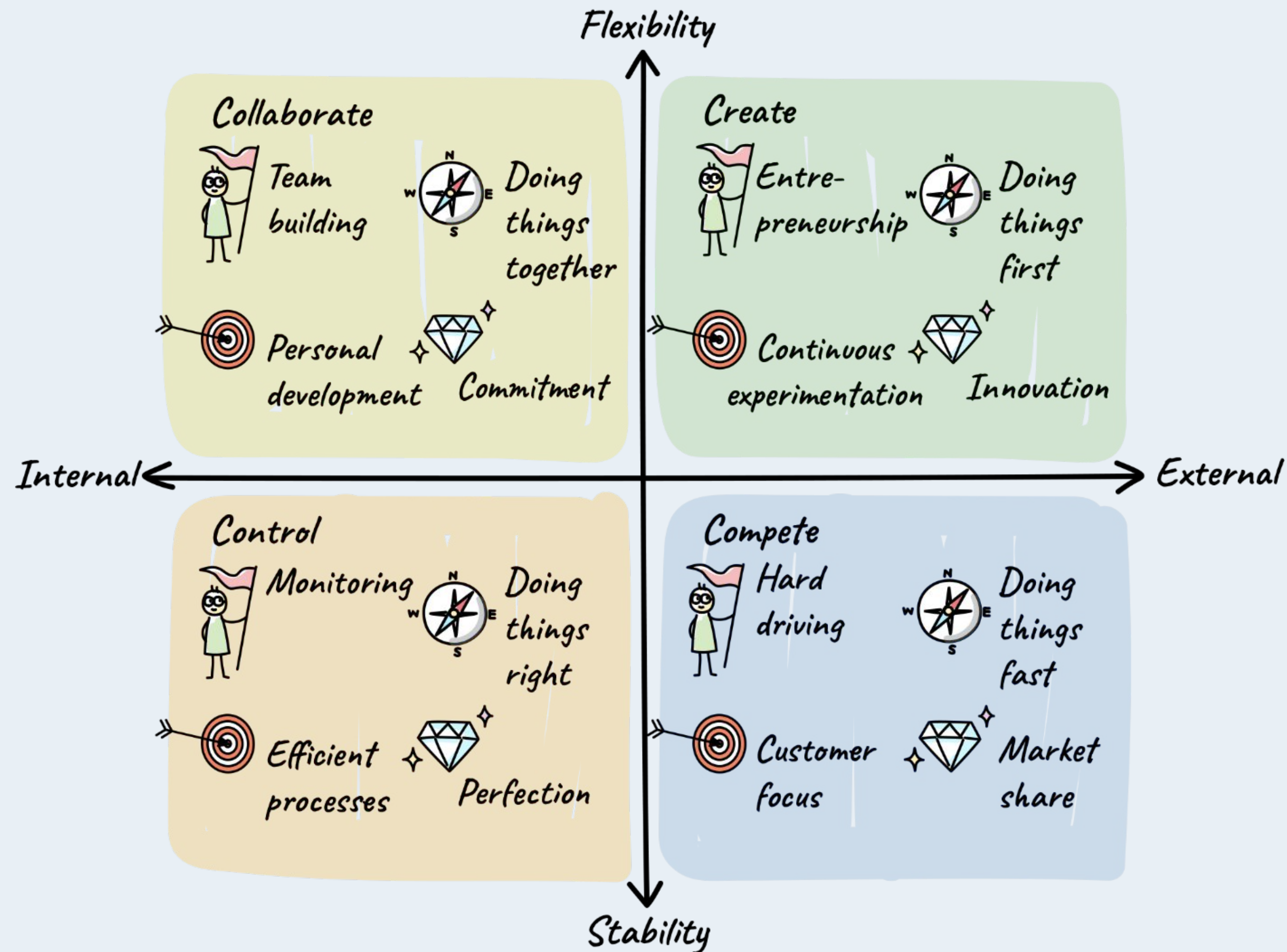
User name: test@agile42.com

Password: Agile42!

Distributed cognition

Add your short story here.

Describe what happened and how you were affected by this decision. Please provide some context and facts related to the decision - avoid [...]

If you were to give a title to this story, what [...]

Add a title here.

This decision was...

Tactical/ Operational

Strategic

Not Sure

This decision was made by...

Me

Team

Manager/ Leader

External Advisor/ Expert

This decision made me feel...

Positive

Neutral

Negative

Not Sure

These kind of decisions are made...

>98%
All the time

>50%
Often

<50%
Now and then

<25%
Rarely

Now focusing on your story, please take some time to consider the following dimensions:

Leader type
What was the leadership style through the decision making process?

Orientation
How did the people involved in the conversation, make the decision?
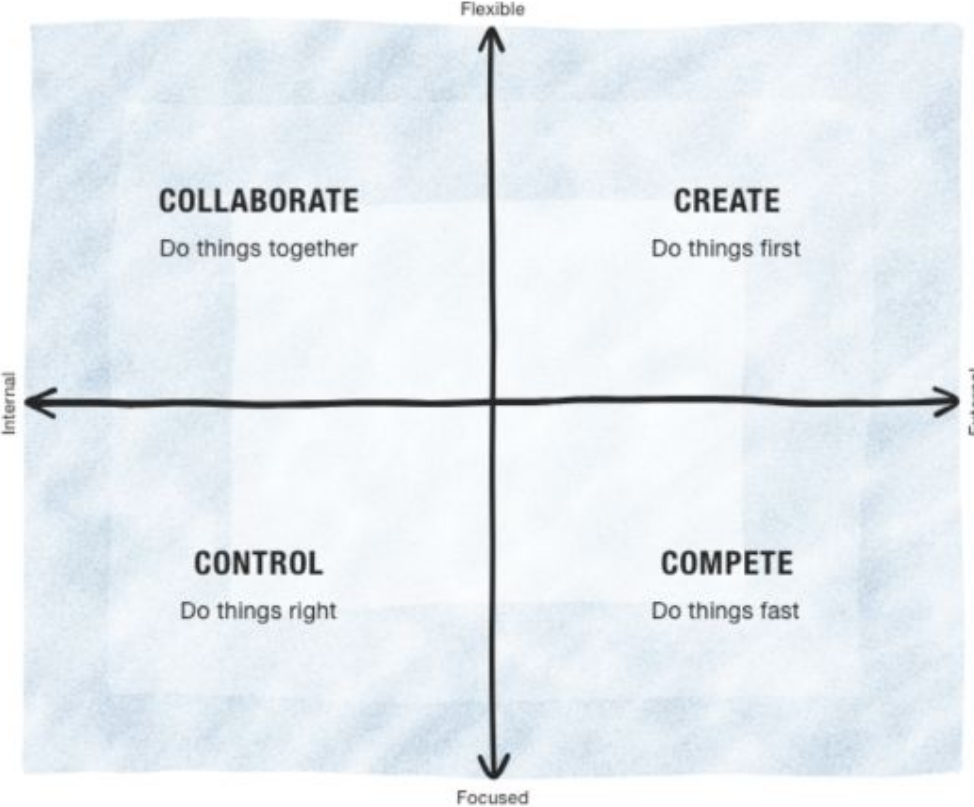
Effectiveness
In order to succeed, what where the people involved trying to achieve?

Value Drivers
What did the people involved in the decision value the most?

For each of the 4 dimensions, please drag the icon on the left into the image according to how you saw that particular dimension as it relates to your story.

Leader type

Orientation

Effectiveness

Value Drivers
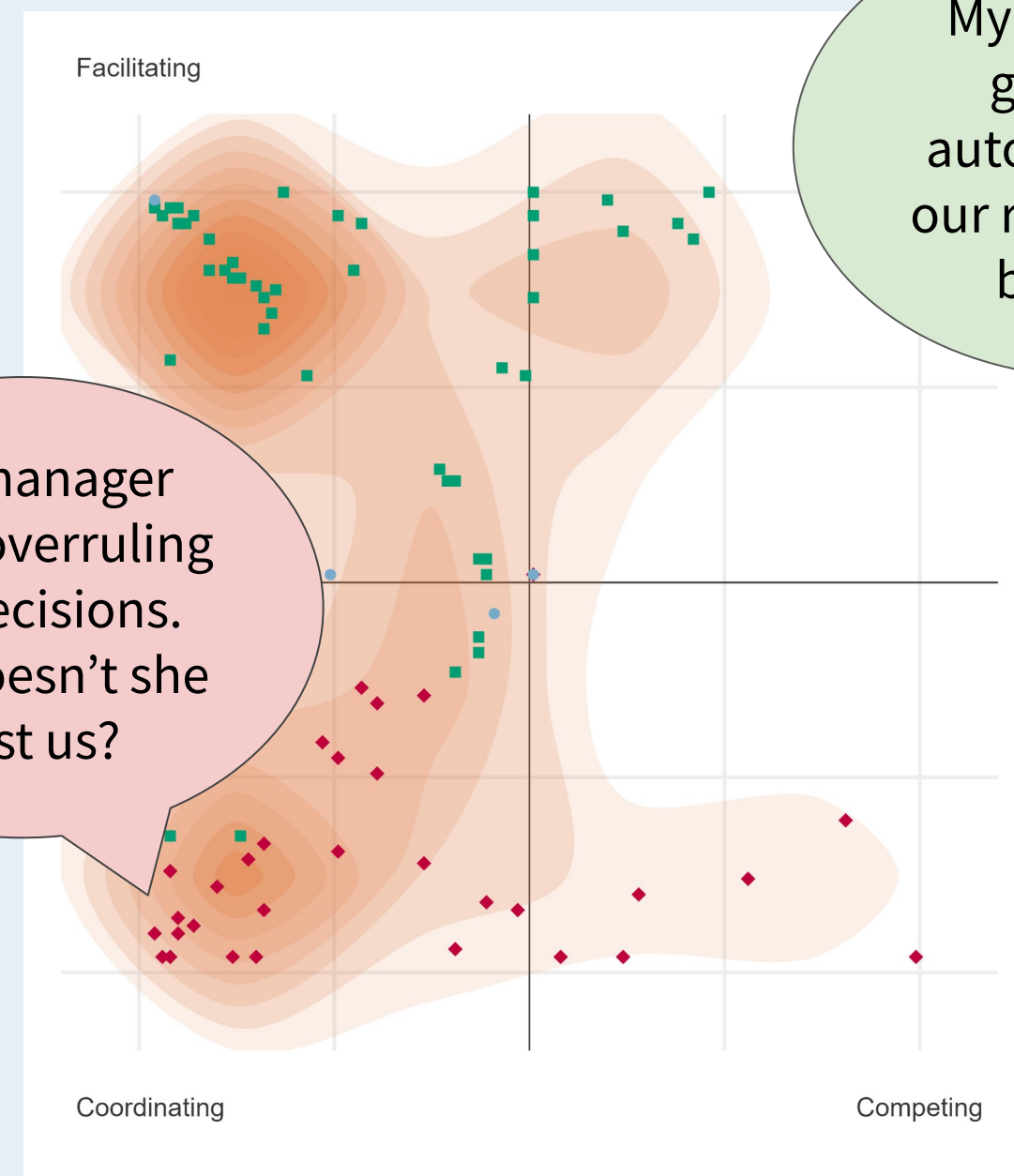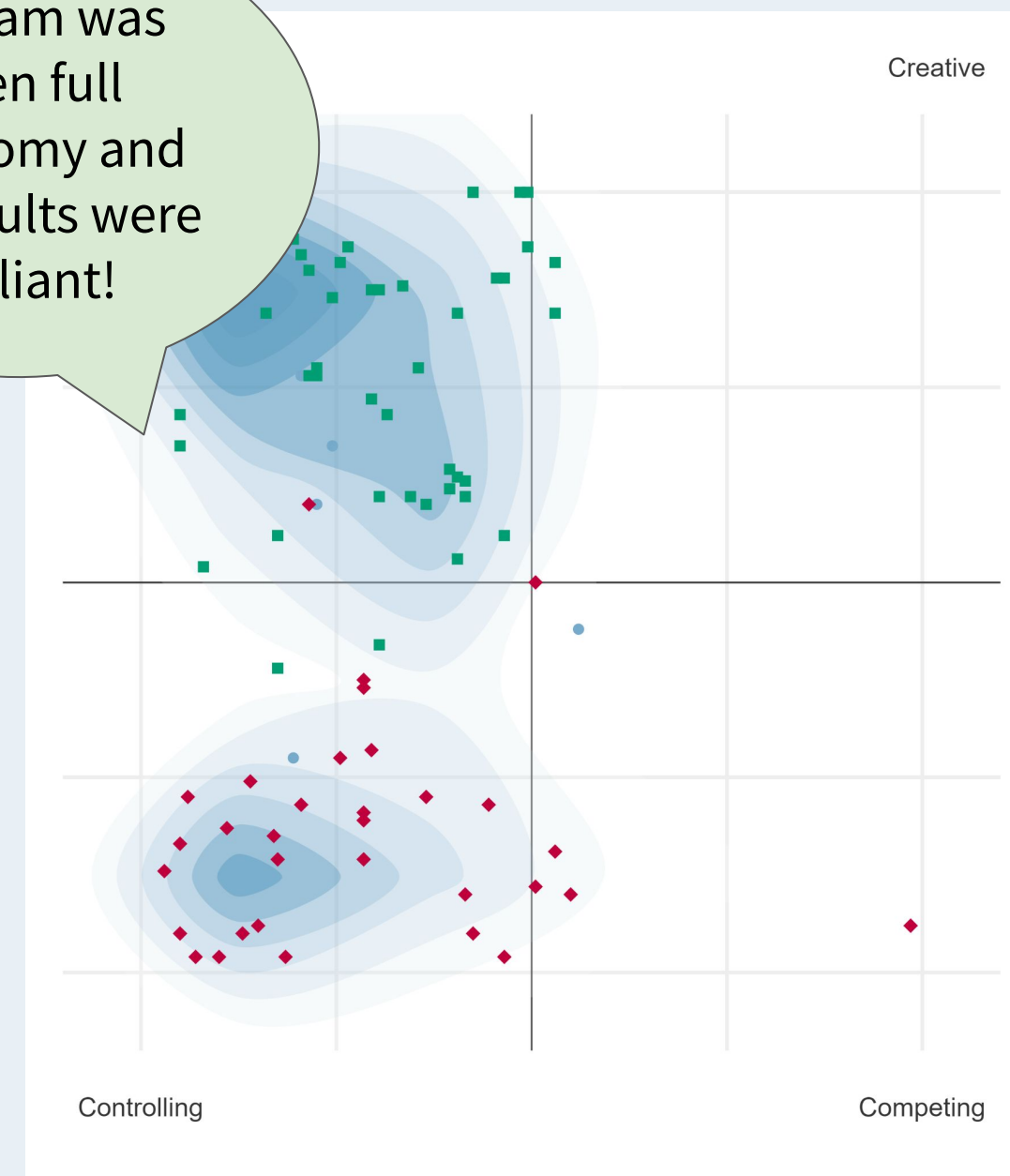
Flexible

COLLABORATE
Do things together

CREATE
Do things first

Internal

External

CONTROL
Do things right

COMPETE
Do things fast

Focused

Distributed change agency

Vector theory of change

Facilitating   Innovative

Coordinating   Competing

Leadership behavior
↓
Orientation to work
↓
Theory of effectiveness
↓
Value drivers and motivation
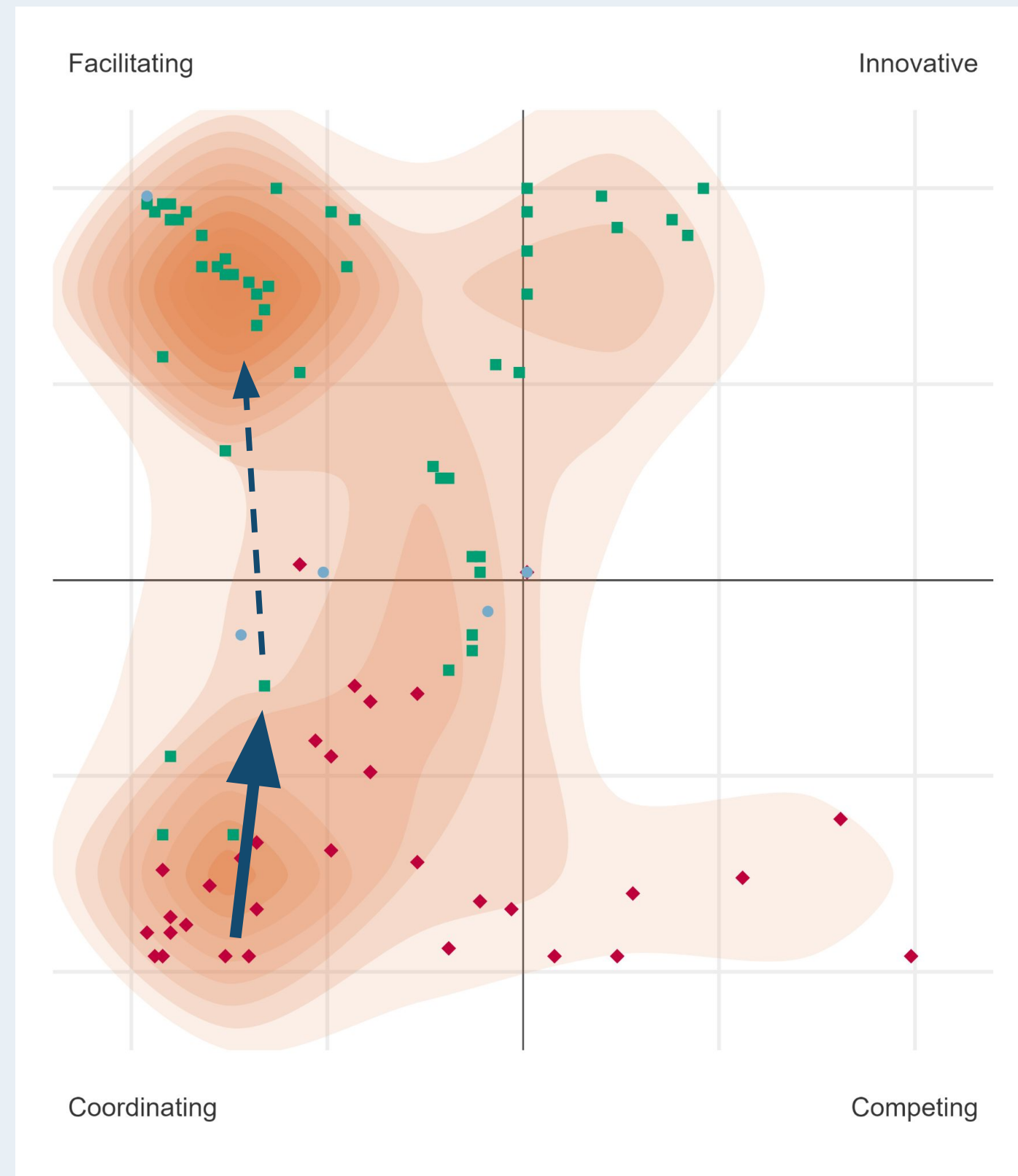
Nudging

Make it easy to do the right things and do them right:

- **A**ttractors

- **B**arriers

- **I**dentity

- **D**iversity

- **E**nvironment

Different approaches

Flexibility

Collaborate

Scrum Masters, Release Train Engineers and Agile Coaches establish what seniority means to them.
The results serve as the basis for career paths that HR then models together with other representatives.

Create

The Scrum Masters identify the largest issues within the organization and consider which training courses will enable them to tackle these problems.
Once the first Scrum Master has completed their training, they decide whether the rest should follow suit.

Internal ← → **External**

Control

The Board of Directors identifies specific competencies and responsibilities against which seniority of Scrum Masters is measured. They will follow up on the criteria they've identified and monitor whether the investment in such new roles was valuable.

Compete

The HR department collects benchmarks for different seniority levels of Scrum Masters based on job postings.
Career path models and assessment criteria from other companies are compared and considered.

Stability

Model the behaviours...

... you want to see
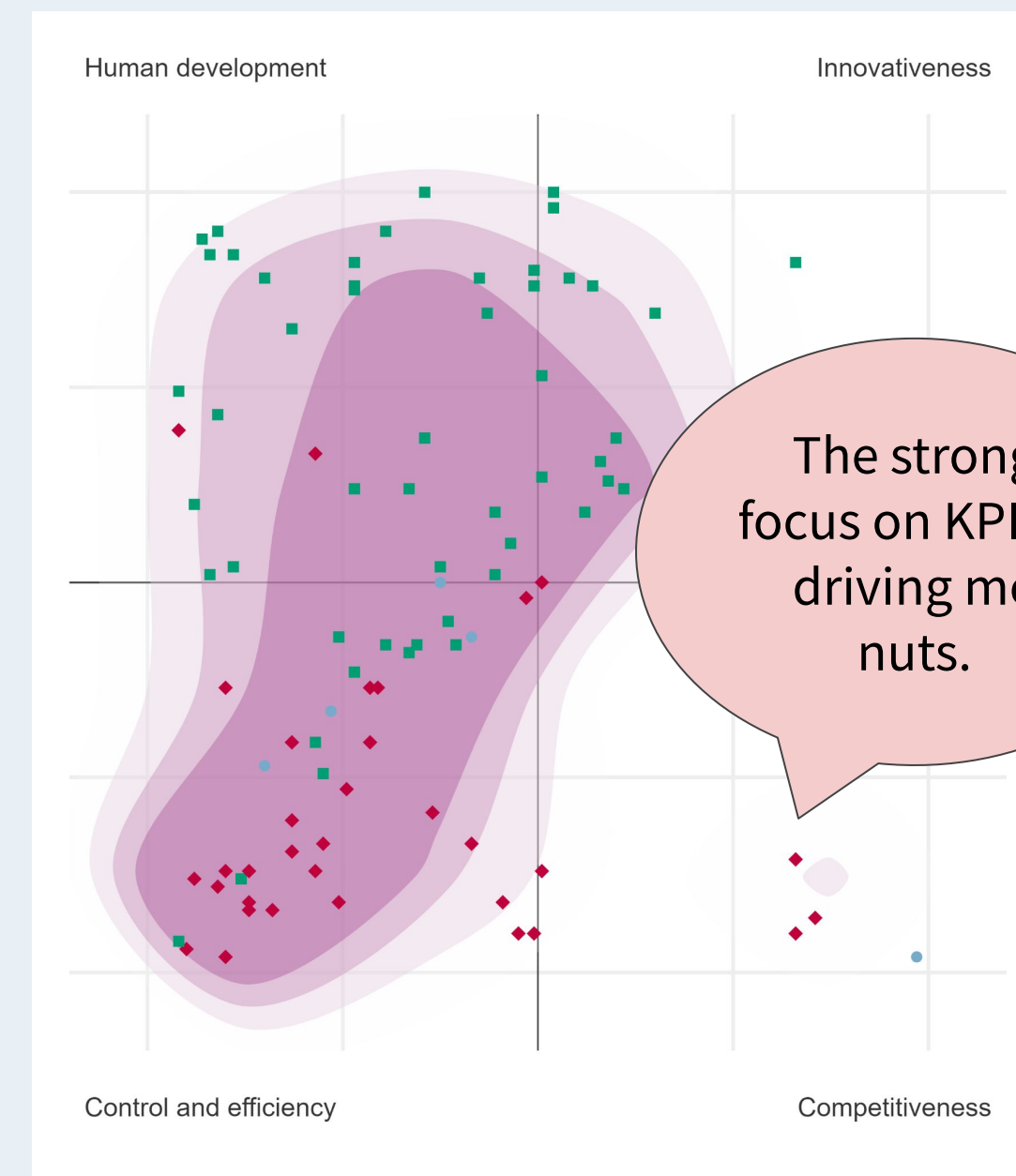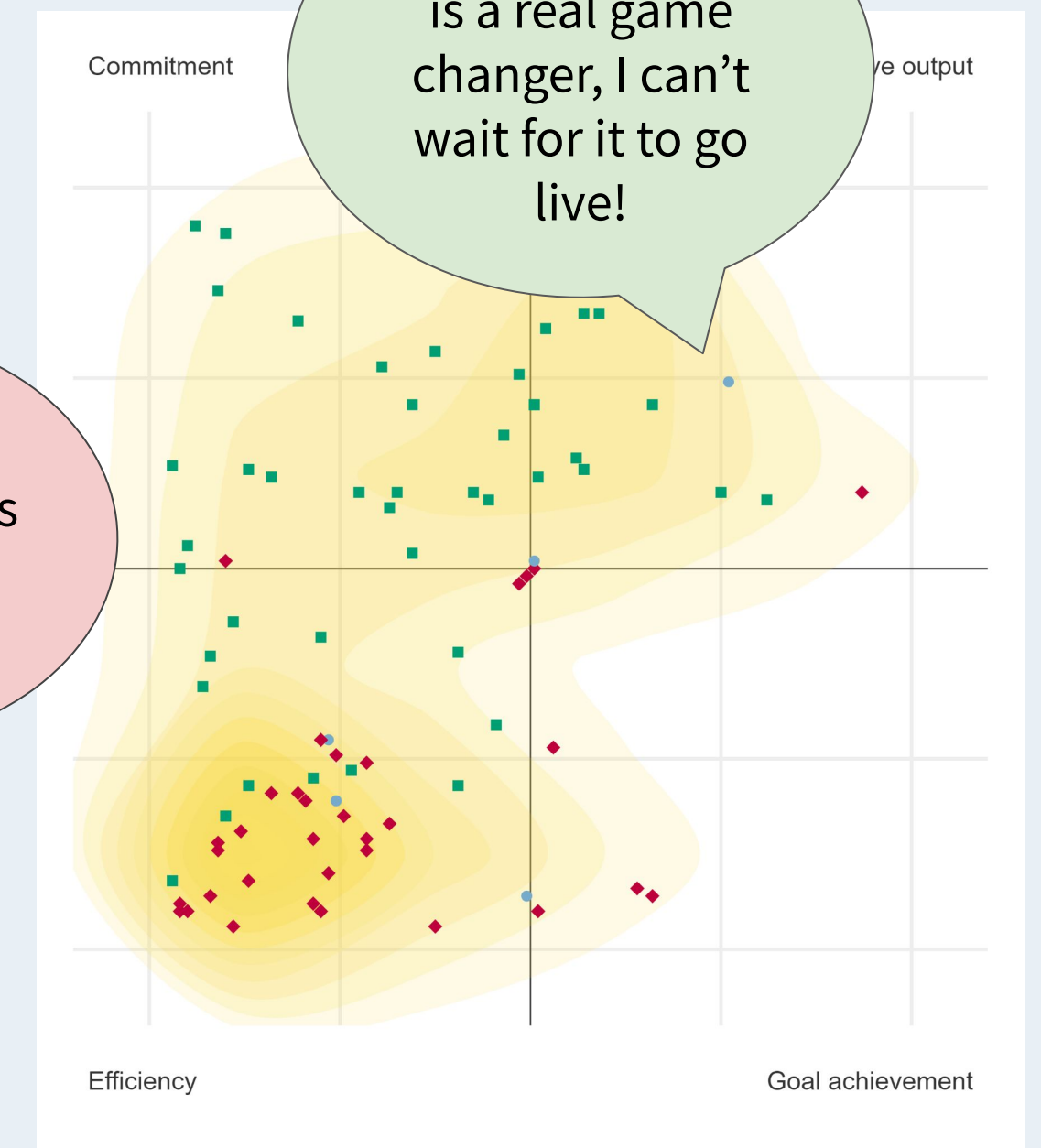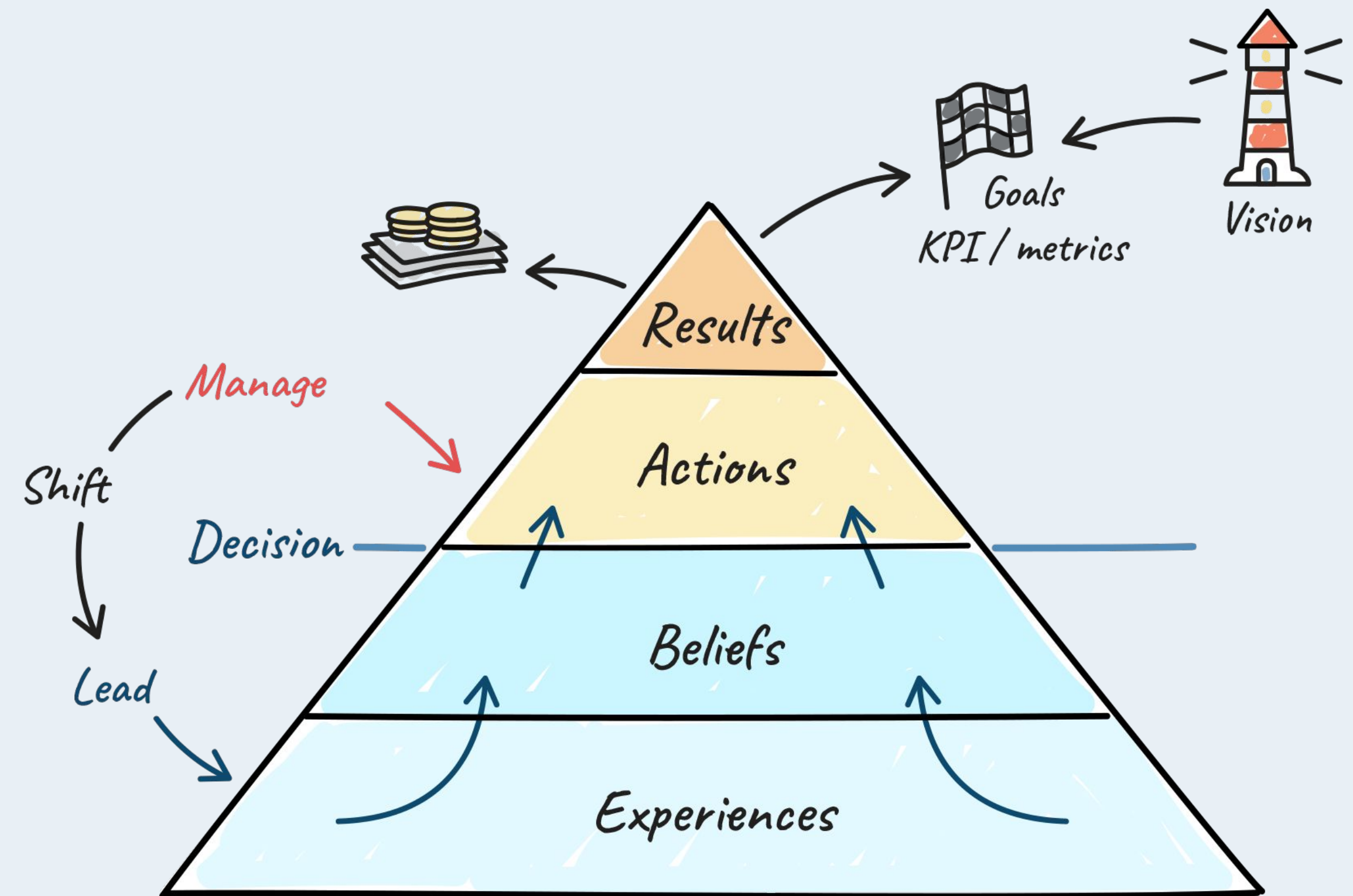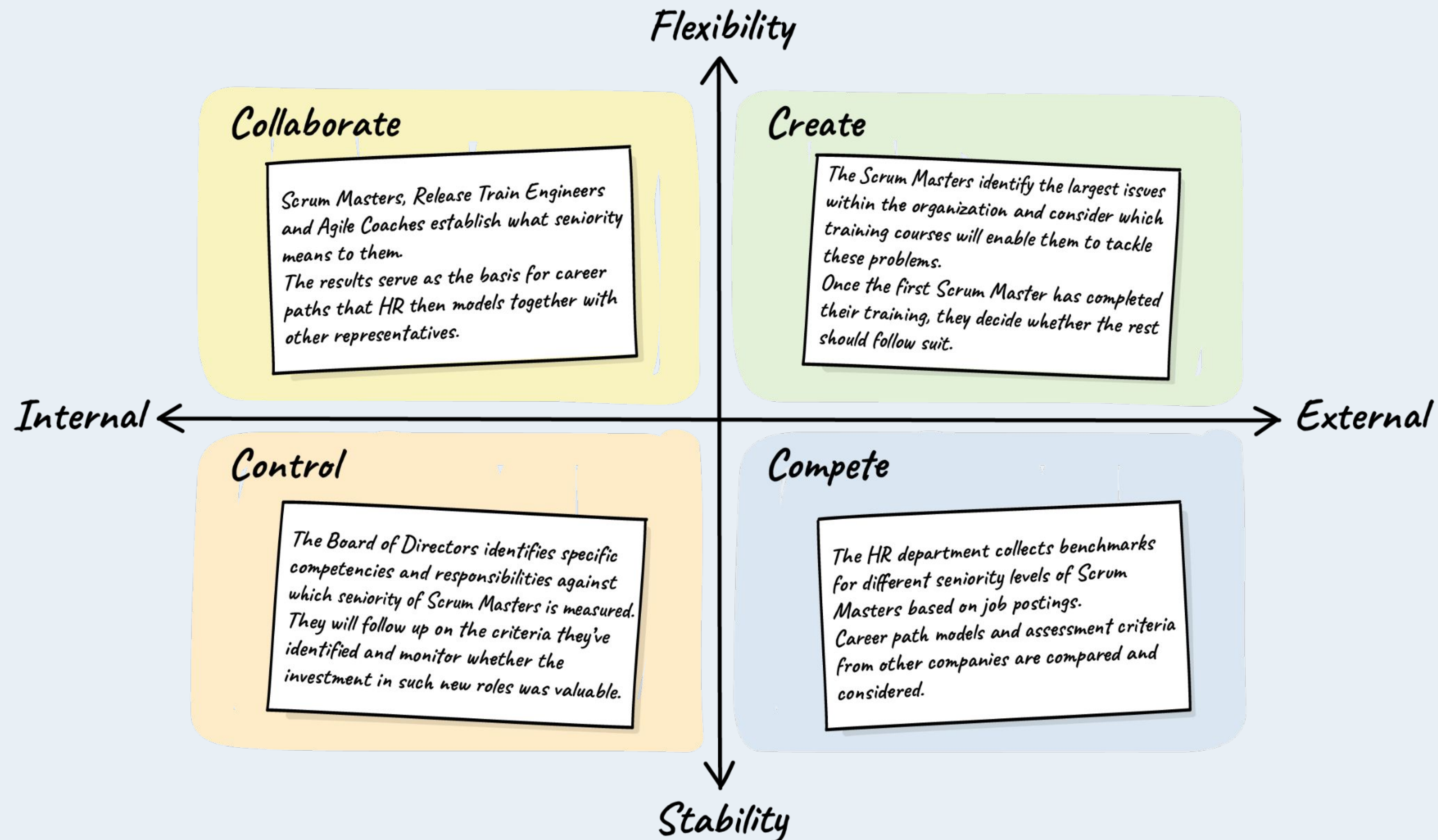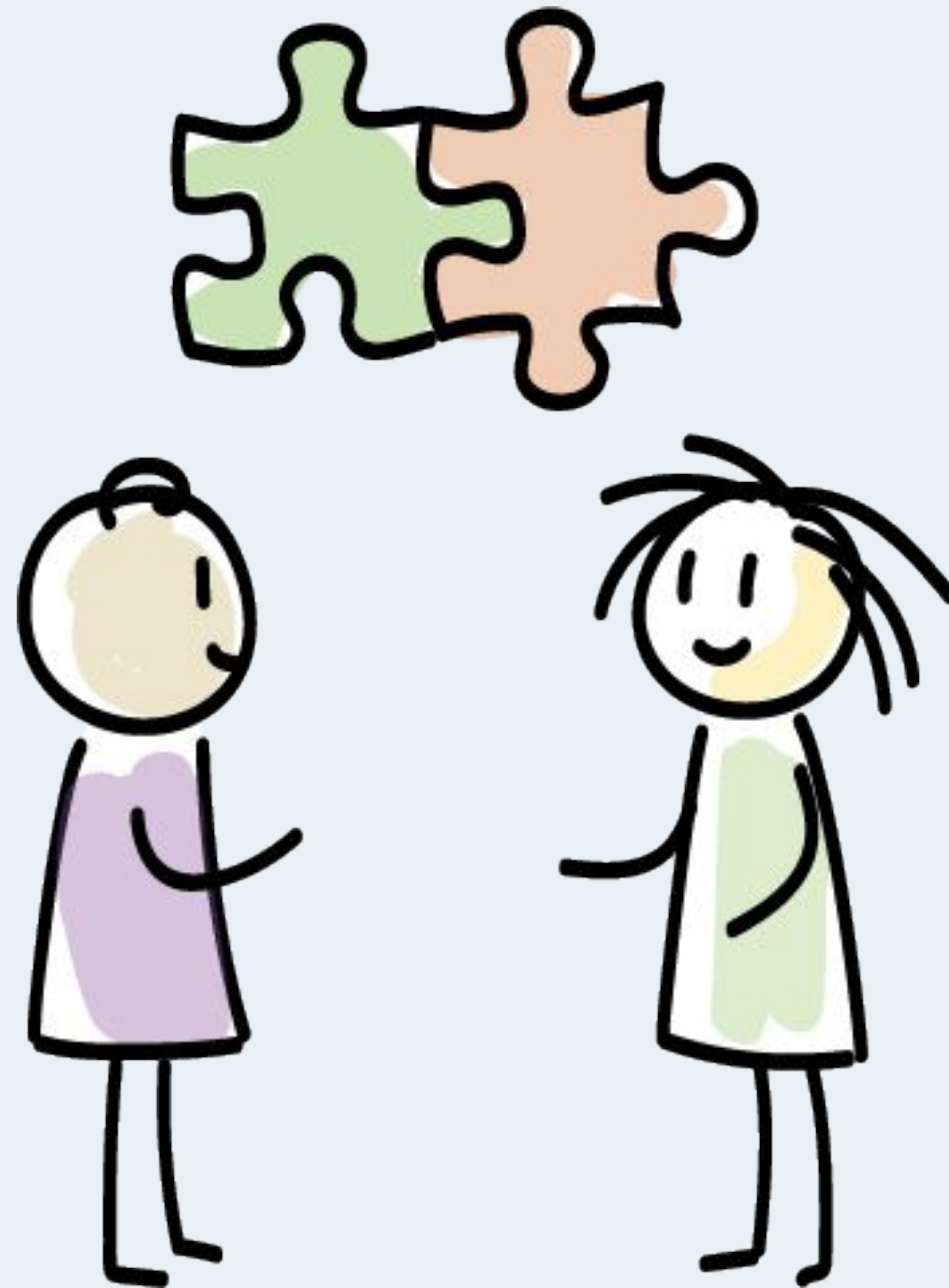

Leadership behavior

↓

Orientation to work

↓

Theory of effectiveness

↓

Value drivers and motivation

What did you learn?

Culture and leadership…

…are two sides of the same coin - *Edgar Schein*

Join me tomorrow at **2:40 pm**

Large room
"Leadership in today's world"

Thank you!

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Questions