Culture Eats Strategy For Breakfast
Agile in the Government

Facilitated by
Bob Payne &
Beth Miller
Bob Payne

About Me

- Vice President of Enterprise Consulting
- Experience: 25 years industry, 15+ years of Agile/Lean
- Specialties: Agile, Lean, Innovation
- Practitioner, consultant, trainer, author, speaker and community organizer
- Co-Creator of Cards for Agility
About Me

Beth Miller

- Managing Agile Consultant
- Experience: 9 years industry
- Specialties: Agile, Team & Program level Coaching and training
- Practitioner, consultant, trainer, author, speaker and community organizer
- Co-Creator of Cards for Agility
This is a working session … We get it if it not for you

• Use the Law of Two Feet if you do not want to participate in this type of session or, if you find us boring just yell “Please Stop I’m Bored” and leave. Or just leave, your choice.

Agenda

• Opening Discussion (15 minutes)
  ▪ Why Culture Matters
  ▪ Cultural Challenges for Agility in Government

• Workshop (55 Minutes)
  ▪ Select Cultural Challenges
  ▪ Table Breakouts
  ▪ Information Sharing

• Closing  (5 Minutes)
Opening Discussion
‘Culture eats strategy for breakfast’
- Peter Drucker
What is Culture

A culture is a way of life of a group of people - the behaviors, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication and imitation from one generation to the next.

Texas A&M University
https://www.tamu.edu/faculty/choudhury/culture.html
Why Culture Matters?

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Let’s Look at Some Cultural Indicators

Only 13% of all employees are “highly engaged,” and 26% are “actively disengaged.” - Gallup 2014

Only 54% of employees recommend their company as a place to work. - Glassdoor

80% believe their employees are overwhelmed with information and activity at work. Deloitte Human Capital Trends 2014

In hi-tech, two-thirds of all workers believe they could find a better job in less than 60 days if they only took the time to look. - Dice, Tech Salary Survey

More than 70% of Millennials expect their employers to focus on societal or mission-driven problems. - Deloitte, The Millennial Survey 2014
A Catalog Cultural Challenges

- Transparency vs. Spin - Information is generally used as power rather than an enabling tool in many departments
- Contracting Officers - Culture of defined scope and measuring output not outcome
- Earned Value - The use of this tool has reinforced a culture of Artifacts rather than Outcomes
- Federal vs. Contractor - Hierarchical culture that often creates command and control behavior rather than peer collaboration
A Catalog Cultural Challenges

• SES vs. military culture - reinforce the command and control culture
• Contractor vs. Contractor - contracts can drive very rigid scope on a contractor basis which stifles collaboration
• Big System Culture vs. Open Source Culture - engineering practices tend to favor central versus distributed control and decision making
What other ones?

You do not have to use one of ours
### Select a Cultural Challenge for your table
Discuss the how this cultural challenge has affected Agile adoption and what the ideal Culture would look like (10 Minutes)
**Share** (10 Minutes)

### Future State and Path
Discuss Next Target State and list Concrete Strategies to get there (20 minutes) **Add Measure if you have time.**
**Share Strategies** (15 minutes)

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1\textsuperscript{st} Step of Toyota Improvement Kata

Repeat this over and over till you are a master
Q&A Contact Us for Further Information

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Please stop by our table to learn more...