Not About Scaling Frameworks

@eikonne
Three Key Considerations

1. Determine If An Agile Culture Is Appropriate
2. Have A Real Culture Change Team
3. Recognize That Culture Changes Obliquely

@eikonne
Is An Agile Culture Appropriate For Your Organization?

@eikonne
What Is Culture?

Culture is much more than “how we do things around here”

...a pattern of shared tacit assumptions that was learned by a group as it solved its problems of external adaptation and internal integration...

Edgar Schein

@eikonne
Schein’s Three Levels of Culture

Artifacts
- Visible organizational structures and processes

Espoused Values
- Strategies, goals, philosophies

Underlying Beliefs/Tacit Assumptions
- Unconscious, taken for granted beliefs, perceptions, thoughts and feelings

@eikonne
Agile as a Culture

Artifacts

Espoused Values

Responding to change

We cannot meaningfully predict far into the future

Underlying Beliefs/ Tacit Assumptions

Short delivery cycles

@eikonne
Is An Agile Culture Appropriate?

Only if Agile enables us to solve our business challenges and achieve our business goals

@eikonne
Organizations – Many Cultures, Many Beliefs

- Product Management
- Executives
- Accounting
- Software Development
- User Experience
- Igbo
- Team Sharknado

@eikonne
How Well Do Your Subcultures Align?

@eikonne

vvoe/Shutterstock.com
Schein Cultural Assessment Model Using Dialogue

1. State the business problem
2. Review concept of culture and its levels
3. Identify and list artifacts
4. Identify your organization’s espoused values
5. Compare values with artifacts
6. Assess the shared assumptions
7. Decide next steps

@eikonne
Chesterton’s Fence
Is Agile Appropriate For Your Organization - Tips

Don’t assume that Agile is appropriate

Identify how adopting Agile culture can address your specific challenges

Identify subcultures that need to work together in an Agile manner

Perform assessments to determine the degree of change required

Don’t ignore history – Chesterton’s fence
Who Is Guiding Your Agile Adaptation?
Culture is a choice, not an inheritance

Sean Culey
Agile Culture Change Team

Agile cultural change requires dedicated Agile Change Leaders AND empowered Change Agents to be successful, organizations
Who Are The Change Leaders?

These are individuals who:

• Challenge the status quo with disconfirming information
• Define the vision and desired new behavior
• Support the change agents facilitating change in the organization
• Embed culture in the organization

@eikonne
Who Are The Change Agents?

These are individuals who:
• Guide, facilitate and catalyze change in the organization
• Are not necessarily in “formal” leadership positions
• Understand the different subcultures present
• Are passionate about guiding the organization to a new status quo

@eikonne
For Reflection....

Does your organization have a REAL change team?

@eikonne
Empowered Agile Culture Change Team – Tips

- Cultural change is intentional

- Agile change requires dedicated change leaders and empowered change agents

- Change leaders are responsible for embedding culture

- Change agents must be empowered to guide change
Culture Change Happens Obliquely
Obliquity

Why our goals are best achieved indirectly

John Kay

“Read this book.”
–Nassim Taleb, author of The Black Swan

@eikonne
Change Behavior, Change Culture

People are much more likely to act their way into a new way of thinking, than think their way into a new way of acting.

Richard Pascale

@eikonne
Law Of The Vital Few

Less Can Be More!

@eikonne
How Do We Learn New Behavior?

Kurt Lewin’s Model

Unfreezing → Change → Refreezing
Unfreezing
Change
Refreezing

Leonid Ikan/Shutterstock.com

@eikonne
What New Behaviors Are Needed?

@eikonne

Constantin Stanciu/ Shutterstock.com
Safety At Work

Work Safety
Hire For Culture

Would you rather be understaffed than hire the wrong person quickly even under delivery pressure?
Culture Changes Obliquely – Tips

- People act their way into new thinking
- Make it safe for people to learn. Provide support and tools.
- Culture only sticks if behaviors lead to success
- Hire for culture
Recap

1. Determine If An Agile Culture Is Appropriate
2. Have An Real Culture Change Team
3. Recognize That Culture Changes Obliquely

@eikonne
Change Thyself (First)

Everyone thinks of changing the world, but no one thinks of changing himself.

Tolstoy
Additional Resources

- Organizational Culture and Leadership (Edgar Schein)
- Obliquity (John Kay)
- The Heart of Change (John Kotter)
Q&A

@eikonne
Thanks For Your Time...

Let’s connect!!

• @eikonne
• eikonne.wordpress.com