Form standing triads and answer the following question:

How would you describe your organization’s culture?
Lowering the Water Line of Your Culture Iceberg with MVV
Culture eats strategy for breakfast.

- Peter Drucker
Culture

Culture is the habits, traditions, and behaviors of people and groups in an organization.
MORE THAN MEETS THE EYE…

Strategy and tactics

LOWERING THE WATER LINE

Habits, traditions, behaviors
WHAT HAVE YOUR ICEBERGS LOOKED LIKE?

- Managers are not excited about self-organization
- Dev team is uber agile, but org expectations don’t line up
- Dev team is uninspired because they don’t feel connected to the customers
- Departments arguing over dev time due to competing projects/priorities, resulting in unempowered product owners.
Mission.
Vision.
Values.
FOUNDATION OF CULTURE

- Mission, Vision, Values can be a vehicle for creating or revealing the foundational culture
- The process reveals who the organization wants to be, and who they don’t
- The downstream of MVV potentially leads to organizational alignment & individual autonomy, mastery, purpose
WHY MISSION, VISION, VALUES?

- The process creates clarity and alignment
- Communicates purpose, direction, and expected behaviors
- Keeps us on the right path, despite distractions
- Unifies our identity & common language
- Are not the brand, but they do inform the brand
BUT HOW...?
MISSION (PURPOSE)

Who are we?

What do we do?

For whom?
VISION (DIRECTION)

How are we going to change the world?
VALUES (BEHAVIORS)

What behaviors are important to our mission/vision?
It’s Your Turn!
THE PROCESS

5 month process!
- Companywide survey
- Guided discussions
- Time in between to contemplate
- More feedback on drafts
- More discussion
- Several drafts
- Magic!
ROLLOUT!

• Generate excitement
• Explain the process and how they contributed
• Demonstrate buy-in (and understanding) from leaders
• Connect to everyone – how does it affect them?
• Share next steps
Mission, Vision, Values →
Goals →
Strategy →
Product/Service Goals →
Team Roles and Goals
SHIFTING THE CULTURE

Alignment enables autonomy
-Henrik Kniberg

Swing!

Short lived
Short leash
MVV AS AN ENABLER OF SELF ORGANIZATION
About Those Icebergs…

• Managers are not excited about self-organization
• Dev team is uber agile, but org expectations don’t line up
• Dev team is uninspired because they don’t feel connected to the customers
• Departments arguing over dev time due to competing projects/priorities, resulting in unempowered product owners.
• Org is excited about agility until a crisis hits
LEANING INTO THE CULTURE WHEN THE TIDE ROLLS
But How Can I ....
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