PURPOSE & OBJECTIVES

WHY A PROJECT MANAGER SHOULD CARE ABOUT CULTURE

• Just like every other kind of leader, project managers are expected to lead all aspects of their project: its processes and its culture.

• Project management processes and product development processes are generally well understood—they are broadly taught, extensively documented, and well established.

• Meanwhile, the art and science of methodically developing and caring for an organization’s culture, is not.
PURPOSE & OBJECTIVES
WHY A PROJECT MANAGER SHOULD CARE ABOUT CULTURE

Complicating a project manager’s life is that they have at least three constituencies about which to worry and to which they need to tend, each with their own culture:

- **Project Team:** The key to the success of your project team achieving its goals, in a way that doesn’t suck for the team members, is the culture that develops on the team.

- **Clients:** The key to the success of your project’s implementation, in a way that doesn’t suck for the clients on whom it is being imposed, is your understanding of the client’s culture.

- **Stakeholders:** The key to the opinion that the project’s stakeholders form of your leadership and your team’s performance is a function of, not only your success with the two groups above, but also your understanding of the cultural influences acting on those stakeholders.
PURPOSE & OBJECTIVES
WHY A PROJECT MANAGER SHOULD CARE ABOUT CULTURE

Even if you accomplish the quantitative measures of success for your project (function, budget, schedule), but you do so in a way that leaves organizational casualties and cultural rubble:

• Your accomplishment will be viewed, at best, as a success not worth repeating.

• Your team members will not view you as someone worth following in the future.

• Your clients and stakeholders will not view you as a person they want leading projects for them in the future.
PURPOSE & OBJECTIVES

WHY A PROJECT MANAGER SHOULD CARE ABOUT CULTURE

Understanding and effectively addressing the difference between what is technically possible and what is culturally doable, is what will make or break:

- Your project.

- Your career.
PURPOSE & OBJECTIVES

Our Agenda

A fast and furious overview of the art and science of leading cultural change:

- Some perspective, definitions, myth busting and other level setting.
- The interdependence of process and culture.
- The case for culture being THE key to any team’s agility, performance and competitive advantage.
- A pragmatic definition of “culture.”
- The anatomy of a culture, along with pragmatic lessons for affecting cultural change.
- Some tools useful in diagnosing cultural health and prescribing treatment.
INTRODUCTION & LEVEL SETTING

SOME PERSPECTIVE

• The problem of building a stable organization from fallible individuals is as old as the stone age.

• The first traces of formal organization appeared ~35,000 years ago during the Upper Paleolithic.

• The dominant organization for the majority of our collective history has been the military; a hierarchical “command and control” structure designed to achieve successful operations during a state of crisis.

• The interdependence needed in all organizations to be successful in today’s world is new for our genus.
INTRODUCTION & LEVEL SETTING

Myth Busting

• It is said that humans are built to resist change.

• NOT TRUE. Humans are built to resist anxiety.

• Unfortunately, most change is implemented in a way that creates needless anxiety.

• The fact is, humans can put up with a lot more change than we give them credit for.
INTRODUCTION & LEVEL SETTING

Myth Busting

• What humans have little tolerance for, what creates needless anxiety, is confusion.

• There is a difference between a journey feeling arduous, and feeling lost.

• The leader’s job is to lead in a way that minimizes anxiety.

• Anxiety is a cultural phenomenon.
INTRODUCTION & LEVEL SETTING

Definitions

Organization: Any team of any kind, of any size, of any ownership structure, performing any role, at any station in any hierarchy.

Agile: a product, service, process, individual, or organization is considered “agile” if it possesses these two qualities:

• It is highly reliable, meaning:
  • It never breaks (an object has broken if it requires manual intervention to return to normal operation), or
  • In the off-chance it does break, it is easy to diagnose and quick to repair.

• It is highly adaptive to change in ways that do not jeopardize reliability.
PROCESS & CULTURE INTERDEPENDENCE

THE PASMORE MODEL

Your organization (your team, your department, your function, your division, your business unit, your company, your charity, your church, your union, your club, your whatever)
PROCESS & CULTURE INTERDEPENDENCE
THE PASMORE MODEL

Your Technical System
How you technically do your work
Your Processes

Your Social System
How you socially govern the conduct of your work
Your Culture

Inputs

Value Step 1

Value Step 2

Value Step n

Outputs
When you make a change to one system in your organization, you must necessarily make a commensurate change in the other system; else, your organization will reject the change just like the body will reject a transplanted organ.
Organizational Agility = Process Agility x Cultural Agility

**Process Agility** represents the suite of processes by which the organization *technically conducts* its work, and the *efficiency* with which it conducts them.

**Cultural Agility** represents the suite of formal and informal methods by which the organization *socially governs* the conduct of its work, and the *effectiveness* with which it governs them.

The multiplication sign reminds us:

- Process Agility and Cultural Agility are interdependent.
- Anything times zero is zero.
ORGANIZATIONAL AGILITY
CULTURE IS THE KEY

• Process (re)engineering is a discipline that is extensively researched, broadly documented and taught, and generally well understood.
• Meanwhile, “culture” is often viewed as that touchy-feely fluff that is best left to HR or OD.
• Leaders are responsible for their whole organization.
ORGANIZATIONAL AGILITY
CULTURE IS THE KEY

• Work in harmony with the culture and what is possible becomes doable.
• Work in opposition with the culture and what is possible becomes doomed.
• Culture always wins.
• In fact, culture is an organization’s “secret sauce”:
  • Culture is the key to enduring organizational agility.
  • Culture is the key to enduring organizational performance.
  • Culture is the key to enduring competitive advantage.
ORGANIZATIONAL AGILITY
Culture is THE Key

Adam - 1850’s  
Property

1850’s - 1950’s  
Capital

1950’s - 1980’s  
Technology

1980’s - Today  
Culture
ORGANIZATIONAL AGILITY
CULTURE IS THE KEY

Going Up:
- Growth & Conquest
- Common purpose
- Social unity
- Cultural energy mobilized
- The spirit is strong

Going Down:
- Decline & Decay
- Disintegration
- Families break down
- Loss of faith in social institutions
- The spirit is weak

The Culture Curve

strength/size

time
Culture loses its creativity, passion, ambition, drive, sense of adventure—arousal to challenge fades in favor of achieving comfort and conditions of ease.
ORGANIZATIONAL AGILITY

Culture is THE Key

Culture Curve:
• The power to produce wealth.
• The goose in Aesop’s fable.
• “PC” (Production Capability) in Covey’s P/PC definition of “effectiveness.”
• The culture curve leads.

Asset Curve:
• The accumulation of wealth.
• The golden eggs in Aesop’s fable.
• “P” (Production) in Covey’s P/PC definition of “effectiveness.”
• The asset curve lags.
ORGANIZATIONAL AGILITY
CULTURE IS THE KEY

• An organization’s culture is the difference between them becoming their customers’ vendor of preference (i.e., a partner); or a vendor of force, or an ex-vendor.

• An organization’s ability to obscure their internal disputes and dysfunction from their customers and vendors is disappearing—with social media it is approaching zero.

• Have you ever been to another couple’s home and while they were cordial with you, it was clear they were having a dispute?
  • You weren’t too unhappy to leave.
  • Same for your customers and vendors.
ORGANIZATIONAL AGILITY

CULTURE IS THE KEY

• Your culture is the key to successfully (re)engineering a process, or implementing a software package, or innovating, or launching a product, or rising to a challenge, or responding to a market surprise, or dealing with a crisis, or...
• Your culture is the key to your organization’s agility—it’s capacity and capability to sense and respond; to adapt, improvise and overcome.
• Your culture is the key to your organization’s competitive advantage.
• Your culture is the key to your organization’s relevance.
Arnold Toynbee, 20th century British historian, and author of *A Study of History*, a synthesis of world history based on universal rhythms of rise and decline, made this observation:

“Civilizations die from suicide, not murder.”
DEFINING “CULTURE”
WHAT IS IT?

“Culture is the sum of an organization’s habits.”

Lawrence M. Miller
DEFINING “CULTURE”

What is it?

There are 3 types of behavior:

• Emotional.
• Intentional.
• Habitual.

There is competitive advantage in habitual behavior because:

• It is highly reliable.
• It requires little management.

Your goal: create the habitual behaviors in your organization that leads to the performance that you seek.
DEFINING “CULTURE”

HABITUAL BEHAVIOR

This begs two questions:

1. What is habit?
2. How do you change the habitual behaviors of an organization?
DEFINING “CULTURE”

HABITUAL BEHAVIOR

Knowledge:
Knowing WHAT to do

Attitude:
Knowing WHY to do it

Skill:
Knowing HOW to do it

HABIT
DEFINING “CULTURE”

HABITUAL BEHAVIOR

You can’t exercise the heart directly.

The heart is exercised indirectly by exercising the large muscles.

Changing an organization’s habitual behavior is like exercising the heart. You can’t affect it directly, you affect it indirectly.
AN ANATOMY OF CULTURE
THE 10S MODEL

The 10S Model represents the “large muscles” for affecting the organization’s habitual behaviors:

- It depicts the organization as a holistic ecosystem with permeable borders.
- It is a people model, not a business model.
- It applies to organizations of any kind, any size, any structure, any purpose, and at any station in some hierarchy.
**AN ANATOMY OF CULTURE**

**THE 10S MODEL**

**IMPORTANT:**
Cultures don’t really exist in discreet parts like this; they are holistic ecosystems.

We use models like this only because they make it easier for us to understand and talk about this stuff.
AN ANATOMY OF CULTURE
THE 10S MODEL: SHARED VISION & VALUES

Shared Vision & Values are a public declaration of what you want to be, and how you want to be:

- Not just your vision, mission, and values; but a growing body of work that interpret and clarify.
- A hallmark of Shared Vision & Values is that they are essentially changeless.
AN ANATOMY OF CULTURE
THE 10S MODEL: SHARED VISION & VALUES

Enabling agility through Shared Vision & Values—Lessons from Real Life:

- Have only 1, not 2.
- Start with, “Why?”
- Make values absolute.
- Indicate the priority of values.
- Embrace a distinctive value proposition.
- Shared Vision & Values should be essentially changeless.
- Shared Vision & Values should be specific enough that a reasonable person could nobly disagree with all or part.
- Don’t formalize your Shared Vision & Values too soon.
Symbols are the physical manifestation of the organization’s operational Shared Vision & Values; they also provide:

- Cultural insights.
- Levers for change.
AN ANATOMY OF CULTURE
THE 10S MODEL: STREAMS

Streams are those forces that are out of your control, but that affect your organization:

- Streams can affect your organization at any “S-point.”
- A hallmark of Streams is that they are constantly changing.
- Streams are those things that test your organization’s agility.
AN ANATOMY OF CULTURE
THE 10S MODEL: STRATEGY

• Strategies are how you deal with the constantly changing streams in a way that is congruent with your essentially changeless Shared Vision & Values.
• The combination of Shared Vision & Values, Strategies and Streams is sometimes referred to as the “Strategic Path.”
AN ANATOMY OF CULTURE
THE 10S MODEL: STRATEGY

Enabling agility through Strategy—Lessons from Real Life:

Strategic Planning of Yesteryear

Strategic Planning for Today
AN ANATOMY OF CULTURE
THE 10S MODEL: STRUCTURE

By “Structure” we mean more than just organizational structure; we also mean things like roles, span of control, etc.
Enabling agility through Structure—Lessons from Real Life:

- Teams are the basic building blocks.
- Organize teams around processes that are as whole as possible.
- Don’t give people a role; give them a purpose.
- Simplify job descriptions and titles.
- Increase span of control and reduce vertical hierarchy.
AN ANATOMY OF CULTURE
THE 10S MODEL: SYSTEMS

By “Systems” we don't mean technology; we mean the ways and means by which your organization communicates, makes decisions, manages performance, and so on.

WARNING: There is a touch of recursiveness to “Systems” in the 10S Model, because the 10S model is a system itself.
AN ANATOMY OF CULTURE

THE 10S MODEL: SYSTEMS

Enabling agility through Systems—Lessons from Real Life:

- Define and align desired behaviors, metrics, and rewards—in this order:
  1. Desired behaviors: what will there be more of and less of?
  2. Metrics: everything can be measured, but remember that all data is subjective.
  3. Rewards: base all rewards on performance; eliminate those based on rank or seniority.
  4. Address system disconnects: you say you want “A”, but you reward “B”.
- Simplify your performance management system.
- Use visual scoreboards.
- Design contests to promote competition against a goal, and collaboration among people.
Style refers to management style, of which there are two that bookend the continuum:

- Command & Control.
- Commitment & Release.
AN ANATOMY OF CULTURE
THE 10S MODEL: STYLE

Enabling agility through Style—Lessons from Real Life

• A portfolio of styles, spanning the continuum, is needed:
  • Command & Control promotes conformity.
  • Commitment & Release promotes creativity.

• Cultivate safety to risk.

• Cultivate “Level 5” initiative.

• Employ “stewardship delegation”.

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AN ANATOMY OF CULTURE
THE 10S MODEL: SKILLS

There are two categories of skills:
• Generalist.
• Specialist.
AN ANATOMY OF CULTURE

THE 10S MODEL: SKILLS

Enabling agility through Skills—Lessons from Real Life

• Beware the specialist syndrome: *When what you are doing and how you are doing it becomes more important than the reason you are doing it and who you are doing it for.*

• Make education and development sacred:
  
  • Every individual is responsible for their own education and development—their own futures and the lifelong learning it will require.
  
  • Every organization is responsible for supporting their people in their education and development, be it with time, and/or money, and/or opportunities/assignments.

• Core generalist skills:
  
  • Group process: *The art and science of getting things accomplished with and through others.*
  
  • Project management: *It’s the difference between a desired result being a wish or a goal.*
AN ANATOMY OF CULTURE
THE 10S MODEL: STAFF

The humans in your organization:

• Employees: those members of your talent pool that you choose to “own.”

• Contractors & Consultants: those members of your talent pool that you choose to “rent or lease.”
AN ANATOMY OF CULTURE

THE 10S MODEL: STAFF

Enabling agility through Staff—Lessons from Real Life

• Cultivate authentic communications.

• Cultivate true diversity.

• Value track record and “heart” over credentials and degrees.
AN ANATOMY OF CULTURE

THE 10S MODEL: SELF

Self refers to you, as a member of the organization’s staff.
AN ANATOMY OF CULTURE

THE 10S MODEL: SELF

Enabling agility through Self—Lessons from Real Life:

• Put character before personality.

• Develop your internal power to choose your response to any stimuli, rather than defaulting to how your genes, your parents, and/or your environment may have been pre-programmed.

• On the maturity continuum of dependence —> independence —> interdependence, strive to be responsibly independent and effectively interdependent.

• Practice a deliberate exercise regimen to develop your health and advance your fitness on each of your four dimensions:
  • Physical (your body).
  • Intellectual (your brain).
  • Emotional/Social (your heart).
  • Spiritual (your conscience/soul).
AN ANATOMY OF CULTURE
THE 10S MODEL

- Shared Vision and Values
- Strategy
- Systems
- Symbols
- Style
- Skills
- Staff
- Self
- Structure
- Streams
DIAGNOSTIC & PRESCRIPTIVE TOOLS
THE 10S MODEL

Diagnostic & Prescriptive Properties:
- Holistic ecosystem.
- Alignment.
- Developmental.
- Hierarchy.

I. Personal Development
II. Inter-Personal Development
III. Managerial Development
IV. Organizational Development

Streams
Strategy
Systems
Symbols
Shared Vision and Values
Staff
Skills
Style
Self
Structure

Ground Zero
Solution Effectiveness

\[ E = Q \times A \]

Effectiveness = Quality x Acceptance

“Quality” refers to the technical elegance of the solution.

“Acceptance” means just that; will people play to it?

The multiplication sign reminds us that anything times zero is zero.
DIAGNOSTIC & PRESCRIPTIVE TOOLS
KURT LEWIN FORCE FIELD MODEL

Desired State

Restraining Forces

Driving Forces

Current State
DIAGNOSTIC & PRESCRIPTIVE TOOLS
KURT LEWIN FORCE FIELD MODEL

Original State

Current State

Desired State
**DIAGNOSTIC & PRESCRIPTIVE TOOLS**

**KURT LEWIN FORCE FIELD MODEL**

- **Desired State**
- **Original State**
- **Current State**
Based on her 30-years of research, Teresa Amabile, Professor & Head of Entrepreneurial Management Unit, Harvard Business School, drew these conclusions about driving and restraining forces:

- Money and rewards do not necessarily motivate, nor inspire creativity or receptiveness toward change. Money and rewards are more often de-motivators by their absence, rather than motivators by their presence.

- Tight deadlines and pressure to produce do not foster innovation, nor soften resistance to change.

- Competition does not induce creativity, nor lessen aversion to risk.

- Neither sadness nor fear fuel breakthroughs.
DIAGNOSTIC & PRESCRIPTIVE TOOLS
KURT LEWIN FORCE FIELD MODEL

In order for creativity, innovation, breakthrough thinking, receptiveness to change, aversion to risk, and so on, to blossom, workers need to feel:

• Deeply engaged in their projects.

• Skilled enough to accomplish them.

• Free from negative, dysfunctional influences: unnecessary distractions; politics; resource roadblocks; unwarranted criticism; direction from uninvolved or distant people of higher rank.
CULTURE:
THE KEY TO ORGANIZATIONAL AGILITY
**WHY agilityIRL EXISTS**

We are on a crusade to restore performance, joy, and inspiration in today’s political, time-starved, resource-poor, and often neurotic organizations—one team at a time.

We are dedicated to purging the workplace of money-mangling, time-trashing, resource-robbing, dignity-demeaning, emotion-exhausting, pride-punishing, value-vexing nonsense, and restoring conditions needed to connect, create, surprise and succeed.

Our credibility to teach, coach, and consult others about these things, comes from the fact that we have spent our careers actually doing these things in real life.
WHO WE SERVE

We exist to guide and aid those motivated leaders of organizations of any kind, any size, any age, and any station in any hierarchy who:

• Think that work life in their organization doesn’t have to suck.
• Are tired of their organization being on a treadmill, or in a rut.
• Fear their organization’s descent into irrelevance.
• Are fundamentally unhappy with their organization’s status quo; and know that work life can be better.
• Want to make their organization a more meaningful place for all with a stake in its success —its customers, employees, owners, suppliers and the communities to which it belongs.
• Want to keep their organization aroused to challenge and make the future a way of life.
Reality-based, agile-driven lessons for creating and running the kind of work environment needed to change the world—one team at a time.

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