



A·R·C

# Welcome!

*We're glad you're here!*



- Find a seat ...



- Begin the self-assessment you will find at the tables

***Learn as much about agile as you want and then try to apply it ...***

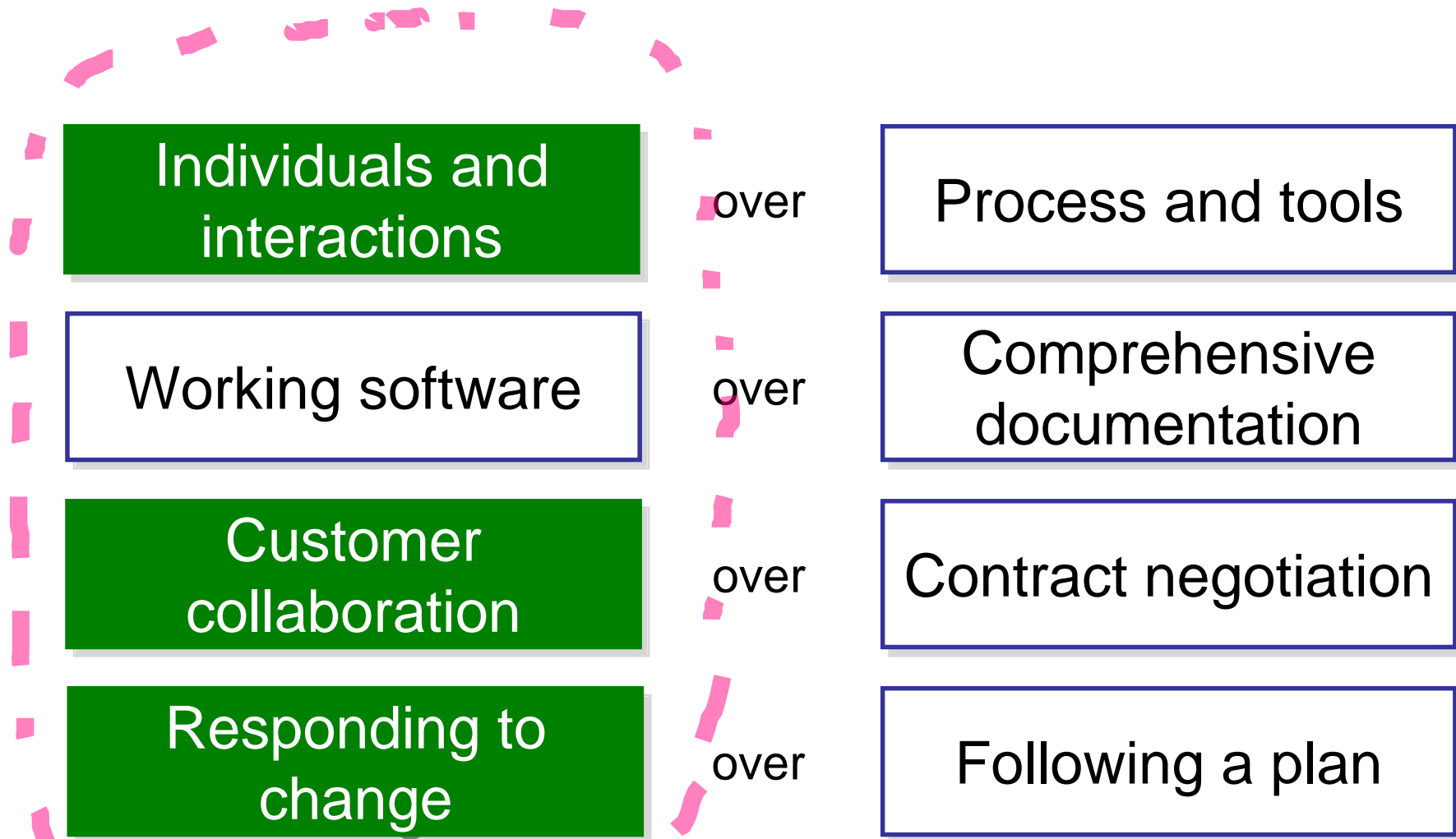
***yet – but – however***

**if you **DON'T** change the culture ...**

**you will likely **FAIL** to get desired performance**



# Manifesto as evidence!



MAJOR, "UNNATURAL" CHANGE!

537,226

7,112

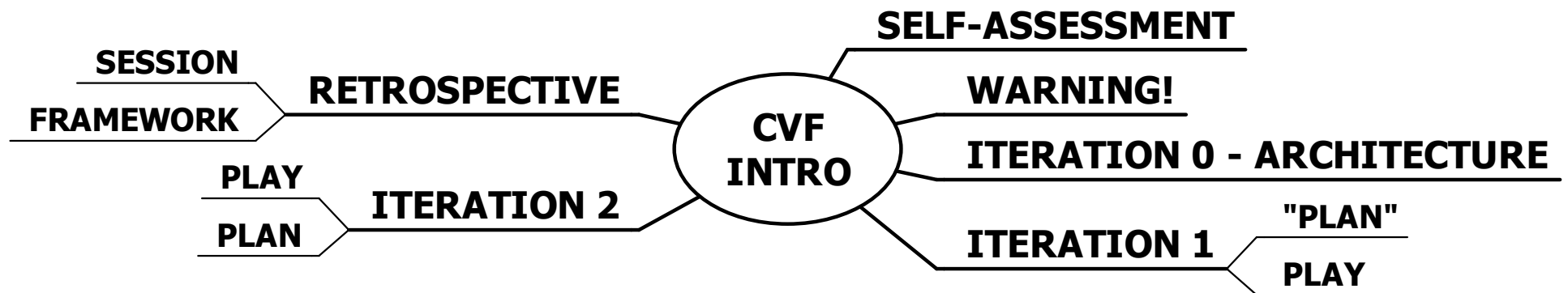
220

709,854

18,541

333

*Your objective: get enough introductory information about the Competing Values Framework so you can decide if the framework is worth investing in further for your needs*



*3 levels of information you ...*

**Session = minimum info + try**

**Conference CD = info outline**  
(different slides ...)

**Books = details (discount!)**

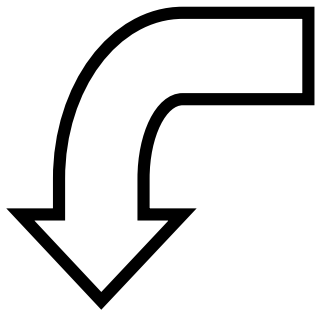
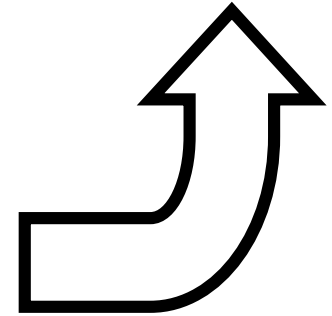


# *What is Culture?*

- Behaviors
- Attitudes
- Ways of Working
- Underlying Assumptions
- Values
- Expectations
- Memories
- Written AND Unwritten/Unspoken Guidelines
- 'How Things Are Around Here'

Google™

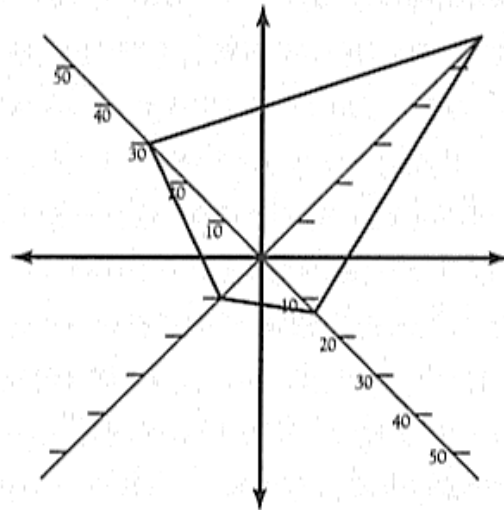
*Should they have  
the same culture?*



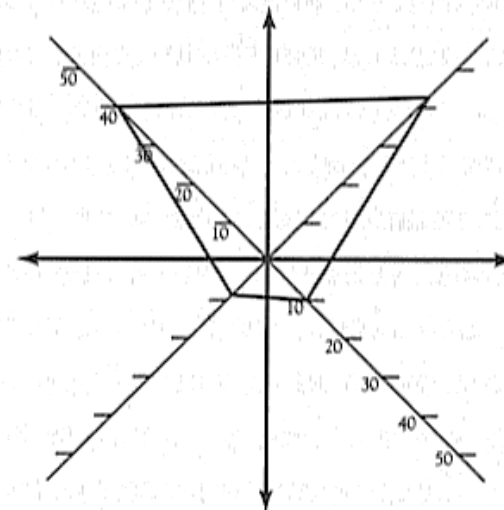
Internal Revenue Service  
United States Department of the Treasury

# *Culture is dynamic – Apple's past transitions*

garage



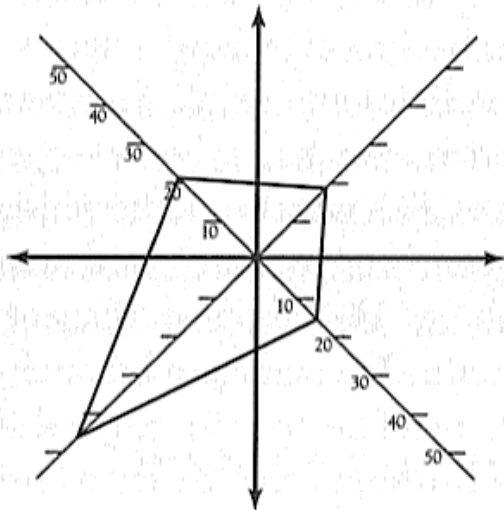
Profile 1



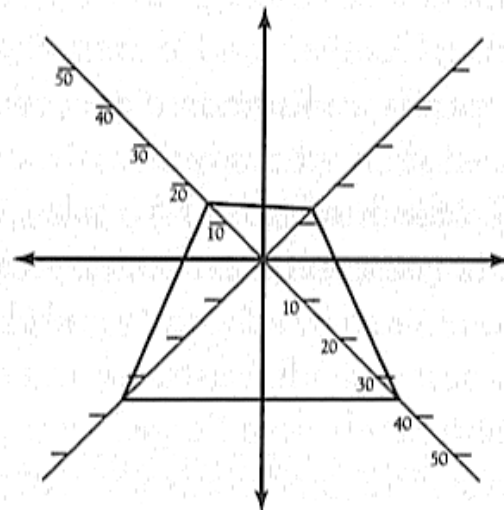
Profile 2

to growing family

to "big company"



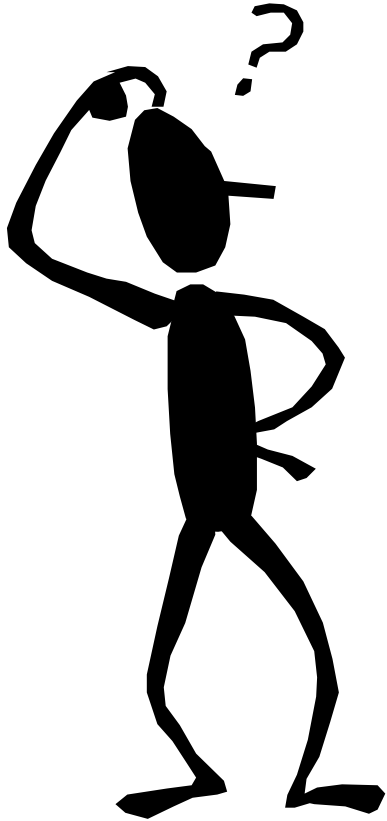
Profile 3



Profile 4

to "Scullyized"

## *Key culture framework questions*

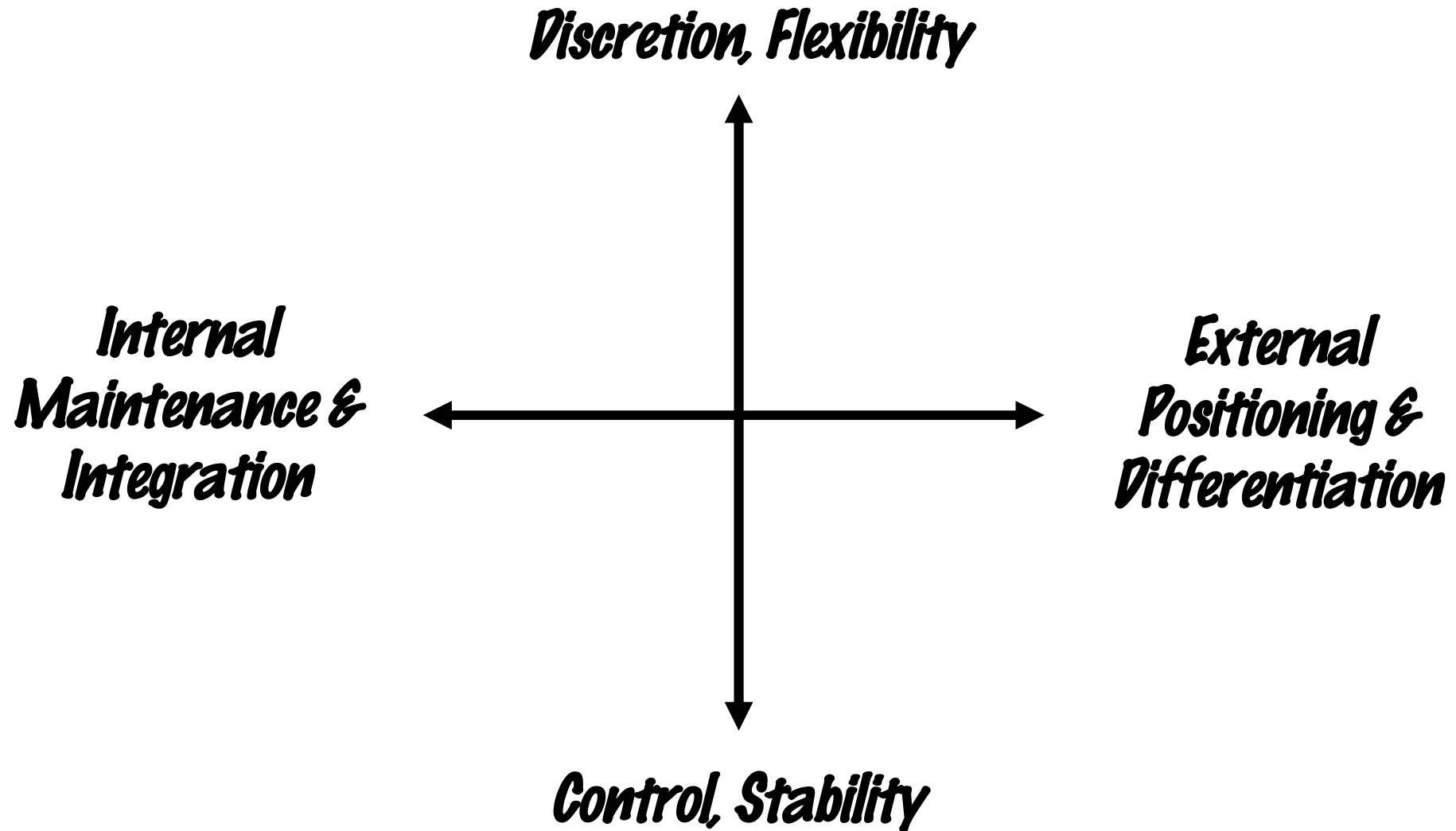


- What is our environment and how does it affect how we create value?
- How must we act to create value?
- How quickly must we act to create value?
- How much change must we initiate to create value?

## *Competing Values Framework (CVF)*

- **A “lens”; a way of looking at an organization**
  - Not the only lens nor necessarily the “best”
- **Based on studies of 1000+ organizations & input from 40,000+ managers**
- **Helps clarify what are predominant organizational values, behaviors, norms**
- **Provides structure to discuss culture**
- **No ideal prescription or “answer” fitting all**

# *CVF core dimensions ... competing!*



# *CVF organizational forms & dominant activities*

*(nouns & verbs)*

*Discretion, Flexibility*

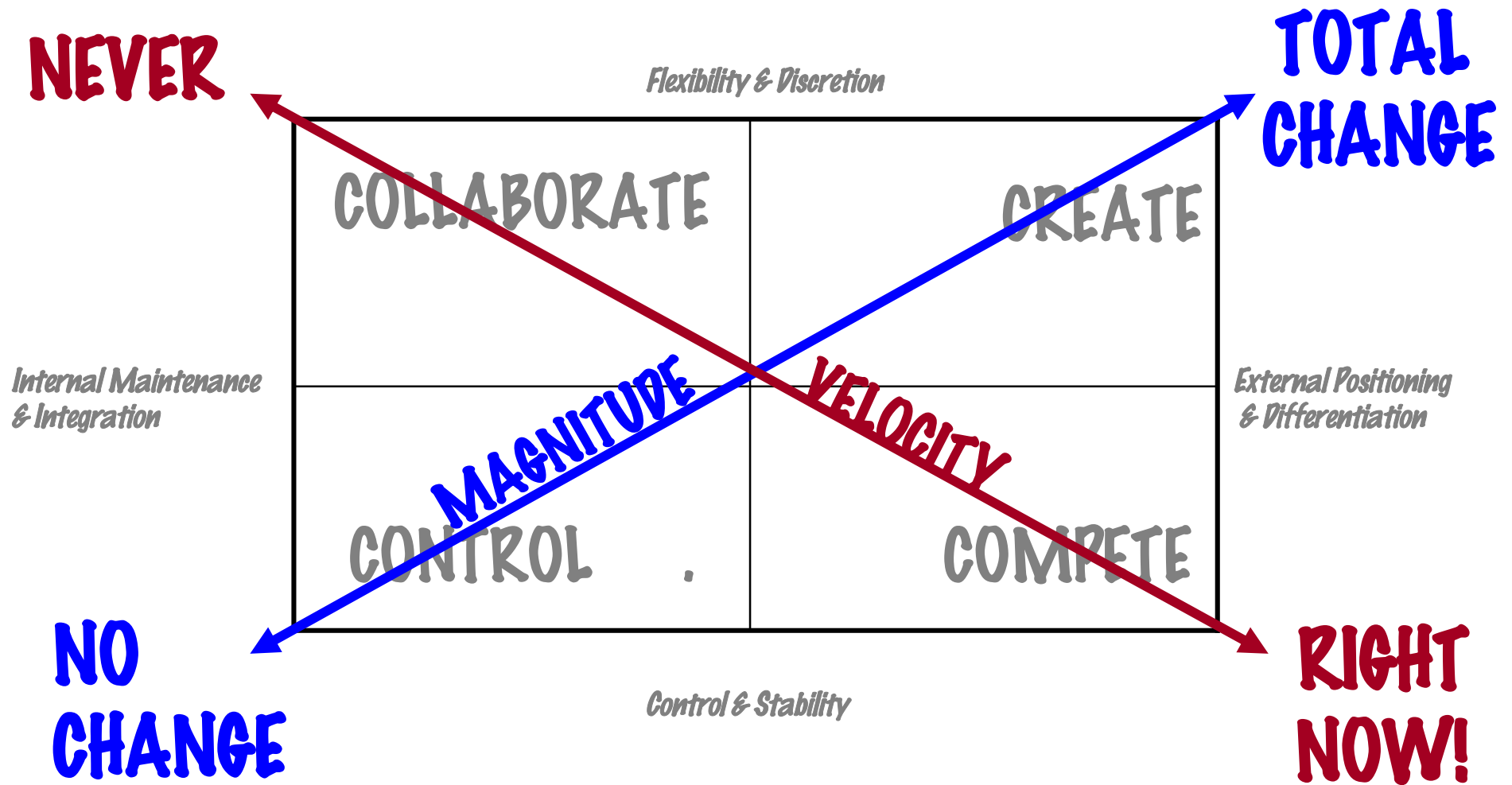
<b>Clan</b> <b>COLLABORATE</b>	<b>Adhocracy</b> <b>CREATE</b>
<b>CONTROL</b> <b>Hierarchy</b>	<b>COMPETE</b> <b>Market</b>

*Internal  
Maintenance &  
Integration*

*External  
Positioning &  
Differentiation*

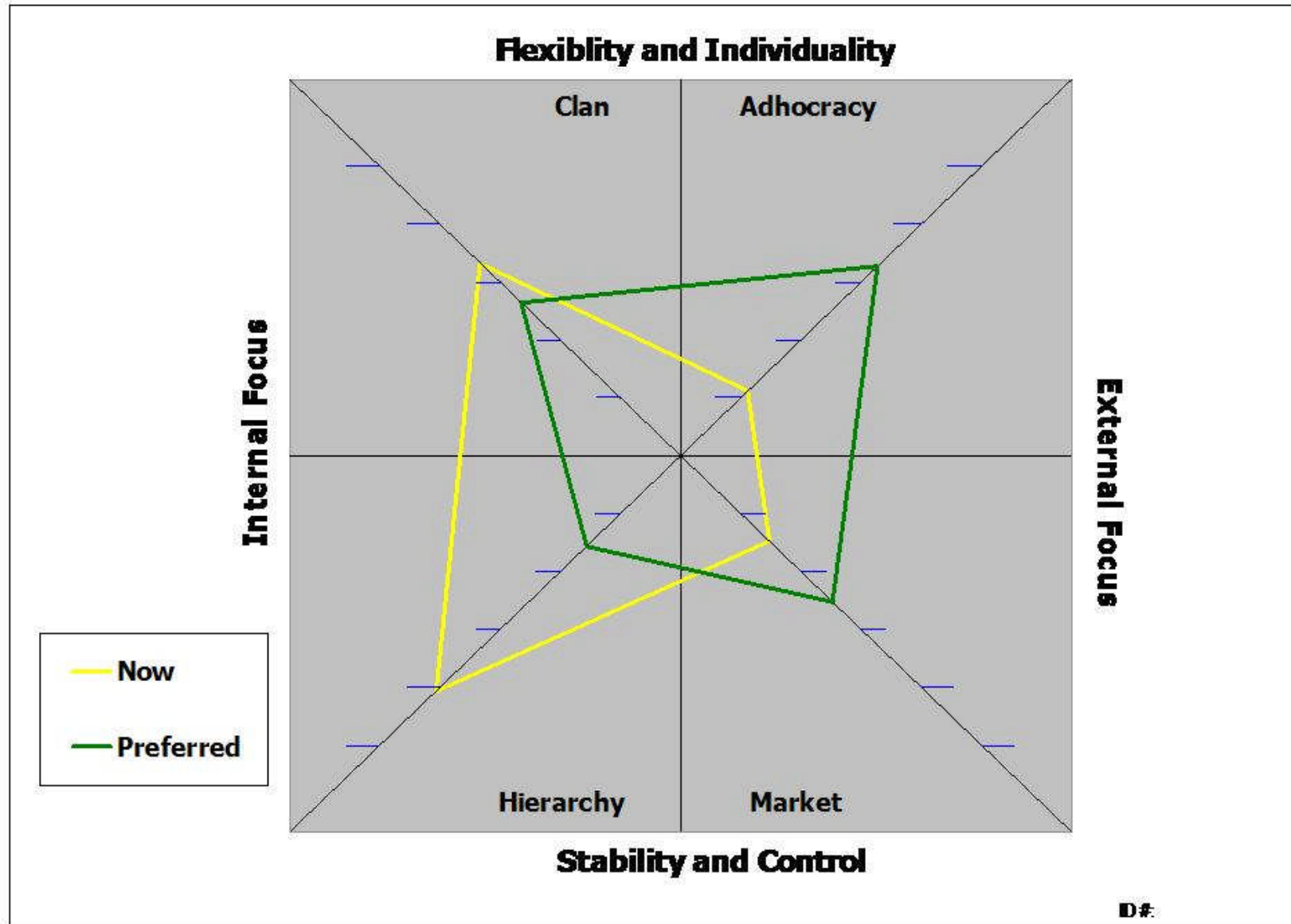
*Control, Stability*

# CVF – secondary dimensions (adjectives/adverbs of change)





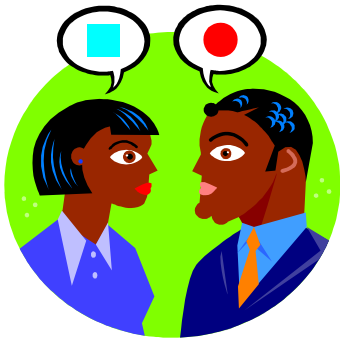
# An example map ...



## *CVF iteration 1 – plan/set up*

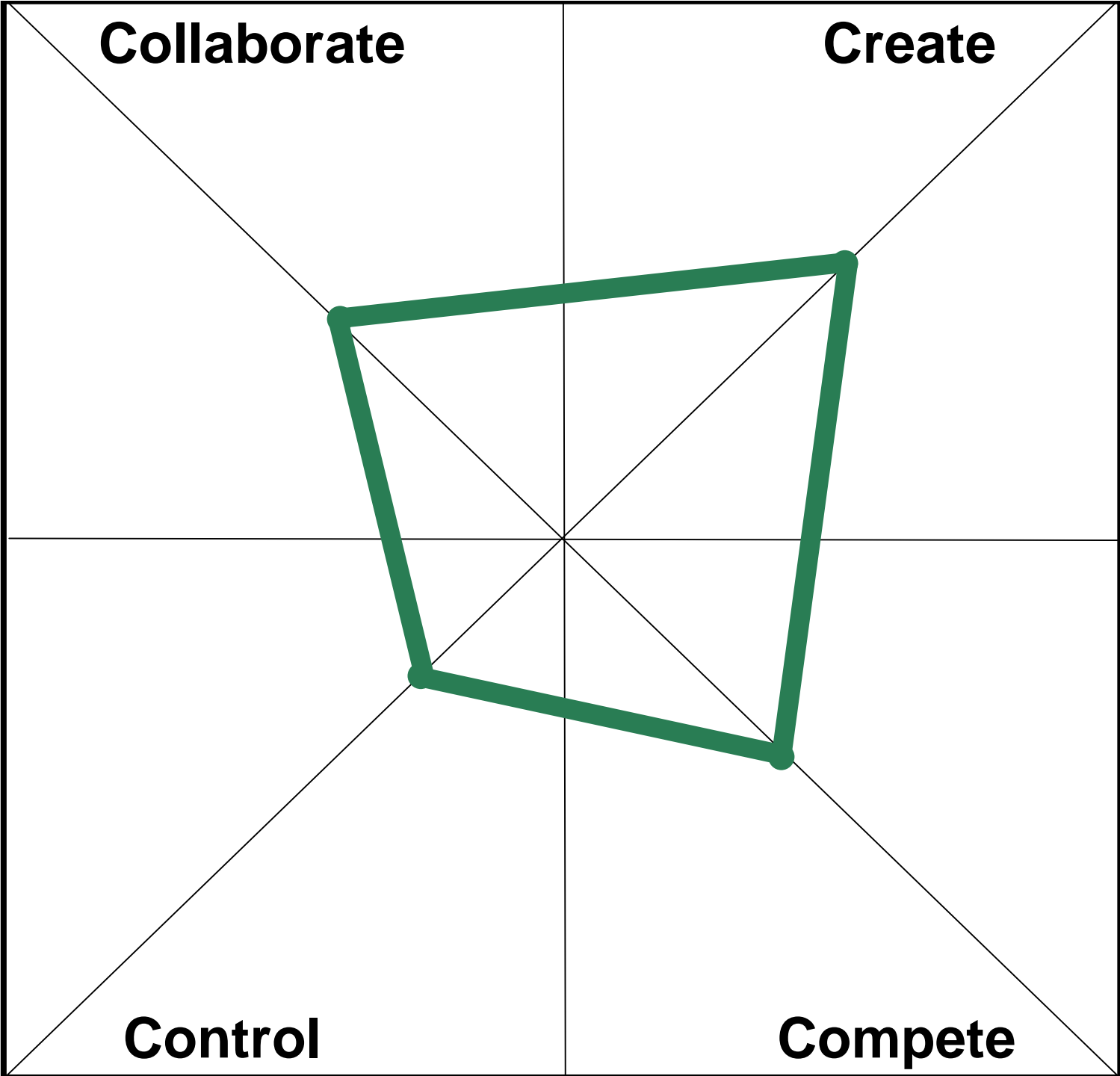


- Move to designated quadrant areas



- Prepare to be an “advocate”/act for your assigned script (quadrant)
  - “Extreme” (100% your quadrant only) in the first take
  - “Target” in the second take

*(“target” = the weighting indicated by the provided target culture and taking into account the other quadrant views)*

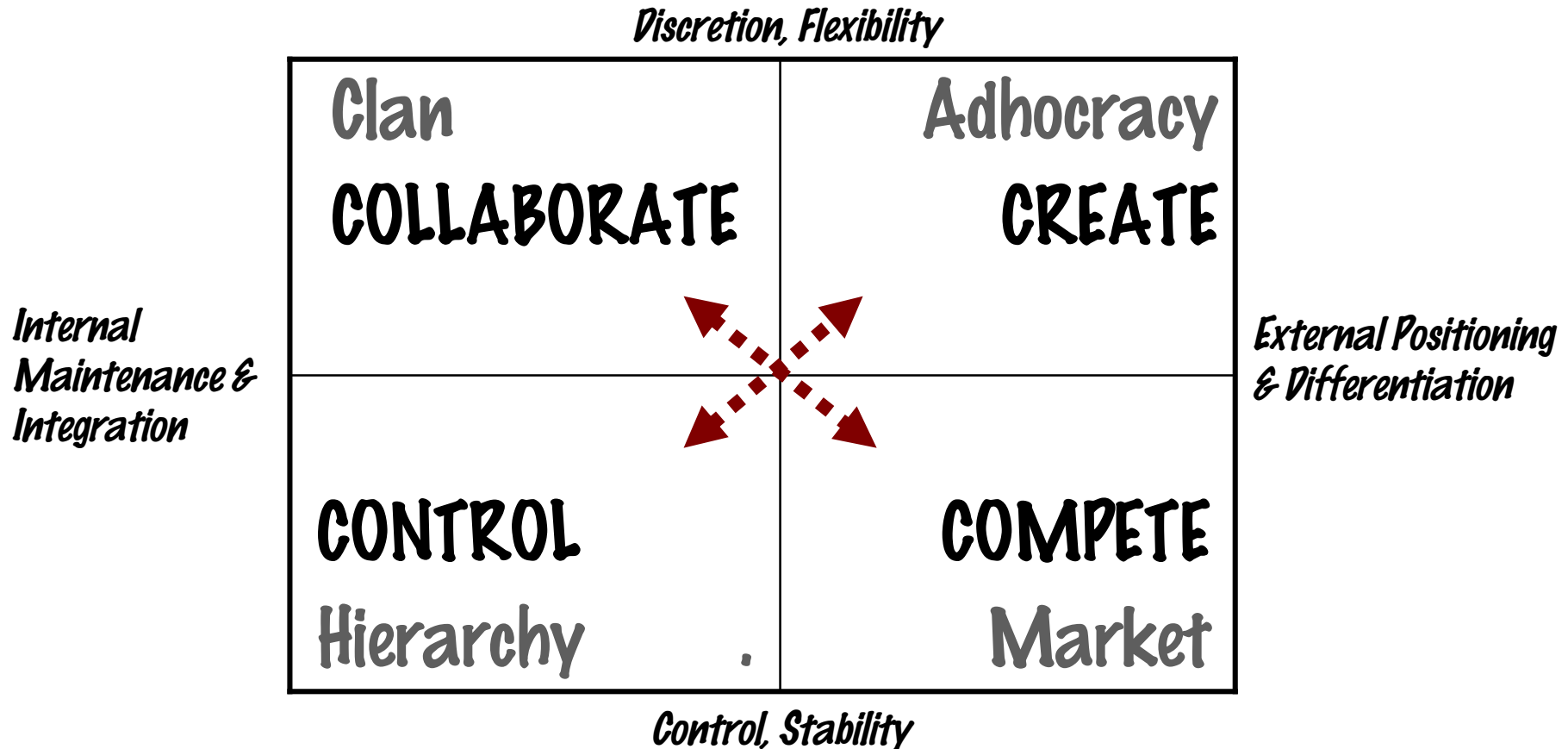


Target map  
for exercise



- Script: identify what the provided topic “looks like”
- Time target:  $\leq 20$  minutes
  - ~5 minutes: extreme view
  - ~ 5 minutes: share/review
  - ~ 5 minutes: target view
  - ~ 5 minutes: share/review

# CVF paradox



**Paradox of “competing”:** Diagonals are contradictory, yet any culture will have degrees/weights of all quadrants

## *CVF iteration 2 – plan/set up*

**Same general process as before ...  
with a different (provided) subject**

**Make any group adjustments as  
desired to improve results**



- Script: identify what the provided topic “looks like”
- Time target:  $\leq 20$  minutes
  - ~5 minutes: extreme view
  - ~5 minutes: share/review
  - ~5 minutes: target view
  - ~5 minutes: share/review

## *Retrospective*

### ✓ **Competing Values Framework**

– Framework comments?

– Extreme/target tool?

### ✓ **Session**

– Feedback?





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**Thank you!!!**



Please fill out the Agile 2008 ☺ sheets!

**Go out and  
change the culture  
to change the world!**

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