Organizational Culture in Software Delivery

“Culture eats Strategy for Breakfast” – Peter Drucker

Presented by Andrew Kennedy
Quick Bio for me

• Husband to Toni Hill-Kennedy
• Father to Marcus, Edward, and Joma
• Friend to my Friends and Family to my Family
• Software Developer, Manager, and SDLC coach for the past 30 years
• Member of my Community
• Lover of Wisdom
Presentation Flow

- Define Culture for the purpose of this presentation
- Introduce the Schneider cultural model
- Deep dive the 4 organizational types
- Tie the 4 types back to Software Companies
- Quickly build something with the group using the dominant type
Culture is defined by –
How we do things around here to succeed!
## Schneider Cultural Model

<table>
<thead>
<tr>
<th>Collaborative</th>
<th>Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>People Oriented</td>
<td>Org Oriented</td>
</tr>
<tr>
<td>Cultivation</td>
<td>Competency</td>
</tr>
</tbody>
</table>

*The Reengineering Alternative, William Schneider*
CONTROL
"We succeed by getting and keeping control." 
CONTROL

Think – Army, Navy, etc
"We succeed by getting and keeping control."

CONTROL

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CONTROL

Standardization Hierarchical

Think – Army, Navy, etc
"We succeed by getting and keeping control."

CONTROL

SECURITY

Standardization Hierarchical

Think – Army, Navy, etc
"We succeed by getting and keeping control."

Control

Security

Standardization Hierarchical Stability

Think – Army, Navy, etc
"We succeed by getting and keeping control."

CONTROL

SECURITY

Standardization Hierarchical Stability Order

Think – Army, Navy, etc
"We succeed by getting and keeping control."

**CONTROL**

- Security
- Standardization
- Hierarchical
- Stability
- Order

Think – Army, Navy, etc
"We succeed by getting and keeping control."

Control

Security

Process

Predictability

Standardization Hierarchical Stability Order

Think – Army, Navy, etc
"We succeed by getting and keeping control."

CONTROL

SECURITY

Standardization Hierarchical
Stability Order

POWER

Predictability

Process

Think – Army, Navy, etc
Competence
"We succeed by being the best."

COMPETENCE

Think – Sports Team or Brokerages
"We succeed by being the best."

Competence #1

Achievement

Think – Sports Team or Brokerages
"We succeed by being the best."

Think – Sports Team or Brokerages
Think – Sports Team or Brokerages

"We succeed by being the best."

Competence

Craftsmanship

Achievement

Be the Best
"We succeed by being the best."

Competence

Meritocracy

Craftsmanship

Achievement

Be the Best

Think – Sports Team or Brokerages
“We succeed by being the best.”

COMPETENCE

Meritocracy
Craftsmanship
Creativity
Achievement
Be the Best

Think – Sports Team or Brokerages
"We succeed by being the best."

**COMPETENCE**

- Meritocracy
- Expertise
- Creativity

- Achievement
- Be the Best

Think – Sports Team or Brokerages
"We succeed by being the best."

Efficiency

COMPETENCE

Meritocracy
Craftsmanship
Expertise
Creativity

Achievement
Be the Best

Think – Sports Team or Brokerages
Cultivation
Think – Artistic Troupes or Religious Orders

“We succeed by growing people who fulfil our vision.”

CULTIVATION
Think – Artistic Troupes or Religious Orders

“We succeed by growing people who fulfil our vision.”

CULTIVATION
Think – Artistic Troupes or Religious Orders

“We succeed by growing people who fulfill our vision.”

CULTIVATION

Purpose/Faith
Think – Artistic Troupes or Religious Orders

"We succeed by growing people who fulfil our vision."

CULTIVATION

Purpose/Faith  Dedication

Grow
Think – Artistic Troupes or Religious Orders

“We succeed by growing people who fulfill our vision.”

CULTIVATION

Purpose/Faith   Dedication

Growth

Subjectivity
Think – Artistic Troupes or Religious Orders

“We succeed by growing people who fulfil our vision.”

CULTIVATION

Purpose/Faith  Dedication
Subjectivity  Creativity

Grow
Think – Artistic Troupes or Religious Orders

“We succeed by growing people who fulfil our vision.”

CULTIVATION

Purpose/Faith

Dedication

Let things evolve

Subjectivity

Creativity

Grow
COLLABORATION
Think – Family run business

“we succeed by working together.”

COLLABORATION
Think – Family run business

“we succeed by working together.”

Collaboration

People

Teams
Think – Family run business

“we succeed by working together.”

Synergy

Collaboration

People

Teams
Think – Family run business

"We succeed by working together."

Synergy

Collaboration

Trust

People

Teams
Think – Family run business

"We succeed by working together."

Synergy

COLLABORATION

Trust

People

Diversity

Teams
"We succeed by working together."

Synergy  
Collaboration  
Trust  
Teams  
Diversity  
Egalitarian

Think – Family run business
Think – Family run business
Think – Family run business

“We succeed by working together.”

Synergy

Collaboration

Partnership

Trust

Interaction

Teams

Diversity

Egalitarian
Think – Family run business

"We succeed by working together."
CULTURE = "How we do things around here to succeed."

REALITY (Actuality)
- We succeed by getting and keeping control.
- Power
- Predictability
- Process
- Order

COMPANY ORIENTED
- Standardization
- Hierarchical
- Stability

PEOPLE ORIENTED
- Personal
- Interaction
- Teams
- Diversity
- Egalitarian

CULTIVATION
- Purpose/Faith
- Dedication
- Subjectivity
- Creativity
- Growth

COMPETENCE
- Meritocracy
- Expertise
- Creativity
- Achievement
- Be the Best

CONTROL
- Secrecy

COLLABORATION
- Affiliation
- Synergy
- Partnership

Possibility Oriented

Diagram by @Michael Sahota
CULTURE = "How we do things around here to succeed."

REALITY (Actuality)
We succeed by getting and keeping control.

POWER
Predictability
Process

COMPANY ORIENTED

CONTROL
Secrecy
Standardization Hierarchical
Stability Order

#4

COMPETENCE
Efficiency
Meritocracy
Craftsmanship Expertise
Creativity Be the Best

#3

OVERVIEW ORIENTED

POSIBILITY ORIENTED

#1

PEOPLE ORIENTED
We succeed by working together.

Affiliation Synergy
Partnership Trust
Interaction Teams Diversity
Egalitarian

#2

CULTIVATION
Purpose/Faith Dedication Growth
Let things evolve Subjectivity
Creativity
Expanding

#1

"We succeed by growing people who fulfill our vision."

"We succeed by working together."

Diagram by @Michael Sahota
Why is collaboration successful in this area?

- Who knows – my guess Millennials!
- Not waiting for cultivation
- Want to hit the road doing and getting it done.
- Shed companies for new experiences easily
- Successful not in spite of but because of the above
- Larger companies reacting to quicker nimbler resultants above
MISSION: RomCom
Getting the essentials right

1. Light-hearted humor – a chance to laugh at ourselves
2. Love conquers any obstacle
3. Point Of View protagonist – often voiceover
4. Just as important Other – often +sympathetic
5. A great tag-line
MISSION: RomCom
Examples
MISSION: RomCom
Examples
MISSION: RomCom

Examples

THE MOTION PICTURE THEY WERE MADE FOR!

A motion picture for every man who ever gave
the back of his hand
— to his
beloved…
and for
every woman
who deserved it.
Which takes
in a bit
of people!
MISSION: RomCom
Examples
MISSION: RomCom
Instructions

1. Fold the 11x17 Paper in 2
2. Describe the POV protagonist – pics and words
3. Describe the Important Other – pics and words
4. What is in the way!!(Sad Face) the Obstacle - words
5. most importantly the tag-line! - words
Q&A