



**AGILE  
NXT**

# **WELCOME TO AGILE NXT FUTURE FRIDAY**

**#agilenxt**

**#futurefriday**

**Xebia**





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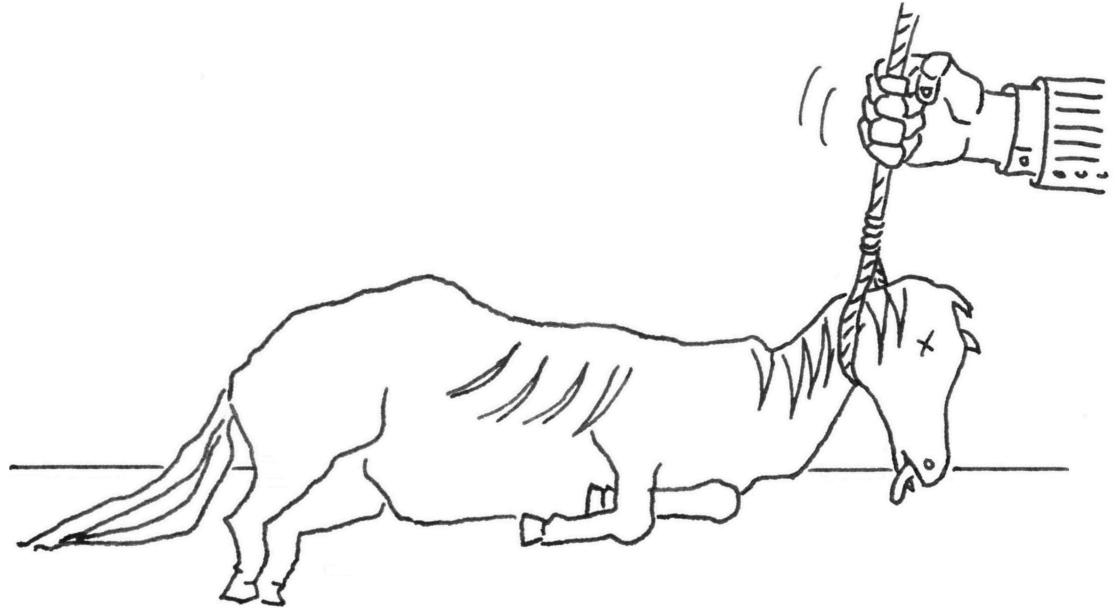
# **WHEN AGILE MEETS CULTURE...AND CLASHES**

**Ellen Barree**

**Xebia**



## CULTURAL INFLUENCE





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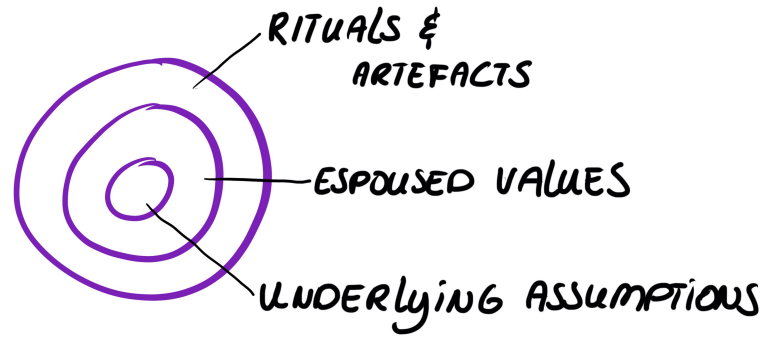


# THE IMPACT OF CULTURE

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## CULTURE DEFINED





## Workflow Strategy

abandons cart

1 hr delay



left cart

1 day delay



No purchase



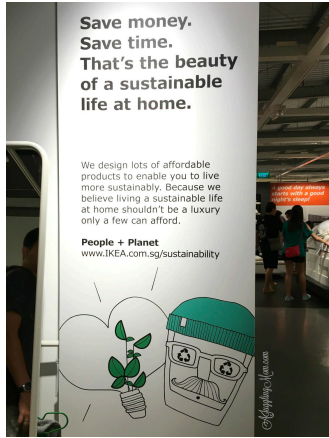
# AGILE NXT



## RITUALS & ARTIFACTS







## ESPOUSED VALUES & BEHAVIOR

### Resource independency

By FY17, 50% of all of the wood we used will be come from more sustainable sources.

In FY13 one third of all of the wood we used came from more sustainable sources.



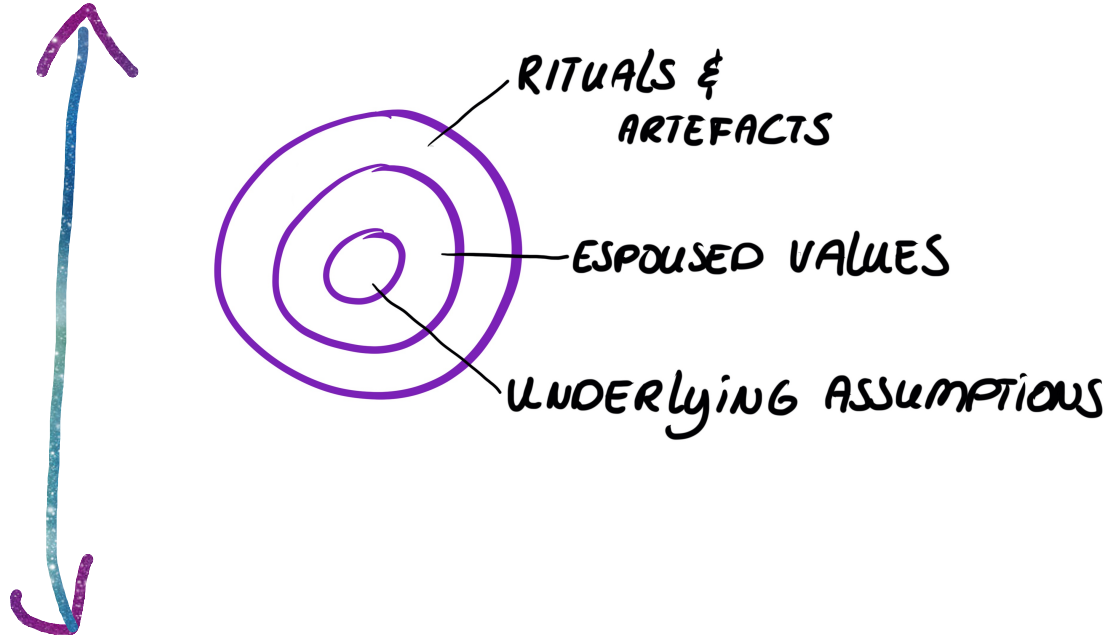
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**ASSUMPTIONS**

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*What do you see and hear?*

*What do we believe in and how do we act?*

*What are they not telling you  
and really feel, think, percept?*

“Going ‘agile lite’ is like a dancer going ‘flamenco lite’ by wearing flamenco costumes and talking about flamenco, but without necessarily mastering flamenco dance steps or displaying a feel or flair for flamenco music.”

Steve Denning – Forbes





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**“So...how  
do we  
change  
culture?”**



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<https://youtu.be/xp6UCQvKKzI>

## STEP ONE:

Decide what you want to achieve/change in your culture

Define and align for all 3 culture layers

Feedback  
loops

Experiment  
process

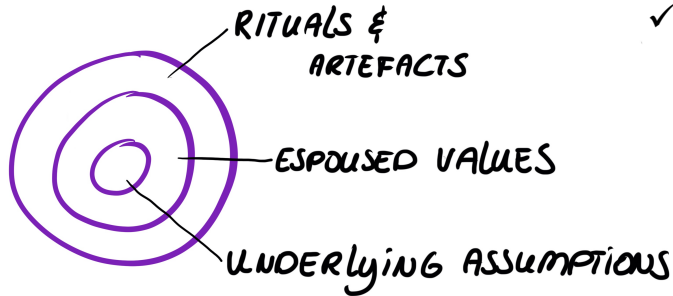
Transparency  
process

We make  
mistakes so we  
can learn & grow

Leaders share  
stories of failure  
so we see it's ok  
to share them

We only learn  
from our  
mistakes if we  
talk about them

We feel safe  
enough to share



✓ Design your WoW, structure, process

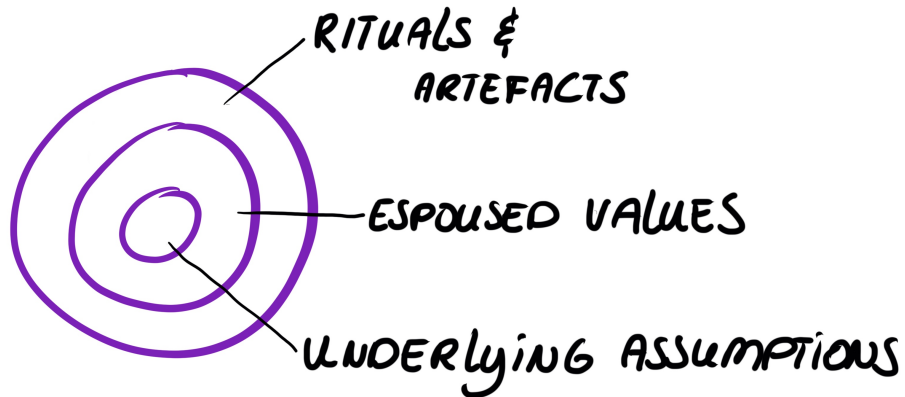
✓ Define your core value and desired behavior

✓ Define the desired deeper feelings, perceptions and thoughts about this subject.



## STEP TWO:

Learn and use your current culture



*What do you see and hear?*

*What do we believe in and how do we act?*

*What are they not telling you  
and really feel, think, percept?*

**STEP THREE:**

**Create your movement with care**

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# CORPORATE CULTURE MAP

## DESIRED CULTURAL CHANGE

What do you want to see and hear?

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What do we believe in and how do we act?

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What are they not telling you and truly feel,  
think, percept?

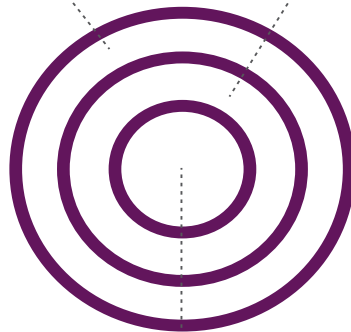
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Rituals & Artifacts

Espoused Values



Underlying Assumptions

## CURRENT CULTURE

What do you see and hear?

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What do we believe in and how do we act?

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What are they not telling you and truly feel,  
think, percept?

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## NEXT STEPS:

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## CREATE YOUR MOVEMENT WITH CARE

- > Pay attention on all 3 levels and align
- > Handle your employees and culture with the same care as your customer in an agile process
- > Use explicit examples about desired behavior (and undesired)  
Ask the same question over and over again to learn about the assumptions
- > Make people aware of the underlying assumptions, we all have a choice how to act
- > Work with informal ambassadors, trusted people
- > Make it your change, not a side project

- > Leadership
  - > Be aware of your own position
  - > Lead by example
  - > Story telling about chances, future state
  - > Carriers of culture
  - > Praise desired behavior
  - > Create psychological safety





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# WHAT IS YOUR NEXT STEP IN AGILITY?

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