Innovation & Culture

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How to draw an Owl.

"A fun and creative guide for beginners"

Fig 1. Draw two circles

Fig 2. Draw the rest of the damn Owl

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Monolithic Transformation — O'REILLY® — Compliments of Pivotal — Using DevOps, Agile, and Cloud Platforms to Execute a Digital Transformation Strategy — Michael Coté

The Business Bottleneck — O'REILLY® — Compliments of VMware Tanzu — Breaking Through the Last Barrier of Digital Transformation — Michael Coté — REPORT

Pivotal Conversations

SOFTWARE DEFINED TALK

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BUILD
EXPERIMENTS

DEPLOY

THEORY

The
Small
Batch
Loop

LEARN
PIVOT/KEEP

MEASURE
METRICS

ANALYZE

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Sources: Sophie Seiwald, Daimler, case study in *The Business Bottleneck*. Pics: Luke Kanies.
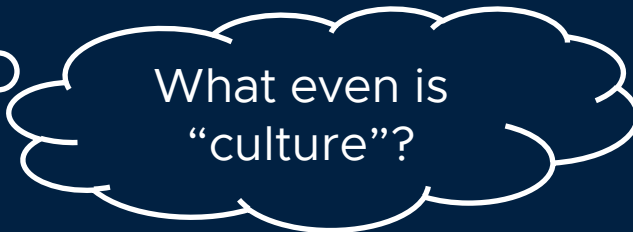
🧐 °°○ What even is "culture"?

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Pathological (power-oriented)	Bureaucratic (rule-oriented)	Generative (performance-oriented)
Low cooperation	Modest cooperation	High cooperation
Messengers shot	Messengers neglected	Messengers trained
Responsibilities shirked	Narrow responsibilities	Risks are shared
Bridging discouraged	Bridging tolerated	Bridging encouraged
Failure leads to scapegoating	Failure leads to justice	Failure leads to enquiry
Novelty crushed	Novelty leads to problems	Novelty implemented

Source: _Accelerate_, Forsgren, Humble, Kim, 2018.

"Culture can be seen in the norms and values that characterize a group or organization that is, organizational culture is a system of shared values and norms that define appropriate attitudes and behaviors for its members."

"[Culture is] a pattern of shared tacit assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems."

How we do things around here.

People are:

- Innovative

- Risk takers

- People-centric

Touching washing machines, finding toilets

Source: case study and further references in *The Business Bottleneck*.
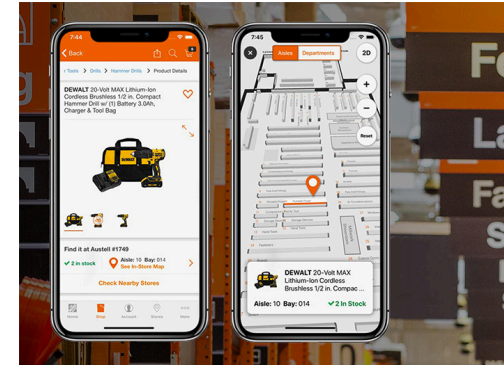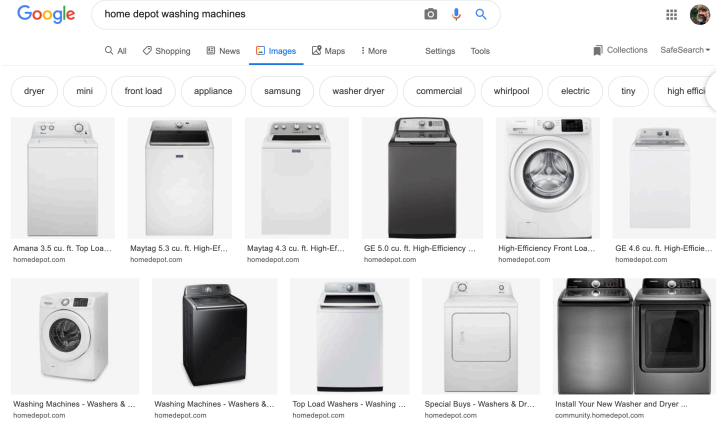
Leaders give them:

- Autonomy

- Trust

- Voice

Source: Pivotal Conversations #113, Sep 2018. Pic: Tyler Olson.

Leader tactics:

- Delegate

- Give feedback

- Celebrate failure

For Kids

Instead of "You're so smart" or "You picked that up so quickly," **say** "That was a clever approach" or "I'm proud of your persistence."

Instead of "You're a natural" **say** "Practice is really making you better."

Instead of "Did you win?" **say** "Did you give your best effort?"

Instead of "How was your day?" **say** "What did you learn today?" or "What mistakes did you make that taught you something?"

Instead of "What do you want to do when you grow up?" **say** "What are your plans for reaching your goals?"

Never let failure progress from an action to an identity.

Never label kids, e.g. "Jimmy is the artist" or "Susie is the computer geek."

When a child doubts her ability, ask her to think of areas where she once had low ability and now excels, or to recall a time when she saw someone learn

something or improve in ways no one thought possible.

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Source: "The Agile Mindset - And Beyond," Linda Rising, 2012.

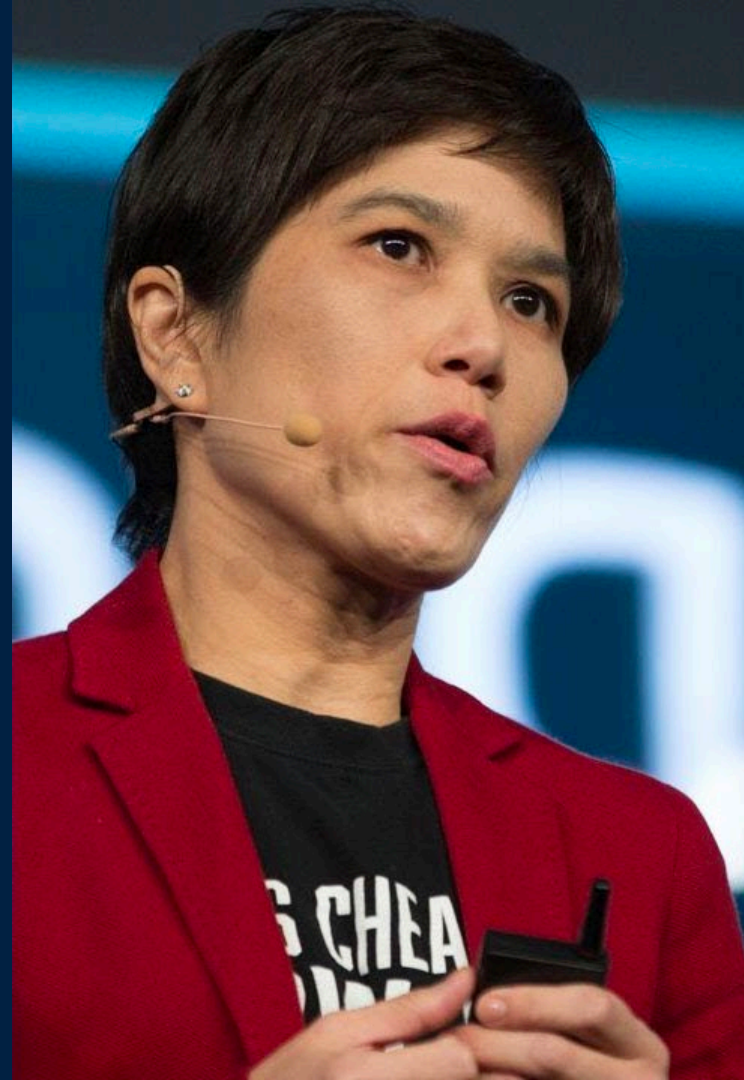But, how to scale?

> "We believe that we need to reimagine banking to make banking simple, seamless, as well as invisible to allow our customers to **live more bank less**."
>
> *Siew Choo Soh, DBS Bank*

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false urgency. If the organisation hasn't fallen over yet, there's little chance it's about to right now.

Confronted with a large bundle of big, urgent problems and a sceptical audience, there's a great temptation to become purely reactive. That won't be enough to get you past managing a decline. To get on the front foot, you must begin by setting out how you're going to work.

Design principles

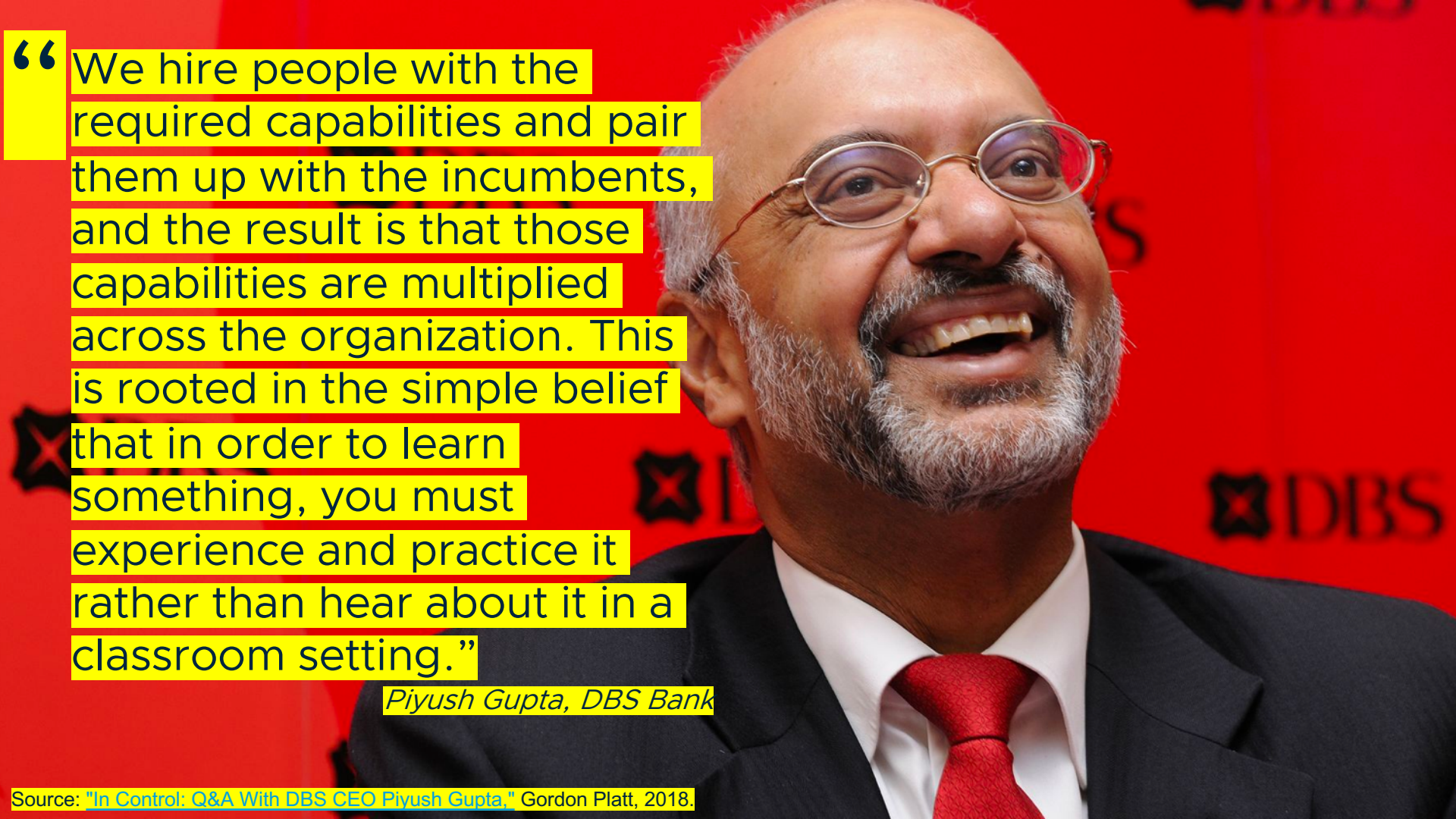The ten design principles were one of the first things published by the GDS:

1. Start with user needs.
2. Do less.
3. Design with data.
4. Do the hard work to make it simple.
5. Iterate. Then iterate again.
6. This is for everyone.
7. Understand context.
8. Build digital services, not websites.
9. Be consistent, not uniform.
10. Make things open: it makes things better.

Lots of organisations have something like the design principles. Some call them values, or a philosophy. Unfortunately, most are awful things dreamt up in boardrooms or management away days, in isolation from the way work is actually being done by the organisation. The most important quality of the design principles was that the GDS didn't publish or even draft them until we'd done quite a lot of designing. Writing down the principles didn't precede delivery, they were written as a result of delivery. Moreover, they weren't written by the 'leadership'. They were written by a team with lots of actual designers working alongside a wide variety of other experts.

The principles sat behind all the best things the team delivered, and helped the digital team avoid the trap of being drawn into reactive firefighting. They've since been endorsed by the World Bank, and emulated by countries and companies all over the world. Tim O'Reilly, the driving force behind open source movement, described them as the 'most significant piece of user interface guidance since Apple's in the 80s'.[33] We forgot them at our peril.

There are several reasons to publish your design principles. For new digital institutions, the most important is to start capturing a new approach that can work at scale for the whole of a huge, distributed organisation. In the UK government's case, the principles were not written to replace the civil service's own four long-established and admirable values: honesty, integrity, impartiality and objectivity. They were written to do something those values were not designed to do – provide instructions for how to actually deliver things. The original values offered a guide for how officials should provide policy advice to ministers; one of the fundamental tasks of central government. Many public officials aren't in the business of giving advice though;
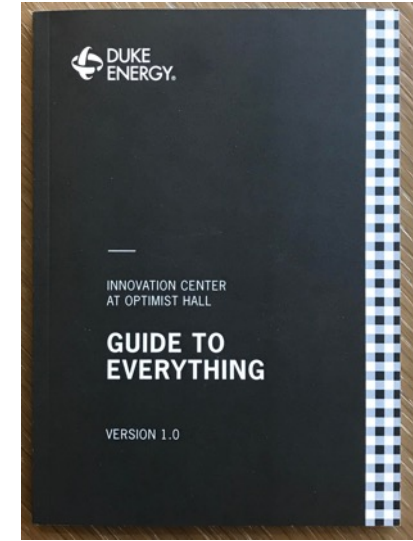
Source: *Digital Transformation at Scale: Why the Strategy Is Delivery*, June 2018. Cf. never fight a land way in Asia.

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"We hire people with the required capabilities and pair them up with the incumbents, and the result is that those capabilities are multiplied across the organization. This is rooted in the simple belief that in order to learn something, you must experience and practice it rather than hear about it in a classroom setting."

Piyush Gupta, DBS Bank

Internal marketing, branding, etc.

Organizational Learning

Sources: Talanx; Duke Energy; Allstate; "Take DevOps to 11 and Sprinkle Cloud on it with Rainbows and Unicorns," Matt Curry, s1p 2017; customer discussions.

"If that crusty, old .Net developer can do it, anyone can," transforming people
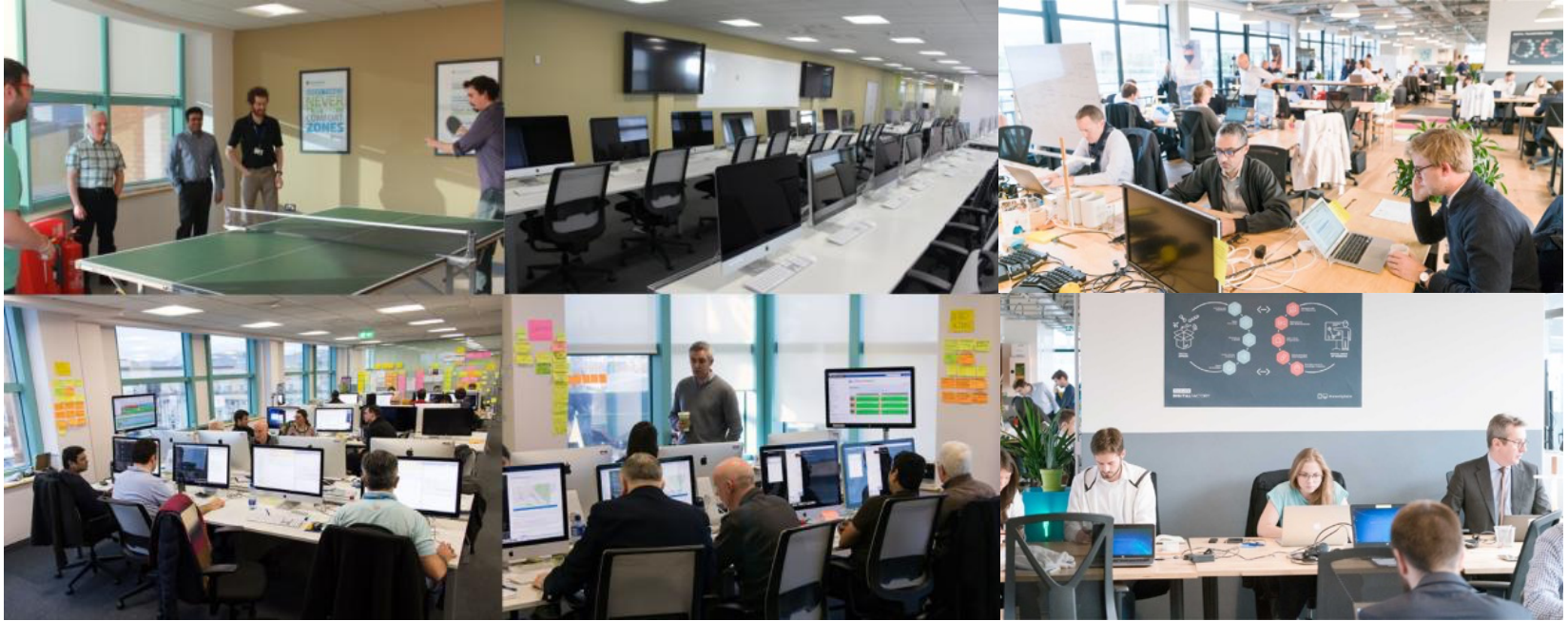
1. Most people are skeptical for good reasons

2. They enjoy doing IT if it's rewarding

3. Volunteer based at first, building up peer-to-peer marketing

4. Also, there's plenty of more comforting IT for grumpy people to work on

Source: "Navigating the Sea of 'No's,'" John Osborn, GAIC, Dec 2017; Dealing with Grumps, Coté, May 2018.

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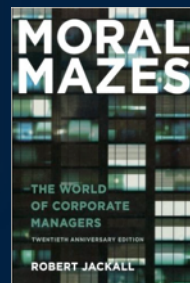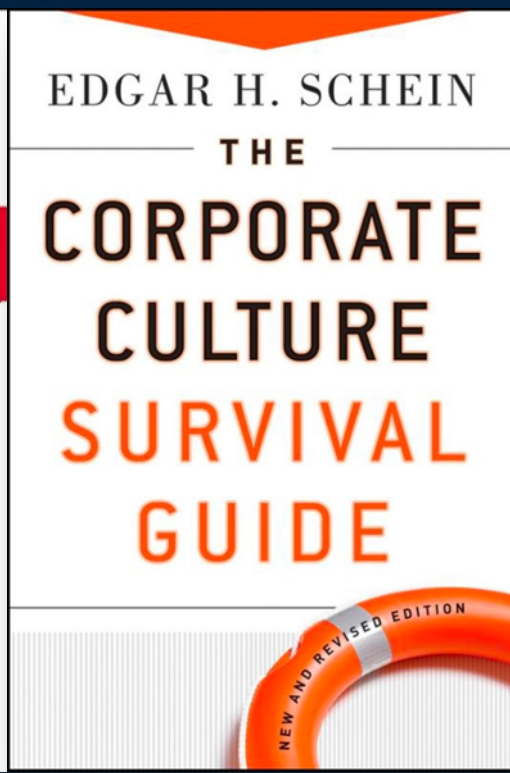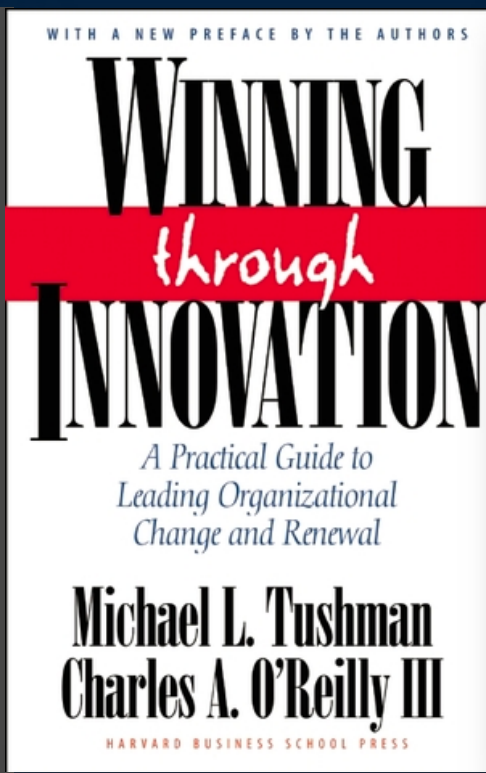# Changing is often too hard, so create a new organization
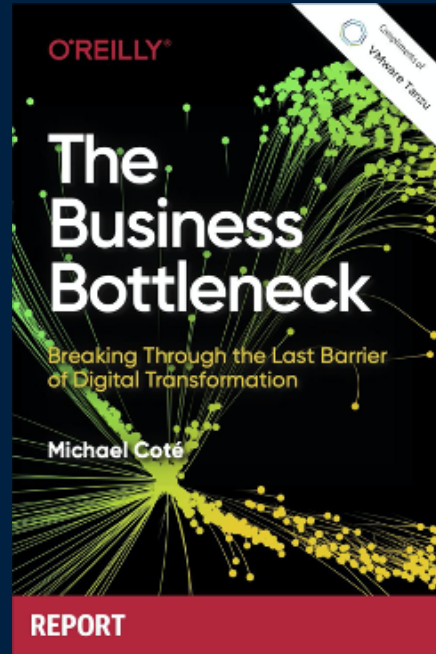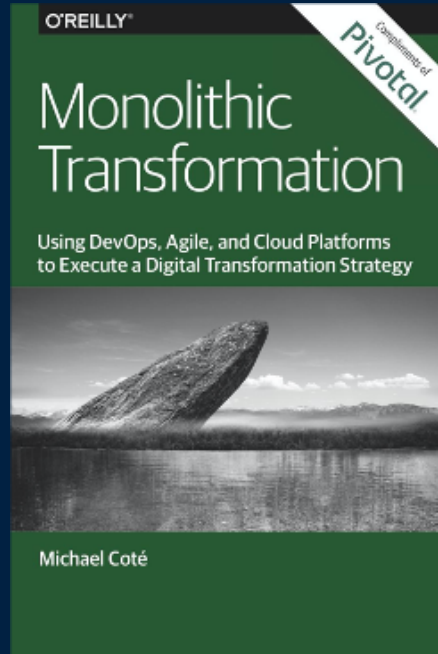
Things missing:

- Transparency

- Monitoring

- Recruiting

- $ Comp.

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Nicole Forsgren, PhD
Jez Humble and Gene Kim

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