

FROM TEAMS TO TRIBES: Creating a One Team Culture

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**DEVOPS
ENTERPRISE**

Presented by Electric Cloud and IT Revolution



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FAST FORWARD....



WITH A NEW INTRODUCTION BY TONY HSIEH,
bestselling author of *Delivering Happiness* and CEO of Zappos.com

TRIBAL LEADERSHIP

Leveraging Natural Groups
to Build a Thriving Organization



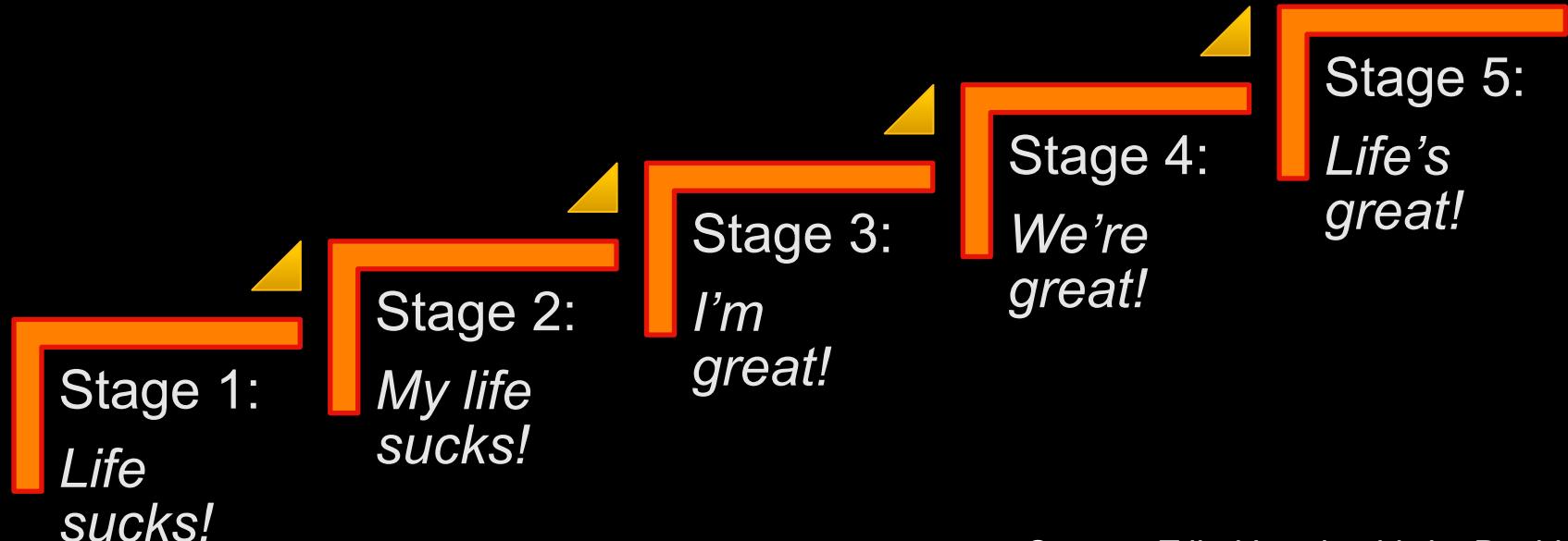
DAVE LOGAN, JOHN KING
& HALEE FISCHER-WRIGHT

Foreword by Warren Bennis

*“Birds flock,
fish school,
people tribe.”*

5 STAGES OF TRIBAL CULTURE

“What makes some tribes more effective than others is culture.” - David Logan



Source: *Tribal Leadership* by David Logan

A tribe is a group of people connected to one another, connected to a leader and connected to an idea.

- Seth Godin

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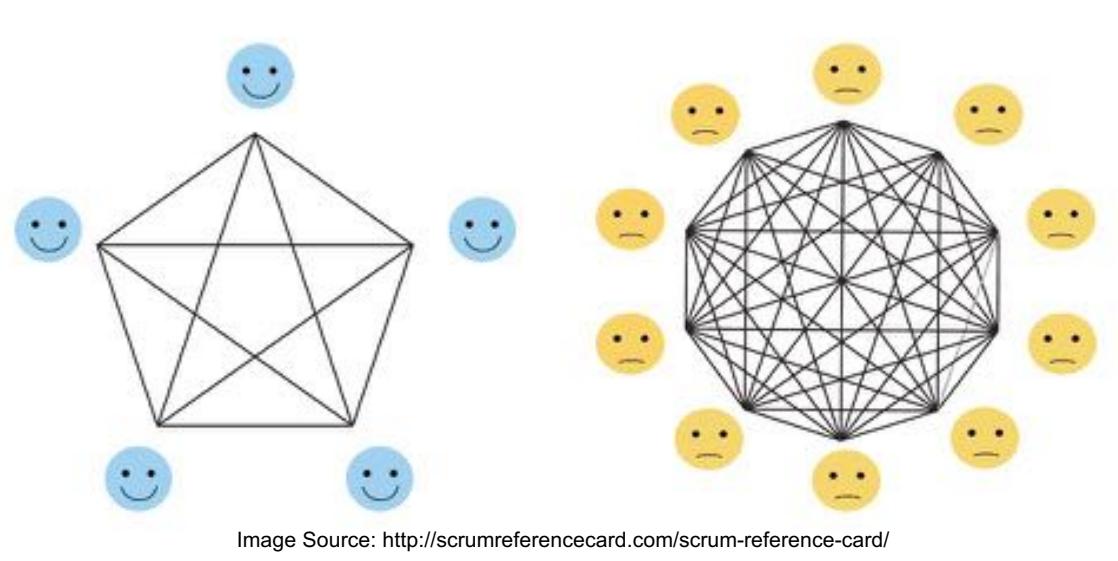
- Seth Godin

CREATE TEAMS...

“...create a team that acts as a team, one in which the members support one another and work together to achieve the results you need.”

- Christine Comaford, Smart Tribes

OF 7 PEOPLE \pm 2...



“...if a group is so large, or its life is so short, or its members so dispersed and out of touch with one another that it cannot operate as an intact social system in carrying out its work, then prospects for effectiveness are dim.”

– J. Richard Hackman,
Leading Teams

WHO VISUALISE THEIR WORK...

“...make all necessary information visible when people need it, enabling effective collaboration and improvement through understanding how the work works.”

- Marcus Hammarberg & Joakim Sundén,
Kanban in Action



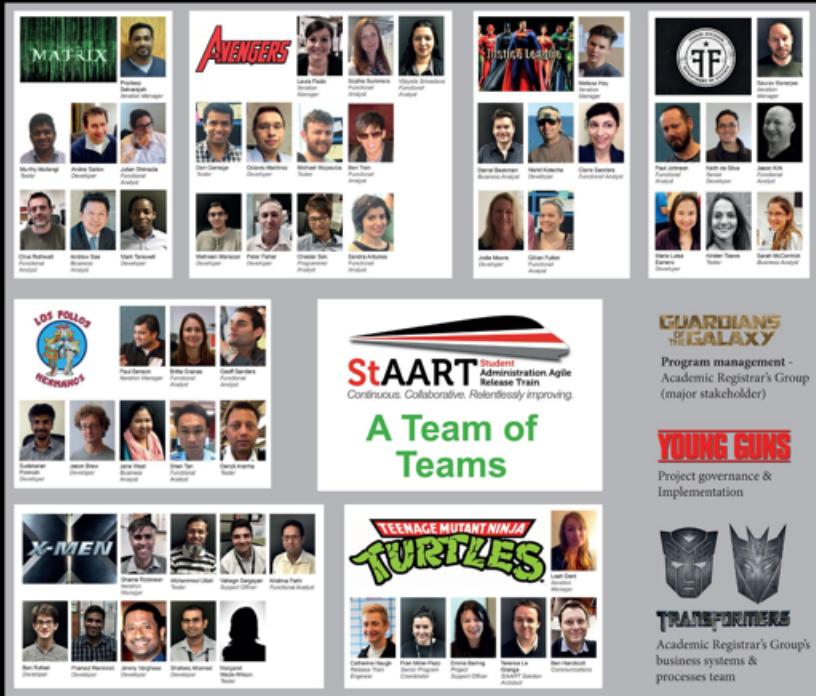
AND COMMUNICATE DAILY



“The key is to focus on only enough information sharing to solicit requests from parties who need something and promises from parties who will fill the need.”

– Christine Comaford,
Smart Tribes

THEN CREATE A TEAM OF TEAMS...



WITH A SHARED IDENTITY...



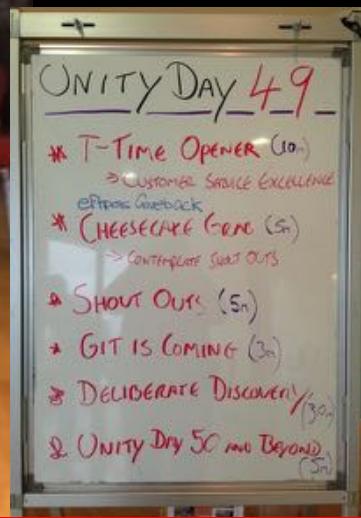
“...the latest neuroscience research shows that our very sense of survival depends upon a sense of belonging. When that sense of belonging isn’t there, even in the workplace, fear kicks in.”

- Christine Comaford, Smart Tribes

AND SHARED EXPERIENCES

“...vulnerability-based trust cannot be achieved overnight. It requires shared experiences over time...”

- Patrick Lencioni



PRACTICE CONTINUOUS “HUMAN” INTEGRATION



*When people share rhythms with others
they develop stronger emotional bonds and
are more likely to pitch in for the common
good.*

- Bob Sutton, Scaling Excellence



THEN CELEBRATE AS A TRIBE (NOT A TEAM)



When you've celebrated moving from 1 to 2, and then from 2 to 3, you gain confidence that you can make the next advance.

- Chip & Dan Heath, Switch

A tribe is a group of people connected to one another, connected to a leader and connected to an idea.

- Seth Godin

CONNECT AT THE GEMBA ...



"Farming looks mighty easy when your plow is a pencil and you're 1,000 miles from the corn field."

— Dwight Eisenhower

USE WHAT YOU LEARN TO SERVE THE TRIBE

To lead is to serve. Every single outstanding leader that ever was, is, and shall be understands that greatness is found in serving.

- Keni Thomas,
U.S. Army Ranger,
Blackhawk Down



BE VULNERABLE

“Vulnerability is the last thing I want you to see in me, and the first thing I look for in you.”

Brené Brown

- Sat 2 Oct 15
Tunisia
- Tuning location
- A visit from the Tunisian
Ministry of Tourism



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- Seth Godin

COMMUNICATE THE VISION



World Leaders
in Agile Data
Warehousing



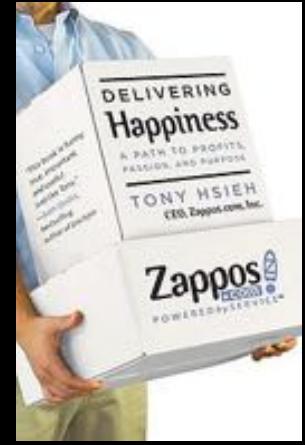
- Catherine Haugh, RTE, StAART

“True leadership inspires people with vision. Vision pulls people not only to take action by also to care about the outcome, to take personal ownership of it, and to bring their “A game” every day”

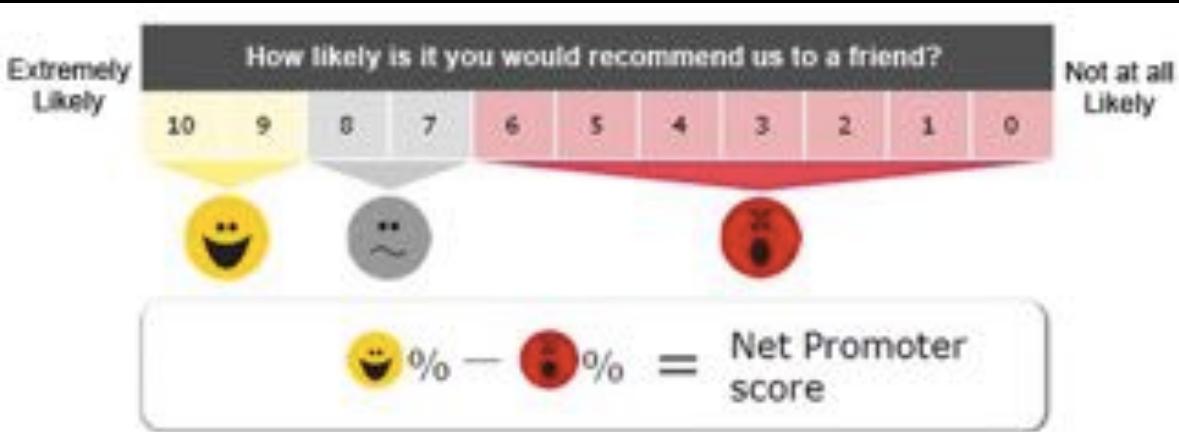
-Christine Comaford, Smart Tribes

“Businesses often forget about the culture, and ultimately, they suffer for it because you can't deliver good service from unhappy employees.”

– Tony Hsieh, CEO, Zappos



QUANTIFYING CULTURE WITH EMPLOYEE NPS



On a scale from 0 to 10, how likely are you to recommend working in _____ to a friend or colleague?
Why?

Source <http://www.netpromotersystem.com/about/measuring-your-net-promoter-score.aspx>

Employee NPS data makes the people side of the business far more transparent and subject to learning and experimentation.

- Fred Reichheld,
The Ultimate Question 2.0

LET BARTLET BE BARTLET



A photograph showing a group of approximately 15 people gathered in an office or workshop setting. They are standing in two rows, facing a wall that is completely covered in numerous small, colorful sticky notes. The wall is dark, making the sticky notes stand out. The people are dressed in casual to semi-casual attire. In the bottom right corner of the image, there is a small, partially visible sign that reads "TOU SHEET".

NEXT DAY AT THE FEATURE WALL

I don't assume what worked for me will work for you, but I do want to inspire you as you contemplate what an intentional culture of joy could look like in your world.

- Richard Sheridan, Joy Inc.

TOP 5 TAKEAWAYS

1. *“A tribe is a group of people connected to one another, connected to a leader and connected to an idea.”* – Seth Godin
2. Create small, mission-capable teams, who visualise their work and communicate daily.
3. To create a team of teams invest a sense of shared identify and shared experiences.
4. Leaders need to connect with the tribe at the “Gemba”, use what they learn there to serve the tribe and have the courage to be vulnerable in front of the tribe.
5. *“What makes some tribes more effective than others is culture.”* - David Logan

BONUS TAKEAWAY

Create an environment where people feel safe to be themselves at work

I AM LOOKING FOR HELP WITH....

Connecting with people who have experience implementing DevOps in a world of 1,000+ legacy and off-the-shelf applications, with a view to getting advice on where to invest first and what benefits to look for.

WANT TO KNOW MORE?

Check out my blog posts on:

- Unity Day: <http://bit.ly/UnityHour>
- Continuous Human Integration: <http://bit.ly/CommunicationCadence>
- Leading by serving: <http://bit.ly/AgileTeamOfLeaders>
- Leading Through Vulnerability: <http://bit.ly/LeadingVulnerability>
- The Scaled Agile Framework (SAFe): <http://bit.ly/SAFePerspective>
- Quantifying Culture: <http://bit.ly/TeamNPS>

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