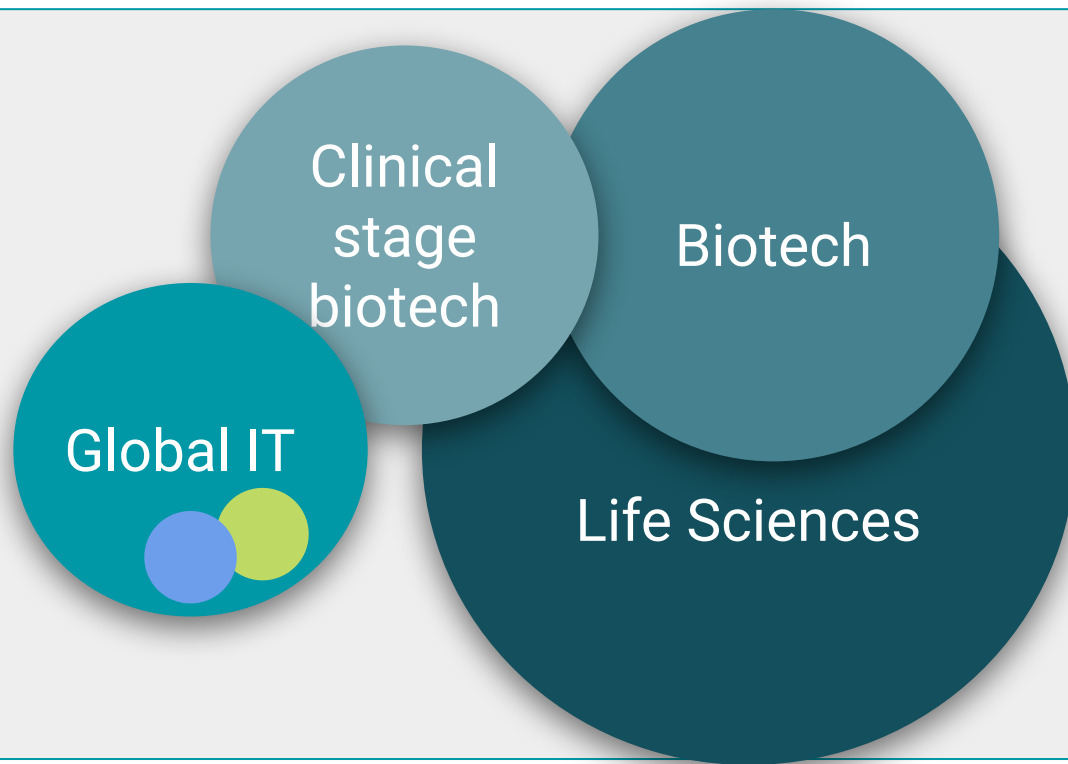
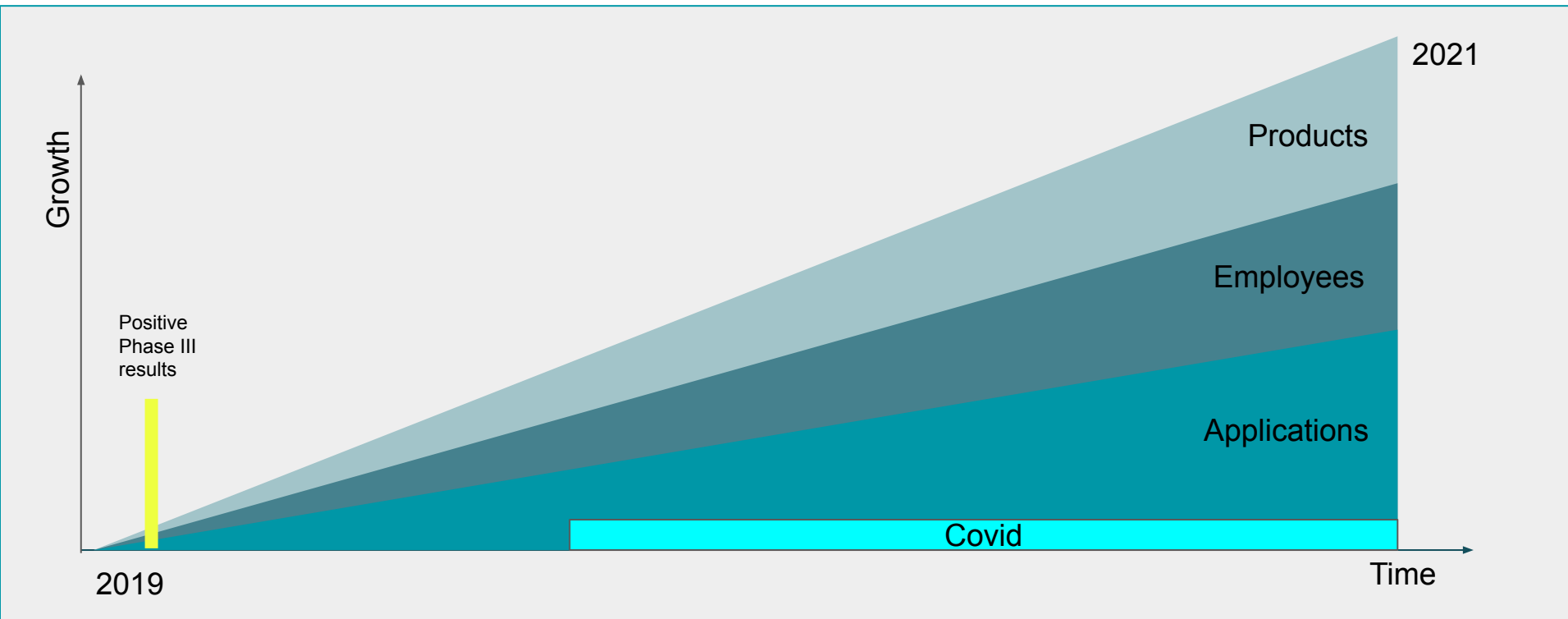


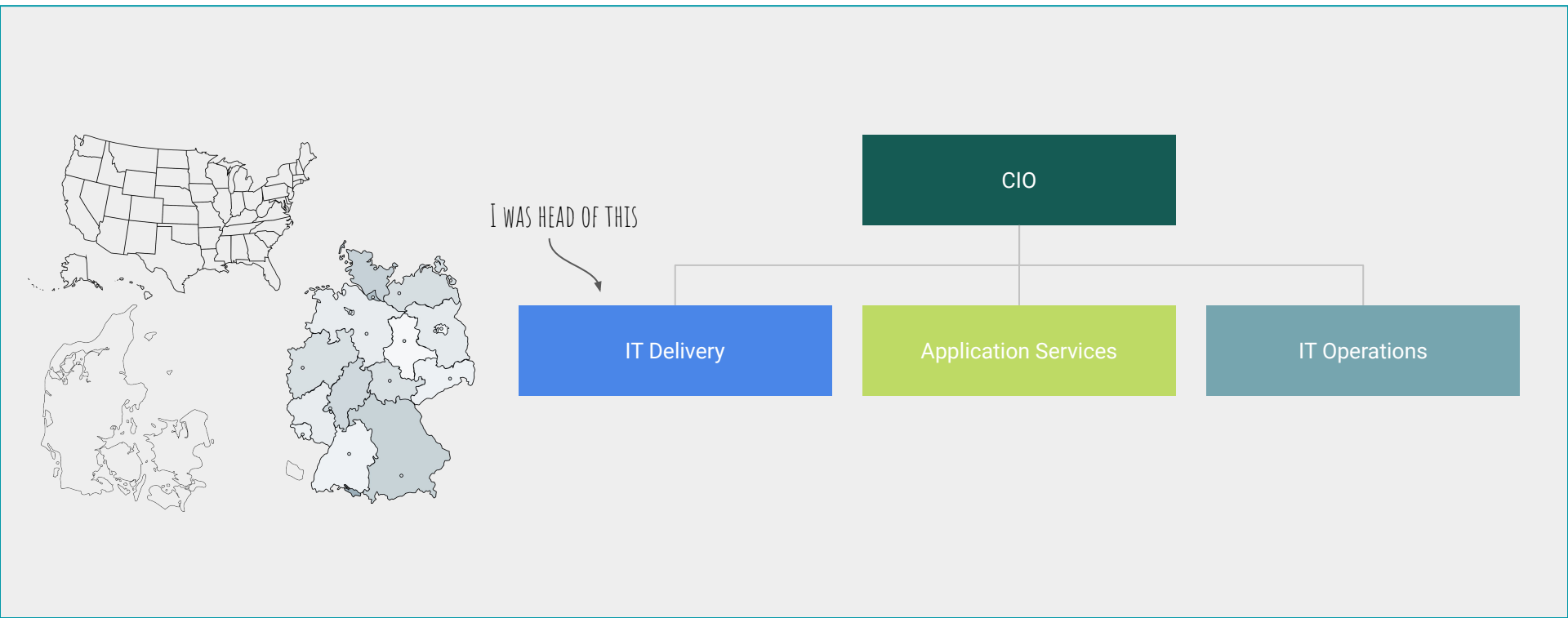
# An IT department in a growing biotech



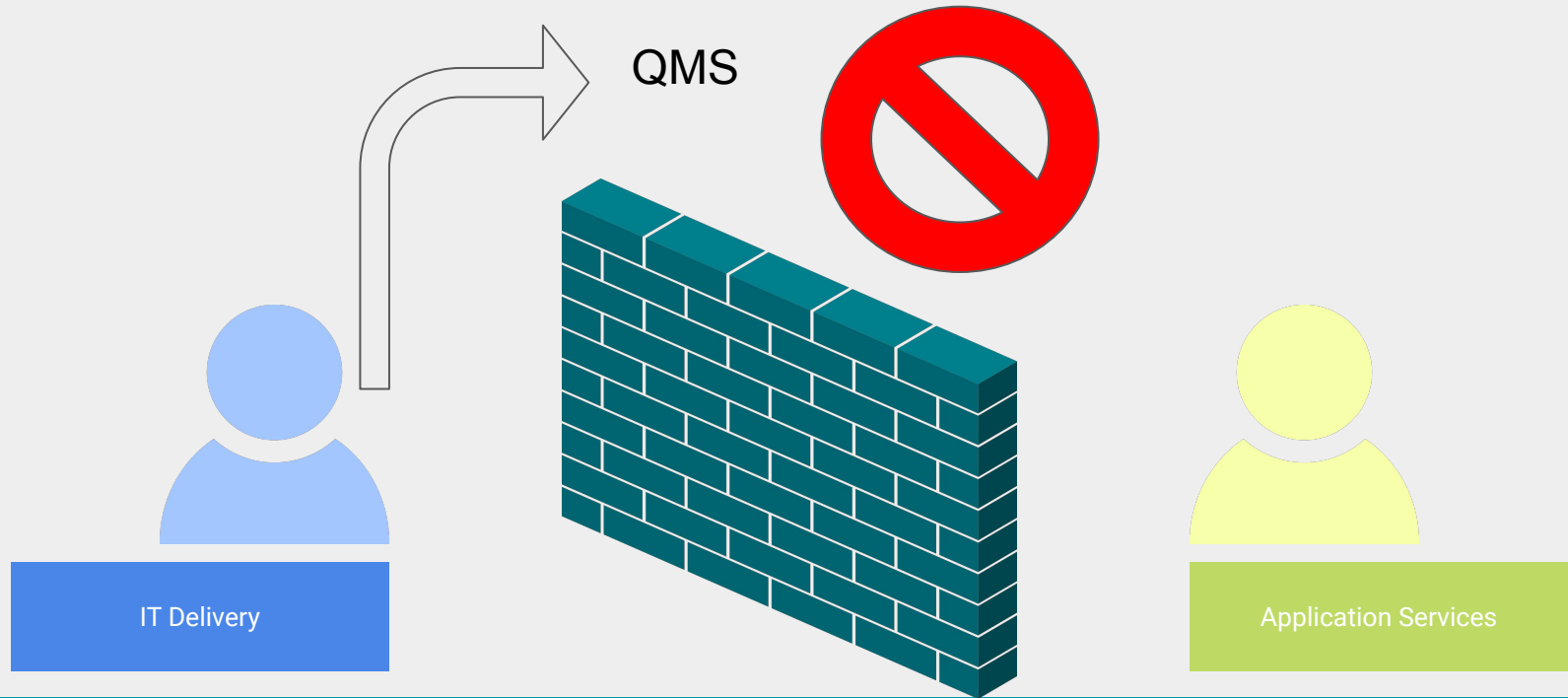
# The Situation: Aggressive Expansion



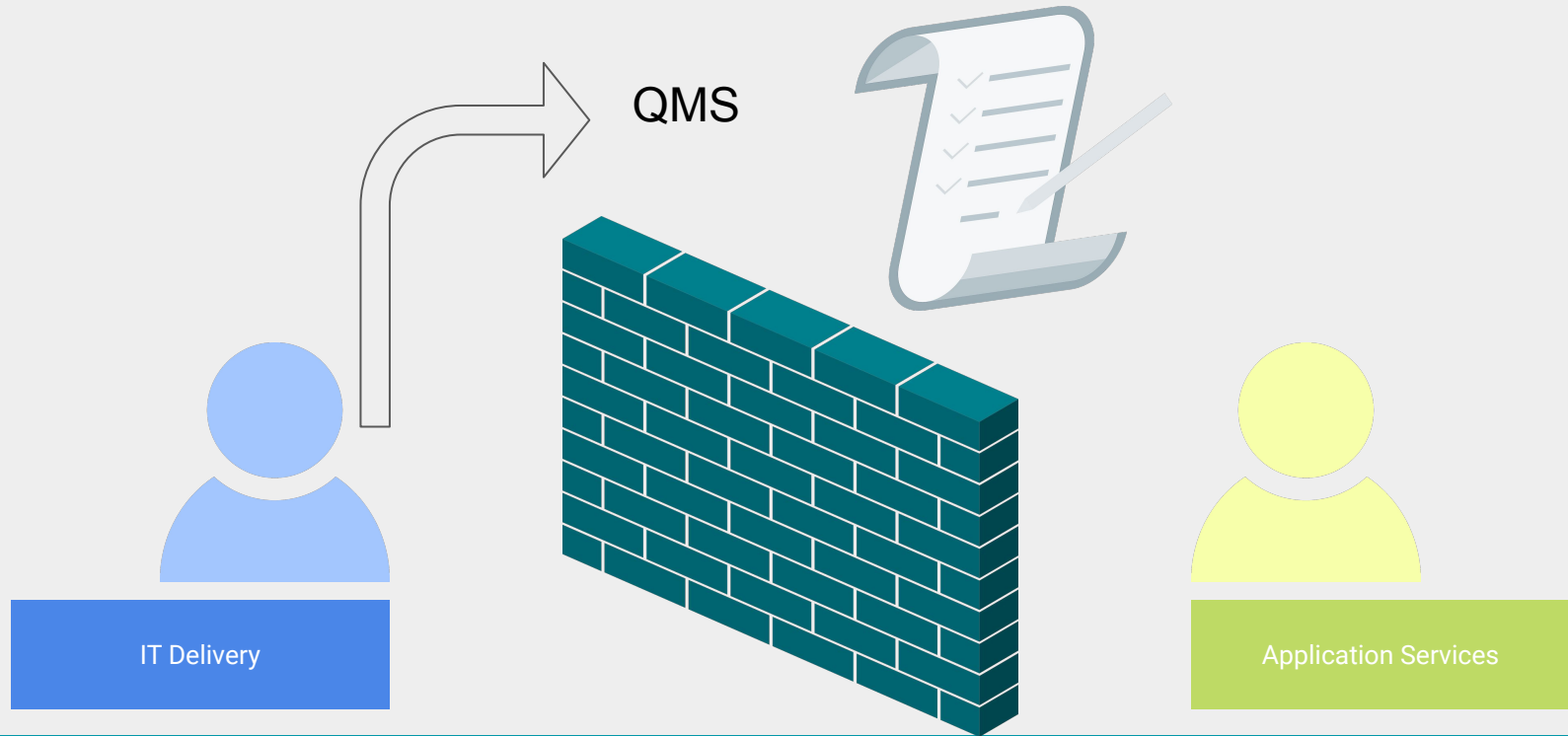
# Global IT as we knew it



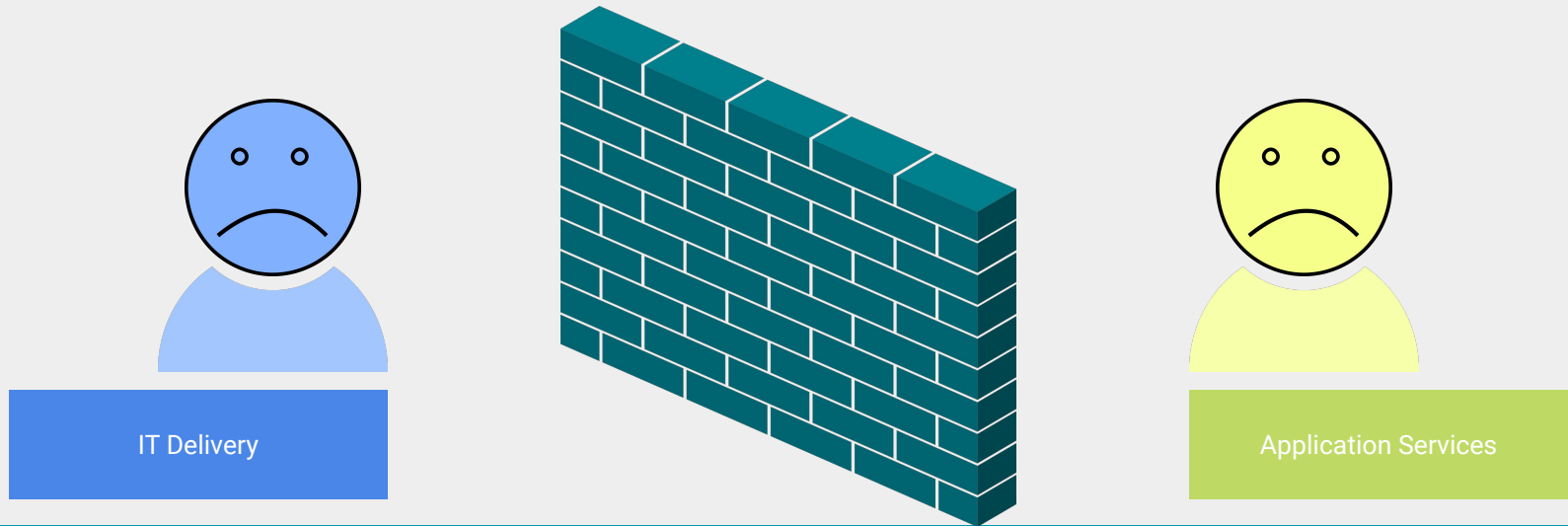
# Tension

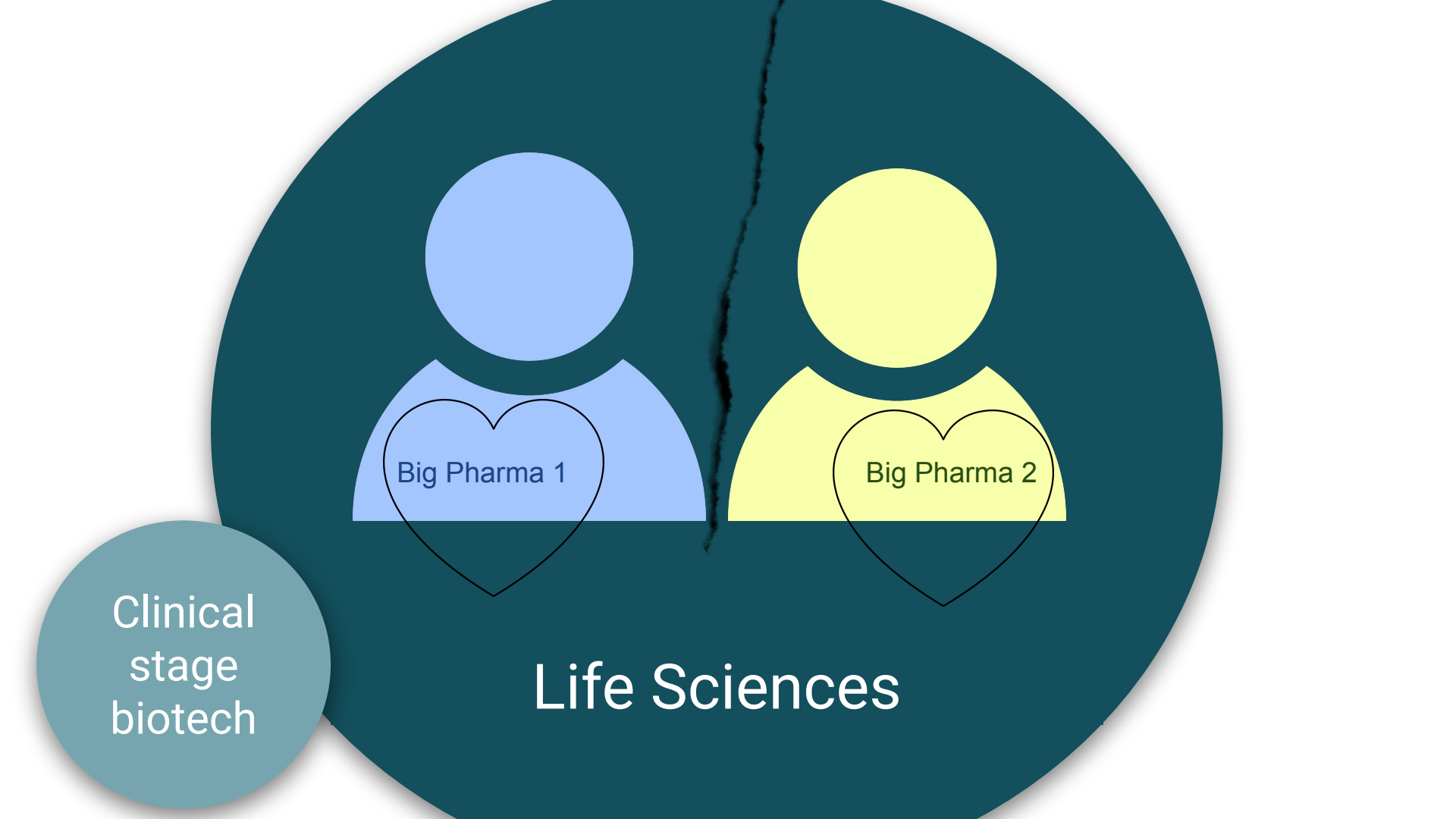


# Attempted resolution



# Resulted in even more tension





The diagram features a large dark teal circle representing the 'Life Sciences' sector. A vertical crack runs down the center of this circle. On the left side of the crack, there is a light blue stylized figure with a heart shape on its chest containing the text 'Big Pharma 1'. On the right side, there is a light yellow stylized figure with a heart shape on its chest containing the text 'Big Pharma 2'. In the bottom left corner, outside the main circle, is a smaller teal circle containing the text 'Clinical stage biotech'.

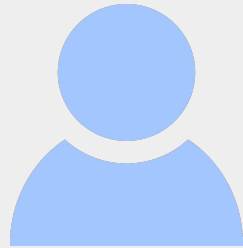
Big Pharma 1

Big Pharma 2

Clinical  
stage  
biotech

Life Sciences

# How should we behave?



IT Delivery

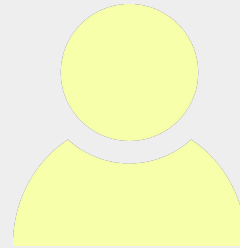
**Be Business  
-minded**

**Be Brave**

**Be Generous**

**Be Global**

**Be Open**



Application Services



# How could we make it safe to try?

**Be Business  
-minded**

**Be Brave**

**Be Generous**

**Be Global**

**Be Open**

# Simulation 1: FLOW

**Be Business  
-minded**

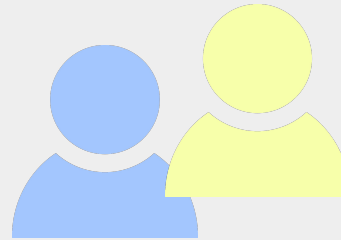


Person 1	Person 2	Person 3	Person 4
1.1	1.1.2		

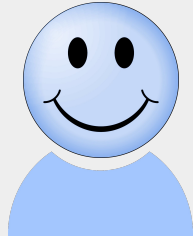
# Simulation 1: Resulting Experiment

What if maintenance was involved in projects?

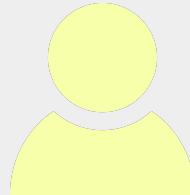
**Be Business  
-minded**



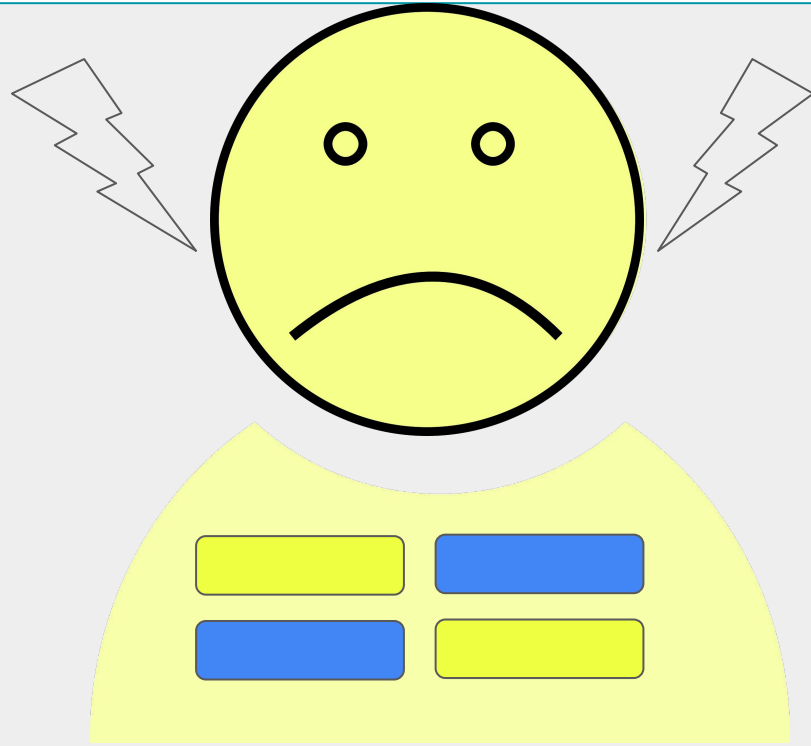
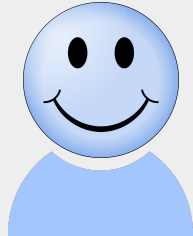
# Simulation 1: Experiment is a success



Pharmacovigilance  
application



# BUT... people are not departments



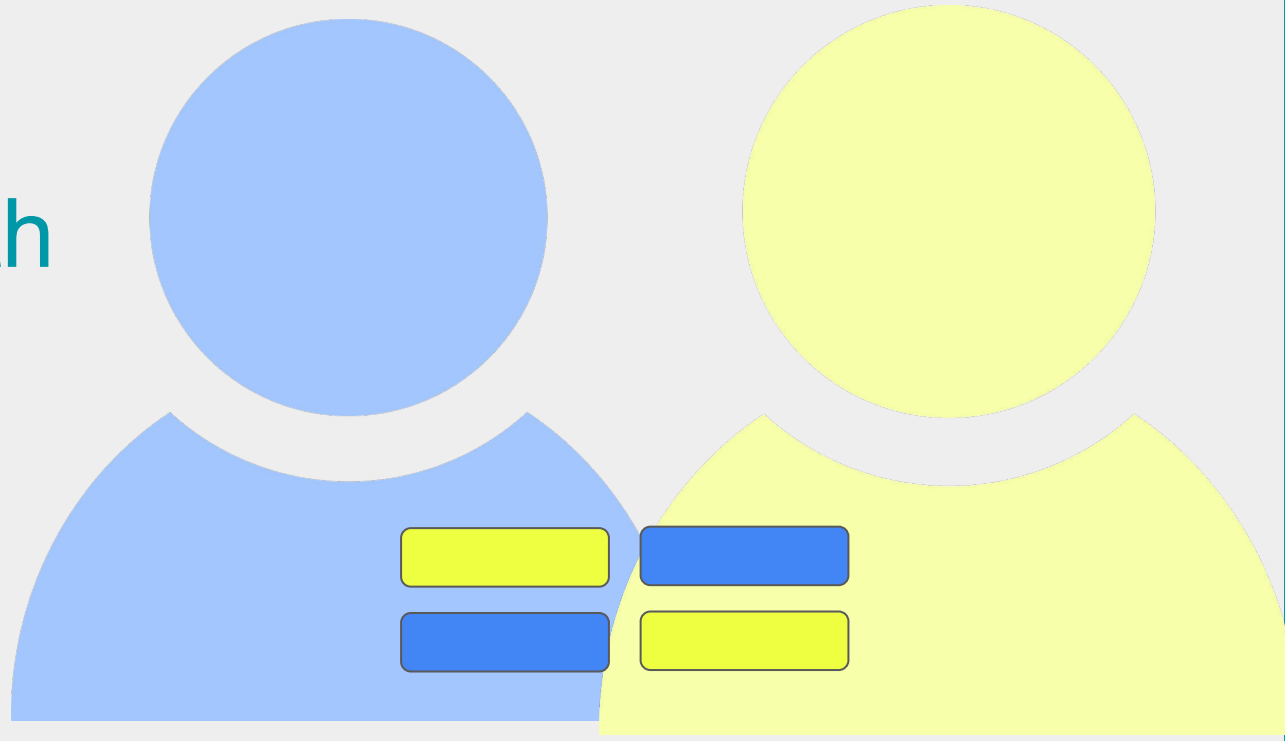
# Simulation 2: CONVERSATIONS

Be Open

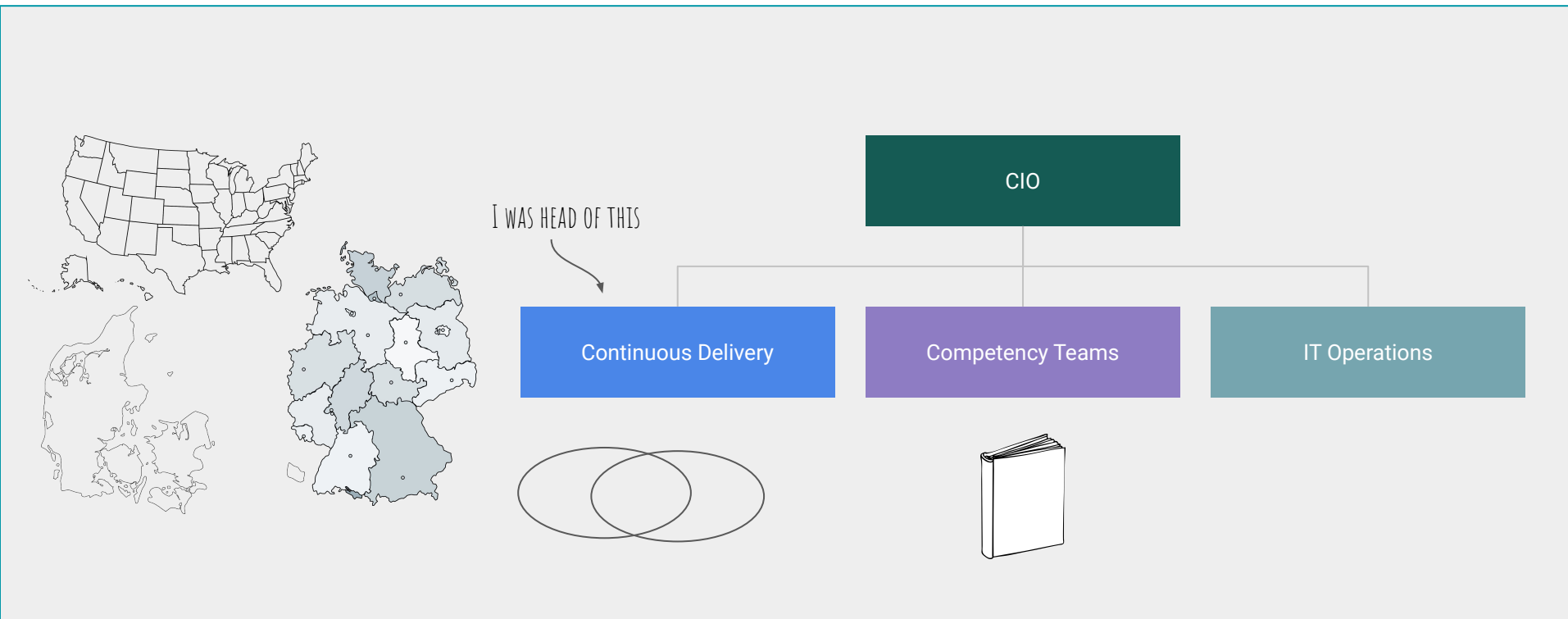
What Bobby thought and felt	What was said	What Nicole thought and felt
Triggers	Statement in disguise as questions	<u>Unexpressed thoughts and feelings</u>

# Simulation 2: Resulting Experiment

What if people  
contributed with  
all their skills?



# Reorganization to support learnings





# Simulation 3: MAKING MISTAKES

**Be Brave**

## Standard Operating Procedure for Making Mistakes

Step 1	Step 2	Step 3	Step 4
Describe it	Categorize it	Learn from it	Celebrate it

**Also...**

**Cynefin and Shame**

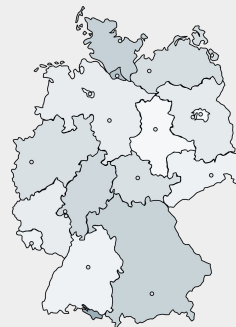
# Simulation 3: Country Cultures



“Mistakes are done by  
the other guy”

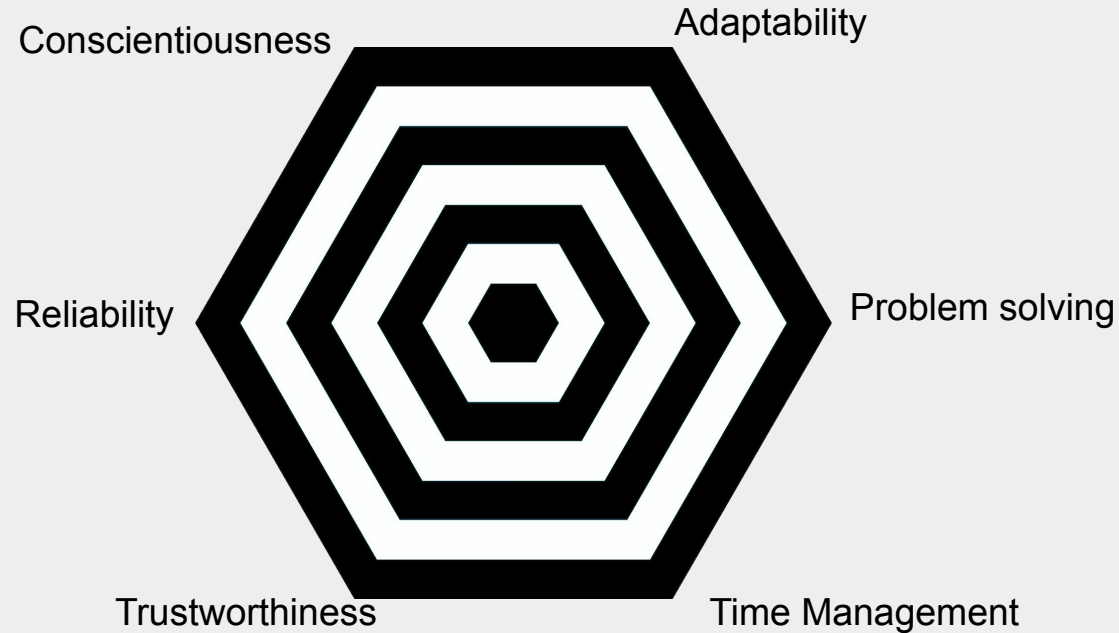


“Mistakes are my fault”

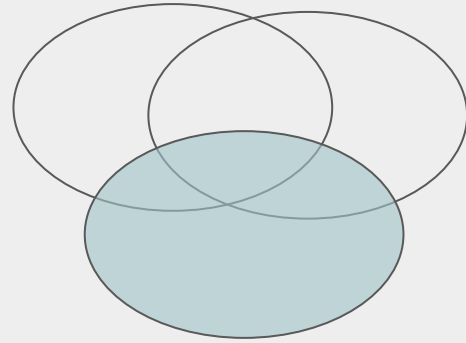


“Mistakes are to be  
avoided”

# Simulation 4: THE INNER JOURNEY



The journey continues



# Do try this at home

- ★ Make your culture explicit
- ★ Make behavior specific and define DoD
- ★ Let culture lead your structure

# Here is the help I am looking for...

- ❑ Share your stories about cultural transformations with me
- ❑ Introduce me & my co-author to publishers for our upcoming book
- ❑ Read and providing feedback to book drafts