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Organization = Society = People



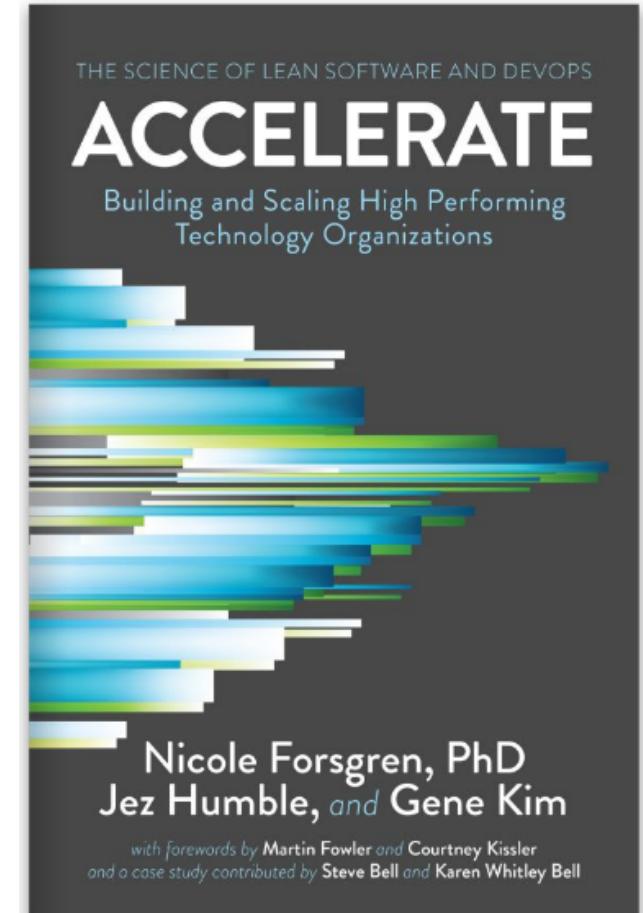
Transformation = Change



<https://pixabay.com/photos/cocoon-butterfly-chrysalis-bug-39353/>

Westrum's Organizational Typology

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 → scapegoating	Failure → justice	Failure → inquiry
Novelty crushed	Novelty → problems	Novelty implemented



<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1765804/pdf/v013p0ii22.pdf>

Recipe for generative culture: diversity + autonomy + cohesion

Organization & Team Cohesion

- Shared mission
- High cooperation

Organization Cohesion,
Team Autonomy

- Trust
- Messengers trained

Team Autonomy

- Ownership
- Risks are shared

Organization Cohesion,
Team Diversity

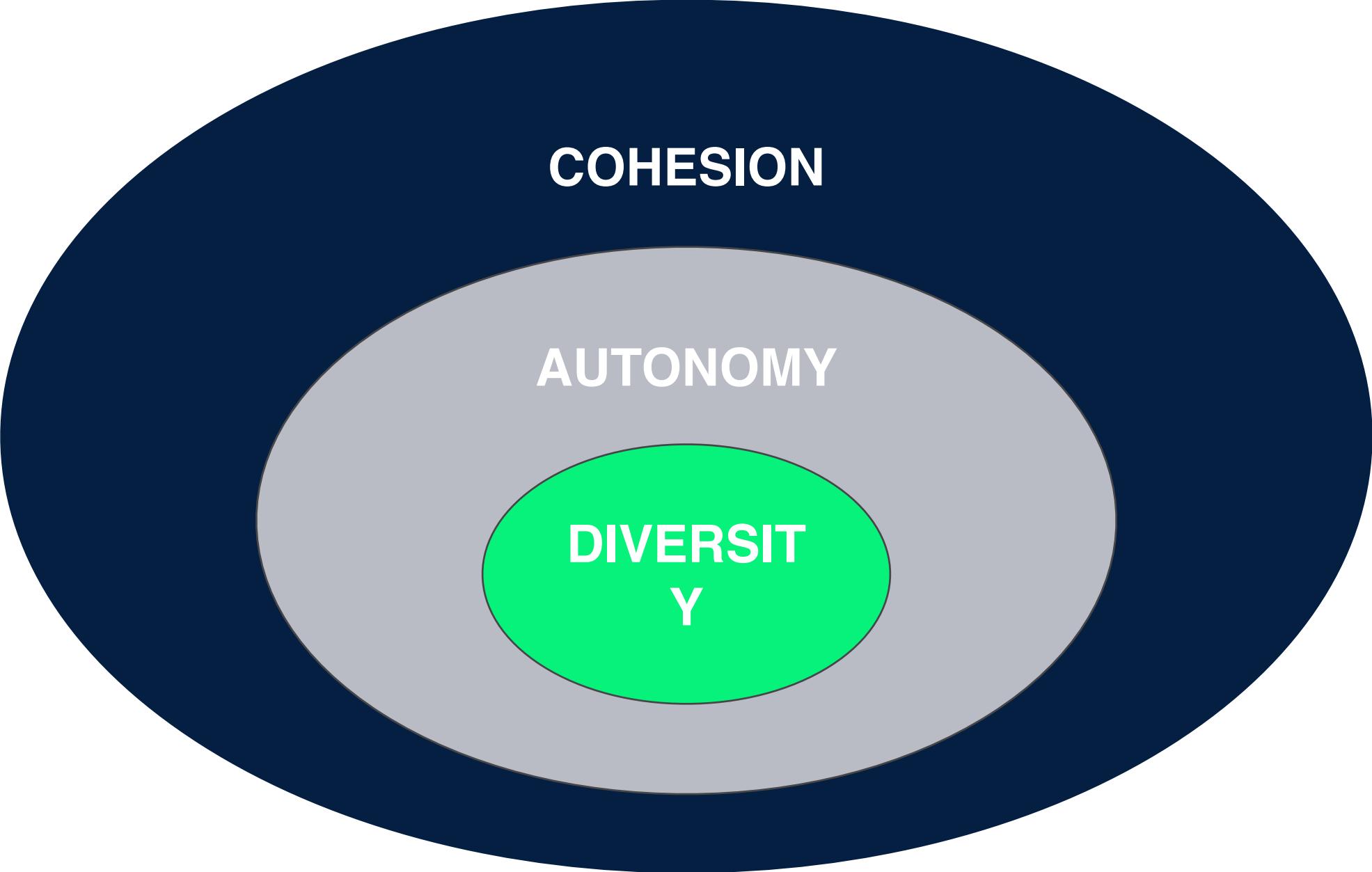
- Collaboration
- Bridging encouraged

Organization Cohesion,
Team Autonomy

- Trust
- Failure → inquiry

Individual Diversity,
Organization & Team Autonomy

- Innovation
- Novelty implemented



COHESION

AUTONOMY

**DIVERSIT
Y**

Diversity \di·ver·si·ty\

1. The condition of having or being composed of differing elements : variety

Individual Diversity

- Education
- Talents
- Skills
- Perspectives
- Physical ability
- Learning styles
- Life experiences
- Work styles

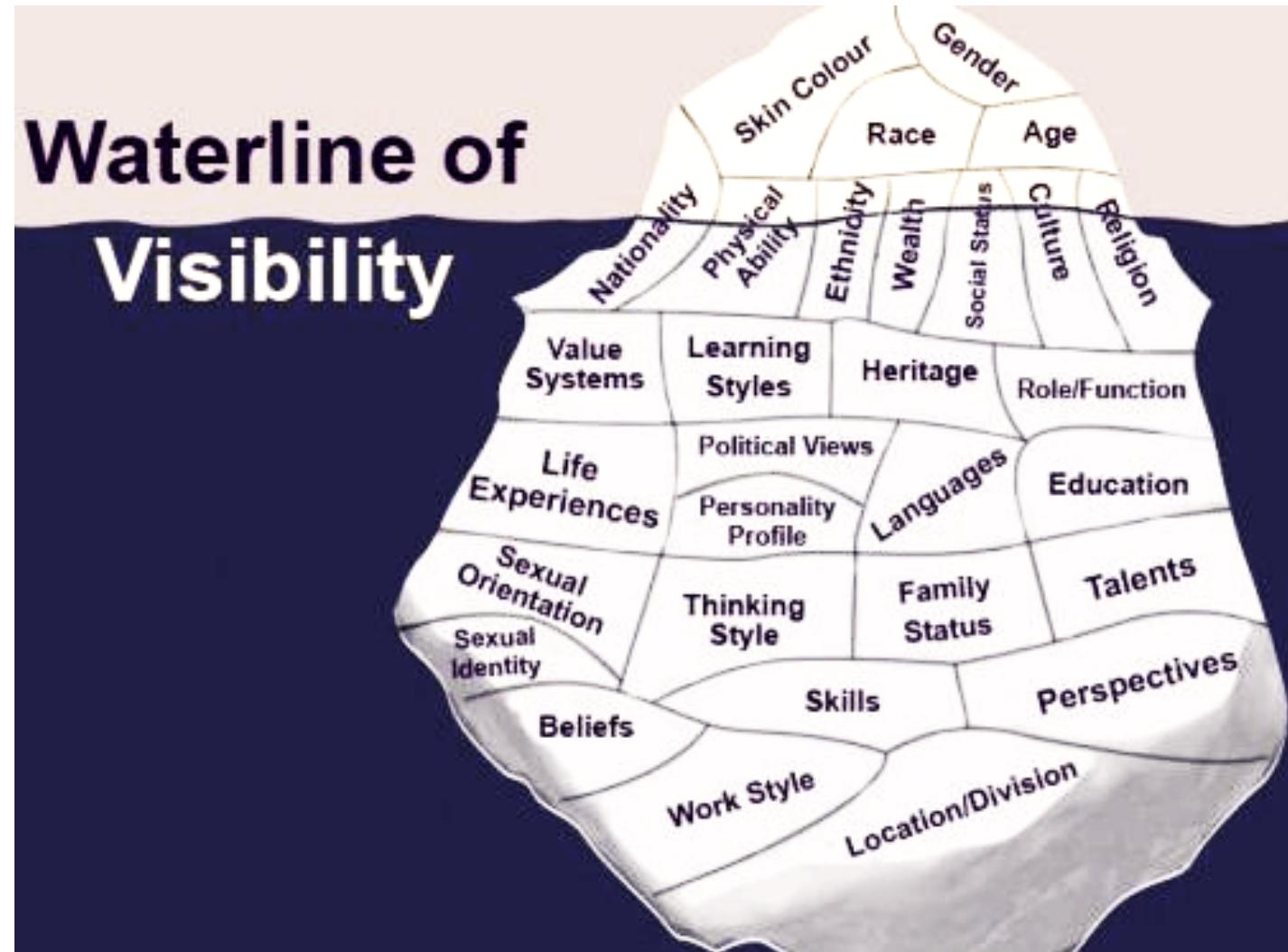
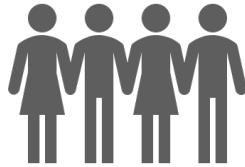


Image via <https://chicostateblog.wordpress.com/2012/03/01/the-diversity-iceberg/>

Diversity in Teams



Diverse ideas enable
innovation



Diverse experiences and
abilities give teams a
variety of perspectives



Diverse skills allow
teams to identify and
implement the best tech
for purpose

Caution!



Requires inclusivity

Tech for the sake of tech = unnecessary complexity

Most impact in teams aligned to a shared mission

Autonomy \au·ton·o·my\

1. The quality or state of being self-governing
2. Self-directing freedom

Autonomy

Organization s

- May be limited by government or parent organizations
- Culture impacts the ability to have team autonomy

Teams

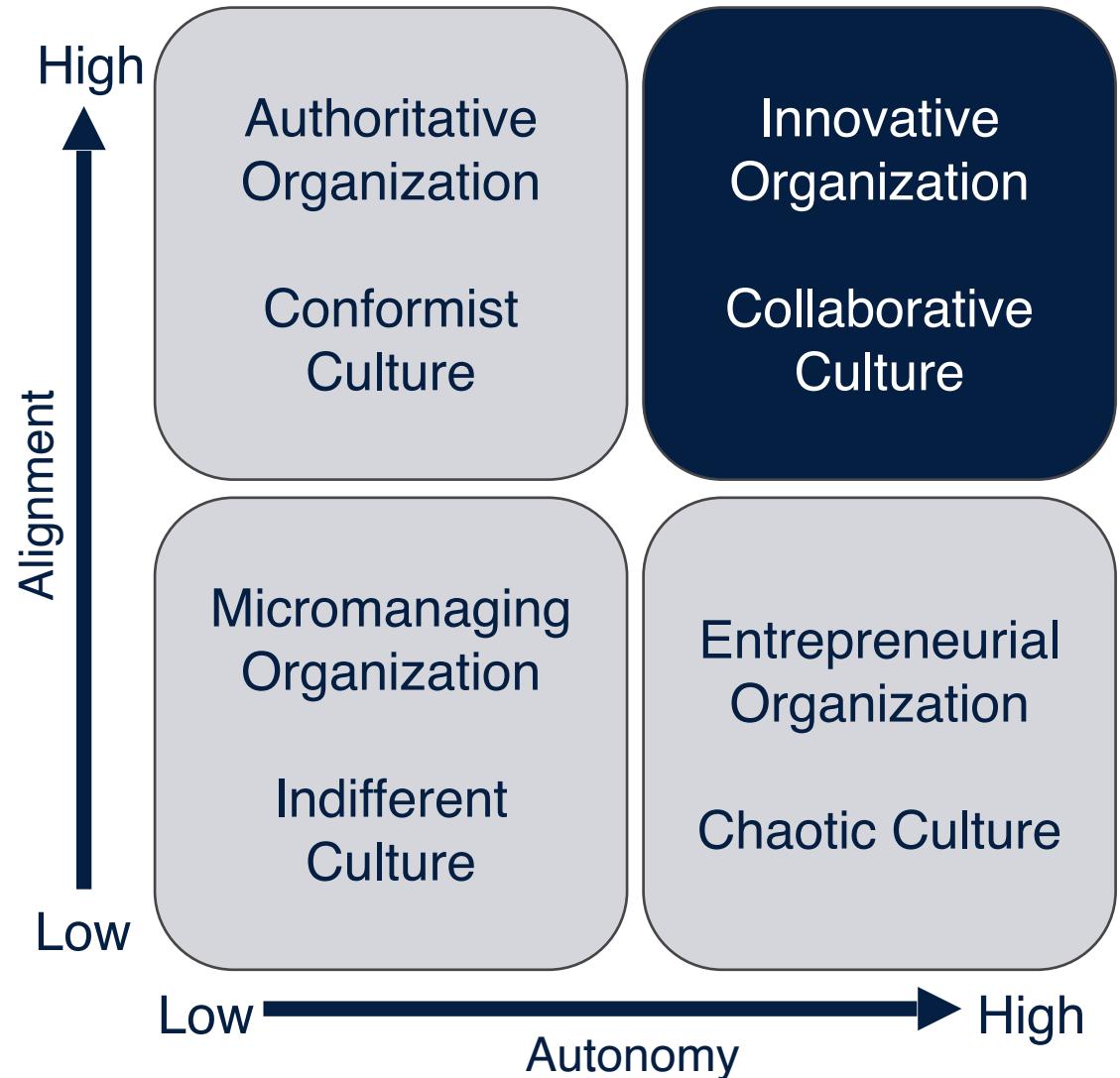
- Define their own processes
- Decide how to work to achieve goals within their given area of responsibility
- Create their own team culture

Individuals

- Freedom to do the right thing
- Right to ask for what they need to get things done
- Authority to perform their role aligned to the organizational mission

Team Autonomy

- Aligned with organization's values and goals
- Ownership of the business problem
- Freedom to experiment and continually improve



Team Autonomy



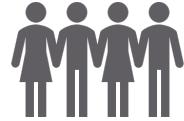
Shared ownership
improves quality



Knowledge is
shared freely



Problem solving is
more effective



Team members
are motivated by
common goals
and engaged

Caution!



Too much or too little autonomy => low performance

Mandating how to do work => removes autonomy

Poor structure => ineffective interdependencies

Autonomy without alignment results in chaos

Cohesion \co·he·sion\

1. The act or state of sticking together tightly
: unity

Highly Cohesive Team Members

- Align to the mission
- Respect everyone on the team
- Assume good motives
- Fully commit to team decisions and strategies
- Communicate effectively



Cohesion



Well defined organizational mission, vision and goals create the focal point for cohesion



Teams understand the value they provide



Effective communication and collaboration within and between teams



Build cohesion with the right incentives and social opportunities

Build Cohesion



Caution!

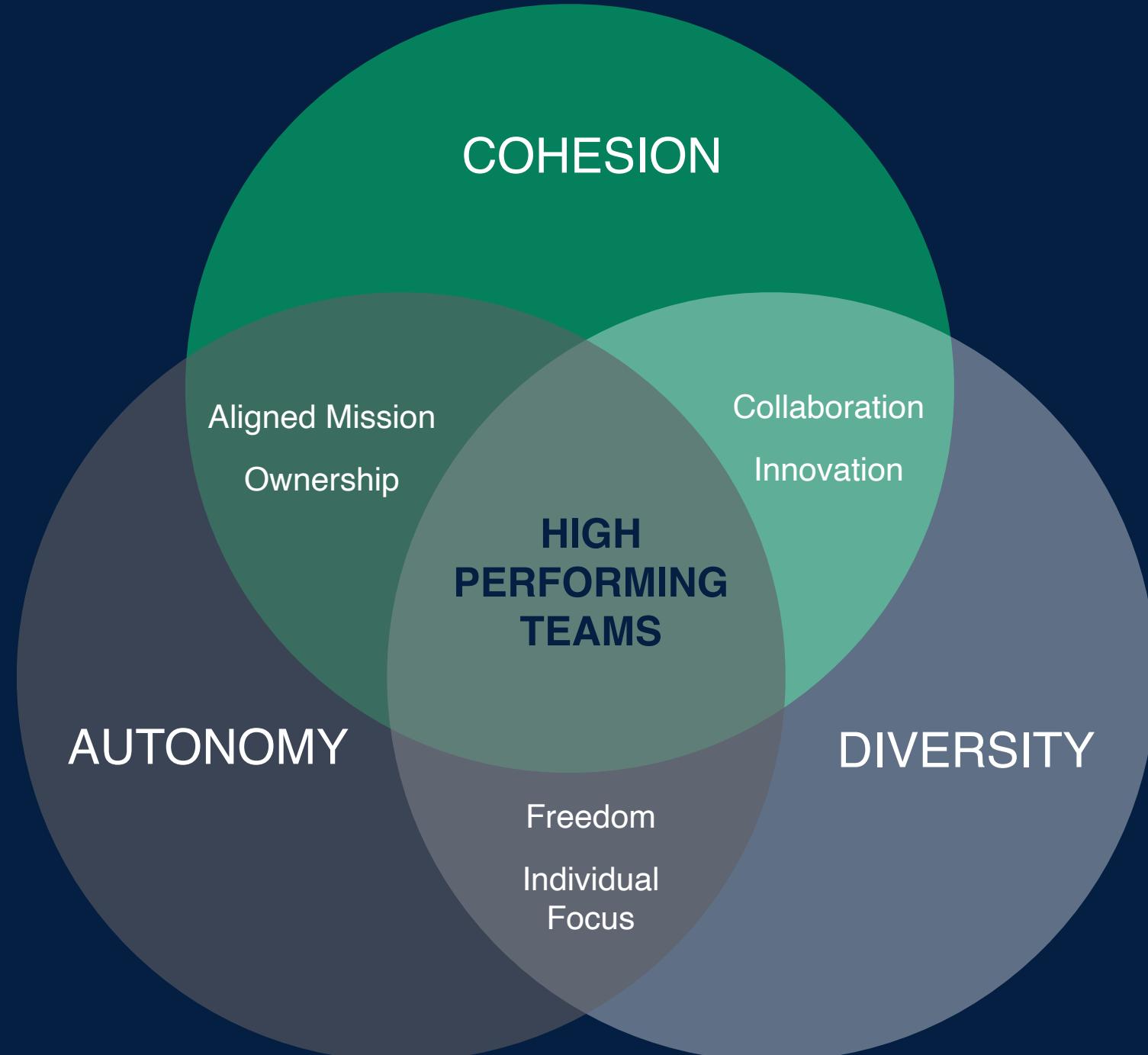


Cohesion requires a solid mission

Forced cohesion negatively impacts autonomy

Individual incentives => low collaboration

High cohesion between teams != tightly coupled





Help Wanted

How are you gathering the information needed to recognize that people are excelling or struggling while incentivizing cohesive teams and maintaining trust?

We want to hear your stories!

Have you had similar experiences, or have you experienced different results?

Thank you!();

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Twitter: [@dana_finster](#)

Recommended Reading

Accelerate

Nicole Forsgren PhD, Jez Humble, Gene Kim

A typology of organisational cultures

Dr. Ron Westrum

Team Topologies

Matthew Skelton and Manuel Pais

The Phoenix Project

Gene Kim