

**CHOOSE A TRIBE.
NOT A JOB.**



Growing the Agile Community



CENGAGE
Learning®



AimmeKeener
@AimmeKeener

#Mother
#Wife



I HEAR
YOU'RE
A JOB
HOPPER.

I LIKE TO
THINK I
HAVE HIGH
STANDARDS.



www.dilbert.com scottadams@aol.com

ARE YOU AWARE THAT
ALL JOBS REQUIRE YOU
TO DO THINGS YOU'D
RATHER NOT DO?

THAT'S
WHY THEY
HAVE TO
PAY YOU.



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PERHAPS
YOUR EX-
PECTA-
TIONS
ARE UN-
REALI-
STIC.



I QUIT!
I'M GOING
SOMEPLACE
WHERE MY
COWORKERS
WILL NEVER
WASTE MY
TIME!!!



I'm a recovering serial job hopper.

A pile of colorful paper scraps with large black question marks on them.

What reasons have you changed job?





How long have you been at your current job?



3 years

Source: Labor Department



7 years

Source: CultureSync



NEW THEORY

I no longer wanted to be a member of that tribe...



NEW THEORY

and, I wasn't willing to put in the time or effort to make that tribe better.



A tribe



SPL

Since the Paleolithic Era



NETFLIX

Your tribe



NETFLIX

Your tribe



What are tribes like?



Tribes come in stages.



KEEP
CALM
IT'S
QUIZ
TIME



I'm going to ask you a bunch of questions.



Answers have points associated with them.



Keep track of your score.

What best describes people's relationship to the organization's mission, vision and/or values?

Pts.	
1	Hostile antagonism
2	Sarcastic jokes and/or no real effect on behavior
3	Inspires individuals to do a better job
4	Mission, vision and/or values tells people in the organization who they are
5	Inspires collaborative behavior that overcomes personal differences

Which best describes the “mood” of your organization?

Pts.	
1	People are focused on personal survival
2	People do the minimum to not get fired
3	People's primary focus is themselves
4	Work based partnerships
5	Teams focused on making history

Which best describes the activities of leaders in your organization?

Pts.	
1	Firing those who oppose them
2	Telling people what to do
3	Outperforming other “stars”
4	Building the careers of the people they work with
5	Building bridges to the best and brightest in the world

What do people complain the most about?

Pts.	
1	Lack of personal safety
2	Management
3	People who disagree with them; not enough time or support; people are not as smart as they are
4	Finding enough collaborative individuals to bring into existing groups
5	There's so much good to do

Which best describes the structure of people's relationships?

Pts.	
1	Alienated
2	Clusters of people who feel like they have little impact on how the organization is run
3	Lots of people trying to the best (on an individual basis)
4	Clusters of highly networked people who share the same values
5	Clusters of groups out to change the world



Tribes are in one of five stages.

Source: **Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization**



Stage 1: Life Sucks.

Score: 5-9, 2%



Stage 2: My Life Sucks.

Score: 10-13, 25%

HELLO

I'm
Awesome

Stage 3: I'm great, and you're not.

Score: 14-17, 49%

WE ARE AWESOME



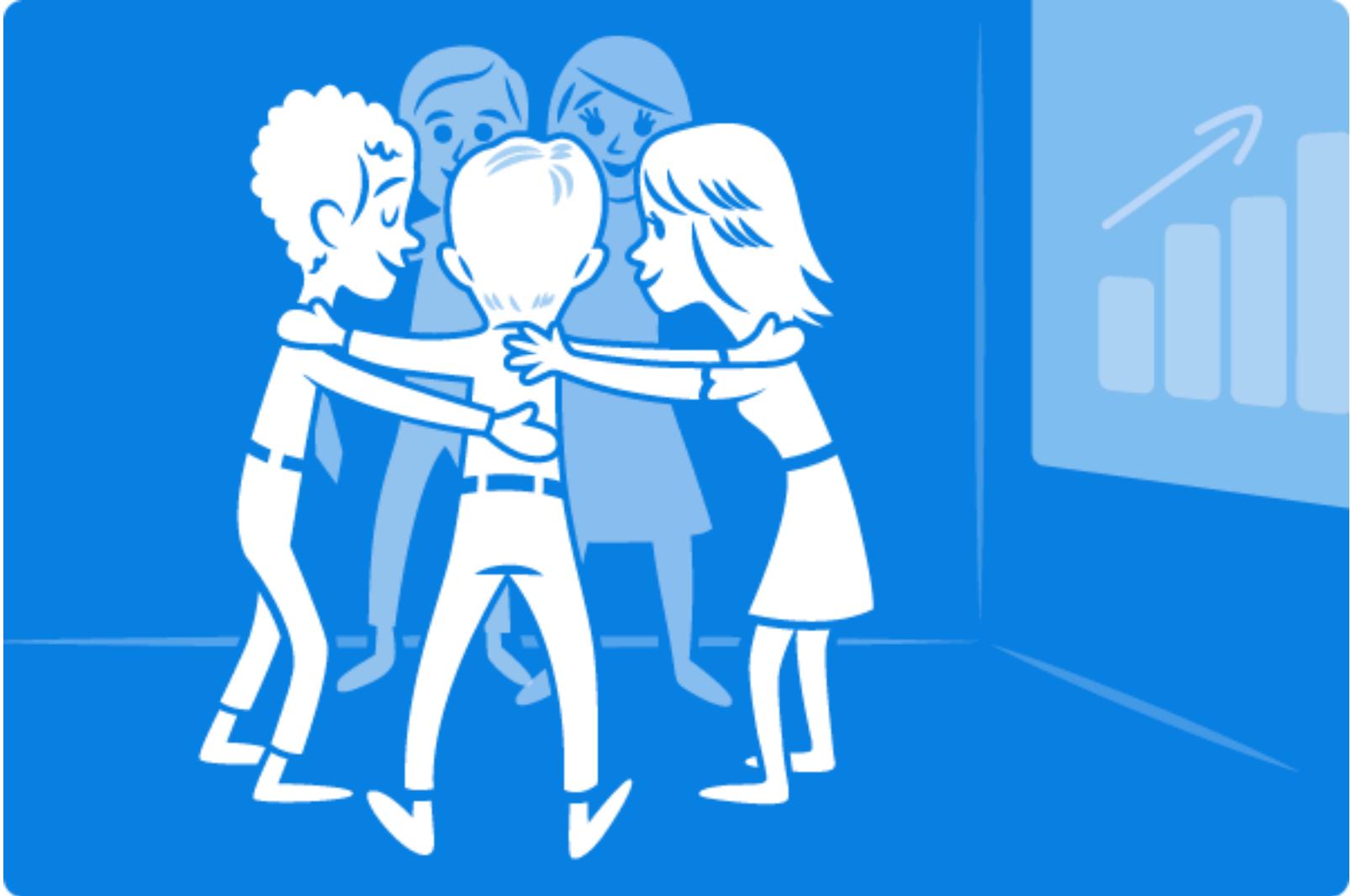
Stage 4: We're awesome, and they're not.

Score: 18-21, 22%

Score: 22-25, 2%



Stage 5: We are all awesome.



Higher the Stage = Higher the Effectiveness



We want to create these Stage 5 tribes.



But, how does that happen?

The word "culture" is written in a bold, sans-serif font. Each letter is a separate block of wood type, showing signs of age and wear. The colors of the ink vary from letter to letter: the 'c' is green, the 'u' is light blue, the 'l' is red, the 't' is dark brown, the 'u' is light beige, the 'r' is tan, and the 'e' is dark brown. The background is a plain, light color.

"Stuff that people do without noticing."

- Henrik Kniberg



“We trust and respect each other.”



"We appreciate our employees."

TRANSLATE PAGE [Ad-Hoc mode](#) [Media CMS](#) [ASP CMS](#) [CMS Frontend](#) [ASP Frontend](#)

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Welcome to the WebAPP, Web Automated Perl Portal!

WebAPP Version 1.0 SE is out! ([Download](#))
WebAPP, Web Automated Perl Portal development and support group since 2002

24/7 Live Help on [irc.gnu.org/Web-APP](#).

What is WebAPP?
You're looking at it!

WebAPP is the most fully-featured, versatile, free and open-source, flat-file Perl portal script available today! Acronym for Web Automated Perl Portal™, WebAPP is easily installed on virtually any UNIX-based server. WebAPP requires no SQL backend, no PHP, only a hosting environment offering support for Perl.

Featuring the most complete (and growing) set of interactive community-building resources available, even an inexperienced webmaster can easily install WebAPP, login and personalize their portal, populate it with their content, and easily maintain, develop and administer the site.

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Online Now: 577 Members in Groups
From 11 countries
[Online Now](#)

Log in to see who's on: [Most active user](#) [Membership](#) [2729](#)

Recent News:
Web-App Update and the future. 
Editorial 03/05/2010 at 21:01:40 by Jack Behn

Web-App is an ever evolving Content Management System customisable for many uses.
As we work on the development of the next Update to this script, I find this a good time to start a dialog asking our users what they would like to see, or actually require for their perfect Content Management... [Write](#)

[\(27 reads\)](#) | [0 comments](#)

Hosting and registrar fraud by Pariva Networks

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“We innovate and delight our customers.”



Environment where we are rewarded for
helping each other



Who is responsible for culture?

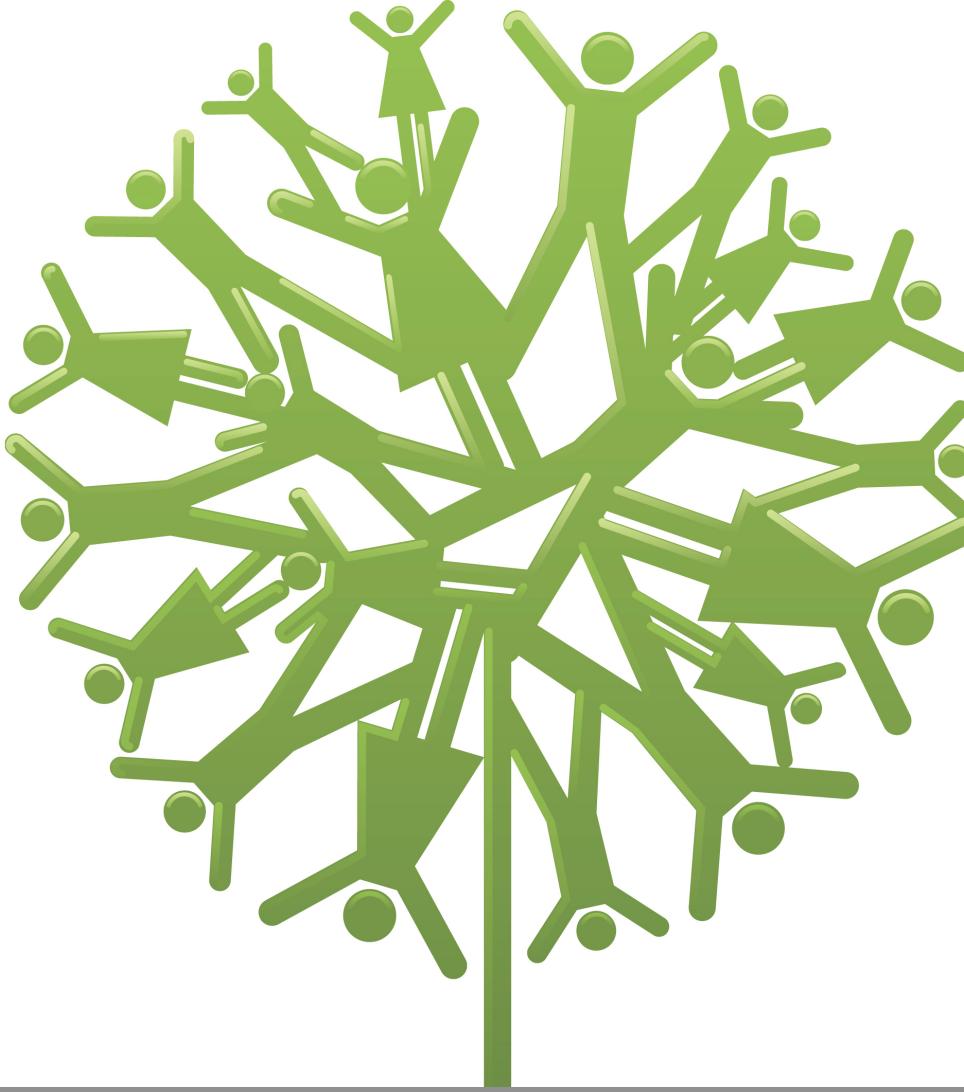


We all our.



Not all responsibility of managers and leaders.





How do you grow the tribe that you really want to be
a part of?



You need to start jumping stages.



Create triads.



Ideas to build triads in your organization



The word "core values" is constructed from a stack of approximately 15-20 wooden letterpress blocks. The letters are painted in various colors including orange, red, green, blue, and purple. The "core" is on top, and "values" is on the bottom. The blocks are arranged in a staggered, overlapping pattern, creating a sense of depth and texture. The background behind the blocks is a solid white.

core
values

Have core values for your tribe.

Our Values

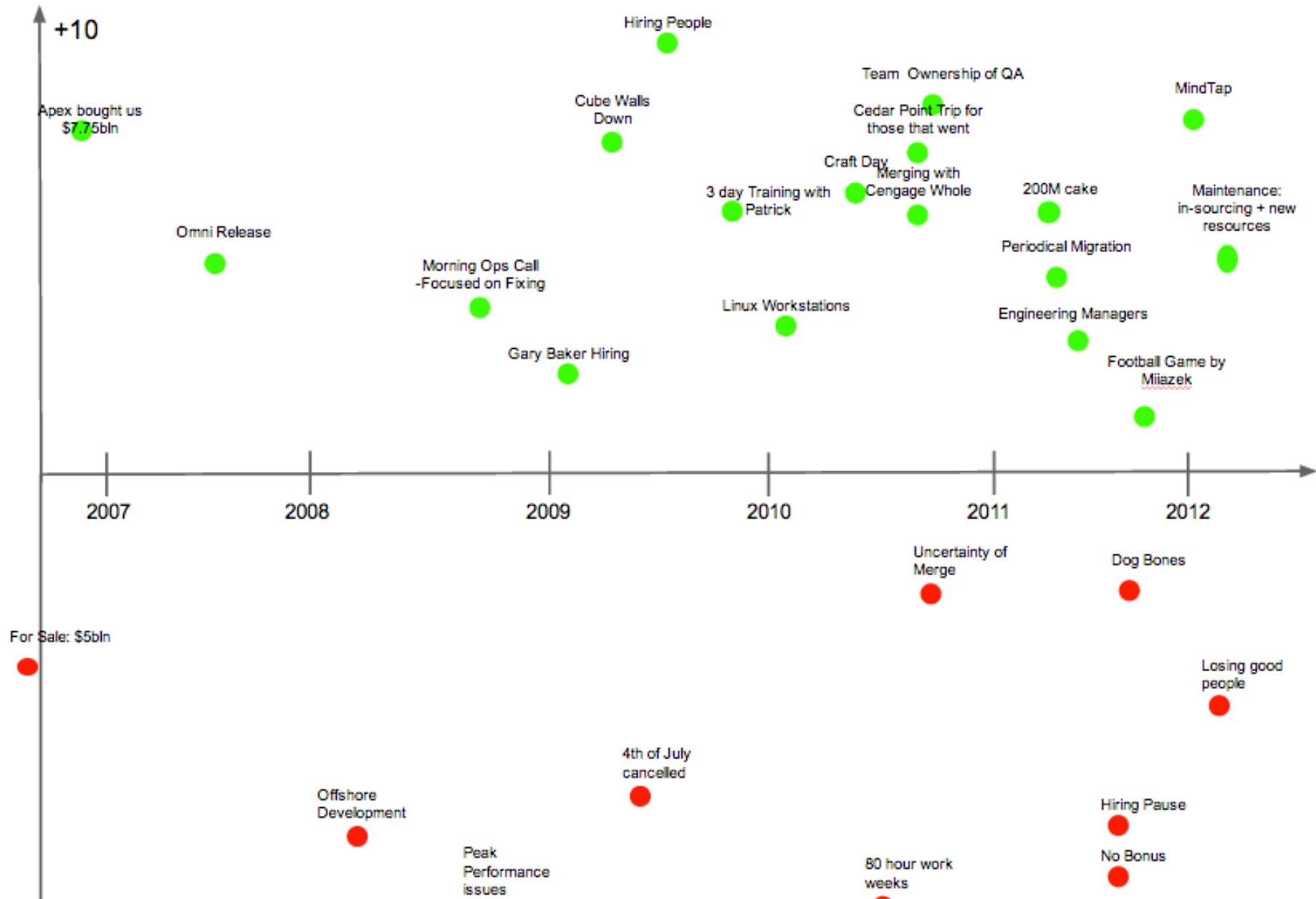


- Integrity
- Respect
- Commitment
- Collaboration
- Accountability

Not a value list of values on a wall.



It's what inspires the tribe.



Mountains and Valleys

Courage
Caring
Learning
Motivation
Perseverance
Fun

My tribe's core values



Grow values with “Yes!”



Ask people how you can get them to a "Yes".



Tribes work best with a mission.



A mission needs to be meaningful.

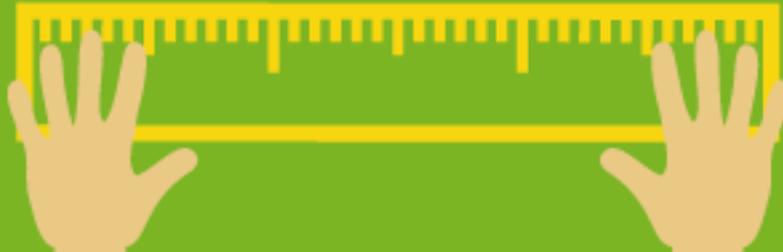


Mission Roadmap



You should be able to answer any question knowing your core values and mission.

Success



How do we know this is working?



The image shows the TINYpulse website. At the top left is the logo featuring a stylized orange flower-like icon next to the word "TINYpulse". Below the logo is a cartoon illustration of a city skyline with buildings, birds, and a cloud. The main navigation bar at the top right includes links for Pricing, Testimonials, Blog, About, Contact, and Sign-Up. Below the navigation is a dark header bar with links for Dashboard, Share, Users, Settings, and Admin.

Dashboard

This Week

Happiness

Cheers

My Dashboard (1 responses)

On a scale of 1 to 10, how likely would you refer someone to work here?

1 being extremely unlikely (I would physically deter them down to my last breath) - to 10 being extremely likely (It's the best place to work).

Date Asked: Oct 20, 2012

Snapshot

Your Average	8.5
Benchmark	7.7
Report	4000-5000
Total Surveyed	4000-5000
Cheers	100
Smart Suggestions	400

Share this TINYpulse

1 response received from the distribution of settings. Test example. Test many responses that they scale a 1, 2, 3, 4, 5, 6, 7, 8, 9, 10.

A bar chart displays the distribution of responses on a scale from 1 to 10. The x-axis represents the score (1, 2, 3, 4, 5, 6, 7, 8, 9, 10) and the y-axis represents the count of responses. The bars are green and show a clear upward trend, peaking at a score of 10.

Score	Count
1	1
2	1
3	1
4	1
5	1
6	1
7	2
8	3
9	2
10	10

Measure



What do you do when you are in a rut?





core
values

The words "core" and "values" are written in a staggered, overlapping arrangement using large, colorful wooden blocks. The letters are painted in various colors including orange, red, yellow, and blue, giving them a rustic and vibrant appearance.

DON'T TAKE
NO
for AN answer

A hand-drawn style graphic featuring the word "NO" in a speech bubble. Above the speech bubble, the word "DON'T" is written in a cursive font, followed by the small word "TAKE" in a stylized font. Below the speech bubble, the words "for AN answer" are written in a cursive font, with "AN" in a small rectangular box.

**CHOOSE A TRIBE.
NOT A JOB.**



culture

core
values



YES

DON'T ^{TAKE}
NO
force **AN**~
answer



MISSION

Things to look at:

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

TRIBAL LEADERSHIP

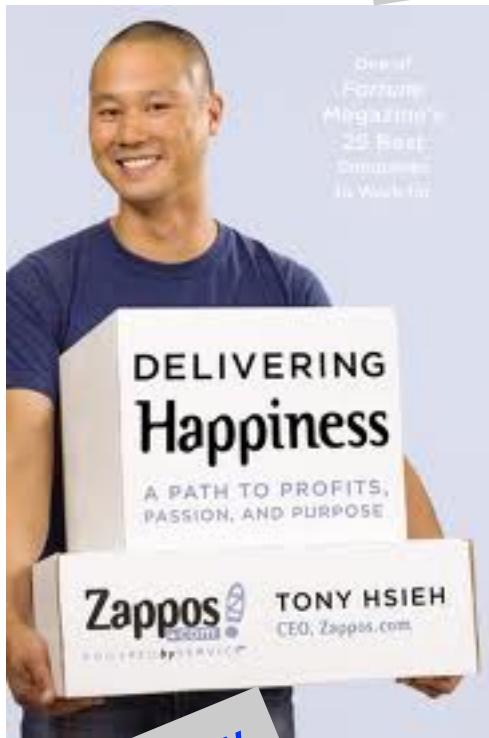
Leveraging Natural Groups
to Build a Thriving Organization



DAVE LOGAN, JOHN KING
& HALEE FISCHER-WRIGHT

Foreword by Warren Bennis
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Culture is a feeling. Measure how
your employees are feeling.

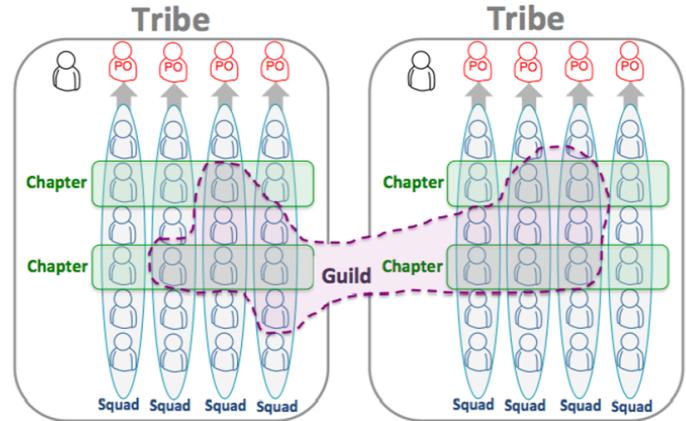


Take the culture stage survey and
learn about mountain and valleys here.



Scaling Agile @ Spotify with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012



On a scale of 1 to 10, how happy are you at work?

1 being extremely unhappy and about to quit — to 10 being extremely happy and jumping with joy

Date Asked: Oct 17, 2012





Questions