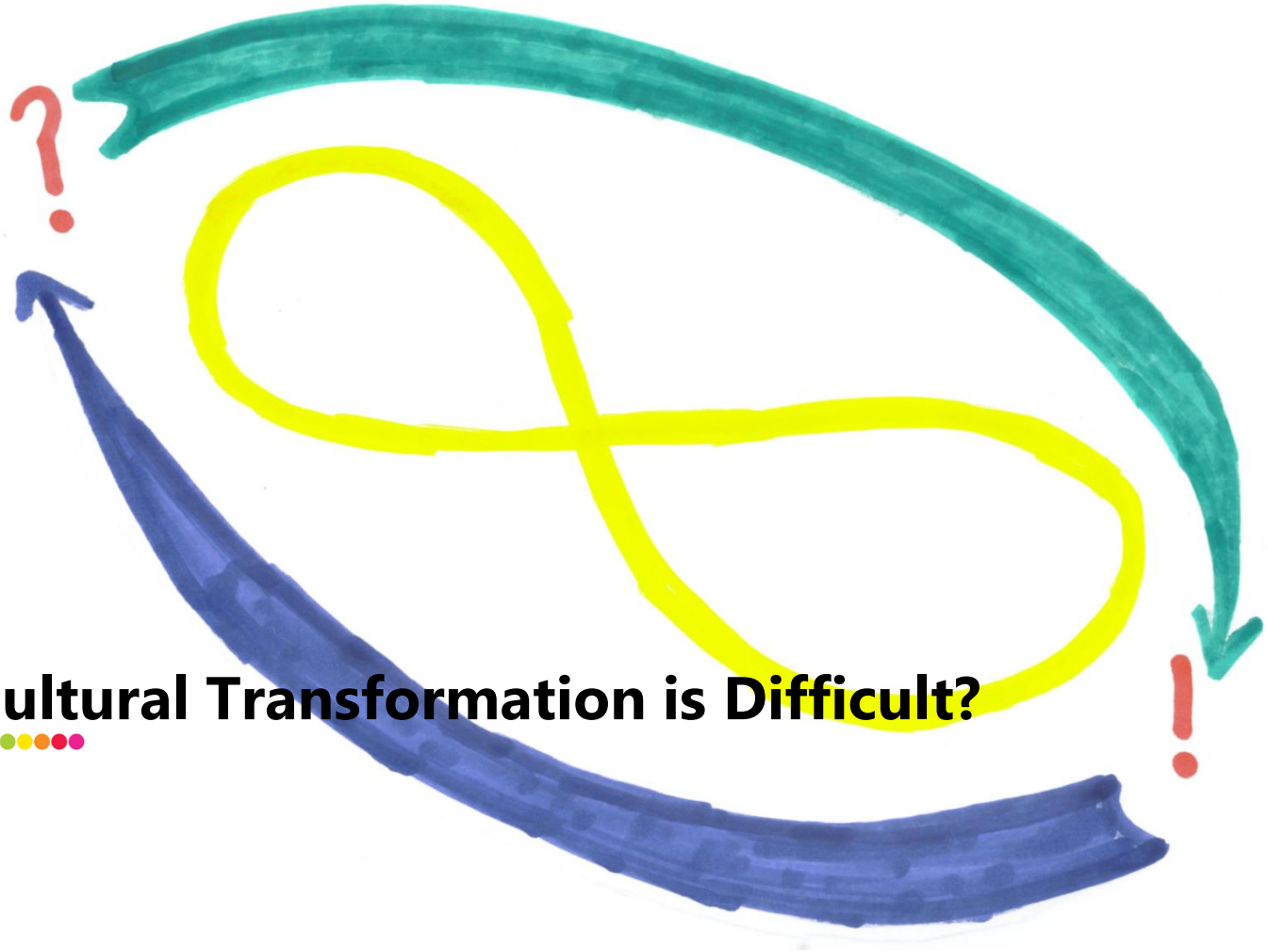


Why Cultural Transformation is Difficult?

You should Change

Let’s learn from each other

End Game

There is NO

Right or **Wrong**

There is only

general direction for vision

Complex Systems

Complex system's behavior is intrinsically difficult to model due to **dependencies**, **competitions**, **network relationships**, and **looping feedbacks** among its parts or between a given system and its environment.

- Positive as well as negative
- Immediate as well as with time delay

Complex systems have some distinct properties:

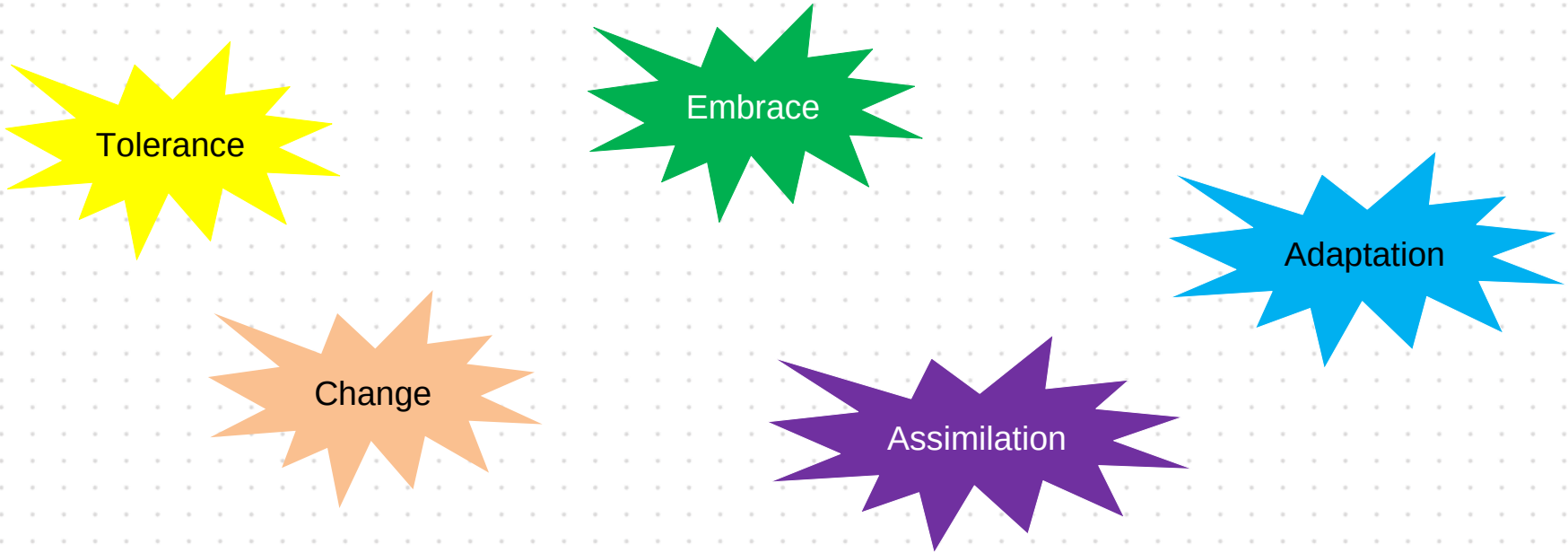
- Nonlinearity
- Emergence
- Path Dependency
- Evolution
- Spontaneous order
- Adaptation
- Feedback loops

Until now

- There is no perfect culture
- Organization is a complex system consists of complex beings in a complex environment

Is it an ecosystem?

Is transformation appropriate word?



Dimensions of Organizational Culture

Source: Gartner

Some Questions

- ✓ Why are we changing?
- ✓ Where is the business case for the change?
- ✓ What is the best way to communicate the urgency of change?
- ✓ How to communicate about change and convince them?
- ✓ What are the barriers of change?
- ✓ Are vision and strategy aligned?
- ✓ What is the end state vision?
- ✓ What are the milestones?
- ✓ What are the metrics at different levels of pyramid?
- ✓ Who will form the guiding coalition?
- ✓ What are the indications of the success?
- ✓ What are the safety locks, so we do not fallback into old ways?
- ✓ What will change?
- ✓ Who will be threatened by this change?
- ✓ Who will benefit by this change?
- ✓ How we can transform threatened people to benefited people?
- ✓ Who are the change agents?
- ✓ Who may be the supporters of the change?
- ✓ Who may oppose the change?
- ✓ What is approach to bring the change?
- ✓ How do we amplify the wins and nullify the losses?
- ✓ How to involve people?

Then How?

- **Set the vision**
- **Communicate - Why**
- **Evolve the goals**
- **Communicate – What & How**
- **Act & Evolve Actions**
- **Adapt and Evolve**

Yes, we need heroes.

How to know – What is happening?

- **Delivery performance**: The organization should look for improved effectiveness, efficiency, productivity, and predictability fueled by faster delivery, higher quality, and less rework.

- **Business results**: Sales, revenue, time to market, and market share are prevalent, high-level metrics to watch. Many organizations also measure customer satisfaction, often using a net promoter score (NPS).

- **Team and organizational health**: People engagement, happiness, health, well-being of teams and the organization as a whole is essential to measuring its benefits and driving adaption.

Cultural Transformation delusions

- **The Halo effect**: Quantity over Quality of data and metrics.
- **Mixing of Correlation & Causality**: Mistakenly assuming that correlation is causation.
- **Single Explanation**: Tilting toward assuming single cause of a reaction
- Linear Relationship: Not considering feedback loop (+ve/-ve as well as delay in time)
- **Connecting the Winning Dots**: Looking only at successful experiments and finding their commons, without comparing them against unsuccessful experiments
- **Lasting Success**: This is the epitome of success, no further betterment is possible.
- **Organizational Physics**: The idea that business performance is non-chaotically determined by discoverable factors, so that there are rules for success out there if only we can find them.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thank you
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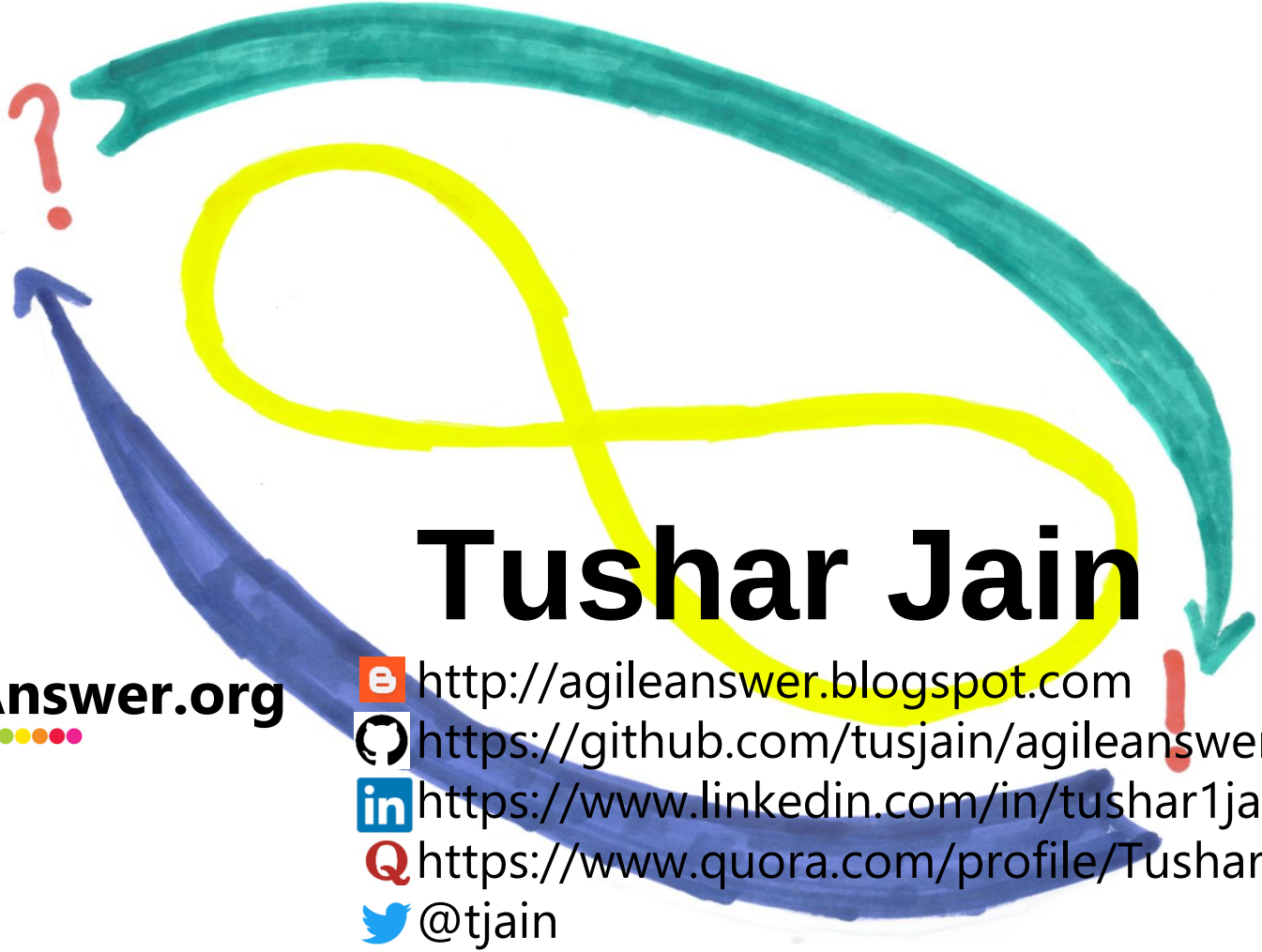

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Sample Metrics – Agile Transformation

Organizational Productivity	Metrics	Measurement Examples
Eliminating waste	Promotes efficiency and smart spending by utilizing shared platforms and organizational standard to avoid redundancy and minimize waste	# of applicable projects utilizing the Standards request process or assessment of existing systems against enterprise needs and scalability
Efficiency in spend	Resource allocation and project approaches utilize Agile delivery models and templates	% of Agile Contract
Expediting quality and continuous delivery	Engineering and development practices utilize the Lean Agile DevOps delivery models and tools	Capture # of applicable processes / workflows identified vs. actually automated Survey assessment of development environment setup and access to development team % of reported defects against a system/product
Resources allocated to high priority and business value items only	Encourage development of strategic and high-priority work (e.g. build based on need, ensure just-in-time development to effectively respond to user needs)	Projects approval time report for kick-off vs. actual work begin date % or number of used items captured via customer survey, Web analytics, # of Stories – Planned vs. Stories – Actual

Sample Metrics – Agile Transformation

Business Value	Example Metrics	Measurement Examples
Customers / stakeholders engagement	Projects implemented have approaches to engage customers	Focus groups, User persona development sessions, Wireframing and sprint demo, feedback, etc.
User representation throughout the delivery process	Projects have approaches implemented to assess customer satisfaction % of projects that have committed Product Owners	Delivery meets agreed-upon high priority items / success criteria
Continuous prioritization and communication of user needs and responsiveness to change	Customer satisfaction against product / service delivered increased by %	Number of feedback loops, ongoing communication,