

Cultivating Agile In a Command and Control world



FoxHedge Ltd
Lean & Agile Coaching and Training

About Me

Jim York

- Lean and Agile Coach
- Certified Scrum Trainer
- Began as Management Consultant
 - built software for cost and economic analyses
 - revived threatened organizations
- Now focus on sustainable integration of Lean and Agile principles and practices
- Frequent conference and special interest group speaker



About You

- What is your experience with Agile principles and practices?
- Who is struggling with organizational adoption of Agile?
- What's your organizational type?



The Fad Factor

- Agile often has a quick, brilliant, but brief impact on organizations -- a shooting star effect
- Why?



The Character of Organizations

- In his 1998 article, “Why Good Management Ideas Fail - Understanding Your Corporate Culture,” Dr. William Schneider points out that organizations are **living, social organisms**
- As such, they are very **resilient**
- In fact, their very survival has resulted from this resilience



Culture Eats Strategy for Breakfast

- According to Schneider's research, organizational culture is more powerful than anything else
- "If the management idea fits the nature of the organizational culture it will most likely work. If not, it will most likely fail."

Source: William Schneider, PhD, *Why Good Management Ideas Fail - Understanding Your Corporate Culture*



What does this resilience portend for Agile?

The more a management idea **builds** on the nature and strengths of a particular living social organism and **honors the integrity** of that organism, the **greater the likelihood** that the idea will be **adopted and integrated** into the fabric of that organism

- William Schneider, PhD



What We've Learned

- Change is Constant
- Patterned Change is successful
- Change that defies the pattern often fails



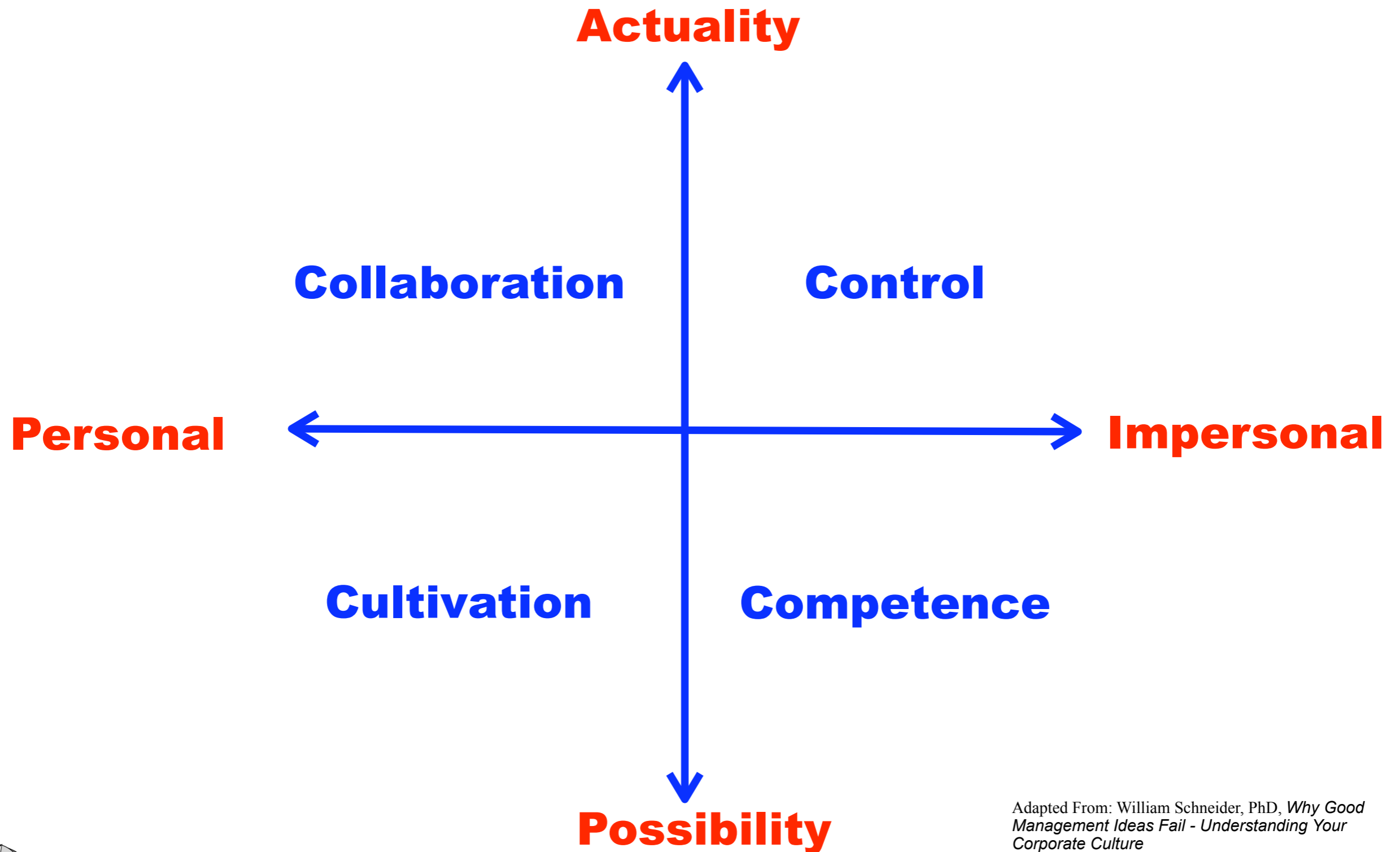
Schneider's Culture Types

Type	Emphasizes
Control	Certainty
Collaboration	Synergy
Competence	Distinction
Cultivation	Enrichment

Adapted From: William Schneider, PhD, *Why Good Management Ideas Fail - Understanding Your Corporate Culture*



Underlying Cultural Patterns



Adapted From: William Schneider, PhD, *Why Good Management Ideas Fail - Understanding Your Corporate Culture*

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Exercise: Connecting with Culture through Words

Goal: Build an Agile lexicon congruent with your organization's culture type

- Identify Your organization's Culture Type
- On an Index Card write
 1. Your **Agile Experience** on a scale of Hi, Medium, or Low
 2. Whether your Organization is **Succeeding or Struggling with Adoption** of Agile Principles or Practices
 3. Your organization's **Culture Type**
- Find others who share your organization's culture type; break into groups with a range of adoption success and agile experience
- In your group, connect Agile concepts, ideas, principles, and words to those of your organization's culture type



Culture is persistent; learn to speak like a native

- It is your job to help your organization understand
 - It's not their job to understand you



Contact Info



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