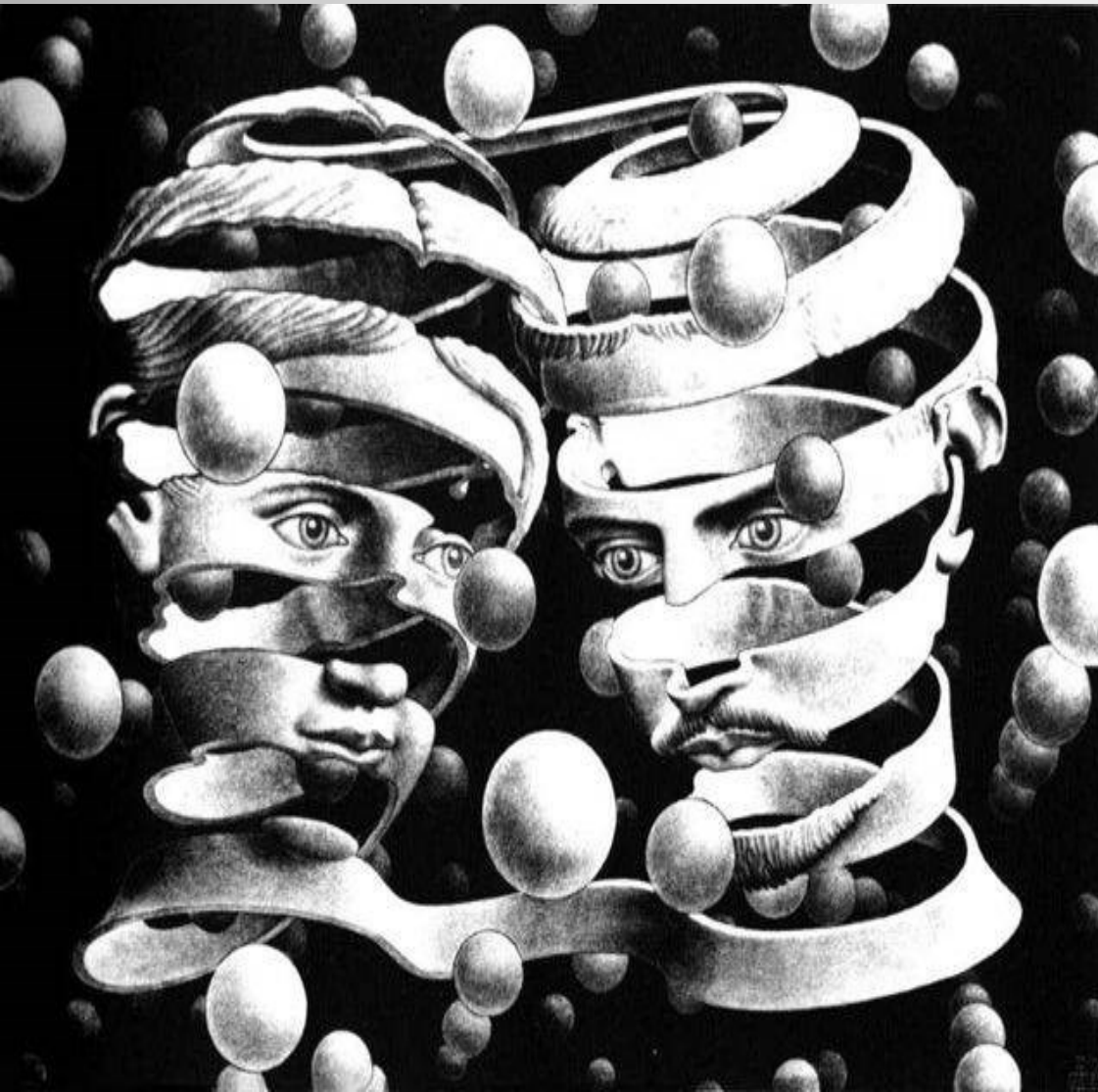




ready for
change?

Tomsk, 20th May 2017
Tania Campanelli



process and structure
can be changed
overnight

mindsets will not!



Tania Campanelli

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DP Technology Corporation



USA

Los Angeles
Chicago
Charlotte

Europe

Montpellier & Grenoble,
Nürnberg & Berlin, Germ
Florence & Milan, Italy
Tomsk, Russia

Asia

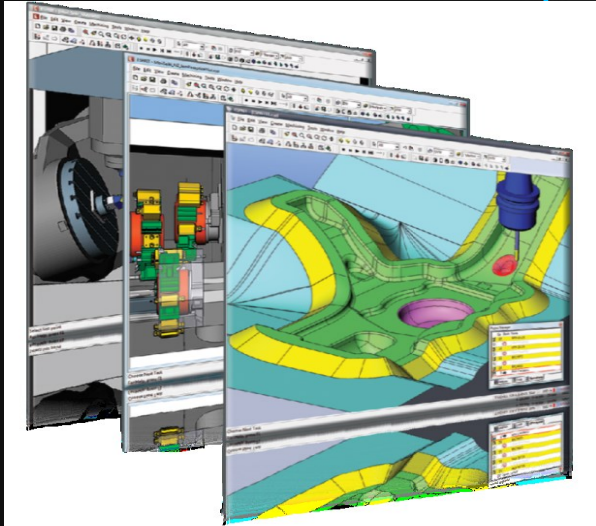
Tokyo, Japan
Shanghai, China
Chennai, India



250 employees around the world
220 resellers to cover more than **80 Countries**

**more than 30 years of
experience in the
mechanical market**

The ESPRIT CAM system delivers powerful, high-performance,
full-spectrum CNC programming for:



2–5 axis milling
2–22 axis turning
2–5 axis wire EDM
High-speed 3- and 5-axis machining
Swiss-turn, mill-turn and B-axis machine tools

ESPRIT CAM Software

change Initiatives Often Fail

why?

predefined target illusion

organizational culture
underestimated/ignored

...other (minor?) reasons

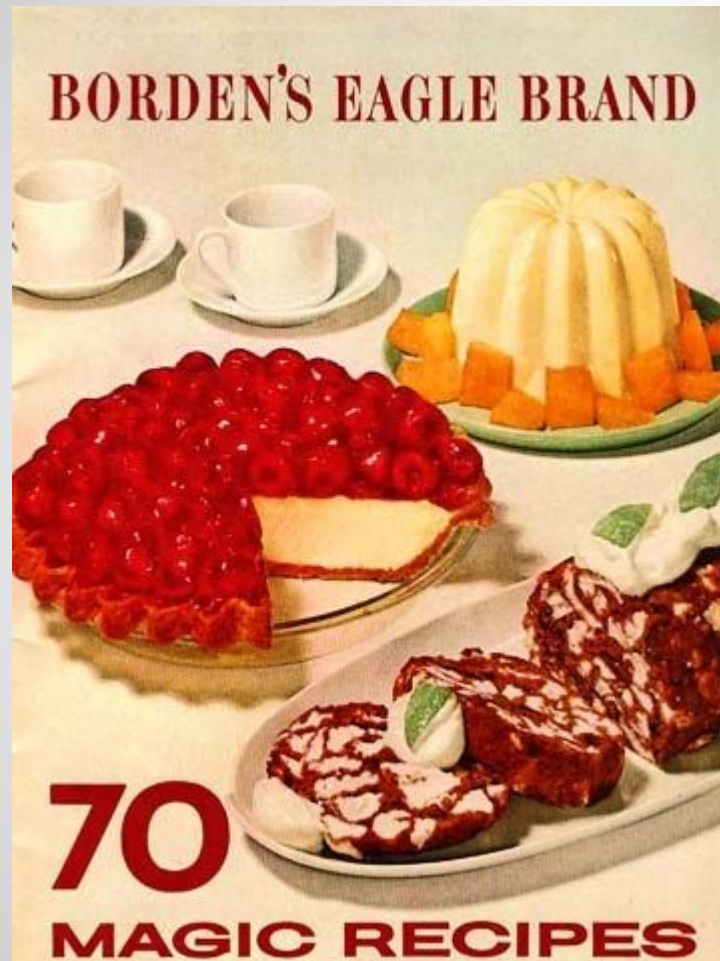




predefined target **illusion**



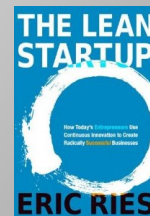
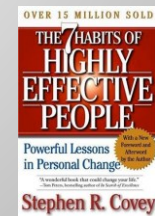
linearity cause-effect
illusion



magic recipes



replicate circumstances
(practices)
hoping to replicate
outcomes



sorry, it doesn't work





an organization
is an **evolving**
ecosystem
of
interdependent
services

complexity

You Are
Here



Complex

Probe
Emergent Practices
Enabling Constraints

Complicated

Analyze
Good Practices
Governing Constraints

disorder

Chaotic

Act
Novel Practices
Absence of Constraints

Obvious

Categorize
Best Practices
Rigid Constraints

Cynefin - David Snowden

why do you want to change?



wants vs needs



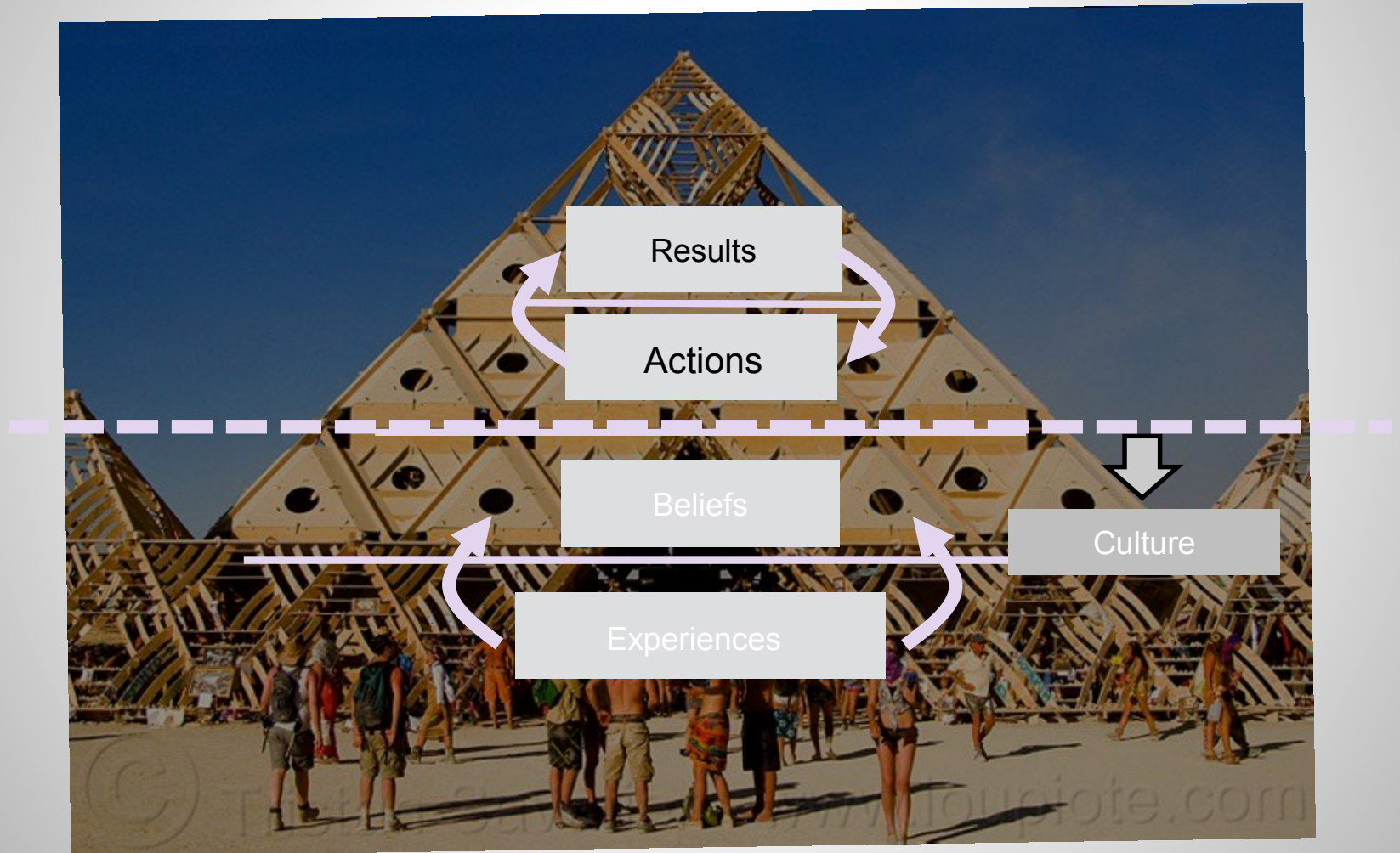
“confusing wants with needs
is a common path to
frustration & ineffectiveness”

Torbjörn Gyllebring

on to culture...

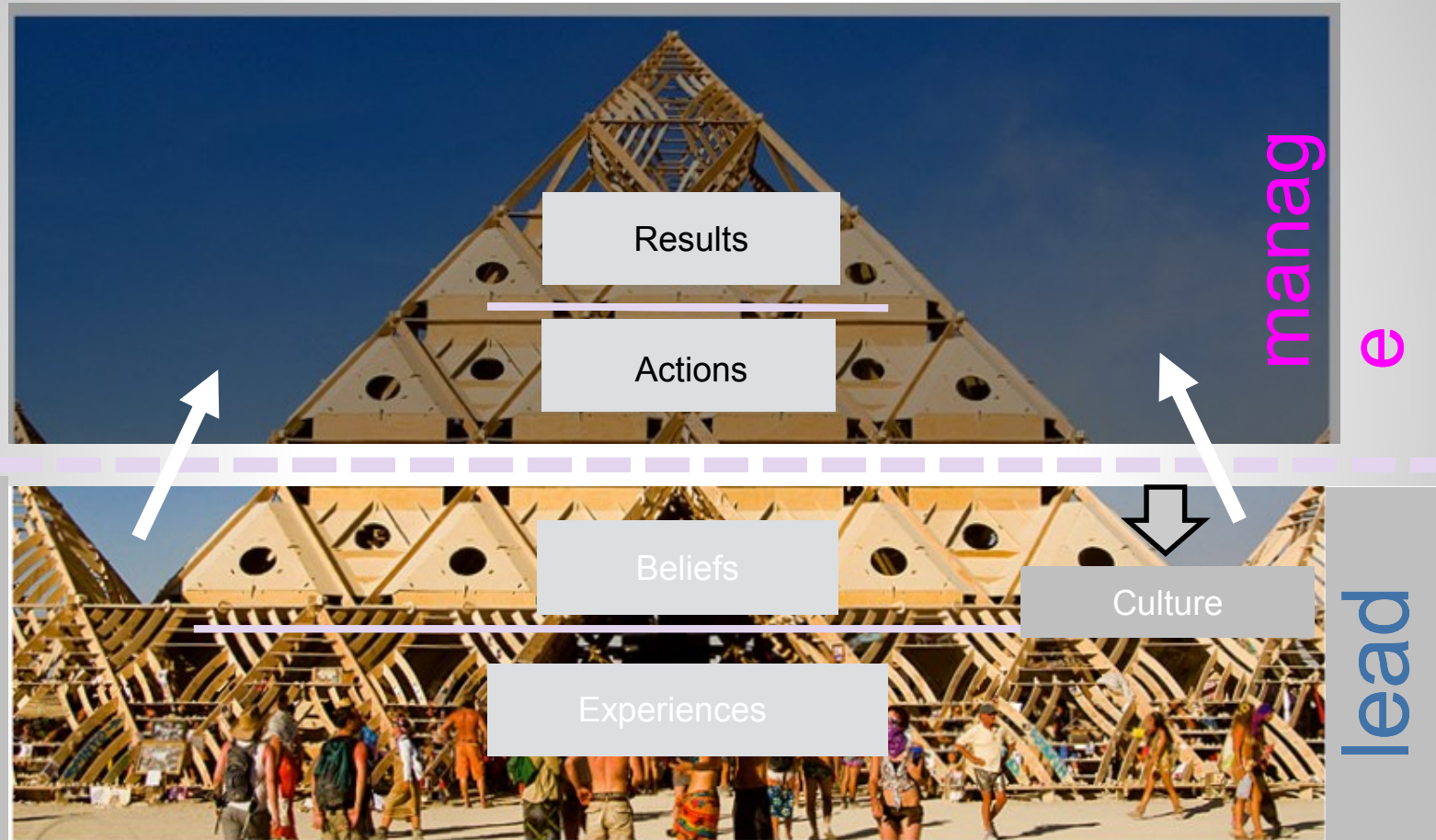


beliefs, actions, results



The "Results Pyramid" is copyright of Partners in Leadership LLC

beliefs, actions, results



The “Results Pyramid” is copyright of Partners in Leadership LLC

how do you understand your culture?

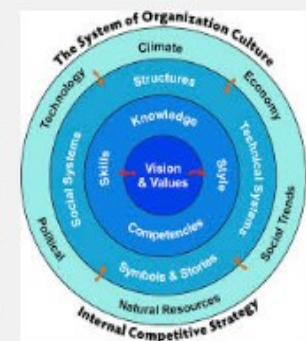
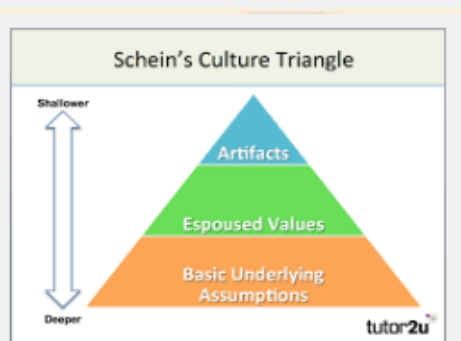
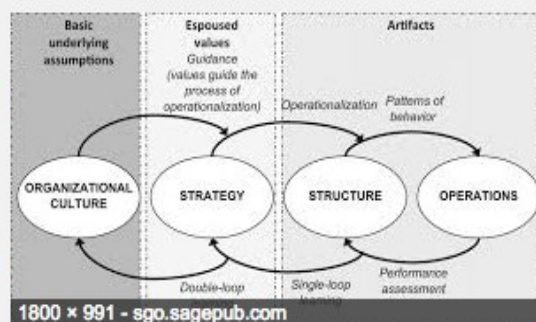
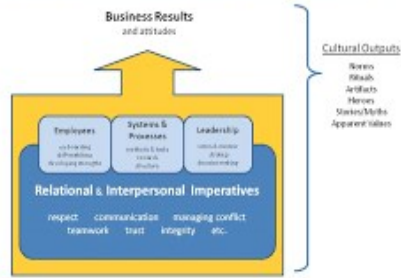


simply...
assess it !

it takes courage and a model

there are tons of models

Organizational Performance & Culture Model



CVF (Competing Values Framework)

Culture Type: **Clan**

Orientation: Collaborative

Leader Type: Facilitator, Mentor

Value Drivers: Commitment, Communication, Participation

Theory of Effectiveness: Human development and participation



Flexibility & Discretion

Culture Type: **Adhocracy**

Orientation: Creative

Leader Type: Innovator, Visionary

Value Drivers: Innovation, Transformation, Agility

Theory of Effectiveness: Innovativeness, vision, and new resources



Internal Focus &
Integration

External Focus &
Differentiation

Culture Type: **Hierarchy**

Orientation: Controlling

Leader Type: Monitor, Coordinator

Value Drivers: Efficiency, Schedule, Consistency, Uniformity

Theory of Effectiveness: Control and efficiency with capable processes



Stability &
Control

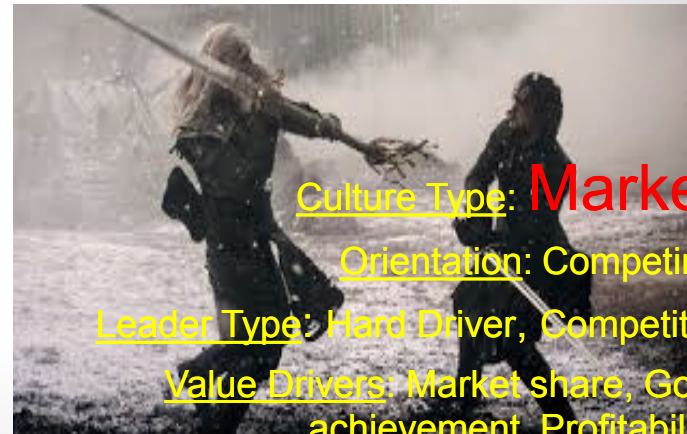
Culture Type: **Market**

Orientation: Competing

Leader Type: Hard Driver, Competitor

Value Drivers: Market share, Goal achievement, Profitability

Theory of Effectiveness: Aggressively competing, customer focus



assessing your culture

structured conversations to share
past and present
company's stories

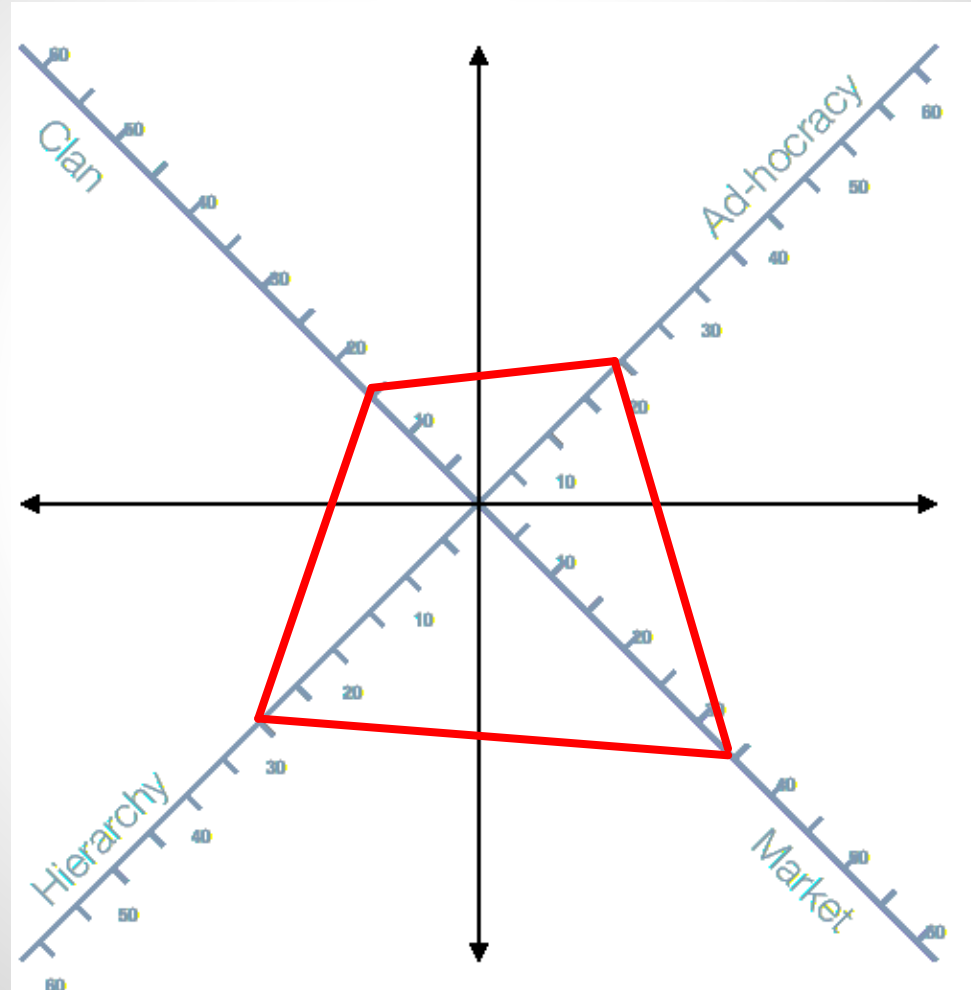


agree on a cultural
profile

cultural profile

collaborate

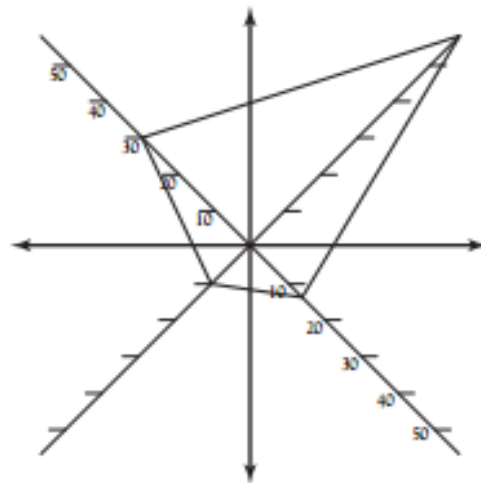
innovate



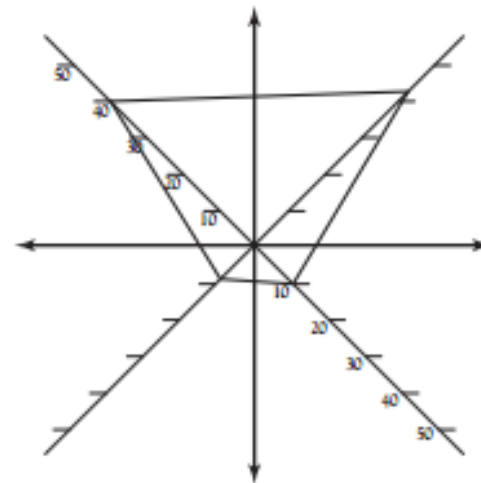
control

compete

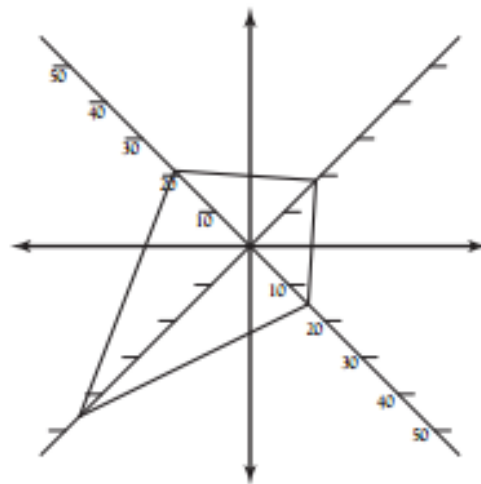
Apple - cultural profile evolution



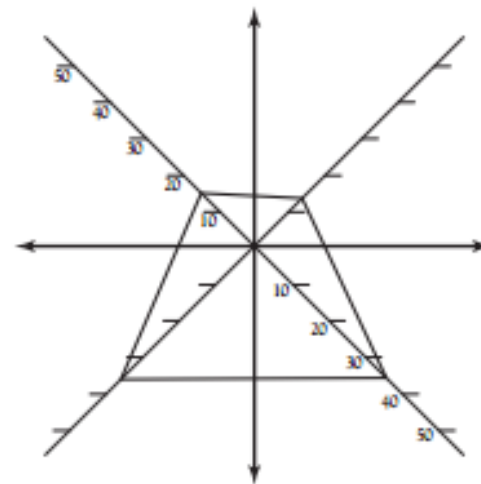
Profile 1



Profile 2



Profile 3



Profile 4

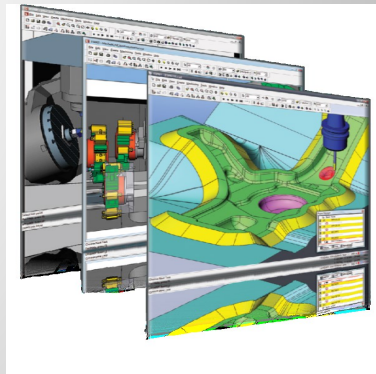
assessment ... in DP Technology

face-to-face 'interviews' to every RD team member, to some key people belonging to other departments, to AEs/Resellers representatives

structured conversations on past and present stories about:

- the organization and the relationships between people
- roles and responsibilities
- communication and delegation
- development process (existing?) and supporting tools (any?)
- products and mid/long term development plans
- negative and positive behaviors & approaches

report of the results to the executives and to the RD Team



culture & people ... product & process

done in almost 2 months

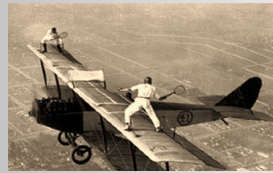
assessment outcomes



hierarchy -> communication issues, decisions felt as top-down impositions, process not always clearly shared with everyone, strong sense of hierarchy (especially in what to do) ...



market -> poor competition analysis, modest interaction with the field, delays on the schedule, no stable delivery workflow ...



adhocracy -> lack of innovative projects, no big room for creativity, tendency to avoid any 'risky' initiatives



clan -> limited collaboration, widespread demotivation, sense of responsibility not equally distributed, roles sometimes not clearly defined, silos

assessment outcomes

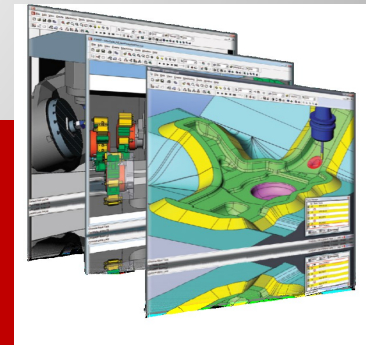
product

quality to be improved, product vision not always clear, poor Projects Portfolio management, features not always aligned with the customers needs ...

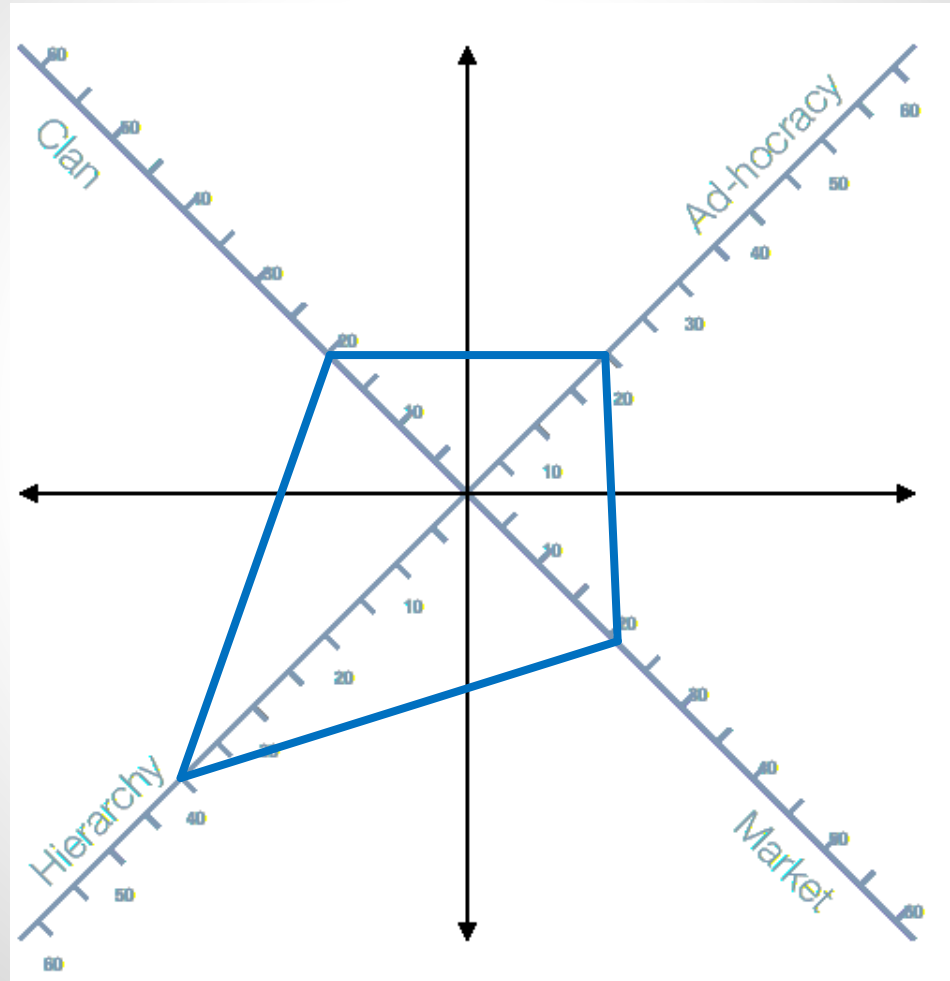
process

too many different ways to develop software, several local/ad hoc tools, development & deployment processes mainly manual, quality control & metrics to be improved, minimum regression tests coverage ...

product & process



DP cultural profile



our needs

deliver the new product (**value!**) to the customer
with good **quality**

motivate people
reorganize the team
think and act as a 'global' team
regain confidence & trust

more feedback from the customers
better communication (internal & external)
transparency & (even problems!) visibility



our needs

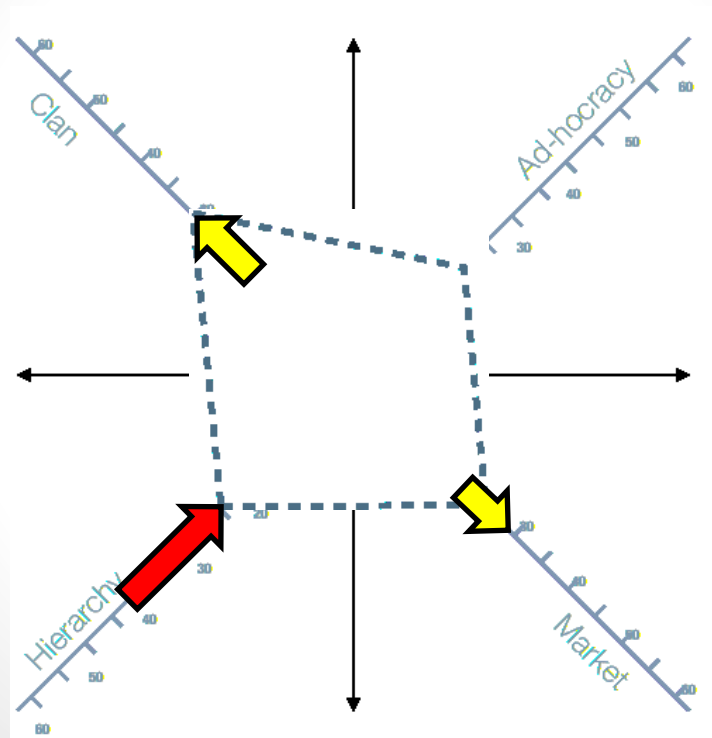
shared & unique development process for every site
common & modern tools
full automation of the development & deployment processes

better product quality
metrics & reports
automated testing



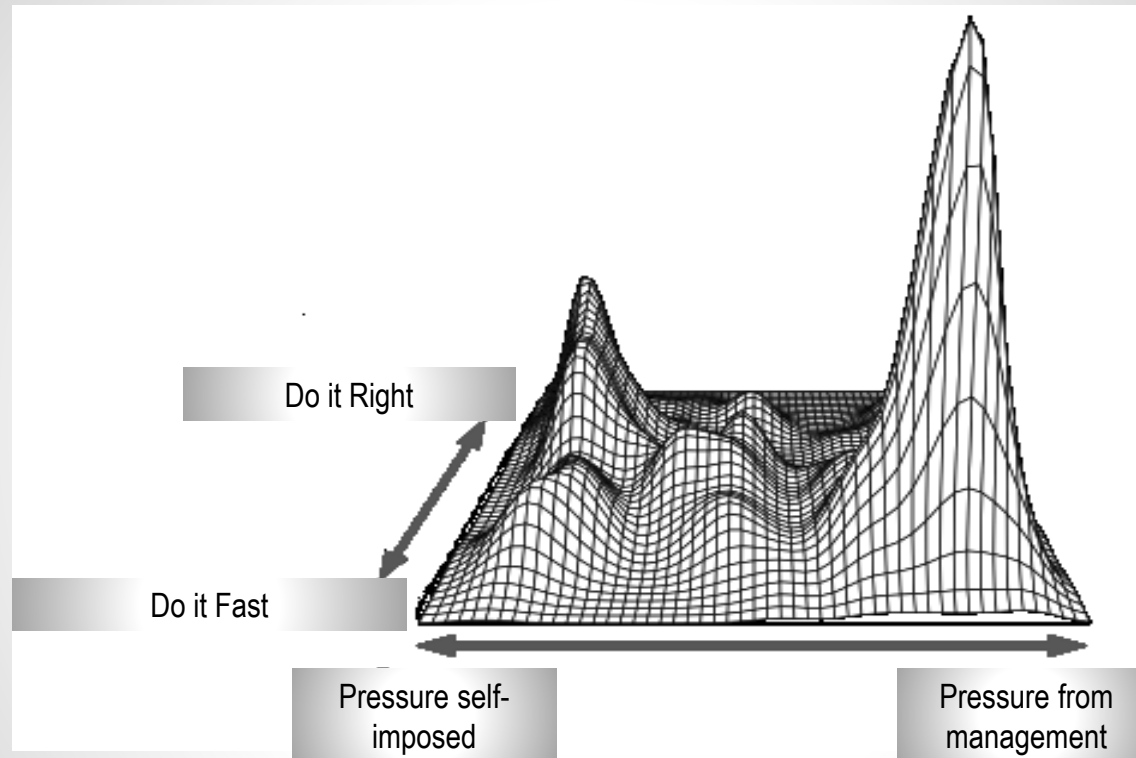
product & process

DP desired cultural profile

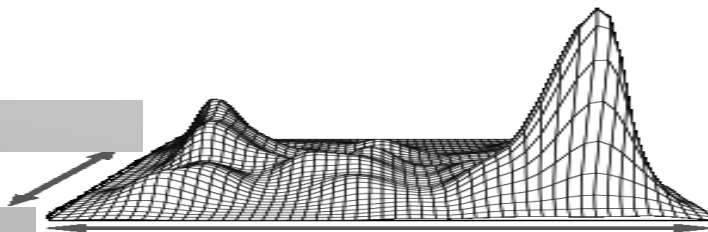
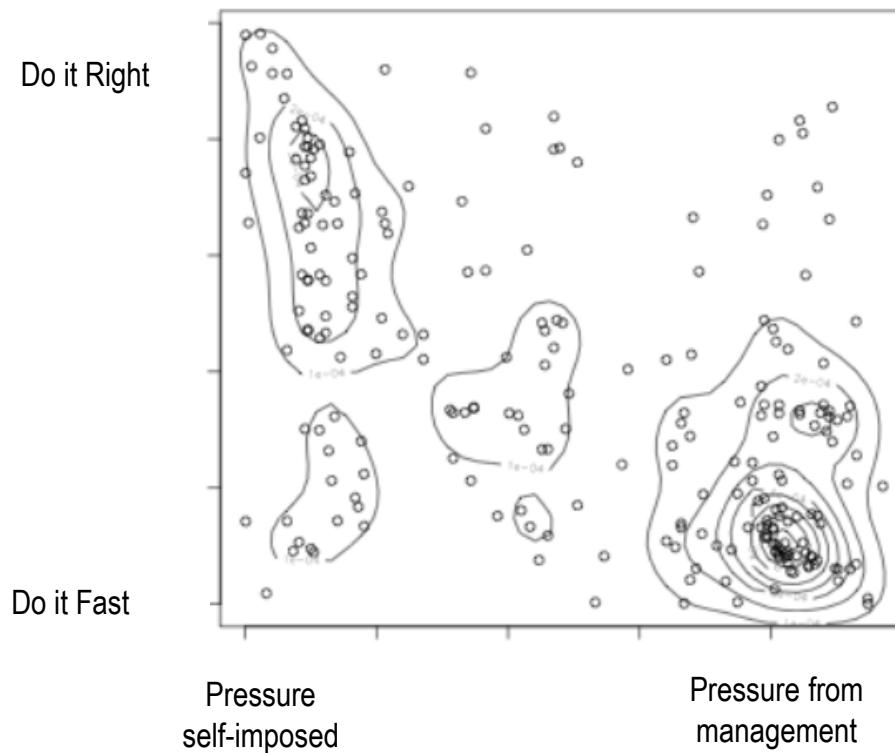


which strategic direction is the company taking?

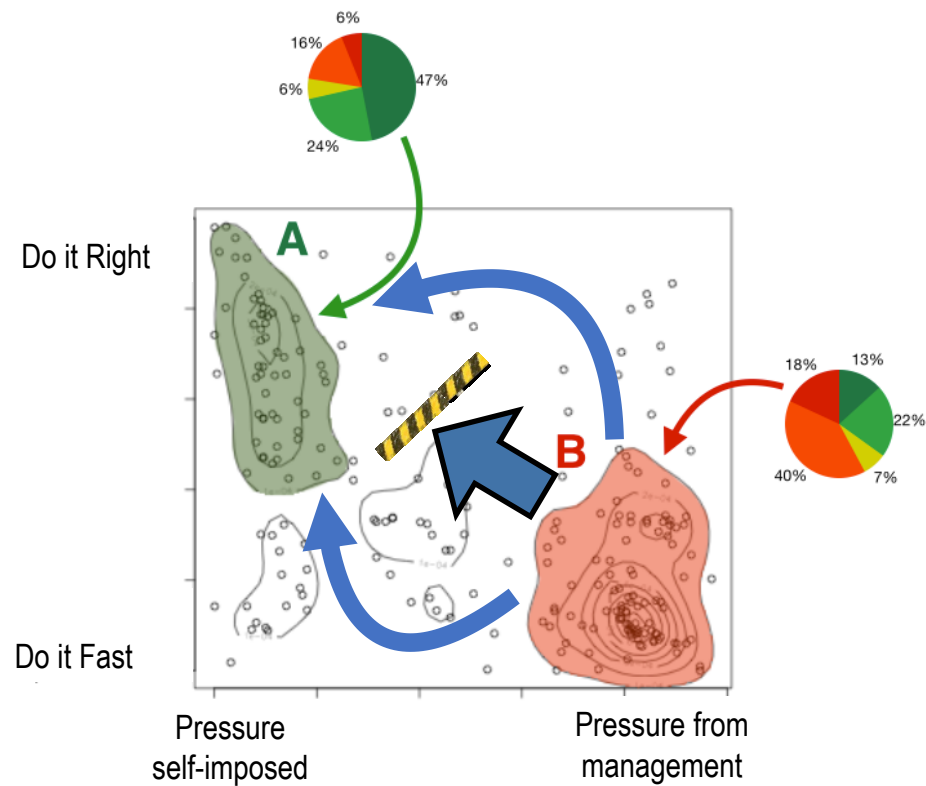
narrative landscapes



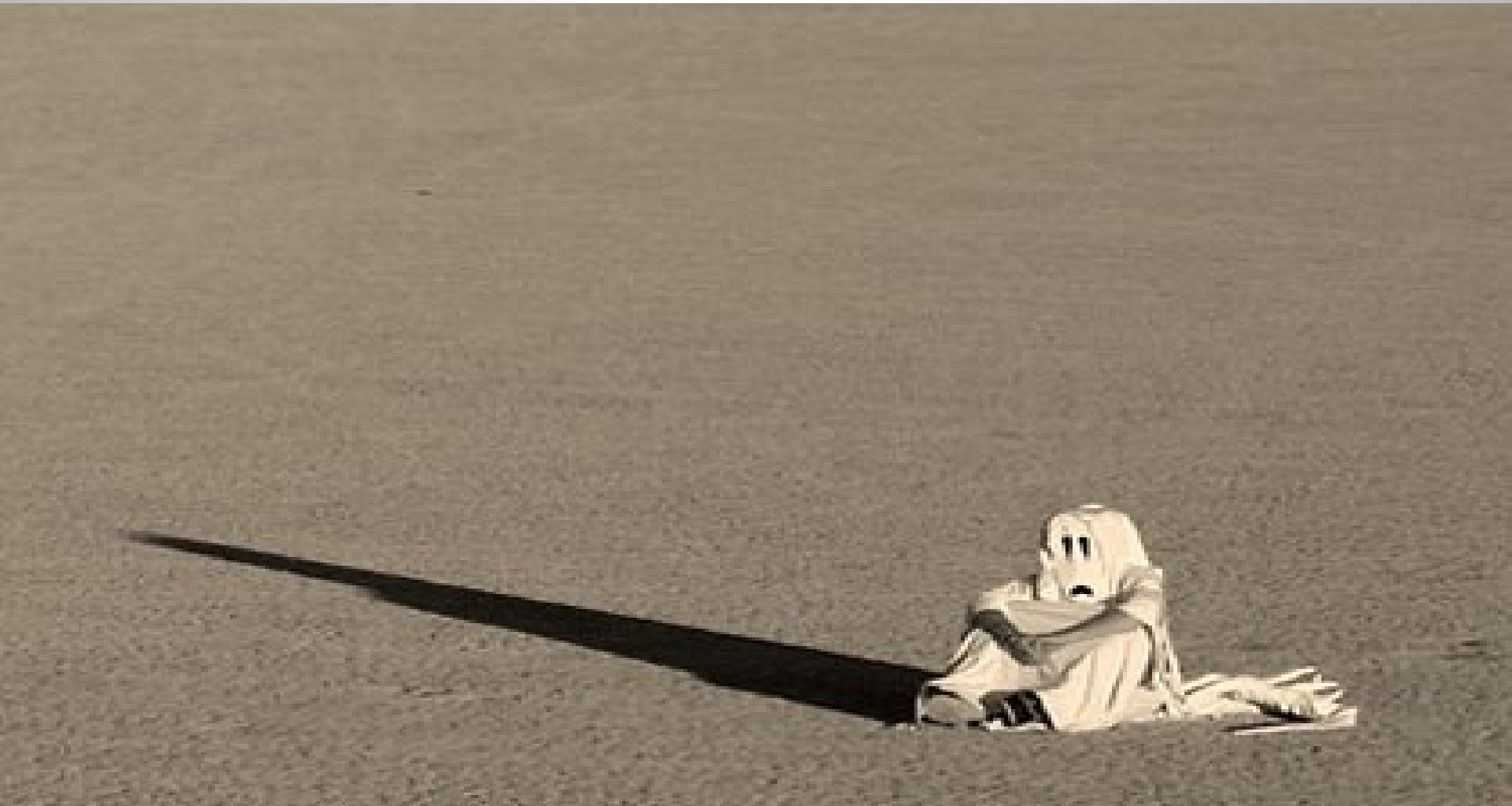
narrative landscapes



fitness landscapes



fine, and then?



what's in it for me?



change resistance is a Myth



people don't resist change
they resist being changed

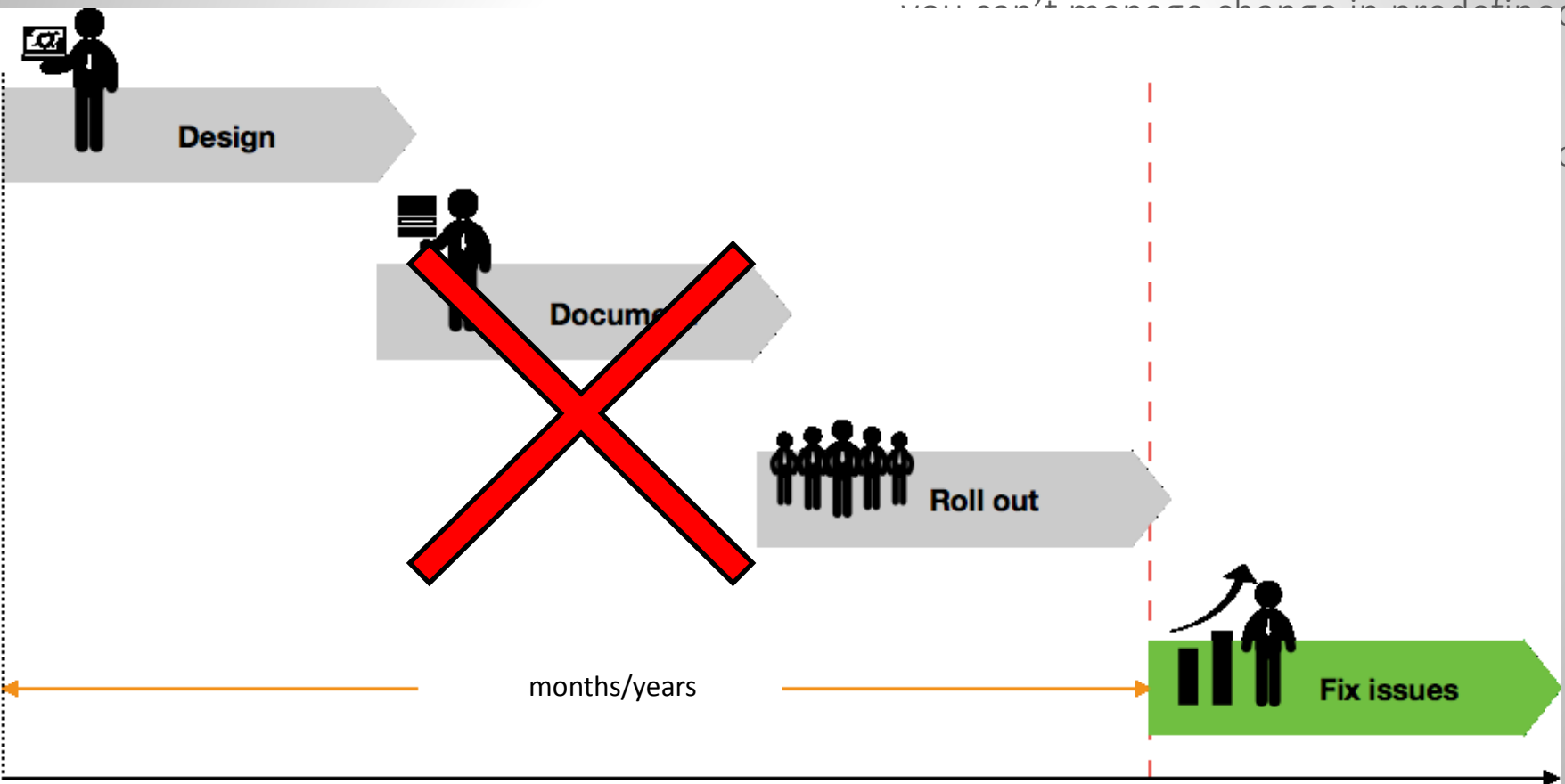
no amount of logic and evidence
can shift a mindset

experience vs explanations

people **need** to define and
experience
the new way of doing things



you can't run change initiatives like projects



you can't manage change in predefined steps

to meet

allocate

known

strategy for change

look for **volunteers**, “want to” vs “have to”

focus on **small incremental changes**
(aka safe-to-fail experiments)

only set the **direction** and some enabling
constraints
(decentralize control to react quickly)

share it, make it **visible**

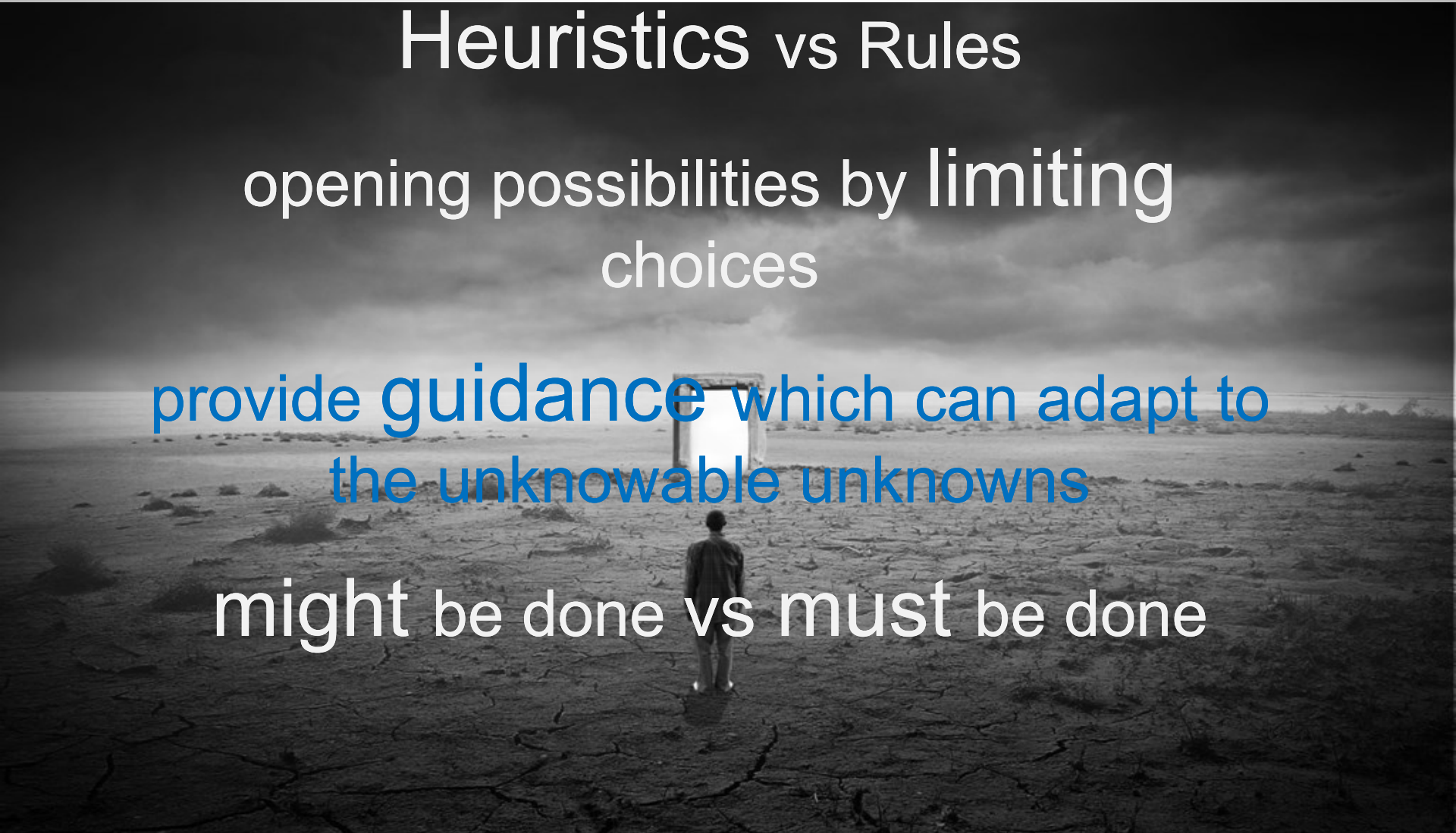
enabling constraints

Heuristics vs Rules

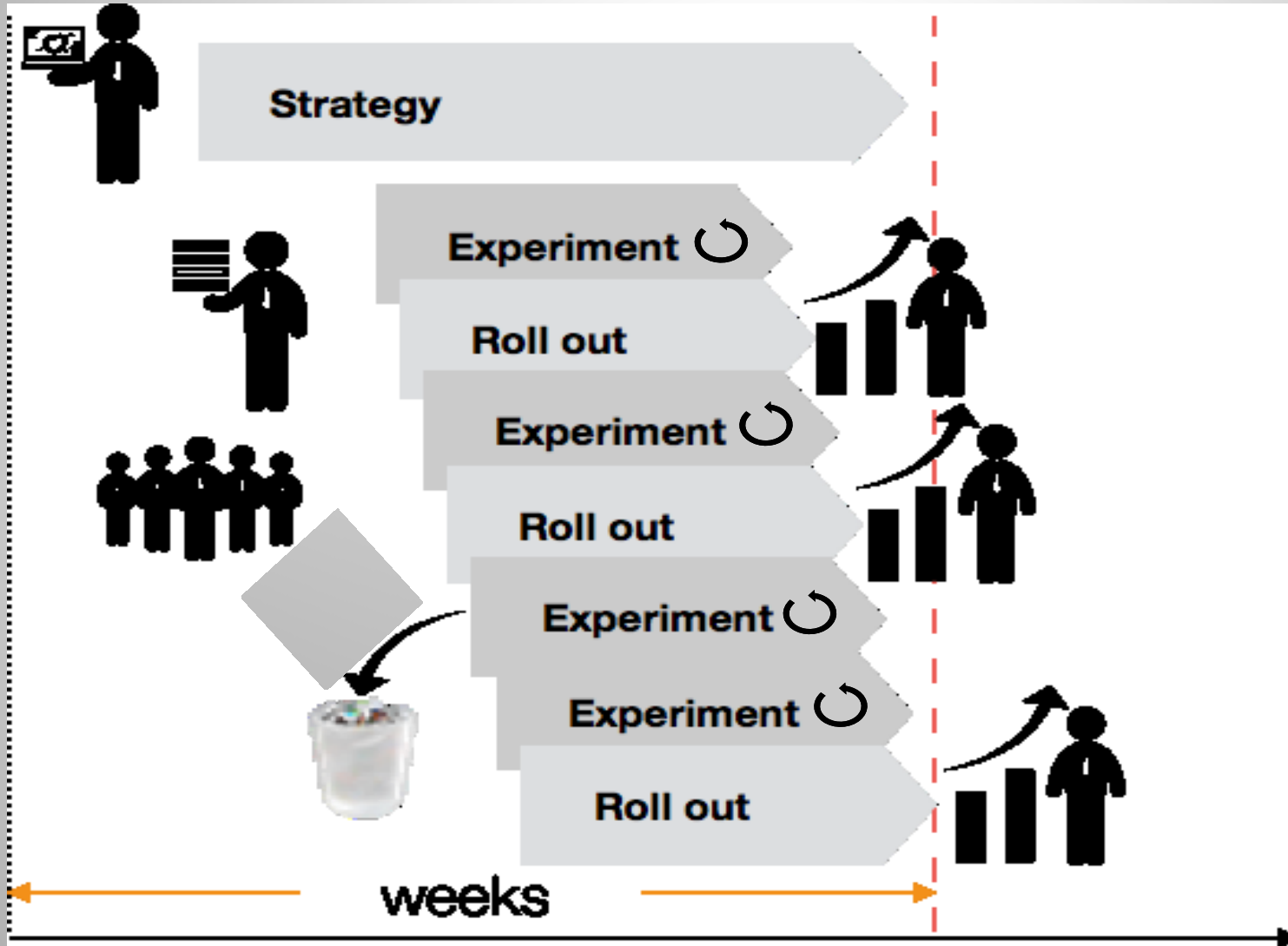
opening possibilities by limiting
choices

provide guidance which can adapt to
the unknowable unknowns

might be done vs must be done



learn fast



Multiple experiments

It's ok if some of the experiments fail

Learn early, fail fast

at a regular cadence

rituals

strengthen the behaviors the organization wanted more
dampen the ones which are considered inappropriate



keep the beneficial ones
from the existing culture

Daily Standup, Retro, Ritual Dissent, ...

how?

Agile methodology

SCRUM framework

Projects Portfolio Board

THE AGILE MANIFESTO

We are uncovering better ways of developing software by doing it and helping others do it.

CUSTOMER
COLLABORATION
over contract negotiation

INDIVIDUALS
AND
INTERACTIONS
over processes and tools

RESPONDING
TO
CHANGE
over following a plan

WORKING
S
O
F
T
W
A
R
E
over full documentation

Agile methodology adoption

training & coaching in every site

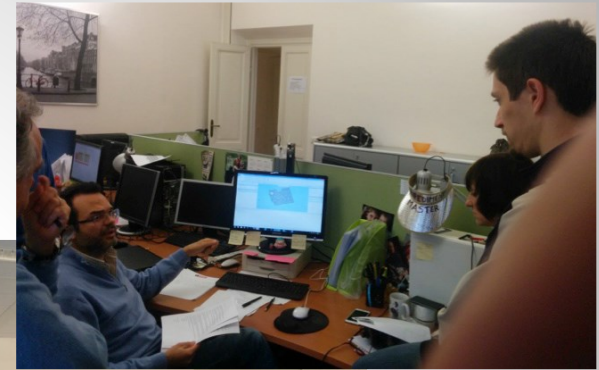
small steps & early feedback (2 weeks sprint)
continuous review & refinement of user needs
(backlog)

few pilot projects with a restricted team

experiment Scrum (with co-located and spread teams)
run 4-5 consecutive sprints - simultaneously in every site with
the coaches help

look at the results of the sprints experiment in
term of deliverables, quality and human reaction

decide consequently what and how to roll out



daily stand-up
sprint review & sprint planning meeting
retrospective
bi-weekly 'all hands' RD meeting
face to face meeting
'local' dev experiments

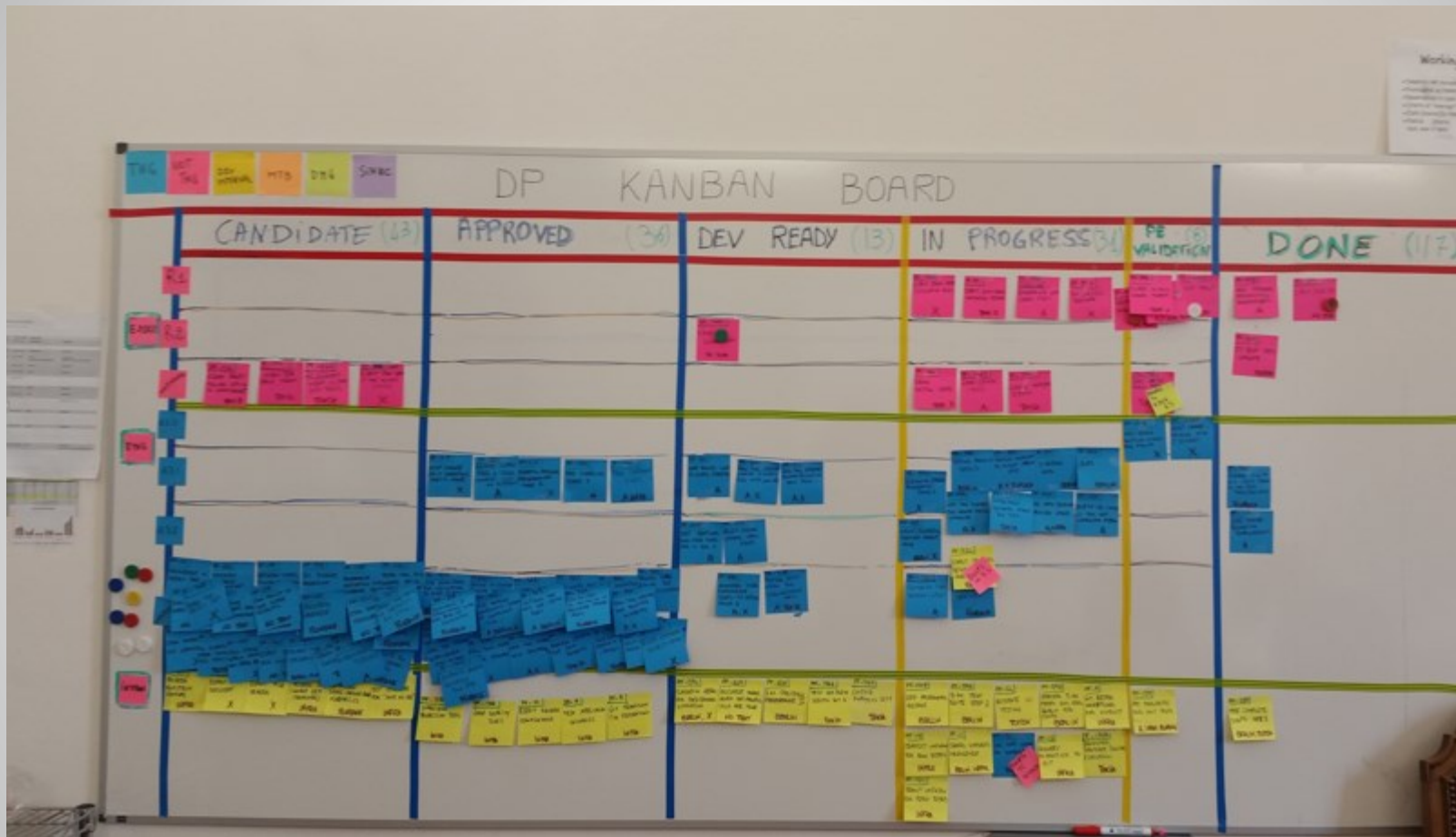


learn & fail fast

inspect & adapt

SCRUM

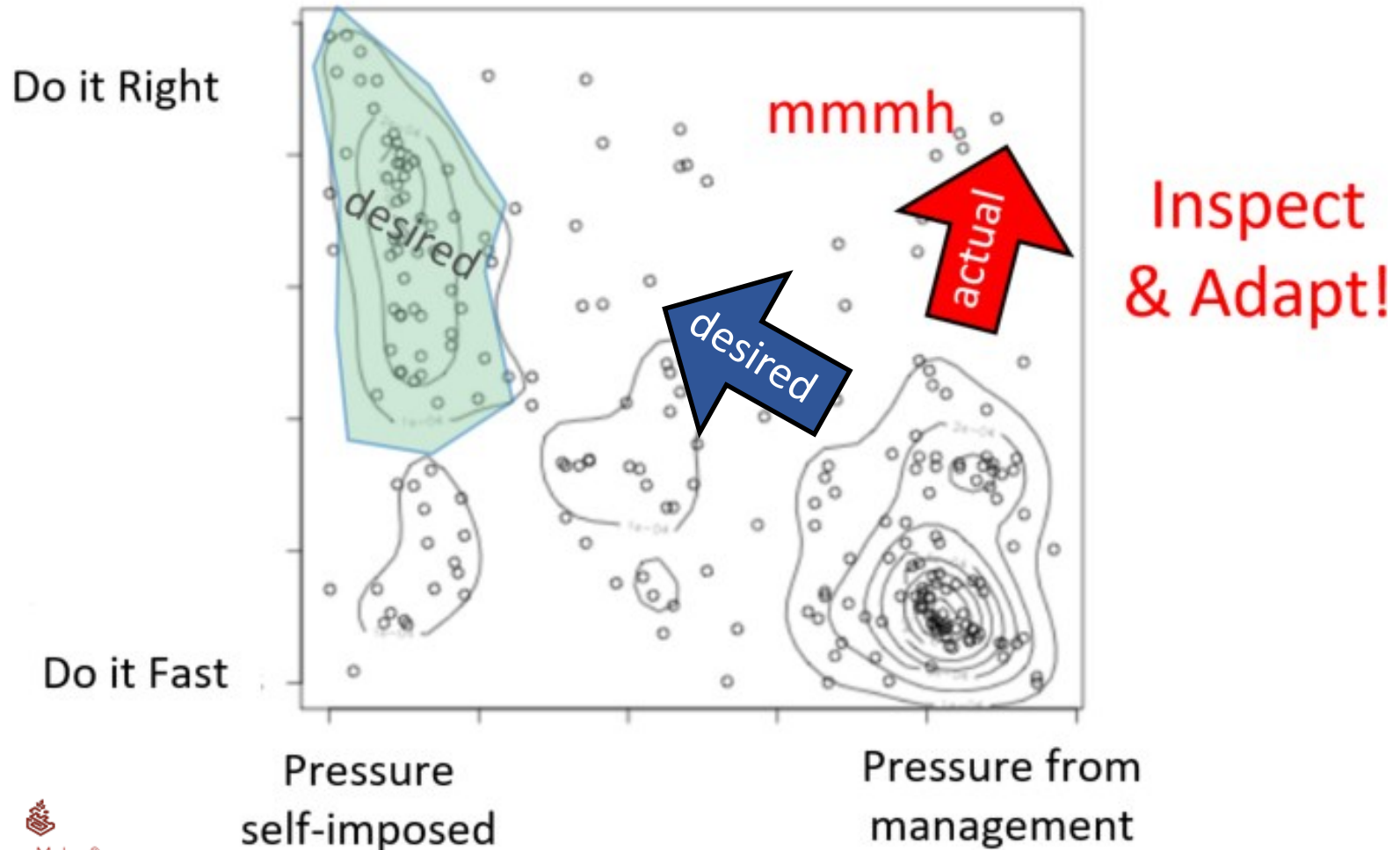
Agile methodology adoption



Projects Portfolio Board

same physical board in
every development sites

check you are moving in the right way



the words of change

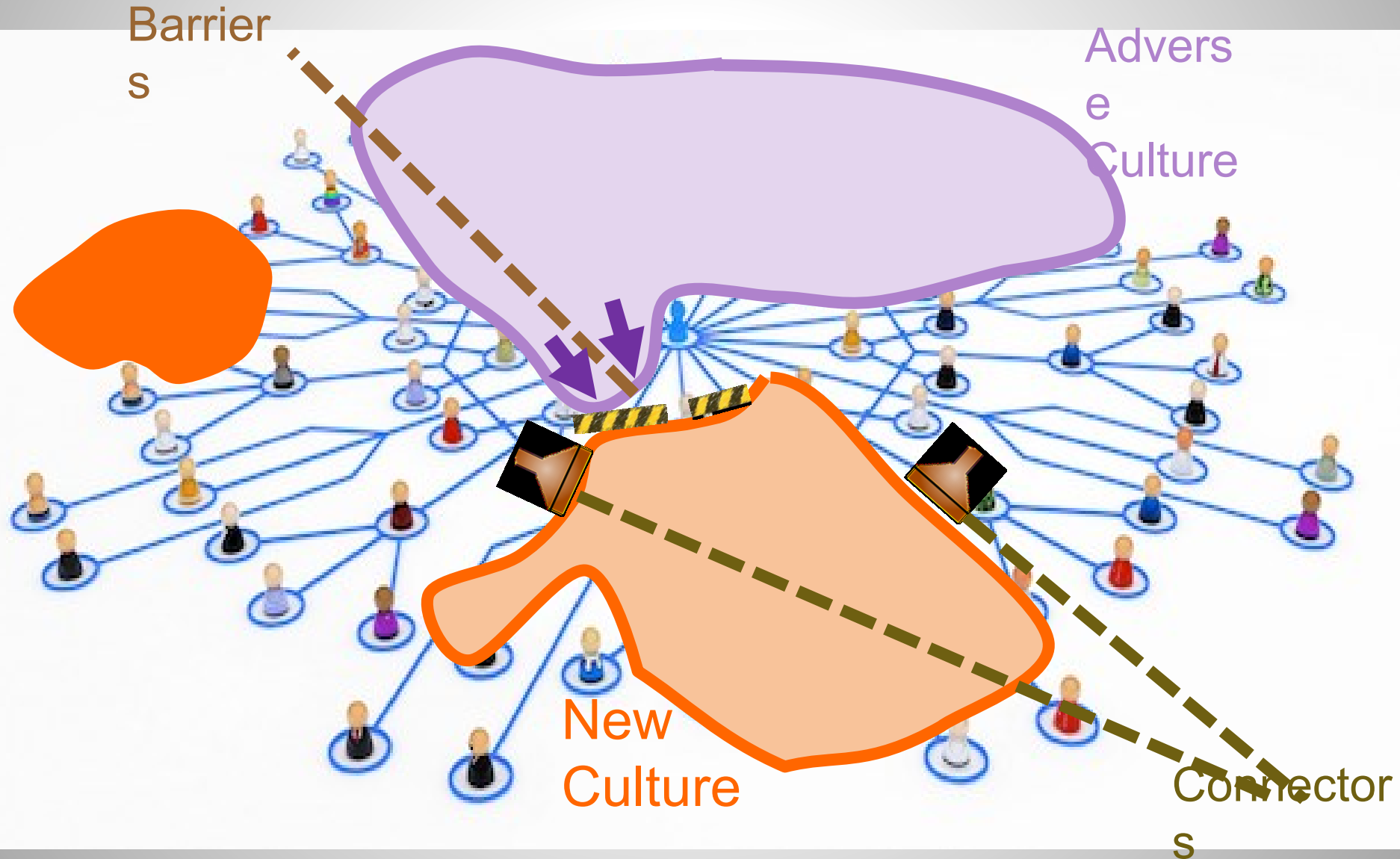
A person in a red raincoat and another person are looking at a large, dark, branching structure on a wall. The structure resembles a large, dark, branching object, possibly a tree or a large, dark, branching object. The background is a light, hazy, and slightly greenish-grey. The overall mood is contemplative and artistic.

change of language as
a sign of cultural change

Drive the change, Enforce,
Fear, Shame, Resource,
Compliance, Best Practices...

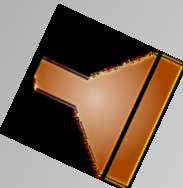
Trust, Alignment, Autonomy,
Value, Experiment, Learn,
Adapt, Delegation...

spread the virus



spread the virus...

Adverse
Culture



adopt few pre-existing rules/rituals
find your 'change agents'
publicize the success of the pilot projects
make everything visible (also failures and problems)
measure, measure, measure!
share everything with the 'neutral' areas!
...

distributed teams (local
vs global, us vs them)
people bottleneck
fear to fail
resistance to
continuously improve
disaffection for rituals &
ceremonies
...



hierarchy

more transparent and shared decisions, increased sense of responsibility, less 'imposed' choices, better team spirit..

still some unilateral decisions or pushing for specific priorities...



market

better predictability, improved productivity, more stable delivery workflow, better quality...

poor competition analysis, not enough interaction with the users, time to market still too slow



adhocracy

creative sprints, personal/local team initiatives for innovative features, less fear of taking risky initiatives...

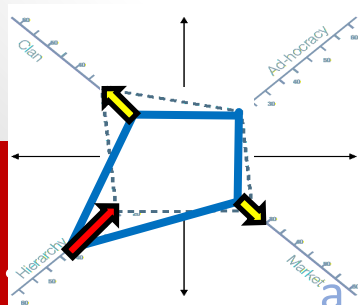
still not enough focus on innovation...



clan

better collaboration, open discussions, 'global' mindset, skills sharing...

lack of 'ownership' in few cases, some 'resisting' bottleneck...



a never ending journey.

the Agile coaching is continuing

a new cultural assessment will be done soon

a quick recap

don't change everything

map the culture, map the stories

engage **people** from different parts of the organization

set enabling constraints

run multiple parallel small experiments

learn (measure, spot anomalies, check language, ...)

loop, keep going

keep experimenting & learning

never stop

TRYING
CHANGING




be ready for the unexpected



be sure it does not get wiped away



A black and white photograph showing a path of stepping stones leading from the foreground into a misty, open landscape. The stones are arranged in a slightly curved line, receding into the distance. The background is a soft, hazy expanse of water or a field under a cloudy sky.

“a path emerges
when we walk on it”

Dave Snowden