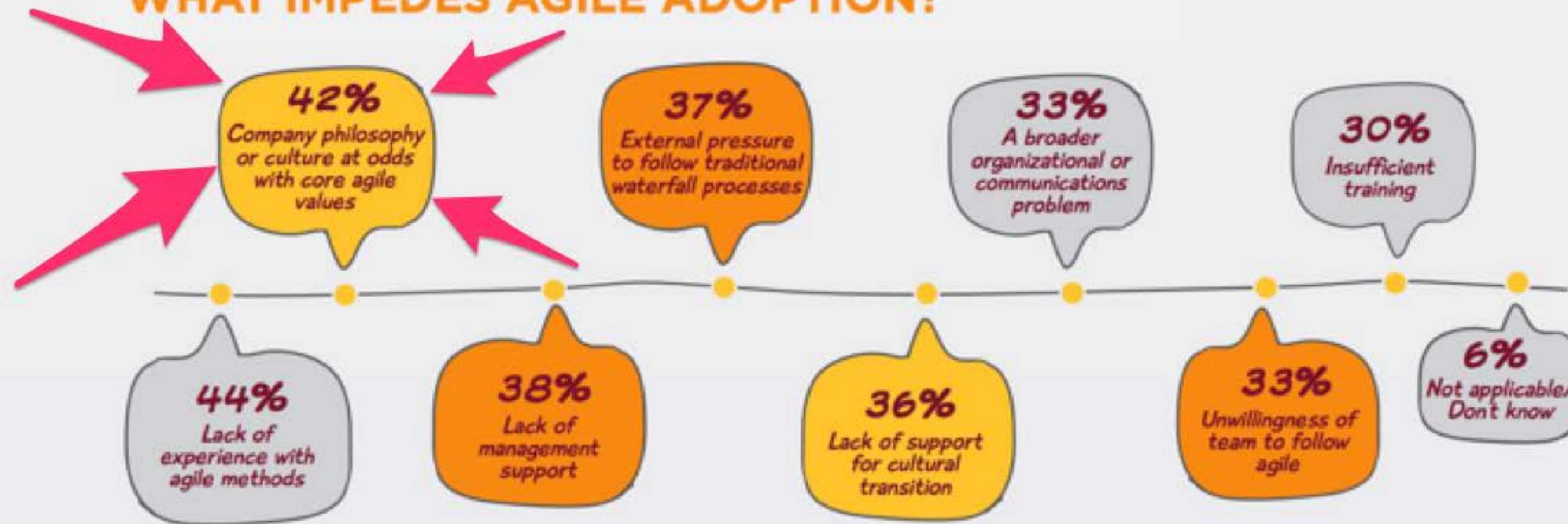




Data Driven Culture

@jocranford

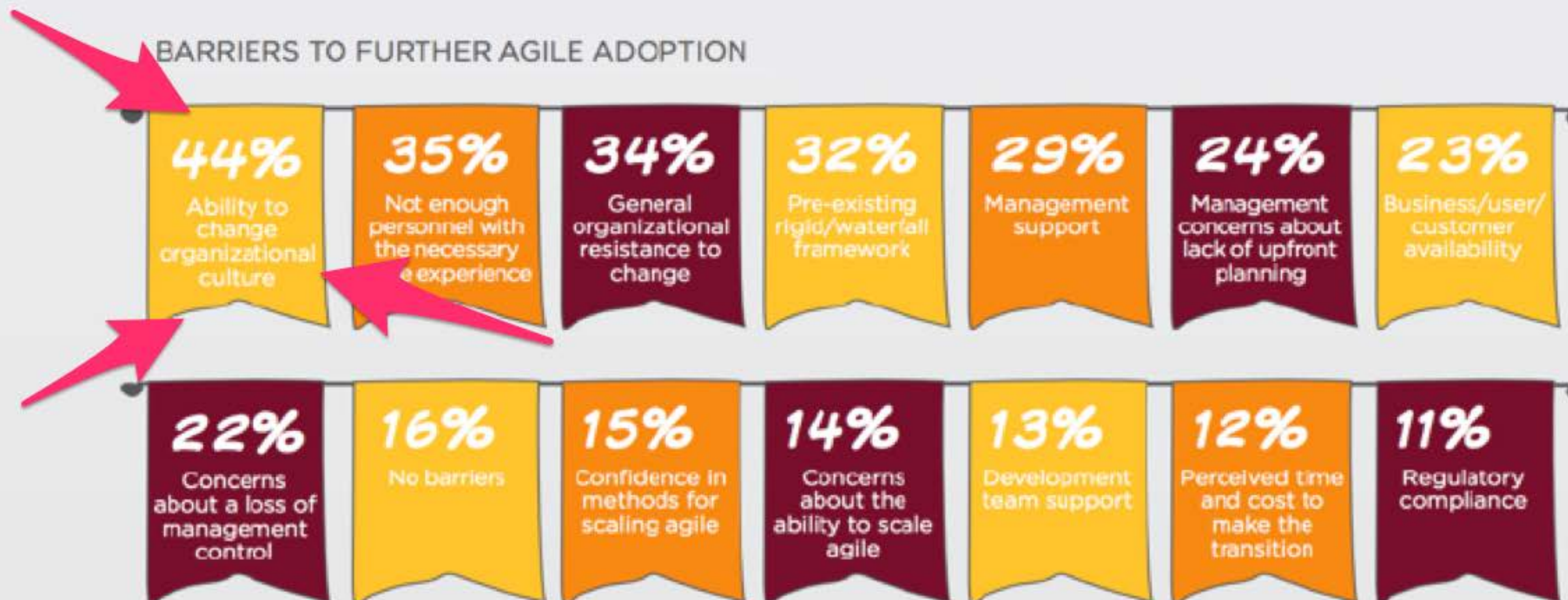
WHAT CAUSES AGILE PROJECTS TO FAIL? WHAT IMPEDES AGILE ADOPTION?



State of Agile Report

2016

BARRIERS TO FURTHER AGILE ADOPTION





Authors of the Agile Manifesto



Kent Beck



Mike Beedle



Arie van Bennekum



Alistair Cockburn



Ward Cunningham



Martin Fowler



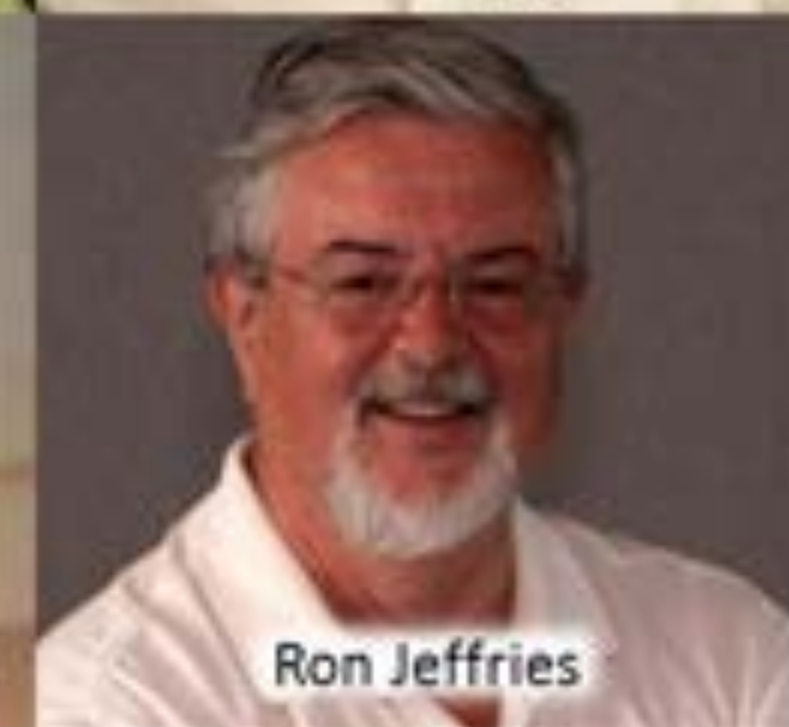
James Grenning



Jim Highsmith



Andrew Hunt



Ron Jeffries



Jon Kern



2001 February + 'The Lodge' at Snowbird Ski
Resort + 17 Thinkers = Agile Manifesto



Brian Marick



Bob Martin



Stephen Mellor



Jeff Sutherland



Ken Schwaber



Dave Thomas

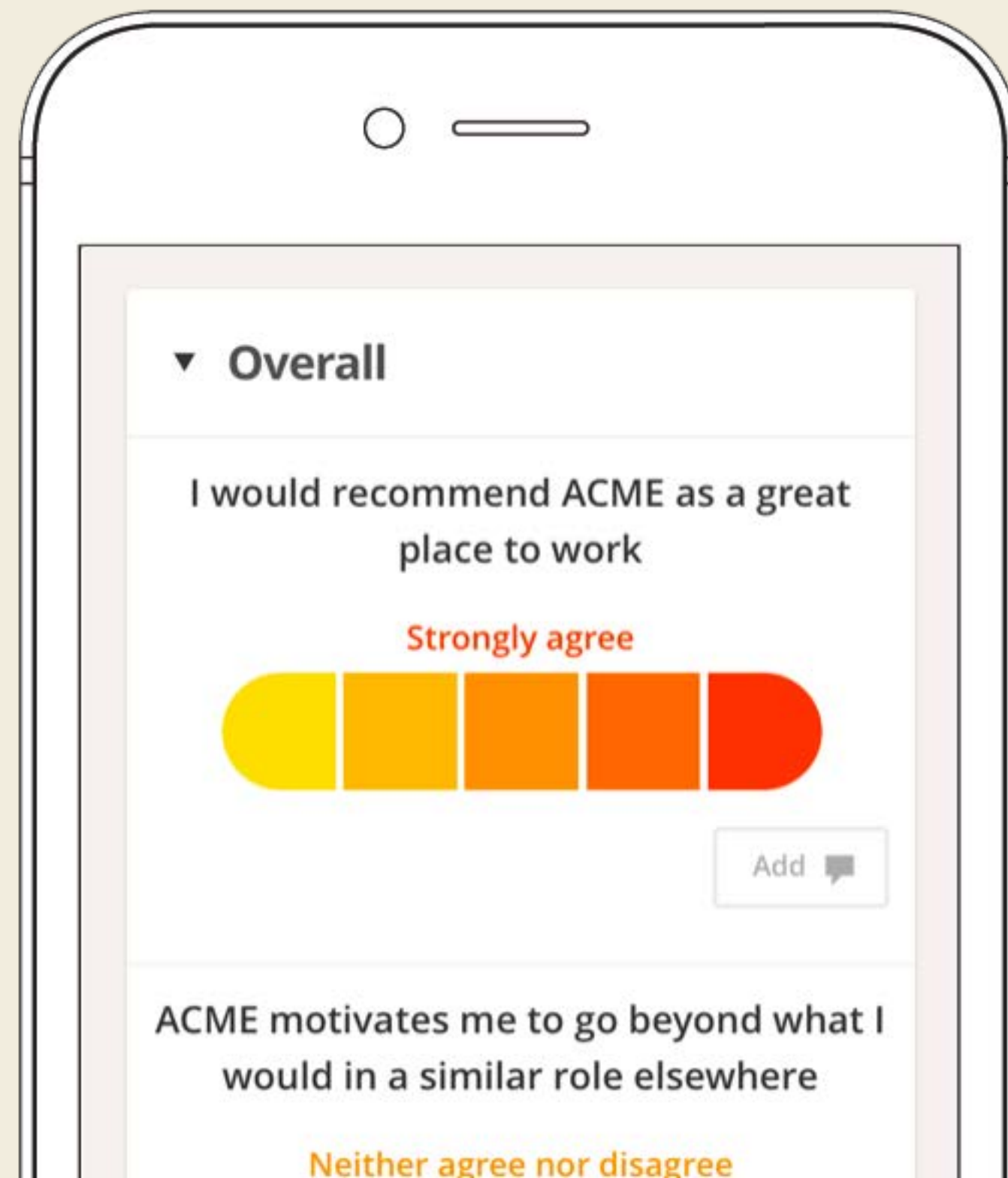
We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

Agile Manifesto

That is, while there is value in the items on the right, we value the items on the left more.



Agile
+
Culture
=
♥



Culture **CAN** make magic happen

Principles behind the Agile Manifesto

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Culture:

The commonly accepted social and collaborative processes within an organisation.

The collective conscious and unconscious behaviors, beliefs, and values of employees.

Culture:

The commonly accepted social and collaborative processes within an organisation.

The collective conscious and unconscious behaviors, beliefs, and values of employees.

Or the way we do things around here.

Motivation

- From the principles behind the Agile Manifesto:

*5. Build projects around **motivated individuals**. Give them the environment and support they need, and trust them to get the job done.*

- Self Organisation
- Technical Excellence
- Maintaining a constant pace

Trust

- From the principles behind the Agile Manifesto:

*5. Build projects around motivated individuals. Give them the environment and support they need, and **trust them to get the job done.***

- Working together
- Reflecting as a team
- Self organisation

Turnover

- High turnover hurts teams

Motivation

Employee Engagement:

The level of emotional commitment a person has to the company they work for.

Engagement Data

ENGAGEMENT



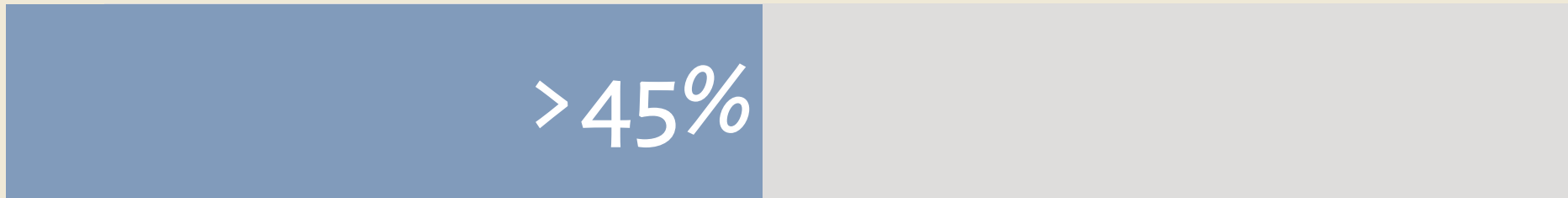
3%

Revenue
Increase



+22%

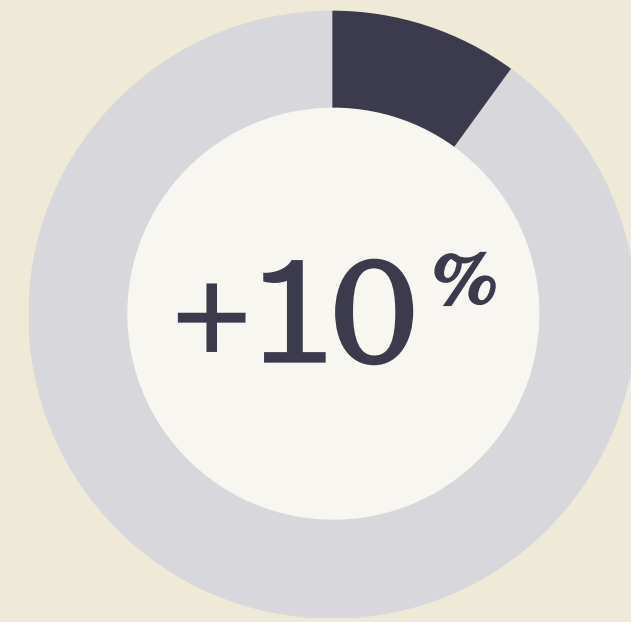
Shareholder
Returns



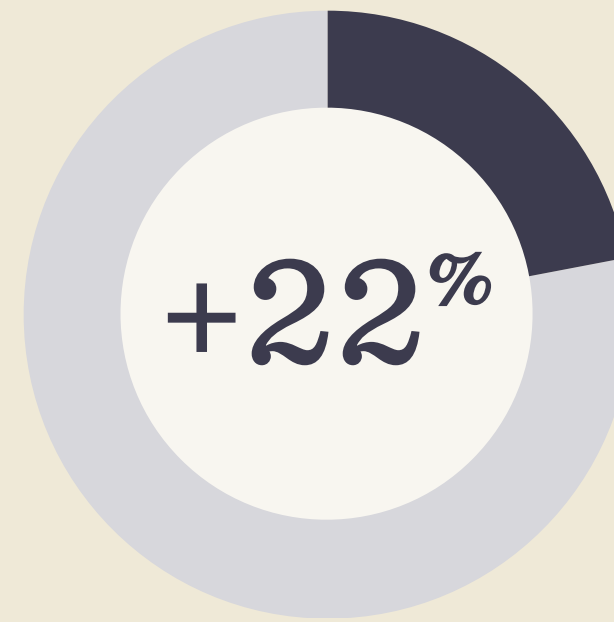
-28%

Shareholder
Returns

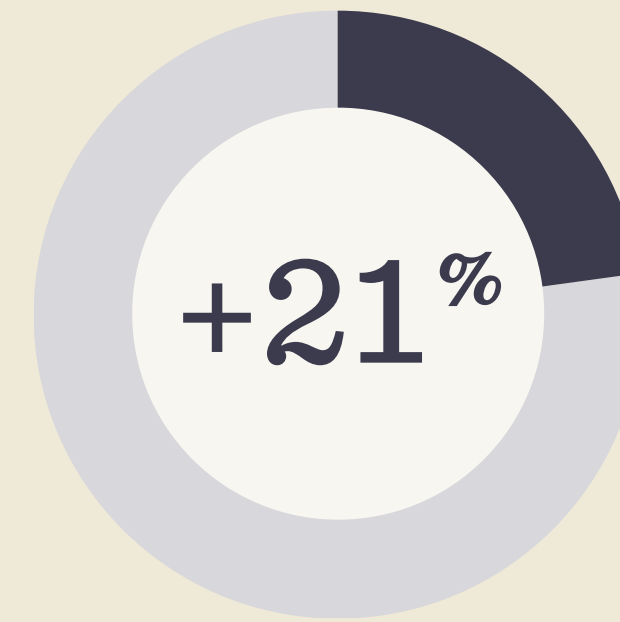
Engagement Data



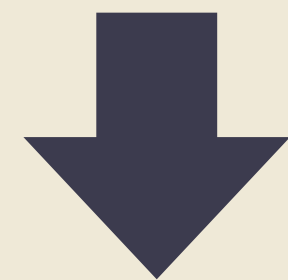
Customer Ratings



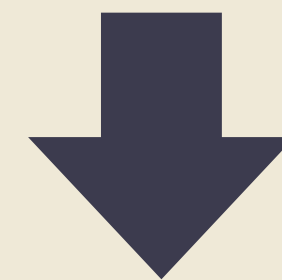
Profitability



Productivity



Safety
Incidents



Quality
Defects

How do we measure engagement?

I would recommend Hooli as a great place to work



Hooli motivates me to go beyond what I would in a similar role elsewhere



I am proud to work for Hooli



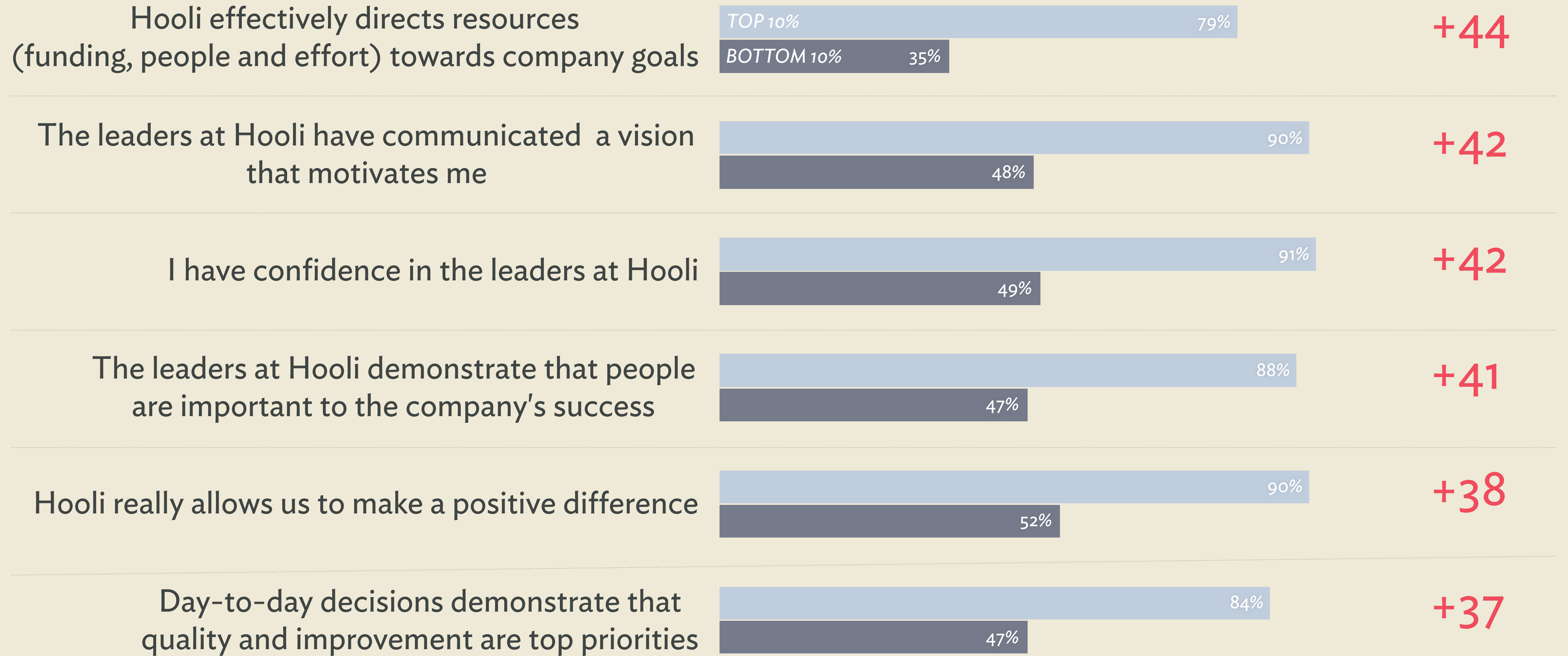
I rarely think about looking for a job at another company



I see myself still working at Hooli in two years' time

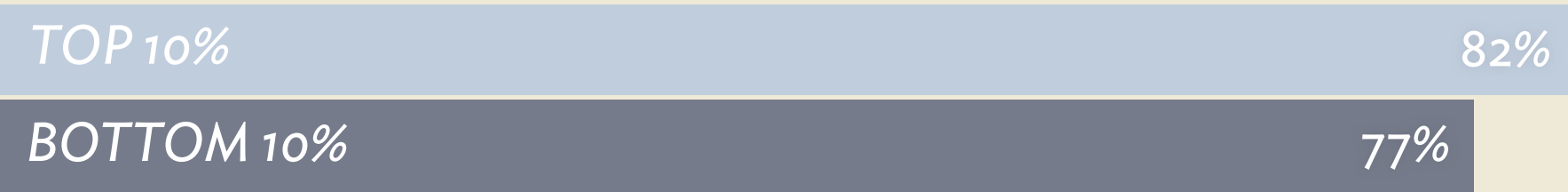


Strongest Drivers of Engagement



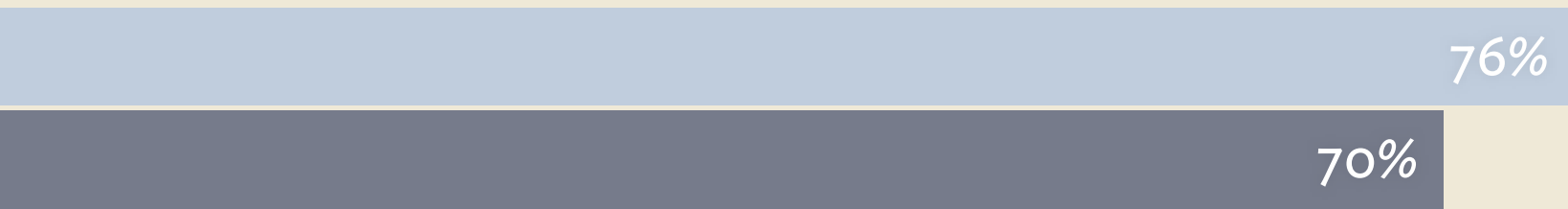
Weaker Drivers of Engagement

I am able to arrange time out from work when I need to



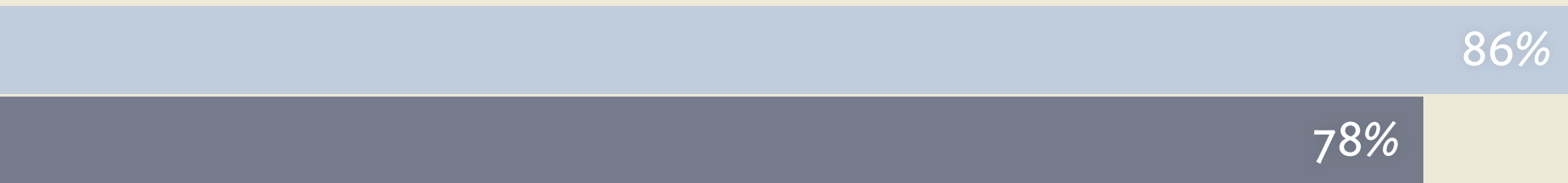
+5

My manager keeps me informed about what is happening



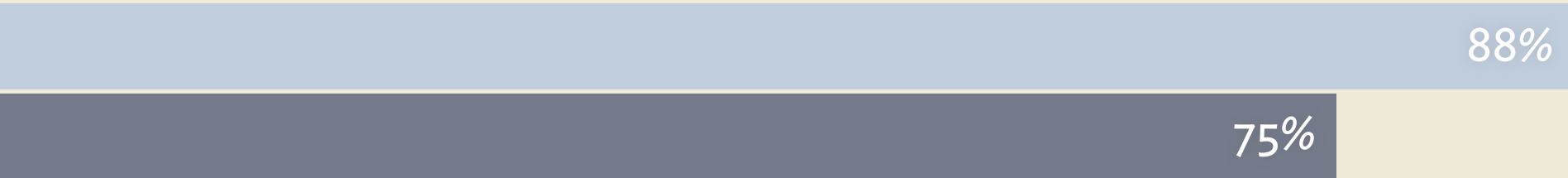
+6

I know what I need to do to be successful in my role



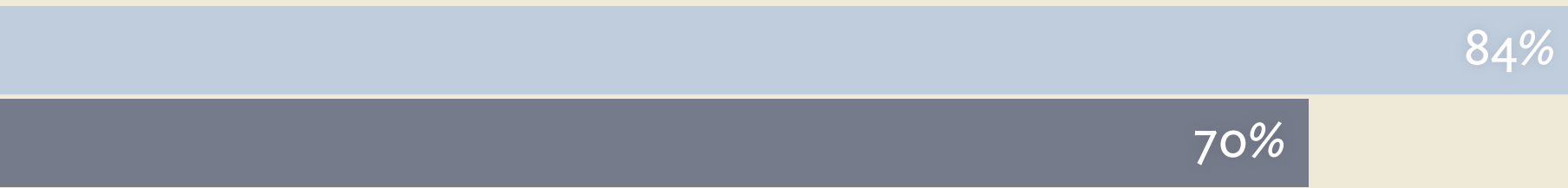
+8

My manager genuinely cares about my wellbeing



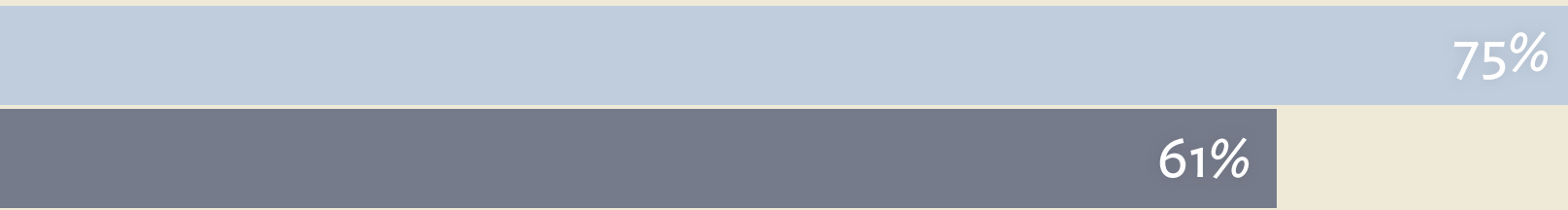
+13

We are genuinely supported if we choose to make use of flexible working arrangements



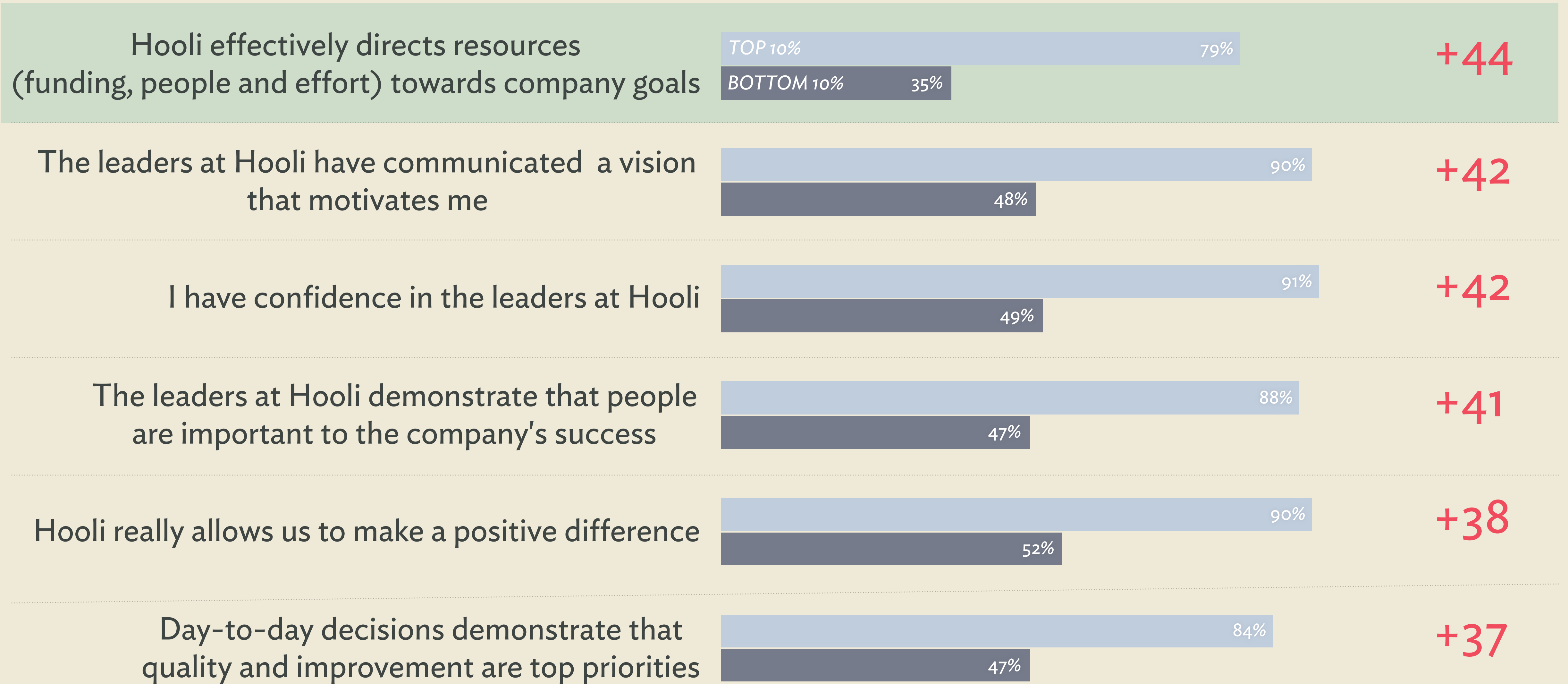
+14

My manager gives me useful feedback on how well I am performing



+14

Strongest Drivers of Engagement



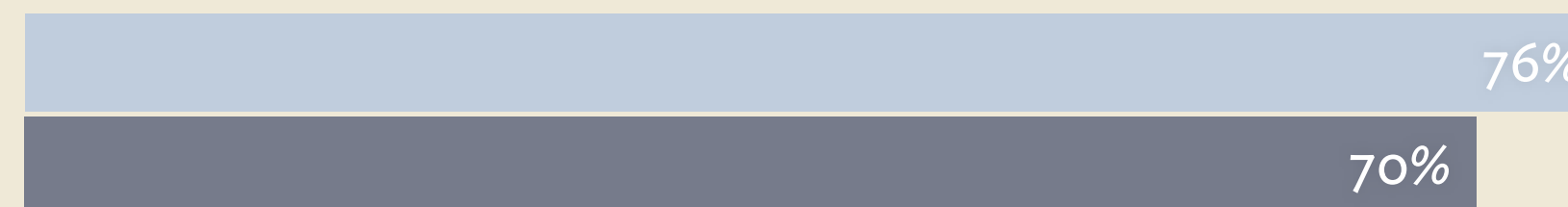
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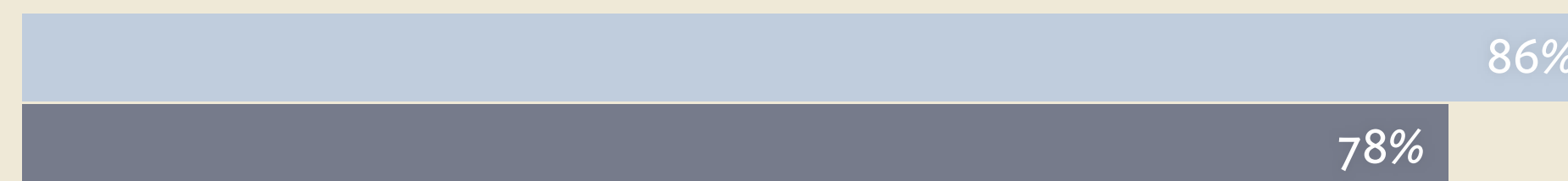
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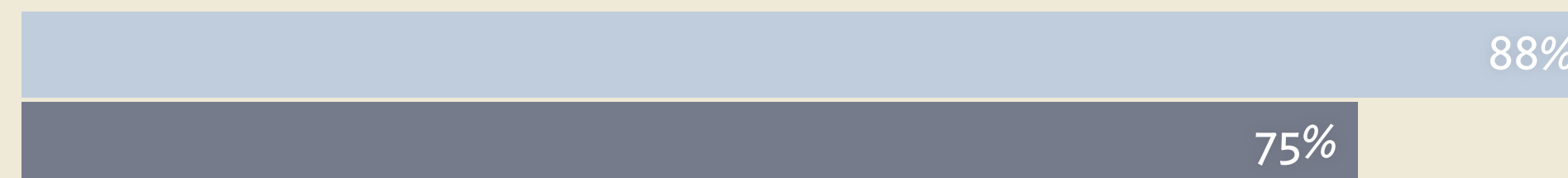
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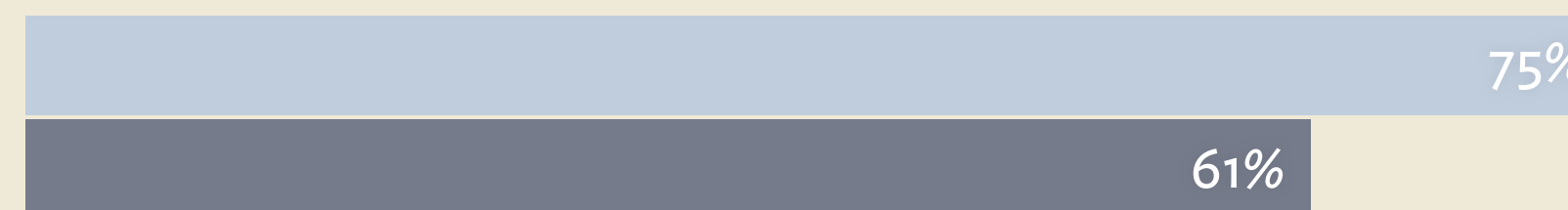
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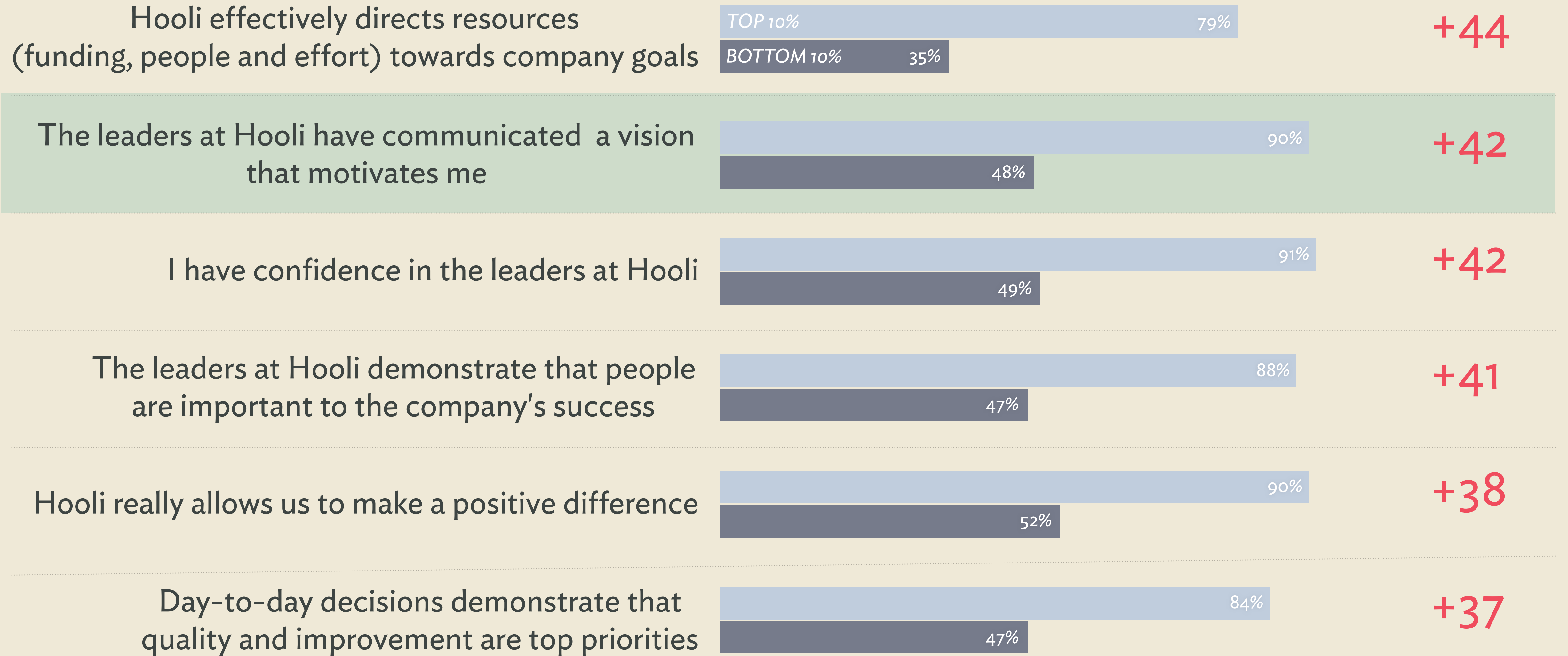
Culture Manifesto (Draft)

Having enough resources over flexible working arrangements

How can company leaders drive engagement?

1. Create and communicate a vision that inspires people.

Strongest Drivers of Engagement



How can company leaders drive engagement?

1. Create and communicate a vision that inspires people.
2. Inspire confidence in themselves.
3. Demonstrate that people are key to the success of the company.

Quotes from Great Place To Work Survey

UK, 2015

“The management structure is sound and uses common sense in decision-making and the running of the business; this sounds obvious but there have been many businesses where I have been employed where this just isn’t the case.”

Managers behave just like other staff. They mix at lunchtimes, laugh and socialise with us and their doors are always open. My MD is as approachable as any other colleague. I genuinely feel the staff happiness is a major factor in every decision the company makes.

“You walk in as a new member of staff and feel welcome and part of something special. This feeling never really goes away. Managers are approachable - everyone spends valuable time training and explaining all aspects of the roles. Time is set aside to do fun activities and bond as a group. Management consistently encourages people to better themselves in both personal and professional settings. This ensures there is always a motivating ethos.”

“We have been made to feel like a number rather than intelligent human beings with more to offer.”

Weaker Drivers of Engagement

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from work when I need to



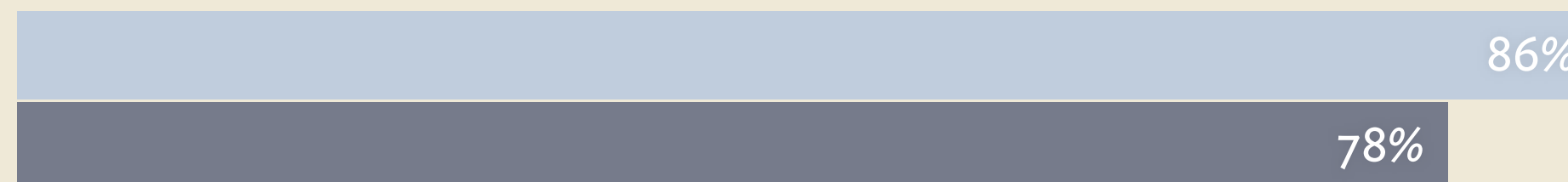
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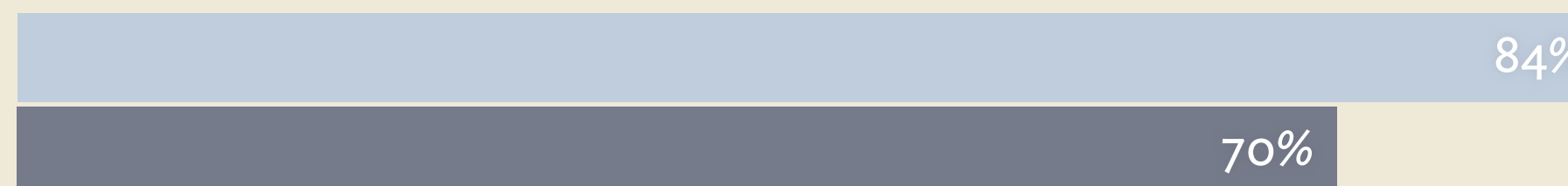
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+14

Culture Manifesto (Draft)

Having enough resources over flexible working arrangements

Effective overall company leadership over effective direct managers

Trust

Trust:

Being able to work together effectively and without fear.

- James Shore, The Art of Agile Development

1. Team members report confident expectations about each other's behaviour and intentions.
2. Team members extend trust when others offer basic support.
3. Team members value and show appreciation for everyone's contributions to team's effectiveness.
4. Team members talk as openly with each other about work related failures, weaknesses and fears as about competencies, strengths and achievements.

*Signs of
Professional Trust*

– Diana Larsen

How do we measure trust?

Other departments at Hooli collaborate well with us to get the job done



Most people here make a good effort to consult other staff where appropriate

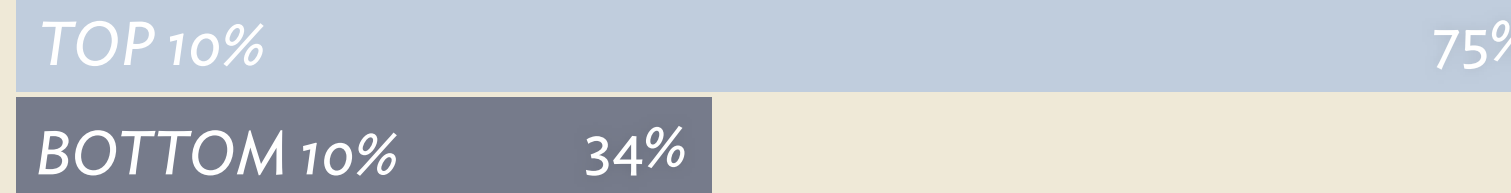


At Hooli there is open and honest two-way communication



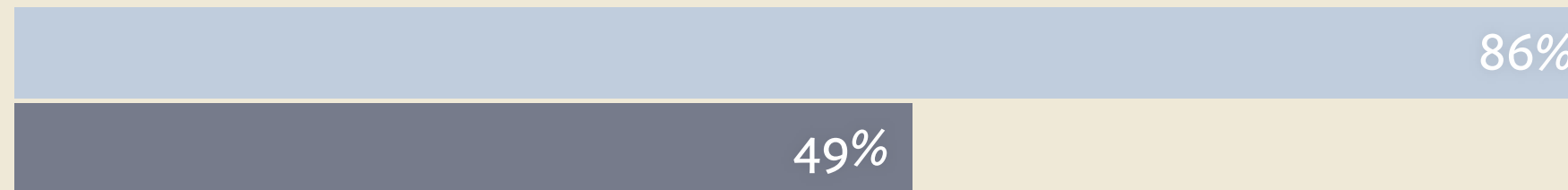
Strongest Drivers of Trust & Communication

Hooli effectively directs resources towards company goals



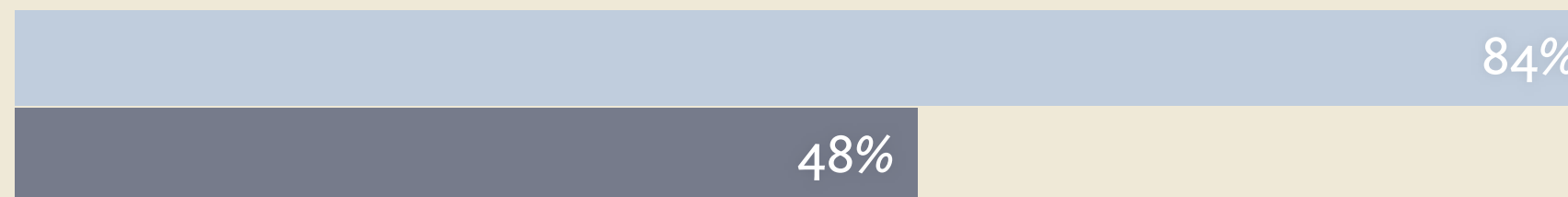
+41

I have confidence in the leaders at Hooli



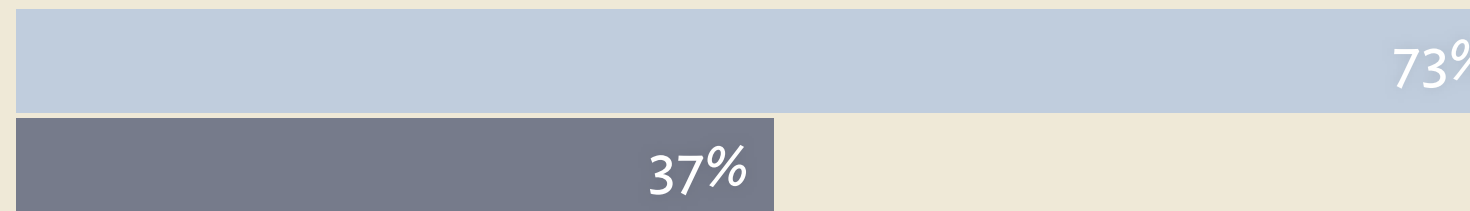
+37

The leaders at Hooli demonstrate that people are important to the company's success



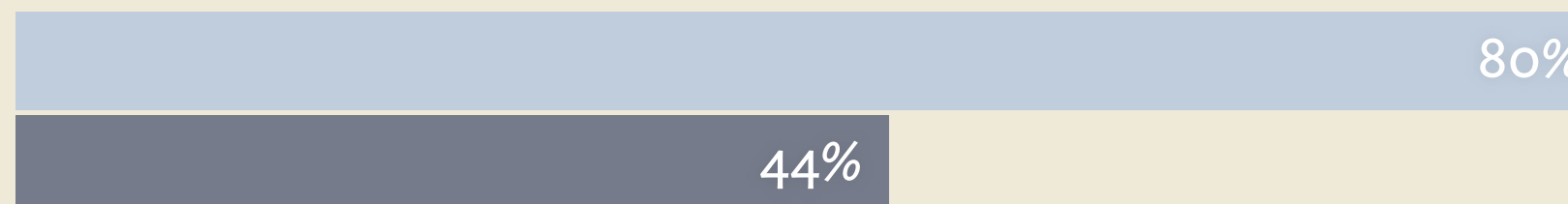
+36

Workloads are divided fairly among people where I work



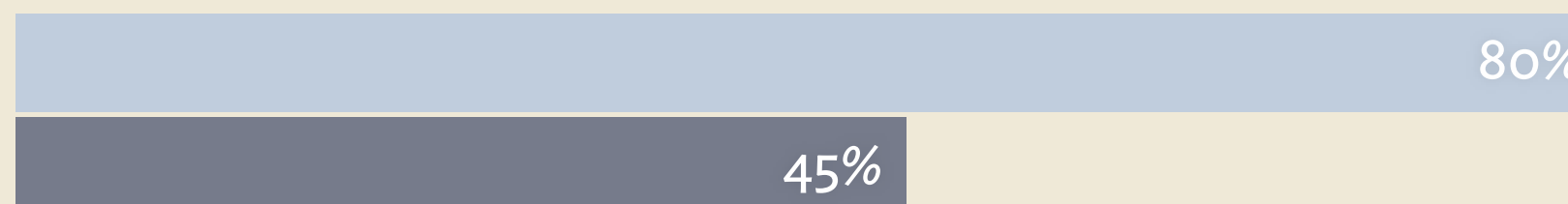
+36

We acknowledge people who deliver outstanding service here



+36

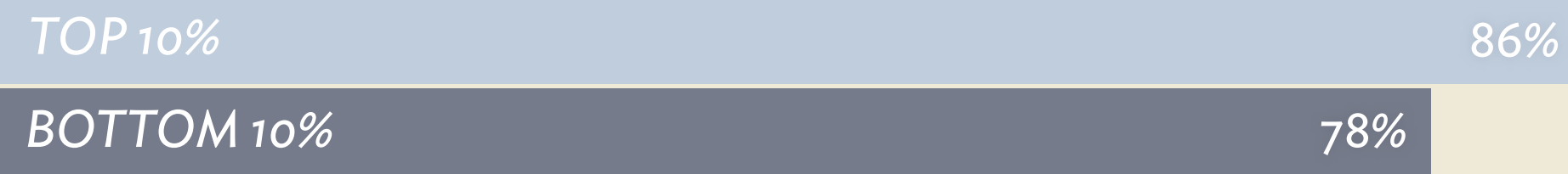
Day-to-day decisions demonstrate that quality and improvement are top priorities



+35

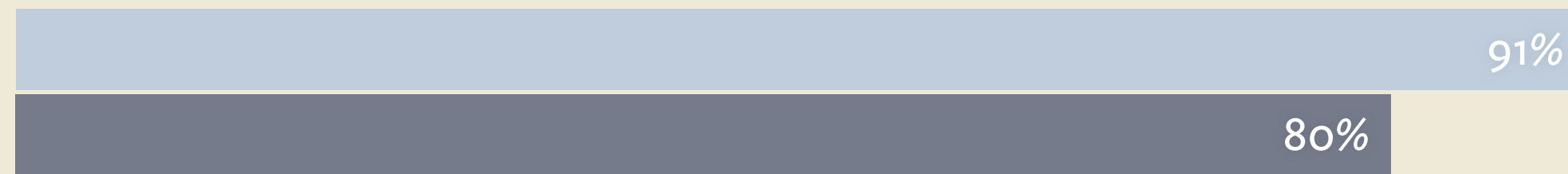
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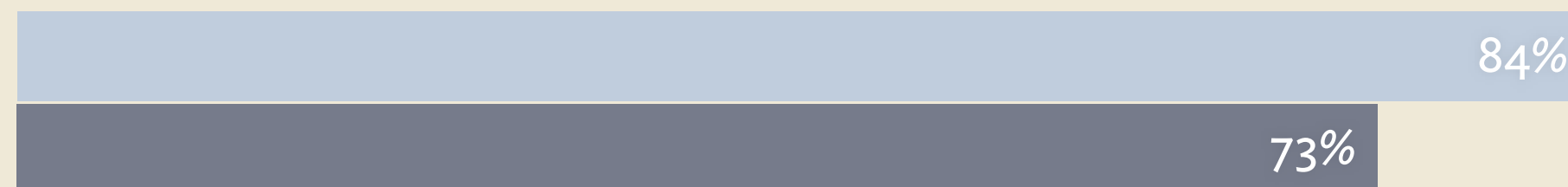
+8

I know how my work
contributes to the goals of Hooli



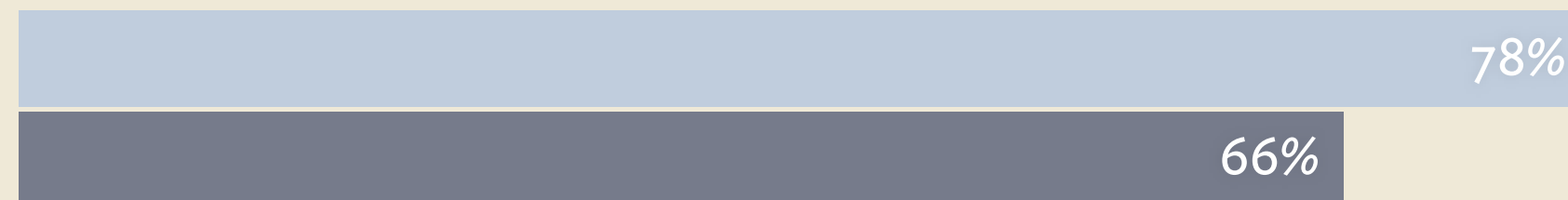
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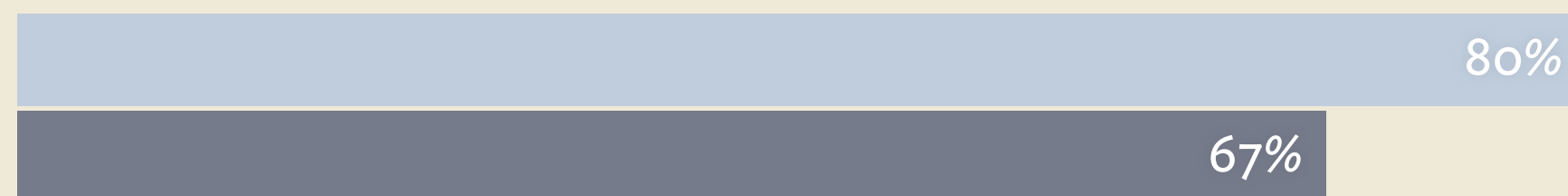
+11

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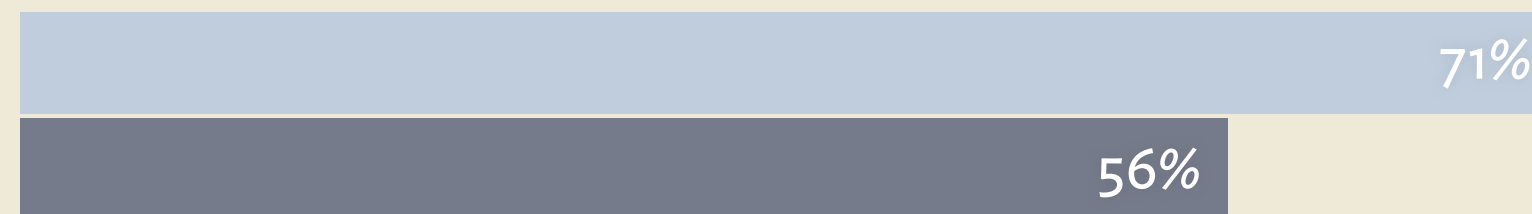
+12

My manager keeps me informed
about what is happening



+13

My manager has shown a genuine interest
in my career aspirations



+15

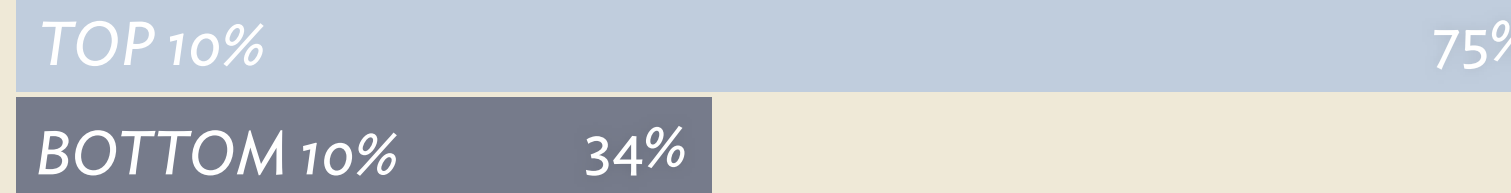
Culture Manifesto (Draft)

Having enough resources over flexible working arrangements

Effective overall company leadership over effective direct managers

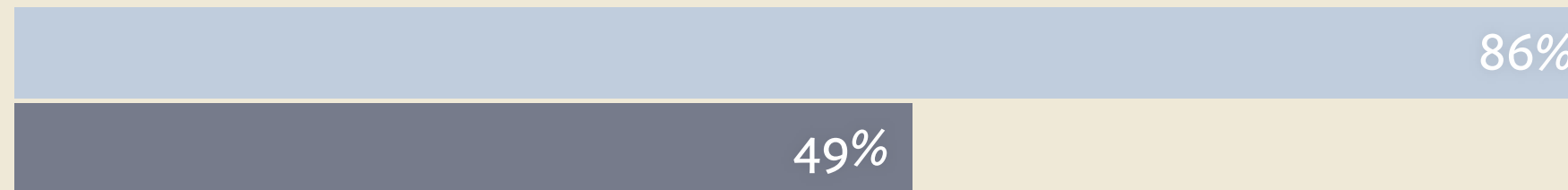
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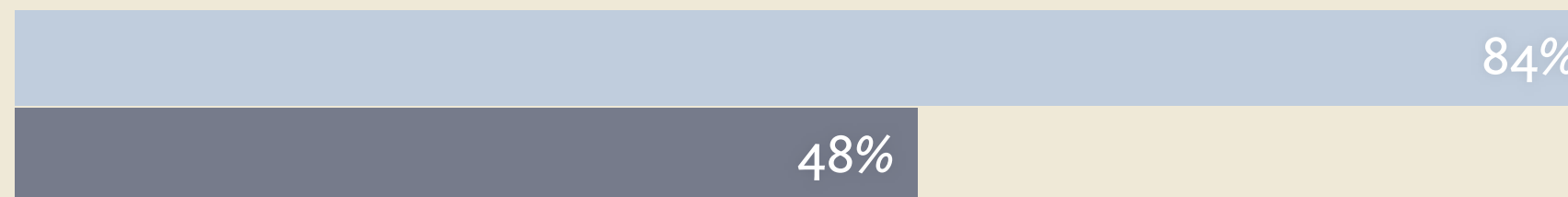
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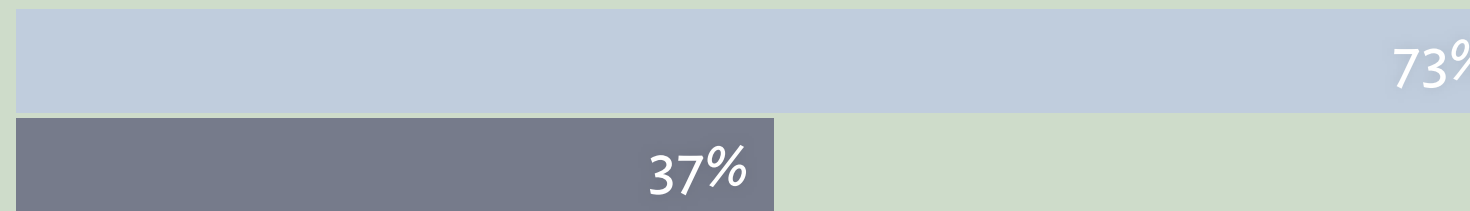
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The leaders at Hooli demonstrate that people are important to the company's success



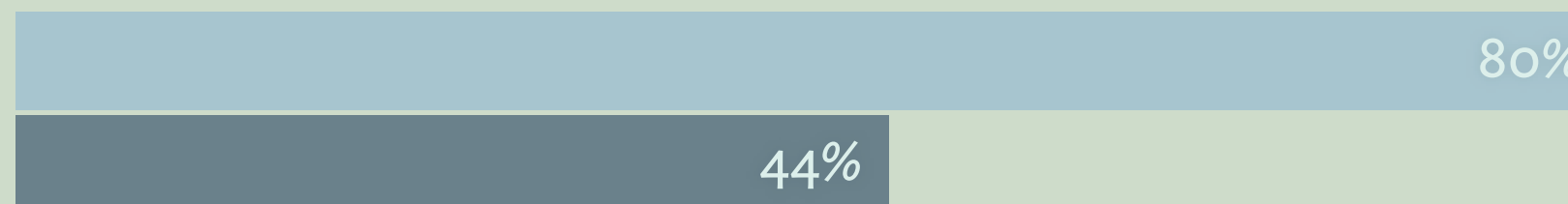
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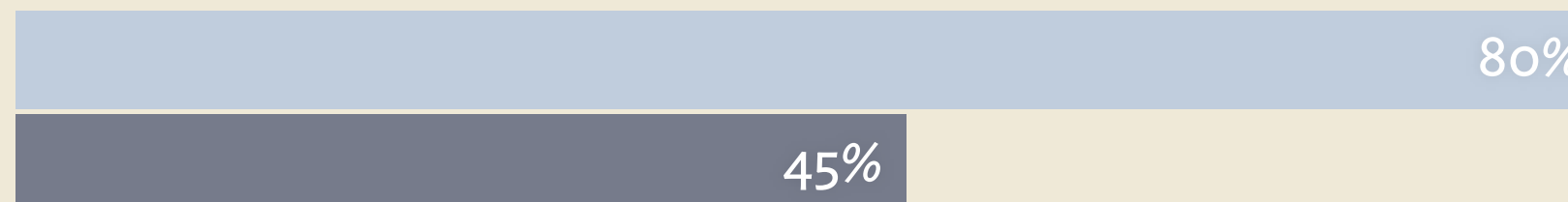
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Day-to-day decisions demonstrate that quality and improvement are top priorities



+35

Culture Manifesto (Draft)

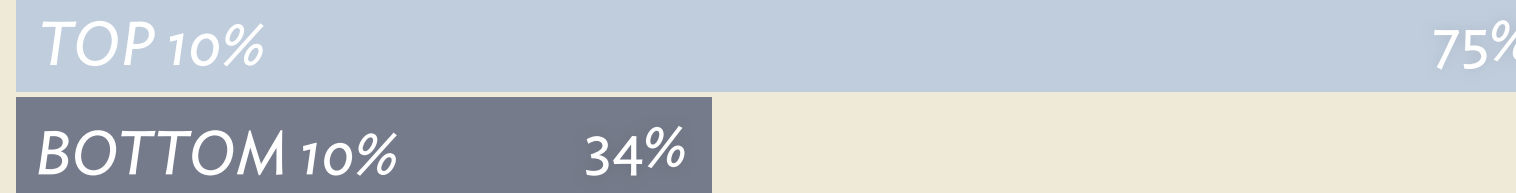
Having enough resources over flexible working arrangements

Effective overall company leadership over effective direct managers

Rewarding desirable behaviour over clear role definitions

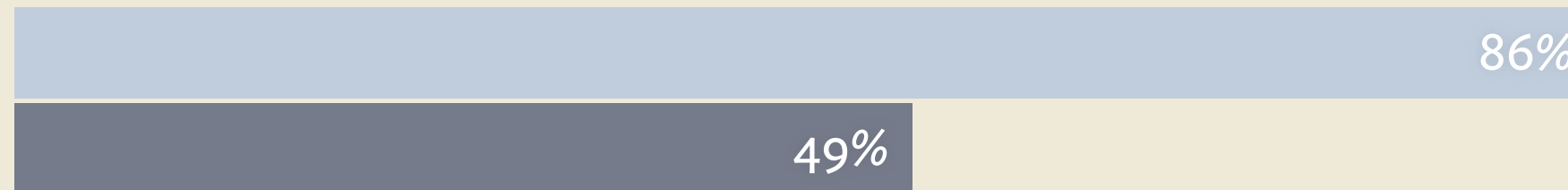
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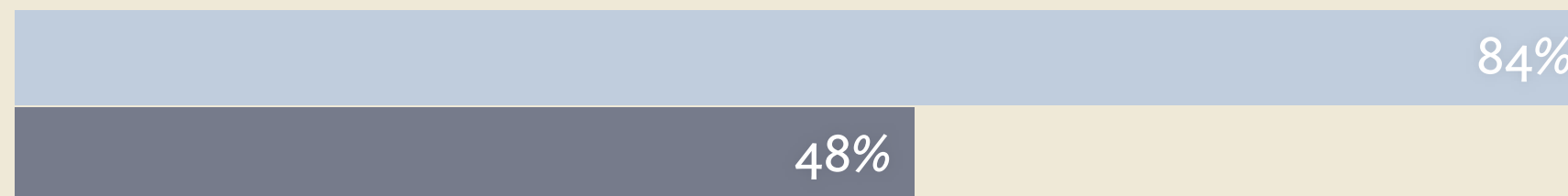
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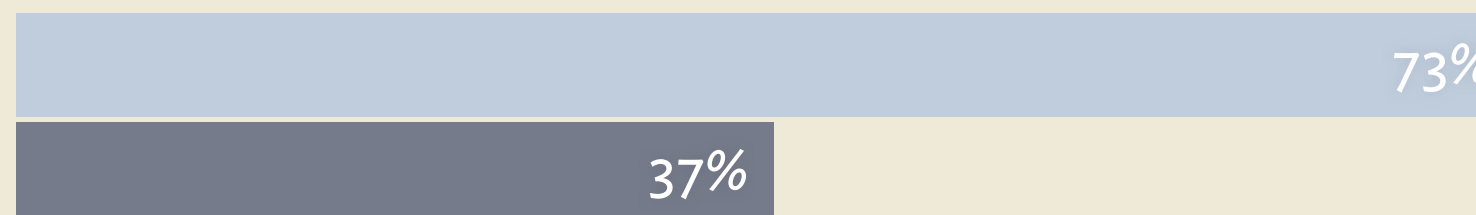
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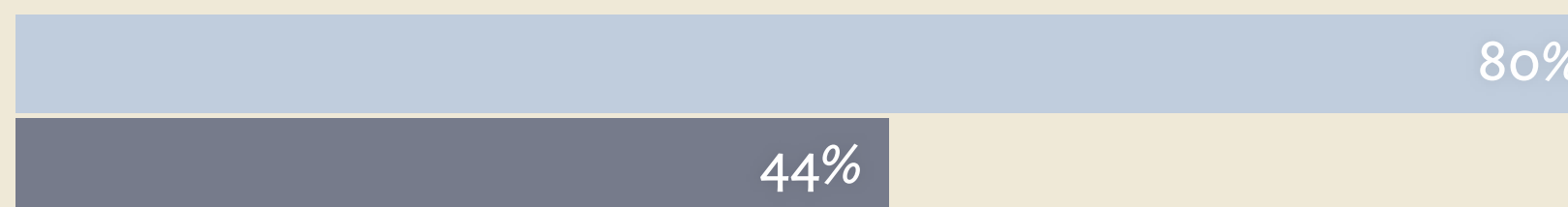
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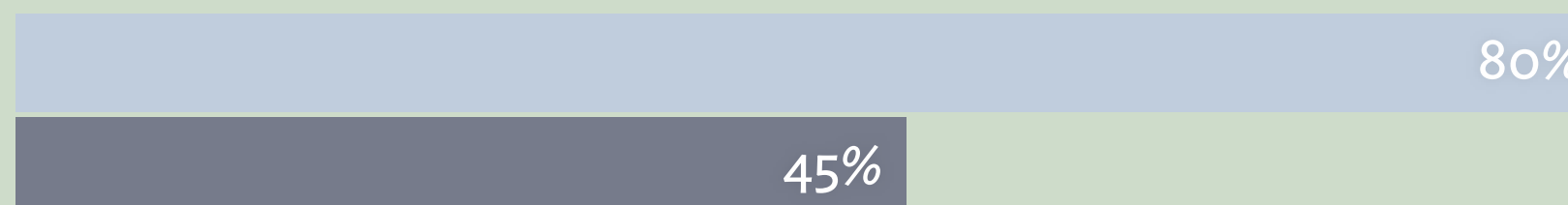
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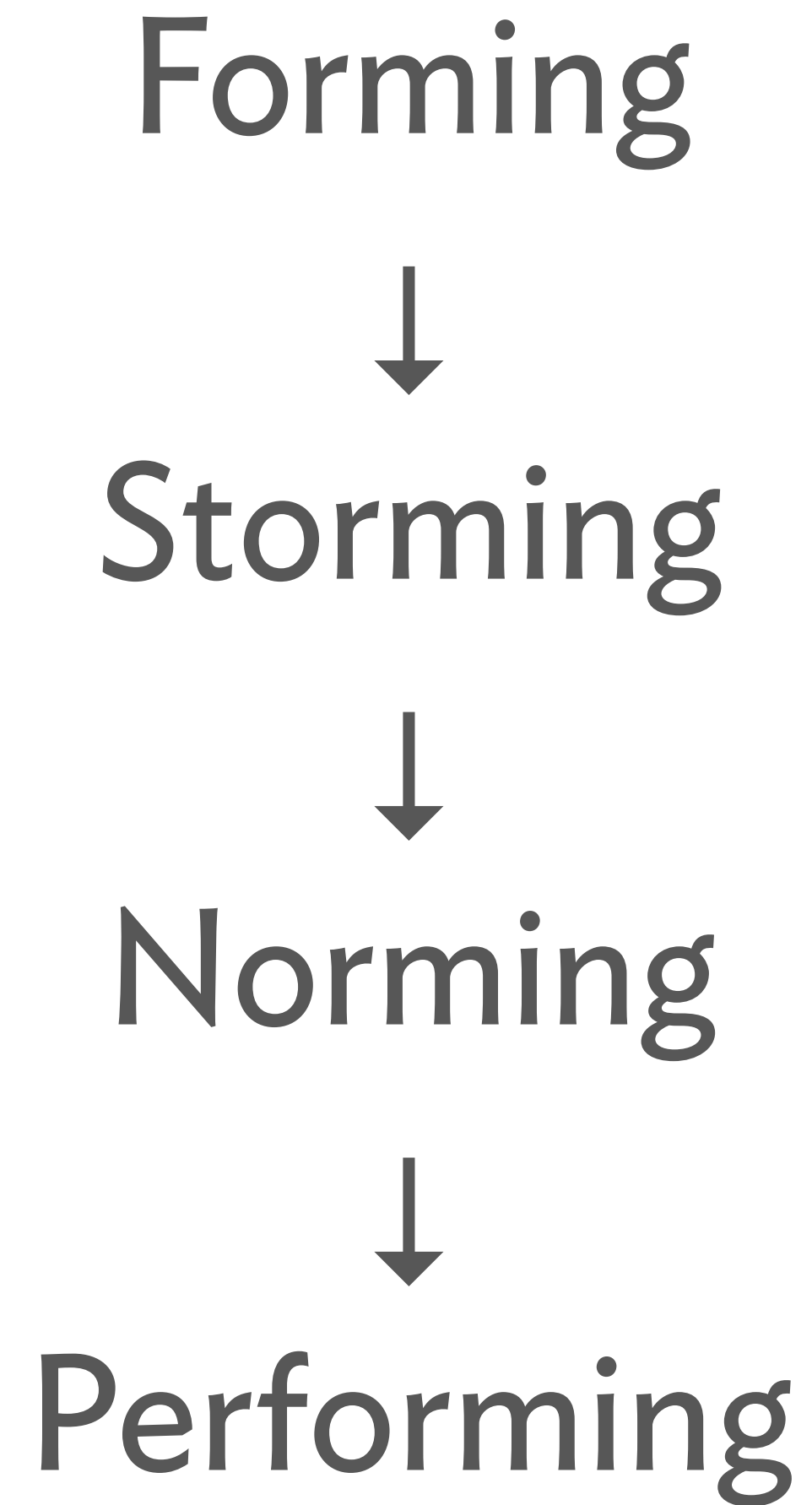
Effective overall company leadership over effective direct managers

Rewarding desirable behaviour over clear role definitions

Aligned daily actions and decisions over total transparency

Turnover

Model for Group Development



Google is
WRONG!

Google why do people leave jobs

All Images News Videos Maps More Search tools

About 204,000,000 results (0.56 seconds)

More than half of **people** who **leave** their **jobs** do so because of their relationship with their boss. Smart companies make certain their managers know how to balance being professional with being human.

9 Things That Make Good Employees Quit page 1 - TalentSmart
www.talentsmart.com/.../9-Things-That-Make-Good-Employees-Quit-172420765-p-1.ht...

About this result • Feedback

Why Do Employees Leave Their Jobs? New Survey Offers Answers ...
www.forbes.com/.../why-do-employees-leave-their-jobs-new-survey-offers-answers/ ▼
Oct 10, 2015 - **People** leave managers, not companies, as the old saying goes, ... "31% more likely to think about looking for a new **job** than their colleagues ...

9 Things That Make Good Employees Quit page 1 - TalentSmart
www.talentsmart.com/.../9-Things-That-Make-Good-Employees-Quit-172420765-p-1... ▼
More than half of **people** who leave their **jobs** do so because of their relationship with their boss. Smart companies make certain their managers know how to balance being professional with being human.

3 Of The Most Common Reasons People Quit Their Jobs - Fortune
fortune.com/2015/10/11/common-reasons-for-quitting-job/ ▼
Oct 11, 2015 - Today's answer to the question: How **do** you know it's the right time to switch **jobs**? is written by Tom Gimbel, CEO of the LaSalle Network.

Top 10 Reasons Why Employees Quit Their Job - Human Resources
humanresources.about.com/.../When-Is-It-Time-for-Resigning-From-Your-Job? ▼
But, the majority of reasons why employees quit their **job** are under the and independence, but they are not something that you can **do** to **people** or give them.

Do people answer honestly?

I see myself still working
at Hooli in two years time

ACTUALLY STAYED

66%

ACTUALLY LEFT

40%

I rarely think about looking
for a job at another company

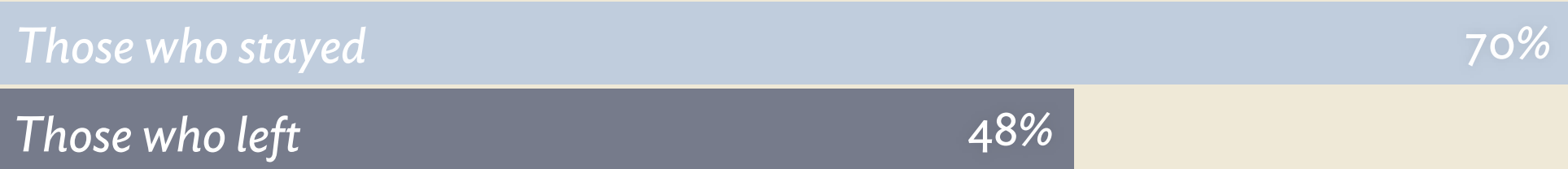
ACTUALLY STAYED

52%

ACTUALLY LEFT 30%

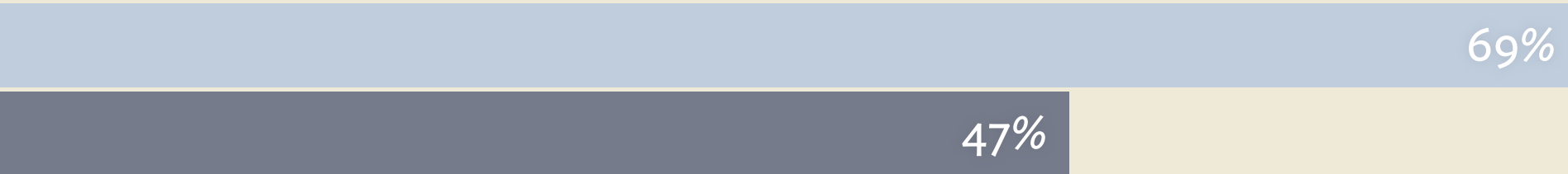
What makes people want to stay?

I am happy with my current role relative to what was described to me



+22

Hooli is in a position to really succeed over the next three years



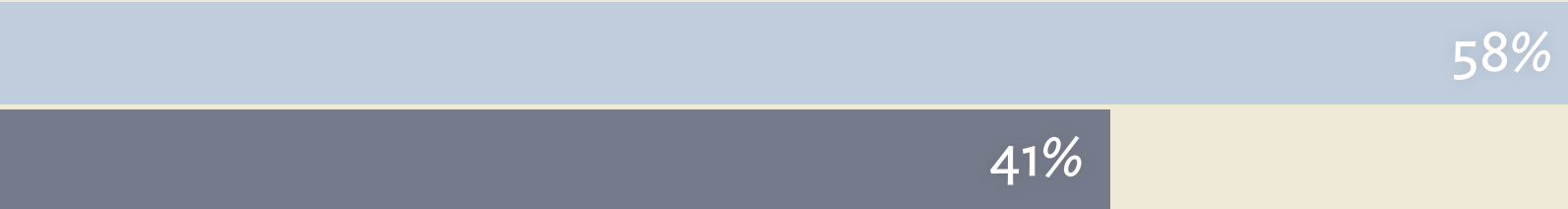
+22

Hooli really allows us to make a positive difference



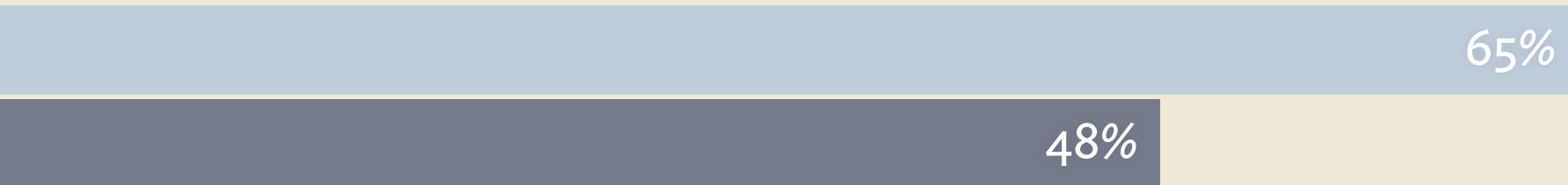
+18

I receive appropriate recognition for good work at Hooli



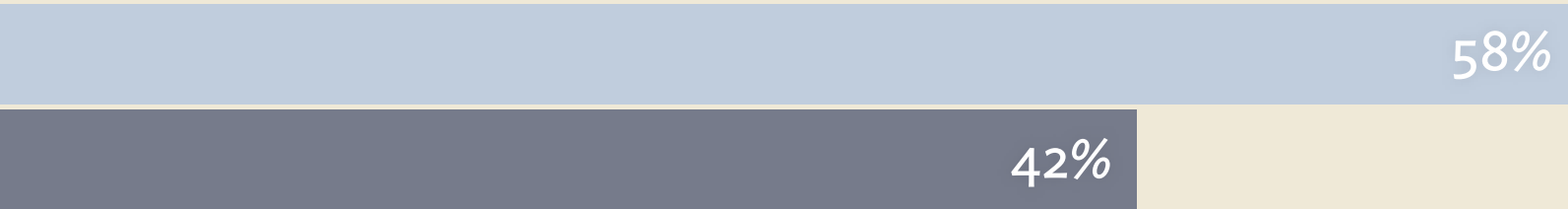
+17

I have confidence in the leaders at Hooli



+17

I believe there are good career opportunities for me at Hooli



+16

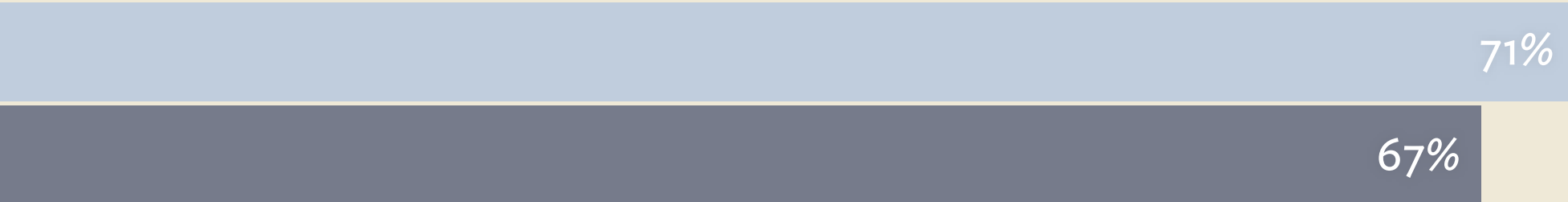
Some things make little difference

We are encouraged to be innovative even though some of our initiatives may not succeed



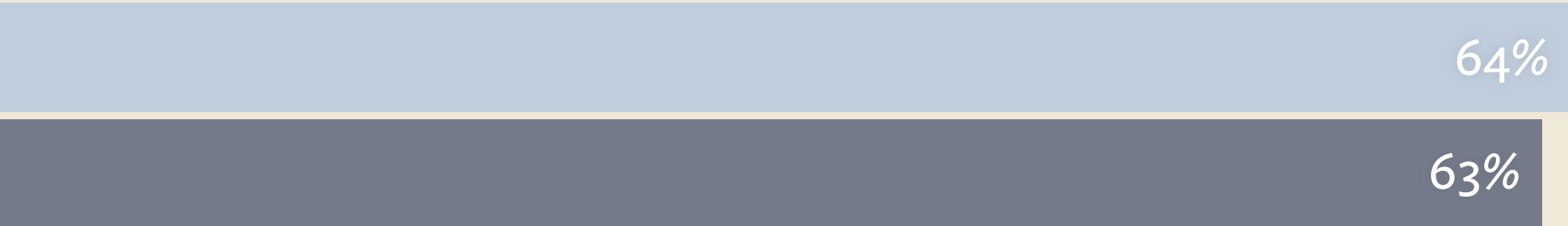
+4

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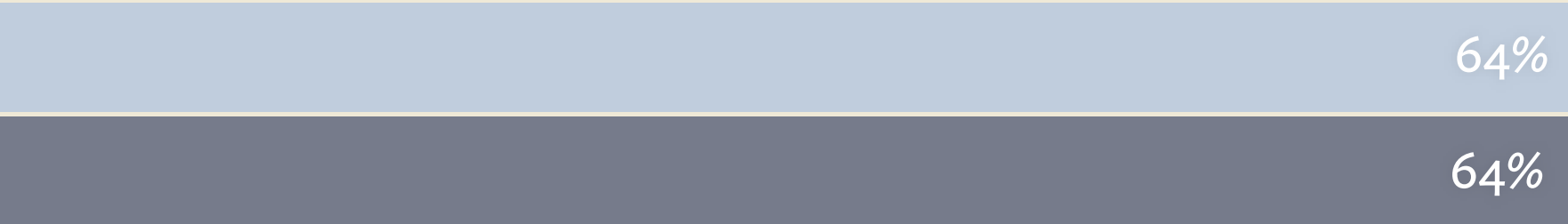
+4

At Hooli we act on promising new or innovative ideas



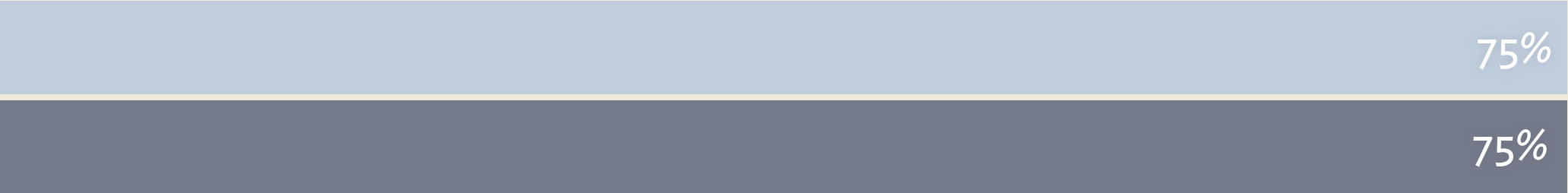
+1

Our physical workspace is enjoyable to work in



+0

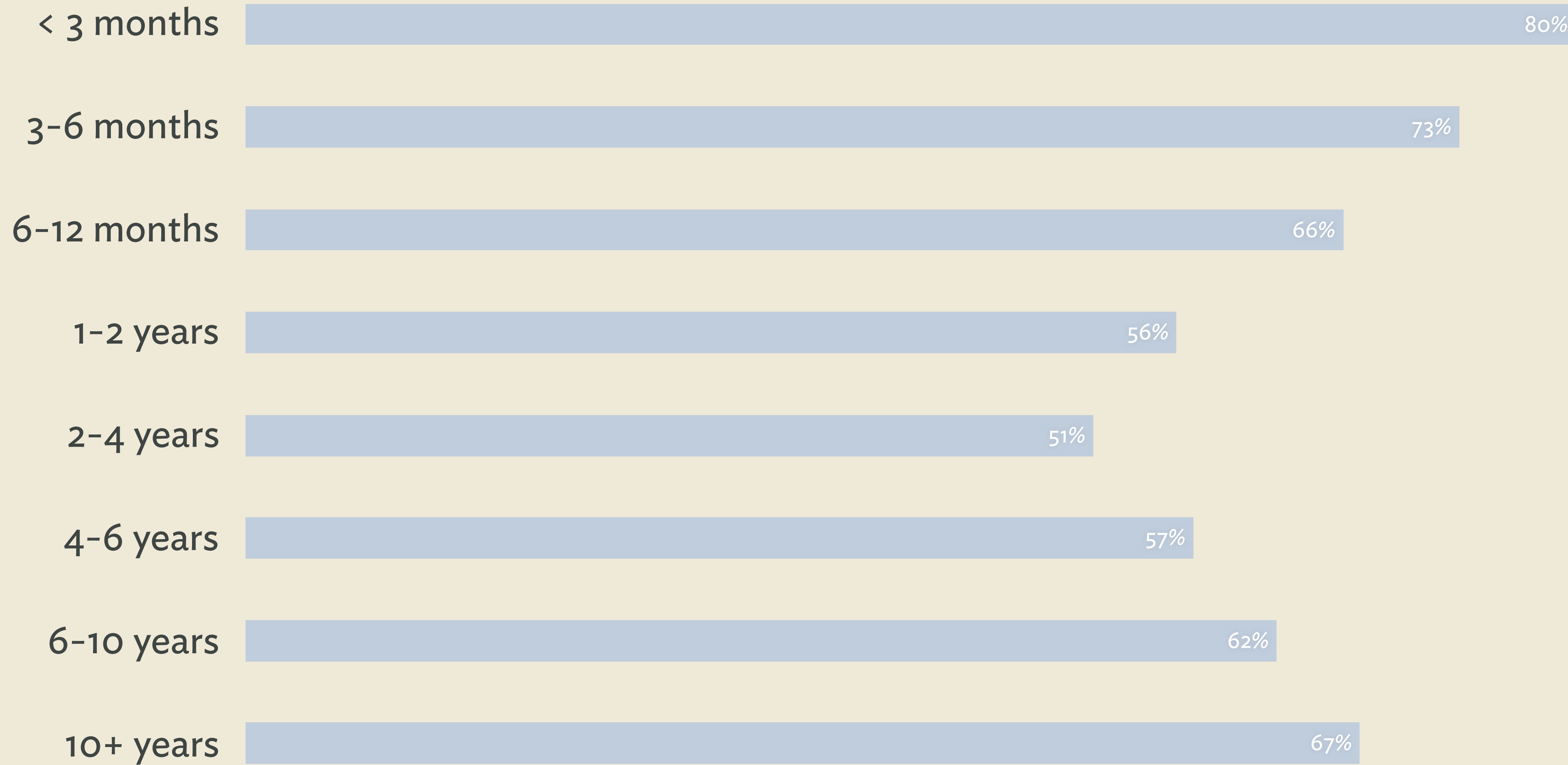
I am able to arrange time out from work when I need to



+0

“I still see myself working at Hooli in two years time”

Results by Tenure



Culture Manifesto (Draft)

Having enough resources over flexible working arrangements

Effective overall company leadership over effective direct managers

Rewarding desirable behaviour over clear role definitions

Aligned daily actions and decisions over total transparency

Growing people over enjoyable physical workplaces



Data Driven Culture
@jocranford

Thank You!