



# Digging in the Dirt

Unearthing assumptions about organizational and team culture

Ellen Grove /Agile Partnership

Mike Bowler /Gargoyle Software



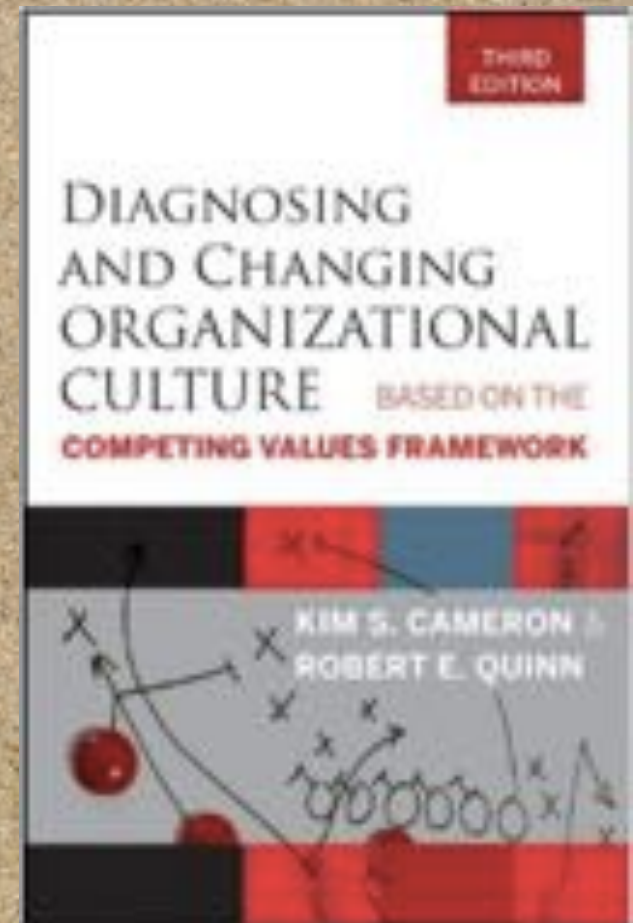
# Where we're going today...

Defining culture

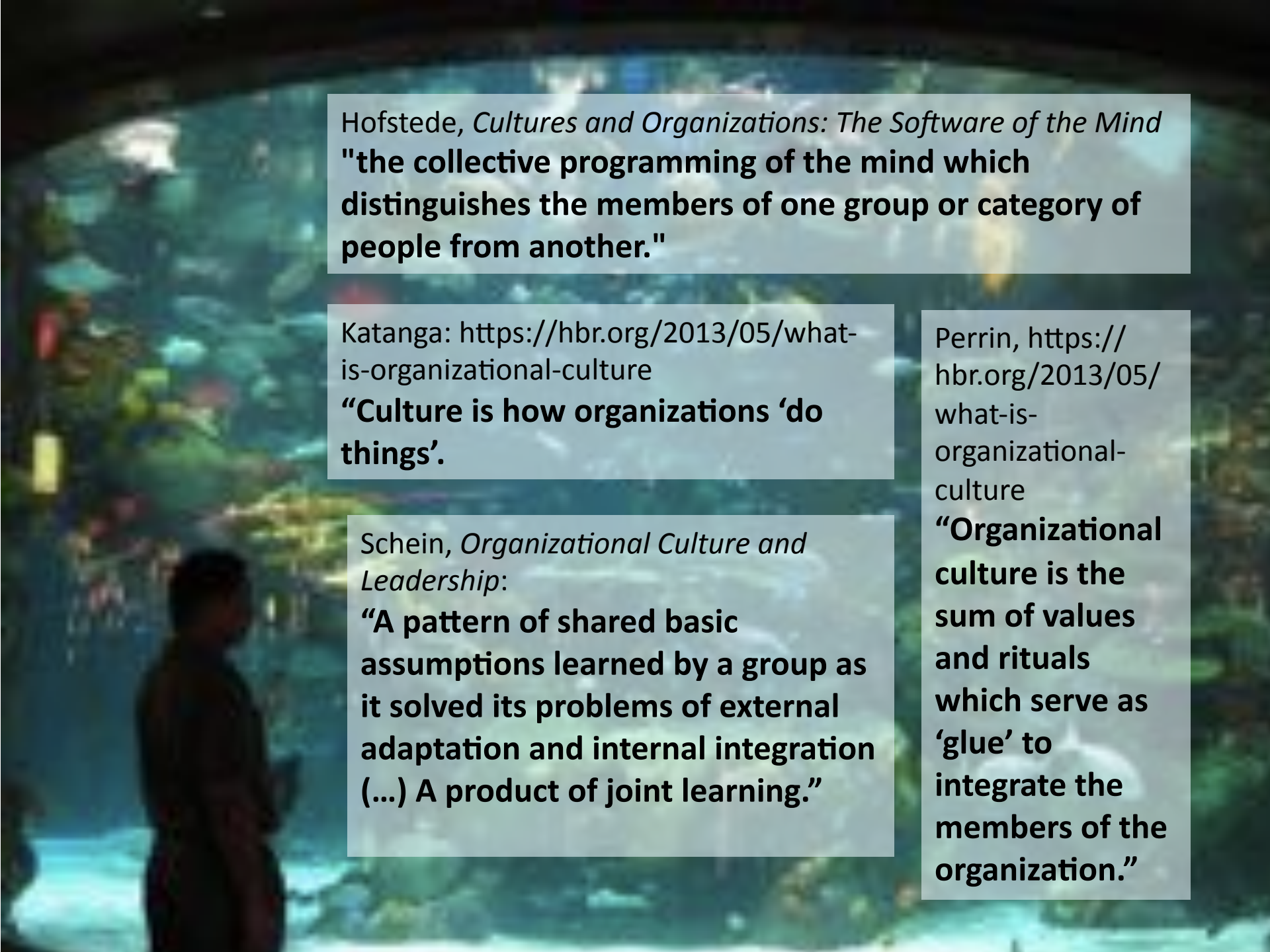
Diagnosing my team/  
organizational culture

Management styles

...then what?







Hofstede, *Cultures and Organizations: The Software of the Mind*  
**"the collective programming of the mind which distinguishes the members of one group or category of people from another."**

Katanga: <https://hbr.org/2013/05/what-is-organizational-culture>

**"Culture is how organizations 'do things'.**

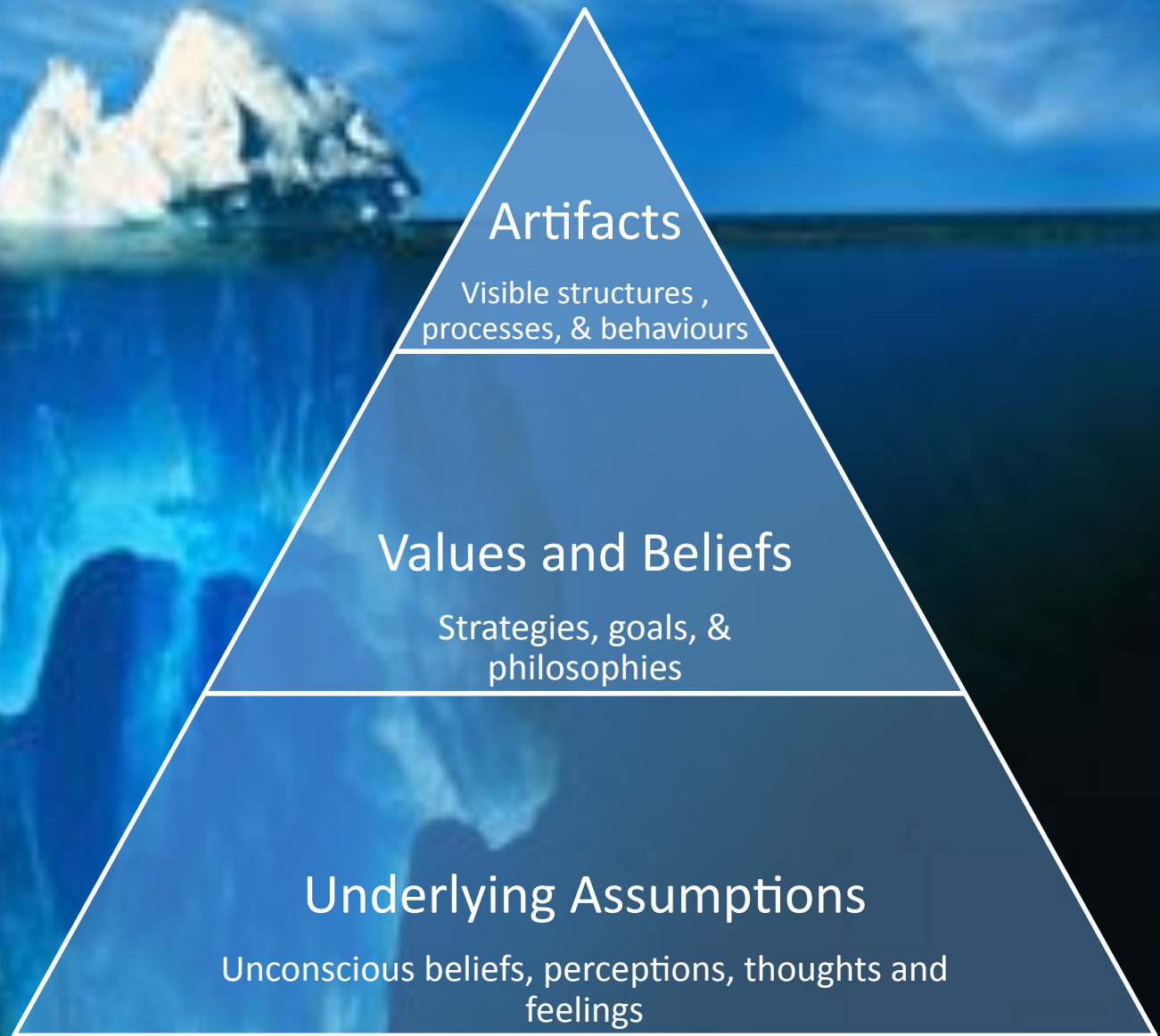
Schein, *Organizational Culture and Leadership*:

**"A pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration (...) A product of joint learning."**

Perrin, <https://hbr.org/2013/05/what-is-organizational-culture>

**"Organizational culture is the sum of values and rituals which serve as 'glue' to integrate the members of the organization."**

Schein's 3 levels of culture













My team feels like...

*...we're an extended family?*

*...we're a dynamic and entrepreneurial  
team?*

*...we're achievement oriented?*

*...we're focused on process?*



The glue that holds my team  
together is...

*...loyalty and trust?*

*...being on the cutting edge?*

*...accomplishing goals?*

*...running smoothly?*

My team defines success as...

*...teamwork?*

*...innovation?*

*...market leadership?*

*...dependable, efficient delivery?*





The leadership in my  
organization focuses on ...

*...mentoring and nurturing?*

*...entrepreneurship?*

*...results?*

*...organizational efficiency?*

# The Competing Values Framework

Quinn and Rorbaugh, 1983

Internal Focus and Integration



External Focus and Differentiation


Stability and Control



An aerial photograph of terraced rice fields in a mountainous region, showing intricate patterns of green and brown terraces. A semi-transparent blue rectangular box is overlaid on the center of the image, containing white text.

What skills are demonstrated by the managers you most admire?



A photograph of a soil profile, showing a cross-section of the ground. The top layer is dark brown soil with some roots and small rocks. Below that is a lighter, more sandy layer. At the bottom, there is a layer of gravel and small stones. A small, square, white object with a red string is visible in the bottom right corner of the image. A semi-transparent dark grey box is overlaid on the center of the image, containing white text.

What critical  
competencies do  
managers in your  
company need to have to  
move up?



# The Competing Values Framework

Quinn and Rorbaugh, 1983

Internal Focus and Integration



External Focus and Differentiation

Flexibility and Discretion

Stability and Control

# Managing organizational change

- Determine where you are & figure out where you're going
- Use the Competing Values framework to identify the kinds of skills, behaviours and environment you want to cultivate
- Use a disciplined approach like Lean Change to visualize your plan, your experiments and your progress.



## Contact us!

**Ellen Grove**

@eegrove

[egrove@agilepartnership.com](mailto:egrove@agilepartnership.com)

**Mike Bowler**

@mike\_bowler

[mbowler@gargoylesoftware.com](mailto:mbowler@gargoylesoftware.com)