

# Culture Eats Strategy for Lunch

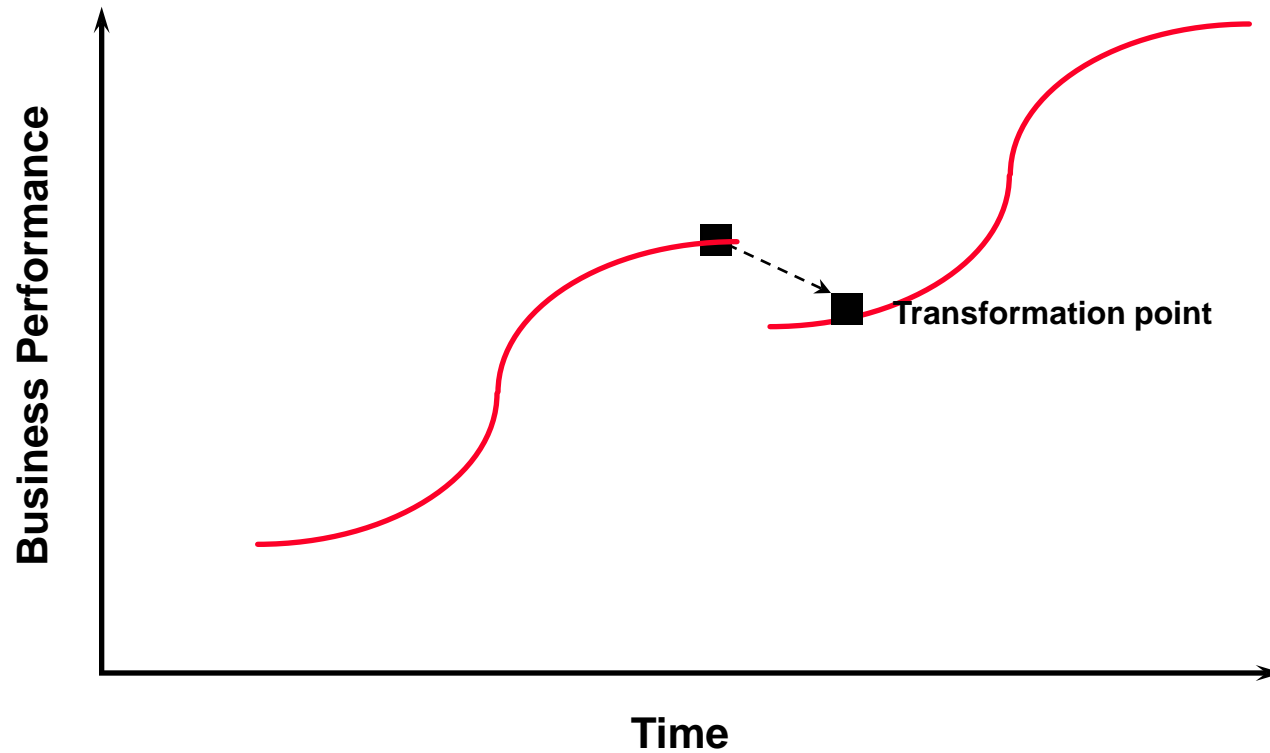
IEEE - SCV, Technology Management Council

May 2011

Jim Arena

Juniper Networks

# *Culture matters most with transformation change*

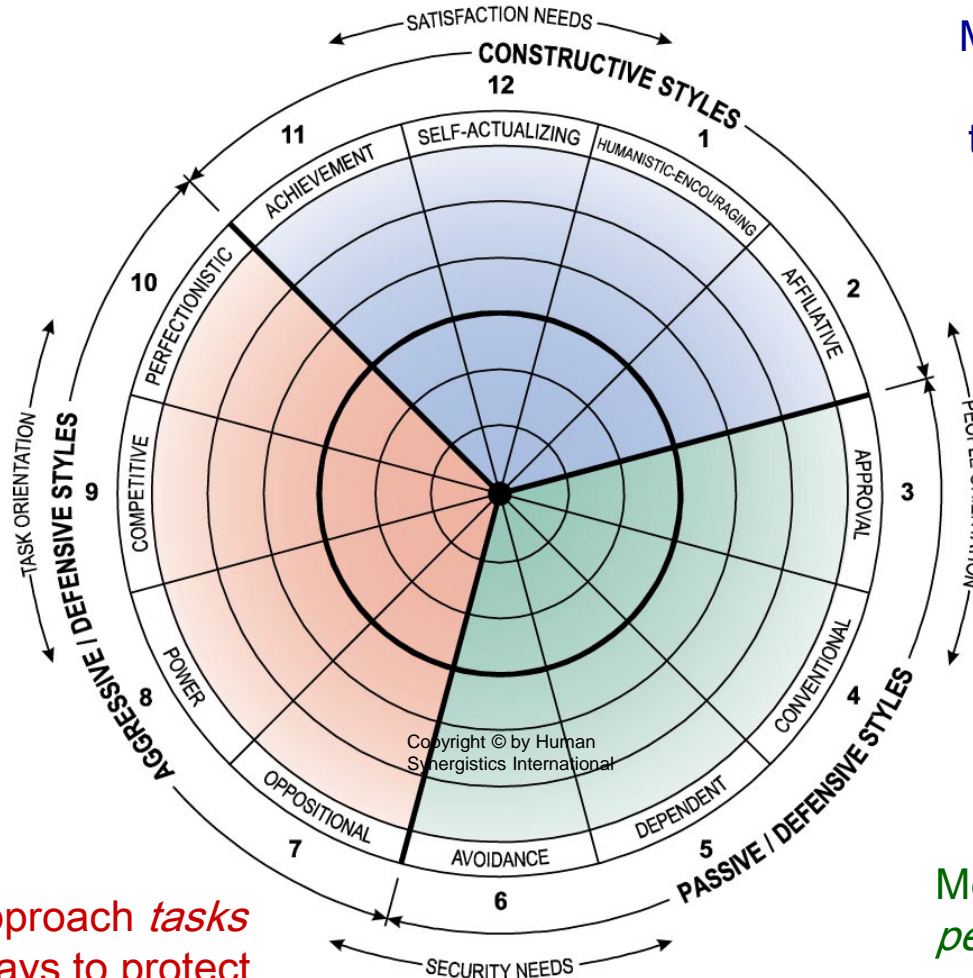




# What is Organizational Culture?

The behavioral patterns that members believe are required to “fit in” and “meet expectations” within their organization.

# Organizational Culture Inventory<sup>®</sup> Style Groupings

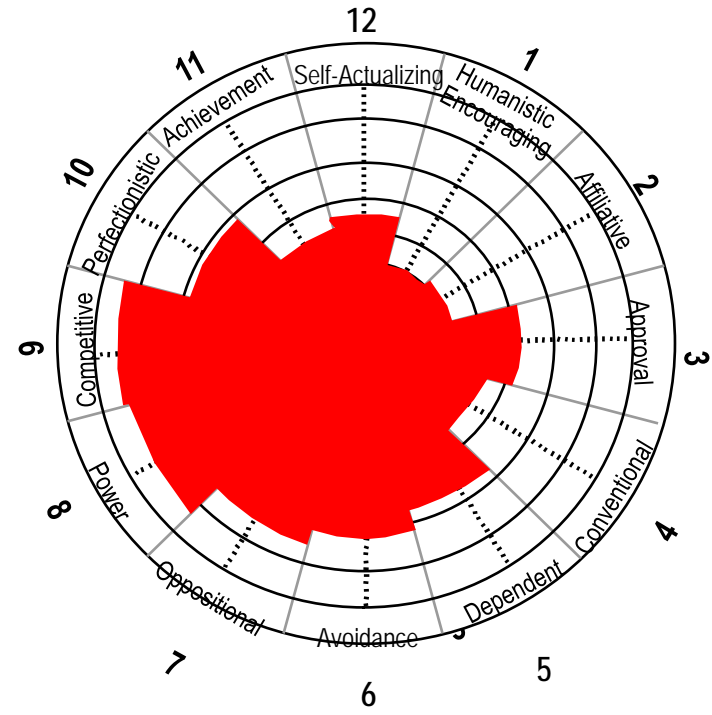
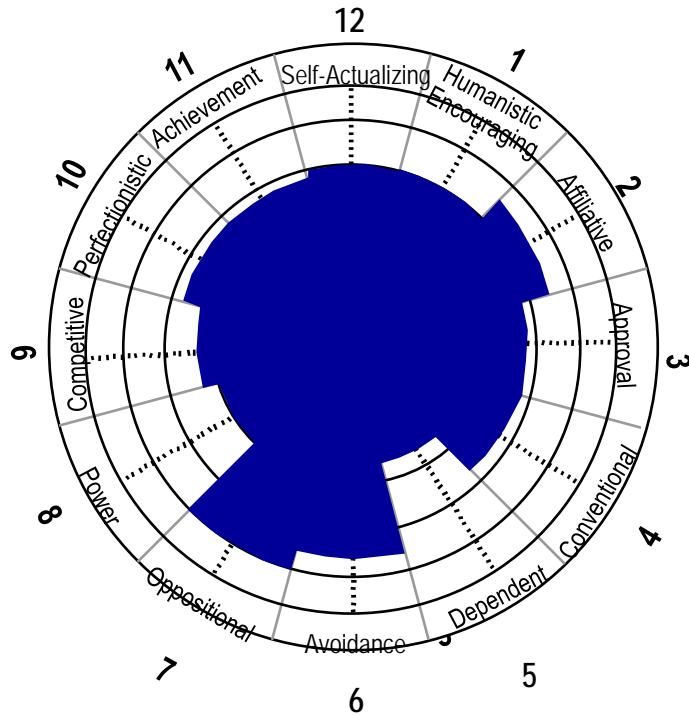


Members interact with others and approach tasks in ways that will help them to meet their higher-order *satisfaction* needs.

Members approach *tasks* in forceful ways to protect their status and *security*.

Members interact with *people* in ways that will not threaten their own *security*.

# An example – two cultures

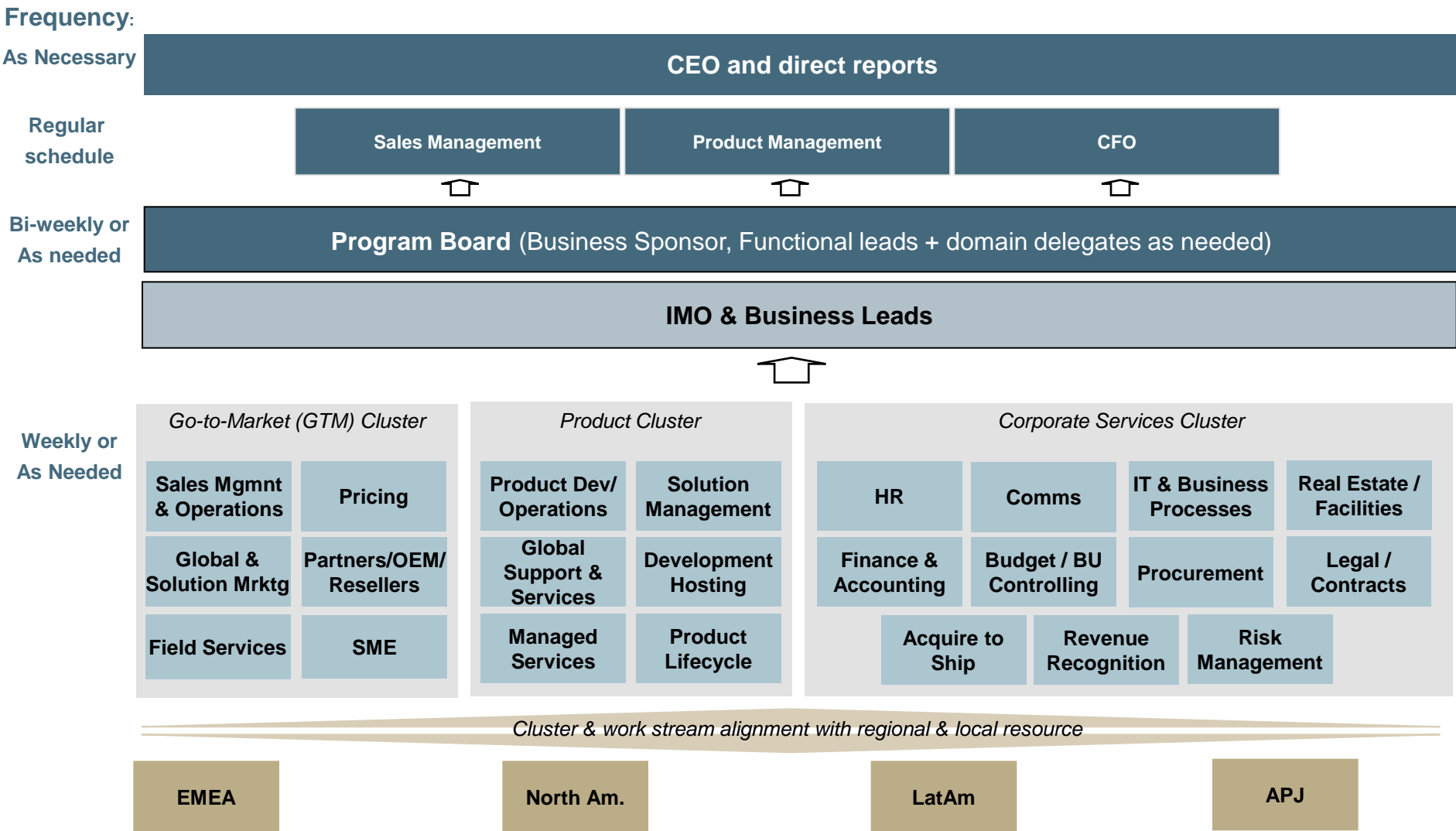


\* Cultural behaviors exhibited within HP/Compaq integration teams

# Deploy the right strategy

Sample of issues	Corresponding strategy
<ul style="list-style-type: none"><li>▪ Uninformed, unrealistic resource and project scope</li><li>▪ Compounded by silo'd and interdependent workstreams</li></ul>	Strong PMO
<ul style="list-style-type: none"><li>▪ Uninspired leadership behavior</li></ul>	Managing Defining moments
<ul style="list-style-type: none"><li>▪ Political Bias dominates</li><li>▪ Indecision or revisiting decisions</li><li>▪ Momentum inadequate</li></ul>	Decision Accelerator

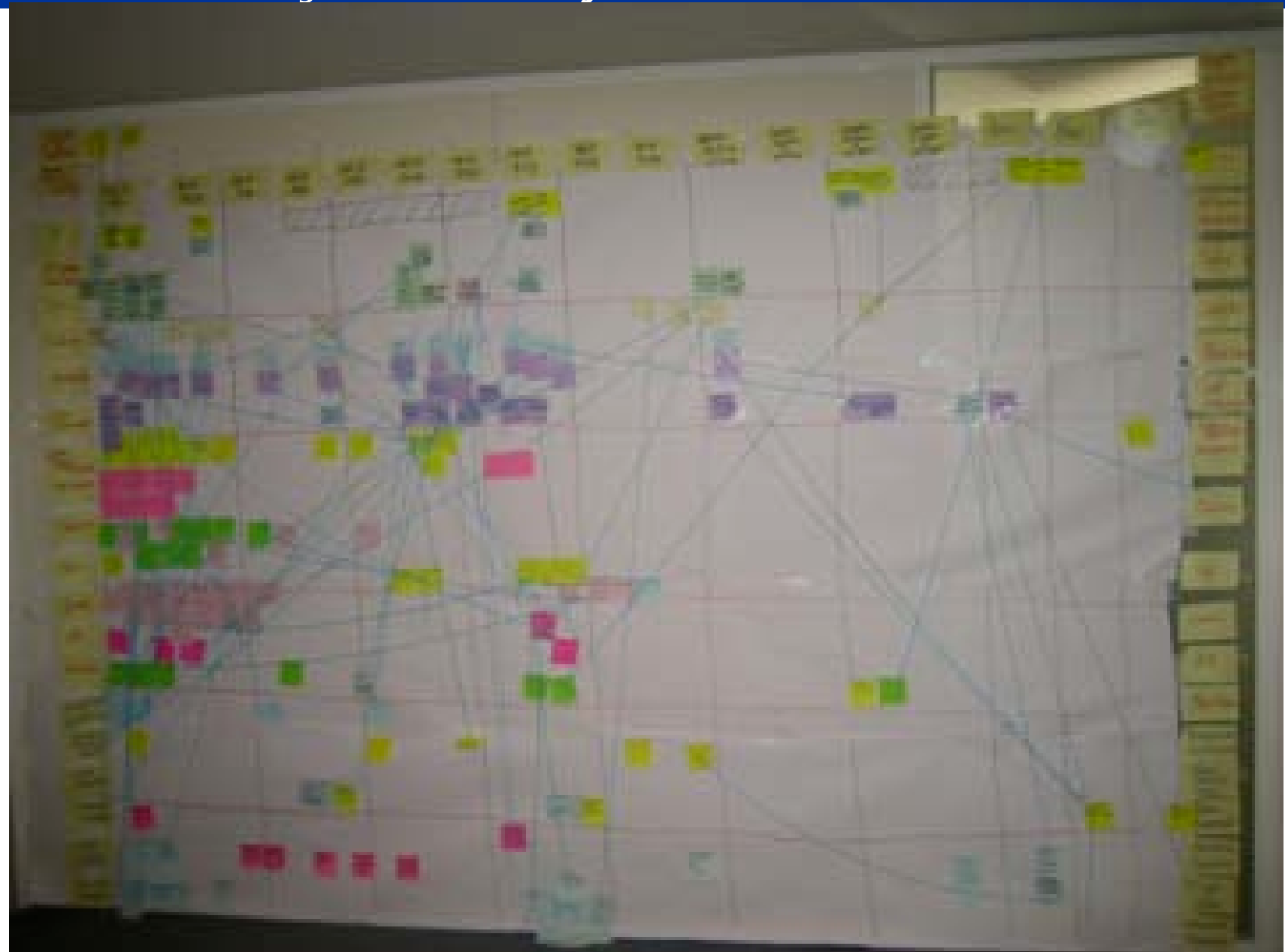
# Strong Program office





# Resulting Program structure

- influenced by culture objectives



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**Focus:**

**Actively manage, and predict the critical**

**Incidents or defining moments.**

**A critical incident/defining moment is a  
widely visible action or event which:**

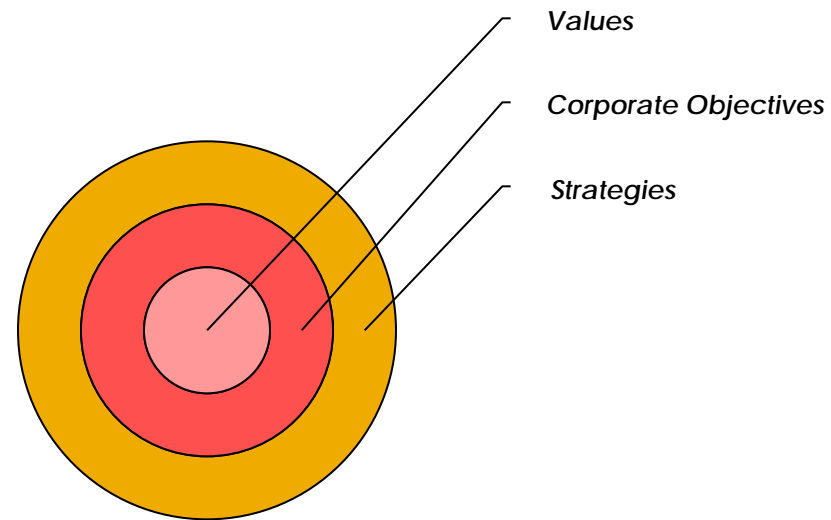
- reveals the current cultural state;
- tests the will of the leaders, and
- shapes the culture of the company or business unit.

## **Active discussion**

1. What is going to happen/or did happen
2. What are possible responses
3. What would be more constructive
4. Iterate until confident

# In summary, what are the lessons?

- Diagnose the behavioral issues
- Select the right strategy  
e.g. Sufficient structure, appropriate interventions, coaching, prioritization etc.
- Foster transparency – including treating the culture change like other programs with same rigor and discipline (measurement, strategies, resources).
- Sponsor's commitment to pushing in spite of resistance



## References:

- **Always change a winning team** by Peter Robertson
- **Leading Change** by John Kotter
- **Jim Arena**, 408.761.4688, jimarena@juniper.net



# Backup Information

# Organizational Culture Inventory<sup>®</sup>

Circumplex with a Brief Description of the 12 Styles

