

Culture Eats Strategy for Lunch

VP Engineering/CTO Community of Practice



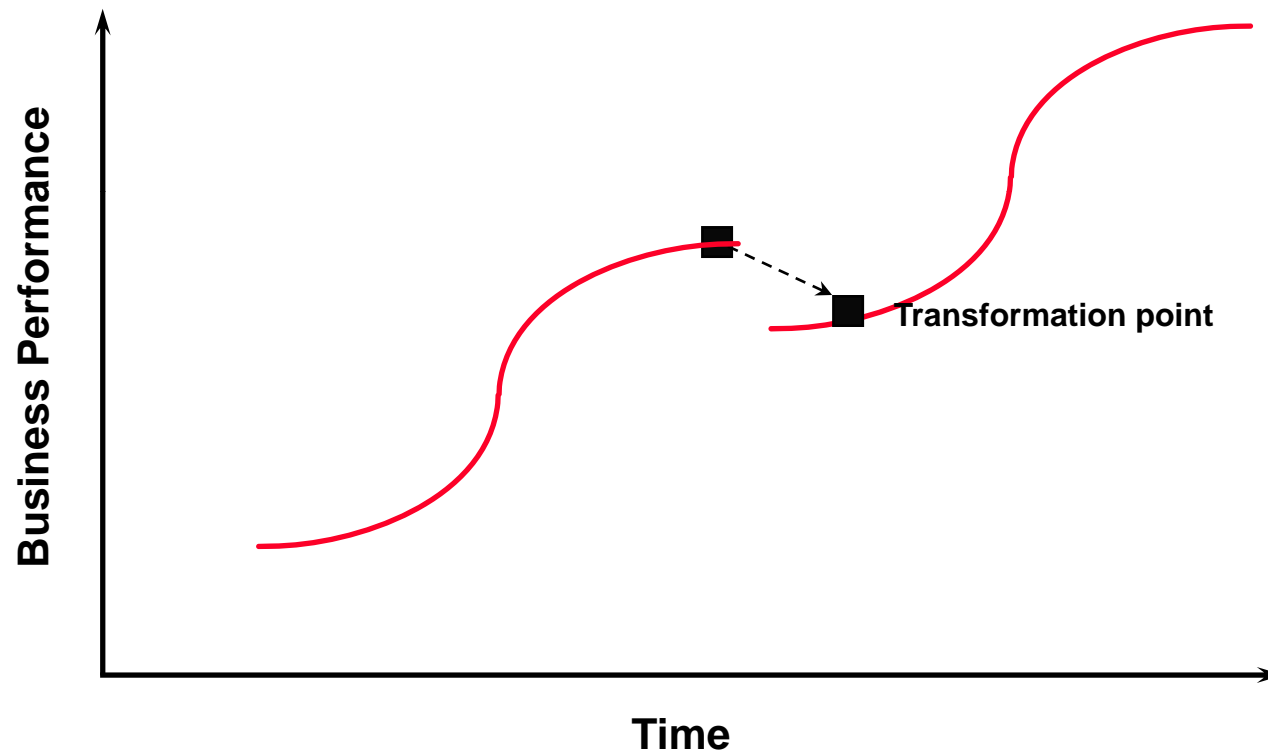
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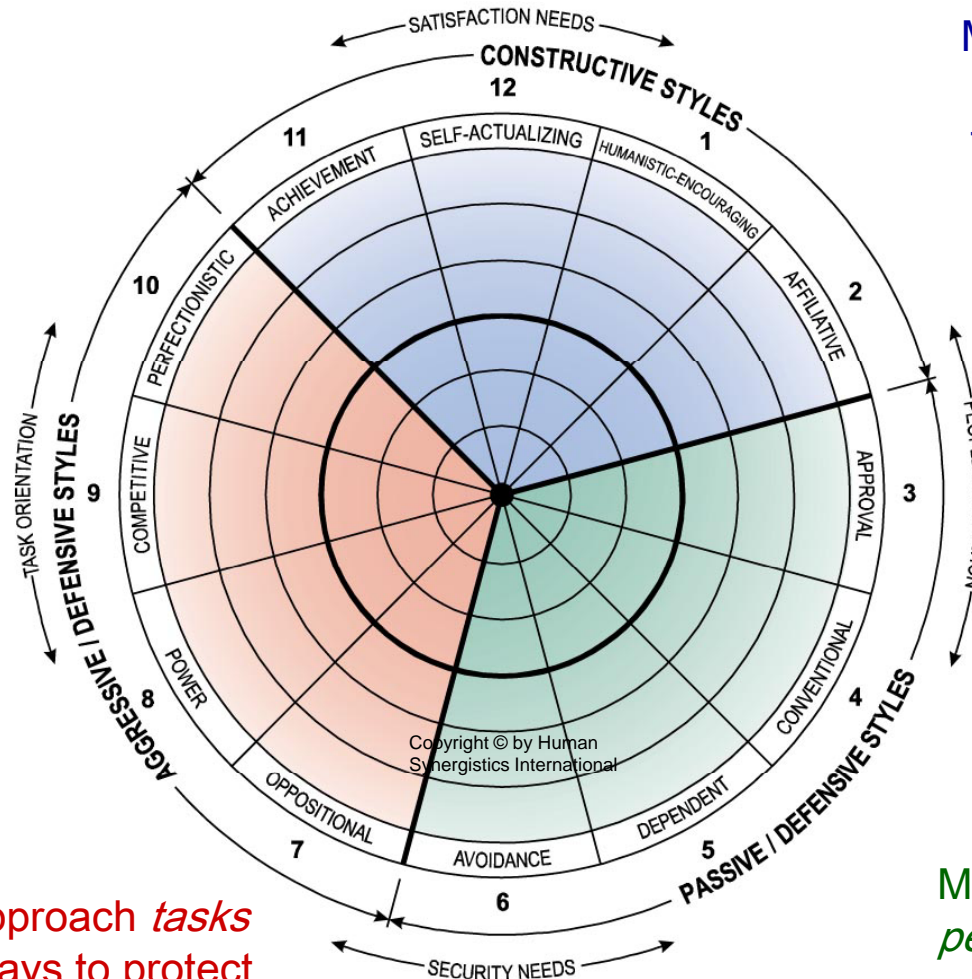
Culture matters most with transformation change



What is Organizational Culture?

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

Organizational Culture Inventory[®] Style Groupings

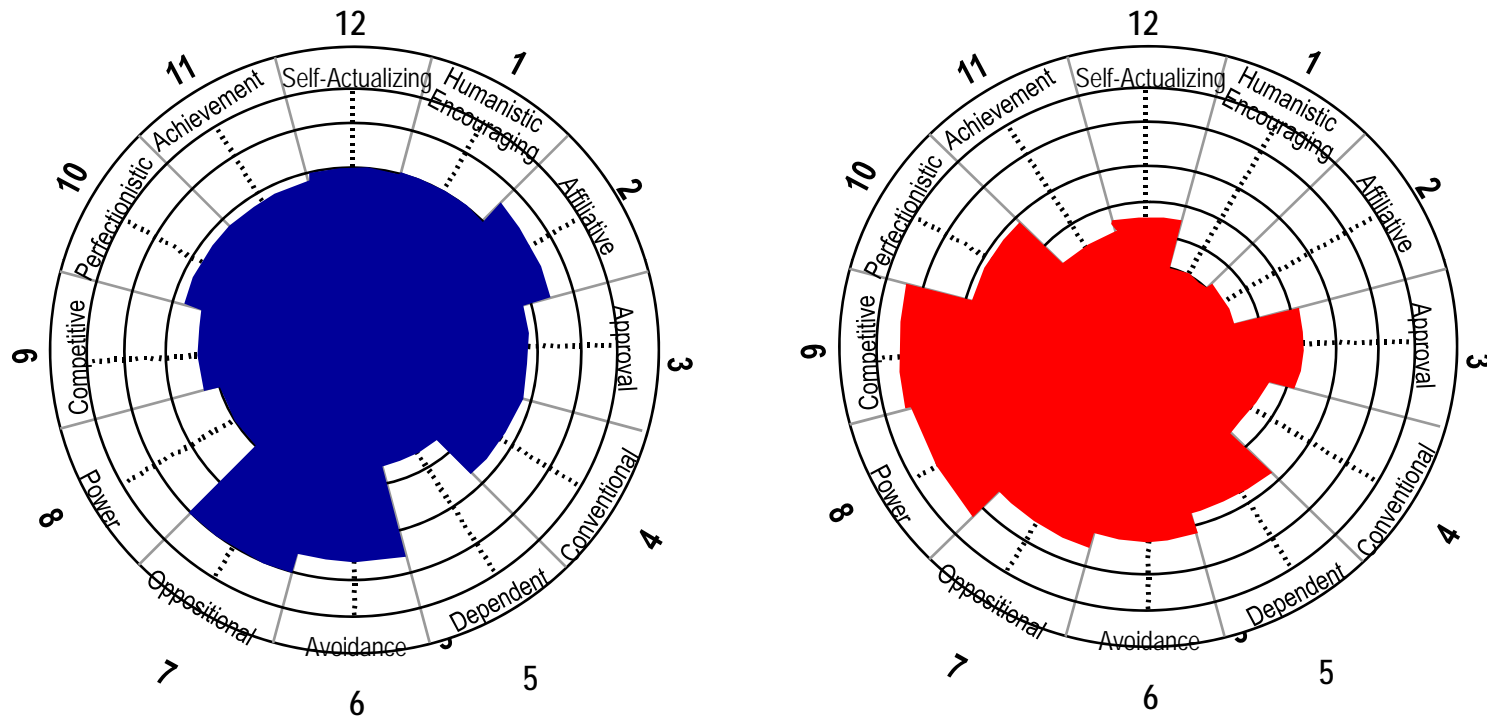


Members interact with others and approach tasks in ways that will help them to meet their higher-order *satisfaction* needs.

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

Strong Program office

Frequency:

As Necessary

CEO and direct reports

Regular
schedule

Sales Management

Product Management

CFO

Bi-weekly or
As needed

Program Board (Business Sponsor, Functional leads + domain delegates as needed)

IMO & Business Leads

Weekly or
As Needed

Go-to-Market (GTM) Cluster

Sales Mgmt
& Operations

Pricing

Global &
Solution Mktg

Partners/OEM/
Resellers

Field Services

SME

Product Cluster

Product Dev/
Operations

Solution
Management

Global
Support &
Services

Development
Hosting

Managed
Services

Product
Lifecycle

Corporate Services Cluster

HR

Comms

IT & Business
Processes

Real Estate /
Facilities

Finance &
Accounting

Budget / BU
Controlling

Procurement

Legal /
Contracts

Acquire to
Ship

Revenue
Recognition

Risk
Management

Cluster & work stream alignment with regional & local resource

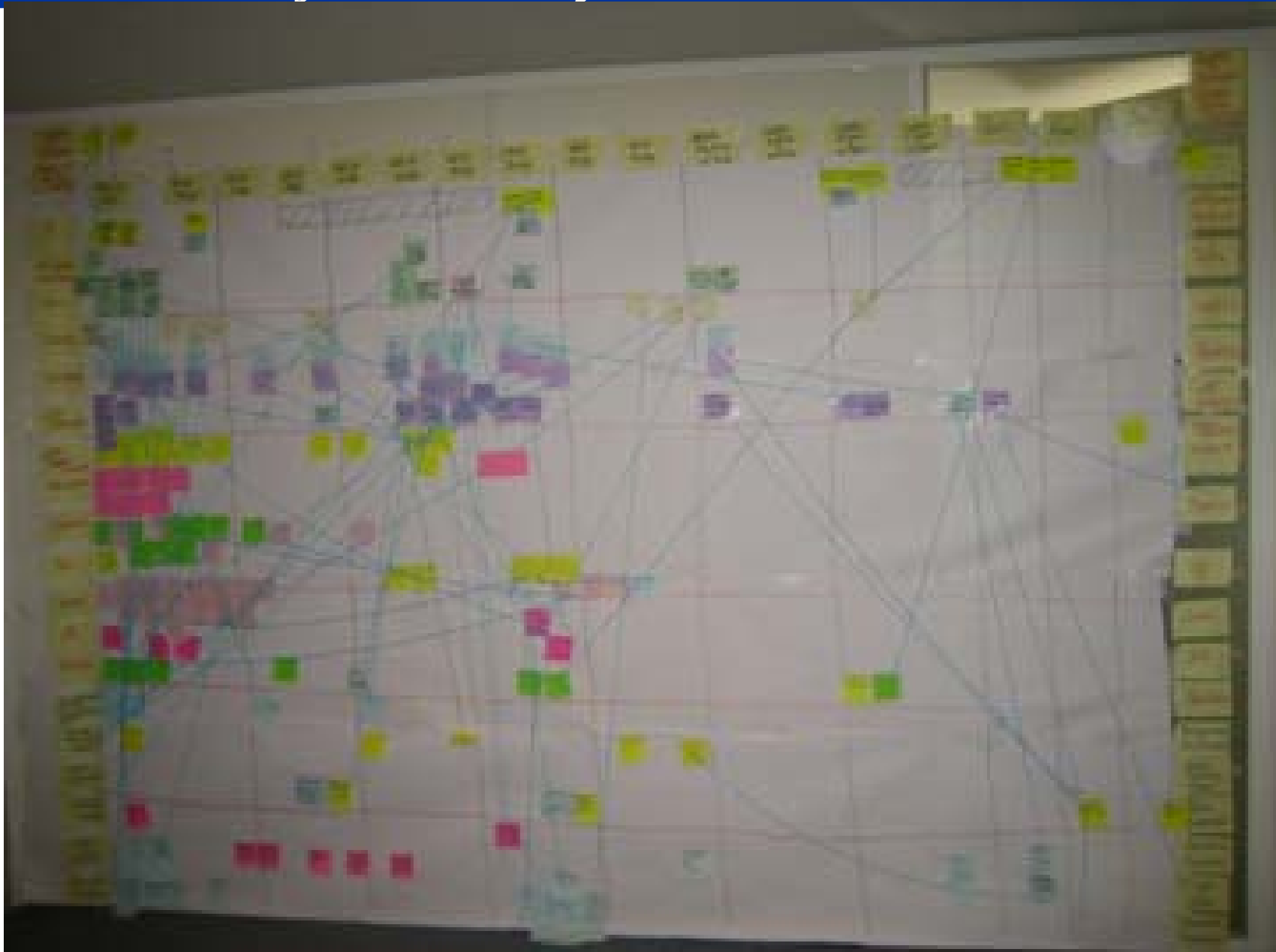
EMEA

North Am.

LatAm

APJ

Resulting Program structure - influenced by culture objectives



Strategy: Coaching Leadership behavior through 'Defining Moments'

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

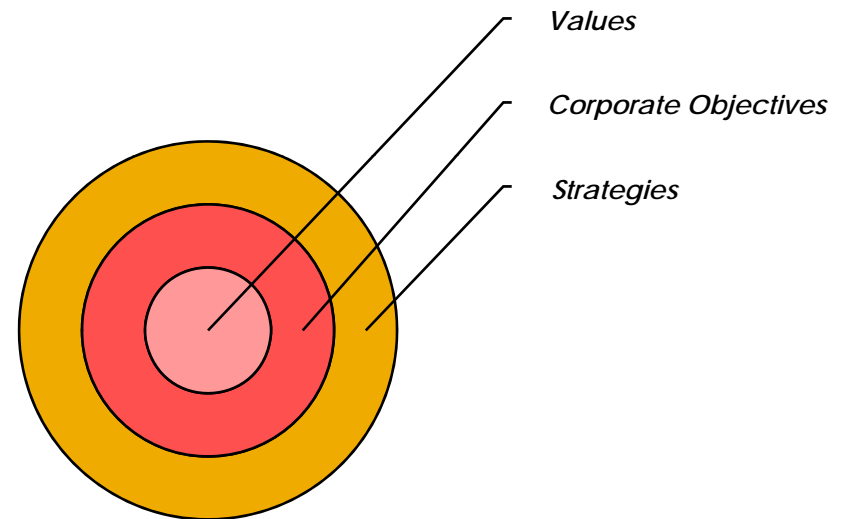
- reveals the current cultural state;
- tests the will of the leaders, and
- shapes the culture of the company or business unit.

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, www.acceleratedbc.com,
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