



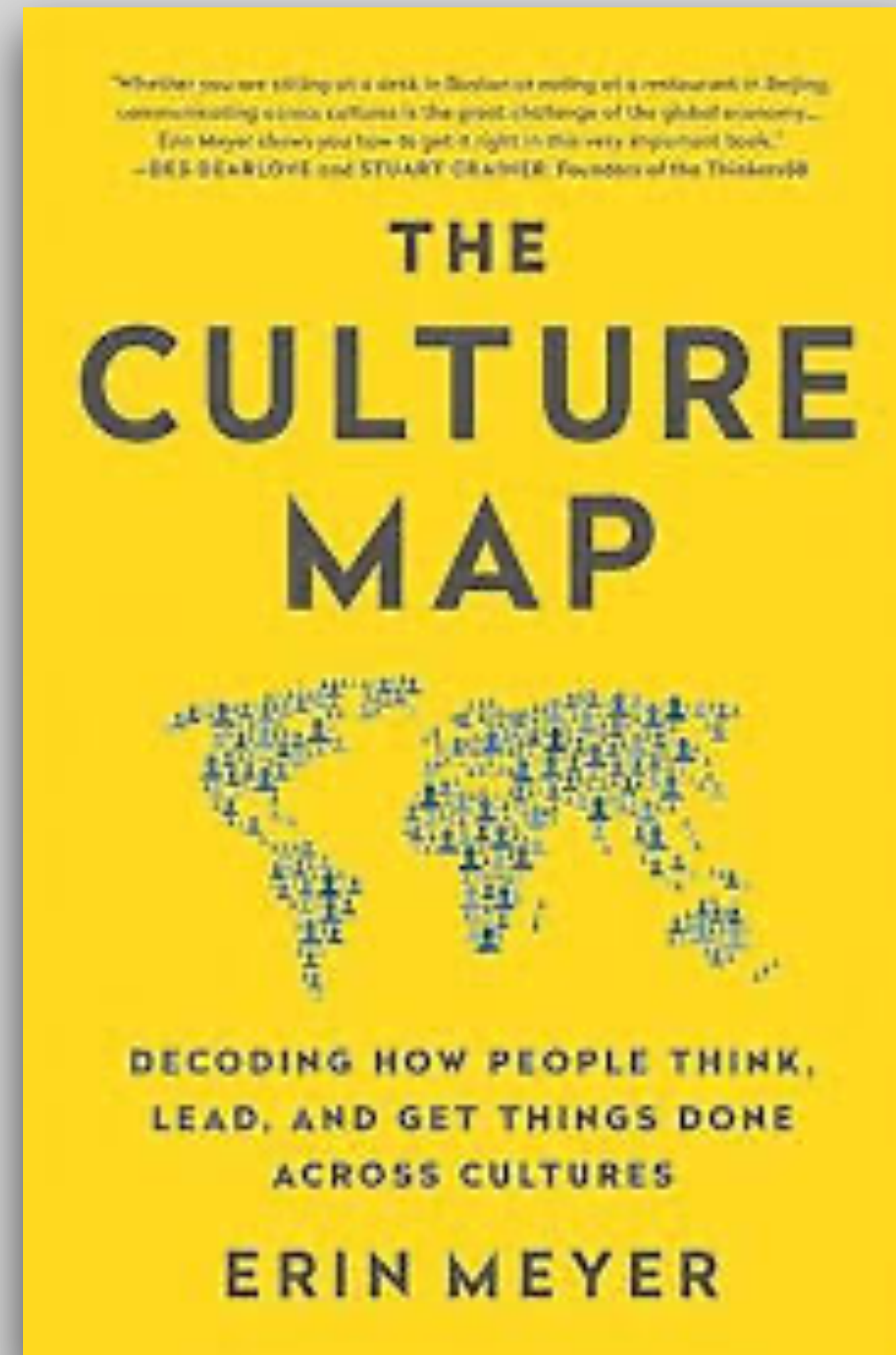
How company and regional culture prevents Agile adoption

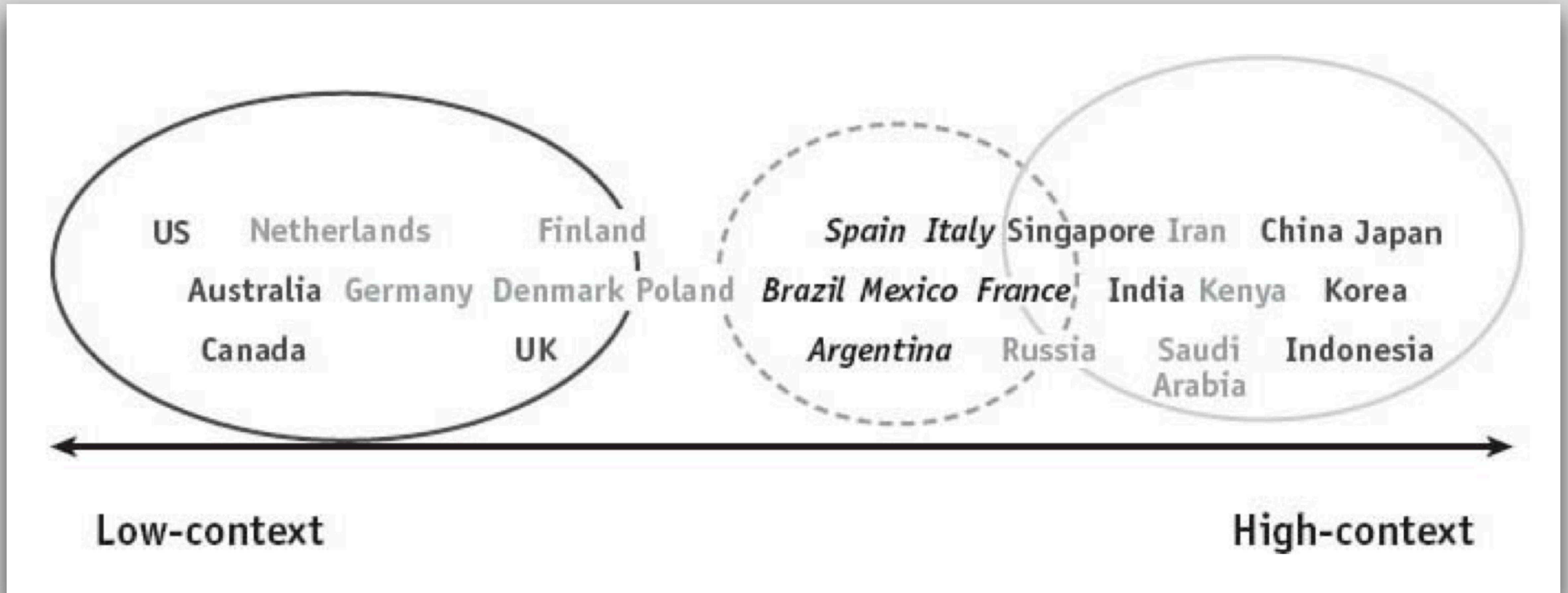


**Business is continuously more globalized
Resiliency is also adapting to and learning from
different cultures**



A story about self-management





Russia	France	Italy	US	UK	Brazil	India	Saudi Arabia	Japan
Israel	Germany	Norway	Australia	Canada	Mexico	China	Korea	Thailand
Netherlands	Denmark	Spain		Argentina	Kenya	Ghana	Indonesia	



Direct negative feedback

Indirect negative feedback

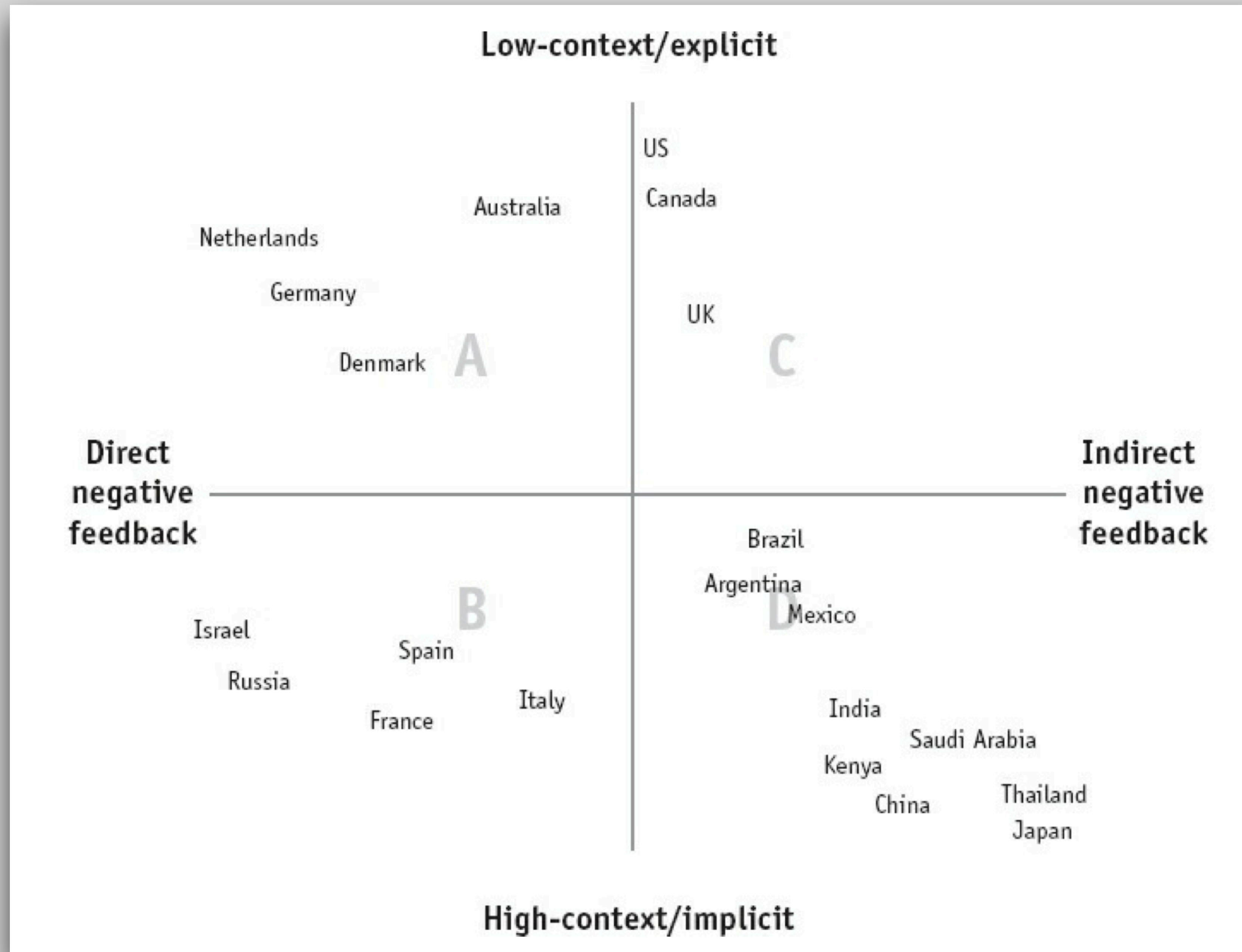


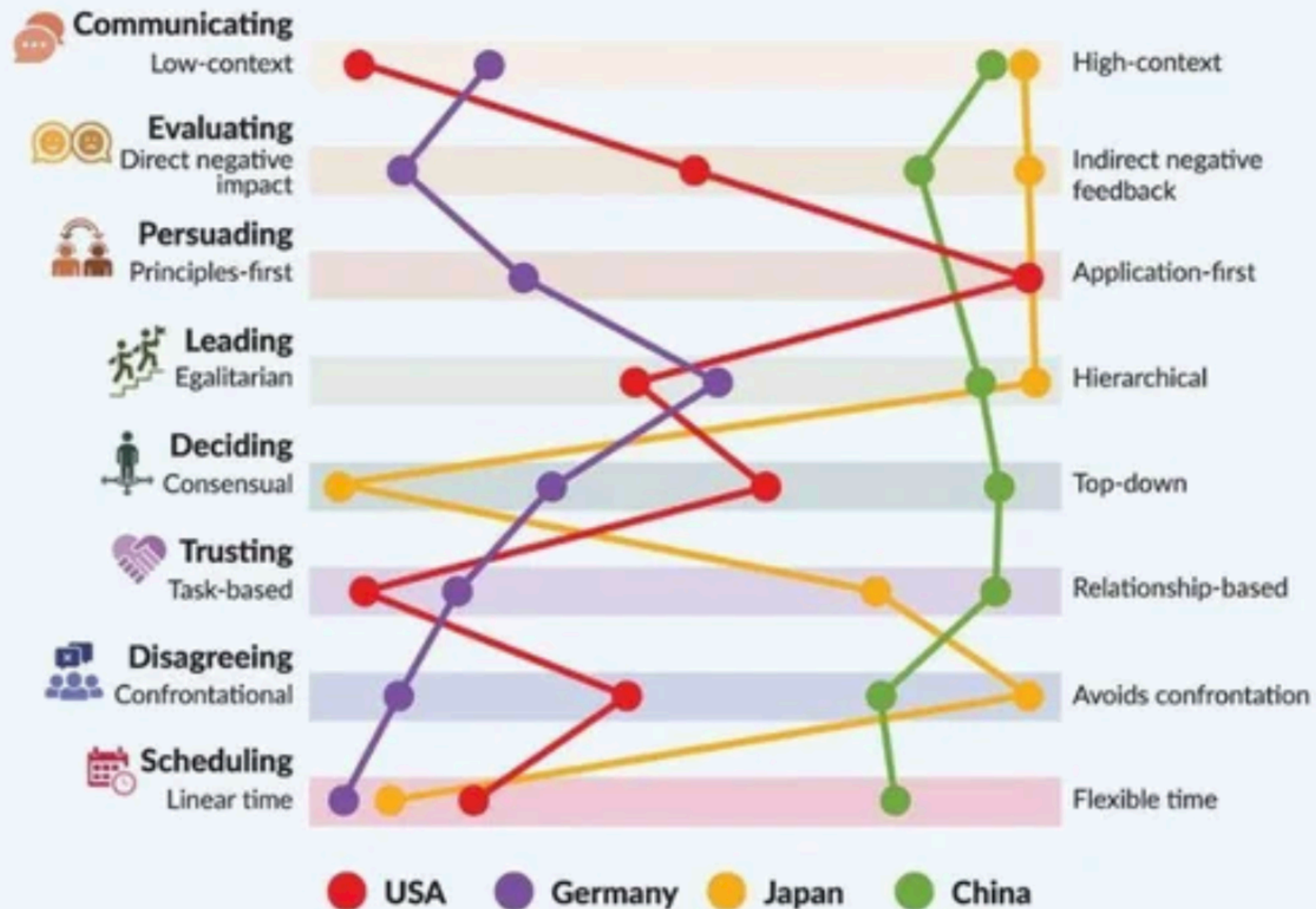
Direct negative feedback

Negative feedback to a colleague is provided frankly, bluntly, honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptors are often used (totally inappropriate, completely unprofessional) when criticizing. Criticism may be given to an individual in front of a group.

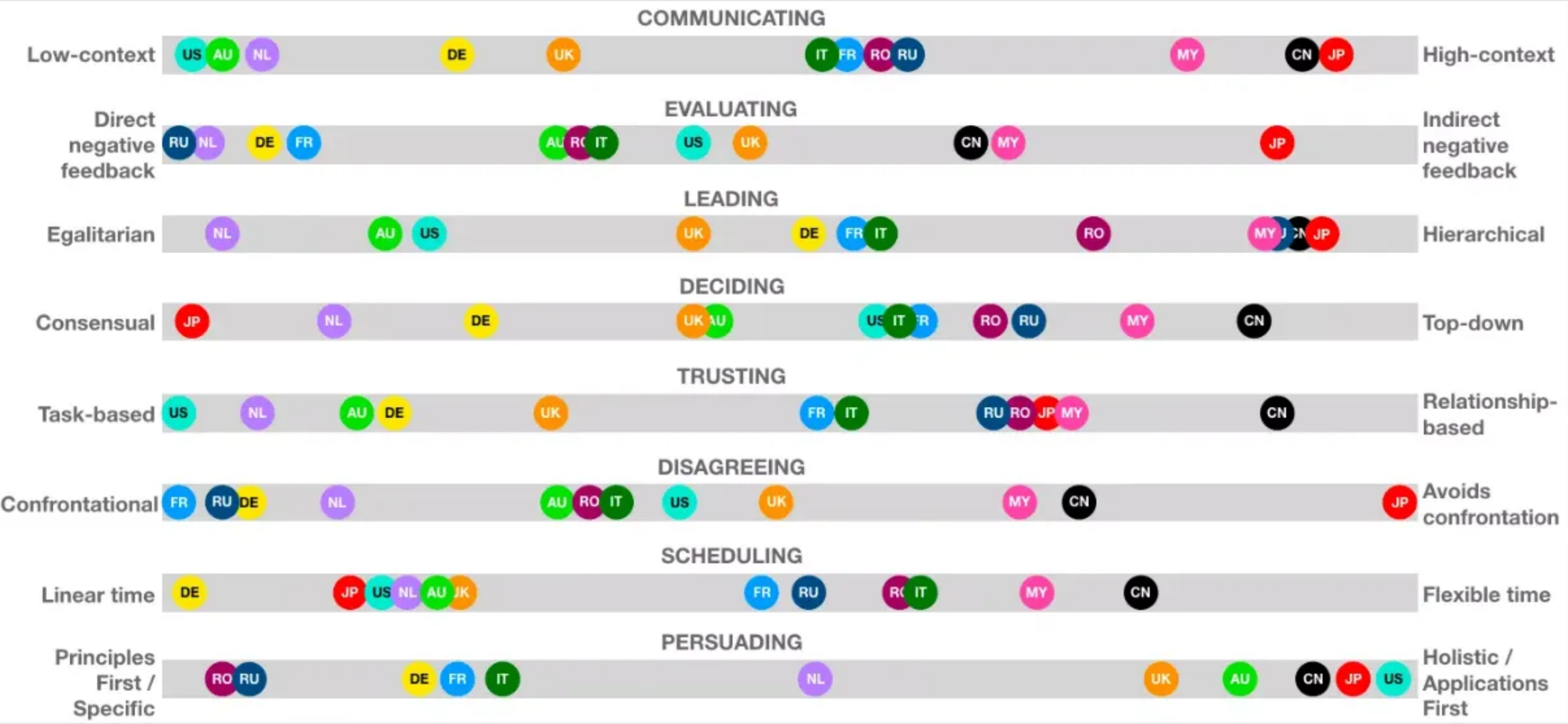
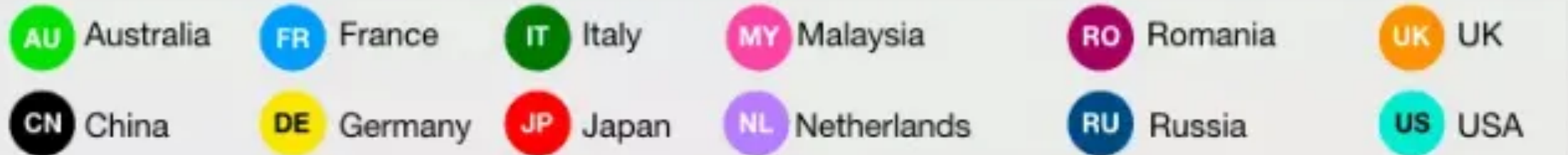
Indirect negative feedback

Negative feedback to a colleague is provided softly, subtly, diplomatically. Positive messages are used to wrap negative ones. Qualifying descriptors are often used (sort of inappropriate, slightly unprofessional) when criticizing. Criticism is given only in private.





Management Styles Across Different Cultures



Source: Erin Meyer, *The Culture Map. Decoding How People Think, Lead, And Get Things Done Across Cultures*

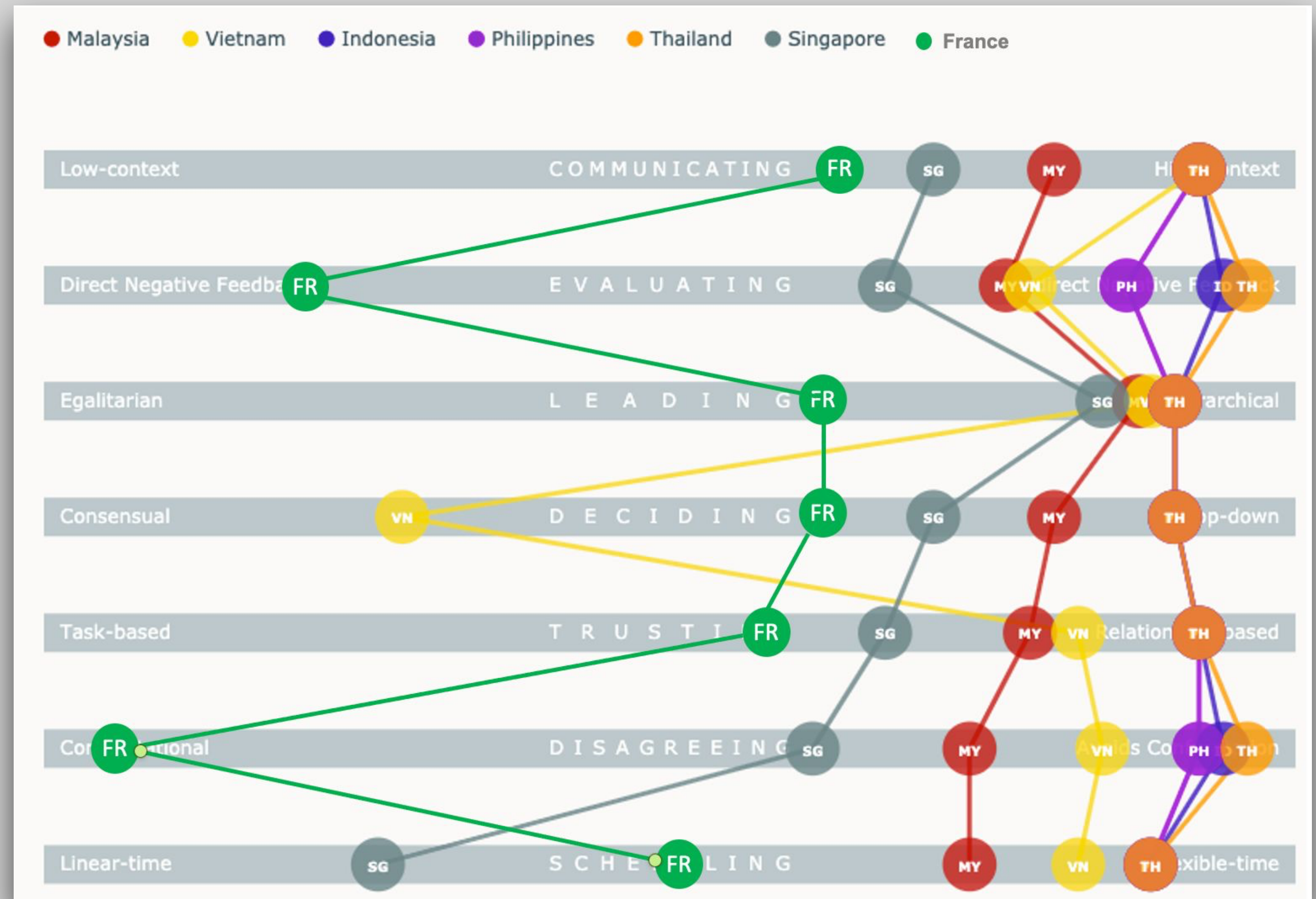


Company culture

- LeSS: culture follows structure
- But structure has limited impact on regional culture
- Regional culture of dominant majority in the group will define group's culture

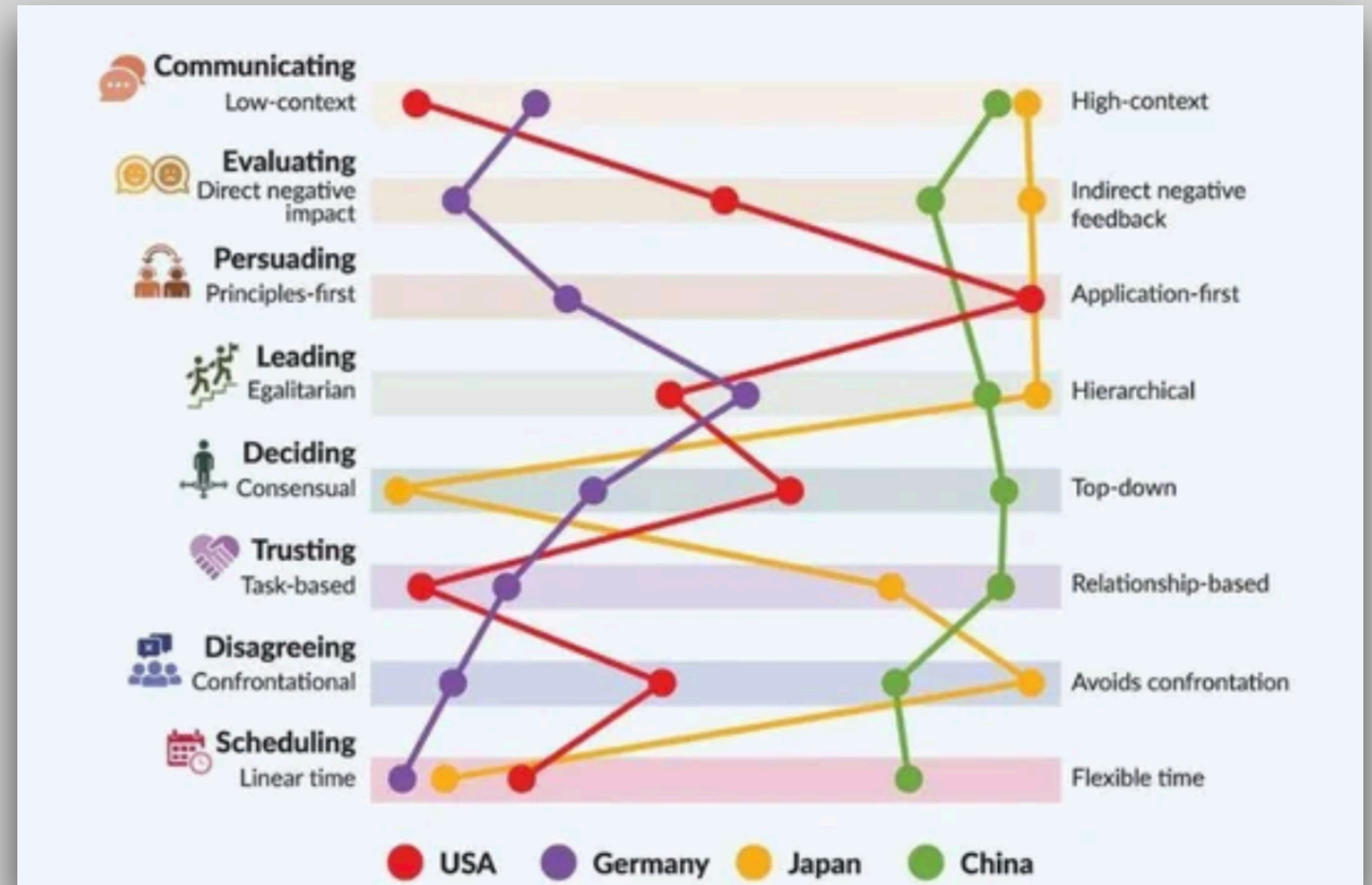
Failed LeSS adoptions

- Failed LeSS adoptions because of ignored **top-down** decision making
- Failed LeSS adoptions because of ignored **consensual** decision making
- Failed LeSS adoptions by assuming that flat organizational structure is **egalitarian leading** style
- Failed LeSS adoptions because principles are mismatching too much regional culture



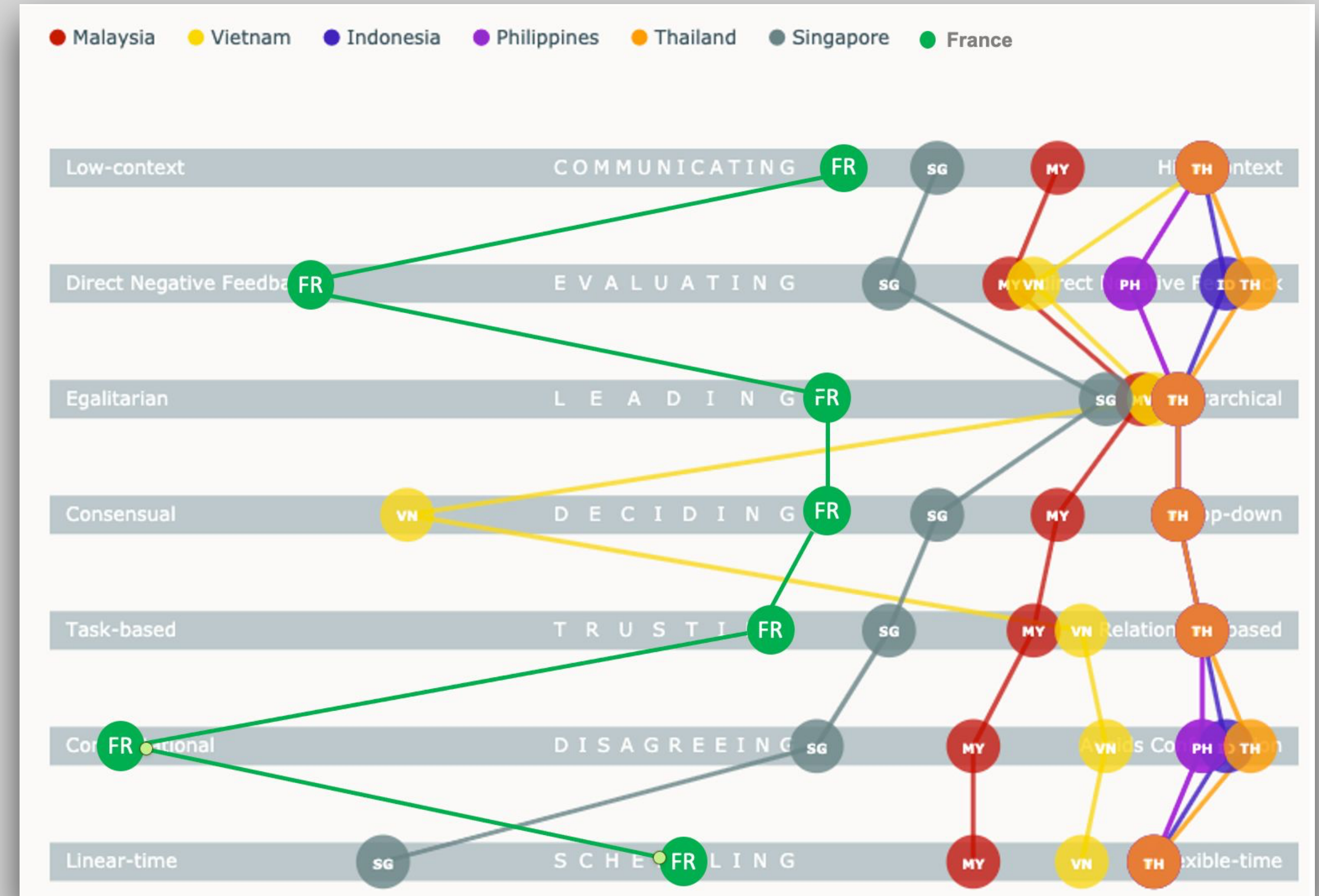
How regional culture prevents self-management

- When all significant decisions are made by management regardless of their knowledge
- When consensual decision making leads to lack of focus, vision and direction and extremely low adaptiveness. Not to mention so called “do whatever you want” component teams
- When employees focus on their father (I mean manager) instead of customer and whole product focus
- When lack of direct negative feedback leads to talking behind back
- When avoidance of confrontation leads to never asking why when discussing requirements
- When information and discussion topics are kept at management level because they are for much more for that and you are not.
- When you “know your place”



LeSSons

- Avoid remote working with multiple cultures. Build first in-person relationships if you must.
- Have courage to discuss regional culture aspects that prevent agility
- Make explicit agreements about which type of decisions are made by teams collaboratively and which not.





Teach each other about your culture



Do not try to imitate the other culture, but seek mutual understanding and compatibility



**Cultures are continuously evolving
(yours is different from your parents)**