

# Controlling Your Culture

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Tom Ulrich

Director of Software Engineering

Tandem Diabetes Care

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# The History of *Leadership Studies*

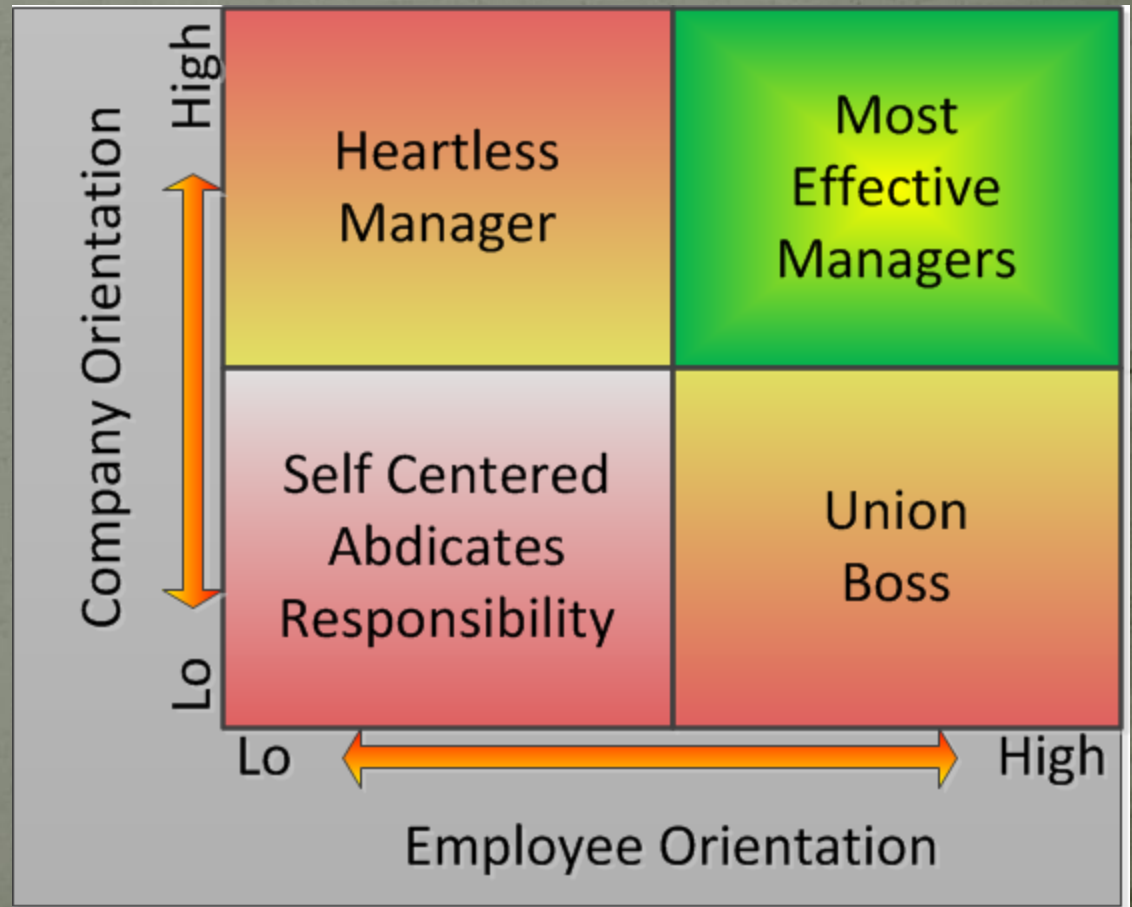
- University of Michigan
  - Until the 1940's, the academics believed you had to chose sides



- Ohio State University
  - Ralph Stogdill proposes that Employee Orientation and Company Orientation are orthogonal axes

# The History of Leadership Studies

- The company most needs great employees.
- One implication is that the most important thing we do is to develop employees.

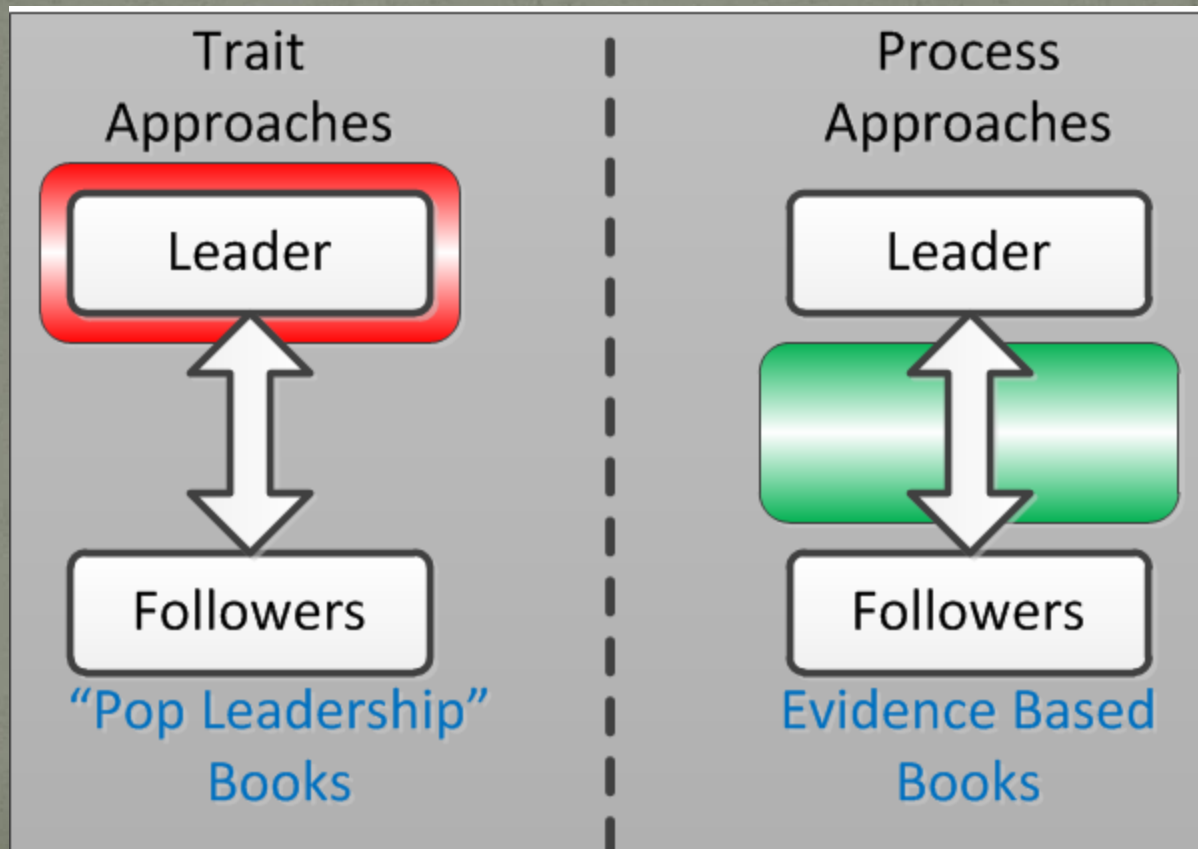


# Worst Variable Names Ever

- *Theory X & Theory Y*
  - MIT Business School Professor Douglas MacGregor proposes *Theory X & Theory Y*
  - *Theory X – employees are basically bad*
    - *lazy, unmotivated, evil, don't care about the company*
  - *Theory Y – employees are basically good*
    - *Want to work, motivated, good, really want to be part of something special*

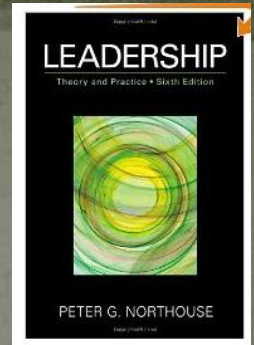
# What IS Leadership?

- Leadership is a *PROCESS* not a *TRAIT*
- Leadership is the *PROCESS OF INFLUENCE*



# *Leadership and Management*

## They are different



## **Management**

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- Produces Order & Consistency
- Planning & Budgeting
- Organizing & Staffing
- Controlling & Problem Solving

## **Leadership**

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- Produces Change & Movement
- Establishing Direction
- Aligning People
- Motivating & Inspiring

# Developing Employees

- Maslow's Hierarchy of Needs as simplified by Schein in the context of Leadership Studies
  - A common error engineering managers make is to think social concerns don't matter



# Important Leadership Concepts

- Five Bases of Power
  - Referent Power
  - Expert Power
  - 
  - Legitimate Power
  - Reward Power
  - Coercive Power
  
- Emergent Leadership



# Important Leadership Concepts

- Ulrich's Equation of Employee Value

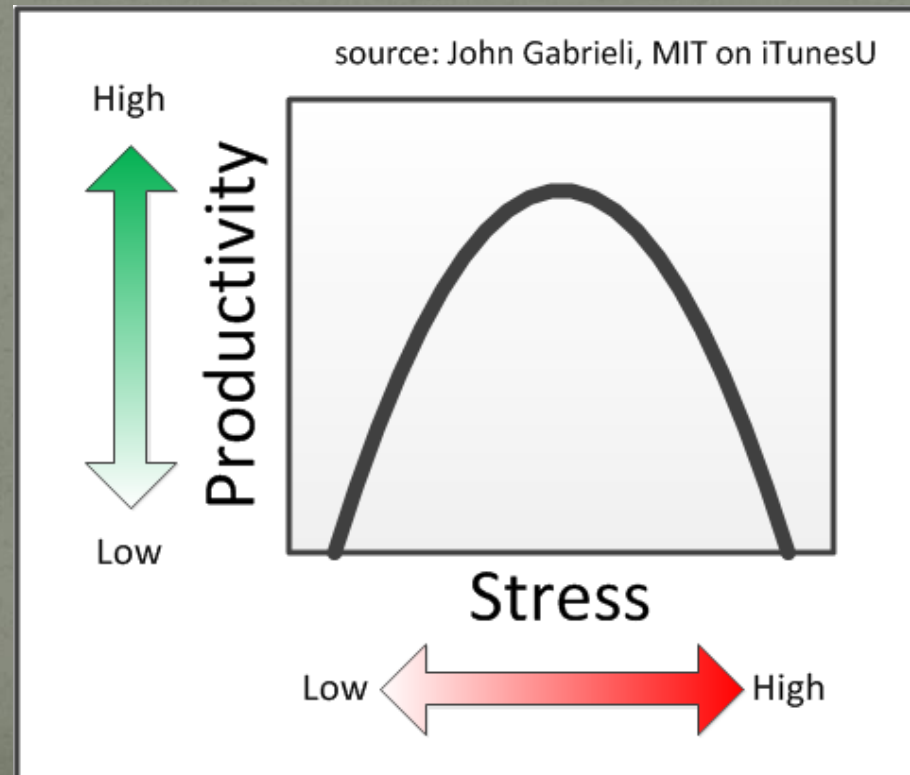
$$V = I_C + I_{OO}$$

$I_C$  = Individual Contribution

$I_{OO}$  = Impact On Others

# Important Leadership Concepts

- Ulrich's Law of Employee Productivity:  
“You do your best work when you feel good.”



# Management

- I have only one word of advice about software management:

# SCRUM

Agile Project Management with Scrum

ISBN: 978-0735619937

AAMI: TIR45\_1208



# What is Culture?

EDGAR H.  
SCHEIN

ORGANIZATIONAL  
CULTURE  
AND  
LEADERSHIP



- *The culture of a group can now be defined as a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems (Schein, Page 18)*
- *Culture is to a group what personality is to an individual*
- *“If you don’t manage your department’s culture, it will manage you” (Schein, Page 22)*



# What is Culture?

- (Schein, Page 24) There are 3 aspects of culture
  - Artifacts
  - Espoused Beliefs and Values
  - Basic Underlying Assumptions
- For change to be meaningful, you must change the Basic Underlying Assumptions.
- Ulrich's Comment on Attempts to Change Culture
  - "Culture is a big ol' honking capacitor. One of its primary functions is to address the human need for stability. It exists to thwart your dreams of change."

# Embedding Values into a Culture

EDGAR H.  
SCHEIN

ORGANIZATIONAL  
CULTURE  
AND  
LEADERSHIP

4

## Primary Mechanisms

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- What leaders pay attention to, measure, and control on a regular basis
- How leaders react to critical incidents and organizational crises
- How leaders allocate resources
- Deliberate role modeling, teaching and coaching
- How leaders allocate rewards and status
- How leaders recruit, select, promote and excommunicate

## Secondary Mechanisms

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- Organizational design and structure
- Organizational systems and procedures
- Rites and rituals of the organization
- Design of physical space, facades and buildings
- Stories about important events and people
- Formal statements of organizational philosophies, creeds and charters

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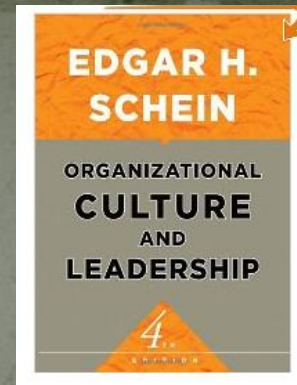
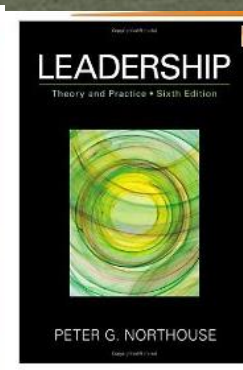
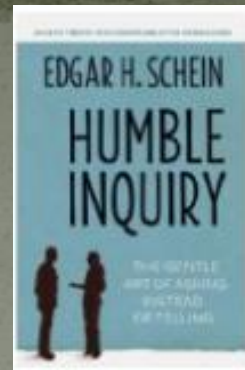
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# Additional Resources

- My website & my blog
  - [tomulrichconsulting.com](http://tomulrichconsulting.com)



- Wikipedia – search on “Leadership Studies”

- *The Must Read List*

- The Green Book – ISBN: 978-1452203409
- The Orange Book – ISBN: 978-0-470-19060-9
- The “V” Book – ISBN: 978-0-385-51725-6
- The Scrum Book – ISBN: 978-0735619937
- The Humble Book – ISBN: 1609949811

