Creating a Generative Culture

Captain: It's spooled. Real cold, real cold.

Co-pilot: *God, look at that thing. That don't seem right, does it? Uh, that's not right.*

Captain: Yes it is, there's eighty.

Co-pilot: *Naw, I don't think that's right. Ah, maybe it is.*

Captain: Hundred and twenty.

Co-pilot: *I don't know*

Captain: Vee-one. Easy, vee-two.

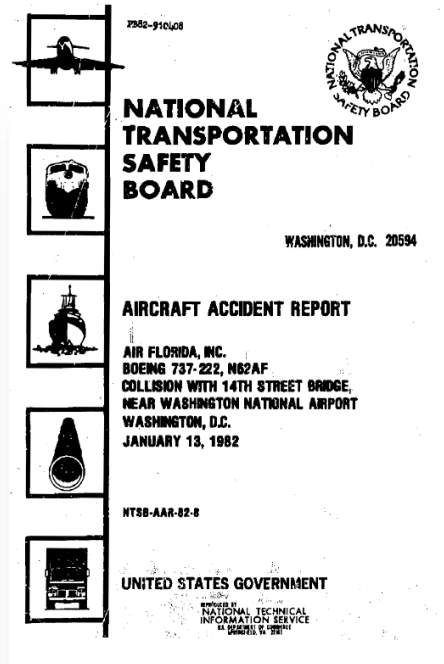**Captain:** Forward, forward, easy. We only want five hundred.

Captain: Come on forward....forward, just barely climb.

Captain: Stalling, we're falling!

Co-pilot: *Larry, we're going down, Larry....*

Captain: I know it.

[SOUND OF IMPACT]

Culture caused the crash

About me.

- I'm Head of Product Engineering at Redgate

- I'm passionate about creating software with freedom to act, clear purpose and space to learn.

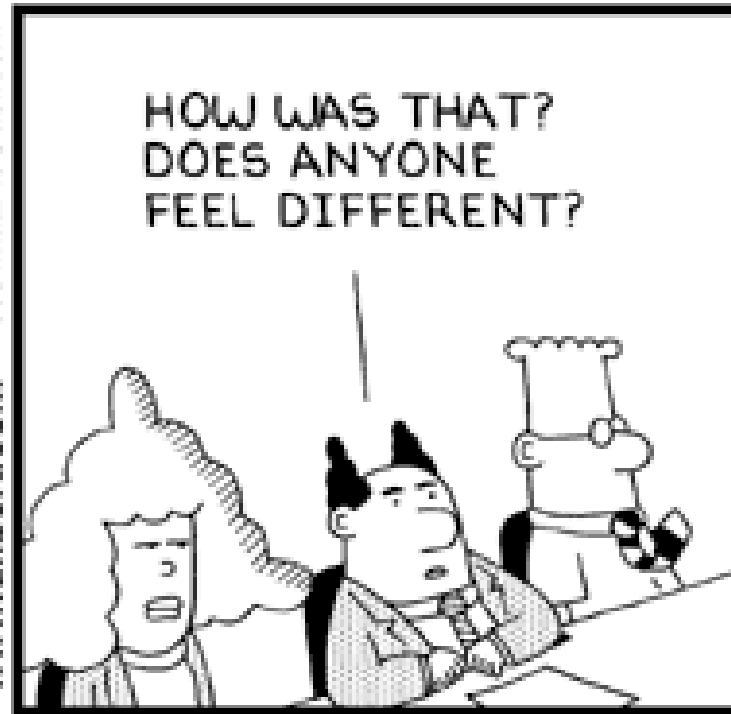What is culture?

Perks are not culture

https://www.atrixnet.com/bs-generator.htm

culture is "the way we do things around here."
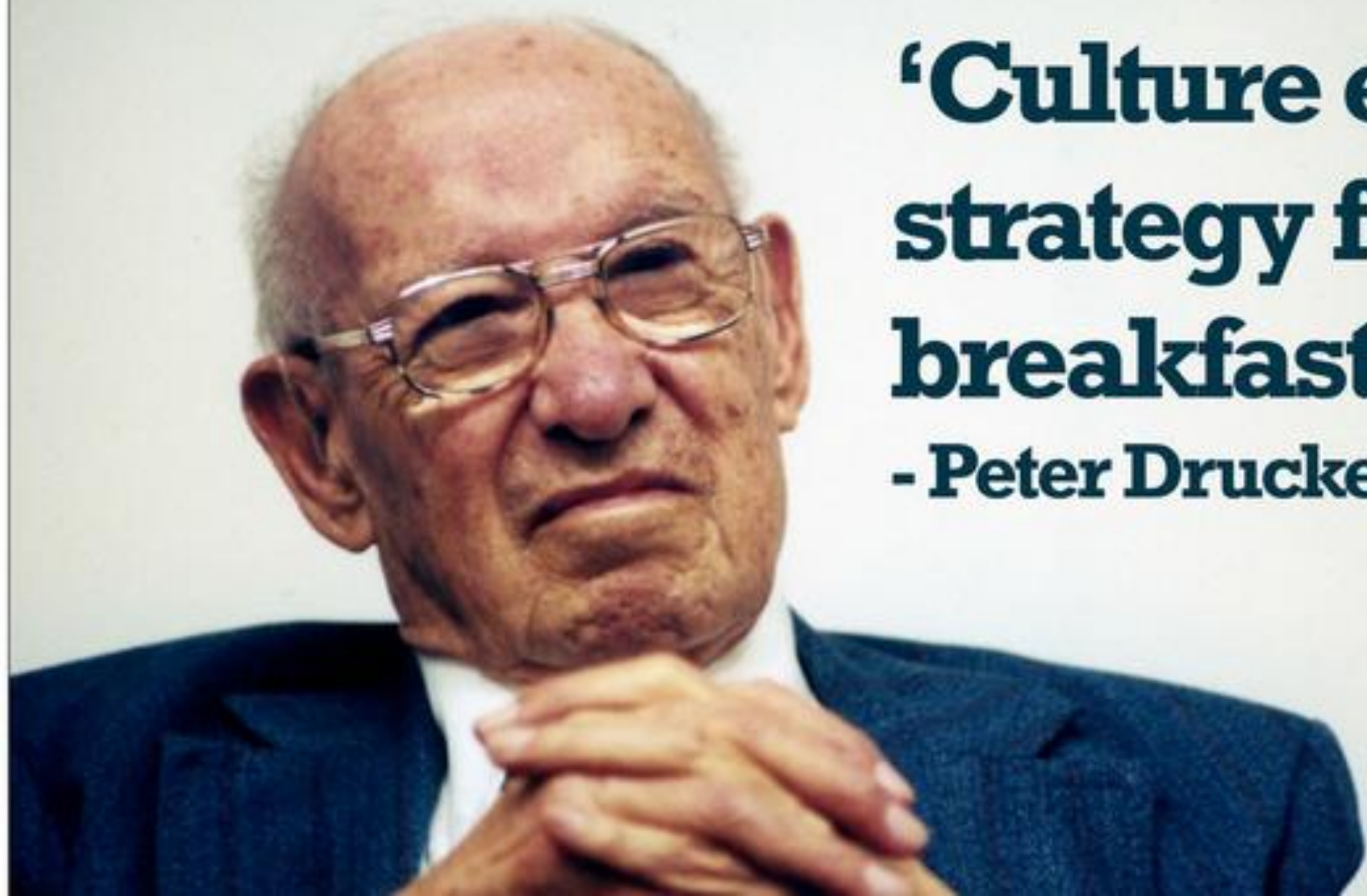
'Culture eats strategy for breakfast'
- Peter Drucker

Does culture *really* matter?

THE SCIENCE OF LEAN SOFTWARE AND DEVOPS

ACCELERATE

Building and Scaling High Performing Technology Organizations

Nicole Forsgren, PhD
Jez Humble, *and* Gene Kim

with forewords by **Martin Fowler** *and* **Courtney Kissler**
and a case study contributed by **Steve Bell** *and* **Karen Whitley Bell**

Organizational Culture → Job Satisfaction

Organizational Culture → Software Delivery Performance

Organizational Culture → Organizational Performance

What makes a high performing team?

- "**Psychological safety** is being able to show and employ one's self without fear of negative consequences of self-image, status or career"

1 **Psychological Safety**
Team members feel safe to take risks and be vulnerable in front of each other.

2 **Dependability**
Team members get things done on time and meet Google's high bar for excellence.

3 **Structure & Clarity**
Team members have clear roles, plans, and goals.

4 **Meaning**
Work is personally important to team members.

5 **Impact**
Team members think their work matters and creates change.

re:Work

Suppression **Public relations** **Global fix**

●○○○○○●○○○○○●○○○○○●○○○○○●○○○○○●

Encapsulation **Local fix** **Inquiry**

Suppression—Harming or stopping the person bringing the anomaly to light; "shooting the messenger"

Encapsulation—Isolating the messenger, so that the message is not heard

Public relations—Putting the message "in context" to minimise its impact

Local fix—Responding to the presenting case, but ignoring the possibility of others elsewhere

Global fix—An attempt to respond to the problem wherever it exists. Common in aviation, when a single problem will direct attention to similar ones elsewhere

Inquiry—Attempting to get at the "root causes" of the problem

What characterizes a generative culture?

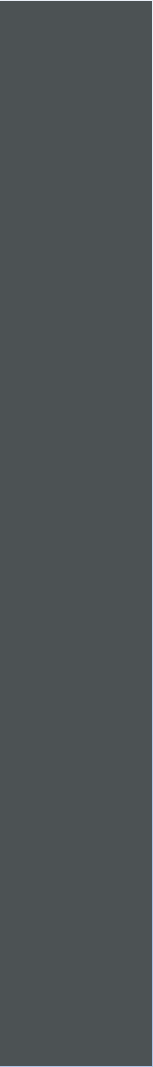✔ Alignment

Sense of ownership

Proactive flow of information

Psychological Safety

Organizational learning

How do you change culture?

By Rain, Belinda, Photographer (NARA record: 8464467) - U.S. National Archives and Records Administration, Public Domain, https://commons.wikimedia.org/w/index.php?curid=16912769

"It's easier to act your way to a new way of thinking than to think your way to a new way of acting."
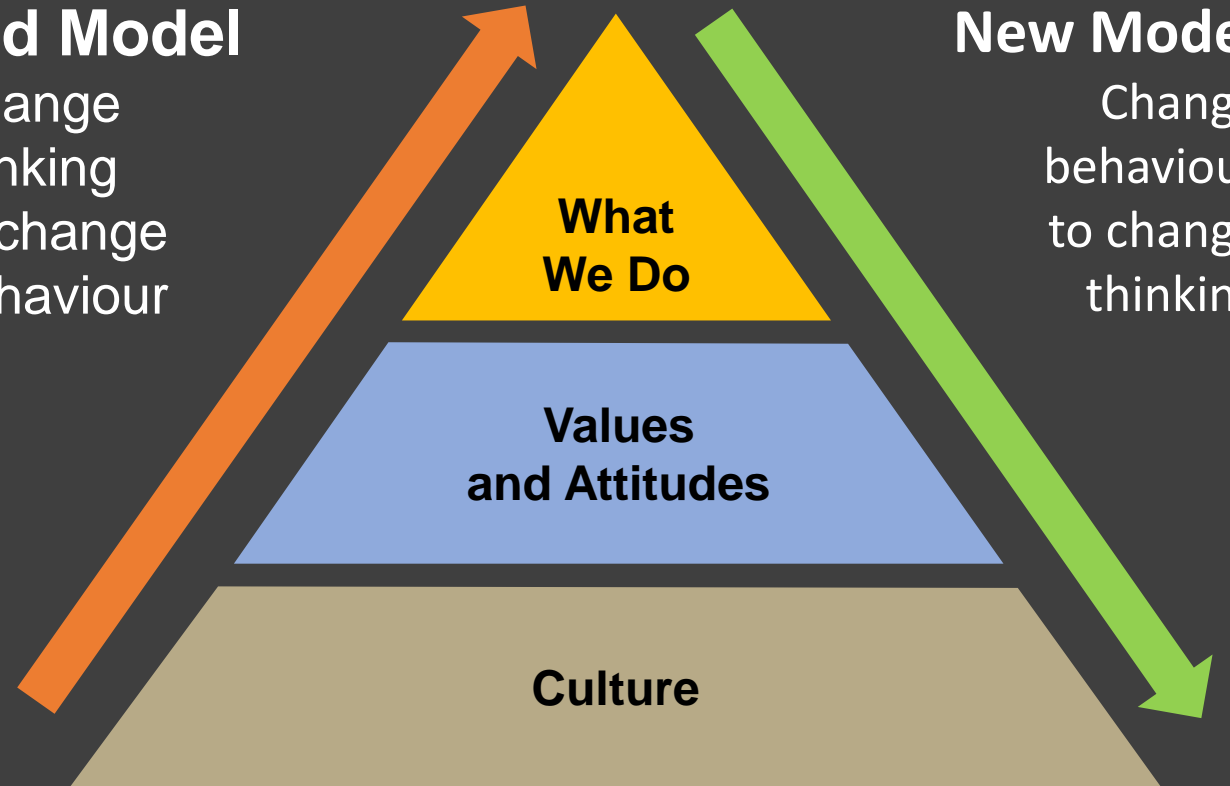
John Shook.

Shook's Version

Old Model
Change thinking to change behaviour

What We Do

Values and Attitudes

Culture

New Model
Change behaviour to change thinking

Problem: New Team + New Project

Solution: Occupy hand signals

What did we learn?

- Simple things can make a big difference

- Didn't automatically fix all the problems

- Observe your teams. What's the speaker ratio? How can you improve equality?

Problem: Celebrating learning from failure

That time we replaced all our products with Spotify by mistake....

What really happened?

were put forward. Runner-up is Rob

auto-submitted, auto-degrading, auto-not-updating

Introducing the

```
lic void Install()

new NotImplementedException();

sionManager.Install

lableExtension, false);
```

mad's auto-updater that's

nly realised that after having

2000 users, something

w versions in the

aged to fix it so

version. **Moral**

r, ever

But the Missing Brackets Award 2012, by a technical knockout, goes to.....
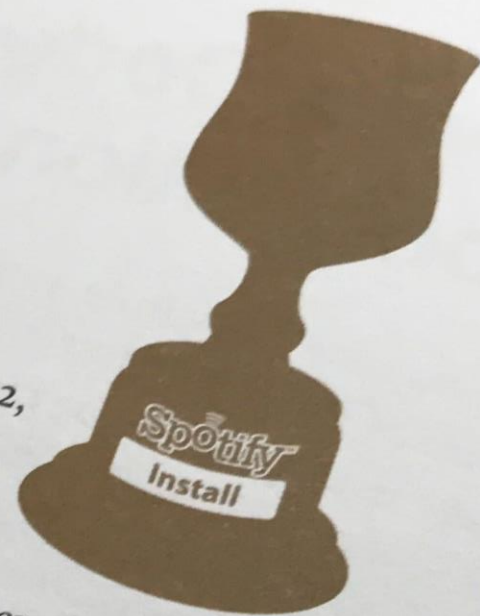
In early August, some Red Gate website customers found that when they clicked on "Download ANTS Performance Profiler", they were sent the Spotify installer instead. Not the Red Gate product they were looking for but the **Spotify installer.** ;-(

This was probably the most embarrassing moment for Red Gate in 2012.

A Stop The Line process has since been carried out, to investigate how it happened. Also, a review of any procedures related to downloads is underway, to make sure that it can't possibly happen again. F...

This was a very visible mistake (see Value #7...

Which is good. Sort of.

What did we learn?

- A story captured as an artefact has power

- What incidents in your organizations history are important? Are you making the most of them?

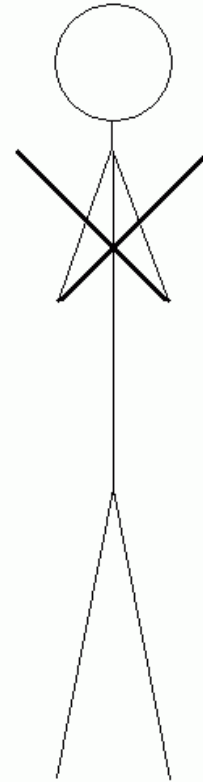# Problem: Recruitment & Interview Rotas

A choice…

McGregorova teorie X a teorie Y – Mnemotechnická pomůcka
McGregor's theory X and theory Y – Mnemonic
Теория X и теория Y МакГрегора – Мнемоника

X:
„Já nic dělat nebudu"
„I won't work"
„Не желаю работать"
„Nie będę pracował"
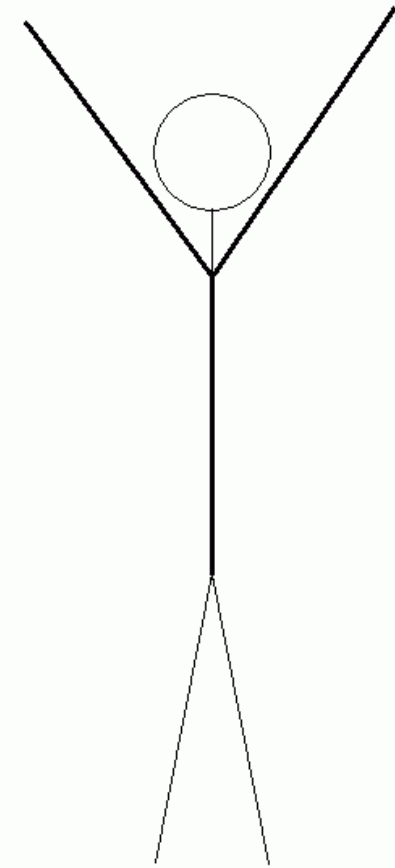
Y:
„Hurá, práce, dejte ji sem!"
„Hurrah, work!"
„Ура, работа!"
„Hurra, praca!"

(c)Martin Adámek, www.adamek.cz, 2007

Solution

What did we learn?

- Creating an environment where people can solve their own problems is key

- What areas can you give up "control" to get more people involved in solving their own problems?

Problem: Silos

Solution?: Let people choose where they want to work.

1. Why does the team exist?
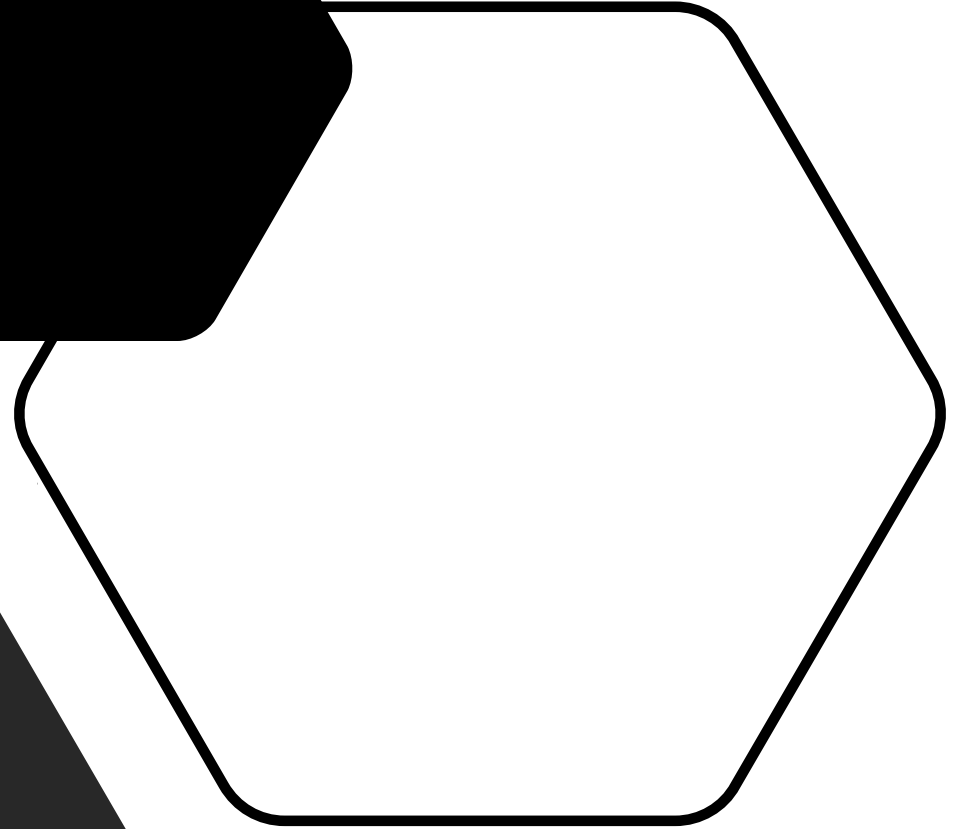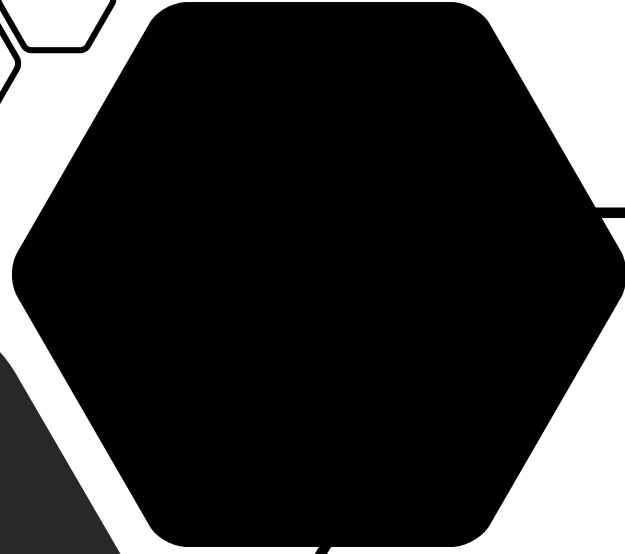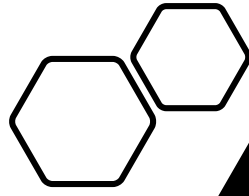
For customers
- The goal is to maintain the status of the number one tool for T-SQL developers.
- We want to make it easier to write trustworthy database scripts that meet requirements faster

For Redgate
- The goal is to grow the user base and increase renewals
- Prompt is important as an introduction to Redgate for new customers

2. What is ours?

- Making new features
- Architecture work
- Tackling technical debt
- Support
- Customer research

- ✓ Prompt
- ✓ Code Analysis Engine
- ✗ Prompt Core
- ✗ Code Guard

3. What difference are we going to make?

4. How is the team going to "roll"?

Incremental delivery	Familiar agile process
Disagree and commit	Learn Adapt Repeat
Support is important	Open mind to challenge status quo
Challenge: prioritising different pieces of work	The team are very passionate about the product

Massive challenges in:
- Architecture
- Technical debt
- Support
- Quality
- Testing

Best-looking team at Redgate

Join us!

6. What help do we need?

We need help from:
- Sal...
- ...
- Marketing
- ...
- ...
- ...
- The dev team

We need help around:
- Parser
- Grammar
- T-SQL

5. You'll be a great fit for this team if...

Quality-focused	Commercial focus
Responsive to customer feedback	You understand you don't have only one role
Happy to jump on Support	Willing to take on some leadership
You don't need a huge array of technology	Sense of humour
You like solving performance issues	You like Spongebob

7. How are we going to celebrate?

- Cuddles
- Chocolate
- Champaign / Beer

Pub (regularly)

Throughout the year:
- Day out
- Lunch out
- Team activities
- Treats

Watch Spongebob

1. Why does the team exist?

What is our team purpose? | What's in it for Redgate? What's in it for the customer?

2. What is ours?

What's the scope of the work? | What does the team cover? | What's ruled in/out?

3. What difference are we going to make?

What outcome will the team aim for in six months? | Longer-term, what are we trying to achieve?

Product - The Prompt Team (SQL Prompt)

Team Chartering

Team Expo

Build Team Structure
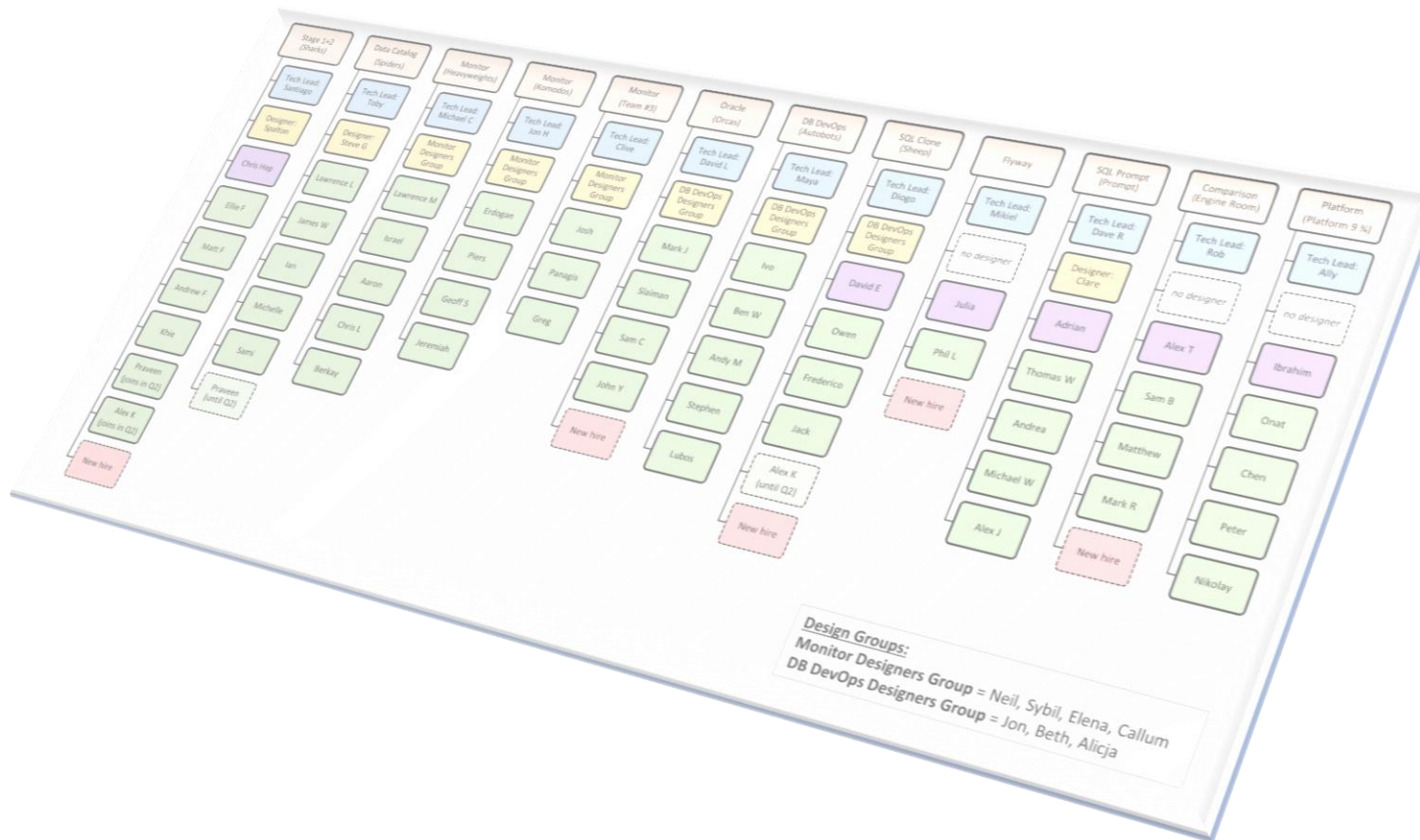
- 83% of people had their 1st choice preference accepted

- 97% of 1st / 2nd preferences satisfied

- 34% of people moved teams

What did we learn?

- This is helping to form stronger connections across teams.

- More details at http://bit.ly/rg-reteaming

- How can you experiment with re-teaming?

Problem: How do increase focus on L&D?

Announcing 10% Time in Product, Foundry and CTO divisions

by Mark Cheverton on Jun 07, 2016

Last updated 08 June 2016

In the Product, Foundry and CTO divisions we're trialling 10% Time, which means on Friday afternoons you can choose your own priorities. It's an opportunity to make time for Guilds, PDPs, Catalyst or other specific Redgate activities. By setting a particular afternoon, collaboration becomes easier because everyone is participating at the same time.

Solution?

Introduce 10% time.

Solution?

Introduce Open Spaces

	Graffiti A	Graffiti B	404	Poppy
13:30	INTRO TO KUBERNETES	'Is' considered harmful — Peter Gerrard	The sad tale of why Sonky & the "Sorting Hat?" ... — Dr. Marvin	
14:00	BENEFITS of MANAGED KUBERNETES IN AZURE — Tubbers	Why enums violate open-closed principle — Jeff Foster		
14:30		WHY DOES EVERYTHING TAKE SO LONG? — Orwell	Git under the hood (again) — Alex Ternote	
15:00 "BREAK"				
15:15	HOW TO MINIMIZE "TIME TO REBASE" ... — A.A.			
15:45			Sorting Algorithms using Bells — Ian Johnson	
16:15			Sort Algorithms with Bells — Ian Johnson	
16:45	RETRO			

RIGHT PEOPLE

WHATEVER HAPPENS HAPPENS
Be prepared to be surprised

IT STARTS WHEN IT STARTS

IT ENDS WHEN IT ENDS
"EARLY" "LATE"

LAW OF TWO FEET

What did we learn?

- Open Space works for some people!

- Open Space doesn't work for everyone

- What would it take for you to try an open space where you work?

Solution?

Guilds

Iteration 1....

- Initial buzz.

- Guilds created.

- Guilds died.

- Largely talking shops

guild-functional

guild-web

guild-func-fsharp

guild-security

guild-kaizen

guild-writers

Q guild

guild (archived)

design-academy (formerly #guild-design)

guild-speaking (archived)

Iteration 2 (in-progress)

Guild ✗

Design Academy one page

Who are we?

Identity

Design Academy

Sponsor

Matt Godfrey

Mission statement

Provide a community of learning, practising and sharing design and research best practice, in order to improve how design and research is carried out at Redgate.

Key responsibilities

Responsibility	Who
Group leadership	Neil Turner
Planning and coordinating sessions	Neil Turner
Communications (e.g. blog posts, talks, posters etc.)	TBC
Curating video lunch list	TBC
Co-ordinating meetups and visits	TBC

What will we do? (in the next 3 months)

Objective 1

Increase awareness and usage of design and research best practice guidance, including the Product Design playbook and design and research training material (e.g. OpenSpace sessions, Lightening talks, blog posts).

redgate levelup communities

There are several active communities of practice at Redgate.

- Design Academy
- Design Guild
- Honeycomb Community
- Release Community
- Tech Council
- Test Automation Group

⌄ Communities of Practice

⌄ Playbook

What's a Community of Practice?

Why form a Community of Practice?

⌄ Forming a Community of Practice

Identify the need for a Community of Practice

Articulate the need for a Community of Practice

Getting Sponsored

Being a Sponsor

⌄ Establishing a Community of Practice

Initial Recruitment Kick-Off

Initial Success

Celebrating Success

Who are we?

Build and Release Automation Group

Mission Statement

To enable product teams to be able to confidently make releases safer & faster by improving release s

Key Responsibilities

RESPONSIBILITY	WHO?
.	
.	
.	
.	

What will we do?

Objective:

Better alignment between teams' scripts and processes by encouraging teams to share code

Make releases a simple "one-click" task by eliminating manual steps in the release process

Making releases less error prone and more recoverable in event of failures

Communities of Practice ✓

BUILDING SUCCESSFUL COMMUNITIES OF PRACTICE

Discover how connecting people makes better organisations

Emily Webber

TACIT

What did we learn?

- Communities of Practice require
  - Sponsorship
  - Alignment
  - Support

- When they work; they drive change.

- What community would be most important for you?

	MARSHALL	AIRSUITE	INMAN	COMET
8:45	Board coaches ready to depart Redgate			
9:45	Take-off - Welcome, keynote Chris/Jeff/Matt			
10:30	**Culture** Being (better than) "data-driven" - Joel Graham	**Customers** Your name's not down, you're not coming in - Chris Lambrou, Andy Richardson and James Murtagh Workshop	**Culture** How flexible are you? - Chiara Gardner, Marie-France Mardi and Damon Witherick Workshop	**Customers** Turn the Bad Mom Drive Strategy Ship Around - Ragan McGill and Tim Dalton Workshop
11:15	BREAK (11:15 - 11:30)			
11:30	**Culture** Kubernetes, Docker, ADS, SSoL and what you should do about it - Santiago Arias	**Culture** Imposter Syndrome: The Secret Superpower - Sybil Hoang	**Culture** Crucial Conversations - Chris Smith Workshop	**Build** User Story Mapping: Patsy's Magic Bullet - Mike Upton and David Eadie Workshop
12:00	**Build** How containers will change the way we ship software - Alex Tercete and Praveen Dhanasekaran	**Customers** How to make product changes without annoying your users - Alicja Leszczynska		
12:30	LUNCH (12:30 - 13:30)			
13:30	**Culture** Why don't planes crash? - Jeff Foster	**Build** Rewrite or Refactor - David Legge	**Culture** Practical Getting Things Done (GTD) - Michael Clark	**Customers** Measure What Matters - Matt Godfrey and Tim Dalton
14:00	**Culture** It's not kindness it's diplomacy: How to do efficient code reviews - Stan Harnara	**Build** The Zero-Bug Policy - Tom Walsh and Chris Hurley Workshop	Workshop	
14:30	BREAK (14:30 - 14:45)			
14:45	**Customers** Sales evolution at Redgate - Sam Spark	**Build** Microservices and Events at Redgate - Simon Holness	**Build** Oracle for confused Redgaters - Michelle Taylor	**Build** Learning how to learn - Onat Mercan
15:15	**Customers** Keeping research insights alive with a customer research repository - Neil Turner	**Build** Managing Redgate's herd of servers and services - Rob Chipperfield	**Build** Electron Apps from Scratch - Mark Jordan	**Build** Keeping your options open (lessons learned from Figleaf) - Ian Johnson
15:45	BREAK (15:45 - 16:00)			
16:00	Lightning Talks	**Culture** You're going to die & no-one is going to give a shit - Chris Spalton		
16:45	Landing - Chris/Jeff/Matt			

LEVEL UP CONFERENCE

LEVEL UP CONFERENCE 2019
Programme
Duxford Imperial War Museum
March 19, 2019
#LevelUp2019

Solution. Run our own conference?

What did we learn?

- There is no one-sized fits all solution

- Change is scary

- You must find experiments

- You will fail, just keep trying.

Conclusions

- Culture matters.

- You need a **generative culture** to give your organization the best chance of success

- You can shape culture by taking action.

Questions?

Find out more about things we try at
http://www.ingeniouslysimple.com/