



Grid Dynamics

28 Apr 2015

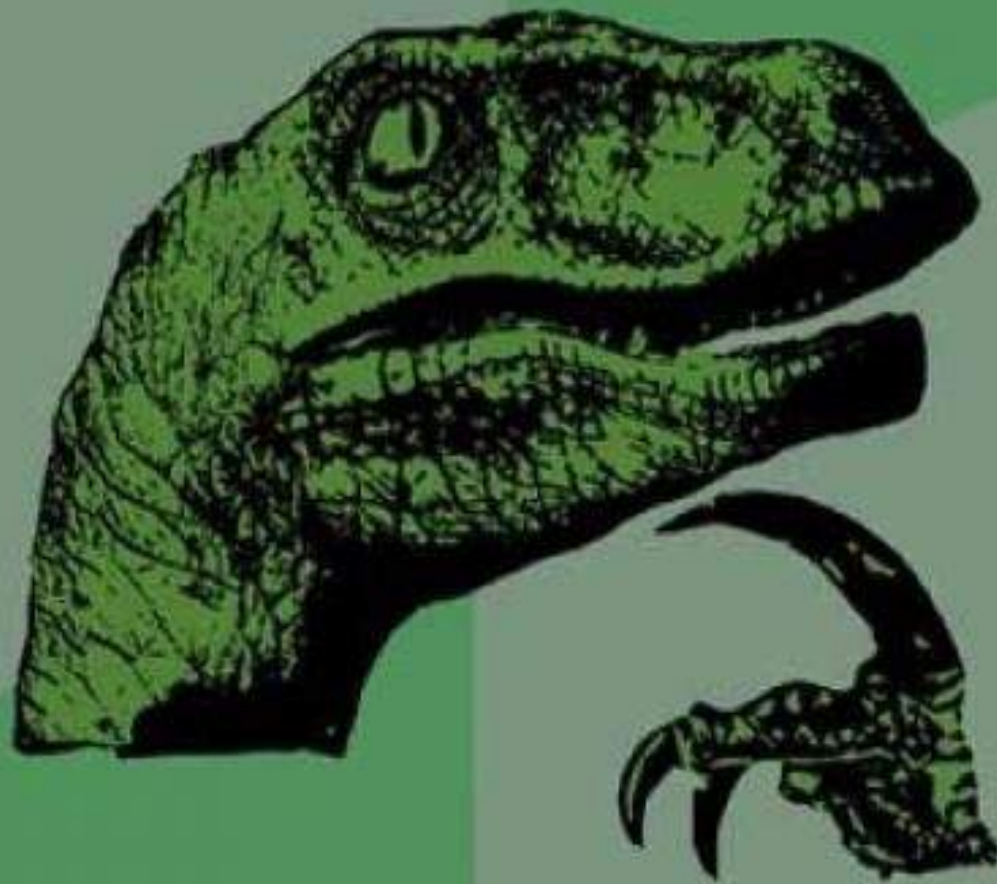


A Winning Culture: how to build high performance teams

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WHY



AM I HERE?

**I CAN'T TELL IF THAT IS
GOOD NEWS**

OR BAD NEWS...



YOU FOOL!

It's not about the tools, it's about the **CULTURE!**



WHAT THE HELL

IS THIS?

an organizational culture

“

“Culture is how organizations ‘do things’.” — Robbie Katanga

“Culture is the organization’s immune system.” — Michael Watkins

“Organizational culture defines a jointly shared description of an organization from within.” — Bruce Perron

“Organizational culture is the sum of values and rituals which serve as ‘glue’ to integrate the members of the organization.” — Richard Perrin

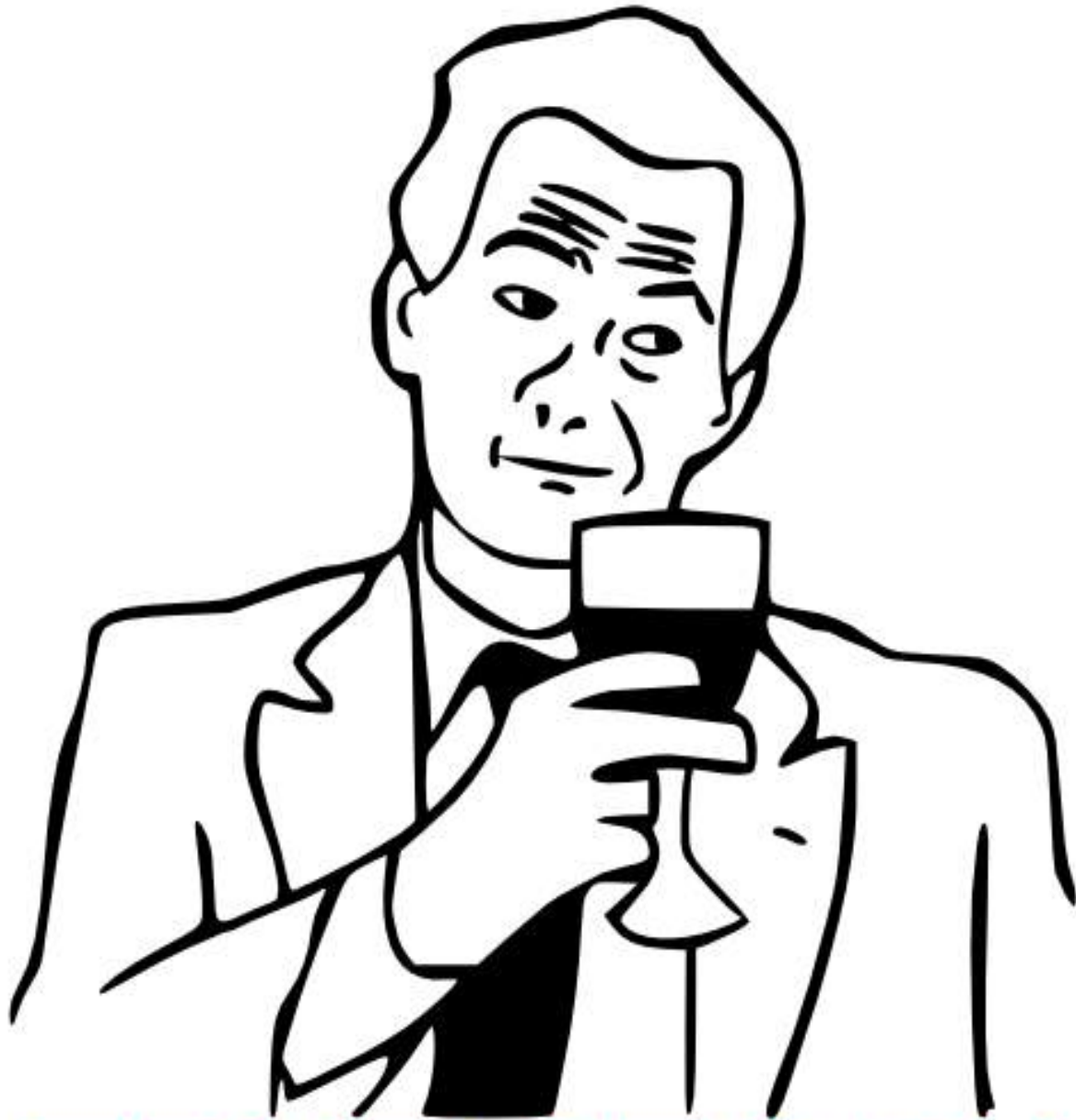
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an organizational culture

Culture is the system of shared beliefs (what is true), shared values (what is important) and shared norms (what is right) that orient members about the way things get done in their organization, what expectations they need to fulfill to fit in, and what they can expect –and demand-- from others.

represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits.

"refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires. A company's culture will be reflected in its dress code, business hours, office setup, employee benefits, turnover, hiring decisions, and treatment of clients, client satisfaction and every other aspect of operations."



TRUE STORY

...some facts

68 % leaders believe their culture is a source of competitive advantage

76 % Believe it is changeable and 65% believe they *need* to change it

81 % Believe that an org that lacks a high performance culture is doomed to mediocrity

... but only fewer than 10 % succeed in building one.

70% of **all** changes fail in organizations - John Kotter.

A winning culture

High performance values and behaviors

Significant similarities exist across high-performing companies

Unique personality and soul

Every high-performing company is unique



Hiring for a cultural fit

**I DON'T KNOW WHO YOU ARE...
I DON'T KNOW WHAT YOU WANT...**

**BUT I WILL LOOK FOR YOU, I *WILL*
FIND YOU, AND I WILL RECRUIT YOU**

...a good start

As easy as 1, 2, 3

You can set culture through a three-step process:

1. Define the standards
2. Demonstrate the standards
3. Demand the standards

References and further read

1. https://hbr.org/2013/05/what-is-organizational-culture&cm_sp=Article-_-Links-_-Top%20of%20Page%20Recirculation
2. <https://www.linkedin.com/pulse/culture-key-organizational-success-24-fred-kofman>
3. http://www.bain.com/Images/BB_Building_winning_culture.pdf
4. <https://www.linkedin.com/pulse/hiring-based-company-culture-jan-tegze?trk=hp-feed-article-title-like>

Thank You



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Bonus: AirBnb case study

One piece of advice he gave to AirBnD after Series C founding was:

“Don’t f**k up the culture”

