Turn your company into the benchmark of business agility and new company culture!

Yle Lean-Agile Company Culture Culture Accelerator
Mirette Kangas & Antti Kirjavainen
Leadership Symposium XP2019, May 25th 2019, Montreal
Yle in 120 seconds

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HELSINKI 4.4.2019
Katso livenä Yle Areenassa klo 9-12
yle AREENA
Opinions

Mirette Kangas: Come and create new kind of management with us

http://tiny.cc/yle-future-leadership

Picture by: Ilmari Fabritius / Yle
Working agreements:

1. “Raise your hand” practice
2. Shared responsibility on timekeeping
3. Authentic sharing of what we know
4. Listening, appreciating each others’ ideas
Introductions in the working groups

Introduce yourselves to each other at your table:

- Your name,
- Organization that you represent and
- what do you do – in brief.
Towards the bright future with Culture Mapping

Thinking  Structures  Behaviors  Outcomes

4  3  2  1

Shared culture and language. Aligned practices. Shared mindset.

Sources: Dave Gray - Cultural Map www.xplaner.com/culturemap
Thinking by Sami Honkonen boslevelpodcast.com
Behavior changes Thinking by Barry O´Reilly
“It is May 25th year 2022. For the past 3 years, we have succeeded beyond belief in our improvement and change efforts towards business agility and new company culture. How does an average day and week look like in my own organization in this bright future?”
**The Bright Future**

How will we work in each segment of this workshop:

1. Alone: *ideating, write items in post-its.*
2. In pairs: *share your items, discuss.*
3. In the table groups: *Share highlights, put post-its to canvas.*
1. Outcomes

Start by working on your own.
Write down your ideas on post-its.
One item per post-it.
1. Outcomes in our bright future:

- What kind of value do you produce to your customers?
- What kind of employee experience does your organization provide?
1. Outcomes

Discuss in pairs. Share your ideas to your pair. Choose 2 or 3 most relevant items together.
1. Outcomes

Share the chosen items in the table group.

Put the post-its to the canvas and say a couple of words about them.
2. Behavior

Start by working on your own.

Write down your ideas on post-its.

One item per post-it.
2. Behavior in our bright future:

How do you act (and how is that different from today), so that all of you in your organization produce the kind of outcomes you just discussed?
2. Behavior

Discuss in pairs.
Share your ideas to your pair.
Choose 2 or 3 most relevant items together.
2. Behavior

Share the chosen items in the table group. Put the post-its to the canvas and say a couple of words about them.
3. Structures

Start by working on your own.

Write down your ideas on post-its.

One item per post-it.
3. Structures in our bright future:

What kind of structures are there in place to guide behavior towards what is favorable?

- Processes,
- Organization structures,
- Delegation of responsibility,
- Rules,
- Role descriptions etc.
3. Structures

Discuss in pairs.
Share your ideas to your pair.
Choose 2 or 3 most relevant items together.
3. Structures

Share the chosen items in the table group. Put the post-its to the canvas and say a couple of words about them.
4. Thinking

Start by working on your own.

Write down your ideas on post-its.

One item per post-it.
4. Thinking in our bright future:

What kind of thinking and beliefs are behind these kind of structures and behavior?

What do we believe about:
- motivation,
- learning,
- innovation,
- improvement?
4. Thinking

Discuss in pairs.
Share your ideas to your pair.
Choose 2 or 3 most relevant items together.
4. Thinking

Share the chosen items in the table group. Put the post-its to the canvas and say a couple of words about them.
Our Bright Future: Conclusions

Do a round in your table sharing highlights!
Challenge: Share a photo of your canvas on Twitter!

Take a photo of your canvas and post it on Twitter!

Use your smart phone or tablet.

Use hashtags #xp2019 #leanculture
Through experiments, culture is also transforming leadership.

- Total transparency
- Customer value first
- Short lead times
- Learning together
- Working in networks
- Small experiments
- Working together
- Self-organisation and responsibility
- Nothing is constant except change
- Shared vision
- Leadership belongs to everyone

@mirettekangas #yle 2019
Let’s focus on the present

On what can you focus on now so that you will advance towards the bright future?

What is your hypothesis of the most suitable first step in this direction? Next monday, next week and beyond?
<table>
<thead>
<tr>
<th>GOAL OF EXPERIMENT</th>
<th>EXPERIMENT</th>
<th>I LEARNED</th>
<th>WHAT WILL I DO DIFFERENTLY</th>
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What makes a nice experiment?

- Small enough: short, cheap, safe to undertake
- Action!
- Enables learning
- Leads to changes in behavior
Design your own experiment

- By yourself: write down on the experiment board
- What do you want to accomplish
- What would be a suitable first step in that direction, the 1st experiment
How to make this kind of approach part of everyday work?
Or: how to maintain continuous improvement routines based on experimentation?
Continuous improvement with experiments

Short experiments
Learn and reflect on experiments together

Make experiments visible, plan together
How to maintain routines of continuous improvement?

Discuss in your group:

● Reflecting on results of experiments: with whom, in what (existing) meeting?
● Where to put our experiment board so it is visible to everyone?
● Planning next experiments: with whom, in which (existing) meeting?
Mini retro

Do a round in your table groups:

Which **one word** describes your experience of this workshop best?
Mirette Kangas: Come and create new kind of management with us

Thank You!

Mirette Kangas and Antti Kirjavainen
Ylen Lean-Agile Culture Accelerator

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