



The holistic detective hunt for
great tech culture



ocado
TECHNOLOGY



Which path
to a great
tech
culture?

60+ years

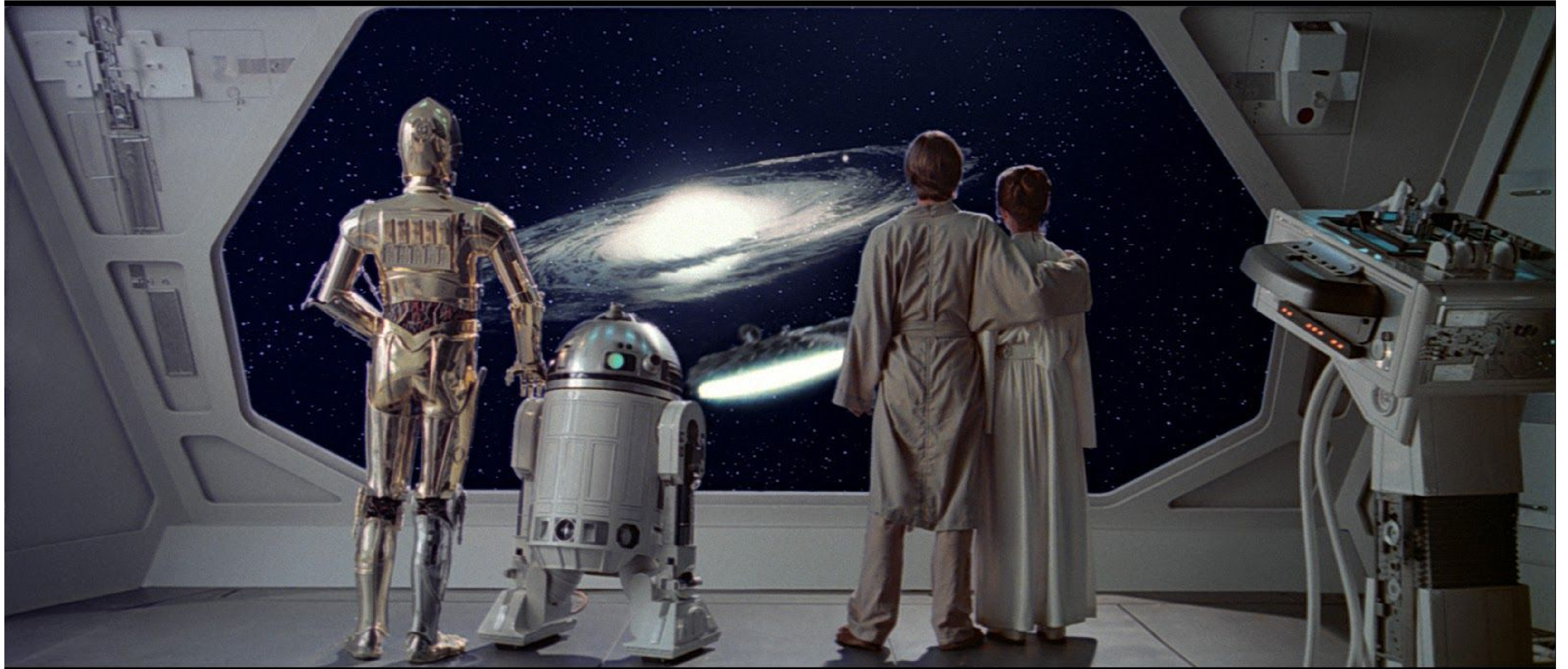
Taylorist
Waterfall
RUP
CMMI
Lean
Agile
Holacracy



???? organisations!



Awesome organisations!



Crappy teams!



Awesome teams!



Crappy team members!



Awesome team members!





Interactive!!!

Who has definitely experienced
1. A “not so great” team?



Who has definitely experienced

1. A not so great team?

2. An awesome team?





Blame

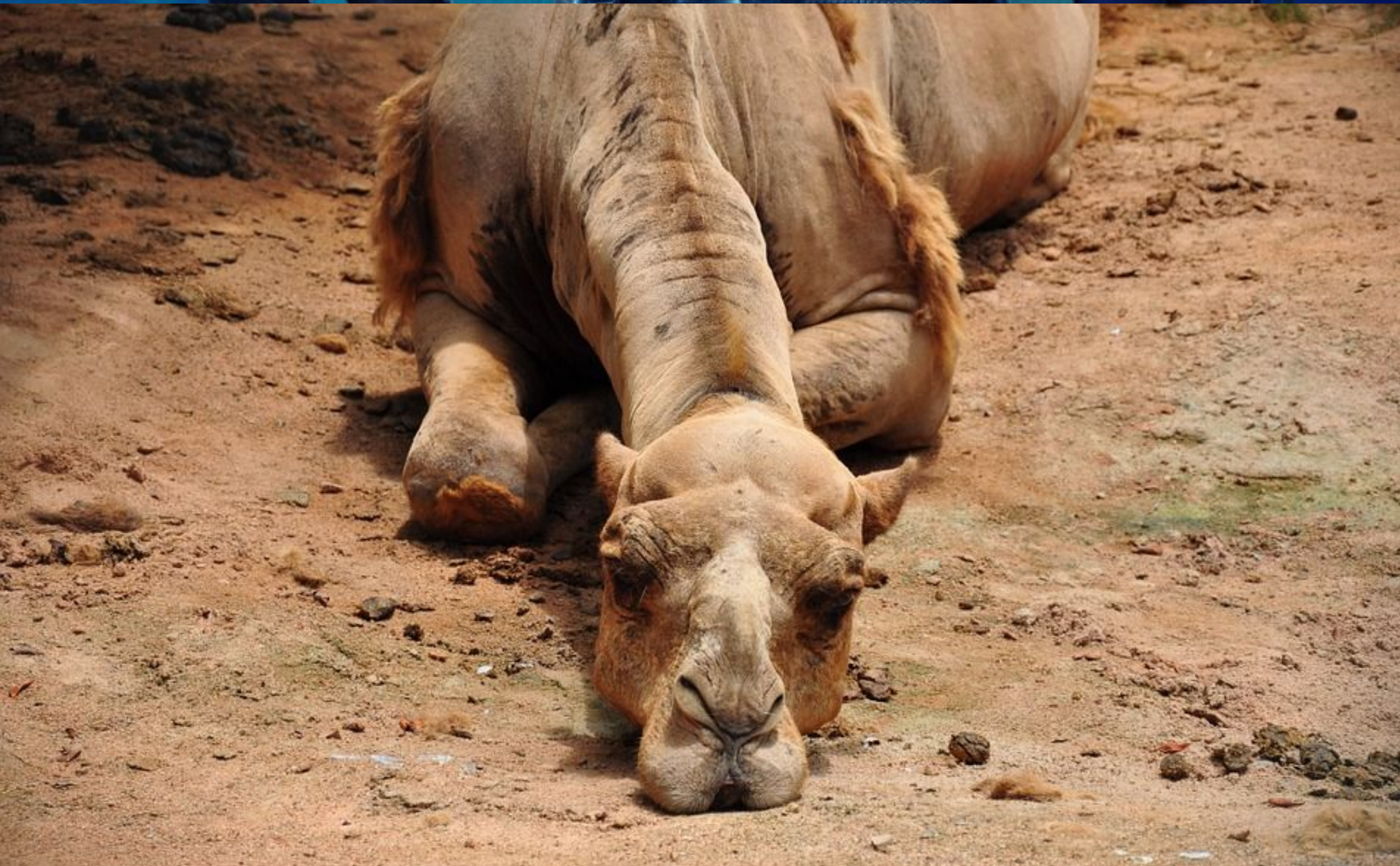


Dissent

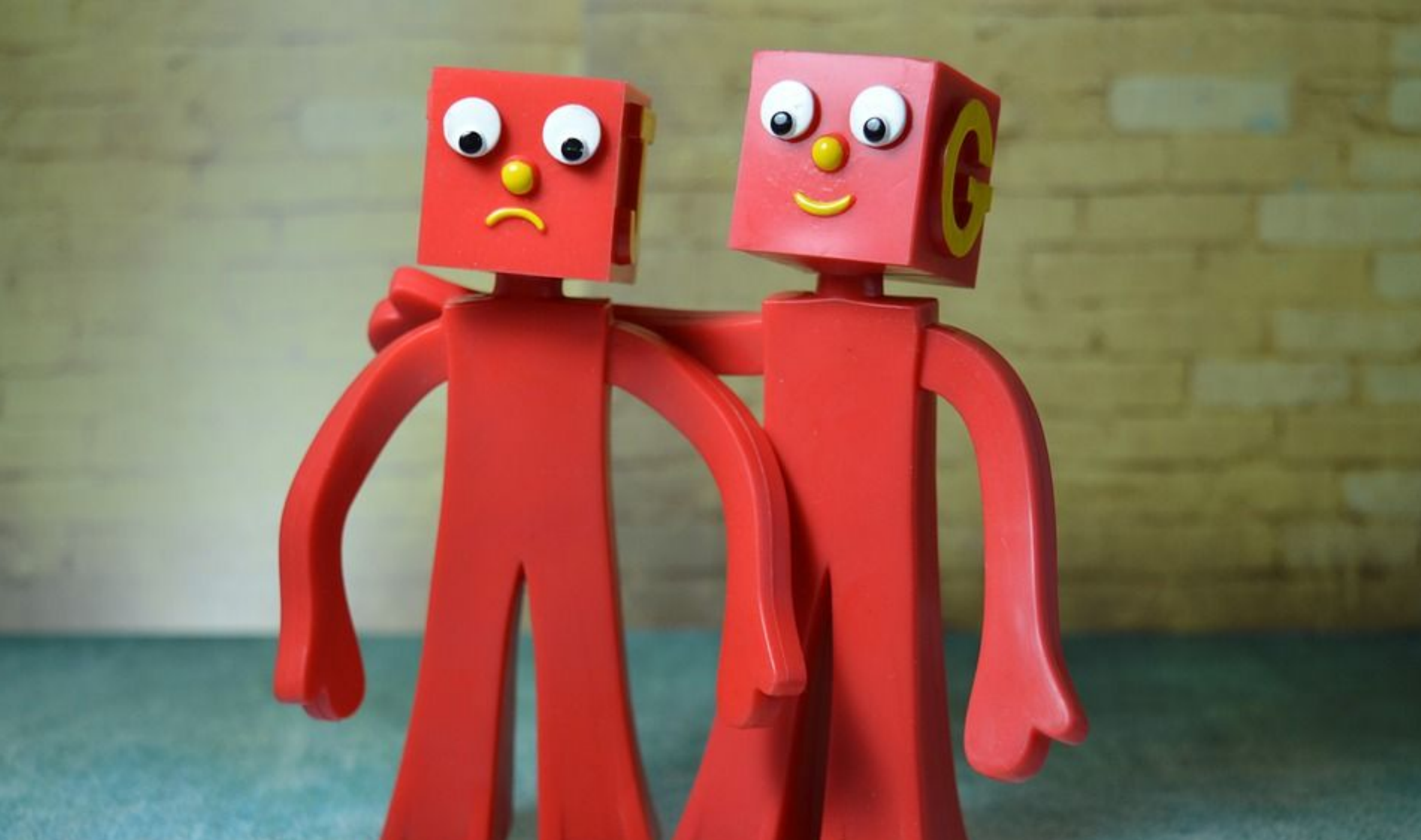




Command & control



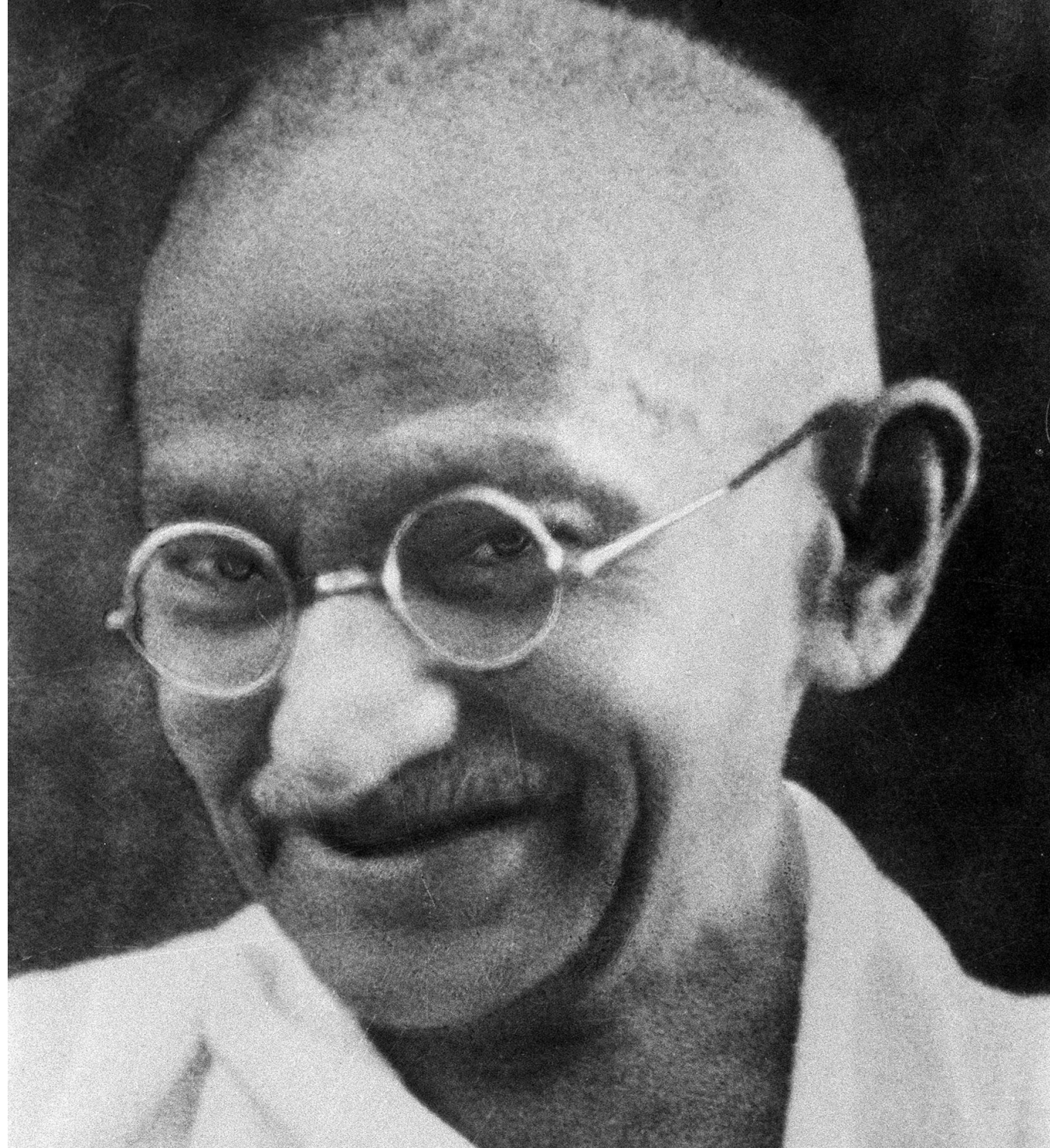
Don't care



Support



Commitment



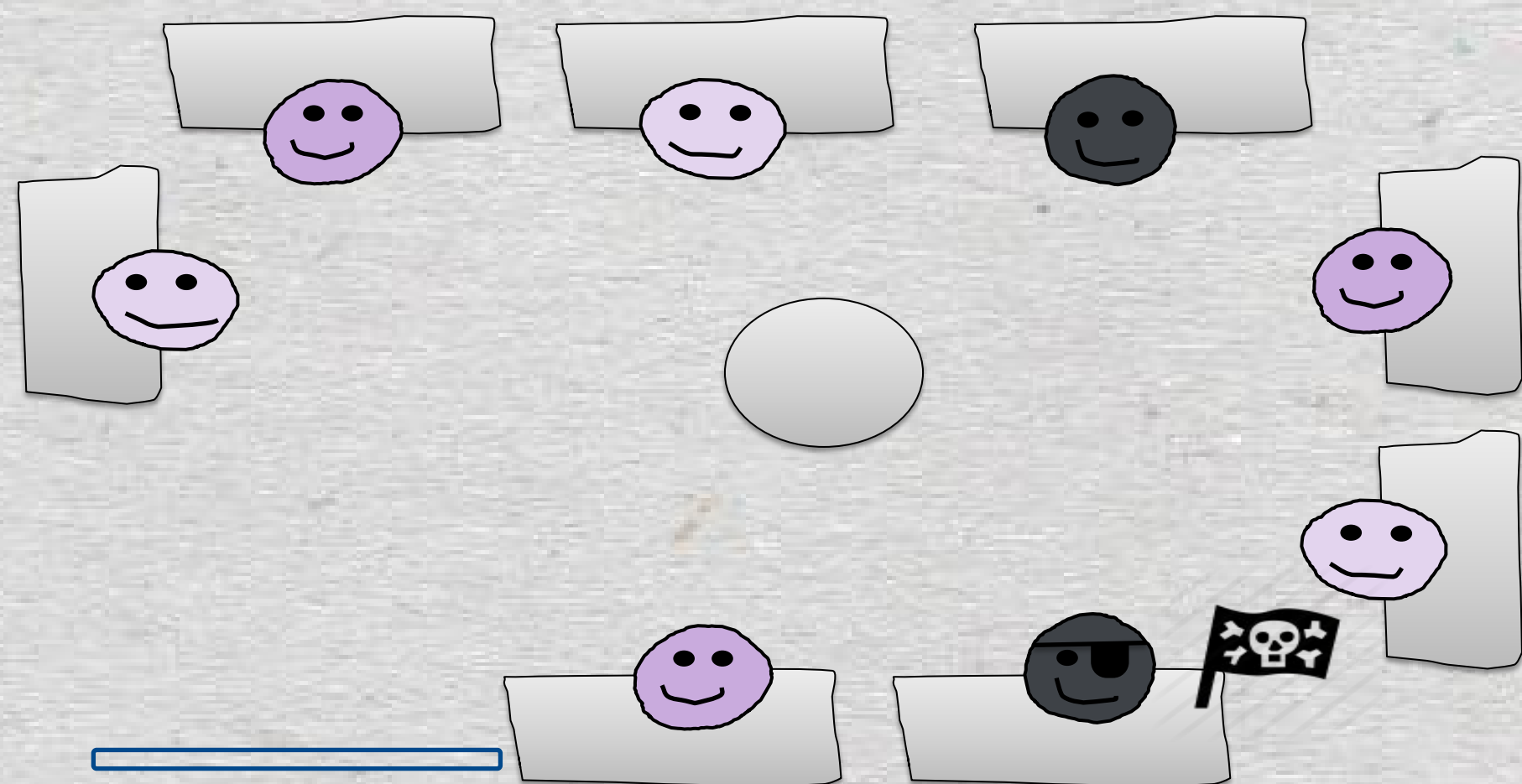
Great leadership



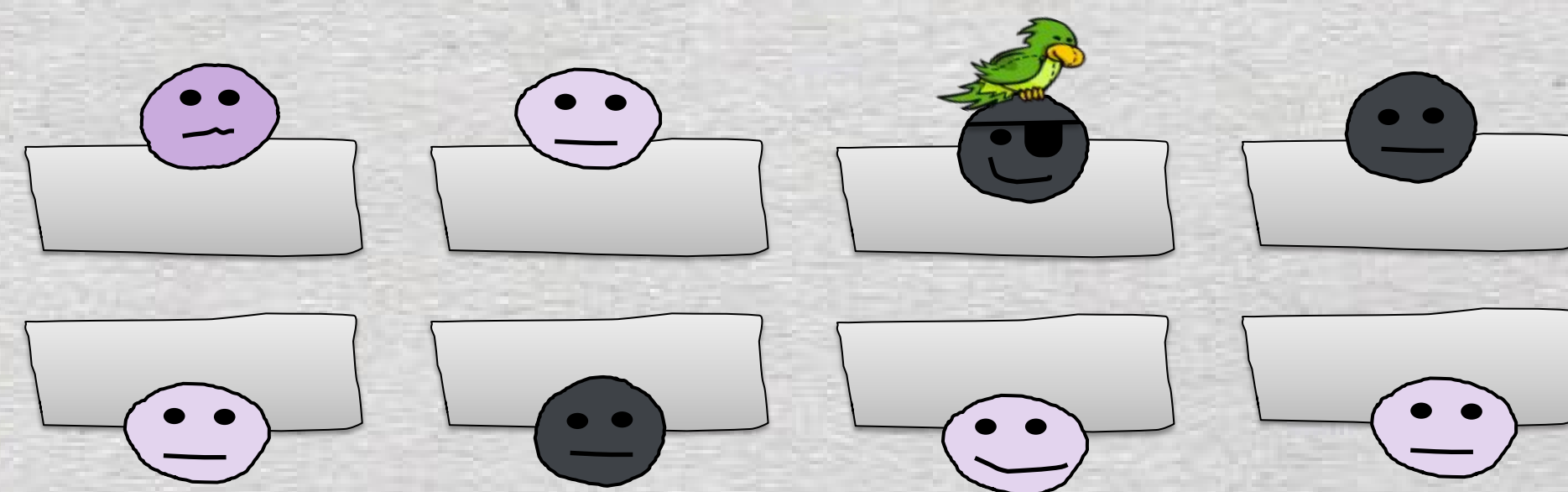
Passion



Left



Right



Think the left team is likely to
be the better team?



Hypothesis

~~Taylorist
Waterfall
RUP
CMMI
Lean
Agile
Holacracy~~

~~Practices
Process~~

Behaviours

Are you pushing “method A”
or
Are you pushing great behaviours
?

My own leadership role



Started my detective hunt - holistically



I ran hard but ...



The gravity effect



Hypothesis

~~Taylorist
Waterfall
RUP
CMMI
Lean
Agile
Holacracy~~

~~Practices
Process~~

Leadership
+
Behaviours

The next 30 Minutes
to consider this puzzle



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Head of Organisational Effectiveness



ocado
TECHNOLOGY

Who is Ocado?



Ocado is the **world's largest** dedicated online grocery retailer



We have **580,000** active shoppers



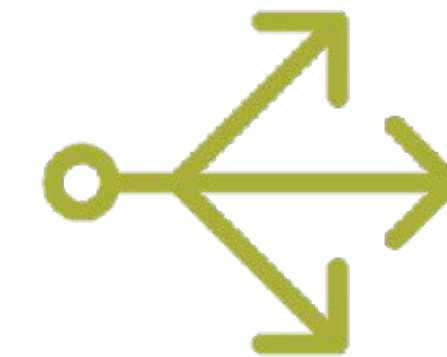
And **50,000** SKUs in our webshop



Over **50 miles** of conveyors across two large distribution centres

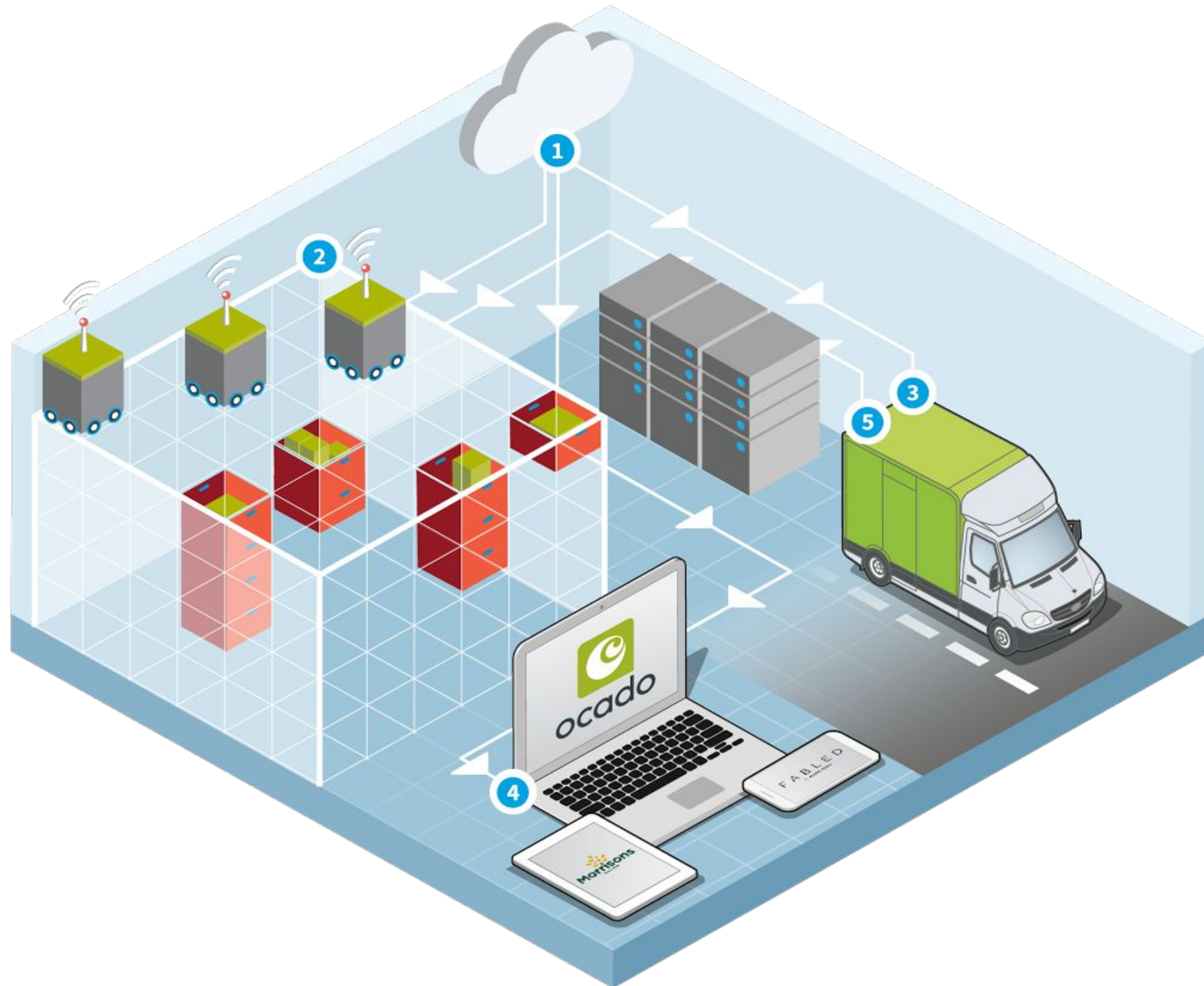


230,000 orders a week 'picked'



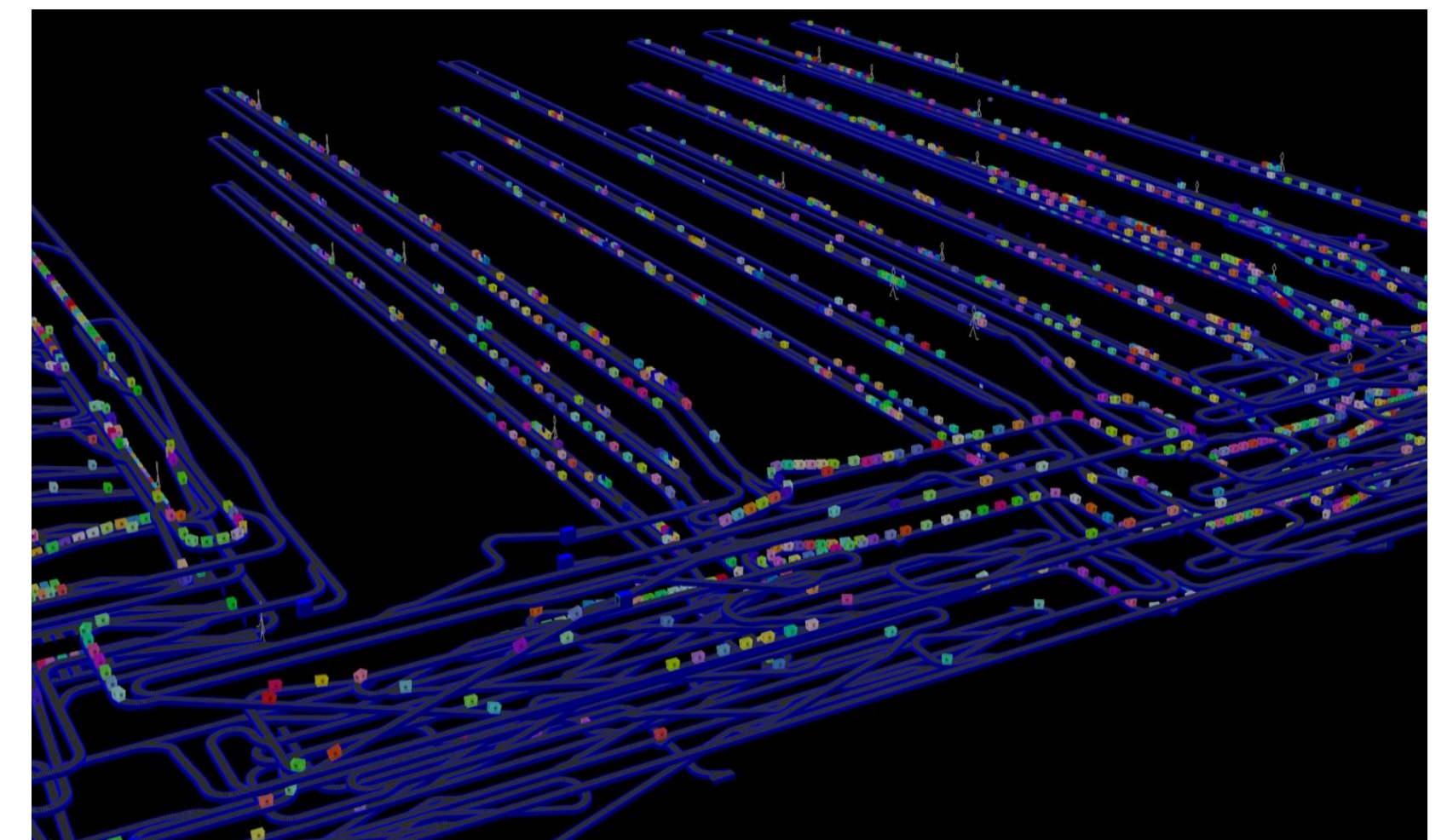
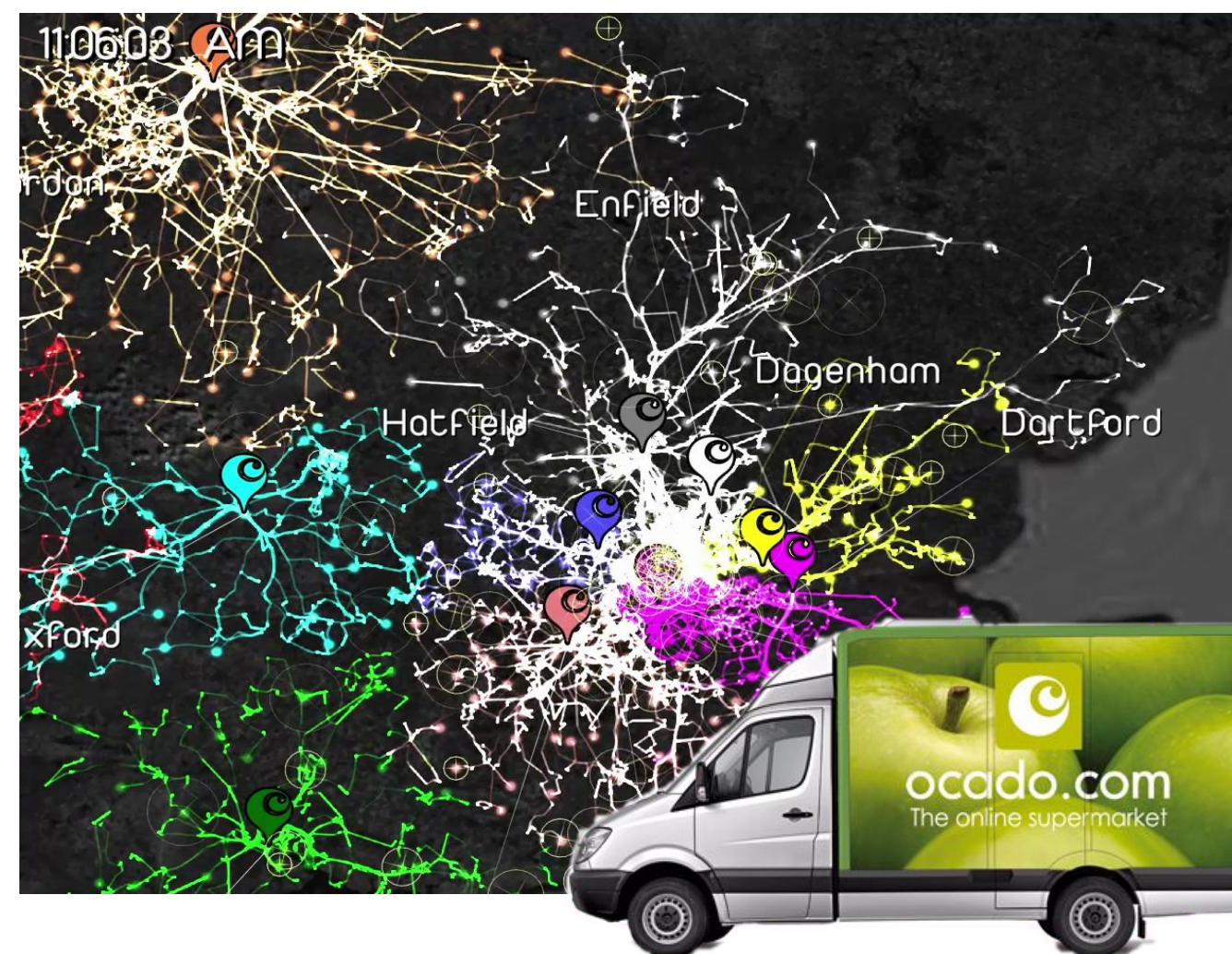
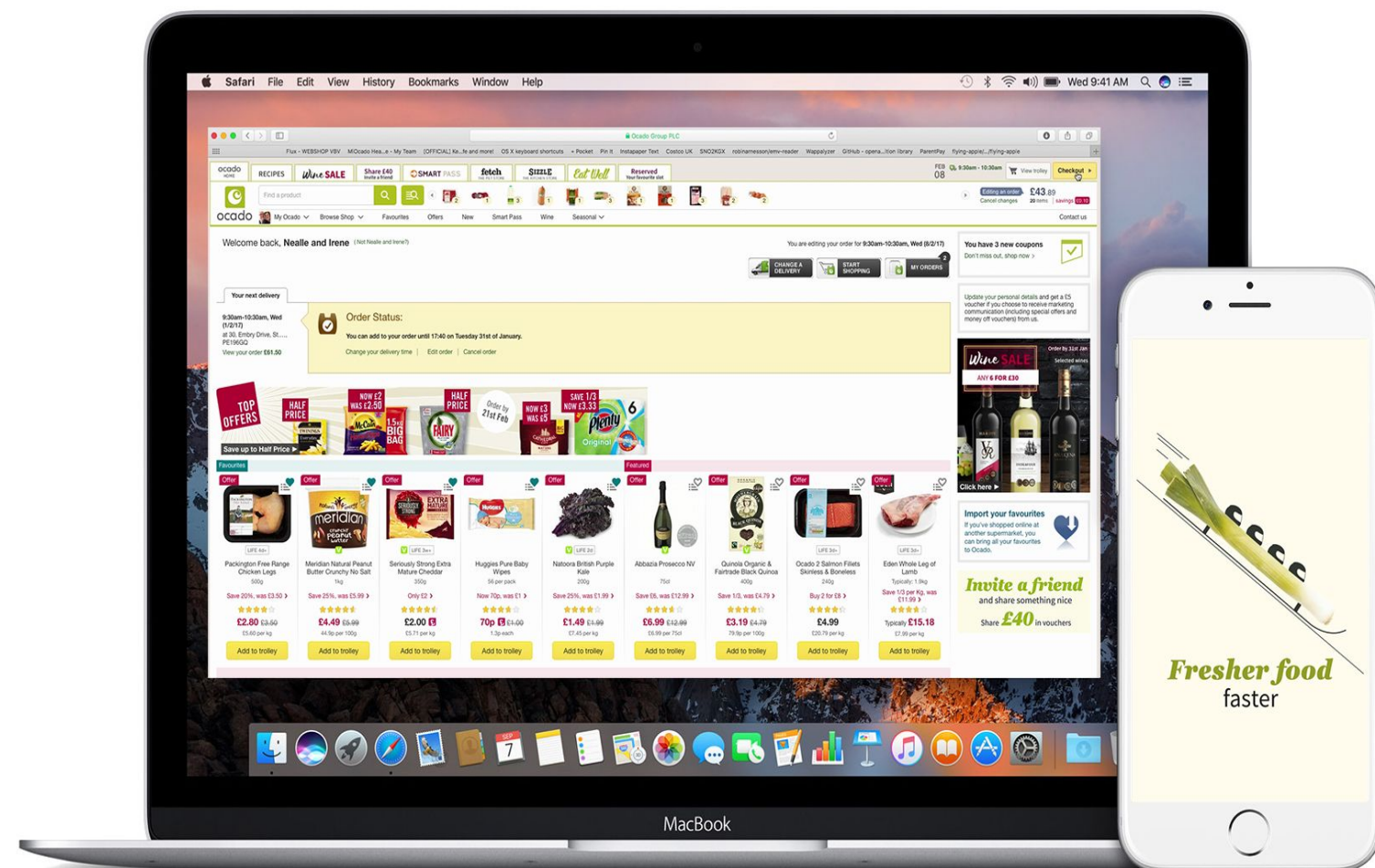
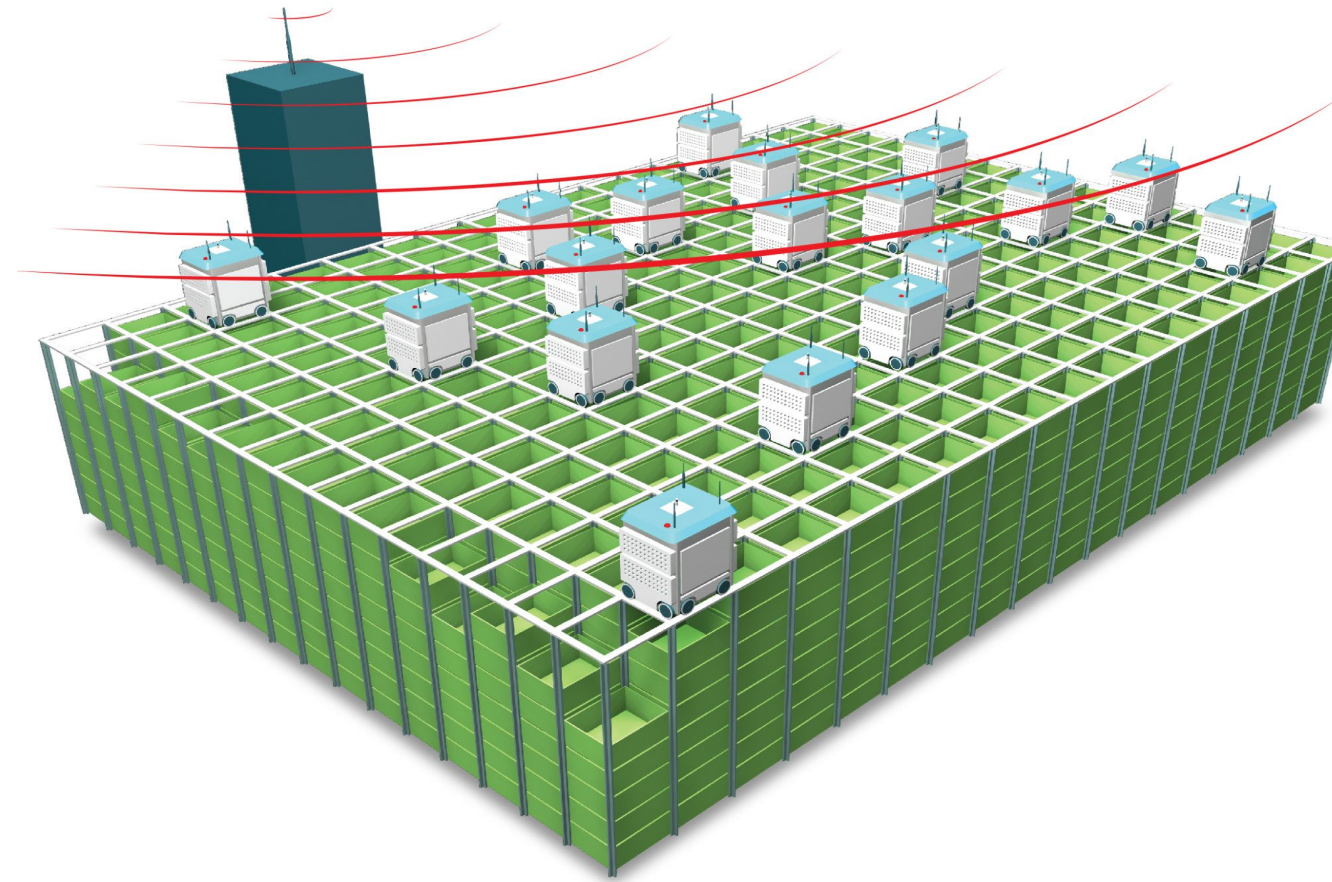
3 million routing calculations per second

What Ocado Technology does

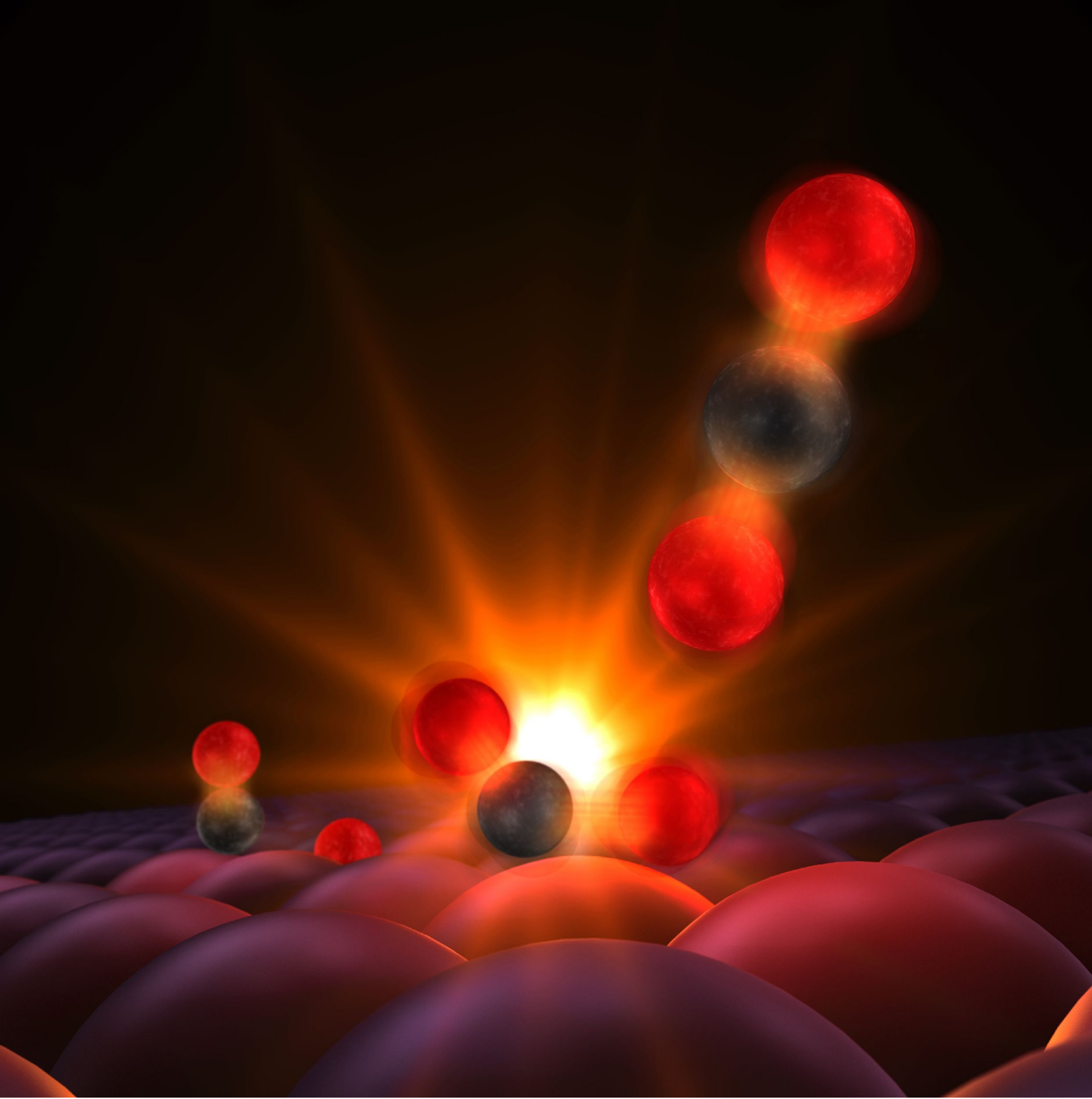


- (1) **Cloud and AI**
- (2) **Automation and robotics**
- (3) **Big Data and IoT**
- (4) **Web and mobile development**
- (5) **Distributed computing**

What Ocado Technology does



“Catalysts” – Mission
Support our people to create
a Great Organisation,
of Great Teams,
creating Great Products

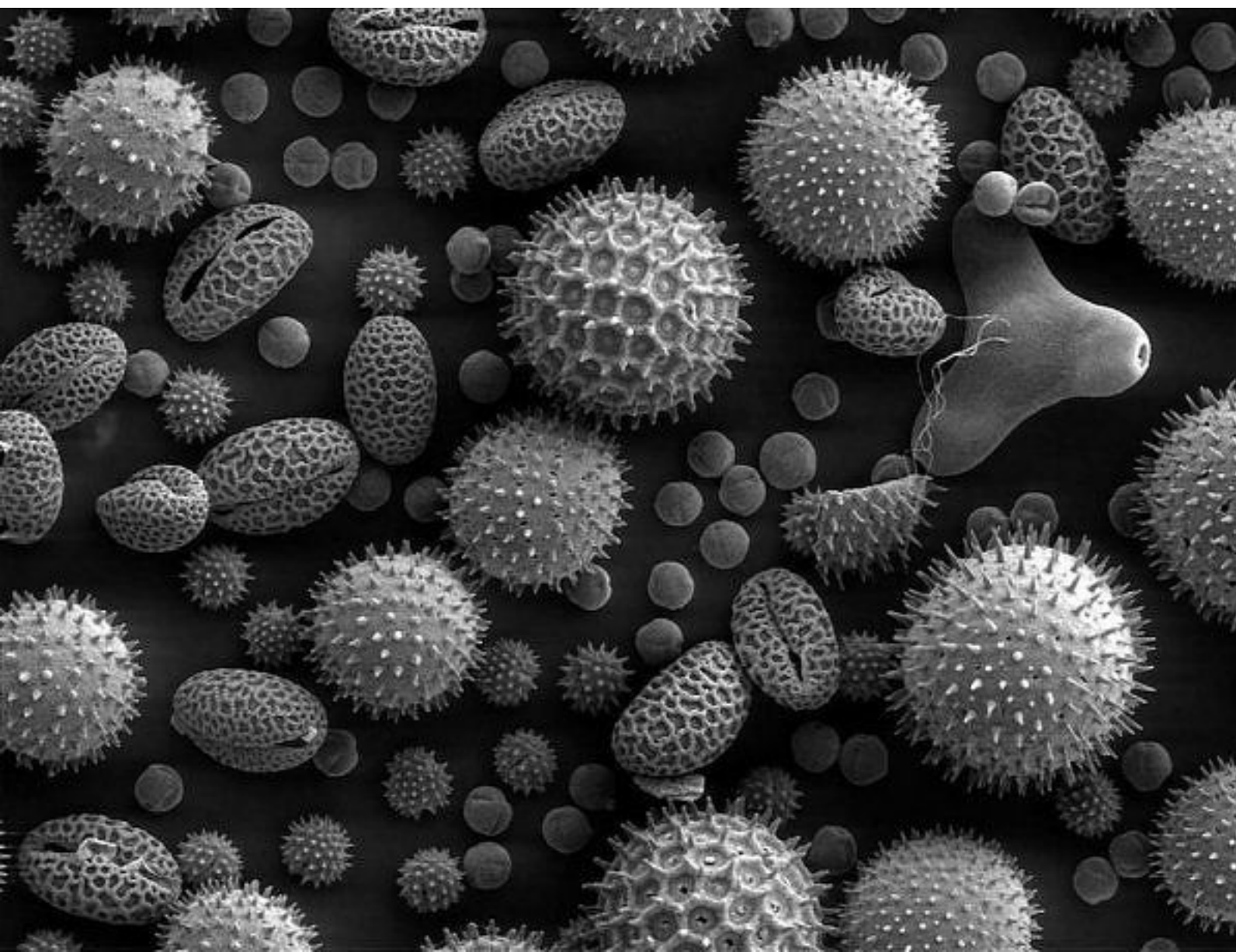


Challenge thinking Catalyse change

- Micro
- Macro

Team Diversity

- Coaching
- Lean and Agile
- Psychology
- Tech
- Maths



Catalysts



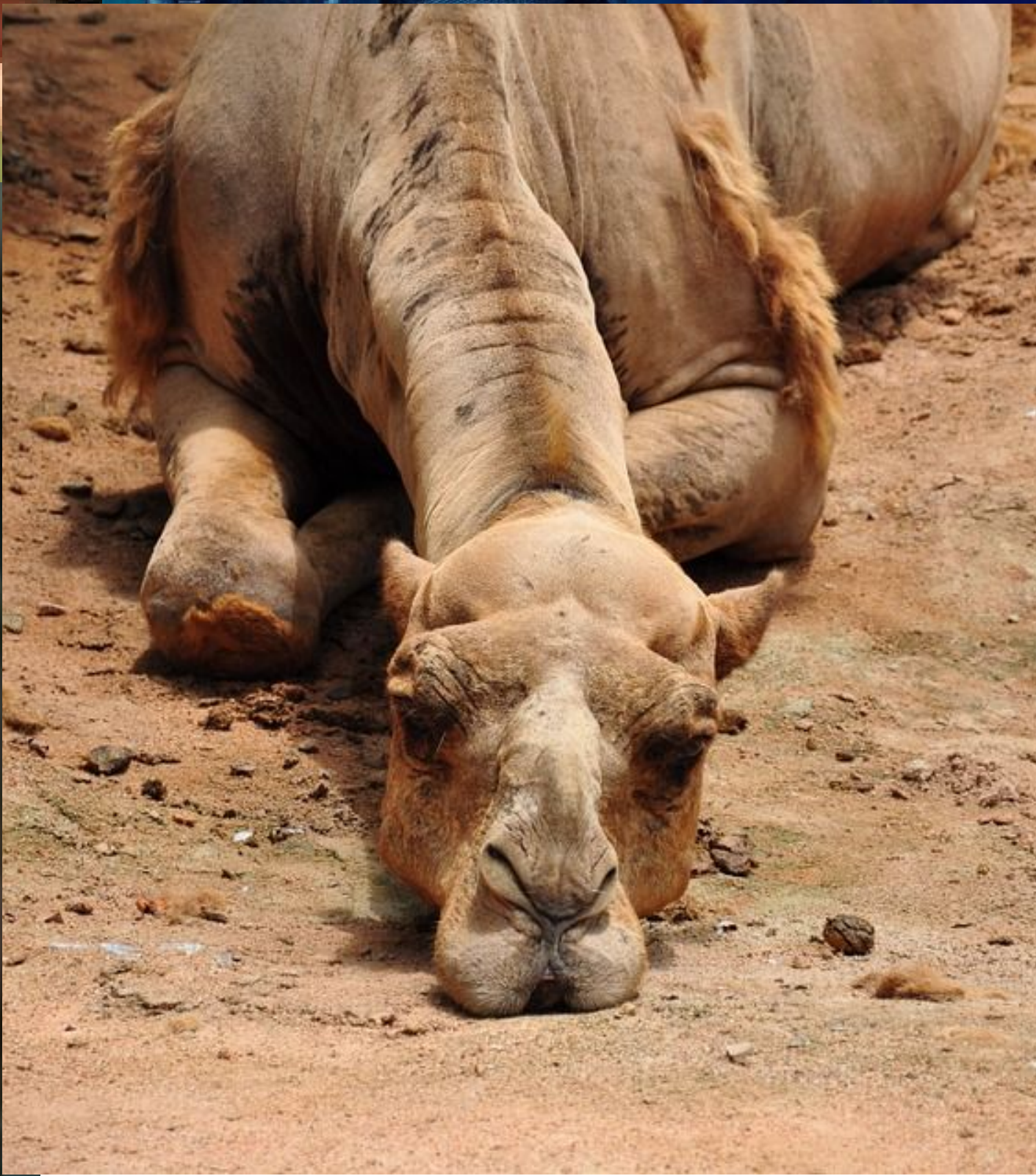
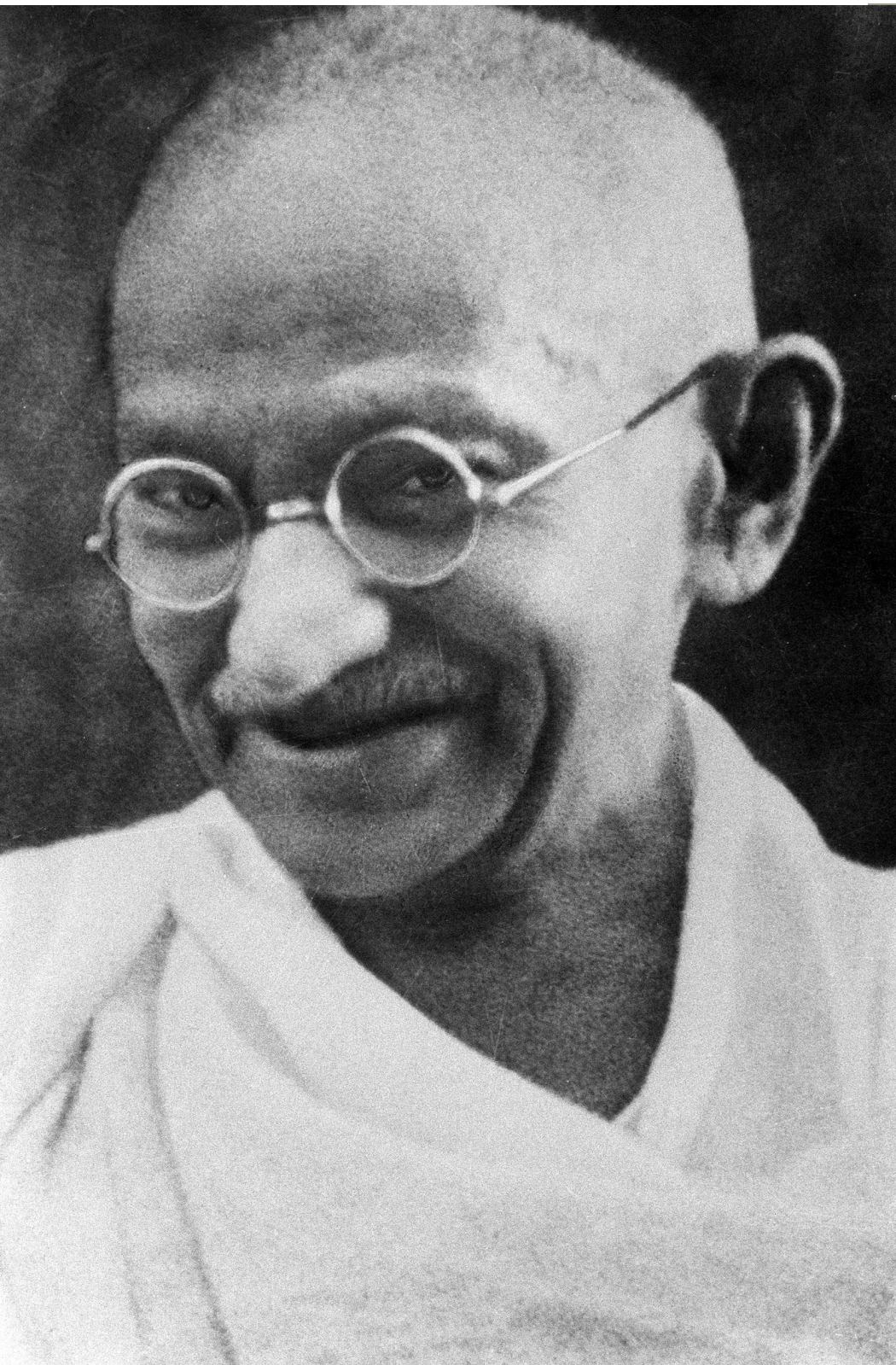
What are the keys to a great tech culture?



Great - Intensity and Achievement
significantly above average

Technology - Knowledge workers,
co-dependent on and dedicated to the
same task

Culture - Behaviours and patterns
exhibited



What are your top 3 attributes of an Awesome Team?

1st



Who had a majority of
attitudes, behaviours
& environment?



Who had a majority of
skills and practices?



Who had an even mix of both
attitudes and behaviours
& skills and practices



Great teams = fn(Behaviours, Leadership)

Behaviours > Skill & Practices

Leadership > Skill & Practices

Evidence



re:Work

practices, research, and ideas to [#makeworkbetter](#)

g.co/rework

1

Psychological Safety

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

Culture

2

Dependability

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

Culture

3

Structure & Clarity

Team members have clear roles, plans, and goals.

Leadership

4

Meaning

Work is personally important to team members.

5

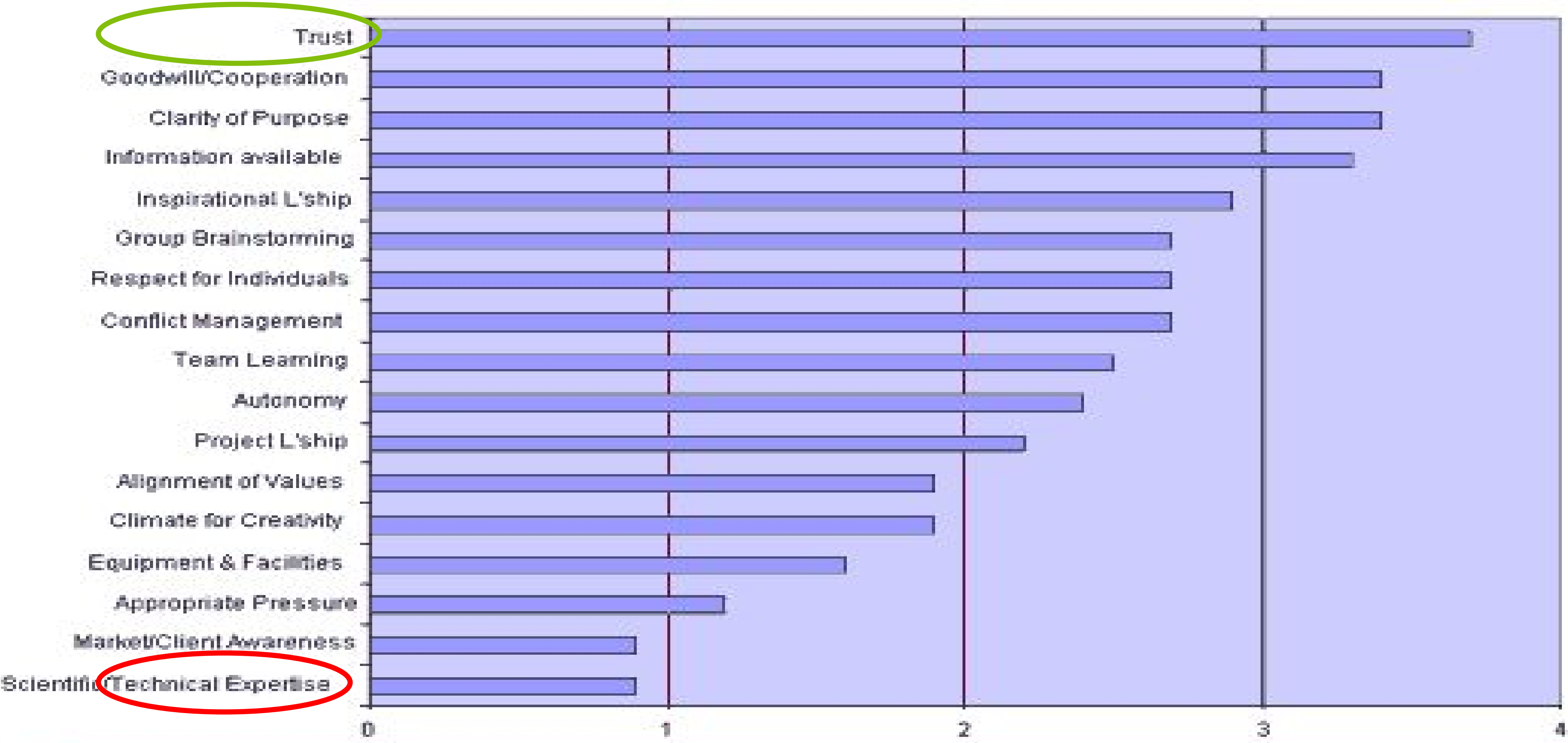
Impact

Team members think their work matters and creates change.

re:Work



Difference between Great and Average



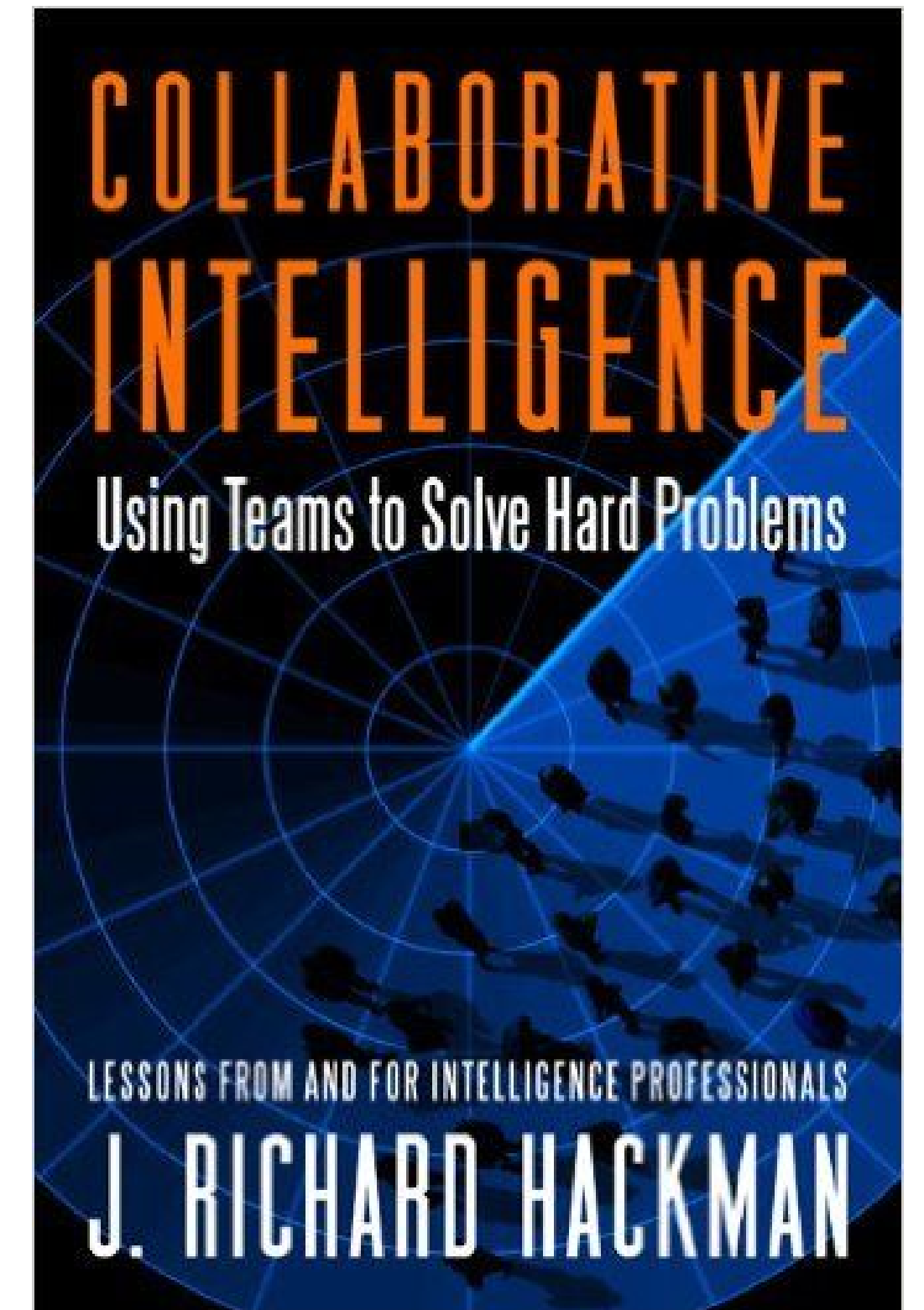
Peer coaching

“But one particular factor unexpectedly turned out to be more powerfully associated with team effectiveness than anything else we assessed:

peer coaching,

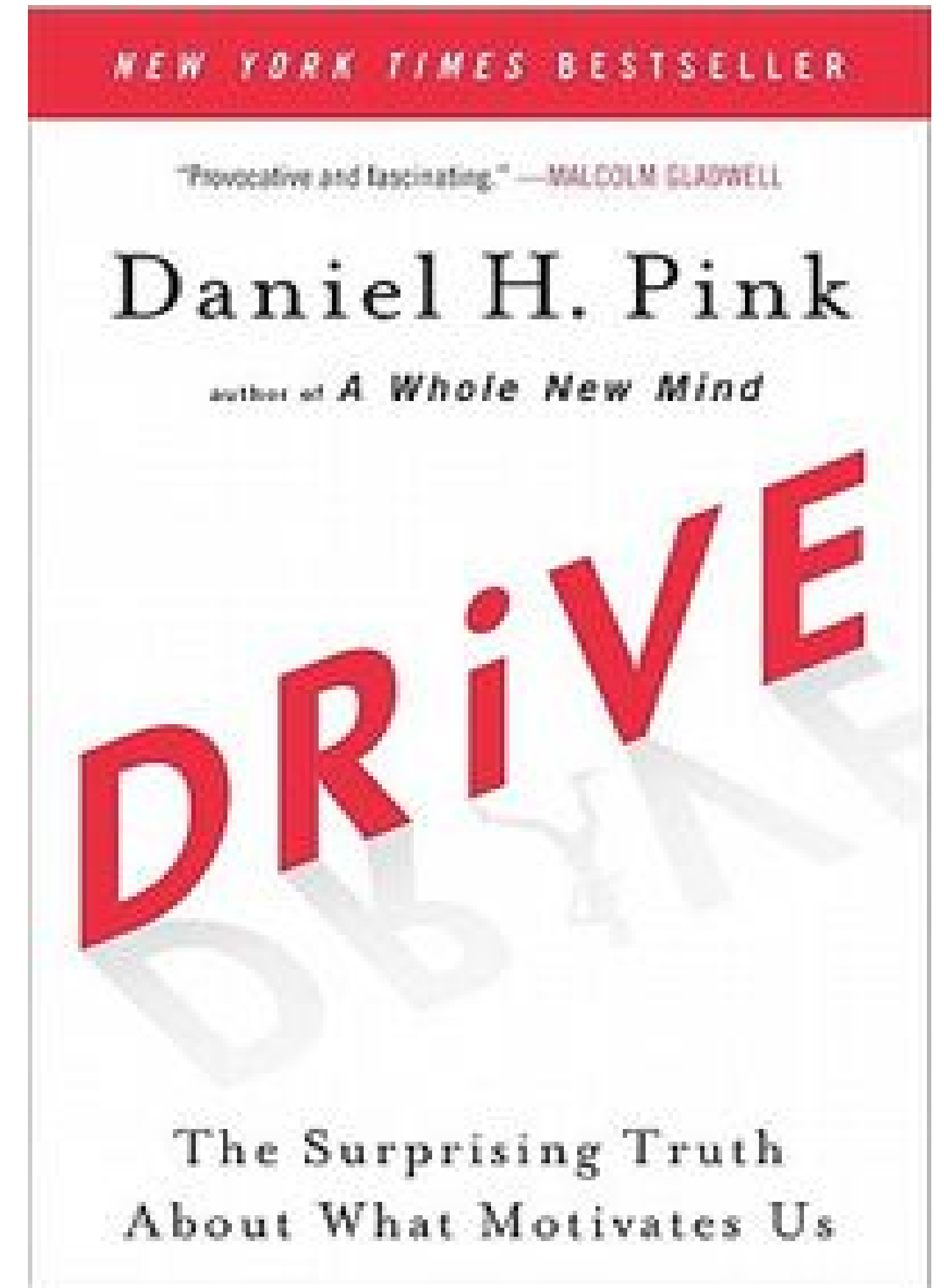
the degree to which team members taught, helped, and learned from one another.”

Richard J Hackman, Collaborative Intelligence



Motivation

- Autonomy
 - (Self determination)
- Mastery
- Purpose
 - (Connectedness)



“Control leads to compliance; autonomy leads to engagement.”

— Daniel H. Pink

Simon, Houghton, Gurney (1999). Succeeding at internal corporate venturing: roles needed to balance autonomy and support. *Journal of Applied Management Studies*, 8, 145-159.

“Human beings have an innate inner drive to be autonomous, self-determined, and connected to one another. And when that drive is liberated, people achieve more”

— [Daniel H. Pink](#), Drive: The Surprising Truth About What Motivates Us

Gagne, Deci (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26, 331-362

Leadership

"Real teams are bounded social systems whose members are interdependent for a shared purpose, and interact as a unit... in achieving that purpose (Alderfer, 1977)" - Knowledge teams with a shared purpose are more effective.

"Even if a work team has clear, engaging direction, its performance can go sour if it has insufficient organizational support (Richard Walton, 1985)" - Importance of external support for teams to succeed.

Leadership

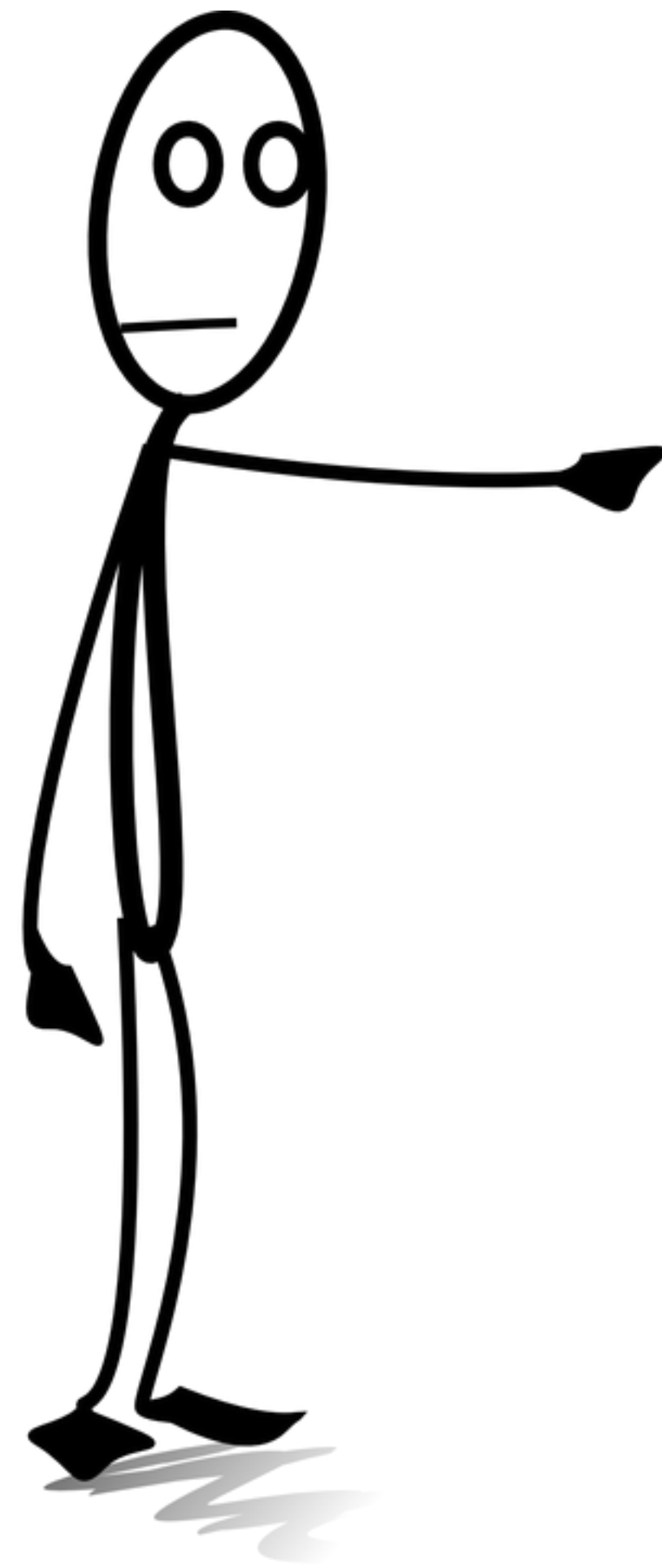
Key success criteria for great tech culture

Team driven

- Trust
- Peer coaching
- Collaboration
- Commitment
- Growth mindset
- Achievement

Leader driven

- Purpose / Intent
- Clarity
- Inspiration
- Empowered
Autonomy



Why it matters to you!

Key success criteria for great tech culture

Team driven

Trust

Peer coaching

Collaboration

Commitment

Growth mindset

Achievement

You are part of a team!

Key success criteria for great tech culture

You probably
provide
leadership too!

Leader driven

Purpose / Intent

Clarity

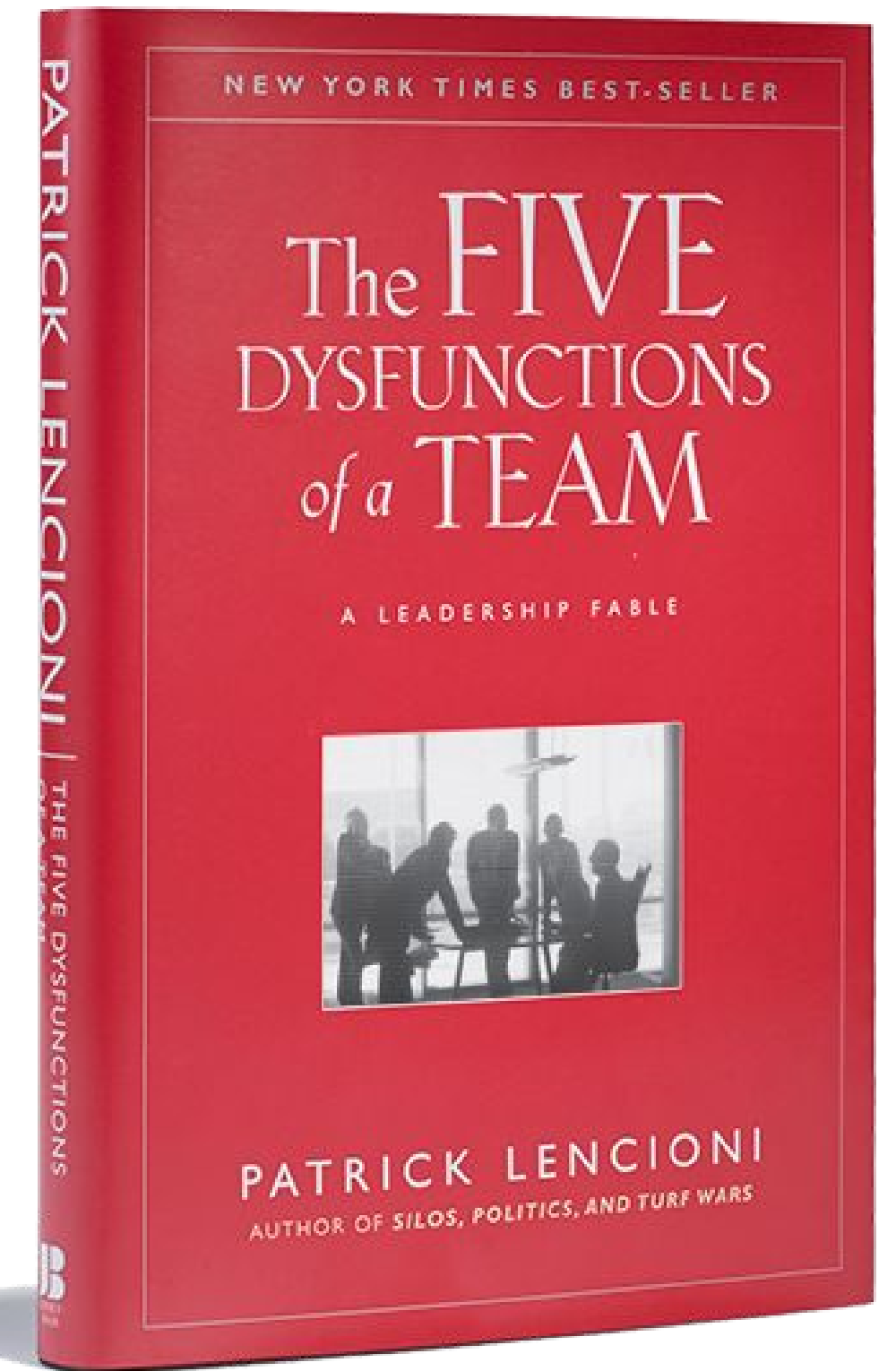
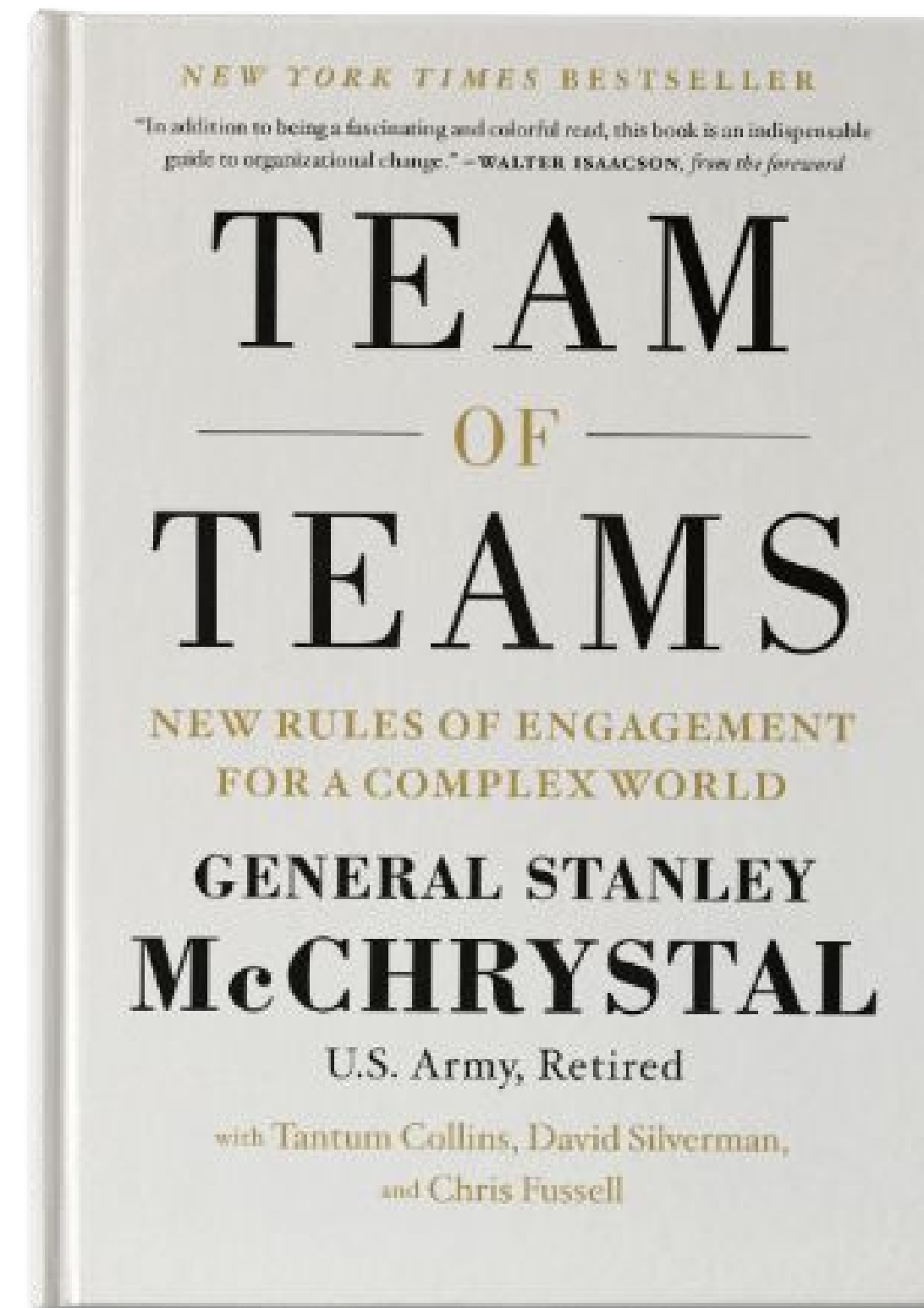
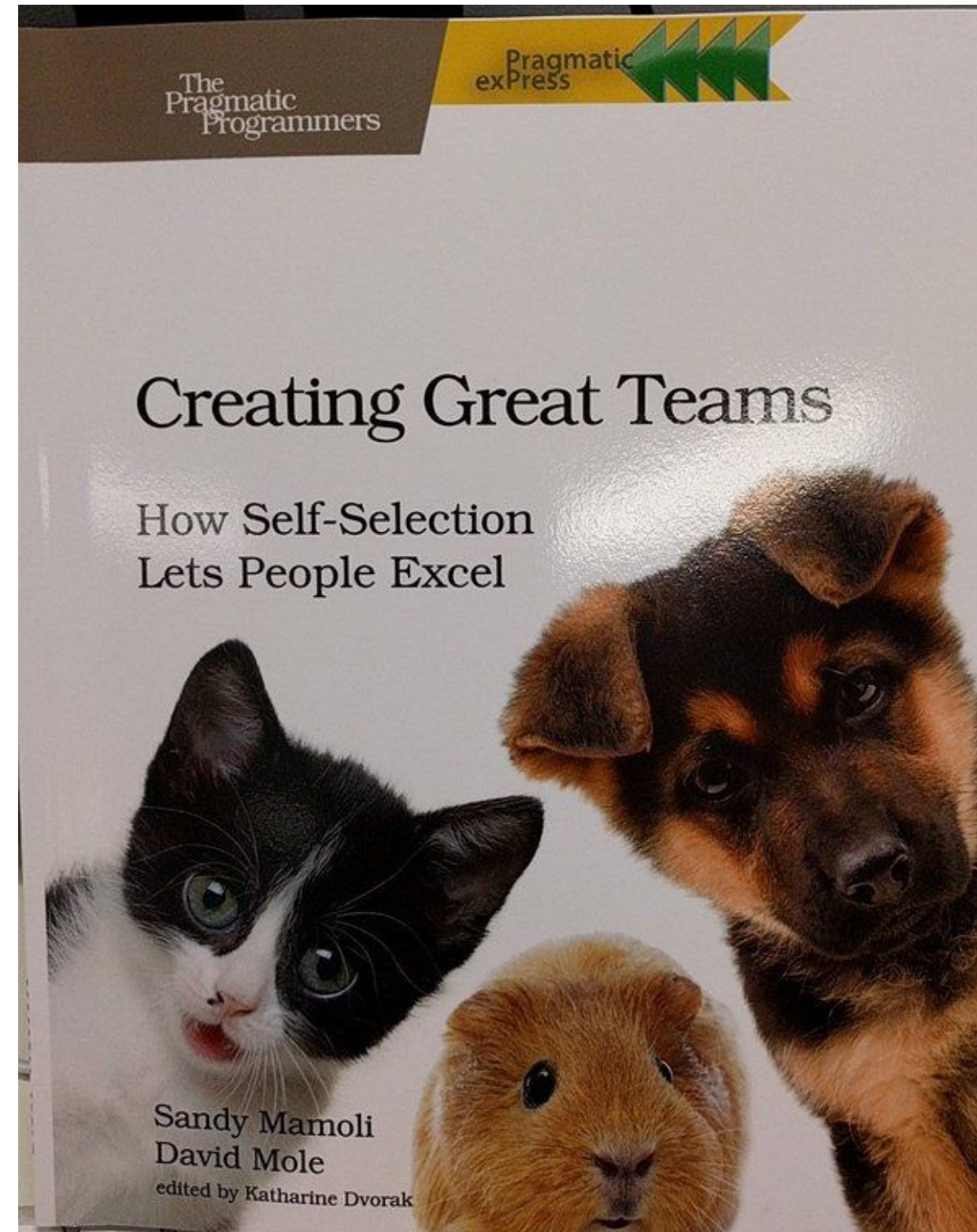
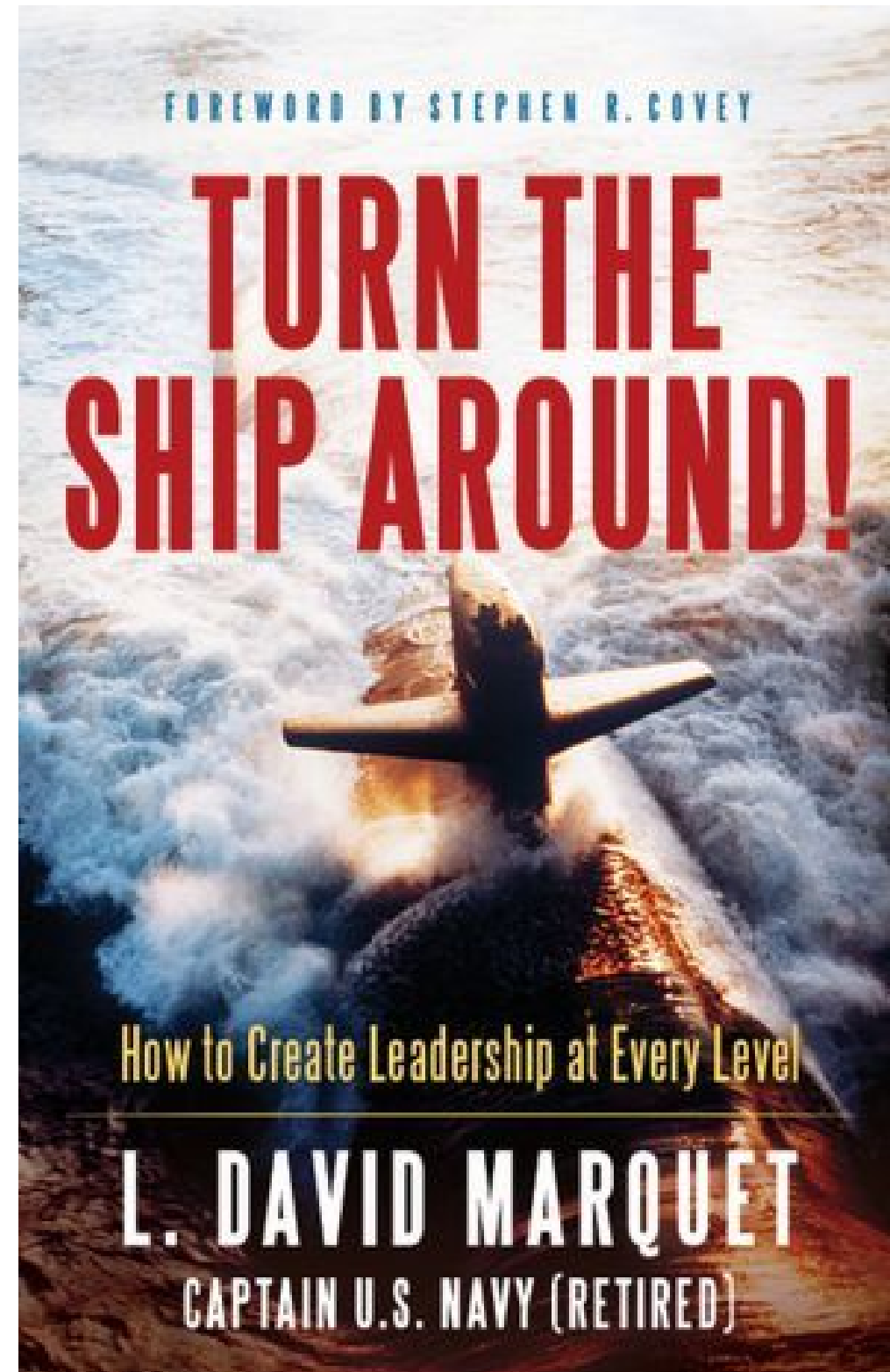
Inspiration

Empowered

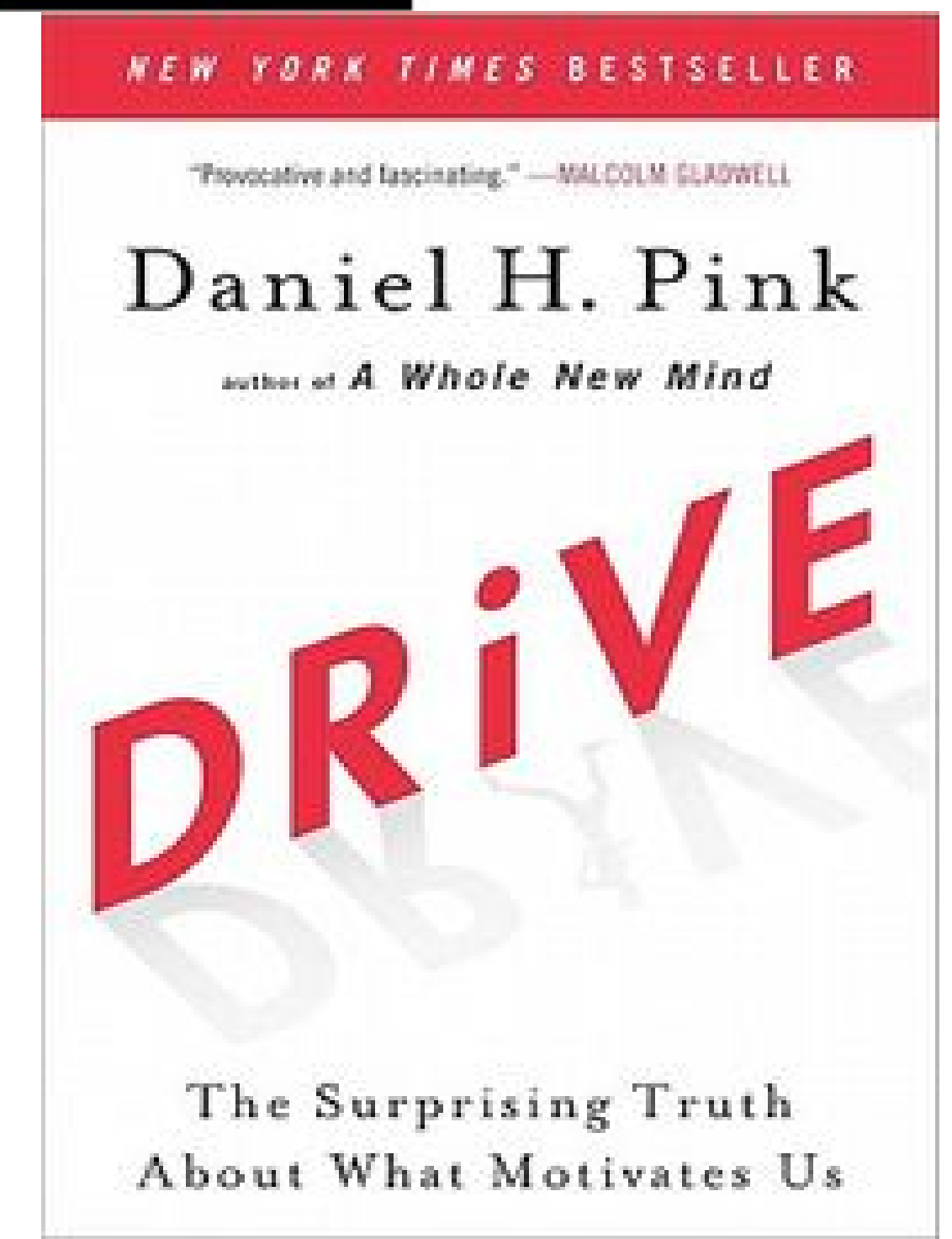
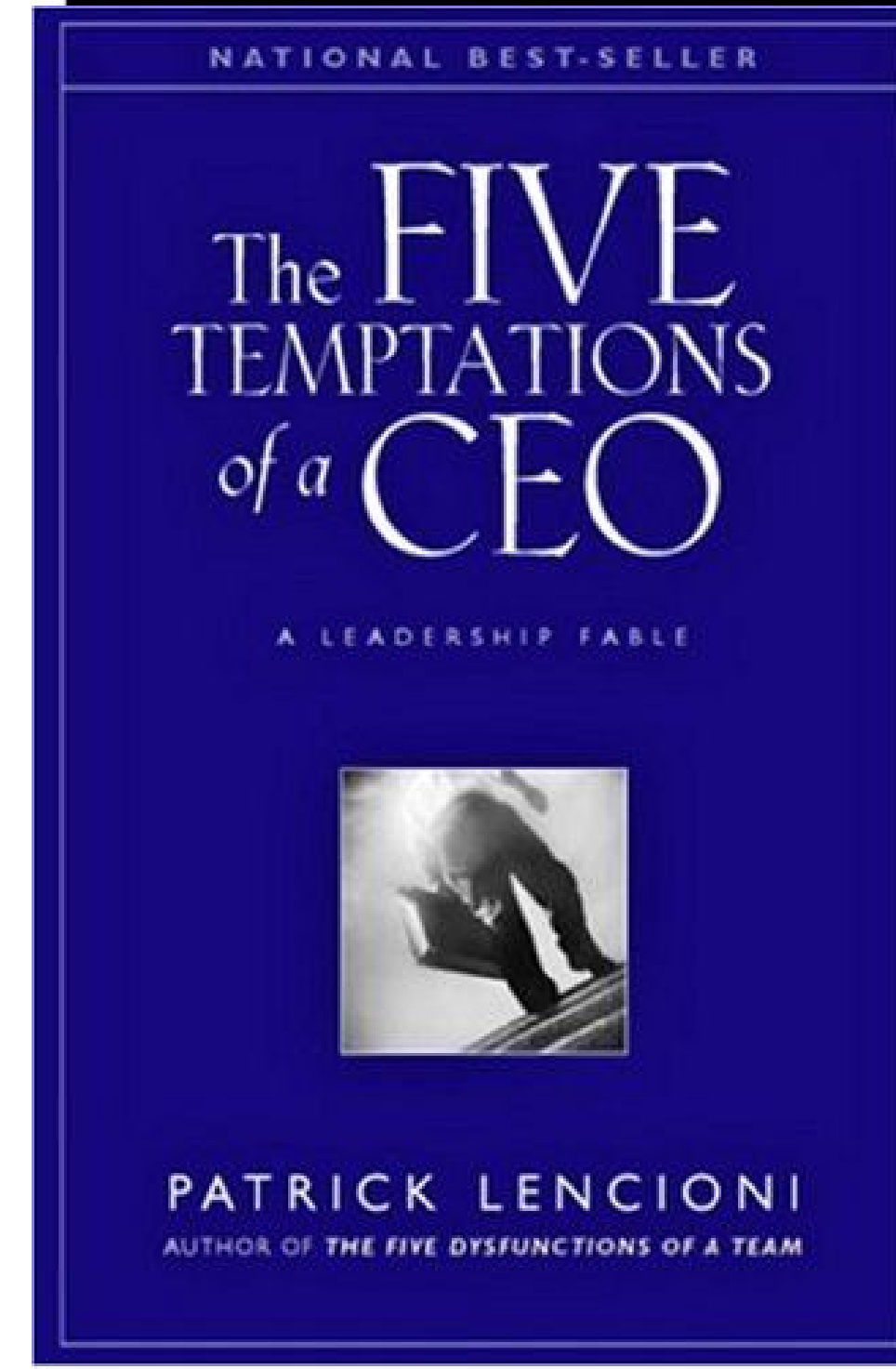
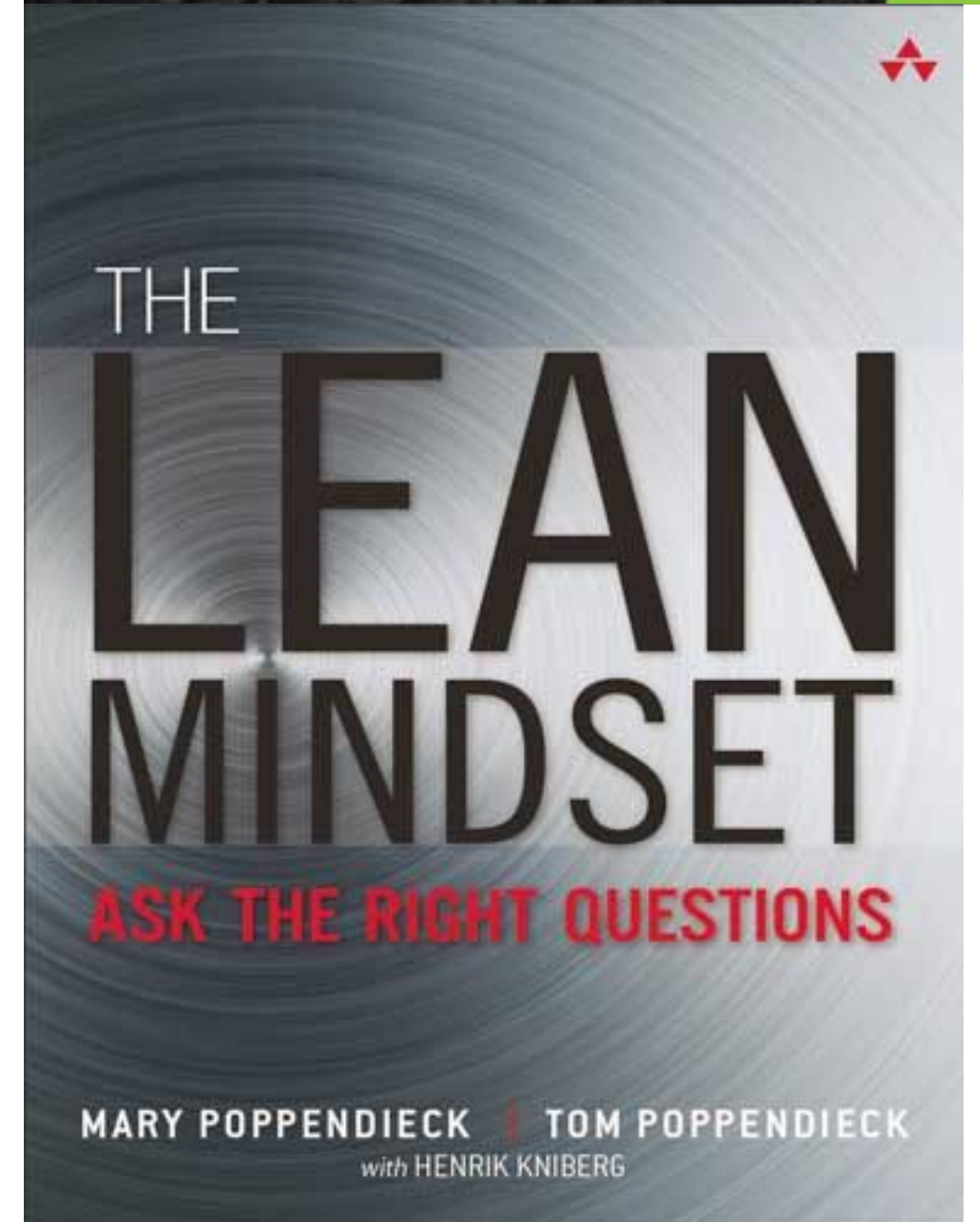
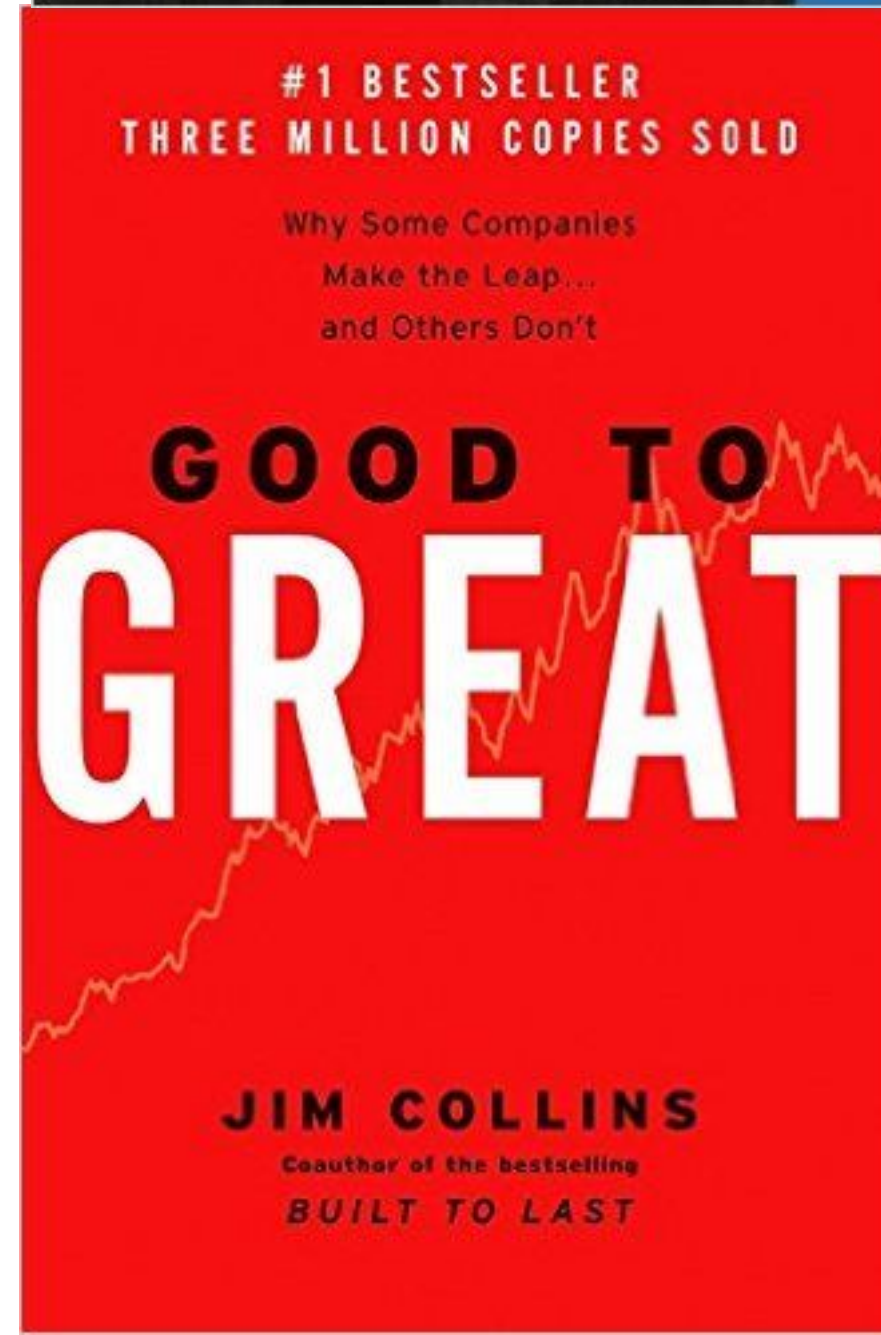
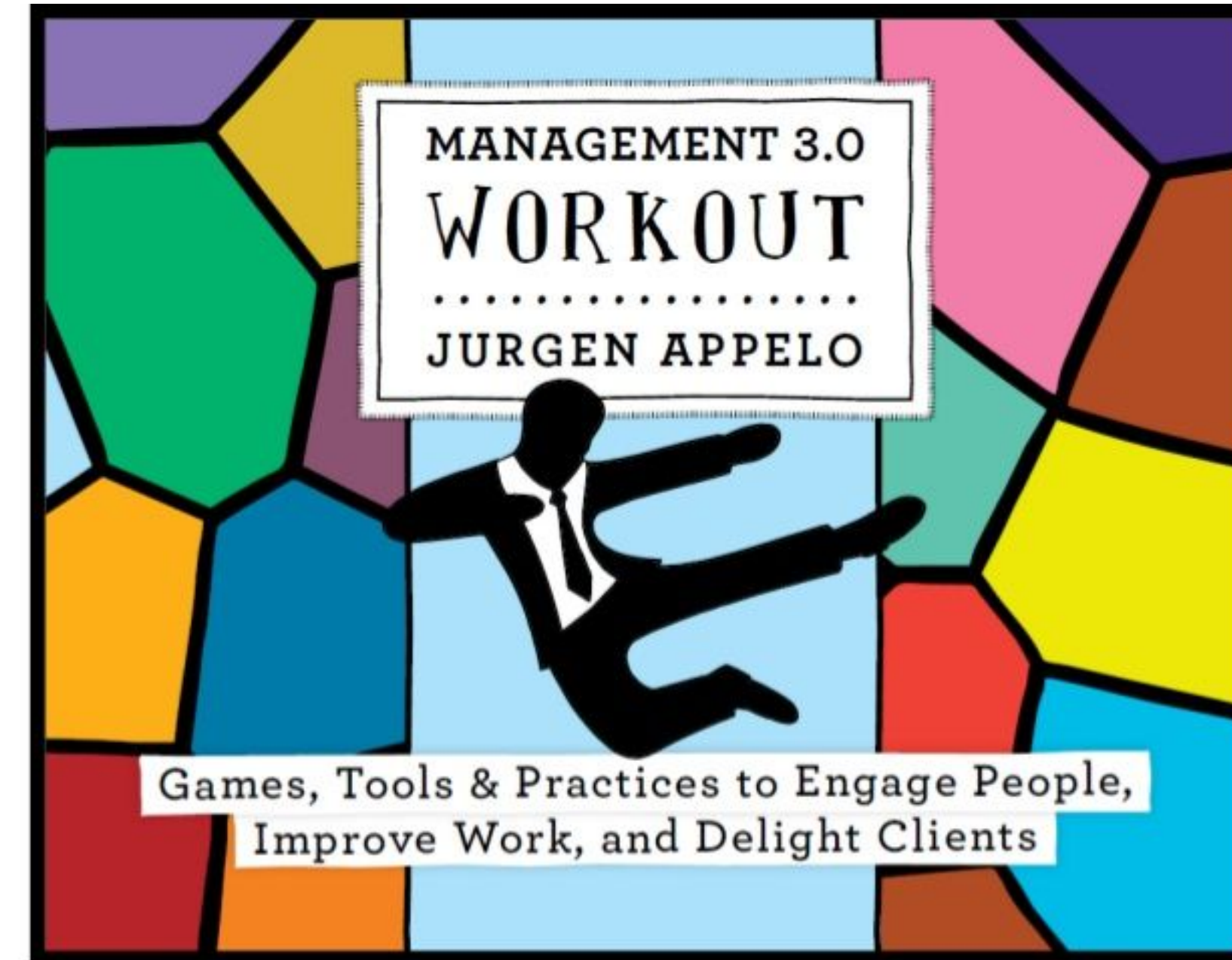
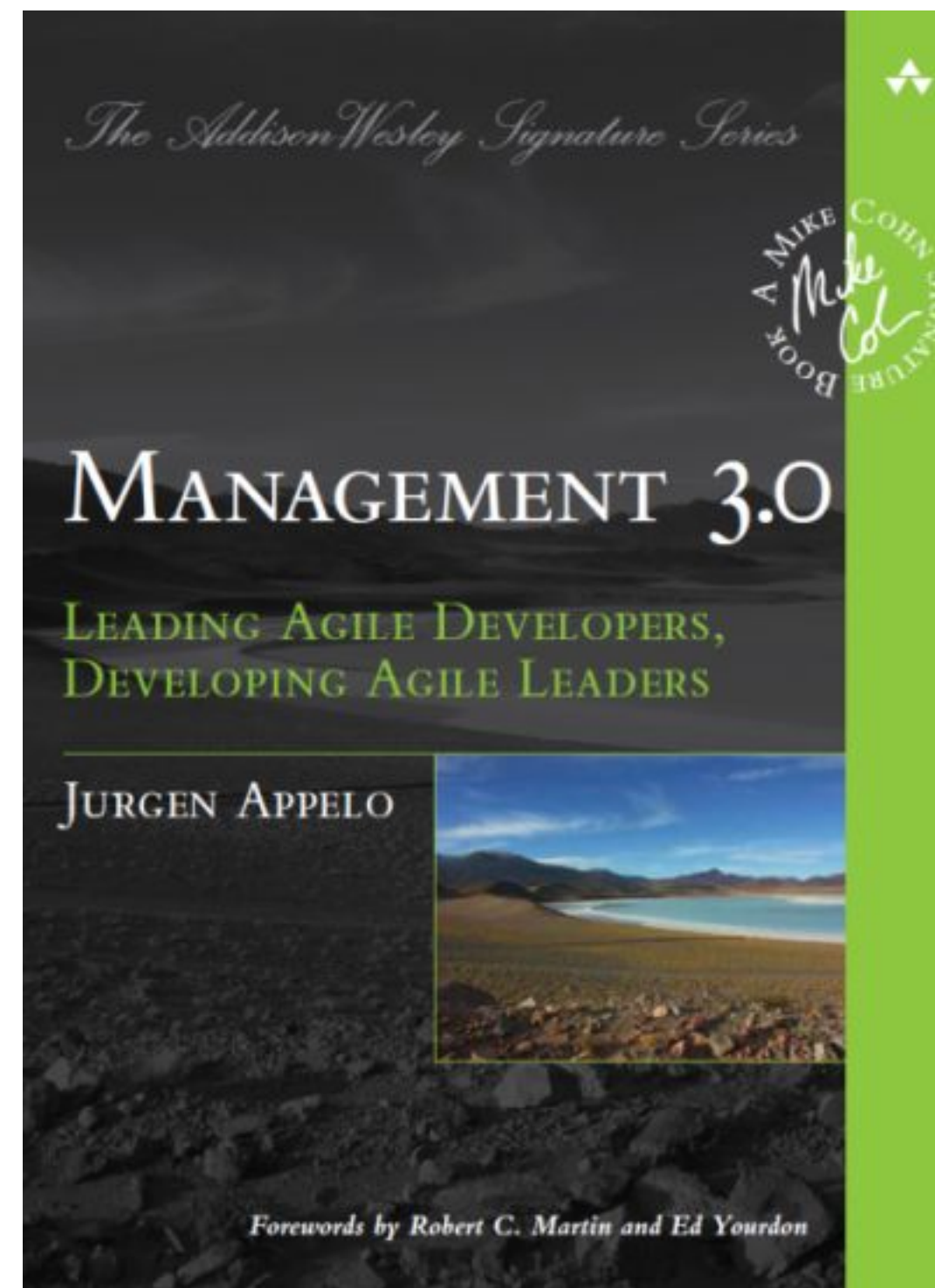
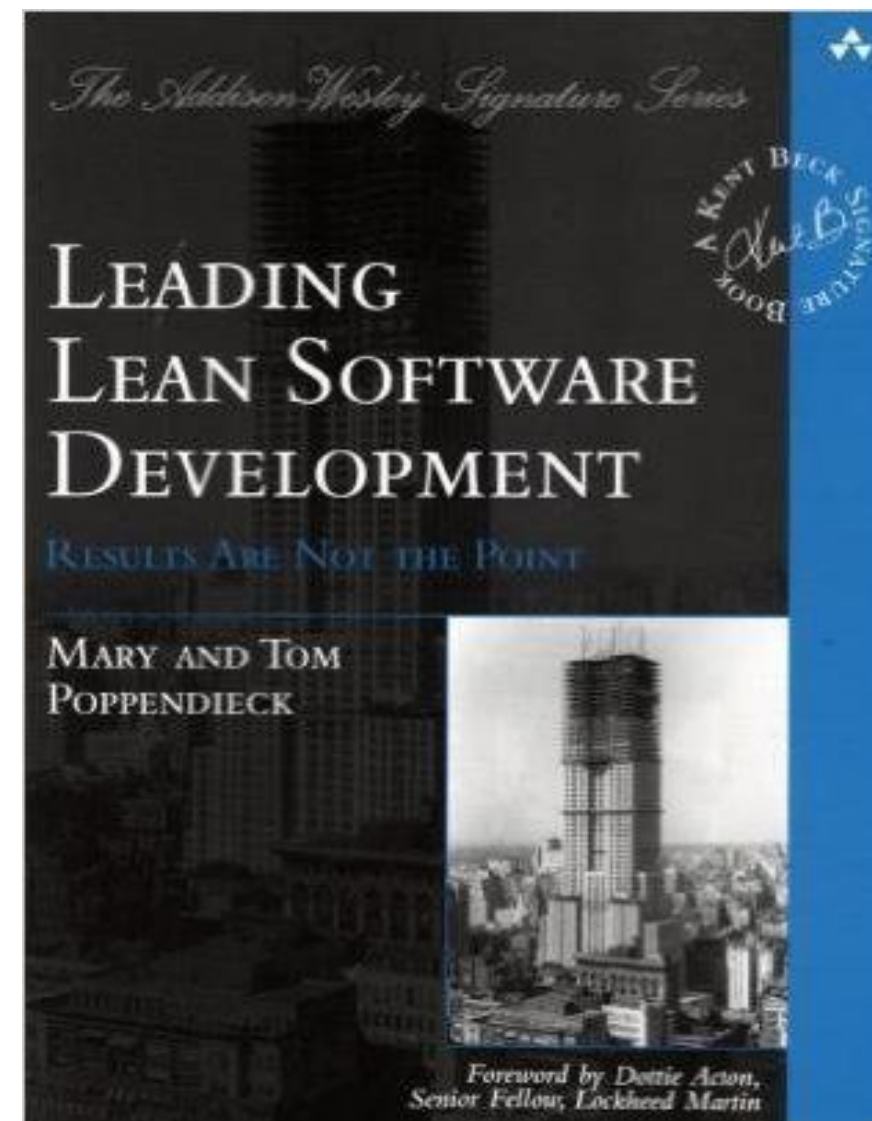
Autonomy

Leaders need to understand
and have skills to develop
People, not just Efficiency

Teams



Leaders



Discuss what you could do to create higher trust and collaboration in your team(s)



Question time!



Some of what the Catalyst team
has been doing to influence
great tech culture

Catalyst Initiatives

- **Values initiative**
- **Scrapped annual appraisals** in favour of peer feedback and great 1-1s with line managers on personal and professional development
- **Leadership training**
- **Promotions model changed** to data driven behavioural and influence assessment
- **Recruitment** changed to match (situational and behavioural)
- **Peer feedback** 360s and feedback training
- **Measuring Organisational outcomes** (Lead time, Culture, Failure demand, Throughput)
- **Product Organisation structuring**

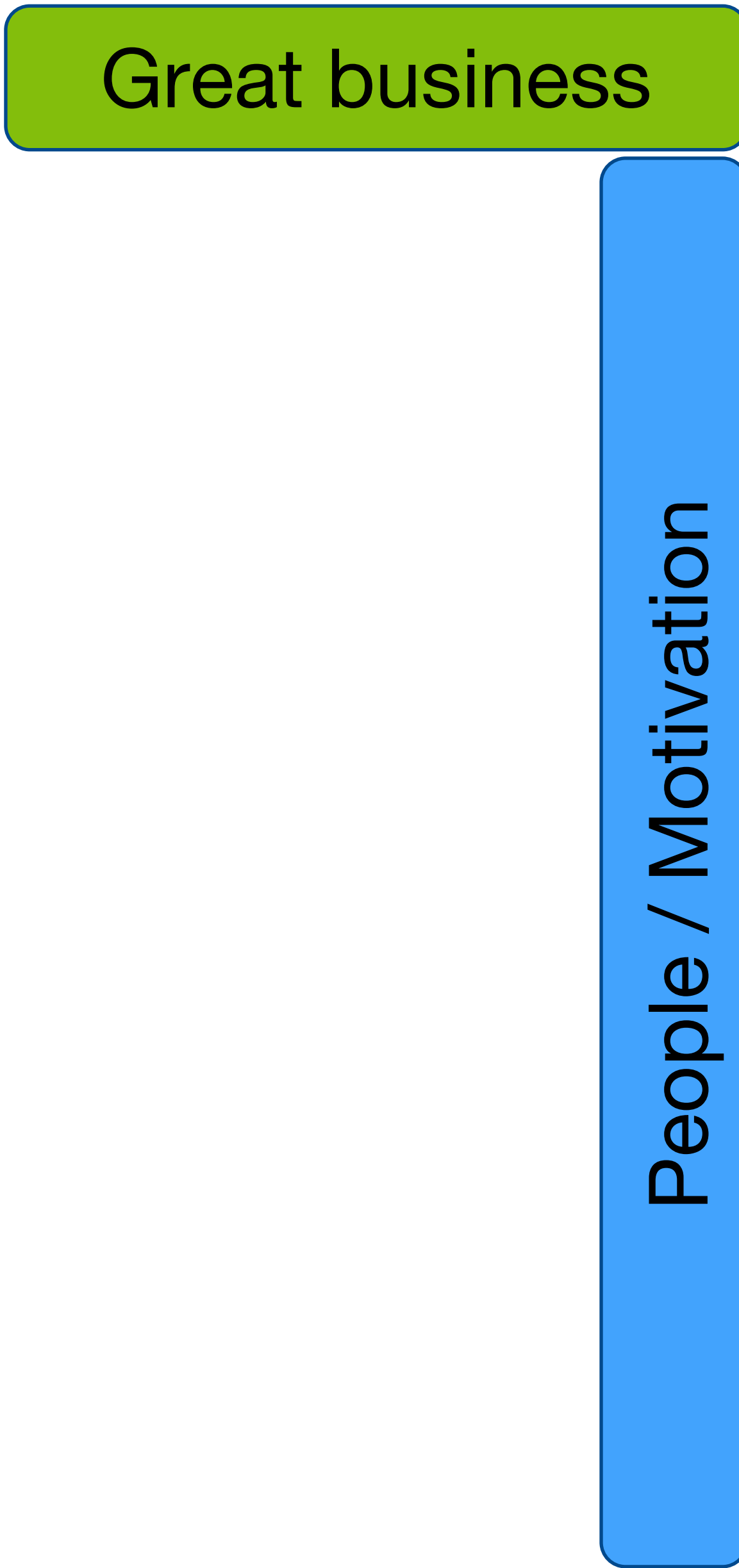
Why those? - A thought model



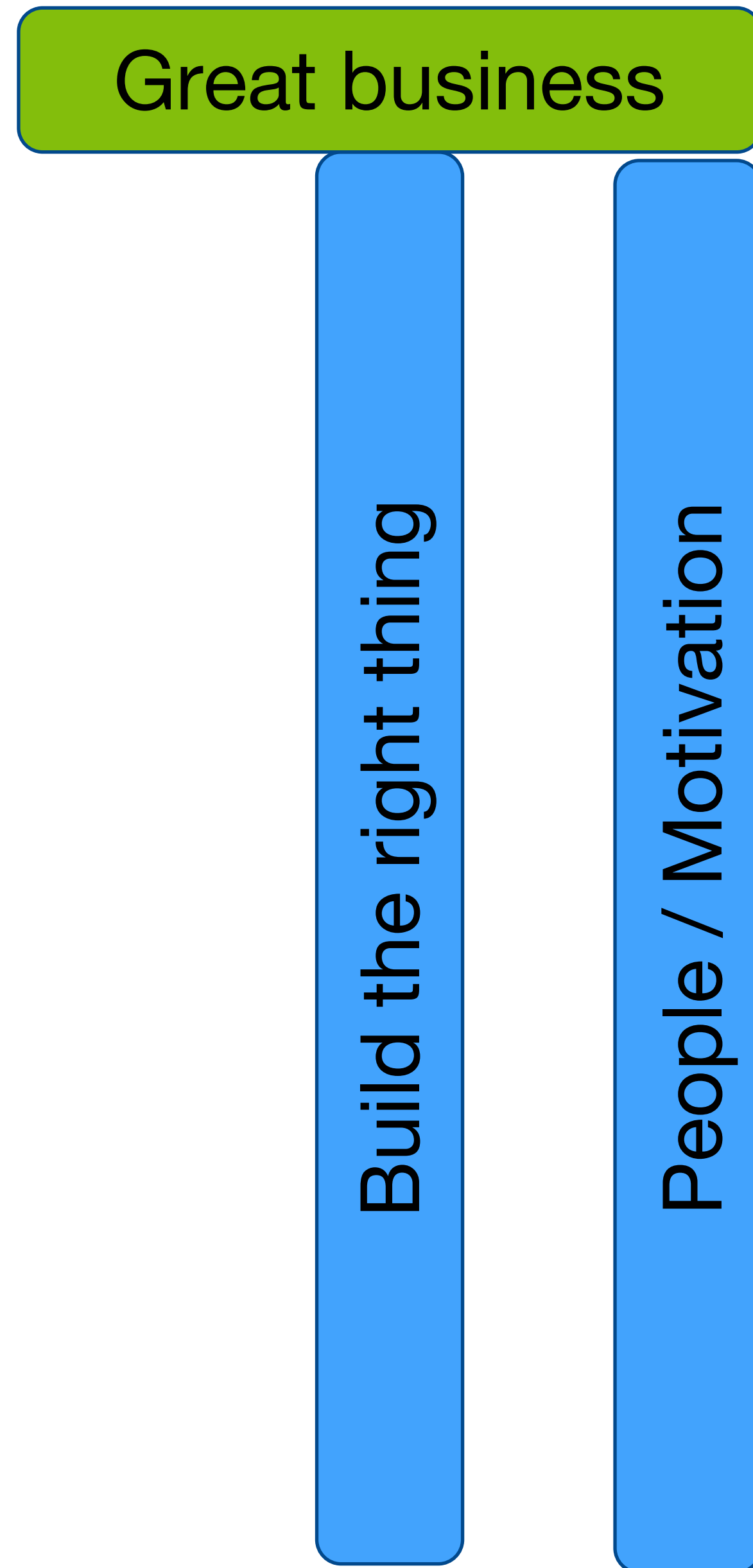
Thought
Model

Great business

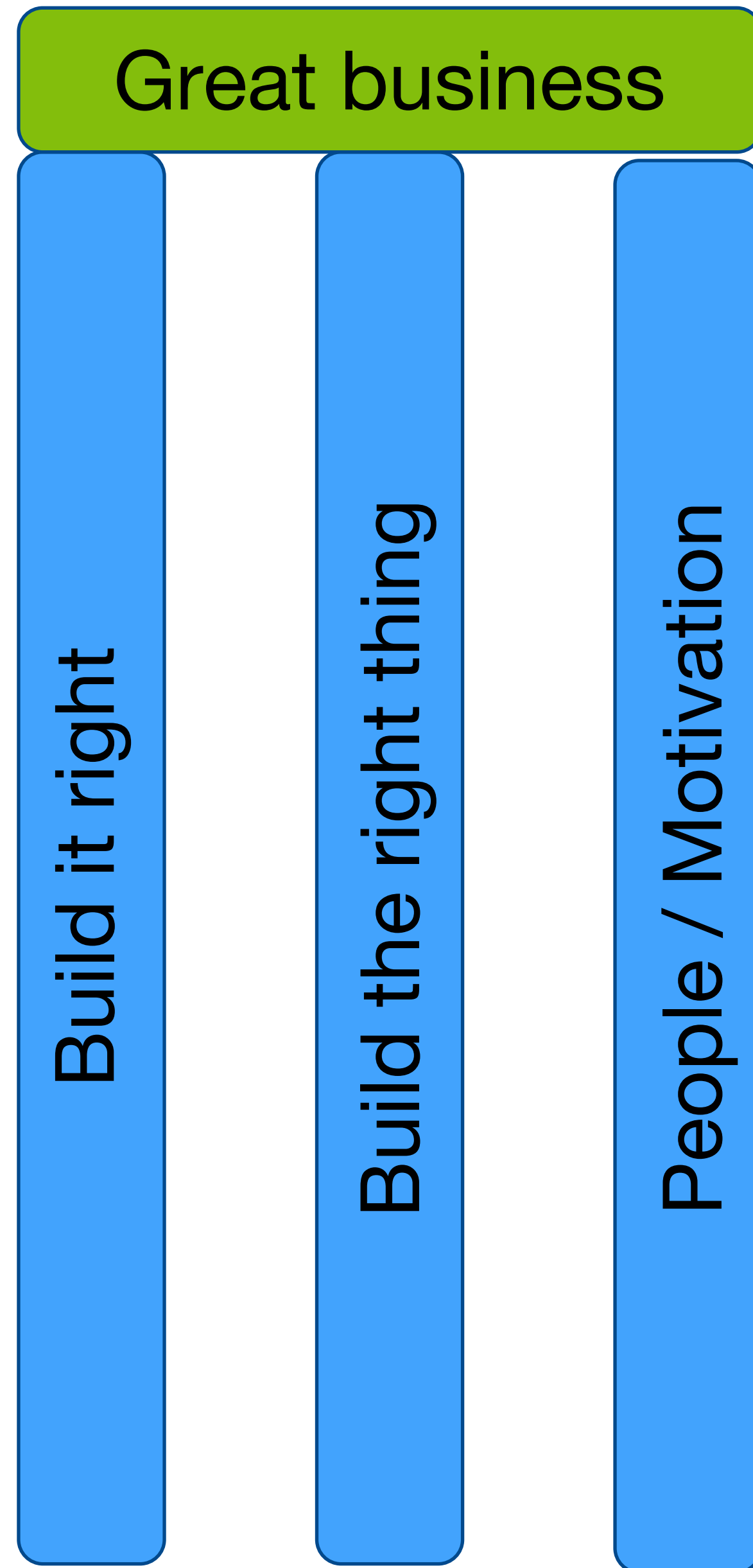
Thought Model



Thought Model

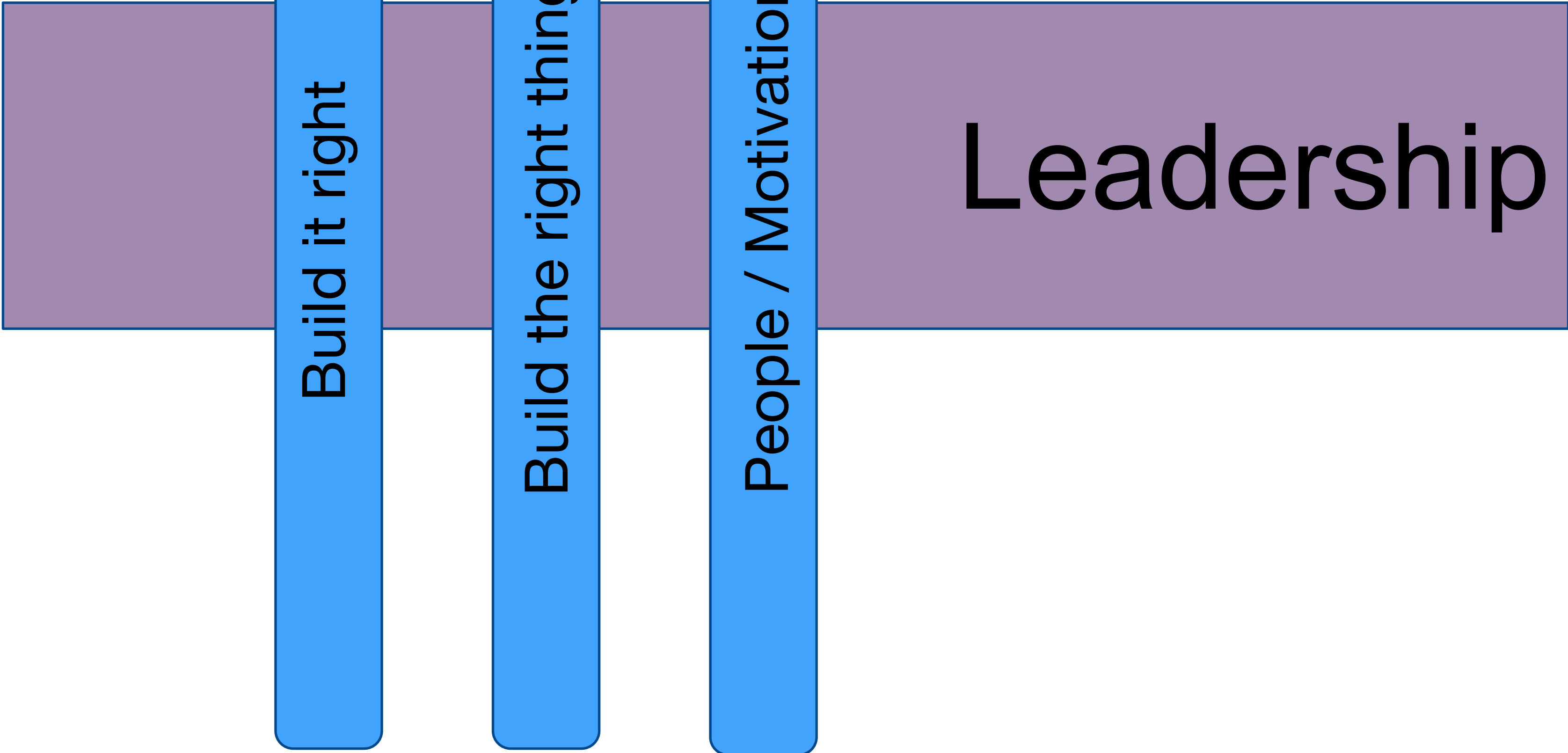


Thought Model

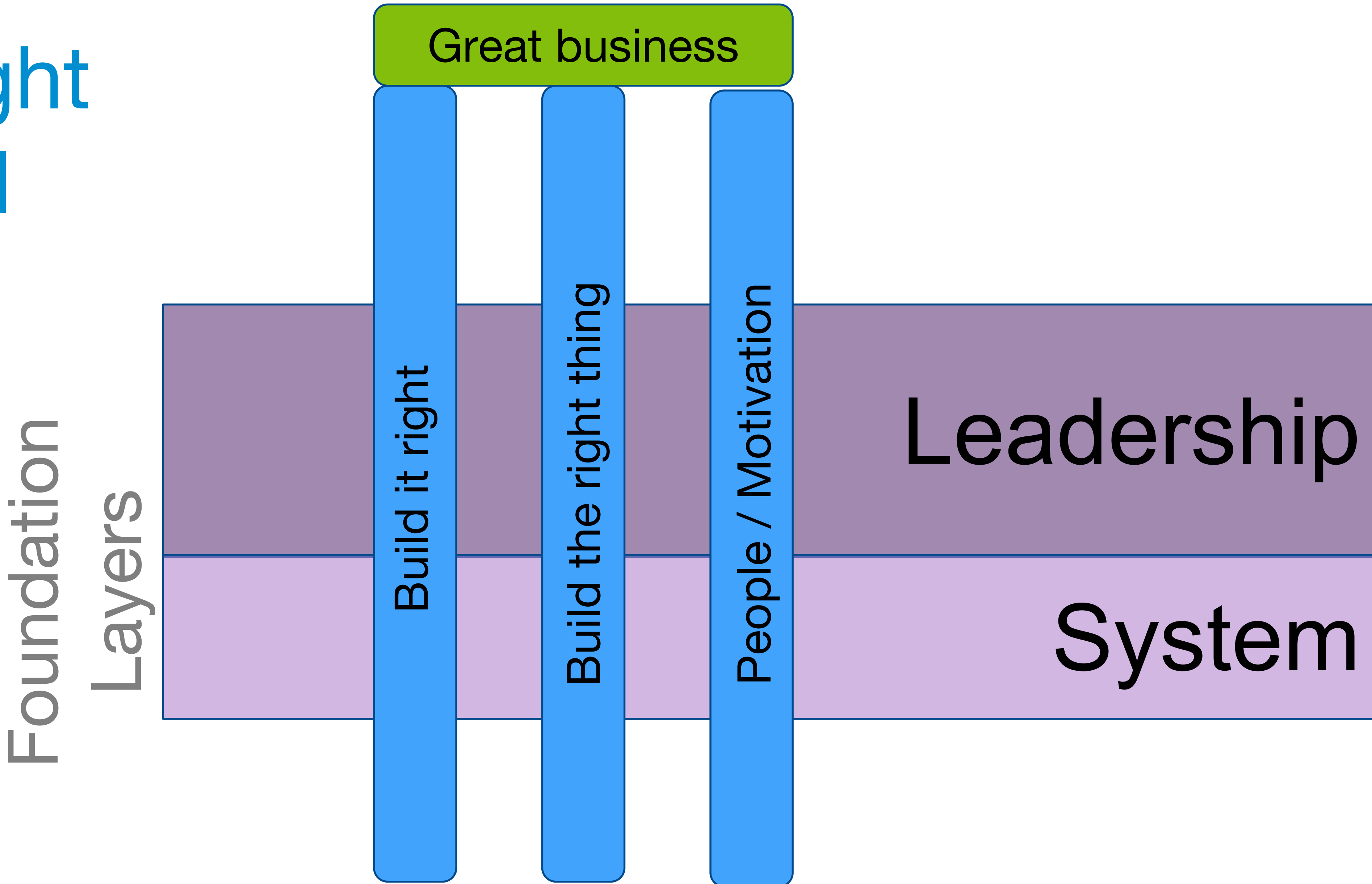


Thought Model

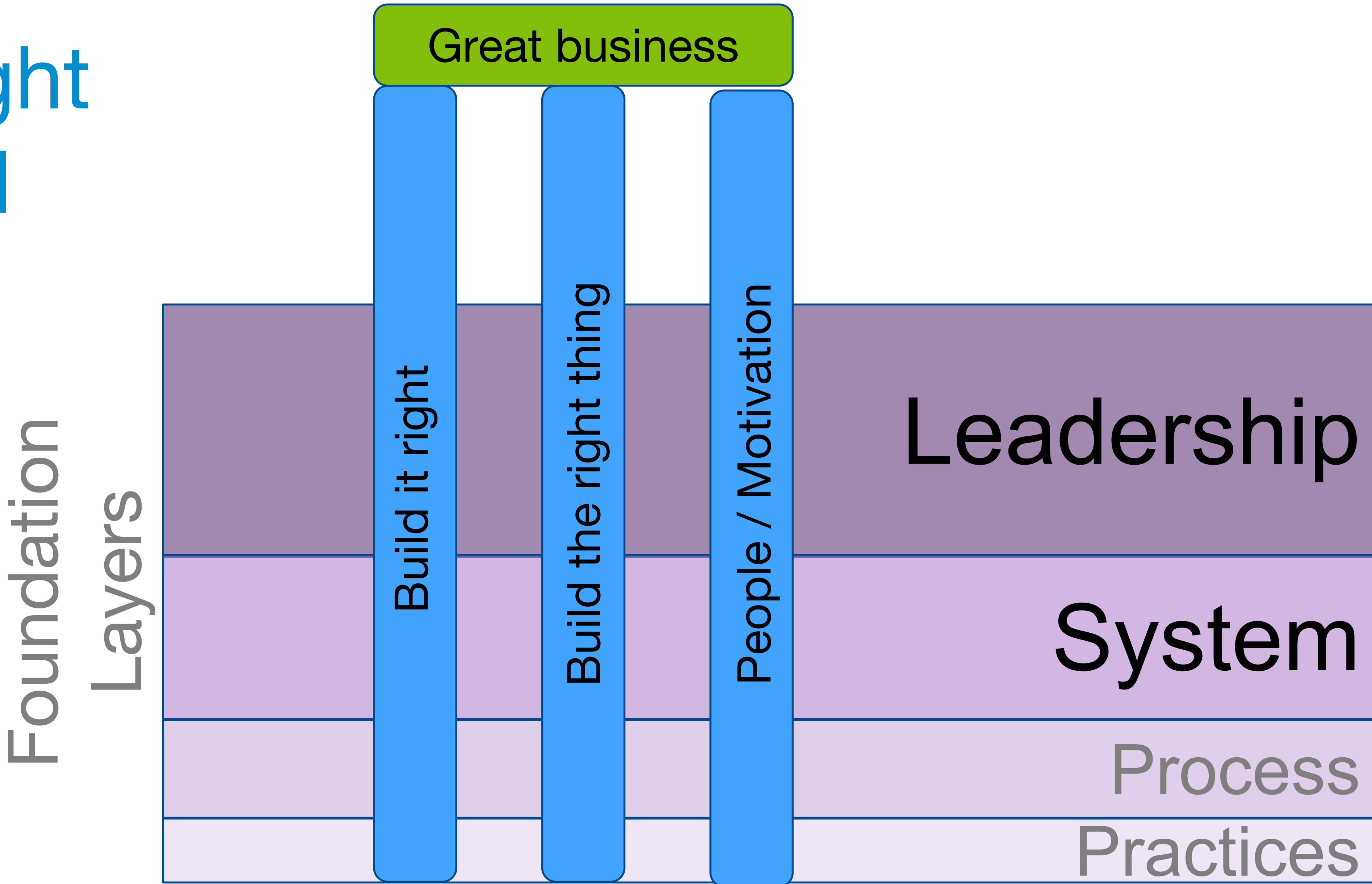
Foundation
Layers



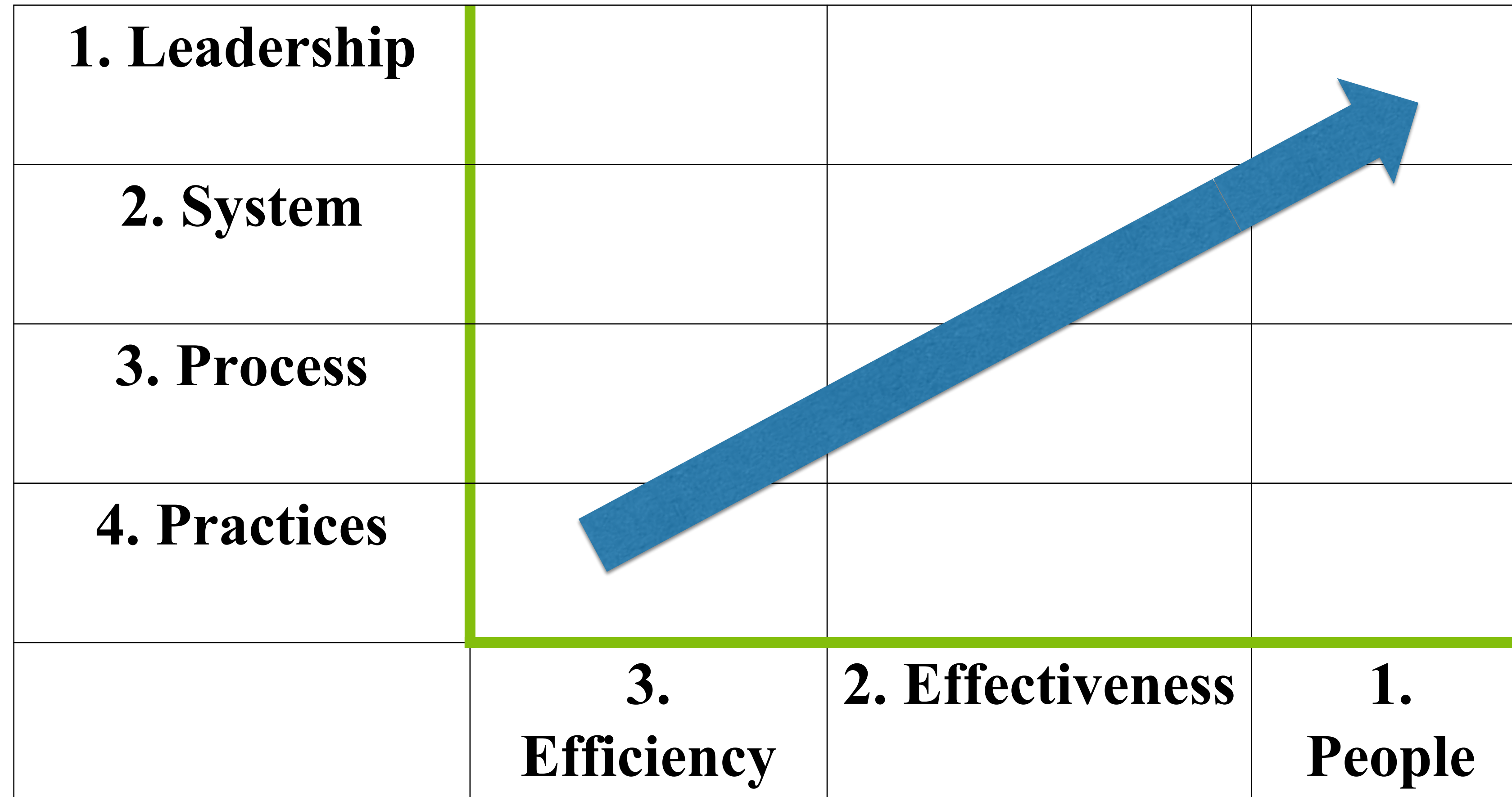
Thought Model



Thought Model



Thought Model



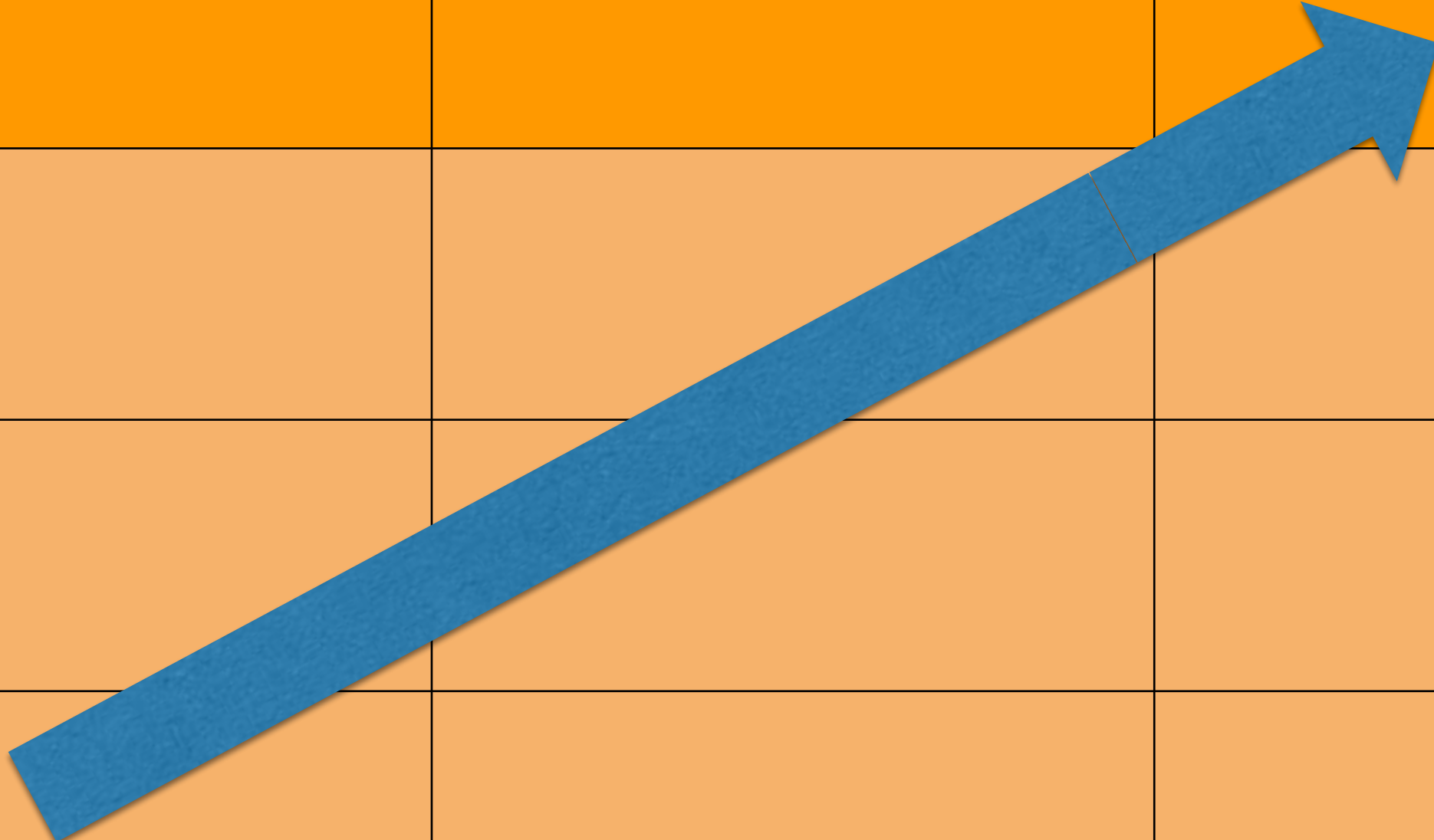
Initiatives

- Leadership Understanding
- Values and Feedback
- Flow Efficiency & Measurement

Initiative -
Leadership understanding
great tech culture

Thought Model – Leadership understanding

1. Leadership			
2. System			
3. Process			
4. Practices			
	3. Efficiency	2. Effectiveness	1. People



Avoid the gravity effect





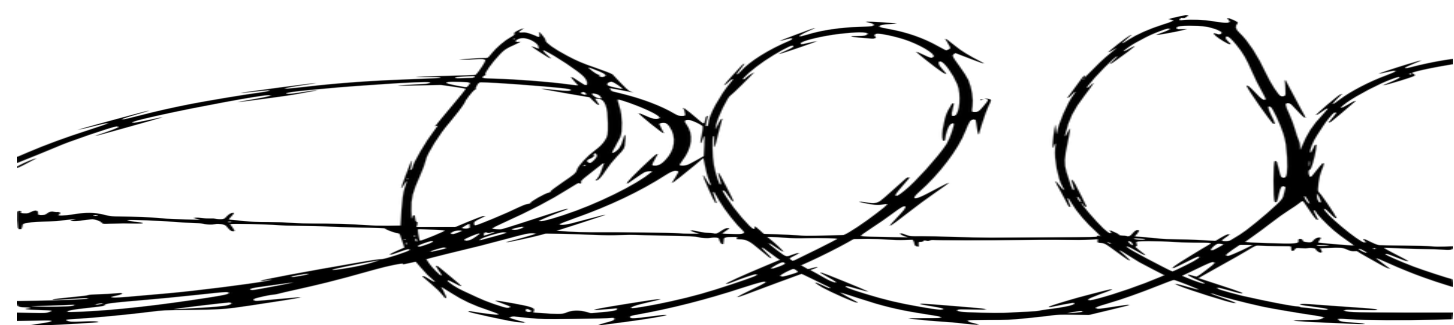
Trust Collaboration
Participative
Growth



Visionary

Leadership

Clarity
Intent
Purpose



Constraints

Workshops

What makes a great org

What makes a great team

What makes a great leader

How can they make this happen

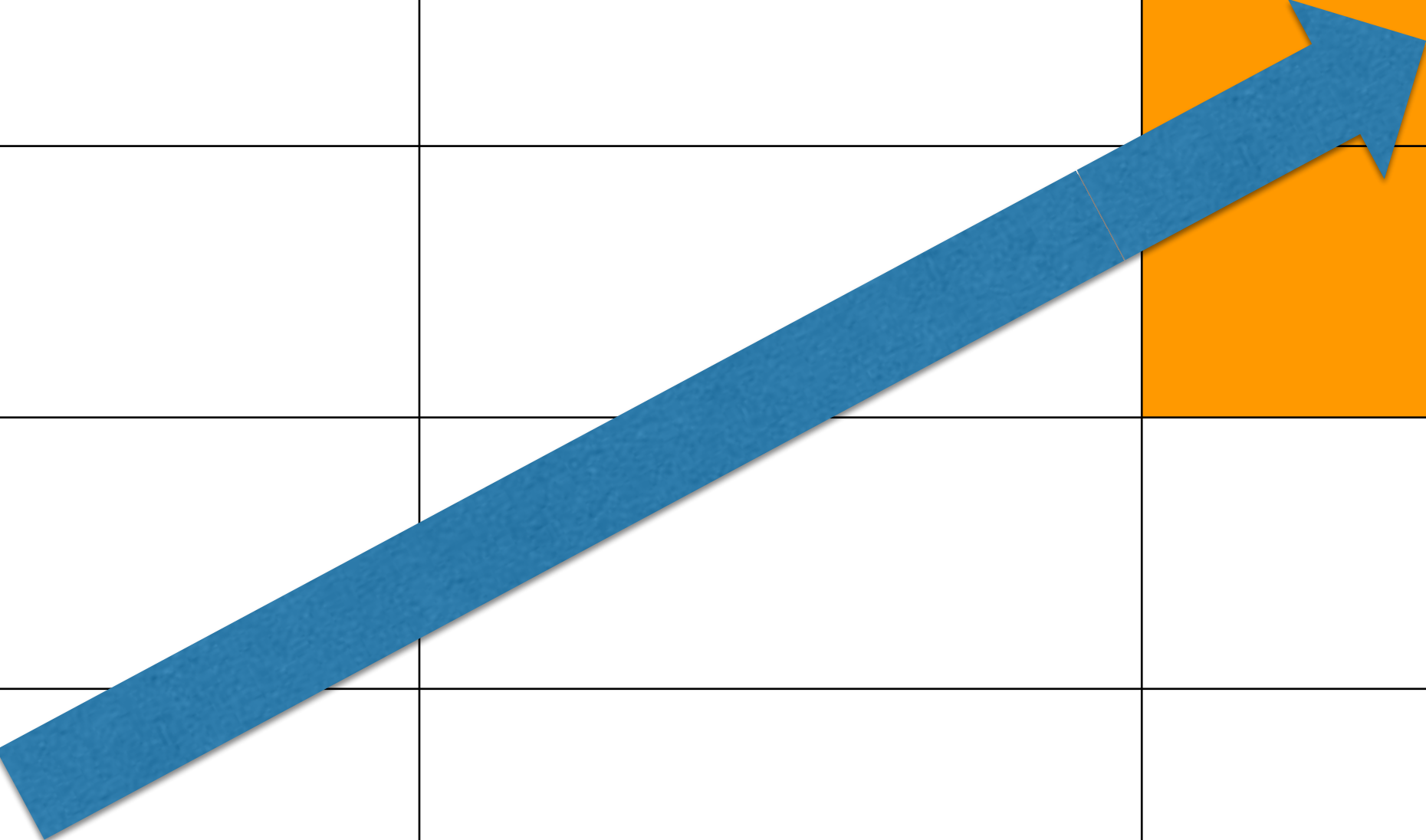
& Leadership dens to reinforce – ETSY copy (Wendy

Robinson LKCE15)

Initiative - Values and Feedback

Thought Model – Values and Feedback

1. Leadership			
2. System			
3. Process			
4. Practices			
	3. Efficiency	2. Effectiveness	1. People



What values?

What are we proud of?



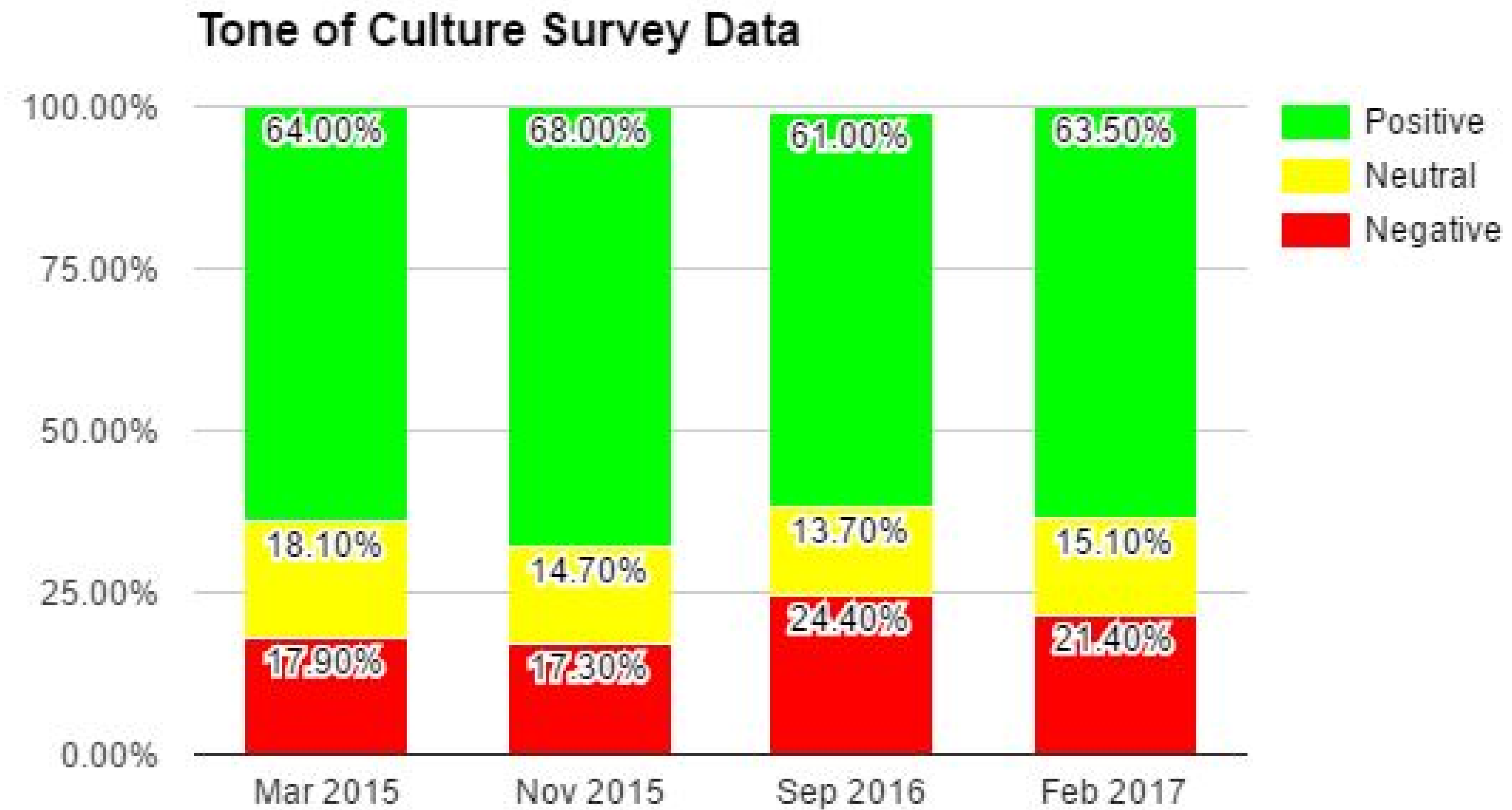
What do we want in our future
to make a great organisation?

Collaboration

We check,
so we have
data on
progress



Tone results



/OcadoTechnology

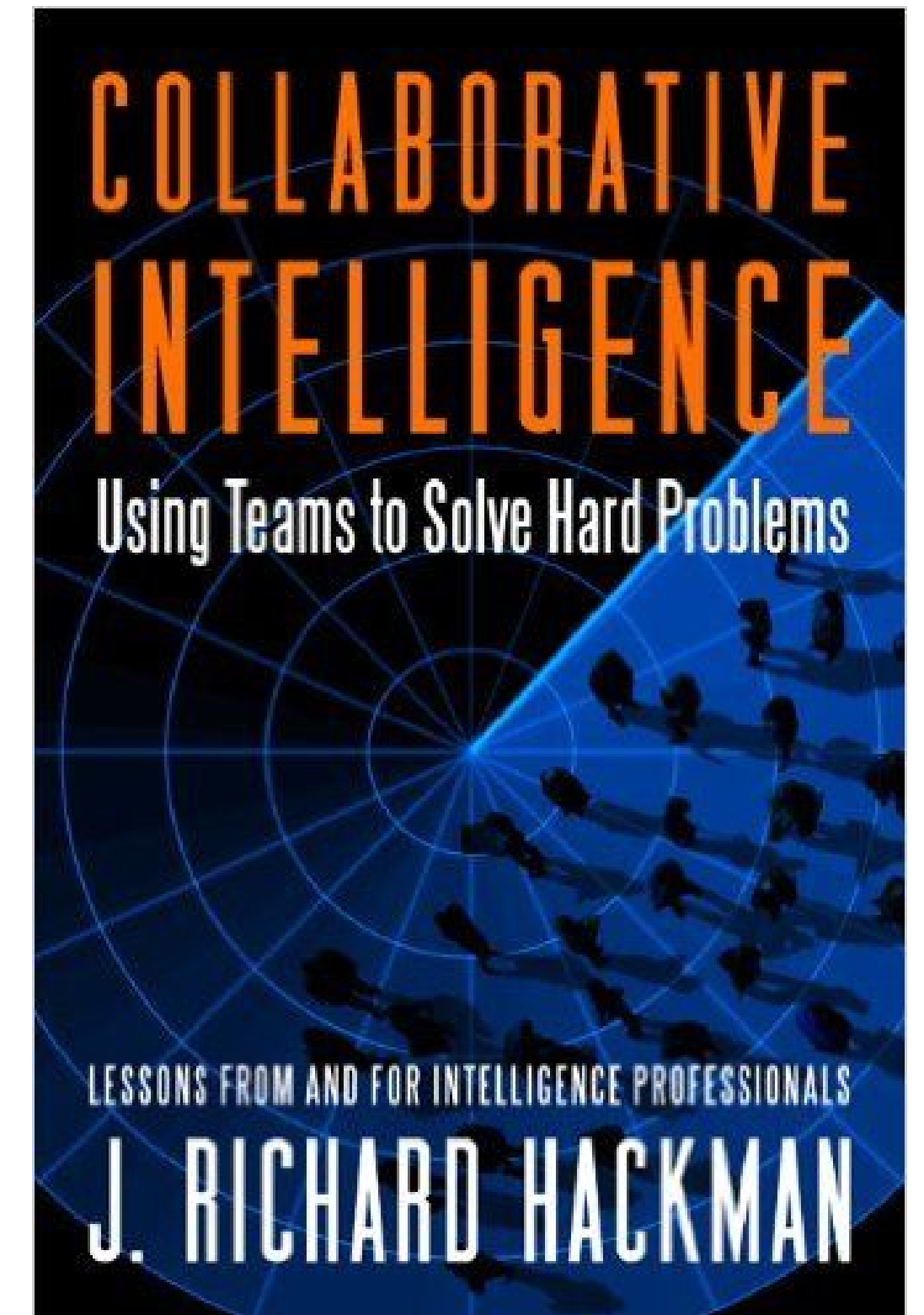
Why feedback?

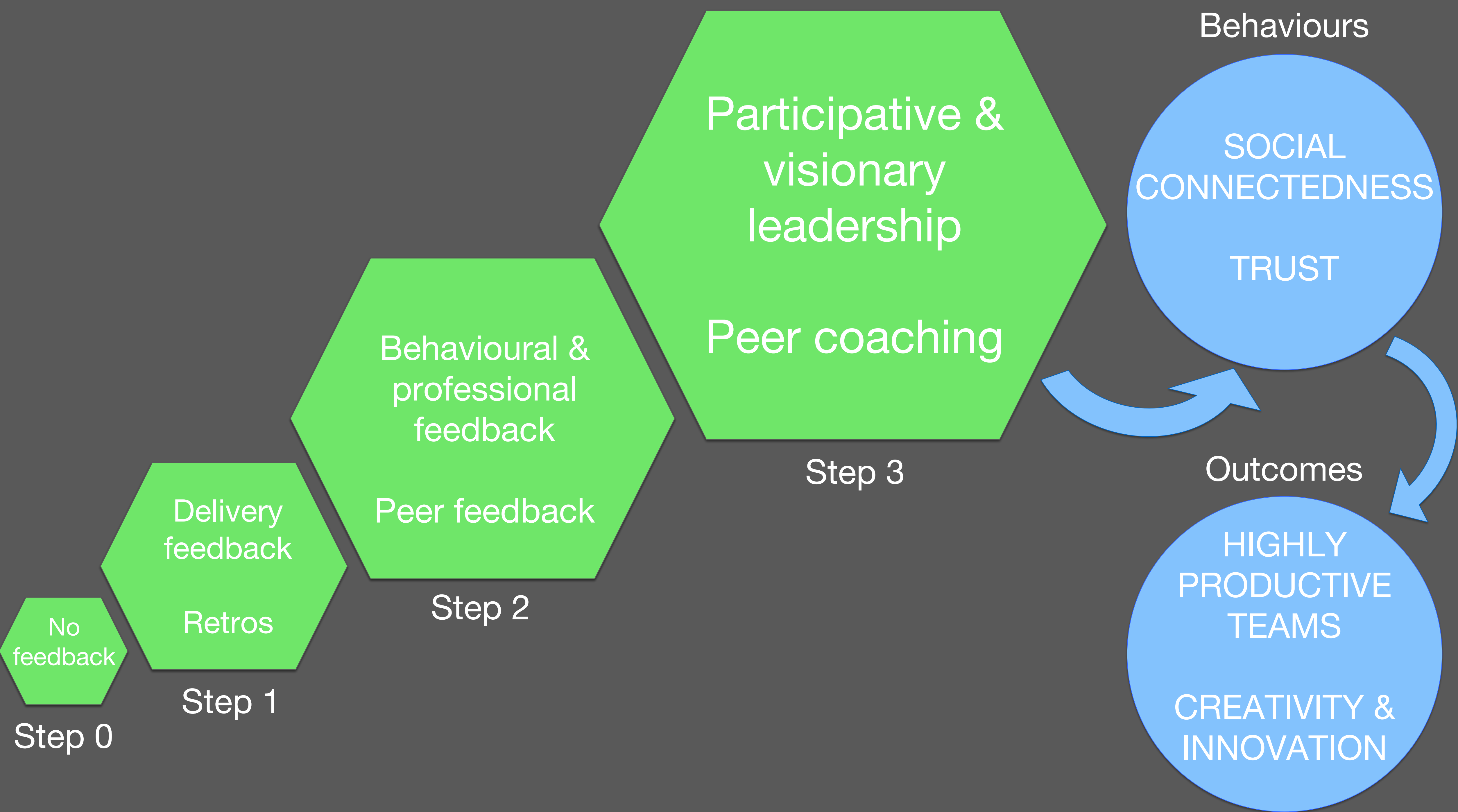
“But one particular factor unexpectedly turned out to be more powerfully associated with team effectiveness than anything else we assessed:

peer coaching,

the degree to which team members taught, helped, and learned from one another.”

Richard J Hackman, Collaborative Intelligence





No feedback

Step 0

Delivery feedback

Retros

Step 1

Behavioural & professional feedback

Peer feedback

Step 2

Participative & visionary leadership

Peer coaching

Step 3

SOCIAL CONNECTEDNESS

TRUST

Behaviours

HIGHLY PRODUCTIVE TEAMS

CREATIVITY & INNOVATION

Outcomes

Version 11

Collaboration

You bring others together and contribute towards a collaborative environment both within your team and beyond it

You are approachable and people like to come to you for problem solving and discussion

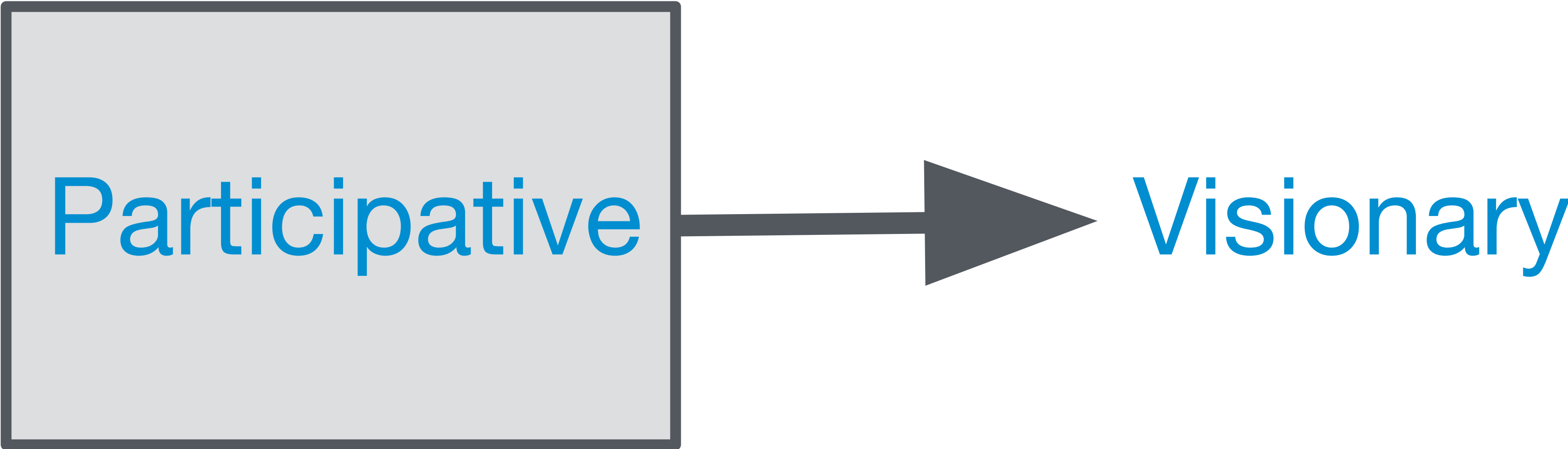
You are ready and willing to step beyond your primary role(s) to assist others

You debate productively and actively contribute to the decision making process

You work towards defining common goals and decisions and commit to them

You take shared accountability for team/group outcomes, even in tough times

Involve the Leadership



Involve the Teams!

Trust

Peer coaching

Collaboration

Commitment

Growth mindset

Achievement

Great tech culture
= fn(Behaviours, Leadership)

Behaviours > IQ & Skill

Leadership > IQ & Skill

Leadership at all levels
=> Creates a great System
=> Creates a great Culture

It's more **Complex** than you
can imagine,

Research it!



Q&A

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