

The Culture Equation

Building Intentional Cultures
to Power Your Strategy and
Accelerate Performance

Text EQUATION
To 66866



JESSICA KRIEDEL

“

WHAT IS CULTURE?

—

THE WAY WE DO THINGS AROUND HERE

I'LL KNOW IT WHEN I SEE IT

THE COMPLEX WHOLE

the smell test



CULTURE
IS NOT
ABOUT
FEELINGS





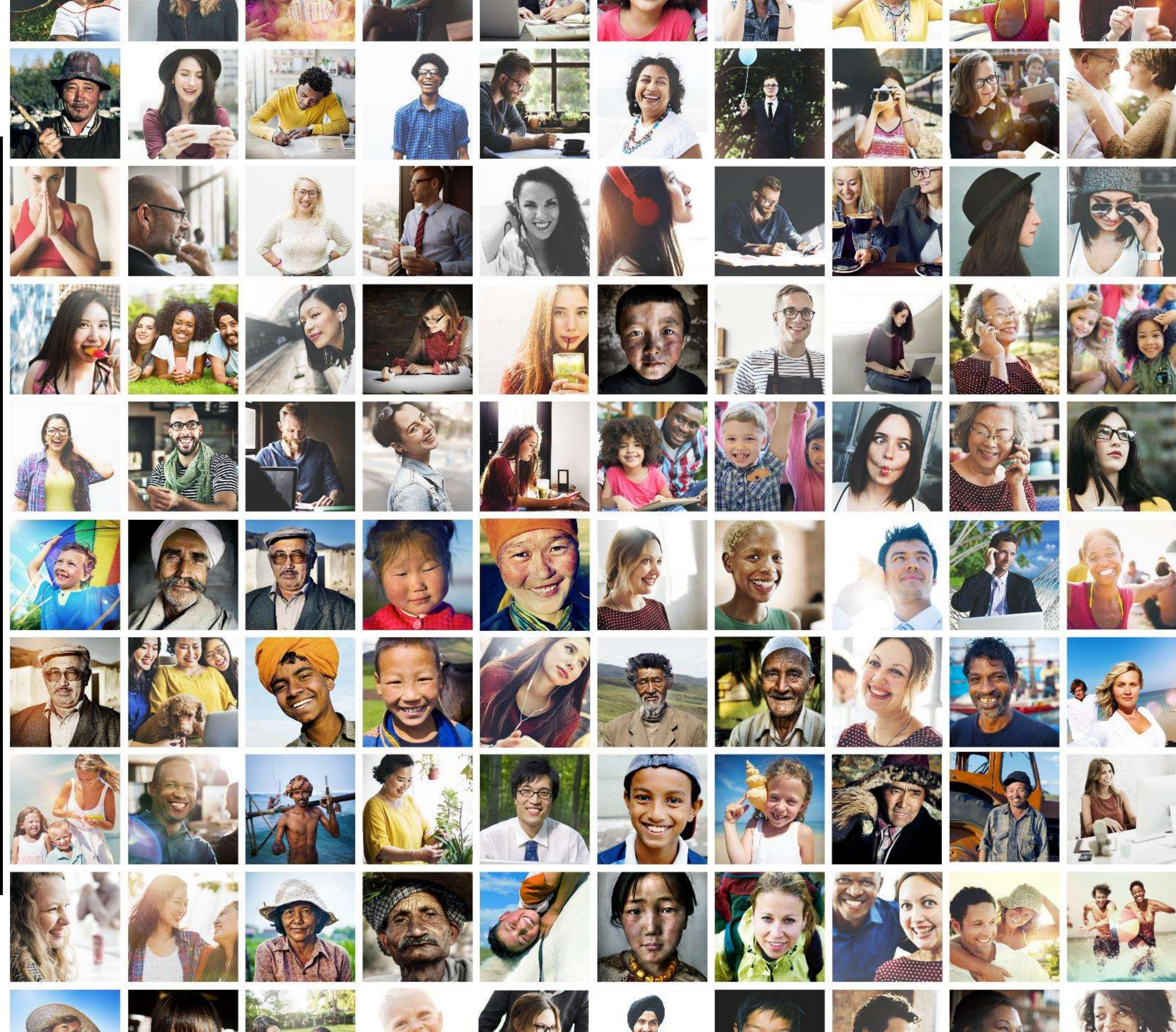
The context around an employee

that influences their organizational behavior

other than the employee them self

The myth of the "culture fit"

The ~~Fit~~ Equation



$$(\text{Strategy}) \text{ Culture} = \text{Performance}$$

(Strategy)

DEFINE AND COMMUNICATE
YOUR STRATEGY

Culture

ASSESS YOUR
CULTURE

Performance

ACCELERATE
PERFORMANCE

$$(\text{Strategy}) \text{ Culture} = \text{Performance}$$

Your strategy....

powered by an intentional culture...

is the key to driving results



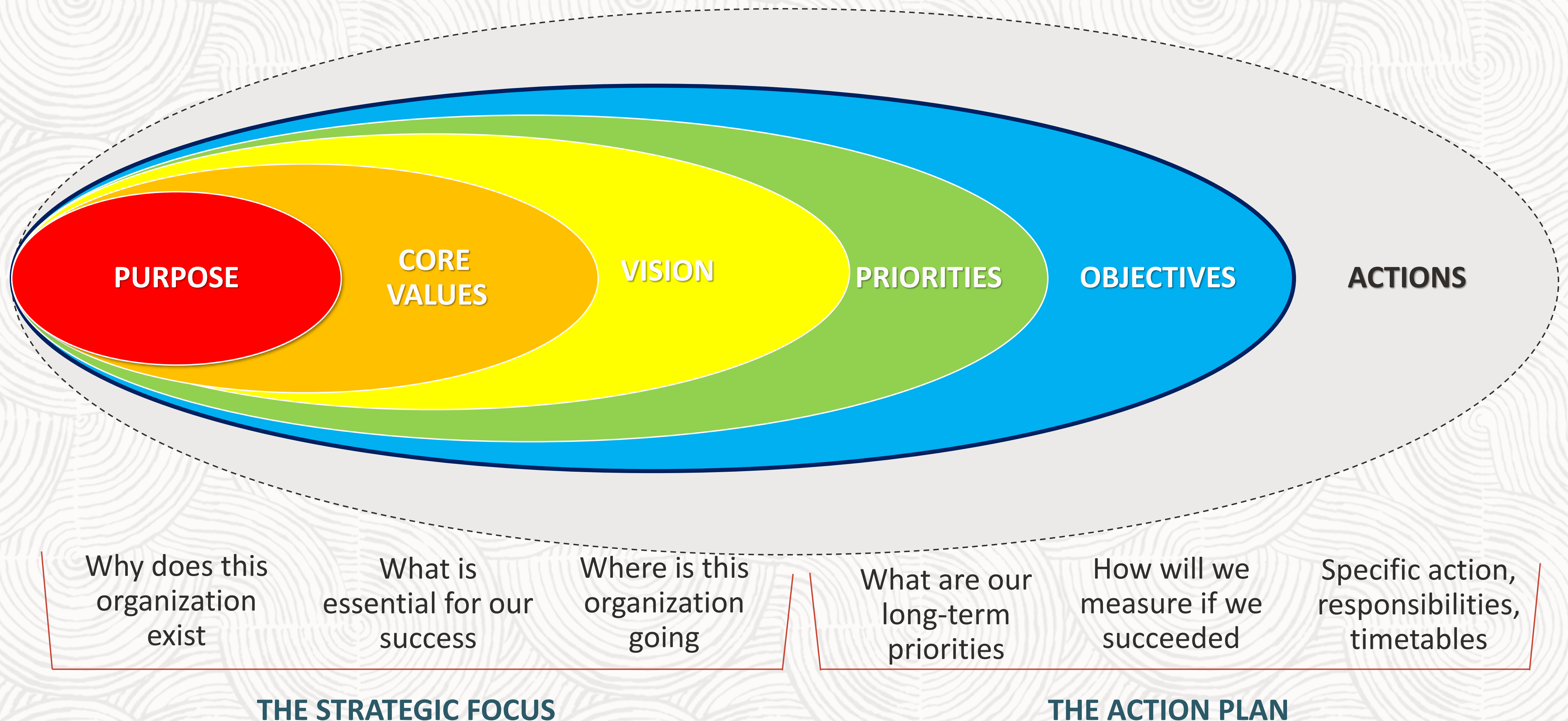
THE CULTURE EQUATION

(Strategy) Culture = Performance



The Seed Model for your Strategy

An all-inclusive, cohesive narrative. The story of this team



(Strategy) Culture = Performance



$$(\text{Strategy}) \text{ Culture} = \text{Performance}$$



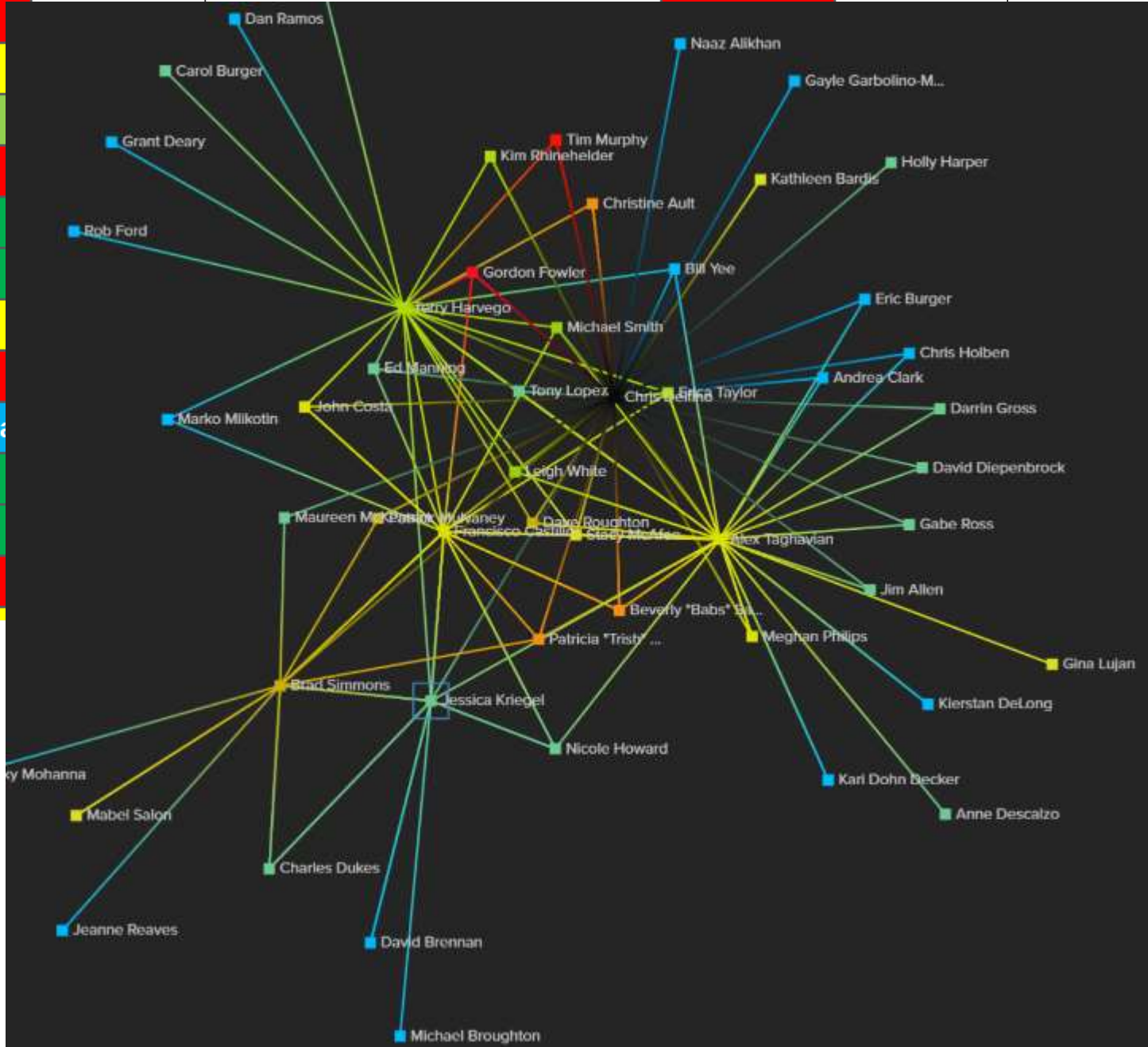
THE CULTURE EQUATION

(Strategy) Culture = Performance



(Strategy) Culture = Performance

Performance Management			Access to Tools		
Shorter Term Horizon (1-2 years)	Red		Cross-Organization	Red	
Longer Term Horizon (3+ years)	Green		Integration	Green	
Balanced Scorecard	Green		Structure (not including lateral)	Green	
KPI	Yellow		Lateral Design	Yellow	
SWOT Analysis	Red				
Business Generation Canvas	Yellow				
Rewards and Punishments					
Comparative Compensation Data	Red				
Rewards programs	Green				
Celebrations	Green				
Attrition Data	Yellow				
Exit interview information	Red				
Leader's Accountability to the Organization					
Strategic workforce planning	87%				
Succession planning	73%				
Talent review activity	34%				



Name	General information or data sharing	New and innovative ideas	Contextual/historical information	Problem solving support	Personal support	Career support	Networking connections	Engagement and energy
Leigh White	Mismatch	Match	N/A	Match	Mismatch	N/A	Match	Match
Darrin Gross	Mismatch	Unused	N/A	Unused	Mismatch	Mismatch	Mismatch	N/A
Erica Taylor	Mismatch	Mismatch	N/A	Match	Mismatch	N/A	Match	Match
Naaz Alikhan	N/A	Unused	N/A	Unused	N/A	N/A	N/A	Unused
Holly Harper	Mismatch	Match	N/A	N/A	Mismatch	N/A	Mismatch	Mismatch
Jim Allen	Unused	Unused	N/A	N/A	N/A	N/A	N/A	Unused
Eric Burger	Unused	Unused	N/A	N/A	N/A	N/A	Unused	N/A
Maureen McKennan	N/A	N/A	N/A	Unused	N/A	N/A	N/A	N/A
Francisco Castillo	Mismatch	Mismatch	N/A	Mismatch	Mismatch	N/A	Match	Match
Gina Lujan	Unused	Unused	N/A	N/A	N/A	N/A	N/A	Unused
Michael Smith	Mismatch	Match	N/A	Mismatch	Unused	N/A	Match	Mismatch
Kim Rhineholder	Mismatch	Mismatch	N/A	Mismatch	Mismatch	N/A	Match	Match
Erica Taylor	Mismatch	Mismatch	N/A	Mismatch	Mismatch	N/A	Match	Mismatch
Stacy McAfee	Mismatch	Match	N/A	N/A	Match	Mismatch	Mismatch	Match
Gabe Ross	Unused	N/A	N/A	Unused	N/A	N/A	N/A	N/A
Carol Burger	Mismatch	Unused	Unused	Unused	Match	N/A	Mismatch	N/A
John Costa	N/A	Unused	N/A	Unused	N/A	Unused	Unused	N/A
David Diepenbrock	Mismatch	Mismatch	N/A	Match	Mismatch	N/A	Match	Match
Chris Delfino	Mismatch	Mismatch	Unused	Match	Mismatch	Mismatch	Mismatch	Mismatch
Kierstan DeLong	Mismatch	Match	N/A	Unused	N/A	N/A	N/A	Unused
Brad Simmons	N/A	Unused	N/A	N/A	N/A	N/A	Unused	Unused
Kathleen Bardis	N/A	Unused	N/A	Unused	N/A	N/A	Unused	Unused
Tim Murphy	Mismatch	Mismatch	N/A	Match	Mismatch	Mismatch	Match	Mismatch
Meghan Phillips	N/A	Unused	N/A	N/A	Unused	N/A	Unused	Match
Anne Descalzo	N/A	Unused	N/A	N/A	N/A	N/A	Mismatch	Unused
Bill Yee	Match	Unused	Unused	N/A	N/A	N/A	Unused	N/A
Chris Holben	N/A	N/A	N/A	N/A	N/A	N/A	Unused	N/A
Ed Manning	Mismatch	Mismatch	N/A	Match	N/A	N/A	Mismatch	Match
Tony Lopez	Unused	N/A	Unused	N/A	N/A	N/A	N/A	N/A
Christine Ault	Match	Match	Unused	Match	Mismatch	Mismatch	Mismatch	Mismatch
Terry Harvego	Match	Mismatch	N/A	Mismatch	Match	Mismatch	Mismatch	Match
Alex Taghavian	Mismatch	Match	N/A	Mismatch	Mismatch	Mismatch	Match	Mismatch
Gordon Fowler	Mismatch	Match	N/A	Match	Mismatch	Mismatch	Match	Mismatch
Dave Roughton	Mismatch	Mismatch	N/A	Mismatch	Mismatch	Mismatch	Match	Match
Andrea Clark	N/A	N/A	N/A	Unused	Unused	N/A	N/A	N/A
Beverly "Babs" Sandeen, Ph.D.	Mismatch	N/A	Unused	N/A	Mismatch	N/A	Mismatch	N/A

GOAL
>1.80
>1.43, >1.92, >2.71
23%
6.25%, 22%, 19%
Service Outages
Outages per quarter
per Service Request vs. prev quarter
Support survey
Times meet SLA
Plan = \$171M
<= 17%
<=2%, <=6%, <=6%
es > 6 Months Of
Expectation is zero

METRIC	GOAL	Q1				FY21	COMMENTARY
		Jun	Jul	Aug	Q1		
Product Revenue Plan	\$148.2M (\$22.7M, \$29.5M, \$39.9M, \$56.1M)	\$22.7	\$22.7	\$22.7	\$22.7		Budget: Q1 \$22.73M Q2 \$29.45M Q3 \$39.92M Q4 \$56.14M TOTAL \$148.2M
Revenue Forecast / Actual (Qtrly)	100% per Qtr	\$23.2	\$25.8	\$25.8	\$27.4		\$27.4M is net of financial impact tied to software Tmobile cnDRA.
Revenue % Attainment	100%	102%	114%	114%	121%		Revenue attainment projected for the quarter

Note: This timeliness measurement is measured at the close of each month in a quarter and is a snapshot of the quarter view at that point in time.

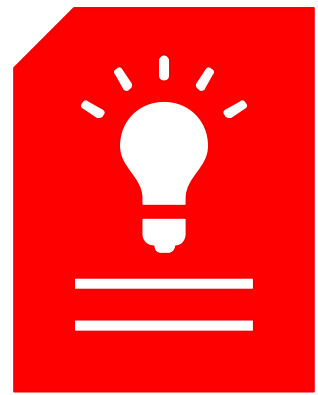
Q1 as of close of August 2020 and overall for Q1 - Based on 6 releases planned for Q1 at the start of Q1 this metric is Green. Six Releases (OCSS 20.0.0, SD-WAN Edge / SD-WAN Aware 9.0, SBC 8.4, OSDMC 20.0.0, SD-WAN Service, and Eagle 46.9 with EPAP 16.4) have all achieved GA as of close of August-2020.

Q1 as of close of August 2020 and overall for Q1 - The timeliness measurement result is 0%. This is based on 2 releases (AP4900 and Eagle 46.9 with EPAP 16.4) that were planned at their respective Phase-2 Exit Reviews to GA in FY21-Q1.



HUSTLE

Innovation Campaign



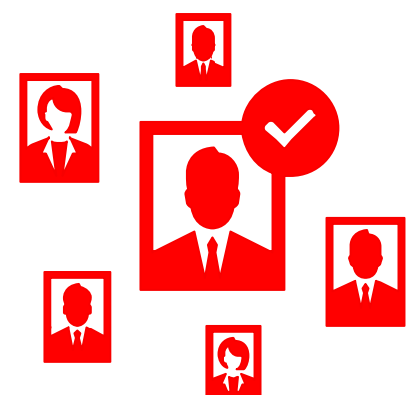
Define the confines of innovation

- Process innovation vs design innovation?



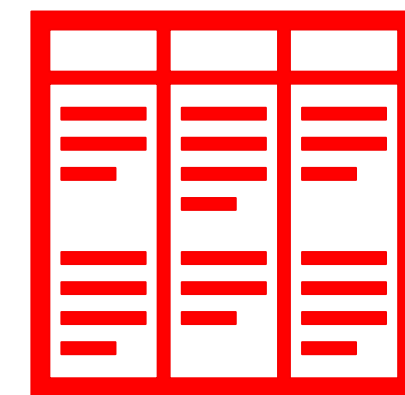
Establish our own risk tolerance

- Are we willing to budget for risk?



Hire people who can lead innovation efforts

- Need a high level leader who can influence new approaches



Create an innovation program

- Failure CV's required to enter.

ENGAGEMENT

+12% INNOVATION SCORE

RETENTION

+15% INTENTION TO STAY

GROWTH

+34% REVENUE

PROFIT

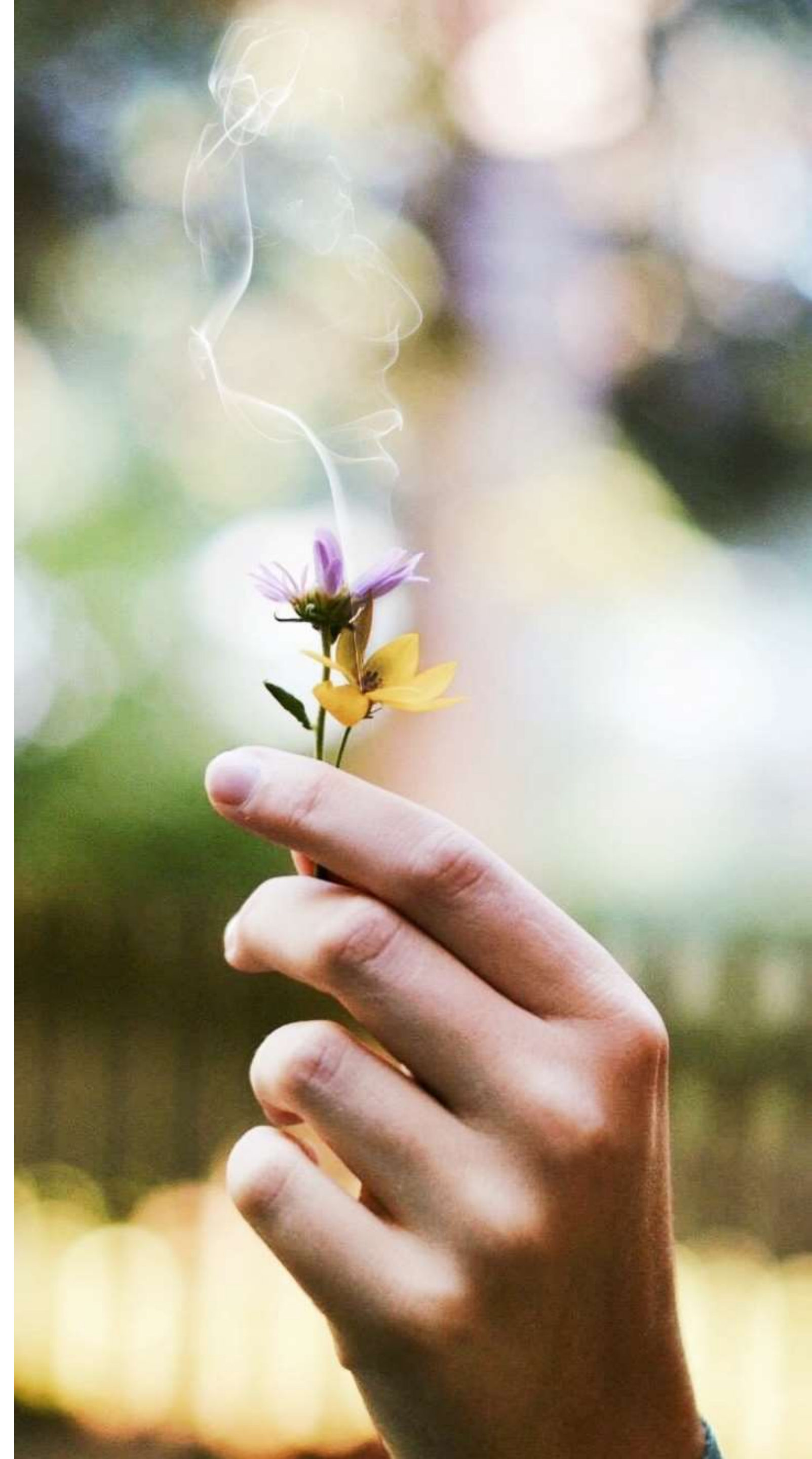
+22% NET INCOME

ROI

754% ROI ON PROJECT



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