

Addressing Community Perspectives in Practice Adoption: Focus on People and Culture

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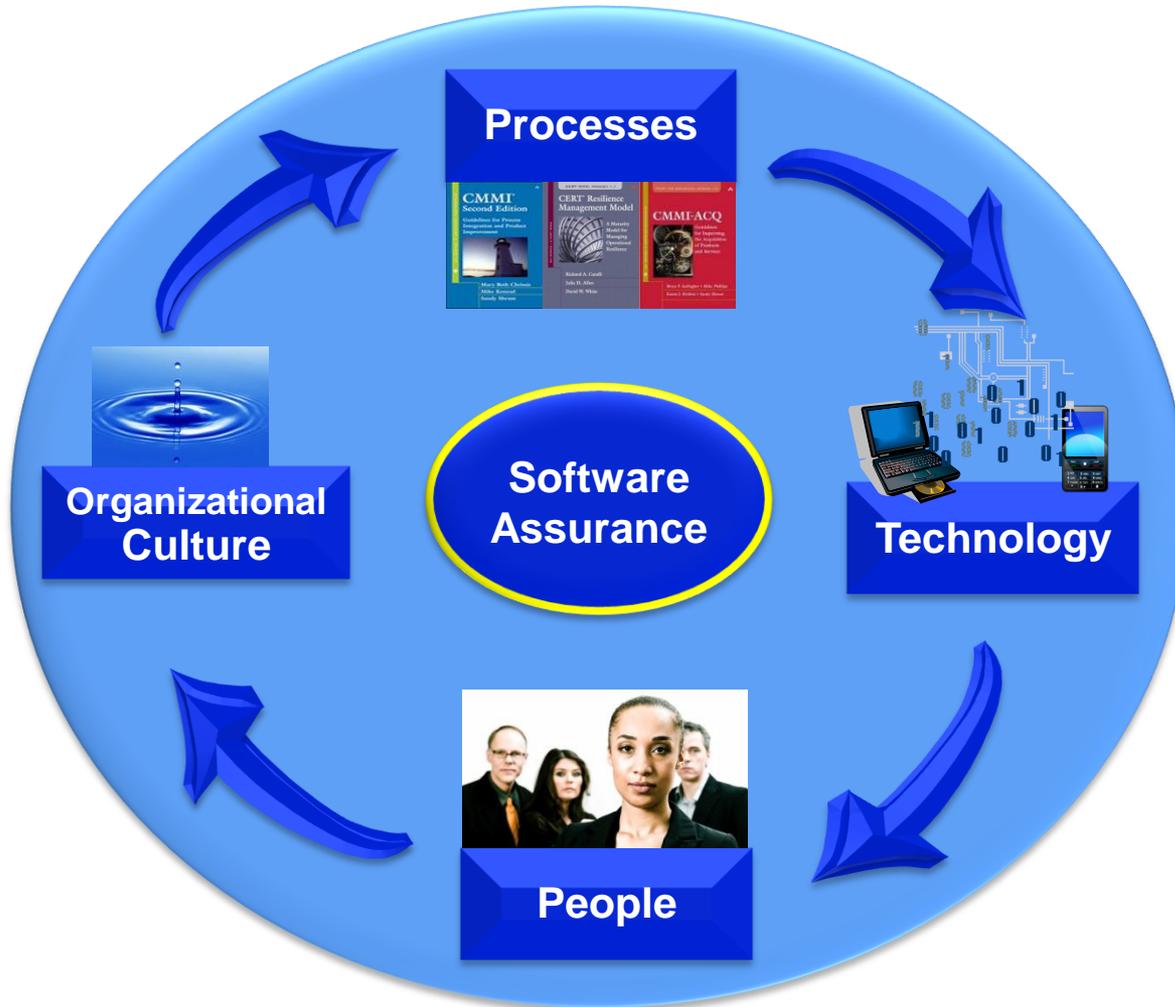
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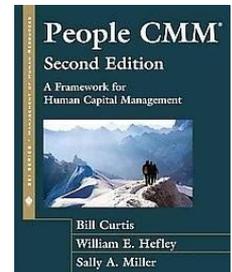
Holistic Approach to Software Assurance



People and Organizational Culture

To increase the successful adoption of software assurance practices organizations need:

- an organizational culture that is adaptable to changing conditions and in alignment with vision and business goals and objectives
- the ability to manage, develop and motivate the workforce to ensure they contribute to business goals and objectives
- a capable workforce that has the appropriate knowledge, skills, and process abilities (competencies) that are adaptable to rapid changes in a technological environment
- effective managers



“Modern organizations can’t succeed unless the people they employ agree to contribute to their mission and survival” Denise M. Rousseau (2004),
Professor Carnegie Mellon University



Organizational Culture

Is a complex system composed of learned:

Norms

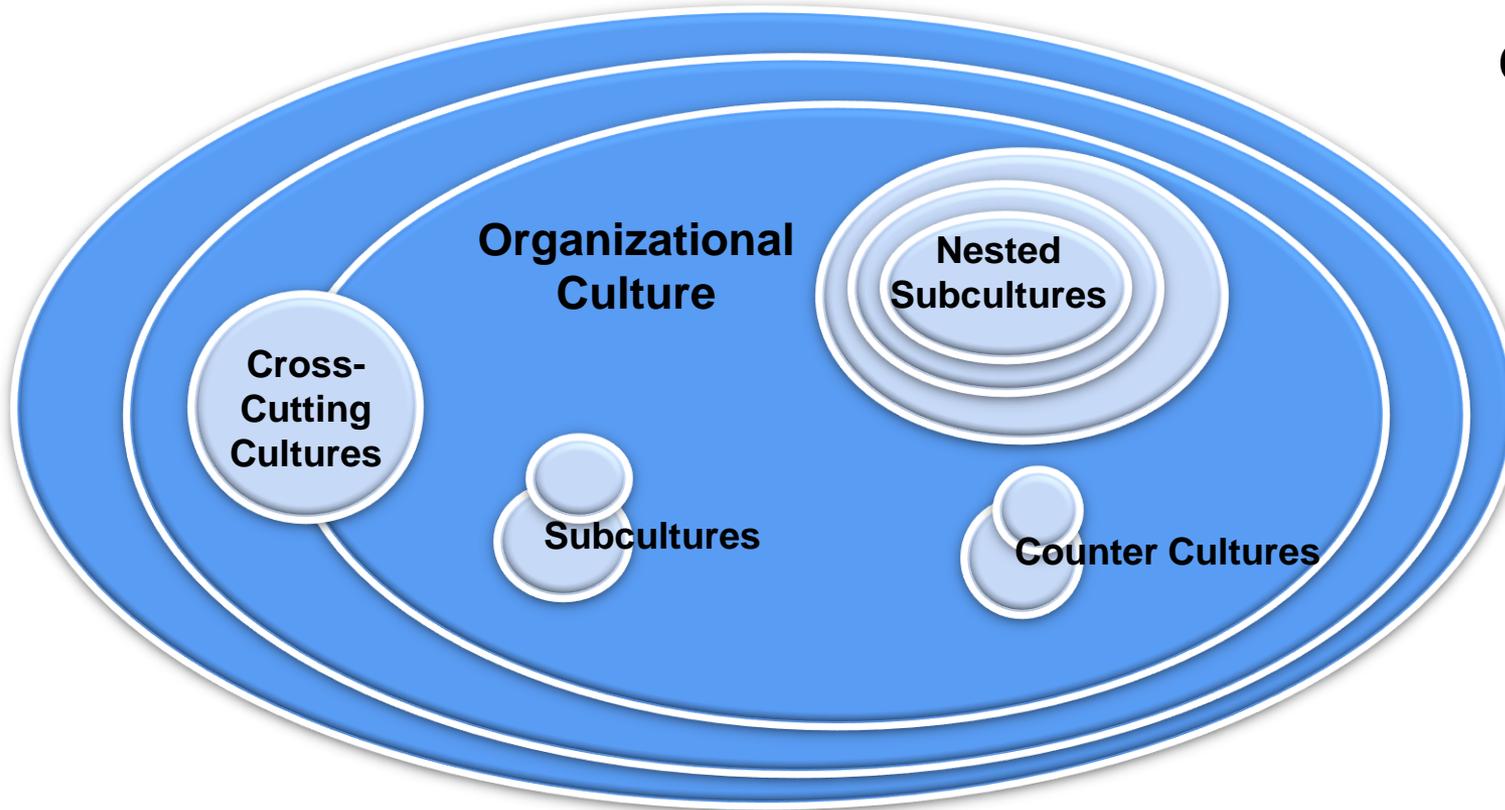
Behaviors

Values

Beliefs/Ideas

Symbols

that members acquire to become part of the organization.



Culture is “the way We do things here”



Culture at the Individual Level

Everyone is part of a **complex cultural system** and as individuals are shaped by that system

The **enculturation** process begins at birth

Members of the same culture share knowledge that enables them to behave in ways that are meaningful and acceptable to others (**cultural knowledge**)

The workforce represent a mix of complex cultural systems



Acculturated into the organizations culture to create cultural knowledge



Primary Culture



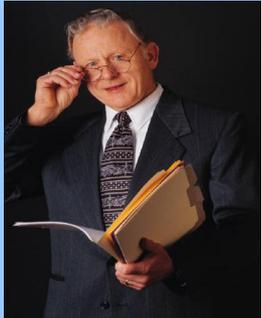
Regional Culture



National Culture



Multiple Generations: Cultural Complexity



Traditionalist 1928-1945

- Hard worker
- Respects authority
- Work is an obligation
- Communicates formally & in person
- Organizational loyalty
- Work & family don't mix



Baby-Boomer 1946 - 1964

- Workaholic
- Questions authority
- Works efficiently
- Competitive
- No news is good news
- Work to live, no balance between work/family



Generation X 1965 - 1980

- Technically savvy
- Prefer informality
- Learn quickly
- Communicates directly & immediately
- Want structure & direction
- Seek work/life balance



Generation Y 1980 – 2000+

- Prefer informality
- Learn quickly
- Embrace diversity
- Need supervision
- Social media/mobility
- Indirect communication
- Seek “demand” work/life balance



Ideal Culture vs. Real Culture

IDEAL CULTURE

The way things are supposed to be done

- stated values
- stated “ideal” behaviors
- unwritten norms

VS.

REAL CULTURE

“Practice” The way things are actually done

- unstated values
- actual behaviors
- unwritten norms



Misaligned Values and Behaviors



Expressed (stated/ideal)

A value that is communicated in writing and or verbally; policies, organizational values, vision statements, and organizational communications.



Demonstrated (believed and actual)

The behaviors and actions of executives, management, and the workforce...people are watching, observing, and learning.

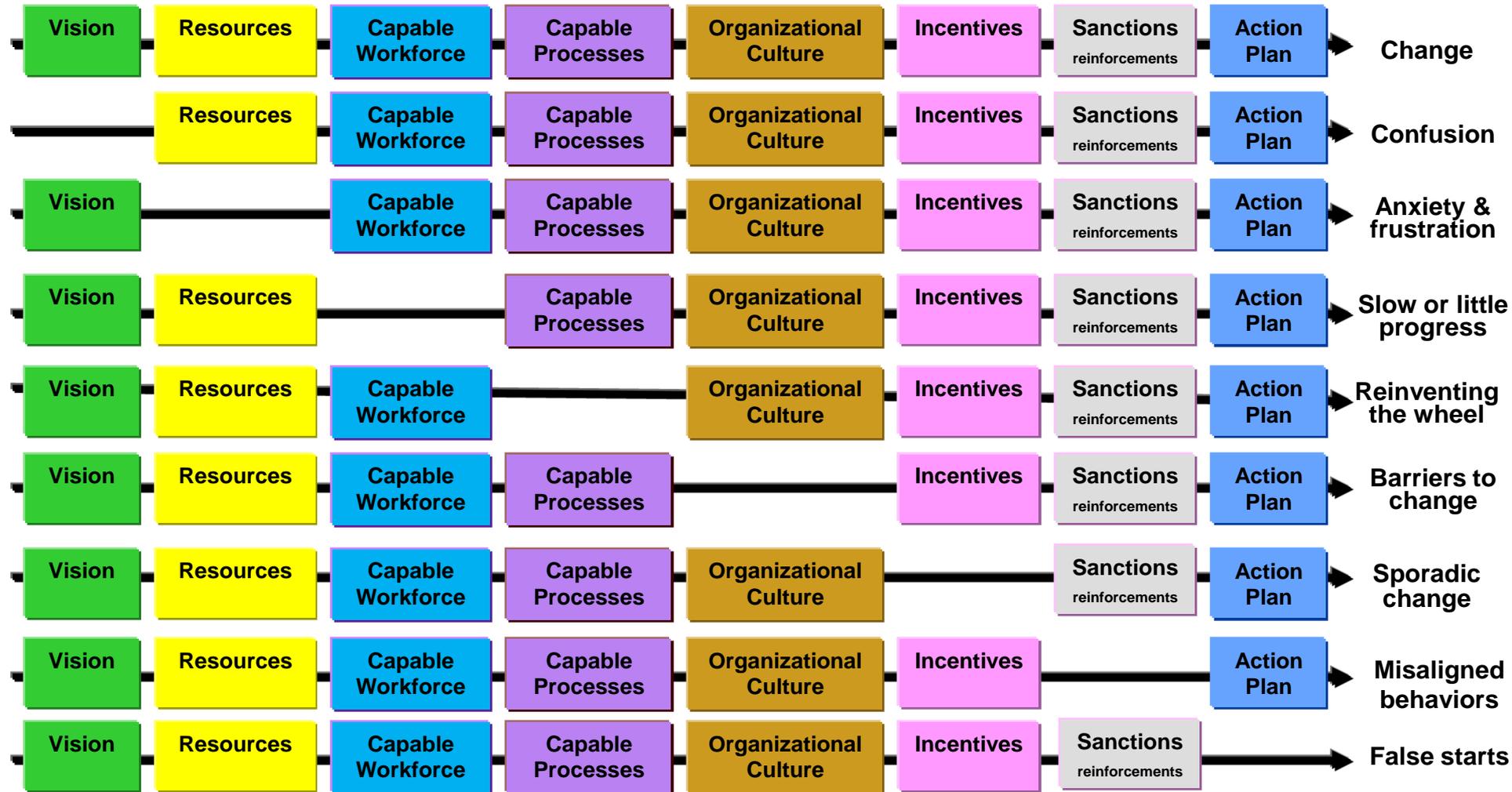


Reinforced (actual and unstated)

The actual behaviors and actions that are reinforced through rewards and positive and negative sanctions.



Missing Elements of Change



Adapted by Buttles from: Delorise Ambrose, 1987



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