Human Questions, Machine answers: the Blended Future of Work
Leadership matters, and culture is everything

– Mike Abrashoff, former captain and author

It’s Your Ship
If you want to teach people a new way of thinking, don’t bother trying to teach them. Instead, give them a tool, the use of which will lead to new ways of thinking.”

– Richard Buckminster Fuller, architect
The **Business Model Canvas** tells how you create value for your business

The **Value Proposition Canvas** tells how you create value for your customers
“If you want to understand a culture, you need to map it.”

– Dave Gray, author and entrepreneur
*The Connected Company*
The **Culture Map** tells how you create value for your employees.

The **Business Model Canvas** tells how you create value for your business.

The **Value Proposition Canvas** tells how you create value for your customers.
THE CULTURE MAP

OUTCOMES

BEHAVIOURS

ENABLES / BLOCKERS

MAPPING THE AS-IS CULTURE MAP

DESIGN THE TO-BE CULTURE MAP
THE CULTURE MAP

OUTCOMES

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MAPPING THE AS-IS CULTURE MAP

DESIGN THE TO-BE CULTURE MAP

XXth CENTURY COMPANIES
<table>
<thead>
<tr>
<th>Outcomes</th>
<th>How existing companies often act or conduct ourselves?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behaviours</td>
<td>Individual</td>
</tr>
<tr>
<td>Little interest in work</td>
<td>Avoid responsibility</td>
</tr>
<tr>
<td>Fear of technology</td>
<td>Own agenda</td>
</tr>
<tr>
<td>Enablers/Blockers</td>
<td></td>
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</tbody>
</table>
which consequences often result from such behaviours?
Which (un)formal rules, norms, incentives, routines, rituals and habits cause these behaviours?
Many companies have imported two flaws of our society: infantilization and fear.

– Nicolas Bouzou & Sophie de Funès, authors, La comédie (in)humaine
Boring organizations

Individual
- Little interest in work
- Fear of technology
- Avoid responsibility

Team
- Blaming & Infighting
- Own agenda

Leadership
- Politics and prestige
- Focus on numbers

People
- Serving processes
- Controlled by indicators

Incentives/rewards
- Poor compensation program
- Failure = career suicide

Leadership
- Infrequent communication
- Title over performance
THE CULTURE MAP

OUTCOMES

BEHAVIOURS

ENABLERS / BLOCKERS

DESIGN THE TO-BE CULTURE MAP

HUMAN-CENTRIC ORGANISATION

oticon

GORE

HubSpot

NETFLIX

Steelcase

zalando
what kind of behaviours does a human-centric culture require?

<table>
<thead>
<tr>
<th>Behaviours</th>
<th>Individual</th>
<th>Team</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passion for</td>
<td>Take ownership</td>
<td>Collaborate &amp;</td>
<td>Help people grow</td>
</tr>
<tr>
<td>their work</td>
<td></td>
<td>help others</td>
<td>Listen to teams</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Trust</td>
<td></td>
</tr>
</tbody>
</table>

Enablers/Blockers
which outcomes do we expect from these behaviours?
what enables the development of a human-centric culture?
don’t let your company culture just happen