Odd-e

Scrum doesn't work in China! ?

Bas Vodde

Odd-e

Who am I?

- Name: Bas Vodde
- Originally from Holland
- Lives in Singapore
  - Lived in China and Finland
- Works for Odd-e
- Agile coach, SW developer
- Led Agile transformation program in large company
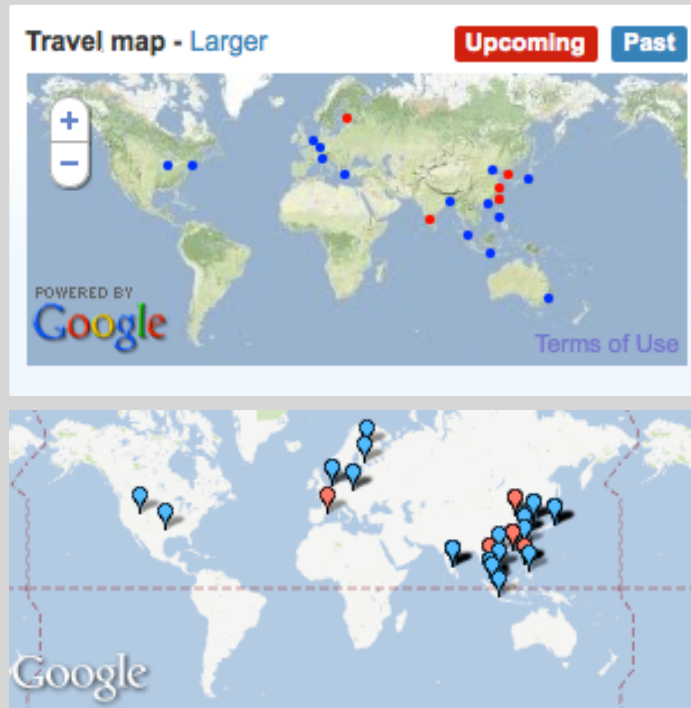- Experience with large embedded products

"Scrum doesn't work in China!"

"Scrum is an American method, it can never work in Finland with Finnish"

"Agile might work in Hungary or China because those are communist countries"

7

Introduction

8

Experience

Literature

Survey

1. In your opinion, what are **typical characteristics** from your national culture?
   (In other words: Compared to others, my culture is ....)

2. What **assumptions**/**stereotypes** are made about your culture that you consider **untrue**/**unfair**?
   (In other words: People say ... about my culture, but I don't think thats true/fair)

3. What **advantages** does your culture have related to Scrum/Agile/XP (especially self-managing teams)?
   (In other words: In my culture we ... and that makes Scrum work well)

4. What **disadvantages** does your culture have related to Scrum/Agile/XP (especially self-managing teams)?
   (In other words: In my culture we ... and that makes it difficult to get Scrum to work well)

Survey

	Send	Recv
Hungary	5	3
Germany	7	7
Finland	8	4
Sweden	5	3
Holland	6	4
Italy	4	2
Greece	3	3
Israel	1	6
China	15	12
India	8	3
Malaysia	0	2

	Send	Recv
Bangladesh	list	2
Singapore	8	2
Korea	list	4
Japan	list	5
Philippines	7	1
Australia	4	0
US	10	1
Latin America	2	0
Indonesia	list	0
UK	8	2
Norway	0	1

Total send: 101

Total recv: 67

Countries

Holland

US

Hungary

Germany

Finland

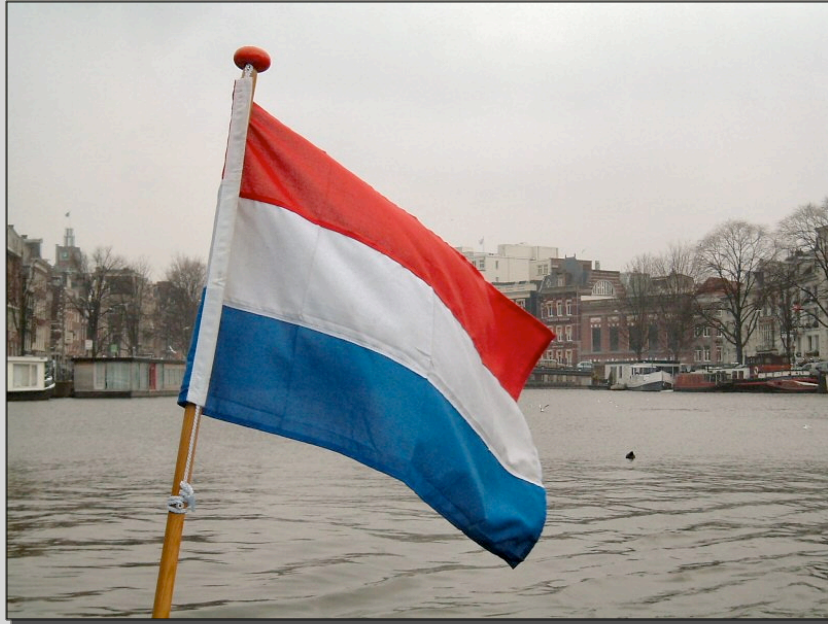Sweden
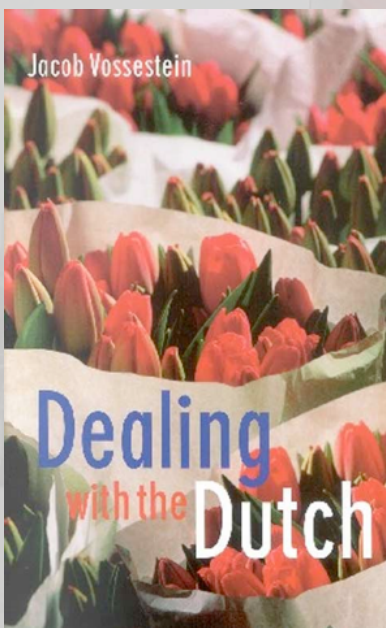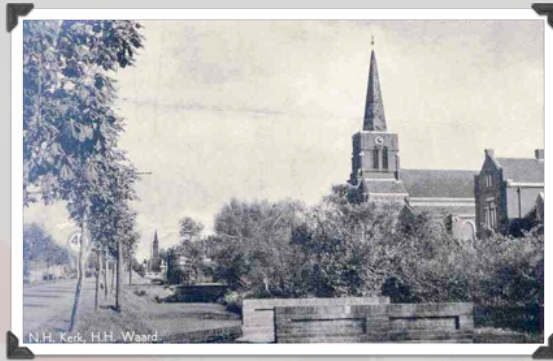

India

Singapore

Korea

Japan

13

Holland (or netherlands)

14

Netherlands

15

"The way a person perceives
a foreign country
always involves that person's
own cultural background"

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Stats

Cultural Dimension	Idx	Rank	
Power Distance	38	14	
Individualism	80	63	
Masculinity	14	3	
Uncertainty Avoidance	53	22	
Long-term Orientation	67	14	
		AVG	FINAL
Cultural Agility Index		23.2	**8**

Cultural survey replies: 4

Directness and Criticism

"You ask a Dutch person for his **opinion** and you will get it, **clearly** stated, no obscuring or **disguising** for the sake of **politeness**."

APRIL 1991: FRITS BOLKESTEIN RICHT ZIJN BESCHULDIGENDE VINGER.

"**Having opinions** (and stating them) is a **must** in Dutch culture"

"criticism in an indirect **expression** of **concern** or **appreciation**"

"This leads to people who are not used to such directness to call the Dutch 'opinionated', 'arrogant' and 'judgmental'"

Anti-Nationalism

"displays of **nationalism** are felt to be slightly **ridiculous** or even downright **irritating**. The Dutch tend to **distrust** countries in which the head-of-state's **portrait** hangs everywhere, where **street slogans** boast national achievements, and where school children are forced to sing **national anthems** or perform **flag ceremonies**. It all seems a bit 'over the top' to them, reminding them of **nationalism**, a rather **dirty word** to the Dutch"

Other characteristics

"But complaining should be seen as a national sport.
A Dutch man or woman with **nothing to complain** about would be an **unhappy person** indeed."
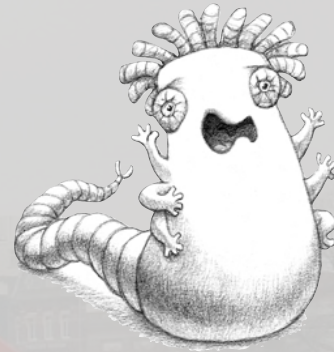
Low hierarchy

Consensus-based decision making

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Culture Survey

Advantage:
No hierarchy, I think this is an advantage when switching to self managing teams.

"**Direct**, Dutch people say what they think"

Disadvantage:
People tend to **complain** about everything and **blame** someone else.

"Compared to other cultures, the Dutch culture is quite **non-hierarchical** (yelling at your boss is OK), **pragmatic**, and in-your-face. With the latter aspect I mean that the Dutch are open to each other and willing to share **criticism**, which I think is sometimes considered as either **arrogant** or **blunt** by other cultures."
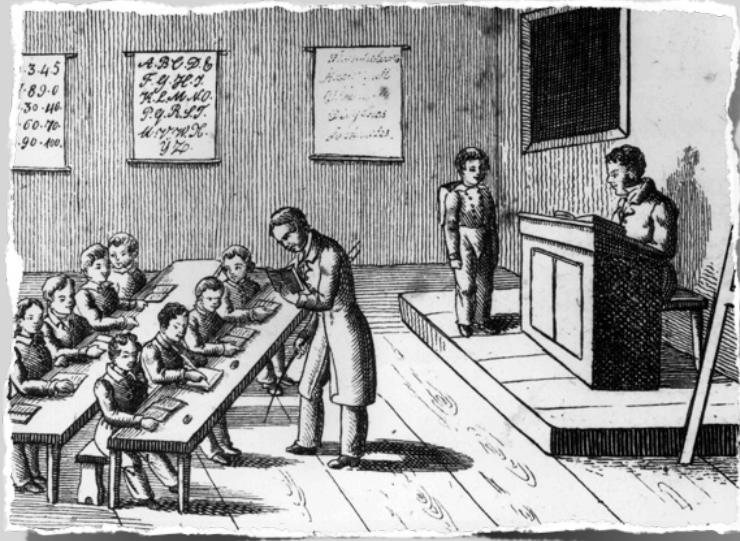
22

Hofstede & Agile

23

Hofstede

SECOND EDITION

CULTURE'S CONSEQUENCES

Comparing
Values,
Behaviors,
Institutions
and
Organizations
Across
Nations

Geert Hofstede

24

Power Distance Index

the extent to which the **less powerful members** of
organizations and institutions (like the family)
accept and expect that **power** is distributed **unequally**

Power Distance Index

1.	Austria (11)	30.	Taiwan (58)
2.	Israel (13)	32.	**Korea** (60)
3.	Denmark (18)	40.	Belgium (65)
6.	**Sweden** (31)	45.	France (68)
8.	**Finland** (33)	51.	**Singapore** (74)
10.	**Germany** (35)	52.	**India** (77)
14.	**Netherlands** (38)	56.	**China** (80)
16.	**United States** (40)	63.	Russia (93)
20.	**Hungary** (46)	67.	Malaysia (104)
25.	**Japan** (54)	67.	Slovakia (104)
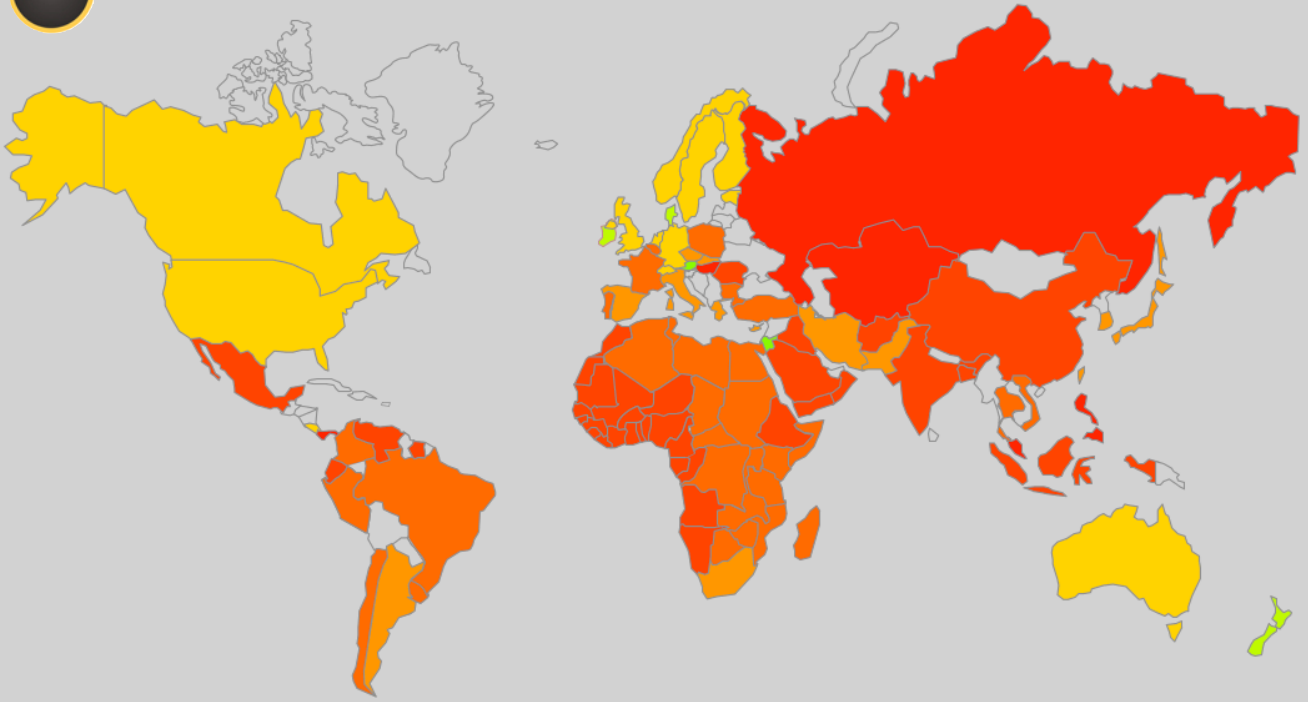
Power Distance Index

🟩	1-15			
🟨	16-30		🟧	60-75
🟨	31-45		🟧	76-90
🟧	46-60		🟥	91-115

27
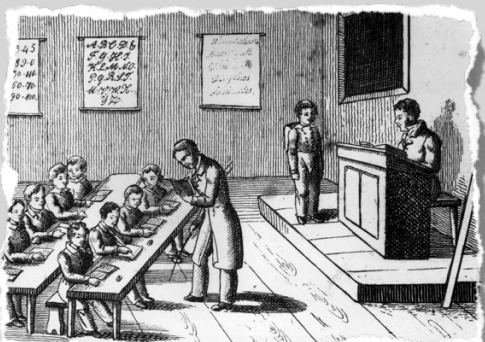
Power Distance

!=

Command & Control

28

Agile Manifesto

We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on
the right, we value the items on the left more.

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Cultural Agility Index

SECOND EDITION
Culture's Consequences
Comparing
Values,
Behaviors,
Institutions
and
Organizations
Across
Nations

Geert Hofstede

We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

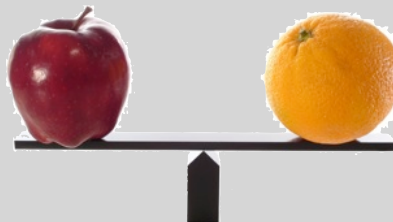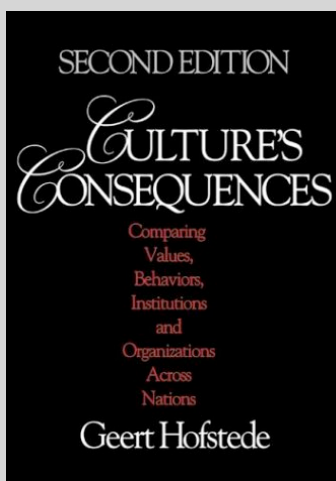**Individuals and interactions** over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on
the right, we value the items on the left more.

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Warning!

Generalizations!
Based on **my** interpretation
Uses extremes, never averages

Power Distance and Agile

The best architectures, requirements, and designs emerge from self-organizing teams.

Build projects around motivated individuals.
Give them the environment and support they need,
and trust them to get the job done.

Agile values
promotes
low power distance
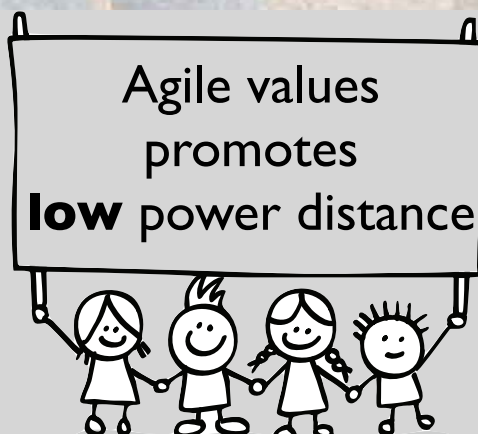
Cultural Agility Index

| Cultural Dimension	Idx	Rank	
Power Distance	69	47	
Individualism	38	32	
Masculinity	49	33	
Uncertainty Avoidance	76	41	
Long-term Orientation	44	33	
		AVG	FINAL
Cultural Agility Index		37.2	**43**

Individualism / Collectivism

In **Individualism** societies, **ties** between individuals are **loose**: everyone is expected to **look after himself** and his immediate family.

In **Collectivism** societies, people are **integrated** into **strong cohesive in-groups**, which continue to **protect** them in exchange for **unquestioning loyalty**.

Individualism

1.	Guatemala (6)		41.	**India** (48)
5.	Columbia (13)		51.	**Finland** (63)
11.	Taiwan (17)		53.	**Germany** (67)
12.	**Korea** (18)		57.	**Sweden** (71)
14.	**Singapore** (20)		57.	France (71)
14.	**China** (20)		59.	Denmark (74)
23.	Portugal (27)		63.	**Netherlands** (80)
25.	Mexico (30)		63.	**Hungary** (80)
29.	Greece (35)		67.	Australia (90)
37.	**Japan** (46)		68.	**United States** (91)
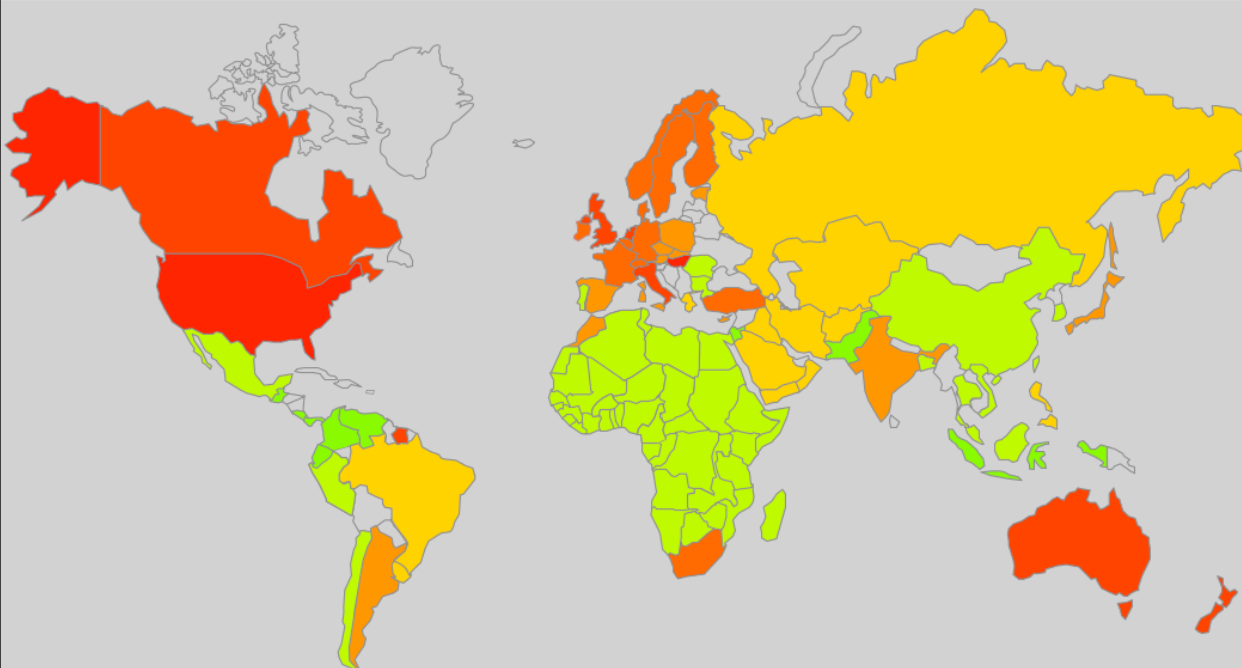
Individualism

1-15	
16-30	
31-45	60-75
46-60	76-90
	91-115

Wealth and Individualism?

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Wealth and Individualism?

38
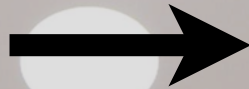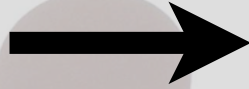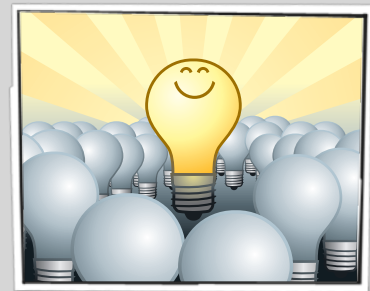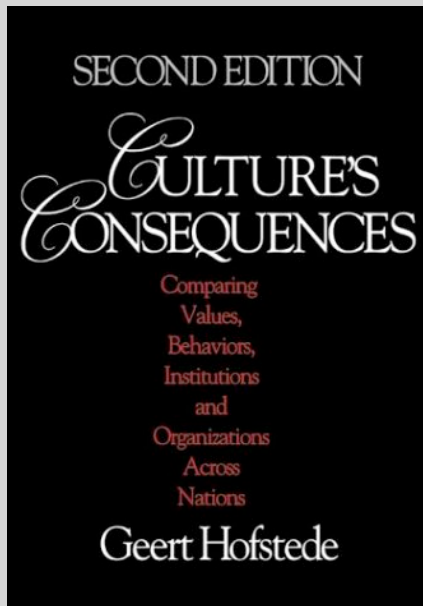
Economic growth

"the **negative relationship** between **individualism** and economic **growth** for very wealthy countries suggests that this development leads to **its own undoing**"

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Individualism and Agile

Individuals and interactions over processes and tools

Build projects around motivated individuals.
Give them the environment and support they need,
and trust them to get the job done.

The best architectures, requirements, and designs
emerge from self-organizing teams.

Agile and Scrum teams promote **low** individualism

40
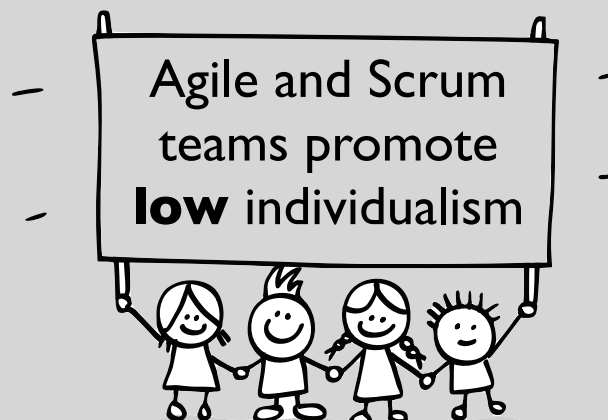
Masculinity / Femininity

masculine: **gender roles** are **clearly distinct**: men are supposed to be **assertive**, tough, and focused on **material success**, whereas women are supposed to be more **modest**, **tender**, and concerned with the **quality of life**.

feminine: **gender roles overlap. Both** men and women are supposed to be **modest**, **tender**, and concerned with the **quality of life**.

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Masculinity

1.	**Sweden** (5)	40.	Belgium (54)
3.	**Netherlands** (14)	42.	**India** (56)
4.	Denmark (16)	46.	Greece (57)
5.	Costa Rica (21)	50.	**United States** (62)
6.	**Finland** (26)	56.	**China** (66)
10.	Thailand (34)	56.	**Germany** (66)
15.	**South Korea** (39)	61.	Mexico (69)
16.	Vietnam (40)	66.	**Hungary** (88)
26.	Taiwan (45)	67.	**Japan** (95)
32.	**Singapore** (48)	68.	Slovakia (110)

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Masculinity

1-15	
16-30	
31-45	
46-60	

60-75	
76-90	
91-115	

43

Feminine	Masculine
Management: **intuitive** and **consensus**	Management: **decisive** and **aggressive**
Resolution of conflict by **compromise** and **negotiation**	Resolution of conflict by letting the **strongest win**
Rewards based on **equality**	Rewards based on **equity**
Preference for **smaller** organizations	Preference for **larger** organizations
People work in order to live	People live in order to work
Competitive agriculture and service industry	Competitive manufacturing and bulk chemistry

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Masculinity and Agile

Customer collaboration over contract negotiation

Business people and developers must work
together daily throughout the project.

The best architectures, requirements, and designs
emerge from self-organizing teams.

Agile team
approach promotes
low masculinity

Uncertainty Avoidance Index

the extent to which the members of a culture feel
threatened by **ambiguous** or **unknown** situations.

Uncertainty Avoidance

1.	**Singapore** (8)	35.	Taiwan (69)	
3.	Denmark (23)	40.	Italy (75)	
4.	**Sweden** (29)	43.	Colombia (80)	
6.	**China** (30)	45.	**Hungary** (82)	
11.	**India** (40)	46.	**South Korea** (85)	
13.	**United States** (46)	50.	Costa Rica (86)	
19.	Slovakia (51)	58.	**Japan** (92)	
22.	**Netherlands** (53)	61.	Belgium (94)	
26.	**Finland** (59)	67.	Portugal (104)	
31.	**Germany** (65)	68.	Greece (112)	
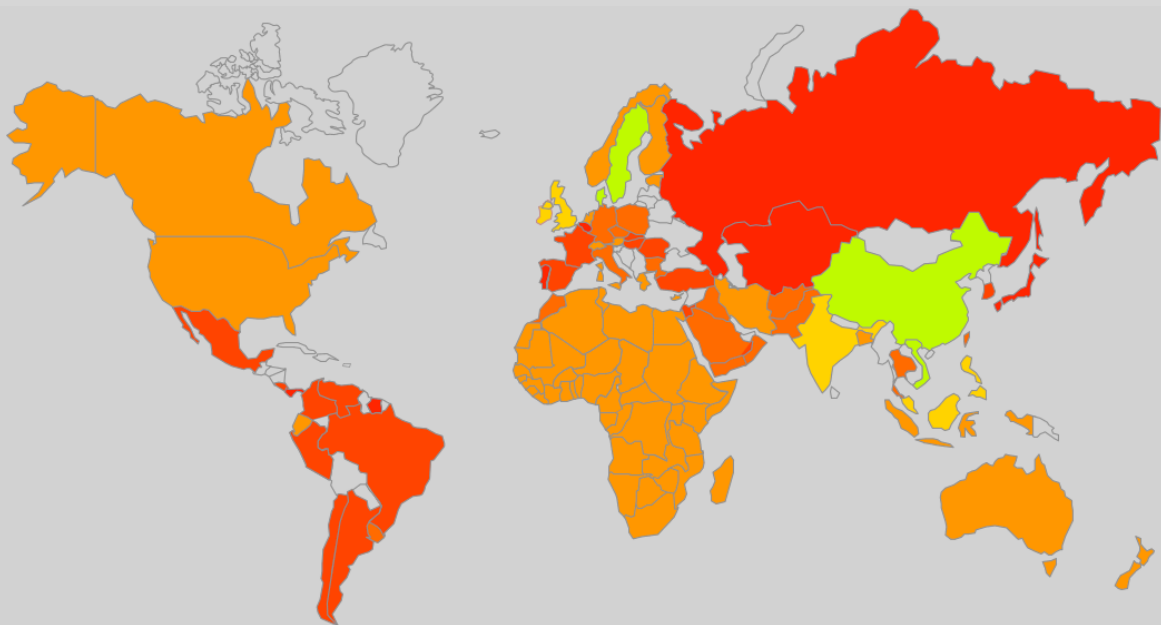
Uncertainty Avoidance

1-15	
16-30	
31-45	60-75
46-60	76-90
	91-115

Singapore?

Weak uncertainty avoidance	Strong uncertainty avoidance
Few and **general laws** or unwritten rules	**Many** and **precise laws** or unwritten rules

Are cultures changing?
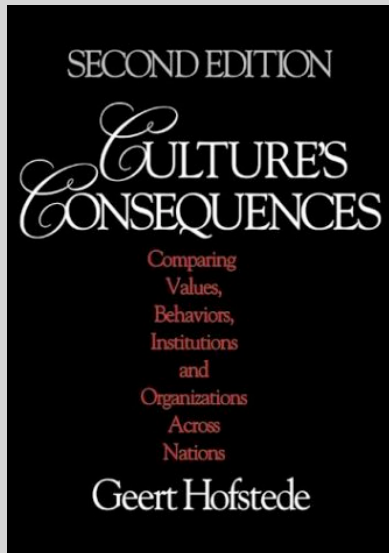
"The **social game** itself is **not deeply changed** by the changes in today's society. ... Most changes concern the toys we use in playing the game"

"Research about the development of cultural values has **shown repeatedly** that there is **little evidence** of international **convergence** over time. ... For the next few **hundred years** at least, countries will remain **culturally diverse**"

53
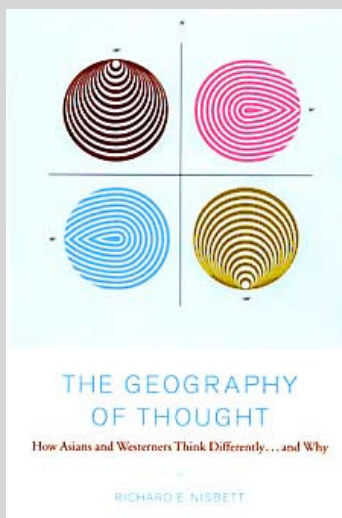
Globalization ... -> Westernizing

Continued divergence

54

Cultural convergence

Easternizing

Westernizing

55

56

Kane Mar

Fred

Eurasians
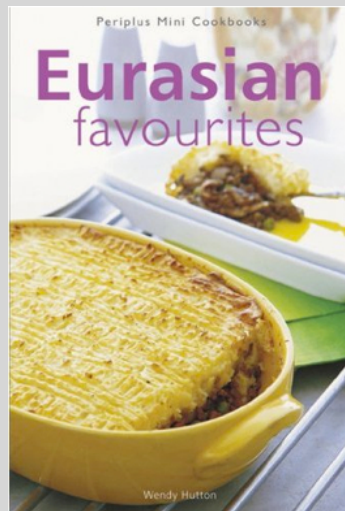
Uncertainty and Agile

Responding to change over following a plan

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Agile's focus on change and uncertainty promotes **low** uncertainty avoidance
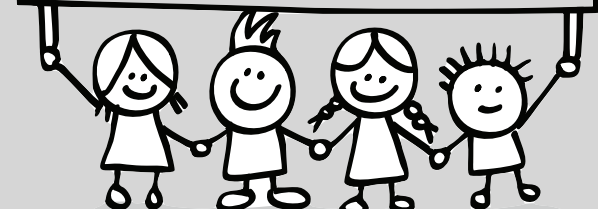
Long Term Orientation

long-term orientation: the fostering of virtues oriented towards **future** rewards -- in particular **perseverance** and thrift

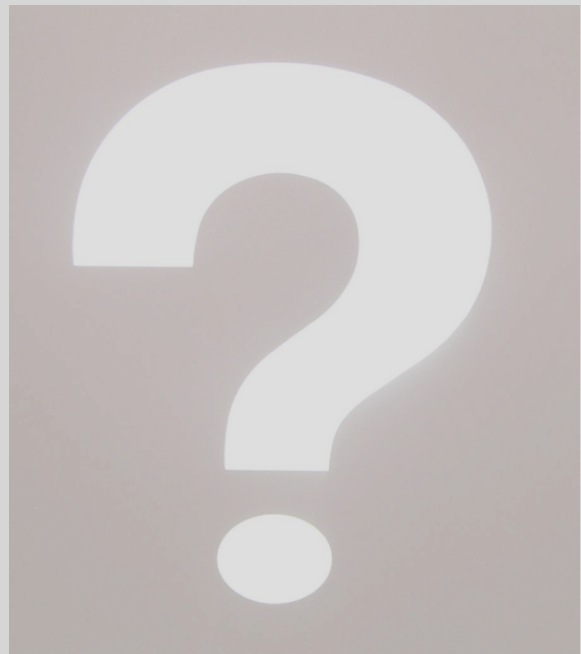short-term orientation: the fostering of virtues related to the **past** and **present** -- in particular, respect for tradition, **preservation of "face"** and **fulfilling** of social **obligations**

Long-term Orientation

1.	West Africa (9)	46.	**Sweden** (53)
2.	Colombia (13)	48.	**Hungary** (57)
15.	Australia (21)	55.	**Netherlands** (67)
18.	Mexico (25)	58.	**Singapore** (72)
22.	**United States** (26)	62.	Belgium (82)
29.	Denmark(34)	64.	**Germany** (83)
31.	Canada (36)	65.	**China** (87)
32.	**Finland** (38)	66.	**Japan** (88)
35.	Malaysia	67.	Taiwan (93)
43.	**India** (51)	68.	**South Korea** (100)

Long-term orientation

1-15	
16-30	
31-45	
46-60	

60-75	
76-90	
91-115	

63

Short-term orientation?

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Long-term orientation?

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

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Long-term and Agile

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

By its focus on sustainability, Agile promotes high long-term orientation

65
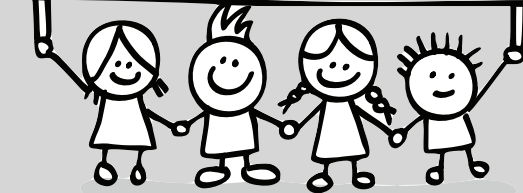
Cultural Agility Index

Agility   Discipline   Discipline   Agility

the extent to which the **Hofstede** cultural **dimensions** are **congruent** with the **Agile** Manifesto **values**.

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Cultural Agility Index

Cultural Dimension	Idx	Rank	
Power Distance	69	47	
Individualism	38	32	
Masculinity	49	33	
Uncertainty Avoidance	76	41	
Long-term Orientation	44	33	
		AVG	FINAL
Cultural Agility Index		37.2	**43**

Cultural Agility Index
(using ranking)

1.	**Sweden** (18.2)	25.	Canada (33.4)
2.	Taiwan (20.8)	33.	**India** (34.2)
3.	Vietnam (21.2)	37.	Russia (35.8)
5.	**South Korea** (21.4)	46.	**Japan** (38)
6.	Denmark (21.6)	49.	**United States** (38.8)
7.	**Singapore** (21.8)	58.	Slovakia (41.2)
8.	**Netherlands** (23.2)	60.	Belgium (41.4)
11.	**Finland** (25.2)	63.	**Hungary** (43)
16.	**China** (27.2)	67.	Mexico (48.2)
21.	**Germany** (31)	67.	Poland (48.2)
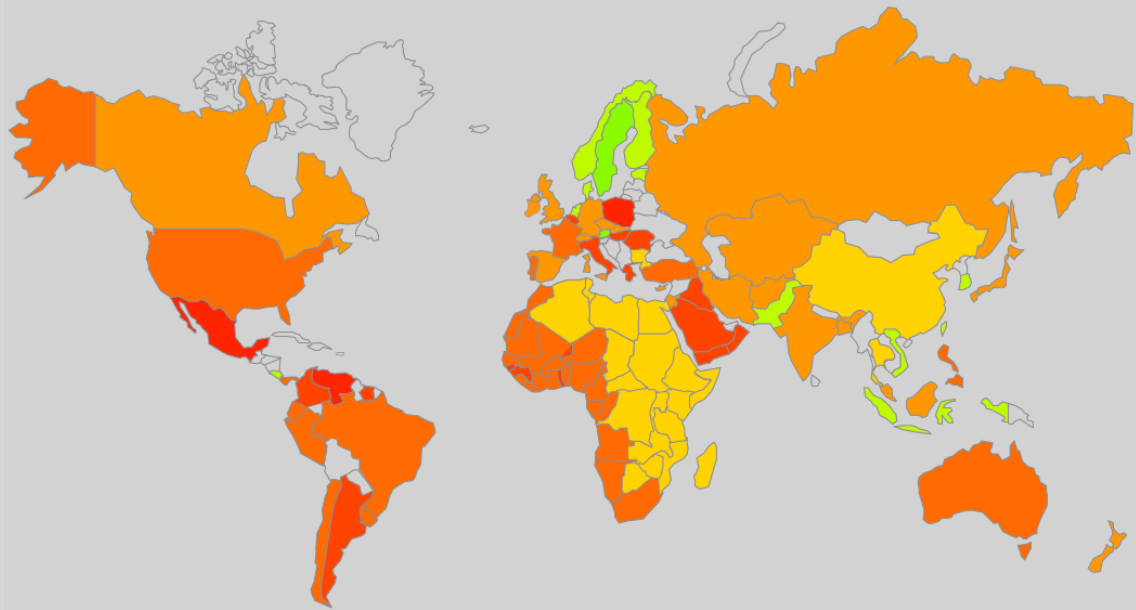
Cultural Agility Index

More congruent

	15-20
	21-25
	26-30
	31-35

	36-40
	41-45
	46-50

Less congruent

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Cultural Agility Index (using index)

1.	Denmark (38.5)	19.	**China** (49.33)
2.	**Sweden** (39.33)	24.	**South Korea** (50.33)
3.	**Singapore** (41.67)	31.	Canada (53.17)
5.	Norway (43)	34.	**India** (53.5)
6.	Vietnam (43.33)	42.	**Germany** (55.5)
9.	Hong Kong (46.5)	51.	**United States** (56.5)
10.	**Finland** (46.83)	62.	France (61.33)
11.	Thailand (47)	70.	**Japan** (64.5)
13.	**Netherlands** (47.5)	67.	**Hungary** (66)
15.	Taiwan (48.17)	68.	Slovakia (69.5)

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Countries

United States

Kent Beck   James Grennin[g]   Robert C. Martin
Mike Beedle   Jim Highsmith   Steve Mellor
Arie van Bennekum   Andrew Hunt   Ken Schwaber
Alistair Cockburn   Ron Jeffries   Jeff Sutherland
Ward Cunningham   Jon Kern   Dave Thomas
Martin Fowler   Brian Marick

Stats

Cultural Dimension	Idx	Rank	
Power Distance	40	16	
Individualism	91	68	
Masculinity	62	50	
Uncertainty Avoidance	46	13	
Long-term Orientation	26	47	
		AVG	FINAL
Cultural Agility Index		38.8	**49**

Cultural survey replies: 1

Culture survey

Only person who **misinterpreted**
the questions for meaning
"**company culture**"

India

Stats

Cultural Dimension	Idx	Rank	
Power Distance	77	52	
Individualism	48	41	
Masculinity	56	42	
Uncertainty Avoidance	40	11	
Long-term Orientation	51	25	
		AVG	FINAL
Cultural Agility Index		36.5	**35**

Cultural survey replies: 3

Culture Survey

Advantage:

desire to **remove command and control** but not finding way out

Disadvantage:

command and control flown through over generations

Untrue:

Foreigners **assume** that Indians are **hierarchical** when it comes to work. But in my opinion, this is **not completely true**

Disadvantage:

People in the team are **driven** by **seniority / hierarchy**

Advantage:

people **like** the **empowerment**.

Disadvantage:

Most of the people in software companies are young ..., they find it **challenging** ... **be accountable**.79

Family
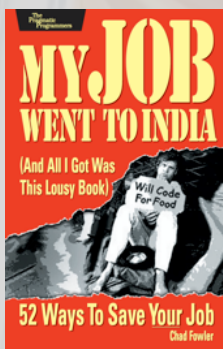
Singapore

Stats

Cultural Dimension	Idx	Rank	
Power Distance	74	51	
Individualism	20	14	
Masculinity	48	32	
Uncertainty Avoidance	8	1	
Long-term Orientation	72	11	
		AVG	FINAL
Cultural Agility Index		21.8	**7**

Cultural survey replies: 2

Multi-cultural

Singlish
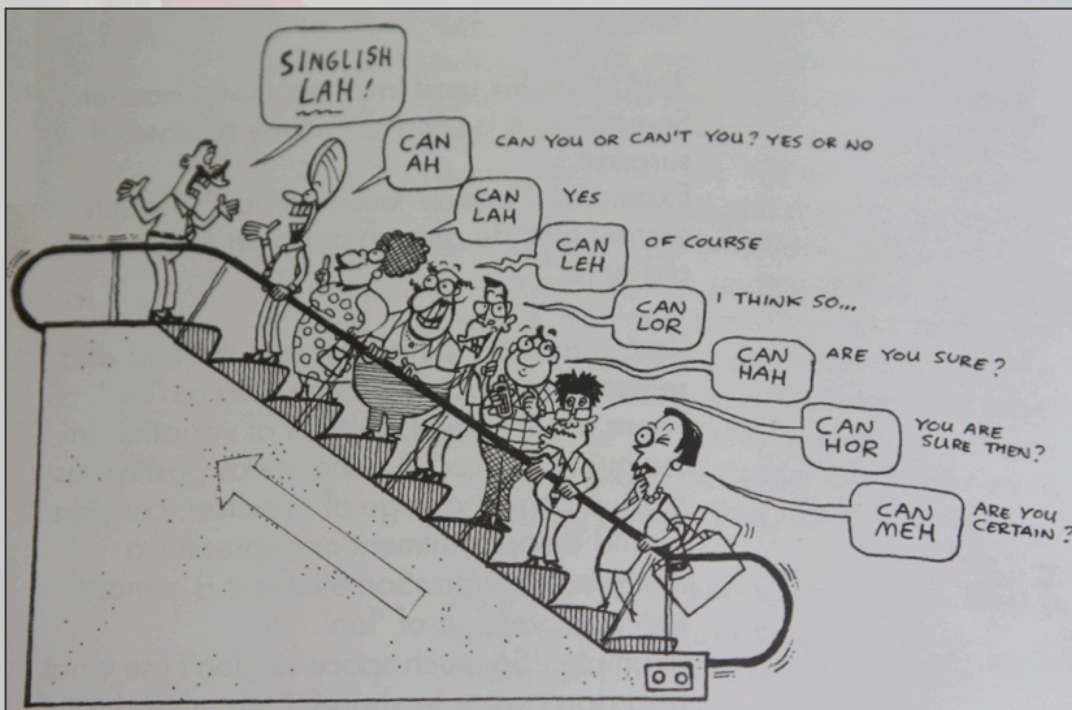
Untrue -> Kiasu

怕输

Queuing Safety:
Please remain in line. Line jumpers will be ripped in half and eaten by demons.

popCoaster.com   Fig.35

Culture Survey

General:
Reserved, low profile and prefer to **fade** to the **background**.

Advantage:
Good **team work** and **co-operative**.

Disadvantage:
Not confident to voice alternative **ideas**. Not as competitive in innovation ... **Prefer** to **follow** rather than **lead**.
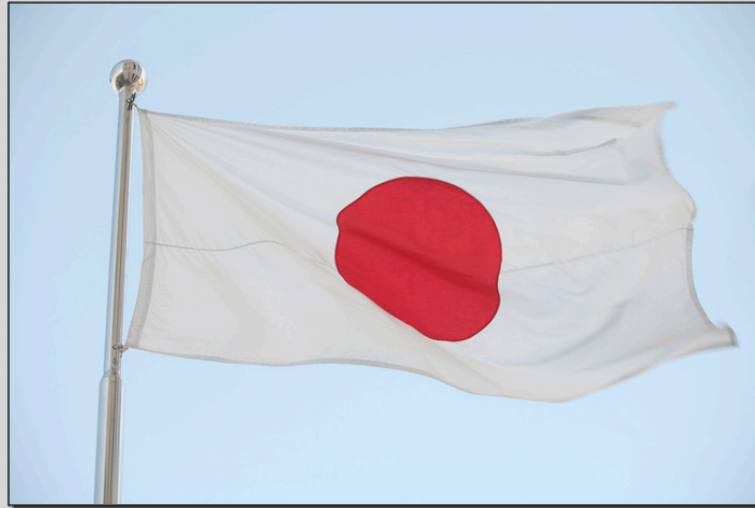
Japan

Stats

Cultural Dimension	Idx	Rank	
Power Distance	54	24	
Individualism	46	37	
Masculinity	95	67	
Uncertainty Avoidance	92	58	
Long-term Orientation	88	3	
		AVG	FINAL
Cultural Agility Index		38	**46**

Cultural survey replies: 5

"SUKUSUKU-Scrum" introduction & Localizing Scrum

"SUKUSUKU-Scrum" concept
- "SUKUSUKU-Scrum" is a study group dedicated to promoting, spreading and enabling Scrum in Japan.
- Our motto is "No single specific way that goes well in all cases".
- Never stop asking "Why?" by oneself.
- We provide places and opportunities to share WAYS and WHYS.

Launch ↑ "SUKUSUKU-Scrum"

What does "SUKUSUKU" mean ?
- "SUKUSUKU" come from Japanese word.
- It is used to describe healthy and quick growth of children.

Do you know "Agile Japan 2010" ?
- Kazumasa EBATA (SUKUSUKU-staff) is a member of committee.
- See previous Agile Japan: URL:http://agilejapan.org/ (since 2009)

Conclusion
- Please share your stories with our Scrum practitioners.
- I hope to become a cultural bridge between you and Japanese developers.
- For that purpose, I want to discuss with you.
- Please contact me.
  - mailto : to.ebacky@gmail.com
  - twitter : ebacky

"SUKUSUKU-Scrum" group
- ML => sukusuku-scrum@qwik.jp
- Google group : http://groups.google.co.jp/group/sukusuku-scrum?hl=ja
- Portal site is under construction and will be up soon.

What we have done so far
- "SUKUSUKU-Scrum" start (Dec '08 by EBATA)
  => Mailing list : about 60 ~ 70 members (Jul '09)
- Scrum's books for reference project start
  => ex. "The scrum primer", "Scaling Lean & Agile Development" e.t.c.
  (Jun '09 by EBATA, HARADA, ENOMOTO, IMAMURA, CHIBA, KAWAGUCHI et.al)
- Japan Scrum Association
  (Jun '09 by EBATA, HAYASHI, ENOMOTO, KAWAGUCHI, Emerson et.al)

Localizing Scrum [1]
What's the problem?! – People do not know "SCRUM"
- Actions
  - Scrum study meeting, Document localization.
    => If you know good references, please let us know.
- We want to share the wisdom of Scrum crowds.
    => We hope to share these knowledge and spread it throughout Japan.

Localizing Scrum [2]
What's the problem?! – Pseudo Sprint Planning (1)
- Actions (see "XPI", "Agile Estimating and Planning" e.t.c.)
  - Simple planning (ex. Planning Poker, Product Backlog e.t.c.)
  - At least, involve Product Owner for planning meeting.
    - Visit the customer as often as possible (for Scrum team).
    - Frequent Sprint Review meeting (short sprint).

Localizing Scrum [3]
What's the problem?! – No Documentation
  Most Japanese customers strongly requests THICK documents.
- Actions
  - Add stories for "making documentation" in the Product Backlog.

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Culture Survey -> Untrue

Most people in Japan do **not eat whale**

People think there are still **Samurai** or **ninjas** running around. ;p

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Culture Survey

General:

There is a trend of **focusing** on **cooperation** as opposed to the **positions** or **opinions** of **individuals**.

Advantage:

I believe that since companies such as **Canon** and **Honda** Research had been using **Scrum-like** methodologies from long before, it **proves** that the Japanese culture is **well suited** to it

Advantage:

Most Japanese are **diligent**. If Scrum/Agile/XP become **well-known** method, they try to **follow** quickly.

Disadvantage:

Most Japanese do **not** have their **own goals**. That is most difficult. They dislike thinking about their original goals. And they do **not** have good **problem solving skills** also.

Disadvantage:

A general **dislike** for **change**.

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Hierarchical or Collective?

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Germany

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Stats

Cultural Dimension	Idx	Rank	
Power Distance	35	10	
Individualism	67	53	
Masculinity	66	56	
Uncertainty Avoidance	65	31	
Long-term Orientation	83	5	
		AVG	FINAL
Cultural Agility Index		31	**20**

Cultural survey replies: 7

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Culture survey

Only persons who
argued against the
questions of the **survey**

Culture Survey -> Untrue

we always eat **Sauerkraut**.
That`s not true. Ok, I had it for
lunch today, but that was an
exception :)

Unanimous:
without humor

Not everyone in Germany wears
"Lederhosen", eats **"Sauerkraut"** and puts
"Kuckucks-Clocks" up their livingroom-walls ;)

Culture Survey

General:
Detail loving

General:
likes **argumenting**, some **discussion** culture

Advantage:
We also have a very open **discussion culture** -- sometimes Germans are called brutally honest --> get things on the table and solved.

Disadvantage:
Command and follow-culture

Advantage:
very **co-operating** and honest in a way that the **own interest** is **not** the only **goal**

Disadvantage:
try to **avoid risks** and can **debate** everything **to death**.

Disadvantage:
we are **not willing** to work in a **cross functional** way

Disadvantage:
I do not see any in the moment.

Hungary

Stats

Cultural Dimension	Idx	Rank	
Power Distance	46	20	
Individualism	80	63	
Masculinity	88	66	
Uncertainty Avoidance	82	45	
Long-term Orientation	58	21	
		AVG	FINAL
Cultural Agility Index		43	**63**

Cultural survey replies: 3

The gloomiest nation on earth?

Culture Survey Advantage?:

Agile is **not** meant for the average hungarian, it'll **never work** here. The regular requests for commitment/visibility are related to individual responsibility taking which is opposed to herdspirit (nt: in hungarian is **sheep**-spirit). Whoever is different from the herdspirit is hated

gloomy sunday

pessimism and depression have deep roots in a country where suicide is widely regarded as a solution

Culture Survey General:

Searching for **excuses** and not solutions, waiting for **miracles** to happen, envy, **herd** spirit

"There is always a great '**but**', and this 'but' is a very Hungarian word. 'But' we have to do it, 'but' we have to survive ..... It is in the melodies, it is in the music of the great Hungarian composers - you can find a lot of 'but's in Liszt's work, in Bartok's work - they are full of such 'but's. It's a very strange and special **strength** beside the sadness.

Culture Survey -> Untrue

People say **French girls** are more **beautiful** than **Hungarians**. They are absolutely **wrong**. :o)

gipsy music is **not hungarian** :)

when **drunk** does **not** just sleeps on the **table** by **ourselves** :)

do **not hate foreigners** by default

Culture Survey

General:

don't believe the **authority** because they experienced they are being cheated from above while still wait to be protected from there.

Advantage:

Hungarians do **not listen** what their **boss** says to them, making them **self organizing** regardless of the theoretic model of the company.

Disadvantage:

Hungarians **need** a **boss** to fight against. **Without** a **boss** to be ignored Hungarians are **less innovative**. Hungarians **ignore** any kind of **leadership**. If you would come here and say that you are Bas Vodde, the big Agile guru, no one will listen to you. Even if you make Euro bank notes falling from the sky instead of rain ...The only way of making Hungarians follow Agile values is to **tell** them to **ignore processes** in the first place.

South Korea

Stats

| Cultural Dimension	Idx	Rank	
Power Distance	60	32	
Individualism	18	12	
Masculinity	39	15	
Uncertainty Avoidance	85	47	
Long-term Orientation	100	1	
		AVG	FINAL
Cultural Agility Index		21.4	**5**

Cultural survey replies: 4

Masculinity?

"Korea came **fourth** with 30 percent in terms of the **employment gap** between **men** and **women** after Turkey (51 percent), Mexico (46 percent), and Greece (32 percent)."

"Korea has the **widest gap** between the **earnings** of **men** and **women** in the 30 OECD member states."

Overtime

Working hour per year
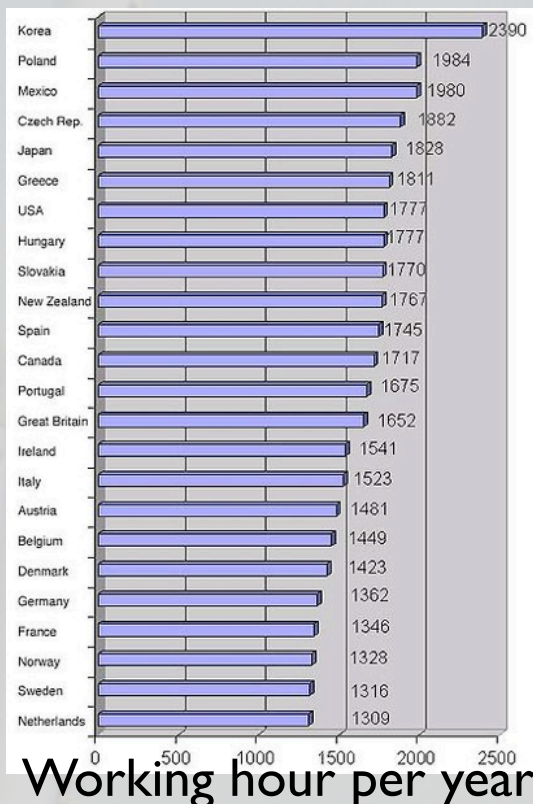
Culture Survey Untrue:
"Takes **Overtime** work for **granted**(In fact, Koreans **don't** like **overtime** but they are **afraid** of any disadvantage for **not** doing **overtime**. Some managers pushes their members to do overtime)."

Alcohol in Korea/Japan

Cultural Survey Advantage:
"whey sick" culture. "Whey sick" is officially **dining together**, usually with **alcohol** ...Many would assume this as an **advantage** to **agile** projects. However, I have many counter-examples.

Cultural Survey Advantage:
Also, **enjoying drinking** helps with **active communication**.

Culture Survey

General:
Should meet the deadline at any case(don't say "No" to the boss). thinks that **delivery** is **more important** than **quality**

Untrue:
Most of them. I can give counter-examples to any kind of generalization on Korean cultural stereotypes. For instance, Confucianism.

Advantage:
Originally "sympathetic". So, they are willing to **help** their **colleagues** who are behind schedule.

Disadvantage:
hard to get **high quality** since they believe that they should be **faster** than others

Disadvantage:
Confucious Culture: they **hesitate** to make **suggestions** to their **boss**.

Finland

Stats

Cultural Dimension	Idx	Rank	
Power Distance	33	8	
Individualism	63	51	
Masculinity	26	6	
Uncertainty Avoidance	59	26	
Long-term Orientation	38	35	
		AVG	FINAL
Cultural Agility Index		25.2	❚❚

Cultural survey replies: 4

Cultural Survey -> Untrue

People say Finns are **silent**. I think that is not true. Many Finns talk quite a lot.... but only if they think they have **something to say** (or are drunk).
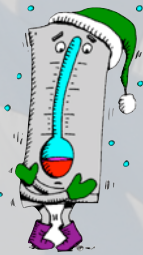
we **drink** too much

we're **cold**, quiet or slow

People say that Finns **don't speak** like it was a bad thing, but I don't think that's fair. Finns do speak their mind much more **openly** than some other cultures that are considered talkative

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Cultural Survey

General

My culture is **egalitarian**, honest, humble and **modest**. We **don't** want to **challenge** or **confront** people we don't know well.

General:

stubborn but open and honest..

General:

Many Finns are quite straight and tell **exactly** what they **think** - on the other hand, many want to keep on the calm side and **avoid conflict**.

Advantage:

low-hierarchy, anti-autocratic, openness, willingness to help others

Disadvantage:

do **not** take in **new practices** because of **prejudice** for everything that comes **"outside"**

Disadvantage:

suspiciousness for **changes** makes improvement many times slow
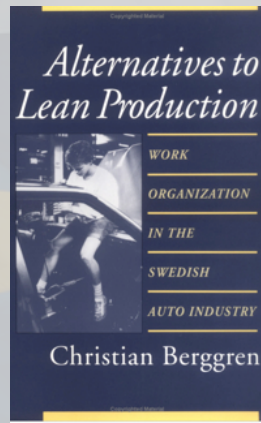
Disadvantage:

avoiding conflicts

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Sweden

Stats

Cultural Dimension	Idx	Rank	
Power Distance	31	6	
Individualism	71	57	
Masculinity	5	1	
Uncertainty Avoidance	29	4	
Long-term Orientation	53	23	
		AVG	FINAL
Cultural Agility Index		18.2	1

Cultural survey replies: 3

Uddevalla and Kalmar

Cultural Survey

General:

Sweden is **un-hierarchical**, **consensus**-striving, tolerant and not very proud.

Advantage:

People tend to be used to **work** in groups and as **teams**. It usually is quite **easy** to get **teams started**. People are **used to** deciding together and **putting** the **teams** well **above** the **individual**.

Advantage:

Self-management is probably **easier** to start out in an already **un-hierarchical** place.

Advantage:

Self organizing is something that Swedes has **done** for a **long time**

General unanimous:
Consensus

Disadvantage:
Consensus-striving can be paralyzing

Disadvantage:
I don't know ...

China

Stats

Cultural Dimension	Idx	Rank	
Power Distance	80	56	
Individualism	20	14	
Masculinity	66	56	
Uncertainty Avoidance	30	6	
Long-term Orientation	87	4	
		AVG	FINAL
Cultural Agility Index		27.2	**16**

Cultural survey replies: 12

One China?

the culture in my nation **varies** a lot from **north** to **south**.


In the **northeast** the culture is very **outgoing**. It's important to **win** and **save faces**. People tend to be **extreme** in every **emotional** direction, e.g. humor, cruel, hospitality, disloyalty... Just like the weather.

In the **south** ... totally **different** thing. The culture is more **modest**. **Extreme emotions** are **rare** and well hidden. People are more realistic and logic. Still a myth to me after so many years...

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Nationalism / Propaganda

The **Big Brother** makes its people **believe** they are so freaky and they have to use a **Chinese characteristic x** while others are using x.

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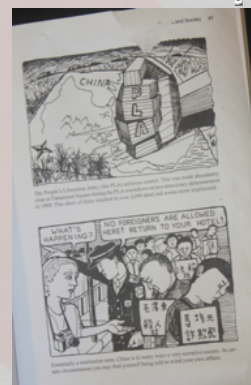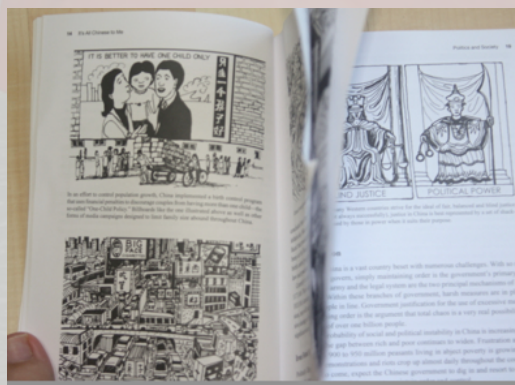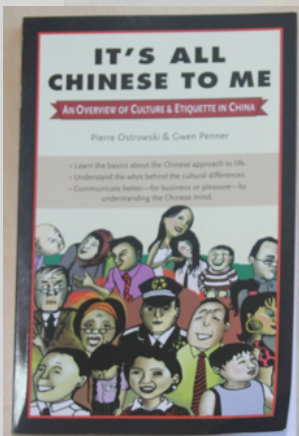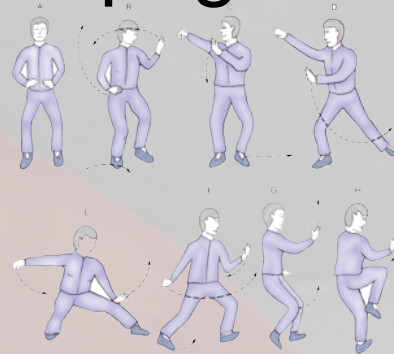
Command & Control

Untrue:
Chinese people can **only** be **managed** by giving **direct instructions**.

Untrue:
People are **used to command & control**. My observation is that people get used to command & control is because this is the **only option they know**

General:
command and control....

Disadvantage:
Command and control mentality and the need of punishment

General:
People get **used to** be **driven** by **commands** from **boss**.

General:
Hierarchy, people are used to hierarchy, they **follow** the **authority**.

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Education system

Disadvantage:
No Independent thinking. Most people have no habit to think independently and differently. They tends to go with the tide. They rarely have great ideas, just blindly following. This is **caused** by our **education system** from my observation

Disadvantage:
People usually **don't** take **initiatives** to do things even if they think it's the right thing to do.

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Adaptability

Advantage:
I think the characters of Intelligent, Diligent, Organizable and **Open-mind** are quite good factor to make scrum success. These make them **easier** to **adopt change** and the new process, not matter it's changed from their mind or just following the organization

Advantage:
we are **open** to **new idea**.

Disadvantage:
We are so **adaptive** that there can be **pros**/**cons** depending on the environment provided.

Disadvantage:
too adaptive while lack of **self-discipline**

Disadvantage:
Used to **break** the **rule without thinking**,

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Cultural Survey

General:
Some people **pay** too much **attention** for **improving** their **title**, they are **more interested** in being a **manager than** being an **professional**.

General:
Be kind to the people, willing to try **new things**, **don't** want to get **conflict**, hide the conflict as much as possible.

General:
If there is **foreigner** in the team, everyone **treat** him/her is **leader**.

Untrue:
Chinese like **short term**/quick **solution** rather than **long term**/future safe **solution**.

Disadvantage:
Result-oriented **but short-sighted**

General:
engineer do **not like metrics**,they think it is **no value** for them.

General:
focus on the **whole** other the part

Disadvantage:
Emphasis too much on **monetary** values

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Tips

When working
with other cultures

- Prevent **judgement** and avoid **drawing conclusions**
- Assume **honesty**
- Show **respect** and be **humble**
- Pay attention to **body language**
- Be aware of **context**
- Realize **relationships**
- If possible, become familiar with **language**
- Avoid generalizations

- **Study your own cultural assumptions!**

Working with
your own culture

- **Study** your **own culture**, realize the **impact**!
- Know possible **friction** between **values**
- Use your cultures **strength**
- Avoid **generalizations**

- Do **not** use **culture** as an **excuse** for not doing something.

Conclusion

Scrum **does** work in China!

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BUT national culture does impact Scrum!

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This presentation can be found at:
www.odd-e.com/material/2012/scrum_barcelona/culture.pdf
The data can be found at:
www.odd-e.com/material/2012/10_scrum_barcelona/
cultural_agility_index.ods
www.odd-e.com/material/2012/10_scrum_barcelona/
cultural_agility_index.xls

Scaling Lean & Agile
Development

Thinking and Organizational Tools
for Large-Scale Scrum

Craig Larman
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Practices for
Scaling Lean & Agile
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Large, Multisite, and Offshore Products
with Large-Scale Scrum

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