

# Fundamente de Antreprenoriat

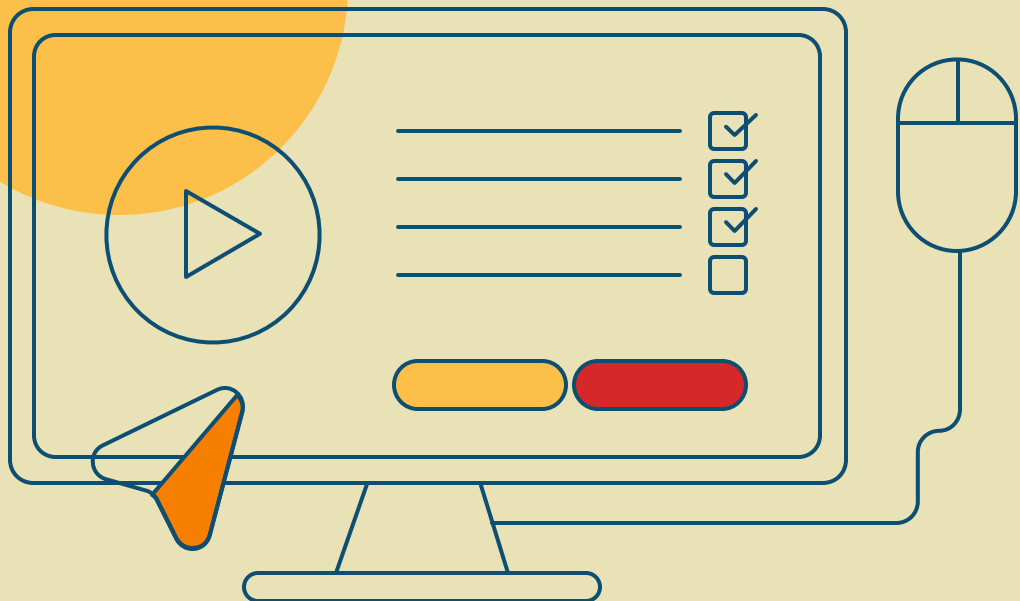
**Curs 12:** Cultura organizațională  
în maturizarea unei afaceri

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Senior Agile Strategist, Colors in Projects

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19 Decembrie  
2024



**“It was so cool when we  
were fewer.”**

*#community #bigcityproblems*

# Who am I?



**Bogdan Mureșan**

## ● **Career (selection):**

- VP of Technology, Head of R&D Romania JWPConnatix
- Senior Agile Strategist @ Colors in Projects
- Founder @ NoobChoice
- Senior Director of Engineer @ 3PillarGlobal
- Developer & Architect @ Transart, @Temasoft, @Kaisha-tec.

## ● **Experience:**

- Agile Transformations & Adoptions, Agile at Scale
- Agile Methodologies (Scrum, Kanban)
- Project Management, building, motivating and leading development teams
- Software Application Architecture & Design
- Backend & Web Development

## ● **About me, beyond the CV:**

- I like sports, mostly fly fishing, basketball and swimming.

## **Words that define me:**

Until yesterday I was a newbie...

# Agenda

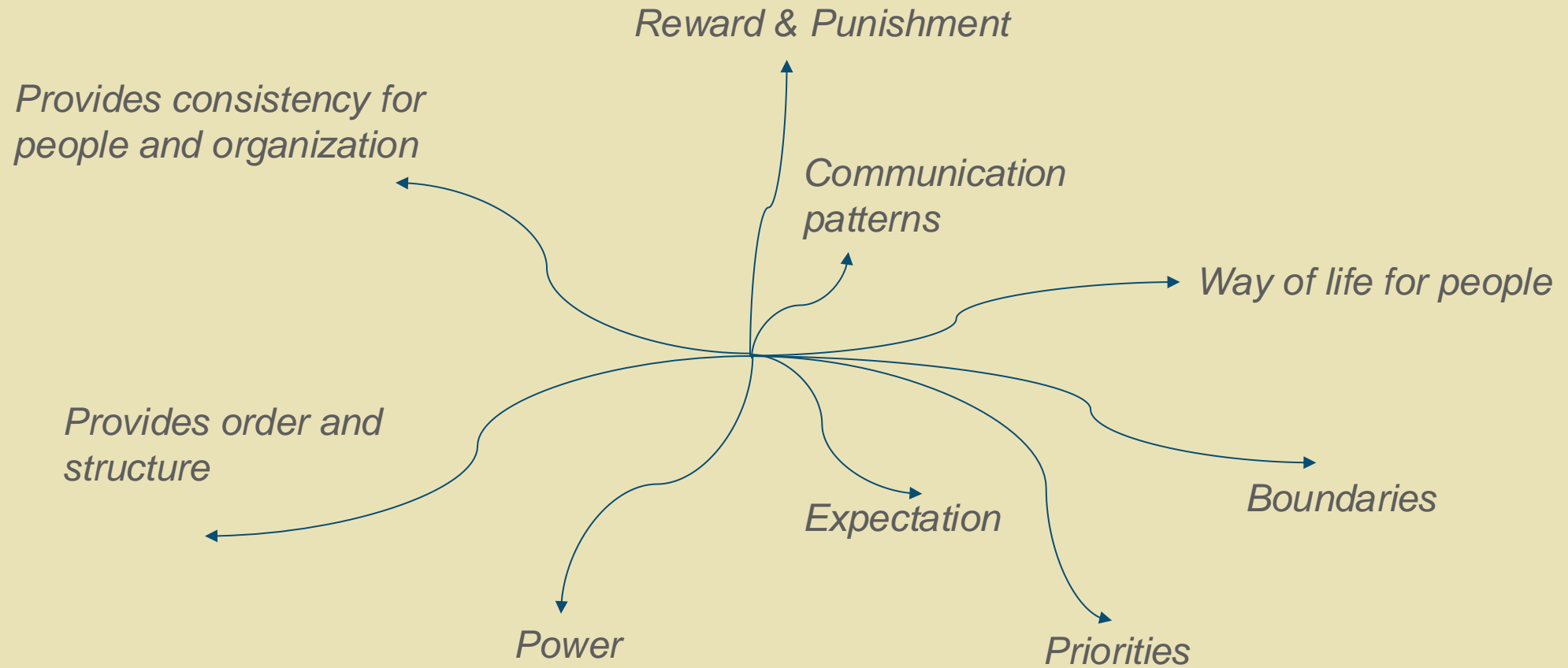
*#ourjourneytoday*

- Organizational culture
- From Start-up to Enterprise
- Growth – culture challenges

# What is organizational culture?

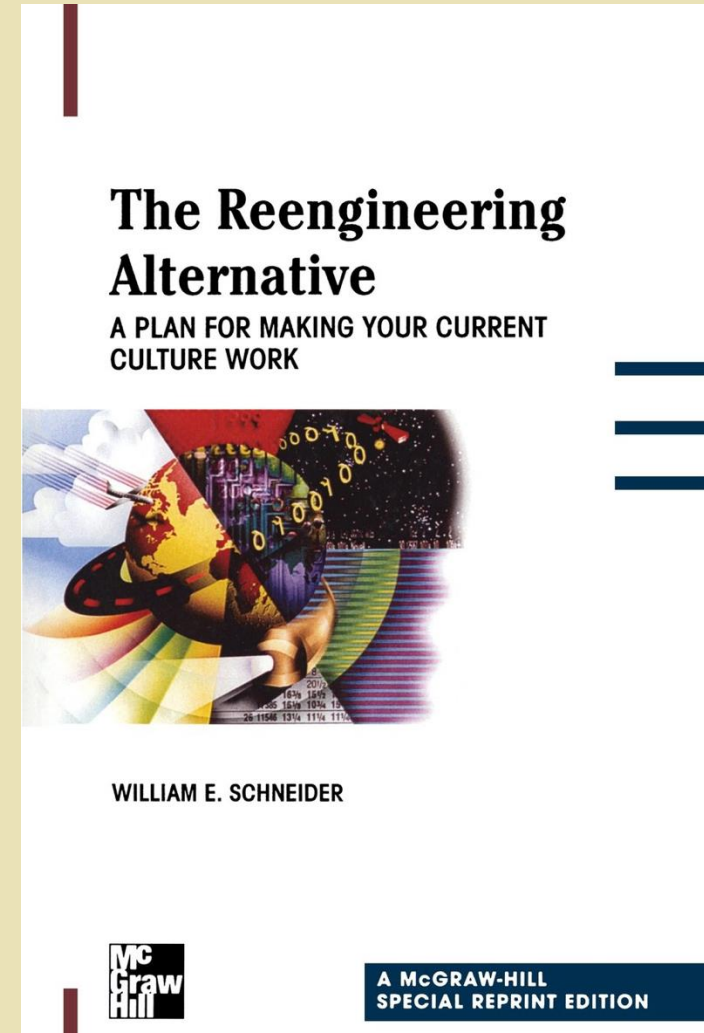
*#ourway*

# Culture ...

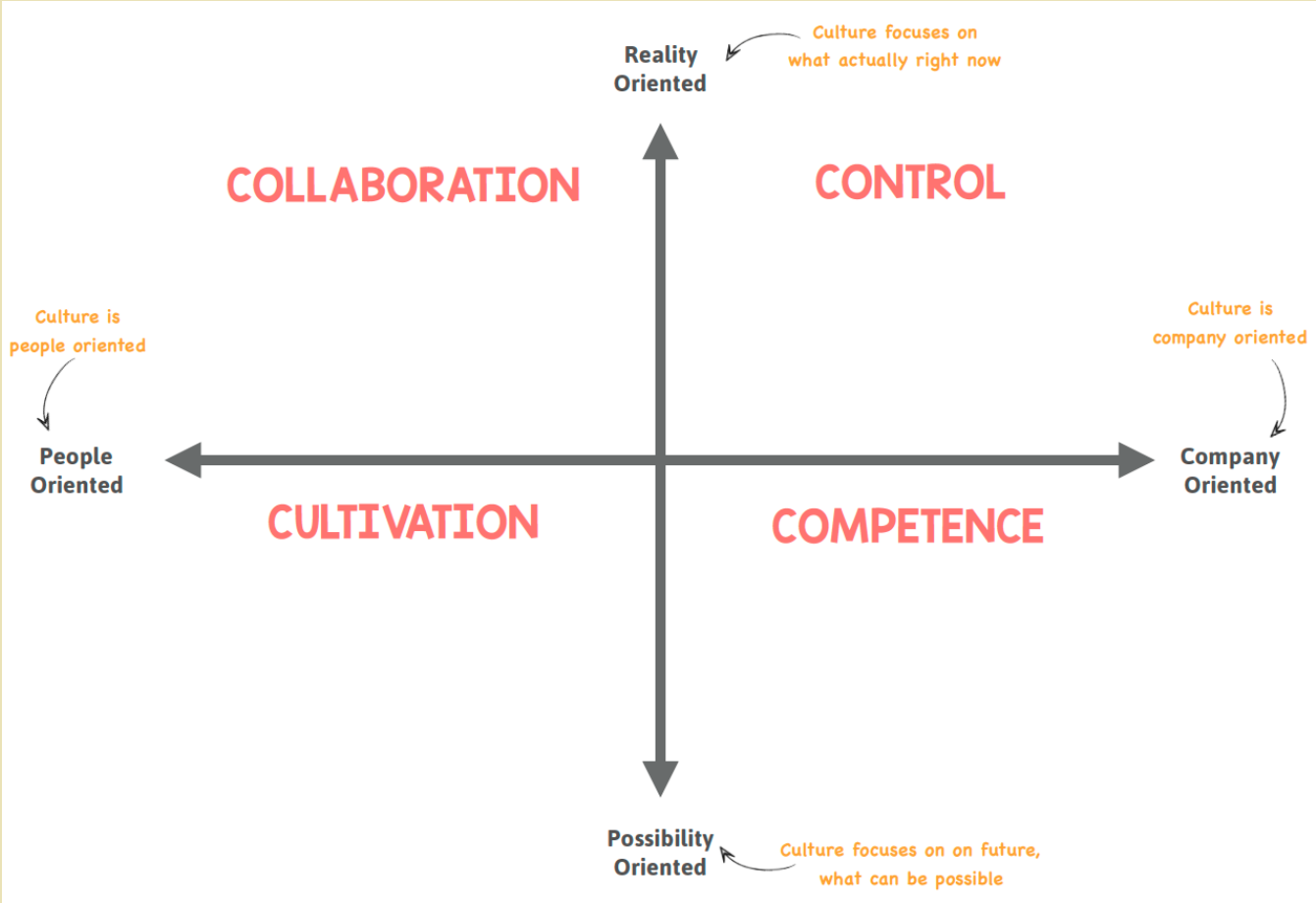


# William Schneider

“How do we do things around  
here to succeed?”



# Schneider Culture Model





# Control

- **Hierarchy**
- **Power**
- **Compliance, policy, procedures**
- **Follow the chain of command**
- **System trumps people**



# Collaboration

- **Focus on people**
- **Success through teams**
- **Camaraderie**
- **Relationship power**
- **Success through synergy**





# Competence

- **Focus on expertise, competition**
- **New ideas motivate people**
- **Best everything (product, tech)**
- **There is always more to do**
- **Whatever it takes to win**



# Cultivation

- **Focus on growth**
- **System of beliefs**
- **Pursuit of possibilities**
- **The climate is relaxed, spirited**
- **Discovery, experimentation**

Image by [rawpixel.com](https://www.rawpixel.com)

# JUNIOR *Team*

Active Kids Club  
Are you ready to play?

[www.example.com](http://www.example.com)



# Schneider Culture Model



# Culture, Values

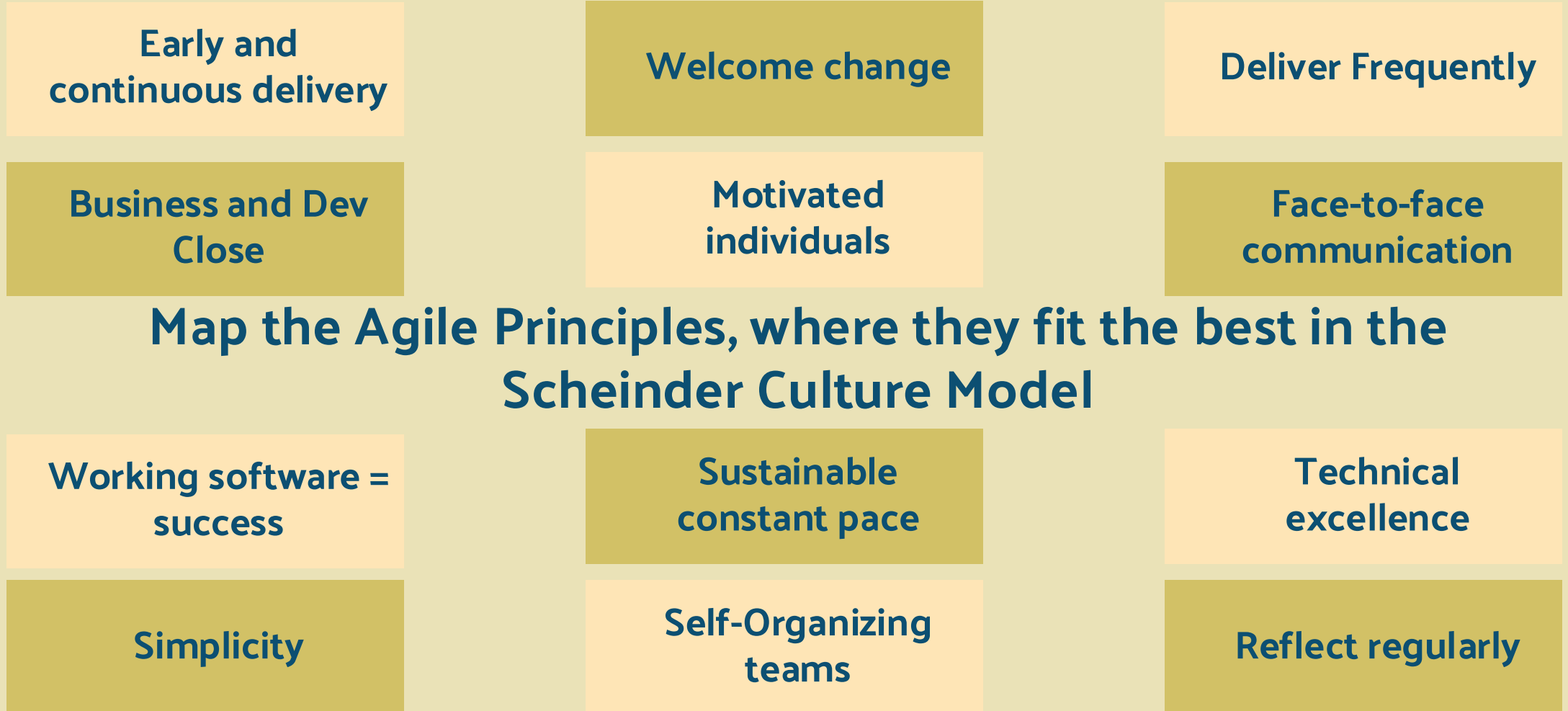


# Today's word of the day: **Agility**

*#VUCA #Agile*



## Fun exercise

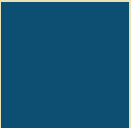



Map the Agile Principles, where they fit the best in the Scheiner Culture Model





# How Can We Build Culture

- Starts from the Founder(s)
    - Requires everyone
    - Get the right team members
- 
- 

# From Start-up to Enterprise

*#growth*

# Ideation stage

- Very beginning
- Idea conceptualization



# Pre-seed stage

- Early development
- Validate idea (MVP)



# Seed stage

- Market testing
- Funding



# Start-up

- Execution of business model
- Product launch



# Scale-up

- Scaling operations
- Rapid growth



# Maturity

- Operational Efficiency
- Sustainability





# Growth - Culture Challenges

*#everyproblemhassolution(s) #ornot*

# What to look for ...

## Individuality

- In teams
- In groups

## Responsibility

- Accountability for results

## Affiliation and Affinity

- Informal groups

## Communication

- Style
- Decision groups

## Cooperation

- Base for collective learning

## Behavior

- In-groups
- Out-groups

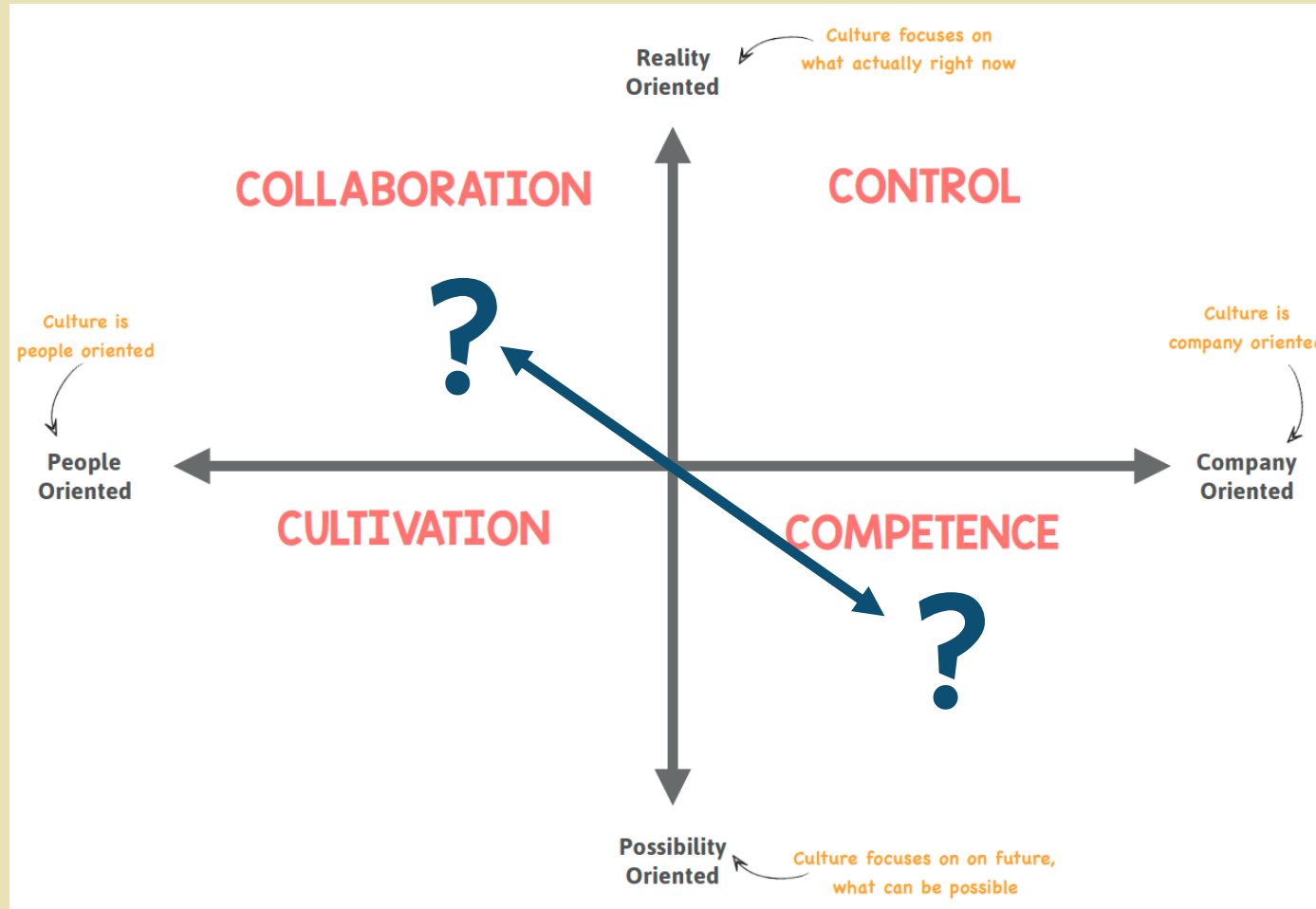
## Learning and teaching

- Together

## Hierarchy

- Role model
- You are what you promote

# Start-up culture ... where does it fit?



# Start-up culture traits

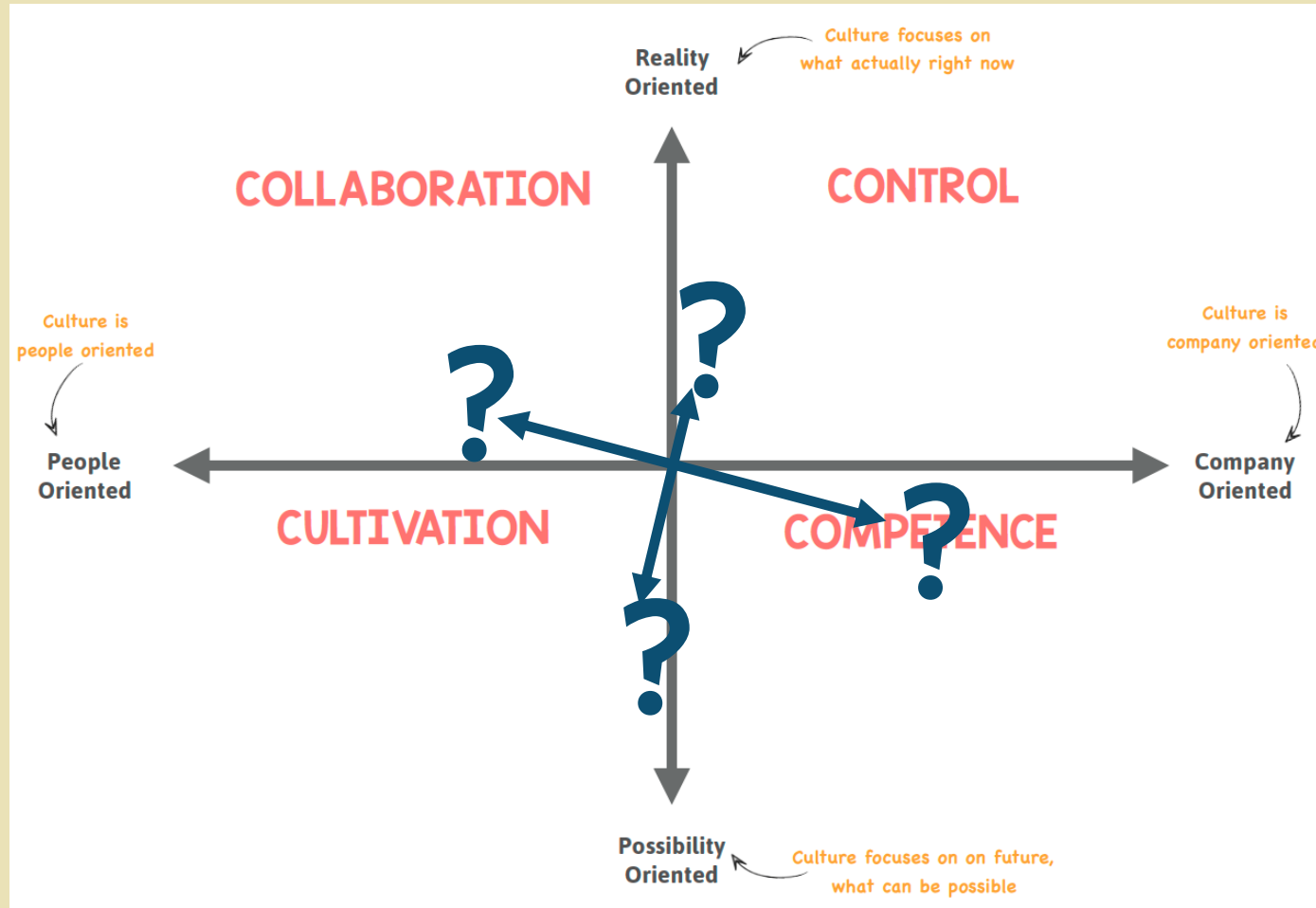
## Advantages

- Family
- Experimentation
- Endless possibilities
- Freedom
- High energy
- High ownership
- A lot of hats (roles) for the same person (personal growth)

## Disadvantages

- Family fights (intense)
- Too many possibilities
- Too much energy (we forgot about private life)
- Failing pressure
- A lot of hats (roles) for the same person (pointless personal growth)

# Scale-up culture ... where does it fit?



# Scale-up culture traits

## Advantages

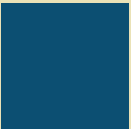

- Could be still family
- Still high energy
- Still high ownership
- Still some hats (roles) for the same person (personal growth)
- Organization, work inside teams

## Disadvantages

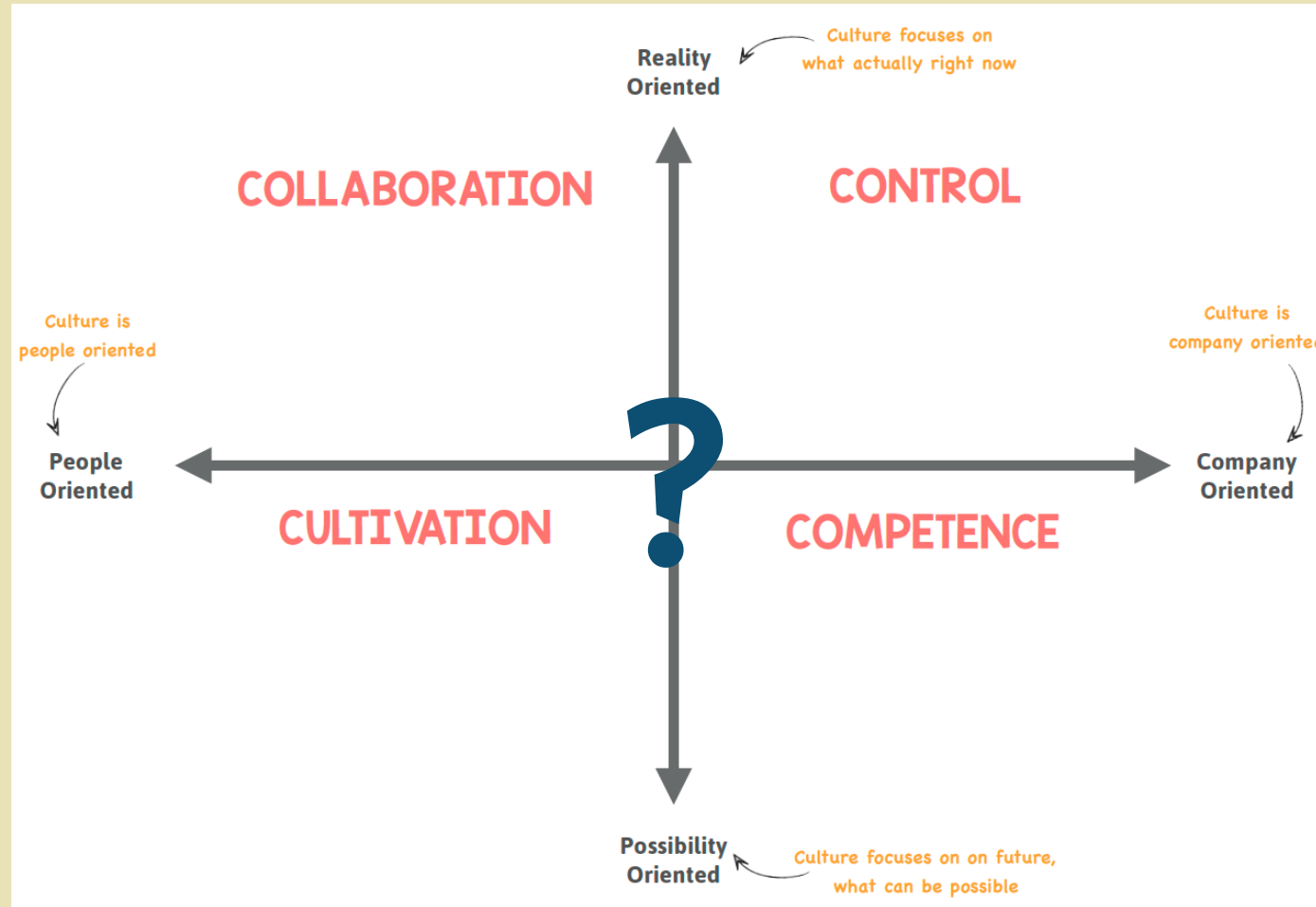
- We might lose touch when we are too many (Dunbar's number)
- Needs more control
- Less freedom
- Harder to connect
- Diversity brings cultural shifts



## Reality check ... what happens in transition

- 
- Less access to all info
  - Less access to decision-making
  - Melancholy cultural challenges
  - Who are these new people?
  - Processes and bureaucracy start
- 

# Enterprise culture ... where does it fit?





# Enterprise culture traits

## Advantages


- Diversity
- Stability
- In many ways less pressure
- More people to learn from
- More opportunities

## Disadvantages

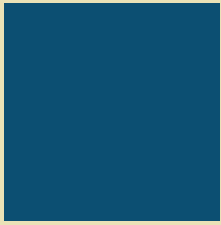
- Less familiarity
- Many levels of decisions
- Less access to information
- A smaller circle of connections
- High bureaucracy
- High time to execution of new ideas



## Reality check ... what happens in transition

- 
- Hard to change something in the “system”
  - Multi-cultural clashes
  - Politics





# **Bonus: To be part of the culture you have to ...**

**01**

**Look for what fits you**

**02**

**Build the culture not ask for the culture**

**03**

**Grow with the culture**





# Appendix A: Books recommendations

- **William E. Schneider**, The Reengineering Alternative
  - **Frederic Laloux**, Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness
  - **Michael Sahota**, An Agile Adoption and Transformation Survival Guide
  - **Joost Minnaar, Pim de Morree**, Corporate Rebels: Make work more fun
  - **Ben Horowitz**, The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers
  - **Amy C. Edmondson**, The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth
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