
HR & THE AGILE ORGANIZATION
From Cop to Cruise Director
LitheSpeed

Meet your Guide

Arlen Bankston



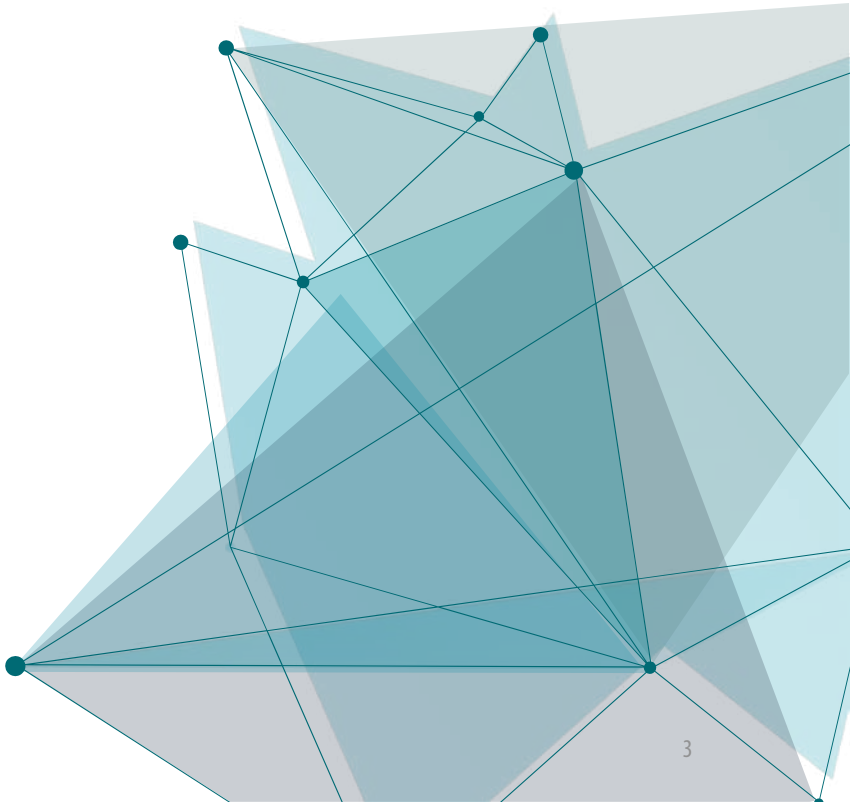


- Entrepreneur, Co-Founder of LitheSpeed
- User experience, product design & development background
- 18 years of Agile experience
- Lean Six Sigma Master Black Belt
- Trainer and agile consultant, coach, presenter and writer

Agenda

A gentle introduction to the next generation of human resources.

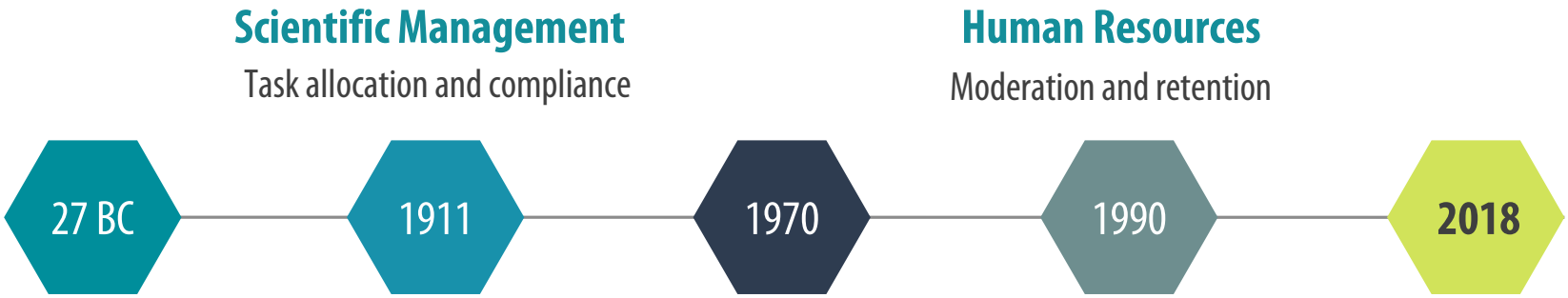
- Why Agile HR?
- Hiring & Onboarding
- Talent Development
- Culture
- Using Agile Methods in HR Teams



Why Agile HR?

A Very Brief History of Human Resources

From cost center to strategic partner.



Roman Army

Keeping the troops in line

Scientific Management

Task allocation and compliance

Personnel Administration

Hiring, training and firing

Human Resources

Moderation and retention

Talent & Experience

Driving customer-oriented innovation and the people that deliver it



The **Bad News**

1. Only 13% of all employees are "highly engaged." 26% are "actively disengaged."[1]
2. Only 54% of employees recommend their company.[2]
3. In hi-tech, two-thirds of all workers believe they could find a better job in less than 60 days.[3]
4. 80% believe their employees are overwhelmed with information and activity at work.[4]
5. More than 70% of Millennials expect their employers to focus on societal or mission-driven problems.[5]

Gallup 2014, Glassdoor, Dice, Tech Salary Survey, Deloitte Human Capital Trends 2014, Deloitte, The Millennial Survey 2014
http://www.forbes.com/sites/joshbersin/2014/04/04/the-five-elements-of-a-simply-irresistible-organization/



Depression & Disillusionment

85%	Would leave tomorrow or actively looking, because of...
79%	Old-Fashioned Management Styles
75%	Working Environment
70%	Feeling Disengaged
50%	Uninspiring Work

Troubling Scenarios

It's harder to find, engage and keep good people than ever before.

Demand for top development talent in your area has spiked. What does your company offer to young professionals that the **competition does not?**

A dramatic uptick in local traffic has necessitated flexible work arrangements. How will you accommodate and **align remote and local workers?**

Retention is dropping, and a lack of individual engagement is the culprit. How does your organization generate a **sense of purpose for employees?**

Out of 67 ScrumMasters at your company, 62 of them sort of suck. How can we hire and **upskill people more effectively?**

WHAT TO DO?

HR can supply what agile organizations need.

Great people that stay

Talent development that inspires

Workspaces fit for humans

Personalized training & coaching

Agile methods can lend HR better ways to work.



Rapid adaptability

Poly-skilled practitioners

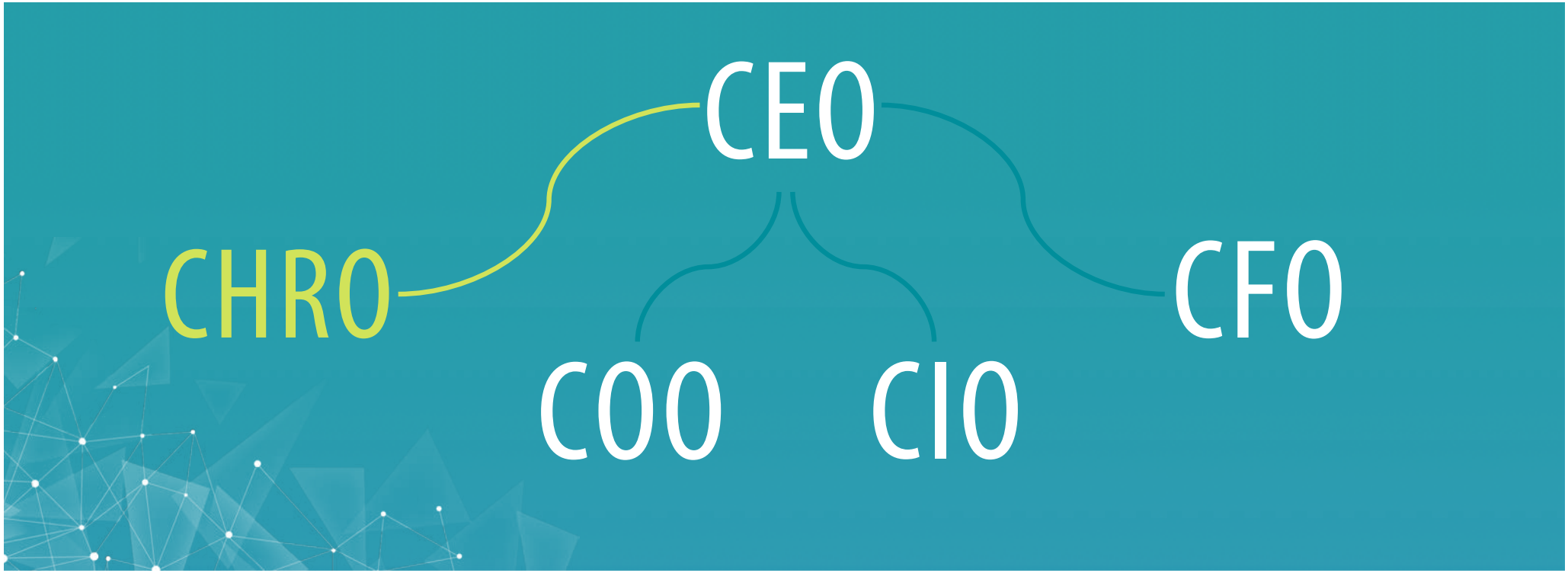
Tight feedback loops





The Legendary CHRO

People are pickier and problems are trickier than ever. Someone needs to step up...



A Manifesto for HR Agility

How can we make people happier and more effective without knowing where they're headed?

Growing the organization	o	Enforcing its boundaries
Unique people		Generic functions & silos
Proactive feedback	v	Counteractive assessment
Raising the best		Controlling the worst
Defaulting to openness	e	Hewing to confidentiality
Workplace flexibility		Rigidity
Stable crossfunctional teams	r	Heroes & interchangeable resources

Agile HR Tips

Make it an adventure
to attract and keep the best

Live with the natives
to understand the real needs

Create holistic high performers
with dynamic talent development

Build connections
to facilitate lateral growth

Lead strategically
through data and experimentation

Craft a living environment
to create autonomy & engagement

Hiring & Onboarding

Make it an adventure

What's Wrong with Hiring?

Getting the right people is critical if you really want great agile teams.

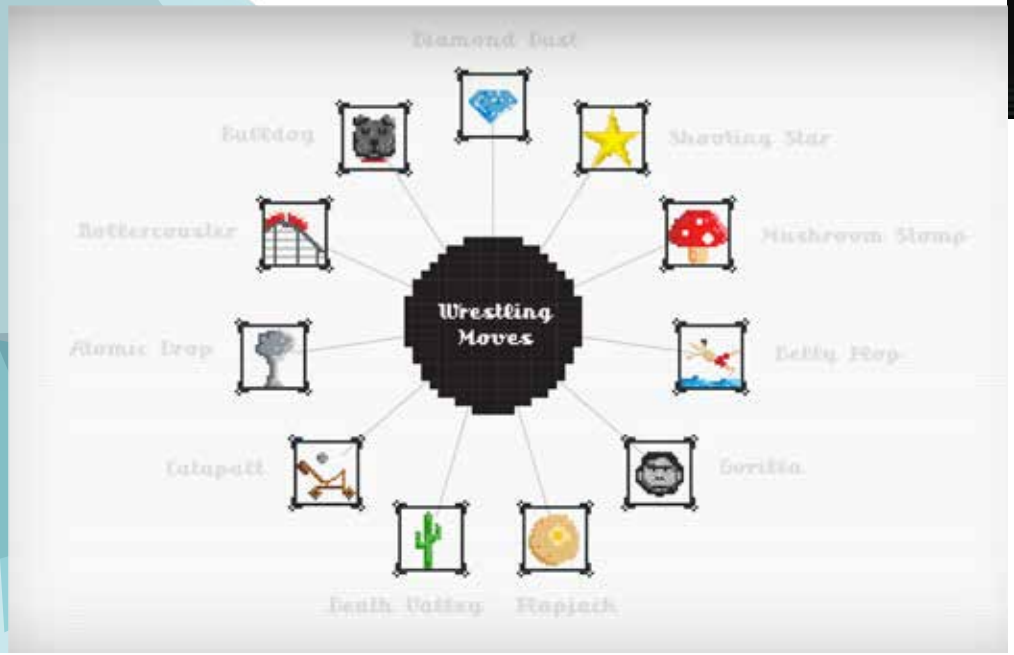
"In procedural work, the best are 2x better than the average.
In creative/inventive work, **the best are 10x."** Netflix Culture Deck

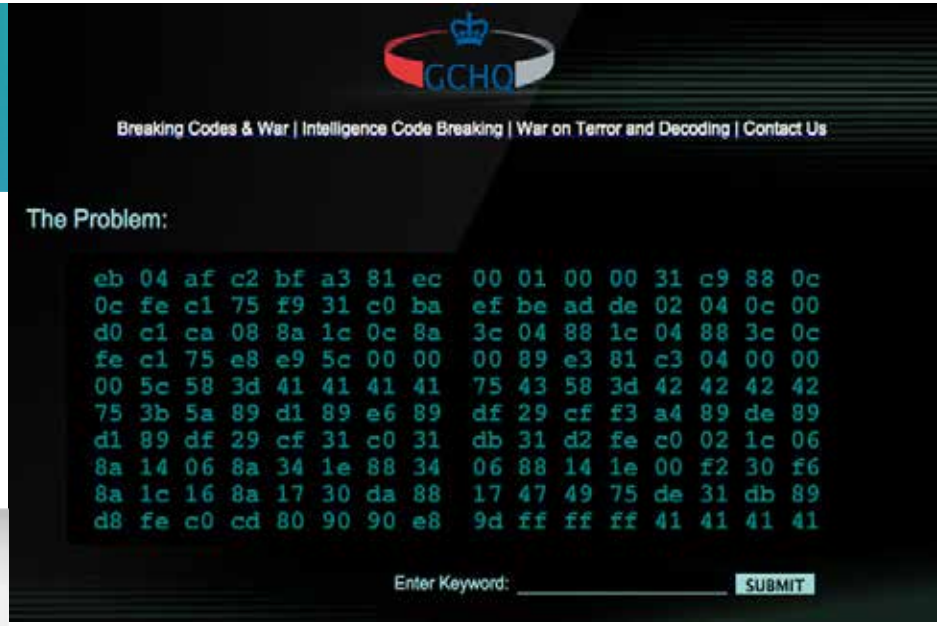
- Misunderstanding of agile roles leads to wrong sort of people
- Price sensitivity overrides a demand for excellence
- New roles scare people because the career ladder is unclear
- Your competition keeps luring away the best candidates
- Candidates seem good on paper and suck on arrival

Hiring Games

GCHQ

Crack a code to entice the British intelligence and security agency. CanYouCrackIt.co.uk





UMBEL™

Play a fighting game against other candidates… where you have to **code the moves.**

Qualities of Great Agile Team Members



When hiring, look for:

Comfort with diverse viewpoints

Flexibility in approach

Love for learning

Ability to collaborate

Self discipline

Willingness to adapt to regular feedback on one's product, process and behavior

Qualities of Great Agile Leaders

Find or grow Agile Leaders who:

Learn continuously and adapt creatively

Focus on developing people over enforcement

Specify goals without over-specifying solutions

Create flow across value streams

Collaborate with peers around the organization

Base decisions on objective data over opinions



A Culture of Trust

A word from **The Fool Rules** Interactive Employee Handbook.

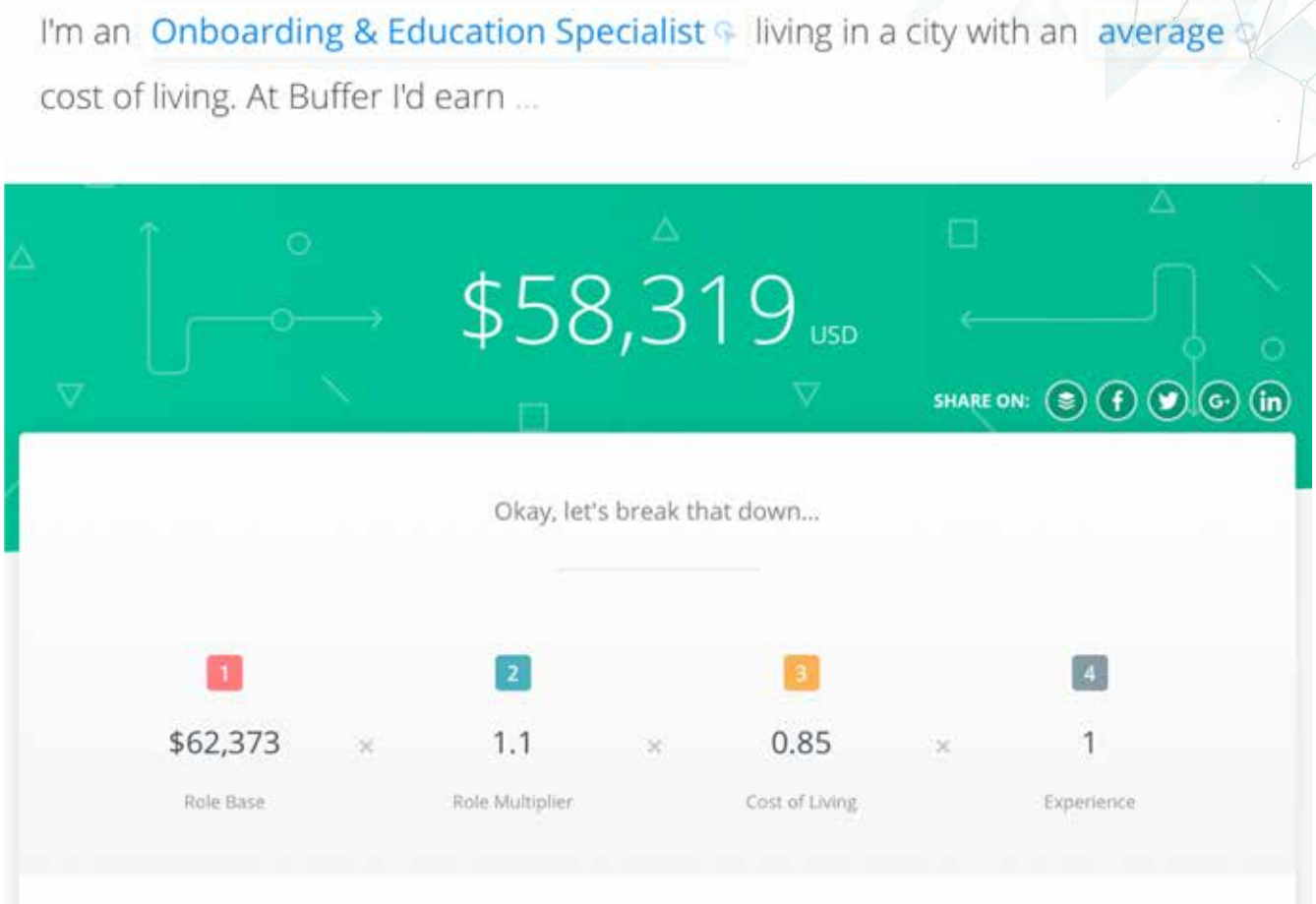




Radical Transparency

Buffer

Here you know how much money you (and your colleagues!) make, and how to earn more. In fact, you can figure it out online before you even join...

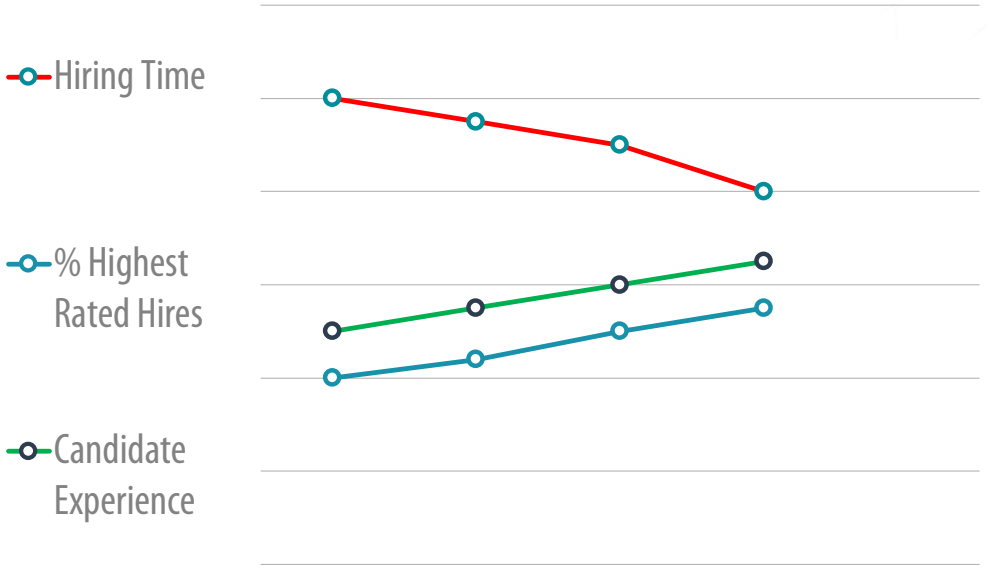


Interactive Hiring

intuit

Show and tell.

- Speak for 5 minutes about yourself
- Speak for 15 minutes about 2-3 projects of which you're proud
- Prepare a **15-minute presentation** on a case study or coding exercise
- Participate in a 25-minute Q & A

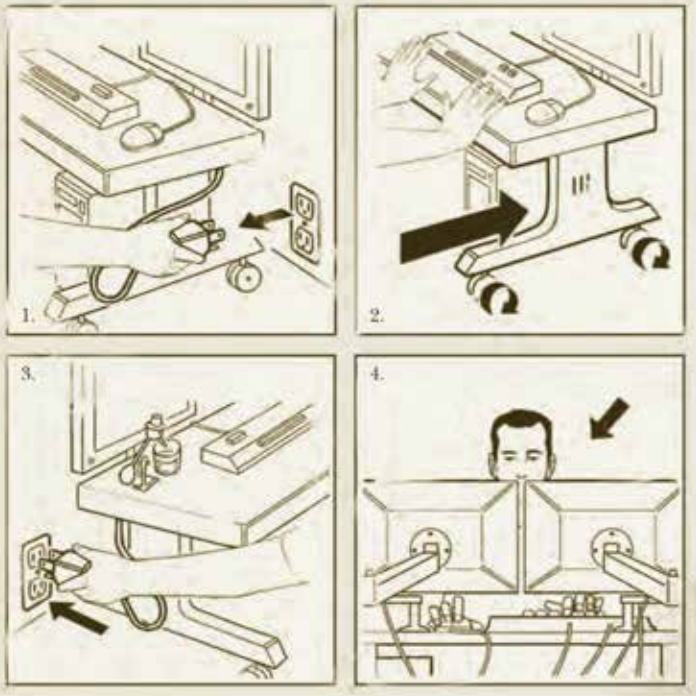


Onboarding with Style

VALVE

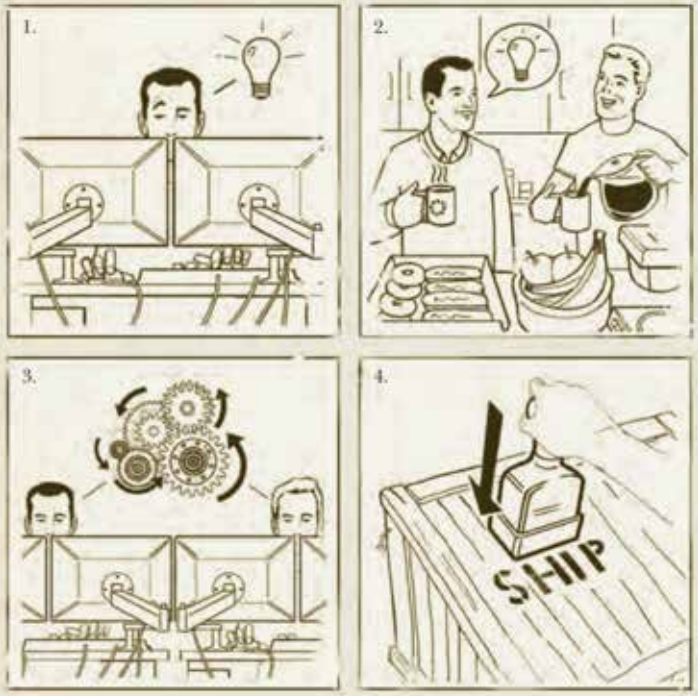
The mythic game company heavily values self-direction and creativity. Their employee handbook reflects the fun, open but demanding culture that they embrace.

Fig. 2-2 Method to move your desk



step 1. Unplug cords from wall
step 2. Move your desk
step 3. Plug cords back into wall
step 4. Get back to work

Fig. 3-1 Method to working without a boss



step 1. Come up with a bright idea
step 2. Tell a coworker about it
step 3. Work on it together
step 4. Ship it!

Talent Development

Live with the natives

Create holistic high performers

Build connections

What's Wrong with Talent Development?

Flexibility and collaboration are musts for today's challenges.

"A business leader's job is to create great teams that do amazing work on time. That's it."
Patty McCord, ex Chief Talent Officer at Netflix

- HR doesn't understand individuals and their unique challenges
- Individual meritocracy is rewarded over teamwork and smothers it
- Feedback cycles are depressing and ineffective instead of helpful
- People are pigeonholed into roles that don't utilize their full potential
- Misguided measurement systems drive bad behavior

Live with the Natives

Go to the Gemba and see what's really happening.

"The old methods of command-and-control and organizational hierarchy are now replaced by networks of individuals organized around common goals and outcomes. **People don't all want the same development opportunities, rewards and physical space."**

https://www.forbes.com/sites/stevedenning/2018/04/06/transforming-hr-as-agile-business-partner-the-case-of-vistaprint/#4bdeed6ed6d1

vistaprint®

Talent & Experience group within Agile Transformation department.

- 7,000 employees
- Decentralized and local support
- **Act like Product Owners** who define outcomes to improve employee experiences.

"What experience does the employee need to deliver this particular product?"

Motivate or Don't Demotivate?

Fredrick Herzberg's Two Factor Theory: Eliminating dissatisfying factors and providing satisfying ones **must both be done in concert**.

Provide purpose while relentlessly **simplifying bureaucracy.**

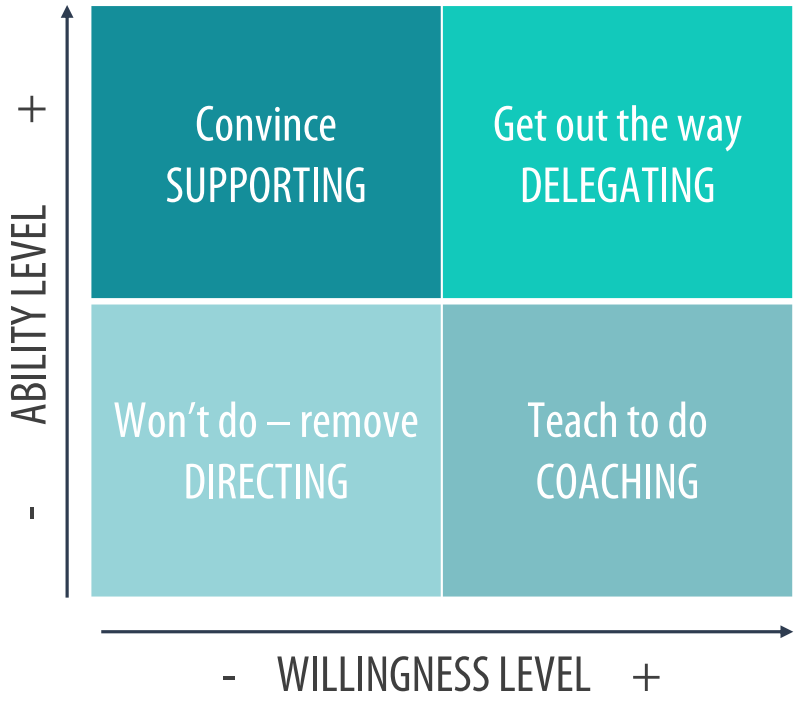
Factors for Satisfaction	Factors for Dissatisfaction
Achievement	Company policies
Recognition	Supervision
The work itself	Relationship with supervisor and peers
Responsibility	Work conditions
Advancement	Salary
Growth	Status
	Security

https://www.mindtools.com/pages/article/herzberg-motivators-hygiene-factors.htm

Create Holistic High Performers

Let people try new things and support them properly.

- Decentralize decisions for freedom
- Raise team capability through talent development
- Promote continuous improvement of both self and product

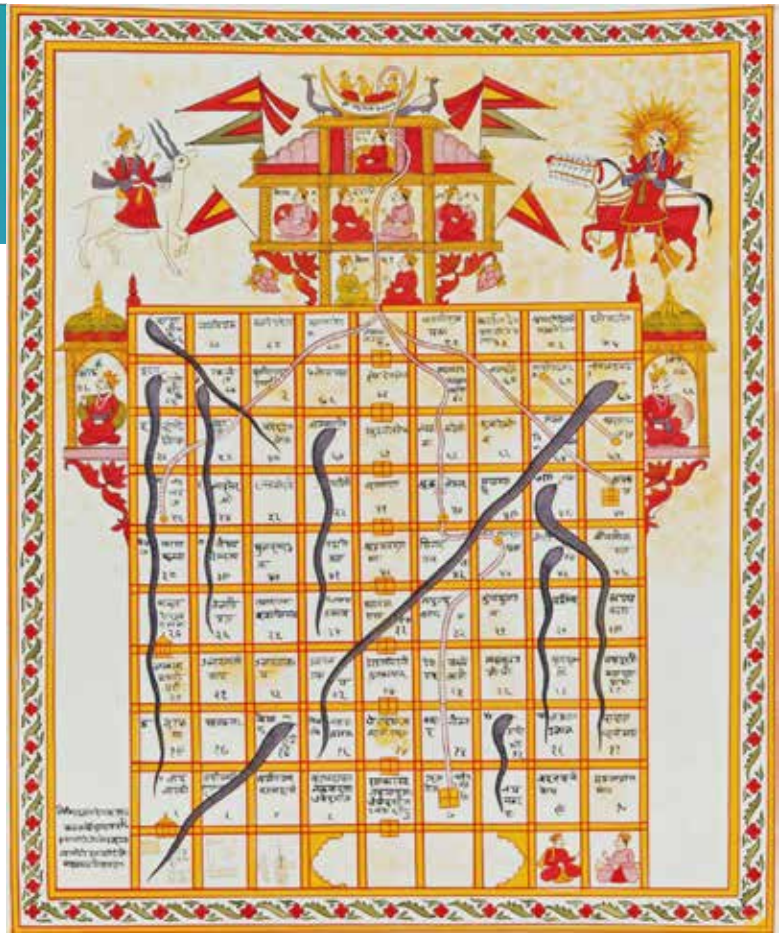


Ladders... or Snakes & Ladders?

Career ladders are too static for today's dynamic knowledge workers.

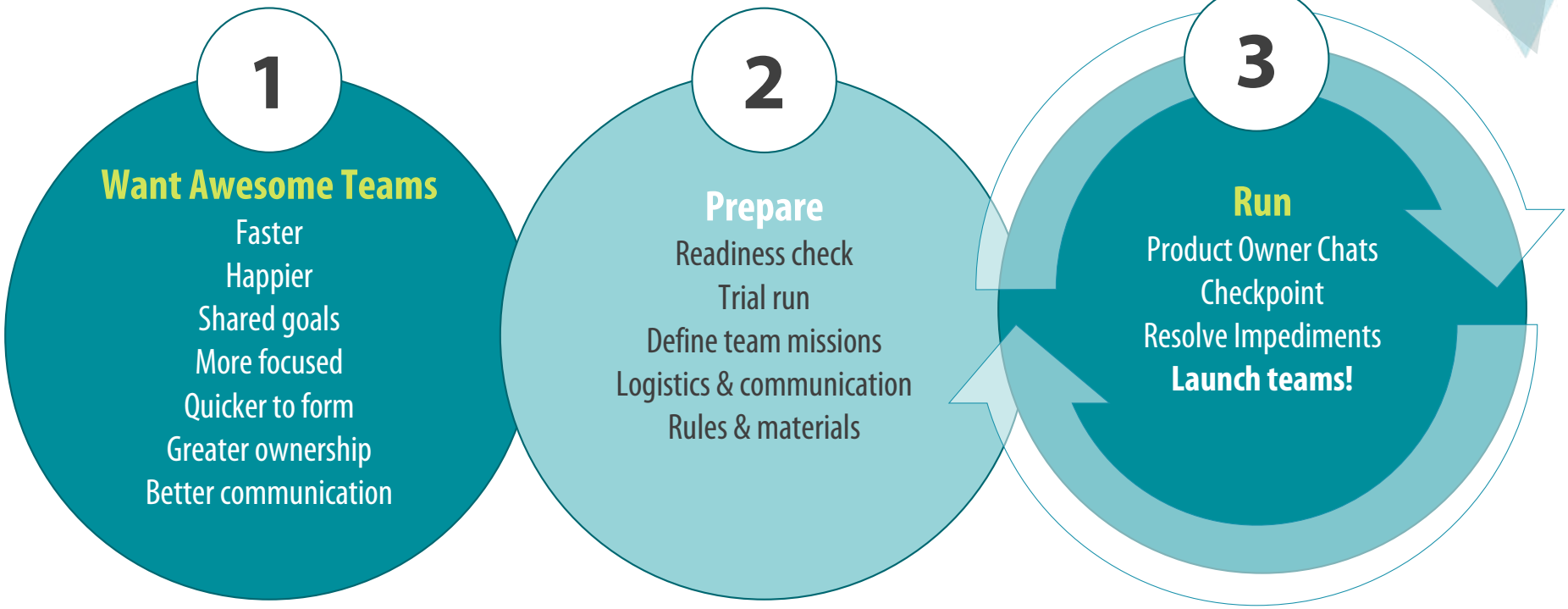
This ancient Indian board game had many potential paths to enlightenment, with snakes acting as vices and ladders as virtues.

What values might your company espouse that let people choose their own path?



Self-Selecting Teams

Like a full-time hackathon.



https://www.agilealliance.org/resources/experience-reports/creating-how-self-selection-lets-people-excel/

Build Connections

While Paolo appreciates the new skills he's learned from his colleagues, he'd also love to deepen his existing skill set as a security specialist and talk to peers more often.

Communities of Practice and Interest are classic solutions to this problem.

You can also try a Skills Marketplace and simply invite some other teams.

Paolo notes that he's good at ping pong and **beer brewing.**

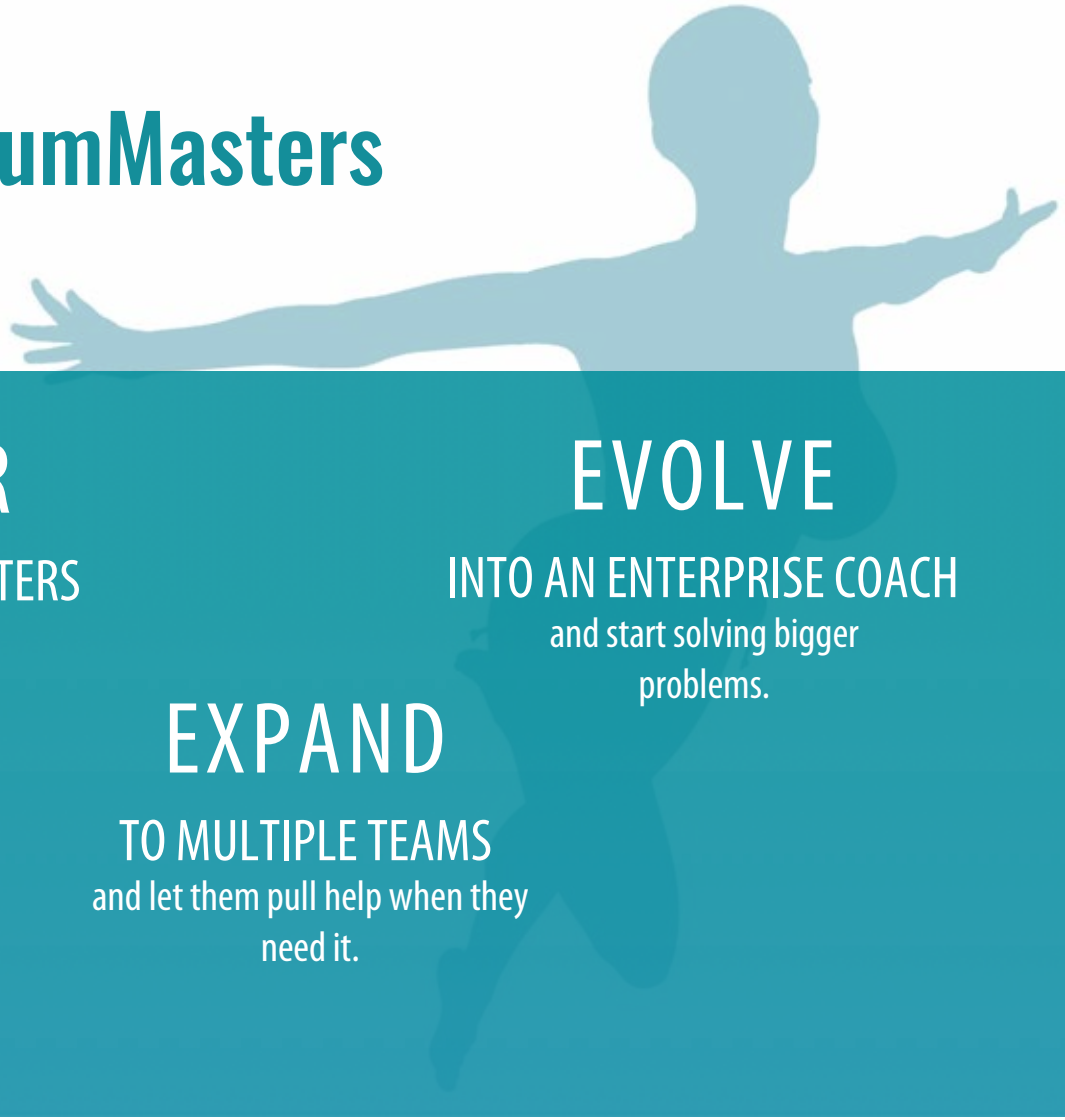
Annabelle and Tyrell had never met, but both love beer and happen to be **crack security engineers.**

Paolo, Annabelle and Tyrell agree to meet over **home-brewed beer** and **talk security shop** once a month.



The Career Path for ScrumMasters

What should ScrumMasters do in the long term?



IMMERSE

YOURSELF IN THE TEAM

and work alongside them to deliver.

MENTOR

OTHER SCRUMMASTERS

and start a cohort of master coaches.

EXPAND

TO MULTIPLE TEAMS

and let them pull help when they need it.

EVOLVE

INTO AN ENTERPRISE COACH

and start solving bigger problems.

Culture

Lead strategically

Craft a living environment

The Problem(s) with Culture

Environments and attitudes say more than words.

"Through initiatives like working from home, unlimited leave, integrated technology, and wellbeing in the workplace – we treat our employees like the capable adults they are."
Richard Branson (Virgin)

- HR policies create a stifling environment
- Roles are too narrowly defined to facilitate effective collaboration
- Agile departments are held back by those unaware it affects them
- Management support for agility is limited and unfocused
- Work spaces don't fit natural work patterns

The Buurtzorg Scenario

Nurses and clients manage themselves.



"A new [12 nurse] team will find its own office in the neighbourhood, spend time introducing themselves to the local community and getting to know GPs and therapists and other professionals. The team decides how they organise the work, share responsibilities and make decisions, and through word of mouth and referrals the team builds up a caseload."

buurtzorg.com

HOW COULD YOUR TEAM & COMPANY BE MORE LIKE THIS?

Lead Strategically to Drive Self Management

Recruiting
Compensation set via HR policy

Evaluation & compensation
Manager

Decisions
Hierarchy & bureaucracy

Structure
Formal hierarchies

FROM



TO

Recruiting, Evaluation & Compensation
Set with peers

Decisions
Dynamic local processes

Structure
Self organized & empowered teams

buffer

Culture Values

- Choose positivity & happiness
- Default to transparency
- Have a focus on self improvement
- Be a “no ego” doer
- Listen first, then listen more
- Have a bias towards clarity
- Make time to reflect
- Live smarter, not harder
- Show gratitude
- Do the right thing

NETFLIX

- Values are what we Value
- High performance
- Freedom & Responsibility
- Context, not Control
- Highly Aligned, Loosely Coupled
- Pay Top of Market
- Promotions and Development

Decisions, Conflict & Feedback

Decisions

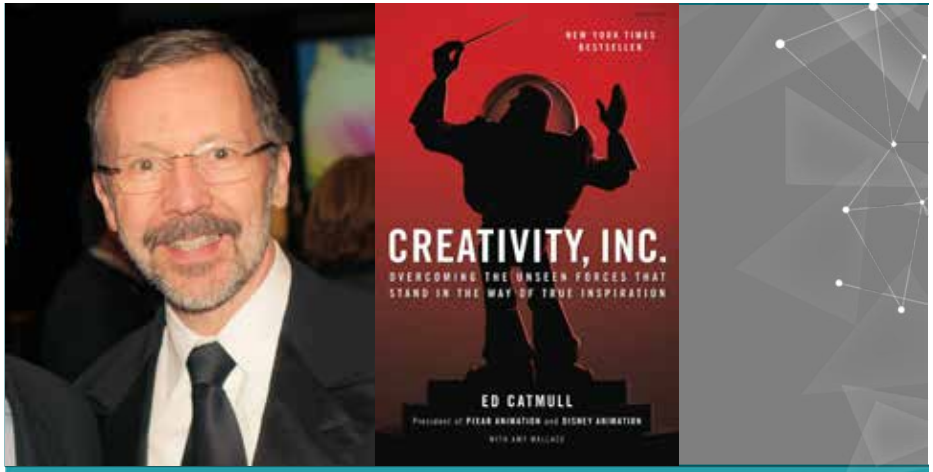
Make any decision after seeking (but not necessarily following) advice from those affected.

Conflict

We are not your parents, work it out or ask for help.

Feedback

Seek and give both immediate and considered feedback. Quarterly company events, informal individual and team meetings, mentors, surveys and micro-recognitions are common structural elements.



"Candor isn't cruel. It does not destroy. On the contrary, any successful feedback system is built on empathy, on the idea that we are all in this together, that we understand your pain because we've experienced it ourselves. . . **The Braintrust** is fueled by the idea that every note we give is in service of a common goal: supporting and helping each other as we try to make better movies."
Ed Catmull

Micro Recognition

Feel **appreciative** 1

Send email to **recognized** 2

Instant feedback 3

Reviewed in a team format at least quarterly.



Open Schedule and Slack Time



Slack

Encourage people to take slack time, recharge and maintain active innovation platforms.



Open Work Schedule

No set policy; people simply take the time they need to do their jobs properly, informing their tribe in the event of unexpected absences.

Using Agile Methods in HR Teams

A few simple agile values...

1. Understand Value
2. Think Big, Build Small
3. Focus on Feedback
4. Work Together
5. Keep Work Visible

and lots of related practices...

Design thinking

Scrum

Devops

Kanban

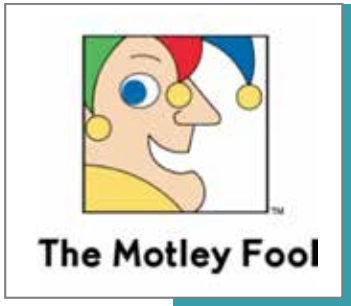
Customer journeys

Digital transformation

Specification by example

Can yield some varied and interesting results...

Iterative HR



before

HR plans took quarters to deliver with little feedback

Everyone hated fixed roles and complex hierarchy

Performance review plans irritated top performers

after

HR goes agile.

Paper test ideas in Excel

Work in 1-2 week cycles

Use Design Thinking with employees

5th iteration of Performance Management process

Retrospect

Compare intent and reality.

Legacy structures can hamper agility.

Most organizations add more than remove.

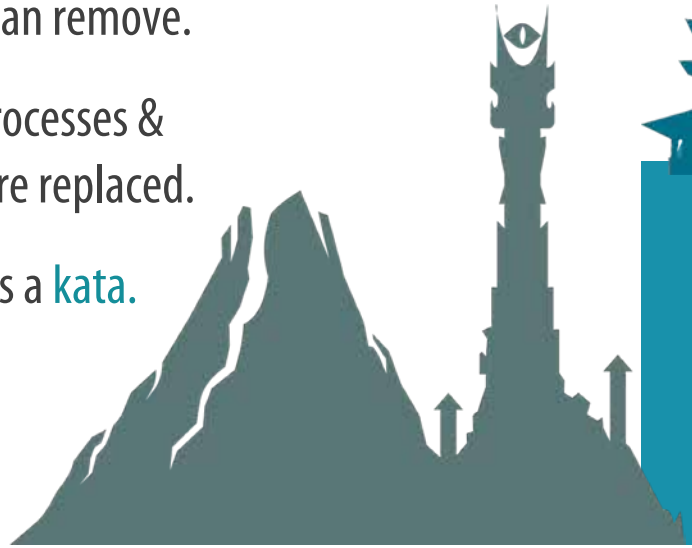
Eliminate meetings, artifacts, processes & governance structures as they are replaced.

Make improvement experiments a kata.

current improvement experiment

next improvement experiment

time for a new improvement!





GET THE OLD ORGANIZATION OUT OF THE WAY OF THE NEW ONE.

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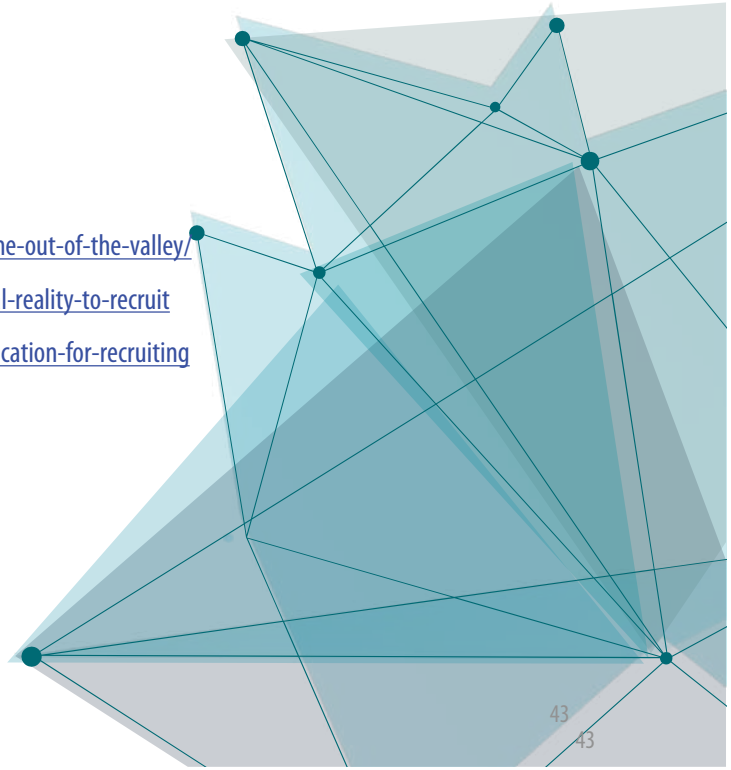
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43

What's Next?

Read Arlen's Book

HR and the Agile Organization

Bring LitheSpeed in for a custom

Agile HR Workshop

Take LitheSpeed's **Path to CSP**



CONTACT US

And thank you for your time.

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