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Lean | Agile People Operations (Agile HR) – Your Secret to Enterprise Agility

Fabiola Eyholzer | @FabiolaEyholzer | #SGFLA
Great vision without great people is irrelevant.

– Jim Collins
The Importance of People in VUCA Times
The Importance of People in VUCA Times

Fact is: We live in **VUCA** times and have to respond to its challenges

**V**olatility

**U**ncertainty

**C**omplexity

**A**mbiguity
The Importance of People in VUCA Times

Todays currency for competitiveness are:
Talent, knowledge & leadership
The Importance of People in VUCA Times

That makes inspired, empowered, and engaged people the live and soul of thriving organizations
The Importance of People in VUCA Times

And **puts Human Resources on the map** like never before
“People Operations is your secret weapon for bringing lean | agile to an enterprise level.”

Fabiola Eyholzer, Just Leading Solutions
Realities of HR in Organizations
# Realities of HR in Organizations

HR is the most *misunderstood job family* and many things are (unjustly) said about HR

<table>
<thead>
<tr>
<th>HR is too important to be left to HR.</th>
<th>HR deals with the soft side of business and is therefore not accountable.</th>
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<tbody>
<tr>
<td>Harvard Business Review</td>
<td>EIU Survey C-Level Executives</td>
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<tr>
<th>HR lives in a bubble</th>
<th>HR is too focused on process and is not a “big picture” person.</th>
<th>HR’s job is to be the policy police and the health ’n’ happiness patrol.</th>
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<tbody>
<tr>
<td>Fast Company</td>
<td>EIU survey, C-Level Executives</td>
<td>Anyone can do HR</td>
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<th>Everyone hates HR.</th>
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<td>CBS News</td>
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Many people decisions and policies are dictated by hidden forces, especially Finance and Legal
HR instruments are driven to handle poor performance and mediocrity
HR instruments must make up for weak managers and uninspiring leaders, costing companies billions
No more! It is time for People Operations
Lean | Agile People Ops is about inspiring, engaging & growing talents & building amazing, fun places of work
Agile People Pros have a strong understanding of 21st century employees and organizations
They belief in the **intrinsic motivation of their people** and set the playing field for Type Y employees
Agility in HR means building a responsive **HR organization** as well as providing winning **People solutions**
Agile People Instruments
The traditional HR employee cycle is to hire, inspire, develop, admire, and retire.
Talent Acquisition is the cornerstone of building a strong workforce with the ability to thrive in an agile setting

- Utilize Agile in your Employer Branding
- Build a strong Talent Pipeline – and remember your internal talents!
- Replace job descriptions with Value Descriptions and hire People over paper
- Create a winning Talent Acquisition Experience
  - Ensure modern means of application and communication are available
  - Create clear and transparent process with an appointed people liaison
  - Be honest and selfless in your interactions with candidates
  - Align interview style and questions to assess agility and team fit
  - Let them showcase their ability to perform and thrive in an agile team setting
  - Engage team in hiring process and observe collaborative behavior and team fit
- Rock at Onboarding
Engagement & Flow are the key to set your talents up for success and inspire and lead them to greatness

- Embed Lean | Agile values into your corporate DNA and built a winning culture
- Open up your organizational structure to meet the demand of a connected network
- Create an inspiring work environment that allows for an optimal workflow and inspires meaning and boosts growth
- Move from traditional performance management to an iterative performance flow
  - Shift to iterative, interactive process aligned with your optimal cadence instead of an annual performance management process
- Share understanding of vision, set inspiring goals and clarify expectations
- Empower self-organizing teams to plan and execute and hold them accountable
- Eliminate performance ratings and forced/staked rankings
- Embrace agile Leadership
Learning & Growth creates personal and professional development in a meaningful, sustainable way

- Embed individual and organizational learning and development into your workflow
- Encourage learning and knowledge sharing
  - Create an environment of continuous learning and sharing with open dialogues, social learning and regular (360 degree) feedbacks
  - Include interactive learning and modern teaching methods and channels
  - Provide access to information, knowledge, and skills
  - Offer platforms and toolboxes for interactive learning and sharing
- Experience and Exposure as the new career
  - Leaders act as partners and enablers
  - Provide unique experiences and growth on a personal and professional level
  - Redefine careers in the world of connected agile enterprises
  - Have Talent Scouts and Career Counselors as part of your People Ops
Pay & Recognition focuses on a comprehensive reward approach aligned with the drive of agile people

- **Reward Solutions**
  - People usually leave managers not companies or compensation packages
  - Compensation should be about making the life of people easier and better
  - Enable **flexible salary adjustments** uncoupled from annual merit rounds
  - Provide leaders with necessary data and allow for transparency

- **Bonus Approach**
  - Motivate through **mastery, autonomy, and purpose** not cash incentive
  - Establish value based employee **recognition**
  - Consider **team awards** and **collaborative profit sharing**

- **Benefits**
  - Invest in the **health and wellbeing** of your people
New Beginnings are embraced as part of agile careers and allow you to build a network of strong ambassadors

- Create a flexible resource planning
- Consider internal talents for vacated positions
- Know your players and consult your talent scouts
- Ensure a full talent pipeline
- Build a strong employer brand
- Avoid hiring freeze situations and steer clear of performance improvement traps
- Be courageous to take separation steps without delay ("Hire slow, fire fast")
- Consider internal opportunities; if need be separate with integrity and honesty and guide people during the transition ("Don’t burn any bridges")
- Stay connected and turn leaving talents into winning ambassadors
Agile HR Journey
The need for a new take on HR is closely linked to the Agile Transformation Journey.

Agile is an individual effort with sporadic and inconsistent stand-alone solutions and limited interaction and collaboration.

Potential issues are not yet apparent and HR proceeds as usual.

Discrepancies between agile and corporate HR occur but are dealt with according to regulations.

Agile practices and lean portfolio management are applied by numerous units. They show agile behavior and deliver consistent results under emerging agile governance.

HR tools are being reinvented to fit the essentials and culture of successful lean | agile teams and units.

HR organization is redesigned according to lean | agile values, principles and practices.

Lean | agile values & principles are at the core of the corporate DNA, shaping the culture, behavior and mindset of the whole organization. And corporate settings, development and activities are realigned across all business and service units.

Agile maturity level is elevated and scaling efforts across multiple units and locations are successful. Value creation is consistent and visible throughout the whole organization.

Agile is applied by multiple teams. They start to display agile habits and define first standards. Knowledge sharing occurs gradually.

 Agile HR Journey

Agile HR – Your Secret to Enterprise Agility

Apr-18-2016
Agile HR Journey

Agile HR is a reality – Look at the top HR trends 2016

1. Dec-1-2015
   “HR embraces agile (#1 of 11 HR Trends for 2016)

2. Jan-25-2016
   “HR drives the agile organization

3. Jan-20-2016
   “2016 to welcome the acceleration of agile adoption outside IT
We need to **invest in Agile HR** and the moment is right!
Trigger | Initiate | Iterate – the typical approach to **Agile People Initiatives**
Agile HR Journey – Some Quick Tips
Involve your HR Pros! – Seriously!
Set them up for success!
– Set them up like you would any other Agile team
Training them in agile is not enough!
– Help them translate it into an HR settings
Guide their agile journey!
– Give them a fulltime agile coach
Let them have some fun too!

– Hackathons, Open Space etc. do transfer
Cut them some slack!
– Remember when you started out?
Understand YOUR organization and find your way!
– Best practices are probably best somewhere else
An **investment** in Lean | Agile People Operations is an investment **in your People!**
To win in the marketplace you must first win in the workplace.

– Doug Conant, CEO of Campbell’s Soup
Thank you!

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