Business Value of

Agile Human Resources

USING LEAN & AGILE TALENT MANAGEMENT PRINCIPLES TO ACHIEVE 21ST CENTURY ORGANIZATIONAL PEFORMANCE

DR. DAVID F. RICO, PMP, CSEP, EBAS, BAF, FCP, FCT, ACP, CSM, SAFE, DEVOPS, AWS

Website: http://davidfrico.com ● LinkedIn: http://linkedin.com/in/davidfrico ● Twitter: @dr_david_f_rico

Agile Cost of Quality: http://www.davidfrico.com/agile-vs-trad-coq.pdf
DevOps Return on Investment (ROI): http://davidfrico.com/rico-devops-roi.pdf

Dave's NEW Business Agility Video: http://www.youtube.com/watch?v=hTvtsAkL8xU
Dave's NEWER Scaled Agile Framework SAFe 4.5 Video: http://youtu.be/1TAuCRq5a34
Dave's NEWEST Development Operations Security Video: http://youtu.be/qrWRoXSS9bs
Dave's BRAND-NEW ROI of Lean Thinking Principles Video: http://youtu.be/wkMfaPAxO6E
Dave's REALLY-NEW ROI of Evolutionary Design Principles Video: http://youtu.be/TcXI26ClRb0

DoD Fighter Jets versus Amazon Web Services: http://davidfrico.com/dod-agile-principles.pdf
Principles of Collaborative Contracts: http://davidfrico.com/collaborative-contract-principles.pdf
Principles of Lean Organizational Leadership: http://davidfrico.com/lean-leadership-principles.pdf
Principles of Evolutionary Architecture: http://davidfrico.com/evolutionary-architecture-principles.pdf
Principles of CI, CD, & DevOps - Development Operations: http://davidfrico.com/devops-principles.pdf
Principles of SAFe Transformations - Scaled Agile Framework: http://davidfrico.com/safe-principles.pdf

U.S. DoD & Aerospace Challenges

MOVE TO AN AGILE AND RESILIENT PARADIGM

BE A DATA DRIVEN ENTERPRISE

CROSS THE NEXT FRONTIER OF SERVICES

EMBED SECURITY AT THE CORE

INNOVATE AT SPEED AND ADAPT TO THE NEW NORMAL

BUILD DIGITAL RESILIENCY

MAKE MANUFACTURING SMART

COLLABORATE ACROSS THE ECOSYSTEM

Enterprise Functions

Sales & Contract

Design & Eng.

Service & Support

Mfg. & Assembly

Supply Chain

DIGITIZATION

CO-INNOVATION

NEW BUSINESSES

Schmidt, J. H., & Gelle, M. (2020). *Innovating for resilience*: *Navigating a post-digital world*. Chicago, IL: Accenture.

Top Human Resources Challenges

Excessive time to fill open positions*

Inadequate diversity*

Ineffective hiring decisions*

Slow decision making*

52% — **43%** — **40%** — **38%** — **35%** — **31%** — **30%**

Low or declining employee engagement*

Thin leadership pipeline*

Lagging productivity

*Top concerns for high-growth companies
*Top concerns for moderate-growth companies

Bravery, K., et al. (2019). *Global talent trends*: *Connectivity in the human age*. London, UK: Mercer.

Top Human Resources Challenges (Cont'd)

	2011 Revolution/ evolution	2012 Leap ahead	2013 Resetting horizons	2014 Engaging the 21st-century workforce	2015 Leading in the new world of work	2016 The new organization: Different by design	2017 Rewriting the rules for the digital age	2018 The rise of the social enterprise	2019 Leading the social enterprise: Reinvent with a human focus	2020 The social enterprise at work: Paradox as a path forward	
Diversity and inclusion	Diversity and inclusion: Driving business performance		Global diversity dividend	From diversity to inclusion			Diversity and inclusion: The reality gap	Citizenship and social impact		Belonging: From comfort to connection to contribution	**Purpose: Belonging and individuality**
Culture, engagement, experience			Branding the workplace/ Organization acceleration	The overwhelmed employee	Culture: The naked organization	Shape culture: Drive strategy/ Engagement: Always on/Crafting employee experience	The employee experience	Well-being: A strategy and a responsibility/Hyper-connected workplace	Employee experience to human experience	Designing work for well-being: Living and performing at your best	
Talent	Talent in the upturn		Aging workforce/ Leading talent from BRIC	Talent acquisition revisited/Beyond retention	Workforce on demand		Talent acquisition: Cognitive recruiter	The longevity dividend	Accessing talent/ talent mobility	The post-generational workforce: From millennials to perennials	
Future of work	Contingent workforce	#Social #Mobile @Work	Open talent economy/ Workplaces of the future		Simplification of Work/ Machines as talent	The gig economy/ Org design: Rise of teams	Future of work/ Org of the future	Workforce ecosystem/ AI, robotics, automation	From jobs to superjobs/ Alternative workforce/ Org performance	Superteams: Putting AI in the group	**Potential: Security through reinvention**
Learning/ careers	Ladder to lattice		War to develop talent	Corporate learning redefined/ Quest for workforce capability	Learning and development: Into the spotlight	Learning: Employees take charge	Careers and learning: Real time, all the time	From careers to experiences	Learning in the flow of life	Knowledge management: Creating context for a connected world — Beyond reskilling: Investing in resilience for uncertain futures	
Performance management and rewards			Performance management puzzle	Performance management is broken	Performance management: Secret ingredient		Performance management: Winning hand	New rewards: Personalized, agile, and holistic	Rewards: Closing the gap	The compensation conundrum: Principles for a more human approach	**Perspective: Boldness into uncertainty**
People analytics	Workforce analytics	Seeing around corners/ People risk	Thinking like an economist	Talent analytics in practice	HR and people analytics/ People data everywhere	People analytics: Gaining speed	People analytics: Recalculating the route	People data: How far is too far?		Measuring workforce strategies: New questions for better results	
Leadership	Next-generation leaders/ Collective leadership/ Leading in a regulated world	Fast track to the top/ Growth is job #1/ Operation globalization	Leadership next	Leaders at all levels	Leadership: A perennial issue	Leadership awakened	Leadership disrupted	The symphonic C-suite	Leadership for the 21st century	Ethics and the future of work: From "could we" to "how should we"	
Evolving HR	HR in the cloud/ COOs for HR / Employer health care reform / Emerging markets	Clouds in the forecast	Transforming HR/Boards changing the HR game	Reskilled HR team/ Global and local HR/ Race to cloud	Reinventing HR	HR: New mandate/ Digital HR: revolution	Digital HR		HR cloud: A launch pad	A memo to HR: Expand focus and extend influence	

Volini, E., et al. (2020). *The social enterprise at work: Paradox as a path forward*. New York, NY: Deloitte Consulting, LLP.

Agile HR @Deloitte (01:27)

Demand for Agile in U.S. DoD

"The U.S. DoD needs greater speed, agility, and responsiveness, because our enemies fight unlike any enemy fought in the past, demonstrating different tactics, techniques, and procedures from those found in conventional warfare!"
—Four Star General David Petraeus, U.S. Army

"I advocate early constant collaboration between operators, acquisition professionals, and industry to unleash innovation and agile thinking so warfighters have access to the most capable and state-of-the-art assets, sooner rather than later!"
—General Charles Brown, U.S. Air Force

"Agile thinking is the next generation of acquisition and streamlines weapon systems development for the U.S. Air Force!"
—General Ellen M. Pawlikowski, U.S. Air Force

"I visited Silicon Valley to learn agile thinking, and now our gospel has spread to the F-35, space systems, mobile apps, maintenance depots, weather forecasting tools, and more, where we've reduced our delivery times to minutes!"
—Colonel Jennifer Krolikowski, U.S. Army

"Agile thinking permits the U.S. DoD to deploy hardened components on existing or new environments, including classified, disconnected, and clouds within days vs. years, while providing tremendous cost and time savings!"
—Chief Acquisition Officer Nicolas Chaillan, U.S. Air Force

"Agile thinking is the best form of acquisition processes within industry to generate mission solutions more quickly!"
—Major Lloyd Alaimalo, U.S. Army

"The U.S. Army used agile thinking to increase productivity by 60%, reduce costs by 50%, reduce time to market by 70%, and achieve 99% defect free deliveries!"
—Chief Technical Officer (CTO) Angela Mack, U.S. Army

Results of Agile in U.S. Government

Moving to agile sped adoption of new system capabilities and avoided $600 million in expenditures

Wes Haga, Chief, U.S. Air Force Research Lab, Information Directorate, U.S. Air Force, Distributed Common Ground System Program (DCGS)

Agile at GSA enabled 100% on-time delivery, 25% less cost, 96.7% defect free deliveries, and 99.82% data migration

Elizabeth Reed, Techflow, U.S. General Services Administration (GSA), Billing and Accounts Receivable Program

Completing IV&V testing a two-week agile iteration on our most advanced acquisition programs was a big win for us

Mike O'Shea, Accenture Federal Services, U.S. State Department, Bureau of Consular Affairs Program

We turned around a failing U.S. DoD Warfighter program within 10 months using agile acquisition practices

Scott Keenan, JLVC PM, Joint Staff, Modeling & Simulation (M&S) Program for Joint Training Exercises

Mayner, S. (2018). *Growing adoption of SAFe in government*. Boulder, CO: Scaled Agile Academy.

What is Agility?

- **A-gil-i-ty** (ə-'ji-lə-tē) Property consisting of quickness, lightness, and ease of movement; To be very nimble

  - *The ability to create and respond to change in order to profit in a turbulent global business environment*

  - *The ability to quickly reprioritize use of resources when requirements, technology, and knowledge shift*

  - *A very fast response to sudden market changes and emerging threats by intensive customer interaction*

  - *Use of evolutionary, incremental, and iterative delivery to converge on an optimal customer solution*

  - *Maximizing* **BUSINESS VALUE** *with right sized, just-enough, and just-in-time processes and documentation*

Highsmith, J. A. (2002). *Agile software development ecosystems*. Boston, MA: Addison-Wesley.

Agile Values

CUSTOMER COLLABORATION

VS **CONTRACT NEGOTIATION**

INDIVIDUALS & INTERACTIONS

VS **PROCESSES AND TOOLS**

WORKING PRODUCTS

VS **COMPREHENSIVE DOCUMENTATION**

RESPONDING TO CHANGE

VS **FOLLOWING A PLAN**

Agile Manifesto. (2001). *Manifesto for agile software development*. Retrieved September 3, 2008, from http://www.agilemanifesto.org

Agile Principles

Principle	Self Check
1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable **HR SERVICES**.	
2. Welcome changing requirements, even late in the **HR CYCLE** to use agile processes to harness **CHANGE** for the employee's competitive advantage.	
3. Deliver working **HR SERVICES** frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale.	
4. Business people and **HR TEAMS** must work together daily throughout the employee lifecycle.	
5. Build **HR TEAMS** around motivated individuals, give them the environment and support they need, and trust them to get the job done.	
6. The most efficient and effective method of conveying information to and within an **HR TEAM** is face-to-face conversation.	
7. Working and productive **EMPLOYEES** are the primary measures of **HR SUCCESS**.	
8. Agile processes promote sustainable development—Business people, **HR TEAMS**, and employees should be able to maintain a constant pace indefinitely.	
9. Continuous attention to technical excellence and good **HR SERVICES** enhance agility.	
10. Simplicity—the art of minimizing the complexity of **HR SERVICES**—is essential	
11. The best **HR** policies, services, processes, artifacts, and systems emerge from self-organizing **HR TEAMS**.	
12. At regular intervals, **HR TEAMS** reflect on how to become more effective—Tuning and adjusting their behavior accordingly	

Basic Scrum Framework
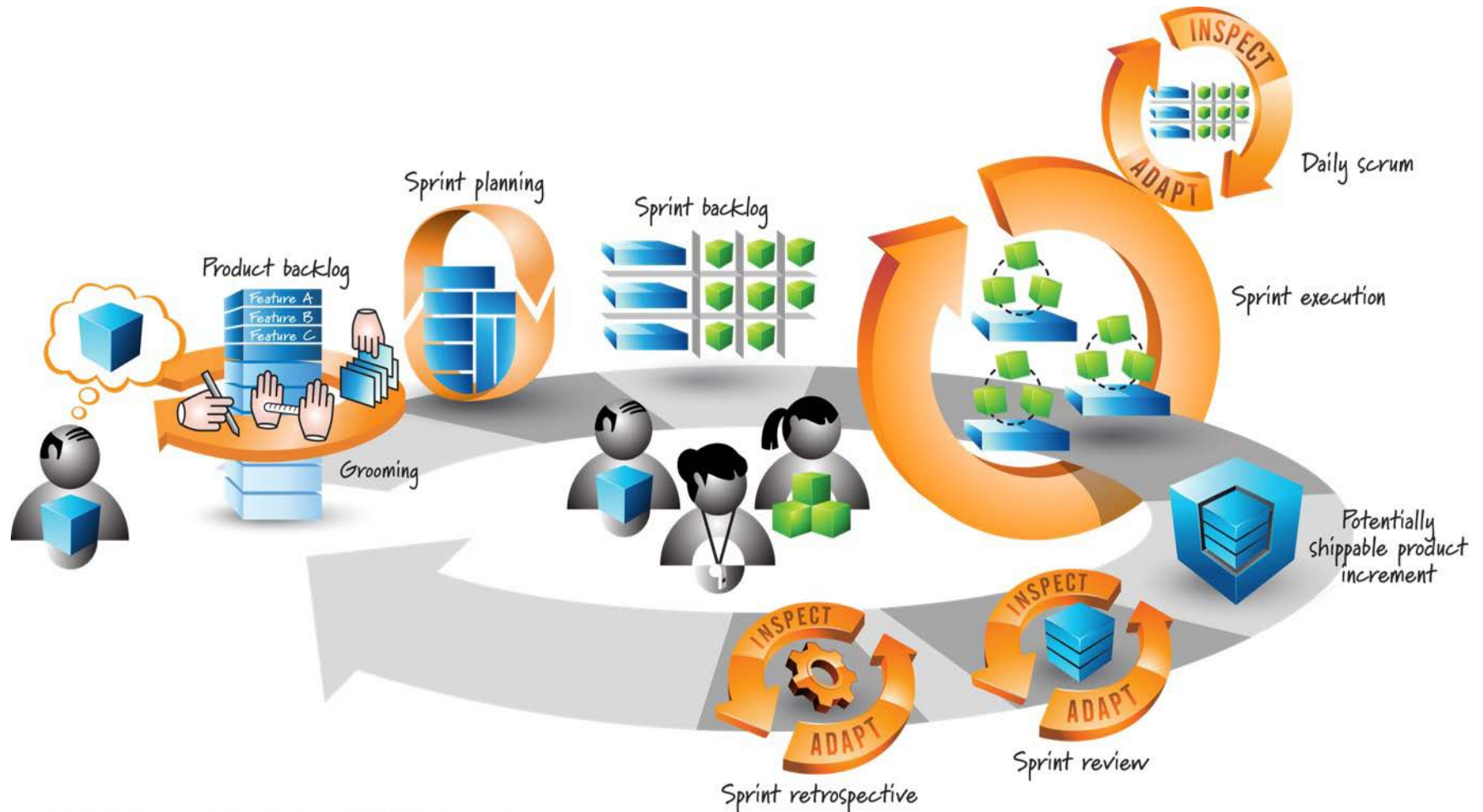
Schwaber, K., & Beedle, M. (2001). *Agile software development with scrum*. Upper Saddle River, NJ: Prentice-Hall.

Basic Agile Metrics

Story Points

Relative Size	Story Points	Staff Hours	Staff Days	Staff Month	Staff Years	2-Week Sprints	3-Sprint Releases
User Story	1	22	3	0.1	0.0	0.1	0.0
	2	44	6	0.3	0.0	0.1	0.0
	3	67	8	0.4	0.0	0.2	0.1
	5	111	14	0.6	0.1	0.3	0.1
Feature	8	178	22	1.0	0.1	0.4	0.1
	13	289	36	1.7	0.1	0.7	0.2
	21	467	58	2.7	0.2	1.2	0.4
	34	755	94	4.4	0.4	1.9	0.6
Epic	55	1,222	153	7.0	0.6	3.1	1.0
	89	1,977	247	11.4	1.0	4.9	1.6
	144	3,199	400	18.5	1.5	8.0	2.7
	233	5,177	647	29.9	2.5	12.9	4.3

Sprint Burndown

Release Burndown (+Velocity)

Feature Progress

Cohn, M. (2006). *Agile estimating and planning*. Upper Saddle River, NJ: Pearson Education.
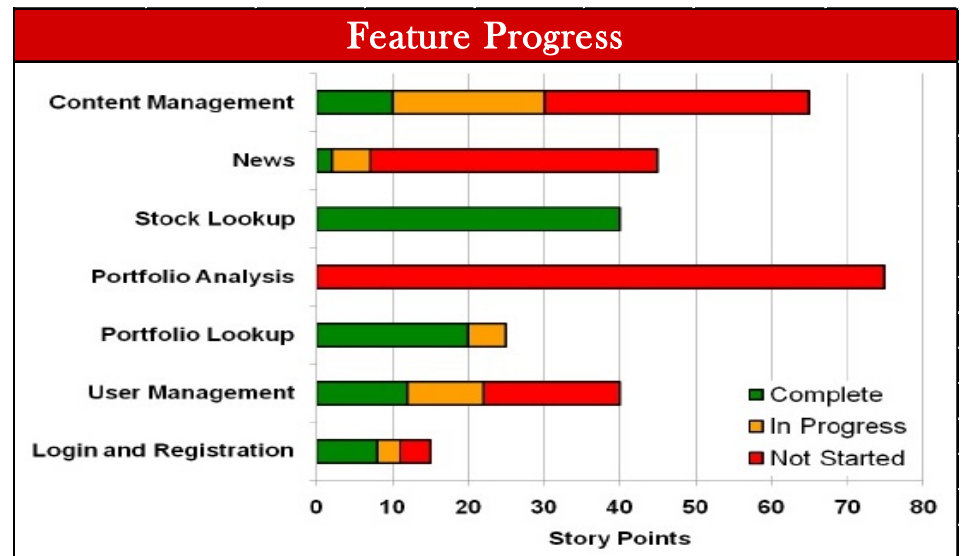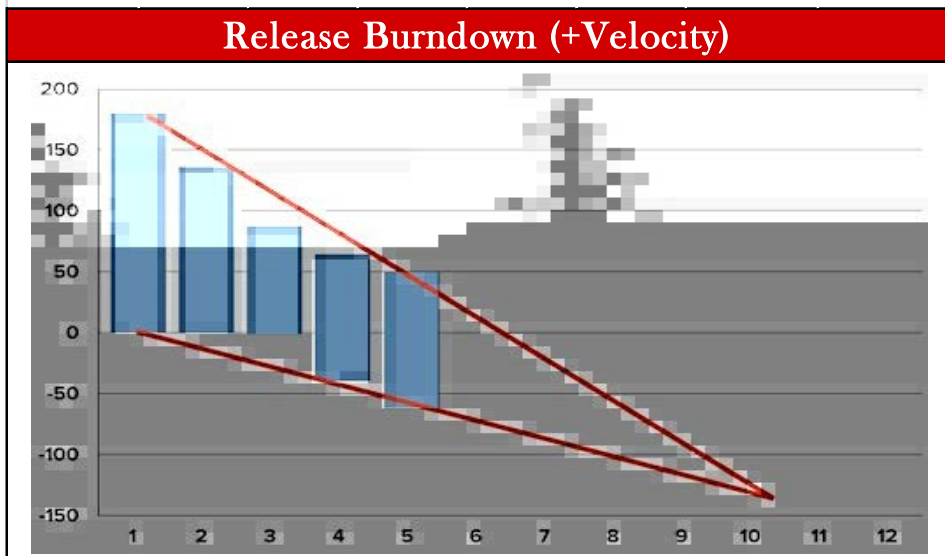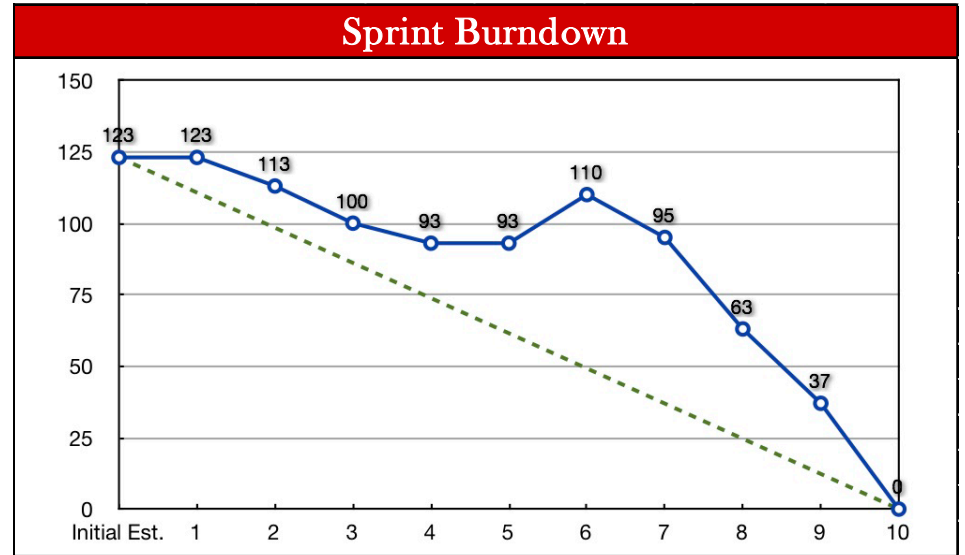
What is Lean?

- **Lean** (lēn): Property consisting of being thinness, slimness, and skinniness; To be extremely slender

  - *A* customer-driven *product development process that delivers the maximum amount of* business value

  - *An economical way of* planning *and* managing *the development of complex new products and services*

  - *A product development process that is* free of excess waste, *capacity, and non-value adding activities*

  - Just-enough, *just-in-time, and right-sized product development* processes, documentation, *and* tools

  - *A product development approach that is* **ADAPTABLE TO CHANGING** *customer needs and market conditions*

Womack, J. P., & Jones, D. T. (1996). *Lean thinking: Banish waste and create wealth in your corporation.* New York, NY: Free Press.

Lean Values

Value

Respect for People & Culture

Flow

Innovation

Relentless Improvement

Leadership
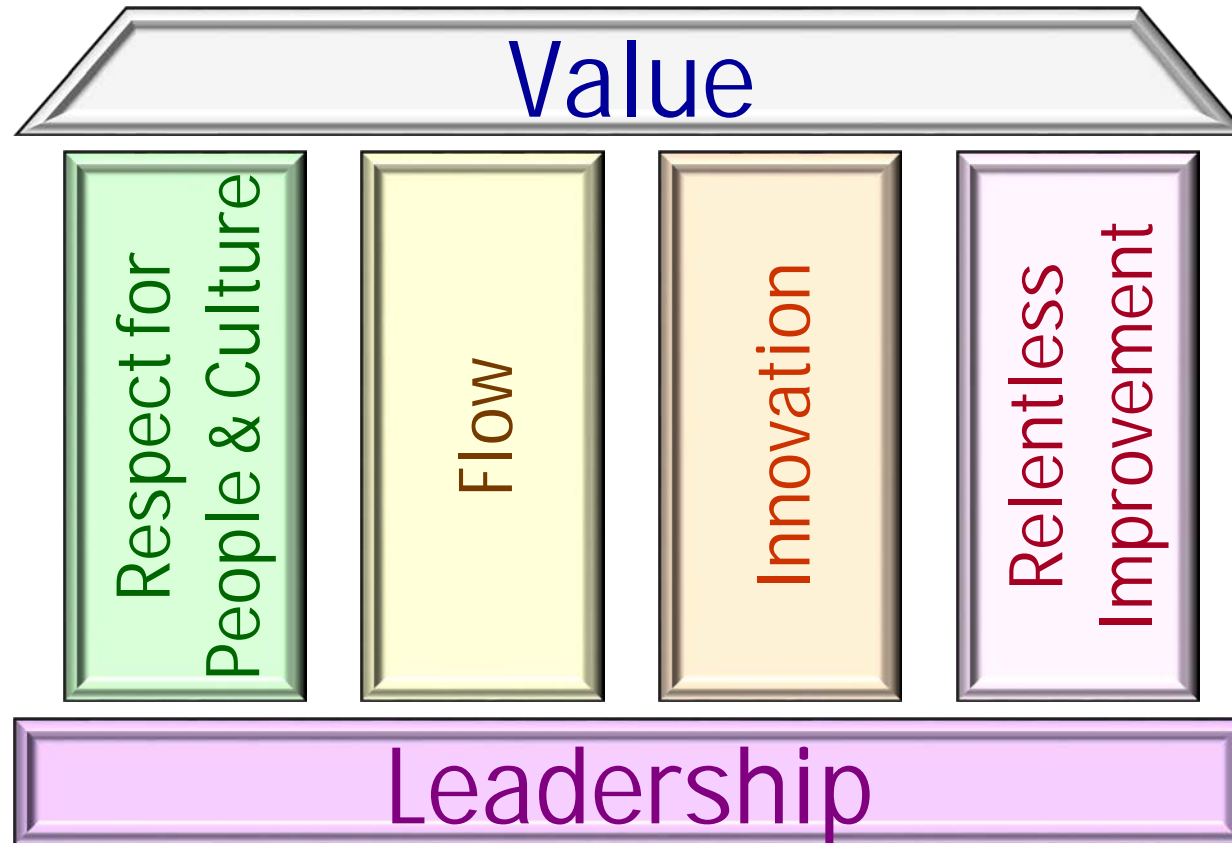
Leffingwell, D. (2017). *The SAFe house of lean*. Retrieved February 19, 2018, from http://www.scaledagileframework.com

Lean Values—Continued

The Goal: Value

Shortest sustainable lead time. Best quality and value to people and society. High morale, safety, customer delight.

Respect for people and culture

- Generative culture
- People do all the work
- Your customer is whoever consumes your work
- Build long term partnerships based on trust
- To change the culture you have to change the organization

Flow

- Optimize sustainable value delivery
- Build in quality
- Understand, exploit, and manage variability
- Move from projects to products

Innovation

- Innovative people
- Time and space for innovation
- Go See
- Experimentation and feedback
- Pivot without mercy or guilt
- Innovation riptides

Relentless improvement

- Constant sense of danger
- Optimize the whole
- Problem solving culture
- Reflect at key milestones
- Base improvements on facts

Foundation: Lean-Agile leadership

Leaders apply Lean thinking as the basis for decision-making, model the Lean-Agile mindset in daily activities, and teach it to others.

Leffingwell, D. (2017). *The SAFe house of lean*. Retrieved February 19, 2018, from http://www.scaledagileframework.com

Lean Principles

#1 - Take an economic view

#2 - Apply systems thinking

#3 - Assume variability; preserve options

#4 - Build incrementally with fast, integrated learning cycles

#5 - Base milestones on objective evaluation of working systems

#6 - Visualize and limit WIP, reduce batch sizes, and manage queue lengths

#7 - Apply cadence, synchronize with cross-domain planning

#8 - Unock the intrinsic motivation of knowledge workers

#9 - Decentralize decision-making

#10 - Organize around value

Leffingwell, D. (2017). *The SAFe house of lean*. Retrieved February 19, 2018, from http://www.scaledagileframework.com

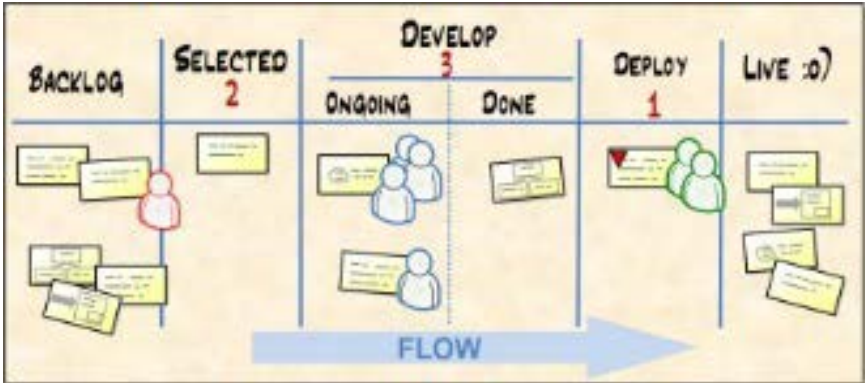# Basic Lean Framework

Anderson, D. J. (2010). *Kanban*: *Successful evolutionary change for your technology bu*siness. Sequim, WA: Blue Hole Press.

Basic Lean Metrics

KANBAN BOARD

CUMULATIVE FLOW DIAGRAM
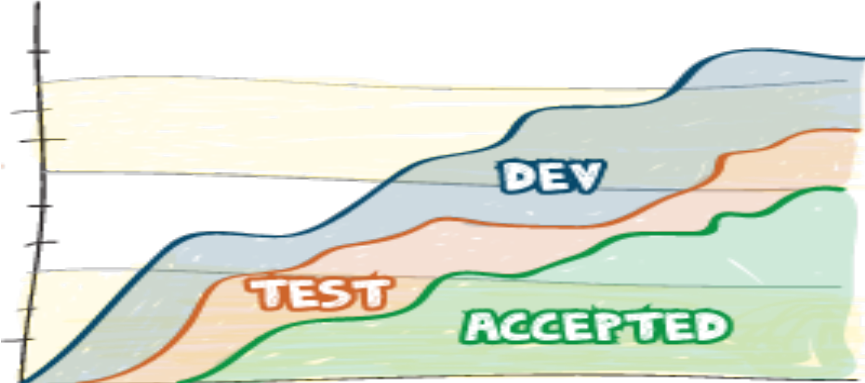
LEAD TIME & CYCLE TIME
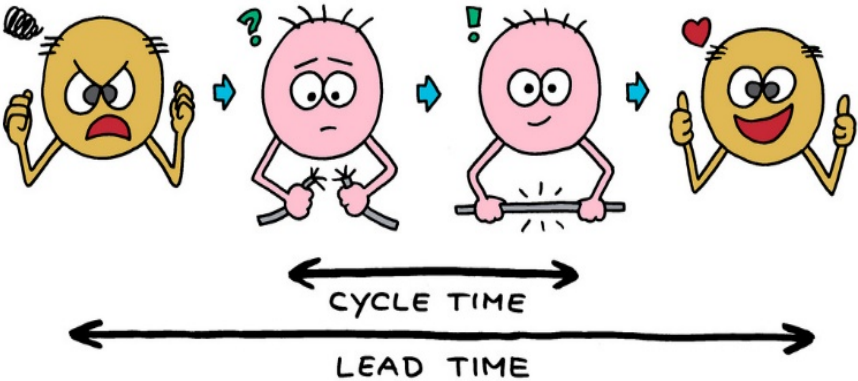
PUTTING IT ALL TOGETHER
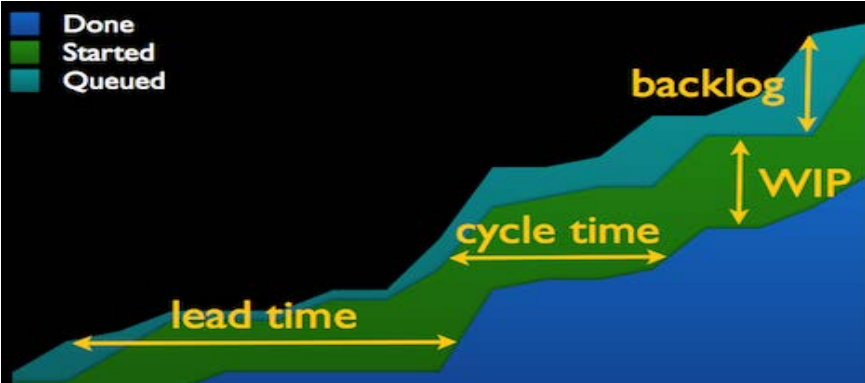
Nightingale, C. (2015). *Seven lean metrics to improve flow*. Franklin, TN: LeanKit.

Lean & Agile Constraints

CONSTRAINTS

ESTIMATES

TRADITIONAL
- Scope | Time | Cost
- RESOURCE PERFORMANCE
- Cost | Time
- *Scope Drives Resources*

AGILE
- BUSINESS VALUE
- Scope
- *Time Drives Scope*

LEAN
- Batchsize
- MARKET RESPONSE
- Time | Capacity
- *Batchsize Drives Lead/Cycle Time*
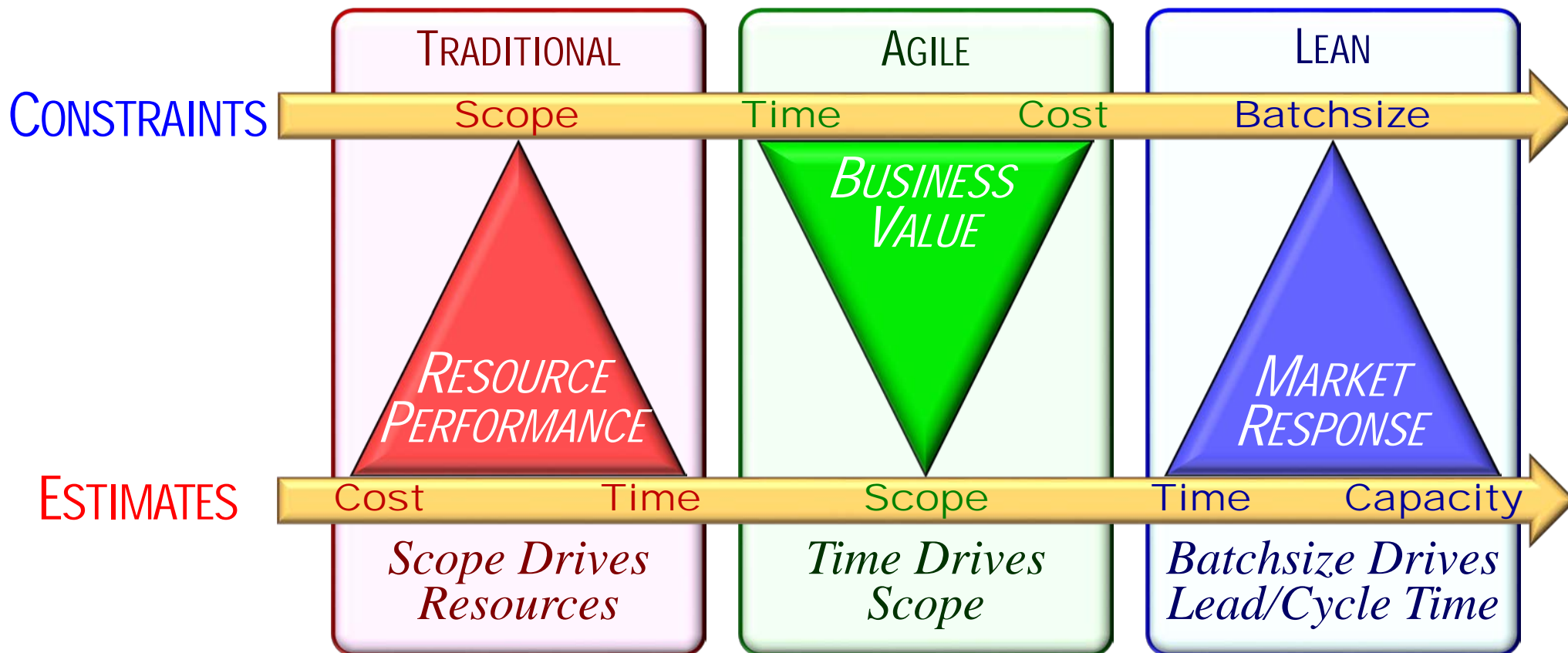
Rico, D. F. (2017). *Lean triangle: Triple constraints*. Retrieved December 17, 2017, from http://davidfrico.com/lean-triangle.pdf

Sylvester, T. (2013). *Waterfall, agile, and the triple constraint*. Retrieved December 16, 2017, from http://tom-sylvester.com/lean-agile/waterfall-agile-the-triple-constraint

Pound, E. S., Bell, J. H., Spearman, M. L. (2014). *Factory physics*: *How leaders improve performance in a post-lean six sigma world*. New York, NY: McGraw-Hill Education.

Agile Timeline

Over 80% of U.S. Gov't Projects Now Use Agile Methods

Dec 2010
Federal CIO 25 Point Plan to Reform Federal IT Management

Jun 2012
OMB "Contracting Guidance to Support Modular Contracting"

Jul 2012
GAO Report "Software Development Effective Practices and Federal Challenges in Applying Agile Methods"

Healthcare.gov Oct 2013

2014
18F and USDS established, TechFAR and Digital Services Playbook released

2015
OFPP and USDS start retraining initiatives for acquisition workforce on Agile contracts

18F launches first "hackathon" based acquisition model

2016
GAO forms expert panel to create new Agile Assessment Guide

2017
OMB announces Circular A-11 updates to improve budgeting and buying digital services

2018
NDAA directs DoD to conduct multiple Agile pilots, create Agile training, explore EVM alternatives

Mayner, S. (2018). *Growing adoption of SAFe in government*. Boulder, CO: Scaled Agile Academy.

Viechnicki, P., & Kelkar, M. (2017). *Agile by the numbers*: A data analysis of agile development in the US federal government. Washington, DC: Deloitte, LLC.

Agile Adopters

★ ALL IN ON AGILE

Mayner, S. (2018). *Growing adoption of SAFe in government*. Boulder, CO: Scaled Agile Academy.

Human Resource Body of Knowledge

Business Management and Strategy

Workforce Planning and Development

Human Resource Development

Compensation and Benefits

Employee and Labor Relations

Risk Management

Other Key Human Resource (HR) Functions

- Recruiting
- Performance Mgt.
- Career Planning

- Health and Safety
- Legal Compliance
- Learning/Training

- Diversity Mgt.
- Employee Wellness
- Offboarding

Reed, S. R. (2017). *A guide to the human resource body of knowledge* (*HRBoK*). Hoboken, NJ: John Wiley & Sons.

What is Agile HR?

☐ **Ag-ile HR** (ăj′əl·H-R) Property consisting of flexibility, dynamic, and adaptable; <u>To be very market responsive</u>

- ■ *Working and organizing HR to facilitate* responsiveness *and* adaptiveness *of activities and structures*

- ■ *Facilitating the* flexibility *to match workforce talent acquisition to* dynamically fluctuating market *demand*

- ■ *The way the HR function supports the organization in becoming* less static *and more* responsive *and* adaptive

- ■ *Manage* volatility, *enhance* adaptability, *and strengthen organizations with* agile thinking *for talent management*

- ■ *An Agile HR approach that optimizes* **BUSINESS VALUE** *with just-in-time acquisition of highly-talented personnel*
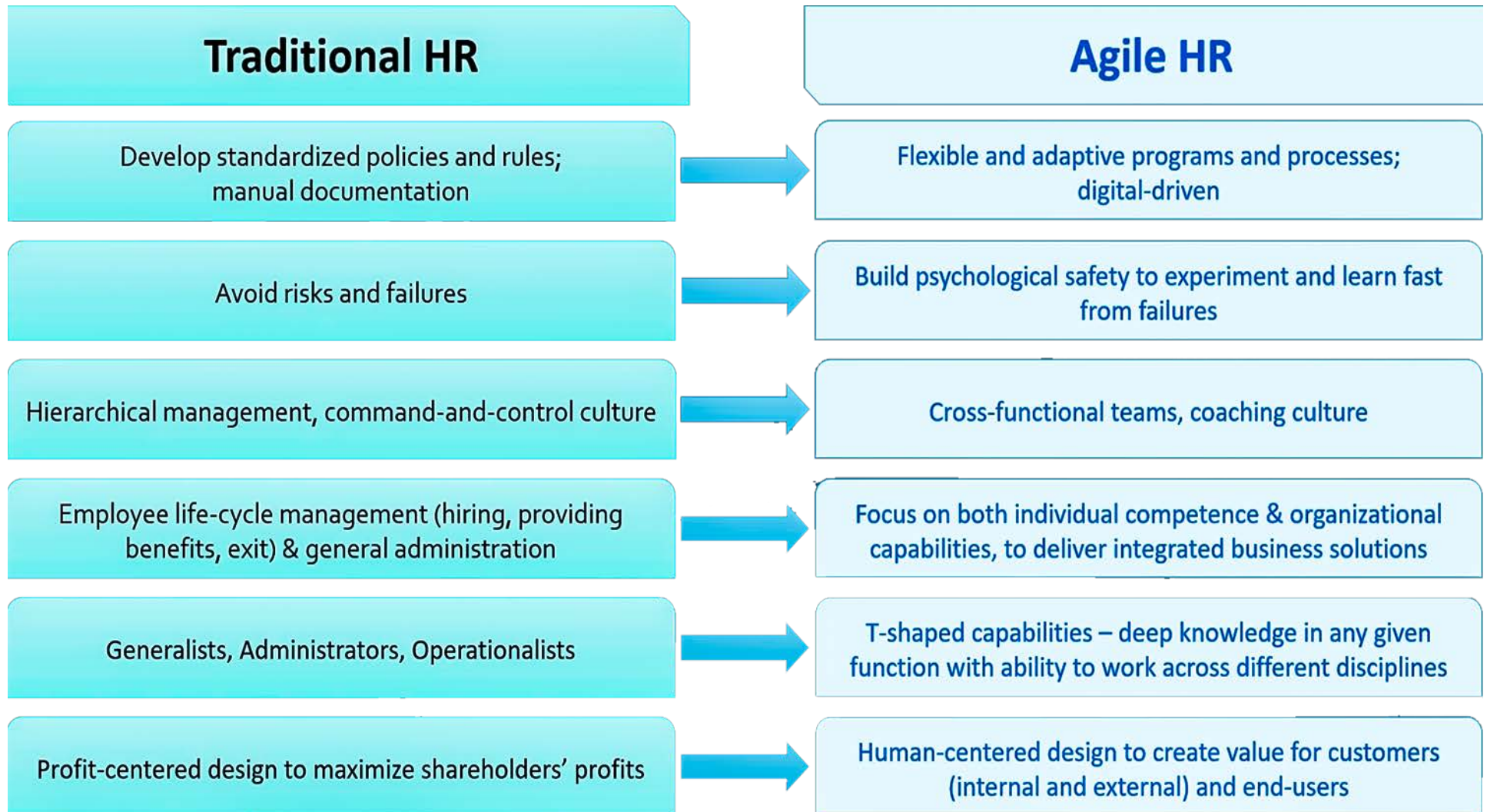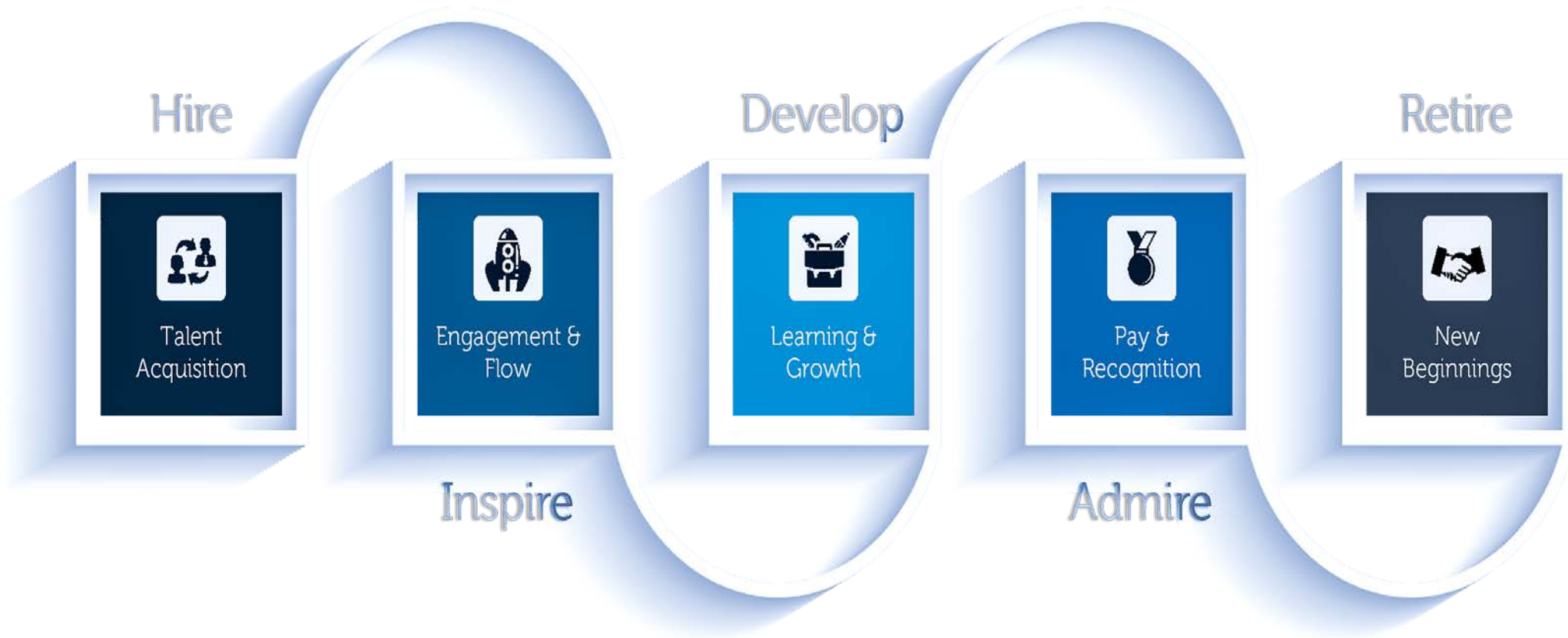
http://hrtrendinstitute.com/hr-glossary/agile-hr
http://www.quora.com/What-are-agile-human-resources

Agile HR @NYU (06:42)

Traditional vs. Agile HR Values

Traditional HR		Agile HR
Develop standardized policies and rules; manual documentation	→	Flexible and adaptive programs and processes; digital-driven
Avoid risks and failures	→	Build psychological safety to experiment and learn fast from failures
Hierarchical management, command-and-control culture	→	Cross-functional teams, coaching culture
Employee life-cycle management (hiring, providing benefits, exit) & general administration	→	Focus on both individual competence & organizational capabilities, to deliver integrated business solutions
Generalists, Administrators, Operationalists	→	T-shaped capabilities – deep knowledge in any given function with ability to work across different disciplines
Profit-centered design to maximize shareholders' profits	→	Human-centered design to create value for customers (internal and external) and end-users

Siddantam, S. (2018). Agile HR fundamentals. Tucker, GA: Culturelligence, LLC.

Traditional vs. Agile HR Values (Cont'd)

Traditional HR Values		Agile HR Values
Remedial approach to learning	vs	**Continuous learning environment**
An employee who under performs in a current role or needs to prepare for a new role is assigned training to achieve a specific performance level.		Employees are given myriad opportunities to learn and stretch themselves independent of a specific, job-related goal.
"Recruiting" mindset	vs	**Continuous talent acquisition**
As jobs become available, the search for candidates begins. Once the best candidate is identified, the talent acquisition process is complete.		Organizations invest in their employer brand and cultivate ongoing relationships with talent across multiple channels, including social.
Opaque talent processes	vs	**Transparent access to talent information**
Talent management is owned by HR, and the processes by which talent is acquired, evaluated, and developed are proprietary and inaccessible.		Talent management is facilitated by HR, which empowers employees to take ownership of their own development. Employees understand and are active participants in talent acquisition, evaluation, and development processes.
Siloed objectives	vs	**Unified mission and values**
Jobs are discrete elements in a complex system. Job requirements are related to specific workplace tasks.		All jobs directly support the mission and values of the organization, and all employees understand how their on-the-job performance supports these elements of the organizational culture.
Implementing systems	vs	**Piloting small initiatives**
Large-scale systems are carefully researched, resourced, and deployed over the course of many months or even years.		Small-scale initiatives are piloted within a specific team, job family, or business unit. Feedback is gathered early and often to determine whether the initiative should be expanded or scrapped.
HR as "system of record"	vs	**HR as "system of engagement"**
The HR function is focused on record-keeping and defensibility. Employee files and records of HR activities and outcomes track progress and note issues. HR success is measured in the completeness of documentation.		The HR function is focused on engaging employees to enhance self-motivation and encourage collaboration. HR success is measured in terms of retention, employee satisfaction levels, innovation levels, and organizational goodwill and trust.

Craig, K. (2016). *What is agile HR and is it right for you?* Retrieved July 30, 2020, from http://bit.ly/310Udjq

Traditional HR Employee Cycle

Eyholzer, F. (2016). *Lean-agile people operations (Agile HR): Your secret to enterprise agility*. Orlando, FL: Global Scrum Gathering.

Traditional to Agile HR Employee Lifecycle

- 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

- 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

- 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

- 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 a world of connected agile enterprises
  - Have Talent Scouts and Career Counselors as part of your People Ops

- 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

Traditional vs. Agile HR Retrospective

Category	Good	Bad	Better
1. **Business Management and Strategy**	• What's working good?	• What's not working so good?	• What can work better?
2. **Workforce Planning and Development**	• What's working good?	• What's not working so good?	• What can work better?
3. **Human Resource Development**	• What's working good?	• What's not working so good?	• What can work better?
4. **Compensation and Benefits**	• What's working good?	• What's not working so good?	• What can work better?
5. **Employee and Labor Relations**	• What's working good?	• What's not working so good?	• What can work better?
6. **Risk Management**	• What's working good?	• What's not working so good?	• What can work better?
7. **Other Critical Area, Issue, or Need**	• What's working good?	• What's not working so good?	• What can work better?

Agile PeopleOps Manifesto

Building better ways of developing an engaging and enriched people experience by practicing it and helping others to practice it

Team of Teams
over Traditional Hierarchies

Growth Mindset
over Fixed Mindset

Coaching Culture
over Command-and-Control

Transcultural Competence
over Cultural Competence

Siddantam, S. (2018). Agile HR fundamentals. Tucker, GA: Culturelligence, LLC.

Agile PeopleOps Values

Open Communication

Feedback

Commitment

Courage

Respect

Adaptability

Siddantam, S. (2018). Agile HR fundamentals. Tucker, GA: Culturelligence, LLC.

Agile PeopleOps Principles

Nurture Talent Experience and Engagement

Talent Champions and HRs need to 'Treat their Talent the way they want to be treated by a TA team' and strive to create an effective and sustainable engagement experience

Learning and Feedback Culture

A continuous ongoing feedback sets the wheels of motion for creating talent and employee experience, incremental improvements, and a continuous learning cycle

Nexus of Connections between and within Teams

All stakeholders need to 'connect-collaborate-cocreate' on a regular basis, and work together as a 'team of teams' throughout the human capital process and engagement

Focus on Human Effectivity

Organizations and leaders need to focus primarily on effectivity – the capability of producing a desired outcome and doing the right things.

Growth Mindset and Servant Leadership Behaviors
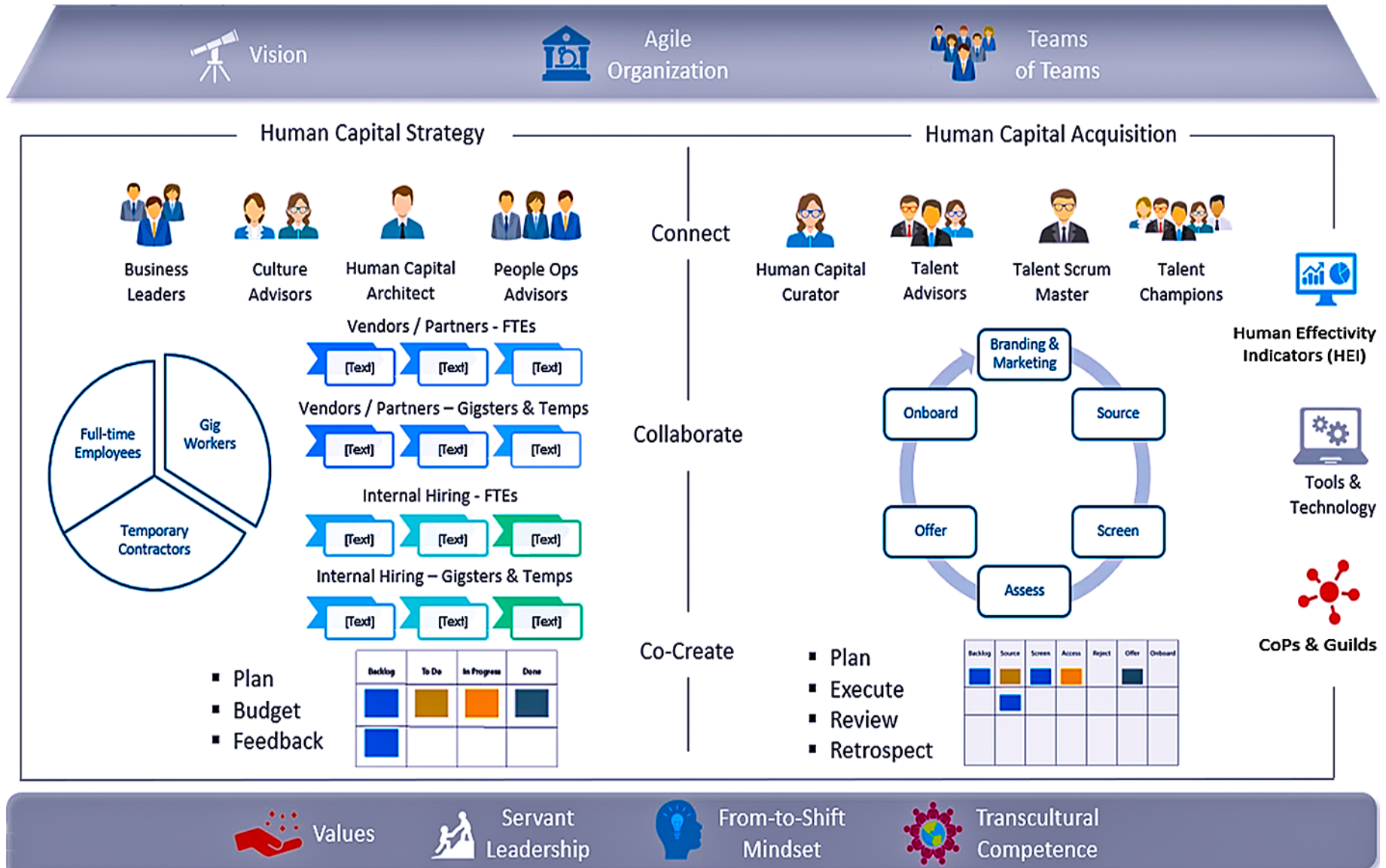
Growth mindset harnesses learning culture and servant leaders are egalitarians who put the needs of their members first

Recognize, Respect and Reconcile Cultural Differences

Leaders and organizational members need to successfully adapt to different socio-cultural settings, and develop 'new boxes of solutions'

Siddantam, S. (2018). Agile HR fundamentals. Tucker, GA: Culturelligence, LLC.

Agile PeopleOps Framework

Vision | Agile Organization | Teams of Teams

Human Capital Strategy

Business Leaders | Culture Advisors | Human Capital Architect | People Ops Advisors

Full-time Employees | Gig Workers | Temporary Contractors

Vendors / Partners - FTEs
[Text] [Text] [Text]

Vendors / Partners – Gigsters & Temps
[Text] [Text] [Text]

Internal Hiring - FTEs
[Text] [Text] [Text]

Internal Hiring – Gigsters & Temps
[Text] [Text] [Text]

- Plan
- Budget
- Feedback

Backlog	To Do	In Progress	Done

Human Capital Acquisition

Connect | Collaborate | Co-Create

Human Capital Curator | Talent Advisors | Talent Scrum Master | Talent Champions

Branding & Marketing | Source | Screen | Assess | Offer | Onboard

- Plan
- Execute
- Review
- Retrospect

Backlog	Source	Screen	Access	Reject	Offer	Onboard

Human Effectivity Indicators (HEI)

Tools & Technology

CoPs & Guilds

Values | Servant Leadership | From-to-Shift Mindset | Transcultural Competence

Siddantam, S. (2018). Agile HR fundamentals. Tucker, GA: Culturelligence, LLC.

Scrum and Kanban for Agile HR

1. Getting started with Kanban for run teams

By **run** is meant well-structured, operational and repetitive work. With **Kanban** you can easily make the daily, regular work transparent. Kanban is therefore very useful for a **run team**. Team members stick their individual tasks with post-its in the columns 'To do', 'Busy' and 'Done'. Kanban constantly provides insight into the status of the activities of everyone in the team. The team is optimally maneuverable because new tasks can be added every day. Kanban works well for an HR-team in which everyone has his or her own specialism and does a lot of operational work.

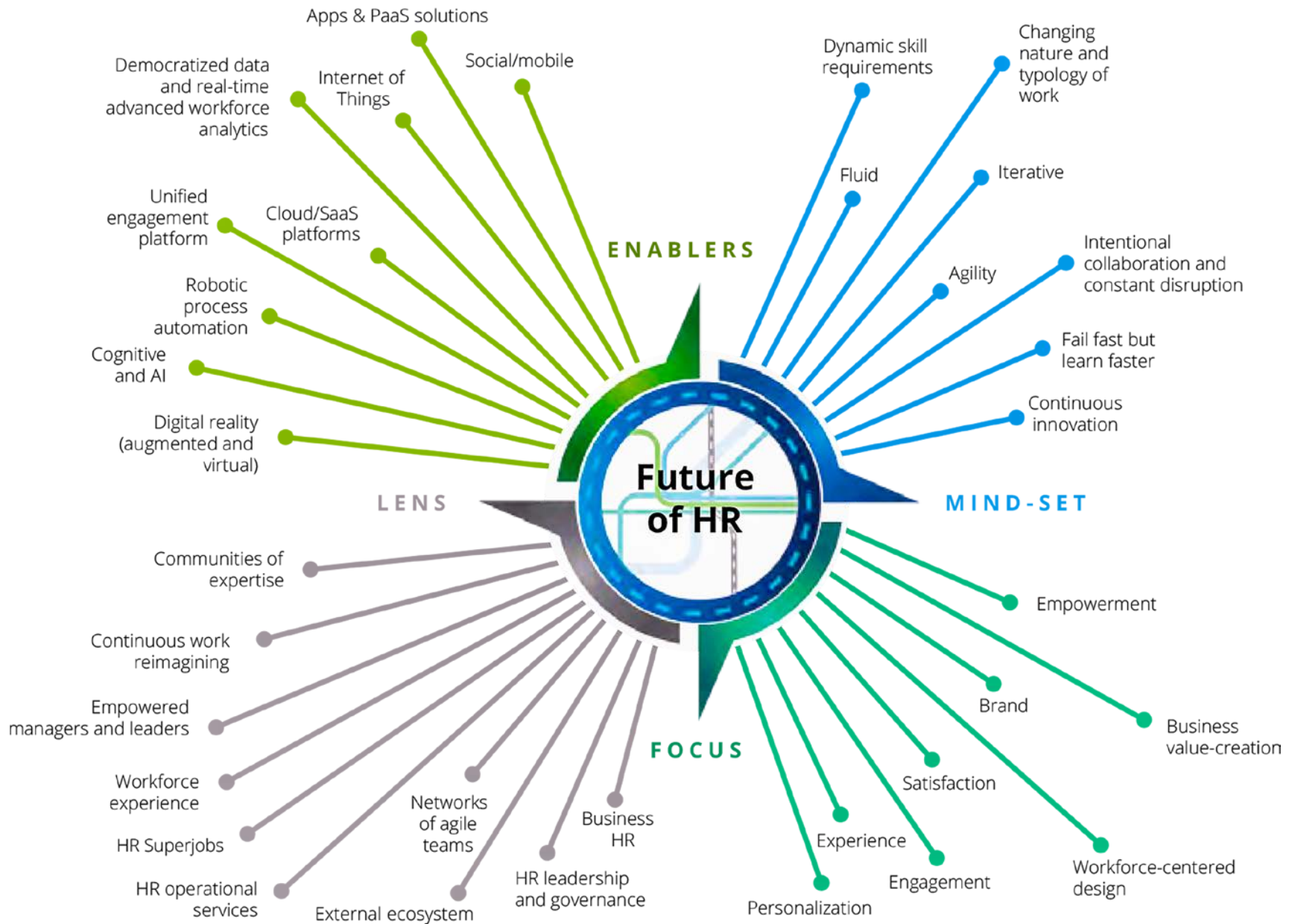## 2. Getting started with Scrum for change teams

Change means working on renewing, innovation and improvement and thus unique work. **Scrum** works well in a **change team** that works on a specific project or innovation. In Scrum people are working in a multidisciplinary, self-organizing team to deliver specific intermediate products. The team delivers these intermediate products at high speed, so that they can be tested against the target group and other stakeholders. The team keeps working with feedback to improve the product again. This way the team works step by step towards a good end result for the customer. Scrum creates more flexibility and agility in projects. The basis of Scrum consists of **roles**, **ceremonies** and **lists**.

3. Clear roles with Holacracy

An organization works with roles in an Agile organization. Working with roles makes the organization agile and gives employees the opportunity to develop their talents. Working with roles is one of the pillars of **Holacracy**, a management model that places the decision-making authority in the organization with all employees. Introducing Holacracy means a huge transformation for organizations. **Holacracy light** makes a team agile, distributes responsibility, provides clarity and brings energy without the radical legal and organizational changes that come with the full introduction of Holacracy.

4. Overview and control with Agile Portfolio Management

In order to make agile work possible for teams working on different projects **Agile Portfolio Management** has been developed. This enables a team to gain insight, to make connections and to coordinate on what is really important.

Boskma, W, Buizer, M., van de Hoef, N., Peters, G. & Zelen, W. (2017). *Agile HR*: *The (un)missable role of HR in agile organizations*. Hilversum, Netherlands.

Future of Agile HR

ENABLERS
- Apps & PaaS solutions
- Social/mobile
- Internet of Things
- Democratized data and real-time advanced workforce analytics
- Unified engagement platform
- Cloud/SaaS platforms
- Robotic process automation
- Cognitive and AI
- Digital reality (augmented and virtual)

MIND-SET
- Dynamic skill requirements
- Changing nature and typology of work
- Fluid
- Iterative
- Agility
- Intentional collaboration and constant disruption
- Fail fast but learn faster
- Continuous innovation

LENS
- Communities of expertise
- Continuous work reimagining
- Empowered managers and leaders
- Workforce experience
- HR Superjobs
- HR operational services
- External ecosystem
- Networks of agile teams
- Business HR
- HR leadership and governance

FOCUS
- Personalization
- Experience
- Engagement
- Satisfaction
- Brand
- Empowerment
- Business value-creation
- Workforce-centered design

Future of HR

Mazor, A., et al. (2019). *Reimagining human resources*: *The future of the enterprise demands a new future of HR*. Atlanta, GA: Deloitte.

Agile HR Superjobs

Workforce experience architect

Orchestrates collaborative effort across the enterprise internally and externally to develop and curate the workforce experience to drive productivity, engagement, and positive employer brand.

- **HR customer driven**—Architects and deploys the highest quality of workforce services, using data and feedback to generate creative, advanced, and original solutions designed with the customer at the center to delight the workforce and ensure efficiency and effectiveness.
- **Influencer**–Gets others excited about and committed to furthering the organization's objectives; can translate the vision in tangible and meaningful outcomes; addresses issues head-on and promotes creation when problem solving.
- **Organizational navigator**—Uses knowledge of the organization and internal climate to identify and prevent conflicts; understands how the roles, products, and services of HR relate to and impact each line of business.
- **Decision-maker**—Delivers timely, informed decisions that consider data, goals, constraints, and risks; finds solutions that are acceptable to diverse groups with conflicting interests and needs; can explain the rationale for a decision.
- **Relationship curator**—Shapes constructive working relationships characterized by a high level of acceptance, cooperation, and mutual respect; builds rapport by listening to, discussing, and negotiating with, and rewarding, encouraging, and motivating others.
- **Creative & innovative thinker**—Develops fresh ideas that provide solutions to all types of workforce and workplace challenges; connects seemingly unrelated ideas, events, and circumstances to find global solutions to individual problems.
- **Coach**—Enables teams to grow and succeed through feedback, instruction, and encouragement, including repeating and building upon areas of strength; and dissects areas for improvement.

Solution architect

Brings together cross-disciplinary teams to create end-to-end solutions/products that meet workforce and enterprise needs, solve challenges, and drive value for customers and society.

- **Innovation leader**—Brings creative vision and ideas; has good judgment about which creative ideas and suggestions will work for the end-to-end experience; has a sense about managing the creative process of teams; can facilitate effective brainstorming and design; can project how potential ideas may play out in the organization.
- **Digital advocate**—Promotes a digital mind-set (e.g., values, principles, and practices) across the organization to utilize tools and technologies that enable the workforce and create value for the business.
- **Design thinker**—Designs HR solutions/products that are customer-centric and desirable by focusing on the HR customer perspective, deeply and empathetically understanding his/her needs, obtaining input from multiple resources, rapidly creating potential solutions, iteratively testing and refining the solutions until arriving at the preferred future state.
- **Agile strategist**—Sees ahead clearly, anticipates future trends accurately, provides broad perspectives, draws credible pictures and visions of possibilities and opportunities.
- **Relationship manager**—Builds and sustains a comprehensive network of internal and external relationships to provide continuous feedback, ideas, and information about trends, needs, leading practices, and intelligence.
- **Storyteller**—Uses stories to clearly and effectively communicate insights and/ or recommendations to a diverse set of audiences in a way that moves them to action.
- **Business outcome & continuous innovation focused**—Uses data and formal measurement channels to track the performance impact of workforce solutions on business outcomes and continuously improve and adapt services/offerings to meet the changing requirements of the business.
- **Inclusive facilitator**—Enables a culture of inclusion and develops and maintains internal and external communities of knowledge where multidisciplinary resources with different perspectives can collaborate on the design, development, and deployment of HR solutions and services.

Mazor, A., et al. (2019). *Exponential HR*: *Break way from traditional operating models to achieve work outcomes*. Atlanta, GA: Deloitte.

Agile HR Superjobs (Cont'd)

Product manager

Creates and sustains policies, programs, and processes, typically integrating HR functional areas that have historically been discrete and siloed.

- **Dynamic innovator**—Uses defined outcomes, data, and formal measurement channels to track the performance impact of workforce products/solutions on business outcomes; identifies opportunities for change; and continuously improves and adapts solutions/products to meet the ever-changing needs and requirements of the business.

- **Teamer**—Mixes and blends the right skills of people into teams; creates strong team performance through defined outcomes, team roles, norms, and plans; and creates positive chemistry in the team to build, deploy, and manage products/solutions.

- **Product sherpa**—Gathers and analyzes product/solution requirements; creates product road map; develops use cases to drive product activity; oversees product/solution development; and manages change and communicates activities related to product releases. ••Marketing champion—Develops product launch and marketing plans; leads campaigns to generate product awareness and demand; develops and conducts product presentations and collateral materials; and implements changes in marketing plans in conjunction with all stakeholders.

- **Project manager**—Provides the primary interactions to create a positive worker experience to inspire, coach, and guide workers to engagement, productivity, and purpose.

- **Domain knowledge expert**—Produces deep functional expertise, insights, and components that are leveraged to develop, deploy, and manage workforce solutions that produce a return on investment in worker productivity and engagement, and hits business targets.

Sprint lead

Launches and manages cross-functional teams that quickly and effectively solve business challenges.

- **Agile coach**—Quickly mobilizes work, assembles teams, and provides direction to achieve outcomes.

- **Researcher**—Demonstrates subject matter expertise in a specific HR knowledge area(s).

- **Data examiner**—Formulates hypotheses, builds prototypes, pilots, tests, and conducts statistical analysis to make recommendations on the validity and reliability of given workforce solutions/products.

- **Credible activist/knowledge aggregator**—Achieves trust and respect required to be viewed as a valuable resource for information, analysis, work, and recommendations.

- **Designer**—Seeks to understand the end user and business needs, generates a variety of options, tests potential solutions, and refines solutions/products and work outputs with data and feedback.

- **Collaborator**—Performs well in team environments, leveraging the perspectives and work of others to solve problems and drive the right results.

Mazor, A., et al. (2019). *Exponential HR: Break way from traditional operating models to achieve work outcomes*. Atlanta, GA: Deloitte.

Agile HR Superjobs (Cont'd)

Digital HR integrator

Reimagines the work of HR and the solutions it provides by infusing advanced, digital technologies that change what HR delivers, how it delivers, and who (including machines) delivers the work.

- **Organization & workforce information steward**—Deploys a strategy and suite of technology tools to ensure accurate, efficient, integrated, and effective management of employee and workforce data, records, and transactions.

- **Digital mind-set**—Leverages traditional and digital technologies to become more synchronized and less siloed – with more advanced changes to current operating and talent models that are leveraged for digital, and profoundly different from prior operating and talent models.

- **HR consumer grade tool expert**—Designs & provides digital solutions that keep a quality customer experience at the forefront of development.

- **Solution iterator/tester**—Formulates hypotheses, builds prototypes, pilots, tests, and conducts statistical analysis to make recommendations on the validity and reliability of a given workforce service.

- **Insight storyteller**—Synthesizes a variety of disparate sources to statistically detect, predict, and act on trends that impact workforce performance.

Augmented HR specialist

Deploys integrated solutions and continuously improves HR services through a variety of channels that provide a positive HR customer experience.

- **Business outcome & continuous innovation focused**—Uses data and formal measurement channels to track the performance impact of workforce solutions on business outcomes and continuously improve and adapt services/offerings to meet the changing requirements of the business.

- **HR customer experience driven**—Deploys the highest quality of workforce services, using data and feedback to generate creative, advanced, and original solutions designed with the customer at the center to delight the workforce and ensure efficiency and effectiveness.

- **Automation integrator**—Identifies opportunities, designs approaches, and deploys solutions using automation, robotics, cognitive, and AI to augment effectiveness, efficiency, and data leverage of services and solutions.

- **Internal/external partner**—Develops and maintains a cohesive system of internal and external relationships to provide continuous feedback, ideas, information, and access to HR leading practices and intelligence.

Mazor, A., et al. (2019). *Exponential HR*: *Break way from traditional operating models to achieve work outcomes*. Atlanta, GA: Deloitte.

Agile HR @IBM (11:27)

Agile HR—Analytics

Agile HR—Analytics (Cont'd)

Microsoft (2020). *Agile analytics*: *HR Analytics*. Retrieved July 31, 2020, from http://bit.ly/3jYFMVK

Agile HR—Analytics (Cont'd)

Home

Employees Overview

2019	**271** Headcount	**55** Hires	**52** Terminations	**21%** Turnover Rate
2018				
2017				

Demographic
- Female 58.30%
- Male 41.70%
- 1.92 Avg. Seniority
- 40 Avg. Age

Open Positions by Employee Type
20
- 3
- 17
- Contract/Temp ● Permanent

Occupancy Rate
93.13%

Headcount by Contract Type
- 19%
- 81%
- ● Permanent ● Contract/Temp

Headcount by Education
Bachel...	77
Certifi...	72
Certifi...	60
Diplo...	42
Maste...	20

Headcount by Office
Headquarter	203
Region 1	46
Region 2	22

Headcount by Department
Production	178
IT/IS	42
Sales	24
Software Engineering	12
Admin Offices	9
Human Resources	5
Executive Office	1

Headcount by Tenure Range
<1	41
1-2 yrs	90
2-3 yrs	38
3-5 yrs	102

Headcount by Age Range
26-30	31-35	36-40	41-45	46-50	50+
13	70	62	50	34	42

Microsoft (2020). *Agile analytics*: *HR Analytics*. Retrieved July 31, 2020, from http://bit.ly/3jYFMVK

IC-Agile Training Roadmap

Agile HR Summary

Drive continuous process and technology improvement from within

Focus on the employee experience

Redesign and automate processes

Employ technical experts, data analysts, and leaders who can interpret data and provide insights

Partner with business leaders to solve critical business challenges

Invest heavily in developing new skill sets and/or acquiring talent

Madden, S. (2020). *The future of HR*. Atlanta, GA: Scott Madden Management Consultants, LLC.

Agile HR Case Studies

- Zheltoukhova, K. (2014). *HR*: *Getting smart about agile working*. London, UK: CIPD - http://bit.ly/2EsAC4j

- Ranjan, R., Menzigian, K., & Basak, A. (2015). *Enabling business agility*: *How HR can lead the way and the role of outsourcing*. Dallas, TX: Everest Group Research - http://bit.ly/2QnlOGt

- Friedrichs, E. (2018). *Agile HR*: *A recruiting story*. Huntersville. NC: Avature - http://bit.ly/3aWO3VZ

- Forcano, R. (2018). *HR goes agile*: *A case study in BBVA*. Birmingham, AL: Banco Bilbao Vizcaya Argentaria, S.A. - http://bbva.info/2Qnue0z

- Denning, S. (2018). *Can HR become agile*? Jersey City, NJ: Forbes Media, LLC. - http://bit.ly/3gsf3hf

- Cappelli, P., & Tavis, A. (2018). *HR goes agile*. Brighton, MA. Harvard Business Review. - http://bit.ly/34ydZpS

- Burrell, L. (2018). *Co-creating the employee experience*: *A conversation with diane gherson*. IBM's head of HR. Harvard Business Review. - http://bit.ly/3aV5m9I

- Dank, N. (2018). *Agile HR*: *A mindset, not just a trendy tool in the workplace*. Pittenweem, Anstruther, UK: PXO Culture, Ltd. - http://bit.ly/34v7gg7

- Denning, S. (2018). *Transforming HR as agile business partner*: *The case of vistaprint*. Jersey City, NJ: Forbes Media, LLC - http://bit.ly/2EwkgHu

- Bersin, J. (2019). *Agile in HR has arrived*: *And it's growing fast*. Oakland, CA: Josh Bersin Academy, Inc. - http://bit.ly/3jbganc

- Brickner, J. (2019). *An introduction to agile for HR*: *Elevating HR*. Grand Rapids, MI: HR Collaborative. - http://bit.ly/3j70xx0

- Brickner, J. (2019). *Real life agile HR*: *A sprint case study in elevating HR*. Grand Rapids, MI: HR Collaborative. - http://bit.ly/32m2A9T

- Rikhof, R. (2019). *From HR transformation to HR disruption to HR reinvented*. Zurich, Switzerland: KennedyFitch. - http://bit.ly/2EvlhQf

- Dank, N. (2019). *Interview with tracey waters*: *Director of people experience at sky and Agile HR Pioneer*. Pittenweem, Anstruther, UK: Agile HR Community - http://bit.ly/2Ql8mms

- Rikhof, R. (2020). *Employee experience 2020*: *Global report and case studies*. Zurich, Switzerland: KennedyFitch. - http://bit.ly/3lhFFoH

- Bhattacharya, R. (2020). *Agile HR with natal dank*. San Francisco, CA: Agile Atelier. - http://bit.ly/32roMiD

Further Agile HR Resources
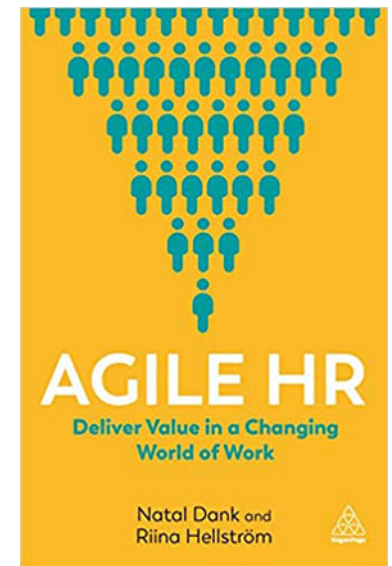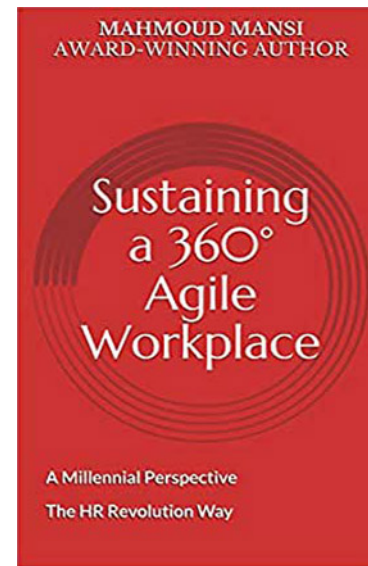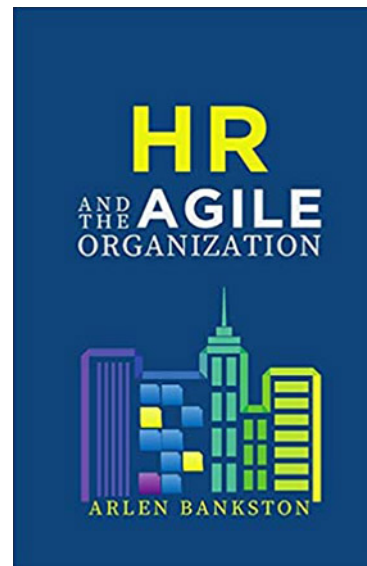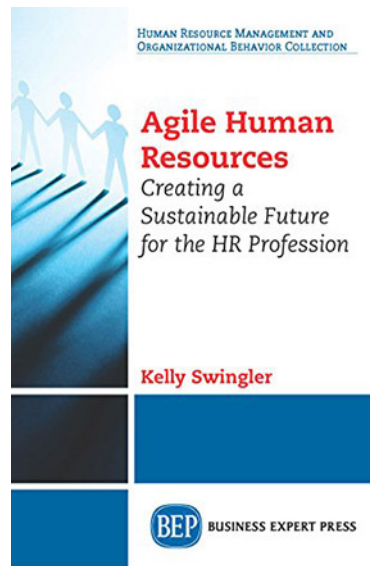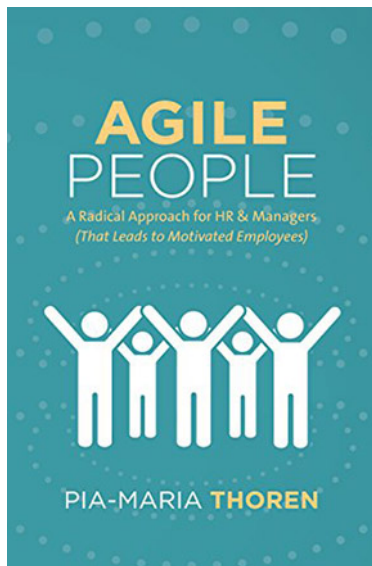
Thoren, P. M. (2017). *Agile people*: *A radical approach for HR and managers (that leads to motivated employees)*. Muskego, WI: Lioncrest.

Swingler, K. (2018). *Agile human resources*: *Creating a sustainable future for the HR profession*. New York, NY: Business Expert.

Bankston, Arlen (2018). *HR and the agile organization*. Victoria, British Columbia, Canada. Leanpub.

Mansi, M. (2019). *Sustaining a 360 agile workplace*: *A millennial perspective*. Cairo, Egypt: HR Revolution.

Dank, N., & Hellstrom, R. (2020). *Agile HR*: *Deliver value in a changing world*. London, UK: Kogan Page.

Dave's Professional Capabilities

Leadership & Org. Change	Strategy & Roadmapping	Portfolio & Program Mgt.	Acquisition & Contracting	Cost Estimates & Scheduling

BPR, IDEF0, & DoDAF		Innovation Management
CMMI & ISO 9001		Systems Engineering
PSP, TSP, & Code Reviews		Evolutionary Design
DoD 5000, TRA, & SRA		Statistics, CFA, EFA, & SEM

Valuation — Cost-Benefit Analysis, B/CR, ROI, NPV, BEP, Real Options, etc.

Technical Project Mgt.

Software Development Methods

Software Quality Mgt.

Lean-Agile — Scrum, SAFe, Continuous Integration & Delivery, DevOpsSec, etc.

Lean, Kanban, & Six Sigma	Metrics, Models, & SPC	Workflow Automation	Big Data, Cloud, NoSQL	Modeling & Simulations

STRENGTHS – Lean & Agile Thinking • 360 Leadership Assessments • Executive & Agile Coaching • Enterprise Business Agility • Agile Acquisition Contracts • Scaled Agile Framework (SAFe) • DevOps + Security (DevOpsSec) • Cloud Computing/Amazon Web Svcs. • Portfolio, Program, & Project Mgt. • 5x5x5 Innovation & Marketing Sprints • Strategic Planning & Technology Roadmaps • Program Increment & Big Room Planning • Emergent & Evolutionary Microservices • Exploratory MVP, MVA, & MMF Experiments • Lean Startup Product-Focused Value Streams • Performance Metrics, Measures & Dashboards

38+ YEARS IN IT INDUSTRY

- Data mining. Metrics, benchmarks, & performance.
- Simplification. Refactoring, refinement, & streamlining.
- Assessments. Audits, reviews, appraisals, & risk analysis.
- Coaching. Diagnosing, debugging, & restarting stalled projects.
- Business cases. Cost, benefit, & return-on-investment (ROI) analysis.
- Communications. Executive summaries, white papers, & lightning talks.
- Strategy & tactics. Program, project, task, & activity scoping, charters, & plans.

PMP, CSEP, EBAS, BAF, FCP, FCT, ACP, CSM, DEVOPS, AWS & SAFE