



Agile HR Community

www.agilehrcommunity.com

HR Days

AgileHR & HR's role in transformations

What we'll
cover

- 1 True transformation
- 2 AgileHR Introduction
- 3 HR's role in transformation

Intro

Kate Rand

AgileHR Community Associate & Lead Trainer



Three main hats

THREADS

"My real job"
VP People



Public Speaker
& council
member



AgileHR
community lead
trainer

Member of the Association of
business psychology,
chartered member of the
CIPD and member of the
Forbes Human Resources
council.

Kate sits on the BIMA
Inclusion & Diversity board
which advises small to
medium digital business on
DE&I.

**The world of
work is
transforming**



The paradigm shift

Taylorism
Scientific
Management

Relatively stable
socio-economic
environment

Globalisation
Deregulation
Digitisation
Complexity Theory
Systems Thinking
Disruption

1920s

Ford
Sloan
Mass
Production

1960s

Theory X & Y
Behaviourism
Humanism

1980s

Toyota
Theory Z
'Kaizen'
Lean

2000s

Agile
Manifesto

2010s

Lean Start-up
Holacracy
Teal
Organisations
Scaled Agile

Transformation

True transformation

Transformation

What is
transformation?

Transformation: A shift that doesn't shift back



Three key reasons why transformation fails

1. Lack of top level commitment
2. Failure to take an iterative sprint approach
3. Taking a technology led approach

Transformation

AgileHR Introduction

Agile for HR

Applying the mindset and tools
within your own HR teams and
projects



HR for Agile

Evolving your people practices to
support Agile teams and
organisational transformation



Transformation

agility and Agile. The difference

Upper case A is something we do
Lower case a is something we are

AgileHR Manifesto

Collaborative networks	over hierarchical structures
Transparency	over secrecy
Adaptability	over prescriptiveness
Inspiration and engagement	over management
Intrinsic motivation	over extrinsic reward
Ambition	over obligation

Whilst there is value in the items on the right, we value the items on the left more

Agile HR in a Nutshell

Reinventing People Operation Practices

No more
HIPPO
decisions



We are uncovering better ways of developing an engaging workplace culture by doing it and helping others do it.

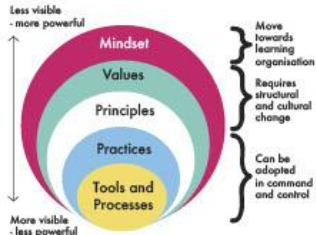
Through this work we have come to value:

Collaborative networks over hierarchical structures
Transparency over secrecy
Adaptability over prescriptiveness
Inspiration and engagement over management and retention
Intrinsic motivation over extrinsic rewards
Ambition over obligation

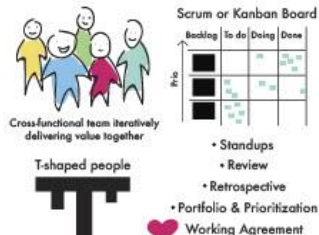
Version 1.1

Agile for HR

Embracing the Mindset



Ways of Working

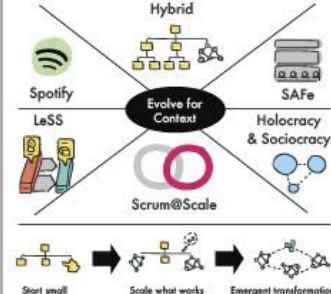


HR for Agile

Organizational Design for Agile



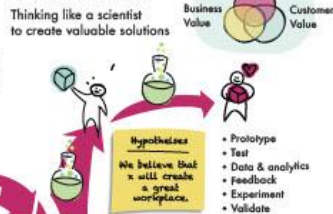
Understand Agile Organizations



Go-create Employee Experience



Evidence-based



Waterfall - or 'Faith Driven Change'



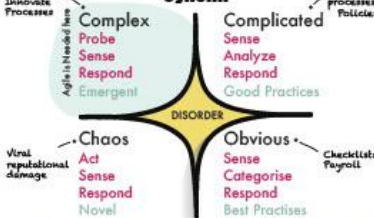
Agile - or 'Value Driven Change'



Agile HR Services



Gynefin



Modern Agile



Infographic Poster by:
mia.kolmodin@dandypeople.com
dandypeople.com/blog

In collaboration with Agile HR Community:
rina.hellstrom@agilehrcommunity.com
natal.dank@agilehrcommunity.com

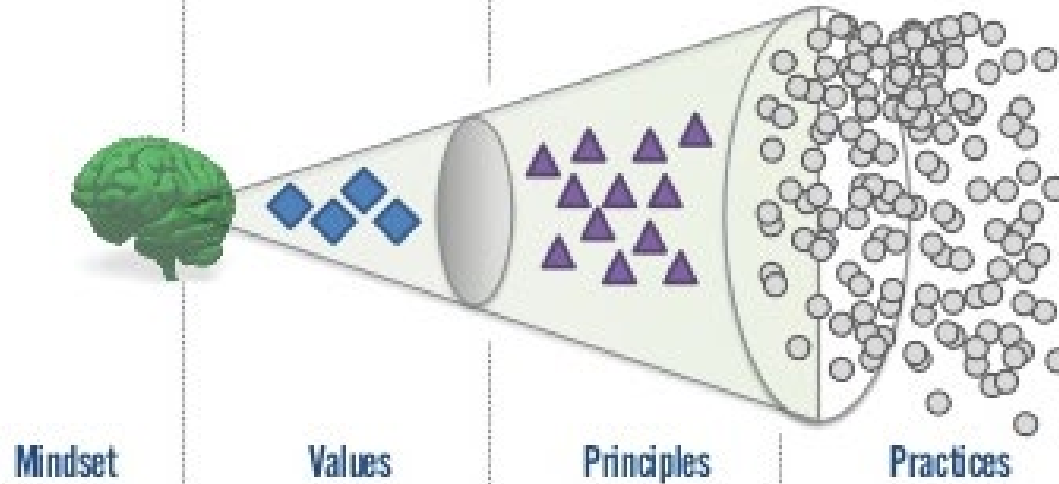
DANDY
PEOPLE

**AGILE IS A
MINDSET**

**DESCRIBED BY
4 VALUES**

**DEFINED BY
12 PRINCIPLES**

**MANIFESTED THROUGH
UNLIMITED NUMBER OF PRACTICES**



Transformation

HR's role in transformation

Transformation

Mindset over matter

Is there a better way to do this?

This is just the way we do things around here

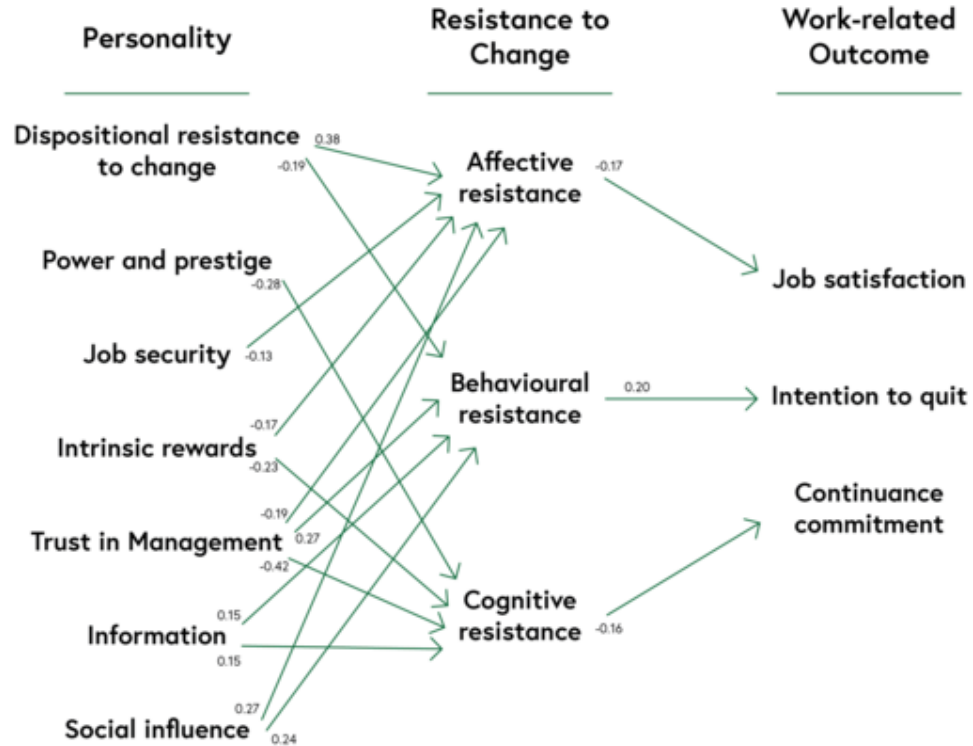


I want to make sure i'm evolving my work and my knowledge so its current



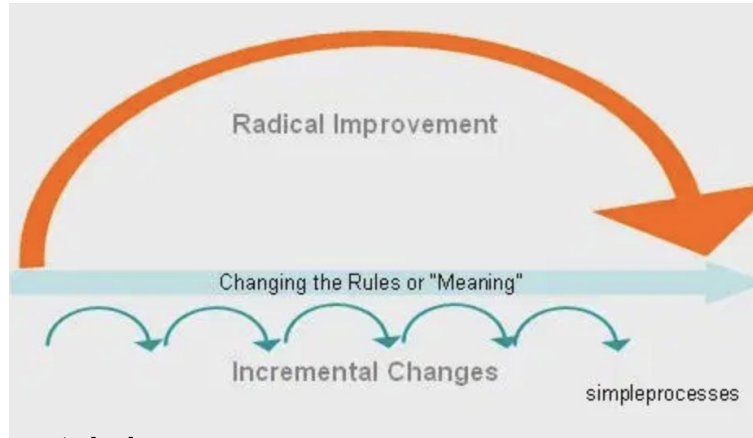
What worked 20 years ago will work now. I don't need to learn anything new

Resistance to change

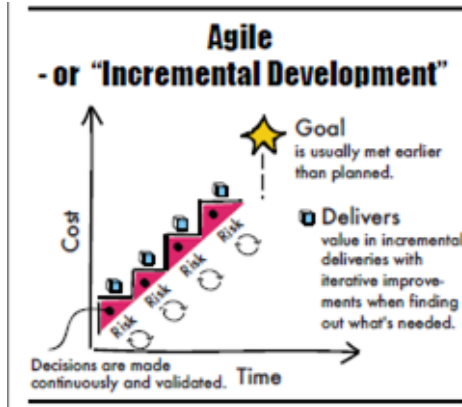


Transformation

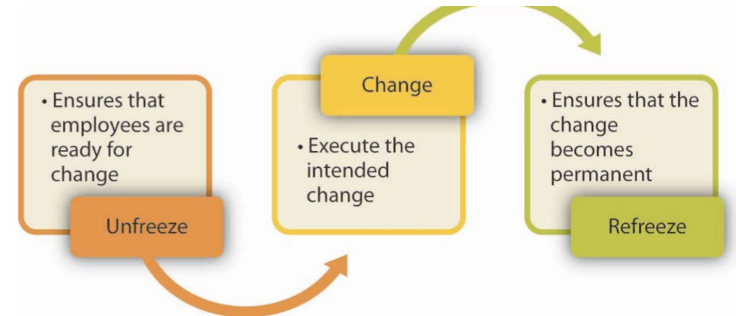
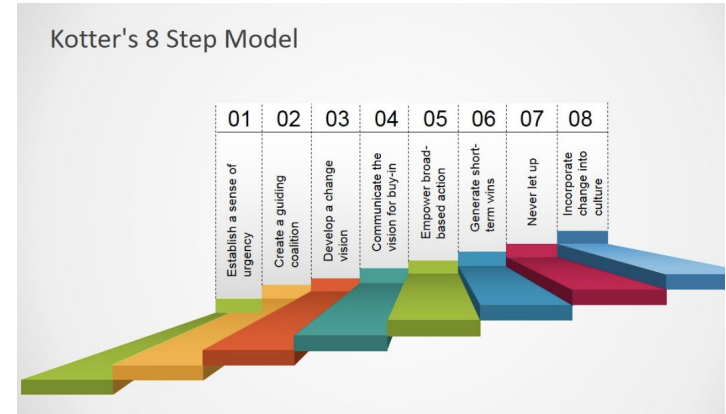
Change management models



Incremental change



Agile iterations



Lewins 3 step model

RADICAL REDESIGN *or* ***INCREMENTAL CHANGE?***

Before you throw out the old and bring in the new, make sure you have solid evidence that doing so is necessary to achieve user-centered goals.



Planned, ongoing improvement to increase organisational effectiveness



Open System

Organisations are impacted by their wider environment. This can be explained through systems thinking.



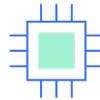
Continuous improvement

Learning in the midst of performing through incremental change.



Strategy, Goals, Core purpose

All Org development centres around the company strategy, goals and core purpose



More than just change management

Organisational development is more than the sum of the parts. It is about taking a holistic view and appreciating the interconnectedness of all things in the pursuit of organisational effectiveness

Transformation

Case Studies



LLOYDS BANK



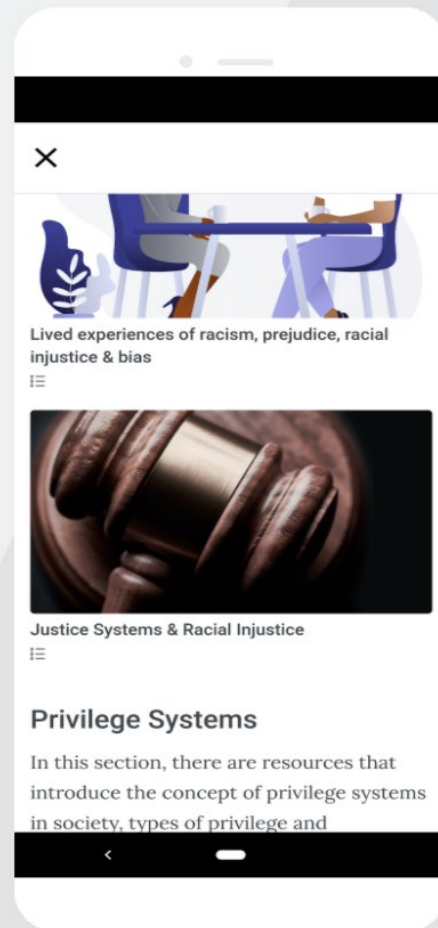
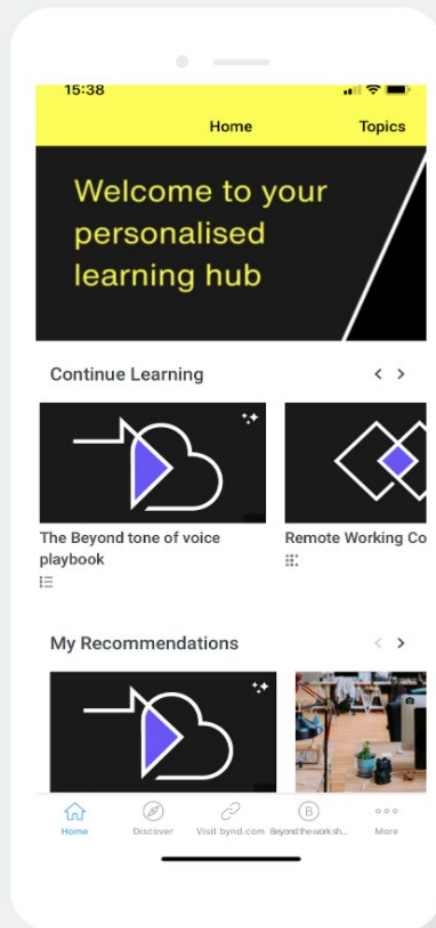
BARCLAYS

M&S

Grow Beyond + Learning hub

Grow Beyond is a blended learning programme based on a suite of products and experiences that accelerate Beyonders' development. It is based off of two facts. Learners retain more knowledge through teaching others, and the act of metacognition. The hypothesis is that *through educating our client team on the frameworks we use, we will win more work.*

Our learning hub is a product of the grow beyond programme and quite an important one at that. We are focusing the learning hub into three main categories: fixed, foundation and flexible. Fixed - needs based training eg. Security, **Diversity, Equity inclusion** . Foundation - frameworks such as **JTBD, Design Thinking** and coming soon **Agile for Agencies**. Flexible - coaching/mentoring development.

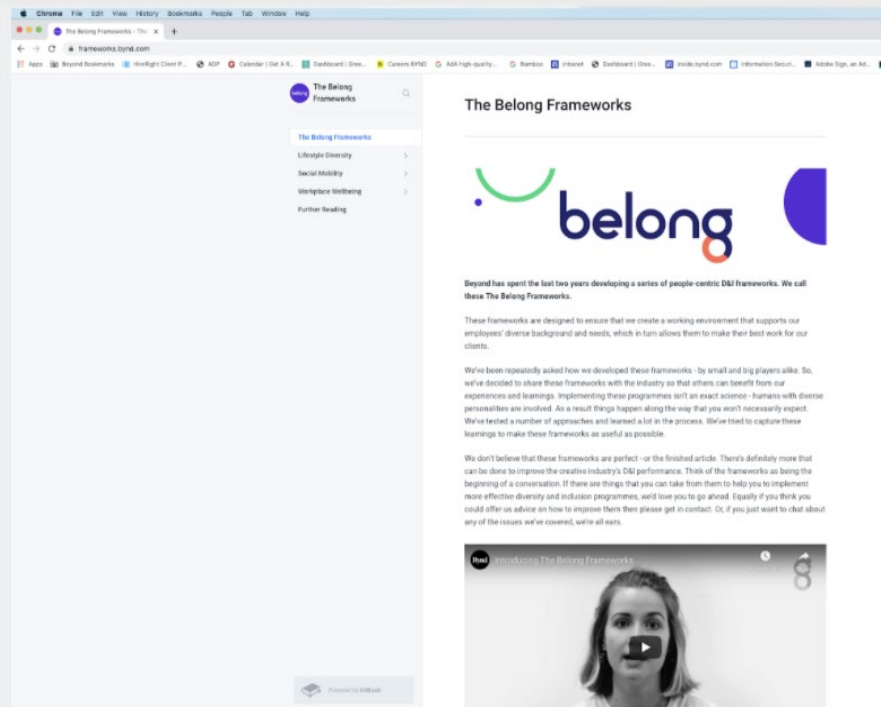


Open source frameworks

The creative & technology sectors, have a diversity challenge. Low representation of BAME, BIPOC and female executives and engineers across both, and high levels of depression, anxiety and stress lead to billions of pounds of lost revenue through absenteeism and talent retention. **Companies with a more diverse team make up have been shown to be more successful.**

Beyond made the commitment 3 years ago not to compare itself to other agencies, but to benchmark its talent and culture against the best. The people centric frameworks created included flexible ways of working, total wellness programmes and socio economic internship schemes. In order to help others in the industry improve their own culture, we **open sourced those frameworks, because DE&I is an imperative, not a competitive advantage**.

The frameworks have been accessed and used in over **30 countries so far.**



Employee personas

Using market segmentation tools such as empathy and journey mapping in HR, it is possible to build bespoke employee experience that caters for all personas. It is also a great tool to identify the talent you'd like to attract, and building campaigns that target them.

This example uses quantitative demographic data split by tenure, age, location and job type. This is then aggregated with engagement survey feedback and validated with qualitative interviews.

This is a tool that helps to prioritise people initiatives and design specific prototypes around the moments that matter, therefore delivering higher levels of satisfaction and business value.



Meet László



The average bitriser

Joined less than a year ago. Is male, aged 32, works in engineering and lives in Hungary.

He is challenged by the pace of growth and concerned about his own development and his teams' matching that pace.

- Above average levels of **psychological safety**
- Low confidence in his **abilities to drive the business forward**
- **Committed** to the success of bitrise
- Eager to make his **mark on the product**



PERSONAS



Zsófia the UX Researcher

Initial excitement of joining and friendly people is shaded by a lack of onboarding, team development and time for innovation. This is exacerbated by **feeling overworked and underrepresented**.

Feeling

- Unsure of their place at bitrise, but excited to contribute to the company's success
- Anxious to develop and keep up to date
- Still learning how the business works
- Feels unsupported by manager

Moments that matter:

- Seeing female representation at senior level
- Their 1st year anniversary
- First deployment
- Goal-setting meetings with manager
- Learning moments

32 years old

Tenure 4 months

San Francisco



Thanks!

**Check out the Agile HR
Community**

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