

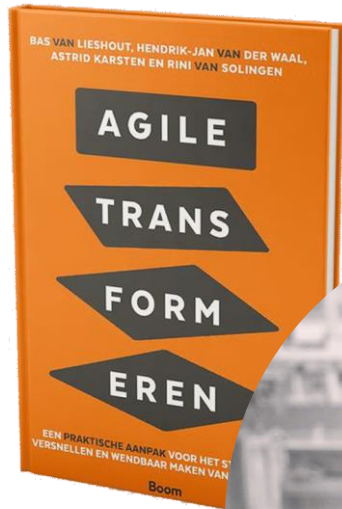
Agile HR – Gaining agility within and through HR

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Who Am I?



- Two-time book author
- Agile Lead @ Sanoma Learning
- Professional Soccer Commentator
- Mom
- Candidate elect
- Sister
- Friend 😊

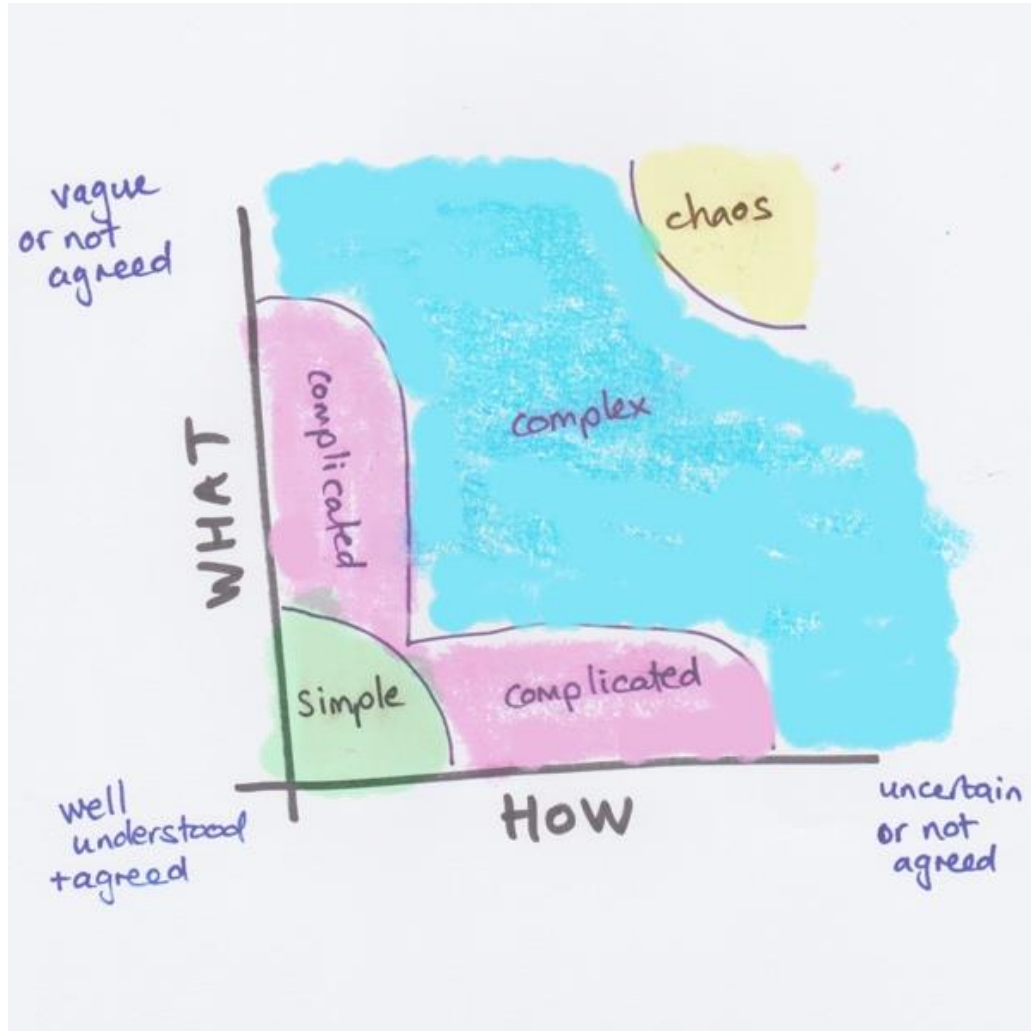


The Basics of Agile

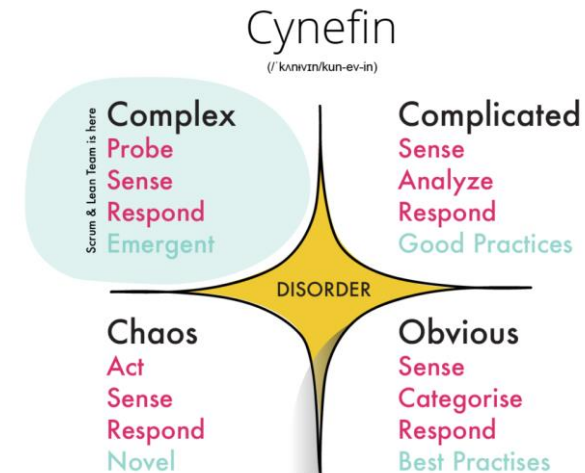
Why should we consider it and what is it



Why use an Agile Way of Working?



- Simple – Just Do It!
- Complicated – Analyze, Plan, Execute (Waterfall)
- Complex – Experiment and learn! (Agile)
- Chaos/Disruption – (re)Act and learn





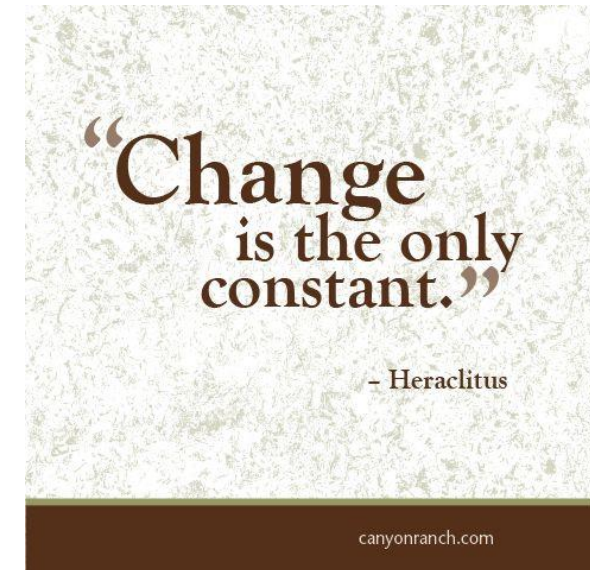
What kind of work is HR?

How certain are you about **what** you need to facilitate, service and/or develop for your stakeholders?

How certain are you about **how** to do this?

How “straight-lined” is the path towards HR-goals (if we’re actually on the same page of what these goals are?)

How much did the HR industry changed in the last ten years and how fast do you expect it to change in the next months/year?





Example of fast changing HR needs and goals



muchskills

Top 15 skills of 2025

1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Complex problem-solving
4. Critical thinking and analysis
5. Creativity, originality and initiative
6. Leadership and social influence
7. Technology use, monitoring and control
8. Technology design and programming
9. Resilience, stress tolerance and flexibility
10. Reasoning, problem-solving and ideation
11. Emotional intelligence
12. Troubleshooting and user experience
13. Service orientation
14. Systems analysis and evaluation
15. Persuasion and negotiation



2020



2025

Source: WEF Future of Jobs report 2020



Top 10 skills

in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum





Agile Manifesto (+ adaption?)



Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions	Over	processes and tools
Working software	Over	comprehensive documentation
Customer collaboration	Over	contract negotiation
Responding to change	Over	following a plan

That is, while there is value in the items on the right, we value the items on the left more.

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MANIFESTO FOR **AGILE** HR DEVELOPMENT



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:

OVER

COLLABORATIVE NETWORKS	HIERARCHICAL STRUCTURES
TRANSPARENCY	SECREC
ADAPTABILITY	PRESCRIPTIVENESS
INSPIRATION AND ENGAGEMENT	MANAGEMENT AND RETENTION
INTRINSIC MOTIVATION	EXTRINSIC REWARDS
AMBITION	OBLIGATION



PRINCIPLES

Support people to engage, grow, and be happy in their workplace.

Encourage people to welcome change and adapt when needed.

Help to build and support networks of empowered, self-organising and collaborative teams.

Nourish and support the people's and team's motivation and capabilities, help them build the environment they need, and trust them to get the job done.

Facilitate and nurture personal growth, to harness employee's different strengths and talents.

Source: <https://www.agilemanifesto.org>



The Map of Agile HR

The landscape we're going to explore today



The map of Agile HR

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I. Agile Way of Working

II. Employee Journey

III. HR Team Composition

AGILE HR

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IV. Individual agility

V. Agile Structures

VI. Agile culture



Agile Way of Working

What is a suitable Agile WoW for HR



Basic Principles of Agile Way of Working (DreamY)

Doable – It's about doing, rather than planning!

Rhythmic – high rhythm of delivering and learning.

Evaluable – Work is “sliced” in parts that can be measured

Attentively – Focus on a few well defined experiments rather than scattered parts of work in every corner

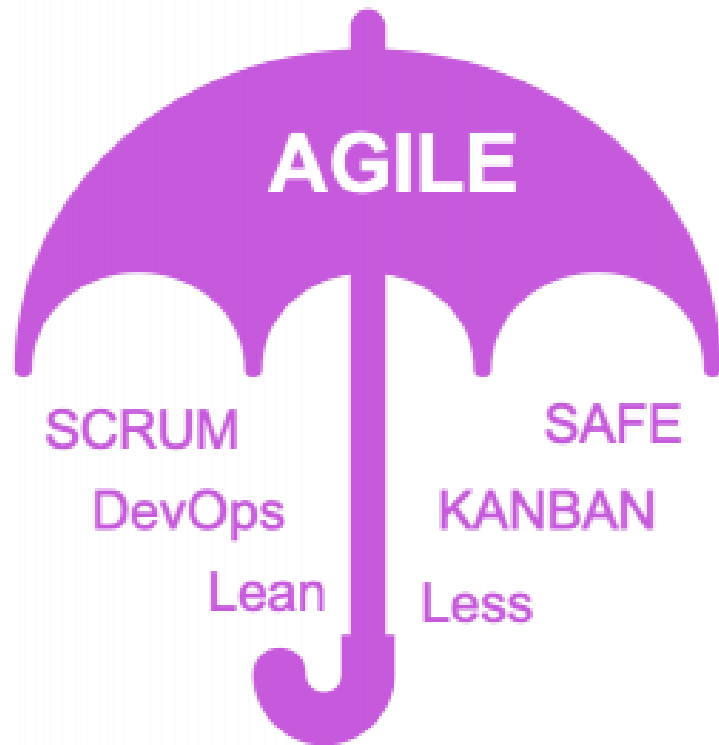
Managable - Create sliced portions of work where you can actually learn from

YES-Factor – whatever you take with you from the above principles, always make sure you deliver a “YES!” towards your users!





Agile Umbrella



Scrum is to Agile what a banana is to fruit.





Change vs Run



How to deal with the balance between change and run?

1. You build it you run it
2. Unambiguous purpose
3. Pull vs Push
4. A “sprint” is fixed – all else is debatable



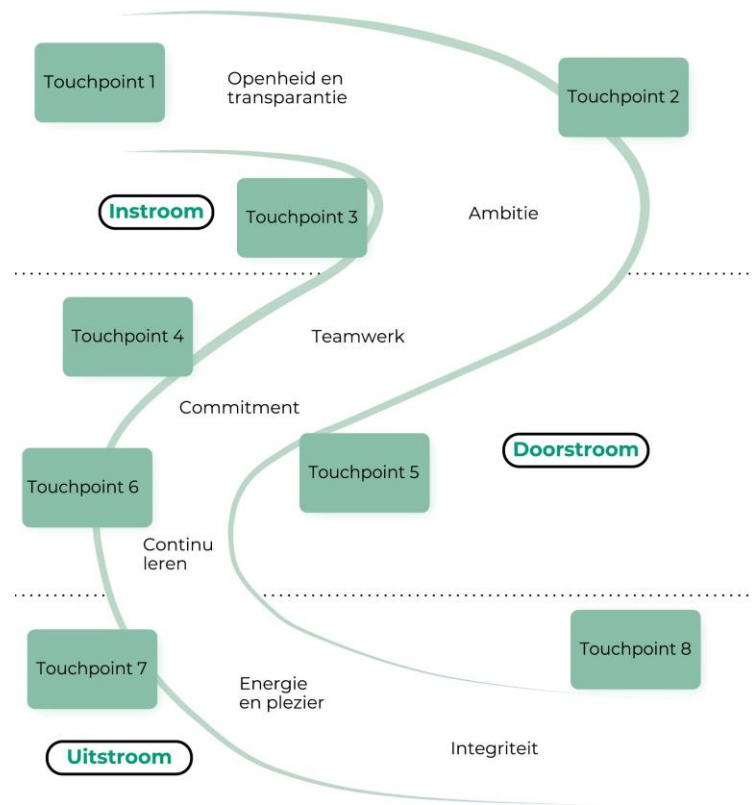
Employee Journey Mapping

How the Employee Journey brings your agility to live



Employee Journey Mapping

Missie: succes & geluk van ...



Figuur 4 Employee journey mapping in de praktijk

1. Define core values
2. Define core touchpoints (moments that matter) that are specific to your context
3. Enrich the employee journey with meaningful data
4. Define and prioritise improvements
5. Evaluate... again... and again...



HR Team composition

How we forgot about the power of diversity and inclusion ourselves ;-) (or at least a little)



Multi-skilled HR teams

UITDAGING:				
	Skill 1	Skill 2	Skill 3	Etc.
Aanwezig				
bekwaamheid				
Aantal	Bijv. 1
bekwaamheid	Bijv. 3

1. Define the challenge
2. Determine needed skills, attitude, etc.
3. Organise the team

(leave room for wildcard-powers!)

Figuur 8 HRDevOps matrix

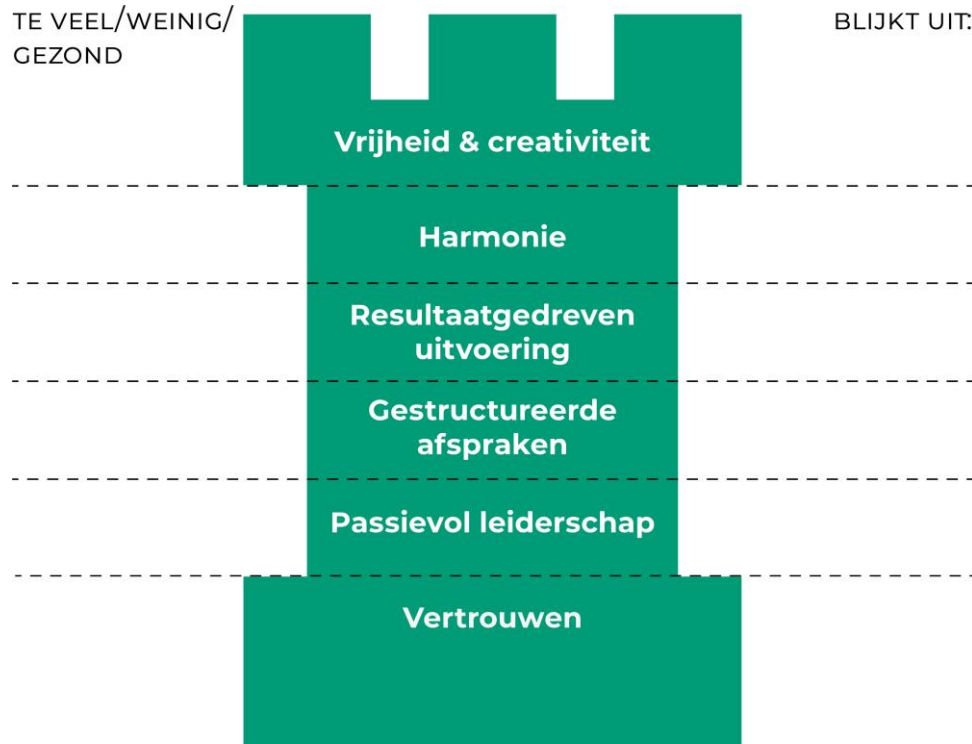


Agile Culture

How culture influences our ability to learn...



Agile Culture



Figuur 6 Onderzoek de huidige situatie

1. Culture isn't right or wrong (but maybe healthy or unhealthy in your situation)
2. Culture change can only be nudged by changing the context
3. Dare to speak up!



Agile Structures

How structures will influence your ability to learn...



Agile Structures

1. Controlsystems
2. Organisational structures
3. Powerstructures

Our story, our symbols, our routines and rituals



Supportive?

I.e. does a performance management review held by a manager still fits your story of independent, mature teams that work autonomously? Do our financial structures support the pull of work, having the right people for the challenge and change gear, or not? Does our job architecture fit for changing responsibilities? Etc. etc. – **How to re-invent?**

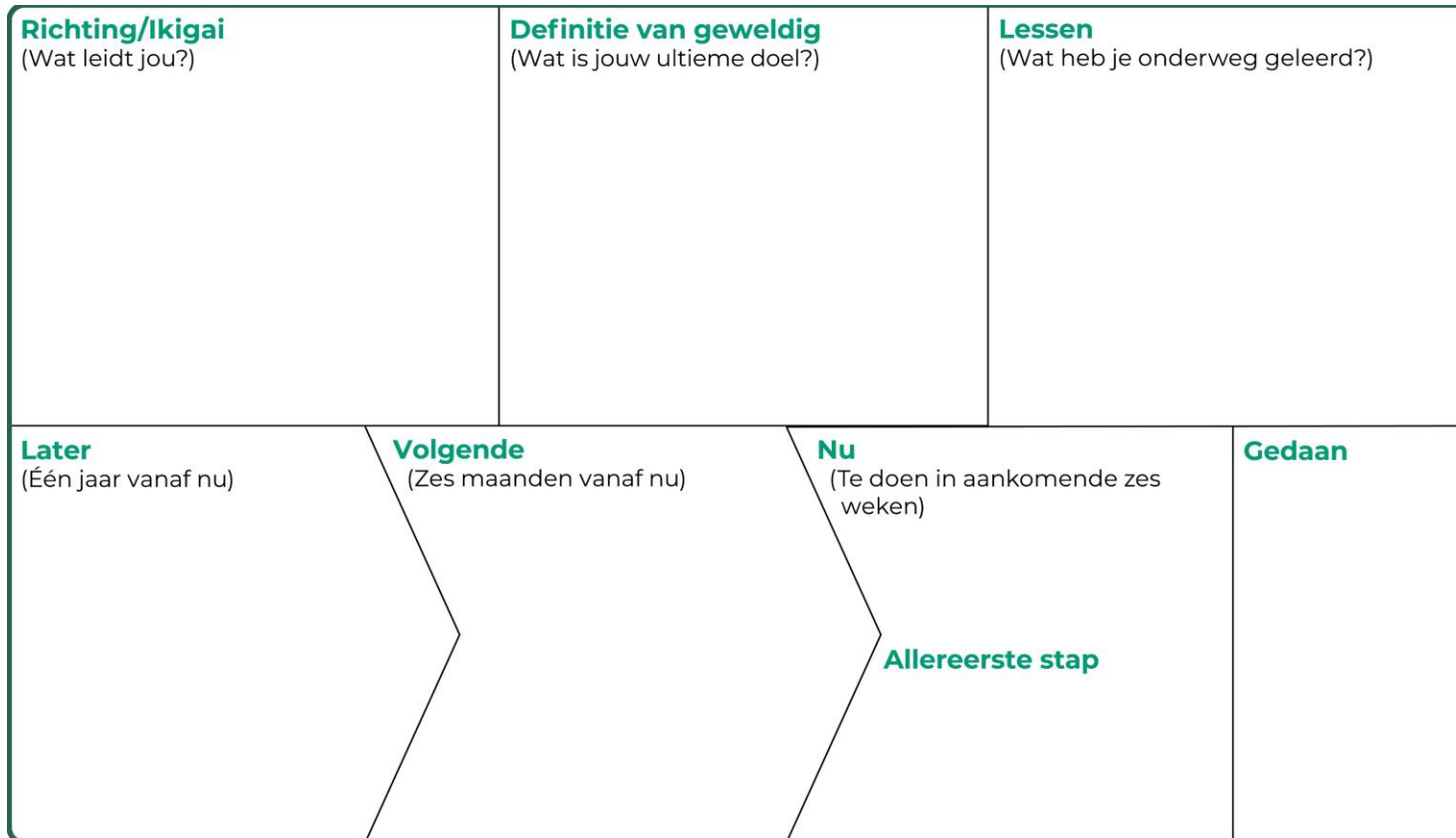


Individual agility

Or the development of active learning strategies



Individual Agility



1. Learning needs will change
2. Teach individuals an agile approach to learning
3. Knowing what defines and leads you (ikigai) is essential for both individual and organisation.

A flexibel mindset is essential when adopting agile!

Figuur 7 Persoonlijke kata



Extra's





Extra informatie (read/watch/listen-list)

Scrum Guide (NL) - <https://scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-Dutch.pdf>

Kanban University (ENG) - <https://kanban.university/resources/#what-is-kanban-method>

WIP-limit - <https://www.youtube.com/watch?v=Yqi9Gwt-OEA&list=LL&index=6&t=10s>

Model Baarda - <https://www.youtube.com/watch?v=zVpmsmuvNRo>

Resource utilization trap - <https://www.youtube.com/watch?v=CostXs2p6r0>