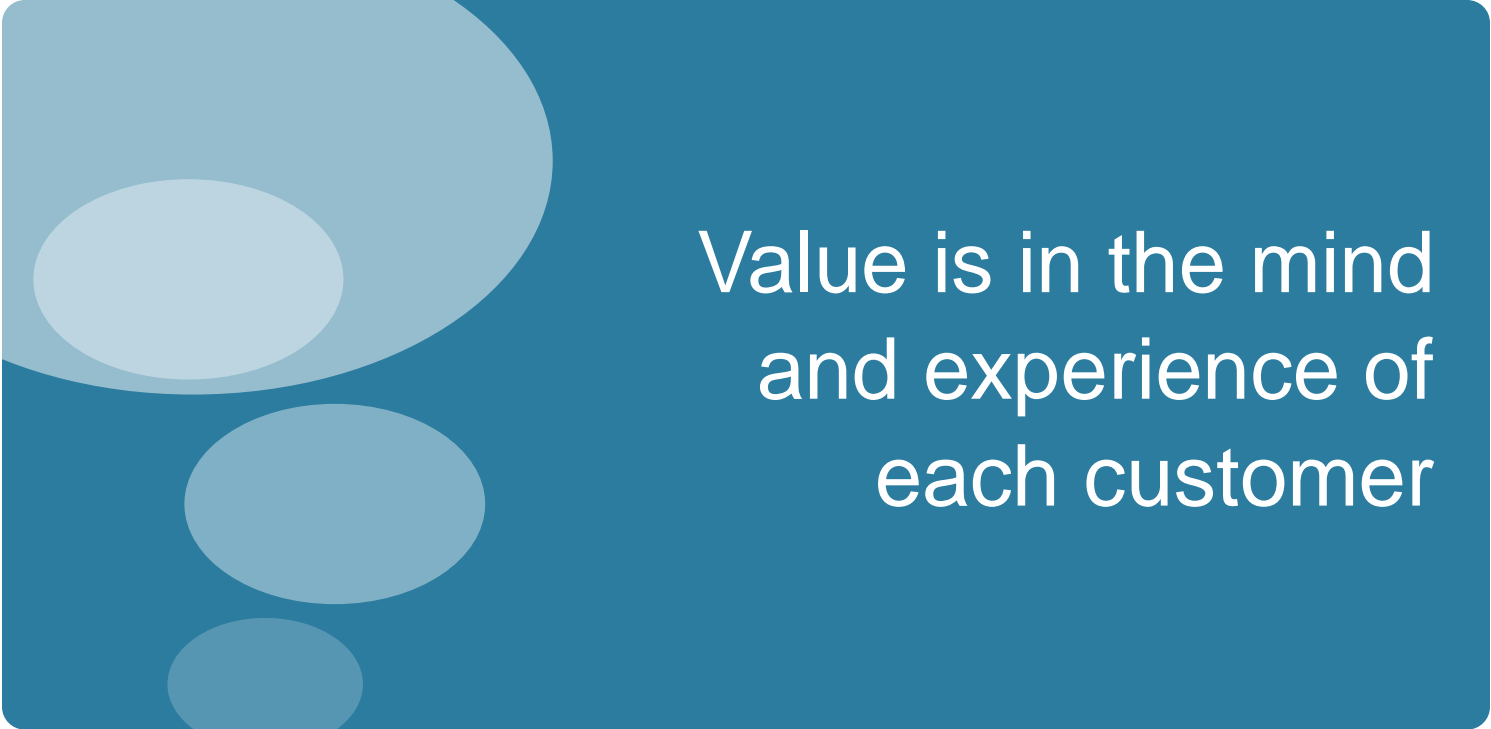




Creating a Culture of Value through HR

Isabella Serg
@isabella_serg



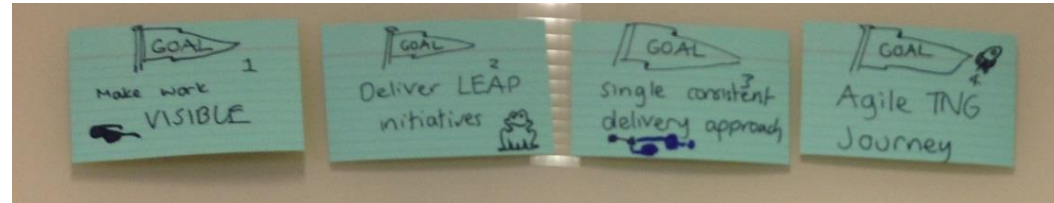
Value is in the mind
and experience of
each customer

HR's role in the Agile Transformation



- Started as an initiative to scale Agile across the Business Technology function
- Highlighted the changing role of HR in creating an agile organization. HR's role is not just to implement controls and standards but rather, to drive programs that create adaptability, innovation, collaboration and speed
- To help our clients transform themselves we needed to transform ourselves too!

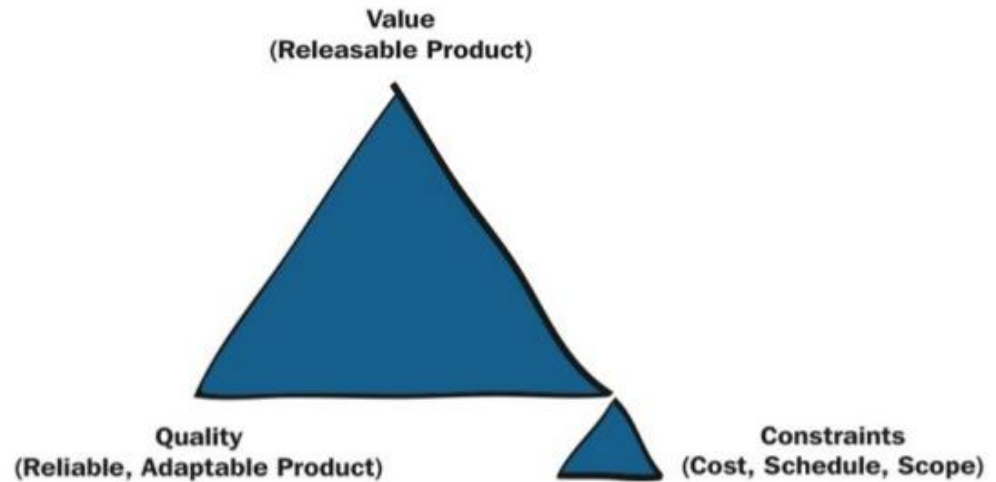
Drivers



- Transparency and communication of planning and road blocks
- Improve throughput measured via faster cycle time (10% improvement)
- Increased response rate to high priorities
- Understanding of Agile mindset, values, principles and practices



agile triangle



Focus on value

If our business objectives are to be responsive and agile then we need to reconsider how we measure success

Self-selecting to form stable teams



Leveraging prior exposure to accelerate Agile adoption



- Some teams were already using Kanban – the focus was to keep the good things!
- Kanban teams were the first to role model the use of other visual management tools e.g. JIRA, decision register and planning documentation



Observations



- Because of the nature of HR business partnering and organisational design, teams struggled to pull ‘the next story card’ of highest value
- HR teams felt stakeholders expected them to “JFDI”
- Speed-to-value got (much) slower before it got faster
- Trust is critical to creating a safe to fail environment; you need to do more than just say “this environment is safe to fail”

Results



- Teams took ownership of their Agile journey by personalizing Agile to fit them
- Improved speed-to-value for high priority work
- Improved response time to 'Business-As-Usual' work
- Reduction of overhead planning and improved visibility of pipeline
- Minimized situations where one team member could potentially be overloaded

Creating a Culture of Value using Human Resources



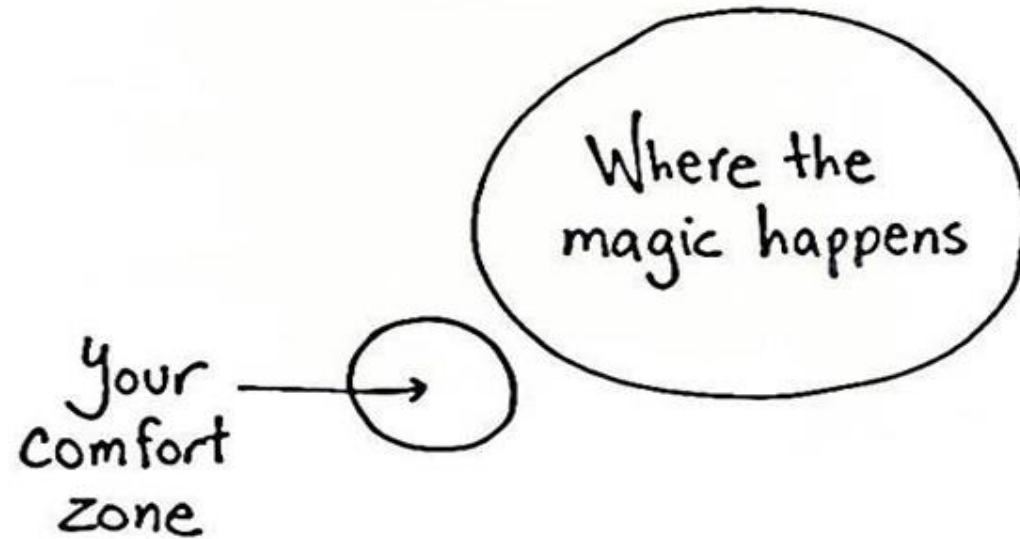
- Align agile transformation efforts to people strategy
- Build a focus on continuous learning and learning culture at all levels
- Create a mechanism for regular and robust performance feedback
- Facilitate a decentralized, empowered and collaborative workforce
- Prioritize speed-to-value over time and cost
- Train your leaders to be coaches, not managers
- Develop a passion for quality

Agile Is More Than a Process



- When a business is agile, it can create and respond to change *faster than the rate of change*
- Agile projects and adaptive leadership alter mental models and fuel the changes required to build learning organizations
- It's not enough to Do Agile processes and practices, a business must Be Agile by embracing the values, principles, and behaviors

Note to self: Find Disruption





Isabella Serg

@isabella_serg