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AGILE HR – A Game Changer

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53

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THE SUNDAY TIMES

100

BEST
COMPANIES
TO WORK FOR
2018





We don't have teams: We have Tribes of small, agile and autonomous squads.

It's an environment where startup culture, speed to market, agility and continuous improvement are powerful influences.

It's somewhere that values challenge and collaboration, while removing barriers and hierarchy.



The Bet Tech Tribe sparked the
Agile HR movement



We identified performance management as the top challenge.

The main issues identified were related to a 'Carrot & Stick' approach leading to demotivation.

Our best intentions did not deliver. We needed a new approach with a focus on continuous improvement



We were demotivating half our
workforce twice a year



First, we wanted to hear from our employees what motivated them.



It was time for Speed Dating:
Conversation over Surveys

The two biggest motivator for our people were:

1. Working on challenging tech
2. Working with amazing colleagues





Our Proposed New Approach (Experiment) was....

Time Boxed (12-months)

Trialed on a dedicated team

Applied to Tech

Led by Tech

We delivered on our promise



Performance Management

De-coupled financial reward
Removed objective setting
Encouraged regular 1-2-1s
Focused on the quality of conversations



Reward & Recognition

Instant 'now that' rewards
Peer recognition & reward
Fixed semi-annual bonus payment
Sharing success stories



Learning & Development

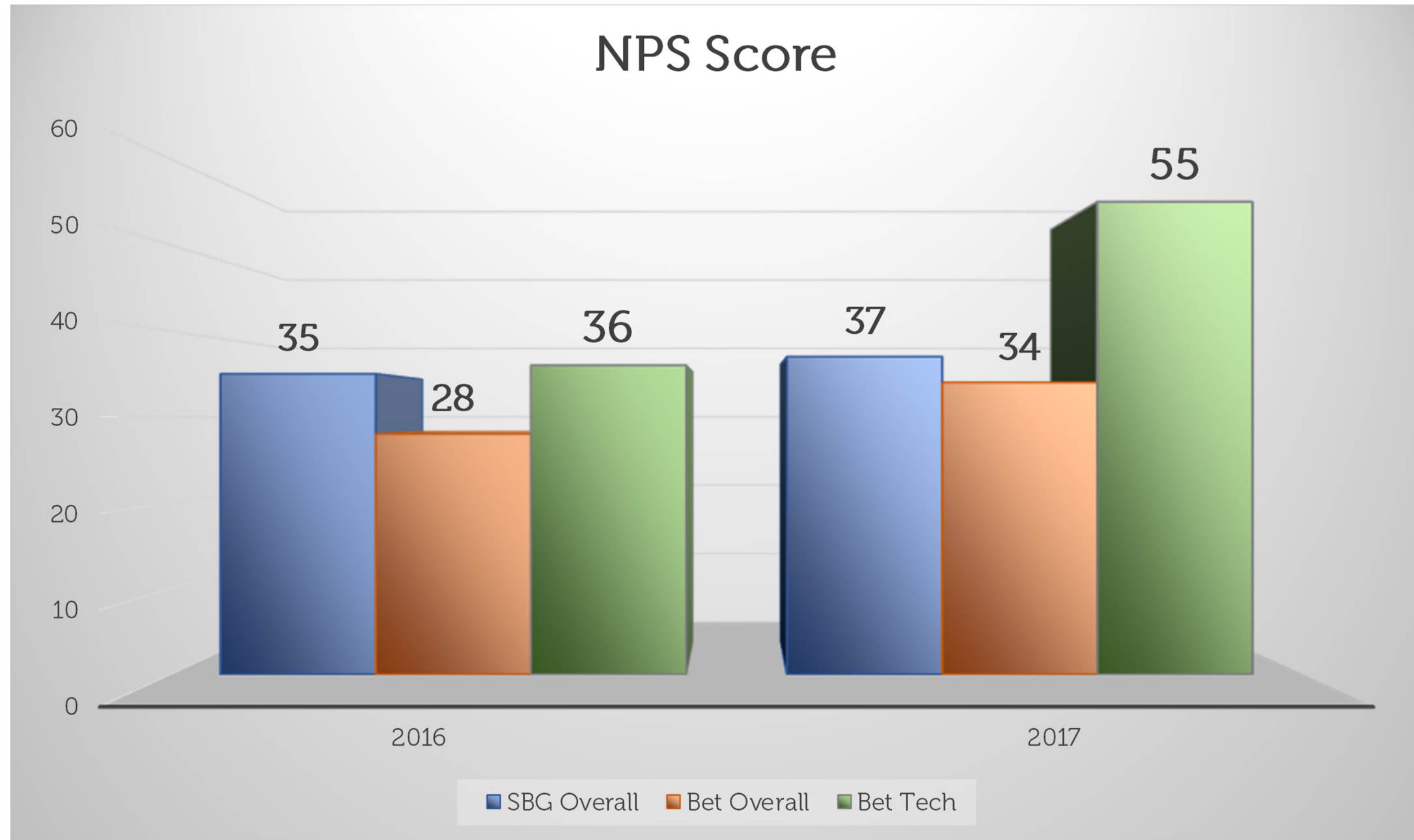
Dedicated L&D time
Autonomous Tech Ninja fund
Action Learning Sessions
On-going L&D for our People Managers



Continuous Feedback

Culture of continuous feedback
Regular retrospectives
'Speed Dating' nights
Community of Practice & People Managers forums

How did we do?



Our success lead to ...



Taking the new approach to all tribes (across the whole organization)



Restructure HR to fully embed People Ops into the tribes to deliver the most value to our people



Reorganized HR and establish a People Ops team with the goals to:

Align people strategy with the needs of the tribes

Follow through with People & Culture as strongest asset

Establish interdisciplinary HR team, aligned with new 'People Lifecycle'

Work in an agile way for a better understanding of the needs of agile teams and people

Deliver a People Strategy in a way unique to each tribe



Kick-Starter Week

Launched the change journey with a collaborative and iterative workshop and team building session to:

Initiate mindset shift & create a sense of urgency

Experience & explore the new world of work & learn its language

Establish a common set of values and principles to guide our future work

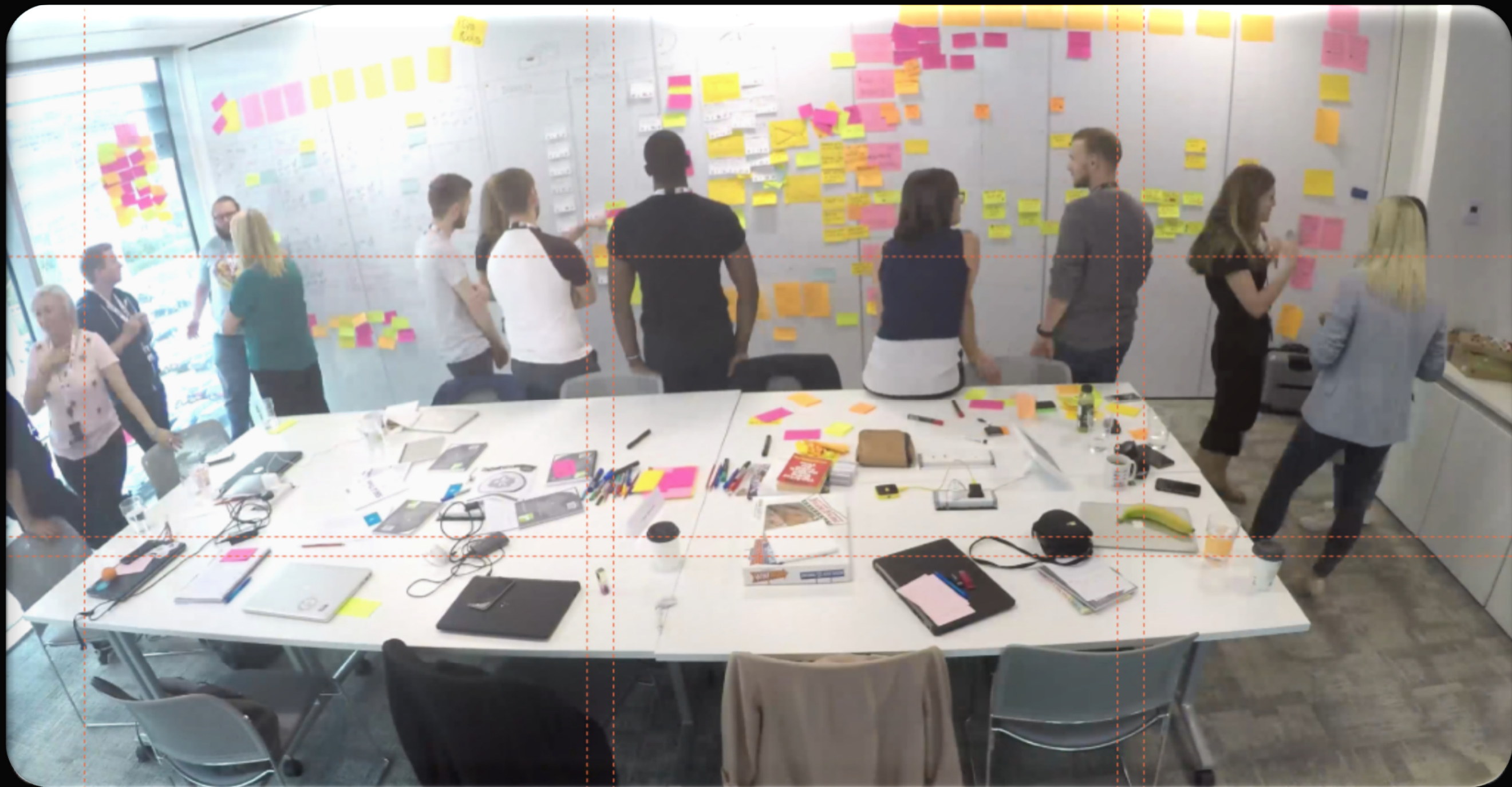
Create a meaningful backlog and roadmap





Agile HR Kick- Starter Week by JLS







Some of the things we achieved:

Strong Team Identity with common purposed & vision


Energized "POps Squad" team

Clear Epics & transparent Roadmap

Fast incremental learning cycle

Challenged current thinking & learned new language

Positive reaction and support from Agile teams

A woman is shown from the chest up, wearing a VR headset. Her hands are raised in the air, and she appears to be interacting with a virtual environment. The background is a dark space filled with numerous small, glowing yellow and orange particles, creating a sense of depth and immersion. A network of thin, white lines connects various points across the scene, resembling a digital or neural network. The overall atmosphere is futuristic and high-tech.

"I am in another universe. I find it hard to believe that other HR folks don't understand the new world of work, even though I did not really understand it myself before this workshop week. I now have a completely new understanding of People Ops and speak a different language."

– Jo Edwards, Head People Ops Squad @ Sky Betting & Gaming



We still have a long way to go, but we are embracing the new world of work and we are learning fast and making progress through continuous improvement

People Operations –
not just a name change but a game change



Game Changer

Thank You!



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