

Creating a Culture of Value through Human Resources

February 2017

Isabella Serg
Talent Advisor

Agenda

- 01 Introduction
- 03 **Challenges of implementing agile in non-IT teams**
- 04 Addressing these challenges
- 05 Lessons learnt

Reason for change



War for talent

- STEM talent is needed to succeed
- Strong agile culture attracts a skilled and diverse workforce



Changing nature of the workforce

- Employees are distributed globally onsite and working-from-home



Better ways to manage high and low performance

- Improve support to leaders to set expectations, provide feedback and hold people accountable
- Benchmark leadership agility

Working with agile in a non-IT environment

- **HR teams organized by specialization rather than end-to-end delivery of value**
- **No formal methods of prioritization**
- **Leaders struggled to get a view of team capacity**

Agile change objectives

- **Make work visible**
- **Develop a single consistent delivery approach**
- **Improve cycle time by 10%**
- **Lift employee engagement**

Challenges of working with non-IT teams

Specialization

- “I’m the one that does this and you’re the one that does that”
 - Facilitates low understanding of program of work and working relationships between teams

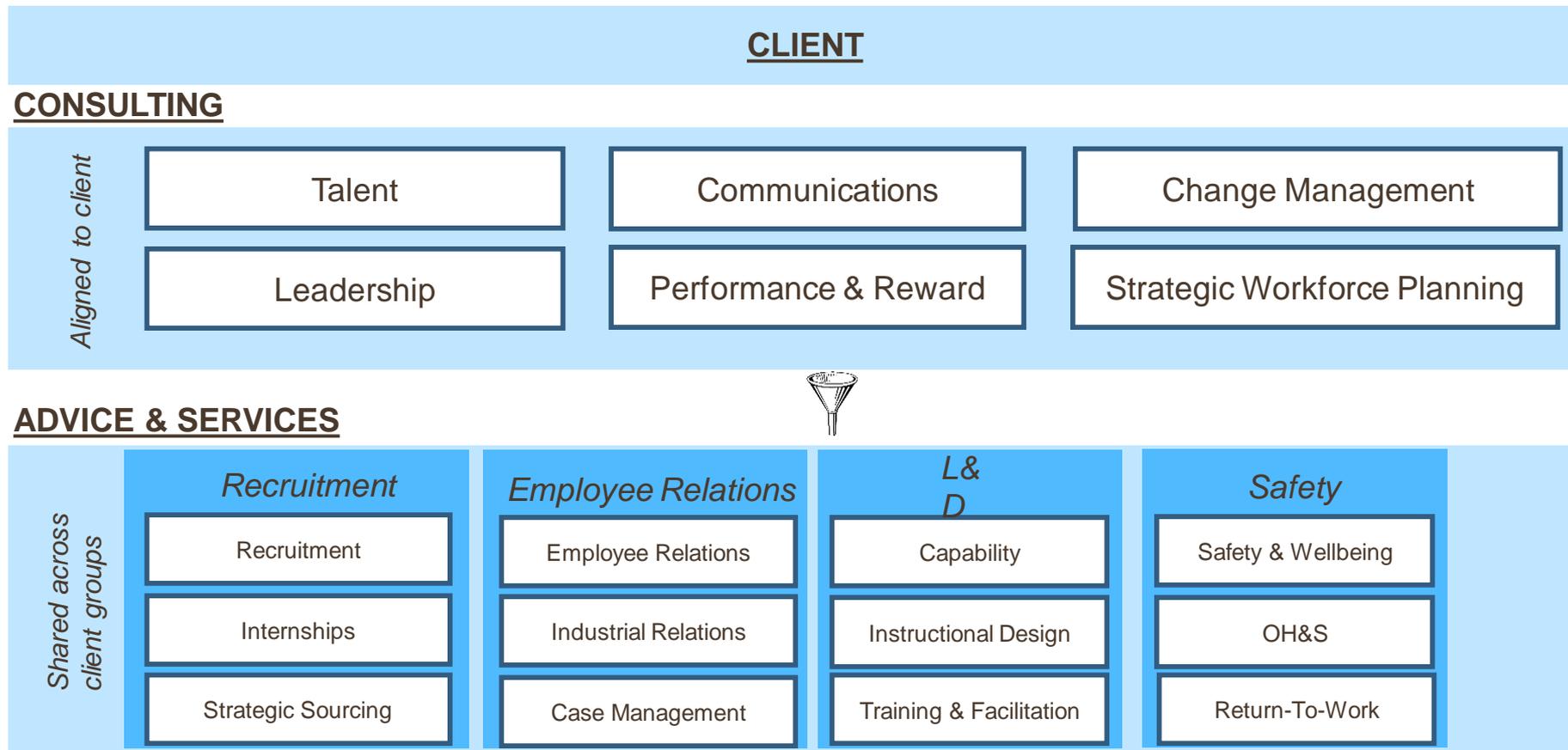
WIP management

- Culture of over-servicing
- Consulting teams struggle with the concept of managing WIP

Addressing challenges using agile with non-IT teams

- Built the roadmap: **understood our services and defined BHAGs**
- Self-selected into new teams: **designed team around services to deliver end-to-end value**
- Managed the backlog: **stopped starting, started finishing**
- Recorded decisions: **a decision register can communicate leadership decisions to team**
- Measured progress: **tracked progress to understand where team was getting better**

Example basic service delivery model



Lessons learnt

- **‘Lipstick agile’ doesn’t work**
- Value to the client must flow end-to-end
- Accountability must sit with the team
- Understand your talent mix
- Experiment with collaboration and communication tools
- Measure what matters

Key takeaways

- 01 We need to think differently about the way we work to build leaders of the future and attract, develop and retain talent
- 02 **You're going to attract naysayers who say *it's too hard***
- 03 Lead the change from the top, create a learning culture and **don't be afraid** to ask tough questions of yourself and others

Isabella Serg
Talent Advisor

Twitter: @isabella_serg
Email: isabella.serg@ibm.com