

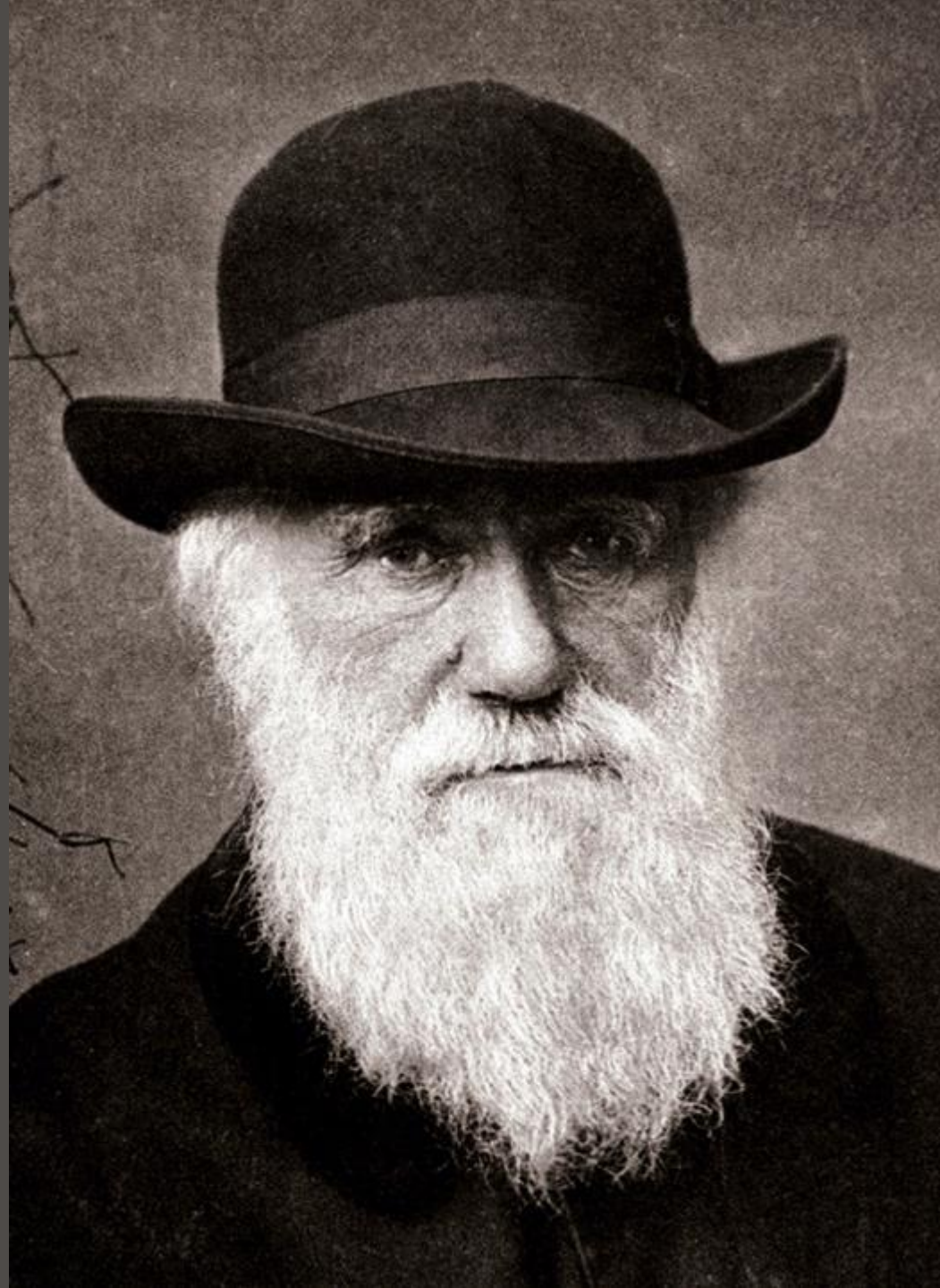


Agile People: HR and Leaders in the future of work

Pia-Maria Thoren

Wien Business Agility 2019





A black and white photograph of a factory assembly line. Several workers in work clothes and caps are focused on their tasks, working on large, curved metal components. The background shows a large industrial building with many windows and structural columns. A yellow rectangular box is overlaid on the right side of the image, containing white text.

Frederick Taylor: Scientific management

A vintage photograph of Henry Ford, dressed in a dark suit and a bowler hat, standing next to an early 20th-century automobile. The car's steering wheel and dashboard are visible on the left. In the background, several other men in suits and hats are blurred, suggesting a public event or a factory setting. The overall tone is sepia or aged brown.

**“THINKING IS THE HARDEST WORK THERE IS,
WHICH IS PROBABLY THE REASON WHY SO FEW
ENGAGE IN IT.”**

HENRY FORD

© Lifehack Quotes

DOUGLAS MCGREGOR



THE HUMAN SIDE OF
ENTERPRISE
ANNOTATED EDITION

Updated and with new commentary by
Joel Cutcher-Gershenfeld

DO YOU BELIEVE IN X OR Y?

X: People are lazy and unmotivated and don't want to take responsibility

Y: People want to be the best they can be and contribute to creating value for others (and will do so if they get the right conditions)



How we view people affects how we structure our management processes

Pia-Maria

AGILE PEOPLE

*A Radical Approach for HR & Managers
(That Leads to Motivated Employees)*



PIA-MARIA THOPEN

Agile HR

The changed role of HR in the future of work

New Rules and Roles for HR

Traditional Management

Focus on Control & Alignment



Creates: Execution, Order, Control

HR's Job: Implement controls, standards, and systems to **drive alignment & execution**

Source: Bersin by Deloitte

Agile Management

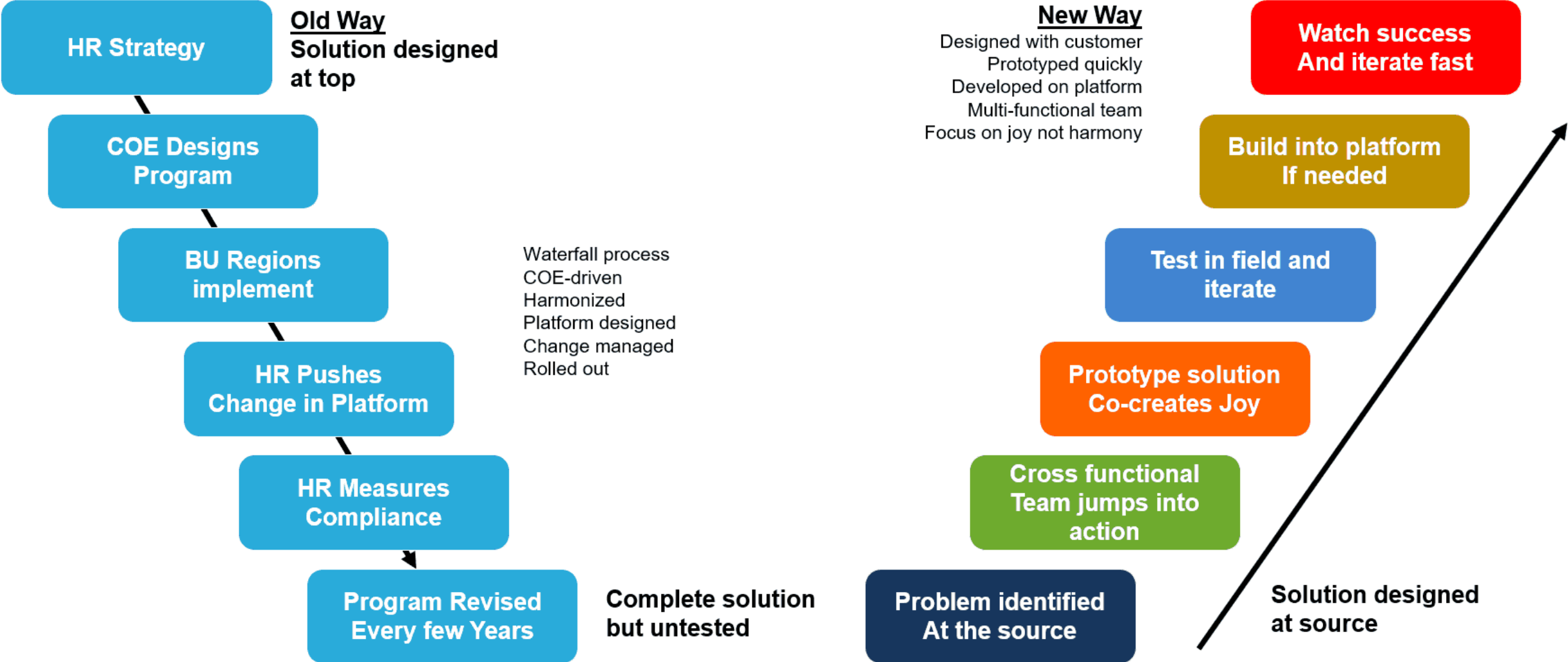
Focus on Speed & Customers



Creates: Adaptability, Innovation, Speed

HR's Job: Implement programs, systems, strategies, which **foster expertise, collaboration, and decision-making**

Agile Approach: Co-Create HR Solutions



Why HR need to lead the transformation



WATERFALL

AGILE

JOB DESCRIPTIONS
ARE BOXES
FOR STANDING
ON, NOT
LIVING IN



T-SHAPED PEOPLE



I am great at this **one thing** and familiar with **all this other stuff**.

Agile HR - Principles

Develop policies, rules and standards > Support flexibility, speed and collaboration

Deliver programs & processes to customers > Involve customer in delivery

HR Specialists OR HR Generalists OR HR Admins > T-shaped HR people who can take on many different roles

Individual work > Teamwork (crossfunctional)

Functional HR / specialist area > Value stream based HR

Jobs & positions > Playing many different roles

HR Projects > Stable, high performing teams

Promotions and bonus programs > Salary formulas and profit sharing

Deliver programs & processes > Supporting the organization to perform

One size fits all > No-size fits all

Having the "HR recipe" > Experimentation

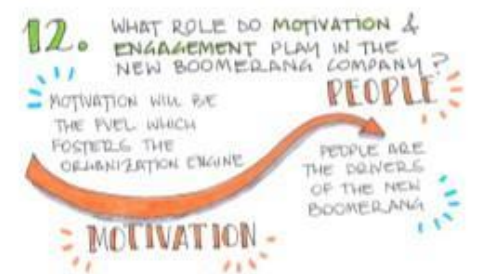
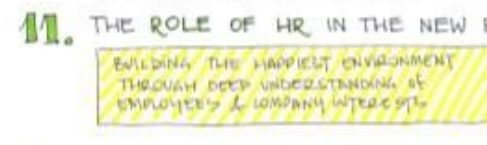
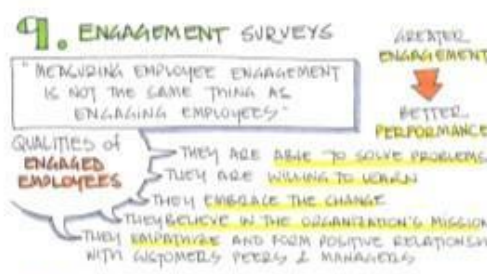
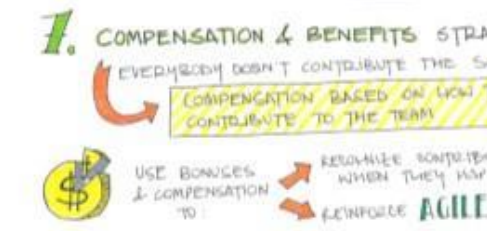
Human view X > Human view Y

"SAVE BOOMERANG" CERTIFICATION EXERCISE for ICA Agile Certified Professional

hr agile FEB. 2019

wyser team

- @nacho herranz
- @maria blanco
- @patricia buendia
- @davier garcia
- @teresa rovilla
- @and somolinos



Agile Leadership

Agile Leadership for the future of work

FROM MANAGING PERFORMANCE...



...TO ENABLING PERFORMANCE



CEO OF TODAY

IT'S TIME TO GET OFF THE ROCKING HORSE





WHAT IS CULTURE?

$$B=f(p,e)$$

Kurt Lewin, 1936

Photo by
Fancycrave
on Unsplash



CHANGES IN PERFORMANCE EVALUATION AND DEVELOPMENT

Purpose	Way to work
Feedback and coaching	Continuous coaching and feedback through regular conversations – NOT through yearly performance appraisals / reviews
Increasing performance through goal setting	Work with OKR:s on personal, team and organizational level – bottom up and top-down (or KPI:s top down = relative performance & benchmarking)
Learning and development	Continuous learning and improvement through building a learning organization with modern learning tools & experimentation
Compensation decisions	<p>Two kinds of pay that should be kept separate</p> <p>Base pay: Salary formulas, market based pay, use peoples input to get the highest possible perceived fairness, use objective criteria</p> <p>Performance based pay: Use collective intelligence and people with the most knowledge, behaviors are also evaluated, not just results, use subjective criteria (ex. Merit Money)</p>

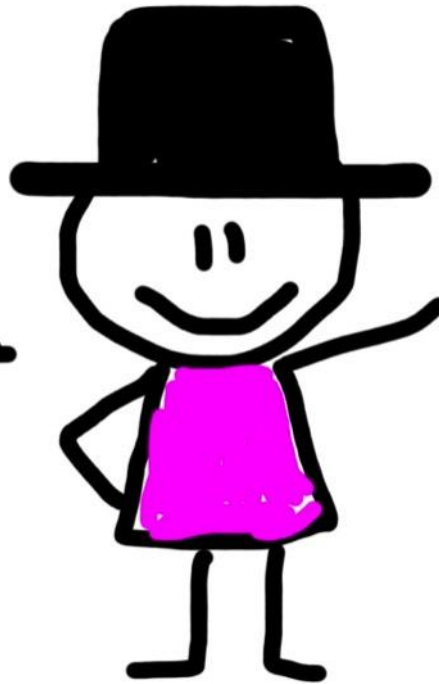
Psychological Safety

The platform for a system where it's possible to perform and be happy



• How to increase the pace of learning (if you are a manager) •

What do you think about x, y, z?



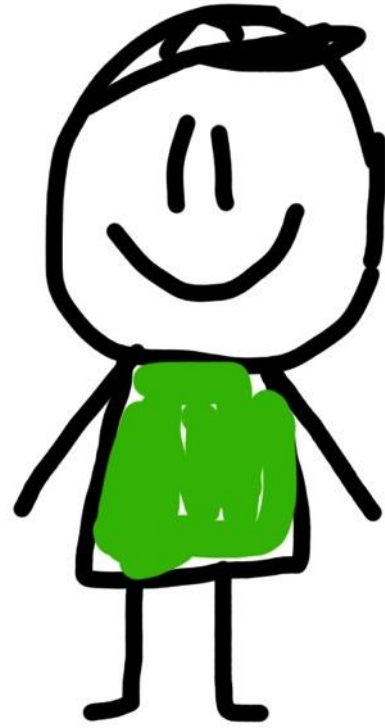
I make mistakes too!

We need everyones brains to solve this problem!

Good job!

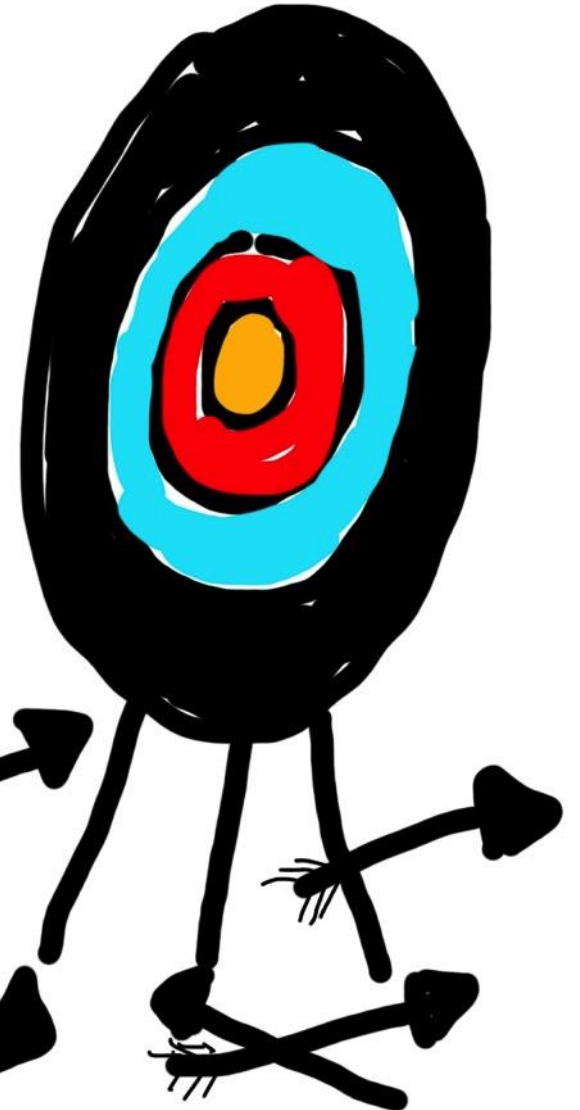


Thank you!

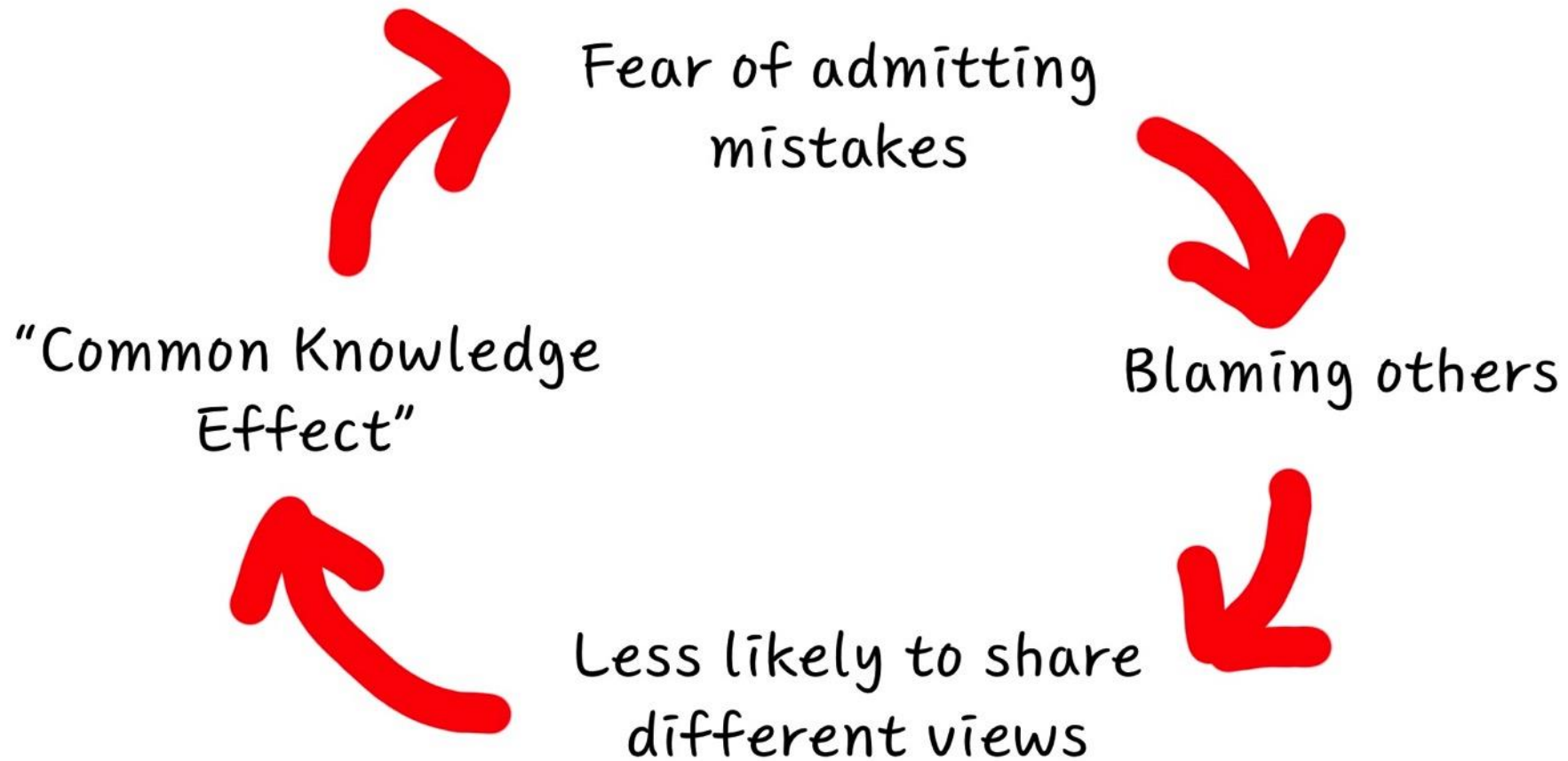


Keep trying Bob!

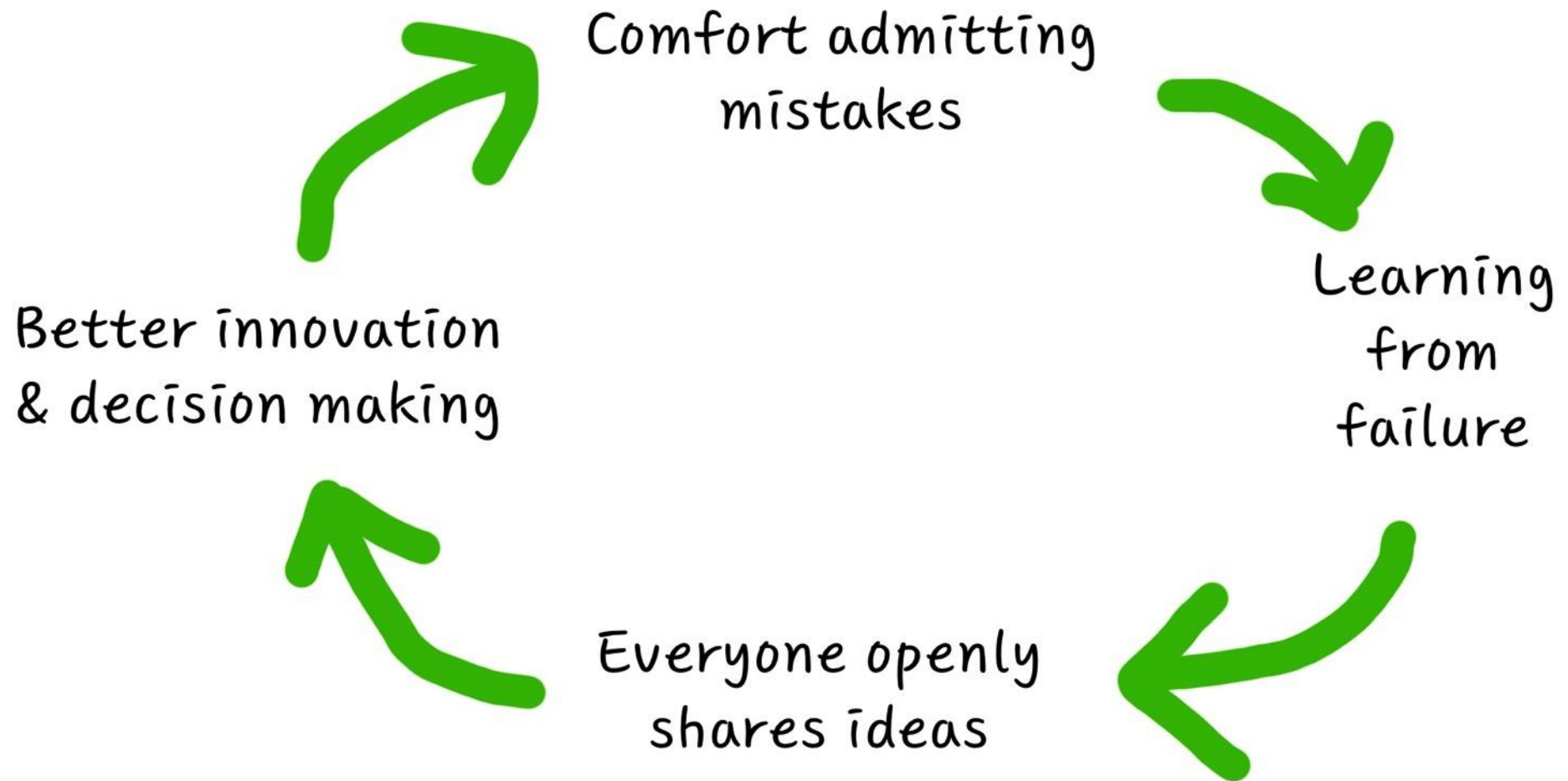
You can do it!



Psychological Danger



Psychological Safety



CONTINUOUS LEARNING: THE NEW NORMAL

~~Problem~~

Solution

Agile leadership – principles

Build on control > Build on motivation

Communication via formal managers > Communication flow freely between everybody

Formal leadership > Informal leadership

Micro managing > Explain why and what and leave the how to the people

Secret information > Transparent information

Managers decide performance of employees > Employees decide performance for themselves and colleagues

Decision making by managers > Everybody is involved in decision making

Goals are set by managers > Goals are set by individuals and teams

SMART goals > OKRs

Formal managers > Self leadership

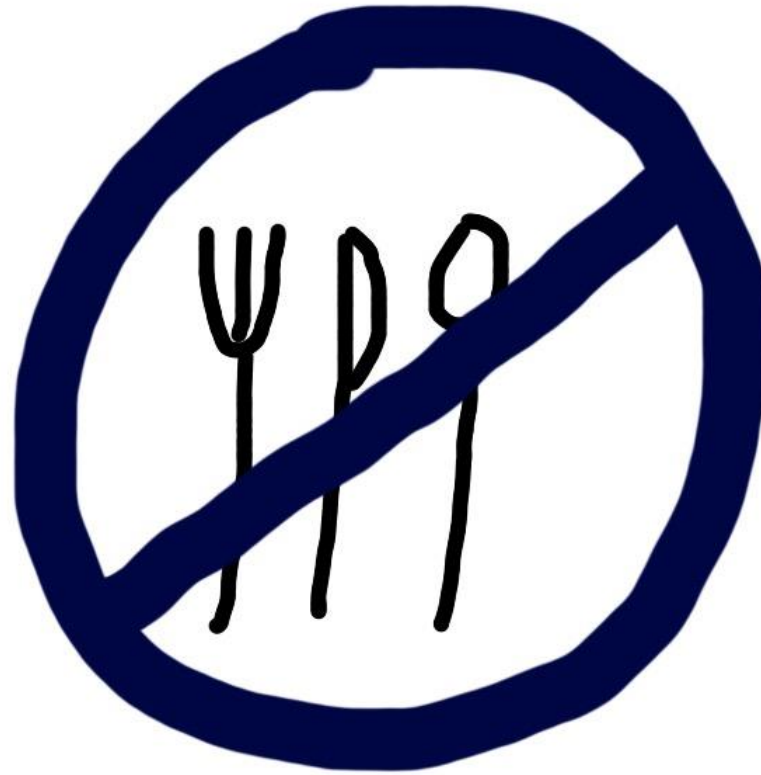
Manage people > Manage the system

Human view X > Human view Y

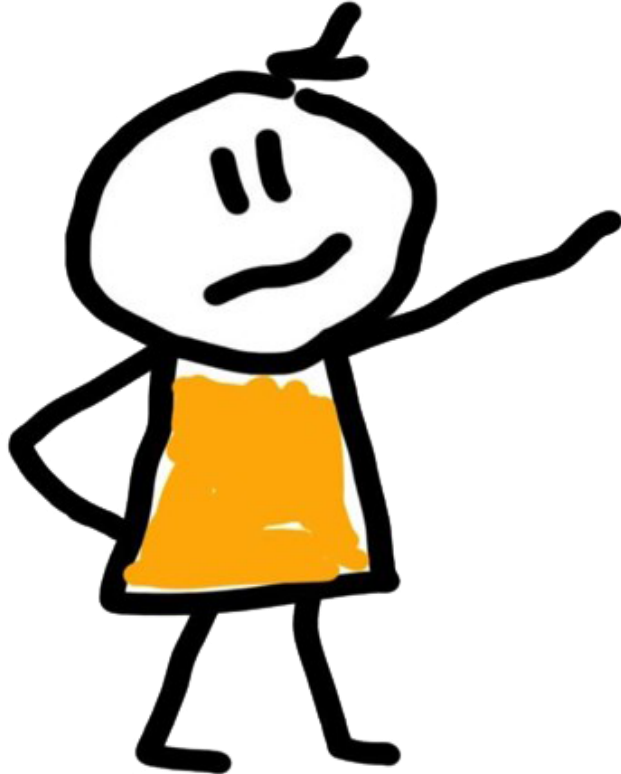
THE CHANGE JOURNEY

How to get started

#norecipe



HOW TO GROW CULTURE (CHANGE THE SYSTEM)



1. **Remove** limiting structures (mainly from finance and HR)
2. **Increase** supporting structures to make it easy to behave according to the agile mindset
3. **Start** showing new behaviors that come from learning new ways of acting and working
4. **Repeat** from 1 😊

Enabling Business Agility

in a Nutshell

Human and flexible organizations for more value



- Volatility** - The dynamics of change and speed creates instability.
- Uncertainty** - The lack of predictability in outcomes.
- Complexity** - The multiplex of forces, no cause-and-effect chain & confusion.
- Ambiguity** - The fuzziness and cause-and-effect confusion that leads to mixed meanings.

Don't manage people, manage the system

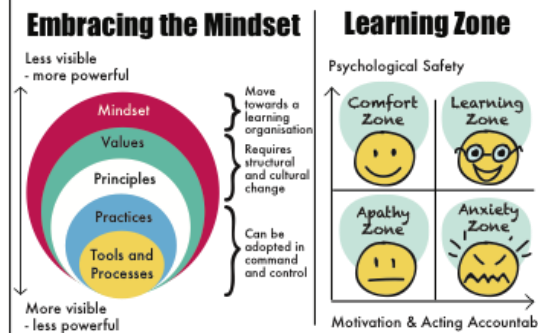
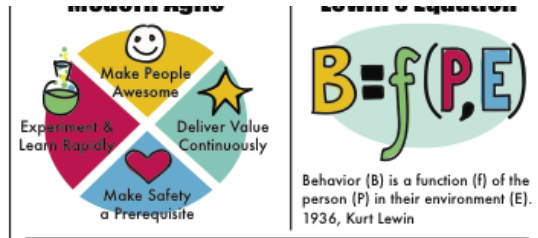
System **95/5** People

% performance influence

Version 1.0



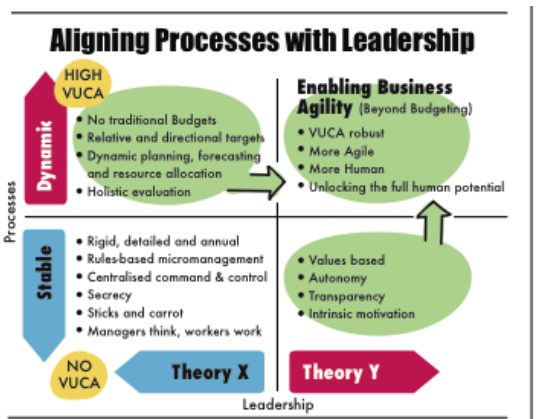
Register on agilepeople.se/events



Leadership Principles	Management Processes
<p>1. Purpose - Engage and inspire people around bold and noble causes; <u>not</u> around short-term financial targets</p> <p>2. Values - Govern through shared values and sound judgement; <u>not</u> through detailed rules and regulations</p> <p>3. Transparency - Make information open for self-regulation, innovation, learning and control; <u>don't</u> restrict it</p> <p>4. Organisation - Cultivate a strong sense of belonging and organise around accountable teams; <u>avoid</u> hierarchical control and bureaucracy</p> <p>5. Autonomy - Trust people with freedom to act; <u>don't</u> punish everyone if someone should abuse it</p> <p>6. Customers - Connect everyone's work with customer needs; <u>avoid</u> conflicts of interest</p>	<p>1. Rhythm - Organise management processes dynamically around business rhythms and events; <u>not</u> around the calendar year only</p> <p>2. Targets - Set directional, ambitious and relative goals; <u>avoid</u> fixed and cascaded targets</p> <p>3. Plans and forecasts - Make planning and forecasting lean and unbiased processes; <u>not</u> rigid and political exercises</p> <p>4. Resource allocation - Foster a cost conscious mindset and make resources available as needed; <u>not</u> through detailed annual budget allocations</p> <p>5. Performance evaluation - Evaluate performance holistically and with peer feedback for learning and development; <u>not</u> based on measurement only and not for rewards only</p> <p>6. Rewards - Reward shared success against competition; <u>not</u> against fixed performance contracts</p>

preach and what we practice

This is the core of Beyond Budgeting



- Advice on your Change Journey**
- Create problem understanding before talking solutions
 - What's the real risk? Upside vs downside
 - Set vision & principles. Prototype, test - and jump!
 - You can't get rid of «command and control» through command and control
 - Careful if starting with rolling forecasting
 - Involve IT, Product, Marketing, Operations... all functions need to come together.
 - Get help from someone who has an Agile Mindset and implementation experience

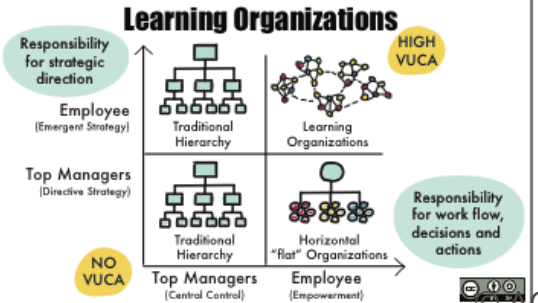
Infographic Poster by: mia.kolmodin@dandypeople.com

Download: dandypeople.com/blog

DANDY PEOPLE

In Collaboration with:

- Pia-Maria Thorén - Inspiration Director at Agile People
- Bjarte Bognes - Chairman Beyond Budgeting Roundtable



Thank You!

Pia-Maria