



HRPA 2018

ANNUAL CONFERENCE & TRADE SHOW

JAN 31/FEB 1-2 METRO TORONTO
CONVENTION CENTRE

A NEW BEGINNING:
THE INTELLIGENCE REVOLUTION

How HR Can Save or Destroy Agile

Frank Leong

How HR Can Save or Destroy Agile

"In the most successful Agile transformations, HR is a driver of the change and a key hub that steers other departments' success."

(cPrime.com)

"HR's job is not just to implement controls and standards, and drive execution—but rather to facilitate and improve organizational agility."

(Josh Bersin)

"As the world becomes more volatile, organizations need to find ways to become highly agile. HR will need to support a world where people may no longer have predefined 'jobs' that lock them into doing one activity."

(HRO Today)

"Human capital issues are the #1 challenge for CEOs globally."

(The Conference Board CEO Challenge 2016)

"Companies are running 21st century businesses with 20th century workplace practices & programs"

(Willis Towers Watson)

What's the #1 Challenge to Agile?

- 
- 1. Lack of experience with Agile methods**
 - 2. Organization resistance to change**
 - 3. Lack of management support**
 - 4. Organizational culture**
 - 5. Regulatory compliance & governance**

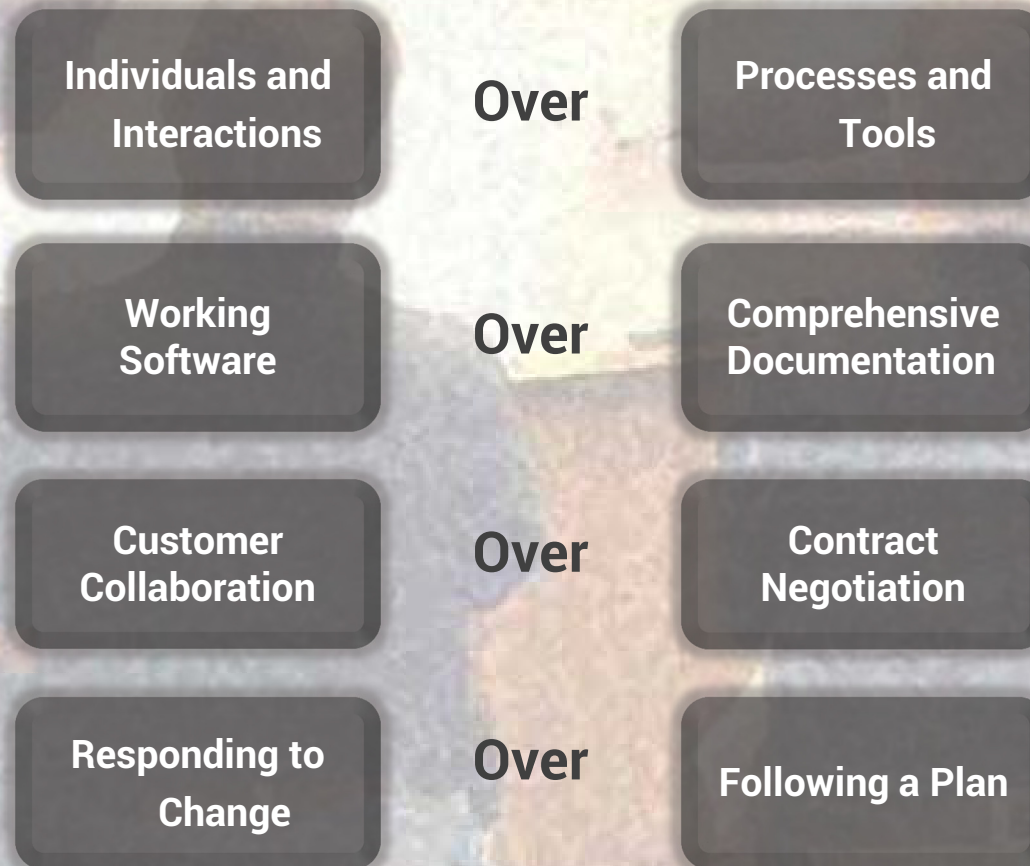
Challenges Experienced Adopting & Scaling Agile



Source: VersionOne 11th Annual State Of Agile Survey (April 2017)

The 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:

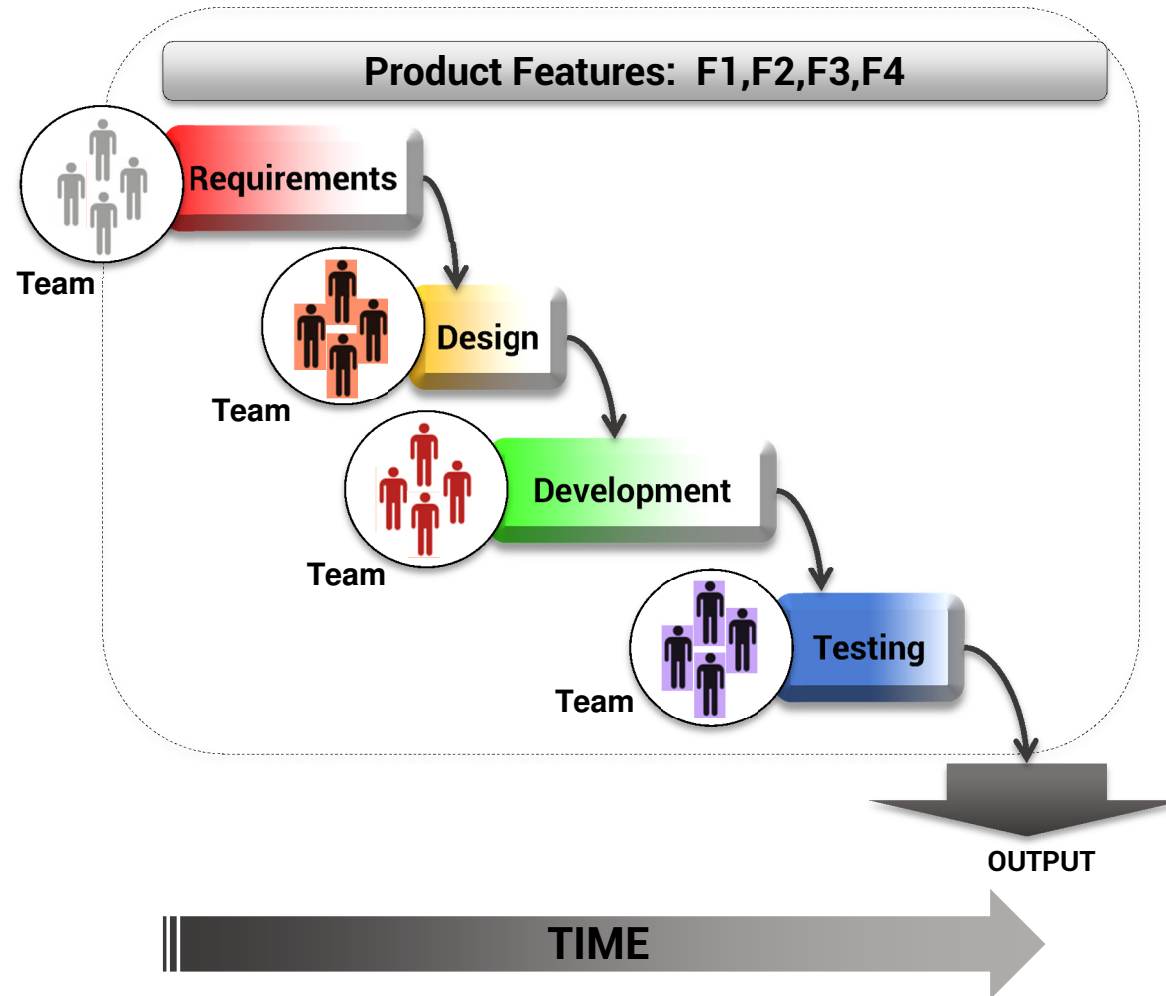


While there is value in the items on the right, we value the items on the left more

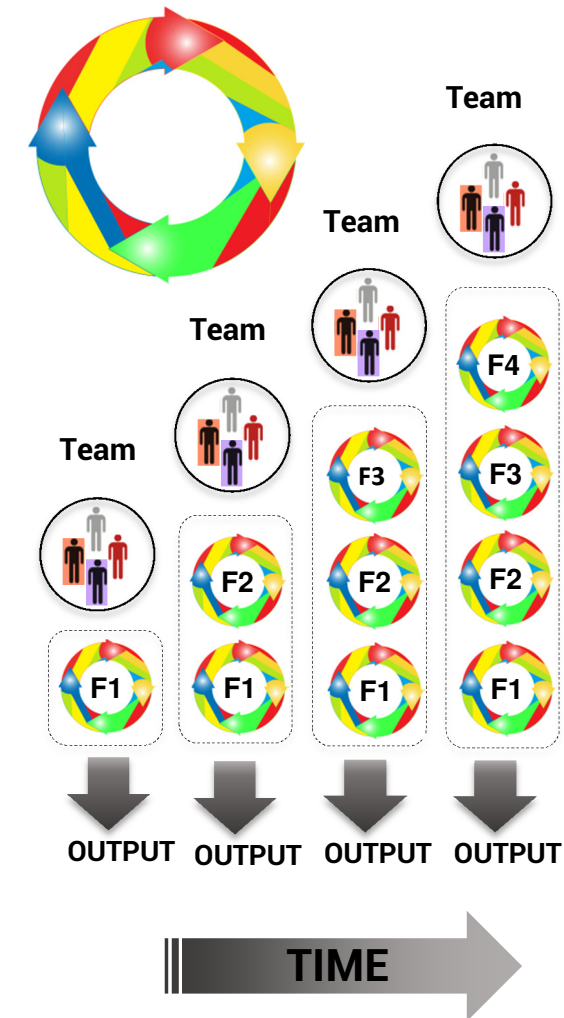
Copyright www.agilemanifesto.org

How Is Agile Different?

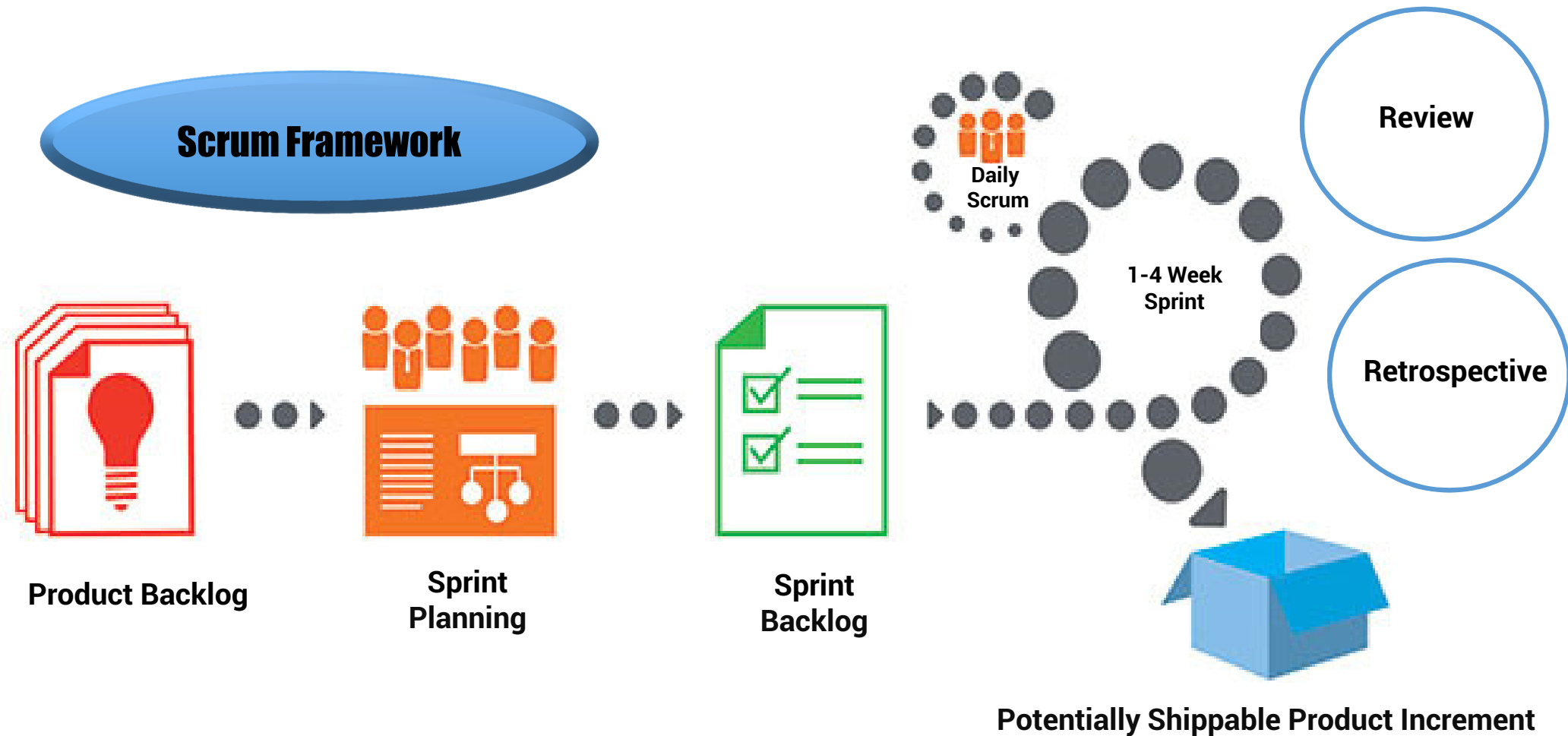
“Waterfall”



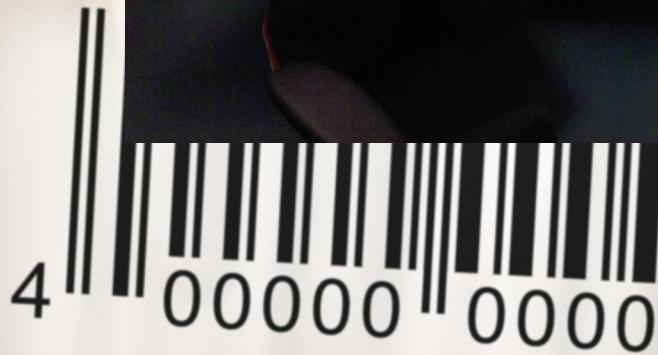
“Agile”



How Does Agile Work?



What Does Agile Look Like?



What Does Agile Look Like?

**Decreased
Time To Market**

**Decreased
Escaped Defects**

**Decreased
Risk**



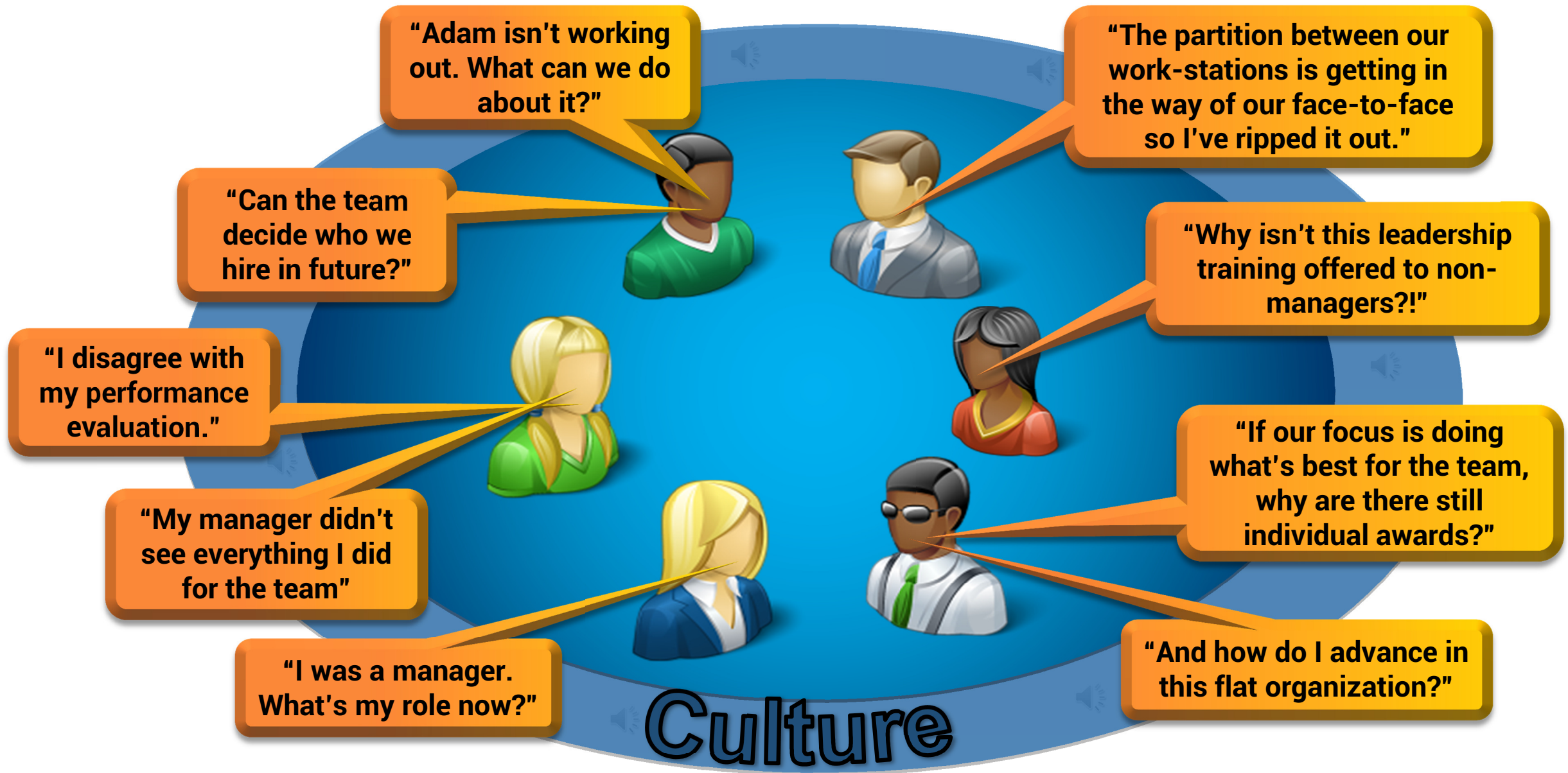
**Increased
Customer
Satisfaction**

**Increased
Employee
Satisfaction**

**Increased
Quality**

**Increased
Productivity**

A Call to Action for HR



HR Through an Agile Lens

HR processes & tools will need to support Agile values, cadence and mindset.



HR Through an Agile Lens

Performance will need runway to take-off.



HR Through an Agile Lens

People will yearn for batch-of-one career pathways.



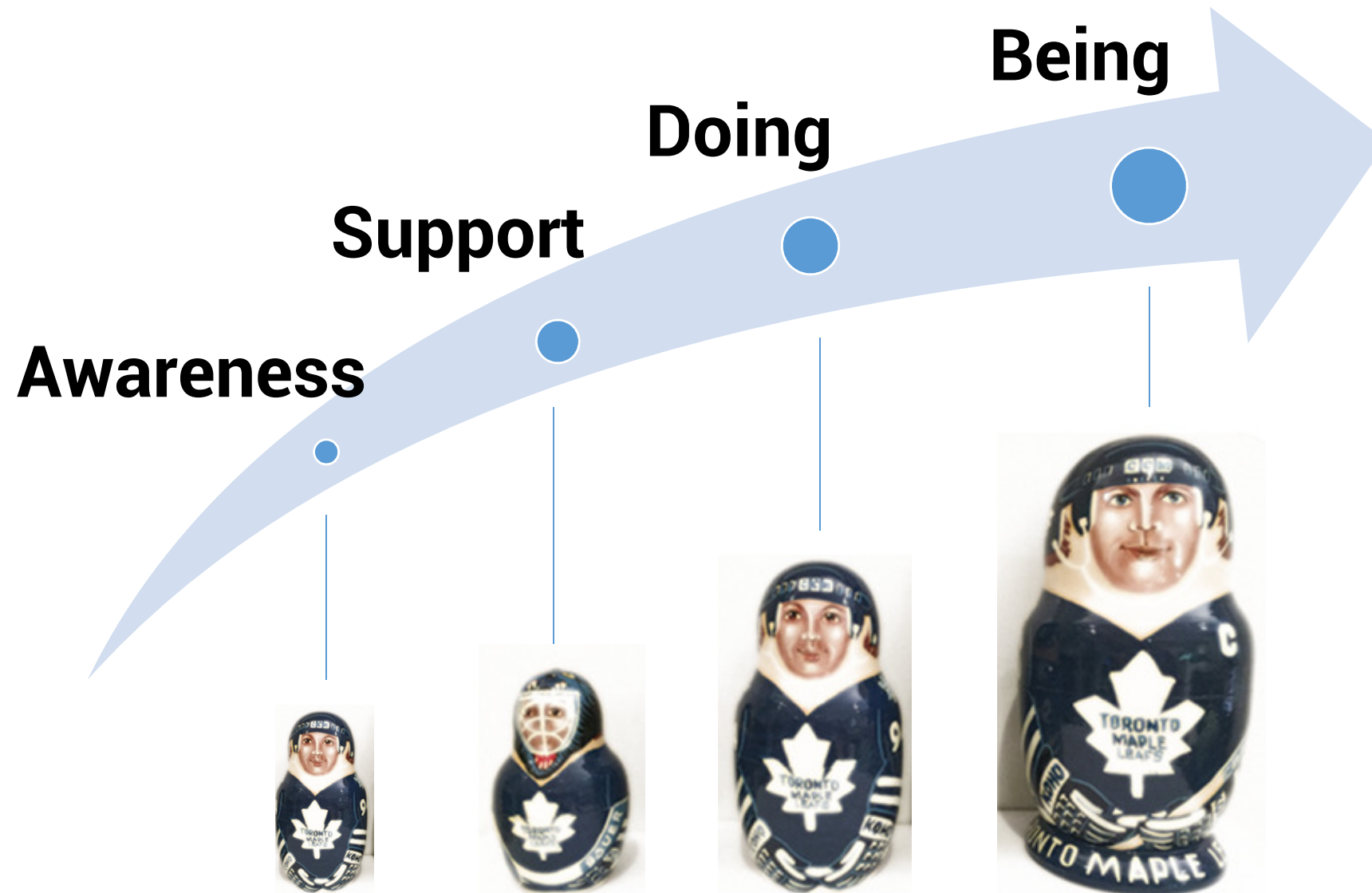
HR Through an Agile Lens

People are at their happiest and most productive if they can choose what they work on and who they work with.*



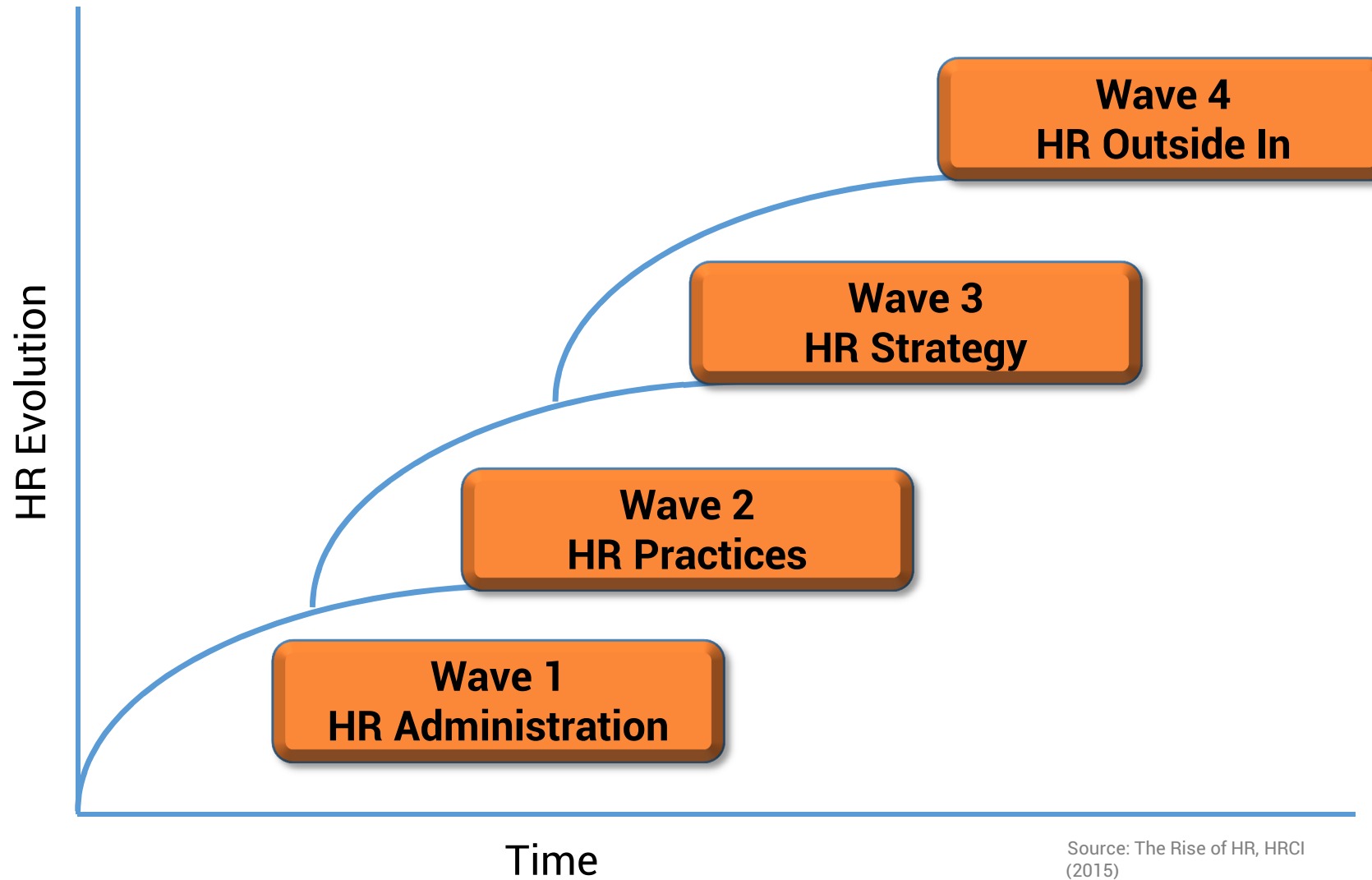
*Sandy Mamoli

From Spectator to Player



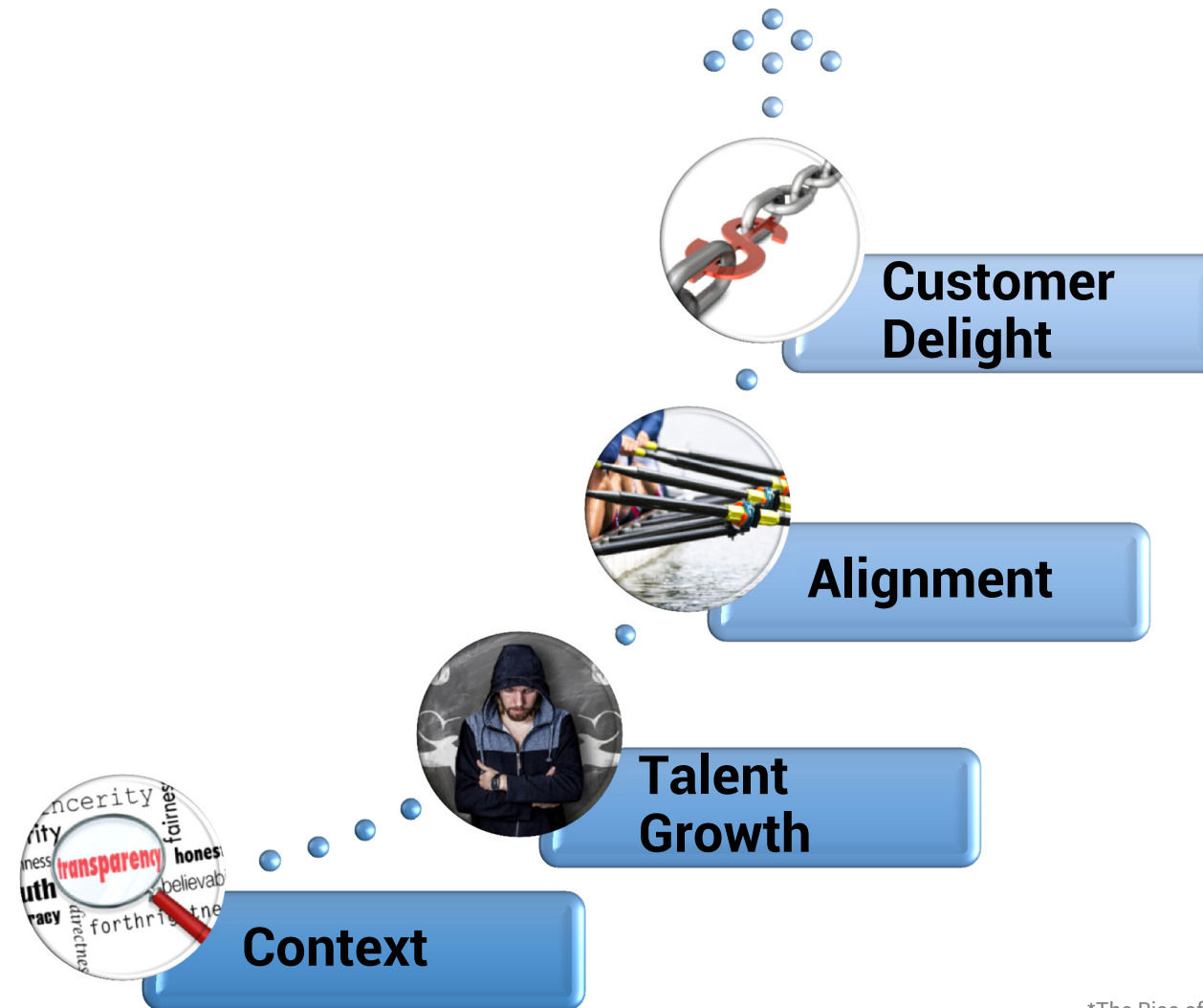
The Evolution of HR

From an “administrative and transactional utility” to “HR from the outside in”



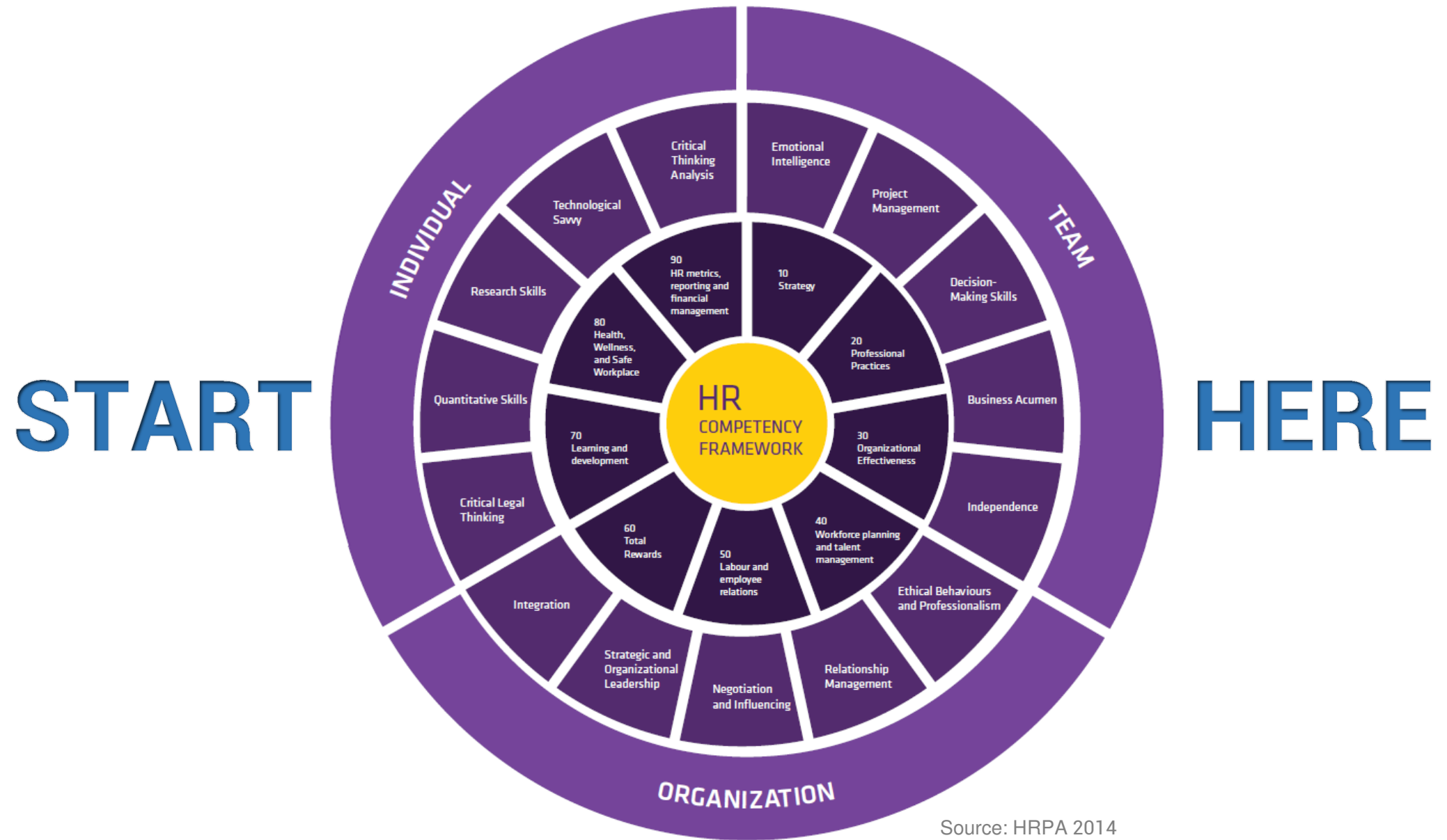
Delivering Business Value

HR is about delivering business results; the scorecard of HR is the business's scorecard.*



*The Rise of HR, HRCI (2015)

Be a Partner on the Journey



Source: HRP A 2014

Be a Partner on the Journey

	HR Functional Competencies						Agile-impact	
10	Strategy						21%	
20	Professional Practices						7%	
30	Organizational Effectiveness						76%	
40	Workforce Planning and Talent Management						41%	
50	Labour and Employee Relations						15%	
60	Total Rewards						41%	
70	Learning and Development						68%	
80	Health, Wellness, and Safe Workplace						10%	
90	HR Metrics, Reporting and Financial Management						5%	

What Can You Do Today?

☒ Learn about Agile



What Can You Do Today?

❑ Gemba (MBWA Agile-style)



What Can You Do Today?

- ☐ Talk to your friends & colleagues about their Agile experiences

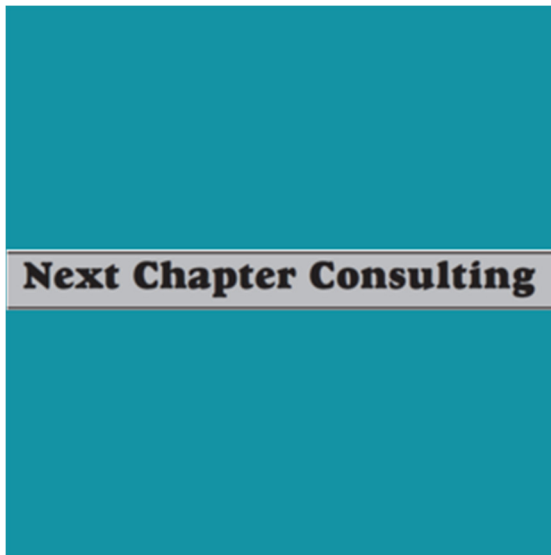


What Can You Do Today?

- ☐ Look at your HR process & tool changes through an Agile lens



Thank You!



www.nextchapterconsulting.ca

BERTEIG

www.berteig.com