

How to incorporate agile thinking into HR

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AGENDA

AGILE PRINCIPLES

Brief recap

BUILDING TEAMS

Choosing the right fit

FREQUENT BLOCKERS

What shall management know

CHANGE OF MINDSET

Most important HR aspect

DEVELOPING TALENT

Identification and development

DISCUSSION

...and questions

AGILE PRINCIPLES

Agile Principles

From Agile Manifesto

Individuals and interactions over processes and tools

- Trust people to get the job done
- Simplicity is essential to keep pace
- Rigid processes are hard to change and agile encourages changes
- The best ideas emerge from self-organized teams which are committed to project success

Working software over comprehensive documentation

- Working software is primary measurement of progress
- Highest priority is to satisfy a customer and demo identifies misalignments the best
- (Internal) documentation gets obsolete

Agile Principles

From Agile Manifesto

Customer collaboration over contract negotiation

- Customer feedback is crucial
- Focus on Minimal Marketable Product
- Rigid processes are hard to change and agile encourages changes
- The best ideas emerge from self-organized teams which are committed to project success

Responding to change over following a plan

- Early change is cheaper
- Changes provide competitive advantages to customers
- Keep simplicity, don't over-achitecture

Agile Principles – impact on HR

Deterioration of hierarchical organizational structures

- Decrease in control span of management
- Higher value in peer2peer feedback compared to managers feedback
- Distributed decision-making
- Higher overheads in planning and reporting

Change in pace requires change in HR services

- Increased importance of mindset and attitude (compared to expertise and performance)
- High importance of soft skills
- Culture versus rules and processes
- Timing of HR processes (e.g. fixed dates versus flexible year round changes)

CHANGE OF MINDSET

Agile is not a process, it is mindset

Fighting the inertia

Agile requires a
step from routines



Working towards
common goals and
sharing knowledge

Continuous
improvement and
lean thinking



No agile process
fits everybody

Lessons learned from agile introduction

From RHMAP team

Running daily stand-ups

Put up tickets in planning period

Running retrospectives

Get ticket assigned by scrum master

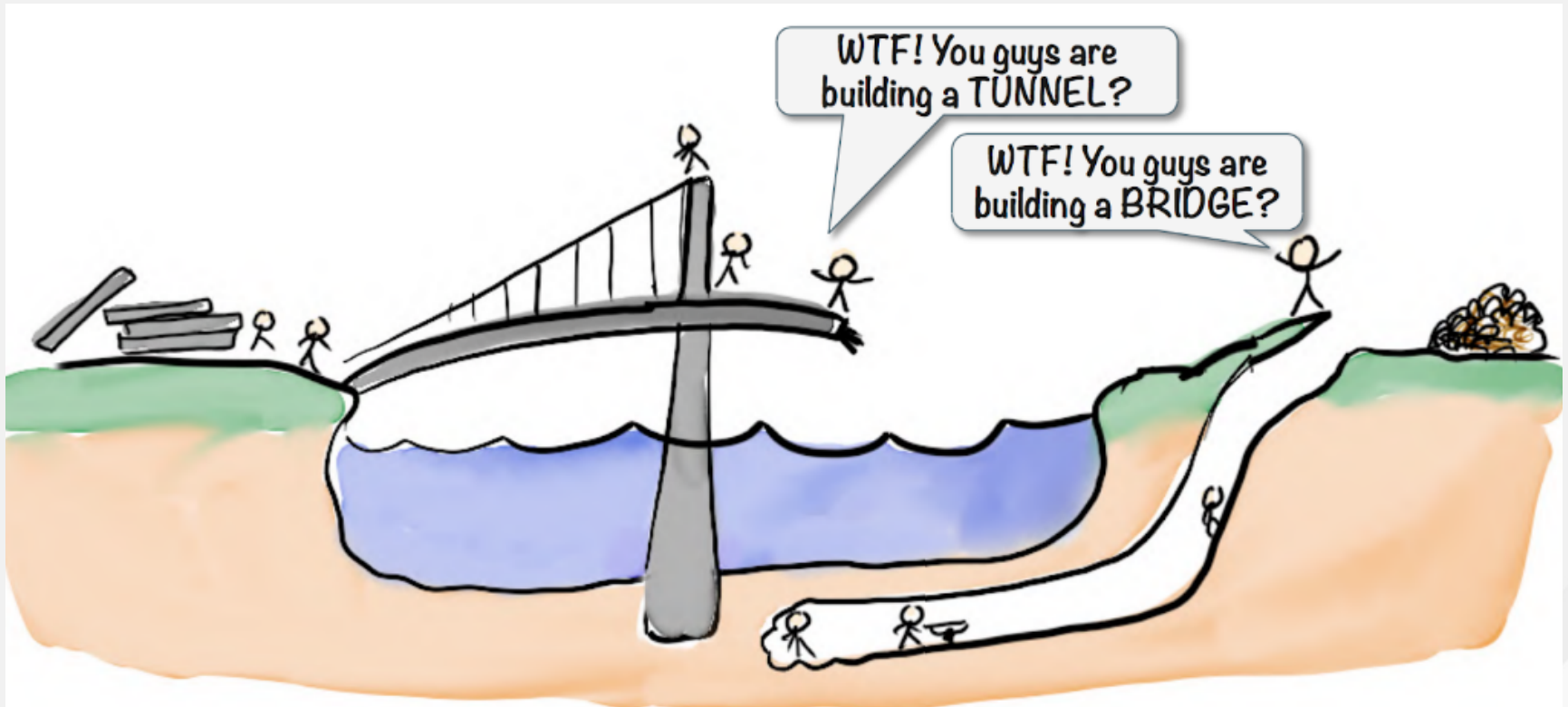
Having efficient team communication

Definition of DONE for work in sprints

Facilitate changes via retrospectives

Self-organized and committed team

You can follow diligently the Scrum process (or any other agile process), but it...may not work as agile...or may not work at all



BUILDING STRONG AGILE TEAMS

Building strong agile teams

Lessons learned

Hiring by job description

Building all-stars team

Tolerating information hoarding
and diva behaviour

Unconscious bias and
homogeneity

Hiring for values

Mixing experienced and junior
people

Preferring team results,
encourage information sharing

Inclusive meritocracy

Self-organization of agile teams and their sustainability
requires greater focus on values, attitude and passion

Hiring techniques for consideration

Value-based case studies

- Adapted real life cases revealing values of the interviewed person
- E.g. Right for Red Hat

Panel discussion with team members

- Involving various members of the team into the interviews
- As different personalities as possible

Self-couching - avoiding unconscious bias

- Awareness of own biases and assumptions
- Requires preparation - identification of own bias and its removal from the interview questions

DEVELOPING TALENT

Tools for talent development

Lessons learned

Traditional annual talent review
run by managers

Training as main tool for
onboarding and development

Prescribed career paths

Prevalence of performance
based metrics

Peer2peer ongoing feedback
based on contribution

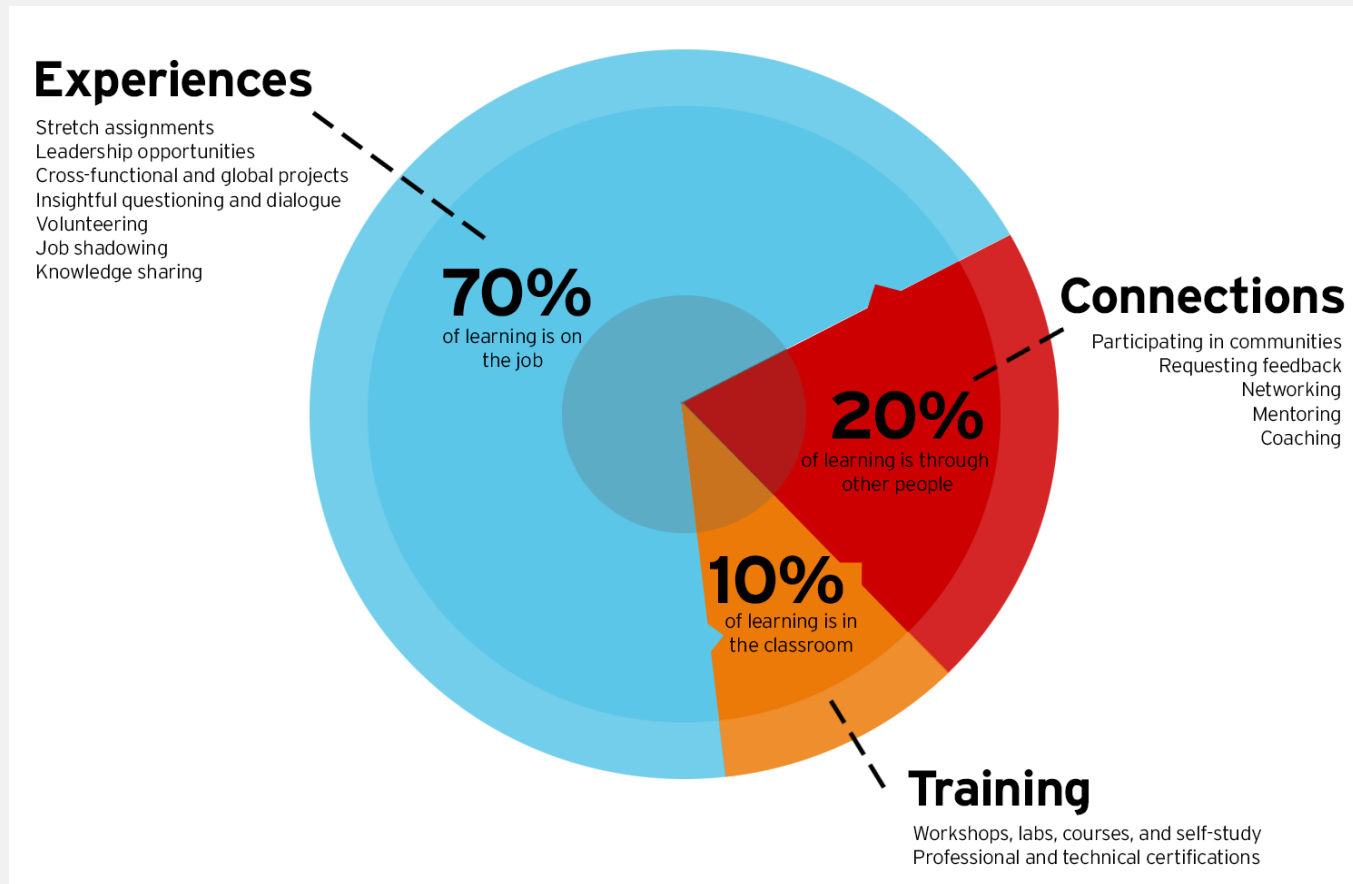
Learning on the job and by
connections

Rotation of roles, lateral moves

Not just what have we done but
what have we learned and
improved

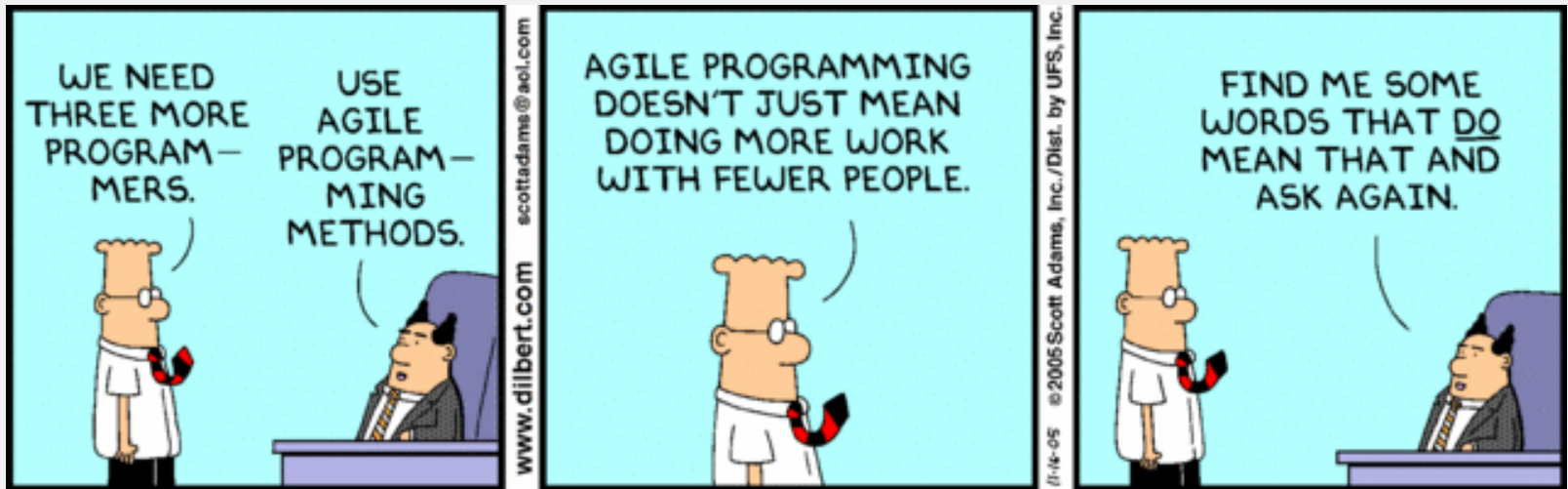
Standard structured talent development tools may not be
efficient for agile teams

Learning model for consideration



FREQUENT BLOCKERS

What managers need to consider when transitioning to agile



What managers need to consider when transitioning to agile

It is an investment

- Pays off in medium to long run
- At the beginning requires more people (e.g. scrum master roles)
- Training resources
- Drop in performance at the beginning
- Attrition

It takes time

- Changing mindset and corporate culture is not happening overnight
- Removing silos can be painfully slow

Not everything must be done in agile manner

- For some activities might work better in waterfall

Questions and comments?



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