

Scrum Inc. Webinar | 8.27.2020

Thank You For Joining Us!

Scrum in HR
People Practices that
Engage, Equip, and Empower

scruminc.



Beth Davis

Founder of The Llewellyn
Group & Ilewip

Humans
are not
resources.

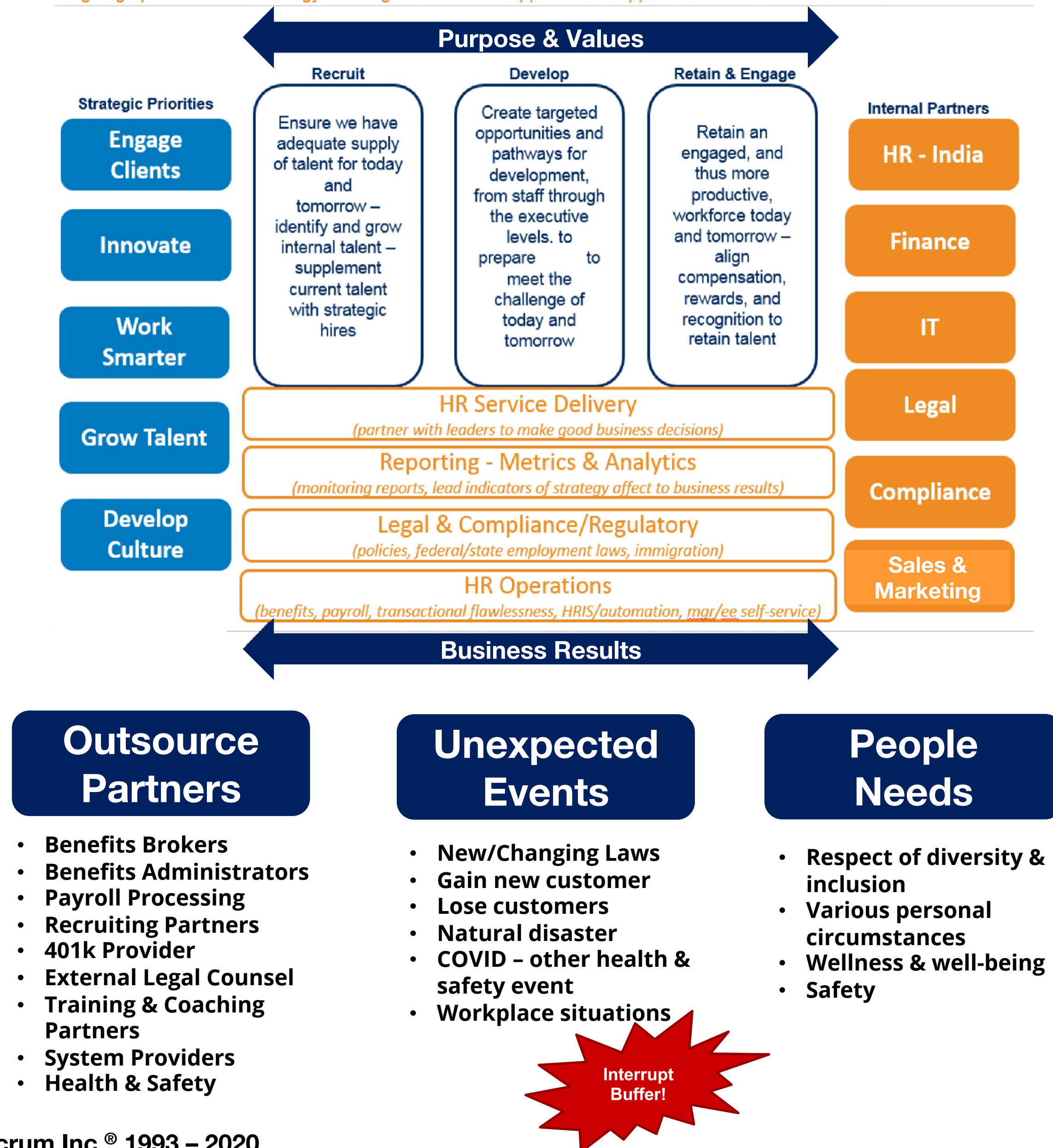
ALL PEOPLE HAVE
human resourcefulness

#HR2.0



A View of Human Resources

Aligning operations and strategy creating an intentional approach in support of a talent focused culture

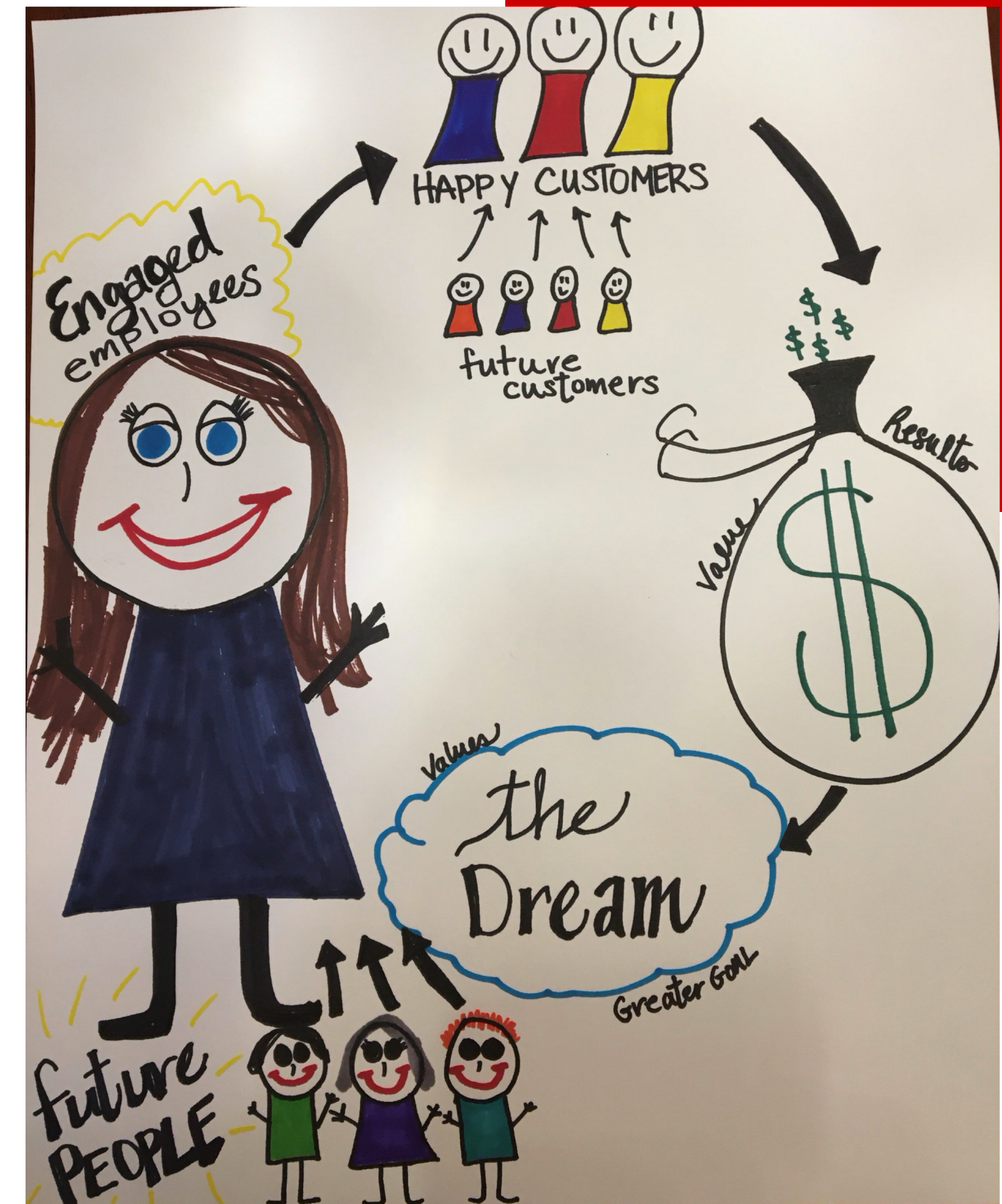


HR is Complexity in Action

- Balance of:
 - creating a **high involvement, engaged, empowered workplace**
 - while **limiting/eliminating risk** for the company
- **"1 HR"** Initiatives = Silos within the function
- Shared responsibility accelerated & amplified by **Scrum**

What Employee Engagement Means to Your Bottom-line

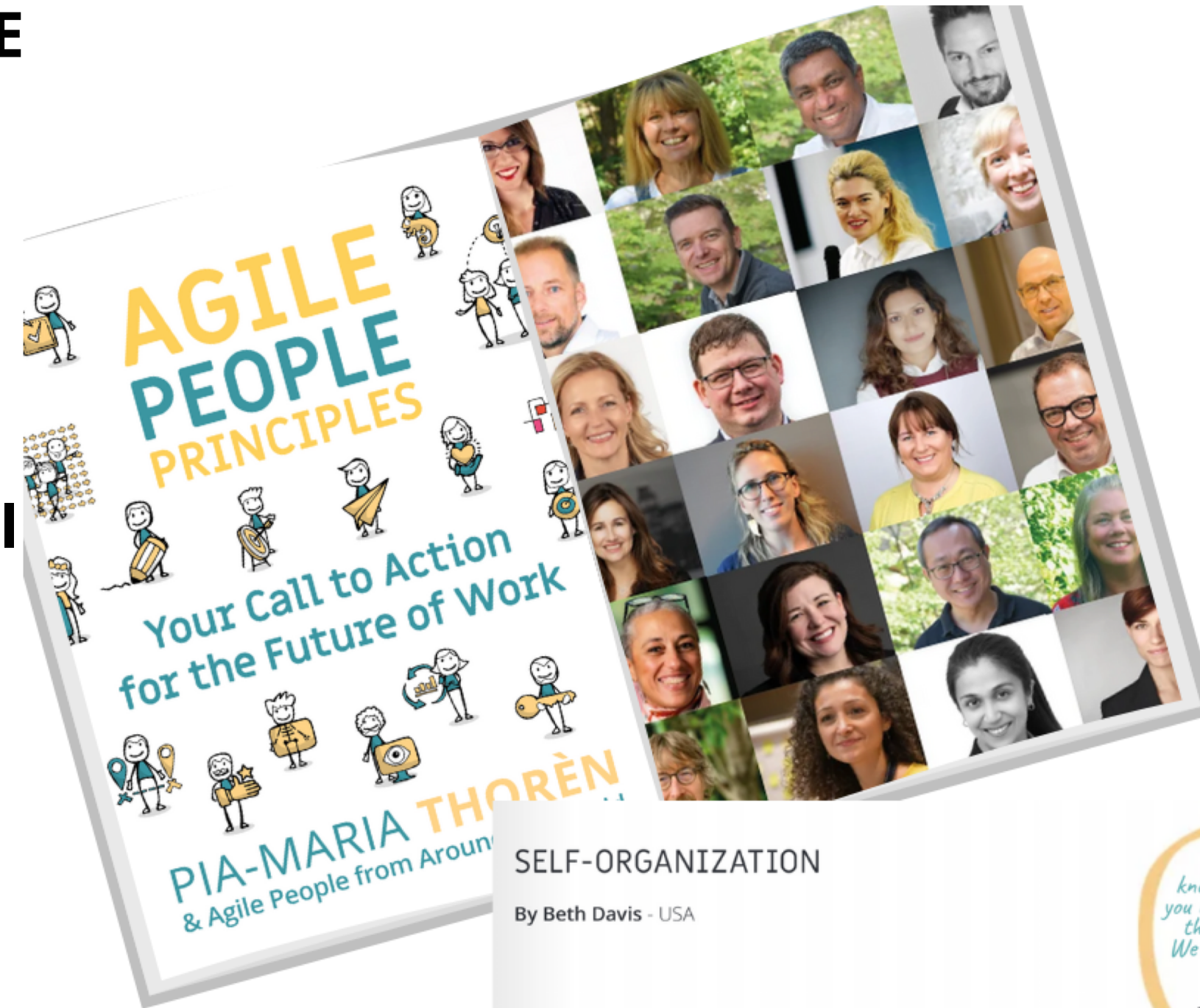
- Something different to each person – **know people deeply** to understand intrinsic & extrinsic motivators
- Putting it first increases likelihood of attracting & retaining great people...**to work with you...and to do work for**
- Leading to reliable **value creation, breakthrough innovations**, and getting to **thrive & persist**



Adapted from "The Service Profit Chain" by James L. Heskett 1994

Scrum Thrives in a Culture Rooted in Agile Principles

- INDIVIDUALS AND INTE
- CUSTOMER VALUE
- TRUST
- INCREASE PSYCHOLOGI
- SELF-LEADERSHIP
- SERVANT LEADERSHIP
- SELF-ORGANIZATION
- BOUNDARY SPANNING
- TRANSPARENCY
- CONTINUOUS IMPROVEI



SELF-ORGANIZATION
By Beth Davis - USA

*"When you manage knowledge workers, you cannot simply tell them what to do. We must ask, listen, and learn."
- Marshal Goldsmith*

SELF-ORGANIZATION

In too many companies to count, there is a significant push for increasing engagement, empowerment, and innovation (and there has been for some time). If these aspirational ideals are of such importance, to what can we attribute the on-going hyper-focus on unwanted turnover, the never-ending "war for talent," and other reactive mindsets in our workplaces? We say we want new ideas, change, and to be "market-leaders" (or some other such statement), yet if you talk to any number of Human Resources professionals or executive leaders, one thing on almost everyone's top 5 list is to increase employee retention, performance, and engagement.

So, you might be asking yourself, what does this have to do with self-organization?

A lot!

An easy way to think about self-organization as it relates to our modern workplace is to look at the world of nature. Consider this example about flocking birds and perhaps further visualize a flock of starlings zipping around a twilight sky:

RKPLACES

nd on rinciples

culture is possible when something - make it easy choose YOU!

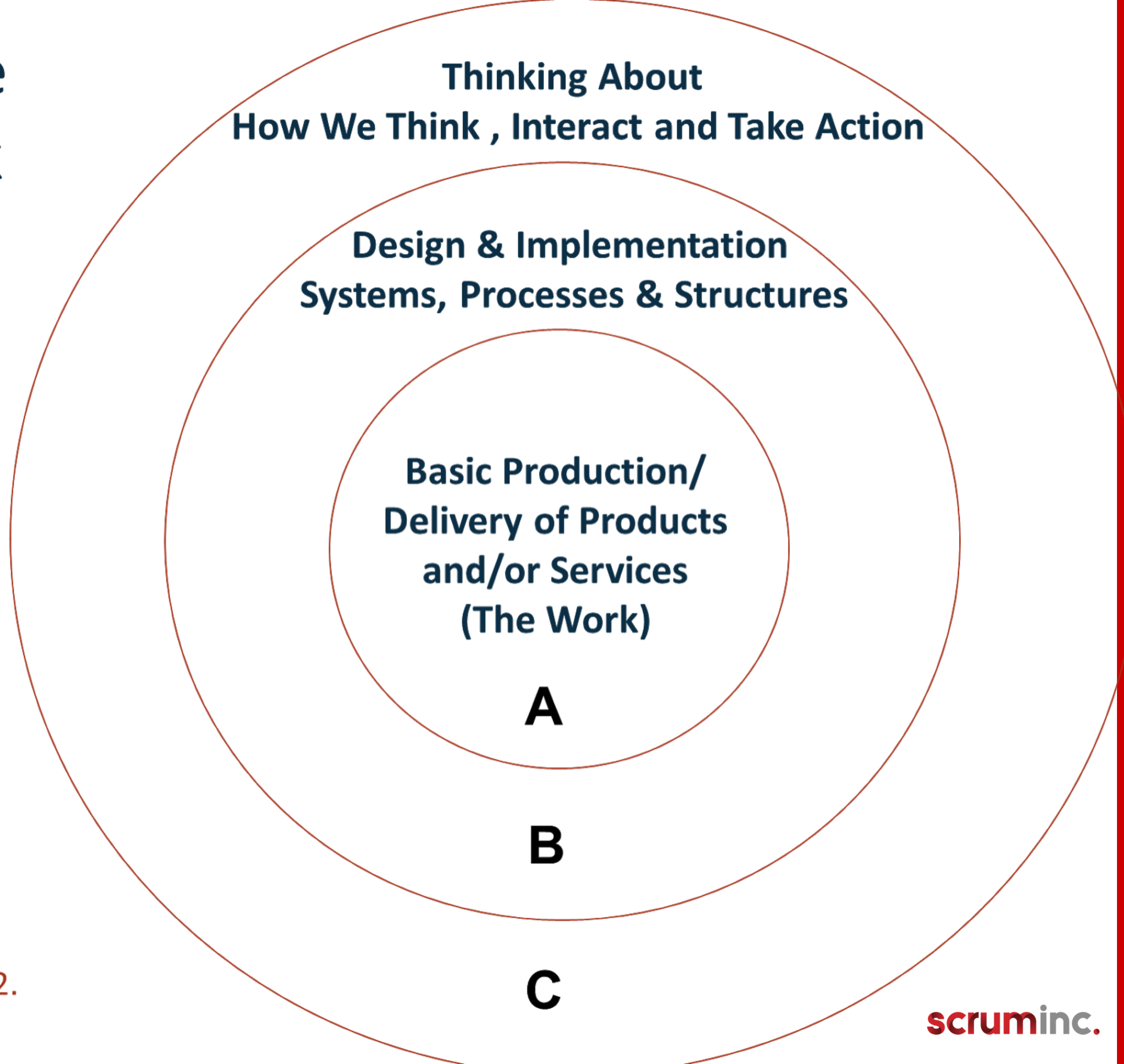
The Challenge of Change and Dimensions of Work

“80% of all change efforts fail to produce their intended results.”

- Dave Ulrich
University of Michigan



Adapted from: “Building Learning Organization” by Peter Senge; Journal for Quality and Participation; March 1992.



BETTER
SAMENESS
FASTER

HR TECH: 125+ COMPANIES REINVENTING HUMAN RESOURCES

CAREER DEVELOPMENT / COACHING



WORKPLACE CULTURE



COMPENSATION AND BENEFITS



CANDIDATE TRACKING AND RELATIONSHIP MANAGEMENT



FLEXIBLE HIRING



TECH HIRING



CANDIDATE SCREENING / VETTING



COLLEGE / GRADUATE HIRING



BACKGROUND CHECKING



SALARY COMPARISON TOOLS



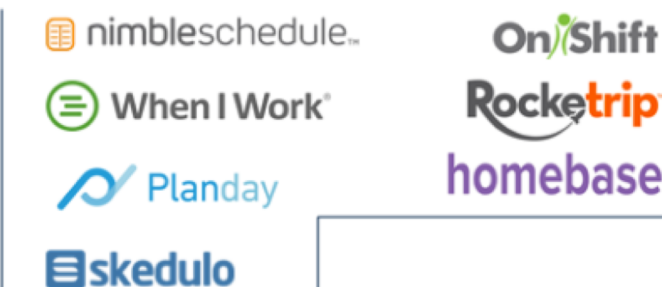
HR AUTOMATION



JOB BOARDS / RESOURCES



STAFFING / SCHEDULING



Individuals & Interactions over process & tools?

<https://www.cbinsights.com/research/hr-tech-companies-infographic/>

Scrum in HR: *Creating Manager & Employee Self-Service Capability*



Background

- Global Multi-billion Dollar Engineering/Construction/Energy/Manufacturing/Maintenance Company; ~25,000 employees; 5 Divisions; hundreds sites & locations
- Desire to create one culture while standardizing & automating 100% of all non-benefits related HR processes, approvals, and transactions – **WITHOUT BUYING A NEW HRIS SYSTEM!**



Scrum in Action

- Cross-functional team from HR Operations, IT Development (SQL), HRIS, HRBPs, employees, and managers
- Value stream approach – develop technology, new policies, training content, and change strategy incrementally
- Involved real employees and managers in testing as we went to gain feedback across divisions and work-locations
- Bi-weekly review of working tools, deliverables with company-wide stakeholders



Results

- Delivered working features, related policy changes, training materials, and change strategy every 2 weeks; released new features monthly to lessen change fatigue
- Maintained impediments log with daily communication to leaders who could do something about it
- HR Operations to 100% paperless (using SharePoint) by 2007

Completed effort without adding any incremental cost to the organization!

More Examples of Scrum in HR

HRIS System Re-implementation

\$60m Mortgage Servicing Company; 200 employees – engaging employees at all levels to re-implement the system – starting with Payroll & Time and Attendance.

Employment Brand Creation

\$8b Integrated Healthcare Delivery System; 55,000 employees – creating an employment brand to match new company branding – working with Talent Acquisition, Marketing, Communications – and actual employees!

New Hire Onboarding & Internal Transfers

\$3b Engineering & Construction Firm; 25,000 employees; 300+ locations – develop approach integrating processes from HR, IT, Telecom, & Facilities to create an experience that makes people feel welcome!

Career Framework & Compensation Structure

\$8b Integrated Healthcare Delivery System; 55,000 employees – creating a modern career & compensation framework for 3,000 IT employees – by cross-discipline IT and HR leaders – with and for the people doing the work!

Development Toolkit for Managers

Diversified Financial Services Institution with over \$400b in assets; 53,000 employees – creating a toolkit for managers to develop and equip them to engage in talent development planning – by including managers in the creation!

M&A – HR Ops and Culture integration

Merger of 2 publicly-traded SaaS companies that included both operational and culture integration between former competitors – involving everyone in the integration activities leading up to Day 1 as a combined company

Entry-Level Talent Development Programs

\$8b Integrated Healthcare Delivery System; 55,000 employees – created multiple rotation programs to create internal talent source - partnership with Recruiting, Compensation, managers, and employees to create award winning programs

Benefits Design & Open Enrollment

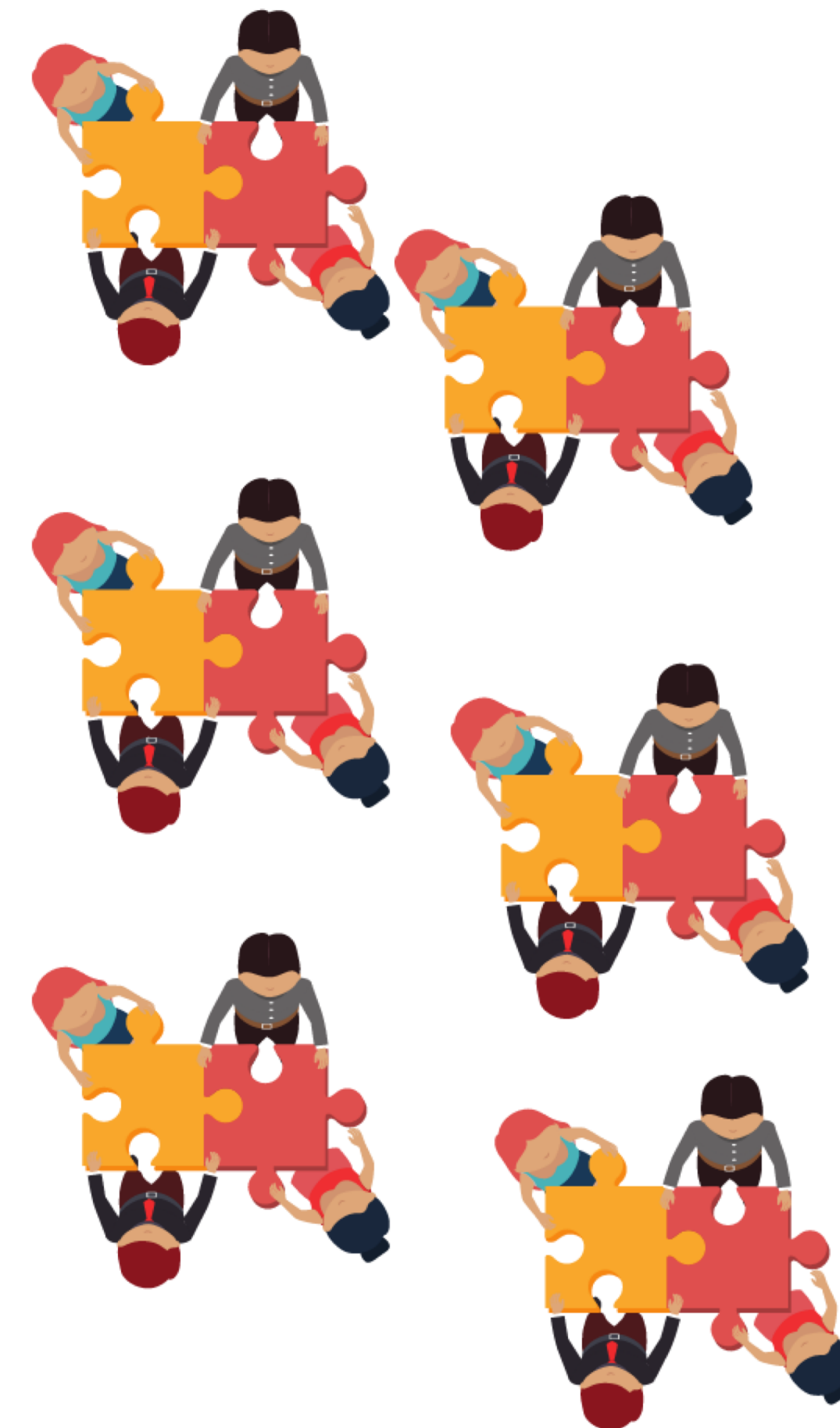
\$60m Mortgage Servicing Company; 200 employees – delivered redesigned benefits program & fully automated Active Open Enrollment experience - collaboration with Benefits Brokers & HRIS Provider.

...what about Performance Management?

Scrum is a READY-MADE performance management approach...continuous feedback loops, retrospection, coaching, continuous improvements....what else do you need?

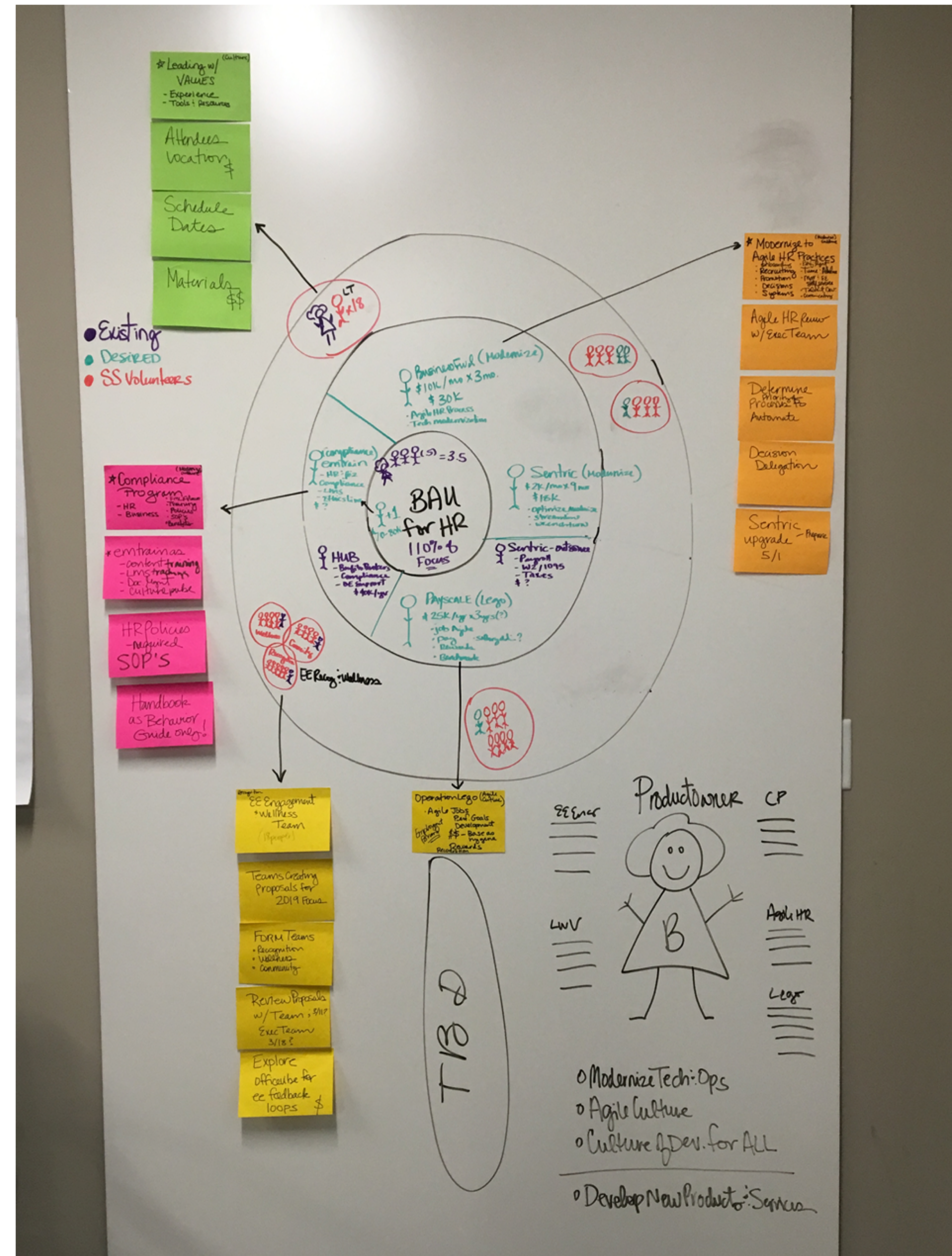
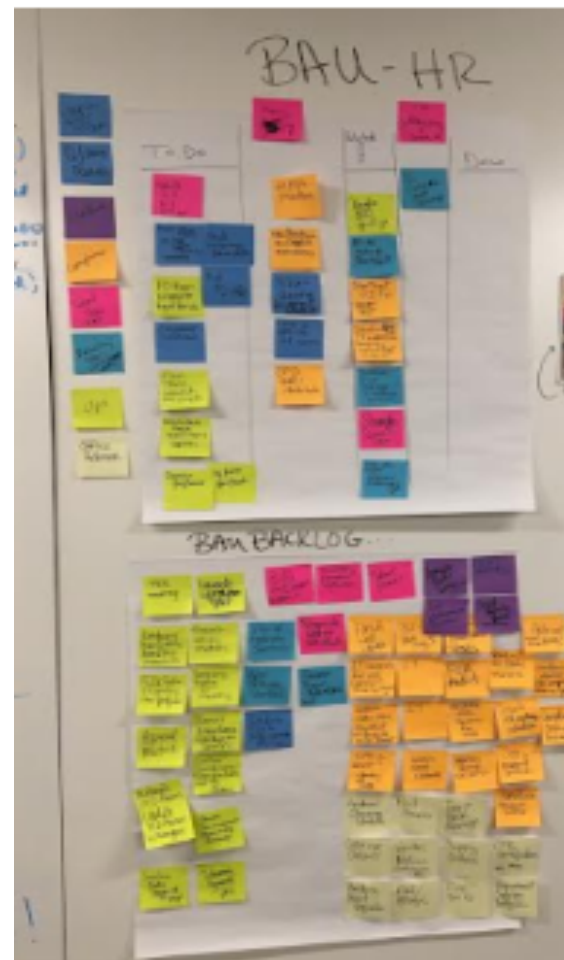
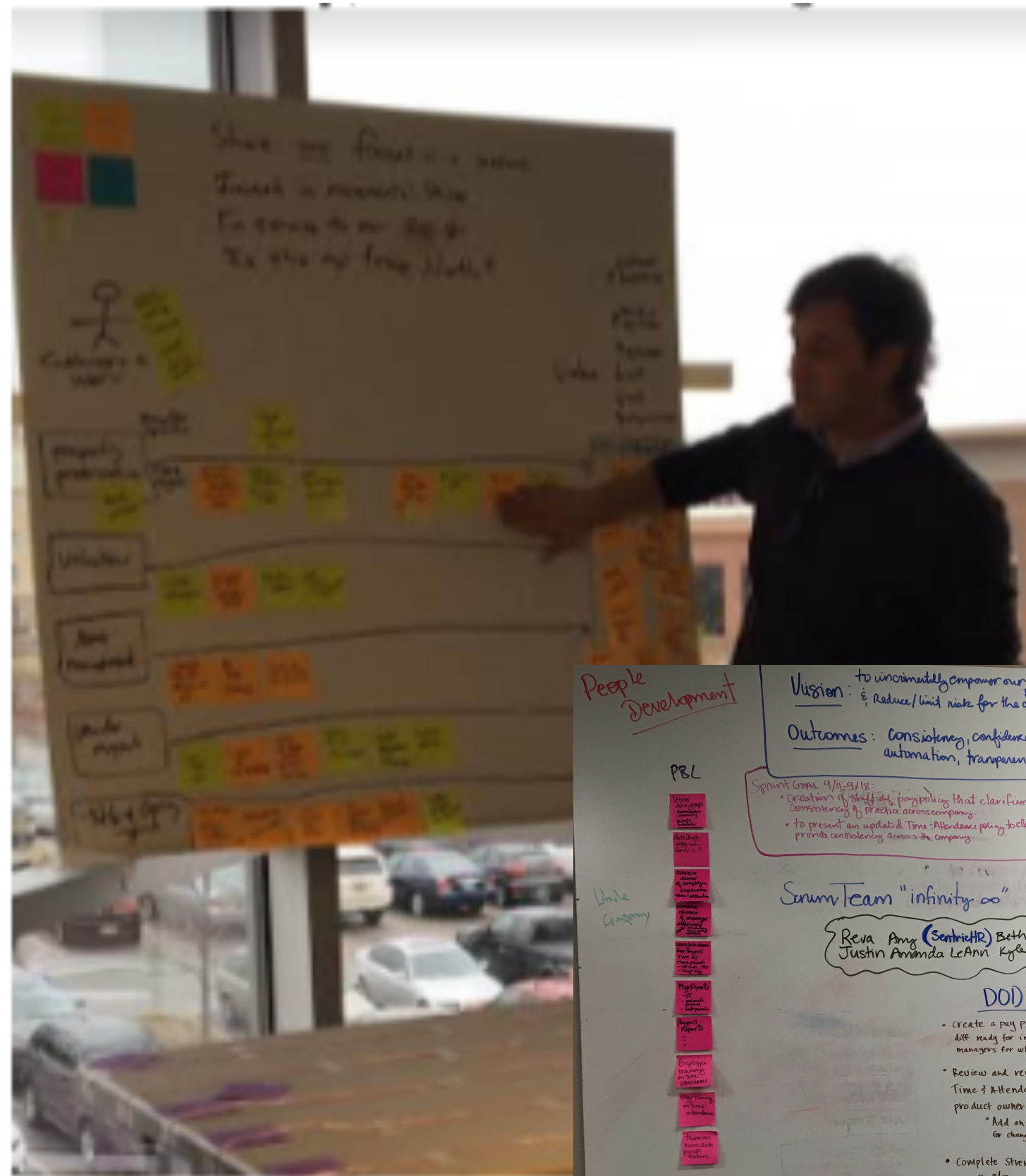
The Applications Are Endless – When You Recognize Everything is in Service to the Employment Experience

Scrum in HR is Being Strategic



Scrum@Scale in HR

and an entire enterprise



So what? Now What?

- What is your HR **Opportunity Investment Backlog**?
- **Silo Busting** in and across your organization by sHaRing responsibility for creating people practices, programs, and processes – with & for others!
- Assess **Scrum Values** against your company's values - how do they strengthen them?
- Diagnose which **Agile Principles** are present - how can you amplify them? Missing ones - how can you accelerate them?



Join Beth Davis and McCaul Baggett

Earn your Scrum Master credential
& Scrum in HR Badge in the “Scrum
Human Resourcefulness” course

SEP 21 - 22

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