

AGILE HR - CASE STUDY



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Working Product over comprehensive documentation

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Agile Team

- Minimal viable product (MVP)
- Customer facing products first (Web & Mobile)
- Gather expertise

HR Team

- Just-in-time resourcing
- Transition before documentation
- Mix resourcing

Client Collaboration over contract negotiation

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Agile Team

- Internal teams to front client collaboration
- PO & UAT / QA is client facing team
- External expertise to provide guidance

HR Team

- Regular meeting with hiring manager & team
- Internal selection through competences
- Early communication internally

Explaining IT Roles to HR

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Role	Technology	Comment
Architect	Platform	Structure of building
	Database	Storage
	Integration	Bridge to other buildings
Developer	Programming Language	Building materials
QA	Automated Testing	Survey, QA
	Business Domaine	Use of building / sector
Scrum Master		Project Manager
	Hosting	Building location



Individuals & Interactions over process & tools

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Agile Team

- Daily standup - remote & local teams
- Delivery, Product, QA daily standup (scrum of scrum)
- Weekly demo with clients, testing, training
- Acceptance criteria forms documentation

HR Team

- Pair mentoring & coaching
- Remove trouble maker
- Ear-marking individuals for first transition
- Team building (including external)

Responding to change over following a plan

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Agile Team

- Distributed team across 2 - 3 time zones
- Will other country benefit?
- English as primary language
- Combating local mindset

HR Team

- Update recruitment process
- Update banding & opening new job titles
- Stop start recruitment based on needs
- Getting a new workspace to help change

Agility In HR – HR Practices

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- Working product over documentation
 - Working product comes from a working team.
 - A working team can come from anywhere.
 - **Put people together for greatness instead of documenting great people**
- Client collaboration over contract negotiation
 - Collaboration takes time in the present to save in the future
 - Verbal agreement can mean more than perfectly filled out forms
 - **Step out to communicate for a win win solution**
- Individual & interactions over process & tools
 - Conviction comes from interactions
 - Motivation comes from decision to act
 - **People evolve and so must process and tools**
- Responding to change over following a plan
 - Change is the constant in life we learn from birth
 - Planning is a form of generosity and respect to different people
 - **Knowing why to change is easier than giving directions to change**

Agility In Organisation – The Hidden Trap

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Organisation Set up

Agile Sandwich

Gouvernance

EPMO / Finance / Support
Functions

Agile Delivery Team

Sales / Marketing / Operations

Impediments To Success

- Governance
 - 1 time funding vs Incremental funding
 - Agile resourcing vs classic HRM
- Sales & Operations
 - Fear of launching pilots to market.
 - Long process of definition of requirements.
- Outcome
 - Velocity of development affected due to funding.
 - Vicious cycle – lack of velocity impacted confidence & impacted funding release.

Final Anecdote – Agile in HR HC

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- Agile stems from values & principles = Culture = People
- Human Capital Management vs Human Resources.
- People & Culture vs Resource & Headcount.
- Total Talent Management vs Headcount Management.

Key Differences	Resources	Capital
Recruitment	Like for like recruitment. Replacement / addition of headcount.	Recruitment by potential. Lower cost acquisition to develop potential.
Mobility & Promotion	Individual performance & expertise. Mobilise where there is need.	Impact & contribution to team. Mobilise where there is potential.
Development & Training	Based on needs in existing position.	Based on needs for future performance / post.
Management	Hierarchical, top down.	Team, collaborative.
Compensation	Individual objectives & compensation.	Team objectives and performance.

Change Is Systemic

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- An organisation is a living system.
 - To exploit a team's potential, the environment is important.
 - An organisation's success includes external eco-system.
- Today's HR need to consider the sum of all parts – Total Talent Management.

THANK YOU

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