Tathagat Varma, Founder, Thought Leadership

HR Role in Agile

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Manifesto for Agile Software Development

We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on
the right, we value the items on the left more.

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler
James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick
Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

http://agilemanifesto.org, 2001

Agile Manifesto

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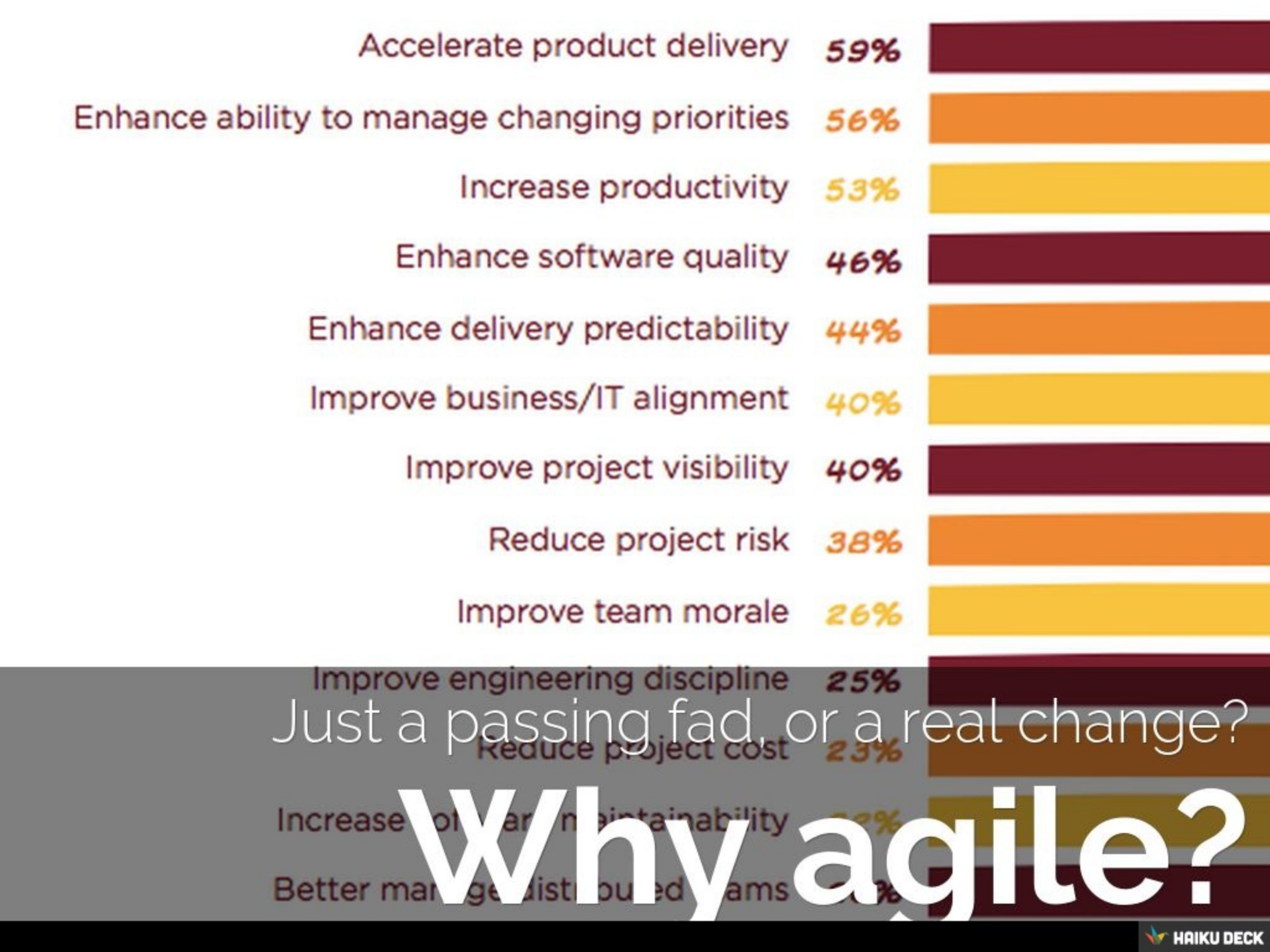

Just a passing fad, or a real change?

Why agile?

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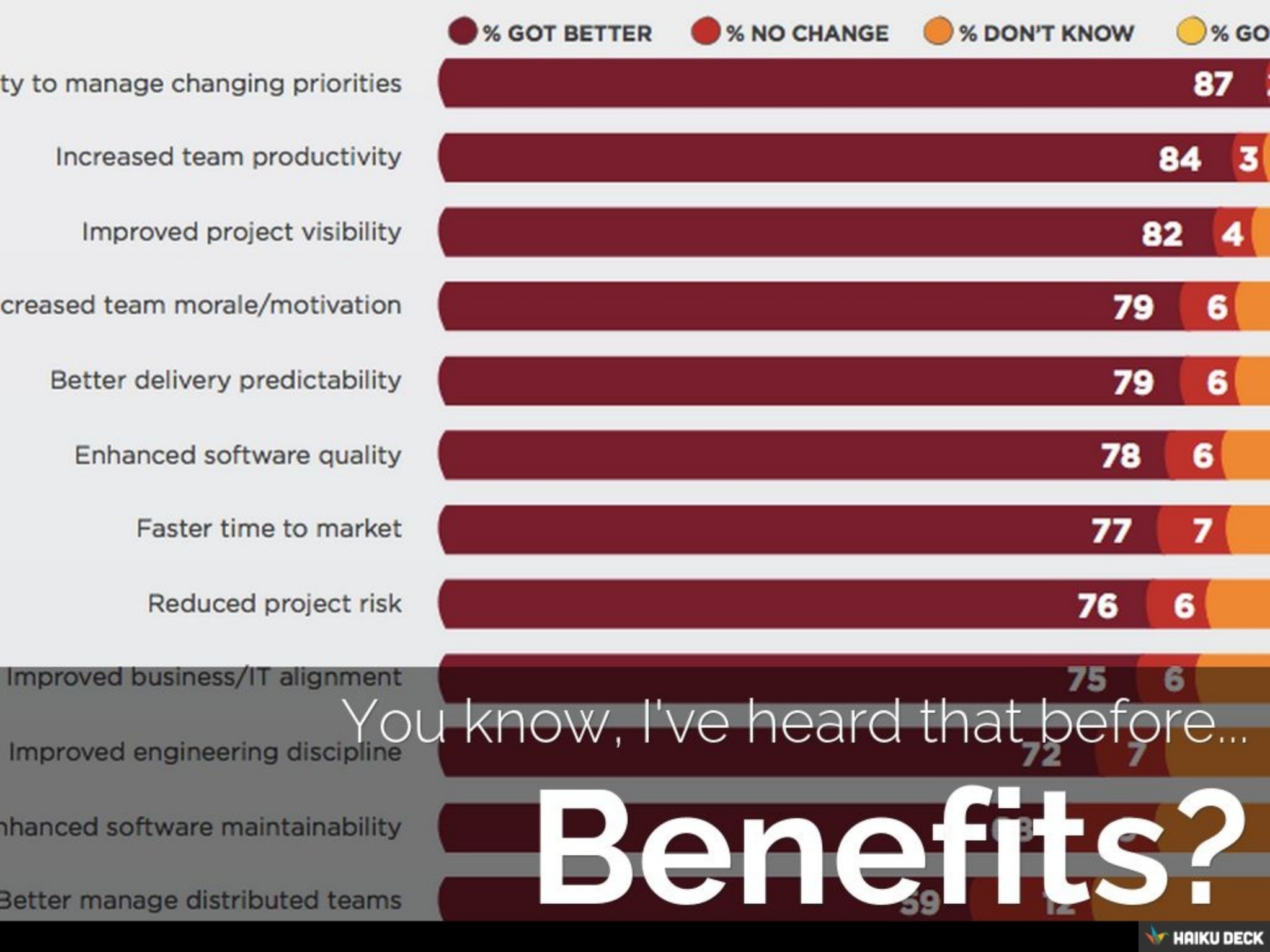
% GOT BETTER
% NO CHANGE
% DON'T KNOW
% GO
ty to manage changing priorities
87
Increased team productivity
84
3
Improved project visibility
82
4
creased team morale/motivation
79
6
Better delivery predictability
79
6
Enhanced software quality
78
6
Faster time to market
77
7
Reduced project risk
76
6
Improved business/IT alignment
75
6
You know, I've heard that before...
Improved engineering discipline
72
7
Benefits?
nhanced software maintainability
Better manage distributed teams
59
12
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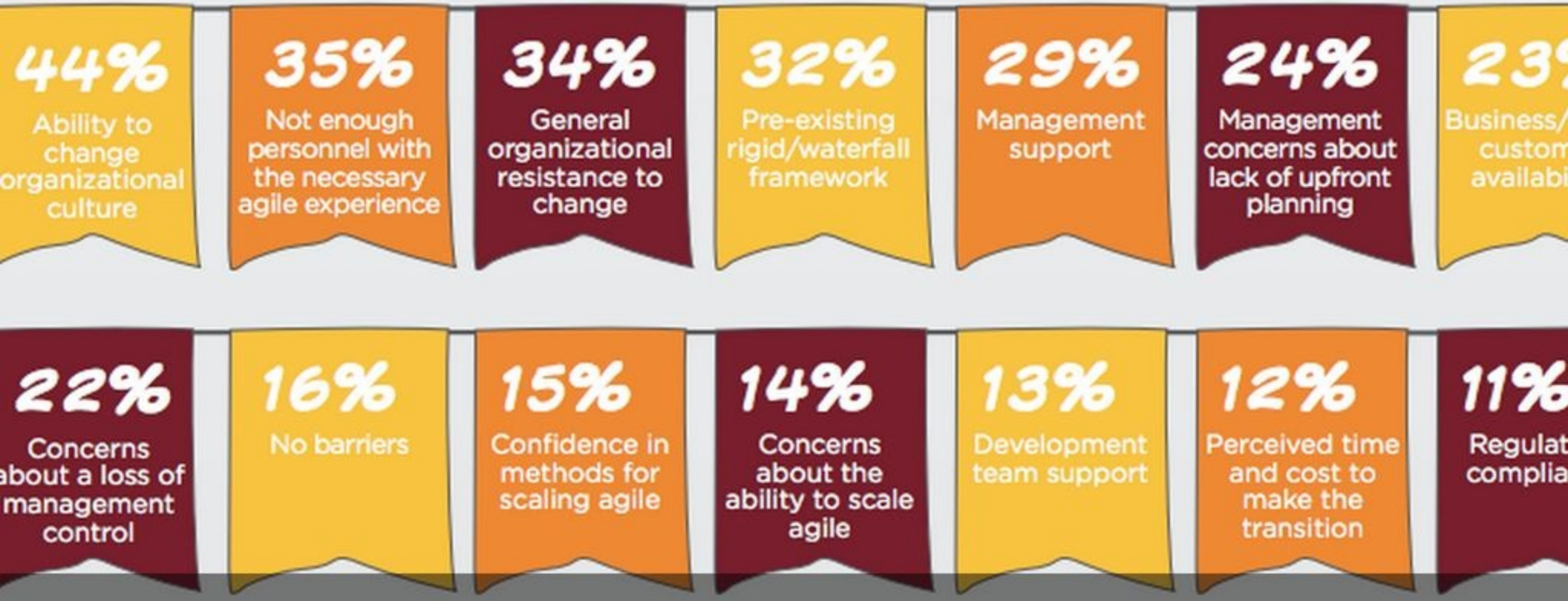
BARRIERS TO FURTHER AGILE ADOPTION

At the agile initiative level, respondents cited organizational culture or a general resistance to change as their biggest barriers to further agile adoption, followed by not having the right skill set.

*Respondents were able to make multiple selections.



So, why isn't everyone doing it?

Barriers?

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OK, my teams tell me they follow

"Agile Process"?

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So, what is this

"Scrum"?

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Sounds like just a bunch of

New 'titles'?

http://www.barisdere.com/wp-content/uploads/2010/12/scrum2.png

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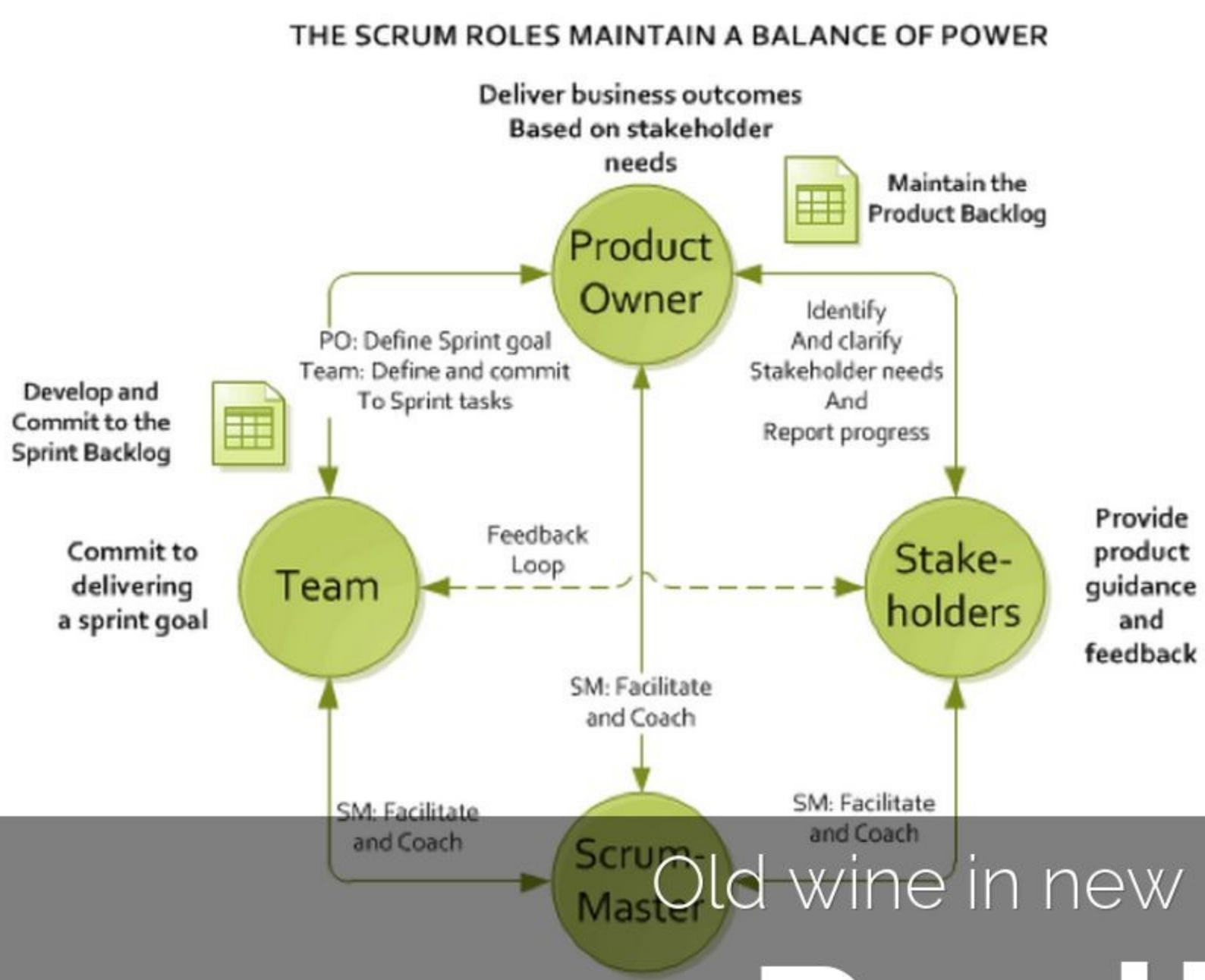

Old wine in new bottle...

Really?

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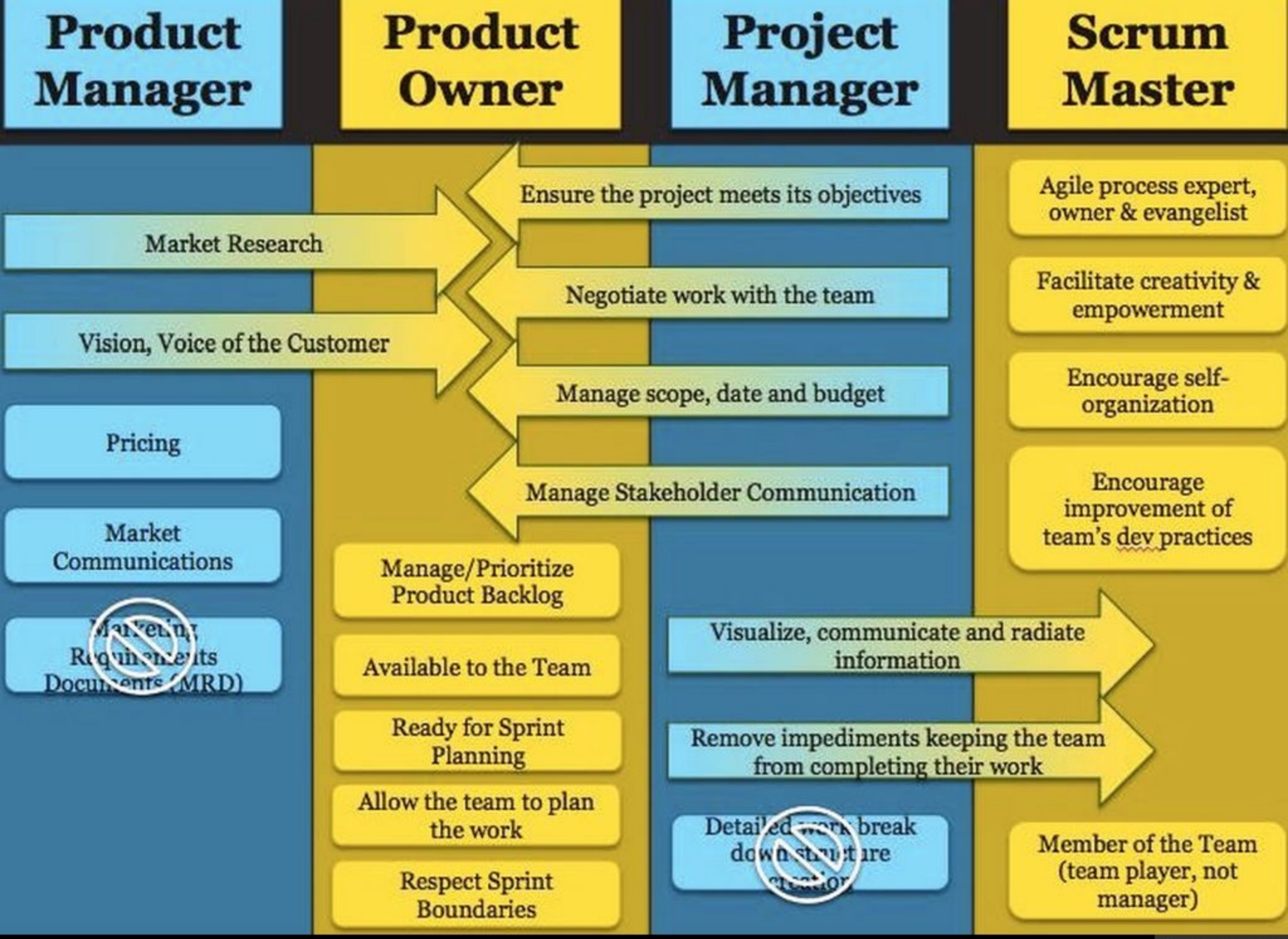
Product Manager
Product Owner
Project Manager
Scrum Master
Market Research
Vision, Voice of the Customer
Pricing
Market Communications
Marketing Requirements Documents (MRD)
Ensure the project meets its objectives
Negotiate work with the team
Manage scope, date and budget
Manage Stakeholder Communication
Manage/Prioritize Product Backlog
Available to the Team
Ready for Sprint Planning
Allow the team to plan the work
Respect Sprint Boundaries
Visualize, communicate and radiate information
Remove impediments keeping the team from completing their work
Detailed work break down structure creation
Agile process expert, owner & evangelist
Facilitate creativity & empowerment
Encourage self-organization
Encourage improvement of team's dev practices
Member of the Team (team player, not manager)

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Implications

- Individuals
- Teams
- Leaders
- HR Processes

Photo by dbking

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Individuals

- Agile Mindset
- T-shaped

Photo by Vironevaeh

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Two mindsets
Fixed vs. Agile

Ability – static, like height	Ability – can grow, like muscle
Goal - look good	Goal - to learn
Challenge - avoid	Challenge - embrace
Failure - defines your identity	Failure – provides information
Effort - for those with no talent	Effort - path to mastery
Reaction to challenge - helplessness	Reaction to challenge – resilience

I thought agile was 'software process'

Agile mindset?

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Photo by anitakhart
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Teams

- Small (7+/-2)
- Cross-functional
- Shared goals
- Self-organizing
- Co-located

Photo by medically_irrelevant

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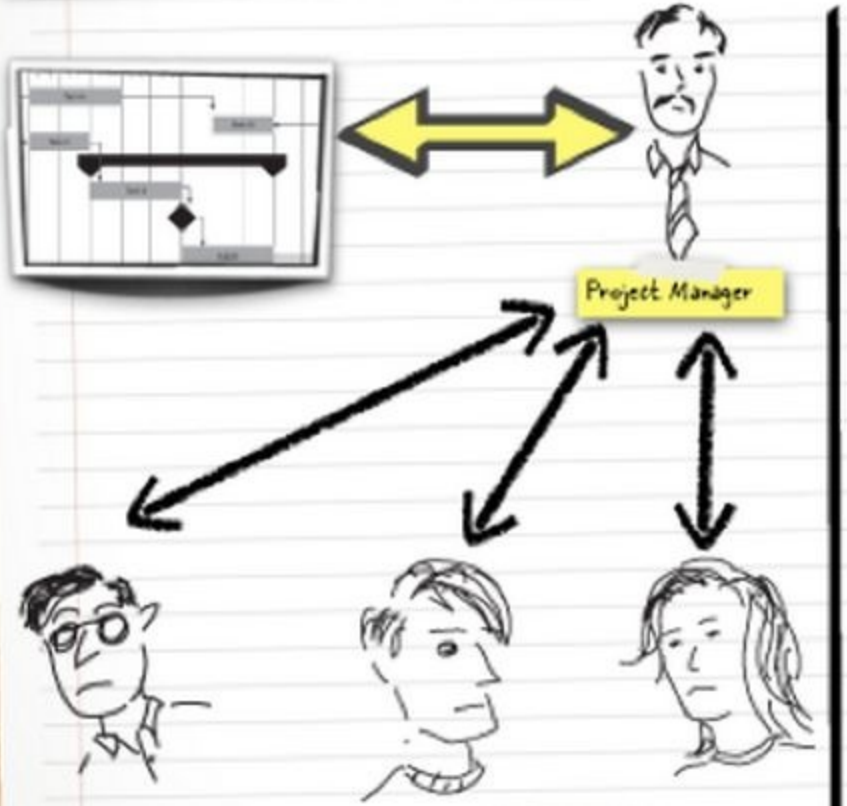
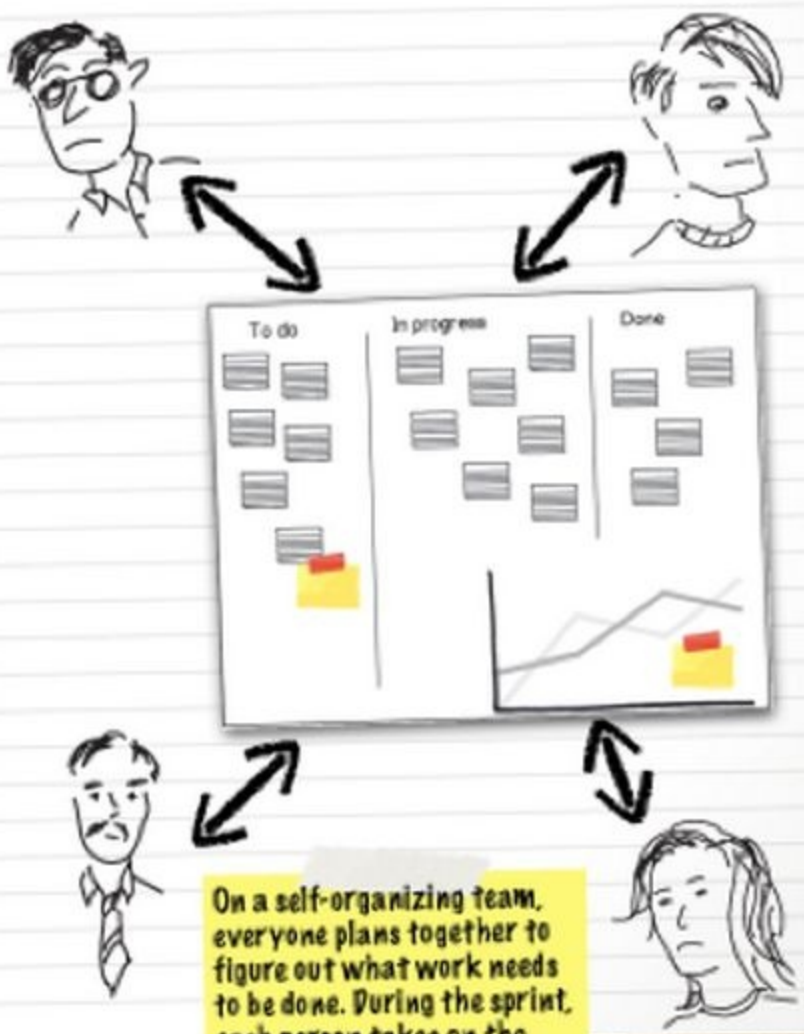
Command and Control



"Command" refers to the way work is assigned to the team (rather than the team deciding together who does what).

"Control" refers to the way changes are handled, with a project manager constantly monitoring the project and updating the plan when changes are discovered.

Self-Organizing



On a self-organizing team, everyone plans together to figure out what work needs to be done. During the sprint, each person takes on the work that the project needs.

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Scrum Team Behaviors

- Focus
- Courage
- Openness
- Commitment
- Respect

Photo by psd

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Leadership

- Servent leadership
- Coach
- Mentor
- Facilitator

Photo by woodleywonderworks

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HR

- Competencies
- KRAs and Goal Setting
- Team vs Individual goals
- 360, Periodic, Actionable
- Career Ladder vs. Lattice

Photo by mag3737

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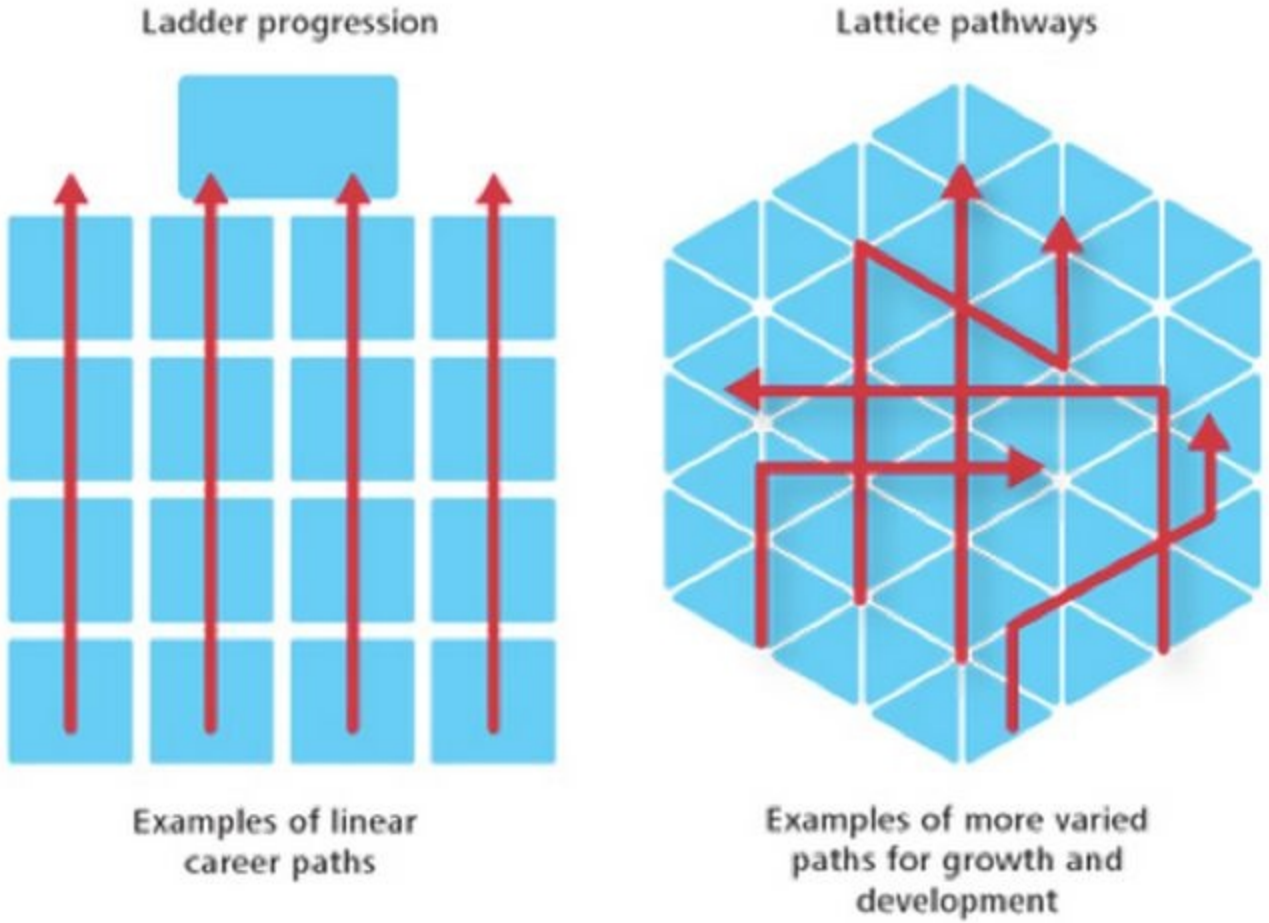
Figure 3: Comparison of ladder and lattice career paths



Source: Deloitte.com

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