



Scrum.org™
The Home of Scrum

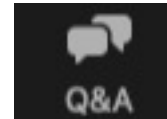
Scrum and Human Resources

Astrid Karsten – Martijn Magermans

August 3 2021

Quick Guidelines

- Your microphones will be muted throughout
- This session is recorded. The recording and slides will be available after the webinar within 24 hours.
- Please ask questions!
- Submit questions by selecting the Q & A icon:



Who is Scrum.org



Ken Schwaber
Scrum.org Founder,
Chairman and
Co-creator of Scrum



Who we are

- Astrid Karsten; author and sr. Consultant
- Martijn Magermans; PST and sr. Consultant



The Agile HR Framework

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H

I. Agile Way of Working

II. Employee Centric

III. HR Organizational Set-up

AGILE HR

VI. Agile Culture

V. Unlimited Organizing

IV. Individual Agility

The Agile HR Framework

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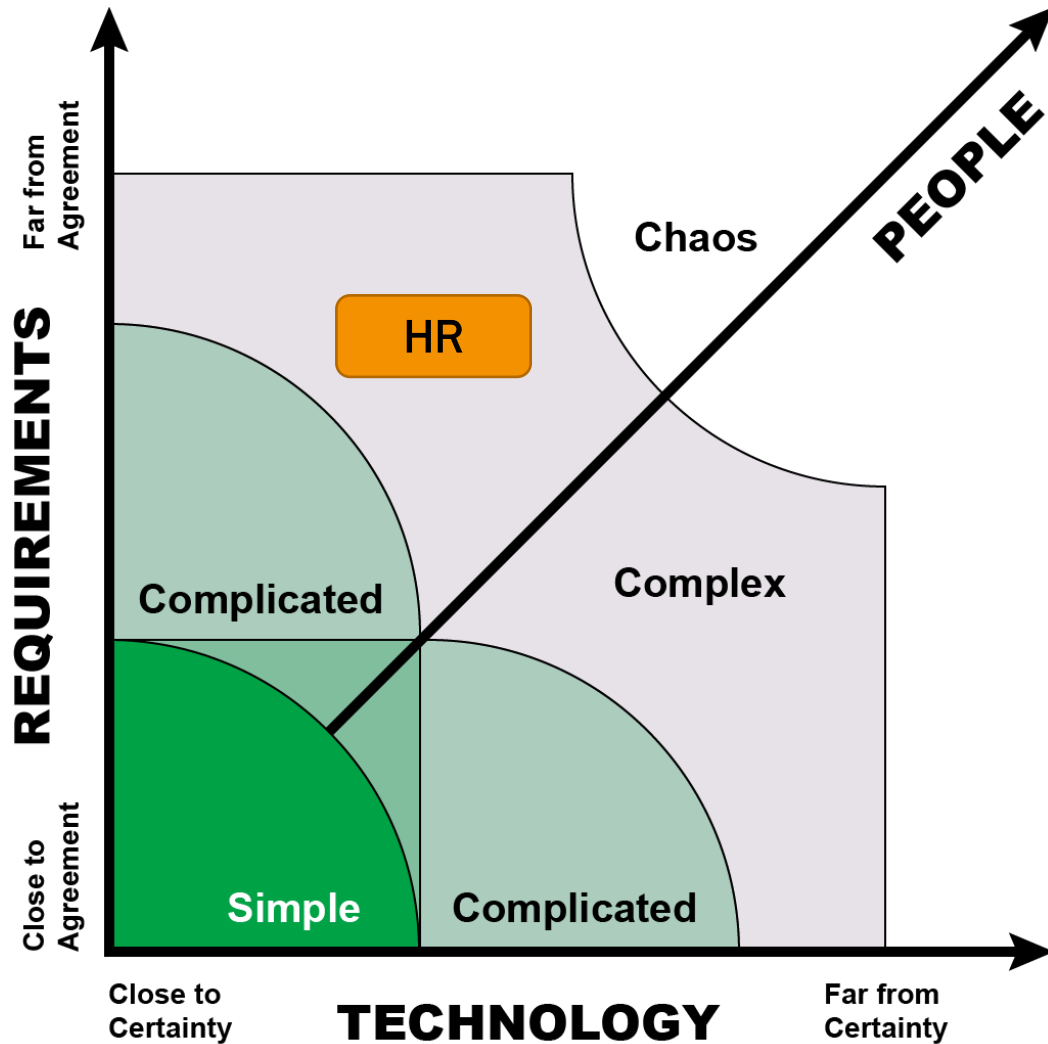
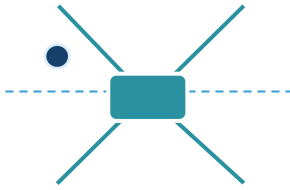
AGILE HR

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Where would you plot HR?



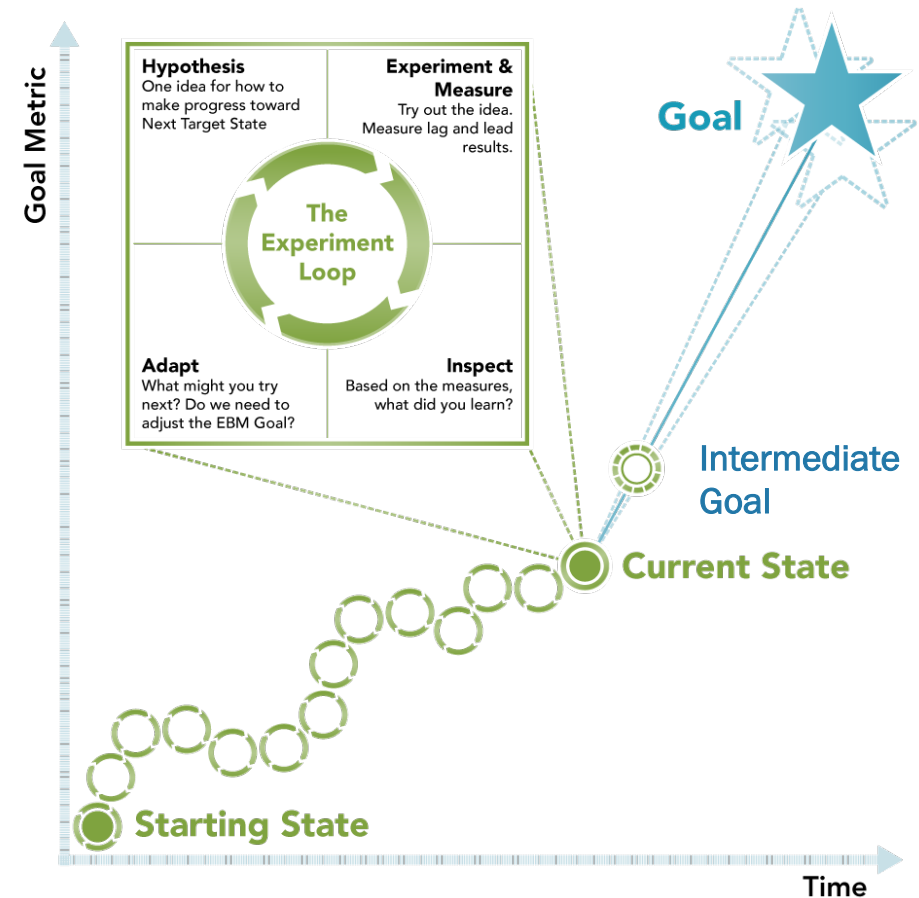
- Simple
everything is known
- Complicated
more is known than unknown
- Complex
more is unknown than known
- Chaotic
very little is known

Based on the original chart by Ralph Stacey
(source: Strategic Management and Organisational Dynamics, Pearson, 2015)

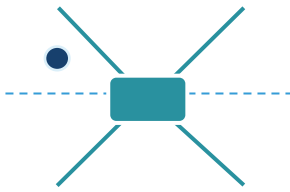
Empricism and HR

How certain are you on the below:

- Are we pursuing the right goals?
- Have we set the optimal Intermediate Goals?
- Are we focusing our experiments on the right areas? Are we acting on the right measures?



The Agile HR DREAM



- **Doable**

- Practicing empiricism implies learning by doing, so start doing!

- **Rhythmic**

- Apply a (sprint) cadence to practice recurring inspection & adaptation.

- **Evaluable**

- Create transparency and apply evidence based practice.

- **Attentively**

- Apply focus to be effective in value creation and to fosters quality.

- **Manageable**

- Maintain a sustainable pace in working towards the goals of the organization.

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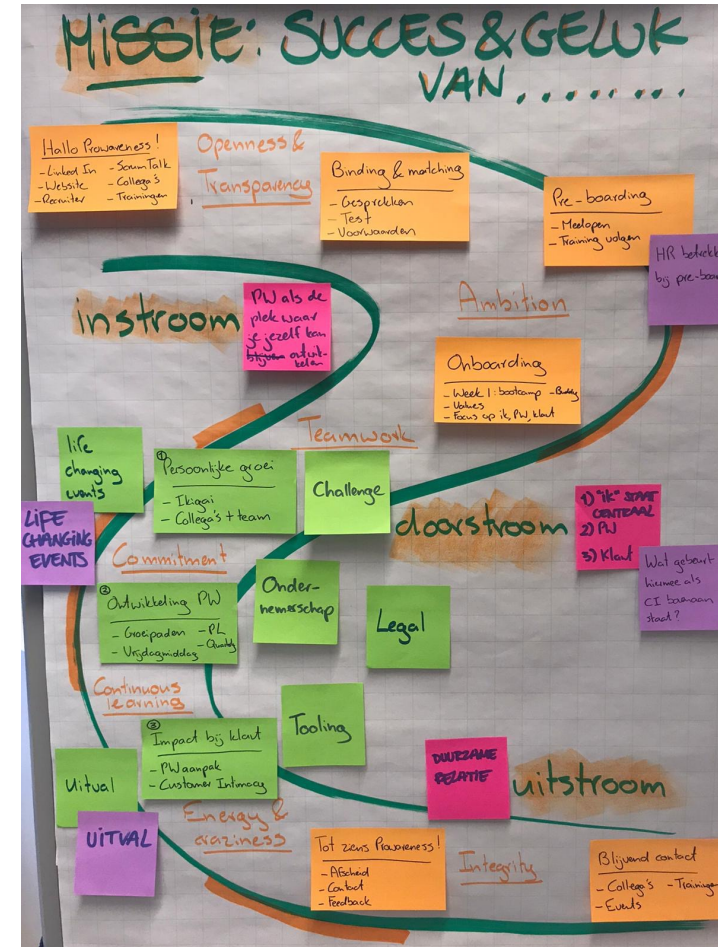
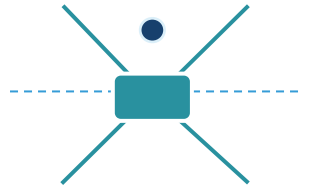
VI. Agile Culture

V. Unlimited Organizing

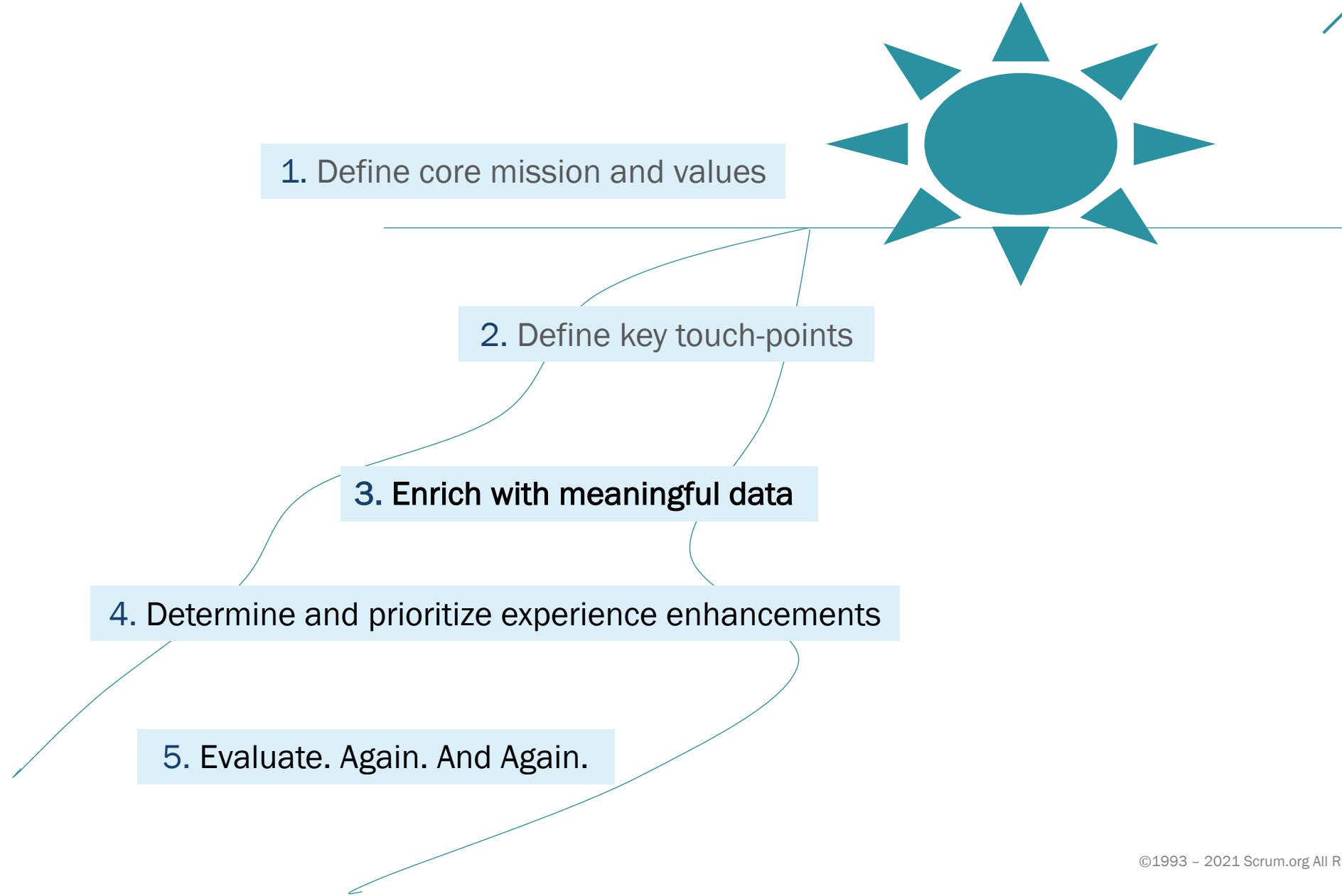
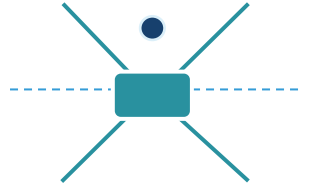
IV. Individual Agility

II. Employee Centric Approach

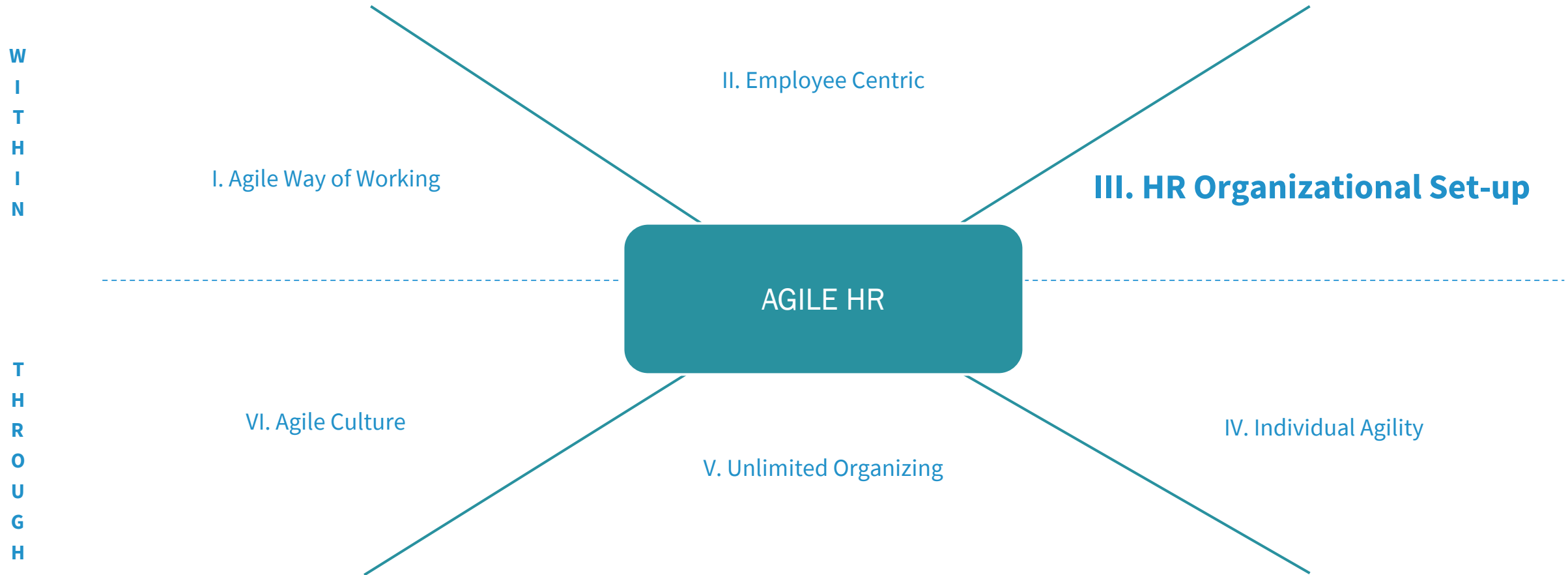
- Who are HR's stakeholders?
- What are HR's “products” or services?
- An employee centric approach means that you connect organization and individuals through (shared) mission, values and jointly created experiences.



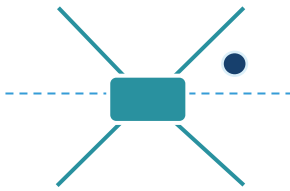
The 5 steps of killer-employee experiences



The Agile HR Framework



Agile HR requires a (Product) Service Mindset

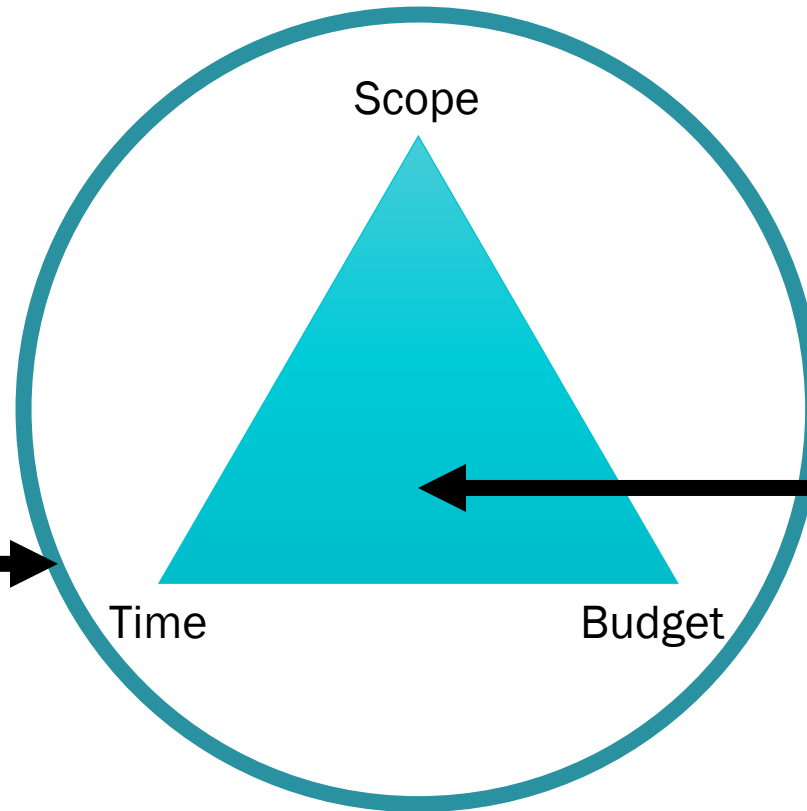


Product Mindset

Success *continuously* driven by *business metrics* outside in:

- User adoption of HR services
- Employee happiness
- Impact on business performance

Leads to happier employees who work with more creativity and effectiveness, resulting in better business outcomes.



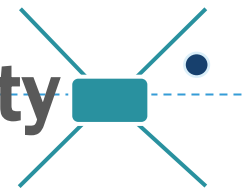
Project Mindset

Success *upfront* defined inside out:

- Scope
- Time
- Budget

Leads to less involvement by the (people in the) organization, more task management and focus on output, resulting in more waste and less beneficial business outcomes.

Scrum Team Members: Each One Has a Specific Accountability






Product Owner



+ Developers




+ Scrum Master

- Accountable for the product
- Manage the product backlog
- Arrange for the team to have everything they need to complete the work
- Create a safe environment for the team
- Remove impediments to the team's progress
- Facilitate the team's process
- End the sprint when the team is ready

And how does this translate to HR teams?

Product
Sprint
Organization



= SCRUM TEAM

- Creates valuable Increment every Sprint
- Is self-managing & cross-functional

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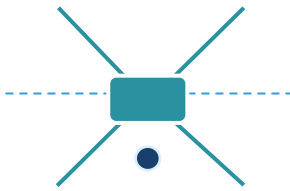
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V. Unlimited organizing



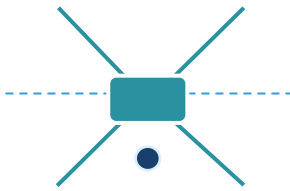
- The HR “Machine”
 - Developed over time with its origin in industrial revolution.



- The HR Organism
 - Adaptable, flexible, facilitating organizational wide agility

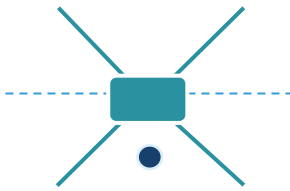


V. Unlimited organizing

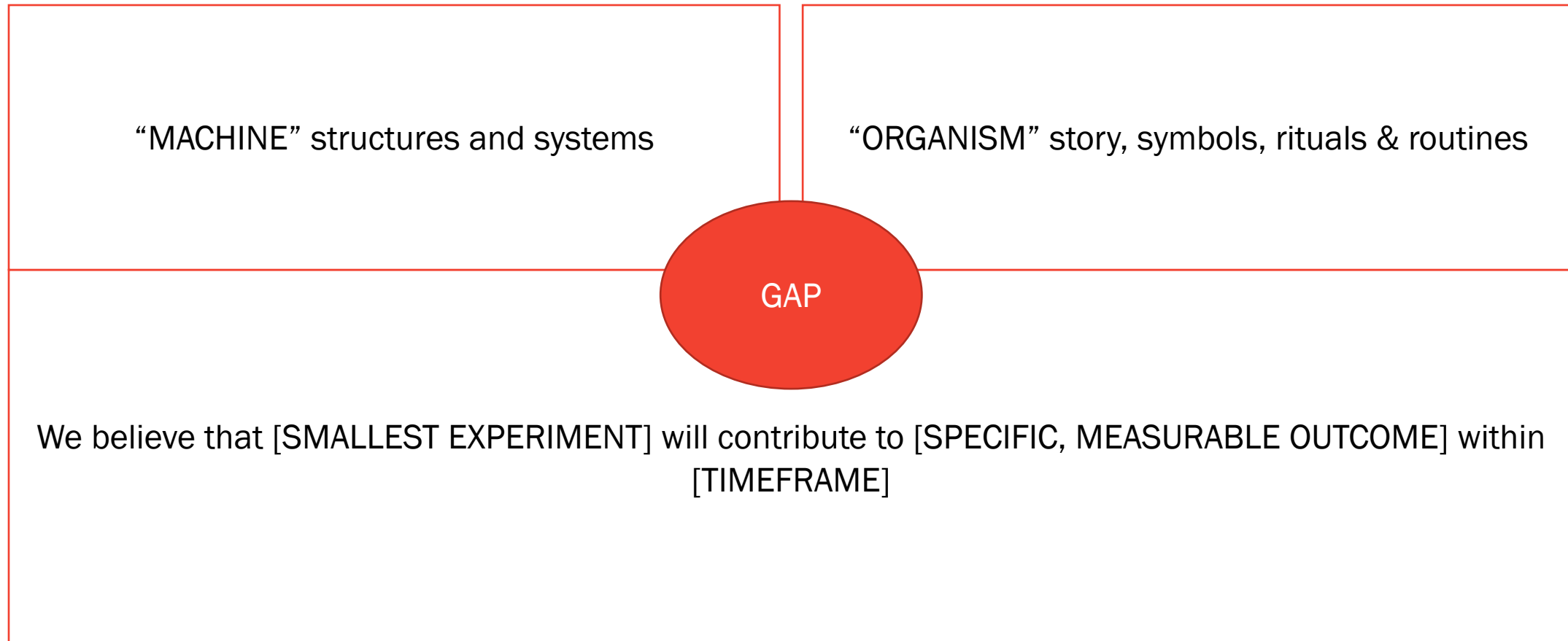


- A “machine” is defined by its structures:
 - Control systems (i.e performance management, rewarding systems)
 - Power structures (i.e budget mandate, centralized vs decentralized decision making)
 - Organizational structures (i.e organizational diagram/charts, hierarchical layers)
- An “organism” isn’t defined by structures, but by:
 - Story
 - Symbols
 - Routines & Rituals
- **How does the organism currently get’s undermined by the machine?**

V. Unlimited organizing



- Dare to think differently and start experimenting!



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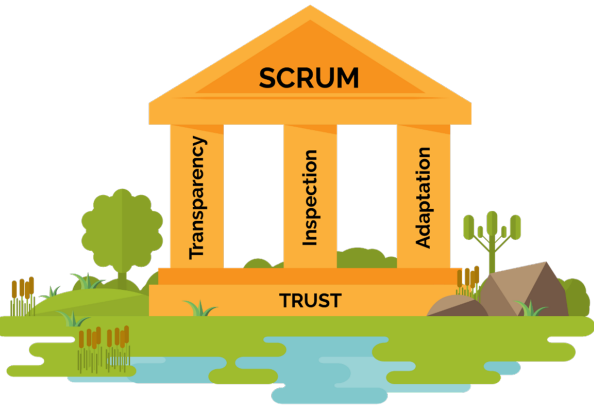
Culture?

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 & interactions	over	Processes & tools
Working software	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan

Twelve Principles of Agile Software



COURAGE

Scrum Team members have courage to do the right thing and work on tough problems



FOCUS

Everyone focuses on the work of the Sprint and the goals of the Scrum Team



COMMITMENT

People personally commit to achieving the goals of the Scrum Team



RESPECT

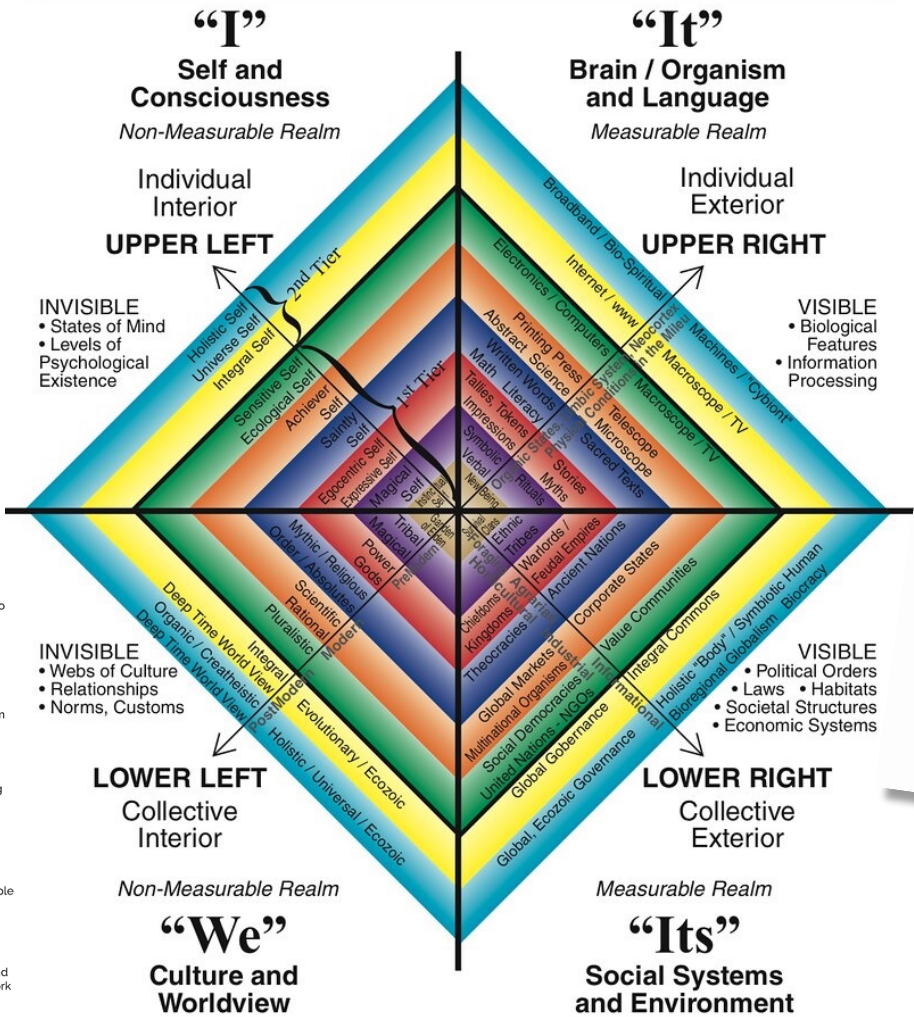
Scrum Team members respect each other to be capable, independent people



OPENNESS

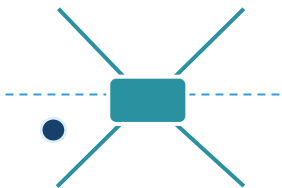
The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work

SPIRAL DYNAMICS INTEGRAL



Credits: Don Beck & Chris Cohen: www.spiraldynamics.com
Don't Miss!: www.formlessmountain.com/collage.html
www.formlessmountain.com/waves.pdf

Ken Wilber: www.worldofkenwilber.com
Also: www.TheGreatStory.org
Robert K. Logan "The Sixth Language" Joel de Rosnay: "The Symbiotic Man"



FREDERIC LALOUX
ILLUSTRATIONS BY ETIENNE APPERT

Reinventing organizations

An Illustrated Invitation
to join the Conversation on
Next-Stage Organizations



"This book is a
world changer!"
— Jenny Wade, Ph.D.
author of *Changes of Mind*

communities with
safe and truly belong
(Diversity, Safety, Belonging)

(Culture, Connection,
Focus on broader society)

continuously pursue
purpose in life to
live and significant
the world of work
Meaning)

AGILEPEOPLEMANIFESTO.ORG

ties
id thrive

Agile People promote transparency across
organizations and teams to enable trust,
ownership and self-organisation
(Transparency, Commitment,
Accountability, Self-organisation)

Agile People harness the power of boundary
spanning to facilitate proactive collaboration
across organisational barriers
(Cross-Functional, Collaboration,
Communication, Learning)

festos was crafted in a gathering in Smögen, Sweden, in June 2019 by 19 agile people from 15 countries all over the world.
It is a gift from us for everyone to use – Be inspired

eryl Tansey, Claudio Lingua, Ed Cadura, Gustavo Couto, Helgi Guðmundsson, Inanc Ozav, James Stone, Kjell Tore Guttormsen, Michele Stone,
s Leinsköld, Ola Berg, Pablo Delgado, Pan Wei ng, Pia-Maria Thörén, Steve Conard, Tamara Molinas, Wouter Bak, Åsa Holmberg
...every name is a link if you like to connect agile people...

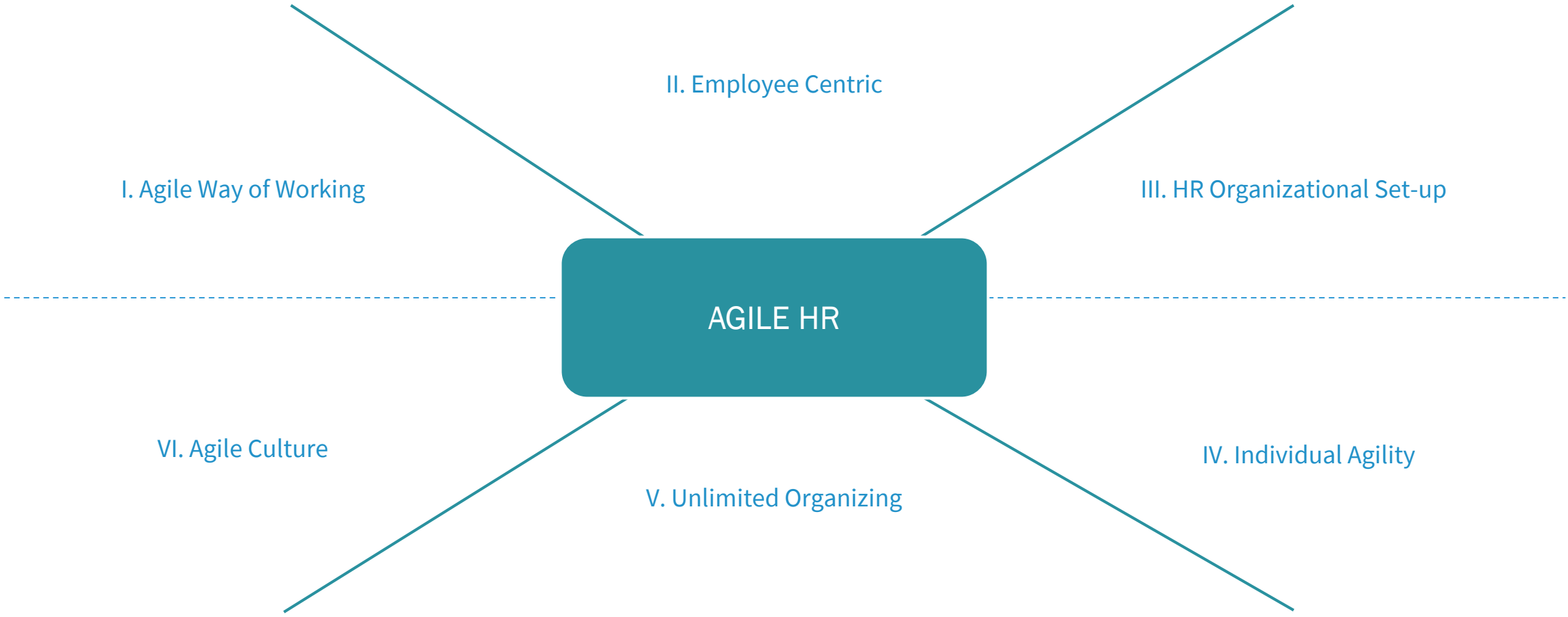
contact: info@agilepeoplemanifesto.org

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Questions

Each role has a clear Learning Path

Product Owner

Developers

Scrum Master

Agile Leaders

Product Owner Learning Path

★★★★★ 4.9 from 5 ratings

Unwatch

As described in the [Scrum Guide](#), a Scrum Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The learning path is organized by a set of [Professional Scrum Competencies](#) which each contain a number of focus areas. Resources are laid out in a prescribed order, however it is your journey, so follow in the best way that helps you learn.

Understanding and Applying the Scrum Framework

Empiricism

Scrum Values

Scrum Roles

Scrum Events

Scrum Artifacts


Sprint Goal

Done

Scaling Scrum

Managing Products with Agility


Understanding and Applying the Scrum Framework / Empiricism

The Agile Manifesto

Created by 17 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. [0:04:00]

★★★★★ 4.8 from 6 ratings


Completed

Empiricism, the Act of Making Decisions Based on What Is

Ken Schwaber writes about commitment and Scrum as an empirical process. [0:03:30]

★★★★★ 4.8 from 7 ratings

Completed

The Three Pillars of Empiricism (Scrum)

READ THE SCRUM GUIDE

VIEW THE SCRUM FRAMEWORK

THE SCRUM GLOSSARY

FIND TRAINING

GET CERTIFIED

- <https://www.scrum.org/pathway/scrum-master>
- <https://www.scrum.org/pathway/product-owner-learning-path>
- <https://www.scrum.org/pathway/team-member-learning-path>
- <https://www.scrum.org/pathway/agile-leader-learning-path>

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Insights from Scrum.org's community of experts

SCRUM PULSE

A free monthly webcast by Scrum.org **Professional Scrum Trainers** addressing common challenges faced by the software profession.



Thank you!