



Ever notice that the pace of technology and systems enhancements is more often than ever? For example, Windows software used to have a new version every couple of years; today, although it's usually incremental, updates come out every six months and sometimes less.

Other departments are picking up the cue, realizing that a faster time to market beats the competition and results in strategic advantage. They are becoming more Agile – but what about Human Resources?

It used to be that HR was all about planning. Companies recruited people for the long-term, trained and groomed them over the years to take on bigger and bigger roles, and tied their raises directly to each incremental move up the ladder. Rules and bureaucracy fostered consistency, so that they could reliably meet long-term plans, from goal setting to budgeting and operations.

But today, in an environment where a company can go from market leader to irrelevant in a matter of months, should HR teams still cling to older practices? Succession planning sounds good on paper but when was the last time it was actually adhered to? How many times do we need to review someone's performance evaluation and see the goals outlined for the year were obsolete within two months before we realize we should change also?



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# WHAT EXACTLY IS AGILE?

## WHO'S WHO?

PRODUCT OWNER	
STAKEHOLDER	
DEVELOPMENT TEAM	
SCRUM MASTER	

## WHAT'S WHAT?

PRODUCT	
MINIMUM VIABLE PRODUCT (MVP)	
INCREMENTS	
BACKLOG	
GROOMING THE BACKLOG	
SPRINT	

## EVENTS

SPRINT PLANNING	
STAND-UP (SCRUM)	
RETROSPECTIVE	
SPRINT REVIEW	
PRODUCT LAUNCH	

When we need to build something quickly and cheap, we find flexible solutions intuitively. We often lack enough resources to do everything we want, so we use a flexible approach to show incremental progress.

It is flexibility out of necessity. It's being prepared to live in a small house first, meet your team often, work with those who can do several things at once, and add changes as you go.

This is Agile.



## *The Agile Manifesto (2001)*

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.

<i>Agile Is...</i>	<i>Agile Is Not...</i>

## *Agile Advantages*

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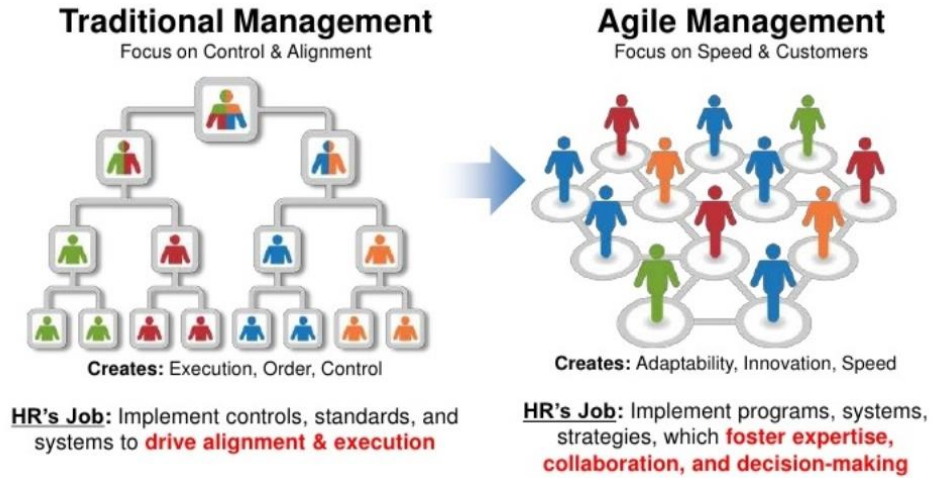
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# AGILE CONVERSION IN HR



## 4 Possibilities for HR to Go Agile

- 1 \_\_\_\_\_  
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- 2 \_\_\_\_\_  
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- 3 \_\_\_\_\_  
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- 4 \_\_\_\_\_  
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# **RISKS AND PITFALLS**

## *4 Implementation Risks*

**1**

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**2**

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**3**

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**4**

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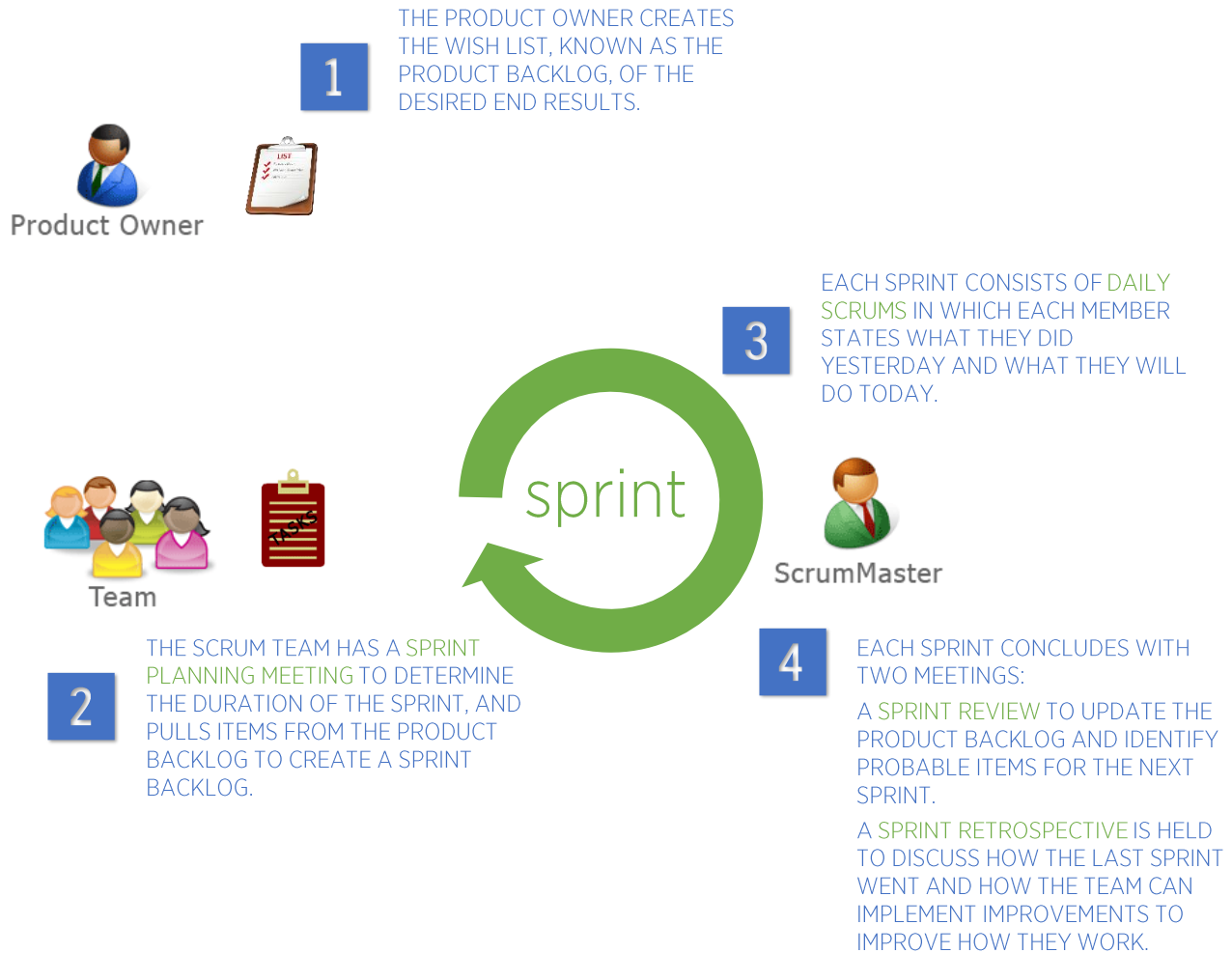




# THE SCRUM

Scrum was created by Jeff Sutherland and Ken Schwaber in 1993, and is one of many approaches to Agile development. It is very popular, particularly in the area of software development.

Scrum creates a regular tempo and reinforces the importance of good estimation and fast feedback through the emphasis of fixed-time events. Sprints are typically 2-4 weeks, Daily Scrums are 15 minutes, and Sprint Reviews and Retrospectives are fixed durations.



## Running Productive Scrum Meetings

If you've ever attended a sprint planning session that was hijacked by a teammate with an alpha personality, or a daily stand-up that got lost in the weeds, you know that even with Scrum, things can go terribly wrong.

### Scrum Structure

- Daily meetings should be a short duration (we recommend 15 minutes or less) and never run late.
- Daily meeting should be at the same time and same place.
- All team members should be present.
- Meetings are usually facilitated by the Scrum Master, but don't have to be.

### Opening the Meeting

Understand why you are having the meeting. State the intent and purpose at the outset and structure the agenda accordingly. For instance, since the goal of a standup is to plan for the next 24 hours, not to review yesterday's work, focus daily Scrum questions around progress rather than tasks.

- What have you *accomplished* since the last meeting?
- What do you plan to *accomplish* by the next meeting?
- What could get in your way? (It's the Scrum Master's job to help remove them)
- On a scale from one to 10, how confident are you in your ability to achieve the goal of the sprint?

### Facilitating the Meeting

- To keep meetings succinct, consider losing the chairs.
- The Scrum Master should ask the team's permission to point out the guidelines if violations occur. These guidelines should be defined by the group at the start, such as turning off cellphones, not interrupting, etc.
- Use a "parking lot" on a whiteboard, where the facilitator can post unrelated topics or issues that require further analysis. Use sidebars for more detailed discussions of complex problems, such as product backlog issues.
- Make an effort to call on more timid contributors first, in order to keep rock star developers from pushing their ideas at the expense of others.
- Encourage team members to take the initiative and volunteer for assignments and tasks during meetings so you do not rely on just one or two key contributors.

