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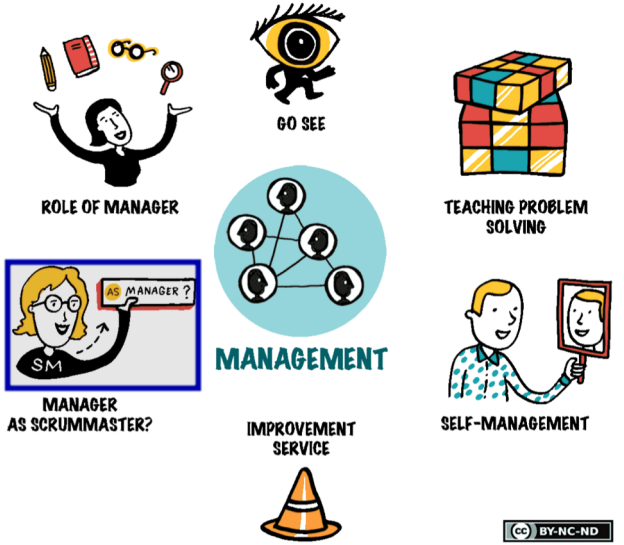
LeSS

HR-practices



AgiliX
CONSULTING
“Renewal From Inside”
PROFESSIONAL SCRUM TRAINER
PST
SCRUM.ORG LICENSED
CERTIFIED
LeSS
TRAINER

5 MIN Impromptu Networking

People are in control of their performance in orgs?

People are motivated by rewards?

Managers should be responsible for the results and personal learning of their subordinates?

Managers need a formal process to give feedback?

People need an annual appraisal in orgs?

Myths and Dangerous Half-Truths

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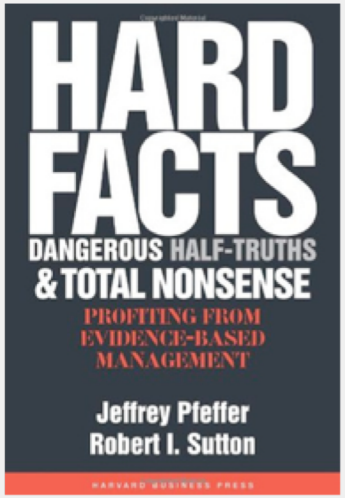
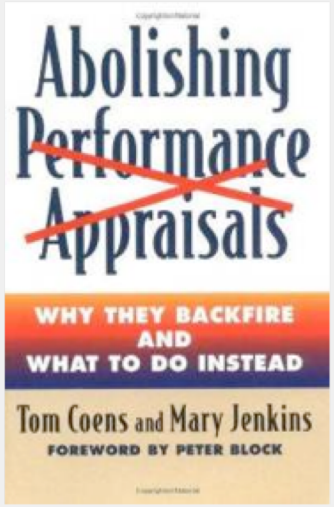
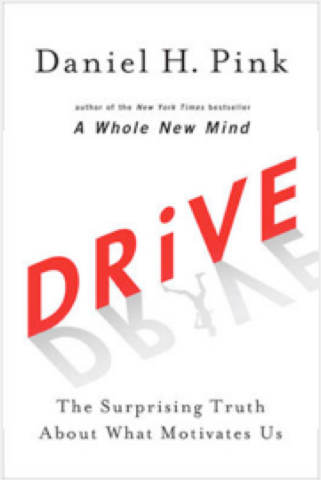
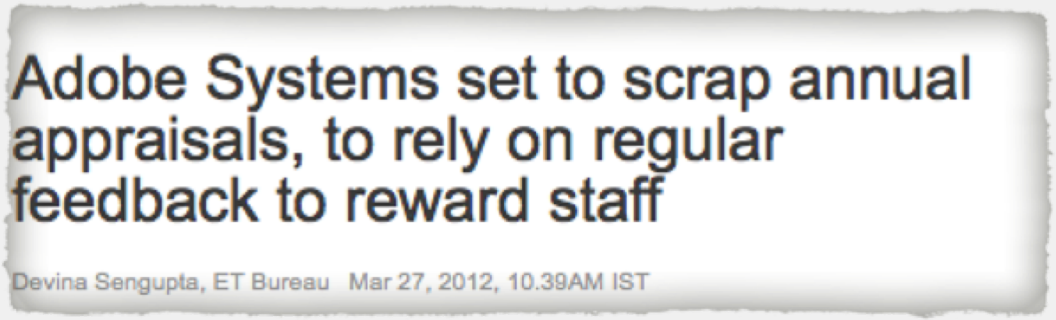


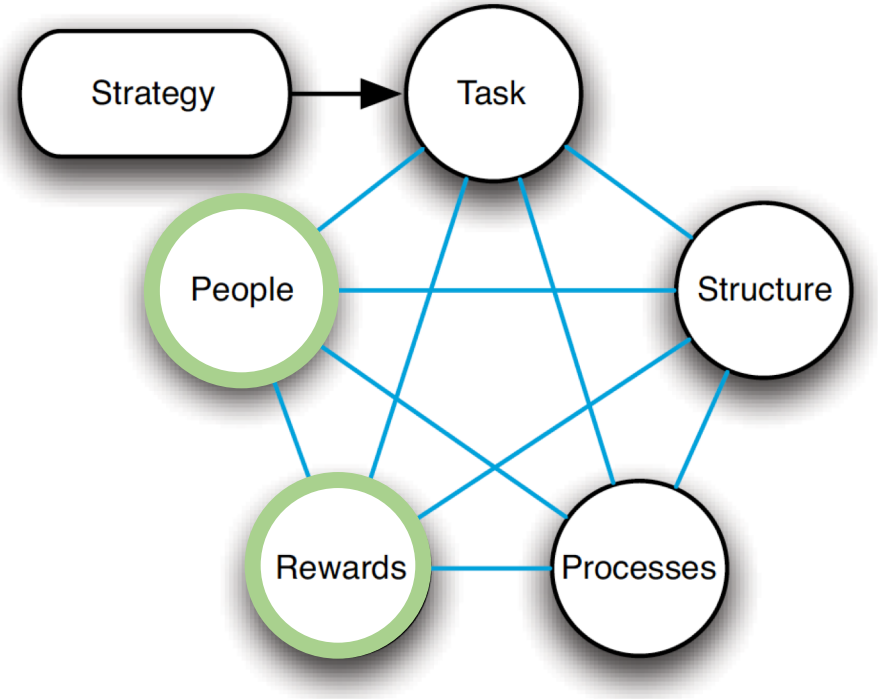






Star Model

MIN



Jay Galbraith

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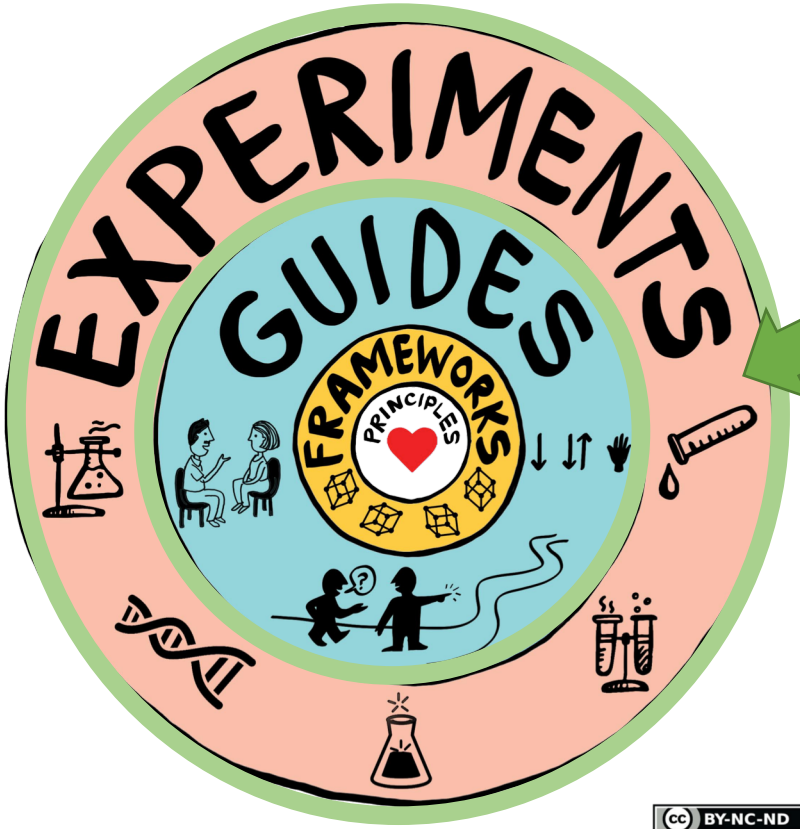
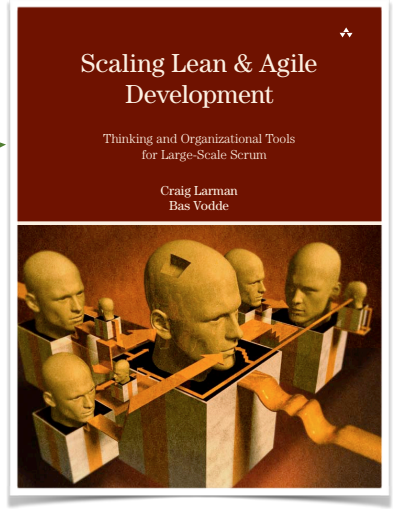
MIN

LeSS Experiments





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"…62% of the variance in the ratings could be accounted for by individual raters' peculiarities of perception. Actual performance accounted for only 21% of the variance."

"Thus ratings reveal more about the rater than they do about the ratee."

Michael Mount, Steven Scullen, and Maynard Goff and published in the *Journal of Applied Psychology* in 2000

…forced ranking results in "lower productivity, inequity and scepticism, negative effects on employee engagement, reduced collaboration, and damage to morale and mistrust of leadership."

Pfeffer and Sutton – Hard Facts, March 20, 2006

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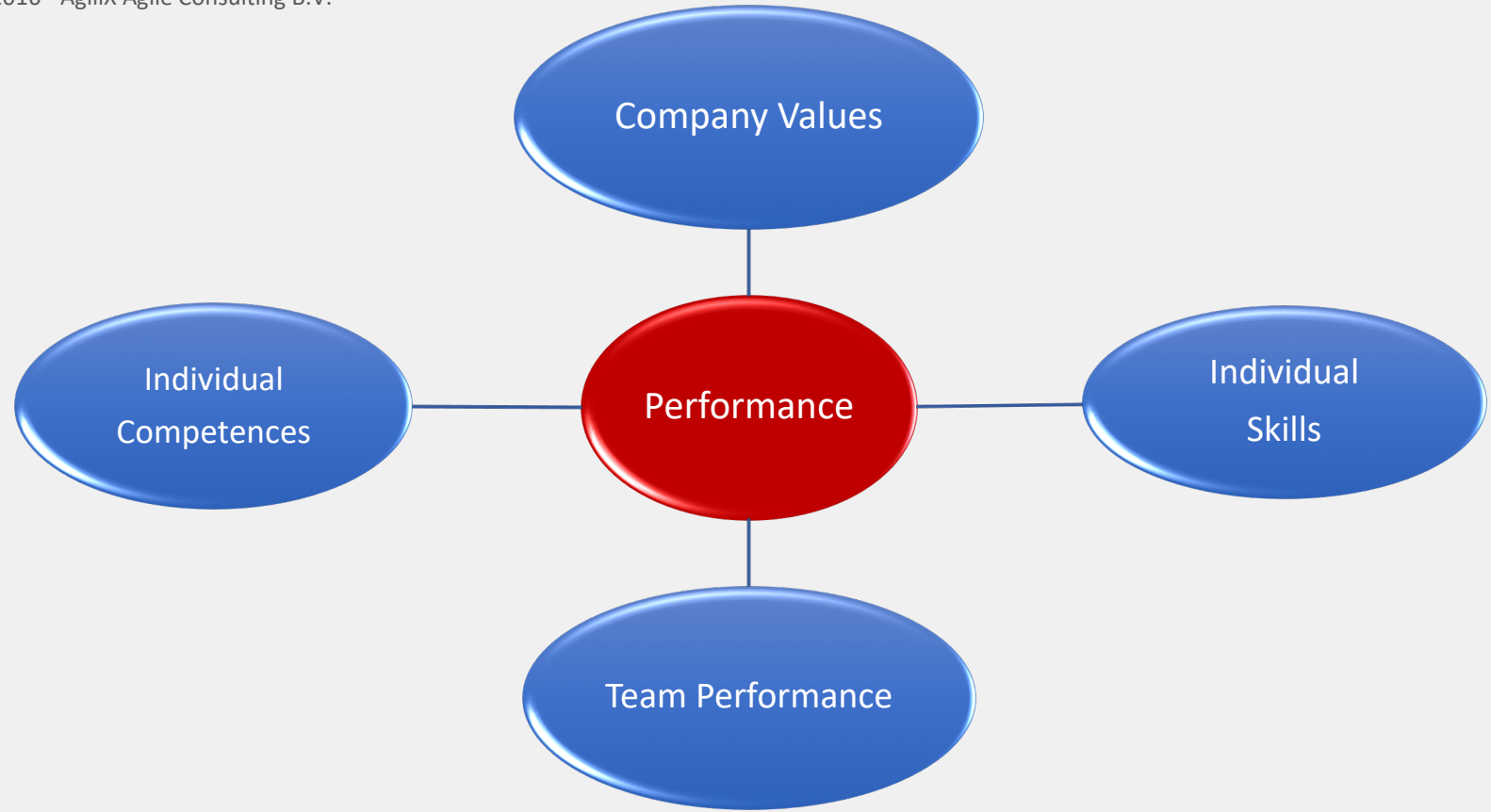

360 Feedback – FROM TEAM & COMPANY

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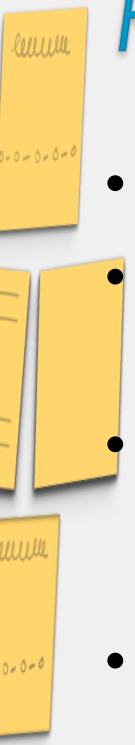
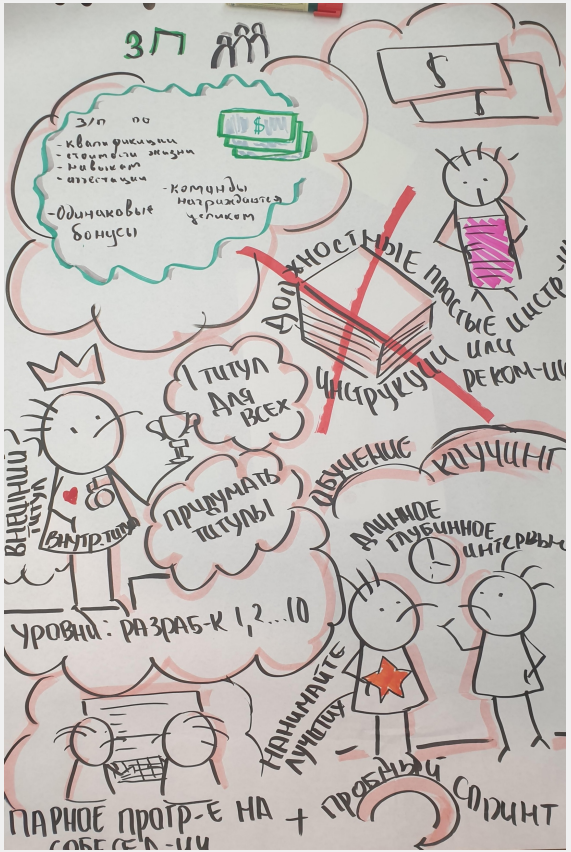
Rewards & Incentives

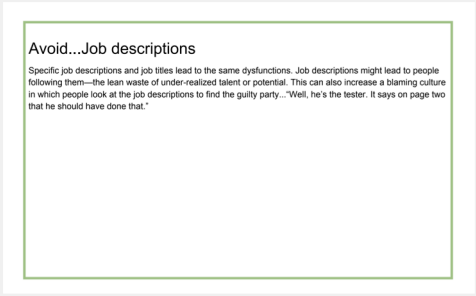


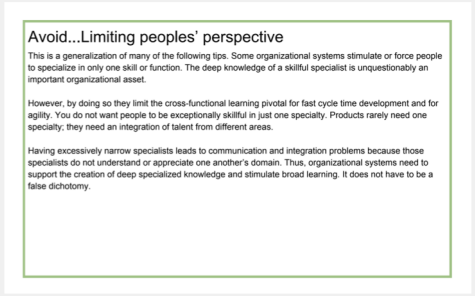
- Pay everybody the same within a given classification.
- The increase is decided for a given classification based on market pay.
- Higher classification
  - Social Recognition
  - Peers feedback, status, achievements.
- Team based performance incentives.
- NO appraisals & incentives linked to individual performance

25 MIN steps



- Form cross-functional teams
- Study all HR-experiment cards in the team
- Select 3-5 most important ones
- Create a visual presentation
- Be ready to present to the class
- Bazaar!!!





2 MIN

Step 1. Form cross-functional teams

- Different roles (Dev, PO, SM)
- Maximum people you don’t know in a team
- From 3 to 5 people
- Diverse background (tech, finance etc.)

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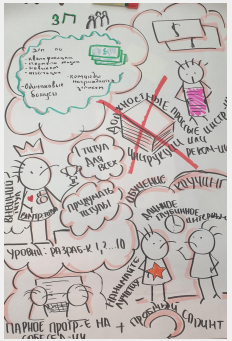
20 MIN Step 2. Create a visual presentation

- Study experiments
- Select 3-5
- Create a visual presentation
- Be ready to present!



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10 MIN Step 3. Bazaar!!!

- Leave one presenter on each station
- Find the buddy from another team
- You have 5 dots per pair
- Visit the stations
- Place dots on the most valuable flip-charts

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6 MIN Impromptu Networking

- **What** happened? **What** did you notice? (2 min)
- **Why** is that important? What patterns or conclusions are emerging? (2 min)
- **Now what?** What actions, next steps make sense for you? (2 min)

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