

# Less

## HR-practices



ROLE OF MANAGER



GO SEE



TEACHING PROBLEM  
SOLVING



MANAGEMENT



MANAGER  
AS SCRUMMASTER?

IMPROVEMENT  
SERVICE



SELF-MANAGEMENT



**“Renewal From Inside”**





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# Impromptu Networking

People are in control of their performance in most orgs?

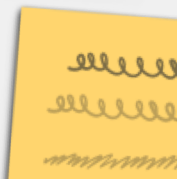
People are motivated by rewards?

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

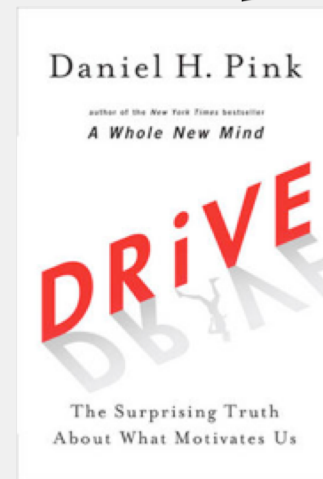
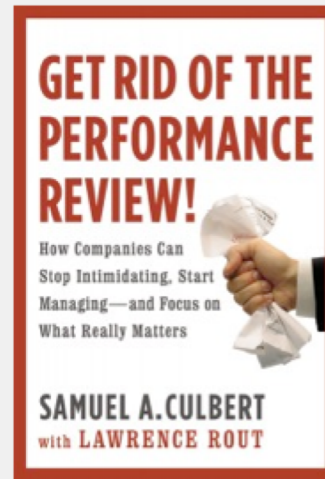
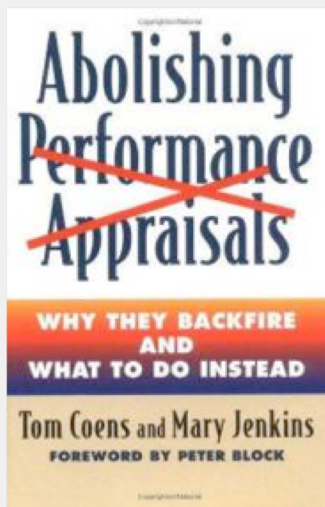
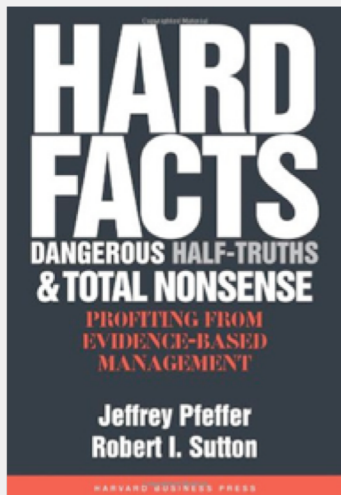
Managers need a formal process to give feedback?

People need an annual appraisal in orgs?

**Myths and Dangerous Half-Truths**







## Adobe Systems set to scrap annual appraisals, to rely on regular feedback to reward staff

Devina Sengupta, ET Bureau Mar 27, 2012, 10.39AM IST

Tuesday, July 03, 2012

## How to Kill Teams Through "Stack Ranking"

# MICROSOFT'S LOST DECADE

The newest Van  
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It starts with th

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"astonishingly  
"could serve as

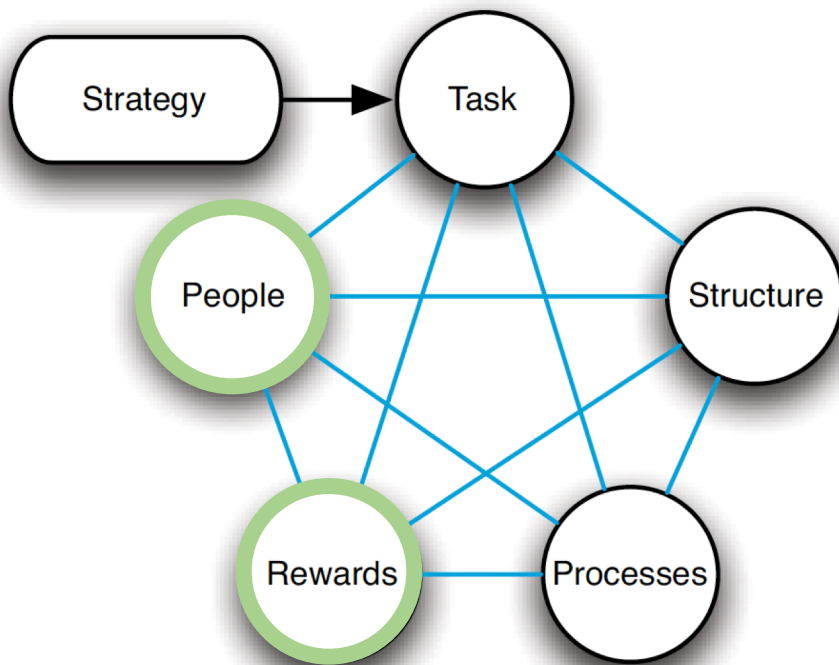
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# Star Model

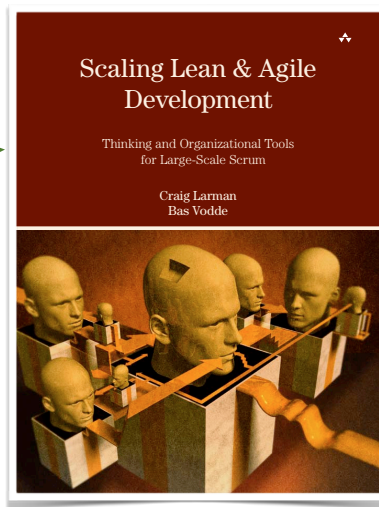
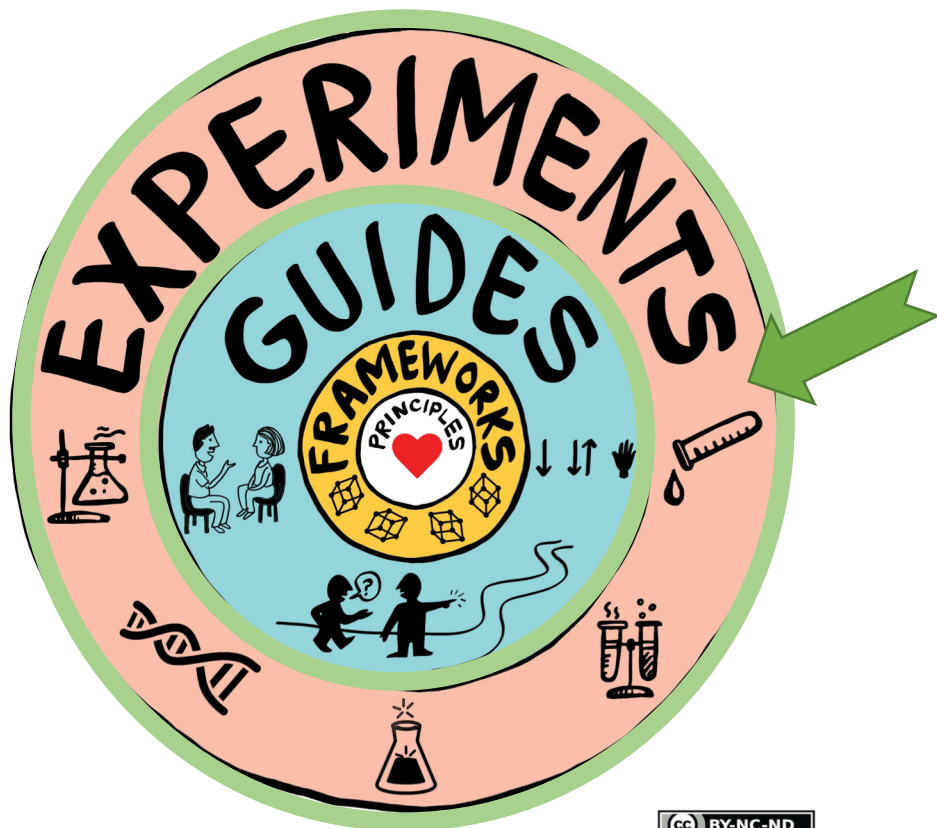


Jay Galbraith



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# LeSS Experiments



“...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.”

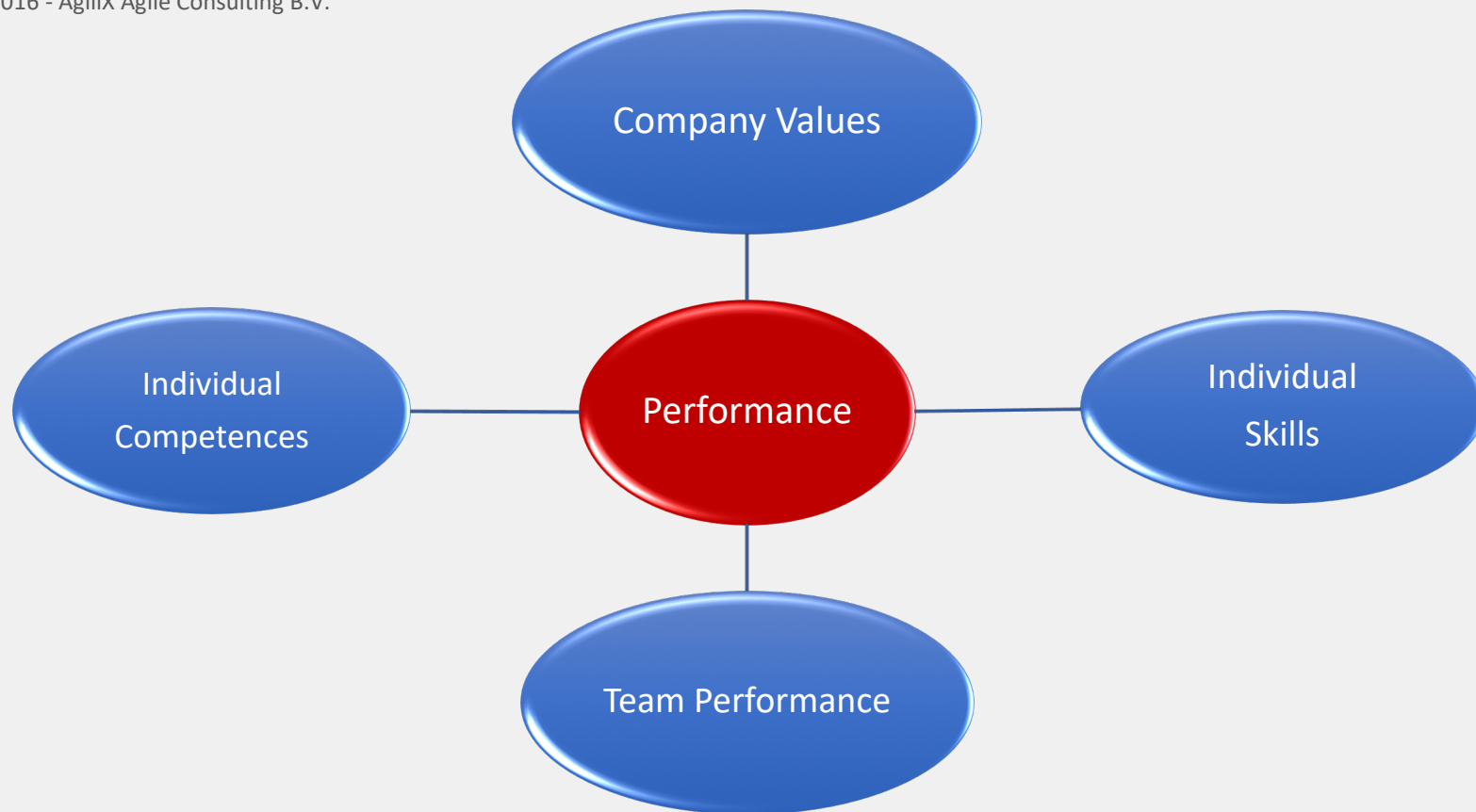
Michael Mount, Steven Scullen, and Maynard Goff and published in the *Journal of Applied Psychology* in 2000



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...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



**360 Feedback – FROM TEAM & COMPANY**

# Rewards & Incentives

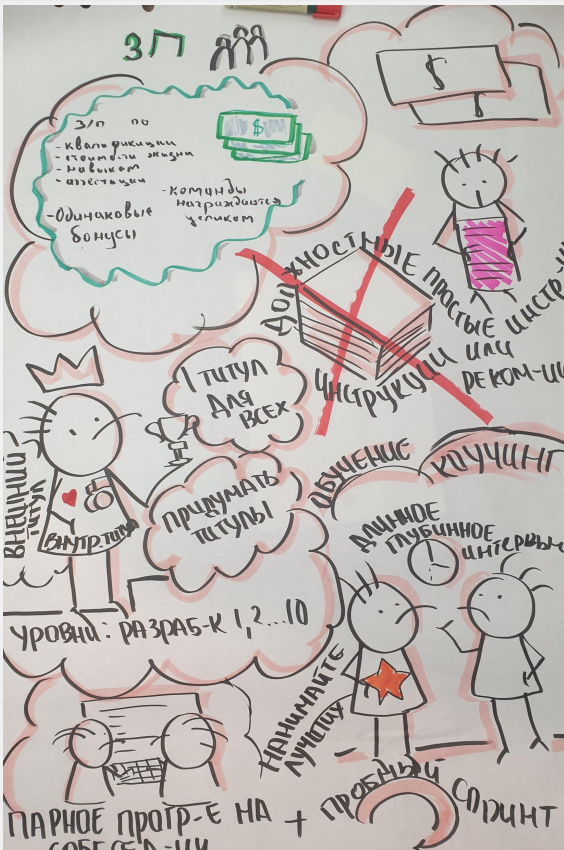
- Pay everybody the same within a given classification.
- The increase is decided for a given classification based on market pay.
- Higher classification
  - Social Recognition
  - Peers feedback, status, achievements.
- Team based performance incentives.
- NO appraisals & incentives linked to individual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





# 25 steps

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- 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!!!

## Avoid...Job descriptions

Specific job descriptions and job titles lead to the same dysfunction. Job descriptions might lead to people following them—the lean waste of under-realized talent or potential. This can also increase a blaming culture in which people look at the job descriptions to find the guilty party—"Well, he's the tester. It says on page two that he should have done that."

## Avoid...Limiting peoples' perspective

This is a generalization of many of the following tips. Some organizational systems stimulate or force people to specialize in only one skill or function. The deep knowledge of a skillful specialist is unquestionably an important organizational asset.

However, by doing so they limit the cross-functional learning pivotal for fast cycle time development and for agility. You do not want people to be exceptionally skillful in just one specialty. Products rarely need one specialty; they need an integration of talent from different areas.

Having excessively narrow specialists leads to communication and integration problems because those specialists do not understand or appreciate one another's domain. Thus, organizational systems need to support the creation of deep specialized knowledge and stimulate broad learning. It does not have to be a false dichotomy.



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## 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.)



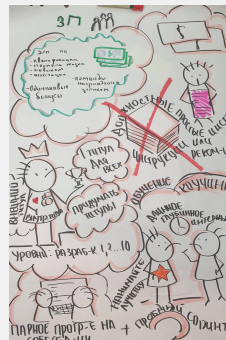


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## Step 2. Create a visual presentation



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







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## 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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# 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)

