DOWNLOAD VERSION: This copy omits most imagery and slides where content was audience driven. Speaker notes have been added in an effort to explain content where the slide is not obvious.
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**Speaker notes:** When we make a first impression, consider your impact on two dimensions – trust & interest.

We’re in the sweet spot when we leave people feeling high trust and interest. Obviously low trust and interest is a risk, but what about only high interest? It’s a trap; people may act with self-interest and avoid vulnerability. And with high trust, low interest, we’re at least left with an opportunity to build on... if we can make it interesting, trust is already built in.

The first impression we make on people (from a work perspective) is hiring and onboarding.
Q: What are our goals for hiring?

- Increase production (Increase resources)
- Gain skills we lack
- Create cohesion, order among people
- Increase momentum of company goals

Productivity  Effectiveness  Order  Alignment

**Speaker notes:** These statements are based on my sampling of people hiring over three years of conversations. This is not a scientific study. The four goals above are not in order and represent the four most common themes people shared (when hiring).
Q: Our goals for getting hired?

- Grow career
- Develop skills, obtain new skills
- Contribute, make an impact
- Be part of something enjoyable

**Achievement**  **Learning**  **Contribution**  **Happiness**

**Speaker notes:** These statements are based on my sampling of people looking for jobs over three years of conversations. This is not a scientific study. The four goals above are not in order and represent the four most common themes people shared (when seeking employment).
**People Hiring**

- Productivity
- Effectiveness
- Order
- Alignment

**People Interviewing**

- Achievement
- Learning
- Contribution
- Happiness

**Speaker notes:** Oops, we’re way out of alignment. The gap here is dramatic, similar to a performance review mindset gap (person giving review wants to improve person, person receiving review wants recognition and raise). So who takes the leverage here? Our companies. And the impact is noticeable when using agile values to inspect.
## What’s the impact?

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<th>The Applicant (Working Software)</th>
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<th>(Applicant) Collaboration</th>
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<td>• Management-driven hiring</td>
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<th>Responding to Change</th>
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<td>• Standardized interviews</td>
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“As a software team, a huge leap forward happened when we asked ourselves, ‘**Interviews suck...** how do we make sure to meet the interviewee’s needs?’”

*Jason Kerney*
New principles for hiring

- Attend to needs
- Build up from teams
- People over skills
- Mentor for the future
“Expecting folks to gaily subjugate their personal needs for the Man’s coin is not only naïve, but flies in the face of decades of research.”

*Bob Marshall*

**Speaker notes:** “Attend to needs” here calls attention to the “company only” nature of the convention of hiring. “Attend to needs” means we consider the needs of those applying and build mechanisms to support them into our hiring process.
“Great things in business are never done by one person. They’re done by a team of people.”

Steve Jobs

Speaker notes: I once was told by a manager on Friday, “Hey, you have a new team member starting on Monday. Please get her up to speed.” This principle asks us to respect the team-centric nature of agile and leverage it. By engaging teams in the hiring process and seeking their insight, we improve our hiring. It doesn’t tell us our teams should hire a director, for example... but what might you learn by asking teams what they like, dislike, and the impact the role has on them?
“Most hiring practices focus on technical skills. However, why do people tend to get fired or leave? Not technical skills.”

*Omer Molad*

**Speaker notes:** This principle directly asks us to value people, first. Resumes are not sufficient for determining who we should talk with, nor are skills a good measure of a person’s ability to contribute. See the additional quote from Omer on the slide showcasing Vervoe for more insight into the value of this principle.
“If the candidate doesn’t move forward with us, and they don’t receive anything to better themselves, they completely wasted their time.”

Jason Kerney

**Speaker notes:** What if your hiring process were also your greatest recruiting tool? This principle asks us to consider hiring as relationship building and adopt the duty to improve the pool of people you hire from. By actively teaching and making an effort to give applicants guidance on how/where to improve, you create trust, loyalty, and people who have the skills you need.
Lean coffee as an initial screening.

Before resumes, teams attend meetups & conferences to network, talk, generate interest.

Pre-application conference calls for people to learn about the role, ask questions.

Applicants receive actionable feedback, even those hired.

Speaker notes: Just a few examples of practices I’ve experimented with based on these principles.
“A healthy way to hire is to use an approach that combines an identification of technical skills and ‘personal’ attributes. Instead of just asking ‘can this person do the job?’ let’s first focus on ‘how will this person contribute?’”

Omer Molad

Initial interviews focus entirely on mission, values, objectives.

Potential for contribution, rather than skill evaluation.

Then, give candidates the opportunity to prove his/her skills.
I want this person to get hired!

Every applicant receives an interview facilitator

Behavioral Fluency over skills competency

Study materials provided in advance

Post-interview retrospective with entire group

Voluntary if possible!

Customized feedback report provided to every candidate

Rejection letters are customized by director for applicant
“The [lack of] onboarding made me feel like the company was poorly managed. I felt I made a big mistake in taking the job and created a bias to leave.”

~ 1 in 3 people quit within 6 months

~ 1 in 6 people quit within 3 months

1 in 3 people had little or no onboarding

On average, replacing an employee costs 16% - 20% of annual salary

Approx 60%

More likely to be with the organization after 3 years

https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/onboarding-key-retaining-engaging-talent.aspx
EXHIBIT 1 | “People” Companies Outperform the Market Average

Cumulative growth rate of share price (%)¹

People companies outperform the market average in eight out of ten years

Companies that made Fortune’s “100 Best Companies to Work For” list at least three times in the past ten years²

S&P 500

Source: 2012 BCG/WFPMA proprietary web survey and analysis.
¹Based on end-of-year closing prices.
²Average growth rate of companies’ share prices in percent (weighted by 2001 share prices), dependent on sample composition for each particular year.

“People companies” are friendly for HUMANS
Ensure people feel they are entering a friendly, familiar, safe, and comfortable place... just like home.

- Working space is setup, configured with everything needed, and labeled appropriately.
- Technology works.
- Welcoming offerings, such as signed cards, greetings, coffee or breakfast time with co-workers.
Keeping everyone involved in the hiring process creates transparency, trust, and retains engagement.

- Communicate with new hires frequently before their first day; send info about the company, the first day, helpful tips, etc.

- Inform people when job offers are finalized, schedules, and use invitation for participating in onboarding programs.
Help people feel special, appreciated, and (especially) accepted by giving newly hired people a “token.”

- Ideally, something everyone at the company has in their possession. Some ideas:
  - Could represent values, mission, etc.
  - Perhaps a cool gadget useful for work?
  - Something representing the company
Simple outcome to test for:
With every person who participates, the system improves.
Ensure newly hired people have someone to support them, comfort them, assist with questions, and aid in their learning.

• “Buddies” who matter.

• Go beyond similar job roles and skills!

• Protip: bots are not buddies.
  *(I’m talking to you Aloha!, Growbot, and...)*

“High-performing organizations are nearly two-and-a-half times more likely than lower-performing employers to assign a mentor or coach during the onboarding process.” – The Aberdeen Group (2014)
After the first day, even the first week, we’re only just getting started.

- At a minimum, have a plan for keeping engagement up through the first three months.
- Provide onboarding structure to new employees well before their start date.
Speaker notes: A wonderfully simple example shared with us from George Dinwiddie. The team defines the tasks and objectives a new team member needs, places them on a “to do” column, and allows the new person to work through each card. On each card, a team member is listed who can help. The very last card in the stack? Improve the game.
“Seemingly unimportant questions in terms of the business, but with this information we not only make a point to new employees that we care about them as people ... [we also] have an understanding of a few things that can make them more comfortable and feel more valued at work.”

Katt Judd, VP of People Operations
Within 48 hours, new hires receive their “onboarding kit”

Every work area is configured, working, and calendars populated

“Day One” document from founder

Professional headshots

“Introduction Gallery” with info about every employee

“Percolator” buddy to welcome and acclimate

Last day of first week includes lunch and time with CEO
**Speaker notes:** Hiring and Onboarding must go together. A great hiring process followed by a poor onboarding destroys trust and makes people feel they were duped. Great onboarding won’t save a bad hiring process... because great people simply won’t be hired.

r/K selection theory is a wonderful analogy to the impact of hiring and onboarding:

In r-selection, species emphasize high growth and produce many offspring, as they have low probability of surviving to adulthood.

In K-selection, species invest heavily in their offspring, taking time and care to nurture and grow.

Given humans align with K-selection traits, what traits do you want your company to align with?

“It’s like r/K selection theory...” – Amitai Schleier
The Positive Impact of a Great Agile First Impression

Thank you!
Enjoy the rest of Agile 2018!

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