PEOPLE WATCHING

Is your hiring undermining your Agile culture?

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We are curious, amused, thoughtful, concerned, empathetic.
Tanking your Agile Transformation because we were paying so much attention to our process adjustments that we weren't watching the people coming into our organization.
On Average, an Agile Transformation (or change in culture) will take \textbf{3-5 years} depending on the size of the organization.
For a small to mid-sized organization, the cost of an Agile transformation can include:

20 teams = 20 CSM certifications  
$x \times $1,500 = $30,000.00$

20 teams = 20 CSPO certifications  
$x \times $1,500 = $30,000.00$

$60,000.00$ to Certify
Change Physical Environment:

Average Cost for Desks\Chairs: $5000\Team x 20 teams = $100,000.00

Labor for changes: $25,000.00

Total = $125,000.00
For a small to mid-sized organization, the cost of an Agile transformation can include:

External Coaching:
1 Agile Coach = 5 - 7 Teams – 3 coaches for 20 Teams
3 Agile Coaches x $180/hr x 40 hrs x 2.5 years = $2.7 Million
Grand Total: $2,885,000.00
1. Culture change is people change.
2. People have to change how they think and reason.
3. The change in thinking results in change in action.
4. Over time the change in action creates a new culture.
Agile Transformations are a lifestyle adjustment...not a fad diet.

You can’t expect to lose weight consuming the same food.

You can’t expect a change in culture hiring the same people the same ways.
Current State of Hiring

- Desperate requests
- Multi-leveled approvals (all the way to C-suite??)
- Templated job order that looks like a req doc
- Automated keyword searches
- Singular VMS
- Lengthy, confusing and burdensome application process
- Equally tedious onboarding (linear background checks)
- Days, weeks or months until assignments?
The Results?

Overworked employees trying to makeup for lack of help

Delays from approval levels

Ambiguity in job order description

Certified employees who don't "get it"

Only one place we can request candidates from (bottleneck)

Candidates take forever to bring onboard and some leave before the process is complete

We could be attracting the WRONG people

Does any of this sound "agile" to you?!?
The Agile Impact to a new transformation

• We bring in people who aren’t bought into our newfound culture and become cancerous to our new efforts

• We focus on certs and experience over cultural fit because we’re simply running out of time and patience to fill the role

• The company and teams are in a constant state of Forming\Storming.
The Agile Impact to an ongoing transformation

- Team velocity/continuity takes a hit (assuming your watching it)

- We miss out on the truly agile people because its obvious we are not!

- Our investment in agility goes unrealized and leadership says “Agile wont work here”
Avoid Wasting Cultural Brainspace!
How can we make this more agile?

Let’s talk techniques

How can we make changes in our approach that attract the right people for our cultural investment?

How can we streamline our ability to get people in the right places with speed and efficiency?

Can we actually measure the results of our efforts to continually improve upon them?
Technique #1: Decentralized Decision Making

Don’t just ask…quantify and qualify to develop trust and eventually gain a more de-centralized decision making stream.

Simply saying we need help will cause leadership to question Every. Single. Request. At. Every. Level!

Understanding team capabilities helps us place measurements behind capability needs.

Work to keep approvals at the hiring manager level to speed up reviews and acceptance.
<table>
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<tr>
<th>Be</th>
<th>Be thoughtful and deliberate on job descriptions in order to attract the people who “get it.”</th>
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<tbody>
<tr>
<td>Stop</td>
<td>Stop creating mini requirement documents complete with checklists and bullets.</td>
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<tr>
<td>Tell</td>
<td>Tell your story…Agile people like to get the Vision of an organization and will be watching for either ambiguity and vanilla or transparency and excitement.</td>
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<tr>
<td>Avoid</td>
<td>Avoid the temptation to copy a template from a hiring website and throw your name on the top of it!</td>
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Automation without Laziness?

Tools are fine... conversations are better.

Don't get seduced by an abundance of keywords

Make your tool work for you, not the other way around!
Technique #3: Think Outside the Cube

Don’t get locked into one single way or method of finding talent

Example: #noresume – Union Square Ventures (Manages 1B in assets)

“...the process nets better-quality candidates and the firm plans to use it going forward to fill other positions.”
Avoid Process and Policy for Process and Policy Sake!

There is a huge surge in demand for technical skills right now.

You are not competing with just your own market for employees.

There are always better ways to get the people you want.
Technique #4: The Application Process

Try applying to your own company and see how easy it is! Take note of everything you found frustrating or tedious and vow to change it.

Streamline the application process to be as easy as possible (eliminate duplicate or triplicate efforts)

Agile people are looking for “agile” ways to connect to an “agile” company.

Use Social Networks as a means of quickly applying (LinkedIn easy apply)
Technique #5: Service Levels

It will never take more than X time to:

- get a response to an applicant\interviewee.
- get an approval\denial for a position request.
- get someone onboarded and active
The Heavenly Onboarding Experience
69% of employees are more likely to stay for at least 3 years with a company if they had a positive onboarding experience.
If you are not on-boarding new hires effectively, it will take longer for your company to receive a return on investment.

Poor on-boarding can result in early attrition, which means you will never gain a return on investment whilst having to pay more recruitment costs to hire a new person.

There is no agility displayed here!
The lack of effective onboarding is a major reason why companies lose 17% of their new hires within the first three months and why 20% of all staff turnover occurs within 45 days of employment.

*Jeff Hyman – Forbes.com*

“Make new hires feel like a celebrity on the first day!” - Artsy
Technique #6: Visibility

Visualize what it actually takes to go from A-Z hiring in your organization.

Use a Kanban to watch the hiring flow, identify bottlenecks and improve response times.

Ask for feedback!
Hiring Metrics: Lead and Cycle Times

Approved
- Developer
- Analyst
- Project Manager
- Ent Architect

<10 Days
<10 Resumes

Searching
- Data Scientist
- Data Scientist

<2 Days
Team Based
Immediate Feedback

Interviewing
- Analyst

<3 Days
Big Bang!
Get New Hire Feedback

Onboarding
- Developer
- Project Manager

Validated

Expedite Lane!
How else can we measure our success and failures?
Hiring Metrics: Customer Satisfaction

Was your application process easy?

Were you communicated with often?

Was the interview process enjoyable?

Did you get your equipment in a timely manner?

Has the position failed to meet/met/exceeded expectations to date?
Hiring Metrics: Stickiness (Longevity)

What is the industry average for this position?

Are we meeting or exceeding the average?

If shorter, why? (Unhappy, wrong position, bad manager)

If longer, why? (We’re just that good, stale positions, lack of opportunity internally)
Hiring Metrics: Team Continuity
People Watching: Save the Agile Transformation Investment Now!

- Who are we attracting
- Who do we want to bring in
- How do we bring them in
- When we bring them in
- Whether or not they like us
- How long they stay
Thank You

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Questions?