

***TALENT ACQUISITION
& DEVELOPMENT***

***AGILE FOR
HUMAN RESOURCES***

Introductions

Share
first
name

Where
you live

Your
favorite
food

Your
favorite
animal (can
be a pet)

What does Agile HR mean?



What are you hoping to get out of our time together?

Learn the principles of Agile technology to use it in our work as well to recruit better as more companies are moving towards Agile framework.

How to apply agile to a staffing / consulting environment

how to incorporate Agile into everyday work

how to "sense and adapt"

how to put Agile principals for a daily use

How best to source and engage top talent in the Agile community

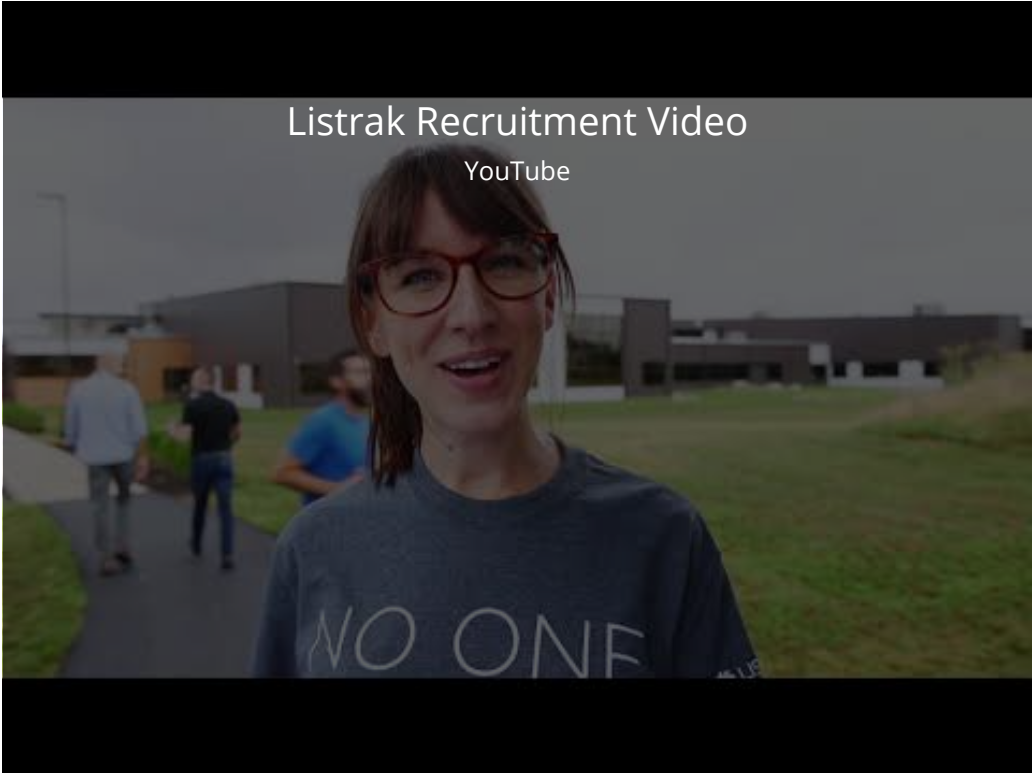
Our Agenda for This Week

Talent Acquisition & Development

- Agile for Human Resources
- Sourcing
- Recruiting
- Time to Practice Interview Play
- Creating a Safe Environment
- Supporting the Development of Agile Leaders

SOURCING

Creative Sourcing Campaign



How to do creative talent sourcing - Room 1

Work in small groups to brainstorm ideas on how you would source talents.
Use sticky notes to capture your winning strategy! Be prepared to share.

Monster,
facebook

Linkedin,
internal
network,
Dice, Indeed

Referrals,
based on
company
brand

Networking
events,
JobDiva, job
fairs

Company videos;
Job postings on
ITSoli website and
LinkedIn (2 per
team member)

Gilead
Sciences
(through
feedback from
consultants)



Google (work
environment,
employee
centric,
innovative)

- what channels would you use?
- what companies inspire you?

Microsoft

IT
Solutions

How to do creative talent sourcing - Room 2

Work in small groups to brainstorm ideas on how you would source talents.
Use sticky notes to capture your winning strategy! Be prepared to share.

social media
platforms
(instagram,
linkedin,
twitter)



use referral
feedback as a
source of
attracting
talent

companies that
enable creativity
& freedom to
exercise skills
(google, facebook,
linkedin, apple)

jingles or
memorable tag
lines (flo from
progressive,
gekko from geico,
etc)

Companies
that contribute
to charitable
causes. (eg
Tom's shoes)



- what channels would you use? 
- what companies inspire you? 

Creative Sourcing – Passive Prospects

Seek out passive prospects for more qualified talent

Build a talent pipeline before you have positions to fill

Create an evergreen job program

invite former
employees to
company events
to keep
relationship on-
going

JobDiva
evergreen
resume
harvester

LinkedIn, Relevant
association,
networking events,
targeted training
programs to create
a "bench"

Creative Sourcing - Advertising

Tapping into local community groups

Instagram

Pairing 2 things that go together

Find a way to identify "likes" of the ideal profile

YouTube Shorts

Snapchat

What medium gets us to the IT Professional

Blogs

Messages in WhatsApp

Vlogs

- YouTube: Attract candidates with work culture videos
- Turn your job posts into an advertising campaign to specifically target the right kind of people (the most efficient tactic).
- Create Facebook job posts and share them with your followers
- Podcast - gives you an opportunity to introduce job seekers to your work culture and employee benefits in more detail

Messages through LinkedIn

Creative Sourcing - Engaging Communities

Job fair

Free samples to get the branding out there. Play our new video at the event.

- Create Facebook groups and LinkedIn communities - job posts
- Podcasts: Use podcasts to stand out and talk about upcoming openings
- Organizing a “Spend the day with your future team” community event for individuals or groups of people.

Messages
in
WhatsApp

Like Starbucks, throw a first responders BBQ. Free event, what would ITSoli like to offer in terms of swag

Golf
tournaments

RECRUITING

Recruit for Mindset & Cultural Add - Not Experience

- Traditional interview methods create false positives because people can rehearse the answers and tell you what you want to hear
- Candidates also receive false positives because we are on our best behavior and trying to impress them so they will work for us.
- This can lead to disappointment when the real world kicks in during their first week.
- It means that the candidate in consideration will bring new, fresh and different ideas and experiences to their team. They're more likely to add something the team doesn't have.

Recruit for Mindset & Cultural Add - Not Experience: Group Activity

What types of activities have you used to recruit for mindset?
Use sticky notes to share.

Which candidate did you enjoy talking to?

Hiring people that see this as a career not a job

Hiring people who like talking to people, who have passion.

Hiring for passion and communication

Asking processing questions

Open and growth mindset. Self motivated person

hire for character, teach skill

Product Owner Value Game - Group Interviews

- Group candidates into table groups with employees mixed in at each table
- Provide the PO Value Game deck of cards with written instructions
- Tell the groups they will have 1 hour to complete 3 sprints using the game instructions
- Provide a visible location for each team to record their scores each sprint.

Pay Attention to:

- How the candidates interact with others as they figure out the rules?
- How the candidates collaborate, listen, and share opposing ideas?
- Who would you want to work with every day?



60 MINUTES

Scrum Card Game - Group Interviews

- Group candidates into groups with employees mixed in at each table (max 6 people)
- Provide the Scrum Card Game deck of cards with written instructions
- Tell the groups they will have 1 hour to play using the game instructions.



60 MINUTES

Pay Attention to:

- How the candidates interact with others as they figure out the rules?
- How the candidates collaborate, listen, and share opposing ideas?
- Who would you want to work with every day?

Role Focused Lean Coffee - Group Interviews

- Divide candidates into multiple groups with 1-2 employees mixed in at each table
- Solicit role related topics for 5-mins group discussion, also plant topics at each table
- Everyone gets 3 votes to determine viable topics for discussion
- Start discussions 5 min, roman vote, 3 min roman vote, 1 min dead topic
- Save 10 min at end to recap takeaways.

Pay Attention to:

- How the candidates interact with others as they figure out the rules?
- How the candidates collaborate, listen, and share opposing ideas?
- Who would you want to work with every day?



60 MINUTES

Expose Culture with Speed Chatting - Group Interviews

- Room setup for 1:1 and 2:1 conversations. Employee at each “station”.
- Assign each employee “station” a role of “Explorer” or “Revealer”
- Conduct six 15-mins rounds - candidates shift to new table at the sound of the timer
- Open conversations each round focused on exploring / revealing to the candidate.



90 MINUTES

INSTRUCTIONS

- When candidate arrives tell them if they are at an explorer or revealer station
- Explorer asks candidate questions, revealer answers candidate’s questions.

GOAL: provide transparency into the organizational culture, get to know the candidate.

Individual Interviews - Role Play 1

SUGGESTED INTERVIEW PANEL

- Scrum Master
- Developer
- QA
- Product Owner
- Local Agile Coach (optional)

DESIRED OUTCOMES

- Ability to differentiate between Agile (mindset) and Scrum (process).
- Ability to train a team that is new to the concepts.
- Ability to facilitate a conversation.

INTERVIEW PANEL'S NOTES

- Stay in a “beginners’ mindset”, as this is the first time you are being introduced to Agile
- Balance allowing the candidate to present ideas and asking questions for clarification
- Don’t intentionally sabotage the candidate – but do present enough pressure
- Work as a team - we do not want to jump around too much from topic to topic
- Have fun!

Individual Interviews - Role Play 2

SUGGESTED INTERVIEW PANEL

- Dev Lead, who wants to help the team find new ways to work better together
 - Developer, who thinks Agile is a buzz word
 - QA, who is skeptical that any change can make things better
 - Product Manager, who just wants their project done asap and doesn't care how
 - You – the current project manager.
-

INTERVIEWEE INSTRUCTIONS

In this exercise, you are a project manager for a project that is not going well: dates are slipping, requirements are not being met and everyone is blaming each other.

You believe that you can save the project and your team if you can convince them to transition to Scrum. This is your first meeting with the team where you will introduce them to the Agile values and principles and to the Scrum Process.

Candidate Selection - Pairing Down Options

ROMAN VOTING:

- Present candidates one at a time for voting
- 3 or 5 (be consistent) employees who interacted or observed each candidate vote
- Is the candidate someone they want to work with daily - thumbs up, down, neutral
- Candidates receiving unanimous thumbs up are retained, others are cut.

GOAL: Hire humans that make your work enjoyable, meaningful, interesting.

Don't get hung up on experience or skillset – those can be taught if necessary!

Additional Online Games to Use in Interviews

Battleship

https://docs.google.com/spreadsheets/d/1EZ9KMH9SCHWDN7mjEWnLPvNhuF_HUPyna44ApH1cQc0/edit#gid=1

All Adrift

<http://www.inf.ed.ac.uk/teaching/courses/pi/slides/pi-All-Adrift-2009.pdf>

TIME TO PLAY

Expose Culture with Speed Chatting - Group Interviews Room 1

INSTRUCTIONS:

- Spend 10 minutes brainstorming questions to ask/answer that might uncover culture. There are two sample topics below on sticky notes to give you a start.
- Plan to allow for 5 minutes per topic to ask the question and receive the response.
- Set up - for the duration of this exercise, 2 people in your Breakout Room are employees, and 1 is the candidate. Choose who will play what role.
 - For the first 3 sticky note topics, the candidate will be asking the questions
 - For the second 3 sticky note topics, the candidate will be answering the questions
- When the instructor broadcasts a message to your breakout room to shift topics, rotate to the next question for discussion, stopping wherever you are in the discussion
- Open conversations each round focused on exploring / revealing to the candidate.

We will debrief together.

Candidate: What question do you wish you had answers before you starting working here

Employer: What type/level of support do you seek from your management team?

Example: How does your company handle conflict?

Example: What are your views on failure?

Candidate: What type of training & development does company provide?

Candidate: What types of charities does your company contribute to?

Candidate: Beg for permission or beg for forgiveness environment

Employer: One thing you could change from your prior employer, what would it be?

Employer: What makes you happy and productive at work?

Employer: Summarize what'd you'd like to see with you new employer

Expose Culture with Speed Chatting - Group Interviews Room 2

INSTRUCTIONS:

- Spend 10 minutes brainstorming questions to ask/answer that might uncover culture. There are two sample topics below on sticky notes to give you a start.
- Plan to allow for 5 minutes per topic to ask the question and receive the response.
- Set up - for the duration of this exercise, 2 people in your Breakout Room are employees, and 1 is the candidate. Choose who will play what role.
 - For the first 3 sticky note topics, the candidate will be asking the questions
 - For the second 3 sticky note topics, the candidate will be answering the questions
- When the instructor broadcasts a message to your breakout room to shift topics, rotate to the next question for discussion, stopping wherever you are in the discussion
- Open conversations each round focused on exploring / revealing to the candidate.

We will debrief together.

Example: How does your company handle conflict?

Example: What are your views on failure?

Candidate: What were your red flags when you first started with the company?

What are the challenges around candidate ownership?

Candidate Selection - Pairing Down Options

ROMAN VOTING

- Present candidates one at a time for voting
- 3 or 5 (be consistent) employees who interacted or observed each candidate vote
- Is the candidate someone they want to work with daily - thumbs up, down, neutral

GOAL: Hire humans that make your work enjoyable, meaningful, interesting.

When considering the candidates:

- Is the candidate someone you want to collaborate with daily?
- Don't get hung up on experience or skillset – those can be taught if necessary!

***CREATING
A SAFE ENVIRONMENT***

When bias enters the decision

COGNITIVE BIAS CHEAT SHEET BECAUSE THINKING IS HARD



1 TOO MUCH INFO

SO ONLY NOTICE...

- CHANGES
- BIZARRENES
- REPETITION
- CONFIRMATION



3 NOT ENOUGH TIME

SO ASSUME...

- WE'RE RIGHT
- WE CAN DO THIS
- NEAREST THING IS BEST
- FINISH WHAT'S STARTED
- KEEP OPTIONS OPEN
- EASIER IS BETTER



2 NOT ENOUGH MEANING

SO FILL IN GAPS WITH...

- PATTERNS
- GENERALITIES
- BENEFIT OF DOUBT
- EASIER PROBLEMS
- OUR CURRENT MINDSET



4 NOT ENOUGH MEMORY

SO SAVE SPACE BY...

- EDITING MEMORIES DOWN
- GENERALIZING
- KEEPING AN EXAMPLE
- USING EXTERNAL MEMORY

BY @BUSTER
HTTP://BIT.LY/THINKING-IS-HARD



Cognitive Bias Game - Room 1

Brainstorm strategies on overcoming the urge to fall prey to the bias, listing at least 2 strategies. Put strategies on sticky notes

AFFINITY BIAS Affinity bias, also known as similarity bias, is the tendency people have to connect with others who share similar interests, experiences and backgrounds.

IT and
Business
folks do not
co-mingle

Hire a diverse
culture and
have
leadership
buy-in

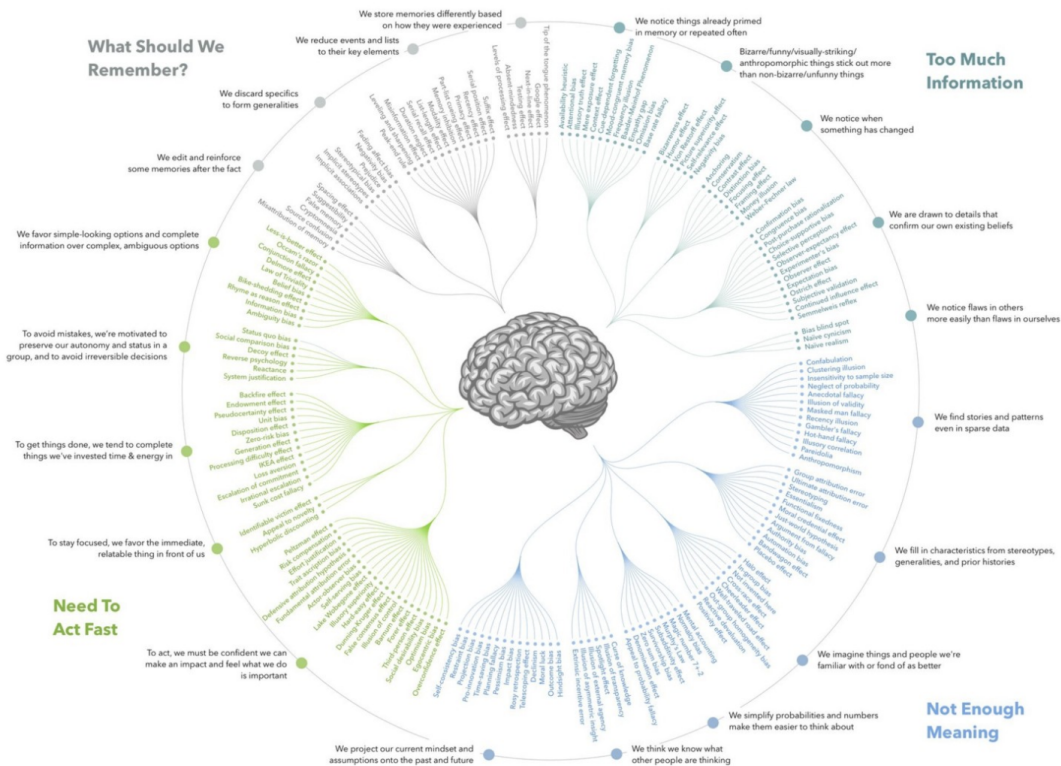
similar
dress/style

Joining charity
and community
groups to expose
yourself to
different walks of
life

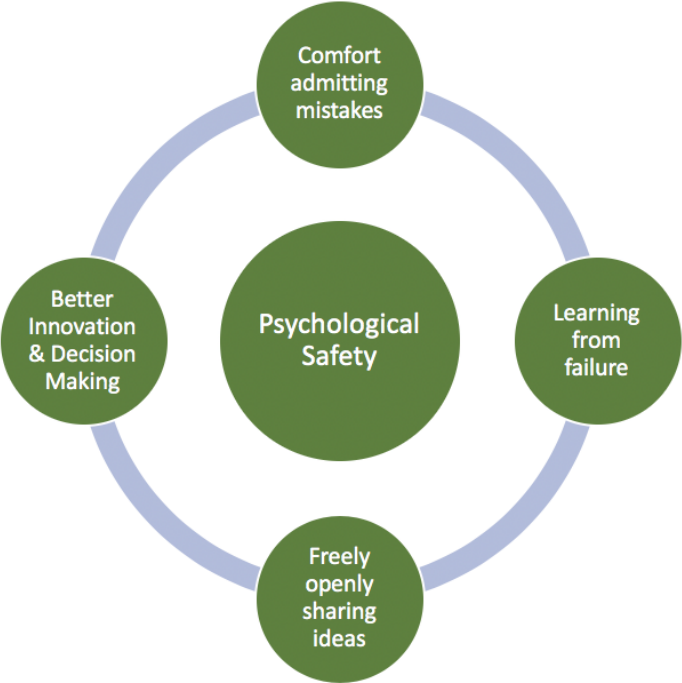
Asking
questions you
normally do
not ask or are
afraid to ask

THE HALO EFFECT The halo effect is the tendency people have to place another person on a pedestal after learning something impressive about them.

The cognitive bias codex



Psychological safety is the imperative



SUPPORTING THE DEVELOPMENT OF AGILE LEADERS

The Values of an Agile Leader

Empathy

Awareness

Trust

Growth

Neutrality

Openness

Creativity

Safety

Inspiration

Adaptiveness

Humbleness

Courage

Innovation

Value-driven

Presence

Resilience



- What do these mean to you?
- What do these make possible?

People-focus

The Actions of an Agile Leader

Catalyze for change

Coach people and teams

Model Agile/Lean
mindset and values

Nurture communication

Create a learning environment

Foster innovation

Strive for continuous
improvement

Inspire and motivate

Shape organizational
culture

Encourage fast feedback

Nurture collaboration

Delegate decisional power

Share vision

Focus on outcome vs output

Remove impediments

Promote autonomy

Celebrate success & failure

Co-create goals

Takeaways

Tap into
community
groups

Creative sourcing
and non
traditional
methodologies of
sourcing &
recruitment

Sourcing Passive
candidates,
posting jobs in
Whatsapp,
Linkedin etc.

Passive Sourcing,
Video advertising,
Looking for a right
mindset rather
than right skill set

Build
positive
company
brand

How to be a
consultant to
our client on
hiring
practices

taking better
advantage of
our sourcing
media

Hire for
culture
add!!