

# Agility in HR MasterClass

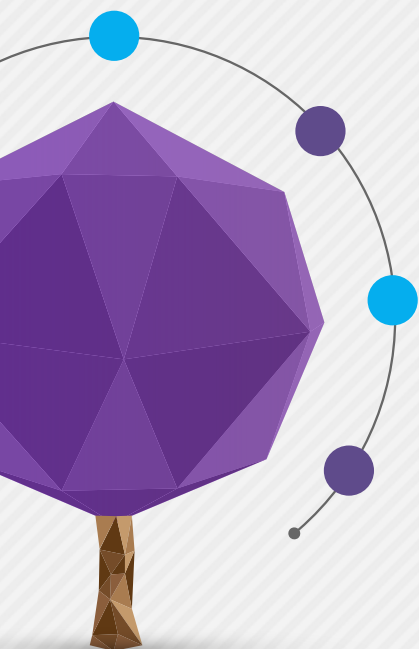
What characterizes an agile organisation?

*Adele Croucamp*



## KEY TAKEAWAYS:

- Introduction to the agile approach and how it is related to Lean and systems thinking. Why work with agility?
- What characterizes the agile mindset and how to change the traditional HR processes when we are working with agile values?
- How should HR adapt work to create maximum value in an agile organization? How should recruitment, performance evaluations and salary discussions look like?
- What concrete examples are there? How have others done? What works?
- How can you use agile techniques like Scrum and Kanban for HR?





## INTRODUCTION

Regardless if you are an agile coach, a line manager or an HR professional, you need to understand how people strategy and people operations need to change when working in a company embracing the agile value structure. How do performance management, recruitment, learning and development, compensation and benefits and the way we perform employee engagement surveys change? What are the specific skills that we need to use to run an agile transformation from a people perspective? And is there still a need to do succession planning in the future?

The training places great emphasis on practical examples and we will present a series of tools that you will be able to use when getting started on your own agile HR initiative. We take you through an agile HR case from setting goals and developing user stories for HR to implementing sprint planning and monitoring the sprint using Kanban.



## LEARNING OUTCOMES

- **How HR can support an agile organizational transformation:** Assess the current organizational structure and design a new structure that enables business agility, maximizes communication and collaboration within and among teams and enables the flow of value.
- **Goal setting and performance management in a new way:** Appraise current performance management practices and identify ways of bringing Agile thinking to enhance performance, accountability and growth.
- **Salaries and benefits for an agile organization:** Describe and contrast traditional incentive structures with Agile-friendly structures, discuss the pros and cons of each approach and explain how they could apply them to their own environment.
- **Job Roles – are they needed in the future?** Develop an organizational action plan for role modeling an agile mindset and to build new skills that will enable cross-functional teams.
- **Employee engagement in an agile manner:** Recommend different motivational tools to be applied in a context and describe how the traditional employee engagement survey is changing.
- **Talent acquisition and the candidate experience:** Design a sourcing strategy that can be used to find and acquire the “right” people to support the strategic growth of the organization taking values, culture, diversity and collaboration into the hiring decision.
- **Agile learning:** Suggest ways to enable and support a learning mindset in a team, supporting the shift from a focus on deficiencies to a focus on development of new skills and capabilities.
- **Onboarding practices for agile companies:** Design an onboarding experience that enables new employees to become a part of the organization rapidly and smoothly.
- **Why the agile mindset is HRs responsibility:** Design the talent/people elements needed to help support an Agile transition in an organization and explain how different contexts can influence the approach to be taken.
- **The needed changes in the HR core function:** Relate how the need for business agility affects the HR function and organization and how it impacts HR team members’ roles and behaviors.
- **Practical tools, templates and exercises for HR and managers:** How an HR department can work with agile tools and methods, for example with Kanban, Sprints, Scrum and Retrospectives.





Meet Your Trainer:

**ADELE CROUCAMP**

Facilitator - Agile People

Adèle is the founder of ACConsulting and the first Agile People facilitator in Austria. She is a registered Organisational Psychologist with 10 years' experience in Process Facilitation, Change Management, and Talent Management. She is also a qualified teacher and holds Honours degrees in Organisational Psychology and Educational Management. Adèle completed her Masters' degree in Social Sciences at the University of Cape Town in South Africa where the focus of her research was in the field of Talent Management. She launched her career in the mining industry in South Africa, where she was the Programme Manager responsible for developing a selection and assessment center for recruitment purposes. Working as a management consultant, the focus throughout her career has been on Talent Management and Change Management and she has experience working with various listed companies across numerous industries in multiple countries in Africa, the Middle East, and Europe. In the last years she has focused her work on developing connected, resilient individuals and teams; guiding organisations in defining their 'People strategy' and driving the implementation of the multiple aspects of this strategy. Adèle believes in the power of connection and that intentionally building bridges between people and groups will bring about positive organisational and ultimately societal change.



## WHO SHOULD ATTEND?

- Agile coaches
- Consultants
- HR managers
- HR Business Partners
- HR professionals
- Line managers
- Operational & business managers and consulting managers in both the private and public sectors.





## Day - 1

- 08:30 Registration with Welcome Coffee
- 09:00 **Warm up**
- Introduction to the training and agenda
  - Walkthrough of the Certification exercise – turnaround of a company
  - Your training goal and emerging goals for the training
- 10:30 Tea, Coffee, Networking
- 10:45 **Why Agile HR – why now?**
- The impact of big trends and the VUCA world and the drawbacks of traditional HR processes – why do we need to change now
  - State of the global workplace and what is really important for people to be engaged at work
  - Problems with the way we do trad.
  - HR and the need for a mindset change
  - Mindset sliders and the role of HR in agile transformations
- 11:45 **Structure & Culture misfit and how can HR make a difference using agile tools & methods**
- How to make teams self organize and what support to use in each team maturity stage
  - Tools, models and methods for Agile HR – using Kanban for HR
  - User stories for HR and how to work in
- 12:30 Luncheon
- 13:30 **Agile HR in practice**
- Difference between traditional and agile HR and how you move to an agile culture
  - What can you do in your organization to foster a great employee experience from the start?
  - The agile workplace and how to create prerequisites for agile teams
  - Examples and case stories of companies who started to work in an agile way with HR
- 14:30 Tea, Coffee, Networking
- 14:45 **Talent Acquisition & Onboarding**
- Kanban for Recruiting
  - What can you do in your organization to foster a great employee experience from the start?
  - Onboarding
- 15:40 Bio, Break and Fresh Air
- 15:45 **Engagement & Motivation**
- Defining employee engagement and why it's important
  - Reiss Motivation Profile for finding out why people do what they do
  - How could you change the environment to change people's behaviour?
- 16:45 **Check Out**
- Happiness Door Feedback
- 17:00 End of day 1

## Day - 2

- 08:30 Tea, Coffee, Networking
- 09:15 **Agile Leadership**
- Reflection exercise on how leaders need to change
  - The Gardener Metaphor
  - Delegation Poker, Alternative: > 9 Leadership Principles and Leadership Maturity
- 10:30 Tea, Coffee, Networking
- 10:45 **Goals & Performance**
- Why a vision is important and how to work with emerging goals
  - The disadvantages of traditional performance management and what to do instead
  - OKRs – Exercise
- 11:45 **Reward and Compensation**
- Some good practices for setting salaries and working with rewards
  - Examples of how to set salaries in companies without managers
- 12:30 Luncheon
- 13:30 **Learning & Development**
- Continuous learning and continuous improvement, the core of agile
  - Psychological safety – a prerequisite for learning and innovation
- 14:30 Tea, Coffee, Networking
- 14:45 **Increasing Organizational Agility**
- What characterizes an agile organisation?
  - Role play: The structure -culture misfit. Fishbowl: 30 reasons why transformations fail. Key take away and how to use it.
- 16:25 Bio, Break and Fresh Air
- 16:30 **Conclusion, Kudos and Check Out**
- Key Take-Aways from the last two days. Assignment /next steps. Kudo Wall. Check Out
- 17:00 End of day 2





## ● Upcoming Events

### FINANCIAL EVENTS

- Advanced RBA MasterClass September 2020
- IFRS9 MasterClass September 2020
- Initial Margin Regulation MasterClass October 2020
- Digitalization in Banking October 2020
- PSD2 MasterClass October 2020
- Internal Audit Summit 2021 March 2021
- 7th Annual Credit Risk Management Forum May 2021
- 9th Annual Retail and Corporate Payments Forum (BizzPay 9.0) September 2021

### PHARMACEUTICAL EVENTS

- CMC Biopharma 2.0 MasterClass July 2020
- Development of generics: From R&D to GMP MasterClass July 2020
- Risk and Pharmacovigilance MasterClass July 2020
- LifeScience Micro MBA MasterClass August 2020
- Signal and Risk Management in Pharmacovigilance MasterClass November 2020
- Digitalization in Pharma 2021 March 2021

### HEALTH AND SAFETY EVENTS

- Advanced Human Error MasterClass August 2020
- European HSE Management Forum 5.0 October 2020
- MBA for HSE Practitioners MasterClass November 2020
- HSE360 Summit 2021 February 2021
- European HSE Management Forum 6.0 September 2021

### HUMAN RESOURCES EVENTS

- Sales Incentive Plans MasterClass August 2020
- Advanced Compensation and Benefit MasterClass September 2020
- Personal Effectiveness Tools MasterClass September 2020
- Agility in HR October 2020
- 15th HR Minds TalentON Forum October 2020
- Advanced Organisation Design MasterClass November 2021
- HR Minds Forum September 2021

### CROSS INDUSTRY EVENTS

- Women in Leadership Summit September 2020
- Machine Learning MasterClass September 2020
- Climate Risk Financing MasterClass September 2020
- Coaching MasterClass October 2020
- Situational Leadership MasterClass November 2020
- Audit Summit 2020 March 2021
- Agile Workplace Design Forum May 2021
- Supply Chain Management Forum May 2021

## ● ● About GLC

**Global Leading Conferences (GLC)** is an industry leader in the field of business intelligence. We provide interactive & impactful business platforms and networking opportunities for senior level executives by bringing them together for B2B Conferences, Global Summits, Training & Workshops. Being customer focused and having our client's priorities at the forefront, are amongst our core values and is of high importance to the way we operate our business.

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Our commitment is to deliver the latest information to our clients, while maintaining highest quality and standards. By attending GLC events your company will be able to apply advanced strategies to your operations, gain the latest know-how's and benchmark yourself higher against the competition while enjoying a 5 star environment.

## GLC'S CUSTOM IN-HOUSE TRAININGS

### What is it?

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- Maximize ROI with a depth tailored content accordingly to your corporate needs
- 360 degrees GLC Learning experience – Individual pre-questionnaire for each participant, several case studies and post training diagnose with participants
- Maturity assessment for the team during the preparation of the course

Contact us for more information and tailored details:

[booking@glceurope.com](mailto:booking@glceurope.com)





# Registration Form

Agility in HR MasterClass

22-23 October, 2020, Budapest, Hungary

**PLEASE COMPLETE THIS FORM AND SEND BACK TO**

**FAX: +36 1 848 0520 or E-mail: booking@glceurope.com**

You are able to type the required details by clicking on the text fields.

However you are required to place your handwritten signature at the required 2 fields after printing document.

## COMPANY DETAILS

Company name: \_\_\_\_\_

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(VAT NO for EU members / TAX NO for non EU members)

Contact person: \_\_\_\_\_

Postal code: \_\_\_\_\_

Address: \_\_\_\_\_

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I agree to Global Leading Conferences Kft.'s Terms and Conditions and Global Leading Conferences Kft. debiting my card.

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Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

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Ms  Mrs  Mr Surname: \_\_\_\_\_

Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

E-mail: \_\_\_\_\_

Ms  Mrs  Mr Surname: \_\_\_\_\_

Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

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## PLEASE SIGN HERE

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Signature: \_\_\_\_\_

Booking is invalid without a signature!

\*Your signature above indicates that you have read, understand, and agree with the GLC Europe's general [Terms & Conditions](#) and the [GDPR](#) terms.

## CONFERENCE FEE

**Attendance Fee - € 1998 per delegate\***

**22 EUR administration charge will be applied**

**Get the recording of the event for an additional 200 €**



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