Why Are We Here?

AGILE

VS

WATERFALL
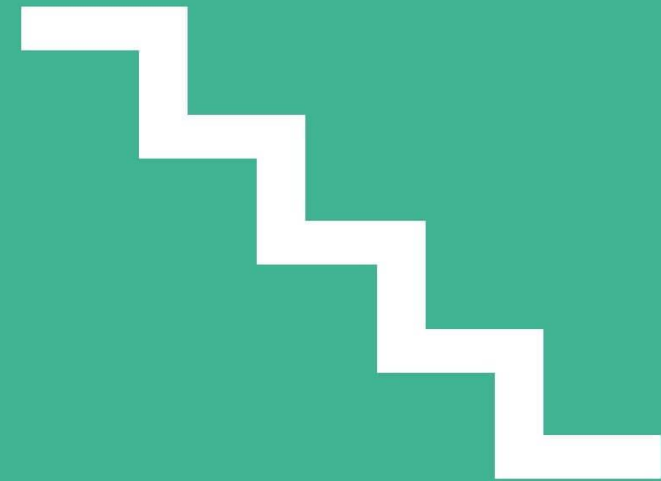
Previously on AlibabaTalk

Today …

Our Failures

Our Research

Moment of Altered Consciousness

Principles

Practices

Why Are We Here?

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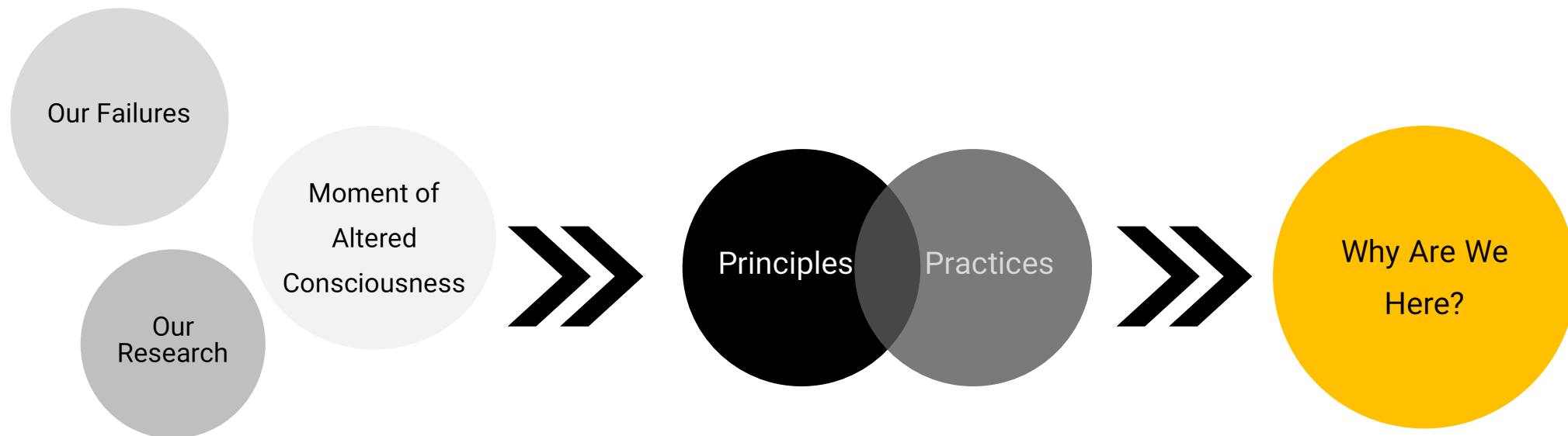
Where Everything Started?

3 Stories Triggered the Journey

1 Hamster Wheel

3 Stories Triggered the Journey

2 Walking in Darkness

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3 Stories Triggered the Journey

3 Kept in Silos

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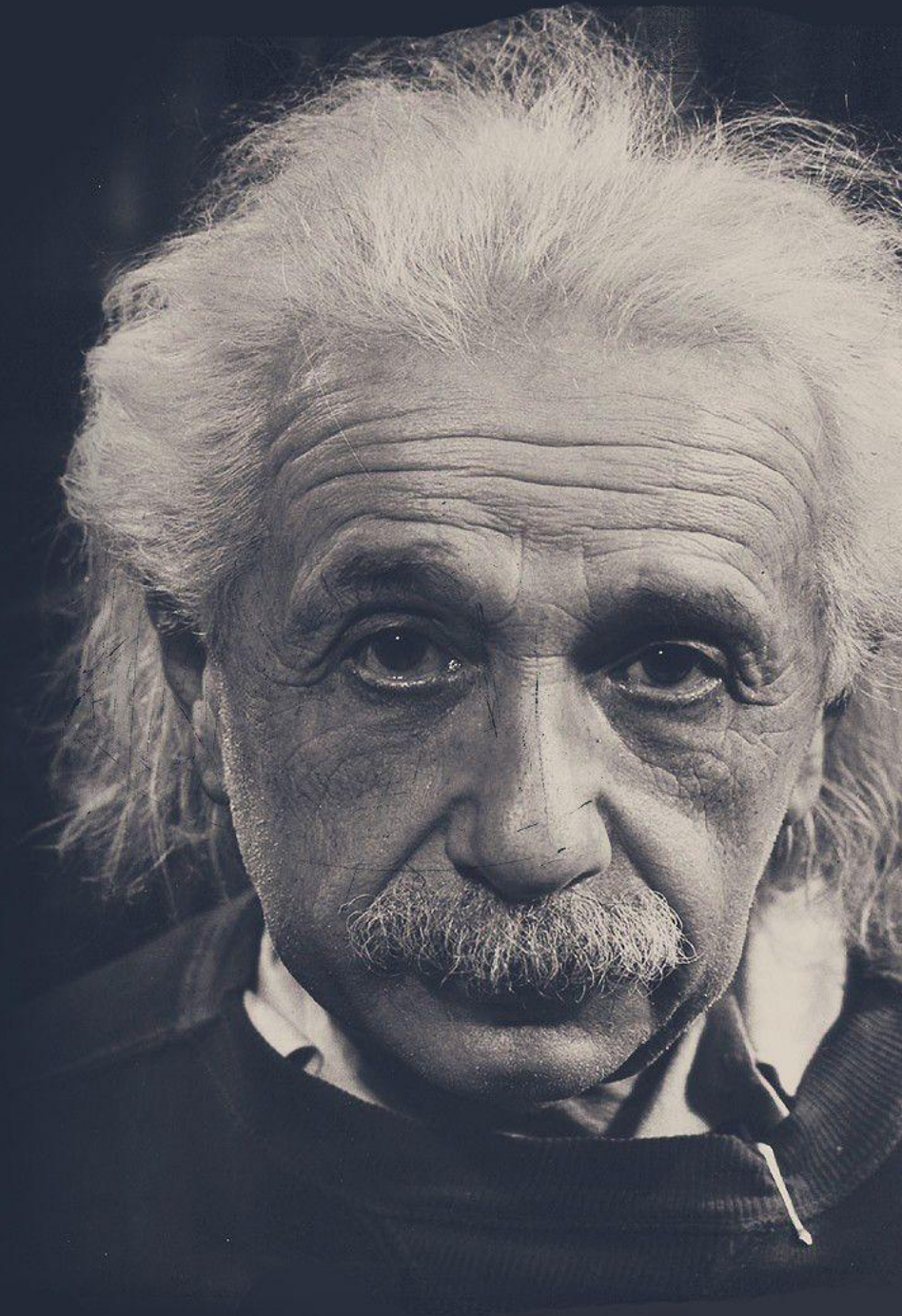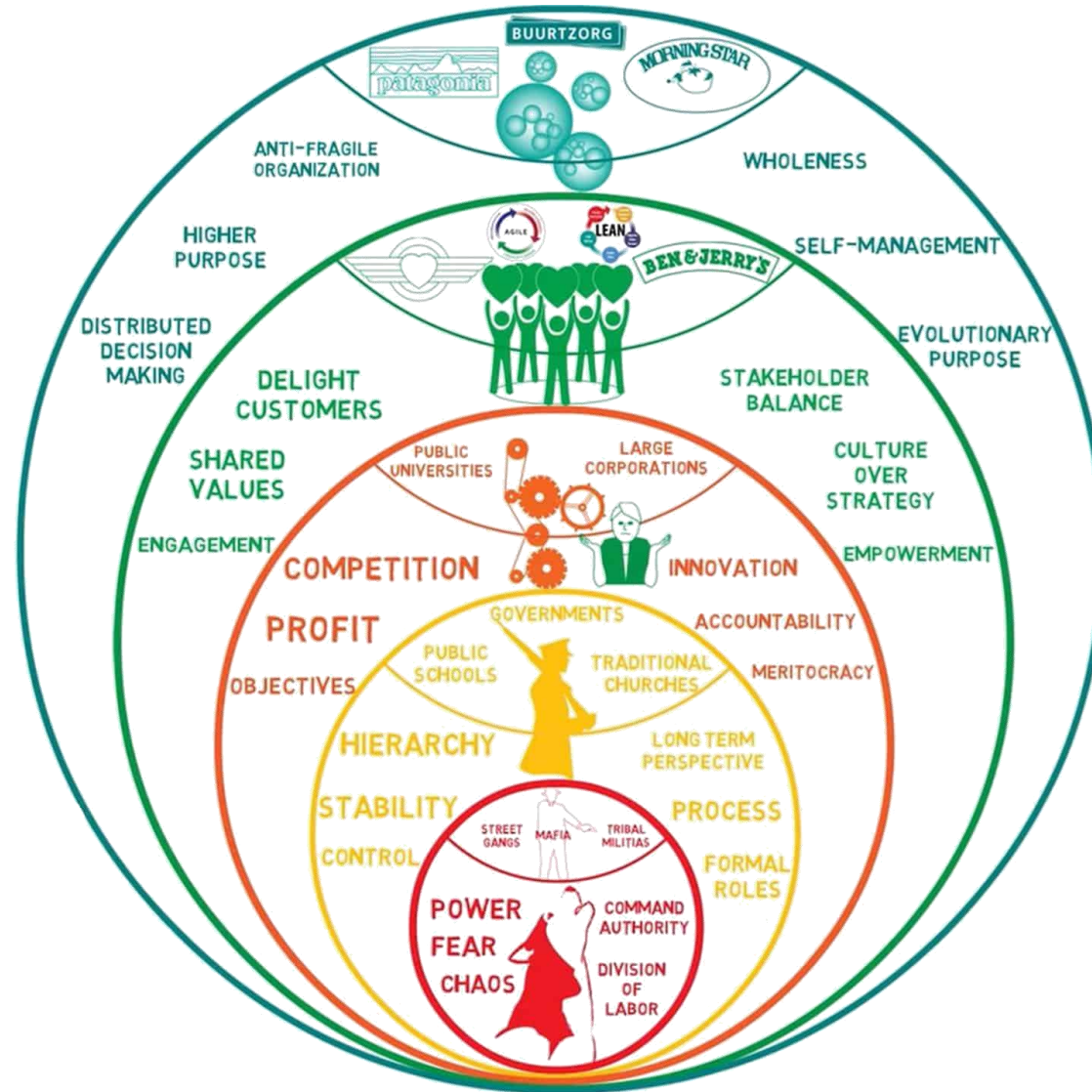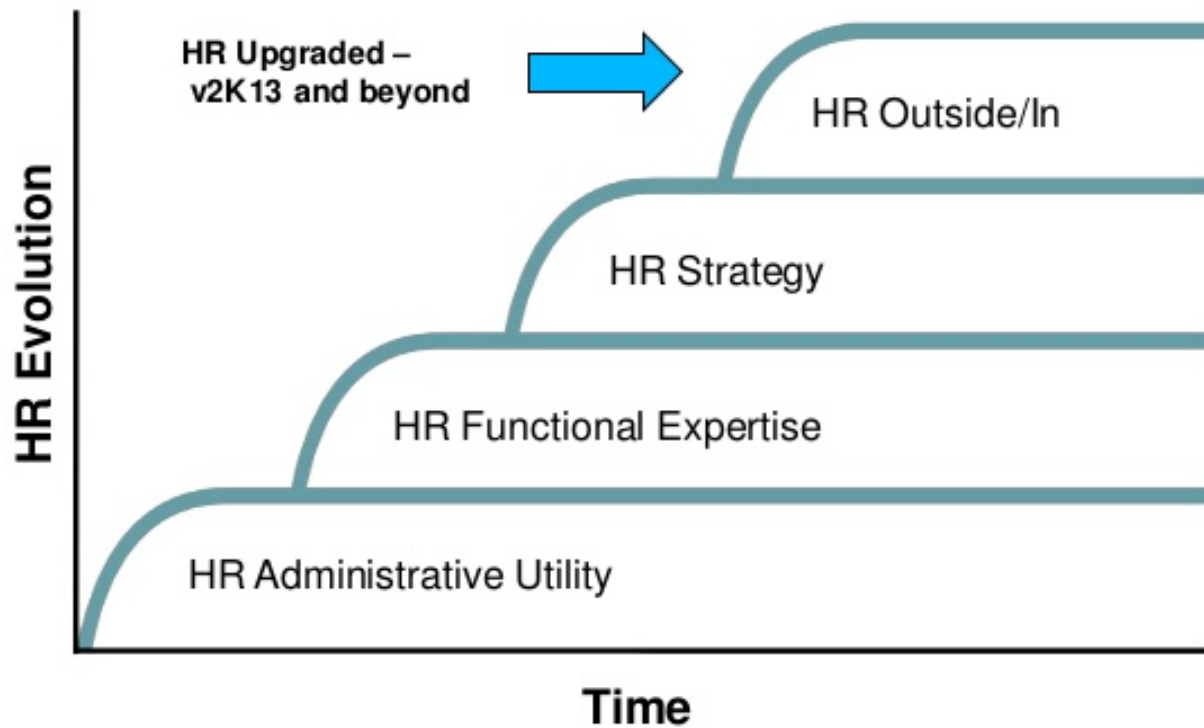
'The world as we have created it is a process of our thinking. It cannot be changed without changing our thinking.'
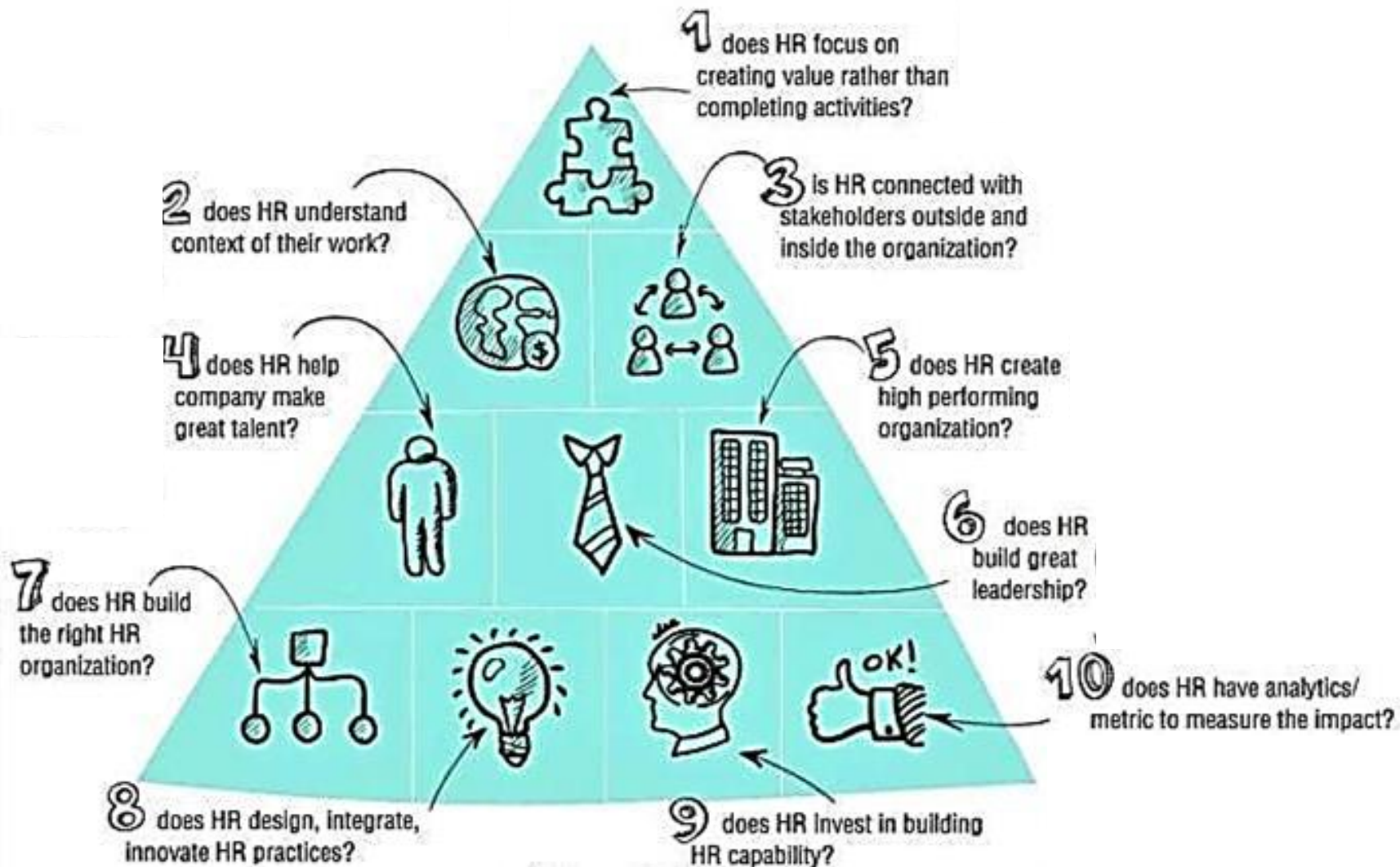
Albert Einstein

Reinventing Organizations by Frédéric Laloux

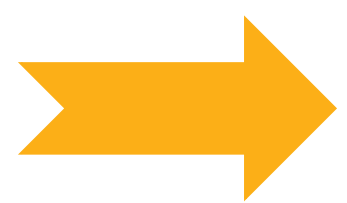HR from the Outside In by David Ulrich

1 does HR focus on creating value rather than completing activities?

2 does HR understand context of their work?

3 is HR connected with stakeholders outside and inside the organization?

4 does HR help company make great talent?

5 does HR create high performing organization?

6 does HR build great leadership?

7 does HR build the right HR organization?

8 does HR design, integrate, innovate HR practices?

9 does HR invest in building HR capability?

10 does HR have analytics/ metric to measure the impact?

What is Outside/In HR?

As Is Vs. To Be

1 Hamster Wheel ➡ **1** Customer Centric

2 Walking in Darkness ➡ **2** Value Based

3 Kept in Silos ➡ **3** Cross Functional Collaboration

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What's Our Value?

AWARENESS

ENGAGEMENT

EVALUATION

PURCHASE

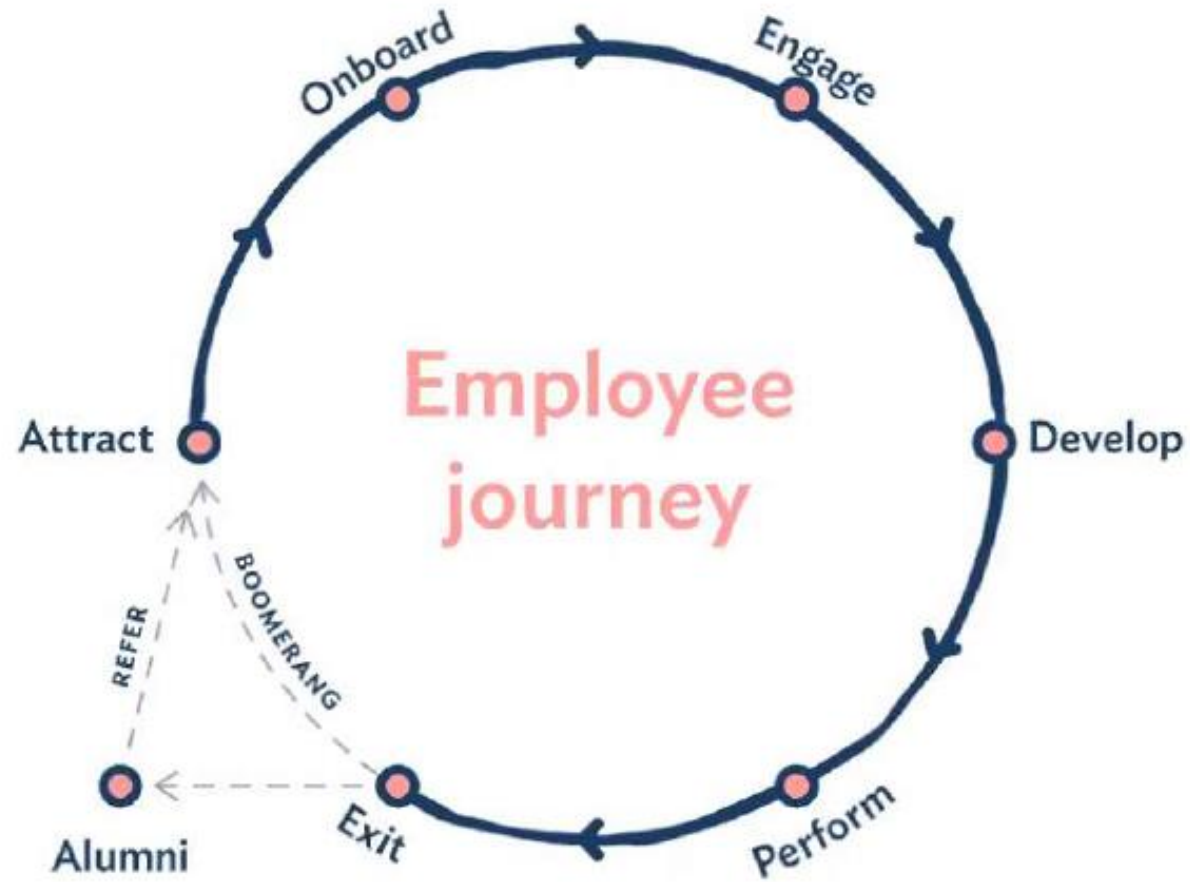POST-PURCHASE

ADVOCACY

Product Brand
Loyalty
Profitability

Customer Experience Rises!

Employee Experience

The interactions employees have throughout all touchpoints in their day-to-day work and the contexts that influence those interactions

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Employee Life Cycle by Culture AMP

Attract: conversation with recruiter, interview, offer letter

Onboard: first day, meeting team, first 1:1 with manager

Engage: celebrating work anniversary or birthday

Develop: receiving constructive feedback, first stretch project

Perform: performance evaluation, promotion announcement

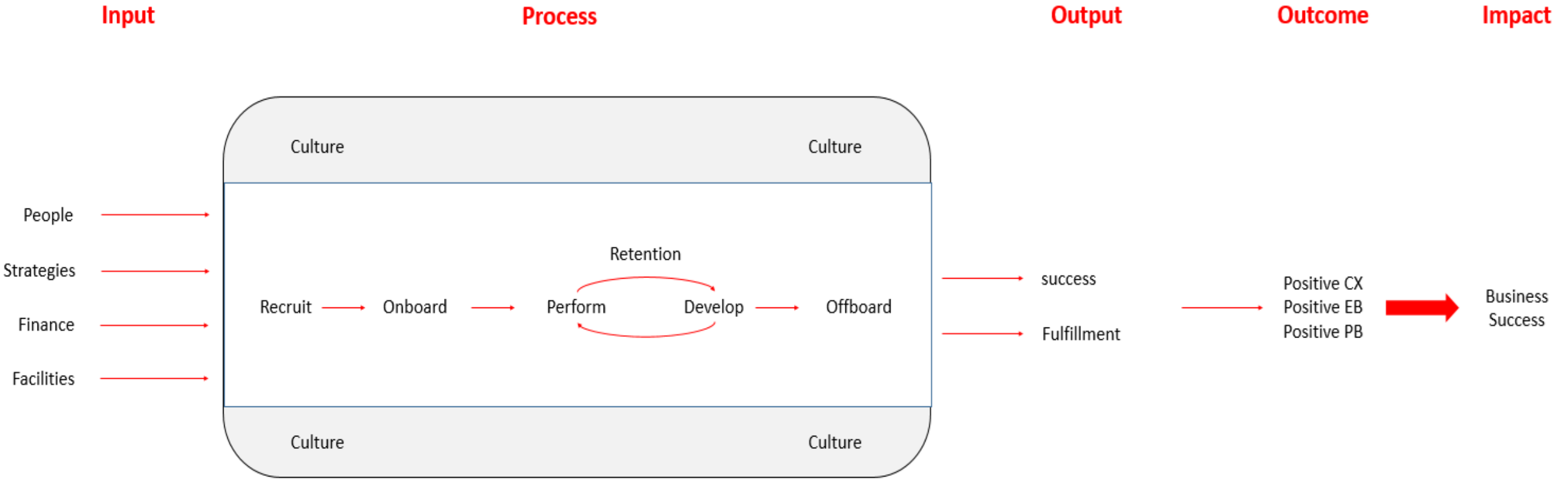**Exit:** exit interview, departure announcement

Alumni: welcome to the alumni network, next job announcement

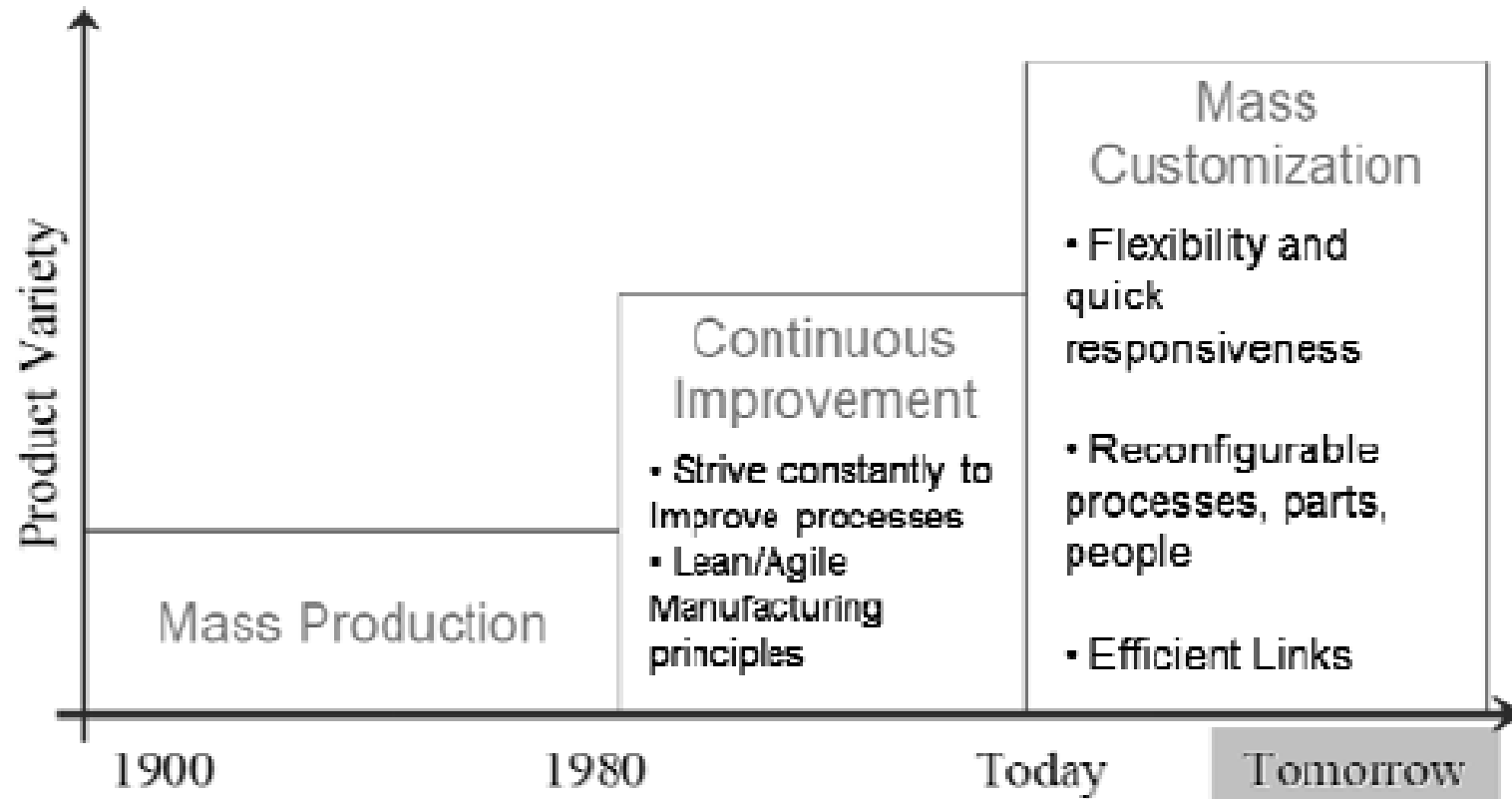**Employee Life Cycle by Culture AMP**

Google Employee Experience

Alibaba Employee Experience

How to Be Customer Centric?

We Are All Weird by Seth Godin

Empathize
Understanding people

Ideate
Generating your ideas

Define
Figuring out the problem

Test
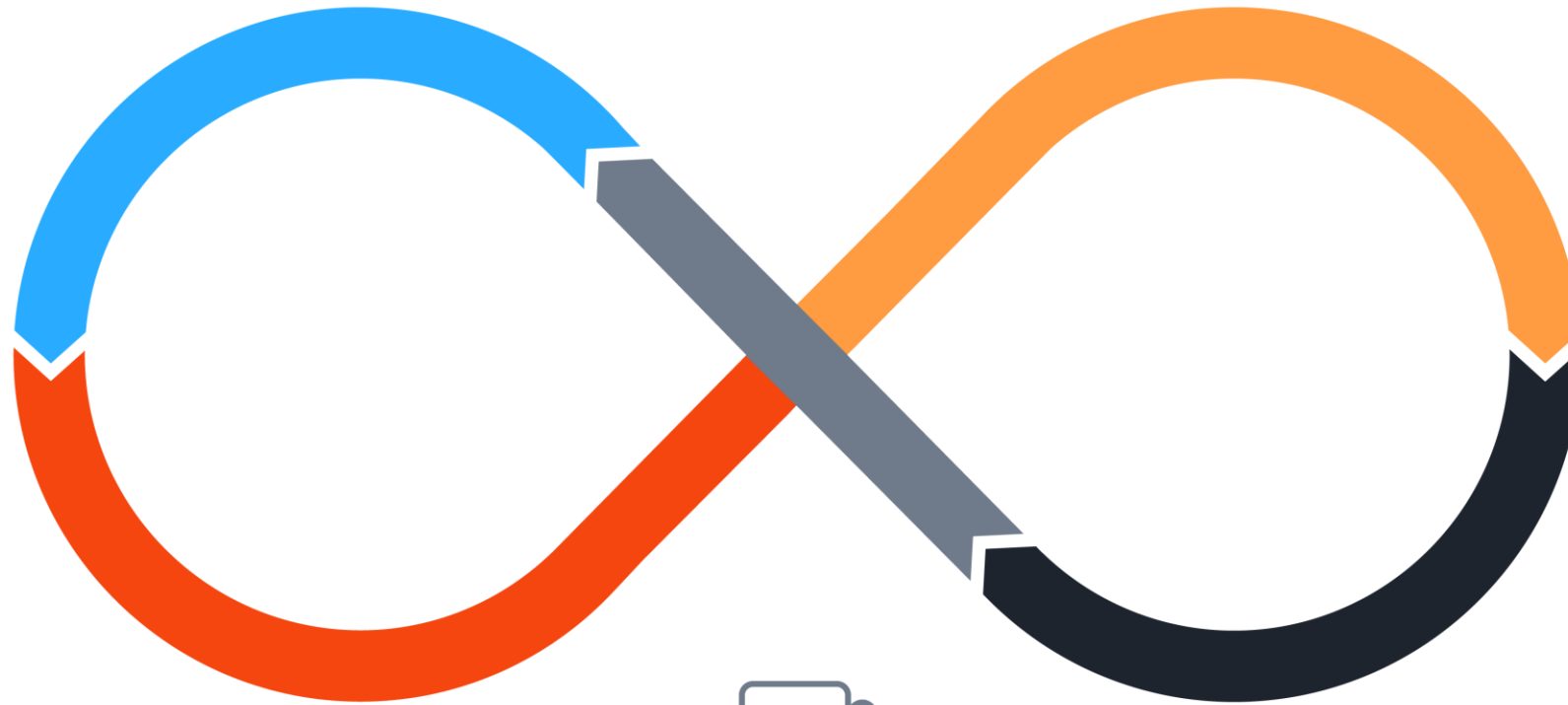Refining the product

Prototype
Creation and experimentation

Design Thinking

How to Collaborate Across Silos?

Josh Bersin

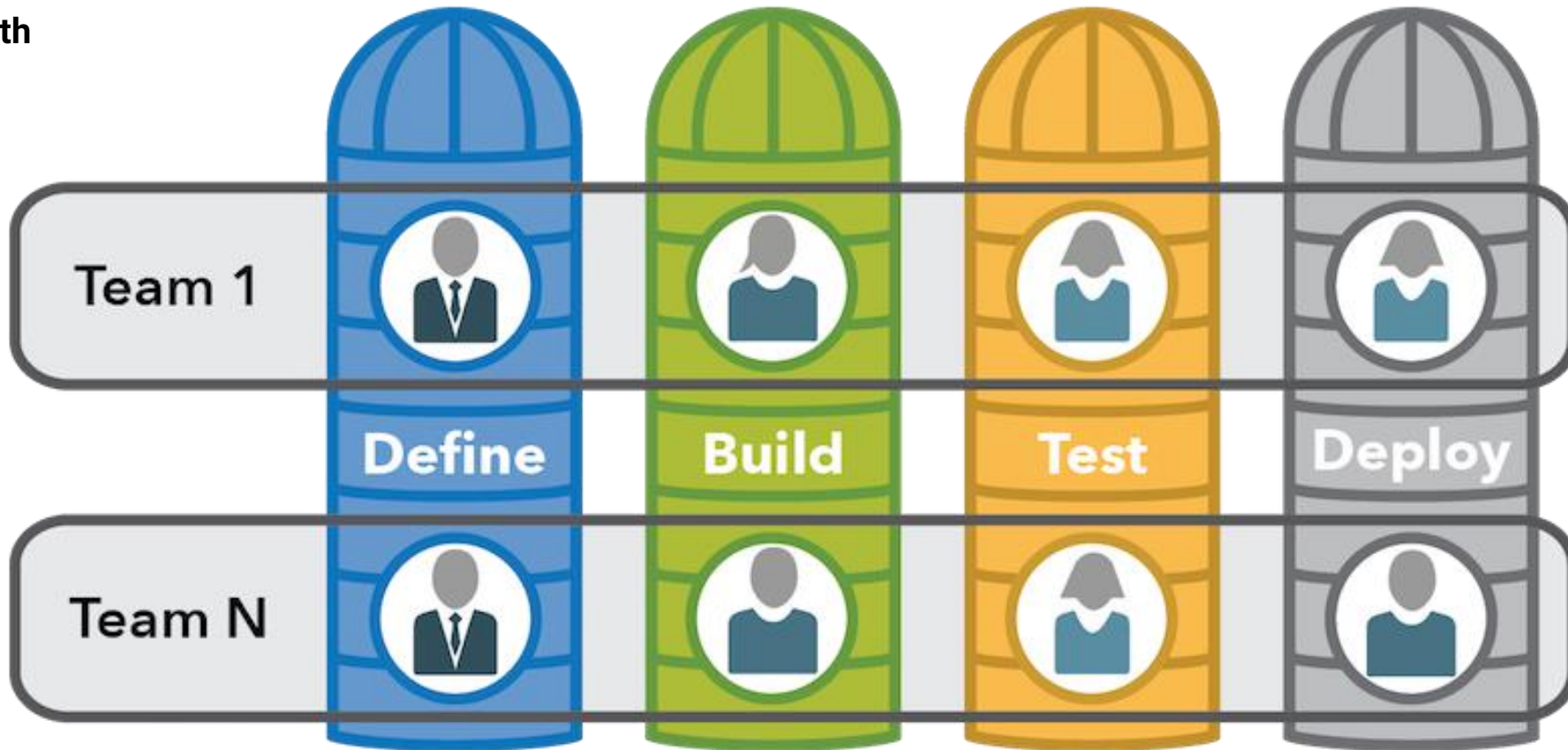**Agile in HR Has Arrived**

MAY 14, 2019

In agile we need **multi-functional** COE's, focused on **solutions**, not HR functional silos.
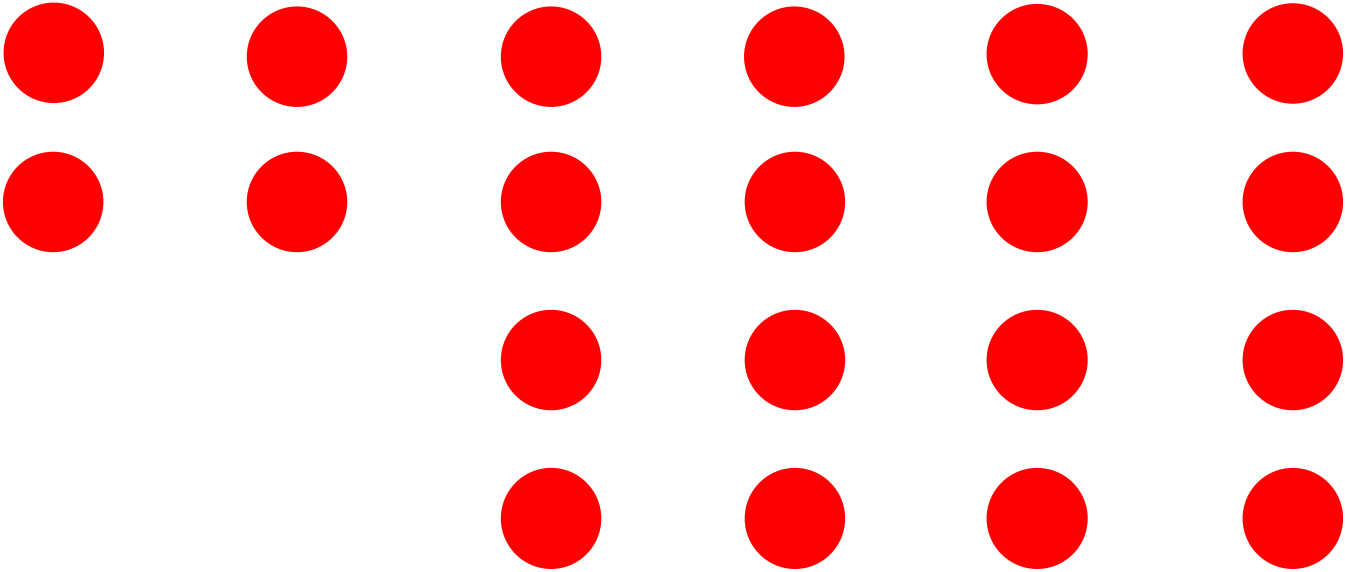
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Function / Task Path

Team 1

Define **Build** **Test** **Deploy**

Team N

Solution / Value Path

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Cross Functional Collaboration

Products

| Culture | Recruit | Onboard | Perform | Develop | Offboard |

Chapters

R&D	HR Core
Communication & Implementation	Full Stack HR
	HRBP
Support Infrastructure Environment	People Infrastructure
	People Operation

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Needs expressed

People

Needs received/discovered

Full Stack HR / HRBP / HR Core

Needs analyzed

Chapter Leads

Team gathered
Solution provided
MVP built

Project Owner

Chapter Lead

Full Stack HR

People Champions

MVP delivered and feedback gathered
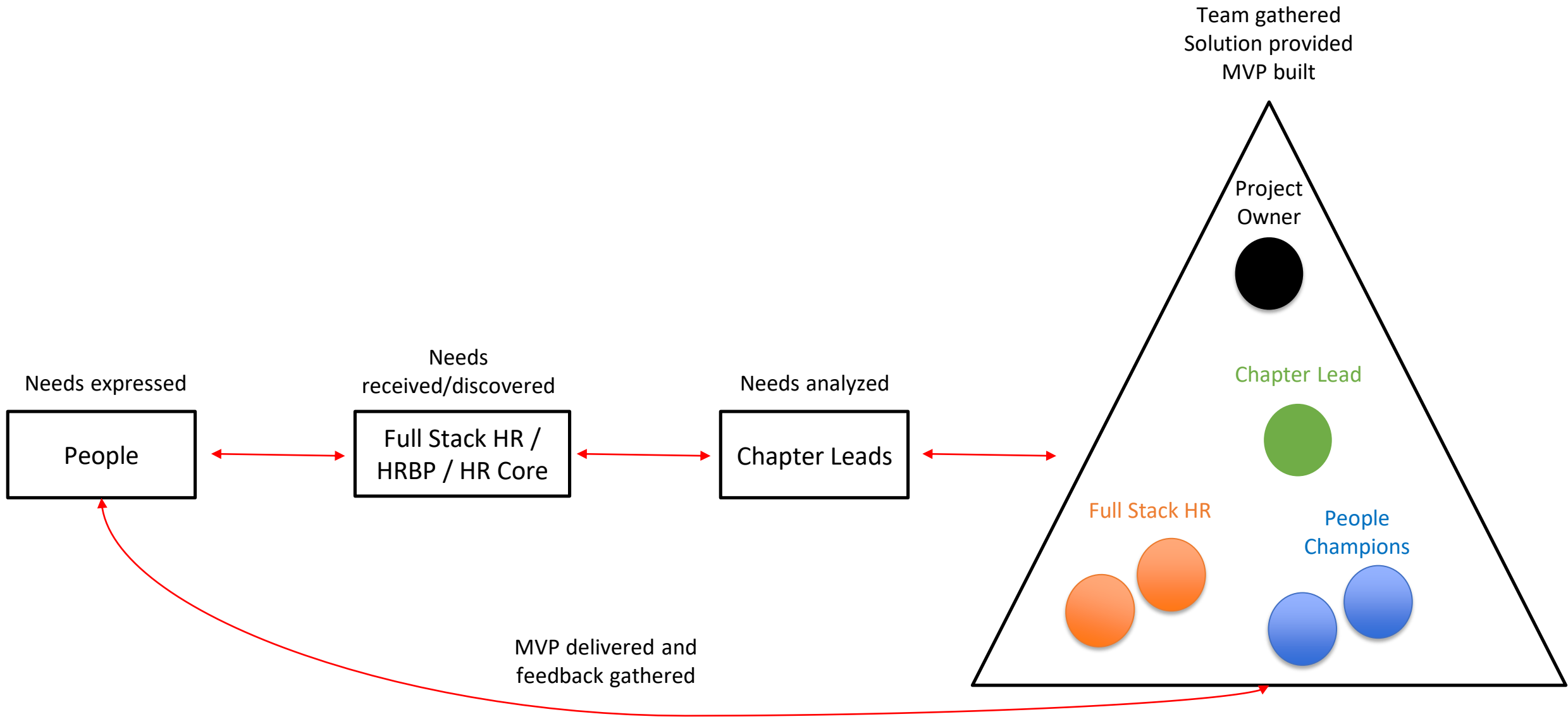
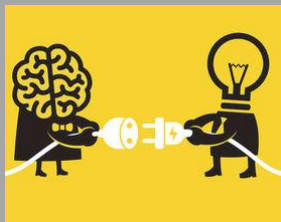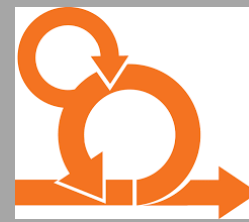# How Work is Done?

Some Best Practices

Wrap-Up

Co-create
Employee Experience
with the customers

Evidence-based
decision making
like a scientist!

Iterative
improvements
validated by feedback

Cross-functional
teams with
T-shaped people

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To co-create an experience

full of success and fulfillment

through agile approaches.

'Wake up in the morning inspired to work, feel safe at work and come home fulfilled.'

Simon Sinek

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Thank you for your attention ;-)