Agile HR

April 12, 2016
Today’s agenda

• Agile HR Theory

• Performance Management Transformation
  – Market data on Reengineering Performance Management
  – Comcast Technology + Product Performance Management Transformation

• What does the future look like?

• Let’s hear from you!
Agile HR Theory
Why do we need Agile Organizations?

• Accelerated Globalization
• Talent and Skills Imbalance
• Emergence of Big Data

WORKFORCE
• Young
• Connected
• Global
• Mobile

New Models for Career

WORKPLACE
• Specialized
• Diverse
• Performance-Driven
• Team-Oriented

New Models for Work

THE AGILE ENTERPRISE
• Highly Connected Virtual Teams
• Collaboration to Meet Customer Needs Rapidly
• Using Data to Make Decisions

New Models for Management
What do millennials want?

• 60% think 7 months of work means they’re “loyal”

• 80% want to give performance appraisals to their boss

• 2/3 want to be creative in their job

• Their “team mates” are the most important people at work

• 60% select a company based on its “sense of purpose”
How CEOs Define Agility

1. Rapid Decision-Making
2. A High-Performance Culture
3. Flexible Management of Teams
4. Transparent Availability of Information
Agile permeates all aspects of the Enterprise …

<table>
<thead>
<tr>
<th>Agile Management</th>
<th>Agile Leadership</th>
<th>Agile Learning</th>
<th>Agile Talent Acquisition</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Growth in Coaching &amp; Development Model</td>
<td>• Agile leaders are experts</td>
<td>• Continuous Learning environments</td>
<td>• A continuous, never-ending process</td>
</tr>
<tr>
<td>• Change or abandon the rating</td>
<td>• They are hands-on managers</td>
<td>• Understand the capability model</td>
<td>• Employment brand as core</td>
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<td>• Goals frequently updated</td>
<td>• They serve as a coach</td>
<td>• Performance consulting, not just design</td>
<td>• Mine the referral network</td>
</tr>
<tr>
<td>• Social rewards and recognition</td>
<td>• They are at all levels of the organization</td>
<td>• Globalize L&amp;D function</td>
<td>• Social media and new technology</td>
</tr>
<tr>
<td>• New talent management software tools</td>
<td>• Leaders have global awareness</td>
<td>• Growth in mobile and gaming</td>
<td>• Leverage and use BigData</td>
</tr>
</tbody>
</table>

… Including Human Resources
Agile Model of HR

“The Agile Model of HR states that human resources job is not just to implement controls and standards, and drive execution – but, rather to facilitate and improve organizational agility. This changes HR’s mission and focus. Driving agility means driving programs that create adaptability, innovation, collaboration, and speed”

- Josh Bersin
New Rules and Roles for HR

**Traditional Management**
*Focus on Control & Alignment*

*Creates:* Execution, Order, Control

**HR’s Job:** Implement controls, standards, and systems to **drive alignment & execution**

**Agile Management**
*Focus on Speed & Customers*

*Creates:* Adaptability, Innovation, Speed

**HR’s Job:** Implement programs, systems, strategies, which **foster expertise, collaboration, and decision-making**
The Four Phases: Changing Drivers for HR Transformation

Stage 1: Efficiency

Stage 2: Effectiveness

Stage 3: Responsiveness and Agility

Business-Driven HR

Support Business Plan for the Future

Operational HR

Serve Staff Automate

Integrated Talent Management

Enable Decisions and Management

Evolution of Human Resources and Enabling Technology
Evolution of HR Structure

Centralized HR

“Anarchy”
Uncoordinated
HR staffs, tools,
vendors, consultants

Small to Mid Sized
Organization

Rationalized
HR Service Delivery

“Rationalized”
Efficient
Standard platforms
Roles defined
Service delivery optimized

Focus: Platforms,
efficiency, service delivery,
role clarity

Large Global
Organization

Optimized
Business-
Integrated
HR

“Business Optimized”
Federated: Coordinated
Intelligent at the end nodes
Highly trained and
empowered HR partners
External intelligence and
networks of expertise

Focus: Talent, Leadership,
Management, Global
Localization
Challenges for Modern HR

• Need to develop leaders at all levels, globally and locally

• Younger workforce than ever before with new and different demands

• Broader spans of control and global teams

• Low levels of engagement, high competition for top talent

• Technology still not integrated, analytics not mature

• Innovation and success demands collaboration and engagement

• Performance management weak, succession weak

• CEOs and CXOs demand HR to “solve talent problems”
What High-Impact HR Business Partners Do

What does the HR Business Partner role do?

- Providing Decision Support: 66%
- Employee Relations: 48%
- Workforce Strategy: 28%
- Manager Inquiries: 28%
- Coaching Executives & Managers: 41%
- Employee Inquiries: 18%
- HR Program Training: 10%
- Data Gathering & Reporting: 7%
- Performance Management: 3%
- Orientation: 3%

Green bars represent High Impact HR, while blue bars represent All Others.
Examples of Agile HR Strategies

• Training leaders at all levels of the company to act as hands-on coaches, not “managers”
• Designing the organization into small, high-performance teams that set their own targets
• Creating customer interactions within all groups and functions in the company
• Delivering a strong, focused mission and values to keep everyone aligned
• Creating systems with lots of transparent information, i.e., what are our goals, who is working on what project, who are our experts
• Implementing “systems of engagement” not just “systems of record”, i.e. collaboration, information-sharing, project management
• Building a focus on continuous learning and learning culture at all levels
• Implementing a strong external employment brand that attracts “the right type” of people
• Hiring and promoting experts, not general managers
• Encouraging and teaching people to give each other direct feedback
• Creating programs for peer-to-peer rewards and recognition
• Developing programs to foster diversity in teams
Performance Management Transformation
I FINISHED YOUR PERFORMANCE REVIEW.

TERRIFIC. IT'S NINE MONTHS LATE AND ALL YOU DID WAS SIGN WHAT I WROTE.

I THINK I ALSO READ IT, BUT I'M NOT 100% POSITIVE.

YOU MISSED ALL OF YOUR GOALS.

BECAUSE OF POOR MANAGEMENT.

I'LL GO INTO MORE DETAIL WHEN I DO MY 360-DEGREE REVIEW OF YOU.

I MEANT TO SAY YOU'RE DOING GREAT.

THAT'S WHAT I MEANT TO SAY TOO.
High Dissatisfaction with Performance Management

MARKET FEEDBACK ON PERFORMANCE MANAGEMENT

- **3%** reported the performance management systems delivers exceptional value (Mercer)
- **48%** reported the performance management systems needs further work to be effective (Mercer)
- **23%** said their company was above average in the way PM is conducted (Society for Human Resource Management)
- **90%** of HR heads believe they do not yield accurate information (CEB)
- **95%** of managers are dissatisfied with their performance management systems (CEB)
- **39%** of companies have lately* reviewed their performance management (Mercer)
- **48%** are currently evaluating or plan to review their performance management (Mercer Snapshot Survey 2015)
- **8%** of HR respondents believed that their PM process drives business value (Deloitte)

CHANGES / ALTERNATIVES PERFORMANCE MANAGEMENT (EXAMPLES)

- Changes in process pattern
- Changes in PM philosophy
- Elimination of rating / rankings
- Segmented approach

A growing number of organizations are looking for alternative approaches to performance management.


* 1-3 years
How much does Performance Management Cost?

• Some companies have begun to tally the cost of performance management and experienced “sticker shock.” Millions of hours and dollars per year are being dedicated to what is largely viewed as a bureaucratic, “check-the-box” process.

Research from the Corporate Executive Board (CEB) found that the average manager spends more than 200 hours per year on activities related to performance reviews – things like sitting in training sessions, filling out forms and delivering evaluations to employees. When you add up those hours, plus the cost of performance management technology itself, CEB estimates that a company of about 10,000 employees spends roughly $35 million a year to conduct reviews.

Companies who have conducted their own cost-benefit analyses have found similar figures to be true:

• Adobe was spending 80,000 hours, equivalent to about 40 FTEs, on performance review tasks per year. “It was like having a small start-up dedicated solely to reviews,” said their SVP of People & Places.

• Deloitte totaled their review-time at 2 million hours per year. “We wondered if we could somehow shift our investment of time from talking to ourselves about ratings to talking to our people about their performance and careers,” they said in a recent HBR article.

• The Gap found that they were spending 130,000 hours and $3.3M of payroll per year on their annual review process.
What if Ratings demotivate employees?

- Humans are social beings who crave the approval of others. When we receive a numerical rating – especially one that has compensation and career implications – our brains are overcome with a “threatened” response that impairs good judgment.

**Traditional review processes trigger a neurological “fight or flight” response in employees that can stifle engagement, learning and creativity.**

- Multiple articles in Mercer’s research referenced a neuroscience-based framework called the SCARF model, which posits that five organizational factors have an immense, but often unnoticed, effect on negative human reactions. These factors are:
  - **Status** – Am I considered better or worse than others?
  - **Certainty** – Am I certain my hard work will get me a better rating?
  - **Autonomy** – Do I have any control over what will happen?
  - **Relatedness** – How do I make myself look better than others?
  - **Fairness** – Am I being treated fairly?

- When an organization’s perceived level of any SCARF factors is low, people feel threatened and perturbed, which impairs their productivity and willingness to show commitment. **Performance reviews trigger the perturbed feeling in all 5 ways.**

**What would this look like in the workplace?** “A supervisor might say, with the best of intentions, “You were ranked number 2 this year, and here are some development actions for the future.” In this company, which scores its appraisals on a 1–3 scale, a 2 ranking is supposed to represent high praise. But a typical employee immediately disengages. Knowing that others were ranked still higher is enough to provoke a brain hijack. The employee may not say anything overtly, but he or she feels disregarded and undermined—and thus intensely inclined to ignore feedback, push back against stretch goals, and reject the example of positive role models.”

-- from “Kill Your Performance Ratings,” by David Rock, Josh Davis and Beth Jones

**Source:** Mercer 2015
What are Companies doing today?

The emerging practices in new performance management systems are geared towards more frequent, forward-looking and development-focused feedback, with adjustments to or elimination of traditional ratings. The major categories shown below are often used in combination.

- “Crowdsourcing” feedback
- Coaching model with frequent and flexible check-ins
- Eliminating traditional performance ratings
- Delinking compensation and performance management

Source: Mercer 2015
# How Performance Management is Changing

## Top-Down Annual Performance Process
- Top-Down Approach
- Cascading Goals
- Annual Event
- Big Bureaucracy Involved
- Lots of Forms and Automation Needed
- Focused on Rating and Forced Ranking
- Compensation Tied Directly to Rating
- HR-Driven and HR-Centric Process

## Continuous Management and Feedback
- Team-Centric
- Aligned but Local Goals
- Ongoing
- Weekly / Monthly Check-ins
- Simple Tools, Agile, Mobile, Easy to Use
- Focused on Continuous Development, No Ranking
- Compensation Based on Many Factors
- Management-Driven Driver of Culture

Source: Bersin by Deloitte, 2014
Crowdsourcing Feedback

As some companies flatten out their management hierarchies and encourage more team-work, they are using online and/or mobile platforms to enhance their feedback processes. Applying a social approach can provide employees with increased performance management ownership.

- Employees and managers can identify people to provide feedback from all directions (e.g., peers, managers, direct reports) and employees can self-select to provide feedback to a colleague (anonymously, privately, or publicly).
- The main idea is that more/constant feedback from a wider audience is stronger than feedback from a single point of view, i.e., leveraging power in numbers to ascertain deeper insights.

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broader distribution of performance management ownership; increased personal accountability.</td>
<td>Requires a feedback-rich culture.</td>
</tr>
<tr>
<td>Especially appropriate with project-based teams, where management changes from project to project.</td>
<td>Could be time-consuming without the usage of technology to support the feedback frequency.</td>
</tr>
<tr>
<td>Applicable for all levels of the workforce (i.e., does not need to be reserved for higher level employees).</td>
<td>Not necessarily scalable (as companies increase headcounts).</td>
</tr>
<tr>
<td>Increased integration of peer-sourced feedback can allow for more frequent recognition and rewards, leading to increased morale and retention.</td>
<td>Feedback may tend towards extreme reviews (positives and negatives).</td>
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<tr>
<td></td>
<td>Rating fatigue (resulting in lower quality reviews).</td>
</tr>
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</table>
The Coaching Model

Bersin and Associates developed a spectrum of performance management philosophies that range from Competitive Assessment to Coaching and Development. A growing number of companies are shifting to the Coaching and Development model, with the belief that employees grow through development, not internal competition.

Two Philosophies of Performance Management

**Competitive Assessment (~30% of companies)**
- Core belief: People rise to their best through competition
- Appraisal focuses on comparing employees
- Tight link between appraisal scores and compensation

**Coaching and Development (~70% of companies)**
- Core belief: People rise to their best through support
- Appraisal focuses on coaching and developing employees
- Looser link between appraisals and compensation

Source: Mercer 2015
## Bersin’s Two Philosophies of Performance Management

<table>
<thead>
<tr>
<th>Underlying theory</th>
<th>Competitive Assessment Model</th>
<th>Coaching and Development Model</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>By carefully evaluating people against their goals and each other, we will create a higher-performance organization</td>
<td>By identifying people’s strengths and weaknesses against a given position, we can coach and develop people to improve performance</td>
</tr>
<tr>
<td>Behaviors which are reinforced</td>
<td>Quantitative assessment of performance, bonuses tied to specific goals and objectives, comparative evaluation</td>
<td>Development planning, careful identification and communication of critical competencies, self and 360 assessment</td>
</tr>
<tr>
<td>Underlying belief</td>
<td>We want “high-performers” in our organization.</td>
<td>We want “the right people” and “the right behaviors” in our organization.</td>
</tr>
<tr>
<td>What we Reinforce</td>
<td>Corporation as a collection of processes and high performing individuals.</td>
<td>Corporation as a place for people to fulfill their potential and become successful.</td>
</tr>
</tbody>
</table>
The Coaching Model

The ultimate goal of a coaching model is for managers to provide coaching and support on a regular basis, as-and-when direct reports require it. To be successful, managers need to establish trust, believe in employees’ growth potential, and stay committed to the process over time in order to create a sustained culture of high performance.

How often should coaching sessions occur?
Quarterly at minimum – although the eventual goal is to move away from seeing coaching as an “event” at all (“I have to go to my coaching session with my manager”), but rather an ongoing process.

What does a manager need to do to become an effective coach?
1. Establish trusting relationships with employees.
2. Have a “growth mindset” – believe that employees can grow potential and exceed their own expectations.
3. Stay committed to the process – don’t allow coaching conversations to shift towards short-term deadlines.

What are manager’s common concerns for implementing this model?
1. “I won’t always have the ‘right’ answers.”
2. “I won’t have the time needed to commit to the coaching relationship.”
3. “I don’t have the natural ability to guide employees in broader topics like career, satisfaction, and development.”

Source: Mercer 2015
The Coaching Model: Google Case Study

In 2009, Google set out to “build better bosses.” The company developed a list of 8 manager behaviors highly correlated to success, then incorporated results into trainings. “The point is to provide the data and make people aware of it, so that managers can understand what works and, just as important, what doesn’t,” said execs.

The Problem: Google’s quarterly performance reviews saw huge swings in the ratings that employees gave to their bosses. This was a major problem; research shows that “having a terrible boss” is one of the 3 main reasons that people leave a company.

The Research: Google launched Project Oxygen with the mission to build better bosses. Statisticians analyzed performance reviews, feedback surveys, and nominations for top-manager awards, then correlated phrases, words, praise and complaints to develop a final list of 8 factors that make an effective manager (shown to the right).

The “A-ha” Moment: Laszlo Bock, Google’s VP of People Operations, was struck by the simplicity of the rules and the fact that applying them doesn’t require a “personality transplant” for a manager. “What it means is, if I’m a manager and want to get better, and I want more out of my people and I want them to be happier, two of the most important things I can do is make sure I have some time for them and be consistent,” he said.

Implementation: Once Google had its list, the company started teaching it in training programs, coaching and performance review sessions with individual employees. For some managers, Google offered one-on-one coaching from internal coaches on staff.

Results: “We were able to have a statistically significant improvement in manager quality for 75% of our worst-performing managers,” Mr. Bock says. Those results show in feedback surveys from team members. “I’m doing a lot more,” said one manager. “I’ve gotten direct feedback where [my direct reports] have thanked me for being more clear.”

Eight Behaviors of Highly Effective Managers

1. Be a good coach.
2. Empower your team and don’t micromanage.
3. Express interest in team members’ success and personal well-being.
4. Don’t be a sissy: Be productive and results-oriented.
5. Be a good communicator and listen to your team.
6. Help your employees with career development.
7. Have a clear vision and strategy for the team.
8. Have key technical skills so you can help advise the team.
The Coaching Model: Adobe Case Study

In 2011, Adobe’s HR team scrapped their rating system after consistent engagement survey results identifying it as an area in need of change. Instead, they implemented “Check-ins” – ongoing discussions between employees and managers about goals, careers, and development.

The Problem: Despite thousands of hours and a high price tag, Adobe found its performance management program was demotivating employees and driving out high performers.

The Research: The People Resources team crowdsourced internal feedback and found that employees wanted more feedback – on a regular basis, not just once a year. Meaningful feedback came too late in the existing process for employees to make any improvements. The goal was to create a program that shifted managers from critical judges to helpful coaches.

The Redesign: The “Check-in” program is based on three interlinking concepts: expectations, feedback, and growth and development. Instead of filling out endless forms, employees and managers would engage in ongoing discussions to set expectations and commit to them in writing – either using a sheet of paper, cloud-based document, or any other tool with which they were comfortable.

Adobe’s Detailed Strategies for Providing Feedback

1. Authenticity—Be honest and true about the feedback given to recipients.
2. Positive Intention—Make clear that the goal of feedback is to help recipients improve and grow.
3. Direct and concise—Feedback shouldn’t be an exhaustive process that occurs once a year, but rather a regular and brief event.
4. Allow for questions/Clarity—Feedback is about a conversation, not a set of instructions.
5. Tangible examples and suggestions—The best feedback addresses specific issues.
6. Plan of action with accountability—Develop and follow through on a plan for improving skills.
7. Acknowledgment/appreciation—Remind recipients how much you value their contributions and show appreciation for their achievements.

Implementation:

1. **Senior leadership sessions addressed employee sentiments and concerns that came from redesign focus groups.** Members of the team were asked to set an example by engaging in regular feedback and holding managers accountable for engaging in feedback with their employees. Sessions explored how to set up expectations more effectively and provide more impactful feedback.

2. **Targeted equipping sessions for managers and employees prepped them for the new Check-in approach.** They were introduced to more detailed strategies for giving and receiving feedback, broken into 7 essential elements (shown above).

3. **In total, Adobe held 19 sessions** on feedback and expectations, and the material was replayed online approximately 1,500 times.

Source: Mercer 2015
Ten Factors in a Modern, Healthy Performance Management Process

1. Philosophy, purpose, and culture
2. Make goal-setting agile, local, and meaningful
3. Use check-ins instead of annual review
4. Reduce impact of ratings (or eliminate)
5. Focus on coaching and development
6. Redesign compensation process
7. Create a culture of recognition
8. Eliminate steps and simplify
9. Use metrics and measurement aggressively
10. Train and Develop managers carefully
Recognition Drives Retention

![Graph showing the voluntary turnover rate for different levels of recognition: Excellent (5) with 7.2%, Fair (3-4) with 8.7%, and Poor (1-2) with 10.5%. A box states: 31% Reduction in voluntary turnover!]

Effectiveness of Recognition Program at Improving Employee Engagement
Comcast T+P
Reimagining Performance Management with Reflektive

Real-Time Engagement Suite

Real-Time Feedback
- Email Widget
- Recognition Wall
- #Hashtags
- Manager 1x1s

T+P Agile Performance Management

Goals
- Email Widget
- Goal Commentary

Performance Reviews
- 360 Reviews
- Performance Analytics

Agile Performance Suite

Morale & Recognition
- Email Widget
- Morale Polls
- Rewards
Comcast T+P
2016 Philosophy/Approach

**BEFORE**
- Focus on performance rating
- Annual, static and obscure
- What you achieve not how
- Cumbersome and inconsistent
- Top down discussions
- Calculator required

**GOING FORWARD**
- Focus on meaningful feedback
- Flexible, dynamic and transparent
- Considers results and behaviors
- Aligns with T+P’s agility driven culture
- Empowers employees and managers
- Accountability required
We are innovative and agile.
The way we support our talent needs to reflect our culture.

Our new performance management process is all about our people’s development:

- **Clear expectations** about both results and behaviors
- **Meaningful, timely feedback** with ongoing coaching from managers and holistic input from colleagues
- **Integrated technology** designed for real-time feedback
Comcast T+P
Performance Management Framework

**GOALS**

**ALIGN EXPECTATIONS FOR INDIVIDUALS WITH STRATEGY**

Align expectations at individual level with the overall organization’s strategic goals and vision through appropriate goal cascade.

**COMPETENCIES**

**DEFINE DESIRED BEHAVIORS BY LEVEL**

Establish the playbook for how individuals need to behave in order to be successful at a given level within the organization.

**360 REVIEW**

**IDENTIFY STRENGTHS & AREAS FOR IMPROVEMENT**

Broaden the dialogue beyond manager and employee to gain a more holistic view into areas of progress and/or development.
Comcast Technology + Product
Performance Management Overall Model

**GOALS**
- Aligned with T+P Goals

**BEHAVIORS**
- 12 Level Based Competencies

**360s**
- Quick questionnaire with quantitative & qualitative elements

**PERFORMANCE IMPACT**
- Three buckets of performance
- Further grouped to inform reward decisions
Recognition

• Operating Principles

• Hashtags

• Slack Integration
#kudos Slack Channel

Kristin Trader recognized Kerry Donnelly:

"Kerry, Thank you for all the work to help with the automated IDM emails."

Like or Comment

February 2nd

Jess Sant recognized Leigh Ann Shaffner:

"Thanks for letting me check out this Reflective thing (here's my first post from the Mac application) #thinkdifferently"

Like or Comment

February 4th

Tracey Yerkes:

joined #kudos by invitation from @jsant

February 5th

Jessica Marie Sant recognized Tracey A Yerkes:

"Thanks for helping research the EcoBill implementation details!"

Like or Comment

Jessica Sant - OoO / Remote

Like or Comment

LeighAnn Shaffner recognized Kerry Donnelly:

"Thanks for streamlining onboarding and making it a great experience! #simplify"

Like or Comment
Reflektive Recognition Wall
#Hashtags & Manager 1x1s

Recognition & Feedback

My Team's Feedback

Andy Bernard
Sales Representative

Thanks Received: 15
Earned Points: 350

#Hashtags:
- #execution
- #aptitude
- #leadership
- #culture

Give feedback to Andy

Last 3 Months

Andy Bernard
Sales Representative

Let's chat about setting up better meeting agendas.

Andy Bernard
Sales Representative

Andy, great job rallying the troops and getting the paper shipment to our new customer on time! #execution #aptitude

Jim Halpert

19 days ago

Like

Write a comment...

Jim Halpert

21 days ago
Email Widget & Morale Tracking

- Today, I’m...
  - Your response will be anonymous
  - 50 people have responded

- Give Feedback
  - Thanks!
  - Private Feedback

- Your Corporate Email
Goal Setting
360 Reviews

My Review To Do List

1. Select Your 360 Reviewers
   - Search for at least 3 more peer reviewers that can provide you with 360 feedback. You will be able to add/delete reviewers until your manager approves the list.

2. Approve Team's Reviewers
   - Add 1 peer reviewer

   Jim Halpert
   Assistant Manager

   Michael Scott
   Manager

   Andy Bernard
   Sales Representative

   Ryan Howard
   Temp

   Pam Beesly
   Sales Representative

   Angela Martin
   Senior Accountant

   Darryl Philbin
   Warehouse Foreman

   Peer Reviewer 3

3. Review Colleagues

4. Deliver Reports

Step 2: Approve Reviewers for Your Team

Due 04/05/2014

As a Manager, you must approve the Reviewers each member of your team has selected. You can also add/delete Reviewers as you see fit.

Feedback For Kim Gallagher

Due 12/11/2014

Saved 1 minute ago

6. What should this person start doing?
   - More detailed feedback...

7. What should this person stop doing?
   - More detailed feedback...

8. What should this person continue doing?
   - More detailed feedback...

Save progress  Submit
What does the future look like?
The Evolution of Management Thinking

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<tr>
<th>The Industrial Corporation</th>
<th>Hierarchical Leadership</th>
<th>Collaborative Management</th>
<th>Networks of Teams</th>
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<tbody>
<tr>
<td>Operational Efficiency</td>
<td>Profit, Growth, Financial Engineering</td>
<td>Customer Service, Employees as Leaders</td>
<td>Mission, Purpose, Sustainability</td>
</tr>
<tr>
<td>Industrial Age</td>
<td>Management by Objective</td>
<td>Servant Leadership Work Together</td>
<td>Empower the Team</td>
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<td>People as Workers</td>
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<tr>
<td>Andrew Carnegie</td>
<td>Jack Welch</td>
<td>Howard Schulz</td>
<td>Netflix, Google, Facebook, Amazon</td>
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<tr>
<td>Henry Ford</td>
<td>Peter Drucker</td>
<td>Steve Jobs</td>
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<tr>
<td>The Corporation Is King</td>
<td>The Executives Are King</td>
<td>The People Are King(s)</td>
<td>The Teams and Team Leaders Are Kings</td>
</tr>
<tr>
<td>&lt;1950s</td>
<td>1960s-80s</td>
<td>1990s</td>
<td>Today</td>
</tr>
</tbody>
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Source: Bersin by Deloitte, 2015.
The Simply Irresistible Organization

<table>
<thead>
<tr>
<th>Meaningful Work</th>
<th>Great Management</th>
<th>Fantastic Environment</th>
<th>Growth Opportunity</th>
<th>Trust in Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomy</td>
<td>Agile Goal Setting (ie. OKR)</td>
<td>Flexible, humane work environment</td>
<td>Facilitated talent mobility</td>
<td>Mission and purpose</td>
</tr>
<tr>
<td>Selection to Fit</td>
<td>Coaching &amp; feedback</td>
<td>Recognition rich culture</td>
<td>Career growth in many paths</td>
<td>Investment in people, trust</td>
</tr>
<tr>
<td>Small Teams</td>
<td>Leadership Development</td>
<td>Open flexible work spaces</td>
<td>Self and formal development</td>
<td>Transparency and communication</td>
</tr>
<tr>
<td>Time for Slack</td>
<td>Modernized Performance Mgt.</td>
<td>Inclusive, diverse culture</td>
<td>High impact learning culture</td>
<td>Inspiration</td>
</tr>
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</table>
Let’s hear from you!

• *Is your organization practicing Agile HR? If so, tell us about their practices?*

• *What agile changes would be the most meaningful and relevant to you?*

• *Questions, thoughts, feedback?*