

Performance Management (PM) meets Agile

How does that work?

Guest Speaker: Rishita Jones

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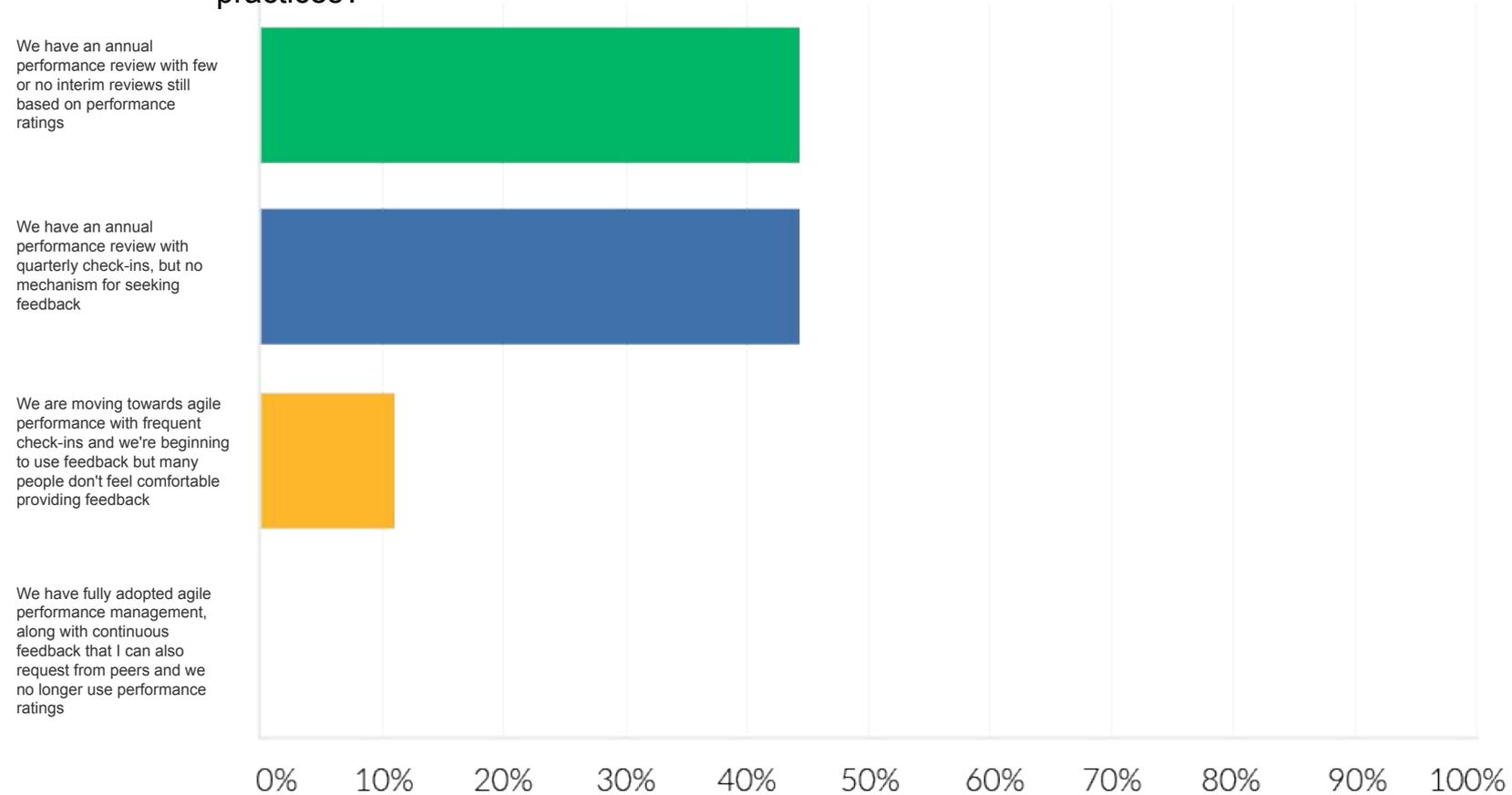
Founder of [NRG-HR](#)



Topic Overview

1. What is Agile
2. Agile Manifesto
3. Agile feedback loop (Plan-Do-Act-Check)
4. Traditional PM and agile PM
5. The benefits of agile PM
6. Is agile PM only suitable for agile organisations?
7. Steps to Implement agile PM
8. Example
9. Agile as the performance management system
10. Conclusion

Where would you describe your organisation in relation to performance management practices?



What is Agile?



Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions	over process and tools
Working software	over comprehensive documentation
Customer collaboration	over contract negotiation
Responding to change	over following a plan

Learn more at agilealliance.org

The 12 Principles of Agile

- 1 Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- 2 Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- 3 Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- 4 Business people and developers must work together daily throughout the project.
- 5 Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- 6 The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- 7 Working software is the primary measure of progress.
- 8 Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- 9 Continuous attention to technical excellence and good design enhances agility.
- 10 Simplicity – the art of maximizing the amount of work not done – is essential.
- 11 The best architectures, requirements, and designs emerge from self-organizing teams.
- 12 At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Advancing the principles of Agile



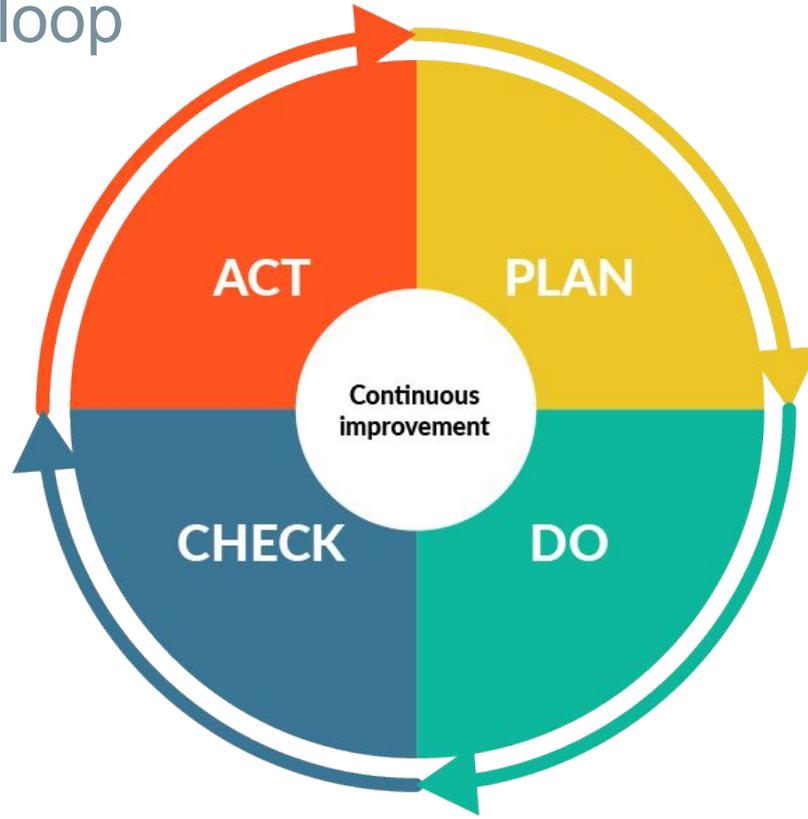
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THE MANIFESTO AUTHORS

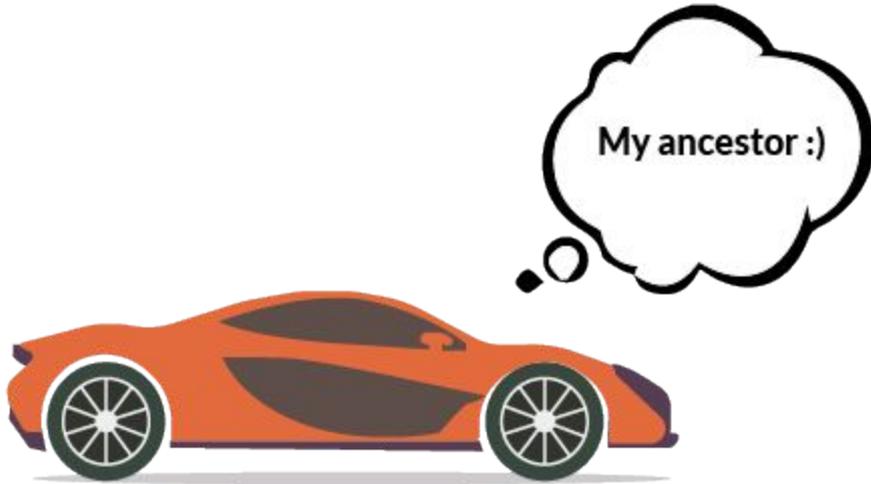
Kent Beck	Alister Cockburn	Robert C. Martin	James Greening	Ron Jeffries	Kim Schwaber
Mike Cohn	Ward Cunningham	Steve Mellor	Jan Hightower	Jon Kern	Jeff Sutherland
Eric van Breda	Martin Fowler	Dave Thomas	Andrew Hunt	Brian Marick	

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Agile feedback loop



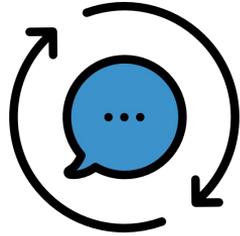
Traditional PM and Agile PM



Traditional PM and Agile PM

Traditional	Agile
Annual Feedback	Continuous Feedback
Static goals set yearly	Adapts goals throughout the year
Individual goals	Team goals
Performance review focused on past achievements	Performance conversation focused on future
Manager reviews	Crowdsourcing
Training courses for development	Coaching and just in time learning methods

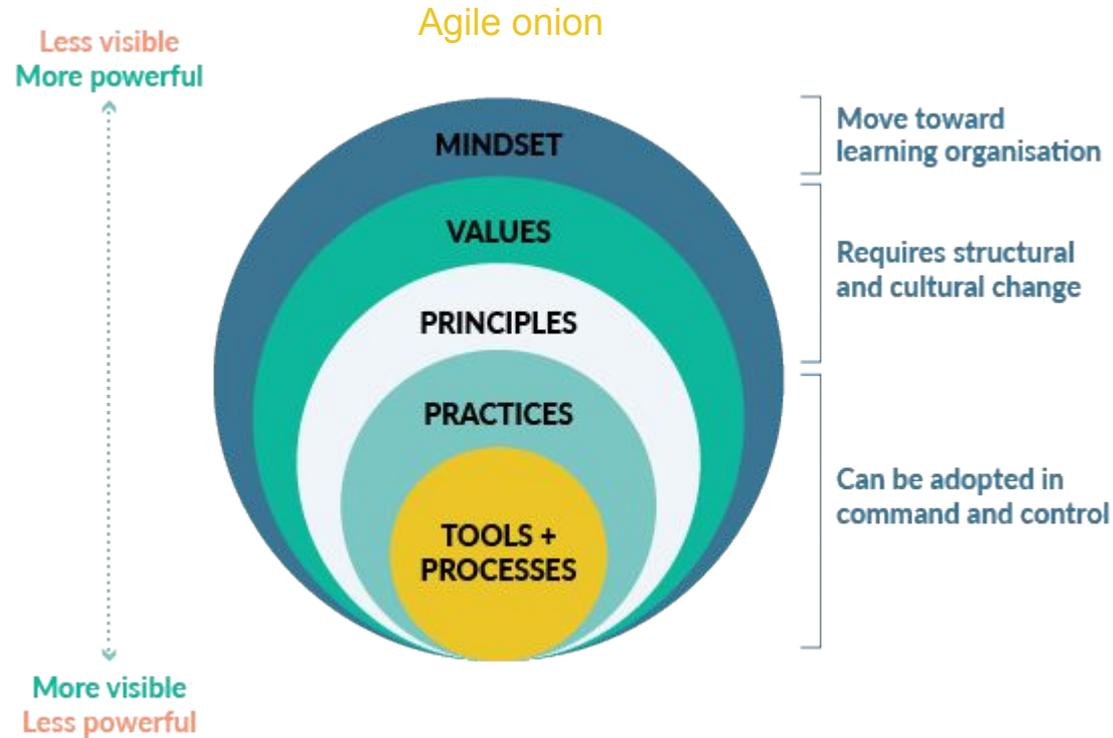
What does it actually mean?



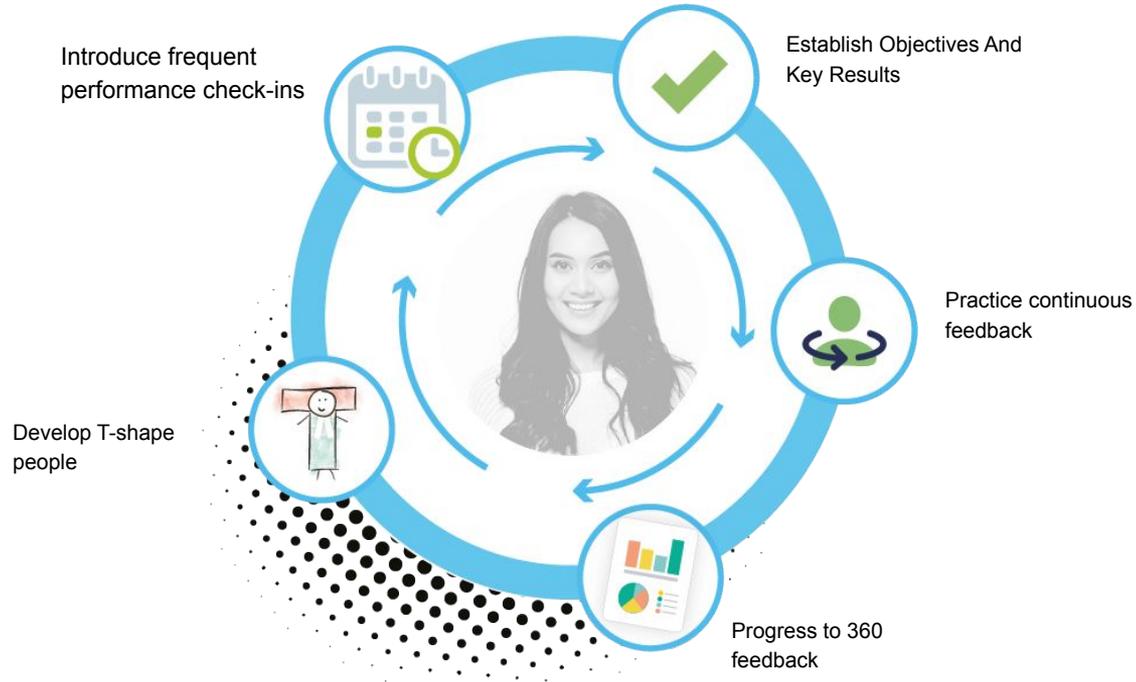
The Benefits of Agile PM

Frustrations	Benefits
PM process does not reflect and support the changing pace of organisations	Frequent check-ins and continuous feedback allow increased organisational adaptability
Employee feedback is vague and is focused on the past	Employee feedback is relevant, actionable and part and parcel of the culture
Managers who hide behind processes and systems	Managers nurture a culture of accountability and ownership
Employees' lack accountability	Employees are more empowered
Vague goals that are difficult to measure and often uninspiring	Employees know their Objectives and Key Results (OKRs)
A manager's measure of performance is often subjective	Managers get an objective picture of performance due to 360 feedback
Cumbersome and time-consuming process which is an add-on	Performance feedback and reviews become part of way of working

Is agile PM only suitable for agile organisations?



Steps to Implement agile PM



You know what to do...But how do you do it?

What not to do....

Assume everyone will see the benefits

Not use change management

Give up at the first hurdle

What to do....

Start slow

Do internal research

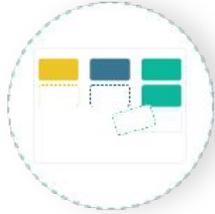
Experiment with one small team

Measure the results

Be aware of cultural differences and needs.

Agile as the performance management system

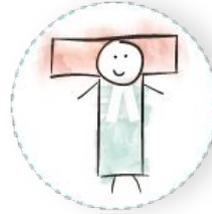
Scrum or Kanban Board



Cross-functional team iteratively delivering value together



T-shaped people



Standups



Review



Retrospective



Portfolio + Prioritisation



Working agreement



Examples

Kennedys
Legal advice in black and white

RIVER ISLAND

NETFLIX

accenture 

Google

Goldman
Sachs



sky




Microsoft


Adobe


adidas®

ING 

Conclusion

FROM

setting static individual goals once a year

functional goals cascaded from the top

activity or input based targets

feedback and improvement based on past review and performance

setting low performers a low rating and managing them out

having one conversation that covers performance, development, feedback and rewards

annual reviews

TOWARDS

adaptive collective goals reviewed regularly

OKRs set by teams and employees themselves that synch and align to organisational goals

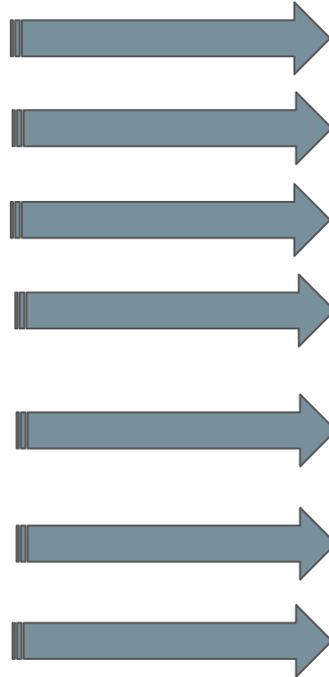
impact based goals

immediate feedback and improvement that can be applied in the next iteration of work

real-time conversations to first explore reasons of low performance followed by support for immediate improvement

separate conversations for each

frequent check-ins and continuous conversations for constant realignment





Riina Hellström

Confirmed next webinar guest
Date: TBC (target end of November)



Agile HR
COMMUNITY

