The "People Runway" of the ART

Overcoming the Hidden 'People Debt' Impediment
by Fabiola Eyholzer & Michael Stump

CHAT WITH US LIVE DURING SESSION

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THE PROBLEM

We have wide-spread, hidden 'People Debt' impediment

What Is Happening?

THE GOOD
It is commonly accepted, that people are key to the success of the ART

THE BAD
There is a lack of commitment and follow through that leaves the ART vulnerable to high 'people debt'

THE UGLY
Many people are aware of the challenges, but no one is fully taking charge and addressing them

What Is 'People Debt'?

▸ People Debt is a concept that reflects the implied costs and risks accumulated by neglecting and underestimating the human aspect of collaborative, challenging and innovative work and forgoing investment in people and workforce dynamics.

▸ "Unpaid" people debt leads to:

  – Lower morale and engagement

  – Inferior value delivery and customer satisfaction

  – Deteriorating innovation capacity

  – Decreased resilience and adaptability

What are your HR / People challenges?

Where is the People Debt in your ART?

What are Telltale Signs of A People Debt Culture?

- Performance means successful task completion
- Individual performance ratings
- Ratings as basis for HR practices
- Strong focus on (cost) efficiency
- Low creativity and innovation
- Learning happens mostly mandated in (virtual) classroom training
- Potential means ability to progress along the predefined career trajectory
- Rigid career paths and lack of mobility
- Weak talent pipeline and lack of diversity and inclusion

- Unused job descriptions and competency models
- Compensation as key motivator
- Pay for performance and meritocracy
- Lack of appreciation and recognition with individual bonuses as key recognition tool
- Micromanagement
- Low engagement and employee satisfaction
- High voluntary turnover esp. from 'hire's remorse'
- *and so many more …*

THE ASSESSMENT

What will it take to fix it and who should get it done?

What Will It Take to Fix It?

Unwavering people focus

Leadership style with new mindset

HR practices and tools aligned to agile

Who Should Get It Done?

▸ The Obvious Candidates are:

LACE

Triad (RTE, PM ,SA)

HR Manager / HR Business Partner

Can the LACE Fix It?

▸ The LACE has the influence and transformation authority to prioritize and invest in people topics as key element of the agile transformation and as enabler of the continued success of the ARTs.

▸ The reality:

  – Lower priority compared to other activities in the LACE

  – People topics are often not seen as LACE/ART responsibility

▸ But even if:

  – The execution and ongoing work and efforts to reduce and avoid people debt will not be with the LACE
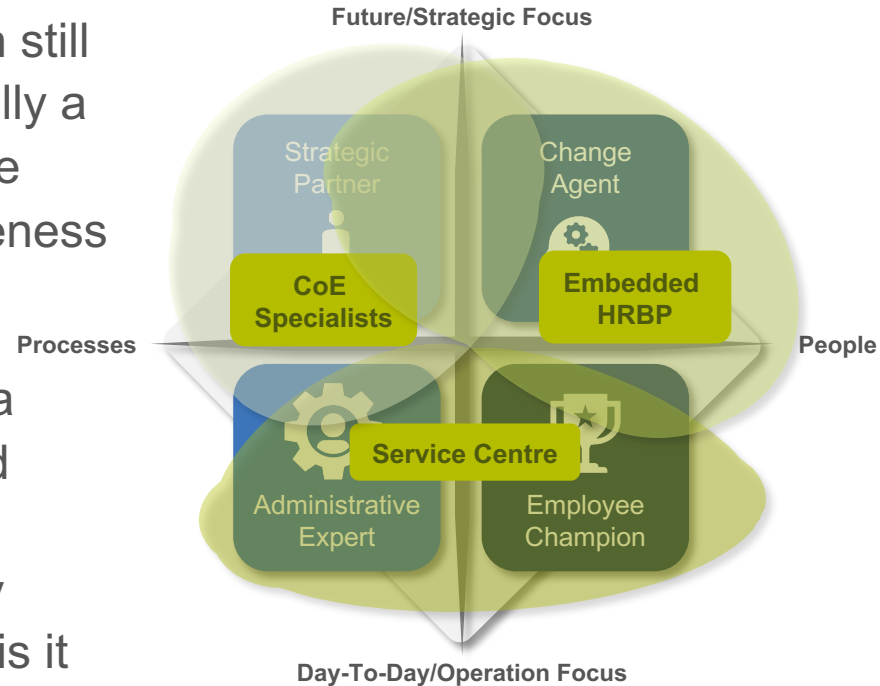
Can the Triad Fix It?

- Process Authority: RTE

- Content Authority: Product Manager

- Design Authority: System Architect/Engineer

- People Authority: ?

Dave Ulrich Model

▷ The HR Business Partner model by Dave Ulrich still widely adopted; usually a three-legged structure designed for effectiveness of HR

▷ Agile teams look for a people champion and change agent. The Framework obviously allows for it, but why is it not getting done?

Future/Strategic Focus

Strategic Partner

Change Agent

CoE Specialists

Embedded HRBP

Processes

People

Service Centre

Administrative Expert

Employee Champion

Day-To-Day/Operation Focus
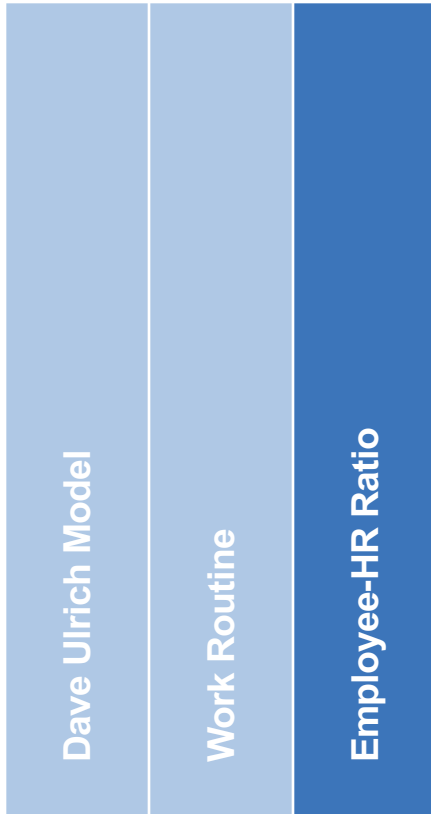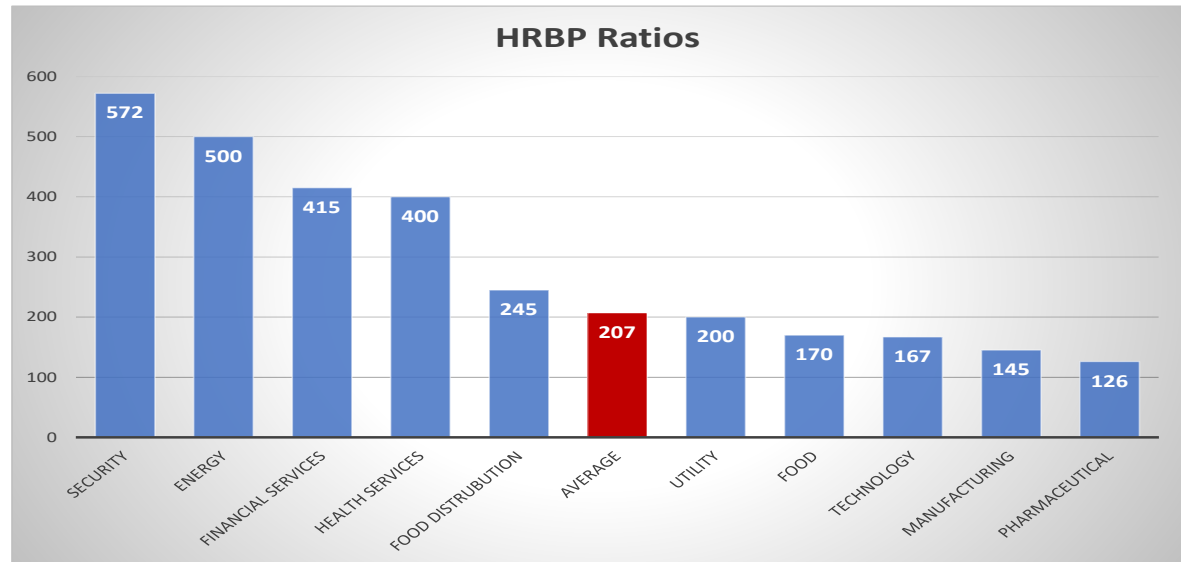
Dave Ulrich Model

Work Routine

▸ HRBPs should ideally spend much of their time on employee relations and engagements.

▸ It tends to be more like 5-20%, that is 2-8 hours per week only.

How The HR Elite Spends Their Week

- 2.6% Personnel Management
- 1.5% Redundancy Management
- 1.1% On-boarding & Inductions
- 6.4% Recruiting & Executive Search
- 21.8% Meeting with Senior Staff & Business Partners
- 7.9% Others
- 15.3% Employee Relations & Engagement
- 8.1% Administrative Work
- 9.0% Operations Management
- 12.7% Develop HR Strategy
- 13.6% Meeting with Employees

Source: An Insider's Look at the Weekly Routines of HR Elite

Can the HR Manager / HRBP Fix It?

Dave Ulrich Model

Work Routine

Employee-HR Ratio

▸ The HRBP ratio influences the amount of quality time an HR partner can spend on each employee.

▸ An HRBP is usually responsible for 100-800 employees.

HRBP Ratios

Category	Ratio
SECURITY	572
ENERGY	500
FINANCIAL SERVICES	415
HEALTH SERVICES	400
FOOD DISTRIBUTION	245
AVERAGE	207
UTILITY	200
FOOD	170
TECHNOLOGY	167
MANUFACTURING	145
PHARMACEUTICAL	126

OUR SOLUTION

It is time to introduce the People Developer

What Is A 'People Developer'?

▸ The People Developer is the people authority on the ART

▸ Typically fulfilling the following responsibilities:

 – Create an inspiring and engaging work environment

 – Shape a high learning and innovation culture

 – Develop meaningful employee experiences

 – Build a diverse, inclusive, and strong talent pipeline

 – Challenge, guide, and drive individuals in their learning and growth journey

 – Translate team dynamics and strengths into collaboration, high performance and results

 – Anticipate and ensure the People Runway

What Is the 'People Runway'?

▸ The People Runway consists of the collective strengths, abilities, skills, experiences, and values of the current workforce and its ability to maximize its potential in the given work environment.

▸ Building a strong people runway means engaging in practices that:

- Leverage workforce dynamics

- Engage in relentless talent enablement

- Drive performance acceleration

- Apply dynamic workforce planning

- Ensure strong talent pipeline

Read more »
http://bit.ly/people-runway

How would you ensure the People Runway?

Experiments & Initiatives

Some Examples
1. Employee Journey Mapping
2. Onboarding Experience
3. Job Ads
4. Rapid Feedback Session
5. Appreciation & Recognition Program
6. Growth Profile
7. Job Enrichment
8. Team-based Recruiting
9. Exploratory Assignments
10. Personal OKRs
11. Talent Clusters
12. Talent Scouting
13. Career Lattice
14. Transparent Salary System
15. Talent Enablement Program
16. Microlearning Program
17. Dynamic Workforce Planning
18. Performance Acceleration Program
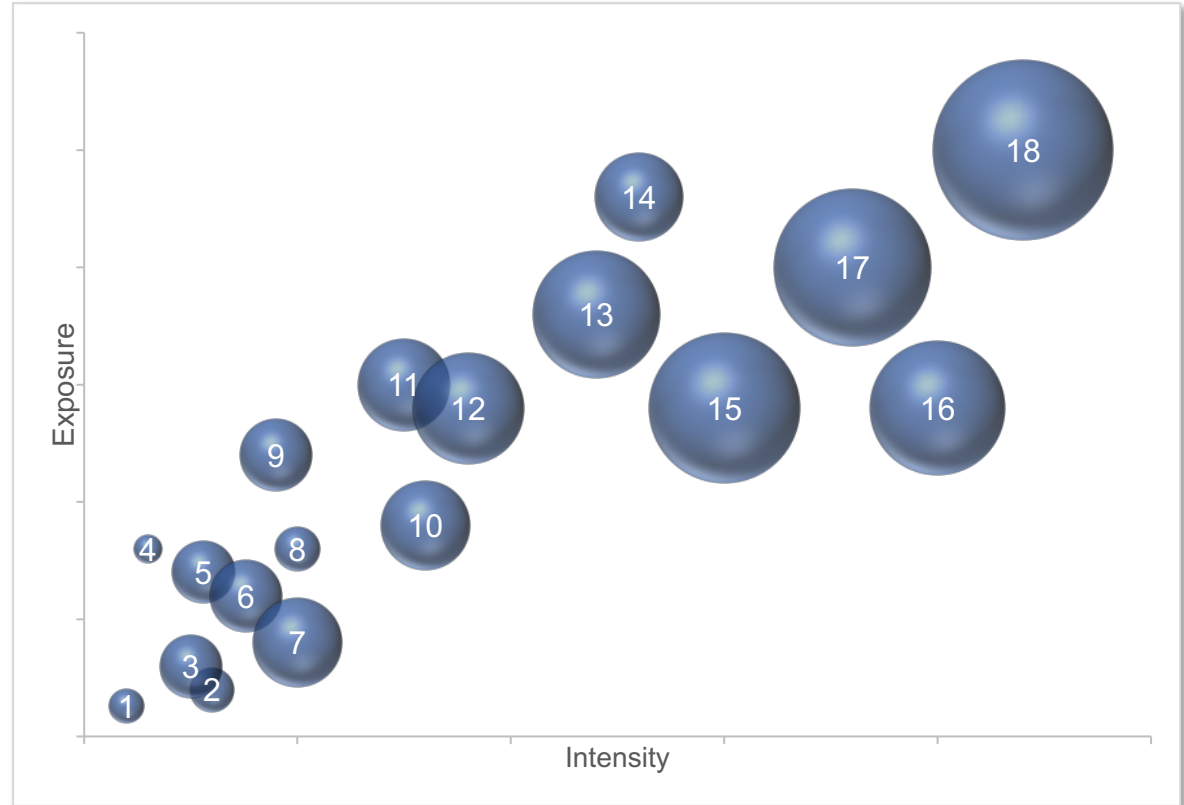
Why does it matter?

▸ Accelerate business agility

▸ Increase creativity and innovation

▸ Improve transformation lead time and success

▸ Boost employee engagement and experience

▸ Build a company fit for the human economy

That leaves us with an

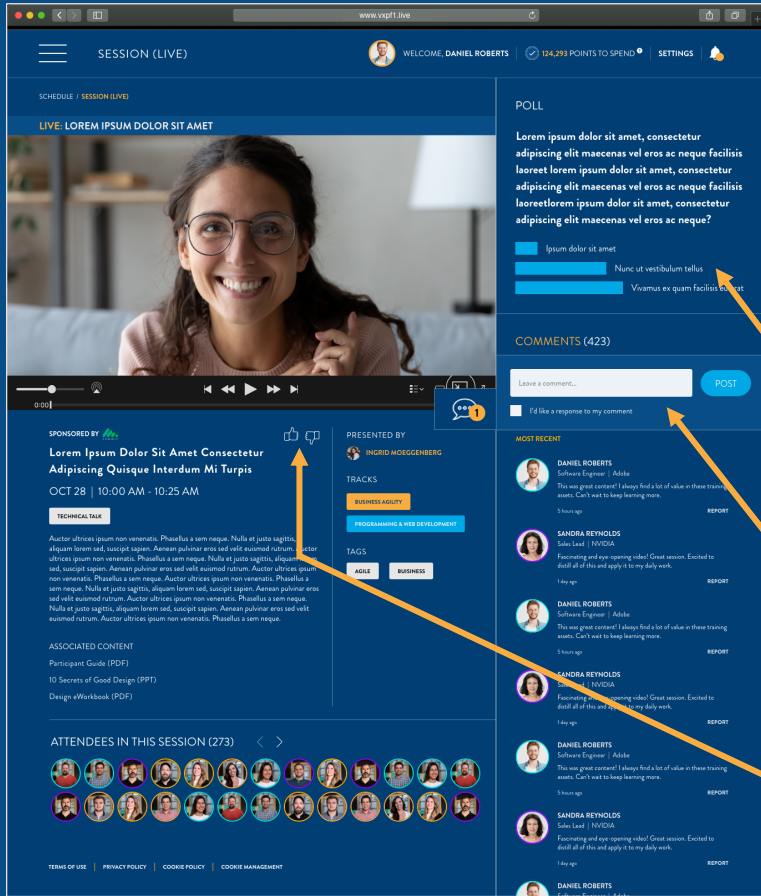# OBVIOUS QUESTION

Is It Time For The Tetrad?

Join the dialogue now!

Participate in polling, post comments, and rate sessions

1 Polling

2 Comment

3 Thumbs up or down

Thank you!