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OPERATING EUROVISION AND EURORADIO



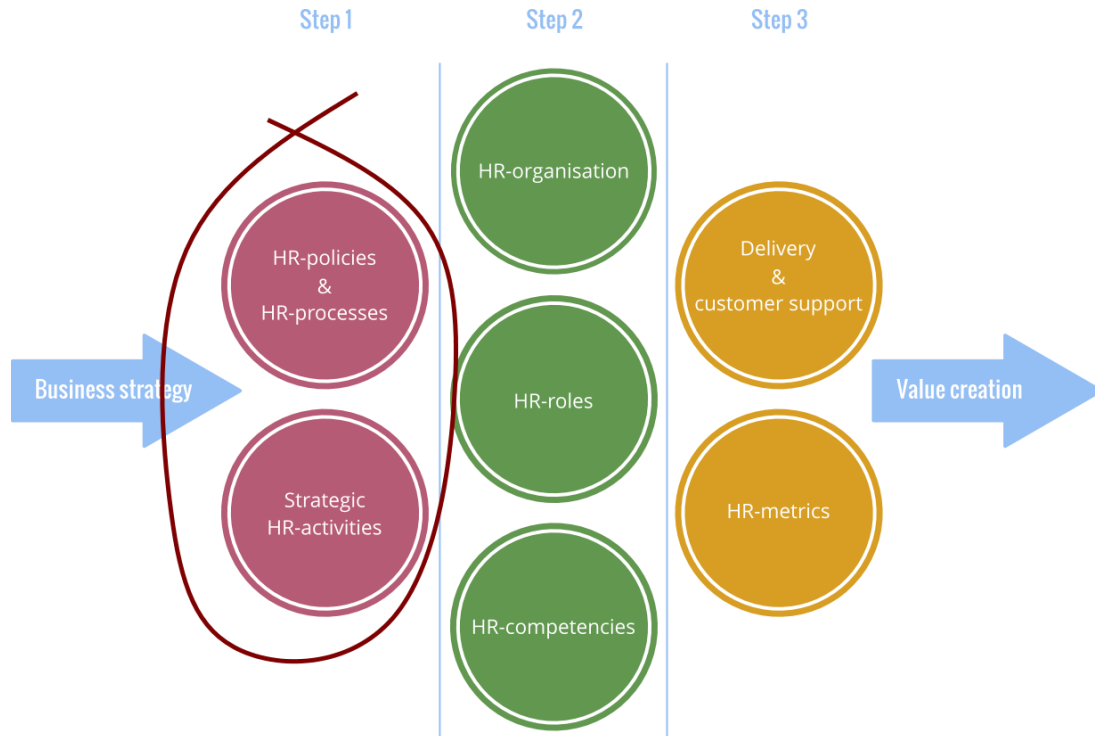
EBU Human Resources Assembly
20-21 May 2014

WORKING WITH LEAN AND AGILE – WHAT DOES IT MEAN IN PRACTICE FOR HR?

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20 MAY 2014

HR CAN'T DO EVERYTHING SO HOW CAN HR MAXIMISE RESOURCES IN THE AREAS THAT CREATE VALUE?



7 TYPES OF WASTE

1. Defects
2. Overproduction
3. Transportation
4. Waiting
5. Inventory
6. Motion
7. Processing

5 S

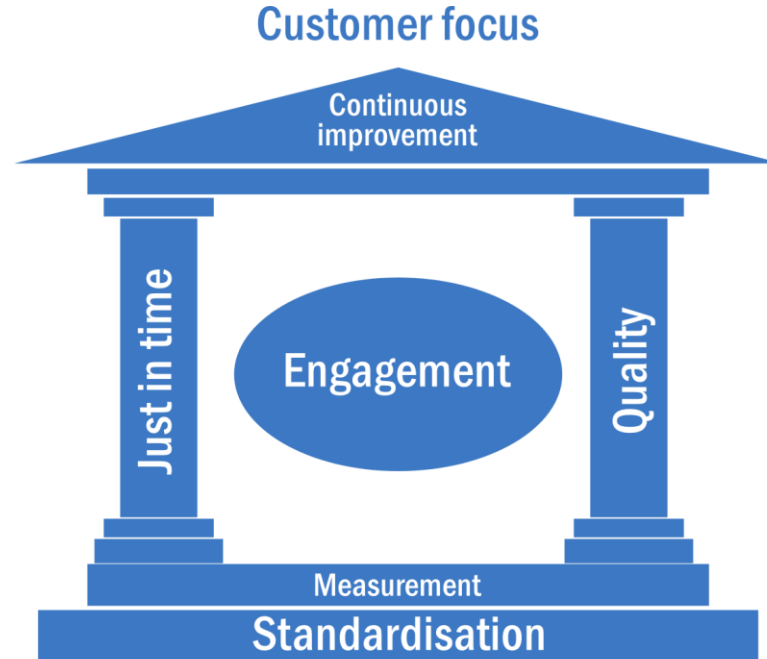


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GET IT RIGHT THE FIRST TIME – PROCESSES, PRODUCTS & PORTALS



STANDARDISATION IS THE CORE



**IN A LEAN WORLD THE
CUSTOMER DRIVES
DEMAND FOR PRODUCTS
AND SERVICE : IS THIS THE
END OF STRATEGIC HR?**

YOU MUST MEASURE PROCESSES - BUT KEEP IT SIMPLE!

Quantity

Time

Cost

Errors

Satisfaction

AGILE FRIGHTENS A LOT OF HR EMPLOYEES BUT IT SHOULDN'T



TRADITIONAL PROCESS DELIVERY VERSUS AGILE PROCESS DELIVERY

Traditional process delivery



HR: Here is the process and you must follow it!

HR: It's important that you follow all the steps to ensure quality

Customer: OK - but it seems a bit too much for what I need!

Customer - Ok - but then I won't reach **my** goal

Agile process delivery



HR: Here is the process and you must follow it!

HR: We can probably quicken up the process and do a "light" version for you

Customer: OK - but in this case are all the steps really necessary?

Customer: Great - that means I can still hit my targets

TRADITIONAL PROCESS/SERVICE DEVELOPMENT VERSUS AGILE PROCESS/SERVICE DEVELOPMENT

Traditional



Customer: This is what I want

Customer: OK, but it doesn't really fix the problem that I had

HR: Great then I will fix that for you

HR: Here you are - exactly what you asked for

Agile



Customer: This is what I want

Customer: Great - but not really quite what I want

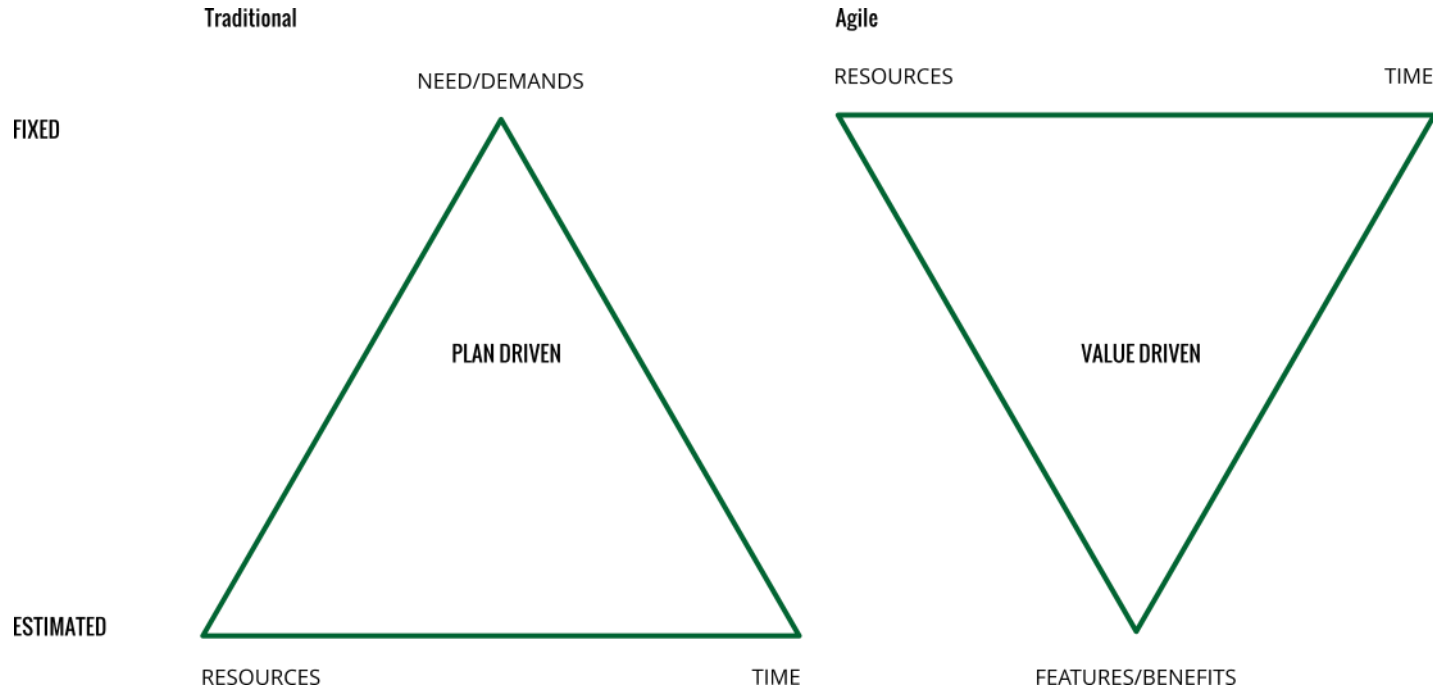
Customer: Exactly what I was looking for

HR: Great then I'll fix that for you

HR: Here is a draft - what do you think?

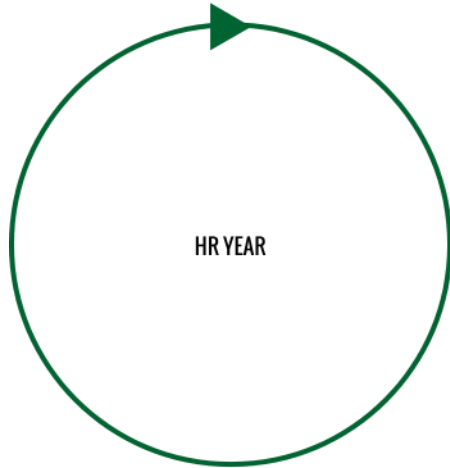
HR: Ok - but if we did this instead?

TRADITIONAL HR PROJECTS VERSUS AGILE HR PROJECTS



TRADITIONAL YEARLY CYCLES VERSUS AGILE HR YEARLY CYCLES

Traditional



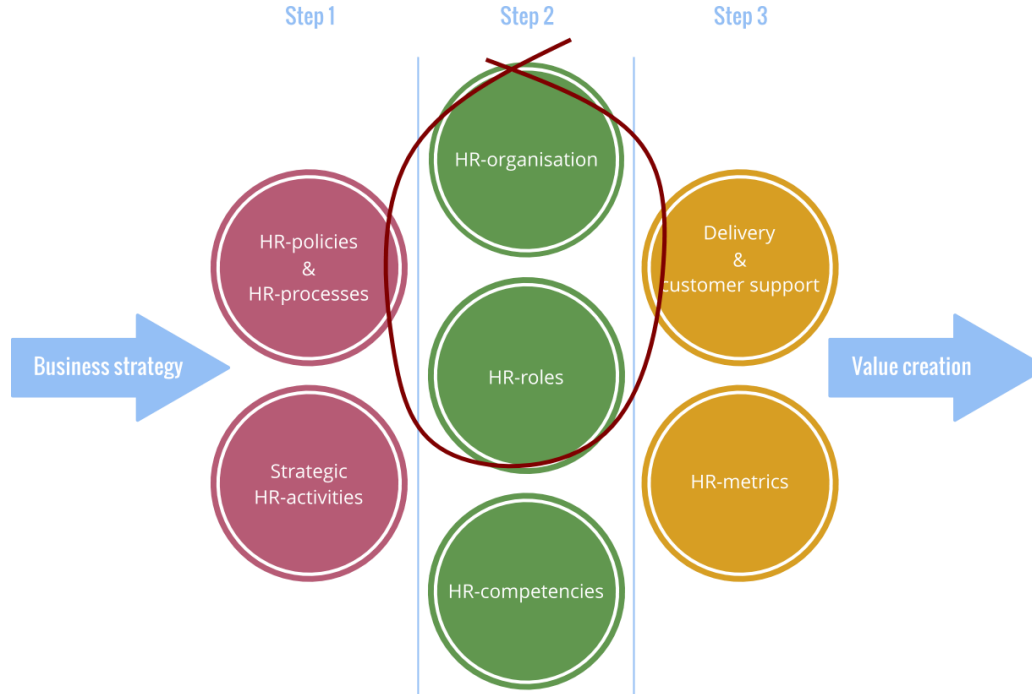
HR: Here are the things you need to do - book them in and I will help you
Customer: Do I really have to do all of this?

Agile



HR: Here is the list of things that you might think about doing - what is priority for you?
Customer: I will take a look and think about what is needed and get back to you

THE HR FUNCTION IS NOT A RIGID ORGANISATION IN AN AGILE WORLD



WORK GROUPS

Discuss the concepts LEAN and AGILE in your groups

What have you already done that you would consider to be LEAN or AGILE that you think would be interesting to share with other participants?

What parts of LEAN do you think are interesting to apply to your HR-function and where would you apply them?

What parts of AGILE do you think are interesting to apply to your HR-function and where would you apply them?

PLEASE PRESENT YOUR FINDINGS ON A FLIP CHART IN THE FOLLOWING WAY SO THAT EVERYBODY HAS A CHANCE TO LOOK AT EACH GROUPS IDEAS

LEAN things you have done that you would like to share

AGILE things you have done that you would like to share

LEAN ideas you would like to try and where?

AGILE ideas you would like to try and where?