Hiring for the Agile Enterprise: The Shocking Truth About Your Blind Spot

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#Agile2014

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Partnerwerks
Christopher Avery

- 25 years innovating in organizational performance through people
- 23 years on The Responsibility Process™ research team
- The Leadership Gift™ developer and mentor to it’s worldwide community
- Author of the classic “Teamwork Is An Individual Skill”
- Founding board of the Agile Leadership Network

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The most powerful information we know regarding

- Performance
- Leadership
- Teamwork
- Change, and
- Culture
Bill McCarley

- Principal investigator, The Responsibility Process™ research
- Mentor to high net worth entrepreneurs
- Leading Mastery Groups since 1987
- BBA, BSEE, MSOD
- Current focus: Integrating business clarity and strategy with web development

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A blind spot experience
Instructions for a blind spot experience

1. Work in groups by table.
3. Review the resumes and generate 3-4 interview questions.
4. Timebox: 9 minutes
Where's the Blind Spot in Hiring?
Warning
You May Not Leave Today with THE TOTAL SOLUTION.
Skill

- the ability to do something that comes from training, experience, or practice
- the ability to use one's knowledge effectively and readily in execution or performance
- a learned power of doing something competently
- a developed aptitude or ability
3 Types of Skills

Specific Content

Functional

Adaptive

Sidney A. Fine

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Functional Skills

Competencies that enable people to appropriately process work on simple to complex levels, drawing on their physical, mental, and interpersonal resources.
Specific Content Skills

Competencies that enable people to perform a specific job to predetermined standards using specific equipment, technology, and procedures and relying on functional skills.
Adaptive Skills

Competencies that enable people to manage themselves in relation to the demands of conformity and/or change in particular situations. Adaptive skills are acquired in the course of life experience, particularly early childhood, on practically a subconscious level.

They are integrated as the values, attitudes, and manner of responding to the physical, social, and environmental circumstances in which persons find themselves. They are CRUCIAL in activating functional and specific content skills.

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Seeing the Blind Spot

Adaptive

Functional

Specific Content
What You Are Hiring For

Functional

Specific Content
What Makes the Difference

Adaptive

(The Blind Spot)
Sidney fine writes...

- People are whole persons.
- Whole person functioning involves the three kinds of skills simultaneously.
- A systems approach involves both content and context.
- A major Adaptive Skill is how a person relates to the instructional mix of Prescription and Discretion.
Critical to Agile

• In a command and control organization the most critical adaptive skill is compliance... not so in Agile
• Can they operate effectively on a Team?
• Can they self-organize?
• Are they motivated?
• Are they flexible?
• Do they value learning?
• Can they be trusted?
• The effective assessment of Adaptive Skills is particularly critical in Agile.
Problems with People

• We’re convinced most people problems are a result of Adaptive Skill issues.

• Very few problems arise from poor hiring of Functional Skills.

• Systemic people problems (addressed with coaching, training, incentives, PIP, firing, etc.) are caused by your hiring blind spot.

IT IS A HIRING ISSUE!

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Responsibility is the most critical Adaptive Skill.
Problems with the Hiring Process

- You focus on Functional Skills.
- Job descriptions target Functional Skills.
- Resumes are ALL Functional Skills.
- You are BLIND to Adaptive Skills.

YOU MIGHT NEED A HIRING FRAMEWORK FOR ADAPTIVE SKILLS.
Proposed Framework

2. Assess candidates for Adaptive Skill (& Functional Skill) fit through instrumentation and interview.
First Step: Discover/Define Adaptive Skills for each Role
Exercise:

(DISCS is a Surrogate for discovering and assessing Adaptive Skills)
Instructions

1. Work in groups by table.
2. Materials: 1 DISC profile and 1 coin.
3. Select a job/role and write it in top right of sheet.
   - Project Manager
   - Product Owner
   - ScrumMaster
   - Development Team Member
   - Portfolio Manager
4. GOAL: For each box select the most and least characteristic for the IDEAL candidate.
5. Timebox = 14 mins.
GIVE US YOUR DISC BOOKLET

We will compile results.
Preliminary Results posted later today outside Osceola A by the Gratitude Tree.

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Enter your primary email address below to receive the compilation of results from Bill and Christopher.

* Required

Note: You are NOT agreeing to join a broadcast list. This will be a one-time mailing. Your info will not be shown or shared.*

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