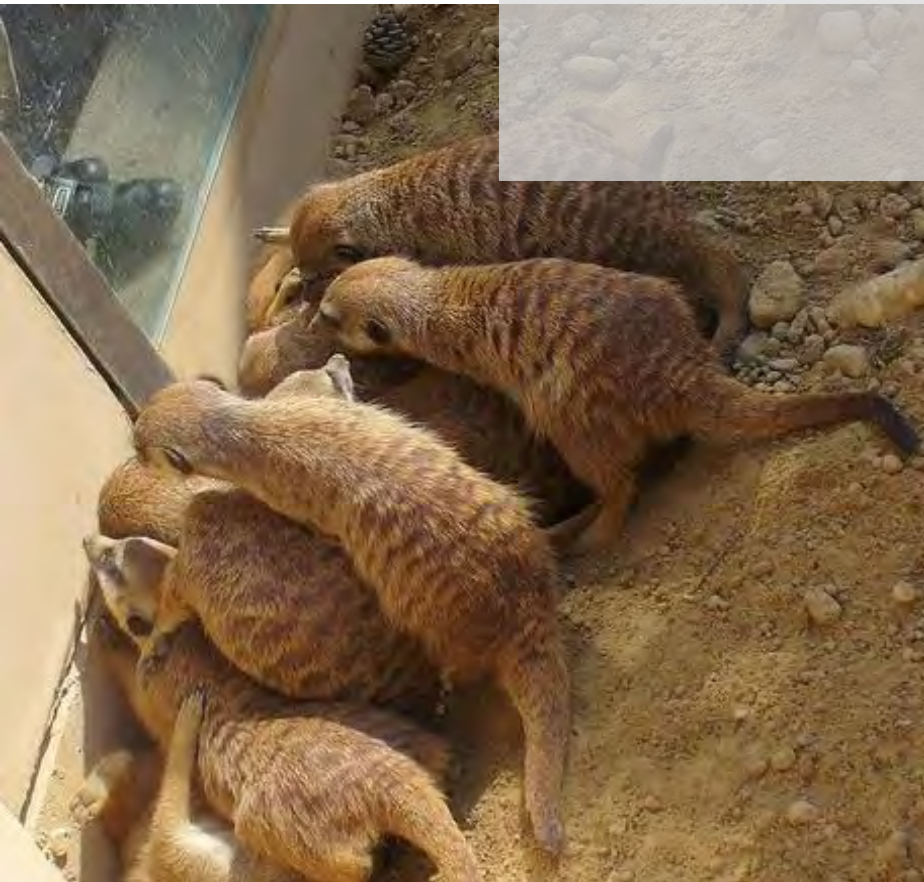


Let the Right One In

Enable cultural change by
bringing the right people
into your organisation



Let the Right One In

- 1 The cost of getting it wrong
- 2 You are doing it wrong, do it better !
- 3 The Right One – potential over experience

1

The cost of getting it wrong

* Cultural cost

- Negative impact on team culture
- Negative impact on the company culture

* Financial cost

- High staff turnover
- Performance management
- *Actual cost is in over \$10k to \$100k*

* Other cost

- Bad publicity

2

You are doing it wrong, do it better!

Hiring process

Traditional

VS

Agile

Traditional hiring process

- A factual job spec, posted on IT job sites
- CVs based on buzz words and # of years of experience
- Non-value phone screening
- Top 3 lucky ones for a face-to-face interview with the hiring manager
- Standard technical and behavioural questions
- **H**uman **R**esource for contract and on-boarding

Natural change agent and positive disruptor

Strives to flatten organisation structures

Understands that several initiatives at the same time are counter productive

Focuses on sustainable work flow

Calls out what doesn't feel right

Agile hiring process

- ✓ Job spec tells the truth, utilise social media
- ✓ Team shortlists CVs based on potential and conveyed story, over technical buzzwords or # of years experience
- ✓ Phone screening excites the candidate about the company
- ✓ No limit on #of candidates for F2F interview by the team
- ✓ Team preps interview in close collaboration with HR expert, and collective debrief
- ✓ Offer & on-boarding by the team

Evidence



- ✓ Staff turnover ▼ 35%
- ✓ Employee engagement ▲ 31%
- ✓ Performance management ▼ 100%

Agile hiring process benefits

- ✓ Strong alignment with your intended cultural change
- ✓ Team culture remains unbroken
- ✓ The new team member “hits the ground running”
- ✓ Low staff turnover, high loyalty and engagement, low performance management ratio
- ✓ Evidence of a truly people oriented organisation





The Right One – Potential over experience

Who is “Right One”?

“Culture eats your strategy for breakfast” Peter Drucker

The key is to know your organisation culture, values, missions. And to stop kidding yourself where you think you are culturally.

The Right One is **not** the person who is the same as the organisation but the person whose values are the aspirational values of the organisation.

Potential for excellence

Potential for excellence
over
experience & technical
seniority

Potential for excellence

- Passion
- Team fit & sense of “us being in it together”
- Organisation culture fit
- Holistic view
- Critical thinking
- Open about mistakes



Passion

“The world’s most
valuable asset?
Passion.”

Paul Alofs (President and CEO of The Princess Margaret Cancer Foundation, Author)

Passion Capital: The Worlds Most Valuable Asset

Passion

VS

Enthusiasm

“You will do foolish things,
but do them with
enthusiasm.”

Homer Simpson

Your passion for what you do, will inevitably always piss someone off.



somee cards
user card

Questions you should ask

- Why have you chosen your profession?
- How do you learn and experiment?
- What do you expect from yourself in 6 and 12 months from joining our company?
- What will you have learnt in the next 5 years?
- What excites you at work? In life in general?



Team Fit & Sense of

*“us being in
it together”*

Check for the mindset

*“We are in this together.
Until **you** fail”*

THERE IT IS,
THE 'I' IN THE TEAM.
HIDDEN IN THE 'A' HOLE

TEAM



The team prepares questions

“If I said at the stand up that I would complete my stuff by 12, and I haven’t done so. What will you do? How will you do it?”

“If I constantly turn up to our retros 5 – 10mins late, would you mind?”

“We take turns in facilitating our sprint plannings, but I always find a reason not to facilitate it myself. Would you care?”

The team prepares questions

Have you been blamed for a mistake before? How did you feel?

Have you worked in an organisation with “no blame” culture? And what were the implications of such a culture?

In your opinion, what brings the team together?

Have you been part of a high performing team before, either in personal or professional life? What made the team great?

Org culture fit

- ✓ Know your organisation inside out !
- ✓ Organisation culture fit is **NOT** about finding a candidate who is the same as the organisation but the one who can change what needs to be changed !!



One condition:

You **MUST** fully support these new employees!

Questions you should ask

Questions are solely based on your **intended** culture

Holistic view

Understands what their actions mean to the organisation and the end customer

Questions you should ask

What is the goal and mission of your current org?

Who is your current customer?

What does a sprint backlog mean to you? What does a product backlog mean to you? What does a feature backlog mean to you?

What does a Product Owner mean to you?

How do you verify set priorities if you do not agree with them? Have you ever been in such a situation?

Critical thinking

Thinking actively, **asking questions** about what you see and hear, evaluating, categorising

Do **NOT** make
people feel stupid



How many piano tuners are there in the entire world?

How much should you charge to wash all windows in
Seattle?


Questions you should ask

Make your own!

Take **real life** examples
from **your organisation.**

Open about mistakes

Transparency and knowledge sharing = **great team work.**

A meerkat is sitting on the ground next to a mud wall, looking thoughtful. The meerkat has a white chest and belly, with brown and grey fur on its back and head. It is sitting on a patch of dirt and straw. The background shows a dark, possibly wooden or mud structure. A white text box is overlaid on the right side of the image.

“I’ve learnt so much
from mistakes... I’m
thinking of making
a few more”

Questions you should ask

Share with us some of *your* biggest mistakes. How did you feel?

What would you have done differently? Did you have to put anything in place to make sure they don't happen again?

How did you help your team members to learn from mistakes?



Hire fresh graduates

And let them go free!

Evidence

What teams with fresh graduates said

“Keen, **like sponges**, they just **get on with it**, it’s always yes, they just haven’t lost their spark yet. Sometimes I think I just can’t be bothered but the grads **are like yaeaaah !**”

Vinod K., IT Specialist, Bankwest

Evidence

What teams with fresh graduates said

“I was so surprised **how autonomous** and **smart** Chris is... His **fresh outlook** on things is so **valuable!** His presence gave us all a **positive kick** again.”

Andrew T., Senior Developer, Nokia Music

Evidence

What teams with fresh graduates said

“I want more grads !!! Since our department started the grad program, you really can feel the **change in the energy levels**. You can hear more laughs around, **people talk more** with each other. I even think we **get more stuff done** nowadays. Give us more grads!!!”

Michelle O., Program Manager, Microsoft

What graduates bring to your org

- ✓ Clear message of intended culture
 - Naturally energise and engage your workplace
- ✓ Cultural change drive
 - Embrace learning and coaching
 - Keen to do the “shitty” jobs
 - Create environment of healthy competition
 - Enable social media excitement

Let the Right One In

1

The cost of getting it wrong

Cultural and financial cost

Broken team culture, high staff turnover, performance management, bad PR

2

You are doing it wrong, do it better !

Traditional vs agile hiring process

3

The Right One – potential over experience

Potential for excellence over experience and how to identify it

What you'll get



A team mate who'll

- ✓ Help you propel your cultural change
- ✓ Be highly engaged from the very first moment
- ✓ Will become a change catalyst and natural agilist



Feedback &
questions please

Lenka@orliconsulting.com

[@LenkaBednarik](#)