

What it means to humanize the workplace

Signs of de-humanization and what Scrum has
to offer



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An
independent Scrum Caretaker
on a journey of
humanizing the workplace
with Scrum.



People are not ‘resources’
(robots, cogs, or replaceable
pieces of machinery).

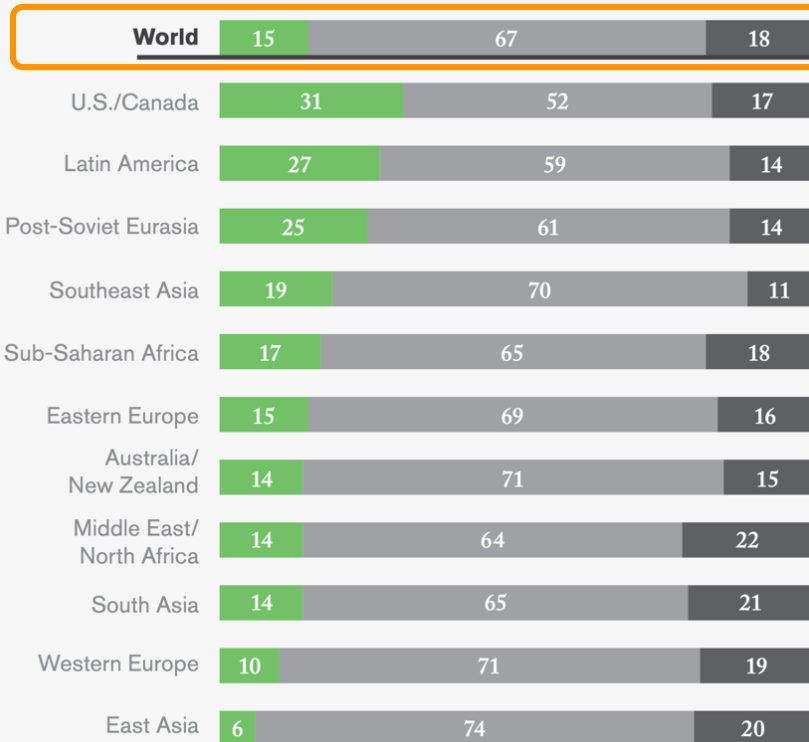
People are...people.

To engage (or not to engage)

EMPLOYEE ENGAGEMENT RESULTS AMONG RESIDENTS WHO ARE EMPLOYED FOR AN EMPLOYER

Based on data aggregated from 2014-2016 Gallup World Polls*

■ % Engaged ■ % Not engaged ■ % Actively disengaged

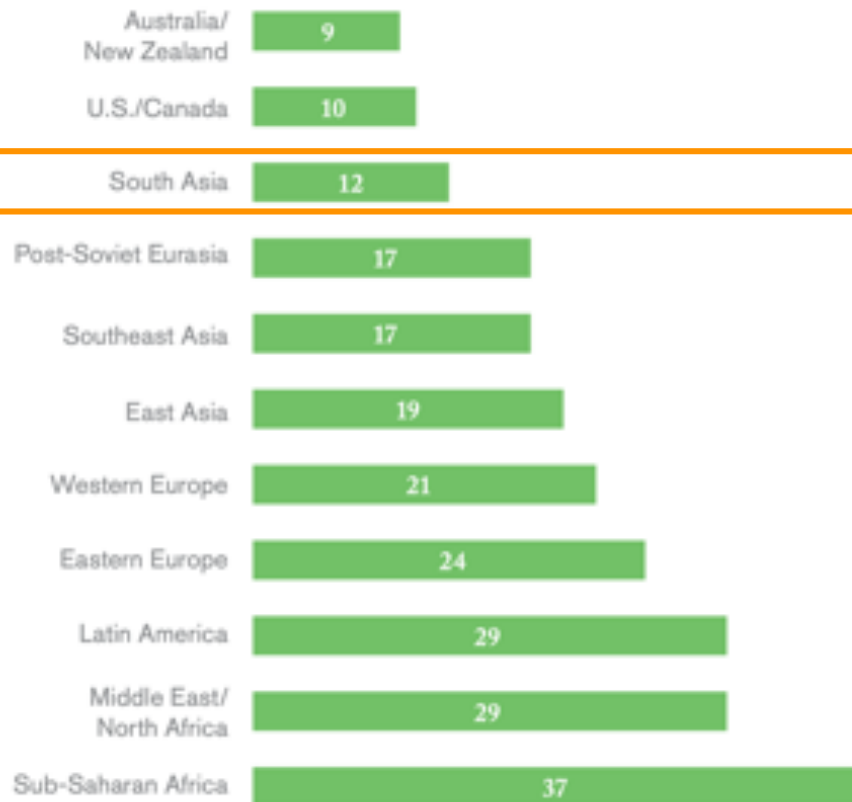


85% of employees worldwide are not engaged or are actively disengaged in their job.

[Source: Gallup - State of the global workplace, 2017]

Increase engagement to keep your knowledge workers

PERCENTAGE OF HIGHLY EDUCATED EMPLOYEES WHO WOULD LIKE TO MOVE PERMANENTLY TO ANOTHER COUNTRY

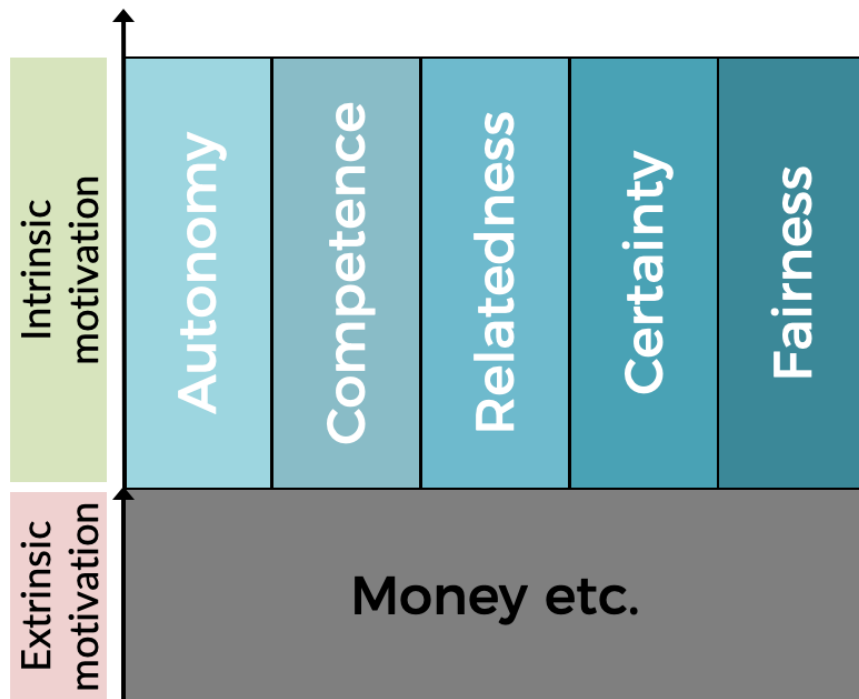


“Specifically, actively disengaged employees are most likely to want to move permanently to another country — often by a substantial margin.”

[Source: Gallup - State of the global workplace, 2017]

What motivates us? (says neuroscience)

What motivates us?



External rewards work for simple, mechanical work, but has opposite effects in knowledge work.

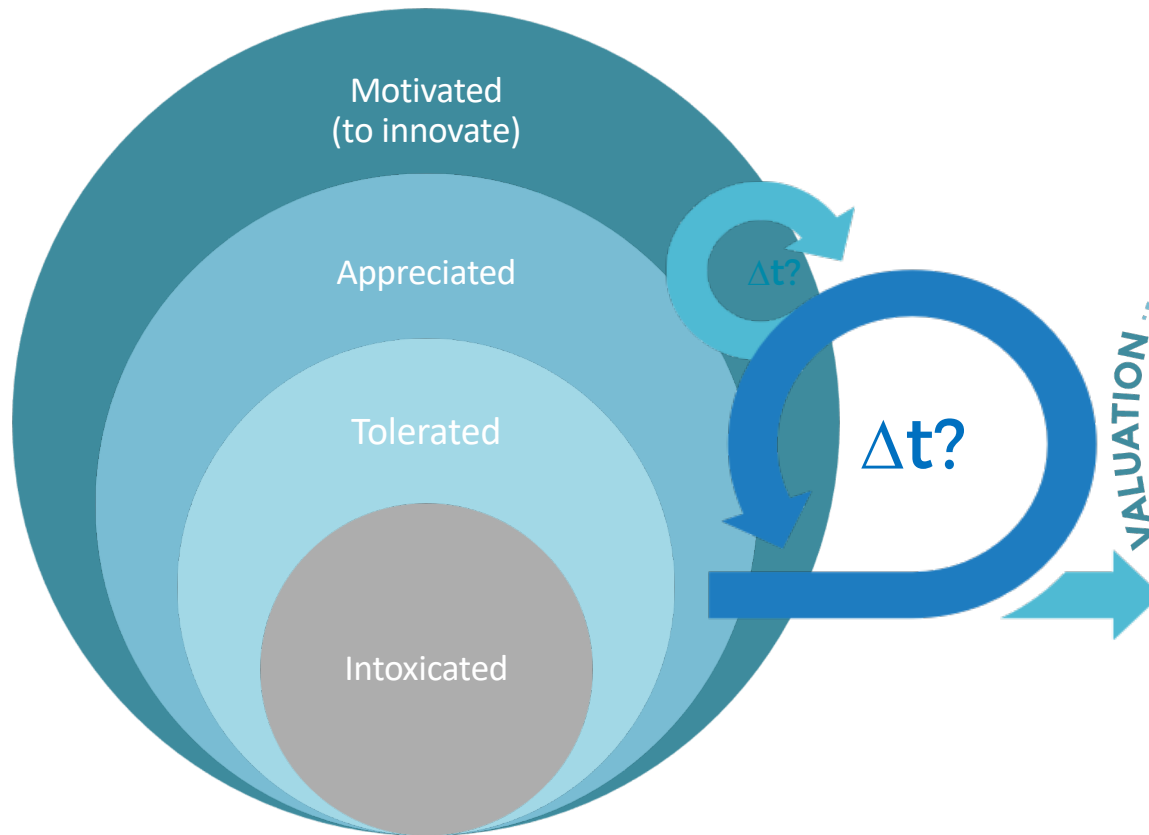
Money counts, but the secret to engagement lies beyond it, in:

- Autonomy
- Competence ('mastery', importance)
- Relatedness ('purpose', to belong)
- Certainty (predictability & anticipation)
- Fairness

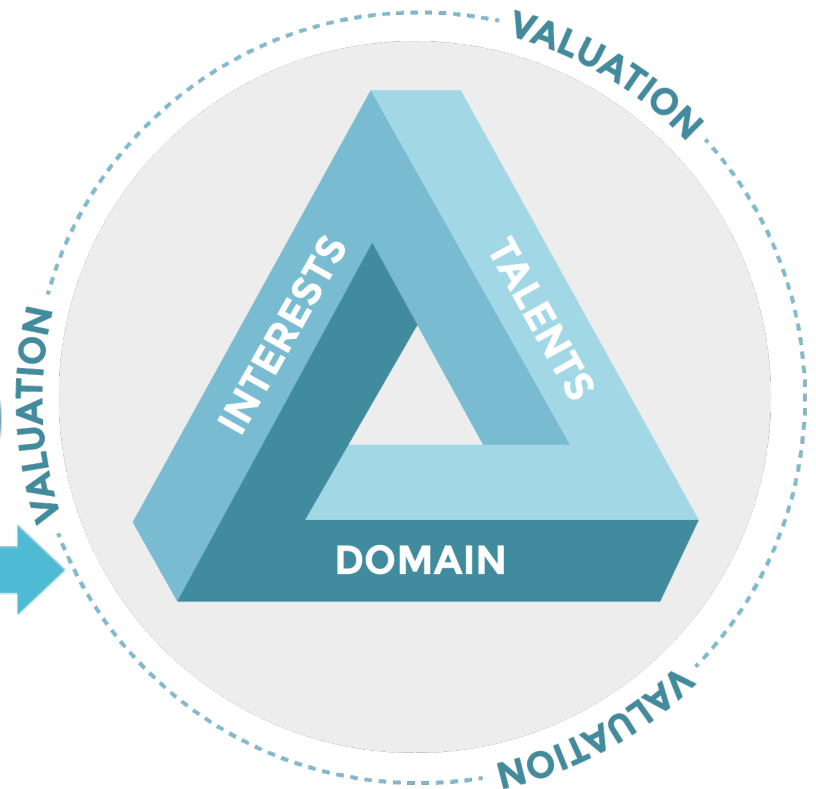


Consider the valuation of people

Scales of valuation



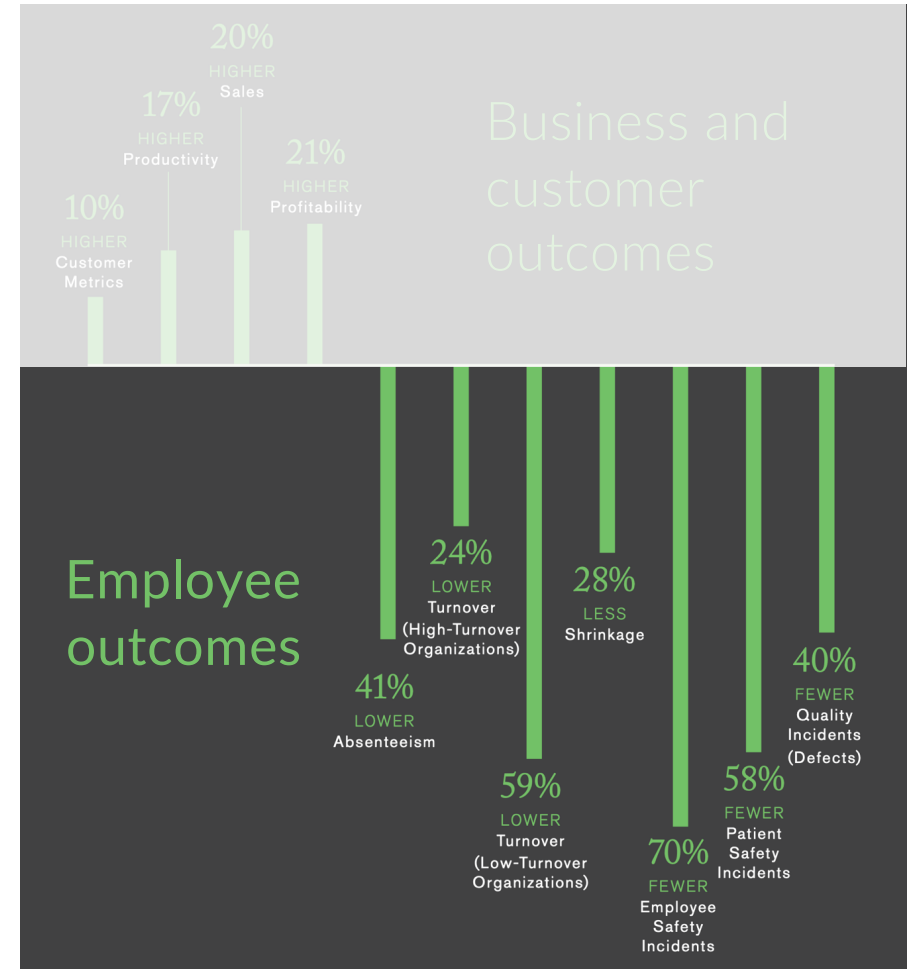
The triangle of valuation



Humanizing the workplace...works

“Businesses that orient performance management systems around basic human needs for psychological engagement get the most out of their employees.”

[Source: Gallup - State of the global workplace, 2017]



Who wants to be a manager?

Realistically

Only **37%** of managers wish to remain a manager in 5-10 years

9% of managed employees aspire to become a manager in the next 5-10 years

#1 dissatisfaction for managers
Having to **implement decisions** that you don't always agree with

“...it is just a necessary step to progress within the company and earn a higher salary.”

Ideally

The top 5 abilities of the ideal manager, according to the managed employees surveyed...



#1

Help members of their team to develop their skills, give them feedback



#2

Eliminate obstacles that are preventing teams from moving forward; be a facilitator



#3

Set clear goals that are achievable for everyone



#4

Make decisions



#5

Create meaning and motivate teams

[Source: BCG – “The end of management as we know it?” - September 2019 (Western Europe & China)]

Moving authority down the line



Product Owner

Optimizes the value delivered

Manages the product ('what')



Development Team

Creates Done Increments

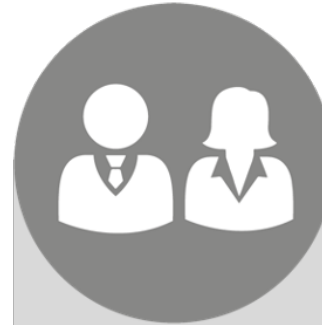
Manages the Sprint ('how')



Scrum Master

Facilitates the game

Manages the environment



Stakeholder

Provides feedback and input

Minds strategic direction



Consumer

Provides feedback and input

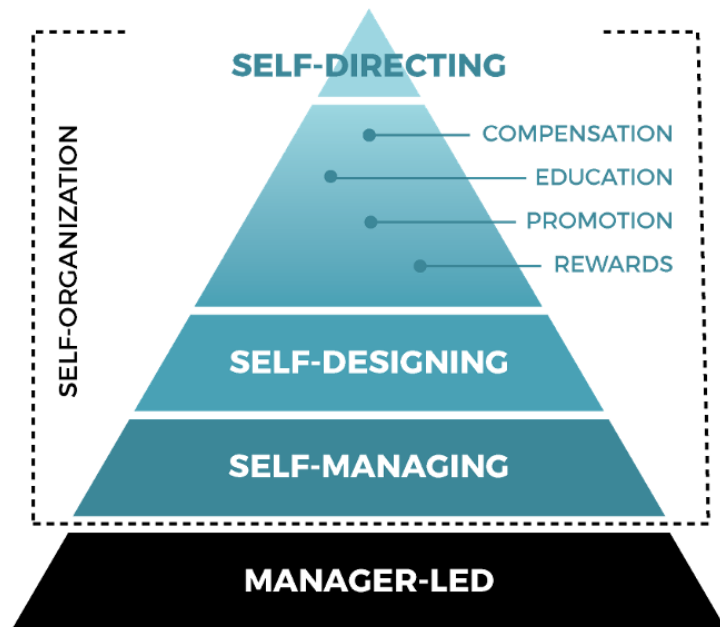
Minds product usage

As the players collaborate, they also develop new relationships with consumers, stakeholders, and others.

[Source: Gunther Verheyen, "Moving Your Scrum Downfield", April 2020]

Self-organization is more effective in knowledge work

Areas of Self-organization



- Self-organization is more constrained by organizational constructs than by people's intrinsic abilities.
- Scrum provides boundaries for self-organization to be more effective.
 - Accountabilities and minimal rules
 - Time-boxing
 - Releasable (Valuable?) Increments
- Self-organization works better against goals.
 - Organizational purpose and mission
 - Product Vision
 - Sprint Goal

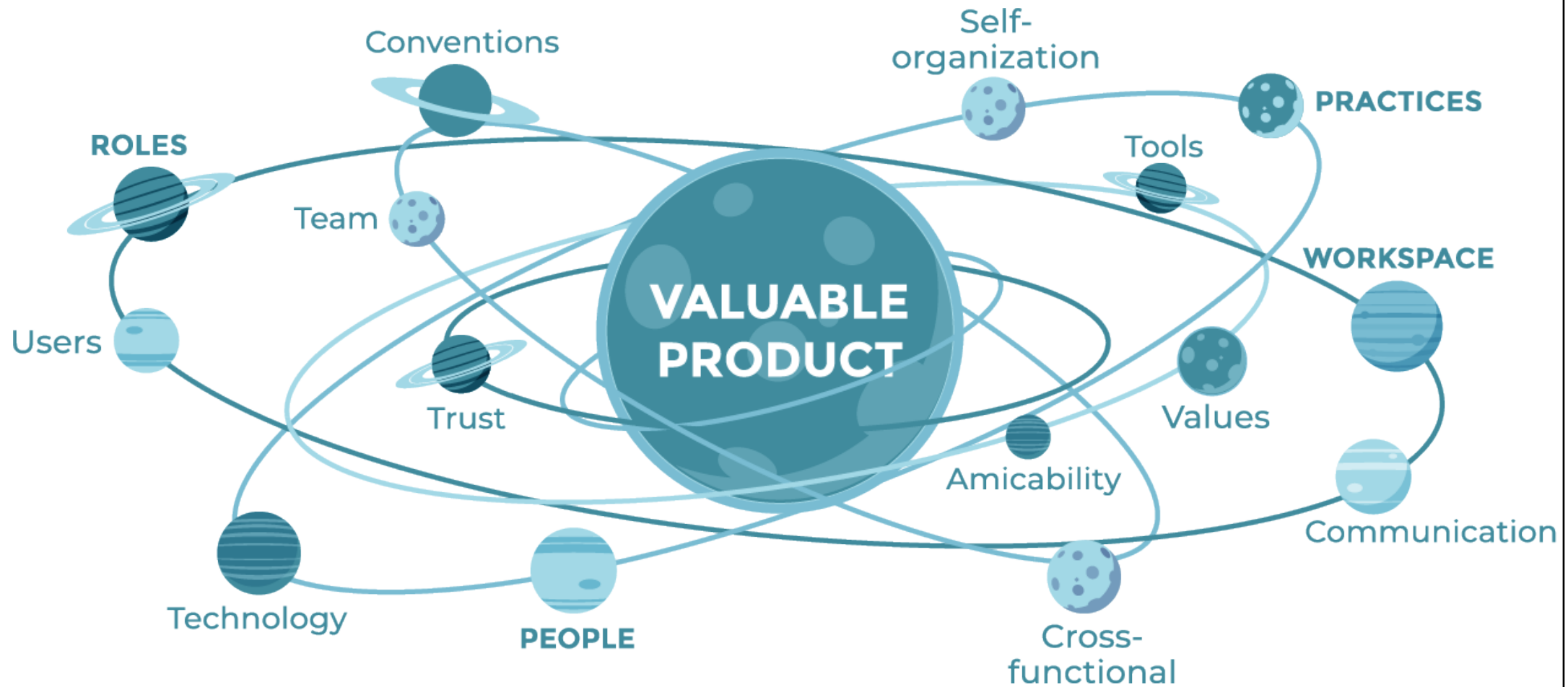
Agile premises to organizational transformation

People are naturally Agile (adaptive).

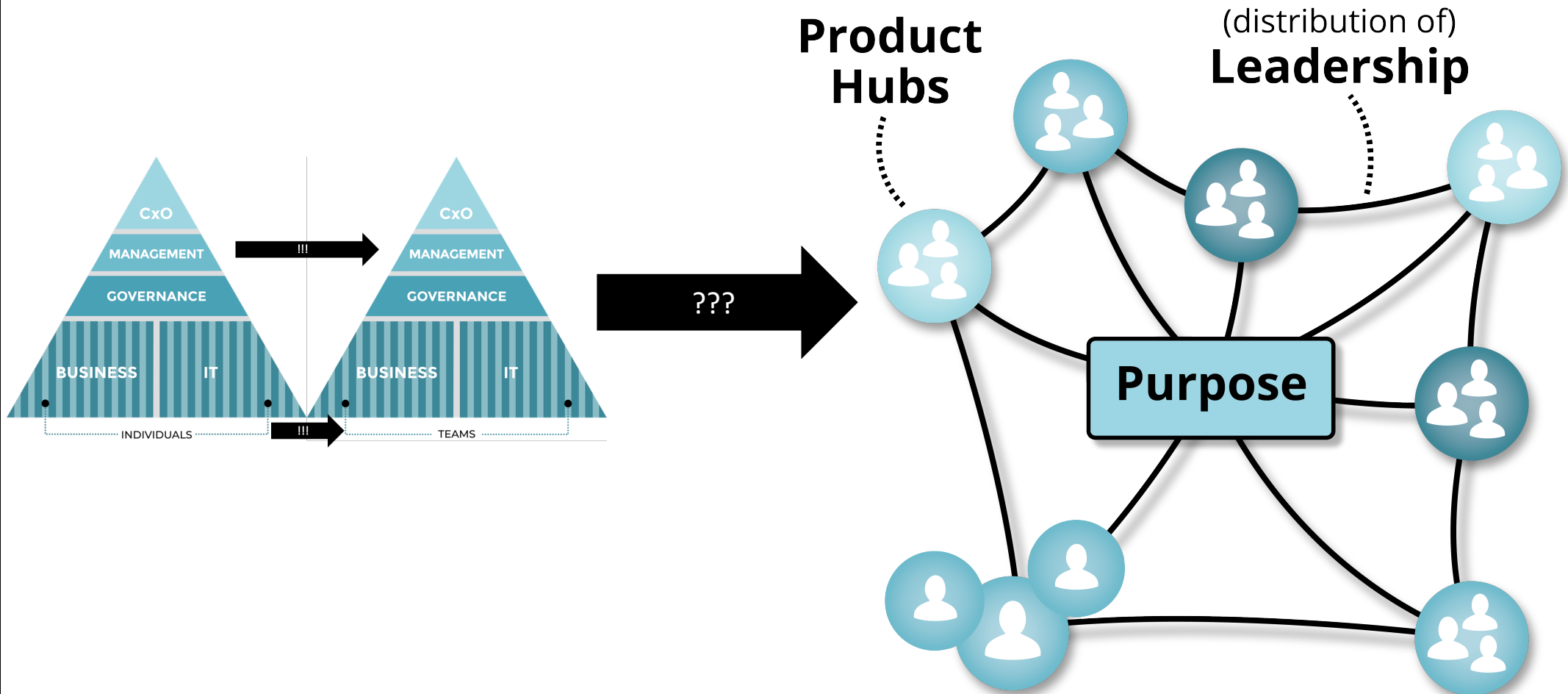
Process follows people.

Structure follows process.

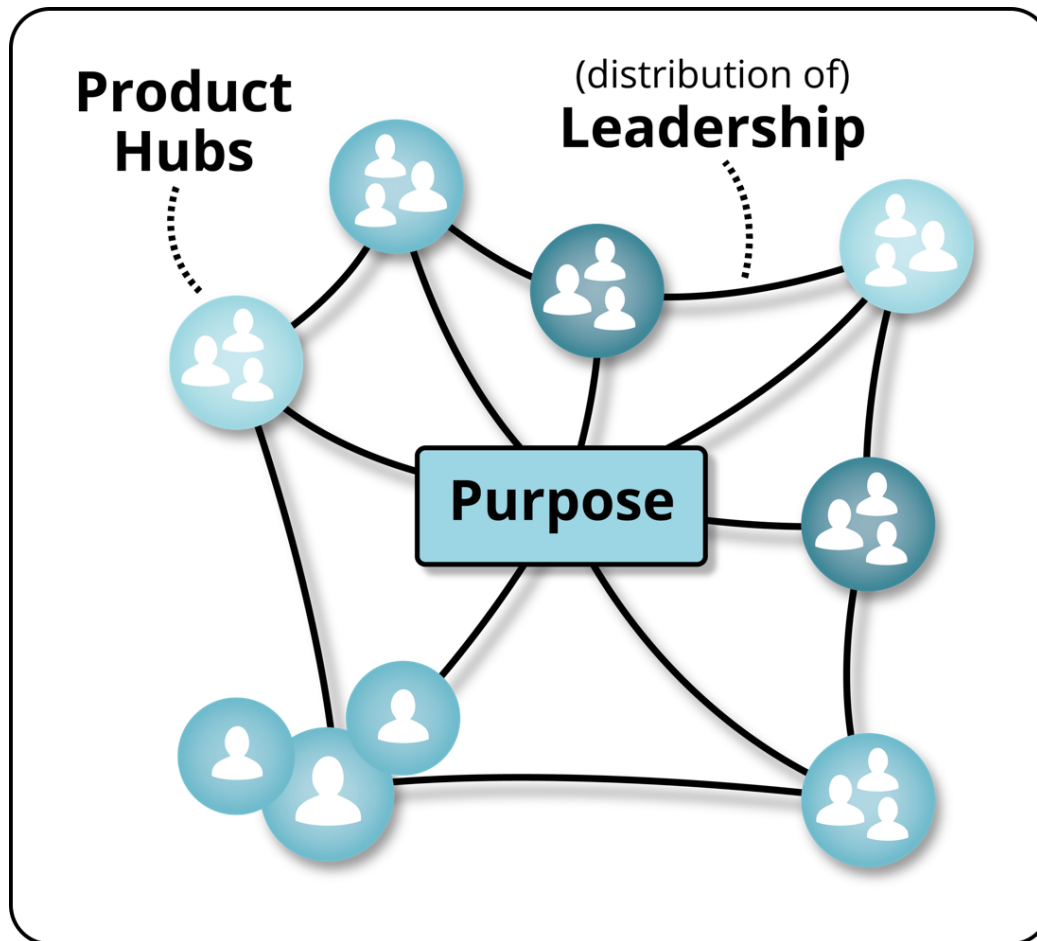
Think Eco-system



Firm up your agility



Framing engagement



Following the findings of "The new new product development game":

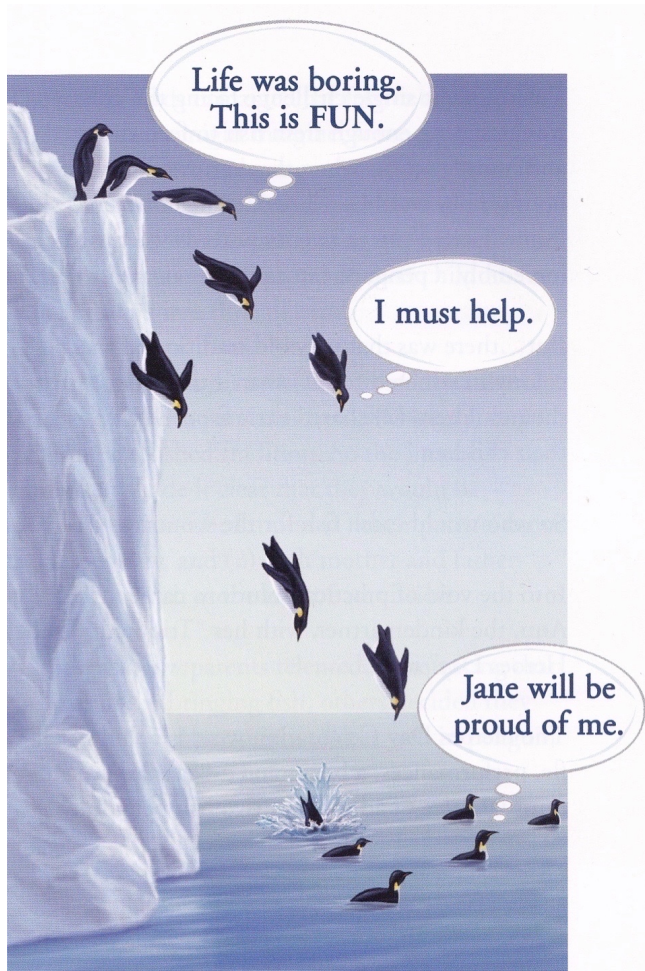
- Hubs operate like **start-ups**, setting their own agenda and taking their own initiatives.
- Management acts as a **venture capitalist**, not intervening on a daily base but rather providing guidance, money, and moral support at the outset.

Keep learning.

Keep improving.

Keep...Scrumming.

About



Gunther Verheyen

independent Scrum Caretaker

- eXtreme Programming and Scrum since 2003
- Professional Scrum Trainer since 2011
- Shepherded Professional Scrum at Scrum.org and co-created Agility Path, EBMgt, the Nexus framework for Scaled Professional Scrum (2013-2016)
- Author of “Scrum – A Pocket Guide” and “97 Things Every Scrum Practitioner Should Know”



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