Agile Recruiting in a Nutshell
How to Manage in VUCA

No more HIPPO decisions

VUCA
- **Volatility** - The dynamics of change and speed creates instability.
- **Uncertainty** - The lack of predictability in outcomes.
- **Complexity** - The multiplex of forces, no cause-and-effect chain & confusion.
- **Ambiguity** - The fuzziness and cause-and-effect confusion that leads to mixed meanings.

DANDY PEOPLE

Version 1.0

Agile for Recruiting

Business Critical

- Be authentic to set the right expectations
- Show your purpose and where you are going to get who you need
- Keep good people in the loop
- Treat your candidates like customers
- Show respect for the individual

From Reactive → **To Proactive & Continuously**

Ways of Working

What capabilities does our team need?

Recruiting Facilitation · Marketing · User Experience

Cross-Functional Agile Recruiting Team

Kanban Board · Prio

- Experimentation
- Visualize current process
- Retrospectives to improve

- Transparency
- Deliver value as a team
- Using WIP-limits for flow
- Pull from inflow and optimize throughput days

From Plan Driven → **To Value Driven**

Modern Agile Recruiting Principles
Tweaked version of Modern Agile

Learning
Dare to experiment! Test new ideas, gather data, learn and improve! Beware that you still need to treat your candidates equally to sustain a reliable process.

Psychological Safety
Human relations before processes and tools. Consider how you can create an environment where the candidate experiences psychological safety. This will help you to assess how the candidate behaves in a normal setting, otherwise, you risk just assess their behavior under stress.

Pie: Potential · Creating Value · Psychological Safety · Learning

Potential
Potential eat experience for breakfast! Potential is critical for your future success. Rather than looking for readiness, i.e. previous experience, look for the right traits, motivators, capabilities and behaviors.

Creating Value
Adopt a dynamic mindset for recruiting. Evolve the way you work with recruitment by continuously improving yourself and your processes.

Learning Organization

Less visible - more powerful ↑

Mindset · Values · Principles · Practices · Tools and Processes

Learning Agility · Hire for attitude · Train for skills

More visible - less powerful ↓

Tweaked version of Agile Onion

People Experience over Process

I develop myself

Listen & learn from eachother · Show not tell · Interaction with others

Human Relations

Tools & Processes

Recruiting for Agile

Co-Delivery

Agile Coach · Recruiter · Team

Expert facilitator and recruiting expertise

Recruiting Process

Team in need of recruiting joins in the process

⚠ Warning for bias

From Specialist doing all Recruiting → **To Facilitator of the Process**

Unleash the Brain-Power

T · Good enough · Expert knowledge

Manage the Process - Not the People

Look for T-shape - Not Just one Expertise

Role Description

Please stand on me

Agile Capabilities - Not Detailed Roles

Unbox your People - Do not Place them in Boxes

Understand Agile Organizations

From Detailed Role Descriptions → **To Using the Full Potential of Everyone**

Be Aware of Bias

Try This

- Use three different perspectives to make a decision
- Question your first reaction
- The brain simplifies for us to make life easier, but sometimes it leads us in the wrong direction.

- Use the positive thinking hat
- Involve experts
- Involve people who think differently

Adapt Methods Based on Context

Use methods that measure what you really want to assess.

VUCA

4 Keys to good practices
- Enables Psychological Safety
- Objective Methods
- Non-Discriminating
- Evidence-Based

There are not many evidence-based methods that take in VUCA. Apply a growth mindset and make sure you work evidence-based & with an inspect and adapt approach to make it good enough for now and safe enough to try.

Evaluate these Capabilities for Learning Agility

Learning Agility is the ability to learn from experience. Research conducted by Korn Ferry found five agile learning capabilities that are crucial for leaders in VUCA environment.

Capability	Description
Mental Agility	Thinking critically to penetrate complex problems and expanding possibilities by making fresh connections.
People Agility	Understanding and relating to other people, as well as tough situations to harness and multiply collective performance.
Change Agility	Enjoying experimentation, being curious and effectively dealing with the discomfort of change.
Result Agility	Delivering results in first-time situations by inspiring teams, and exhibiting a presence that builds confidence in themselves and others.
Self Awarenes	Being reflective and knowing themselves well; understanding their capabilities and their impact on others.

From Evaluating Past Compentence → **To Evaluating Agile Learning Capabilities**

Agile Onion by AWA, Simon Powers • Modern Agile by Joshua Kerievsky • Free Download: dandypeople.com/posters