Next Generation HR – Part I

The Move to Agility and Agile

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Panelists:

Sergei Polianski
Global Agile Operations Lead, People & Culture
JT International S.A.
Sergei has been working in Japan Tobacco International since 1998, holding number of positions in IT and HR. He is currently responsible for setting up and leading Agile Operations in People & Culture function that serves as internal consultancy pool to implement strategic projects, del...Full Bio

Marion Devine (Moderator)
Senior Human Capital Researcher, Europe
The Conference Board
Marion Devine is Senior Researcher in Human Capital for Europe, based in TCB's Brussels office. Marion brings a European perspective to TCB's HC work and contributes across a broad spectrum of HC topics in support of the various HC Centers.
Marion brings a wealth of expe...Full Bio

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AGILE TRANSFORMATION

JTI BUSINESS CASE

Sergei POLIANSKI
Agile Operations, People & Culture
Geneva Headquarters

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JTI TODAY: 3RD LARGEST TOBACCO COMPANY

55,000+

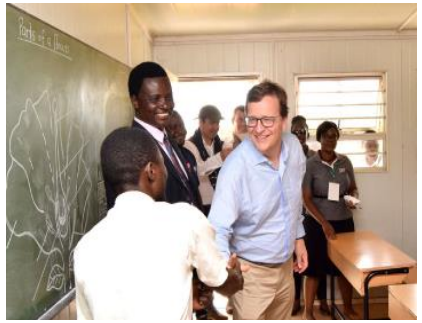
employees

400

offices

77

countries



27

factories

$10.498

million revenue

398.5

billion cigarettes

Winston #2

MEVIUS #7

#13

L&D #15

GLOBAL RANKING EXCL CHINA

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BUSINESS IN TRANSFORMATION

HOW WE UNDERSTAND AGILE

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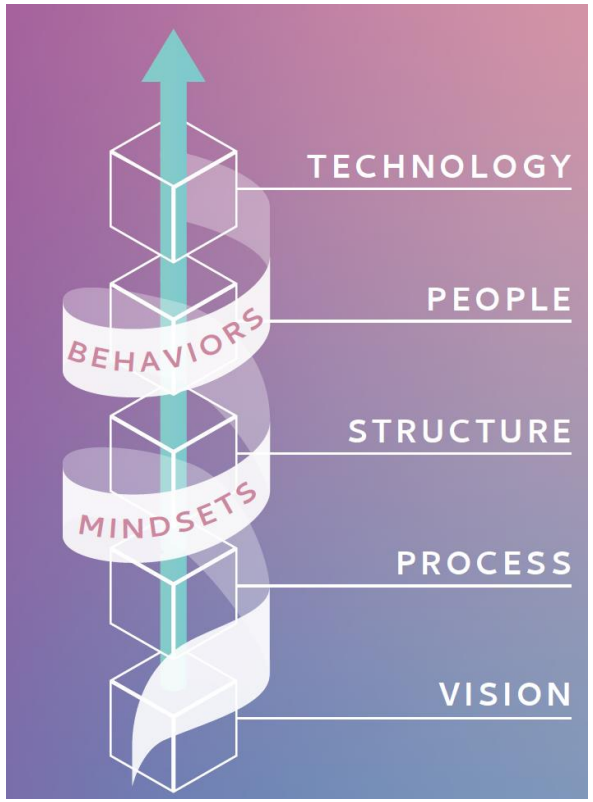
AGILE AMBITION



Agile puts the consumer at the core and matches high-value opportunities with dynamic and diverse teams.

It shifts the organization's culture away from a rigid structure and hierarchy to effectively deliver business solutions.

BENEFITS OF AGILE

- Customer centricity
- Empowerment and employee engagement
- Productivity, speed, and efficiency

JTI APPROACH

- Starting with several Agile Operations Teams in corporate functions
- Then stretching this model to markets and factories

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MODELS OF AGILITY

Agile overlay

Run cross-functional improvements in otherwise line structure

Continuous improvement

Flow-to-work pools

Dynamic staffing of people and teams in line with priorities

Dynamic demand

Self-managing teams

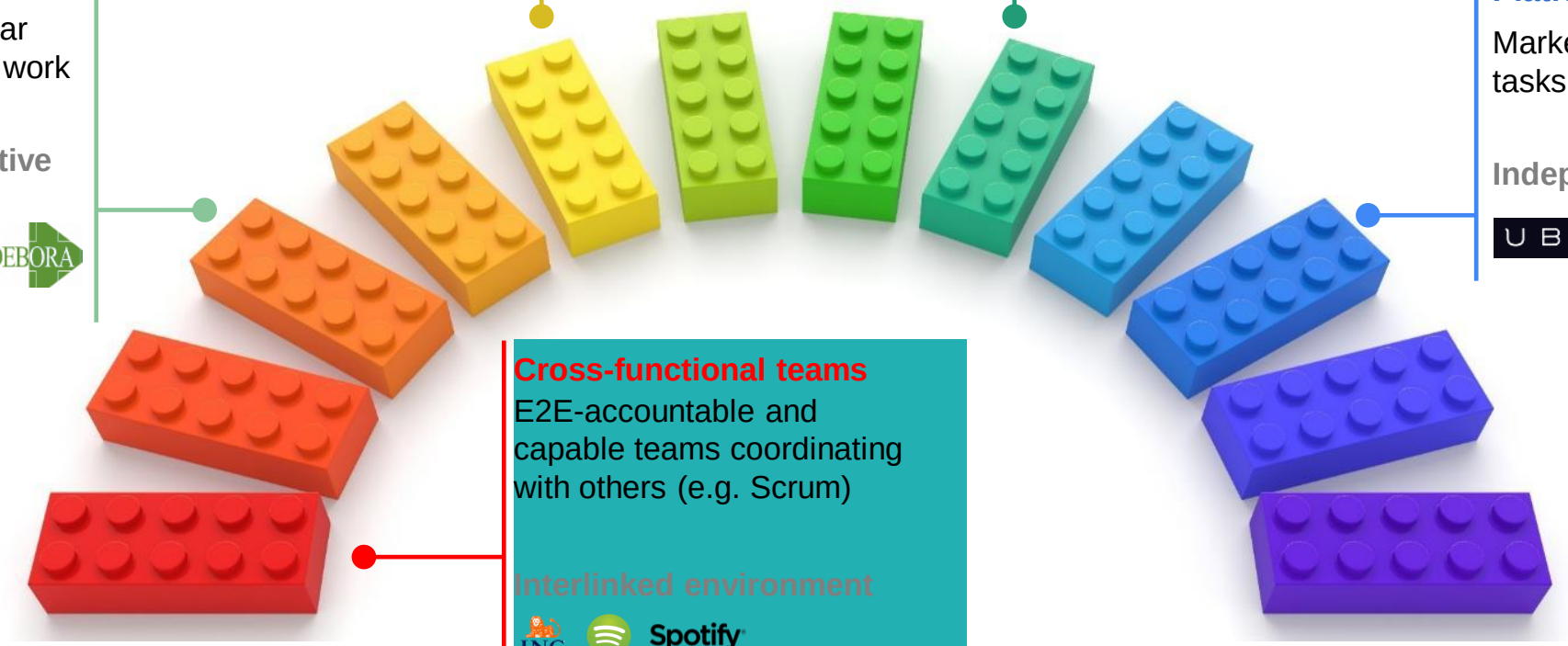
Stable teams with clear KPIs and boundaries work as own cells

Standalone & repetitive

Platform model

Marketplace for matching tasks with resources

Independent tasks



Cross-functional teams

E2E-accountable and capable teams coordinating with others (e.g. Scrum)

Interlinked environment

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In scope for JTI

ZOOMING IN AGILE OPERATIONS

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NEW JTI AGILE PEOPLE & CULTURE STRUCTURE

PEOPLE & CULTURE SVP

AGILE OPERATIONS

- AGILE LEAD
- TEAM

TALENT

- FUNCTIONAL PILLAR OWNER
- EXPERT(S)

REWARDS

- FUNCTIONAL PILLAR OWNER
- EXPERT(S)

D&I

- FUNCTIONAL PILLAR OWNER
- EXPERT(S)

BUSINESS PARTNERS

- BP
- BP
- ...
- BP

GLOBAL BUSINESS SERVICES

- KNOWLEDGE
- TRANSACTION

Close cooperation to deliver best in class Employee Experience

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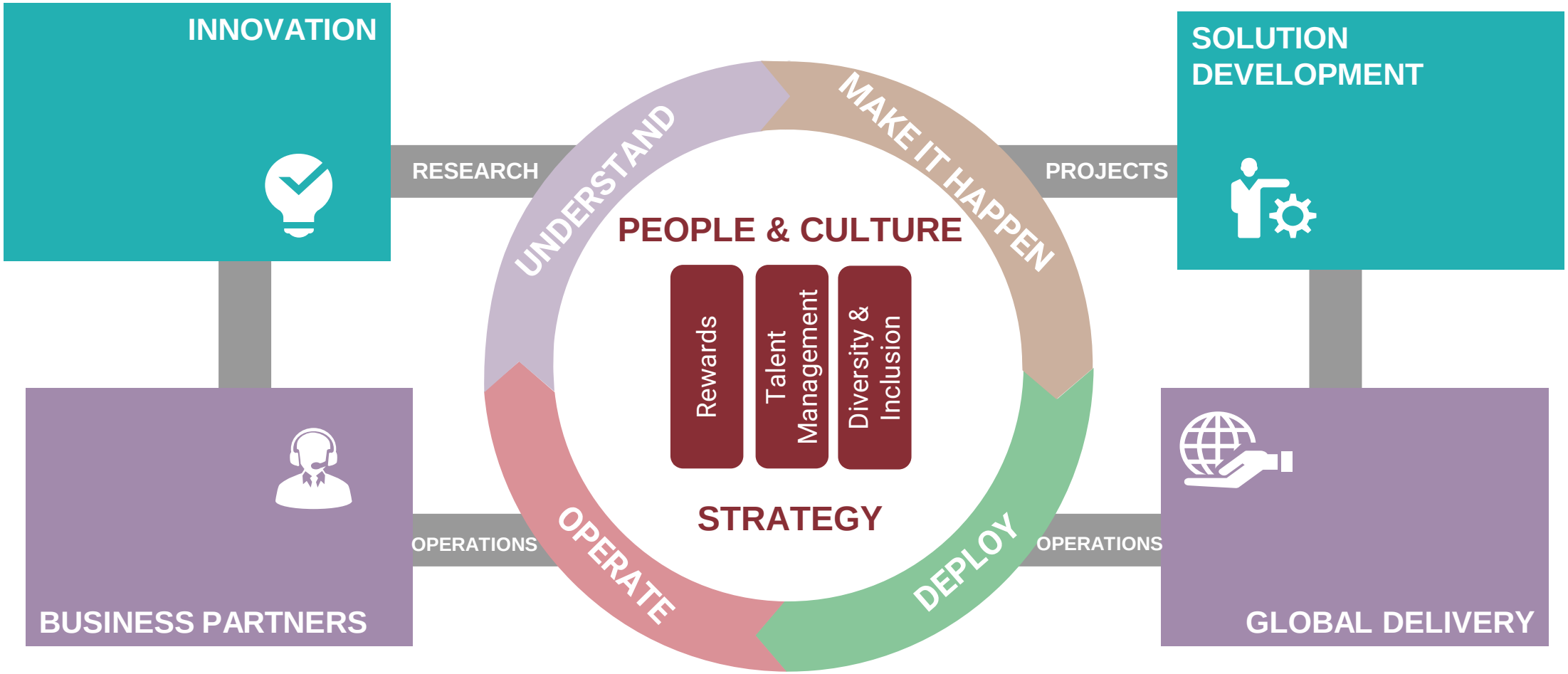
AGILE OPERATIONS ZOOM-IN



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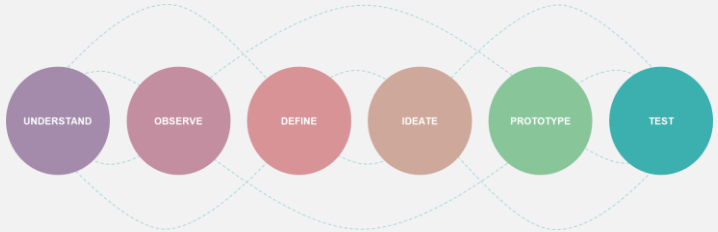
MAIN AGILE OPERATIONAL METHODS

DESIGN THINKING

Methodology which helps to understand customer needs, challenge assumptions, redefine problems and create innovative solutions to prototype and test. The method consists several phases—and is most useful for problems that are not well defined or unknown.

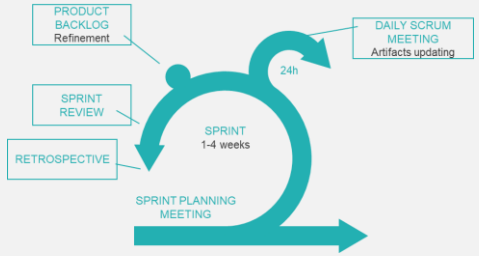
BEST FOR: Innovation, early Solution Delivery stages (e.g. requirements definition)



SCRUM

Projects management framework that allows maintaining flexibility and addressing changes and develop products with high level of production value and creativity. Scrum Project is based on Scrum Roles, Artifacts and Ceremonies.

BEST FOR: Solution Development and Global Delivery tasks

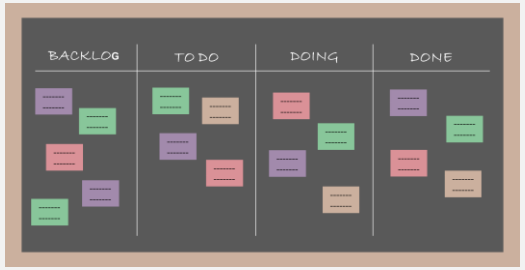


KANBAN BOARD

Tool for visualizing and optimizing workflow and tasks. It helps to:

- Visualize bottlenecks and workflow weaknesses
- Focus on the work currently at hand
- Eliminate the need for basic status update meetings

BEST FOR: Global Delivery Tasks and People Partnering



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AGILE TEAM MEMBER PROFILE

MINDSET

- KEEP IT SIMPLE
- MAKE IT HAPPEN
- BE ACCOUNTABLE
- ONE TEAM

- ❑ I am aspired by agile
- ❑ I feel comfortable working in fluid structures
- ❑ I am resilient in face of stress, challenges or changing requirements
- ❑ I share views in open and positive way
- ❑ I deliver value to my stakeholders/customers as quickly as possible
- ❑ I put customer in the center of everything I do
- ❑ I am a true team player
- ❑ I am a quick learner. I learn from mistakes and embrace received feedback

IMPACT

PROVEN SUCCESS TRACK

- ❑ Consistent high performance / impact in the past
- ❑ High on Talent Matrix (4 upper quadrants + emerging performer)

GENERIC SKILLS

- ❑ Change management practitioner
- ❑ Process or Project management experience
- ❑ Reliable business partner
- ❑ Big picture in mind, ability to assess risks and impact

EXPERTIZE

- BUS PARTNER
- BENEFITS
- TALENT and L&D
- COMPENSATION
- ATTRACTION
- ORG MGMNT
- D&I
- ANALYTICS

- ❑ Extensive knowledge of at least 1of the People & Culture area
- ❑ Hands on experience in managing processes and projects in at least on domain

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AGILE LEAD ROLE CARD

Broad description

- This senior leadership role is focused on leading the Agile operations team within the function. The role of the Agile Lead is to empower and motivate the team in achieving a shared identity, values, and purpose in delivering products. An Agile Lead is accountable for the output of the agile team and is therefore responsible for assuring the quality of work and ensuring that agreed processes and practices are followed.

Typical skills, and background

- Strong track record of success in a leading business role
- Broad and deep knowledge of product development process and practice, including agile methods
- Strong skills in people leadership, mentoring, and coaching
- Very strong communication and negotiation skills
- Good standing and assertiveness, with excellent team work attitude and proven ability to influence, coordinate, mobilize teams around common goals
- An outcome focused mindset coupled with a strong appreciation and commitment to agile ways of working

Artifacts (delivery) in the area of responsibility

- Agile Team capability matrix
- Agile Team performance management review
- Project overview
- Agile Strategic Project Prioritization

Main duties and powers

Managing agile team

- **Accountable for end-to-end service delivery** and for the Agile competency of the team
- Receives and segments requests given by key stakeholders. **Highlights conflicting priorities** between stakeholders and drives agreement on solution
- Has an overview and is **accountable for all capabilities and skills of the Agile team** and decides on team composition for tasks (incl. function experts). Coaches Agile members on their assignments
- **Accountable for performance management** of the Agile team
- Organizes work of the Agile team based on specific needs and required capabilities of its members
- Accountable **the governance process** is in place for the Agile team

Relation/ Stakeholder management

- Responsible for **building and maintaining strategic relationships** with the internal and external stakeholders and partners **at the highest levels** (Functional Pillar Owners, EXCOM)
- Develops proactively strong professional relationships with entire function community enabling him/her to assume responsibilities more effectively and efficiently

Developing agile ways of working

- Participates in **planning** of the team's Sprint and promotes self-organization and team spirit within the teams
- **Defines** the **set of necessary competences** in the team in alignment with Functional Pillar Owner

Common pitfalls

- Micromanages, imposes instructions on the team
- Plays “boss” to the team, make prescriptive decisions about execution methods
- Builds a hierarchy within the team
- Assesses team members peremptorily and by his or her own discretion
- Penalizes team members
- Evades decision-making

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LESSONS LEARNT & CHALLENGES

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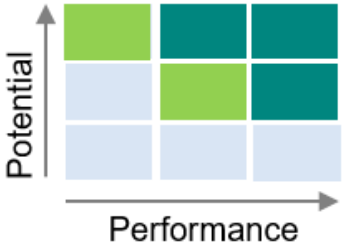
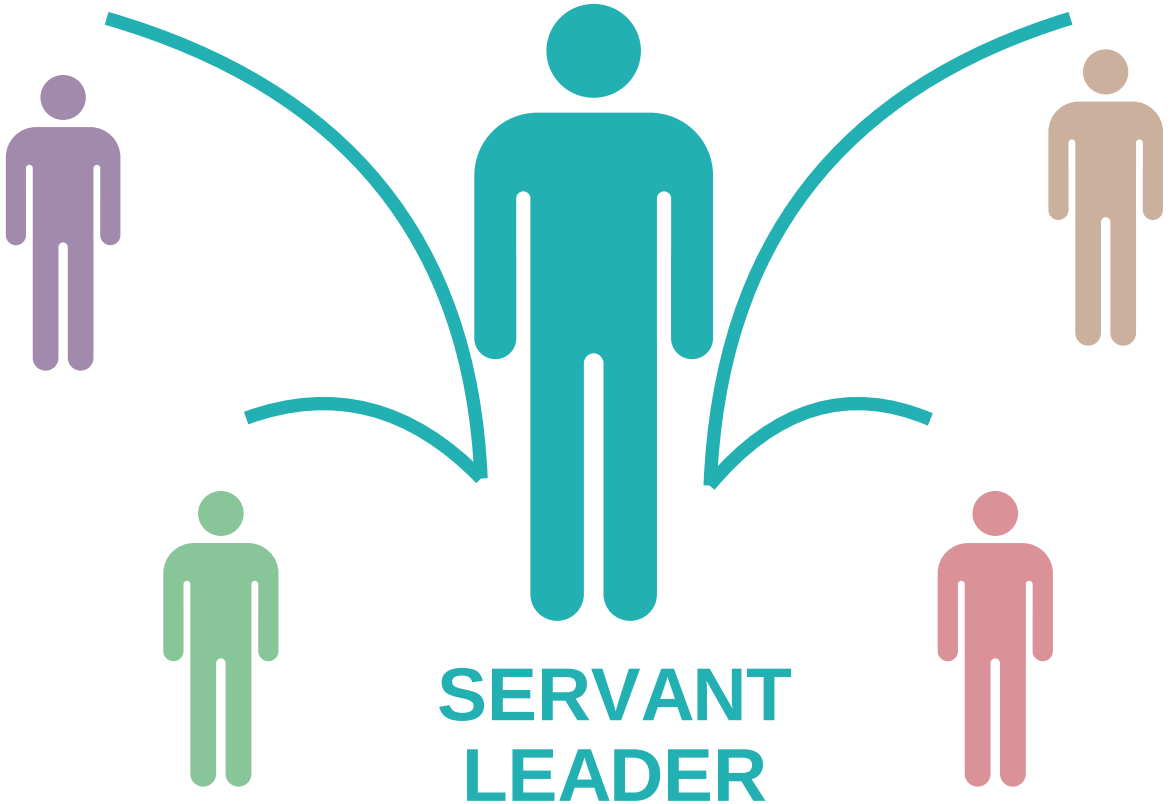
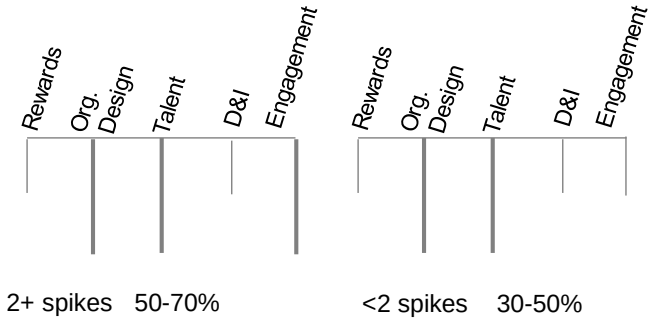
LEADERSHIP CHALLENGES IN AGILE ENVIRONMENT



High Performing Team
Indicated by Talent Matrix placements and past performance – High Potentials and Key Performers





Mix of skills and experiences
Combination of versatile profiles with different experiences across various People & Culture areas

Constant inflow of Talents and new perspectives
Right balance of permanent and temporary assignments creating opportunities for Talents inside and outside HQ and other functions

Background diversity
Variety of nationalities, genders, age groups and cognitive styles

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TOP GAINS AND GIVE-UPS

WHAT WE LOSE

- ☒ Status of positions and seniority of people
- ☒ Management control
- ☒ Functional split and silos
- ☒ Traditional processes
- ☒ Position security
- ☒ Ability to hide behind
- ☒ Traditional office arrangements
- ☒ Paternalistic approach & “baby-sitting”

Employees are less exposed to uncertainty and receive detailed instruction

WHAT WE GAIN WITH AGILITY

- ☑ Empowerment to act
- ☑ Focus on strategic priorities
- ☑ Facilitated people development
- ☑ Collaboration
- ☑ Free flow of information
- ☑ Transparency
- ☑ People & Culture innovation
- ☑ Knowledge sharing
- ☑ New type of leadership

Employees are exposed to uncertainty and trusted to do the right thing – teams are easily redeployed, with end-to-end accountability

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