

**Is your Scrum
Team Sustainable
based on
Personalities that
have been hired?**

**Ajay Kabra
Sr. Director
Global Business Excellence**



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Let's Define the Problem Statement

Have we hired a person only to realize that the person is not meeting the fitment criteria for the job profile, the Person would be talented and knowledgeable, but still does not meet the requirements of the Job profile?

Have we wondered why there are challenges and conflicts in our teams, or between two individuals, sometimes a few of us get well along with others and with some folks, we have a challenge in our conversation?

Did we ever have a feeling that my management / Sr. leadership does not understand what I am proposing?

Our biggest Challenge in the world ...

- Less competent people are judging and evaluating more competent people !!!
- You are bound to have issues and problems @ a later stage



How do we Hire? For Skills or Attitude?

- Hiring done in majority of the organization is based on skills that are required for the Job or the task to be done
- And firing of people from our systems is based on their attitude
- Can we do it the other way around, Hire for attitude and personality and then train the candidate for the required skills?
- Attitude you cannot teach, Personalities you cannot change



Elements to think when Hiring

- People do best what comes naturally to them
- Understand more what drives the human behavior
- Understand how these behavior impacts your work environment / team and relationship in the team

Identify your own:

- Personal Preferences
- How do you put these personal preferences to work?
- Will you be able to work with the candidate?
- How can you have more impact in your workplace interactions?



CASE STUDY - 1

We are hiring a new Scrum Master for a product development in Java. There are two candidates for the job.

Considering that both have relevant skills, certification, and talent for being a Scrum Master, in their technical rounds (Knowledge of Agile, Scrum and other similar elements) they have done well. Their experience is very similar. Whom would you hire for the Job?

Candidate # 1

- He thinks before he speaks
- Does very tight delegation
- Controls closely and critically
- Anticipates Problems and Challenges
- Proactive and Result-Oriented
- Avoids Risk, Conservative (Traditional)
- Very factual and straight forward
- Makes decisions firmly and quickly if they can follow the book approach
- At times Impatient but Very precise in dealing.
- Builds structure and has respect for the plan.

Candidate # 2

- Empathetic
- Persuasive selling style
- Delegates authority and details
- Confident decision maker
- Work through people to resolve issues
- Venturesome and risk taker, Strong Initiative
- Drives change and challenges status quo
- Motivating and Stimulating Communicator
- Proactive, Result-oriented
- Fast Paced, Informal



Have we Hired the wrong person for the right job?

Or

the right person for the wrong job?



- You've hired – but after some warning signs, doubts have started to surface.
- You've invested plenty of time in trying to make it work, but for whatever reason, it's just not happening, and the red flags make it evident that you've hired the wrong person.
- It's not fair to leave a bad hire in a role we know they're not going to have much longer. Give them the best chance of moving on to a new role where they're more likely to excel.
- Firing someone is a hard thing to do, and it's going to be upsetting for both sides. Explain your reasons as clearly and calmly as you can and hear the other side out.
- In almost all cases, the decision is going to be mutually beneficial in the long-term - if only because you both learn a hard lesson.

What are we looking for Skills, Talent, Attitude or Learnability of the candidate?

It is not about getting people on the team to execute a project or produce an outcome. It is all about getting the right people, with the skills, talent, knowledge, learnability along with right attitude and aptitude for the job.

Getting a bunch of people together will only get people in your team but shall never make a team of great achievers.



Do we hire top performers or average performers or team players?

- What should be the composition of this team, whom should we hire? Do they deserve a place in our organization?
- What are your thoughts?



Hire for attitude and aptitude along with Learnability

When you hire for attitude, otherwise known as values-based recruitment, your focus is primarily on the **soft skills** and personal attributes that a candidate brings to the table. That carries more weight than the performance-related skill set that they offer

In today's market and industry look out, things like background, education, have little or no value to understand how that candidate fulfills the need for the job or has the required abilities for the role.

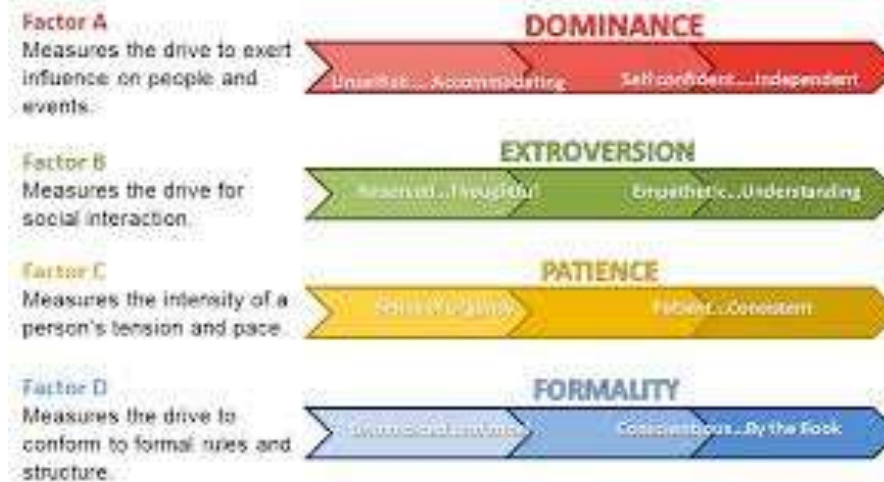
Ultimately, only you can decide whether the role you're hiring for could benefit more from a "hire for attitude and train for skill" approach.



Hiring - Requires a change of approach

Let's check on ourselves – Do we have the right approach for ourselves?

Traditional methods would not work in this new element of hiring ... New thinking is expected
 Perform DISC or Predictive Assessment test



Traits are habits, thought patterns and emotions.



When it comes to how we act at work, we all have traits. Traits are habits, thought patterns and emotions. And a given trait produces drive to have certain things. These drives create needs, and these needs motivate us to behave in a way that satisfies the associated needs

Always the goal should be to:

- Identify the job requirements of the role for your team
- Maximize your effectiveness working with individuals on your team
- Align your team and identify strengths to improve your team interactions and outputs

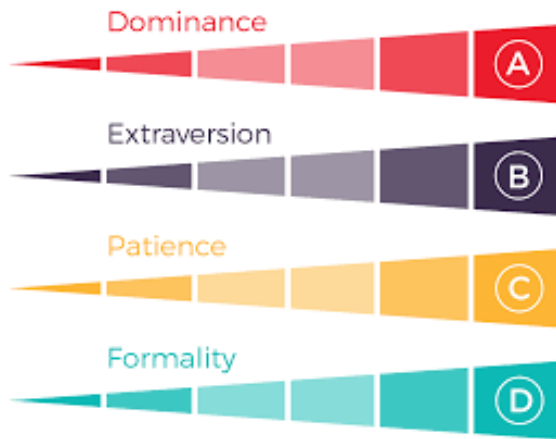
Traits

Predictive Assessment – An approach to better hiring decisions

The PI Behavioral Assessment is a stimulus-response tool that measures a person's natural behavioral drives and needs.

A behavioral assessment, true to its name, is a tool that measures a person's natural behavioral tendencies.

Within the workplace, a behavioral assessment is a powerful way to improve organization's odds of success. It's proven to help hiring managers predict on-the-job success (especially when paired with an understanding of cognitive ability).



Understanding Predictive Assessment

The PI Behavioral Assessment is an Online tool with a few questions, allowing you to select multiple answers to reflect yourself

There are no right and wrong answers (ah – that is the best part)

It takes a maximum of 10 mins to complete the test

Generates a report that will reflect the personality of the individual and traits, management approach, requirements to deal with this type of personality and many more such information



Breaking down the contents of Predictive Assessment



- **Dominance (A)** - is the degree to which individuals seek to control their environment. High scores on this dimension tend to be independent, assertive, and self-confident.
- **Extraversion (B)** - Features traits that are an extrovert, including persuasive, friendly, talkative and outgoing
- **Patience (C)** - Patience is the drive to have consistency and stability in one's environment. A high-patience is a sign of calmness, stability, and steadiness.
- **Formality (D)** - The degree to which an individual seeks to conform to formal rules and structure. Individuals who score high on this dimension are organized, precise and self-disciplined

17 different Personality Profiles From PI Assessment

Create an Understanding of Personality Profiles

- Analyzer
- Controller
- Specialist
- Strategist
- Venturer
- Altruist
- Captain
- Collaborator
- Maverick
- Persuader
- Promoter
- Adapter
- Craftsman
- Guardian
- Operator
- Individualist
- Scholar



Analyzer Profile – A preview

Needs of Analyzer Profile:

1. Understanding of the big picture
2. Room for introspection
3. Opportunities to work at a fast pace
4. Freedom from risk of errors

Behavior Pattern of Analyzer Profile:

1. Assertive
2. Pensive
3. Intense
4. Thorough

Signature work style

- They take time to think and they are direct
- They are selective in delegating both details and authority
- Close up follow ups will be performed to ensure quality
- Will have drive to initiate action
- Risk averse, want all answers before taking a decision
- Innovative and Self-motivated
- Data-driven and analytical

How to work well with them?

- Give them room, do not micro-manage them
- They like to express & implement their own ideas
- Do not pressurize to make decisions
- They feel more comfortable when decision is within the area of their expertise or if they can manage the risk involved
- Bring challenges to Analyzers, They like opportunities to showcase both their expertise and their creative problem solving abilities

In what kind of role would an Analyzer Personality be more effective?

Development (Core Developer)

QA (part of Scrum Team – but QA as a function)

Scrum Master

Product Owner

Product Manager

Line Manager

Lead Architect

UX

Sponsor

Business Owner

Document Writer



Strategist Profile – A preview

Needs of Strategist Profile:

1. Understanding of big picture
2. Opportunities to work with facts
3. Variety and Flexibility
4. Time to develop expertise

Behavior Pattern of Strategist Profile:

1. Independent
2. Reflective
3. Intense
4. Organized

Signature work style

- Reserved, Introspective
- Authoritative
- Result Oriented
- Decisive, Calculated risk taker
- Innovative, Self Motivated
- Delegates more freely than authority, but tight with controlling and frequent check-in's
- Highly organized
- May appear tough-minded and directive

How to work well with them?

- Keep things moving to satisfy strategist's desire to get things done quickly
- They want things to be done correctly
- Follow directions
- Give them time to develop their expertise
- They want to be confident in the knowledge they have acquired

Where do we think a strategist profile would be best fit in our Product Development?

- Development (Core Developer)
- QA (part of Scrum Team – but QA as a function)
- Scrum Master
- Product Owner
- Product Manager
- Line Manager
- Lead Architect
- UX
- Sponsor
- Business Owner
- Document Writer



Collaborative – A preview

Needs of the Profile:

1. Freedom from individual competition
2. Opportunities to work with others
3. Supportive work team
4. Freedom of expression

Behavior Pattern of the Profile:

1. Cooperative
2. Empathetic
3. Patient
4. Causal

Signature work style

- Open, approachable, persuasive
- Understanding listener
- Brings people into decisions
- Dislikes Risk
- Responsive more than Proactive
- People Oriented, Sociable
- Patience with routines

How to work well with them?

- Let them collaborate.
- like to involve others
- Show them love; they want consistent, dependable management and support
- Keep it friendly; Don't like competitive pressure

Identify the Profile Type.

Where do we think we could best position this profile in our Product Development?

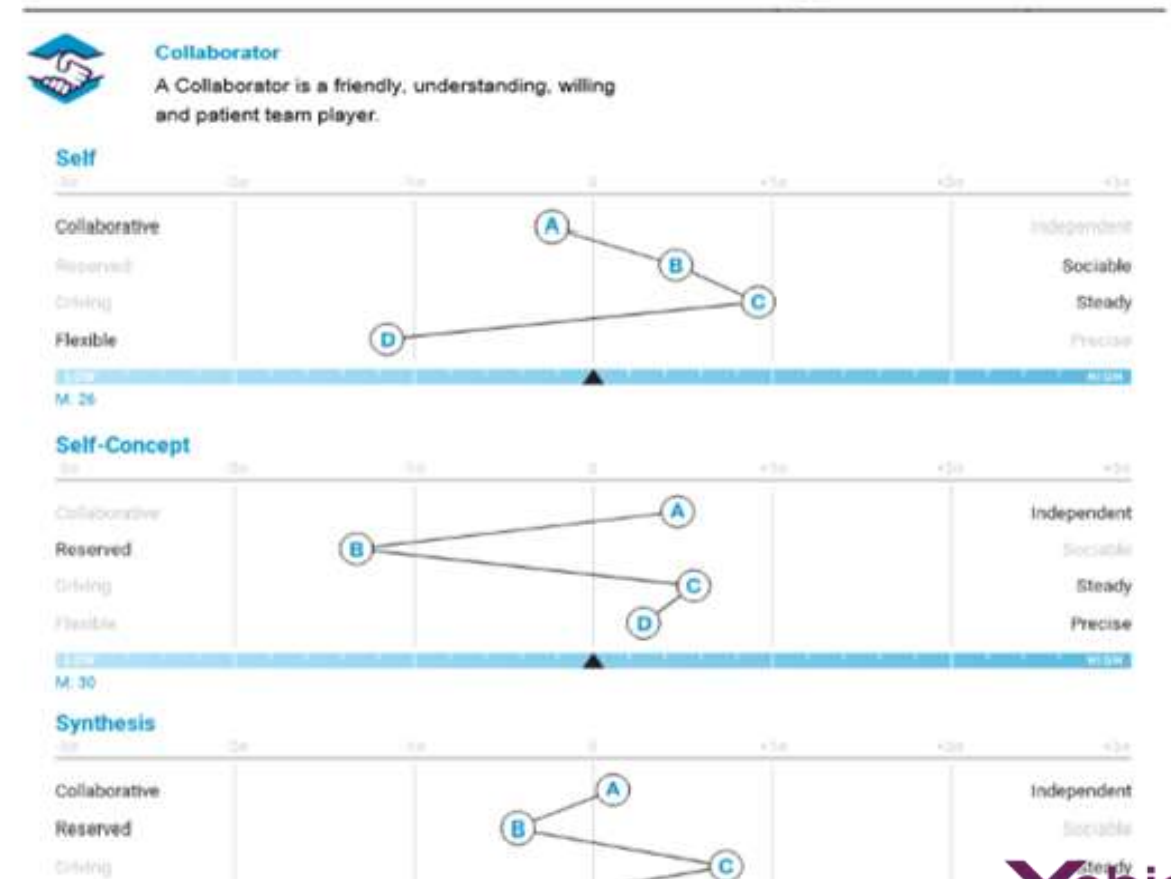
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Predictive Index Assessment Report – Reading a Sample Report

Sandeep Mehra is a Collaborator type profile.

- Sandeep is Collaborative and Flexible in his approach. He is a social and a steady person.
- Sandeep displays a high level of reservations (he comes across as a reserved person), with a tendency to be seen as slightly more precise. Along with the above, he is trying to demonstrate independence.
- Sandeep tries to balance out all things in terms of Collaborative vs. Independence or Reserved vs. Social



Along with PI Assessment use EQ for Leadership Hire (Decision makers)

PI provides a level of information, which can help and guide in our selection and project allocation process

Recommend the usage of EQ (Emotional Quotient)

It could be critical in your leadership hiring

Remember as a Leader you need the right and correct balance between multiple parameters for the candidate to be seen as the right one for our organization



No Free Lunch – But as they Say “Quality Is Free”



Quality is Free is a book by Phil Crosby in early 1960's.

What Phil intends to state is that Quality will pay for itself in the long run, as there would not be any defects, rework and wastage, this itself would payback for the organization.

In the same vein, organizations need to invest in tools such as PI and EQ and have them utilized for the investment to give the right level of ROI.



Return on Investment (ROI)

(ri-torn on in-ves(t)-ment)

A popular profitability metric used to evaluate how well an investment has performed.

- Hiring is a decision that has gone wrong majority of times across industry and reasons are varied
- We can salvage the situation by using a few tools and making our hiring process a lot more robust (we can still go wrong, but the percentage would be low)
- When you need a **Collaborator Profile** and you have hired an **Individualist Profile**, we calling for trouble and we have no clue about it and we blame the employee or the person who hired them. Well, the problems are never people, but processes. Improve them, invest in them and then see the results.
- Get a PI Assessment done for yourself and your team for free and see results and check if it makes sense for you and your organization.
- Take a brave step and decide today ...

Last 2 cents of
my personal
wisdom
(Though I am
not so wise ...)

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