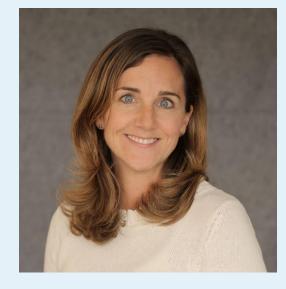# Agile & HR
## Driving cultural change as one team

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# vistaprint®

Everything to market your business

- 16M customers worldwide

- Custom printed products

- E-commerce/web to print company

- Founded in 1995 by Robert Keane
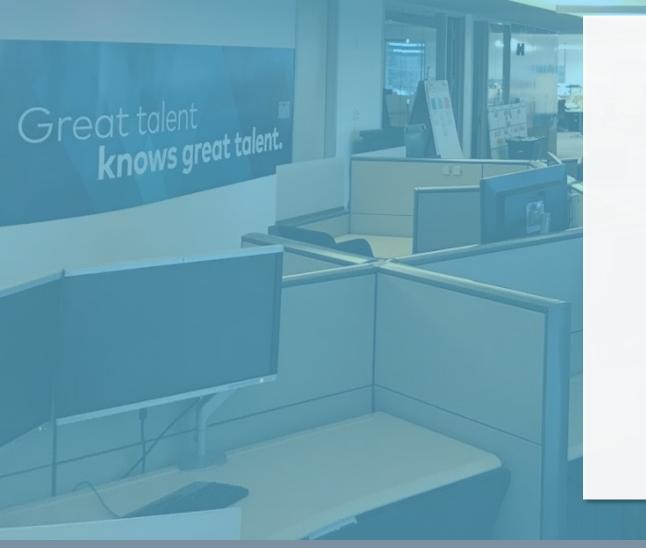
# AGILE at vistaprint

TALENT+
EXPERIENCE
TEAM

2013

2015

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{ call to action }

performance review process
feels outdated:

*Annual feedback wasn't
timely*

*anonymous feedback
prevented dialogue*

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{ open space }

*what should we do differently
to grow and develop talent?*

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# { open space }

## what should we do differently to grow and develop talent?

**Performance Reviews:**

Formal annual process; manager led ➤➤ No formal annual process. Flexible ongoing feedback; employee owned

**HR Mindset:**

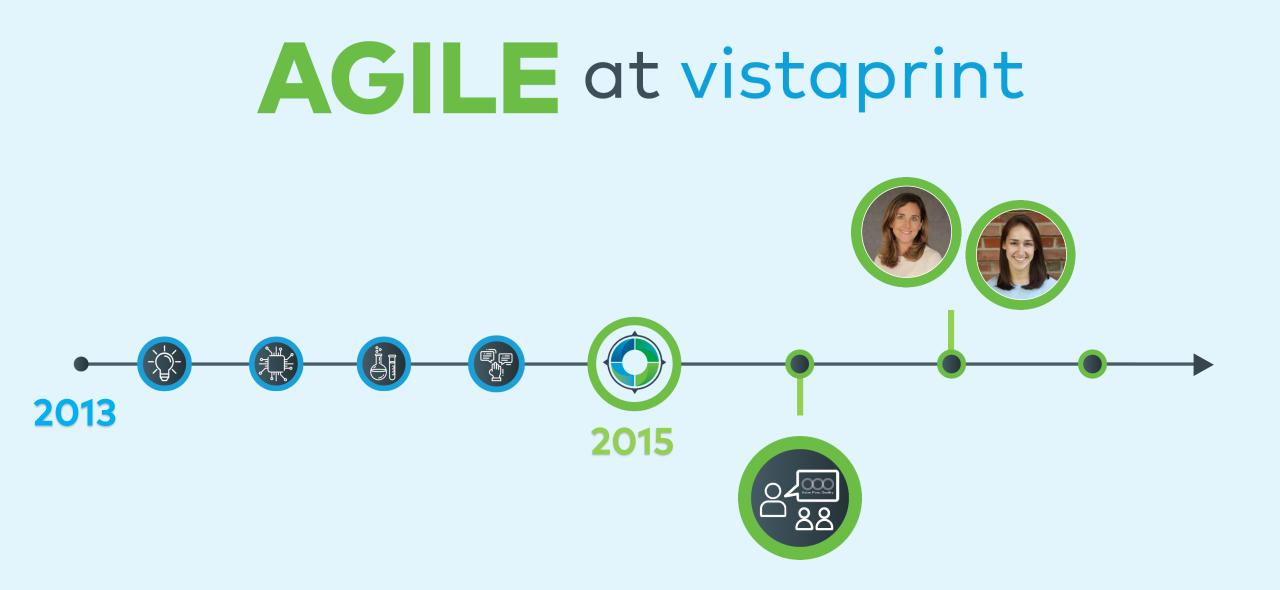Develop within HR & release to employees ➤➤ Co-create with employees

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# AGILE at vistaprint

2013

2015

vistaprint®

**T+E Coaching Engagement**

slow » fast

reactive » proactive

support the business » drive employee experience

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# Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Principles

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

4. Business people and developers must work together daily throughout the project.

5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

7. Working software is the primary measure of progress.

8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9. Continuous attention to technical excellence and good design enhances agility.

10. Simplicity--the art of maximizing the amount of work not done--is essential.

11. The best architectures, requirements, and designs emerge from self-organizing teams.

12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

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# Vistaprint Business Agility Values & Principles

Agile is nothing more and nothing less than a set of Values and Principles focused on delivering value to the customer. Vistaprint's version is derived from the original Agile Manifesto, the Agile Marketing Manifesto and Modern Agile. It has been generalized to be relevant to all disciplines.

We are discovering better ways of creating value for our customers and for our organizations through new approaches. Through this work, we have to come to value:

Customer success over internal KPI's
Individuals and interactions over processes and tools
Validated learning over big band introductions
Responding to change over following a plan
Psychological safety over compliance

That is, while there is value in the items on the right, we value the items on the left more.

Principles

1. Our highest priority is to help our customers succeed

2. We welcome change as a source of competitive advantage

3. Experiment and learn rapidly to deliver increments of value early and often

4. Collaborate daily with people required to deliver customer value

5. Build teams of motivated individuals. Create a safe environment, encourage risk taking, and trust them to get the job done

6. The most effective method of conveying information to and within a team is face to face conversation

7. Measure success through validated learning from the customer

8. Promote a sustainable workload

9. Excellence in execution enhances business agility

10. Deciding what NOT to do is essential

11. The best business results emerge from self-organizing teams

12. Reflect and adapt behaviors on a regular cadence to become more effective

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*"I loved the visibility into our team's work and the flexibility on making this work for us."*

kanban        standups        retrospectives        product reviews

# Team Offsite

## T+E PURPOSE

*To create and enable a customized and exceptional employee experience that inspires and supports our teams to deliver their best work for our customers.*

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**ENABLERS**
- The energy, passion, mindset, knowledge of this team
- this is a growth opportunity for all of us
- teams/VET want to transform
- We're driving our vision/strategy
- collaborating w/in the team (outside of our roles) and across teams
- decentralization
- opportunity to strengthen our brand and be a success story for the org
- introducing agile mindset
- We have a product, to deliver value
- transparency
- strong relationships across the org
- we are global/diverse

**Challenges : HOW WE WORK**
- Balance of roles/focus/time - what's the priority?  △ + other role
- Budget to implement ideas? (rewards/rec)
- How do we communicate new things to the org? Scale it?
- Today = functional roles. How do we become more generalist mindset/skillset?
- How do we manage the expectations of the org (work we do today)? Especially low value things → we can't just walk away
- How do we self-organize and understand bounded authority.
- How do we get leaders on board
- How do we exit people who aren't a cultural fit w/o the negative image
- our ability to change → changing/rethinking the value we bring to the org → do we all buy into this?
- Staying connected (globally)
- overthinking things → just get started!
- talent levels on team: do we need other skills/levels to join the team?
- systems
- how do we collaborate w/ other "line?"

# Coaching T+E

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How we Work

☑ TEAM NORMS ☑

FACE TIME FIRST

BE AGILE

FOCUS ON THE FUN

PRACTICE common LANGUAGE

LIVE THE DREAM!!

"GUIDING PRINCIPLES"

THE EMPLOYEE IS AT OUR CORE

CHANGE THE PROCESS NOT THE SYSTEM.

• CONTINUOUS FOCUS + PRIORITIZATION OF BUSINESS NEEDS

(OUTCOME?)

⚒ TOOLS ⚙

STAKEHOLDER ENGAGEMENT

Requirements
• Have right people included
• Identify + communicate needs early
• Align requirements to customer expectations

ce to have
opt in stakeholders

Champions network

GUARDRAILS
WE EMPOWER YOU TO DEFINE THE HOW.

# HR Systems Team Formation

team norms – agile ceremonies – incremental thinking

*delivered first increment in just a few months*

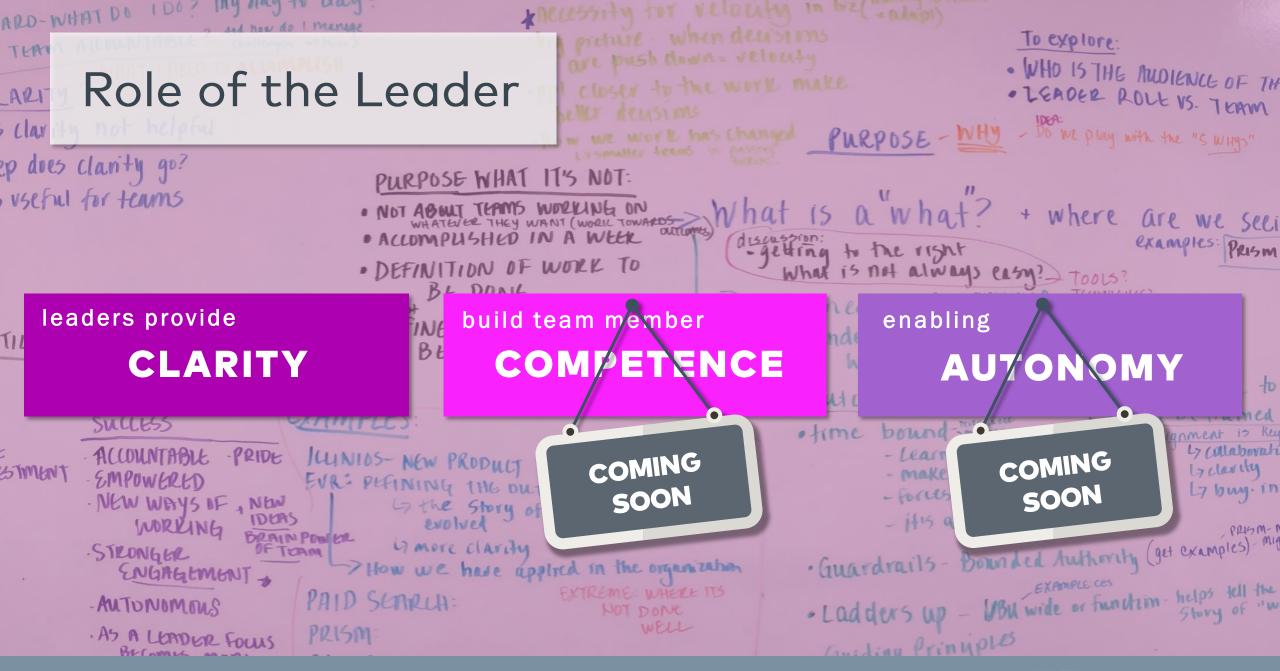vistaprint®

# Interview Games

" The games truly showed the *culture* of Vistaprint and it is one I hope to be a part of. And they were *fun* too!

It was by far the best experience I've had interviewing and appreciate how comfortable you made me feel. It is a true testament of Vistaprint's culture. "

Career Forecast Cards

Sailboat Feedback

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# Role of the Leader

leaders provide
## CLARITY

build team member
## COMPETENCE

**COMING SOON**

enabling
## AUTONOMY

**COMING SOON**

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- Meet them where they are
- Start with mindset
- Language matters
- Experiment and celebrate small wins
- Set expectations along the way

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# AGILE at vistaprint

2013

2015

2018

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THANK YOU!

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# QUESTIONS?

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