

Sensemaking your way into the HR of the Digital-Agile age

Revealing attitudes, culture and different worlds

And what to do next...

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知

Think of a recent example that either frustrated or inspired you of HR in your organisation.

Summarise that example on one of the large post-it notes in whatever language is most natural for you

- Don't worry about spelling, punctuation or grammar
- If that were on a clickbait website or in a newspaper, what headline might you give it - write that at the top

Collect a sheet of sticky dots

- Put your initials on six of the dots

Put the first of your initialled dots on your summary note and put that on the wall

Now go to the sheets on the wall and put a dot on each one to show where *you* believe *your example* sits

What we're skipping today ...

Exploring opportunities for peace and reconciliation in post-Soviet countries

Amplifying customer voices to stimulate change and innovation

Nudge and behavioural insights

Improving services to local communities

Improving agility of software teams in Silicon Valley

Alternative vs counter narratives

Building a culture of entrepreneurship

The problems of using measures as targets

Supporting refugees to create a new sustainable livelihood

Early detection of community problems

Building more resilient organisations

Improving customer focus for Agile software teams

Shifting engineers to understand what consumers value

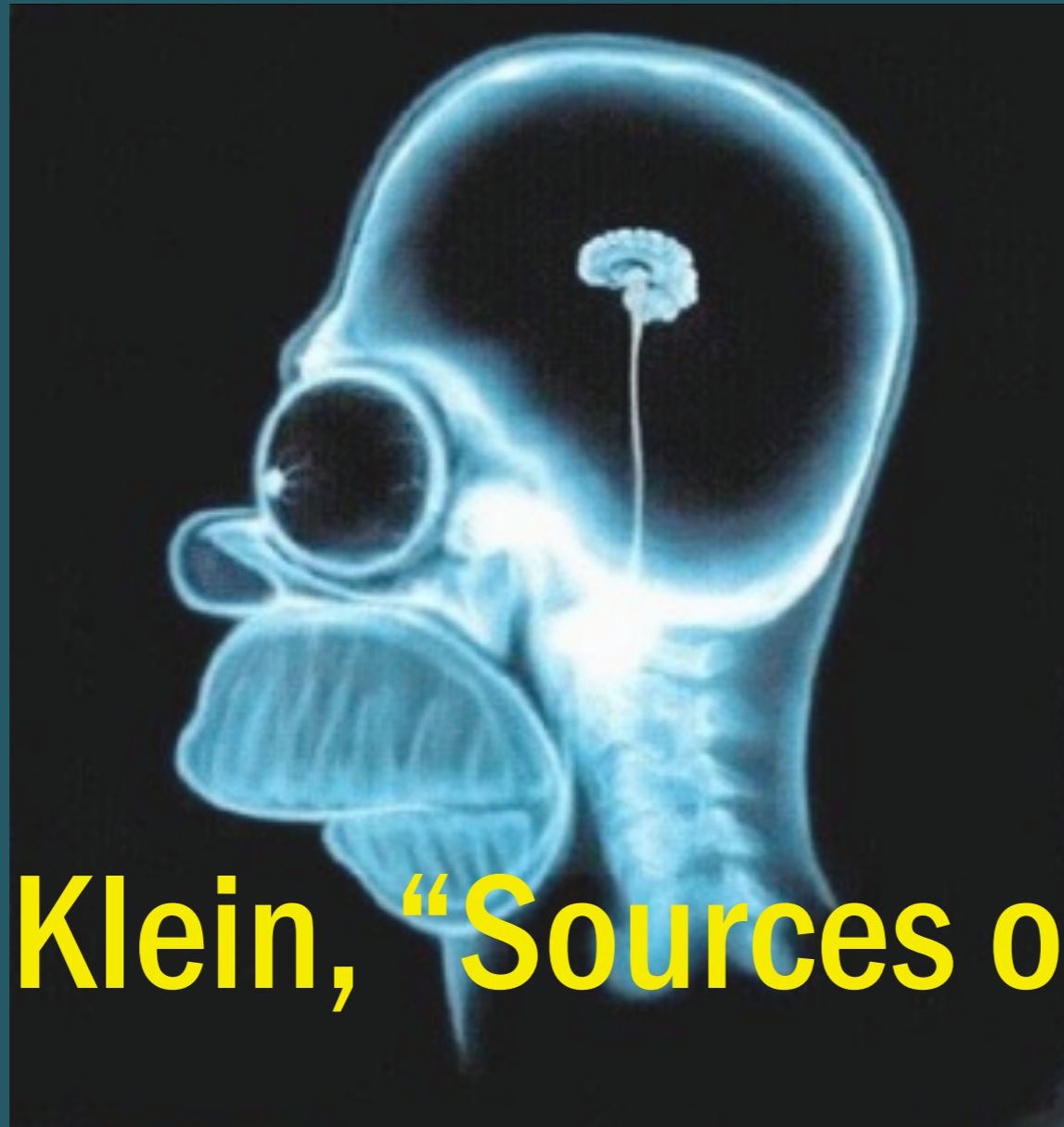
Merging cultures of different companies

Building systems to enhance and augment decision-making



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reference use only. It is not intended for
navigation or other purposes.
A 100% accurate map is not possible.

Cognitive science



Gary Klein, “Sources of Power”

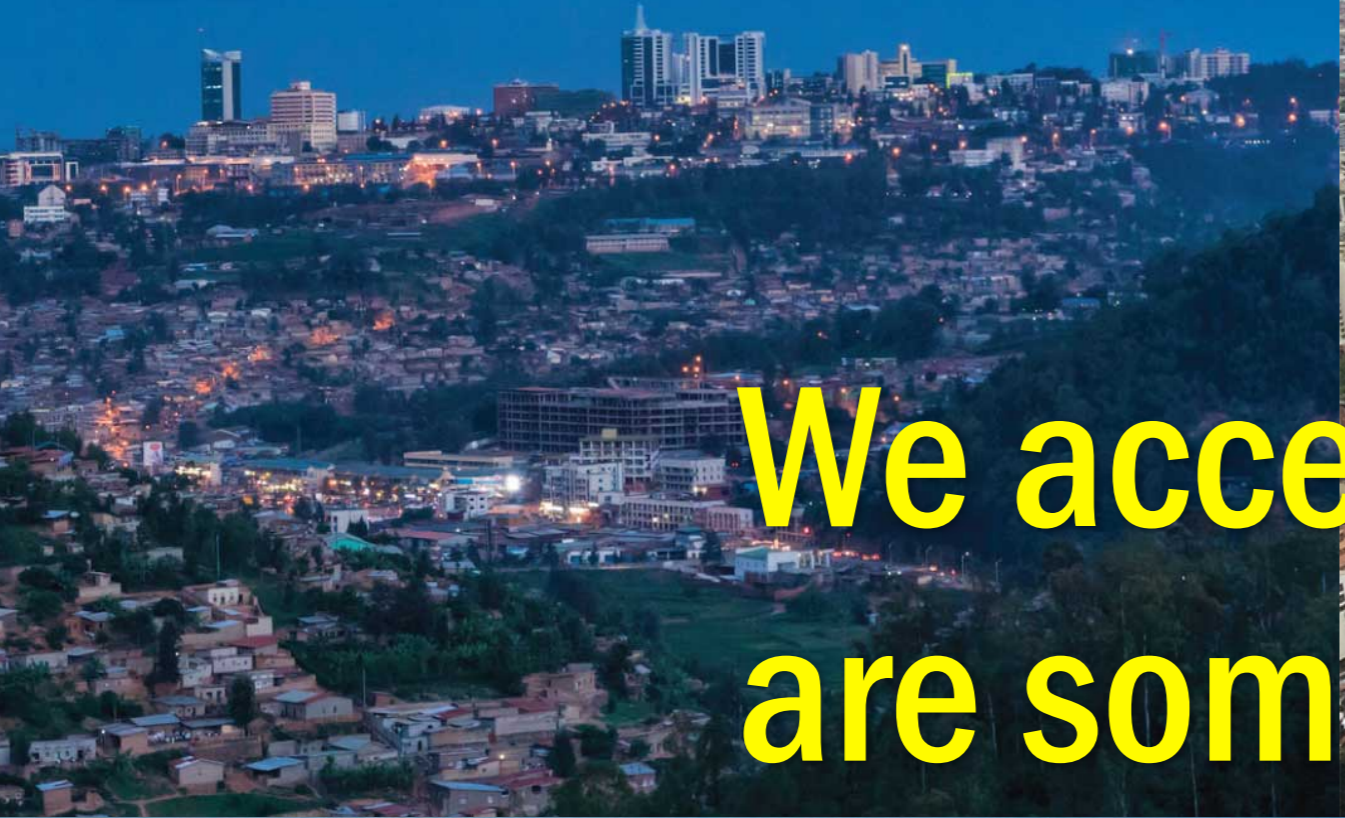
So what?

Gather people's real-life experiences

- The stories of their lives
- The filters through which they gather information
- The frameworks they use to make decisions

Expectations and assumptions

We adapt urban development to the physical landscape



We accept there are some things that we can't do, given the terrain



In the organisation, we recognise that different office environments need to be taken into account





The meaning is not only in the words

Metaphor

**“Red shirt” is an assessment
of life expectancy, not a
statement about fashion**





You Deserve the RedShirt™ Treatment



Independent
Health

Ι Δ Μ Δ Ρ

The meaning is not only in the words

Metaphor

Sarcasm

the way these children are play with one another
the same way the pakistani government is
playing with the pushtuns of NWFP talib is only
a name and its a game of the government .
civilians are dying who are neither on the side of
the taliban or of the government . if you want
opinion then islamic laws should be implimented
in pakistan as soon as possible to run the systam
of the government efficiently and al the terrorism
and corruption would end in a very short time

The meaning is not only in the words

Metaphor

Sarcasm

Language shifts



Only the respondent knows what their story means

- Layers of meaning
- De-privilege the expert
- Clarifying the voice of the beneficiary
- Illuminates the landscape

حمامة الحرية

بتفكرنى بالحرية وهى عبارة عن حمامة
الحرية شوفت زيها على النت ماكنتش
بحرك كان مكتوب تحتها حمامة الحرية
والحرية يستحقها كل انسان وهى غريزة
فى الانسان والحيوان

What type of justice is shown in your story?

Get your own back, revenge



Restorative, reconciling

Deterrence, stop other people doing the same

Get your own back,
revenge

حمامة الحرية

بتفكرنى بالحرية وهى عبارة عن حمامة الحرية شوفت
زيها على النت ماكنتش بحرك كان مكتوب تحتها حمامة
الحرية والحرية يستحقها كل انسان وهى غريزة فى
الانسان والحيوان

reconciling

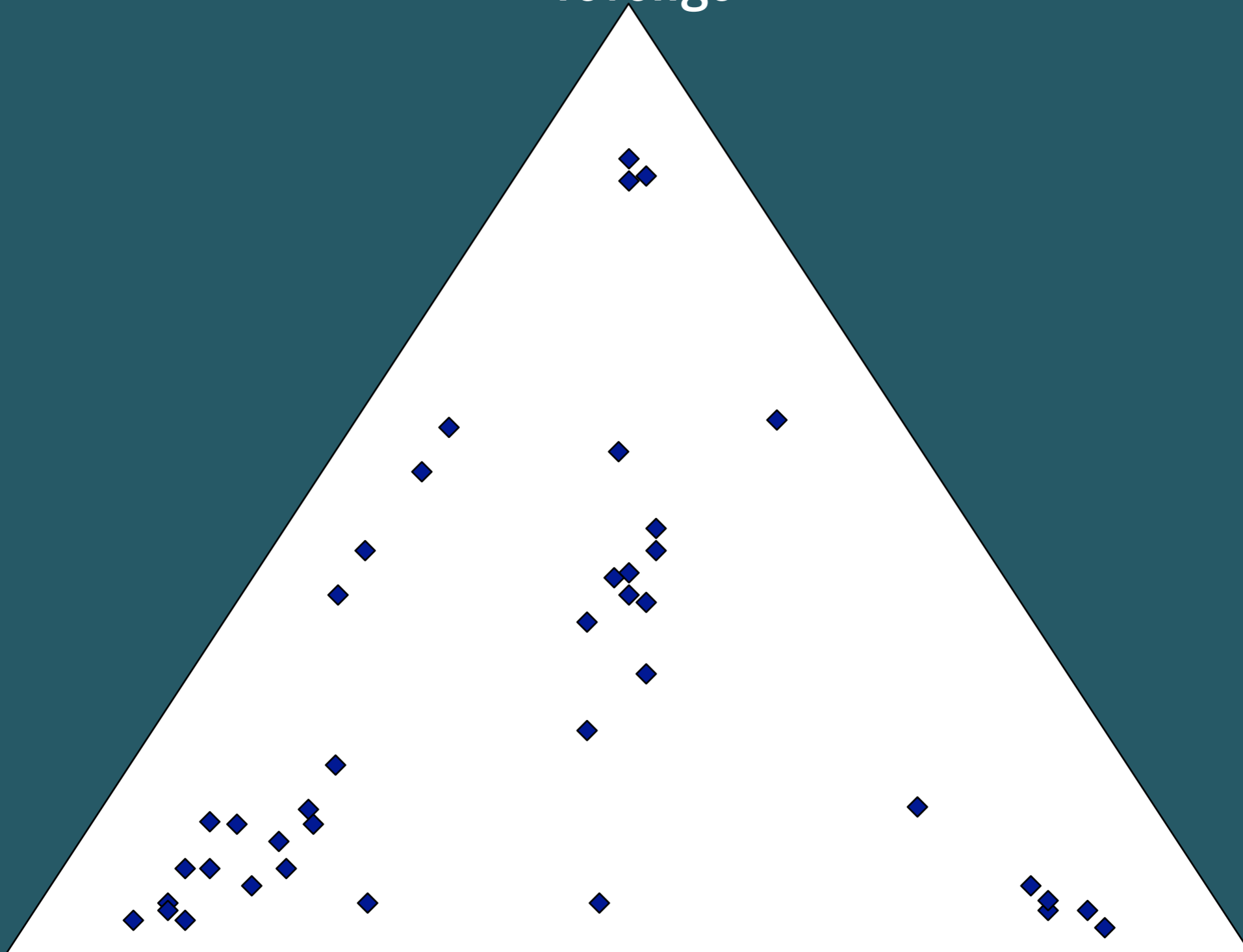
people doing the same



narrate

Conf/2019/004 Digital Leadership/001 Digital Leadership meetup

Get your own back,
revenge



Restorative,
reconciling

Deterrence, stop other
people doing the same



Get your own back, revenge

Filter: The sort of justice shown - Getting your own back

Cluster -- Selection from 286 673 to 682 899 (171 items)

Items Summary

الفرجة
ممامة السلام 11
الأنشطة الرياضيه
الطائرة يخلق بين الأسطح
NoTitle 472
NoTitle 473
كرة القدم في الشارع
مساعدة مهتاجين 2
مساعدة المريض
الفرجة 2
البنات الغلبانه
NoTitle 494
الأطفال صنعوا التاريخ
السوبر ماركت 2
المساعدة والتعاون
المجاعة والفقر
اخلاق المصريين
كرة القدم 7
رسالة الى صديق
اولاد الشوارع 18
فلسطين 4
اولاد الشوارع 22
الكشافة 6
الاعتذار واجب وحق
ماتش مصر والمجزائر 2

Text Indexing

الأطفال يرددون الالعاب والمسابقات ولا كن الطفل لم يخلق في الالعاب بل
خبق لا العلم والصلوات مثل قصة رمسيس الثاني كان في التاسعه من
عمرة أبوه وضع علي رأسه التاج وقال له رمسيس الثاني لماذا وضع التاج
علي رأسي قال له لم تعد صغير يا إني الأكبر يا ولد وبعد أن أتى من عمره
عشرون سنه تولى حكم مصر وهزم الأعداء الذين كانوا يودون أن يستولي
علي مصر لكن لم يقدر عليه ولقب رمسيس الثاني

nce, stop other
people doing the same

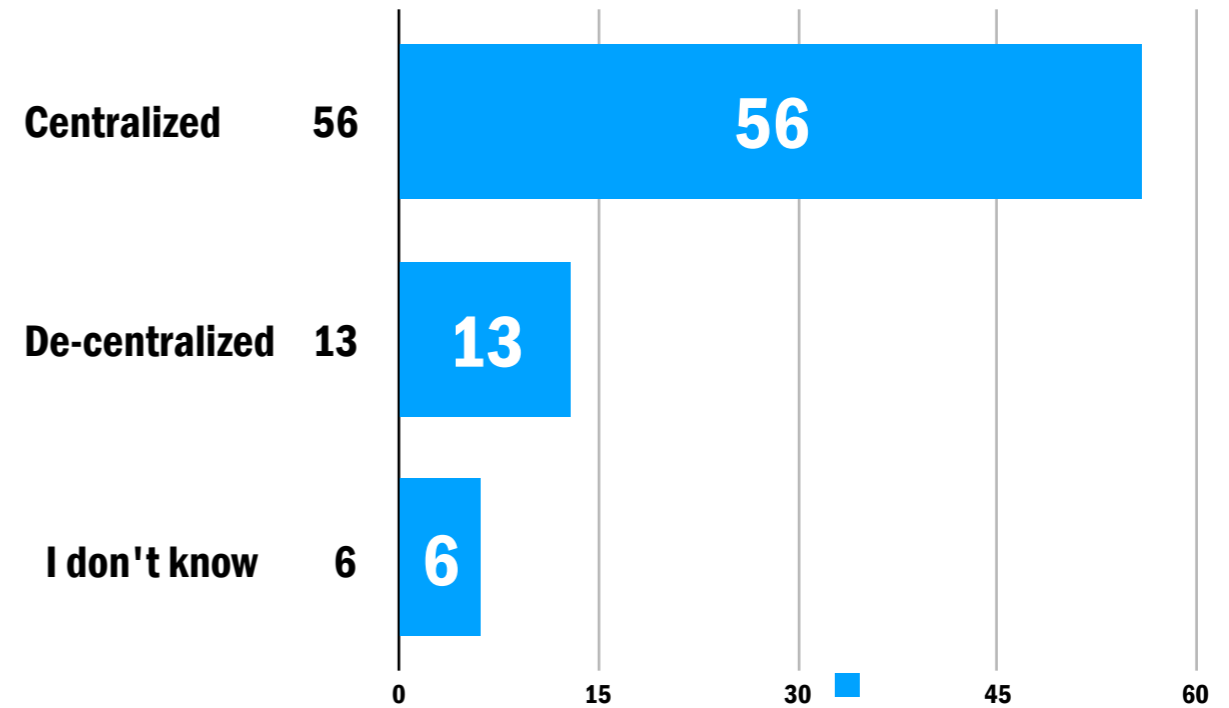
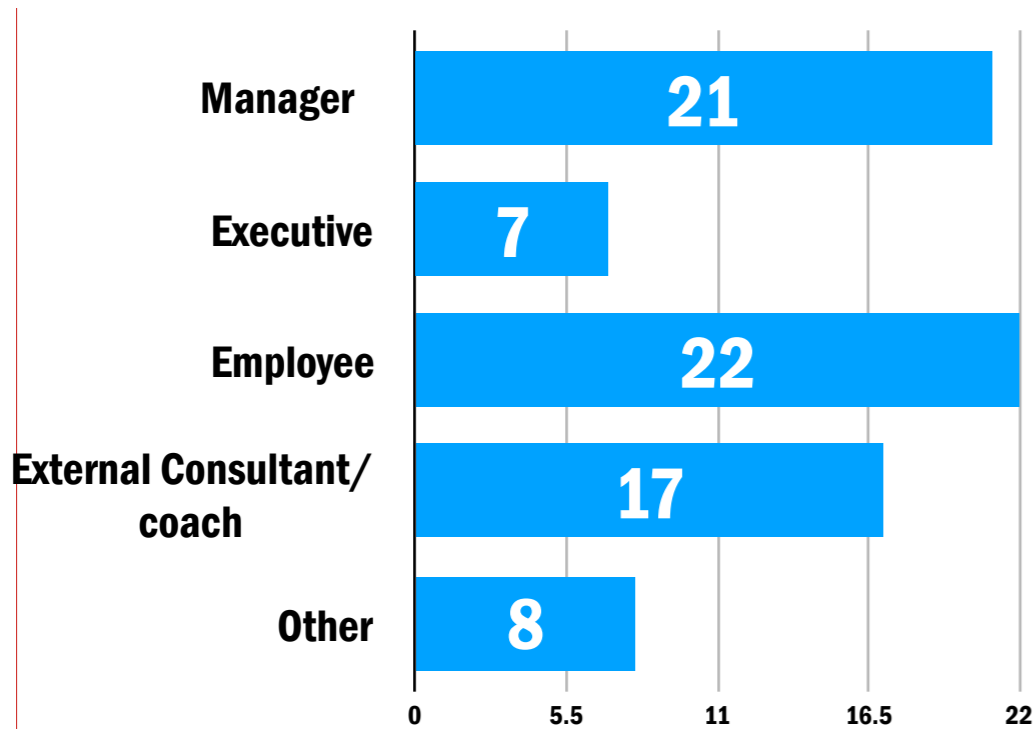
What next - the full package

Involve beneficiaries and stakeholders on the ground in analysis

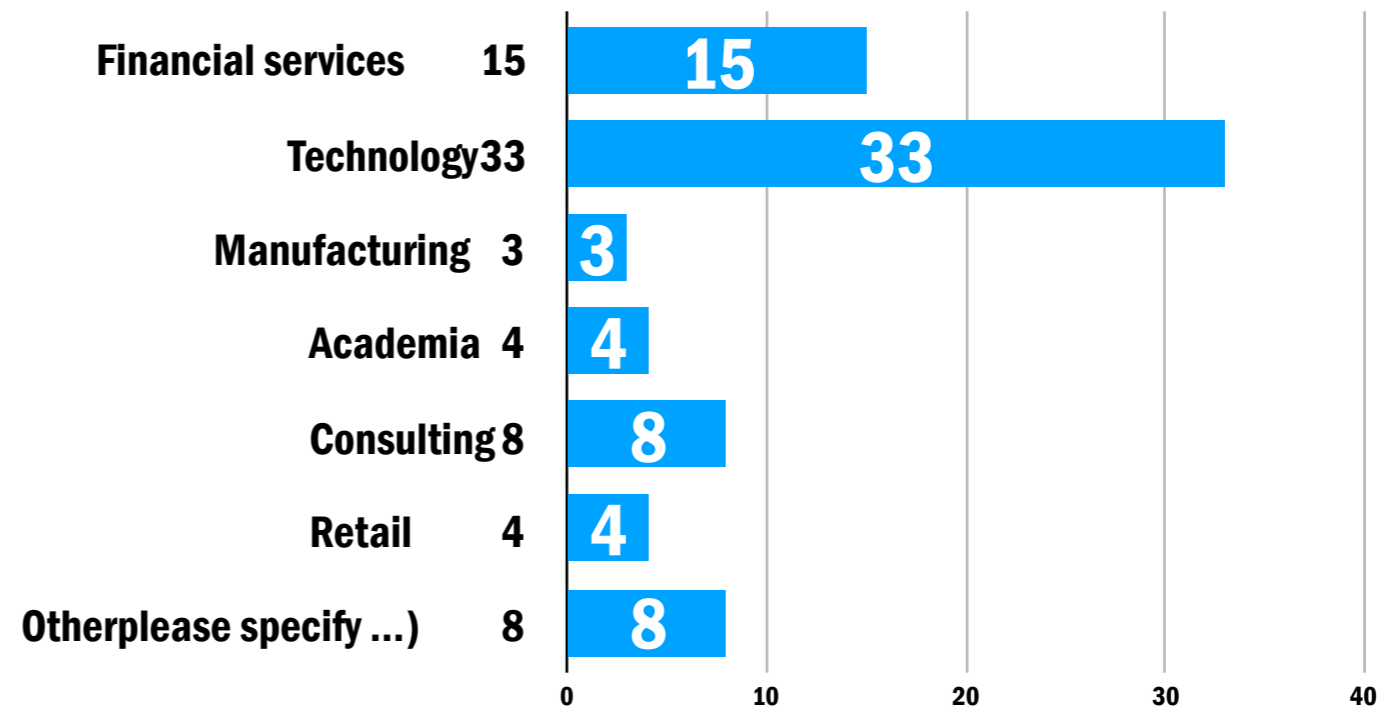
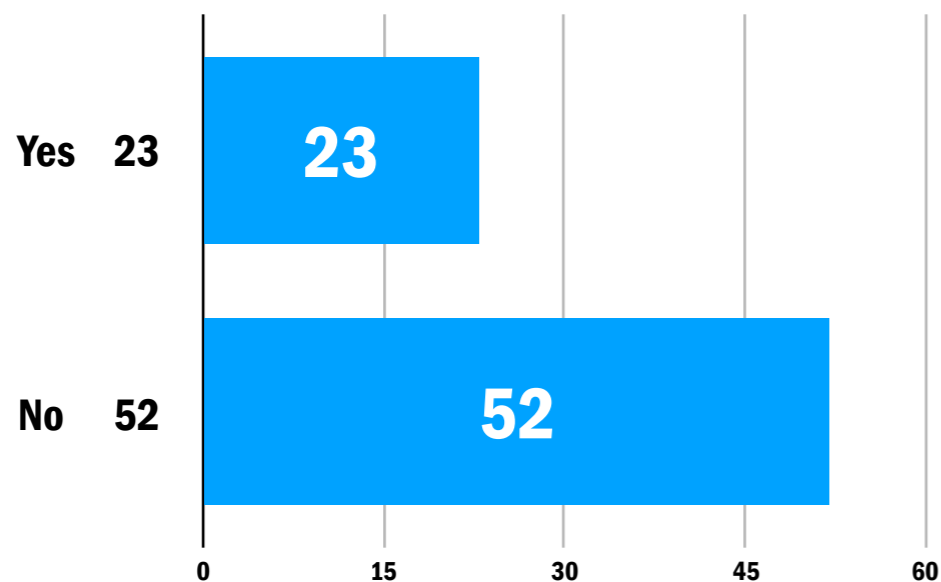
Involve diverse groups in intervention design, based on “more stories like these, fewer like those”

Monitoring interventions through micro-narratives

About the respondents - 78 stories collected

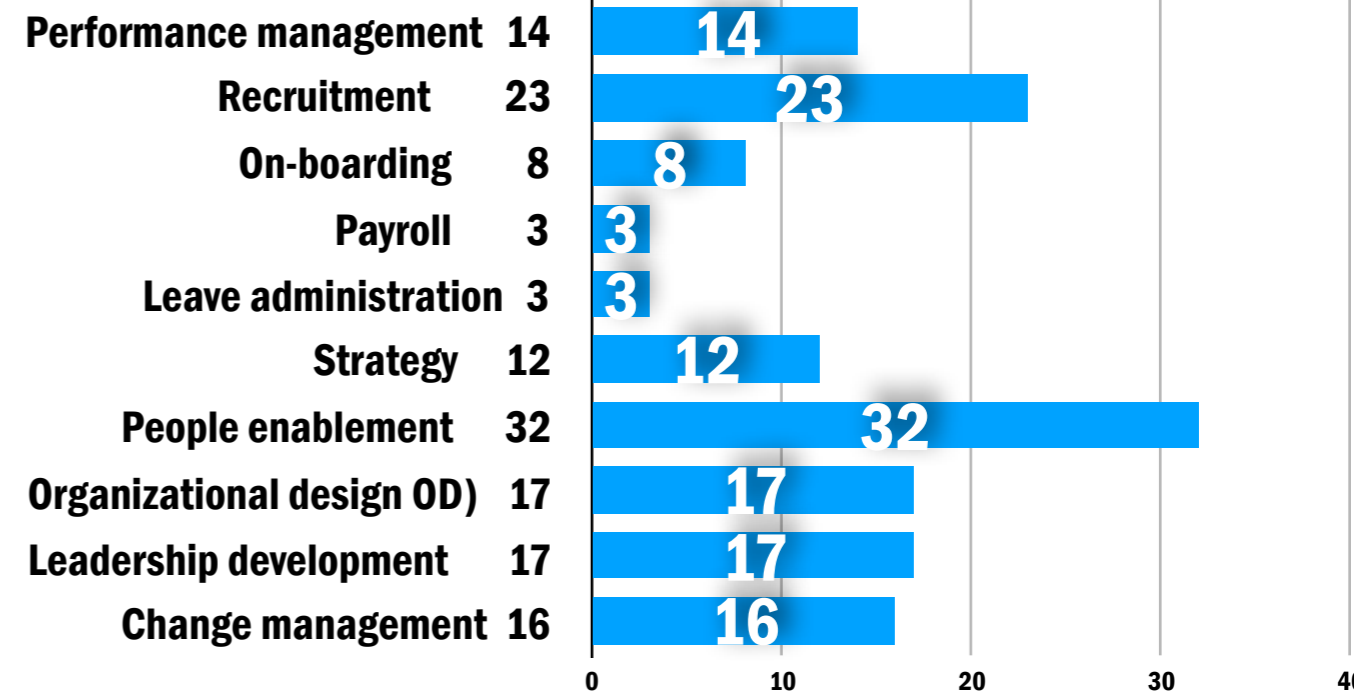
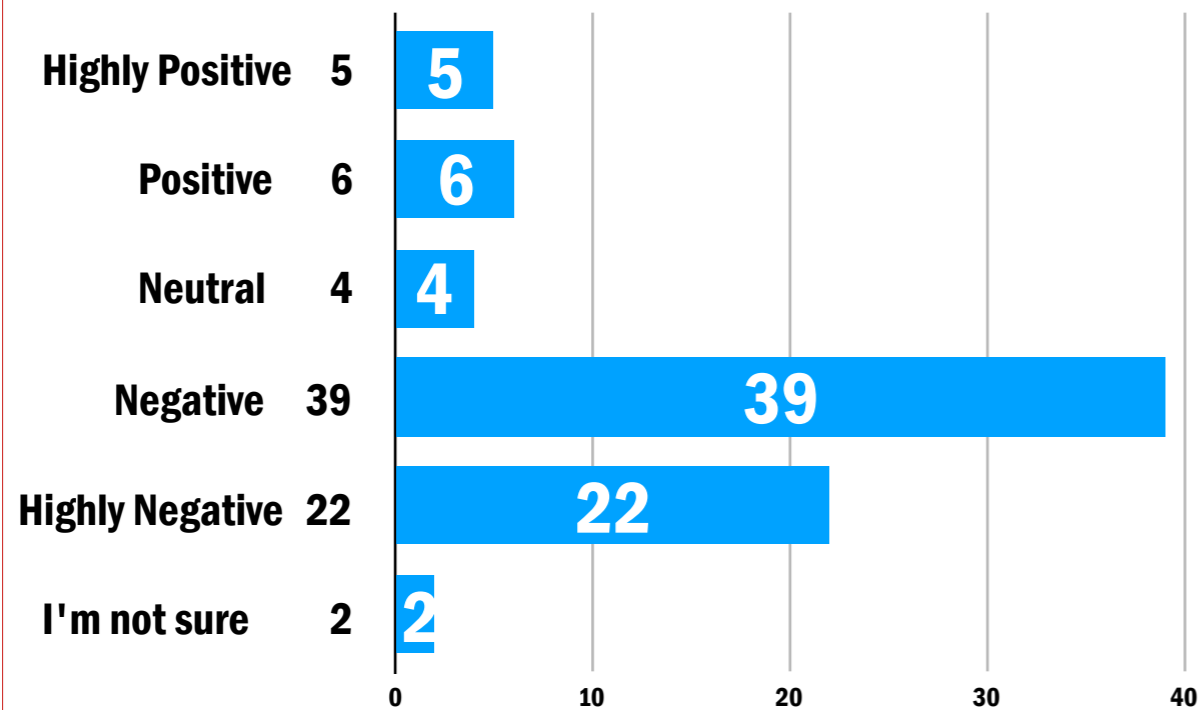


Do you have an HR role?

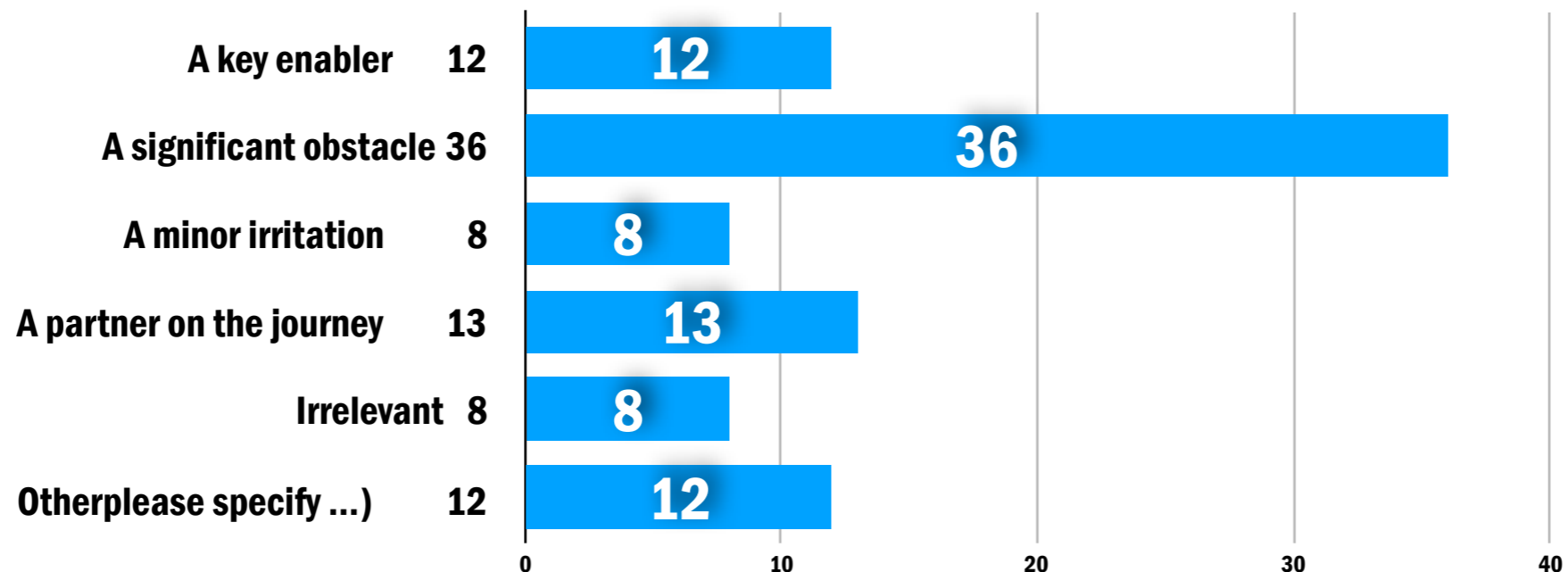


About the data - 78 stories collected

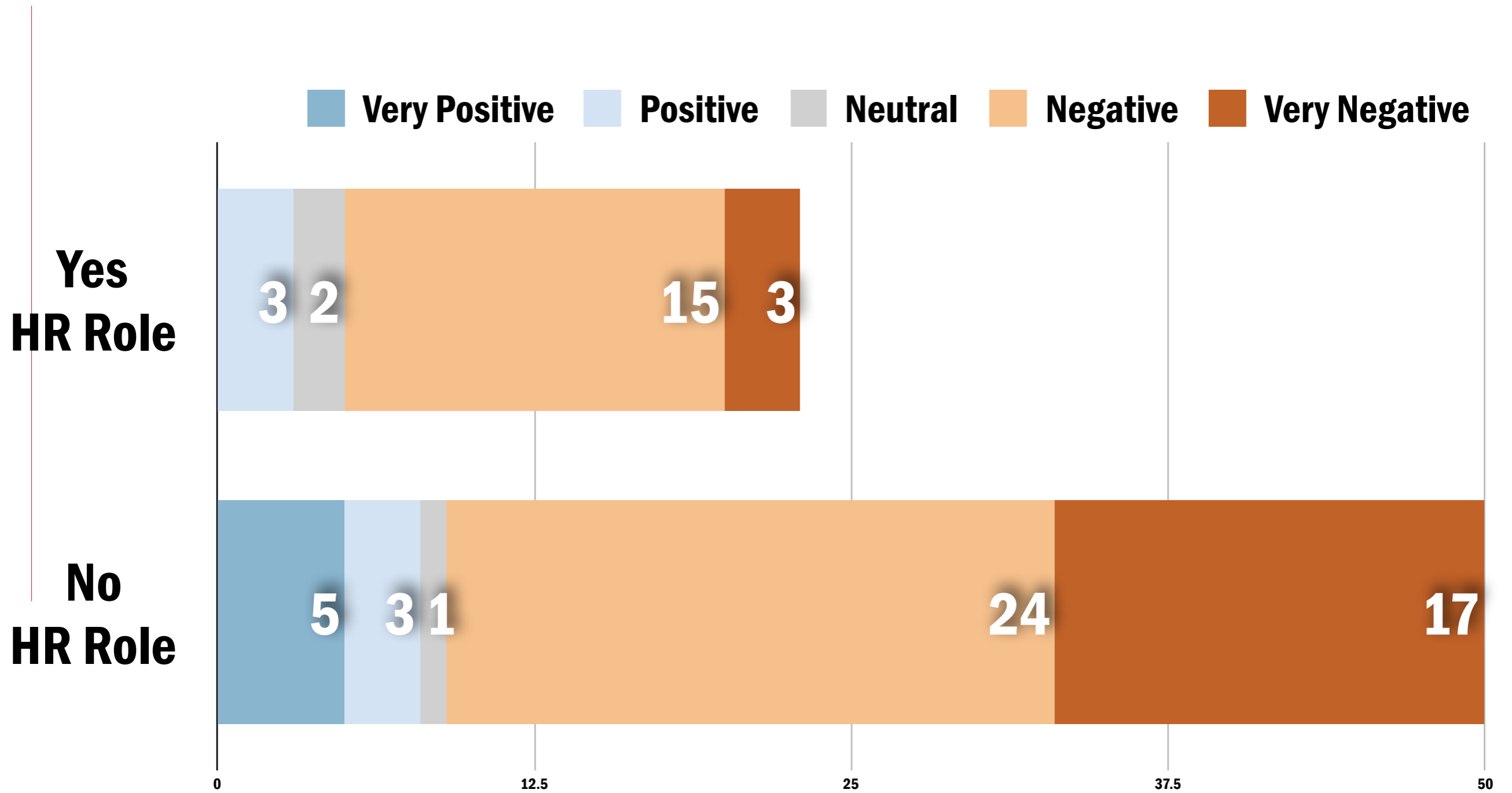
Themes in the story



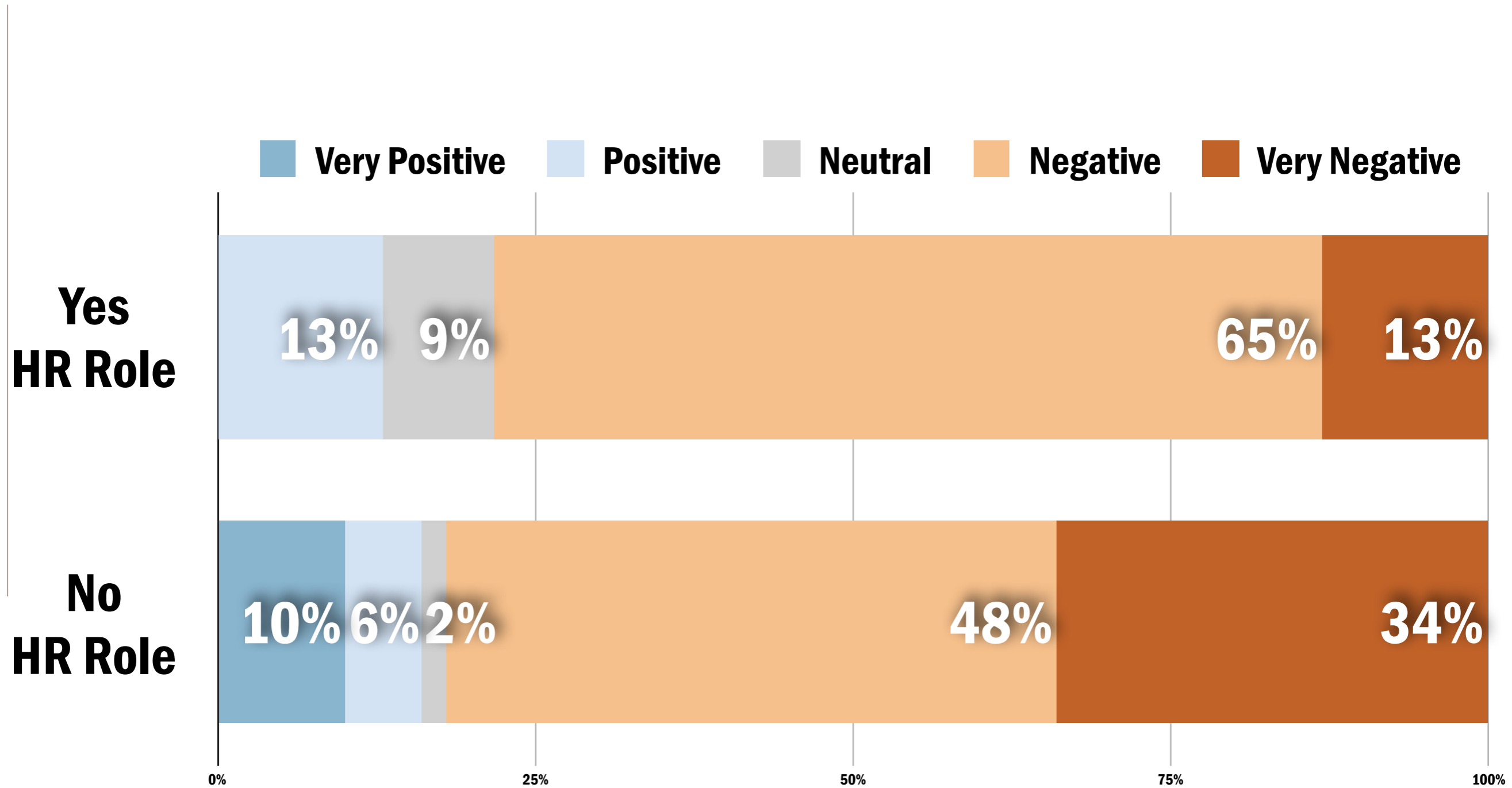
How would you describe HR?



...and if we combine them...



And if we combine them...

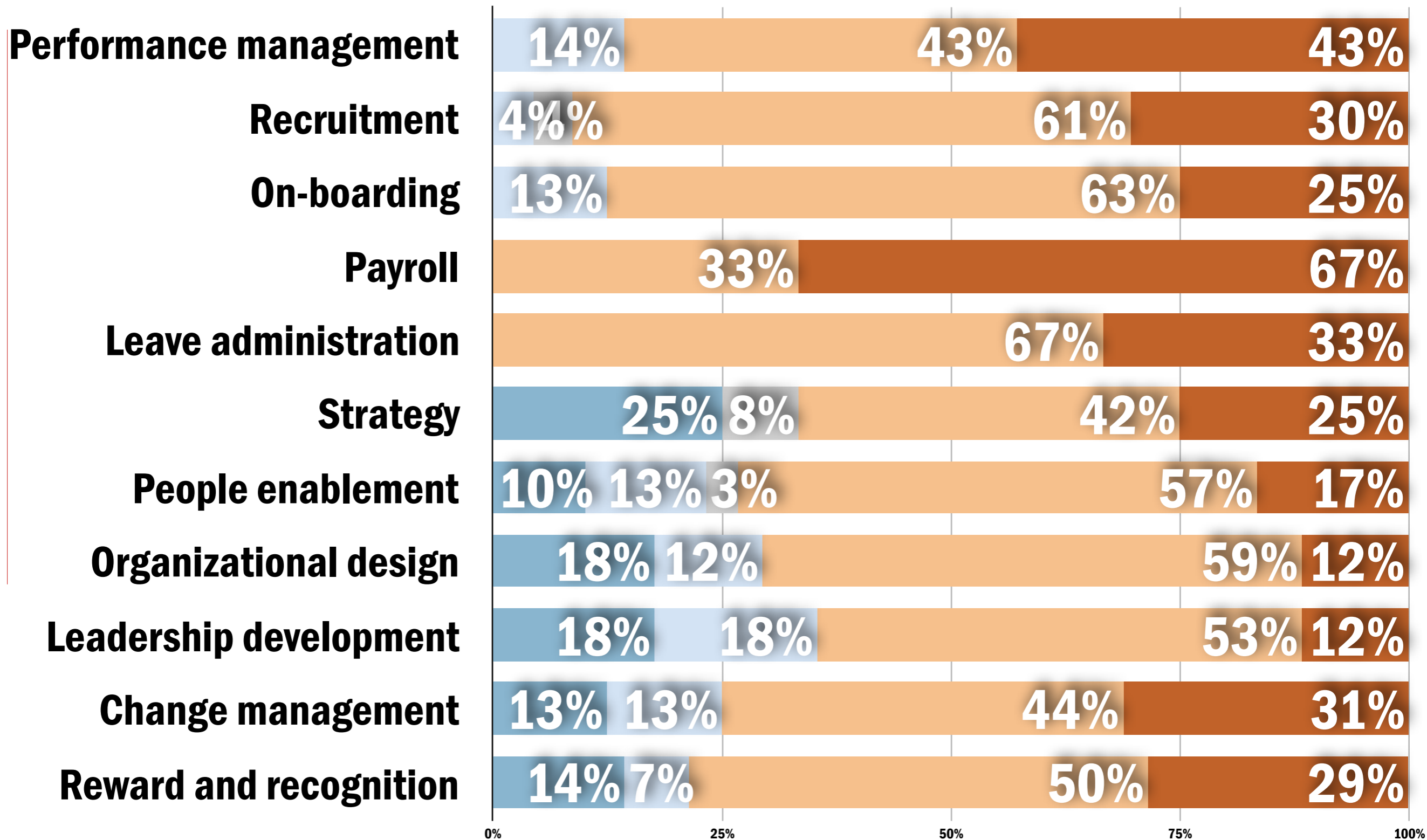


People development by the people

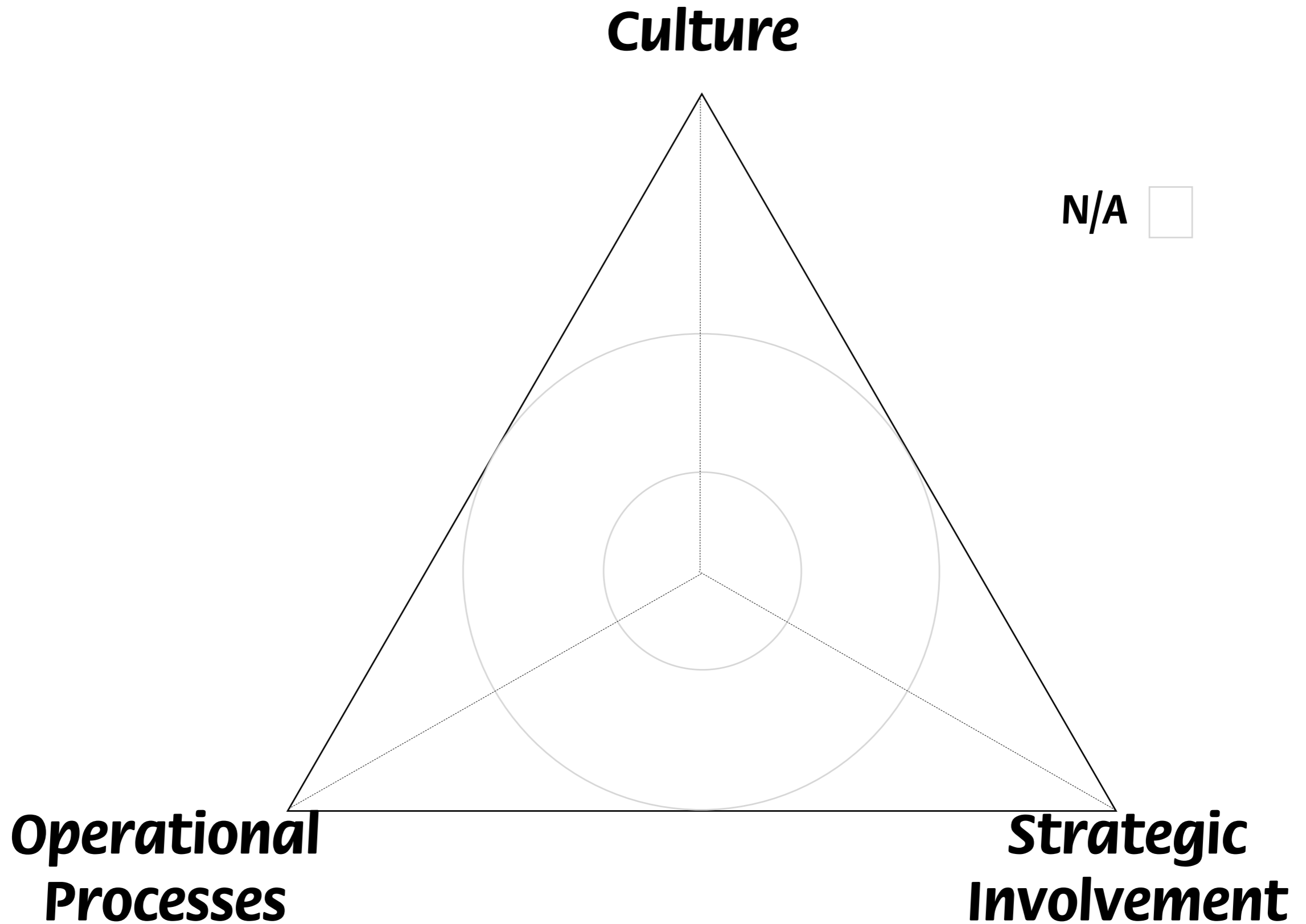
A scale-up I am working organises people development from a systemic point of view. As growth and regulatory demands have effete the current software supporting their service delivery capabilities a choice had to be made. Building a new software platform within a new team or, as before, do it with the current teams and people? From a people development perspective they selected the latter. The business knowledge is high in the current teams, no workers A (new (external) heros) and B (legacy guys) and no organisational change needed.

0%

■ Very Positive
 ■ Positive
 ■ Neutral
 ■ Negative
 ■ Very Negative

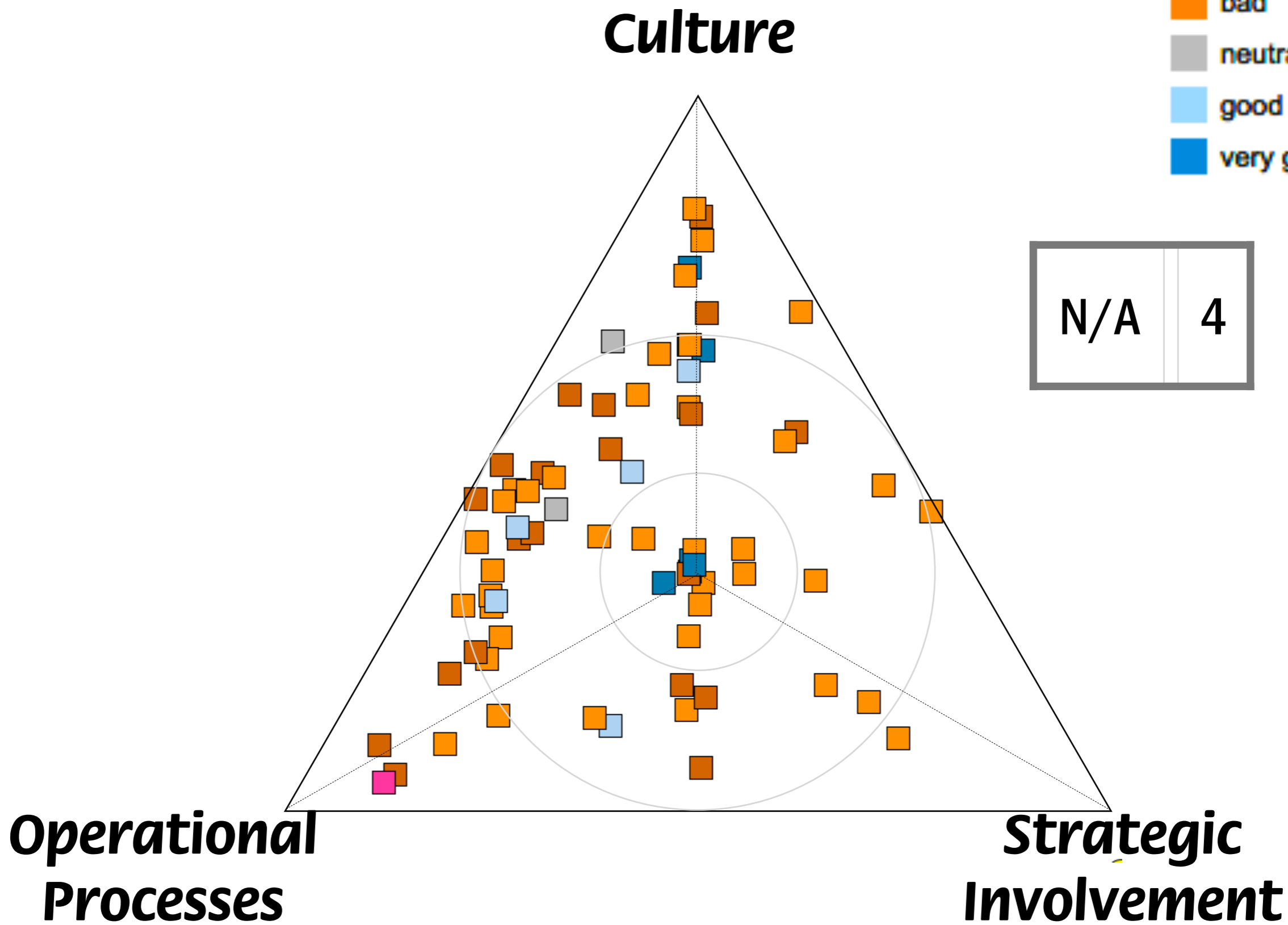


T1: This example was about ...



T1: My story involves ...

- Legend**
- very bad
 - bad
 - neutral
 - good
 - very good



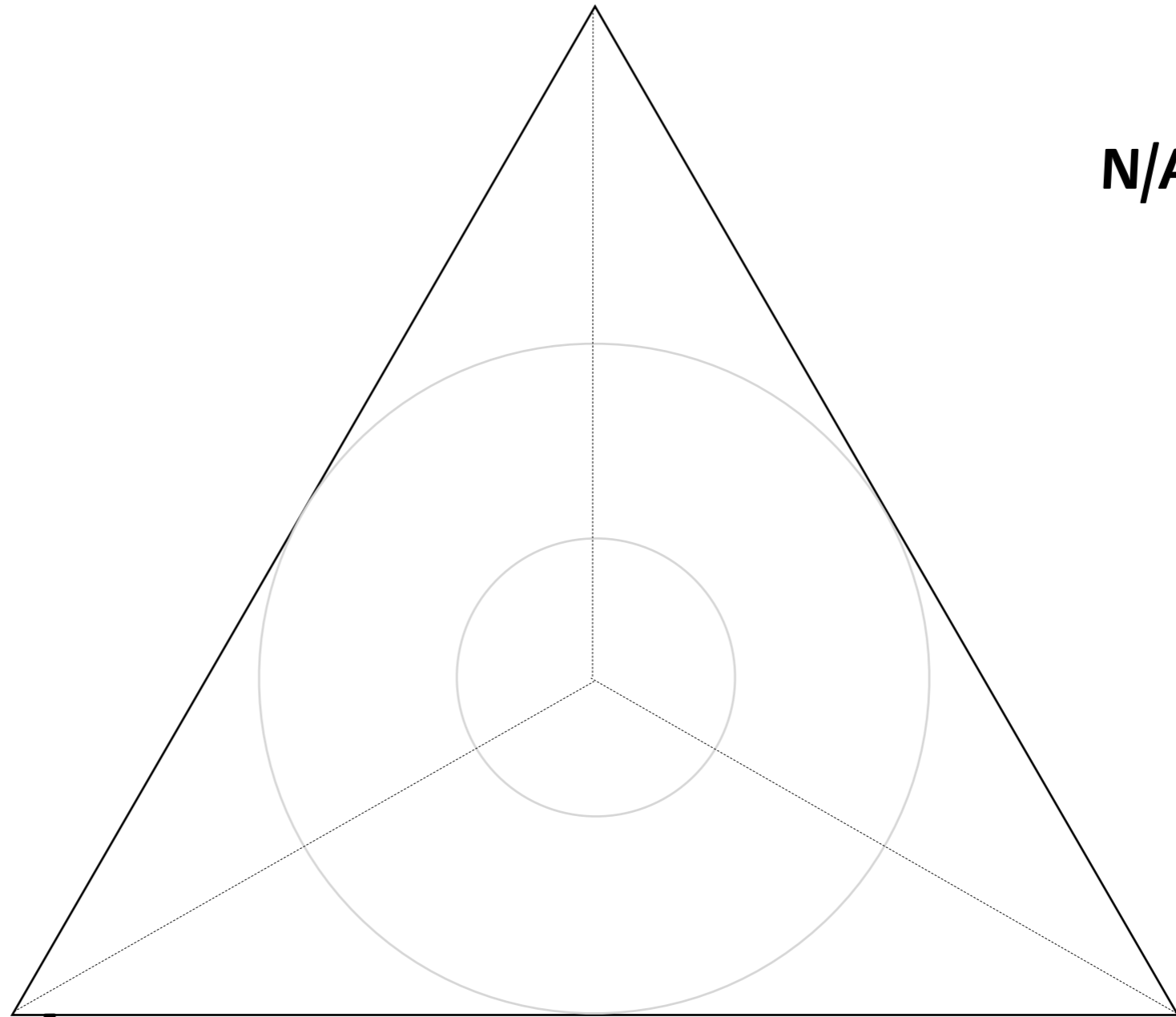
T3: The priority in this example was ...

Strategic relevance

N/A

***Operational
Excellence***

Adaptability



T3: The priority in this example was ...

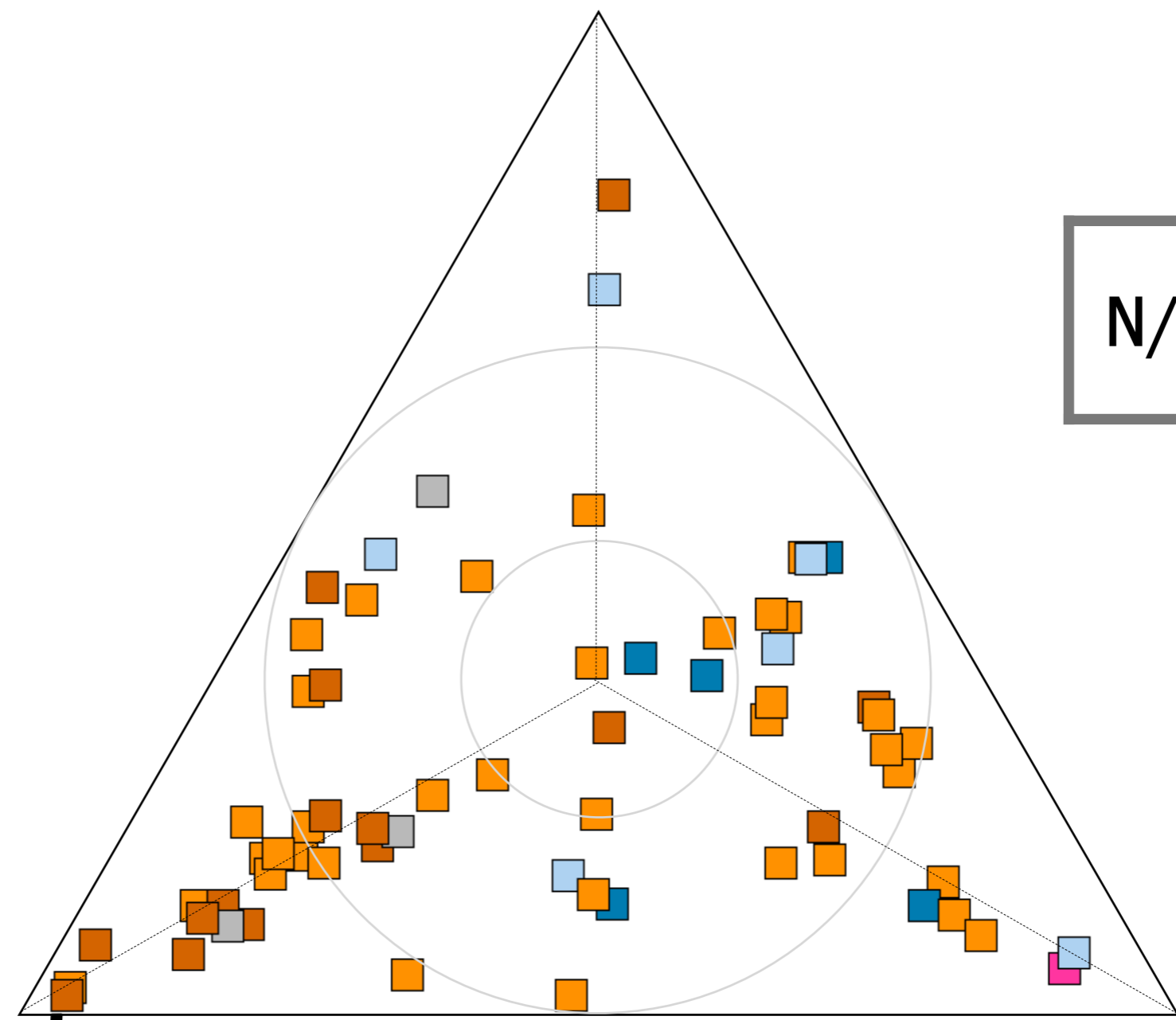
- Legend**
- very bad
 - bad
 - neutral
 - good
 - very good

Strategic relevance

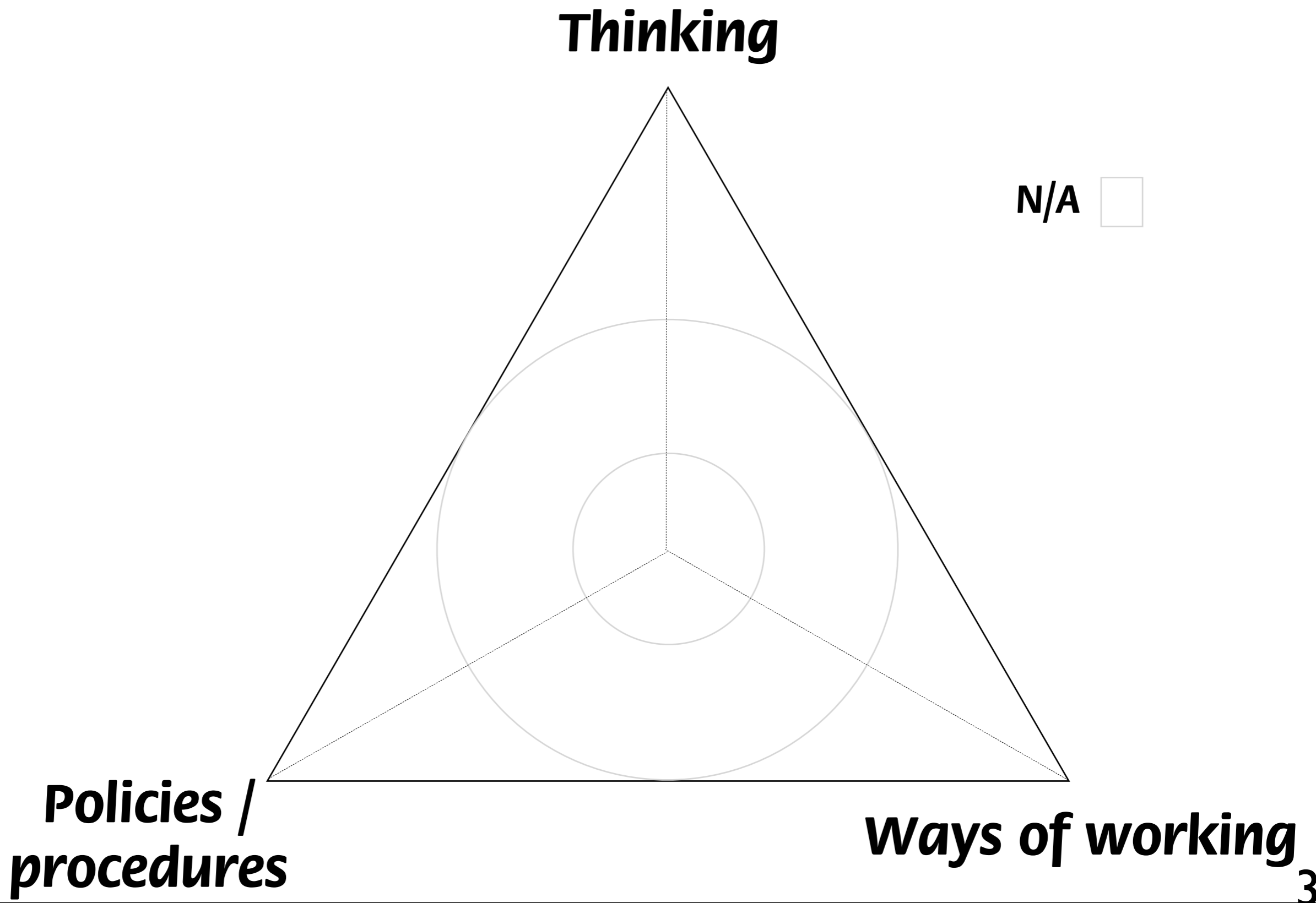
N/A	12
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Operational Excellence

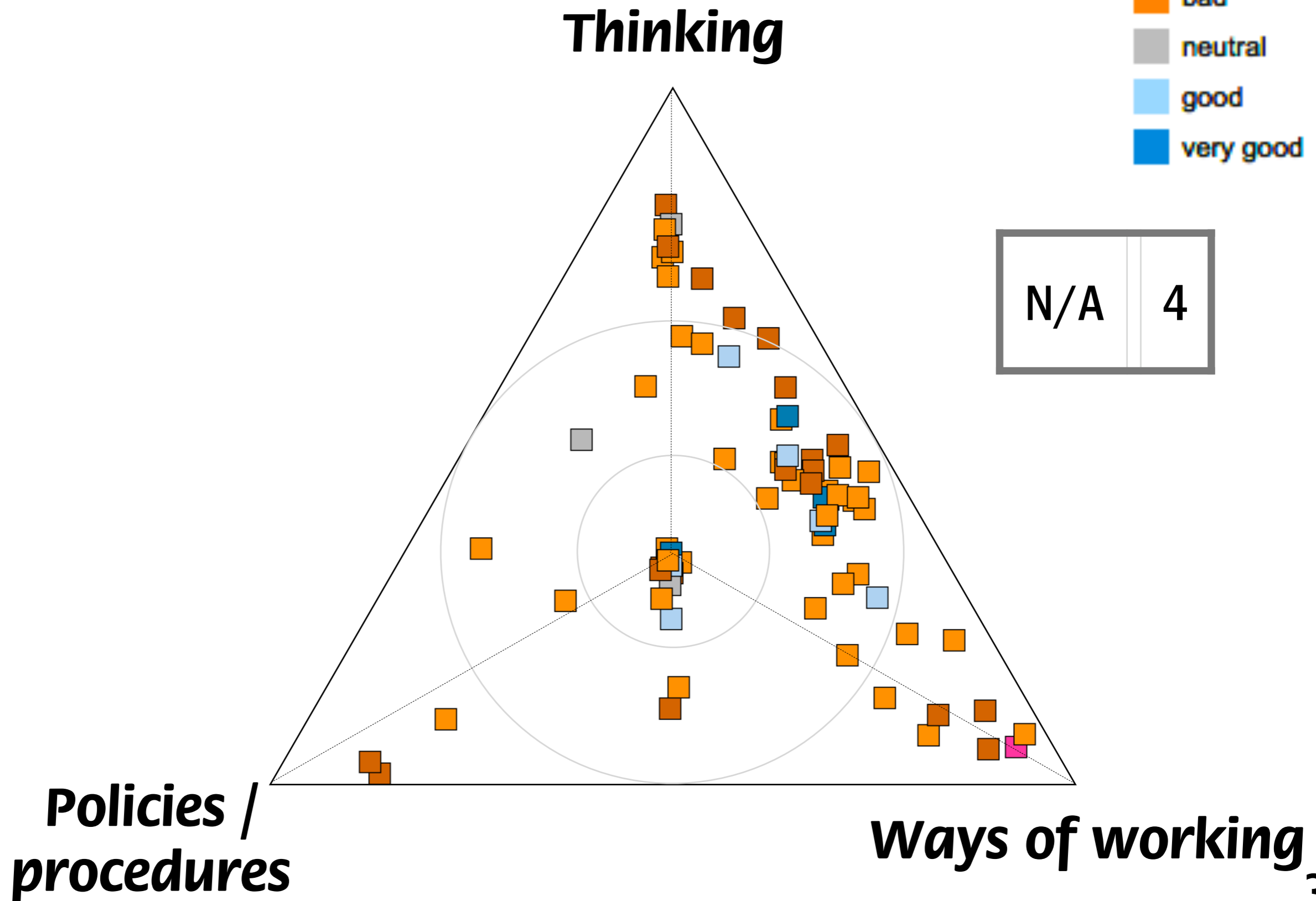
Adaptability



T4: My example highlights the need for different ...



T4: My example highlights the need for different ...



T5: In my story, HR`s actions had an impact on

our ability to remain relevant in the market

N/A

Our ability to satisfy our client`s needs

Staff engagement and morale

T5: In my story, HR`s actions had an impact on

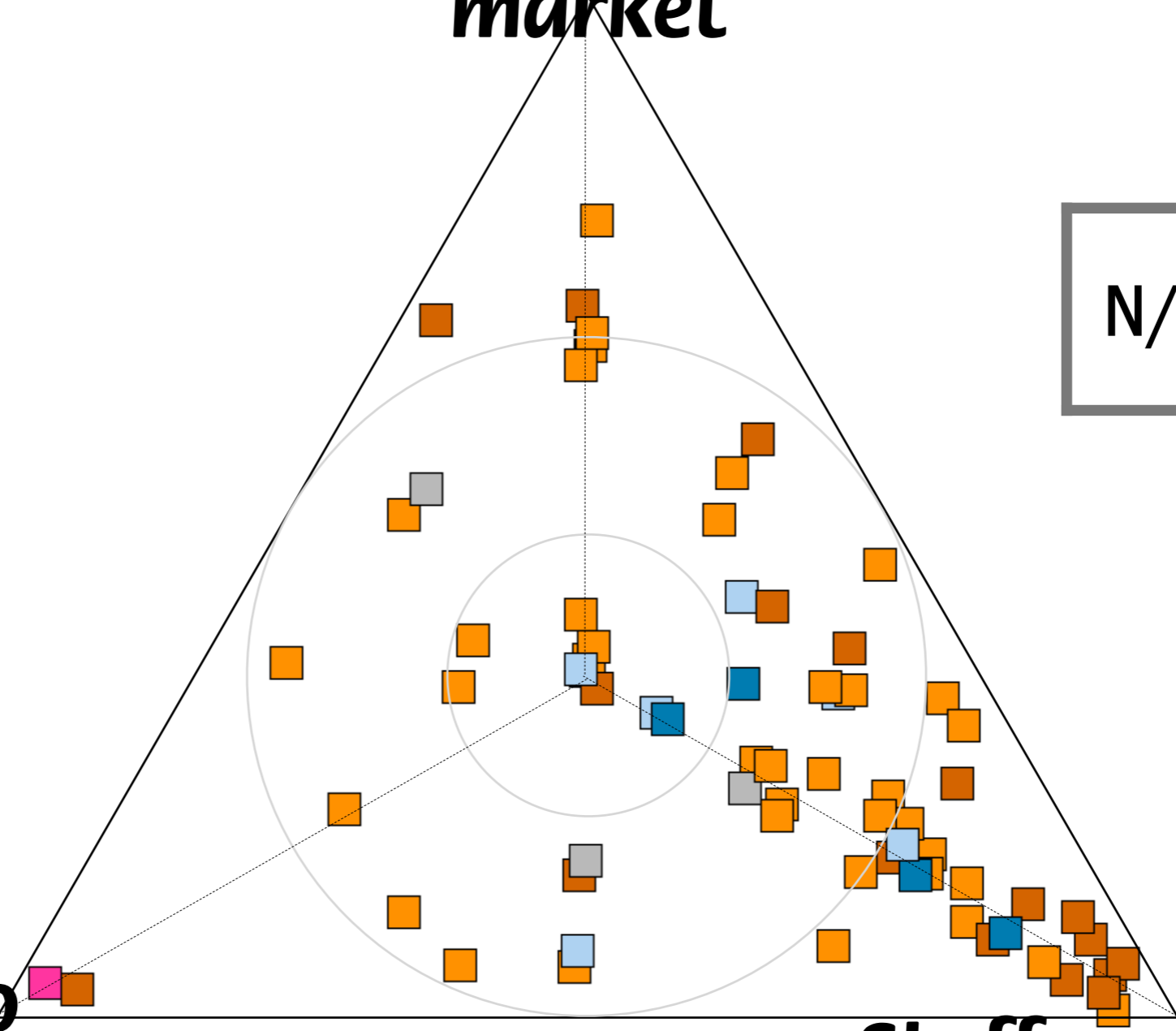
our ability to remain relevant in the market



N/A	7
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Our ability to satisfy our client`s needs

Staff engagement and morale



T2: In my story, HR focused on ...

Maintaining process

N/A

Transformation

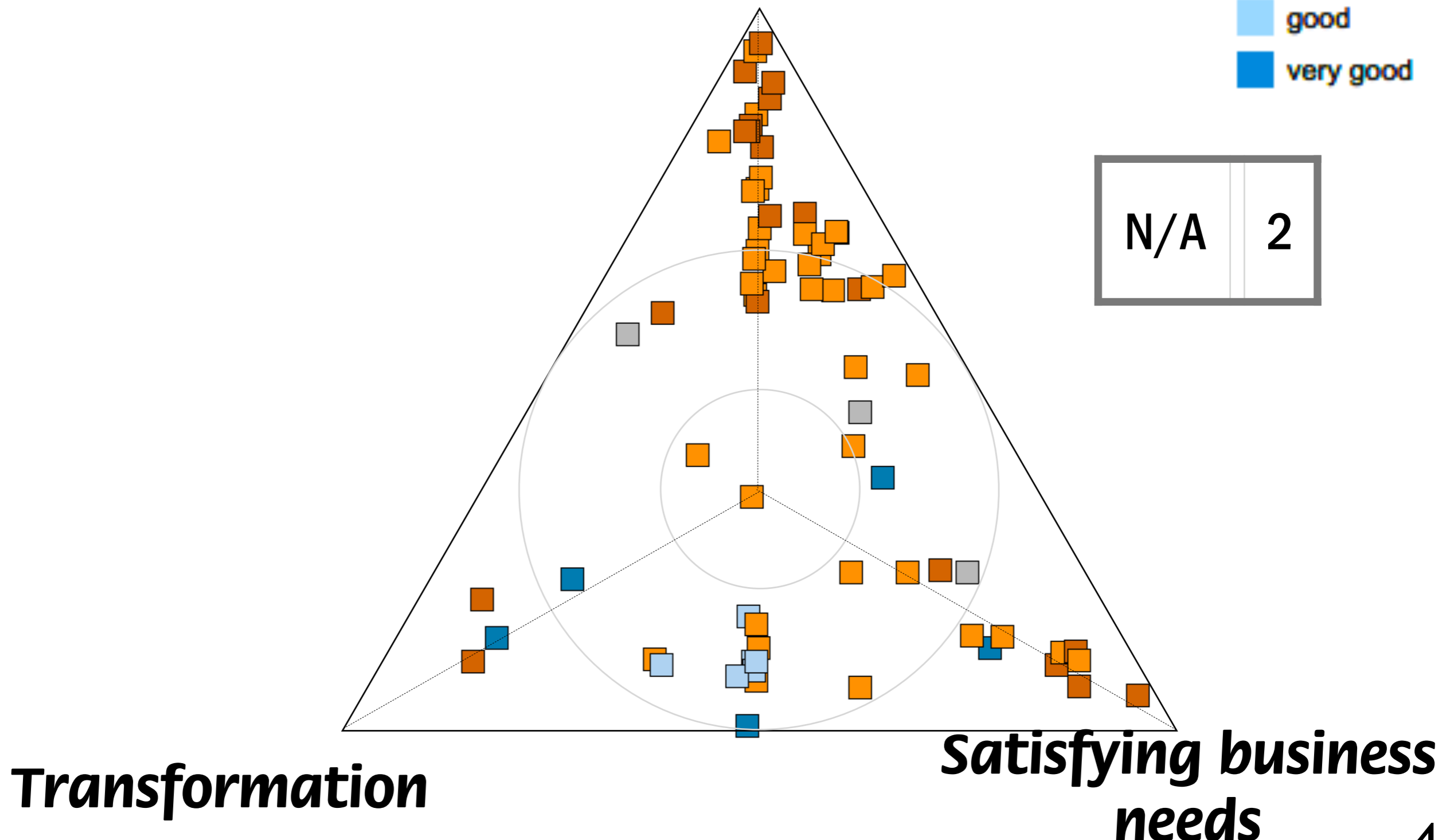
**Satisfying business
needs**

T2: In my story, HR focused on

Maintaining process

- Legend**
- very bad
 - bad
 - neutral
 - good
 - very good

N/A	2
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D1 In this story, HR valued ...

Formal structure  **Collaboration**

D7 In this story, what was prioritised?

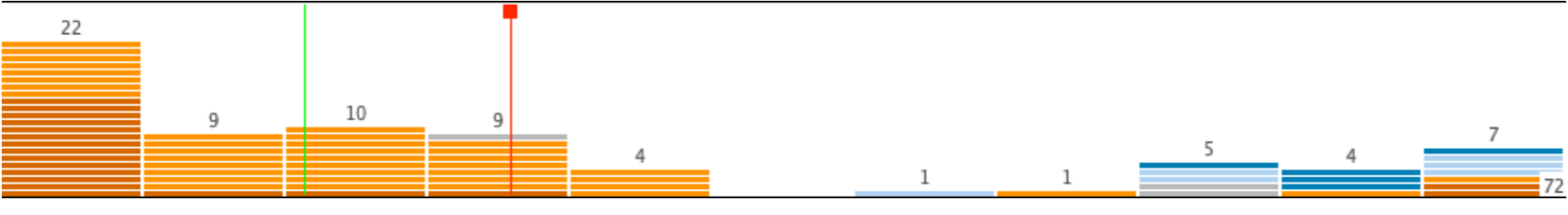
Add value  **Follow rules**

D2 In this story, HR valued ...

Control  **Empowerment**

D1 In this story, HR valued ...

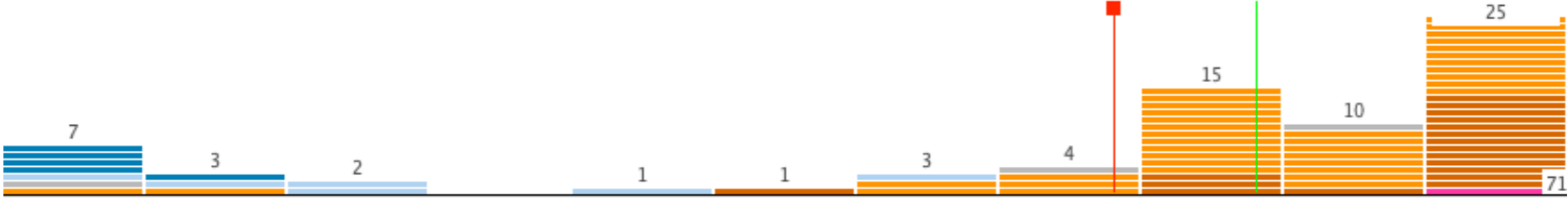
Formal structure



Collaboration

D7 In this story, what was prioritised?

Add value



Follow rules

D2 In this story, HR valued ...

Control



Empowerment

D3 In this story, HR valued ...



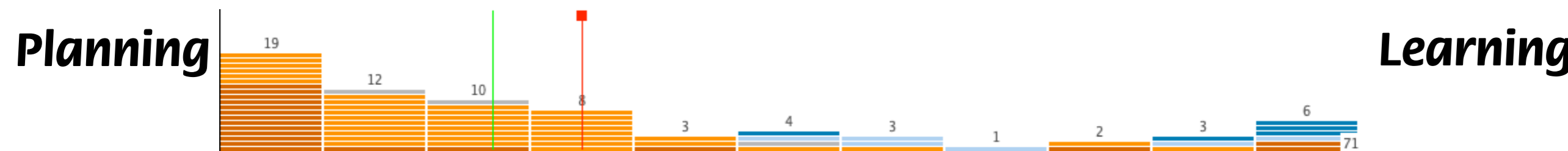
D4 In this story, HR valued ...



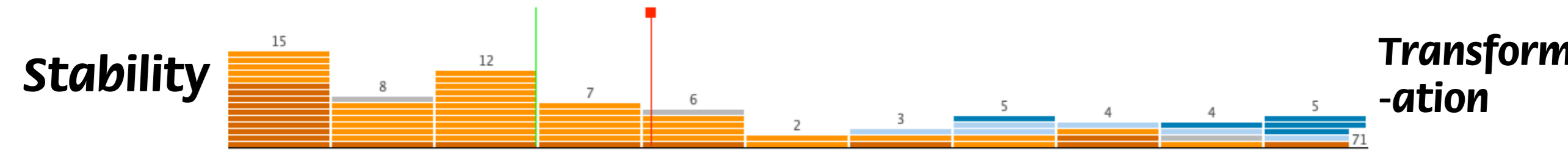
D5 In this story, what mattered was ...



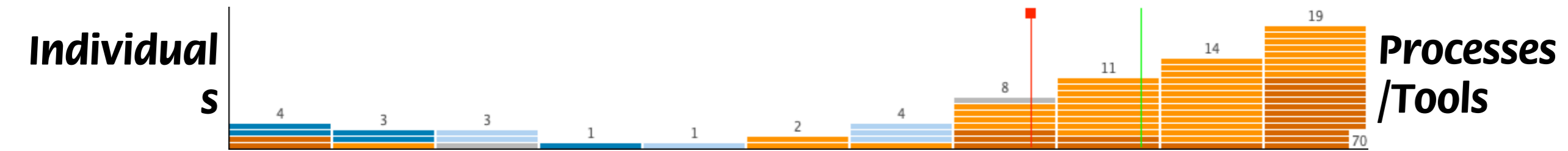
D3 In this story, HR valued ...



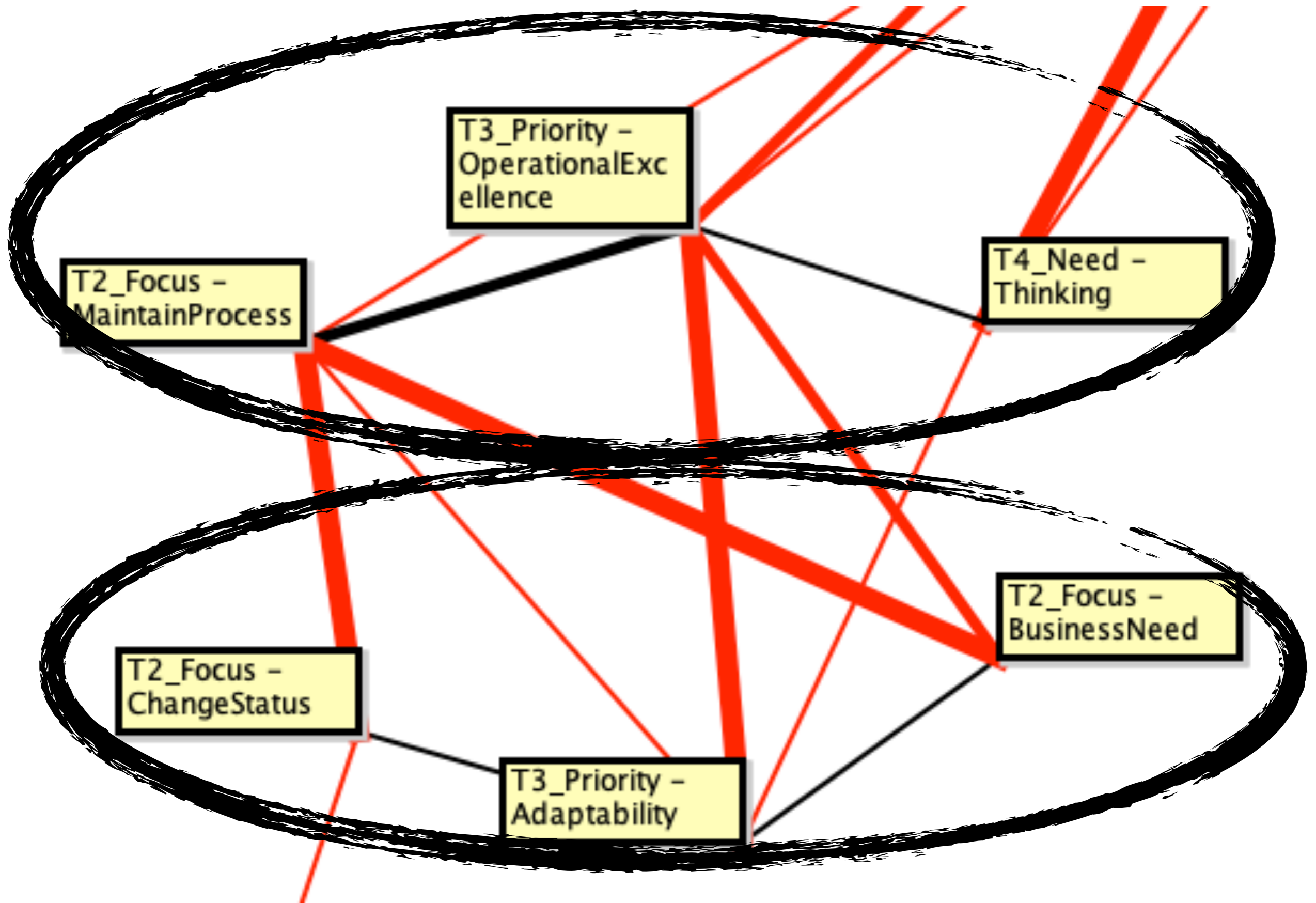
D4 In this story, HR valued ...



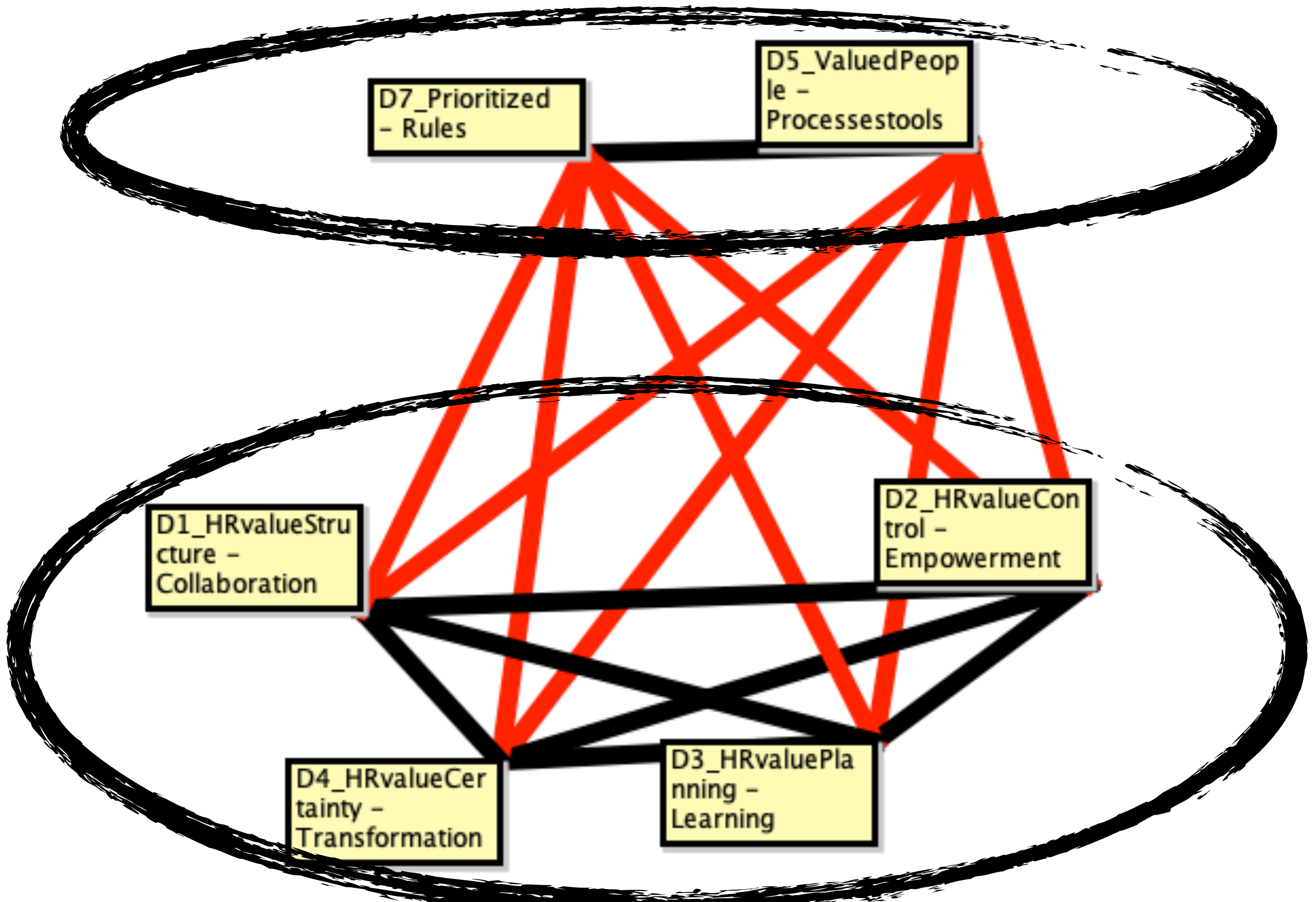
D5 In this story, what mattered was ...



Some things are linked...



Some things are linked...



Hypotheses?

So now we need to develop:

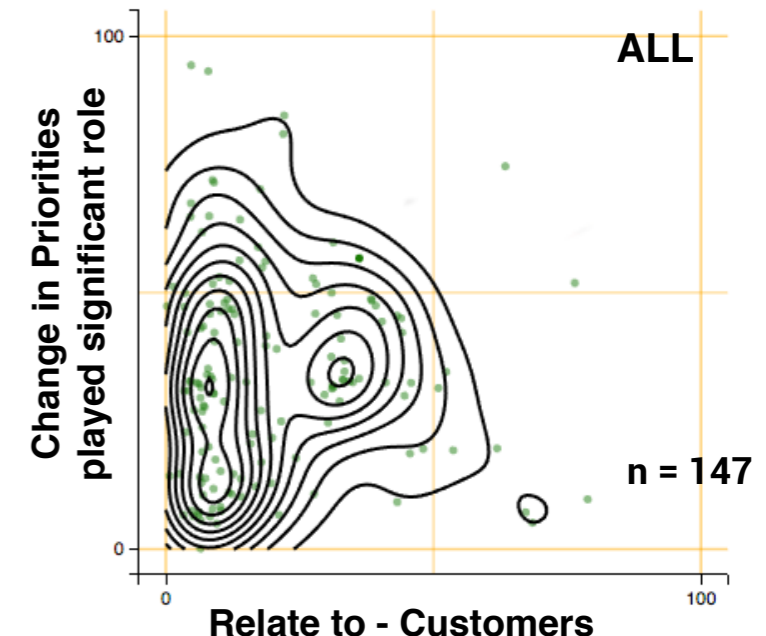
- Key questions for next level exploration
- Hypotheses for testing
- Signposts for designing experiments

Horizontal axis: Related to customer

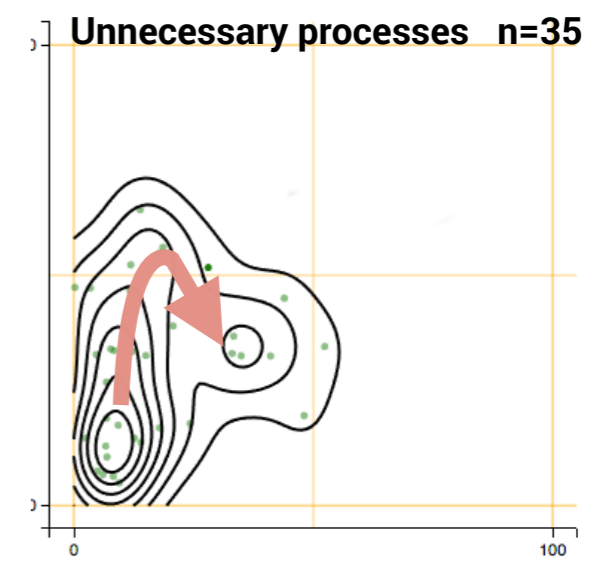
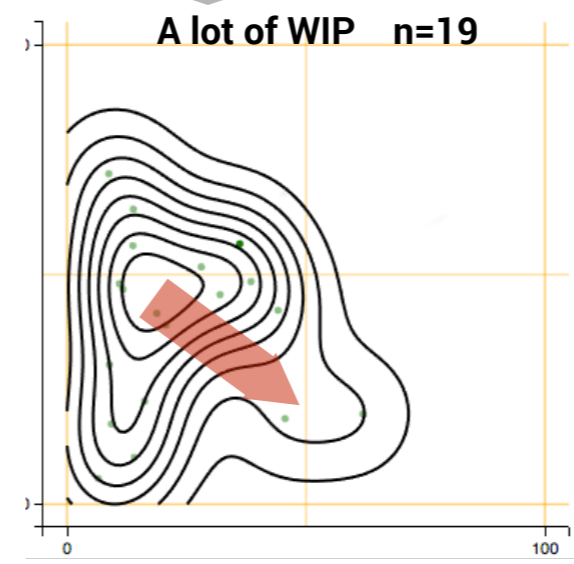
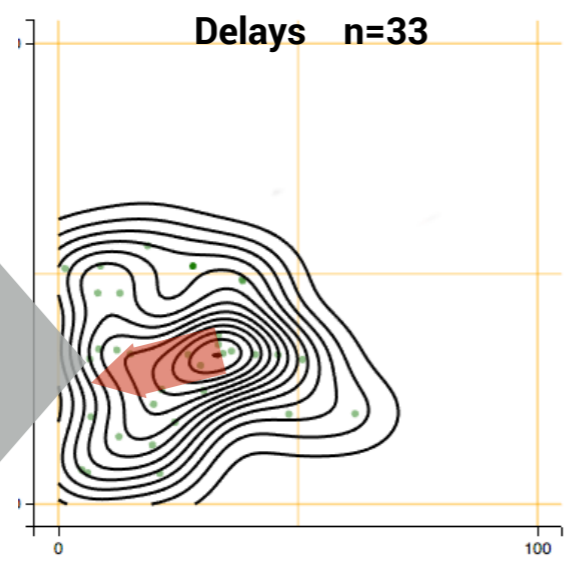
Vertical axis: Change in Priorities added played significant role

Health warning: when the contours are broken down by impediment, data numbers are low, so small shifts will appear significant. These are indicative, not conclusive.

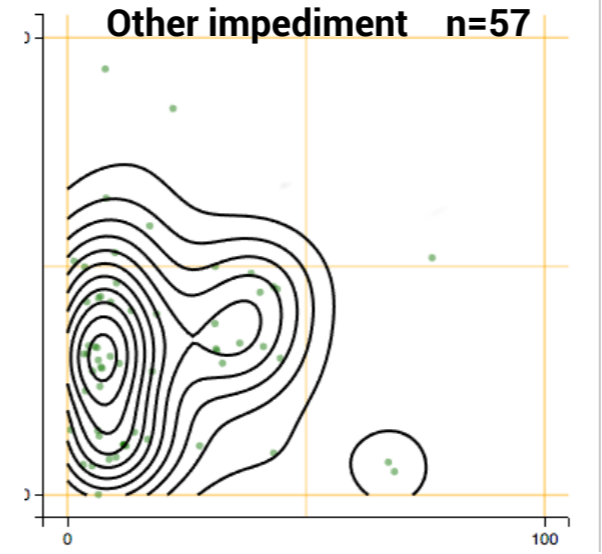
When there is a lot of WIP, there is the possibility of a shift towards a more Customer-focused perspective, particularly if there is a reduction in changing Priorities.



The risk here is that when the impediment is delays, it is easier to see a reduction in Customer focus than an increase. (The contours are closer on the right and wider on the left.)



The close contours indicate a very strong attractor mechanism - easy to fall into and very hard to break out. If this is the chief impediment in a situation, people will be very hard to transform.



When there are Unnecessary processes, focus is not on Customers. To make the shift in these situations to more customer focus, the first step would be to increase Priority changes.

by impediment



What next - the full package

Involve beneficiaries and stakeholders on the ground in analysis

Involve diverse groups in intervention design, based on “more stories like these, fewer like those”

Monitoring interventions through micro-narratives

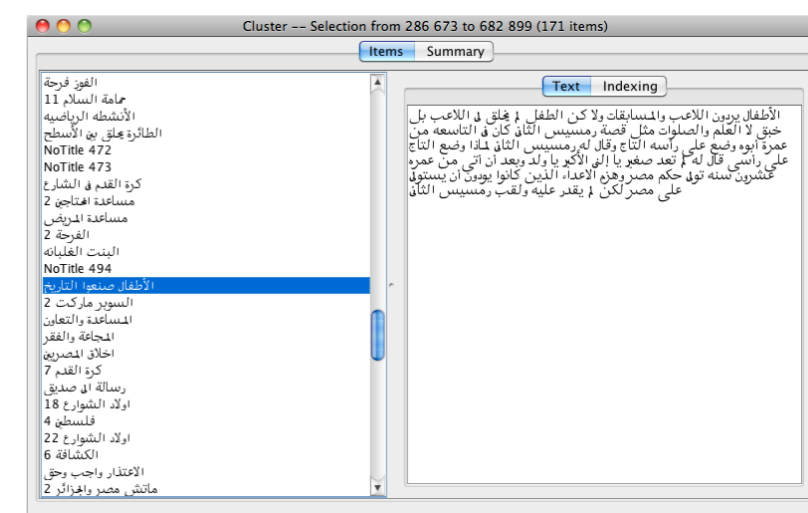
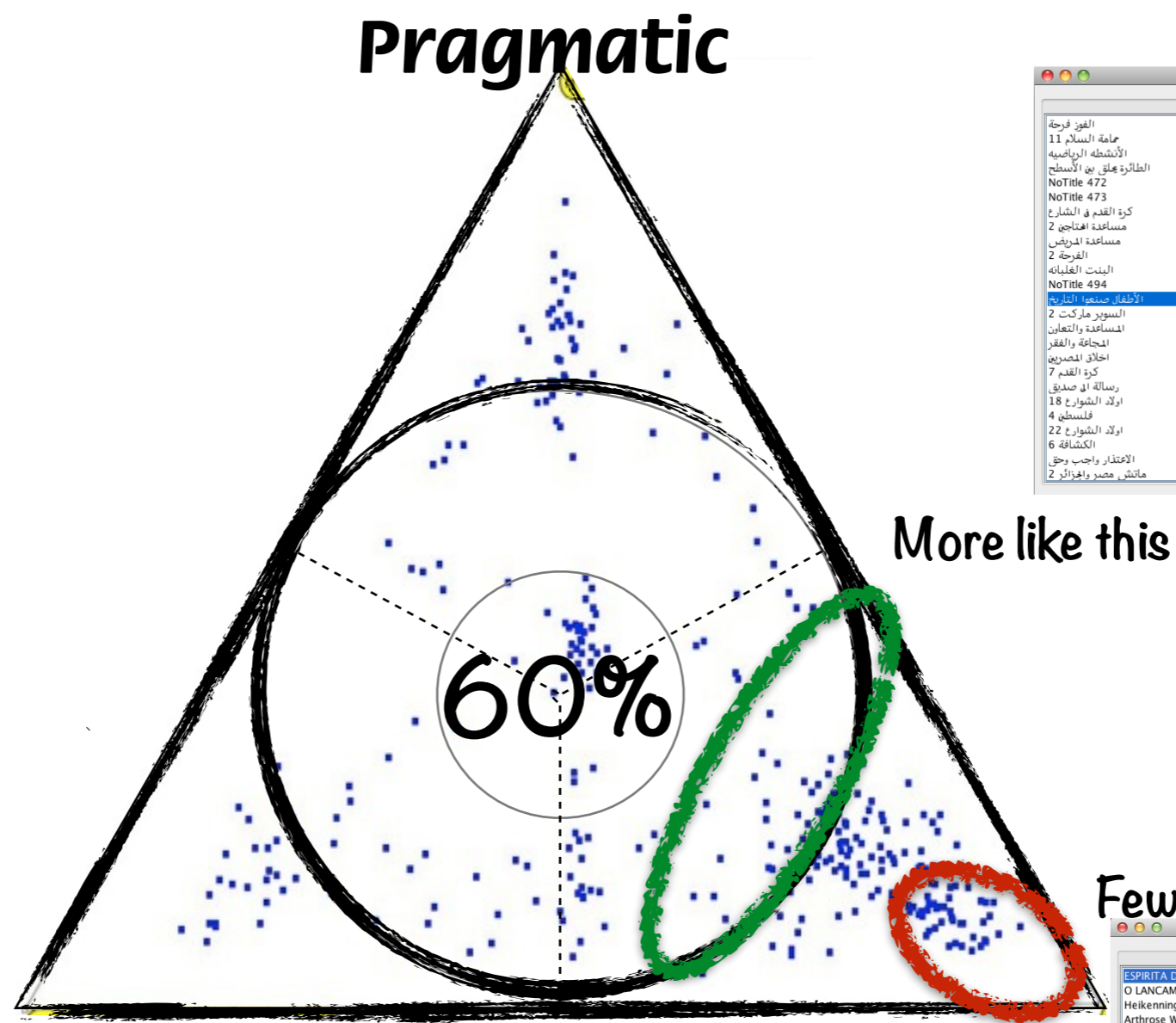
Complex problems

Deal with the system, don't break it down into components

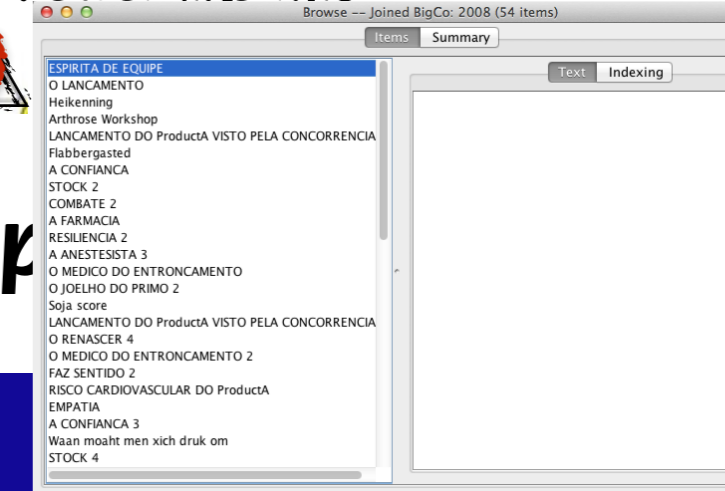
Understand the reality of now, along with the possible and impossible routes forward

Set directions, not targets or fixed future visions

In my story/photo, decision-makers were:



Fewer like this



Trustworthy

Dependent



Tony Quinlan

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