Specialisation in Reinventing HR with Agile Practices

The business agility certification that all HR professionals must have!

SPECIALISATION IN REINVENTING HR WITH AGILE PRACTICES

AN ICAGILE CERTIFIED PROFESSIONAL IN AGILE TALENT CERTIFICATION COURSE

HONG KONG
08-09 October 2019

Book now to save much more off the Regular Price!

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LEARN HOW TO

1. Move to a more adaptive people-centred organisational design to overcome the modern fast-moving and disruptive marketplace.
2. Support an agile organisational transformation and design a new structure that enables business agility, maximizes communication and collaboration within and among teams.
3. Appraise current performance management practices and identify ways of bringing Agile thinking to enhance performance, accountability and growth.
4. Describe and contrast traditional incentive structures with Agile-friendly structures, discuss the pros and cons of each approach and explain how they could apply them to their own environment.
5. Develop an organisational action plan for role modelling an agile mindset and to build new skills that will enable cross-functional teams.
6. Design the people elements needed to help support an Agile transition in an organisation and explain how different contexts can influence the approach to be taken.

Upon successful completion of this masterclass, participants will receive the **ICAgile Certified Professional in Agile Talent certification**.

HR Masterclass Series is brought to you by *Human Resources*
www.hr-masterclass.net
Contact: [Singapore] Renamel Torres | +65 6423 0329 | renamelt@humanresourcesonline.net
[Kuala Lumpur] Ryan Ciceron | +65 6423 0329 | ryanc@humanresourcesonline.net

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Dr Francis Goh

Chief Executive Officer, Hehsed Consulting based in Singapore

Dr Francis Goh is the CEO of Hehsed Consulting, which specialises in digital innovation, corporate strategy and leadership development. Prior to this, he was the CEO at the global HR consulting firm, Mercer.

Francis has more than 20 years of international experience in the technology and energy industries, having had numerous P&L and high impact leadership roles with global leaders such as Accenture, SAP, HP, Microsoft and ExxonMobil. During this time, Francis has worked across Asia, Europe and the United States.

Francis specialises in the areas of emerging solutions, breakthrough business models and innovation. He has a proven track record in building high-performance teams and overachieving both revenue and profit targets consistently. Francis is a hands-on leader with deep solution and value-selling expertise across a broad spectrum of clients in the Asia Pacific region across industries such as Retail, Supply Chain, Oil & Gas, FSI, telco, manufacturing and the government. Francis is passionate about customer experience, managing, and coaching high-performing talent. He is also a recognised keynote speaker and is frequently invited to speak at various industry platforms.

PAST TESTIMONIALS OF THE COURSE TRAINER

"Francis brings inspiring insights about the future impact of the digital enterprise with practical advice and development programs to enable that future state. It has been a pleasure working with him on different engagements."

- ***CEO Southeast Asia, Aon Hewitt***

"I liked the way Francis delivered the course at a comfortable pace. Overall a very knowledgeable and highly effective trainer."

- ***Head of Digital Employee Experience & Analytics, Cathay Pacific Airways***

"Francis brought together a wide range of expertise with his insights of the future digital transformation. I benefited greatly from his informative presentation highlighting new demands for the digital technology age."

- ***Managing Director, Technology Consulting Group (Hong Kong)***

"Selling careers to our candidates and selling problem-solving ideas to our internal customers were made much easier with Francis help. He is decisive and possesses superior listening skills. I have personally benefited from hearing Francis' perspectives and principles. It has been a pleasure working with Francis and his team."

- **Head of HR, Defence Science Organisation (DSO) Laboratories Singapore**

"Francis was very willing to share and impart his knowledge, and gave us some very good information."

- **Vice President, Human Capital Management, Parkway Hospitals**

COMPANIES THAT HAVE BENEFITED FROM TRAINER'S EXPERTISE

- ACRA Singapore
- Canon
- CPF Board Singapore
- Certis Cisco
- DBS Bank
- Employees Provident Fund Malaysia
- Far East Organization
- IMDA Singapore
- Jones Lang LaSalle
- Khazanah Nasional Berhad
- DHL
- Malaysian Communications & Multimedia Commission

- National Healthcare Group
- NTUC Learning Hub Singapore
- Parkway Hospitals
- PETRONAS
- Pfizer
- Samsung
- SAP
- Shell
- Shiseido
- Singapore Press Holdings
- Singapore University of Technology and Design
- Sony Electronics

WHY YOU SHOULD ATTEND

People strategy is at the centre of organisational change when adopting Agile values. How we do performance management, recruitment, on-boarding, learning, compensation and employee engagement all needs to be reassessed if we are to gain the benefits of a truly Agile enterprise.

Here at Human Resources Online, we strongly believe that HR has a special role to play in the fostering of an Agile enterprise.

Let us tell you why.

You see, HR has a twofold interest in Organisational Agility:

1. **On a team level, HR, which is commonly perceived by employees as being too siloed and adamant on working in cycles (be it annual or quarterly), needs to become more Agile themselves to respond faster to business and employee needs.**
2. **On a strategic and functional level, HR needs to impart the Agile mindset and ways of working to the rest of the workforce, and guide the organisation to transform their culture and ways of working in order to gain a competitive edge in a fast-moving business world.**

This two-day intensive HR Masterclass is a specialised Agile course that is designed to give guidance to HR professionals, people managers, enterprise designers and Agile consultants so that they could make a real impact in shaping the future of their organisation.

Upon successful completion of this masterclass, participants will receive the ICAgile Certified Professional in Agile Talent certification.

Part of a specialised journey within the Business Agility track, this certification is a must-have for leaders and professionals working within the HR domain who wants to be equipped with the knowledge necessary to tackle new ways of thinking and working, as well as people engagement practices that are more humanistic and value-based.

WHO SHOULD ATTEND

- Chief Human Capital Officers
- Directors, Vice Presidents, Department Heads, Managers and Team Leads in charge of:
- Human Resources
- Organisational Development
- Metrics and Analytics
- Compensation and Benefits
- Change Management
- Team Management
- Performance Management
- Employer Branding
- Employee Experience
- Other departments in the HR function
- HR Business Partners and Consultants
- Agile Coaches

All other professional/business stakeholders involved in organisational development, employee experience, change management, team management, performance management and Agile transformation.

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What is the difference between this course and your other course, Agile Methodologies for Effective HR Transformation?

Agile Methodologies for Effective HR Transformation is a foundational course that aims to equip our HR audience with a strong working knowledge of fundamental Agile concepts and techniques such as Scrum, Kanban and Lean principles through a series of case studies, interactive discussions and activities. At the end of the course, participants earn the **ICAgile Certified Professional in Business Agility Foundations (ICP-BAF)** certification, which is the entry point to ICAgile's Business Agility track. The ICP-BAF certification is a generalist foundational certification – however, as our participants are mainly from the HR industry, our course includes more HR case examples to facilitate understanding. It is suitable for students who are keen to jumpstart their organisational and individual transformation and build a strong foundation in Business Agility concepts.

This course that you are looking at right now – **Specialisation in Reinventing HR with Agile Practices** – is, as its name says, a course designed entirely for HR professionals. Forming part of ICAgile's Business Agility track, this course is for HR professionals who want to advance further in their Business Agility journey and deep dive into focused content created entirely for HR professionals in mind, or for HR professionals who want to jump straight to Agile as it applies to HR. Participants who complete this course will achieve the **ICAgile Certified Professional in Agile Talent (ICP-TAL)** certification.

Is the ICAgile Certified Professional in Business Agility Foundations (ICP-BAF) certification a pre-requisite for this course?

No. While participants are highly encouraged to obtain the ICAgile Certified Professional in Business Agility Foundations (ICP-BAF) certification first before embarking on this course in order to develop a strong foundation and overview of Business Agility, ICP-BAF is **not** a pre-requisite for the ICAgile Certified Professional in Agile Talent (ICP-Tal) certification that this course bestows. We welcome HR professionals who wish to dive straight into a Business Agility course that focuses on people engagement practices and Agile practices for HR. It is perfectly possible to take this specialised Agile HR course first, develop a strong interest in Business Agility, and then take an ICP-BAF course subsequently to gain a general understanding of Business Agility.

Although ICP-BAF is not a pre-requisite for entry into a course awarding the ICP-TAL certification, ICAgile is in the midst of developing a competency-based certification called ICAgile Certified Expert in Business Agility. In preparation for this Certified Expert certification, ICAgile encourages participants to obtain the following three pre-requisite knowledge-based certifications:

1. ICAgile Certified Professional – Business Agility Foundations (ICP-BAF);
2. ICAgile Certified Professional – Agile Talent (ICP-TAL); and
3. ICAgile Certified Professional – Agile Leadership (ICP-ALP).

Having both the ICAgile Certified Professional – Business Agility Foundations (ICP-BAF) and ICAgile Certified Professional – Agile Talent (ICP-TAL) certifications would be useful if you intend to eventually pursue the ICAgile Certified Expert in Business Agility certification in the future.

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TIME	AGENDA
8.45 am	**Registration**
9.00 am	**1. Welcome, Introduction and Delegate Objectives** Delegates will have a chance to get to know each other and discuss any topics or challenges that will be useful for training purposes. **2. Rethinking Organisational Design, Roles and Career Paths in a Fast-Moving World** In this section, we will look at how the Agile organisation differs from the traditional organisation and why it has been so successful. To overcome the modern, fast-moving and disruptive marketplace and shift towards a more adaptive and people-centred organisational design, we will learn to assess the current organisational structure and design a new structure that would enable business agility and maximise communication and collaboration within and among teams. • Designing organisational structures for the new way of working • Understanding current structures and impact • Designing Teams and Teams of Teams: Participants will be introduced to approaches for designing effective cross-functional teams along with the necessary structures around the teams to align their work to the value stream. Activity: Participants will be guided to analyse and reflect on the impact of organisational design on organisational agility, and the trainer will present examples of alternative approaches.
10.30 am	**Break**
10.45 am	**3. Aligning and Optimising the Flow of Values and Supporting the Development of Agile Leaders** Traditional organisational structures align teams around functional silos, systems and technology, or product and service offering. Future structures are designed to align around value streams that can adapt and respond quickly to customer and market needs. In this section, participants will be introduced to strategies for aligning treams around value streams that can maximise flow, minimise dependencies and provide end-to-end delivery. • Redefining roles and expectations • Enabling skill development and growth • Embedding Agile/Lean mindset and core values within role definition • The shortcomings of traditional career paths • Modern value-based journey maps (career mosaic)
12.30 pm	**Lunch**

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1.30 pm	**4. Learning and Development in an Agile Organisation**
	Rapid and continual change in technology and ways of working mean that lifelong learning is critical. All roles need to have a component of learning built into their capacity and competencies. If the individual is not learning then they are stagnant, which, in our competitive markets, essentially equates to decaying.
	In this section, participants will learn what it means to have a growth mindset and how we can shift from manager-driven and instructor-centred learning to learner-centred and learner-driven learning. In the modern fast-moving world, people process information differently and as such, respond to learning modalities differently depending on their learning preferences. Adaptive learning modalities are therefore highly valued in organisations. Participants will be introduced to a series of self-paced and experiential modalities of learning that would allow learners to learn key concepts and skills when and how they need to learn them.
	• Learning culture/learning organisation • Growth mindset as an enabler of learning cultures • Learner-centered and learner-driven • Making time to learn • Industry, peer and team-based learning • Adaptive learning
3.00 pm	**Break**
3.15 pm	**5. Talent Acquisition in an Agile World: Candidate and Employee Experience**
	In the first part of this section, we will discuss recruitment. It is important to "Think Differently" about how or where you source talent and operate with the mindset that "Everyone Owns Recruiting". Participants will learn to be creative and deliberate in finding people. In addition, participants will be introduced to interview methods that can reduce false positives and better evaluate skills, potential and fit.
	Agile values keep user experience at the forefront and candidates who have better recruitment experiences are more likely to accept employment offers. Find out what it takes to ensure that the candidate experiences the wow factor.
	• Recruiting – innovative sourcing • Power of practical review • Candidate experience
	In the second part of this section, we will discuss the onboard experience and how organisations can ensure a seamless transition from candidate experience to employee experience.
	First impressions were already made during the interview process. Onboarding starts long before day 1 in the office; it starts when the candidate and the organisation agree on a collaboration. First impressions do not just apply to employees too. In today's gig economy, it applies to consultants and short-term engagements as well. How can organisations ensure that there is continuity in the overall impression of the company (in terms of culture, values and experience), and assimilate their new hires quickly to see increased productivity and performance.
	The part of the section introduces the participant to concepts that the company, HR team and manager can follow in order to enable new hires to become productive within their first 90 days of hire.
	• Onboarding - The Welcome Experience • Second impressions • Culture of Day 1 • Enablement of the employees
5.00pm	**End**

TIME	AGENDA
8.45 am	**Registration**
9.00 am	**6. Enabling Effective Performance in the Workplace – Part 1** Welcome back to Day 2 of *Specialisation in Reinventing HR with Agile Practices*. We will start the day by understanding the concepts of failure tolerance and complex adaptive systems. Participants will be introduced to Deming's 95% systems thinking rule and the Theory of Constraints. ● Performance – Learning fast and tolerating failure ● Individual performance report ● Team goals and performance support ● System Oriented Performance Assessment ● Enable continuous feedback
10.30 am	**Break**
10.45 am	**7. Enabling Effective Performance in the Workplace – Part 2** This section introduces participants to the various types of motivators and the science behind why certain motivates work better in a knowledge-work environment. Participants will learn to identify patterns of successful and unsuccessful motivators, which could include behavioural, systems, team and leadership models. ● Ownership-driven culture ● Culture driven by intrinsic motivation ● Uncover motivators and demotivators ● Nurture an environment of self-motivation ● Various types of incentives ● Engaging intrinsic motivation ● Incentives are not only financial – liberal remuneration strategies that support the cultural shifts needed to become an Agile organisation
12.30 pm	**Lunch**
1.30 pm	**8. The Agile Mindset in HR: Applying Agile Practices to Operations and Initiatives – Part 1** In this section, participants will learn how to interpret principles derived from the Agile manifesto and other value statements such as the Agile HR Manifesto for specific context. ● Applying agile practices to operations and initiatives ● Enabling agility throughout the organization ● Coaching the people aspects of the organization ● Applying agile mindset and practices to HR initiatives and operations

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3.00 pm	**Break**
3.15 pm	**9. The Agile Mindset in HR: Applying Agile Practices to Operations and Initiatives – Part 2** In Agile organisations, the HR function shifts from a transactional focus to one of people enablement. The HR function transitions to become a cross-functional group, integrated with the business and not a separate function. As a result, this breaks silos and HR value delivery becomes more distributed. Find out what is expected of HR in an Agile organisation in terms of enabling flexibility, collaboration, speed and adaptability rather than delivering programmes, policies and strict rules. • Providing the balance between culture and structure • Supporting transformation from a mindset perspective • Creating a safe environment • Core function – shifting to people enablement • Supporting transformation from a mindset perspective
5.00pm	**End**

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Specialisation in Reinventing HR with Agile Practices

Location	**Hong Kong**
Dates	**08-09 October 2019**
Price Per Person	**Early Bird:** **HKD 10,888** **(on or before 2 Sept)** **Regular Price:** **HKD 12,000** **(after 2 Sept)**
Group Discount	**10% off for Group Registrations of 3 delegates or more**
Contact Person for Registration and Group Discounts	**[Hong Kong]** **Adrian Ray** Project Manager Tel: +65 6423 0329 Email: adrianr@humanresourcesonline.net
Amendment / Cancellation Policy	1. All bookings are final. 2. Should you be unable to attend, a substitute delegate is welcome at no extra charge. 3. HR Masterclass Series cannot provide any refunds for cancellations. 4. HR Masterclass Series reserves the rights to alter the programme without notice, including the substitution, amendment or cancellation of trainers and/or topics. 5. HR Masterclass Series is not responsible for any loss or damage as a result of a substitution, alteration, postponement or cancellation of the event.

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As the training division of *Human Resources,* HR Masterclass Series takes a proactive role in organising a regional series of public and in-house training courses across Asia. Together with our conferences and awards shows, these courses form part of a complete suite of events specifically tailored for senior HR professionals.

Courses are conducted in a personalised and interactive workshop setting with practical case studies and exercises from our expert trainer. Delegates will take away global best practices, fresh ideas and customised solutions for implementation back in their organisations.

HR Masterclass Series is committed to being a trusted learning partner of HR practitioners throughout Asia.

Past HR Masterclass Series Delegates were from:

- ABB
- Abbott Manufacturing
- Accounting and Corporate Regulatory Authority (ACRA) Singapore
- Advanced Micro Devices
- Agilent Technologies
- AirAsia
- Alliance Bank Malaysia
- Allianz Insurance
- AmBank Malaysia
- ASTRO Group
- Aviva
- Bank Negara Malaysia
- BASF South East Asia
- Canon
- CapitaLand
- Dell
- DHL
- Discovery Networks
- DSO National Laboratories Singapore
- Energy Market Authority, Singapore
- Federal Express
- Gamuda
- Genting Malaysia
- Great Eastern Life Assurance
- Grey Group
- Hilton Hotels & Resorts
- Housing and Development Board Singapore
- Infineon Technologies
- Intel
- JTC Corporation
- Khazanah Nasional Berhad

- Levi Strauss Asia Pacific
- Malaysia Airlines
- Malaysia Airports Holdings
- Malaysian Communications and Multimedia Commission
- Marina Bay Sands Singapore
- MasterCard
- Maxis Group
- NetApp
- NCS
- PETRONAS
- Pos Malaysia
- Prudential
- S P Setia
- SAP
- Sime Darby
- Singapore National Eye Centre
- Singapore Press Holdings
- SMRT Corporation
- ST Logistics
- StarHub
- Siemens
- Telekom Malaysia
- Tenaga Nasional Berhad
- The Walt Disney Company
- United Overseas Bank (UOB)
- United Parcel Service
- Volvo
- Wartsila
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- Zurich Insurance

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