

Velkommen til Frokostmøte.

Siden 1969 har Trøndelag HR-Forum arbeidet for å tilby faglig påfyll og inspirasjon innenfor områder som HR, organisasjonsutvikling og ledelse i Trøndelag

08:00 Frokost

08:30 Faglig

09:10 Kaffeprat

09:20 Faglig forsetter

10:00 Mingling

10:30 Vel hjem

- Foredrag gjøres tilgjengelig på hrforum.no.





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Velkommen til frokostseminar.

SMIDIG + HR = Sant

Smidig handler først og fremst om et tankesett, som først ble brukt i softwareutvikling. Dette tankesettet har nå begynt å spre seg utover andre fagfelt, inkludert HR-profesjonen.



Janne Langø
Norsk Helsenett



Espen Sjøvoll
Smidig Coach – Sparebank 1 Utvikling

Smidig + HR = sant

Av Espen Sjøvoll, utviklingsleder SpareBank 1 Utvikling
og Janne Langø, seksjonsleder Norsk helsenett



“...Agile Methodologies is about the mushy stuff of values and culture.”



Forventninger

1. Historien
2. Smidig og HR

Benstrekk

Organisering

Ledelse i en selv-styrt verden

Smidig i praksis

Ledelse

Q/A



Forventninger og Q&A

Kode 7130 6345 på menti.com

Eller scan QR-kode ->



1

(For)historien

Fordi det viktigste med alt vi gjør er å først forstå «hvorfør»

Hjelp
de
Streikende
Fyrstik-
pakkersker

Vi forlanger
Kun lidt mere
for
Gros
og
bedresnitere
Forhold.



Den industrielle revolusjon i Norge

Rundt 1850



Den industrielle revolusjon

Fabrikkssystem: maskiner øker effektivitet og produktivitet

Roller og spesialisering: ulike ferdigheter og oppgaver

Standardisering: størrelser og kvanta forenkler logistikk

Masseproduksjon: økt tilgjengelighet av varer og tjenester

Urbanisering: jobb og muligheter i byene

Nye teknologier: damp, elektrisitet, telegraf, telefon, forbrenningsmotor, fly, bil, skrivemaskin, symaskin, maskinveven og produksjonslinja

Lønn: fra byttesystem til penger for utført arbeid

Nye industrier: bank, forsikring og detaljhandel

Menneske som maskin



Einar Thorsrud

Demokratiseringen av arbeidet

Psykologiske jobbkrav - krav til en ønskelig arbeidssituasjon:

behovet for variasjon i arbeidet

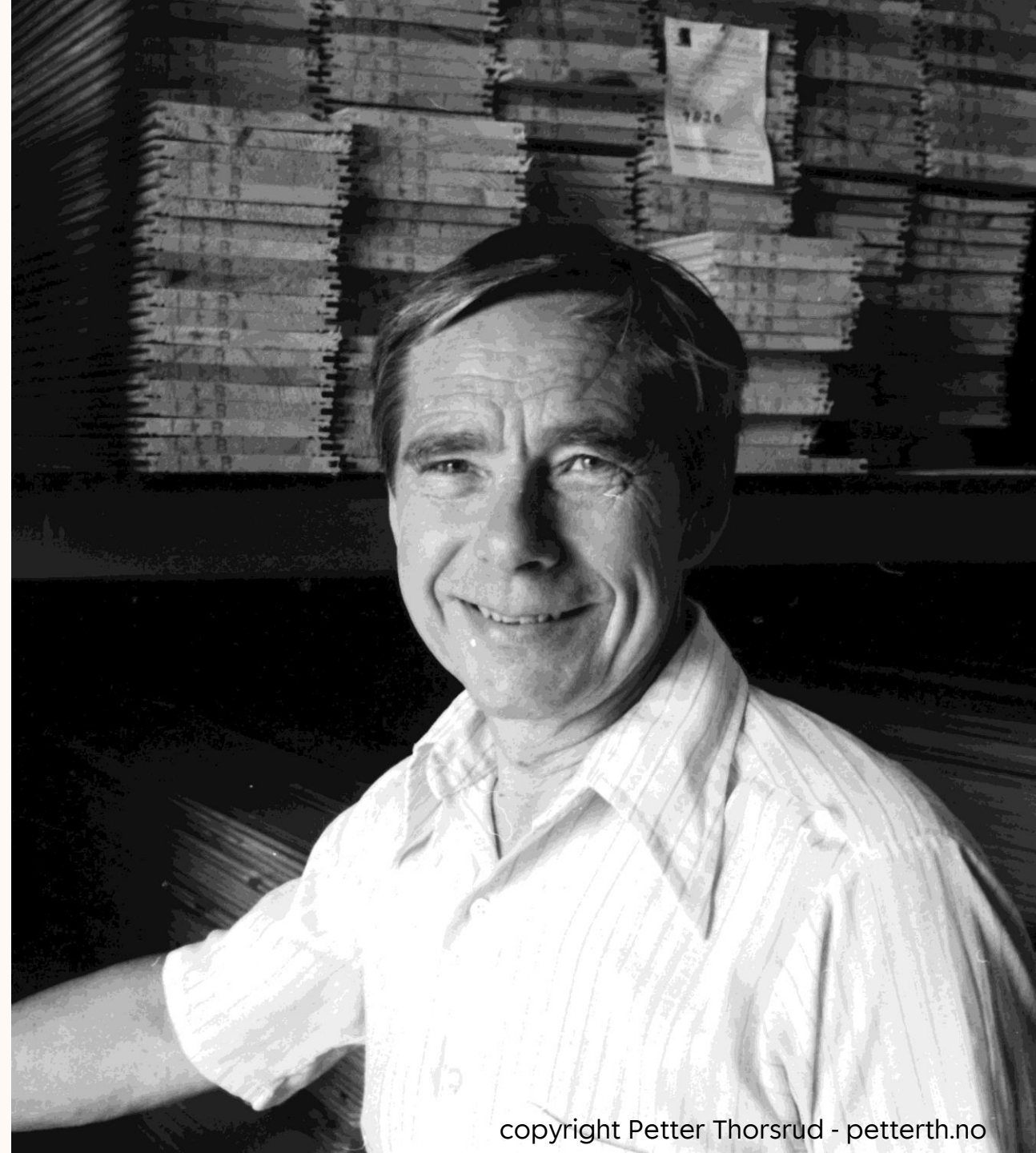
behovet for å lære noe i jobben

behovet for selvbestemmelse i jobben

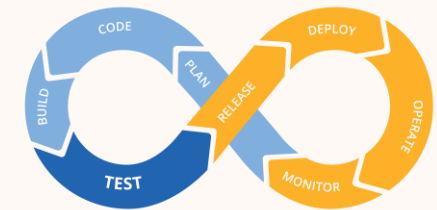
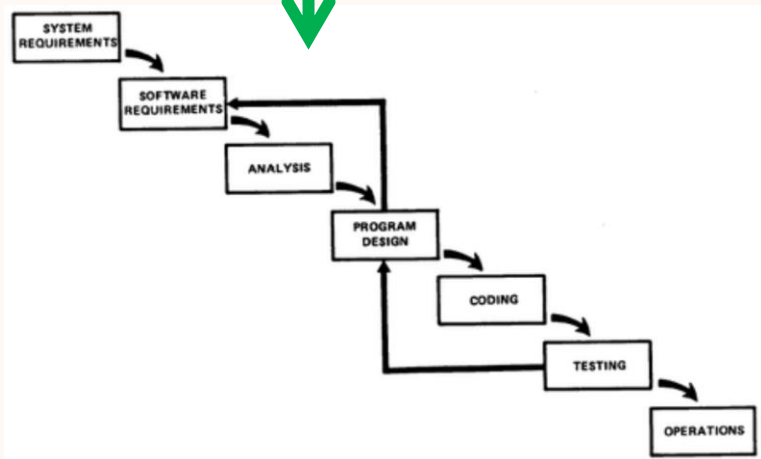
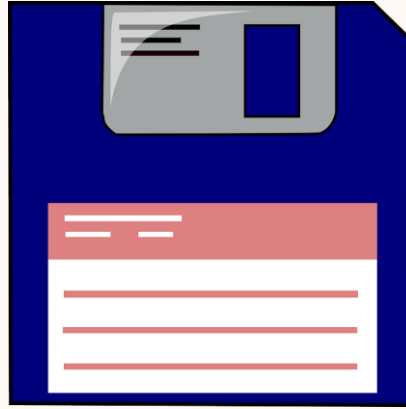
behovet for kontakt med andre

behovet for å se en sammenheng mellom arbeidet og omverdenen

behovet for å se at jobben er forenlig med en ønskelig framtid



Digital evolusjon



Manifestet for smidig programvareutvikling

Vi finner bedre måter å utvikle programvare på
ved å gjøre det selv og ved å hjelpe andre med det.
Gjennom dette arbeidet har vi lært oss å verdsette følgende:

Personer og samspill fremfor prosesser og verktøy
Programvare som virker fremfor omfattende dokumentasjon
Samarbeid med kunden fremfor kontraktsforhandlinger
Å reagere på endringer fremfor å følge en plan

Dette vil si: Selv om punktene som står til høyre har verdi,
så verdsetter vi punktene til venstre enda høyere.

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler

James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick

Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

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[Tolv prinsipper for smidig programvareutvikling](#)

2

Smidig for HR

I et nøtteskall

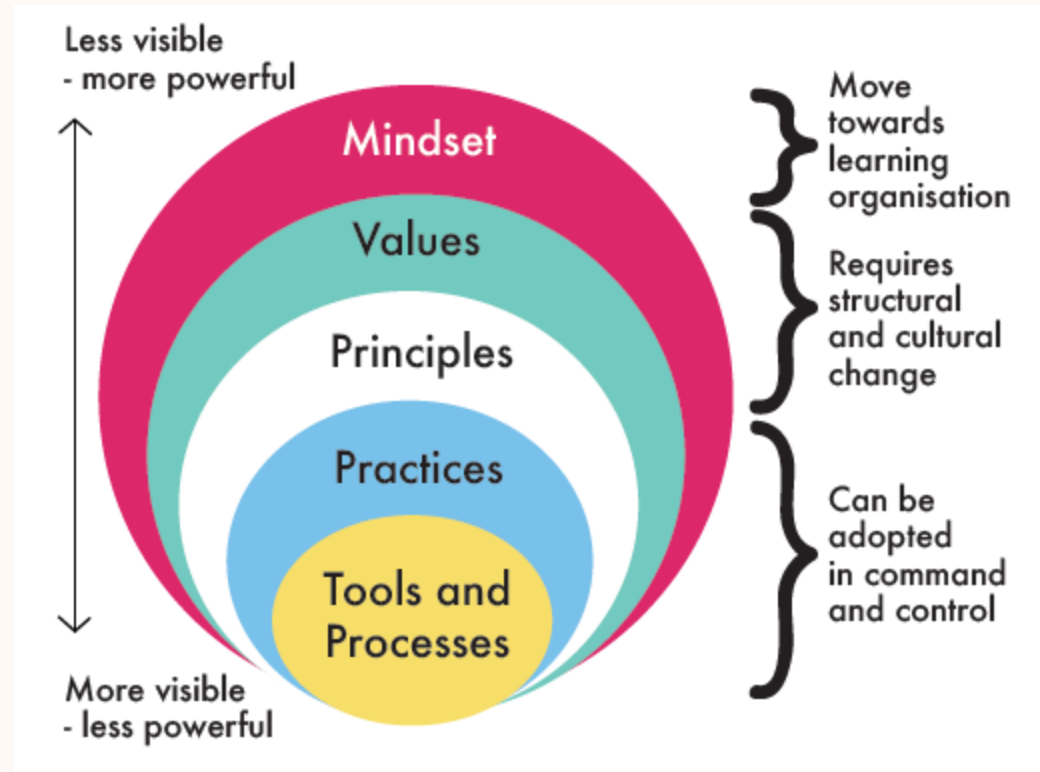
2 vinklinger

1. Hvordan Smidig kan brukes for et HR-team eller avdeling
2. HR sin rolle i Smidig

2 vinklinger

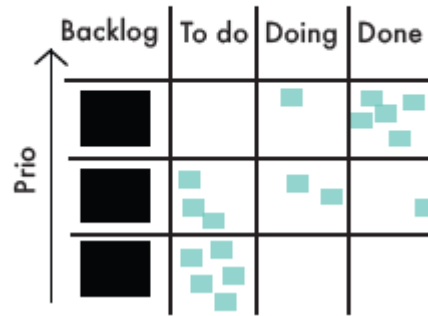
1. Hvordan Smidig kan brukes for et HR-team eller avdeling

Mindset



Praksiser

Scrum or Kanban Board



- Standups
- Review
- Retrospective
- Portfolio & Prioritization

♥ Working Agreement

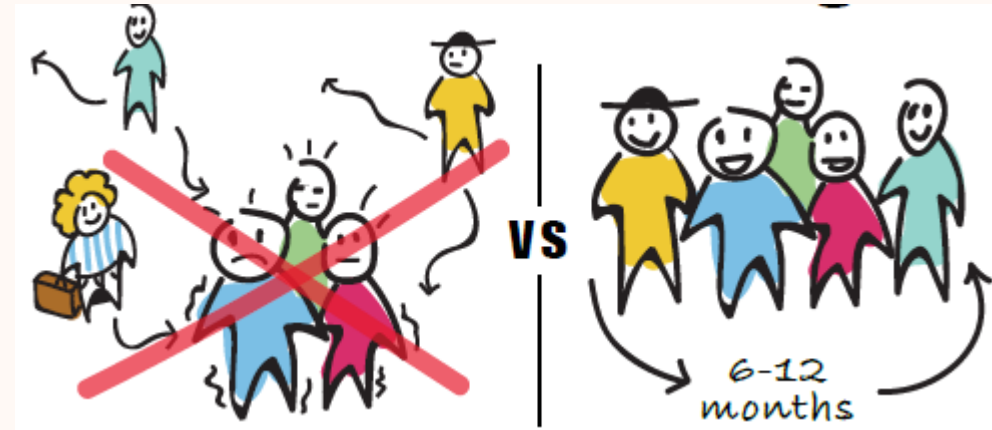
Et smidig team

2-pizza team

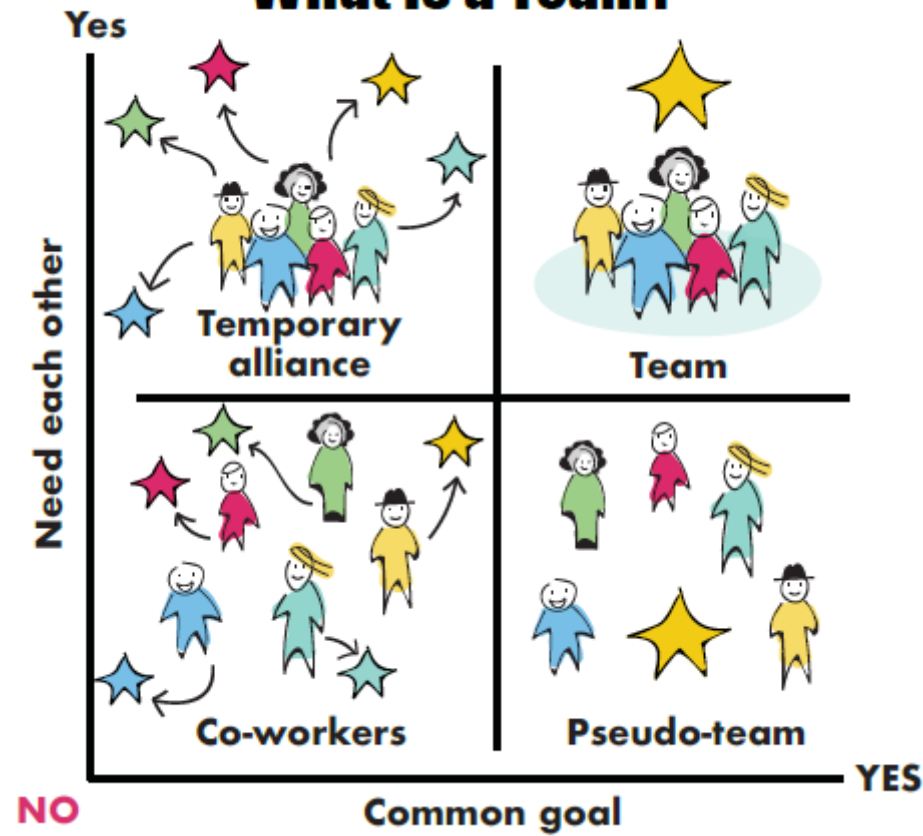
Tverrfaglig samarbeid over tid

Unngå overleveringer

Vi jobber, vinner og taper sammen



What is a Team?



T-form

	Design	coding	So Me	Financial	Legal
Mia					
Jennie					
Mathias					
Michael					

Like it!
 Ok
 Hate it
 Expert
 Good enough
 Beginner

Den viktigste ingrediensen

Den viktigste ingrediensen



2 vinklinger

2.HR sin rolle i Smidig

Organisasjonsdesign



Clear leadership vision and purpose



Teams making data driven decisions



Customer Centric

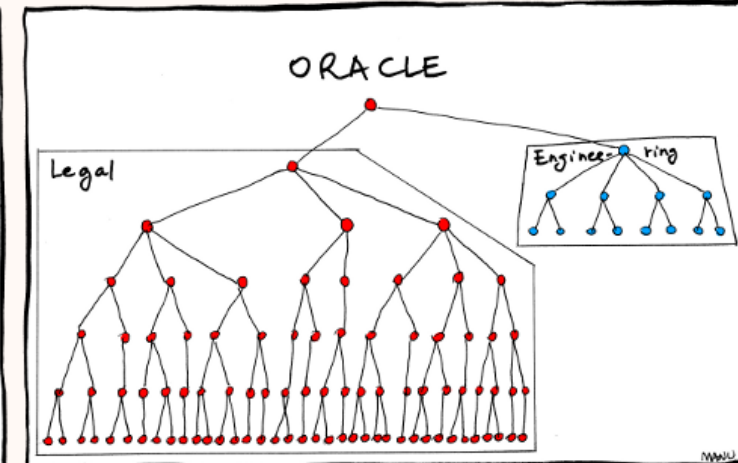
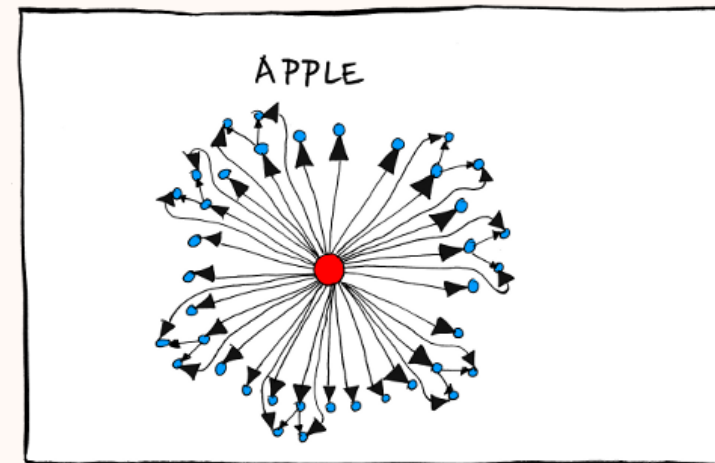
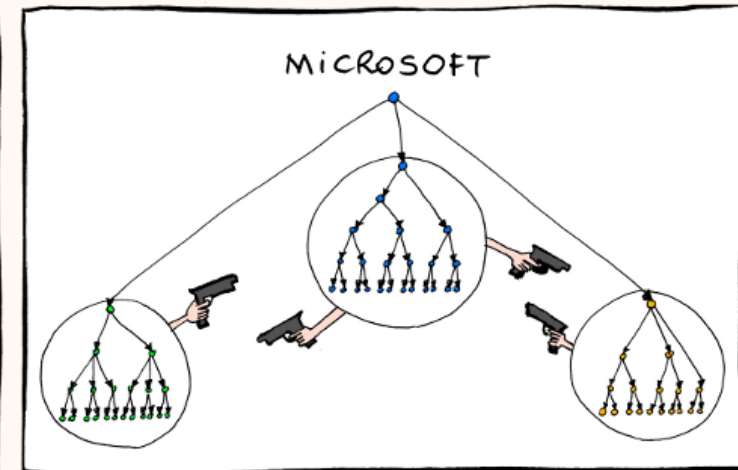
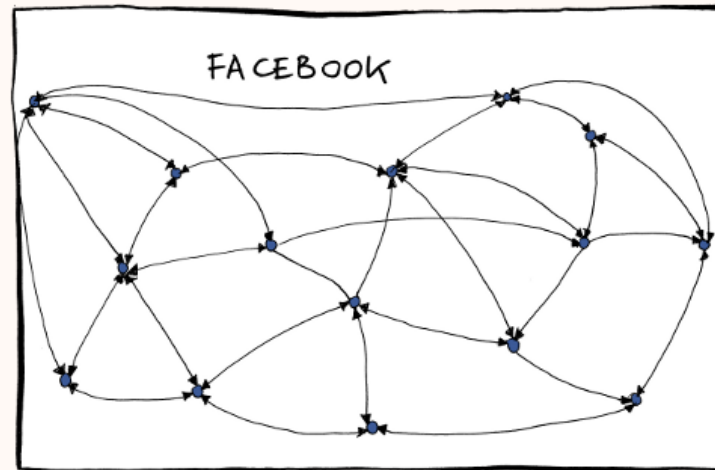
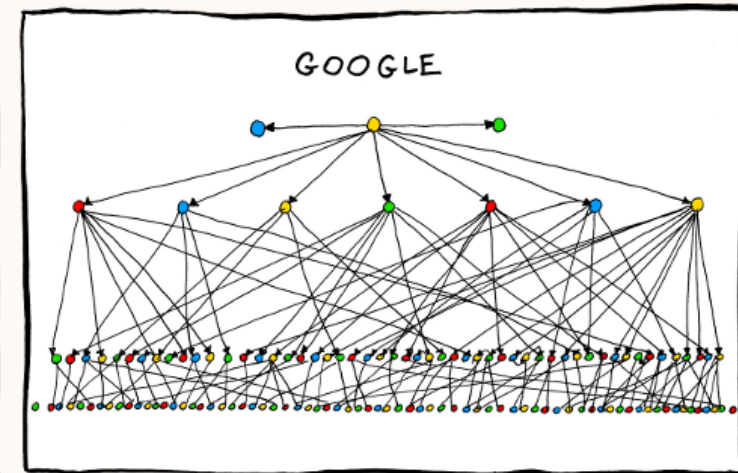
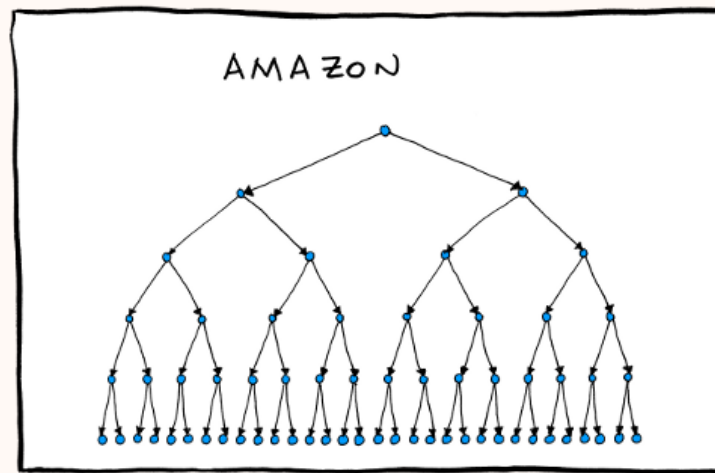


New Agile roles



Alignment & autonomy

Forstå kulturen



HR-tjenester



hr-for-agile-in-a-nutshell-7 (dandypeople.com)

Agile HR in a Nutshell

Reinventing People Operation Practices



We are uncovering better ways of developing an engaging workplace culture by doing it and helping others do it.

Through this work we have come to value:

- Collaborative networks over hierarchical structures
- Transparency over secrecy
- Adaptability over prescriptiveness
- Inspiration and engagement over management and retention
- Intrinsic motivation over extrinsic rewards
- Ambition over obligation

Version 1.2

Agile for HR

Embracing the Mindset

Less visible - more powerful

More visible - less powerful

Move towards learning organisation

Requires structural and cultural change

Can be adopted in command and control

Ways of Working

Cross-functional team iteratively delivering value together

T-shaped people

- Standups
- Review
- Retrospective
- Portfolio & Prioritization
- Working Agreement

HR for Agile

Organizational Design for Agile

Clear leadership vision and purpose

Teams making data driven decisions

Customer Centric

Alignment & autonomy

Understand Agile Organizations

Hybrid

Spotify

LeSS

Scrum@Scale

Evolve for Context

SAFE

Hocracy & Sociocracy

Start small → Scale what works → Emergent transformation

Co-create Employee Experience

to deliver business value

We listen to improve continuously

We collaborate & co-create

We visualize to get a shared understanding

Mapping the employee experience to redesign the user and people experience of work to be more human centric and support high performance

Evidence-based

Thinking like a scientist to create valuable solutions

Hypotheses: We believe that x will create a great workplace.

- Prototype
- Test
- Data & analytics
- Feedback
- Experiment
- Validate

Agile HR Services

Regulations

Polices

Make People Awesome

Safety

Is this process empowering or controlling?

Let's find something that helps you succeed!

Are we compliant?

It's great!

No, it's a blocker!

Process waste

E.g Rewards, Performance, Recruitment and Career Development

Waterfall - or "Faith Driven Change"

Delivers in one Big Bang. Analyzing and planning without testing and changing the plan, usually gives late surprises, and deliveries not meeting business goals nor employee needs

All difficult decisions in the beginning

Agile - or "Value Driven Change"

Goal is usually met earlier than planned

Delivers value in incremental deliveries with iterative improvements validated by feedback from users

Decisions are made continuously and validated

Cynefin

Org. Change, Innovate Processes

Standard processes, Policies

Complex: Probe, Sense, Respond, Emergent

Complicated: Sense, Analyze, Respond, Good Practices

Obvious: Sense, Categorise, Respond, Best Practices

Chaos: Act, Sense, Respond, Novel

DISORDER

Vital reputational damage

Checklists, Payroll

Modern Agile

Make People Awesome

Deliver Value Continuously

Experiment & Learn Rapidly

Make Safety a Prerequisite

Infographic Poster by: mia.kolmodin@dandypeople.com

In collaboration with Agile HR Community: rina.hallstrom@agilehrcommunity.com, natal.dank@agilehrcommunity.com

<https://dandypeople.com/blog/the-agile-team-in-a-nutshell-poster/>

The Agile Team in a Nutshell

Focus

Everyone focuses on the work of the sprint or timebox and the goals of the Agile team.

Courage

Agile team members have the courage to do the right thing and work on tough problems.

Openness

The Agile team and its stakeholders agree to be open about all the work and the challenges with performing the work.

Commitment

People personally commit to achieving the goals of the Agile team.

Respect

Agile Team members respect each other to be capable, independent people.

DANDY PEOPLE

Well Functioning

Keeping teams stable over time is needed to become and stay well-functioning and high-performing teams where smooth collaboration and innovation take place. Any change in the team setup may cause the team to go back to where they were as newly formed. Teams of 5-7 people who are kept together and get to high-performance are 100% faster.

What is a Team?

Yes	Need each other	Temporary alliance	Team
No	Common goal	Co-workers	Pseudo-team

Team Maturity

5. Ending	4. Performing	3. Structure	2. Friction	1. Inclusion
<p>Flexible & resourceful. Open climate. Feedback, innovation and productivity.</p> <p>Act as consultants when needed. Support by removing impediments outside of the team.</p> <p>Leaders</p>	<p>Team members fear group rejection. No conflicts. Not challenging the leader.</p> <p>Provide structure. Make sure everyone is included. Initiate open discussions of values & goals.</p> <p>Leaders</p>	<p>Establishing procedures. Feedback culture. Coping with issues. Developing skills.</p> <p>Share responsibilities with the team. Reward initiative. Coach & facilitate individual development.</p> <p>Leaders</p>	<p>Increased feeling of safety allows for conflicting views. There is tension in the team.</p> <p>Support, coach & train the team in how to keep on open dialogue. Help solve conflicts. Build trust.</p> <p>Leaders</p>	<p>Team members fear group rejection. No conflicts. Not challenging the leader.</p> <p>Provide structure. Make sure everyone is included. Initiate open discussions of values & goals.</p> <p>Leaders</p>

Shared Values in the Agile Team

Focus Everyone focuses on the work of the sprint or timebox and the goals of the Agile team.

Courage Agile team members have the courage to do the right thing and work on tough problems.

Openness The Agile team and its stakeholders agree to be open about all the work and the challenges with performing the work.

Commitment People personally commit to achieving the goals of the Agile team.

Respect Agile Team members respect each other to be capable, independent people.

Type of Agile Teams

Development Team
Develop, maintain and deliver products or services to external or internal customers.

Leadership Team
Acts as Servant Leaders with a growth mindset to several teams to enable them to make quick decisions themselves.

Supportive Team
Some Agile teams act as a support for other teams to enable the best possible autonomy & alignment.

Two things are needed to be a team:

- A common goal
- Needing each other

ROI of an Agile Team

Clear Purpose 100%
Purpose leads to focus, which increases the speed and value delivered by the teams by 100%.

Mandate 100%
A clear mandate minimizes bureaucracy, which increases the speed & possible innovation of the team by 100%.

Small & Stable Teams - "Brooks Law" 100%
Team size really matters. Teams of 5-7 people who are high performing are 100% faster.

Employee Engagement 100%
Being in a team gives a sense of belonging and context, which increases employee engagement by 100%.

T-shape 100%
T-shape increases the speed of team deliveries by 100%.

Roles of an Agile Team

Product Owner
Responsible for optimizing value delivered by the team. Owns the product backlog and the vision for the product and has the mandate to make business decisions.
NOT a project manager.

Scrum Master
A Servant Leader for the team and the PO. Responsible for facilitating the work process and optimizing flow in the team. Helps the team improve and builds a mature and strong team.
NOT managing the people.

Team
A self-organized team that is responsible for the WHAT - the solution. The team works together with the PO to understand the value for the business and the customer and decides how the solution should work to solve the prioritized problems.
NOT with individual priorities.

Optimized Team Seating for Well Functioning Teams

Make sure there is good wall space for all teams, and for visualization across teams as well. Otherwise the organization is "blind".

Visualization close to the team to show ideas, plans, goals, tasks and progress.

Extra seats in the team Home-Zone to enable collaboration with people outside the team.

Screens with relevant team data.

Whiteboard space for the team to share ideas.

Back to back is often the preferred seating for quick easy collaboration.

Available meeting rooms for the whole team close by enables flow and keeps the team focused.

Wall space to share important insights and learnings with the team.

Free space between tables and wall to be able to use the wall space.

Team Home Zone

T-shape

In cross-functional teams skills are more important than roles. Team members who have a T-shaped competence profile improve the team's collaboration, delivery flow and reduces the dependency on specific individuals. T-shaped team members double the velocity of the team.

Visualizing Teams T-shape

	Design	Colling	So Me	Financial	Legal
Mia	😊	😊	😊	😊	😊
Jennis	😊	😊	😊	😊	😊
Mathias	😊	😊	😊	😊	😊
Michael	😊	😊	😊	😊	😊

Legend:
 😊 Like it
 😐 Ok
 😞 Hate it
 🧠 Expert
 🌱 Good enough
 🌱 Beginner

The team can visualize their T-shape in connection to their team purpose to support valuable learning in the daily work.

Mini-Waterfall

T-shape helps minimize a common anti-pattern called mini-waterfall, which means hand-offs and knowledge silos within the team.

Continuous Improvement

The retrospective is the improvement function of Agile Teams. It is the most important practice and is usually done every second week. The team looks at how to do more of what worked, and what to improve. The team makes actions clear and adds improvement work to the next sprint backlog.

Modern Agile Principles

Make People Awesome

Experiment & Learn Rapidly

Deliver Value Continuously

Make Safety a Prerequisite

Free space between tables and wall to be able to use the wall space.

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Team Home Zone

Team Maturity inspired by Bruce W. Tuckman's model & IMGO by Susan Wheeland • "What is a team?" by Viktor Cesson & Stefan Lindholm • Agile Onion by Joshua Kerievsky • Infographic Poster by mia.kalmodin@dandypeople.com • Free download on dandypeople.com/posters © 2020

Benstrekk



Smidig + HR = sant?

Frokostmøte Trøndelag HR forum

12. Mars 2024





Divisjon
helsepersonell

Utvikler og forvalter nasjonale e-helseløsninger
Divisjonen har vokst fra 70 til 280 ansatte på 3,5 år

Organisering



Ledelse



Ledelse i vår divisjon

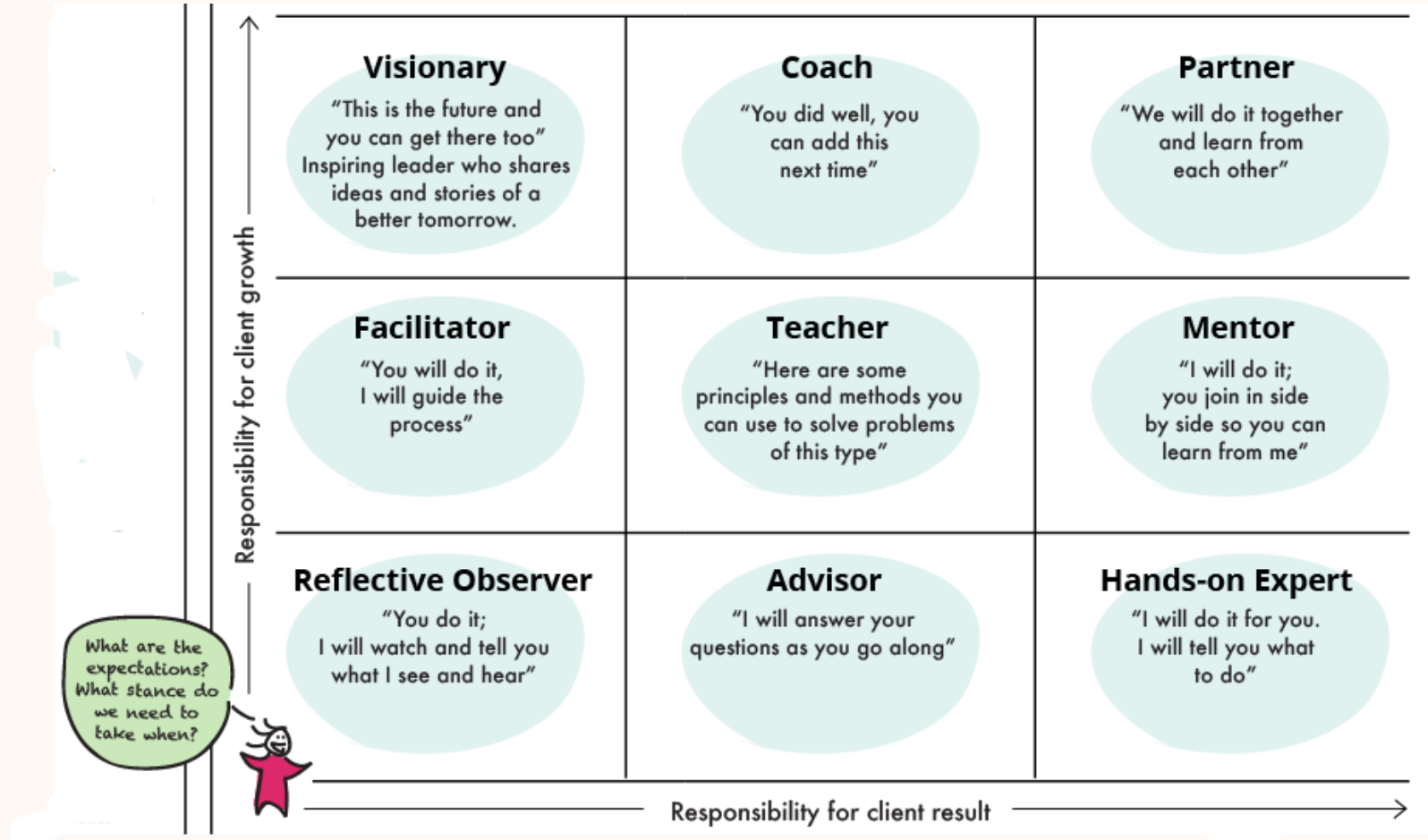


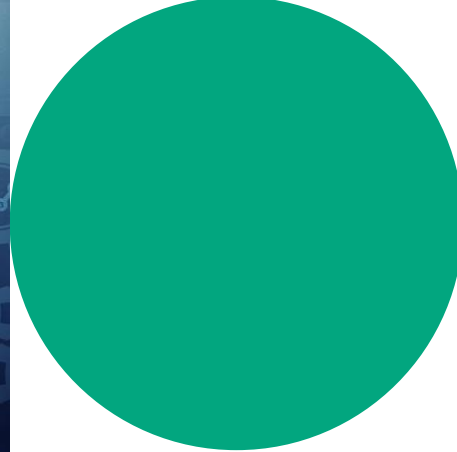
Team menneske



Kontekst: selvstyrte team

Coachende ledelse

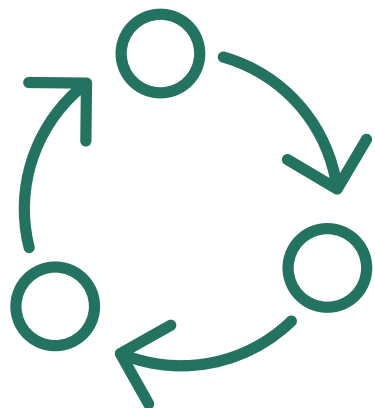




Team menneske

- Vi er divisjonens personalledere
- Vi jobber på tvers av hele divisjonen
- Våre hoved leveranser er rekruttering, onboarding, teamutvikling, coaching, organisasjonstilpasninger, personalledelse – og mye annet

Hva betyr smidig for oss?



Refleksjon

Diskusjon

Prøve

Feile

Høste
erfaringer og
lærdom

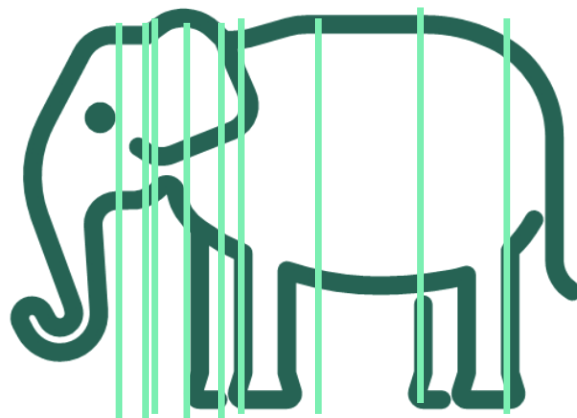
Prøve igjen

Vår 3-ukers rytme

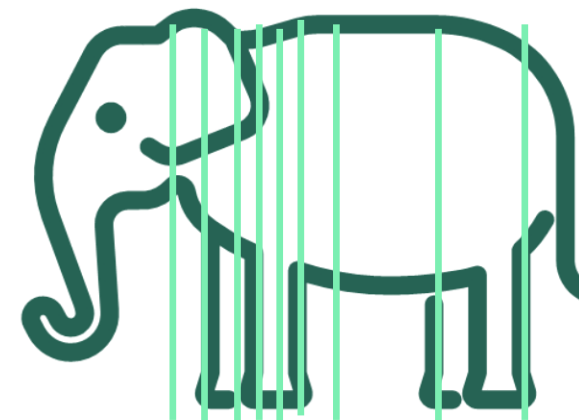


- Planlegge nåværende sprint –
hva skal vi utrette og hvordan
Hvem gjør hva
- 2 synker per uke
- Se framover i glasskula –
Hva skal vi prioritere
de neste 3-6 ukene?
- Retrospektiv –
hvordan har sprinten vært

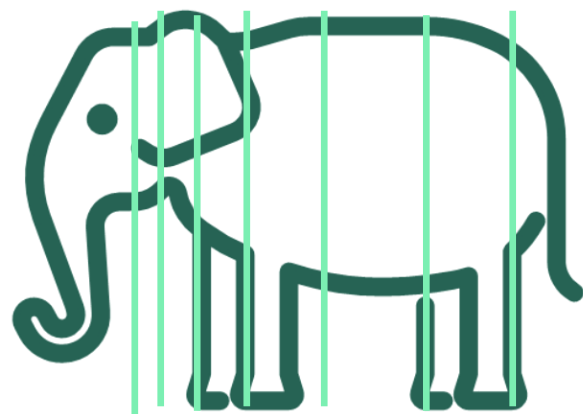
Elefant carpaccio



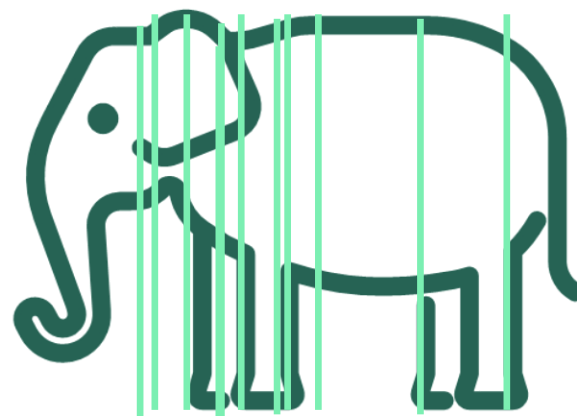
Teamutvikling



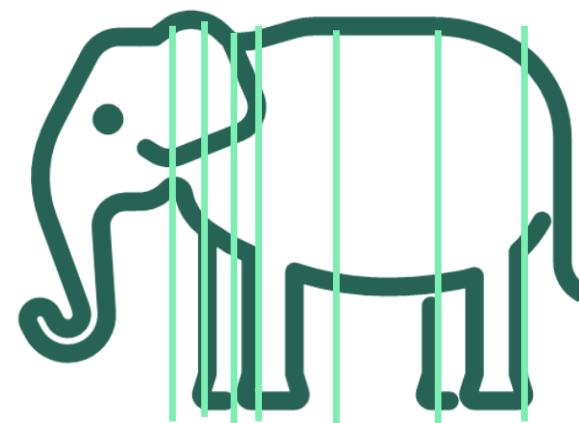
Utvikling av
fagledere



Ny prosess for
lønnsvurderinger



Forsterke
kultur



Veien videre for
team menneske

Hvordan ser det ut i praksis?

I arbeid – sprinten som er ferdig 1. mars

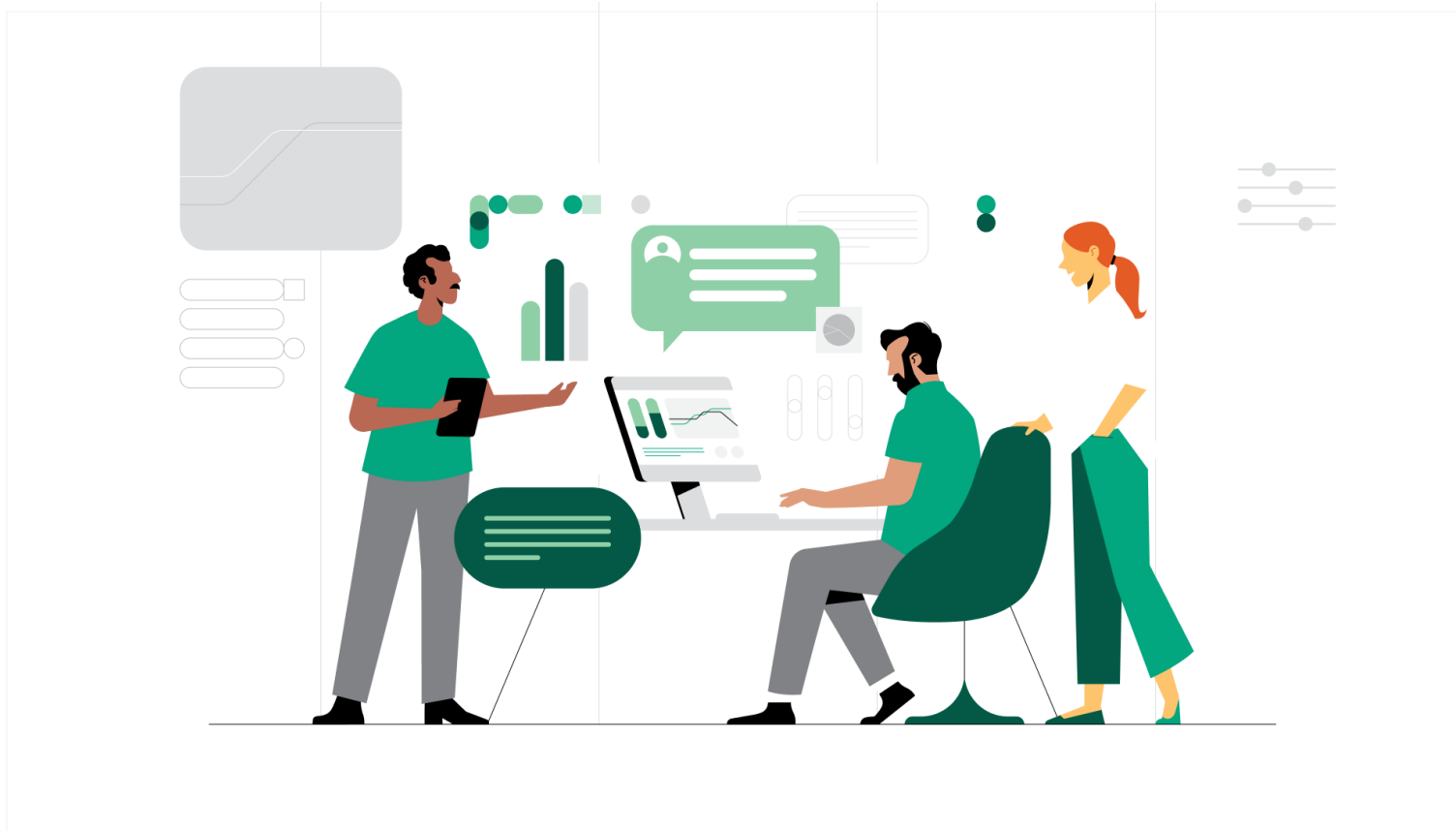
Oppgave	Status	Område	Frist	Ansvarlig
Veien videre for team menneske	- Revidere presentasjon etter innspill fra x - Invitere seksjon y til gjennomgang	Organisering / kultur	28.02	Ole Morten og Ina
Annonse team z	Annonse publiseres 23.2	Rekruttering	23.02	Kristin
Lønns prosess	Infomøte med faglederne	Ledelse	23.02	Janne

Aktiv backlog

Oppgave	Hva	Område	Frist	Ansvarlig
Veien videre for team menneske	-Diskusjon i teamet -Diskusjon med direktør -Infomøte med fagledere -Møte med HR -Pilot for innspill -Info ut i divisjonen	Organisering / kultur	Des ->	Alle
Rekruttering team z	Annonse publiseres Gjennomgang søkere Gjennomføre intervju	Rekruttering	Feb ->	Kristin
Lønns prosess	Utarbeide forslag til modell for lønnsoppgjør 2024 for vår divisjon -avklare med HR -involvere tillitsvalgte -pilot utkast til prosess	Ledelse	Des ->	Janne og Kristin

Suksessfaktorer

- Transparens
- Sparring
- Utnytte våre ulikheter
- Pilotering i små porsjoner
- Små, kontinuerlige forbedringer
- Driv



Kommende arrangement

- 12**
MAR
08:00
- Smidig + HR = sant**

 HABITAT, Olav Tryggvasons gt. 30

Begrepet smidig har blitt et buzzord de siste årene som brukes i mange sammenhenger og tolkes veldig ulikt av organisasjoner og enkeltmennesker. Smidig handler først og fremst om et tankesett, som først ble brukt i softwareutvikling. Dette tankesettet har nå begynt å spre seg utover andre fagfelt, inkludert HR-profesjonen. Espen Sjøvoll har i mange år...

[Les mer »](#)
-
- 18**
APR
08:00
- Nye generasjoner møter arbeidslivet. utfordringer og muligheter**

Tentativ dato. Mer informasjon kommer.

[Les mer »](#)
-
- 14**
MAI
- Årsmøte**

Velkommen til årsmøte i Trøndelag HR-Forum.

[Les mer »](#)