

Report On  
**HR as a Product, the dynamic approach towards employee  
centricity at 10 Minute School**

By

Mohammed Afeef Sadiq  
18104129

An internship report submitted to the **BRAC Business School** in partial fulfillment of the  
requirements for the degree of  
**Bachelors in Business Administration**

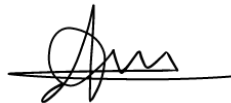
**BRAC Business School**  
Brac University  
[December] [2022]

## **Declaration**

It is hereby declared that

1. The internship report submitted is my original work while completing a degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through complete and accurate referencing.
3. The report does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

**Student's Full Name & Signature:**



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**Mohammed Afeef Sadiq**  
18104129

**Supervisor's Full Name & Signature:**

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**Saif Hossain**  
Assistant Professor & Director of BBA Program, BRAC Business School  
BRAC University

## Letter of Transmittal

Saif Hossain

Assistant Professor & Director of BBA Program, BRAC Business School,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

**Subject:** Submission of Internship Report on 10 Minute School

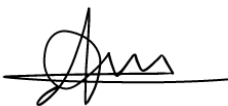
Respected Supervisor,

I was appointed by 10 Minute School, as an Intern in their Human Resources Department from October 3, 2021, till January 31, 2022. Now, I'm currently appointed as an HRIS Officer at 10 Minute School.

In my report "*HR as a Product, the dynamic approach towards employee centricity in 10 Minute School*", I have attempted my best to finish the report with the essential data and recommended proposition in as significant a compact and comprehensive manner as possible.

I hope that my report will meet the standard of your judgment. I'm again thankful for your kind cooperation.

Sincerely yours,



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**Mohammed Afeef Sadiq**

18104129

BRAC Business School

BRAC University

Date: December 2, 2022

## **Non-Disclosure Agreement**

This Nondisclosure Agreement was entered into this 2 December 2022 by **Mohammed Afeef Sadiq** (Intern), and **10MS Limited**.

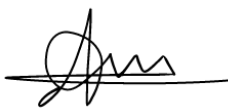
**Purpose:** The purpose of this Agreement is to ensure the confidential treatment of confidential information as defined below by the Intern during the course of the internship period with the Company.

**Confidential Information:** For purposes of this Agreement, “**Confidential Information**” shall include all information or material that has or could have commercial value or other utility in the business if not made available to the public. If Confidential Information is in written form, the Intern shall label or stamp the materials with the word “Confidential” or some similar warning. If Confidential Information is orally disclosed, the Intern shall promptly provide a written indicating that such oral communication constituted Confidential Information.

**Time Periods:** The non-disclosure provisions of this Agreement shall survive the termination of this Agreement and the Recipient’s duty to hold Confidential Information in confidence shall continue until the Disclosure sends written notice releasing the Recipient from this Agreement.

**Amendments:** This Agreement may not be amended except in writing signed by both parties.

IN WITNESS WHEREOF, the Intern has executed this Agreement through the submission of an electronic signature.



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Signature

## **Acknowledgement**

I would like to express my sincere gratitude to all those who have made this internship possible and helped me throughout my journey at 10 Minute School. I would like to extend my heartfelt thanks to my internship supervisor, Saif Hossain, for their guidance, support, and valuable insights into the HR industry.

I would also like to extend my appreciation to the HR team at 10 Minute School for providing me with the opportunity to observe and learn about “HR as a Product, the dynamic approach towards employee centricity in 10 Minute School.” Their generosity and cooperation have made this internship a valuable learning experience.

I would like to acknowledge the support of my colleagues and mentors at 10 Minute School, who have shared their knowledge, and experiences and have always encouraged me to pursue my goals.

Finally, I would like to express my gratitude to my friends, family, and loved ones for their unwavering support and encouragement throughout my internship journey.

This internship has provided me with an opportunity to broaden my understanding of HR as a product and the dynamic approach towards employee centricity and has been an invaluable experience that will shape my future endeavors.

## **Executive Summary**

The purpose of this internship report is to examine the impact of the Agile HR approach in the context of an ed-tech company, 10 Minute School. The report highlights the benefits of adopting an Agile HR approach, including increased employee satisfaction, improved organizational performance, and a positive impact on the return on investment of talent management.

The report begins by exploring the key differences between traditional HR approaches and Agile HR. It then presents the findings of a survey conducted among 10 Minute School employees to gather data on their satisfaction, engagement, and experiences with the company's Agile HR policies and practices. The results of the survey revealed that employees at 10 Minute School are highly satisfied with the company's Agile HR approach. They appreciate the supportive, flexible, and empowering work environment created by the company's HR policies and practices, and feel that the Agile HR approach has had a positive impact on their well-being and productivity. The report also highlights the impact of the Agile HR approach on organizational performance and competitiveness, demonstrating that the company has been successful in attracting, retaining, and developing top talent. The report concludes by making recommendations for 10 Minute School and other Edtech companies looking to grow while following Agile HR policies.

Overall, this report provides valuable insights into the benefits of adopting an Agile HR approach and demonstrates the positive impact that such an approach can have on both employee satisfaction and organizational performance.

**Keywords:** Agile HR Approach, Traditional HR Approach, Employee-centricity, Employee Engagement Survey, Mann-Whitney Test.

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# **Chapter - 1**

## **Internship Part**

### **Internship Information**

#### **Job Details**

**Position offered:** Intern

**Department:** Human Resources

**Modality:** Part-time

**Salary:** 8,000 BDT/month

**Date of Joining:** October 3, 2021

**Duration:** 4 months

**Work hours:** 24 hours per week (3 days offline, 2 days online)

#### **Job Responsibilities**

1. Assisting in planning and maintaining the Onboarding Process of employees
2. Assisting in Training and Development through Training Needs Analysis, Module Setting, Performance Monitoring and Feedback
3. Automating and managing the rewards and incentives packages
4. Coordinating and managing recruitment processes and expanding database of talent platforms

#### **Job Learning**

During my tenure at the company, I have been fortunate enough to gain a wide range of skills and knowledge that have helped me grow both personally and professionally. Firstly, I was able to obtain a thorough understanding of the company, its vision, mission, and objectives. This allowed me to align my work and goals with the company's overall strategy, ensuring that my contributions were in line with its core values.

Additionally, I received training on Data Analysis and Dashboard Creation, which enabled me to develop a deeper understanding of how to collect and analyze data effectively. As a result, I was able to provide valuable insights to the team, helping them make more informed decisions.

Furthermore, I learned how to develop branding content that is engaging and resonates with the target audience. This skill helped me create effective marketing campaigns that increased our brand awareness and attracted more customers.

Moreover, I was able to learn about the company's growth structure, which helped me identify areas where we could improve our operations and expand our services. This allowed us to scale more efficiently, resulting in increased revenue and customer satisfaction.

In addition to these skills, I also obtained project management skills through running stretch projects. This helped me develop an organized approach to project management, which led to improved efficiency and higher quality output.

Lastly, I learned about Agile HR policies through research and development. This enabled me to implement new HR policies that were more flexible and better suited to our dynamic work environment. This led to improved employee engagement and higher retention rates.

Overall, these skills and knowledge have been invaluable to my career development, and I look forward to continuing to learn and grow with the company.

To sum up -

1. Obtained information about the company.
2. Got training on Data Analysis & Dashboard Creation.
3. Learned how to develop branding content.
4. Learned about the company's growth structure.
5. Obtained project management skills by running stretch projects.
6. Learned about Agile HR policies through research & development.

# Chapter - 2

## Organization Part

### Company Background



<b>Organization Type</b>	Educational Technology Company
<b>Incorporation Status</b>	Private Limited
<b>Company Year of Establishment</b>	May 1, 2015
<b>Address</b>	Level 2, House Number - B/104, Road 08, Mohakhali DOHS, Dhaka - 1206
<b>Website</b>	<a href="http://www.10minuteschool.com">www.10minuteschool.com</a>

### About the Company

10 Minute School is Bangladesh's largest learning app, educating 3 million students daily on academic, exam preparation, and upskilling issues. Being a technology-first business, the company offers its learning solutions via a mobile application and website. It has two primary product verticals: one that caters to the academic curriculum of classes 1 to 12 defined by the National Curriculum and Textbook Board of Bangladesh, and the other is a non-academic vertical that offers admission test preparation, job exam preparation, and numerous upskilling chances for young learners in Bangladesh. 10 Minute School has created recorded lectures and sample test sets on each chapter of these courses and has made them available for free on their digital platforms to guarantee that all students in Bangladesh have free access to excellent educational information. It also offers free courses on fundamental upskilling such as CV writing, presentation abilities, and other skills that students must now have.

There are millions of learners in Bangladesh, including official academic and informal upskilling education. These students face two significant challenges. The first impediment is a geographical barrier that prevents individuals from getting an excellent education, while the second is a financial impediment that decreases the affordability and accessibility of quality education. In 2021, research conducted by the Bangladesh Bureau of Educational Information

and Statistics shows that 20 million individuals are enrolled in formal educational institutions in Bangladesh and receive formalized education (Banbeis, 2021). However, only very few of them are able to fulfill the learning objectives due to a lack of accessibility caused by low cost and a scarcity of high-quality instructors across the country. On the other hand, more than 2 million fresh graduates get introduced into the job market yearly and the scenario is grim in this part as well (Aziz, 2019). Of the unemployed youths in Bangladesh, 46% are university graduates. This directs to an evident gap in the learning outcomes of formal education and the requirements of the current job market.

Figure 1: Home Page of 10 Minute School Website  
Source: <https://10minuteschool.com/>

In Bangladesh, there are millions of learners in total including formal academic and informal upskilling education. These learners go through two major challenges – one is the geographical barrier that keeps them from accessing good quality education while another one is the financial barrier that reduces the affordability and accessibility to quality education. Of these learners, 25 million are enrolled in formal educational institutions in Bangladesh and receive formalized education. However, only a few of them can achieve the learning objectives because of the lack of accessibility created by limited affordability and the insufficient number of good-quality educators throughout the country. On the other hand, more than 2 million fresh graduates get introduced into the job market yearly and the scenario is grim in this part as well. Of the unemployed youths in Bangladesh, 46% are university

graduates. This directs to an evident gap in the learning outcomes of formal education and the requirements of the current job market.

To address these gaps, 10 Minute School was founded in May 2015 by Ayman Sadiq and Abdullah Abyad Raied who are respectively working as the current CEO and CTO of the company. The learning app now provides academic content and skills training to 3 million students every day.

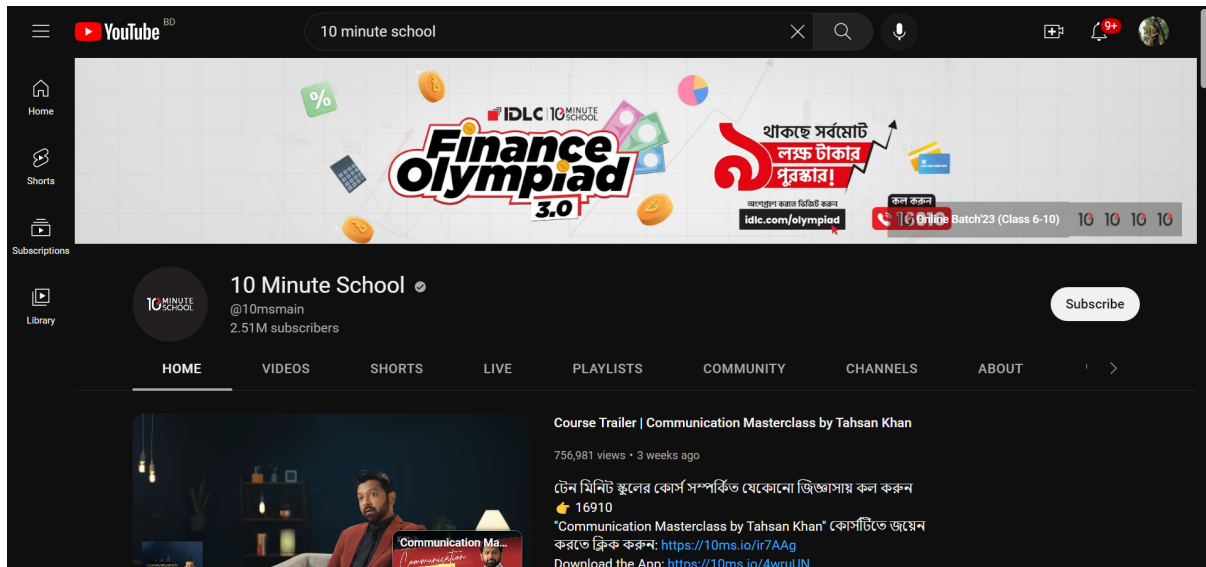


Figure 2: YouTube Channel of 10 Minute School Website

Source: 10 Minute School Website (2022)

With more than 13 channels and 8 Million plus subscribers, the company started a movement towards identifying the problems in the education system of Bangladesh. The key driver was to ensure quality education for all the learners in Bangladesh. But there were a few gaps.

To address these gaps, the company aims to remove geographic and financial barriers and enable students all over the country to access quality education to equip them with the knowledge and skills required for them to achieve their dream careers.

## Company Mission & Vision

10 Minute School’s core value proposition is easily accessible and affordable learning solutions that can be availed by anyone at their time of preference. To deliver this value to their learners, 10 Minute School has built its digital technology platforms – a mobile application and a website where all the products of 10 Minute School are hosted. A learner can access these platforms with an individual account and use them for availing of all the products offered by 10 Minute School. In our company **Employee Handbook**, the vision is to - **“To create a world where anyone has the power to transform their lives through online education.”**

The company aims to make sure that learners in Bangladesh regardless of their demographic, geographic, or financial backgrounds can access quality education without any interruption. The company’s main mission is:

- Enabling students all over Bangladesh to access learning materials anytime from any place in the country and fighting the geographical barrier by doing so.
- Enabling students to reach their goals in academic and professional lives by providing affordable solutions so that the financial barrier is removed.
- Providing learning solutions for every stage of student life and beyond – starting from early-age education to academic and university preparation, upskilling courses, and job preparation courses.

## Company Department & Organogram

10 Minute School is a service provider company where products are their online education courses as well as their applications. The Products are designed through several bases and departments. The company has 5 Departments and various teams. They are -

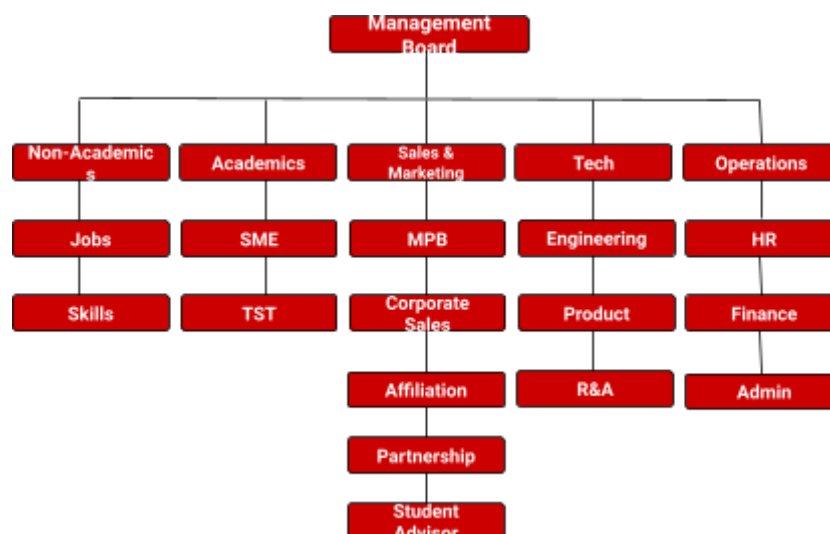


Figure 3: Departmental Chart

The company follows a layer hierarchy at the top is the management team consisting of the CEO, CTO, COO, CFO & Head of Departments. The company organogram is the following -

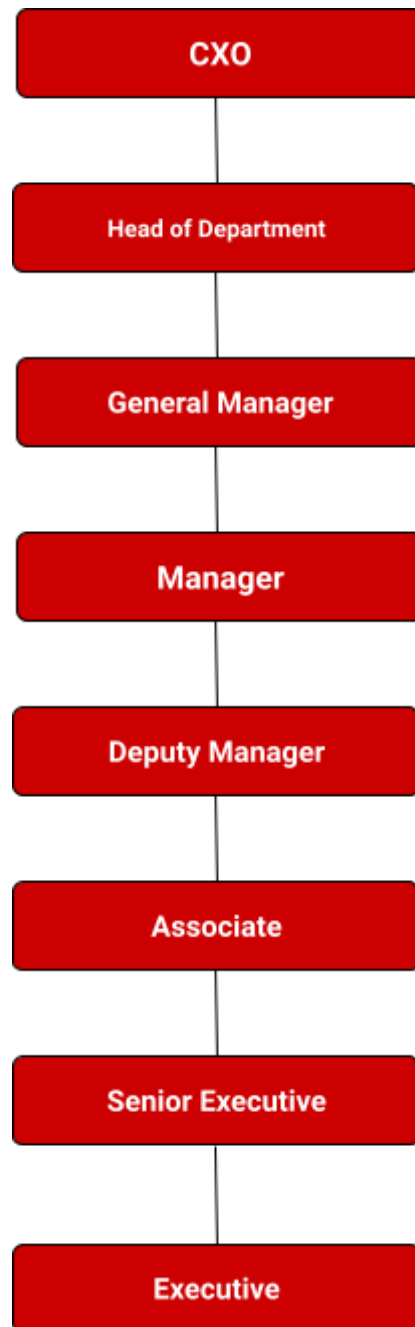


Figure 4: Company Hierarchy

## Company HR Policies

10 Minute School is a growing company that heavily depends on policies and sops. Without proper structure and guidelines, the company won't be sustainable. One of the key features of the policies that 10 Minute School follows is the adaptive & scalability that it offers. Here are a few policies that, I have worked on -

1. **Anti-Discrimination Policy:** This policy prohibits discrimination based on age, race, gender, religion, sexual orientation, or any other protected characteristic. It also provides employees with a process to report discrimination and retaliation if they experience it. The policy establishes that the company is committed to providing equal employment opportunities to all employees and applicants for employment and prohibits discrimination of any kind. At 10 Minute School, as they have multiple freelance & part-time employees they always focus to establish a proper footprint on how to operate (recruit, train, distribute tasks &, etc) in accordance with the labor law act and its amendments.

This policy is important to establish a fair and respectful work environment and to ensure that all employees are treated with dignity and respect. It also helps to prevent and address any issues of discrimination, which can be detrimental to employee morale and productivity. This policy generally includes provisions for employees to report discrimination and retaliation if they experience it, as well as a process for investigating and addressing complaints. It also typically provides a clear description of the types of discrimination that are prohibited and the consequences for violating the policy.

2. **Promotion Policy:** A promotion policy is a set of guidelines and rules that outline the process for employees to be considered for promotion within the company. A promotion policy establishes the criteria, qualifications, and expectations for employees who are seeking promotion. At 10 Minute School, the promotion policy depends on several criteria such as length of service, Project Completion, People forum rating and training completion, and other criteria.

This policy is important to establish a fair and transparent process for employees to be considered for advancement within the company. It also helps to ensure that promotions are based on merit and qualifications, rather than on factors such as favoritism or nepotism.

3. **Leave & Attendance Policy:** A leave and attendance policy is a set of guidelines and rules that outline the company's policy on leaves of absence and attendance for employees. This policy establishes the company's expectations for employees' attendance, the types of leave available, the process for requesting and approving leave, and the consequences for excessive absences or tardiness.

This policy is important to ensure that employees are aware of the company's expectations for attendance and that they can take time off when needed. It also helps to establish a fair and consistent process for granting leave and addressing attendance issues.



A leave and attendance policy generally include provisions for different types of leave such as vacation, sick, and parental leave. It also typically includes information about the process for requesting and approving leave, the documentation required for leave, and the consequences for excessive absences or tardiness.

10 Minute School uses **Tipsoi**, a software solution that tracks employee attendance and the leave management process. The app requires manual setup of an employee database consisting of employee information such as professional information, documents, and hierarchy to set up multiple layers of the authentication system.

4. **Performance Management Policy:** This policy establishes the company's process for evaluating employee performance, setting performance goals, and providing feedback to employees. Regularly evaluating and providing feedback on employee performance helps to improve productivity and ensure that employees are meeting their goals and objectives. Program as (People Forum, PIP Session, Catch-Up Session & others)

The performance management policy ensures the development and evaluation procedure of the employees. 10 Minute School has 3 layers of the evaluation system and the evaluation phase follows the company OKR & IKD as well as, the Pre-Forum discussion, People Forum & Post-Forum Catch-up session.

## **Role Placement**

10 Minute School is a growing company, and one of the crucial parts of the growth is its recruitment system. As Edtech in Bangladesh is a growing industry there is no proven method of recruitment matrix to identify the perfect fit for the company. Hence, the company has developed a unique role profile system for each individual job, job family, and band. Based on rank and department the role has a designation (for example, Executive) and ceremonial title (for example, HRIS Officer or Junior Bi-Analyst).

The company uses an internally developed guideline titled “Competency Framework”, this method uses different competencies during the recruitment process. The framework uses the following methodologies -

### **Proficiency Level Matrix (To measure the Knowledge and Skills)**

1. Basic (fundamental awareness)
2. Novice (limited Application/Knowledge)
3. Advanced (practical Application or Knowledge)
4. Expert (go-to person as recognized authority)

## **Behavioral and Attitude Matrix** (which reflects our core values)

1. Rarely Demonstrates
2. Sometimes Demonstrates
3. Often Demonstrates
4. Always Demonstrates

The PLM method measures the functional & cognitive traits of the applicants & the BAM method measures the personality & cultural fitness of the applicants.

## **Job Description**

In 10 Minute School, the recruitment process starts by following the role profile which contains the details of the Job (Job Details, Modality, Responsibilities, Qualifications, and Employee benefits).


Then the employer Branding team generates the visual posts & circulates them through all the job platforms and the HRIS team generates the job portal through smartrecruiter, a recruitment portal.



Figure 5: Recruitment Poster

Source: [10minuteschool.com/careers](https://10minuteschool.com/careers)

jobs.smartrecruiters.com/10MinuteSchool/743999876848431



## BI Analyst (Level 1)

Mohakhali DOHS, Dhaka, Dhaka, Dhaka, Bangladesh  
 Full-time  
 Department: Analytics & Growth

**Company Description**  
 10 Minute School is the pioneer of the Ed-Tech industry in Bangladesh. We are teaching more than 2 million students every day through our website, app, and social media to accelerate their learning.

Our goal is to ensure access to quality education for everyone in Bangladesh through a wide range of free-tier and premium content for Academic, Skill Development, and Jobs segments.

We are the only Sequoia Capital-backed EdTech company in Bangladesh, and we're looking to hire in our Engineering, Product, Content, and Marketing teams.

**Job Description**


- Job Modality: Full-Time
- Salary: BDT 30,000 - 50,000 (Based on Experience)
- Job Location: Mohakhali DOHS, Dhaka
- Probation: 3 months

**Job Responsibilities**







- Generate reports from multiple DBs
- Providing technical expertise in data storage structures, data mining, and data cleansing
- Training end-users on new reports and dashboards

I'm interested

Refer a friend


 Posted by  
**Md. Faiyaz Hossain**

SHARE THIS JOB

OTHER JOBS AT 10 MINUTE SCHOOL

**Senior BI Analyst (Associate/Deputy Manager)**  
 Dhaka, Bangladesh

**Senior Executive, Sales**  
 Dhaka, Bangladesh

**Marketing Manager**  
 Dhaka, Bangladesh

[Show all jobs](#)

Powered by  
**SmartRecruiters** (Data Processor)  
[Privacy Policy](#) and [Terms of Use](#)

Figure 6: Job Portal

Source: jobs.smartrecruiters.com/10MinuteSchool

## SWOT Analysis

10 Minute School is a company operating in an uncharted business market that is supported by the government and has a social impact achieved through its products and services. The company has a policy that prioritizes its employees, which is a strength. However, there is an uncertainty of the market's limitations and a singular use of products, which are weaknesses. Another weakness is the company's way too diverse course of content with a limited workforce and a lack of culturally fit candidates in the job field.

The company has opportunities to grow, such as government-backed initiatives, the digital transformation of the country, and the validation of online education. On the other hand, there are threats such as piracy of the products, rising competition in the market, a too diverse target audience to cater to, and weak employer branding and employee retention. Overall, 10 Minute School operates in a unique market and has several strengths and opportunities for growth, but also faces challenges that it needs to address to sustain its growth and success.

Here is the SWOT Analysis



Figure 7: SWOT Analysis

Source: Company Review (internal)

## Porter's Five Factors Analysis

For 10 Minute School, Porter's Five Forces Analysis shows that the company operates in a market with mixed bargaining power of buyers. On one hand, the company offers lower prices in the market which attracts more customers. On the other hand, the prolonged discounts by customers reduce the product life cycle. The bargaining power of suppliers is moderate since the company uses a lot of foreign SAAS tools and the marketing partners are reliable but their ROI isn't up to the mark. The stabilized market is building a scope for new entrants and the number of start-ups is growing, making the threat of new entrants significant. However, 10 Minute School has the biggest market share in its target audience, and there are no proper competitors, making the threat of rivalry low. The company also faces a threat from substitutes as it competes with the offline coaching industry.

Based on the review and assessment the factors would be

**A. Bargain Power of Buyers** - refers to the pressure that customers/consumers may put on firms to persuade them to produce higher quality products, better customer service, and/or cheaper pricing. Therefore, the conditions are -

1. Company offers lower prices in the market.
2. Customer prolongs discounts reducing the product life cycle.

**B. Bargain Power of Suppliers** - Refers to the existence of powerful suppliers diminishes an industry's profit potential. Suppliers boost competition by threatening to raise prices or lower the quality of their goods and services. Therefore, the conditions are -

1. Company a lot of foreign SAAS tools.
2. Marketing partners are reliable but ROI isn't up to the mark.

**C. Threats of New Entrants** - Refers to the danger of new entrants is the risk that a new competitor poses to existing enterprises in an industry. This happens when a new firm starts selling a product or service that an old company already sells. Therefore the conditions for 10 Minutes School are -

1. Stabilized markets are building scope for new entrants.
2. Rising number of start-ups grew over the years

**D. Threat of Rivalry** - Refers to the threat of rivalry is the chance that other businesses will arise and become competitors to yours. Porter outlines how and why firms compete via competitive rivalry. Therefore the conditions for 10 Minutes School are -

1. Has the biggest market share in TG Audience.
2. There are no proper competitors.

**E. Threats of Substitutes** - Refers to how the businesses are anxious that competing products or services may supplant their own. When competitors or firms outside the industry provide more appealing and/or lower cost items, the threat of replacement is significant. For 10 Minute School the concern is -

1. Competing with a market of the offline coaching industry.

Now, if we consider all the factors and provide numbers based on the analysis, we can see that 10 Minute School is **62%** market compatible.

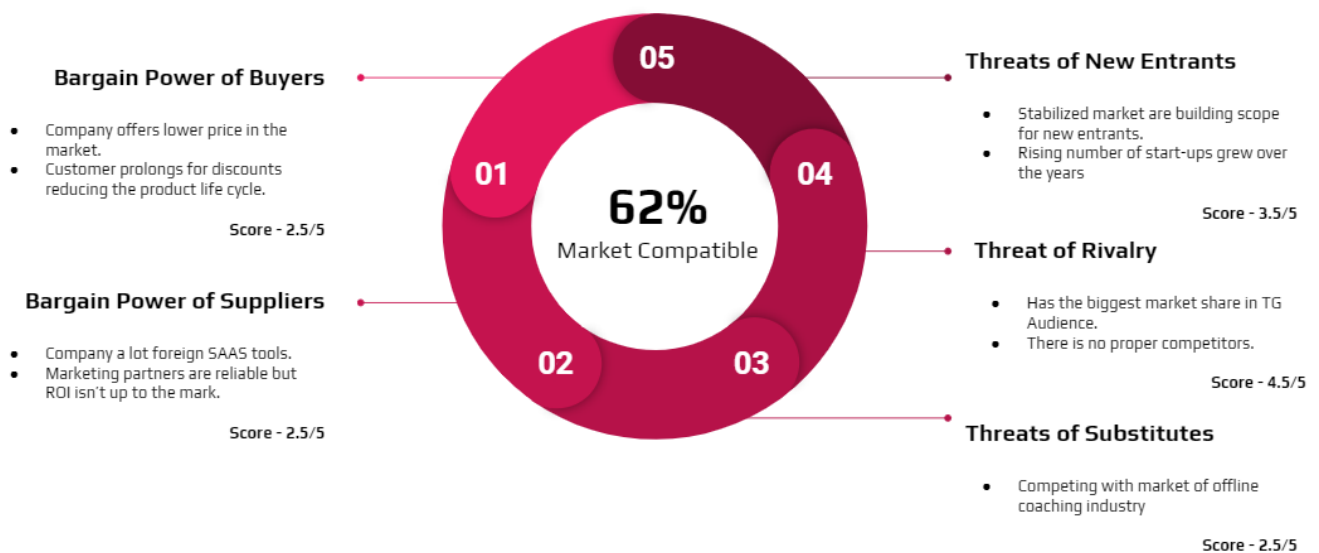


Figure 8: Porter's Five Factor Analysis

Source: Company Review (internal)

# **Chapter - 3**

## **Project Part**

### **Background of the Study**

In the contemporary business world, the Human Resource (HR) function has undergone a significant transformation. In the traditional HR approach, the HR department mainly focused on compliance and administration, such as maintaining personnel records, processing payroll, and handling employee grievances. However, with the emergence of new technologies and changing business models, HR professionals are now expected to play a more strategic role in the organization (Kerekes, 2019).

Agile HR is a modern approach that aims to transform the HR function from a cost center to a value center. This approach emphasizes adaptability, flexibility, and collaboration, which are the core values of Agile methodology. The Agile HR approach is based on the principles of Agile software development, which prioritizes continuous improvement, iterative planning, and frequent feedback.

One of the key differences between the traditional HR approach and the Agile HR approach is their focus. While traditional HR focuses on compliance and administration, Agile HR focuses on collaboration, innovation, and customer-centricity (Bersin, 2018). Agile HR is a holistic approach that integrates all HR functions, including talent acquisition, performance management, learning and development, and compensation and benefits, into an iterative, collaborative, and data-driven process.

10 Minute School, a leading edtech company in Bangladesh, is a prime example of a company that has adopted the Agile HR approach. 10 Minute School has been doing things differently from its competitors by embracing a customer-centric approach, continuous learning and development, and a culture of innovation.

10 Minute School has established an Agile HR system that is flexible, collaborative, and data-driven. The company's HR department focuses on building a culture of innovation and continuous learning by providing regular training and development opportunities to its employees. The company's Agile HR system also emphasizes frequent feedback and communication, which helps to ensure that employees are engaged, motivated, and aligned with the company's goals.

10 Minute School's Agile HR approach has enabled the company to attract and retain top talent, which is crucial for its success in the highly competitive edtech market. By embracing Agile HR, 10 Minute School has been able to create a culture of innovation, collaboration, and customer-centricity, which has helped the company to differentiate itself from its competitors and become the biggest tech company in Bangladesh.

In conclusion, the Agile HR approach is a modern approach that emphasizes adaptability, flexibility, and collaboration, which are essential in the dynamic and fast-paced business environment of today. 10 Minute School's adoption of the Agile HR approach has enabled the company to create a culture of innovation and customer-centricity, which has helped it to become the market leader in the edtech industry in Bangladesh.

## Objectives

The identified objectives and methodology are crucial in understanding the differences between traditional HR and Agile HR approaches and evaluating the effectiveness of implementing Agile HR policies. By completing a literature review, we can identify trends and best practices that can help us understand the effectiveness of the Agile HR approach in meeting employee needs. Conducting interviews with key HR personnel can help us assess how the Agile HR approach aligns with the company's overall goals and objectives. Running Korn Ferry Employee Engagement Surveys and Mann-Whitney U Tests can provide us with valuable insights into how the transition to Agile HR policies has impacted employee engagement and overall organizational performance. In summary, these objectives and methodology are essential in providing a comprehensive assessment of the effectiveness of Agile HR policies in meeting employee needs and contributing to overall organizational success.

Here are the 3 objectives

**Objective - 1:** The differences between Traditional HR and Agile HR (Employee Centricity) approaches.

Method: Completing a literature review to identify previous and current trends.

Justification of the Method: As 10 Minute School is in between the transition period and the HR team is shifting towards a more dynamic approach I can assess the previous data and current data to identify the similarities and dissimilarities.

**Objective - 2:** How the Agile HR approach meets the employee needs and shows a positive impact on the ROI of Talent Management?



Method: Interview the Talent Manager & Organizational Development Officer to identify the key indicators.

Justification of the Method: If we assess the HR function as a product, we need to understand how the function operates and how they implement its policies derived from traditional HR policies.

**Objective - 3:** Evaluate the Pre & Post stage situations with key indicators such as to determine the strength and weaknesses of the Agile HR metrics.

Method: Run the Korn Ferry Employee Engagement Survey & "Mann-Whitney U Test" test to identify whether the transition to Agile HR policies helped to improve the ENPS & all the index Scores.

Justification of the Method: This is a way of measuring the health of the organization through employee engagement and satisfaction.

## Literature Review

10 Minute School is an emerging Edtech company starting its roots in 2014. The module of the company is considered a Start-up. Initially, the company consisted of 7 employees and currently, the company grew to 217 employees. During the pre-phase of covid, the Human Resource function was considered a support unit to maintain the employee database and disburse salary as well as recruitment. However, The covid introduced a paradigm shift. Suddenly the importance of dynamic HR function was needed. Now as a startup, the concept of HR developed to be part of the core functionality.

In this post-covid era, HR plays a vital role in the success of any organization, especially for start-ups like 10 Minute School. According to the article, "Practicing Strategic Human Resources, "HR management used to be primarily an administrative job concerned with daily tasks like hiring and selecting employees and overseeing employee perks. HR business strategies that focus on attracting and keeping the proper employees as well as exhibiting ethical and cultural leadership are required due to the evolving nature of the labor market and new business paradigms" (SHRM India, 2019). As the company grows and evolves, HR is responsible for attracting, retaining, and developing top talent. According to a study by the Society for Human Resource Management, organizations with effective HR practices have lower employee turnover and higher productivity levels." (SHRM, 2018).

One important approach for start-ups is to create a strong company culture. HR can be instrumental in defining the values and mission of the organization, and ensuring that new hires align with these principles. This not only improves the overall work environment but also helps to attract and retain employees who are a good fit for the company (Kaufman, 2019). Startups can focus on building a strong company culture. This can be done by clearly

communicating the company's values and goals, and creating a positive work environment that promotes employee engagement and satisfaction. According to a study by Deloitte, "Organizations with a strong culture have a 34% higher retention rate and a 56% higher productivity rate than those with a weak culture." (**Deloitte, 2018**)

Another approach is to implement effective recruitment and selection processes. Start-ups often have limited resources, and HR can assist in identifying and attracting the best candidates for open positions. This includes creating job descriptions, conducting interviews, and checking references (**Noe, Hollenbeck, Gerhart, & Wright, 2017**). To implement effective recruitment and hiring processes companies need a clear job description, use various recruiting channels, and conduct thorough background checks. According to a study by the Society for Human Resource Management, "organizations with strong hiring processes have a 28% lower turnover rate than those with weak processes." (**SHRM, 2016**)

Performance management is also a key aspect of HR in start-ups. This includes setting clear performance expectations, providing regular feedback, and conducting performance evaluations. By implementing a performance management system, start-ups can ensure that employees are held accountable and that the organization is achieving its goals (**Chen & Wang, 2016**).

In addition, HR plays a crucial role in the development and implementation of policies and procedures. This includes creating employee handbooks, developing protocols for handling complaints and grievances, and ensuring compliance with local and federal laws (**Dessler, 2017**).

Lastly, start-ups should focus on employee engagement and retention. HR can be instrumental in developing programs and initiatives that promote employee engagement, such as employee appreciation events, regular team-building activities, and recognition programs (**Armstrong, 2006**).

In a study by the Harvard Business Review, "startups that prioritize their human capital see a median growth rate that is 2.3 times higher than those that don't." (**Gulati, 2019**) This highlights the importance of Human Resources in a startup for playing a crucial role in attracting, retaining, and developing top talent, which is vital for the growth and success of a startup. Hence, HR practices that help in attracting, developing, and retaining top talent, creating a strong company culture, implementing effective recruitment and selection processes, managing performance, developing policies and procedures, and promoting employee engagement and retention are fundamental for growing companies in any industry.

During the last decade, the paradigm shift established two sets of HR approaches. From a bird's eye view, they are the Traditional HR approach & another is the Agile HR approach. For 10 Minute School, the company was an active part of the trend which followed a traditional approach and now it's adapting to the Agile HR approach.

## **Traditional HR Approach**

Traditional Human Resource (HR) approach in a company is defined as the traditional way of managing and organizing HR activities and functions, which includes recruiting, training, and development, compensation and benefits, and employee relations. The traditional HR approach is mainly focused on administrative tasks such as maintaining employee records, processing payroll and managing employee benefits (**Gueutal, 2017**).

One of the main characteristics of the traditional HR approach is its reactive nature. It is mainly focused on responding to employee issues and concerns as they arise, rather than proactively addressing them (**Armstrong, 2006**). This approach is also known for its bureaucratic nature, where HR policies and procedures are set in stone and are not easily changed (**Gueutal, 2017**).

The traditional HR strategy is renowned for its hierarchical organization, where the HR department is typically viewed as a separate entity from the rest of the company. Armstrong claims that this division may result in a lack of interaction and cooperation between HR and other divisions, which could impede comprehension of the organization's overarching goals and objectives. (**Armstrong, 2016**).

The traditional HR method also has the propensity to place more emphasis on legal obligations and compliance than it does on employee engagement and development. High turnover rates and low productivity may arise from a lack of staff engagement and motivation. Based on Dessler's article, The approach also emphasizes a top-down management structure, where decisions are made by upper management and communicated to employees (**Dessler, 2013**). This can lead to a lack of employee engagement and a lack of a sense of ownership among employees (**Ulrich, 1997**).

Another aspect of traditional HR is the focus on maintaining stability and minimizing change (**Dessler, 2013**). This approach is based on the belief that a stable workforce is essential for organizational success and that changes should be avoided or minimized (**Ulrich, 1997**). This can lead to a lack of flexibility and a failure to adapt to changes in the external environment.

In conclusion, the traditional HR approach focuses on administrative tasks and compliance, separate management and employee representation, and top-down management structure, and emphasizes maintaining stability and minimizing change (**Dessler, 2013; Ulrich, 1997**). However, it can lead to a lack of employee engagement, a lack of a sense of ownership among employees, a lack of flexibility, and a failure to adapt to changes in the external environment.

## **Agile HR Approach**

The Agile HR approach is a modern, flexible, and adaptable method of managing human resources in a business. It is founded on the ideas of agile development, which places an emphasis on adaptability, teamwork, and continuous improvement. In research conducted by Agile HR Community, The Agile HR approach can help firms be more responsive to change and more successful in achieving their objectives (**AHRC, 2018**). It focuses on developing a

culture of continuous improvement in which staff members are given autonomy over decisions and urged to accept responsibility for their work.

One of the primary advantages of the Agile HR approach is its ability to boost employee engagement and motivation. Agile HR approaches can foster a sense of ownership and pride among employees by involving them in decision-making and giving them autonomy, which can lead to higher job satisfaction and engagement (**Scrum Alliance, 2020**). Furthermore, the Agile HR approach encourages regular feedback and continuous learning, which can assist employees in developing new skills and improving their performance (**Scrum Alliance, 2020**). In traditional HR approaches, employees are often treated as passive recipients of policies and procedures, with little input into decision-making. In contrast, Agile HR encourages employees to take ownership of their own development and career progression. By giving employees more autonomy and choice, Agile HR can help to foster a more engaged and motivated workforce (**Boudreau, Ramstad, and Rottman, 2018**).

Another advantage of the Agile HR approach is its ability to improve overall organizational performance. This approach can help organizations achieve their goals more efficiently and effectively by focusing on continuous improvement and collaboration (**AHRC, 2018**). For example, an Agile HR approach can help organizations identify and address issues more quickly and effectively by providing regular feedback and involving employees in decision-making (**Scrum Alliance, 2020**). In traditional HR approaches, change is often viewed as a one-off event, with little ongoing attention paid to how processes and policies can be improved over time. In contrast, Agile HR encourages regular review and adaptation, with the goal of constantly improving the employee experience. By embracing a culture of continuous improvement, Agile HR can help to ensure that the company's HR policies and procedures are always aligned with the needs of the business and its employees (**Scherer and Boudreau, 2017**).

Agile HR also places a greater emphasis on collaboration and cross-functional working. In traditional HR approaches, different HR functions such as recruitment, training, and performance management, are often siloed and operate independently. In contrast, Agile HR encourages collaboration across different functions, recognizing that the best outcomes are achieved when different perspectives are brought together. By fostering a culture of collaboration, Agile HR can help to ensure that the company's HR policies and procedures are always aligned with the needs of the business and its employees (**Boudreau, Ramstad, and Rottman, 2018**).

The agile HR approach is also beneficial for start-ups, as it can help them to be more responsive to changes in the business environment. Start-ups are often faced with a high degree of uncertainty and volatility, and traditional HR approaches can struggle to keep pace. In contrast, Agile HR can help start-ups to be more adaptable and responsive, enabling them to quickly adapt to changing circumstances and take advantage of new opportunities (**Scherer and Boudreau, 2017**).

In conclusion, Agile HR is a modern and flexible method of managing human resources within a company. It offers many benefits over traditional HR approaches, including its focus on employee empowerment, continuous improvement, collaboration, and adaptability. By embracing an Agile HR approach, companies can ensure that their HR policies and procedures are always aligned with the needs of the business and its employees.

## **The differences between Traditional HR and Agile HR (Employee Centricity) approaches**

Human Resource Management is an important part of every firm, and this role has evolved significantly throughout the years. One of the most significant developments has been the transition from traditional HR to Agile HR. Traditional HR, sometimes known as bureaucratic HR, focuses on policies, processes, and norms. Agile HR, also known as employee-centric HR, on the other hand, emphasizes flexibility, adaptation, and employee involvement.

The traditional HR approach, as the name suggests, follows a more traditional and rigid approach to managing the workforce. The focus is on maintaining stability, predictability, and control within the organization. In this approach, the HR department acts as a gatekeeper of policies and procedures and is responsible for enforcing them on the employees (**Drucker, 1999**). The emphasis is on compliance with the rules and regulations set by the organization. The HR department is responsible for recruitment, training, and performance management but has a limited role in decision-making (**Armstrong & Taylor, 2014**).

On the other hand, the Agile HR approach is a more modern and flexible approach that prioritizes employee engagement and empowerment. The focus is on creating a culture of continuous improvement and innovation (**Boudreau & Ramstad, 2016**). In this approach, the HR department acts as a strategic partner and works closely with other departments to achieve the overall goals of the organization (**Delery & Doty, 1996**). The emphasis is on creating a culture of trust, communication, and collaboration (**Becker & Huselid, 2009**). The HR department is responsible for creating an environment where employees can grow and develop, and they have a significant role in decision-making (**Becker & Gerhart, 1996**).

One of the main differences between traditional HR and Agile HR is the level of employee involvement in decision-making. The traditional HR approach limits employee involvement, whereas the Agile HR approach encourages it (**Cameron & Quinn, 2006**). In traditional HR, the HR department makes decisions on behalf of the employees, whereas in Agile HR, the employees are involved in decision-making (**Cameron & Quinn, 2006**). This approach creates a sense of ownership and responsibility among the employees, which in turn increases their engagement and motivation (**Cameron & Quinn, 2006**).

Another major difference between traditional HR and Agile HR is the focus on performance management. The traditional HR approach focuses on evaluating and managing the performance of individual employees (**Delery & Doty, 1996**). On the other hand, the Agile HR approach focuses on creating an environment where employees can continuously improve and develop (**Boudreau & Ramstad, 2016**). This approach emphasizes the development of the entire organization rather than just the individual employee (**Boudreau & Ramstad, 2016**).

In conclusion, Traditional HR and Agile HR are two different approaches to managing the workforce. The traditional HR approach is more rigid, bureaucratic, and compliance-based, whereas the Agile HR approach is more flexible, adaptable, and employee-centric. The shift from traditional HR to Agile HR has been driven by the need for organizations to be more responsive to the rapidly changing business environment. Organizations that adopt an Agile HR approach are more likely to create a culture of trust, communication, and collaboration,

which in turn leads to increased employee engagement and motivation.

The difference between Tradition HR & Agile HR format can be assessed through the Four main policies of HRM in the context of 10 Minute School. They are -

1. Decision-Making Approach
2. Talent Management Process
3. Performance Management

## **Correlation With Traditional HR Approach**

**Decision-Making Approach:** In the Tradition HR approach, the decision-making process is conducted through a process called the Top-down management module. Top-down management, commonly known as hierarchical management, is a management approach in which decisions are made at the top of the company and then communicated to the lower levels. This strategy is distinguished by a crystal-clear chain of command, with centralization of power and concentration of decision-making at the top. Employees are required to comply with set rules and policies under a top-down management style. Large firms frequently employ this strategy because they require a crystal-clear structure and a high level of operational control. Clear power structures, effective decision-making, and increased departmental cooperation are some benefits of top-down management.

During the pre-covid era, 10 Minute School used this method, given that the company size was quite small and it was run through a B2B approach, to create products and services as a learning consultancy agency. Based on contracts and requirements the company used to create products. In the initial years, CEO Circle (management team) used to make all major decisions for the company first and then communicate with the rest of the teams. For instance, during the contract negotiation phase, businesses sometimes used to reach out to the CEO as they had direct access to product development which ultimately overshadowed the Business development team. Most of the time, it used to reduce bureaucracy but other times it used to cause certain decisions to alter, ultimately pivoting the company's business model without input from other members of the team.

**Talent Management Process:** In traditional HR, talent acquisition typically involves a centralized recruiting team that is responsible for posting job openings, screening resumes, and conducting initial interviews. This team may also be responsible for coordinating with hiring managers to determine the qualifications and skills required for open positions, as well as for developing and implementing recruitment strategies. In this talent acquisition process, one method would be a company posting a job opening on their website and on job board sites, receiving resumes and applications, and conducting in-person interviews with qualified candidates. Other methods would be a company attending job fairs and networking events to identify and recruit potential candidates.

Previously, during the expansion phase, the CEO Circle/management team was in charge of hiring different mid & high-level managers based on previous work experience or solely from consultant reference.

**Performance Management:** Performance management in traditional HR typically involves setting goals and expectations for the teams, monitoring progress towards these goals, and

providing feedback and training to help employees improve. Through internal performance evaluation, measuring quantitative metrics (such as sales figures or productivity measures). Employees may also be given development plans or action plans to help them improve in areas where they are struggling. Additionally, traditional HR may use performance management systems and tools to track progress and measure success. Performance appraisals and merit pay systems are examples of traditional Performance Management practices.

In the previous structure, performance evaluations were heavily focused on how the employees contributed to the team goal. The evaluation was based on the judgment of the team lead and HR Head rephrasing the evaluation process and comparing it with industry standards. After identifying the top performers, they were rewarded with certain one-time bonuses and certificates to recognize their efforts.

## **Correlation With Agile HR Approach**

**Decision-Making Approach:** The bottom-up approach in Agile HR policy refers to a decentralized and employee-centered management style where employees are given a voice and a role in decision-making. In order to foster innovation, increase engagement, and enhance performance, this strategy places a strong emphasis on empowering workers and utilizing their ideas, abilities, and creativity. The bottom-up strategy places a strong focus on open communication and teamwork between employees and supervisors. This paradigm encourages employees to actively provide feedback and input, and it also requires managers to actively seek it out. As a result, a culture of openness, inclusivity, and involvement is fostered and trust is increased. The bottom-up strategy's emphasis on experimentation and ongoing development is another feature. Employees are urged to test and experiment in this model. Therefore, helping the company to foster a culture of innovation, where employees are constantly seeking out new ways to improve processes and systems.

After the pandemic, The industry was buzzing with the dynamic HR approach more than ever & 10 Minute School followed suit. The decision-making approach, changed as the manager became more empowered and adaptive than ever. The key stake was given to the managers and top talents of the company. Thus, promoting the bottom-down approach in regular practice. For instance, during the investor meeting the entire finance team as well as the HR team played a crucial role during the negotiation & due diligence phase & ultimately securing the \$2 Million fund from “**Sequoia Capital**” while keeping the company's Objectives and key results (OKRs) on track.

**Talent Management Process:** Talent management and talent acquisition are two distinct yet interrelated concepts within the field of human resources (HR). While they share some similarities, they are different in terms of their objectives, focus, and implementation. Talent management refers to the broader set of processes and activities that an organization engages in to identify, develop, and retain employees. It encompasses a range of activities such as performance management, career development, succession planning, employee engagement, and more. The objective of talent management is to ensure that the organization has the right talent in the right place at the right time so that it can meet its current and future business needs. Talent acquisition, on the other hand, is a subset of talent management that specifically focuses on the process of attracting, recruiting, and hiring new employees. This process involves a range of activities such as job postings, sourcing, candidate selection, and

onboarding. The objective of talent acquisition is to bring the right people into the organization so that they can contribute to its success.

Previously, 10 Minute School used to hire employees based on expansion needs but during the covid situation, they started opting to emphasize more on business and team needs more than expansion plans. Therefore, the process became much more complex and solid. The recruitment process was introduced with a role profiling approach, determining the key responsibilities and the required competencies to perform those responsibilities which ultimately created the Competency-based Interview process. Having a structured JD, I opted to develop individual key deliverables & requirements to advance in my career. Ultimately, revamping the entire Acquisition process. With the help of revamped performance evaluation process & training resulted in developing talents internally which helped to reduce dependency on external hiring & consultancy.

**Performance Management:** Agile HR strategies for performance management place more emphasis on ongoing feedback and development than on the customary yearly reviews. Setting goals, monitoring progress, and identifying areas for improvement are all prioritized in this method of management. Agile HR sees performance management as a continuous process as opposed to a one-off event.

The objective is to aid employees in developing professionally and enable them to successfully contribute to the success of the company. In this situation, regular check-ins, feedback sessions, coaching and mentorship, and chances for skill-building and development can all be part of performance management. This strategy places a strong emphasis on employee empowerment and promotes ongoing learning and development, which can increase engagement and improve performance. An example of this approach is described by J. Scott Tonidandel and Bradley R. Owens in their article “**The Agile Performance Management Movement: Breaking Free from the Annual Appraisal,**” where they highlight the benefits of continuous feedback and coaching. They found that employees who receive regular feedback and coaching are more likely to feel supported and motivated, which can lead to improved performance and job satisfaction (**Tonidandel & Owens, 2017**).

Previously 10 Minute School depended on the Yearly Job review function commonly known as the Annual Performance review session where the HR & Team lead used to evaluate the impact that an employee created. However, as there were no specified goals and the process was the only - way to communicate, the result created a lot of grievances. After adopting the Agile HR approach, 10 Minute School introduced a People Forum session, a Bi-annual review approach where the team leads from the entire department would discuss each employee from their internal department initially. This review system had 3 sessions. They are -

1. **Pre-forum** - Here, the employee leads discussions about how much they have achieved their assigned target.
2. **People-Forum** - In this stage, the department head along with the leads discusses employees' target achievements and work behaviors. To identify the Top Performers who also carry our 6 core values.
3. **Catch-up Session** - In this stage, the team leads follows up with the



## Justification of the Method

The comparison method is useful in understanding the difference between Traditional HR and Agile HR because it allows for a direct comparison of the two approaches, highlighting their similarities and differences. By looking at the key principles, practices, and methods of each approach, it becomes clear how they differ in terms of their focus, goals, and strategies.

For example, Traditional HR often focuses on compliance and administrative tasks, while Agile HR prioritizes employee engagement and continuous improvement. Additionally, Traditional HR tends to use a top-down, hierarchical management structure, while Agile HR emphasizes flat, decentralized decision-making. Overall, the comparison method helps to clearly articulate the distinctions between the two approaches and how they may impact an organization's culture, performance, and overall effectiveness.

The Comparison is shown below -

<b>Traditional HR Approach</b>	<b>Agile HR Approach</b>
<p>1. In the Traditional HR Approach, <b>the decision-Making Approach</b> is mainly driven by a Top-down management system. In top-down management, sometimes referred to as hierarchical management, decisions are taken at the top of the organization and then conveyed to the lower levels. This tactic stands out for having a distinct line of command, with the concentration of power and authority at the top.</p>	<p>1. In Agile HR Approach, <b>the decision-Making Approach</b>, is mainly driven by a bottom-down management system. In this dynamic management system, companies use a decentralized and employee-centered management style where employees are given a voice and a role in the decision-making process.</p>
<p>2. <b>Talent acquisition in the traditional HR approach</b>, often entails a centralized recruitment staff that is in charge of posting job positions, assessing applicants, and performing first interviews. Here, the responsibilities were limited to acquiring individuals externally &amp; providing them with industry-practiced training.</p>	<p>2. Talent acquisition in the <b>Agile HR approach</b>, is part of the <b>Talent management system</b>, where the HR function is in charge of attaining individuals while assessing them with their competency &amp; cultural fitness, developing individuals through personalized training clutter &amp; developing Critical Role &amp; Critical individuals internally. Thus, reducing the dependency on external stakeholders (such as consultancy).</p>
<p>3. <b>Performance management in the traditional HR approach</b>, typically involves setting up goals and expectations for the teams, monitoring progress towards</p>	<p>3. <b>Performance management in the Agile HR approach</b> is conducted in 3 phases to ensure maximum acceptance &amp; ensuring clear communication. 10 Minute School, the</p>

<p>these goals, and providing feedback and training. The evaluation was conducted usually annually. They preferred assessing the quantitative metrics (sales target) and business impact in order to identify the top performers. Often, they were based on, Departmental team leads preference.</p>	<p>set up company OKRs that cascade down to the Individual's key deliveries which are often adjusted based on market change factors. The goals are discussed in a people forum containing the departmental leads while assessing the goal completion, key achievements &amp; work behavior to determine the Top performers.</p>
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If we assess the comparison, we can see that a lot of the HR functions evolved significantly. In the decision-making process, we can see that the business prioritized making the decision-making system decentralized, which made the mid-level manager manage the teams accordingly. Improving the hold, communication, and interaction with the employee drastically. As the micro-management isn't necessary for the top-level managers or CEO Circle, they implemented their focus on growth and development ultimately regaining pace to reach their visions.

Secondly, the traditional HR approach in the talent management segment was only instructed to assess the business demand which was controlled by the top management. Resulting in wrong hires and wrong investments. The HR team was solely focused on recruitment based on performance and business needs. However, after adapting the Agile method, the team centralized the recruitment system under their wing, crafter all the Job and their descriptions by communicating with the different departments and their inner teams. This preparation helped the 10 Minute School HR team to craft their role profiles which contained the necessary responsibilities and required competency to assess the Job applicants accordingly. To make the transition even more effective, the team also assesses the cultural fitness of the job applicants through Competency & Behavioural interview sessions. Cultural fitness usually means how well a new employee can fit the system. Higher the cultural fitness, the less time they need to adjust themselves to explore their potential. Initially, one of the big reasons for failed hires was the lack of cultural fitness. This issue was resolved in the later stages of the company.

Lastly, the Performance management system was overhauled in the Agile HR approach, by ensuring two-way communication in the evaluation system. Often, Performance evaluation fails to meet the target as they are driven through one-way communication channels resulting in ignoring certain intentional & unintentional biases. However, introducing measurable individual key deliverables and practicing two-way communication between the leads and employees helped to cater to trust and understanding.

To conclude, we can clearly understand why the comparison method was needed to understand the clear difference between the two approaches. Moreover, we can see why the company adopted the latter model & how they implemented them in core HR practices.

## **The way the Agile HR approach meets employee needs and shows a positive impact on the ROI of Talent Management**

Agile HR approach is a new way of managing human resources that emphasizes employee satisfaction and business success. This approach is designed to meet the changing needs of employees and respond to the demands of a rapidly evolving business environment. By aligning HR policies and practices with the company's overall business strategy, Agile HR can drive significant improvements in talent management and increase the return on investment (ROI) in this area.

The Agile HR approach is rooted in the principles of **employee-centricity** and continuous improvement. This means that the focus is on meeting the needs and expectations of employees, as well as ensuring that HR processes and policies are continuously improved to drive better outcomes. In practice, this can involve a number of key activities, including

1. **Employee Engagement:** By fostering a culture of employee engagement, Agile HR can increase employee satisfaction and commitment. This, in turn, leads to higher levels of employee performance and productivity, which can have a positive impact on the company's bottom line (**Sparrow & et. al, 2019**).
2. **Continuous Learning & Development:** Agile HR recognizes the importance of continuous learning and development for employees. This can include both formal training and development programs, as well as opportunities for employees to learn and grow on the job (**Armstrong, 2006**).
3. **Flexible Work Arrangements:** Agile HR approaches often include flexible work arrangements, such as remote work, flexible hours, and job sharing, to meet the changing needs of employees. This can help to increase employee satisfaction and engagement, as well as improve work-life balance (**Bersin & et. al, 2017**).
4. **Performance Management:** Agile HR approaches typically include performance management processes that are more flexible and responsive to employee needs. Boxall & Purcell states that This can include regular check-ins, continuous feedback, and goal-setting processes that are more focused on employee development and improvement (**Boxall & Purcell, 2015**).
5. **Collaboration & Empowerment:** Agile HR approaches also emphasize the importance of collaboration and empowerment in the workplace. This can include practices such as team-based decision-making, cross-functional collaboration, and empowering employees to take ownership of their work.

By meeting the needs of employees and fostering a culture of continuous improvement, Agile HR can have a positive impact on talent management and drive improvements in ROI. According to Blase, "For start-ups in particular, the agility and responsiveness of the Agile HR approach can be especially beneficial, helping to quickly adapt to changing business conditions and take advantage of new opportunities as they arise" (**Blase, 2019**).

Overall, the Agile HR strategy is a novel and successful method of human resource management that prioritizes employee satisfaction and corporate success. Agile HR can

achieve significant gains in people management and boost the return on investment in this area by integrating HR policies and practices with the broader company strategy.

At the core of the HR Agile Approach, two of the major responsibilities are **Talent Acquisition & Training and Development**. For any startup, such as 10 Minute School are the crucial parts here and the by-products of these functions are the above-mentioned key activities.

To understand more about the recruitment process, I interviewed the Talent Acquisition Manager, **Faiyaz Hossain Jahin** (Deputy Manager, HR). During the session, the Talent Acquisition Manager didn't share the core process of the recruitment system. However, shared a structure of how the recruitment is run in a wider view and answered questions about the changes that they adopted.

I have also interviewed the Organizational Development Officer, **Nawshin Afrose** (Senior Executive, HR). She shared details regarding what was the situation during the pre-covid era and the post-covid era & how 10 Minute School is in process of developing a Dynamic training process.

*Please, Acknowledge that the Interviews included a few confidential data hence I won't be able to share the recording. However, I have the transcripts which were evaluated by an HR representative & some edits were made.*

## Transcript of the Talent Acquisition Manager Interview

Here, are the questions & answers accordingly-

**Q-1:** As a startup, what is the perspective of the **Agile HR Approach in terms of recruitment?**

In my academic tenure, I learned that HR was about onboarding, developing & offboarding talents. However, in the practicality of it, the core might be the same but the concept of HR is quite broad. If we speak about it in the context of Agile HR, it is quite different from the traditional concept.

For example, in the Agile HR approach, we need to analyze the role first in order to start the recruitment process. The analyzing stage requires us to determine the actual business need for the hire in the perspective of returns, the actual job & its details, which job family it belongs to, how can we brand the role to attract candidates, what sort of functional test would it require, what sort of competencies are required. We need to gather all this data to create a role profile & it was by communicating with the respective team.

Whereas before, we used to research the role through google or through our consultant and Team leads. We practiced the Top-down approach, thus it didn't require us to dive this much.

**Q-2:** How did the company **adjust to the changes** that were brought by the Agile HR Approach?

Well, the Agile HR practice taught us to be adaptive. I believe that if the policy isn't beneficial for the employee then the policies need to change because to us the employees are the core of our business. Ultimately, in our company, we constructed HR as a product for the employees.

If you think about the product life cycle, you can see that the sustainability of the product depends on how relevant the product is for the customers. The longevity of the product depends on how long they are resolving customers' problems. Now, exchange the Product with the HR function and the customer with the employee. You'll see a lot of similarities, in the way HR can resolve employee problems by getting feedback and adapting based on the needs. Here, communication is the key and Two-way communication is a must without that it would have been tough to scale up this us in this limited window.

From the 10 Minute School perspective, to be ahead of the curve, we opted for the bottom-up management system, we empowered our mid-level managers and created a culture of communication where constructive feedback, mentoring & coaching flourished. This helped us to adjust the needs and devise a structural change in our HR policies. We became the bridge between the employees and top-level management and discussed terms for career development, and compensation structure, and revamped our procurement system, introduced the WFH policy, and revamped our leave & attendance policy, and etc. Here, properly ensuring two-way communication helped us to be more adaptive than ever.

**Q-3:** Can you give me an **overview of the structures** that you used prior to adopting the Agile HR Approach & current structure that you are using for recruiting new talents?

(Unfortunately, the Talent Acquisition Manager couldn't share the data as per the non-disclosure term of the policy but however provided me with a gist of the structure)



Figure 9: Recruitment Structure (Traditional vs Agile)

Source: Talent Acquisition Manager, 10MS ltd

# Transcript of the Organizational Development Officer Interview

Here, are the questions & answers accordingly-

**Q-1:** According to you what is the **Agile HR approach** & how 10 Minute School is implementing it?

According to my understanding in terms of bookish knowledge, the Agile HR approach stresses rapid adaptation and the promotion of responsiveness in the Human Resource culture.

From the **10 Minutes School** perspective, we consider the HR function as a product that is an interactive approach that is structured solely based on the customers' (customers as in for us Employees) needs which is more accessible and acceptable. However, we focus on the core needs of the employees based on their review, integration, and real-time feedback which are supported by the trust and collaborative culture of our company. Moreover, by following a liquid structure we tend to empower the opinions of the employees and thus we develop strong communication. We corroborate the employee feedback and it delivers values and high performance at our workplace.

**Q-2:** In the context of the Agile approach, how are you implementing **Two-Way Communication**?

I believe Two-way communication brings transparency by catalyzing trust and employee engagement in all companies like ours. It serves the free flow of information in both parties through back-and-forth feedback & interactions. We implemented two-way communication by clarifying questions and disagreements in verbal (Catch-up session) and non-verbal ways (documented way).

To really emphasize constructive feedback, we heavily practice the **SMART module** & **Experience Cube** module. Here is a reference -

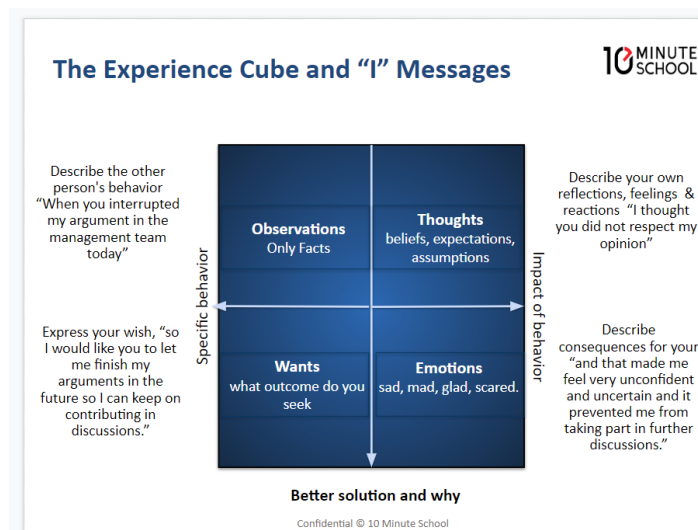


Figure 10: Experience Cube (Traditional vs Agile)

Source: OD Officer, 10MS ltd

**Q-3:** Before adapting to the Agile HR approach, how did 10 Minute School conduct the training sessions?

In the early years of 10 Minutes School, we used to construct generic and passive short “Generic Training sessions” for our employees that were available to the public but that turned out to be less efficient in terms of goals and achievements. The tools and process were visible but with limiting results.

In the pre-stage, we implemented a traditional training system to improve the competencies of the employees, as a result, the individual progression of the development was unseen. Nevertheless, the aim to escalate the holistic growth of 10 Minutes School was not highlighted by adopting the traditional approach.

Later, we embraced structural and functional changes in our workplace for a better outcome as a result it led to a new approach which was agile HR.

**Q-4:** Can you briefly describe the term “**Generic Training Sessions**” which you mentioned earlier?

The Generic training system was a part of the 10 Minutes School and that was compulsory for the employees of the company. We used to provide training in certain software (as we use meta & google mostly) we prefer all the employees to have an equivalent idea about the software. Some training was procured through 3rd party vendors and others followed suit for the entire department. They were assigned a specific deadline in order to complete the training.

But over time it brought challenges as a by-product. So, as the team leads were directly involved in the process of selecting the training, it was not meeting their needs nor the company’s goal.

Thus, the outcome of the generic training became questionable and vague. Therefore, the return on the relevancy and the investment was not up to the expectation. Hence, the “one-size-fits-all” strategy to train the workplace was changed later on.

**Q-5:** What challenges did you encounter while providing the **traditional training Session** in 10 Minute School?

The challenges were really visible in our 10 minutes school headquarters because the responses were very steady. The lack of personalization created a barrier of confusion among the employees. There was a lack of interest and productivity due to outdated content and low engagement between trainees and trainers. We followed the guidelines from the industries which were making long-term profits but still it was not keeping up with the latest advancements and development. Also, the individual growth for each employee seemed low therefore, it led to low participation and retention.

As we were not able to measure the impact of our employee’s personal effectiveness and retainment of their information it became another challenge for us. our Company, 10 Minute School always prioritizes individual growth as a result the traditional training session became stale and inflexible to us.



Both the ed-tech industry and the business are in an ever-changing spectrum. I think that the workflow of people also needs to change. As a result, designing a personalized employee experience and workflow is more efficient than traditional training. Even though our company always emphasizes remote learning, the traditional training for our employees directly resisted it as it limits growth thus the outcome becomes inefficient.

**Q-6:** With all those challenges in mind, how different are you **conducting training** now under the agile HR approach?

For 10 Minute School, we always prioritize our employees first. As the previously assigned training became ineffective and redundant, we are no longer providing those generic training sessions rather we are building a culture of continuous learning for the employee's growth. We are creating a learning mindset within our employees. So, they can deliver the values with principles since agile is all about incremental value as I've mentioned earlier. In this process, we can achieve an employee benefits package. Also, two-way communication, and regular feedback from employees towards their peers and assigned line manager during the agile training process foster communication in the workplace.

Agile HR divided these extensive subjects into smaller portions where adaptability and flexibility come with an easier path. Assessing the training needed to analyze became our top priority for the Organizational Development team. I started conducting regular individual interviews as well as started discussing with the team leads to understand the team's needs and the individual's needs. After that, I make a cluster of individuals with similar training & then design specific training through internal or external resources. That's how the 10 Minutes School OD team can focus on delivering values in smaller achievable steps rather than complex ones. In this way, the agile HR approach in terms of training develops a hunger for growth quality in every individual employee with impactful changes. Thus, helping the teams to enrich their cumulative skills and competencies.

## **Justification of the Method**

Interviews with HR representatives can provide valuable insight into the current state of a company. By speaking with the individuals responsible for managing the company's workforce, I can gain a deeper understanding of the company's culture, employee satisfaction, and the strategies and policies used to manage employees. Additionally, HR representatives can provide insight into the company's talent acquisition and management practices, which can help us to understand how the company is addressing its current and future workforce needs. They can also provide insight into the company's employee engagement initiatives and the results of these initiatives. By asking questions and engaging in dialogue with HR representatives, I can gain a comprehensive understanding of the company's human resource practices, and how they impact overall business success.

By interviewing the Talent Acquisition Manager, I understood that 10 Minute School adapted the participatory phase (bottom-up) decision-making process while shifting towards an Agile approach. This decision helped them to develop new policies and practices that ultimately improved the core of the company. Similarly, interviewing the OD officer, helped us to understand the challenges of the traditional HR approach and the flexibility & adaption of the agile HR approach.

## **Evaluate the Pre & Post phases of 10 Minute School with key indicators to determine the Impact of the Agile HR metrics**

To evaluate the impact of the Pre & Post Era of Agile HR approach in 10 Minute School, I need to run surveys throughout the company to determine the key indicators & the outcomes. Surveys are an important tool for companies to measure the impact of their HR policies and programs, including their adoption of an Agile HR approach. As Swingler addressed in his book, “**Agile Human Resources: Creating a Sustainable Future for the HR Profession**” that Surveys provide companies with valuable information about the opinions and experiences of their employees, which can help organizations to identify areas for improvement and make informed decisions about the design and implementation of their HR strategies (Swingler,2017). The best to communicate with a massive population is through a survey that contains constructive statements and indexes.

Hence, in this chapter, I will share the Survey questionnaire that helped me to draw an effective conclusion for this project.

### **Disclosure**

As per the non-disclosure clause, The survey conducted as a part of this internship report was designed to be anonymous to ensure the confidentiality and privacy of the respondents. The anonymity of the survey participants was deemed necessary to ensure that they would feel comfortable providing honest and candid feedback without fear of retaliation or negative consequences. The results of the survey were analyzed in aggregate form and no individual participant was identified in the report. The purpose of this disclosure statement is to emphasize the importance of maintaining the anonymity of the survey participants and to assure them that their responses will be kept confidential.

*Please, Acknowledge that the Survey Questionnaire was evaluated by the HR representative that is being shared in this document.*

## Survey Questionnaire Validation

Due to the non-disclosure clause & keep the respondent's name confidential, the survey needs to be anonymous. The structure of this survey is based on selected populations with specific criteria such as Department, Gender & Length of tenure. The finding that I'm targeting to identify is -

1. Satisfaction level of **Recruitment Process** in the Pre & Post Agile HR Approach.
2. Satisfaction level of **Training System** in the Pre & Post Agile HR Approach.
3. Satisfaction level of **Performance Evaluation Process** in the Pre & Post Agile HR Approach.
4. Satisfaction level of **Decision-making Process** in the Pre & Post Agile HR Approach.

Here, the Department & gender data will be considered as the demographic dataset, to understand the demographic change in 10 Minute School during the adaptation phase.

The Length of Service dataset is considered the crucial data to divide the candidates between the employees who joined Prior to & after the adaptation stage. In the Interview session with the HR representative, I can understand that the Adaptation period of the Agile HR Approach was during the pandemic (2020 - 2021). Hence, the categories would be

1. **Pre-Agile Approach Employees** - 1 or More years (In the length of Service)
2. **Post-Agile Approach Employee** - 6 - 12 Months (In the length of Service)

The measurement matrix would be -


1. Strong Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

The 5-point Scale is classified into Not Satisfied (1 & 2), Neutral (3), and Satisfied (4 & 5).

Now, it's not a measure of satisfaction rate through asking direct questions as the cluster of employees comes from different time periods. Some employees fall under the **Pre-Agile Approach** time & others under the **Post-Agile Approach time**. To counter that & cater to the objectives of questions, I can target the initial 6 months of their tenure, as this timeline will fall under different HR policies period.

### Questions

1. During my initial tenure (6 months), I found my company's recruitment process quite detailed, organized, and fitting our targeted requirements.
2. During my initial tenure (6 months), I found my company's Organizational Training development system helpful, well crafted & necessary for me.
3. During my initial tenure (6 months), I found my company's decision-making process versatile and respectable in my opinion.
4. During my initial tenure (6 months), I found my company's Performance Evaluation Process is quite comprehensive & ensures two-way communication will assess performance.



## Engagement Survey Form

This is a **Short Anonymous Survey** which is designed to understand your perceptions, opinions, and satisfaction with your work environment.

There is a total of **7 Questions** (3 closed ended & 4 statement based)

The survey is completely anonymous and it will take only **3 minutes** of your time to fill it up. Your opinions are important to us. Hence, we request you be completely honest while filling up the survey.

md.afeef.sadique@g.bracu.ac.bd (not shared) [Switch account](#)

**\* Required**

**Team** \*  
(Please, select the option based on your current role)

Choose ▾

**Gender**

Male

Female

**Length of Service at 10MS based on your overall tenure** \*


6 - 9 Months

9 - 12 Months

1 - 2 Years

More than 2 Years

Please, rate the statement below according to the graph.



1. During my initial tenure (6 months), I found my company's **Recruitment Process** quite detailed, organized, and fitting our targeted requirements. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

2. During my initial tenure (6 months), I found my company's **Organisational Training Development System** helpful, well crafted & necessary for me. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

3. During my initial tenure (6 months), I found my company's **Decision-Making Process** versatile and respectable in my opinion. \*

1 2 3 4 5


Strongly Disagree      Strongly Agree

4. During my initial tenure (6 months), I found my company's **Performance Evaluation Process** is quite comprehensive & ensures two-way communication will assessing performance. \*

1 2 3 4 5

Strongly Disagree      Strongly Agree

Thank You for Completing the Survey



[Submit](#) [Clear form](#)

Figure 11: Engagement Survey Form

Source: HRIS Officer, 10MS ltd

## Survey Demographic Findings & Observation

The survey participants were the Student Advisors team employees. The selected population is 40 with a broader spectrum of teams. As this survey was conducted as a demo run, it's possible for me to share my findings.

Target Population - 40

Male & Female Ratio - 1.5:1

### Employee Tenure

Team	Female
6 - 9 Months	11
9 - 12 Months	9
1 - 2 Years	12
More than 2 Years	8

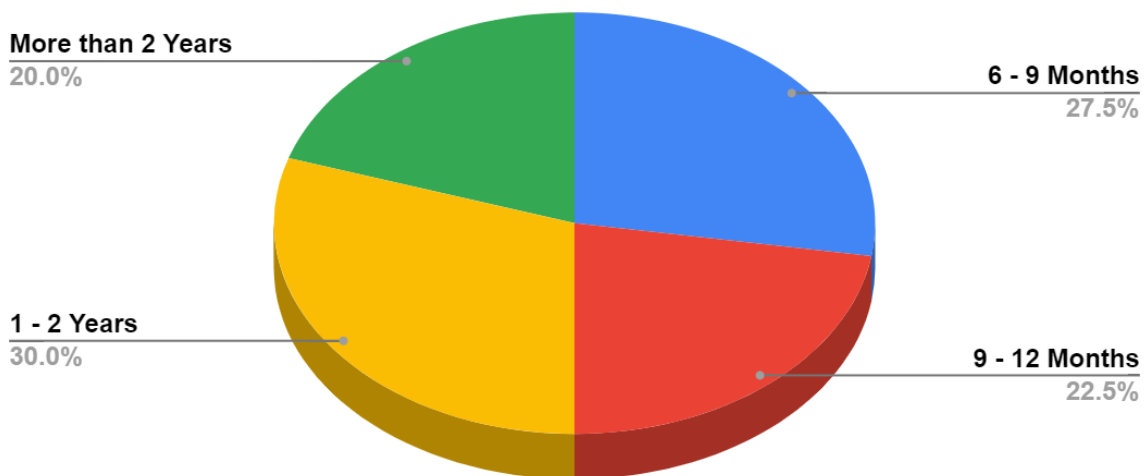


Figure 12: Employee Tenure Ratio

Source: Engagement Survey

### Team & Gender Wise Employee Distribution

Team	Female	Male
Digital	3	7
Inbound	6	6
Outbound	7	11

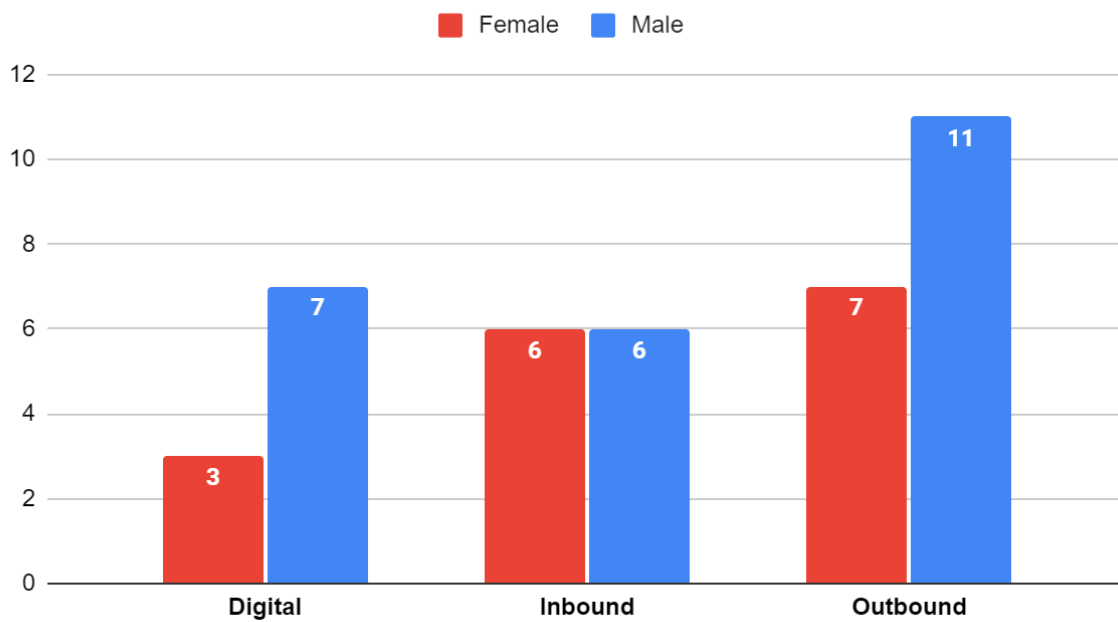


Figure 13: Employee Distribution Chart

Source: Engagement Survey

### Recruitment Curve

If I assess the tenure based on when they join, I can see an upward rising trend. However, if I include the Gender variable, the graph tells a different story for 10 Minute School.

Team	Male	Female
6 - 9 Months	4	7
9 - 12 Months	5	4
1 - 2 Years	10	2
More than 2 Years	5	3

## Recruitment Curve

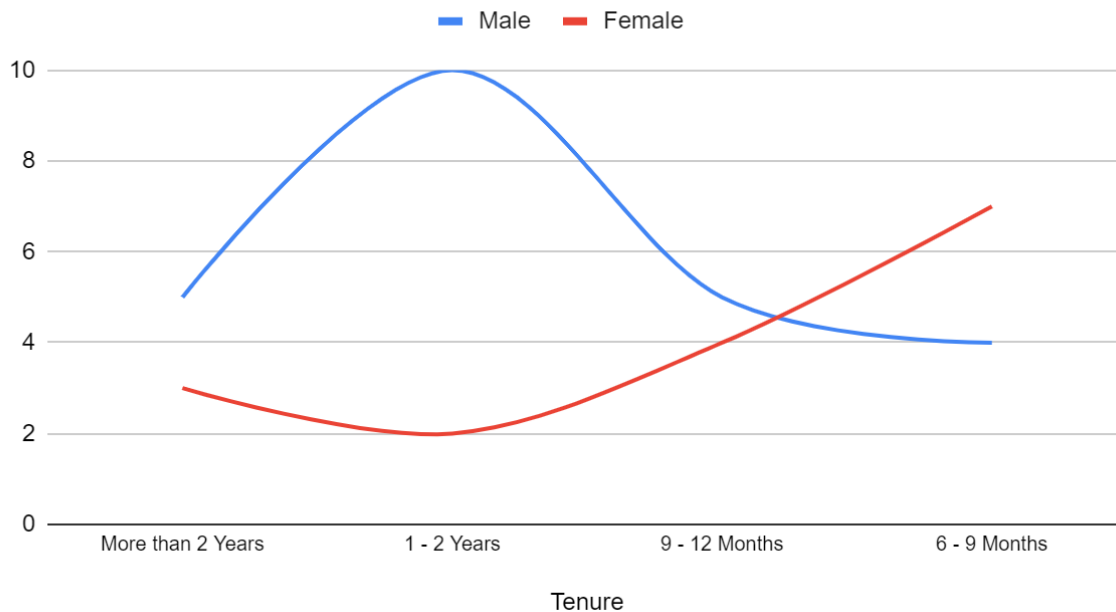


Figure 14: Recruitment Trendline

Source: Engagement Survey

### Observation

1. In Tenure wise distribution, almost 30% of the employees were in the 1-2 years margin which means that they went through the transition period of adopting the HR Agile process.
2. The employee distribution chart shows that the digital & outbound sub-teams are dominated by male employees.
3. The recruitment curve shows that there was a significant rise in female employees joining after the HR Agile was adopted. This means 10 Minute School adopted female-friendly policies in recent times to attract & retain female employees.

## Statement-Wise Satisfaction Rate & Observation

Now, let's assess the survey statements to identify how the employees felt about the HR policies during their initial 6 months at the company

Survey Statements	Satisfied	Neutral	Not Satisfied
1. During my initial tenure (6 months), I found my company's <b>Recruitment Process</b> quite detailed, organized, and fitting our targeted requirements.	45%	22.50%	32.50%
2. During my initial tenure (6 months), I found my company's <b>Organizational Training Development System</b> helpful, well crafted & necessary for me.	30%	30%	40%
3. During my initial tenure (6 months), I found my company's <b>Decision-Making Process</b> versatile and respectable in my opinion.	45%	10%	45%
4. During my initial tenure (6 months), I found my company's <b>Performance Evaluation Process</b> is quite comprehensive & ensures two-way communication while assessing performance.	45%	10%	45%

### Satisfaction Distribution

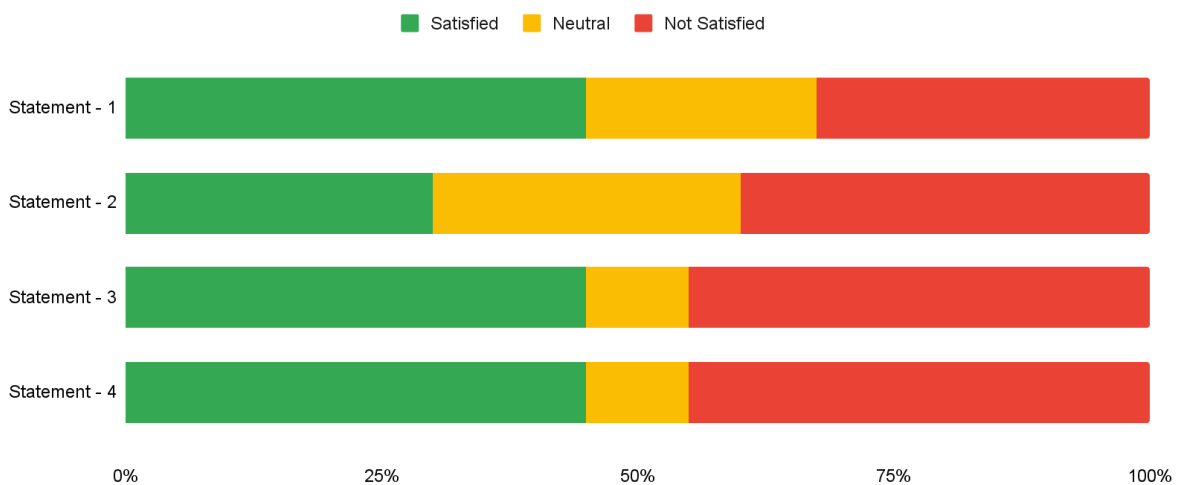


Figure 15: Employee Satisfaction Index

Source: Engagement Survey

### Observation

Based on the initial 6 months tenure of the two groups, I can see that a maximum of **45%** of employees are satisfied only & the majority are either neutral or were not satisfied with the policies.



## Team-Wise Satisfaction Rate & Observation

Now, let's assess the survey based on the opinions of the teams to identify how the team cumulatively reacted to the HR policies during their initial 6 months at the company.

Team	Satisfied	Neutral	Not Satisfied
Inbound	41.67%	20.83%	37.50%
Outbound	37.50%	19.44%	43.06%
Digital	47.50%	17.50%	35%

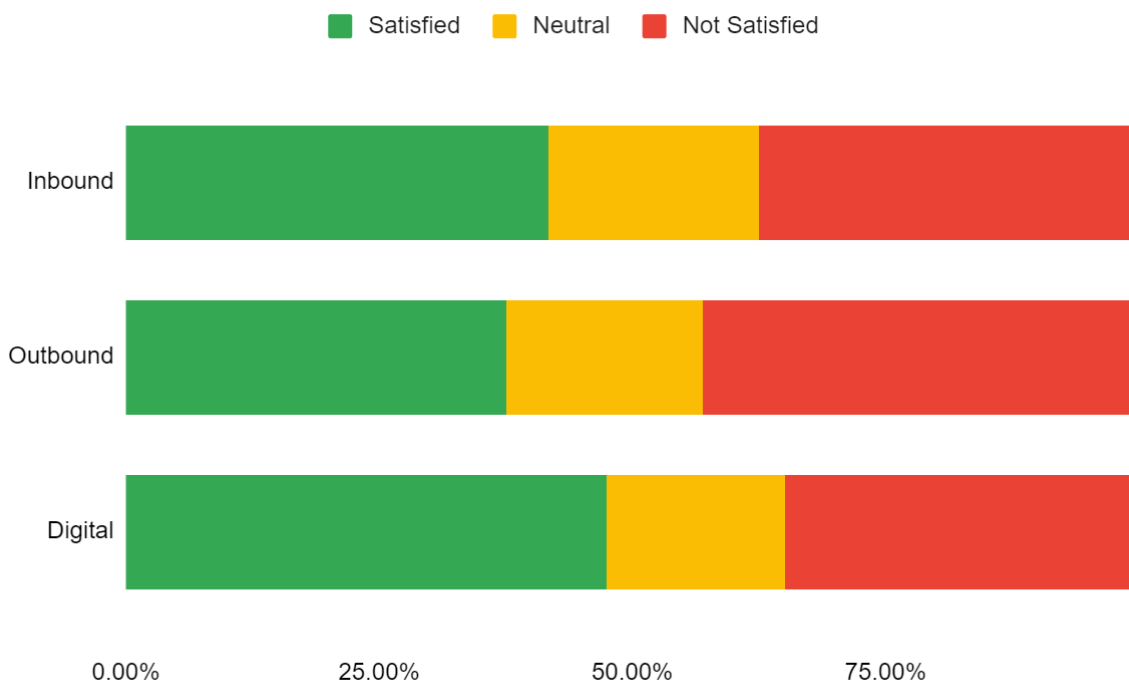


Figure 16: Team Satisfaction Index

Source: Engagement Survey

### Observation

Based on the tenure of initial 6 months, we can see that the average of the team's satisfaction score against the HR policies were quite full of grievances. For the outbound team, the not satisfaction ratio is quite higher than the satisfaction rate.

## Tenure-Wise Satisfaction Rate & Observation

Now, as tenure played a significant role during the analysis, let's assess the satisfaction rate based on tenure keeping in mind the question validation timeline which was -

1. **Pre-Agile Approach Employees - 1 or More years (In the length of Service)**
2. **Post-Agile Approach Employees - 6 - 12 Months (In the length of Service)**

Timeline	Tenure	Satisfied	Neutral	Not Satisfied
Pre-Agile Approach Employees	More than 2 Years	28.13%	9.38%	62.50%
	1 - 2 Years	22.92%	16.67%	60.42%
Post-Agile Approach Employees	9 - 12 Months	33.33%	30.56%	36.11%
	6 - 9 Months	77.27%	15.91%	6.82%

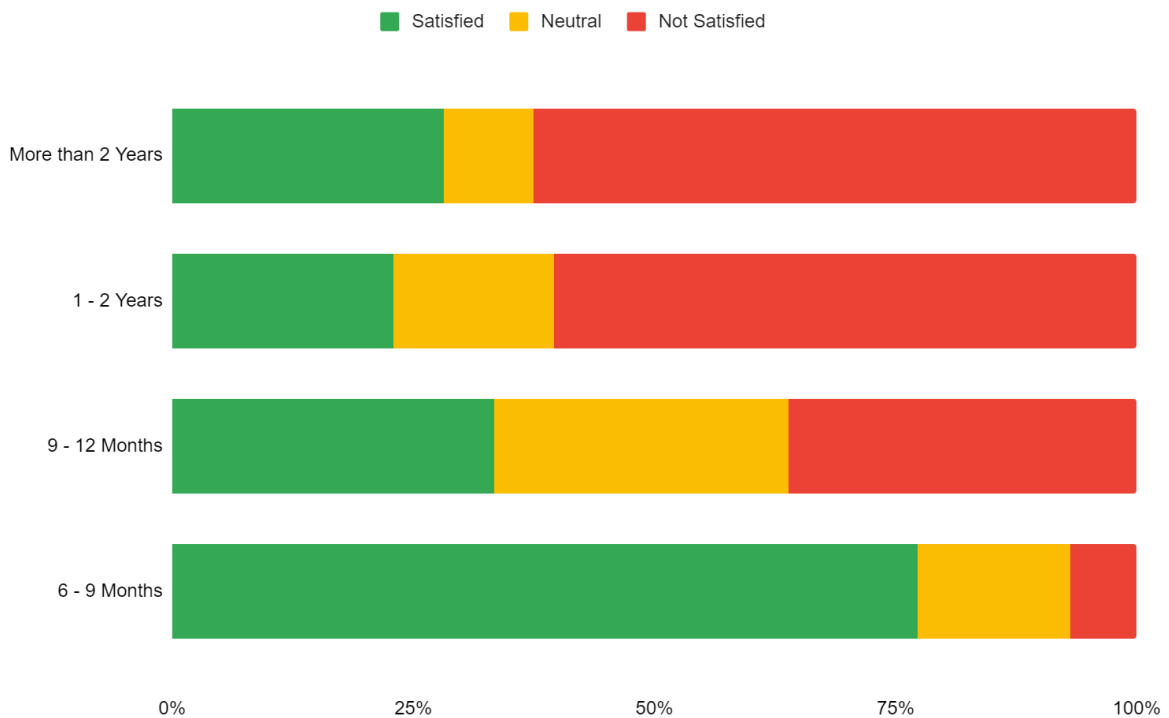


Figure 17: Team Satisfaction Index

Source: Engagement Survey

## **Observation**

Now, I divided the groups into two segments based on tenure and pre-decided timeline. I can see that-

1. The Grievance portion is higher as the tenure scales up.
2. Employees who have over 2 years of experience, received the core of traditional HR policies.
3. Employees who have over 1 year to 2 years of experience, were in the transition period of the change as we know change comes with resistance to the grievance portion slightly dropped.
4. Employees who have over 9 months to 12 months of experience, joined after the resistance got mitigated thus the massive drop in the grievance portion can be seen.
5. Employees who joined recently, after the Agile HR approach was adopted, found the HR policies to be more satisfactory than the previous group of employees.

## Hypothesis Analysis

As the different analysis of the Korn Ferry model of Employee Satisfaction survey shows that based on Tenure the satisfaction rate significantly changes. However, the cause of change can't be assumed that it was due to adopting an Agile HR policy. Therefore, I have to perform a hypothesis test. Here, the Hypothesis is -

Null Hypothesis,  $H_0$  - The average employee satisfaction of both employee tenure brackets is equal.

Alternative Hypothesis,  $H_1$  - The average employee satisfaction of both employee tenure brackets is not equal.

I need a test that will value the asymptotic significance of 5%. As I can group employees into tenure brackets based on Pre & Post stages, I can run a histogram test to determine the adequate test.

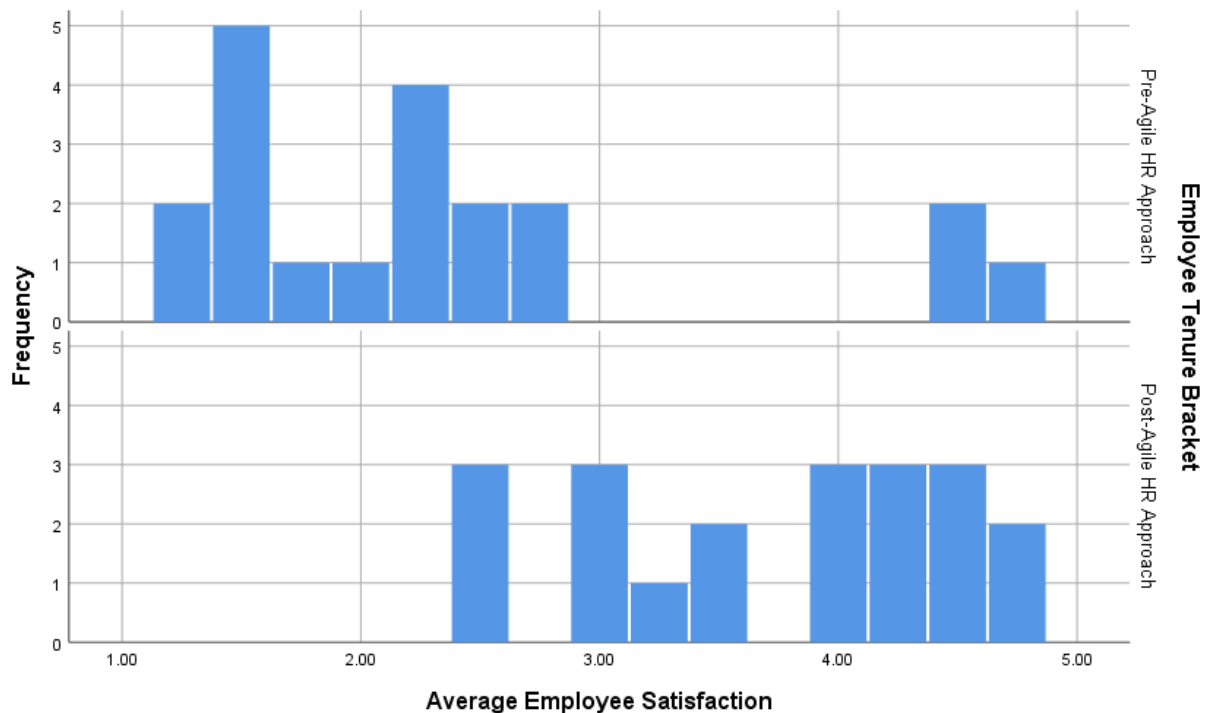


Figure 18: Histogram

Source: Engagement Survey, SPSS

### Observation

The frequency is quite spread out & there are multiple peaks and dropoffs. From that observation, I can see that there are multiple modes, hence the frequency is Bimodal. Also, the data are independent of each other. Therefore, the optimal test would be the Mann-Whitney **Sample U-test** to measure the significance level.

## Mann-Whitney Sample U-test & Observation

This test is optimal to run the significance level by assessing the average employee satisfaction across all the policies grouped under the employee tenure bracket. Therefore,

**Null Hypothesis, H<sub>0</sub>** - The average employee satisfaction of both employee tenure brackets is equal.

**Alternative Hypothesis, H<sub>1</sub>** - The average employee satisfaction of both employee tenure brackets is not equal.

Here, the significance level is considered at 5%. If the test value is lower than the significance value, I can reject the null hypothesis.

### Independent-Samples Mann-Whitney U Test Summary

Total N	40
Mann-Whitney U	339.000
Wilcoxon W	549.000
Test Statistic	339.000
Standard Error	36.814
Standardized Test Statistic	3.776
Asymptotic Sig.(2-sided test)	.000
Exact Sig.(2-sided test)	.000

Figure 19: Independent-Samples Mann-Whitney U test Summary

Source: Engagement Survey, SPSS

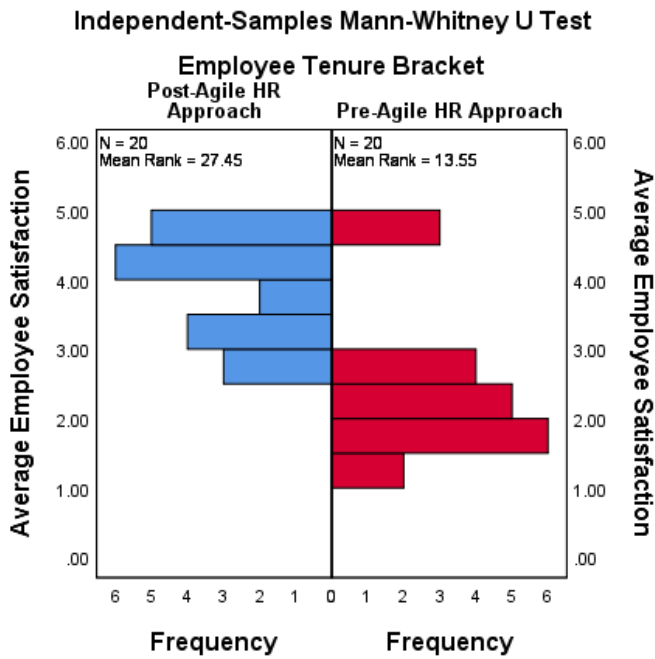


Figure 20: Mann-Whitney U test frequency Distribution

Source: Engagement Survey, SPSS

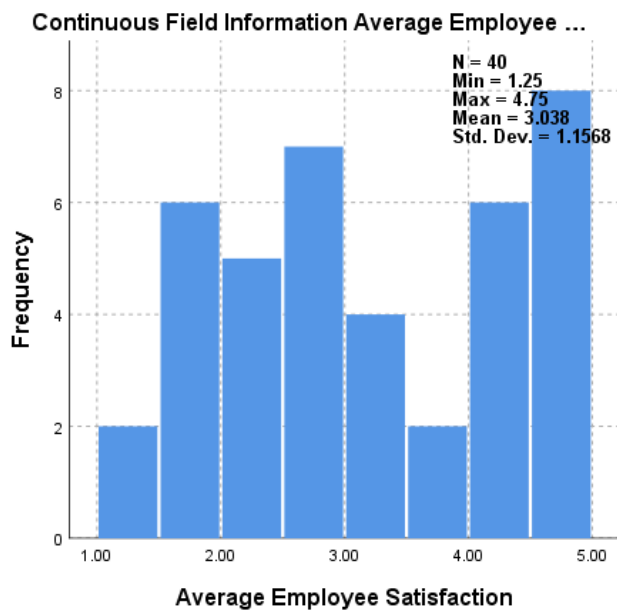


Figure 21: Cumulative Frequency Distribution

Source: Engagement Survey, SPSS

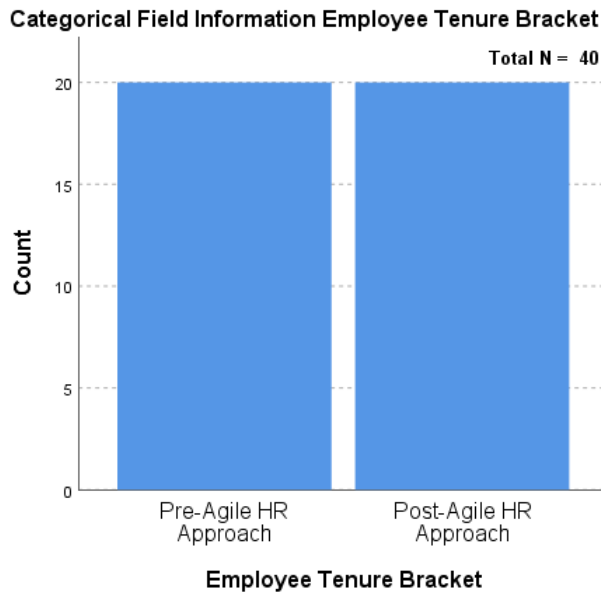


Figure 22: Employee Group Count

Source: Engagement Survey, SPSS

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Average Employee Satisfaction is the same across categories of Employee Tenure Bracket.	Independent-Samples Mann-Whitney U Test	.000 <sup>a</sup>	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .050.

a. Exact significance is displayed for this test.

Figure 23: Hypothesis Test Summary

Source: Engagement Survey, SPSS

**Decision** - based on the test, as the significance value is absolute 0, I can **reject the Null Hypothesis** (The average employee satisfaction of both employee tenure brackets is equal.)

## **Justification of the Method**

The Korn Ferry model of Employee Satisfaction/Engagement Survey is based on the agreements of different segments. This format helps us to understand the agreement rate on the linear scale. The demographic filters (Team, Gender & Tenure) allowed me to highlight the state of satisfaction against HR policies from a different perspective.

At the current state, to measure the significant impact of Agile HR policies without complicating the survey to cater to the question based on time periods. Through time, the policy evolved. Therefore, segmenting the time period (tenure) and specifying the timeline in the statements allowed us to collect opinions from different timelines.

The main purpose of collecting these was to evaluate the satisfaction rate based on independent values. I want statistically to ensure that the adoption of the Agile HR Approach helped to reduce grievances and increase satisfaction throughout the company timeline. To eliminate the time bias and secure a null hypothesis, the statements were specified with the “During the initial 6 months” principal clause.

Therefore, using the Korn-Ferry Model Survey and Mann-Whitney Sample U-test, allowed me to come up with the conclusion that the adoption of the Agile HR approach had a significant impact at 10 Minute School.



## Findings Summary

The key objective of this report was to establish the difference between the traditional HR Approach and the Agile HR Approach in terms of practical implementations. Here, my claim is, in the Agile HR approach, HR is considered a product of the company due to its employee-centric characteristics.

In our **Objective-1**: The differences between Traditional HR and Agile HR (Employee Centricity) approaches, I discussed how 10 Minute School made the transition from Traditional HR to Agile HR by making changes in their core policies using the Two-way communication & feedback system.

In our **Objective-2**: How the Agile HR approach meets employee needs and shows a positive impact on the ROI of Talent Management. In this section, I discussed how 10 Minute School implemented the system of two-way communication & feedback system. By interviewing the Talent Acquisition Manager, I found the structural change in their recruitment system between the two approaches. By interviewing the OD Officer, I found out how 10 Minute School Implemented personalization of training to suit the preference of employees to help them grow individually to push the growth of the team.

In our **Objective-3**: Evaluate the Pre & Post phases of 10 Minute School with key indicators to determine the Impact of the Agile HR metrics. I measure the Employee satisfaction rate in both the Traditional HR phase & the Agile HR phase through survey analysis. Based on the Mann-Whitney U test, I can say that the average employee satisfaction increased due to adopting the Agile HR approach.

Therefore, I can say that HR is considered a Product, due to its dynamic approach towards employee-centricity at 10 Minute School.

## **Recommendation**

Even after 10 Minute School adopted the Agile HR approaches in their policies there are still some grievances. If the population of the survey was the entire company then the rate would be quite impactful. Therefore, here are my 8 recommendations based on my literature review-

1. Encourage a culture of ongoing learning and development for people, both professionally and personally.
2. Create an employee engagement culture by soliciting input from employees on a regular basis and acting on their recommendations and concerns.
3. Encourage a culture of continuous improvement by examining and improving HR policies and programs on a regular basis based on employee input and performance indicators.
4. Share corporate goals, values, and performance indicators with workers to foster a culture of transparency and trust.
5. Promote diversity and inclusion in all elements of the firm, including recruiting, training, and promotions, to foster an inclusive and diverse culture.
6. Encourage team members to communicate and collaborate openly through frequent team-building events, agile retrospectives, and feedback sessions.
7. Implement performance management methods that emphasize ongoing feedback, coaching, and employee growth opportunities.
8. Foster an environment of employee empowerment by allowing workers to take ownership of their work, make decisions, and have a say in the company's destiny.

## **Conclusion**

Based on the objectives and the analysis conducted, it is evident that the Agile HR approach has been beneficial for 10 Minute School in various ways. The company has shifted towards a more dynamic approach which has increased employee engagement and retention, improved the productivity of the company, and positively impacted the ROI of Talent Management. The Agile HR approach has allowed the company to be more flexible and adaptable to changing market conditions and has enabled them to meet the needs of their employees in a more efficient manner.

Furthermore, the employee-centric approach has helped 10 Minute School to build a more motivated and engaged workforce. The company's focus on employee development, empowerment, and recognition has fostered a positive work culture, leading to high employee satisfaction and lower turnover rates. Additionally, the company's emphasis on social impact and diversity has helped them to create a brand that is not only profitable but also socially responsible.

Despite the challenges faced by 10 Minute School, such as the rising competition in the market and piracy of products, the Agile HR approach has helped the company to stay ahead of the competition by fostering innovation and creativity. The recommendations provided in this report can further improve the company's performance and help them to maintain their competitive edge.

Overall, the Agile HR approach has been an effective strategy for 10 Minute School, and it is recommended that the company continues to prioritize employee-centric policies and practices. By doing so, the company can not only achieve its business goals but also contribute to the development of a socially responsible and sustainable business environment.

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