

**M. Narikbayev KAZGUU University**

**Higher School of Economics**

**MASTER'S DISSERTATION (PROJECT)**

***«Difficulties and features of the implementation of Agile-culture in the field of marketing  
on the example of a marketing digital-agency»***

**Program 7M04125 – «Human Resources Management»**

**«29» May 2022**

**Written by: Zhanna Tsykanova**

**Supervisor: Zhan-Tore Ayazbekov**

**Nur-Sultan, 2022**

## **Abstract**

In a rapidly changing environment, companies need to react quickly to changes in the external environment, adapt to them, develop strong competitive advantages in order to succeed and take significant positions in the market. The external environment is changing rapidly, offering companies to survive in conditions of economic crisis, pandemic and other factors, causing the desire of management to apply new management methods to increase profits. In this study, an attempt was made to determine how the implementation of Agile culture can have an impact on increasing profits in the company, how it contributes to improving employee efficiency and improving work results. In particular, using the example of a marketing digital-agency, a study was conducted on whether the methods of Agile culture used affect the efficiency of employees, whether this culture is applicable in a non-traditional Agile field, what stages of change management need to be passed on the way to building this culture and what is their peculiarity.

To test the hypothesis that during the implementation of Agile culture in a non-classical for Agile sphere, there will be more obstacles than in the classical one, anonymous surveys and in-depth interviews were conducted among employees of all departments of the agency. Respondents were asked to answer questions from an anonymous survey and an in-depth interview. The answers were analyzed with the output of the average value. The results showed that there is a similarity of the obstacles that companies face when implementing Agile culture in the classical sphere. The only obstacle is the human factor and the willingness to change. There was resistance in the process of implementing the changes, despite the young age of the agency's employees adaptation to the changes is relatively slow.

These results show that obstacles in the form of resistance naturally occur on the way of implementing changes, regardless of whether it is a classic or not a classic area for Agile culture. Although it was assumed that young employees adapt to changes faster, it turned out

that age does not matter. More important is the willingness to change and the developed skills of employees. Based on this, when implementing Agile culture, the level of developed skills, the quality of interpersonal communication and the gradual introduction of changes should be taken into account.

## Table of contents:

I. Introduction	
A. Reasons for Undertaking Research.....	3
B. Research Methods.....	4
II. Literature Review	
A. Features, disadvantages, advantages of Agile and its techniques in popular industries for Agile .....	5
B. Features of change management when implementing Agile culture. Features and adaptive aspects of implementing Agile culture in a company that is not a classic industry for Agile.....	6
C. Summary.....	9
D. Timeline.....	10
III. Fieldwork analysis	
A. Description of Fieldwork: Sampling & Research methods and type.....	12
B. Statement of the Fieldwork Analysis.....	13
IV. Conclusion.....	18
V. Bibliography.....	20
VI. Appendix .....	27

## Introduction

**Key terms:** organizational culture, Agile, Scrum, Kanban

In this paper, using the example of a marketing digital-agency, an attempt will be made to trace the stages of building Agile culture, to determine the features of implementation in a non-classical for Agile sphere.

Before defining these features, it is necessary to define organizational culture, types of organizational cultures, Agile and its methods. To make a connection between these concepts in order to determine what is the attractiveness of this culture nowadays and why the construction of this culture in the field of marketing could has its own characteristics.

E. Shane (2004) defines organizational culture and believes that culture and leadership are two sides of the same coin. According to his words, culture is a dynamic phenomenon, it is an environment that is created by interactions within an organization and is formed by the behavior of a leader, as well as a whole set of structures, procedures, rules and norms that can both guide and limit behavior. Culture is an abstract thing, but in the course of formation, quite powerful forces are formed that represent values and meaning.

According to the research of K. Cameron et al. (2006), four types of culture are distinguished and each of them has certain values:

1. Clan culture is a family type. Properties: friendly working environment, teamwork, cohesion, loyalty to traditions, overall strong morale. The leaders of the organization act as mentors, showing a fatherly attitude;

2. The culture of adhocracy is a dynamic type of culture in which people quickly respond to the challenges of the external environment and adapt to changes. Properties: commitment to experiments, following trends, acceleration of adaptability, flexibility, creative approach to

work, initiative and freedom are encouraged. The leaders of the organization are seen as innovators and risky people;

3. Market culture focus on profit and market share. Properties: united by a common goal – to achieve an effective and high-quality result by defeating competitors. The leaders of the organization are purposeful, tough and demanding leaders;

4. Hierarchical culture is a multi-level structure organization. Properties: formal working environment, efficiency, predictability, consistency of actions. The leaders of the organization are the coordinators.

Switching to Agile, according to the article Desker et al. (2019), Agile is an approach traditionally used in software development. Nowadays, the term Agile means for organizations – increased productivity, acceleration and flexibility, decision-making, which takes into account the opinion of those who have relevant professional knowledge and skills, and not only those who are at a high level of the hierarchy.

H. Kniberg et al. (2010) in their book describe Agile, Scrum and Kanban techniques as process tools that help to work more efficiently:

- Scrum – small, multifunctional, self-organizing teams work on tasks using a short period of time – sprint (duration 1-4 weeks). Has the opportunity to return back at any time, test the work done and change tactics, in case of unsatisfactory results. At the end of each sprint, problems are identified and analyzed, work is done on errors for further more efficient work;
- Kanban – the workflow is visualized, for example, by cards. The work is divided into parts, named columns are used to track the progress of the work. To prevent the task from not being completed, restrictions are set on the number of elements that need to be completed. The task execution time is measured, the process is optimized based on past experience.

Looking at four types of cultures, described above, through the lens of Agile, it is possible to assume that Agile is a set of values of all these cultures. It is important to note that there is no pure culture in an organization, as a rule, a hybrid form is characteristic of organizational culture. According to the fact that the sphere of software development is a classic sphere for Agile, thanks to Agile methodology the teams of this sphere manage to achieve positive effect on the development and productivity, it is possible to hypothesize that the implementation of Agile in the non-classical sphere implies much greater obstacles in comparison with the classical one. In order to confirm or refute this hypothesis, it is necessary to collect a literary review of various opinions from different sources.

### **Reasons for Undertaking Research**

In a rapidly changing environment, companies need to react quickly to changes in the external environment, adapt to them, develop strong competitive advantages in order to succeed and take significant positions in the market. The external environment is changing rapidly, offering companies to survive in conditions of economic crisis, pandemic and other factors, causing the desire of management to apply new management methods to increase profits.

In addition to the above factors, one of the important reasons for conducting this study are:

- an opportunity to check on the example of a marketing digital-agency whether Agile will help to reach another level, whether it will be possible to introduce this culture;
- the requirements imposed by the pandemic: the need to change and be flexible, transform very quickly, develop IT in companies and in employees.

Although, there is no goal to focus specifically on the pandemic crisis, it is fair to say that it has swept the whole world and has given a great impetus to the transformation of companies around the world.

In this paper, an attempt will be made to answer the following questions:

1. What are the features, disadvantages and advantages of Agile and its techniques in popular Agile industries?
2. What are the features of change management when implementing Agile culture? What are the features and adaptive aspects of implementing Agile culture in a company that is not a classic industry for Agile?

It is assumed that stages of building Agile organizational culture have their own characteristics. In this study, an attempt will be made to identify the features and difficulties that HR and the company as a whole may face when implementing processes on the way to building Agile culture.

### **Research methods**

In this paper will be use: qualitative research methods.

Surveys as a data collection model (questionnaires for measuring atmospheric temperature in the agency, a cross-section will be conducted every two months, interviews, observation.

Respondents: employees of various departments of the agency.



## Literature Review

As stated in the article T. Desker et al. (2019), Agile helps to increase productivity, accelerates the pace of company development due to the flexibility of decision-making, since the opinions of employees, who have a set of professional knowledge and skills, are taken into account, decisions are not made only by top management. Today, by developing an Agile culture in the workplace, companies have the opportunity to create a creative, innovative environment, strengthen engagement.

H. Kniberg et al. (2010) describing the popular Agile techniques, Scrum and Kanban, in their book. They talk about the tremendous advantages of these techniques, using them, companies can create self-organizing teams, divide work into parts, visualize processes, analyze the result, improve efficiency and speed through analysis and rapid response.

It is important to take into account many aspects in order to successfully start working using Agile methods and build a culture of flexibility in the company. It is assumed that Agile includes values and tools that have only a positive effect on the development and productivity of organizations. This literary review will be conducted in order to confirm or refute this hypothesis by analyzing articles that reveal the details of the topic from different sides.

### **Features, disadvantages, advantages of Agile and its techniques in popular industries for Agile**

Building on the story of the Agile Manifesto described by J. Highsmith (2001), Agile was originally created to help software development teams, due to the fact that traditional approaches to development have stopped working. The main principles of the Manifesto are:

- People and relationships are more important than processes and tools;
- Working software above documentation;
- Cooperation with customers is more important than a contract;

- Quick response to changes instead of following a plan.

Lamelas A. (2018) highlights the advantages of Agile development in general on company's corporate website and, based on Xpand-IT company's experience, shares the disadvantages and advantages of Agile techniques. Talking about Agile in general, the company believes that Agile develops cooperation within the team, planning, continuous development and training. Using Agile methodology allows to develop software in stages, which helps to respond to problems in time and eliminate errors. In addition to speed, the company highlights the value they provide to the customer with a clear advantage of Agile, so the team, while developing software, not only performs certain functions, but, thanks to the development of agile thinking and following its methodologies, works to create value for the customer.

Consider the advantages and disadvantages of several techniques that Lamelas A. (2018) describes:

Advantages of Scrum methodology:

1. Motivation of teams;
2. Transparency of the project work process;
3. Close attention is paid to quality;
4. The ability to reorganize priorities due to the dynamics of this method.

Disadvantages of Scrum methodology:

1. By focusing on a particular part of the project, the team risks losing sight of the project as a whole;
2. In case of incorrect distribution of roles, confusion may occur.

Advantages of Kanban methodology:

1. The ability to see the stages of project implementation (for example, "Completed", "In progress" or "At the testing stage");

2. It is possible to reduce tasks ;
3. It tracks how long it takes for the task to move from the beginning to the end.

Disadvantages of Kanban methodology:

1. There is a risk that teams may misunderstand the information on the Kanban board;
2. Due to the fact that there is no time frame for each task in Kanban, there is a risk of delay in execution.

Talking about disadvantages and advantages of Agile in general, S. Haunst (2019), the author of the course "Fundamentals of Agile Development", in his article says: "A clear advantage is that customers are satisfied with the fast delivery of useful software, people and interaction are more important than processes and tools, considerable attention is paid to technical excellence, excellent design, quality, rapidly changing conditions and circumstances, allow teams to adapt quickly and be in trend. Among the disadvantages, it is necessary to highlight the fact that it is objectively difficult to assess the efforts that are needed at the very beginning of the software development lifecycle, it is possible to understand this only over time. Also, high expectations regarding quality and time require large commitments, constant testing and, accordingly, potential costs; expanding the scope of the project can create a situation of projects going on forever. In addition, Agile requires maturity, strong and clear vision, discipline to fix the time frame and scope of work, so it can be difficult for beginners to integrate into the process, since even for developers with experience, the pace of Agile is quite intense and stressful."

R. Ehring (2021) notes in his blog that nowadays many organizations are facing difficulties, such as a rapidly changing market, which it is important to keep up with in order to be successful and not miss opportunities. Therefore, many organizations are turning their attention to Agile. Also, the author emphasizes that now organizations are implementing Agile almost everywhere, regardless of the field of activity. However, despite the fact that 20 years

have passed since the creation of the Manifesto and the existing advantages, companies still face problems on the way to implementing Agile.

In addition B. Keith (2021) in her article notes that many organizations are currently implementing Agile methodologies, in particular Scrum. Sharing her experience and thoughts, Billy Keith highlights that for the successful implementation of the Scrum methodology in an area atypical for Agile, it is important to train teams and project managers in the methodology of Agile, including the methodology in everyday work processes. In turn, this will allow to achieve efficiency and high results.

**Features of change management, when implementing Agile culture. Features and adaptive aspects of implementing Agile culture in a company, that is not a classic industry for Agile.**

As mentioned above, Agile culture has a number of features, as well as disadvantages and advantages. However, in order to implement Agile culture, it is important to take into account certain nuances and requirements that are necessary for a successful transformation.

This includes leadership, maturity and team training in Agile methods. From McKinsey's article (2019) it is possible to trace the features of the implementation of Agile culture step by step. In addition, the article (2019) emphasizes the idea that Agile is very popular today and has a lot of advantages. However, making the transformation towards Agile there will be difficulties in traditional organizations, because of clear hierarchy in which decisions are made top down. While Agile organizations consist of a network of teams working in cycles, having the right to make decisions, since they are closest to the information they work with. The permission to make decisions allows to work quickly on projects to adapt faster and increase efficiency.

McKinsey's article (2019) emphasizes that the transformation process should be complex and repetitive, as strategy, structure, people, processes and technologies are affected.

There are many models of change management. J. Hayes (2014) in his book introduces in detail the principles of change management, which are applicable for any kind of transformation.

One of the models demonstrates the steps that must be followed when implementing changes. Since the introduction of Agile culture implies that previously the company may not have used a flexible approach, so this can be a big transformation that requires thoroughness, consistency, and the presence of certain skills.

Describing in detail each stage of this model, it is important to start with the part preceding the stage "Detecting the need for changes". So, based on data from J. Hayes's book (2014), the model includes in detail:

1. Change Management: process perspective;
2. Recognition of the need for changes includes: patterns of changes, recognition of the need or possibility of changes, the beginning of changes, building relationships for change;
3. Diagnosis of what needs to be changed involves the collection and interpretation of information;
4. Planning includes a number of actions, among them are: formation of implementation strategies, performance management, development of a change plan, reengineering of business processes, training and staff development;
5. Implementation of changes and analysis of progress;
6. Sustainable change implies making changes, spreading changes.

In addition to the above, according to the model, throughout the change process, it is necessary to pay attention to 'Learning' (individual and collective), as well as "Managing people issues' (leadership is of great importance, encouraging others to change, support).

One of the models presented in the book of J. Hayes (2014), the change management model of Kurt Lewin could be highlighted.

This model implies three stages:

1. The defrosting stage includes understanding that changes are necessary, creating a situation in which people would want this change;
2. The stage when the necessary changes are made, that is, the way of thinking, the principles of work are unfrozen and the organization is moving to a new way of life;
3. The freezing stage or repeated freezing, stability is established after the changes have been made, when the changes become new norms and values.

Returning to the definition of organizational culture given by E. Schein (2004), it is possible to spot the connection between culture and leadership. Looking at the process of implementing Agile culture in companies through the prism of the models described above, the role of leadership along the entire path of transformation is also highlighted.

McKinsey's article (2019) also emphasizes the role of leadership, since Agile transformations can succeed if management supports these changes, the intentions are convincing and shared by all employees in the company. As stated in the article (2019), Agile implies working in cross-functional teams that must have knowledge and skills, be competent, act according to the mission in order to eventually create value.

Remembering the article by R. Ehring (2021) despite the desire and attempts of many organizations to form Agile culture, many still do not achieve sufficient success, since working on Agile system requires changing the entire operating model. Not all companies are ready to work on this system, although they have a desire to increase efficiency. Yes, Agile is on everyone's ear, but it requires not only an external change, but also an internal one, which leads to a common understanding and commitment.

Also, using the example of the Scrum methodology manual, written by John Sutherland and Ken Schwaber (2010), it is important to highlight the mandatory presence of certain roles, values and qualities in the team working on this methodology:

1. The presence of a small team consisting of one Scrum master, one product owner and developers (in areas other than software development, developers are people with different skills, thus a cross-functional team is formed);
2. There are no hierarchies within the team, everyone is united by a single goal, which means it is important to follow values such as commitment, focus, openness, respect and courage. Working on a time-limited sprint, the team holds daily Scrum meetings during which a sprint review is conducted. After the end of the sprint, a sprint retrospective is held.

### **Summary**

Based on the articles taken for a literary review, it is possible to draw a preliminary conclusion that Agile can be adapted in any company, not only in the field of software development. However, it is important to form and develop the skills necessary for Agile culture, leadership qualities, situations that push the whole company to change and follow the plan by implementing changes.

However it is important to note that employees' freedom to make decisions can have a negative effect: incorrect decisions will lead to costs. This freedom in decision-making, trust on the part of top management can be regarded incorrectly and lead to manipulation on the part of employees.

Since the process of change is complex and lengthy, in large companies the implementation of Agile culture may take many years or not take place at all.

Not all employees can be ready for changes, there is a risk of high dismissal growth and a slow search for employees with the necessary skills. There is also a risk that during the hiring process decisions may be made under the influence of stereotypes and biases.

### **Timeline**

In this study, it is necessary to study the practical experience of a digital marketing company, in which attempts are being made to introduce Agile culture, through active participation and observation of how Agile culture is being implemented.

Observation will be carried out within 3-5 months. The measurement of Agile will be carried out through surveys and interviews with company employees:

- at the initial stage;
- at the end of the 5th month of the study.

It is supposed to measure Agile by measuring results, for example, the speed of project approval.

As a result of participation in the introduction of Agile culture and conducting research, it is necessary to share the experience of introducing theory into practice, building Agile culture in a non-classical field for Agile. And also to highlight what difficulties the company faced and what result it led to.



## Fieldwork Analysis

Adapting Agile culture in a company in order to increase speed, quality, and improve the value of a product can be a key moment on the development path. Along with the introduction of Agile culture in the company, it is necessary to develop a clear algorithm for implementing changes. Any changes in the company, if the company's goal is to implement changes qualitatively, implying to do actions according to the plan and change management models. Using the example of the John Hayes model (2014), he introduces the principles of change management in detail in his book. Having an implementation plan, it is also necessary to identify what skills are lacking and what skills need to be developed in the employees and management staff of the company and throughout the transformation process, training is needed, as well as leadership and solving issues related to people.

Through interviews, observations, personnel evaluation, strategic session, this fieldwork analysis will be aimed at identifying the features, disadvantages, advantages of Agile and its methods on the example of a marketing agency, based on the experience of companies that belong to the popular industry of using Agile Culture. This fieldwork analysis will be done in order to demonstrate what features of change management during the introduction of Agile culture, adaptation features, a marketing agency has encountered, which is not a classic industry for Agile.

According to the article Lamelas A. (2018), where describes the disadvantages and advantages of Agile methodologies, using these methodologies implies an awareness that there are both disadvantages and advantages of using techniques, so this understanding gives a great advantage when implementing Agile in the company.

Building on the values of Agile Manifesto described by Jim Highsmith (2001), which are inherent in the Agile culture, creating in order to help software development teams, it is

important to realize that the current values formed in the company may not coincide with the key values of Agile, and therefore become an obstacle to building Agile culture.

At the same time, in addition to awareness and revision of values, on the way of introducing Agile into the company culture, in order to achieve effective results, according to the article by Billy Keith (2021), when introducing Agile and its methods, in particular SCRUM in an area atypical for Agile, it is important to pay attention and make efforts to train teams and managers Agile methodology projects. Referring to the article by Stephen Haunst (2019), Agile requires certain qualities: leadership, maturity, strong and clear vision, discipline, so it can be difficult for beginners to integrate into the process, since the pace of Agile is quite intense and stressful.

In addition, according to the information from the article by McKinsey's (2019), it can be trace both, a number of advantages and difficulties in transforming the culture of a company that has a clear hierarchy. Due to the fact, that decisions are made by the top management, lowering these decisions down. However, having the right to make decisions for employees, not only for management, significantly increases the speed when working on projects, increasing efficiency. Accordingly, the transformation process should be complex and repetitive, should affect the strategy, structure, people, processes. According to an article by Ron Ehring (2021), working on Agile system requires changing the entire operating model. The company's willingness to work on this system is important, it requires not only external changes, but internal ones, it is important to form a common understanding and commitment. Based on the article by McKinsey's (2019), which highlights the role of leadership, which plays a key role in the implementation of Agile, since the management by supporting these changes and formulating convincing intentions, contributes to the fact that the principles and values of Agile are shared by all employees in the company.

### **Description of Fieldwork: Sampling & Research methods and type**

Qualitative methods of data collection at the stage of diagnosis and implementation, based on observation and recording of observation data in the HR diary, anonymous surveys, opinions of various parties – from management to employees - were used to conduct the fieldwork analysis. The method involves non-probability sampling by convenient sampling. Based on the data obtained from observations from respondents of different departments in the company, this sample allows for a qualitative analysis of fieldwork. The method used an unstructured interview with various questions and anonymous surveys.

### **Statement of the Fieldwork Analysis**

In the process of implementing Agile culture, a change management model was applied. The discovery of the need to implement changes was the understanding of how important it is to grow, improve efficiency and improve results, uniting the team on the way to the main goal of the company, the desire and support of management. After understanding the need for changes, diagnostics of what needs to be changed was carried out – in this case, a request for the development of Agile culture was formed in order to increase the speed and efficiency of each employee on the way to creating a valuable product for customers. In addition, realizing the growth of the company, there was a request to unite people around a common goal, to prevent fragmentation and the formation of micro-cultures in a particular division. Diagnostics was carried out by means of an anonymous survey of employees of all departments of the company:

- production (photo and video shooting);
- TikTok department;
- community management;
- copywriting;
- graphic design;
- project management;

- advertising department;
- operations department;
- management staff.

The anonymous survey included the following three questions:

1. What do you like in the company (processes, communication, atmosphere, technical equipment, office, etc.)?
2. What do not you like in the company?
3. What would you like to change and how will these changes affect you and the company?

The information received from the survey demonstrated what needs to be changed, as well as positive moments. In the responses of employees, there was a tendency of repetitive information, which may mean a similarity in opinions, which means the presence of a particular problem. The plus signified the great potential of the company, a good team, interesting projects, constant development. The disadvantages were: the lack of trusting dialogues directly with management and feedback, a shortage of personnel due to a large number of projects, the presence of distrust of management towards employees in certain tasks, and as a result, emotional burnout. An interesting fact was that the management, who also participated in the anonymous survey, was surprised by the current trend of employee responses. This fact has become a key turning point at the diagnostic stage.

The next diagnostic tool was a 180-degree assessment of the effectiveness of all employees.

This tool included an assessment on a four-point scale of the following competencies:

- the quality of work (how thoroughly, accurately and conscientiously the work is performed, whether there are any errors);
- the timeliness of the assigned work (whether the employee copes with the assigned work in a set time;

- the level of creativity (non-standard solutions and suggestions in the content plan, visibility and involvement in projects);
- customer focus.

As mentioned earlier, the assessment was carried out on the principle of 180-degrees, which meant self-assessment - when an employee evaluates himself and when an employee's competencies are evaluated by a direct supervisor. Further, the assessments were discussed at one-to-one meetings between the direct manager and the employee, in case of a sharp difference in assessments on a particular item, discussions were held during which the persons came to a common decision. After that, the average values for the efficiency were displayed and then nine boxes matrix was used, thanks to which it was possible to indicate which box of nine matrix an employee belongs to and what actions should be taken by management, depending on the position of the employee.

Having conducted this assessment among all employees and after analyzing information from one-to-one meetings, it is possible to determine the general trend of having high potential, but a lack of skills for effective work and high results, a lack of desire to take responsibility, additional tasks to improve skills and a low level of independence.

An additional diagnostic tool was an interview with all employees and senior management. From information of interviews, it was possible to identify the communication strategies that management staff used in relation to employees. According to Clampitt et al. (2000) there are five communication strategies:

- Spray and pray - It is based on the assumption that the more information, the better communication, which, in turn, contributes to improving the decision-making process. It is also based on the implicit assumption that all members of the organization are able to distinguish what is significant and what is insignificant. But in practice, some employees can only access information related to their own.

- Tell and sell - change managers transmit a more limited set of messages. First, they tell employees about these key issues, and then sell them the wisdom of their approach to managing them. The disadvantages of this strategy are that change managers who apply this kind of strategy often spend a lot of time planning complex presentations, but devote little time and energy to establishing a constructive dialogue and giving members of the organization the opportunity to discuss their problems. They also assume that they (change managers) have most of the information they need and, as a rule, value little information coming from others.
- Underscore and explore - Like the 'tell and sell' approach, this involves focusing attention on a limited set of fundamental issues linked to the change but, unlike that approach, change managers give others the creative freedom they need to explore the implications of these issues. Those who adopt this approach are concerned not only with developing a few core messages but also with listening attentively for potential misunderstandings and unrecognized obstacles.
- Identify and reply - the main focus is on the problems of the organization's members. This approach involves a lot of listening to identify these issues and then respond to them.
- Withhold and uphold - information is hidden until it becomes necessary.

Based on the information collected, during an anonymous survey of all employees of the company, including management, there was a tendency to believe that in the process of working in the company, the management adhered to a hybrid of two strategies "Spray and pray" and "Tell and sell". The confirming facts are the general trend of responses from an anonymous survey:

- departments lack feedback, dialogue that would allow them to express their problems and concerns (in particular: lack of time to solve a particular task, due to the current

day-to-day work, lack of staff, lack of a trusting dialogue with management, emotional burnout).

The diagnostic results, which used an anonymous survey of all employees and management, an assessment of efficiency revealed what needs to be changed and confirmed the information taken from Mackenzie's article (2019) that the transformation process should be comprehensive and should affect strategy, structure, people, processes. Also, after the diagnosis, there was a conclusion that there is no unified corporate culture that would unite everyone, increase the efficiency of each and improve the quality of the product by forming a single well-coordinated organism. After conducting diagnostics and studying the principles and values of Agile culture, it was decided to start working on implementing changes towards building Agile in the company.

As it known from the article by Ron Ehring (2021), working on Agile system implies changes in the entire operating model, the formation of a common understanding and commitment. In addition, according to the article by McKinsey's (2019), which emphasizes the role of leadership, a personal example of leadership in the formation of Agile culture, it was decided to act according to the plan:

1. review communication strategies;
2. to hold a strategic session with elements of facilitation to review the current strategy, structure, process of working on projects, goals, values of the company;
3. to enlist the support of informal leaders on the path of change;
4. to present new values, strategy, changes in the company structure to all employees, demonstrating openness;
5. to introduce systematic one-to-one meetings of the employee with the manager, during which the persons involved will build and establish a dialogue;

6. drawing up individual development plans every quarter, discussing progress when working on goals;
7. systematic identification of skills gaps and employee training;
8. to learn how to give and receive honest feedback;
9. to broadcast the formed values daily in communication;
10. to test Scrum and Kanban methodologies.

After planning, there was work to implement changes, analyze progress and consolidate changes.

During the strategic session, which lasted one and a half months, the previous strategy of the company was revised, a new strategy for the next three years was formed, global, common goal of the company was formulated, which would unite everyone and which should be broadcast to all employees. From the common goal, goals were cascaded by departments and a three-year plan was drawn up for each department – what needs to be done to achieve the common goal: "To become leaders in SMM by 2023, to develop production and design." In the HR block action plan, the main goal was the formation of Agile culture with a phased action plan. Exactly:

- translate values of Agile culture;
- everyday translation of values through communication and processes;
- training of missing skills;
- conducting systematic one-to-one meetings of the employee with the manager;
- feedback training;
- trainings on the formation of maturity, trainings on cohesion with the translation of values;
- testing of Agile techniques on the company's internal product;
- training in soft skills;



- constant support and quick response to negative consequences;
- transparent communication during the implementation of changes, demonstration of each step to build trust and confidence of employees;
- compilation and use of a score-card by values at the stage of hiring new employees;
- for additional analysis, conducting exit interviews with firing employees.

Also, during the strategic session, in which senior management and line management participated, new values were jointly formed that would unite everyone. The formulated values that had to be developed on the way to building Agile culture are as follows:

1. Maturity: experience, awareness, responsibility;
2. Openness: to opportunities, changes;
3. Dynamism: speed, determination, flexibility;
4. Development: growth, training, goal setting;
5. Honesty: transparency, directness, sincerity.

Further, the structure and overall principles of work processes were revised. It was decided to move away from strengthening the hierarchical culture, where decisions are made only by the top management and go down towards the formation of creative self-organizing teams that have different skills, to enable these teams to take responsibility, be responsible for their actions and results, forming maturity.

After the presentation of the new strategy, values, and changes in the company's structure, all employees had to work on training, forming a division of values of Agile culture, developing the necessary skills and consolidating new beliefs in the company.

After an in-depth study of the Scrum and Kanban methodologies, a Scrum-team was first formed, which in a test mode practiced the principles of this methodology in practice when working on an internal product – “Welcome book for new employees”. Considering one of the principles of Scrum - small teams with different skills: two graphic designers, two copywriters,

an art director acting as a Scrum master and an HR manager acting as a Product Owner were involved on a voluntary basis. The work on this product was divided into sprints, the duration of each was seven days. After the transfer of the Product Owner's vision of the final result, the roles and areas of responsibility of each were distributed. Every morning, the Scrum master held fifteen-minute stand-up meetings, during which team discussed what was done, what was not done and why, what prevented the work from being done. It should be noted that these rallies had a positive impact on the Scrum team, as there was motivation from the Scrum master, the work process was transparent, everyone understood and tried to adhere to quality, due to which there was clearly a high involvement of team members.

However, despite the positive results, after completing all the work, the team members noted fatigue, since in addition to working on the internal product, it was necessary to carry out ongoing work on commercial projects. In addition, during the entire time of work on the project, the following trend was observed: motivation fell, was replaced by a crisis. This leads to the conclusion that despite the relative preparedness, adherence to the rules and principles of methodology, there is a human factor, emotional maturity and willingness to keep the right level of responsibility throughout the workflow. This experiment exposed the weaknesses of the participants in the process and confirmed in understanding how important it is to develop soft skills. In addition, this experience has shown that the use of this methodology is possible only when working on the creation of a product, during which it is possible to test and evaluate the work at each stage, and if necessary, return to correct certain points. When working on a commercial project, promoting a brand in social networks, which implies the daily publication of content, in a fairly dynamic mode, the company is more suited to the Kanban methodology, when the work process is visualized in the workspace of the Notion platform in the form of cards. Each team member sees at what stage this or that task is, track the time of work on each task, analyze and. along with improving the skills of employees, increase the level of efficiency on each individual task.

Taking the Kanban methodology and the values of Agile as a basis, the company continues to work on the introduction of Agile culture, forming a trusting relationship between management and employees, promoting the principle of "People are more important than tools" during systematic one-to-one sessions. During these sessions, both the manager and the employee learn to give and receive honest feedback, thanks to which they can maintain trust and motivation. During these meetings, gaps in work are being openly discussed, work is being done on an individual development plan, which includes deadlines, goals and objectives, training is recommended and jointly selected to eliminate knowledge gaps. Definitely during these meetings, the participants, with the example of the leadership, tried to communicate according to the values formed.

At this part series of interviews were conducted again with each respondent separately, offline, as a tool for analyzing the situation after the introduction of changes to introduce Agile culture. Since the respondents wished to remain anonymous, they will be given pseudonyms in this article. The interview was conducted with project managers: Andrey (25 years old), Veronika (26 years old), Olesya (24 years old), Anastasia (26 years old), Amina (28 years old), graphic designers: Anna (23 years old), Ulyana (21 years old), Victor (23 years old), Alan (22 years old), art-director Asya (26 years old), copywriters: Asel (20 years old), Anton (23 years old), Indira (22 years old), Amir (25 years old), moderator Milana (20 years old), content-director Mila (28 years old), producers: Rosa (25 years old) and Timur (27 years old), cameraman Roman (19 years old), photographer Sonya (24 years old), creative-director and partner of the agency Inga (27 years old), TikTok managers: Philip (18 years old) and Alina (22 years old), as well as with the director of the marketing agency Aruna (26 years old). The interview time was previously agreed with each participant. The interview was conducted in a meeting room, one-to-one. Based on the respondents' answers, brief annotation notes were made.

The responses of the employees demonstrated a commonality of opinions. Respondents noted clear progress, but there are still points that require attention and painstaking systematic

work. These interviews have shown that technical aspects (changes in work processes, hard skills training) are amenable to greater progress than personal relationships. Employees still lack leadership involvement, trust on their part, leadership, which means the importance of communication. There is still a lot of work to be done on the formation of maturity, openness, the use of such communication strategies as: "Emphasizing and studying" and "Definition and Response". When implementing changes, the company will have to use all communication channels to broadcast new values and beliefs: written communication is effective, so it gives more time to study and understand the message, but oral communication can be the most effective, as there is an opportunity to exchange opinions, get feedback, clarify. live communication takes more time and energy than writing. in addition to oral and written communication, it is important to demonstrate enthusiasm by example, which can only be effectively demonstrated during live meetings. During the implementation of the changes, at the moment, one-to-one meetings continue to be practiced.

The development of Agile corporate culture can have a beneficial effect on the company, taken as an example, provided that all the planned plans are fulfilled when implementing changes, involvement, motivation of management. In turn, this management support can contribute to the involvement of employees, the well-being of the company as a whole. In addition, the competent use of Agile tools, training of missing skills, the formation of trusting relationships, transparency of processes, trust in employees at the moments of taking responsibility, can develop maturity, a clear vision, which is so important for Agile culture. However, the survey, assessment of efficiency and potential, and interviews with company employees showed that even understanding the problem and starting planning effective work on changes, one should not underestimate the work on improving the skills of employees, conscious and systematic work on oneself, have a clear focus for what these changes are being carried out, unite all employees around a common vision. These improvements are important factors along with management support. The lack of periodic training of personnel,

tracking progress, reflection and demonstration of their own example by management, as well as the lack of constant support for employees at every stage of implementing changes, can lead to the fact that company employees will have self-doubt, low motivation and emotional burnout. And as a result, the ultimate goal, building Agile culture and increasing efficiency, cohesion, and maturity formation, will not be achieved.

However, the organization of training and implementation of changes within the company should be started systematically, gradually introducing new values, beliefs, consolidating them within the company and only then move on to the next innovations, if necessary. The introduction of changes towards building Agile corporate culture requires a systematic approach, as well as the participation of all stakeholders, including senior management, line management, employees of all departments, which together will cover all aspects that need to be modified and consolidated in order to form Agile culture and bring the company to a new qualitative level.

## Conclusion

It is obvious that a strong corporate culture, values that are shared by all employees in the company, are one of the most important tool for improving work efficiency and business development in general. The presence in employees, and in the absence of key qualities, such as maturity, independence, responsibility, self-discipline. In this study, an attempt was made to demonstrate, using the example of a marketing agency, what obstacles a company may face on the way to building Agile corporate culture in an area that is not classic for Agile. To identify what features of change management exist when implementing Agile culture and what obstacles, at what stages HR manager or a business owner may face.

Based on fieldwork analysis, it can be argued that by developing Agile culture, company can improve work results. However, there are many nuances that are important to consider on the way to implementing changes. One of the problems is the human factor, insufficiently developed software and hard skills, In addition, it takes time to form Agile culture, since changing culture also implies a revision of past beliefs, views related to human relationships, a willingness to change thinking, showing flexibility in changing work processes. There is a high risk of emotional burnout due to radically introduced changes, lack of conditions for the introduction of changes. On the contrary, step-by-step involvement, following the change implementation plan, building trust-based transparent communication, can contribute to progress towards building Agile culture. In addition, there is a danger, due to lack of maturity, manipulation by employees, when transparency, openness and trust can be used for personal unscrupulous purposes, therefore, awareness of everyone in the process of developing Agile is important. At this stage of inculcation of Agile culture, an interesting paradox has emerged on the example of a marketing company:

- all agency's employees are young, on average from eighteen to twenty eight, thus it would seem, they should adapt relatively quickly to changes, but resistance is still encountered in the process of changes;
- despite the fact of top management support and desire for changes, it also lends itself to changes at a slow pace.

In order for Agile culture to develop and take root, it is necessary to approach this process comprehensively, covering all processes, attracting new employees, guiding candidates through the prism of formed values and working to improve the quality of skills of existing employees, which in turn will contribute to improving the quality of the product or service provided. It is important to identify gaps in knowledge, train staff in order to increase the confidence of both employees themselves and management, who will have to trust employees with the quality of a product or service. This requires, in addition to material investments and intellectual resources. Since any development requires significant investment and time, therefore, teamwork, work on improving engagement and leadership support are important here.

The advantages and disadvantages analyzed in this study are closely interrelated and require an integrated approach. As mentioned earlier, the development of common values and the formation of a strong corporate culture, in this case Agile, has a positive impact on the development of people and business. Systematic work on the implementation of changes, professional development of employees, and hence the quality of services or products, will contribute to the formation of customer loyalty. By winning the loyalty of your employees, it is possible to win the loyalty of customers by maintaining a high level of engagement.

As mentioned earlier, measures to implement changes should be carried out in stages, comprehensively and systematically, gradually introducing values, new beliefs, a communication strategy, consolidating them within the company and only then moving on to

the next innovations, if necessary. And it is also necessary to use every opportunity to get feedback, even if this feedback comes from dismissed employees. It is expected that the previously mentioned exit interview in this company will become an excellent tool for collecting additional analytics and honest feedback.

Currently, work on the formation of a strong Agile culture in the company is still underway and the data provided from surveys, interviews, performance and potential assessments already allow the company to achieve results higher than they were before. For example, using the Kanban methodology allowed focus on transparency, which means taking responsibility for the overall result. Systematically conducted one-to-one meetings gradually build a bridge of trust between the manager and the employee, as evidenced by the caring feedback of employees who, during the interview, point out both the pros and cons of the change process. It is expected that the courses on the development of soft skills that managers take, further sharing knowledge with employees and the ongoing rallying trainings, will take results. Efficiency improvement can be achieved only through cohesion, understanding of a common goal, sharing values, awareness and recognition of failures, and the ability not only to learn new work techniques, but also to form resources for self-improvement and significant changes in one's beliefs. Otherwise, the company will either stagnate or micro-cultures will take root within the company, thereby introducing fragmentation and knocking the focus off the overall global goal of the company.



## BIBLIOGRAPHY

Cameron K., Quinn R. (2006). Diagnosing and Changing Organizational Culture, Revised Edition, Jossey-Bass A Wiley Imprint

Desker T., Anselm A. (2019). "The Agile Way of Working" [online]. Available from: <https://www.csc.gov.sg/articles/the-agile-way-of-working> [Access 10 Sep, 2021]

Ehring R. (2021). "Why Most Agile Transformations Fail" [online]. Available from: <https://evolutionaryleadership.nl/leadership/why-most-agile-transformations-fail/> [Access 10 Sep, 2021]

Hayes J. (2014). The Theory and Practice of Change Management, Fourth Edition, PALGRAVE MACMILLAN

Haunst S. (2019) "ADVANTAGES AND DISADVANTAGES OF AGILE SOFTWARE DEVELOPMENT" [online]. Available from: <https://stephenhaunts.com/2014/12/19/advantages-and-disadvantages-of-agile-software-development/> [Access 15 Sep, 2021]

Highsmith J. (2001). "History: The Agile Manifesto" [online]. Available from: <http://agilemanifesto.org/history.html> [Access 10 Sep, 2021]

Keith B. (2021). "Advantages and Disadvantages of Scrum Methodology" [online]. Available from: <https://www.invensislearning.com/blog/scrum-methodology-pros-and-cons/> [Access 18 Oct, 2021]

Kniberg H., Skarin M. (2010). Kanban and Scrum - making the most of both, C4Media, Publisher of InfoQ.com.

Lamelas A. (2018) "Top 5 main Agile methodologies: advantages and disadvantages" [online]. Available from: <https://www.xpand-it.com/blog/top-5-agile-methodologies/> [Access 30 Nov, 2021]

McKinsey's (2019). "The journey to an agile organization" [online] Available from: <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/the-journey-to-an-agile-organization> [Access 4 Dec, 2021]

Shane E. (2004). Organizational Culture and Leadership, Third Edition, Jossey-Bass A Wiley Imprint

Sutherland J., Schwaber K. (2010). "The 2020 Scrum Guide™" [online]. Available from: <https://scrumguides.org/scrum-guide.html> [Access 10 Sep, 2021]

## Appendix

### 1. Interview questions for company Director, Project managers, Graphic Designers, Copywriters, TikTok managers, moderators, art-director, creative-director, content-director, producer, cameraman, photographer - March 2022:

1. Why do you think corporate culture is important for the company?
2. Whose support is important on the way to building a culture? And to what extent?
3. What can each of us can do to develop Agile culture?
4. Are you sharing new company's values?
5. Does the company invest enough in your development?
6. What is your relationship with a direct manager/employee?
7. What would you correct/add to the communication process with a direct supervisor/employee?
8. Do you feel appreciated?
9. How can the company improve the quality of its services?
10. What is the value of the services provided for you and for the client?
11. What steps can managers take to improve the work process, communication?
12. What steps can you take to improve the work process, communication?
13. How long does it take you now to complete a particular task?
14. What do you lack to complete tasks quickly and efficiently?
15. What pros and cons can you highlight when working on Kanban methodology?
16. Are you satisfied with the quality and objectivity of the feedback you receive?

### 2. Performance Evaluation Form

Review Period: from 5<sup>th</sup> Jan, 2021 to 5<sup>th</sup> Apr, 2021

Employee name: \_\_\_\_\_

Position: \_\_\_\_\_

Department: \_\_\_\_\_

Direct Supervisor: \_\_\_\_\_

Date of assessment 180: \_\_\_\_\_

### **The Purpose of the Formal Form of Performance Evaluation**

Providing employees with feedback and guidance is essential for the company's culture, as well as for guiding employees in their growth and development and involving them in the success of the company.

The formal form of performance evaluation serves as a tool for managers to record and exchange information with employees and/or summarize messages, received during the evaluation period. Measures to improve low productivity should be taken immediately.

Managers should fill out and discuss this form with their employees and send it to HR manager, who will use 9 Boxes Matrix and then will give you recommendations.

### **Section 1 Core Competencies/Expected Behaviors**

According to the company's strategy, culture and values, certain competencies and behaviors are expected from all employees (listed below). At the end of the verification period, the manager must indicate whether the employee demonstrated such behavior or not. If the score for any of the expected behaviors is low or average, the manager and the employee should draw up a behavior improvement plan (individual development plan).

***During the evaluation, it is important to take into account the entire period, not succumbing to vivid cases that occurred at the beginning of the period, in the middle or at the end. The goal is to identify the average for the entire period.***

Core Competencies/Expected Behaviors	Manager Grade & Indicators	Employee Self-assessment Grade & Indicators
Timelines of assigned works	<p>1 - demanding development: Does not fulfill the assigned tasks on time</p> <p>2 - in process of developing: Performs tasks on time with constant outside supervision</p> <p>3 - middle developed: Performs tasks on time, but sometimes outside supervision is needed</p> <p>4 – developed: Performs all tasks on time without additional control</p> <p>5 – advanced: In a short time, it performs several tasks with high quality at the same time</p>	<p>1 - demanding development: Does not fulfill the assigned tasks on time</p> <p>2 - in process of developing: Performs tasks on time with constant outside supervision</p> <p>3 - middle developed: Performs tasks on time, but sometimes outside supervision is needed</p> <p>4 – developed: Performs all tasks on time without additional control</p> <p>5 – advanced: In a short time, it performs several tasks with high quality at the same time</p>
Quality of work	<p>1 - demanding development: Usually the work must be significantly</p>	<p>1 - demanding development: Usually the work must be significantly</p>

	<p>redone</p> <p>2 - in process of developing: The work sometimes significantly redone</p> <p>3 - middle developed: Employee ask advices and performs work satisfyingly</p> <p>4 – developed: The work is good quality.</p> <p>5- advanced: The work is perfect done with unexpected better suggestions, advices, alternatives</p>	<p>redone</p> <p>2 - in process of developing: The work sometimes significantly redone</p> <p>3 - middle developed: Employee ask advices and performs work satisfyingly</p> <p>4 – developed: The work is good quality.</p> <p>5- advanced: The work is perfect done with unexpected better suggestions, advices, alternatives</p>
	<p>1 – demanding development: Mediocrity, active using templates</p> <p>2 – in process of developing: Doesn't provide ideas for improving processes</p> <p>3 – middle developed: Provides ideas for improving processes</p>	<p>1 – demanding development: Mediocrity, active using templates</p> <p>2 – in process of developing: Doesn't provide ideas for improving processes</p> <p>3 – middle developed: Provides ideas for improving processes</p>

	<p>4 – developed: Provides ideas for improving processes inside and outside of its functionality and is involved in the process</p> <p>5 – advanced: Introduces innovative ideas for improving processes and encourages others to do so</p>	<p>4 – developed: Provides ideas for improving processes inside and outside of its functionality and is involved in the process</p> <p>5 – advanced: Introduces innovative ideas for improving processes and encourages others to do so</p>
Customer focus	<p>1 – demanding development: Doesn't ask questions to clarify customer needs. Doesn't solve customer problems</p> <p>2 – in process of developing: Demonstrates active listening skills, ask basic work questions to client. Solves partially clients' problems</p> <p>3 – middle developed: Demonstrates active listening skills, but does</p>	<p>1 – demanding development: Doesn't ask questions to clarify customer needs. Doesn't solve customer problems</p> <p>2 – in process of developing: Demonstrates active listening skills, ask basic work questions to client. Solves partially clients' problems</p> <p>3 – middle developed: Demonstrates active listening skills, but does</p>

	<p>not ask additional questions for in-depth clarification of the client's need. Solves the client's problems within the framework of established rules</p> <p>4 – developed: Demonstrates active listening skills, asks clarifying questions to identify client needs. Solves customer problems with extra effort</p> <p>5 – advanced: Expands and shapes the needs of current and future customers. Directs others to exceed customer expectations</p>	<p>not ask additional questions for in-depth clarification of the client's need. Solves the client's problems within the framework of established rules</p> <p>4 – developed: Demonstrates active listening skills, asks clarifying questions to identify client needs. Solves customer problems with extra effort</p> <p>5 – advanced: Expands and shapes the needs of current and future customers. Directs others to exceed customer expectations</p>
--	--	--

**Section 2. Manager’s Feedback. Achievements and areas for improvement.**

The employee and the manager can leave feedback on the above assessments, recognize the significant strengths and achievements noted during the reporting period, note plans for further development of these strengths and make a plan to improve any behavior that requires improvement.



Core Competencies/Expected Behaviors	Comments
Timelines of assigned works	
Quality of work	
Creativity	
Customer focus	

Employee's Comments

Core Competencies/Expected Behaviors	Comments
Timelines of assigned works	
Quality of work	

Creativity	
Customer focus	

**Section 3** Goals and objectives for the next reporting period

In this section, it is necessary to list the goals and objectives jointly developed by the employee and the manager at the end of this verification period, which should be achieved during the next verification period. These goals and objectives should be compiled according to the SMART system, after analyzing past achievements.

Goals and Objectives for the Next Review Period	
1	
2	
3	
4	

5	

**Section 4 Individual Development Plan**

Identify any experience or training opportunities that will contribute to the professional development of the employee and his high productivity. Here you can use: training, advanced training, courses, books, trainings, on-the-job training. It is necessary to be specific and be sure to specify the time frame in which this or that training should take place.

Period	Goal/Task	Method of Improvement (trainings, books etc.)	Measurement	Actual Result

**Section 5 Final Comments and Signatures**

Supervisor Final Comments:

---

---

---

Supervisor Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Employee Final Comments, Agreement or Disagreement:

---

---

---

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

HR manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### 3. Score-card by values when hiring new employees

We ask questions, and each interviewer puts his score on each maturity, assessing MATURITY, OPENNESS, DYNAMISM, DEVELOPMENT, HONESTY from 1 to 10. Next, we will deduce the total (average) score for each value and get closer to understanding how much a person suits us.

We can discuss the points awarded if opinions differ greatly.

from 1-5 - not suitable

from 6-8 - average match, there is something to work

on from 8-10 - perfect match

Values	Questions that allow you to identify a particular value	Evaluator No. 1 (Name )	Evaluator No. 2 (Name )	Evaluator No. 3 (Name )	Total score for each value
--------	---	-------------------------	-------------------------	-------------------------	----------------------------

<p>Maturity (Experience, Awareness, Responsibility)</p>	<p>1. Tell us about your work experience? How do you rate it? What did the experience you gained give you or take away? What do you value in people and why? What do you think is important for building effective relationships?</p> <p>2. Tell us about your approach to work, how do you build the process of working with multitasking? How do you determine this or that priority? What gives you the performance of a particular task? How do you feel when you have completed the task 100% and when you did not cope to the end (did not meet the deadline)? In your opinion, what reasons can there be when the work is not done on time? What would you do to improve the situation? How do you imagine the pace of work in the agency?</p> <p>3. What is criticism for you? How do you feel about her and how do you work with her? How do you divide criticism into constructive and non-constructive?</p>				
<p>Openness (Opportunities, Changes)</p>	<p>How would you like to realize yourself in life? Who do you see yourself in six months, a year? Have you ever thought about changing direction (in the future or already now)? If so, for what and why? If not, why not? What will you do to become a professional in a new direction? What will you do to grow as a professional in your field?</p>				
<p>Dynamism (Speed, Determination, Flexibility)</p>	<p>1. At what pace do you work effectively? What tools/techniques do you use to make the result of your work pleasing? What kind of training do you prefer and consider the best (traditional: university, trainings, courses)? Why?</p> <p>2. What inspires and motivates you while working? What short-term and long-term goals would you like to achieve? Why exactly these goals? What will they give you?</p> <p>3. What will you do if you realize in the process that the intended goal is moving away (or has ceased to be relevant)?</p>				

<p>Development (Growth, Training, Goal Setting)</p>	<p>1. What does development mean to you? What skills do you think you need to develop? How would you develop them? Why do you need to develop these skills? 2. Are you engaged in self-development? What do you need it for? How do you understand that the training was useful?</p>				
<p>Honesty (Transparency, Directness, Sincerity)</p>	<p><b>First of all, we observe how a person answers questions, whether he evades the answer or answers openly.</b> 1. What kind of feedback from the manager would you like to receive? Why? If you were a manager, how would you form and present feedback to an employee, for example, who is generally good, but periodically delays work? If your work is rated as average, what will you do, how will you react, what arguments will you use? 2. What can you praise your past manager / colleagues / with whom you worked on the project / client? Have there been any failures at work? Why? Remembering this experience, what would be corrected to improve the situation? Why do you think it didn't work out then?</p>				

