

Agility in HR Leadership: Adapting People Strategy to Change

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Jennifer Montenegro-Villanueva is an Assistant Professor and a passionate academic who aspires to become an acclaimed author and researcher. A Cum Laude graduate of Bachelor of Science in Business Administration, majoring in Management, from Isabela State University (2004), she completed her Master's in Business Administration at the same university (2015). She holds a Professional Teaching License (Board for Professional Teachers, 2015) and is also a candidate for a Doctor of Business Management at Saint Paul University of the Philippines. Ms. Villanueva has extensive experience in curriculum delivery, student mentoring, and academic program implementation.

Agile leadership is a dynamic framework for managing teams and organizations through cooperation, flexibility, and responsiveness to change. This is essential for Supporting Organizations' Human Resource Management (HRM) to navigate economic volatility, technological change, and shifting employee expectations. Therefore, agile leaders model an organization's ability to create a culture that embraces change and enables their teams to operate in uncertain environments.

HR plays a central role in supporting agile leadership. For example, there will be open communication, employee empowerment, and collaboration among employees. Additionally, by fostering an innovative culture that allows employees to share their ideas freely and take risks, the organization will not only survive but also thrive during rapid change. HR is aligned with agile principles; therefore, employees will be motivated, adaptable, and committed to organizational goals.

The role of HR has also shifted from traditional personnel management to one of a strategic partner. HR ensures that the organization's policies, training, and programs support the achievement of the organization's objectives. HR provides employees with the skills necessary to respond quickly to a changing market; therefore, it enhances employees' adaptability and the organization's while creating an employee base capable of addressing the market's dynamic nature.

Agile leaders model adaptability; therefore, they set the example for their teams to accept and embrace change rather than resist it. Agile leaders support continuous learning and improvement by viewing mistakes as opportunities for growth. Thus, this aspect of feedback will help align teams with the organization's objectives while allowing them the flexibility to operate in a rapidly changing business environment.

Technology is a major force behind the transformation of HR's practices in organizations with agile leadership. For example, digital tools, real-time communication technologies, and data-driven decision-making will improve HR's ability to monitor employee performance, employee engagement, and organizational workforce trends. It allows HR to make data-driven decisions about employee development, human resource allocation, and employee performance management, thereby creating a more responsive and productive workforce.

The process of reframing an organization's people strategy aligned with agile leadership focuses on creating a culture of growth, collaboration, and openness to giving and receiving feedback. Therefore, employees need to feel empowered to share their ideas, try new things, and learn from their failures. Consequently, organizations that actively incorporate employee input into their decision-making processes will benefit from increased engagement, innovation, and fulfillment of business objectives.

Agile performance management also supports this process by replacing rigid performance evaluation cycles with flexible, ongoing feedback. In addition, agile performance management provides employees with adaptive, measurable goals, enabling them to adjust their performance to meet new and changing priorities. Providing continuous feedback and clear metrics will foster accountability, ownership, and motivation, and create a culture of learning and growth.

Therefore, embedding agile leadership in an organization's HR practices enables it to be responsive to change while promoting employee engagement, innovation, and productivity. Therefore, by aligning leaders, HR strategies, technology, and performance management to support any organization, it can build and promote a proficient, confident, and dedicated workforce capable of achieving lasting success in a fast-changing and unpredictable business environment.

Reflection

As I reflect on my experiences as both an academic and a practitioner in business administration, I see that agility has been key to my success in navigating

uncertain environments, particularly in HRM. The opportunity to combine my roles of teaching, mentoring students through their studies, conducting research to contribute to current thinking on HRM, and caring for my family has required a high level of flexibility, responsiveness, and adaptability. Pursuing advanced degrees while simultaneously managing my academic responsibilities has required me to regularly prioritize, adjust my approach to achieving my objectives, and continually learn. These are all key elements of an HRM system that would be characterized as agile.

In my academic career, my activities in curriculum development, student mentoring, and program delivery have reinforced the need for HRM systems to anticipate change, respond quickly to evolving needs, and foster a supportive environment that encourages collaboration and growth. My experiences thus far have made me realize that agility is not simply about moving quickly; rather, it is also about making thoughtful, adaptive, and sound decisions that will positively impact both the people and the organizations within which they exist.

From my experiences as a researcher and writer, particularly in HRM and compensation administration, I have learned that agility includes innovation and the ability of HRM systems to respond to changes within organizations, the industries in which they operate, and the stakeholders who comprise their workforce. Developing evidence-based research and practical guides to support my research has required me to stay informed about the latest trends in organizations and the industries in which they operate, as well as the needs of the stakeholders who comprise their workforces. By incorporating the information I gained from my research and stakeholders' needs into my plans, I ensure I provide solutions that can adapt to changing stakeholder needs and continually meet them. Being recognized for my research has reinforced for me that agility within HRM systems is not only about processes but also about empowering people, pursuing continuous improvement, and ensuring that strategies are aligned with the realities of the world in which we live. As a scholar and practitioner, I have the opportunity to model and promote agility in HRM systems, and I will use this opportunity to help ensure that both organizations and individuals can thrive in an ever-changing environment.