

Using an agile approach in human resource management – a theoretical approach

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Abstract

The purpose of the article is to identify the differences between agile and traditional management methodologies and to identify the application of agile methodologies in HRM. As there are very few publications on the application of agile in HRM, the article uses a thematic literature on the subject. Three research questions were posed. Agile in the context of HRM means an approach based on adaptability, collaboration and commitment to continuous improvement. Agile in the field of HRM and refers to a new, bottom-up style of work that aims to foster effective communication and decision-making processes. The approach provides the ability to adapt to changing project assumptions and dynamic environments. Methodologies derived from agile provide a comprehensive framework through which teams can adapt practices to the specific needs and dynamics of the organization. The application of the agile approach in the area of HRM and employer branding has a positive impact on the projects implemented and initiatives undertaken in the aforementioned arena, which is in line with noticeable global trends. Filling the identified research gap, which is the comparison of 5 agile practices in HRM.

Keywords

agile management, human capital management, human resource management

Introduction

There are publications and studies in the literature on the subject on both traditional project management methods [Ćwik and Lichtarski, 2022; Liebert, 2017], and agile methods [Aguanno, 2008; Altuwaijri and Ferrario, 2022; Gerona and Ocampo, 2023]. It is much less common to see cross-cutting publications comparing both approaches [Kisielnicki and Misiak, 2017; Kurniawan and Asis, 2025]. In contrast, an identified research gap is the application of agile methodology in HRM [Hasan et al., 2021; Żółkiewicz et al., 2021; Sharon and Aggarwal, 2025].

Accordingly, the purpose of this article is to identify the differences between agile and traditional management methodologies and to identify the application of agile methodologies in HRM.

The article poses the following research questions:

1. What are the key differences between agile and traditional project management methodologies?
2. What role does an agile practice play in effective human resource management?
3. What agile tools can be used in the area of human resource management?

Since there are very few publications on the application of agile in HRM, the article uses a thematic literature on the subject review.

The article is divided into four parts, in which the authors aim to find answers to the research questions posed. The first part is devoted to comparing traditional and agile project management methodologies. The second part is an introduction to agile management in HRM. The third part will present the characteristics of the agile practices in HRM. The last part is a presentation of the tool of agile management in HRM.

After the theoretical part, conclusions, limitations of the study and further research directions are presented.

1. Comparison of traditional and agile project management methodologies – the prototype of agile HRM

Understanding and applying effective project management methods is becoming crucial for organizations that seek to achieve success, growth and satisfaction of their stakeholders. This is because the aforementioned methods allow them to better plan, control, deliver value and effectively deal with an increasingly demanding business environment.

Traditional project management methodologies, often considered the classic approach, are based on a sequential and linear approach to project execution. They are characterized by a sequence of activities and well-defined phases, such as defining, planning, executing, monitoring and closing. The phases follow one another in a series, one after the other, which is why traditional project management methodologies are referred to as *waterfall*. Decisions are made at the beginning, and changes during the project are difficult to implement. Traditional methodologies use long-term planning, where all tasks and resources (including budget) are allocated in advance, and risk management often boils down to identifying potential risks at an early stage and eliminating or minimizing them. In addition, the traditional approach assumes that the scope of the project will not change [Liebert, 2017].

The situation is different with agile methodologies. Unlike the classical approach, they are distinguished by their flexibility and adaptability, and make it possible to respond to dynamically changing customer requirements [Ćwik and Lich-tarski, 2022]. When the guidelines and expectations of the customer change, the project team adopts new information and adjusts both the scope of the project and the way the work is organized. Agile methodologies introduce a new philosophy of project management that is based on adaptation, collaboration and continuous improvement. Instead of a rigid plan, they promote iterative and incremental delivery of value to the customer. Changes in project scope are treated as a natural part of the process. This allows for flexibility in responding to customer needs, optimizing delivered functionality and adjusting priorities. The entire structure of the work organization has a completely different dimension, focusing on transparency and team involvement [Liebert, 2017]. The key differences between traditional and agile project management methodologies are shown in the table below (tab.1).

Tab. 1. Comparison of traditional and agile project management methodologies

Criterion	Traditional methodologies	Agile methodologies
Orientation to	Processes	People
Domain	Predictable	Unpredictability, search
Documentation	Extensive, complete documentation	Minimal, only when necessary
Quality	Resulting from a formalized process	Resulting from customer evaluation
Action style	Linear	Iterative
Organization	Managed teams	Self-organized teams
Advance planning	High/whole schedule created at the very beginning	Low/ongoing
Attitude to change	Sustainability	Adaptive, continuous change possible

Requirements priorities	Frozen in the project plan	Based on business values, constantly updated
Management style	Centralized, often autocratic	Decentralized
Leadership	Control	Collaboration
Performance measure	Plan	Business value
Return on investment (ROI)	Calculated at the beginning (projected) and at the end of the project	Analyzed over the course of the project

Source: [Kisielnicki and Misiak, 2017].

2. Introduction to agile management at HRM

Agile was born as a result of the evolution and sharing of experiences among many practitioners and organizations that sought to improve the efficiency of project management. Its origins can be traced back to the 1990s, when new approaches and methodologies began to emerge that promoted flexibility, adaptability and valuable product delivery. In 2001, a group of 17 software development professionals, during a casual stay at a ski resort, debated agility in the field, resulting in the Agile Manifesto. Agility is essential for an agile organisation, and the attributes of workforce agility include adaptability, flexibility, collaborative, competent and informative [Muduli, 2013, pp. 55-65].

Although originally focused on the field of software development, today it is a reference point for many agile practices, transcending technical disciplines [Żółkiewicz et al., 2021].

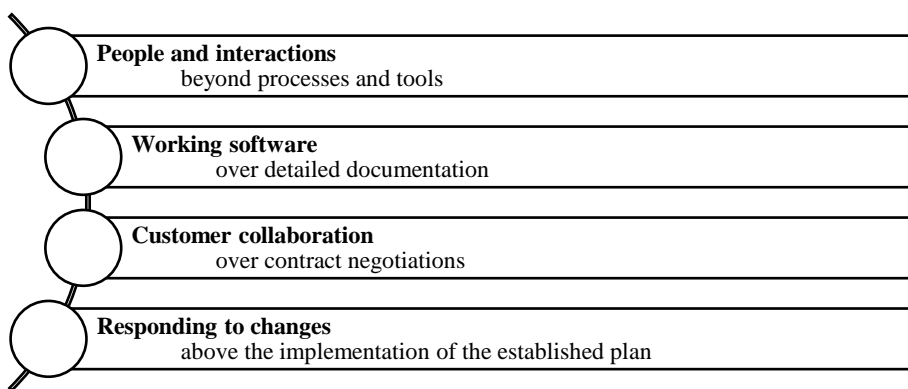


Fig. 1. Agile Manifesto

Source: own compilation based on [Agile manifesto, ND]

The Agile Manifesto (fig. 1) focuses on four assumptions commonly accepted in the context of agile project management methodologies, which define the key values valued by the signatories. The document notes that practicing and supporting others in processes allows one to discover entirely new methods of doing the same work. As a result of experience, the authors recommend that more value be placed on [Wrike, ND]:

- people and interactions over processes and tools - processes and tools are meant to support the achievement of goals, not get in the way, which is why it is so important to adapt them to current needs and challenges; greater importance is placed on communication, collaboration and engagement of project teams;
- working software over detailed documentation - it is more important to provide valuable and working solutions that meet the customer's needs; a full-fledged product will allow feedback to be obtained and used to implement improvements;
- cooperation with the customer over contract negotiation - close cooperation with the customer enables a better understanding of the customer's needs, adaptation to changing requirements and more effective delivery of value; cooperation with the customer is a guarantee of the aforementioned value of solutions and requires a high degree of flexibility, among other things, to change the original arrangements;
- Responding to change over and above the implementation of the established plan - agile implies "planning when necessary and as late as possible"; the priority is to achieve the maximum value of the work - awareness of the vision and goals already at the general level allows adjusting activities to achieve them.

According to the definition, agile is "a mindset, a philosophy of working based on small, interdisciplinary and self-organizing teams, frequent adaptation and providing valuable, simple and innovative solutions that meet the needs of their audience" [Żółkiewicz et al., 2021, p. 10]. An agile mindset is therefore the basis for building and implementing agility, the absence of which means that the actions taken will only produce short-term results [Kuimet, 2019].

The Agile Mindset is based on the tenets of empiricism, according to which cognition is based on preceding experience. In the empirical process, value is derived through regular inspection and making necessary improvements. Work takes place at regular intervals and decisions are made based on the data and experience collected, making empiricism work well in conditions characterized by complexity, unpredictability and ambiguity (fig. 2) [Shwaber and Sutherland, 2020]. Agile Mindset

reflects this philosophy, emphasizing experimentation, iteration and experiential learning.

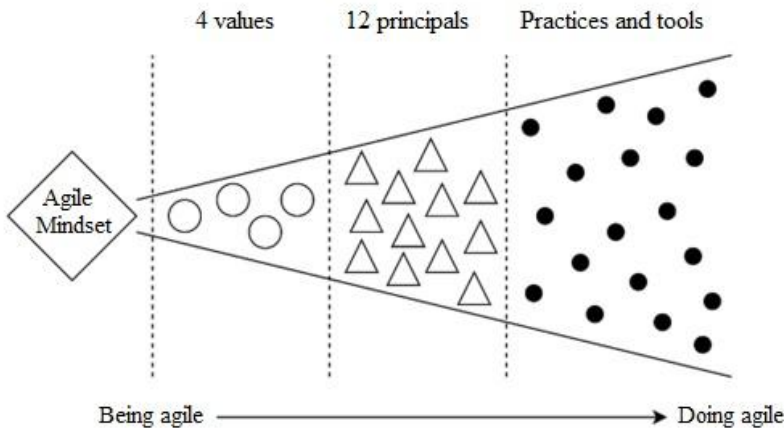


Fig. 2. Relationship between Agile Mindset and agile practices and tools

Source: own compilation based on [Żółkiewicz et al., 2021, p. 11].

The new "agile HR" approach, marks a departure from conventional HRM practices. As organizations seek to adapt to the rapidly changing dynamics of today's workforce and business environment, HR professionals are being forced to rethink their strategies. The traditional hierarchical structure of HRM is undergoing a transformation as the paradigm shifts to one that is more flexible and inclusive [Villanova University, ND].

T. Brower and L. Bernard point out that although agile's roots are in the technology industry, agile translates well to HRM practices. Among other things, HR teams can model values that put people first (as outlined in the Agile Manifesto for HR), include internal customers in processes, or ensure that they can provide regular feedback on the support and leadership provided by the HRM department. T. Brower and L. Bernard described a number of agile tools and methodologies that can be applied to HR, including Scrum and Kanban. In addition, they pointed out that the scale of an organization need not be an obstacle to implementing agile. Whether HR departments operate in expansive corporations, mid-sized companies or smaller firms, the potential benefits of implementing agile remain available. A key factor is fostering comprehensive organizational commitment [Ambalavanan, ND].

By implementing agile practices, HRM teams can quickly adapt to changes, ensuring they are aligned with business requirements. The most frequently cited reason (53%) was the ability to support the organization during its agile transformation. Agile methodologies permeate the entire structure, and the adoption of their practices enables teams and HRM professionals to assist in the broader transformation of the enterprise by aligning processes to improve performance. According to nearly half of the survey participants (49%), the next key reason for introducing agile into HRM is the need to implement self-organization and interdisciplinarity in HR teams [Cappelli and Tavis, 2018a]. By introducing these aspects into HRM teams, organizations can improve collaboration, break down so-called silos and create an environment that promotes innovative thinking and adaptive problem solving. Working in self-organized and multidisciplinary teams along with the ability to support organizations in agile transformation were again identified as key reasons for introducing agile into HRM in the second edition of the 2022 survey. The third became greater clarity of roles within the team [Stateofagilehr, 2022].

According to the Annual State of Agile Report In 2020, only 6% of respondents identified the HR field as an area where agile had been introduced. A year later, the percentage of respondents indicating the adoption of agile methodologies and practices in the HRM field increased to 16% [Digital Ai, 2021]. This tendency may indicate a broader understanding that the principles behind agile regarding flexibility, collaboration, iterative improvement and customer focus can be effectively used to improve HRM operations. By adopting agile methodologies, HR departments can better respond to the changing needs of the organization, facilitate interdisciplinary teamwork, empower employees and adapt their processes to changing circumstances.

3. Characteristics of agile departure in HRM

The global movement toward agile management and the associated interest in agile HR exemplify a paradigm shift in how organizations approach work and management [Cappelli and Tavis, 2018b; Ambituuni et.al, 2021, pp. 170-182]. As companies seek to remain competitive in a rapidly changing world, the adoption of agile practices has become essential to their survival and growth. The transformational impact of agile management on the world of work is undeniable and growing, as more and more entities recognize its value and adopt its principles [McMackin and Hoffernan, 2021; Szydło et al., 2024].

The Agile Manifesto for HR follows the Agile Manifesto, however, due to the technical nature of the original, it was decided to create an equivalent in terms of HR

management to reflect the role of HR in agile organizations. It emphasizes the importance of working with internal customers, i.e. employees and leaders of the organization. By focusing on delivering value to these stakeholders, HR becomes more effective in meeting their needs, leading to better employee satisfaction and increased business performance. The Agile Manifesto for HR emphasizes building engaged teams. By fostering employees' autonomy, cooperation and participation in decision-making, HR creates an environment that inspires and engages them, so they are more willing to put in more effort, are loyal to the organization and feel that they have a real contribution to make in achieving better and better business results [McMackin and Heffernan, 2021].

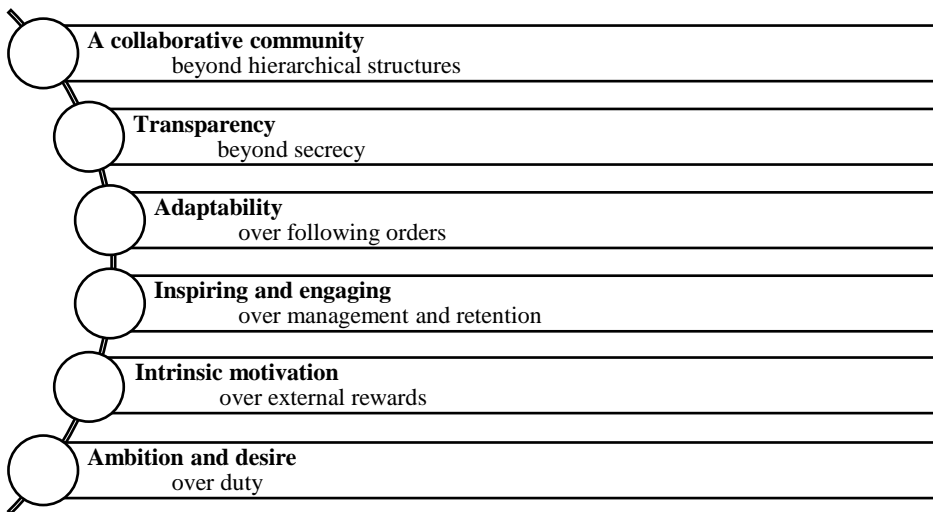


Fig. 3. Agile Manifesto for HR

Source: own elaboration based on [Żółkiewicz et al., 2021, p. 24]

The Agile Manifesto for HR promotes an organizational culture that creates space for experimentation and continuous improvement, with a high tolerance for mistakes. This makes organizations more flexible, able to adapt quickly and create and implement innovative practices. The values shown in Figure 3 therefore imply changes in the way human resource management solutions are created. Unlike the traditional style of work, the new approach focuses more on real problems and their identification at the source, not on central planning (fig. 4). The new style of work involves HRM teams moving from the role of executor to that of facilitator, whereby

the communication process can be improved and employees and leaders are given real support in conducting HR processes [Żółkiewicz et al., 2021].

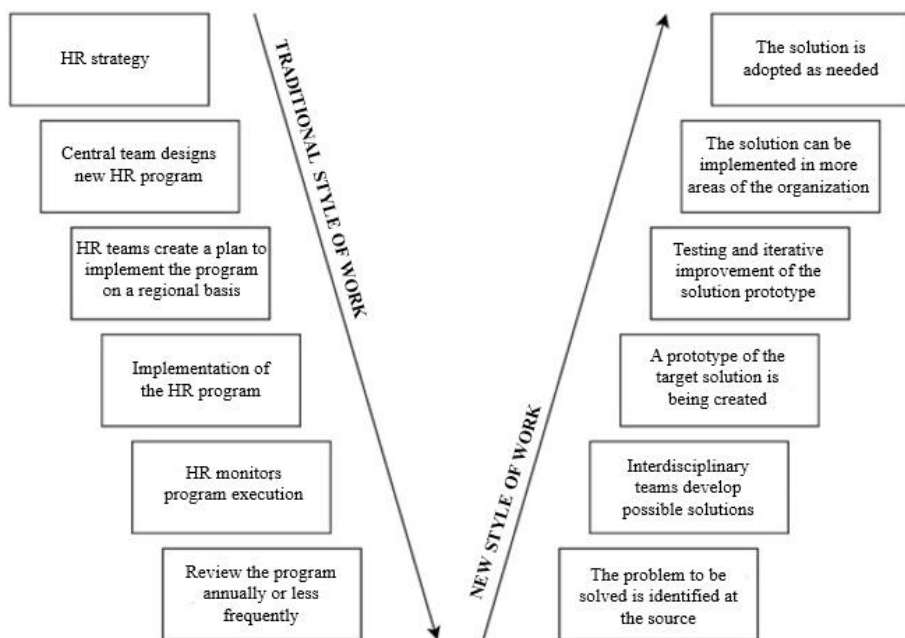


Fig. 4. Traditional and new approaches to creating HR solutions

Source: own compilation based on [Żółkiewicz et al., 2021, p. 26]

Agile in HRM focuses on a bottom-up approach to support effective communication and decision-making processes. It works proactively, implementing necessary processes based on specific needs. HR professionals, who are so-called T-shaped employees [Wigmore, 2017], are able to take on multiple roles, focusing primarily on value stream-based HR practices. They have a diverse skill set and can move seamlessly between different areas of the organization. Intrinsic motivation plays a key role, and the goal is to support and coach organizational agility. By tapping into this motivation, HR professionals can facilitate the growth and development of employees, creating an environment where individuals feel valued, empowered and inspired to make their best contribution to the organization. In this context, the role of HR goes beyond traditional administrative functions and takes a more strategic approach. To ensure continuous improvement and learning, agile HR emphasizes

the importance of frequent feedback loops. By soliciting feedback and providing it in a timely manner, HR teams can identify areas for improvement, address challenges and optimize HR practices to better serve the organization and its employees [Ranasinghe and Sangaradeniya, 2021].

A human-centered approach is the basis of agile organizations, where people are at the forefront of all activities. They need to feel connected to goals, be willing to go the extra mile and not be afraid to take on challenges [Cappelli and Tavis, 2018b]. This, in turn, underscores the need for employer branding. Organizations need to take steps that make current employees want to stay with them, and be compelling in how they want to be perceived by potential candidates and what unique qualities they offer that would make people choose them over other options [Gray and Brian, 2017, pp 4-6]. It is crucial to recognize that the choice is not solely in the hands of the organization - candidates are also the ones who choose which company they want to join. Given the key role of employer branding in attracting and retaining top talent, authors of literature on the subject and academic publications are increasingly emphasizing the importance of introducing agility in the area of employer branding [Klewes et al., 2017].

By emphasizing the human aspect and demonstrating an authentic and engaging employer brand, organizations can establish strong ties with individuals, fostering a sense of belonging and loyalty. This contributes to building efficient and effective teams and creating an environment where individuals are motivated to do their best and actively participate in the organization's success [Żółkiewicz et al., 2021].

4. Agile management practices in HRM

With the growing demand for modern and innovative solutions, agile has gained popularity as an effective means of supporting organizations in achieving their goals. Here a selection of agile tools and methodologies that are successfully applied in the field of human resource management will be presented [Varshney, 2020, pp. 89-105].

4.1. Employee Journey Map

Employee Journey Map is a tool that is a combination of Candidate/Employee Journey Map and Employee Experience Map. It allows you to understand and consider the full range of the employee experience - from the first interactions with people who are not yet employed to the moment when employees leave the organization. The Employee Journey Map makes it possible to identify and understand all points

of contact between the candidate and employee and the company. It serves as a kind of signpost whose role is to set the direction for further action. With this tool, HRM teams can look at the entire cycle of the employee experience, including the recruitment, induction and development process, as well as parting with the employee. In addition, they can focus on improving the key areas that have the greatest impact on satisfaction, engagement and loyalty to the organization. The Employee Journey Map allows grouping and specifying HRM products on the basis of which teams can provide valuable solutions, thus taking an active part in achieving business goals [Żółkiewicz, 2019]. The work on HRM and employer branding products must not lack ideation, i.e. the stage during which the scope of work, capabilities or needs are identified. In contrast to the culture of project work, the product approach assumes that it is a process that can take place continuously and with varying degrees of intensity, in parallel with the development of the product, not just in the initial phase of the work. As a result, HR product development teams constantly strive to understand and address the changing requirements of candidates and employees. In order to fully meet their needs, these teams should focus more on the results of their work than the literal outcomes. This is because assigning more importance to results gives flexibility in the way goals are achieved and tools are selected. To this end, care should be taken to work closely with the business, allowing for a thorough study of requirements and expectations, followed by the definition of appropriate results as well. By actively participating in strategic business activities, HR management teams become co-responsible for delivering value that contributes to the success of the organization as a whole. Co-creating results means that HRM does not operate in isolation, but engages in dialogue and intra-company collaboration - becoming a key business partner [Żółkiewicz et al., 2021].

4.2. Design Thinking

Design Thinking is a dynamic and iterative practice to creating new products and services and solving problems that revolves around understanding the user's perspective, challenging established assumptions and reformulating challenges. The goal is to reveal new alternative strategies and solutions that may not be immediately obvious given the initial level of understanding. Design Thinking encourages collaboration and empathy, leading to the development of human-centered solutions that truly resonate with users' needs and aspirations. Thus, it reflects a holistic approach that combines empathy, creativity and experimentation to arrive at breakthrough results and foster continuous improvement. Design Thinking is an iterative loop of creation, testing and refinement that continuously evolves based on insights

and feedback. This practice encourages thinking about adaptability and continuous improvement, resulting in solutions that continually adapt to users' changing needs and preferences [Dam and Siang, 2021]. The process itself consists of five stages [Designthinking, ND]:

- Empathy;
- Defining the problem;
- Idea generation;
- building prototypes;
- Testing.

Design Thinking is about focusing on the user, deeply understanding explicit and implicit needs, so that solutions can be created that address real problems and expectations. The foundations are creative collaboration, experimentation and testing. Design Thinking fosters creative thinking, opening the door to innovation by engaging people in an iterative and interactive problem-solving process. In addition, users feel that they are actively included and their voice is taken into account in the creation of products and services, resulting in increased engagement. It is the customer-centricity characteristic of Design Thinking that makes it a method that finds application in the field of human resources management and the employer branding process.

4.3. Scrum

Scrum is "an agile project management framework that helps teams structure and manage their work through a set of values, principles and practices. It [...] encourages teams to learn from experience, self-organize while working on a problem, and reflect on successes and failures for continuous improvement." [Atlassian, ND]. It describes a collection of meetings, tools and roles, the combination of which provides an effective way to systematize activities and manage work. At its core, Scrum is adaptable to changing conditions and requirements, which means accepting the premise that customers can modify their preferences and needs during the process. The empirical approach accepts that the problem cannot be fully defined, so the focus should be on responding to emerging requirements and adapting to changes in market conditions. Scrum is based on real-time decision-making based on current events and information. This requires specialized teams that are capable of autonomous management and effective communication. It is versatile in application and can be adapted to a wide variety of projects, especially those characterized by dynamic and frequent changes in requirements, in which it is important to follow the Scrum workflow consists of five mandatory events: Sprint, Sprint Planning, Daily

Scrum, Sprint Review and Sprint Retrospective [Schwaber and Sutherland, 2020, p. 5].

In the field of human resource management, Scrum allows for effective team management, training planning and employee development, while providing tools to monitor the results of ongoing activities [Schwaber and Sutherland, 2020, pp. 5-6]. Through regular meetings, reviews and retrospectives, teams can respond quickly to changing employee needs, which in turn results in increased engagement and productivity. In the process of employer branding, Scrum enables innovative strategies to attract the best talent. Using iterative methodology, recruitment campaigns and development programs can be effectively tested and adjusted, making the organization more attractive in the competitive job market.

4.4. Agile Planning Onion

Teams working in agile methodologies can plan activities at different levels of detail depending on the timeframe involved. The Agile Planning Onion is a practice that represents a hierarchy of planning levels, starting from the general, overarching level, which is the vision, to the lowest level of detail, which is the workday planning [Żółkiewicz et al., 2021]. This practice gives the team clarity on tasks and responsibilities in the short term, while outlining how they will contribute to long-term goals.

The overarching level of planning is the vision. At this stage, the team addresses the problems to be solved by the product or initiative - the goal and the audience affected by the mentioned problems are defined. Based on this information, it is possible to determine the value to be delivered to customers and stakeholders. In the area of human resources management, planning and visioning stems from an in-depth understanding of long-term changes in the organization, which include the evolution of the competency model or changes in structure. In addition, an important element that will enable effective and precise vision formulation for HRM activities is the trends present in the labor market. The next stage of planning is the idea of incremental and adaptable implementation of the vision, i.e. the creation of a roadmap - a set of value-delivering activities plotted on a timeline. It's meant to show increments over the long term, but without going into detail at the operational level. The team is to create a plan for how the requirements created at the vision creation level can be achieved while working on the product. The next stage is implementation planning, i.e. a clear definition of the elements (included earlier in the roadmap) that will be put into use at a specific point in time. The final, most detailed and time-limited stage of the Agile Planning Onion practice is daily planning. It applies to

team members who perform tasks within a specific iteration and is primarily related to aspects such as communication or collaboration [PremierAgile, ND].

The Agile Planning Onion model allows you to effectively manage planning processes at different levels of detail, thereby allowing you to understand the relationship between the strategic and tactical levels. In the field of HRM, Onion's Agile Planning supports teams in creating consistent and flexible strategies. With the ability to plan at different levels, HRM goals can be better aligned with changes in the organization and the labor market, both in the longer and shorter term.

In the case of employer branding, the model enables the creation of innovative recruitment and development strategies by, among other things, aligning current activities with short-term market trends, such as changing candidate behavior or new technological requirements.

4.5. Objectives and Key Results (OKR)

Objectives and Key Results (OKR) are "goals and key results, or the intentions and outcomes that lead to the successful achievement of those very goals. [...] an objective is what you want to achieve, while a key result is the actions you need to take to do so" [Dropbox, ND]. In a broader context, OKR is a method of describing goals that helps organizations and teams focus on key objectives and achievements progress.

An effective and efficient practice to developing OKR involves first defining an overarching goal and then outlining desired outcomes that, from a variety of perspectives, signify its achievement. The goal serves as both an aspiration and a compass, while the results act as indicators that measure progress and indicate the degree of achievement. The literature on the subject recommends limiting the number of key results to four or five [Żółkiewicz et al., 2021]. The following is an example of the use of the OKR method in the area of human resource management and employer branding (tab. 2).

Tab. 2. Examples of OKR in the HRM area

Target	Key results
Increase employee engagement and improve their experience in the workplace	<ul style="list-style-type: none">• Increase employee engagement rate by at least 10% during the quarter• Implement at least three initiatives to improve work-life balance, visible internally and on social media• Increase average employee satisfaction rating of available benefits by at least 15%

Increase employer brand visibility and attractiveness in the marketplace	<ul style="list-style-type: none">• A 30% increase in the number of external candidates expressing interest in working for the company compared to the previous quarter• Increase by 20% the number of collaborating influencers who speak positively about the company on social media• Increase by 25% the number of articles and publications in trade media that mention the company's corporate culture and employee programs in a positive way
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Source: own elaboration.

Key results are measurable and help track progress toward goals, while also allowing for adjustment of activities during the OKR cycle. The length of such a cycle is not clearly defined - the OKR cadence should be short enough for the goals contained in it to remain relevant and for lessons to be continuously learned, but also long enough to provide some value [Bienias, 2018].

In the context of HRM, OKR can be used to achieve a number of goals, such as improving employee engagement, enhancing training and development programs, increasing diversity and inclusion, and optimizing hiring processes. The transparency of the OKR structure is particularly valuable in HRM and the employer branding process. Clear goals and measurable key results foster communication and collaboration among HRM teams and departments. They help prioritize initiatives, allocate resources effectively and ensure that everyone is working toward common goals. By integrating OKR into their HR strategy, organizations can enhance their ability to attract, develop and retain a high-performing workforce while strengthening their reputation as an employer of choice.

Conclusions

The literature on the subject research conducted has provided a comprehensive framework for understanding the integration of agile practices into the HRM sphere. Agile in the context of HRM means an approach based on adaptability, collaboration and commitment to continuous improvement. Agile in the field of HRM and refers to a new, bottom-up style of work that aims to foster effective communication and decision-making processes. Thus, the role of HR is gaining strategic importance, going beyond traditional administrative functions. Unlike traditional approaches that rely on rigid planning frameworks and linear processes, agile relies on adaptability and iterative progress. It is an approach that provides the ability to adapt to changing

project assumptions and dynamic environments, thus providing greater freedom in the selection of tools and planning activities. This also increases the efficiency of HR and employer branding efforts. HR professionals, by quickly adapting to changing circumstances, have the opportunity to create a more flexible and innovative work environment where people are at the center and at the forefront of all activities. The above results answer the first two research questions.

Below is a comparison table (tab. 3) of the five agile practices analyzed in HRM.

Tab. 3. Five agile practices analyzed in HRM

Approach	Description	Application in HRM	Benefits
Employee Journey Map	Maps the entire employee experience cycle, from recruitment to departure. Helps identify touchpoints and improve satisfaction, engagement, and loyalty	Recruitment, onboarding, employee development, employer branding	Improve employee experience, increase loyalty
Design Thinking	A method focused on user needs, promoting innovative solutions through collaboration and experimentation	Create HR solutions tailored to employee needs, employer branding	Increase innovation, better understand employee needs
Scrum	Team management method enabling quick adaptation to changes	HR team management, training planning, employee development	Increase in productivity and employee commitment
Agile Planning Onion	Planning model with different levels of detail, enabling flexible adaptation of HR strategy to changes in the organization	Strategic and tactical planning in HRM, employer branding	Better alignment of HR goals with dynamic changes in the organization
Objectives and Key Results (OKR)	A system of objectives and results that makes it easier to track progress and adjust actions	Improved employee engagement, optimized recruitment processes, employee development	Increased transparency of objectives, better cooperation between teams

Source: own elaboration.

When it comes to selecting methodologies or even individual agile practices and tools, HR teams have a lot of freedom and space to test different solutions. This is due to the nature of agile, which encourages experimentation and adaptation. Methodologies derived from agile provide a comprehensive framework through which teams can adapt practices to the specific needs and dynamics of the organization. The aforementioned adaptability extends to the wide range of available agile tools

and methodologies, the application of which in HRM is presented in the article, answering the third research question.

The application of the agile approach in the area of human resources management has a positive impact on the projects implemented and initiatives undertaken in the aforementioned field, which is in line with the noticeable global trends.

A limitation of the study is its focus on the literature on the subject review aspect only. The article does not fully exhaust the topic undertaken, however, it is a prelude to further, more extensive analysis. thereby setting further research directions.

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Zastosowanie podejścia zwinnego w zarządzaniu zasobami ludzkimi – ujęcie teoretyczne

Streszczenie

Celem artykułu jest wskazanie różnic pomiędzy tradycyjnymi a zwinnymi metodykami zarządzania oraz identyfikacja możliwości zastosowania podejścia zwinnego w zarządzaniu zasobami ludzkimi (HRM). Z uwagi na ograniczoną liczbę opracowań naukowych poświęconych implementacji podejścia zwinnego w HRM, podstawą analizy stał się przegląd literatury tematycznej. W ramach badań sformułowano trzy pytania badawcze.

Zwinność w kontekście HRM oznacza podejście oparte na elastyczności, współpracy oraz dążeniu do ciągłego doskonalenia. Stanowi ono nowy, oddolny styl pracy, którego celem jest wspieranie efektywnej komunikacji oraz procesów decyzyjnych. Metodyki wywodzące się z agile oferują ramy umożliwiające adaptację praktyk do specyficznych potrzeb i dynamiki organizacyjnej, co pozwala na skuteczniejsze reagowanie na zmieniające się uwarunkowania projektowe i środowiskowe. Implementacja podejścia zwinnego w obszarze HRM i employer branding wywiera pozytywny wpływ na realizowane projekty i inicjatywy, co koresponduje z obserwowanymi trendami globalnymi. Artykuł wypełnia zidentyfikowaną lukę badawczą poprzez porównanie pięciu praktyk zwinnych w kontekście HRM.

Słowa kluczowe

zarządzanie zwinne, zarządzanie kapitałem ludzkim, zarządzanie zasobami ludzkimi