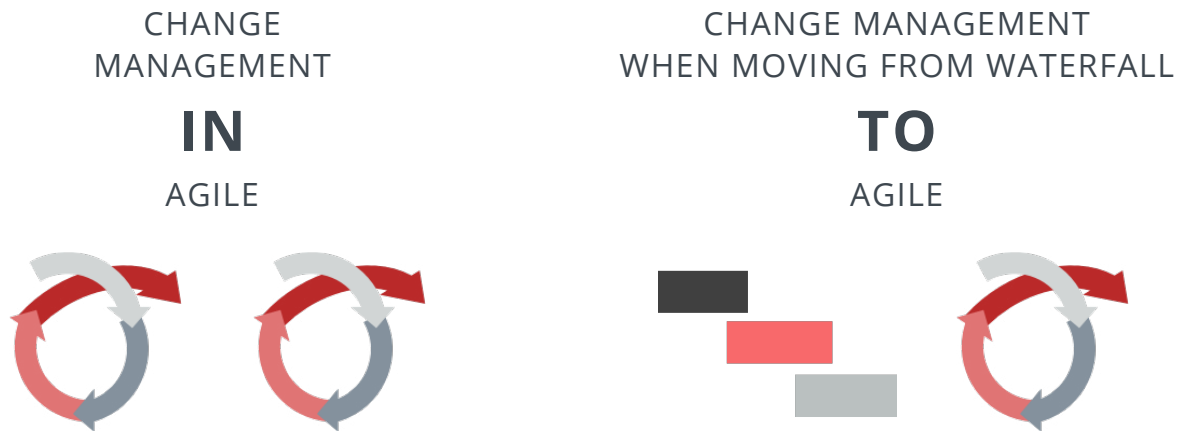


Executive Summary

INTRODUCTION



In response to the increasing prevalence of Agile development approaches and the need to drive adoption and usage of the solutions created using these approaches, Prosci conducted a study to explore two dimensions of change management related to Agile development.

The first section of the study focused on uncovering the adaptations and challenges when applying change management to drive adoption and usage **in** a project using Agile development processes. While certain aspects of Agile address the people side of change by engaging end users in the process, the study aimed to dive deeper into key practice areas of the discipline of change management and how they are applied most effectively in an Agile process.

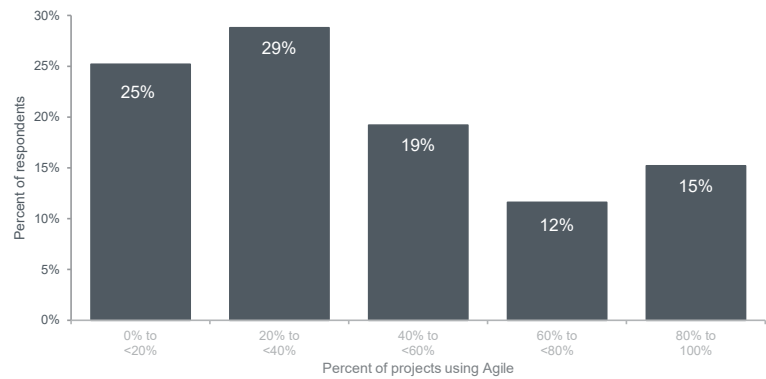
The second section of the study explored the people side of the systemic, organizational shift from a traditional waterfall project approach **to** an Agile approach. Whenever an organization implements a new approach to change (examples include quality systems, continuous improvement, and even project management methodology), the introduction of the new approach is itself a change. Introducing Agile development processes is no different. For an organization to be successful in its projects using Agile development, employees must effectively adopt and use the Agile approach itself, along with embracing new mindsets and cultural values.

A central theme emerged throughout the research that connected the two parts of the study. There was a correlation between how well Agile was initially introduced and deployed into the organization and the success rates of projects using Agile approaches. Said another way, when the people side of change **to** Agile was effectively managed, there were fewer obstacles and greater success managing the people side of change **in** Agile initiatives. When the move **to** Agile was managed poorly, there was a greater level of resistance to Agile overall and thus more obstacles encountered when attempting to integrate change management **in** Agile projects.

ORGANIZATIONAL ADOPTION OF AGILE

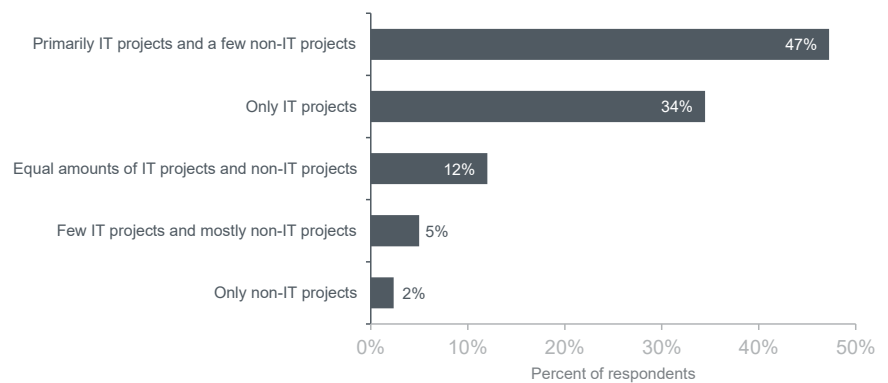
PERCENTAGE OF PROJECTS APPLYING AGILE

Figure 1 - Percentage of projects applying Agile



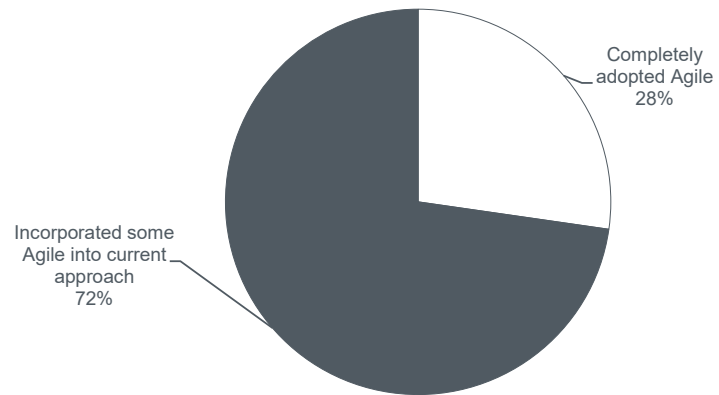
TYPES OF PROJECTS APPLYING AGILE

Figure 2- Types of projects on which Agile was applied



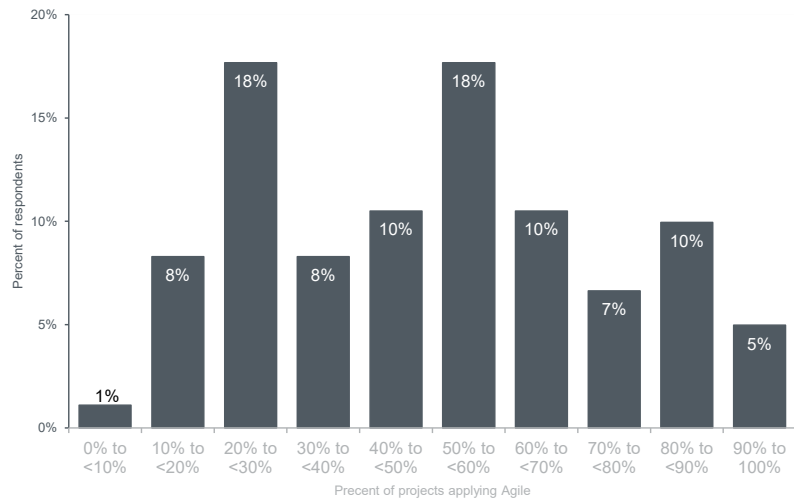
LEVEL OF AGILE ADOPTION

Figure 3 - Participants who fully adopted Agile



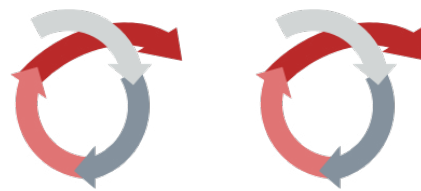
PERCENTAGE OF CURRENT APPROACH INCLUDING AGILE

Figure 4 - Percentage of current approach that included Agile



EXCERPTS FROM: CHANGE MANAGEMENT IN AN AGILE ENVIRONMENT

CHANGE MANAGEMENT **IN** AGILE



This section of the study explored how change management could be done most effectively in a project using an Agile development process. Study participants reflected on their overall experiences with change management and Agile projects and also provided information on the specific challenges and adaptations to ten change management practice areas when employed in an Agile environment. The findings in this section provide change practitioners with guidance on how to most effectively apply change management in an Agile environment.

IMPACT OF AGILE DEVELOPMENT'S ITERATIVE NATURE ON CHANGE MANAGEMENT

1. Change management became iterative
2. Change management plans became living documents
3. Change management required more upfront work
4. Change management needed to be done in less time and at a faster pace

“

The change management approach is more iterative in nature and aligned to sprints and releases. The pace of change management is also different - e.g. we concurrently work on embedding change from one release while doing impact assessments and design for the next release.

LARGEST ADAPTATIONS MADE TO ACCOMMODATE AGILE

1. Focus on iterative change management
2. Redefine success measures
3. Test new approaches

“

Flexibility is key and not panicking with the uncertain nature of Agile delivery. Keep the basics but be prepared to negotiate on other aspects of the traditional change approach. Know that every day is different, and that's okay.

CHANGE MANAGEMENT PRACTICE AREAS

CHANGE MANAGEMENT PRACTICE AREAS EVALUATED

To provide a framework for further evaluation of the impact of Agile on change management, participants reflected on ten change management practice areas. The full report explores challenges and adaptations made to each of the practice areas. The table below summarizes a key takeaway from the research for each:

1. Sponsorship	Sponsors must understand and embrace the Agile mindset. Sponsor participation must become more precise and efficient.
2. Structured approach	The change management approach must align to Agile process phases and must be selective regarding which activities drive value.
3. Dedicated resources	Change management resourcing needs vary across an Agile development effort and must be ready to pivot based on employee impact of a given phase.
4. Integration with project management	The change management and project teams must integrate earlier, with higher levels of communication and collaboration.
5. Employee engagement	Employees must be engaged more but also less formally (seemingly a paradox). Engagement should also promote the Agile culture.
6. Communications	Communications require precision and increased frequency aligned with the Agile process, but must also be managed well to avoid overload.
7. Manager engagement	Managers need to be equipped with resources and training on Agile and engaged with face-to-face communication. Their role changes across the project.
8. Training	Training must be focused, concise and delivered more frequently, with an emphasis on delivering just-in-time training.
9. Resistance management	A formal resistance management plan with increased communication, with an emphasis on the “why” of both Agile and the project, can build buy-in.
10. Reinforcement	Reinforcement is required early and more frequently to match the iterative approach, with an emphasis on goals and progress.

THE FULL REPORT
EXPLORES THE
FOLLOWING TOPICS
RELATED TO APPLYING
CHANGE MANAGEMENT
IN AN AGILE
ENVIRONMENT

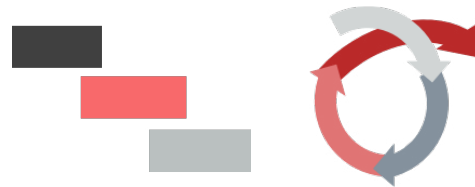
- Greatest contributors to successfully managing the people-side impact in an Agile environment
- Consistent obstacles to success when applying change management in an Agile environment
- What to do differently when managing a change in an Agile environment
- Sponsorship challenges and adaptations in Agile
- Structured approach challenges and adaptations in Agile
- Dedicated resource challenges and adaptations in Agile
- Integration with project management challenges and adaptations in Agile
- Employee engagement challenges and adaptations in Agile
- Communications challenges and adaptations in Agile
- Manager engagement challenges and adaptations in Agile
- Training challenges and adaptations in Agile
- Resistance management challenges and adaptations in Agile
- Reinforcement challenges and adaptations in Agile



Full research report available at:
www.prosci.com/agile

EXCERPTS FROM: MANAGING THE TRANSITION TO AGILE

CHANGE MANAGEMENT WHEN MOVING FROM WATERFALL -TO- AGILE



This section of the study explored how organizations managed the change from a traditional waterfall approach to an Agile approach. Participants provided insights and experiences related to the biggest contributors to success and obstacles when moving to Agile, how they structured their introduction of Agile, who they engaged (and who they would engage more) when moving to Agile, required competencies in an organization deploying Agile, resistance they experienced when shifting to Agile and how to sustain Agile.

The more effectively the move to Agile was managed, the more effective the organization was when using Agile approaches in its projects. The findings in this section provide practitioners and organizations guidance for how to successfully introduce Agile so that it is embraced and proficiently used on initiatives going forward.

LARGEST ADAPTATIONS
MADE TO
ACCOMMODATE AGILE

1. Increasing the speed of delivery
2. Ensuring client satisfaction
3. Optimizing efficiency and flexibility

“

The main objective is to ensure we build the right solution with the right architecture and in line with the agreed and validated business requirements. To succeed in this we need to understand the business needs in detail, which means the business is highly involved from the start and throughout the entire development lifecycle. By having frequent validations we capture feedback more frequent[ly] than before.

GREATEST
CONTRIBUTORS
TO A SUCCESSFUL
TRANSITION TO AGILE

1. Ensuring strong executive sponsorship
2. Communicating effectively
3. Training on Agile
4. Ensuring Agile experts were involved in the effort

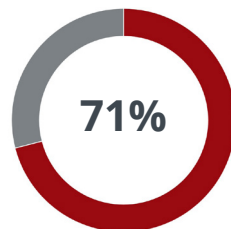
“

Having a strong disruptive leader who has no doubt the transition will work and is 100% committed to the transition

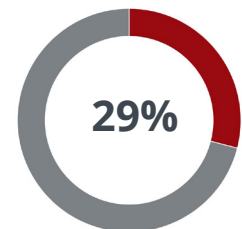
STRUCTURING THE TRANSITION TO AGILE

Participants reported on how their organization's transition to Agile was structured, including the aspects of executive sponsorship, project approach and resources, and change management approach and resources.

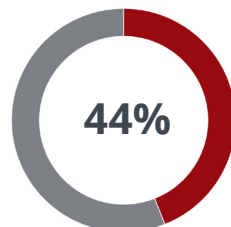
Was there a **sponsor** of the transition to Agile



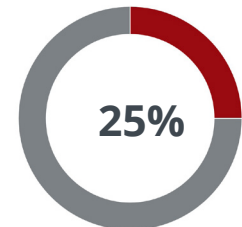
Was there dedicated CM **resources**



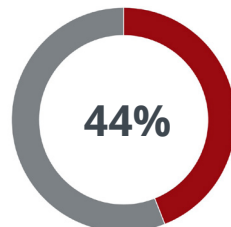
Was there a **formal project** for the transition to Agile



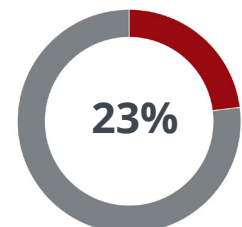
Was there a formal **CM plan** for the transition



Was there a **project team** for the transition



Was there a dedicated CM **budget**

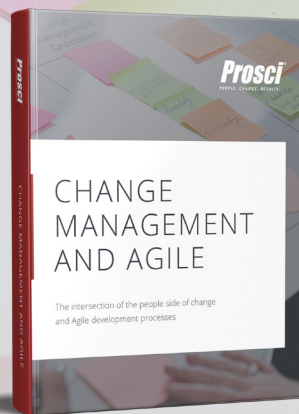


THE FULL REPORT
EXPLORES THE
FOLLOWING TOPICS
RELATED TO APPLYING
CHANGE MANAGEMENT
IN AN AGILE
ENVIRONMENT

- Greatest obstacles to success when transitioning to Agile
- What to do differently next time regarding the transition to Agile
- Most common role and title of sponsor
- Primary business unit sponsors came from
- Average actual or anticipated transition time to Agile
- Groups that were directly engaged during Agile transition and who to engage more
- How well the transition to Agile was managed with stakeholder groups
- Competencies needed for a successful transition to Agile
- How to instill critical competencies
- Presence and severity of resistance
- Forms of resistance to transitioning to Agile
- Underlying causes of resistance to Agile
- Groups that most resisted Agile
- Ways in which resistance was addressed
- Sustaining the transition to Agile
- Evaluating adoption and usage of Agile

CHANGE MANAGEMENT AND AGILE REPORT

Purchase the full Change Management and Agile report for the complete findings on effectively leading the people side of implementing Agile methodology in your organization and adaptations for applying change management on Agile projects.



Upon purchasing, you will receive immediate access to this 74-page, digital report.

Use the data and insights in this report to inform your approach to managing change in Agile environments.

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