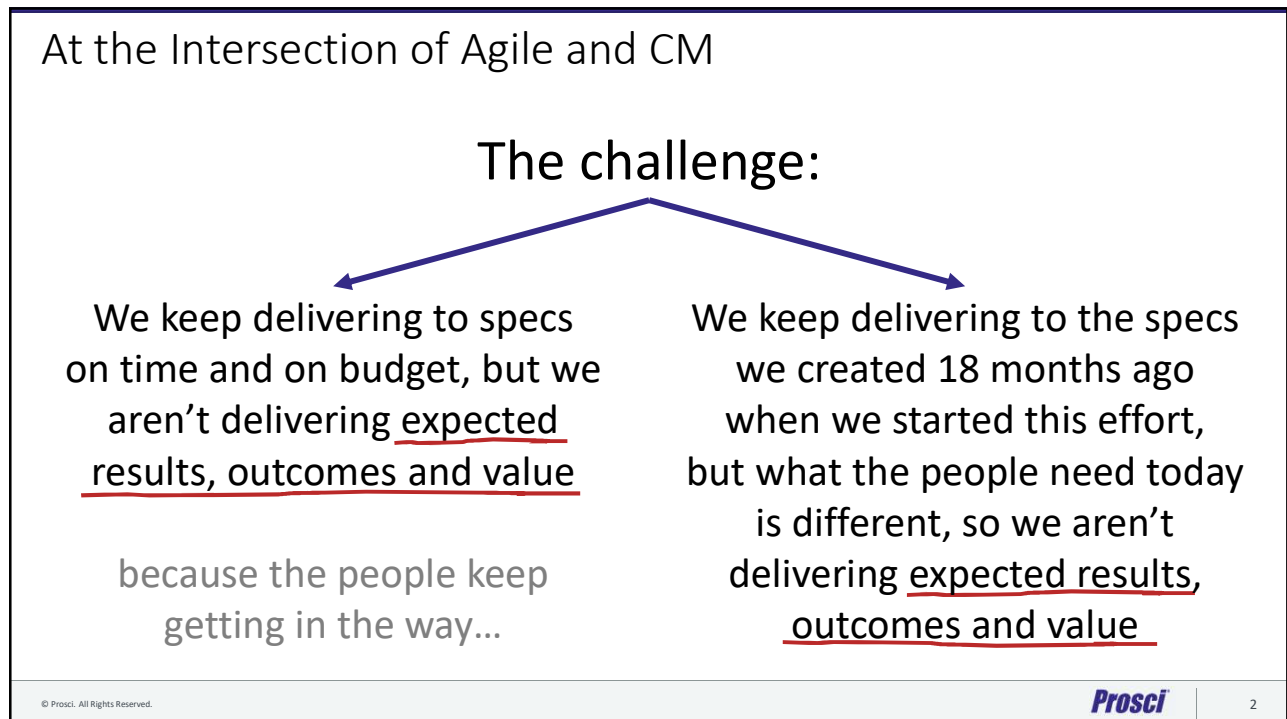
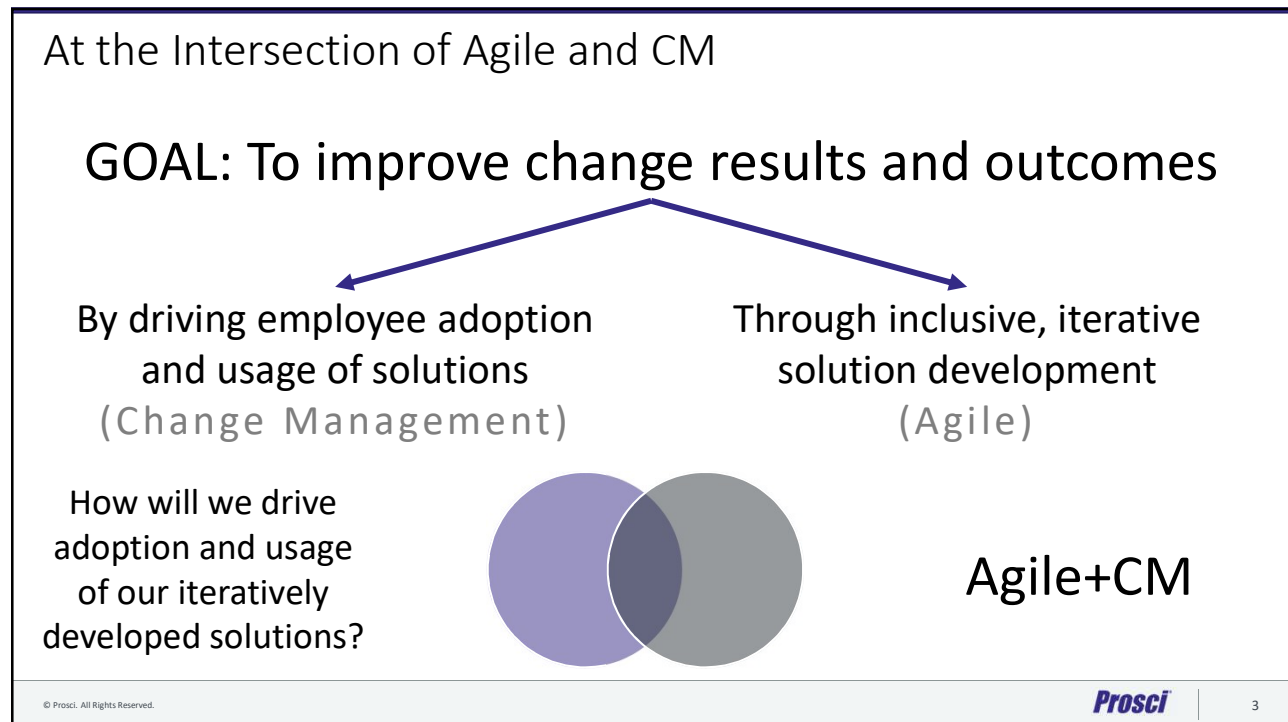




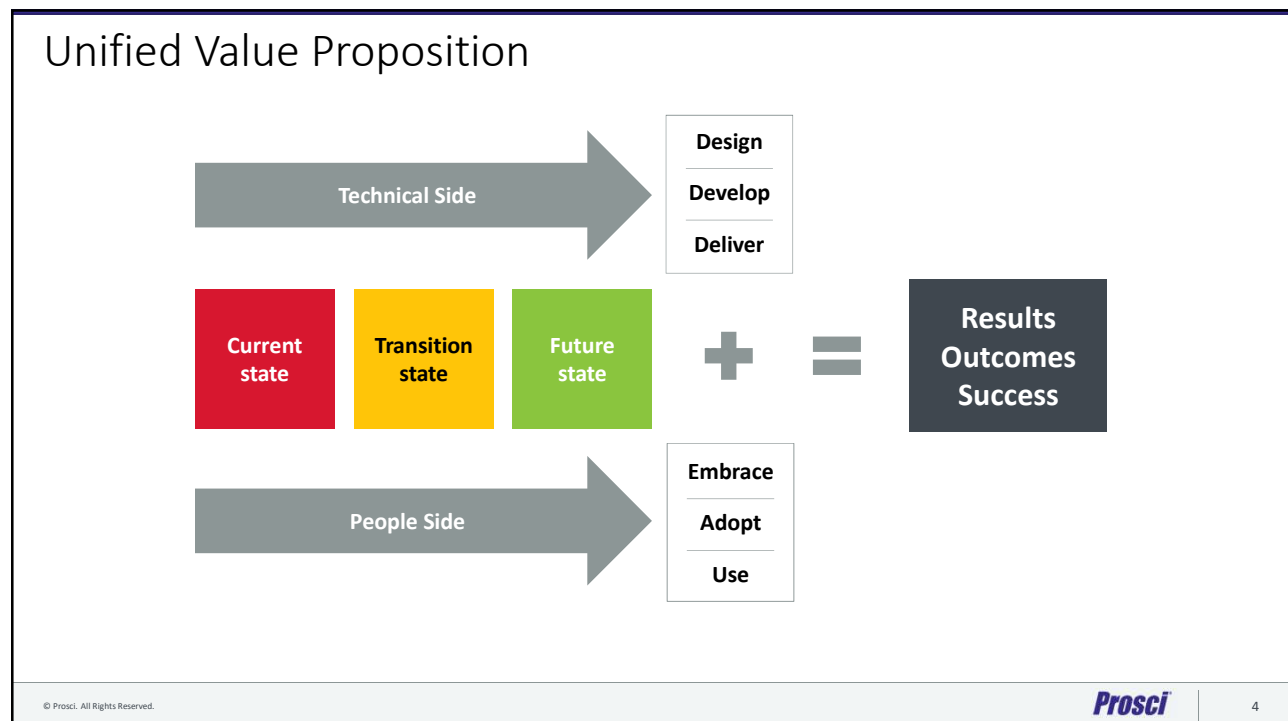
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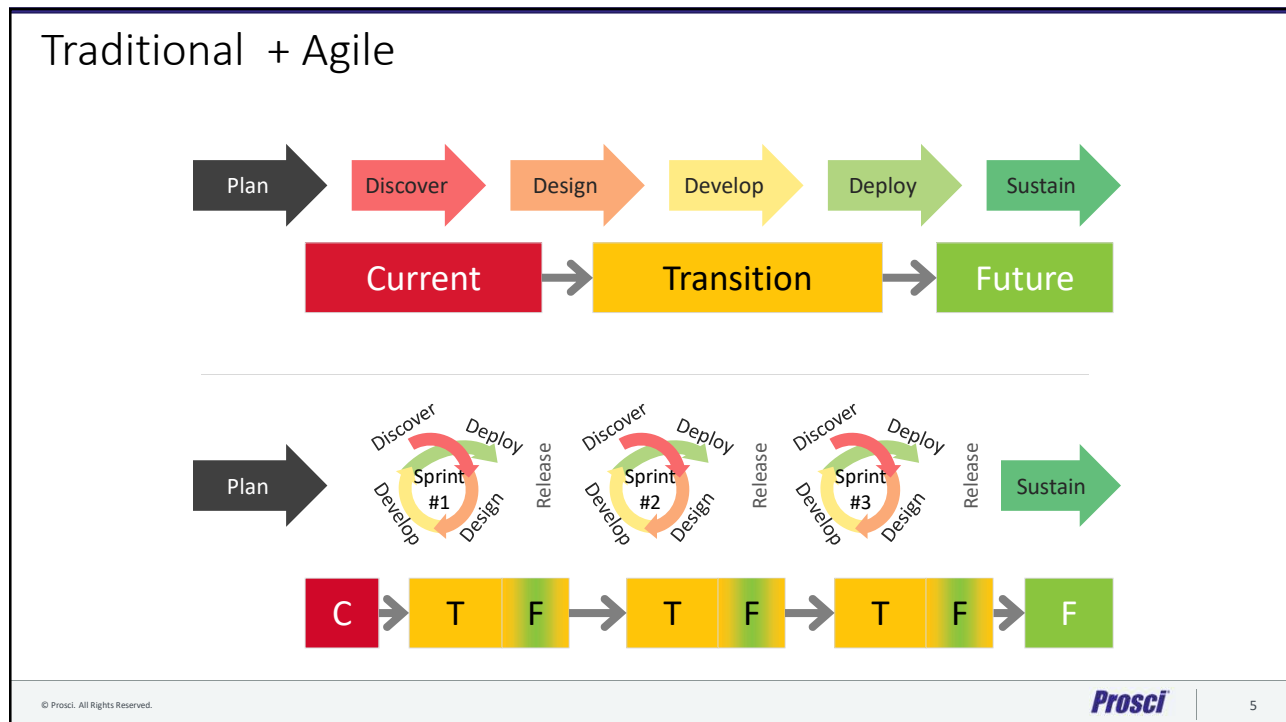
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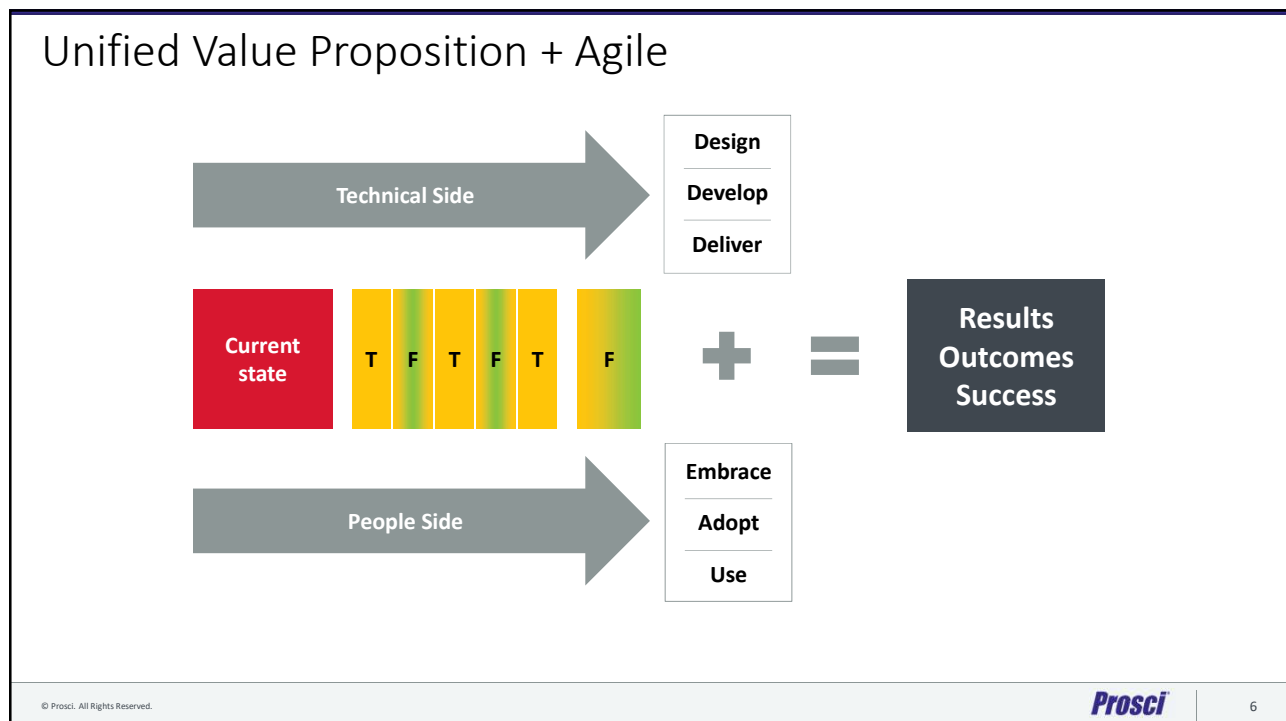
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6



The achievements of an organization are the results of the combined effort of each individual.

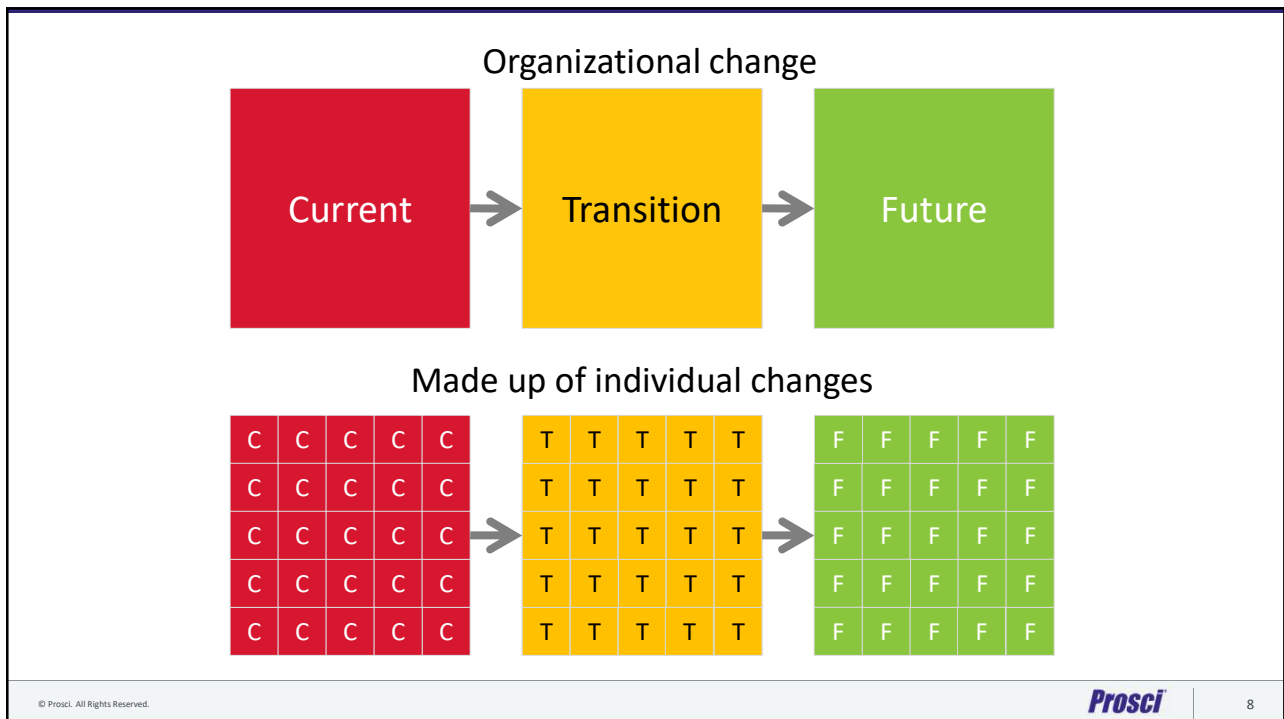
Vince Lombardi

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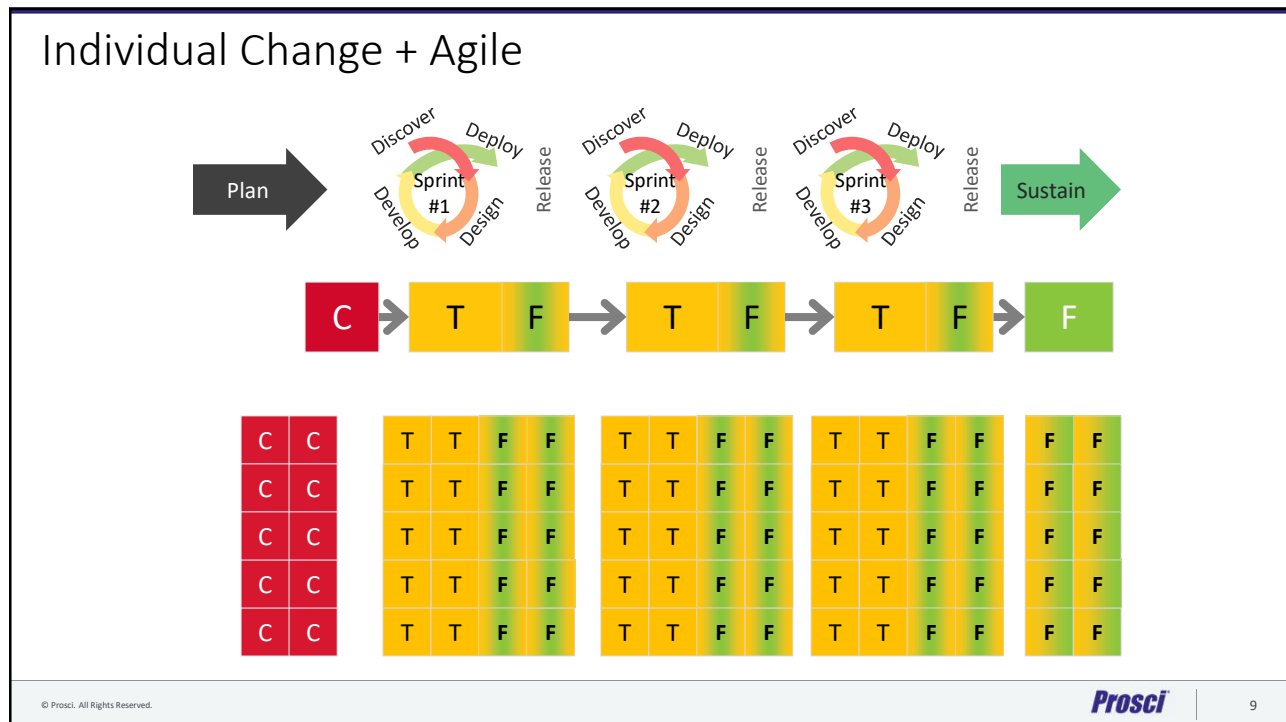
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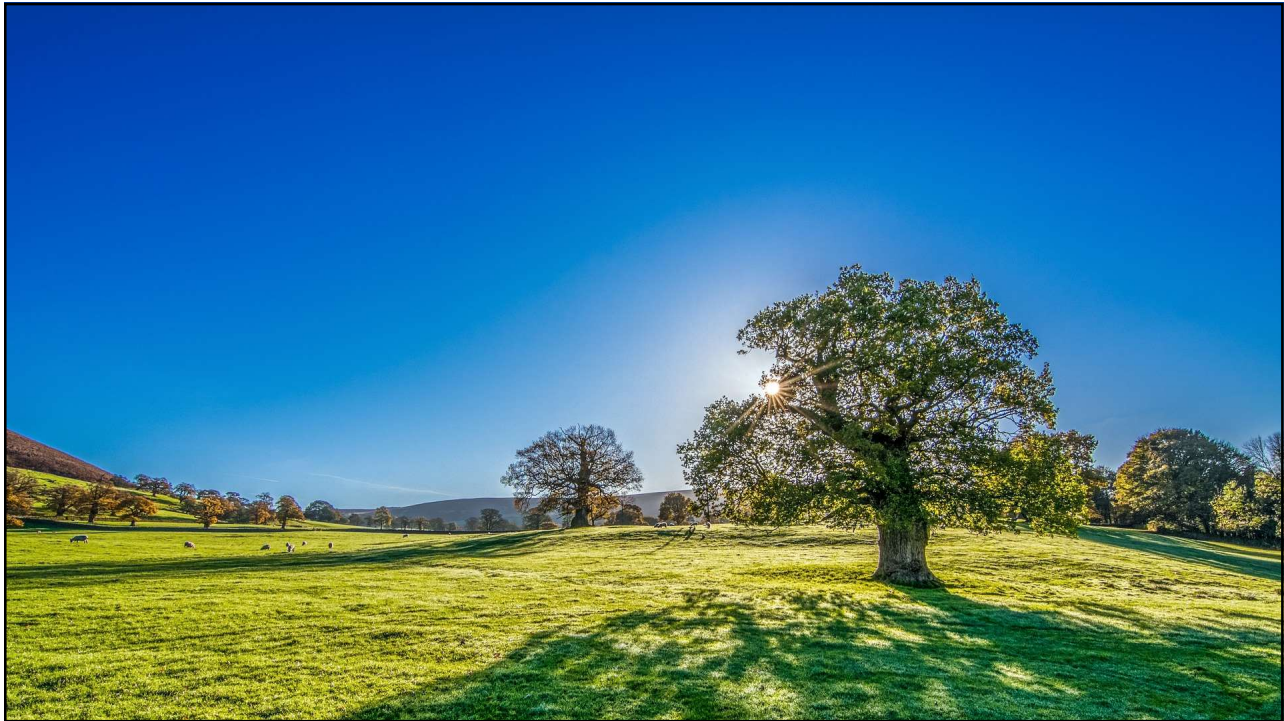


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A CHANGE MANAGEMENT FILE

The Research

10



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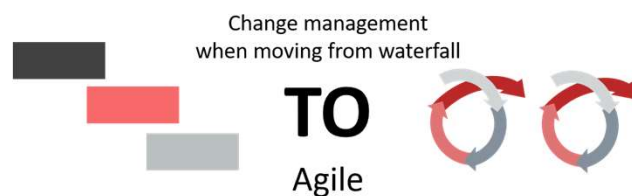
Purpose and Participant Profile

“ The objective of this study is to uncover and identify challenges, lessons learned, tips and suggestions for practitioners working to bring iterative development into their organization and to support employee adoption and usage of initiatives using iterative development Agile techniques.

PART 1



PART 2



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Change management IN Agile	Change management when moving from waterfall TO Agile
<ul style="list-style-type: none"> □ Impact □ Contributors □ Obstacles □ Adaptations □ Do Differently □ Practice Areas * 10 <ul style="list-style-type: none"> □ Adaptations □ Challenges □ Do Differently 	<ul style="list-style-type: none"> □ Motivation □ Structure □ Contributors □ Obstacles □ Engagement □ Resistance □ Duration □ Sustainment

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Adding Real Depth and Direction

10 CM Practice Areas



Challenges you faced
applying in Agile

Adaptations you made
applying in Agile

What you'd do differently
next time in Agile

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1N73LL1G3NC3 15
7H3 4B1L17Y 70
4D4P7 70 CH4NG3.

Stephen Hawking

INTELLIGENCE IS
THE ABILITY TO
ADAPT TO CHANGE.

Stephen Hawking

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Top 10 Takeaways for Agile + CM

1. Clarify lower case “a” agile and upper case “A” Agile	6
2	7
3	8
4	9
5	10

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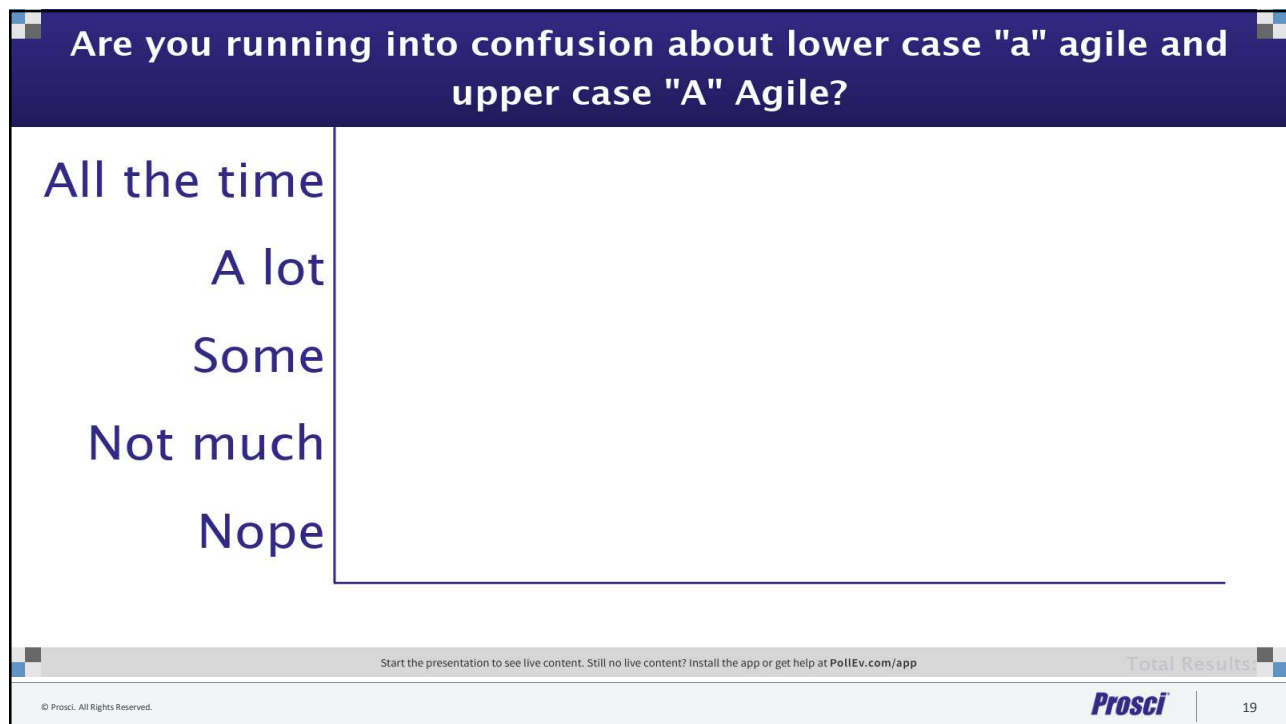
17

Clarifying what we mean when we say the word agile

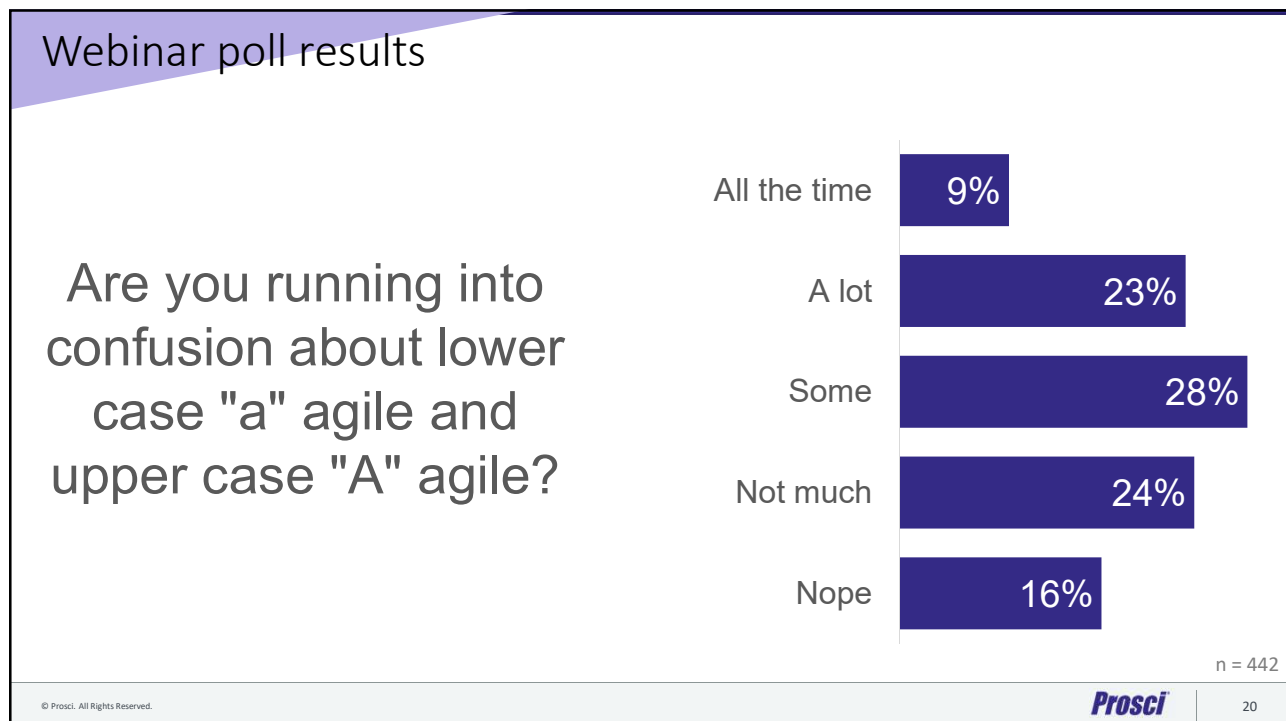
Lower case “a” agile	Upper case “A” Agile
An embedded trait/attribute: characterized by durability, resilience, speed, flexibility, attunement, preparedness	An iterative development approach utilizing collaborative effort through self-organizing teams originating in software development
becoming a core competency and source of competitive advantage	being extended into various project execution approaches

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Lower case “a” agile	Upper case “A” Agile
A trait	A method/approach
Something we are	Something we do
Practiced by everyone	Practiced by teams and groups
Takes time to nurture	Can start doing it tomorrow
Prepare to handle change velocity	Increase visibility, adaptability, and speed to business value
Minimize disruption	Reduce risk over time
Create competitive advantage	
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What is the value of adding clarity to the agile/Agile conversation?

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Value of adding clarity to agile/Agile

"Alignment"	"Clarifying expectations"
"Clarity of purpose"	"Communication and understanding"
"Gets us on same page"	"Level setting"
"Shared understanding and common vocabulary"	"Speaking a common language"
"Two different change needs in an organization"	"Valuable to start from common ground and understanding"

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Impact of Agile development's iterative nature on CM

“ 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.

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

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Change Management and Agile

DRIVING SUCCESSFUL CHANGE IN AN AGILE ENVIRONMENT

IMPACT OF AGILE DEVELOPMENT'S ITERATIVE NATURE ON CHANGE MANAGEMENT

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.

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.

- 1. Change management became iterative**

Participants reported that their change management approach became iterative to match the Agile process. For some participants, this iterative nature was seen in constantly evolving change management activities. For others, the higher-level change management concepts, such as key success factors and the definition of adoption and usage, were constantly reevaluated and redesigned to keep up with the evolution of the Agile development.
- 2. Change management plans became living documents**

Participants reported that the iterative nature of Agile required them to abandon the notion of perfect or "beautiful" change management plans and analysis. Participants reported having to plan change management activities with a "just-in-time" mentality. Change management plans were constantly adjusted in small ways to ensure that they were serving the needs of the Agile project.
- 3. Change management required more upfront work**

Participants reported that more upfront work was required for them to successfully manage the change associated with an Agile effort. Agile projects required more upfront communication, stakeholder engagement and information distribution, extending the pre-project activities that the practitioners undertook for their changes. This extended upfront work did not appear to diminish any work later in the project, but for the project to be successful, participants spent more time preparing so they could quickly respond in the Agile environment.
- 4. Change management needed to be done in less time and at a faster pace**

Participants reported that the iterative nature of Agile projects left them with less time to complete necessary change management planning, analysis and activities. At times, this was because of having too many changes to manage due to the sprint development process inherent in

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Largest adaptations to accommodate Agile

"I have designed an Agile communication cycle that was based on the events within the product iteration cycle (6 weeks). Managed expectations of the user community that we do not have all the details they are asking for - due to the fact that unlike in a classical waterfall project we did not have all requirements defined/approved in the beginning. Otherwise I was trying to keep all the elements of a change approach covered - e.g. change sponsorship/leadership, change impact assessment, stakeholder assessment and management aligned with communication planning, just in time and "bite size" training.

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

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4	9
5	10

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Origins of the Agile Manifesto

February 2001
Snowbird, Utah



“ We are uncovering better ways of developing software by doing it and helping others do it.

The Agile Alliance

Kent Beck	Ron Jeffries
Mike Beedle	Jon Kern
Arie van Bennekum	Brian Marick
Alistair Cockburn	Robert C. Martin
Ward Cunningham	Steve Mellor
Martin Fowler	Ken Schwaber
James Grenning	Jeff Sutherland
Jim Highsmith	Dave Thomas
Andrew Hunt	

Source: Agile Manifesto, agilemanifesto.org

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The Four Values of The Agile Manifesto with *Parallel CM Values*

1	Individuals and Interactions Over Processes and Tools	→	<i>Organizations don't change, individuals do</i>
2	Working Software Over Comprehensive Documentation	→	<i>Without adoption and usage we end up getting “solutions without results”</i>
3	Customer Collaboration Over Contract Negotiation	→	<i>Individual change impacts are what matter and what need to be managed</i>
4	Responding to Change Over Following a Plan	→	<i>Enabling successful individual change is the key to delivering organizational outcomes</i>

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The Twelve Principles of Agile Development and *CM Parallels*

1	Customer satisfaction through early and continuous software delivery	<i>Adoption and usage at the table from the beginning and throughout</i>
2	Accommodate changing requirements throughout the development process	<i>Individual change journeys through ADKAR set the pace</i>
3	Frequent delivery of working software	<i>Frequently supporting individuals through ADKAR</i>
4	Collaboration between the business stakeholders and developers throughout the project	<i>Encouraging employee engagement and participation</i>
5	Support, trust, and motivate the people involved	<i>Yup!</i>
6	Enable face-to-face interactions	<i>Communications, coaching, and sponsorship include face-to-face interactions</i>

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The Twelve Principles of Agile Development

7	Working software is the primary measure of progress	<i>Adoption and usage is the primary measure of CM progress</i>
8	Agile processes to support a consistent development pace	<i>ADKAR focused milestones drive consistent people journey pace</i>
9	Attention to technical detail and design enhances agility	<i>Attention to answering peoples questions and need enhances adoption and usage</i>
10	Simplicity	<i>ADKAR...</i>
11	Self-organizing teams encourage great architectures, requirements, and designs	<i>Adoption-centricity enables holistic view of change requirements/actions</i>
12	Regular reflections on how to become more effective	<i>Regular ADKAR pulse checks, PCT and BP Audit to improve effectiveness</i>

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Research insights on CM and Agile teams

#1 “Greatest contributor to success”

Early engagement of change manager

#3 “What to do differently”

Engage the project team **earlier**
and **more frequently**

Adaptations:

- Communication
- Collaboration
- Cross-training

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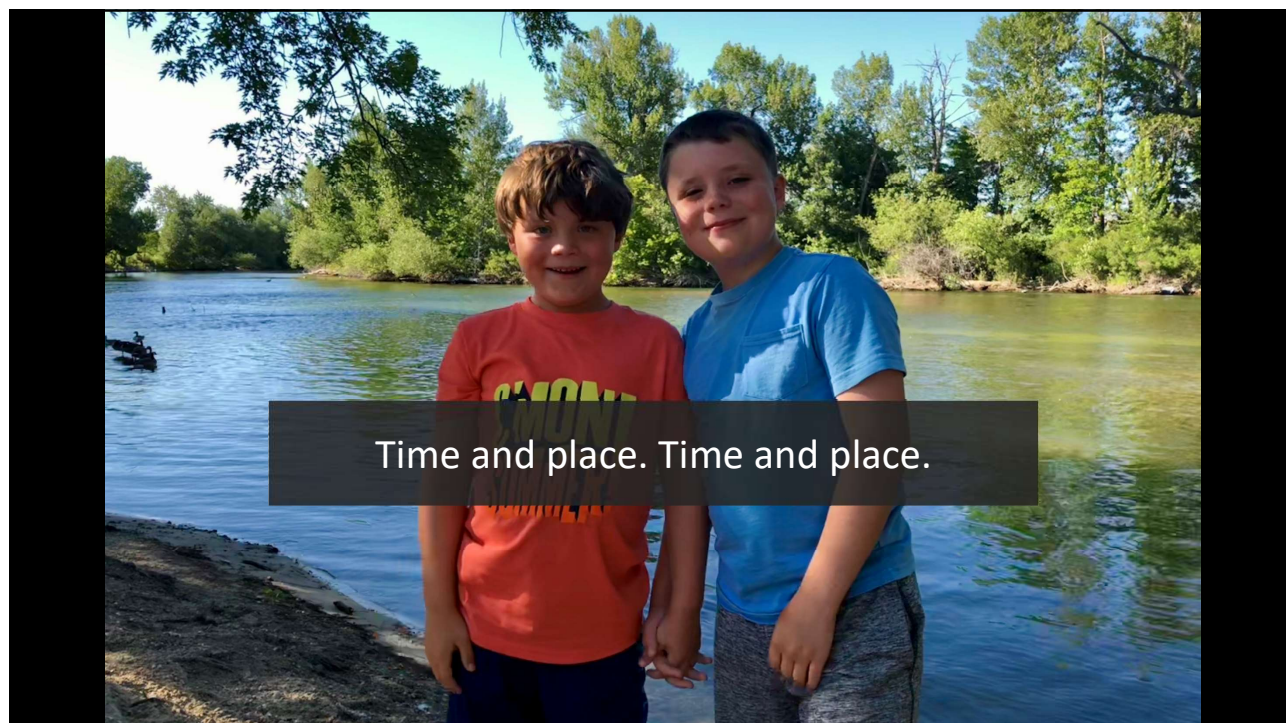
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Research insights on CM approach

“*Less details in the structure at first. Create the high level structure and save the details to be filled in as you execute and learn from experiences.*”

- Align with functionality deliveries
- Vary based on sprints and releases
- Reevaluate constantly
- Be more selective in your CM activities

Time and place! Time and place!

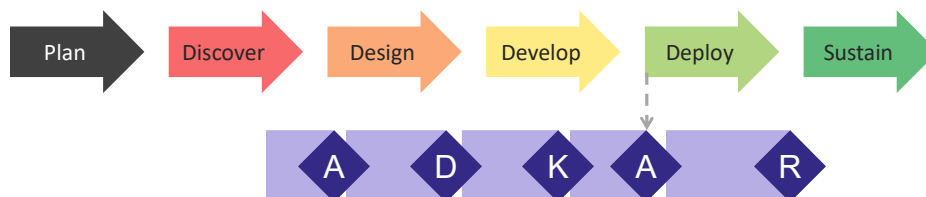
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ADKAR Milestones in Waterfall



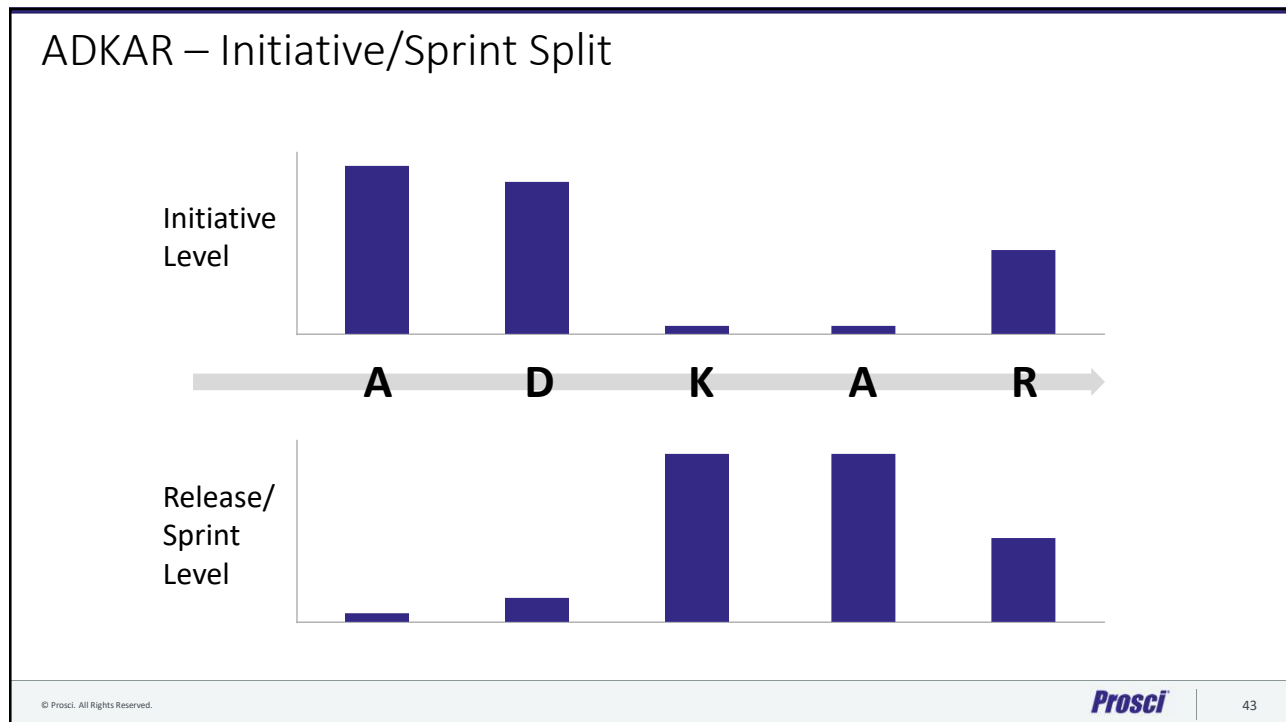
Align Ability
with “go live”

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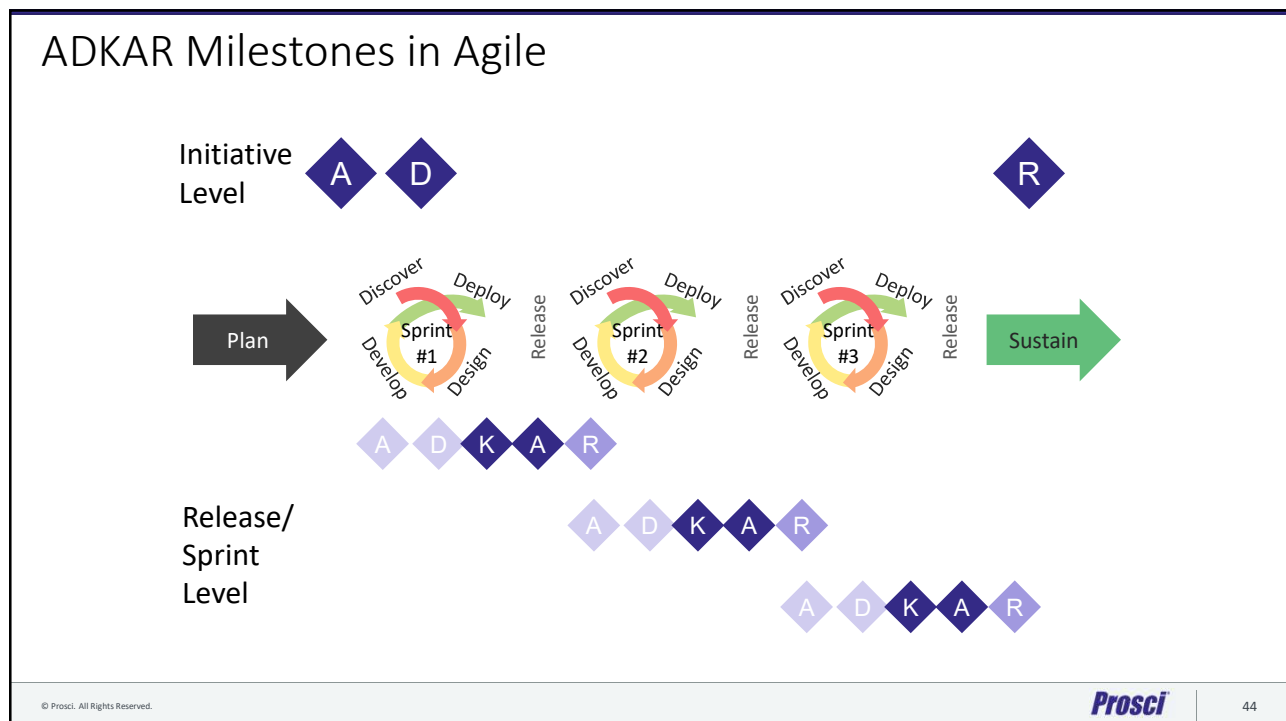
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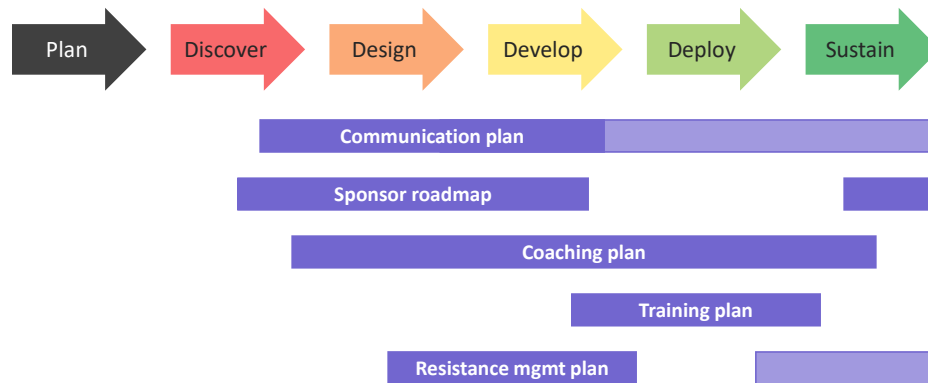


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5 Levers of CM in Waterfall



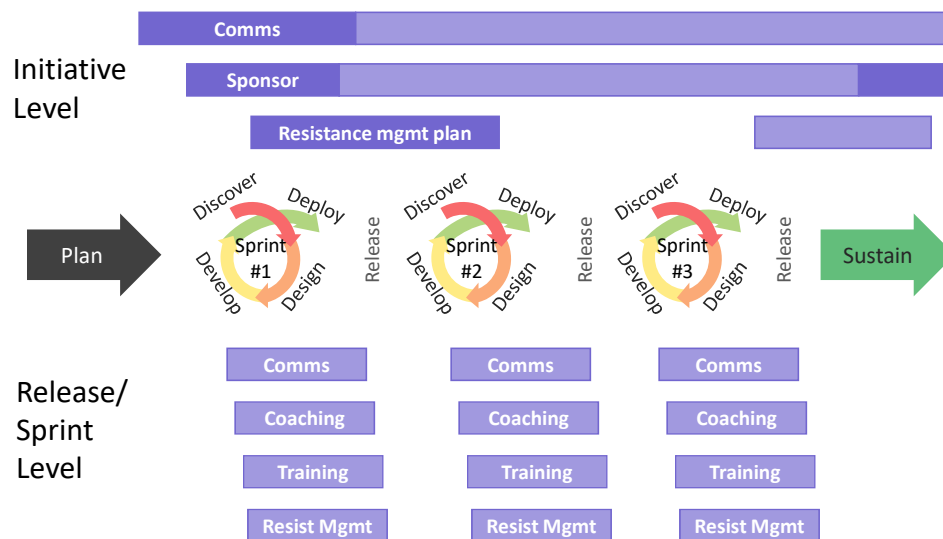
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5 Levers of CM in Agile



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5. Match the pace and cadence of releases	10
6. Prepare your “building blocks” for rapid deployment	


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 Communication building blocks	 Training building blocks
<ul style="list-style-type: none">Quick video“News flash” – 1-screen of info + linkGoogle Plus / Microsoft Teams pagesDemosLunch & LearnsBrunch & BrowseKey messagesGallery walkTemplate-ize workPlaybook for PMs1–pager talking pointsStorytellingSocial channelsChatter/complaint dumping groundInfo session/ Q&A – “What”FAQs (“Ask Andy”)	<ul style="list-style-type: none">Agile SMEMicrolearningSelf-directedeLearningHelp Desk Ticket reviewRetrospective learningIncentivized learningPlaylists with optional trainingRadio programHuddlesSuper usersDesk-side supportSimulation videoReoccurring learningRecorded demosIn-line learning prompts

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**Rapid brainstorm of building blocks you could have ready to deploy.
Start your response with a C: or T: to indicated communication or training.**

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ACMP USA 2018 Poll Outputs – Rapid building block brainstorm			
Communication building blocks		Training building blocks	
<ul style="list-style-type: none"> • "Ask Met Anything" forum on a topic • answer desk • Ask a Fluxxpert! • banners • blogs • Cafe chat • Case for Change • Change Champions • change network • change network • Collaboration website • common website for updays • Communication app • communication templates • communities of practice • company social media template for quick updates • department whiteboards • elevator speech • FAQ and comment templates • FAQs 	<ul style="list-style-type: none"> • Forums for q&a • gallery walk • Gallery walk • giveaways • Intranet Communications page • Key "why" messages • Leadership talking points • live feed • Live feed • Media release • Micro site with initiative and sprint info • newsblasts • office hours • open house meeting • open house/gallery walk • open office hours • overview of change template • podcasts to provide updates • poster • pre recorded sponsorship podcasts • q&a sessions 	<ul style="list-style-type: none"> • regular newsletter • roundtable • screen savers • skit • Sponsor message • Talking Points • Town hall meetings • Town Halls • Town halls on calendar • trinkets • use all avenues available • vlog video blog by CEO or sponsor • warehouse of key messages • what and why of initiative • what and why of the project • Why Agile • WIIFM 	<ul style="list-style-type: none"> • asynchronous FAQs • Demos • elearning • get screenshots st each sprint • infrastructure • invites to training • Office hours for training pre scheduled • open house • Process of • roles and responsibilities • Scavenger Hunt (complete x tasks to receive reward) • Simulations • Training documentation • Training videos • Video • video • video infrastructure, contracts in place • Videos • walk me • webinars

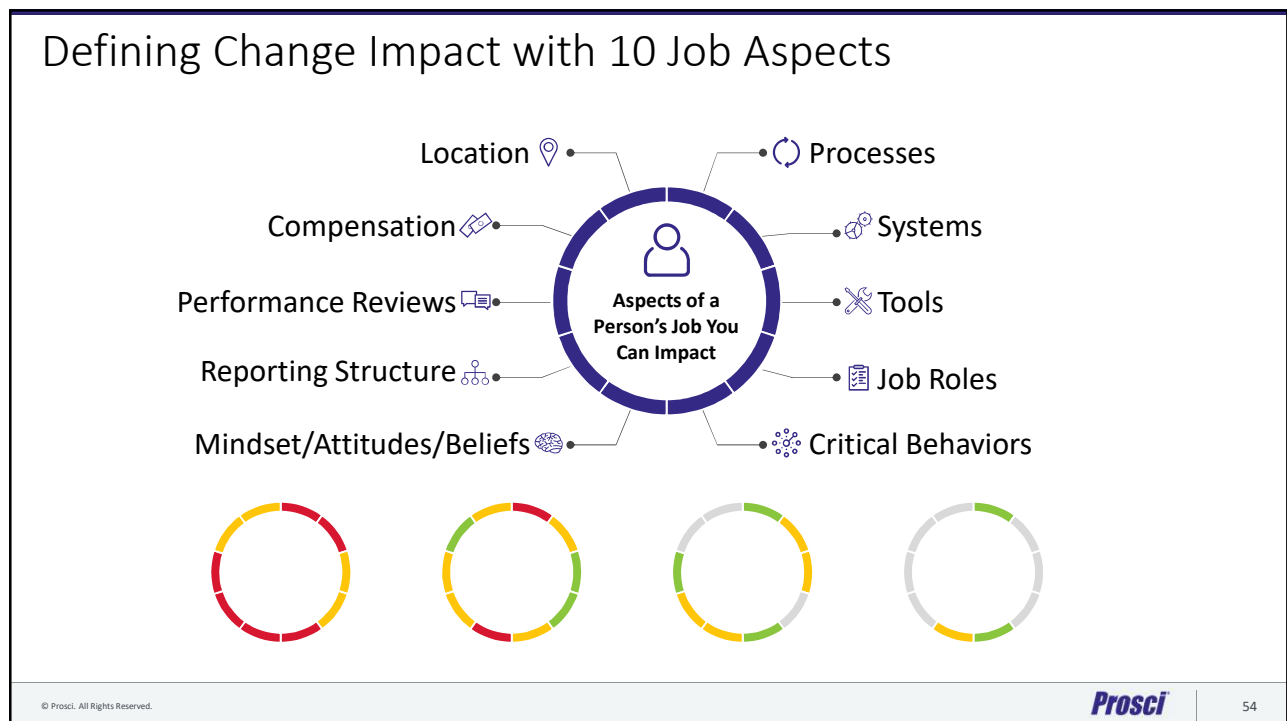
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4. Deepen relationship with the Agile team	9
5. Match the pace and cadence of releases	10

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Yesterday-Tomorrow Exercise

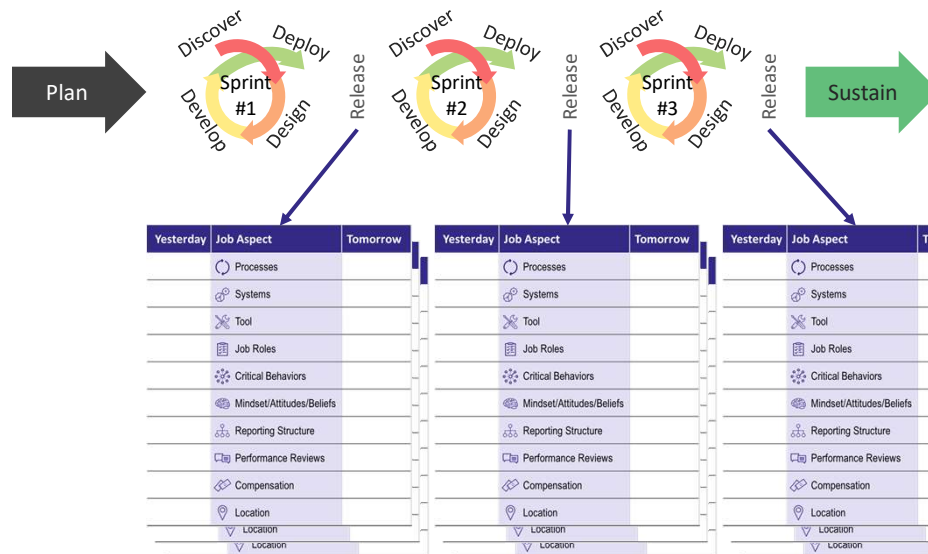
Yesterday	Job Aspect	Tomorrow	Size of impact
	Processes		
	Systems		
	Tool		
	Job Roles		
	Critical Behaviors		
	Mindset/Attitudes/Beliefs		
	Reporting Structure		
	Performance Reviews		
	Compensation		
	Location		

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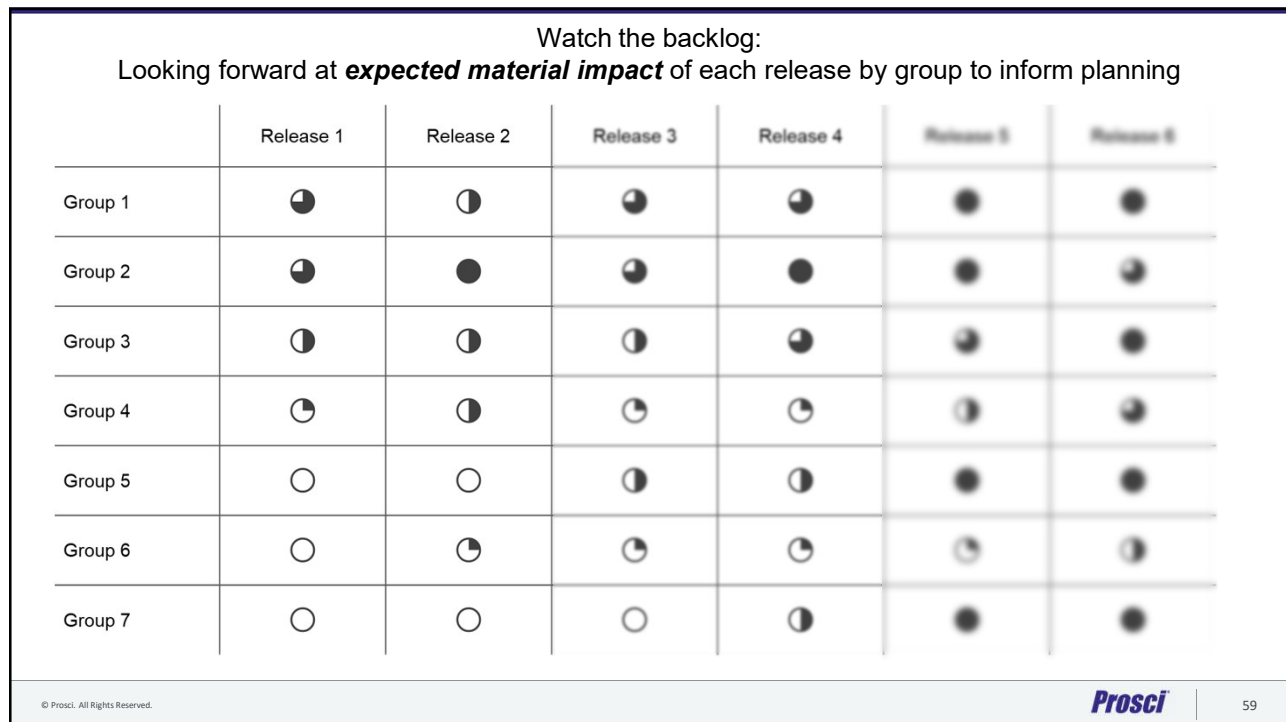
56

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Identify one specific step you can you take to start adapting CM in Agile:

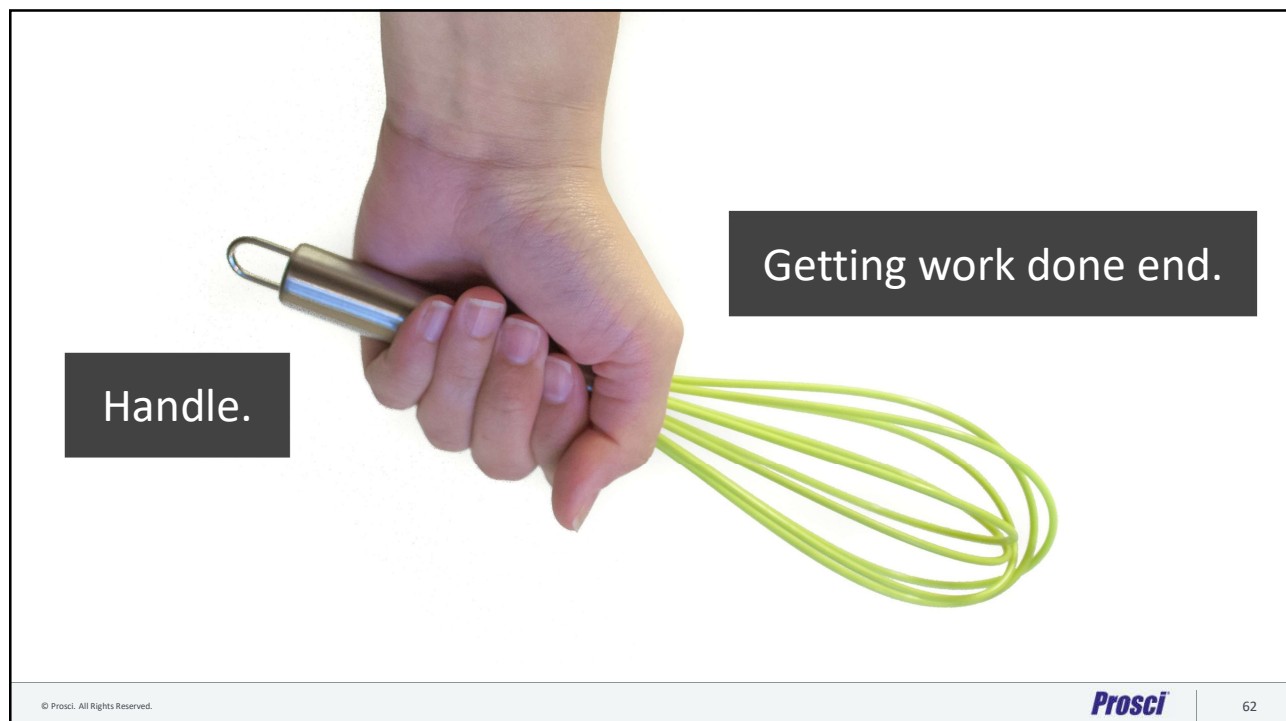
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5. Match the pace and cadence of releases	10
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Research findings
on accessibility

#1 “What to do differently”
Educate the organization on Agile

#2 “Consistent obstacles”
Organizational **resistance** to Agile


#1 “Do differently” for both sponsors and people managers
Understanding/training on Agile

Embracing the Agile mindset, managing expectations, and embedding in the culture

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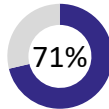
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4. Deepen relationship with the Agile team	9. Make Agile accessible
5. Match the pace and cadence of releases	10. Manage the move TO Agile as a change

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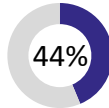
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Structuring the Agile transformation

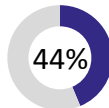
Was there a **sponsor** of the transition to Agile



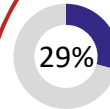
Was there a **formal project** for the transition to Agile



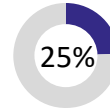
Was there a **project team** for the transition



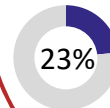
Were there dedicated CM **resources**



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



Was there a dedicated CM **budget**



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Greatest contributors to successful transformation to Agile

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

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

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What to do differently next time regarding the transition to Agile

“ **Define and set expectations up-front.** Define as a group what Agile is and isn't because I believe people have different definitions. Pick an Agile flavor that works best and stick with it.

“ Have experienced Scrum Masters as agile champions to show/lead. To specifically train, coach, mentor and facilitate the process.

1. Create a change management plan
2. Create buy-in from impacted groups
3. Deliver more coaching on Agile

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TO Agile /
IN Agile
Interaction

mindset
culture
expectations

How well we managed the change **TO** Agile

Very well

Not very well

Few Many

Challenges faced when managing change **IN** Agile

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4. Deepen relationship with the Agile team	9. Make Agile accessible
5. Match the pace and cadence of releases	10. Manage the move TO Agile as a change
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Your organization needs to drive
employee adoption and usage
of solutions to improve
results and outcomes

Your organization needs to
leverage inclusive, iterative
solution development to
improve results and outcomes

You sit in a unique position to equip
your organization to succeed
at the intersection of Agile and change management

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Build individual change competencies
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