ALIGNING CHANGE MANAGEMENT WITH AGILE

Crowd Sourced Webinar
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Presented by:
• Vicky Emery, Director of Change Capability Services
• Louise Geoghegan, Senior Consultant

Introducing Being Human

• Founded in 1993
• Our mission: develop change-capable people and organisations so they achieve the benefits of change.
• Prosci Primary Affiliate Australia and New Zealand.
Prosci is moving to a different approach to collect data

- There will still be a core study each two years
- There will be 3 topical studies each year.
  - The first one is about ADKAR and has already been released. Takes around 15-20 mins
  - The second study on Agile will be released at the end of the year
  - The third study on CM and Generations will be released between now and June 2017.
- It's through your contributions that we can better understand Change Management, so please contribute to the research.

Today’s agenda

01 CROWD-SOURCED WEBINAR
02 SHARE WITH YOU WHAT YOU SHARED WITH US
03 DIFFERENCE BETWEEN WORKING TO AGILE AND IN AGILE
04 AND AGILE
05 REAL-LIFE EXPERIENCES FROM OUR COMMUNITY OF PRACTICE
“My ways of working are very different now that we have implemented Agile.”

“My business impact assessments took twice as long to finish (and may never truly be complete)!”

“Don’t guess or rely just on intuition or ‘experience’. You need to know the science behind what they do.”

“The implementation of Agile ideas requires higher speed of reaction.”

What you told us.....

“Don’t fix yourself to one overarching CM methodology.”

Minimum of PCT and Risk Assessment for each iteration.”

“Working with an Agile team requires you to let go of the ‘Waterfall’ mindset.

“Your planning cycles are much shorter and you need to be very responsive gathering feedback and changing your activities as required.”
What you told us.....

“There is no dedicated Change Manager role in a SCRUM team or many other Agile Approaches.”

“There is lack of documentation and also the lack of change control and communication around when requirements change.”

“It is like feeding a change plan into a spaghetti making machine and trying to get the strips back in the right order after they were shredded. Everything is different and lots more consultation is required up front ....even if the development team are not ready. There will be a lot of re-work and a fair bit of uncertainty.”

managing the people side of change

TO Agile

managing the people side of change

IN Agile

managing the people side of change

IN AN agile way
Why companies are moving to Agile

1. There are limitations and challenges with traditional software development
2. Improves speed to market of products in line with business needs
3. Allows for a quick response to changing requirements throughout the process
4. Greater visibility for the business to the actual progress of projects

Comparing Waterfall to Agile

Waterfall Method

Plan -> Discover -> Design -> Develop -> Deploy -> Sustain

Agile Method

Plan

Discover #1
Develop
Design

Discover #2
Develop
Design

Discover #3
Develop
Design

Sustain
Applying Change Management whether you are moving TO Agile or IN Agile

Waterfall Method

TO Agile

Plan

Discover
Design
Develop
Deploy
Sustain

Plan

IN Agile

Discover
Design
Develop
Deploy
Sprint #1
Discover
Design
Develop
Deploy
Sprint #2
Discover
Design
Develop
Deploy
Sprint #3
Discover
Design
Develop
Deploy
Sustain

Agile Method

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managing the people side of change

TO Agile

Waterfall Method

TO Agile

Plan

Discover
Design
Develop
Deploy
Sustain

Plan

IN Agile

Discover
Design
Develop
Deploy
Sprint #1
Discover
Design
Develop
Deploy
Sprint #2
Discover
Design
Develop
Deploy
Sprint #3
Discover
Design
Develop
Deploy
Sustain

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agile way
Use the Change Blueprint when moving to Agile

**Why** are we moving to Agile?

**How** much depends on adoption and usage?

**Who** has to do their job differently in Agile?

**What** can we do to drive adoption and usage?

Managing the people side of change

Managing the people side of change
How does the three states of change translate in an Agile environment?
ADKAR IN Agile – Traditional Waterfall

Waterfall

Plan → Discover → Design → Develop → Deploy → Sustain

A → D → K → A → R

ADKAR IN Agile – Agile: The new world

Agile

Project Level

A → D → K → A → R

Plan → Discover → Design → Develop → Deploy

Sprint #1 → Discover → Design

Sprint #2 → Discover → Design

Sprint #3 → Discover → Design

Sustain

A → D → K → A → R

Sprint Level

A → D → K → A → R

being human
The solution is NOT the change, it’s an enabler for change

• Find out why and how the business uses the system/software
• Don’t lose sight of why you are changing
• Focus on the overall outcome
• Be adaptive and flexible

“We always contextualised what we were building so that you are actually changing, not just putting in a new system.”

SO, WHAT WORKS?

Greatest hits from our community
1. Change how you manage Change

- No new framework needed
- Be proactive – go and get the information from the project teams
- Be more comfortable with uncertainty and focus on Sprint outcomes
- Work out what documentation helps and what doesn’t

2. Pump it up

- Scale it up
- Skill it up
- Speed it up
3. Have laser-like processes

- Have clear roles and how to track work
- Use ‘User Stories’ effectively
- Use technology to help keep on track.

4. PMs and CMs: It’s like toast and vegemite

- Prioritise a solid relationship with the Project Managers (PMs) and Business Analysts (BAs)
- Participate in Sprint reviews
- Build solid communication channels
- Be geographically located together, if possible
Collection of ‘greatest hits’ – Tips from our community

• Be flexible
• Get involved... early
• Know your change methodology
• Build ‘fat’ into your plans (timelines, resources and budgets)
• Let go
• “Breathe deeply and do lots of meditation”
• Be proactive and participate in everything.
• Embed yourself into the project team

“Above all else, make sure you focus on the usage and adoption of the change in bite size pieces.”
Thank you.

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- Change Conversations Seminar, City and Date

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