



**Nadia Fiems**



**Eric de Vries**

# Agile Change Management

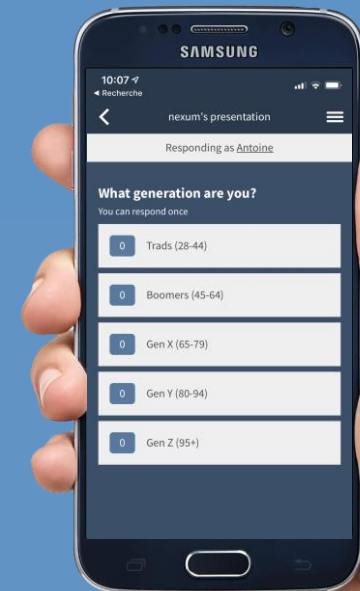
Webinar September 11<sup>th</sup> 2020



# Poll Everywhere

- Take your smartphone and make sure you are connected to the Internet
- Go to [www.pollev.com/nexum2](http://www.pollev.com/nexum2)
- You can also download the "Poll Everywhere" application
- Enter your first name and click on *Continue*

**You're ready !!!**





Why a webinar  
about CM in an  
Agile environment?

# A bit more about us...

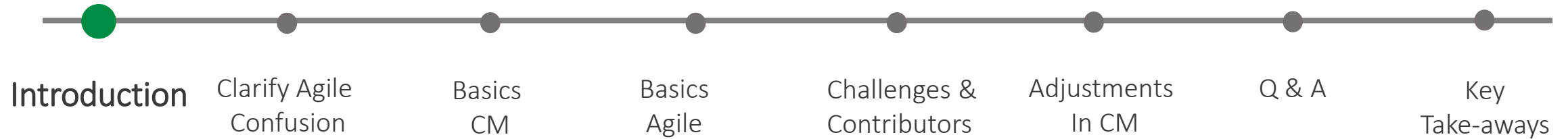


**Eric de Vries**  
Change Manager



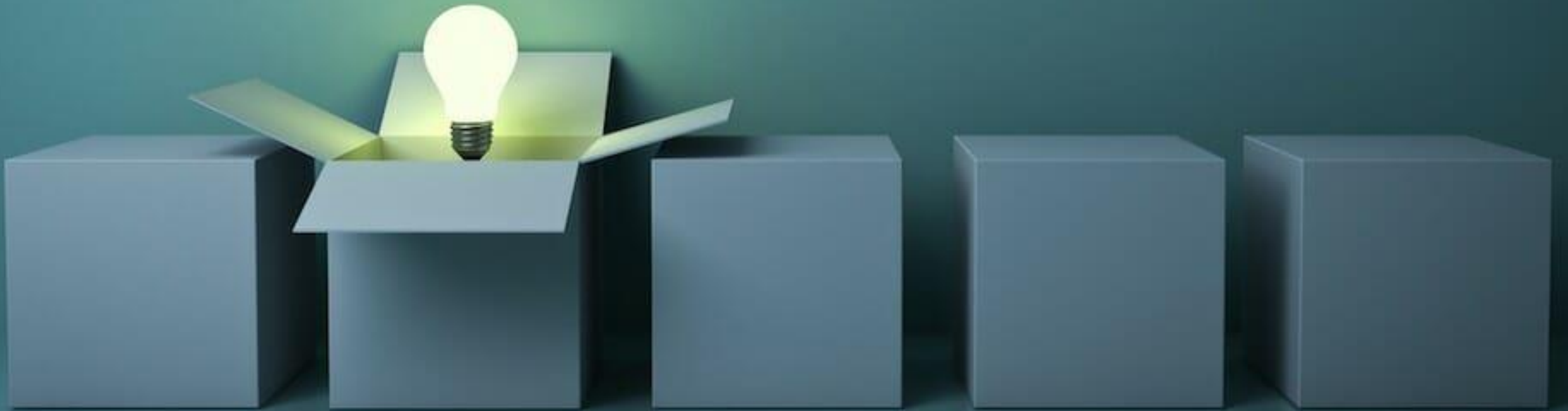
**Nadia Fiems**  
Agile Specialist

## Our agenda for today



# Reveal 3 Key insights

- Change Managers have to adopt Agile Mindset & Way of Working
- Clarify roles & expectations with all stakeholders early & review regularly
- Role of the sponsor is key

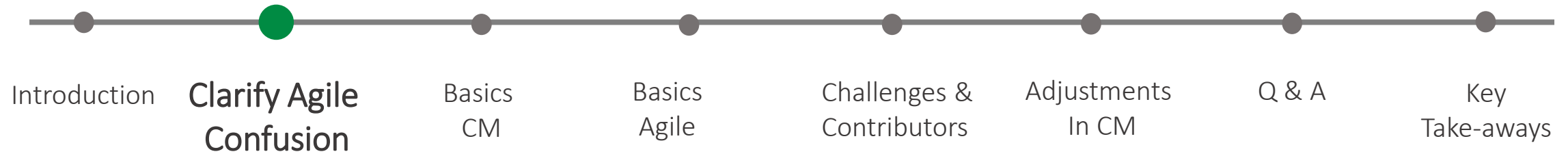


# Your level of understanding of Agile and Change Management

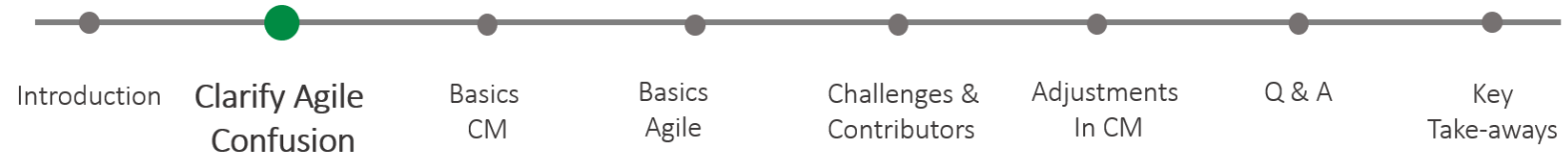




## Our agenda for today







# We go Agile, what does it mean?

## Agile Mindset

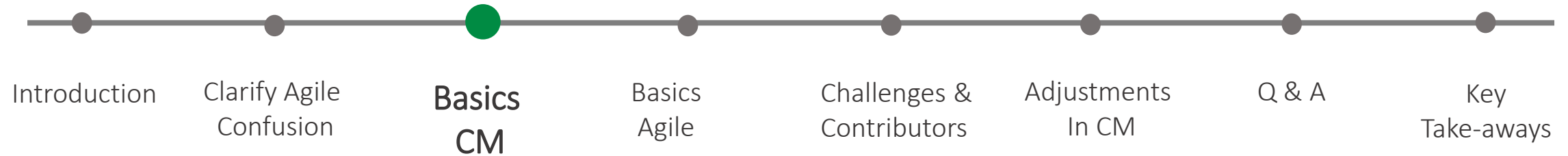
Enterprise Agile (e.g. SAFE, SPOTIFY)

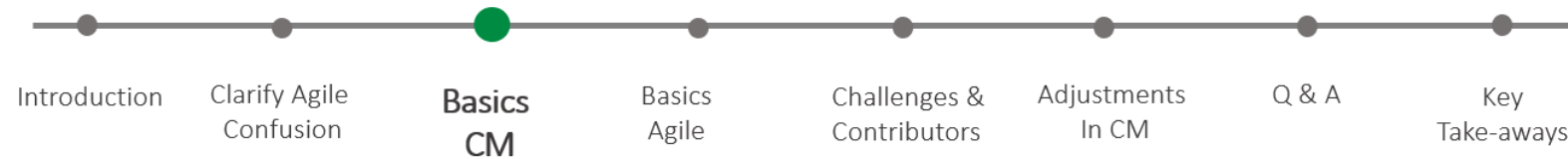
Agile @ Project level (e.g. SCRUM)

Agile @ Release/ Sprint level

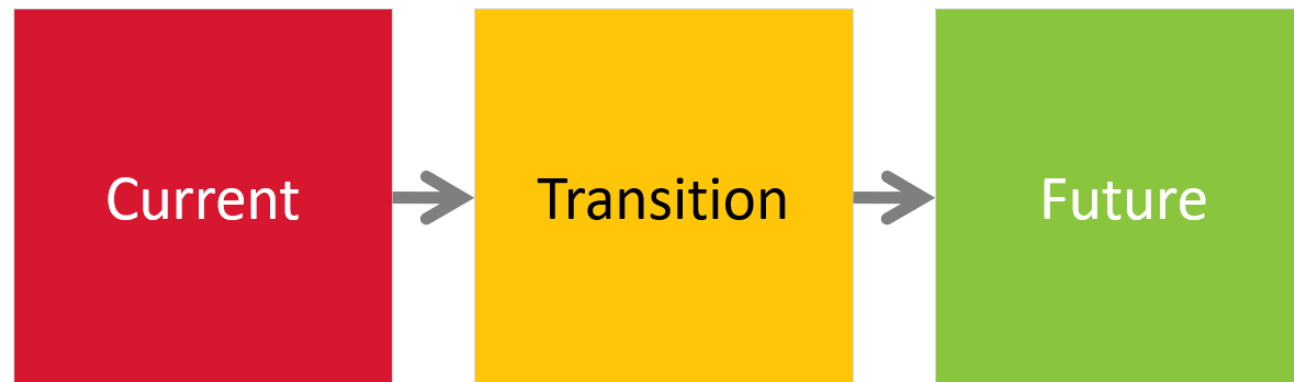
WITH AGILE  
FRAMEWORK

## Our agenda for today

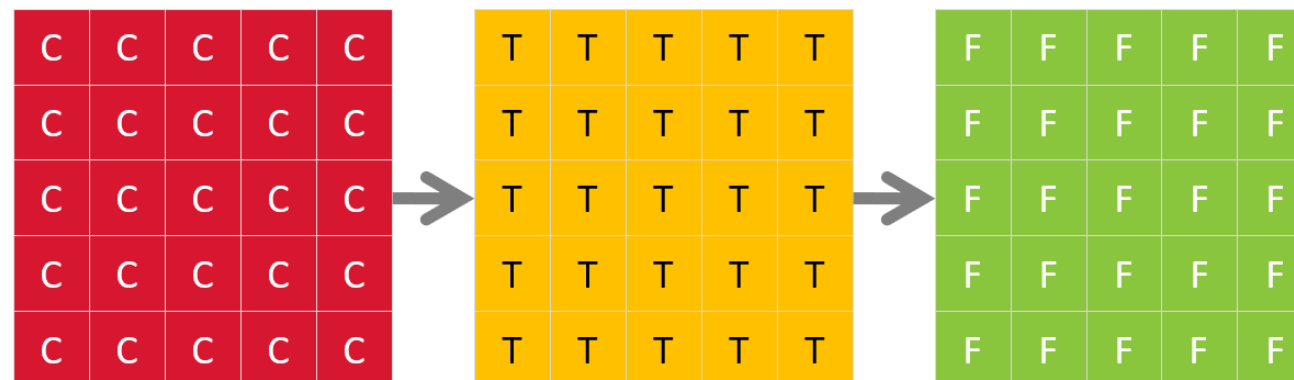




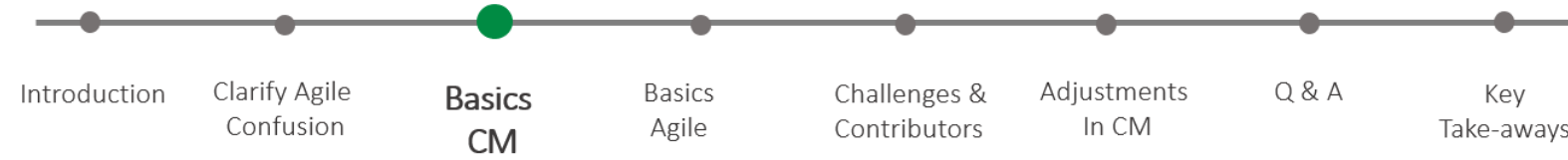
## Organizational change



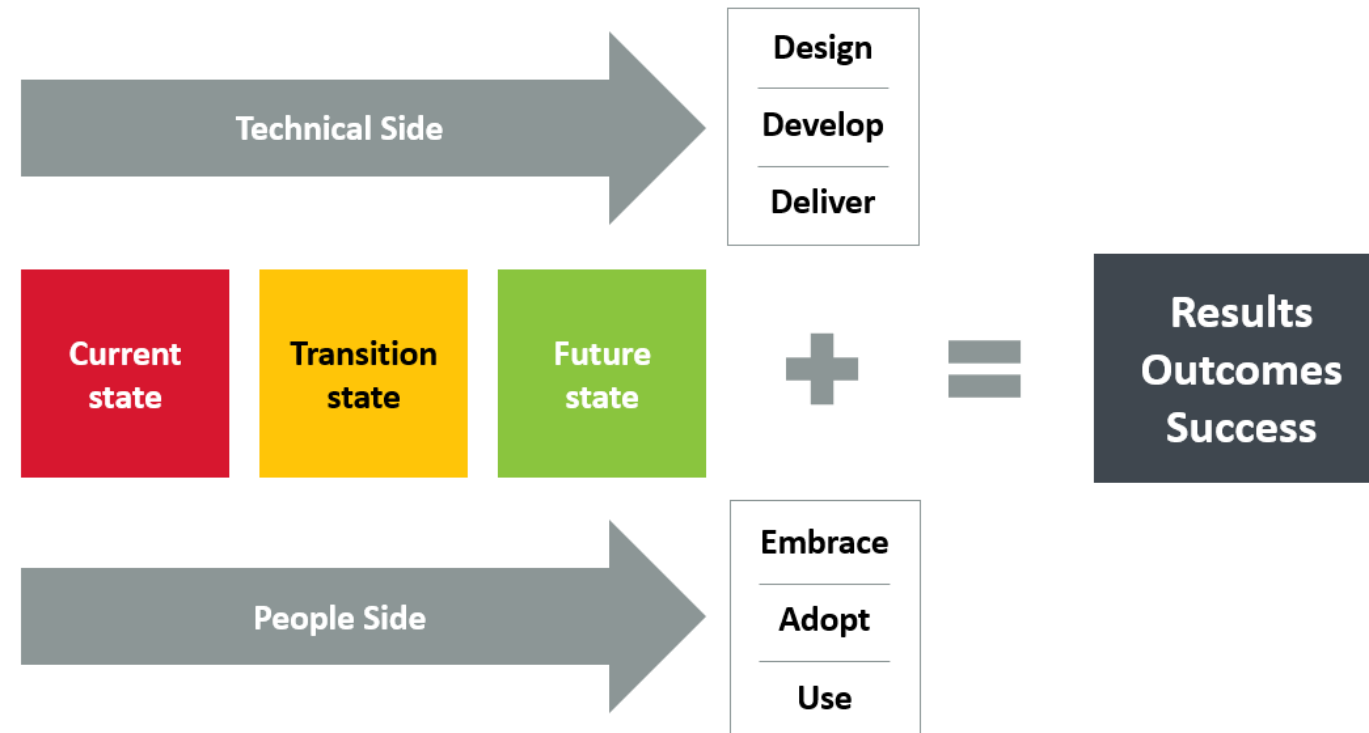
## People Changes

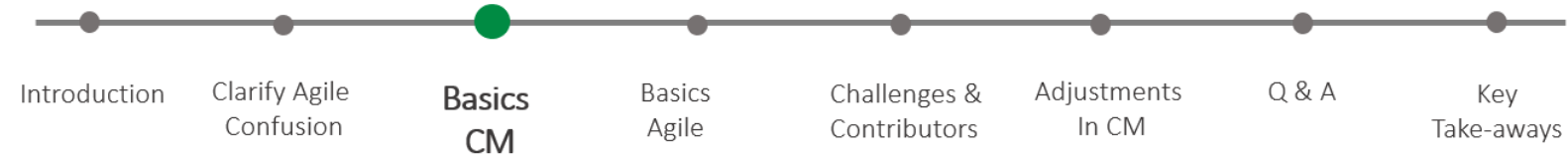






# Two essential elements of successful Organizational Change

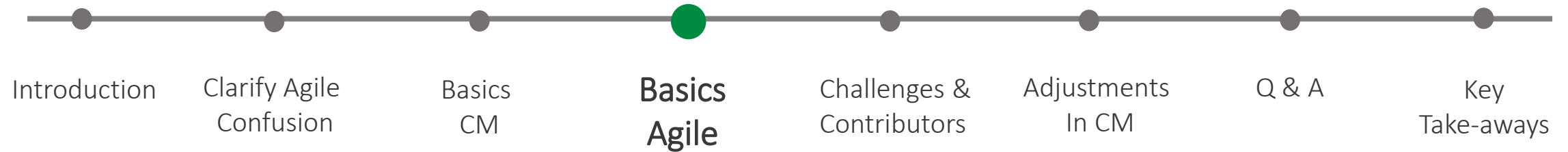




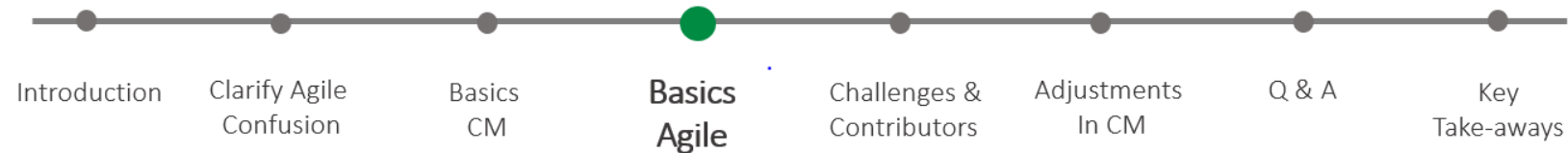
## 4 PROSCI Change Management concepts



## Our agenda for today

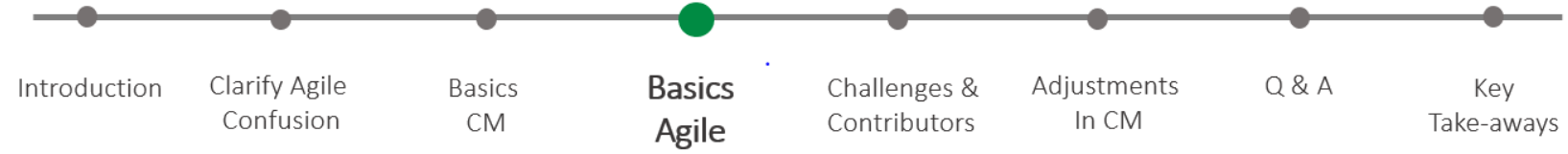




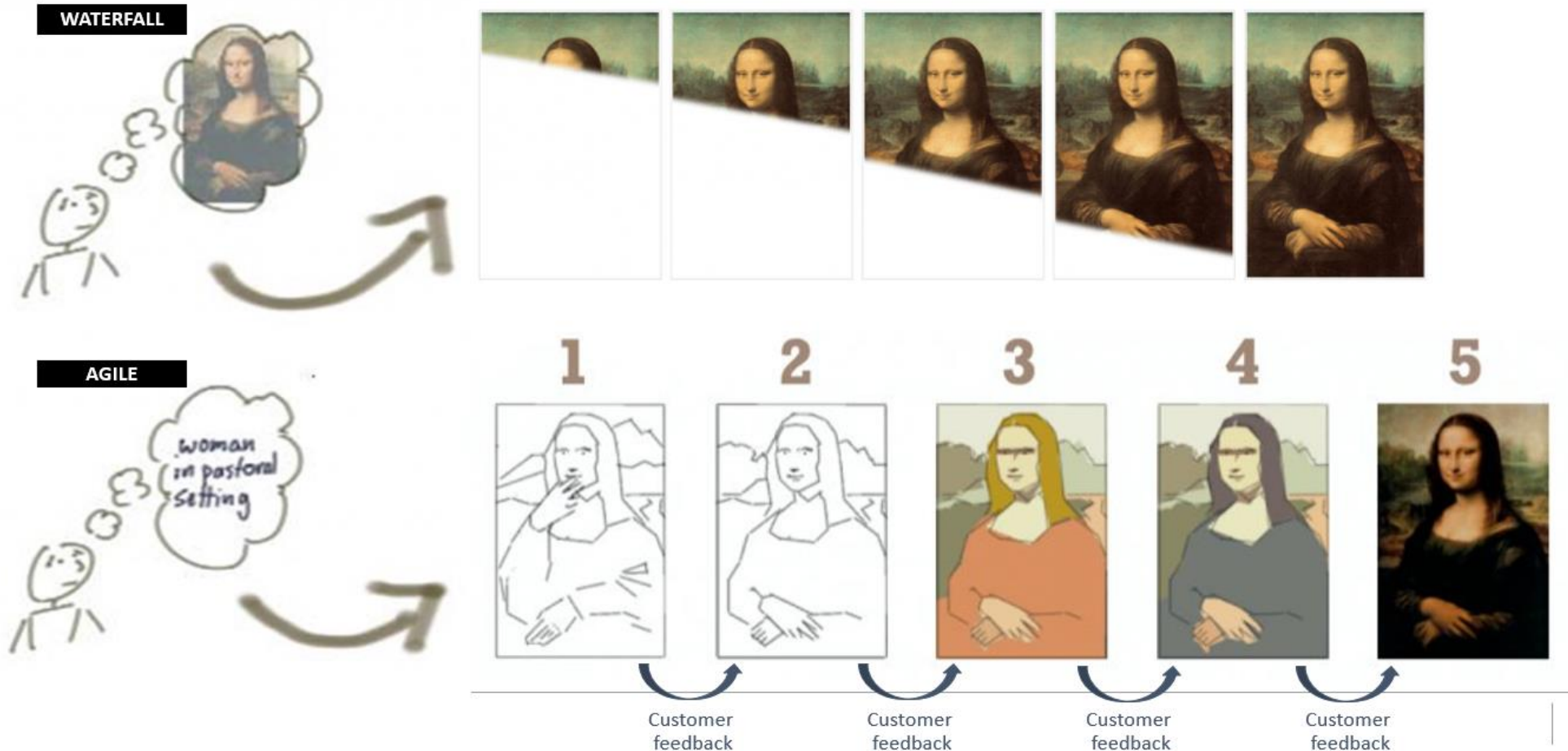


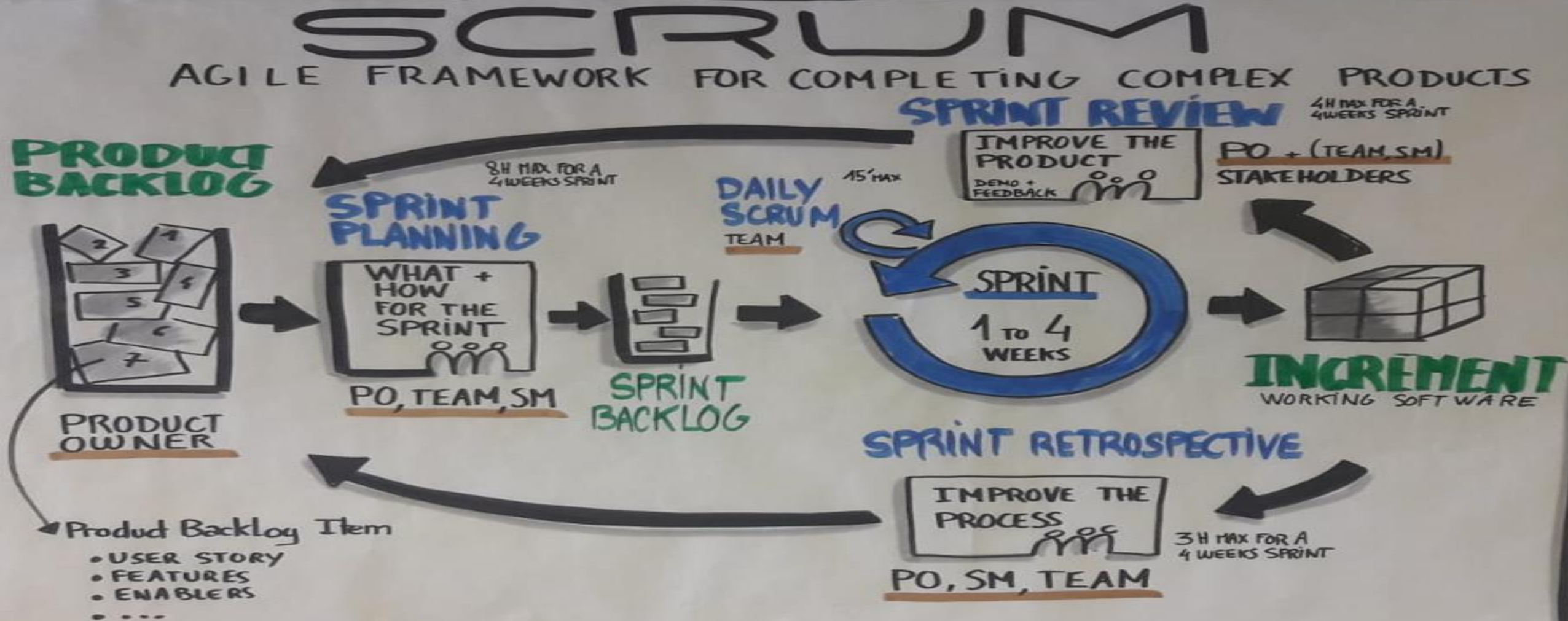
# Agile Manifesto: 4 Values and 12 Principles

1	Individuals and Interactions Over Processes and Tools	1	Customer satisfaction through early and continuous software delivery	7	Working software is the primary measure of progress
2	Working Software Over Comprehensive Documentation	2	Accommodate changing requirements throughout the development process	8	Agile processes to support a consistent development pace
3	Customer Collaboration Over Contract Negotiation	3	Frequent delivery of working software	9	Attention to technical detail and design enhances agility
4	Responding to Change Over Following a Plan	4	Collaboration between the business stakeholders and developers throughout the project	10	Simplicity
		5	Support, trust, and motivate the people involved	11	Self-organizing teams encourage great architectures, requirements, and designs
		6	Enable face-to-face interactions	12	Regular reflections on how to become more effective



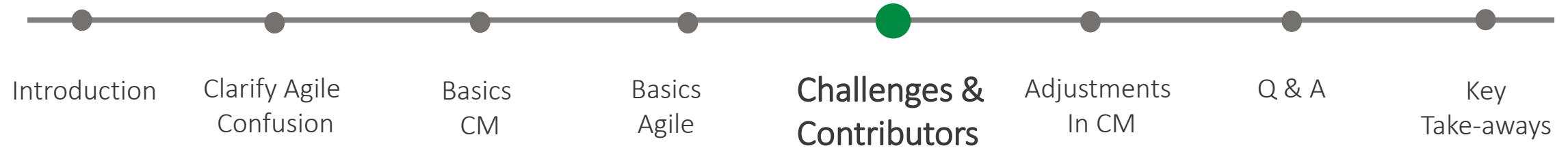
# From 'incremental' to 'iterative' development







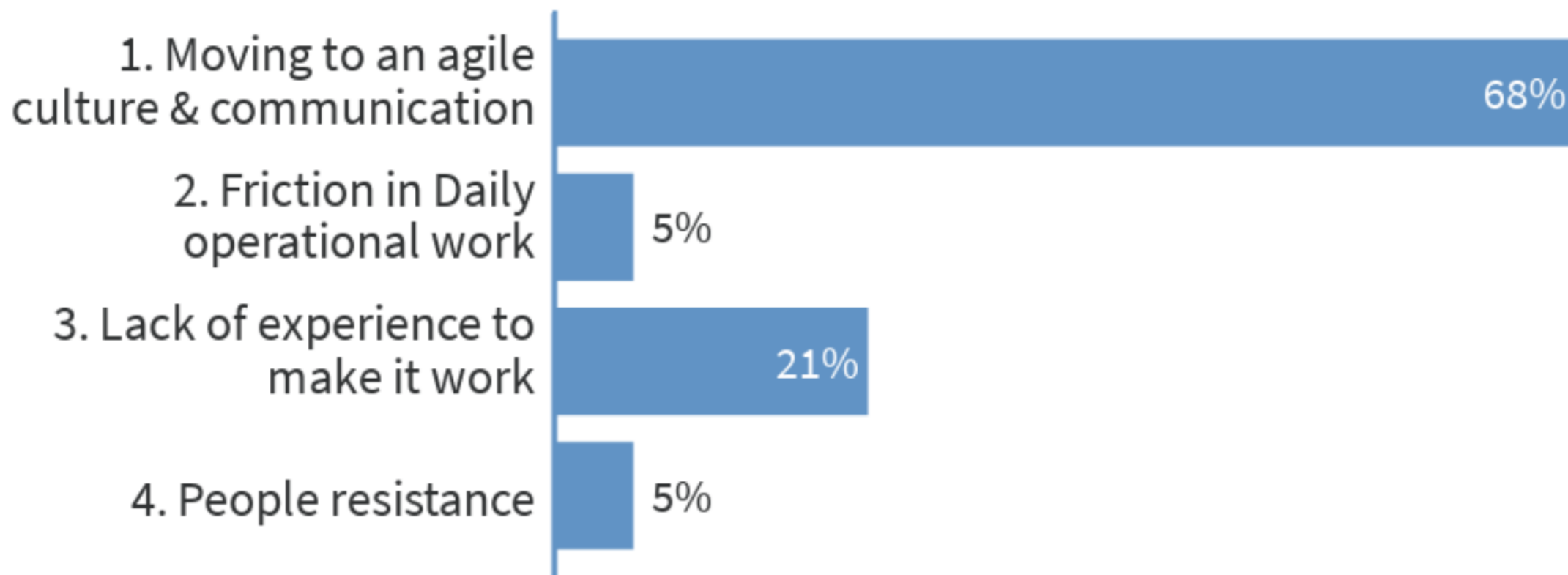
## Our agenda for today

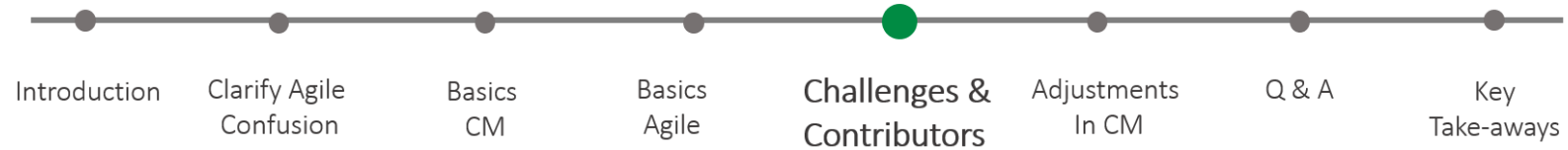


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📱 Text **NEXUM2** to **+32 460 20 00 56** once to join

## Where are, according to you, the biggest challenges when moving to an agile environment?





### 1. Moving to an agile culture & communication

- Communication not adapted
- Lack of culture Transition/Mindset

### 4. People resistance

- No Management buy-in
- Poor Sponsorship
- Getting stakeholders to agree

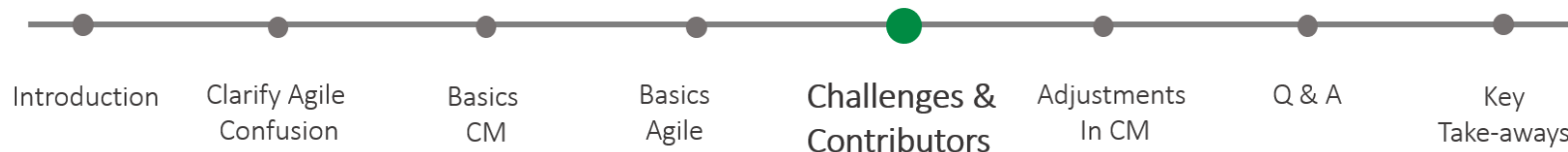
### 2. Friction in Daily operational work

- Too many meetings
- Integration agile teams with non-agile teams

### 3. Lack of experience to make it work

- Inexperienced Scrum Masters & Product Owners

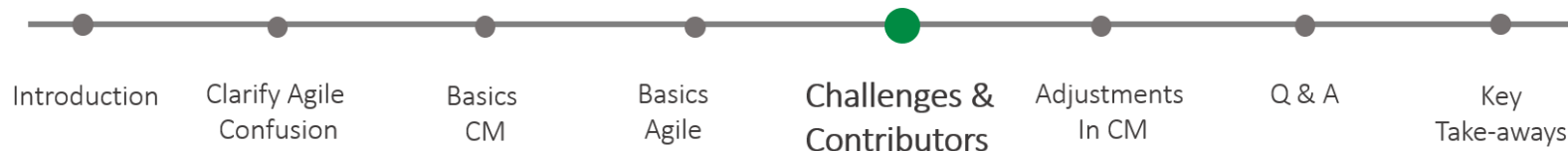




## Research

# Consistent obstacles

1. Lack of understanding of and appreciation for CM
2. Organizational resistance to Agile
3. High volume of incremental change
4. Increased pace
5. Middle manager resistance

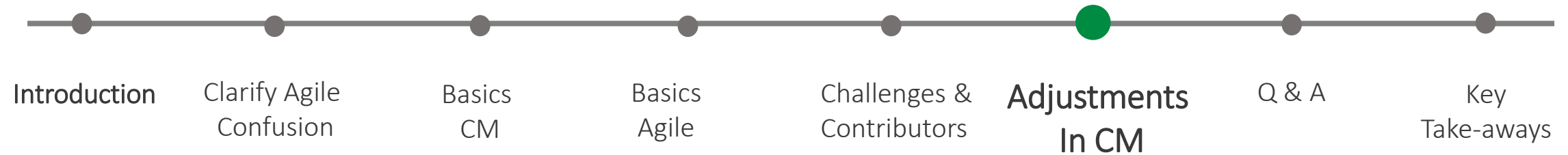


1. Early engagement of change manager
2. Consistent communication
3. Senior leader engagement
4. Early wins

Research

Greatest contributors to success

## Our agenda for today



## Adjustments in Change Management



Preparing  
the Change

Managing  
the Change  
ADKAR

Managing  
the Change  
ROLES

Managing  
the Change  
PLANS



**PREPARE**

**PCT**

**RISK**

**WHY**

**IMPACT**

**SPONSOR  
coalition**





Preparing  
the Change

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ADKAR

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**PREPARE**

**PCT**

**RISK**

**WHY**

**IMPACT**

**SPONSOR  
coalition**

Mind the backlog:  
Looking forward at **expected material impact** of each release by group to inform planning

	Release 1	Release 2	Release 3	Release 4	Release 5	Release 6
Group 1						
Group 2						
Group 3						
Group 4						
Group 5						
Group 6						
Group 7						

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Preparing  
the Change

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**PREPARE**

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# Change Canvas

## One Page Change Canvas STRATEGIC

○○○

WHY	WHY NOW
WHY ARE WE CHANGING ?	WHY ARE WE CHANGING NOW?
WHO AND WHAT IS CHANGING?	WHO AND WHAT IS NOT CHANGING?
WHAT PEOPLE,DEPARTMENTS AND PROCESSES NEED TO CHANGE?	WHAT PEOPLE,DEPARTMENTS AND PROCESSES WILL REMAIN THE SAME?
RISK IF NO CHANGE	
WHAT IS THE RISK OF NOT CHANGING ?	
BENEFITS & RISKS MATRIX	
WHAT ARE THE BENEFITS OF CHANGING & THE RISKS OF NOT CHANGING, @INDIVIDUAL & @ORGANIZATIONAL LEVELS?	

Sponsor &  
Change ambassadors

Version 1.0

One Page Change Canvas  
STRATEGIC

WHY	WHY NOW
WHY ARE WE CHANGING ?	WHY ARE WE CHANGING NOW?
WHO AND WHAT IS CHANGING?	WHO AND WHAT IS NOT CHANGING?
WHAT PEOPLE,DEPARTMENTS AND PROCESSES NEED TO CHANGE?	WHAT PEOPLE,DEPARTMENTS AND PROCESSES WILL REMAIN THE SAME?
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Version 1.1

One Page Change Canvas  
STRATEGIC

WHY	WHY NOW
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Feedback  
Loops

Team 1

WHY	WHY NOW
WHY ARE WE CHANGING ?	WHY ARE WE CHANGING NOW?
WHO AND WHAT IS CHANGING?	WHO AND WHAT IS NOT CHANGING?
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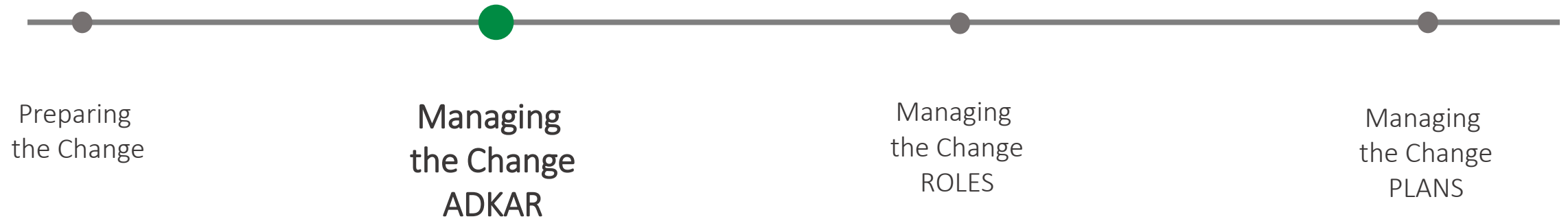
Team 2

WHY	WHY NOW
WHY ARE WE CHANGING ?	WHY ARE WE CHANGING NOW?
WHO AND WHAT IS CHANGING?	WHO AND WHAT IS NOT CHANGING?
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BENEFITS & RISKS MATRIX	
WHAT ARE THE BENEFITS OF CHANGING & THE RISKS OF NOT CHANGING, @INDIVIDUAL & @ORGANIZATIONAL LEVELS?	

Team 3

WHY	WHY NOW
WHY ARE WE CHANGING ?	WHY ARE WE CHANGING NOW?
WHO AND WHAT IS CHANGING?	WHO AND WHAT IS NOT CHANGING?
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RISK IF NO CHANGE	
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BENEFITS & RISKS MATRIX	
WHAT ARE THE BENEFITS OF CHANGING & THE RISKS OF NOT CHANGING, @INDIVIDUAL & @ORGANIZATIONAL LEVELS?	

## Adjustments in Change Management





## Prosci® ADKAR® Model



### ADKAR element:

### Definition

**A**

#### Awareness

Of the need for change

**D**

#### Desire

To participate and support the change

**K**

#### Knowledge

On how to change

**A**

#### Ability

To implement required skills and behaviors

**R**

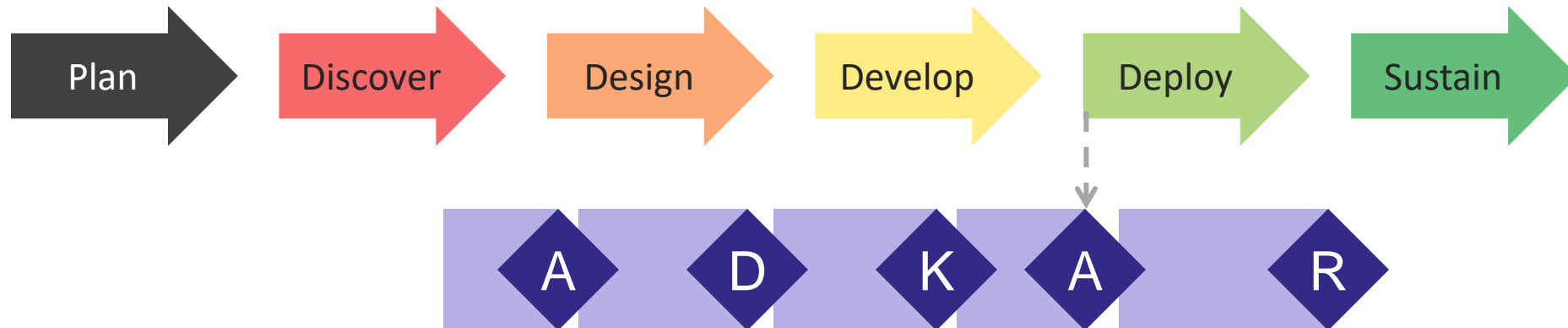
#### Reinforcement

To sustain the change





## ADKAR Milestones in Waterfall (project)



Align “Ability” with the ‘go live’  
of the change project

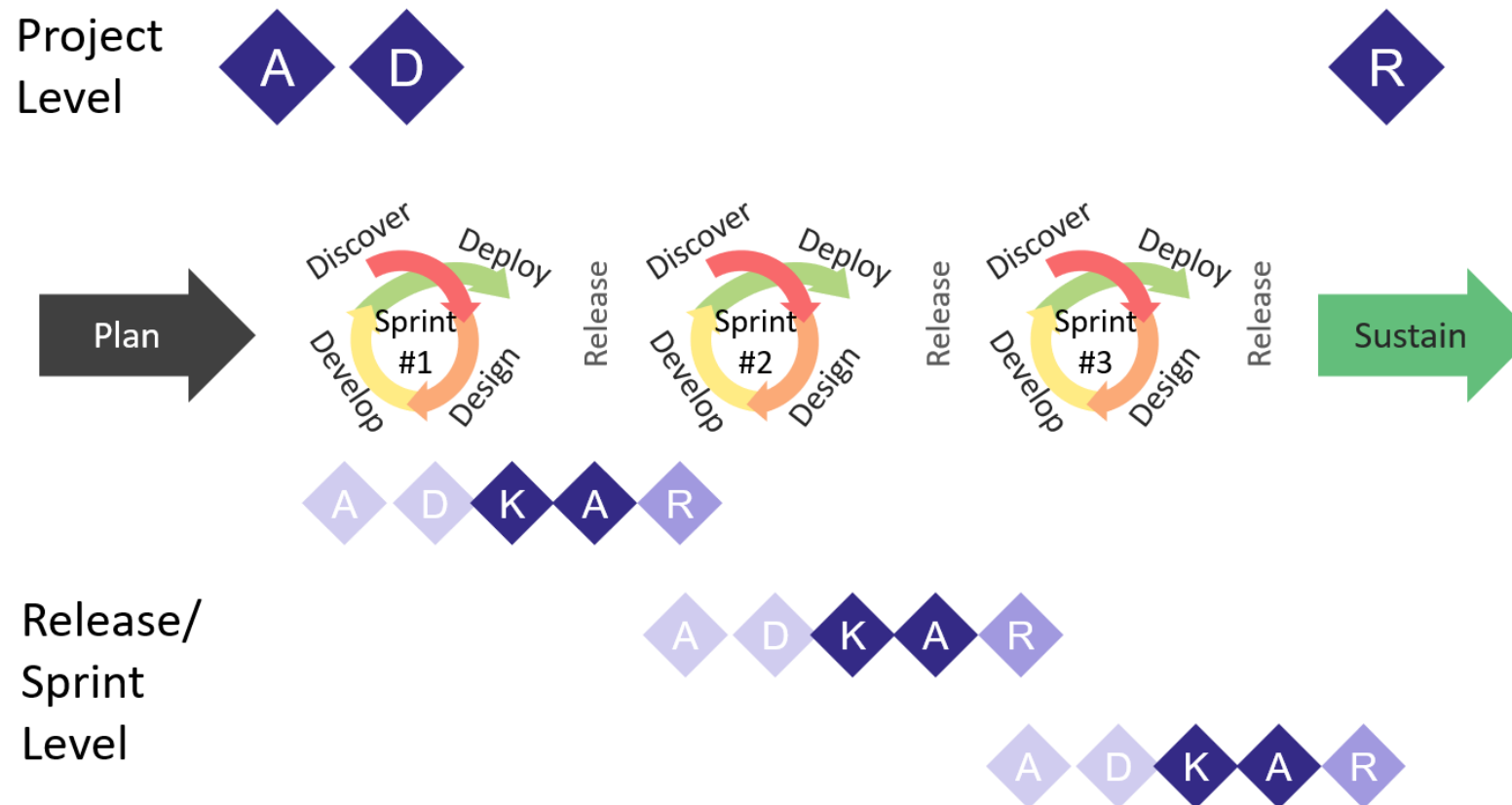


# A CHANGE MANAGEMENT FILE

How does ADKAR support individual transitions  
in an Agile environment ?

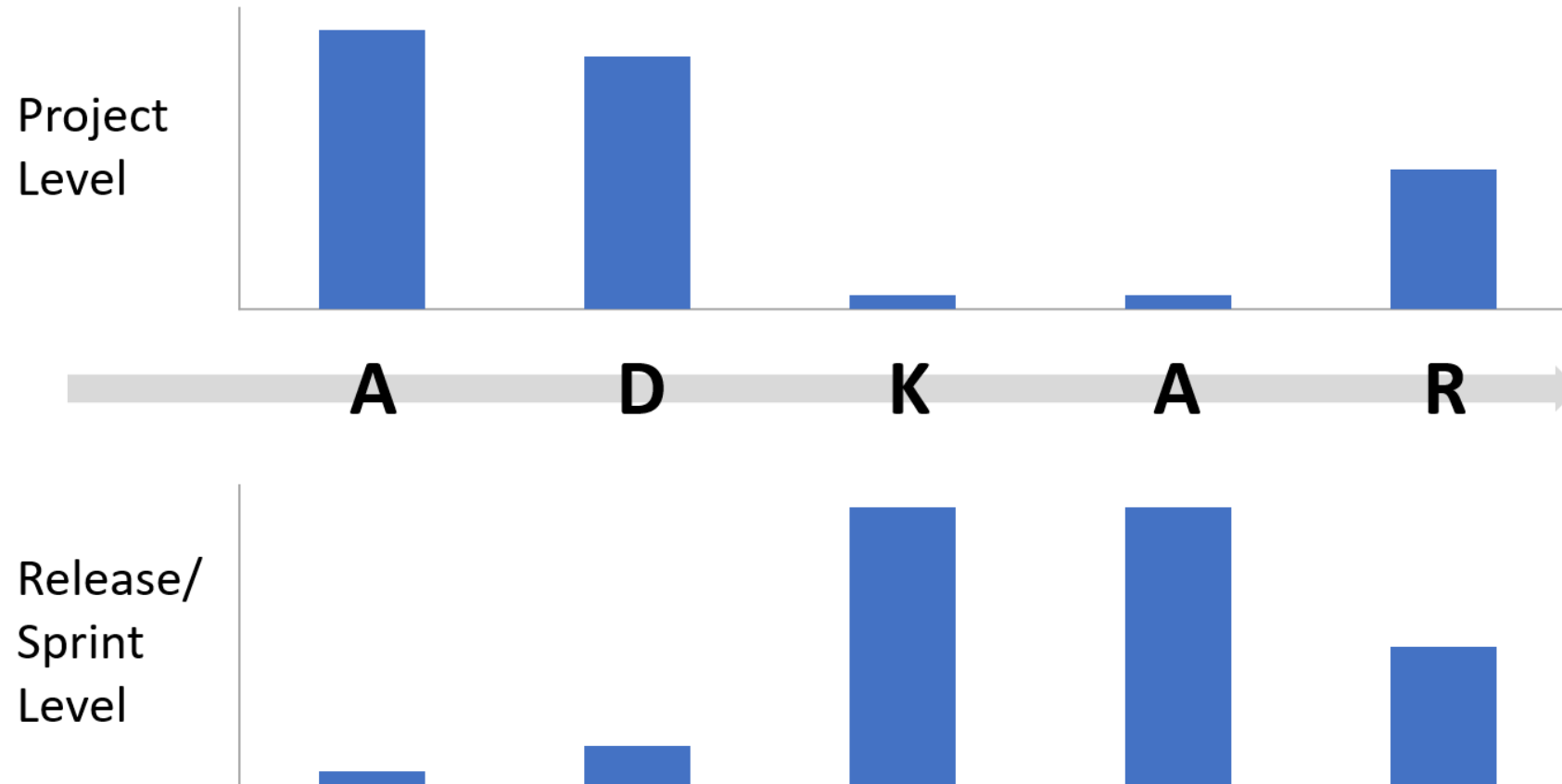


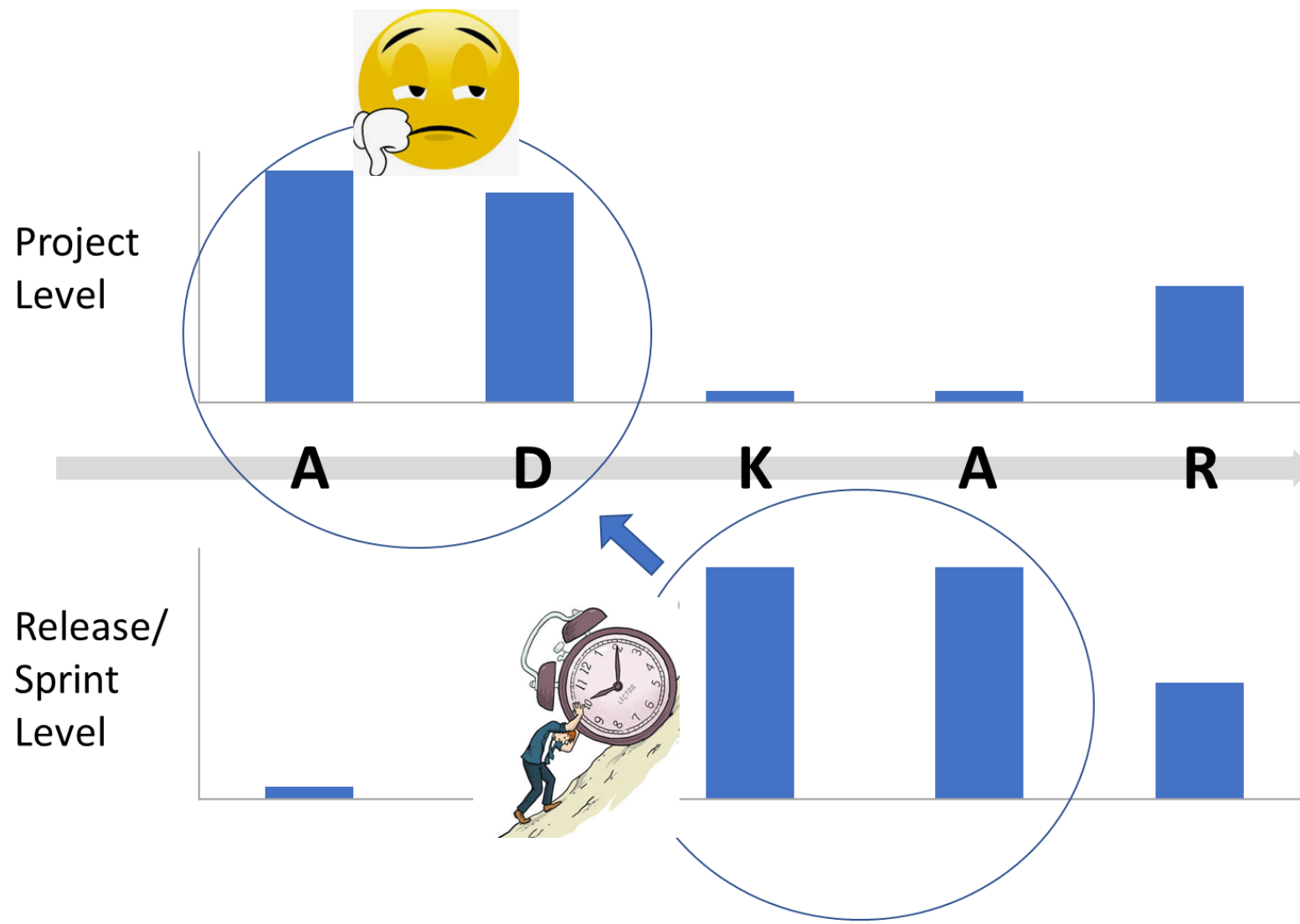
## ADKAR Milestones in Agile





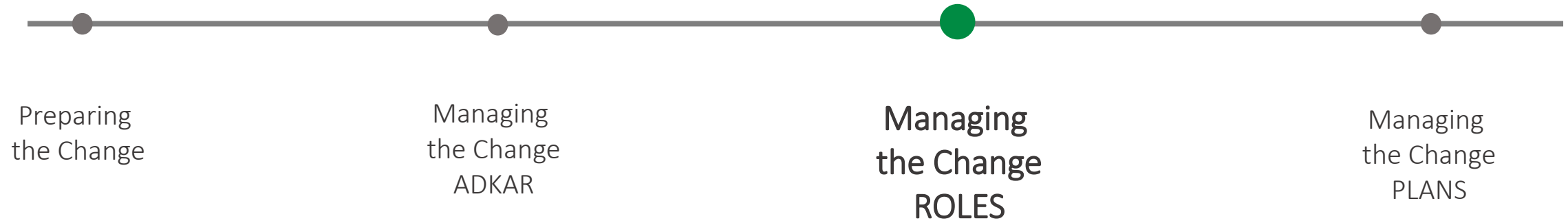
## ADKAR – Split between Project & Release/Sprint





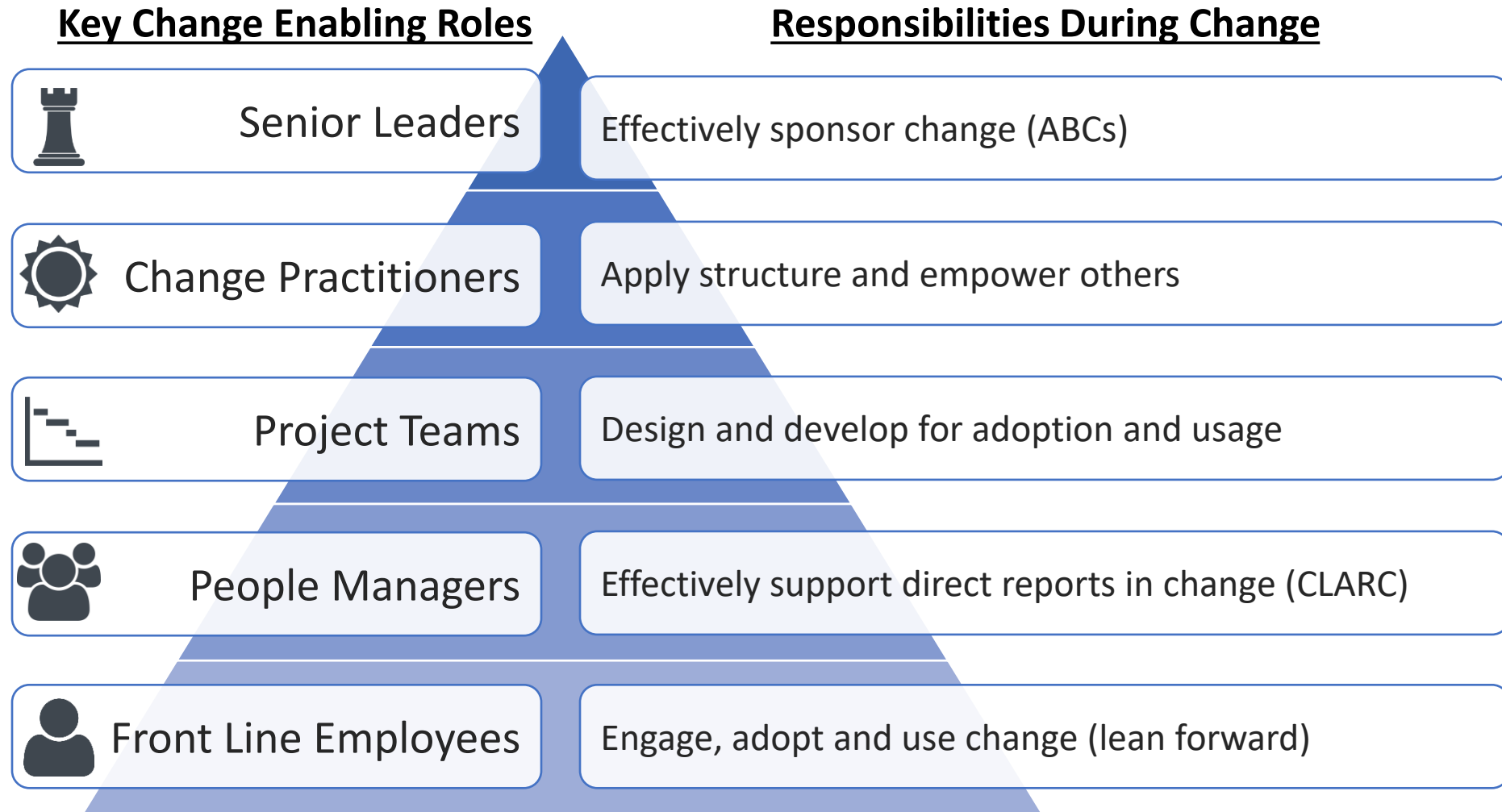


## Adjustments in Change Management





# Roles in CM Waterfall



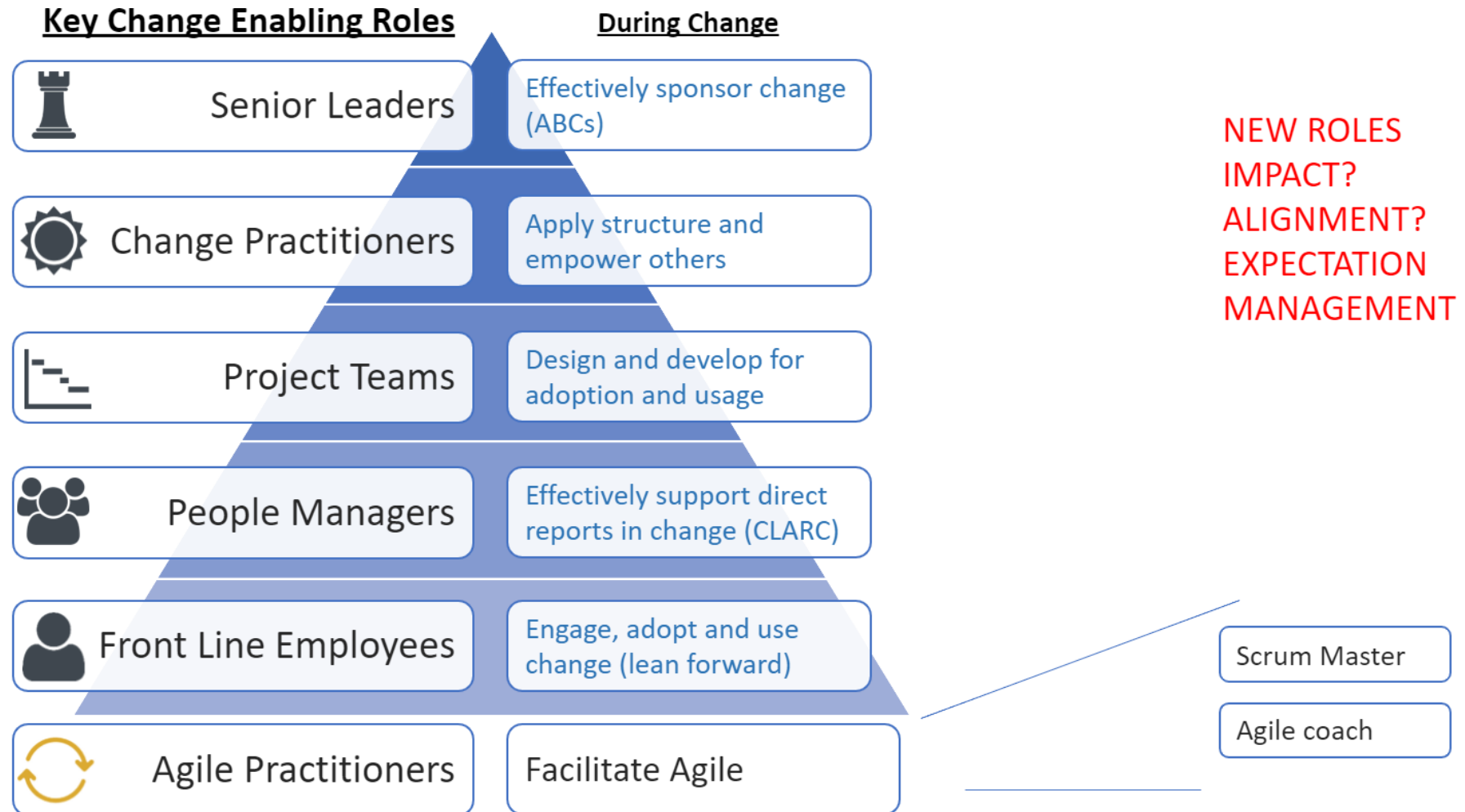
Preparing  
the Change

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# Roles in CM Agile



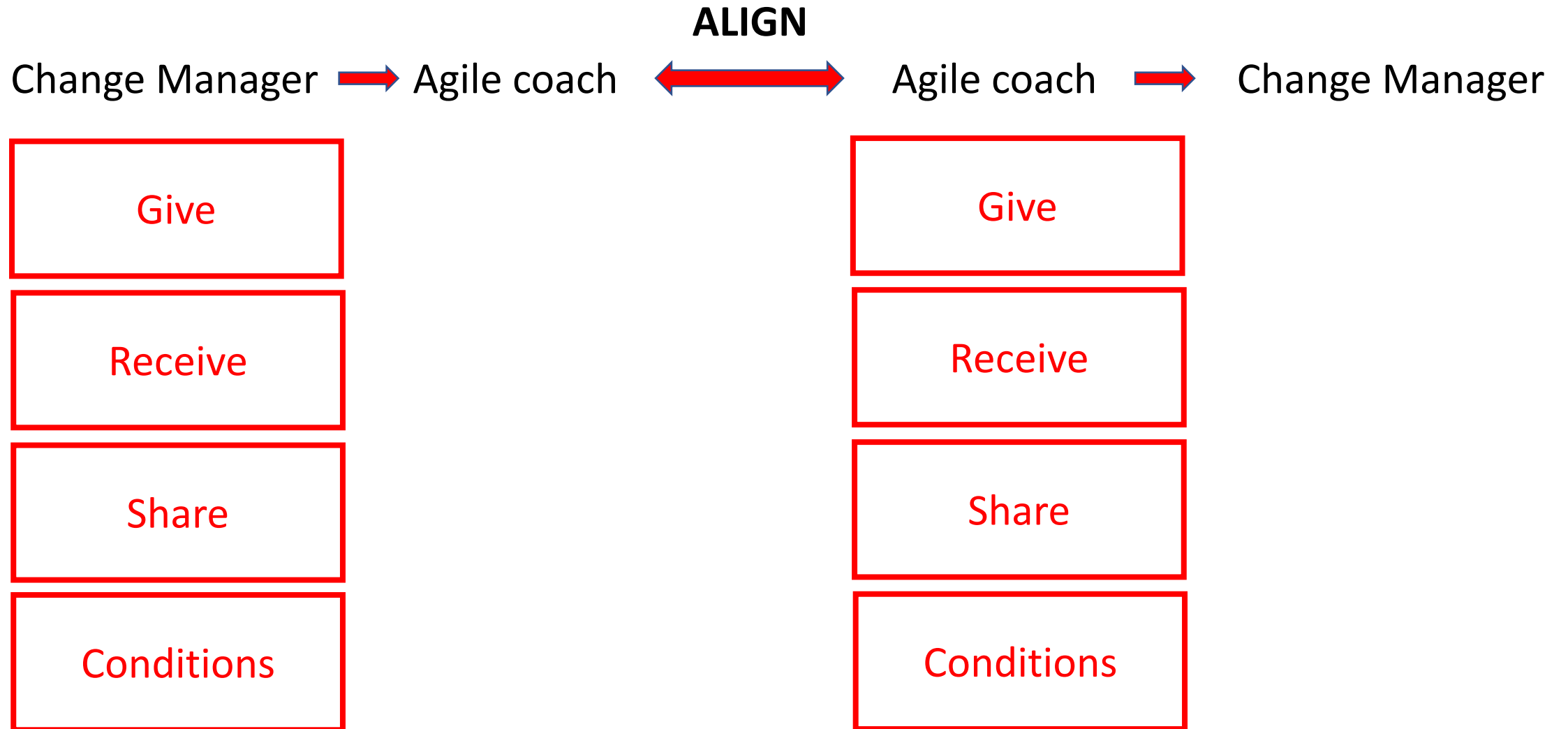


# Research

## What to do differently on the next Agile project

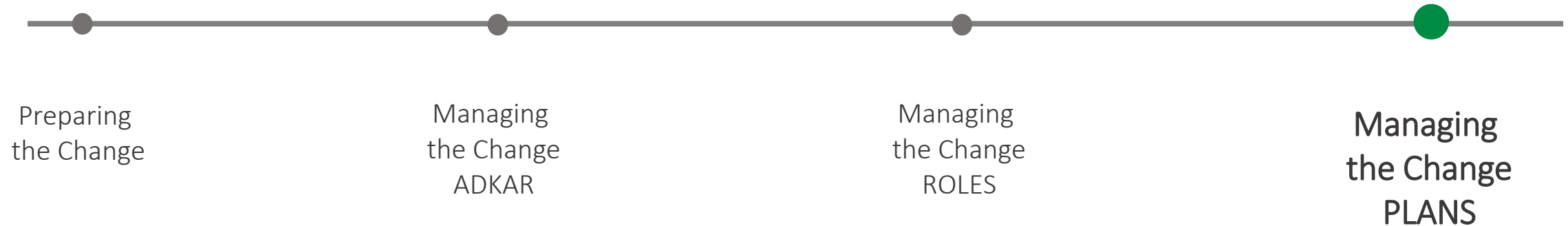
- *Partner with Scrum Master and Product owner*
- *Ensure they are clear what it means to effectively gain acceptance and adoption*
- *Set clear expectations with them on what they must do to ensure we're all successful.*

# Clarify mutual expectations





## Adjustments in Change Management








Preparing  
the Change

Managing  
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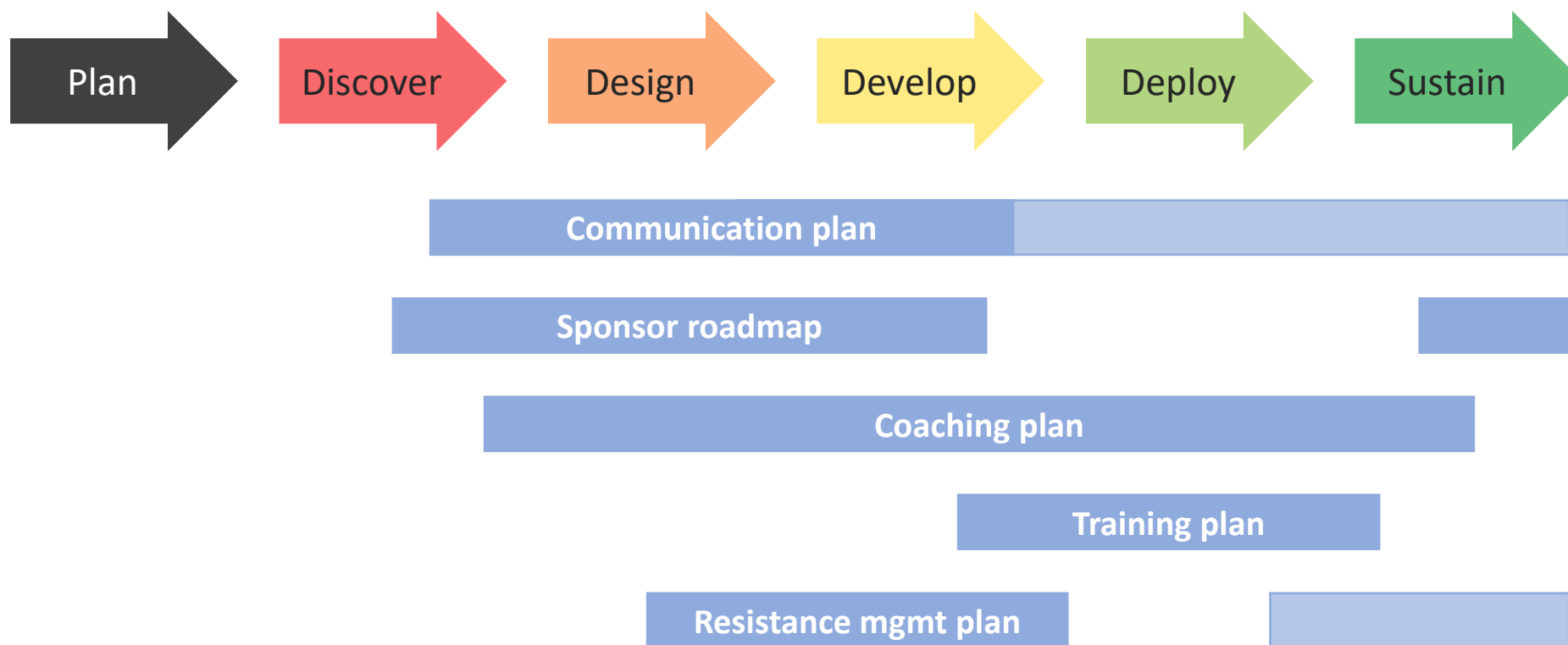
Managing  
the Change  
PLANS

# 5 plans of CM

	Sponsor Roadmap	Outlines the actions required by senior leaders to fulfill their ABC roles and responsibilities
	Communication Plan	Right message; Right audience; Right time Right sender; Right channel
	Coaching Plan	Outlines middle manager engagement with direct reports to fulfill their CLARC role
	Training Plan	Build skills required during the change, after the change, in order to change
	Resistance Management Plan	Preventative, Proactive, Reactive approaches to mitigate resistance impact



## Five Change Management Plans in Waterfall





# A CHANGE MANAGEMENT I L E

How do you use the 5 Change Management plans in an Agile environment?

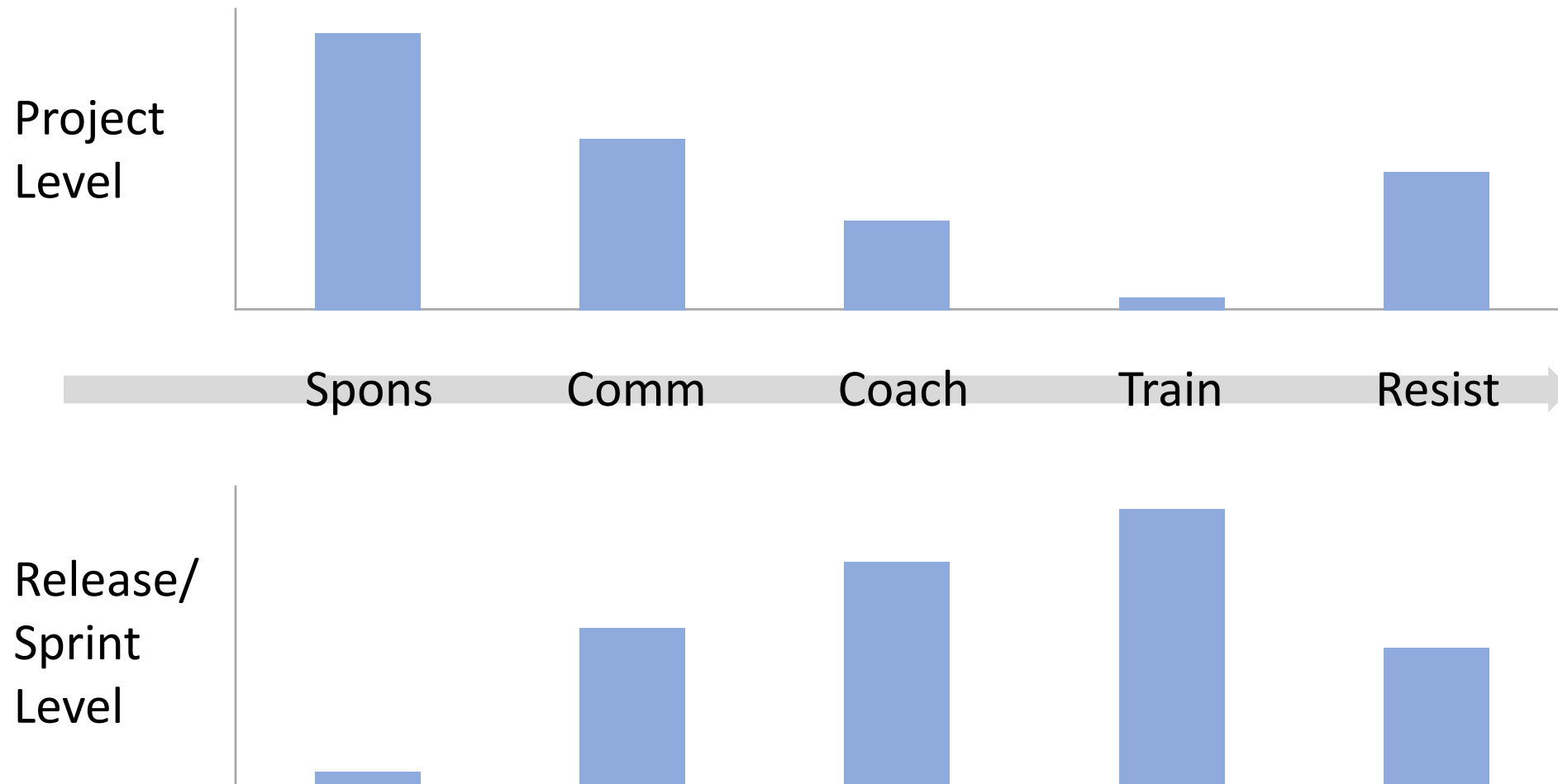


# Five Change Management Plans in Agile





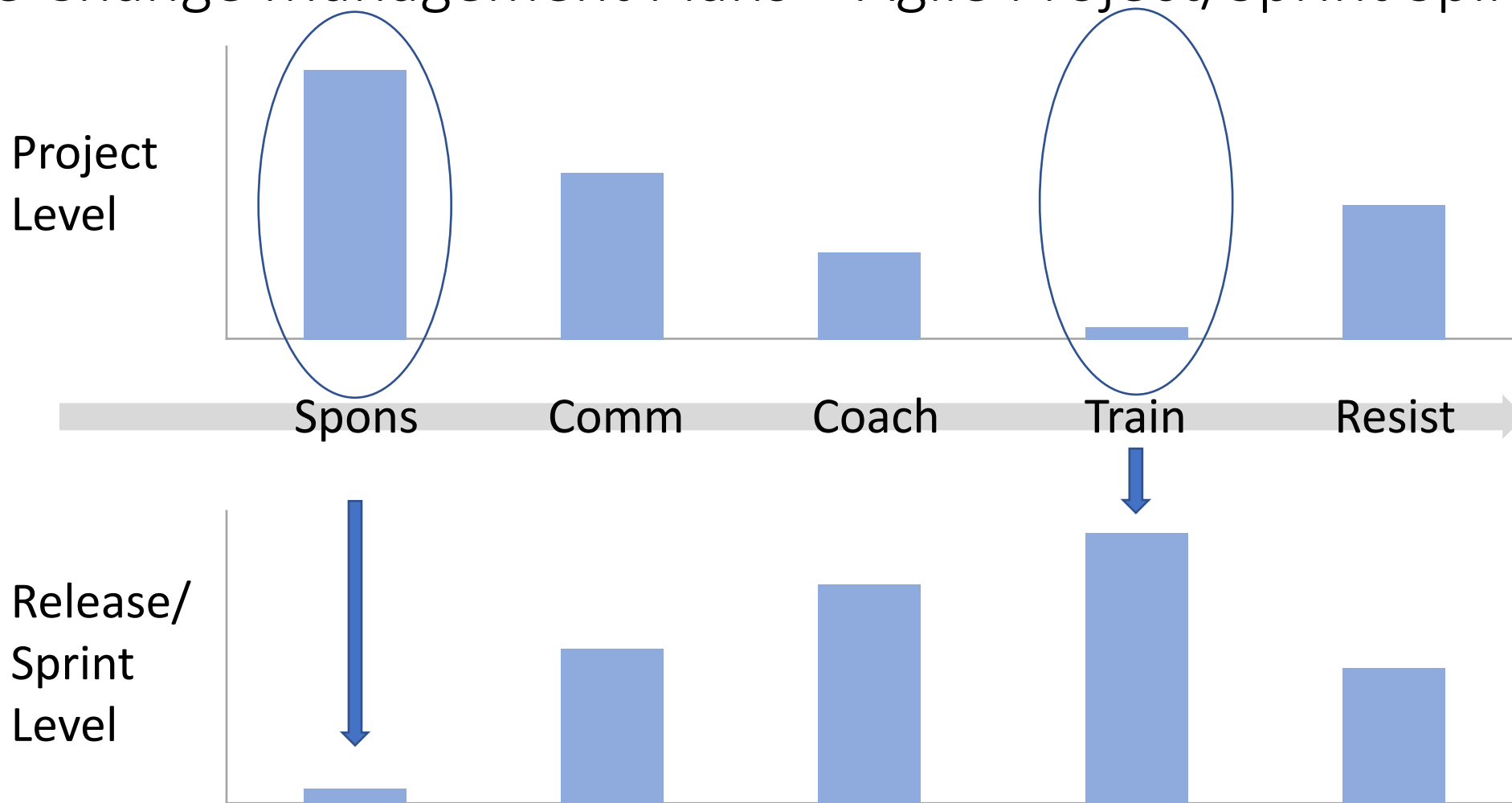
## Five Change Management Plans – Agile Project/Sprint Split



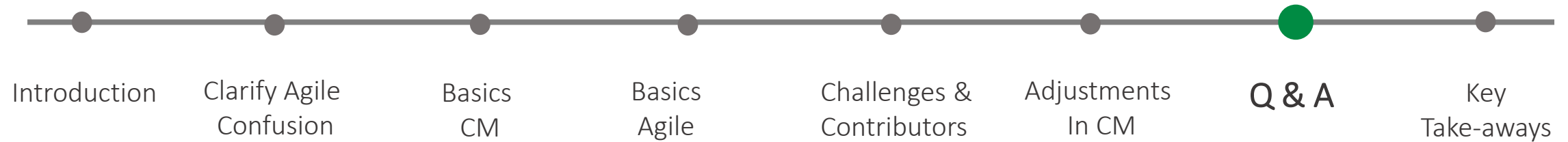




## Five Change Management Plans – Agile Project/Sprint Split

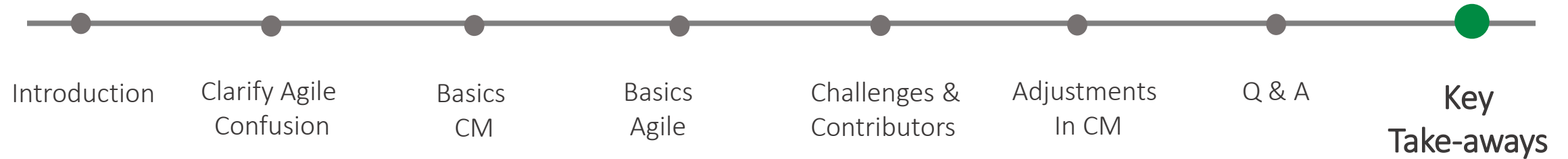


## Our agenda for today



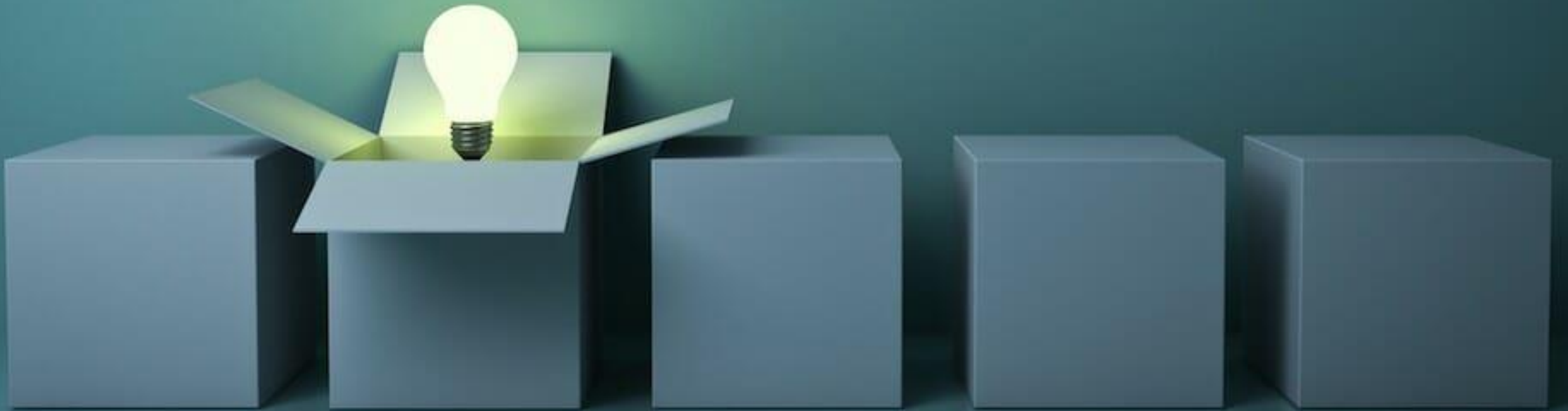


## Our agenda for today



# Key take-aways

- Change Managers have to adopt Agile Mindset & Way of Working
- Clarify roles & expectations with all stakeholders early & review regularly
- Role of the sponsor is key





# To dig more into the topics...



## **Workshops “Agile Change Management”:**

- September 29<sup>th</sup> - Virtual session in English
- October 27<sup>th</sup> - Virtual session in French
- October 29<sup>th</sup> - Presential session in English
- November 19<sup>th</sup> - Virtual session in Dutch



## **Next Prosci certification program in Change Management :**

- September 21<sup>st</sup>  
Virtual sessions in Dutch and in French
- October 06<sup>th</sup>  
Presential session in English



## **Next webinar:**

- 24<sup>th</sup> of September “Change Management in an Agile environment” (in French)