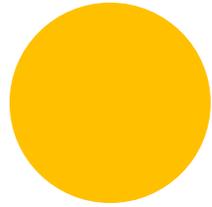
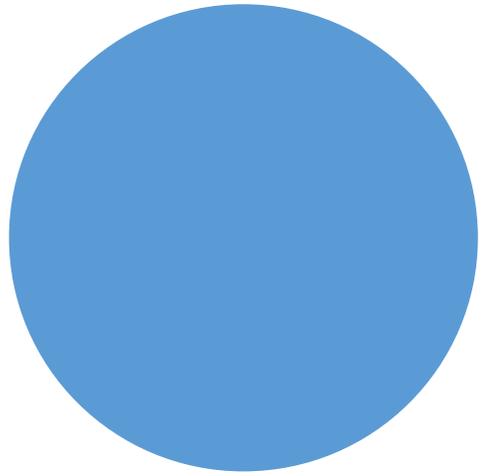


Preparing the Way for Change

Milwaukee SPIN

May 22, 2019

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CHANGE



Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and interactions **over** processes and tools
 - Customer collaboration **over** contract negotiation
 - Working software **over** comprehensive documentation
 - Responding to change **over** following a plan

That is, while there is value in the items on the right, we value the items on the left more.

People

*Individuals and interactions **over** processes and tools*

Agile Transformation Change Management

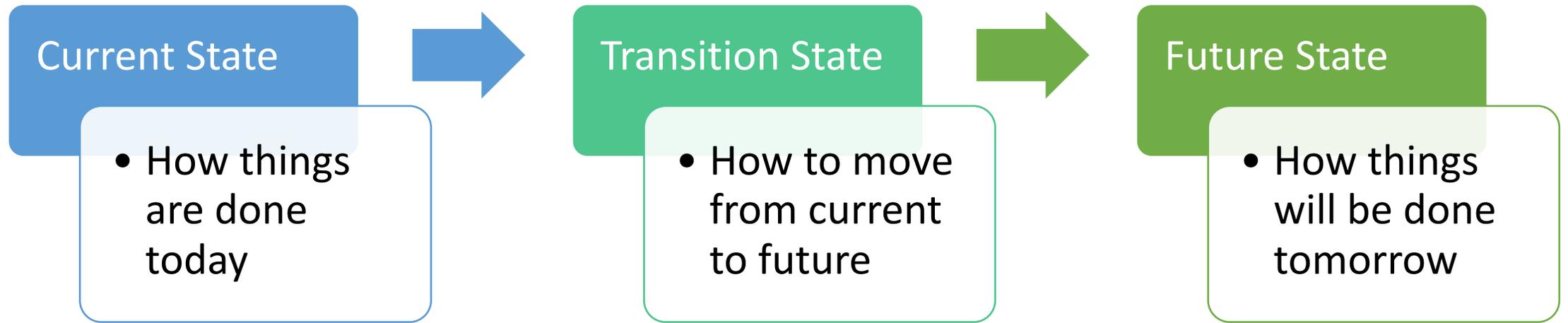
Managing the people side of a transformation or change so that the business goals are realized

Focuses on human, political, and cultural changes necessary to fully implement a new process, organization, or system to support the transformation.

Change Management Objective

Be *proactive* and *intentional* with leaders and team members during the Agile transformation





Change is movement out of current state through a transition state to ultimately reach a future state.

Change Journey

“It isn’t the changes that do you in. It’s the transition.”

-William Bridges

Why do transformations fail?

- Allowing too much complacency
- Failing to create a sufficiently powerful guiding coalition
- Underestimating the power of vision
- Under communicating the vision
- Permitting obstacles to block the new vision
- Failing to create short-term wins
- Declaring victory too soon
- Neglecting to anchor changes in the corporate culture

The People Side of Change

- Change affects everyone differently; there is no “normal.”
- If people are not cared for during the change, the change will not be successful
- Change management is more than communication or training.
- Take the time to identify strategies to help people accept and implement changes.
- Focus on helping leaders through the mindset shift required in order to positively impact the culture and structure

Change Management vs. Change Leadership

- Change Management
 - Set of processes, tools, and mechanisms
 - Stakeholders buy into the change
 - The process stays under control
 - The project stays on budget
- Change Leadership
 - Articulating a vision of the future
 - Mobilizing resources needed
 - Putting an engine on the whole change process

Change Management Approach (Example)

Agenda	Description
Organizational Agenda	Define the vision Define the Case for Change (urgency) Define the future state culture
Communication	Articulate the vision and business case for change Build an understanding of new capabilities Build an understanding of expectations for the employees Invite dialogue and feedback
Leadership Alignment	Enable end-users to acquire and sustain new skills and capabilities through training and knowledge transfer
Org Design & Talent Management	Design/Develop the organization, teams, jobs Define the knowledge, skills, and abilities for individuals
Readiness & Measurement	Understand the impact and apply that insight in measuring resistance or success in the change management activities

Feedback Loops

1) Get Everyone Involved in the Process Early On

- What do they like or not like about the current system? How frequently do they want to give and receive feedback? After giving feedback what action do they want to see taken?

2) Focus on More Than Just the Data

- The ultimate goal of having feedback loops is to find ways to improve the employee experience and the organization as a whole
- Build relationships with people so that they feel valued and engaged in their work

3) Analyze the Data to Make It Actionable

- Take time to process and analyze the information you have gained
- Organize the data so it is easy to track trends, goals, and identify areas for improvement.

4) Discuss Results with Employees

- Sharing any insights or findings with employees is critical to keeping the cycle of feedback moving.
- Set up a time to chat with individuals and groups - have open and honest conversations about the results

5) Create Opportunities For Employees to Take Action

- Enables employees and the organization to continuously improve and innovate based on the results
- Keeps employees engaged and invested in the changes by making them feel valued
- Improves communication by giving employees dedicated time to speak to their managers and peers about the changes



CHANGE CANVAS

VISION: WHAT IS THE VISION FOR THIS CHANGE?

IMPORTANCE: WHY IS THIS CHANGE IMPORTANT TO OUR ORGANIZATION?

SUCCESS MEASUREMENTS: HOW WILL WE MEASURE SUCCESS?

PROGRESS MEASUREMENTS: HOW WILL WE SHOW PROGRESS TOWARDS OUR VISION?

WHO AND WHAT IS AFFECTED?:
WHAT PEOPLE, DEPARTMENTS AND PROCESSES NEED TO CHANGE IN ORDER TO REALIZE OUR VISION?

HOW WILL WE SUPPORT PEOPLE?:
WHAT ACTIONS WILL WE (THE CHANGE SPONSORS AND CHANGE TEAM) DO TO SUPPORT PEOPLE THROUGH THE CHANGE?

WHAT IS OUR PLAN?
OPTIONS:
A LIST OF POSSIBLE
EXPERIMENTS

NEXT:
THE NEXT MOST IMPORTANT
CHANGES TO INTRODUCE

PREPARE:
EXPERIMENTS BEING
PLANNED AND VALIDATED

INTRODUCE:
EXPERIMENTS IN
PROGRESS

REVIEW:
EXPERIMENT RESULTS

Resources

- Bridges, William. *Managing Transitions: Making the Most of Change*
- Conner, Daryl. *Managing at the Speed of Change*
- Gladwell, Malcolm. *The Tipping Point*
- Hoopes, Linda, and Mark Kelly. *Managing Change with Personal Resilience*
- Kotter, John. *Leading Change*
- <https://www.cornerstoneondemand.com/rework/5-essential-elements-feedback-loop>
- <https://leancchange.org/wp-content/uploads/2014/11/StrategicChangeCanvas.pdf>

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