Agile Change Management Approach

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An agile change management approach is **adapting your change management methodology** to the agile development process to drive adoption of the solution.

### Key Takeaways from Experience

1. Change management analysis and plans will have to be iterative and living documents.

2. Set expectations with the organization and stakeholders about the agile approach and key behaviors needed to be successful.

3. Invest in technology that allows you to innovatively communicate and train stakeholders (i.e. mobile applications for communications and learning).

4. Engage end users in the process by showing demos, consulting on solution design, and validating impacts.

5. Provide business or product roadmaps to set expectation for what’s to come with the caveat that things may change due to the iterative nature of the implementation.

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<th>Assess Impacts</th>
<th>Plan Interventions</th>
<th>Execute Tactics</th>
<th>Learn and adapt</th>
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Change management strategies need to be **iterative and integrated** into the agile development process.

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<th>January 2019</th>
<th>March 2019</th>
<th>May 2019</th>
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<tbody>
<tr>
<td>Business Planning</td>
<td>Elaboration</td>
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| Business Planning | Elaboration | Construction |
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| | | | Functionality Release |

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Agile Development
Change Management
Impact analysis is the **staple to driving the iterations** of change management plans in agile implementations.

**Step 1**
- **Identify the stakeholders**
- Find out who will be impacted

**Step 2**
- **Evaluate current and future state**
- Meet with subject matter experts to assess gap analysis between current state and future state

**Step 3**
- **Assess the impact**
- Identify the degree of impact for stakeholders whether that is High, Medium or Low
It’s important to **build a framework** that will allow you to leverage change management interventions across releases.

### Change Management Approach

- **Communications**
  - Inform and Plan
  - Targeted Communications
  - Refine Communications

- **Stakeholder Engagement**
  - Engage Key Leaders
  - Tailored Stakeholder Approach
  - Continued engagement

- **Organizational Alignment**
  - Organizational Barriers
  - Quick Wins
  - Sustainment

- **Training**
  - Learning Needs
  - Build Knowledge & Competency
  - Assess Learning Effectiveness

- **Change Readiness & Measurement**
  - Gather Measurement Data
  - Plan Measurement
  - Review and Apply feedback
Execute a change management plan for each release to **drive adoption** of the new changes (technology, process, people)

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<th>Product Releases</th>
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**Release 1**
- Communications
- Stakeholder Engagement
- Training
- Readiness & Measurement
- Org Alignment

**Release 2**
- Communications
- Stakeholder Engagement
- Training
- Readiness & Measurement
- Org Alignment

**Release 3**
- Communications
- Stakeholder Engagement
- Training
- Readiness & Measurement
- Org Alignment
Leaders will play an instrumental role **changing behaviors** as organizations shift to an agile approach.

**What do we mean by Agile:**

- **Leadership Behaviors:**
  - **Personal Connection:** Helps team members feel *personal connection* to the change and drives accountability for changing their personal behaviors.
  - **Adaptive:** Understands value to readily respond and *change course* to adapt to the evolving customer and market demands.
  - **Ambiguity:** Ensures that peers and team members feel comfortable making decisions in *ambiguous situations*.
  - **Iterative:** Gathers feedback from team members to iterate technological enhancements that *incrementally build* upon each other.
  - **Psychological Safety:** Creates a *safe environment* for team members to feel comfortable to take risks without judgment from others.
  - **Agile Mindset:** Instills in team members that a miss is not a failure, but an opportunity to *learn from mistakes* and continuously improve.

**Illustrative Process**

- **Version 1:** Jan 2019
- **Version 2:** March 2019
- **Version 3:** April 2019
- **Version 4:** June 2019
- **MVP:** July 2019