

A CHANGE MANAGEMENT I L L E

A synopsis of Prosci's leading research on the intersection of change management and Agile iterative development.

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Change management is a proven discipline for improving change outcomes by driving employee adoption and usage. **Agile** is a proven approach for improving change outcomes and reducing risk through iterative development. In 2016, Prosci undertook a research effort focused on the intersection of change management and Agile. This synopsis introduces the focus of the study and its implications for change professionals.

“ 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.



Questions addressed in the study

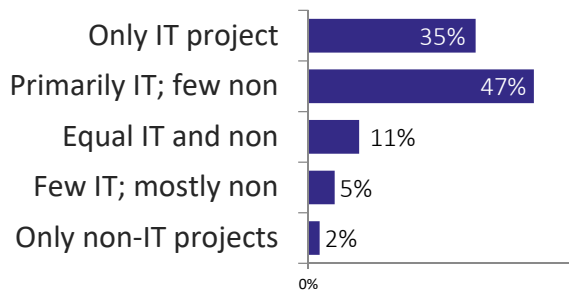
What has been the **greatest contributor to success** for managing the people side of change when using an Agile development process?

What has consistently been the **greatest obstacle** to success for managing the people side of change in an Agile development process?

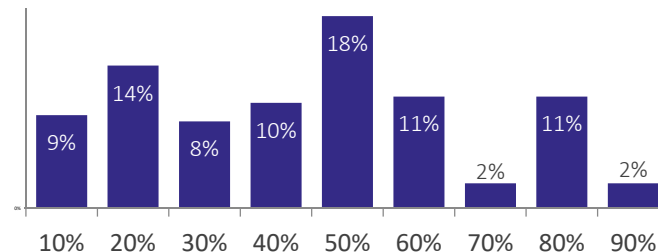
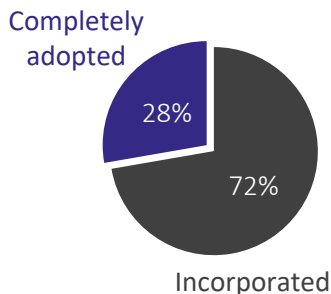
What is the **largest change you made to your change management approach** when managing change in an Agile development process?

What would you **do differently the next time** you manage the people side of change in an Agile development process?

Types of projects using Agile development process



Did you or your organization completely adopt the Agile methodology or did you incorporate some aspects of Agile into your current waterfall approach?



For those who incorporated, about what percent of your current approach incorporates an Agile methodology:

PART 1: Challenges and adaptations applying change management IN an Agile environment

The first part of the study focused on building and expanding the body of knowledge on if and how change practitioners adjusted their approach in an Agile setting based on 10 change management practice areas pulled from industry leading research.

CM Practice Area	Percent who adapted to accommodate an Agile Process	Adaptation Level					NA
		Not different	Slightly different	Moderately different	Significantly different	Completely different	
Integration of CM and PM	70%	9.0%	19.8%	19.8%	32.4%	11.7%	7.2%
Communication	68%	9.4%	18.9%	25.5%	26.4%	11.3%	8.5%
Structured Approach	66%	0.0%	12.0%	42.6%	31.5%	13.0%	0.9%
Delivery of training	62%	4.2%	12.5%	36.5%	26.0%	14.6%	6.3%
Employee engagement	60%	5.3%	11.7%	28.7%	35.1%	13.8%	5.3%
Manager engagement	60%	13.3%	25.6%	26.7%	18.9%	8.9%	6.7%
Sponsorship strategy	55%	4.4%	11.1%	35.6%	33.3%	11.1%	4.4%
CM Resource	53%	8.4%	14.5%	22.9%	34.9%	12.1%	7.2%
Reinforcement	48%	24.7%	16.4%	12.3%	24.7%	9.6%	12.3%
Resistance management	43%	14.7%	10.3%	26.5%	25.0%	10.3%	13.2%



What specific **adaptations** did you make to [CM Practice Area] to align with an Agile development process?

What **challenges** did you face regarding [CM Practice Area] in an Agile development process?

What would you **do differently** next time regarding [CM Practice Area] in an Agile development process?

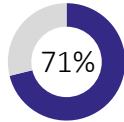
Specific deep dive questions for the most pressing change management practice areas

PART 2: Obstacles and tips when managing the change FROM Waterfall TO Agile

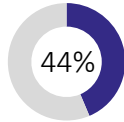
The second part of the study focused on how organizations were actively and effectively managing the larger-scale, systemic effort to move from Waterfall to an Agile as an overall change approach – sometimes called the Agile transformation.

Structuring the Agile transformation

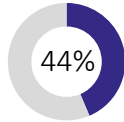
Was there a sponsor of the transition to Agile



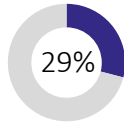
Was there a formal project for the transition to Agile



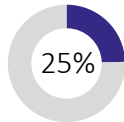
Was there a project team for the transition



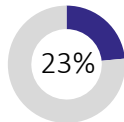
Were there dedicated CM resources



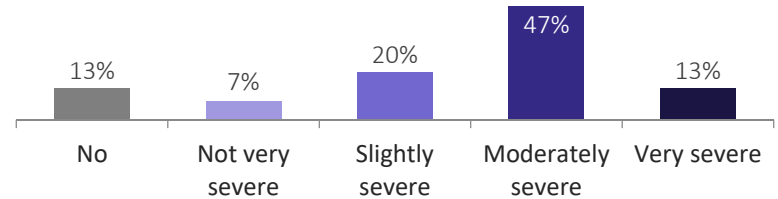
Was there a formal CM plan for the transition



Was there a dedicated CM budget



Did you experience resistance to the transition to Agile?



What was the **greatest contributor** to success for the transition to Agile from Waterfall?

What was the **greatest obstacle** to the transition to Agile from Waterfall?

What would you **do differently** on the next transition from Waterfall to Agile that you support?

Which groups did you **engage**? Which groups would you have **engaged more**?

From inception to completion **how long** did the transition to Agile take?

What **competencies** were required for the transition to Agile to be successful?
How did you instill these competencies?

How are you **sustaining** the transition to Agile?

How are you **measuring** and **evaluating** the adoption and usage of Agile?

Prosci Solutions

Delivering organizational results by
catalyzing individual transitions

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Build individual change competencies
Apply change management on initiatives
Embed organizational change capability