SUCCESSFUL CHANGE MANAGEMENT IN AN AGILE ENVIRONMENT

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Workshop Outline

- **EXPECTATIONS**
  - Looking at some of your expectations for this workshop.

- **AGENDA and OBJECTIVES**
- 08:30 - 09:30
  - Define and provide an overview of change management in an Agile environment.
  - Provide context to understand why and how change happens.
  - Unpacking the set of values and principles that helps guide an iterative approach to organizational change and change management, gaining insight on how to involve people into the change design,

- 09:30 - 10:30
  - Developing coaching ideas on driving change management and delivering a smooth and natural change management in an Agile context.

- 10:30 -10:45 – Tea Break

- 10:45 – 11:45
  - Provide an opportunity to practice new skills in change management
    - Change Management Exercise
  - Closing and Takeaways

How to package Change Management in an Agile environment.

- How have I changed in the past 4 years?
- How have my organization /department changed in the past 4 years?
- What caused these changes?
- How did I handle / cope with these changes?
- What did you need to cope/handle these changes?

- What changes do you anticipate in the next four years?
  - Self
  - Organizational / department
- What are some of the reasons for change?

Change Management focuses on transitions – moving from one state to another and then helps people bridge the gap from current to future state in the quickest and most efficient way.

- Sponsorship
- Structured change management approach
- Skilled resources for the duration of the change
- Communication
- Leadership involvement
- Relevant and appropriate upskilling of employees
- Embedding the change

Set of Values and Principles for Change Management and Gaining Insight on how to Involve People into Change Design,

- ▸ What **triggers** the change - change starts with the recognition of the need to Change. Eg:
  - ▸ Quality systems
  - ▸ Continuous improvement
- ▸ What **type of change** are we undergoing - change needs to be classified and categorized.
  - ▸ high, medium, low
- ▸ What **tools** are needed - change category determines which tools are required for the change management plan:
  - ▸ Example of CM Tools - Impact Assessment; Procedure Analysis; Stakeholders Analysis; Training Assessments; Communication Plan; Organizational Culture and Behavior Changes Implementation Plans; Readiness Assessments ; Effectiveness Reviews; Reinforcement plans
- ▸ **Stakeholders** Analysis:
  - ▸ Individuals who influence events and outcomes and are also affected by the change, who are critical to the success of the change. What support is required from stakeholders.
- ▸ **Communications**:
  - ▸ The Change Category identified during the change initiative screening (high, medium or low) determines how extensive the communication plan should be. How to communicate, What, When Who
- ▸ Organizational **Culture**:
  - ▸ Set of behaviors and beliefs characteristic of a particular group/department/ organization.

▸

Developing coaching ideas on driving change management and delivering a smooth and natural change management in an Agile context

- **Coaching Ideas**
  - Lead change rather than managing change
  - Change must be led not only at the top but by dedicated individuals at all levels of the organization.
  - Department /Organizational culture must be congruent with the change.
  - Employees must see and feel the change. - when we see and we feel, we change.
  - Change management becomes iterative
  - Change management plans become living documents
  - Pre planning is required to ensure change is done in less time

- **Provide an opportunity to practice new skills in change management**
  - Exercise: SAA has launched a turnaround strategy on their operating model, with domestic low cost flights and then introducing new international routes to South America.
    - Team A – Works on Stakeholders Analysis and Management
    - Team B – Works on Communication
    - Team C – Works on Organizational Culture and Behaviors

  - **Closing and Takeaways**