



# The Agile Mindset



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# Ground Rules

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- ▶ Safety
- ▶ Schedule
- ▶ Onsite facilities
- ▶ Breaks
- ▶ Professionalism

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- ▶ **Module 1: The History of Agile PM**
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- ▶ **Closing**

# Module Objectives

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## Change Management Considerations

- ▶ Identify the roles and responsibilities within an organization to adopt the agile mindset.
- ▶ Identify 4 factors that inhibit agile PM transition.
- ▶ Differentiate between using agile PM techniques and influencing measurable behavioral and cultural change (as-is vs. to-be).
- ▶ Illustrate the role of behavioral and cultural change in the agile mindset.
- ▶ Discuss 2 methods to measure behavioral and cultural change when using the agile mindset within an organization.
- ▶ Identify 3 organizational challenges of a blended agile PM approach without realizing the agile mindset.
- ▶ Describe the impact of the agile mindset on technical personnel in a project team.
- ▶ Describe the impact of the agile mindset on nontechnical personnel in a project team.
- ▶ Describe how nontechnical personnel can reduce group think in technical teams.
- ▶ Identify 4 barriers to developing of the agile mindset.
- ▶ Design a 7-step change management action plan for transitioning a team to the agile mindset.
- ▶ Design a 10-step change management action plan for transitioning an organization to the agile mindset.
- ▶ Apply the agile mindset in a 10 minute group activity using a top-down approach.

# In This Module...

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## Change Management Considerations

- ▶ **Becoming an Agile Change Champion**
  - ▶ The Roles of Agile Change
  - ▶ Measuring Change
  - ▶ Blended Agile
- ▶ **The Problem with Governance**
  - ▶ Barriers to the Transition
  - ▶ Action Planning
  - ▶ A Top-down Approach
- ▶ **Module Closing**

# The Roles of Agile Change

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## Change Management Considerations

A team has just been formed consisting of an illustrator, engineer, and marketing admin. They are creating a state of the art dinner plate. This dinner plate will render all existing dinner plates on the market useless, it's that good!

Who is the developer?

Who is the designer?

Who could be the facilitator?

# The Roles of Agile Change

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## Change Management Considerations

Who are the players?

- ▶ Facilitator(s)
- ▶ Developers
- ▶ Designers

# The Roles of Agile Change

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## Change Management Considerations

How is this different that what we currently do?

- ▶ Facilitator(s) liaise between leadership layers
- ▶ Team is self-organizing
- ▶ Delivery
  - ▶ Results = measurable business value



# The Roles of Agile Change

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## Change Management Considerations

### What about supervisors?

- ▶ Leadership has a role
  - ▶ Vision
  - ▶ Resources
- ▶ Managers still manage

# The Agile Change

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## Change Management Considerations

### The levels of change

- ▶ Shaping the future (SWOT)
- ▶ Identify core competencies (SWOT for business direction)
- ▶ Implement the change (restructure for efficiency, productivity)
- ▶ Apply process changes (deploy new SOPs)

# The Agile Change

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## Change Management Considerations

### Quality assurance and quality control

- ▶ Daily check-ups
- ▶ Team owned QA/QC

# Barriers to the Transition

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## Change Management Considerations

### Four hurdles in agile change

- ▶ Vague requirements to business need (scope creep)
- ▶ Driving forces vs. resisting forces (force field analysis)

# Barriers to the Transition

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## Change Management Considerations

### Blended Agile PM

- ▶ Requirements bog
- ▶ Paralysis by analysis
- ▶ Sprints become marathons

# Action Planning

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## Change Management Considerations

### Team management action plan

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a clear shared vision
4. Communicate the vision
5. Empower people to act on the vision
6. Consolidate and build on the gains (small wins into large ones)
7. Institutionalize the change



# Action Planning

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## Change Management Considerations

### Organizational change management action plan

1. Establish a sense of urgency
2. Prequalify teams
3. Create a guiding coalition
4. Identify the problem
5. Develop a clear shared vision and communicate the vision
6. Empower people to act on the vision
7. Foster information source
8. Create short-term wins
9. Consolidate and build on the gains
10. Institutionalize the change



# Action Planning

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## Change Management Considerations

### Fresh foods scenario

You work in a food processing plant, and the organization distributes fresh food products domestically. In this high output plant, employees are incentivized to create new food products to be tested regionally. You are creating a new fresh produce packaged product. Your group is a newly formed team, tasked with being the pilot team for bringing agile PM into your organization. As a true agile team, you are collocated, and management has provided with the adequate resources (i.e. SMEs, data, equipment, etc.) to execute the project tasks. In the next 10 minutes, develop a unique team management action plan for this agile change.





# Action Planning

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## Change Management Considerations

### Planning Poker

Use the following statements and rank them using the planning poker technique.

- ▶ The Agile transition requires every team to have a CSM.
- ▶ Behavior is the key to living The Agile Mindset.
- ▶ Supervisors do not participate in agile change.
- ▶ Team checks must be documented.
- ▶ Sprints are determined by leadership.
- ▶ The length of the sprints is variable.

# Action Planning

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## Change Management Considerations

### Software integration scenario

Time to put your chief hats on! You're a C-level in a non-profit organization that is still using hard copy record keeping. There is a strong team under your leadership that has been yearning for a more efficient computerized solution. The executive team has determined that a CRM software for your computers will be the best solution. This software also has a cloud storage feature that will increase your company's efficiency. To initiate this change you and your executive team understand there is a long road ahead to complete this project. Your COO recently read an article about agile PM and wants to use it to manage the project. Your task: develop a change management action plan for your agile transition in the next 10 minutes.



# Individual Evaluation

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## Change Management Considerations

Does your organization need an agile change management action plan?

Where do you fit into this transition?



# Module Conclusion

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## Change Management Considerations

- ▶ Agile change is manageable!
- ▶ Plan to succeed!