Agile ORLANDO
JULY 24-28 2023
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#AGILE2023
about me – Corey Post

business transformation lead and product coach

SPCT, LSSBB

focus on large scale business transformation, lean portfolio and product management, and leadership

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How to Use Organizational Change Management to Make Your Agile Transformation Stick

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Harvard Business School professor and change management expert Dr. John Kotter predicted that 70% of organizational transformations would fail. If you work as an Agile coach or consultant, you may have seen this transformation failure firsthand.

I've worked with clients who were on their third Agile transformation. Often, companies blame Agile; you may have heard phrases like, "Agile doesn't work here!" "We've tried Agile - it's not for us." "Agile is just another flavor of what we already do here."
making your Agile Transformation...

STICK
leadership

lead from the front, the back and the side
align with an executive sponsor
create a transformation leadership team
post card from the future

craft your transformation vision

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craft your transformation vision
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design as a team
<table>
<thead>
<tr>
<th>Baseline Assessments</th>
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</thead>
<tbody>
<tr>
<td>Monitor OHS system</td>
</tr>
<tr>
<td>Maintain OHS system</td>
</tr>
<tr>
<td>Plan and organize own work</td>
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<tr>
<td>Demonstrate accountability</td>
</tr>
<tr>
<td>Demonstrate adaptability</td>
</tr>
<tr>
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</tr>
<tr>
<td>Communicate effectively with clients</td>
</tr>
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<td>Utilize communication tools and equipment</td>
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transformation canvas
develop a transformation roadmap
guide and steer your transformation
create a transformation dashboard
use OKRs to steer your transformation

- inspire with your objectives
- measure with your key results
develop your transformation backlog
make the transformation work visible
institute strategic learning loops

- COP
- Book Groups
- Training
- Innovation Week
- Speakers
adopt a growth mindset

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role cards
clarify roles and responsibilities
clarify and communicate
structure and alignment
skills and training
qualifications

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role: caped crime fighter

what is a caped crime fighter?
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caped crime fighter responsibilities
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relevant experience and skills
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common caped crime fighter career path
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personas and empathy maps
1. WHO are we empathizing with?
   - Who is the person we want to understand?
   - What is the situation they are in?
   - What is their role in the situation?

2. GOAL
   - What do they need to do differently?
   - What job(s) do they want or need to get done?
   - What decision(s) do they need to make?
   - How will we know they were successful?

3. What do they SEE?
   - What do they see in the marketplace?
   - What do they see in their immediate environment?
   - What do they see others saying and doing?
   - What are they watching and reading?

4. What do they SAY?
   - What have we heard them say?
   - What can we imagine them saying?

5. What do they DO?
   - What do they do today?
   - What behavior have we observed?
   - What can we imagine them doing?

6. What do they HEAR?
   - What are they hearing others say?
   - What are they hearing from friends?
   - What are they hearing from colleagues?
   - What are they hearing second-hand?

7. What do they THINK and FEEL?
   - PAINS
     - What are their fears, frustrations, and anxieties?
   - GAINS
     - What are their wants, needs, hopes, and dreams?
design as a team
journey maps
map out the employee journey and experience
seek to understand → learn → observe → design
• seek to understand
• interviews
• gemba walks
• assessments
• conversation
• observation
modify traditional journey maps for employees
agile coaching

the change agents
coaching center of excellence
role coaching

- product coach
- scrum master coach
- technical coach
- leadership coach
mentorship and pairing
coach the coach
make the coaching work visible
match coaching capacity to demand and pull
focus on organizational change management
ADKAR

**Awareness**
- Announce the change to employees well ahead of time.
- Explain your reasoning behind the change, including current pain points and potential ROI of the new solution.
- Give employees an opportunity to ask questions and make suggestions.

**Desire**
- Gauge employees' reactions to the change.
- Identify champions.
- If employees are resistant or indifferent, address their concerns or show them how the change benefits them personally.

**Knowledge**
- Provide training or coaching to show what employees need to do after the change goes live.
- Address any skill gaps.
- Offer resources, such as process flowcharts, that employees can reference later on.

**Ability**
- Schedule practice runs before the change is fully implemented.
- Monitor performance immediately following the change and provide constructive feedback.
- Set reasonable goals and metrics at the start.
- Adjust processes as necessary.

**Reinforcement**
- Monitor the change over time to ensure it fulfills your desired outcome.
- Use positive feedback, rewards, and recognition to encourage employees to keep following the process.

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Enablement zone

Engagement zone
<table>
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<th>Yes</th>
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**continuous assessments — growth**

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putting it all together

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questions? thoughts? how might you use this?
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