

Agile Change Management

- ▶ - A values-driven, feedback-based way to lead the people side of transformation
- ▶ - Applies Agile principles: co-creation, short feedback loops, adaptive action
- ▶ - Mindset shift: from milestone-based rollout to continuous sensing and learning
- ▶ - Shared operating model for practitioners, product leaders, and delivery teams
- ▶ - Training arc: why old models strain, core principles, embedding change in cycles



Why Traditional Change Models Strain in Iterative Environments

- Linear models like ADKAR and Kotter assume a stable, knowable end state
- Agile delivery evolves scope sprint over sprint—the target keeps moving
- Change bolted on as a parallel, later-stage workstream fails fast
- High-velocity releases create change saturation and adoption fatigue
- Reframe the practitioner: enable absorption, not plan protection



Core Principles and Shared Vocabulary

- **Values before mechanics:** mindset precedes process
- **Co-creation beats buy-in;** people shape the change they adopt
- **Working solutions over documentation:** show something real sooner
- **Respond to change** over following the original plan
- **Shared vocabulary:** backlog, sprint, increment, feedback loop, readiness, adoption, minimum viable change
- **Guiding principles:** early involvement, frequent sensing, value-based adoption, adaptive planning



Locating Change Work in Agile Ceremonies and Artifacts



- Embed change activities into sprint planning, stand-ups, reviews, and retrospectives



- Use the product backlog as a visible home for change work



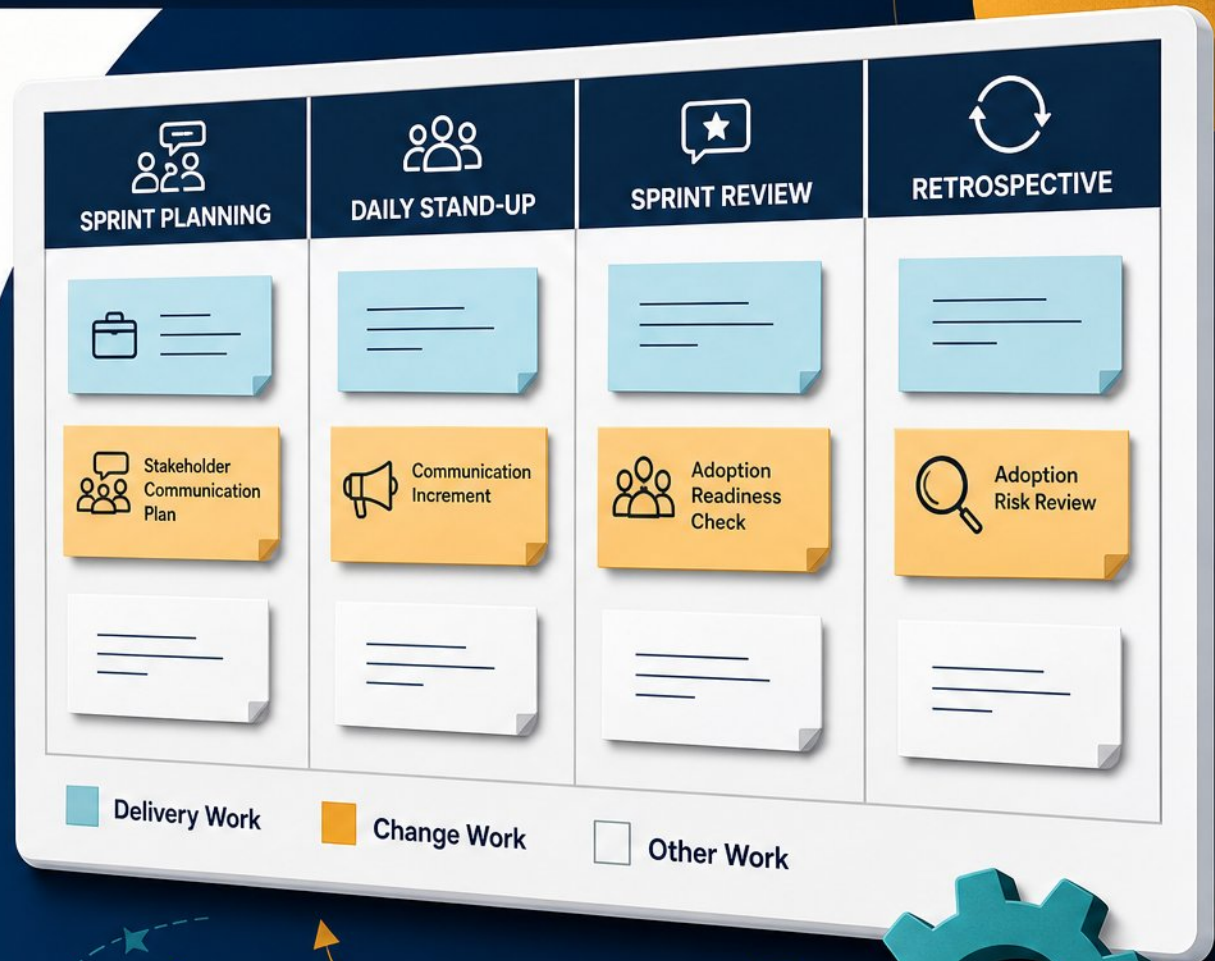
- Capture adoption risks, communication increments, and readiness checks as backlog items



- Write change items with clear acceptance criteria, just like delivery work



- Position change practitioners as embedded team members, not adjacent specialists



Roles and Accountability Across Change and Delivery



- Change practitioner: coach, facilitator, feedback integrator — not just communications owner
- Product owner owns backlog value; scrum master guides process; sponsors model and remove barriers
- Transformation leads align portfolio change strategy, priorities, and adoption risk
- Tension points: authority without ownership, readiness decisions, shared outcomes
- Operating patterns differ for small teams versus large transformation programs

Building a Feedback-Driven Change Cycle



- Replace one-time stakeholder analysis with continuous sensing



- Minimum viable change cycle: plan small, act, sense, adapt



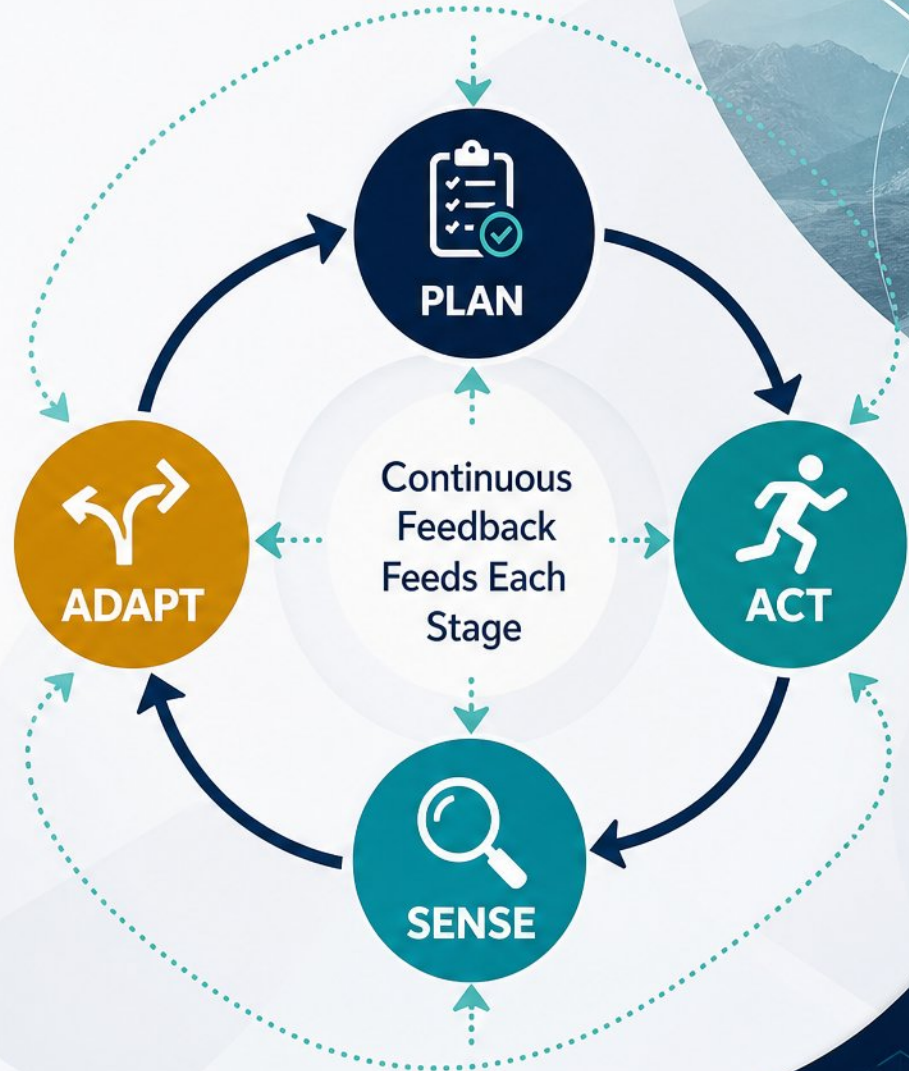
- Use adoption signals, usage data, and qualitative input each iteration



- Frame change activities as experiments with hypotheses, not fixed plans



- Short feedback loops surface issues early and reduce course-correction cost



Reading Resistance as Iterative Data

- Resistance is information about usability, readiness, and change design
- Active resistance, passive resistance, and healthy skepticism each need different responses
- Surface concerns early: retrospectives, pulse checks, demos, direct conversations
- Keep sponsors visible and removing blockers, not commanding and controlling
- Treat pushback as evidence to inspect and act on, not a risk to eliminate



Measuring Progress Without Creating Overhead



- Pick 2–3 metrics at each level: leading, adoption, impact



- Track observable behavior, not training completion or communications



- Ladder adoption signals to one or two business KPIs



- Use lightweight dashboards and a weekly decision-oriented review



- Measure at 30, 90, and 180 days to prove sustained adoption



Practical Patterns for Communication, Enablement, and Sponsorship



- Skimmable, role-based content: release notes, journey maps, day-in-the-life narratives



- Just-in-time enablement replaces upfront training waves with micro-learning modules



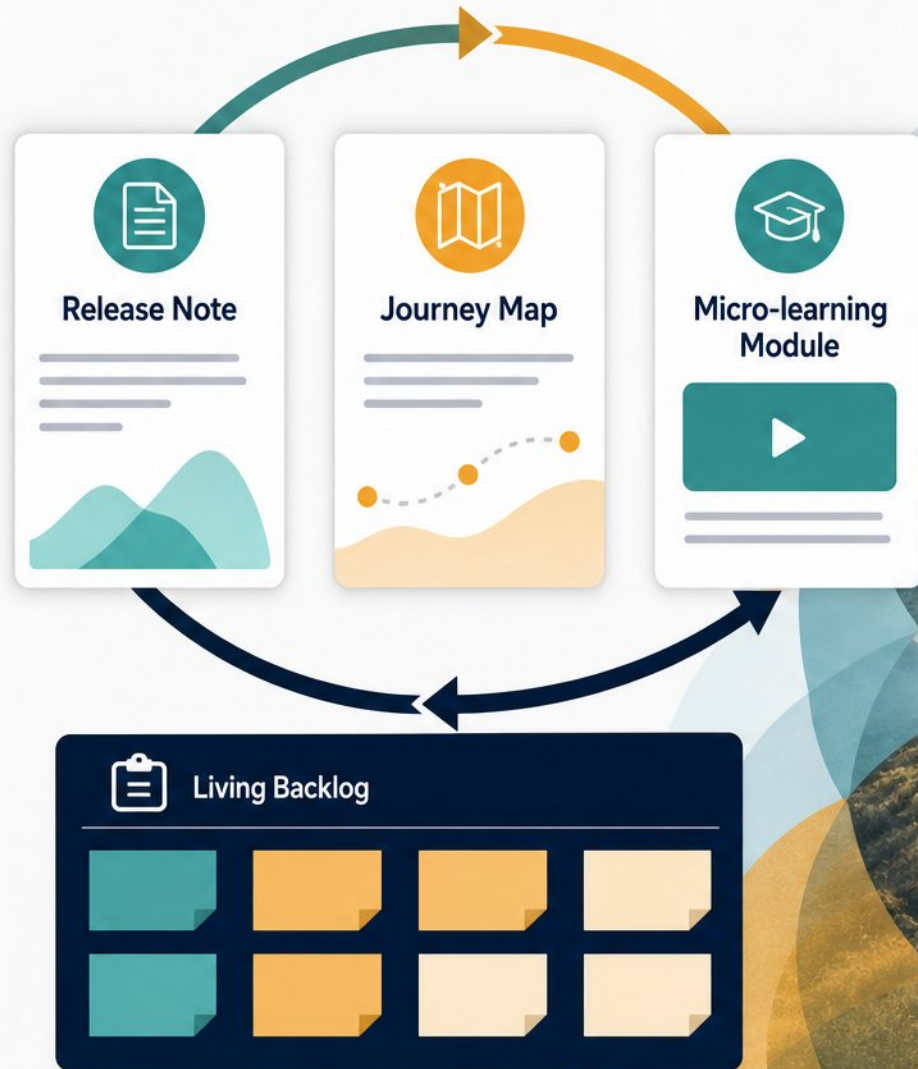
- Sprint reviews and demos become sponsorship moments that invite direct feedback



- Embed change work in shared tools, dashboards, and visible backlogs



- Communication, enablement, and sponsorship operate as one continuous loop



Common Change Scenarios and Practitioner Tactics

TOOL ADOPTION



Introduce and embed new tools to improve ways of working.

PROCESS REDESIGN



Simplify, streamline, and optimize processes for better outcomes.

RESTRUCTURE



Realign roles, teams, and structures to drive effectiveness.

CULTURE SHIFT



Build shared mindsets and behaviors that sustain change.



Agile change applies to tools, process redesign, restructures, culture shifts



Reusable tactics: tiered communication, just-in-time enablement, visible sponsorship



Realistic examples: system rollouts, operating model changes, adoption challenges



Rightsize response: lightweight experiments for low risk, structured waves for scale



Match cadence to change type: technical rollouts fast, culture shifts slower

Scaling Without Adding Bureaucracy



- Scale through visible backlogs, shared cadences, reusable canvases — not heavy governance



- Replace lengthy plans and slide decks with change canvases and experiment cards



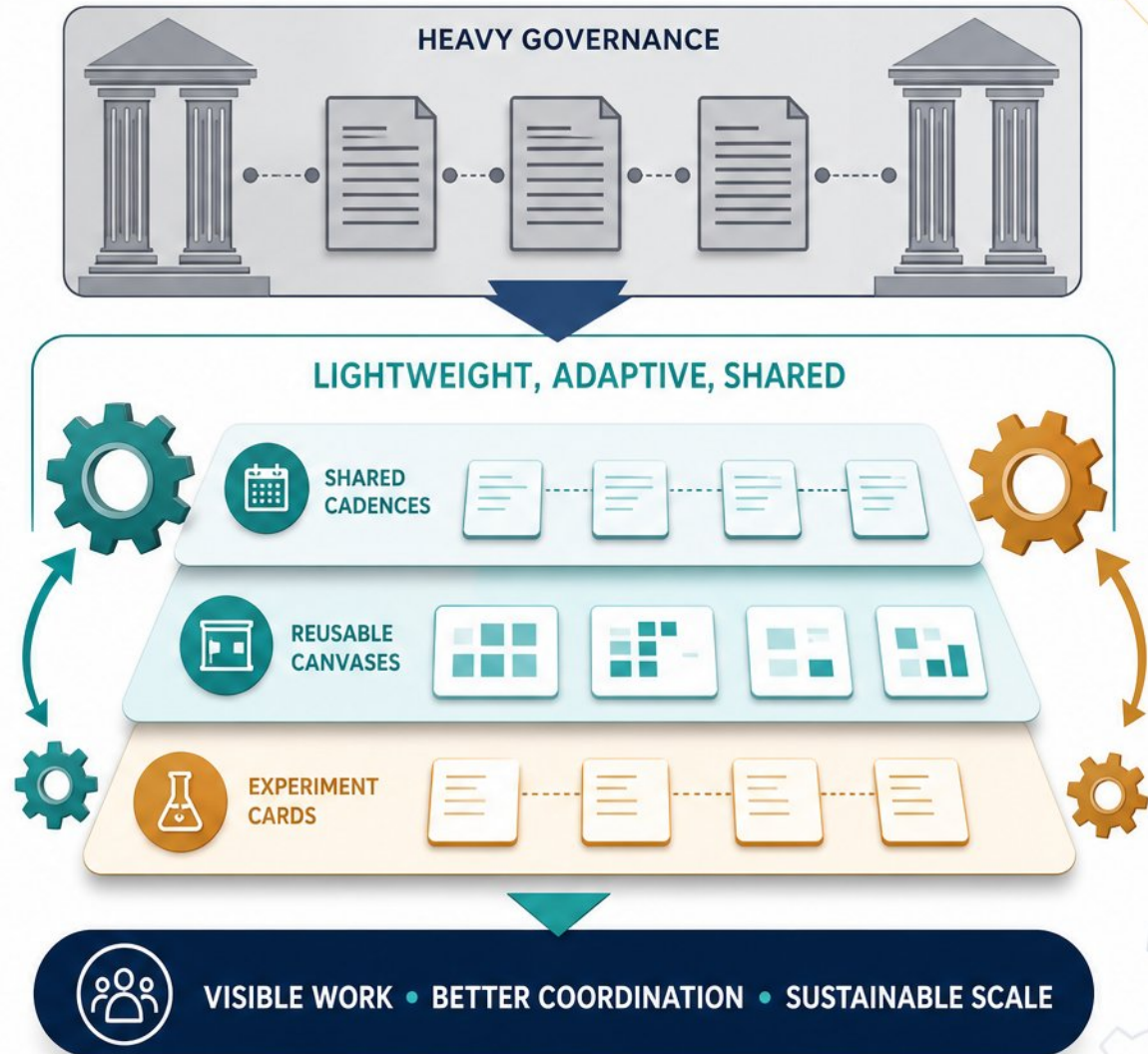
- Use behavior-over-time views to track stakeholder experience and anticipate dips



- Make concurrent initiatives visible and sequenceable to manage portfolio saturation



- Balance autonomy and control: pilot locally, capture patterns, scale what works



Starting Small: A Starter Change Backlog and First Feedback Loop



First step: pick one live initiative and embed change work in it



Starter backlog items: adoption risks, comms increments, readiness checks



Write acceptance criteria as observable behaviors, not activity done



Choose one feedback loop: weekly pulse or retrospective sensing



Avoid common slips: too many items, no owner, measuring training only



Starter Change Backlog Item



What we're addressing

A specific adoption risk or opportunity tied to the live initiative



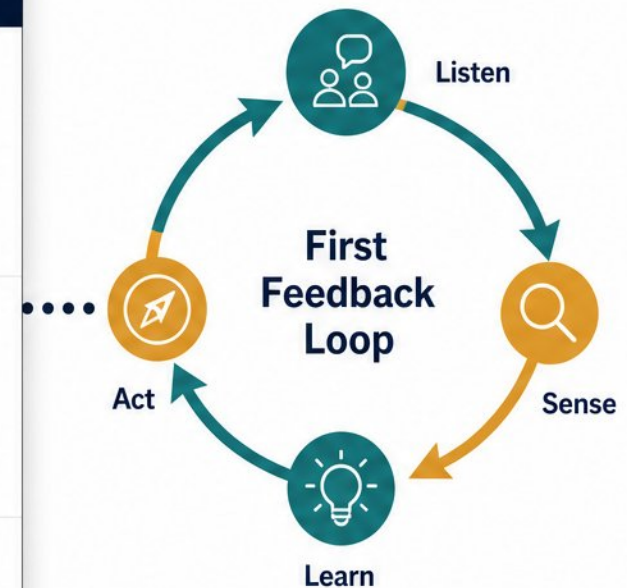
Change work to do

Small, delivered increments (comms, enablement, readiness, support)



Acceptance criteria

Observable behaviors we expect to see in people we can observe



From Pilot to Repeatable Practice



- Use short learning reviews to reflect on the pilot



- Decide what to standardize, adapt, or stop using evidence



- Distribute facilitation and feedback practices across delivery teams



- Keep a short cadence to inspect and adapt the change approach



- Treat the change method itself as something to iterate



Action Plan and Learning Review Cadence



- Build a two-sprint action plan for Agile Change Management



- Pick one change backlog item with clear acceptance criteria



- Choose one sensing mechanism: weekly pulse or retrospective



- Track one adoption metric tied to a weekly decision



- Set a short review cadence: inspect results, adapt, and repeat



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