

A close-up photograph of a heavy-duty metal chain. The chain is composed of several dark, weathered metal links. One link in the center is replaced by a bright red, glossy link, which stands out as the 'missing link' in the sequence. The background is a soft, out-of-focus white and grey gradient.

# The Missing Link: Helping Companies Adapt to Being Adaptable

Robert Woods – Principal Consultant

A portrait of Robert (Bobby) Woods, a man with short, light-colored hair, wearing a dark shirt. The portrait is partially obscured by a dark, textured overlay that also serves as a background for the text. The background features large, stylized, red and white brushstrokes and the letters 'R' and 'U' in a bold, sans-serif font.

# Introductions

## Robert (Bobby) Woods

- Principal Consultant
- 20 Years working with Agile
- Co-host “Unlocking Agile” podcast
  - Published Author
  - International Speaker
- EQ Leadership Consultant

Why Are YOU Here?





At your table, give each person an opportunity to express one situation they have experienced where good change management would have improved the outcome.

Feel free to pass. (5 mins)



# What does it mean to *adapt* to being *adaptable*?

Or literally, change into a company who embraces, and is good at, having to change.

- Self-Learning so we know what levers to change that make us adaptable (process, structure, policy, products, vendors, etc)
- Making our ability to adapt a core org personality trait
- Having a full understanding of the benefits of adaptability
- A mental rewiring to create new synapses/habits/muscle-memory



Why is  
Change so  
hard?!





# Trying to change fails more often than it succeeds

- Roughly 90% of all people who lose weight gain it ALL BACK!  
(Cleveland Clinic)

- 40 to 60% of people in treatment for substance use will relapse.

<https://www.hazeldenbettyford.org/articles/relapse-risks-stats-and-warning-signs>)



# *Change Is Hard. Here's How to Make It Less Painful.*

by [Erika Andersen](#) (Harvard Business Review)

*“Until the past few generations, most people’s lives stayed very much the same from beginning to end: people grew up where their parents had grown up, did the work their parents had done, believed and knew the things previous generations had believed and known. Change, when it came, was generally an aberration and a danger.”*

*“ Major change happens moment to moment...we need to re-wire ourselves to be more comfortable with and open to change; “*

*“we need to become more change-capable.”*



Change is the  
new Stability

The Gen-Z Effect



# Common Reasons for Organizational Change

- New Leadership
- Poor Customer Satisfaction
- Outdated Products
- Solution/Technical Debt
- Losing Money
- Making Money
- Acquired
- Acquiring
- Legal/Compliance

You can choose the outcomes of persisting in your current course, or you can choose to pursue different outcomes.

**All Change is a *Choice!***



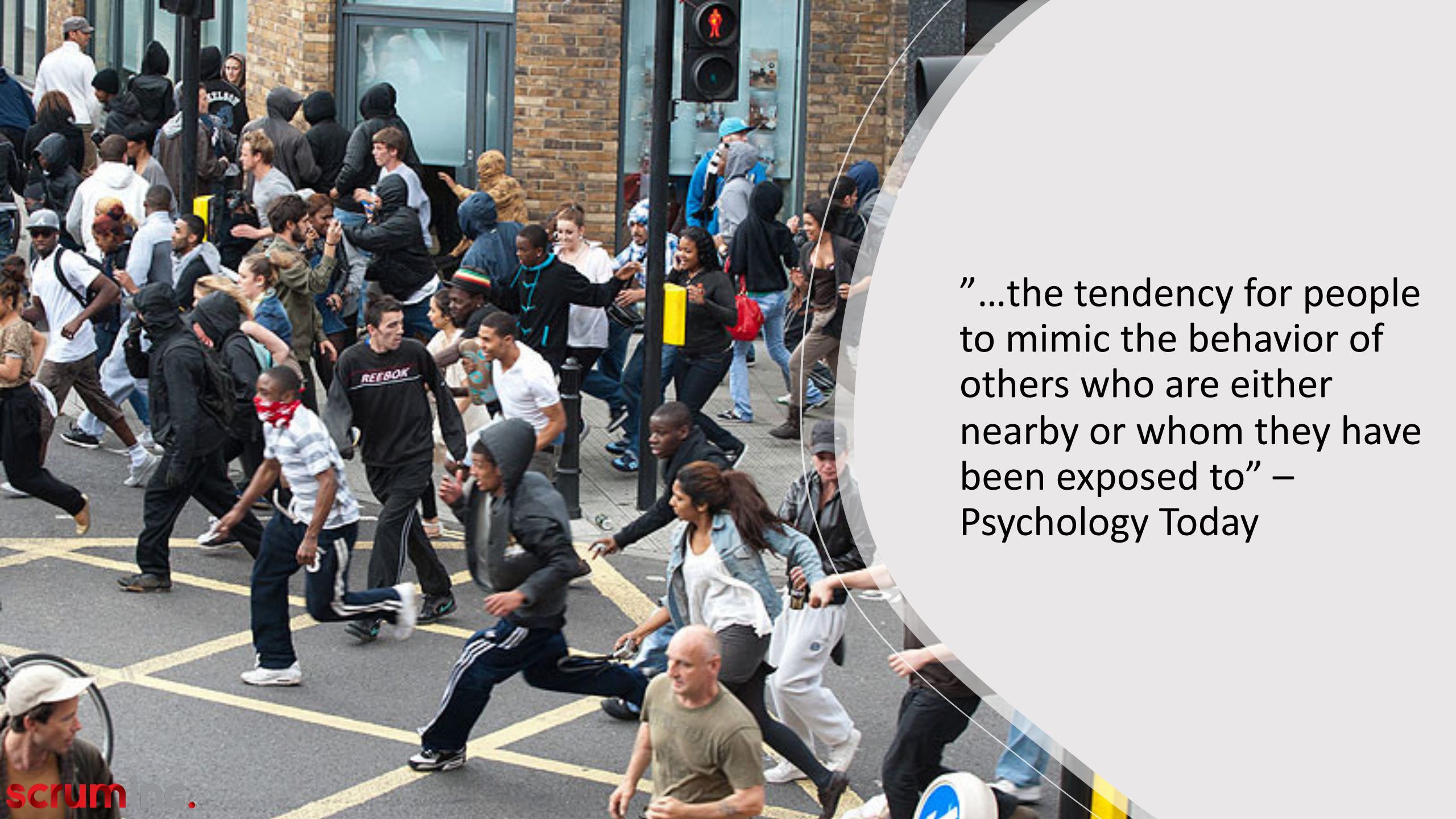
# RISKS with Change

- Changing too many things at once (Change Fatigue)
- One change involves other changes (Change Dominoes)
- The status quo is comfortable (Change Pain)
- Unclear about the benefits of change (Change Value)
- The change is broad and vague (Change Ambiguity)
- Abandoning efforts too quickly (Change Fear)
- Changing other people (Change Assimilation)



SOCIAL CONTAGION!!!!!!

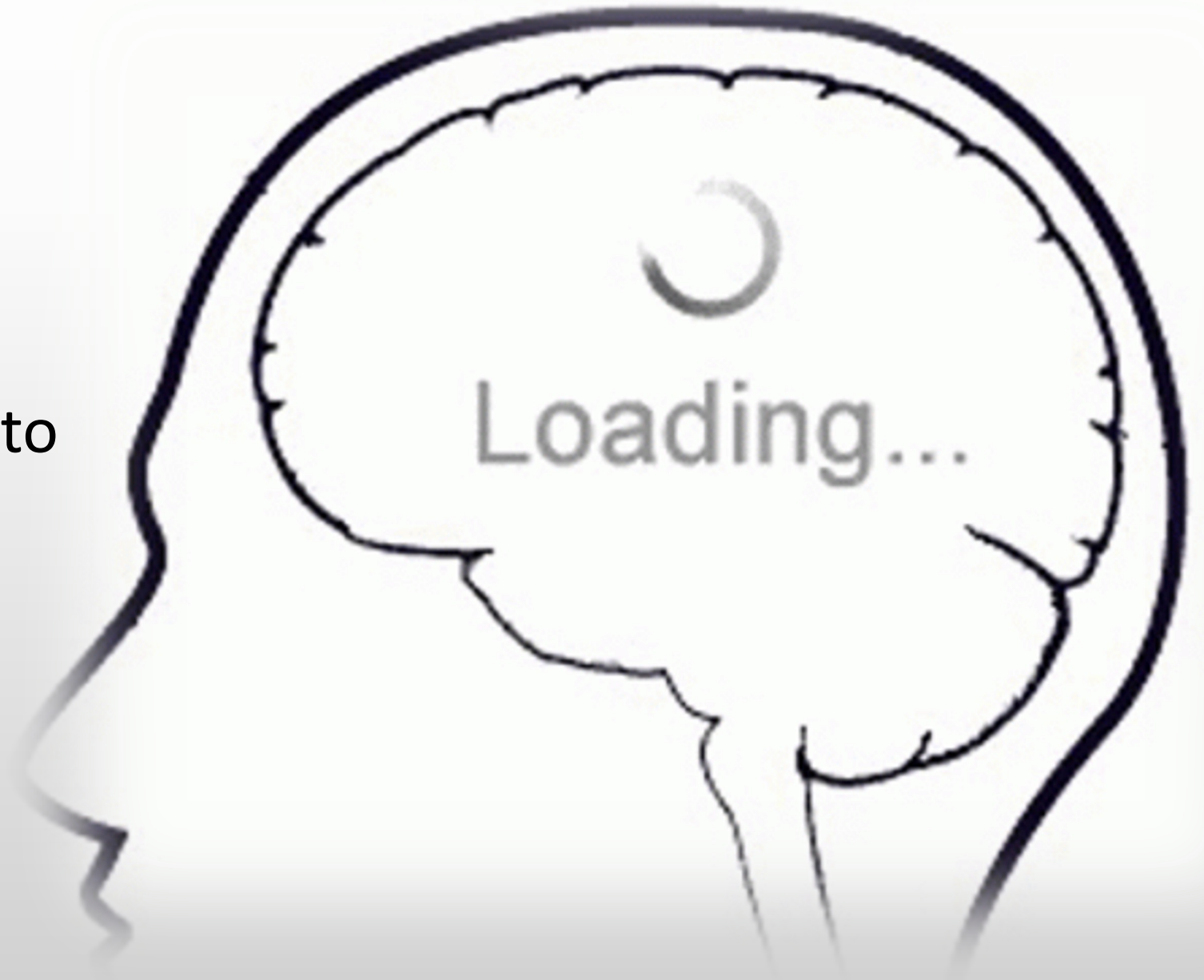




”...the tendency for people to mimic the behavior of others who are either nearby or whom they have been exposed to” – Psychology Today



- People will use process as an excuse to not think





# Change Involves Emotions

Emotional intelligence (otherwise known as emotional quotient or EQ) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict.

Intellectual ability or your intelligence quotient (IQ) isn't enough on its own to achieve success in life. Yes, your IQ can help you get into college, but it's your EQ that will help you manage the stress and emotions when facing your final exams.



Know how to adjust your emotional soundboard!



# 8 Techniques for Adapting to Adaptability

- CLEAR Principles
- The Leadership Narrative
  - Know Your Audience
  - Experimentation
  - Resistance Training
  - Measuring Change
    - Change Transparency
    - Change Communication



# Adapt to being Adaptable

## Technique #1: CLEAR Change Principles

- Collaborative:** Don't try to initiate change in a vacuum.
- Lean:** Small, simple changes lead to big outcomes.
- Evolving:** It's an experiment so watch for the need to pivot.
- Adaptive:** Setup the change to allow for adaptation as needed.
- Reportable:** Measure the change and reflect on the outcomes.



# Adapt to being Adaptable

## Technique #2: Set the narrative with leadership

***“According to the Harvard Business Review, leadership is often the biggest source of resistance to change. Leaders often understand the need for change and promote it, however, unconsciously respond with behaviours that reveal their struggle to adapt to the very change they are championing. People are no fools. They watch their leaders, and they watch them carefully because people look to their leaders for guidance, support and feedback.”***

- Tamara Botha CHANGEFOLIO.com

Frame where we are now with adaptability (baseline culture, fear, risk, trends)

Small changes will lead to big outcomes (be lean)

We will make data-informed decisions  
(stop the gut feel decision-making)



# Adapt to being Adaptable

## Technique #3: Know your audience

You have ALL these people in your company! (more or less)

You don't have to cater to everyone, just understand different people will react differently to change.

- Leadership
- Teams
- Individuals
- Age Groups
- Racial Dynamics
- Cultural Dynamics

## THE FOUR PERSONALITY TYPES





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## Adapt to being Adaptable Technique #4: Set the Change/Learn Mentality

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- All change is an experiment
- Make small changes and reflect
- Create transparency to the outcomes and resulting decisions



# Adapt to being Adaptable

## Technique #5: Deal Directly with Resistance

- Be able to clearly articulate the WHY
- Listen with empathy
- Invite before demand
- All change is a choice, theirs as well







## Adapt to being Adaptable Technique #6: Measure the Outcomes

- Baseline any change
- Continuously Gather Feedback
- Capture Observations
- Track Expected Benefits
- Adapt Your Measures

# Adapt to being Adaptable

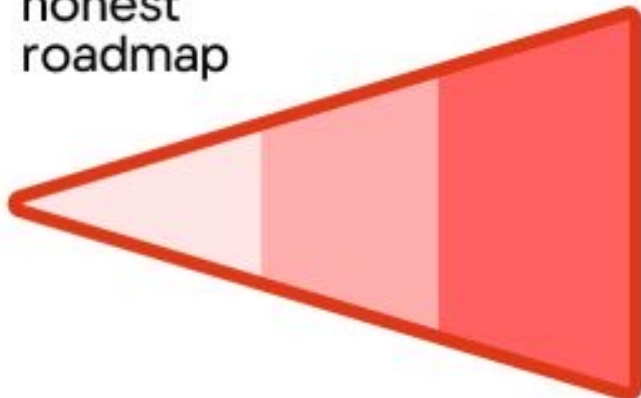
## Technique #7: Roadmap the change

misleading  
roadmap



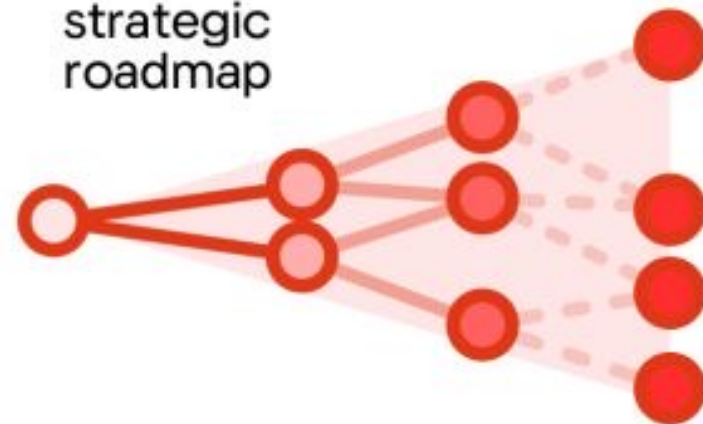
"We will follow this linear path from zero to our inevitable victory, and these are the milestones that will get us there."

honest  
roadmap



"We know where we are today, and have a good idea about the near future, but recognize that the future becomes uncertain."

strategic  
roadmap



"We know where we are today, and anticipate decision points that will change our path. We are intentionally gathering the data that will help us make those decisions."



# Adapt to being Adaptable

Technique #8: Don't be afraid to overcommunicate



Techniques to creating the right kinds of testimonial.

- Tom Bullock -

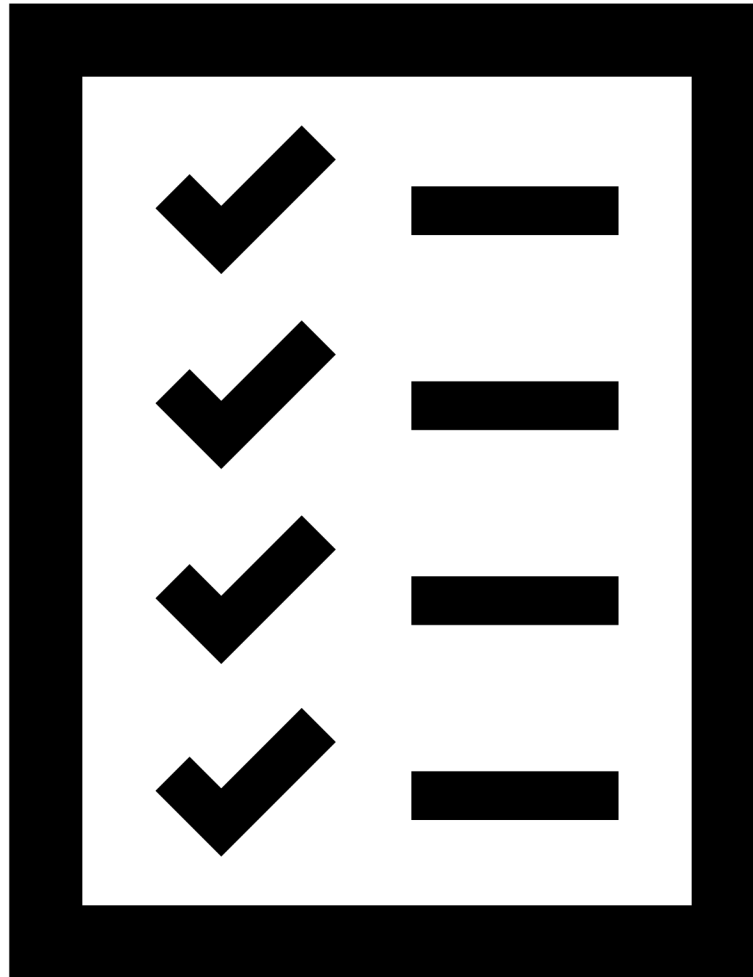


CLEAR Principles  
for Change

Set the Leadership  
Narrative

Know Your  
Audience

Change/Learn  
Mentality



Deal Directly with  
Resistance

Measure the  
change

Develop a change  
roadmap

Its OK to  
overcommunicate

Thank You

Questions?

**scrum**inc.