



# Agile ORLANDO

# JULY 24-28 2023

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#AGILE2023

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# 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



A horizontal row of five leaves is positioned behind the text. From left to right, the leaves transition in color from a vibrant green to a dark brown, representing a process or transformation. The text is overlaid on the leaves.

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

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Corey Post

Agile Transformation Lead



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.

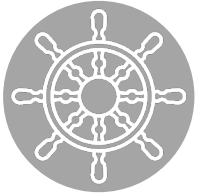
I've worked with clients who were on their third Agile transformation. Often, companies blame Agile; you may have heard phrases like, "Agile doesn't work here!" "We've tried Agile - it's not for us." "Agile is just another flavor of what we already do here."





making your Agile Transformation...

**STICK**



leadership



growth mindset



role cards



journey maps



coaching



OCM



# leadership

lead from the front, the back and the side





align with an executive sponsor





create a transformation  
leadership team

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post card from the future



craft your transformation vision

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article from the future



craft your transformation vision

craft your  
transformation  
vision

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**PRESSSI**  
**PRE ES**

# design as a team

Mind Map

22:06

Upcoming Goals

Q1

- Set up crit schedule
- plan out social media for the next 3 months
- Outsource blog articles
- Organize files
- Clean up work org. chart

Q2

- Research shoe design
- Product photoshoot
- Create plan for website transfer
- Update website to reflect new design

Product Launch Tasks

- Update progress
- Create roadmap
- Brainstorm names

Ideas:

- ✦ Broad traditional campaign focused on staggered release
- ✦ Tightly targeted IG/FB campaign ads as pilot

Strengths

- Target local peak shopping for launch promotions

Timeline

- Supplier reliability

BRAINSTORMING

- Do we have a set launch date yet?
- Who, what, and where?
- target young audience
- What is the best game plan for FB?
- Weekly blog post articles and existing social posts!
- Fresh colors with clean design
- Research competitors!
- What will make us stand out from other sneaker companies?
- We should have weekly meetings to discuss fresh ideas
- Shoes need to be durable
- Tryouts in TAG before launch date
- Clean mission plan posted on website

Perfect for the website slider!

Current in app text is top aligned left justified

38% US

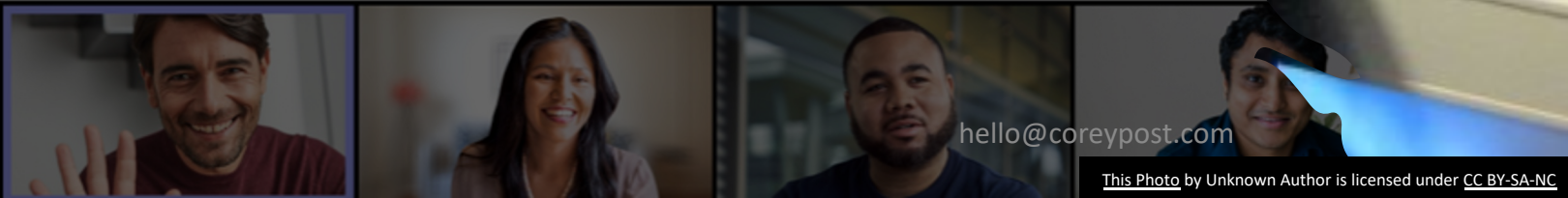
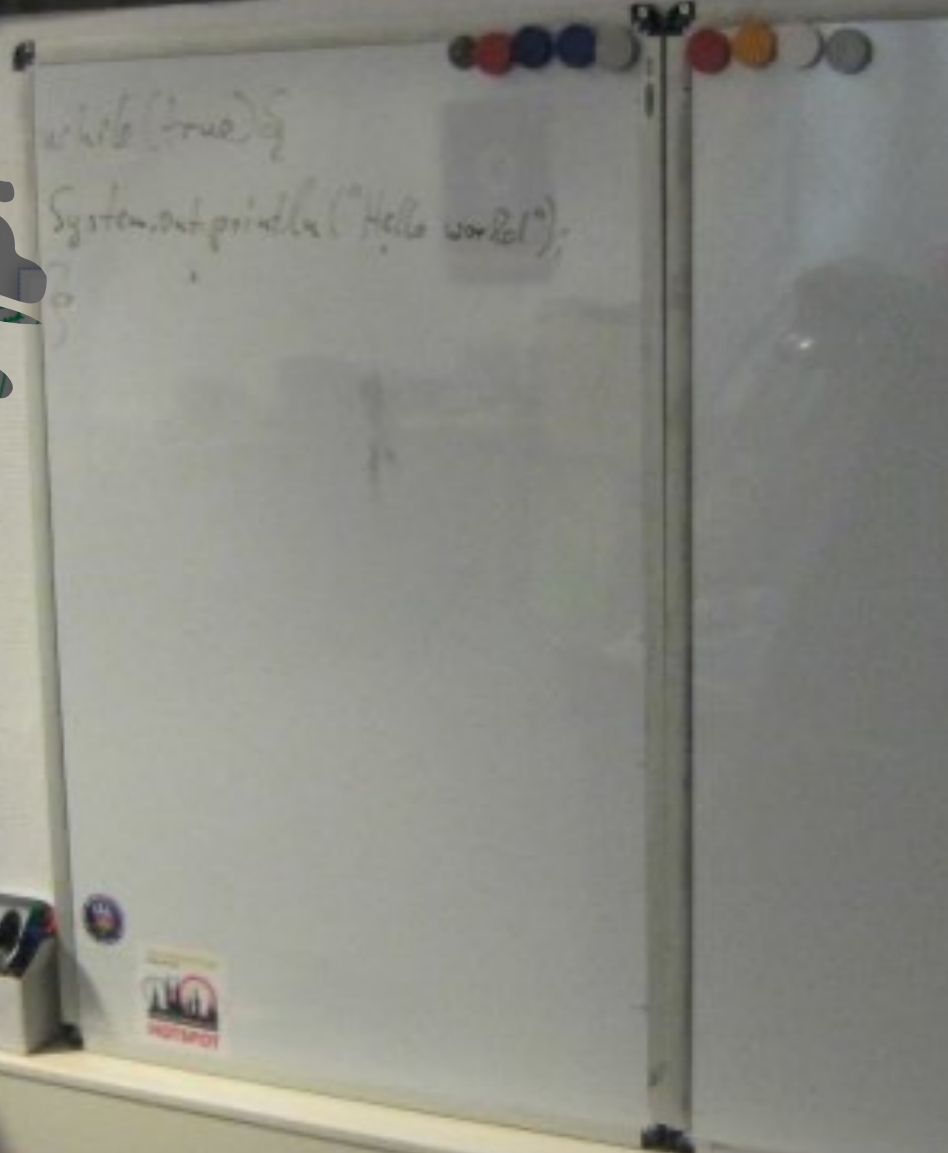
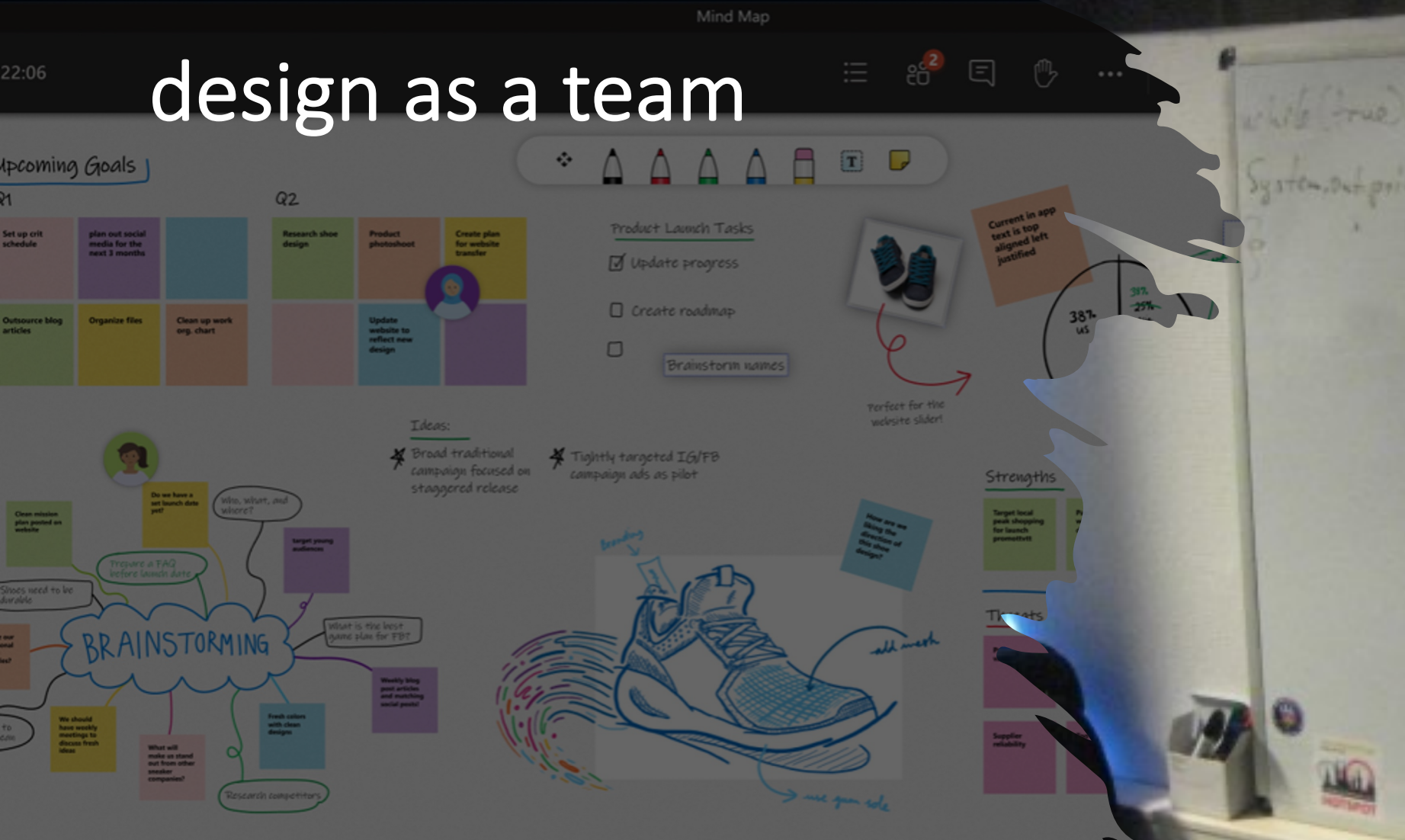
39%

25%

How are we using the direction of the shoe design?

add mesh

use gun sole







# baseline assessments

enforce workplace safety procedures	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
use personal protective equipment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
handle hazardous materials	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
develop OHS system			<input checked="" type="checkbox"/>	
monitor OHS system			<input checked="" type="checkbox"/>	
maintain OHS system			<input checked="" type="checkbox"/>	
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use communication tools and equipment	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
manage remote team		<input checked="" type="checkbox"/>		
provide guidance to remote team			<input checked="" type="checkbox"/>	
support remote team				



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# transformation canvas



develop a  
transformation  
roadmap

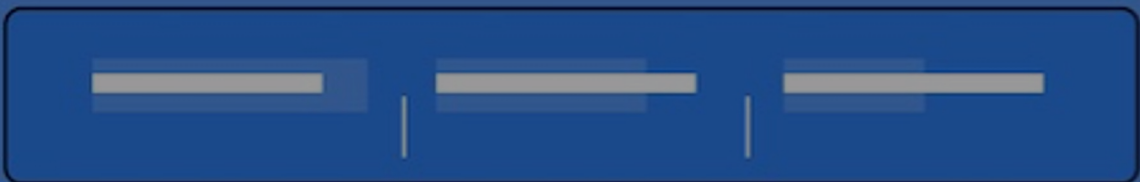
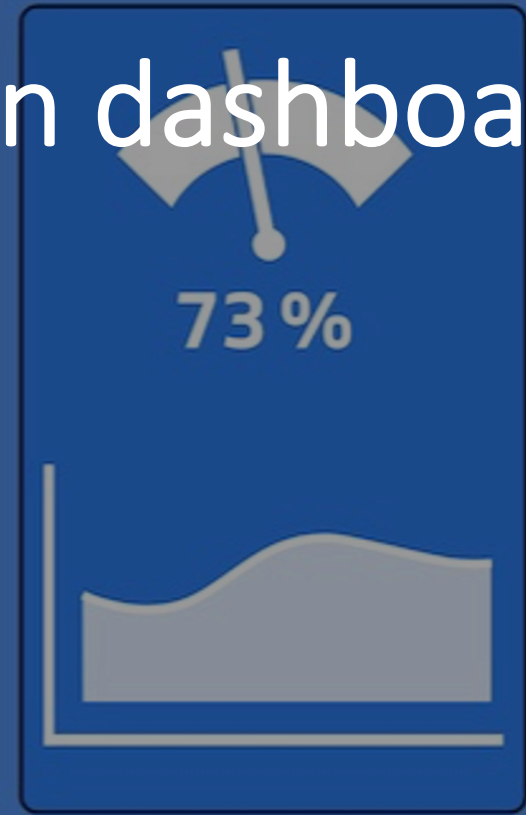




guide and steer your transformation



create a transformation dashboard



use OKRs to steer your transformation

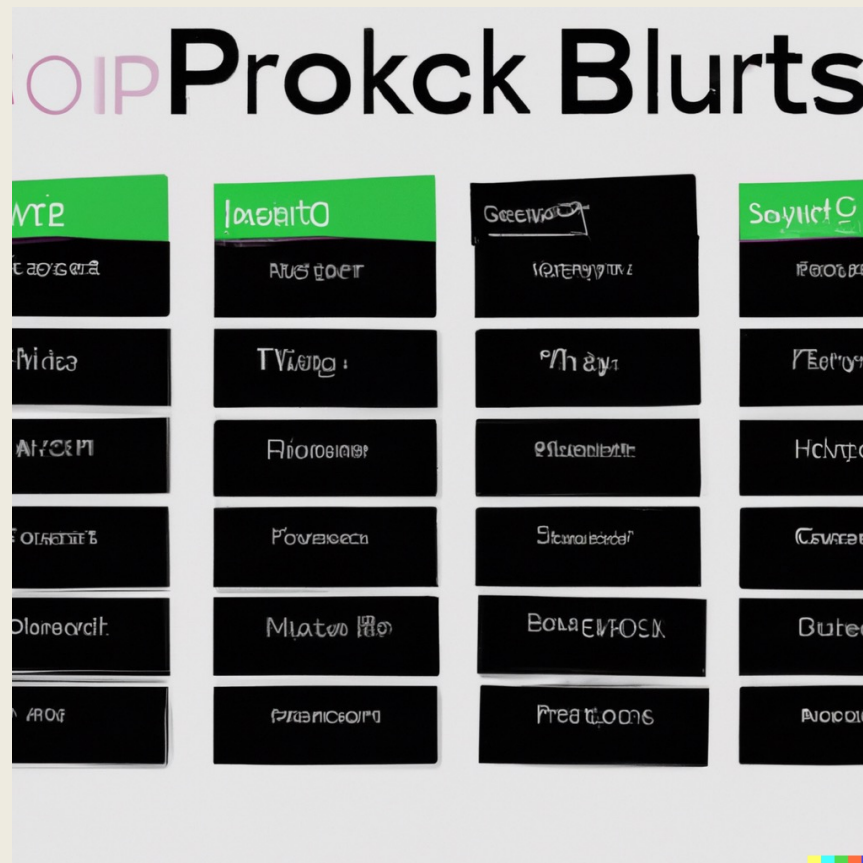
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- inspire with your objectives
- measure with your key results



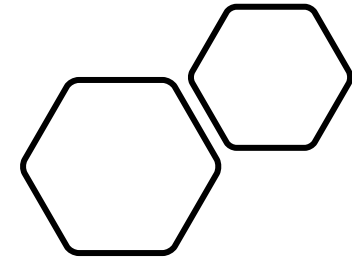
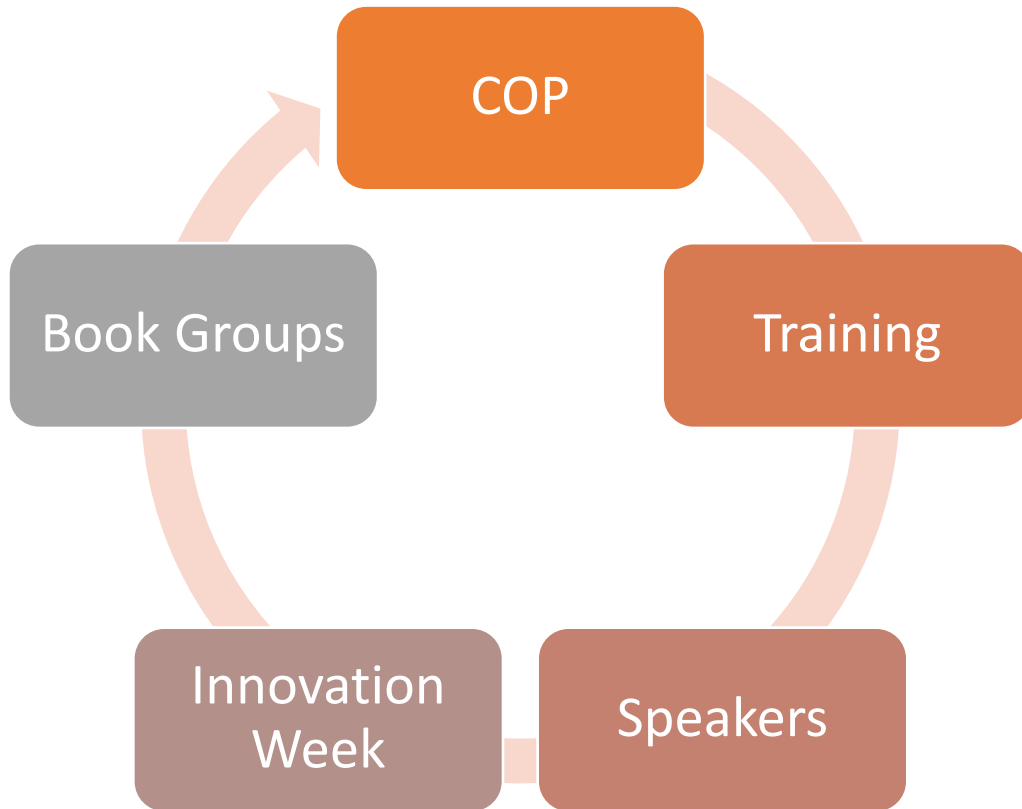


# develop your transformation backlog



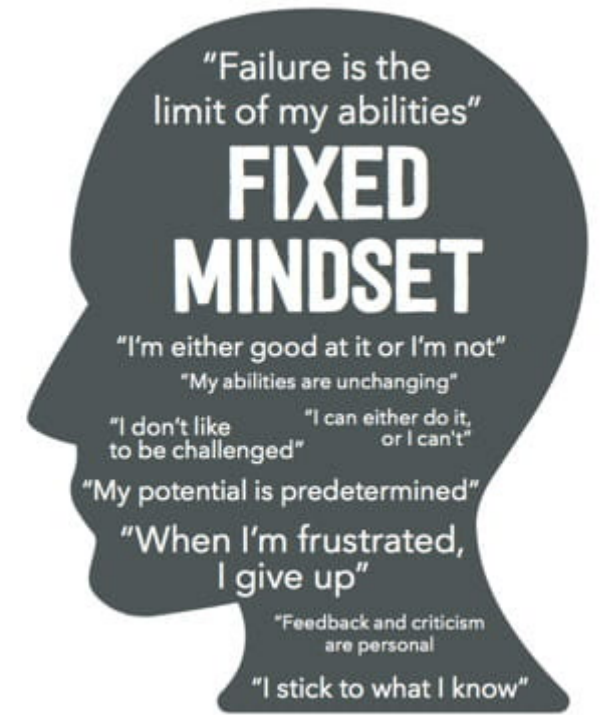
make the transformation  
work visible

# institute strategic learning loops





adopt a growth mindset



© Big Change

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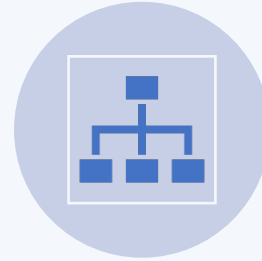


# role cards

clarify roles and responsibilities



clarify and  
communicate



structure and  
alignment



skills and  
training



qualifications



# role: caped crime fighter

## what is a caped crime fighter?

lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

## caped crime fighter responsibilities

lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt


## relevant experience and skills

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## common caped crime fighter career path

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# personas and empathy maps

# FULL NAME

**AGE** 1-100

**OCCUPATION** What they do for a living

**STATUS** Single, Married etc.

**LOCATION** Where they live/work

**TIER** Frequency of use

**ARCHETYPE** Character model

Ambitious

Admired

Focused



"Personal Quotation"  
Should capture the essence of  
this persona.

## Motivations

Incentive

Fear

Achievement

Growth

Power

Social

## Goals

- The goals this person hopes to achieve.
- Goal 2
- Goal 3

## Frustrations

- The frustrations this person would like to avoid.
- Frustration 2
- Frustration 3

## Bio

The bio should be a short paragraph to describe the user journey. It should include some of their history leading up to a current use case.

## Personality

Extrovert  Introvert

Sensing  Intuition

Thinking  Feeling

Judging  Perceiving

## Technology

IT & Internet

Software

Mobile Apps

Social Networks

## Brands

(A collection or list of the user's favorite brands. You can download logos from [www.brandsoftheworld.com](http://www.brandsoftheworld.com))

Xtensio



**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?

**GOAL**

**2 What do they need to DO?**

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?

**7 What do they THINK and FEEL?**

**PAINS**

What are their fears, frustrations, and anxieties?

**GAINS**

What are their wants, needs, hopes and dreams?

**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?

**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?

**4 What do they SAY?**

What have we heard them say?  
What can we imagine them saying?

What other thoughts and feelings might motivate their behavior?

**5 What do they DO?**

What do they do today?  
What behavior have we observed?  
What can we imagine them doing?



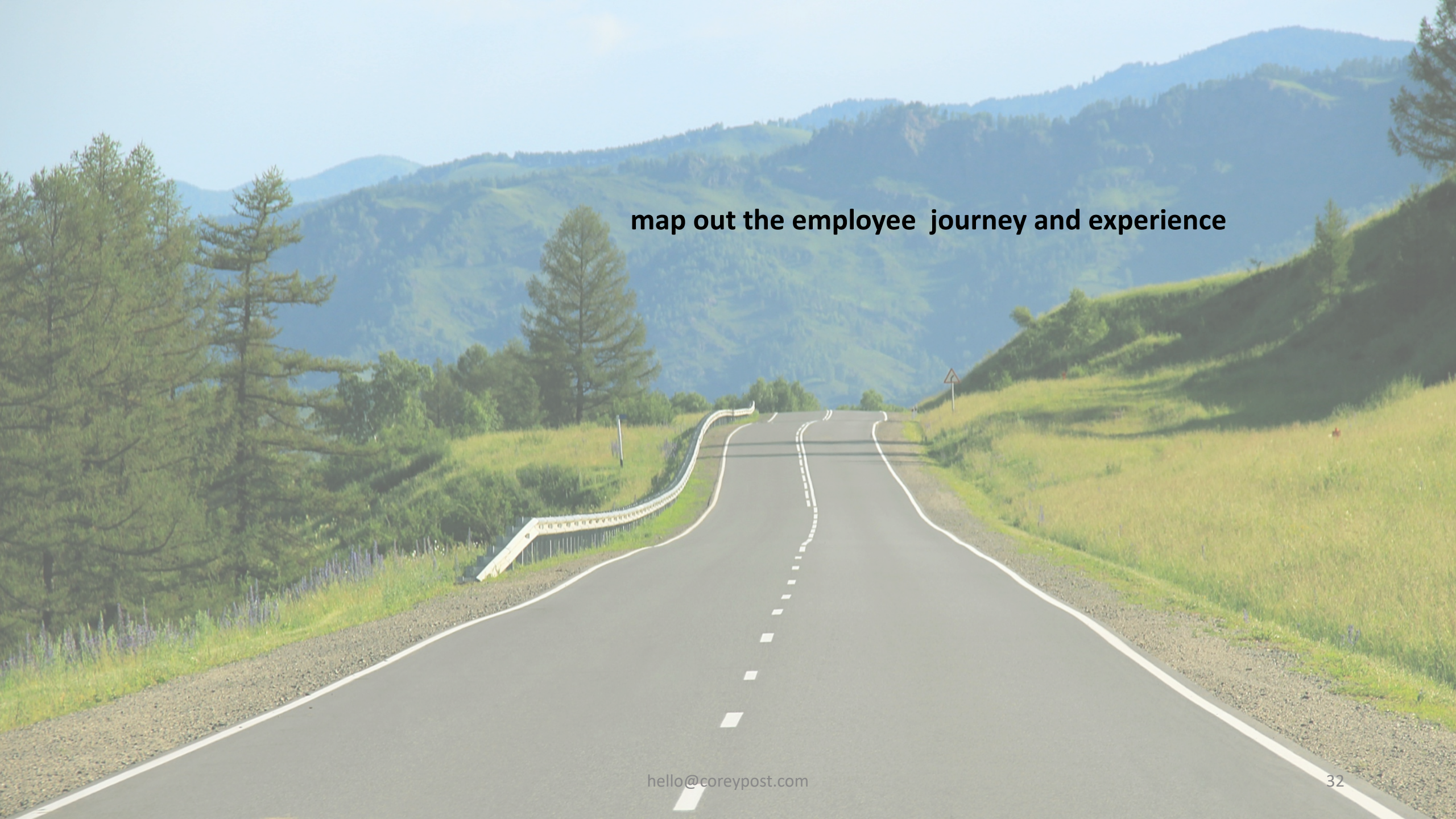
design as a team





# journey maps



A scenic view of a paved road winding through a mountainous landscape. The road is asphalt with white dashed lines down the center and solid white lines on the edges. It curves gently to the right. The surrounding landscape is lush with green grass and several tall, dark green pine trees. In the background, rolling hills and mountains are visible under a clear blue sky. The overall atmosphere is bright and open.

**map out the employee journey and experience**



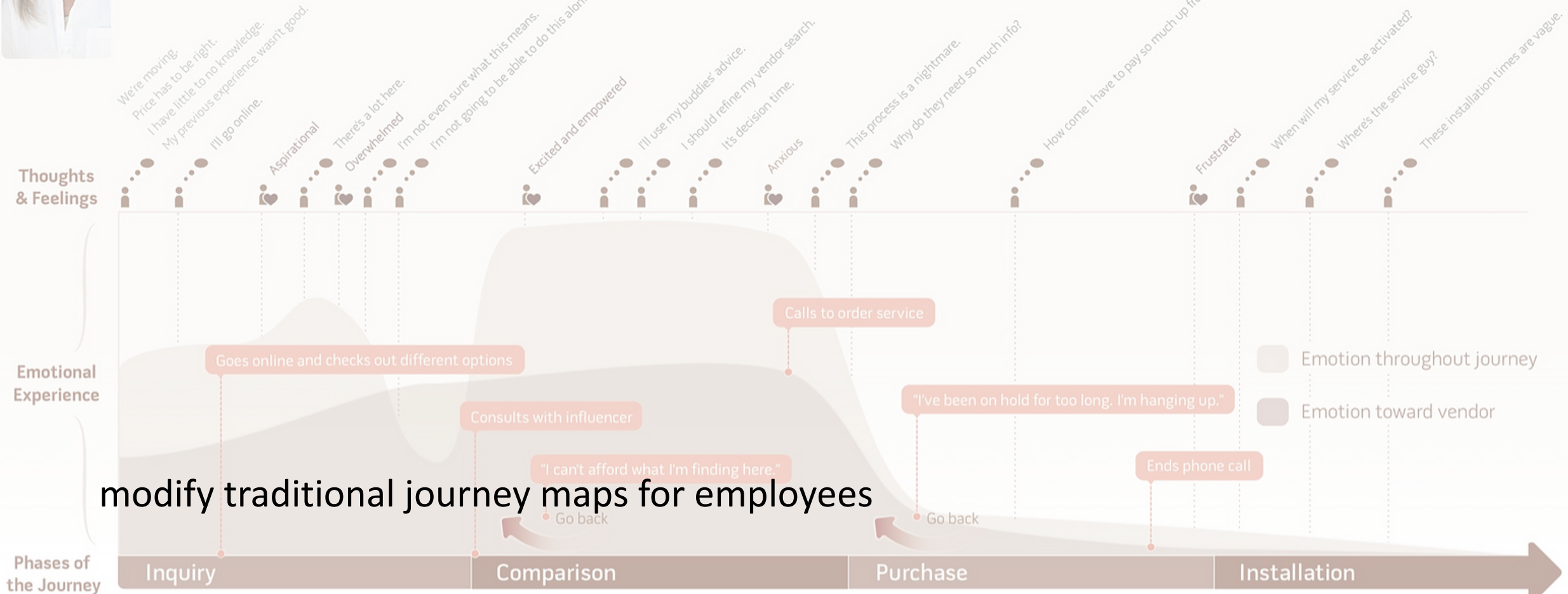
seek to understand →  
learn → observe →  
design



- seek to understand
  - interviews
  - gemba walks
  - assessments
  - conversation
  - observation







modify traditional journey maps for employees

**Description**

The Inquiry phase features the reasons people are shopping around for new service. These are usually related to moving and relocation, an upgrade to existing service or hunting down new deals. Moving is the biggest reason.

**Recommendations**

Design homepages with separate, targeted call-out areas lying above the fold, tailored for residential and tech-savvy customers. Internal product areas should include basic plain-English product descriptions and large price points with a clear call to action. Bullet points should include keywords that summarize options and features typically found in product datasheets.

**Description**

The potential customer comes into the Comparison phase usually armed with the right info and tech jargon and is looking for the lowest cost. Customers tend to be brand agnostic. If they can't find the right price or the right services, they may leave and go back to Inquiry.

**Recommendations**

Use IP location services to geo-locate customers – removing the current service address roadblock. This allows users to configure services before adding them to the cart and reflects bundled price discounts in a clear and obvious manner.

**Description**

The Purchase phase involves the provider requiring quite a bit of personal info. The order flow tends to be complex, and the process can be all over the map. There is a sense of delayed gratification – waiting on service installation and activation.

**Recommendations**

Reduce the amount of information required by streamlining and improving any areas that contain form fields, using industry best practices. Work on setting expectations for the Installation phase with phone customer service reps to improve the overall experience with your brand.

**Description**

The Installation phase is the handoff from customer service to the installer. There are usually scheduling conflicts among all parties involved. This phase can be somewhat painful for the customer in dealing with the installer.

**Recommendations**

Many factors converge to make this phase of the customer journey unpleasant. Providing accurate arrival times, courteous technicians and clear instruction materials during Installation can help alleviate the negative experience in this phase. Also, consider having leave-behind customer comment cards so customers feel empowered to give feedback into the process.

hello@coreypost.com

# agile coaching

the **change** agents



# coaching center of excellence





# role coaching

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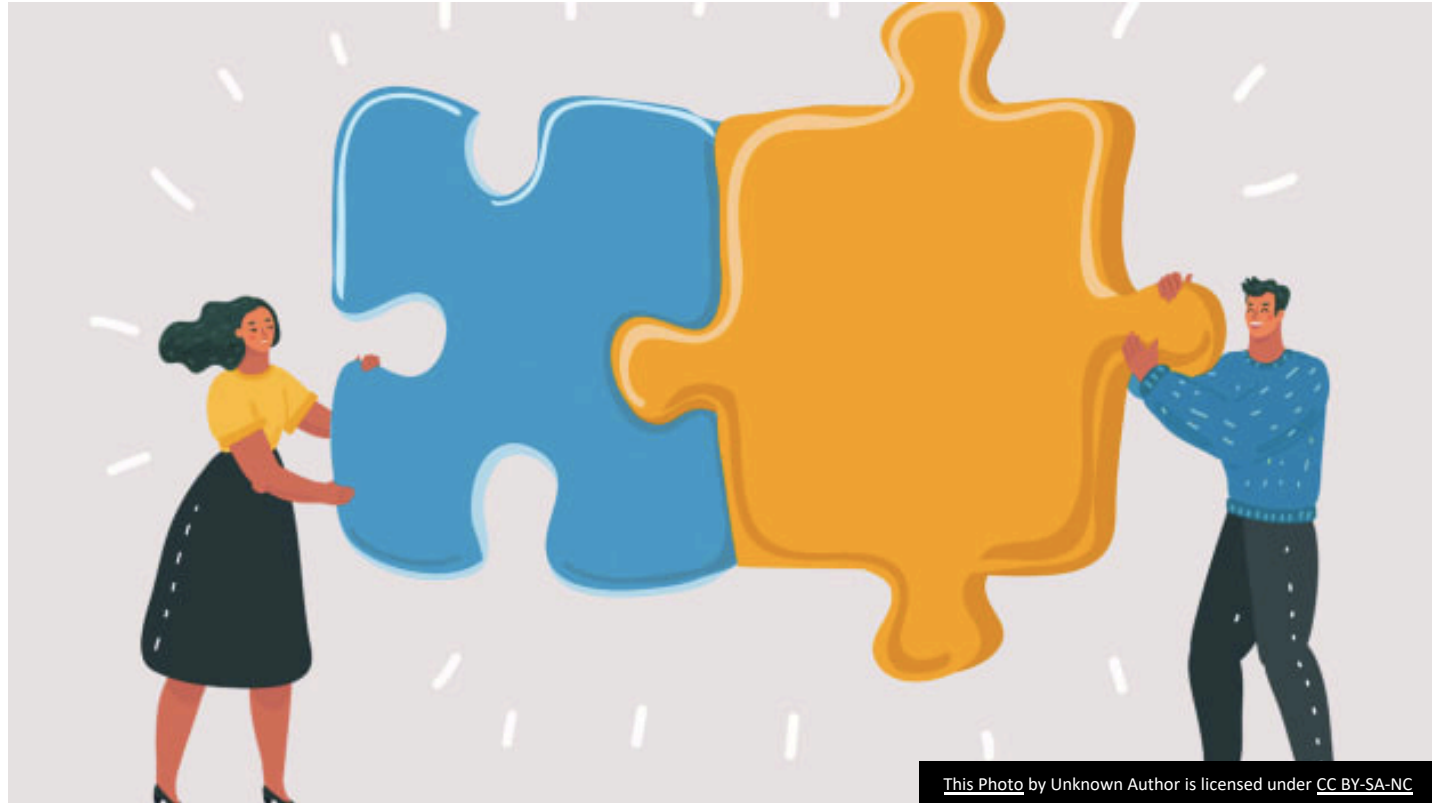
- product coach
- scrum master coach
- technical coach
- leadership coach





mentorship and pairing

coach the  
coach





make the coaching work visible



match coaching capacity to  
demand and pull



# focus on organizational change management

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A horizontal flow diagram with five chevron-shaped boxes pointing right. The boxes are colored blue, gold, red, orange, and teal. Above each box is a smaller arrow of the same color pointing right. The letters A, D, K, A, and R are centered in each box respectively. The word 'ADKAR' is written in large white letters across the middle of the diagram.

A

D

K

A

R

### 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 takes place.
- 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.

ADKAR

A large grey arrow pointing left, spanning the width of the 'Enablement zone' label.

Enablement zone

A large grey arrow pointing right, spanning the width of the 'Engagement zone' label.

Engagement zone



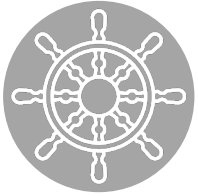
# continuous assessments – growth

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manage remote team		<input checked="" type="checkbox"/>		
provide guidance to remote team			<input checked="" type="checkbox"/>	
manage remote team				



putting it all together





leadership



growth mindset



role cards



OCM



journey maps



coaching



**questions? thoughts?  
how might you use  
this?**



## connect

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PRESENTS

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JULY 24-28

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