



**Why Your Agile
Transformation
Could Fail
without OCM!**

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Agile Transformation is hard

- **Who here has experienced an Agile transformation initiative that went south?**
- **What were the top reasons?** (From your retrospectives and personal observations)

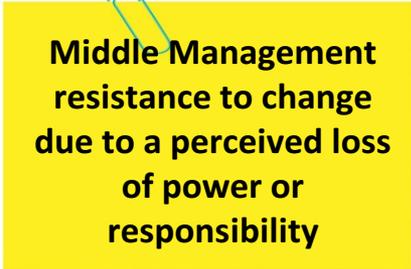
What Can Impede Agile Transformation Success?



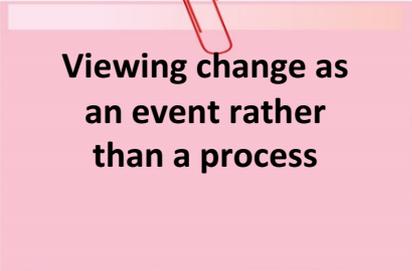
**Misdiagnosing
the scope
and impact
of the changes**



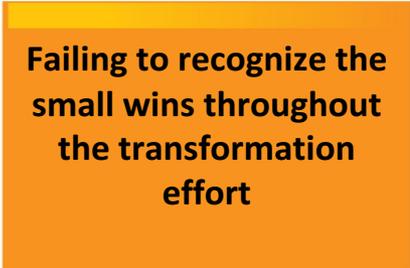
**Ignoring the
importance of
and impact on
Culture**



**Middle Management
resistance to change
due to a perceived loss
of power or
responsibility**



**Viewing change as
an event rather
than a process**



**Failing to recognize the
small wins throughout
the transformation
effort**



**Leaders failing to
understand their
role in leading
change**



**Failing to address a
lack of methodology
acceptance by
management or
teams**

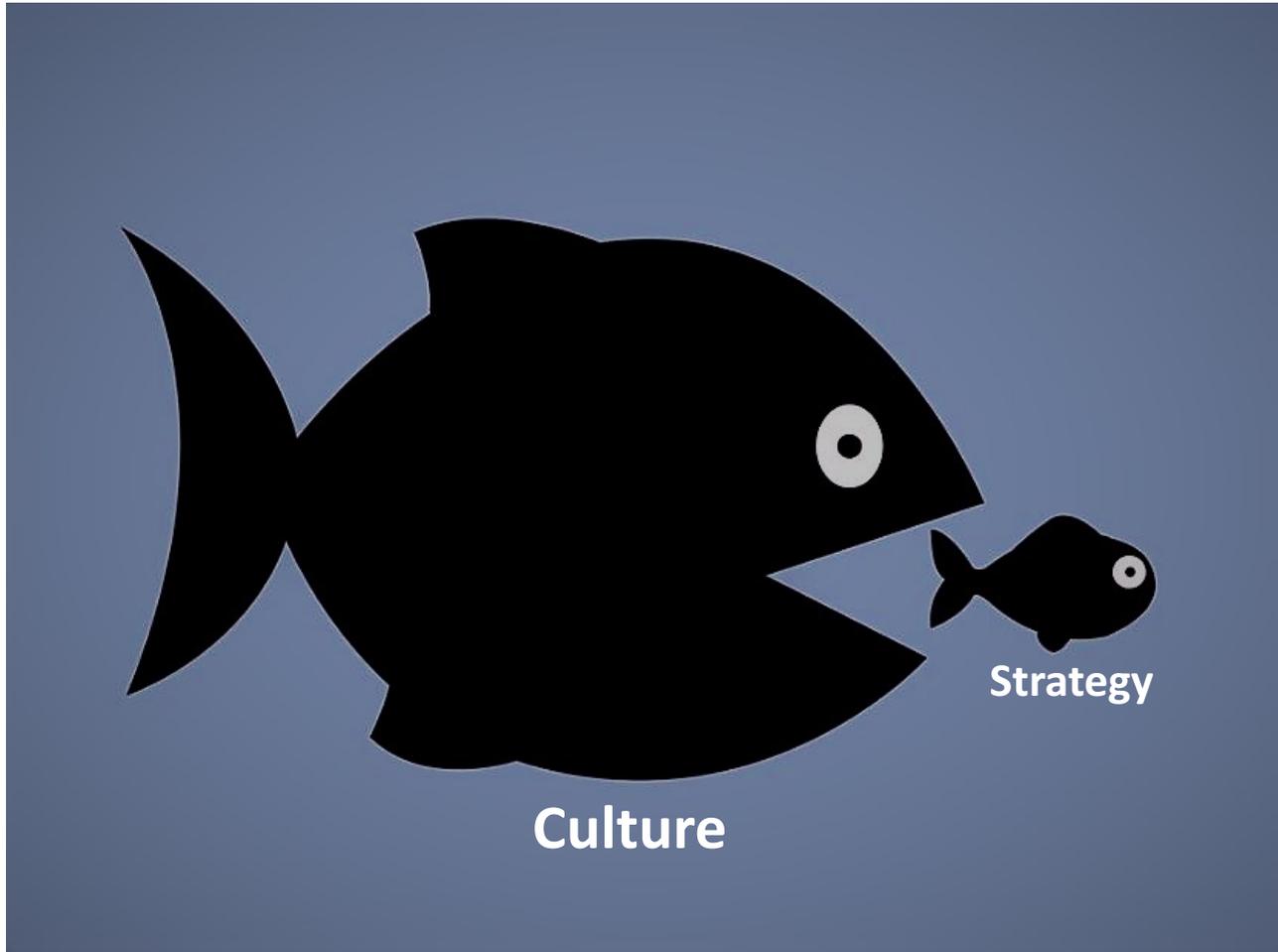


**Too much focus
on just tools &
processes**



**Inadequate
attention to
culture and people**

Does Culture Really Matter?



Understanding the Drivers...

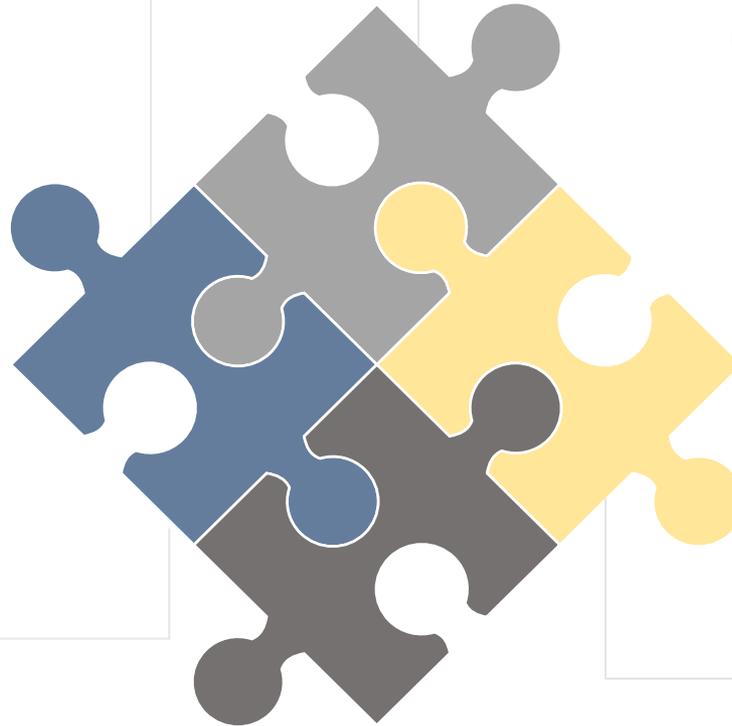
Behaviors

Evident in the behaviors of individuals and groups in the organization. Amplified by the behavior of Leaders



Work Culture

Visible in the 'way the work gets done on a day to day basis



Paradigms

The values, assumptions and beliefs held by the people of an organization



Execution Patterns

Execution patterns and behaviors embedded throughout the organization through the network of practices



3 typical transformation challenges

Understanding OCM's place in Agile Implementation



Organizational Change management is siloed and undervalued



- Integration from the Start
- Leadership Buy-in



Stakeholders don't understand and are not prepared for the changes associated with a new development model



- Empowering Decision-Making
- Stakeholder Focus



The teams lose sight of the customer, their needs, and their value to the process

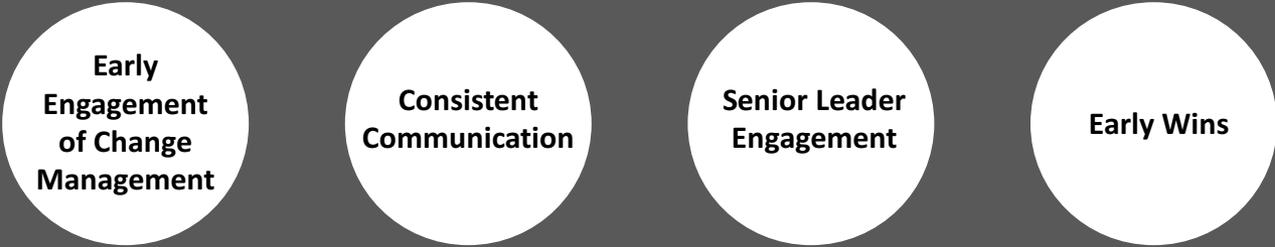


- Targeted User Resources
- Voice of the Customer

*An effective Agile implementation requires Change Management capabilities to address the **cultural paradigm shift** around the way work is designed, developed, and delivered.*

How to use OCM to succeed with Transformation

Utilizing OCM to succeed in Transformation



Effectively executing OCM in an Agile environment is dependent on taking a multi-pronged approach. It is important to focus on engagement in the following areas:



Agile Team:

- Embed OCM representatives with Delivery Teams
- Ensure coordination of the people and technical elements



Senior Leadership:

- Early and continuous engagement of Senior Leaders
- Support the holistic transformation through championship, direction setting, and organizational alignment



End Users:

- Engaging employees and users throughout the transformation process
- Consistent communication and celebrations of successes

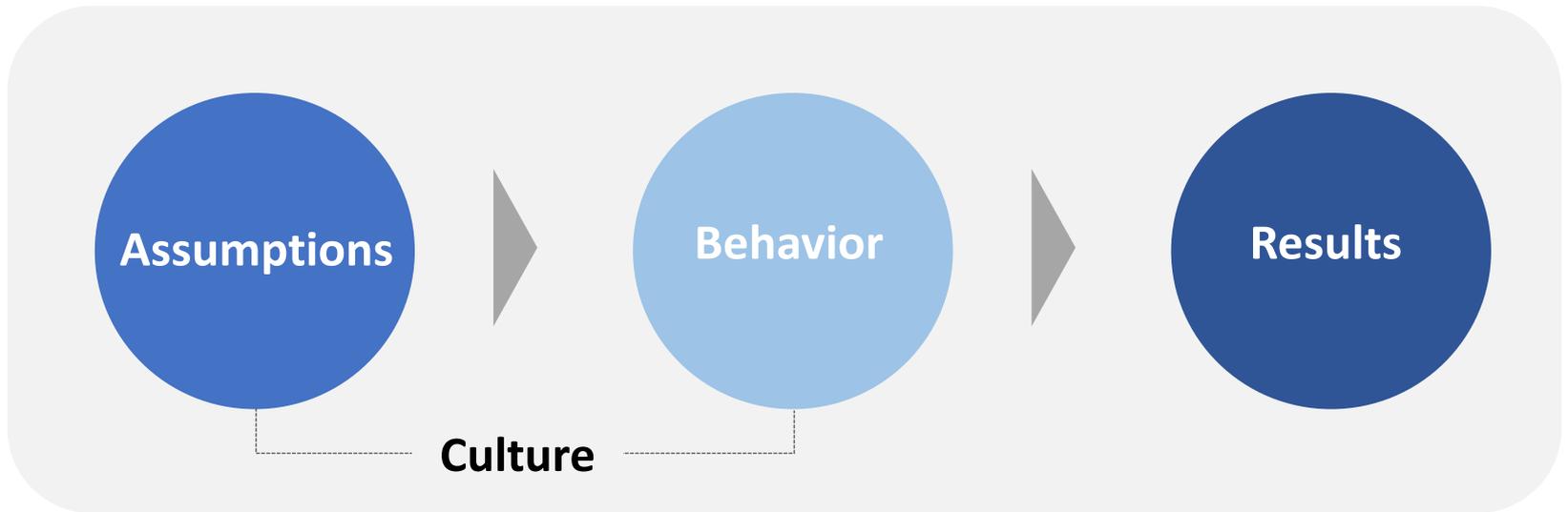
Q&A

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Appendix

Culture Directly Affects Organizational Performance





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