

Agile Reorgs: A Survival Guide

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ENTERPRISE KNOWLEDGE

A woman with blonde hair is lying down, her head resting on a dark surface. A wine glass filled with red wine is in the foreground. The entire image is overlaid with a green tint. The text "We need to reorg because of agile!" is written in white, centered over the image.

“We need to reorg
because of agile!”



We tend to meet any new situation by reorganization, and a wonderful method it is for creating the illusion of progress at the mere cost of confusion, inefficiency and demoralization.

- Charlton Ogburn

IF YOU DON'T REORG

People will revert to old habits

Your structure will often be top heavy

Your teams will not be cross-functional

People will lose interest and trust

You won't be agile

IF YOU REORG BADLY

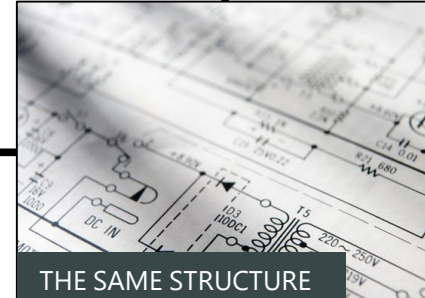
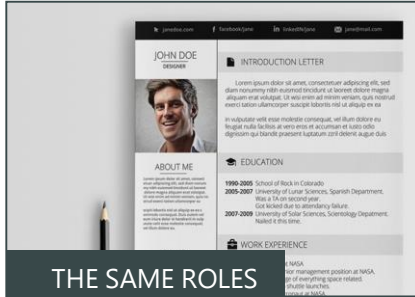
Agile is the "bad guy"

People will be demoralized and turnover will increase

You will spend more time and money correcting mistakes

You won't be agile

CAN YOU REALLY BE AGILE WITH...



THE LOSS IS REAL!



Can no longer be in a role they like
Less power or decision authority
No longer working with a team they like
Are working for a tougher manager



1. DENIAL



2. ANGER



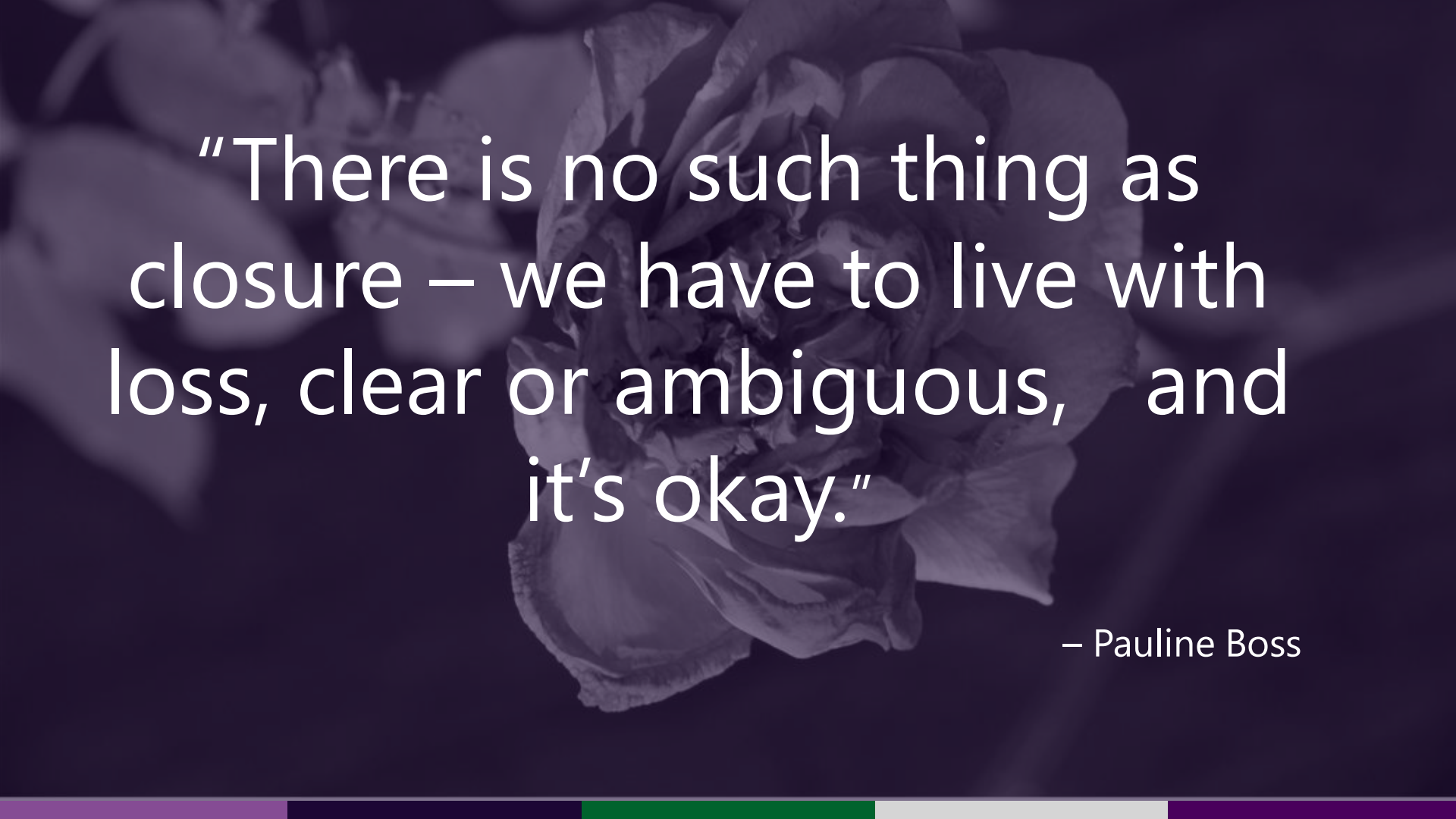
3. BARGAINING



4. DEPRESSION



5. ACCEPTANCE



"There is no such thing as
closure – we have to live with
loss, clear or ambiguous, and
it's okay."

– Pauline Boss

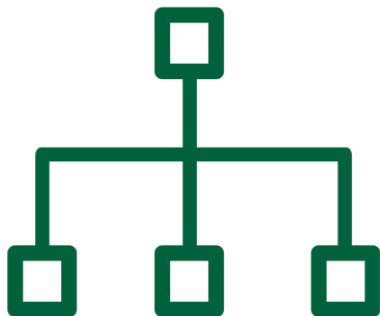





SURVIVAL TIP 1

PREPARING WITH THE RIGHT EXPECTATIONS

WE NEED TO REORG TO...



Release products more often
Make collaboration with customers easier
Become more efficient in our processes
Empower teams to make more decisions



Find out how
people process
information in
your
organization

Saying you don't
know is OK and
is much better
than saying
nothing

Figure out the
best way to
push and pull
information

Don't make the
agile coach
always deliver
the message

The scarier the
change, the more
frequent the
communications



SURVIVAL TIP 2

FINDING A SENSE OF EMPOWERMENT



Conduct a large group design charrette to define a new agile functional model

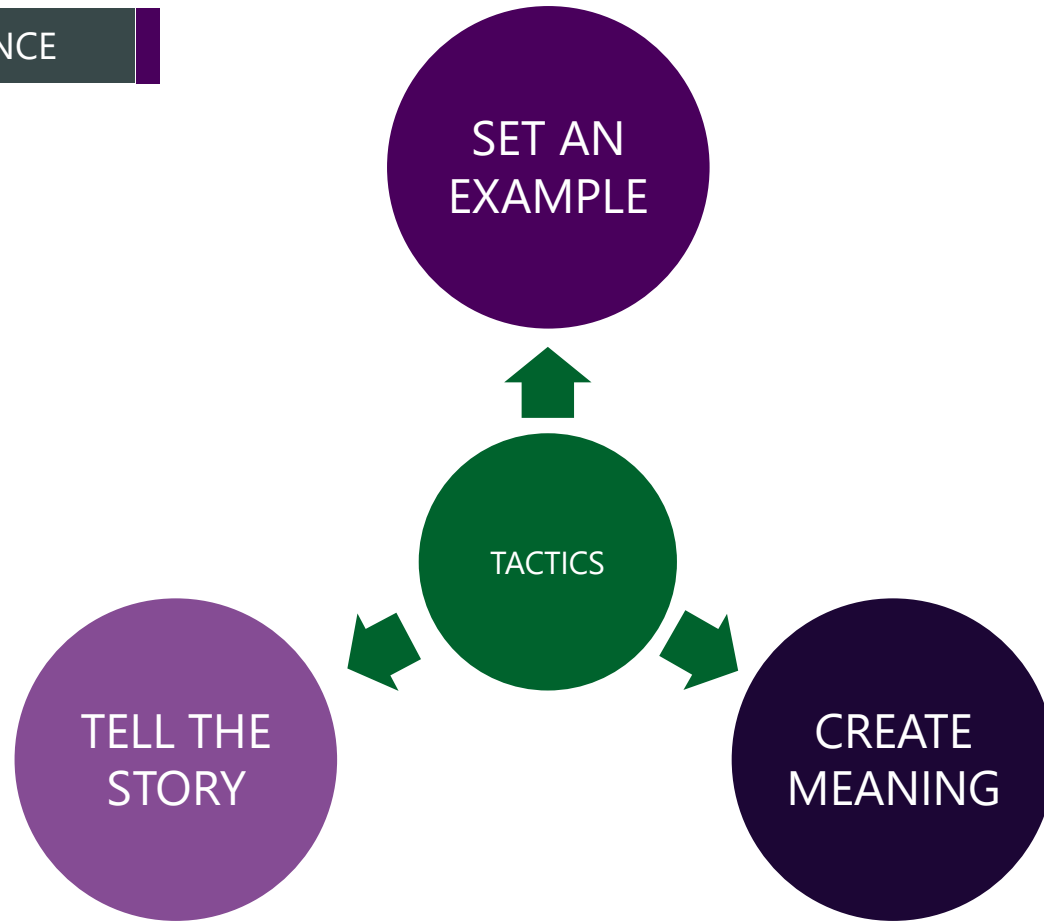
Create opportunities to give feedback in a focus group or informal format

Craft a path for resolving disputes



SURVIVAL TIP 3

BUILDING RESILIENCE TO CHANGE





CLOSING



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