

## **8 Ways to Prevent Your Agile Transformation from Crashing and Burning**

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Maybe you've received a mandate from upper management to become Agile. Or maybe your organization has asked you to expand Agile from just software development to other parts of the enterprise. To be successful, here's a list of what to do:

1. **Identify a specific problem to solve or a reason to change** other than just becoming Agile. Tie the transformation to business goals or expected value to the organization.
2. **Ensure support from upper management and involve other stakeholders.** Stealth transformations work on a small scale and might even help win management and organizational support to start a transformation but widespread changes will fail without it.
3. **Create an Agile-friendly environment** by promoting the 12 Principles Behind the Agile Manifesto and encouraging the Agile-friendly attitudes. Take your organizational culture, maturity, and context into account.
4. **Follow a plan.** Transform with focus and consistency. Make sure participants know their role, expected contributions, the overall transformation approach, and who to contact with questions.
5. **Transform iteratively.** Start with a pilot and use an empirical approach.
6. **Make your transformation ongoing** instead of defining a specific end point.
7. **Understand that transforming an organization requires leadership changes.** Allow those involved to grow personally and as a group. Train participants in Agile principles and consult Agile experts.
8. **Emphasize the importance of key roles** such as Scrum Master/Agile Coach and Product Owner. Hire experienced people slowly and remove them quickly if needed. Allocate enough resources to complete the transformation.

These actions will greatly improve your chance of success. You may even consider establishing a transformation office for large efforts.

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*About the Author: Mike McEwen (PMP, CSM) is a servant-leader who forms amazing teams and helps them deliver award-winning technology solutions to commercial, non-profit, and government customers.*