A scenic view of a dam with water cascading over its spillways, surrounded by trees and a walkway. The water is a mix of white and brown, indicating some sediment. The dam structure is made of concrete and has several spillways. In the background, there are trees with some autumn-colored leaves and a walkway with a railing. The overall scene is bright and clear.

# Change Management Waterfall and Agile Models

Finding the Right Fit

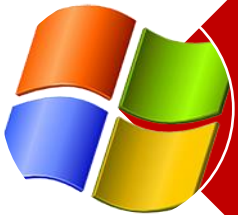
# Robert Bogue



Author of 28 books including The SharePoint Shepherd's Guide for End Users and The Six Keys to Confident Change Management



18 Year Microsoft MVP



Numerous Microsoft, CompTIA and other Certifications



AllIM: Implementing Information Management on SharePoint and Office 365



Confident Change Management

Robert Bogue

[Rob.Bogue@ThorProjects.com](mailto:Rob.Bogue@ThorProjects.com)

(317) 844-5310

Twitter: @RobBogue



What change  
models do  
you use?



# Sydney Opera House



# Roadmap



- Understanding Waterfall and Agile
- Thinking Models
- Linear Change Foundation
- Non-Linear Change Models
- Constant Change
- Picking the Model



# Waterfall and Agile

# Two Types: Predictive vs. Empirical Projects

- Predictive
  - Well Known
  - Repeatable
  - Low Variability
  - Low Uncertainty/Risk
- Empirical
  - Unknown
  - Discoverable
  - High Variability
  - High Uncertainty/Risk





# Waterfall vs. Iterative

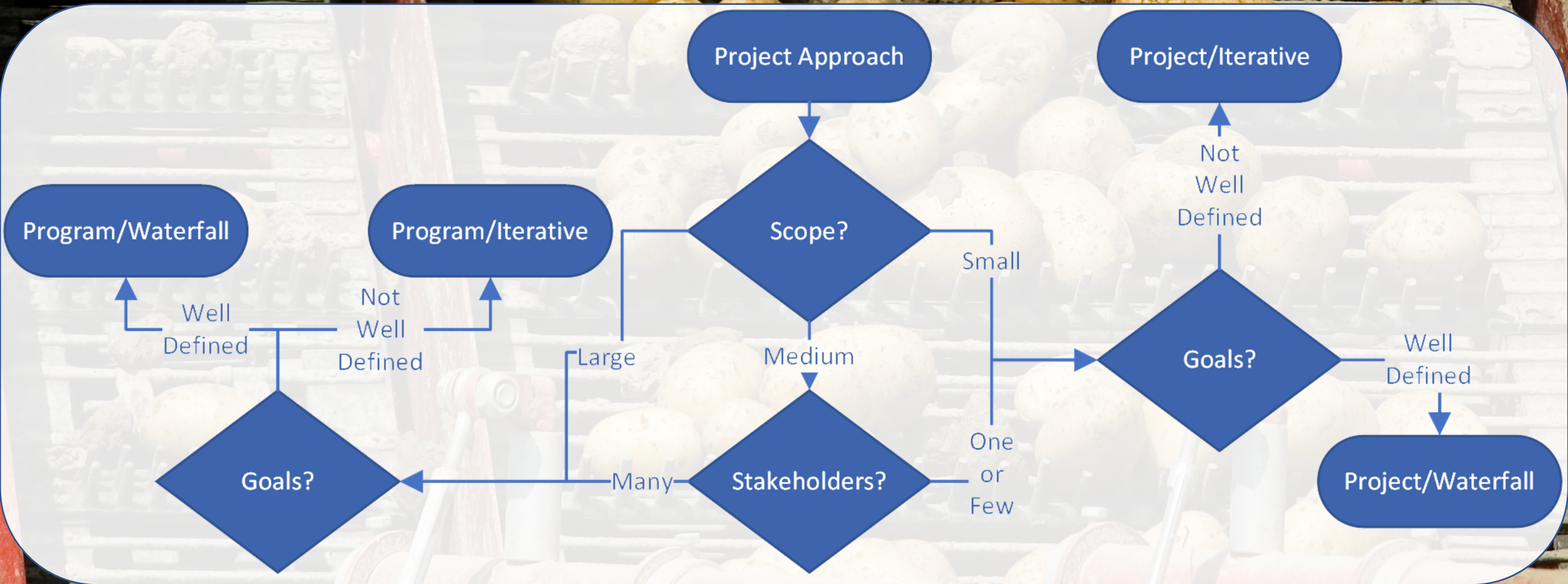
- Waterfall
  - One large project
  - Scope prioritized
  - Upfront requirements
- Iterative
  - Multiple, smaller projects
  - Scope deprioritized
  - Requirements during



Change, Project, or Program?



# Decision Framework



# Thinking Models



Stocks



Flows

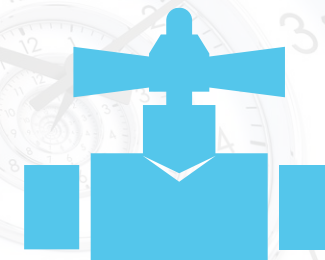


Systems Thinking

Loops

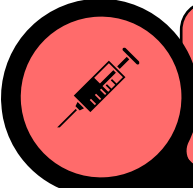



Delays




# Wicked Problems



 "One Shot Operation"


No Immediate or Ultimate Test 

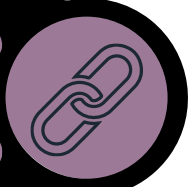
 Solutions: Good or Bad

No Stopping Rule 

 No Definitive Formulation

No Right to Be Wrong 

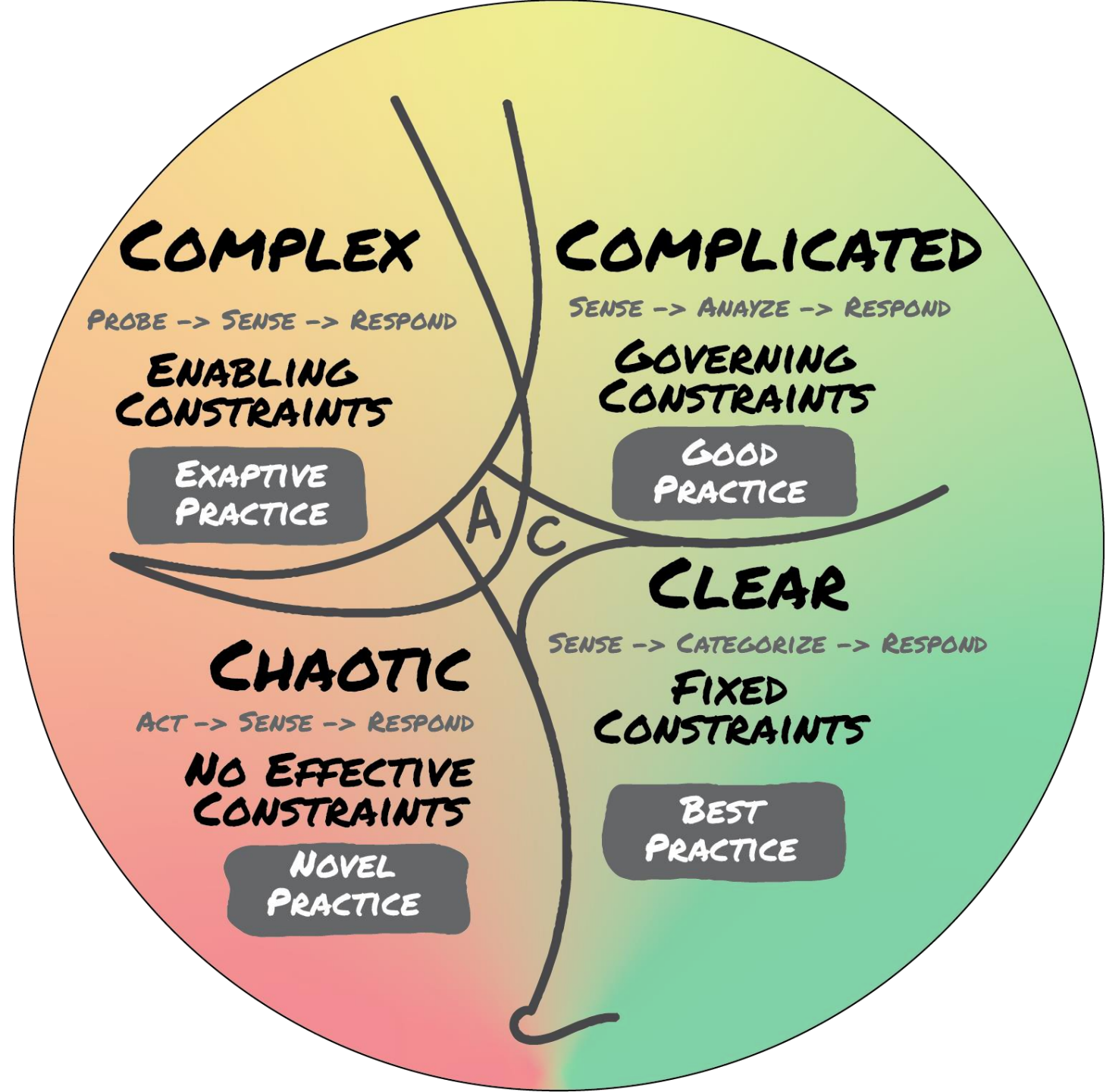
 Explained in Numerous Ways

Symptom of Another Problem 

 Essentially Unique

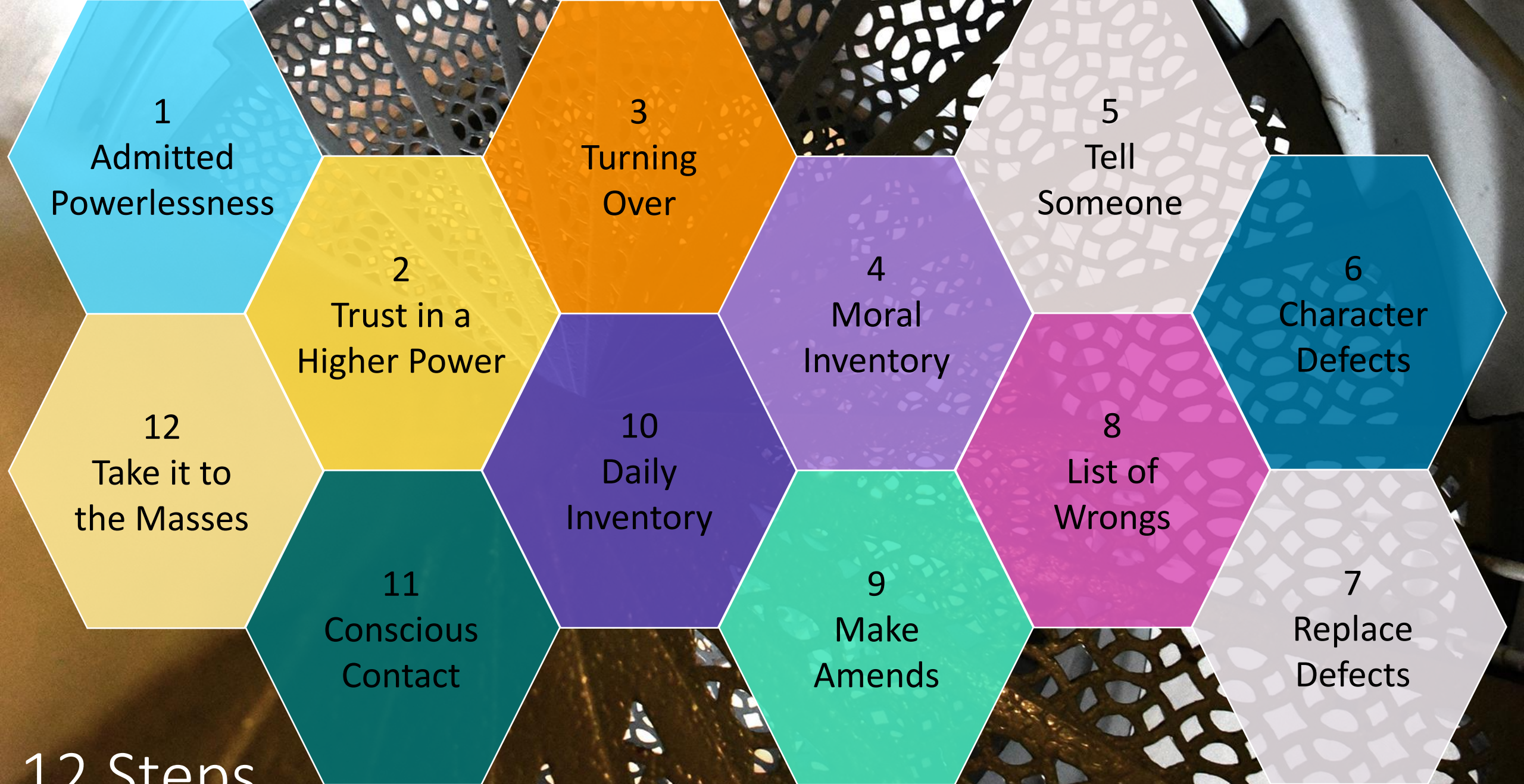
Solutions: Not Enumerable 

# The Cynefin Framework



All  
change is  
individual  
change

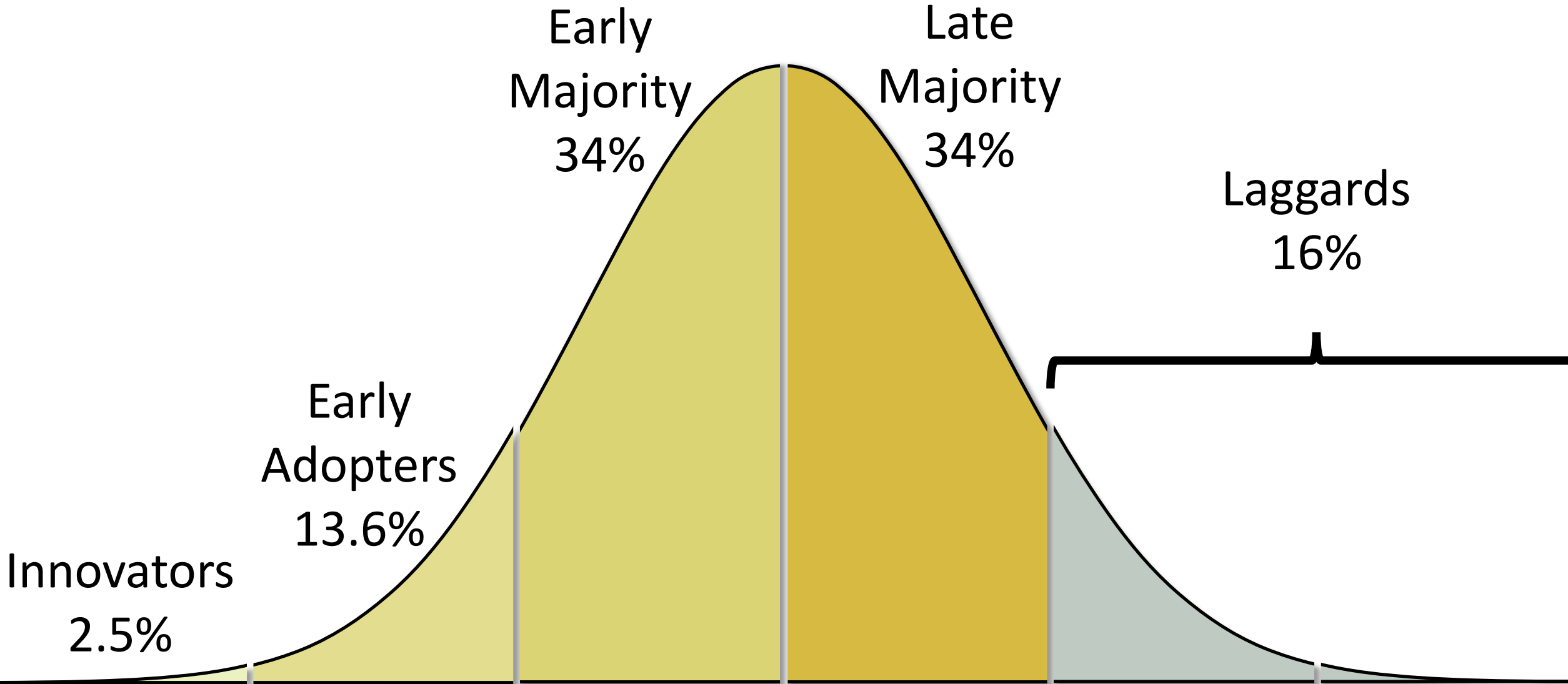




# 12 Steps



# Adoption Curve





Practices



Attitudes



Knowledge

KAP

How do you  
support  
learning of  
change  
management  
skills?





Linear  
Change  
Models

# Lewin's Change Process



Unfreezing

Change  
and  
Transition

Refreezing



Reinforcement



Ability



Knowledge



Desire

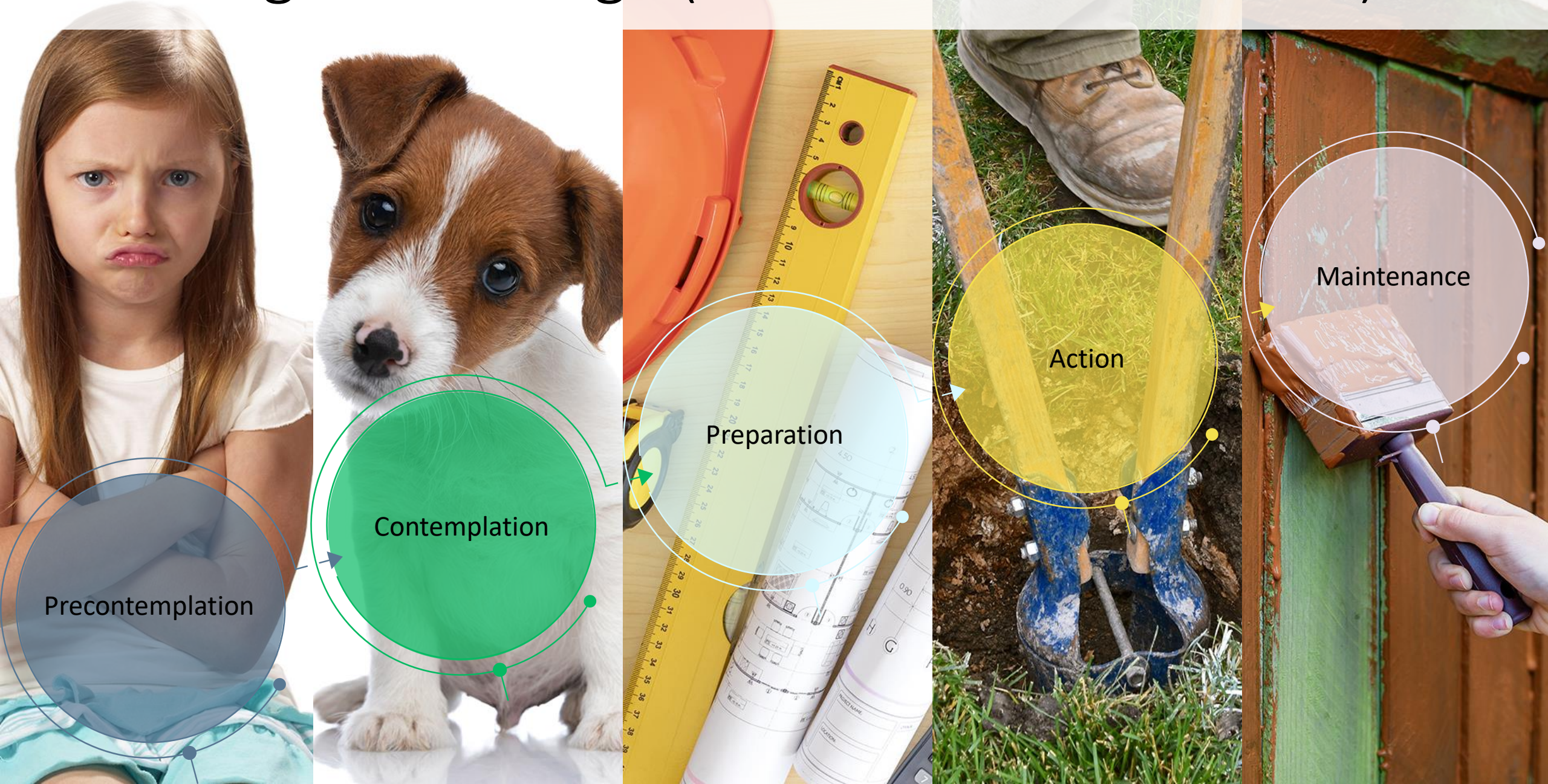


Awareness



Prosci's ADKAR® model

# Stages of Change (Transtheoretical Model)



# Kotter's 8-Step Model



Create Urgency

Create Coalition

Create Vision

Comm. Vision

Remove Obstacles

Create Short Term Wins

Build on Short Term Wins

Anchor



# Bridges Transitions

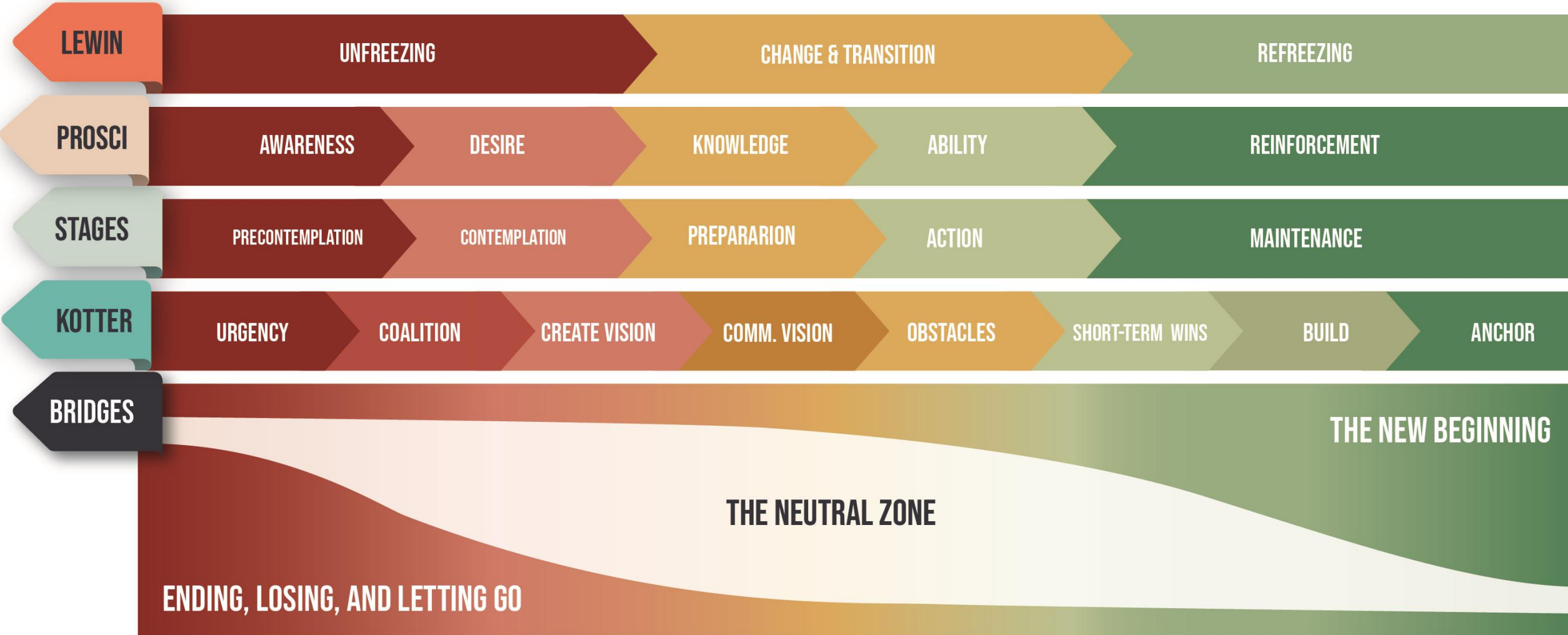


Ending,  
Losing,  
Letting Go

The  
Neutral  
Zone

The  
New  
Beginning

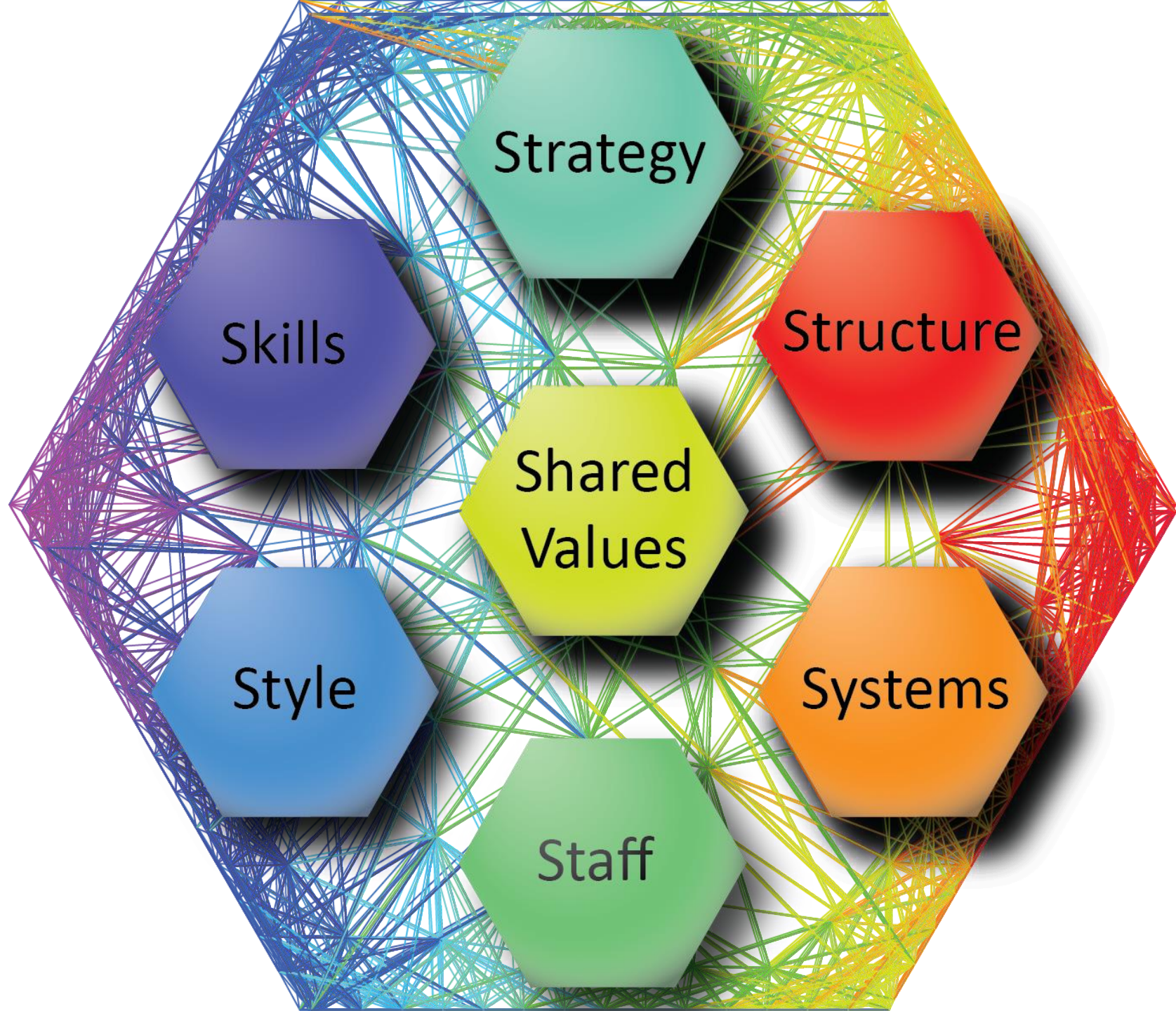
# Comparing Models

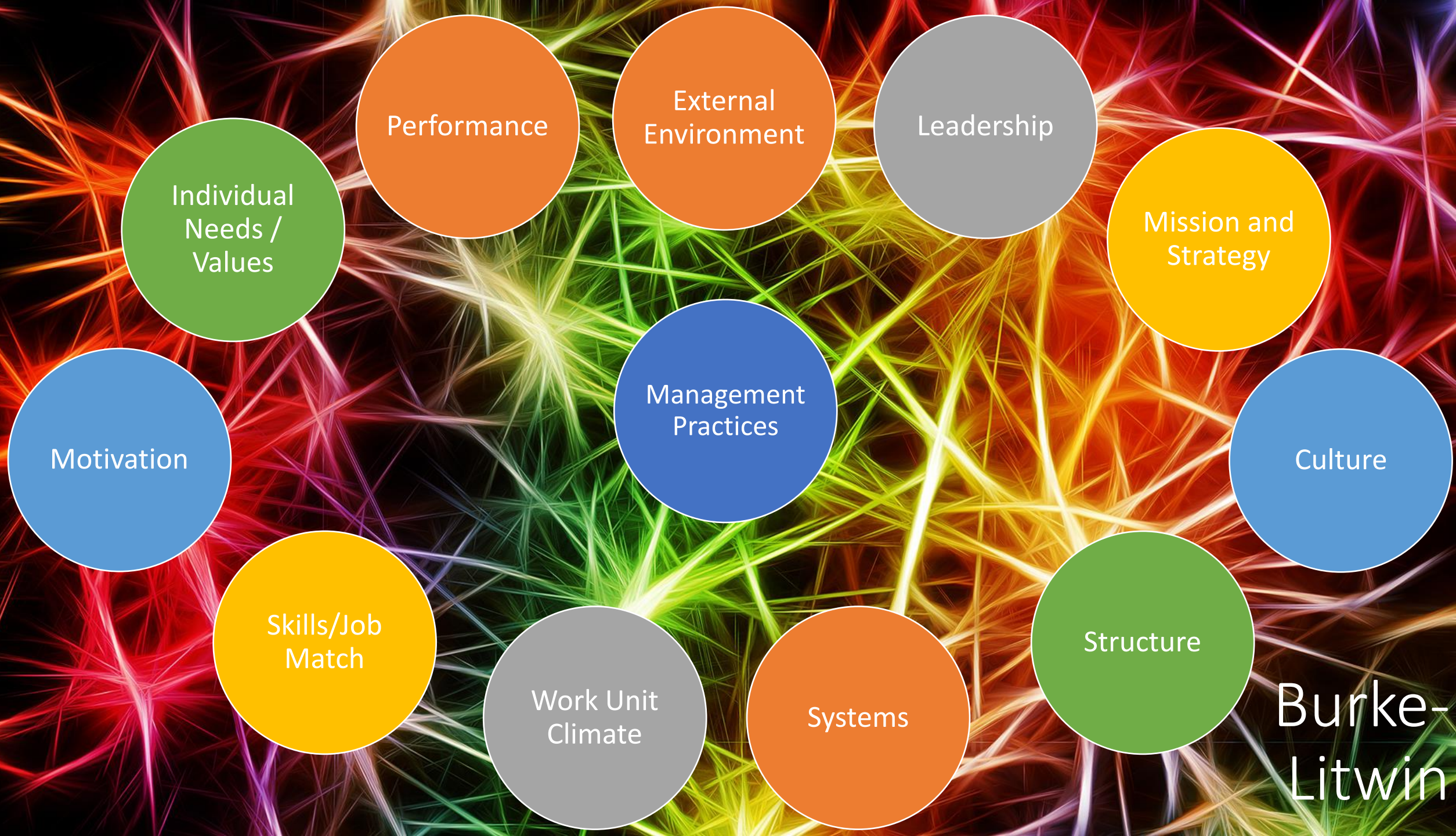




# Non-Linear Models

# McKinsey 7S

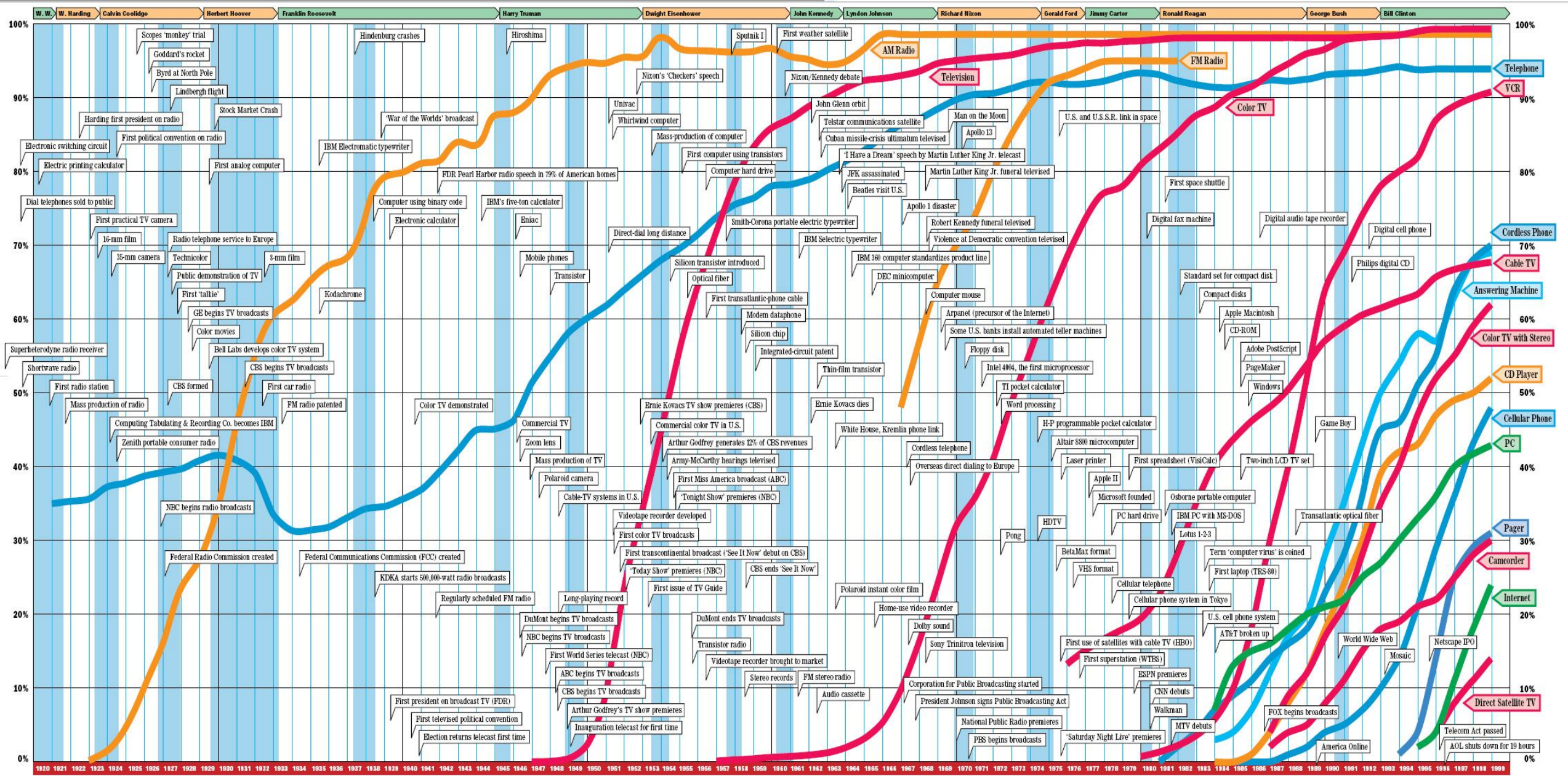


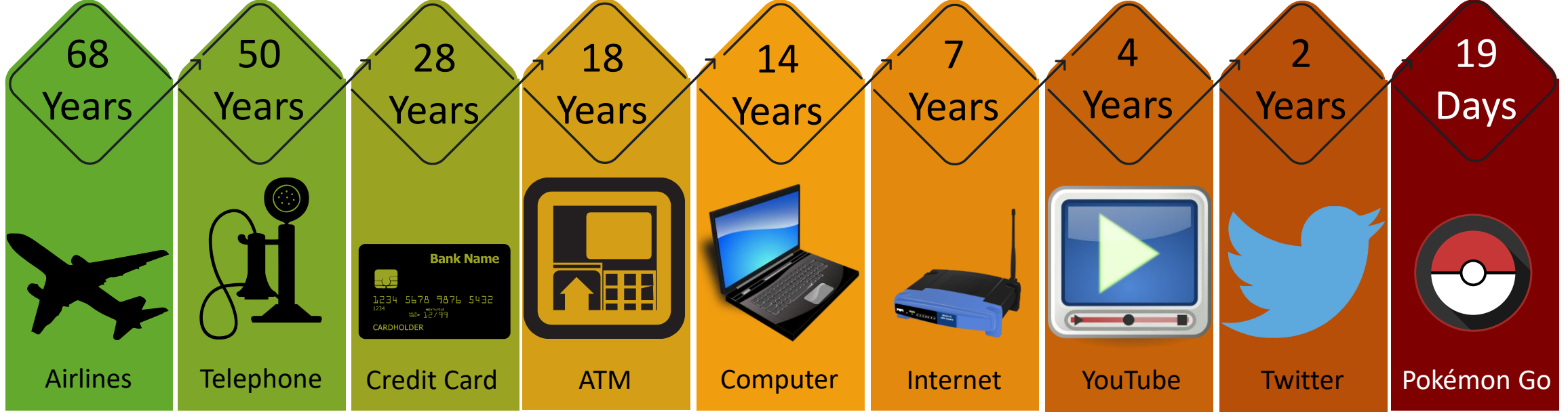


Burke-  
Litwin

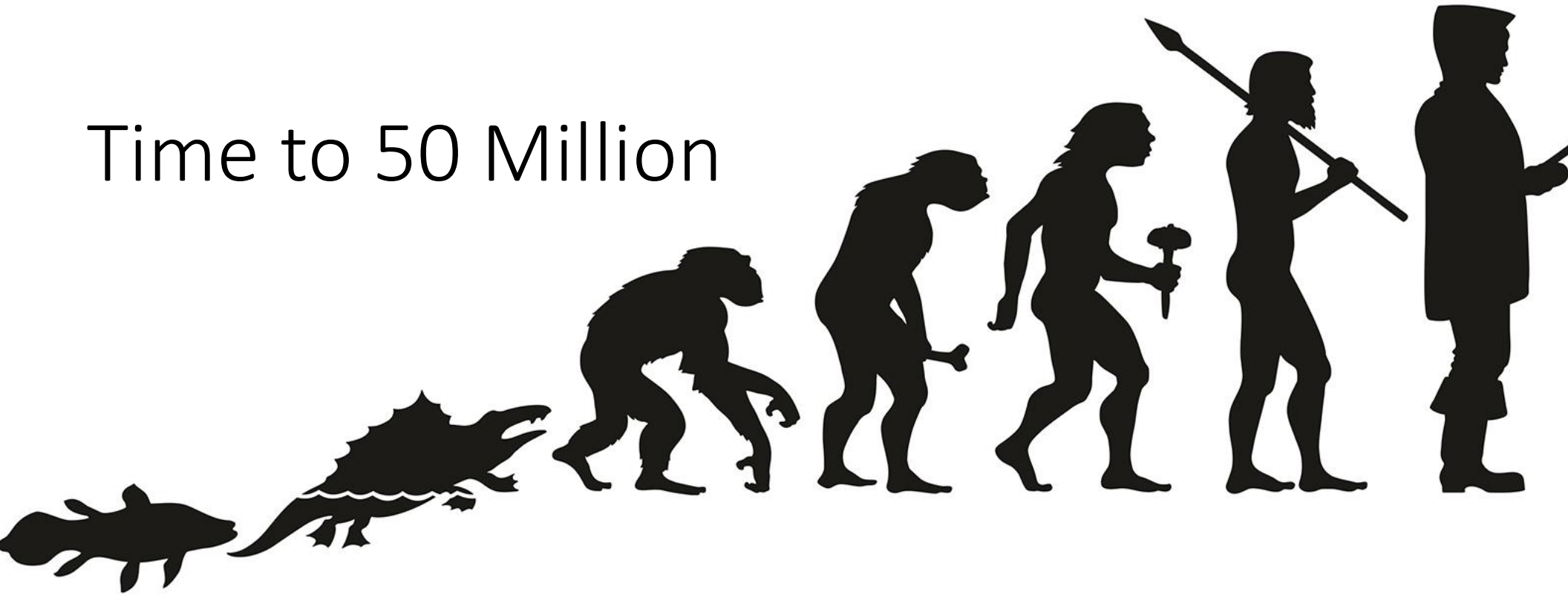


Constant Change





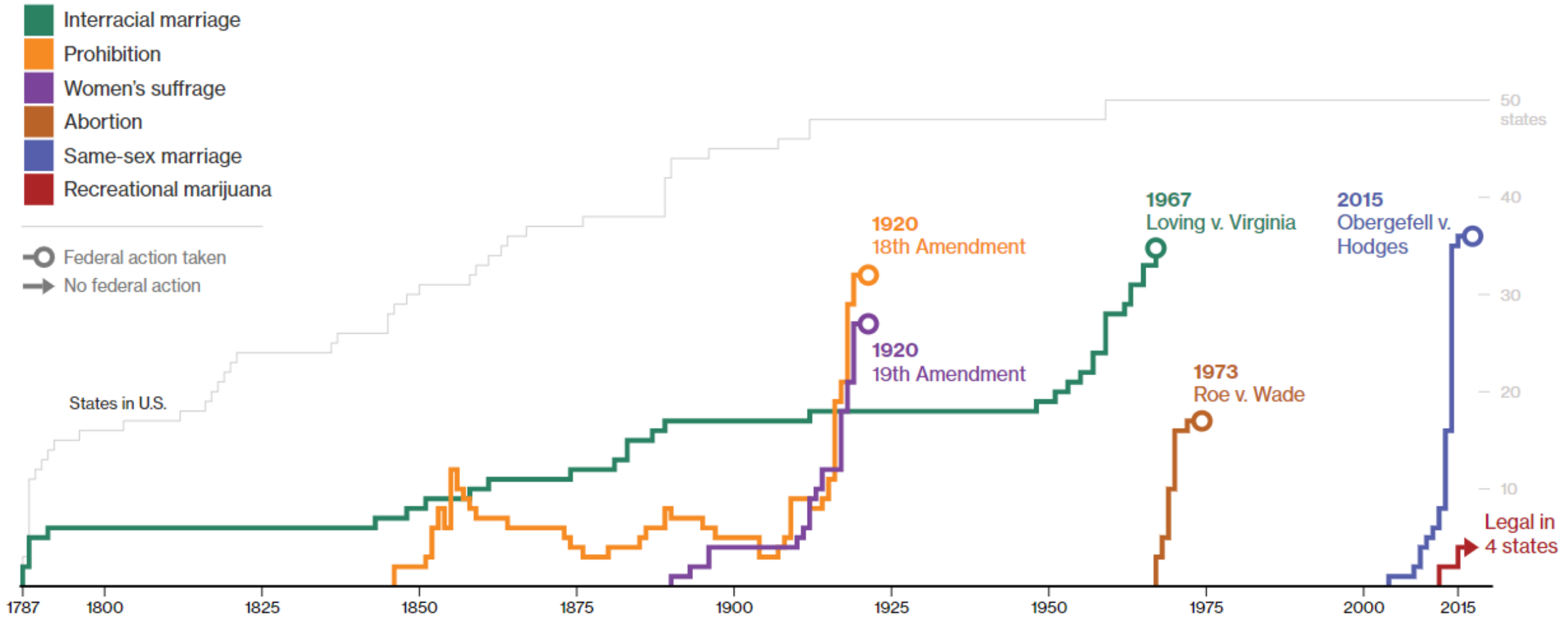
Time to 50 Million





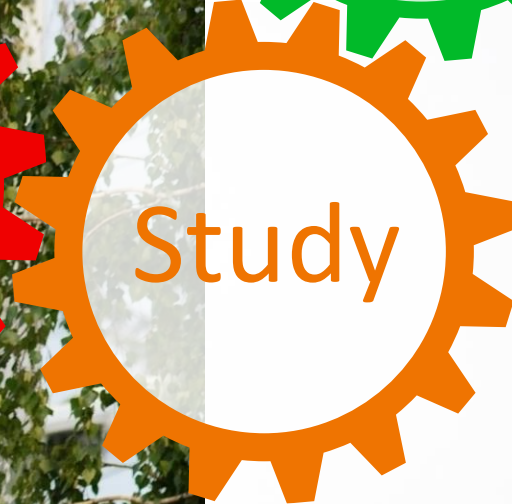
## Tracking the Pace of Social Change

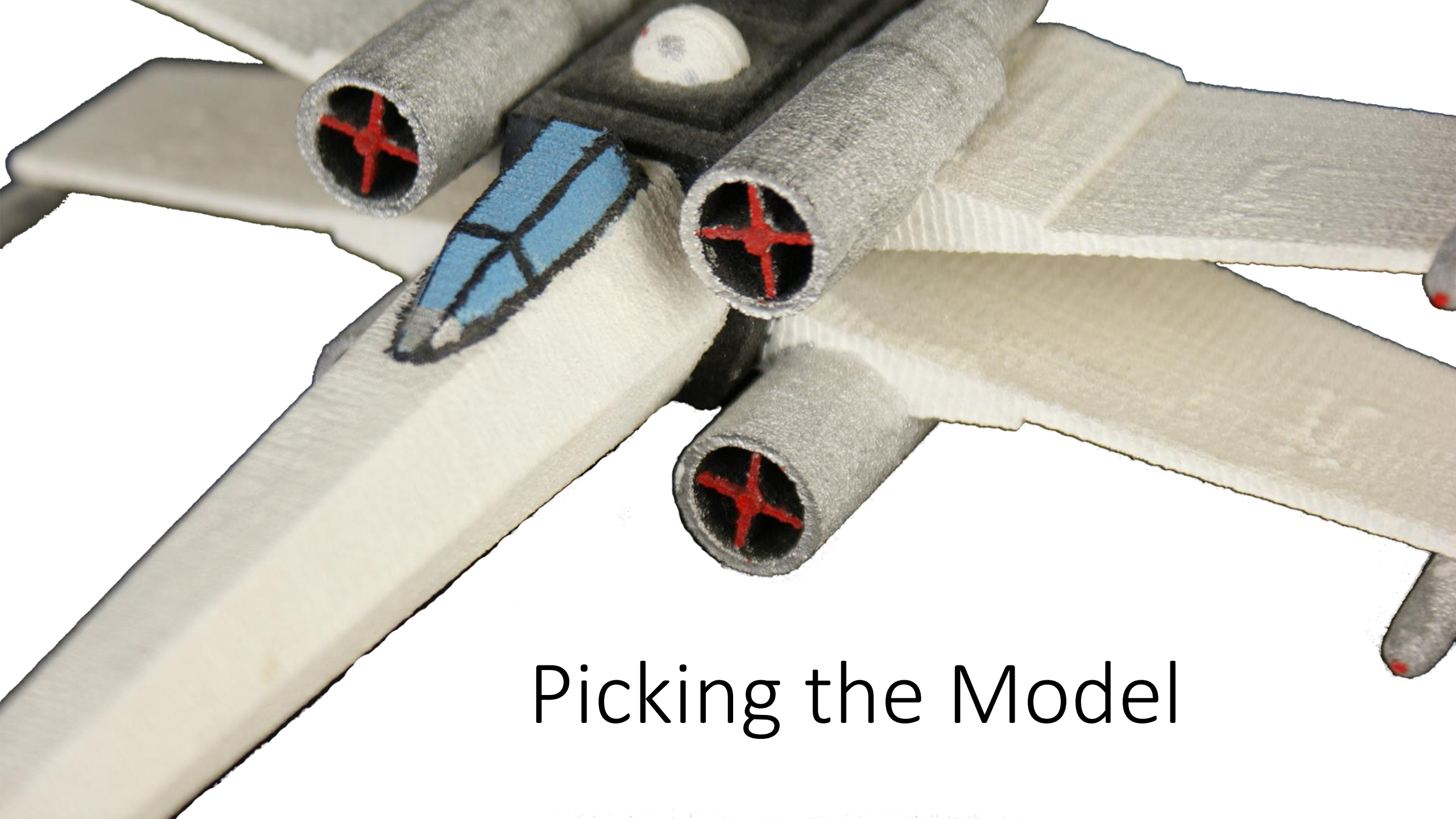
Number of states that have removed a ban, by year  
(Prohibition shows the number of states that enacted)



Source: Bloomberg

# Deming – Plan, Do, Study, Act





Picking the Model

Iterate

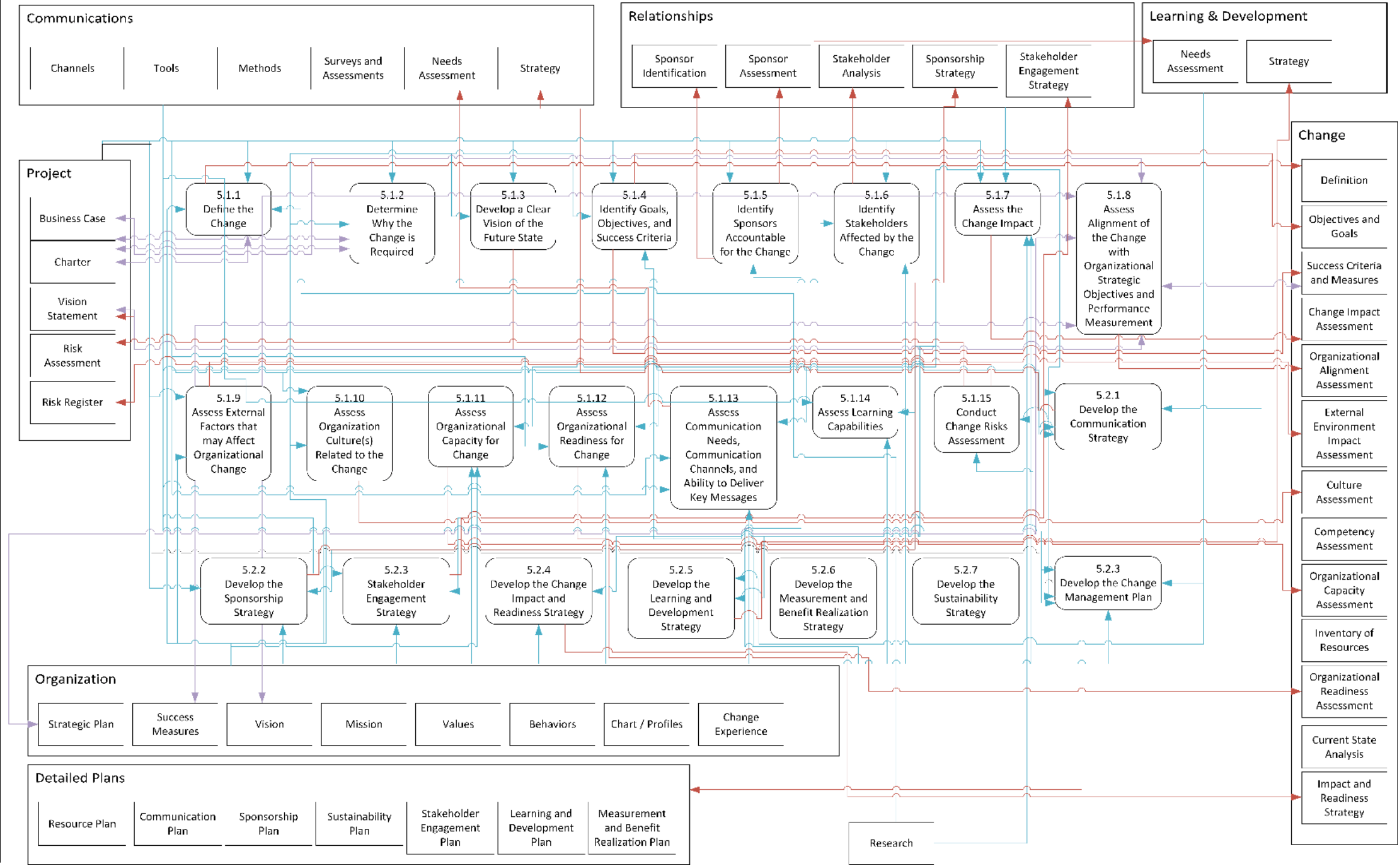






Considering  
Weight

# ACMP Standard

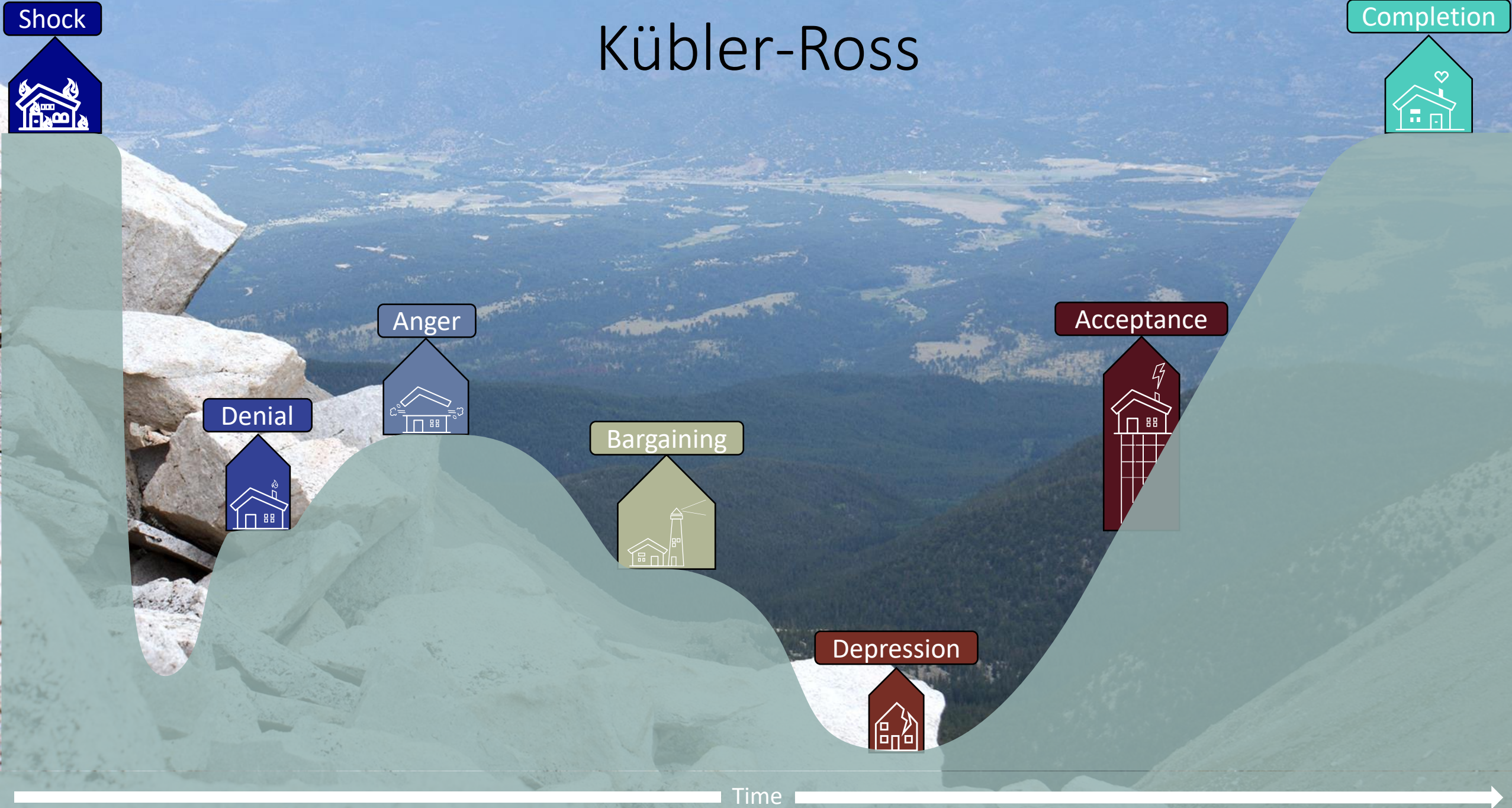


# Considering Familiarity





# Kübler-Ross





**GOOD  
BYE**

**Thank You!**

Robert Bogue

[Rob.Bogue@ThorProjects.com](mailto:Rob.Bogue@ThorProjects.com)

Visit

<https://ConfidentChangeManagement.com>

for more resources