Paper PD02

Learning to skate, pedal, and drive – Change leadership in the world of Agile delivery

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ABSTRACT

Many organizations choose to adopt Agile framework to implement new systems and tools because it fosters innovation, enhances collaboration, and allows for faster delivery of high-quality products. However, not only do project teams face challenges in making the switch from the traditional Waterfall method to Agile, but it also takes a fundamental mindset shift for users to anticipate, prepare for, and adopt iterative deliveries of products along with process changes that may require ongoing learning of new skills. The presentation delves into the strategies and methodologies that facilitate user acceptance in an Agile environment. By leveraging continuous feedback loops, promoting a culture of adaptability, and ensuring transparent communication, organizations can foster a sense of ownership and engagement among users. Our discussion will highlight real-world examples and key lessons learned in promoting iterative delivery, driving user adoption, and sustaining momentum in a rapidly changing landscape.

INTRODUCTION

Change Leadership is a critical aspect of implementing new systems and processes within any organization. When systems are delivered via Agile methodology, the dynamic and iterative nature of Agile necessitates a tailored approach to leading and managing change.

With the vision to transform how we support scientific evidence-based decision-making to bring innovative vaccines and medicines to those in need, GSK embarked on a multi-year journey to design, deliver, and embed a fit-for-future transformation of a Statistics and Programming, Analytics Computing Environment (SPACE) for GSK R&D Biostatistics and Value Evidence Teams. The aim of this program and associated initiatives was to enable faster delivery of analyses and results, increase resource efficiency, accelerate submissions, and reduce cost of ongoing support, without compromising quality and compliance [1]. To deliver the ambitious business goals, it was only befitting to build a modern platform and toolset with an Agile methodology, so we can deliver more value more quickly. Just like how Agile is different from other traditional software development approaches, when managing change introduced via Agile, it's important to consider the unique characteristics of the delivery methodology that will influence and impact the change management strategy. This paper identifies common challenges with supporting examples, proposes effective strategies for change management within Agile projects, and outlines best practices to overcome these obstacles.

UNDERSTANDING AGILE METHODOLOGY

Agile methodology is an iterative and incremental approach to software development that emphasizes flexibility, collaboration, and customer feedback. Unlike traditional waterfall methods, Agile projects are divided into smaller, manageable iterations called sprints, which typically last two to four weeks. Each sprint delivers a potentially releasable product increment, allowing for continuous improvement and adaptation based on stakeholder feedback.

The SPACE program consisted of multiple product-aligned development teams led by Tech working in close collaboration with the business. For the Agile delivery of the products including a Statistical Computing Environment, a data visualization tool and a publishing tool, we opted for the Scaled Agile Framework (SAFe®) [2], a set of practices and work patterns designed for multiple development teams that work together to deliver a portfolio across the enterprise.

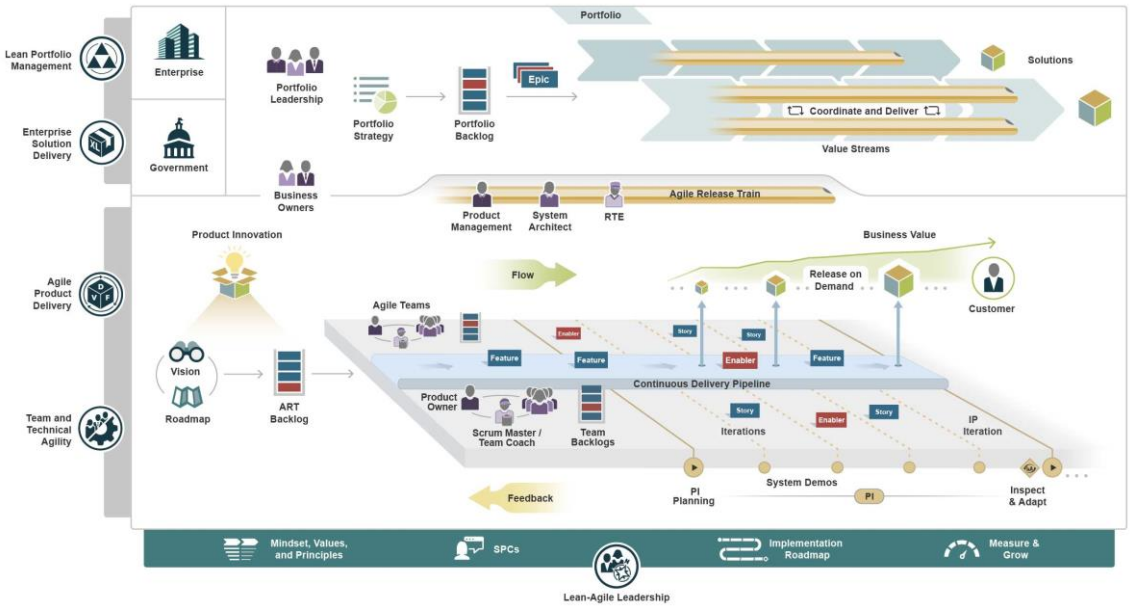

Figure 1 – SAFe Big Picture: Primary Roles, Activities, and Artifacts

Following SAFe, the products were developed and delivered via Program Increments (PIs) which are roughly twelve-week periods (six two-week sprints) during which we plan, do, inspect, and adapt. The aim is to develop and deliver in an agile fashion with an emphasis on business-centric and user-tested solutions.

Most of the members of the SPACE team were new to Agile. We understood the importance of bringing our users on the same change journey together, and while the SPACE team was learning to work in an Agile framework, we helped our users understand what Agile was and what to expect from an Agile project (from a user perspective). Figure 2 is the diagram we chose to use to illustrate the key characteristics and unique value propositions of Agile.

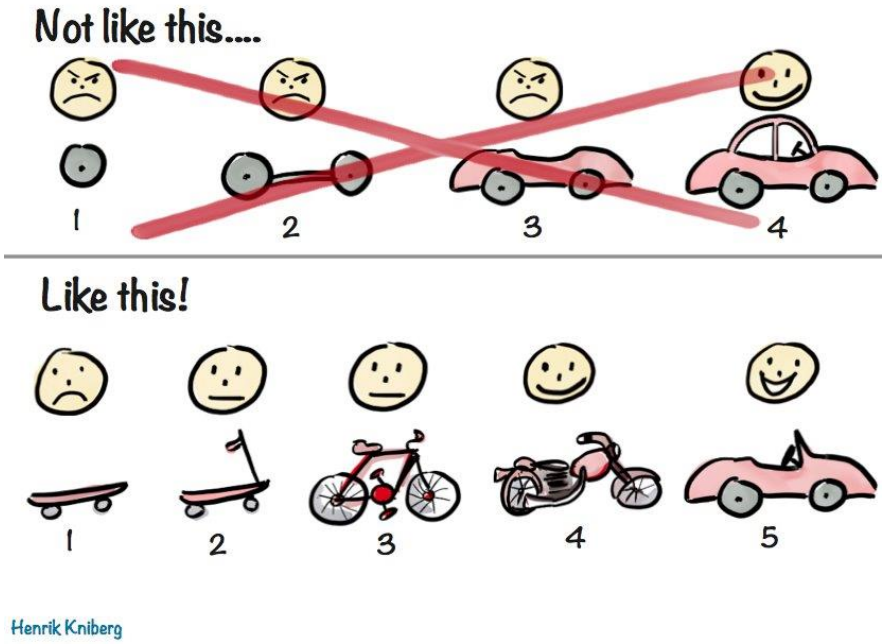

Figure 2 – What is Agile

For SPACE product users, Agile offers a different approach from the traditional waterfall method. Instead of delivering parts gradually until the entire car is assembled, Agile provides a working solution with each iteration, evolving from simple to more advanced. Each SPACE product is co-led by a Business Owner (Biostatistics) and Product Owner

(Tech), and delivered at different time points during the program, as multiple iterations. These products start as minimal viable products (MVPs) and develop into fuller-featured solutions with enhanced and expanded functionality, akin to progressing from a skateboard to a scooter, then to a bicycle, and finally to a car.

KEY PRINCIPLES OF CHANGE MANAGEMENT SUPPORTING AGILE

Effective change leadership, including change management is essential to the success of a change program, and for SPACE, this is especially true. We were not only changing the systems and tools, but we were also driving changes in the mindset and ways of working of the users, from following a very prescribed way of working in a very restricted environment to a more flexible and multilingual environment with necessary guardrails. Change management is an enabling framework for managing the people side of change.

Prosci research tells us that for changes to be successful, we must prepare, equip and support individuals moving through changes so that they successfully adopt the changes [3]. Without adoption, we will not deliver value.

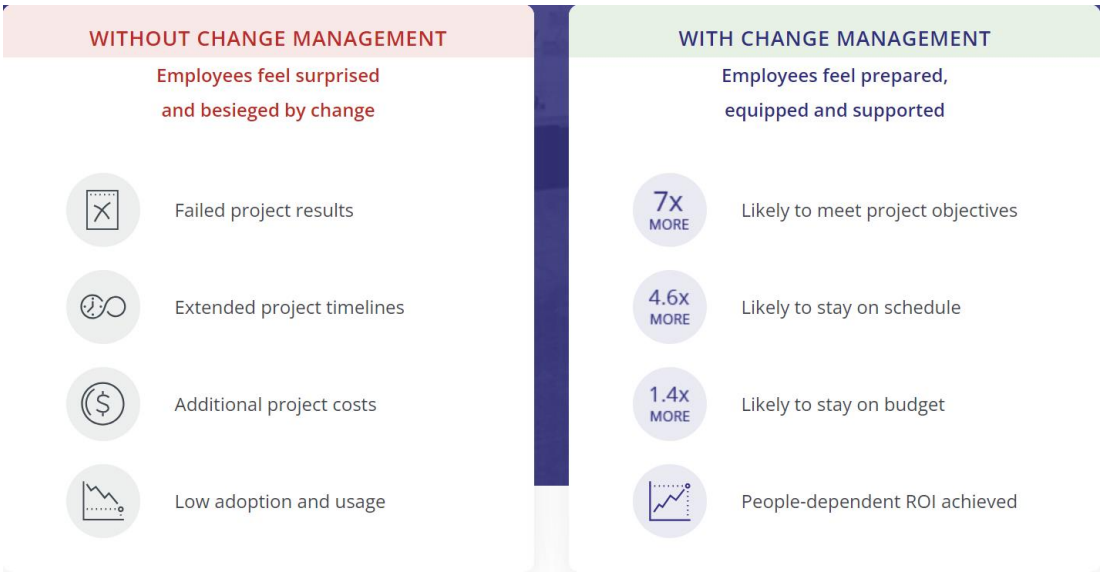

Figure 3 – Impact of Change Management

On SPACE, we needed to adapt our change management strategy to the rapid iterative delivery cycles, combined with ongoing engagement and feedback loops. This meant helping the users understand the overall product roadmap as well as the solution they were getting at each iteration. As we developed the change management strategy and implementation plans, we focused on the following key principles for effective change management within Agile:

- **Continuous Communication**: Frequent and open communication among all stakeholders, including developers, project managers, and end-users, ensures that changes are well-understood and appropriately managed. Frequent and open communication is the backbone of successful Agile change management. This open dialogue facilitates early identification of issues and risks, enables collaborative problem-solving, and ensures that everyone is aligned with the PI goals and progress. The PI priorities and progress are then translated to language that resonates with the users and communicated to stakeholders at all levels so they are kept informed of the release plans and what will be in those releases. Regular multi-channel drumbeat type communications are also integral to maintaining this continuous communication flow, fostering a culture of transparency and trust.

- **Incremental Implementation**: With Agile development, changes are introduced in small, manageable increments, allowing for gradual adaptation and minimizing disruption. This approach enables teams to deliver value early and often, making it easier to assess the impact of changes and adjust plans accordingly. We have also adopted this agile way of working in our change management strategy. This means that we roll out the change management deliverables to the users iteratively, such as leader coaching sessions, training design experiments, and user-facing support materials. The contents and approaches can be continuously refined based on real-time feedback. This incremental implementation not only reduces the risk of not using our resources effectively but also helps in managing stakeholders' expectations. As the development team prioritizes changes that deliver the highest value, the Change Management team ensures that messaging is crystal clear, and the prioritizations are re-examined as needed based on user

feedback. This value-driven approach not only enhances the project's return on investment but also ensures that the product meets the needs and expectations of its users.

- **Stakeholder Engagement**: Active involvement of stakeholders throughout the project lifecycle ensures that their needs and concerns are addressed promptly. This is crucial to the success of Agile change management. Engaging stakeholders early and often ensures that their needs and concerns are addressed promptly, fostering a sense of ownership and commitment to the project's success. In addition to the program governance which includes representation from key stakeholder groups, the SPACE program and product leadership and Change Management team also involved other stakeholders, such as pipeline heads, project leads, and priority study teams, in regular consultations, feedback sessions, and collaborative decision-making processes. By keeping stakeholders informed and involved, the SPACE team can ensure that the product iterations meet their expectations and deliver the intended value.

- **Flexibility and Adaptability**: Agile projects must remain flexible to accommodate changes in scope, requirements, and priorities. This flexibility is achieved through iterative planning and continuous feedback loops that allow teams to respond swiftly to changing circumstances. Whether it's adapting to new regulations, changes to other dependent systems, or stakeholder feedback, an Agile mindset embraces change as an opportunity for improvement. This adaptability ensures that the project stays relevant and aligned with the organization's strategic goals, even in a dynamic environment. Similarly, the change management plan also needs to be flexible and adaptable, based on PI priorities, progress, and user feedback. Even though change management is an important part of PI planning, the flexibility of the plan ensured that the change management efforts remained effective and aligned with the ongoing development of the products, ultimately supporting successful adoption by the users.

With the introduction of the new systems and tools, in addition to natural resistance to change, we knew there would be a significant learning curve for the users. In the true spirit of agile, as we experimented with different change management approaches, we finally landed on a multi-disciplined change management team with expertise in communications, capability building, and senior leadership coaching.

CHALLENGES IN AGILE CHANGE MANAGEMENT

The SPACE Agile Release Train was organized around products, with each multi-disciplined team owning the delivery of a product. As we set out to achieve our objectives, we experienced a series of challenges in our efforts to bring the organization on this Agile-facilitated change journey.

RESISTANCE TO CHANGE/CHANGE FATIGUE

People may resist changes to established workflows and processes, especially if they perceive the changes as threatening or unnecessary. This resistance can hinder the adoption of new systems and slow down project progress. Regardless of how you implement a change, change can be scary and uncomfortable, and it was no different for SPACE. The main source of fear and anxiety was the amount of upskilling needed. In the case of our new SCE, whilst our new computing platform is an environment users must learn how to use, there is also the significant transition to new processes and ways of working, like the use of GitHub for study code version control. Although GitHub has many selling points, many of its concepts are new and foreign to most of the statisticians and programmers going through this transition. Taking into account the effort and time required to upskill an entire department in a very new way of working, the transition to GitHub proved to be more daunting than we realized, as it was not just about learning how to use GitHub, it was also about learning to adapt to process changes to leverage the full capabilities of GitHub such as branching, tags, and the level of granularity in its version control [4]. Another challenging change was the shift from the traditional static output delivery to a new dynamic visualization tool. The study reporting team had to learn new skills to map data and set up the tool, causing further change fatigue which made it hard for them to prioritize this tool over their usual coding methods for generating statistical output.

COMMUNICATION BARRIERS/MANAGING INCREASED PACE

Agile projects require constant communication between diverse teams and stakeholders, and with users who are affected by the change. Miscommunication or lack of communication can lead to misunderstandings, delays, errors, and frustrations. The iterative nature of Agile means there are more changes happening more often that are impacting the users. It’s critical that they know about the communication mechanisms and are kept abreast of the product communications. As each Program Increment progresses, features are prioritized which could result in users having to continue with manual workarounds or having to adopt a new practice in order to resolve impactful issues. This requires that end users of these products remain actively engaged with the program and its communications on a continuous basis. However, this can be challenging as users often have demanding study schedules and may become reliant on alternative solutions. We experienced performance issues with SAS, and although there was a workaround, the Tech team created a new hardware tier optimized for SAS. They expected users to adopt it quickly, but it required more effort to inform and change user behavior. Communication challenges can also arise when priorities change. If these changes are not effectively communicated, it can lead to distrust and disappointment.

HANDLING INCREMENTAL CHANGES/BUMPY LEARNING CURVE

In a fast-paced, Agile project, change leaders must collaborate closely with Agile teams and those impacted, providing succinct updates and regular check-ins for smooth progress. Even though each PI has its set of goals, it is important to always have the big picture in mind and not get too lost in the details of each iteration. With every release, we gathered user feedback on product usability. We discovered that iterative development and fixes forced users to continually learn and unlearn, leading to frustration and temporary drops in productivity. For example, in the early versions of the SCE, study teams used Excel spreadsheets to store and maintain ADaM metadata, and as drivers to create ADaM datasets. When the database approach was introduced, users had to make the switch, and for some it was not easy, especially if they had learned it to do it comfortably. Another challenge the study teams faced was having to make changes over time in how they run batch jobs, a key element of their workflow. As more teams moved to the environment, we identified flaws in the original design and made changes to tools and best practices. Consequently, users had to adapt their behaviors and work methods more often.

This is a paradigm shift for the users, who may feel uneasy with getting a system that's not fully developed. This initial discomfort can stem from adapting to new systems and processes that may not be immediately intuitive. Necessary and frequent changes, enhancements or bug fixes, can also create uncertainty.

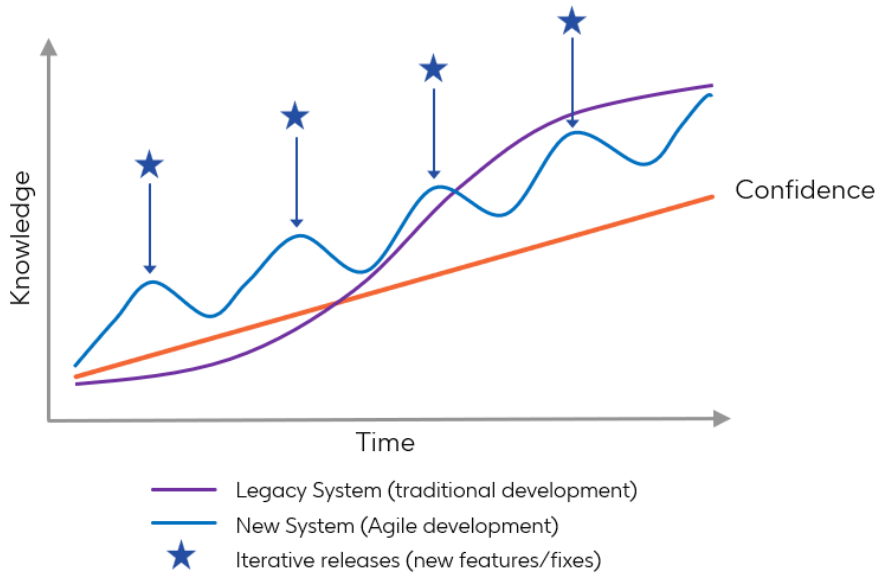

Figure 4 – Learning Curve of Legacy vs. New systems

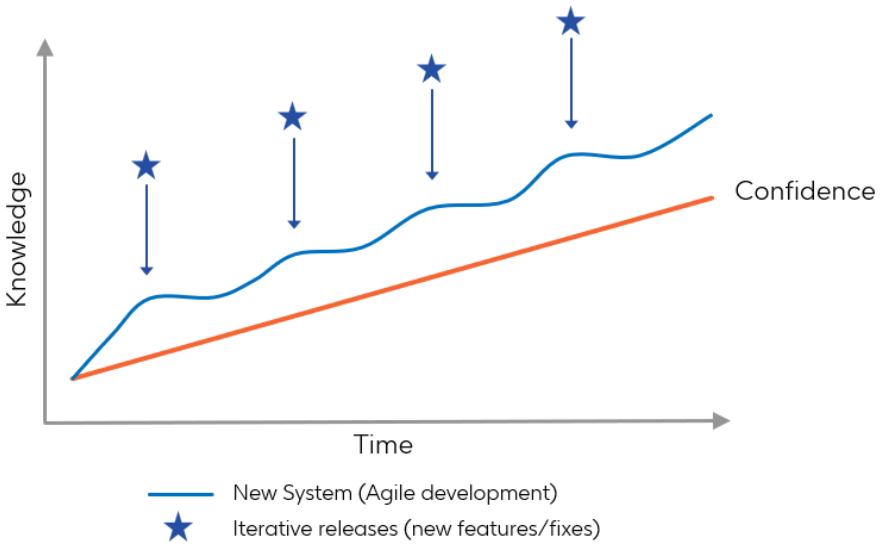

Figure 5 – Smoothing the Learning Curve

As the above figures illustrate, the goal of change management is to smooth the learning curve resulting from agile delivery. Awareness and proactive planning for these updates and fixes can considerably enhance the chances of success and boost team confidence. With a clear roadmap, teams are better prepared to handle the inevitable challenges that arise.

MAINTAINING STAKEHOLDER MANAGEMENT/MEETING EXPECTATIONS

Sustained engagement from stakeholders is crucial for the success of Agile projects. However, maintaining this engagement over the course of long projects can be challenging. There was a lot of excitement and anticipation when SPACE was launched, and users had high expectations for what capabilities would be delivered and when. As the program progressed, dependencies and complexities increased, making the initial timelines unfeasible. Stakeholders at all levels were not satisfied, and we had to address those concerns and manage the disappointments. While it is common for projects to emphasize change management primarily at the outset and then gradually reduce its focus as the project progresses, this approach does not apply to Agile projects.

However, the ongoing communication and engagement can be demanding for both the program team and our stakeholders. There is the risk of users tuning out or not paying close attention, especially given the accelerated timelines they face. The messaging can become stale if it is not engaging, current, and relevant. Regular updates, feedback sessions, and transparent communication about the progress and setbacks of the program are essential to keep stakeholders invested. Furthermore, providing a clear roadmap and setting realistic expectations can help in mitigating some of the frustrations and disappointments. Creating opportunities for stakeholders to provide input and participate in decision-making processes can also enhance their sense of ownership and commitment to the program's success.

BEST PRACTICES FOR EFFECTIVE CHANGE LEADERSHIP WITH AGILE

Over the course of the SPACE program and the steady changes we have implemented, we have learned a lot and have experimented with different solutions to address the challenges of Agile change management. There are a few key best practices that will be applicable to most if not all change programs, especially those that employ Agile to deliver new and transformational solutions.

FOSTER A CULTURE OF CHANGE

Creating a culture that embraces change is essential. This can be achieved through leadership support, clear communication of the benefits of change, and recognition of employees' efforts during the transition. The unwavering support from senior leadership throughout the program was instrumental. Leaders on SPACE, Biostatistics, and R&D not only communicated the strategic benefits of SPACE to all impacted but also ensured that adequate resources, both financial and human resources, were allocated to facilitate the change. Initially, there was just one change manager, but we received support forming a multidisciplinary change management team to work with Agile delivery teams. This top-down commitment fostered a sense of urgency and importance, helping us to overcome resistance to change.

SPACE was just one program amongst many other change initiatives happening at GSK, and it was really important to clearly articulate the relationship between SPACE and other programs, so individuals impacted by these changes understand the why and how to prepare themselves.

Finally, it's important to celebrate and appreciate those who are leading, implementing, and embracing change to maintain morale and motivation. This means celebrating small wins and milestones achieved during the project, as well as recognizing stakeholders and users who advocate for the change and modeling the positive behaviors. Recognizing the efforts of the SPACE team and stakeholders/users can go a long way in fostering a positive environment and encouraging continued engagement.

IMPLEMENT ROBUST COMMUNICATION STRATEGIES

Effective communication strategies, such as online presence, forum presentations, townhalls, regular stakeholder updates, product release communications, and interactive Let's Talk sessions ensure SPACE teams, stakeholders, and users are aligned and informed. Regular feedback loops played a critical role in the iterative development process central to Agile. Product-specific focus groups and surveys ensured that the product's progress and priorities were aligned with business objectives and customer expectations. Feedback from these sessions and surveys was systematically incorporated into subsequent PIs, fostering a culture of continuous improvement and agility.

A key advantage of Agile is that each iteration improves with user feedback. To maintain our feedback loops, we must keep users engaged by:

- Talking with them regularly
- Listening to their feedback
- Including them in creating solutions

To engage users at all levels, we:

- held quarterly townhall style “SPACE Let’s Talk” events
- held focus groups and drop-in sessions
- provided regular updates at functional forums
- had an ongoing presence on GSK’s employee engagement platform
- conducted leader coaching sessions for functional leaders
- had regular check-ins with key senior stakeholders
- gave special recognition to those who made a positive impact on SPACE and adoption of SPACE

Following the 3 Priorities of Change Leadership [5], which are Compassion, Communication, and Clarity, we focused on ensuring people’s questions were answered, sharing with them transparently on what we knew or didn’t know, and helping them understand what they needed to do differently and why.

UTILIZE CHANGE AGENTS

Appointing change agents within the organization can help facilitate the adoption of new systems and processes. Change agents act as intermediaries, bridging the gap between leadership and the workforce. They are also liaisons between the project team and end-users, addressing concerns and providing support.

Designating Change Champions was a key element in our change management strategy. As a matter of fact, the concept of change champions quickly expanded from SPACE to all the change programs because of the impact it has on the organization. These individuals were carefully selected based on their expertise, influence, and commitment. Change Champions are instrumental in supporting SPACE by fostering a culture of continuous improvement and active participation. They provided hands-on support, addressed concerns, and facilitated the SPACE product adoption and embedding. Their proactive engagement and problem-solving skills were pivotal in overcoming resistance, ensuring the transition is embraced and sustained, and driving the change forward. They also lead by example, demonstrating the benefits of SPACE through their own work and encouraging others to adopt new ways of thinking and working. By maintaining open lines of communication, Change Champions help ensure that positive examples and best practices are shared, and feedback from across the organization is heard and acted upon. Their proactive approach helps to mitigate resistance, build trust, and foster a sense of ownership and accountability among study teams. For SPACE, the Change Champions’ commitment and enthusiasm are key drivers in achieving the goals of the initiative and ensuring its long-term success.

PRIORITIZE TRAINING AND SUPPORT

Providing comprehensive training and ongoing support to employees is critical for successful change implementation. This includes training sessions, documentation, and access to technical support. The comprehensive training program across SPACE products was tailored to meet the needs of users. It included a blend of self-service online training and practical exercises in a sandbox environment as well as a combination of mandatory training required for access and enrichment training to help one be more efficient. In the true spirit of Agile, as each product went through multiple iterations, the training structure and contents (e.g., documents, slides, videos, etc.) also underwent iterative improvements based on user feedback. For example, a large increase in user base also required training material to reflect the variety of learning mechanisms, resulting in a greater emphasis on self-service training in which a user has access to instruction guides, video demos, sandbox environments, and FAQs [4]. As we encountered learning fatigue on GitHub, we made the training more fun and enjoyable by using what’s already publicly available, like “Oh My Git!”

A combination of different support mechanisms was put in place to accommodate various learning styles/pace and teams at different points on the learning journey, so we could enable the study teams to be productive in the new SPACE environment quickly [6] (see Figure 6). Hyper care calls, hosted by the SME team, occurred on a weekly basis where any user could attend to ask specific, more technical questions. Regular drop-in sessions served as the venue for both general Q&A and high-level concepts and terminology awareness. As the Tech team progressed the release of new features or bug fixes, the business SME team worked closely with the study teams to ensure their understanding and steady adoption without putting any studies at risk. Aiming to increase the size of the SME community and to be able to respond more quickly to updates on guidance and new releases, we recruited Power Users who were members of the study teams across disease areas and multiple time zones, who served as first points of contact for their colleagues. SPACE Community Microsoft Teams became the destination for ultimate collaboration and crowdsourcing of solutions to problems as well as tips and tricks. This self-service model was intended to reach wider audiences without increasing the overhead for the SME teams and has proven extremely successful in our global workplace.

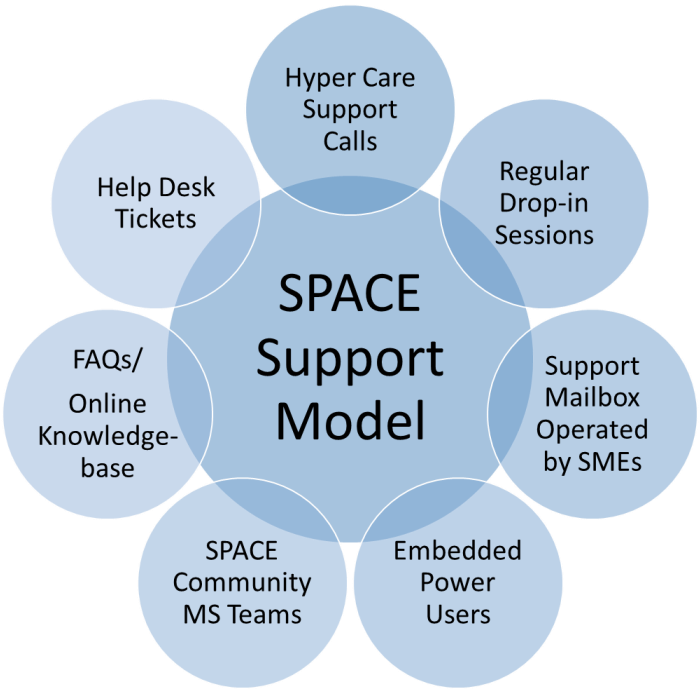

Figure 6 – SPACE Support Model

Our most recent improvement to our support model was the usage of Generative AI powered by Large Language Model (LLM) [7]. Now, SPACE users can just ask an internal GSK digital assistant when they have a question, which greatly improved their ability to navigate SPACE and find the answers to their questions quickly and effectively.

MONITOR AND MEASURE PROGRESS/CONTINUOUS IMPROVEMENTS

Regularly monitoring and measuring the progress of change initiatives helps identify issues early and allows for timely adjustments. Key performance indicators (KPIs) and feedback mechanisms are useful tools in this regard. For Agile projects, incorporating feedback from stakeholders to continuously improve project and product(s) is crucial.

In addition to monitoring product adoption and usage, System Usability Scale (SUS) is a standard measure which we use to assess the usability of the SPACE products. We collected SUS scores for each product quarterly (based on our release schedule) to help us understand whether we are trending in the right direction and if there are any common concerns that need to be addressed. The data collected is then used to help us prioritize the features for the following PI. Furthermore, regular feedback sessions (e.g., product-specific focus groups) and surveys are conducted to gather user insights and address any concerns. We also collected success stories to be used as examples and user testimonials that would resonate with others and would serve as a motivator for increased adoption. This was especially true for the visualization tool since it was a brand-new capability that was not impacted by the transition from old to new. This iterative approach allows the SPACE team to adapt to changing needs and priorities, ensuring that the solutions remain relevant and valuable to their users.

The change management efforts were initially led by a team of professional change managers external to GSK, and over the course of the program, they also upskilled our internal business team, including the program Enablement Lead and Business Owners of the SPACE products, to utilize the change management tools and practices. This transformation was not just about adopting new methodologies but also about instilling a mindset geared towards continuous improvement and resilience amidst change. By embedding these practices into daily workflows, the change management team ensured that the GSK team could independently navigate and implement changes effectively, therefore building a sustainable model for future projects, empowering the GSK team to take ownership of the change management process and drive continuous improvement within the organization.

MANAGE STAKEHOLDER EXPECTATIONS/CLEAR GOVERNANCE

Setting realistic expectations and keeping stakeholders informed about project progress, challenges, and changes helps maintain their engagement and support. Effective communication is at the heart of stakeholder management in the SPACE program. Regular updates, transparent reporting, and open channels of communication ensure that stakeholders are kept informed and can provide input. This includes formal reports, presentations, and informal

check-ins, all designed to keep stakeholders abreast of progress and any emerging issues. By fostering a culture of open communication, the program team can build trust and maintain strong relationships with stakeholders.

One of the key elements in managing stakeholders within the SPACE program has been the establishment of a robust sponsorship and steering committee structure. This setup plays a pivotal role in guiding the program, ensuring alignment with organizational goals, and managing stakeholder expectations. The sponsorship aspect of stakeholder management involves senior leaders who champion the program, providing the necessary authority and resources. Sponsors are critical in endorsing the program vision, securing funding, and advocating for the program across the organization. They act as the bridge between the program team and upper management, ensuring that the program aligns with the broader strategic objectives. On SPACE, Business and Tech sponsors have been instrumental in maintaining momentum, resolving high-level issues, and facilitating decision-making at critical junctures.

The SPACE Steering Committee is composed of key stakeholders, including senior leaders and representatives from various functional areas. This committee meets regularly to review program progress, discuss challenges, and make strategic decisions. While Agile methodology emphasizes flexibility, there is a need to balance this with sufficient control to ensure that changes are implemented systematically and effectively. The priorities of each PI are endorsed by the SPACE Steering Committee, and they are also informed of each PI plan, along with the updated rolling twelve-month product roadmaps. This information is then communicated to the entire user community, so they are made aware of the planned rollout schedule and any subsequent changes. This governance and oversight ensure that the program remains on track and that any deviations from the plan are promptly addressed. By providing a structured forum for discussion and decision-making, the steering committee helps manage stakeholder expectations and maintain stakeholder engagement and support throughout the program's lifecycle.

CONCLUSION

In addition to faster delivery time, improved product quality, and higher user satisfaction, Agile ways of working enhance team collaboration and promote innovation. However, they also present challenges that require a major mindset shift and the acquisition of new skills. Moreover, effective change leadership and change management is crucial for the success of systems delivered via Agile methodology. By fostering a culture of change, implementing robust communication strategies, utilizing change agents, prioritizing training and support, monitoring progress and continuous feedback loops, establishing clear governance structures, and managing stakeholder expectations, organizations can navigate the complexities, facilitate user acceptance, and overcome the challenges of Agile change management. The adoption of best practices ensures that change initiatives are executed smoothly, delivering maximum value to the organization and paving the way for sustained success in an ever-evolving landscape.

By valuing user feedback, embracing change, prioritizing transparent communication, and following a structured mechanism, we can create an environment where innovation can thrive within a controlled and predictable framework and users have a sense of ownership and are actively engaged, to learn to skate, pedal, and ultimately drive.

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