



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

Eileen Ching
PHUSE US Connect
March 2025

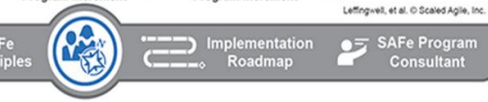
Disclaimer

This presentation is for informational purposes only and should not be construed as professional guidance or advice. The views and opinions expressed in this presentation are those of the presenter and do not necessarily reflect the views or policies of GSK.

Agenda

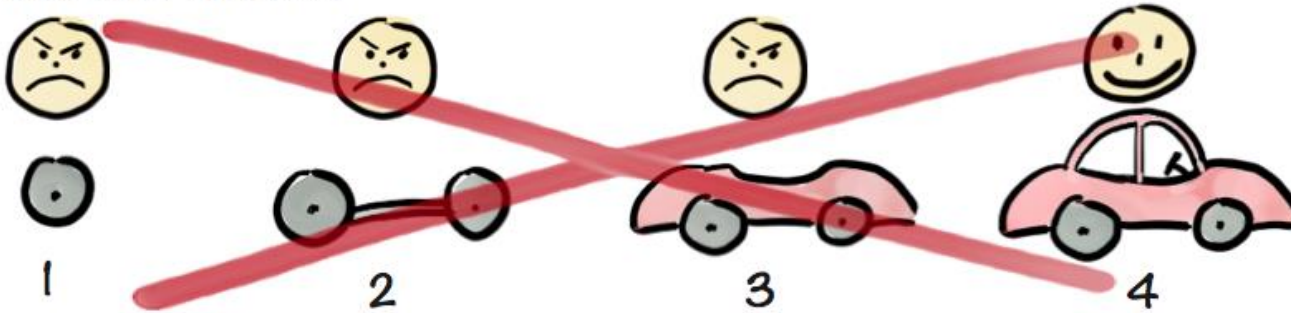
1. Background and context
2. Our Agile change management key principles
3. Challenges with leading change on an Agile project
4. Best practices for Agile change leadership
5. Conclusion

- Agile was new to
both program
team and users of
SPACE!**

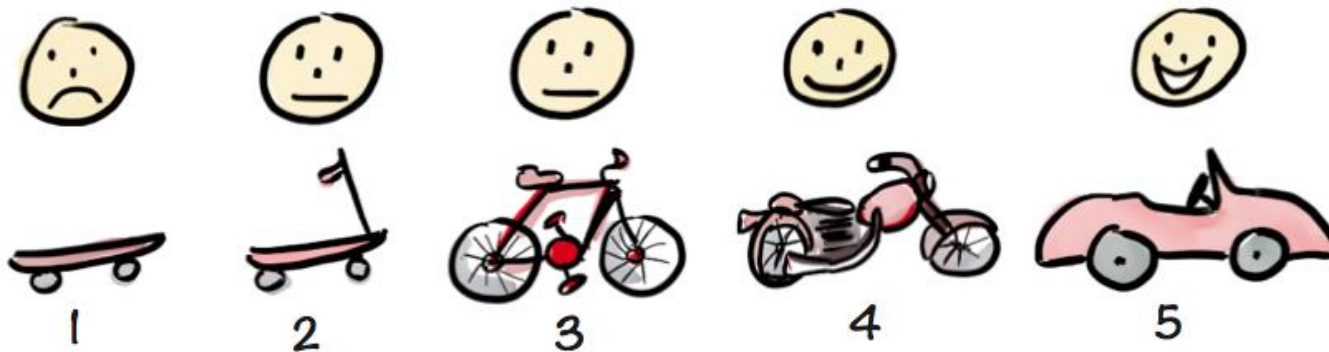


What is Agile delivery

Not like this....



Like this!



- The business will **receive working tools and processes earlier** to **experience real benefits** and to be able to **provide feedback sooner** - than we've come to expect
- **Users are asked to be patient**
 - The product team needs ongoing input and feedback to get it right (incl. both features and feature priorities)
 - Initial releases won't cover all the capabilities in the product roadmap
 - Earlier versions may include some features (or even workarounds) that won't be retained long-term

Value of successful change leadership

*Medicine doesn't change lives until patients know about it, trust it and take it.
SPACE won't change our business until users know about it, trust it and use it.*

WITHOUT EFFECTIVE CHANGE MANAGEMENT

*Employees feel surprised
and besieged by change*



Failed project results



Extended project timelines



Additional project costs



Low adoption and usage

WITH EFFECTIVE CHANGE MANAGEMENT

*Employees feel prepared,
equipped and supported*

7x
MORE

Likely to meet project objectives

4.6x
MORE

Likely to stay on schedule

1.4x
MORE

Likely to stay on budget



People-dependent ROI achieved

Source: Prosci | [Prosci | The Global Leader in Change Management Solutions](#)

Our change management key principles



Continuous Communication: Frequent, Transparent, Empathetic, Aligned



Incremental Implementation: Iterative change management, based on feedback loops



Stakeholder Engagement: Early and often, stakeholders of all levels



Flexibility and Adaptability: Iterative planning, change seen as an opportunity

***Change is only hard
for the unready***



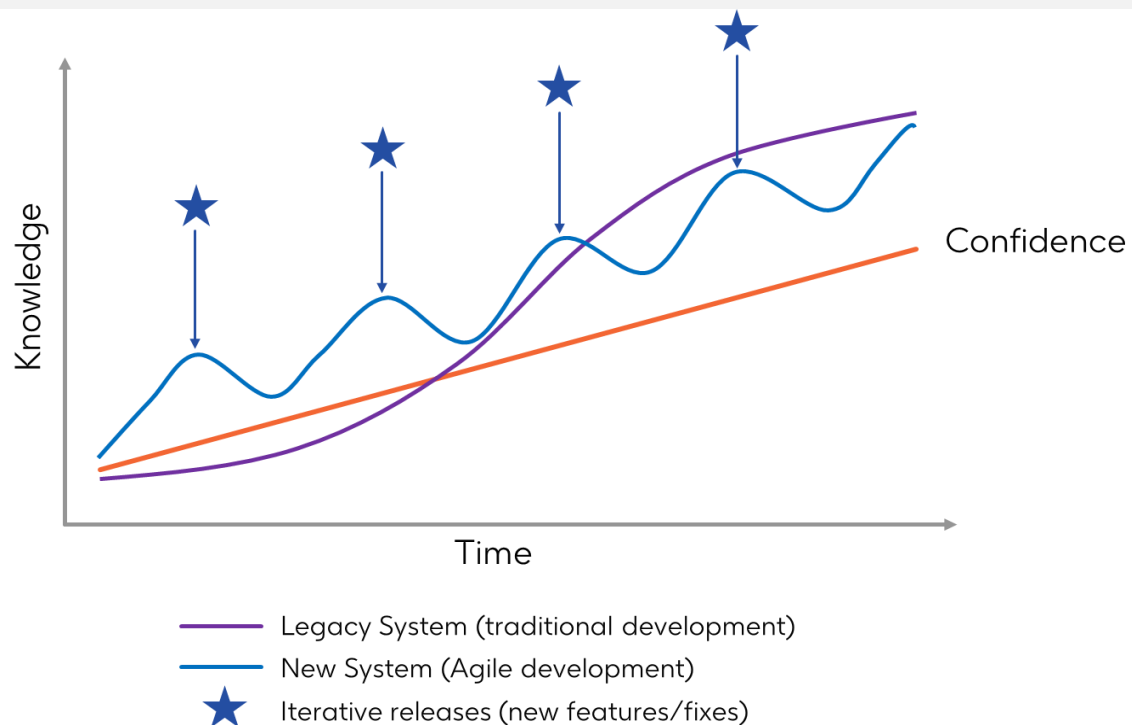
Challenges in leading change on an Agile project



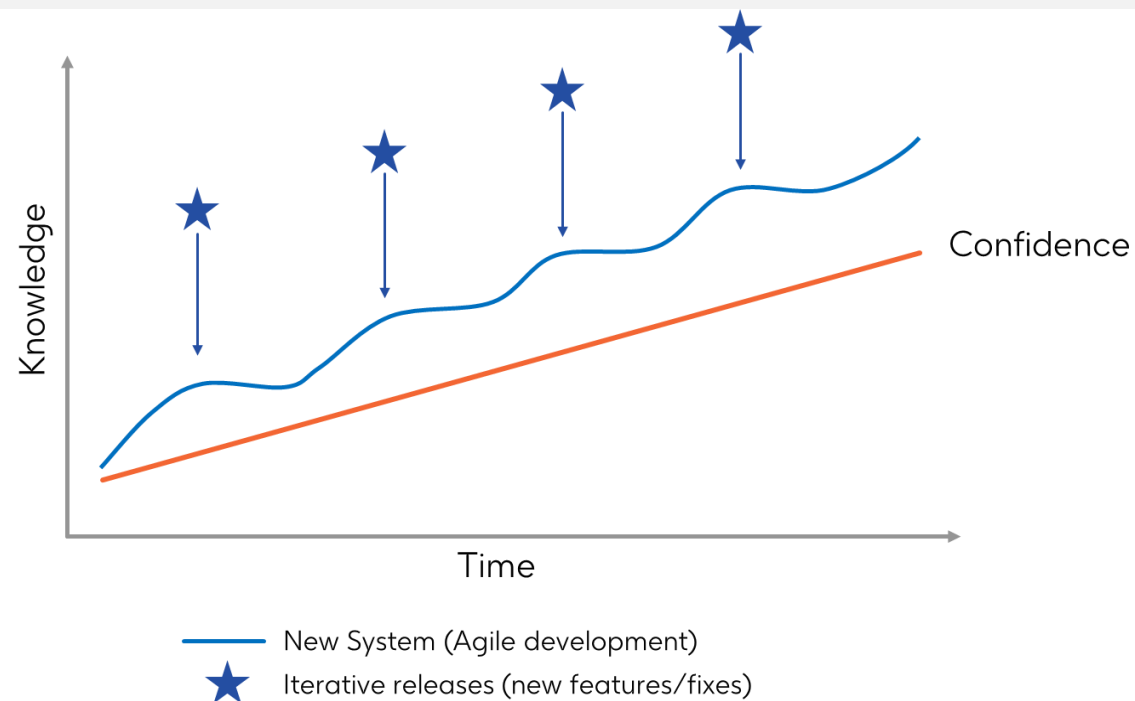
Smoothing out the learning curve

And “Skip the Dip” of productivity loss

FROM



TO



Best practices in Change Leadership with Agile



Foster a culture of change



Implement robust communication strategies



Utilize change agents



Prioritize training and support

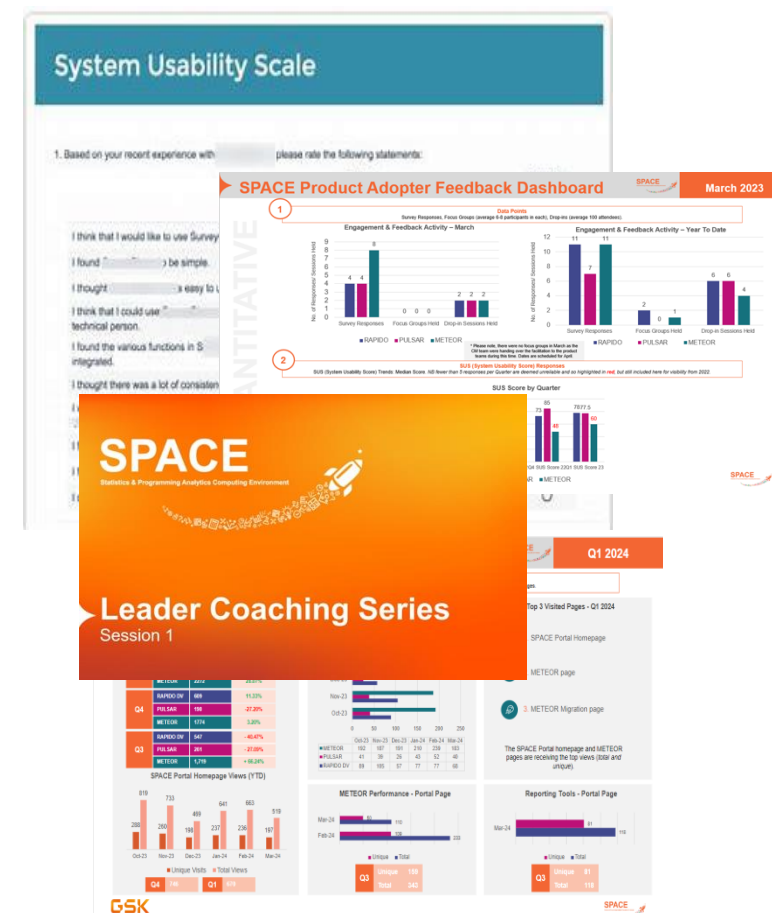
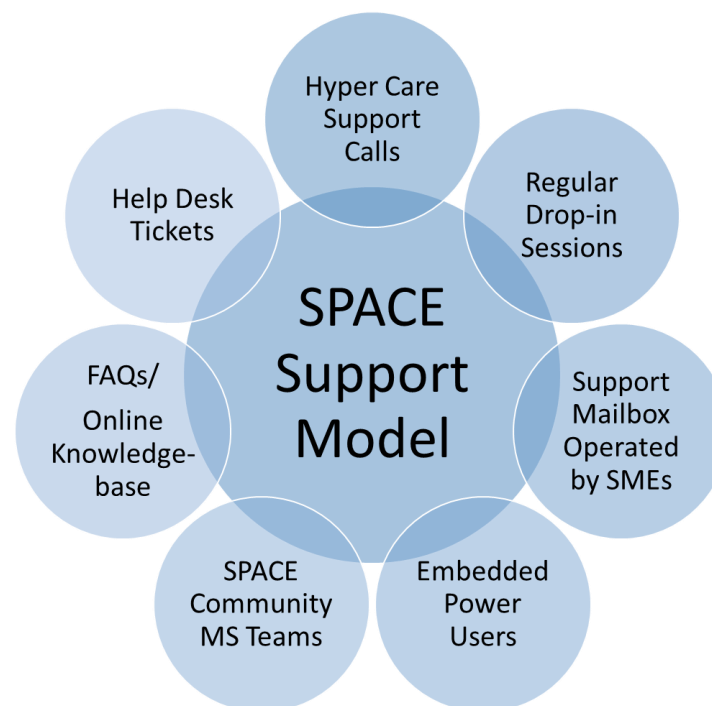


Monitor and measure progress (continuous improvements)



Manage stakeholder expectations (clear governance)

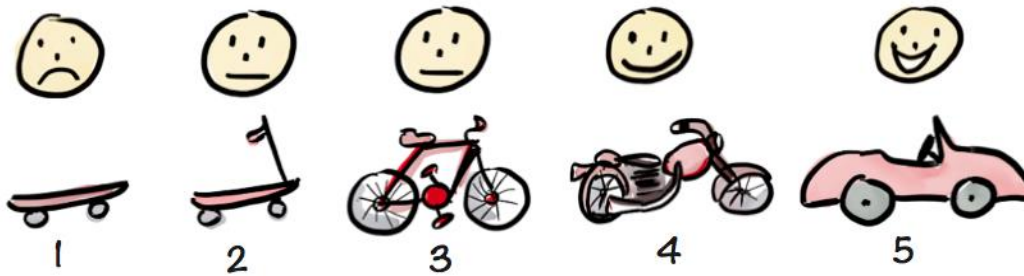
Examples on SPACE



Conclusion

Importance of Change Leadership in the word of Agile: Deliver more value more quickly

Like this!





Questions?



Contact the author:

Eileen Ching
eileen.l.ching@gsk.com

GSK