

Management support

Have management support
Visible management support encourages employees
Educate management on agile methods

Commitment to change

Make understood that change is non-negotiable
Commitment to change

Leadership and alignment

Have change leaders
Have an agile community
Align the organization

Use of piloting

Have a pilot project at start
Gather insights from pilot projects

Considering the Product Owner role and requirements management

Pay attention to the Product Owner role
Pay attention to requirements management

Choosing of the agile model

Customize the agile model
Conformity to a single agile model
Mapping to the old model eases adaptation
Keep the new model simple

Training and coaching

Providing training on agile methods
Coaching teams as they learn by doing

Choosing the right people

Start with people who are receptive for agile methods
Use people with previous agile experience
Have change leaders without baggage of the past

Communication and transparency in the change

Communicate the change intensively
Enable transparency in the change
Engage people broadly in the organization

Enable autonomy for teams

Allow teams to self-organize
Empower teams to decide over speed and quality
No top-down mandate