

Change Management in Agile Digital Projects

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Abstract

Digital projects require a change management plan to support the ongoing adoption of appropriate technology and directing of transformation efforts. This is especially relevant in the engineering management domain. More recently, change management activities and actions were significantly modified due to rapid developments because of Covid-19 and other crisis responses (e.g., natural disasters), necessitating planning and activities to be implemented in unison. The need to simultaneously plan and implement change management activities at a fast rate has increased the complexities in ensuring that the transformation is sustainable. Agile methods are based on delivery through iteration, ongoing delivery and return on investment whereas current change management principles are based on the waterfall project management approach. This research recommends the need to implement change management in an agile manner, ensuring that the activities are iterative and based on ongoing delivery, and incorporate relevant feedback as it is obtained. By utilising an agile approach, change managers are better able to consider the complexities and various needs and expectations of stakeholders. They can also respond more effectively to the environment and integrate different project specifics (e.g., type of project, team size, length of project, etc.). For change management to be agile, there needs to be a focus on ongoing, meaningful and transparent engagement with stakeholders, co-designing change activities, embedding the activities through iterations, and sharing responsibility for transformation.

Keywords: Change Management, Digital Projects, Agile Methods