Overcoming the Difficulties of Integrating Project and Agile Product Management

Table of Contents

1 License and Permitted Usage

2 Preface

Companies in highly-regulated industries are struggling in their attempts to adopt Agile frameworks. They see no increase in speed-to-release metrics; they suffer from unacceptable software quality results; all after committing significant time and money to Agile-based methodologies. Yet, research shows that enterprise-wide adoption of frameworks such as Scaled Agile (SAFe) can result in 30-75% faster time-to-market and 20-50% improvement in productivity. **What can your organization do to avoid the risks and bridge that gap?**

This whitepaper highlights the top 10 difficulties of common Agile implementations and provides a framework to help avoid them. The framework is always customized to a company's culture and organization. A neutral third-party provides opportunities for change and growth that can be difficult for a company to do on its own. The Bhatia Group is experienced in these methodologies, partnering with organizations to achieve their speed and cost goals, and is Scaled Agile Framework (SAFe) certified. If you need assistance in overcoming difficulties, please contact us using our form at https://TheBhatiaGroup.Com .

A company should not attempt to implement SAFe unless it is already successfully using Agile at the team level. The Bhatia Group has helped multiple companies merge traditional project management and Agile product management using less invasive methods such as the ones outlined in this paper.

There are three items that will not be discussed.
1) Traditional product management. This uses "big up-front plans" and is uncommon in the healthcare space. Including it in this whitepaper will increase its complexity without a corresponding increase in value.
2) Program management. The typical definition is for continuous improvement programs such as "Pay for Performance" and as such is a close parallel to Agile product management. However, in the healthcare space many companies use this to describe fixed length initiatives that execute a series of projects and are shut down upon completion. This ambiguity may confuse the reader.
3) Kanban-based frameworks. These are less structured without fixed time cycles and represent a larger cultural shift than can be conveyed in a whitepaper. A fixed time cycle such as Scrum is the suggested transition vehicle from a traditional project management construct.

3 Executive Summary

Many companies organize their efforts to achieve their mission under strategic-funded portfolios. These portfolios operate with a project-based approach, but often deliver sub-optimal results because they do not effectively integrate project management with Agile product management.

1) Without any type of Agile approach, projects achieve cost/time/scope but discoveries about vendor system limitations or the customer point of view are not efficiently incorporated. Executive sponsors have low visibility into how customers are being helped. Feedback is not received until late by which time it is expensive to change direction. Numerous change orders are evaluated independently instead of a value-ranked holistic view of customer needs. Customer satisfaction is not materially improving despite large investments.

2) An inadequate integration of Agile product management occurs and is often used as an excuse to not plan or over-plan. Speed-to-market suffers and CFOs or department heads have insufficient visibility into how much scope will be delivered and the timing of projected benefits to revenue or costs.

3) Project and product silos still exist. Projects are being completed on time but are handed off to product owners who are not prepared to address "Day 2 operations" (the time between when a system first provides a valuable outcome to customers and when it is retired).

Integrating project management and Agile product management can be achieved through large scale frameworks that require a) individual teams to already be Agile, and/or b) significant training and certification. While this level of investment is beyond the typical organization's needs, there are some core areas that can be addressed to greatly enhance the return on investment. This can also significantly reduce the investment required to adopt a large-scale framework.

The list below shows the top 10 areas that can generate resistance. If the Agile product column works for your company, always use this. An integrated column is shown if the Agile product view does not work. Any given integrated cell may not work for a given situation. It is important to consider company culture, organizational structure, industry nature, and level of regulation to determine the best path.

Area	Project	Agile product	Integrated
Authority and accountability	Leaders and executives	Delegated to team	Coordinated servant leaders
Requirements and scope	Planned, with change orders	Highest priority coded, feedback ASAP, then next priority	Make product approach work
Customer validation	Phase-based	Product owner daily, customer after sprint	Product and portfolio owner discretion
Production release frequency	Phase-based	Possible every sprint (e.g. 2 weeks)	Product owner discretion
Funding (strategic portfolio)	Scope	Teams	Teams with monthly to quarterly reviews
Approaches to dates	Multi month deadlines, incorporated into overall portfolio plan	Only current and next sprint stories predicted.	Non-binding estimates for PPM/PMO directional guidance
Risk management	Risk logs separate from project plans	Account for in daily meetings, and when prioritizing backlog,	Incorporate logs into communications plan
Team structure	Segregated by function (Dev, QA, each product unit)	5-9 person teams with product owner, Scrum Master, IT.	Product approach with frequent cross-product communications
IT involvement	Start small, grow by project phase	Full up-front	Make product approach work
Communications and change management	Linear, structured, formal, controlled	High frequency, active feedback to teams	Hybrid

A second whitepaper will be released in late 2018 with details including a case study with templates. These allow organizations to keep the centralized and up-front coordination required for strategic planning while maintaining a strong customer-centric view and reacting to the fast-changing market.

4 Defining Project and Product Management

Before proceeding, it is important to define terms as each organization may have a different interpretation. Project Management has PMI and PMBOK accepted by the majority of PMOs so the terms below are aligned with their definition. Product management has no single industry-wide definition as the nature of products varies by industry and product type. The definition of both areas used in this whitepaper is provided below and are consistent with those used for healthcare projects with a software component.

4.1 Project Management

Projects have a clear beginning, middle, and end. There are 8 commonly used artifacts.
1) Portfolio Plan (also called a Program Plan in some organizations)
   - A breakdown of how to achieve the company mission in discrete projects, with roadmaps and financial justification at an aggregate level.
2) Business Case
   - The financial and strategic justification for taking on a project or product.
3) Budget
   - An upfront estimate of the labor, infrastructure, and any other costs associated with the project. This estimate is updated on a monthly basis with actual costs and approved change requests.
4) Project Charter
   - The vision and parameters for a project, including scope, objectives, participants, and logistics.
5) Project Plan
   - The documented agreement of tasks each group or person will perform to complete an initiative, used to guide execution.
6) Issue Log
   - A list of the blockers or impediments to project success.
7) Risk Log
   - An event that has not yet occurred that may have positive or negative impacts on project success.
8) Change Request
   - A request to modify the agreed upon scope, cost, or time.
9) Communication Plan
   - A description of how information will be distributed and feedback obtained by each stakeholder group.

An organization may choose to not use some of these artifacts or require additional ones as company culture and PMO standards warrants.

4.2 Agile Product Management

Product management are the activities taken to support the identification, execution, and retirement of item(s) that are sold to customers. Agile product management refers to using a specific software development lifecycle by which to execute on those activities. The power of "true" product management is the drive to put the customer at the center of all processes and deliverables. There are 6 artifacts regularly leveraged. As there is no standard an organization may not use some of these or require additional ones.

1) Product Vision
   - The motivation and overarching goals for the product and how it maps to organizational strategies.
2) Competitive Analysis
   - Strengths and weaknesses of current and potential competitors.
3) Product Roadmap
   - A living document with a high-level overview of the short, mid, and long term features a product will implement to achieve the product vision.
4) Execution Plan (Iteration calendar in Agile)
   - The work to be executed upon in the current work cycle (termed "sprint" in a Scrum-based Agile Product Development Lifecycle).
5) Epics
   - A very large body of work or area of customer focus that must be broken down into features to be understood and delivered.
6) Features
   - A body of work that delivers customer valued functionality.
7) User Stories
   - A narrative to describe the requested functionality of a system from a user perspective.
8) Story Backlog
   - All stories required to complete a feature. It is not a static list created at the outset, new stories are added as vendor system or functionality discoveries are made.
9) Communication Plan
   - A description of who the team will speak with, when, and how often.

5 Integrating Product and Project Deliverables

Companies traditionally use one of two general methods to implementing their organizational approach for project and product management: a) document the process and allow flexibility in the specific deliverables, or b) document the deliverables and allow flexibility in the process to create them. This whitepaper uses a deliverables-centric approach as definitions are more standard. For example, a "project plan" is more consistent than "planning phase". It provides a summary level view of how to integrate them. The next whitepaper will focus on providing detailed guidance and populated templates using a mock project and product.

```
                           ┌──────────────────┐
                           │  Portfolio Plan  │◄─────────────────┐
                           └──────────────────┘                  │
            ┌─────────────────┐      ┌──────────────────┐        │
            │ Product Vision  │      │   Competitive    │        │
            │                 │      │     Analysis     │        │
            └─────────────────┘      └──────────────────┘        │
                    ┌─────────────────┐                          │
                    │     Product     │        Legend            │
                    │     Roadmap     │   ┌──────────────────┐   │
                    └─────────────────┘   │Agile Product Mgmt│   │
                      Goals, Priorities   ├──────────────────┤   │
                    ┌───────────────┐     │  Project Mgmt    │   │
                    │ Business Case │──►  ├──────────────────┤   │
                    └───────────────┘     │       Both       │   │
                           │              └──────────────────┘   │
Break Priorities   ┌───────────────┐                             │
into Epics &       │ Project Charter│                            │
Features           └───────────────┘  Target Feature Completion dates
```

Legend	
Agile Product Mgmt	
Project Mgmt	
Both	

Goals, Priorities

Business Case → Budget

Break Priorities into Epics & Features

Target Feature Completion dates

Story Backlog → Iteration Calendar

Update with sprint learning

Summary level Project Plan ↔ Change Requests

Linked via Epics, Features

Issue Log   Risk Log   Communication Plan

Objectives, Key Result (OKR) or Key Performance Indicators (KPI) Measurement

6 Areas of Difficulty and How to Navigate them

This section refers to a traditional Agile product management implementation and not one of the larger frameworks which typically require training and certification.

Agile product management does not require excessive documentation and uses constant customer validation to adjust course to ensure the highest value is delivered. Project management requires upfront planning and documentation to generate alignment across the enterprise, and changes require approval. A pure Agile implementation is ideal, but many company cultures should transition to implementing an integrated approach as neither one will work in its purest form. However, their inherent approach is in conflict and transitioning to an integrated model will create difficulties. This section will review the 10 areas listed in section 3. The table is duplicated here for convenience.

Area	Project	Agile product	Integrated
Authority and accountability	Leaders and executives	Delegated to team	Coordinated servant leaders
Requirements and scope	Planned, with change orders	Highest priority coded, feedback ASAP, then next priority	Make product approach work
Customer Validation	Phase based	Product owner daily, customer after sprint	Product and portfolio owner discretion
Production release frequency	Phase based	Possible every sprint (e.g. 2 weeks)	Product owner discretion
Funding (strategic portfolio)	Scope	Teams	Teams with monthly to quarterly reviews
Approaches to dates	Multi month deadlines, incorporated into overall portfolio plan	Only current and next sprint stories predicted.	Non-binding estimates for PPM/PMO directional guidance
Risk management	Risk logs separate from project plans	Account for in daily meetings, and when prioritizing backlog,	Incorporate logs into communications plan
Team structure	Segregated by function (Dev, QA, each product unit)	5-9 person teams with product owner, Scrum Master, IT.	Product approach with frequent cross-product communications
IT involvement	Start small, grow by project phase	Full up-front	Make product approach work
Communications and change management	Linear, structured, formal, controlled	high frequency, active feedback to teams	Hybrid

6.1 Authority and Accountability

The single biggest difficulty with integrating project and Agile product management is the premise of who is in control of what items. It is important to provide senior management with transparent visibility in exchange for empowering teams.

The Project View

In project mindset organizations the culture is hierarchical with senior executive project who sponsor projects, department heads/VPs who own the project, and project managers with descending levels of control. Business and technical leads matrix report into the project manager. Major problems faced by the "front line" are resolved at least 2 levels removed and considerable time must be spent preparing for and conducting meetings to educate decision makers on the problem, options to rectify, and recommendations. Decisions take days and weeks to make, then the solution is implemented. Time-to-market is lost and scope is inevitably reduced to deliver on a launch date, resulting in lower customer satisfaction.

The Agile Product View

In Agile product organizations accountability is delegated to teams. Servant leadership is valued, and the entire team shares accountability. No project manager title exists and Scrum Masters facilitate the development team, run the meetings and remove impediments. However, in larger organizations if Agile is not correctly implemented, product lines are blurred and without a control structure the work across teams is not fully coordinated. A single customer may use multiple products and their experience may be jarred and frustrating due to the lack of overall cohesion.

An Integrated View

Adopt a primarily Agile product view and deploy portfolio level structures such as risk, issue, and decision logs until the company culture is used to delegated authority. Delegate the details down to the dev team who work directly with business SMEs that understand the customer and how to meet their needs. Show executives actual working code instead of powerpoint decks with decision options to provide superior visibility on how decisions were made and the product changed as a result. Leverage an existing Project Portfolio Management (PPM) or product owners meeting to review products for consistency and fit with each other. As the organization matures eliminate the logs or make them only for communication purposes. Move responsibility down and create cross-stream structures to shorten the feedback loop.

The Benefit of Integration

Faster time to market with less administrative overhead in the near term while company gets used to Agile. Executives time is spent seeing actual working code instead of endless meetings discussing desired solutions. The customer perspective is already included in the product and direct validation or feedback is obtained. Desired changes can be accommodated in one of the upcoming sprints. Product owners of related products produced by the same organization can look at actual production code to quickly identify what does not fit instead of mock-ups and diagrams.

6.2 Requirements & Scope

The Project View
Scope is identified up front, followed by written documentation that is then reviewed and approved by all major stakeholders. Prototypes and/or proof of concepts are often used as the next step to confirm requirements before a full-blown IT effort to code. A few developers and QA staff may be brought in up front to confirm the feasibility of any given requirement during this phase. The full technical team is not engaged until the project transitions into the design stage. Change orders are used to modify scope. For custom build projects a waterfall approach struggles due to unforeseen technical complexity or an incomplete understanding of requirements. For package implementations, a waterfall approach struggles due to a lack of familiarity with the product and how to use it without expensive and lengthy customization to achieve those needs.

The Agile Product View
There is no discrete requirements or design phase as the fundamental belief is that requirements are not completely knowable until they are built and Finding major holes is inevitable. The customer can provide direct feedback on its usefulness early on to identify the most important gaps A full team with a product owner, IT, and business staff is assembled before any work begins. The first half to full day is spent on identifying the most valuable user stories as determined by the product owner. Developers begin coding to satisfy those stories immediately. Priority can use risk, learning, customer value, or other dimensions valued by the product owner. Deployable code is delivered at the end of the first sprint. In healthcare, regulatory or other review may be needed before it is placed into production. Changes needed are delivered in the following sprints, and are documented in new user stories, not in change orders.

An Integrated View
No shortcuts are appropriate, adopt the product view in its entirety. If code cannot be built in the first sprint identify root causes and eliminate them. Build deployable code beginning with the first sprint. Use that code to obtain buy in from internal departments or executives if needed. Only spend as much time writing user stories as needed to convey needs to IT. If documentation is required for regulatory purposes, such as DMHC, DOI, or NCQA audits for healthcare companies, create those after completion based on actual functionality deployed.

The Benefit of Integration
For capital rich but operating expense constrained companies this is financially superior for two reasons: 1) A greater percentage of hours can be classified as development which can be amortized over 3-5 years. Generally Accepted Accounting Principles (GAAP) state that labor spent to capture requirements is considered an operating expense and must be taken as a charge in the same fiscal year as it was incurred. 2) Significant labor hours will be saved by writing code instead of requirements documents.

Time to market is greatly reduced. Requirements documents take a very long time, are very lengthy, are rarely read in detail by stakeholders, and items are always missed. For software

projects involving "new to the company" functionality scope cannot be fully comprehended until a working system is presented. Customer feedback will identify missed requirements and the product can still be delivered at reasonable cost and time given the savings in document creation.

6.3 Customer Validation

The Project View
Phase based. Internal business customers heavily involved up front to work with business analysts during requirements then released to go back to their "day jobs". External customers occasionally polled by company. Internal customers re-engage during testing phase once QA and BA have signed off. External customers involved once internal business customers approve.

The Agile Product View
Involve internal business customers as part of the working team. Involve them as required when questions or assumptions issues arise in daily standups and functionality reviews during a sprint. External customers will validate as part of the production process (see section 6.4 below).

An Integrated View
Lean more towards the product view, use product owner & portfolio owner discretion about the level of participation. Using 1-2 hours/day for more internal business customers instead of 4-6 hours/day for fewer customers is preferred as a means of obtaining multiple points of view. Identify "trusted" external business customers to provide feedback either at the story level or personal demo's once in production.

The Benefit of Integration
More frequent customer feedback allows the company to improve their offerings much quicker, improving customer satisfaction and loyalty.

6.4 Frequency of Releases to Production

The Project View
Phase based, and measured in months and quarters. Major changes bundled together, long testing windows required.

The Agile Product View
Code is ready to be deployed to production after every iteration sprint. 2 weeks is the recommended sprint size. Multiple iterations may be required to complete a feature, and the product owner may choose to delay the release into production. In certain healthcare efforts additional steps may be required to satisfy regulatory or audit requirements.

An Integrated View

Maintain as close to the product view as the product owner and company culture will allow. Some organizational structures and cultures will require multiple and senior stakeholders to review before production release, keep any reviews to no longer than 3 days to maintain cadence. Work towards reducing that delay.

The Benefit of Integration

Financially superior as testing, training, and change management costs are much lower with many small changes to a large batched one. No large regression testing team or efforts are needed.

Customer satisfaction is improved. Increased confidence that the company will fix problems or enhance the system within days to weeks of being reported.

6.5 Funding (Strategic Portfolio)

This section assumes funding is from the strategic portfolio beyond the regular operational budgets provided to departments.

The Project View

Funding is one of the 3 legs of the "Iron Triangle" or "Triple Constraint" of cost, time, and scope. Considerable time is spent to create robust business cases. Funding is approved for a given set of scope, to be done in a given period of time. Changing one of those 3 legs is acceptable but changing 2 of them is considered a last resort. Organizations reward delivering under budget even if scope was reduced and the product falls short of original promises.

The Agile Product View

Create very light business cases with directional guidance on product vision and how the initiative will align with overall company objectives. Accept that cost, time, and scope cannot be known up front. Fund a team for a specific amount of time and build the highest value features first. Review actual delivery on a regular basis to ensure it was worth the cost and continued funding. In situations where strategic funding has been allocated, some organizations evaluate monthly spends and penalize under-hiring and the resulting under-budget as that money could have been used on other priorities.

An Integrated View

Primarily Product centric view, integrating primary asks of the organizational department overseeing the strategic portfolio. This may be a Project Portfolio Management (PPM) team, an enterprise PMO (ePMO), or a finance department. Use business cases to align the C-level and all major departments on the product vision, alignment to overall company objectives, and if the level of funding is commensurate with projected benefits. If there is concern about unused funds due to products or projects performing under budget book the portfolio to 110% of budget, stagger product/project kickoffs in order of business value, and only execute lower value projects if earlier projects come in under budget.

Maintain the concept of funding a team instead of scope, and perform quarterly reviews of the value delivered for funds consumed. Re-evaluate the entire strategic portfolio to ensure funds are optimally distributed and re-balance as appropriate. Ensure the company culture celebrates completing a product and moving funding to another area to avoid a negative connotation.

<u>The Benefit of Integration</u>
More efficient use of company funds as labor is spent on delivering actual value instead of up front estimates on projected value. Less focus and labor hours on business cases reduces reliance on guess-timates done before scope and customer validation has occurred.

6.6 Approaches to Dates

<u>The Project View</u>
Dates are created up front before scope is well understood. They are considered deadlines, and missed deadlines are penalized. The enterprise PPM team uses dates to coordinate projects and dependencies across the portfolio.

<u>The Agile Product View</u>
This section references a "pure" implementation of Agile product management. It is acknowledged that many companies using Agile do not use this.

In a "pure" Agile implementation only stories and features to be completed in the next two sprints, or 30 days, are provided. The belief is scope is not truly understood until it is attempted to be implemented. There is concern that publishing a date will make it "official" and difficult to change. Given the biweekly nature of releases, the product owner and Scrum Master spend their time demonstrating the features that were just completed. "Retrospectives", or meetings looking at the just-completed sprint, are conducted to understand team velocity and how well stories were sized. This information is used to confirm upcoming stories are accurately sized and appropriate for inclusion in the upcoming sprint.

Dependencies across products and the enterprise are frowned upon. Product teams focus on what was delivered instead of what might be delivered by other products to determine integration or reliance in their own area.

<u>An Integrated View</u>
This view is primarily product-focused but ask each product owner to work with the teams to produce non-binding estimates at a feature or epic level. The PPM or PMO team and executive sponsors must be comfortable knowing that dates beyond 30 days are non-binding and changing them is not a negative occurrence.

The Benefit of Integration
Organizational synergy is maintained. The PPM team has some ability to predict cadence and flow to the strategic investment portfolio and can use this to plan both staff utilization and product strategy and investments at a macro level.

Organizational culture retains a positive feel and staff place their energy on building up a solution and the customer view instead of a fear about missing dates created before any new details about scope is understood.

6.7 Risk Management

The Project View
Risks are formally documented in a log, communicated and managed as per organizational processes, and mitigation steps are duplicated in the project plan.

The Agile Product View
No discrete risk log is maintained. The backlog is ranked by the product owner, and risk is one of the factors in determining the value. Risks are mitigated in daily standups.

An Integrated View
Primarily a product-centric view, but an enumeration of risks and their mitigation should be maintained and included in the communications plan by the Scrum Master. This should be sent to stakeholders, executive leaders, and all product owners.

The Benefit of Integration
Facilitate stakeholder alignment to a) provide assurance to the organization that the risks are being managed, and b) provide guidance as other product owners may face similar risks.

6.8 Team Structure

The Project View
Teams separated by job function, both organizationally and office/cubicle location. IT teams are typically separate from business teams. For enterprise level projects, 50 to 200 person teams with sub-teams of 20 or more staff are common. This team size requires additional project management staff to perform coordination.

Individuals are motivated to perform the roles of their organizational structure instead of customer deliverables. For example, the QA team will be motivated to log high numbers of defects even if they are cosmetic and do not materially impact the customer experience.

The Agile Product View
Teams are typically 5-9 developers in addition to a product owner, Scrum Master, and business SMEs. Teams are co-located to maximize face-face time. If more staff are needed, multiple teams are created. Dependencies across teams is highly discouraged so each team can move

at its own velocity. All team members are focused on the customer-facing deliverables of the product.

Many organizations perform frequent "all product owner" multi-hour meetings with 20 or more attendees to maintain communications across the enterprise.

<u>An Integrated View</u>
Primarily adopt a product-centric view, but eliminate live meetings with more than 10 attendees. Group product owners together into subsets and use written documentation of product vision and work completed to-date across each group. Some Agile approaches call these subsets guilds, communities, or tribes.

Dependencies between teams will impede ability to deploy features to customers and slow down speed. Keep to an absolute minimum and only as a last resort.

<u>The Benefit of Integration</u>
Financially superior as fewer project management or managerial staff are required to coordinate activities across organizationally structured teams.

Higher quality resulting in higher customer satisfaction: Aligned motivation to produce customer facing deliverables instead of fulfilling job functions of an organizational structure. A small team that is co-located can also help support struggling team members by quickly identifying additional mentoring or training required to produce customer facing deliverables. They also realize how their work will help a customer within days/weeks.

6.9 IT Involvement

<u>The Project View</u>
Varies on stage in the project lifecycle. Technical staff typically work on multiple projects and only a representative set are included in the initial visioning and requirements stages. More are brought on during design, and a full complement is first assembled during the development stage.

<u>The Agile Product View</u>
Full team is assembled at the beginning of the initiative. All discussions about functionality include the full team.

<u>An Integrated View</u>
Use the product view as is. Prioritize all initiatives across the company to permit dedicated staff, and do not take on work that requires splitting resources. If there are insufficient trained staff, use junior members with slower predicted velocity to give them time to learn on-the-job.

The Benefit of Integration

Increased efficiency: initial representatives are typically not the same staff that execute the work, and new staff will inevitably have different opinions on level of effort and best technical design.

More and better cross-trained staff as in a project approach, technical representatives end up being the IT SMEs of the future and are bottlenecks on future initiatives. By involving all staff up front on small teams, companies can eliminate any given person(s) as future bottlenecks.

6.10 Communications and Change Management

The Project View

The linear nature of traditional projects allows communications to be planned. Change management can create plans to identify product champions and use formal mechanisms and standardized templates such as newsletters, emails, and other unidirectional mechanisms. A plan to overcome resistance can be created during the requirements and design phases and rolled out as the project proceeds.

The Agile Product View

The rapid creation and deployment of code generates resistance within the first few weeks of an initiative. Communications and change management must be much less formal, and the divergent nature of releases requires custom formats for each release based on the content. Departments such as marketing or customer relations are often overwhelmed by the speed of change as it does not fall into their traditional process.

An Integrated View

Use an integrated mix of Agile and traditional, especially if the organization is brand new to Agile. Follow a traditional plan to identify, plan, and communicate how and why the organization is merging Agile product approaches into the execution. Use the Agile approach to communicate actual project content and functionality of new releases. Expect resistance on both a) using Agile, and b) content of the new releases.

If a traditional marketing or customer relations group is part of the organizational structure put them at the top of the list for change management activities. Departments with traditional approaches need lead time to communicate changes in functionality to customers, and that approach will need to be modified to accommodate an Agile or integrated deployment. Changes will be much more frequent, and bidirectional communications will typically not be able to use the same templates or process as in the past.

The Benefit of Integration

The company will begin to see the advantages of a more Agile process and how it addresses customer needs on a faster basis. Reducing standardized templates will allow departments to focus on the content of new functionality instead of "the process".