Resource impact on those participating in the iteration

Resource from the business contribute their specialist knowledge to an iteration, starting in the discover step, brainstorming ideas for how to create the outcome for that iteration. Work is allocated to them in the plan step and they create and check the quality of their work in the change and test steps of making progress.

In the deploy/dismantle step, their early insight into the change enables them to help their colleagues, who were not involved, to implement the change. They provide explanations of what has changed and what has remained the same. They share their views of the advantages and benefits of the change and explain how the change was developed. The provide training and guidance so that the new ways of working are adopted.

Whilst 10-20% of the timeframe for the iteration is dedicated to this work, it is recognised that this support continues as adopting new ways of working is an emotional and psychological process that does not work to a deadline. Different people will adopt the change at different speeds, so there is a need to maintain support for a considerable amount of time.

This support is still being provided when the next iteration starts, so those resources with specialist knowledge who might ideally take part are still supporting colleagues adopting the outcomes from the previous iteration. They are also likely to have business as usual responsibilities, so they are already pulled in two directions, this next iteration adds a third area of responsibility.

In some organisations, this resource impact is addressed by extensive training throughout the business to help develop a wider range of “change agents” who can resource these overlapping iterations.