



Project  
Management  
Institute  
New Jersey

*2025 Symposium*

# *Tomorrow's Trends*

*What leaders should know about “change fatigue” and its impact on delivery teams*

May 5, 2025

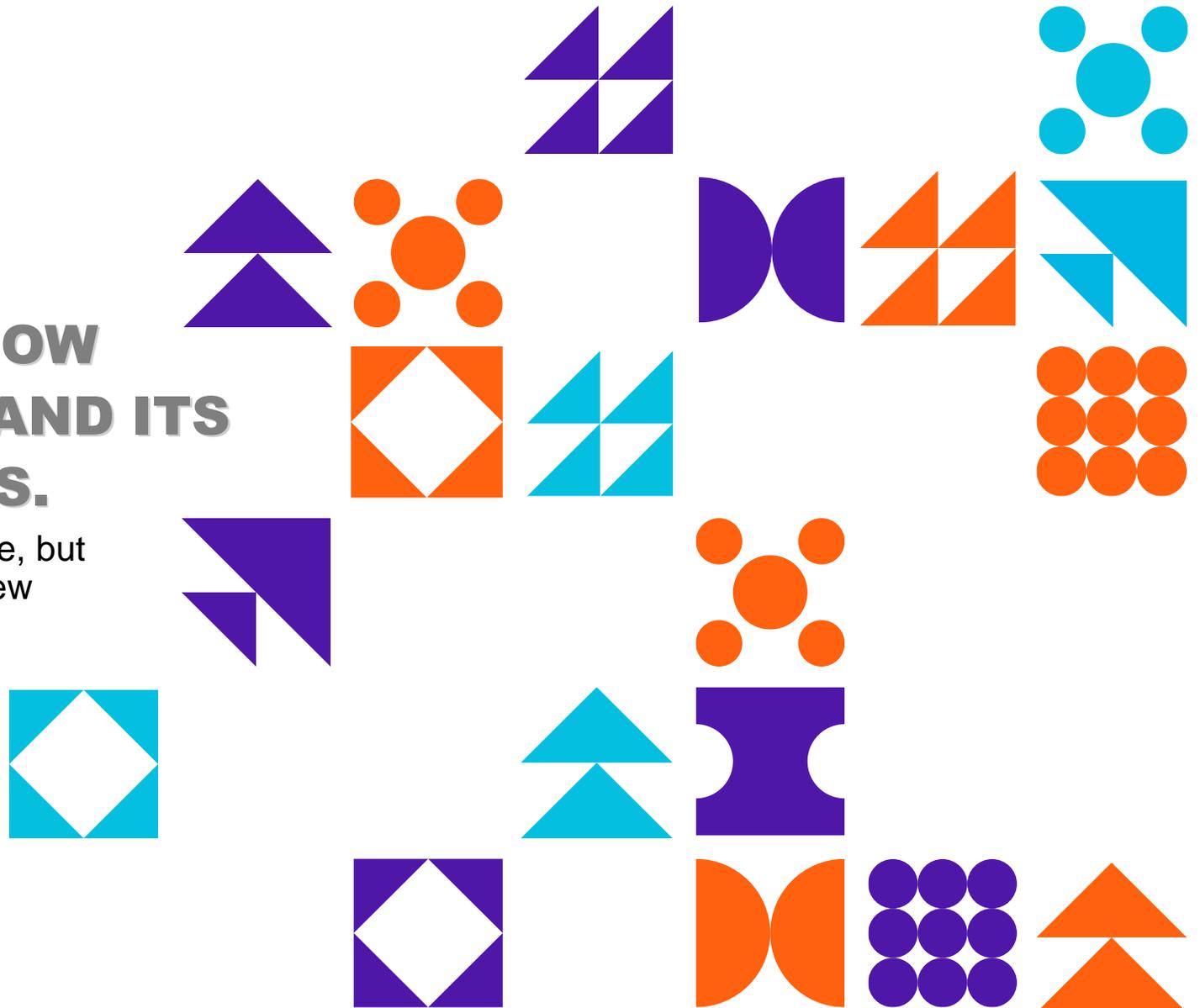
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# WHAT LEADERS SHOULD KNOW ABOUT “CHANGE FATIGUE” AND ITS IMPACT ON DELIVERY TEAMS.

Continuous improvement drives organizational change, but the rate of change continues to increase creating a new leadership challenge referred to as “change fatigue”.



## Benefits of organizational change

- ✓ Value Stream inefficiencies & waste.
- ✓ Competitive Threats.
- ✓ Culture and Mindset Challenges.
- ✓ Process modernization and improvement.



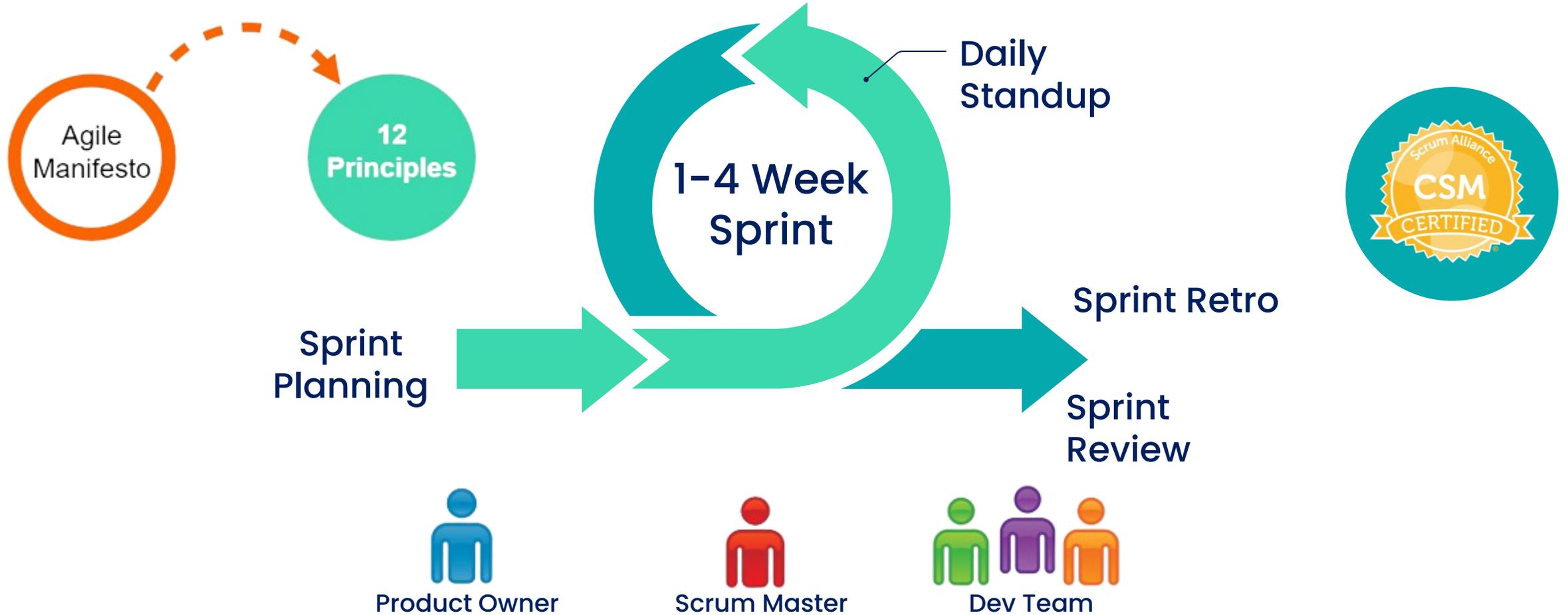
**If unchecked, organizational change can cause unfavorable outcomes such as:**

- ✓ Burnout & stress.
- ✓ Resistance to future change.
- ✓ Loss of motivation.
- ✓ Reduced productivity.



INTRODUCTION

**AGILE 1.0:** It started with the Agile Manifesto, a simple framework, and a CSM.



## INTRODUCTION

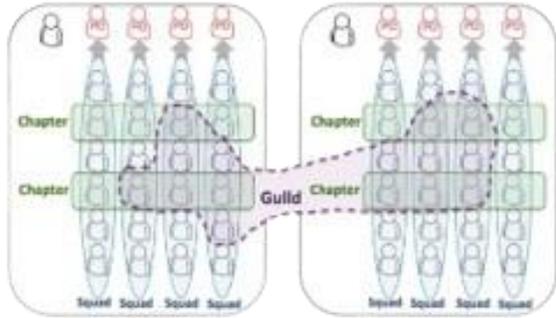
# 24 Years after the Agile Manifesto, we have over 24 Scrum Master Certifications



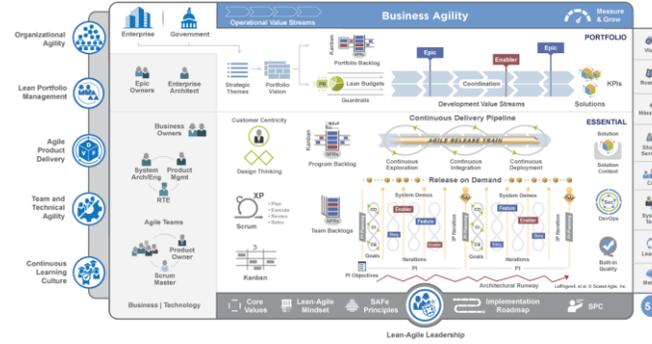
That's just Scrum ... and I found **59 AGILE** related certifications.

# AGILE 2.0: Scaling Agile and Agile Transformations

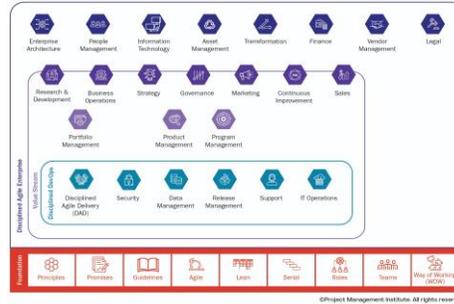
## Spotify



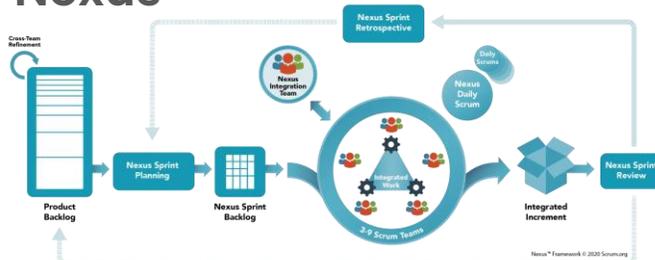
## SAFe



## Disciplined Agile



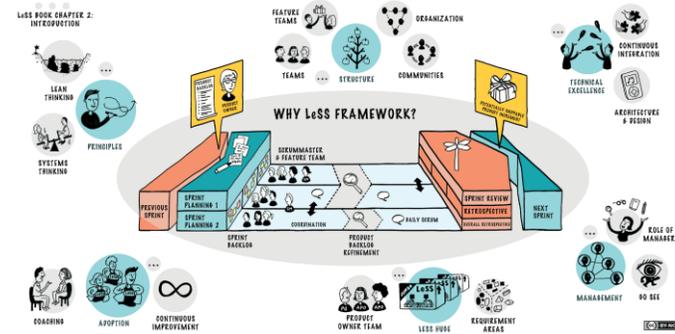
## Nexus



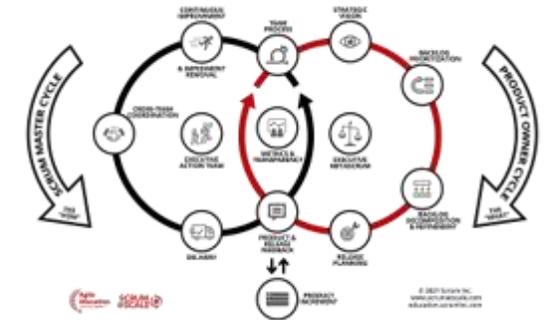
## Enterprise Kanban



## LeSS



## Scrum@Scale



# AGILE 3.0: Non-IT departments and professions began to apply Agile principles and practices.



# AGILE 4.0: Managing organizational change due to change fatigue



## Agile Transformations

Too many assessments:

- Business Agility
- Program Agility
- Team Agility
- Flow efficiency



## Agile Hybrids

- Mixed software development approaches
- Resistance to change
- Lack of understanding among leaders
- Internal silos.
- Communication & Coordination issues



## Stuck in Chasm

- Transformation did not meet expectations
- Chaos caused after crossing initial phase



## Learning Organizations

- Organizations that fully embrace the Agile Mindset still face change fatigue

# Presentation Agenda

**INTRODUCTION:** What leaders should know about **“change fatigue”** and its impact on delivery teams.

**SECTION 1:** The strategic necessity of organizational change.

**SECTION 2:** Change fatigue; its often a negative consequence of frequent change.

**SECTION 3:** An approach to minimizing the adverse effects of change.

**SECTION 4:** Balancing the need and pace of change using GembaLytics.

**SECTION 5:** How roles that facilitate organizational change are impacted.

## The strategic necessity of organizational change.



### Common drivers of organizational change.

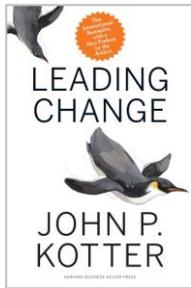
- Lowering operating cost.
- Increase customer satisfaction.
- Increase workforce productivity.
- Maintain competitive position.
- Cultural challenges such as mindset, behaviors, values



### Management Challenge

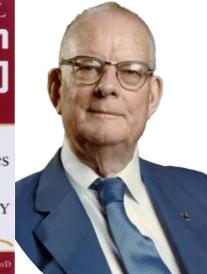
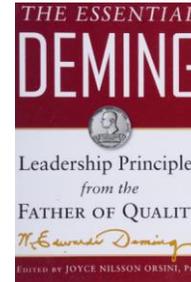
- Is change fatigue impacting team morale, productivity?
- How can we implement change without causing change fatigue?
- What information is needed?
- How do we acquire it?

## Thought leaders that inspired the need for change.



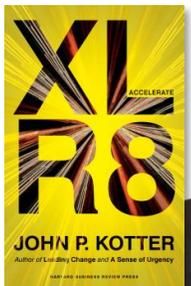
**John Kotter**  
Published in 1996

An 8-step process for leading organization change.



**The Deming Institute**  
Published in 2013

Management must lead change. It can't be delegated.



**Kotter - Published in 2014**

The world is changing a rate which basic systems and cultures can't keep pace with the demands being placed on them.



**Mik Kersten**  
Published in 2018

Organizations need to move from completing projects to focus on product value delivery.

**Change Fatigue** is a feeling of exhaustion from undergoing frequent or complex changes than can lead to:



A resistance to change.



Less motivation / enthusiasm about the organization.



Disengagement from work activities & responsibilities.



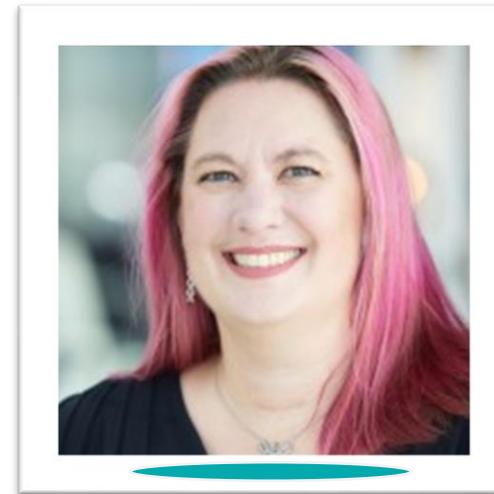
## Change Saturation and our ability to absorb it.

Change fatigue often arises when **teams are bombarded with a continuous stream of changes**, leaving them with little time to adjust and adapt. When too many changes occur simultaneously or in rapid succession, teams may struggle to keep up, leading to a sense of being overwhelmed and stretched beyond their capacity, i.e., our **Surge Capacity**.

## We have a limited Surge Capacity.

Humans have “a collection of adaptive systems – **mental and physical** – to draw on for short-term survival in acutely stressful situations, such as natural disasters.”

- **Tara Halle**  
*Journalist and Author*



## Difference between Change Fatigue and Change Saturation

### CHARACTERISTIC

#### CHANGE FATIGUE

#### CHANGE SATURATION

#### DEFINITION

Individual experiences exhaustion and less enthusiasm for work.

An individual cannot effectively absorb more change.

#### CAUSES

Continuous exposure to change.

Too many changes happening at once.

#### SYMPTONS

Resistance to new changes.

Overwhelm and inability to keep up.

#### IMPACT

Individuals and teams become less willing or able to adapt to changes.

Individuals and teams struggle to implement changes effectively.

#### STRATEGIES

Share the vision for change, but **recognize signs of fatigue.**

**Prioritizing changes and provide support.**

## An organization's leadership must be sensitive to change fatigue and manage it.



Build trust, be transparent.



Communicate early and continuously, listen.



Have a plan, share it.

## Teams Are Losing Patience with Change Initiatives

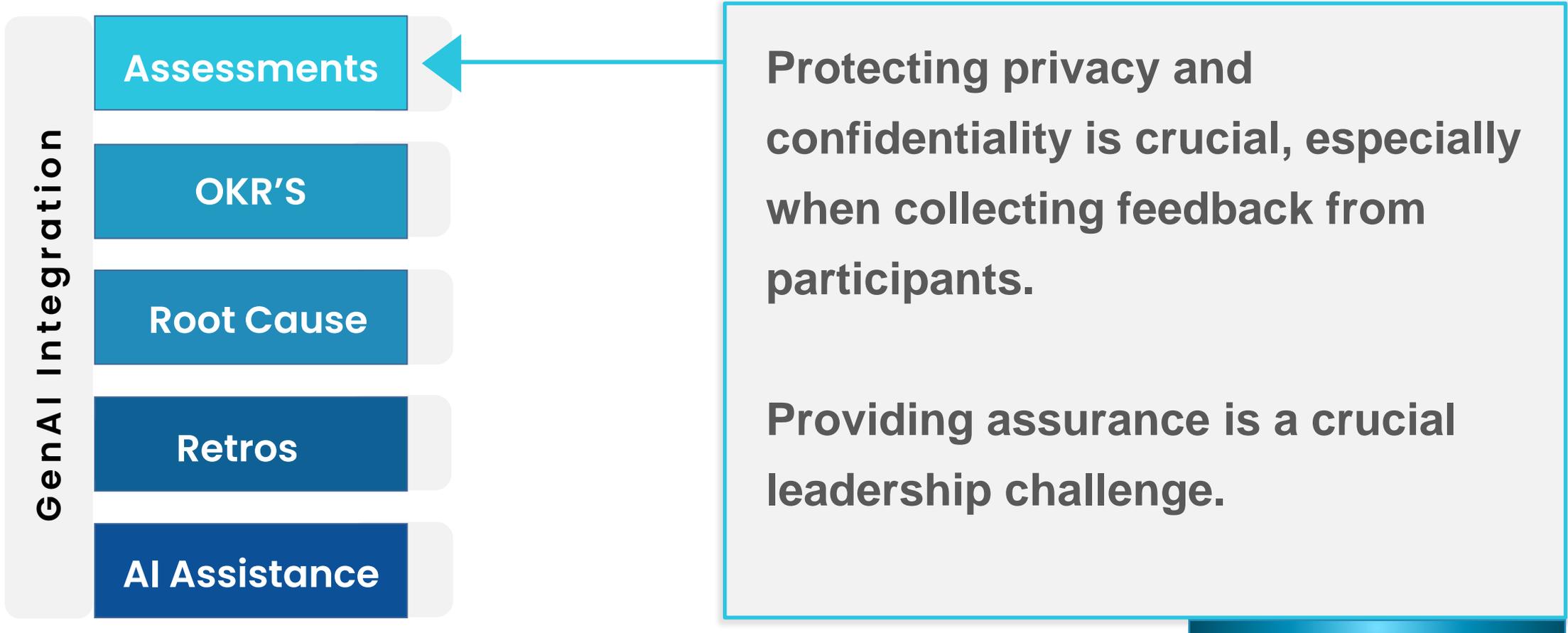
A Gartner survey revealed that teams' willingness to support enterprise change collapsed to just 43% in 2022, compared to 74% in 2016.

### Leaders should consider:

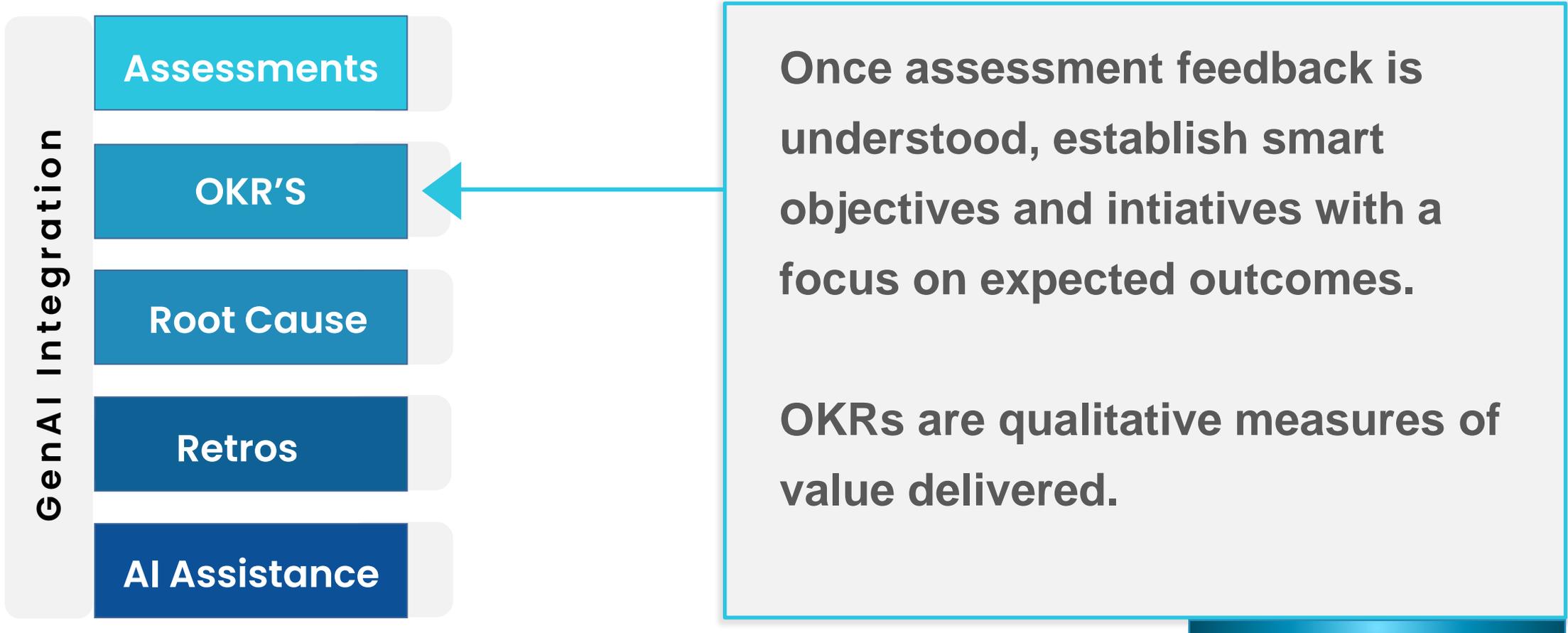
- ① Precisely what needs to change and when.
- ② Assess the level of fatigue teams are currently feeling.
- ③ If a change is required, establish and communicate a rest period.
- ④ Move away from top-down and involve teams in decision-making.
- ⑤ Allow teams to develop implementation plans.



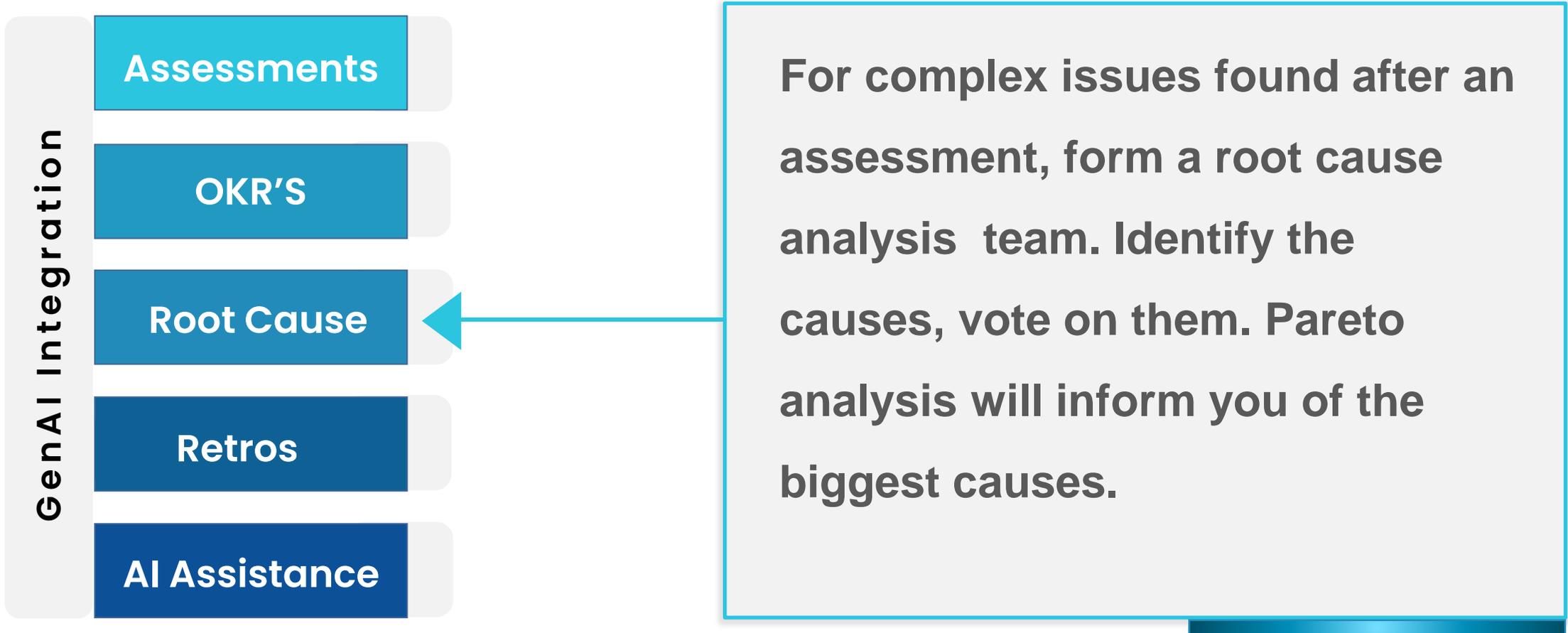
## Assessments: Discover what needs to change.



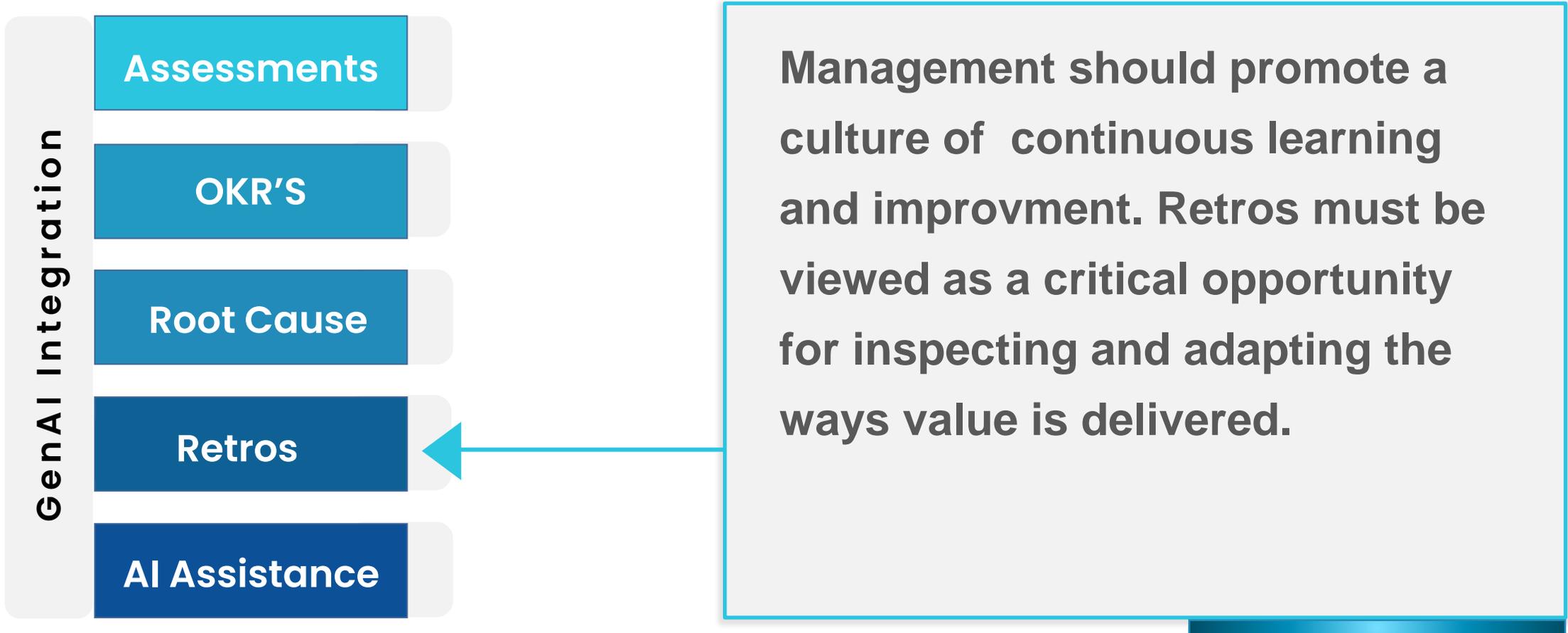
## OKR's: Set objectives and focus on outcome metrics.



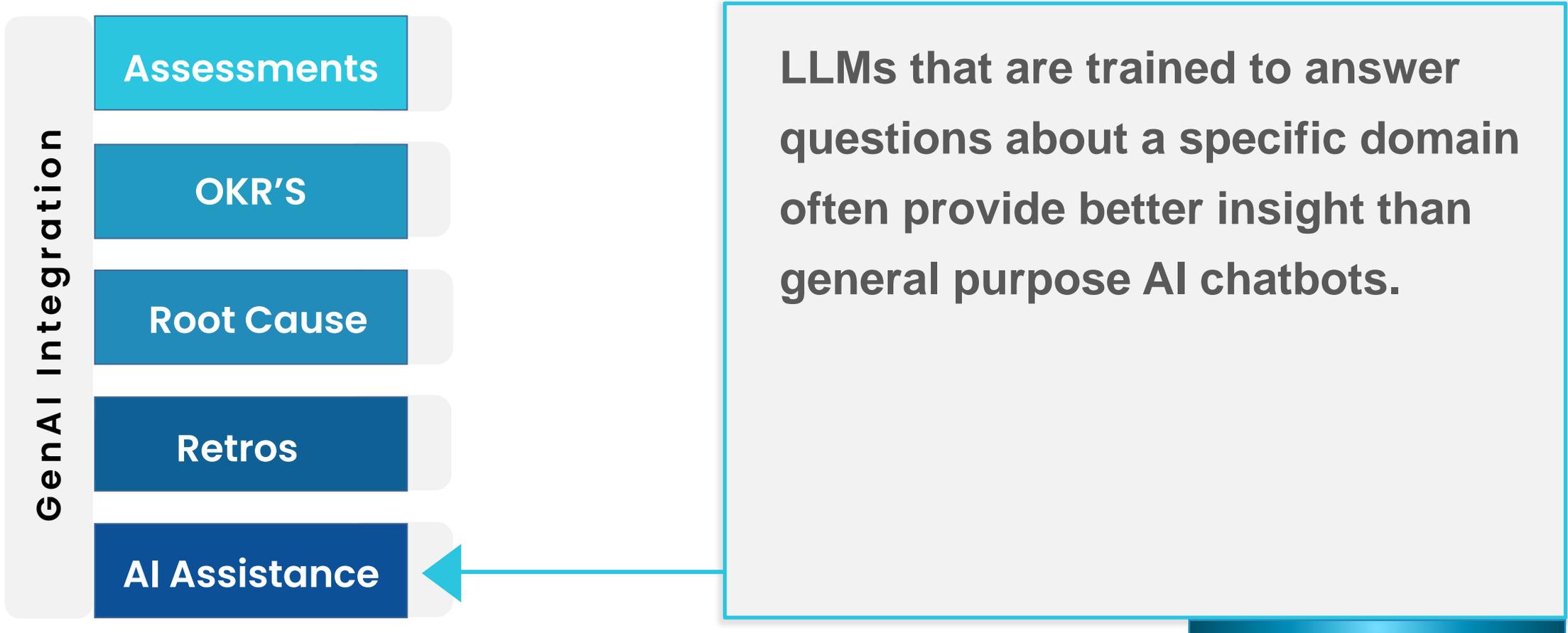
## Root Cause Analysis: brainstorm the solution with a team of experts.



## Retrospectives: essential to continuous learning and improvement



## AI Assistance: smart tools can provide unexpected & invaluable insight



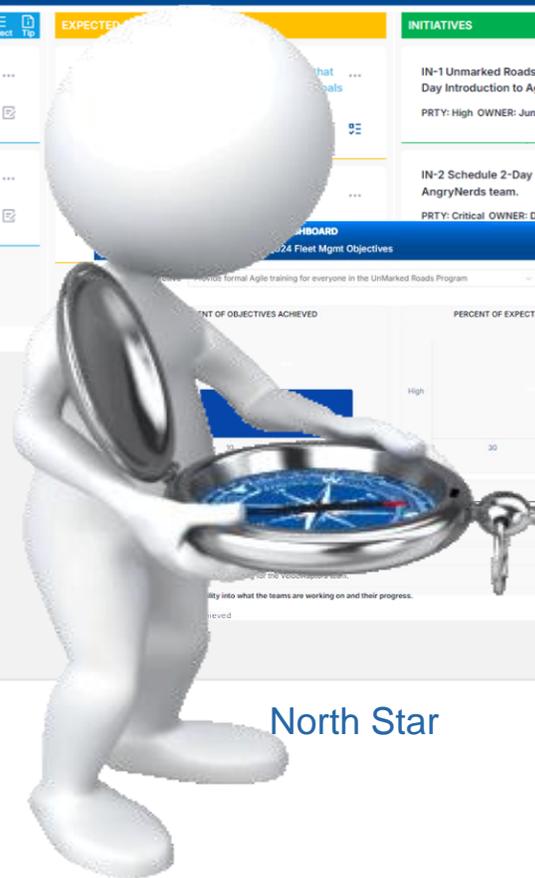
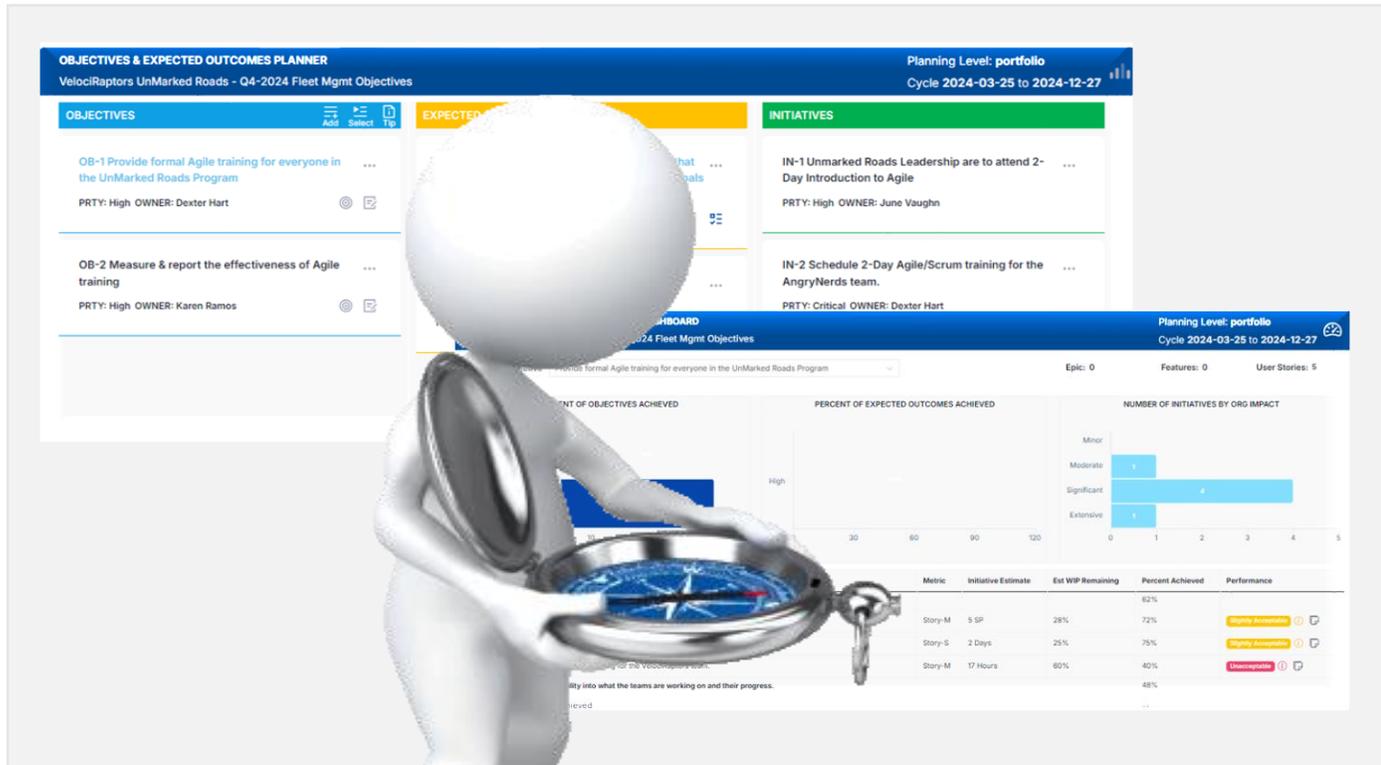
# SECTION 4: BALANCING THE NEED FOR CHANGE WITH THE PACE OF CHANGE USING GEMBALYTICS

## ASSESSMENT Analytics Dashboard



## SECTION 4: BALANCING THE NEED FOR CHANGE WITH THE PACE OF CHANGE USING GEMBALYTICS

# OKRs: Outcome driven OKRs should be guided by these characteristics



North Star

## 1 Focus

What are we doing? And Why?

## 2 Alignment

Are we all clear about what we are doing?

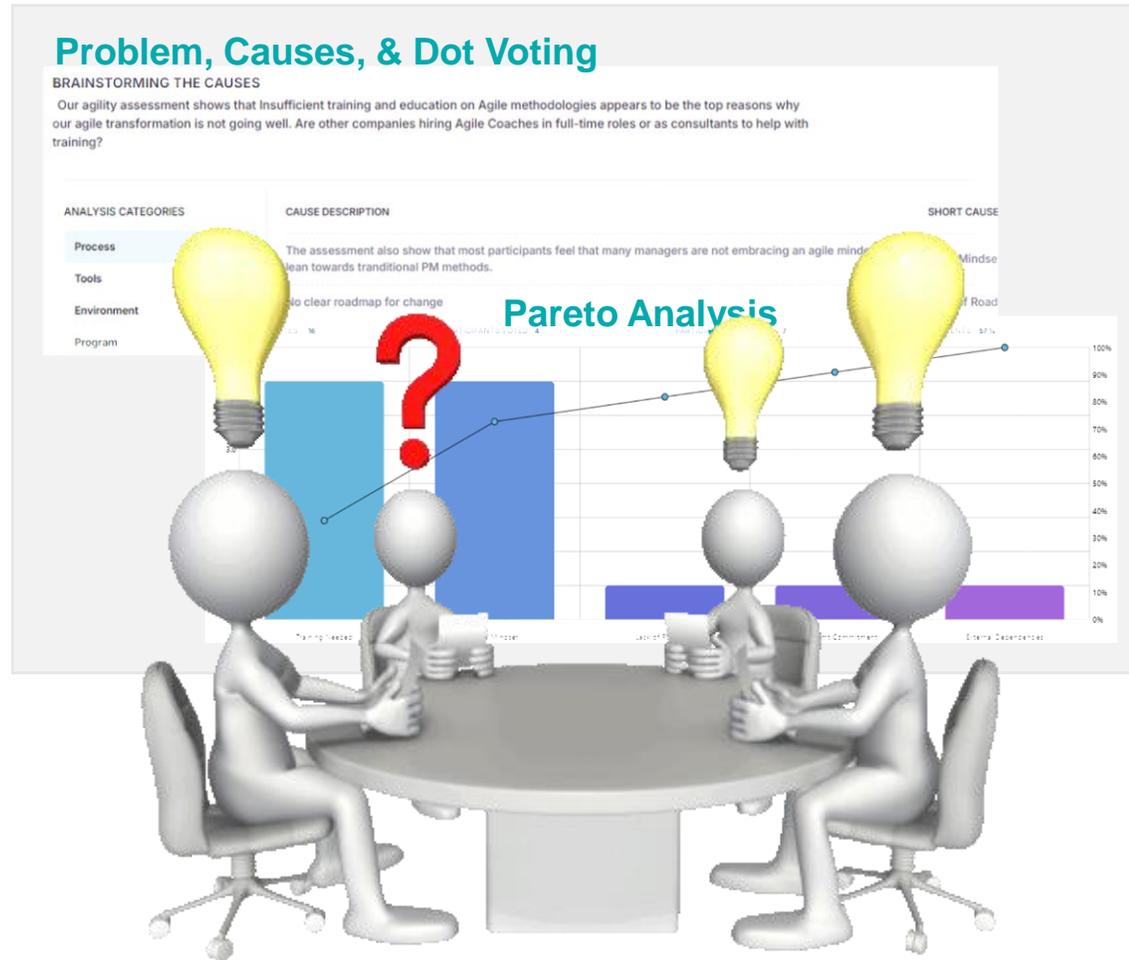
## 3 Commitment

Establish capacity, develop plans, execute and deliver.

## 4 Tracking

Are we getting there? Monitor and take corrective action.

## ROOT CAUSE ANALYSIS: An excellent data source for training your AI model



### Solution Strategy

1. Agree on the solution to the problem.
2. Augment the solution strategy with the support of GenAI.

## RETROSPECTIVES: Retrospective feedback an excellent data source for your LLMs.

Organization Name: Terrific Transport Corp (TTC)  
Team: VelociRaptors UnMarked Roads  
Retrospective: 2024-Q1 TTC UnMarked Roads Retro  
Retro Meeting Date: 05-03-2024

Home Team Meeting Team Talk Measure

Start Stop Continue Action Prior Retro

Create a program by sequence dependencies in Scrum teams.

Move the start of the meeting to two days before the IP iteration. This will allow for an early start on the next iteration.

QA Team will start testing on the first day of each new iteration.

When moving from using Scrum of Scrums to managing dependencies in the Scaled Agile Framework, how should we implement the Program?

Medium G

Scrum Master attends the Scrum Meeting. What should we discuss with the Scrum Master after the meeting?

Low G

How can we have teams better prepared for PI Planning. When should teams start planning for the next PI Planning meeting?

Low G

**WHEN RETROS, ROOT CAUSE, ASSESSMENTS, AND OKRS COMPONENTS ARE INTEGRATED & ASSISTED WITH AI:**

- 1) The enterprise's LLM is well informed.
- 2) The analyst has access to a wealth of business insight to guide strategy and solutions.

**AI ASSISTANTS:** Specialized LLMs can provide higher quality feedback.

SENARIO: You are the Director of Product Management. You are collaborating with you CTO to explain to that some of your suppliers need to move away from fixed priced contracts. So, you crafted the following question to solicit feedback from your AI Chatbot.

***Some of our suppliers are difficult to work with because they will not or cannot switch to an Agile delivery method because of either their fixed-outcome or fixed-price contracts. What are some compelling reasons they should switch?***

## Output from ChatGPT

There are several compelling reasons for suppliers to consider switching to an Agile Delivery Method, even when they are currently bound by fixed-outcome or fixed-price contracts:

- 1. Increased Flexibility:** Agile methodologies allow for greater adaptability to changing requirements and market conditions. This flexibility can lead to better alignment with customer needs and expectations, ultimately enhancing satisfaction.
- 2. Improved Collaboration:** Agile promotes continuous communication and collaboration among stakeholders, including suppliers, clients, and team members. This can lead to stronger relationships and a more cohesive working environment.
- 3. Faster Time to Market:** Agile practices emphasize iterative development and frequent releases, which can help suppliers deliver products or services more quickly. This responsiveness can provide a competitive advantage in fast-paced markets.
- 4. Enhanced Quality:** Agile methodologies incorporate regular testing and feedback loops, which can lead to higher quality outcomes. By identifying and addressing issues early in the development process, suppliers can reduce the risk of costly rework later on.
- 5. Better Risk Management:** Agile allows for incremental progress and regular reassessment of project goals. This iterative approach can help suppliers identify potential risks sooner and adjust their strategies accordingly, leading to more successful project outcomes.
- 6. Customer-Centric Focus:** Agile emphasizes delivering value to the customer through continuous feedback and improvement. By adopting Agile, suppliers can better meet the evolving needs of their clients, fostering long-term partnerships.

Encouraging suppliers to consider these benefits can help facilitate a transition to Agile Delivery Methods, ultimately leading to more successful collaborations and outcomes.

## Output from GembaLytics CoPilot

### ANALYSIS

Agile delivery methods offer numerous benefits over traditional project management approaches. They promote flexibility, collaboration, customer satisfaction, and continuous improvement. However, some suppliers resist the transition due to fixed-outcome or fixed-price contracts. These contracts often lack the flexibility that Agile methods require.

### KEY FINDINGS

- Agile methods can improve project visibility, allowing suppliers to better manage risks and changes.
- Agile promotes collaboration and communication, leading to better relationships with clients.
- Agile can increase customer satisfaction by delivering value incrementally and responding quickly to feedback.
- Agile can reduce waste and improve efficiency by focusing on high-value activities.

### CONCLUSIONS

While the transition to Agile may require changes to contract structures and business processes, the potential benefits make it a compelling choice.

Suppliers should consider Agile methods not as a threat, but as an opportunity to improve their performance, relationships, and customer satisfaction.

## Agile Coach vs Team Coach (Scrum Master)



**Agile Coach**

Has the Agile Coach era ended?



**Scrum Master**

Is the Scrum Master role dying off  
or just changing?

## Has the Agile Coach era ended?

A team may reach a level of maturity where the role of an Agile Coach evolves into a more occasional or strategic support function. This happens when teams show:

- ✓ A consistent application of Agile practices.
- ✓ A strong understanding of Agile values and principles.
- ✓ Self-sufficient problem-solving abilities.
- ✓ A culture of continuous improvement, and they can.
- ✓ Effectively manage their own agile transformation without external guidance.

## Has the Agile Coach era ended?

*Reliance on an agile coach may not be needed when the Team Coach is proficient in guiding the team in guiding agile principles or practices such as:*

### 1. Agile Ceremonies

Teams consistently conduct all Scrum ceremonies including Backlog Refinement, Sprint Planning, Daily Standups, Sprint Review & Demo, and Sprint Retrospective.

### 2. Agile Practices

Teams use story points to estimate stories and have a definition of done, team working agreements, keep sprint backlog separate from product backlog, do capacity planning, take daily standup seriously, set work in process limits, use retros to improve, balance load and capacity, establish their velocity. etc.

### 3. Continuous Improvement

Team Coach guides the team to identify and implement improvements to their agile processes based on their own insights and feedback loops.

### 4. Agile Mindset Embedded

Team Coach guides the team to fully embrace agile principles and values. Scrum Values include: Courage, Focus, Commitment, Respect, and Openness.

## Has the Agile Coach era ended?

### 5. Cross-Functional Collaboration

Team Coach work seamlessly across disciplines without needing an Agile Coach to mediate communication or own the removal of impediments.

### 6. Psychological Safety

Team Coaches members to feel comfortable raising concerns, providing feedback, and experimenting with new approaches without fear of repercussions. Protects the team from outside influences.

### 7. Empowered Team Coach

Team Coach is empowered to ensure work is prioritize, establish sprint capacity, and make decisions within sprint cycles without reliance on an Agile Coach for direction. Has an escalation path to get help for team challenges.

### 8. Proactive Problem Solving

Team Coach can identify and address potential issues within the team and proactively suggest solutions without requiring an Agile Coach's input.

## Has the Agile Coach era ended?

### 9. Process Maturity Level

If the team has reached a high level of agile maturity, demonstrating consistent performance and ability to adapt to changing conditions without external coaching.

### 10. Communication

Team Coach and Team can clearly communicate the rationale for phasing out the Agile Coach to both the team and leadership to ensure transparency and avoid confusion.

### 11. Organizational maturity

The organization's leadership has clearly communicated to the teams their buy-in for the product model and periodically advises teams of the need to support it and their coaches.

### 12. Transformation Team & Agile Coach's assessment

Agile Coaches monitor each team's processes and practices and share their assessment of how well the team has adopted Agile.

## Has the Agile Coach era ended?

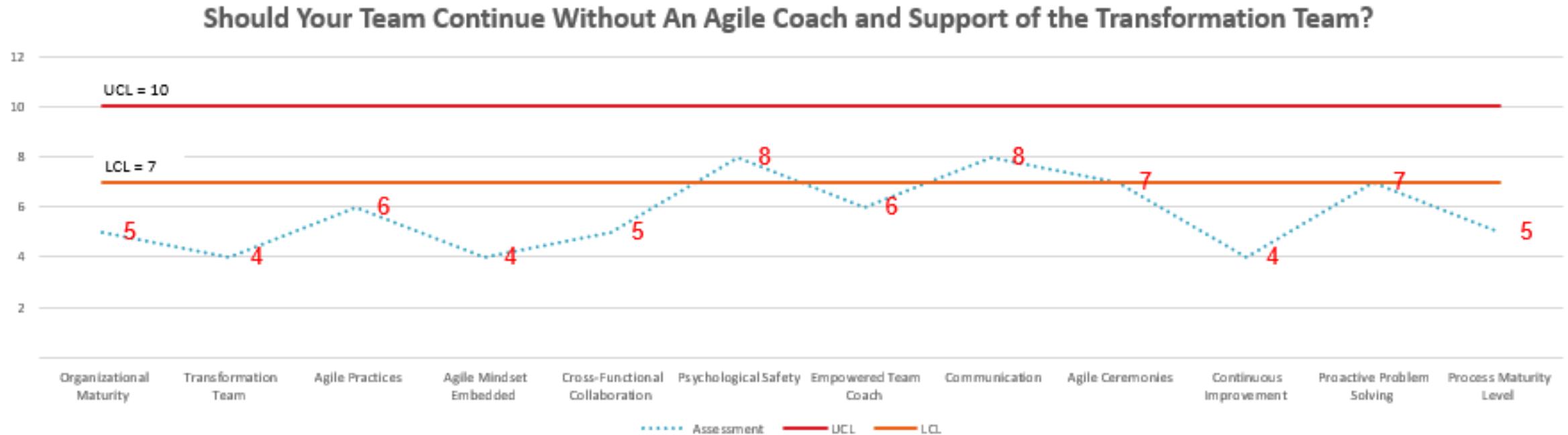
### Process Maturity Assessment



### Facilitated Process Maturity Session

1. Agile Coaches guide the team through answering questions 1-12.
2. Teams discuss and reach consensus on the score for each question.
3. Results are visualized in this radar chart.

## Has the Agile Coach era ended?



Teams should consistently demonstrate that their Agile practice quality is between a score of 7 and 10.

## How is the Scrum Master role is changing?

**Grow in knowledge beyond basic Scrum Master servant leader & team coach role to include:**

- ✓ Increased knowledge of the team's product or service offering.
- ✓ Increase technical knowledge about the team's domain.
- ✓ Know more about hybrid approaches to Agile.
- ✓ Know how to scale agile across the organization.
- ✓ Intense focus on leadership style and skill.
- ✓ Leveraging AI in team development.
- ✓ Fully embrace and promote continuous learning.



**Scrum Master**



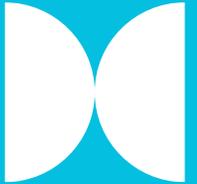
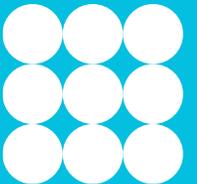
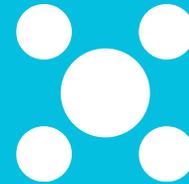
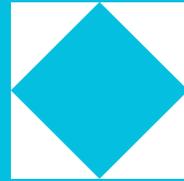
# KEY TAKEAWAYS

What we hope you learned.

- 1 “Change Fatigue” is a significant new leadership challenge that must be managed.
- 2 Advanced methods & tools are needed to unpack the complexities of change, due to fatigue
- 3 Linking objectives to clear outcomes supports the case for change.
- 4 Leaders must deeply consider that transformation affects the entire organization. Many people need to come together to do it well.
- 5 Agile is changing and so are the responsibilities and skills needed by those implementing Agile



What leaders should know about  
“**change fatigue**” and its impact on  
delivery teams.



THANK YOU!

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