
Managing Change in Agile Programmes Training Course: Adoption, Readiness and Reinforcement

4 – 8 January 2027
Milan





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Programme Summary

Managing change in agile programmes is the subject of this one-week training course for change leaders, programme directors and heads of transformation, ending in a change adoption plan for one live programme. Iterative delivery releases new ways of working every few weeks, yet readiness, communication and reinforcement are often planned once and left behind. The programme moves from the shape of iterative change, through diagnosis of readiness, to the design of adoption, sponsorship and reinforcement, and then applies each to one programme. Mars Training Centre UK delivers this programme in managing change in agile programmes for leaders from mixed organisations.

The Business Case

When releases arrive faster than people can absorb them, adoption lags behind delivery. Teams receive new processes and tools without a clear reason, sponsors lose sight of who has adopted what, and early gains fade once attention moves to the next release. Leaders who plan adoption alongside each increment find resistance earlier, sequence communication with delivery and keep the new behaviour in place after the project team has moved on.

- Adoption Rate: Improves as readiness is assessed and acted on before each release reaches its users.
- Rework and Reversal: Falls as reinforcement keeps new practices from reverting to old routines.
- Stakeholder Confidence: Strengthens as sponsors receive evidence of adoption at every increment.

Principles and Evidence Base

- ADKAR model: It structures the individual change journey of awareness, desire, knowledge, ability and reinforcement used in Sessions 2, 3 and 4.
- Kotter's eight-step model: It frames sponsorship, the guiding coalition and short-term wins in Sessions 3 and 5.
- Kotter's eight accelerators: They guide how change work runs alongside iterative delivery in Sessions 1 and 5.

Intended Participants

- Change leaders who answer for adoption of new ways of working across several teams.
- Programme directors who sponsor iterative delivery and carry its business results.
- Heads of transformation who coordinate change work across functions and portfolios.
- Senior managers who must prepare their units for frequent releases.

Typical sectors include banking, energy, public services and telecommunications.



Learning Outcomes

1. Participants will be able to distinguish the demands of change in iterative delivery from change in sequential projects.
2. Participants will be able to diagnose readiness and resistance across the groups affected by each release.
3. Participants will be able to construct an adoption roadmap that follows the ADKAR elements.
4. Participants will be able to design sponsorship and communication routines that match a sprint rhythm.
5. Participants will be able to evaluate adoption evidence and prioritise reinforcement actions.
6. Participants will be able to justify a change adoption plan to programme sponsors.

Programme Structure

Day 1: Managing Change in Agile Programmes: Scope and Rhythm

What changes when change work runs at the pace of iterative delivery?

- Iterative Change Landscape Map
- Release Cadence and Change Load Calendar
- Eight Accelerators Overview
- Change Roles Responsibility Matrix
- Personal Change Leadership Baseline

Day 2: Diagnosing Readiness and Resistance

Which groups are ready for the next release, and which are not?

- Stakeholder Impact Assessment
- ADKAR Readiness Scorecard
- Resistance Source Tree
- Pulse Survey Design Sheet
- Change Fatigue Heat Map

Day 3: Designing the Adoption Roadmap

How is each increment turned into a path from awareness to ability?

- Adoption Roadmap Canvas
- Awareness and Desire Message Grid
- Training and Support Needs Table
- Guiding Coalition Charter
- Release-to-Adoption Dependency Chart



Day 4: Designing Communication and Sponsorship

How do sponsors and managers keep people informed and engaged between releases?

- Sponsor Role Brief
- Communication Plan by Increment
- Manager Briefing Pack
- Feedback Loop Design
- Short-Term Wins Register

Day 5: Applying and Completing the Adoption Plan

Does the adoption design hold when tested on one programme?

- Applying the Readiness Scorecard to the Programme
- Stress-Testing the Adoption Roadmap
- Rehearsing the Sponsor Conversation
- Prioritising Reinforcement Actions by Evidence
- Completing the Change Adoption Plan

Methodology

The programme uses a case analysis method built on anonymised readiness surveys, release plans, adoption records and short written cases from banking, energy and public service programmes. Participants work in small groups on one programme, defend choices to peers acting as sponsors and team leads, and receive facilitator feedback on each work product.

- Suggested activity: Rebuilding a communication plan after a release is brought forward.
- Suggested activity: Reading a readiness scorecard and choosing the first three interventions.
- Suggested activity: Rehearsing a sponsor conversation with a sceptical team lead.

Capstone Output

Each participant completes a change adoption plan for one live programme. It holds a readiness assessment, an adoption roadmap, a sponsorship and communication schedule, a set of adoption measures and a reinforcement list. The plan is used at work to brief sponsors, agree support with team leads and guide how change is managed over the next releases.



Frequently Asked Questions

Is managing change in agile programmes suitable for leaders who have not run a change initiative before?

Yes. Managing change in agile programmes is taught from first principles and assumes responsibility for people or teams affected by change, not earlier experience in change management.

Which models does managing change in agile programmes rest on in this programme?

Managing change in agile programmes here rests on the ADKAR model, Kotter's eight-step model and Kotter's eight accelerators.

How is the change adoption plan used when managing change in agile programmes?

You use the plan to brief sponsors, agree support with team leads and guide how adoption is tracked across later releases of your programme.

How does managing change in agile programmes differ from a programme on agile delivery methods?

Managing change in agile programmes centres on people's readiness, adoption and reinforcement, while an agile delivery programme centres on how teams plan and release work.