

Agile Transformation in Large Organizations: A Literature Review

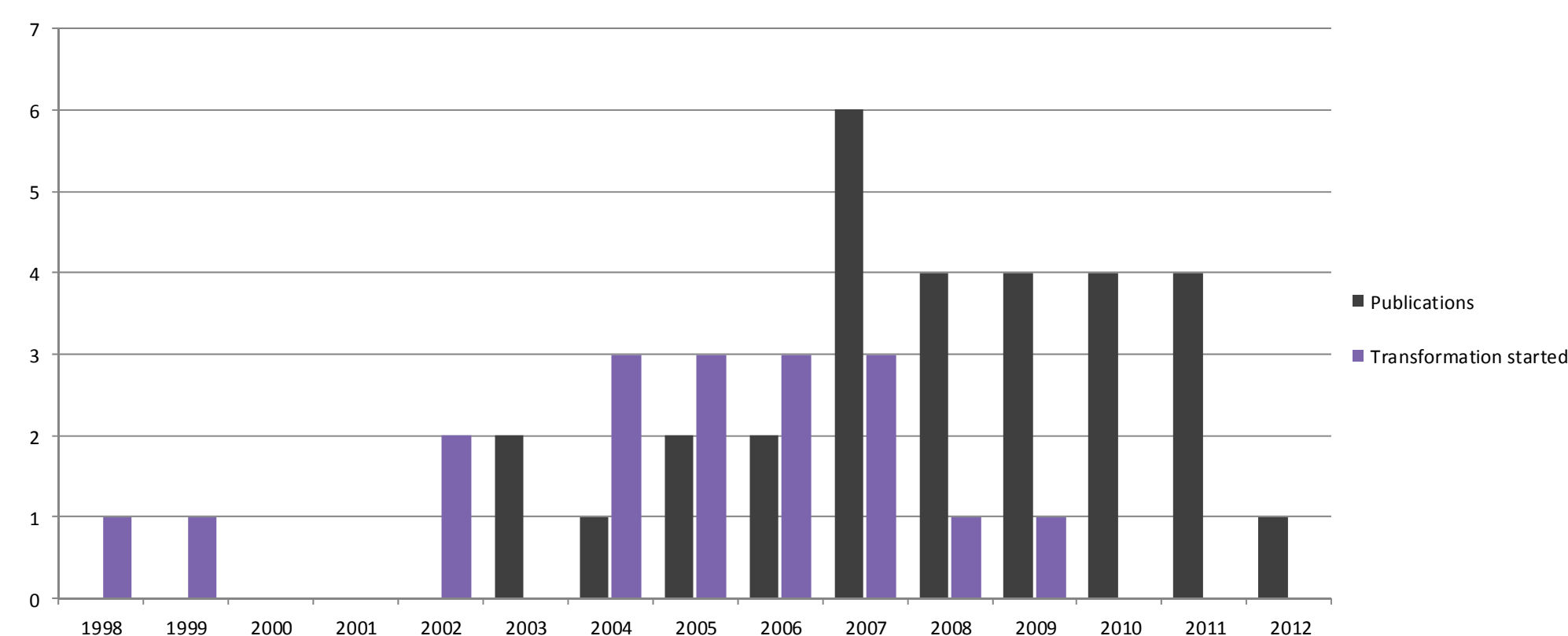
Research questions

Which factors affect the introduction of agile methods in large organizations?

- Why is a change initiated?
- What kind of transformations have been reported?
- What are the challenges and success factors?

Identified publications

- Only large scale transformations
- 30 primary sources selected
- 23 industry experience reports, 7 case studies



Findings

Reasons to transform	Need to improve performance	
	Need to eliminate known process problems	
	Need to improve time to market	
Transformation characteristics	Change leaders	Management usually involved in change Lead by champion, workgroup or consultant
	Model of change	Stepwise adoption most usual Big-bang adoption Combining with previous model
	Investments in change	Consulting, training, physical spaces, new tools
	Building community	Effort to build community coaching
	Piloting	Gain support for agile Evaluate and tailor practices
Challenges	Aligning organization for change	Lack of management support Change resistance Reverting to old model under pressure
	Misunderstanding the agile model	Misinterpretation of roles and responsibilities Misunderstanding management role in agile
	Applicability of agile in the organization	Conflicts with business (long term planning) Conflicts with other departments (HR)
	Lack of resources	Lack or training, insufficient resources for coaching
Success factors	Organization alignment and leadership	Management support and communicating vision All organizational units participating
	Coaching and community	Create community to make the new way of working stick
	Tailoring and conformity	Invest in tailoring to create the most suitable model
	Investing in change	Training, consulting, physical spaces, tools

Conclusion

- Enough studies on large scale agile transformations have been published for a literature review
- Reports had a positive view on agile, and most transformations were considered successful
- No particular model of change to recommend — each organization has its own demands
- Primary sources were of varying quality, and the results must be treated accordingly