

**XP**  
**2025**

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**Michael  
Neumann**



**Eva-Maria  
Schön**



**Maria  
Rauschenberger**



**Mali  
Senapathi**



**Tiago Silva da Silva**

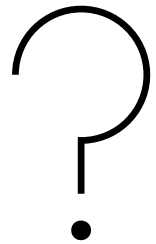
# **AgilePR 2025 Workshop**

**Towards a closer collaboration between  
practice and research in Agile Software  
Development**

# Welcoming & Agenda

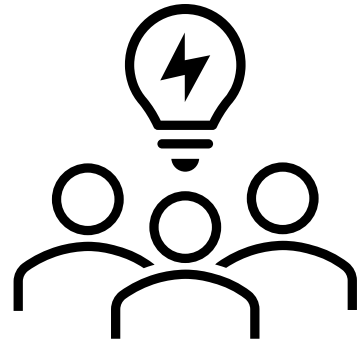
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**I.**

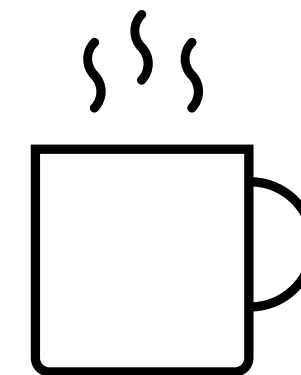


**Problem statement (15 min.)**

**II.**

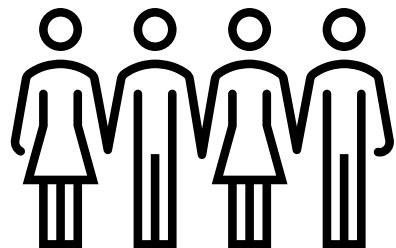


**Panel discussion (60 min.)**



**Coffee  
break  
(30 min)**

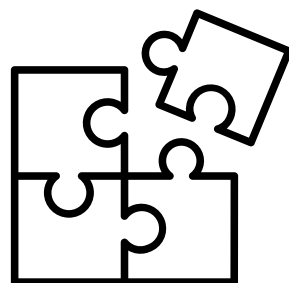
**III.**



**World Café (60 min.)**

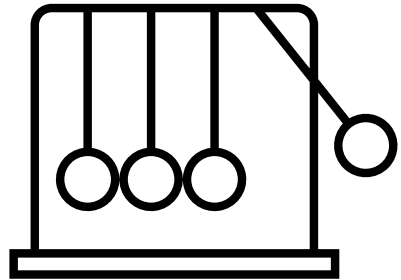


**IV.**



**Results & Implications (30 min)**

# Problem statement



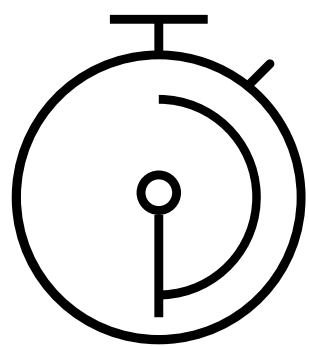
## Theory gap

**Definition:** A limited theoretical grounding for sustainable adoption and cultural shifts.

*Many terms in ASD are defined / operationalized differently in the various disciplines (computer science, management, psychology, sociology).*



Without an overarching theoretical approach, agile research remains fragmented and difficult to combine with other fields.



## Time gap

**Definition:** A latency between rapid transformation in organizations and scientific analysis.

*The research keeps focusing on hindsight while the practices care more about foresight. The interests and concerns from these two groups will be more different.*



Research is too slow and retrospective, while practice needs fast, future-oriented findings.

# XP 2025 Panel

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**Nan Yang**

**Junior  
Researcher  
@LUT  
University**



**Karen Eilers**

**Agile Coach &  
Consultant  
@Institute for  
transformation**



**Marcelo Luis Walter**

**Consultant Business  
Unit Manager  
@Objective Solutions**



**Tiago Silva da Silva**

**Professor  
@Federal University  
Sao Paulo**

# World Café – Rules

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- 1. Stay on topic:*** Focus your conversation on the guiding question/s
- 2. Everyone participates:*** Invite all voices and listen actively
- 3. One conversation at a time:*** Respect each speaker; no side chats
- 4. Be brief and meaningful:*** Time is limited; make your contributions count



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**Michael  
Neumann**



**Eva-Maria  
Schön**



**Maria  
Rauschenberger**



**Mali  
Senapathi**



**Tiago Silva da Silva**

**Thank you for your  
collaboration!**



**Michael Neumann**

**Professor  
@University of  
Applied Sciences  
and Arts Hannover**



**Eva-Maria Schön**

**Professor  
@University of  
Applied Sciences  
Emden / Leer**



**Maria  
Rauschenberger**

**Professor  
@University of  
Applied Sciences  
Emden / Leer**



**Mali  
Senapathi**

**Senior Lecturer  
@Auckland University  
of Technology**



**Tiago Silva da Silva**

**Professor  
@Federal University Sao  
Paulo**



# SWOT Results Theory Gap

## Strengths

*Avoiding repeated mistakes in Agile practices when advanced technologies come. (Nan)*

First, it strengthens our ability to explain why agile practices succeed or fail, not just describe what happens. Second, it allows research findings to be generalized and reused across different contexts (maybe), supporting more scalable knowledge. (Tiago)

*Theoretical grounding improves comparability, links Agile Software Development (ASD) research to other disciplines, strengthens predictive power and supports long-term effectiveness in practice. (Karen)*

*Freedom to focus on present and future rather than historical theory. (Nan)*

*Solid theoretical constructs can emerge through interdisciplinary connection and support the development of practical models. (Karen)*

## Opportunities

## Weaknesses

*If theory remains limited to software engineering, it will fail to connect to other fields like Information Systems or Management. (Nan)*

*When case studies lack theoretical linkage, small practice changes can break the entire model. (Marcelo)*

*Lack of theoretical framework leads to fragmentation and encourages superficial buzzword use. (Karen)*

*Academics and practitioners must align around shared delivery goals, which is difficult without closer integration. (Tiago)*

*Agile research without theory reinvents the wheel and stays disconnected from theory-driven disciplines. (Nan)*

*Terminological differences across disciplines make integration of Agile theories difficult. (Karen)*

## Threats



# SWOT Results Time Gap

## Strengths

*Existing research can help Agile teams handle changes better. (Nan)*

*Focusing on short papers and fast articles could help synchronize goals between academia and industry. (Tiago)*

*Timely research improves relevance and gives science a more active role in shaping Agile practices. (Karen)*

*Agile is more than software; it's about organizational and societal change – a chance to broaden interdisciplinary discourse. (Nan)*

*Rapid, collaborative research could strengthen partnerships and attract early-career scholars. (Karen)*

## Opportunities

## Weaknesses

*Research is backward-looking, while practice focuses on the future; this increases divergence. (Nan)*

*When case studies lack theoretical linkage, small practice changes can break the entire model. (Marcelo)*

*Risk of irrelevance and post-mortem science; academia distances itself from practical concerns. (Karen)*

*Publication is too slow for industry cycles; practice moves monthly while research takes years. (Karen)*

*Pressure for faster research may reduce quality. Agile research must handle real-time data securely and build strong company trust. (Karen)*

*Academics and practitioners must align around shared delivery goals, which is difficult without closer integration. (Tiago)*

## Threats