

## The journey to organizational agile mindset - Issues and challenges

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Modern car manufacturing requires that professionals adopt agile way of working to reduce lead times and promote greater organizational flexibility. Studies show that large firms have persistent problems with adopting and scaling such practices, however. Yet, this is an important in achieving digital transformation. In this research we examine these challenges by exploring how engineers working in a car-manufacturing company instruct themselves to learn the agile way of working. Inspired by the concept of *organizational mindset* our research intends to generate insights into the process which can be likened to a ‘turbulent journey’ of cultivating an agile mindset in a work setting where the focus is on accelerating processes. Initial insights point towards three strategies that supports the process of cultivating an agile mindset: 1) ‘figuring out’ the desired outcome of agile way of working 2) ‘practicing’ agile way of working, and 3) ‘tailoring’ and embedding agile way of working so that it fits the context and preferences of employees. Drawing on these findings, we hope to contribute to the emerging body of knowledge related to agile transformation, organizational agility and the existing literature on digital transformation.

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