

*Post-adoption of agile in large scale
organisations: a case study
investigating their interrelation*

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This is about...

- Problem statement
- Agile at Ericsson
- Research methodologies
- Report status
- The plan & outlook
- Problems encountered
- The next steps

Problem statement

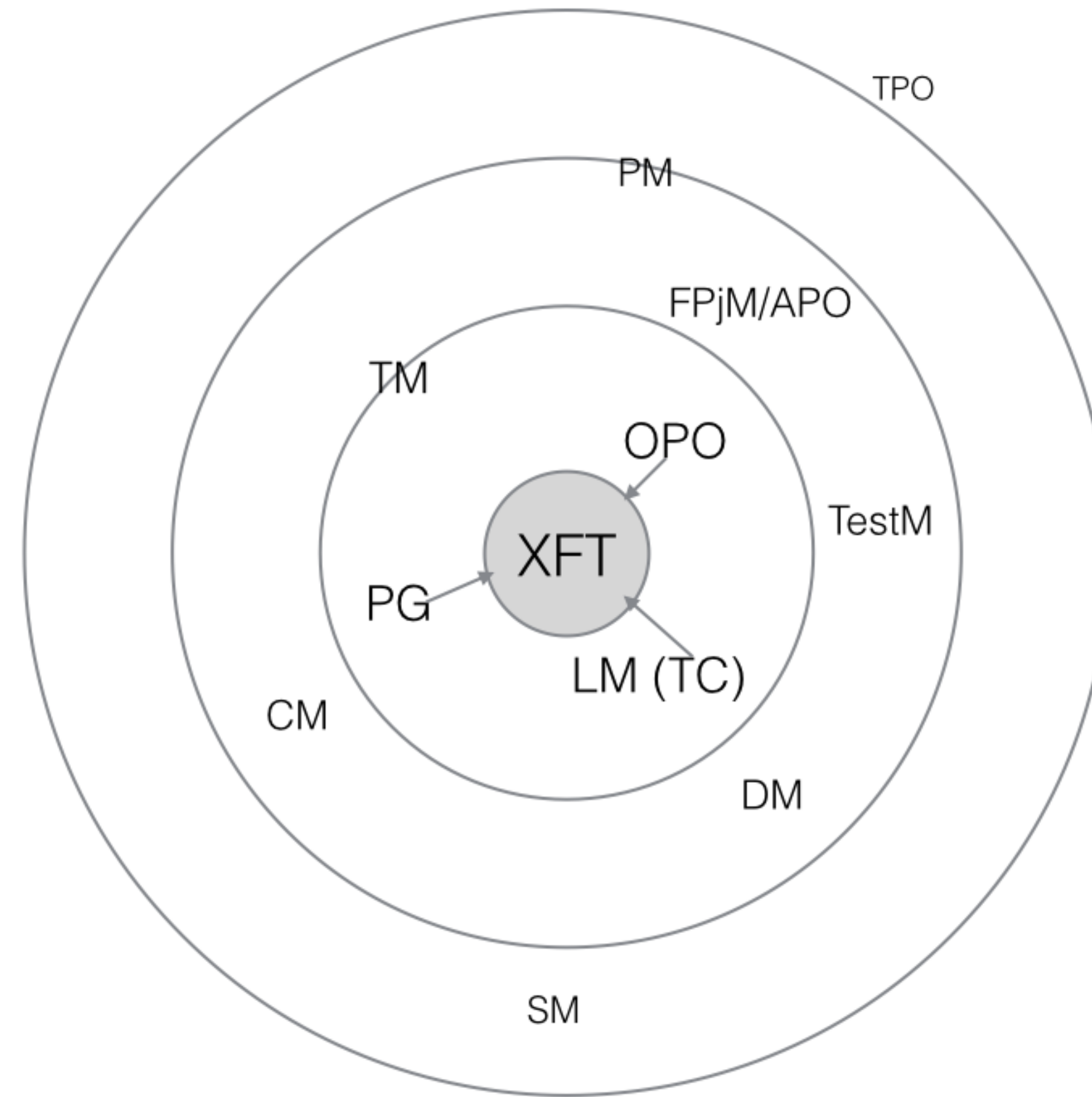
Goals at Ericsson

- fruitful environments fostering self-management for XFTs
- all disguised by aim to increase productivity

Literature and areas of interest

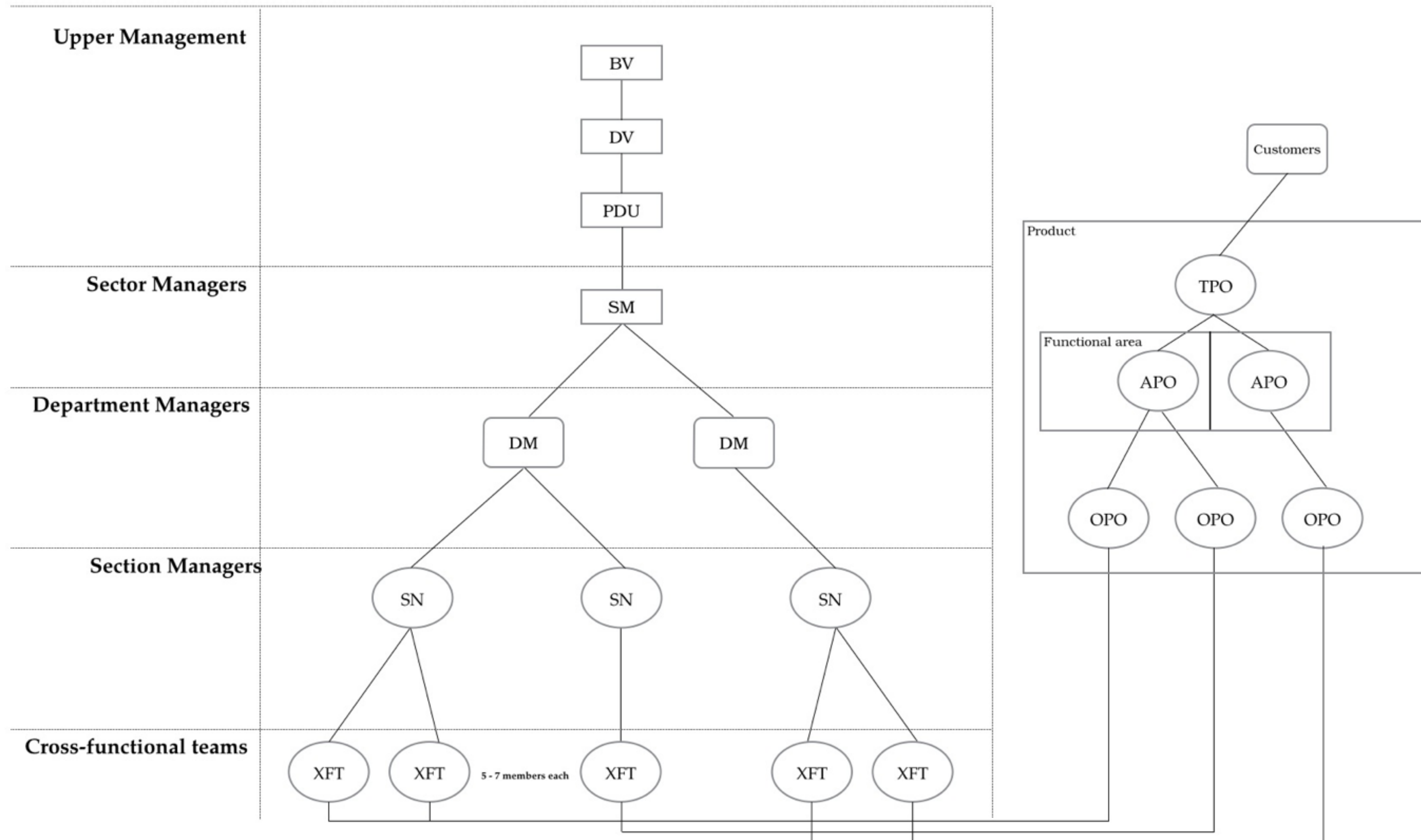
- agile at scale
- agile maturity models
- agile and culture
- information flow and blockages
- interaction and communication dependencies

Agile at Ericsson (micro level)

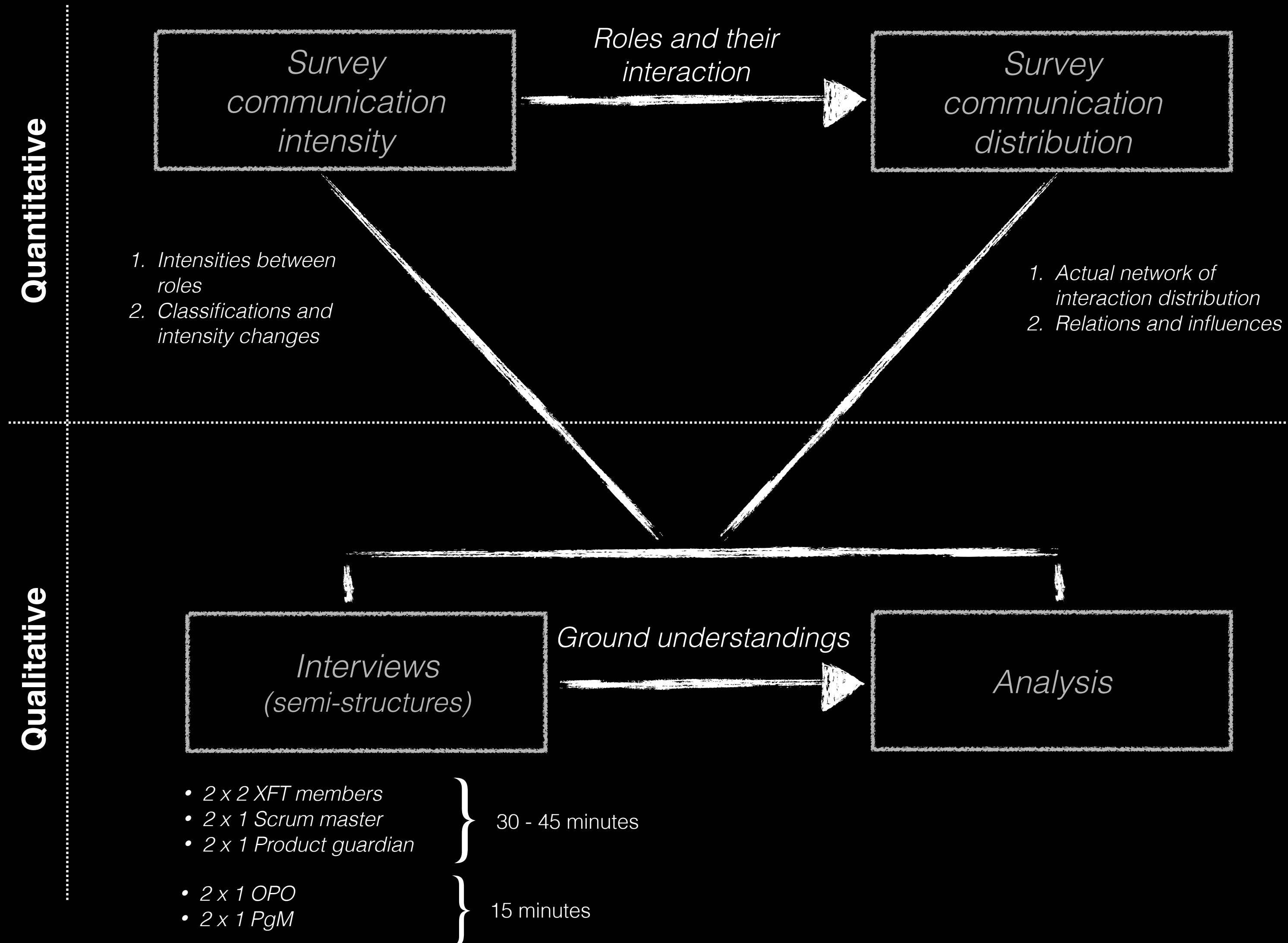


PG	Product Guardian
LM (TC)	Line Manager/Team Coach
OPO	Operative Product Owner
TestM	Test Management
DM	Department Manager
CM	Change Management
TM	Technical Management
FPjM/APO	Feature Project Manager/Area Product Owner
PM	Product Manager
SM	Sector Manager
TPO	Total Product Owner

Agile at Ericsson (macro level)



Research methodologies



Daily survey

Day 5 - X5

Introduction

Filling out this survey should not take longer than five minutes. Please take some time to consider the ideas and guidelines.

Your data will be coded thus your response is anonymous. Data gathered will be used to generate a communication heatmap, visualizing roles and their interaction by color coding their relative intensity of communicating.

The heatmaps will be handed out on whiteboards around on daily basis. One heatmap will try to visualize the last days interaction and another one will show aggregated data gathered over time.

Explanations

This survey tries to investigate communication and collaboration intensity, their initiation and nature or reason.

Intensity: Relate such aspects of communication as duration, information density, significance to your job tasks to their usual levels when in contact with a given role. Communication implies any kind of daily work related collaboration or interaction.

Initiated: Whether or not the communication was mostly initiated by you.

Nature: The main reason or type of communication. If several communications of different nature – pick the one with the most influence of your work throughout the day.

Legend

- A scale from low to high - please mark only one box.
 - A checkbox representing a yes-no answer ticked being yes.
 - Backlog work on planned sprint goals
Regarding daily work on the sprint backlog (excludes unplanned interruptions)
 - Unexpected change or interruption
External or internal, technical or social, not intended by planned sprint content
 - Decision coordination
Progress towards sprint goal hindered by uncertainty or coordination need caused by unclear responsibilities
 - Exchange of missing knowledge
About task clarification or to optimize its execution and result
 - Resolving technical dependencies
Solely technical and blocking progress
 - Other (please name)
Anything particular but unnamed above
- A radio group - please mark one.

MS2 (XFT)

Name	Communication intensity						Initiated by me	Dominant nature of communication
	Minimal	Usual				Extraordinary	Mark if yes!	Please mark only one! Other (please name)
Daniel Fredriksson	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Henrik Persson	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Helena Neilan-Olzon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Nihal Siriwardanagea	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Xi Zhu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Magnus Ryman	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Joakim Skooq	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	

OPOs

Name	Communication intensity						Initiated by me	Dominant nature of communication
	Minimal	Usual				Extraordinary	Mark if yes!	Please mark only one! Other (please name)
Jonas Bengtsson	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	

Section Managers

Name	Communication intensity						Initiated by me	Dominant nature of communication
	Minimal	Usual				Extraordinary	Mark if yes!	Please mark only one! Other (please name)
Anders Westerlund	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	

Department Managers

Name	Communication intensity						Initiated by me	Dominant nature of communication
	Minimal	Usual				Extraordinary	Mark if yes!	Please mark only one! Other (please name)
Anders Westerlund	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	

Program Managers

Name	Communication intensity						Initiated by me	Dominant nature of communication
	Minimal	Usual				Extraordinary	Mark if yes!	Please mark only one! Other (please name)
Johan Stormberger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Niklas Isaksson	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	

Personal additions

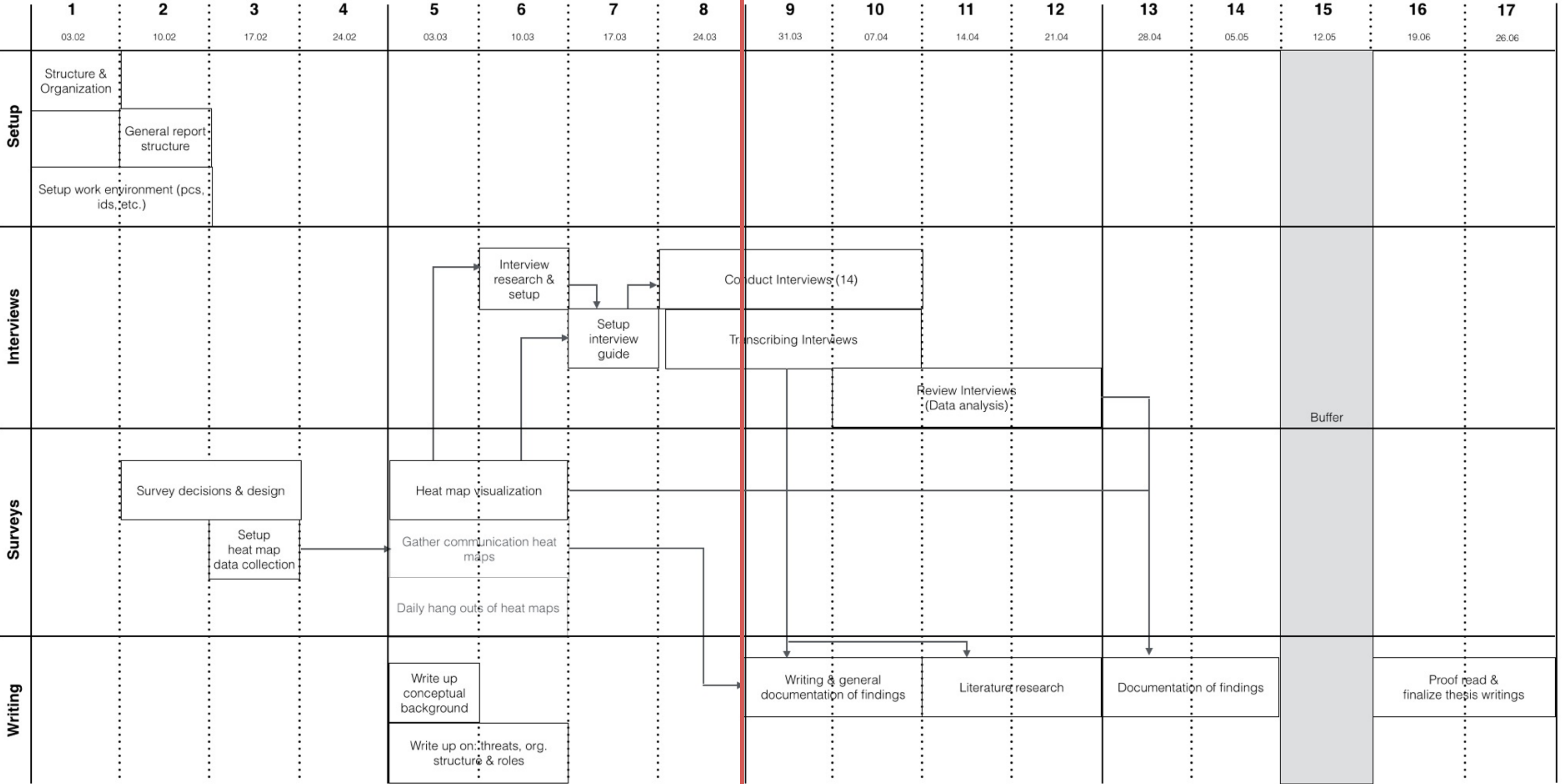
Person & role	Communication intensity						Initiated by me	Dominant nature of communication
	Minimal	Usual				Extraordinary	Mark if yes!	Please mark only one! Other (please name)
Lars Johansson Designer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Carl Ohlsson Designer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	

Others

Person & role	Communication intensity						Initiated by me	Dominant nature of communication
	Minimal	Usual				Extraordinary	Mark if yes!	Please mark only one! Other (please name)
Name:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Role:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Name:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Role:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Name:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Role:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Name:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	
Role:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	

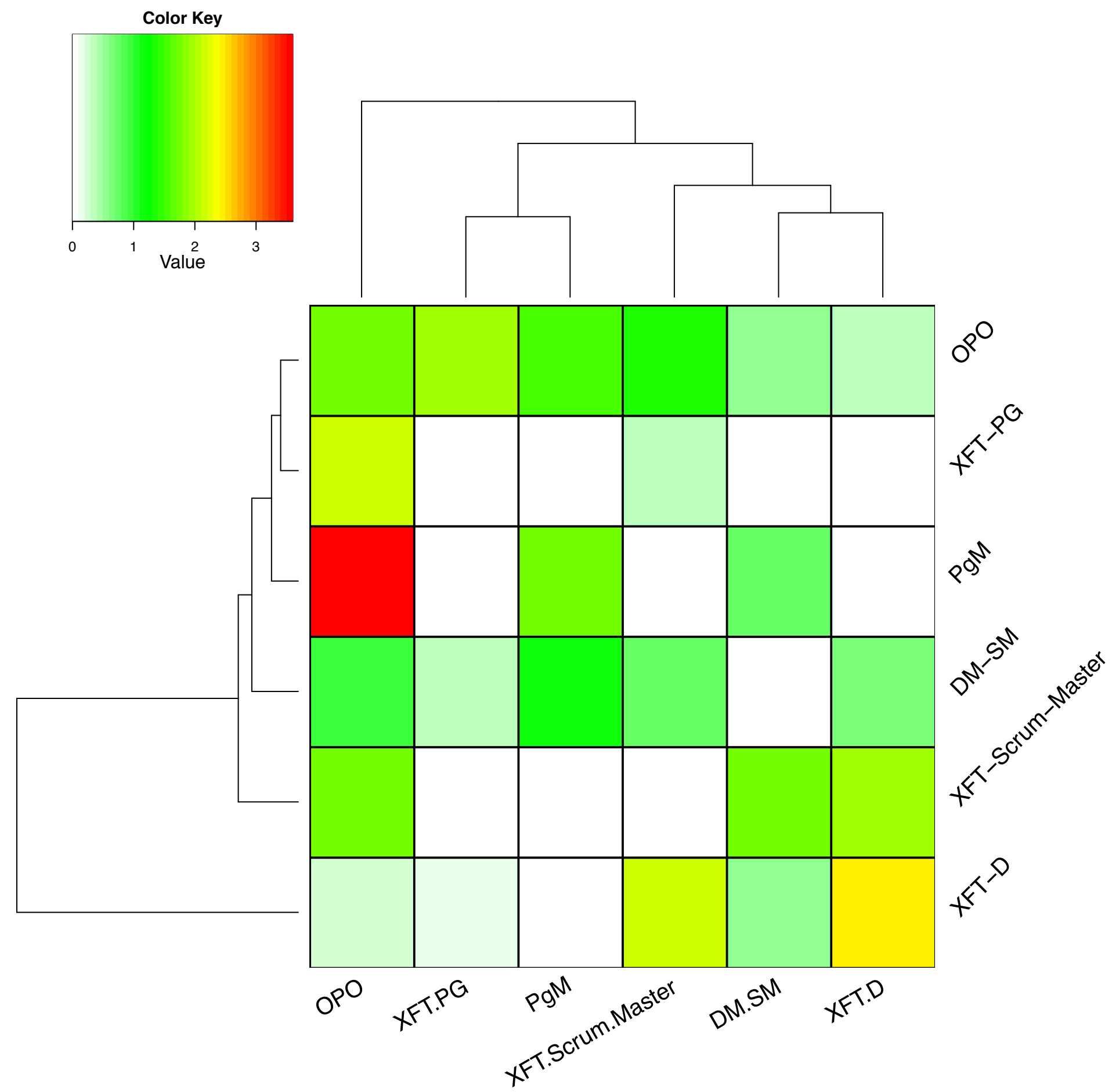
Report status

- **Related work**
 - Agile at Scale
 - Agile and Organisational culture
 - Agile Maturity Models
- **Conceptual Background**
 - Agile's Principles and Values
 - Communication and Information
 - Heat maps
 - Social Networks
 - Organisational Structures
- **Agile at Ericsson**
 - ...
- **Research Methodologies**
 - Case Study Research
 - Research Context
 - Research Questions
 - Data Collection
 - Data Analysis
- **Empirical Analysis**
- **Discussions**
- **Limitations**
 - Threats to Validity
 - Delimitations
 - Addressed Threats to Validity
- **Conclusions**

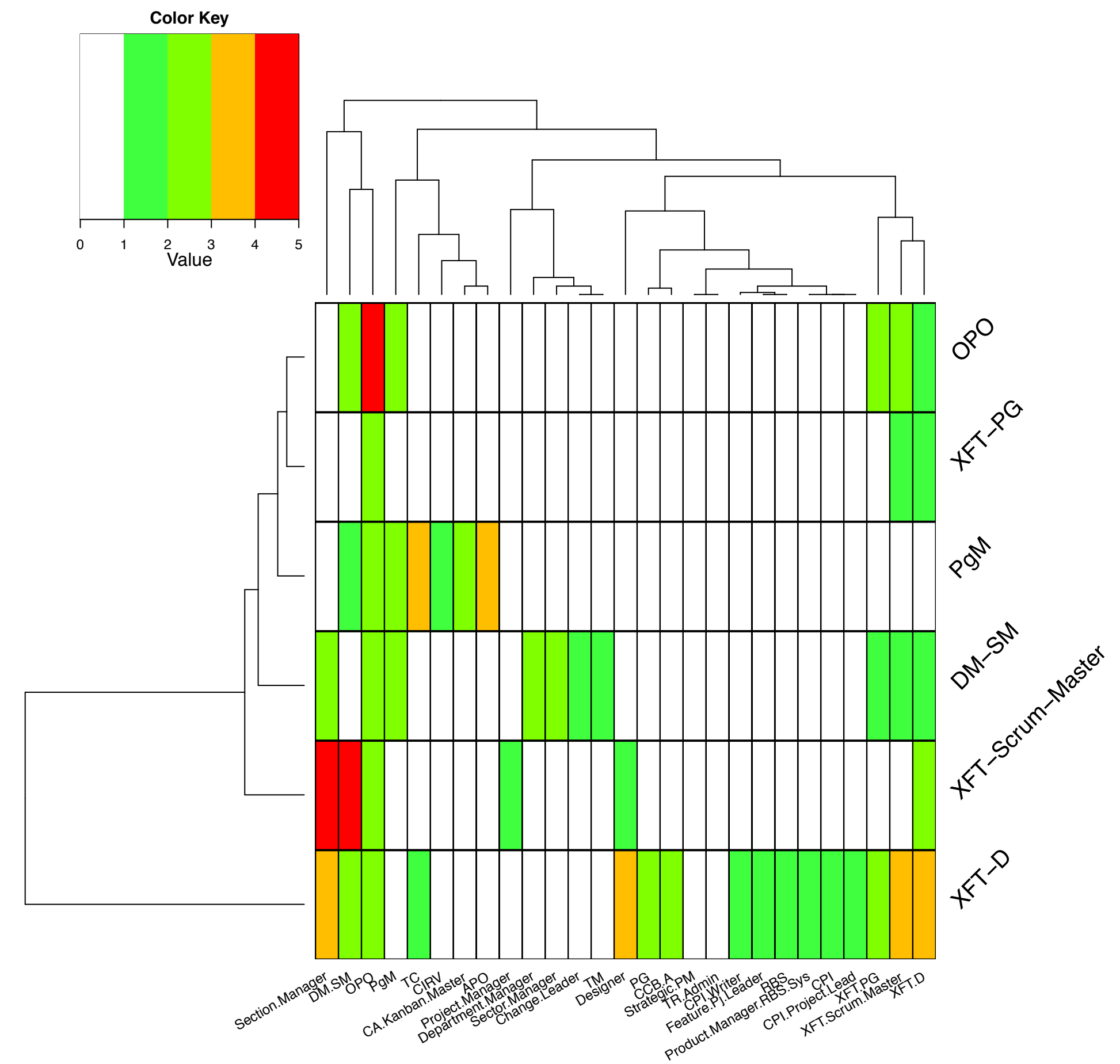


Heat maps

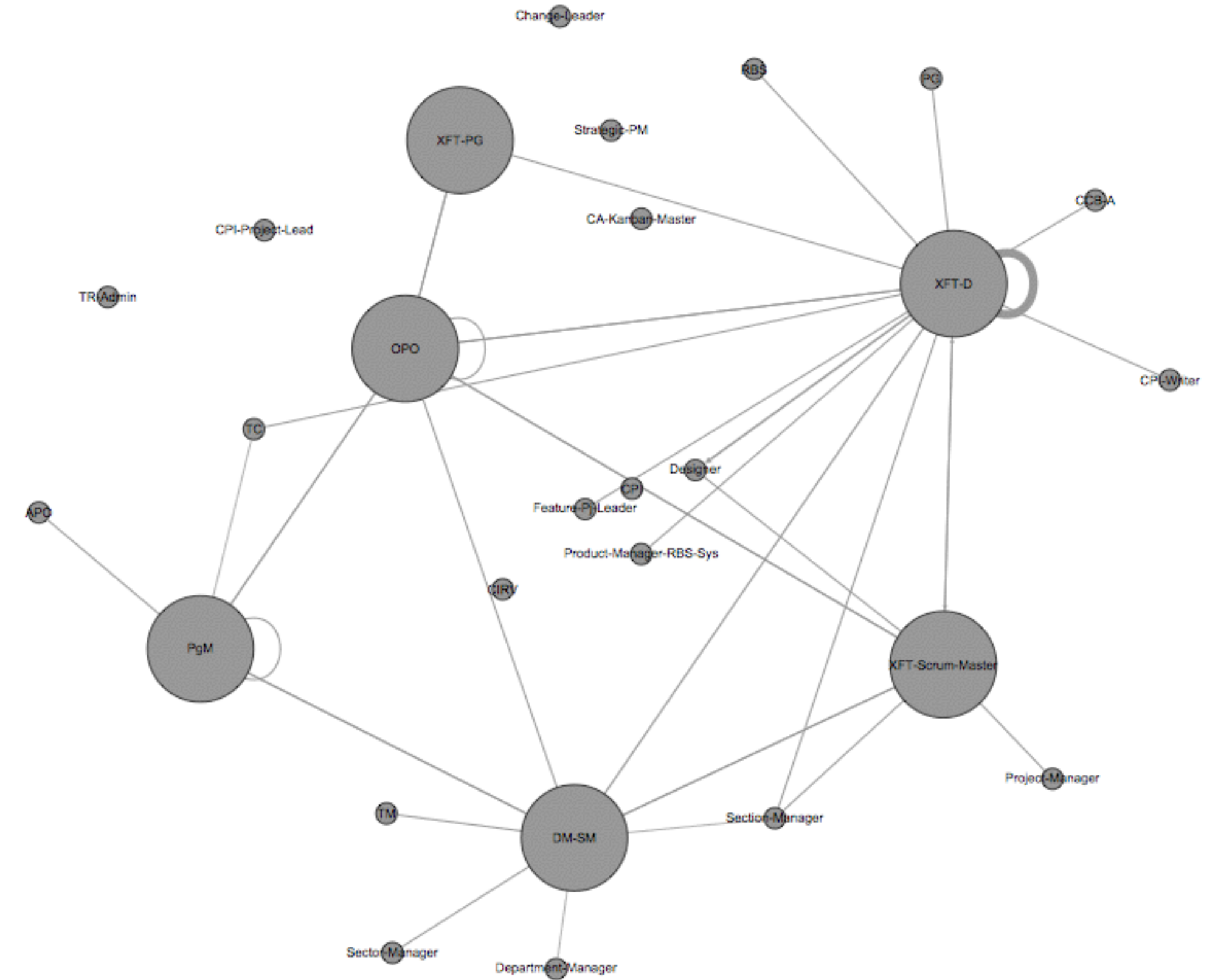
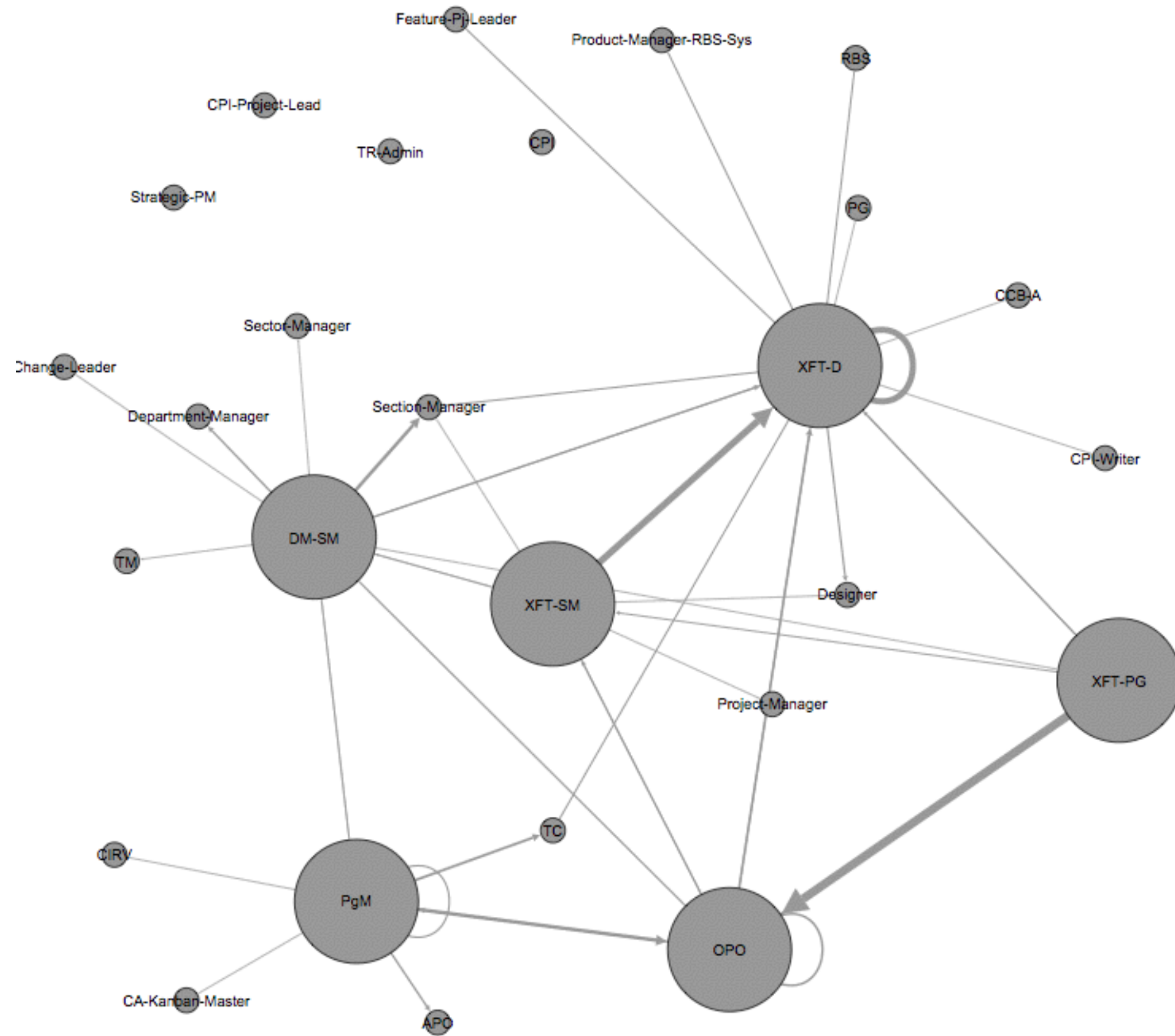
Average daily basis (normalized)



Average communication (overall)



Social Networks



Problems encountered

- Maintaining within the scope
- Surveys are time consuming
- Writing is pretty much seamless
- Interviewing and the transcription is effort work
- Aligning triangulation and findings

Next steps