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

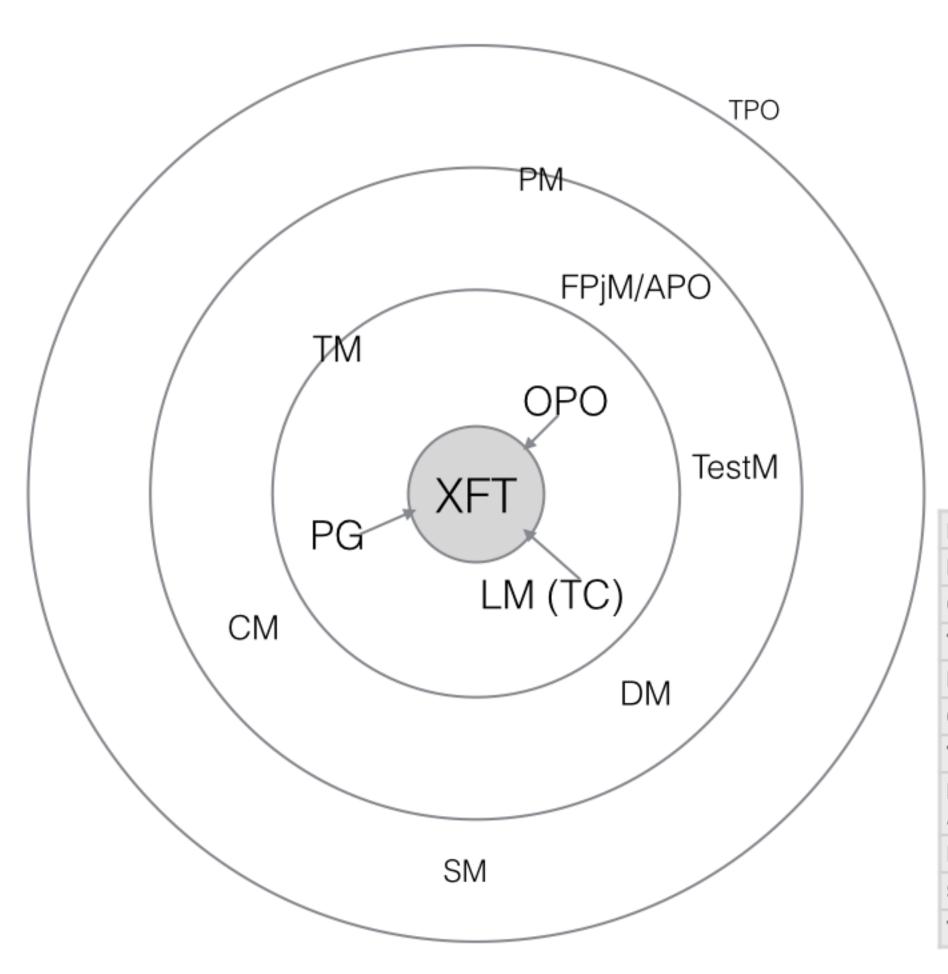
- fruitful environments fostering self-management for XFTs
- all disguised by aim to increase productivity

Literature and areas of interest

- agile at scale
- agile maturity models
- agile and culture

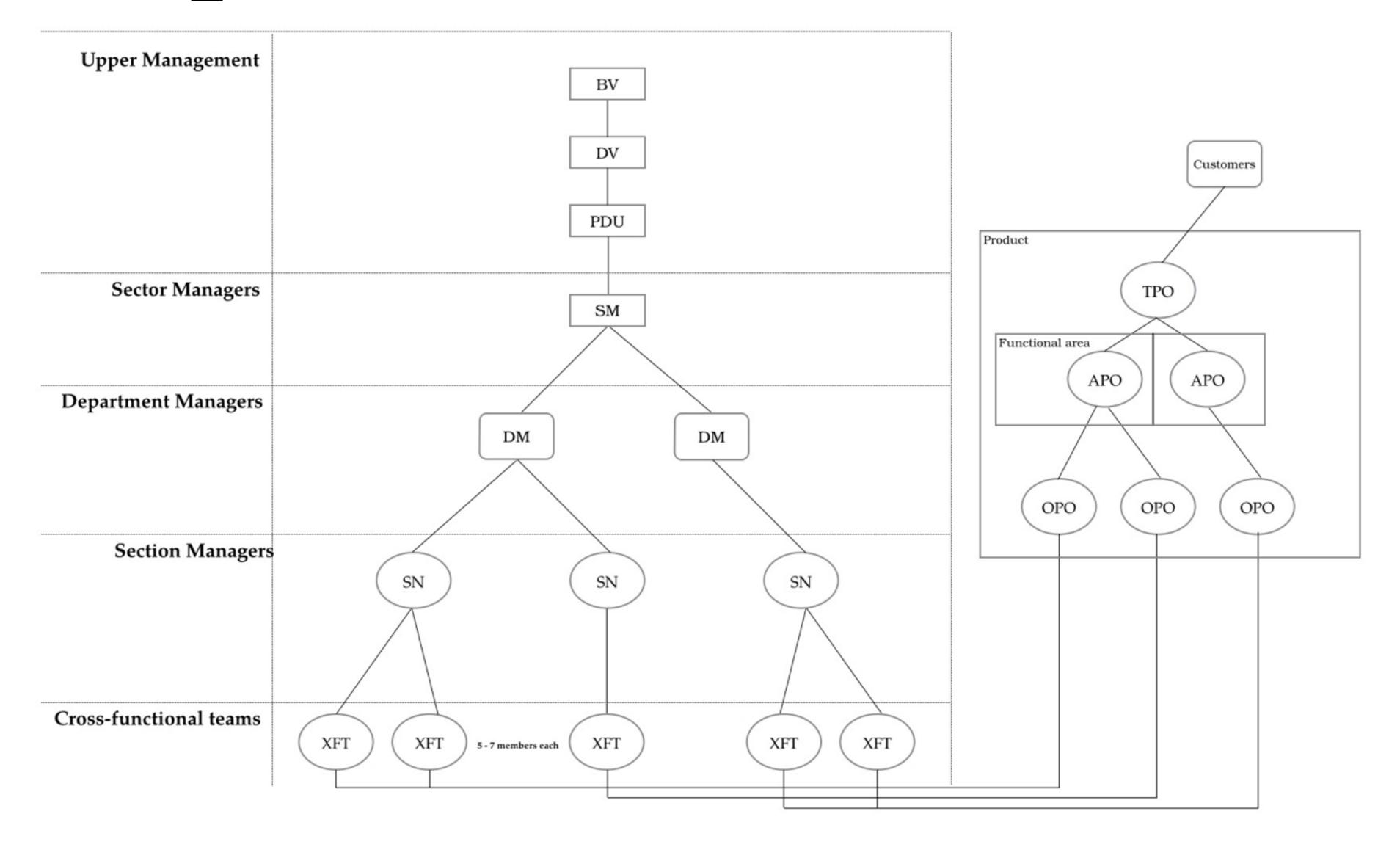
- information flow and blockages
- interaction and communication dependencies

Agile at Ericsson (micro level)

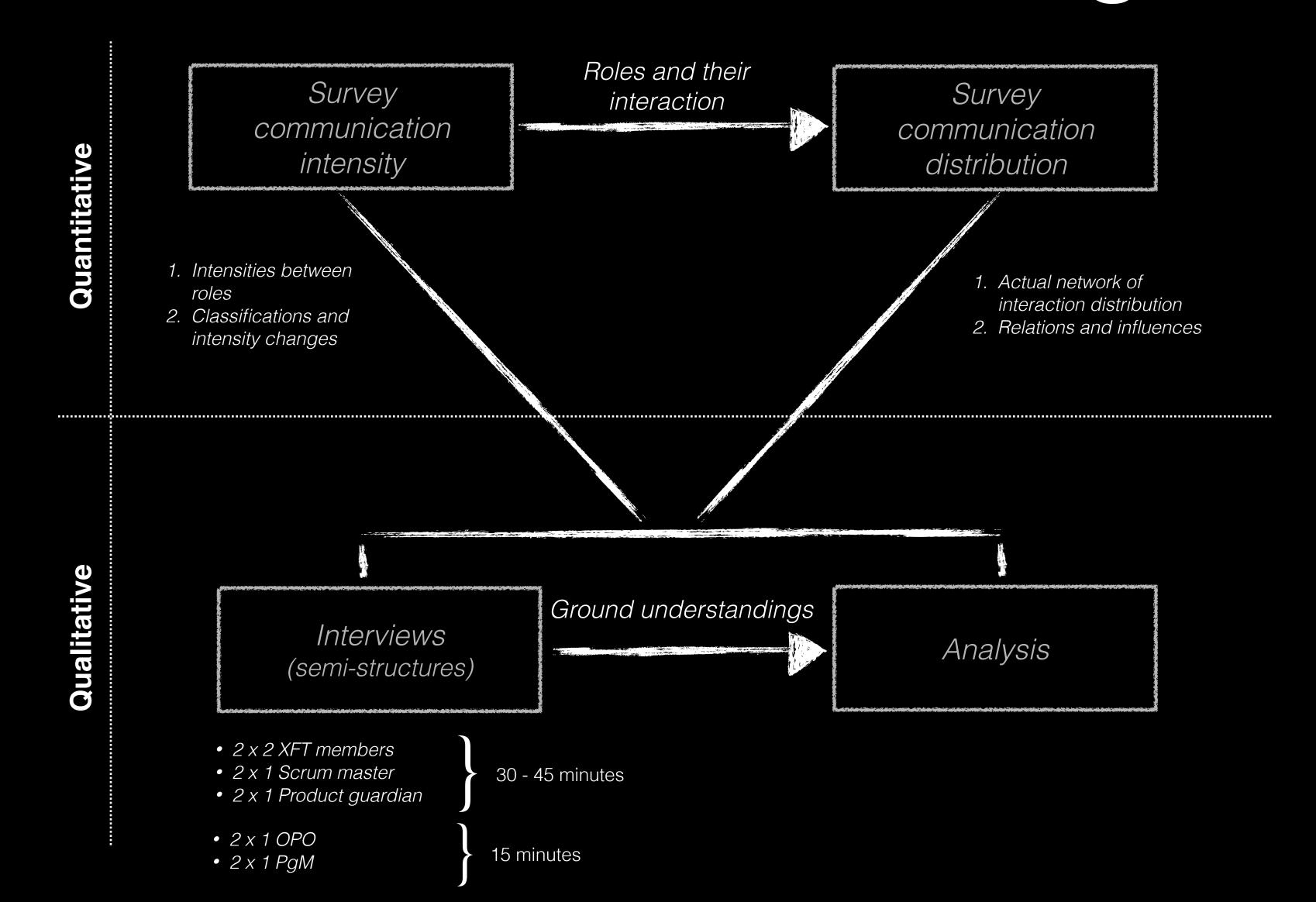


PG	Product Guardian
LM (TC)	Line Manager/Team Coach
ОРО	Operative Product Owner
TestM	Test Management
DM	Department Manager
СМ	Change Management
ТМ	Technical Management
FPjM/ APO	Feature Project Manager/Area Product Owner
PM	Product Manager
SM	Sector Manager
TPO	Total Product Owner

Agile at Ericsson (macro level)



Research methodologies



	Department Managers				Please do not fill the rows for co-workers with who you did not collaborate										
	Name		Comm	unication	intensity		Initiated by me	Dominant nature	Dominant nature of communication						
		Day 5 -		Minimal Usual			Extraordinary	Mark if yes!	Please mark only one!	Other (please nar					
ntroduction			Legend			Anders Westerlund	0	0	0	00	0		B U D E R O		
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our data will be coded thus you			A checkbo	x representing a yes-no answer ticked l	Program Managers Name Communication intensity						Please do not fill the rows for co-workers with who you did not collaborate Initiated by me Dominant nature of communication				
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Explanations	d over time.	4	External o	ed change or interruption or internal, technical or social, not intended		Niklas Isaksson	0	0	0	0 0			B U D E R O		
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ntensity: Relate such aspects density, significance	of communication as dura to your job tasks to their u		coordinati	wards sprint goal hindered by uncertainty or in need caused by unclear responsibilities if missing knowledge	please mark one.	Personal additions		Communication intensity					Dominant nature of communication		
contact with a giver	role. Communication imp oration or interaction.	olies any kind of daily	result	k clarification or to optimize its execution and		Person & role		Comm	unication			Initiated by me			
nitiated: Whether or not the	communication was mostl	l y initiated by you.	Solely tec	technical dependencies hnical and blocking progress		Lars Johansson	Minimal		Usual		Extraordinary	Mark if yes!	Please mark only one!	Other (please nam	
	type of communication. If different nature - pick the	Several	Other (ple Anything	ase name) particular but unnamed above	'	Designer	0	0	0				B O D E K O		
influence of your w	ork throughout the day.					Carl Ohlsson Designer	0	0	0	00	0		B U D E R O		
MS2 (XFT)			Please do not	fill the rows for co-workers with who yo	u did not collaborate										
Name	Communicati	ion intensity	Initiated by me	Dominant nature of commu	inication	Others							ill the rows for co-workers with		
	Minimal Usual	Extraordinary	Mark if yes!	Please mark only one!	Other (please name)	Person & role Name:		Comm	unication			Initiated by me	Dominant nature		
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Joakim Skoog	0 0 0	000		B U D E R O		Name:									
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Section Managers			Please do not	fill the rows for co-workers with who yo	u did not collaborate										
Name	Communicati		Initiated by me	Dominant nature of commu	***********										
	Minimal Usual	Extraordinary	Mark if yes!	Please mark only one!	Other (please name)										
Anders Westerlund				B U D E R O		II.									

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

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Research Methodologies

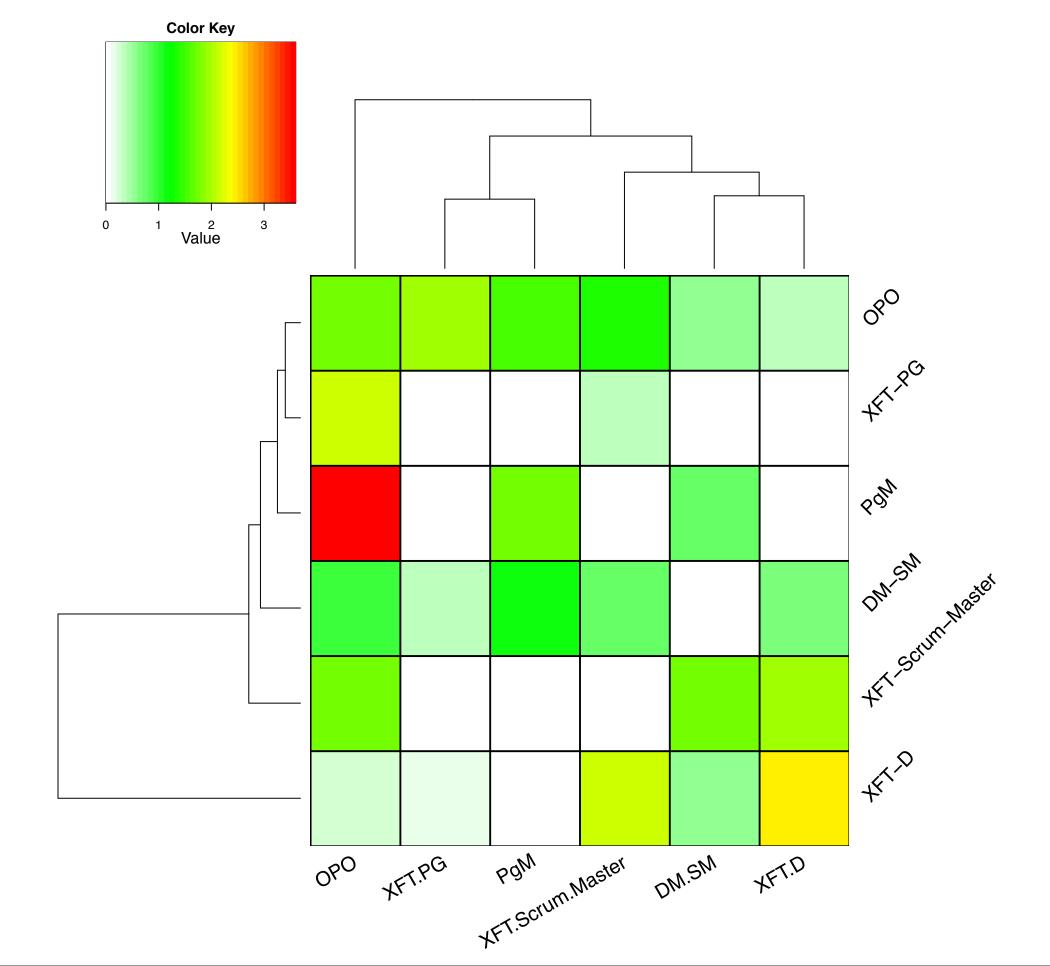
- Case Study Research
- Research Context
- Research Questions
- Data Collection
- Data Analysis

- Empirical Analysis
- Discussions
- Limitations
 - Threats to Validity
 - Delimitations
 - Addressed Threats to Validity
- Conclusions

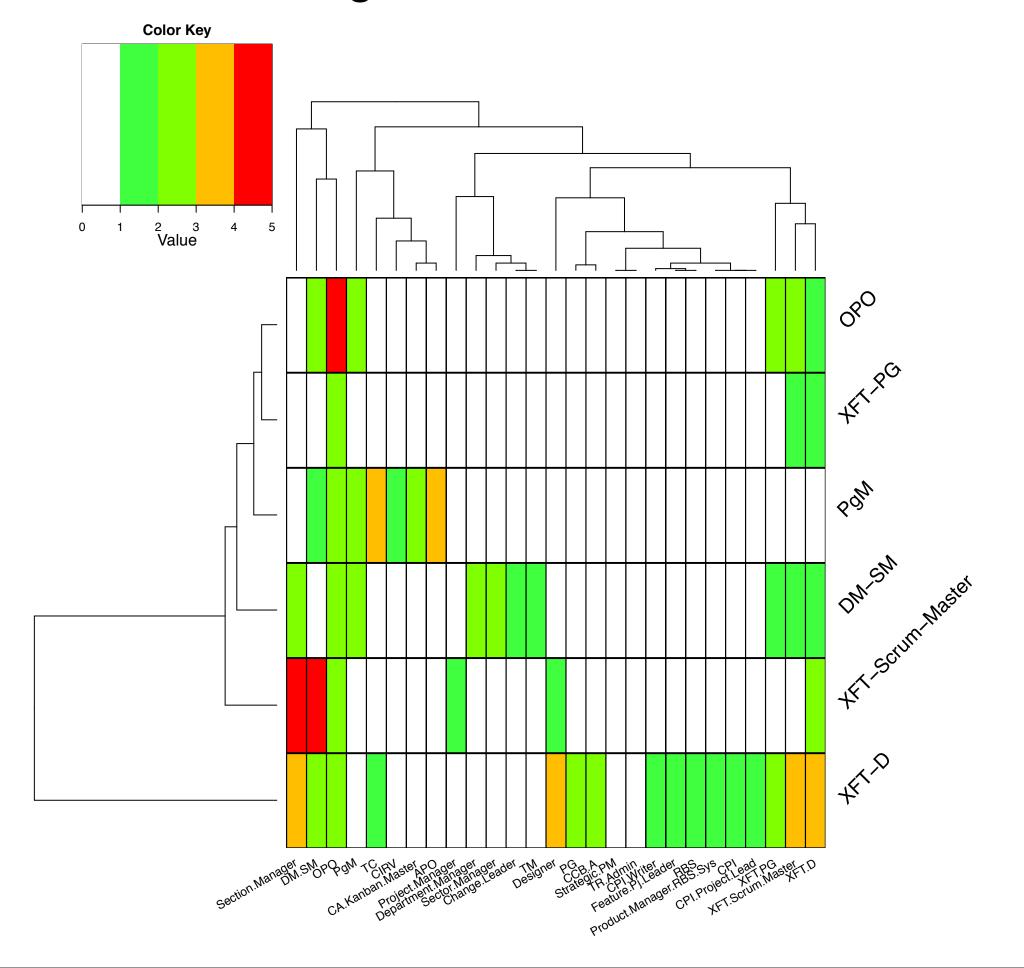
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: Write up on: threats, org. : :	Writing					Write up conceptual background				Writing	g & general ation of findings	Literature	research	Documentat	ion of findings		Proof re finalize thesi	ead & is writings

Heat maps

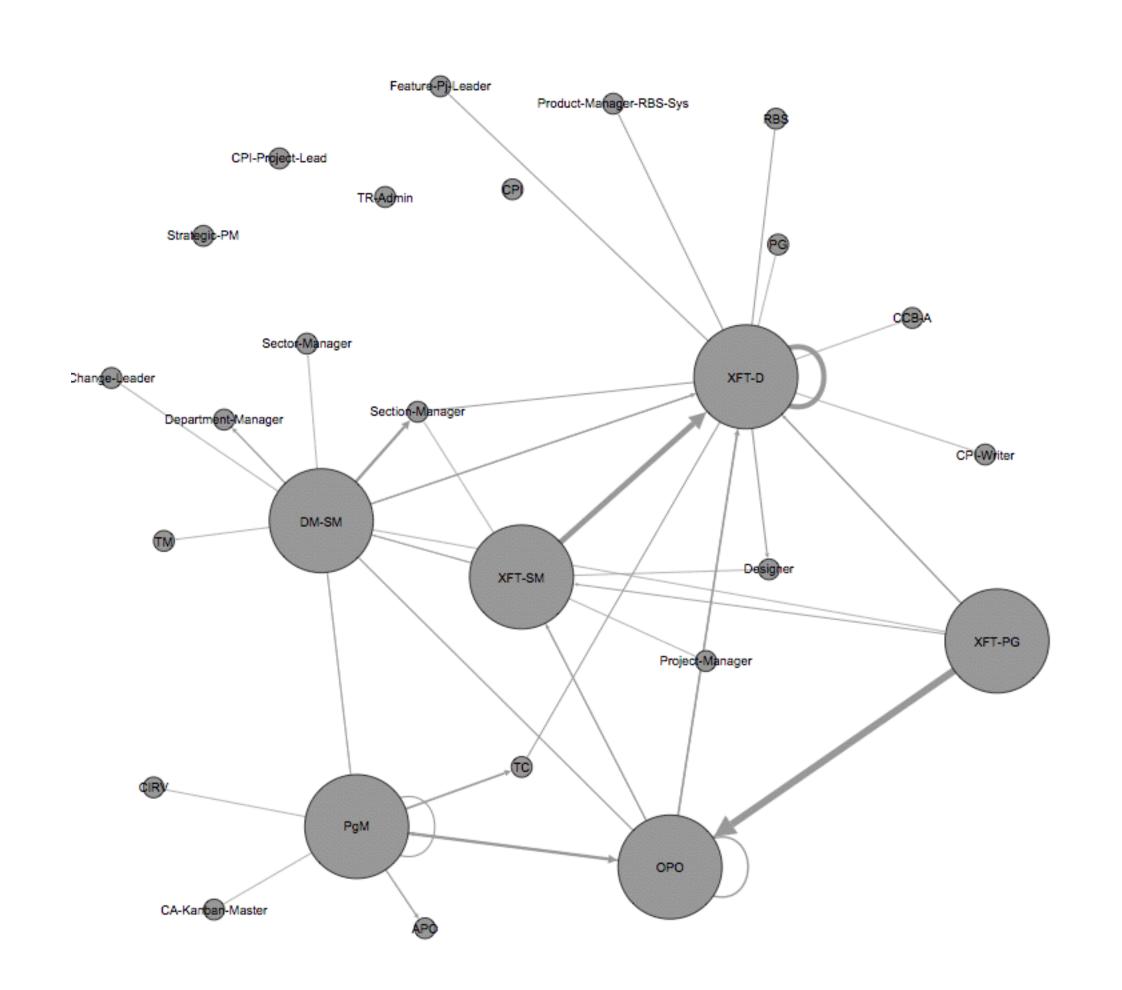
Average daily basis (normalized)

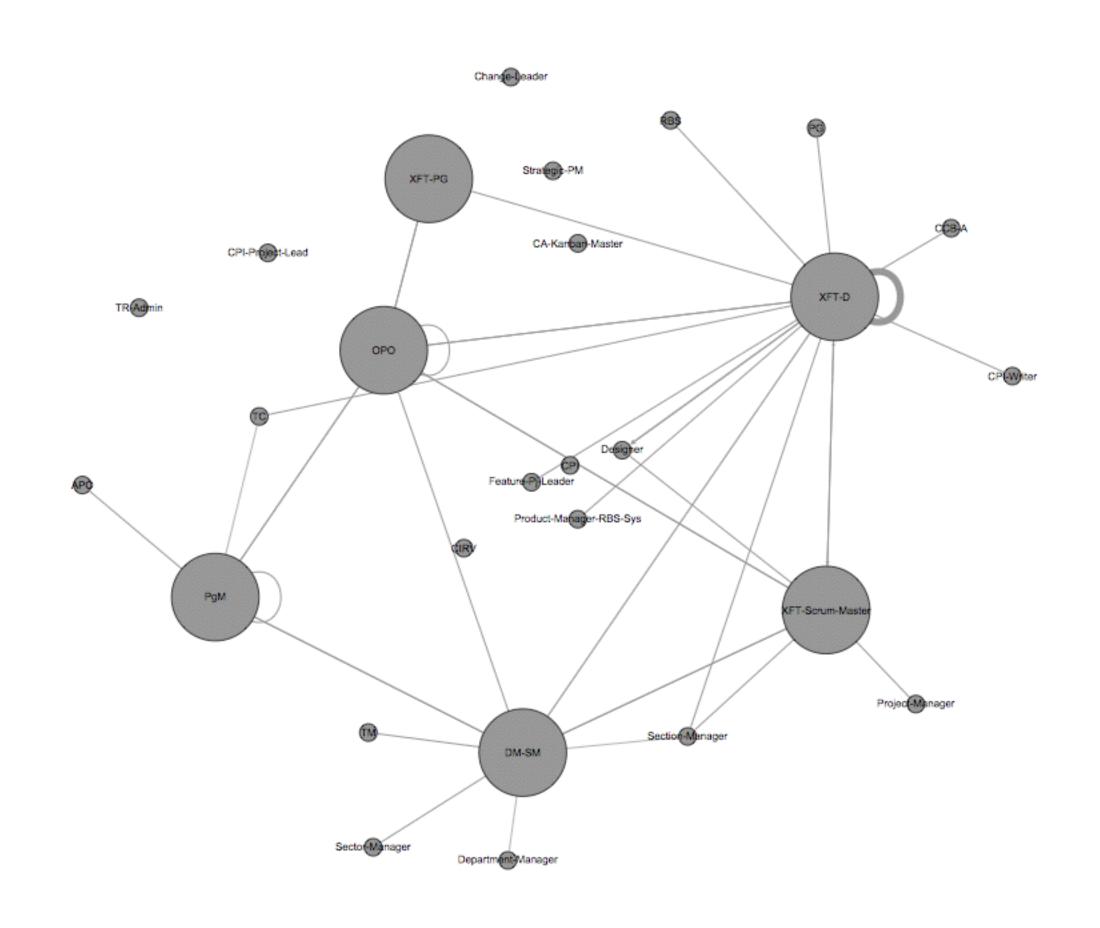


Average communication (overall)



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