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

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Agenda

- Problem & purpose statement

- Agile at Ericsson

- Research methodologies

- Report status

- The plan & outlook

- Problems encountered

- Future steps

Problem Statement & Purpose of Study

Problem Statement

- Incompatibilities with agile and organisational structures

  - Organisational structures, information blockages and flow problems

- Blurred perception of responsibilities and role descriptions

Purpose of Study

- Shed light on communication problems and hot spots

  - Find reasons and roles involved

- Point out mismatches within organisation and agile development

Reasons & Interests

Goals at Ericsson

- fruitful environments fostering self-management for XFTs

- all disguised by aim to increase productivity

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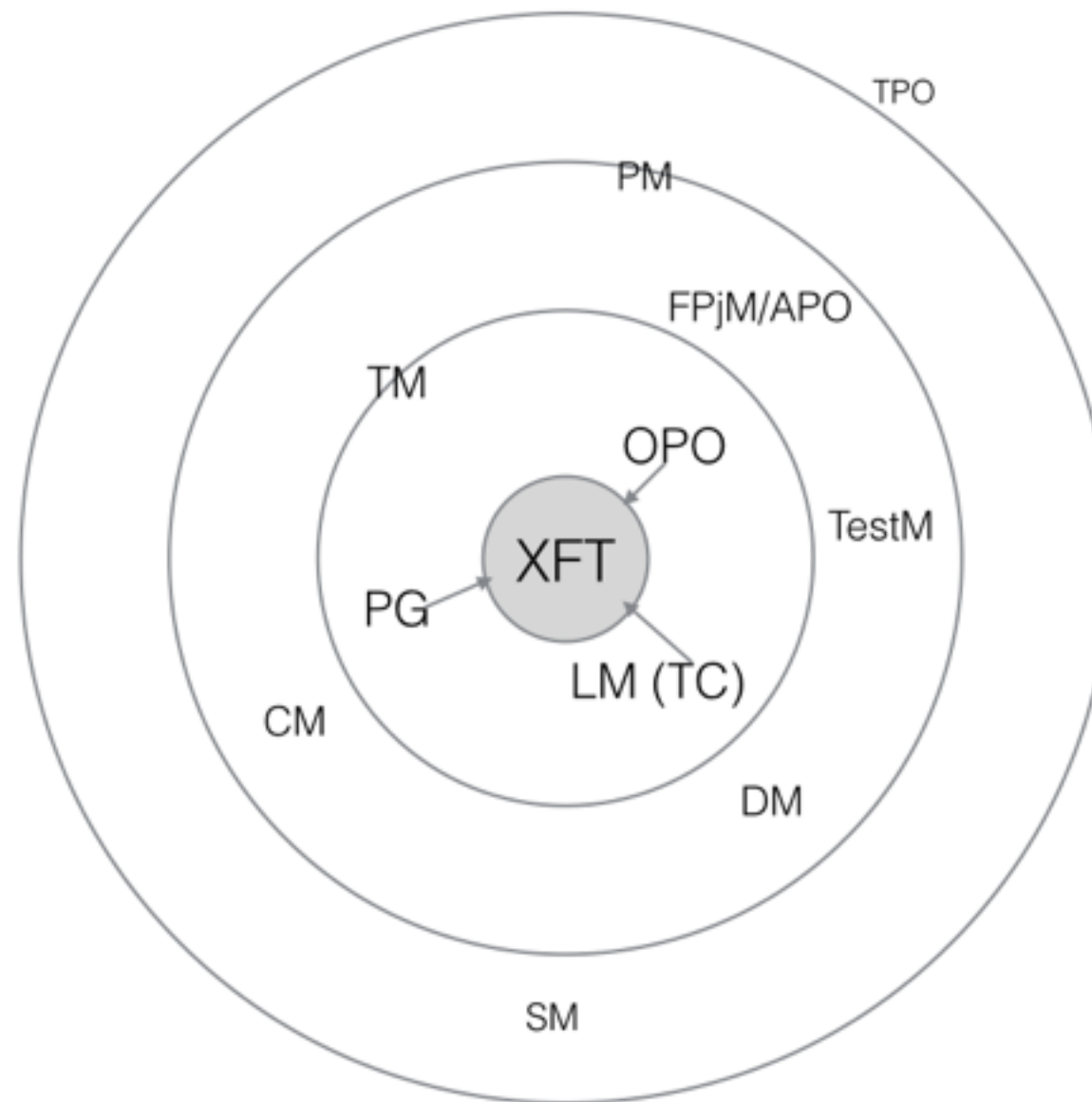
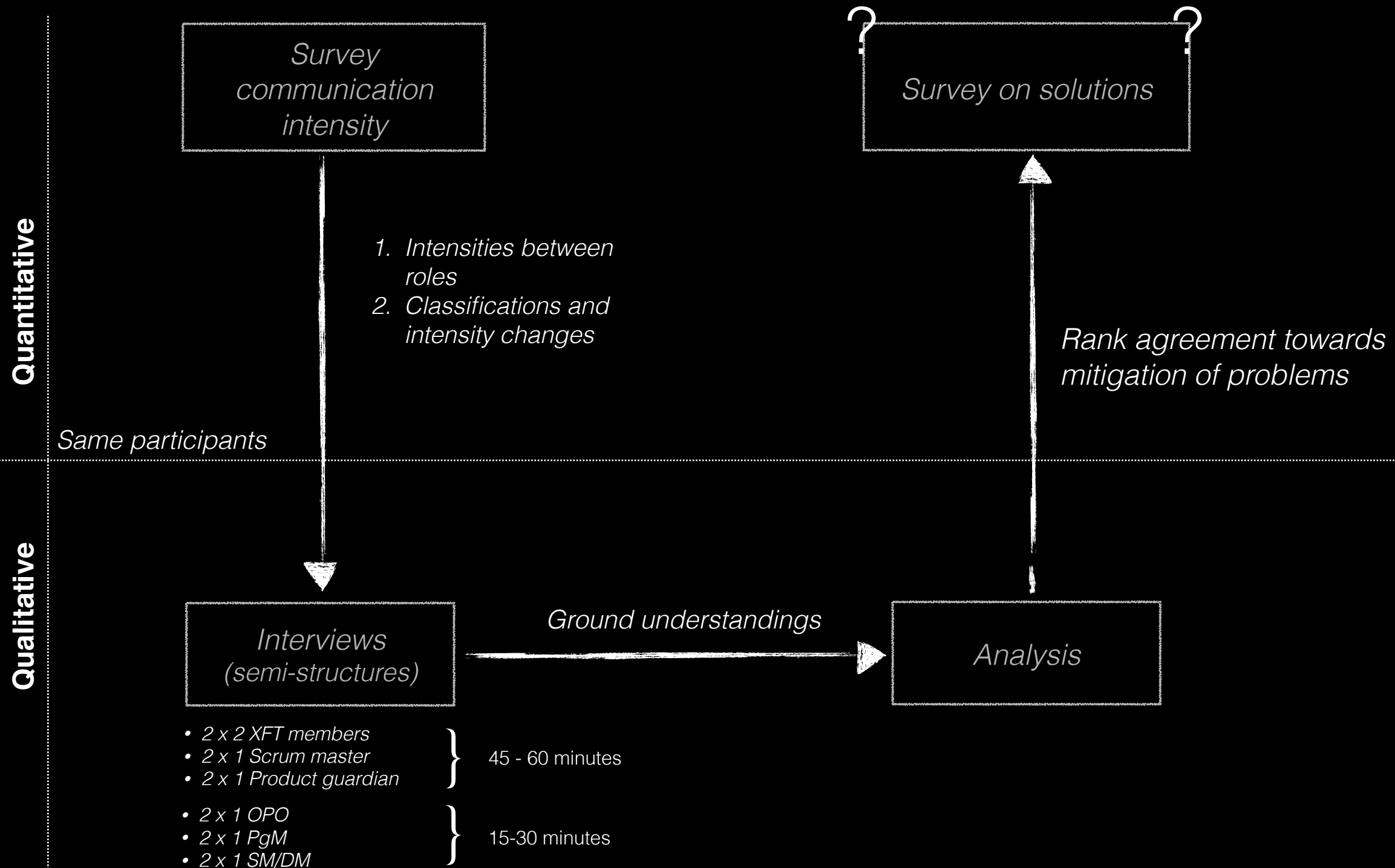|	
PG	Product Guardian
LM (TC)	Line Manager/Team Coach
OPO	Operative Product Owner
TestM	Test Management
DM	Department Manager
CM	Change Management
TM	Technical Management
FPjM/ APO	Feature Project Manager/Area Product Owner
PM	Product Manager
SM	Sector Manager
TPO	Total Product Owner

Agile at Ericsson (macro level)
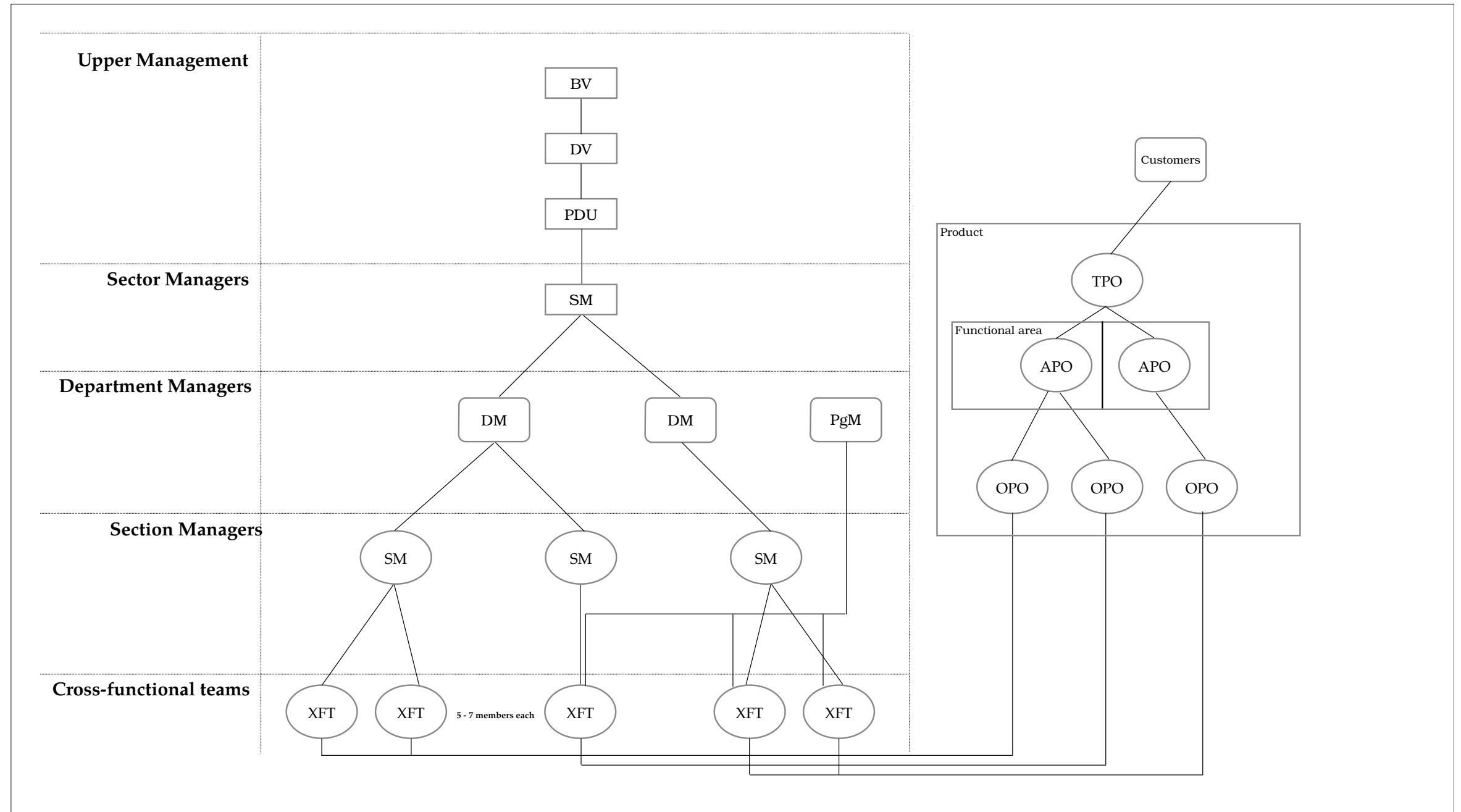
Case Study

- Exploratory nature

- *Object of Study:* Single organisation at Ericsson

- *Unit of Analysis:* subset of employees and their interactions

Research methodologies

Quantitative

Qualitative

Survey communication intensity

1. Intensities between roles
2. Classifications and intensity changes

Survey on solutions

Rank agreement towards mitigation of problems

Same participants

Interviews (semi-structures)

Ground understandings

Analysis

- 2 x 2 XFT members
- 2 x 1 Scrum master
- 2 x 1 Product guardian
} 45 - 60 minutes

- 2 x 1 OPO
- 2 x 1 PgM
- 2 x 1 SM/DM
} 15-30 minutes

Survey Design & Purpose

Survey Design

- One week long with two XFTs

- Communication between roles

- Rank communication intensity according to usual level

- Classify nature

Findings

- Scrum master as communication hub
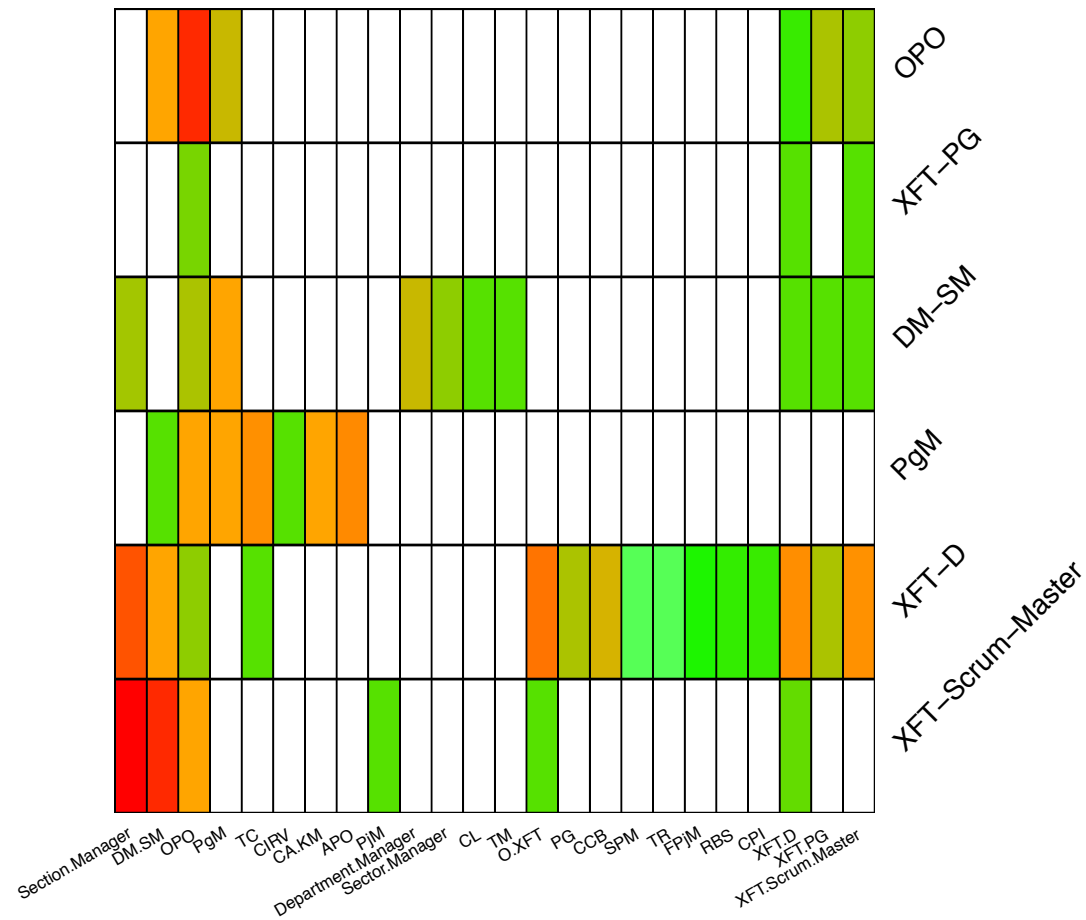
- PgM detached from XFT

Purpose

- Reasons for unusually high intensities

- Nature according to roles (islands)

- Proof for weak communication paths

- Comparison to intended communications

- Technical dependencies cause high intensities

- Backlog work results in low intensities
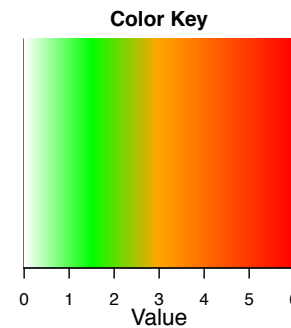
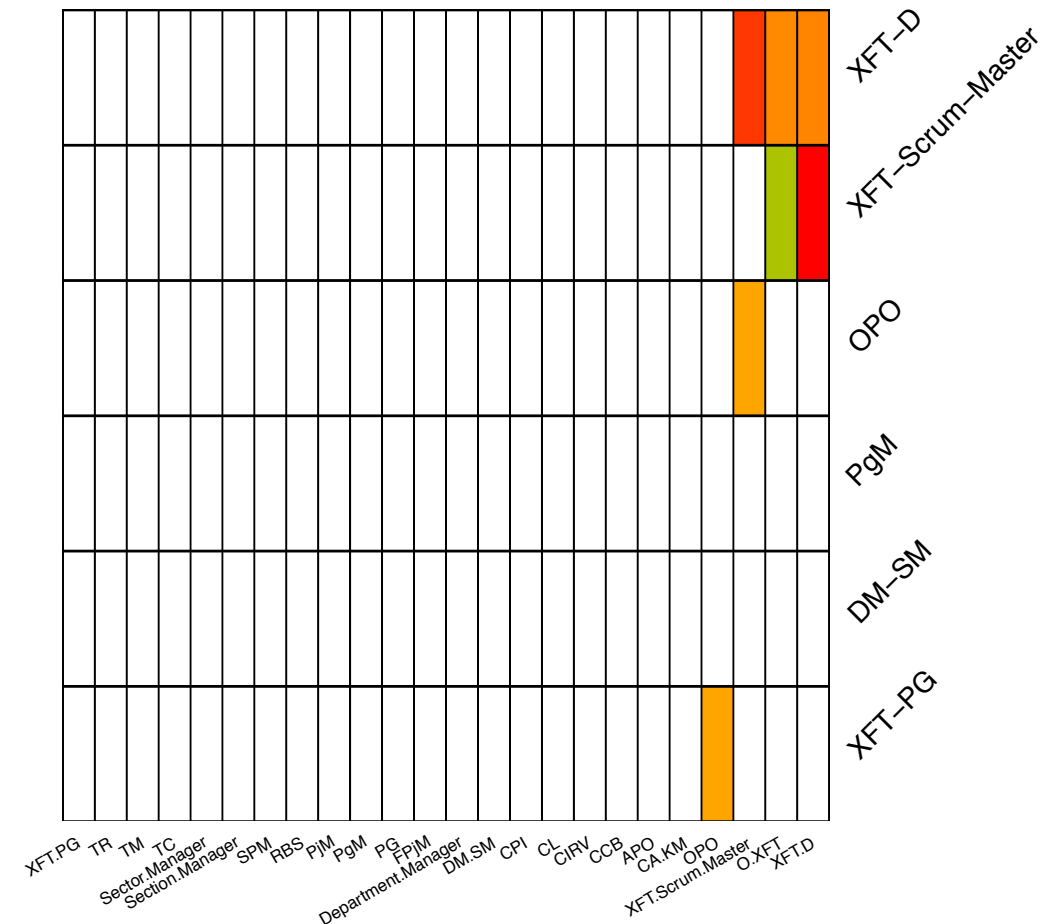# Visualisation: heat maps

Average basis
(normalized)
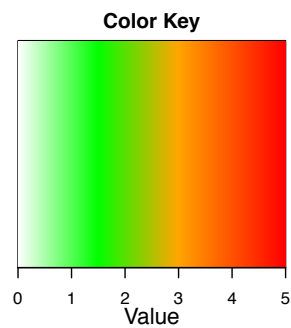
Average communication
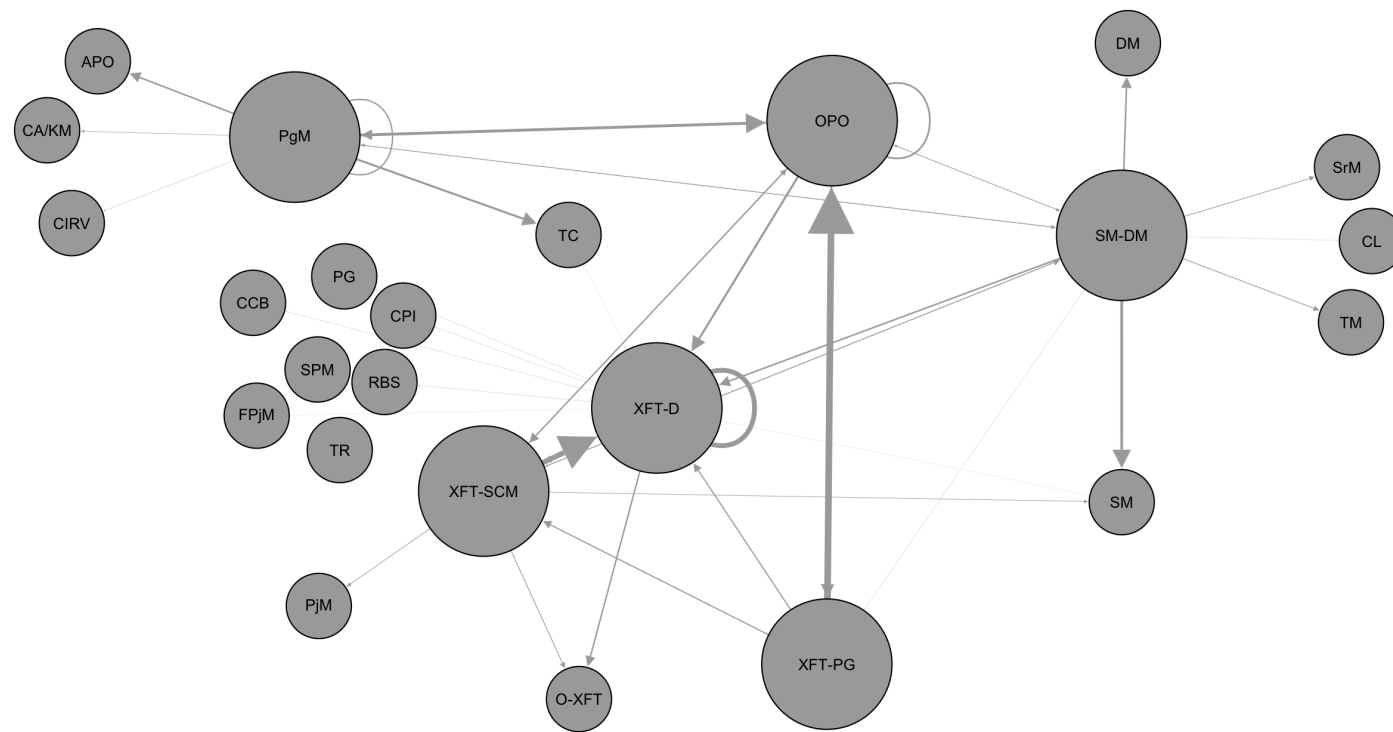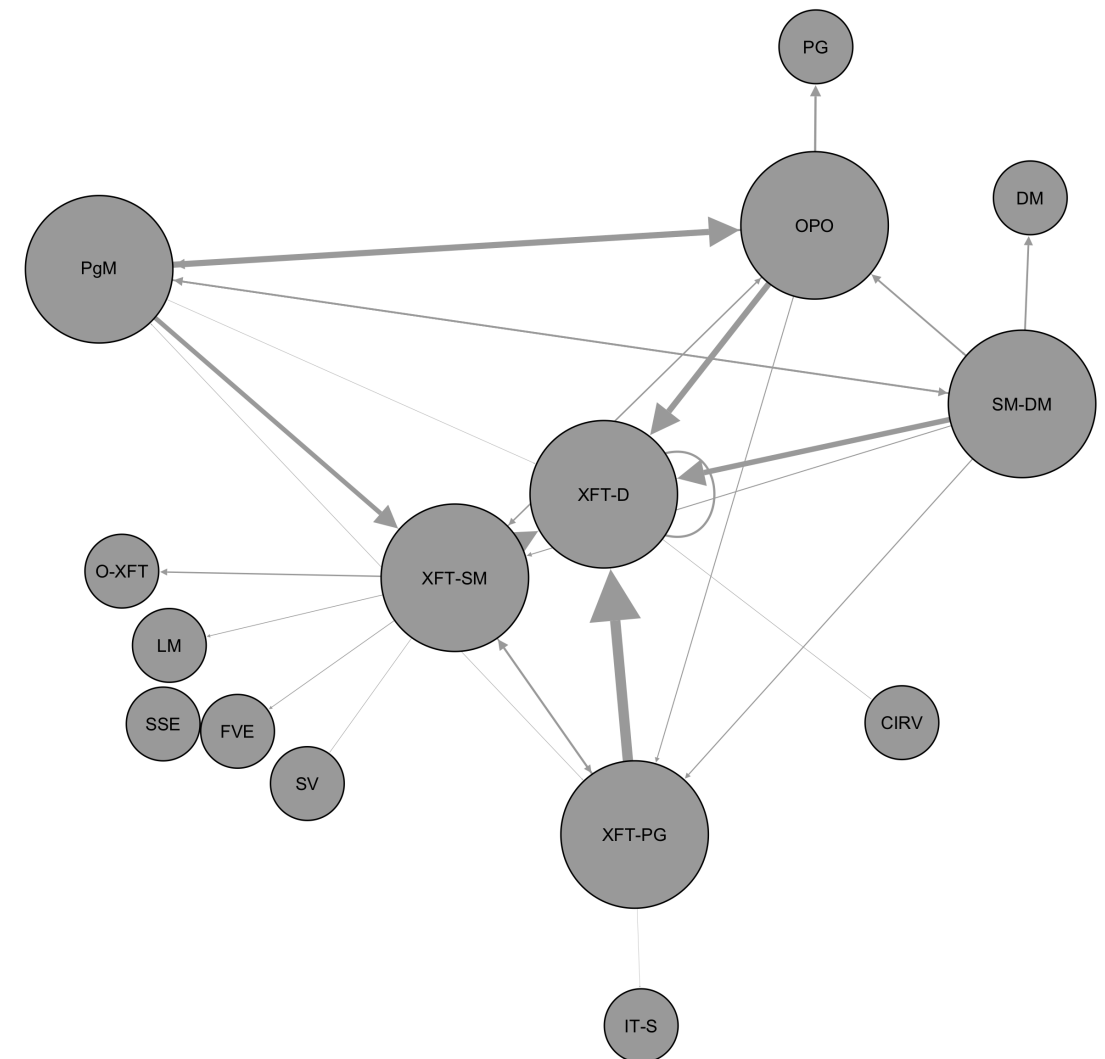**(technical dependencies)**

Visualisation: Social Networks

XFT-1

XFT-2

Interview Guide

Design

- Semi-structured interviews

- Process inspired by Myers and Newman, Runeson et al.

- Addresses the three research questions

- 12 participants of different roles with different length and extended guides

Analysis

- Thematic analysis (Braun, Virginia; Victoria Clarke)

Purpose

- Thoroughness of role definitions

- Organisational structure's impacts on ways of working

- Agility of different parts within the organization

- Information sharing between different roles

- Flow and interruption of work

Problems & Solutions

Problems

- Maintaining the scope

- Surveys are time consuming

- Interviewing and transcribing is effort work

- Aligning triangulation and findings

Solutions

- Focus on communication & organisational structure

- well… experience

- Not allow it to span too much time

- Keep research questions in mind

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**

Next up

- Finish and transcribe interviews

- Analyse and code findings

- Potential research on findings

  - Combine and finalise findings

- Documentation and report finalisation

- Followup survey