

Investigating Leadership in Communities of Practices in the Context of Large-Scale Agile Software Development

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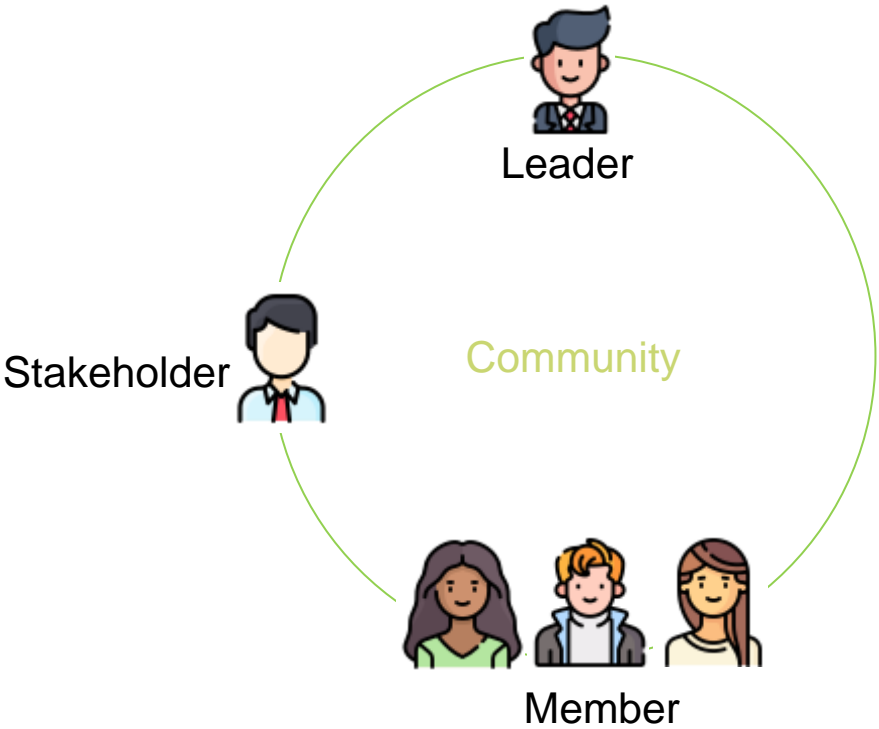
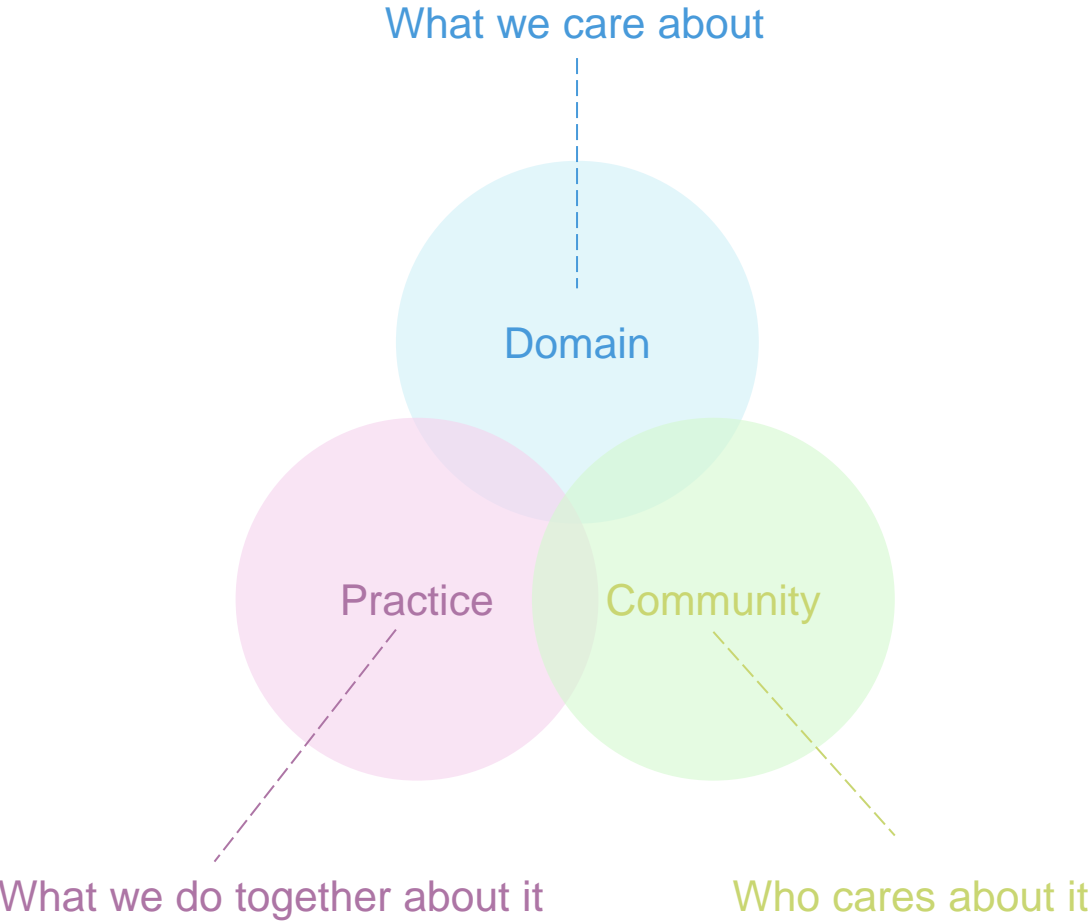
Motivation

Research Questions

Research Methodology

Current State

Research Roadmap



“Leadership in a community of practice can be very diverse [...]” (Wenger et al., 2002, S. 36)

“[...] the most important factor in a community’s success is the vitality of its leadership” (Wenger et al., 2002, S. 80)

“[...] more research needs to be done to investigate the profile of successful leaders” (Bourhis et al., 2005, S. 33)

“this role” meaning CoP leaders

“Given how different this role is from team leader and other common leadership roles [...]” (Wenger et al., 2002, S. 82)

Research shows leadership is important for CoP success – yet little is known about how it differs from classical leadership, especially in large-scale agile contexts

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“what leaders are”

“what leaders do”

RQ1

What are the leadership styles, characteristics and behaviors of CoP leadership in large-scale agile environments, and how do they differ from leadership in traditional CoPs and agile organizational settings?

“Wenger et al. (2002, S.81) describes how a Community leader actively increases performance”

RQ2

What is the impact of leadership on the success of CoPs in large-scale agile settings?

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Theoretical Foundation

Structured Literature Review

based on Kitchenham and Charters, 2007; Webster and Watson, 2002

Database search

IEEE Xplore, ACM Digital Library, Web of Science, Science Direct, Scopus, and AIS eLibrary

Keywords

Leadership styles, characteristics, behavior, Agile, Communities of Practice

Survey Design

- Fowler, 2013
- Between subject design

Data Collection



Channels



RQ1

RQ2

To compare leadership perceptions between classical and CoP types

Groups

Description

Focus on large-scale-agile

Group 1

Persons operating in a classical leadership role within large-scale agile settings (e.g., managers, project leads, team leads)

Group 2

Persons leading Communities of Practice within large-scale agile settings (CoP leads)

Which leadership type best represents your current role?

☐ Group 1

☐ Group 2

For measuring leadership styles (RQ1)

Multifactor Leadership Questionnaire

I tell others what to do if they want to be rewarded for their work.
I provide recognition/rewards when others reach their goals.
I call attention to what others can get for what they accomplish.
I help others develop themselves.
I let others know how I think they are doing.
I give personal attention to others who seem rejected.
I make others feel good to be around me.
Others have complete faith in me.
....

Key:

0	Not at all
1	Once in a while
2	Sometimes
3	Fairly often
4	Frequently, if not always

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RQ1

Identifying Leadership styles, characteristics and behaviors

Search Strings:

- 1) Leadership *value* AND Agile
- 2) Leadership *value* AND Community of Practice

	style	*characteristic*	*behavior*
Title/ Abstract	#48	#39	#59
Full-Text Screening	tbd	tbd	tbd

Next Steps

Design the survey based on the findings

RQ2

How to measure CoP success

		Doable?	How/ Why?
CoP effectiveness	Value for organization	Yes	Likert Scale
	Achievement of CoP goals	Yes	Likert Scale, Proportion
	Value for CoP members	No	Survey only for CoP leads
"Value for CoP leads" possible			
CoP health	Functioning CoP processes	Yes	Likert Scale
	Good CoP atmosphere	Yes	Likert Scale, Yes/No
	Good CoP cohesion	Yes	Likert Scale, Yes/No
	Active participation	Yes	Likert Scale, Proportion
	CoP reputation	No	Survey only for CoP leads
	CoP member satisfaction	No	Survey only for CoP leads
"CoP leader satisfaction" possible			

Motivation

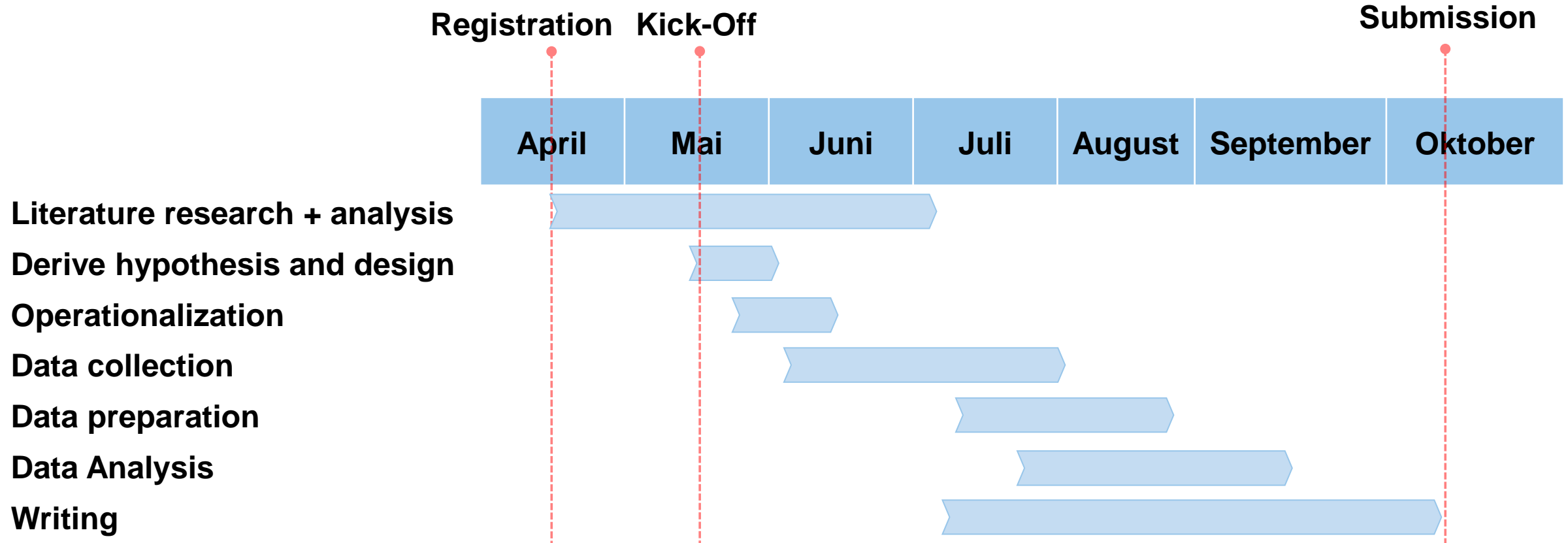
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First Results & Next Steps

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Research Roadmap



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