

Guided Research: Identifying and Structuring Challenges in Adopting Agile and Lean Practices in Large Organizations based on a Literature Analysis

Christoph Caprano, Guided Research, Kick-off Presentation, 04/12/2017

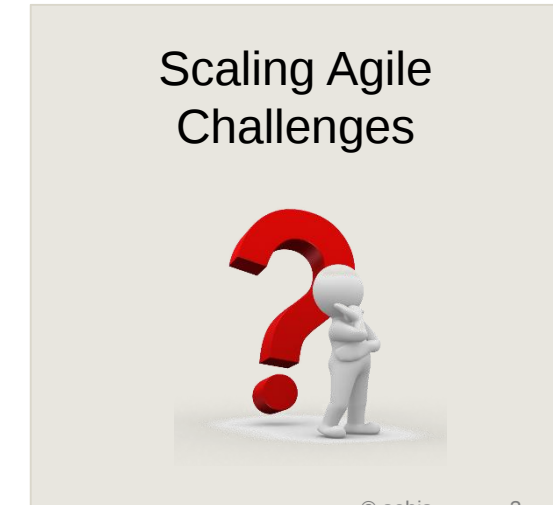
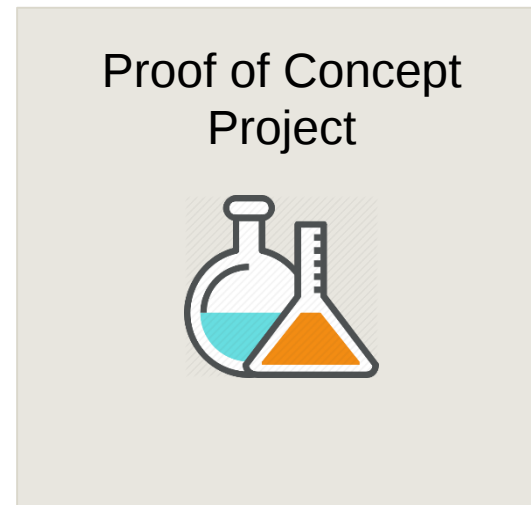
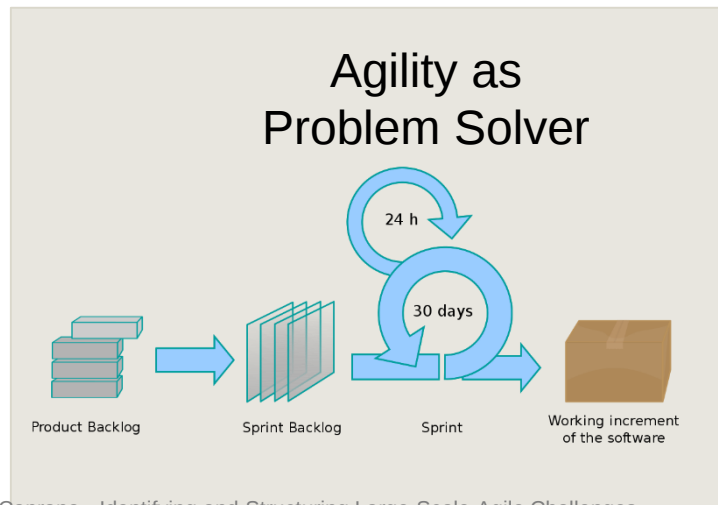
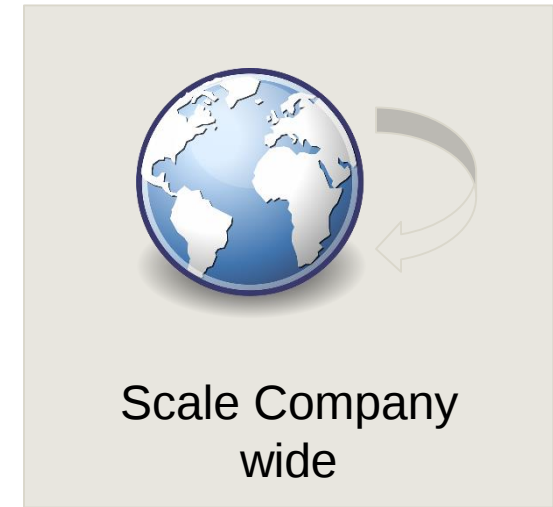
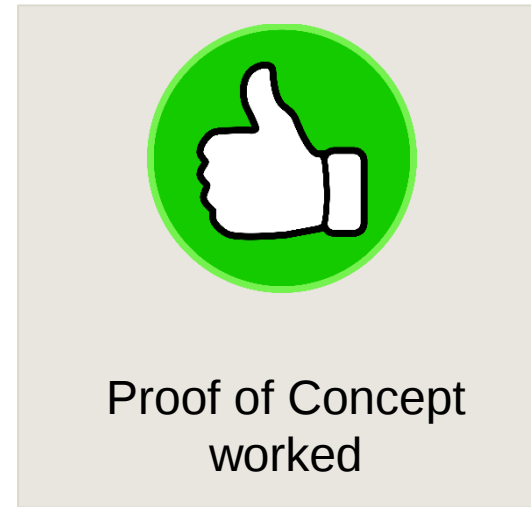
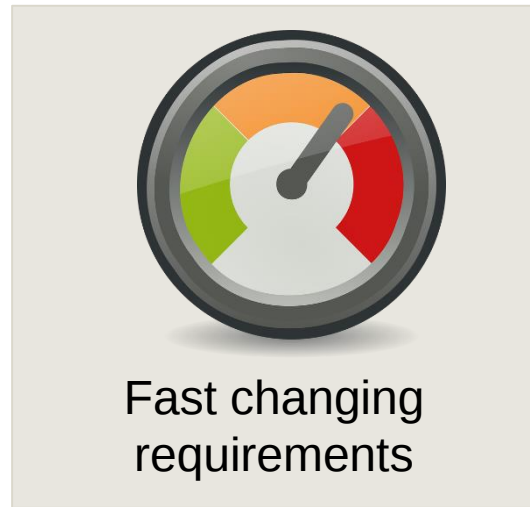
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Motivation

Research Questions

Research Approach

Research Roadmap



Most common challenges found in literature

P1

Finding new stakeholders in large-scale agile project besides developers, scrum masters and product owners

P2

Stakeholders face new challenges during their new development process

P3

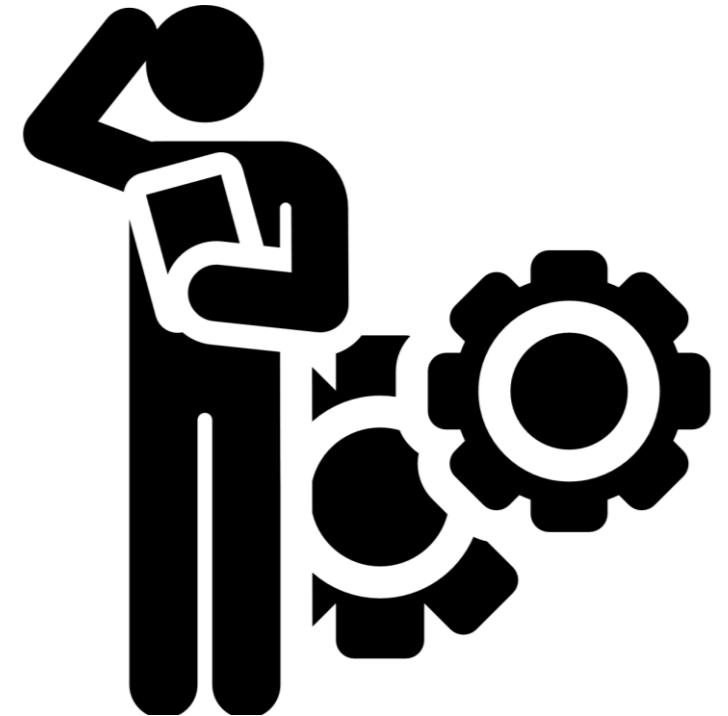
Holistic overview of challenges in large-scale agile projects are not present



Distributed over multiple papers



Challenges are not stakeholder specific



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Schedule

Research Questions

addresses



RQ1

Which stakeholders exist in large-scale agile projects?

P1

Finding new stakeholders in large-scale agile project besides developers, scrum masters and product owners

RQ2

What are project- or stakeholder specific challenges/concerns?

P2

Stakeholders face new challenges during their new development process

RQ3

How can the challenges be categorized?

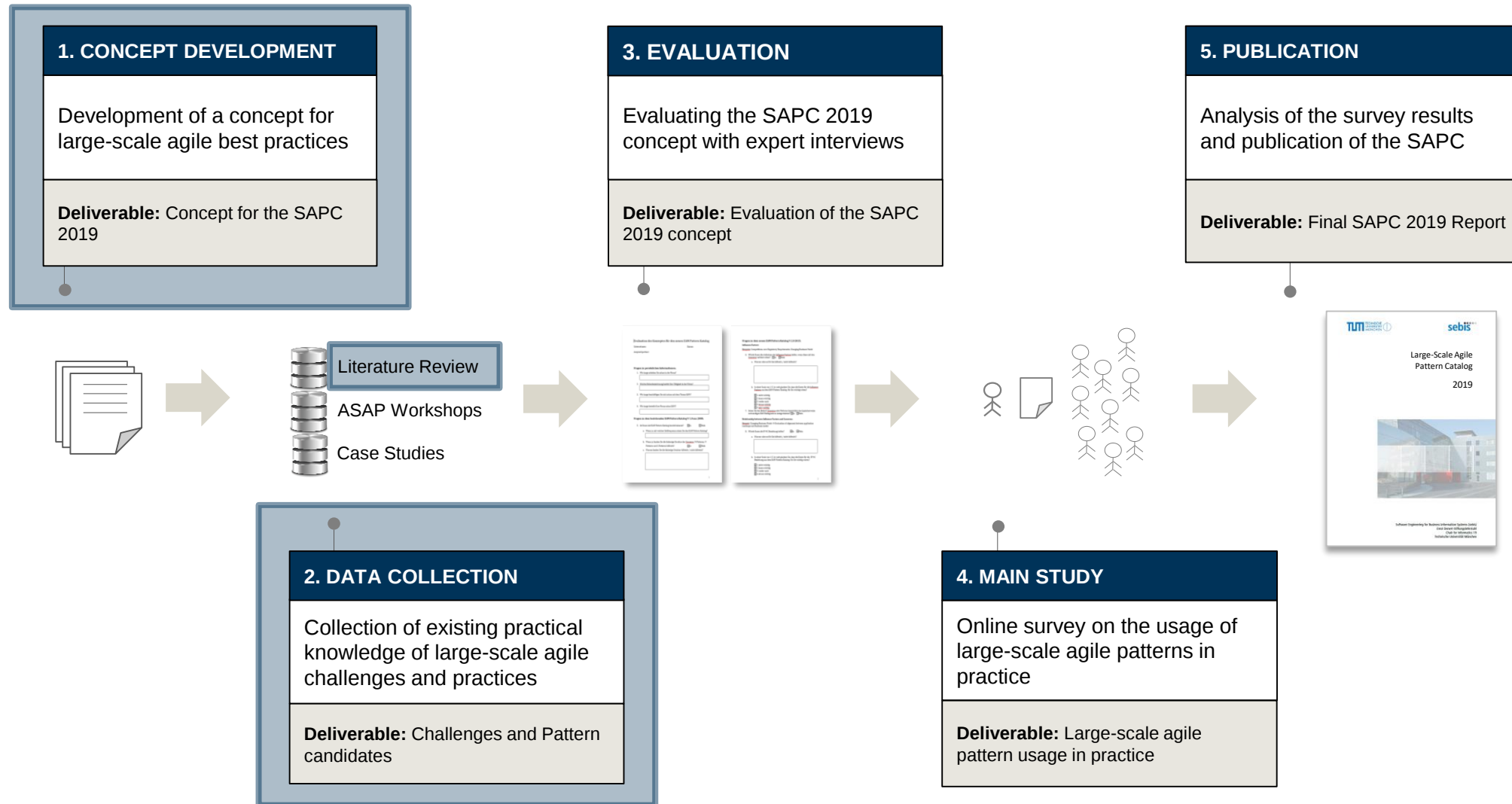
P3

Holistic overview of challenges in large-scale agile projects are not present
(no stakeholder spec. overview & distributed)

addresses



Big picture



Outline



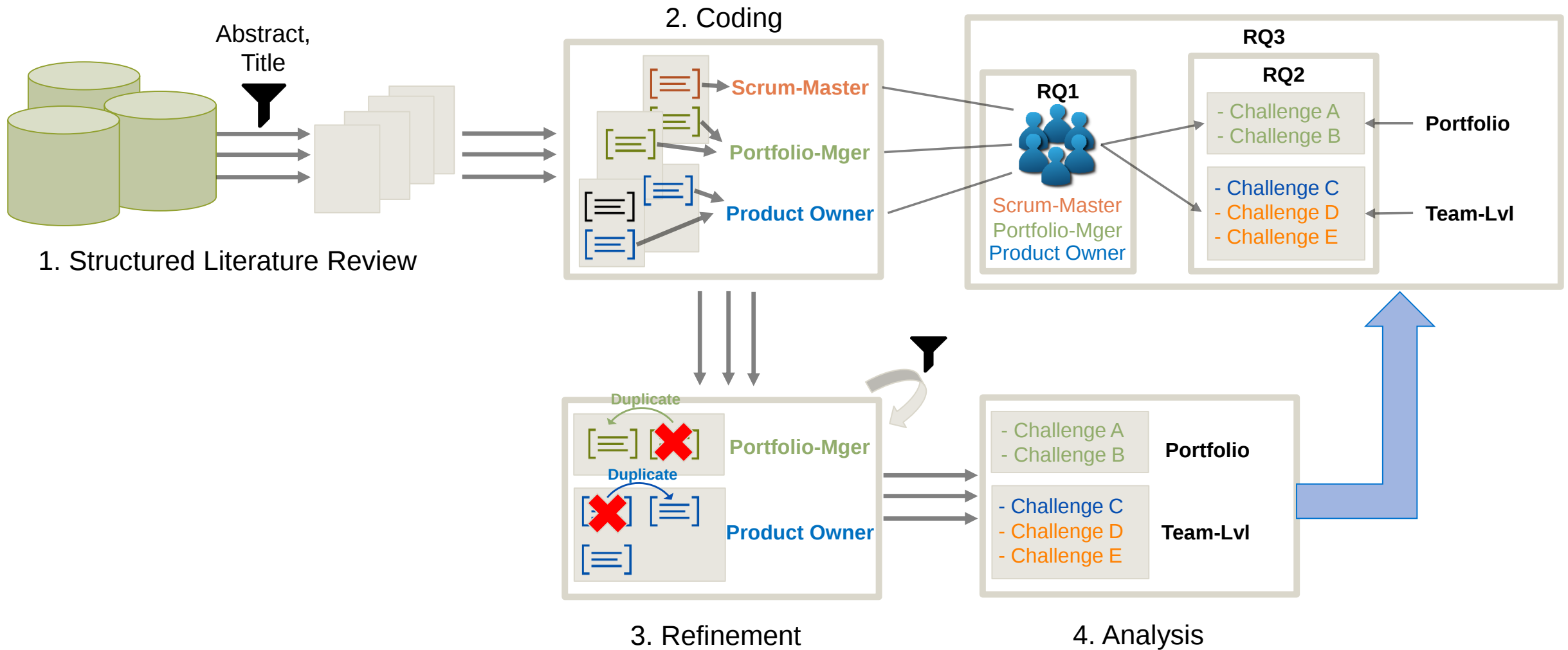
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Outline



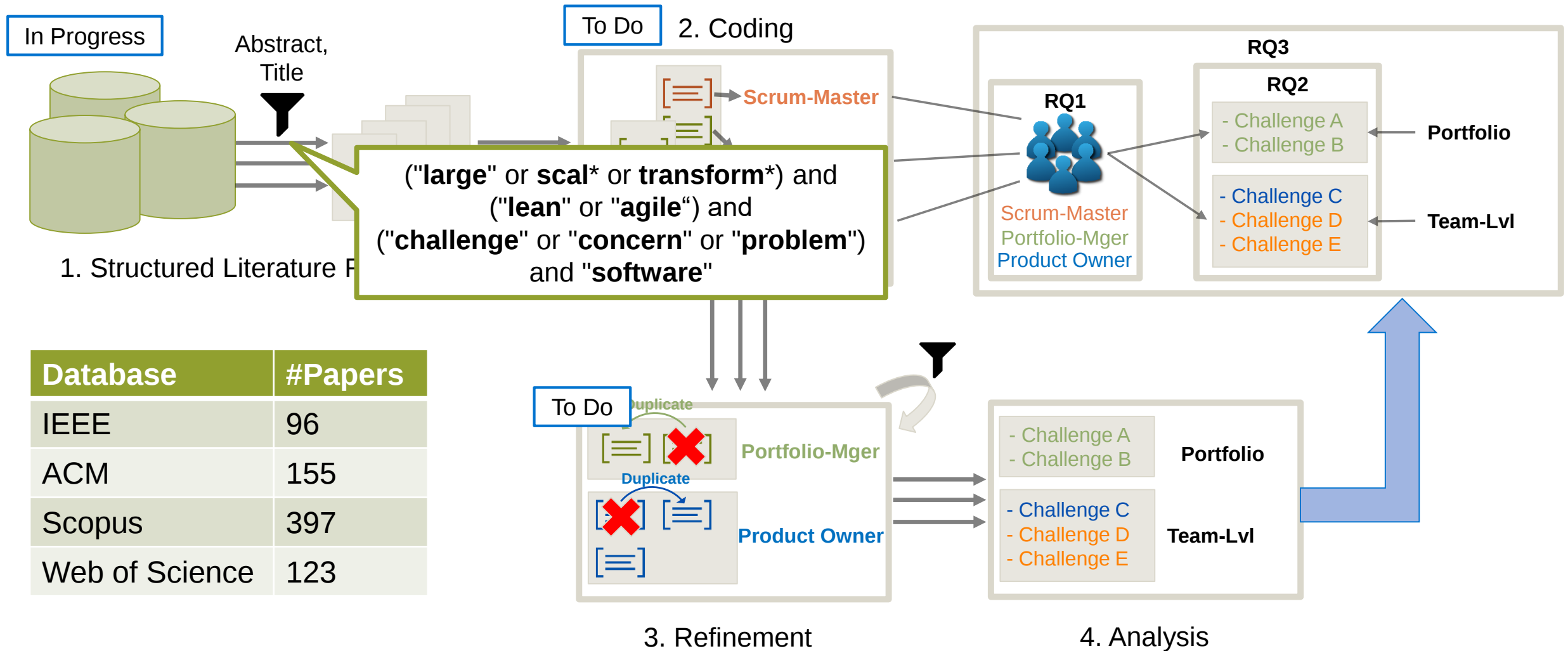
Motivation

Research Questions

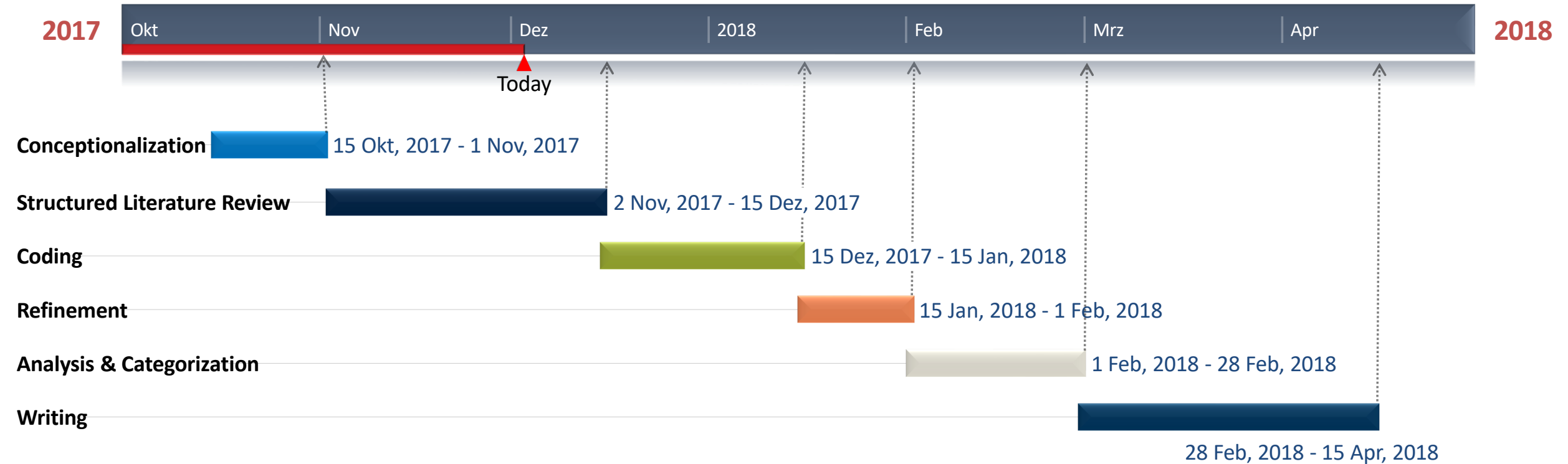
Research Approach

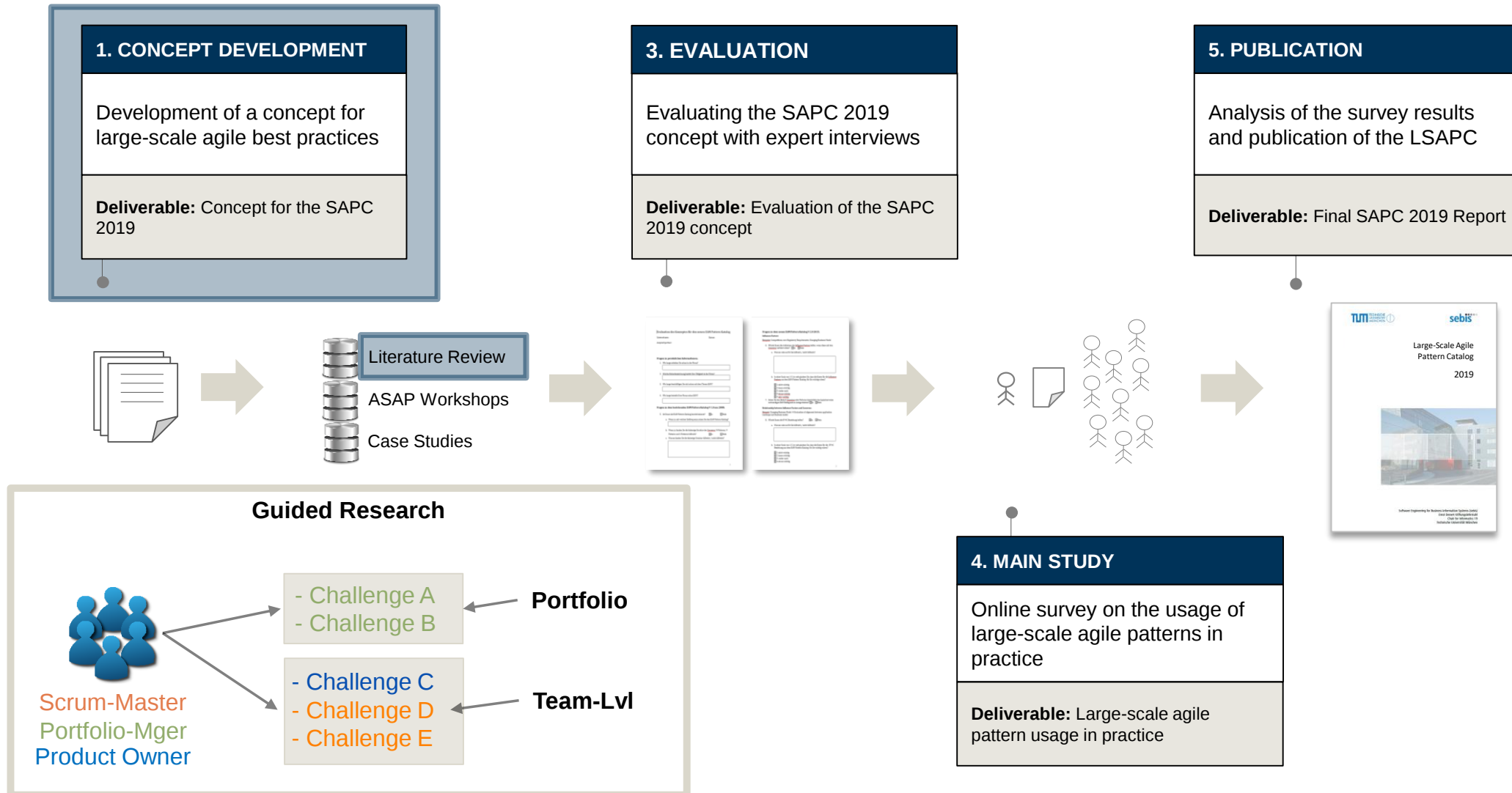
Research Roadmap

Research Roadmap



Research Approach







B.Sc.

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Backup: MAXQDA (1)



Document System

Documents0

Sets0

Document System

Code System

Code System0

Sets0

Code System

Document Browser

Document Browser

Retrieved Segments

Retrieved Segments

Backup: MAXQDA (2)

Code System

Code System

540

Challenges

0

Life Strategy

0

Self Growth

0

Pivotal Moments

0

Day-to-Day Issues

94

Interview Guide Topics

85

People

74

Video Interview

3

Autocode: satisfaction

248

Key Quotes

23

Health

1

Twitter Autocode

12

Sets

0

Document Browser: Mary

10

11

Recreation:

Going to parties, exercising makes up most of what I do. I am VERY upset by my lack of time to relax. Basically, I don't have any. I have a lot of homework that never stops and I am very resentful for that. For instance, this week is little 5 week, and I cannot go to any of the parties because I have exams to study for and papers to write. I can feel that I am tense all of the time because I do not have time to relax. Hopefully, it will get better during the summer when I will only be working and not taking any classes.

Backup: MAXQDA (3)

Word frequencies

In 4 documents (33189 words total) 3650 Words (TTR = 0,1100)

Display top ranks

	Word	Word length	Frequency	%	Rank	Documents	Documents %
◆	jesus	5	641	1,93	1	4	100,00
◆	son	3	315	0,95	2	4	100,00
◆	father	6	292	0,88	3	4	100,00
◆	man	3	279	0,84	4	4	100,00
◆	disciples	9	214	0,64	5	4	100,00
◆	lord	4	196	0,59	6	4	100,00
◆	people	6	136	0,41	7	4	100,00
◆	john	4	129	0,39	8	4	100,00
◆	kingdom	7	123	0,37	9	4	100,00
◆	house	5	112	0,34	10	4	100,00
◆	crowd	5	101	0,30	11	4	100,00

GR Caprano - Identifying and

© SEDIS 20

Backup: Database (2)

37	CHL-36	Rewarding model not teamwork centric		CAT-7		SRC-1
38	CHL-37	Knowledge sharing and improvement	Whe	CAT-8		SRC-7
39	CHL-38	Agile contracts	How	CAT-3		SRC-7
40	CHL-39	Cognitive Biases (not special for big projects)	How	CAT-13		SRC-17
41	CHL-40	Agile Product Line Management	Prod	CAT-9		SRC-18
42	CHL-41	Copying with the cooperate culture			STK-5	SRC-19
43	CHL-42	People see themselves as individual contributors with individual goals --> difficult to rally around a shared team vision			STK-5	SRC-19
44	CHL-43	Matrixed teams --> Multiple teams and reporting issues	E.g. the QA team n		STK-5	SRC-19
45	CHL-44	Finding the role in the Agile Process of a non Developer/PO/SM			STK-5	SRC-19
46	CHL-45	How to do requirements documentation (lightweight) in Agile?			STK-5	SRC-19
47	CHL-46	Model possible solutions with client	In the past, there v		STK-5	SRC-19
48	CHL-47	Disparate tools across projects hinder Governance	E.g Jira, Rally, RTC,		STK-6	SRC-20
49	CHL-48	Splitting user-stories with cross-cutting concerns		CAT-6	STK-7	SRC-21
50	CHL-49	Handling agile requirements engineering in agile projects (in the light of aspect-orientated RE thinking or in g		CAT-6	STK-7	SRC-21
51	CHL-50	Requirements are not fully understood	Possi	CAT-6	STK-7	SRC-21
52	CHL-51	Handling results of dependencies in requirements		CAT-6	STK-7	SRC-22
53	CHL-51	Handling results of dependencies in requirements		CAT-6	STK-8	SRC-22
54	CHL-52	Department not beeing proactive to changes				SRC-22
55	CHL-53	Department not beeing reactive to changes				SRC-22
56	CHL-54	Lack of inter-team/inter-appartment communication		CAT-15		SRC-22
57	CHL-47	Disparate tools across projects hinder Governance	E.g Jira, Rally, RTC,		STK-9	SRC-22