MASARYK INSTITUTE OF ADVANCED STUDIES CTU IN PRAGUE

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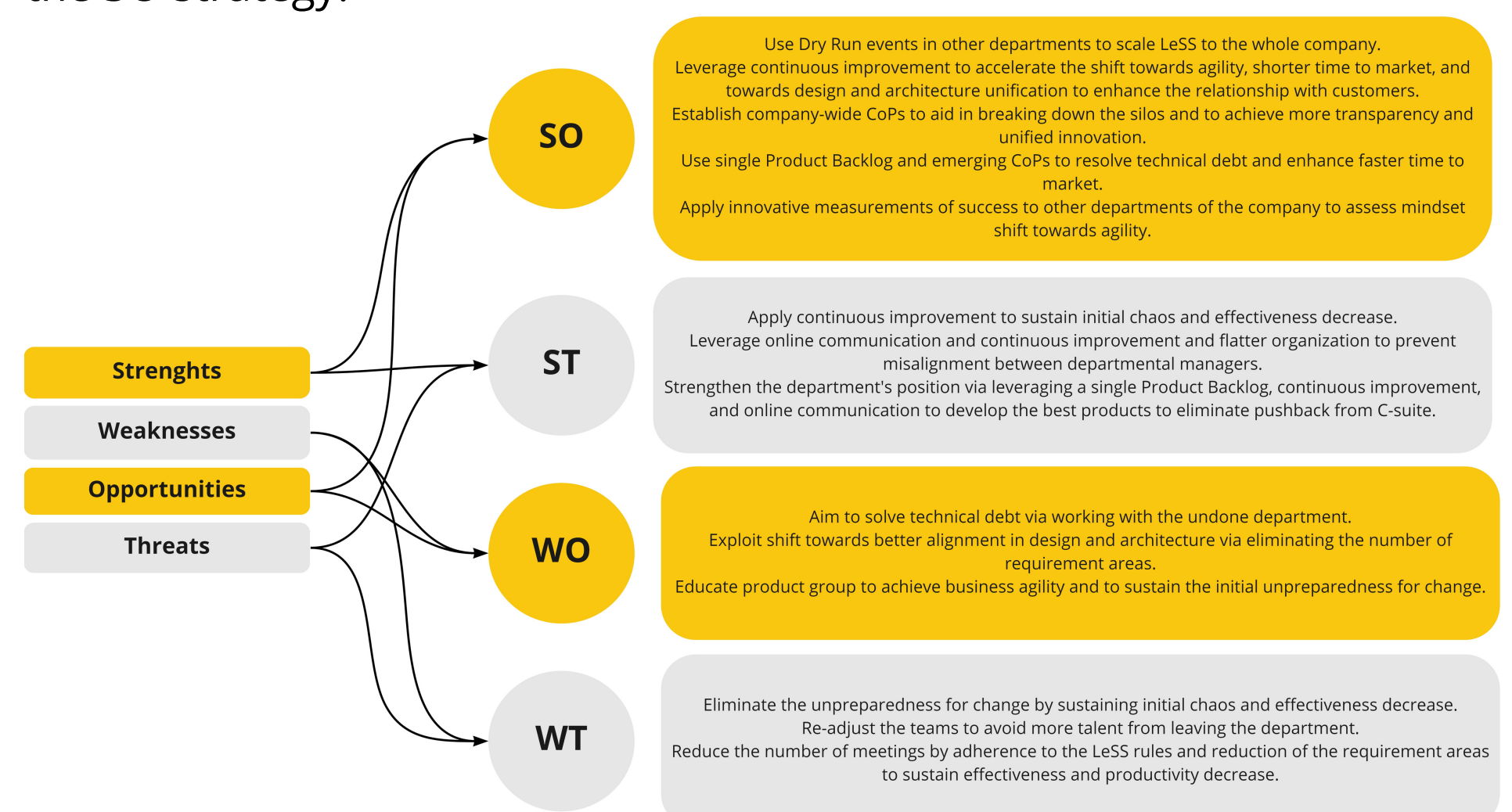**Academic year: 2020/2021**

Agile Transformation in the Context of a Software Company

Abstract

Agility is a lever allowing companies to adapt quickly to their environments, build close relationships with their customers and cultivate motivating culture to bring the best quality solutions to market. Scaling agile to large companies is possible via many frameworks now existing in the agile world. One of them is Large-Scale Scrum. The aim of this master's thesis was to assess agile transformation in a scaled company context. Specifically, underlying challenges, weaknesses as well as strengths were studied in the research part of this thesis. Furthermore, innovative ways from the studied organization and the effect of the agile transformation at scale were uncovered. A set of recommendations for other organizations as well as a strategy proposal based on the qualitative research for the studied software company are provided. This master's thesis brings empirical evidence of a Large-Scale Scrum transformation under specific conditions with the whole transformation being carried out solely remotely and online.

Research Methodology

Qualitative research was selected as a research methodology to fulfill the research goal. This thesis specifically relied on observation, semi-structured interviews and their recordings, and artifact review. The research was done over a period of seven months. Overall 11 participants were interviewed, 5 of them in two rounds. The research was conducted in a company from the cybersecurity industry.

Research Questions

RQ1: What weaknesses and challenges occurred in the case department throughout the agile at scale adoption?
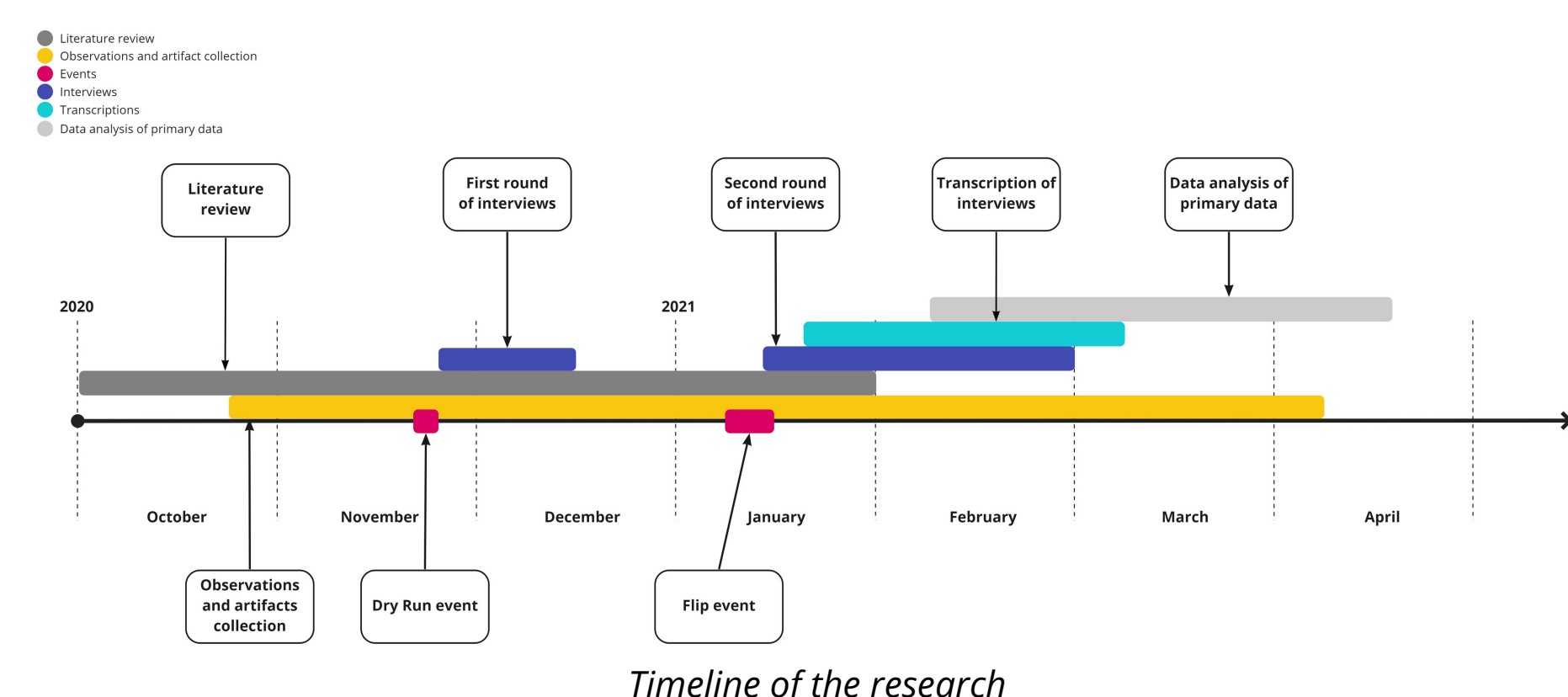**RQ2**: What innovative ways of agile at scale transformation are specific for the researched department?
RQ2-1: How do the innovative methods compare to the theory?
RQ3: What were the successes and their drivers in the case department's adoption journey of agile at scale?
RQ4: What effect does the agile transformation at scale have on the case department's effectiveness?
RQ4-1: What are the potential improvement actions to support RQ4?

Timeline of the research

Strategy Proposal

The author proposed the studied department and the company to use the SO strategy.

Four variants of strategy proposal based on SWOT analysis

Findings

Results are summarized in a form of recommendations for other companies based on the data analysis.

1. Cultivate the culture
2. Consider LeSS for scaling agile
3. Identify the whys and work with the (LeSS) rules
4. Reserve a lot of time for preparations of change
5. Do a rehearsal
6. Create more focused teams
7. Use online environment as an advantage
8. Use continuous improvement as a tool

Summary

The master's thesis provides the researched department with the evaluation of results and thus the department gains an overview from an outside researcher's perspective on what it did well and what could be improved in the transformation. Additionally, the thesis provides both the studied department and the company with a strategy proposal that can be understood as the proposed next steps in the agile transformation. Moreover, recommendations for other companies are part of the outputs. Last but not least, the author assessed the agile transformation under specific conditions due to which the whole transformation was realized online and thus fills in the gap in the empirical research conducted about this topic. The thesis itself is an evidence that transformation can be carried out remotely with the use of online technology.