Project culture using Agile project management in hand with traditional project management

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PROJECT CULTURE USING AGILE PROJECT MANAGEMENT IN HAND WITH TRADITIONAL PROJECT MANAGEMENT

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ABSTRACT

The Agile “revolution” within software development projects is changing how we do project management. This paper looks at the project management culture in one of the big three commercial banks in Iceland and how it has evolved the past 6 years. How stakeholders perceive project management through the lenses of those who sponsor projects, supply resources to projects, manage the projects and deliver the projects.

The paper takes a look at how Agile project management has changed the culture within the Bank’s IT towards software project management in general and what affect it has had on the traditional project management.

Keywords - Traditional Project Management, Agile Project Management, Culture, Scrum, Software Development Projects.

1. INTRODUCTION

IT projects and especially software development projects (SDP’s) have undertaken considerable change through the past years in terms of approach and how they are managed.

Shortly after the year 2000 the PRINCE2 project management method became the “accepted” standard for IT projects with Icelandic companies and institutions where the method was originally introduced by the Office of Governance Commerce in UK especially for SDP’s. Many companies that developed software with tools from Microsoft had adopted the Microsoft Solutions Framework (MSF) Process Model with stage approach to manage SDP’s. Both PRINCE2 and MSF fall into the category of sequenced methods (waterfall and iterative).

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Todays “norm” in SDP’s is the use of Agile project management which has evolved from ideology and methods such as rapid prototyping, spiral, incremental or staged delivery and evolutionary methods. Of the Agile methods, the Scrum framework is the predominant Agile PM method in use (pwc, 2012). Agile is not necessarily best for all IT projects. For some IT projects the traditional project management and even a mixture of traditional and Agile methods is needed.

Agile project management evolved to manage complex projects that had high uncertainty with responsiveness and adaptability. Projects with high volatility needed alternative approaches from the traditional methods to managing projects (Fernandez & Fernandez, 2008).

The Bank, which is one of the big three commercial banks in Iceland, had adopted its project/product management processes with the influence of the methods mentioned earlier. There is a challenge to introduce and maintain both Agile processes and traditional project management processes. It goes in hand that to implement a new process and in order to succeed and make it sustainable you have to change the culture of the organization and that’s another challenge. In the light of these challenges the research will attempt to answer the questions:

What implications had it to implement and integrate project/product culture using Agile project management in hand with traditional project management for IT projects.

2. LITERATURE REVIEW

We need to understand the traditional project management background and how it has evolved for SDP’s. Additionally, we need to understand where Agile comes from and why it seems well suited for SDP’s. Organizations that have strategic planning for growing project management maturity, invest in getting the right knowledge implanted by implementing project management processes and process control.

Traditional waterfall methods

The Project Management Body of Knowledge (PMBOK) describes the project life cycle as a collection of project phases that are generally sequential and sometimes overlapping. Projects have defined start and end dates and can result in the creation of a product. Similarly, the product life cycle consists of sequential but non-overlapping phases. A product life cycle may have many projects associated with it, but the life span differs. The product will live until it’s decline or closure (Project Management Institute, 2008).

Definitions of the project life cycle phases differ from and within industries, i.e. a definition for a SDP can be the following phases:

- Conceptual
- Planning
- Definition and design
- Implementation
- Conversion
Each phase requires manpower resources and usually mostly during implementation (Kerzner, 2009).

Briner (1996) characterizes the project manager role or the project leader role as being responsible to achieve the project goals. Unable to hide making it a high risk role with increasing responsibility. Having limited direct authority which pushes for negotiation skills. Cuts across organizational boundaries which pushes for interface management and often working in areas new for the organization.

The PRINCE2 method of project management is structured around processes, key themes and techniques. PRINCE2 is managed by stages and exception putting the method under the category of sequenced methods. The project management team structure is well defined within PRINCE2 where the three elements meet: the business, the user and the supplier. The business funds the project and benefits from the outcome. The final product will affect the user. The supplier builds the product with resources. The structure defines the Project Board with stakeholders from business, users and the supplier. The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board and has the responsibility that the project delivers the required products, according to defined quality standards within time and budget (Bentley Colin, 2010).

Typically, the phases for software development start with gathering requirements by an analyst, designing the solution based on the requirements by an architect, coding the solution based on requirements and design by programmers, testing the written solution by testers, and finally deploy the solution by a change manager. The difficulties with the sequenced clear gating waterfall approach is that you know so little about the project in the beginning or the requirements phase, but you know much more at the end of the project. If the project is planned over a substantial time period it is difficult to adapt to changes and changes will most likely occurred.

**Iterative methods**

Every SDP has some emergent requirements and is usually a complex system. This fact has resulted in low IT project success rates in general. The evolution from a pure sequenced waterfall method went to sequenced iterative development where the project is executed in small sections called iterations. Again the same applies to requirement changes and the use of gate criteria but the iteration is reviewed and critiqued by the development team and the end-users. The outcome of the critique would determine the next step in development. An example of an iterative software process is the Rational Unified Process (RUP) (“IBM Rational Unified Process,” 2013) (see figure 1).
Microsoft Solution Framework (MSF) is a set of software engineering processes, principles, and proven practices. MSF consist of two models one being the governance model explaining different stages: Envision, Plan, Build, Stabilize and Deploy (see figure 2). The team model defines the roles and responsibilities into seven advocacy groups: Product Management, Program Management, Architecture, Development, User Experience, Test and Release/Operations (Powers, 2004). MSF has characteristics of the Rational Unified Process.

**Agile methods**

When it comes to SDP’s the demand over the years has changed from delivering results in months or years to delivering significant value in increasingly shorter periods of time. Agile is just that and the Agile project team must embrace changes and adaption. To be successful with Agile, the project leader has to have strong soft skills including communication skills, emotional intelligence and a strong leadership style because your are leading a self-organizing team which is different from a traditional project team. The stakeholders are more involved with the Agile team and successful collaboration strengthens the ability to deliver working software.
The first Agile method for software development was co-presented and discussed at the 1995 OOPSLA conference by Jeff Sutherland and Ken Swaber based on their previous few years applying Scrum. In 2001, 17 software developers met at the Snowbird, Utah, resort, including Jeff Sutherland and Ken Swaber to discuss the lightweight development methods which they didn’t want to be cited by so they published the “Manifesto for Agile Software Development” that stated four core principles:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

The scrum-based Agile project management approach has the advantage of its simplicity and that the roles are clearly defined and do not cross boundaries (Cervone, 2011). In 2008 Scrum (figure 3) started to “grow on” within software development in Iceland.

![Scrum Framework](mountaingoatsoftware.com,2013)

Agile has roots in Lean which came from the Japanese car industry. Toyota introduced “Just in Time” and the Toyota Production System is the basis for much of the “lean production” movement (Liker, 2004). With Lean we are introduced to continuous improvement but the hardest part is changing the behavior of other people (Appelo, Jurgen, 2012).

**Project culture**

Projects are not managed by methodologies but people, and the methodology is executed by the culture of the organization. There has to be a sound culture that supports project management either traditional or Agile project management. If an organization succeeds in doing that, benefits can be expected (Kerzner, 2009). Benefits like:

- Faster “time to market” with the right feature selection
- Quality to end users
- Prioritizing valuable feature requests
- Lower project risk
- Better ROI

It is difficult to change culture without leadership. Vision is defined by leadership setting the direction for sound a project culture. Leadership aligns people with that vision and motivates and inspires them to overcome any impediments (Kotter, 1996).

3. RESEARCH PROJECT

This research project will look at people’s perspectives towards traditional project management versus Agile project management within the IT organization of the Bank. It gives insight into the challenge of introducing a new way of working and delivering projects and how it changed the culture in the IT organization within the Bank.

Project description and objectives

Too often we see changes being introduced by one big announcement meeting and no follow-up plan making it hard to achieve any sustainable change. How the implementation of the project management process and Agile project management process has changed the culture of the IT organization is the subject of this research but, a sense of urgency has to be established to gain needed cooperation especially were complacency is high (Kotter, 1996).

Background information

Project management at the Bank IT dept. had evolved strategically since 2007. A quality management team within IT worked hard to establish a common project management process and software development process. The work was influenced by the methodologies commonly recognized within the trade.

The PRINCE2 method explained the initiation phase and the governance of projects. The process should be applicable for the organization as a whole and not only IT should be able to follow the process. The IT dept. adopted this project management team structure to its project management process with the roles of the Project Board and the Project Manager describing interaction between them (see figure 4).
The Microsoft Solution Framework explains in detail processes for software development projects and the different roles. The IT dept. adopted the build, stabilize and deploy methods to its software development process which was incorporated into the project management process (see figure 5). Within the software development process different roles were defined:

- Business Analyst
- Architect
- Programmer
- Tester
- Release Manager

Each role had a specific responsibility in the defined project management/software development process and the hiring of specialists was aimed towards specific roles giving that person the right to say “I was hired to do that job”. This supported the sequenced method of handing code over to a tester and eventually over to the release manager.

A requirement was to link the two processes, project management and software development, together in order to fulfill management of SDP’s. These processes were introduced in 2009.

For the IT organization, Scrum evolved both from outside environments and inside environments. Project teams adopted sprint planning for the iterations, daily stand-up meetings and burn down charts. The more individuals were educated about Scrum the more the defined processes clashed with ideas from Scrum. Phrases like “this is not according to Scrum” were common and business analysts were looked
upon as Product Owners. Projects didn’t necessarily get dedicated resources and resources usually served on more than one project. This made it very hard to keep the project plan on track. Project Managers raised the concern that the project management process/software development process was not operating effectively and all team members needed to be fully committed to the project delivery.

In late 2011 it was inevitable that software development projects should adopt true Scrum. It was evident that dedicated teams delivered on time and it was too difficult to think of Scrum if the process didn’t support it fully. The Scrum framework was adopted and organizational changes were made to IT forming a number of Scrum teams who took the responsibility of sustaining application development and new development.

Today the Bank has one process for IT projects, a Product Life Cycle based Management Process, and within that process the Bank practices the Scrum framework or the traditional project management process (see figure 6).

![Figure 6: Product Life Cycle Management Process (The Bank, 2013)](image)

Differentiation is made if the nature of the project is software development or more traditional like implementing a change process or upgrading the network core (see figure 7). Though Scrum can be applied to any context, a traditional approach still suits well where well defined requirements are in place.
Figure 7: Product Life Cycle Management – Implementing (The Bank, 2013)

Research methodology

In order to capture people’s perspectives and how they experience their environment towards project work it was necessary to identify which participants should be included in the research to get opinions from more than one side. The research looked at 4 groups of stakeholders:

- **Group 1.** Business units / Project sponsor / Project customer
- **Group 2.** Line managers / Project Management Office / Project Portfolio Management
- **Group 3.** Project Managers / Scrum Masters / Product Owners
- **Group 4.** Project teams

The Bank is a commercial bank with one chief executive officer. The Bank organization is divided into several divisions headed by directors. The divisions are Risk Management, Operations, Finance, Corporate Development and Marketing, Legal, Asset Management, Investment Banking, Corporate Banking and Retail Banking. IT belongs to Operations and the PMO belongs to Corporate Development and Marketing. The PMO was established late 2010 and few project managers moved from IT to the newly established PMO.

The implementation and influence of structured project management has roots in IT within the Bank and is a bottom up change to the project management culture. Group 1 doesn’t belong to the IT organization but the group is an IT customer. Group 2 includes the PMO with project managers but this unit is not part of the IT dept. The rest in group 2 is Scrum Masters, Product Owners and the project team that belong to the IT organization.

The different categories will cast opinions to common questions but some questions are more specific to one or more category. The research is quantitative with survey questions and few open questions. This was chosen due to the number of participants, especially in group 4.

Questionaries’ (see appendix A) were sent out to 133 participants and 104 responded to the survey.
Two background questions were asked:
- Have you taken any specific courses in project management or Agile project management?
- How long have you been working for the Bank?

RESEARCH RESULTS AND IMPACT

Results

Without a plan you have no direction to follow. Kerzner (2009) explains that Project Manager has important responsibilities being planning, integrating, and executing plans. He puts it bluntly by stating that “failing to plan is planning to fail”. When it comes to scoping Agile project management put’s the main focus on the product (Fernandez & Fernandez, 2008) while traditional project management put’s the main focus on the project scope that defines the work needed to produce outcome with specified features. Product scope defines the features that characterize the outcome (Kerzner, 2009). Following are the questions asked and highlights of the outcome. Questions were directed to groups or an individual group. The first comparison is to all groups, the second only to group 4 and the last one to groups 2 and 4.

Group comparison 1

Includes Group 1, Group 2, Group 3 and Group 4.

**Question:** In your opinion which method, Agile project management or traditional project management produces better project/product plan?

<table>
<thead>
<tr>
<th>Group</th>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Group 4</th>
<th>Total</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile</td>
<td>2</td>
<td>0</td>
<td>11</td>
<td>28</td>
<td>41</td>
<td>48%</td>
</tr>
<tr>
<td>Traditional</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>7</td>
<td>13</td>
<td>15%</td>
</tr>
<tr>
<td>Both methods</td>
<td>1</td>
<td>4</td>
<td>7</td>
<td>7</td>
<td>19</td>
<td>22%</td>
</tr>
<tr>
<td>Neither method</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Have no opinion</td>
<td>5</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>11</td>
<td>13%</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>6</td>
<td>22</td>
<td>48</td>
<td>85</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 1: Results to question on “project/product plan”

Table 1 shows that majority in group 3 and 4 believe Agile project management produces better project plan. Those who believe in Agile have worked for the Bank from 1 to 20+ years and 17 of them have had project management training. This is a indicator that Agile project management suits the Bank better than traditional project management. It is interesting to note that of those who fund the
projects, more than half of them have no opinion on project management. Still 2 of them have taken courses in project management but only worked at the bank 1-3 years.

**Question:** In your opinion which method, Agile project management or traditional project management delivers more value to the product to be delivered?

<table>
<thead>
<tr>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Group 4</th>
<th>Total</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile</td>
<td>4</td>
<td>2</td>
<td>15</td>
<td>32</td>
<td>53</td>
</tr>
<tr>
<td>Traditional</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Both methods</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Neither method</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Have no opinion</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>9</td>
</tr>
</tbody>
</table>

Table 2: Results to question on “delivering more value”

Table 2 shows that all groups by majority (63%) except group 2 believe Agile project management delivers more value to the product. Traditional project management only scores 2%. Still a high number of answers in group 1 have no opinion to project management.

**Question:** In your opinion which method, Agile project management or traditional project management pushes products faster to market?

<table>
<thead>
<tr>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Group 4</th>
<th>Total</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile</td>
<td>5</td>
<td>4</td>
<td>16</td>
<td>36</td>
<td>61</td>
</tr>
<tr>
<td>Traditional</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Both methods</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Neither method</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Have no opinion</td>
<td>2</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>9</td>
</tr>
</tbody>
</table>

Table 3: Results to question on “faster to market”

Table 3 shows that 73% of those who answered the question believe that Agile project management pushes products faster to market and even group 1 moves towards Agile with only 2 who have no opinion towards project management.

All 3 questions follow under the category “planning” and it is interesting to see how the words planning, value and faster give different ratios. The word planning is giving the traditional project management 15% while Agile project management is giving 48% but both methods 22%. Value pushes Agile project management up to 63%, pushes traditional project management down to 2% but pushes both methods up to 24%. Faster is the “buzz” for Agile project management pushing Agile up to 73% while traditional project management is given 6% and both methods 10%.

**Question:** If you can choose, will you choose Agile approach or traditional approach for project work?
Table 4: Results to question on “approach”

Though previous results in table 1 to table 3 give indications that Agile project management is superseding traditional project management, table 4 shows that 32% would choose between the methods depending on the project characteristics. 64% will choose Agile for any project and that is still a high number. None will choose traditional project management and only 5% have no preferences. It is interesting to look at the ones that would choose strategy depending on the project and the difference we see between the groups. Within project teams about 27% would differentiate if to use Agile or traditional project management. Within project managers about 41% would look at the distinction and for PMO it is about 71%. Project sponsor don’t see the need to differentiate.

Question: In my organization Product Owners are given full accountability of the project vision, features and delivery of the product/application?

Table 5: Results to question on “Product Owner accountability”

Introducing Scrum you introduce new roles and different accountability for the project. Traditional project management makes the Project Manager accountable for delivering the project on time, on budget and within the accepted scope. With Scrum it is the Product Owner that takes on the responsibility to create the product vision and requirements, manage the overall budget, schedule and scope. This is perhaps the most difficult change to establish within the organization. In the case of The Bank the shift to Scrum simply made the business analyst to a Product Owner. The business analyst had his support from business people discussing and setting requirements but no authority towards resources both capital and human. Table 5 shows that 43% agree to question, 23% neither agree nor disagree, 22% disagree, 8% strongly agree and 4% strongly disagree. Analyzing further we see differences from aligned group 1 and 2 and aligned group 3 and 4 where 52% agree to it and behind that result only 1 is from group 1 and no one from group 2. 26% disagree and 23% stay neutral on the subject

Group comparison 2

Includes individually Group 4 or Project teams and individually Group 3 or PM, SM and PO.
Agile project management being relatively new at The Bank, specific questions were asked towards that method in order to understand what affect it had on the people working on Agile projects. Working under Scrum the development team doesn’t have any internal roles as it used to be with the defined software development process that put people into silos. Teamwork has always been the most important success factor to projects but with Agile it is the heard of the process. There is no “my work” and “your work” on a Scrum team; there is only “our work.” (Cohn, 2010). Project teams (group 4) were asked following questions:

**Question:** Accountability for project work has changed from you to we using Agile project management?

![Figure 8: Results to question on “you to we”](image)

Figure 8 shows that 73% say the mentality has changed from “you” to “we” as only 8% disagree to that. Reaming 19% stay neutral on the subject.

**Question:** Do you agree or disagree that there is more trust within the team when using Agile project management?

![Figure 9: Results to question on “is there more trust”](image)
With earlier question there are still some that say mentality hasn’t change to “we” and building trust is critical when creating coherent teams. Figure 9 shows that 64% truly say that there is more trust within the team, 32% stay neutral on the subject and only 4% disagree.

**Question:** Do you agree or disagree that you are more goal-oriented than task-oriented when using Agile project Management?

![Figure 10: Results to question on "goal-oriented"](image)

In Scrum working with time-boxed sprints you set a goal for the sprint in order for the team to commit to a set of work and only that work. Earlier the business analyst would “throw” in “must do it” requirements from the business in a middle of planned iteration. In Scrum you stick with the current sprint but welcome changes and accept them for the next sprint planning. Figure 10 shows that 54% believe they are goal-oriented 31% stay neutral on the subject but 15% disagree.

**Question:** In your opinion which method, Agile project management or traditional project management with sequenced methods accepts requirement changes more?

![Figure 11: Results to question on "accepts requirement changes"](image)

Working with Scrum you set the team size accordingly (7 ±2), you choose the time-boxed interval (1-week sprint, 2-week sprint, 3-week sprint, and 4-week sprint) but you allow the scope to change by keeping a prioritized backlog. This way you
ensure the quality of the potentially shippable product increment for each sprint. Scope change or a requirements change doesn’t have to be a bad thing for the product release plan. Figure 11 shows that 75% answered that Agile accepts changes more, 2% traditional, 10% that both methods equally accepts and 13% have no opinion on the subject.

One question was directed towards group 3 (the managing roles within projects).

**Question:** In your opinion which approach to project work, Agile or traditional, needs more soft skills from the project leader?

![Figure 12: Results to question on “need of soft skills from the project leader”](image)

Figure 12 shows that 27% say Agile needs more soft skills but 23% say traditional needs more. 32% say both methods need equally soft skills from the project leader and 18% have no opinion on the subject. It is interesting to see that those who have no opinion have worked longest for the Bank and have taken project management courses.

**Group comparison 3**

Includes Group 2 and Group 4.

Within IT the Bank has few Project Managers but many Scrum Masters. The Project Managers take on the hat of the Scrum Master as well. Within the PMO they have several Project Managers but they are not part of IT. Questions were asked towards group 2 (Project Managers, Scrum Masters and Product owners) and group 4 (Project teams).

**Question:** Do you agree or disagree that in my organization Scrum Masters have adequate competencies in leadership behavior, methods and experience?
Table 6 shows that for Scrum Master Competencies 6% strongly agree and 54% agree to that they have adequate skills. 4% strongly disagree and 6% disagree. The remaining 31% stay neutral on the subject.

**Question**: Do you agree or disagree that in my organization Project Managers have adequate competencies in leadership behavior, methods and experience?

Table 7 shows that for Project Manager Competencies 56% agree to that they have adequate skills and only 4% disagree but high number of 41% stay neutral on the subject.

**Open questions**

A few open questions were asked in the survey and directed at groups 2-4. Asking what makes a good Scrum Master, good Product Owner and good Project Manager. For the Scrum Master; what stood out was that he must master Lean and Agile. He is a servant leader and removes impediments. For the Product Owner; what stood out was that he has to have strong opinions and knowledge on the subject, have good communication skills and keep a prioritized product backlog. For the Project Manager; what stood out was that he should have strong technical skills on the subject, organizational skills and communication skills.

**Implementation and exploitation**

Mapping the literature review with the results from the research shows that the implementation of using Agile method has returned products with better value and products are delivered faster to market using shorter iteration. Planning hasn’t improved with Agile remarkably as with value and faster delivery. The culture shows
that Agile is the preferred method and traditional project management is given little attention or appreciation.

The role of the Product Owner hasn’t been implemented according to the Scrum framework as to the accountability for the product. The higher you are in the organization you disagree and the lower you are you agree. This indicates that the Product Owner is what is called a “daily active Product Owner” and behind him is a Product Owner committee that makes the decisions. This doesn’t have to be a bad thing but should be looked into in terms of accepting in general that from IT you deliver a “daily active Product Owner” but from the business you deliver a Product Owner committee.

Collaboration has increased with Agile and results show that 2/3 of team members feel that teams think as “we” instead of “me” but a slightly lower number feels trust within the team. This doesn't necessarily mean that all teams lack trust but rather that there are functional teams that think “we” and trust each other. That gives indications for improvement and that there is still work to do to get all teams truly functional. The same goes with the goal-orientation that only half of the team members set goals for their sprint work. Setting common goals might change the trust level within the teams. A majority of the team members welcome change and this indicates that it is easier to respond to changes and deliver them faster with Agile project management.

Leadership, methods, and experience are equally important using traditional project management or Agile project management. The results show that just over half of those who lead projects have adequate competencies. Changing that could result in the desired culture change management desires.

5. CONCLUSIONS

Based on the results from the research, the author believes that the Agile culture has rooted within software development projects and that the implementation of the Scrum framework at the Bank has made differences for project teams. Collaboration has improved, communication has improved, and roles are clearer. Working software has been delivered faster, and the right features have been produced. Interim planning has improved, long term planning based on the product backlog, and setting common goals has improved. Scrum Masters and Product Owners are trusted by the team. There are still some skeptics but they do not outnumber those who are dragging the Agile wagon. The author sees effort needed to sharpen the Scrum practice in an Agile way and even form an Agile Project Management Office (APMO) that has the role of rolling out Agile methods like Scrum and Kanban in order to create sustainability and to align with the Project Portfolio Management. The APMO would also educate the rest of the organization which definatly is needed in order to move the accountability towards the Product Owner or even take that role completely away from IT.

The author senses that the traditional Project Management culture within the Bank IT dept. will disappear completely and that in the future it will become difficult to manage projects that are not given to dedicated Agile teams but somehow should be run ad-hoc.
To maintain and use both Agile project management and traditional project management together both methods have to have true support from the IT management. Otherwise sustainability of either method will disappear.

6. ACKNOWLEDGEMENT

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7. REFERENCES


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APPENDIX A

Survey questions:

Kæru samarbeidsvenn

Sam til i teknisk verktøy mina. I PMV nåmlig langt meg a skape høvning skjønn skjønnverktøy.冏期の けんの skjønnverktøy mina samstilti Agile verktøy.冏期の skjønnverktøy mina er m.a. ad

i (2) skjønnverktøy mina som skjønnsverktøy til skjønnsverktøy til skjønnsverktøy mina samstilti Agile verktøy.冏期の skjønn

Gjengir meg brygge minga og minna av spørsmålspakken og lære meg til å gjøre meg til å gjøre meg til å gjøre meg til å gjøre

Møt først inn på å fylle ut skjønn

Sigrun Pål Kolbjørn
Verksemdsjef ved UT

ATTIVITET: Arbeidet er høyst a svare jevnlig kommentar enig nærmest.

Have you taken any specific courses in Project Management or Agile Project Management?

- Yes
- No

How long have you been working for bank?

- 1-3 years
- 4-5 years
- 6-7 years
- 8-9 years
- 10-19 years

Chose what group you belong to

- Business unit / Project Sponsor / Project Customer
- Line manager / resources / PMO / Portfolio
- PM / SM / PO
- Project Team

Next
You answer following questions in this section because you are either a project initiator from a business unit / a project sponsor / or a project customer, otherwise you skip to the next section.

I know the difference between Agile project management and traditional project management.
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

In your opinion which method, Agile project management or traditional project management

- Produces better project/product plan?
  - Agile
  - Traditional
  - Both methods
  - Neither method
  - Have no opinion

- Delivers more value to the product to be delivered?
  - Agile
  - Traditional
  - Both methods
  - Neither method
  - Have no opinion

- Pushes products faster to market?
  - Agile
  - Traditional
  - Both methods
  - Neither method
  - Have no opinion

The Product Owner in Agile projects has full authority and is given full accountability of the product vision, features and delivery.
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

If you can choose, will you choose Agile approach or traditional approach for project work?
- Agile
- Traditional
- Depends on the project
- Have no preference
You answer following questions in this section because you are either responsible to commit resources to a project / are part of the Project Management Office (PMO) / or Portfolio Management, otherwise you skip to the next section.

I know the difference between Agile project management and traditional project management.

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

In your opinion which method, Agile project management or traditional project management

<table>
<thead>
<tr>
<th>Method</th>
<th>Agile</th>
<th>Traditional</th>
<th>Other methods</th>
<th>Neither method</th>
<th>Have no opinion</th>
</tr>
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<tbody>
<tr>
<td>Produces better project/product plan?</td>
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In your opinion, what makes a good Scrum Master? (má vvara á íslensku)

In your opinion, what makes a good Product Owner? (má vvara á íslensku)

In your opinion, what makes a good Project Manager? (má vvara á íslensku)

Do you agree or disagree with the following statements?

<table>
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<tr>
<th>Statement</th>
<th>Strongly disagree</th>
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<th>Agree</th>
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<tr>
<td>In my organisation Scrum Masters have adequate competencies in leadership behavior, methods and experience</td>
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<td>In my organisation Product Owners are given full accountability of the product vision, features and delivery of the product/application</td>
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If you can choose, will you choose Agile approach or traditional approach for project work?

- [ ] Agile
- [ ] Traditional
- [ ] Depends on the project
- [ ] Have no preference
You answer following questions in this section because you are either Project Manager, Scrum Master or Product Owner, otherwise you skip to the next section.

In your opinion which method, Agile project management or traditional project management

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In your opinion which approach to project work, Agile or traditional, needs more soft skills from the project leader?

- Agile
- Traditional
- Both methods
- Neither method
- Have no opinion

In your opinion, what makes a good Scrum Master? (ma svara a islensku)

In your opinion, what makes a good Product Owner? (ma svara a islensku)

In your opinion, what makes a good Project Manager? (ma svara a islensku)

In your opinion, what makes a good project team? (ma svara a islensku)

In my organization Product Owners are given full accountability of the product vision, features and delivery of the product/application.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

If you can choose, will you choose Agile approach or traditional approach for project work?

- Agile
- Traditional
- Depends on the project
- Have no preference
You answer following questions in this section because you are a member of a project team and/or Scrum team.

In your opinion which method, Agile project management or traditional project management

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Accountability for project work has changed from “you” to “we” when using Agile project management.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

In your opinion which method, Agile project management or traditional project management with sequenced methods (waterfall and iterative), accepts requirement changes more?

- Agile
- Traditional
- Both methods
- Neither method
- Have no opinion

Do you agree or disagree with the following statements?

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<td>I am more goal-oriented than task-oriented when using Agile project management.</td>
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<tr>
<td>There is more trust within the team when using Agile project management.</td>
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In your opinion, what makes a good Product Owner? (má svara á íslensku)

In your opinion, what makes a good Project Manager? (má svara á íslensku)

In your opinion, what makes a good project team? (má svara á íslensku)

Do you agree or disagree with the following statements?

In my organization Scrum Masters have adequate competencies in leadership behavior, methods and experience.

In my organization Project Managers have adequate competencies in leadership behavior, methods and experience.

In my organization Product Owners are given full accountability of the product vision, features and delivery of the product/application.

If you can choose, will you choose Agile approach or traditional approach for project work?

- Agile
- Traditional
- Depends on the project
- Have no preference