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Defining Agile Organizational Infrastructure in Traditional Project Management Context

Organizational Culture Perspective on Utilizing Agile Ways of Working

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ABSTRACT:

Nykyisessä jatkuvasti muuttuvassa toimintaympäristössä organisaatioiden muutoskyvykkyyden tarve on kasvanut. Tämä on lisännyt kiinnostusta niin sanottuja ketteriä – agile-menetelmiä – kohtaan, jotka alun perin kehittyivät IT-alalla ja ovat sittemmin levinneet laajalti yli toimialarajojen. Tässä tutkimuksessa tarkastellaan agile-menetelmien hyödyntämistä organisaatiotason näkökulmasta, keskittyen erityisesti organisaatorakenteiden ja kulttuurin näkökulmaan.

Tutkimus alkaa kirjallisuuskatsauksella, jonka tavoitteena on luoda tutkimuksen teoreettinen viitekehys. Tämän jälkeen seuraa empiirinen tutkimus, joka hyödyntää kilpailevien arvojen viitekehukseen perustuvaa OCAI-työkalua (Organizational Culture Assessment Instrument). Tutkimus on toteutettu Case Organisaatiossa, jonka työntekijät arvioivat OCAI-työkalua hyödyntäen organisaation nykyistä ja ihanteellista organisaatiokulttuuria, tarjoten näkemyksiä ja pohjan agile-menetelmien soveltamiselle.

Tutkimustulokset osoittavat, että ei ole olemassa vain yhtä oikeaa tapaa toteuttaa organisaation ketteryyttä, vaan jokaisen organisaation on löydettävä omaan kontekstiinsa ja kulttuuriin sopivat toimintatavat. Empiiriset tulokset paljastavat, että Case Organisaatiolla on tarve siirtyä kiirreellisesti markkinadominoivasta kulttuurista kohti klaani- ja adhokratia-vetoista kokonaisuudessaan tasapainoista kulttuurirakennetta. Lisäksi etenkin Työntekijöiden hallinnan, Organisaatiota sisäisesti yhdistävän voiman ja Strategisten painotusten osa-alueilla korostetaan ihmiskeskeisen johtamisen ja työntekijöiden hyvinvoinnin priorisoinnin merkitystä, jotka ovat suorasti liitettävissä agile-menetelmien ominaispiirteisiin. Samalla tutkimus tuo esille, että hierarkia, joka tarjoaa organisaatioiden toimintaan vakautta ja rakenteita, on merkittävästi läsnä kaikilla osa-alueilla. Tämä osoittaa Case Organisaation tarpeen ja halun säilyttää myös perinteiseksi miellettyjä toimintatapoja.

Tutkimuksen yhteenvedona voidaan todeta agile-menetelmien ja organisaatiokulttuurin yhteensovittamisen tärkeyttä, jotta organisaatio voi aidosti parantaa muutoskyvykkyyttään ja reagointivalmiuttaan. Organisaatorakenteiden osalta tämä edellyttää vakaiden ja dynaamisten elementtien oikeasuhdanteista hyödyntämistä.

KEYWORDS: agile paradigm, project management, cultural assessment, organizational culture, organizational agility, agile governance, competing values framework, organizational culture assessment instrument

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1 Introduction

1.1 Background and Motivation

Organizations today need to operate in a very different environment than before. This new state of the world has also been described as a VUCA world which stands for Volatile, Uncertain, Complex, and Ambiguous describing the situation where constant and unpredictable changes are the new norm reflecting directly on organizations' ways to operate (Kerzner et al., 2022, pp. 71). Organizations must have high change resilience to survive in this environment and to be able to adapt quickly to internal and external changes (Dank and Hellström, 2021, pp. 22). Kerzner et al. (2022, 7.1.) even argue, that the key reason why organizations face challenges today is linked to the fact that their current "ways of working" do not manage to align with the current market needs and stakeholders. Sydänmaalakka (2014) also concurs with these statements emphasizing that to survive in this new ever more dynamic operating environment organizations need to have comprehensive competence to sensitively observe and anticipate the coming changes. In other words, organizations need to have organizational agility to stay in the game.

The VUCA environment and its requirements have also started to reflect highly on to the field of project management (PM), where the view has for a long time been merely on delivering individual projects that take place in relatively stable environments (Perkin, 2020, pp.3). Therefore, it has been possible to build the PM discipline on these so-called predictive or traditional approaches where projects are built on heavy upfront planning and the delivery has been based on rigid processes and structures, gaining the competitive advantage from leveraging scale and locked down hierarchically driven efficiency (Perkin, 2020, pp.3). These traditional approaches lean toward the presupposition that projects are relatively simple, predictable, and linear with clear boundaries, which enables planning the projects detailly in advance, and execution without many changes (Špundak, 2014, pp. 914).

Indeed, traditional approaches were able to succeed in stable environments, within which they were designed, and where change was slower and there was greater time for sense and response (Perkin, pp.3), but as the operating environment has become extremely dynamic and complex, these approaches have started to face limits, and the traditional structures and ways of thinking are no longer fit for purpose. As Gunasekaran (2001, pp. 10) has stated, in this market environment the challenge is not only to manage things that are under control but to manage better those that are not – to manage the unexpected change.

This realization has led to the inflection point of the PM discipline, and the PM view should be placed in a wider ecosystem perspective, where the culture, business value, and co-creating value with the customer and other stakeholders plays key roles (Kerzner et al., 2022, pp. 1). The times where project management was seen just as a tool in the engineering toolkit are over, and it has become a way of life for many organizations (Kerzner et al., 2022, pp. 1.) Thus, evermore organizations have started to recognize themselves as project-based organizations, where PM is a strategic and core competency for the survival of the firm (see Kerzner, pp. 28; Wysocki, pp. 39). Organizations are therefore also recognizing that PM excellence is a way to gain sustainable competitive advantage, which should also move the strategic focus on creating a high-performing organization rather than focusing barely on individual teams (Kerzner et al., 2022, pp. 110).

Due to these realizations, and as a response to the new operating environment – in the field of project management (PM) – organizations across different sectors, from small to big ones, have started to study and implement the Agile principles and mindset originating from the Information Technology (IT) industry (Denning, 2013, pp. 5–7; Lynn, 2010, pp. 8–9). In the PM context agile PM practices refer to ways of working that offer more adaptability and flexibility, leaning on to the presumption that project requirements are going to evolve and change during the process and thus set greater emphasis on the idea of delivering a working product to the customer with high speed

rather than using an excessive amount of time at the beginning of the project to complete precise analysis of all the requirements and initial planning (Bentley, 2020, 1.5.).

Due to its origins, 'agile' is often merely associated to certain agile PM methods or tools inspired by the Agile Manifesto and IT projects (see Cobb, 2011; Project Management Institute, 2017), but during recent years the agile paradigm has spread as a broader agenda operating on multiple organizational levels in various forms: mindset and culture, processes and tools, roles and behaviors of leaders, teams, and individuals (Perkin, 2019, pp. 39; Roper et al., 2022). In this broader sense Roper et al. (2022) argue that, 'agile' refers to organization's ability to sense and react to internal or external changes, and it is closely associated to characteristics such as human-centricity, continuous learning, adaptability, and collaboration (see Agile Business Consortium, 2017; Mergel, 2023; Perkin, 2019). These observations as well underline the realization that agile as a concept has become a lot more than just a PM methodology.

Besides the fact that the operating environment has become ever more complex and changing, another remarkable observation leading today's agile transformations – is that generally, all organizations have the same access to technology moving the competitive advantage from technology itself to the organization's agility and competence to utilize it in favor of meeting the customer requirements and needs (Denning, 2013, pp. 6-7). Alvesson (2012, pp. 2) also shares this insight by arguing that the traditional sources of success, such as product and process technology and economies of scale, matter less than before making the organizational culture linked to the ways people are being managed a more vital success factor. These factors move the focus on organizational governance which – as simplified – means the organizational structures for determining organization's goals as well as the means to accomplish those usually including processes and controls set by the organization (Müller et al., 2016, pp.14).

Kerzner et al. (2022, pp. 40) argue, that in the VUCA environment organizational governance needs to be “light” and “lean” with the emphasis on supporting people and teams (Kerzner et al., 2022, pp. 404). This includes fostering and shaping desired cultural change and behaviors. It is also to be addresses that organizational governance and culture need to be mutually supportive, and one cannot be achieved without the other (Project Management Institute, 2016, pp. 33; Project Management Institute, 2017, pp. 77). At every time, there is also a tension between competing aspirations, and thus considerations to be made between culture and business environment requirements (Project Management Institute, 2017, pp. 75). Müller et al. (2016, pp. 167) also align with these insights by stating that organizations must continuously search for compromises between freedom and control in a way that does not endanger losing the core of their culture nor governmentality. Hence, truly agile organizations are the ones whose organizational structures and administrative processes enable fluid transition from initiatives to responses, being remarkably codependent on the initiative of people, their skills, their knowledge, and their access to information (Gunasekaran, 2001, pp. 28).

As a continuum to these observations, the concept of ‘agile governance’ has also reached the discussion however being a relatively new research area focusing on organizational performance and competitiveness (Luna et al., 2014, pp. 121-122). The main idea behind agile governance is to establish the appropriate level of stable as well as dynamic elements – and acknowledge that both of these contribute to supporting and creating organizational agility (Aghina et al., 2015; Miller & Kirkpatrick, 2021, pp. 102). Since agile ways of working originate mainly from human aspects, their successful application is highly codependent of their adequacy to the current culture (Mishra et al., 2021). Therefore, they must be utilized in a balanced way that does not endanger control and stability where it is needed (Cobb, 2011, pp. 5). Dank & Hellström (2020, pp. 195) also share this view, and clarify that standardization and structures should be kept in places where they make sense and clearly help people to succeed. Often the biggest question, is how to align agile ways of working into the realms of readily done project

frameworks, while simultaneously balancing with the right level of governance and autonomy (Kerzner et al., 2022, 3.2.).

This research studies the agile paradigm particularly in the context of organizational governance aligned with organizational culture perspective. This is particularly due to two realizations: (1.) organizational governance and culture are essentially interconnected and one cannot be achieved without the other (see Project Management Institute, 2016, pp. 33; Project Management Institute, 2017, pp. 77), and (2.) the aspect of organizational culture in regards the PM field and agile paradigm has been left relatively unexamined even though there is an extensive amount of research done regarding PM processes, techniques, and leadership, as well as the functionalities and productivity impacts of agile practices (see Käsälä & Tokumaru, 2023, pp. 32; Yazici, 2009, pp. 15).

As organizations are now looking for ways to successfully incorporate these agile ways of working – which mainly originate from the IT industry – into their ways of working organizations need a more comprehensive understanding of what is being referred to by ‘agile ways of working’. As the agile paradigm is a highly multidimensional phenomenon (see Roper et al., 2022, pp. 4441-4442) in this research the focus has been narrowed down focusing especially on the organizational level context considering concepts of ‘organizational agility’ and ‘agile governance’. Furthermore, there is a need to view as well the concept of ‘organizational culture’ and how that is interconnected to the agile paradigm and governance considerations.

1.2 Research objective, questions, and scope

This research is done by order of a global technology company, and one of its sub-organizations that works among customer-delivery (CD) projects. The Case Organization sees the continuous improvement of its ways of working as an enabler to deliver customer value and to respond more efficiently in today’s dynamic operating. As agile

ways of working seem to align and offer tools to operate more efficiently under the current and coming circumstances and environment (see Carter & Varney, 2018; Sydänmaalakka, 2014) the Case Organization is also interested in how it could apply these in its own environment. Currently, the Case Organization's CD projects are being delivered mainly through traditional project management processes and methods, and therefore it is to be emphasized that the goal is not to create new process models for delivering projects but to understand the agile paradigm's possibilities in the broader sense focusing on to the organizational level viewpoints in regards governance and cultural aspects, taken into consideration especially the operational level employees' viewpoints.

As agile practices mainly stem from human aspects, which have a strong linkage to the organizational culture (see Gunasekaran, 2001; Mishra, 2021), awareness and understanding of the state of the organizational culture play a key role in adopting and implementing agile ways of working (Perkin, 2020, pp. 144). Hence, this thesis's research focus will be on the organizational culture perspective and its assessment. Assessing the organizational culture helps to identify the areas where the emphasis is being usually applied in the organization, offering guidelines for finding the best fit-for-purpose solution regarding agile ways of working (Project Management Institute, 2017, pp. 75-76). Dank and Hellström (2020, pp. 204) also clarify that cultural assessments offer valuable information in regard organization's preparedness and degrees of acceptance for adopting agile ways of working as well as aid the organization to recognize the requisite level of support and training necessary for achieving the necessary mindset shift toward adopting agile ways of working. In addition, assessments also facilitate an exploration and evaluation of the effectiveness of extant processes and modes of thinking.

For the cultural assessment, this research will utilize the Competing Values Framework (CVF) and the Organizational Culture Assessment Instrument (OCAI), which will be presented more thoroughly later in this paper. The objective of this research is to gain a

comprehensive, department-wide perspective of the Case Organization's existing and desired organizational culture states based on the CVF and to align these insights with considerations regarding agile ways of working in the organizational level context focusing particularly on to the organizational agility and agile governance aspects.

The primary aim is to identify the organization's current and desired emphasis areas by utilizing organizational culture assessment and reflect those findings to the agile framework defined in the theoretical section. Based on those findings, will be offered insights and suggestions for the Case Organization regarding further development initiatives. The research questions are as follows:

RQ1: "What is the Case Organization's starting point and state of will from the cultural perspective into a more agile organization?"

RQ2: "What are the preferred levels of emphasis across different areas in regard to utilizing agile ways of working?"

1.3 Structure of the Thesis

This thesis research consists of two primary sections: a literature review and an empirical study. The literature review represents the theoretical framework of this thesis diving into and representing the main concepts of this research: Agile paradigm, Organizational culture, and the Competing Values Framework. The theoretical framework aims to bridge these considerations and create a comprehensive understanding of how these aspects are interconnected. Simultaneously, the theoretical framework establishes the basis for the empirical study – the cultural assessment carried out within the Case Organization.

The empirical study will be done by utilizing the Organizational Culture Assessment Instrument (OCAI) questionnaire, complemented by gathering insightful comments from the target group. The OCAI evaluates both, the current and preferred state of

organizational culture, offering insightful views regarding the Case Organization's development needs and aiding in identifying the fit-for-purpose organizational governance. By combining quantitative (OCAI) and qualitative (comments) methods, the goal is to get a thorough exploration, obtaining both numerical data and qualitative considerations.

In the wholeness, this thesis is done to provide insights into the common understanding within the Case Organization regarding the state of current and preferred organizational culture and identify the organizational level development needs in the context of the agile paradigm. The research focus is set, especially on the operational level employees' viewpoints. The research results will be utilized within the Case Organization, and they will offer insight for the Upper Management and as well for the organization's Project Management Office (PMO), which is a central operator in developing and facilitating the Case Organization's Project Management related ways of working.

2 Theoretical framework

This chapter will present the theoretical framework of the research. The Chapter 2.1. represents the Agile Paradigm and aims to conceptualize the multidimensional nature of the 'Agile' concept, especially focusing on this research's context emphasizing the organizational agility and governance aspects. The Chapter 2.2. moves on then to defining the organizational culture and its linkage to the agile paradigm and governance. Lastly, Chapter 2.3. presenting the Competing Values Framework (CVF) which forms the base for the empirical study of this research.

2.1 The Agile Paradigm

2.1.1 The Evolution and Definition of 'Agile'

During the last years, the term 'agile' has started to spread as a broader agenda characterizing a set of 'new ways of working', however lacking an unambiguous definition due to its various scholarly based streams and rhetoric (Roper et al., 2022, pp. 4441-4442). This chapter will represent the Agile Paradigm by focusing on its evolution through six agile streams presented by Roper et al. (2022): (1.) Agile Manufacturing, (2.) 'Agile' as Project Management, (3.) 'Agile' as Workplace Ergonomics, (4.) Organizational Agility, (5.) Workforce Agility, and (6.) Agile Working.

The (1.) first stream (see Roper et al., 2022) – and historical development and application of 'agile' – can be tracked to the era of Agile Manufacturing (AM) where the principles of agile ways of working were identified and formulated as a mode of operation as early as the late 1900s (see Gunasekaran 2001; Rigby et al. 2016). The first remarkable publicization talking about the term agile manufacturing was *The 21st Century Manufacturing Enterprise Strategy* published in 1992 by the Iacocca Institute. Iacocca Institute (Nagel, 1991, pp. 2) recognized already then that the business environment will

become ever more changing and thus predicted that the global market winners of the 21st century will be those who manage to implement AM practices.

One of the most recognizable examples of the start of AM is the Toyota Production System – the primary starting point of the “lean” thinking (Rigby et al., 2016), which also the Case Organization has used as a cornerstone on developing the ways of working. The principles of lean thinking are minimizing waste, perfect first-time quality, flexible production lines, and continuous improvement (Kakar, 2023, pp.). Toyota understood that workers, who were closest to the end customer held many crucial answers and thus started to bring managers and workers together in ‘quality rings’ or ‘Kanban’ (Dank & Hellström, 2021, pp. 20–21). Lean manufacturing puts great emphasis on the focus on customer value and the high level of participative employee problem-solving (Kakar, 2023, pp.3). According to Cobb (2011, pp. 21) agile adopted these lean principles and values and therefore paved the way for the Agile era.

From AM, according to Roper et al. (2022, p. 4443), the agile paradigm shifted to the (2.) second stream of ‘agile’ on to the project management landscape. This shift happened during the ‘90s and the 2000s as information technology took an exponential leap and the world became faster than ever before and brought the stakeholders closer than organizations had used to (Gunasekaran, 2001, pp. 10–11). Especially the software developers in the IT industry quickly noticed that the traditional PM models did not anymore have the capability to deliver products in this constantly changing and highly competitive environment (Kettunen, 2009, pp. 408-409). As a response to this, the IT industry started to utilize lean thinking and apply it to software development processes. Finally, this development trend led to the birth of The Agile Manifesto which was published by a group of software thought leaders in 2001 (Project Management Institute, 2017). The Agile Manifesto can be kept as the origin and true beginning of today’s agile movement (Cobb, 2011, pp. 39), however emphasizing that the Agile Manifesto merely made the already underpinning ways of working more visible by

recognizing and conceptualizing agility as a guiding mindset (see Gunasekaran, 2001; Dank & Hellström, 2021).

The developers of The Agile Manifesto agreed on a guiding mindset by conceptualizing a set of common values and principles to guide their work. The Agile Manifesto (2001) itself is quite simple, presenting four value statements:

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

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

That is, while there is value in the items on the right, we value the items on the left more.

Furthermore, the 12 core principles outlined in the Agile Manifesto – flowing from these presented core values – can be summarized, according to Santos and Carvalho (2021, pp. 118), as achieving consumer satisfaction through collaborative efforts of motivated and self-organized teams. These teams comprise both business representatives and developers who prioritize values such as simplicity, sustainable development, technical excellence, and agility.

After the AM stream, the agile paradigm spread to the concept of (3.) workplace ergonomics, which started to consider the spatial and temporal nature of work, such as flexible working time and work location independence (2022, p. 4443). From there, the agile paradigm matured to the concept of (4.) organizational agility, which has become by far the most developed concept in regards the academic literature. Organizational agility is a comprehensive concept emerging mainly from the AM stream and pays the attention to organization's strategic capabilities to respond and adapt to changes. This

includes efficient and effective response mechanism, organizational infrastructure that supports fast knowledge creation and adaptability, and flexible and scalable workforce (Roper et al., 2022, p. 4443-4444). As an apparent offshoot from organizational agility, the fifth stream of agile is identified as (5.) workforce agility which refers to employees' agile willingness and capabilities, such as resilience, adaptability, and proactivity.

Lastly, Roper et al. (2022) represent the sixth stream (6.) Agile Working, that sets the focus especially on the managerial agenda by giving interventions on how to reorganize the work in an agile manner considering the five streams above, therefore including technical as well social factors. Later on, in the light of the agile streams represented by Roper et al. (2022), this thesis research's focus sets especially under the concepts of (4.) organizational agility interconnecting also with considerations on (5.) workforce agility.

As it can be concluded the agile paradigm incorporates various states and considerations. In addition, often when talking about agile, it is combined with words such as method, practice, and technique, or it is being used as a synonym to specific forms of agile, such as Scrum and Extreme Programming (Cobb, 2011, pp. 3-4; Project Management Institute, 2017, pp. 10). These various definitions may therefore cause confusion and has also created a misconception that you can be agile only by practicing certain methods or tools (Cobb, 2011, pp. 3-4; Project Management Institute, 2017, pp. 10). It is therefore to be emphasized, that 'agile' can mean different things in different situations, being a collective term that describes a broad range of different practices and techniques. According to Sidky's description (Project Management Institute, 2017, pp. 10-11) 'agile' is a mindset shaped by the values of the Agile Manifesto, guided by its principles, and facilitated through diverse practices. When generally referring, I have chosen to use the phrase 'agile ways of working' in this research paper.

As the values and principles presented in The Agile Manifesto, are quite a techie statements (see Dank & Hellström, 2021, pp. 35), according to Cobb (2011, pp. 18) there is also a common misinterpretation of approaching these values as absolutes, instead of

relative statements that need to be interpreted in the context-specific environment. Rigby et al. (2016) have thus modified these values in a more generic format, away from the software development framework: **People over processes and tools, Working prototypes over excessive documentation, Customer collaboration over rigid contracts, and Respond to change rather than follow a plan.**

According to Rigby et al. (2016) definition, agile is a people-centric approach where projects should prioritize motivated individuals, fostering a creative problem-solving environment with sustainable work paces. The focus should be on working prototypes rather than excessive documentation, allowing for faster learning and adaptability. Collaboration with customers is vital, favoring flexibility over rigid contracts to meet evolving needs. Lastly, teams should be adaptable, responding to change instead of rigidly following a plan, with a commitment to continuous learning and improvement. In addition, Mergel (2023, pp. 3) has defined agile even in a more general sense as a: “– work management ideology with a set of productivity frameworks that support continuous and iterative progress on work tasks by reviewing one’s hypothesis, working in a human-centric way, and encouraging evidence-based learning.”

Agile should not be therefore thought of as a destination, such as achieving a certain milestone, but as an enabler to achieve better business outcomes (Moreira, 2017, pp. 22). Perkin (2019, pp. 39) also states that agile and agility have become a lot more than just a PM methodology and the agile paradigm has started to spread as an organization-wide mindset where new ways of thinking, emphasizing flexibility, adaptability, and continuous learning take place. Due to this development, there has also come an emphasized need to differentiate the certain agile approaches or tools – such as agile manufacturing or agile IT development – from the agile governance concept that emphasizes the organizational level viewpoint on agile implementation (Luna et al., 2014, pp. 121-122). This organizational level viewpoint is as well the context where this research’s focus sets, and therefore there is a need to take a further look at what is actually meant by ‘agile governance’.

2.1.2 Organizational Agility and Agile Governance

As this thesis research studies agile and agility especially from the organizational level viewpoint it is crucial to understand what is meant by organizational agility – the fourth stream of ‘Agile’ (see Roper et al., 2022) – and how it is interconnected with the concept of agile governance. Simply stated, organizational agility refers to an organization’s capability to sense and adapt to internal or external changes (Roper et al., 2022, pp. 4443). Teece et al. (2016, pp. 17) define organizational agility as an organization's ability to efficiently and effectively move its resources to activities that create, protect, and capture value, based on the changing needs inside and outside the organization, being able to adjust strategies as needed or wanted. Furthermore, Miller & Kirkpatrick (2021, pp. 5) define organizational agility as an organization’s capability: “– to sense and respond to changes in both a timely and effective manner”. Project Management Institute (2017, pp. 79) also states that a sign of organizational agility is the organization’s willingness and capability to create new competencies when new needs occur.

As Luna et al. (2014, pp. 121-122) state, there is a good understanding of specific agile approaches and tools, but when moving the view beyond these to the agile governance phenomenon the understanding begins to lack. This is important to be addressed, as McBride et al. (2021, Chapter 2.1.) state, the lack of understanding of what ‘agile’ means, is one of the main reasons why it is often implemented inappropriately. Agile governance itself is also a relatively new concept that has just recently started to gain ground among researchers as organizations have started to integrate agile ways of working in many types of projects and procedures (Merger, 2023, pp. 2).

In general, ‘governance’ refers to an organization’s steering system such as strategic alignment capability, steering skills, and ability to practice control (Luna et al., 2014, pp. 121). Müller et al. (2016, pp. 13) state that governance is a broad concept that forms the organization’s framework combining the value system, policies, processes, and responsibilities, setting the structure for achieving the objectives. Further on, in the

project management context governance is seen as the enabler of good project outcomes, and is associated especially with decision-making protocols, processes and procedures, and collaboration factors such as trust, behavioral control, and flexibility (Project Management Institute, 2016, pp. 3). Project Management Institute (2016, pp. 1) also emphasizes that effective organizational governance is one that is dynamic and adaptive in regard to the organization's culture, needs, and resources (Project Management Institute, 2016, pp.1). This viewpoint also again raises the tension between stability and flexibility as governance advocates strongly with the idea of control, mechanisms, and authority, whereas Agile is associated to experimentation, informality, and simplicity (Luna et al., 2014, pp. 122). Wise and Daniel (2016, pp. 93) as well state that governance and processes are often seen as barriers in the context of agile, even though they are essential elements in agile utilization.

Luna et al. (2014) have been knowingly the firsts, to conduct a systematic literature review to research and conceptualize the agile governance phenomenon. Based on their study they managed to synthesize and define the concept of agile governance – broadly and holistically – as follow:

...the ability of human societies to sense, adapt and respond rapidly and sustainably to changes in its environment, by means of the coordinated combination of agile and lean capabilities with governance capabilities, in order to deliver value faster, better, and cheaper to their core business. (pp. 134)

Luna et al. (2014, pp. 135) state that key idea of agile governance is to bring a fresh view by adapting enabling elements adapted from the agile philosophy, to extend the governance as more flexible and resilient. They also emphasize that agile governance is a socio-technical phenomena as interconnecting people as agents of change with an environment where technology plays pivotal role. To follow, Luna et al. (2014, pp. 135-136) have suggested, based on their study, six meta-principles for agile governance:

1. **Good enough governance:** “The level of governance must always be adapted according to the organizational context”.

2. **Business-driven:** “The business must be the reason for every decision and action”.
3. **Human focused:** “People must feel valued and incentivized to participate creatively”.
4. **Based on quick wins:** “The quick wins have to be celebrated and used to get more impulse and results.”
5. **Systematic and adaptive approach:** “The teams must develop the intrinsic ability to systematically handle change”.
6. **Simple design and continuous refinement:** “Teams must deliver fast and must be always improving”.

Luna et al. (2014, pp. 134) state that agile governance can be seen as concept that balances between chaos and order, and therefore leverages business outcomes beyond the traditional command-and-control models. To concur, Aghina et al. (2015), summarize the core idea of agile governance as one establishing both – stable as well as dynamic elements. This includes for example creating a stable backbone for key processes that are standardized in a way that everyone in the organization understands them. In addition, Wise and Daniel (2016, pp. 93) argue that agile organizations are the ones where teams know and understand the governance frameworks they are expected to perform, enabling them to move and make their own decision freely within these certain constraints. Dank and Hellström (2020, pp. 17) concur with these statements, by emphasizing that in the context of agile, governance is supposed to be an infrastructure that supports flexibility and emphasize that the key to success in modern world is on achieving the correct level of stability and predictability combined with adaptability and responsiveness. Therefore, organizational governance, including constraints and employee empowerment, is one creating both – trust and freedom – within the workplace (Wise and Daniel, 2016, pp. 93).

2.1.3 Agility From Employees' Perspective

As agile paradigm is strongly linked to human capabilities and interpersonal factors (see The Agile Manifesto, 2001; Rigby et al., 2016), it is also crucial to address what Agile Ways or Working require from the employee perspective. As Mergel (2023, pp. 11–13) state, even though agile ways of working generally are seen in a positive light, there can and probably will occur many inhibiting factors that need to be considered and understood when starting an agile implementation as it will not happen without structured actions toward mutual goals. The new agile ways of working need to be socialized and cultivated, as any other new practice taken into use. Hence, organizations and management must practice employee understanding (Luukka, 2024, pp. 47). This means conducting continuous dialogue and interactions with employees across the hierarchical levels and through that forming a better understanding of what employees want and value. Dank and Hellström (2020, pp. 205) converge with this consideration and state that for an organization to successfully implement new agile ways of working it is crucial to include and actively engage all team members right from the beginning, ensuring their participation in shaping the organization's value and purpose.

These presented statements highlight the need for assessing the wholeness of agile implementation from the employees' perspective, and to understand what possible obstacles might occur in practice, as well as what is required from employees. Incorporated to this, Luukka (2024, pp. 65) emphasizes, that when starting to incorporate any new ways of working, for an organization to succeed, it needs employees who have both – the capability as well the will – to take part in joint ventures (Luukka, 2024, pp. 65). Therefore, also this thesis study has set the focus especially on the operational level employees and their insights.

According to Shet (2024), in today's VUCA world employees' competencies are one of the most crucial factors regarding an organization's ability to adapt and stay competitive. Therefore, organizations must create an environment that supports this transition and facilitates employee adjustment to the new agile ways of working,

fostering the development of necessary skills (Carter & Varney, 2018, pp. 8). Cobb (2011, pp. 1-2) concurs with this, and emphasizes that agile is a discipline that relies heavily on the training and skill of collaborative, cross-functional teams to adapt agile ways of working to problems they are attempting to solve. Hence, it is also important to recognize the fact that the change does not happen without resources (time, personnel, equipment), as without these the employees may feel the transition towards new ways of working merely as an additional workload (see Mergel, 2023, pp. 10). That is to say, even if the organization has employees with agile competencies, it will not have a contribution to the organization's performance if not combined with organizational agility, referring to factors such as leadership and culture (Aliyyah, et. al, 2023, pp. 1216).

Taylor (2023, pp. 5-6) emphasizes that agile ways of working set great emphasis on flexibility and the capacity to adapt to change, underpinned by the core values of communication, collaboration, and self-organizing teams. This focus aligns as well closely with the principles of Agile Manifesto (2001), which advocate close collaboration between business people and developers throughout a project and emphasizes building projects around motivated individuals. Reflecting on these principles it is also necessary to question whether all individuals have the capabilities and competence to work in agile ways. Tóth and Csiszárík-Kocsir (2023, pp. 23) state that for an organization to apply agile ways of working it is essential for people themselves to be agile. Hence, employees need to have the necessary capabilities and a willingness to operate in agile environments. This involves aspects such as actively participating in self-organizing teams, fostering a highly collaborative and transparent work environment, striving for continuous improvement, and taking ownership (see Cobb, 2011; Dank & Hellström, 2021; Taylor, 2023). There is also a valid risk, that employees who are lacking adaptability and agile mindset may fall behind (Shet, 2024).

Relate to these aspects, Mike Cohn (Cobb, 2011, pp. 62–63) has as will listed some usual obstacles that organizations might need to overcome during the agile transition. One of these is that organizations need to recognize that the change is not entirely a top-down

or bottom-up process and therefore agile implementation requires a real buy-in from everyone involved. In the process of transitioning towards agile implementation, organizations may face resistance, require significant retraining, and even potential personnel changes for those struggling with the transition (Cobb, 2011, pp. 63–66). Another important aspect Mike Cohn (Cobb, 2011, pp. 62–63) emphasizes, is the fact that agile ways of working require many people to do their work differently than used to. A practical example of this situation is when individuals accustomed to working independently are now required to actively participate in a team, collaborating more than before. The significance of such changes and their impacts should not be underestimated. These aspects also emphasize the importance of employees' own will for the transition (see Luukka, 2024, pp. 66), as according to Aliyyah et al. (2023, pp. 1215), employees with agile competencies will not display agile behavior if they do not feel motivated and orientated toward the organization's goals.

To conclude, organizations need agile organizational structures that support employees in the midst of change as well willing employees with agile competencies. It is also to be recognized that changes will not happen without correct allocation of resources and support.

2.2 Organizational Culture

2.2.1 Organizational Culture

The concept of organizational culture was discovered during the 1980s as organizations started to face phenomena that could not be rationalized by using dominant organizational theories (Harisalo, 2008, pp. 264). Researchers began to wonder why organizations with weaker tangible resources still end up outperforming their competitors. This quickly led to the realization of organizational culture. Most of organizational culture studies agree that the organizational culture is about underlying

assumptions, taken-for-granted values, expectations, and definitions that characterize organizations and their members (Cameron & Quinn, 2011, p. 18). According to Kuusela (2015, pp. 13), the concept of organizational culture underlines its emphasis whenever organizations need an understanding of seemingly inexplicable matters.

Acknowledged or unacknowledged, organizational culture always impacts the way people work, where they pay attention, and what they value (Kuusela, 2015, pp. 9). Harisalo (2008, pp. 264) describes organizational culture as an organization's own inner reality, that guides people's thinking, choices, and behavior and which is always, at a certain level, independent from formal factors. It combines people and distinguishes organizations. Hence, even though organizational culture is a complex and not intangible concept, it is a crucial part of any organization (Lee, 2020, pp. 23).

Harisalo (2008, pp. 264) states that essentially organizational culture is about a very simple matter – learning the ways of the house. It is about the unconscious, yet self-evident basic assumptions and beliefs that connect members of the established community (Kuusela, pp. 13). Consequently, it influences the actions of people within the organization, dictating their daily routines and the execution of operational tasks making it thus also the manner of organizational strategies (Muthukumar et al., 2022). Organizational culture thus has a strong influence on both employees' attitudes and behaviors as well as the level of the organization's performance. Project Management Institute (2017, pp. 75) argues that no matter the organization's strategy or plan is, it does not matter if people implementing it are not passionate about the change and cause. Organizational culture should therefore be acknowledged as a tool to get people to commit and participate in the organization's development and growth (Luukka, 2024, pp. 96).

2.2.1 Agile Organizational Culture and Governance

Even though the research on the linkage between agile and organizational culture has increased there is not yet an unambiguous definition for the concept of agile culture (Kim et al., 2020, pp. 1). However, the existing literature and research widely agree that organizational culture plays a crucial role and is one of the success factors in adopting agile ways of working (Känsälä & Tokumaru, 2023, pp. 4). According to Tolfo et al. (2011, pp. 421), these cultural human aspects can cause a major obstacle to adopting agile ways of working, and therefore culture must align with the agile paradigm for it to succeed. Perkin (2020, pp. 141) concurs with this view and states that an organization trying to achieve greater agility in an environment that does not support an agile mindset and practices, or at the least recognize their importance, is destined for failure. This combined with the consideration that PM research in general is widely inadequate in studying the matter of organizational culture compared to other PM factors (see Yazici, 2009, pp. 15), underlines the need for why also this research is requisite.

Scholars have linked agile culture to various characteristics such as flexibility, employee participation, empowerment, communication, structural fluidity, knowledge sharing, and continuous learning (Kim et al., 2020, pp. 2–3). Supportive and collaborative management, team orientation, intensified personal communication, and comfort with change and uncertainty have also been recognized as prevailing characteristics of agile culture (Rebentisch et al., 2018, pp.2116–2117). Later on, this research paper will refer mainly to the working definition created by the Agile Business Consortium (2017), which defined agile culture as follows:

Agile culture is about creating an environment that is underpinned by values, behaviours, and practices which enable organizations, teams, and individuals to be more adaptive, flexible, innovative, and resilient when dealing with complexity, uncertainty, and change.

According to the Agile Business Consortium, the core values of agile culture, based on their definition, are **Innovation and Learning over the status quo, Inspiring Leadership over conservative management, Collaboration and Autonomy over hierarchical**

control, and **Collective purpose over self-interest**. According to them, these values will emerge from seven elements, which they refer to as the cultural DNA of agile culture (see Table 1.). Over time, these elements will embed deeply into the organization's culture eventually guiding the way things get done in the organization.

Table 1. The DNA of Agile Culture (Agile Business Consortium, 2017).

| Elements | Description |
|---|--|
| Unleashed purpose and meaningful results | A clear, compelling, and inspiring purpose that focuses on results that matter to all stakeholders. |
| Agile leadership | Supportive leadership over directive, command, and control style. |
| Well-being and fulfilment | Happy and positive over fear-based, stress, fatigue, and burn-out, providing a deep sense and feeling of achievement to individuals. |
| Collaborative communities and distributed authority | A network of collaborative teams with more autonomy for decision-making as appropriate. |
| Trust and transparency | Loyalty, integrity and commitment to transparency, openness, and honesty on day-to-day working. |
| Adaptability to change | A strong core that provides stability with flexibility to adapt and change. |
| Innovation, learning and personal mastery | Psychological safety, thoughtful experimentation, learning, and reflective practice moving toward personal strengths and mastery. |

It is also to be addresses that the organizational governance and culture need to be mutually supportive, and one cannot be achieved without the other (Project Management Institute, 2016, pp. 33; Project Management Institute, 2017, pp. 77). Project work also always includes a tension between competing aspirations, and therefore there is always considerations to be made between culture and business environment requirements (Project Management Institute, 2017, pp. 75). Miller & Kirkpatrick (2021, pp. 102), also emphasize that on organizational level it is important to demonstrate and communicate that both types – stabile and flexible – factors provide value and support for organizational agility. Müller et al. (2016, pp. 167) also align with these insights, and emphasize that organizations must continuously search for

compromises between freedom and control in a way that does not endanger losing the core of their culture nor governmentality.

2.3 The Competing Values Framework

2.3.1 Representing the CVF

The Competing Values Framework (CVF), developed by Kim Cameron and Robert Quinn (2011) is one of the most used theoretical models for assessing organizational culture. Initially, in the 80s, CVF was developed as a tool to understand organizational effectiveness, but since then it has become a popular tool for solving different organizational issues and it has proven to be effective, especially in measuring organizational culture. CVF has been found to align significantly with widely recognized categorical schemes that structure individuals' ways of working, values, assumptions, and process information.

The CVF is based on two different main dimensions of culture – vertical and horizontal – which together form a fourfold table, illustrated in the Figure 1. (see Cameron & Quinn, 2011, pp. 10; Teräväinen, 2021, pp. 23). According to Cameron and Quinn (2011, pp. 10), each of these four quadrants with distinctive sets of values represents competing or opposite assumptions.

- **Stability and control** – versus – **Flexibility and freedom of choice** (vertical dimension)
- **Internal focus and integration** – versus – **External focus and differentiation** (horizontal dimension)

Each of these four quadrants represents a certain kind of organizational culture with distinctive sets of values, which determines an organization's way of doing business and

effectiveness (Sandrk Nukic and Huemann, 2016, pp. 239). The four organizational culture clusters are named: Clan, Market, Adhocracy, and Hierarchic (Muthukumar et al., 2022). These clusters of criteria determine the base for an organization's decision-making and way of working, as they represent what people see as good or bad, and appropriate (Cameron and Quinn, pp. 10).

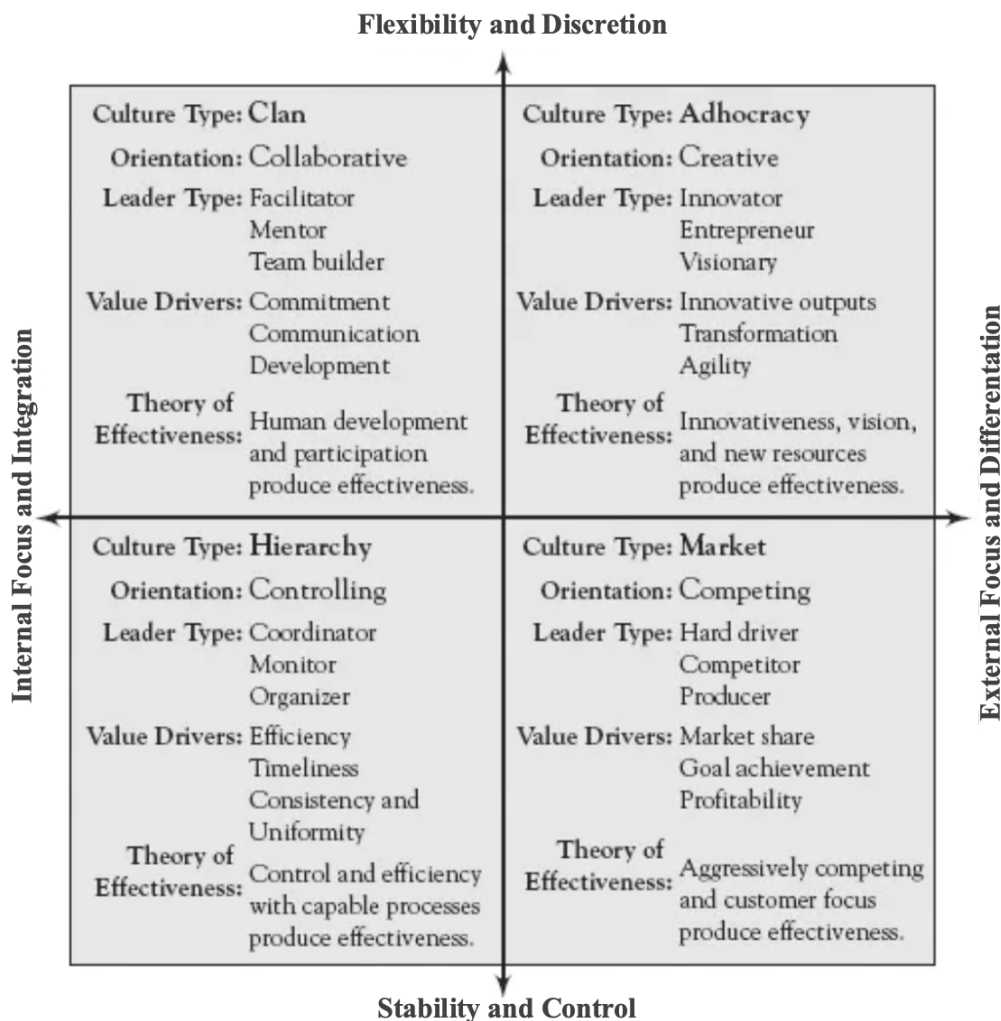


Figure 1. The Competing Values Framework (Cameron & Quinn, 2011, pp. 35)

A Clan-like organizational culture usually emphasizes human factors, shared values, and goals, participativeness, cohesion, individuality, and employee empowerment (Cameron and Quinn, 2011). Typical characteristics of clan-type organizations are teamwork, employee involvement programs, and the organization's commitment to employees

(Sandrk Nukic and Huemann, pp. 240). Employees are respected and taken seriously, and managers are being seen as mentors. The effectiveness comes from employees' high commitment and solidarity. Clan-type organizations value flexibility and have a little tendency towards observation and resistance (Muthukumar et al., 2022). The characteristics of a Clan culture can be seen aligning closely, especially with the agile principle of prioritizing people over processes and tools, (see The Agile Manifesto, 2001; Rigby et al., 2016) as it sets a high emphasis on human factors.

Market-like organizational culture can be seen as the opposite of a clan, and it is oriented strongly toward the external environment instead of the organization's internal affairs. The core values are competitiveness and productivity, thus making market/rational organizations highly result-oriented (Cameron and Quinn, 2011). The long-term concerns at market organizations are on achieving the organization's performance targets through competitive actions. Leaders are tough and demanding and the power comes from knowledge and skills (Sandrk Nukic and Huemann, pp. 240; Muthukumar et al., 2022). The strongest link between market culture and agile principles is their shared focus on external factors and delivering value to customers. This connection clearly aligns market culture with the central idea of the agile philosophy of responding to changes and working closely with the customer (see The Agile Manifesto, 2001; Dank & Hellström, 2021).

Adhocracy culture shares the same external orientation as market-like organizations, but they foster high value for flexibility, responsiveness to change, creativity, and ambiguity (Cameron and Quinn, 2011). Characteristics of adhocracy based organizations are dynamic and entrepreneurial teams and creative workplaces, where leaders foster innovativeness by encouraging experimentation (Sandrk Nukic and Huemann, pp. 240). Instead of having high hierarchies or authority structures, the emphasis is on fluent information flow inside the organization and its actors. Leadership can seem to be invisible or even evasive (Muthukumar et al., 2022). Adhocracy may have the most noteworthy connection to Agile philosophy, and it aligns highly with the Agile emphasis

on change responsiveness, flexibility, and the culture of continuous improvement (see The Agile Manifesto, 2001; Cameron and Quinn, 2011; Dank & Hellström, 2021). Therefore, it can be also stated that organizations with a strong adhocracy culture are the most natural adopters of agile ways of working.

Lastly, and as an opposite to adhocracy, there is a **Hierarchy** culture, which values clearly defined authority, and standardized rules and guidelines (Cameron and Quinn, 2011). Control and accountability are being seen as the mechanism to achieve success, and the long-term concerns are on the organization's stability, predictability, and efficiency. Organizations with hierarchical values and culture are experienced as formal and structured workplaces with a controlling environment. Emphasis is set more on internal factors than external ones (Muthukumar et al., 2022). When assessing the values of Hierarchy culture they can seem the most distinctive of agile. However, Hierarchy plays a crucial role in agile – especially in the organizational level – as it creates structure, role clarity, and coordination in the processes (see Carter & Varney, 2018; Greer, et al., 2018).

2.3.2 Previous Research Results Regarding Cultural Profiles

The CVF and the OCAI are being widely used in studies on the culture of agile organizations and as well as on project management (see Cameron & Quinn, 2011; Maximini, 2015; Strode et al. 2009). They have also gathered a lot of validation among organizational culture studies in general and researchers through different fields, which led to the realization for it to be implemented also in this research case. The CVF also brings up a usual paradox – which the Case Organization has also recognized – regarding the characteristics of agile culture and the tension between Internal versus External orientation and Stability versus Flexibility (Agile Business Consortium, 2017).

What the CVF outlines, is that no one of these CVF's cultural dimensions can be thought of as better than the other, nevertheless, the usual case is that one of these dimensions

stands out as the dominant one while also including aspects from the other dimensions in varying degrees (Cameron & Quinn, 2011, pp. 93). However, some organizations may also have a balanced culture that emphasizes relatively equally all the cultural dimensions. One popular example of this kind of organization is Toyota which is well known for its production system (Hierarchy), ruthless and successful competitive strategy (Market), cohesion and high employee loyalty (Clan), and innovative product design and technological breakthroughs (Adhocracy) (Cameron & Quinn, 2011, pp.84).

Based on a substantial amount of research and conducted OCAI surveys across different fields Cameron and Quinn (2011, pp. 89) have been able to form average culture profiles for various industries. The Construction and Manufacturing industries are the most comparable with the Case Organization, and interestingly both of those represent a united culture profile with the highest emphasis on the Market dimension (~35.00–40.00), then Hierarchy (~20.00), Clan (~20.00), and Adhocracy (~15.00–20.00). Considering these industry-specific averages there could be made presumption that Case Organization's culture profile would have similarities to these.

Considering as well the agile ways of working, Felipe et al. (2017, pp. 18) state that implementing agile practices requires a reasonable balance between all the cultural dimensions, and as noted all these cultural dimensions can be linked to the Agile paradigm at a certain level. Aghina et al. (2015) share this insight and present that for organizations to truly succeed at being agile they need to learn to be both stable (resilient, reliable, and efficient) and dynamic (fast, nimble, and adaptive). This requires organizations to set up systems that include both relatively unchanging elements – such as governance arrangement and processes – as well as dynamic elements that enable quick responses and adaptability to changes.

Therefore, it is to be emphasized that there is not one correct way for organizations to be agile, and Käsälä & Tokumaru (2023, pp. 32) state that being agile is about finding the right combination of agile ways of working and cultural aspects for each

organization, and that is also what this case study aims to do. In this case study the focus has been set especially on the operational level perspectives by targeting the Line Managers and Team Members as they are crucial key members implementing the organization's ways of working and conducting the daily operative work. The methods for this investigation are presented more closely in the chapter 3. Methodology.

3 Methodology

This chapter represents the process and considerations made regarding the methodology. It outlines the strategic selection of research methods employed to ensure the reliability and validity of the findings presented.

3.1 Methodology Approach

Research methods offer a tool for data gathering and analysis. Research can be conducted through quantitative or qualitative methods, or by combining these two as a mixed method. **Quantitative methods** are interested in numerical data, and they are used when the research interest is on numerically measurable and testable factors (Vilkka, 2021). Quantitative methods aim to explain human factors through numerical, technical, and causal meters and by searching generalizable regularities. The analysis is done through statistical procedures (Creswell, 2018). Whereas **qualitative methods** rely on the assumption that quantitative methods do not manage to capture every individual's actions, and therefore it is also important to capture the anomalies (Vilkka, 2021). Hence, qualitative methods focus on explaining the objectives and meanings that humans use to justify their actions. The focus is therefore on subjective matters such as values, ideas, wants, and beliefs. In qualitative methods, data can be gathered for example by interviews, audio and video recording, and observation (Creswell, 2018). However, quantitative, and qualitative methods should not be viewed as distinct categories that exclude one another (Creswell, 2018). Merely, they are different ends of the same continuum.

The mixed methods approach situates between quantitative and qualitative methods, by combining elements from both to enhance research comprehension and prevent reliability errors (Creswell, 2018; Vilkka, 2021). This integrated approach aims to provide additional insights that wouldn't be achievable through solely quantitative or qualitative methods, contributing to a more comprehensive understanding of the research

problem. Creswell (2018) presents three mixed methods designs. Firstly, there are **convergent mixed methods** that involve the simultaneous collection of quantitative and qualitative data to conduct a comprehensive analysis, addressing contradictions in the interpretation of results. Then there are **explanatory sequential mixed methods** that begin with a quantitative study, followed by a qualitative phase that provides detailed explanations for the initial quantitative results. Lastly, there are **exploratory sequential mixed methods** that start with a qualitative phase, exploring participant views, and then proceed to a quantitative phase where the qualitative data inform the design of instruments, interventions, or variables for the subsequent quantitative study.

This research uses a mixed methods approach as it combines quantitative and qualitative methods. More closely, based on the definitions Creswell (2018) presented, the research uses convergent mixed methods as quantitative and qualitative data are gathered simultaneously through one questionnaire. Further details of the methods used in this study are presented below in section 3.2. Research Design.

3.2 Research Design

The research employed a mixed-methods approach, concurrently collecting quantitative and qualitative data. A web-based questionnaire tool facilitated this process, prompting respondents to provide mandatory quantitative data along with the option to submit qualitative information. The questionnaire was accessible from February 1st to February 21st. Before addressing the main questions, participants were requested to provide background details about their current department, position, work experience, and the extent of their involvement in project work within CD projects. Further details about the research design are elaborated below in subsequent chapters.

3.2.1 The Organizational Culture Assessment Instrument

The questionnaire was based on The Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2011). The OCAI has been carefully designed, tested, and validated, and is most likely the most used tool for assessing the organizational culture today (OCAI Online, 2019; Cameron and Quinn, 2011). It consists of six items: (1.) Dominant characteristics, (2.) Organizational leadership, (3.) Management of employees, (4.) Organization glue, (5.) Strategic emphases, and (6.) Criteria of success. In addition, each of these six items has four alternatives (A-D) that aim to describe some of the fundamental characteristics of the organizational culture. These four alternatives represent the cultural types of the CVF: A = Clan, B = Adhocracy, C = Market, and D = Hierarchy. In each of the six items, respondents are asked to allocate 100 points among these four alternatives. The highest points are given to the truest statement, and the least or none to the statement that does not fit their organization. The significant value that OCAI brings to this research lies in its ability to identify areas that need more agile ways of working, as well as the ones requiring structured approaches, justifying its selection as the primary research approach.

The OCAI consists of two phases. The first phase is to identify the organization's current culture, and the second phase is to identify the preferred culture that should be developed according to the respondents, to match the future demands of the business environment. These findings will be presented using the CVF's fourfold table and further detailed through traditional tables to do in-depth analysis of results and differences. Cameron and Ettington (1988) state that these insights, naturally, are not comprehensive outlooks but do manage to address the basic assumptions, interaction patterns, and organizational direction that create the fundamentals of the culture (Cameron and Quinn, 2011). The key value that OCAI brings to this research, and why it was chosen as the primary research method, is that it offers insights on what are the areas that need more agile ways of working as well as the areas that are preferred to have structures and stability.

After gathering the responses, the results are scored through a determined calculation pattern. The results in the “Now” and “Preferred” columns are being calculated separately. The first step is to sum all A responses in the “Now” column together and then divide by 6. Then this same is repeated to B, C, and D alternatives as well. The second step is to repeat this same process on the “Preferred” responses. There to say, the idea is to calculate an average score for each alternative. These scores create a description of the types of culture that are dominant in the organization as well as the preferred culture. These scores are presented in the fourfold table that is based on the CVF. The A alternative represents the clan culture, the B alternative represents the adhocracy culture, the C alternative represents the market culture, and the D alternative represents the hierarchy culture.

As this research aims to identify the fit-for-purpose structure for the Case Organization regarding different areas and their preferred emphasis levels, in addition to the overall level results, the cultural profile analysis will be also done individually for each of the six items. This analysis aims to provide key insights for the research by offering a more detailed view of the separate items of the OCAI, enabling an insightful analysis of the results in the context of the agile paradigm. This analysis will be conducted by individually calculating the average score for each item. Hence, the first thing to do is to calculate the total sum of respondents’ scores for each alternative (A-D) under the “Now” responses. Then these numbers will be reflected to the total amount of points that respondents have divided under each item ($= n$ of respondents \times 100). For an easier analysis, these numbers will be then turned into percentages. These same steps will then be repeated for the “Preferred” responses.

3.2.2 Creation of the Questionnaire

The questionnaire was created by using the Webropol questionnaire tool. The preferred tool for the questionnaire would have been the Microsoft Forms tool, as it has been the most used tool inside the organization when comes to questionnaires. However,

Microsoft Forms did not offer the needed functionalities for conducting the OCAI survey, and therefore Webropol was chosen as the main tool for data gathering. As the questionnaire was created based on the readily determined framework (OCAI Online), the biggest objective left to design was, how to phrase the guidelines and the layout as clearly as possible, so that it would offer the needed support for the responder. This was an important aspect as unclear guidelines could have endangered the answering rate or led to misunderstandings which would have falsified the data. When designing the guidelines, I focused especially on using clear English language with relatively simple wordings to minimize any possible misinterpretations among responders.

Webropol provided useful features to guide responders through the questionnaire, which was a crucial aspect of the success of the OCAI, as it was essential that responders filled in the answers correctly. To enforce this, the questionnaire's fields were adjusted to prevent responders from progressing without answering mandatory questions. Additionally, since the OCAI requires respondents to allocate 100 points among various options, numerical fields were modified to ensure respondents couldn't proceed unless the sum equaled 100. The open questions were set as voluntarily to respond. In addition, there was a "Save & continue later" option included to ensure that as many as possible would have time to finish and submit their answers.

The questionnaire began with an introduction section outlining the questionnaire's structure, featuring six items related to the OCAI, and providing precise guidelines for completing the answers. Following the introduction, there was a section dedicated to questions about the respondent's background. Subsequently, the OCAI section itself began. Each of the six OCAI items featured an optional comment field, allowing respondents to provide additional comments. These optional comment sections served as the qualitative aspect of the research, aiming to raise more in-depth responses by enabling respondents to verbally articulate their views.

Before publishing the survey, the questionnaire draft was reviewed with the Case Organization's representative and thesis supervisor. Based on the review, the final adjustments to the layout, and language were made, as well as the estimation regarding answering time. The final version of the questionnaire can be found in appendices (Appendix 1.).

3.2.3 Survey Participants and Communication of the Questionnaire

After the questionnaire had been fined down in its final form, the distribution was done through author's organization email on the 1st of February 2024. The questionnaire was distributed to 503 respondents within the Case Organization. The organization's organizational chart was utilized to identify this specific target group. The organization's upper management was excluded from the questionnaire distribution as the research focused on employees and middle management actively involved in practical CD work. These individuals were deemed crucial as key members actively implementing the organization's way of working.

Strategically planning the practical communication with respondents is integral to the practical research process, given its impact on participants' willingness to engage (Kuula, 2006, pp. 101–102). Therefore, careful consideration was given to various aspects when designing the distribution and communication strategy. Since the distribution was conducted via email, a cover letter was crafted as an integral part of the email message. According to Kuula (2006, pp. 102), effective research communication encompasses details about the researcher, research objectives, voluntary participation, data collection methods, data utilization, and a confidentiality note. In addition, respondents need to be informed on who to contact in case of questions.

Furthermore, crucial considerations were made regarding the anonymization of respondents to uphold the principles of research ethics in human sciences, a fundamental norm highlighted by Kuula (2006, pp. 201). Ensuring the unidentifiability of

individual respondents not only protects them from potential negative side effects but also promotes honesty and increases willingness to participate. To achieve this, a careful assessment was conducted to determine which background information holds value for the research while guaranteeing that respondents could not be personally identified based on such information. Moreover, proactive measures were taken to ensure that the questionnaire tool itself did not collect any personal data, such as respondents' email addresses. These aspects were transparently communicated to the respondents, ensuring their awareness of anonymity, and fostering a sense of trust and confidentiality in the research process.

Taking these factors into account, I composed the cover letter to be included in the email. The letter began with a brief self-introduction, followed by an overview of the research case. Respondents were explicitly informed about how the questionnaire results would be used within the organization, with a guarantee that individual responses would be deleted upon the completion of the research. The cover letter also contained details about the expected response time and provided contact information for any further inquiries. Finally, the email included a link to access the questionnaire. Respondents were also informed that the final day to submit answers was the 16th of February.

Respondents had therefore a bit over two weeks to submit their answers. On the 13th of February, an email reminder was sent to the participants, where also was mentioned that the average answering time had so far been shorter than estimated in the first email. This reminder quickly increased the answering rate. However, when reviewing the answering rate on the 15th of February with my thesis supervisor from the Case Organization, we decided that we would still like to receive more answers to get more reliability. Therefore, on the 16th of February, a second email reminder was sent regarding the survey, including an annotation that the answering time had been lengthened by a few business days and the new final day to submit answers would be therefore the 21st of February.

4 Findings

The questionnaire was closed after the 21st of February. The total amount of respondents was 71. The response rate was therefore approximately 14 %. The results of the questionnaire are presented in this chapter, and they will be reflected in the light of the research context of agile implementation. The results and analysis are organized in the sub-chapters as follows: 4.1. Respondents' Background, 4.2. The Case Organization's OCAI Results, and 4.3. Summary of the Results.

4.1 Respondents' Background

The questionnaire started with a section dedicated to collecting the respondents' background information through four questions: Department, Position, Tenure, and Level of Participation in CD Project Work. These initial questions serve a dual purpose: first, to provide context that enhances the interpretation of the questionnaire findings, and second, to afford the Case Organization the opportunity for a more nuanced analysis in the future. This approach not only strengthens the insights gained from the current research but also adds depth to the utility of the questionnaire.

The survey engaged participants across five distinct departments, revealing a diverse cross-section of the organizational structure. For clarity, the Questionnaire's answering option "Other" is being referred as Department E. Those departments responses are from inconsistent group of respondents that were not part of the Departments A–D. Department A emerged as the most represented, comprising 31% (n=22) of the respondents. Other departments participated as follows: Department B 13% (n=9), Department C 25% (n=18), Department D 17% (n=12), and Department E 14% (n=10).

17 % (n=12) of the respondents are working in managerial position as Line Manager. Most survey participants are in non-managerial roles, with 78% identifying as Team

Members. This suggests that the survey predominantly captured the viewpoints of those in operational or frontline positions. 6% (n=4) preferred not to inform their position.

The tenure of employees within the Case Organization showed a weighted distribution toward longer service periods. A notable 55% (39) of the respondents have been with the organization for over seven years, indicating a well-established employee base with significant organizational experience. 14% (n=10) of the respondents have tenure of 0–2 years, 20% (n=14) have tenure of 2–5 years, and 10% (n=7) have tenure of 5–7 years in the Case Organization. Only 1% (n=1) preferred not to inform their tenure.

The extent of employee involvement in CD projects varies. 42% of the respondents engaged in these projects for up to 0–25 % of their workload, 18 % of the respondents engaged 26% to 50 % of their workload, 8% of the respondents engaged 51% to 75% of their workload, and 31% of the respondents are dedicating between 76% to 100% of their workload on CD Project Work.

To conclude these results, it can be noted that especially departments A and C have been keen to offer insights, but also other departments have given their input. Most of the participants are working in a non-managerial position, indicating that these results offer a particularly insightful overview of frontline employees' perspectives. A significant number of respondents have worked in the organization for several years. When comes to employees' engagement level in CD project work, the data reveals a broad spectrum from minimal to full engagement. Therefore, it can be assumed that the results offer comprehensive perspectives on the organizational culture, ranging from project-centric employees – working closely with customers – to those more involved in operational roles in the background.

4.2 The Case Organization's OCAI Results

This chapter offers a comprehensive overlook of the OCAI questionnaire results. The Chapter 4.2.1. represent the results on the overall level, and Chapter 4.2.2. represents the results based on the respondents' background information. In Chapter 4.2.3. the results are represented based on individual items of the OCAI.

4.2.1 The Overall Cultural Profile

The overall cultural profile analysis is yielded to bring up enriching views, especially regarding the **RQ1**: "What is the Case Organization's starting point and state of will from the cultural perspective into a more agile organization?". Starting the analysis from the vertical and horizontal dimensions measuring the Stability versus Flexibility and the Internal versus External prioritization (Figure 2.), the results suggest that the Case Organization currently ("Now") prioritizes Stability, indicating that it is currently practicing predictability and order in its operations. At the same time, it balances between Internal and External focuses, which gives remarks that the organization is embodying traits of both orientations.

When assessing the Preferred state (Figure 2.), the vertical dimension suggests a clear shift towards more flexibility while still indicating a balanced approach on the horizontal axes, however with a shift towards a more internal approach. These results give indications that the Case Organization would prefer to move a bit towards a more internal orientation, emphasizing factors such as the organization's unity and integration, while still remaining relatively markable external orientation towards factors such as market differentiation and rivalry (see, Cameron & Quinn, 2011). To conclude, results indicate a preference for shifting towards agile ways of working, while still also highlighting a significant need for hierarchical structure. This observation also confirms the Case Organization's need for traditional PM frameworks and their utilization, however giving indication that there is a need to also acknowledge more

clearly the human factors as part of the PM discipline and practices (see Kerzner et al., 2022; Verhaas & Eshel, 2013).

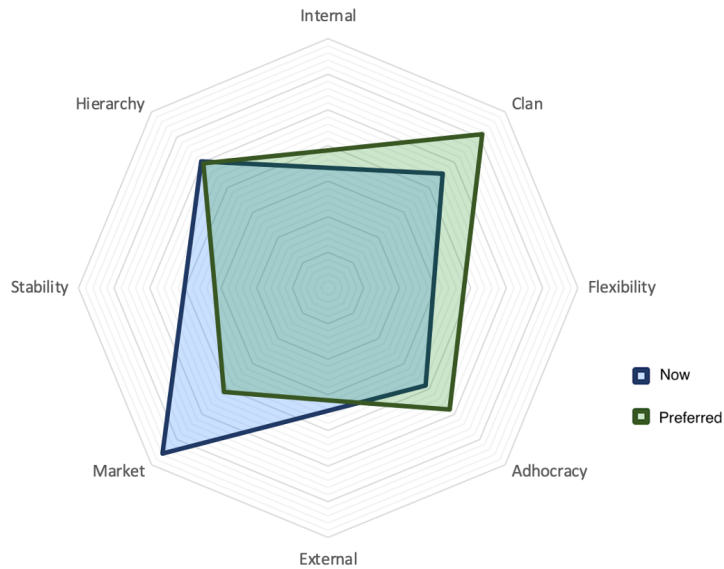


Figure 2. The Case Organization's illustrated Current and Preferred cultural profiles.

Going further with the analysis (Table 2.), the current overall cultural profile (“Now”) of the Case Organization, based on the based on the OCAI, indicates a predominant Market culture (32.79%). Market culture is characterized by a focus on competition, achieving targets, and executing tasks efficiently (Cameron & Quinn, 2011, pp. 44). Hence, the core values of a market-like organization are competitiveness and productivity. The Hierarchy culture, which emphasizes control and stability, is also notably represented (25.19%), suggesting a structured and process-driven environment, where formal rules and policies hold the organization together (Cameron & Quinn, 2011, pp. 42). The Clan culture, which is associated with flexibility and an internal focus on collaboration and mutual support, is less pronounced (22.70%), while the Adhocracy culture is the least represented (19.31%). Even though the Market culture stands out as dominant, it is noticeable that the current culture balances between each of the four cultural types, and the percentual differences especially between Hierarchy, Clan, and Adhocracy are relatively small (Hierarchy 25,19 % vs. Adhocracy 19,31 %).

Table 2. The Case Organization's Overall OCAI Results.

| Culture Type: | Now: | Preferred: | Difference: |
|---------------|---------|------------|-------------|
| Clan | 22,70 % | 30,54 % | +7,84 % |
| Adhocracy | 19,31 % | 24,03 % | +4,72 % |
| Market | 32,79 % | 20,65 % | -12,14 % |
| Hierarchy | 25,19 % | 24,78 % | -0,42 % |

According to Cameron and Quinn (see 2011, pp. 82) any differences between the “Now” and the “Preferred” culture profile of between five and ten percent usually indicate the need for substantial culture change effort, and results with over 10 percent differences require urgent actions. Differences of a few percentages implicate a need for important readjustments, but not however a major cultural transformation.

Assessing the Case Organization's preferred culture (Table 2.), considering Cameron and Quinn's principles, it can be stated that the organization aspires to a significant and urgent cultural transformation. The biggest difference and indication – requiring urgent actions – is the preferred decrease to Market culture's dominance (-12,14 %) meaning a movement away from the strong emphasis on competition and external factors. Contrariwise, the desired future state shows a noteworthy increase in the Clan culture (+7,84 %), signifying a shift towards enhancing the internal community, teamwork, and staff involvement (Cameron & Quinn, 2011, pp. 46). The Adhocracy culture is also aspired to grow (+4,72 %). This can reflect an ambition to become more dynamic, entrepreneurial, and innovative (Cameron and Quinn, 2011, pp. 49). In addition, it is worth noting that there is a minimal preferred decrease in Hierarchy culture, by just -0.42%, suggesting that the current level of Hierarchy is close to the desired state.

To summarize, the Case Organization's Current and Preferred cultural profiles indicate a strong suggestion to transition from a short-term result-oriented atmosphere towards a more long-stemmed view. This indication has a clear echo towards agile ways of working with an especially strong linkage to the Agile principle of setting “People over processes and tools” (see Rigby et al., 2016). This can imply for example fostering a more cohesive

and participatory work environment while promoting agility and innovation (see Cameron & Quinn, 2011, pp. 41–49). These results reflect that the Case Organization recognizes the value of market share and operational efficiency as critical factors, but – for the organization to succeed – there is an aspiration to move toward a truly human-centric mindset. Hence, these results indicate that the Case Organization in general has a willingness and a recognized need to move towards agile ways of working for it to succeed.

Therefore, it can be concluded that the Case Organization seems to be at a crossroads, where it has a clear desire to become more agile and flexible while simultaneously balancing between all four CVF quadrants leveraging the strengths of each cultural type. These observations reiterate the literature’s assertion emphasizing that there is no one way for an organization to be agile, but rather it is about finding the most appropriate forms and ways of working for each organization (see Cobb, 2011; Moreira, 2017).

4.2.2 Results Based on Respondents’ Background

In this chapter, the OCAI results are analyzed based on the respondents’ backgrounds: Department (Appendix 2.), Position (Table 3.), Tenure, and Level of Involvement in CD Project Work. The results reflect the overall Cultural Profiles in each grouping.

An analysis of the Cultural Profiles at the departmental level reveals a high degree of alignment with the overall organizational trends (Appendix 2.). Departments prefer development towards Clan and Adhocracy cultures while indicating the most notable decrease in Market culture and small decreases in Hierarchy culture (see Appendix 2.). However, these department-level results included one notable exception of the trend, as Department E’s results show that they would prefer to have a +6,03 % increase in hierarchy culture. This is an interesting deviation from the trend, but it is however to be considered that the Department E is an umbrella group and therefore it consists of inconsistent group of respondents. In general, the department-level results however

indicate consistency reflecting the department-wide desire to develop from strong Market-culture and stability towards flexibility and Clan characteristics.

Table 3. represents the overall Cultural Profiles based on respondents' positions. "Unknowns" refers to those who did not prefer to inform their position, and therefore the group can include results from both Line Managers and Team Members. Therefore, the results of "Unknowns" affects slightly on reliability of Line Managers and Team Members responses.

Table 3. Overall Cultural Profiles based on the position.

| | Now | Preferred | Difference |
|-----------------------------|---------|-----------|------------|
| Line Managers (n=12) | | | |
| Clan | 26,25 % | 30,94 % | +4,69 % |
| Adhocracy | 16,74 % | 23,78 % | +7,04 % |
| Market | 27,71 % | 21,04 % | -6,67 % |
| Hierarchy | 29,31 % | 24,24 % | -5,07 % |
| Team Members (n=55) | | | |
| Clan | 22,32 % | 30,32 % | +7,99 % |
| Adhocracy | 19,99 % | 24,30 % | +4,31 % |
| Market | 33,08 % | 20,73 % | -12,34 % |
| Hierarchy | 24,62 % | 24,65 % | +0,04 % |
| Unknowns (n=4) | | | |
| Clan | 17,29 % | 32,50 % | +15,21 % |
| Adhocracy | 17,71 % | 21,04 % | +3,33 % |
| Market | 44,17 % | 18,33 % | -25,83 % |
| Hierarchy | 20,83 % | 28,13 % | +7,29 % |

Doing a comparison between the Current profiles (see Table 3.) it can be noted that Line Managers assesses the current profile as more Hierarchical and Clan-like while Team Members and Unknowns assesses the Current profile in the opposite way as one that emphasizes more Market and Adhocracy characteristics. This gives indications that Line Managers assesses the organization to be more structured and controlled, as well as more collaborative than Team Members and Unknowns. However, the most remarkable

difference is that Team Members and Unknowns suggest the organization to be heavily Market-oriented while Line Managers feel that the Case Organization is currently quite balanced between Clan, Adhocracy, and Hierarchy while having notably the least emphasis on Adhocracy.

When comparing the Preferred (see Table 3.) Cultural Profiles especially Line Managers and Team Members results are highly united only with minimal differences. This gives a strong indication that there is a shared vision of the Preferred state among Line Managers and Team Members. The results represent a shared desire to shift towards a more Clan-like organization emphasizing characteristics such as teamwork and participation. There is also a mutual preference to decrease the Market emphasis. A noteworthy observation is also that Team Members wish to retain the current level of Hierarchy, whereas Line Managers currently recognize a higher level of Hierarchy than they prefer and aim to align with the level that Team Members and Others currently experience. Unknowns' results reveal a bit more variance while suggesting these same trends.

Analyzing the overall Cultural Profile results according to the respondents' tenure in the Case Organization, the general trend in all groups repeats, as all prefer the biggest decrease in Market emphasis while suggesting increases in Clan and Adhocracy emphases. In addition, especially the newer employees seem to place a higher value on preferred Adhocracy as well as Clan emphasis, while on Market culture the observation moves on employees with tenure of 5-7 Years who suggest that Market characteristics are perceived less favorable as the employees grow with the organization. What is also noteworthy, is that currently the employees with the longest tenure experience the organization to be significantly more Clan-like than employees with less tenure.

As the last background information, respondents were asked to estimate how large part of their work is project work within Customer Delivery projects. The purpose of this question was to gather data regarding differences between those who work closer to

the end customer and those who work more in the background operating mainly internally. These results are all quite united, and all groups are suggesting a strong shift out of Market dominance and more emphasis on Clan and Adhocracy while suggesting a balanced wholeness. The changes in level of Hierarchy are minimal across all groups indicating that the existing level of structure may largely be working well, or that only small adjustments are needed.

4.2.3 The OCAI Results Across Six Key Items

The presented overall Cultural Profiles give a strong suggestion for a need for cultural change in the Case Organization, as well as indicate a desire for agile ways of working. Therefore, to get more in-depth insights into the Agile implementation perspective, the next step is to analyze the research data according to the individual items of the OCAI (Appendix 3.). Analyzing the six OCAI items individually offers a more efficient viewpoint for recognizing the area-specific statuses and preferences for Agile implementation. This detailed analysis aims to address especially the **RQ2**: “What are the preferred levels of emphasis across different areas in regard to utilizing agile ways of working?”

To conduct this analysis a research strategic decision was made to narrow the analysis to the overall organizational level as well as on position level. This approach was chosen for a couple of reasons: to simplify the analysis and interpretation of data, and to offer a background for the planning of future actions by focusing on the potential differences between roles. Understanding these differences is essential for grasping the hierarchical flow from Upper Management to Line Managers to Team Members, which is critical for effective grassroots implementation.

Starting from (1.) The Organizational Characteristics aspect (Appendix 3.), which indicates the organization’s dominant characteristics (see Cameron & Quinn, 2011, pp. 173; University of Texas at Tyler Faculty Senate, 2018) the overall Current culture is predominantly Market-oriented (39.34%), with the remaining cultural types—Clan,

Adhocracy, and Hierarchy—falling between 17.85% and 22.03%. Notably, the desired future culture seeks a more even distribution across all four types, with Hierarchy slightly leading (26.75%) and Clan being the smallest yet still a considerable component (22.80%). While there is an urgent desire to move away from the Market culture, there is a marked preference for increasing the presence of Adhocracy (up by 7.03%) and Hierarchy (up by 4.72%). When analyzing (1.) The Organizational Characteristics based on respondents' position it is noteworthy that Team Members would prefer to have highly balanced wholeness whereas Line Managers would prefer to set the emphasis slightly more towards Market (29,17%) and Hierarchy (27,08%). The biggest difference can be seen on the level of Hierarchy (Line Managers 18,33% vs Team Members 24,53%).

(2.) The Organizational Leadership aspect, which indicates how the employees perceive the organization's leaders and their behavior (see Cameron & Quinn, 2011, pp. 173; University of Texas at Tyler Faculty Senate, 2018), the overall level results reveal a Current significant Market (31,49 %) and Hierarchy (29,56 %) emphasis, with a significant Preferred shift towards Clan and Adhocracy based leadership (Appendix 3.). This indicates a preference towards a leadership style that is based on more teamwork, employee engagement, readiness to embrace new challenges, creative problem-solving, and forward-thinking (see Cameron & Quinn, 2011, pp. 173; University of Texas at Tyler Faculty Senate, 2018). These changes would be preferred to happen for the sake of Market culture (-13,76 %), indicating a strongly preferred shift away from aggressive competitiveness, and outcome-driven leadership priorities. Only a marginal increase in Hierarchy (+0,63 %), with a most significant preferred presence (30,20 %), indicates a slight endorsement toward structured leadership, however suggesting that while traditional hierarchies with structure and control have a place in the organization they would not be reinforced further. On position level the results are quite in line again with the overall trend, however, Line Managers would prefer to emphasize Market characteristics noticeably less (13,33%) than Team Members (17,75%). Line Managers would also prefer to set the highest emphasis on Hierarchy (28,16%) whereas Team Members would emphasize Clan culture most (30,16%).

(3.) The Management of Employees represents the daily management of employees meaning the way people are treated and what is the working environment like (see Cameron & Quinn, 2011, pp. 173; University of Texas at Tyler Faculty Senate, 2018). The results indicate again a strong preference for stepping back from Market-driven management (-13,87 %), with a desired move towards a Clan-driven management style (33,73 %) (Appendix 3.), that values a sense of community, cohesion, and family-like environment. This preferred shift towards Clan culture suggests an organizational push for creating an atmosphere where collaborative success is celebrated, and individual contributions are recognized (see Cameron & Quinn, 2011). Additionally, there is a noticeable appreciation for the flexibility and innovative spirit of Adhocracy, which has gained a more significant role in the management strategy (+3,51%). The moderate rise in preference for Hierarchical structures (+5,49%) suggests an acknowledgment of the need for order and a systematic approach within the fluidity of a clan and adhocracy-focused environment. Line Managers and Team Members suggest a united order with relevantly small differences regarding Management of Employees: Clan as dominant (Line Managers 36,67% and Team Members 33,09%), secondly Hierarchy (Line Managers 25,00% and Team Members 27,45%), thirdly Adhocracy (Line Managers 20,00% and Team Members 22,00%), and Market as least dominant (Line Managers 18,33% and Team Members 17,45%).

(4.) The Organizational Glue represents the bonding mechanisms that hold the organization and its employees together (see Cameron & Quinn, 2011, pp. 173; University of Texas at Tyler Faculty Senate, 2018). The Case Organization's results reveal a significant desire to move towards a stronger Clan (+8,31 %) and Adhocracy (+6,48 %) value base in what comes to organizational bonding (Appendix 3.). This is done for the sake of both – the Market (-7,46 %) and Clan cultures (-7,32 %). It is also notable that within the Organizational Glue results, the preferred Clan (34.59%) and Adhocracy (27.89%) cultures emerge as the most dominant, exhibiting the largest differences when compared to Market (17.61%) and Hierarchy (20.00%). Therefore, this trend suggests

that while performance and clear systems are valued, they are not preferred to be the central cohesive forces and the organization is gravitating more towards people-centered elements that foster unity and collaboration. The position-based results are in line with these trends all groups clearly presenting emphasis towards Clan and Adhocracy and suggesting the Hierarchy and Market least dominant.

(5.) The Strategic Emphases results defines the areas driving the organization's strategy (see Cameron & Quinn, 2011, pp. 173; University of Texas at Tyler Faculty Senate, 2018). Currently, the Strategic Emphases is predominantly guided by Market culture (34.23%), with a significant preference for reducing its influence (-13.87%) (Appendix 3.). In addition, a small decrease in Hierarchy (-2.01 %) is being desired. In contrast, there is a marked preference for nurturing Clan culture (+10.37%) and lifting that as the dominant cultural dimension (33.75 %) together with Adhocracy (24.32 %). What comes Clan and Adhocracy emphasis regarding the position-level analysis, responses between Line Managers and Team Members are highly united – and in line with the overall trend – with only minimal differences. However, Line Managers would set a bit more emphasis on Market (23.33%) than Hierarchy (20.83%), while contrariwise Team Members would set a bit more emphasis on Hierarchy (22.40%) than Market (20.09%). In conclusion, these results indicate that Strategic Emphasis is desired to shift from a sole competitive market focus to one that balances efficiency and order while steering towards a more adaptable and people-centered approach in achieving strategic goals.

(6.) The Criteria of Success represent how an organization defines victory, and what gets rewarded and celebrated (see Cameron & Quinn, 2011, pp. 173; University of Texas at Tyler Faculty Senate, 2018). The results show a significant shift towards Clan culture (+13.49%) (Appendix 3.), indicating a move to recognize teamwork, engagement, and a supportive environment as key indicators of success, from 15.45% to 28.94%. Conversely, there is a strong decrease in the emphasis on Market culture (-9.17%) as a success criterion. This indicates a broader approach to defining achievement beyond competitive metrics. In addition, results show a slight reduction in Adhocracy (-0.31%), which

suggests that it is stabilized. A decrease in Hierarchy (-4.01%) can be taken as an indication to shift away from traditional, structured success measures. The position-based analysis again follows the trend, with only one slightly notable difference between the preferred Adhocracy emphasis (Line Managers 24,58% and Team Members 21,91%). In conclusion, when it comes to success criterion, these outcomes suggest a more holistic, and balanced organizational culture.

Overall, these results establish the trend seen in Chapters 4.2.1 and 4.2.2 regarding the overall Cultural Profiles and desire for a balanced approach between the dimensions. Considering RQ2, organization-level results suggest establishing agile ways of working, especially in management, bonding mechanisms, strategic direction, and success criteria. However, there is still a significant preference for Hierarchy across all the items indicating a preference for certain structures or hierarchical elements on all cases. The position-level analysis also reflects a desired shift towards agile ways of working with relatively united trends between positions. However, Line Managers would prefer to set more emphasis on Hierarchical (32,92%) leadership than Team Members (28,16%), while also setting the lowest level of emphasis on the Market (13,33%) dimension (Team Members 17,75%). It is to be emphasized that even though the Case Organization desires a shift toward agile ways of working, the Hierarchical features – creating structure and stability – are not to be under-shadowed in any area.

4.2.4 The Qualitative Depth Through Comments

After each of the six OCAI items, respondents could share Additional Comments to offer more insights regarding their answers. The comments were optional, and in total, there were 30 comments, which can be held as a relatively good amount when considering the total number of respondents. Comments were wished to bring more in-depth views to gain a more comprehensive understanding of the Case Organization's state in the light of this research.

The comments offered a strong validation for the OCAI results, indicating that the Case Organization's Market culture might be excessively dominant. Many of the comments were interconnected to one another, which also highlights the complex nature of organizational culture and its analysis. One of the strongly repeating insights was that currently, the organization is focusing on too strongly external short-term results. Several comments also suggested that employees' well-being and mental health are not prioritized in the chase of results. This can be seen for example in comments (1.), (2.), and (3.).

- (1.) The leaders' goals are to not lose their roles, this means results are everything, even if it comes at the cost of the workers mental health.
- (2.) Workers' health has never been a priority. There's always a feeling of competitiveness in the air. Like a race with no ending line.
- (3.) I would prioritize people and the results follow.

Responses (1., 2., and 3.) summarize well the repeating narrative in the Additional Comments related to the strong market focus, as well as giving validation regarding the preferred shift toward a more people-centric approach setting more emphasis on humanity. This interconnects directly with the Agile Business Consortium's (2017) (see Table 1.) definition of agile culture that emphasizes peoples' well-being through positive attitudes instead of a fear-based environment. It also directly echoes one of the agile values (see Agile Manifesto, 2001): "People over processes and tools".

As well related to this, comments suggest that currently the management and leaders are focusing too strongly on their self-interests such as personal bonuses or keeping their positions. There are also comments suggesting that due to some recent big losses on challenging projects and organizational changes related to these, the leaders do not want to take part in challenging projects anymore. However, in interpreting the comments, there appears to be a suggestion of this being an unpreferred perspective, and instead of fostering an atmosphere of fear, there should be a focus on developing better approaches for the future. These indications have a strong sense of Adhocracy culture, as well as Clan characteristics (see Cameron & Quinn, 2011).

There is also criticism directed at the upper Management for making high-level decisions without sufficiently listening to employees and for the lack of grassroots implementation of these decisions. Some respondents described the current situation as follows in comments (4.) and (5.):

- (4.) The management team makes the workshopping/ideating and then rolls out or info shares the outcome/change. More grassroots planning. We are too few to be just chess pieces in the puzzle.
- (5.) Leadership sets some high-level guidelines and expects the ones lower to just make it work with no guidance.

The comments (4. and 5.) give indications that the employees of Case Organization would prefer to have a more collaborative, participative, and transparent culture, as there comes up as well indications that the Management Team has separated too far away from the operative work and employees. These characteristics are also directly linked to Agile culture (see Agile Business Consortium, 2017), and they also establish the trend seen in the OCAI regarding (5.) Strategic Emphasis and its urgently preferred shift towards especially the Clan culture together with an increase in Adhocracy.

As well – closely related to these insights above – respondents' comments also emphasize the need for better communication. Particularly, both top-down communication and communication between different teams are identified as development areas, and there are indications that development initiatives themselves might be good, but the implementation lacks due to the proper communication. These observations again emphasize the role of transparency and collaboration on the operations (see Agile Business Consortium, 2017).

The comments bring up also concerns regarding peoples' development and issues related to losing talents. One respondent has summarized these concerns in comment 6.:

- (6.) There is a lot of talk about emphasizing human development but not that many actions yet. Business is business, we need to stay competitive and efficient but I am afraid that we will have hard time to recruit the future talents if people development is not prioritized higher.

The responder (6.) brings up the nature of business – and the recognition for Market emphasis – but sees the lack of people development focus as a threat to the business. Comments indicate that the lack of focus on people’s development is a long-term risk that needs to be addressed.

There are also comments indicating that the Case Organization needs to take a more proactive attitude on recruitment to ensure proper knowledge transfer – as seen in comment 7.:

- (7.) I see D) and B) affect each other a lot. If you spend more effort on performance and stability. For example keeping long term experts happy (career steps within own domain, better salary etc..) and acquiring new staff in time so that you can actually do knowledge transfer and a proper handover (completely lacking in our company) you do not need to spend as much effort on B).

By “D)” and “B)” the respondent refers to the OCAI statements regarding the (5.) Strategic Emphasis (see Appendix 1.). This comment gives an interesting insight into an example where the competing cultural dimensions that are each other’s opposites (Clan vs Adhocracy) are seen as supporting one another. The comment also provides a practical example of the nature of the preferred organizational culture that balances between the different dimensions.

4.3 Summary of the Results

The OCAI results together with Additional Comments offer a comprehensive insight into the organizational culture of the Case Organization from the frontline employees’ perspective offering enriching views in the context of agile paradigm. The research focused on assessing the current and preferred organizational cultures capturing responses from various backgrounds within the Case Organization: Departments, Positions, Tenure lengths, and levels of participation in CD Project work. The Overall Cultural Profile analyses were done on overall level, as well based on the respondents’

backgrounds. In addition, an in-depth analysis was conducted that combined overall insights with position-based perspectives on individual OCAI items, aiming to identify the specific areas where agile ways of working would be preferred.

The key findings are that the Case Organization's culture is currently extensively Market-dominant and based on Cameron's and Quinn's (2011) analysis guidelines there is a need for urgent cultural shift. The Market culture emphasizes a strong focus on achieving targets and executing tasks, highlighting external achievements as baselines. However, regardless of the Market culture's dominance, the overall culture is a mix of all four dimensions where all the dimensions have a relatively strong presence. The Preferred organizational culture gives a clear indication of the organization's desire to apply agile ways of working. This is reflected especially in the preference for a Clan culture emphasizing collaboration and an internal community focus, and an Adhocracy culture, indicating a move towards flexibility, innovation, and dynamic market responses (see Cameron & Quin, 2011). However, it is to be underlined that the overall Preferred organizational culture would be a balanced mix of all these four dimensions also establishing the presumption regarding the need for traditional PM practices as well.

The background-based results were quite united with the overall results, however including few notable differences from the overall trend highlighting the diversity within the organization. Department E showed a unique trend as expressing a preference for an increased Hierarchy culture, contrasting the general shift towards a more flexible and collaborative culture. Position-wise results revealed that Line Managers perceive the organization currently as more Hierarchical and Clan-oriented than Team Members or Unknown respondents. However, the most notable observation in position-based results was that Line Managers and Team Members desire highly similar cultures with only minimal differences. Tenure-based results also revealed some differences, as newer employees (0–2 years) display a stronger desire for Adhocracy while employees with longer tenure (>7 years) lean more towards Clan culture. In addition, the employees with longer tenure currently perceive the Case Organization as more Clan-like than employees

with shorter tenure. The level of involvement in the CD Project work revealed some differences as well in the overall trend, revealing that employees with a high level of involvement in CD Project work show a smaller preferred decrease in Culture.

The results of the individual OCAI items revealed a more nuanced view of agile utilization, and the results suggest that especially in the areas of (3.) Management of Employees, (4.) Organizational Glue, and (5.) Strategic Emphasis, there are strong desires to shift more towards agile ways of working. The results also give a strong validation for maintaining Hierarchical structures and for example (3.) Management of Employees has a strong desire for Hierarchy despite its clear lean towards agile. Also, (1.) Organizational Characteristics are desired to have more Hierarchy than currently.

To conclude, the results reveal that the Case Organization's operational employees have recognized a need and have the state of will for applying more agile ways of working especially in regard to organizational culture perspectives. The biggest concerns are related to the strong Market orientation that is recognized to impact negatively employees' well-being, with a strong suggestion to start paying more attention to people. However, rather than shifting towards some other single, strongly dominant culture, the Case Organization primarily seeks to adopt a balanced approach. This approach emphasizes the integration of agile ways of working in a manner that complements and enhances its existing cultural attributes.

5 Conclusion and Discussion

This chapter will begin with a critical reflection on to the possible limitations. After that will follow a summarization of the key findings by synthesizing the theoretical and empirical chapters, which will response to the set research questions. Lastly, practical suggestions for the Case Organization will be made as well as suggestions for future research.

5.1 Limitations

As mentioned in Chapter 4. the total amount of respondents was 71. The response rate was therefore approximately 14 %. The number of respondents was a bit less than preferred, and a greater number of respondents would have enhanced the results' reliability for more background-specific analyses. While interpreting the responses and making group-specific conclusions there is a need to pay consideration and certain caution to possible differences between the response rates. However, the results and different departments' participation percentages were quite in line with other similar questionnaires that have been conducted within the Case Organization, and in that sense, the questionnaire can be thought of as successful.

The OCAI questionnaires also received a critical comment suggesting that this kind of research method is not a sufficient way to truly research such a complex phenomenon as organizational culture. Organizational culture is indeed an extremely complex phenomenon and therefore it is indeed hard to capture its whole existence, and therefore there is a probability that this research has also missed some relevant observations and nuances that could be critical. However, one of the main reasons why the OCAI was chosen as the main research method, was that its reliability and validity have been tested and there is sufficient evidence regarding its state as the most commonly used instrument in organizational sciences (see Cameron and Quinn, 2011, pp. 178). In addition, these results should be used mainly as high-level suggestions and

as a wake-up call to start taking more strategic and tailored actions inside the Case Organization.

It is also to be questioned if these kinds of questionnaires engage and gather results more from those employees who are frustrated or unhappy therefore being more eager to share insights regarding those who are pleased with the current situation. Therefore, it is to be considered a need for more systematic data gathering to get an even wider respondent base to minimize these kinds of skewness.

5.2 Results Synthesis

The research questions for this thesis were the following:

RQ1: “What is the Case Organization’s starting point and state of will from the cultural perspective into a more agile organization?”

RQ2: “What are the preferred levels of emphasis across different areas in regard to utilizing agile ways of working?”

Providing answers to these questions the research begins with a theoretical literature review, to understand the research framework. After that, was conducted mixed-methods research within the Case Organization, which results are presented in Chapter 4. This chapter will focus on synthesizing the theoretical framework and the results gathered from the empirical study, and critically discuss the findings.

As the theoretical framework addresses, for a long time, PM operations have been built around traditional ways of working consisting of heavy upfront planning, rigid structures, and hierarchical command and order systems. However, these traditional ways of working – that have been developed within relatively stable environments – have started to face barriers in today’s VUCA environment. Internal and external changes are continuous and unexpected, digitalization has automatized many of the routine tasks,

and technology in general is available for everyone meaning that the competitive advantage will be gained even more through interactions and how people are being treated and managed within the organization. These considerations are also something that the Case Organization has recognized working therefore as the main drivers of this thesis's research topic.

As a response to the changing business landscape and traditional PM practices a group of software developers published the Agile Manifesto (2001) which truly started the era of the agile paradigm. Since then, agile ways of working have started to spread across the fields, and evermore organizations are now researching how they can integrate and benefit from these new ways of working. Even though the agile paradigm originated from the IT industry it is first and foremost a guiding mindset that sets people in the center emphasizing interactions, working product, customer value, and change responsiveness. Recently, the agile paradigm has spread as well on the organizational level, and studies regarding organizational agility and agile governance have started to emerge.

Currently, the Case Organization delivers its products mainly through traditional PM frameworks and processes, and in many areas, they are necessary for the organization due to its business nature. However, as a part of the organization's continuous improvement, there has been a will to investigate how the organization could utilize the agile paradigm in its own operational context. This research was therefore conducted to provide insights, especially from the organizational level viewpoint, on how the organization as a whole could become more agile. This included studying the concepts of organizational agility and agile governance, which – simply put – refer to an organization's ability to sense and adapt to internal or external changes. Furthermore, especially from the governance aspect, this refers to creating organizational infrastructure that supports flexibility by offering stability where it is needed. In the project management context governance is seen as a necessity for achieving good

project outcomes by offering the framework and guidelines for achieving the organization's objectives.

This research placed further emphasis, especially on the organizational culture perspective as effective governance is one that is adaptive and dynamic in regards to organizational culture and is at the heart of every organization's way of working. Furthermore, the agile paradigm is also highly interconnected with organizational culture aspects, and cultural assessments are important tools in defining the correct level and nature of organizational agility within any organization. From a theoretical viewpoint, these considerations therefore led to exploring as well more closely what is the concept of agile culture, or whether there is a such thing.

Through this exploration, it came to sense that there is no one correct way for organizations to be agile, and merely it is about finding the right combination – a fit-for-purpose – of preferred ways of working for each organization. The research also gave a strong theoretical as well as empirical proof of concept that being an agile organization consists of both – stability and flexibility – being mutually supportive factors. The business itself should also always be the driver for decisions and actions taken, and people should be valued, incentivized, and participated within the organization. To get more impulse and results organizations should also pay attention to celebrating the quick wins and focus on creating change capable and continuously improving teams setting the focus as well on considerations regarding individual employees' capabilities and development. As a further conclusion, the main considerations where organizations should set the focus when applying agile ways of working and desiring agile culture are: innovation and learning, collaboration and autonomy, collective purposes, and flexible and resilient structures when dealing with uncertainty and change.

While considering the theoretical framework, as well as research purposes, the Competing Values Framework (CVF) was decided to be implemented for this research, creating a base for the empirical study in regards the cultural assessment. The CVF

describes four different competing cultural dimensions: Clan, Adhocracy, Market, and Hierarchy, which represent different operating models. According to the literature review, all these four dimensions play a role when desiring organizational agility and they can be utilized for identifying the preferred organizational emphasis levels in regard organization's ways of working. The CVF and OCAI have gathered a lot of validation among organizational culture studies, and it has also been widely utilized in agile and PM studies. Due to these considerations, it was decided to be also the backbone of this research offering insights into the theoretical framework as well as a framework for the empirical study.

To answer **RQ1**: "What is the Case Organization's starting point and state of will from the cultural perspective into a more agile organization?", the empirical part of the thesis needs to be considered. The research revealed that in the light of CVF, the Case Organization needs urgent cultural change. The current operational employees – regardless the background – perceive the current culture as extensively Market-dominant and are desiring a shift towards a balanced mixture of the four CVF dimensions however with the strongest lean on Clan and Adhocracy cultures. Therefore, these results give a strong suggestion that the employees – no matter the background – are yearning for a culture that not only values outcomes but also emphasizes collaboration, innovation, and adaptability. This desire aligns with the core principles of the agile paradigm – which prioritizes people over processes and adaptive planning over rigid adherence to plans – while simultaneously having a strong linkage to the agile governance principle of being a human-focused organization. Specifically, the Clan culture, with its emphasis on a family-like work environment, teamwork, and mutual support, and the Adhocracy culture, which encourages innovation, entrepreneurial spirit, and risk-taking, can be seen closely interconnecting with agile ways of working.

Compared to the previously presented research on industrial averages of the construction and manufacturing fields, the Current overall culture is quite in line with those. However, the Preferred results indicate clearly that there should be more

emphasis on human factors, such as collaboration, information flows, and communication. It is not to be forgotten, that these are as well important parts of PM discipline, and there is a need to acknowledge and establish the PM view to a wider ecosystem perspective (see Kerzner et al., 2022; Verhaas & Eshel, 2013).

What is concerning is that the qualitative part – comments from employees – revealed a strong message that the results are gathered for the sake of employees' well-being and that operative-level employees are not being heard in the organizational decisions. The comments also expressed that the Upper Management is distinctive of the Case Organization and that the grassroots implementation of many activities and initiatives is lacking. These aspects gave valuable insights and depth for the research, as well as established more the urgent need for applying agile ways of working and paying more focus on interconnections and how people are treated and managed in the organization.

From here to move forward on answering the **RQ2**: "What are the preferred levels of emphasis across different areas in regard to utilizing agile ways of working?", the OCAI results were analyzed on individual item level. The individual item level results were again quite in line with the overall cultural profile results, and in all areas – across the positions – there was a strong desire to decrease the Market emphasis as well in most parts having a relatively balanced approach. This indicates that the organization desires a congruent culture emphasizing the same values. According to Cameron and Quinn (2011, pp. 85), this is a positive insight as research has found that congruent cultures are more typical for high-performing organizations, as there are fewer complications and obstacles to overcome.

However, some emphasis differences can be pointed out. Especially, in areas of (3.) Management of Employees, (4.) Organizational Glue, and (5.) Strategic Emphasis, there is a clear desire for Clan and Adhocracy cultures emphasizing the Case Organization's will to move toward more agile ways of working in those areas. Reflecting these items and their nature on to the theoretical framework, these observations establish the

consideration of gaining a competitive advantage even more through human factors and setting the emphasis on agile principles.

However, when comes to the areas needing structure and hierarchy the results offer a strong validation for Hierarchy across all the items. For example, in the case of (3.) Management of Employees, there is a strong emphasis on both – agile ways of working as well as Hierarchy. In addition, overall, the (1.) Organizational Characteristics would prefer to have even a bit more Hierarchy than currently. However, it is to be noted that in wholeness the level of Hierarchy is currently considered to be on quite preferable level, which indicates that the structures and different guidelines are quite in place setting the development focus on the other dimensions.

The position-level analysis indicated a common trend as well across the positions. However, Line Managers showed interestingly a greater preference for Hierarchical Leadership compared to Team Members. In interpreting these results, it is to be considered that Line Managers are directly accountable and work under the Upper Management whereas the Team Members work under Line Managers being in the daily work accountable for them. These position-based differences in the roles should be included in consideration when doing more specific conclusions and analyses.

To conclude, this study reveals the Case Organization's desire to shift from a Market-driven culture towards embracing agile principles, highlighting a collective aspiration for a more collaborative, innovative, and adaptable work environment. The analysis as well underscores the nuanced appreciation for Hierarchical structures consisting of a balanced wholeness with a clear desire to apply more agile ways of working. This indication also reflects the paradox of balancing flexibility with order which is a usual challenge when trying to integrate traditional PM practices with agile ways of working. The qualitative feedback from employees emphasizes the importance of inclusivity and well-being in decision-making, underscoring a critical need for a cultural transformation that places people at the core of operations. These are directly linked to the concept of

agile governance and its emphasis on interconnecting people as the agents of change in the operating environment.

As the organization seeks to become more agile and apply agile ways of working, it faces the challenge of blending these aspects and values with existing Hierarchical elements to create a cohesive, efficient, and employee-centric culture. Therefore, there needs to be placed more emphasis on the organizational governance aspect and reorganizing governance in a way that supports these cultural aspects and ways of working. This research provides an initiative roadmap for the Case Organization to start navigating the way toward enhanced operational efficiency through establishing agile considerations to improve the organization's steering system as a truly human-focused offering a fit-for-purpose model.

5.3 Practical Recommendations and Suggestions for Further Research

5.3.1 Practical Recommendations

To summarize, this thesis work emphasizes the multidimensional nature of the agile paradigm and challenges the Case Organization – as well as other interested readers – to observe and integrate the agile paradigm's broader applications and benefits outside the narrow and 'technical' PM framework. Therefore, this thesis is desired to broaden the understanding of agile ways of working, advocating for their application not only in project execution but also as a means to significantly influence organizational culture considering the concepts of organizational agility and governance. The practical recommendations – based on the research results – for the Case Organization's Upper Management and the PMO are as follows:

1. **“Prioritize people and the results follow”**: The quote is one respondent's comment, that summarized well the OCAI results' narrative. The OCAI results

revealed a need for a significant and urgent cultural shift out of Market dominance towards a slight Clan and Adhocracy emphasis however suggesting a relatively balanced wholeness having features from all four cultural dimensions. This observation shall not be overlooked. There is a need for more systematic research inside the Case Organization on what this shift can mean in practice. This can mean conducting more systematic OCAI questionnaires on individual departments as well as opening dialogues with employees. Nevertheless, the employees delivered a strong message through this research of setting more focus on human factors, personal development, organizational cohesion, and well-being.

2. **Acknowledge the agile paradigm's multidimensionality:** Acknowledge and spread the awareness of agile ways of working and what they can mean besides being a certain tool or practice. This includes reflecting back on the agile principles and values and considering what they can mean in daily work and how the organization can truly set the people in the center, where employees are being heard, participated, and acknowledged.
3. **Project Management Competence:** It is crucial to make sure that factors such as organizational culture, interactions, and the ways people are treated and managed, are truly acknowledged and encompassed as part of the Project Management discipline making sure that these factors are truly part of the framework and job pictures. This requires for example paying more emphasis on PM competence development within the organization.
4. **Strategic Alignment and Implementation:** Ensure that the strategic alignment includes agile ways of working emphasizing especially the cultural perspectives presented in this research. Emphasize the agility of preferred kinds and their value in achieving organizational objectives. Come closer to the operational level employees and interact with them on a daily basis. In addition, facilitate sessions with all levels making sure that all level employees are willing to participate, and to ensure that the organization's objectives are efficiently communicated and rooted down to the operational level.

5. **Set the emphasis on daily interactions:** Be humans to humans and celebrate the daily wins. Even though employees desire a significant shift out of the Market emphasis they still set a great emphasis on it (just not for the sake of well-being). This gives a strong mandate for the organization – as well as a mutual will – to drive towards results, but there is just a need to pay attention more to how this can be done in a way that does not negatively impact employees and therefore organization. Salary and monetary bonuses are not the only way to reward and motivate employees and as Luukka (2024) states that would just be ‘criminally easy’. Pay more attention to exploring what people enjoy in their daily work and value in the working environment, as those things have a great impact.

5.3.2 Suggestions for Further Research

This research, and the multidimensional nature of the agile paradigm as well as organizational culture aspects, opens many possibilities for further research. This research focused especially on gathering operational-level employees’ perspectives, and therefore it would be insightful to gather results as well from Upper Management and do a comparison between the hierarchical levels. In addition, there could be further research on the team level to recognize if there are a lot of differences between teams and if so, recognize what are the differences in ways of working inside high-performing teams and to those doing less well from the employees’ perspective. Lastly, there could also be further research on how remote work and geographically distinctive teams impact applying agile ways of working and perceived organizational culture.

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Appendices

Appendix 1. The Research Questionnaire.

The Organizational Culture Assessment Instrument

How the Survey Works:

This is an anonymous questionnaire, which consists of the OCAI survey and optional open-text fields to gather more in-depth answers.

The OCAI survey consists of six items: (1.) Dominant Characteristics, (2.) Organizational Leadership, (3.) Management of Employees, (4.) Organization Glue, (5.) Strategic Emphases, and (6.) Criteria of Success.

In each of these six items, you will have to divide 100 points among four alternatives (A–D). For each item, divide firstly 100 points among the "Now" column based on your personal insights and observations of the current organizational culture. After that, divide another 100 points among the "Preferred" column based on the organizational culture that you would prefer to have in the organization for it to perform at its best. In both columns, give the highest points to the most true statement, and the least or none to the statement that does not fit the organization.

After each of the six items, there is an optional open-text field. Feel free to provide additional insights, thoughts, or suggestions related to that specific aspect of our culture. Your qualitative input will add valuable richness and depth to the research.

-----Section 1.-----

1. In what department you are currently working? *

Choose the department you are currently working on. "Other" refers to any other department that is not mentioned below.

- A
- B
- C
- D
- Other

2. What is your current position? *

- Team Member
- Line Manager
- I prefer not to answer.

3. How long have you worked overall in the Case Organization? *

Inform only the time you have worked in the Case Organization.

- 0–2 years
- 2–5 years
- 5–7 years
- > 7 years
- I prefer not to answer.

4. How large part of your work is project work within Customer Delivery projects? *

- 0–25 %
- 26–50 %
- 51–75 %
- 76–100 %

-----**Section 2.**-----

1. Dominant Characteristics

Divide 100 points among each alternative (A-D). Start by dividing 100 points among the "Now" column. Then divide 100 points among the "Preferred" column. Give the highest points to the most true statement, and less or none to the one that does not fit the organization.

| | Now* | Preferred* |
|---|------|------------|
| A) The organization is a very personal place. It is like an extended family. People seem to share a lot of personal information and features. | | |
| B) The organization is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks. | | |
| C) The organization is very result oriented. A major concern is getting the job done. People are very competitive and achievement oriented. | | |
| D) The organization is a very controlled and structured place. Formal procedures generally govern what people do. | | |

Additional Comments?

Please, use this space to provide any additional comments or thoughts regarding your answer related to this specific aspect of the culture.

2. Organizational Leadership

Divide 100 points among each alternative (A-D). Start by dividing 100 points among the "Now" column. Then divide 100 points among the "Preferred" column. Give the highest points to the most true statement, and less or none to the one that does not fit the organization.

| | Now* | Preferred* |
|--|------|------------|
| A) The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing. | | |
| B) The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking. | | |
| C) The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus. | | |
| D) The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency. | | |

Additional Comments?

Please, use this space to provide any additional comments or thoughts regarding your answer related to this specific aspect of the culture.

3. Management of Employees

Divide 100 points among each alternative (A-D). Start by dividing 100 points among the "Now" column. Then divide 100 points among the "Preferred" column. Give the highest points to the most true statement, and less or none to the one that does not fit the organization.

| | Now* | Preferred* |
|---|------|------------|
| A) The management style in the organization is characterized by teamwork, consensus, and participation. | | |
| B) The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness. | | |
| C) The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement. | | |
| D) The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships. | | |

Additional Comments?

Please, use this space to provide any additional comments or thoughts regarding your answer related to this specific aspect of the culture.

4. Organization Glue

Divide 100 points among each alternative (A-D). Start by dividing 100 points among the "Now" column. Then divide 100 points among the "Preferred" column. Give the highest points to the most true statement, and less or none to the one that does not fit the organization.

| | Now* | Preferred* |
|---|------|------------|
| A) The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high. | | |
| B) The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge. | | |
| C) The glue that holds the organization together is an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes. | | |
| D) The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important. | | |

Additional Comments?

Please, use this space to provide any additional comments or thoughts regarding your answer related to this specific aspect of the culture.

| |
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| |
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5. Strategic Emphases

Divide 100 points among each alternative (A-D). Start by dividing 100 points among the "Now" column. Then divide 100 points among the "Preferred" column. Give the highest points to the most true statement, and less or none to the one that does not fit the organization.

| | Now* | Preferred* |
|---|------|------------|
| A) The organization emphasizes human development. High trust, openness, and participation persists. | | |
| B) The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. | | |
| C) The organization emphasizes competitive actions and achievement. Attaining targets and winning in the marketplace are dominant. | | |
| D) The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important. | | |

Additional Comments?

Please, use this space to provide any additional comments or thoughts regarding your answer related to this specific aspect of the culture.

| |
|--|
| |
|--|

6. Criteria of Success

Divide 100 points among each alternative (A-D). Start by dividing 100 points among the "Now" column. Then divide 100 points among the "Preferred" column. Give the highest points to the most true statement, and less or none to the one that does not fit the organization.

| | Now* | Preferred* |
|---|------|------------|
| A) The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people. | | |
| B) The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator. | | |
| C) The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key. | | |
| D) The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical. | | |

Additional Comments?

Please, use this space to provide any additional comments or thoughts regarding your answer related to this specific aspect of the culture.

Appendix 2. Summary of Departments' Cultural Profiles.

| | Now | Preferred | Difference |
|----------------------|---------|-----------|------------|
| Department A: | | | |
| Clan | 24,17 % | 30,59 % | +6,42 % |
| Adhocracy | 18,99 % | 23,65 % | +4,66 % |
| Market | 30,04 % | 21,21 % | -8,83 % |
| Hierarchy | 26,80 % | 24,55 % | -2,26 % |
| Department B: | | | |
| Clan | 20,19 % | 30,74 % | +10,56 % |
| Adhocracy | 19,72 % | 21,76 % | +2,04 % |
| Market | 31,48 % | 20,93 % | -10,56 % |
| Hierarchy | 28,61 % | 26,57 % | -2,04 % |
| Department C: | | | |
| Clan | 21,86 % | 29,89 % | +8,03 % |
| Adhocracy | 18,97 % | 26,69 % | +7,71 % |
| Market | 36,53 % | 21,04 % | -15,49 % |
| Hierarchy | 22,64 % | 22,39 % | -0,25 % |
| Department D: | | | |
| Clan | 24,10 % | 29,38 % | +5,28 % |
| Adhocracy | 19,31 % | 23,47 % | +4,17 % |
| Market | 29,58 % | 21,60 % | -7,99 % |
| Hierarchy | 27,01 % | 25,56 % | -1,46 % |
| Department E: | | | |
| Clan | 21,58 % | 32,85 % | +11,27 % |
| Adhocracy | 20,25 % | 22,78 % | +2,53 % |
| Market | 37,17 % | 17,33 % | -19,83 % |
| Hierarchy | 21,00 % | 27,03 % | +6,03 % |

Appendix 3. Results of individual items of the OCAI.

| | Now | Preferred | Difference |
|--|---------|-----------|------------|
| 1. Organizational Characteristics | | | |
| Clan | 20,79 % | 22,80 % | +2,01 % |
| Adhocracy | 17,85 % | 24,87 % | +7,03 % |
| Market | 39,34 % | 25,58 % | -13,76 % |
| Hierarchy | 22,03 % | 26,75 % | +4,72 % |
| 2. Organizational Leadership | | | |
| Clan | 21,54 % | 29,54 % | +8,00 % |
| Adhocracy | 17,41 % | 23,49 % | +6,08 % |
| Market | 31,49 % | 16,77 % | -14,72 % |
| Hierarchy | 29,56 % | 30,20 % | +0,63 % |
| 3. Management of Employees | | | |
| Clan | 28,86 % | 33,73 % | +4,87 % |
| Adhocracy | 17,69 % | 21,20 % | +3,51 % |
| Market | 31,27 % | 17,39 % | -13,87 % |
| Hierarchy | 22,18 % | 27,68 % | +5,49 % |
| 4. Organization Glue | | | |
| Clan | 26,20 % | 34,51 % | +8,31 % |
| Adhocracy | 21,41 % | 27,89 % | +6,48 % |
| Market | 25,07 % | 17,61 % | -7,46 % |
| Hierarchy | 27,32 % | 20,00 % | -7,32 % |
| 5. Strategic Emphases | | | |
| Clan | 23,38 % | 33,75 % | +10,37 % |
| Adhocracy | 18,80 % | 24,32 % | +5,52 % |
| Market | 34,23 % | 20,35 % | -13,87 % |
| Hierarchy | 23,59 % | 21,58 % | -2,01 % |
| 6. Criteria of Success | | | |
| Clan | 15,45 % | 28,94 % | +13,49 % |
| Adhocracy | 22,70 % | 22,39 % | -0,31 % |
| Market | 35,37 % | 26,20 % | -9,17 % |
| Hierarchy | 26,48 % | 22,46 % | -4,01 % |