



Some reasons why actual cross-fertilization in cross-functional teams is difficult

CHASE 2018

27th of May

Gothenburg

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Research question

What is motivating or demotivating team members to work in a cross-functional manner?

Data Collection

5 Scrum Teams from diverse companies



Open Interviews

9 team members, face to face, approx 1h



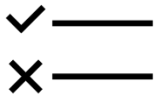
Observations

3 teams, ≥ 2 successive sprint changes



Feedback

6 reciprocal feedback meetings



Group Discussion

>1h long: What is the value of cross-functionality ...?



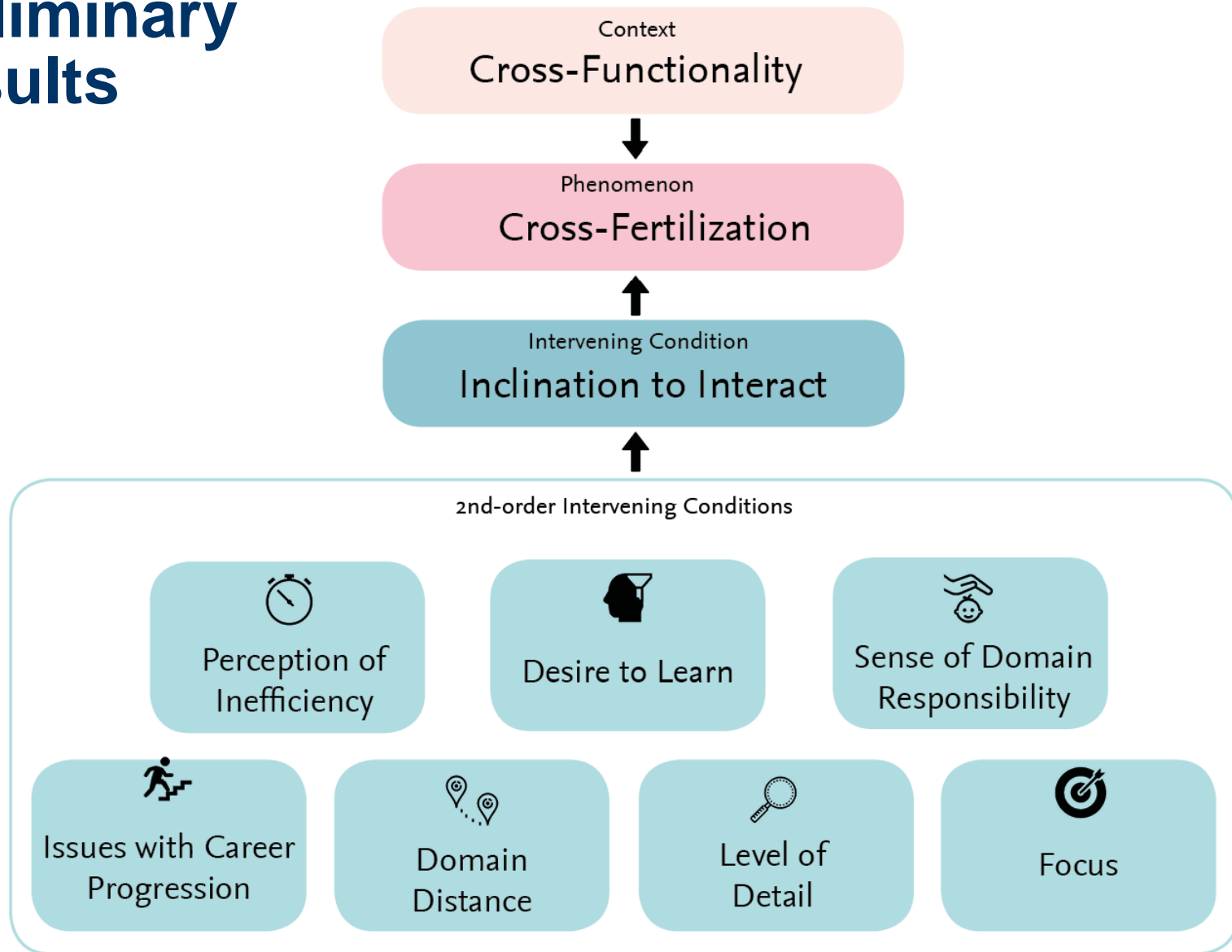
Expert Interviews

5 expert interviews : agile Coaches, Consultants, and Scrum Masters outside the context of any particular team

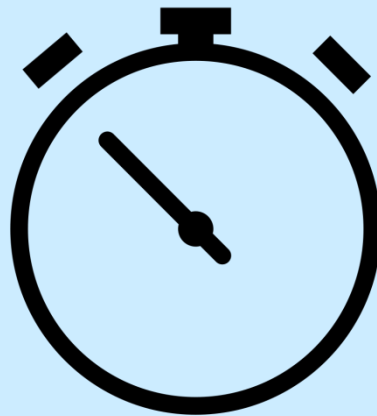
Method

Charmaz: Constructing Grounded Theory

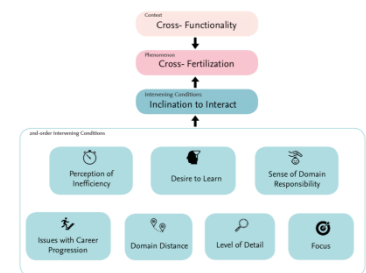
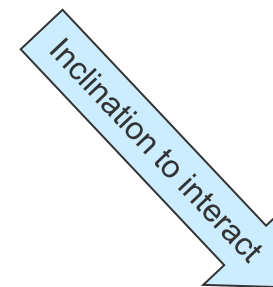
Preliminary Results



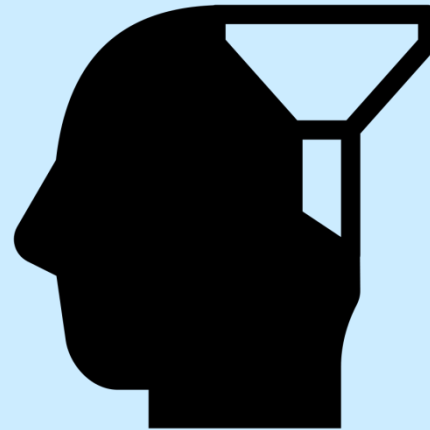
Perception of Inefficiency



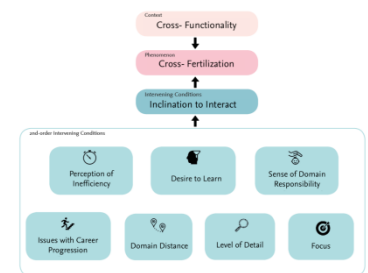
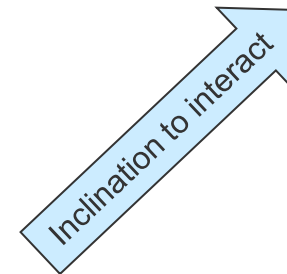
“[...] for somebody who wants to write software around the clock it felt unsatisfying if they would not write software on, say, three days a week [...]”



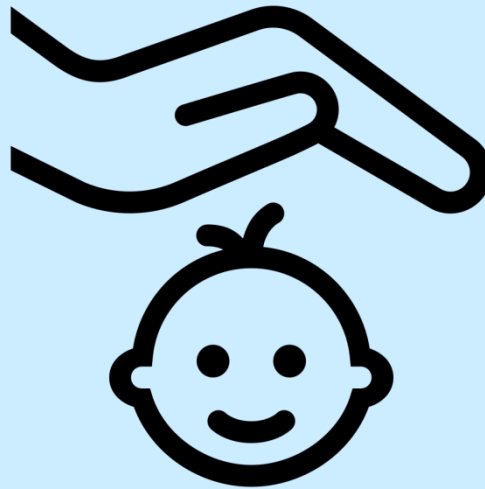
Desire to Learn



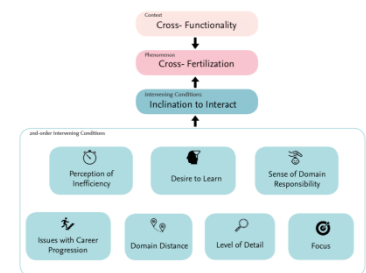
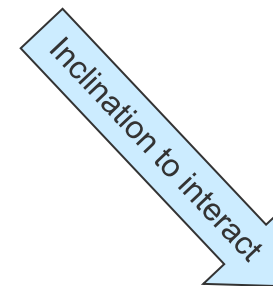
e.g. a tester wants to become a developer



Sense of Domain Responsibility



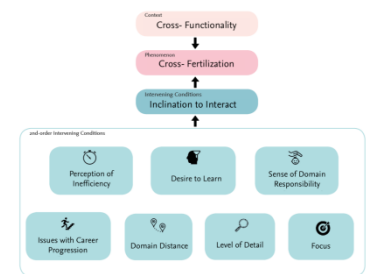
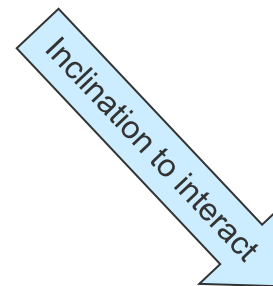
to keep the work and your personal knowledge in your own Domain in proper shape



Issues with Career Progression



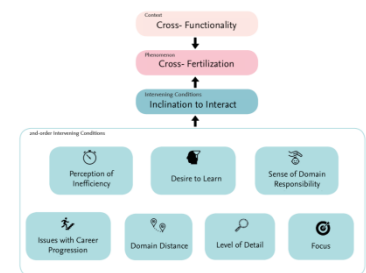
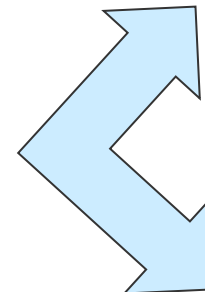
“[..]He is a good and committed guy, but he [..] wants to get a leadership position and more money. We tried to explain that it does not work that way in an agile company with cross-functional teams. Now he is leaving.”



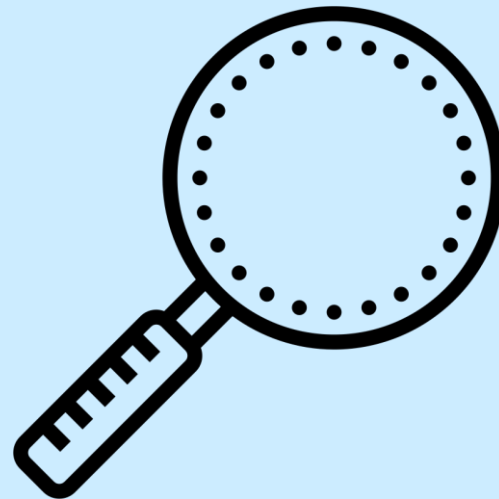
Domain Distance



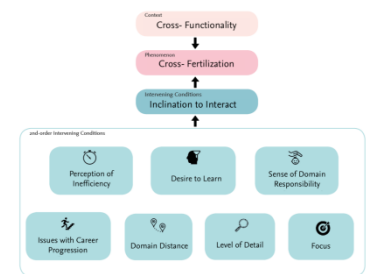
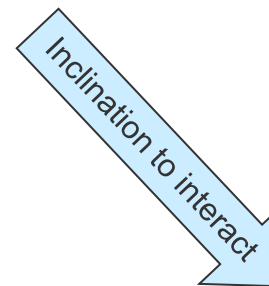
A negative example: A developer participated in the creation of a newsletter by the marketing specialists [...]. He saw this as inefficient and demotivating.



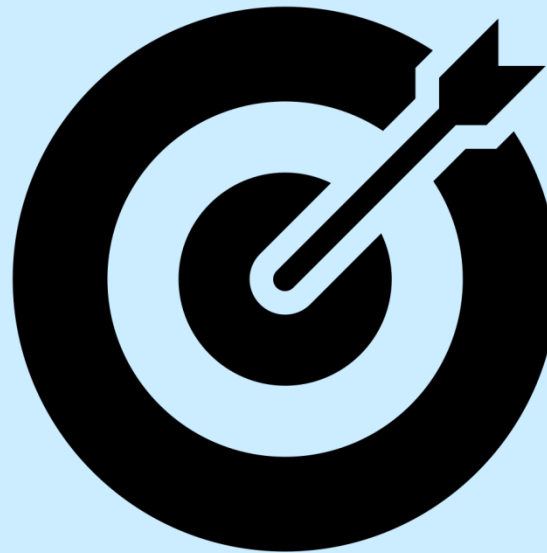
Wrong Level of Detail



“So very small parts! This made the process lengthy and made it impossible for me to contribute.”

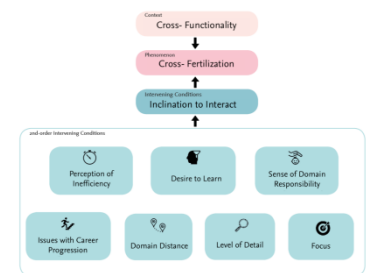


Loss of Focus



“[A danger is] defocusing, because you just do a thousand things, talking to each other, but nothing gets completed.”

Inclination to interact



Thank you!

