

## Project Type: White Paper

**Details:** This is the second paper in a two-part series that explores Agile development software practices. This paper tackles the primary challenges organizations will face.

### Excerpt:

#### *Executive Summary*

Dealing with challenges is inherent in any development approach, but Agile methods often expose problems that were previously ignored or otherwise invisible to the organization.

IT's first reaction may be to address the technical challenges, but, in reality, the biggest impediments of Agile adoption are organizational, not technical. According to the "State of Agile" survey by Version One, the three greatest barriers to further Agile adoption are ability to change organizational culture (45%); general resistance to change (44%); and personnel with the necessary Agile experience (42%).

While organizational challenges aren't simple to solve, they are somewhat predictable. Typically, they fall into one of these six categories:

- **People:** Organizations will always have people issues, but the introduction of Agile methods increases the rate of change and exposes many problems.
- **Process:** Agile methods are very process-light, but a lot of project teams have difficulty keeping it simple.
- **Technology:** Because of corporate policies, it can be difficult to procure the software that is needed.
- **Teams:** On the whole, teams seldom present impediments to Agile adoption, but there can be friction between teams.
- **Management:** It can be difficult to convince management for the need for Agile and get them to publically promote this.
- **Culture:** There can be a myriad of cultural challenges, but one of the biggest issues is aligning the way individuals are rewarded with the work they are doing.

If organizations want to successfully transition to Agile development, they need to be aware of and address these challenges. The longer these issues go unresolved, the more difficult they will be to fix. This white paper walks you through the primary challenges you will face as you adopt Agile development practices and provides recommendations on what you can do to solve them.

