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RETROSPECTIVES IN SCALED AGILE A SYSTEMATIC LITERATURE REVIEW

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Summary (1/2)

- **Despite the current popularity agile project management and scaling such frameworks, there is little academic research inquiring how to scale agile frameworks to be successful at the program level.**
- **This research studies how known success factors from project management are (or are not) scaled up to program level.**
 - In particular, retrospectives are understood to be such a success factor.
- **To better understand the role of retrospectives among other critical success factors, a systematic literature review is conducted to position the topic in state-of-the-art knowledge on program management.**

Summary (2/2)

- To better understand the impact of retrospectives in agile program management, we put particular attention to **inter-team retrospectives** compared to intra-team retrospectives.
- With the proposed research design, we intend to identify that retrospectives are considered a success factor for agile projects but on a program level, this type of meeting is mostly neglected.
 - A hypothesis is, that this concept is missing from the standard scaled agile frameworks, hence case study research on success factors of agile programs cannot possibly identify it as a success factor given its absence

Research questions

Agile projects have been very successful across organizations, especially for software development. But how to successfully scale them up and bank in the benefits?

ID	Research question
RQ	How can inter-team retrospectives in large scale agile programs enable success at program levels?
RQ1.1	How does the literature define agile program management?
RQ1.2	How does the literature define Retrospectives in agile project or program management?
RQ1.3	What are the mainly explored research topics of scaled agile?
RQ1.4	How does agile program management topics diverge when comparing academic and practitioner's literature?

Proposed methodology (1/2)

- **This literature research will broadly follow the guidance of Denyer and Tranfield (2009), who describes five steps in producing a systematic review: Question formulation, locating studies, study selection/evaluation; analysis/synthesis and reporting/using results.**
- **To locate studies, Wanyama et al. (2021) is considered to find appropriate databases.**
- **A systematic review protocol is used to carry out the selection and evaluation of the studies based on the guidelines Siddaway et al. (2019).**

Proposed methodology (2/2)

- **Given the rather small number of publications in the top tier academic journals, we deemed it required to include lower tiered academic research or even grey literature to provide a more accurate picture of the literature available, as suggested by Garousi et al. (2016), which therefore results in a multivocal systematic literature review (MLR).**
 - Since a lot of literature is from the area of software development, highly relevant papers are in the form of conference proceedings
- **Given current research progress but relatively little research in Program and Portfolio Management in comparison to Project Management, this work wants to focus on this considerably under-researched area of Program Management**

Expected results

- **We expect to summarize and disseminate research findings in the space of agile program management and identify Retrospectives as a known success factor in project management, that mostly not considered in scaled agile setups in the form of inter-team Retrospectives.**
 - Hence it is considered an area among others, that would benefit from further academic research with an underlying practitioners' need to improve scaled agile frameworks.
 - We expect to identify further research gaps in both the academic as well as the grey literature, such as the methodologies used to research agile program management (i.e. research other than case studies)
- **By choosing a multivocal approach, we expect to identify more existing practices on Retrospective meetings in program management to have more optimal set of strategies available when choosing types of Retrospective meetings for our subsequent research.**

Current challenges and questions

- **How to use or how not to use GenAI for a systematic literature review?**
- **To what extend do you find it necessary to include grey literature data to limit the research scope?**

