



EXPLORING THE CHALLENGES IN TRANSITIONING FROM TRADITIONAL PROJECT MANAGEMENT TO AGILE PROJECT MANAGEMENT

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It is only less than a decade that Agile Project Management (APM) was introduced and got popular steadily and it has been hailed as the silver bullet which will successfully address the high project failure rate. Many organizations have been using Traditional Project Management (TPM) methodologies for years and are now either considering or in the progress of introducing APM approach as a substitute for the more rigid, inflexible and control oriented TPM methodologies. The defined values in APM and their outcomes have motivated many project managers to adopt these methodologies. Since migration from TPM methodologies to APM methodologies is growing highly, managers of the companies should be aware of problems, hindrances and challenges they may face with during the agile transformation process. Accordingly this study focused on determining the challenges involved in adopting APM methodologies by organizations that followed TPM practices in Sri Lanka. Data collection was performed through an in-depth interview with experts in the field where this research was an exploratory study which primarily focused on Sri Lankan Information Technology (IT) industry. Data were analyzed using coding techniques and findings have illustrated the challenges identified through the research in relation to the literature under six key thematic areas namely; organizational culture, leadership, structure, management practices, work unit climate and individual and organizational performance. Moreover, the motives to adopt APM methodologies and weaknesses in TPM approach were illustrated. Findings revealed that organizational culture is the utmost challenge in adopting APM methodologies which further indicates that the adoption of APM is not just about introducing a new set of rules or techniques. Instead, it involves a major organizational change, which affects many stakeholders. Therefore, management should concentrate to overwhelm these challenges effectively where it implied that managers must champion, disseminate and reinforce the agile vision across the entire organization. Thus, an agile transformation is a process which takes several months to make the complete effect. At the successful implementation of APM would generate multiple benefits such as increased the potential for higher customer satisfaction, improved flexibility and augmented team motivation. However, the results of this study have to be verified using a large sample.

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