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*Wang Cheng*  
Chongqing City, China  
West Ukrainian National University, Ternopil, Ukraine  
Supervisor: DSc, Professor Roman ZVARYCH

## **CHALLENGES IN IMPLEMENTING AGILE MANAGEMENT PRACTICES TRADITIONAL ORGANIZATIONS**

Agile management practices have gained significant traction in recent years due to the increasing adoption of agile methodologies in software development and project management. The Agile Manifesto, which emphasizes collaboration, adaptability, and iterative development, has revolutionized the way organizations approach project execution. However, implementing agile management practices in traditional organizations can be challenging due to various reasons. This paper aims to elaborate on the problems associated with implementing agile management practices in traditional organizations and provide an in-depth analysis of these challenges.

Traditional organizations often have rigid hierarchies, top-down decision-making processes, and a focus on command-and-control management styles. These organizations have well-established procedures, protocols, and standardized practices that might hinder the implementation of agile management practices. Agile practices, on the other hand, require significant organizational and cultural changes to be successful. The implementation of agile management practices faces the following problems:

**Resistance to Change:** Traditional organizations are usually resistant to change, as they have been operating under a specific set of rules and practices for a long time. Implementing agile practices requires a significant shift in mindset, roles, and responsibilities. Employees may resist the change due to fear of job insecurity, a lack of understanding of agile principles, or skepticism about the benefits of agile management.

**Lack of Cross-functional Collaboration:** Agile management practices emphasize the importance of cross-functional collaboration and self-organizing teams. In

traditional organizations, departments and functions often work in silos with limited collaboration. This lack of collaboration can hinder the successful implementation of agile practices, as it requires breaking down departmental barriers and encouraging collaboration across different teams and functions.

**Incompatible Performance Measurement and Incentive Systems:** Traditional organizations often have performance measurement and incentive systems in place that are designed to support hierarchical, command and control management styles. These systems focus on individual performance, meeting predetermined targets, and following fixed plans. Agile practices, however, promote team-based performance, adaptability, and frequent re-planning. The misalignment between the existing performance measurement and incentive systems and agile practices can undermine the motivation and commitment of employees to adopt agile management practices.

The challenges identified above highlight the need for organizations to carefully plan and execute the implementation of agile management practices in traditional settings. It is crucial to address these challenges through several strategies. Firstly, organizations need to create awareness and understanding about agile principles and practices among employees by providing training, workshops, and supportive resources. This will help mitigate the resistance to change and foster a shared understanding of the benefits of agility.

Additionally, organizations should consider restructuring and reorganizing their teams to facilitate cross-functional collaboration. This can be achieved through implementing collaborative tools and establishing clear communication channels. By breaking down departmental barriers, organizations can create an environment that supports agile practices and encourages collaboration.

Furthermore, organizations need to revise their performance measurement and incentive systems to align with the principles of agile management. This might involve shifting the focus from individual performance to team performance, emphasizing collaboration and learning, and incorporating metrics that reflect the adaptability and incremental progress inherent in agile practices.

Implementing agile management practices in traditional organizations can be a complex process marred by several challenges. The resistance to change, lack of cross-functional collaboration, and incompatible performance measurement and incentive systems are major roadblocks that organizations must address to successfully implement agile practices. By creating awareness, fostering collaboration, and aligning performance measurement and incentives, organizations can overcome these challenges and embark on a successful agile transformation.

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