

# Challenges to Teamwork: A Multiple Case Study of Two Agile Teams

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**Abstract.** Agile software development has become the standard in many companies. While there are reports of major improvements with agile development over traditional development, many teams still strive to work effectively as a team. A multiple case study in two companies discovered challenges related to communication, learning and selecting the tasks according to the priority list. For example, the fact that the developers were not actively involved in the planning process, resulted in weak team orientation; even though the teams had identified and discussed recurring problems, they found it difficult to improve their teamwork practices; and because customers and support communicated tasks directly to the developers and developers chose tasks according to interest and expertise, following the priority list became difficult. We provide practical suggestions for teamwork in agile software development that intend to overcome these problems and strengthen team orientation and team learning in order to achieve effective agile teams.

**Keywords:** Teamwork, Team orientation, Team communication, Team learning, Agile methods, Agile Software development, Scrum, Kanban.

## 1 Introduction

Teamwork is important in software engineering and is a particular focus in agile development. Teamwork has been extensively studied in a number of fields, but little of this knowledge has been applied in the context of software development. One of the reasons may be that the general knowledge needs to be tailored to software development to become useful. Hence, there is a need for additional studies on teamwork in this specific area.

Agile methods such as Extreme Programming (XP) and Scrum direct software development in small, self-managing teams. While there are reports of major improvement with agile development methods over traditional development methods [1], effective teamwork is still a challenge. In a number of studies in small and large Scrum teams in various consulting and product development settings in companies of variable size through the last five years, we have observed three recurring challenges [2-4]:

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