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Product Team in Transition: A Qualitative Case Study of Team Motivation and Collaboration during Agile Adaptation

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Abstract

Agile approaches have received acceptance from organisations as effective frameworks for managing complicated projects in rapidly changing situations. This study explores the challenges of agile adaptation in product team motivation that attempted to implement the existing agile adaptation. In order to implement the agile adaptation, the product team needs to make adjustments and collaborate with others. Inadequate procedures and outside factors have been identified as barriers to existing agile adaptation. Although implementing an agile approach has numerous advantages, doing so can be more complex with adaption and modification processes, especially to align with the organisation's working environment, current team motivation, or the effectiveness of current collaboration. These require extensive changes across the team. Intrinsic motivation is crucial for high levels of output and quality. The qualitative method of semi-structured interviews was chosen to focus in-depth on agile practitioners' mindsets and adaptation acceptance who had just undergone agile adaptation experience. Interviews with five experienced agile practitioners in a telecommunications company were conducted to analyse a product team, its dynamics and behaviours, and what has been learned about human interactions, such as motivation and collaboration in the context of agile adaption, conflict, and challenges. This paper found that it is important for an agile product team with multidisciplinary expertise to work towards a common goal, foster team spirit, share the vision, and set clear goals with good collaboration and flexibility in reprioritising the tasks.

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1.0 Introduction

In today's fast-paced digital world, a product development team needs to be able to quickly adapt to new developments and unanticipated changes in its environment to remain inventive and successful (Serrador et al., 2015). Begin by implementing traditional methods (Waterfall or previous agile framework) or implementing a transformation that is becoming more widely known and is being used by an increasing number of organisations to boost customer demands. The Agile Manifesto was launched first in the IT sector as a new approach to software development methodologies and project management methods in response to the demand for more adaptability. The manifesto's values clearly state that individuals and their interactions are more valuable than processes and tools, and customer collaboration is preferred to contract negotiation (Beck et al., 2001).

Organisations realise the need for agility to improve their capacity to respond promptly and adaptably to market developments and adapt their services and products accordingly (Angappa et al., 2019). It is extremely challenging for some organisations to adhere to all the recommended agile principles. As a result, agile must be tailored to meet the needs of the organisation's culture, policy, and current working state, which causes the adoption of new agile practices. Agile adaptation could be a component of adoption, adaption, and transformation. Furthermore, agile adoption is the transition from a process, such as a waterfall or system development life cycle (SDLC), to an agile process or framework and is sometimes referred to as a transition, whereas transformation is altering the constitution and culture of an organisation. It also involves a significant change in how individuals think and feel, but it could also reflect a product, a department, or any other holistic aspect of an organisation that is transforming normal ways of work is performed. The terms of adaptation used in the title imply the effectiveness of the product team in adapting to the context of transformation or adoption, which, in our case, is the specified product team in a telecommunication company. In order to be agile, the organisation must implement agile elements, processes, and principles.

The product team comprises the product owner, scrum master, agile coach, researchers, and software developers. The mentioned organisation uses the other present

positions, such as agile project manager and business development personnel, to utilise the resources, improve product development gaps, and strengthen implementation and commercialisation. The product owner acts as a point of contact between the client, every member of the product team, and other company officials. This individual is considered a management, product, and customer requirements leader. Assuming a dynamic team, each agile team member may take on different roles depending on the characteristics and conditions of the product development (Carina et al., 2019).

Given the backdrop, the study's objective was to determine the viability of agile adaptability for the product team, considering humane collaboration and motivation. This paper presents details and findings by structuring the following sections: Section 2 provides a literature review of this study. Section 3 outlines the methods used to collect and analyse data. In Section 4, this paper presents the results with relevant statements from the practitioners. Section 5 summarises the study's key findings and draws conclusions based on the evidence presented.

2.0 Literature Review

The factors influencing team, project, and organisational roles are often distributed differently in various research studies, and it depends on the author's point of view and its general factor type classification (Milos et al., 2020). Human factors continue to significantly impact agile in team dynamics, collaborative efforts, and company culture (Dyba et al., 2009). The team periodically considers how to become more effective and then changes its behaviour. The adaptation of agile methods and practices has grown tremendously in the past decade, but little is known about the human side of agile teams and how it contributes to the emergence of adaptability (Grass et al., 2020).

Although the guiding principles of agile product development emphasise that people and their interactions matter more than processes and tools, the study of how these interactions transpire is still in its infancy and tends to overemphasise the significance of implementing agile methodologies and practices. However, research clarifies how

human interactions within agile teams lead to the emergence of adaptability, which broadens the current perspective (Hummel., 2014).

From 2001 until 2022, there will be drastic changes in the context of technology and new agile frameworks. This paper will research an existing literature review from 2011 until 2022 and focus on collaboration and motivation among product team members. Located in Selangor, Malaysia, the case study company is a product team in the telecommunication sector that has been continuously performing agile adaptation revisions from standard agile practices for product-related teams for the past many years. The organisation's product team sample will benefit from this because it provides more insight into the team adaptation experience.

2.1 Agile Methods

Agile methods are a reaction to traditional software development techniques and an understanding of the "need for an alternative to documentation-driven, heavyweight software development processes" (Cohen et al., 2004). Agile methodology is a project management and software development strategy emphasising continuous iterations, collaboration and improvement. A product cycle in agile through planning, executing, and evaluating is followed by teams. The agile manifesto has come to value individuals and interactions over processes and tools, functional software over extensive documentation, customer collaboration over contract negotiation, and reacting to change (Beck et al., 2001).

A group of software engineers, including Kent Beck, Martin Fowler, Ward Cunningham, and others, gathered in February 2001 at the Snowbird ski resort in Utah, USA, and developed the Agile Manifesto, which includes the below twelve Agile principles:

1. A product can be considered successful with customer satisfaction through the agreed product scope, timeline, costs, and continuous improvement of the customer experience, which is of the utmost importance.

2. Allowing for frequent change in requirements and the ability to evolve during the end of the design process. Since requirements shifts are an inevitable element of any software production process, agile enthusiastically encourages these. It provides flexibility for change and variation, resulting in the highest-quality final output.

3. Agile promotes the need for frequently releasing a minimum-functioning product with the goal of shorter development cycles or iterations to receive valuable feedback and assure continuous improvement.

4. Close collaboration and regular communication are required between the product team and business stakeholders throughout the project to help establish a common understanding, clarify requirements, and handle issues swiftly.

5. Place enthusiastic people at the centre of projects and provide them with the resources needed to succeed. Agile values self-driven and self-confident team members. It promotes the development of an atmosphere that leads to teamwork, trust, and self-organisation, which in turn empowers teams to make decisions and produce excellent outcomes.

6. Face-to-face communication is the most productive and successful means of conveying information. Agile emphasises direct, transparent, and frequent communication between the product team and those who have ownership of the project. The benefits of face-to-face communication include enhanced common understanding, fast feedback, and more productive teamwork.

7. The fundamental indicator of success in an agile project is the working software over the process or documentation. In order to ensure that the project is proceeding and giving value to the stakeholders, it must be able to deliver products that work.

8. Agile methods are more conducive to sustained development. The development pace should be maintained continuously for the sponsors, developers, and users; this approach recognises the need to progress

consistently. It prevents overworking and burnout and maintains a positive working atmosphere, allowing long-term productivity and well-being.

9. Agile promotes the importance of technical excellence and quality throughout the development process. Good design, refining, and other technical practices are emphasised to assist teams in creating a product that is easy to maintain, has customer experience, and can be commercialised to market.

10. Essential is simplicity, breaking the quantity of work performed into smaller, incremental tasks. Agile encourages teams to prioritise delivering the most valuable features first and eliminate pointless effort. It promotes simplicity in both the design and development of software in order to maximise efficiency.

11. Self-organising teams produce the highest-quality architectures, specifications, and designs. Agile relies on autonomous teams to make decisions and determine the best solutions. It recognises that the individuals closest to the process are in the best position to design, meet the requirements, and make decisions.

12. Periodically, the team considers how to become more effective, reflects, and then modifies its behaviour accordingly: Agile encourages continuous improvement via consistent reflection and adaptation. Teams should routinely evaluate their processes, practices, and collaboration in an effort to improve their efficacy and make any necessary adjustments. These principles form the basis of Agile methodologies and assist teams in efficiently delivering high-quality software while adapting to changing customer requirements.

2.2 Agile Process in Telecommunication

Many companies, especially those in the telecommunications industry, want to be more quick, responsive, and closer to their clients. Therefore, agile approaches are recommended to accomplish these goals (Corona et al., 2022). Companies lack trustworthy techniques for assessing the effect of their efforts on transformation processes, including several non-IT organisational domains besides information technology (IT) and technical fields (Alonso., 2022).

The world economy is becoming more globalised, science and technology are advancing more quickly, there is increased business activity in society, and there are more national and international connections. These factors have led to the conclusion that information is becoming increasingly important (Balashova et al., 2017). The ongoing digitisation of society has led to stricter and more demanding standards for communication efficiency and quality. Agile techniques need to be applied immediately in this industry because companies can be useful when dealing with increasing unpredictability.

Services are arranged using these technologies, and the data related to them is processed. Information system development in the telecommunications industry is driven by the fierce competition among providers, which demands the prompt introduction of new services. However, due to the quantity and scope of the services provided, integrating new ones into the current information infrastructure is difficult and expensive when mistakes are made.

The specifics of the development processes of information systems in the telecommunications industry determine the requirements for the management procedures of the corresponding projects for their development and modernisation (Elena et al., 2017). The following are the primary characteristics of the telecom sector's IT infrastructure:

1. The telecommunications sector consists of companies that transmit global data, such as text, voice, audio, or video, and it is anticipated to have a high traffic volume, a large number of subscribers, and a complex implementation of functionality.

2. Telecom equipment, services, and wireless communication are three fundamental sub-sectors with high error and system failure costs.

3. Continuous cycle of production, provision of services, and more budget for innovations

4. High-speed implementation and deployment of new functionality and depreciation of existing functionality with a limited budget.

5. Through software, applications, and integration with external IT systems, many business processes are impacted.

Due to the aforementioned characteristics, the agile methodology is compatible with four operational types: cost reduction, quality improvement, on-time delivery, and adaptability. This allows them to attain the performance target for the telecommunication industry.

2.3 Agile Process and Product Team

Agile new product development now employs a "putting out fires" approach instead of a "navigating uncharted waters" mindset. It describes several multi-level mechanisms, such as changes in workflow management, work assignments, and performance, to account for the shift in important logic components, such as team objectives, conformity to the new direction, support, and control systems (Annosi et al., 2022). The discovery suggests that the new organisational logic discouraged long-term thinking, resulted in a loss of confidence and competence, and made it so that no one was held accountable for the team's innovations. The findings show a previously neglected explanation for the relationship between team attitudes and the transformation process. In addition, neither the effects of agile adaptation nor team motivation will be noticed.

2.4 Agile Adaption and Collaboration

While some businesses have successfully adopted agile methods and reaped benefits such as lower costs and welcomed changes in product scope and requirements during the implementation to deliver high-quality products, others have encountered significant difficulties and even project failures as a result of switching to agile methods (Conboy et al., 2011).

The decision to implement agile practices is no longer made in isolation, from the bottom up. Agile encourages social interaction, mentorship, teamwork, and open lines of communication. However, there are various challenges to gauging the effectiveness of such endeavours. Most of the product members on an agile team are operating outside of their comfort zones as people adopt new ways of learning and adapting. For some, switching to agile has been fraught with difficulties and even project failure. After the discovery stage, the next step is to help the group realise its maximum potential by encouraging flexibility, curiosity, inventiveness, and effective communication (Kotter., 2023).

Within the same agile adaptation experience, several companies made efforts to adopt agility. However, certain companies could not fully embrace the agile principles due to unpreparedness for the corporate culture and behaviour challenges (Carina et al., 2019). In order to improve performance in certain study experiences, it is necessary to incorporate soft factors, such as communication, motivation, collaboration, and other core values, into the overall development process (Fagerholm et al., 2015).

3.0 Research Method

This study aims to gauge practitioners' points of view towards agile adaptation. As such, this paper employed a qualitative inquiry approach and selected a telecommunications company because it is at the point of a long-term process of continuous adaptation to agile, which will require the company to change the way it has conducted agile previously. Agile and some traditional product milestone methods are mixed and used

by their product development teams. This heterogeneous mix of methodologies represents an organisation-wide reformation.

4.0 Data Collection

The sampling method employed was purposeful or purposive sampling. This method involves deliberately selecting participants who possess specific characteristics or experiences that align with the research objectives. In this case, the goal was to select Agile practitioners with diverse roles and experiences to provide a well-rounded understanding of Agile implementation within the organisation.

Table 1: Interview Questions and Objective

Interview Questions	Objective	Justification
1. What are the challenges faced by Agile Product Team in the current environment?	To determine whether the same problems from the prior iteration have persisted after adopting an agile approach.	By specifying the "current environment," the question acknowledges the dynamic nature of business and technology landscapes. It encourages interviewees to discuss challenges that may be influenced by contemporary factors such as technological advancements, market changes, or global events.
2. How can Agile adaptation develop team motivation and collaboration to sustain performance?	To analyse the outcomes of motivation and cooperation following an adaptation event.	Agile principles emphasise motivated individuals and the importance of providing them with the right environment and support. Exploring how Agile adaptation contributes to team motivation allows for a deeper understanding of how Agile principles are practically applied in fostering a positive work culture.
3. What inspires you the most to perform better for Product Team when delivering agile project deliverables?	To recognise the significance of personal motivation in completing tasks.	The Agile approach values adaptability and continuous improvement. Responses to this question may reveal how the interviewee views challenges and setbacks as opportunities for learning and growth, contributing to the ongoing improvement of Agile project delivery processes.
4. What is the impact of Agile adaptation before and after its implementation?	To unveil the practitioners' insights regarding agile adaptation.	Understanding the impact before and after Agile implementation provides insights into how the organisation has embraced agility. Responses can highlight changes in processes, communication, collaboration, and overall responsiveness to change, showcasing the tangible effects of Agile practices.

This paper interviewed five experienced Agile practitioners who were among the company's twenty-three leaders in order to learn more about their viewpoints, approaches, and real-world uses for Agile development. The criteria for selecting individuals for interviews were based on their direct involvement in Agile critical commercial projects, familiarity with Agile principles, and ability to articulate and share their experiences effectively.

Upon implementing agile approaches, the organisation in this study endeavoured to adapt some working positions with agile roles continuously and finally reform the new agile team. In late 2022, the company enlisted the services of an external agile consultant to resolve issues related to position conflict and product accountability, specifically focusing on the roles of the product owner and project manager. Most importantly, the selected respondents are there along the company adaptation journey.

These criteria ensured that the interviews provided meaningful and relevant information about the organisation's Agile practices. Five individuals consented to participate in this research. Among the practitioners are a product coordinator who oversees all projects implemented in this organisation, a product manager who focuses on a specific product, project managers directly involved in end-to-end project implementation, and a head of the department from the project management office with product-related company vision, mission, and top management direction.

Four team members have successfully attained Agile Certified Practitioner (ACP) certification through company training. The Project Management Institute (PMI) certification is a widely recognised certification designed for professionals who work in agile environments or with agile methodologies. This achievement reflects their commitment to professional development and readiness to apply a diverse range of agile principles and methodologies in their roles within the team. Four out of five candidates being interviewed for this study are permanent staff members of the organisation, boasting more than two decades of experience and having undergone numerous adaptations facilitated by the company.

4.1 Finding

Semi-structured interview questions were used to learn the respondents' opinions on agile adaptation. Table 2 shows the respondents' backgrounds in terms of position, experience, age, gender, and certification. Many respondents have more than twenty years of experience with the same company.

Table 2: Practitioners' Background

Practitioners	Position	Work Experience (years)	Experience in Agile Projects (year)	Age	Gender	Agile Certified
Practitioner 1	Product Coordinator	20	5	44	Female	No
Practitioner 2	Product Manager	21	5	45	Female	Yes
Practitioner 3	Project Manager	22	5	46	Female	Yes
Practitioner 4	Project Manager	20	5	44	Male	Yes
Practitioner 5	Unit Head	32	7	52	Male	Yes

The practitioners discussed their experiences engaging in adaptation; most reacted with thoughts, worries, and suggestions for development regarding company adaptation. The semi-structured interview concluded with three themes, as shown in Table 3.

Table 3: Summary of Themes

Themes	Sub Themes
Requirement	• Scope • Quality • Competency
Motivational	• Perception • Commitment
Communication	• Achievement • Regular Meeting

4.2 Thematic Analysis

Theme 1: Requirement

- Scope

Rapid development cycles and the requirement for fast iterations can sometimes result in more effort and time accumulation. Agile product teams typically face various difficulties, including scope changes in their day-to-day operations, which may worsen the current environment. At the same time, despite the product team's best efforts to clarify the process in terms of agile adaptation, the customer outside of the organisation may insist on delivering the product on their terms. Adding new features or modifying existing ones typically requires additional time and effort. A customer can choose to follow the new working approach or the other way around or maintain the scope as per a previously agreed-upon contract before the new work adjustment takes place, which impacts the product team's ability to align and complete work, as per the instruction from the upper management organisation about adaptation implementation.

> *New adaptation seems same. MVP 1 still take more than 1 month to complete, and subsequent MVP will only start after previous MVP completed. (P1)*
>
> *Scope change last minute by customer. (R2)*
>
> *Requirement changes frequently. Team needs to update backlog and prioritise accordingly. (R3)*

- Quality

There is still room for improvement, and the product team's participation in the new adaptation process should be encouraged in order to generate new ideas and delivery methods for the existing process. As the product team implements various categories of products, the impact of agile adaptation before and after varies from one to the next. Every product has its own dedicated development team. While other products will experience the benefits of the new adaptation, other teams will have unique experiences.

Each product team in an organisation should share their experience and lessons learned from others.

> *Fast pace development change according to customer need. (P3)*
>
> *Increasing the visibility and decreasing the risk by breaking complex solution into smaller iterations can help the team to produce better quality results. (P4)*
>
> *Better and faster delivery of products. Quality can be improved. (P5)*

- Competency

Agile teams may find it difficult to reconcile the need for speed with the importance of quality and maintainability, especially when under pressure to deliver features rapidly. In a dynamic environment, business priorities and customer requirements are subject to frequent change. At this stage, the product teams must adjust quickly to these changes, but managing shifting priorities and maintaining a clear focus can be challenging, particularly when more effort is required with limited time. An obvious difficulty for adaptation is when new product features are added or altered without commensurate increases in time and money or the agreed-upon commercial release of the product without management and customers concerned based on team capacity. Multidisciplinary teams comprise individuals with diverse experiences, skills, and knowledge. This diversity contributes diverse perspectives to problem-solving and decision-making, resulting in more creative and effective solutions. The team may employ its members' collective knowledge and abilities to approach complex problems from multiple perspectives. Effective collaboration is essential for the success of multidisciplinary organisations that share their expertise to bridge divides and develop a shared understanding. This collaboration strengthens relationships, fosters trust, and enhances team dynamics as a whole.

> *Competency mismatch with commitment to the deadline and pressure from management. A team with multidisciplinary expertise working towards a common goal and team spirit. (P4)*

Theme 2: Motivational

- Perception

The new adaptation may disrupt these routines and create resistance among team members who prefer the familiarity of traditional methods or their comfort zone. Adaptation will be successful for an organisation only if the product team collaborates and is motivated to embrace new changes. The negative impact of implementing a new working method may result in the company suffering in the long run in terms of product failure, unhappy customers, employee retention, or turnover. When team members feel trusted and have the authority to make decisions and advance their projects, it can still give a sense of responsibility and motivate them to perform better. This can lead to challenges with aligning goals, sustaining consistent communication, and establishing a common understanding among team members.

> *Resistance to change. Self-organise & build relationship with team. (P1 & P5)*
>
> *Requirement changes frequently. Team needs to update backlog and prioritise accordingly. (P3)*

- Commitment

Adjusting the existing work scope already poses a challenge, but when a company constantly implements, revises, and transforms agile approaches, team motivation and collaboration must be examined. It can be problematic to ensure alignment and effective communication with these stakeholders, especially in the current environment where conflicts over scope, time, and cost still exist. Agile teams aspire to use continuous processes, practices, and product enhancement. However, identifying areas for development, implementing changes, and measuring their impact can be difficult without more competent members and the need to produce results in a timely manner. The product team naturally develops routines and becomes comfortable with established processes. It is expected that the team's morale will suffer as people work harder to complete tasks and lack prioritisation in order to bring the product to market on time.

This product is beneficial for establishing goals with stakeholders and other teams, especially when get new work.

Difficulties in managing requirements from various stakeholders. (P1)

Product can be delivered in staggered manner, customer can benefit by using and giving feedback on the minimum viable product. (P3)

Theme 3: Communication

- Achievement

If people commemorate their successes in an appropriate manner, a more confident and motivated team will produce better results. When staff members are rarely rewarded for their efforts, morale and commitment can suffer. Branding the team as one that recognises and rewards success on a regular basis can be an effective tool in the battle for talent acquisition and retention. It is impossible to embrace change, produce, or innovate without such self-management, which includes fostering trust and empowering teams to make decisions and assume responsibility for their work. When people perceive their efforts to work together have been worthwhile, their motivation and output increase dramatically. Having a common team goal, clearly defined responsibilities, equitable distribution of power, an appreciation for and commitment to diversity, and open lines of communication are all foundational to productive product development. Even if non-agile teams do not understand the term "agile practised" by the team, people can sense the team's tremendous team spirit.

Celebrate Achievement. (P5)

Regular Meeting. (P5)

The standard of agile practice requires frequent communication and daily stand-up. Daily communication and stand-up meetings encourage team collaboration. This provides a forum for individuals to discuss updates, progress, obstacles, and dependencies honestly. This transparency assists the team in maintaining unity, identifying and resolving issues

promptly, and working towards common objectives. Daily stand-up meetings enable team members to coordinate their efforts and synchronise their work. By communicating their daily plans and any potential show-stoppers, team members can organise what they are doing, identify areas of overlap, and ensure that the project's objectives are achieved without disruption. When team members comprehend the value delivered and how it corresponds with the project's overall objectives, their enthusiasm and commitment increase. After the new adaptation, the practitioner highlighted positive effects with regard to defining self-task achievements and prioritising. Reinforce the vision and objectives throughout the lifecycle of the team initiative or organisation. Reiterate key messages to ensure all team members and stakeholders comprehend and internalise them. Create an environment conducive to honest communication and feedback. Offer team members and stakeholders opportunities to pose questions, seek clarifications, and share their perspectives. Actively listen to their input and resolve any concerns or misunderstandings that may arise. More communication within the team is required, which is the key to sustained team engagement and performance. If every team member feels comfortable in their surroundings, people will be more likely to share ideas, offer input, and work together to solve problems.

Consistent daily stand and more frequent discussion with team. (P2, P3 & P4)

Short term goal realisation and flexibility in reprioritise the tasks. (P4)

Share the vision and set clear goals with good communication (P5)

5.0 Discussion and Conclusion

This paper seeks to comprehend agile teams' perspectives on agile, continuous adaptation. It also highlights the critical feedback that agile societies and organisations acquire when prioritising efficiency at the expense of unfavourable outcomes. There is a shortage of knowledge about the human side of agile teams and how people contribute to flexibility. Thus, before making any adaptation modifications, organisations or agile teams should assess their true capacity (Grass et al., 2020). The possibility that human

contact might be significant in the adaptation outcome is that the team must prioritise using team capacity over using tools and metrics (Hummel, 2014).

Key success variables identified during the action research approach included organisation or team culture, prior experience with lean and agile development, management support, and value unification (Martin et al., 2018). The main obstacles to scaling were determined to be resistance to change, an unduly aggressive roll-out schedule, worries about quality assurance, and integration with pre-existing, non-agile business processes.

Agile scaling inside a company does not have to adhere to a fixed blueprint; instead, it can be customised to meet specific objectives while maintaining the fundamental beliefs and principles of agile techniques. It has been difficult to integrate people from non-agile domains into agile migrations due to the pre-existing work cultures in some organisations. It is commonly known that tailoring agile procedures is important. There is no specified good agile adaptation modelling. However, the model and the adaptation process are highly dependent on the operations of the organisation context and are not frequently documented in the literature (Campanelli et al., 2015).

The process of agile adaptation is highly dependent on certain elements, such as the working culture and organisational environment. For agile practices and procedures to be integrated into the company's established processes, companies must frequently be modified and adjusted to account for unique situational considerations. When a legally enforceable contract exists between the organisation's product team and the customer, the modifications are expanded and synchronised. A team must foster a culture that values and encourages cooperation, education, ongoing development, and allocating the required resources. To improve teamwork and collaboration, it is crucial to assess and gauge the team's level of motivation.

The appropriate cases were chosen for a product team, and it is advisable to expand the research outside of industry verticals to observe how the adaptation operates. Because respondents may choose to participate in the study, self-selection bias is another potential source of issue. The process of agile adaption can be substantially enhanced by gaining a deeper comprehension of the driving forces behind the product team. This will,

therefore, drive the motivation of the product team, create a better adaptation process, and provide more initiative to overcome conflict during agile adaptation.

Finally, this paper examines how practitioners understand and rationalise agile adaptation efforts in relation to the cooperation and motivation of product teams. This study solely studied the relationship between general adaptability to new processes and human interactional traits in agile product teams. One characteristic that sets the agile innovation process apart from "traditional" innovation processes, which frequently follow the steps of idea, development, and implementation in that order, is the continuous agile team innovation process (Garud et al., 2013). Even though no study is perfect, defects can point in intriguing directions for further investigation.

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