International Journal of Coaching and Organizational Development (ISSN: 3052-3974)
an Open Access journal by Wohllebe & Ross Publishing, Germany.
Volume: 01 Issue: 02 Year: 2025
https://doi.org/10.51137/wrp.ijcod.2025.msai.45805

Agile Methods in Organizational Consulting: Challenges and Opportunities From the Implementation of Agile Methods in Established Organizations

Authors:

Moritz Sube (moritzsube@web.de)
Hochschule Fresenius - University of Applied Sciences, Hamburg, Germany

Abstract:

The research examines the implementation of agile methods in established organizations and analyses both their challenges and their potential. Agile methods, originally rooted in software development, are increasingly regarded as an effective approach to increasing flexibility, innovation and customer focus. However, their introduction into traditional, hierarchical companies is proving to be a complex transformation process that requires profound structural and cultural changes. Through systematic literature research, key obstacles such as bureaucratic decision-making structures, cultural resistance and a lack of skills were identified. At the same time, clear opportunities emerged, for example in the form of improved teamwork, increased adaptability and greater personal responsibility. The practical example of Hamburger Sparkasse AG clearly shows that hybrid approaches and targeted leadership development are essential success factors. The results illustrate that successful agile transformation is only possible if organizational specifics, continuous training and comprehensive change management are considered. The work provides practical implications for consultants and decision-makers in organizational development and highlights the need for research into the sustainable anchoring of agile principles in conservative structures.

Keywords:

Agile Methods, Organizational Consulting, Leadership, Cultural Barriers.

Submitted: 2025-05-25. Revised: 2025-06-12. Accepted: 2025-06-22.

International Journal of Coaching and Organizational Development (ISSN: 3052-3974)
an Open Access journal by Wohllebe & Ross Publishing, Germany.
Volume: 01 Issue: 02 Year: 2025
https://doi.org/10.51137/wrp.ijcod.2025.msai.45805

Introduction

The increasing dynamism and uncertainty in today's business world pose major challenges for established organizations. Companies must adapt to changing market conditions, technological innovations and changing customer needs to remain competitive in the long term (Schoeneberg, 2014). Agile methods, which originally come from software development, have proven to be a promising approach to making organizations more flexible, efficient and adaptable (Steffen, 2019). While start-ups often work agile from the outset, the introduction of agile methods in established companies proves to be a complex process that brings with it both opportunities and challenges (Fuchs et al., 2019).

The introduction of agile methods in established organizations is a challenging change process. Structural and cultural barriers, deeply rooted hierarchies and existing power relations make the transformation more difficult. In addition, the successful implementation of agile principles requires new skills and a changed understanding of leadership (Rein, 2023). While agile methods offer the potential to increase the ability to innovate and adapt, an inadequately thought-out implementation can lead to resistance, inefficiencies and ultimately the failure of the desired changes (Steffen, 2019). These challenges highlight the need for a well-founded scientific examination of the topic.

Research Question, Relevance and Aim of Research

The central research question of this thesis is: What challenges and opportunities arise from the implementation of agile methods in established organizations?

The relevance of this question arises from the increasing importance of agile methods for the competitiveness and innovative strength of companies. In view of digital change and the increasing complexity of markets, organizations are required to adapt their structures and processes (Höbig & Kubsch, 2020). A scientifically sound understanding of the challenges and success factors can help to design the introduction of agile methods in a targeted manner and avoid common mistakes.

The aim of this thesis is to analyze the central obstacles and potentials of agile transformation in established organizations. The aim is to combine theoretical concepts and practical findings to derive practical recommendations for action.

Methodology

This paper is based on a systematic literature review that aims to analyze the challenges and opportunities of implementing agile methods in established organizations. The qualitative research approach is based on the evaluation of relevant scientific sources. The selection of sources was based on specific criteria, including thematic relevance, publication in recognized journals and topicality (with a focus on the last ten years). The findings were compared and systematically integrated into the work.

International Journal of Coaching and Organizational Development (ISSN: 3052-3974)
an Open Access journal by Wohllebe & Ross Publishing, Germany.
Volume: 01 Issue: 02 Year: 2025
https://doi.org/10.51137/wrp.ijcod.2025.msai.45805

One limitation of this methodology is the lack of primary data collection, which means that empirical developments can only be derived from secondary sources.

Theoretical Background

The theoretical basis of this work is the examination of agile methods and the structural and cultural characteristics of established organizations. In the following, a definition of agile methods is first given to explain their principles and areas of application. The characteristics of established organizations are then considered to better understand the challenges and possible resistance to the introduction of agile approaches.

Definition of Agile Methods

Agile methods are approaches for the flexible and iterative design of work and development processes that are used particularly in software development and increasingly in other areas such as project management, product development and organizational implementation (Schiefer, 2022). They are based on the principles of the Agile Manifesto, which was formulated by software developers in 2001. The manifesto defines four central values that form the core of agile methods: Firstly, the collaboration of people and their interactions is prioritized over the use of processes and tools. Secondly, functional software is prioritized over extensive documentation. Thirdly, cooperation with customers is crucial, and this goes beyond formal contract negotiations. Finally, adaptability to change is prioritized over the rigid requirements of a fixed plan (Hanser, 2010).

These values are manifested in various agile frameworks and practices, of which Scrum, Kanban, Extreme Programming (XP) and the Scaled Agile Framework (SAFe) are particularly widespread (Hanser, 2010). Each of these frameworks offers specific mechanisms and practices that support teams in living up to agile values.

A central feature of agile methods is the iterative and incremental way of working, in which the product is developed, evaluated and improved step by step in short cycles known as iterations or sprints (Lenz, 2020). At the end of each iteration, there is usually a functional product increment that can be presented to the customer or end user (Rein, 2023). The regular execution of such feedback loops enables agile teams to react to changing requirements at an early stage and adjust before they move on to a final development process (Hanser, 2010). Another key aspect of agile methods is self-organization and team collaboration. Decision-making processes are often decentralized so that the team can act independently. This practice requires employees to show a high level of initiative and trust in the team's abilities (Unkrig, 2020). At the same time, agile methods promote continuous improvement through regular retrospectives in which the team reflects on its work processes and identifies optimization potential (Schiefer, 2022).

International Journal of Coaching and Organizational Development (ISSN: 3052-3974)
an Open Access journal by Wohllebe & Ross Publishing, Germany.
Volume: 01 Issue: 02 Year: 2025
https://doi.org/10.51137/wrp.ijcod.2025.msai.45805

The implementation of agile methods requires not only the adaptation of operational processes, but also a profound change in corporate culture. Traditional hierarchical structures often must be dissolved or modified to create space for self-organized teams (Steffen, 2019). Cultural change not only affects the way teams work, but also leadership behavior: Managers are increasingly taking on the role of coaches and supporters who give teams the freedom they need to develop their skills instead of dictating decisions from above (Kottmann & Smit, 2019).

Characteristics of Established Organizations

Established organizations are characterized by several features. These include firmly established structures, clear hierarchies and standardized processes that have been developed and established over many years. These characteristics ensure a high level of stability and efficiency in operations by creating consistent processes and clear responsibilities. At the same time, however, this formal structure can inhibit the organization's ability to adapt and innovate (Meissner et al., 2023). Hierarchical decision-making structures are particularly susceptible to lengthy coordination processes, which make it difficult to react promptly to changing market conditions and technological developments. The coordination of decisions often requires the involvement of several hierarchical levels, which ties up time and resources and limits flexibility (Cooke, 2021).

Key features of established organizations are often bureaucratic procedures and standardized processes that are designed to ensure consistency and quality. On the one hand, these processes offer a certain degree of security and predictability but are at odds with the flexibility and iterative nature of agile methods, which are characterized by continuous improvement and rapid adaptation (Meissner et al., 2023).

In many established organizations, roles and responsibilities are strictly defined, which leads to a clear distribution of tasks (Cooke, 2021). However, this structure can make cross-departmental collaboration and a dynamic, flexible way of working more difficult (Meissner et al., 2023). In agile organizations, on the other hand, where team members often take on a variety of roles and work together in changing constellations, rigid responsibilities are perceived as a hindrance (Unkrig, 2020). Another characteristic of established organizations is the resistance to change that results from getting used to existing processes and structures over a long period of time (Steffen, 2019). Employees and managers are skeptical of change, especially when new methods harbor uncertainty and potential risks (Lenz, 2020). This resistance is often deeply rooted and manifests itself in a defensive attitude towards innovative working methods such as agile practices (Meissner et al., 2023).

In traditional organizations, long-term planning cycles are firmly anchored, which makes it difficult to adapt quickly to changing market conditions (Brehm & Huf, 2024). In contrast, agile working methods

International Journal of Coaching and Organizational Development (ISSN: 3052-3974)
an Open Access journal by Wohllebe & Ross Publishing, Germany.
Volume: 01 Issue: 02 Year: 2025
https://doi.org/10.51137/wrp.ijcod.2025.msai.45805

favor iterative, short-term planning processes that enable continuous adaptation of the product or service to customer needs (Hanser, 2010). Adherence to long-term plans and the expectation that all aspects of a project are fixed at the beginning are at odds with this adaptive and flexible approach. Successful implementation of agile methods in such organizations therefore requires not only adaptation of operational processes, but also a profound change in corporate culture (Brehm & Huf, 2024).

Challenges Implementing Agile Methods

The implementation of agile methods in established organizations entails both cultural and structural challenges. A successful transformation also requires specific skills at an individual and organizational level. Managers play a central role by actively driving and supporting change. The main hurdles can be divided into three main areas: cultural barriers, structural barriers and skills requirements.

Cultural Barriers

A major obstacle to the introduction of agile methods is resistance to change. Many organizations are characterized by long-established processes and fixed hierarchies that guarantee security and stability. The switch to flexible, iterative working methods is therefore often perceived as an uncertainty factor. Employees who are used to predictable processes perceive the new way of working as disruptive and potentially unsettling (Brehm & Huf, 2024).

Another key point is the perception of mistakes. In agile organizations, mistakes are seen as a valuable learning opportunity and as part of a continuous improvement process. In contrast, traditional companies often have a culture of error avoidance in which failures are negatively sanctioned. This attitude is at odds with agile principles, which rely on experimentation and iterative learning (Meissner et al., 2023).

In addition, the self-organized and decentralized decision-making of agile methods conflicts with hierarchical structures that rely on central control (Cooke, 2021). Managers who were previously heavily involved in operational processes must learn to take on a supporting role. Without a change in corporate culture, the introduction of agile methods often remains superficial and inefficient (Brehm & Huf, 2024).

Structural Obstacles

Structural conditions in established organizations often stand in the way of the successful implementation of agile methods. One of the main problems is highly centralized decision-making processes. These lead to long coordination paths and bureaucratic hurdles that make it difficult to react quickly to changes. Agile methods, on the other hand, rely on decentralized responsibility and flexible adjustments (Meissner et al., 2023; Unkrig, 2020).

Another obstacle is the fragmented organizational structure. Functional silos hinder cross-departmental collaboration, which is essential for agile working methods (Unkrig, 2020). In an agile environment,

International Journal of Coaching and Organizational Development (ISSN: 3052-3974)
an Open Access journal by Wohllebe & Ross Publishing, Germany.
Volume: 01 Issue: 02 Year: 2025
https://doi.org/10.51137/wrp.ijcod.2025.msai.45805

teams need to work together on an interdisciplinary basis to develop innovative solutions quickly. If this collaboration is lacking, the full potential of agile methods remains untapped (Schiefer, 2022).

In addition, standardized processes often prevent necessary flexibility. Although they offer stability, they make it difficult to iteratively improve workflows. Agility relies on adaptable processes that often encounter resistance in traditional structures (Rein, 2023; Steffen, 2019).

Competences

The introduction of agile methods requires specific skills at an individual and organizational level. Employees must be able to work in self-organized teams and make decisions independently. This is a challenge for many who are used to traditional management structures (Lenz, 2020; Schießl, 2015).

Self-organization requires several key skills such as self-motivation, effective communication and continuous reflection on one's own working methods. These skills are often not sufficiently present and must be promoted through targeted further training measures (Cooke, 2021; Meissner et al., 2023).

Role of Leadership

Managers play a crucial role in the successful implementation of agile methods (Schiefer, 2022). They must not only support the change but also internalize an agile mindset themselves. One of the biggest challenges is to break away from traditional control mechanisms and establish a new form of leadership (Brehm & Huf, 2024).

In agile organizations, managers act as coaches who enable employees to work independently. They provide the necessary resources, promote collaboration and support continuous improvement processes. This type of leadership contrasts with traditional hierarchical structures in which decisions are made from above (Kottmann & Smit, 2019).

In addition, managers must learn to deal with uncertainty. Agile methods rely on rapid adaptations and iterative processes, which makes long-term planning less important. This requires a high degree of flexibility and the willingness to make decisions based on incomplete information (Brehm & Huf, 2024; Leicht et al., 2020).

Opportunities Offered by Agile Methods

The use of agile methods offers companies numerous advantages. One of the most important is increased flexibility, which enables them to react more quickly to market changes and customer needs. Companies that work in an agile way can develop innovative solutions more quickly and respond to changing requirements (Unkrig, 2020).

International Journal of Coaching and Organizational Development (ISSN: 3052-3974)
an Open Access journal by Wohllebe & Ross Publishing, Germany.
Volume: 01 Issue: 02 Year: 2025
https://doi.org/10.51137/wrp.ijcod.2025.msai.45805

Another advantage is improved collaboration. Agile teams work in an interdisciplinary and autonomous manner, which speeds up decision-making processes and promotes creativity. The greater involvement of employees increases their motivation and identification with their work, which has a positive effect on productivity (Meissner et al., 2023).

Agility also leads to the continuous improvement of products and services. Iterative development processes enable early feedback and adjustments, which ultimately increases quality. This ability to optimize strengthens the company's competitiveness and long-term resilience (Petry & Konz, 2021).

Implementation Risks

Despite the many benefits, the introduction of agile methods also harbors risks. One common problem is a lack of acceptance within the organization. Employees and managers who are used to traditional structures may perceive agile principles as unsafe or inefficient. Without clear communication and training, there is a risk that agile methods will only be implemented superficially (Cooke, 2021).

Another risk is the misjudgment of resource requirements. Switching to agile working methods requires not only financial investment, but also time for training and cultural adjustments. If this effort is underestimated, the transformation often remains incomplete (Unkrig, 2020).

In addition, agile methods are not equally suitable for all areas of the company (Schiefer, 2022). While they have proven themselves in dynamic environments such as software development, they can encounter challenges in highly regulated industries. In such cases, hybrid approaches must be developed that combine agility with existing requirements (Unkrig, 2020).

Implementation Success Factors

The successful introduction of agile methods in established organizations requires far more than simply overcoming obstacles. Rather, it requires the targeted development of specific success factors. A key role in this context is played by agile leadership, which is characterized not only by a coaching mentality, but also by concrete measures such as regular feedback rounds, participative decision-making processes and the establishment of agile meeting formats (Kottmann & Smit, 2019).These measures promote a working atmosphere in which mistakes are used as valuable learning opportunities and employees actively participate in the change process.

Another important factor is the development of an agile corporate culture, which refers to a conscious transition from an error-avoiding culture to a learning- and innovation-oriented culture. Through targeted communication measures, workshops and the adaptation of mission statements, a change in values can be achieved in the organization that sustainably supports the development of personal responsibility and self-organization (Brehm & Huf, 2024).

International Journal of Coaching and Organizational Development (ISSN: 3052-3974)
an Open Access journal by Wohllebe & Ross Publishing, Germany.
Volume: 01 Issue: 02 Year: 2025
https://doi.org/10.51137/wrp.ijcod.2025.msai.45805

Continuous training is a key pillar of success. Specific training programs and practice-oriented training courses enable employees to not only internalize the agile principles in theory, but also to apply them in their daily work environment. Professionally managed change management accompanies this process by reducing uncertainty and systematically supporting change (Brehm & Huf, 2024).

Equally important is the ability to adapt iteratively. Organizations that regularly evaluate their processes and continuously optimize them through feedback cycles create the basis for a sustainable transformation process (Brehm & Huf, 2024). Agile rituals such as retrospectives and regular reviews help to identify changes at an early stage and react flexibly to them (Rein, 2023).

Finally, hybrid approaches can make a decisive difference in highly regulated environments. The combination of agile methods with traditional management tools, such as the integration of classic planning tools into agile workflows, allows the advantages of both approaches to be combined and specific industry requirements to be adequately considered (Schiefer, 2022).

Practical Example: Sparkasse

The implementation of agile methods at savings banks illustrates the challenges and opportunities of an agile transformation in an established, highly regulated organization. Structural and cultural barriers that make change more difficult must be considered. Established companies such as savings banks often have hierarchical management models that favor central decision-making processes. These stand in contrast to the principles of decentralization and self-organization, which are essential for agile working methods. A practical example is the approval process for new digital products: Here, agile teams rely on fast iterative development cycles, while a complex approval structure significantly delays the market launch of new services (Hamburger Sparkasse AG, 2023).Another key obstacle is the high regulatory pressure in the banking industry. It should be noted that legal requirements and compliance requirements significantly restrict the flexibility associated with agile methods (Schiefer, 2022). Strict risk management guidelines require fixed process structures that limit the iterative nature of agile methods, particularly in the lending business and in asset management (Hamburger Sparkasse AG, 2024), and in such cases a hybrid approach combining agile principles with traditional management methods can be expedient (Brehm & Huf, 2024).

Despite the challenges, savings banks have been able to successfully implement agile methods in specific areas, with positive effects manifesting themselves particularly in IT development and digital customer service, such as increased flexibility and faster response times to customer requirements (Unkrig, 2020). One example is the more efficient implementation of new online banking functionalities by agile teams (Hamburger Sparkasse AG, 2023)

International Journal of Coaching and Organizational Development (ISSN: 3052-3974)
an Open Access journal by Wohllebe & Ross Publishing, Germany.
Volume: 01 Issue: 02 Year: 2025
https://doi.org/10.51137/wrp.ijcod.2025.msai.45805

Another decisive success factor is the role of the management level. Agile transformations require not only methodological adjustments, but also a change in corporate culture (Leicht et al., 2020). In the savings banks, however, many managers were still heavily involved in operational processes and found it difficult to delegate responsibility to agile teams (Hamburger Sparkasse AG, 2024). As a result, specific training programs were implemented to prepare managers for agile principles (Hamburger Sparkasse AG, 2023).

Hamburger Sparkasse AG (2023) shows the advantages of successively implementing agile methods. It is made clear that agility should not be seen as a rigid concept, but as a flexible strategy that can be adapted to the specific requirements of an organization (Hamburger Sparkasse AG, 2024).

Conclusion

The present study addresses the implementation of agile methods in established organizations and concludes that such transformation processes require far more than mere methodological adjustments. Rather, they present profound structural and cultural challenges. While the potential of agile approaches is evident, the current literature review remains insufficient in several areas. For instance, the concrete interactions between traditional, bureaucratic organizational structures and agile practices are only superficially discussed. Moreover, the differentiated consideration of industry-specific framework conditions, especially in highly regulated environments—requires further empirical investigation. Another critical issue is the role of leadership. Although the transition to agile leadership models is identified as a success factor, detailed analyses of the specific measures and behavioral changes that contribute to a sustainable transformation are still lacking. Likewise, the influence of individual and organization-specific factors on the implementation of agile methods remains largely unexplored.

The present study concludes that comprehensive change management is indispensable—one that not only introduces agile methods but also enables a continuous alignment between theory and practice. For practical application, this results in the recommendation to focus not only on implementing agile processes but also on establishing flexible and adaptable leadership concepts, as well as fostering ongoing dialogue across all organizational levels.

Summary of the Findings

The results of the study show that the implementation of agile methods in established organizations must be viewed as a complex transformation process, characterized not only by technical adjustments but particularly by cultural and structural changes. One of the most significant challenges lies in the cultural resistance that arises when employees and managers cling to traditional, hierarchical structures and established processes. Another critical factor is the necessity of a corporate culture that supports agility. In conservatively organized companies, where mistakes are predominantly viewed negatively, it

International Journal of Coaching and Organizational Development (ISSN: 3052-3974)
an Open Access journal by Wohllebe & Ross Publishing, Germany.
Volume: 01 Issue: 02 Year: 2025
https://doi.org/10.51137/wrp.ijcod.2025.msai.45805

becomes difficult to promote the self-organization and flexibility required by agile methods. However, successful implementations demonstrate that creating an environment that supports open communication, a constructive error culture, and continuous learning is key to success. At the same time, leaders must adopt a new role as coaches and supporters rather than strict controllers. In addition to cultural and structural challenges, the development and establishment of competencies play a central role. Employees must become familiar with agile principles and work practices, which can only be achieved through continuous education and practice-oriented training. Therefore, the implementation of agile methods cannot be viewed in isolation but requires a holistic consideration of the organization, considering both cultural and structural dimensions.

In conclusion, the research question "What challenges and opportunities arise from the implementation of agile methods in established organizations?" can be answered as follows: the success of agile transformations depends significantly on the ability to overcome cultural and structural barriers while simultaneously investing in the development of new competencies. A well-conceived strategy, continuous training, and a corporate culture that fosters openness to change are essential prerequisites for fully leveraging the potential of agile methods and enhancing competitiveness.

Boundaries of Research and Outlook

Despite the positive results that agile methods have achieved in many areas, there are also critical aspects that must be considered during implementation. In industries subject to high regulatory pressure, such as the banking sector, the immediate benefits of agile methods are not always apparent. The stringent requirements for compliance, security, and stability often necessitate extensive adaptation of agile principles to meet specific demands. This underscores that agility cannot be applied in its pure form but must instead be contextually adapted in many cases.

Another critical issue is the potential overburdening of employees. Attempting to implement too many changes at once can lead to uncertainty and stress—particularly if the changes are not clearly communicated or appropriately supported. This can not only result in a lack of acceptance of the new ways of working but also place an unnecessary strain on employees' day-to-day tasks. A gradual introduction and continuous support of the transformation process are therefore essential.

A frequently overlooked risk in research is the danger of superficial implementation of agile methods. In such cases, the underlying principles are not internalized, and the anticipated added value fails to materialize. The methods are introduced only formally, without any profound cultural or structural transformation. Agile methods should not be understood as a rigid collection of tools and techniques but as a dynamic process that must be regularly questioned and further developed.

Looking ahead, it may be beneficial to conduct further empirical studies to better understand the long-term effects of agile transformation and to focus on concrete, measurable outcomes. Combining agile methods with classical management approaches could present a viable solution for some organizations, allowing them to leverage the strengths of both models. It is therefore crucial that organizations can develop individual approaches to meaningfully and sustainably integrate agile principles while also considering their specific requirements and contextual conditions.

References

Brehm, C., & Huf, S. (2024). Ausgestaltung des organisatorischen Wandels. In *Unternehmensorganisation* (pp. 151–177). Springer Gabler, Wiesbaden. https://doi.org/10.1007/978-3-658-45522-4_4

Cooke, B. (2021). Burnes, Bernard: Choices, Contexts, and Changes. In: *The Palgrave Handbook of Organizational Change Thinkers* (pp. 1–15). Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-319-49820-1_68-2

Fuchs, C., Barthel, P., Winter, K., & Hess, T. (2019). Agile Methoden in der digitalen Transformation – mehr als ein Konzept für die Softwareentwicklung. *Wirtschaftsinformatik & Management 2019 11:4*, *11*(4), 196–207. https://doi.org/10.1365/S35764-019-00192-8Hamburger Sparkasse AG. (2023). *Haspa Geschäftsbericht.* https://www.haspa.de/content/dam/myif/haspa/work/pdf/Unternehmen/ueber_uns/geschaeftsberichte/haspa-geschaeftsbericht-2023.pdf?n=true (Last accessed June 2025)

Hamburger Sparkasse AG. (2024).*Haspa Unternehmensbericht.* https://www.haspa.de/content/dam/myif/haspa/work/pdf/Unternehmen/ueber_uns/geschaeftsberichte/haspa-geschaeftsbericht-2024.pdf?n=true (Last accessed June 2025)

Hanser, E. (2010). *Das Agile Manifest* (pp. 9–11). Springer, Berlin, Heidelberg. https://doi.org/10.1007/978-3-642-12313-9_2

Höbig, M., & Kubsch, C. (2020). Die Entwicklung eines agilen Mindsets in Unternehmen als Basis für organisationale Agilität. In *Digitale Transformation in der Unternehmenspraxis*. Springer Gabler, Wiesbaden. https://doi.org/10.1007/978-3-658- 28557-9_1

Kottmann, T., & Smit, K. (2019). *Die Führungskraft als Coach* (pp. 39–48). Springer Gabler, Wiesbaden. https://doi.org/10.1007/978-3-658-23603-8_5

Leicht, L., Wendel, T., & Wolf, M. (2020). Implementierung von agiler Führung in multi- nationalen Konzernen: Empirische Erkenntnisse aus der Halbleiterbranche. In *Leadership, Education, Personality:*

An Interdisciplinary Journal 2020 2:1 (Vol. 2, Issue 1, pp. 41–51). Springer. https://doi.org/10.1365/S42681-020-00012-3

Lenz, U. (2020). Digitalisierung erfordert neues Organisationsdesign – Herausforderungen und Lösungen. In *Führen und Managen in der digitalen Transformation*. Springer Gabler, Wiesbaden. https://doi.org/10.1007/978-3-658-28670-5_18

Meissner, J. O., Heike, M., & Sigrist, D. (2023). Klassische Organisationsstrukturen. In *Organisationsdesign in einer komplexen und instabilen Welt* (pp. 35–52). Springer Gabler, Wiesbaden. https://doi.org/10.1007/978-3-658-42339-1_3

Petry, T., & Konz, C. (2021). *Agile Organisation - Methoden, Prozesse und Strukturen im digitalen VUCA-Zeitalter*. Dr. Götz Schmidt.

Rein, A. (2023). Agiler Organisationsaufbau. In *Agiler Organisationsaufbau*. Springer Berlin Heidelberg. https://doi.org/10.1007/978-3-662-68146-6

Schiefer, D. (2022). *Agiles Projektmanagement: Definitionen und eine Einführung* (pp. 7–34). Springer Gabler, Wiesbaden. https://doi.org/10.1007/978-3-658-37772-4_2

Schießl, N. (2015). Innovationen in etablierten Organisationen. In *Intrapreneurship-Potenziale bei Mitarbeitern*. Springer Gabler, Wiesbaden. https://doi.org/10.1007/978- 3-658-09428-7_2

Schoeneberg, K.-P. (2014). Komplexitätsmanagement in Unternehmen. In: *Komplexitätsmanagement in Unternehmen* (Vol. 1, pp. 13–27). Springer Fachmedien, Wiesbaden. https://doi.org/10.1007/978-3-658-01284-7

Steffen, A. (2019). Menschen und Organisationen im Wandel. In *Menschen und Organisationen im Wandel*. Springer Berlin Heidelberg. https://doi.org/10.1007/978-3-662- 58851-2

Unkrig, E. R. (2020). Agilität durch gelebte Prinzipien und Werte. In: *Mandate der Führung 4.0* (pp. 83–137). Springer Gabler, Wiesbaden. https://doi.org/10.1007/978-3- 658-28492-3_3