IJISPM Editorial Vol. 09 No. 03

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Editorial

The mission of the *IJISPM - International Journal of Information Systems and Project Management* is the dissemination of new scientific knowledge on information systems management and project management, encouraging further progress in theory and practice.

It is our great pleasure to bring you the third number of the ninth volume of IJISPM. In this issue readers will find important contributions on agile methods, project teams, and digital transformation.

The first article, "Bringing templates to life: overcoming obstacles to the organizational implementation of Agile methods", is a viewpoint authored by Michael Durbin and Fred Niederman. Agile software development methods have become accepted as a template for organizations to create new products. Though generally viewed as an aid to productivity, there are a number of barriers to experiencing their full benefit. One such barrier pertains to the implementation of agile methods across the range of organizational levels from the use of tools to culture, norms, and policies creating the context within which projects are performed. This viewpoint article examines in detail the experiences of one expert at integrating agile technique, approach, and philosophy into the broader organizational setting. Numerous particular lessons and prescriptions result from this discussion. Turning around the grounded theory approach where numerous individuals are interrogated mildly in regard to a particular phenomenon, the discussion surfaced in this article results from repeated interviews with one domain expert. Lessons and comments are organized into four sections: individual team member, organization, transitioning, and tools and techniques.

The title of the second article is "In whom do we trust? Critical success factors impacting intercultural communication in multicultural project teams", which is authored by Wenyuan Yu, Kathryn Cormican, Qiong Wu, and Suzana Sampaio. Trust is a significant enabler for intercultural communication in project teams. Researchers and practitioners, therefore, need to know which factors might enhance trust in intercultural communication. Contributing to the yet limited number of studies in the field of intercultural communication for multicultural project teams, this research theoretically analyzes and empirically investigates the enablers of trust for intercultural communication focusing on emotional intelligence, empathy, interaction, and transparency. Using a field sample of 117 experienced project managers working in multicultural project teams, the authors find that interaction and transparency significantly and positively influence trust in intercultural communication; empathy marginally and positively influences trust. Emotional intelligence does not exert an effect on it. These results provide novel theoretical and empirical insights which have practical implications for project managers. The findings direct suggestions for additional theoretical work.

The third article, authored by Liliana Machuca-Villegas, Gloria P. Gasca-Hurtado, and Mirna Muñoz, is entitled "Measures related to social and human factors that influence productivity in software development teams". Software companies need to measure their productivity. Measures are useful indicators to evaluate processes, projects, products, and people who are part of software development teams. The results of these measurements are used to make decisions, manage projects, and improve software development and project management processes. The research is based on selecting a set of measures related to social and human factors (SHF) that influence productivity in software development teams and therefore in project management. The research was performed in three steps. In the first step, there was performed a tertiary literature review aimed to identify measures related to productivity. Then, the identified measures were submitted for its evaluation to project management experts and finally, the measures selected by the experts were mapped to the SHF. A set of 13 measures was identified and defined as a key input for designing improvement strategies. The measures have been compared to SHF to evaluate the development team's performance from a more human context and to establish indicators in productivity improvement strategies of software projects. Although the number of productivity measures related to SHF is limited, it was possible to identify the measures used in both traditional and agile contexts.

"An attempt to understand complexity in a government digital transformation project" is the fourth article and is authored by Kristin H. J. Hafseld, Bassam Hussein, and Antoine B. Rauzy. Digital transformation projects will become one of the dominating tools for mastering digital transformation in governments. Studies show that such projects are complex undertakings and increasingly difficult to manage. The purpose of the paper is to provide a better understanding of the factors that cause complexity in government digital transformation projects. The authors use an in-depth case study approach to investigate factors of complexity in an ongoing digital transformation project. The results indicate that complexity in this project is rooted in dynamic relationships between multiple dimensions of organization, technologies, and innovation. The authors conclude that when organizational structuring, the introduction of new technology, and efforts to innovate and create added value for citizens and businesses operate in tandem, the pervasive complexity associated with delivering government digital transformation projects becomes increasingly difficult to manage.

We would like to take this opportunity to express our gratitude to the distinguished members of the Editorial Board, for their commitment and for sharing their knowledge and experience in supporting the IJISPM.

Finally, we would like to express our gratitude to all the authors who submitted their work, for their insightful visions and valuable contributions.

We hope that you, the readers, find the International Journal of Information Systems and Project Management an interesting and valuable source of information for your continued work.

The Editor-in-Chief,

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João Varajão is currently a professor of information systems and project management at the *University of Minho*. He is also a researcher at the *ALGORITMI Research Center* at the *University of Minho*. Born and raised in Portugal, he attended the *University of Minho*, earning his Undergraduate (1995), Masters (1997), and Doctorate (2003) degrees in Technologies and Information Systems. In 2012, he received his Habilitation degree from the *University of Trás-os-Montes e Alto Douro*. His current main research interests are related to Information Systems and Information Systems Project Management success. Before joining academia, he worked as an IT/IS consultant, project manager, information systems analyst and software developer, for private companies and public institutions. He has supervised more than 100 Masters and Doctoral dissertations in the Information Systems field. He has published over 300 works, including refereed publications, authored books, edited books, as well as book chapters and communications at international conferences. He serves as editor-in-chief, associate editor and member of the editorial board for international journals and has served on numerous committees of international conferences and workshops. He is the co-founder of CENTERIS – Conference on ENTERprise Information Systems and ProjMAN – International Conference on Project MANagement.

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