TLM Forschungsinstitut –
Unternehmensführung, Logistik und Produktion
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Allianz ⏱

Project Study with Allianz Consulting

Comparative study of the factors influencing the separation of disciplinary and functional duties in organizations adopting agile ways of working

Question:	How does the separation of disciplinary and functional leadership roles influence agile organizations, and what historical and organizational factors led to the adoption of this division in the context of agile transformations?
Start:	Q4/2023
Application:	Send your CVs and a letter of motivation to Tatjana Byrne (tatjana.byrne@allianz.com)

Background

Many companies, during their agile transformation, implement a separation of leadership into disciplinary / people leadership on the one hand and into product leadership / service ownership on the other hand. With focus being one of the central values of agile it clearly makes sense to focus these aspects or types of leadership into separate roles (e.g., so-called Chapter Leads for disciplinary leadership and product owners or Tribe leads for the products or services being delivered).

Goal

The separation of roles has its origins in the history of organizational design, for example in the adoption of matrix organizations. An objective of this study is to research how role separation became a central aspect of agile transformations and what benefits agile organizations have from this separation of powers. The investigation of this topic will be conducted utilizing qualitative research (e.g., secondary documentary research and surveys with practitioners). The deliverables will be a research report and a presentation in which the students present their findings in the terms of a comparison between organizations that have implemented agile structures based either on disciplinary or product leadership.

Your tasks

- Familiarize yourself with the existing literature on agile organizational forms and roles
- Assess relevant organizational theoretical frameworks for the comparative study
- Design a survey to assess questions covering the evolution of the separation of powers into disciplinary and functional leadership and the factors that play a role in the decision to split responsibilities
- Organize and complete the survey data collection
- Analyze the data and summarize the results

Requirements

- Project should commence in Q4 2023 on a six month part-time basis
- Solid research skills (e.g., data collection and study design)
- Ability to analyze and categorize qualitative data sets
- Excellent self-management and interpersonal skills
- Team-oriented (working in a group of 2 Master students)
- You are interested in the development of organizations and what influences their structure and function
- You are passionate about research

If interested, please send a brief application with resume and proof of accomplishments to: tatjana.byrne@allianz.com