AALBORG UNIVERSITET

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Implementation of Jira in Planday's Research & Insights team

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Synopsis

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Denne rapport fremhæver udfordringer ved implementeringen af Team Agile's 'The Single Source of Truth', hvor den teknologiske rationale af Platform Capitalism og afhængigheden af Jira som en resultatdrevet platform er i fokus. Fraværet af fokus på resultater og manglende involvering af Research og Indsigts teamet i implementeringen af The Single Source of Truth rejser spørgsmål om målafstemning og beslutningseffektivitet. For at imødegå disse udfordringer anvender rapporten hermeneutik og mentale modeller til at forstå oplevelserne hos individerne i R&I-teamet og hvorfor implementeringen af støttende platforme bør forudgås af omfattende samarbejde for at sikre, at beslutninger er baseret på en holistisk forståelse af organisatoriske mål, hvilket fører til forbedrede resultater og samlet succes.

Implementation of Jira in Planday's Research & Insights team

- Daniel Busk Lund

Summary

This report highlights challenges regarding the implementation of Team Agile's 'The Single Source of Truth' applying the technological rationale of Platform Capitalism and its reliance on Jira as an output-driven platform. The absence of an outcome-driven focus and failure to involve the Research and Insights team in implementing The Single Source of Truth raises questions about goal alignment and decision-making effectiveness. To address these challenges, the report used the lens of hermeneutics and mental models to understand the experiences of individuals in R&I team and why Implementing supportive platforms should be preceded by comprehensive collaboration to ensure decisions are based on a holistic understanding of organizational objectives, leading to improved outcomes and overall success.

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1. Introduction

In today's business landscape, value creation lies at the heart of every company's success. The ability to prove value is crucial for teams to success, as businesses are driven by profit from their products or services. This pursuit of value can sometimes lead companies to inadvertently commodify their offerings, where the focus shifts towards cost-effectiveness and quantifying the output of teams (Mulcahy, D., 2016). While measuring efficiency and value can be seen as a means of validating the work being done, it is essential to consider the consequences that arise from such measurements. The choice of platform and success metrics for assessing value can have a profound impact on organizations. Additionally, we find ourselves in a world where workflows are shaped by platforms (Srnicek, N., 2016). Platforms act as intermediaries, connecting users, producers, and consumers while capturing value through various mechanisms called data. The implications of platform capitalism are far-reaching, as it influences how businesses operate and how individuals engage with products and services (Srnicek, N., 2016).

Amidst global challenges, such as the COVID-19 pandemic(McKinsey.com, 2022), companies have faced both opportunities and obstacles. For some, the pandemic served as a catalyst for creating new value streams, expanding markets, and forging collaborations, all while safeguarding margins and promoting growth(McKinsey.com, 2022). Additionally, geopolitical conflicts between Ukraine and Russia have brought disruptions that impact small, medium, and enterprise-level enterprises(Rand.org. 2023). In the Planday, a Danish workforce management software company, significant structural changes are underway, including layoffs, as a consequence of global challenges and changes in executive leadership(Accountantsdaily, 2023). One notable shift in the business strategy is a heightened focus on "Outcome" over "Output", meaning teams are now being measured based on the outcome they deliver. However, not all teams deliver an instantly measurable outcome. The Research and Insights (R&I) team's contributions can be challenging to measure, given the nature of their work, despite that their core

responsibility is to help Planday better understand, how they provide value for their customers. This raises questions research outcome and how it can be effectively measured and valued within the organization.

In light of these dynamics in Planday and the company's need to adapt quickly to evolving circumstances, this project aims to explore the impact of the platforms within Planday. It seeks to uncover the consequences of measuring efficiency, the effects of chosen systems and metrics, and the complexities of maximizing value of research outcome. By delving into these aspects, it aims to provide insights that will help navigate change processes, promote informed decision-making, and ensure the sustained success of Planday as organization.

2. Previous knowledge acquired at Planday

A previous project by Lund(2022) summarizes the author's internship experience at Planday. The report explores the author's role as an action researcher working on a research project in the R&I team while capturing team's collaboration in-person and online, highlighting the importance of technology and software in facilitating remote and on-site work at Planday was recognized. By documenting experiences and employing reflective practices, the author gained insights into Planday's research practice, emphasizing the role of communication tools, the concept of the melting pot, and the facilitator's influence on collaboration. Lund (2022) concluded and showed the R&I team the importance of them taking more into account what operations and processes they are embedded into. After talking with the Research Manager, VP of Product(Vice president), and the CTO(Chief Technology Officer), it was then agreed that more structured research operations were needed in order to help scale the team. Since then I have building relationships with multiple stakeholders internally to enable the R&I team to work more effectively and established Research Operations in R&I. Besides my role in Planday I have also maintained my studies at Aalborg University's Techno-Anthropological Master program. Combining learnings from Aalborg University with practical and theoretical knowledge.

3. The changing milieu in Planday

Planday has undergone significant organizational changes since its acquisition by the payroll company Xero in 2021. The company initially operated with a structure known as PE 1.0, characterized by domain-focused teams, a technology-centric approach, and agile practices (Picture 1). However, this resulted in a siloed working mentality.
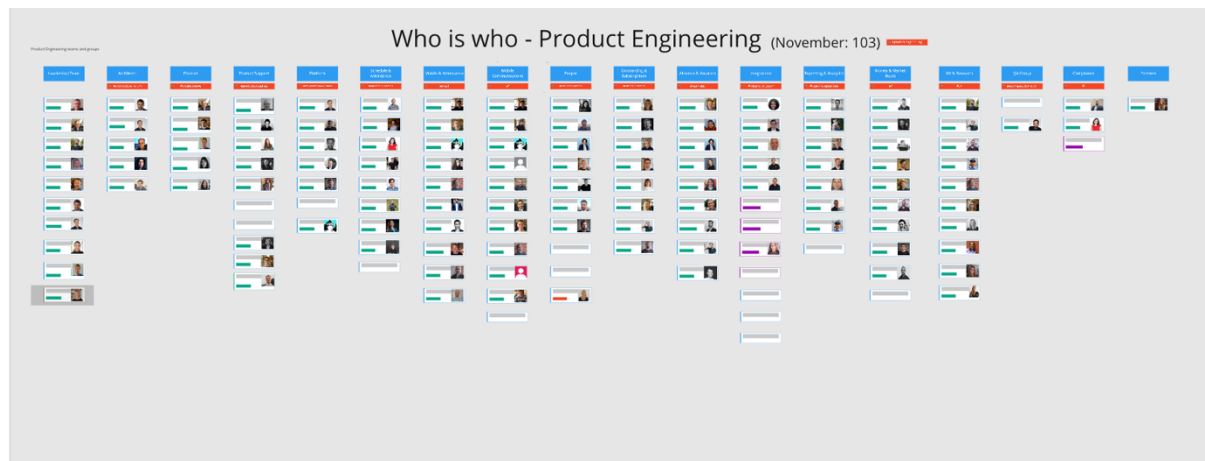
Picture 1: Before the acquisition of 2020, Domain Model in teams, 1 team includes Product, Design & Engineering. R&I as support, not embedded. 4 support teams.

Following the acquisition, teams within Product, Design & Engineering were regrouped into 5 areas, each with their own vision and direction, while R&I as an enablement team was not embedded into the teams but had their own vision and direction (Picture 2). The purpose of an enablement teams is to enable product areas with specialist competencies, as an example R&I team enable product areas with research and data.
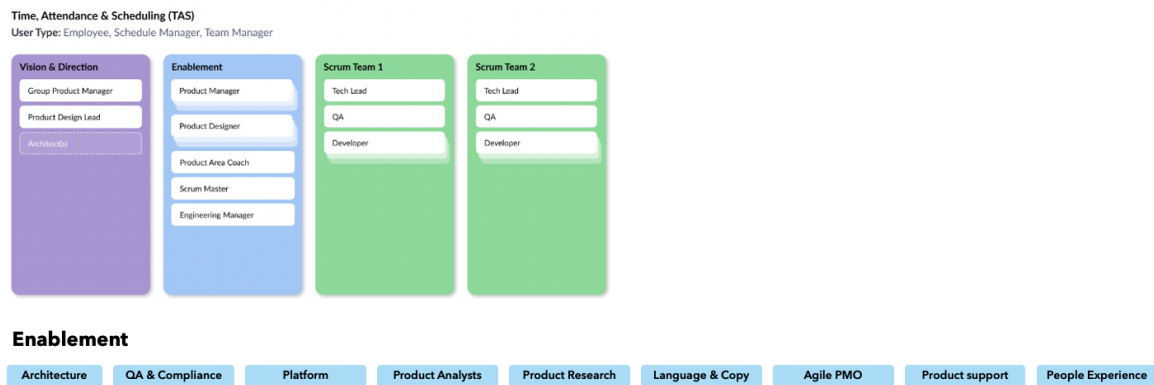
Picture 2: After the acquisition of 2021, Each team with Product, Design & Engineering is grouped into an area with an Area Vision & Direction team. R&I as enablement, not embedded. 9 enablement teams

Each area was responsible for specific user journeys within the product. As an example TAS area was in charge of maintaining the user journeys related to Time, Attendance & Scheduling while developing new features, doing usability tests, user research, designing, and much more. Here Design Leads, Group Product Managers and Tech Leads were responsible for aligning on common goals across the teams within an Area. Despite the focus on users journeys, the areas ended up creating new silos. Thus, teams became detached from each other over time and actively had to try to acquire knowledge from other teams or start small collaboration partnerships with multiple stakeholders and small projects at the same time.

More recently, Xero has appointed former Lunar CPO (Chief Product Officer) Dave Lee as Planday's new CEO (Accountantsdaily, 2023). This together with layoffs marked the start of the second quarter of 2023 (Nzherald.co.nz, 2023), and the company implemented a new strategy and structure for PE. The new organizational structure is called PE 3.0. PE 3.0 has a new and marginalized focus on teams to be user-centric utilizing research, data and insights through product-led scalable agile processes. In Picture 3 we can see how they have moved away from areas and back to product teams, who are responsible for initiatives rather than user journeys or domains as before.
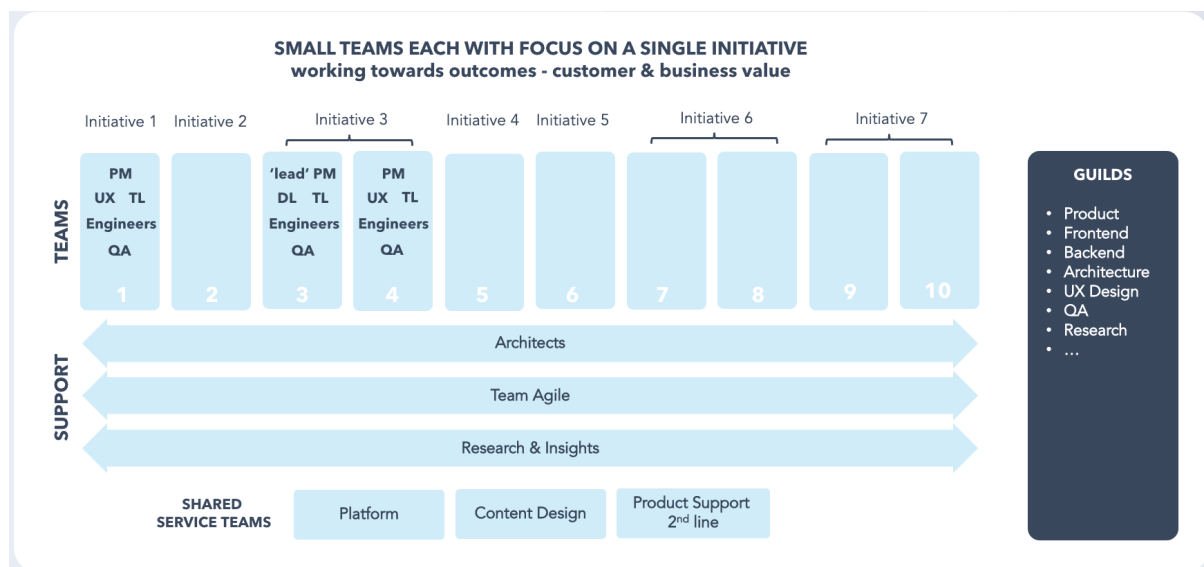
Picture 3: After layoffs in 2023, Each team with Product, Design & Engineering are working on 1 initiative (Project). R&I as enablement, not embedded. 6 enablement teams

Moving forward product teams will be assigned to different initiatives (projects or maintenance of the system). The concept is that each product team can work across multiple initiatives. Additionally, Architects, Team Agile and R&I will support the product teams as cross-knowledge functions. Lastly, the shared service teams help to maintain how they work and ensuring quality. The overarching driver for this change is to create and maintain effective workflows to enable a data and insights driven product lifecycle focused on outcome and customer value.

3.1 Change in tooling and processes

To support the new structure and facilitate cross-functional knowledge sharing and work effective, Team Agile initiated a new more streamlined approach to tooling and processes utilizing a project management tool called Jira. Jira is being implemented across Product & Engineering (PE) in Planday and not just in the R&I team, this was a top-down decision that has not involved investigating R&I's working ways. It's important to notice that at first this is only being implemented in one department, thus Marketing, HR and Finance teams will be using other tools than Jira. Planday has a heavy focus on ways of working and

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aligning processes across the company for a more interconnected workplace, which is why all teams across the company can get the support they need from Team Agile.

As a part of the implementation of the so called "Jira Standardization" in PE, the R&I manager assigned me as their Research Operations to implement Jira in the R&I team, while also becoming proficient as a superuser and change manager within the R&I team. I was introduced to Jira by an Agile Coach, the internal Jira owner, who demonstrated the system's features, shared tips and tricks, and provided examples of how the product teams in the organization used it to fit their needs. Following the introduction to Jira, three weeks were dedicated to familiarizing myself with the system and researching guides to understand its features and functionalities. Mechanics were also set up in Jira's settings to ensure seamless usage and visualization for the R&I team. In collaboration with the R&I Manager and based on Team Agile's Jira Standardization guidelines, Jira was tailored to meet the team's specific needs. This process resulted in presenting a well-adapted and efficient tool to the R&I team. Though out the process, I had the opportunity to communicate with the Agile Coach for any queries or concerns and receive guidance in preparing for early questions from the R&I team during the implementation phase.

As part of this, two initial research questions were formulated to steer and identify potential problem areas:

> *"Is Jira a suitable project management tool for the R&I team at Planday, considering potential challenges such as inflexibility, a steep learning curve, limited collaboration features, integration with other tools, and a risk of information overload?*

Can these challenges be overcome through the effective use of Jira's customizable features and integrations, along with proper training and customization?"

3.1.1. What is Jira?

As a tool, Jira's purpose is to enhance project management according to Atlassian.com (2023), the producer of Jira. Jira can be used to create, assign, and track tasks, set deadlines, and prioritize work, which can improve project management in teams. It helps improve collaboration by providing features such as comments, attachments, and notifications, which enable seamless communication among team members, fostering teamwork and knowledge sharing (Atlassian.com, 2023). Jira can be used to track research or development progresses, where it's reporting and analytics features can be valuable for tracking progress, allowing managers to monitor project status and team performance. Jira enables the user with in-depth customization and flexibility through customizable workflows, ability to create templates, and defining project structures, that makes it adaptable to different methodologies and project types (Atlassian.com, 2023). Jira's enhance collaboration, automate tasks, and improve communication by integrating with other popular research and productivity tools such as Miro, Figma, GitHub, and Slack (Atlassian.com, 2023), which is used on a daily basis in the R&I team(Lund, 2022). Lastly, Atlassian (2023) emphasize the importance of providing adequate training and support during Jira implementation, including resources such as tutorials, user guides, and FAQs to facilitate the onboarding process.

3.1.2 Limitation Projects Management tools

The implementation of the Jira Standardization by Team Agile have some limitations and issues before even beginning the implement it in the R&I team which can create potential challenges for the R&I team when starting to use Jira. This can be seen in the light of Daniel Lund's conclusion (2022), where it was stated that,

"The collaboration practice at Planday was likened to a melting pot, where communication elements blend together. By documenting experiences and employing reflective practices, the author gained insights into Planday's research practice,

emphasizing the role of communication tools, the concept of the melting pot, and the facilitator's influence on collaboration."(Lund, 2022)

Lund's conclusion shows that implementing a tool that lacks flexibility is a potential threat as Jira is a project management tool primarily designed for software development (Atlassian, 2023), and it may not provide the flexibility required for a research team's needs. Research teams might need to track different types of information than software development teams, and Jira's rigid structure and Team Agiles Jira Standardization principles may make it difficult to adapt to those needs.

While Jira offers some collaboration features, such as commenting and assigning tasks, it may not provide the level of collaboration needed for a research team. For example, Planday's R&I team may need to share documents, conduct virtual meetings, or collaborate on data analysis, which may require additional tools beyond Jira (Lund, 2022). Additionally, Research teams often use a variety of tools to conduct their work, such as survey software, data analysis tools, and note-taking applications (Lund, 2022). Jira may not integrate well with these tools, making it difficult to track all the relevant information in one place.

Jira is a tool that offers a lot of complex functionalities and customization within it's rigid structure, which might create a steep learning curve for new users who are not familiar with similar software development project management tools. This can lead to frustration, which potentially may discourage team members from using it effectively. There is a risk of information overload, if the R&I team create a complex system of labels, filters, and custom fields. This can result in an overwhelming amount of information to sort through. These are just a few potential problems that the R&I team at Planday also may face when implementing Jira. Ultimately, the suitability of Jira as a tool for a research team will depend on the specific needs and goals of the team.

This project will be an observational study focusing digital platforms, in this case the project management tool Jira, and processes of using such technology and how it is impacting a team's working ways.

4. Problem statement

The problem statement of the project is as follows:

How can a standardization in tools help the Research and Insights team enable the Product Engineering department and Planday as an organization in becoming outcome driven and what are the challenges in this process?

5. Literature

This section describes the terminologies and the theoretical scope of the project. As a researcher, I approach this from a holistic perspective, where understanding the underlying theoretical frameworks is essential for comprehending the dynamics at play within the R&T team's context. Drawing upon the theories of hermeneutics(Pipek et al, 2017) and platform capitalism, this section explores the relationship between the challenges faced by R&I teams and the broader socio-economic landscape influenced by platform capitalism(Srrniek, 2016).

Approaching this study from a hermeneutic perspective(Pipek, 2017) allows us to challenge the notion of a single source of truth tool and emphasize the importance of individuality and flexibility(Agile Manifesto, 2023). The hermeneutic approach recognizes that interpretations and understanding vary among individuals and highlights the value of subjective experiences in shaping knowledge (Pipek, 2017). However, in the context of the R&I team, a unified approach to information storage can offer benefits such as minimizing confusion and enhancing collaboration in software development.

In parallel, the emergence of platform capitalism has significantly influenced collaboration and value creation within organizations(Srnicek, 2016). This economic model thrives on the extraction of value from shared resources, the commodification of social interactions, and the algorithmic quantification of human capacities (Harvey, 2007; Van Dijck, 2013; Fuchs, 2013). Within the R&I team, this influence is evident through the adoption of platform-based collaboration tools, such as Jira, which impose standardized workflows and structures. The integration of platform capitalism within the R&I teams often creates collaboration gaps and limits the generation of value due to misalignment with the team's mental models and working practices.

In this theoretical exploration, we aim to understand how the hermeneutic approach(Pipek, 2016), and platform capitalism(Srnicek, 2016) traverse within the R&I

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context. By examining the challenges faced by the R&I team, such as fragmentation of information, inconsistent tool utilization, and stakeholder management, we can uncover the underlying tensions between individuality and standardization, flexibility and rationality, and collaboration and value creation.

By critically engaging with these theoretical concepts, we can gain valuable insights into how the R&I team can navigate the contradictions posed by platform capitalism while harnessing the potential of collaborative tools. This understanding will inform the subsequent sections of this report, which focus on practical recommendations and strategies to address the challenges faced by R&I team within the context of platform capitalism.

In summary, this section provides an overview of the theoretical foundations underpinning our investigation. By delving into the theories of Hermeneutics & Infrastructuring(Pipek,2016) and Platform Capitalism(Srnicek, 2016), we can grasp the complexities of collaboration and value creation within the R&I team. Through this exploration, we aim to uncover the key challenges and propose strategies that reconcile the individuality and flexibility emphasized by hermeneutics with the rationality enforced by platform capitalism, ultimately promoting effective collaboration and value generation within the R&I context.

6. Data collection & research process

This section gives an overview of the research approach and data collection. In the research process, I have utilized different research methods and approaches to data collection. Similar to the prior research project I conducted in Planday (Lund, 2022), where the approach was reflection-on-action. The research approach and data collection were continuously planned based on concrete insights or phenomena I needed to investigate further. Thus, the collected data have been leading the research approach. The research approach and data collection have consisted of the following activities:

1. Jira School – Session 1
2. Interviews
3. Jira School – Session 2

Just as Lund (2022) suggests, a similar approach was adopted in this report, utilizing a notebook as a crucial tool during the Jira School workshops and interviews. The notebook proved invaluable in capturing information and data encountered throughout the various sessions. During the Jira School workshops, it facilitated note-taking during meetings, workshops, and other events, allowing for the recording of ideas, thoughts, and important insights. Similarly, during the interviews, the notebook was employed to jot down key points, record interviewee responses, and capture additional observations.

The notebook served as a versatile repository, housing a combination of jotted notes, drawings, and succinct text excerpts. It provided a concise record of the discussions, learnings, and reflections from the workshops and interviews. By actively using the notebook in these contexts, valuable information was efficiently documented, ensuring that important details and insights were preserved for analysis and reference in this report (Lund, 2022).

6.1 Planning

The established plan entailed conducting a monthly meeting known as the "Planning of Plannings". This meeting follows a methodology of the same name and serves as a platform for all the R&I team to discuss their upcoming tasks and projects for the following month. It provides an opportunity for seeking assistance, coordinating collaborative efforts, and addressing any potential challenges or dependencies. The significance of this meeting lies in the ability to gather and engage in proactive discussions, enabling effective planning and coordination among team members.

As part of the implementation process, the R&I manager and I introduced a more structured approach to discussing planning during these meetings. Although I did not initiate the meetings, I have taken the opportunity to redirect the focus towards leveraging Jira as a central tool for our work. During the meetings, we used a large screen in the meeting room to display Jira, visually showcasing the projects and tasks assigned to each team member. This approach aimed to establish a shared language and understanding when discussing projects.

The shift in focusing on one project management tool also highlights the need for Planday, as an organization, to adopt new methods for tracking and monitoring projects and tasks within the R&I team. The adoption of such a tool required us to consider potential knowledge gaps and the long-term implications, they may have on the team's performance and effectiveness. By recognizing and addressing these gaps, we aimed to ensure a smooth transition and facilitate a more seamless and efficient working environment within the team.

6.2 Jira School

As a part if the Research Operations implementation process and with the aim of facilitation a smooth change process from another tool to Jira, I introduced the Jira School concept.

The Jira school initiative initially began as a presentation on Jira that I had agreed to conduct with team Agile. Originally, the intention was to adapt the same presentation I had received from them. However, upon further consideration and after personally testing the system, I made the decision to transform it into an educational course, inspired by Engaging Design thoughts (Pipek, 2017). In the development of this course, I incorporated elements of Jacobs's law, which will be discussed in a subsequent analysis within this report. The following key concepts will be utilized:

> Jacobs's Law: Users tend to transfer their expectations, which are built around a familiar product, to another product that appears similar.
>
> By leveraging existing mental models, we can create enhanced user experiences that allow users to focus on their tasks instead of learning new models (lawsofux.com, 2023).

Jira School consisted of training workshops and materials with the objective of sharing my knowledge and experiences in using Jira. These workshops also served as a platform for team members to discuss their own learnings, challenges faced, and propose innovative ideas for customizing the software to meet the teams and individual's specific requirements and needs. The intention behind these workshops was to foster collaborative learning and create a space for knowledge exchange within the team.
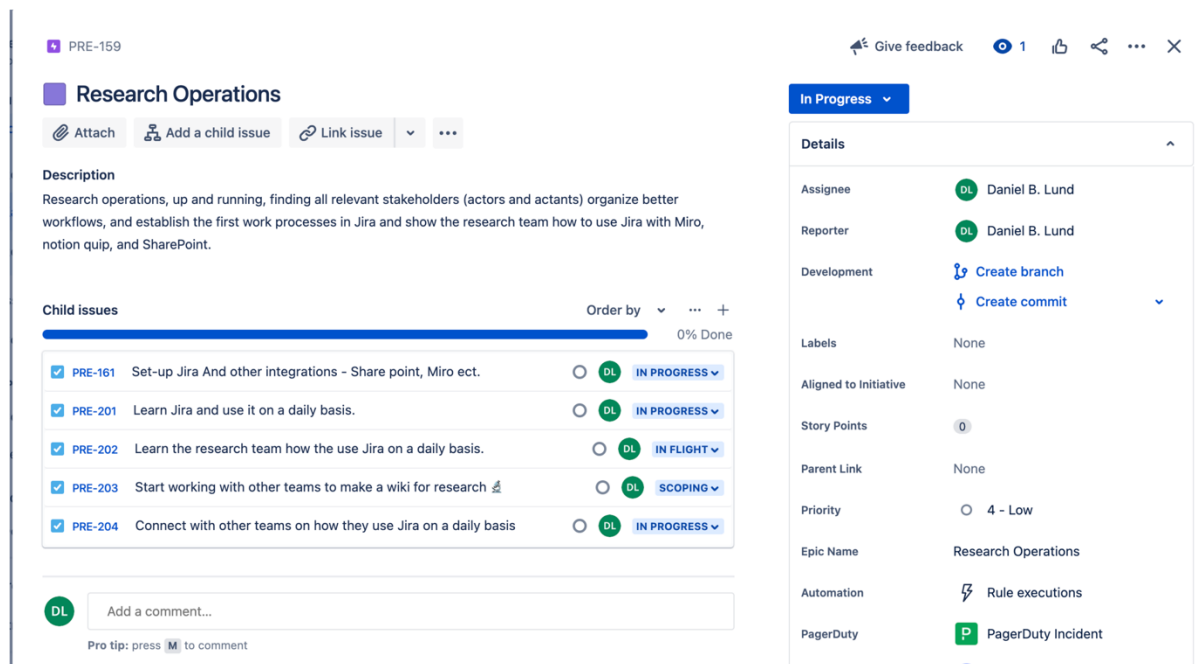
Picture 4: An example of a Project in Jira (Jira, 2023)

The Jira school comprised two sessions. The first session provided an overview of the system for each researcher, with a focus on understanding the fundamental structure of Jira and the rationale behind its implementation in the R&I team. During this session, each researcher was tasked with creating their own "epic" within Jira, selecting a project they were either working on or planning to commence. This practical exercise aimed to reinforce the learning process and demonstrate the appropriate application of Jira functionalities (Picture 5).
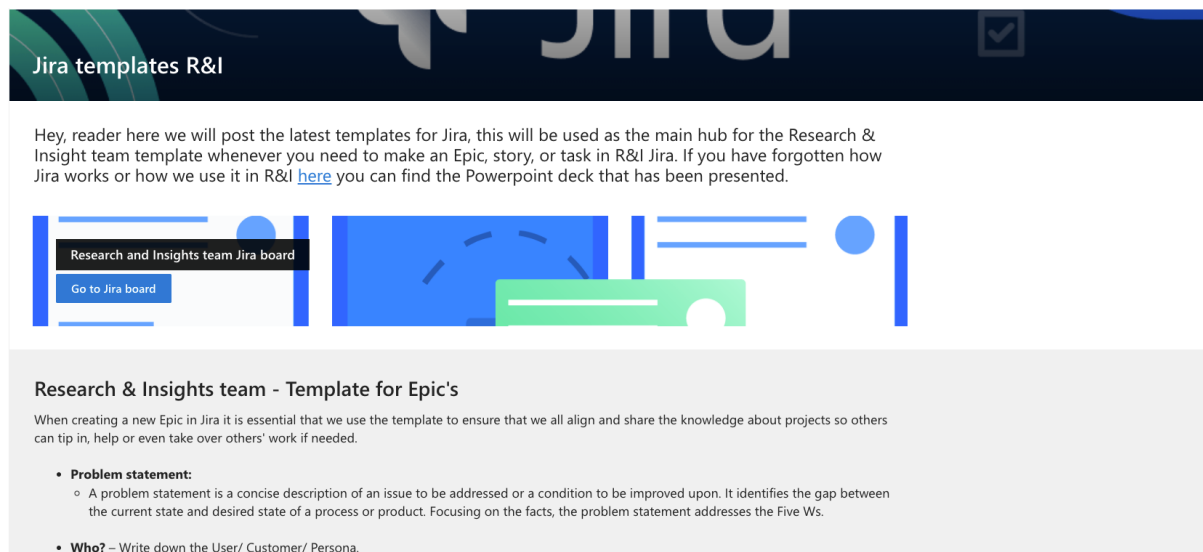
(Picture 5) R&I Team Sharepoint site – Short intro – Link to Jira school – Link to Jira – Jira template

The second lesson was developed based on feedback and data gathered from the initial session, including interviews and informal discussions with colleagues in the office and during various meetings. This information was consolidated into the key components of the second session (Jira School 2). The focus of this session was on the practical utilization of Jira in daily operations, incorporating guides on integrating Jira with Miro and showcasing their collaboration in this tool (Lund, 2022). The compiled information was presented in a PowerPoint format and subsequently uploaded to a SharePoint web page, allowing researchers to access it as needed.

By engaging in these activities, the Jira School aimed to empower team members with the necessary skills, knowledge, and resources to effectively utilize Jira for project management and streamline our workflows within the R&I team.

6.3 Interviews

As part of the research process, a series of interviews were planned to take place between the two Jira School sessions. These interviews served as an opportunity to share the knowledge acquired during the sessions with the R&I team and address any questions

they had. Additionally, to gather a more individualized and qualitative perspective, interviews were also conducted with key stakeholders, providing diverse insights for the study. The table below illustrates the planned and executed interviews, along with the respective titles of the interviewees.

Interviews	Interviewees
R&I Manager	Julie
Qualitative Researcher 1 & 2	Michala & Ritesh
Quantitative Researcher	Wenkai
Agile Coach	Anders

To ensure the collection of empirical data, one of the most recognized interview guides used in this study was Kvale & Brinkmann's (Kvale & Brinkmann's, 2009) methodology. This approach emphasizes viewing the interview as a two-way conversation and recognizes it as a skillful craft in itself. By utilizing open-ended questions, Kvale & Brinkmann's(2009) guide encourages dialogue and the expression of ideas. Active listening, demonstrating genuine interest and making a concerted effort to appreciate what the interviewee conveys, is also an essential component of this approach. These elements collectively constitute a powerful tool for understanding another person's perspective, ideas, or arguments.

In conjunction with this perception of the interview as a conversation, a widely used model within the R&I team called TEDW (UX design, 2020) has been incorporated to facilitate open discussions. TEDW is an acronym that stands for:

- Tell me more…
- Explain…
- Describe…
- Walk me through…

These four prompts serve as effective tools for asking open-ended questions, offering virtually limitless applications. Since learning about this model, it has been extensively utilized in various situations and has become an integral part of the interview guide, particularly in the round of interviews. The interview guide incorporates the TEDW model, ensuring the exploration of topics in a comprehensive and open manner.
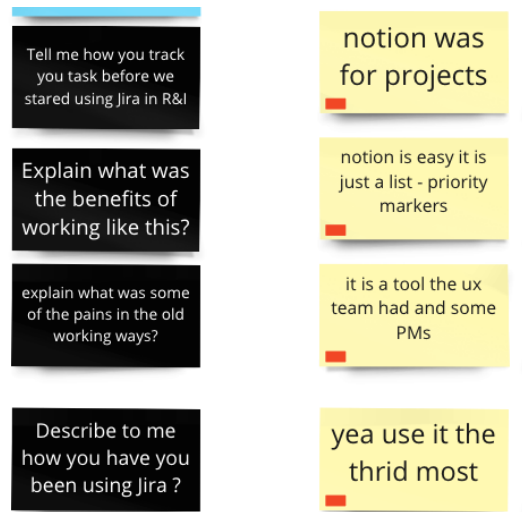
(Picture 6) Interview guide stored Inside Miro in combinations with insights

7. Thematic data analysis

The data collection process yielded significant progress and a substantial amount of data relevant to the study. In order to comprehend and organize this data effectively, a thematic analysis including an extensive affinity mapping exercise was employed.

This report has drawn inspiration from the framework presented by Maguire & Delahunt(2017) which is inspired by Braun and Clarks(2006). The thematic analysis involves the following key phases:

1. Familiarization: Become acquainted with the data.
2. Generating initial codes: Identify meaningful units in the data.
3. Searching for themes: Look for patterns and recurring ideas.
4. Reviewing and refining themes: Assess and improve the identified themes.
5. Defining and naming themes: Clearly define and label the themes.
6. Writing the narrative: Create a comprehensive interpretation of the themes.

These phases are iterative and require careful consideration to ensure valid and reliable findings(Maguire & Delahunt, 2017).

(Picture 7) Thematic Analysis all themes in the empirical data – Miro

In the familiarization, all the gathered data was transcribed onto individual sticky notes. Through the practice of affinity mapping, similar information was grouped together to identify patterns and connections among different data points. This enabled the organization of the information in a meaningful manner, and here the empirical data was later labeled.

Following the completion of the affinity mapping process, thematic analysis was utilized to identify common patterns and trends across the compiled data. This analysis aimed to develop a comprehensive understanding of the identified themes, challenges, and insights by contextualizing the empirical data with selected terminology found in the relevant literature.
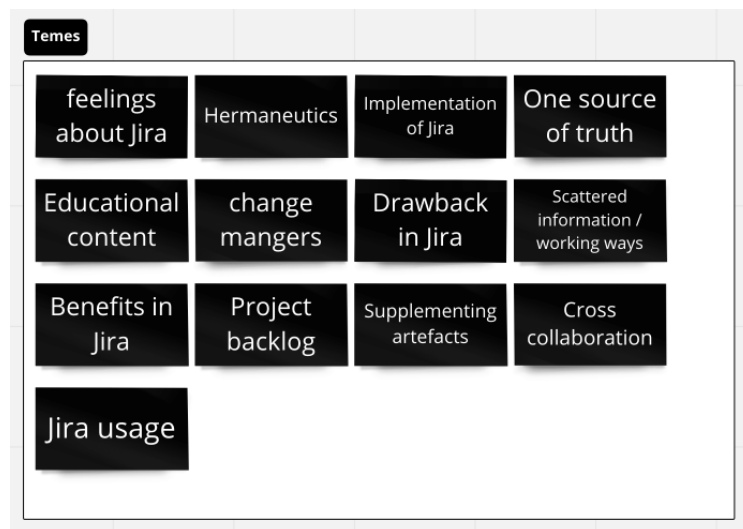
(Picture 8) Themes in empirical data

Through this comprehensive approach, several key themes, such as mental models, working methods, and user experience, emerged from the collected data. These themes encompassed areas related to working practices, project development, and cross-collaboration. Analyzing these themes within the context of the selected terminology provided valuable insights into workflows and project management within the R&I team.

Overall, the combined utilization of thematic analysis proved to be a potent approach for comprehending the generated data. By combining these techniques, significant patterns and trends were discovered, resulting in a more profound comprehension of the challenges and opportunities that lie ahead. Further investigation is required to explore the establishment of Research & Insights workflows that align with Planday's needs.

8. Analyzing the empirical perceptions

Planday's Product Engineering (PE) department has initiated a shift from output to outcome, and a key component of this transformation is the implementation of Jira serving as the single source of truth. The analysis will consider the implications of this approach within the R&I team, as other teams within Planday utilize different project management tools such as Notion and Asana.

8.1 Jira as the Single Source of Truth in PE

In Planday, there is a growing emphasis on shifting the focus from output to outcome, and team Agile in the Product Engineering (PE) department has taken steps to achieve this objective. One of their key initiatives is the introduction of a "single source of truth" concept, aimed at consolidating project tracking, documentation, and outcome assessment within a unified platform. Jira has been chosen as the project management tool to support this approach.

The decision to adopt Jira as the single source of truth was driven by top-down decision-making, as revealed during interviews with the Agile Coach(2023). It was mentioned that the Agile Coach had prior experience with Jira in a different company operating Jira. Jira, being a software development-based tool, aligns well with the task and project-oriented nature of PE work (refer to section 3.1.3 for an overview of Jira). It is important to note that this approach is specific to the PE department and does not extend to the entire Planday organization. This distinction gives rise to implications, as other teams within Planday utilize different tools such as Notion and Asana for their project management needs.

By implementing Jira as the single source of truth, team Agile aims to track outcome and identify bottlenecks in project delivery. The comprehensive and centralized nature of Jira allows for efficient monitoring of progress, documentation of projects, and assessment of outcomes. The Agile Coach emphasized the importance of this unified approach, as it

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enables the team to access all relevant information and tasks within a single platform(2023).

However, the divergence in project management tools across different teams within Planday raises questions about alignment and collaboration. The coexistence of Jira with other tools like Notion and Asana may introduce challenges in terms of information sharing, integration, cross-team collaboration, and tracking outcome. It is crucial to consider the implications and potential adjustments needed to ensure effective communication and coordination between teams using different project management tools.

In the following sections, we will explore the benefits and limitations of implementing Jira as the single source of truth in PE, analyze its impact on collaboration and value generation, and propose strategies to address the implications arising from the coexistence of multiple project management tools within Planday as an organization.

Looking specifically at quantifying tasks and projects within the R&I team pose challenges that needs to be addressed to enhance productivity and effectiveness. The fragmentation of information, difficulty in quantification, search and retrieval challenges, organizational integration, and accessibility issues are among the key considerations. Organizations should evaluate the effectiveness and compatibility of their chosen digital tools, aiming for seamless integration and centralization of information storage. Efforts should also be made to explore solutions that facilitate accurate quantification, efficient search capabilities, and improved accessibility for enhanced collaboration and productivity.

In Planday, the organizational change demands new structures across the whole(Problem analysis) organization focused on customer value(outcome), whereas the agile tools and development processes in Planday should be able to support R&I workflow. When implementing new tools and changes it is important to notice how this can cause timelines to slip or feature work to be dropped. Even if there are no new changes work can often be complicated or take longer to implement than originally planned. The longer

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the release cycle, the more potential there is for some kind of disruption and especially within a product's competitive landscape (Brown, 2013). All these changes can occur all the time and the need to make direct changes to the work being done for example new things that needs to be added to features or simply a shift in priorities. Any good process should account for anticipating these events to occur more often than not, which the agile framework does take in to account to make processes more adaptive and generally more able to achieve a successful outcome (Brown, 2013& Agile Manifesto, 2023). In agile methods, the frustrations around dealing with change are mitigated, because activities are in place to support the introduction of new tasks or user stories that can come from user Research events that allow these items to be given priority and potentially incorporated into the release (Brown, 2013).

Through the analysis we see implication of capitalist platforms, in the realm of platform capitalism, the quantification of tasks and the gig culture have become integral aspects of the modern work environment(Srnicek, 2016). Platform capitalism involves task quantification involves the measurement and evaluation of work using digital platforms such as Jira, enabling efficient resource allocation and accountability(Srnicek, 2016). The gig culture encompasses freelance and on-demand labor, offering flexibility and autonomy to workers but also raising concerns regarding job security and benefits(Srnicek, 2016). Understanding these phenomena is crucial for comprehending the changing nature of work and developing strategies to navigate this evolving landscape in platform capitalism. This point towards what was experienced at Planday became one of the themes from my thematic analysis, it was labeled "A Single Source of Truth" which is challenging the nature of traditional Agile workflows(agile manifest). Team Agile in Planday is implementing a standardization of workflows that does not fully align the nature of the Agile workflows.

8.2. The chaotic nature of tracking research projects

Effective collaboration and workflow management are crucial for teams to achieve their goals efficiently. However, within a team, there can be inconsistencies in how various individuals utilize different tools and platforms. This section explores the diverse working approaches within the R&I team, highlighting their experiences and perspectives.

Brown(2013) is considering two main types of user research each of which fit slightly differently into the agile process. Design research is done during the release to validate the design and general product direction. The solicitation and use of user feedback during the design cycle tend to fit fairly easily into an agile rhythm(Brown, 2013). With its focus on iteration, the support of refactoring and tweaking designs based on customer reaction is a natural part of the cycle and accommodated by the process. Brown (2013) points out that Long-term research is used to determine user needs and define personas, which may contain other more significant efforts that take a bit more time and effort (Lund, 2022). These larger projects can be more extensive or more formal pieces of user research, although they can still work in an agile process but may happen in a different way and with different timing than in a less reactive way(Brown, 2013). Integrating customer feedback regarding the design into an agile cycle is very doable(2013). It is advisable to come up with a strategy around this before engaging in the project's life cycle, just as when working on a more traditional project.

The research backlog is a prioritized list of user research activities related to deliverables the team has to asses and can create distractions in product development as the results can highlight problems with developed features, inform, future work, or create new ideas (Brown, 2013). For the individuals in the R&I team at Planday, it can be hard to prioritize when to enable or support different product teams. It can be a challenge to identify what is a high and low priority in the context of tasks and projects, when to prioritize, or what priorities. Therefore, Qualitative Researcher 2 developed an Excel document to help the researchers calculate and measure their priorities of projects and tasks, helping

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researchers to better argument for what takes higher and lower priorities. As a reaction to the new focus on outcome and the Jira standardization, this was implemented into define the process of what and how the R&I teams act in projects and what priority a project will take in their backlog. The aim was to make a more streamlined and transparent way of prioritizing work in product, making individuals prioritization clear and unify workflows. Although an Excel sheet 'Priority calculator' is not bulletproof, it can help arguments for how a researcher should prioritize a given project or task. Therefore the R&I team still as individuals and as a team has to be vocal and talk about their priorities on a weekly basis. This is mostly done in a weekly planning meeting where all the teams meet, and sit down to go through the backlog to plan, who and when to do what.

To summarize, the research backlog is of great importance to the R&I team as this is where all projects and tasks should end up. Streamlining workflows can help to process and prioritize to become more time efficient, as the backlog can be quite hard to control as prioritizing and focus areas might shift at all times (Brown, 2013). To summarize the backlog is an essential tool for the researchers, as this involves all tasks or projects related to the researcher. At times it can be hard to control and align, as the ever-changing environment heavily impacts the priorities(Brown, 2013).

During the interviews, the R&I team discussed various project management tools such as Asana, Notion, JIRA, and Miro. Qualitative Researcher 1 mentioned that Asana had been used before in a project with another team, but never really used Notion. Here the R&I Manager stated that the adoption of Notion in R&I had simply been asking the R&I team to their track tasks and projects Notion, but the Research Manager never picked it up as an essential part of the workflow. Qualitative Researcher 2(2023) also added that Notion was project-based, but he preferred it because it was easy to use with priority filters in the tool. Considering the implication of Jacobs's(lawsofux.com, 2023) user transferring expectations from a familiar product, as asana, notion, and Miro has a similar function which can be seen throughout the next section where I will showcase specific examples of how different researchers track their tasks, in different platforms.

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Previous to the Jira Standardization in Planday, the R&I and other teams used Notion as their project management and information storage tool. Notion [Notion is a platform that similar to Jira offers organizational tools including task management, project tracking, to-do lists, bookmarking, and more] and was the previous tool used collaboration in the R&I team. Qualitative Researcher 2 expressed his concerns about the lack of consistency in using Notion within the team, referring to it as a "*nightmare*" (Qualitative Researcher 2, 2023). The R&I Manager also mentioned the issue of not knowing who had access to Notion (R&I Manager, 2023), resulting in Slack conversations to ensure information was properly transferred (Qualitative Researcher 2, 2023). The point of the lack of structure was further emphasized when Qualitative Researcher 2 explained he had to track down information and manually input it into Notion, indicating a time-consuming process (Qualitative Researcher 2, 2023). Here we see a case of how interviewees felt about the tool Notion they were using before Jira. This is an example of lesser value creation in teams, where team members are wasting time tracking down information, which is time team members could have spent on providing value in other research tasks.

The Quantitative Researcher(2023) shared his thoughts on Notion and mentioned that it was more project-based than task-based, which made it difficult to keep track of everything, once again the Quantitative Researcher(2023) is building expectations from Notion(Jacob's law). The Quantitative Researcher(2023) found it '*helpful*' to use JIRA for task management and appreciated that connecting with other teams was fairly easy. The Quantitative Researcher(2023) also mentioned that creating personal filtered boards on Jira gave a good overview of tasks and projects, which gave a sense of security.
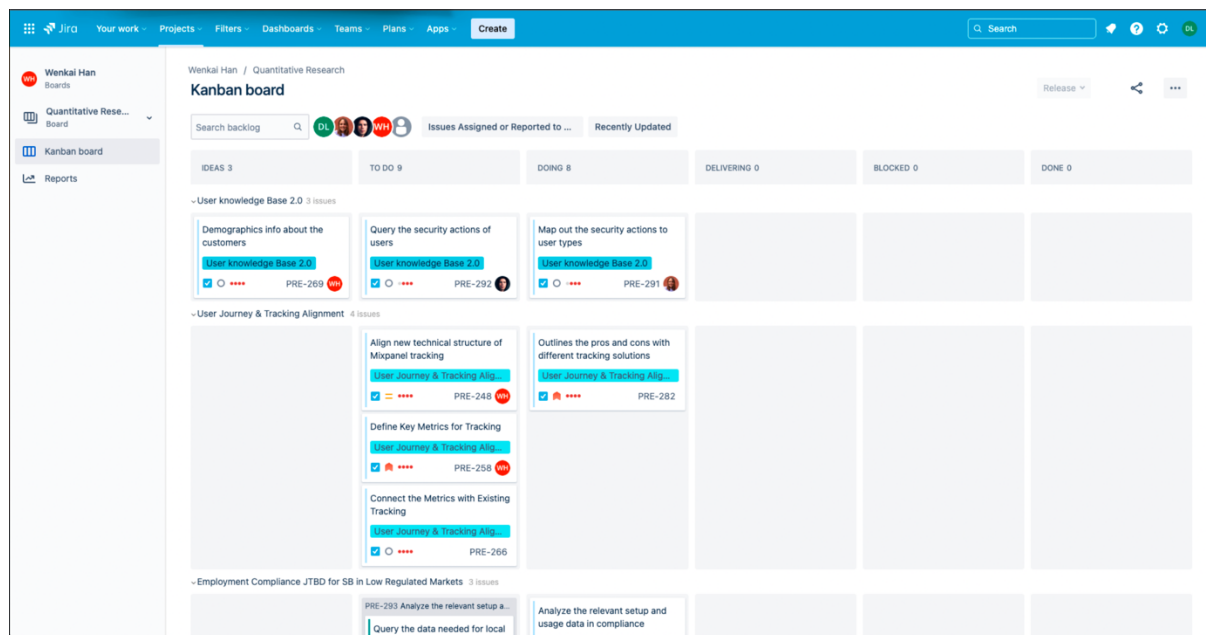
(Pic 9) The Quantitative Researcher's personal filtered board (Jira at Planday, 2023)

In Picture 9, the personal filtered board is set up with 6 columns of: Ideas, To Do, Doing, Delivering, Blocked, and Done. The board is also split into what is called Swimlanes (rows) which is basically a new row. Here the Quantitative Researcher(2023) has personalized the view of the tasks through filters. The Quantitative Researcher(2023) has no Epics (Projects) in his board and constitutes a task-oriented working approach, working closer to development and engineering teams, whereas Quantitative Researcher(2023) is working on specific tasks to help them achieve their goals by providing data. This is underlining the argument that different researchers see and acts differently in context to workflows, this will be even more prominent in the following.

A different approach was shown when talking to Qualitative Researcher 1(2023), who explained a preferred approach using Miro for projects and had a specific Kanban board with a to-do list. Additionally, it would also create many different to-dos(tasks) similar to Quantitative Researcher's (2023) more structured setup in Jira. Whereas Qualitative Researcher 1(2023) tends to keep tasks and projects more spread across different places(software and paper).

To do	7	In progress	4	Done	7

To do | 7

- CCE help center survey - consolidation
- Who can we learn from?
- Potentially tak to Marco Devi
- try the trial myself
- go through Airtable and Citizenshipper trial flow
- plan a DS based on the quant data
- Catch-up with Ayoub around metrics

In progress | 4

- map out the different packages and how these connect to different SB segments
- Conversion rate and portal activity reports fro Wenkai
- checkout page reports
- look at other reports that could help us move to solution sketching

Done | 7

- Double-check with Sepideh how is the mapping going
- Book SB sales
- look at all research to understand the AHA moments
- align with tracking/architects
- Align with Freds Intercom journeys
- Fill out AHA moments
- online articles about conversion

(Picture 10) of Qualitative Researcher 1's backlog in Miro (2023)

Qualitative Researcher 1 also mentioned that when working with Marketing, they were using Asana which had a common backlog that was managed by AU people (Project Managers in Australia) for AU-related tasks. This suggests that individuals have different preferences for organizing and managing tasks, and organizations should consider offering flexibility in tool selection. This contributes to the argument of how individuals perceive the world differently and how they individually are building their own mental models of project and task management.

Additionally, the R&I Manager(2023) emphasized the importance of life balance and not being overworked, which was easier to manage with tools like Asana and JIRA, so Managers can have an overview of who is working on what and why they might not be able to attend meetings or why they might seem a bit stressed. This can be an indicator of a need to deprioritize tasks or plan projects that encourage a better life balance.

Transparency and organizational accumulation here become very blurry as it also overlaps and often consist of dependencies related to private matters, problems not directly related to Planday matters. These dependencies can be of great value to an organization, even though it does not have a direct impact, the R&I Manager uses this as a way of maximizing the potential value each team members is providing.

The value of research projects is not always prominent before delivered or late in the process. The backlog can be chaotic and change due to reprioritization, blocked, or Ideas (Brown,2013). On that topic, the R&I Manager also mentioned that sometimes it would be nice to hide tasks from the team or organization to avoid creating potential noise in the system. An example of this could be a strategic research project involving 15 stakeholders, a project that wasn't relevant for others to see it as it might not turn into a real project and could potentially confuse other stakeholders making them question the value the researchers are working on creating. This also was pointed out in the mental model from the perception of the outside R&I team.

The learning here is that even though the R&I team members are working similarly, there is a huge gap in the different stakeholders and projects that each individual is contributing to or how they are delivering value. The R&I team spoke of various project management tools and shared their preferences and experiences with them. Value of using tools for task management and how it could give a better overview of tasks and projects, as well as connect with other teams easily. While also problematizing full transparency of projects and tasks for outsiders.

Quantifying tasks and projects can become a complex and messy process when relying on digital systems. With information stored in different tools, determining the exact value and progress of tasks can be challenging. The absence of a standardized approach or system for quantification makes it harder to validate the impact and outcomes of the work being done. This poses a significant hurdle in accurately assessing the value generated by the team's efforts.

8.3 Different mental models within the R&I team

To further analyze R&I teams' different working approaches, Brown's(2013) describes, Indi Young's *Mental Models* techniques for modeling and visualizing customers' behaviors, so that the user behaviors, and not just their wants and needs, can be communicated to a broader team goal of designing these activities (2008, Young in Brown, 2013). These can be based on information to create visualizations, and the information can be generated through interviews or observations from customers' perspectives. This report is zooming in on the R&I team and replacing them as customers using project and task management tools. This can result in a solid understanding of the user actions, of how R&I team perceives tools, to help create recommendations of working ways and documentation of projects and Insights in the future. In my study, I will be using some principles from co-design activities while testing and evaluating Jira to present a customer-centric thought process with user-centric design at its core and bring the user into the design process of working ways in PE. Below we see 3 different working approaches or what Brown (2013) argued as Mental Models, these 3 different Mental Models have been built from the empirical material which gives us insights into differences of roles in R&I team:

Mental Model of a R&I Manager

The R&I Manager(2023) preferred using personal notes, or the HR Tools such as BambooHR, to document work. The R&I Manager mentioned the challenges of managing different tools for documentation, such as Jira, Asana, and Notion. As it difficult to break down tasks across multiple platforms and expressed difficulty in measuring growth and tracking task progress.

The Mental Model of a Quantitative Research

The Quantitative Researcher discussed the need for a unified platform to document requests, ideas, and discussions related to a data project (Quantitative Researcher, 2023). He shared his experience of utilizing the data and working with

projects, and how the data teams at Planday would collaborate with colleagues effectively (Quantitative Researcher, 2023).

The Mental Model of a Qualitative Researcher

Qualitative Researcher 1(2023), highlighted the benefits of using a paper-based task list for short-term planning. The Qualitative Researcher 1 found it useful for visualizing her schedule and differentiating between meetings and tasks using color coding. By planning tasks ahead, the Qualitative Researcher could prioritize the focus time and decline last-minute meetings (Qualitative Researcher 1, 2023). Additionally, it was mentioned using Outlook Calendar for reminders and specific preparations, to plan ahead.

In context to the Scrum and Agile workflows in development, the Agile Coach(2023) emphasized the relationship between incremental development and Scrum, highlighting that incremental development is not specific to Agile practices but is a common practice in Scrum (Agile Coach, 2023). Agile also mentioned the creativity and freedom that software developers acquire in their own ways of working (Agile Coach, 2023). Agile working approaches (Brown, 2013) emphasized the importance of sequential steps and doing the right thing at the right time, even if the next steps are uncertain.

The Agile Coach expressed that many PE team members, outside of the R&I Team, lack an understanding of the role and activities of the R&I team (Agile Coach, 2023). Whereas the Agile Coach highlighted the need for transparency and direct communication with the teams to maximize value generation and verify bottlenecks in the work processes (Agile Coach, 2023). This constitutes the argument of Srnicek(2016) commodification of labor and capital accumulation (Vercellone, 2015), while also accounting for an argument where Agile needs a form of quantification of the work being done in the R&I team and account for the value of insights produced or delivered.

The insights from R&I team showed Inconsistencies in tool utilization and working ways. It was mentioned that R&I team members utilized different tools and platforms inconsistently, leading to challenges in collaboration. For example, there are concerns about the lack of consistency and access to Notion, a collaboration tool. While also adding an outside perception to the R&I Team as the Agile Coach(2023) expresses the view that individuals outside the research field may lack an understanding of the role and activities of R&I team. Transparency and direct communication with the R&I team are emphasized to maximize value generation.

8.4 Scattered Information across Platforms & Tools

The utilization of digital Tools or Platforms for note-taking within the R&I team offers numerous benefits in terms of organization and information retention. This section examines the challenges faced by researchers in quantifying tasks and projects through digital systems and discusses the analytical implications that arise from these circumstances.

The implementation of a single source of truth is a key priority for Planday's Product Engineering (PE) department, aiming to track outcomes and consolidate information scattered across multiple platforms and tools. While Jira serves as the designated platform for tracking project progress, descriptions, and outcomes, there remains a challenge in capturing and documenting essential insights, tacit knowledge, and artifacts generated during the project lifecycle, including research, design, and code. This raises the need to bridge the gap between the comprehensive tracking of project outcomes and the documentation of project insights to ensure a holistic and unified approach to knowledge management within the PE department.

To gain efficient project task management, information is crucial for teams to streamline their workflow and ensure effective collaboration(Brown, 2013). However, teams often face challenges related to scattered information, which can hinder productivity and lead to important details being overlooked forgot or deleted. This section explores the experiences and strategies shared by team members—2 Qualitative researchers, 1 Quantitative researcher, and a Researcher manager—regarding their approaches to managing scattered information.

Picking up and storing fragments of information is one of the key challenges associated with digital and paper note-taking and can result in the loss of information(Brown, 2013). R&I team members rely on a variety of tools such as Slack, Miro, and Microsoft Notes to capture and store important information(Lund,2022). This can result in information being scattered across multiple platforms, making it difficult to have a centralized and comprehensive view of tasks and project information. The lack of a unified system can impede the quantification process and hinder the ability to track progress effectively.

Team members recognized the challenges associated with scattered information, which was both mentioned during the interviews and later became a code or label in the thematic analysis. One of the qualitative researchers expressed concerns about losing track of tasks and the possibility of creating new to-do lists instead of revisiting existing ones (Qualitative Researcher 1, 2023). Whereas the R&I Manager acknowledged the risk of losing paper notes but appreciated the flexibility of discarding irrelevant information (R&I Manager, 2023). The R&I Manager also acknowledged reliance on important tasks, as neglecting to write them down often led to forgetting them (R&I Manager, 2023). This can also be translated into lost value for the organization and will neither benefit the researcher nor the organization. Although as the R&I Manager also highlighted "*some information can be misrepresenting or irrelevant and should sometimes just be deleted*"(2023).

Additionally, researchers often face difficulties in searching and retrieving specific information from digital note-taking tools. As highlighted by Qualitative Researcher 2(2023), the need to search through conversations or multiple boards in platforms like Slack and Miro can be time-consuming and cumbersome. This hinders productivity and efficiency, as team members struggle to quickly access relevant data when needed. The lack of efficient search and retrieval functionalities within digital platforms hinders effective task management and information storage.

The reliance on various digital tools for note-taking raises questions about the integration of these tools with each other and with the overall organizational workflow. Inefficient integration can lead to duplications, redundancies, or missed connections between tasks and projects. The lack of seamless integration impedes the ability to have a holistic view of the team's work, hindering collaboration and coordination.

While digital tools provide means to organize and retain information, ensuring centralized access and ease of retrieval for all team members is crucial. The fragmented nature of the information stored across multiple platforms poses challenges in terms of accessibility and shared knowledge. To foster collaboration and prevent silos, it is essential to establish a system that centralizes information, "The Single Source of Truth"(Agile Coach, 2023), and facilitates easy access for all stakeholders and not just stakeholders in one part of the organization. However, this is not solved with Jira as the single source of truth, since Jira is a project/task management tool, it cannot comprehend the holistic and nuanced diversity of Planday and R&I Team.

8.5 Stakeholder Diversity and Cross-Collaboration

The R&I team at Planday engages with various stakeholders, and the interviews showed various connections to other teams through cross-collaboration. While Jira serves as a

tool for close collaboration with developers and engineers, the R&I team faces challenges as not all stakeholders are working within Jira. This section explores the empirical implications of stakeholder diversity the R&I team is working with and the resulting collaboration gaps, which can hinder value creation from the R&I team.

An anecdotal interpretation was found during the thematic analysis and was named "*a language barrier in tooling*"(Lund, 2023). The use of different tools by teams creates a language barrier in tooling. The R&I team must possess a diverse skillset to effectively use different tools. Failing to comply with specific tooling can hinder collaboration, making it challenging to measure team or individual impact on projects and track value from a manager's perspective (R&I Manager, 2023).

With Jira as a facilitator for cross-collaboration, especially within the PE department as it provides an overview of task-level details and facilitates connections with other teams. Using Project management tools can bring the R&I team closer to PE teams and enhance their visibility within the process (Quantitative Researcher, 2023).

Even the Qualitative Researcher feels and thinks that using Jira might bring them closer to the PE teams and makes R&I more visible as a part of the process. But also says it might not be prominent as the Qualitative researcher often acts and works more as consultants inside the company, particularly in the context of project management. Jira is not beneficial as it provides an overview of task-level things and although it can help to connect with other teams in PE, this I challenged as Marketing as an example is working in a different tool.

"It is hard to put in this cross departments and cross collaborations as some of it (projects and tasks) is with the marketing team and they are not working in Jira but Asana"
(Qualitative 1, 2023).

A case where teams working with different tools can become a restriction for teams, and this can set back connecting or even working with specific teams in the organization. This

was called a language barrier in tooling, as the team does not possess the specific skill set, know-how, or language of all tools. It can be quite a comprehensive task to learn a new tool while also working with all the other tools you normally would. And if you do not at some point comply with the system you cannot work with the team properly, and therefore it can also become a big challenge to measure a team or individual impact on projects across the company and do value tracking from a manager perspective (Research Manager, 2023)

The Quantitative researcher(2023) previously talked about a data project (Data Warehouse project), initially a project seeking to collect all customer data and store it in one cloud. However, they needed to find a unified place to document all requests and ideas. They decided to use Jira in the project as a test case in Jira, where the Quantitative researcher can assign or add someone to the task, and someone else can also assign or add tasks. This helped the Quantitative researcher(2023) to document tasks and ideas. Jira seems to fit his mental model when it comes to connecting with others and cross-collaborating, in a task-based manner.

Although the Quantitative researcher(2023) also is aware of the challenges of customization and alignment in Jira. Learning to use Jira can be challenging due to its extensive settings and multiple boards. While customization is possible, aligning with everyone's workflows, statuses, and ways of working becomes difficult. Implementing changes within Jira requires careful consideration of their impact on other stakeholders, posing a challenge for seamless collaboration (Agile coach).

Achieving effective cross-collaboration with stakeholder-centric tooling can help foster effective cross-collaboration, the R&I team must consider the preferences and needs of diverse stakeholders. With this necessity to use different tools, R&I will have to understand what tools stakeholders use to overcome language barriers of tooling. Successful cross-collaboration is achieved by utilizing different tools for different purposes while ensuring alignment on project goals and outcomes (Research Manager, 2023). Therefore it is

important to remember that other teams might have their own mental model towards tooling.

The analysis highlights the implications of stakeholder diversity within the R&I team at Planday on cross-collaboration. While Jira serves as an excellent tool for collaboration within the PE department, accommodating the preferences and needs of different stakeholders is crucial. By recognizing the importance of different tools for different stakeholders, the R&I team can foster cross-collaboration while aligning everyone on project goals. Effective communication and understanding among stakeholders are vital to overcoming the collaboration gaps created by tooling diversity.

Despite the benefits and functionalities offered by Jira, there are notable instances where it does not fit well with the mental model of the R&I team at Planday. These points of misalignment highlight potential challenges and limitations that hinder seamless integration and collaboration within the R&I team.

One significant point of contention is the usage of different tools by various stakeholders within the organization(section 6.3.1). While Jira serves as a central platform for teams in PE, others such as project managers (PMs) are using Productboard, and marketing teams using Asana. This misalignment in tools creates collaboration gaps and restricts the ability of the R&I team to effectively connect and work with other departments outside PE. This mismatch in tooling can be likened to a language barrier, where the team lacks the specific skill set required to utilize a particular tool. Consequently, measuring the team's or individual's impact on projects across the company becomes challenging, hindering value tracking from a managerial perspective (Research Manager, 2023). This misalignment underscores the difficulty of achieving cross-departmental and cross-organizational collaborations, limiting the R&I team's ability to create value across the organization.

Furthermore, the learning curve associated with Jira presents another hurdle for the R&I team. As the Quantitative Researcher highlighted(section 6.2.1) the challenges of

navigating the numerous settings and different boards within Jira. While customization is possible, enabling individual customization, and aligning everyone's workflows, statuses, and ways of working becomes demanding. Making changes in Jira to suit the team's requirements can be difficult, and the potential impact on other team members must be carefully considered. This mismatch between the mental models and the complexity of customization within Jira further reinforces the challenges faced by the R&I team in fully integrating and aligning with the tool's functionalities.

Qualitative researcher 1's observation regarding the usage of different tools by the marketing team, specifically mentioning Asana, reflects the difficulties in cross-collaboration when teams employ disparate tools. The R&I team's reliance on Jira may not be fully compatible with the workflows and preferences of other teams in the organization, potentially delaying effective communication, coordination, and information sharing across departments. This misalignment contributes to the fragmentation of processes and obstructs the research team's ability to work seamlessly with others.

Considering these points of misalignment, it becomes evident that the R&I team's mental model does not perfectly align with the functionalities and requirements of Jira. While Jira may offer advantages such as centralized information, task-level overviews, and connections across teams, the challenges posed by differences in tooling, customization complexities, and cross-tool collaboration create hurdles for the R&I team. The misfit between the mental model of the R&I team and Jira's functionalities underscores the importance of considering stakeholder's preferences and needs, as well as the necessity of employing different tools to cater to diverse requirements within the organization.

From a hermeneutical perspective, this analysis highlights the interplay between the R&I team's mental model and Jira's features, showcasing how their misalignment can impact the team's collaborative endeavors. By examining the inconsistencies and challenges faced by the R&I team in integrating Jira into their workflow, we gain insights into the dynamics of tool adoption, cross-collaboration, and value creation within the organization

of Planday. This analytical approach emphasizes the interpretative nature of understanding the R&I team's experiences and the implications of misaligned mental models on their collaborative processes.

Finally, the analysis reveals several points of misalignment between the mental models of the R&I team at Planday and the functionalities of Jira. The R&I team faces challenges due to various stakeholders' use of different tools, leading to collaboration gaps and limited value creation across the organization. Additionally, the learning curve and customization complexities within Jira present obstacles for the R&I team in fully integrating the tool. The misfit between the R&I team's mental model and Jira's functionalities underscores the need to consider stakeholders' preferences and engagement in different tools to satisfy the diverse requirements of stakeholders. This analysis demonstrates the importance of aligning mental models and tool functionalities to foster seamless collaboration and maximize a team's value creation.

8.6 Challenging the Hermeneutic Approach: A Single Source of Truth in Agile Software Development

The hermeneutic approach in Agile software development emphasizes the subjective working ways within the team and challenges the concept of a single source of truth. This section aims to analyze the arguments put forth by the hermeneutic perspective, which advocates for flexibility and individuality in the choice of tools and processes. By examining the benefits of a single source of truth and the potential limitations of the hermeneutic approach, the aim is to provide a comprehensive understanding of the role of information storage and management in Agile work practices.

The traditional Agile approach argues for minimizing the number of tools used within an organization to avoid confusion and discrepancies(Agile Coach, 2023) . By adopting one tool as a single source of truth, organizations can eliminate the challenges associated with multiple tools and ensure that everyone has access to the same information. This promotes efficiency and reduces errors, leading to better collaboration and outcomes (Agile Coach, 14:28, 2023). It is hard avoiding misinterpretations and confusion without a unified approach(Agile Coach). Having a unified approach to information storage helps avoid different interpretations and views of what is happening. This mitigates the risk of confusion and misunderstandings within teams, enhancing their effectiveness and productivity(Brown, 2013). By working from the same platform, team members can align their efforts and make informed decisions based on accurate and consistent information (Agile Coach, 15:26, 2023).

However a hermeneutic approach will imply that tools and processes should be supporting Human Interaction. The hermeneutic approach emphasizes that processes and tools should support human interaction rather than dictate or demand it (Pipek, 2017). This perspective acknowledges the importance of creativity and individuality in software development. However, it is crucial to strike a balance between supporting

human interaction and ensuring a standardized approach to information storage(Agile Coach, 2023). A single source of truth fosters transparency and alignment without roasting individuality (Agile Coach, 13:30, 2023). As it can limit the flexibility and creativity in the agile work approach, thereby not support it. The hermeneutic perspective advocates for flexibility in work approaches and being open to new ways of working. While this mindset encourages creativity, it is important to recognize that a clear direction and purpose are necessary for effective collaboration, as it was also recognized by the Agile Coach(2023). A single source of truth provides clarity and a shared understanding, enabling teams to work cohesively while still allowing for creativity and flexibility in their approach to work (Agile Coach, 2023).

The hermeneutic approach challenges the concept of a single source of truth by emphasizing individuality, flexibility, and creativity. While these aspects are valuable in software development, a unified approach to information storage and management offers significant benefits, including minimizing confusion, avoiding misinterpretations, and enhancing collaboration. By considering the advantages of a single source of truth while acknowledging the importance of individuality and flexibility, organizations can strike a balance that promotes efficiency, accuracy, and meaningful human interaction within working Agile.

9. Discussion

This section of the report delves into future work related to educational content for the R&I team with the context of hermeneutics and platform capitalism. By focusing on this specific aspect, we aim to explore the potential for enhancing knowledge sharing, collaboration, and value creation within the R&I team. While the preceding section has provided a comprehensive understanding of the theoretical foundations of hermeneutics and platform capitalism, it is essential to acknowledge that there are other compelling topics that deserve attention in this report.

9.1 Discussing the theoretical perspective

Although not explicitly explored in the previous section, these additional topics related to Platform Capitalism could contribute to the broader understanding of the challenges and dynamics within Planday's context influenced by platform capitalism. By addressing these topics, we can uncover further insights into the complexities and implications of platform capitalism within teams at Planday. Thus, this discussion aims to expand the scope of our examination and provide a more comprehensive perspective on the subject matter.

While the preceding section has provided a comprehensive understanding of the theoretical foundations of hermeneutics and platform capitalism within the context of the R&I team, it is important to acknowledge that there are other interesting topics that warrant discussion in this report. These topics associated with Platform Capitalism, although not explicitly explored in the previous section, contribute to the broader understanding of the challenges and dynamics within the R&I context influenced by platform capitalism.

One such topic of interest is the ethical implications of platform capitalism on practices in Planday. With the increasing reliance on platform-based collaboration tools and the commodification of social interactions, questions arise regarding data privacy,

surveillance, and the exploitation of user-generated content. Examining the ethical dimensions of platform capitalism within the Planday is crucial for ensuring responsible and accountable practices.

Additionally, the impact of platform capitalism on knowledge production and intellectual property within the Planday context is a significant area of inquiry. As digital platforms become central to collaborative knowledge creation, it is essential to explore how the ownership and dissemination of knowledge are affected. Understanding the implications of platform capitalism on intellectual property rights can guide teams in navigating the complexities of sharing and protecting their outputs.

Furthermore, the role of power dynamics in the context of platform capitalism and its influence on decision-making processes within the Planday needs investigation. Platforms often serve as intermediaries, shaping the distribution of resources, opportunities, and recognition. Exploring power dynamics within the context of the teams and Planday can shed light on how platform capitalism influences decision-making, access to resources, and the recognition of contributions.

Lastly, the potential for alternative models and practices that challenge the dominant paradigm of platform capitalism in the Planday context should be considered. Examining and discussing initiatives such as platform corporativism, commons-based peer production, and collaborative economies can provide insights into alternative approaches that prioritize shared ownership, sustainability, and equitable distribution of resources within the R&I team.

By considering these additional topics, we can enrich our understanding of the challenges faced by the teams at Planday within the broader context of platform capitalism. Exploring the ethical implications, intellectual property considerations, power dynamics, and alternative models allows for a more comprehensive analysis of the complexities and possibilities within the landscape of Planday.

9.2 Future Work: Educational Content

The feedback provided by the Agile Coach, Qualitative Researcher 1 & 2, Research Manager, and Quantitative Researcher, emphasized the importance of expanding educational content for tools within the R&I team. Based on their experiences and preferences, the following areas can be considered for future work in educational content.

The Agile Coach emphasizes the need for comprehensive training to address limitations and challenges encountered in specific projects and for individual users. Future educational content should focus on providing standardized training materials that cover a wide range of functionalities and best practices within Jira. This will enable users to navigate Jira and other platforms effectively and overcome technical obstacles.

The preferences expressed by the R&I team members highlight the importance of catering to diverse learning approaches. Group sessions, where team members learn from each other's experiences and questions, can be incorporated into educational content. Additionally, self-guided learning materials that allow individuals like the Quantitative Researcher to explore Platforms at their own pace should be made available. Personalized one-on-one sessions with instructors can also provide tailored guidance and address specific project-related challenges. It would have been interesting to dive deeper into the different learning perspectives of individuals but this has not been the primary focus of this report. To maximize the effectiveness of educational content, it is crucial to keep the materials simple, practical, and easily accessible. Users, such as Qualitative Researcher 2, value educational content that focuses on practical application, enabling them to enhance their day-to-day tasks. By providing step-by-step instructions, real-world examples, and case studies, educational materials can facilitate a deeper understanding of Jira's capabilities and encourage its optimal utilization.

Expanding educational content on Platforms not just Jira in the R&I team but across Planday. By providing comprehensive training and standardization, catering to diverse learning approaches, focusing on practicality and accessibility, and actively seeking user feedback, organizations can develop educational materials that empower teams at Planday to effectively utilize Platform capabilities. The ultimate goal is to ensure that users can maximize their efficiency and productivity while working with Platform for outcome purposes.

10. Conclusion

The project concludes that a standardization in tools can help the Research and Insights team to better enable PE and the rest of the organization. Transparent communication is needed to address concerns and maximize value generation, which streamlined tooling can enable. Controlling and aligning the research backlog is challenging due to the dynamic environment, thus streamlining workflows and better task prioritization can improve efficiency, however challenges beyond the Research and Insights team's own understanding need to be addressed.

One of the core challenges is that Jira's functionalities are not aligned with the mental models within the Research and Insights team, causing collaboration gaps and limited value creation. Project management tools' purpose is to provide better overview and connections, but lack of transparency in ways of working with other Planday departments creates challenges for the Research & Insights team. Thus, stakeholder preferences and engagement should be considered for effective collaboration and value creation when implementing standardized tools in PE.

Furthermore, the hermeneutic approach challenges the single source of truth posed by Team Agile, emphasizing individuality and flexibility. However, a unified approach to information storage offers benefits like minimizing confusion and enhancing collaboration in software development. But at the same time, a single source of truth contradicts traditional agile working ways emphasizing flexibility in working ways.

To address these challenges, it is crucial for the Research and Insights team and team Agile to consolidate and align their work processes and information flows. By collaborating more closely, both teams can leverage their respective strengths and provide the necessary information and knowledge for better decision-making. This collaboration will not only benefit individual projects and processes but will also have a positive impact on the organization as a whole.

In conclusion, questioning the implementation process of Team Agile and its reliance on Jira as an output-driven platform raises valid concerns about the effectiveness of this approach. The absence of a strong emphasis on outcome-driven teams may hinder the organization's ability to align individual tasks with overarching goals. Additionally, implementing Jira as The Single Source of Truth without consulting the Research and Insights team calls into question the selection process that overlooks valuable insights that could enhance collaboration and decision-making. The Research and Insights team is not being enabled by team Agile, to enable PE and the Planday organization in becoming outcome driven. The core purpose of the Research and Insights team is to support by providing data and research that can measure the outcome of projects. However, if the tools and processes implemented do not enable the team to provide this value, this has a direct impact on the value they can deliver in Planday. Essentially, the one source of truth approach can potentially hinder Planday in becoming outcome driven, if the ways of measuring success and tooling do not support teams and individuals in creating value and outcome.

In summary, the implementation of supportive platforms should be preceded by a comprehensive collaboration and alignment between the Research and Insights team and Team Agile. By doing so, we can ensure that standardization in tools can help the Research & Insights teams in enabling an outcome driven process in Planday where decisions are based on a holistic understanding of the organization's objectives, ultimately leading to improved outcomes and overall organizational success.

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Pictures:

Picture 1: Before the acquisition of 2020, Domain Model in teams, 1 team includes Product, Design & Engineering. R&I as support, not embedded. 4 Enablement teams.

Picture 2: After the acquisition of 2021, Each team with Product, Design & Engineering is grouped into an area with an Area Vision & Direction team. R&I as enablement, not embedded. 9 enablement teams

Picture 3: After layoffs in 2023, Each team with Product, Design & Engineering are working on 1 initiative (Project). R&I as enablement, not embedded. 6 enablement teams

Picture 4: An example of a Project in Jira (Jira, 2023)

Picture 5: R&I Team Sharepoint site – Short intro – Link to Jira school – Link to Jira – Jira template

Picture 6: Interview guide

Picture 7: Thematic Analysis of all themes in the empirical data – Miro

Picture 8: Themes in empirical data

Picture 9: The Quantitative Researcher's personal filtered board (Jira at Planday, 2023)

Picture 10: The Qualitative Researcher 1's backlog in Miro (2023)

Appendix:

Jira School 1 & Jira school 2