



CHALMERS

Master Thesis – Team-Level Success Factors in Agile Organizations

Background

Zenseact (previously Zenuity) is a software development firm operating in the automotive industry, developing a software platform for autonomous vehicles. Created as a joint venture between Volvo Cars and Autoliv (now Veoneer) in April 2017, Zenuity was split in July 2020 and became a wholly-owned subsidiary (as Zenseact) of Volvo Cars until it was announced in July 2021 that Chinese connected car technology provider ECARX will take a 15 percent shareholding in the company.

Zenseact is a people-driven company, nurturing a culture which promotes trust, autonomy, and value-based leadership in line with the Agile Manifesto. From day one, Zenseact was conceived as an agile organization across all dimensions of work. In contrast to a traditional hierarchical line structure, Zenseact's organization centers around self-managing teams in a molecular model, internally called the "Zeniverse".

Project Description

The purpose of this master thesis is to investigate team-level success factors in agile organizations. What are the success factors for self-managing teams in agile organizations? While students are encouraged to further elaborate on this question, potential focus points of study could be:

- How is team success defined and by whom?
- How is performance being measured?
- What role do aspects of organization/team design (e.g. objectives and norms) and/or individual characteristics of team members play in managing and achieving team-level success in agile organizations?
- How do successful self-managing teams work together? For instance, Google's Project Aristotle could provide a source of inspiration.

The aim of this master thesis is thus to provide in-depth insights into what makes self-managing teams in agile organizations successful. The main empirical study shall be conducted through interviews with team members from multiple self-managing teams at Zenseact. The study may be complemented by surveys with team members and/or with insights from other teams at other organizations. The study will also include a review of relevant literature on agile organizations as well as (self-managing) teams and their success factors. Finally, a comprehensive review of team-level success factors as well as a recommendation for Zenseact on how to incorporate these factors across their teams shall be developed.

Qualifications

We are looking for 2 engineering students from Chalmers, with an interest in organizational development and innovation. Courses in organizational and management topics are helpful.

Further information

Please send in individual applications with CV, motivational letter and grade transcripts.



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Planned start: January 2022, with some flexibility.

Final application date: 14th of November 2021

Duration: 30 ECTS

For questions regarding the project, please contact: Elisabet Eriksson, elisabet.eriksson@zenseact.com (industrial supervisor) or Constantin Bremer, constantin.bremer@chalmers.se (academic supervisor).

This master thesis is made in collaboration with the Division of Innovation and R&D Management at Chalmers. Academic examiner will be professor Maria Elmquist.