



Projectification without projects? Theorizing temporal structures of agile-based organizing

Joana Geraldi^{a,*}, Iben Stjerne^b, Matthias Wenzel^c

^a Copenhagen Business School, Department of Organization, Kilevej 14A, 2000, Frederiksberg, Denmark

^b Technical University of Denmark (DTU), Department of Engineering Technology

^c Leuphana University of Lüneburg, Institute of Management and Organization

ARTICLE INFO

Keywords:

Time and temporality
Temporal structuring
Agile
Agile at scale
Temporary organization
Projectification

ABSTRACT

Research has revealed a surge in the reliance on projects to organize firms and society in recent decades, a phenomenon termed projectification, yet has remained oblivious to the fact that *how* projects are organized has changed, as, hence, has the nature of projectification. Grounded in the 4Ts—time, task, team, and transition—we analyze through an ethnographic work at a financial firm how agile-based organizing reshaped the firm's temporal structures from temporary toward “continuous temporariness,” a continuous flow interrupted by short, orchestrated pauses. This form of projectification addresses temporal fragmentation in classic projects but introduces new challenges. Overall, agile-based projectification enriches project-based organizing with new temporal structures that challenge traditional notions of temporary organizations.

1. Introduction

Over the past 40 years, projects have evolved from a rare and specialized mode of organizing into a dominant one. This transformation, known as the “projectification” of the firm (Midler, 1995) and of society (Jensen et al., 2016; Lundin et al., 2015), has been widely studied both empirically (Lindgren et al., 2025; Midler, 1995; Schoper et al., 2018) and conceptually (Jacobsson & Söderholm, 2016; Lundin et al., 2015; Maylor et al., 2006). Recent literature reviews (Fregolente et al., 2022; Jacobsson & Jalocha, 2021; Maylor & Turkalaine, 2019) highlight how past research has examined projectification through multiple lenses and from different perspectives, e.g., as a managerial approach, societal trend, human condition, or philosophical issue (Jacobsson & Jalocha, 2021), as a process or outcome (Maylor & Turkalaine, 2019), and as an individual (e.g., Jacobsson & Söderholm, 2022; Lindgren et al., 2025), organizational (e.g., Midler, 1995, 2019; Maylor et al., 2006), or societal concern (e.g., Jalocha, 2019). Taken together, this research highlights the intensification of project-based organizing and the implications for the temporal structures it engenders in organizations and societies.

Yet, despite extensive research, a critical assumption remains unchallenged: projectification has been largely understood as the increasing diffusion of project-based organizing, without considering

how the very nature of project-based organizing has evolved over the past four decades (e.g., Geraldi et al., 2022; Morris, 2013). This paper argues that projectification is not merely intensifying but also evolving, driven by the rise of new modes of organizing projects. As projects evolve from traditional, linear models to more agile, networked, and iterative vehicles for value creation, the underlying temporal structures of organizing projects change, as do the implications of projects for organizations and society (e.g., Grabher, 2002; Maylor et al., 2006; Sydow et al., 2004).

Therefore, it is important to engage conceptually with the evolving nature of project-based organizing that underpins projectification. By exploring new modes of organizing projects, we can better understand the diverse phenomena that projectification encompasses. This understanding will enable us to add nuance to how projectification influences organizational practices and societal structures, and acknowledging the multifaceted realities of contemporary project-based organizing.

Our research examines one of the most profound shifts in project-based organizing: the rise of agile as a mode of organizing projects and project-based organisations (e.g., Beck et al., 2001; Conforto et al., 2016; Dybå & Dingsøyr, 2008). This shift is profound, not only in terms of its widespread adoption—particularly within IT and software development contexts (Pries-Heje & Bucka-Lassen, 2018)—, but also because it represents a paradigmatic departure from traditional, plan-driven

* Corresponding author.

E-mail addresses: jge.ioa@cbs.dk (J. Geraldi), ibens@dtu.dk (I. Stjerne), matthias.wenzel@leuphana.de (M. Wenzel).

<https://doi.org/10.1016/j.ijproman.2025.102786>

Received 30 July 2024; Received in revised form 2 November 2025; Accepted 3 November 2025

Available online 5 November 2025

0263-7863/© 2025 The Author(s). Published by Elsevier Ltd. This is an open access article under the CC BY license (<http://creativecommons.org/licenses/by/4.0/>).

approaches to project-based organizing (Beck et al., 2001). Agile introduces fundamentally different assumptions about planning, control, time, and collaboration. Thus, agile-based organizing requires a deeper transformation in how projects are conceptualized and enacted in contemporary organizational life. Therefore, it likely engenders a new form of projectification that is yet to be explored.

Beyond transforming modes of organizing in projects, agile practices have scaled across organizations (Rigby et al., 2018), with significant impacts on organizational structure (Fugl-Meyer, 2023; Lindvall et al., 2004), strategy-making (Kaufmann et al., 2020; Stjerne et al., 2024), and governance (Stettina & Hörz, 2015). We argue that this expansion constitutes a distinct form of projectification, an “agile-based projectification of the firm,” engendered as agile permeates organizational practices in and around projects.

Drawing on an ethnographic study, we analyze the agile-based projectification of a financial firm through the lens of the foundational dimensions of project-based organizing as temporary organizations: time, task, team, and transition (Lundin & Söderholm, 1995). By integrating an empirical analysis of agile-based work with an established conceptual perspective on what constitutes a project, we explore how agile-based projectification reconfigures the very foundations of projectification: its projects. Specifically, we ask: *How does agile-based projectification reshape the underlying organizing temporal structures that characterize projectification and its organizational consequences?*

Our analysis reveals a pronounced shift in temporal structuring within agile-based organizing, fundamentally reshaping task, team, and transition. As we show, agile dismantles the conventional temporal boundaries of projects. Temporary organizations are designed with the expectation to end (Lundin & Söderholm, 1995), creating a built-in *temporal cliff*, with significant and extensively studied consequences for projects (e.g., Gersick, 1988, 1989; Granqvist & Gustafsson, 2016; Vaagaasar et al., 2020) and project-based organizations (e.g., Geraldi, 2008; Lindkvist, 2004; Maylor et al., 2006; Midler, 1995, 2019; Söderlund & Bredin, 2006; Stjerne & Svejenova, 2016). Agile replaces this temporal cliff with a continuous flow punctuated with short-term, orchestrated pauses, which we conceptualize as *continuous temporariness*. As a result, some organizational fragmentations created by projects’ temporal cliffs are partially mitigated, while other challenges, such as a potential tendency towards short-termism, become even more pronounced. These shifts lead us to discuss organizational consequences of agile-based projectification, and call for further empirical investigation, and conceptual theorizing of our understanding of time and projects.

2. Literature and conceptual grounding

2.1. Projectification

Projectification refers to the increasing reliance on projects as a dominant mode of organizing within firms (Maylor et al., 2006; Midler, 1995) and society (Jensen et al., 2016; Lundin et al., 2015). The significance of projectification is well-documented. Schoper et al. (2018) and more recently Wald et al. (2025) estimated that approximately one-third of all work in Western economies is conducted through projects, underscoring its structural importance across sectors, and positive economic impact (Henning & Wald, 2019).

Scholarly inquiry followed the trend and examined projectification as a process or as an outcome (Maylor & Turkalaine, 2019), through multiple perspectives, levels of analysis (Fregolente et al., 2022). Our focus is on the projectification as an outcome, its managerial approach, and at the firm level of analysis (Jacobsson & Jalocha, 2021). Finally, Packendorff and Lindgren (2014) discern narrow and broad conceptualisations of projectification, the first focused on increased primary of projects in organisations, while the latter extends to social and cultural implications of projects in society. We take the narrow conceptualisation as a starting point, but draw implications (in the

discussions), pertaining to broader conceptualisation of projectification. The clear boundaries of the study allow us to compare our empirical findings on “agile-based projectification” with extensive published empirical studies on projectification and project-based organizations to assess whether we are witnessing a novel form of projectification, and how it entails.

2.2. The project as a temporary organization

Projects are at the heart of projectification. Scholars describe projectification as an increased emphasis on the “project dimension” (Bredin & Söderlund, 2006) or “project primacy” (Maylor & Turkalainen, 2019), meaning that organizations prioritize project-based organizing over other structural dimensions such as functions (Bredin & Söderlund, 2006; Engwall & Jerbrant, 2003; Hobday, 2000; Midler, 1995) or geographic divisions (Midler, 2019). Despite the central role of projects in projectification, most studies assume a stable understanding of projects as temporary organizations (e.g., Geraldi et al., 2022; Kreiner, 2020; Morris & Geraldi, 2011). Notable exceptions, like Maylor et al.’s (2016) concept of programmification, remain rare and still treat projects and programs as temporary organizations. Therefore, our starting point in understanding projects in projectification is grounded in the concept of temporary organization. We build on the 4T framework of temporary organizations, introduced by Lundin and Söderholm (1995), which, despite the field’s evolution over 30 years (Geraldi et al., 2025), remains central to the field (e.g., Bakker, 2010; Burke & Morley, 2016; Sydow et al., 2025). Observing significant shifts away from this framework signals a qualitative shift in the nature of project-based organizing, and hence also of projectification.

Lundin and Söderlund (1995) emphasized that a temporary organization is not merely a set of tools, processes, or a specific management method, but a distinct mode of organizing—one that is created with the explicit intention of ending. Consequently, temporary organizations are open to various modes of organizing—whether waterfall (Lindkvist et al., 1998), concurrent engineering (Lenfle & Loch, 2010), parallel experimentation, design to cost (Midler, 1995), and, of course, agile (Beck et al., 2001). Agile-based organizing is often implicitly treated as another mode of organizing projects—and, thus, assumed to embody temporary organizations’ temporal cliff, and its consequences. We question that assumption.

2.3. The 4Ts: time, task, team, and transition

Time. Although the 4T framework presents “time” as equally relevant to the other dimensions, time is central to temporary organizations (e.g., Ika et al., 2025), which are defined by an institutionalized expectation of ending. Through such temporal bracketing, time becomes sequential, deontological and a scarce resource; time “ends”—a phenomenon that we call “temporal cliff”. And, as the project gets closer to the deadline, time contracts, rendering it inherently dynamic.

Prior work has explored the consequences of temporal cliffs at the organizational level, highlighting e.g. challenges in creating rhythm and continuity between projects (Brown & Eisenhardt, 1997), the need for boundary work to link past and future (Stjerne & Svejenova, 2016), the ability to move toward distant futures (Feuls et al., 2024), and opportunities for repetition and learning (Brady & Davies, 2004).

Task reflects the action orientation of temporary organizations, which must operate within specific time constraints, creating a tension between ambition and the need to complete tasks on time. Closure is crucial—not only as an end, but to enable new opportunities (Jensen et al., 2016). As we move to the organizational level, repetition, learning, and improvement become key challenges (Brady & Davies, 2004; Lindkvist, 2004; Prencipe & Tell, 2001).

Team is assembled for the temporary organizations and dissolved with it. While this opens opportunity to tailor team composition to fit project needs, it also opens coordination and collaboration challenges,

that may be overcome through e.g., scheduling (Lindkvist et al., 1998), roles (Bechky, 2006), and other artifacts (Ewenstein et al., 2009; Whyte, 2019).

Moving into the organizational level, the temporal cliff in teams raise issues for e.g. HR in talent management, performance reviews (Bredin & Söderlund, 2006; Engwall & Jerbrant, 2003) and resource allocation (Engwall & Jerbrant, 2003), where competition for limited resources fuels political maneuvering and short-termism.

Transition. Projects are designed to change the status quo. Transition embodies the concern with progression and achievement of the project purpose and is seen as “the very *raison d’être* of the project”. (Lundin & Söderholm, 1995, 443). Project-based organizing aims to bring about both instrumental change (the actual shift) and symbolic change (shifting expectations, beliefs, and perceptions). However, as tasks and goals evolve, the initial objectives set during planning may no longer be relevant (Kreiner, 1995, 2020). Empirical studies show that ambitious goals often clash with complex realities, leading to disappointments in goal implementation (Clegg & Courpasson, 2004; Galdi et al., 2020). Lundin and Söderholm (1995) highlight the importance of symbolic transition—a narrative guiding the project’s progress, from the present state to the desired outcome, helping maintain legitimacy until the project’s termination.

Taken together, temporary organizations serve to organize large visions into workable and complex endeavors (task) for assigned people (team), and create commitment and a sense of urgency for progression and achievement (transition). However, at the same time, temporary organization’s temporal cliff creates fragmentation, and requires organizations to reconsider how to strategize and govern (e.g. Brown & Eisenhardt, 1997; Löwstedt et al., 2018), to distribute resources and manage talent (e.g. Engwall & Jerbrant, 2003; Huemann et al., 2007; Söderlund & Bredin, 2006;), to develop capabilities and learn (e.g., Brady & Davies, 2004; Prencipe & Tell, 2001). Such fragmentation, we argue, opens up potentials for a further evolution of the nature and manifestation as new modes of organizing project work.

2.4. An agile-based projectification of the firm

2.4.1. Agile

Agile-based organizing has become a project management trend, particularly in the IT industry (Pries-Heje & Bucka-Lassen, 2018). A survey of 1740 Danish companies found that the use of agile increased from 40 % in 2014 to 60 % in 2018, reflecting its growing popularity (Pries-Heje & Bucha-Lassen, 2018). Similarly, a global survey of 1300 IT and business leaders showed 40–45 % adoption of agile (Panditi, 2018).

Emerging from dissatisfaction with traditional plan-driven methods like stage-gate and “waterfall,” (Beck et al., 2001) agile-based organizing promises greater adaptability, customer focus, and responsiveness to market changes (e.g., Cockburn, 2006; Highsmith, 2009). Agile widespread has been accompanied by certification schemes such as PMI Agile, SAFe and ICA Agile Certified Professional. At the heart of different versions of agile-based organizing are stable teams, iterative and incremental development, and frequent interaction with pertinent stakeholder groups like the customers (Dybå & Dingsøy, 2008; Malik et al., 2021; Tam, 2020) enacted through a series of ceremonial practices reoccurring cyclically, like Daily Standups, Retrospectives, Release Planning, Unit Testing, etc. (see Campanelli & Parreiras, 2015, for a comprehensive list).

Organizations often turn to agile-based organizing under the assumption that it enhances flexibility, customer focus, and responsiveness to market shifts (e.g., Cockburn, 2006; Highsmith, 2009). Empirical studies confirm its positive impact on e.g. project innovativeness, portfolio success (Kaufman et al., 2020), efficiency, stakeholder satisfaction (Serrador & Pinto, 2015), employee dedication (Meier & Kock, 2023), and empowerment (Malik et al., 2021).

2.4.2. The scaling of agile

Building on positive experiences, agile-based organizing—initially applied at the team level, has expanded across organizations (Dingsøy et al., 2018; Dumitriu et al., 2019). Researchers have proposed various definitions and scales for “scaling” agile (Dingsøy et al., 2018; Dumitriu et al., 2019), such as horizontal and vertical (Dingsøy et al., 2018), along with frameworks like the Spotify model, Large-Scale Scrum (LeSS), and the Scaled Agile Framework (SAFe) (Marnewick & Marnewick, 2022). Despite widely recognized and studied adoption challenges (Ambler, 2006; Campanelli & Parreiras, 2015; Dikert et al., 2016; Sithambaran et al., 2021), when implemented, agile at the organizational level influences governance and coordination across teams, and alignment between agile practices with broader organizational goals, and bears similarities to projectification process, yet with a stronger emphasis on agile orientation, which we term “agile-based projectification”.

While agile-based organizing contrasts stage-gate models in existing literature, little attention has been given to its relationship with the conceptual foundation of project-based organizing—the temporary organization. Agile, often seen as a set of practices for managing projects (Campanelli & Parreiras, 2015; Perides & Vasconcellos, 2025). Yet, when looking more closely, agile-based organizing confronts the tenants of temporary organizations. For example, agile-based organizing does not have a deontological temporality with a predetermined end but, instead, works in never-ending cycles, the so-called “sprints”. This suggests that the agile-based projectification is a different kind of projectification, with fundamentally different implications for how the firm is organized. Hence, agile offers a relevant window into new forms of projectifying the firm. We therefore ask, if agile is a significantly different mode of organizing, as extensive research suggests (e.g., Conforto et al., 2016; Dybå & Dingsøy, 2008; Serrano & Pinto, 2015), how does agile-based projectification shape our understanding of projectification and its organizational consequences?

2.5. Temporal structuring and the agile-based projectification of the firm

We frame our analysis of agile-based organizing and projectification within the literature on organization and time. Ika et al. (2025), based on Blagoev et al. (2024) categorize three conceptualizations of time in project studies: scarce resource, temporal structure, and processual flow. Our focus is on temporal structures. As Pentland et al. (2025) argued: “Because nothing exists outside time, temporal structures provide the foundation on which all other organizing unfolds” (p. 114).

Temporal structuring in any practice implies that individuals (re) enact or alter their temporal frameworks—both implicitly and explicitly—orienting their ongoing activities. A practice is constituted through and constitutes its temporal structure. As described in Orlikowski and Yates (2002), “time is realized through people’s recurrent practices that (re)produce temporal structures that are both the medium and outcome of those practices” (Orlikowski & Yates, 2002, p. 689).

Previous research on temporal structuring in project-based organizing highlights key concepts like pace (Galdi et al., 2020), rhythm (Dille & Söderlund, 2011), and deadlines (Lindkvist et al., 1998), emerging mostly as organizational consequences of temporary organization’s temporal cliff. As temporal cliff is not as salient in agile-based organizing, which, in turn, engender alternative temporal structures. Therefore, temporal structure lens offers an insightful lens to contrast agile and project-based projectification.

While our theoretical focus is on temporal structuring, we also connect aspects of *temporality*, which invites us to reflect on the connections between past, present and future (e.g., Hernes, 2022; Hernes & Schultz, 2020), a view also being recently introduced explicitly to project studies (Feddersen et al., 2024). The connecting of time as structure and as process (related to temporality) has been called for in recent conceptual review (Blagoev et al., 2024), and turned relevant in our finding, as we observed the potential for short-termism, yet also reflective practices

caring the potential to foster connections through time. Temporality language helped us disentangle the findings theoretically.

We also build on practice theory, as the understanding of temporal structuring is also closely related to its practice. Broadly defined, a practice refers to “accepted ways of doing things, embodied and materially mediated, that are shared between actors and routinized over time” (Vaara & Whittington, 2012, p. 287). In practice theory, practices are not just part of social life—they constitute it. Social life comes into being through actors’ situated sayings and doings (Schatzki, 1996). Therefore, zooming in on changes in practices allows for an exploration of the organizational consequences of agile-based organizing, and exploring how this challenge our understanding of projects and, ultimately, projectification.

From a temporal structuring perspective, projects are something that actors do *in time* rather than something that firms have. In this view, practitioners draw on and perform social practices in their day-to-day work. The performance of social practices is, then, fundamental not only for the constitution of social and organizational life, but also of the practices themselves: If people stop reenacting the practice, it will cease to exist. Hence, the practices around project-based organizing emerge as actors choose to enact those practices in their day-to-day work—shaping time, task, team, and transition as the core arenas of temporary organization (Lundin & Söderholm, 1995).

In the context of this study, agile is seen as a bundle of practices used to organize work that was once organized through projects. These practices form temporal structures, and hence they become temporal structuring practices. Therefore, taken our temporal structuring perspective, we see agile practices as what practitioners actually do, that is, how they enact agile methods and frameworks like SCRUM, in their context and management practice. We take a particular interest in how such doing creates temporal structures that in turn (re-)create its practices.

Accordingly, agile-based projectification is a bundle of practices that goes beyond the organizing of project teams, and is involved in the horizontal and vertical enactment of agile principles as a dominant mode of organizing not only in but also around projects (Morris & Galdi, 2011). Such practices tend to be inspired by frameworks for “agile at scale”, like SaFE and LESS, as discussed in the last section, yet adapted and enacted in context, and captured empirically.

3. Method

3.1. Case and setting

We adopt a representative case study design to unveil the practices performed in the agile-based projectification of a firm. Our unit of analysis is the project-based firm, and our phenomenon of interest is the bundle of practices associated with agile and the agile-based projectification of the firm. Selecting a representative case is appropriate as our goal is to examine a typical instance of a broader phenomenon (Yin, 2014)—in this case, the agile-based projectification of the firm. While we recognize that every firm exhibits context-specific variations, our aim is to develop conceptual insights that transcend localized enactments of agile-based organizing. Such insights will enable us to deepen our understanding of the conceptual consequences of agile as a mode of organizing, and how this mode compares to traditional project-based organizing. Accordingly, by focusing on a representative case, we aim to produce analytical generalizations that contribute to theory development regarding agile-based and project-based organizing.

We conducted an in-depth study of a three-year process of adopting agile at a large financial, customer-owned firm, which we termed “FFR.” At the time of our study, FFR had over 1000 employees and more than 25 per cent of its home country’s population as customers. The organization was deeply engrained in over 100 years of enduring bureaucratic structures, long-term planning, and financial services focused on low-risk and “safe” financial options. The focus on long-term planning and

safety was manifested throughout the entire company and espoused externally as part of its brand value. Consequently, its strategy was by and large long-term and based on hierarchical, top-down decision-making implemented through projects and programs across the organization.

A few years before our empirical study, FFR began adapting to the digitalization of the finance industry, resulting in a significant expansion of its IT department. This shift is noteworthy because the IT industry is heavily influenced by agile-based organizing (Pries-Heje & Bucka-Lassen, 2018). As FFR became more IT-oriented, it hired more people with agile experience. Yet, it was only with the hiring of a new CIO experienced in agile-based organizing around 2015 that agile was crystalized as an organizational solution to increase flexibility and speed. The new CIO formed alliances and assembled a team to lead the “go agile” initiative, which started as a small experiment and eventually came to dominate the organization. In a prior publication (Stjerne et al., 2024), we explored this agile-based projectification process. Here we turn to its outcome.

In adopting agile, FFR’s members reinforced the movement toward agile-based organizing by explicitly avoiding vocabulary used in conventional project management practices, instead deploying “gaming wording.” For example, in agile, “Epics” refer to large strategic initiatives or projects that are broken down into so-called “Features,” that teams develop into “Stories,” as opposed to conventional “tasks.” The adoption of agile also prompted structural changes. Teams that worked on Features were organized in “Agile Release Trains” (ARTs), and FFR’s IT department moved from project-oriented, temporary structures into ARTs with fixed teams. Governance practices were also restructured, delegating authority to the ARTs to manage priorities through ten-week “PI Planning” meetings. This shift fundamentally changed project planning and execution from conventional, plan-based practices to iterative practices. Projects evolved incrementally, with frequent replanning based on current progress and the shifting priorities of various stakeholders, rather than during a testing phase closer to the end of the project, which was typical of the waterfall modes of organizing at FFR. Therefore, we argue that FFR is a representative case, one that renders the agile-based projectification of the firm salient through the fundamental changes that occurred with the adoption of agile, which reshaped organizational structures, processes, and day-to-day language.

3.2. Data collection

Data were collected through an ethnographic study conducted by the second author between March and December 2018. The study began with a large strategy launch event for B2B customers, followed by observations of agile ceremonies within the first Agile Release Train (ART) introduced to enhance FFR’s IT product development flexibility. A week later, the study expanded to include a second ART, launched a year earlier as a pilot for agile practices. This dual focus allowed for a rich understanding of agile implementation from inception to broader rollout. The second author shadowed one team from each ART once a week, observing day-to-day work, decision-making, and challenges, and participated in agile ceremonies across organizational levels. In total, the study involved 20 days of participant observation in PI Planning and ART ceremonies, 17 days in teams’ day-to-day work, and six senior management meetings.

During the ethnographic fieldwork, the second author engaged with team members as they estimated workloads and prioritized Features within Epics. In late summer 2018, the first and second authors also conducted interviews with top management to capture leadership perspectives on FFR’s agile transformation. In total, 30 interviews were conducted with 28 individuals across various organizational levels and roles, including team members, Scrum Masters, Product Owners, ART managers, Portfolio Managers, middle managers, and C-suite executives. The interviews totaled approximately 36 h, averaging 1 hour and 24 min each, and were transcribed verbatim for analysis.

Table 1

3.3. Data analysis

We adopted an abductive approach, iteratively linking empirical data with theory to generate new insights while grounding our analysis in participants' experiences (Timmermans & Tavory, 2012). Abductive analysis, as the authors note, is a creative inferential process shaped by researchers' social and intellectual positions. From the outset, we were interested in the role of agile in organizing. With two authors rooted in project studies and experienced in waterfall project and portfolio management, the emergence of agile as an alternative organizing mode prompted us to explore its implications for FFR.

Throughout the ethnographic study, the first and second authors met weekly to discuss observations and cluster emerging research questions into themes that guided further inquiry. In discussions with the third author, we saw potential to interpret agile-based projectification as a managerial approach (Jacobsson & Jalocha, 2021) through a practice-based lens. This perspective resonated with Lundin and Söderholm's (1995) 4Ts framework and early projectification research, offering a coherent theoretical foundation. Based on this, we conducted a two-step data analysis.

Step 1: Analysis of how actors performed agile as a mode of organizing. We began by coding themes related to agile practices across hierarchical levels, focusing on how actors enacted tasks associated with agile. Our analysis extended beyond team-level practices to organizational activities linking different levels, such as PI Planning. Guided by a temporal structuring perspective, we examined actions in time by the "go agile" team, including sprints, stand-up meetings, and related practices like priority board meetings.

Using open coding, we documented data manually with text markers and sticky notes, applying descriptive or in-vivo labels. To let themes emerge organically, we adopted an insider-outsider approach (Gioia et al., 2010): the first and second authors, immersed in the field, maintained contextual sensitivity, while the third author, with expertise in practice theory, served as a "devil's advocate" (Gioia et al., 2013, p. 19) during interpretation. This interpretation process was guided by an interest in practices behind agile-based projectification, and how agile as a mode of organizing differed from stage-gate project management. This methodology resulted in the identification of approximately 100 emergent codes.

These codes were then grouped into "first-order concepts" — categories grounded in participants' experiences (Gioia et al., 2013) — by consolidating similar codes (Strauss & Corbin, 1990) using visual maps. This process, driven by practice interdependencies, resulted in eleven first-order themes.

Step 2: Analysis of the outcomes of organizing as agile. We then shifted from an "inductive" to an "abductive" approach by aligning our coding with existing literature. We observed that the identified practices contrasted with the well-established 4Ts of temporary organizations (Lundin & Söderholm, 1995). The comparison sparked the idea of this paper. We aggregated the 11 first-order themes into four second-order themes (see overview in Appendix). Moreover, we used the practice lens and, later, temporary structuring to guide our analysis and discern what constituted our phenomena of interest.

4. Findings: from temporal cliffs to continuous temporariness

We observed a shift from the temporal cliffs typical of traditional project-based organizing with the linear deontological temporality to

¹ The collected data is part of a larger research project, that has already led to prior publications (see Stjerne et al., 2024). The current work analyzes the data from the perspective of project studies, with a focus on the projectification process involved in the scaled adoption of agile.

what we term "continuous temporariness," work was performed as a continuous flow punctuated by pre-established and non-negotiable short temporal cycles (*hyper-temporariness*) and reinforced by structured events (*orchestrated pauses*). In this new mode of organizing, temporal horizons simultaneously contract and expand: work is structured in shorter cycles interconnected in an ongoing, unfolding process (*forgiveness continuity*). Fig. 1 summarizes our key findings.

This paradigmatic shift in how time is structured cascades across all three dimensions: "tasks" become oriented around cyclical releases rather than the completion of a singular goal; "teams" tend to remain stable over time rather than being dissolved after project completion; and "transitions" occur not as one-off handovers, but as iterative increments of minimum viable products, reprioritized with each new cycle. In what follows, we unfold the novel temporal structures engendered in agile-based organizing, and their implications for the task, team, and transition of temporary organizations.

4.1. Hyper-temporariness

The notion of hyper-temporariness captures a distinctive temporal structure salient in agile-based organizing, characterized by rigid, cyclical, and short-term temporal structures. In contrast to traditional project-based organizing, where deadlines are sporadic and typically determined by project characteristics, agile-based organizing involves a predefined and non-negotiable cadence. This cadence serves as temporal brackets that structure and pace work. Examples of such temporal practice include ten-week "Release Cycles," subdivided into two-week "Sprints."

Hyper-temporariness mitigated some of the shortcomings of project-based organizing, which—in FFR team members' eyes—was ineffective, as one of them explained:

"...you get an ability to actually do significant strategic changes up here every ten weeks and get them executed without having a lot of waste or lost investment. If it was pure project or program management, you would have to stop big projects with the disruption to the business and just the motivation of the employees." (interview)

Interestingly, our observations suggest that this shorter time horizon did not necessarily foster short-termism, as one would expect, but instead offers the potential for new ways of connecting short and long-term temporal horizons through iterative experimentation. This can be noted in reflections by a strategic advisor:

"...it [two-week sprints] means that every two weeks you can actually design experiments and validate it with either real or approximated customers..."

Yet, a fundamental rethinking is required to make the new temporal structure perform as intended. These cycles do not merely structure project timelines; they actively shape the nature of work itself. For example, stakeholder management and customer interaction would then have to not be treated as separate tasks as seen in project-based organizing, but are instead embedded within the development process itself. This requires different collaboration mechanisms and much stronger engagement of several stakeholders throughout the process. More fundamentally (at least conceptually), rather than allocating time in accordance with the task, tasks are adapted to fit the time available, which, in agile language, is known as time-boxing. In other words, deliverables must be broken down into tangible, usable outputs that can be delivered within pre-defined temporal brackets. Unlike temporary organizations, where tasks were designed and attached to a (larger) purpose, tasks here are intentionally designed and fragmented to fit within these narrow temporal windows. As a result, the adoption of agile invokes a shift a *time-based logic of organizing*. We will return to this point when discussing the implications of hyper-temporariness to *Task*.

4.2. Orchestrated pauses

Hyper-temporariness is reinforced by structured and cyclical events

Table 1
Data overview¹.

Level	Interviews			Observations		
	Number of		Average Length (min)	Days	Description	Field notes (pages)
	Interviews	Interviewees				
Top management	11	9	68	3	(1)	26
Middle management	9	9	65	19	(2)	83
Agile teams (0)	10	10	80	27	(3)	67

Legend:

- (0) Managers, employees, coaches, consultants and advisors.
- (1) Board meetings involving 6–16 top managers.
- (2) Coordination meetings of 50–60 middle and Agile managers.
- (3) Daily meetings and day-to-day work by Agile managers, employees, coaches, consultants and advisors; informal encounters.

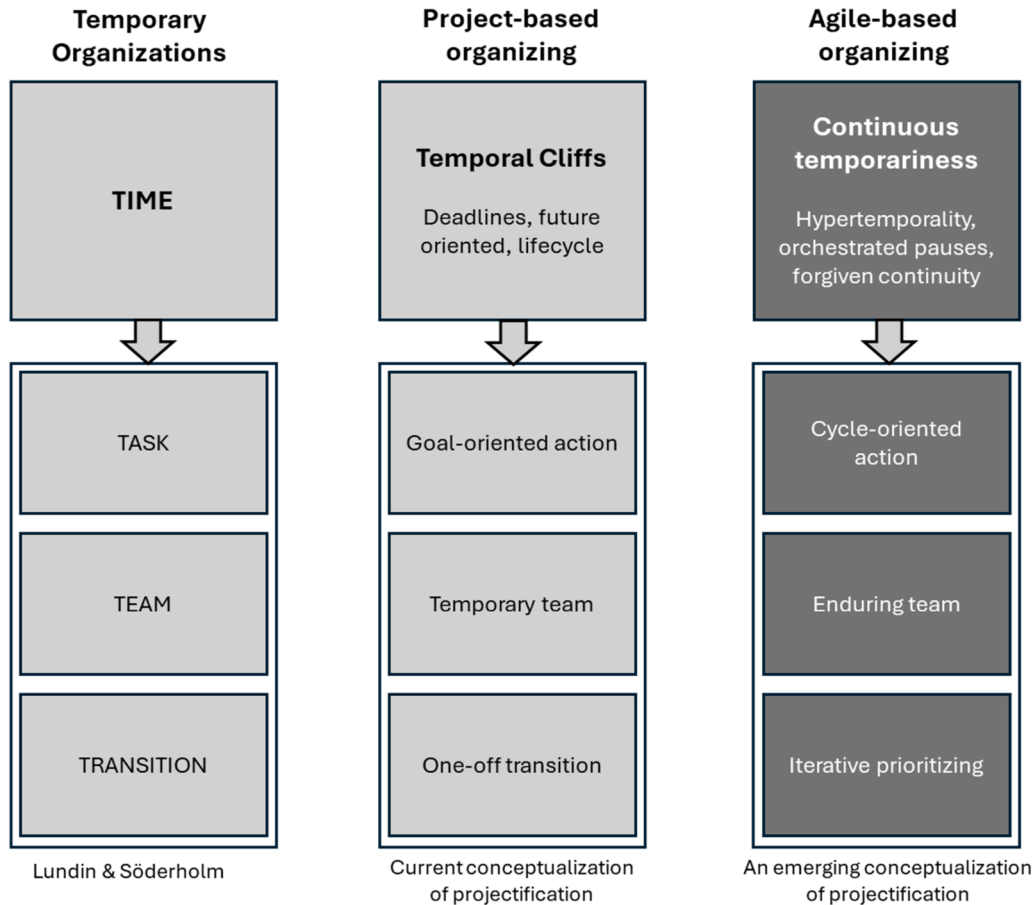


Fig. 1. The 4Ts: From project-based to agile-based organizing.

known as “ceremonies.” These ceremonies function as *orchestrated pauses*—deliberately scheduled interruptions in the workflow that facilitate cross-functional and cross-hierarchical collaboration. Rather than disrupting the process, these pauses serve to sustain the cadence and cyclical temporal structure which would be otherwise a fluid progression of tasks.

Orchestrated pauses follow the cyclical temporal structure of agile-based organizing and served as *temporal spaces* to *connect past and future into present action*. The connection through time happens at different levels of resolution. Every ten weeks, PI Planning initiates a release cycle by breaking down strategic Epics into Features and allocating them across teams within Agile Release Trains (ARTs). Once set, priorities and resource commitments remain fixed until the next round, making these pauses essential for cross-team alignment. At a finer resolution, Sprint Planning every two weeks turns PI outcomes into

actionable tasks, followed by Sprint Reviews to showcase progress and gather feedback. This rhythm supports reflection, rapid adjustments, and keeps work aligned with user needs—bringing past and future into present-focused action.

The *orchestrated pauses* thus is not merely a formality but a critical temporal structures that sustain agile’s *hyper-temporariness* and ensure coordination and adjustments, connecting action through time.

4.3. Forgiven continuity

“Forgiven continuity” refers to a temporal structure that bridges short-term cycles, creating a sense of sustained flow and coherence. Traditional project-based organizing—often captured by the waterfall metaphor—advances through sequential, bounded phases, each oriented toward definitive closure. Forgiven continuity of agile-based

organizing, in contrast, privileges flow over finality, akin to a conveyor belt: work flows steadily through the organization in a repeatable rhythm, and any item that is not completed in one cycle is reinserted onto the belt—looped back into the backlog for future attention. It allows for initiatives to move forward, even when they are incomplete, flawed, or uncertain—on the assumption that they can be revisited, refined, or reprioritized in future cycles. Rather than treating unfinished work as a failure, this logic absorbs and forgives incompleteness as a natural feature of continuous delivery. In this sense, agile-based organizing decouples progress from completion, allowing a continuous flow, even though some of the planned elements remain unresolved.

This logic was endorsed and articulated by the CEO, who emphasized the need to make transformation part of everyday operations rather than a separate or occasional initiative:

“...it will be running like finding a project, finalizing a project, finding a new one, which one should we take, uhh this one, and it’s far too slow. So, you have transformation as part of running the business... It’s a way to get the organization to work on the changes and not just to implement what you have been told to implement...” (interview)

Ultimately, forgiven continuity enables ongoing movement, resilient responsiveness, and tolerance of imperfection. Agile-based organizing, under this model, is not driven by linear success, but by a rhythm of iteration where momentum matters more than closure, and every cycle is a step in an unfolding trajectory.

4.4. Continuous temporariness

Hyper-temporariness and forgiven continuity appear at first as a paradox but seem to work actually as a productive tension. On the one hand, the temporal structure of agile-based organizing is shaped by non-negotiable, recurring short-term cycles—a condition we described as hyper-temporariness. On the other hand, forgiven continuity connects these discrete cycles into a flow, preventing features that are incomplete or fail to stop the flow. In this way, forgiven continuity acts as a temporal glue, linking cycles into a broader process of organizational learning and adaptation. The orchestrated pauses, in turn, may seem to stop the flow, but they actually help practitioners distinguish one moment to the next, and foster some sense of directionality. Together, these temporal structures generate a steady flow, both expanding and contracting time (see Fig. 2), mitigating the temporal fragmentation of temporal cliffs of project-based organizing.

Conceptually, continuous temporariness introduced by agile-based organizing is not merely a project method change in modes of organizing projects—it is an ontological shift in how organizations relate to time (Hernes, 2022), and thereby to organizing work. It aligns with broader societal trends of acceleration and fragmentation (Rosa, 2013), despite efforts toward continuity between sprints and releases. Indeed, some scholars have perceived a subtle but significant erosion of long-term ambitions in the name of rhythm and predictability, involving changes in the foundations of the temporary organization – not only in “time,” but also “team,” “task,” and “transition.”

4.5. Task: from goal-driven action to cycle-driven action

With agile-based projectification and its continuous temporariness, the very nature of the tasks at FFR changed. Originally, tasks were strongly connected to the organization’s goals, and predefined in the project

plan. In agile-based organizing, tasks were transformed into “minimum viable products” (MVPs), i.e., envisioned and agreed-upon outcomes that would be substantive enough that could be feasibly delivered within a two-week sprint. This removed the focus from tasks as predefined actions to achieve project goals, and instead centered on the time-boxing of tasks into smaller chunks. Conceptually, this practice emerges because of agile’s hyper-temporariness. Yet, the execution of the work was open for continual adjustment and readjustment of deliveries to fit in the size of shorter-term MVPs—conceptually linked to forgiven continuity and to orchestrated pauses.

Visualization practices—central to agile—made visible the variety and scale of tasks, enabling the composition of a feasible sprint while fostering a sense of continuity by showing what lies ahead and what is deferred. For instance, the Team Backlog displayed Features planned for the next ten-week cycle, including their estimated sizes and interdependencies, aiding prioritization and coordination across teams. Even non-prioritized Features remained visible: not discarded, but held as “memories of the future,” easing iterative prioritization and reinforcing a sense of continuity. As such, visualization practices further supported the linking of past and future, enabling reflection and action in the present.

Inspired by Lundin and Söderlund’s (1995) description of tasks as goal-oriented action, we coined the term cycle-oriented action to capture how practitioners often chopped and transformed the scoping of tasks to fit within pre-established temporal brackets, like sprints or release cycles.

4.6. Team: from temporary to enduring teams

In temporary organizations, teams are temporary, assembled to meet the demands of a specific project, and led by a (preferably strong) project manager responsible for fostering team coherence and ensuring effective collaboration and coordination. In contrast, agile teams became permanent and self-managed (Scrum Guide, document). Projects are allocated to teams, rather than teams being formed for projects.

In this way, agile teams contributed to continuity, serving as a stabilizing structure that bridged hyper-temporariness. As the strategic advisor reflected:

“So, you get to stay at the high-performing team, rather than all the change that always leads to new people having to learn to work together or people from different areas not trusting each other.” (interview, Strategic Advisor)

The shift was significant and cut across FFR. After an experiment with ten multidisciplinary teams, the CIO used the SAFE as a framework to expand the transformation to include 270 employees across 32 permanent teams (seven to nine members each), distributed over four ARTs housed on separate floors of a new building (FFR News, online document). Over time, this new structure sustained collaboration and shared decision-making, empowering the enduring teams.

“Teams” became central to measuring performance and embedding learning. Performance—defined by value creation and velocity—was tracked through each team’s own historical “velocity points,” fostering iterative learning and continuous improvement. These performance measurements were tightly linked to continuous temporariness: the cycled structure of hyper-temporariness cut time and work into exactly the same temporal brackets, rendering performance not only measurable but also comparable. Team endurance also fostered continuity and was an anchor

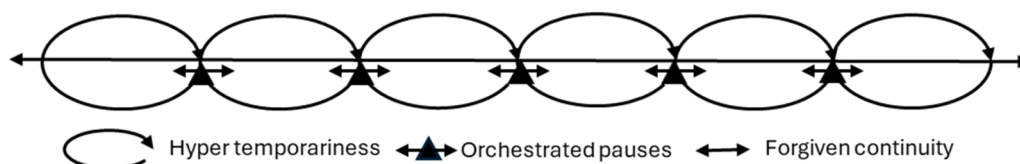


Fig. 2. Continuous Temporariness engendered by hyper temporariness, orchestrated pauses and forgiven continuity.

for performance—not of a project or an epic, but of the team. The use of velocity points as a team-owned reference point further strengthened this *internal* accountability and yet *externally* benchmarked, embedding a loop of self-regulation and improvement that aligned with both the rhythm and the ethos of agile. Finally, the *orchestrated pauses* were central for teams' reflection and learning. These structured moments allowed teams to assess progress, adapt their practices, compare them with other teams, and reaffirm collective direction, reinforcing the idea that performance was not a static output but a dynamic, negotiated process shaped in conversations in the orchestrated pauses.

Thus, the agile teams became more than just collaborative groups—they emerged as temporal agents, shaping and being shaped by the cycles they inhabited, and assuming a pivotal role in stabilizing agile-based organizing over time.

4.7. Transition: from one-off transformation to iterative prioritizing

At FFR, agile-based organizing marked a fundamental shift from a *one-off transformation* typical of project-based organizing toward an *iterative prioritizing*. In project-based organizing, transition is conceived as an instrumental and symbolic step change within organizations and society that demonstrates strong commitment and mobilization of resources to a particular strategic direction (Lundin & Söderlund, 1995). Agile-based organizing, however, operates on a distinctly different temporal structure, where transformation unfolds through small, iterative, and frequent steps—hallmarks of *hyper-temporariness*. These incremental steps do not represent definitive commitments to a fixed direction; rather, each ends in checkpoints—*orchestrated pauses*—allowing teams to assess progress and re-prioritize.

This new logic of iterative prioritizing is visible in the orchestrating pauses. For example, the Team Backlog, a ceremony that precedes PI Planning. In Team Backlog, Features within each Agile Release Train (ART) are ranked according to value, team capacity, and strategic direction, and are formally re-prioritized by the team, according to what they deemed most valuable within their velocity and competencies (field notes), encouraging continuity in the direction of change, yet with the opportunity to change, recalibrate, and perform complete turnarounds, if deemed necessary.

This expectation introduced discipline into adaptability: priorities could change, but only during orchestrated pauses.

"It [the priority] might be changed, but not significantly because you also have the rough rule of thumb that if you change more than 20 percent of what's in this ten-week period when it's running, then probably you should stop everything and do a new planning over two days. So, it's kind of a punishment [...]: Are you willing to take the cost of two days [of planning]?" (interview)

Ultimately, in agile-based organizing, transition no longer referred to a singular, large-scale transformation. Instead, it became a routine outcome of iterative prioritization—enabled by hyper-temporal cycles, paced and synchronized through orchestrated pauses, and sustained by a logic of forgiven continuity that linked each cycle into a broader trajectory of adaptive change.

5. Discussion and conclusion

Over recent decades, projects have diffused across organizations and society. This projectification has fostered a future orientation—directing attention to future projections (Jensen et al., 2016), and to the possible rather than the probable (Kreiner, 2020). Yet its "temporal cliffs" fragment work, challenging learning and capability development (e.g., Davies & Brady, 2004), effective governance and strategy (e.g., DeFillipe & Lehren, 2011; Löwstedt et al., 2018), and individual well-being (e.g., Lindgren et al., 2014; Sennett, 1998). In response, alternatives to project-based projectification have emerged, introducing fundamentally different modes of organizing; agile is one, born of dissatisfaction with traditional projects. Our aim is to examine the conceptual implications

of agile-based projectification.

One might be tempted to place agile outside the scope of project studies. Yet, many organizations now use agile to organize work previously undertaken as projects. Excluding agile-based organizing would squander an opportunity to renew established understandings of project organizing and projectification, and would risk losing alignment with practitioners' lived experience. We therefore position agile-based organizing within the broader project family (Jacobsson et al., 2015) and, in this section, examine the conceptual consequences of its continuous temporariness.

To our knowledge, continuous temporariness is conceptually unique. Adjacent notions—"permanent temporariness" (Dewey et al., 2024) and "indeterminate temporariness" (Kodeih et al., 2023)—typically describe undesirable, ostensibly time-limited situations that persist (e.g., life in migration camps), producing stuckness and emptiness. By contrast, agile's continuous temporariness is characterized by ongoing change; we use "continuous" rather than "permanent" to signal adaptability rather than stability. This framing complements work on continuity and change in agile (Lindskog & Netz, 2021) while extending the discussion to temporary organizations and to the literature on temporal structure and time.

We argue that agile-based projectification creates continuity—mitigating some fragmentation associated with traditional projects—yet narrows temporal depth (e.g., Hernes, 2022), curbing commitment to longer-term projections and locking practice into a temporally shallow, liquid present.

5.1. Continuous...

Agile-based projectification creates continuity in a temporal-structuring sense: time is organized around recurring, regular, and predictable time markers (Blagoev et al., 2024). Work runs to a fixed cyclical rhythm—daily stand-ups, biweekly sprints, and 10-week PI planning, each cycle resembles the last and sets up the next. This continuity spills over into other aspects of the 4T, shaping how tasks flow, how teams persist, and how transitions become ongoing and steady.

The most visible expression of continuity is on agile's enduring teams. In project-based organizing, such continuity can occur yet remains precarious: while some members of a project team may continue working together in the next projects (Manning, 2017), the institutional expectation is that teams end with the project. Relationships are therefore curated as connections within and across projects to bridge to future collaborations (e.g., Bechky, 2006; Jensen et al., 2016), making continuity an ongoing effort rather than a guarantee.

In contrast, in agile-based projectification, teams are expected to endure (e.g., Denning, 2018; Dybå & Dingsøyr, 2008). Other empirical work confirms our findings, and foreground team capabilities and management as core (Melo et al., 2013; Tam, 2020), with members reporting the gradual build-up of trust and flow—"We're getting a good flow now, and the trust is starting to build" (Burga et al., 2022, p. 81). Moreover, enduring ties also extend across teams via ceremonies and events (e.g., hackathons), creating stable inter-team linkages (Junker et al., 2025).

Agile also produces continuity in *task*. Unlike project-based organizing—where time markers follow project-specific milestones and the intensity and type of work shift across the lifecycle (Lundin & Söderholm, 1995)—agile makes the flow of work predictable over time. As discussed under "forgiven continuity," work flows as in a conveyor belt that rarely stops; this steady cadence reinforces a sense of continuity (Burga et al., 2022; Denning, 2018). Continuity, thereby, expands time, as work and team don't have a pre-established death sentence, they instead continue indefinitely.

5.2. ...Temporariness

Continuity coexists with temporariness: the flow is continuous, yet

bracketed by short, reoccurring cycles. To situate temporariness in the literature, we use the concept of temporal depth (Hernes, 2022)—how far and to what extent practitioners engage pasts and futures when acting in the present. The farther and denser the past and future drawn into present action, the deeper the temporal depth (Hernes & Schultz, 2020).

In traditional project-based organizing, projects commit to an imagined long-term future and link it to present action. This typically enacts deeper temporal depth, often skewed toward the future. By contrast, agile's temporariness compresses temporal depth and tends to lock practitioners into a shallow present.

Tasks are not primarily designed to advance a distant end-state, as in traditional projects, but to fit the length of the cycles. Transition likewise shifts from a one-off transformation to iterative prioritization. Its cyclical reprioritization could create moments to reconnect with longer-term epics—the closest agile comes to deeper temporal depth—but usually it merely questions whether direction still holds, whether the commitment to it should be kept.

This regular reprioritization is deliberate—a core selling point of agile—supporting responsiveness in uncertain contexts where end goals cannot be fully articulated. The trade-off is that commitments to end goals remain provisional, and planning anchors in the recent past and short-term future, reinforcing shallow temporal depth, - an effect that helps explain why agile-based organizing is often considered ill-suited to longer-term initiatives, such as infrastructure projects (Svejvig et al., 2019).

Orchestrated pauses could, in principle, deepen temporal horizons. Yet, our observations suggest that gains in temporal depth are not guaranteed. Enthusiasts emphasized how short horizons enable experimentation and continuous improvement, but because pauses are tied to fixed cycles (e.g., a two-week sprint or a 10-week PI cadence), we observed practitioners often remain confined to those horizons, keeping a shallow temporal depth.

Evidence from other studies echoes this tension. In Burga et al. (2022), a team member describes the experience as “more fluid,” yet “floundering” without a set target—preferring “something was set, and we could work towards it” (p. 81). A partial remedy appears in Välikangas and Järvenpää (2021), where a repertoire of temporal structures—also punctuated by ceremonies—spans multiple horizons, including cycles of roughly six months. Even so, in their academic context, six months is not a long temporal horizon, so it is still, in relative terms, shallow.

In sum, while *orchestrated pauses* and cyclical *iterative prioritizing* could, potentially, deepen temporal horizons, the overall temporal structures in agile-based organizing confines practitioners' gaze to the present rather than future-oriented toward significant transformations.

5.3. Continuous temporariness: A projectification without projects?

We now turn to a more existential level, following a broad conceptualization of projectification (Packendorff & Lindgren, 2014). In line with Clegg and Courpasson (2007), contemporary projects embody liquid modernity: long-term visions surrender to the moment. Agile-based organizing intensifies this presentism. Its continuity flattens time: today and tomorrow look and feel alike. The same working relationships, the same ceremonies, and a steady stream of similarly scoped tasks recur with little friction. While this smoothness is reassuring and productive, novelty fades, attention settles in the present, and the longer-term purpose drifts to the margins.

Yet, excitement keeps work flowing. While project-based projectification generates excitement by connecting work to a longer-term, extraordinary purpose (Lindgren et al., 2014), agile-based projectification creates excitement by accelerating pace and a frequent feeling of task completion at each cycle. The work tempo though can mask a potential alienation created by disconnection to long-term purpose (Hardering et al., 2021).

The “elephant” metaphor helps to crystallize the point. In traditional projects, one “eats the elephant” by cutting it into parts while never forgetting that the aim is to eat the whole. In agile-based projectification, the slicing can become so fine, and the flow so *predictable*, and temporal depth so shallow, that very magnitude of the practice of eating an elephant recedes from view: tasks detach from longer-term goals, and the thrill of the project wanes. Thus, even if the elephant is eventually eaten, the continuous temporariness of agile-based organizing may hollow out the sense that it was an elephant at all—eroding the big picture and weakening commitment—until the act reduces to merely eating.

5.4. Limitations and future agenda

While we have initiated reflections on this topic, our study is limited to a single case study within the IT industry, offering limited insight into developments in other sectors. Moreover, we cannot rule out that our organization's enactment of agile-based organizing is different from other organizations even within the IT industry. Additionally, we observed agile-based projectification during its early phases of implementation. Some of our findings may shift over time, highlighting the need for longer-term engagement with companies or studies where agile methods have been in use for many years. Moreover, agile may no longer be at its peak, with new practices such as lean, Kanban, and hybrid models gaining increasing popularity. While studying trends can be valuable in its own right, it would be equally interesting to explore what drives practitioners toward new modes of organizing, beyond mere fashion or isomorphism.

Finally, our work contributes to ongoing discussions about time and projects (Feddersen et al., 2024; Hernes, 2025; Ika et al., 2025), an area that calls for further conceptual development. Time, despite being central to projects, remains surprisingly under-theorized. As such, our work contributes to placing time more prominently within project studies and projectification. Ultimately, this work invites a deeper reflection on how time shapes the ways we organize and engage with projects in an ever-evolving landscape—one that is simultaneously anchored in the moment yet must stretch to distant futures to contribute meaningfully to both firms and society.

Taken together, agile-based organizing departs from projects as temporary organizations in fundamental ways, giving rise to a distinct form of projectification that mitigates some of its negative consequences while introducing new ones. Agile is not the only departure from project-based organizing. Scholars have observed the emergence of methods like DevOps, framework contracts, serial acquisitions (Geraldi et al., 2022). These developments, in concert, point to a potential broader organizational and societal trend toward new modes of organizing projects, potentially de-projectification (Jacobsson & Jalocha, 2025) or post-projectification, opening up exciting avenues for future research. If the diffusion of traditional project-based organizing has reached a plateau, and if agile-based projectification is part of a larger movement toward alternative modes of organizing project work, are there further types of projectification? If so, what mechanisms and practices drive these processes? How do the modes of organizing diffused through these types of projectification differ from conventional project-based and agile-based organizing in terms of the 4Ts? What temporal structures are embedded in these modes of organizing, and in which ways do they differ? Does the projectification of these alternative modes of organizing create a simultaneity of independent ways to (re) organize project work, or do they amalgamate into yet another form of projectification? These and many other questions around projectification, we believe, are worth exploring. We hope that our article provides an important step toward the next era of research on projectification in which agile-based organizing plays a more visible role.

CRedit authorship contribution statement

Joana Geraldi: Writing – review & editing, Writing – original draft, Visualization, Validation, Supervision, Methodology, Investigation, Funding acquisition, Formal analysis, Conceptualization. **Iben Stjerne:** Writing – review & editing, Writing – original draft, Visualization, Validation, Methodology, Investigation, Formal analysis, Data curation,

Conceptualization. **Matthias Wenzel:** Writing – review & editing, Writing – original draft, Visualization, Validation, Supervision, Methodology, Formal analysis, Conceptualization.

Declaration of competing interest

There is no conflict of interest.

Appendix

Appendix

Appnedix
: Coding.

Aggregate dimensions and second-order themes	First-order theme	Illustrative data
Continuous temporariness: the performance of work as a continuous flow punctuated by pre-established and non-negotiable short temporal cycles reinforced by structured events.	<i>Forgiven continuity</i> whereby a continuous workflow is enabled by forgiveness and iterative correction	“Maybe we need to descope this [...] potentially some features are to die to make sure we handle some epics later on [this PI] (field notes) “We have quite a demanding development agenda and we can never fulfil that unless the organization itself is in a constant transformation. Otherwise, it will be running like finding a project, finalizing a project, finding a new one, which one should we take, uhh this one, and it’s far too slow.” (interview, Release Train Engineer)
Related to the 4Ts concept of “time”, moving it from temporary cliffs to continuous temporariness	<i>Hyper temporariness</i> engendered by pre-established and non-negotiable short temporal cycles	“These intervals were iterated in a ten-week-rhythm, which was called a ‘Release cycle’. That is, every six weeks, newly created Features were released. The ten weeks of preparation for the Release were stringently planned into three phases of two-week cycles of iterative Feature development called ‘Sprints’.” (field notes) “The good thing about two weeks is that every two weeks you can put in new demands... It also enables you to do experiments with real customers. So, it means that every two weeks you can actually design experiments and validate it with either real or approximated customers. So, where you then can get some very quick feedback.” (interview, Strategic Advisor)
	<i>Orchestrated pauses</i> that bracket time, and are reinforced by ceremonies that set pace and coordinate work	“The start of each two-week and ten-week cycle was marked by workshop-like events called PI-planning, which connected different hierarchical levels of the organization. The Ceremonies were geared towards a collective understanding of work progress and decision-making about the work to be undertaken in the next Sprint or ten-week Release cycle.” (fieldnotes)
Cycle-driven action: shorttermism by designing the work through minimum viable products yet with strong forgiveness to issues in the products, as features are actually done, and the regular revision of scope with other stakeholders, that were partly assigned to the team, partly consulting the team	Translated user stories into executable tasks within a sprint or release cycle Agile practices demand the involvement of and the sharing of information with actors outside of the pocket.	“During PI Planning and Sprint Planning ceremonies, ... the teams transformed high-priority Features into ‘Minimum Viable Products’, i.e., products that would add value and functionality to the selected Feature and that could be created within one Sprint.” (field notes) “What is difficult right now... The minute we need to look over our own fence, we get bitten into our asses... People outside the Agile teams don’t know how we work, and things take much time outside. Then, we are not Agile because we need to plan so much ahead.” (interview, Scrum Master)
Related to the 4Ts concept of “task”, usually aligned with longer term predefined goals is no longer the driving force; instead scoping of minimal viable products to be finalized within a sprint or iteration	Agile practices demand the involvement of and the sharing of information with actors outside of the pocket.	“[For the other departments, accommodating Agile] implies creating flow in the operation rather than believing that you can predict the future through capacity management. Saying that we need to start this project and not this one is no longer required.” (interview, middle manager) “During PI-planning, business owners (the customer) would typically give a number from 1–10 in business value for the feature they were responsible for. Thus, the visual board also allowed the team to observe the features that added the most value and compare features when prioritizing what comes first in the next sprint plan.” (fieldnotes) “At the end of each PI planning a collective visualization of the different teams’ PI plans was created with arrows that indicated interdependencies between features and between internal and external stakeholders and provided an overview of the risk that they would be delayed.” (fieldnotes)
Enduring teams: the participation of a fixed multidisciplinary team, organized around ARTs, with institutional expected endurance	Permanent teams operating full stack	“It’s a large shift in the way we lead and conduct competence development [...] you need to decentralize decision making to the teams, otherwise people can’t make decisions, and if you

(continued on next page)

Appnedix (continued)

Aggregate dimensions and second-order themes	First-order theme	Illustrative data
Related to the 4Ts concept of “teams”, it builds continuity, where projects are assigned to teams, rather than teams being created for specific projects	T profiles and becoming self-managing teams Prioritizing defined the order and velocity at which work was executed	don't do that, you just have competing frameworks [...]in agile you pick people with the right competencies and put them into teams, and then you ask them to develop, test and deliver the full solution [full stack] to the end customer, without asking permission for any decisions.” (interview, Agile Coach) There was a big concern, in order to do cross-functional teams, the individuals in the teams have to accept that they have to work not just to become deeper specialists, but actually also broadly, generalists. And it's a big problem for people whose whole identities build up about being the most expert person in some very, very narrow, little IT field. So, the T profile discussion, I to T.” (interview, Strategic Advisor)
Iterative prioritizing: the performance of negotiations on features, speed and order of work.	Prioritizing is outsourced to the team level	“After a period of overworking, the teams learned to be more conservative in their estimations. This team can make 40 story points per iteration, why can you only deliver 20 (story points) ... and people became too optimistic. My gut feeling told me that they can't deliver on this. They were too optimistic. I advised them to lower their ambition. You decide how much less you think you can deliver. There is a tendency to overestimate, as people think in sunshine scenarios.” (interview, Agile Coach) “Based on the formulated Strategy 2020, top management assigned features to the categories '1', '2' and '3', with '1' being the highest priority. Category 0 was later introduced.” (fieldnotes)
Related to the 4Ts concept of “transition”, prioritizing connects with strategy, and shapes the direction of what is actually undertaken, when and how, and thereby, influences transition, yet negotiations are ongoing.	Institutionalization of prioritizing	“Every [Features] needs that [to be prioritized in relation to other features]... If we had two similar priority zeroes, we just picked the things that to us seemed more important and hoped they [top management] agreed.” (interview, Scrum Master) “The idea is to build the priority based on the new knowledge you have gained during the two-day PI Planning. The priority is then made at a team level.” (interview, Strategic Advisor) “It is always interesting to debate who actually sets the priorities of the organization. Is it the board? or is it actually down in the organization? and we just approve it in the management? I try to combine it. It's a mixture of what comes top-down and what comes bottom-up. I hope the organization feels empowered to work on strategic ideas themselves. And, of course, if it requires a lot of resources, then we need to prioritize it top-down. But the idea is that the organization prioritizes themselves on how they do things. It is part of the Agile setup that they are not told (what to prioritize and how to do it).” (interview, CEO)

References

Ambler, S. W., & Sadalage, P. J. (2006). *Refactoring databases: Evolutionary database design*. Pearson Education.

Bakker, R. M. (2010). Taking stock of temporary organizational forms: A systematic review and research agenda. *International Journal of Management Reviews*, 12(4), 466–486.

Bechky, B. A. (2006). *Gaffers, Gofers, and Grips : Role-Based Coordination in Temporary Organizations*, 17(1), 3–21. <https://doi.org/10.1287/orsc.1050.0149>

Beck, Kent, Mike, Beedle, Arie, Van Bennekum, Alistair, Cockburn, Ward, Cunningham, & Martin Fowler, J. G. (2001). *Manifesto for agile software development*. <https://agilemanifesto.org/>.

Blagoev, B., Hermes, T., Kunisch, S., & Schultz, M. (2024). Time as a research lens: A conceptual review and research agenda. *Journal of Management*, 50(6), 2152–2196.

Brady, T., & Davies, A. (2004a). Building project capabilities: From exploratory to exploitative learning. *Organization Studies*, 25(9), 1601–1621.

Brown, S. L., & Eisenhardt, K. M. (1997). The art of continuous change: Linking complexity theory and time-paced evolution in relentlessly shifting organizations. *Administrative Science Quarterly*, 1–34.

Burke, C. M., & Morley, M. J. (2016). On temporary organizations: A review, synthesis and research agenda. *Human Relations*, 69(6), 1235–1258. <https://doi.org/10.1177/0018726715610809>

Burga, R., Spraakman, C., Balestreri, C., & Rezanian, D. (2022). Examining the transition to agile practices with information technology projects: Agile teams and their experience of accountability. *International Journal of Project Management*, 40(1), 76–87.

Campanelli, A. S., & Parreiras, F. S. (2015). Agile methods tailoring—A systematic literature review. *Journal of Systems and Software*, 110, 85–100.

Clegg, S., & Courpasson, D. (2004). Political hybrids: Tocquevillian views on project organizations. *Journal of Management Studies*, 41(4), 525–547.

Cockburn, A. (2006). *Agile software development: The cooperative game*. Pearson Education.

Conforto, E. C., Amaral, D. C., Da Silva, S. L., Di Felippo, A., & Kamikawachi, D. S. L. (2016). The agility construct on project management theory. *International Journal of Project Management*, 34(4), 660–674.

Conforto, E. C., & Amaral, D. C. (2016). Agile project management and stage-gate model—A hybrid framework for technology-based companies. *Journal of Engineering and Technology Management*, 40, 1–14.

Brady, T., & Davies, A. (2004b). Building project capabilities: From exploratory to exploitative learning. *Organization Studies*, 25(9), 1601–1621.

DeFillippi, R., & Lehrer, M. (2011). Temporary modes of project-based organization within evolving organizational forms: Insights from Oticon's experiment with the spaghetti organization. *Project-based organizing and strategic management* (pp. 61–82). Emerald Group Publishing Limited.

Denning, S. (2018). *The age of agile: How smart companies are transforming the way work gets done*. Amacom.

Dewey, B., Baldassar, L., & Fozdar, F. (2024). Managing the permanent temporariness of prolonged migration: The role of local and transnational care circulation among Argentine temporary migrants in Australia. *Global Networks*, 24(2), Article e12464.

Dikert, K., Paasivaara, M., & Lassenius, C. (2016). Challenges and success factors for large-scale agile transformations: A systematic literature review. *Journal of Systems and Software*, 119, 87–108.

Dille, T., & Söderlund, J. (2011). Managing inter-institutional projects: The significance of isochronism, timing norms and temporal misfits. *International Journal of Project Management*, 29(4), 480–490.

Dingsøy, T., Moe, N. B., Fægri, T. E., & Seim, E. A. (2018). Exploring software development at the very large-scale: A revelatory case study and research agenda for agile method adaptation. *Empirical Software Engineering*, 23(1), 490–520.

Dumitriu, F., Meșniță, G., & Radu, L. D. (2019). Challenges and solutions of applying large-scale agile at organizational level. *Informatica Economica*, 23(3).

Dybå, T., & Dingsøy, T. (2008). Empirical studies of agile software development: A systematic review. *Information and Software Technology*, 50(9–10), 833–859.

Engwall, M., & Jerbrant, A. (2003). The resource allocation syndrome: The prime challenge of multi-project management? *International Journal of Project Management*, 21(6), 403–409. [https://doi.org/10.1016/S0263-7863\(02\)00113-8](https://doi.org/10.1016/S0263-7863(02)00113-8)

- Engwall, M., & Jerbrant, A. (2003). The resource allocation syndrome: the prime challenge of multi-project management? *International Journal of Project Management*, 21(6), 403–409.
- Ewenstein, B., Whyte, J., Ewenstein, B., Whyte, J., & Whyte, J. (2009). *Organization studies visual representations as 'epistemic objects'*. <https://doi.org/10.1177/0170840608083014>
- Fedderson, J., Koll, H., & Gerdali, J. (2024). The temporality of project success: Vindeby, the world's first offshore wind farm. *Project Management Journal*, 55(2), 167–186.
- Feuls, M., Hernes, T., & Schultz, M. (2024). Putting distant futures into action: How actors sustain a course of action toward distant-future goals through path enactment. *Academy of Management Journal*, amj–2022 (ja).
- Fregolente, M. V., Neto, A. C. S., Ribeiro, D. R. P., Salerno, M. S., Nakano, D. N., & de Carvalho, M. M. (2022). From the wall of the industry to the soul of society: A review and multi-level analysis on projectification. *International Journal of Managing Projects in Business*, 15(2), 241–271.
- Fugl-Meyer, A. (2023). *The agile imperative: A qualitative study of a translation process in the Danish tax administration*. Copenhagen Business School [PhD].
- Gerdali, J., Teerikangas, S., & Birolo, G. (2022). Project, program and portfolio management as modes of organizing: Theorising at the intersection between mergers and acquisitions and project studies. *International Journal of Project Management*, 40(4), 439–453.
- Gerdali, J. G. (2008). The balance between order and chaos in multi-project firms: A conceptual model. *International Journal of Project Management*, 26(4), 348–356.
- Gerdali, J., Jacobsson, M., & Pemsel, S. (2025). Thirty years of temporary organizations research: A field reconnecting with its soul. *Scandinavian Journal of Management*, Article 101425.
- Gerdali, J., Stjerne, I., & Oehmen, J. (2020). Acting in Time: Temporal Work Enacting Tensions at the Interface between Temporary and Permanent Organisations. In T. Braun, & J. Lampel (Eds.), *Tensions and paradoxes in temporary organizing* (pp. 81–103). Emerald Publishing Limited. <https://doi.org/10.1108/S0733-558X20200000067010>.
- Gersick, C. J. (1989). Marking time: Predictable transitions in task groups. *Academy of Management Journal*, 32(2), 274–309.
- Gersick, C. J. (1988). Time and transition in work teams: Toward a new model of group development. *Academy of Management Journal*, 31(1), 9–41.
- Gioia, D. A., Price, K. N., Hamilton, A. L., & Thomas, J. B. (2010). Forging an identity: An insider-outsider study of processes involved in the formation of organizational identity. *Administrative Science Quarterly*, 55(1), 1–46.
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. *Organizational Research Methods*, 16(1), 15–31.
- Grabher, G. (2002). Cool projects, boring institutions: Temporary collaboration in social context. *Regional Studies*, 36(3), 205–214.
- Granqvist, N., & Gustafsson, R. (2016). Temporal institutional work. *Academy of Management Journal*, 59(3), 1009–1035.
- Hardering, F., Ivanova, M., Nickel, F., & Thaa, H. (2021). *Inequalities, work alienation and appropriation in the digital world of work*. *work appropriation and social inequality* (p. 71).
- Henning, C., & Wald, A. (2019). Towards a wiser projectification: Macroeconomic effects of firm-level project work. *International Journal of Project Management*, 37(6), 807–819.
- Hernes, T., & Schultz, M. (2020). Translating the distant into the present: How actors address distant past and future events through situated activity. *Organization Theory*, 1(1), Article 2631787719900999.
- Hernes, T. (2022). *Organization and time*. Oxford University Press.
- Hernes, T. (2025). Ecologies of temporary organizations. *Project Management Journal*, Article 87569728251324097.
- Highsmith, J. (2009). *Agile project management: Creating innovative products*. Pearson education.
- Hobday, M. (2000). The project-based organisation: An ideal form for managing complex products and systems? *Research policy*, 29(7–8), 871–893.
- Huemann, M., Keegan, A., & Turner, J. R. (2007). Human resource management in the project-oriented company: A review. *International Journal of Project Management*, 25(3), 315–323.
- Ika, L. A., Söderlund, J., & Pinto, J. K. (2025). It's time to take time seriously in the theory of temporary organizations. *Scandinavian Journal of Management*, Article 101403.
- Jacobsson, M., & Jalocha, B. (2021). Four images of projectification: An integrative review. *International Journal of Managing Projects in Business*, 14(7), 1583–1604.
- Jacobsson, M., & Jalocha, B. (2025). An essay on deprojectification: Drivers and consequences. *International Journal of Project Management*, 43(2), Article 102693.
- Jacobsson, M., Lundin, R. A., & Söderholm, A. (2015). Researching projects and theorizing families of temporary organizations. *Project Management Journal*, 46(5), 9–18.
- Jacobsson, M., & Söderholm, A. (2022). An essay on 'Homo Projecticus': Ontological assumptions in the projectified society. *International Journal of Project Management*, 40(4), 315–319.
- Jalocha, B. (2019). The European Union's multi-level impact on member state projectification in light of neoinstitutional theory. *International Journal of Managing Projects in Business*, 12(3), 578–601.
- Jensen, A., Thuesen, C., & Gerdali, J. (2016). The projectification of everything: Projects as a human condition. *Project Management Journal*, 47(3), 21–34.
- Junker, T. L., Bakker, A. B., Derks, D., & Pletzer, J. L. (2025). Work engagement in agile teams: Extending multilevel JD-R theory. *Journal of Organizational Behavior*.
- Kaufmann, C., Kock, A., & Gemünden, H. G. (2020). Emerging strategy recognition in agile portfolios. *International Journal of Project Management*, 38(7), 429–440.
- Kodeih, F., Schildt, H., & Lawrence, T. B. (2023). Countering Indeterminate Temporariness: Sheltering work in refugee camps. *Organization Studies*, 44(2), 175–199.
- Kreiner, K. (2020). Conflicting Notions of a Project: The Battle Between Albert O. Hirschman and Bent Flyvbjerg. *Project Management Journal*, 51(4), 400–410. <https://doi.org/10.1177/8756972820930535>
- Lenfle, S., & Loch, C. (2010). Lost roots: How project management came to emphasize control over flexibility and novelty. *California Management Review*, 53(1), 32–55.
- Lindgren, M., Packendorff, J., & Sergi, V. (2014). Thrilled by the discourse, suffering through the experience: Emotions in project-based work. *Human Relations*, 67(11), 1383–1412.
- Lindgren, M., Packendorff, J., & Berglund, K. (2025). Tensions and vulnerabilities in projectified selves: Exploring gender and projectification in neoliberal academic cultures. *Scandinavian Journal of Management*, Article 101402.
- Lindkvist, L., Soderlund, J., & Tell, F. (1998). Managing Product Development Projects: On the Significance of Fountains and Deadlines. *Organization Studies*, 19(6), 931–951. <https://doi.org/10.1177/017084069801900602>
- Lindskog, C., & Netz, J. (2021). Balancing between stability and change in Agile teams. *International Journal of Managing Projects in Business*, 14(7), 1529–1554.
- ... Lindvall, M., Muthig, D., Dagnino, A., Wallin, C., Stupperich, M., Kiefer, D., & Kahkonen, T. (2004). Agile software development in large organizations *Computer*, 37(12), 26–34
- Lundin, R. A., & Söderholm, A. (1995). A theory of the temporary organization. *Scandinavian Journal of Management*, 11(4), 437–455.
- Lundin, R. A. (2015). *Managing and working in project society*. Cambridge university press.
- Lövstedt, M., Räisänen, C., & Leiringer, R. (2018). Doing strategy in project-based organizations: Actors and patterns of action. *International Journal of Project Management*, 36(6), 889–898.
- Malik, M., Sarwar, S., & Orr, S. (2021). Agile practices and performance: Examining the role of psychological empowerment. *International Journal of Project Management*, 39(1), 10–20.
- Manning, S. (2017). The rise of project network organizations: Building core teams and flexible partner pools for interorganizational projects. *Research Policy*, 46(8), 1399–1415.
- Marnewick, C., & Marnewick, A. L. (2022). Digitalization of project management: Opportunities in research and practice. *Project Leadership and Society*, 3, Article 100061.
- Maylor, H., & Turkulainen, V. (2019). The concept of organisational projectification: Past, present and beyond? *International Journal of Managing Projects in Business*, 12(3), 565–577.
- Maylor, H., Brady, T., Cooke-Davies, T., & Hodgson, D. (2006). From projectification to programmification. *International Journal of Project Management*, 24(8), 663–674.
- Meier, A., & Kock, A. (2023). The human factor in agility: Exploring employee dedication in agile project organizations. *International Journal of Project Management*, 41(7), Article 102527.
- Melo, C. D. O., Cruzes, D. S., Kon, F., & Conradi, R. (2013). Interpretative case studies on agile team productivity and management. *Information and Software Technology*, 55(2), 412–427.
- Midler, C. (1995). Projectification of the firm: The Renault case. *Scandinavian Journal of Management*, 11(4), 363–375.
- Midler, C. (2019). Projectification: The forgotten variable in the internationalization of firms' innovation processes? *International Journal of Managing Projects in Business*, 12(3), 545–564.
- Morris, P. W., & Gerdali, J. (2011). Managing the institutional context for projects. *Project Management Journal*, 42(6), 20–32.
- Morris, P. W. (2013). *Reconstructing project management*. John Wiley & Sons.
- Perides, M. P. N., & Vasconcelos, L. (2025). Organizational changes in adopting agile approaches: A systematic literature review. *The Journal of Applied Behavioral Science*, 61(1), 91–130.
- Orlikowski, W. J., & Yates, J. (2002). It's about time: Temporal structuring in organizations. *Organization Science*, 13(6), 684–700.
- Packendorff, J., & Lindgren, M. (2014). Projectification and its consequences: Narrow and broad conceptualisations. *South African Journal of Economic and Management Sciences*, 17(1), 7–21.
- Panditi, S. (2018). Survey data shows that many companies are still not truly agile. *Harvard Business Review*, March, 22th 2018, retrieved online https://hbr.org/sponsored/2018/03/survey-data-shows-that-many-companies-are-still-not-truly-agile?utm_source=chatgpt.com.
- Pentland, B. T., Kremser, W., & Goh, K. T. (2025). Path nets: Concurrence and recurrence in the dynamics of organizing. *Academy of Management Review*, 50(1), 114–137.
- Prencipe, A., & Tell, F. (2001). Inter-project learning: Processes and outcomes of knowledge codification in project-based firms. *Research Policy*, 30(9), 1373–1394.
- Pries-Heje, J., & Bucka-Lassen, D. B. (2018). *Agile metoder. "hvordan går det projekt Danmark? Projektlederundersøgelsen*.
- Rigby, D. K., Sutherland, J., & Noble, A. (2018). Agile at scale. *Harvard Business Review*, 96(3), 88–96.
- Rosa, H. (2013). *Social acceleration: A new theory of modernity*. Columbia University Press.
- Schatzki, T. R. (1996). *Social practices: A Wittgensteinian approach to human activity and the social*. Cambridge University Press.
- Schofer, Y. G., Wald, A., Ingason, H. T., & Fridgeirsson, T. V. (2018). Projectification in Western economies: A comparative study of Germany, Norway and Iceland. *International Journal of Project Management*, 36(1), 71–82.
- Sennett, R. (1998). *The corrosion of character: The personal consequences of work in the new capitalism*. WW Norton & Company.
- Serrador, P., & Pinto, J. K. (2015). Does Agile work?—A quantitative analysis of agile project success. *International Journal of Project Management*, 33(5), 1040–1051.

- Sithambaram, J., Nasir, M. H. N. B. M., & Ahmad, R. (2021). Issues and challenges impacting the successful management of agile-hybrid projects: A grounded theory approach. *International Journal of Project Management*, 39(5), 474–495.
- Stettina, C. J., & Hörz, J. (2015). Agile portfolio management: An empirical perspective on the practice in use. *International Journal of Project Management*, 33(1), 140–152.
- Stjerne, I. S., & Svejenova, S. (2016). Connecting temporary and permanent organizing: Tensions and boundary work in sequential film projects. *Organization Studies*, 37(12), 1771–1792.
- Stjerne, I., Geraldi, J., & Wenzel, M. (2024). Strategic practice drift: How open strategy infiltrates the strategy process. *Journal of Management Studies*, 61(3), 820–856.
- Strauss, A., & Corbin, J. (1990). *Basics of qualitative research*, 15. Newbury Park, CA: Sage.
- Svejvig, P., Geraldi, J., & Grex, S. (2019). Accelerating time to impact: Deconstructing practices to achieve project value. *International Journal of Project Management*, 37(5), 784–801.
- Sydow, J., Lindkvist, L., & DeFillippi, R. (2004). Project-based organizations, embeddedness and repositories of knowledge. *Organization Studies*, 25(9), 1475–1489.
- Sydow, J., Lundin, R., Ekstedt, E., & Braun, T. (2025). The theory of temporary organization three decades later: Re-visiting the 4 T framework, focusing tensions, adding project plasticity. *Scandinavian Journal of Management*, Article 101405.
- Söderlund, J., & Bredin, K. (2006). HRM in project-intensive firms: Changes and challenges. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 45(2), 249–265.
- Tam, C., da Costa Moura, E. J., Oliveira, T., & Varajão, J. (2020). The factors influencing the success of on-going agile software development projects. *International Journal of Project Management*, 38(3), 165–176.
- Timmermans, S., & Tavory, I. (2012). Theory construction in qualitative research: From grounded theory to abductive analysis. *Sociological Theory*, 30(3), 167–186.
- Vaagaasar, A. L., Hernes, T., & Dille, T. (2020). The challenges of implementing temporal shifts in temporary organizations: Implications of a situated temporal view. *Project Management Journal*, 51(4), 420–428.
- Vaara, E., & Whittington, R. (2012). Strategy-as-practice: Taking social practices seriously. *Academy of Management Annals*, 6(1), 285–336.
- Välilikangas, L., & Jarvenpaa, S. L. (2021). How collaborative networks fail, with the implications for participants learning. *Work life after failure?: How employees bounce back, learn, and recover from work-related setbacks* (pp. 173–190). Emerald Publishing Limited.
- Wald, A., Ingason, H. T., & Friðgeirsson, T. V. (2025). Ten years after: The evolution of projectification in Germany, Norway, and Iceland. *International Journal of Project Management*. <https://doi.org/10.1016/j.ijproman.2025.102696>
- Whyte, J. (2019). How Digital Information Transforms Project Delivery Models. *Project Management Journal*, 50(2), 177–194. <https://doi.org/10.1177/8756972818823304>
- Yin, R. K. (2014). *Case study research: Design and methods (5th ed.)*. Thousand Oaks, CA: Sage Publications.