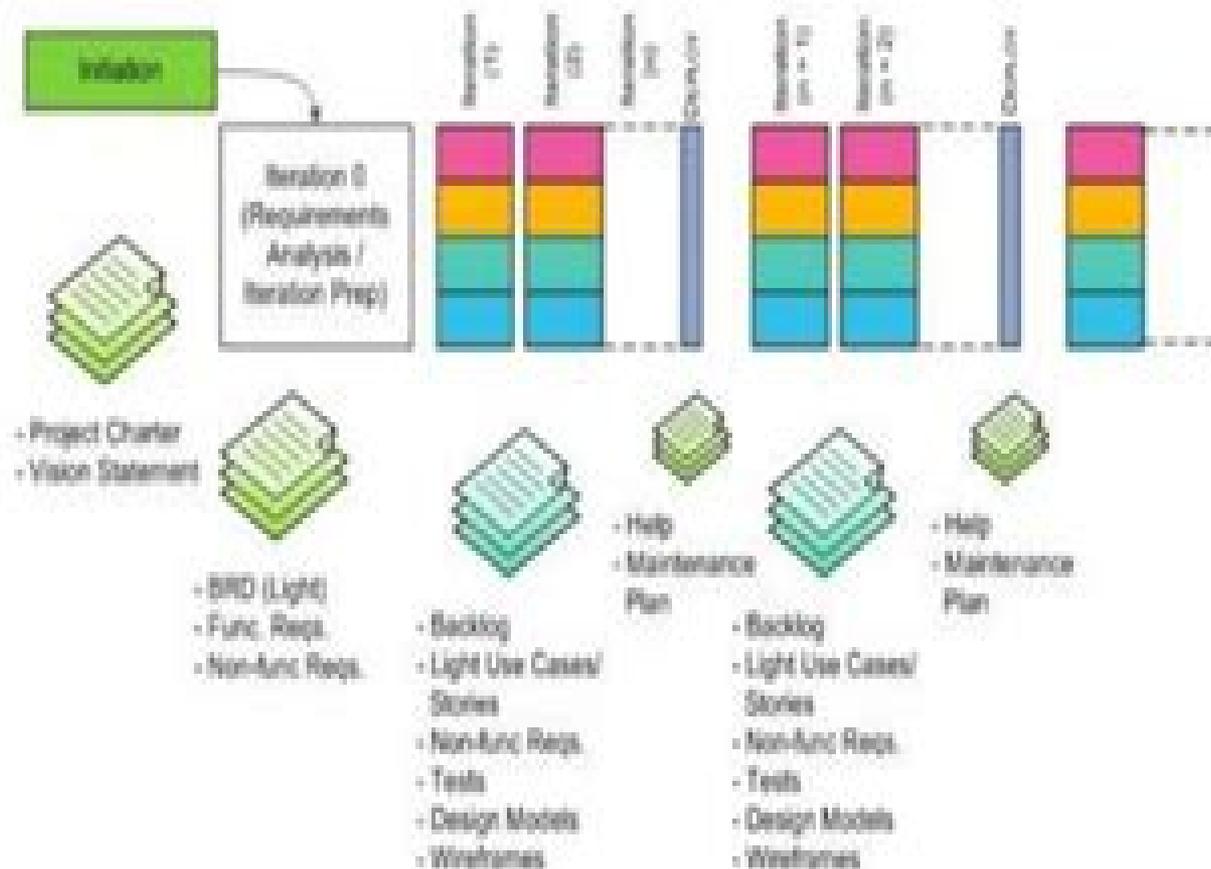


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Andreas Rüping



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governance in organizations pursuing the development of new products and services across multiple knowledge worker
teams In particular the following problem statement guides the study Is governance of innovation project management
necessary or neglected Taking the example of agile teams illustrated here is how the advancements in team based project
management approaches force us to rethink governance of innovation project management The findings are based on eight
studies The data consists of results from a total of 53 knowledge worker teams across 44 organizations in 8 countries viz
about 3800 minutes of recorded material enriched by four quantitative surveys and many hours of observations The two main
conclusions drawn from this study are 1 fundamentally different approaches to governance of innovation projects are a
prerequisite for a success of projects developing new products and services and 2 governance particularly in heavily top
down influenced fields such as public administration will benefit from advancements in agile project management methods

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