

Integrating Agile Principles into Knowledge Management for Effective Knowledge Sharing

Andrea Janáková Sujová

Technical University in Zvolen, Slovakia

sujova@tuzvo.sk

Abstract: In a dynamic and rapidly changing environment, organisations face ever-greater challenges in effective knowledge management and sharing. Traditional approaches to knowledge management are often based on formalised systems and static processes, but in practice they frequently fail to capture the evolving nature of knowledge. Agile methodologies emphasise speed, flexibility, collaboration and continuous learning, thereby offering a potential pathway to improving knowledge management practices. This article examines the integration of agile principles into knowledge management through a case study of an organisation that applies an agile approach. The aim of the study is to examine how agile practices influence the creation, sharing and utilisation of knowledge, using qualitative research through structured interviews and thematic analysis in a specific manufacturing company. The findings revealed that agile practices contribute significantly to more dynamic and continuous knowledge sharing, improved accessibility of tacit knowledge and enhanced learning capacity. At the same time, the study identifies challenges to making knowledge sharing more effective through greater integration of agile practices within the organisation under study, relating to fostering trust in collaboration, developing agile leadership skills, and strengthening mechanisms for continuous learning and an iterative approach in processes. This article contributes to research in the field of knowledge management by proposing a conceptual link between agility and knowledge management and offering practical insights for organisations seeking to develop more adaptive approaches to knowledge management. The findings are particularly relevant in the context of digital transformation and the changing work environment.

Keywords: Agility, Agile principles, Knowledge management, Knowledge transfer, Case study

1. Introduction

In today's knowledge-based economy, organisations operate in an environment characterised by increasing dynamism and uncertainty. Knowledge is regarded as a key strategic resource that supports innovation, organisational learning and sustainable competitive advantage (Hislop et al, 2018). As a result, knowledge management (KM) has become a key organisational capability aimed at facilitating the creation, sharing and effective use of knowledge.

Despite significant investment in knowledge management systems and technologies, many organisations continue to grapple with ineffective knowledge sharing, siloed knowledge assets and the loss of tacit knowledge (Polanyi and Sen, 2009). Traditional approaches to KM are often characterised by formalised processes and static knowledge repositories, which in practice may not adequately reflect the fluid and context-dependent nature of knowledge. These limitations are particularly problematic in rapidly changing environment where knowledge evolves quickly and requires constant updating (Alavi and Leidner, 2001).

Agile methodologies have come to the fore as a response to the growing uncertainty of the environment and the need for organisational adaptability. Agility, which has its origins in software development, has spread across sectors as organisations seek to respond to volatile environments. Agile approaches emphasise flexibility, collaboration, iterative progress and the ability to respond to change, whilst promoting continuous learning and feedback loops (Nguyen et al, 2025).

Recent research suggests that agile environment foster collaboration, shared understanding and continuous improvement, which are key to effective knowledge processes. At the same time, new perspectives on 'agile knowledge management' emphasise the importance of iterative knowledge creation, co-creation and adaptive learning supported by both people and technology (Nonaka et al, 2000; Asghar et al, 2026).

The intersection of agility and knowledge management represents a promising and rapidly developing area of research. Agile principles are based on dynamism, flexibility, open information sharing, teamwork and continuous learning. They therefore enable dynamic and adaptive knowledge sharing and creation. This conceptual link between agility and modern KM is evident; however, research has not yet addressed how to streamline knowledge processes by introducing agility principles into business management. Empirical studies, particularly research based on case studies, are essential for understanding how agile principles can be effectively utilised to improve KM processes in real-world business settings.

This paper examines the integration of agile principles into KM practices, which can address key shortcomings in traditional approaches to KM. The aim of this study is to explore the relationship between agile practices and KM through a case study of a company that has adopted agile working methods. Specifically, it examines how agile principles influence the creation, sharing and use of knowledge within the organisation, and identifies the benefits and challenges associated with this integration.

The main contribution of the study is empirical insights into how organisations can improve knowledge sharing, enhance access to tacit knowledge, and strengthen the organisation's learning capabilities by promoting a more dynamic, participatory and iterative approach to knowledge processes via integration of agile principles.

2. Literature Review

2.1 Knowledge Management: Concepts and Challenges

Knowledge management (KM) is generally defined as a systematic approach to the creation, capture, sharing and application of knowledge to achieve organisational goals (Davenport and Prusak, 1998; Alavi and Leidner, 2001). A key concept in the KM literature is the distinction between tacit and explicit knowledge, whereby tacit knowledge is personal and difficult to formalise, whilst explicit knowledge can be more easily codified and transferred (Polanyi and Sen, 2009; Nonaka and Takeuchi, 1995).

Effective KM requires not only technological infrastructure but also a supportive organisational culture and processes. However, research consistently highlights challenges such as low user engagement, a lack of trust, and organisational forces that hinder knowledge sharing (Hislop et al, 2018). Traditional approaches to KM have often favoured codification strategies, which may neglect the social and experiential nature of knowledge (Nonaka and Takeuchi, 1995).

Knowledge sharing represents a key process within knowledge management that enables the transformation of individual knowledge into organisational value. Traditional approaches to knowledge sharing have often emphasised formal mechanisms such as documentation and knowledge repositories (Davenport and Prusak, 1998). However, these approaches often fail to capture tacit knowledge and do not adequately support the dynamic nature of knowledge in rapidly changing environment (Alavi and Leidner, 2001; Hislop et al, 2018).

Recent studies (Napoleão et al., 2021; Satar et al., 2025) emphasise that knowledge management in modern organisations must become more dynamic, adaptive and embedded in everyday work practices. In agile contexts, knowledge capture and sharing are increasingly viewed as continuous and integrated processes, rather than discrete activities. Furthermore, highly knowledge-intensive environments require mechanisms that enable real-time knowledge exchange and rapid learning cycles.

2.2 Agile Principles and Practices

Agile methodologies emerged as a reaction to rigid, plan-driven approaches and have evolved into a broader organisational paradigm. Agility emphasises iterative development, collaboration and adaptability, supported by practices such as Scrum, Kanban and continuous feedback loops (Schwaber and Sutherland, 2020).

Agile principles offer an alternative perspective on knowledge sharing by emphasising interaction, collaboration and continuous communication. The principle of prioritising individuals and interactions over processes and tools (Beck et al, 2001) shifts knowledge sharing from a formalised activity towards a continuous, integrated process within day-to-day work. In an agile environment, knowledge is shared primarily through direct communication, teamwork and iterative problem-solving (Pratiwi et al, 2024).

Recent literature emphasises that agile teams achieve effectiveness through factors such as shared leadership, psychological safety and collective learning (Tripp and Sambamurthy, 2025; Neumann et al, 2024). These elements contribute to the development of shared mental models and transactional memory systems, which are essential for the integration of knowledge within teams.

Furthermore, agile practices promote reflexivity and continuous improvement, enabling teams to learn from experience and adapt quickly to changing conditions. Agility has also been shown to strengthen collaboration, transparency and cross-disciplinary interaction, which are key factors in knowledge sharing (Shafiabady, 2023).

On a broader scale, agility is increasingly linked to business performance and innovation, as firms adopt agile principles to manage environmental uncertainty and digital transformation (Ly, 2024).

2.3 The Link Between Agility and Knowledge Sharing

Although knowledge management and agile methodologies have traditionally been regarded as separate fields, recent research highlights their strong complementarity. An agile environment is, by its very nature, knowledge-intensive, and KM practices play a key role in supporting agile processes. Studies show that knowledge sharing is one of the most significant overlaps between KM and agility, with agile practices facilitating the continuous exchange of information and experience among team members (Napoleão et al, 2021; Satar et al, 2025).

Agile practices, such as regular team meetings, feedback sessions and iterative work cycles, create structured opportunities for the continuous exchange of knowledge (Asghar et al., 2026). These mechanisms support not only the sharing of explicit knowledge but also the transfer of tacit knowledge through direct interaction, collaboration and joint problem-solving (Napoleão et al, 2021). This is consistent with current KM perspectives according to Nonaka et al. (2000), which emphasise the social construction of knowledge and the importance of interaction-based learning. As a result, knowledge sharing becomes faster and better aligned with the needs of the organisation due to agile practices.

At the same time, an agile approach to knowledge sharing presents certain challenges. Prioritising speed and flexibility over formal documentation and a heavy reliance on informal communication can lead to insufficient documentation and potential knowledge loss, particularly in environments with high staff turnover or limited knowledge retention mechanisms (Tripp and Sambamurthy, 2025; Satar et al, 2025).

Recent research in the field of agile knowledge management suggests a shift from static, repository-based systems towards adaptive, iterative and people-centred KM approaches (Pratiwi et al, 2024; Nguyen et al, 2025). Agile KM is characterised by the continuous development of knowledge, co-creation and integration into everyday work processes.

Building agile KM is possible by focusing on the application of agility principles across its two dimensions: organisation and human resources, which encompass elements relating to the creation, sharing and utilisation of knowledge within the organisation. It is precisely this research gap that this paper addresses – how agile practices contribute to the effective sharing and utilisation of knowledge.

3. Methodology

This study employs a qualitative, case-study-based approach to examine the relationship between agile principles and knowledge management in a real-world business environment. The case study design was chosen because it allows for a deep understanding of complex phenomena embedded in their natural environment, particularly when the boundaries between the phenomenon and the context are not clearly defined (Yin, 2018). This approach is particularly well-suited to examining how agile principles in practice influence the creation, sharing and use of knowledge, as well as to identifying context-specific challenges and benefits.

The research focuses on a single medium-sized manufacturing company with 60 employees that has implemented selected agile principles into its internal processes. The company operates in a highly knowledge-intensive industrial sector, where effective knowledge sharing and continuous improvement are key to operational efficiency and innovation. The company was selected based on a pilot survey on agility, which revealed that the company in question employs agile practices.

3.1 Data Collection

The primary method of data collection was structured interviews with managers of the company. The decision to use structured interviews ensured consistency in data collection whilst also allowing for comparability of responses between participants.

All 10 managers of the company took part in the study, representing areas such as strategic management, production, quality management, human resources management, sales and customer relationship management. Only the managers were selected due to their involvement in decision-making processes and their experience with knowledge management practices as well as the implementation of agile principles.

The interview protocol was designed to capture key aspects of knowledge management and agility, including current knowledge-sharing practices and experience with agile practices.

Each interview followed a pre-determined set of questions and lasted approximately 30 minutes. The interviews were conducted in person or online and were subsequently documented through detailed notes. The questions were based on a summary of agile principles and a compiled model for assessing the level of agility, consisting of several dimensions and related elements representing measurable attributes of organisational agility (see Janáková Sujová et al., 2024). Elements related to knowledge management are incorporated into the Organisation (e.g. knowledge transfer, leadership, transparency) and Human Resources (e.g. collaboration, communication, learning ability, creativity) dimensions. The basic questions covered the characteristics of individual principles and elements of agility related to KM processes. The responses were open-ended and consisted of the respondents' descriptions of the current situation. Through sub-questions describing the elements of agility at each level of agility, we obtained answers regarding the extent to which the principles of agility are applied and the degree to which the examined elements within the organisation are agile. In the first step, we determined whether a given principle of agility was not applied, was applied only partially, or was fully implemented. Subsequently, the application of agile principles was reflected in the characteristics of individual elements of agility at all levels of agility. For example, the element 'Knowledge Transfer':

Key question: Describe the extent and manner of knowledge sharing within your organisation.

Sub-questions with answer yes or no:

- Employees do not share their experiences with others; there is no system in place for this.
- There are individual efforts to share knowledge, but these processes are not organised.
- Platforms and tools are in place to disseminate knowledge amongst employees.
- A functioning system is in place to support knowledge sharing as part of the organisation's operations.
- We optimise the flow of knowledge and have a culture of open sharing and collaboration.

Several measures were implemented to enhance the validity of the study. Firstly, a standardised interview protocol was used for all participants to ensure the reliability of data collection. Secondly, respondents were selected from various functional areas to capture diverse perspectives and reduce bias.

3.2 Data Analysis

The collected data were analysed using a qualitative content and thematic approach. The analysis was conducted in several steps:

- Familiarisation with the data – reviewing interview transcripts and notes to gain an overall overview of the data.
- Coding – labelling relevant segments of data related to knowledge management and agile practices. segments of data relating to knowledge management and agile practices. KM attributes were labelled with letters (A – ...) and elements of agility with numbers (1 – ...).
- Numerical assessment of agility principles and elements – using a structured framework and a scoring method.
- Theme generation – grouping codes into broader themes reflecting patterns across the dataset. Themes represent links between KM elements and agility (e.g. A-1,3).
- Interpretation – analysing the relationships between themes and linking the findings to existing literature.

The degree of implementation of agile principles within the organisation was assessed using a three-point scale, where 1 means not at all, 2 means partially, and 3 means fully implemented. Scores were assigned based on the respondent's direct answer.

Individual elements were assessed using a scoring system on a scale from 0 to 4. The scale is based on the agile maturity model proposed by Janáková Sujová et al. (2024), which comprises the following levels of agility: 0 – none, 1 – low, 2 – medium, 3 – high, 4 – excellent. Each sub-question in the data collection represented the status of an agility element at the given levels of agility. Depending on the respondent's affirmative answer (a–e), a value of 0–4 was assigned to the element. The overall assessment was based on median values.

The assessment was supplemented by a Euclidean distance analysis to evaluate the deviation from the ideal state, i.e. the highest level of agility. This revealed scope for improving the element's agility. We used the following formula for the calculation (Liberti & Lavor, 2017):

$$d_i = \sqrt{\sum_{j=1}^n (x_{ij} - x_{0j})^2} \quad (1)$$

Where 'di' is the Euclidean distance for respondent i, 'xij' is the value of element j for respondent i, 'x0j' is the ideal value of element j, and 'n' is the number of elements (dimensions).

The findings were subsequently analysed and linked to key KM attributes. The aim of the analysis was to identify how agile practices influence knowledge-related processes, as well as to uncover recurring challenges and success factors within the organisation.

4. Results

This section presents the results regarding the presence of agile elements and principles and the extent to which they are utilised.

The extent to which agile principles are applied in KM within the organisation, on a scale of 1 – completely yes, 2 – partially yes, 3 – no, is shown in Table 1.

Table 1: Agile principles in KM applied in the organisation (median)

AGILITY PRINCIPLE	VALUE
Adaptability (<i>the ability to adapt to a changing environment and respond by taking action</i>)	1
Flexibility (<i>the ability to quickly change processes, strategies, plans and products</i>)	1
Speed – an iterative and incremental approach to innovation and the implementation	2
Teamwork (<i>cooperation and shared responsibility among team members</i>)	1
Self-organisation and autonomy of teams (<i>freedom in decision-making</i>)	1
Transparency (<i>free availability and transfer of information and knowledge</i>)	1
Close collaboration and open communication across the organisational structure	1
Continuous improvement, experimentation and improvisation	2
Continuous learning (<i>promoting a culture of learning; creating opportunities to develop skills</i>)	2
Innovation (<i>encouraging creativity and innovation</i>)	1

An analysis of the presence of agile principles in table 1 revealed that the organisation demonstrates a selective adoption of agility. Principles such as adaptability, flexibility, teamwork, collaboration and communication, and innovation were assessed as being fully implemented. On the other hand, several principles were only partially implemented, including iterative development and speed, team autonomy, transparency and knowledge sharing, continuous improvement and learning. These findings suggest that although the organisation embraces agility at a conceptual level, its practical implementation remains uneven, particularly in areas related to continuous learning, iterative processes and systematic knowledge sharing.

Agility principles were integrated into the characteristics of agility elements at each of its levels.

Table 2 presents the findings from the assessment of the agility level of elements in dimensions related to KM. Level 1 was low agility (awareness of agility, ability to respond to change), Level 2 – moderate level (partial application of basic agile practices), Level 3 – high agility (full integration of agile principles and methods), Level 4 – excellent level (capacity for continuous improvement and proactivity). The results show the median values and Euclidean distances (EC) of the elements and dimensions of agility. Lower EC values indicate greater proximity to the excellent agile state.

Table 2: Agility level in dimensions related to knowledge management

ORGANISATION DIMENSION	Code	Score	EC	HUMAN RESOURCES DIMENSION	Code	Score	EC
Open communication	1	2.5	3.52	Teamwork and autonomy	6	3	2.35
Knowledge transfer	2	3	2.35	Cooperation and trust	7	2.5	3.62
Transparency	3	3	2.47	Creativity and innovation	8	3	2.47
Leadership	4	2	6.14	Ability to learn and improve	9	2.5	3.24
Decision-making	5	2	5.94	Communication skills	10	2.5	3.38

The results in Table 2 indicate a moderate level of agility in KM-related dimensions. Within the Organisation dimension, the highest-rated elements include organisational structure, knowledge transfer and transparency (median = 3), suggesting relatively well-established mechanisms for formal knowledge flows and structural support. However, lower scores were recorded in the areas of leadership and decision-making (median = 2), pointing to potential limitations in participatory management and agile leadership practices.

Similarly, in the human resources dimension, relatively strong performance was recorded in the areas of team autonomy and creativity (median = 3), reflecting an environment that supports collaboration and innovation. Conversely, elements such as communication, trust and the ability to learn were rated at a moderate level (median = 2.5), suggesting that whilst these practices exist, there is still room for further development.

In terms of EC, the elements closest to full (excellent) agility are knowledge transfer, transparency, teamwork and creativity. The greatest scope for increasing agility lies in leadership, decision-making, trust-based collaboration and the capacity for continuous learning and improvement.

The overall results show that the analysed organisation demonstrates a moderate level of agility in areas related to knowledge management and partial utilisation of agile principles, with significant gaps in agile leadership and continuous learning. In terms of knowledge management, the organisation benefits from established structures for knowledge transfer and collaboration but lacks more advanced agile practices that would enable continuous knowledge development, trust-based knowledge exchange, faster learning cycles and more adaptive decision-making. It has relatively good knowledge transfer, but weaker communication, and lacks systematic agile knowledge sharing and collaborative practices.

Table 3 summarises the identified themes linking KM attributes to agile principles and elements, along with the findings from the studied organisation.

Table 3: Linking KM Attributes with Agile Elements

Code	KM Theme	Evidence from interviews	Related agile element(s)	Score	Interpretation
A	Access to knowledge	"All information databases are accessible; anyone can use them as required"	(2) Knowledge transfer (3) Transparency	3	A functional system for knowledge transfer is in place, available to all. Transparency is integrated into all processes.
B	Knowledge dissemination	"It is the owners who decide on the extent of knowledge transfer; decisions are not always made quickly."	(4) Leadership (5) Decision-making	2	Early stages of agility implementation: decisions are more often made based on rapid iteration. Managers are beginning to be open to new ideas and initiatives from staff.
C	Knowledge sharing	"We encourage open communication and collaborative problem-solving, but there is not yet complete trust."	(7) Collaboration & trust (1) Open Communication	2.5	Implementation of tools for cross-functional and open communication. Active support for the development of trust-based collaboration and the joint resolution of tasks and problems.
D	Knowledge updating	"Opportunities to acquire new knowledge and receive feedback are not always available."	(9) Continuous learning and improvement	2.5	There are initiatives and programmes to support learning and improvement, but without an organised system. Staff are proactive in seeking opportunities for improvement.
E	Knowledge creation	"We encourage staff to come up with new ideas, solutions and to work independently within a team"	(8) Creativity & innovation (6) Teamwork & autonomy	3	A high level of creativity and idea generation, though not covering all parts of the organisation. Active support for self-organising teams and cross-functional teamwork.

The results in Table 3 shows that integration of agile principles into knowledge management shifts the focus from knowledge preservation toward knowledge flow, enabling organizations to create more responsive and learning-oriented environment.

5. Discussion

The findings of this study provide important insights into the relationship between agile principles and knowledge management in a small manufacturing firm. The results confirm that, although elements of agility are present, their implementation is uneven, particularly in areas closely related to knowledge sharing and continuous learning.

In line with the existing literature, the study emphasises that knowledge sharing and collaboration are strongly influenced by organisational culture and leadership (Hislop et al, 2018). In the company under study, relatively high scores in the areas of knowledge transfer, teamwork and creativity suggest that basic KM practices are present. However, lower scores in the areas of leadership, communication and learning ability indicate that these practices are not yet fully embedded in a systematic and continuous manner.

The findings also support the view that agile environments facilitate knowledge exchange through interaction and iterative processes (Napoleão et al, 2021). In this case, however, the partial implementation of agile principles – particularly in areas such as continuous learning, iterative development and transparency – limits the organisation's ability to fully reap the benefits of agile knowledge management. This confirms that adopting isolated agile practices without broader cultural and systemic transformation can lead to suboptimal outcomes.

From a KM perspective, the results point to a transitional phase between traditional and agile approaches to knowledge management. Although the organisation exhibits elements of structured knowledge transfer, it lacks more advanced mechanisms such as continuous knowledge updating, systematic learning cycles and the integration of knowledge into iterative processes. This finding is consistent with recent research highlighting the need for a transition from static, repository-based KM to dynamic, practice-based knowledge ecosystems (Pratiwi et al, 2024).

Overall, the study confirms that the integration of agile principles into KM has significant potential, but requires a holistic approach that combines cultural, structural and technological changes.

However, the study has several limitations. As this is a single case study, the findings are specific to the context in question and may not be directly generalised to other companies or sectors. Furthermore, relying on data reported by managers themselves may lead to subjective bias. Despite these limitations, the study provides valuable insights into the practical application of agile principles in KM.

Future research should focus on ways and procedures to enhance the integration of agile principles into the knowledge management system, as well as extend the analysis to other sectors to identify their specific characteristics.

6. Conclusion

This study examined the relationship between agile principles and knowledge management through a case study of a small manufacturing company. The findings suggest that the organisation exhibits a moderate level of agility with partially developed agile knowledge management practices. Although the company has implemented basic mechanisms for knowledge sharing and collaboration, it lacks more advanced agile capabilities related to continuous learning, iterative processes and adaptive KM. The effectiveness of knowledge sharing could be significantly improved through a more systematic implementation of agile principles, particularly in the areas of continuous learning, structured reflection and transparent communication.

The study contributes to existing knowledge by providing empirical evidence from the manufacturing company and highlighting the importance of incorporating agile principles into KM practices to strengthen organisational learning and adaptability.

Based on the findings, several recommendations can be proposed to improve the integration of agility and KM within the organisation:

- Strengthen mechanisms for continuous learning: *the organisation lacks a structured system for training or retrospective learning*. Systematic support for continuous learning through the

introduction of regular reflective practices, such as retrospectives or post-action reviews, can help transform experience into actionable knowledge and improve learning cycles.

- Improve knowledge sharing through structured agile practices: *the organisation has not established systematic processes for collaboration*. Introducing regular, short meetings for knowledge sharing and iterative feedback can improve the flow of tacit knowledge.
- Develop agile leadership skills: *leadership within the organisation exhibits traditional characteristics and a low level of agility*. Managers should be trained in agile leadership approaches that emphasise facilitation, delegating decision-making to teams, and fostering and supporting knowledge-sharing rather than hierarchical control.
- Improve transparency in communication: *the organisation has the basic tools for direct and open communication, but these lack active support*. Strengthen open communication and ensure that relevant information is easily and quickly accessible across all teams. Digital tools or shared platforms can promote greater visibility of knowledge.
- Integrating iterative approaches into processes: *there is a high level of idea generation within the organisation, but slower response times and lower uptake*. It is advisable to adopt more iterative ways of working, particularly in the areas of process improvement and innovation. Short cycles of experimentation, feedback and refinement can increase both agility and knowledge creation.
- Fostering a culture of trust and collaboration: *collaboration based on trust is lacking within the organisation*. Building trust amongst employees is essential for the effective sharing of knowledge. The company should create a safe environment in which employees feel encouraged to share ideas and experiences.

Knowledge management is not about storing knowledge, but about enabling its continuous creation, sharing and application within business processes. This study confirmed that agility and KM are deeply intertwined. Organisations that successfully integrate agile principles into their KM practices can create more adaptable, learning-oriented environment capable of responding effectively to change. In an agile environment, knowledge sharing shifts from a formal, system-driven activity to a continuous, interaction-based process.

Acknowledgement

The paper is a partial result of the grant scientific project VEGA 1/0204/25 Building and managing enterprise agility in the context of sustainable competitiveness.

AI Declaration: The AI tool was used for improving language style and English editing.

Ethics Declaration: The ethical clearance for the research presented in this paper was not needed.

References

- Alavi, M. and Leidner, D.E. (2001) "Review: Knowledge management and knowledge management systems: Conceptual foundations and research issues", *MIS Quarterly*, Vol 25, No.1, pp. 107–136.
- Asghar, J., Kanbach, D.K. and Kraus, S. (2026). "Toward a multidimensional concept of organizational agility: a systematic literature review". *Management Review Quarterly*, Vol 76, pp. 885–911.
- Beck, K. et al. (2001) Manifesto for Agile Software Development. [online] <http://agilemanifesto.org>
- Davenport, T.H. and Prusak, L. (1998) *Working Knowledge: How Organizations Manage What They Know*, Boston, Harvard Business School Press.
- Hislop, D., Bosua, R. and Helms, R. (2018) *Knowledge Management in Organizations: A Critical Introduction*, Oxford, Oxford University Press.
- Janáková Sujová, A. et al. (2024) "Methodology for evaluating the agility level in enterprises". *Entrepreneurship and Sustainability Issues*, Vol 12, No. 1, pp. 386 – 401.
- Liberti, L. and Lavor, C. (2017) *Euclidean Distance Geometry: An Introduction*, Springer Undergraduate Texts in Mathematics and Technology, Springer, p. XI
- Ly, B. (2024) "The interplay of digital transformational leadership, organizational agility, and digital transformation", *Journal of the Knowledge Economy*, Vol 15, pp. 4408 – 4427.
- Napoleão, B.M. et al. (2021) "Synthesizing research on knowledge management and agile software development using the meta-ethnography method", *Journal of Systems and Software*, Vol 178, 110973.
- Nguyen, T. et al. (2025) "The organisational impact of agility", *Management Review Quarterly*, Vol 75, pp. 2709–2757.
- Neumann, O., Kirklies, P.-C. and Hadorn, S. (2024) "Does agile improve value creation in government?", *Information Polity*, Vol 29, No. 2, pp. 235 – 252.
- Nonaka, I. and Takeuchi, H. (1995) *The Knowledge-Creating Company*, New York, Oxford University Press.
- Nonaka, I., Toyama, R. and Konno, N. (2000) "SECI, Ba and leadership: A unified model of dynamic knowledge creation", *Long Range Planning*, Vol 33, No. 1, pp. 5–34.

- Polanyi, M. and Sen, A. (2009) *The Tacit Dimension*, Chicago, University of Chicago Press.
- Satar, A. et al. (2025) "Creating a Sustainable Competitive Advantage: The Roles of technological innovation, knowledge management, and organizational agility", *Global Business and Organizational Excellence*, Vol 44, pp. 11 – 23.
- Schwaber, K. and Sutherland, J. (2020) "The Scrum Guide". [online] <https://scrumguides.org>
- Shafiabady, N. et al. (2023) "Using artificial intelligence to predict organizational agility", *PLoS ONE*, Vol 18, No. 5, e0283066.
- Pratiwi, R. et al. (2024) "Knowledge capture in agile organizations: Methods and Strategies for Enhancing Effective and Efficient Process", *International Journal of Artificial Intelligence Research*, Vol 8, No. 1, pp. 65 - 75.
- Tripp, J. and Sambamurthy, V. (2025) "How agile feedback practice use impacts software quality", *Journal of Computer Information Systems*, Vol. 65, No. 3, pp. 314 - 330.
- Yin, R. K. (2018). *Case study research: Design and methods (6th Ed.)*, Thousand Oaks, CA: Sage.