CertiProf®
Professional Knowledge

AGILE
Adoption Report
2020

ENGLISH

INTRODUCTION

The Agile report by CertiProf® has been created with the help and participation of the Partners community — students and professionals around the world. It has been built with the information of their work reality and based on their individual experience in the Agile world.

The group of respondents who participated to the report can be considered a representative sample of more than 80.000 professionals located in South and North America, Spain, Africa and Asia. The answers in this report were collected between December 2019 and February 2020.

The purpose of this report is to show the current state of the Agile adoption and its evolution over time, as well as to identify which frameworks or practices continue to be front runners and which are notably outstanding.

This report is presented without commercial purposes and is not intended to promote any mentioned tool.

FINDINGS

AS IMPORTANT FINDINGS WE CAN SHARE THAT:

- Out of all the sectors which the respondents belong to and in which Agile frameworks are applied, the financial services sector continues to position itself as the second most important sector after information technology (IT).

- Scrum is the Agile practice which the respondents are most familiar with, followed by Kanban and in third place DevOps.

- 44% of the respondents have less than 2 years of experience practicing Agile, which points to a growing tendency of new people of different professions adopting Agile practices.

- Client satisfaction and orientation are the main motivators when using Agile practices or when initiating organizational transformations.

We thank the entire community for being part of the construction of this report, which is the result of a collaborative work philosophy and serves the purpose of sharing knowledge and contributing to the progress of the Agile community.

AGENDA

RESPONDENT DEMOGRAPHICS

This part of the survey collects information from various professionals around the world such as age, gender, geographic location, roles, and industries.

AGE GROUP

42%

27%

22%

9%

21 to 30   31 to 40   41 to 50   51 or Older

GENDER

21%
Female

79%
Male
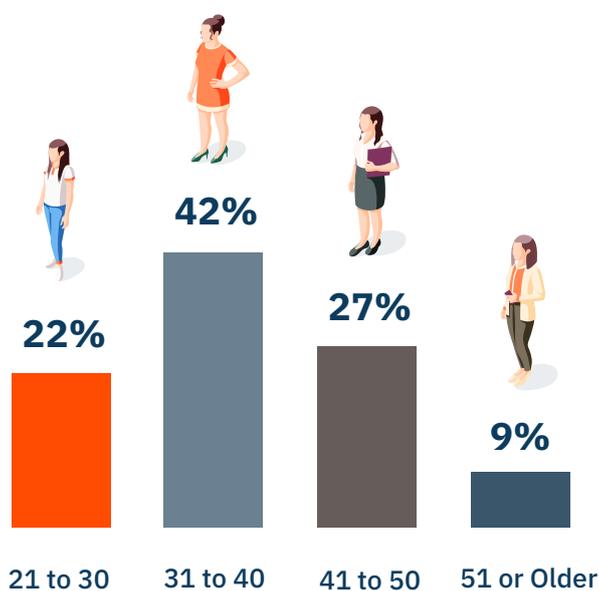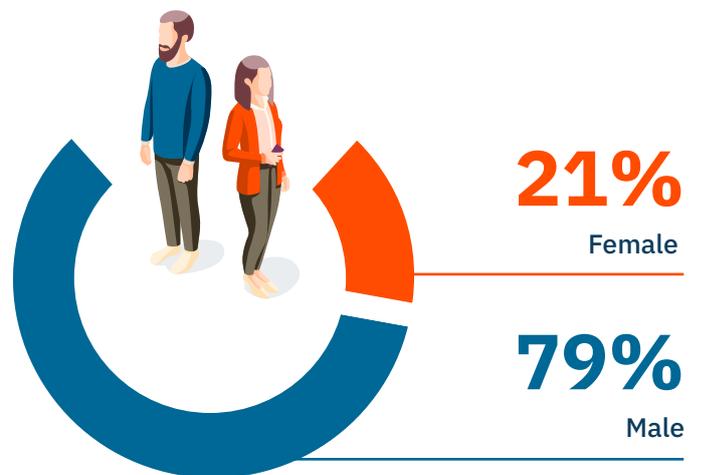
MEMBERS

How many employees work for your company/organization around the world?

24%

17%

18%

18%

23%

less than 50   50–250   251–1000   1001–5000   5001 or more
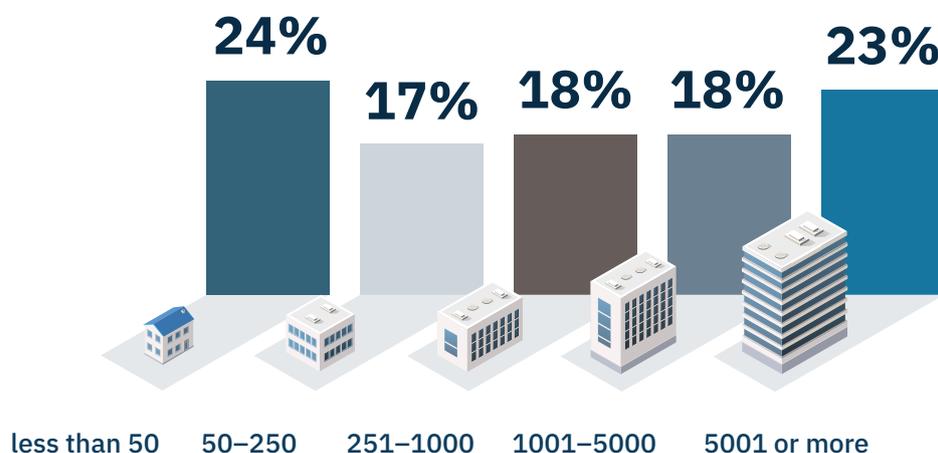
BACKGROUND

Agility has had the greatest influx into the academic fields of **technology or software development**. However, agility is also taken into account in other fields like **engineering**, **finance**, **science** and **art**. The engineering category contains all the professions associated with this discipline other than technology.

Which formation field is most closely related to your academic background?

15%
Engineering

8% Business, finance or economy

2% Social sciences
1% Natural or mathematical sciences
1% Art or design
1% Other

72%
Technology or
software development
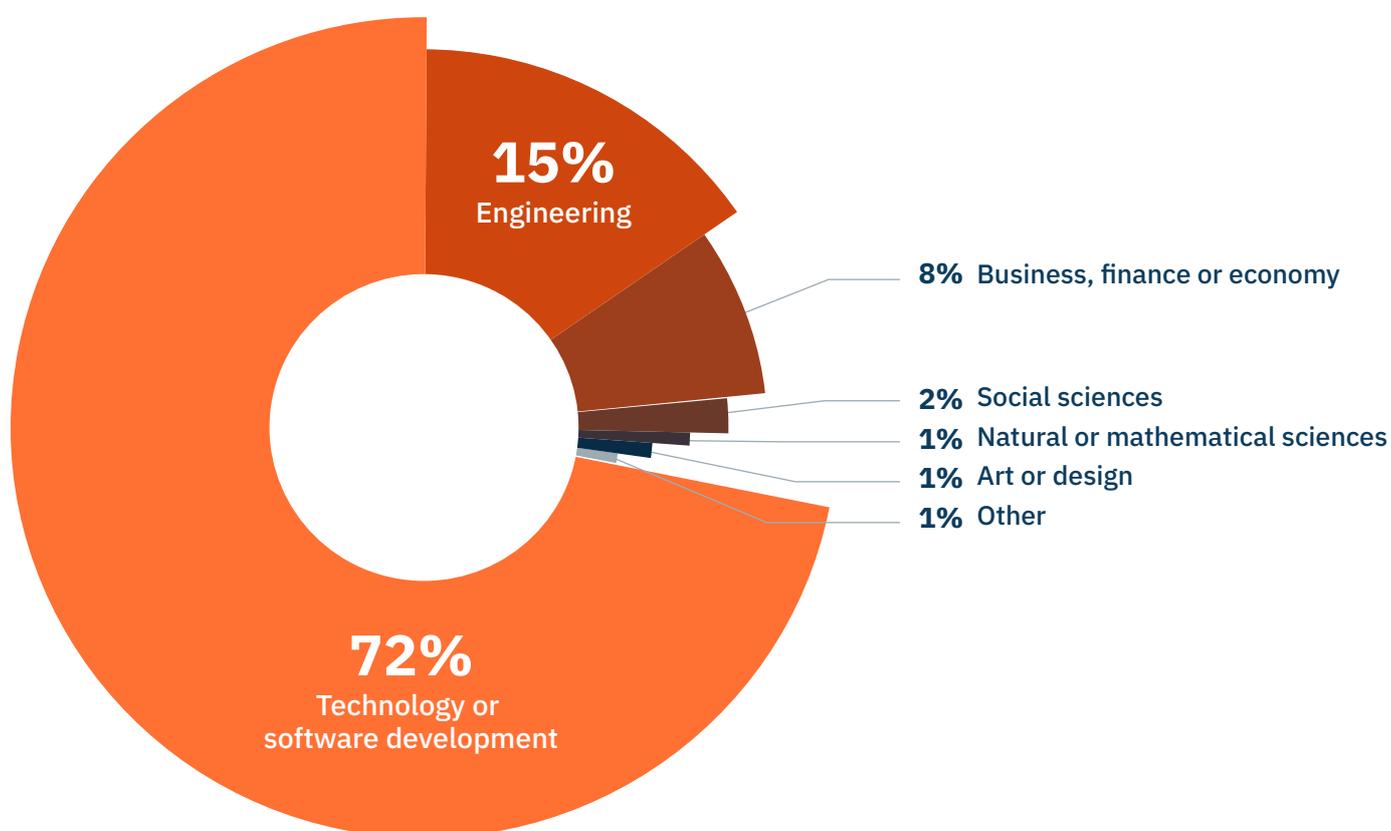
ROLES

Which best describes the role you have in your company?

`MULTIPLE CHOICE QUESTION`

Role	Percentage
Program or Project Manager	24%
Team Leader	24%
Scrum Master	22%
Business Analyst	16%
Engineer	13%
Agile Coach	13%
Product Manager/Product Owner	12%
Support/System Analyst	10%
VP/Director/Manager	10%
DevOps	8%
Coach	7%
External Consultant	7%
Operations	4%
C- Level	3%
Sales	2%
QA	1%
Other	2%
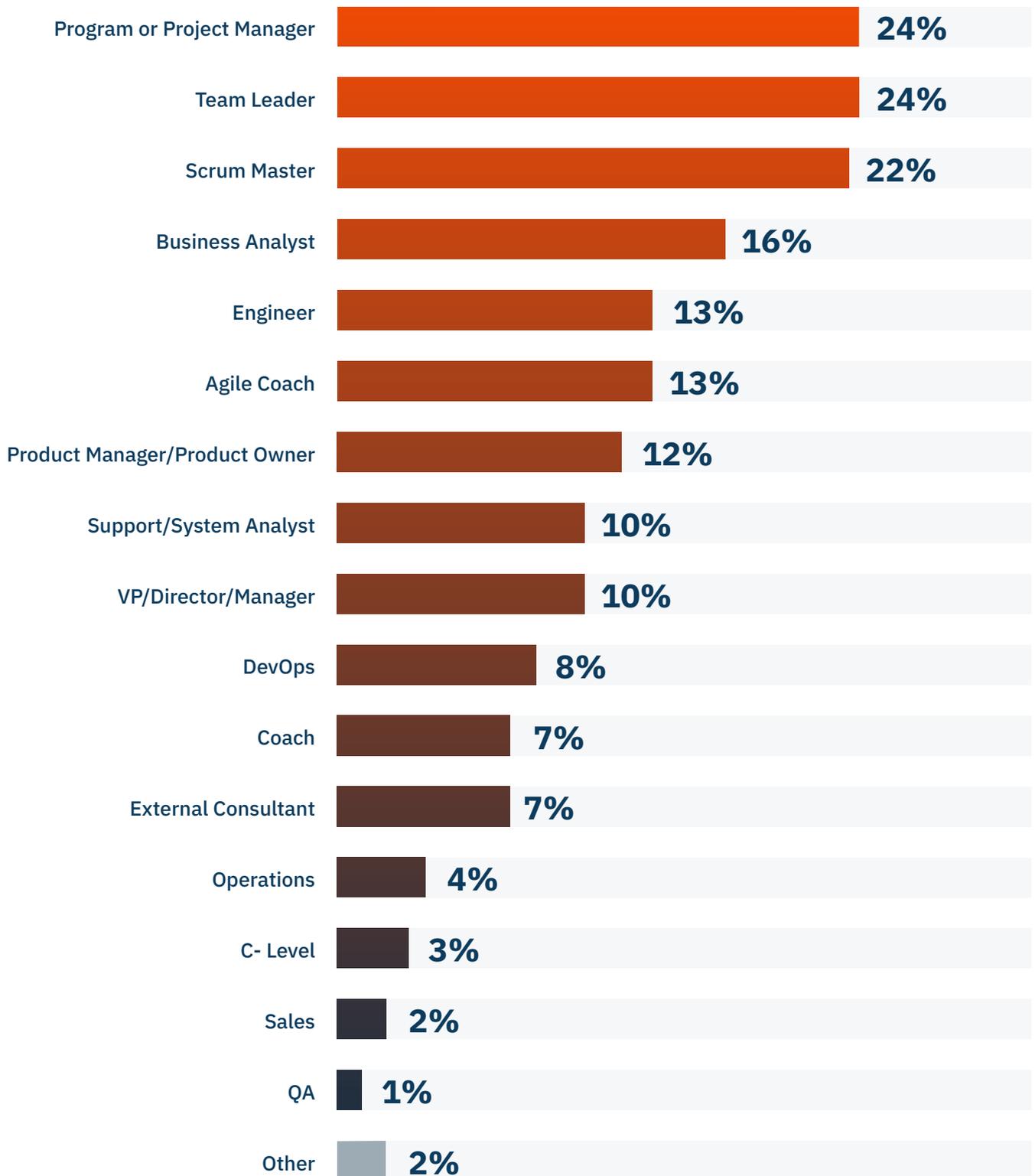
INVOLVEMENT

Involvement in the Agile community is given through the organization itself or by attending events. Those activities, such as forums, conferences and Meetups, are essential to share and strengthen Agile knowledge.

How are you involved in the Agile community?

MULTIPLE CHOICE QUESTION

49%
I attend events

59%
In my organization

23%
I participate in online forums

11%
I am a speaker at conferences

8% I organize meetups

4% I write blogs

1% Training

1% Student

4% Other
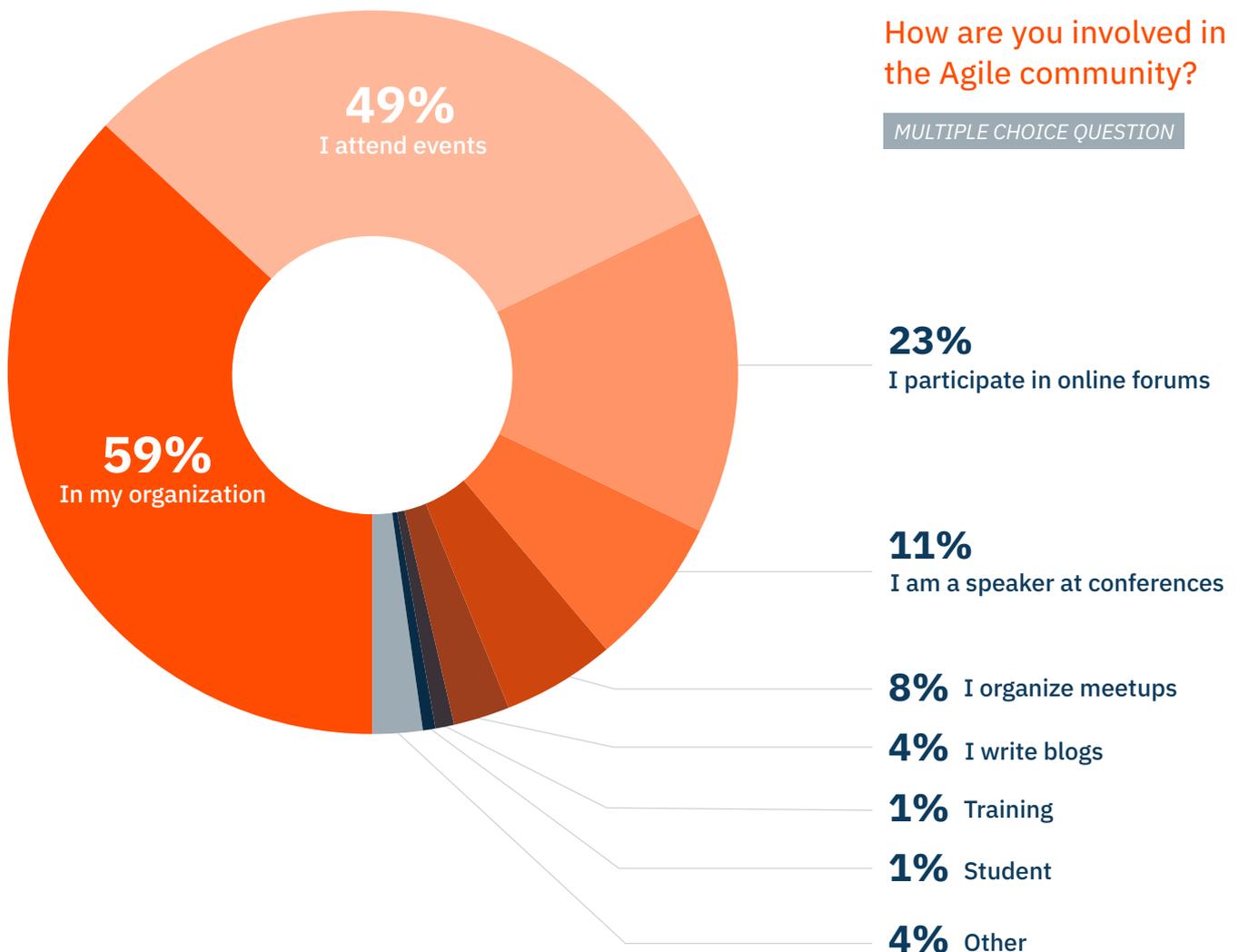
INDUSTRY

Which of the options below best describes the industry that you work for?

Industry	Percentage
IT	49%
Financial services	14%
Education	8%
Government	5%
Professional services	4%
Telecomunications	4%
Retail	4%
Health	3%
Manufacturing/Industrial	3%
Transport	1%
Insurance	1%
Electric	1%
Other	2%
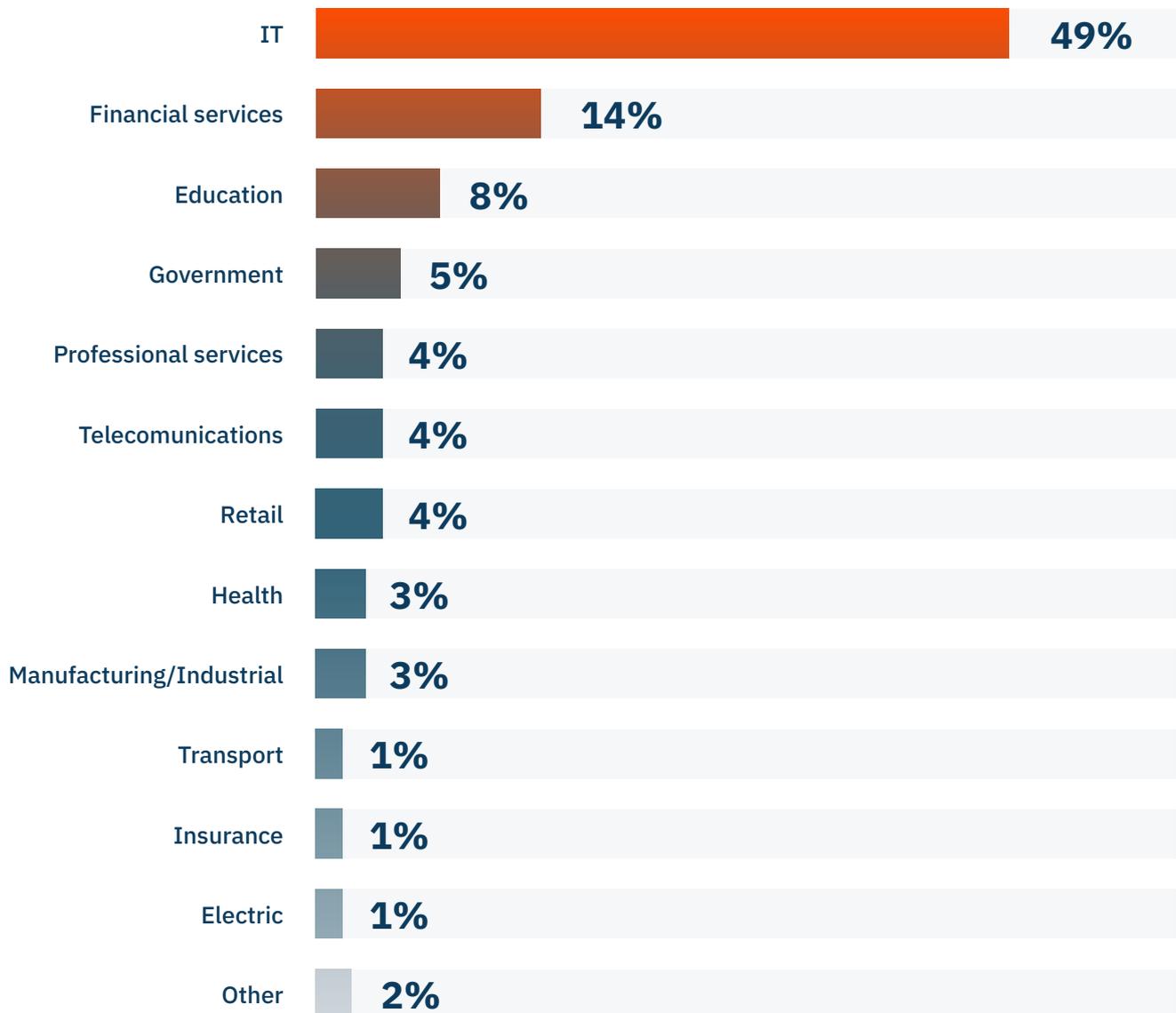
The industries that actively have a direct relationship with the Agile methodologies are **IT** with 49% and **financial services** with 14%.

AGILE FRAMEWORKS

Which Agile Framework are you most related to?

15%

Kanban

4%

Scrumban

3%

Hybrid

1%

Lean Startup

66%

Scrum

2%

Scrum/XP Hybrid

1%

XP

2%

Iterative Development

4%

I am not sure

1%

Other
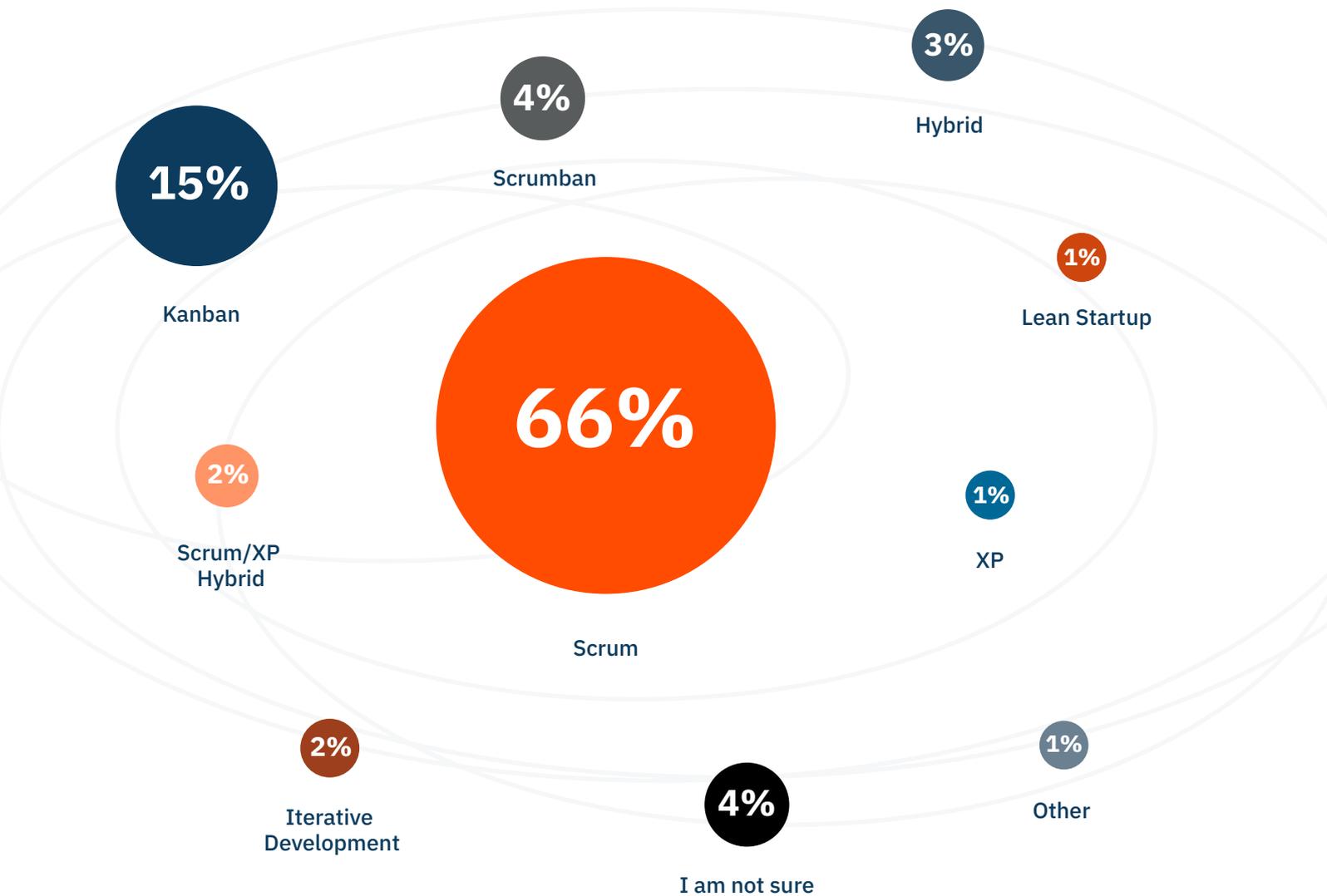
Agile frameworks and practices are a series of values and principles based on the Agile Manifesto. Agile principles are based on people and their relationships. They seek quick delivery of the highest quality – for both products and services – as well as creating a lasting relationship with the client so that he/she can understand what is going on and can make changes that are feasible in terms of time and cost.

Which framework(s) do you mainly apply in your IT environment today?

80%
Agile

33%
DevOps

34%
ITIL

DISCIPLINES/PRACTICES/FRAMEWORKS

In addition to Scrum, what practices or frameworks do you use?

72%
Kanban

21%
DevOps

3%
TDD

4%
XP

EXPERIENCE

How many years of experience do you have practicing agility?

Less than 2 years	**44%**
More than 3 years	**26%**
More than 5 years	**17%**
More than 10 years	**4%**
More than 15 years	**1%**
None	**8%**
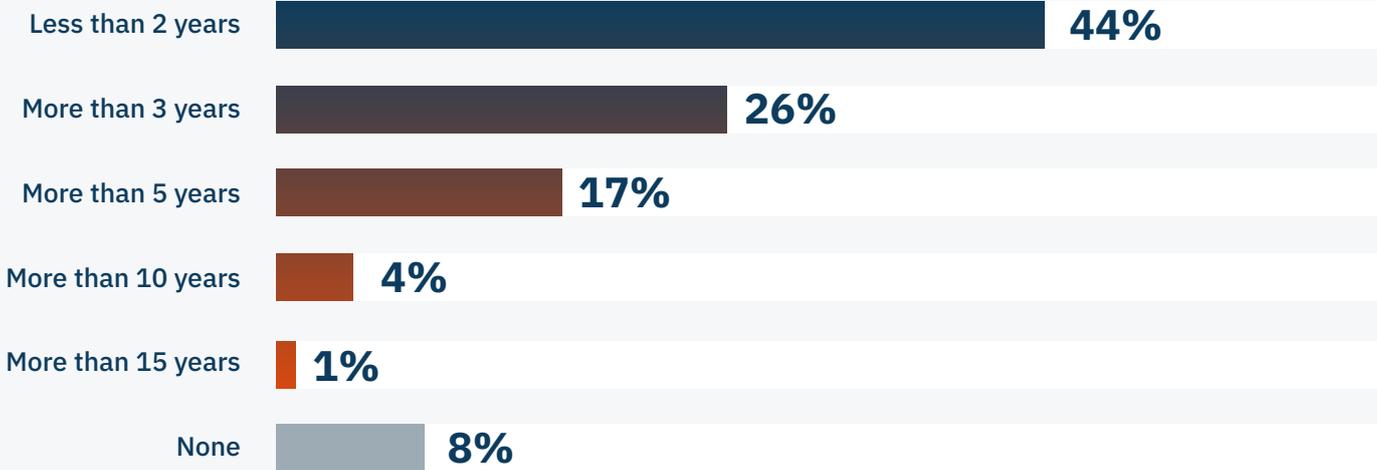
PROJECTS

This question refers to Agile projects at the team level, at the business or organizational unit level.
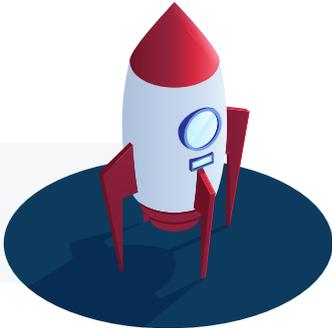
How many Agile projects have you worked on?

38%	26%	20%	19%
Less than 2 projects	More than 2 projects	More than 5 projects	More than 10 projects
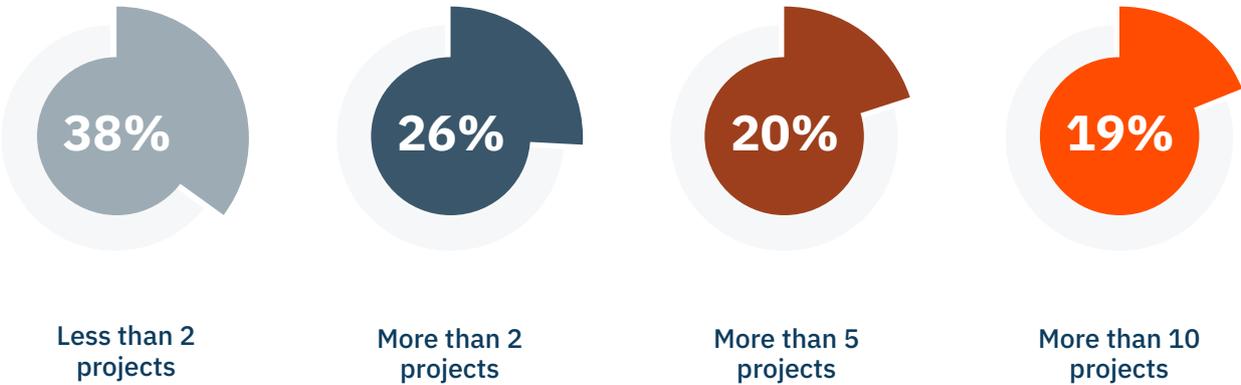
COMPANY EXPERIENCE & AGILE ADOPTION

SCRUM MASTER/AGILE COACH

How many Scrum Masters or Agile Coaches do you have in your organization?

I am the only one	2 or more	5 or more	10 or more	N/A
16%	29%	15%	24%	16%
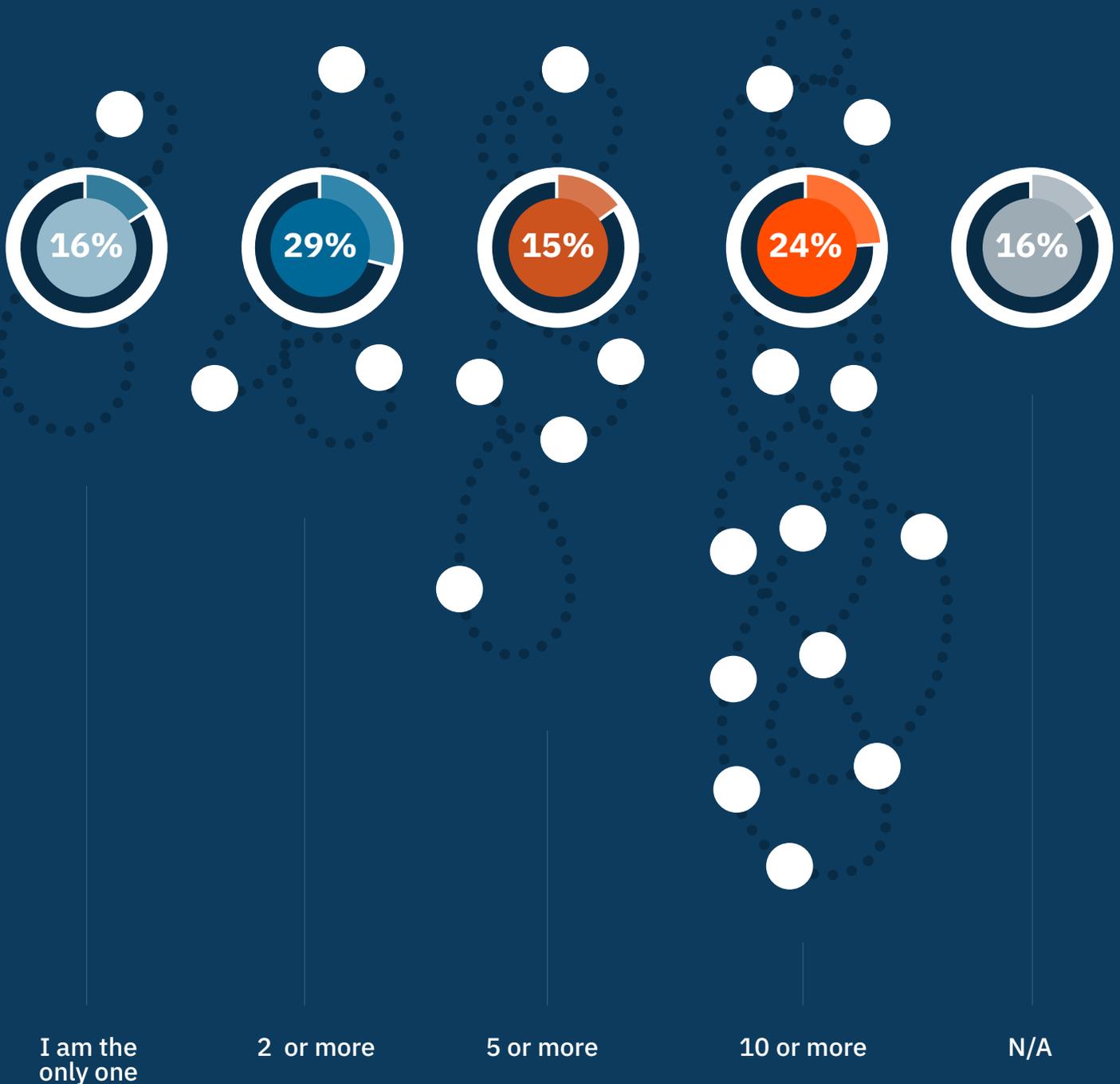
AGILITY

70% of the companies surveyed are currently in an Agile transformation process.

How long has your company been practicing Agile?

1 year or less	22%
1–2 years	27%
3–5 years	20%
More than 5 years	11%
We don't practice Agile	11%
I don't know	9%
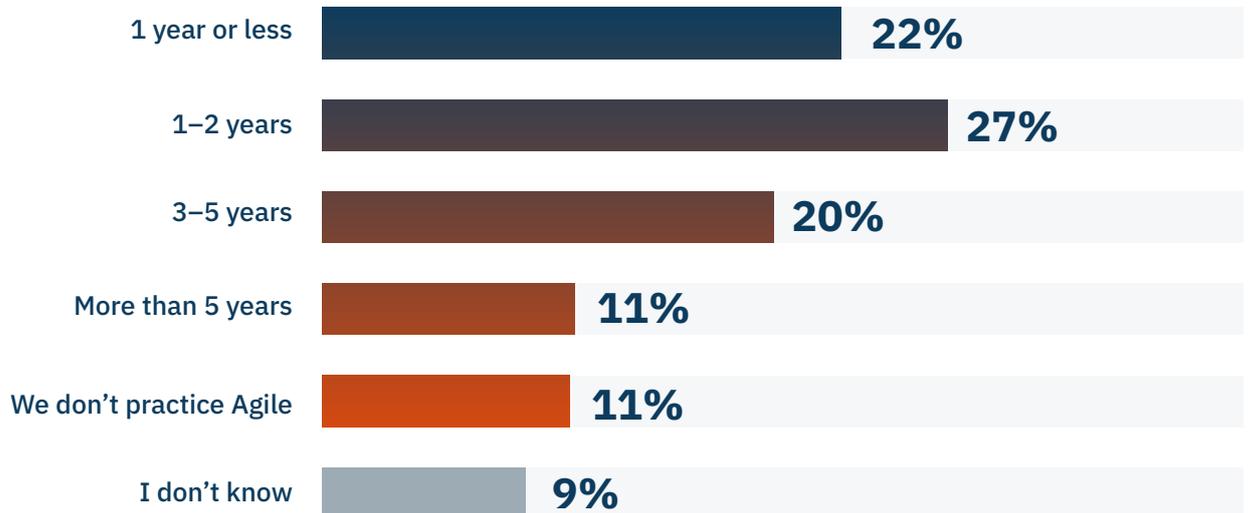
AGILE TRANSFORMATION

Have you participated in the Agile transformation of a company?

57% YES   **43% NO**

Is your company currently in the process of Agile transformation?

70% YES   **30% NO**
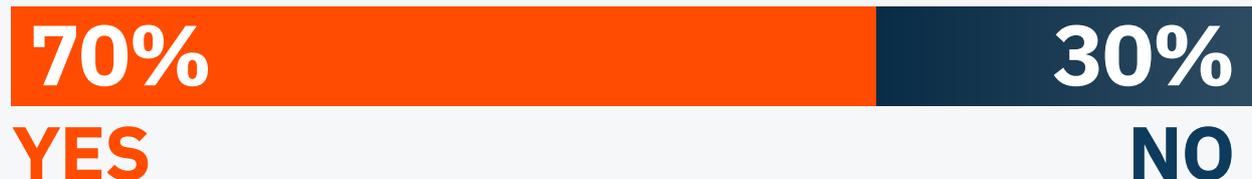
AGILE PRACTICES/TOOLS/ARTIFACTS/ TECHNIQUES/EVENTS

What practices/tools/artifacts/techniques/events does your organization use?

`MULTIPLE CHOICE QUESTION`

Practice	Percentage
Kanban	62%
Daily Scrum	57%
Sprint/Iteration review	56%
Sprint/Iteration planning	55%
Product owners	55%
Retrospectives	45%
Delivery planning	41%
Small iterations	35%
Planning Poker	32%
Integration of the development and testing teams	29%
Agile/Lean UX	27%
Agile portfolio planning	25%
Frequent releases	24%
Shared work area	23%
Team estimations	18%
Product route map	16%
Other	3%

The Agile techniques or practices most used by the organizations are **Kanban** (62%) and **Daily Scrum** (57%), followed by **Sprint/Iteration review** (56%) and **Sprint/Iteration planning** (55%).

AGILE TEAMS

Which area is in charge of managing Agile methodologies within your organization?

52%
IT or Engineering

21%
Project Management Office

15%
C-Level

7%
Product Management

5%
Other
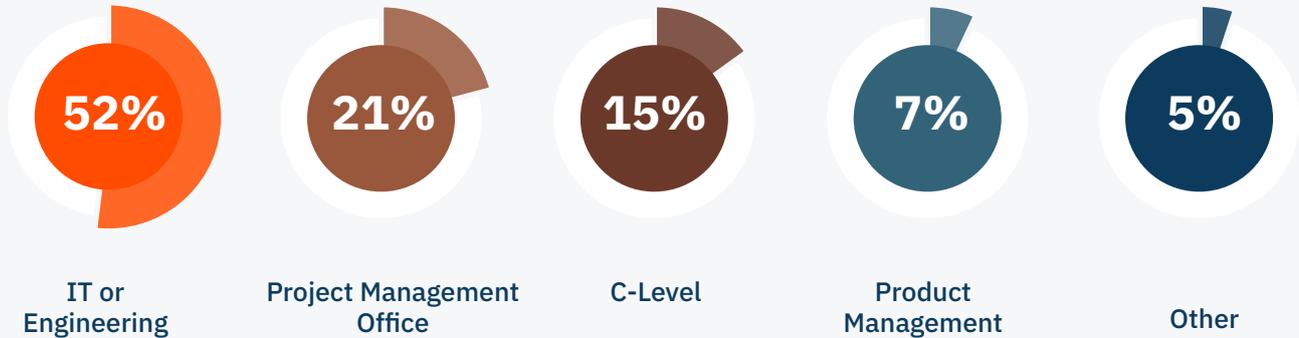
How many teams in your company have adopted Agile practices?

Less than half	43%
More than half	23%
All our teams	17%
None of our teams	17%
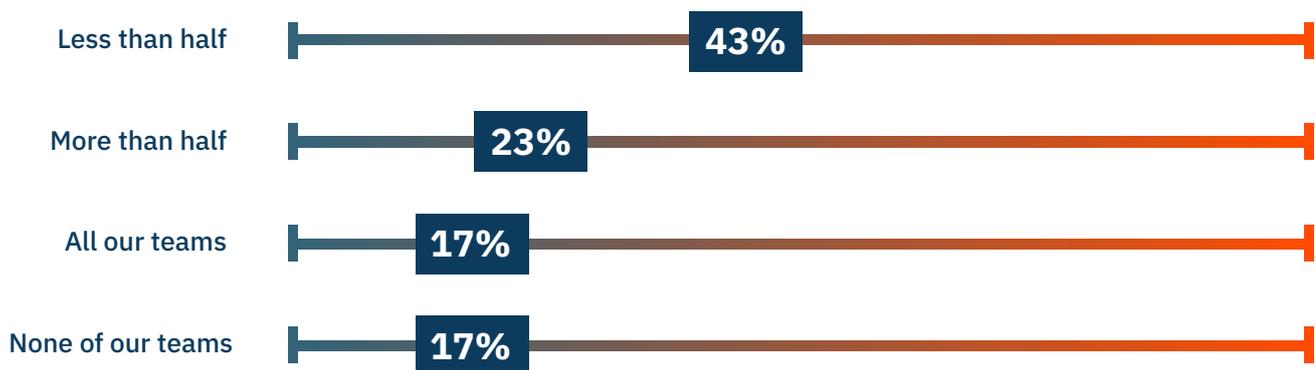
AGILE AREAS AND TOOLS

Which area of your organization have adopted Agile principles or practices?

MULTIPLE CHOICE QUESTION
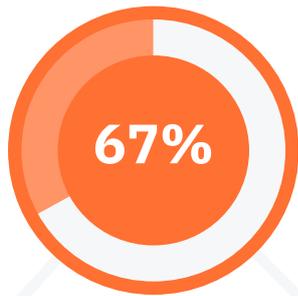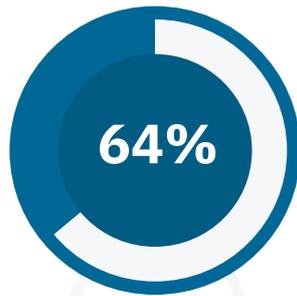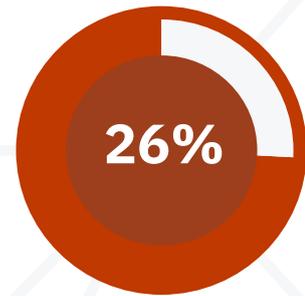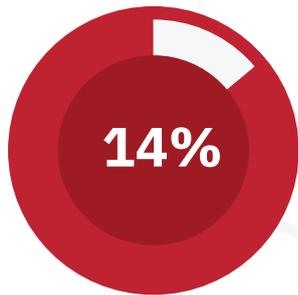
67% Sofware Development

64% Infomation Technology

26% Operations

14% Human Resources

11% Marketing

9% Sales

8% Finances

8% None

3% Other

CertiProf®
Professional Knowledge
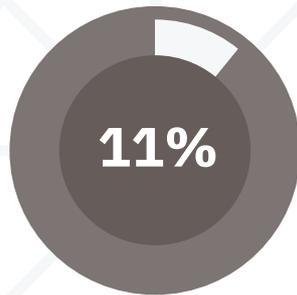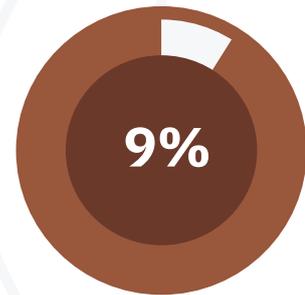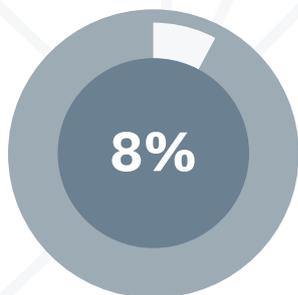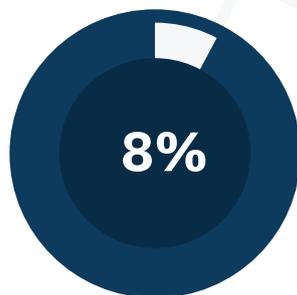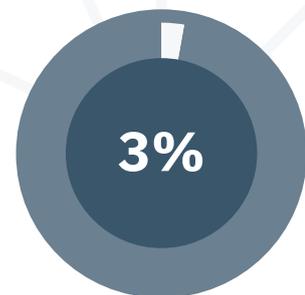
Accelerate products or services delivery (64%), improve alignment between the business and IT (54%) and **improve software quality** (40%), are positioned as the three main reasons to adopt Agile in the team or organization of the respondents.

What is the most important reason to adopt Agile practices in your team or organization?

MULTIPLE CHOICE QUESTION

Reason	Percentage
Accelerate products or services delivery	64%
Improve the alignment between business and IT	54%
Improve software quality	40%
Increase productivity	40%
Better management of distributed teams	35%
Reduce project risk	35%
Improve the ability to change priorities	34%
Improve the visibility of projects	34%
Improve delivery prediction	33%
Reduce the cost of projects	23%
Improve software maintainability	18%
Improve team morale	15%
Other	1%

What tools does your company use to manage Agile projects?

0.6% CollabNet
0.5% Target Process
0.4% Pivotal Tracker
0.3% Axosoft
0.2% Hansoft

6% Other

9% None

Redmine **0.9%**
Lean Kit **1.0%**
Microsoft Planner **1.0%**
VersionOne **1.1%**
Monday.com **1.3%**
HP Agile Manager **1.4%**

HP Quality Center **2%**
CA Agile Central **3%**
IBM Rational Team Concert **4%**
Azure **5%**
Kanbanize **6%**

43%
Trello

35%
Atlassian Jira

27%
Microsoft Excel

25%
Microsoft Project

19%
Google Docs
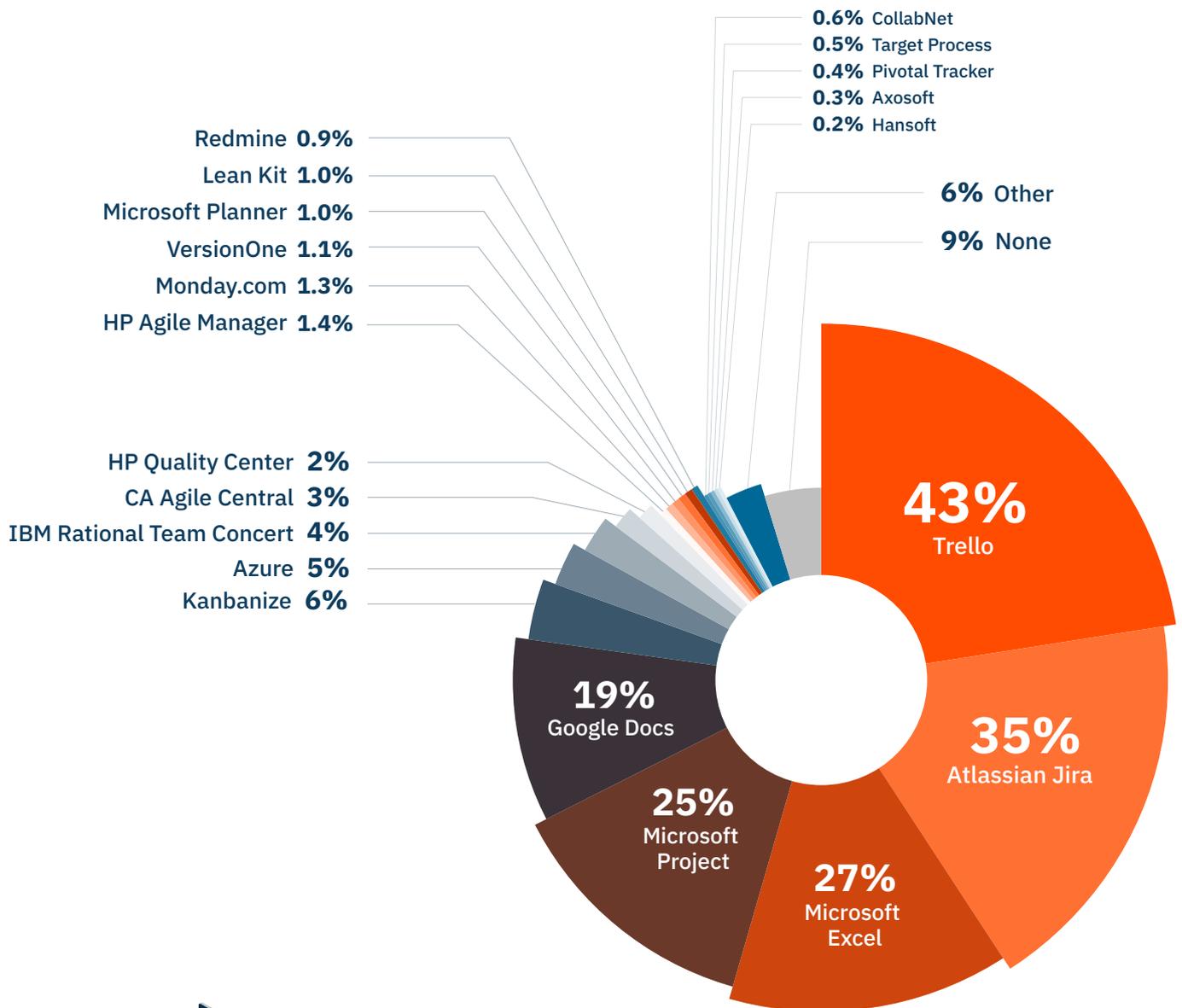
The most used tools by the companies for managing Agile projects are **Trello** (43%) **Atlassian Jira** (35%), **Microsoft Excel** (27%) and **Microsoft Project** (25%).

DEVOPS

DevOps is a new trend in the IT industry aimed at improving delivery service agility. This method emphasizes transparent communication, collaboration, as well as integration between developer software and IT

How familiar are you with DevOps?

Very little knowledge
38%

Some knowledge
46%

Expert
4%

I am not familiar
12%
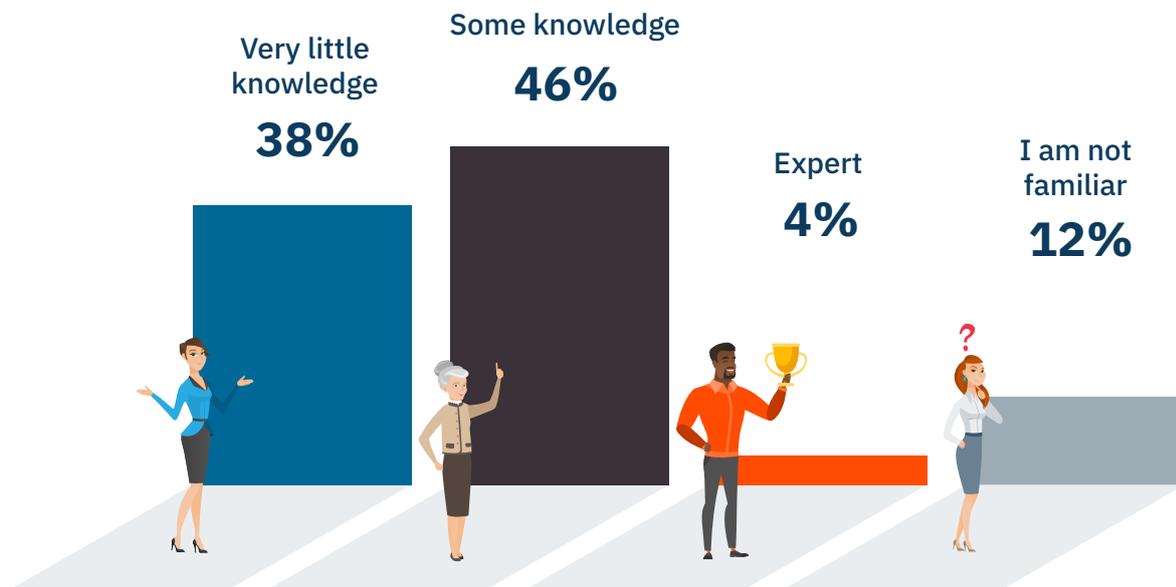
Does your organization apply DevOps as a culture?

62%

38%

YES

NO

CertiProf®
Professional Knowledge

DEVOPS INITIATIVE

Do you have a DevOps initiative in progress and/or planned in the next 12 months?

I don't have any DevOps initiatives	**32%**
Planning a DevOps initiative	**33%**
DevOps initiative in progress	**19%**
I don't know	**16%**
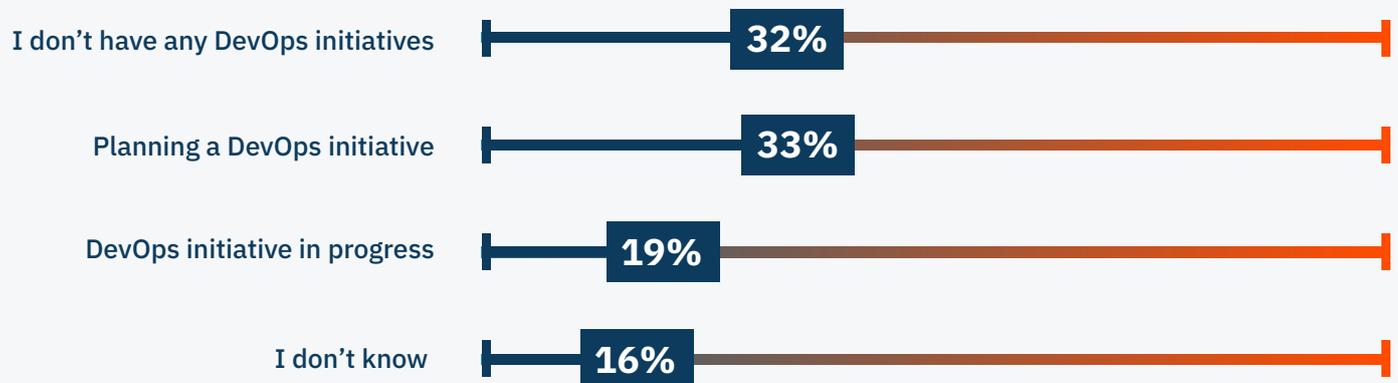
DEVOPS TRANSFORMATION

How important is the DevOps transformation in your organization?

Very important

Important

Somewhat important

It's not important
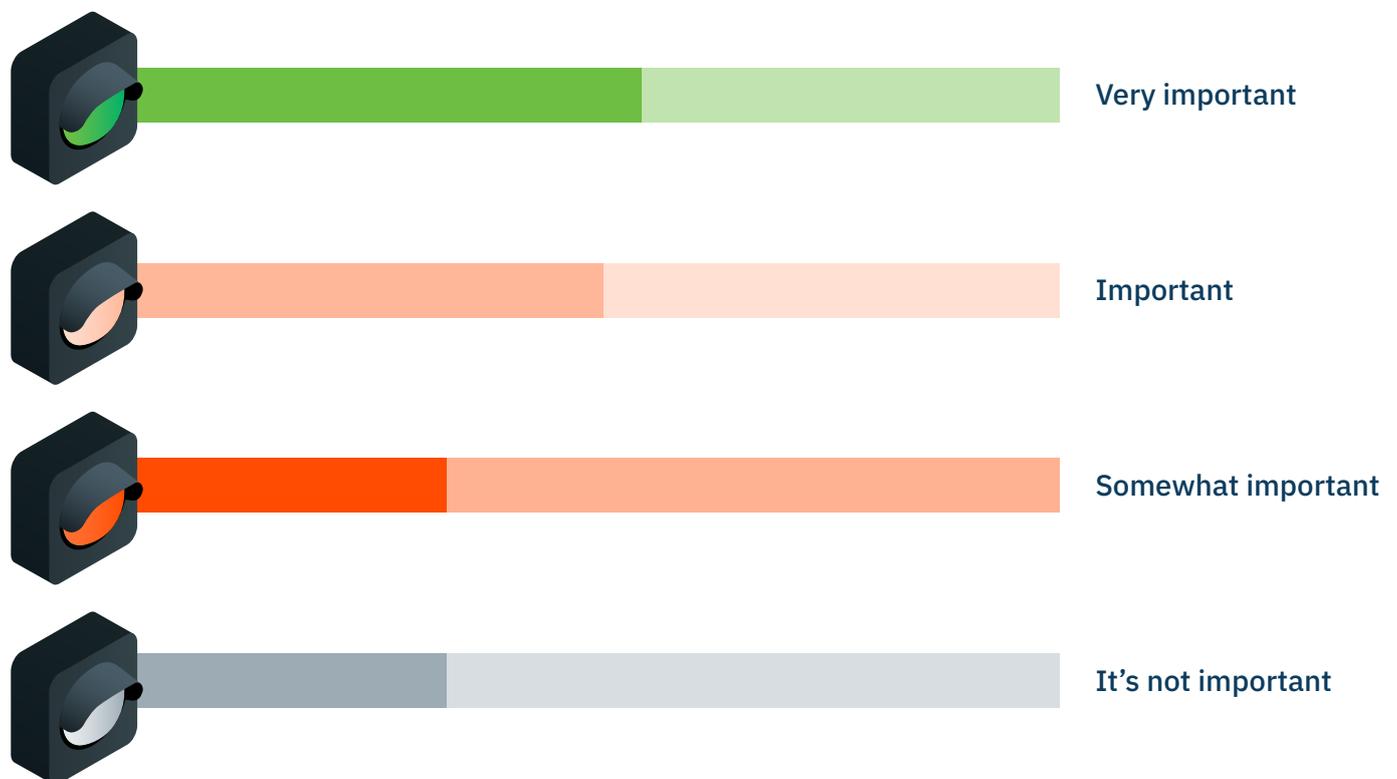
DEVOPS STATUS

What is the current DevOps Status in your organization?

Initial stage
34%

Adopted throughout
the organization
11%

Adoption in a
project or more
19%

It doesn't exist
36%
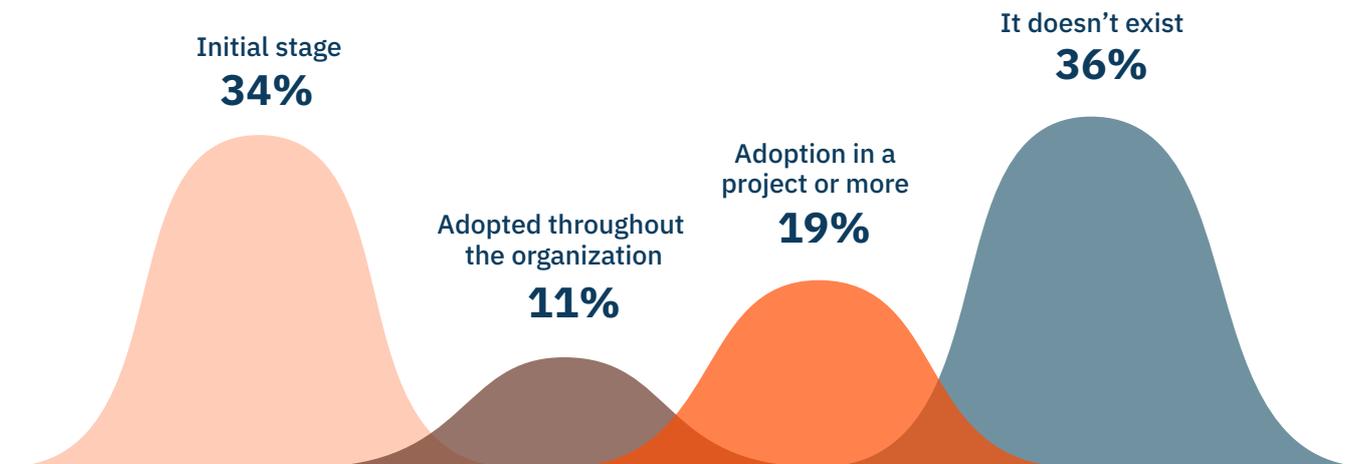
34% of the surveyed companies are in an **early stage of DevOps**, while 36% of them **don't make use of DevOps** at all. However 33% are **planning a DevOps initiative**, and 69% of respondents consider that a DevOps transformation is important in their organization. This shows a great opportunity for growth.

IT STATUS

How would you describe the current situation of your IT department?

Starting the planning stage for the next 12 months	**27%**
Implementing DevOps in one or more projects	**22%**
Implementing DevOps throughout the organization	**5%**
Planning to implement DevOps in the next 12 months	**9%**
Consciously implementing DevOps	**5%**
Previously performed trial and error	**9%**
N/A	**23%**
Other	**1%**
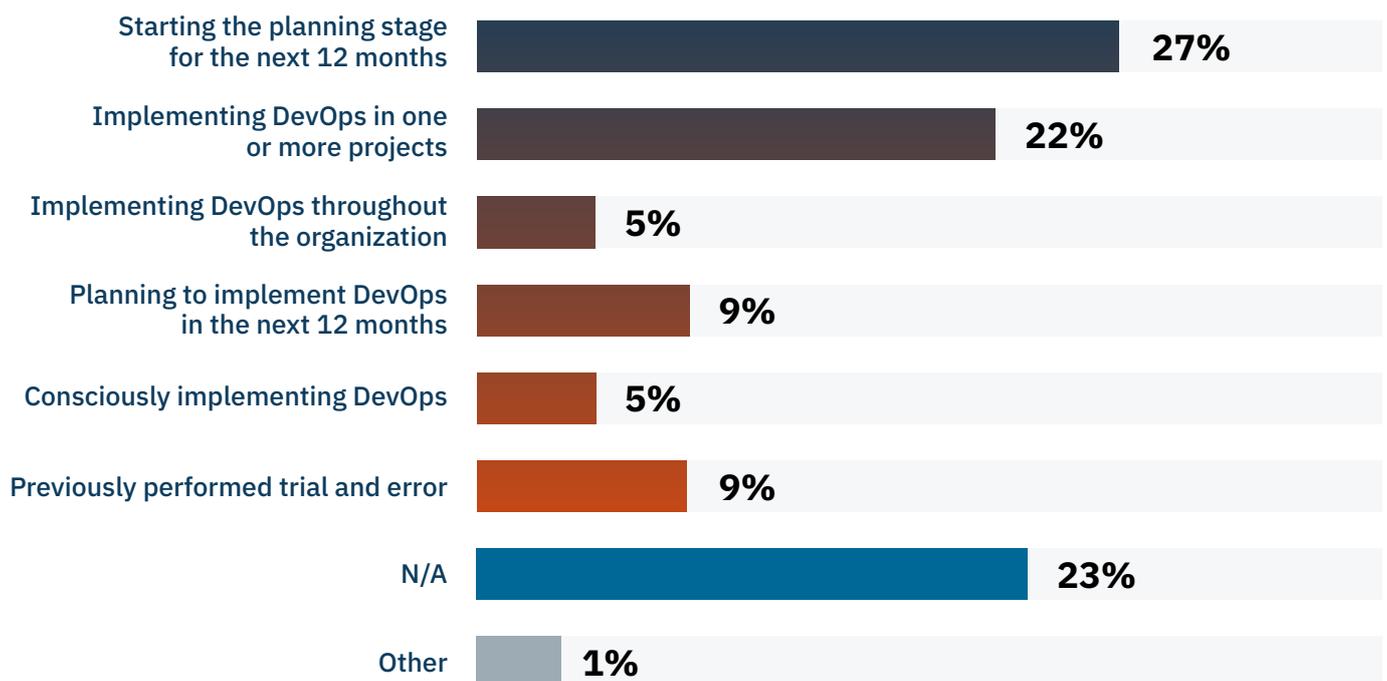
DISTRIBUTED TEAMS

Does your organization have any Agile teams where members do not work in the same location (distributed teams) ?

59%	41%
YES	NO

Does your organization practice Agile with multiple joint work teams that collaborate across geographic boundaries?

58%	42%
YES	NO

CertiProf®
Professional Knowledge

MATURITY

Organizations are **using Agile practices, but still maturing (41%), experimenting with Agile practices** (19%) and **considering an Agile initiative (18%).**

How would you rate the Agile maturity of your organization?

High level of Agile competency in the organization

6%

Adaptable Agile practices to the market requirements

4%

41%

Using Agile practices, but still maturing

19%

Experimenting with Agile practices

18%

Considering an Agile initiative

12%

No Agile initiatives
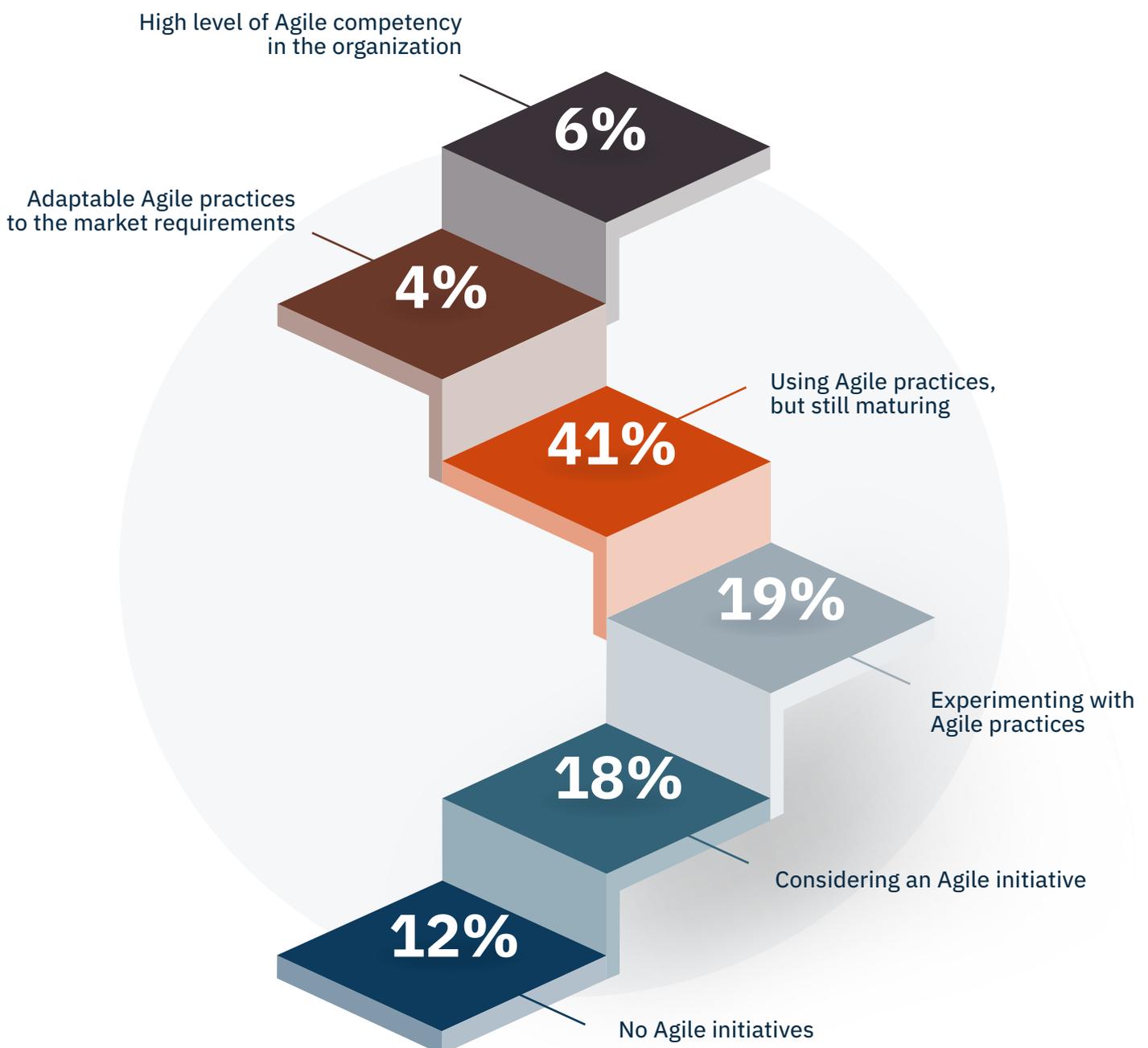
SUCCESS MEASUREMENT

How does your oganization measure the success of Agile transformations?

MULTIPLE CHOICE QUESTION

Category	%
User/Customer satisfaction	**57%**
On-time delivery	**45%**
Business value	**40%**
Process improvement	**38%**
Quality	**37%**
Productivity	**37%**
Business objectives achieved	**27%**
Project visibility	**21%**
Organizational culture	**19%**
Product scope	**16%**
Predictability	**15%**
I don't know	**13%**
Other	**1%**
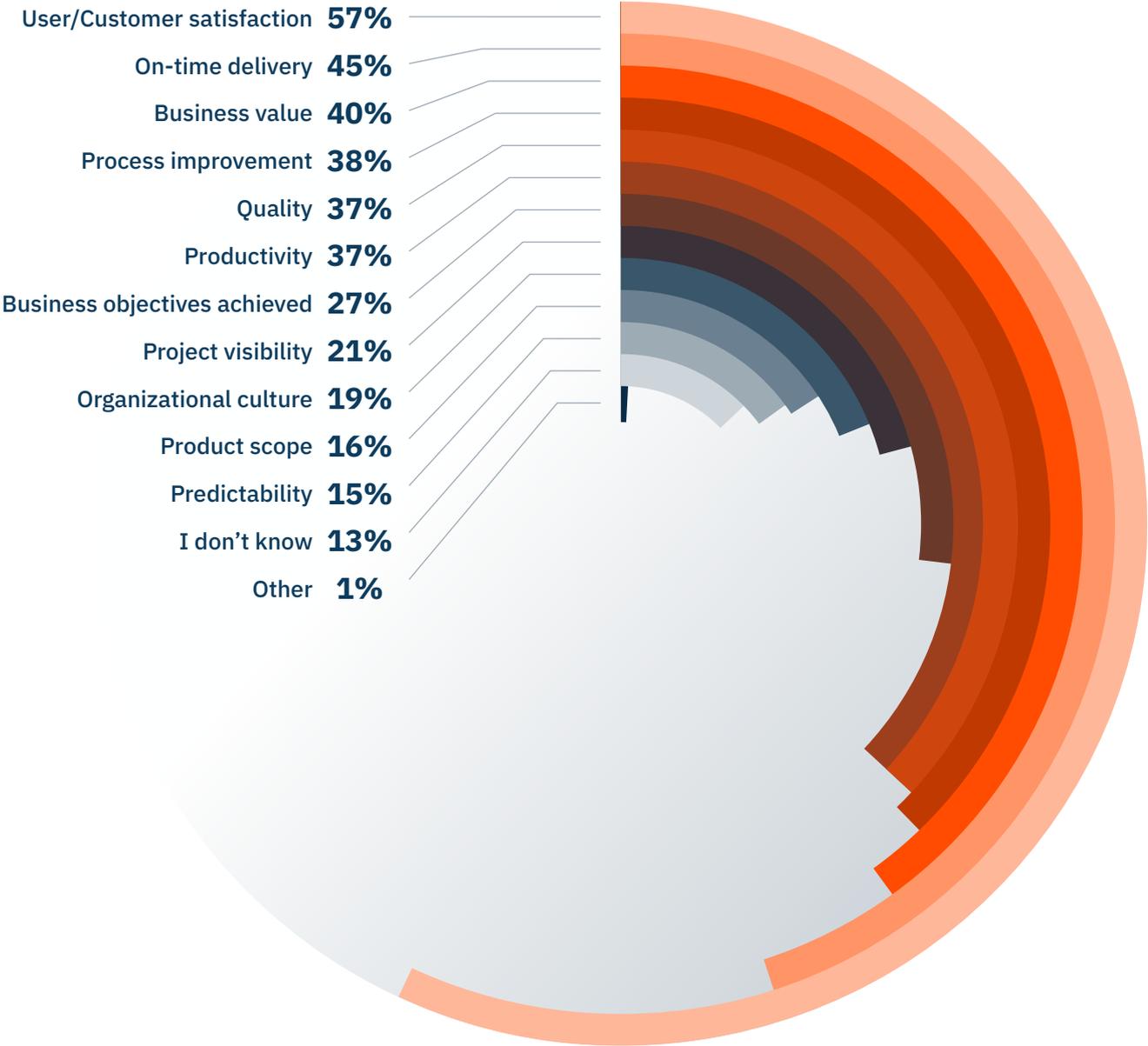
Organizations measure the success of Agile transformations through **User/Customer satisfaction** (57%) and **On-time Delivery** (45%).

Organizations measure the success of individual Agile projects through **user/customer satisfaction** (46%) and **value of the bussiness delivered** (36%).

How does your organization measure the success of individual Agile projects?

Category	Percentage
User/customer satisfaction	46%
Value of the business delivered	36%
Budget vs. Current cost	24%
Speed	23%
Work in process	18%
Burn up chart	18%
Cycle time	18%
Earned value	17%
Defects solution	15%
Product use	14%
Customer retention	13%
Estimate accuracy	13%
Planned vs. current release dates	12%
Production defects	10%
Successful tests/failure over time	10%
Revenue/sales	10%
Hours/week per iteration	9%
Planned vs. current stories by iteration	9%
Accumulated flow diagram	8%
Defects over time	6%
Change of scope in a delivery	5%
Other	5%

CHALLENGES

What is the most significant challenge or barrier to adopt or scale Agile practices in your current organization?

MULTIPLE CHOICE QUESTION

| Challenge	Percentage
Resistance to change throughout the organization	34%
Organizational culture in disagreement with Agile values	29%
Insufficient training and education	29%
Inadequate support management and sponsorship	29%
Presence of traditional development methods	26%
Inconsistent processes and practices throughout the team	25%
There is not enough participation and leadership	25%
Absence of skill or experience with Agile methods	25%
Fragmented tools and data related to projects	22%
Absence of business/client/P.O availabilty	21%
Collaboration and shared knowledge are minimal	14%
Regulatory compliance or government problem	9%
None of our Agile projects would be considered unsuccessful	6%
Other	2%

FRAMEWORKS

Which framework does your company follow most closely to help scale Agile methodologies?

7%

Nexus

18%

SAFe

66%

None

3%

LeSS

4%

Other

2%

DAD
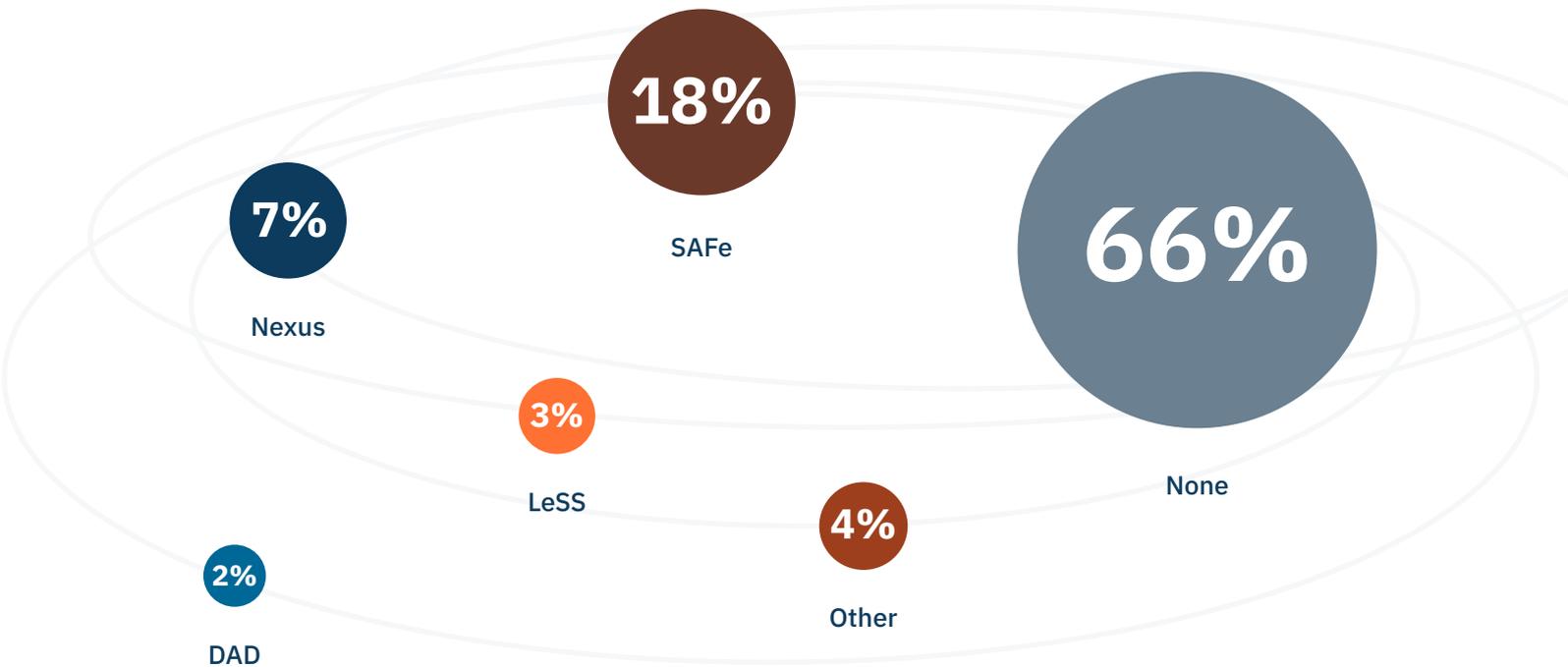
Do you use multiple frameworks to scale agility in your company?

27%

19%

6%

4%

44%

1 framework

2 frameworks

3 frameworks

4 frameworks

None
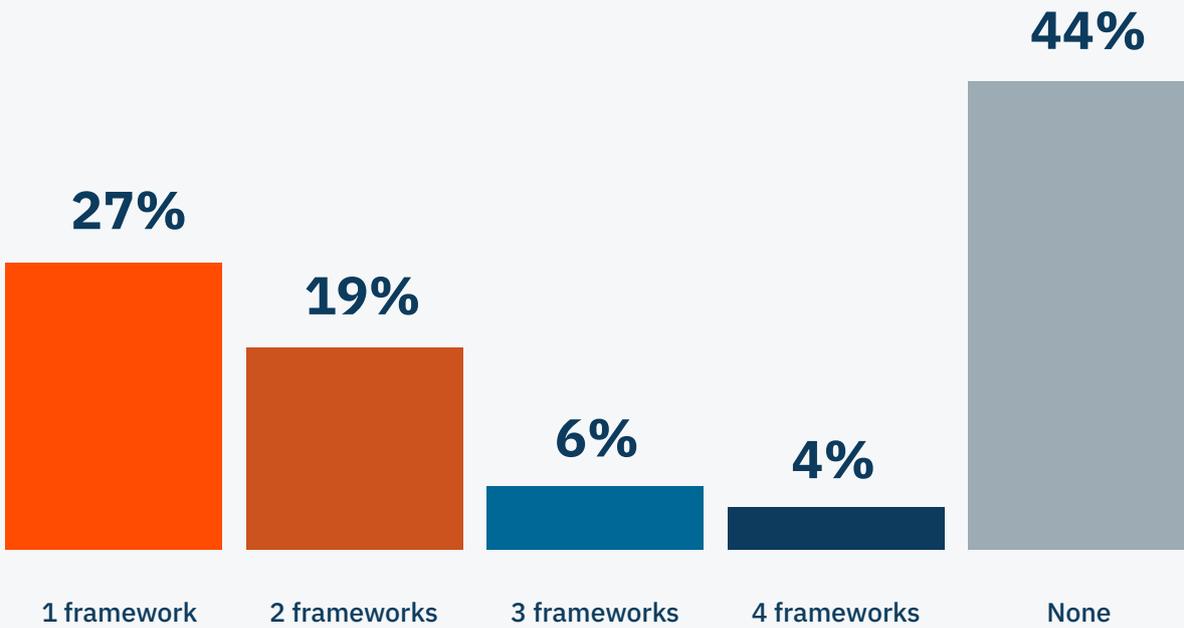
PERFORMANCE

Which of the following areas of your organization improved, worsened or stayed the same with Agile implementations?

MULTIPLE CHOICE QUESTION

	Improved	Worsened	Stayed the same
Business/IT. Alignment	48%	23%	10%
Priority management	17%	14%	10%
Team productivity	17%	7%	4%
Release speed/Time to market	15%	6%	5%
Software quality	15%	9%	5%
Project visibility	11%	7%	5%
Team morale	9%	9%	6%
Project risk reduction	8%	6%	5%
Project prediction	8%	9%	10%
Software maintenance	8%	11%	5%
Project cost reduction	6%	9%	8%
Engineering as a discipline	5%	9%	9%
I don't know	5%	10%	18%
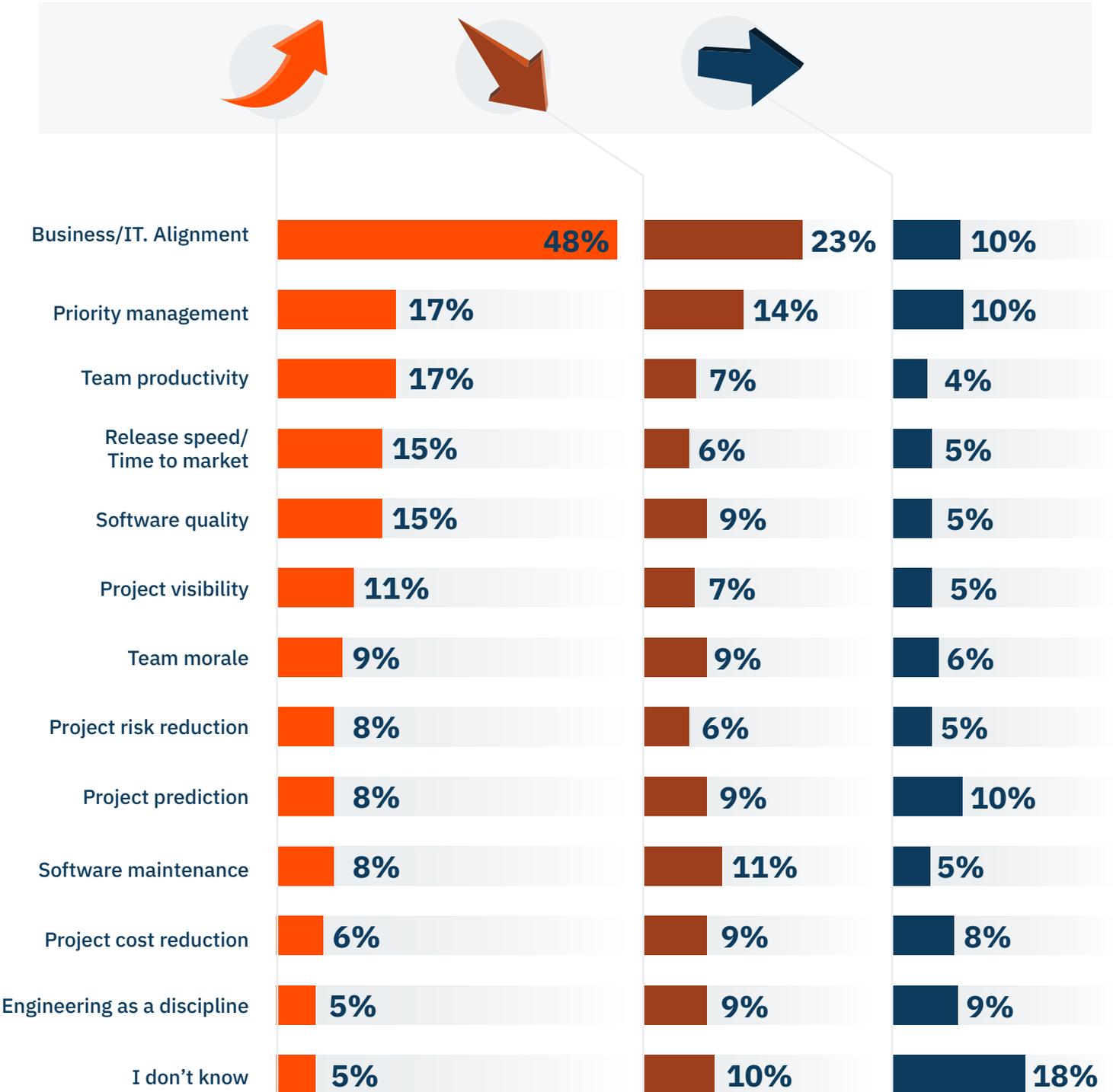
CertiProf®
Professional Knowledge

AGILE
Adoption Report
2020

Get in touch!