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.
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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

- 22% 21 to 30
- 42% 31 to 40
- 27% 41 to 50
- 9% 51 or Older

GENDER

- 21% Female
- 79% Male

MEMBERS

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

- 24% less than 50
- 17% 50–250
- 18% 251–1000
- 18% 1001–5000
- 23% 5001 or more
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?

- 72% Technology or software development
- 15% Engineering
- 8% Business, finance or economy
- 2% Social sciences
- 1% Natural or mathematical sciences
- 1% Art or design
- 1% Other
Which best describes the role you have in your company?

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

AGILE ADOPTION REPORT 2020
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?**

- **59%** In my organization
- **49%** I attend events
- **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

---

**IN VolVEMENT**
The industries that actively have a direct relationship with the Agile methodologies are **IT** with 49% and **financial services** with 14%.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT</td>
<td>49%</td>
</tr>
<tr>
<td>Financial services</td>
<td>14%</td>
</tr>
<tr>
<td>Education</td>
<td>8%</td>
</tr>
<tr>
<td>Government</td>
<td>5%</td>
</tr>
<tr>
<td>Professional services</td>
<td>4%</td>
</tr>
<tr>
<td>Telecomunications</td>
<td>4%</td>
</tr>
<tr>
<td>Retail</td>
<td>4%</td>
</tr>
<tr>
<td>Health</td>
<td>3%</td>
</tr>
<tr>
<td>Manufacturing/Industrial</td>
<td>3%</td>
</tr>
<tr>
<td>Transport</td>
<td>1%</td>
</tr>
<tr>
<td>Insurance</td>
<td>1%</td>
</tr>
<tr>
<td>Electric</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>
AGILE FRAMEWORKS

Which Agile Framework are you most related to?

- Scrum: 66%
- Scrumban: 15%
- Kanban: 2%
- Scrum/XP Hybrid: 2%
- Lean Startup: 3%
- Hybrid: 4%
- XP: 1%
- Iterative Development: 1%
- Other: 1%
- I am not sure: 4%

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?

- **Agile**: 80%
- **DevOps**: 33%
- **ITIL**: 34%

**DISCIPLINES/PRACTICES/FRAMEWORKS**

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

- **Kanban**: 72%
- **DevOps**: 21%
- **TDD**: 3%
- **XP**: 4%
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%

This question refers to Agile projects at the team level, at the business or organizational unit level.

PROJECTS

How many Agile projects have you worked on?

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

SCRUM MASTER/AGILE COACH

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

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

Have you participated in the Agile transformation of a company?

- Yes: 57%
- No: 43%

Is your company currently in the process of Agile transformation?

- Yes: 70%
- No: 30%
### AGILE PRACTICES/TOOLS/ARTIFACTS/TECHNIQUES/EVENTS

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

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

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?

- IT or Engineering: 52%
- Project Management Office: 21%
- C-Level: 15%
- Product Management: 7%
- Other: 5%

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

- Software Development: 67%
- Information Technology: 64%
- Operations: 26%
- Human Resources: 14%
- Marketing: 11%
- Sales: 9%
- Finances: 8%
- None: 8%
- Other: 3%

AGILE ADOPTION REPORT 2020
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?

- **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%
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?

- Yes: 62%
- No: 38%
**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: [Bar chart]
- Important: [Bar chart]
- Somewhat important: [Bar chart]
- It’s not important: [Bar chart]
**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% YES  41% NO

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

58% YES  42% NO
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?
How does your organization measure the success of Agile transformations?

Organizations measure the success of Agile transformations through User/Customer satisfaction (57%) and On-time Delivery (45%).

![Success Measurement Chart]

- 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 individual Agile projects through **user/customer satisfaction** (46%) and **value of the business delivered** (36%).

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

<table>
<thead>
<tr>
<th>Measure</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>User/customer satisfaction</td>
<td>46</td>
</tr>
<tr>
<td>Value of the business delivered</td>
<td>36</td>
</tr>
<tr>
<td>Budget vs. Current cost</td>
<td>24</td>
</tr>
<tr>
<td>Speed</td>
<td>23</td>
</tr>
<tr>
<td>Work in process</td>
<td>18</td>
</tr>
<tr>
<td>Burn up chart</td>
<td>18</td>
</tr>
<tr>
<td>Cycle time</td>
<td>18</td>
</tr>
<tr>
<td>Earned value</td>
<td>17</td>
</tr>
<tr>
<td>Defects solution</td>
<td>15</td>
</tr>
<tr>
<td>Product use</td>
<td>14</td>
</tr>
<tr>
<td>Customer retention</td>
<td>13</td>
</tr>
<tr>
<td>Estimate accuracy</td>
<td>13</td>
</tr>
<tr>
<td>Planned vs. current release dates</td>
<td>12</td>
</tr>
<tr>
<td>Production defects</td>
<td>10</td>
</tr>
<tr>
<td>Successful tests/failure over time</td>
<td>10</td>
</tr>
<tr>
<td>Revenue/sales</td>
<td>10</td>
</tr>
<tr>
<td>Hours/week per iteration</td>
<td>9</td>
</tr>
<tr>
<td>Planned vs. current stories by iteration</td>
<td>9</td>
</tr>
<tr>
<td>Accumulated flow diagram</td>
<td>8</td>
</tr>
<tr>
<td>Defects over time</td>
<td>6</td>
</tr>
<tr>
<td>Change of scope in a delivery</td>
<td>5</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
</tr>
</tbody>
</table>
What is the most significant challenge or barrier to adopt or scale Agile practices in your current organization?

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resistance to change throughout the organization</td>
<td>34%</td>
</tr>
<tr>
<td>Organizational culture in disagreement with Agile values</td>
<td>29%</td>
</tr>
<tr>
<td>Insufficient training and education</td>
<td>29%</td>
</tr>
<tr>
<td>Inadequate support management and sponsorship</td>
<td>29%</td>
</tr>
<tr>
<td>Presence of traditional development methods</td>
<td>26%</td>
</tr>
<tr>
<td>Inconsistent processes and practices throughout the team</td>
<td>25%</td>
</tr>
<tr>
<td>There is not enough participation and leadership</td>
<td>25%</td>
</tr>
<tr>
<td>Absence of skill or experience with Agile methods</td>
<td>25%</td>
</tr>
<tr>
<td>Fragmented tools and data related to projects</td>
<td>22%</td>
</tr>
<tr>
<td>Absence of business/client/P.O availability</td>
<td>21%</td>
</tr>
<tr>
<td>Collaboration and shared knowledge are minimal</td>
<td>14%</td>
</tr>
<tr>
<td>Regulatory compliance or government problem</td>
<td>9%</td>
</tr>
<tr>
<td>None of our Agile projects would be considered unsuccessful</td>
<td>6%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>
Which framework does your company follow most closely to help scale Agile methodologies?

- **SAFe**: 18%
- **Nexus**: 7%
- **LeSS**: 3%
- **Other**: 4%
- **None**: 66%

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

- **1 framework**: 27%
- **2 frameworks**: 19%
- **3 frameworks**: 6%
- **4 frameworks**: 4%
- **None**: 44%
PERFORMANCE

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

<table>
<thead>
<tr>
<th>Area</th>
<th>Improved</th>
<th>Stayed the same</th>
<th>Worsened</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business/IT. Alignment</td>
<td>48%</td>
<td>23%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Priority management</td>
<td>17%</td>
<td>14%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Team productivity</td>
<td>17%</td>
<td>7%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>Release speed/Time to market</td>
<td>15%</td>
<td>6%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Software quality</td>
<td>15%</td>
<td>9%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Project visibility</td>
<td>11%</td>
<td>7%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Team morale</td>
<td>9%</td>
<td>9%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Project risk reduction</td>
<td>8%</td>
<td>6%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Project prediction</td>
<td>8%</td>
<td>9%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Software maintenance</td>
<td>8%</td>
<td>11%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Project cost reduction</td>
<td>6%</td>
<td>9%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Engineering as a discipline</td>
<td>5%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>I don’t know</td>
<td>5%</td>
<td>10%</td>
<td>18%</td>
<td></td>
</tr>
</tbody>
</table>
AGILE Adoption Report 2020