2nd Annual Survey
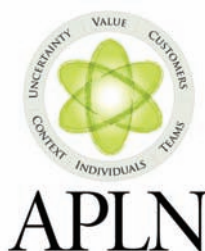
"The State of Agile Development"

Conducted: June–July, 2007

Survey Highlights & Full Data Report

Sponsored By:

APLN

VERSIONONE
Simplifying Software Delivery

2nd Annual 'State of Agile Development' Survey

About the Survey

The 2nd annual 'State of Agile Development' survey was conducted by VersionOne and sponsored by the APLN.

This global survey ran in June and July of 2007 and was completed by almost 1,700 individuals in 71 countries.

This document includes survey highlights below and additional data starting on page three. The Sections include: The Respondents, The Organizations, Adopting Agile, Agile Delivers, and Agile Practices.

Survey Highlights

Teams practicing Agile Development are getting larger and more distributed.

How large is your TOTAL software organization?

> 250	31%
> 20	74%

(includes employees related to all aspects of software development and delivery)

How many separate locations or sites do you have using Agile?

1	44%
2–5	45%
6+	10%

Are any of your Agile teams currently distributed?

Yes	57%
No	43%

(individual members from a single team in different locations)

What role most closely identifies the initial champion of Agile development within your organization?

Role	Percentage
Team Lead/Dev. Manager	22%
VP/Director of Development	19%
C-Level Executive	18%
Project Manager	15%
Architect	8%
Developer	6%
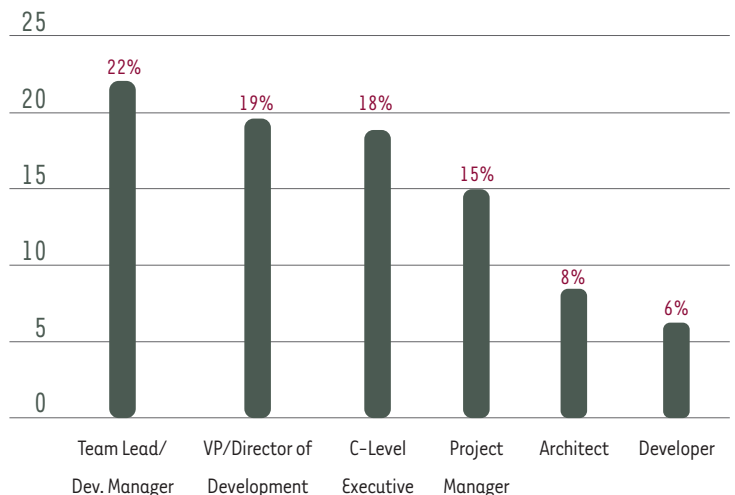
Agile development is consistently delivering meaningful and measurable business results.

Specific improvements you have <u>actually realized</u> from implementing Agile practices.

● ≥10%

Increased Productivity	90%
Reduced Software Defects	85%
Accelerated Time-to-Market	83%
Reduced Cost	66%

(bar chart, y-axis 0–100)
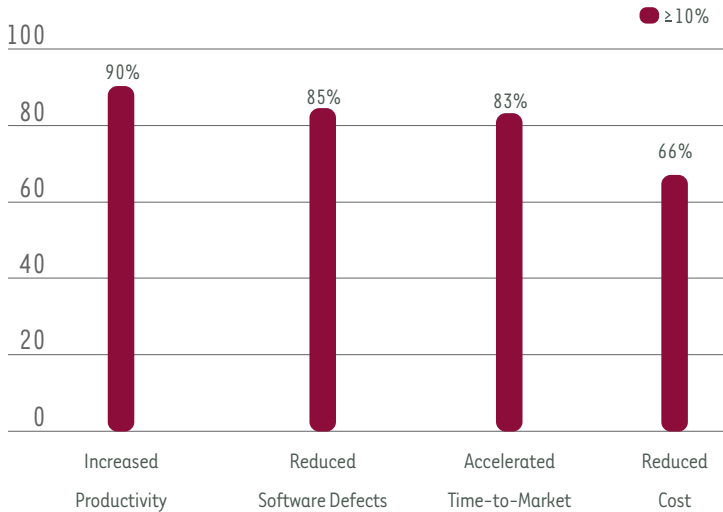
What are the two most important reasons for adopting Agile within your team or organization?

Manage Changing Priorities	30%
Accelerate Time-to-Market	24%
Enhance Software Quality	19%
Increase Productivity	18%
Alignment Between IT and Business Needs	15%
Reduce Project Risk	12%
Improve Project Visibility	12%

Key Agile practices and methodologies:

Which of the following practices do you employ?

Iteration Planning	65%
Unit Testing	60%
Daily Standup	55%
Release Planning	54%
Continuous Integration	50%

Which Agile methodology do you follow most closely?
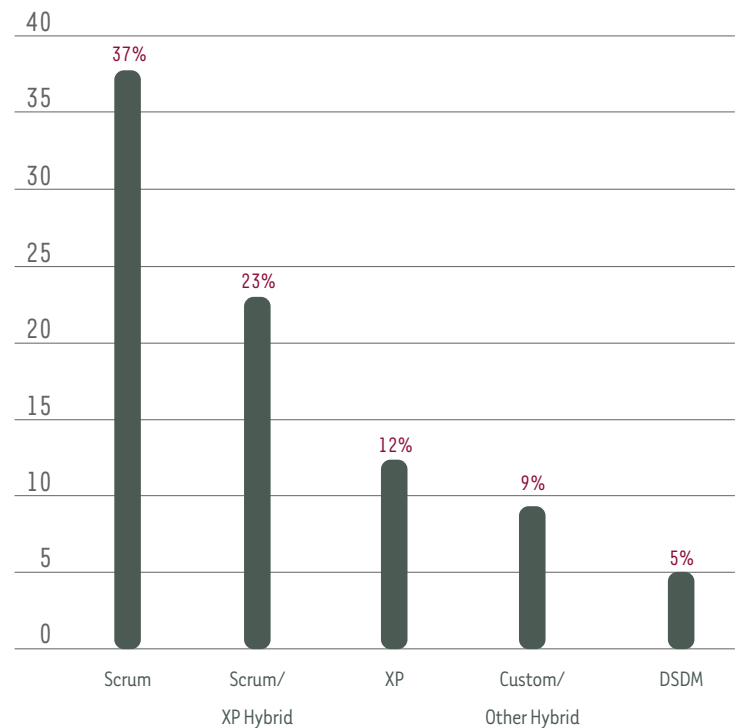
Scrum	37%
Scrum/XP Hybrid	23%
XP	12%
Custom/Other Hybrid	9%
DSDM	5%

(bar chart, y-axis 0–40)

Looking to the future…

There are challenges for the agile community to address in order to expand industry success.

What are / were the organization's greatest concerns regarding the adoption of Agile development?

Concern	Percentage
Lack Of Up-Front Planning	36%
Lack Of Documentation	30%
Loss of Mgmt Control	26%
Lack Of Predictability	26%
Lack Of Engineering Descipline	24%
Inability to Scale	18%
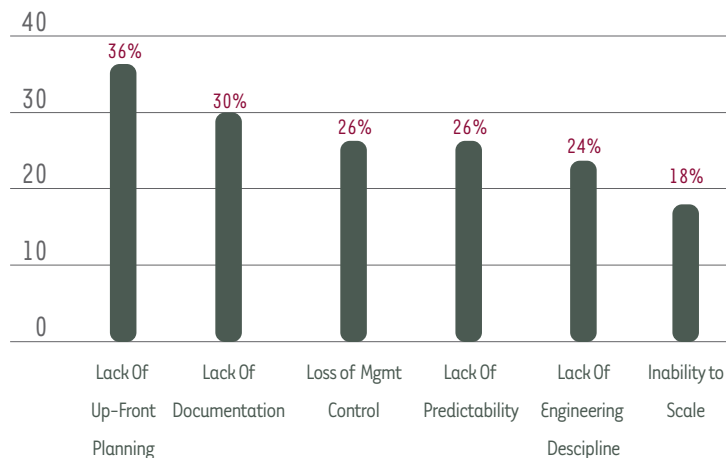
What are the barriers to further adoption of Agile in your current organization?

Barrier	Percentage
General resistance to change	36%
Personnel with Agile experience	34%
Organization boundaries	25%
Management support	24%
Customer collaboration	21%

The survey organizers would like to thank the large number of people and organizations that helped make this project a success within the Agile community including: The APLN, Agile Journal, InfoQ, SDTimes, Net Objectives, Agile Logic, David Anderson, Trailridge Consulting, Sprint-It, Yahoo! Scrum Development user group, the "XP User Group", the DSDM consortium, the Serverside communities and many others.

About VersionOne:
VersionOne is the leading planning and management tool for Agile Software Development. Over 3,000 teams and more than 30 of the Fortune 100 rely on VersionOne to help deliver high-quality software more rapidly. Immediate results include *accelerated time-to-market*, *improved project visibility*, and *increased business adaptability and predictability*. Learn more at www.VersionOne.com
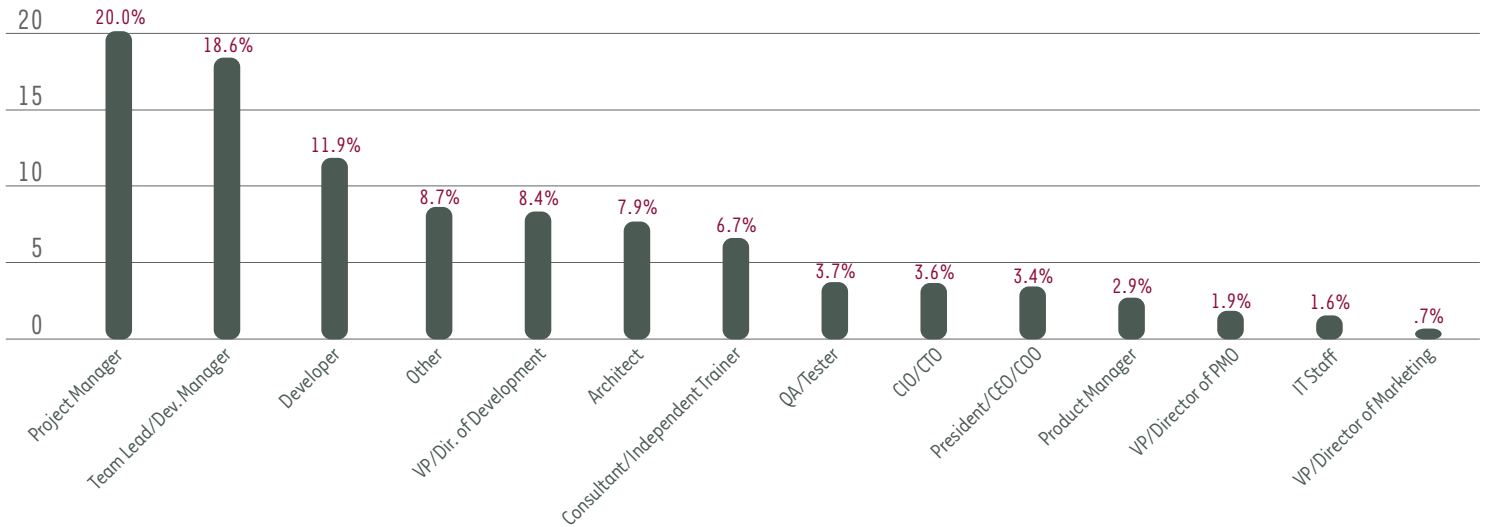
About the APLN:
The Agile Project Leadership Network (APLN) is a 501(c)6 nonprofit organization that is focused on making people great project leaders by focusing on: Value, Customers, Teams, Individuals, Context, and Uncertainty. Learn more at www.APLN.org
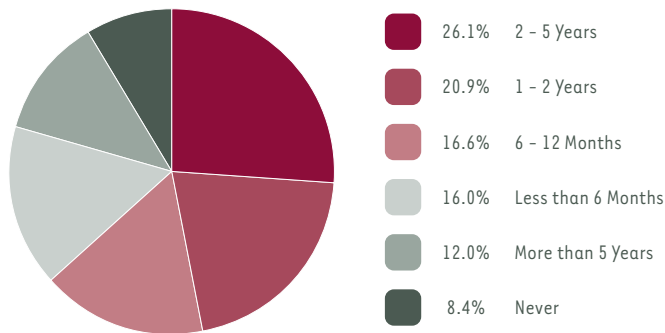
2nd Annual 'State of Agile Development' Survey

FULL DATA REPORT

### The Respondents — 1681 completed surveys from 71 countries

Which role below best describes your current position in your company?

Bar chart values:
- Project Manager: 20.0%
- Team Lead/Dev. Manager: 18.6%
- Developer: 11.9%
- Other: 8.7%
- VP/Dir. of Development: 8.4%
- Architect: 7.9%
- Consultant/Independent Trainer: 6.7%
- QA/Tester: 3.7%
- CIO/CTO: 3.6%
- President/CEO/COO: 3.4%
- Product Manager: 2.9%
- VP/Director of PMO: 1.9%
- IT Staff: 1.6%
- VP/Director of Marketing: .7%

How long have you personally been practicing Agile development methods?

- 26.1% 2 – 5 Years
- 20.9% 1 – 2 Years
- 16.6% 6 – 12 Months
- 16.0% Less than 6 Months
- 12.0% More than 5 Years
- 8.4% Never

Are you currently trying to implement Agile within your organization or thinking about doing so?
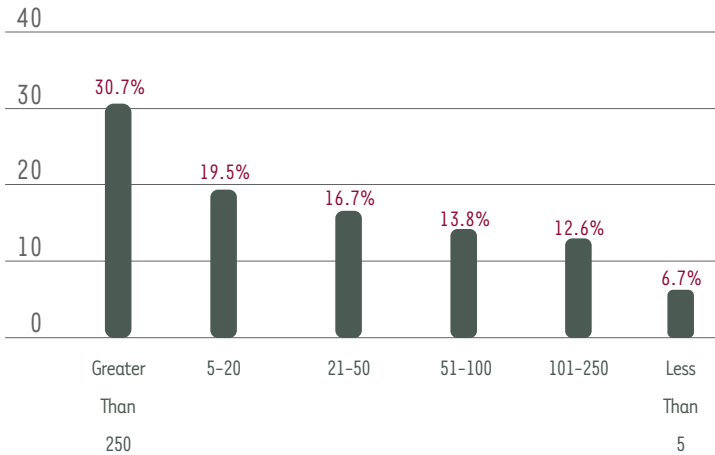

- 81.5% Yes
- 18.5% No
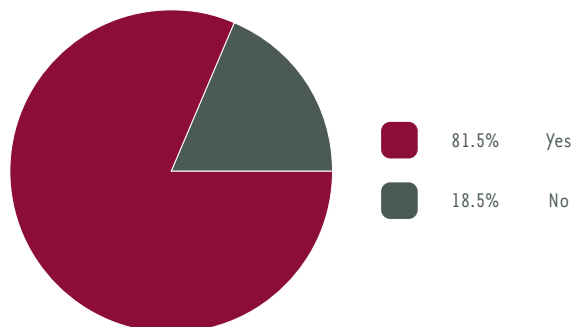
What situation below best describes your current level of exposure to agile development?

Currently leading an Agile development team	30.7%
Considering introducing Agile within a team or organization for the first time	17.4%
Agile coach or consultant	17.0%
Current member of an Agile development team	14.3%
I have heard of it – but not in depth – learning more now	8.9%
Previously a member of an Agile development team	7.2%
Other	4.5%

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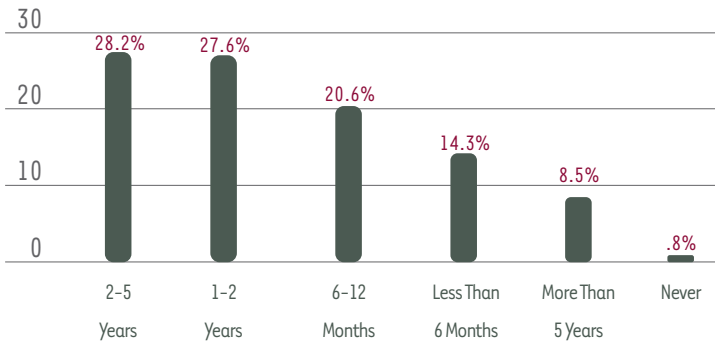Phone: 678.268.3320 » Fax: 770.752.4109 » www.VersionOne.com

The Organizations

How large is your TOTAL software organization?
(including employees related to all aspects of software development and delivery)

Category	Value
Greater Than 250	30.7%
5–20	19.5%
21–50	16.7%
51–100	13.8%
101–250	12.6%
Less Than 5	6.7%

How long has your company been practicing Agile development methods?

Category	Value
2–5 Years	28.2%
1–2 Years	27.6%
6–12 Months	20.6%
Less Than 6 Months	14.3%
More Than 5 Years	8.5%
Never	.8%

What % of your company's software development projects use an Agile methodology?
(closest estimate)

Category	Value
100%	15.0%
75%	18.2%
50%	17.6%
25%	17.3%
10%	28.5%
0%	3.4%
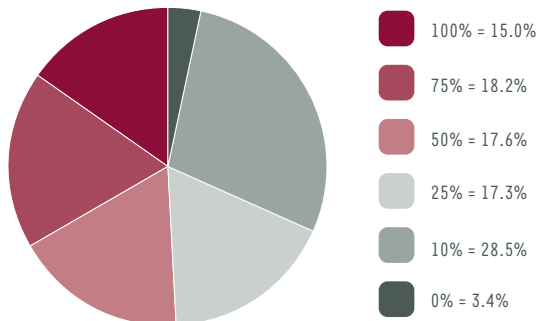
Has your company adopted Agile development practices anywhere within your software organization?

Yes	73.2%
No	26.8%

How many individual teams that you know of have adopted Agile software development practices in your organization?

1	20.0%
2 – 5	45.0%
6 – 10	17.1%
11 – 20	6.9%
More than 20	11.0%

How many separate locations or sites do you have using Agile?
(not including individual remote team members)

1	44.3%
2	22.0%
3 – 5	23.3%
6 – 9	4.8%
10+	5.6%

Are any of your Agile teams currently distributed?
(individual members from a single team in different locations)

Yes	57.4%
No	42.6%

Agile Delivers

Please try to estimate SPECIFIC IMPROVEMENTS you have actually realized from implementing Agile practices.

	>10%	>=25%
Increase productivity	90%	55%
Reduced Software Defects	85%	54%
Accelerated time-to-market	83%	54%
Reduced Cost	66%	28%
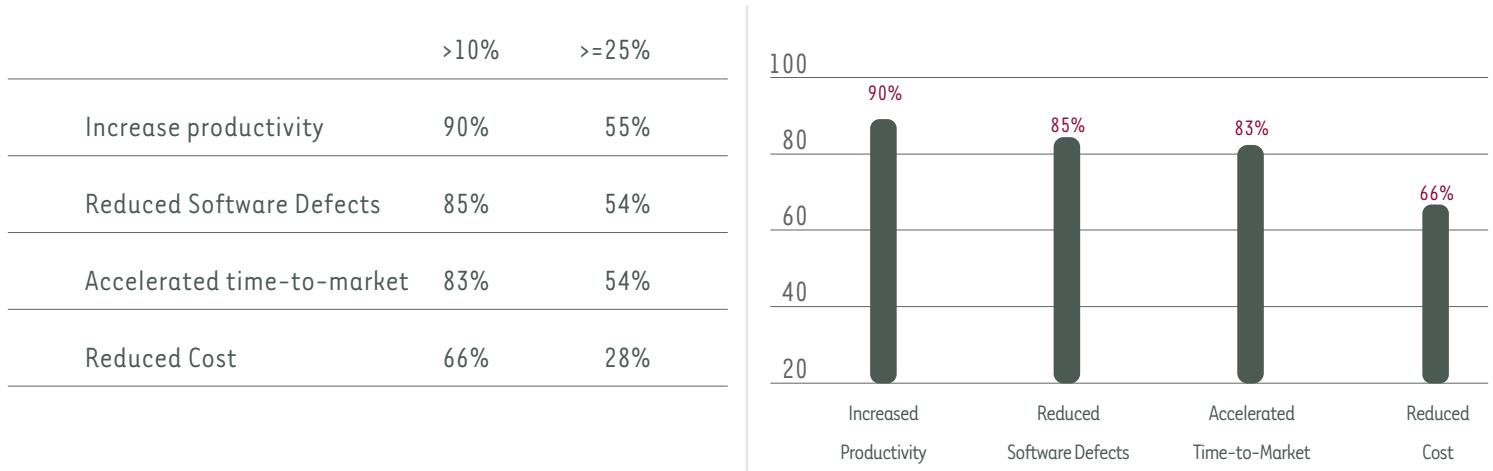
What value have you ACTUALLY REALIZED from implementing Agile practices?

	Improved + Significantly Improved	Significantly Improved	Improved	No Benefit
Enhance ability to manage changing priorities	92%	51%	41%	7%
Increase productivity	80%	27%	53%	17%
Improved project visibility	83%	40%	43%	15%
Improved team morale	82%	35%	47%	13%
Enhanced software quality	77%	30%	47%	19%
Reduced project risk	75%	22%	53%	21%
Accelerated time-to-market	73%	27%	46%	25%
Improved alignment between IT and business goals	73%	27%	46%	24%
Reduced Process Complexity	67%	21%	46%	27%
Reduced Cost	47%	10%	37%	47%

Agile Practices

Which Agile methodology do you follow most closely?

Scrum	37.3%
Scrum / XP Hybrid	23.3%
Extreme Programming (XP)	12.0%
Custom / Other Hybrid	9.2%
Dynamic Systems Development Method (DSDM)	5.1%
Feature-Driven Development (FDD)	3.8%
Other	3.6%
Lean Development	2.6%
Agile UP	2.3%
OpenUP	0.8%
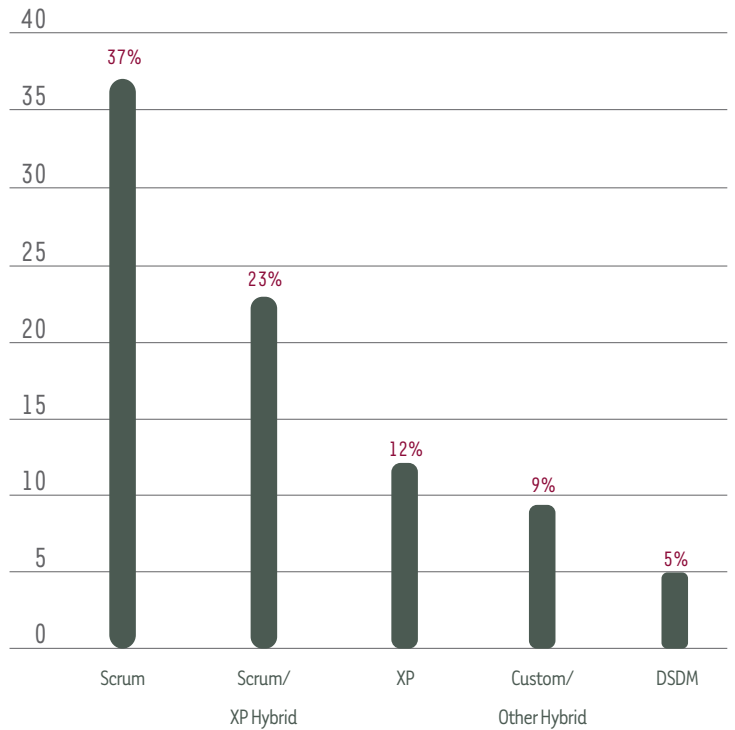
Which of the following specific agile tools do you currently use?

VersionOne	38%
XPlanner	26%
Scrumworks	21%
Rally	11%
Target Process	4%
XPWeb	1%

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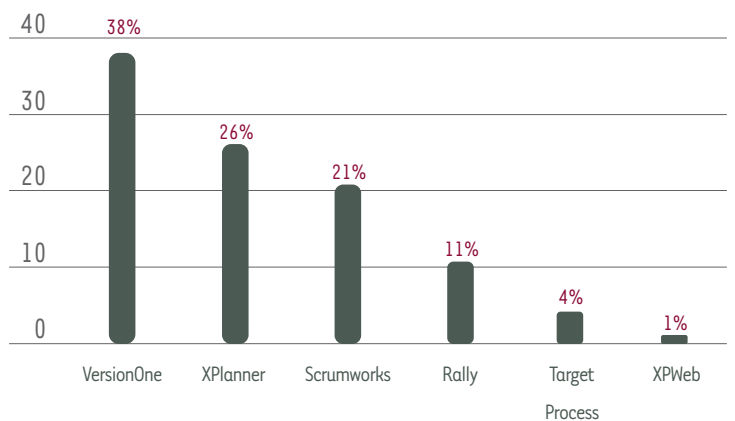Phone: 678.268.3320 » Fax: 770.752.4109 » www.VersionOne.com

Which of the following practices do you employ within your Agile methods? (check all that apply)

Iteration Planning	65%		Velocity Tracking	38%
Unit Testing	60%		Collective Ownership	36%
Daily Standup	55%		Taskboard	35%
Release Planning	54%		Team Room	34%
Continuous Integration	50%		On-site Customer	27%
Refactoring	46%		Pair Programming	24%
Retrospectives	39%		Automated Acceptance Testing	24%
TDD (test driven development)	38%			

What Agile tools do you currently use or plan to use in the next 6-12 months?

	Currently Use	Plan to Use	Would Like to Use	Don't Need
Wiki	68%	10%	11%	10%
Index Cards	46%	6%	11%	37%
Spreadsheet	74%	3%	2%	21%
Bug Tracker	81%	7%	5%	7%
Traditional Project Management Tool	46%	3%	3%	48%
Agile Project Management Tool	43%	14%	30%	13%
Unit Test Tool	72%	13%	12%	3%
Acceptance Test Tool	36%	22%	35%	7%
Refactoring Tool	41%	13%	34%	12%
Continuous Integration Tool	57%	17%	20%	6%