

Result Report: Status Quo (Scaled) Agile 2019/20

4th International Survey
Benefits and Challenges of (Scaled) Agile Approaches

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Copyright	BPM-Lab for Business Process Management and Organizational Excellence, Koblenz University of Applied Sciences, Prof. Dr. Komus All rights reserved. The usage of extracts or single diagrams is allowed stating the source: "Source: Komus, Ayelt et al. Study Status Quo (Scaled) Agile 2019/20" Permission can be revoked at any time.		Sonja Schmidt (Heupel Consultants) Lisa Rost (Heupel Consultants) Claus-Peter Koch (Heupel Consultants) Sebastian Bartnick (Stud. M.Sc. HS Koblenz) Esther Graf (Stud. M.Sc. HS Koblenz) Merlin Keller (Stud. M.Sc. HS Koblenz) Felix Linkenbach (Stud. M.Sc. HS Koblenz) Clara Pieper (Stud. M.Sc. HS Koblenz) Lydia Weiß (Stud. M.Sc. HS Koblenz)
Disclaimer	The contents were carefully researched and evaluated. However, errors can not be excluded. We do not assume any liability for correctness and completeness. The authors explicitly exclude any liability for possible damage, which is created by direct or indirect use of the provided information.	Partner	Status Quo (Scaled) Agile 2019/20 was designed and conducted in cooperation with Bundesverband Informationswirtschaft, Telekommunikation und neue Medien e. V. (Bitkom) Deutsche Gesellschaft für Projektmanagement e.V. (GPM) International Project Management Association (IPMA) Projekt Management Austria (PMA) Scrum.org Schweizerische Gesellschaft für Projektmanagement (SPM) Swiss ICT
Annotation	"Method" versus "approach": At various points, it is pointed out that scrum, for example, is not a method. ("Scrum is not a methodology." - https://www.scrum.org/resources/what-is-scrum/ , from 28.12.2019). Without wanting to further the discussion, the current study decided to speak of "agile approaches" instead of "agile methods". Differences due to rounding: Percentages may not total 100 due to rounding.	Contact	University of Applied Sciences Koblenz BPM-Lab Konrad-Zuse-Str. 1 56075 Koblenz info@status-quo-agile.net www.hs-koblenz.de www.status-quo-agile.net Prof. Dr. Komus: komus@hs-koblenz.de Twitter: @AyeltKomus www.komus.de www.process-and-project.net



Highlights (1/3)

Status Quo Agile Approaches

- The majority of users of agile approaches use a selective or a hybrid form (43 % hybrid users, 28 % selective users).
- The success rate of agile approaches continues to be rated much more positively than that of classic project management. However, the time series comparison shows increasingly fewer positive assessments by the agile users and an approximation between the agile and classic users across the study results.
- Again, it is very clear (85 %) that the use of agile approaches has improved results and efficiency. The comparison of effort and improvements is still clearly positive (89 %).
- “Consistently agile” participants rate their activities as more fulfilled / motivated / inspired than the other participants. This value is noticeably lower for users of classic project management.
- Agile approaches continue to be used primarily in software development. In the meantime, agile approaches have also been used extensively in fields without an IT connection as well as in physical product development.

Usage of Agile Approaches

- With 84%, Scrum is still the most used agile approach at team level. This is followed by Kanban, DevOps, Lean and Design Thinking.
- The methods Effectuation, Theory U, Reframing and Blue Ocean included in the 4th study only play a relevant role for a small number of participants of the survey.



Highlights (2/3)

Status Quo Scaling Frameworks

- 34 % of the agile respondents use a Scaling Framework.
- 74 % stated that the use of Scaling Frameworks resulted in improvements in results and efficiency.
- In approx. 40 % of all cases Scaling Frameworks replace previous classic company structures.
- The dominant sizes of the development organizations that use Scaling Frameworks are 11-100 people (52 %) and 101-1,000 people (40 %).
- Software development plays a major role in the application fields of Scaling Frameworks with 86 %, but physical product development (20 %), other IT related topics (49 %) and activities without specific references to IT (28 %) are further important application fields.

Usage of Scaling Frameworks

- With 54 %, SAFe is the most used Scaling Framework before own development and LeSS. SAFe dominates above all with hybrid and selective users, while own development is almost on a par with SAFe with consistently agile users.
- Only 15 % of Scaling users use the guidelines of the standard consequently. Other users apply only parts, use specifications as guidelines, etc.
- The most important reasons for not using a Scaling Framework are the lack of knowledge / expertise and the current focus on the introduction of agile approaches at the team level.



Highlights (3/3)

Reasons for and against the usage of agile approaches

- The top 3 reasons to use agile approaches are product launch time, quality and risk reduction. The most important reasons to use agile approaches hybrid or selectively “only”, are the general conditions in the company and the excessive demands of managers.
- For companies that do not (yet) use agile approaches, named guidelines in the company as the main reason, to not use agile approaches. Missing information and plans to deal with them in the future are already ranked second and third. 51 % of all consistently classic users are considering implementing agile approaches in the company.

Challenges and key success factors

- The most important challenges for the successful implementation of agile approaches are "internal processes" and "top management".
- 67 % of the respondents have a group or organizational unit that supports and promotes agile approaches. For 43 %, the organizational unit is also responsible for classic project management.
- A little more than a third of all participants will evaluate upcoming tasks systematically by their complexity.
- 83 % of participants see distributed teams as aggravating when it comes to good performance.
- 74 % of „consistently agile“ view change as an integral part of the culture in at least several departments versus only 38 % of classic PM.
- Two thirds of the respondents believe that only small teams can work together sensibly using agile approaches and more than half of the participants see the introduction of agile approaches characterized by strong fluctuations.

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Introduction and reading hints

Introduction

In the past 10 years, agile approaches have gained dynamic importance outside of software development. This development can also be seen in the “Status Quo Agile” studies that were carried out.

“Status Quo Agile” was carried out for the first time in 2012 with over 300 participants. The response from participants, the media and conferences far exceeded expectations. This made it clear how much interest there is in agile approaches. Considering the great successes and the increasing spread of agile approaches, companies want to understand how agile approaches are really used in practice, which fields of application, successes and success factors actually prevail.

In 2014, agile approaches such as Scrum and IT Kanban were further established and increasingly found their way into everyday practice outside of software development. Thus, Design Thinking was also included.

Further questions were added in 2016 and the focus refined. New topics are in particular "scaling", "agile change" and "DevOps". In addition, further questions about reasons for and against the use of agile approaches were included.

In 2019/20, the focus of the study will increasingly be on the use of scaled agile approaches such as Nexus, SAFe, LeSS, Spotify etc. In addition, Effectuation, Reframing and Theory U were taken into consideration.

Overall, according to the authors of the study, agile approaches are nowhere near as controversial as to their feasibility and potential. It is generally accepted that agile approaches have far-reaching potential in many areas. The focus of the discussion has shifted to questions such as sustainability in use, extensive use throughout the organization, successful design of hybrid forms ("hybrid", "selective") and above all the design of agile systems beyond the individual team ("Agile scaling"). The latest study takes up this new focus and shows interesting results. We hope to be able to make another contribution in this way; a contribution to a sensible further design and use of agile approaches with greater maturity and sustainability for successful use in the 20s.

The team of the study "Status Quo (Scaled) Agile 2019/20"

Reading hints – used agile forms of usage

Within this report it is distinguished between four forms of usage of agile approaches / classic project management.

To give a good orientation, these forms are marked with the symbols explained below.



“Consistently agile“

Projects / development processes are (almost) exclusively controlled and managed with agile approaches.



“Hybrid“

Projects / development processes are controlled and managed with a combination of agile approaches and classic methods.



“Selective“

Some selected projects / development processes are controlled and managed with agile approaches. Other projects are processed with classic project management methods.



“Consistently classic“

Projects / development processes are (almost) exclusively controlled and managed with classic project management methods.



Reading hints – Slide structure

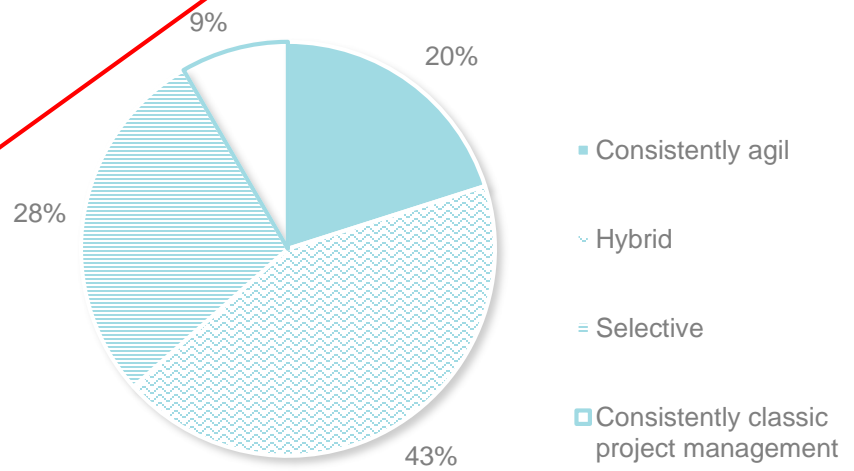


Slides marked with this symbol are regarded as especially interesting by the authors (“Highlight”).

Symbols show included groups (“Consistently agile”, “Hybrid”, “Selective” and “Consistently classic”).

Information about the structure of the question and the responder.

In which way do you use agile approaches in your field of activity within the planning and execution of projects/development processes?



Single Choice, n = 636
Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Fields of Application and Usage

Fields of Application and Usage

- Application forms of agile approaches
- Comparison 2012/14/16/19 – Applied approaches
- Fields of application of agile approaches
- Comparison - Fields of application of agile approaches



Application forms of agile approaches – Overview



In which way do you use agile approaches in your field of activity within the planning and execution of projects/development processes?

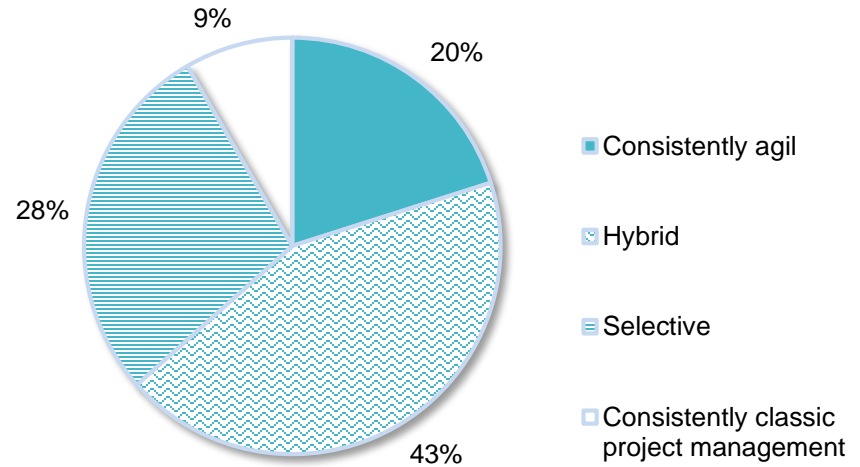
43 % state that they work on projects / development processes based on a “mixed form”, which is referred to as “hybrid” in the further course.

28 % of the respondents selectively use agile approaches. Individual projects are managed with agile approaches, others with classic project management methods.

20 % of the participants process development processes are consistently agile.

9 % of the participants use classic project management methods.

The majority of those questioned use neither classic methods nor agile approaches consistently.



Single Choice, n = 642

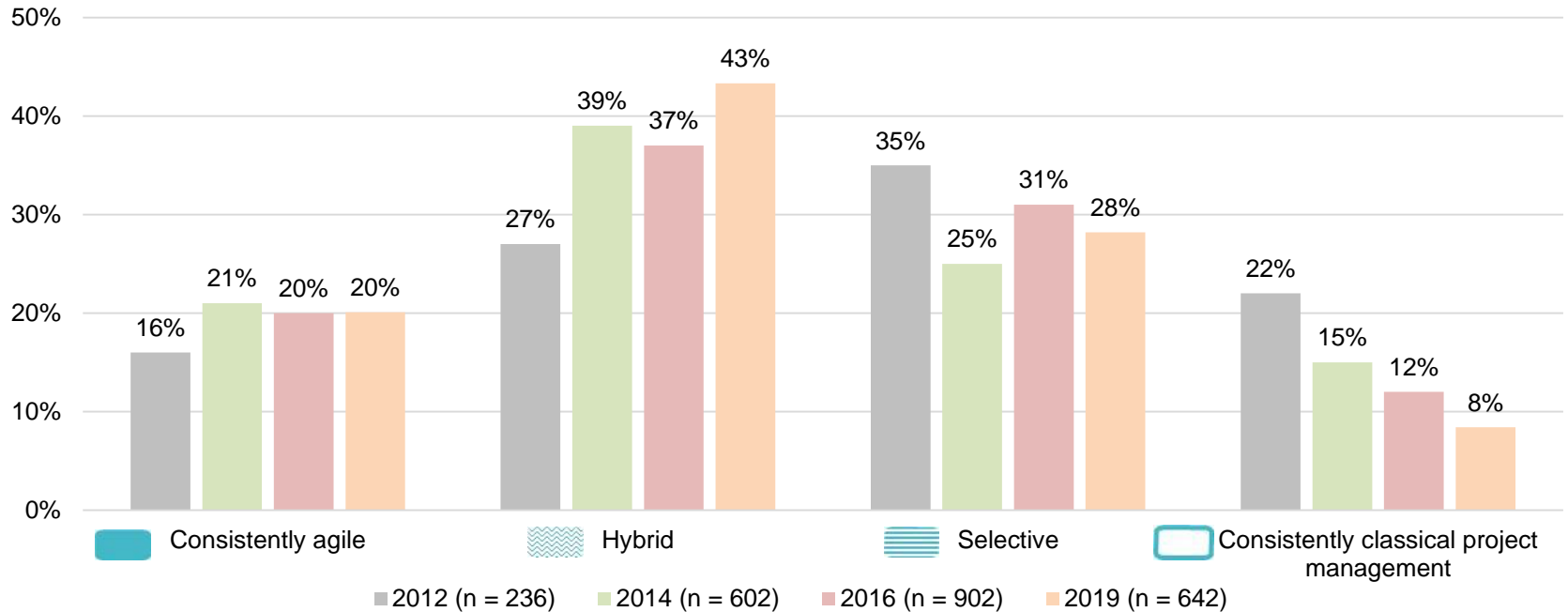
Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".



Comparison 2012/14/16/19 – Applied approaches (1/2)



In which way do you use agile approaches in your field of activity within the planning and execution of projects/development processes?



* Percentages may not amount to 100 due to rounding errors.

Single Choice

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".



Comparison 2012/14/16/19 – Applied approaches (2/2)



A comparison of the results is to be interpreted carefully because of the unstable sample.

But striking is, the falling proportion of participants who do not use any agile approaches and who work consistently in a classic manner. Here, the share fell from 2012 (22 %) to 2019 (8 %), which highlights that agile approaches are being used extensively in practice.

In 2019, the proportion of hybrid users is distinctly higher than in the previous studies. The share of hybrid users increased from 27 % in 2012 to 43 % in 2019.

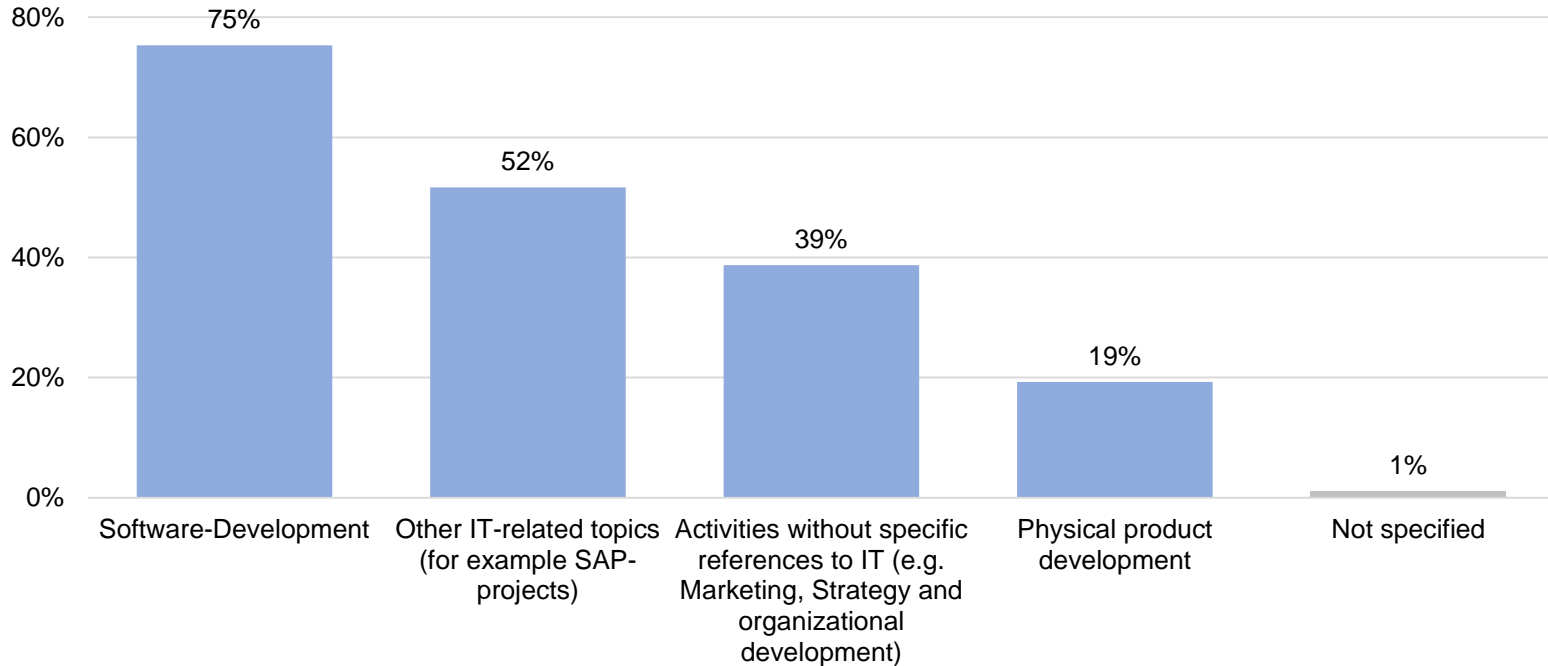
The proportion of consistently agile users has been relatively constant over the years.

The proportion of selective users decreased slightly compared to 2016 (31 % to 28 %).

Fields of application of agile approaches (1/2)



In which areas do you use agile approaches?



Multiple Choice, n = 478

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Fields of application of agile approaches (2/2)



Consistently agile, hybrid and selective users were asked in which subject areas they use agile approaches.

Agile approaches are used by 75 % of those surveyed in software development and by 52 % in IT-related topics.

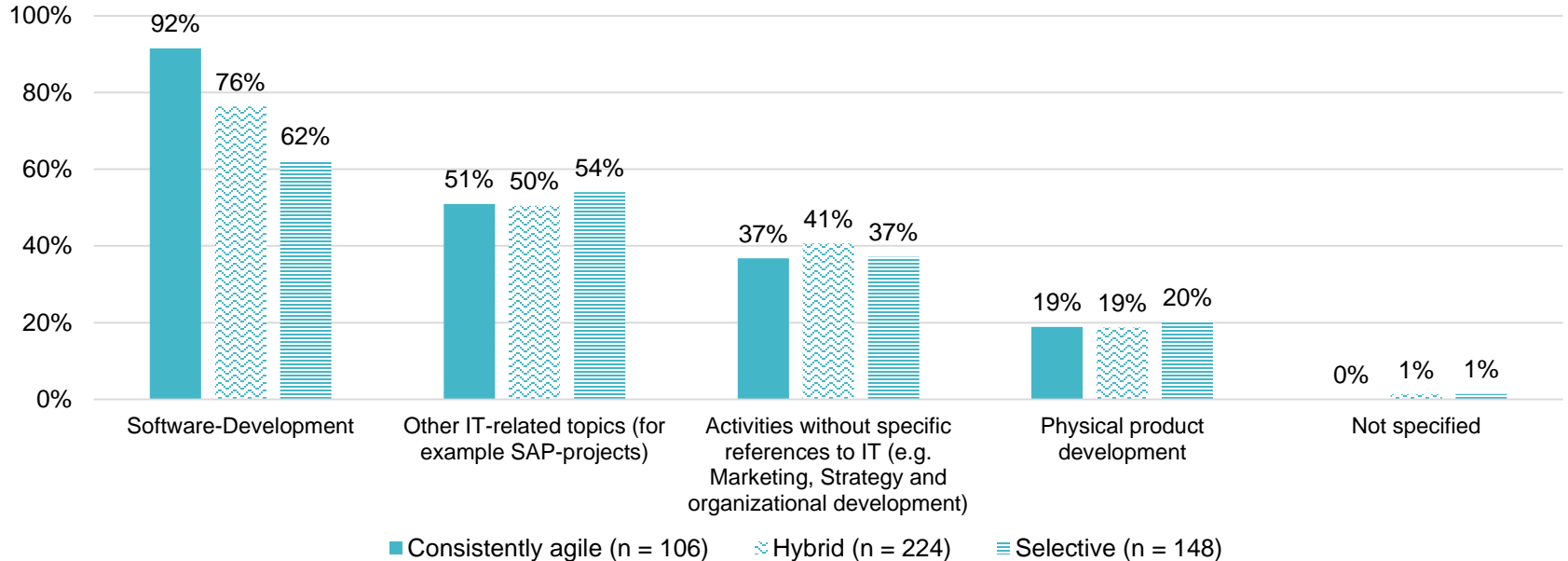
39 % use agile approaches for activities without a special IT connection and 19 % use them in the area of physical product development.

Agile users (consistently agile, selective and hybrid) still prefer agile approaches in software development and IT-related topics. But also in other areas, such as physical product development.

Comparison - Fields of application of agile approaches (1/2)



In which areas do you use agile approaches?



* The answer option "Physical product development" was added in the 2019/20 study, so the comparability of results with previous studies is limited.

Multiple Choice

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Comparison - Fields of application of agile approaches (2/2)



The most common software development work is agile approaches. When looking at the individual groups, it is noticeable that the consistently agile users have the highest proportion (92 %) in the area of software development. It is 76 % among hybrid users and 62 % among selective users.

When using agile approaches in the field of IT-related topics, the selective users make up the largest group with 54 %. In the area of IT-related topics, 51 % of the consistently agile and 50 % of hybrid users use agile approaches.

For activities without a special IT connection, such as marketing, strategy and organizational development, 41 % hybrid users, 37 % selective users and 37 % continuously agile users use agile approaches.

In the area of physical product development, 20 % selective users use agile approaches. 19 % of end-to-end agile users also use agile approaches in physical product development. This is 19 % for hybrid users.

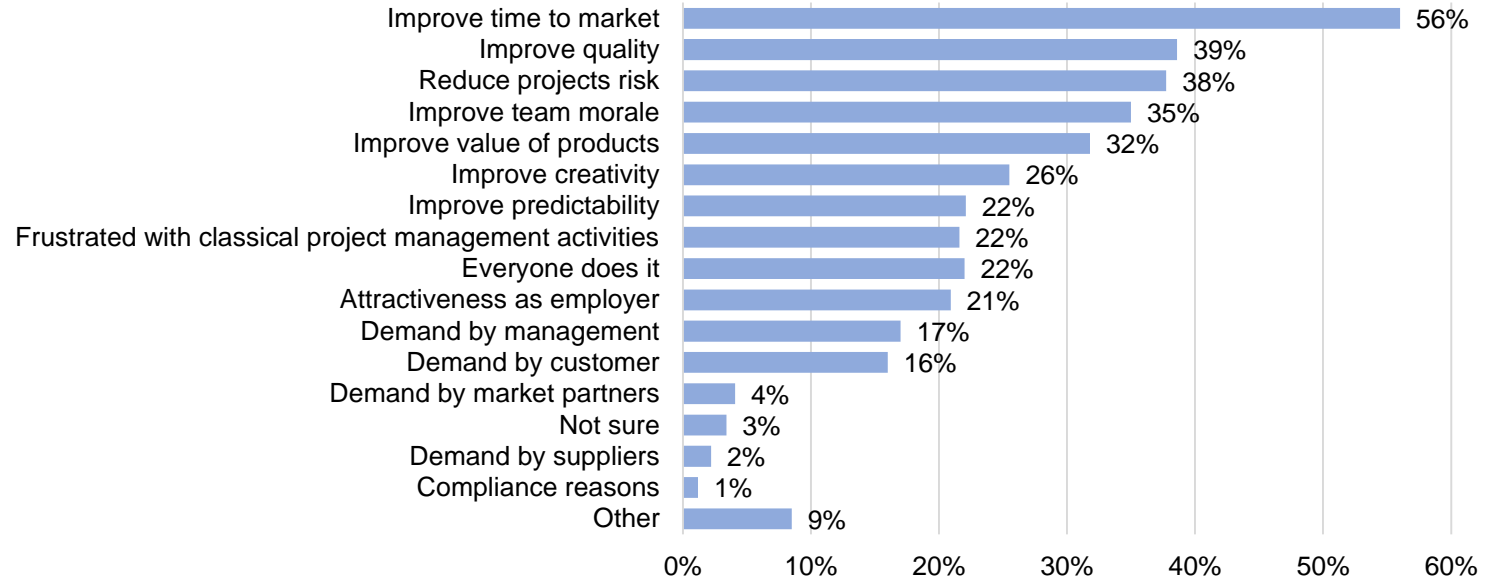
Reasons for and against the usage of agile approaches

Reasons for and against the usage of agile approaches

- Reasons to use agile approaches
- Reasons to choose a hybrid or selective form
- Share of agile executed projects/development processes by using a hybrid or selective form
- Reasons against using agile approaches
- Reasons for classic-plan-driven approaches
- Perspective of agile approaches with classic-plan-driven users

Reasons to use agile approaches (1/2)

Why did your organization decide to work with agile approaches?



Multiple Choice, n = 579

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Reasons to use agile approaches (2/2)



The consistently agile, hybrid and selective users were asked why their company decided to work with agile approaches.

56 % of those questioned use agile approaches to optimize product launch times.

The second reason is the optimization of quality with 39 %.

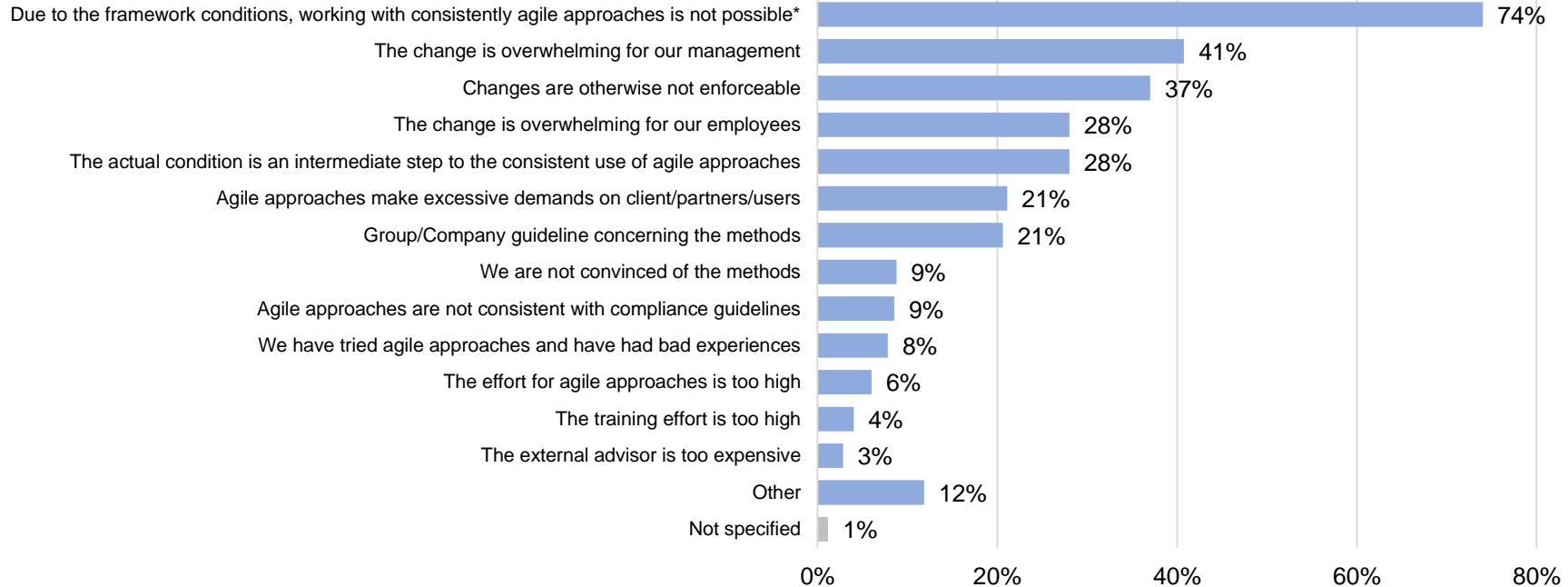
It is noteworthy that the reduction of risks in the project with 38 % is already cited as the third reason to use agile approaches.

The demand by market partners (4 %), the demand by suppliers (2 %) or compliance reasons (1 %) are rather rare incentives to use agile approaches.

Reasons to choose a hybrid or selective form (1/3)



Why did your organization decide on a selective/hybrid form?



* (i.e. budgeting, fixed price, project goals)

Multiple Choice, n = 416

Responses from the groups "Hybrid" and "Selective".

Reasons to choose a hybrid or selective form (2/3)

Hybrid and selective users were asked why they chose a hybrid / selective form.

Only 28 % see the current hybrid or selective approach as an intermediate step to a continuously agile way of working.

74 % state that the general conditions do not allow them to work agile throughout.

The second largest share (41 %) cited the excessive demands on managers as the reason for using a selective / hybrid form.

37 % of the respondents' state that changes would otherwise not be enforceable and 28 % state that the employees are overwhelmed by the change.

Only 9 % say that they are not sufficiently convinced and 8 % say that they have had bad experiences with consistently agile approaches. The costs, efforts or compliance requirements associated with change are rarely reasons for selective or hybrid use.

Reasons to choose a hybrid or selective form

- Empirical value (3/3)



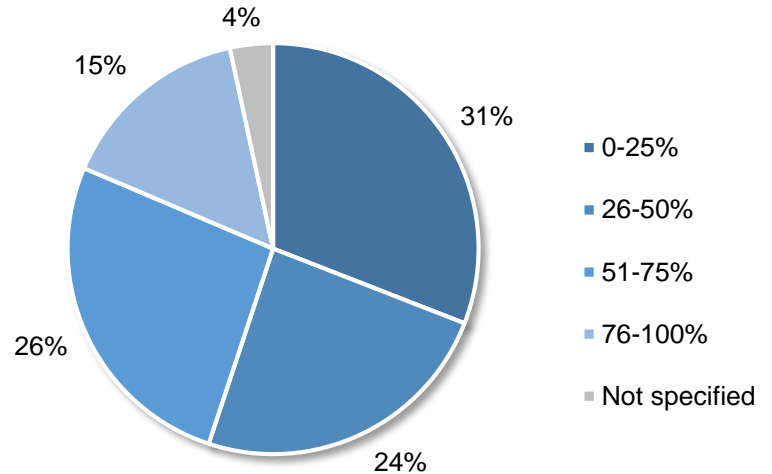
The respondents who tried agile approaches and had bad experiences reported the following for example:

- *"Pure Agile Methods in the Project Mgt. ended up in a piece of paper economy and had the worst performance as a result. Therefore, the hybrid was pursued."*
- *"For the realization of frameworks, in my experience, classical methods are better suited than agile methods. As an agile method, use here highest Kanban on a small scale. Incrementally adding functionality to a given framework, in my experience, is advantageous because it allows for agile methods, as it allows much more timely feedback from the customer. Implicit customer steering creates trust and customer satisfaction."*
- *"The agile approach requires a high level of discipline in the implementation. In part, this overburdens the developers with all the necessary aspects in good time."*
- *"Purely agile approaches have prevented success because there were building blocks that were pointless and have unsettled the executives."*

* Obvious spelling errors have been corrected and missing phrases have been added to keep the meaning.

Share of agile executed projects/development processes by using a hybrid or selective form

How much percentage of the development processes/ projects in your area are performed on the basis of agile approaches?



31 % of the hybrid and selective participants state that less than a quarter of the projects / development processes are carried out on the based on agile approaches.

24 % state that 26-50 % of the activities are carried out in an agile manner.

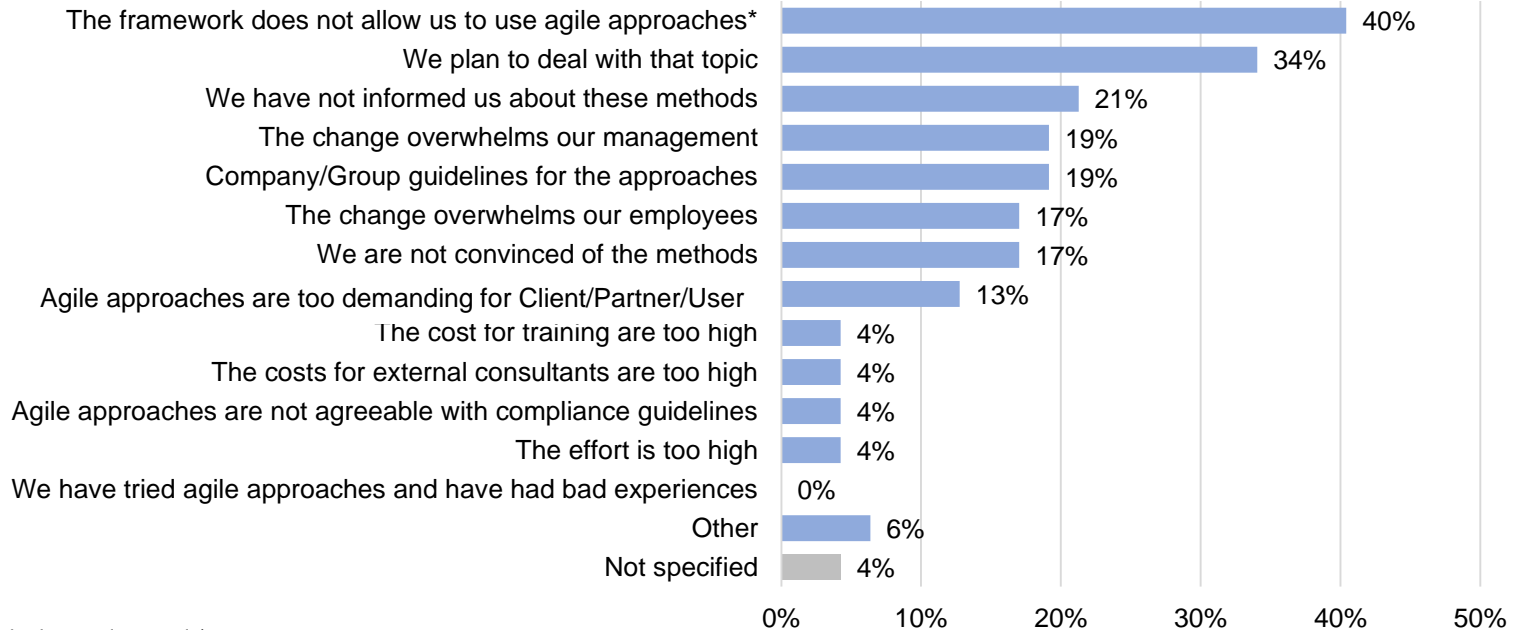
41 % say that more than half of the projects / development processes are carried out on the based on agile approaches.

Single Choice, n = 414

Responses from the groups "Hybrid" and "Selective".

Reasons against using agile approaches (1/2)

Why do you not use agile approaches in your area of activity?



* (budgeting, fixed price, project goals)

Multiple Choice, n = 47

Responses from the group "Consistently classic".

Reasons against using agile approaches (2/2)

Participants who only use classic project management in their company were asked why they do not use agile approaches.

40 % of the respondents' state that the framework conditions do not allow agile approaches to be used.

It is noteworthy that 34 % stated that they were planning to deal with the topic and 21 % of the respondents did not yet inform themselves about agile approaches.

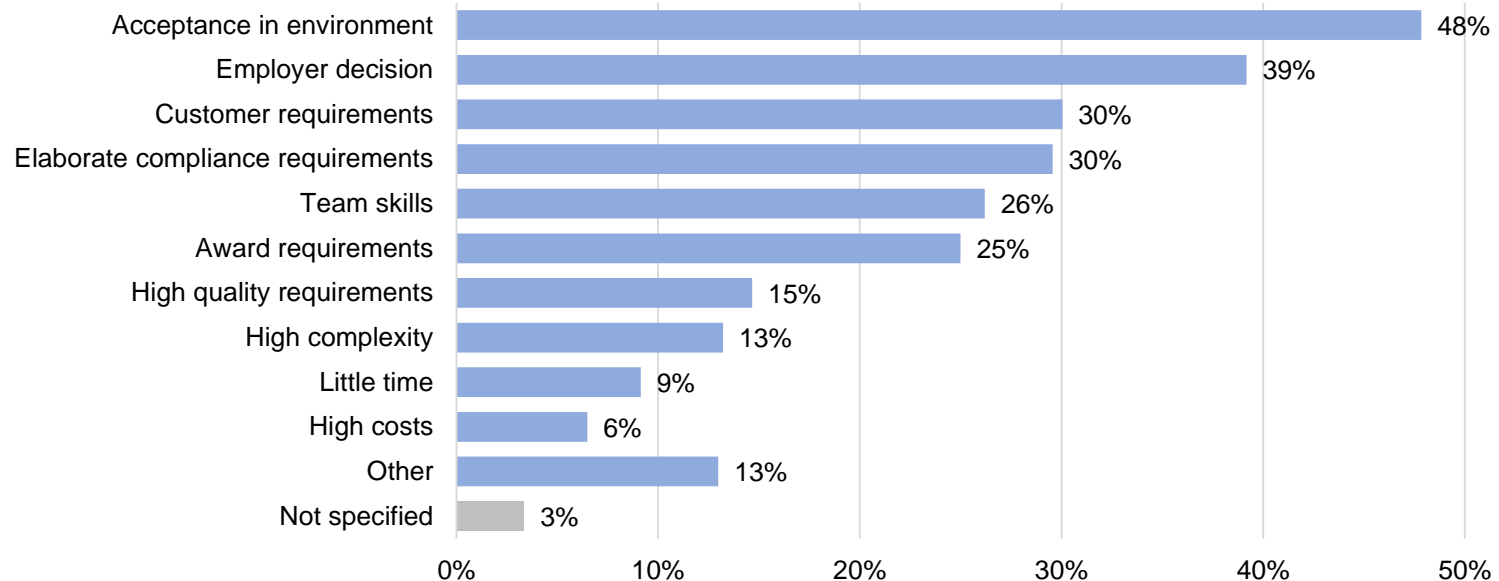
In 2016, 56 % said they plan to engage with the topic, and 26 % of the participants at that time were barely aware of agile methods.

19 % of respondents say that change overwhelms executives and also 19 % cite the use of agile approaches as a corporate or corporate policy approach.

17 % also cite the fact that employees are overwhelmed with change as a reason against agile approaches and another 17 % state that they are not sufficiently convinced of agile approaches.

Reasons for classic-plan-driven approaches (1/2)

Which factors influence your methodical decision to execute activities with classic-plan based approaches?



Multiple Choice, n = 416

Responses from the groups "Hybrid" and "Selective".

Reasons for classic-plan-driven approaches (2/2)

Hybrid and selective users were asked which factors lead to activities being carried out in a classic, planned manner and not agile.

The main reason why 48 % of the hybrid and selective study participants mentioned acceptance in the environment is why activities are carried out in a classic, planned manner and not agile.

39 % of the participants also cite the client's suitability as the reason.

With 30 %, the customer's specification is also an important reason why activities are not carried out in an agile manner.

The compliance requirements (30 %), the team suitability (26 %) and the awarding requirements (25 %) are also cited by the respondents as reasons for carrying out activities in a classical-plan-driven manner.

A concern that was repeatedly expressed at various points about the compatibility of agile approaches and quality is not confirmed.

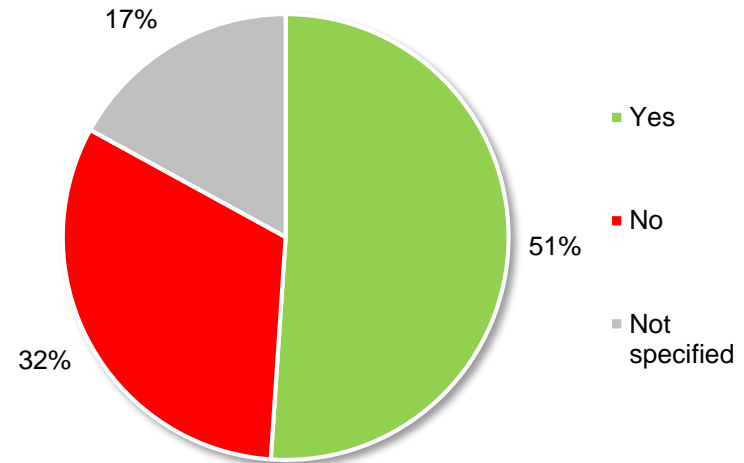
Perspective of agile approaches with classic-plan-driven users (1/2)

The participants who stated that they only used classic project management were asked whether they would like to use or implement agile approaches in the future.

51 % are considering implementing agile approaches in the company.

32 % state that there are no considerations for using agile approaches in the company.

Are there considerations to implement agile approaches?



Single Choice, n = 47

Responses from the group "Consistently classic".

Perspective of agile approaches with classic-plan-driven users (2/2)

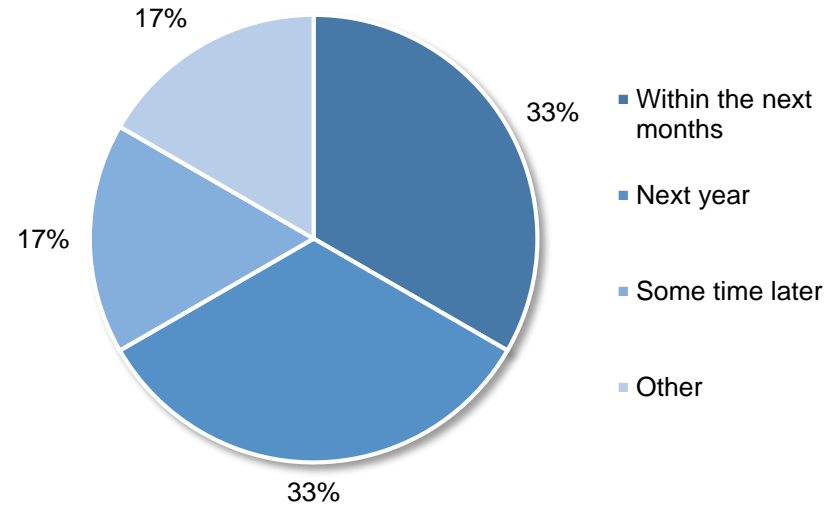
33 % of participants who only use classic project management plan to introduce agile approaches in the next few months, while 33 % want to introduce agile approaches in the next year.

17 % are considering introducing agile approaches later.

17 % stated other times.

Here, for example, it was stated that the time was not defined or that work was being carried out on it.

When do you plan to implement agile approaches?



Single Choice, n = 24

Responses from the group "Consistently classic".

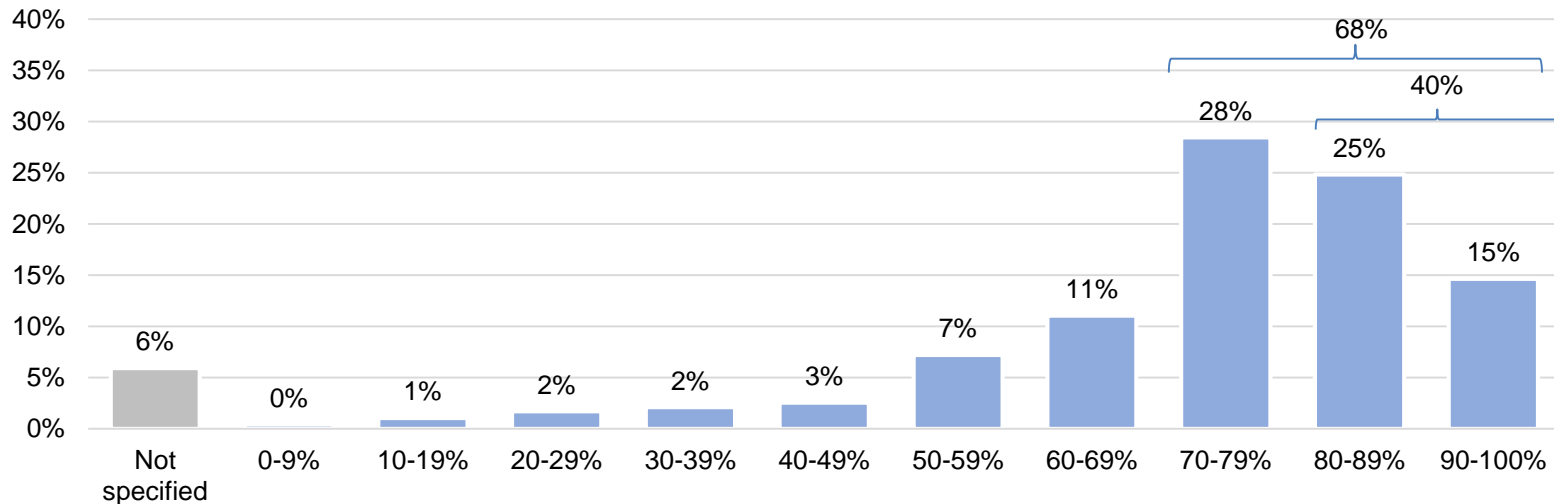
Usage and Success

Usage and Success

- Success of agile approaches evaluated by agile users
- Comparison 2012/14/16/19 - agile approaches by agile users
- Success of classic project management evaluated by classic users
- Comparison 2014/16/19 - classic project management by classic users
- Success evaluated by the different groups
- Improve results and efficiency through agile approaches
- Improvement compared to the effort
- Comparison 2012/14/16/19 - Improvement compared to the effort

Success of agile approaches evaluated by agile users (1/2)

How would you estimate the success rate of projects/development processes performed with agile approaches?



Single Choice, n = 471

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Success of agile approaches evaluated by agile users (2/2)



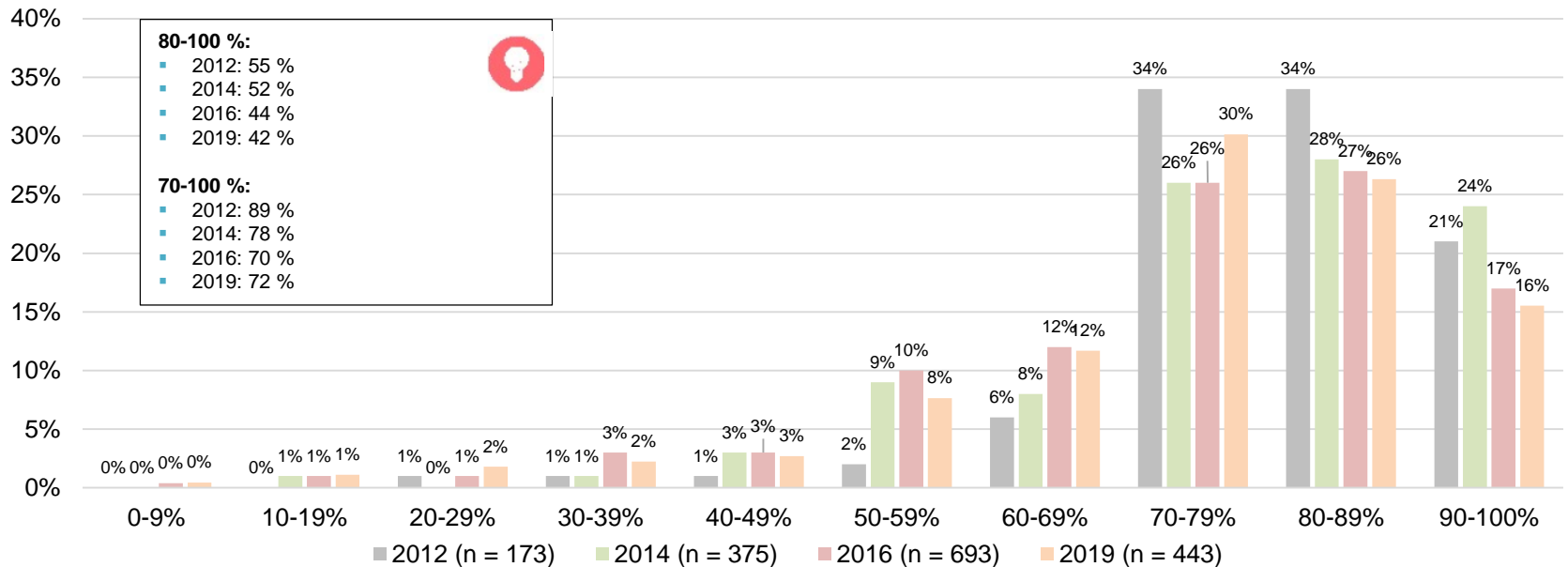
15 % of agile users (consistently agile, hybrid and selective) rate the success rate of projects with agile approaches at 90-100 %.

25 % of the respondents estimate the success rate at 80-89 % and 28 % give an estimated success rate of 70-79%.

It becomes clear that the success rate of projects and development processes that were carried out with agile approaches is estimated by 68 % of those surveyed to be over 70 %.

Comparison 2012/14/16/19 - agile approaches by agile users (1/2)

How would you estimate the success rate of projects/development processes performed with agile approaches?



*In 2019, the answer option "No answer" was introduced for the first time. Accordingly, the figures from the year 2019 have been corrected for comparison purposes in this presentation so that the total is 100%.

Single Choice

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Comparison 2012/14/16/19 - agile approaches by agile users (2/2)



It is noticeable that the assessment of the success rate by the consistently agile, hybrid and selective users has decreased overall in recent years.

A success rate of 90-100 % of the consistently agile, hybrid and selective users was given by 21 % in 2012, 24 % in 2014, 17 % in 2016 and 16 % in 2019.

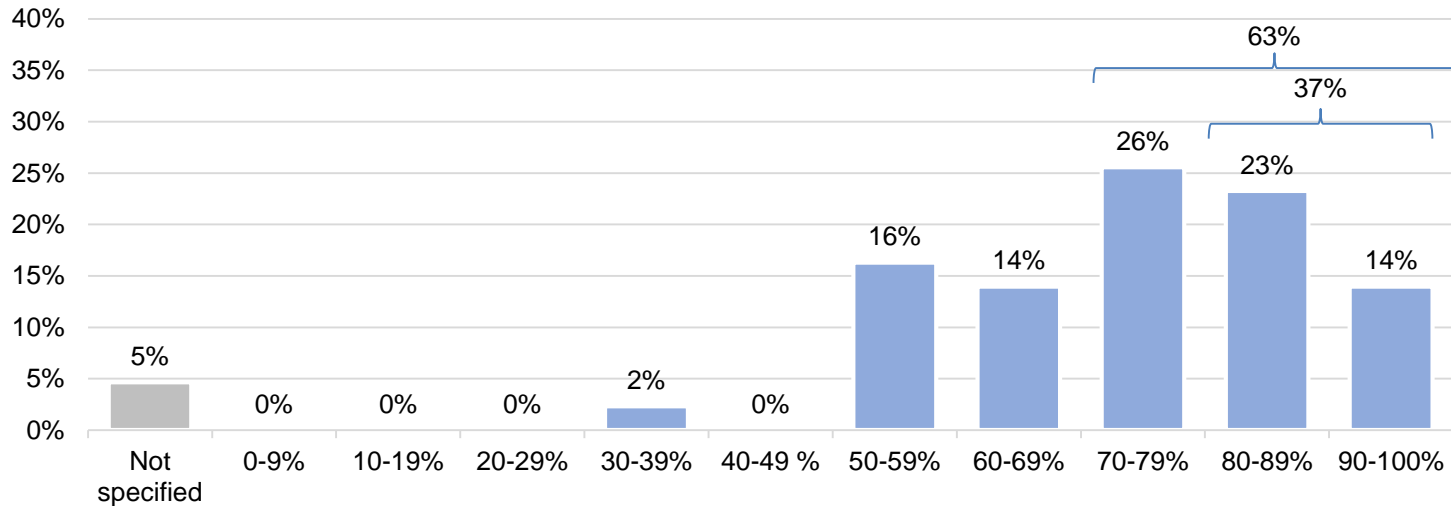
The success rate of 90-100 % was given distinctly more frequently at 24 % in 2014 than in 2019 at 16 %.

In 2012, the success rate of 55 % of agile participants was estimated between 80-100 %. In 2014 it was 52 %, in 2016 it was 44 % and in 2019 it was 42 %.

The majority of agile users estimate the success rate of projects / development processes that were carried out with agile approaches between 70-100 %. In 2012 it was 89 %, in 2014 78 % of agile users stated a success rate of 70-100 %, in 2016 it was 70 % and in 2019 it was 72 %.

Success of classic project management evaluated by classic users (1/2)

How would you estimate the success rate of projects/development processes performed with classical project management?



Single Choice, n = 43

Responses by the group "Consistently classic"

Success of classic project management evaluated by classic users (2/2)

Consistently classical users estimate the success rate of projects, which were carried out with classical project management methods, between 30-100 %.

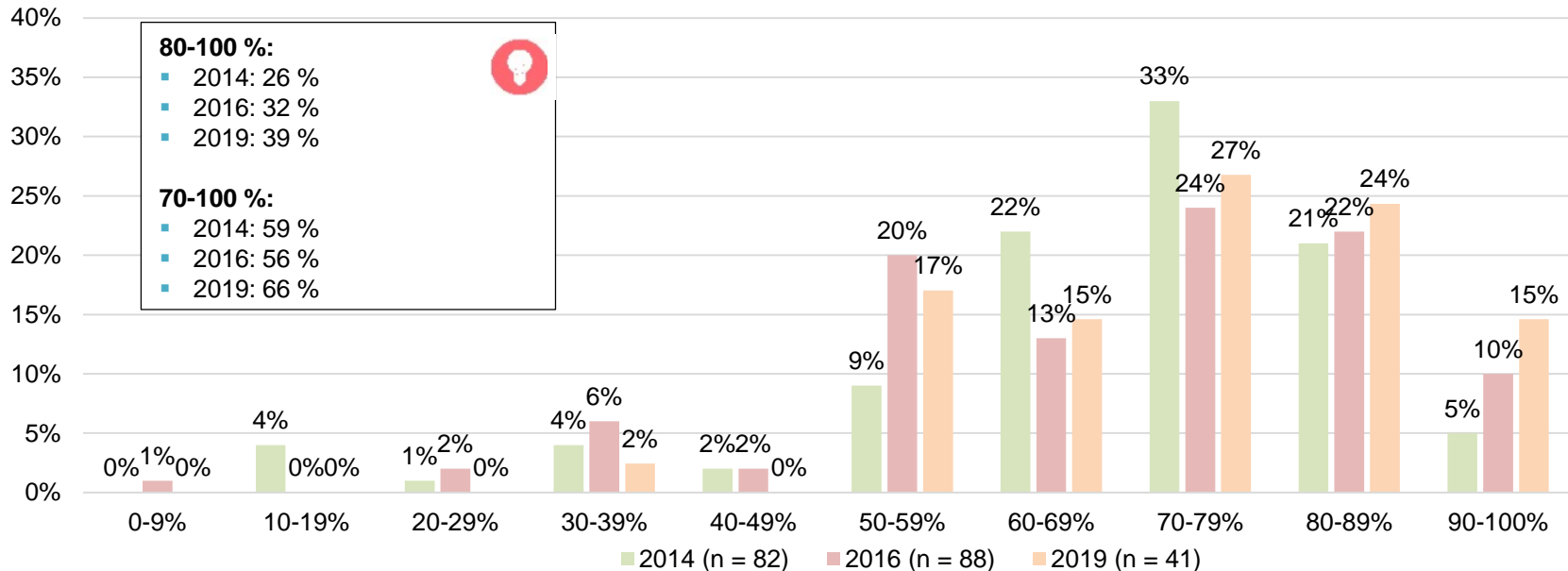
The largest proportion of respondents reported success rates of 70-79 % (26 %) and 80-89 % (23 %). 16 % of the respondents stated a success rate of 50-59 % and 14 % stated 60-69 %. 14 % also indicate a success rate of 90-100 %.

Overall, the success of projects with classic project management methods is estimated at over 50 % by 93 % of the respondents from the "consistently classic" group.

63 % of those questioned estimate the success rate at 70 or more percent. That is (only) 6 % less than among the agile participants.

Comparison 2014/16/19 - classic project management by classic users (1/2)

How would you estimate the success rate of projects/development processes performed with classical project management methods?



*In 2019, the answer option "No answer" was introduced for the first time. Accordingly, the figures from the year 2019 have been corrected for comparison purposes in this presentation so that the total is 100%.

Single Choice

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Comparison 2014/16/19 - classic project management by classic users (2/2)

Overall, the success rate of projects carried out using classic project management methods, estimated by consistently classic users, increased in 2019 compared to the previous study from 2016.

The consistently classic users stated a success rate of 90-100 % in 2014 at 5 %, 10 % in 2016 and 15 % in 2019.

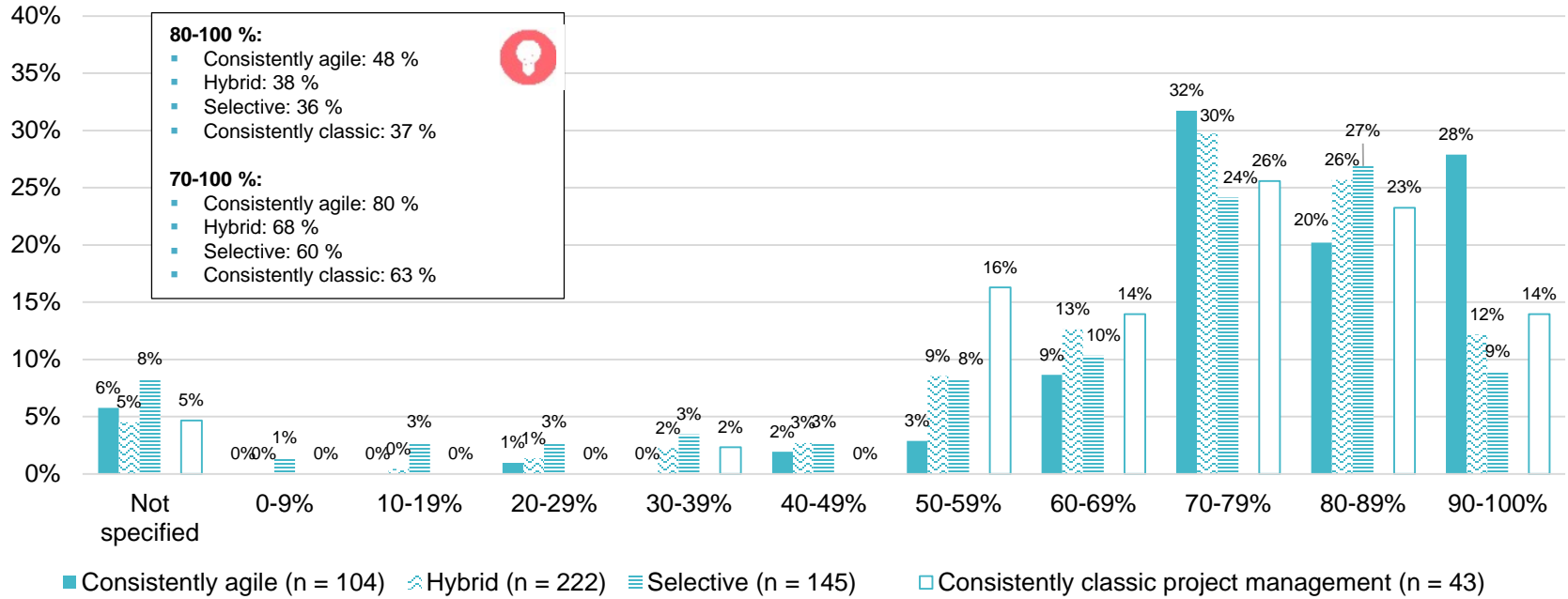
A success rate of 80-100 % was stated by 26 % of the classic users throughout. In 2016 it was 32 % and in 2019 it was 39 %.

In 2014, 59 % of all classic users indicated an estimated success rate of 70-100 % for projects that were carried out using classic project management methods. 2016 implied 56 % and 2019 named 66 % a success rate of 70-100 %.

The approximation of the success rates of agile approaches to classic project management could have a variety of reasons. In addition to poorer results, a change in the sample may have taken place, for example, or late adopters who previously had poorer success rates as classic project management users now have worse rates as agile users than the agile early adapters.

Success evaluated by the different groups (1/2)

How would you estimate the success rate of projects/development processes performed with agile approaches/ classic project management methods?



Single Choice

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Success evaluated by the different groups (2/2)



28 % of the consistently agile users stated a success rate of 90-100 %. This quota was also from 12 % hybrid and 9 % selective users. 14 % of all classic users also stated a success rate of 90-100 %.

A success rate of 80-100 % was stated by 48 % consistently agile users, 38 % hybrid users, 36 % selective users and 37 % consistently classic users.

Consistently agile users indicate to 80 % that the success rate of projects that were carried out with agile approaches is 70-100 %. For hybrid users, it was 68 % and for selective users 60 %, who reported a success rate of 70-100 %. Consistently classic users stated an estimated success rate of 63 %.

It becomes clear that the success rate of 80-89 % was stated much more often by the hybrid and selective users than by consistently agile or consistently classic users.

A success rate of 90-100 % is most often given by consistently agile users. The consistently agile users hardly see a success rate of less than 70 % and are the most successful group, overall.

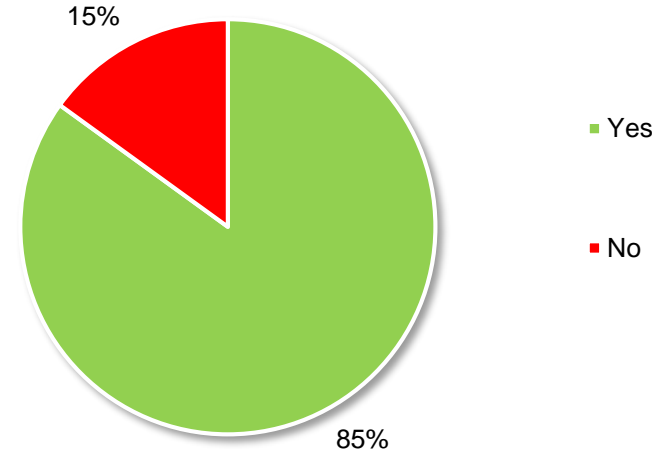
Improve results and efficiency through agile approaches

Agile users (consistently agile, hybrid and selective) were asked whether improvements in results and efficiency were achieved by using agile approaches.

85 % of participants state that the use of agile approaches has improved results and efficiency.

15 % believe that no improvements have been made.

Did the usage of agile approaches lead to improved results and efficiency?



Single Choice, n = 486

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

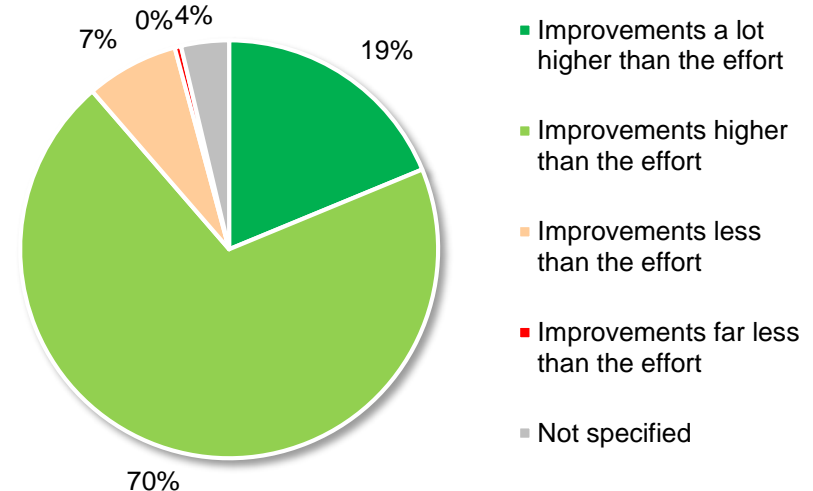
Improvement compared to the effort

The data shows that for 19 % of consistently agile, hybrid, and selective participants, the agile approach improvements are much higher than the implementation effort.

89 % of the respondents' state that the improvements are higher than the effort.

7 % of participants say that the improvements through agile approaches are less than the implementation effort of agile approaches.

If so, how do you estimate the improvements in comparison to the effort of implementing agile approaches?

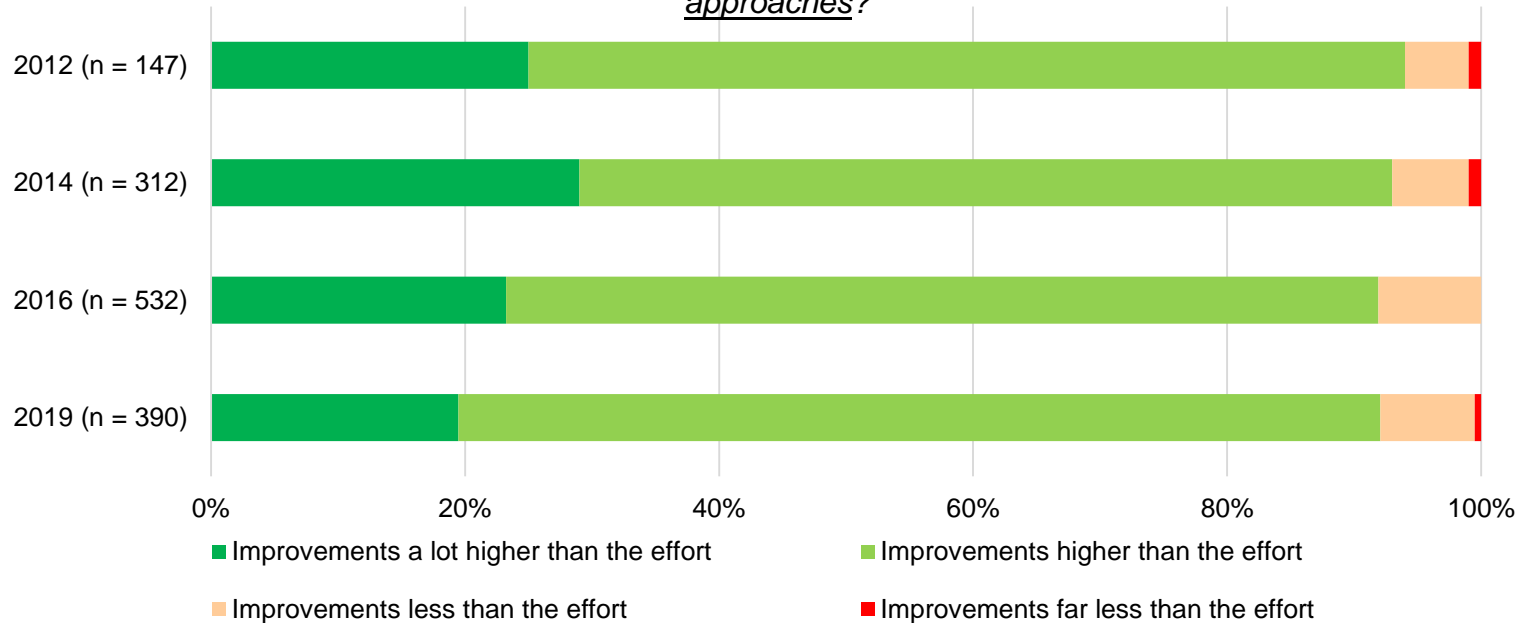


Single Choice, n = 405

Answers from the group "Yes" by "If so, how do you estimate the improvements in comparison to the effort of implementing agile approaches" 47

Comparison 2012/14/16/19 - Improvement compared to the effort

If yes, how do you estimate the improvements in comparison to the effort of implementing agile approaches?



Single Choice

Responses from the group "Yes" to "Have improvements in results and efficiency been achieved through the use of agile approaches?"

Importance of single agile approaches at the team level

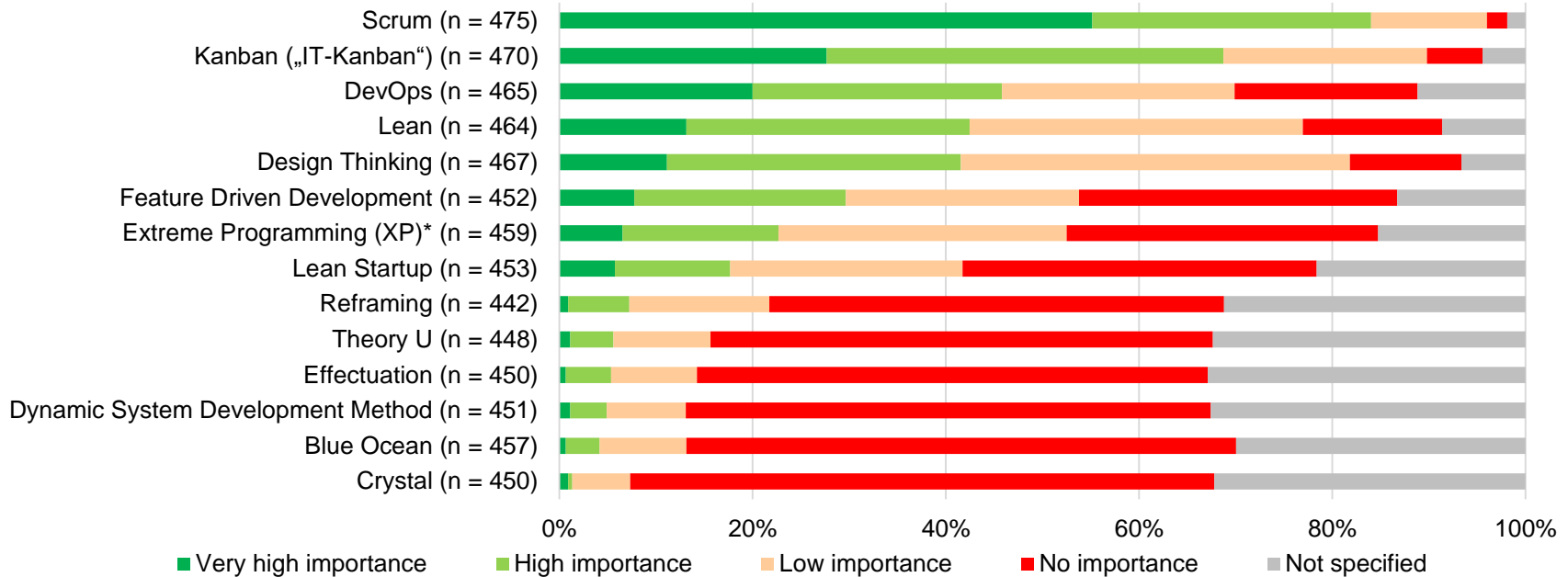
Importance of single agile approaches at the team level

- Importance of agile approaches in the own field of activity for agile users
- Meaning of agile approaches in one's own field of activity for consistently agile users
- Importance of agile approaches in the own field of activity for hybrid users
- Importance of agile approaches in the own field of activity for selective users
- Meaning of Scrum in different user areas
- Meaning of Kanban in different user areas
- Meaning of Lean in different user areas
- Meaning of Design Thinking in different user areas

Importance of agile approaches in the own field of activity for agile users (1/2)



How important are the following methods for your area of work?



* (incl. Test Driven Development and Pair Programming)

** The approaches were sorted according to the "Very Important" and "Great Importance" ratings

Single Choice

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Importance of agile approaches in the own field of activity for agile users (2/2)

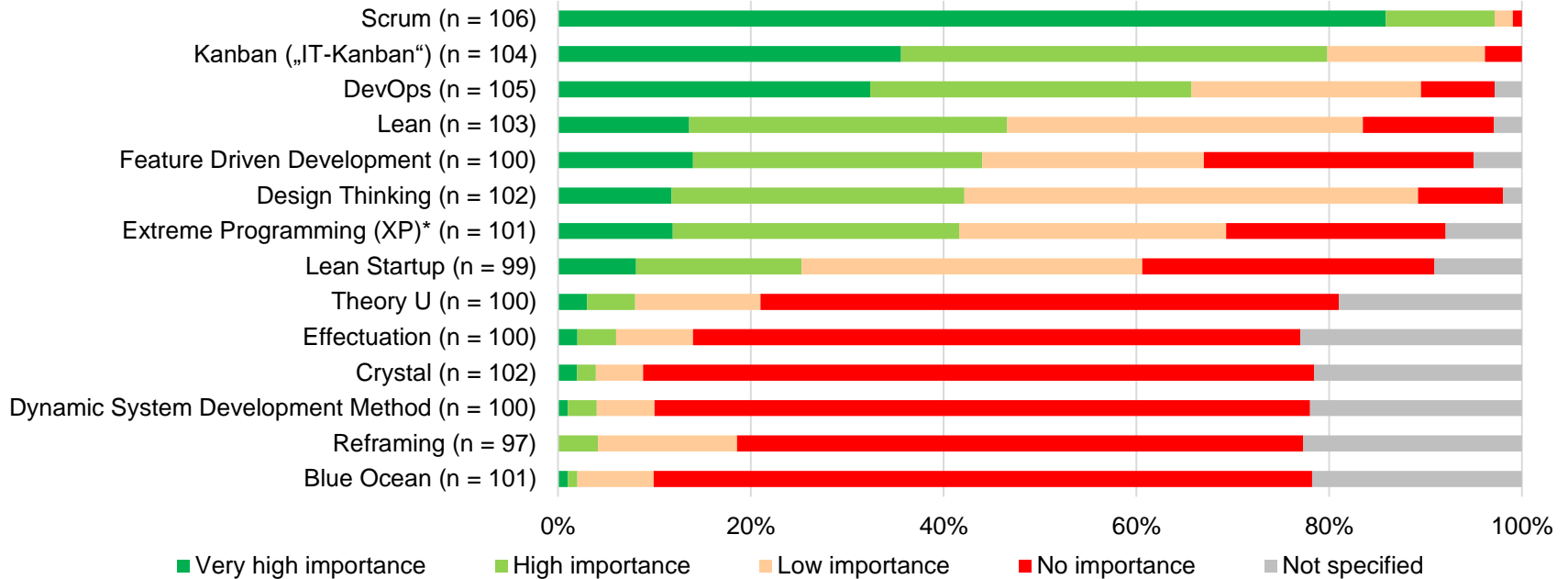


Scrum has the greatest general importance of all approaches. 55 % of the agile participants rate the approach as very important and 29 % as important for their area, only around 14 % as unimportant or of little importance. Kanban is the approach with the second highest rating with 79 % of participants who at least attach great importance to Kanban (more than 28 % rate it as very important). The newly queried approaches Reframing, Theory U and Effectuation only play a subordinate role for most of the study participants.

The following slides show that the "Scrum", "Kanban", "DevOps" and "Lean" approaches are of the greatest importance for the area of activity for the consistently agile users. The approaches mentioned are also of the greatest importance for hybrid users. "Scrum", "Kanban" and "Lean" are also very important for the selective users. In contrast to the consistently agile and hybrid users, "Design Thinking" is of great importance for the selective users.

Meaning of agile approaches in one's own field of activity for consistently agile users

How important are the following methods for your area of work?



* (incl. Test Driven Development and Pair Programming)

** The approaches were sorted according to the "Very Important" and "Great Importance" ratings

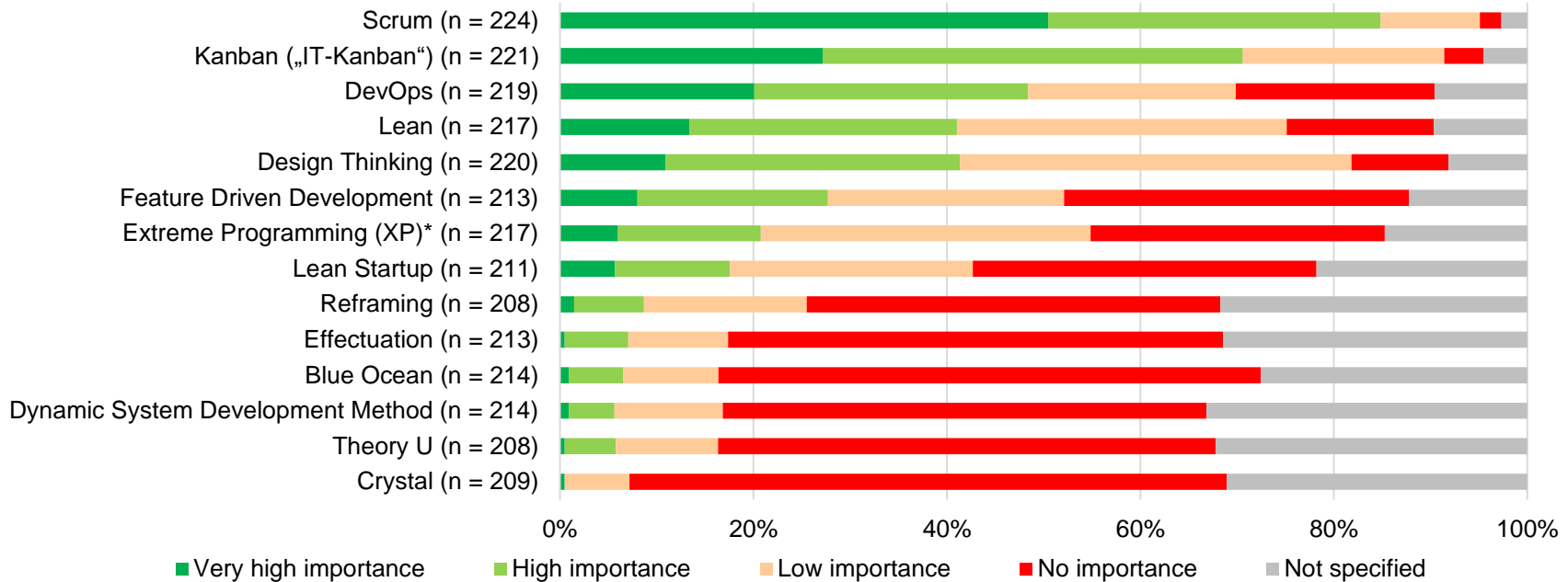
Single Choice

Responses from the group "Consistently agile".

Importance of agile approaches in the own field of activity for hybrid users



How important are the following methods for your area of work?



* (incl. Test Driven Development and Pair Programming)

** The approaches were sorted according to the "Very Important" and "Great Importance" ratings

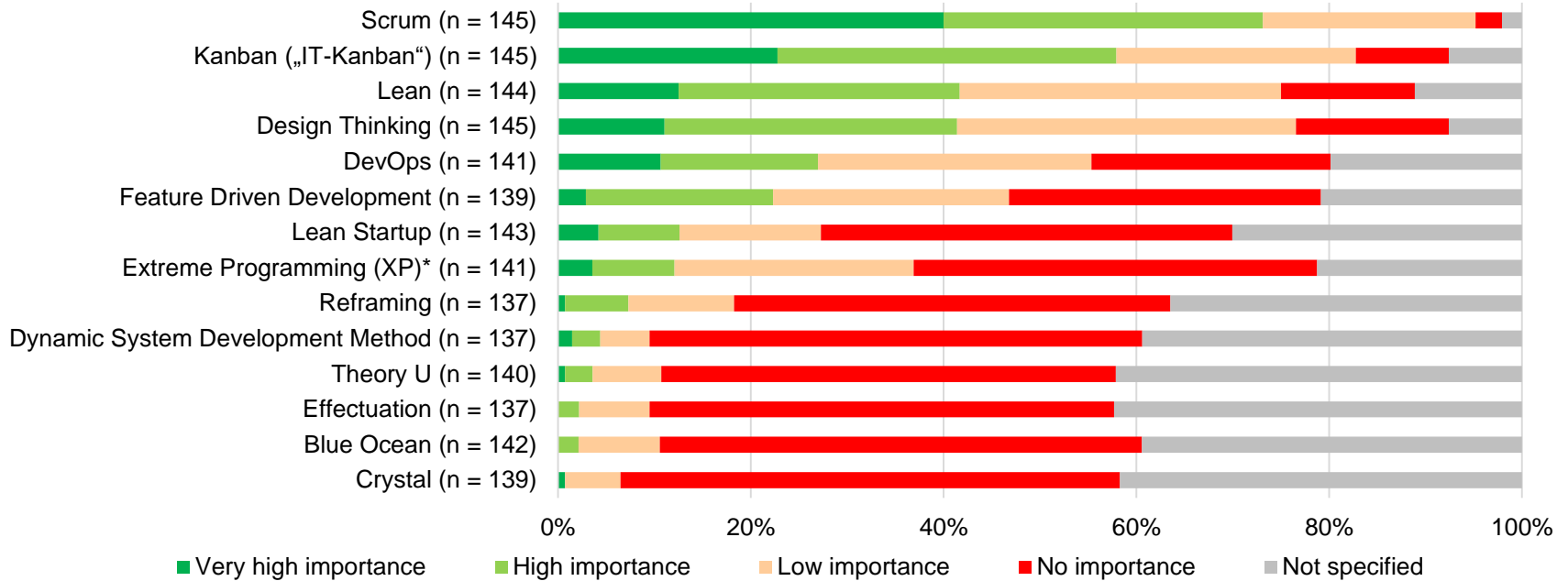
Single Choice

Responses from the group "Hybrid".

Importance of agile approaches in the own field of activity for selective users



How important are the following methods for your area of work?



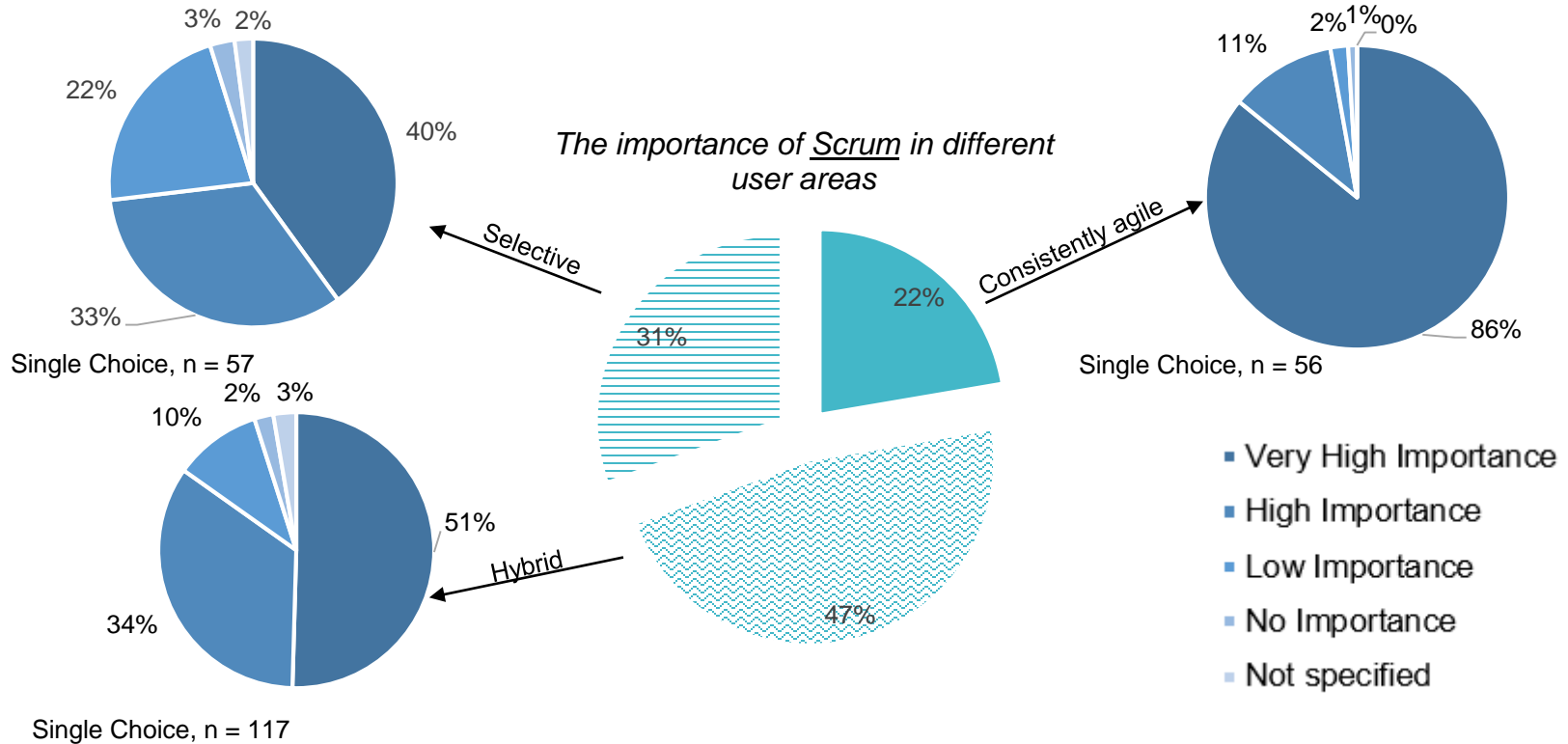
* (incl. Test Driven Development and Pair Programming)

** The approaches were sorted according to the "Very Important" and "Great Importance" ratings

Single Choice

Responses from the group "Selective".

Meaning of Scrum in different user areas

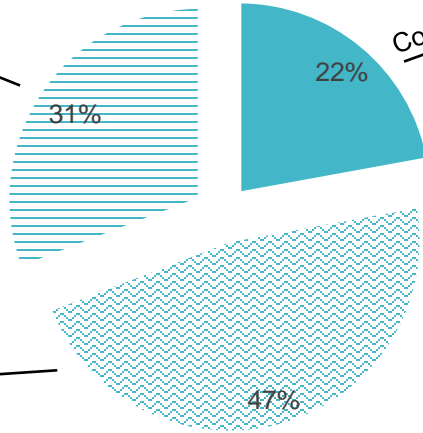
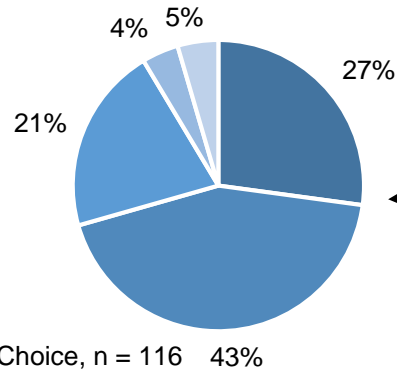
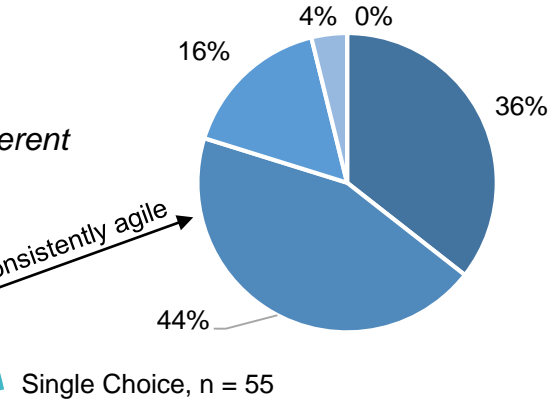
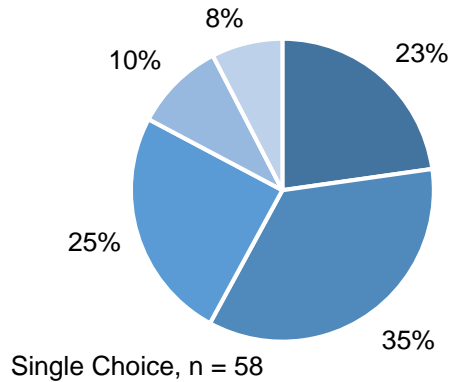


Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Meaning of Kanban in different user areas



The importance of Kanban in different user areas



- Very High Importance
- High Importance
- Low Importance
- No Importance
- Not specified

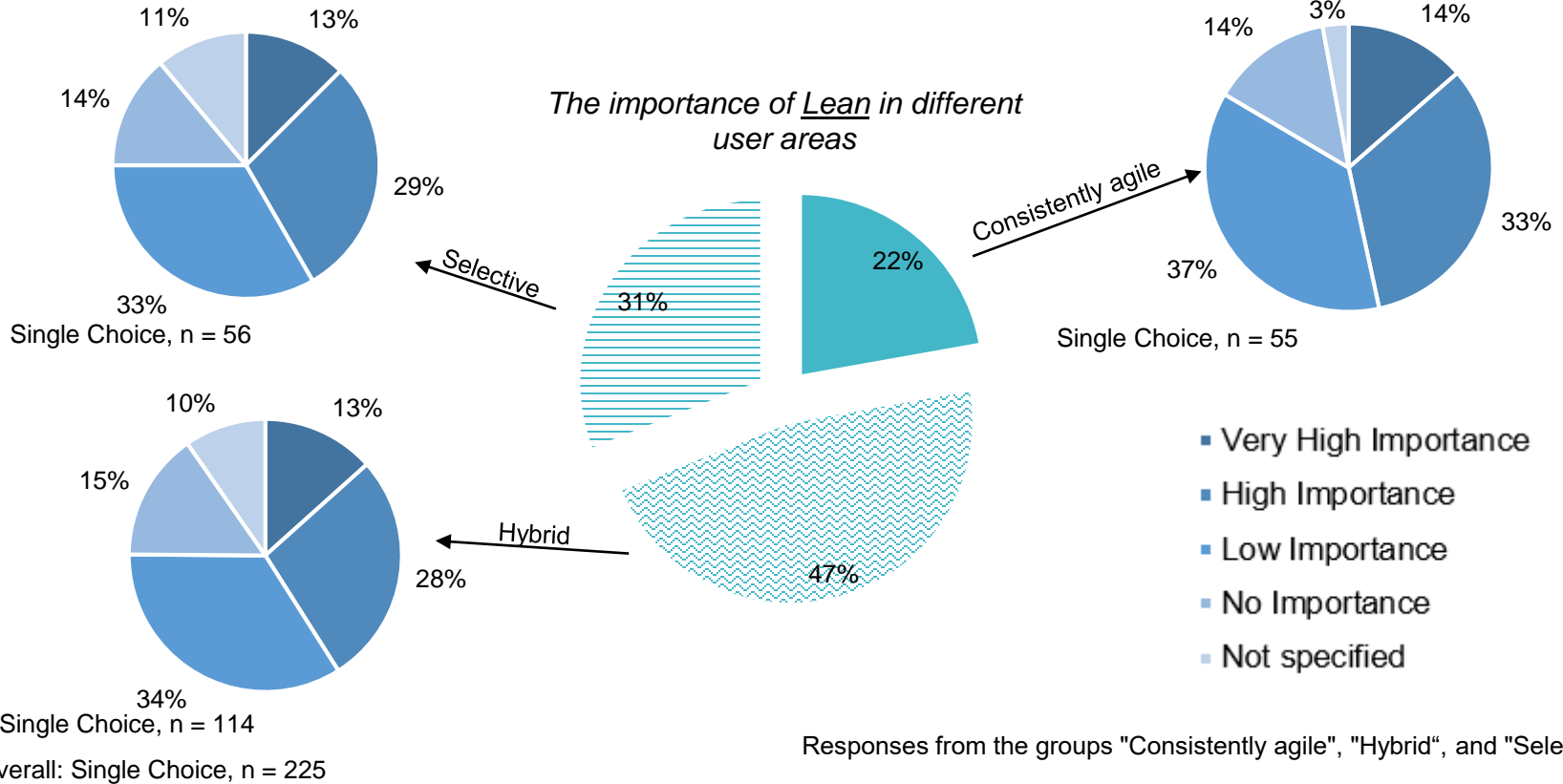
Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Overall: Single Choice, n = 229

Meaning of Lean in different user areas

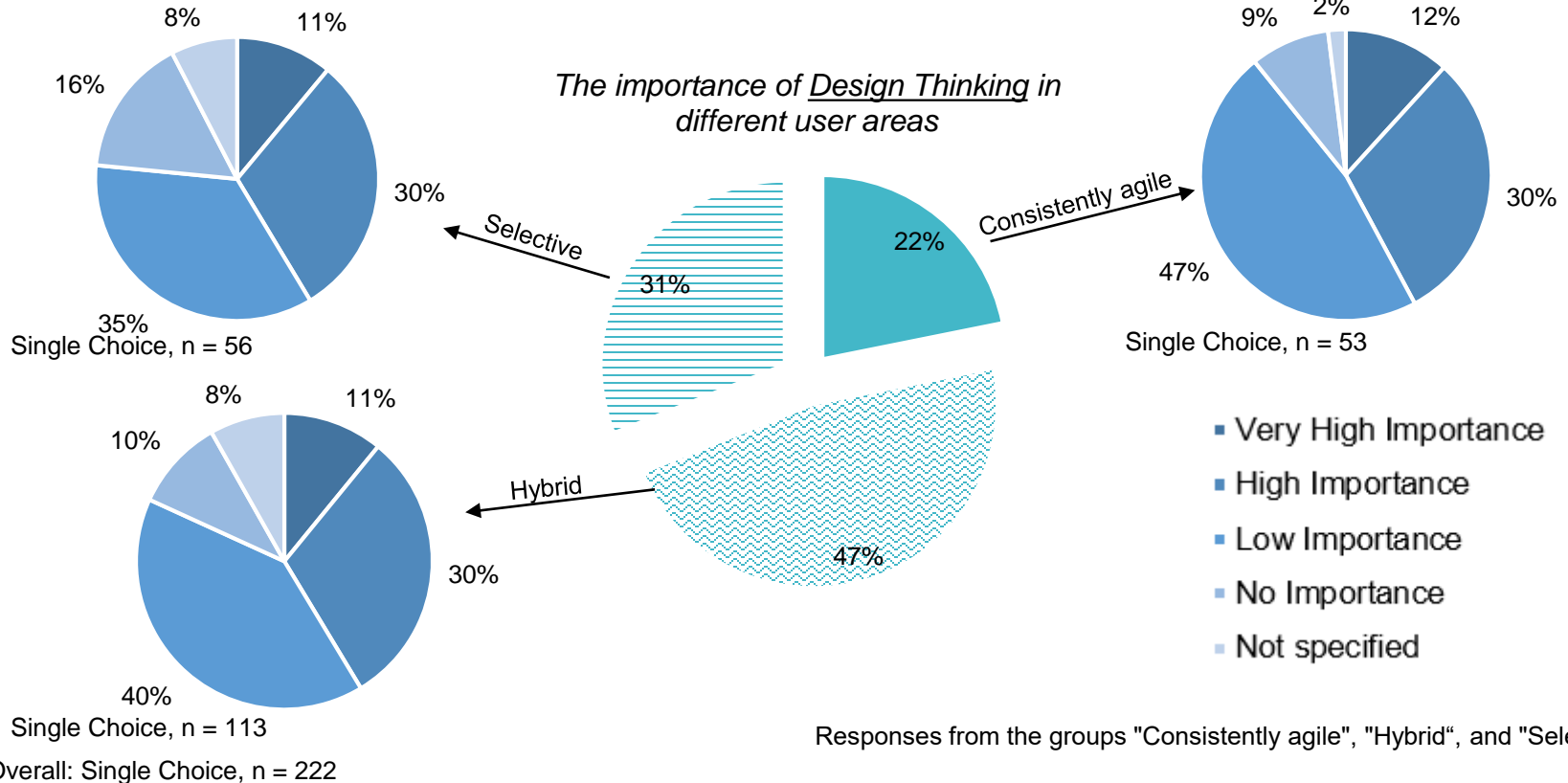


The importance of Lean in different user areas



Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Meaning of Design Thinking in different user areas



Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Evaluation of single agile approaches at the team level

Evaluation of single agile approaches at the team level

- Evaluation of agile approaches
- Evaluation of Scrum by agile users
- Evaluation of Kanban ("IT Kanban") by agile users
- Evaluation of Extreme Programming (XP) by agile users
- Evaluation of Design Thinking by agile users
- Evaluation of Lean by agile users
- Evaluation by Lean Startup by agile users
- Evaluation by DevOps by agile users
- Evaluation of Theory U by agile users
- Evaluation of Effectuation by agile users
- Evaluation of Feature Driven Development by agile users
- Evaluation of Blue Ocean by agile users
- Evaluation by Reframing by agile users
- Evaluation of Dynamic System Development Method by agile users
- Evaluation of all practiced agile approaches by agile users
- Summary - Comparison of the evaluation by all users

Evaluation of agile approaches

On the following pages, various agile approaches and classic project management are evaluated by the participants in various aspects.

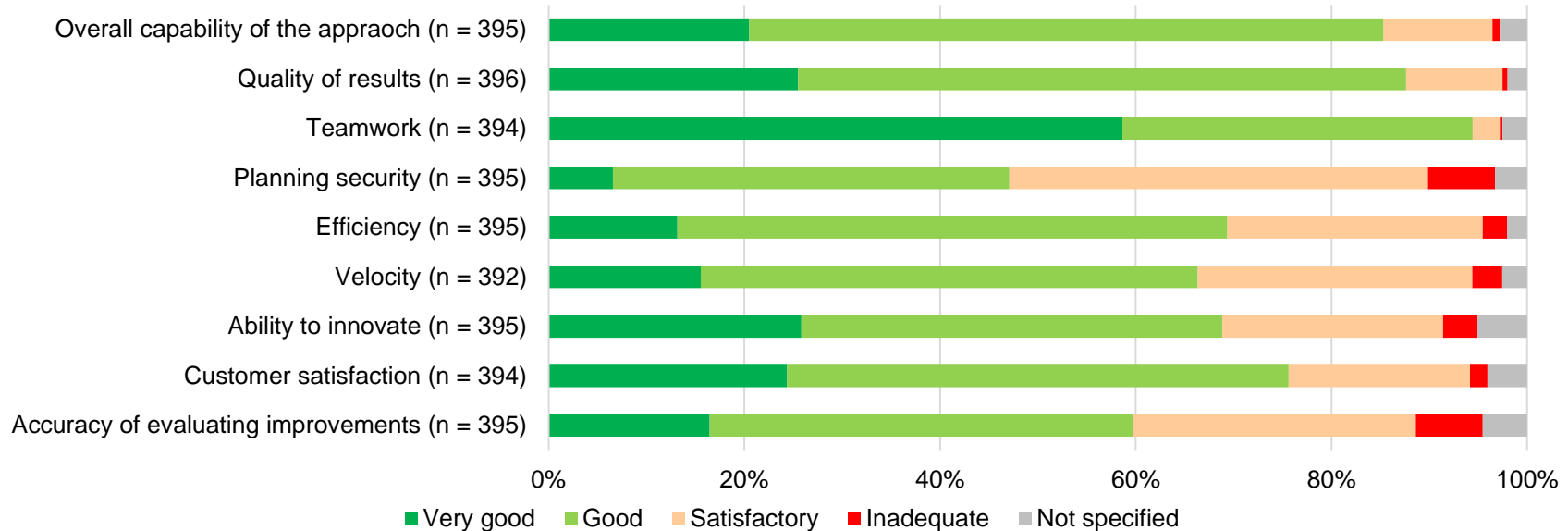
Only participants who rated the respective approach in A or B in "relevance of agile approaches in their own area of activity" (A = central meaning for my area of activity, B = is used for my area of activity alongside other approaches) could do so to rate.

Crystal is not shown in this evaluation because fewer than 10 participants rated this approach.

Evaluation of Scrum by agile users



Please evaluate Scrum in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



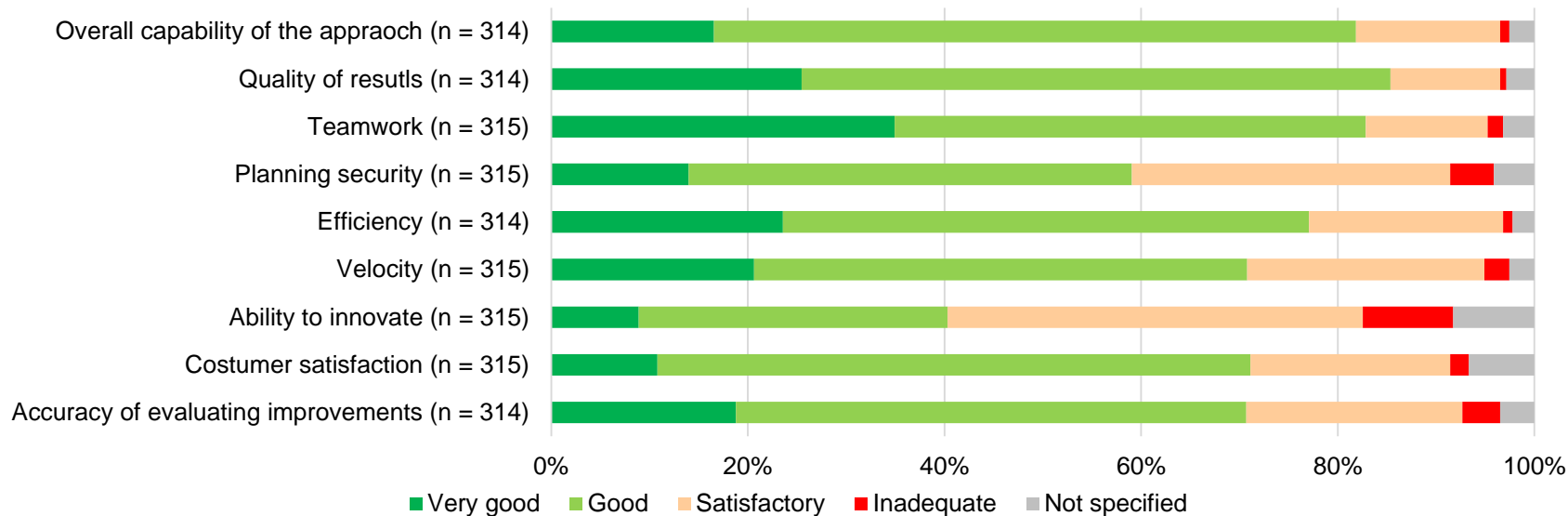
Single Choice

Responses from the groups "High importance" or "Very high importance" at Scrum

Evaluation of Kanban ("IT Kanban") by agile users



Please evaluate Kanban ("IT-Kanban") in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



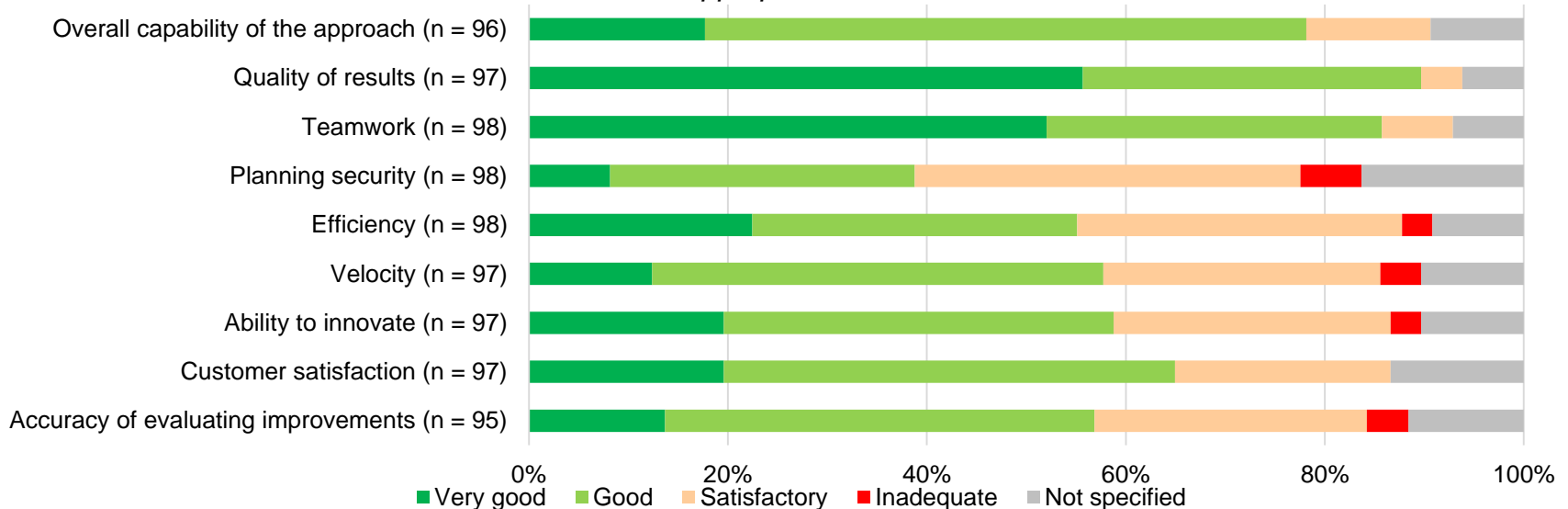
Single Choice

Responses from the groups "High importance" or "Very high importance" at Kanban ("IT Kanban")

Evaluation of Extreme Programming (XP) by agile users

Please evaluate Extreme Programming (incl. Test Driven Development und Pair Programming) in consideration of the following attributes with your experience in your area.

Please select the appropriate answer for each item.



Single Choice

Responses from the groups "High importance" or "Very high importance" at Extreme Programming (XP)

Evaluation of Design Thinking by agile users

Please evaluate Design Thinking in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



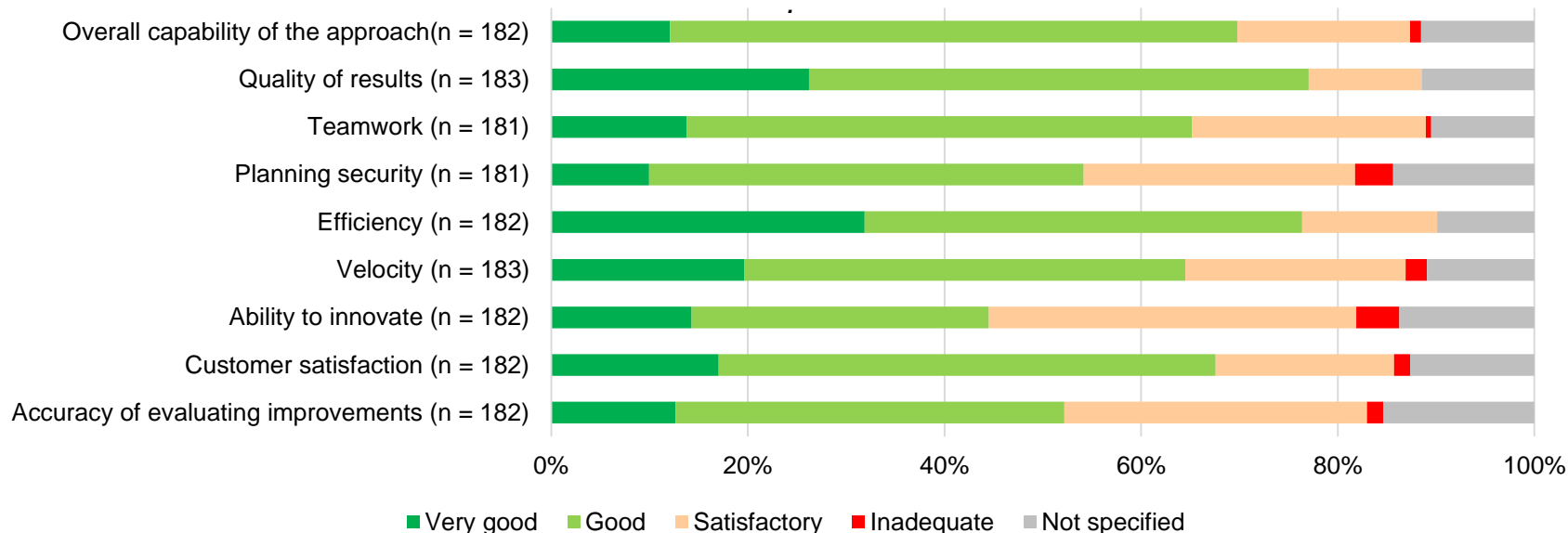
Single Choice

Responses from the groups "High importance" or "Very high importance" at Design Thinking

Evaluation of Lean by agile users



Please evaluate Lean in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



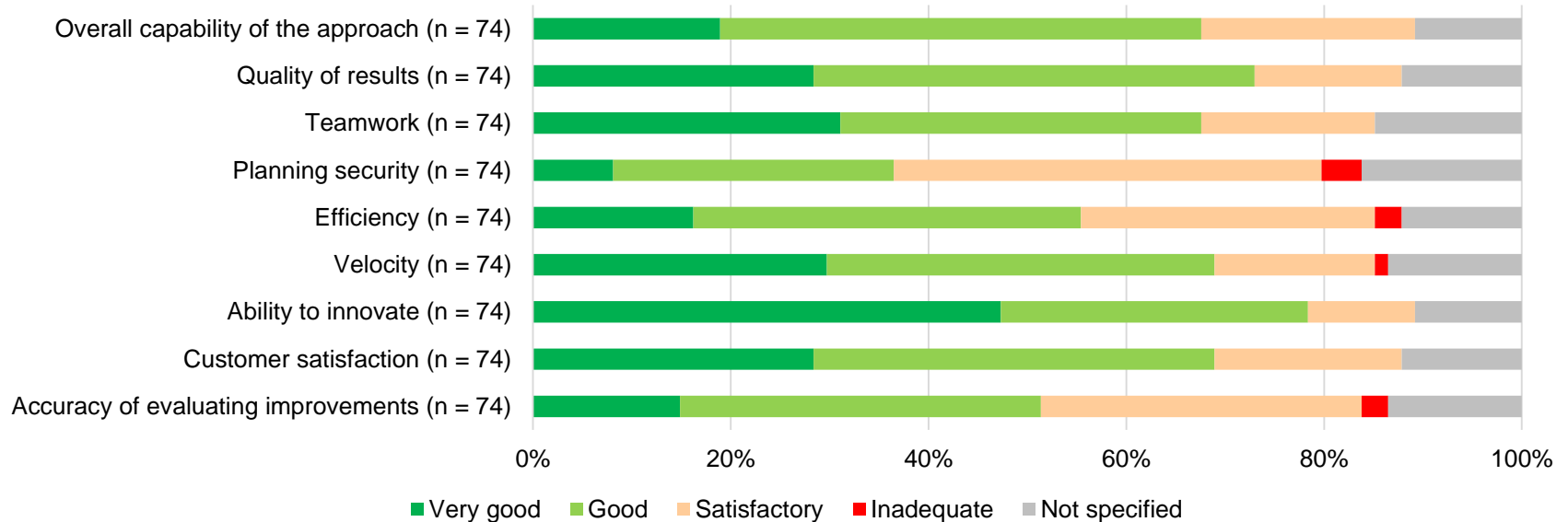
Single Choice

Responses from the groups "High importance" or "Very high importance" at Lean

Evaluation by Lean Startup by agile users



Please evaluate Lean Startup in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



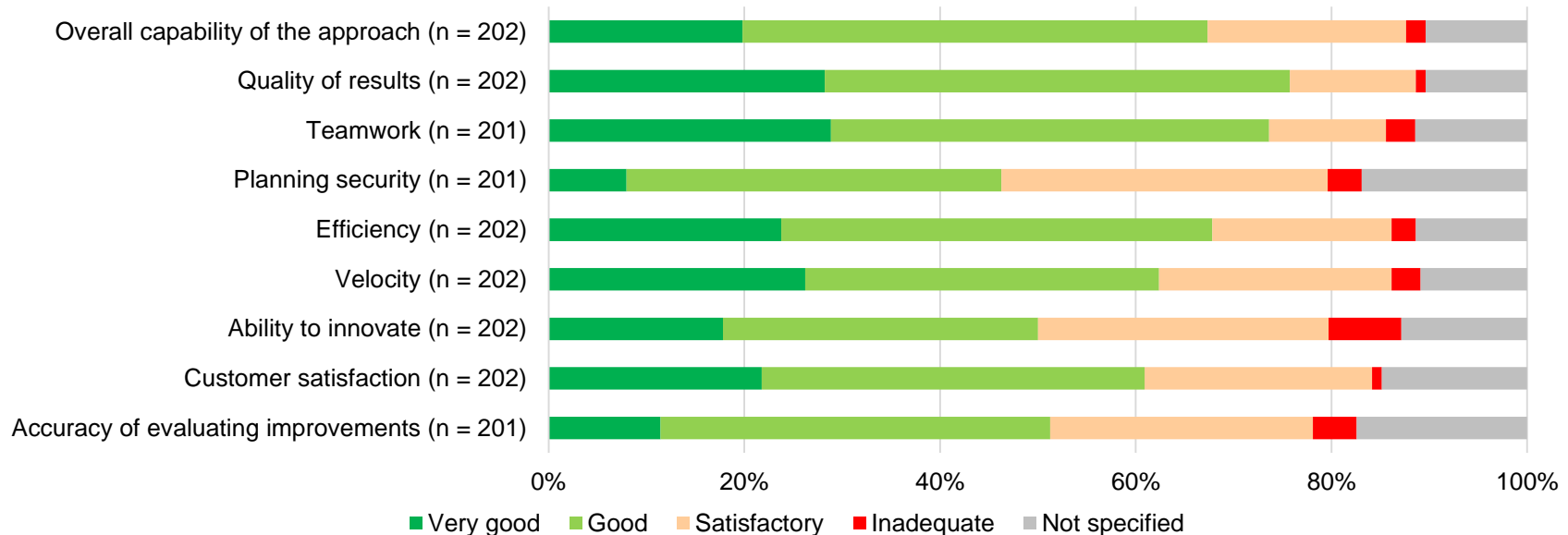
Single Choice

Responses from the groups "High importance" or "Very high importance" at Lean Startup

Evaluation by DevOps by agile users



Please evaluate DevOps in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



Single Choice

Responses from the groups "High importance" or "Very high importance" at DevOps

Evaluation of Theory U by agile users



Please evaluate Theory U in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



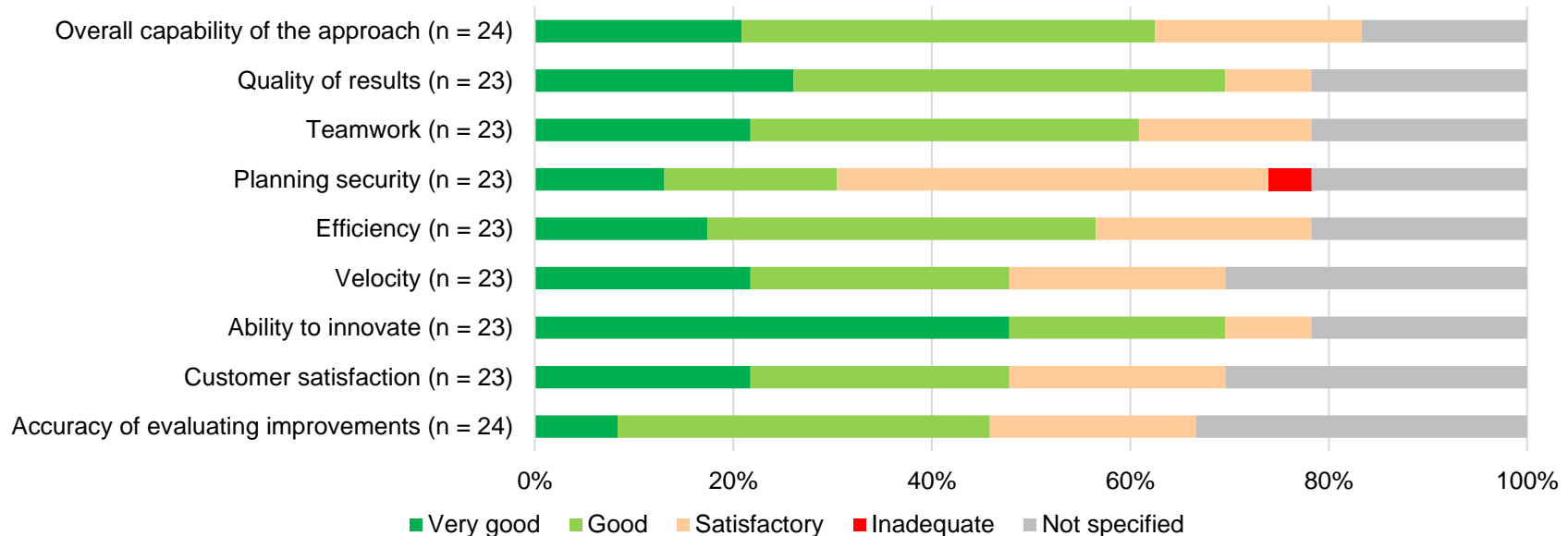
* Due to the small number of participants in this question, the information is only of limited informative value.

Single Choice

Responses from the groups "High importance" or "Very high importance" at Theory U

Evaluation of Effectuation by agile users

Please evaluate Effectuation in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



* Due to the small number of participants in this question, the information is only of limited informative value.

Single Choice

Responses from the groups "High importance" or "Very high importance" at Effectuation

Evaluation of Feature Driven Development by agile users



Please evaluate Feature Driven Development in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



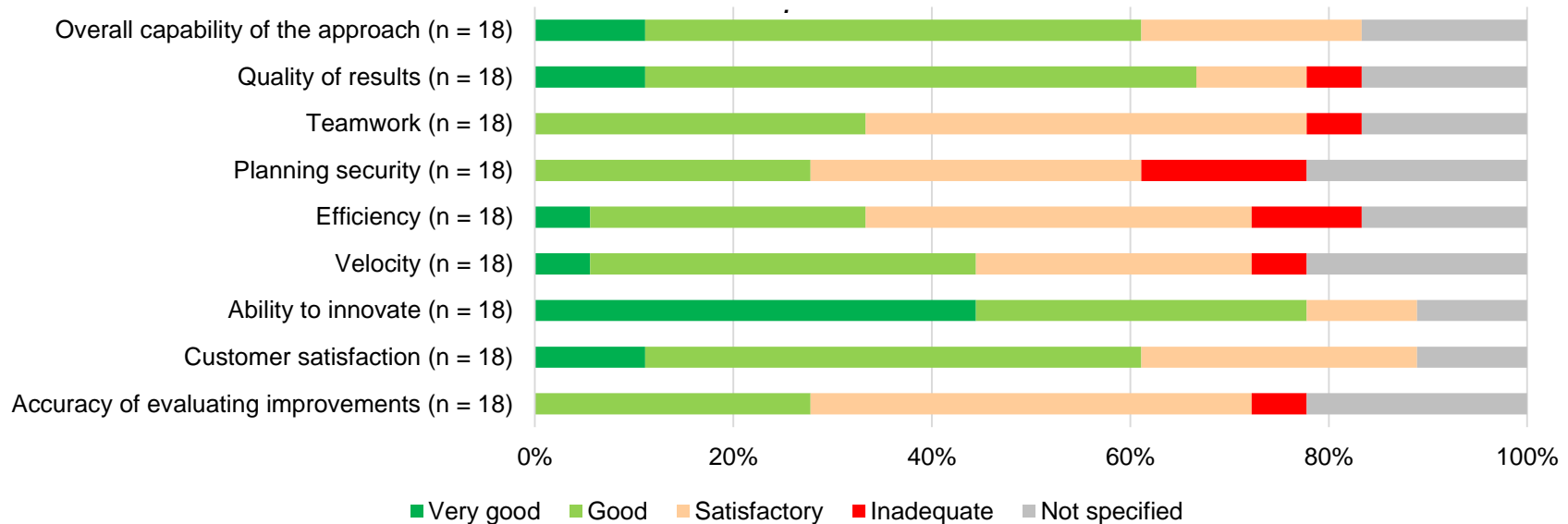
Single Choice

Responses from the groups "High importance" or "Very high importance" at Feature Driven Development

Evaluation of Blue Ocean by agile users



Please evaluate Blue Ocean in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



* Due to the small number of participants in this question, the information is only of limited informative value..

Single Choice

Responses from the groups "High importance" or "Very high importance" at Blue Ocean

Evaluation by Reframing by agile users



Please evaluate Reframing in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



* Due to the small number of participants in this question, the information is only of limited informative value.

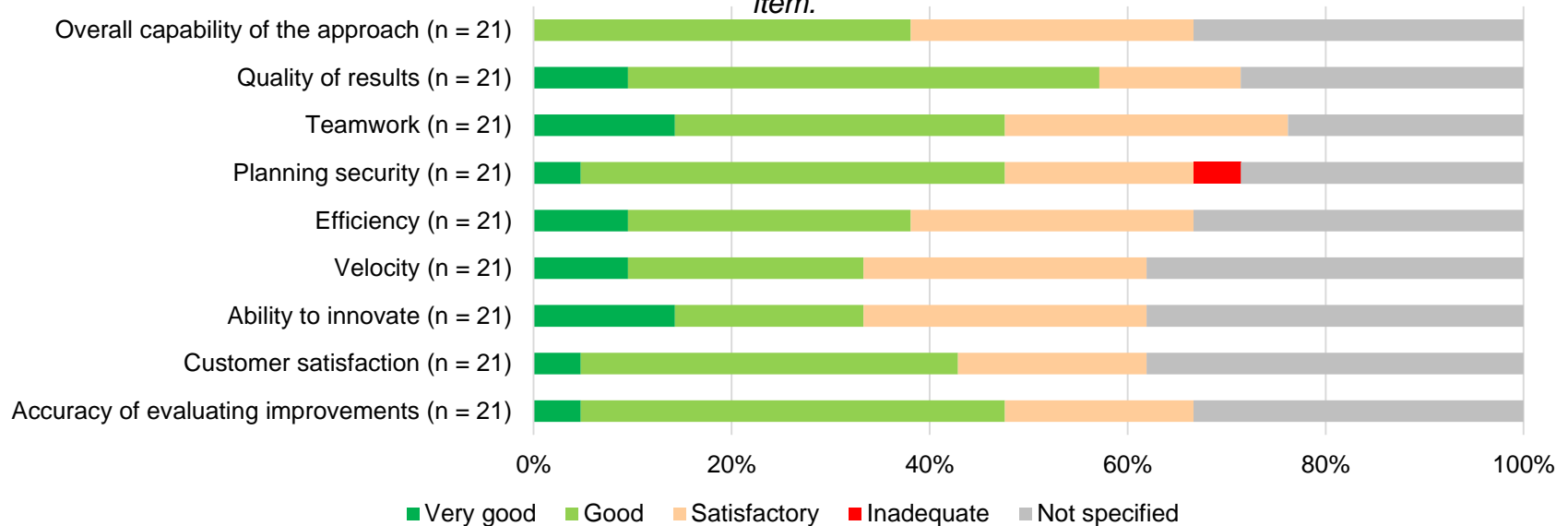
Single Choice

Responses from the groups "High importance" or "Very high importance" at Reframing

Evaluation of Dynamic System Development Method by agile users



Please evaluate Dynamic System Development Method in consideration of the following attributes with your experience in your area. Please select the appropriate answer for each item.



* Due to the small number of participants in this question, the information is only of limited informative value..

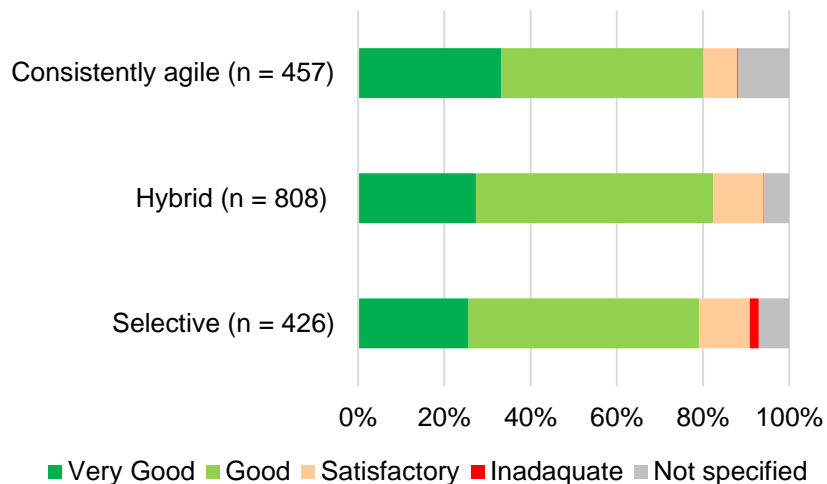
Single Choice

Responses from the groups "High importance" or "Very high importance" at Dynamic System Development Method

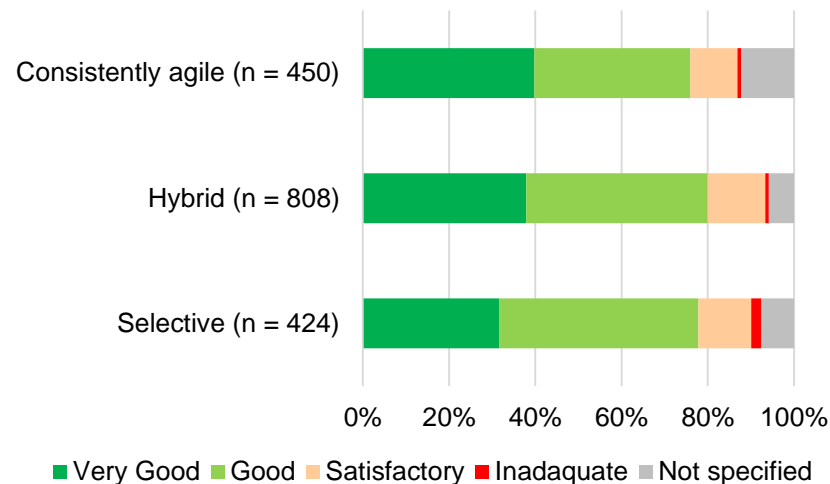
Evaluation of all practiced agile approaches by agile users (1/3)



Quality of results



Teamwork



* It should be noted that in the following questions, n stands for the number of scores, that is, when a person evaluates, for example, Scrum and Kanban, n increases by 2.

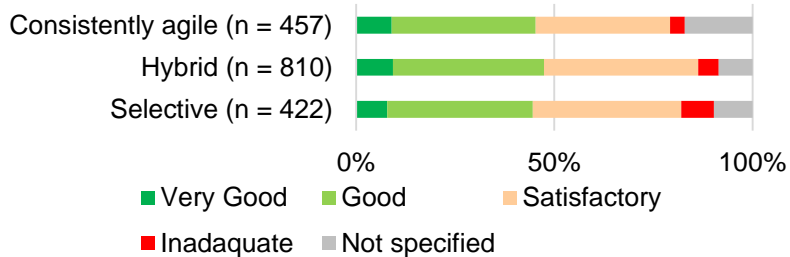
Single Choice

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

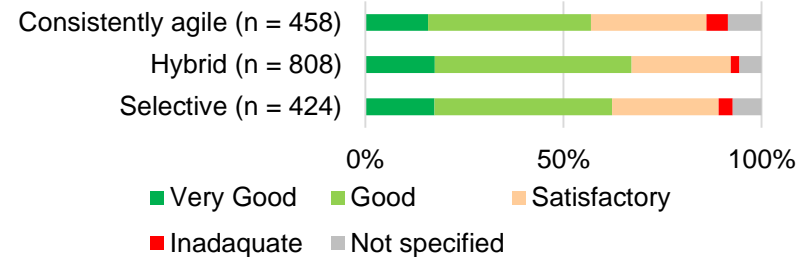
Evaluation of all practiced agile approaches by agile users (2/3)



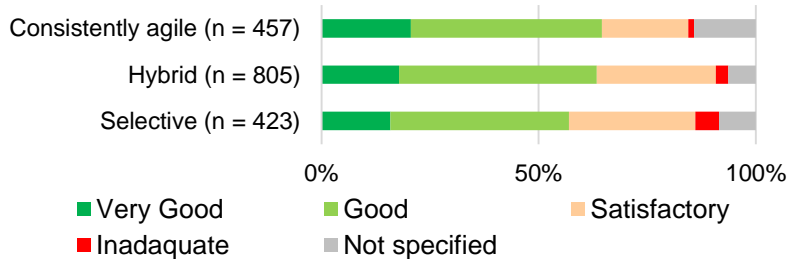
Planning security



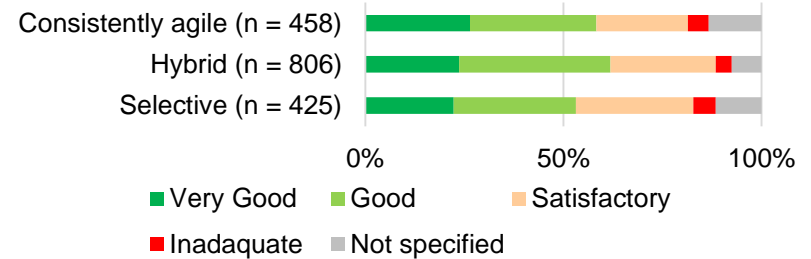
Efficiency



Velocity



Ability to innovate



* It should be noted that in the following questions, n stands for the number of scores, that is, when a person evaluates, for example, Scrum and Kanban, n increases by 2.

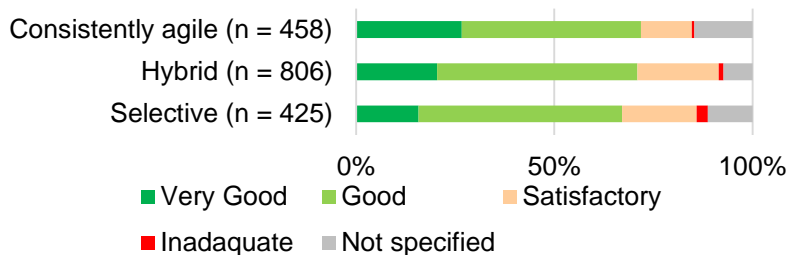
Single Choice

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

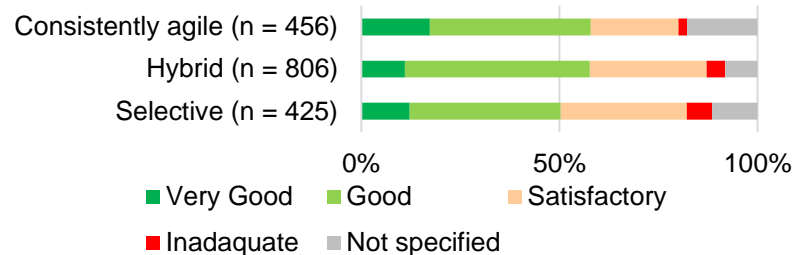
Evaluation of all practiced agile approaches by agile users (3/3)



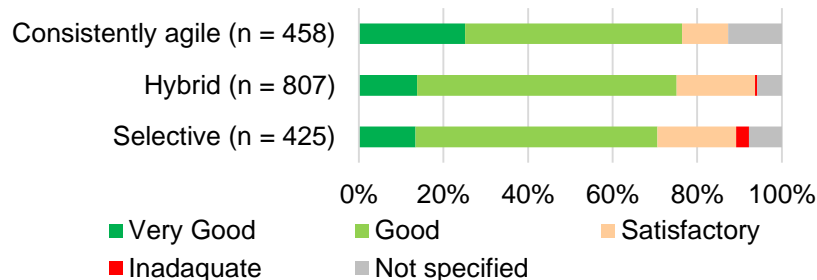
Customer satisfaction



Accuracy of evaluating improvements



Overall capability of the approach



* It should be noted that in the following questions, n stands for the number of scores, that is, when a person evaluates, for example, Scrum and Kanban, n increases by 2.

Single Choice

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

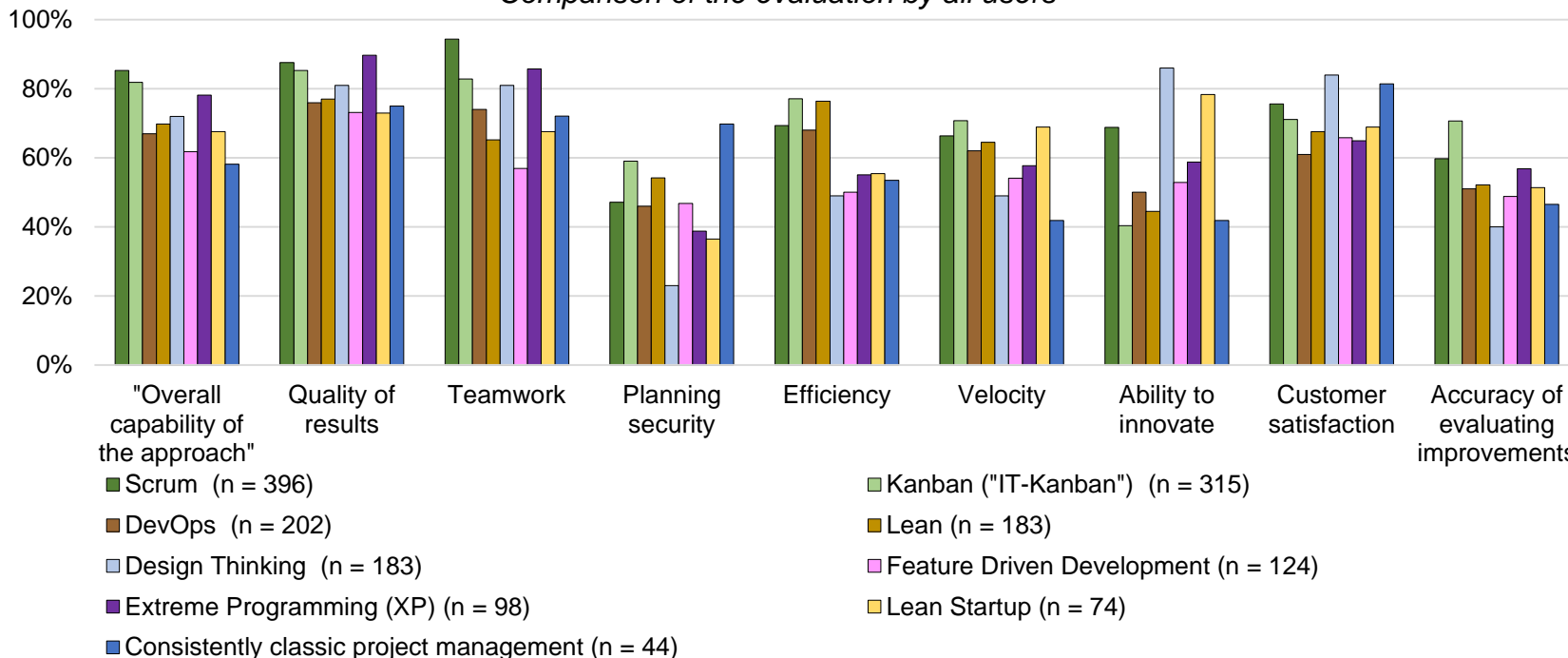


Summary - Comparison of the evaluation by all users

(1/3)



Comparison of the evaluation by all users



Single Choice

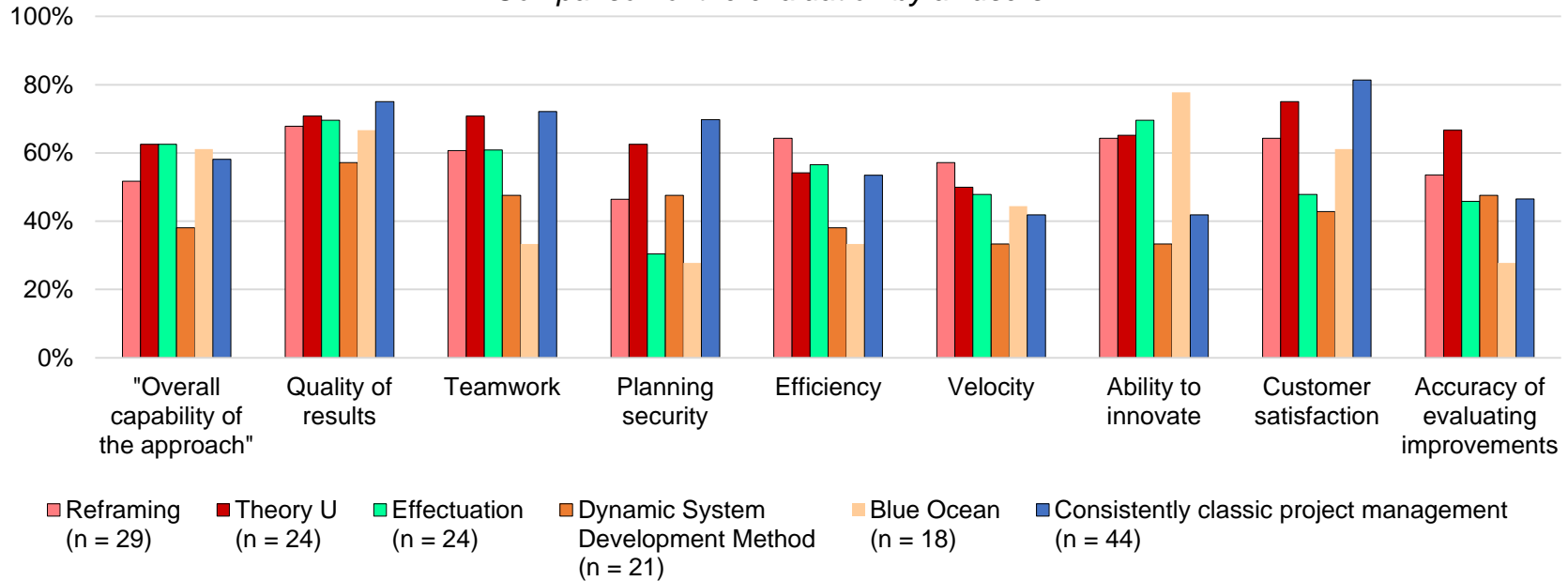
Responses from the groups "Consistently agile", "Hybrid", and "Selective". For all but "Consistently classic". And from the Group "Consistently classic" just for "Consistently classic".

Evaluation of single agile approaches at the team level

Summary - Comparison of the evaluation by all users (2/3)



Comparison of the evaluation by all users



Single Choice

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".



Summary - Comparison of the evaluation by all users

(3/3)



The following ratings consist of the sum of the ratings of the approaches with "very good" and "good".

Scrum has the highest overall performance with 85 % followed by (IT-) Kanban (82 %).

Extreme Programming received the highest rating with 90 % in the "Quality of results" criterion, followed by Scrum with 88 %.

Scrum was rated 94 % best in the "teamwork" criterion.

With regard to "Planning security", classic project management received the best rating with 70 % and Theory U with 63 % the second highest rating.

The Kanban approach received a rating of 77 % in the "Efficiency" section, followed by Lean (76 %).

In the "Velocity" area, Kanban was rated best at 71 %.

In terms of "Ability to innovate", Design Thinking received the highest rating at 86 %. Lean Startup and Blue Ocean followed with 78 % each.

Design Thinking received the best rating (84 %) in terms of "Customer satisfaction". What is striking is the positive rating of customer satisfaction in classic project management (second highest rating with 81 %). It must be taken into account that n is rather low at 44, but the positive assessment is surprising in comparison to the previous year's results.

In terms of "Accuracy of evaluating improvements", Kanban received the highest rating (71 %) and Theory U the second highest rating (67 %).

Forms of Usage

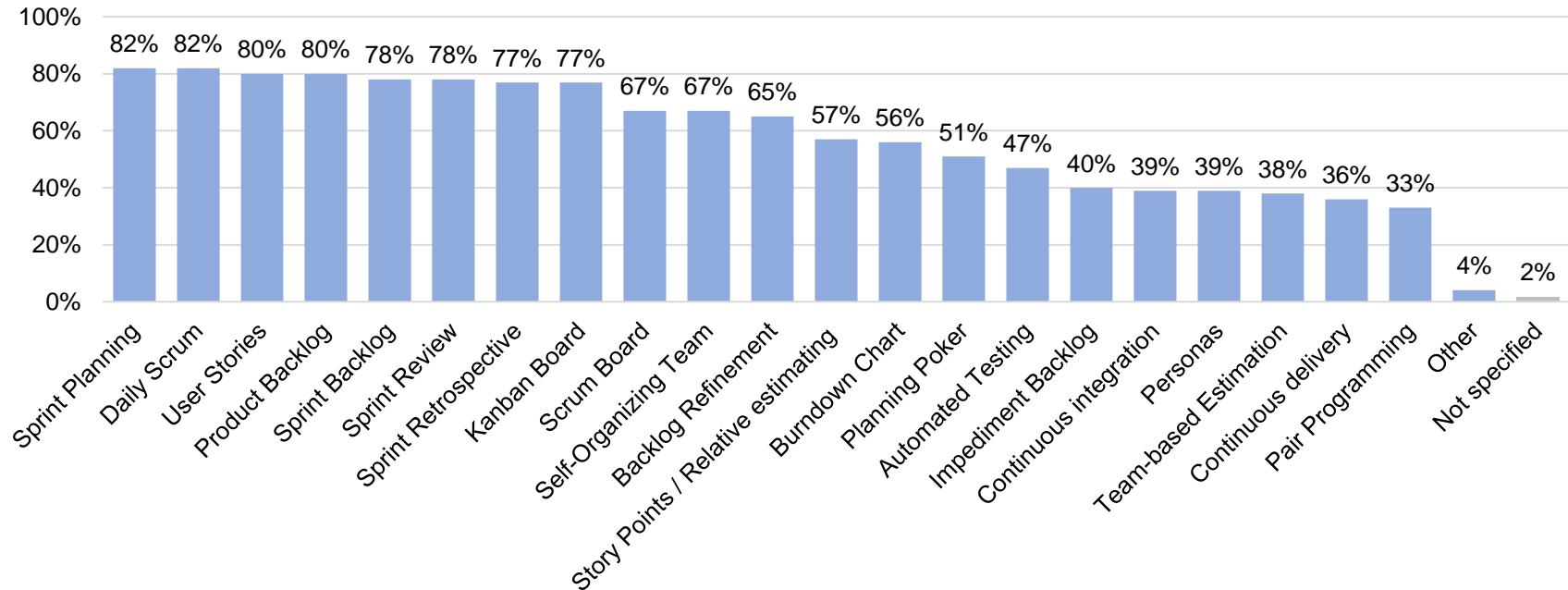
Forms of Usage

- Use of agile techniques
- Size of agile teams

Use of agile techniques (1/2)



Which agile practices do you use?



Multiple Choice, n = 476

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Use of agile techniques (2/2)



Consistently agile, hybrid and selective users were asked which agile practices they use.

Sprint planning and daily scrum are used most frequently by the respondents (both 82 %).

User stories and product backlog are also frequently used (both 80 %).

Sprint Backlog (78 %), Sprint Review (78 %), Sprint Retrospective (77 %) and Kanban Board (77 %) are also popular agile practices.

Size of agile teams

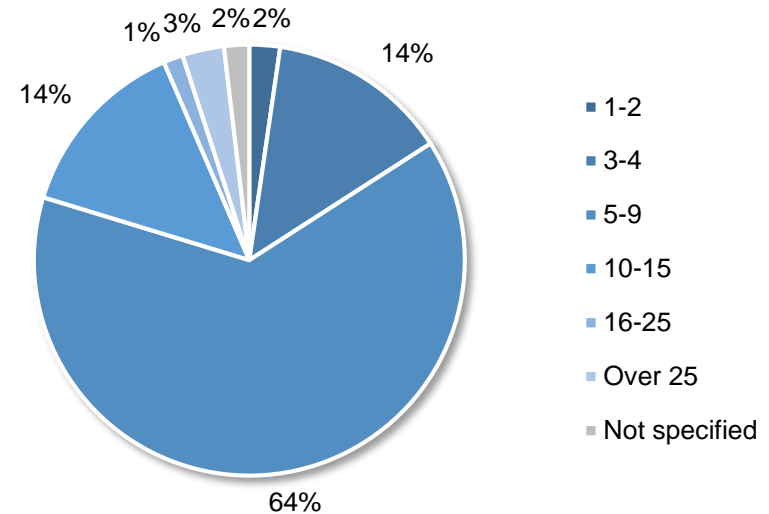
In an agile team, 2 % of the respondents work with 1-2 people. In 14 % there are 3-4 people, in 64 % 5-9 people and in 14 % the team consists of 10-15 people.

The team size of 16-25 people was chosen by 1 % of the respondents and the answer option "over 25 people" was chosen by 3 %.

The team size of 3-4 people was mentioned equally often to 10-15 people.

The team size of 5-9 people dominates very clearly and thus corresponds to the specifications of the Scrum Guide in previous versions.

How many people are typically on an (agile) development team in your area?



Single Choice, n = 478

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Specific Questions Regarding Scrum

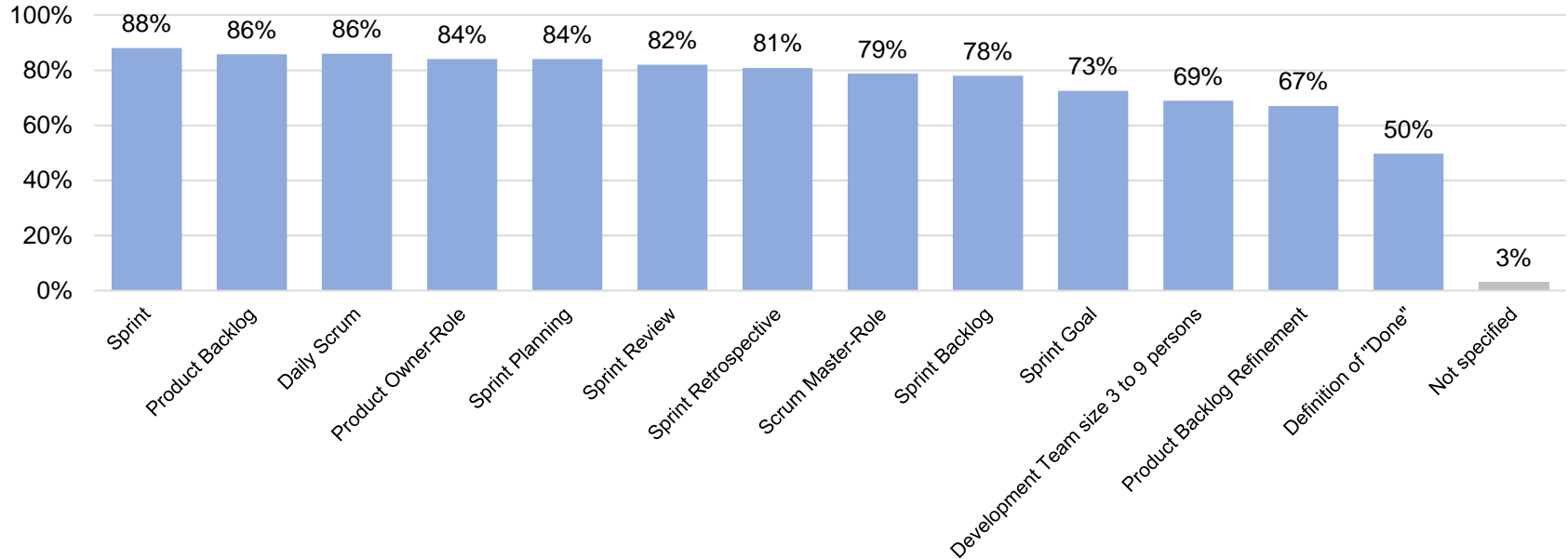
Specific Questions Regarding Scrum

- Usage of agile approaches according to Scrum Guide
- Duration of Sprints
- Reasons for a duration of Sprints > 4 weeks
- Used roles

Usage of agile approaches according to Scrum Guide (1/2)



Which of the following approaches do you use / practice according to the recommendations of the Scrum Guide?



Multiple Choice, n = 383

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Usage of agile approaches according to Scrum Guide (2/2)



The previous chart shows that almost all Scrum selectable approaches are used by respondents (consistently agile, hybrid, and selective) at a percentage between 88 and 50 %.

The most common used approaches are the Sprint (88 %), Product Backlog (86 %), Daily Scrum (86 %), Product Owner Role (84 %) and Sprint Planning (84 %). Sprint Reviews are also used by 82 % of those surveyed, as is the Sprint Retrospective (81 %).

79 % of agile users use the Scrum Master Role, 78 % use the Sprint Backlog approach, and 73 % use the Definition of “Done”.

The Development Team with a size between 3 and 9 people is used by 69 %, the Product Backlog Refinement by 67 % and the Sprint Goal by 50 % of the respondents.

Duration of Sprints

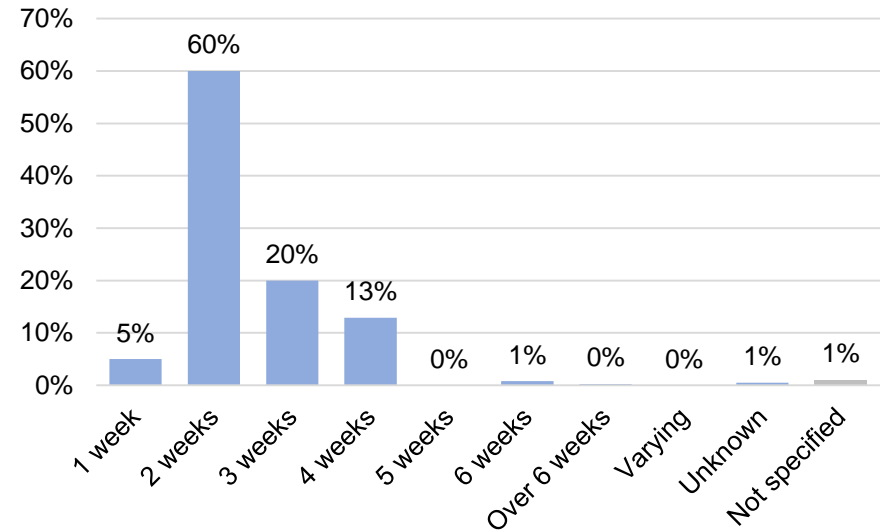
60 % of the respondents' state that a Sprint usually takes 2 weeks.

A Sprint lasts 3 weeks for 20 % of the respondents and 4 weeks for 13 %.

5 % of the respondents say that the Sprint lasts only one week.

The fact that a Sprint duration is usually longer than 4 weeks cannot be determined to any major extent.

How long does a Sprint usually last?



Single Choice, n = 373

Responses from the groups "High importance"
or "Very high importance" at Scrum

Reasons for a duration of Sprints > 4 weeks



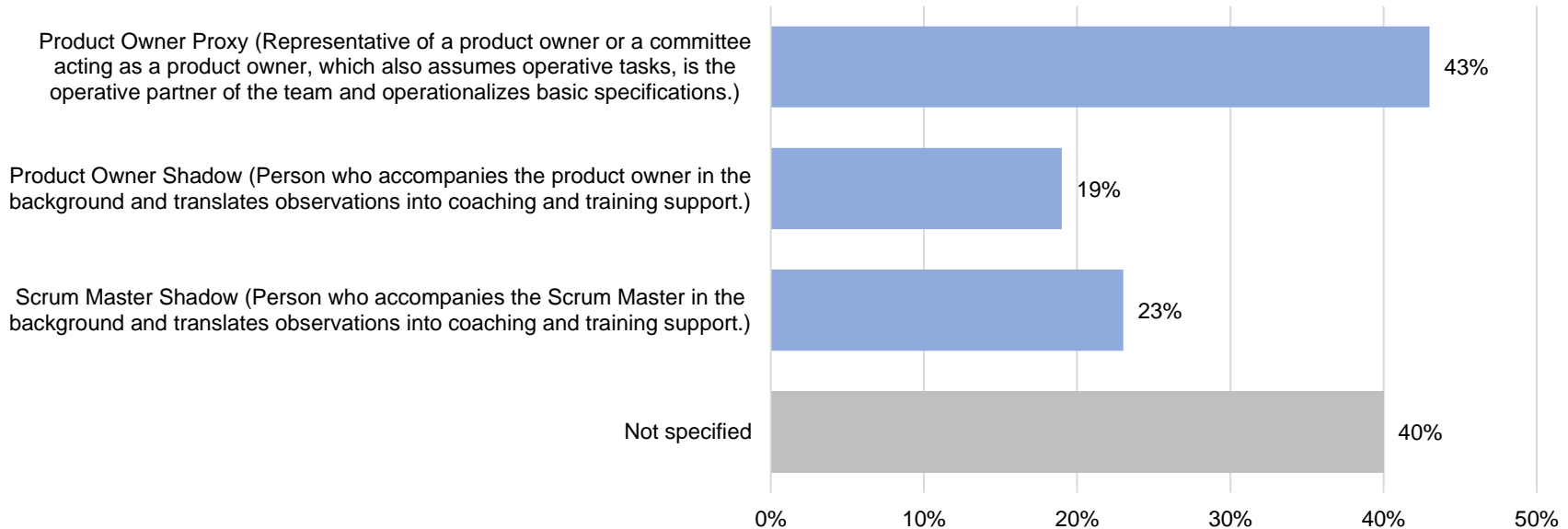
According to the participants, the following statements led to a Sprint duration of more than 4 weeks:

- *"Lack of capacity for faster processing."*
- *"This has proven to be a natural time for the divisibility of the project content."*
- *"Meaningful period in the overall project."*
- *"Extensive testing at core application."*

* Obvious spelling errors have been corrected and missing phrases have been added to keep the meaning.

Used roles (1/2)

Which of the following roles do you use in your company?



Multiple Choice, n = 342

Responses from the groups "High importance" or "Very high importance" at Scrum

Used roles (2/2)



The agile users (consistently agile, hybrid and selective) were asked whether they use the roles "Product Owner Proxy", "Product Owner Shadow" and "Scrum Master Shadow".

The data shows that 43 % of the participants state that they use the role of Product Owner Proxy in their company. 19 % use Product Owner Shadow and 23 % use the Scrum Master Shadow role, while 40 % chose not to do so.

Scaling

Scaling

- Use of Scaling Frameworks
- Reasons against Scaling Frameworks
- Used Scaling Frameworks
- Used Scaling Frameworks for consistently agile users
- Used Scaling Frameworks by hybrid users
- Used Scaling Frameworks by selective users
- Importance of Scaling Frameworks
- Success of Scaling Frameworks
- Use of Scaling Frameworks
- Scaling practices
- Orientation by the standard of Scaling Frameworks
- Satisfaction with Scaling Frameworks

Use of Scaling Frameworks

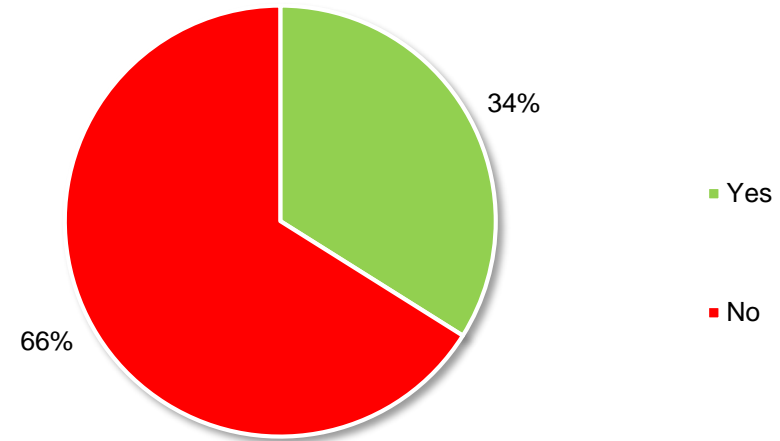


Do you use a Scaling Framework?

The consistently agile, hybrid and selective users were asked whether they were using a Scaling Framework.

34 % of the respondents use a Scaling Framework.

66 % have no Scaling Framework in use.

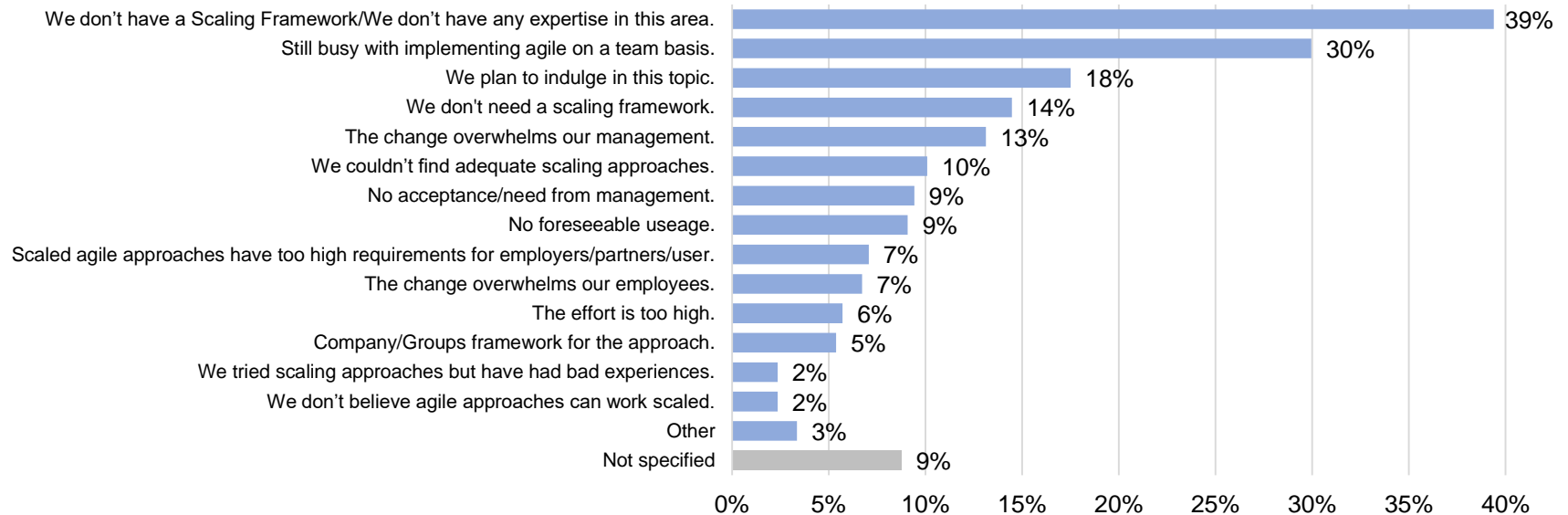


Single Choice, n = 454

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Reasons against Scaling Frameworks (1/2)

Why do you not have a Scaling Framework in use?



Multiple Choice, n = 297

Responses from the group "No" at Scaling Framework in use

Reasons against Scaling Frameworks (2/2)



39 % of the respondents who do not use a Scaling Framework are not aware of one or have no expertise in this area.

30 % are still involved in the introduction of agile approaches at team level.

It is noteworthy that 18 % state that they plan to deal with the topic.

14 % of agile users do not need a Scaling Framework.

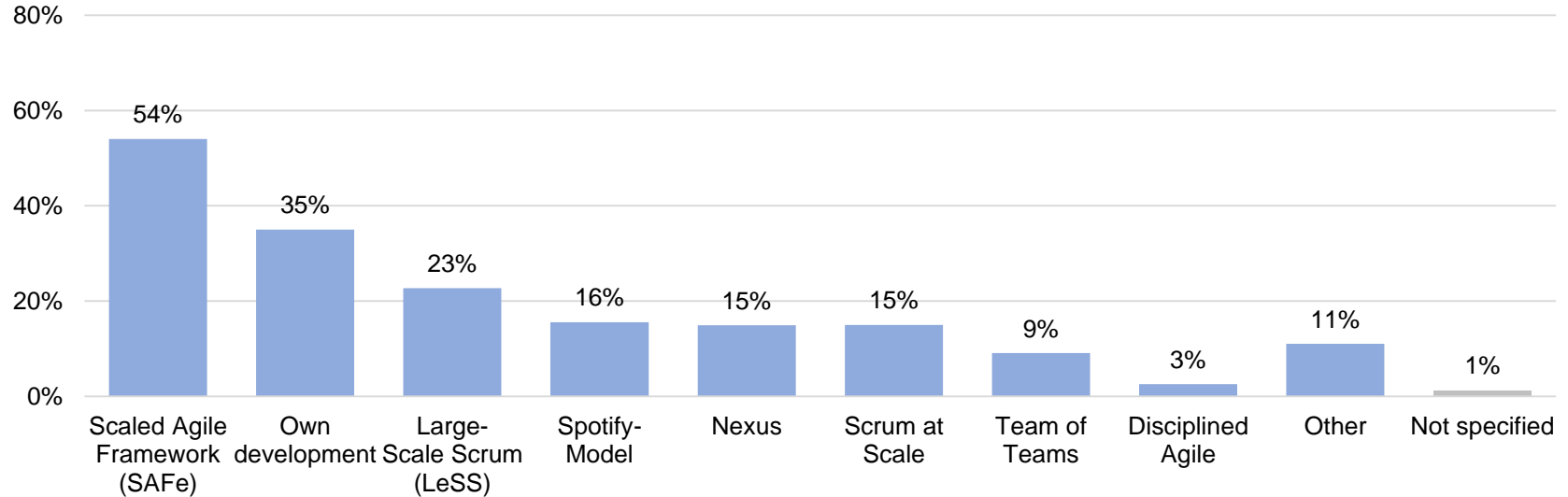
13 % say that change overwhelms managers and 7 % say that this is the case with employees.

For 6 % of the respondents, the effort for the introduction is too high and 2 % do not believe that agile approaches also work scaled.

Used Scaling Frameworks (1/2)



Which scaling frameworks do you use in your company?



Multiple Choice, n = 151

Responses from the group "Yes" in Scaling Framework in use

Used Scaling Frameworks (2/2)



With 54 %, SAFe is used most often as a Scaling Framework in companies.
35 % of respondents use Own Development and 23 % use LeSS.

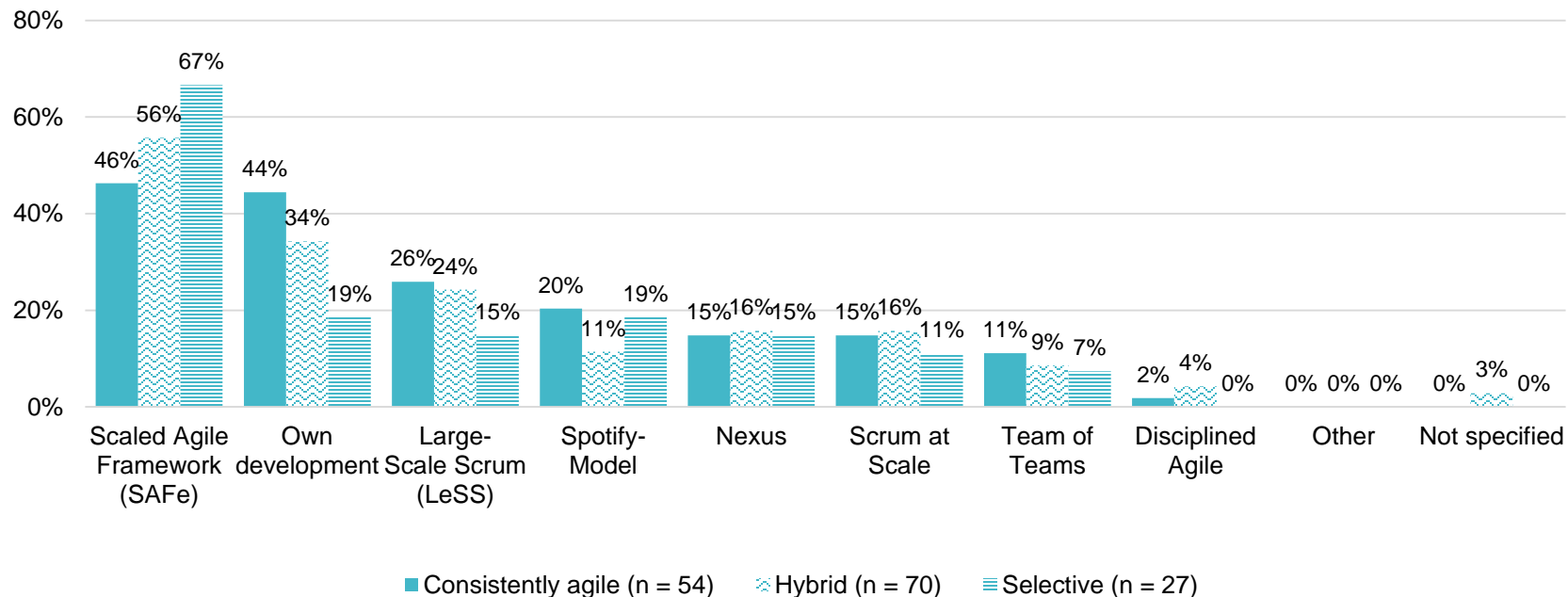
The Spotify-Model is used as often with 16 % as Scrum at Scale and Nexus with 15 % each.

Team of Teams and Disciplined Agile use 9 and 3 % of the respondents in their companies.

Used Scaling Frameworks for agile users (1/2)



Which scaling frameworks do you use in your company?



Multiple Choice

Responses from the group "Yes" in Scaling Framework in use

Used Scaling Frameworks for agile users (2/2)



SAFe is the most widely used Scaling Framework among the consistently agile, hybrid and selective users. At 67 %, SAFe is clearly more dominant among the selective users than among the hybrid users (56 %) and among the consistently agile users (46 %).

SAFe (46 %) and Own Development (44 %) are on the same level among the consistently agile users. LeSS is used more often by consistently agile users (26 %) and hybrid users (24 %) than by selective users (15 %).

The Spotify Model is used far more frequently among the consistently agile and selective users (20 % and 19 %) than among the hybrid users (11 %).

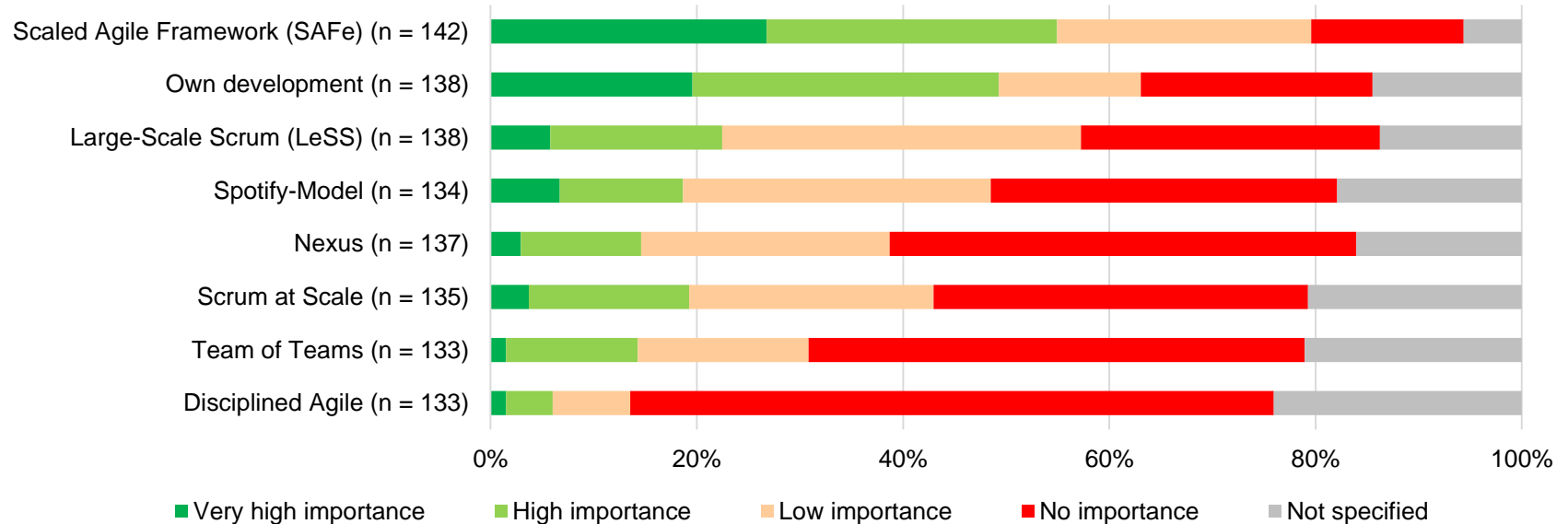
The Scaling Framework Nexus is used similarly by the three groups (15 %, 16% and 15 %). This also applies to Scrum at Scale (15 %, 16 %, 11 %) and Team of Teams (11 %, 9 % and 7 %).

It is striking that SAFe clearly dominates among the selective users, while SAFe and Own Development are among the consistently agile users. For hybrid users, SAFe clearly dominates before Own Development.

Importance of Scaling Frameworks (1/2)



How important are the following methods for your area of work?



Single Choice

Responses from the group "Yes" in Scaling Framework in use

Importance of Scaling Frameworks (2/2)



According to the respondents, SAFe, Own Development and the Spotify Model are of the greatest importance overall under the Scaling Frameworks if the evaluations from "Very important" and "Very important" are summed up.

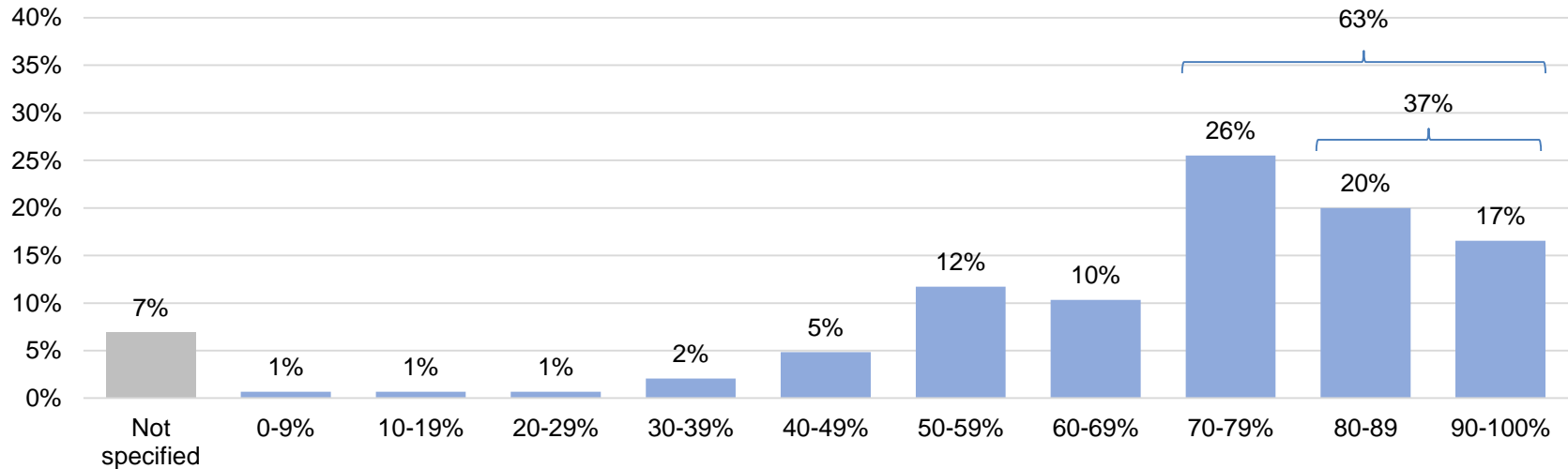
SAFe, Own Development and the Spotify Model received the rating "Very important".

In the case of "Great importance", on the other hand, it was the Own Development, SaFe and LeSS, which are of great importance for the area of activity of the respondents from the groups throughout, agile, hybrid and selective.

The least or no relevance was assigned by the interviewees Disciplined Agile, Team of Teams and Nexus.

Success of Scaling Frameworks (1/8)

How high do you estimate your successes with scaled agile approaches for executed project/development processes?



Single Choice, n = 67

Responses from the group "Yes" in Scaling Framework in use

Success of Scaling Frameworks (2/8)



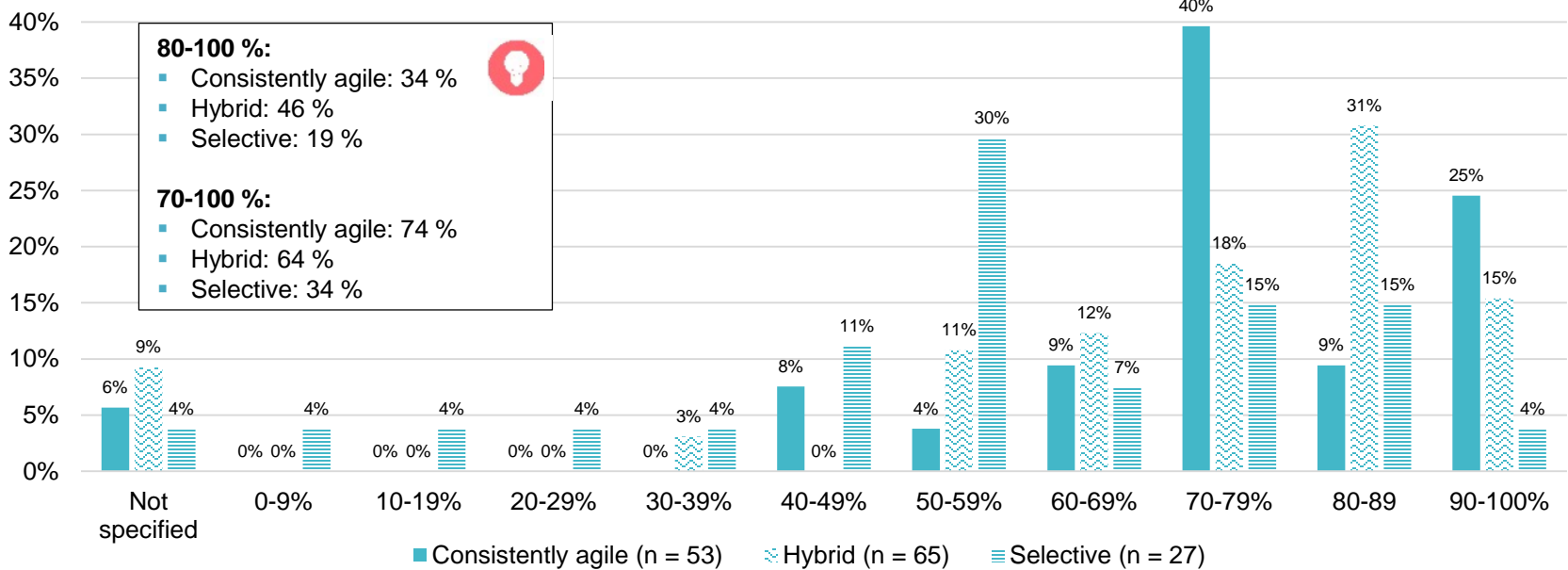
63 % of the consistently agile, hybrid and selective participants estimate the success rate of the projects carried out with scaled agile approaches at over 70 %.

22 % of respondents rate the success rate between 50 % and 70 %.

10 % state that the success rate of projects with Scaling Frameworks is less than 50 %.

Success of Scaling Frameworks (3/8)

How high do you estimate your successes with scaled agile approaches for executed project/development processes?

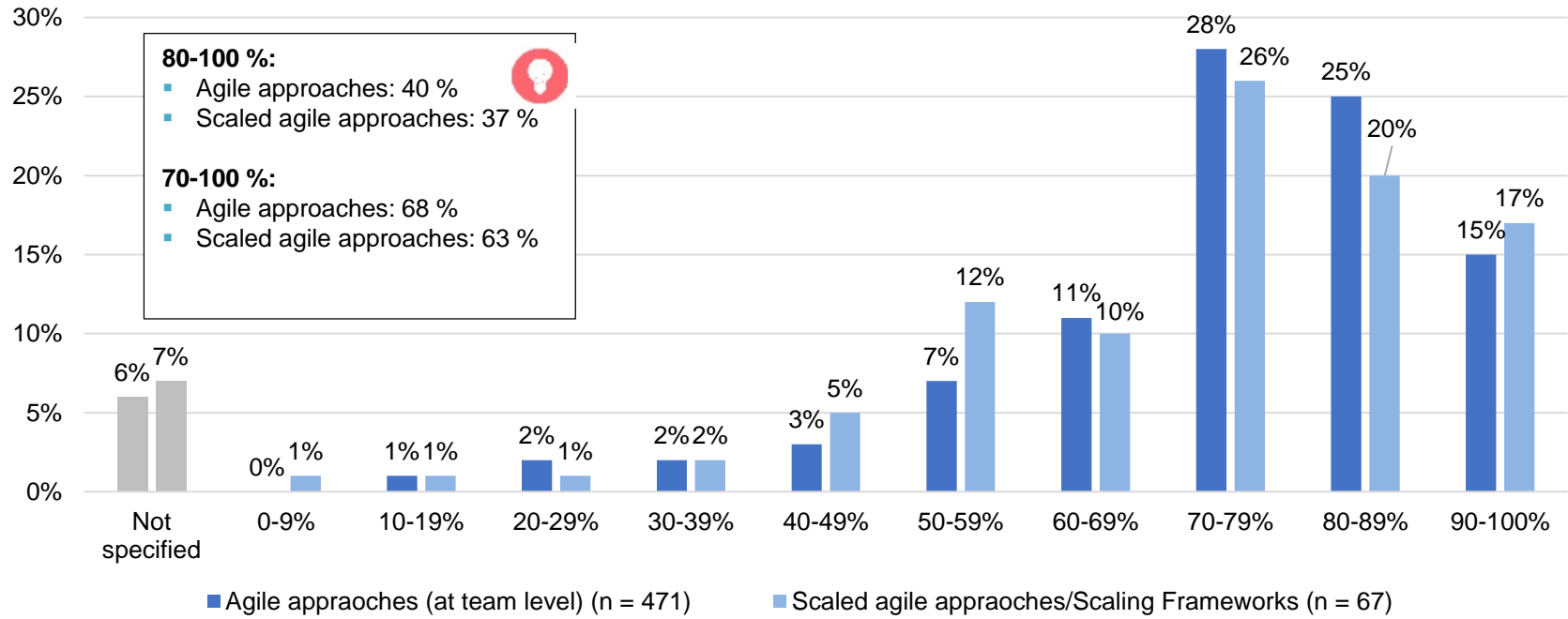


Single Choice

Responses from the group "Yes" in Scaling Framework in use

Success of Scaling Frameworks (4/8)

How would you estimate the success for executed project/development processes?



Single Choice

Responses from the group "Yes" in Scaling Framework in use

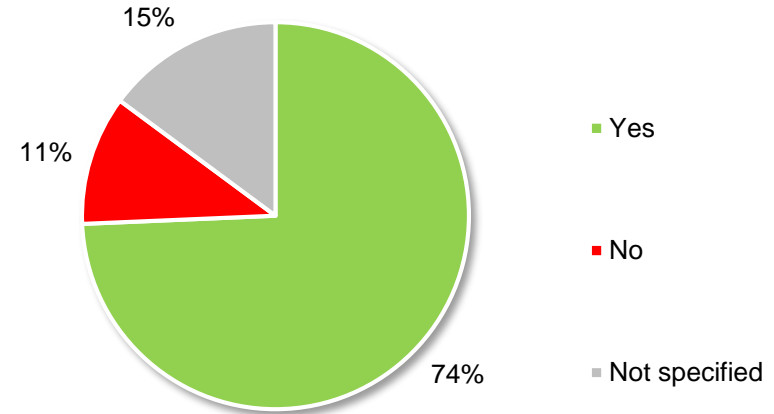
Success of Scaling Frameworks (5/8)

Have there been improvements in results and efficiency through using scaled agile approaches?

Consistently agile, hybrid and selective users were asked whether the application of scaled agile approaches led to improvements in results and efficiency.

74 % of the study participants state that improvements have been achieved through the use of scaled agile approaches.

11 % of the participants, however, answered that no improvements in results and efficiency were achieved.



Single Choice, n = 148

Responses from the group "Yes" in Scaling Framework in use

Success of Scaling Frameworks (6/8)

87 % of the participants who use a Scaling Framework state that improvements in results and efficiency have been realized.

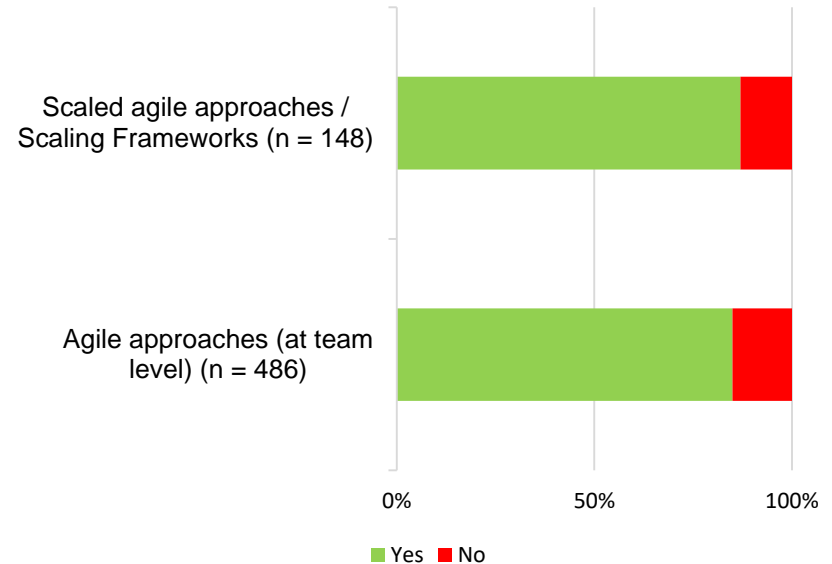
13 % state that the Scaling Framework has not resulted in any improvements.

On the other hand, 85 % of the participants who use agile approaches (at team level) state that improvements in results and efficiency have been achieved. Only 15 % state that no improvements have been achieved through agile approaches.

* The question / answer options were not completely structured in the same way, only with scaled agile approaches was the answer option "no answer" given. This was taken into account in the calculation presented.

* On this slide, an error was found in the previous version of the result report and corrected in this version.

Have there been improvements in results and efficiency through using agile approaches?



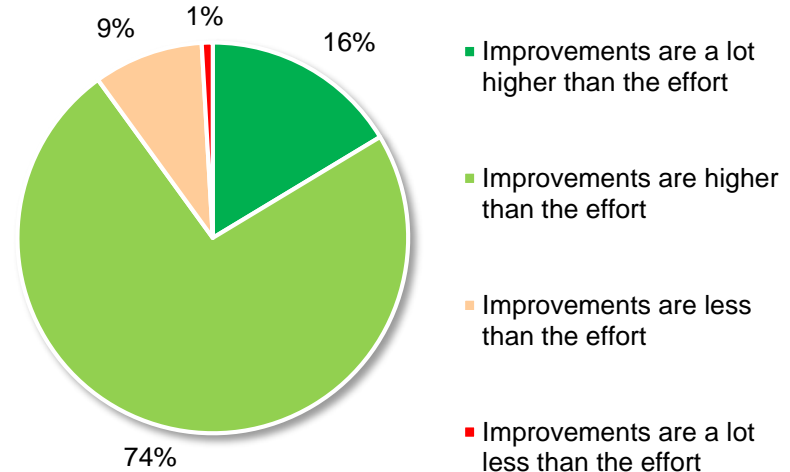
Single Choice, n = 148

Success of Scaling Frameworks (7/8)

16 % of the respondents say that the improvement is much higher and 74 % say that the improvement is higher than the effort for the introduction and use of scaled agile approaches.

10 %, on the other hand, state that the improvements are less or much less than the effort.

If so, how do you evaluate the improvements compared to the effort of implementing and using scaled agile approaches?



Single Choice, n = 51

Responses from the group "Yes" to improvements in results and efficiency through the use of scaled agile approaches

Success of Scaling Frameworks (8/8)

The graph compares the agile and the scaled agile approaches in terms of effort and utility evaluation of participants.

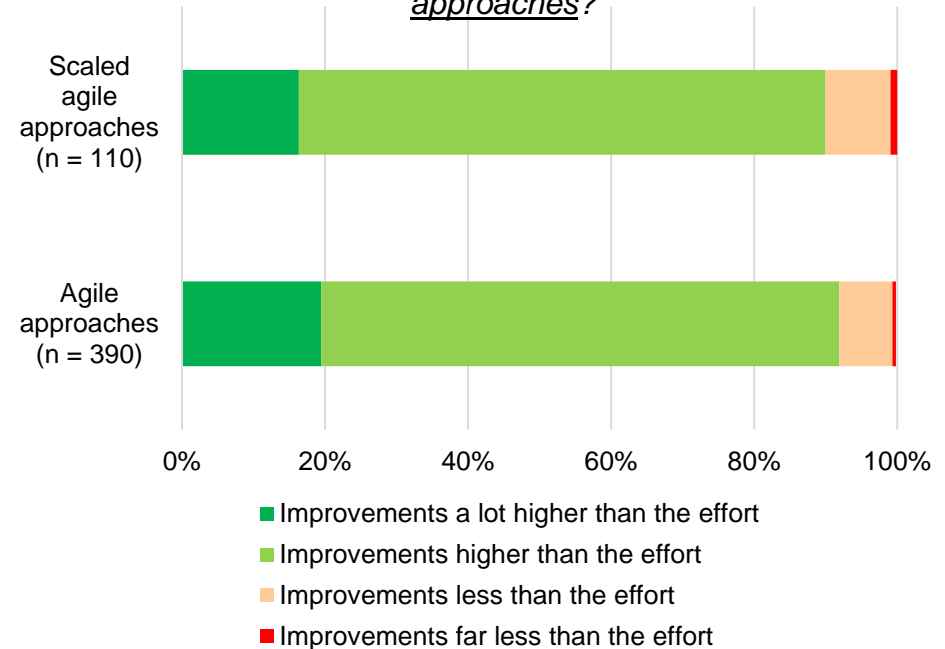
19 % of the respondents say that agile approaches make the improvements much higher than the effort.

With scaled agile approaches, 16 % of respondents say the improvements are distinctly higher than the effort.

* It should be noted that the question / answer options were not completely structured in the same way, only with scaled agile approaches was the answer option "no answer" given

** For the first time, the "no answer" option was introduced in 2019. Accordingly, in this presentation, the figures from 2019 have been corrected for comparison purposes, so that the total is 100%.

How do you estimate the improvements in comparison to the effort of implementing agile approaches?



Single Choice

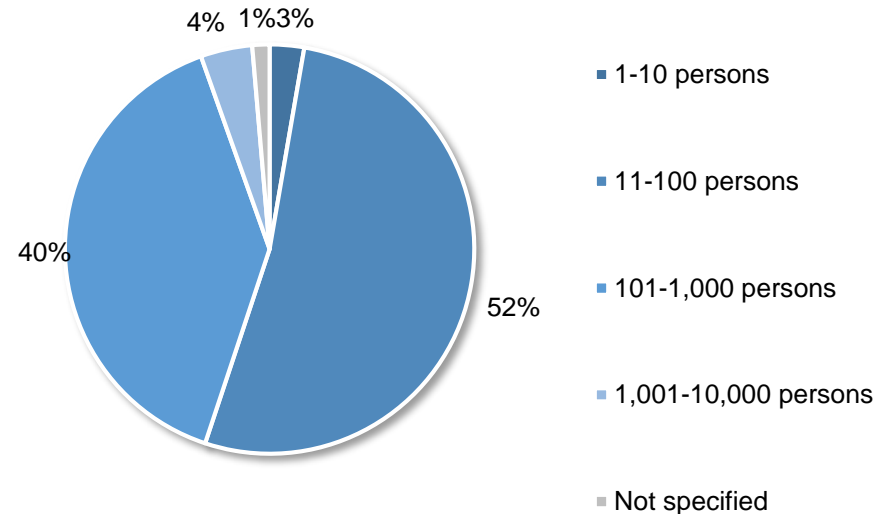
Responses from the group "Yes" in Scaling Framework in use

Use of Scaling Frameworks (1/8)

According to the participants, Scaling Frameworks are mostly used in organizations with 11-100 people (52 %) or 101-1,000 people (40 %).

Participants from the groups were consistently agile, hybrid and selective.

How big is the development organization supported by the Scaling Framework?



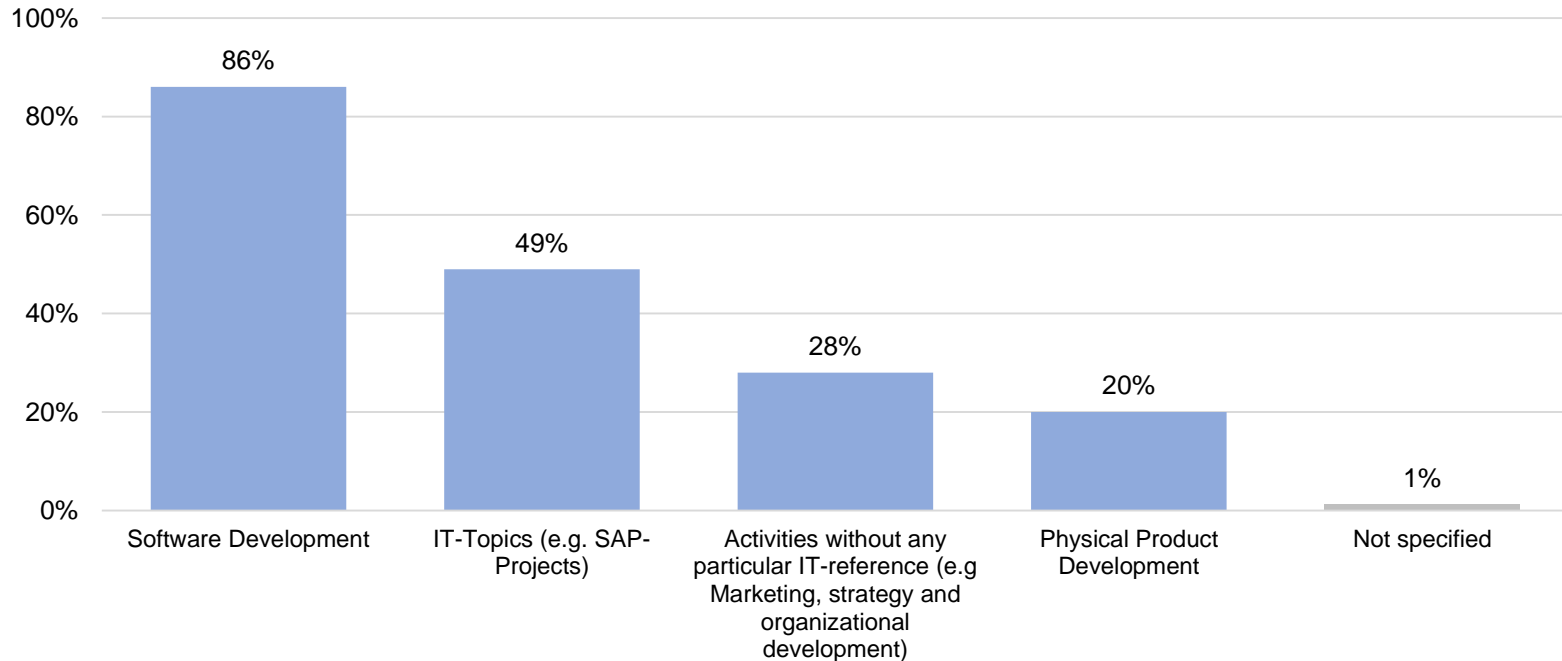
Single Choice, n = 147

Responses from the group "Yes" in Scaling Framework in use

Use of Scaling Frameworks (2/8)



In which areas do you use Scaling Approaches/Frameworks?



Multiple Choice, n = 150

Responses from the group "Yes" in Scaling Framework in use

Use of Scaling Frameworks (3/8)



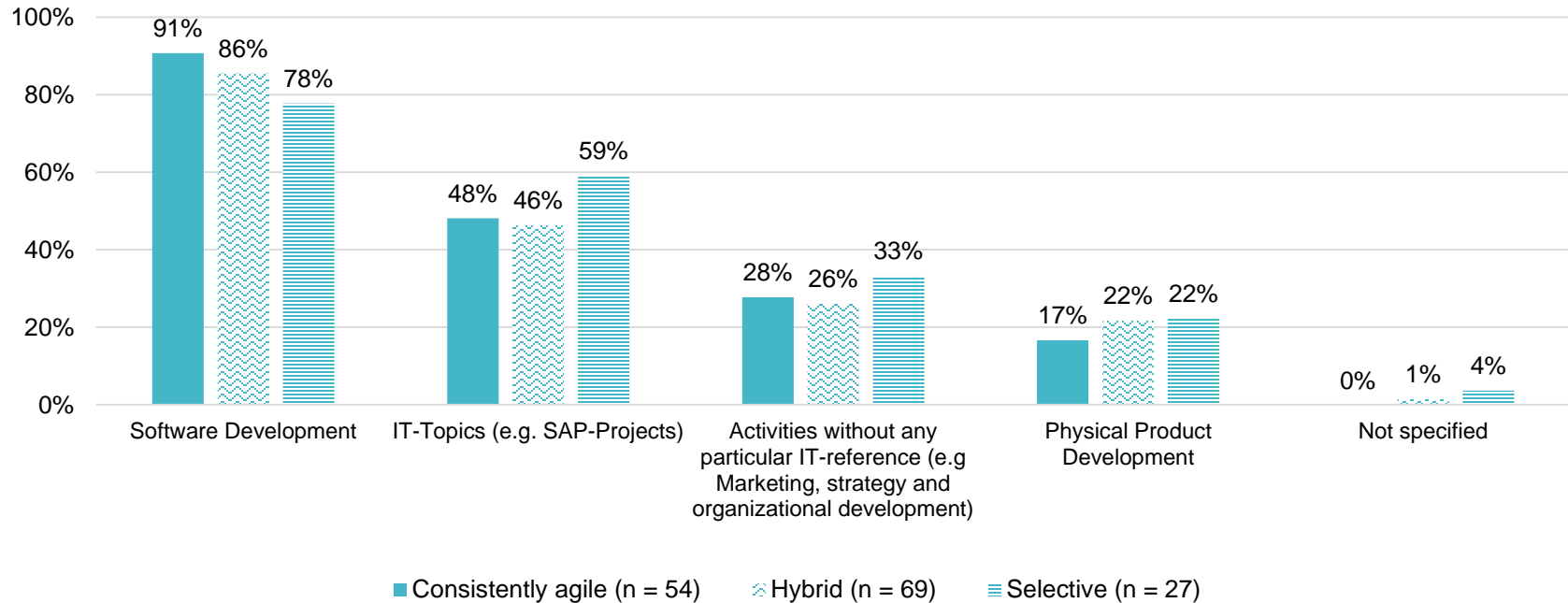
Scaling Frameworks are used by 86 % in software development and by 49 % in IT-related topics.

28 % use Scaling Frameworks for non-IT related activities and 20 % use Scaling Frameworks in physical product development.

Use of Scaling Frameworks (4/8)



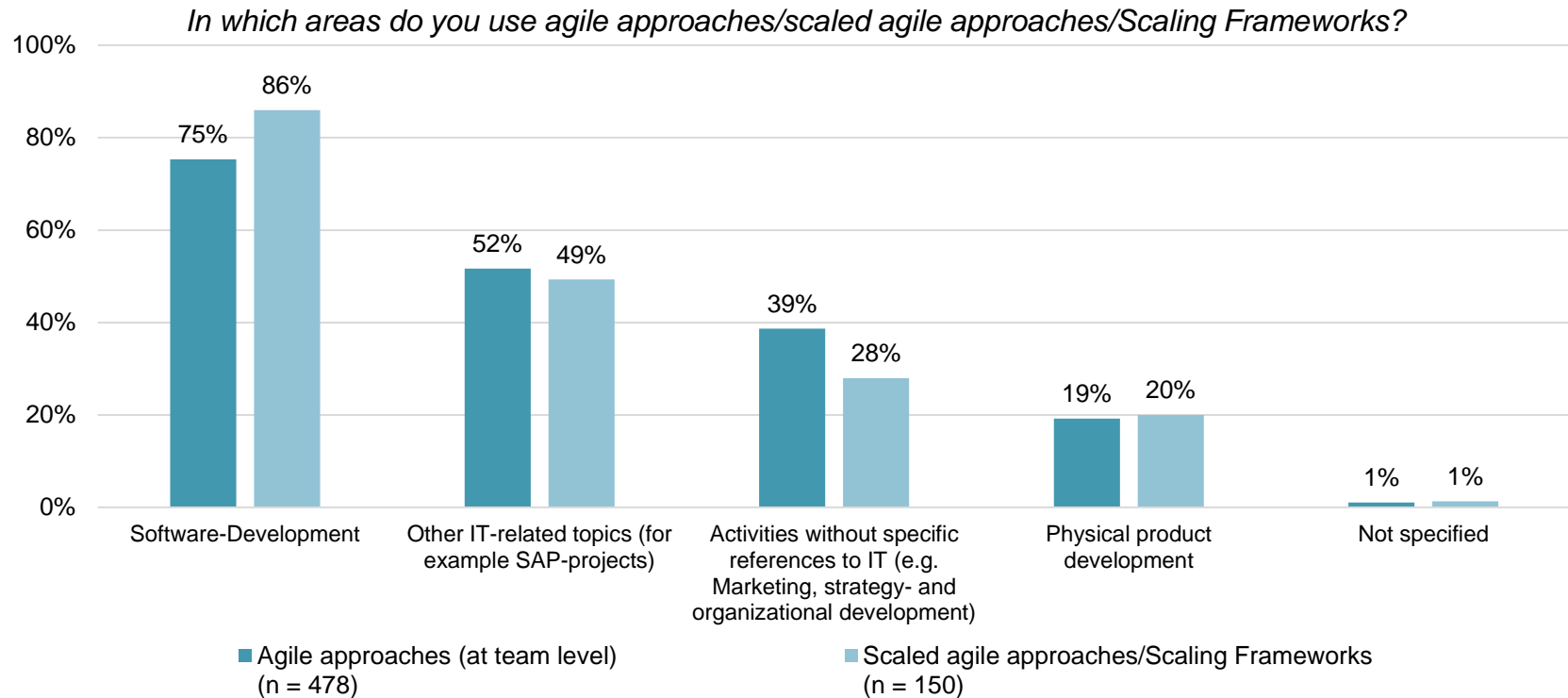
In which areas do you use Scaling Approaches/Frameworks?



Multiple Choice

Responses from the group "Yes" in Scaling Framework in use

Use of Scaling Frameworks (5/8) – Comparison agile approaches and Scaling Frameworks



Multiple Choice

Responses from the group "Yes" in Scaling Framework in use

Use of Scaling Frameworks (6/8)

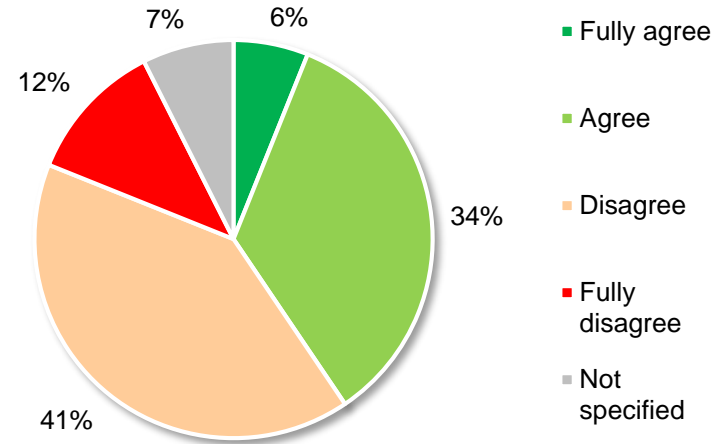
The consistently agile, hybrid and selective users were given the following statement to evaluate it: "The structures of agile scaling have completely replaced the classic company structures."

6 % of those surveyed fully agree with the statement and 34 % agree with the statement.

However, 41 % disagree with the statement and 12 % of the respondents fully disagree with the statement.

This shows that the classic corporate structures have not been replaced in all organizations.

The structures of agile scaling have completely replaced the classic company structures.

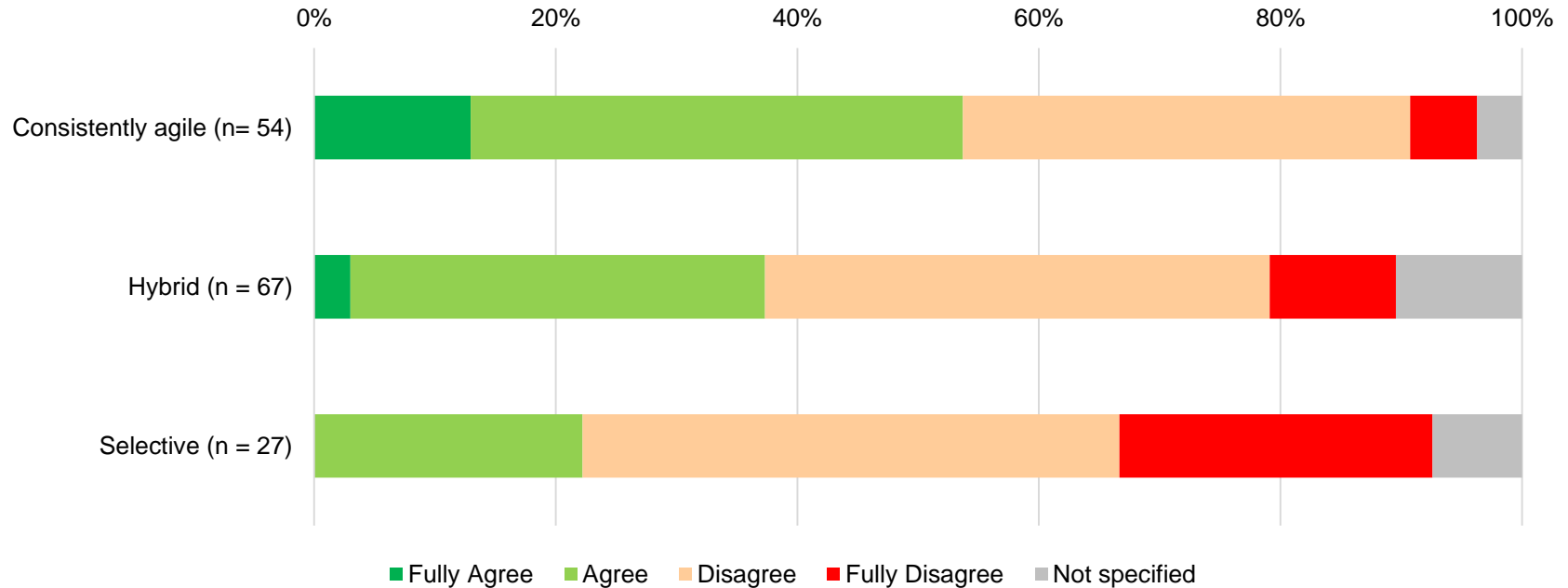


Single Choice, n = 148

Responses from the group "Yes" in Scaling Framework in use

Use of Scaling Frameworks (7/8)

How much do you agree with the following statement? The structures of agile scaling have completely replaced the classic company structures.



Single Choice

Responses from the group "Yes" in Scaling Framework in use

Use of Scaling Frameworks (8/8)



Among the consistently agile users, 13 % strongly agree with the statement "The structures of agile scaling have completely replaced the classic company structures." And 41 % agree.

From the hybrid group, 3 % fully agree and 34 % agree.

22 % of the selective users agree.

Of the consistently agile users, 37 % disagree with the statement and 6 % fully disagree with the statement. Among the hybrid participants, 42 % disagree with the statement and 10 % fully disagree with it.

44 % of the selective users disagree with the statement and 26 % fully disagree with the statement.

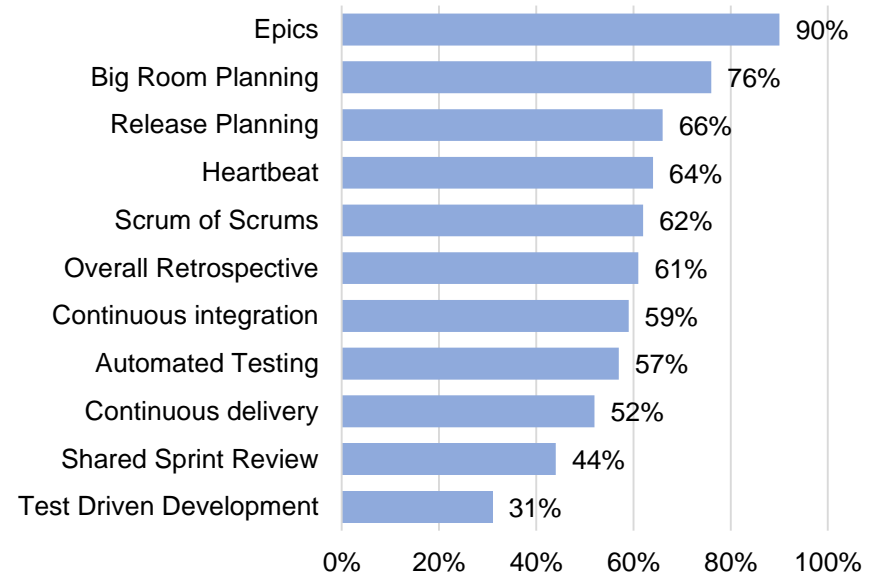
Scaling practices

Consistently agile, hybrid and selective users were asked which scaling practices they use.

The most common scaling practices are Epics (90 %), Cross-Room Planning, such as Big Room Planning (76 %) and Release Planning (66 %).

Heartbeat (64 %), Scrum of Scrums (62 %) and Overall Retrospective (61 %) are also used frequently.

Which scaling practices do you use?



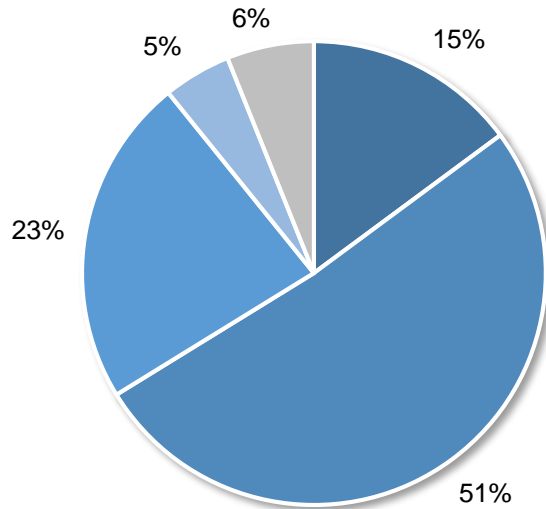
Multiple Choice, n = 145

Responses from the group "Yes" in Scaling Framework in use

Orientation by the standard of Scaling Frameworks (1/2)



How much do you use the standard for implementing the Scaling Framework?



- The standard is used consistently
- Only single elements of the standard are used, the other elements are adapted to the company
- The standard is just a guideline, almost all elements are adapted or changed
- The approaches standard doesn't matter, all elements are adapted for the company or changed
- Not specified

Single Choice, n = 148

Responses from the group "Yes" in Scaling Framework in use

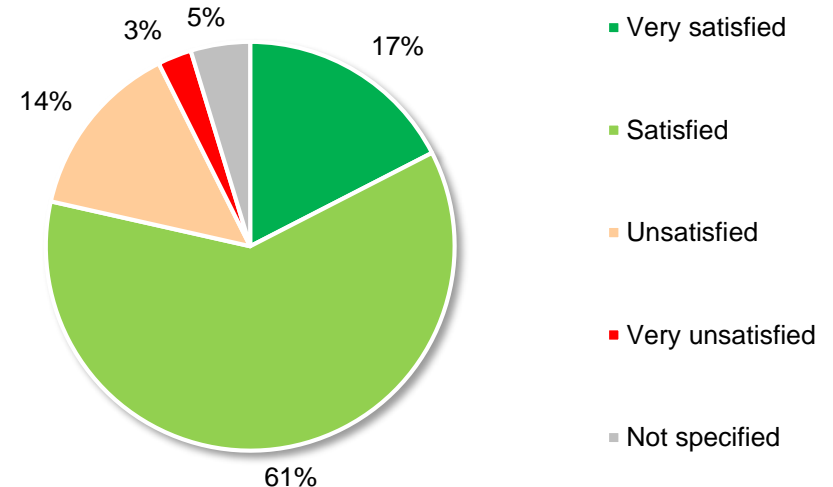
Satisfaction with Scaling Frameworks (1/2)

17 % of the consistently agile, hybrid and selective users who use a Scaling Framework are very satisfied with the Scaling Framework used.

61 % of the respondents indicated that they are satisfied with the Scaling Framework they chose.

14 % are unsatisfied and 3 % are very unsatisfied with the Scaling Framework used.

How satisfied are you with your approach/framework?



Single Choice, n = 149

Responses from the group "Yes" in Scaling Framework in use

Satisfaction with Scaling Frameworks (2/2)

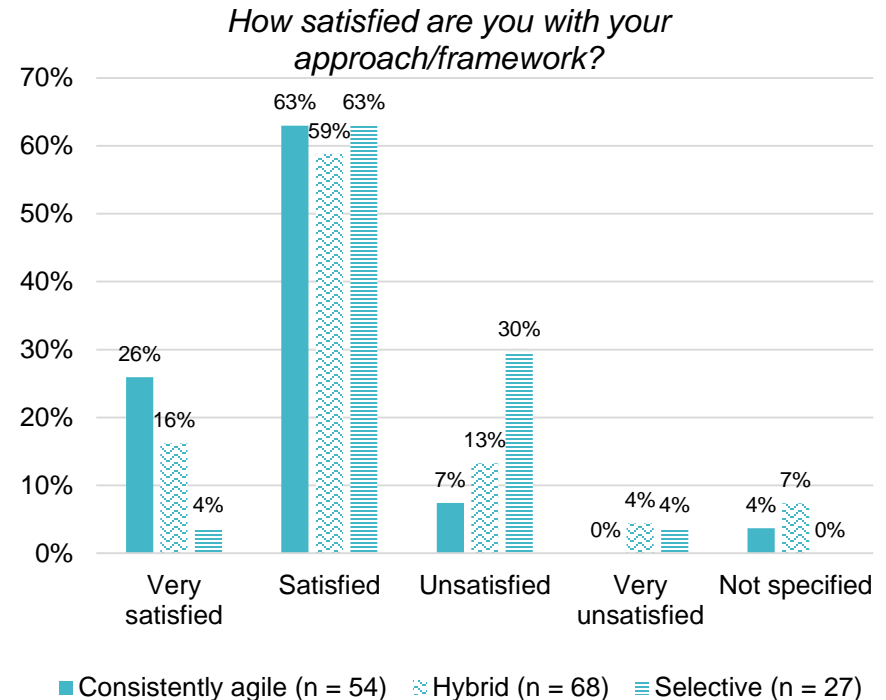
According to the respondents, the satisfaction with the chosen Scaling Frameworks is high.

26 % consistently agile users, 16 % hybrid users and 4 % selective users indicate that they are very satisfied with the selected Scaling Framework.

63 % of consistently agile users, 59 % of hybrid users and 63 % of selective users are satisfied with the Scaling Framework.

30 % of the selective users are unsatisfied with the chosen Scaling Framework. 13 % of hybrid users and 7 % of consistently agile participants are unsatisfied.

4 % of the hybrid and selective users are very unsatisfied with the Scaling Framework they have chosen. Among the consistently agile users it's 0 %.



Single Choice, n = 149

Responses from the group "Yes" in Scaling Framework in use

Evaluation of Scaling Frameworks

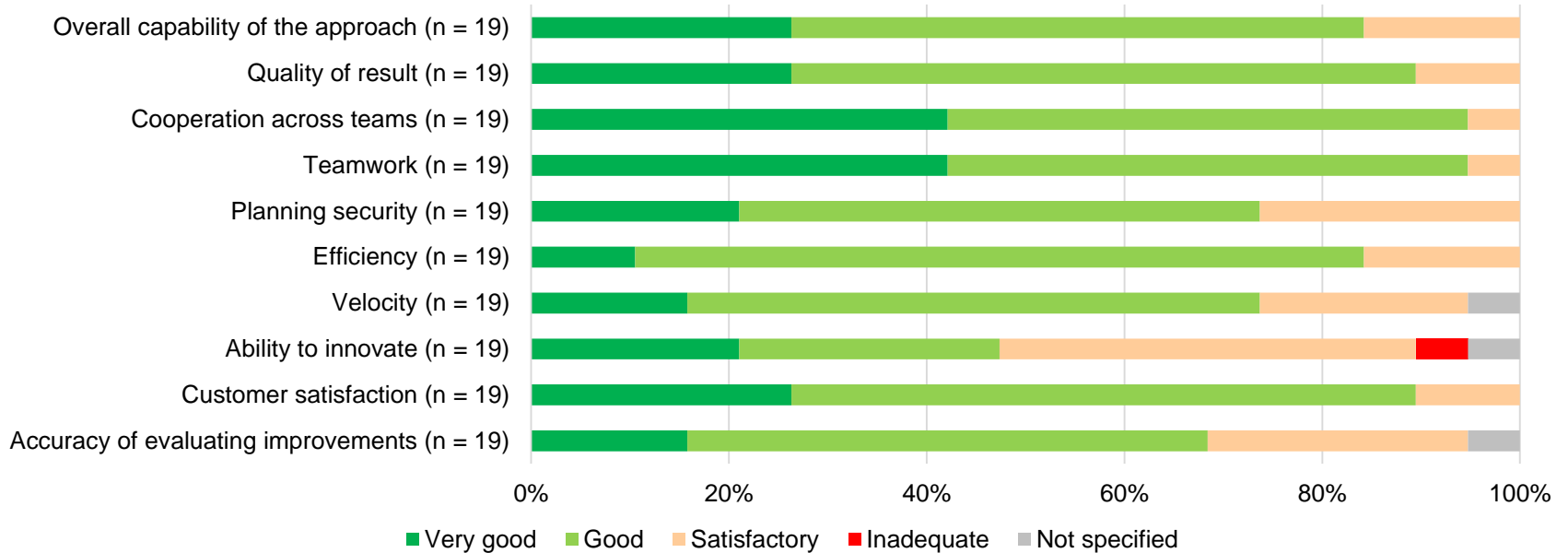
Bewertung von Scaling Frameworks

- Evaluation by Nexus by agile users
- Evaluation of Scrum at Scale by agile users
- Evaluation of Team of Teams by agile users
- Evaluation of Spotify Model by agile users
- Evaluation of Scaled Agile Framework (SAFe) by agile users
- Evaluation of Large-Scale Scrum (LeSS) by agile users
- Evaluation of Own-Development by agile users
- Summary - Comparison of the rating by all users

Evaluation by Nexus by agile users



Please evaluate Nexus according to the following attributes with your experience in your area.
Please choose an answer for each attribute.



* Due to the small number of participants in this question, the information is only of limited informative value.

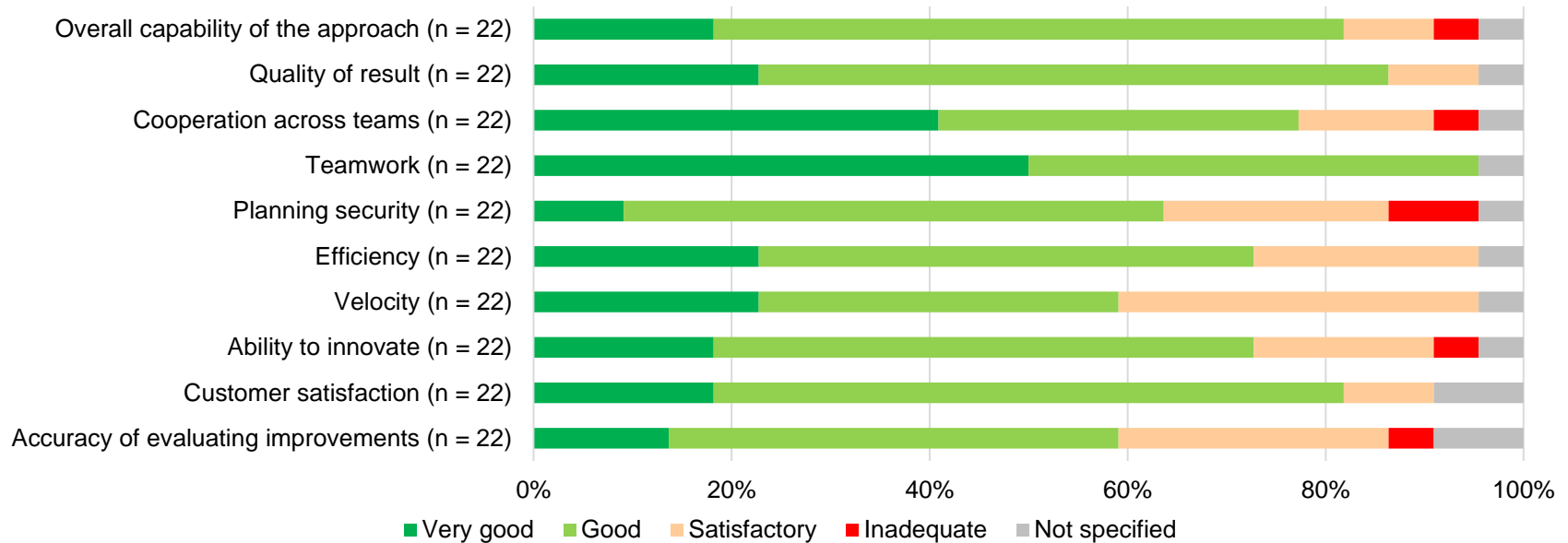
Single Choice

Responses from the groups "Very good" and "Good" at Nexus

Evaluation of Scrum at Scale by agile users



Please evaluate Scrum at Scale according to the following attributes with your experience in your area. Please choose an answer for each attribute.



* Due to the small number of participants in this question, the information is only of limited informative value.

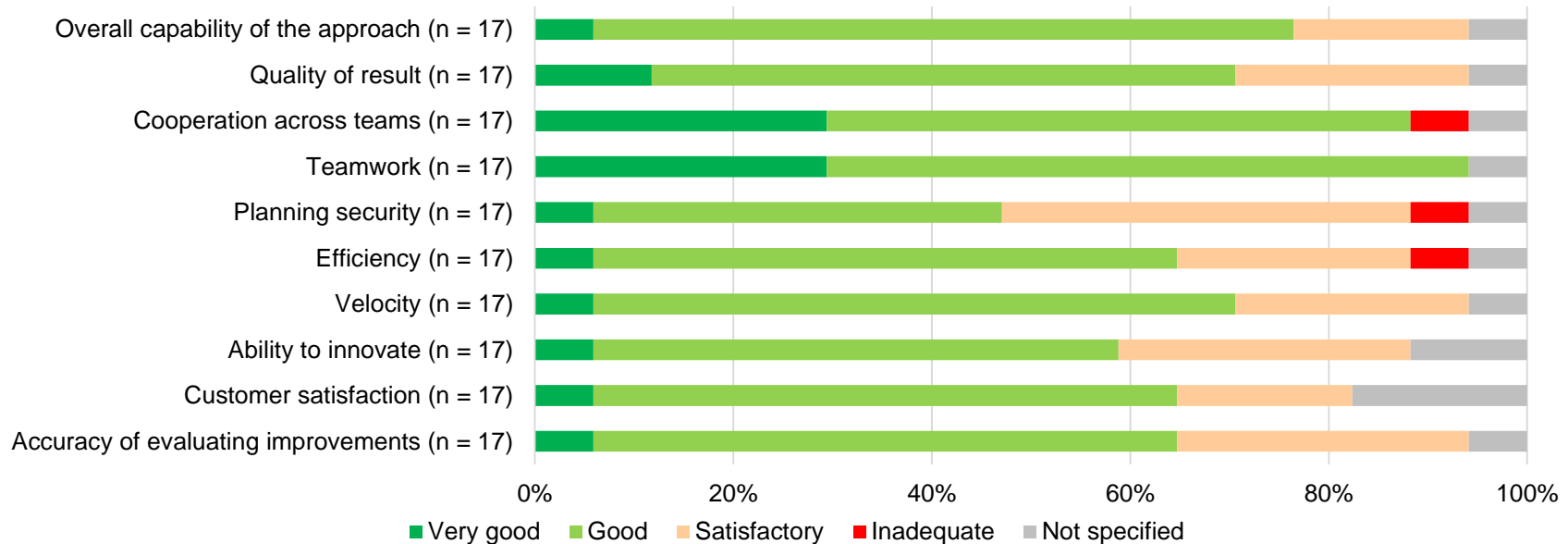
Single Choice

Responses from the groups "Very good" and "Good" at Scrum at Scale

Evaluation of Team of Teams by agile users



Please evaluate Team of Teams according to the following attributes with your experience in your area. Please choose an answer for each attribute.



* Due to the small number of participants in this question, the information is only of limited informative value.

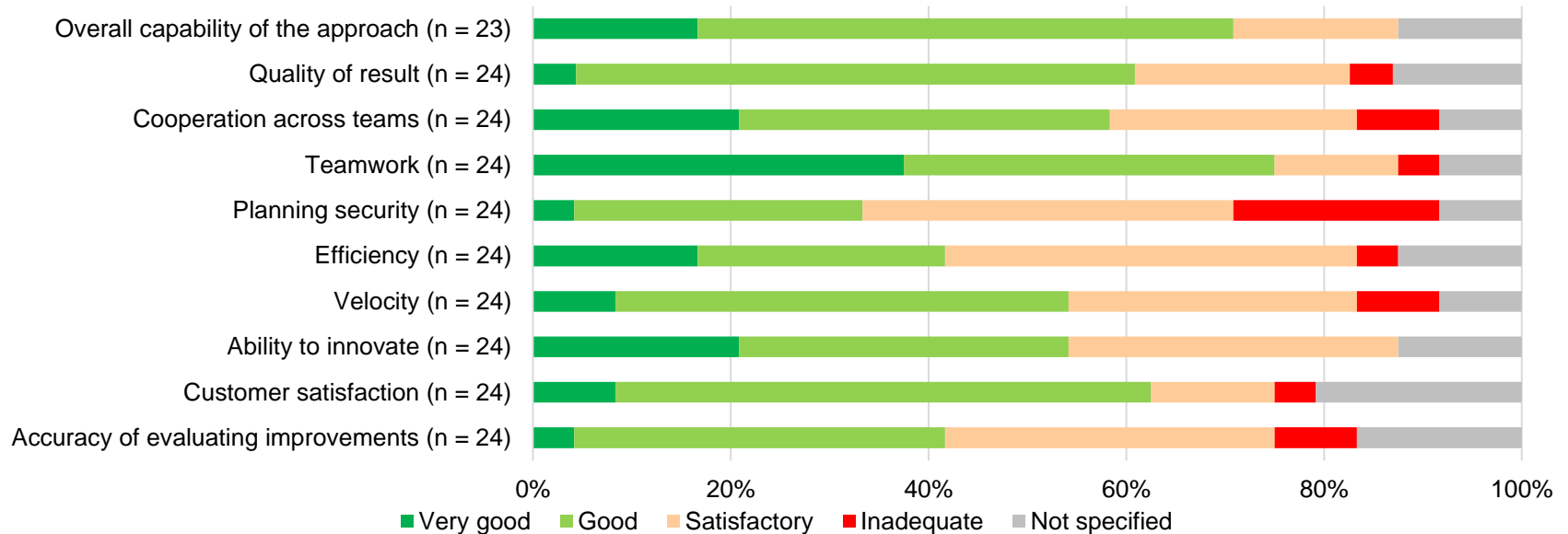
Single Choice

Responses from the groups "Very good" and "Good" at Team of Teams

Evaluation of Spotify Model by agile users



Please evaluate Spotify Model according to the following attributes with your experience in your area. Please choose an answer for each attribute.



* Due to the small number of participants in this question, the information is only of limited informative value.

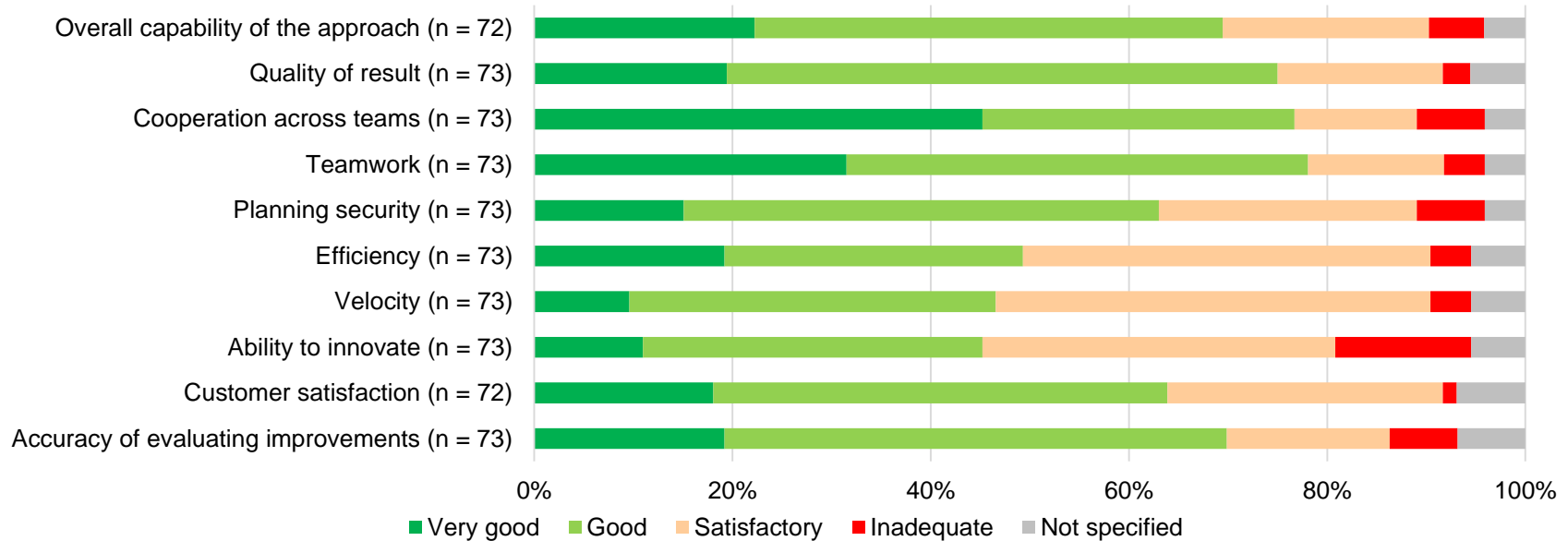
Single Choice

Responses from the groups "Very good" and "Good" at Spotify Model

Evaluation of Scaled Agile Framework (SAFe) by agile users



Please evaluate Scaled Agile Framework (SAFe) according to the following attributes with your experience in your area. Please choose an answer for each attribute.



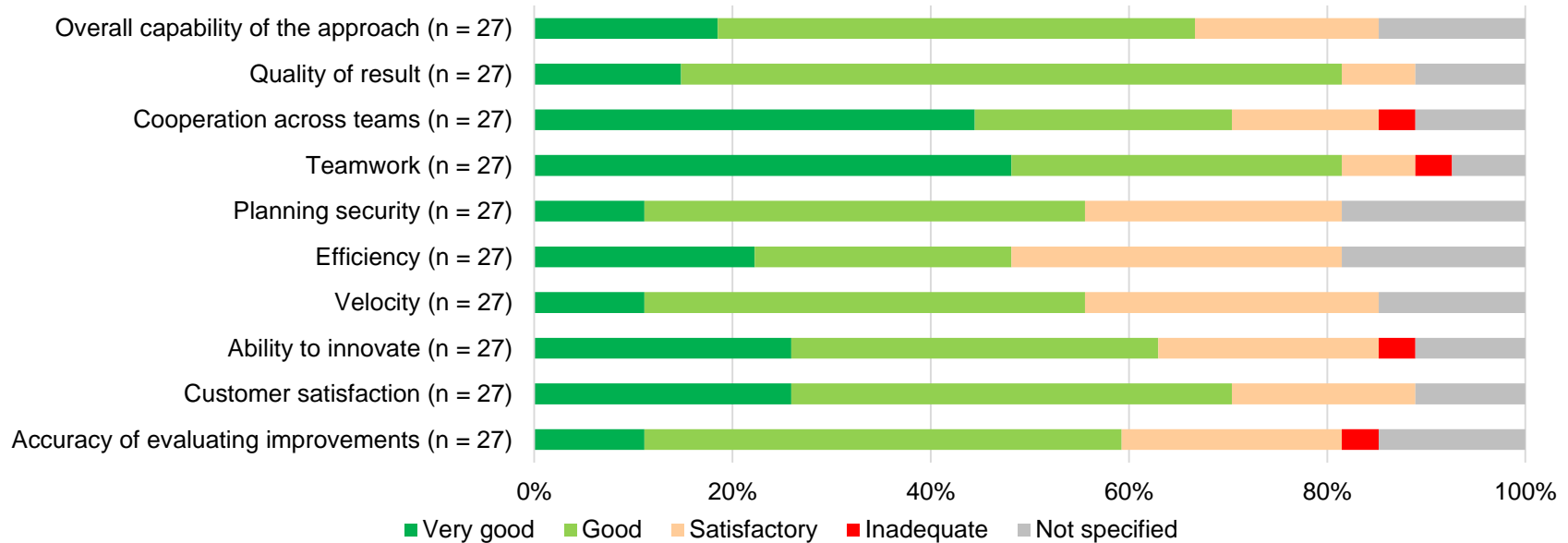
Single Choice

Responses from the groups "Very good" and "Good" at SAFe

Evaluation of Large-Scale Scrum (LeSS) by agile users



Please evaluate Large-Scale Scrum (LeSS) according to the following attributes with your experience in your area. Please choose an answer for each attribute.



* Due to the small number of participants in this question, the information is only of limited informative value.

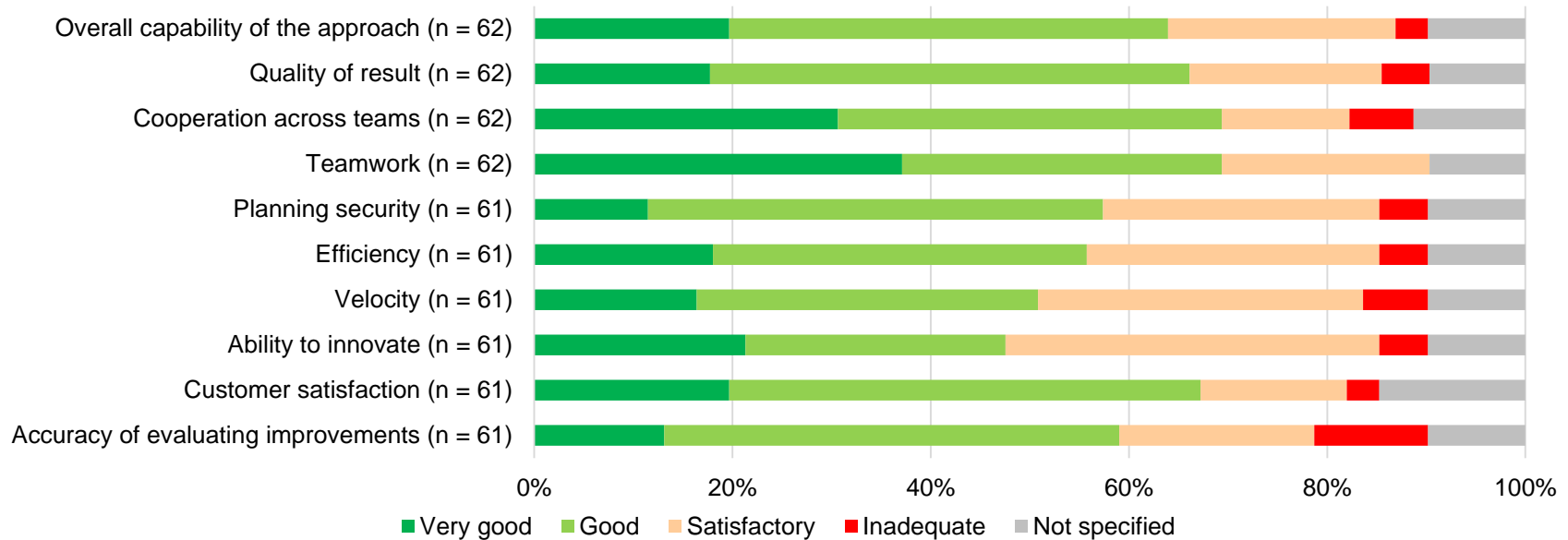
Single Choice

Responses from the groups "Very good" and "Good" at LeSS

Evaluation of Own-Development by agile users



Please evaluate Own Development according to the following attributes with your experience in your area. Please choose an answer for each attribute.



Single Choice

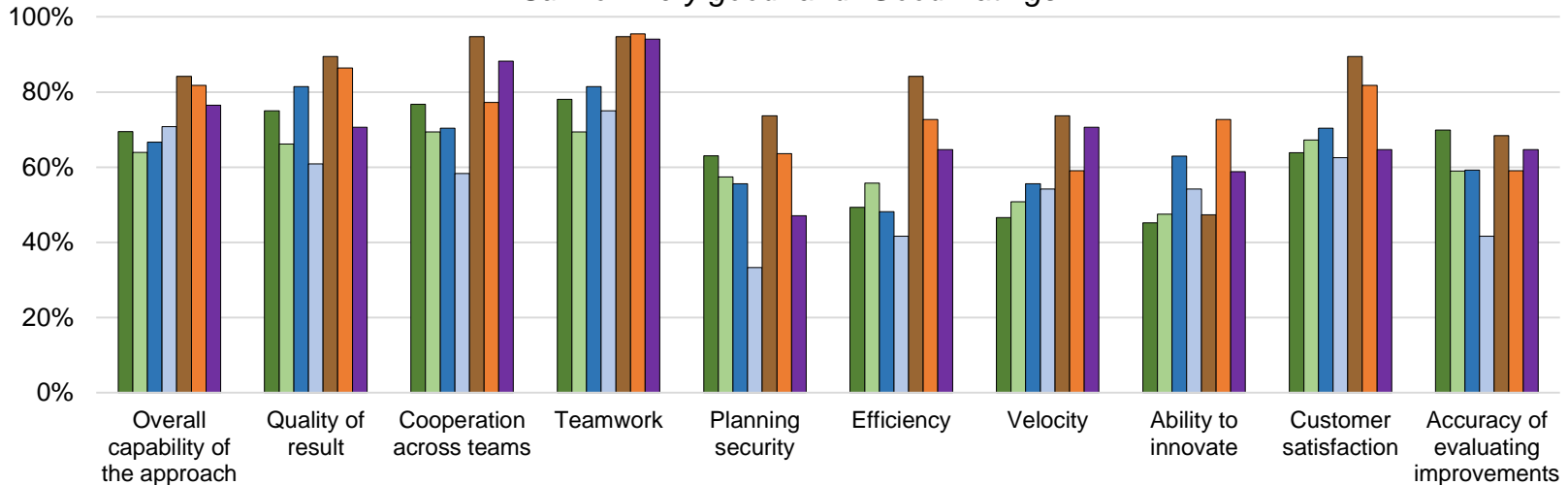
Responses from the groups "Very good" and "Good" at Own-Development



Summary - Comparison of the rating by all users (1/2)



Sum of "Very good" and "Good" ratings



- Scaled Agile Framework (SAFe) (n = 73)
- Own Development (n = 62)
- Nexus (n = 19)
- Scrum at Scale (n = 22)
- Large-Scale Scrum (LeSS) (n = 27)
- Team of Teams (n = 17)
- Spotify-Model (n = 24)

* Due to the small number of participants in this question, the information is only of limited informative value.

Single Choice

Responses from the groups "Consistently agile", "Hybrid", and "Selective".



Summary - Comparison of the rating by all users (2/2)



The following ratings consist of the sum of the ratings of the approaches with "very good" and "good".

The approaches Nexus, Scrum at Scale and Team of Teams scored very well in the evaluations by the respondents. However, it should be noted that the valuation of the approaches has a low n.

The Spotify Model, LeSS and SAFe, perform worse in terms of the criteria.

When it comes to "Quality of results", SAFe and LeSS are behind Nexus (89 %) and Scrum at Scale (86%) with 75 % (SAFe) and 81 % (LeSS).

Nexus received the best in the "Cooperation across teams" criterion rating (95 %).

SAFe received 77 %. Scrum at Scale and Nexus were rated best with 95 % in the "Teamwork" criterion, followed by LeSS with 81 %, SAFe with 78 % and the Spotify Model with 75 %.

Scrum at Scale was rated 73 % on the "Ability to innovate" criterion and LeSS received 63 %.

Agile Transformation

Agile Transformation

- Driver to use agile approaches
- Challenges in implementing agile approaches
- Organizational unit for methodical approaches
- Agile approaches in companies

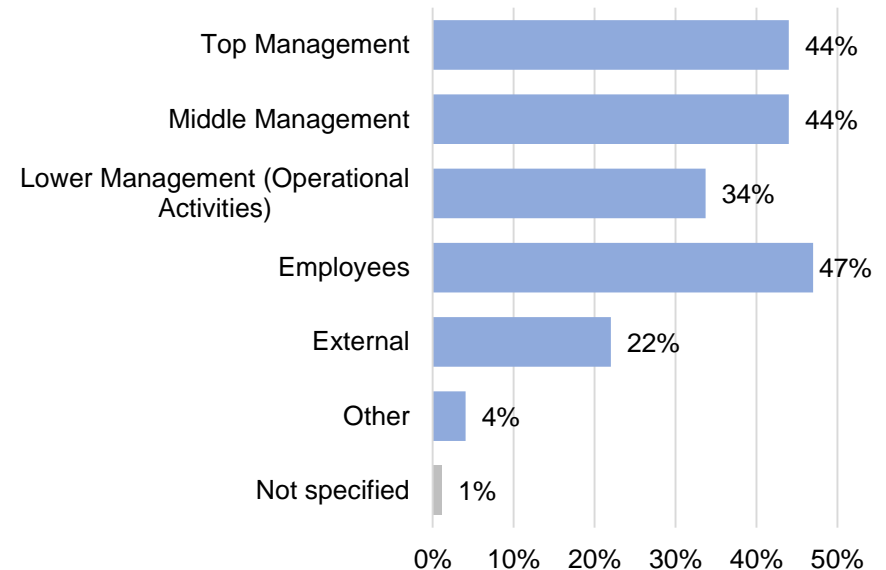
Driver to use agile approaches

Consistently agile, hybrid and selective study participants were asked who is or was the driver of using agile approaches.

Drivers for the use of agile approaches are, according to the respondents, 44 % senior management, 44 % middle management and 34 % lower management.

47 % of employees are the driving force behind the use of agile approaches and 22 % are external.

Who drove the activities of the agile approaches?



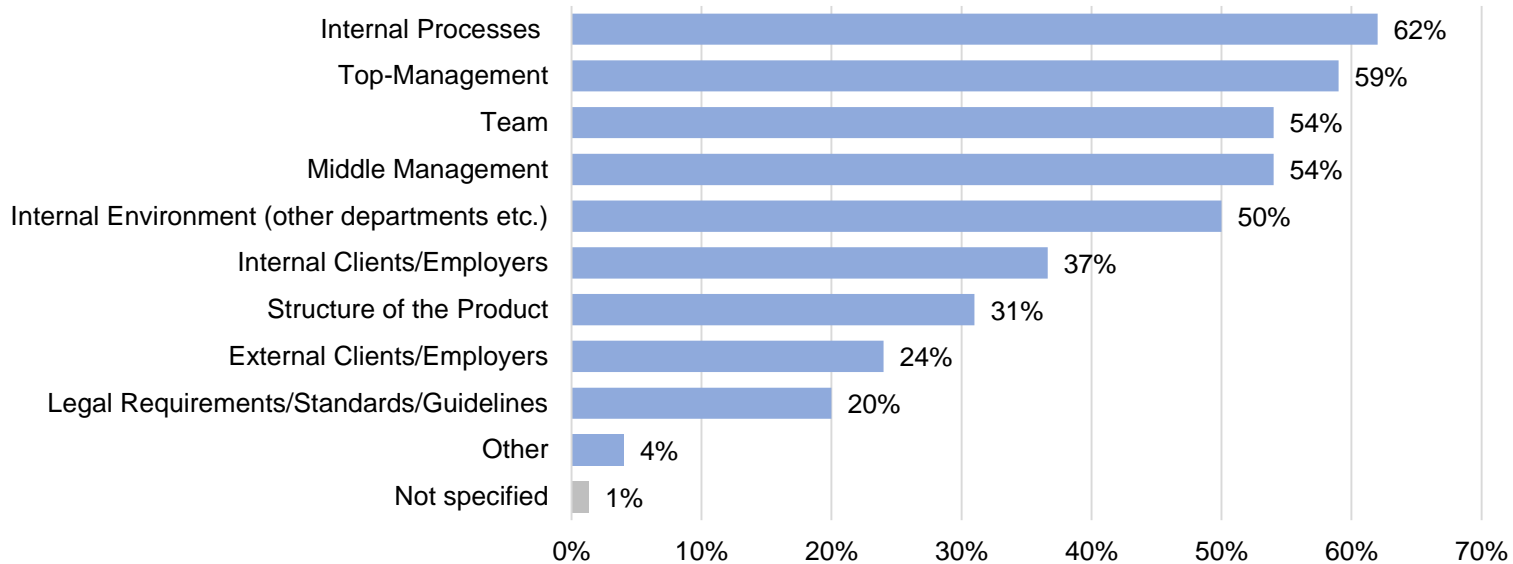
Multiple Choice, n = 436

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Challenges in implementing agile approaches (1/2)



Which are the most important challenges for a successful implementation of agile approaches?



Multiple Choice, n = 438

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Challenges in implementing agile approaches (2/2)



The consistently agile, hybrid and selective users were asked what are the most important challenges for the successful implementation of agile approaches.

62 % of respondents said they had internal processes and 59 % said top management was the biggest challenge.

The team and middle management were both named with each 54 % as further challenges for the successful implementation of agile approaches.

Other challenges are the internal environment (50 %), internal customers / clients (37 %) and the structure of the product (31 %).

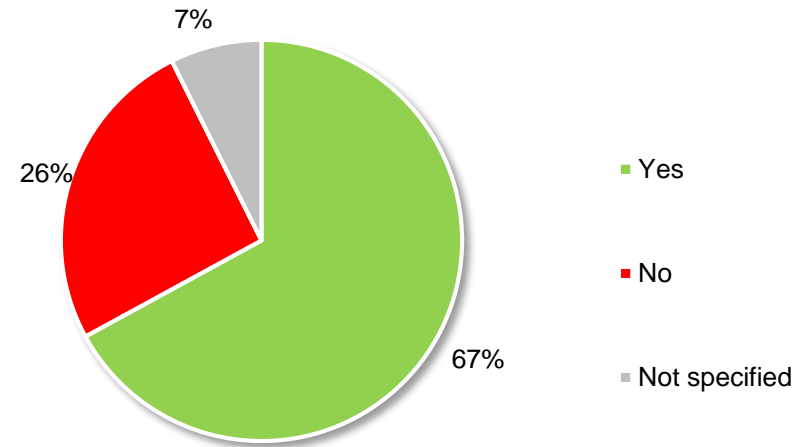
24 % state external customers / clients as a challenge and 20 % state legal requirements / standards / specifications as a challenge for the successful implementation of agile approaches.

Organizational unit for methodical approaches (1/5)

For 67 % of the participants from the groups consistently agile, hybrid and selective, there is an organizational unit in the company that promotes the use of agile approaches.

26 % of the respondents' state that there is no such organizational unit or group.

Is there an organization which supports and promotes the implementation of agile approaches?



Single Choice, n = 434

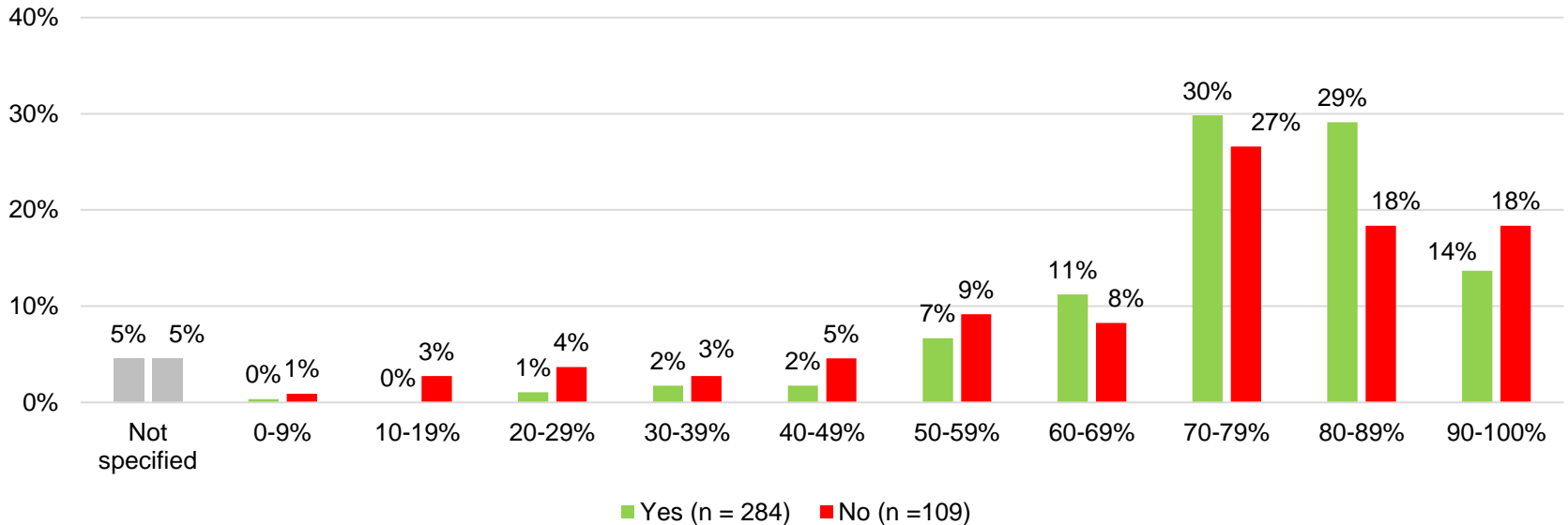
Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Organizational unit for methodical approaches (2/5) - Success rate and organizational unit



Is there an organization which supports and promotes the implementation of agile approaches?

How would you estimate the success rate of projects / development processes performed with agile approaches?



Single Choice

Responses from the groups "Consistently agile", "Hybrid", and "Selective".
Evaluation of the success rate with / without organizational unit for agile approaches.

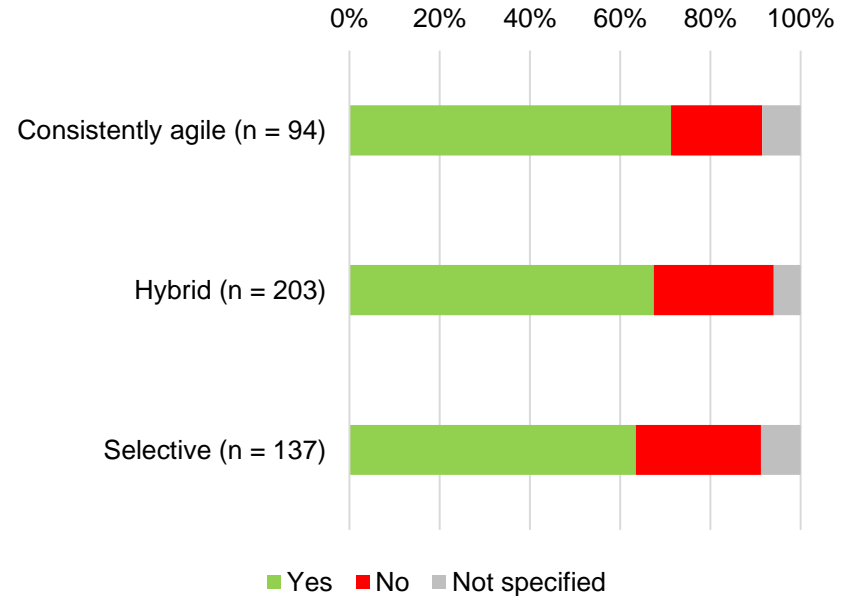
Organizational unit for methodical approaches (3/5)

For 71 % of all agile users, there is an organizational unit or group that supports and promotes the use of agile approaches.

This is 67 % for hybrid users and 64 % for selective users.

There is no such organizational unit or group for 20 % of consistently agile users, in 27 % of hybrid users and in 28 % of selective users.

Is there an organization or group which supports and promotes the implementation of agile approaches?



Single Choice

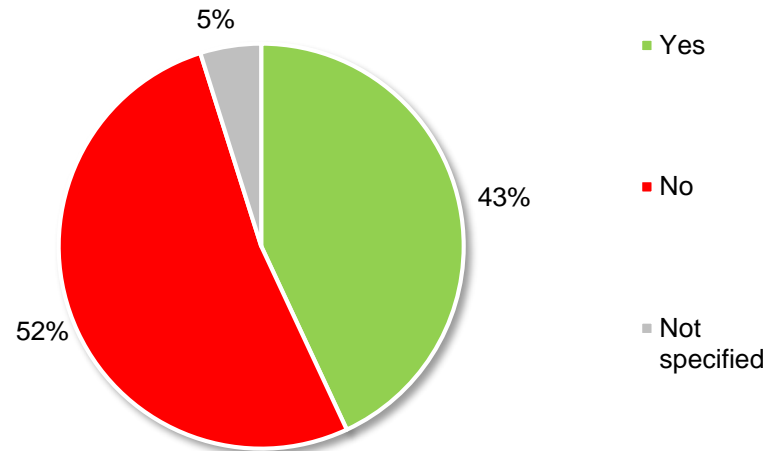
Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Organizational unit for methodical approaches (4/5)

43 % of the consistently agile, hybrid and selective participants state that this organizational unit is also responsible for classic project management.

This is not the case with 52 %.

Is this organization also responsible for classic project management (e.g. Agile Center of Excellence)?



Single Choice, n = 288

Responses from the "Yes" group in there is an organizational unit or group that supports and promotes the use of agile approaches

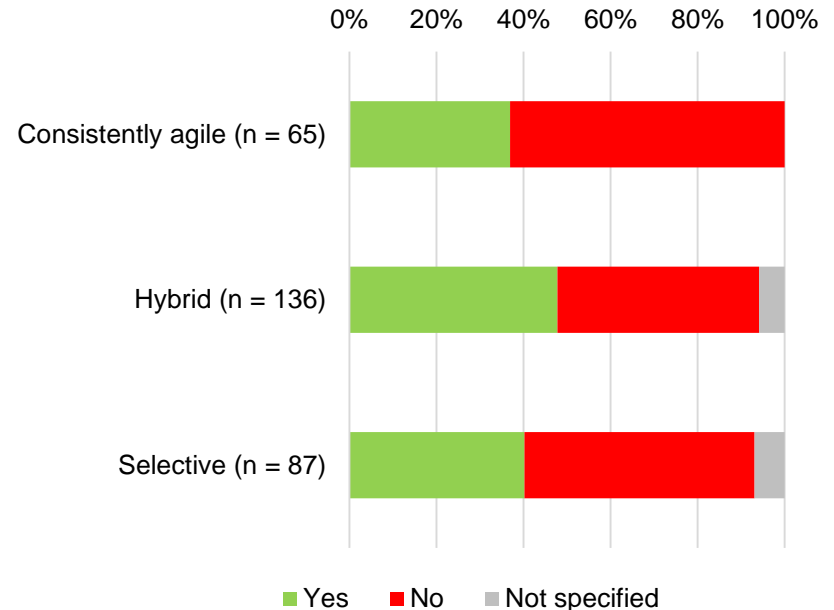
Organizational unit for methodical approaches (5/5)

By 37 % of the continuously agile users, this organizational unit or group is also responsible for classic project management.

This is 48 % for hybrid users and 40 % for selective users.

For 63 % of the continuously agile users, 46 % of the hybrid users and 53 % of the selective users, this organizational unit is not responsible for classic project management.

Is this organization also responsible for classic project management (e.g. Agile Center of Excellence)?



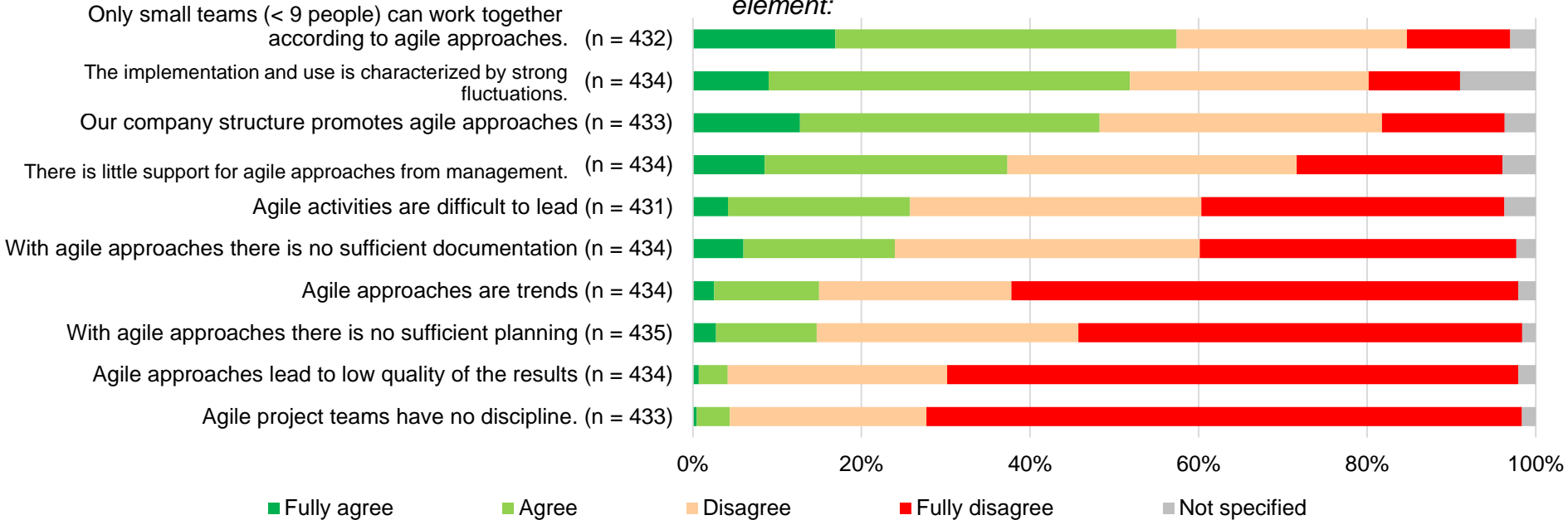
Single Choice

Responses from the "Yes" group in there is an organizational unit or group that supports and promotes the use of agile approaches

Agile approaches in companies



How much do you agree with the following statements? Please choose one applicable answer for each element:



Single Choice

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

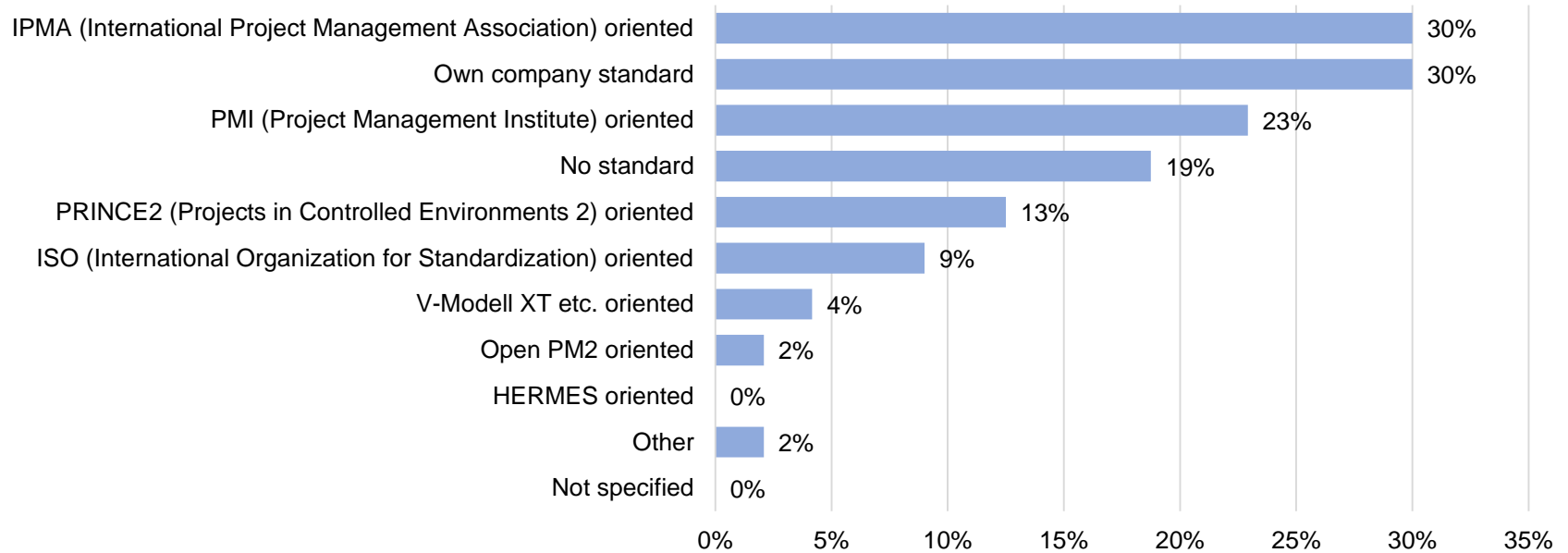
Classic Project Management

Classic Project Management

- Alignment with the project management standard
- Size of classic project management teams
- Comparison - Team size in classic project management and agile teams
- Subject areas of classical project management
- Comparison - Subject areas of agile approaches, classical project management and of Scaling Frameworks
- Organizational unit for classic project management
- Evaluation classic project management methods

Alignment with the project management standard (1/2)

Which standard do you use for orientation for your project management approaches?



Multiple Choice, n = 47

Responses from the group "Consistently classic".

Alignment with the project management standard (2/2)

It becomes clear that the majority of the projects are based on the standards of IPMA (30 %) or on company standards (30 %).

23 % of the participants state that their project management standard is based on PMI, no standard (19 %) or PRINCE2 (13 %).

As "Other" it was stated: "Often aligned to the specifications of the client."

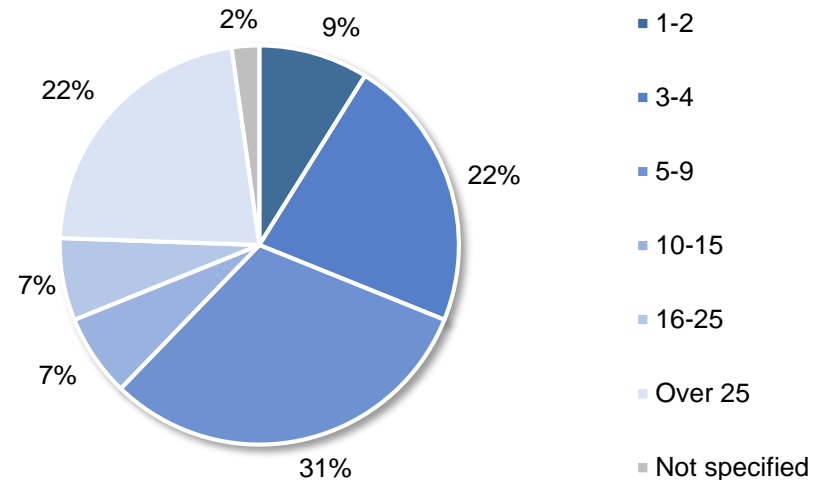
Size of classic project management teams

In a classic project management team, 3-4 people work for 22 % of those surveyed. 31 % state that there are 5-9 people, 7 % have 10-15 people and in 7 % the team consists of 16-25 people.

The team size of 1-2 people was selected by 9 % of the respondents and the answer option “over 25 people” was selected by 22 %.

In classic project management, the team size of 5-9 people is most widespread as well, but not as pronounced as with agile approaches at team level.

How many people in your department usually work in a (classic) project management team?

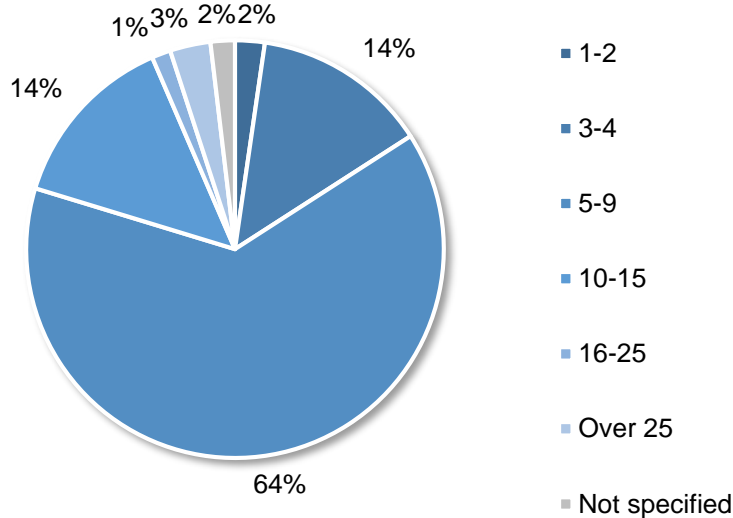


Single Choice, n = 45

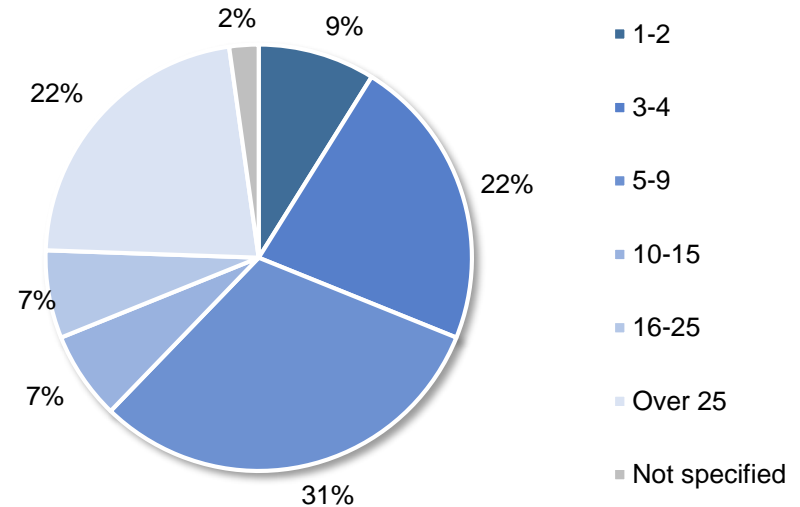
Responses from the group “Consistently classic”.

Comparison - Team size in classic project management and agile teams

How many people are typically on an (agile) development team in your area?



How many people in your department usually work in a (classic) project management team?

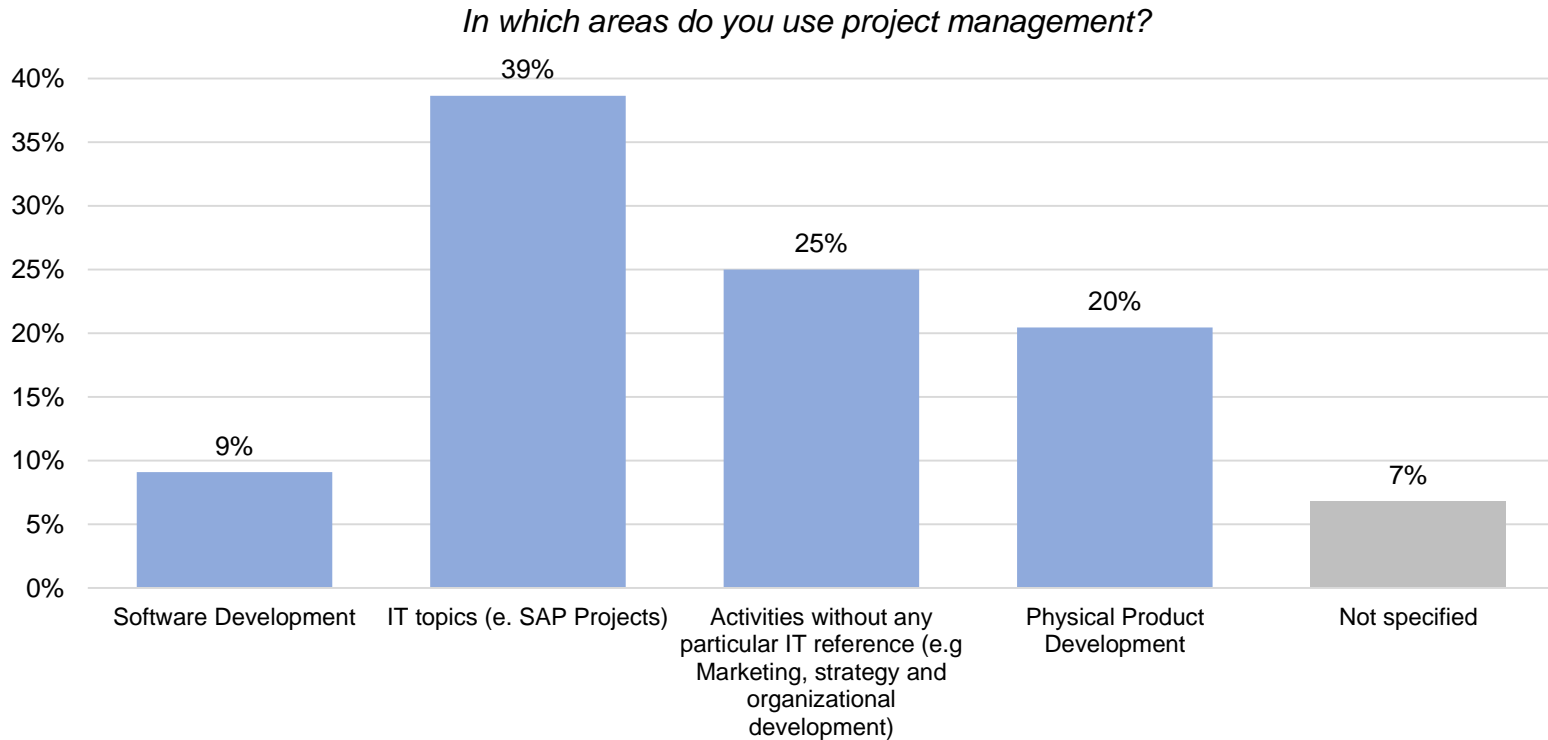


Single Choice, n = 478 Responses from the group "Consistently agile", "Hybrid" and "Selective".

Single Choice, n = 45

Responses from the group "Consistently classic".

Subject areas of classical project management (1/2)



Single Choice, n = 44

Responses from the group "Consistently classic".

Subject areas of classical project management (2/2)

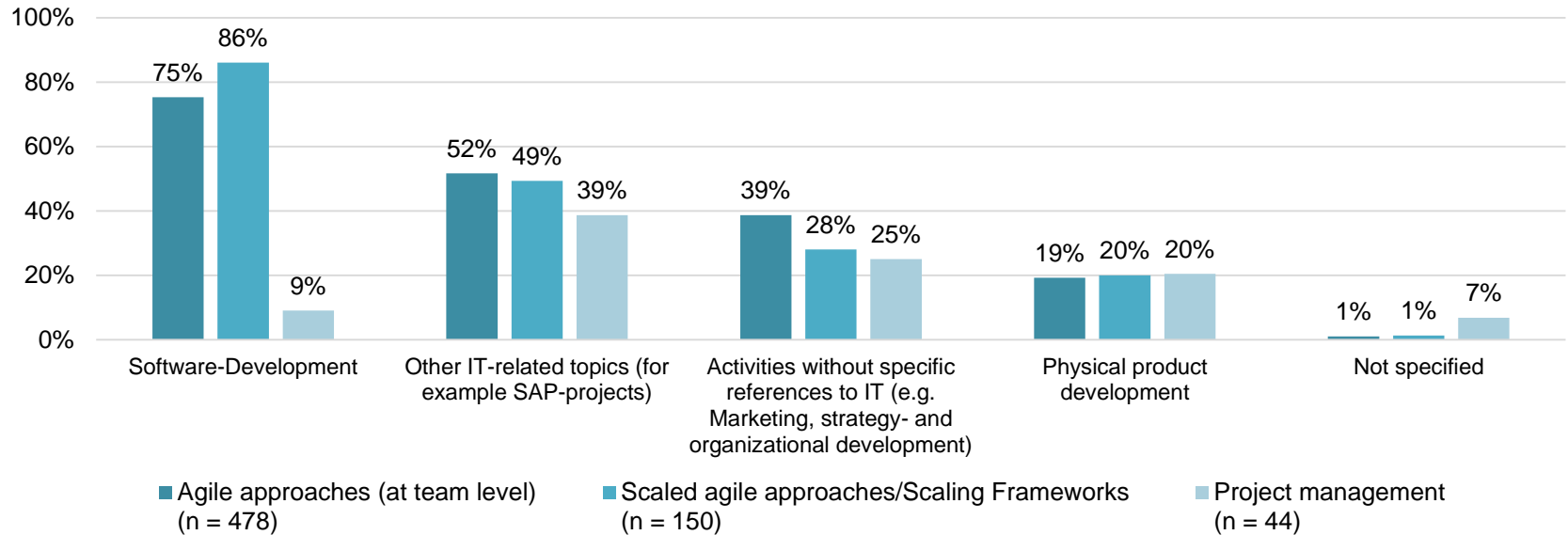
Classic project management is used by 9 % of consistently classic users in software development and 39 % in IT related topics.

25 % use classic project management for activities without a special IT connection and 20 % use it in the area of physical product development.

Comparison - Subject areas of agile approaches, classical project management and of Scaling Frameworks



In which areas do you use agile approaches/scaled agile approaches/Scaling Frameworks/project management?



* Please note that the question / answer options were not completely structured the same way. For agile approaches (at team level) and for scaled agile approaches / scaling frameworks, the answer options were given as multiple choices, whereas with classic project management, they were given as single choices.

Multiple Choice / Single Choice

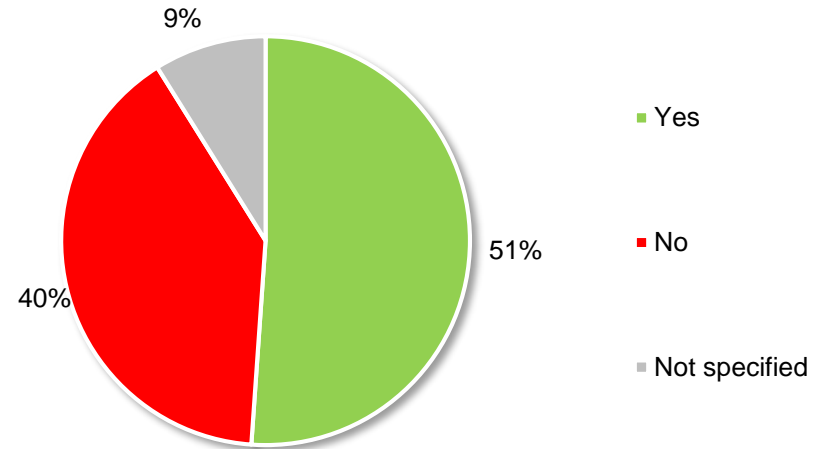
Responses from the groups "Consistently agile", "Hybrid", "Selective" and "Consistently classic".

Organizational unit for classic project management (1/2)

For 51 % of the participants surveyed, there is an organizational unit in the company that is responsible for classic project management.

There is no such organizational unit for 40 % of the respondents.

Is there an organization in your company responsible for classic project management (e.g. Project Management Office)?



Single Choice, n = 45

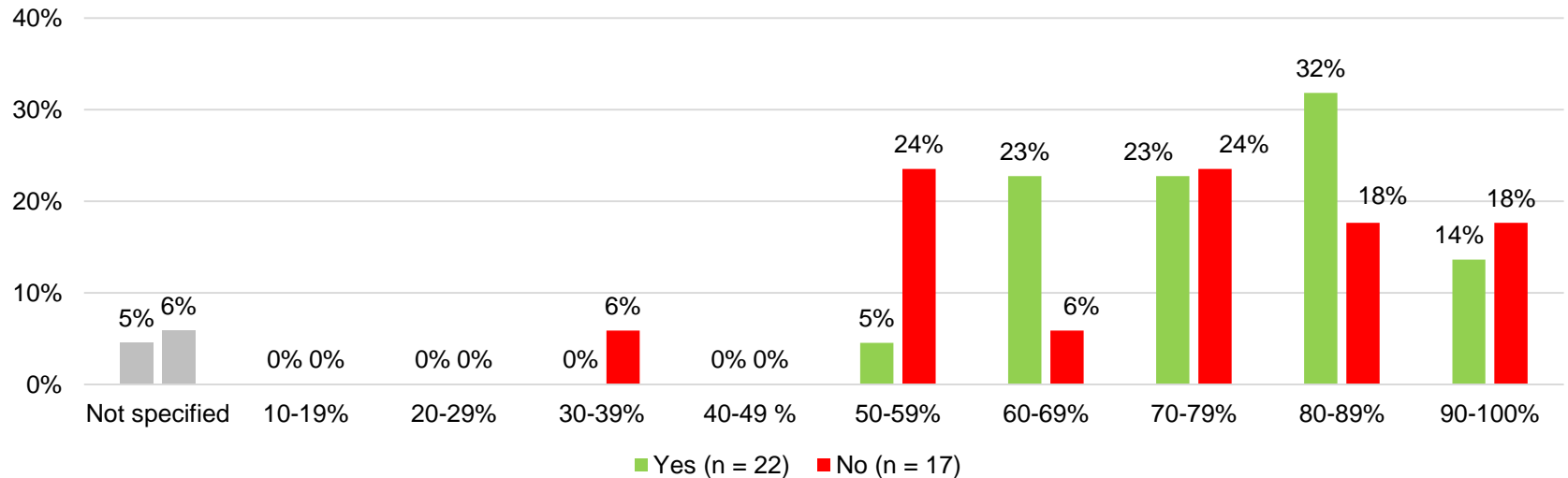
Responses from the group "Consistently classic".

Organizational unit for classic project management (2/2)

- Success

Is there an organization in your company responsible for classic project management (e.g. Project Management Office)?

How would you estimate the success rate of projects/development processes performed with classical project management?



* Due to the small number of participants, the information is only of limited relevance for this question

Single Choice

Responses from the group "Consistently classic", evaluation of the success rate with / without organizational unit for classic project management.

Evaluation classic project management methods

Please evaluate the classic project management approaches for executed projects / development processes according to the following attributes with your experience in your area.



Single Choice

Responses from the group "Consistently classic".

Skills and Context

Skills and Context

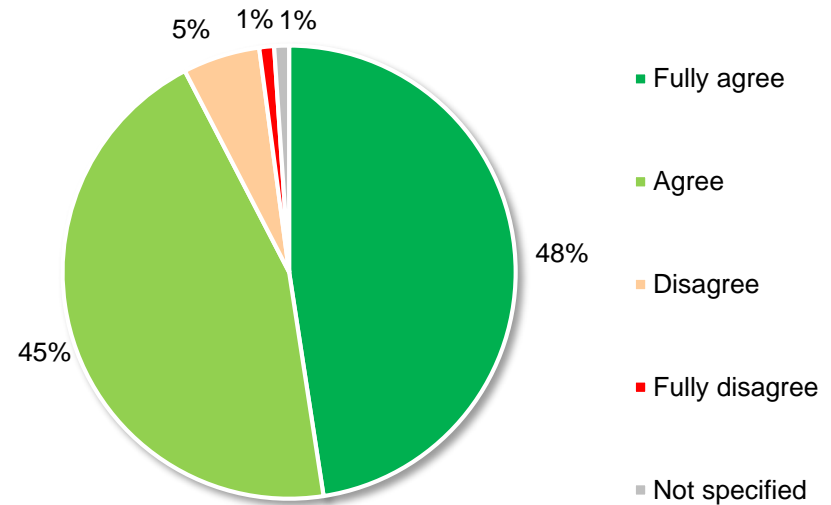
- Satisfaction with the activity
- Evaluation of tasks
- Evaluation of personal competences
- Assessment of the professional environment in terms of competences
- Networking and collaboration
- Environment of the approach
- Team structure / distribution

Satisfaction with the activity (1/2)

My area of work fulfills, motivate, inspires me..

At 48 %, the respondents most often stated that their work fully fulfills / motivates / inspires them.

45 % agree and 5 % disagree.



Single Choice, n = 473

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Satisfaction with the activity (2/2)

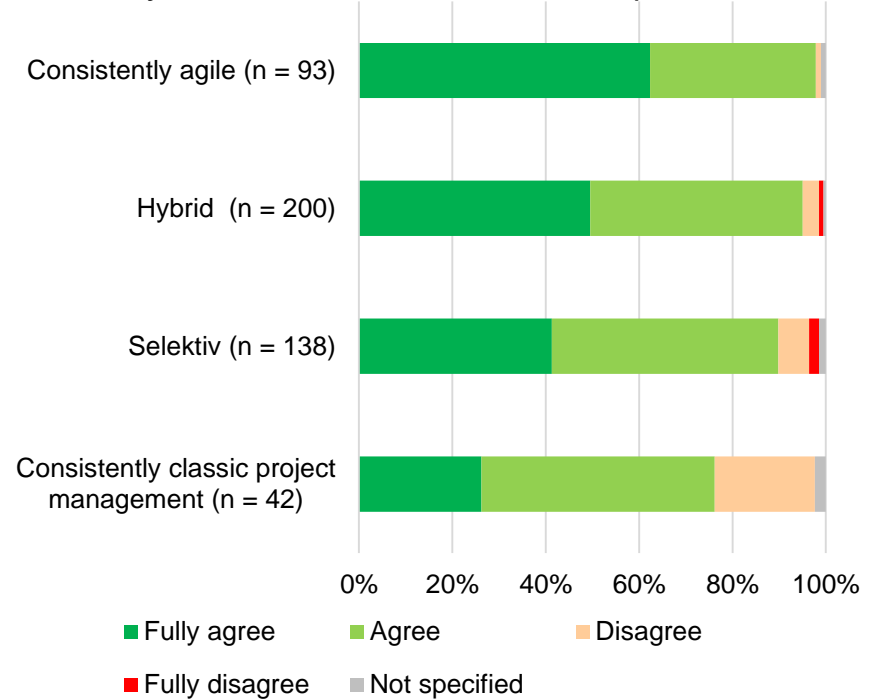
The highest level of job satisfaction is stated by the consistently agile respondents (62 % fully agree, 35 % agree).

Of the hybrid participants, 50 % fully agree and 46 % agree.

41 % of the selective participants fully agree and 49 % agree. 2 % disagree with the statement.

Among the consistently classic working participants, the percentage of those who fully agree with the statement is the lowest in proportion. Here, it is 26 % whom fully agree and 50 % agree with the statement.

My area of work fulfills, motivate, inspires me.



Single Choice

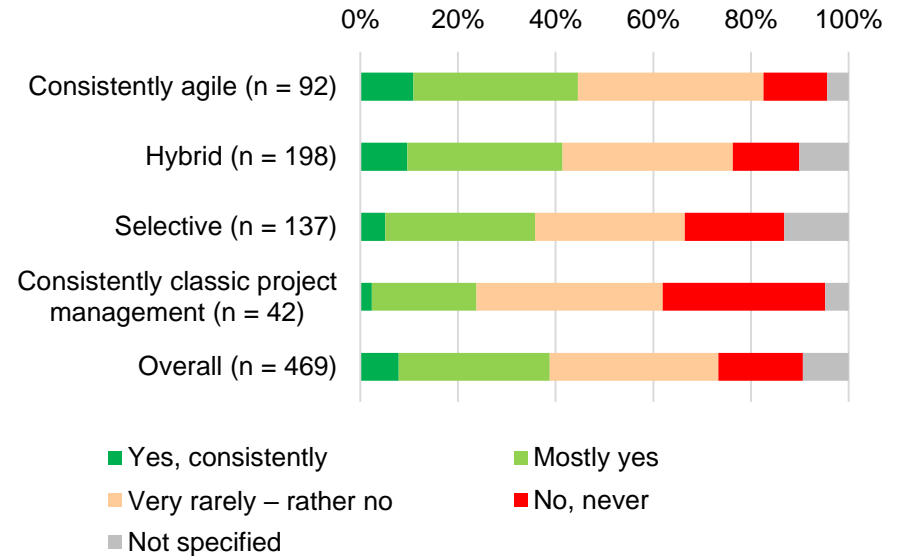
Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Evaluation of tasks

Most of the consistently agile participants state that only very rarely are current and upcoming tasks evaluated in terms of their complexity.

The majority of those who say that they never evaluate upcoming tasks in terms of their complexity can be found among the respondents who work consistently classic.

Do you evaluate your current and future assignments systematically with regard to its complexity (e.g. by using the Cynefin Framework or Stacey Matrix)?



Single Choice, n = 469 Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Remark/Indication

Respondents were asked to rate their personal and professional background in terms of perspective, people, and practice, which are used by, among others, the IPMA.

The respondents were given the following explanations of terms to deal with this question:

- Perspective = context-dependent competences, such as project strategy, governance and culture.
- People = personal and interpersonal skills e.g. reliability
- Practice = Specific methods, tools and techniques used in projects, programs and portfolios to achieve a successful outcome, such as stakeholder analysis.

Evaluation of personal competences (1/2)

With regard to the competence areas "Perspective", "People" and "Practice", 80 % of the personal skills in all areas are rated as at least good (89 % "People", 85 % "Practice", 81 % "Perspective"). The "consistently agile" continuously rate the best and the "consistently classic" project management users continuously the worst.

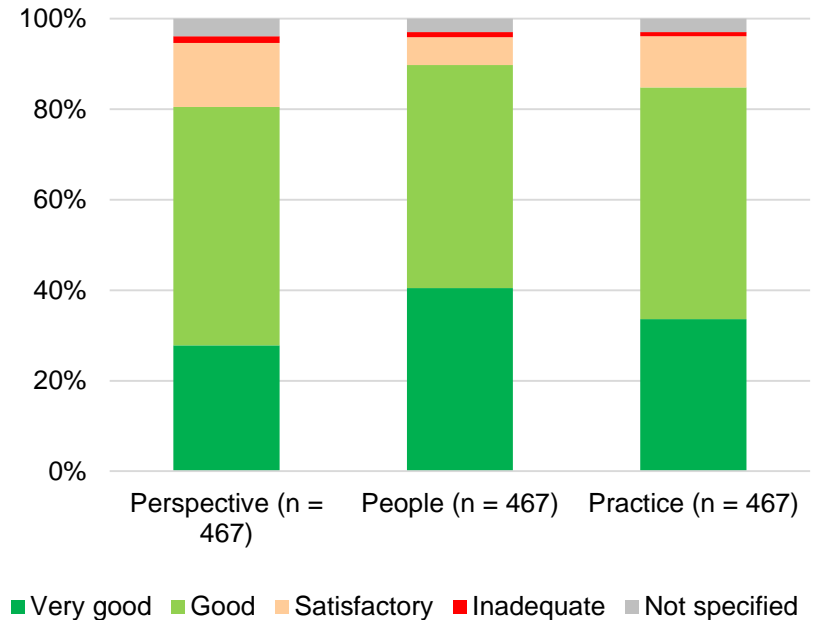
In the Perspective area, 53 % rate their personal skills as "good" and 28 % as "very good".

At 40 %, most of those surveyed rated their personal skills in the People area as "Very Good" and 49 % as "Good".

In practice, 34 % rate their personal competencies as "very good" 51 % as "good".

However, 4 % of those questioned rated their skills in the Perspective area as "poor".

How do you evaluate your personal competences in the following areas:

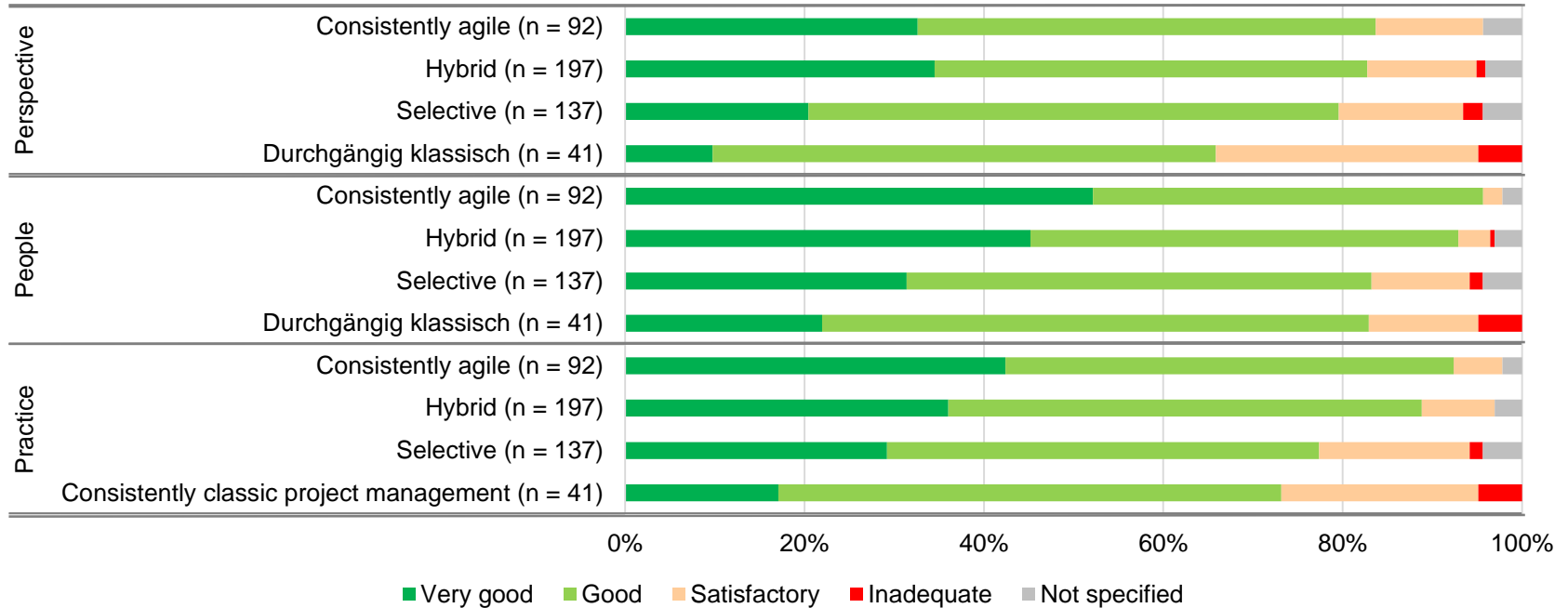


Single Choice, n = 467

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Evaluation of personal competences (2/2)

How do you evaluate your personal competences in the following areas:



Single Choice

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

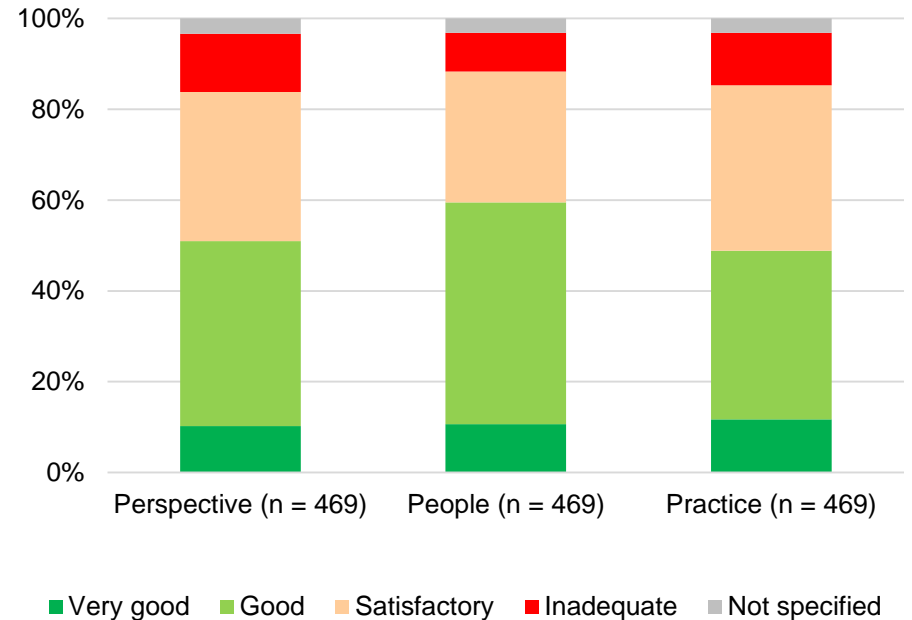
Assessment of the professional environment in terms of competences (1/2)

The respondents say roughly equally that their professional environment has “very good” skills across the three areas. The "People" area is rated most often as good and the “Perspective” most often as inadequate.

While in the self-assessment only 4 % rated their competence in an area as inadequate, the percentage of 12 % in the same area is distinctly higher in the assessment of the professional environment.

In all areas, the skills of the professional environment are rated worse on average than their own skills. Again, however, the relative assessment is best for "consistently agile" and worst for "consistently classic" PM users. While 11 % of the participants rate the competences of the environment as “inadequate”, the assessment “inadequate” with regard to the skills of the environment is 25 % for classic PM users.

How would you evaluate your work environment according to the competencies?



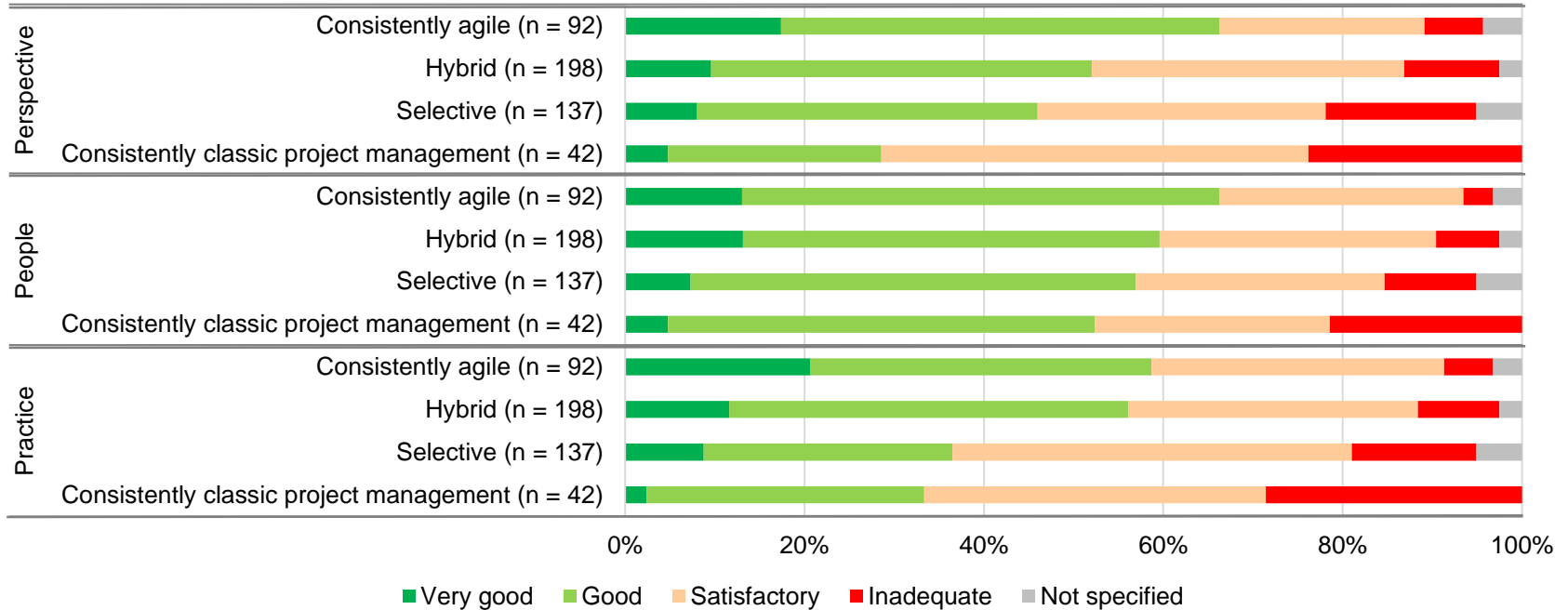
Single Choice

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Assessment of the professional environment in terms of competences (2/2)



How would you evaluate your work environment according to the competencies?.

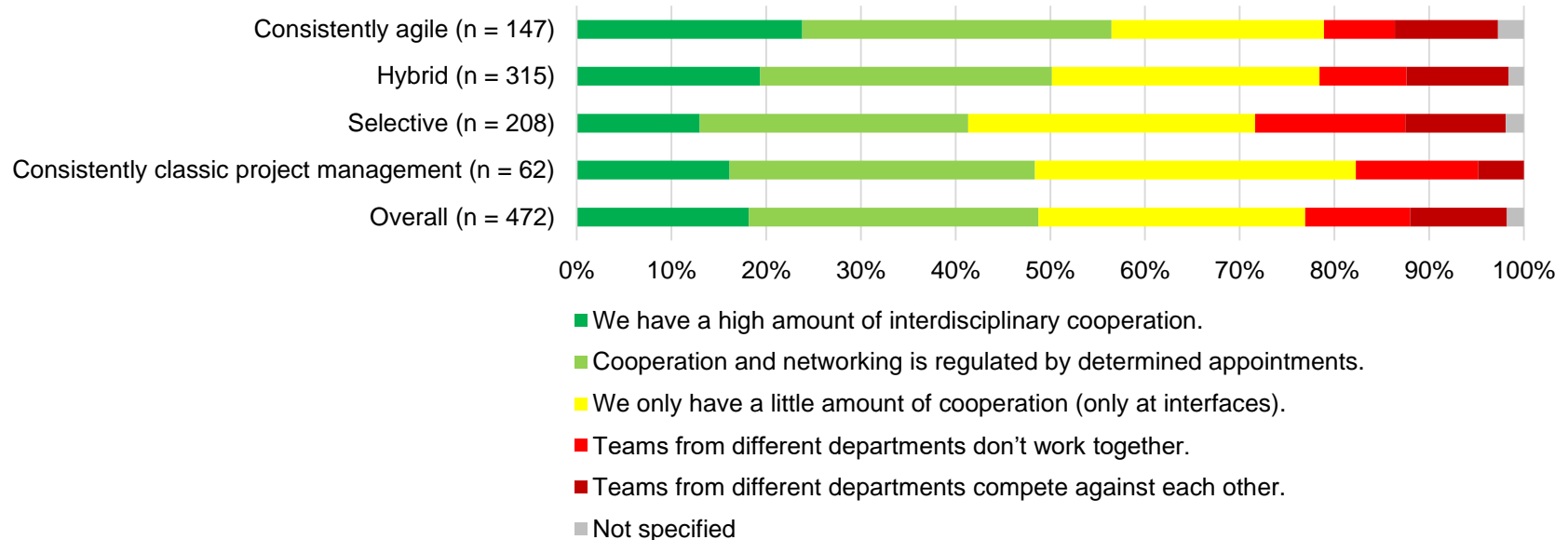


Single Choice

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Networking and collaboration

How would you rate the cooperation and networking between different teams in varying departments within your company (e.g. cooperation between quality management, IT, process management, compliance, project portfolio management, PMO, etc.)?



Single Choice

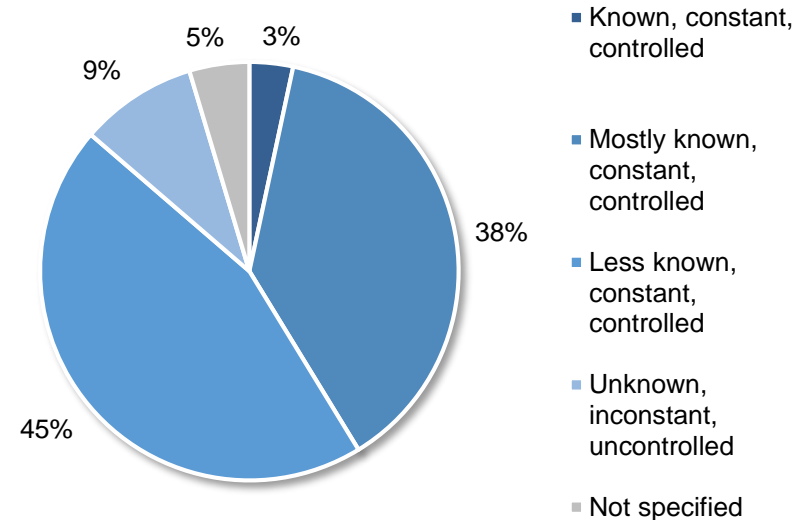
Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Environment of the approach (1/2)

At 45 %, the participants most often state that the environment in which they work is less known, constant and manageable.

Only 3 % state that the environment in which they work is known.

How would you rate your working environment based on the approach you are working with?



Single Choice, n = 475

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

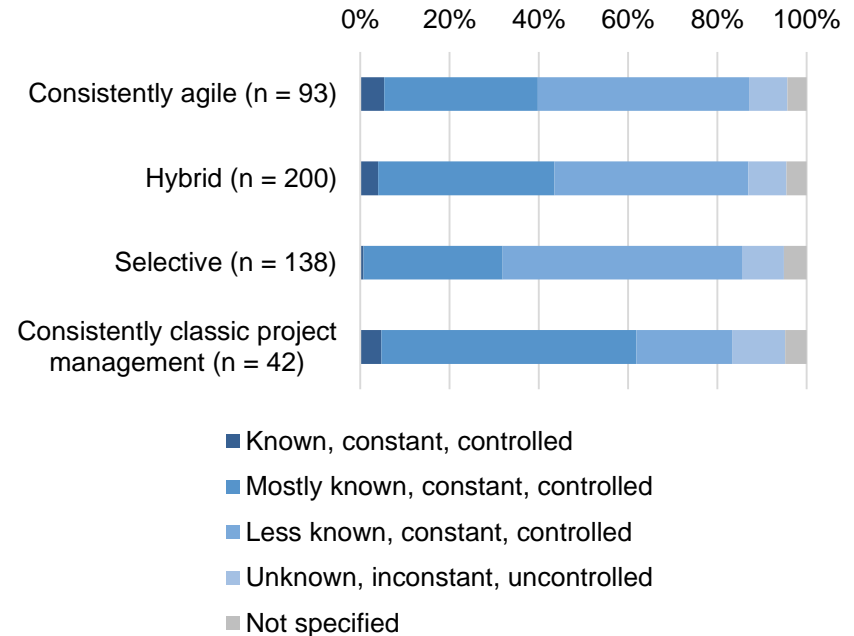
Environment of the approach (2/2)

39 % of the people who identify as consistently classic work in the known or largely known environment.

The differences between the agile groups are rather small, but the selective users feel the greatest uncertainty.

57 % of all consistently classic users rate their environment as largely known and manageable.

How would you rate your working environment based on the approach you are working with?



Single Choice

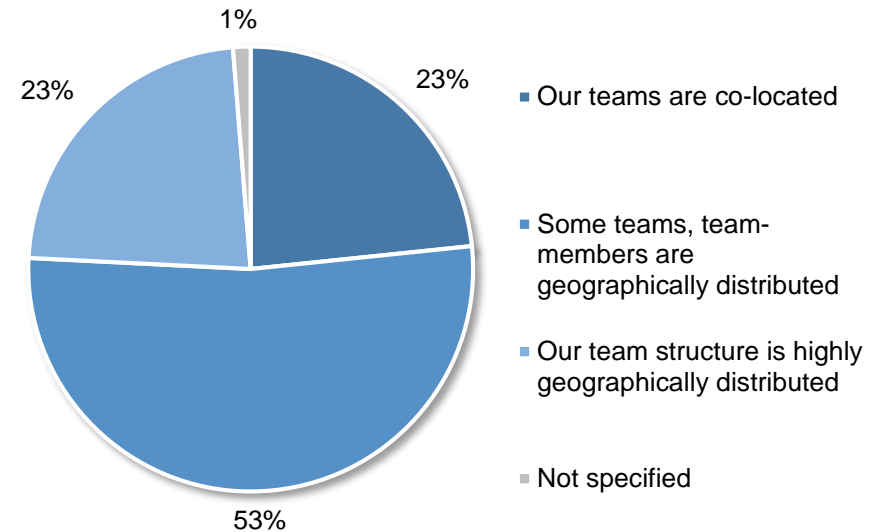
Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Team structure / distribution (1/3)

The majority of respondents (53 %) states that some teams or team members are geographically distributed.

23 % each indicate that the teams are either co-located or that the team structure is highly geographically distributed.

Are your teams co-located or geographically distributed?

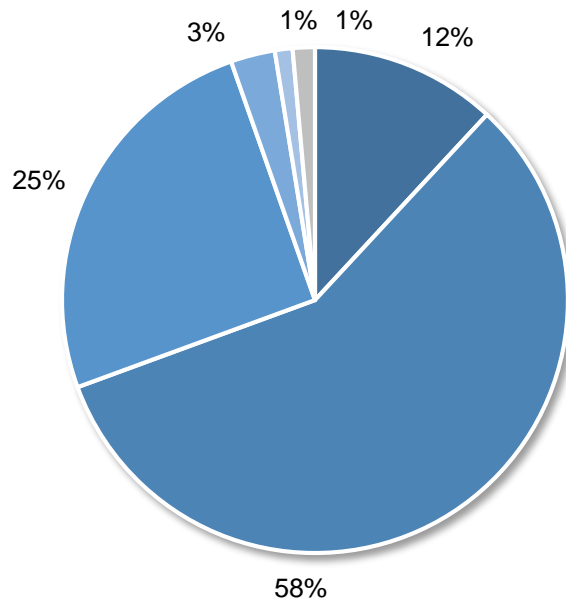


Single Choice, n = 471

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Team structure / distribution (2/3)

How much do you consider not being co-located to be a major impediment to good team work?

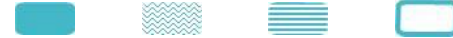


- Distributed teams are a major factor making good team performance very difficult
- Distributed teams are making good team performance rather difficult
- Distributed teams are no relevant factor with regard to good team performance
- Distributed teams are helpful to assure good team performance
- Distributed teams are very helpful to assure good team performance
- Not specified

Single Choice, n = 353

Responses from the groups "Our team structure is very geographically separated" and "Some teams, team members are spatially separated"

Team structure / distribution (3/3)



12 % of the respondents' state that distributed teams are an essential factor that makes good teamwork difficult.

For most of the respondents (58 %) it is a major obstacle that the teams are not in the same place, because distributed teams make teamwork difficult.

However, 25 % also say that geographical separation is not a relevant factor.

3 % even say that distributed teams are helpful to achieve good teamwork.

Participants' Background / Demography

Participants' Background / Demography

- Hierarchy level
- Characterization of the professional background
- Country of origin
- Industry Focus
- Success of the company
- Corporate culture
- Mode of operation
- Number of employees
- Turnover

Hierarchy level



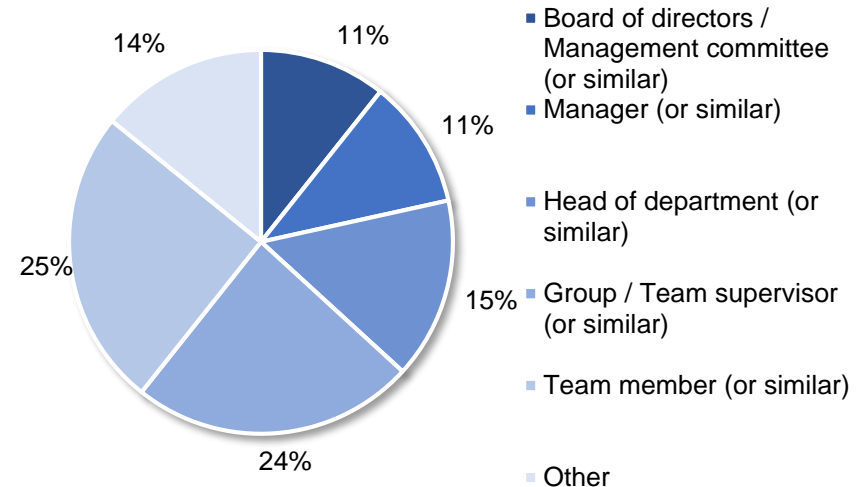
On which hierarchical level do you work?

Most of the study participants are team members (25 %).

24 % of the respondents are group / or team leaders.

11 % of respondents are part of a corporate board.

11 % are department heads, while 14 % are assigned to other hierarchical levels.



Single Choice, n = 636

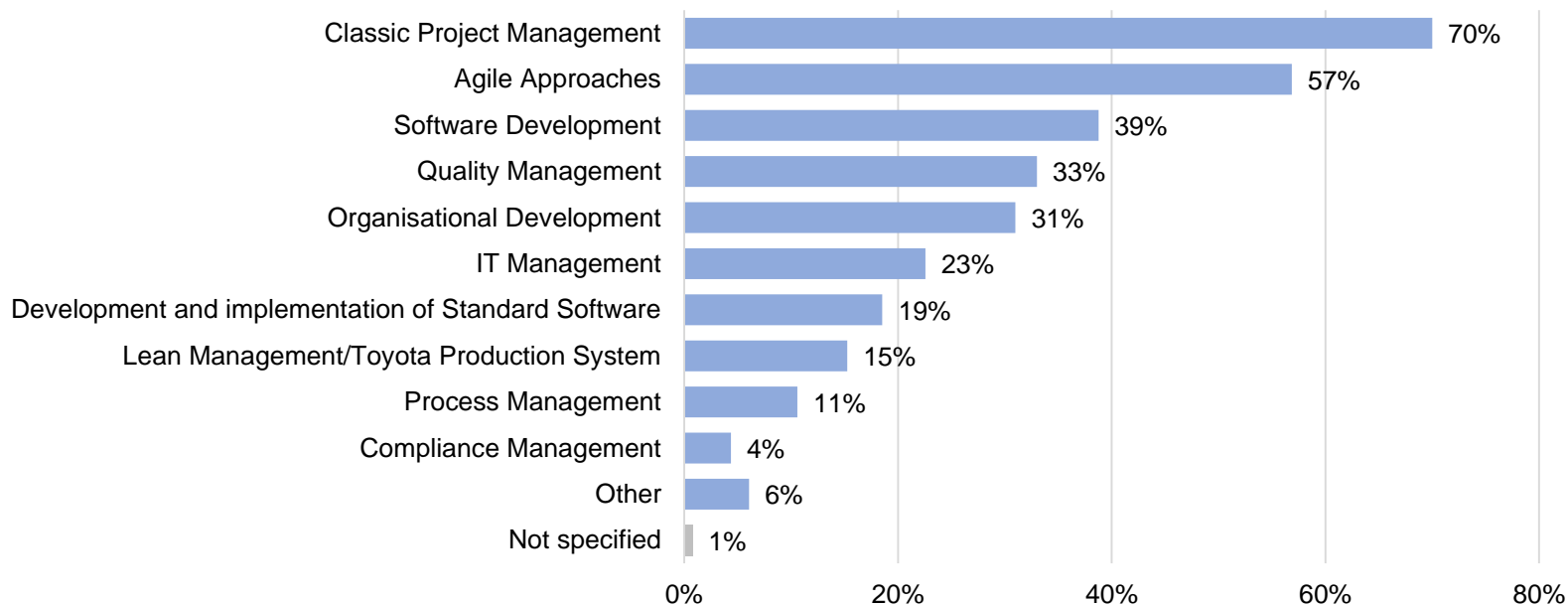
Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".



Characterization of the professional background (1/2)



My professional background was primarily influenced by...



Multiple Choice, n = 636

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".



Characterization of the professional background (2/2)



The professional background of the participants was most strongly influenced by classic project management (70 %).

It is noteworthy that 57 % say that their professional background was shaped by agile approaches, since agile approaches only emerged 10-15 years ago.

Furthermore, the professional background of the study participants was influenced by software development (39 %), quality management (33 %) and organizational development (31 %).

Country of origin

The majority of the study participants come from Germany (77 %).

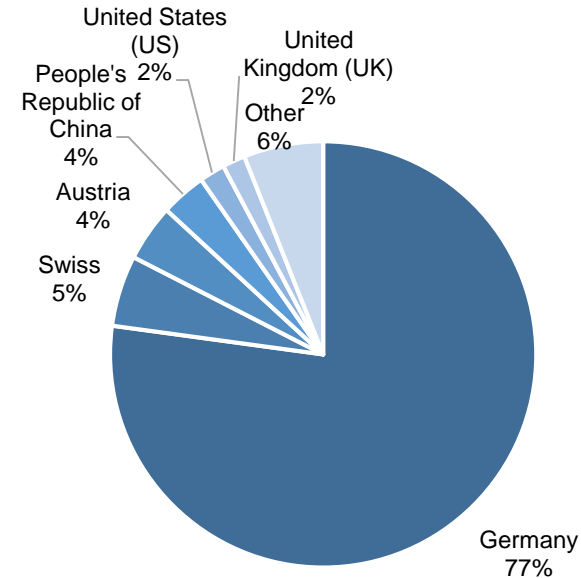
5 % come from Switzerland, 4 % from Austria, 4 % from China and 2 % from the United Kingdom.

2 % are from the United States and 6 % from other countries.

Other countries specified are: Egypt, Australia, Belgium, Brazil, Denmark, Finland, India, Iceland, Liechtenstein, Lithuania, Mexico, New Zealand, the Netherlands, Poland, Portugal, Sweden, Spain, South Korea, Ukraine and Hungary.

The desired internationalization could not be realized, because the German-speaking area dominated among the study participants. At the same time, participants from many other countries could be engaged.

In which country is your department based?



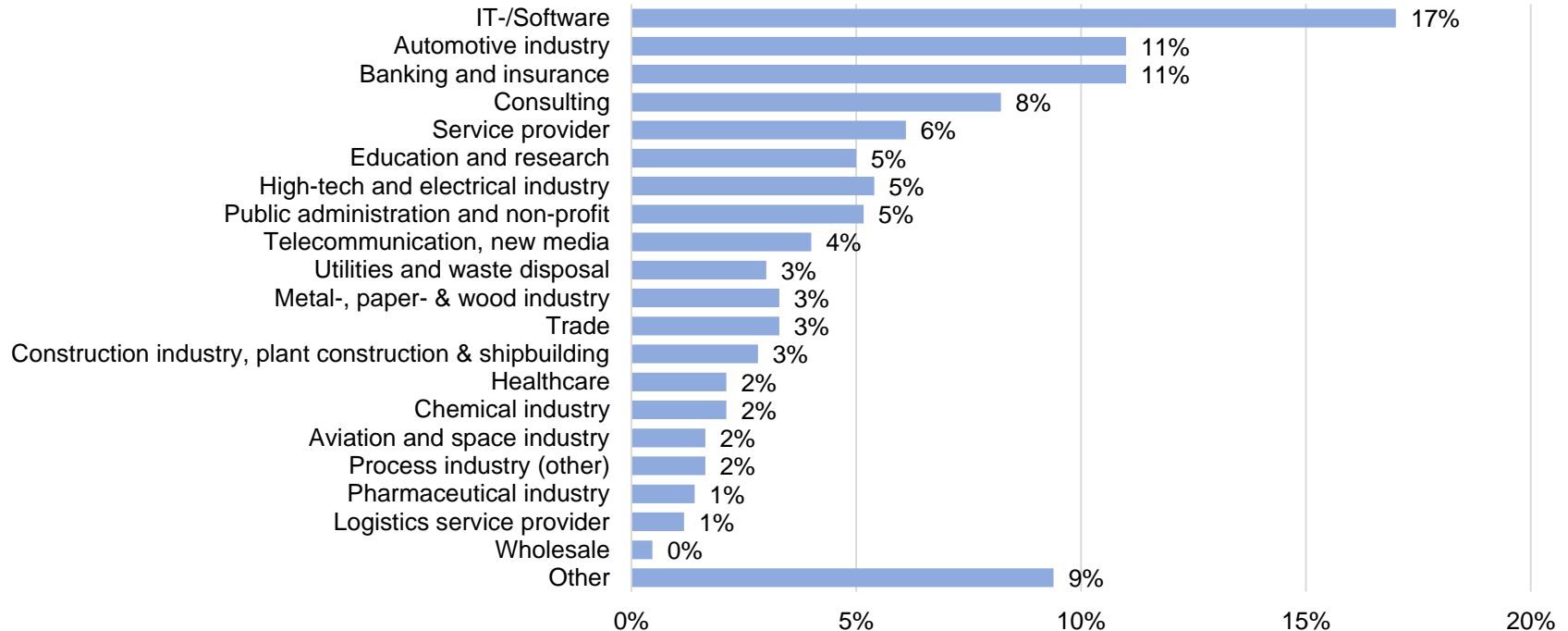
Single Choice, n = 464

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Industry Focus (1/2)



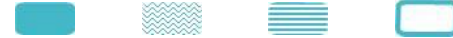
To which sector would you assign your company/group?



Single Choice, n = 426

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Industry Focus (2/2)



The majority of the respondents assigned their company to the IT / software manufacturer sector (17 %).

Banks and insurance companies (11 %), the automotive industry (11 %) and business consultancy (8 %) are other frequently mentioned industry focus areas of the participants.

9 % of the respondents indicated other industries.

Here, among other things, agricultural technology, railway suppliers, ancillary industries, cross-sector service providers, trade, process industry, railway infrastructure, electrical industry, energy industry, finance industry, mechanical engineering, media, conglomerate, mobility services, multi-divisional group, law and legal advice, special machine construction, tourism, publishing, mail order, defense industry, water - and energy supply as well as machine tool construction, were mentioned.

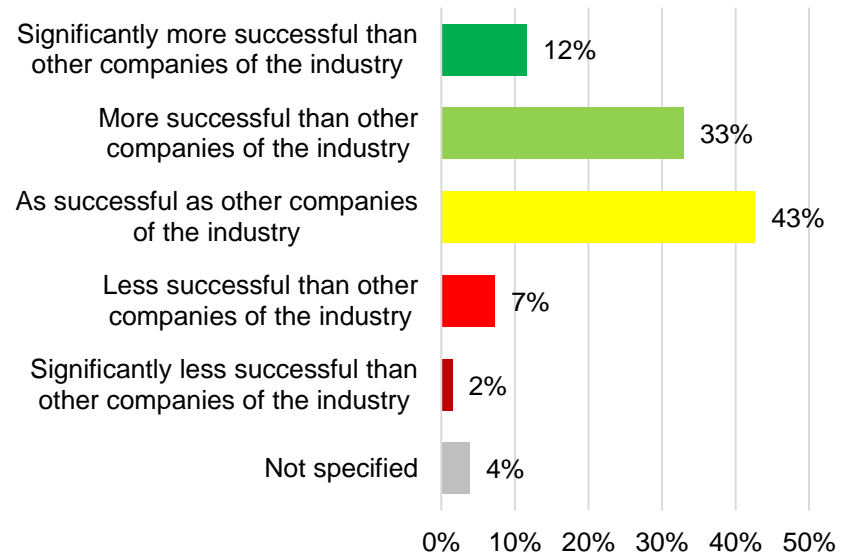
Success of the company (1/3)

The majority of respondents (43 %) rate the success of the company as successfully as other companies in the industry.

33 % say that the company is more successful than other companies in the industry and 12 % say that the company is distinctly more successful.

7 % of the respondents stated that the company is less successful compared to competitors in the industry.

How would you estimate your company's success in the past three years?



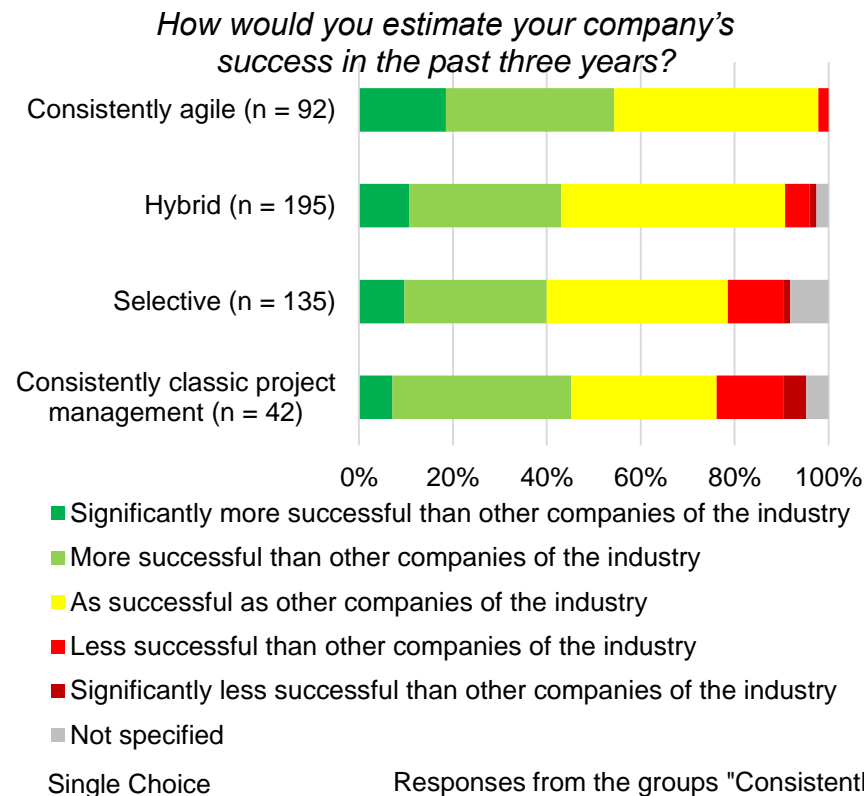
Single Choice, n = 464

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Success of the company (2/3)

Most of the participants, who work consistently classic, have stated that their company is distinctly less successful than other companies in the industry.

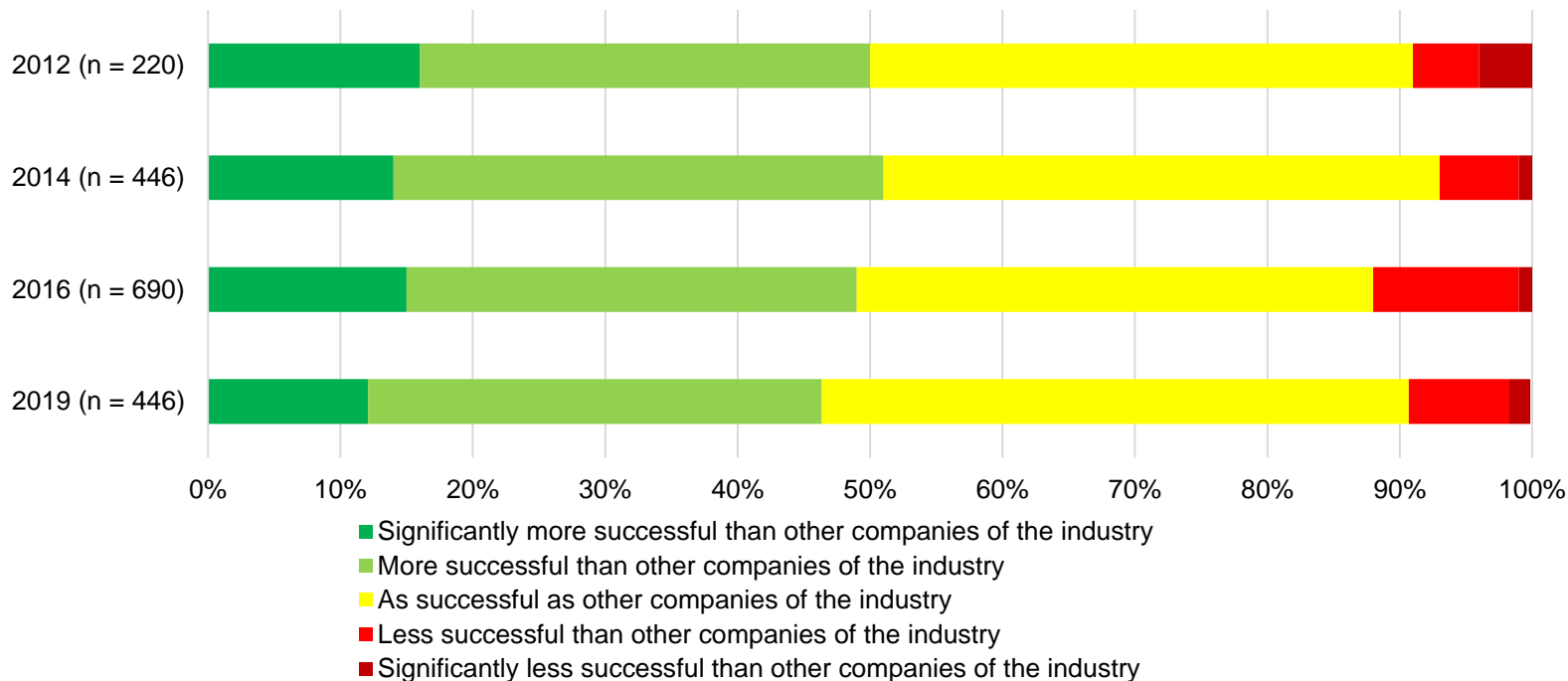
The consistently agile respondents most often stated that their company is distinctly more successful than other competitors.



Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Success of the company (3/3)

How would you estimate your company's success in the past three years?



Single Choice

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Corporate culture (1/2)

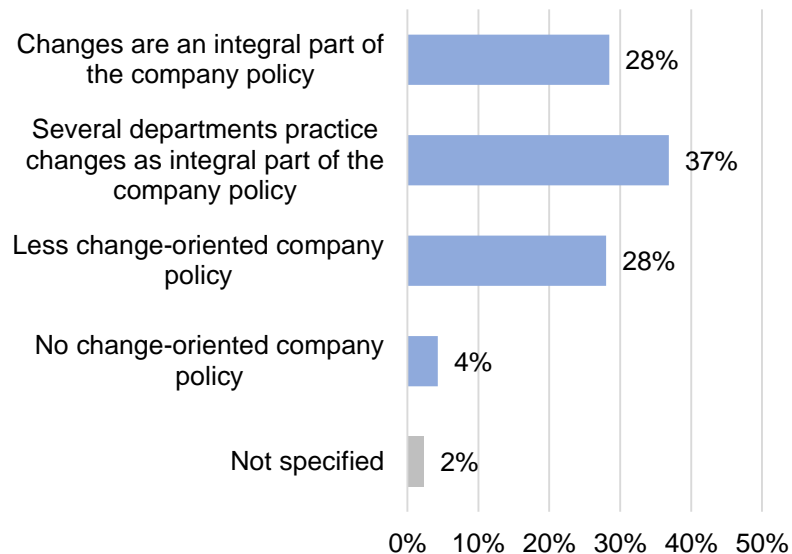
28 % state that change is part of the corporate culture.

The respondents (37 %) state that individual specialist departments see change as an integral part of the corporate culture.

28 % describe the corporate culture of their company as little changed.

Only 4 % do not see a change-oriented corporate culture in their company.

How do you describe the company culture of your company/group?



Single Choice, n = 464

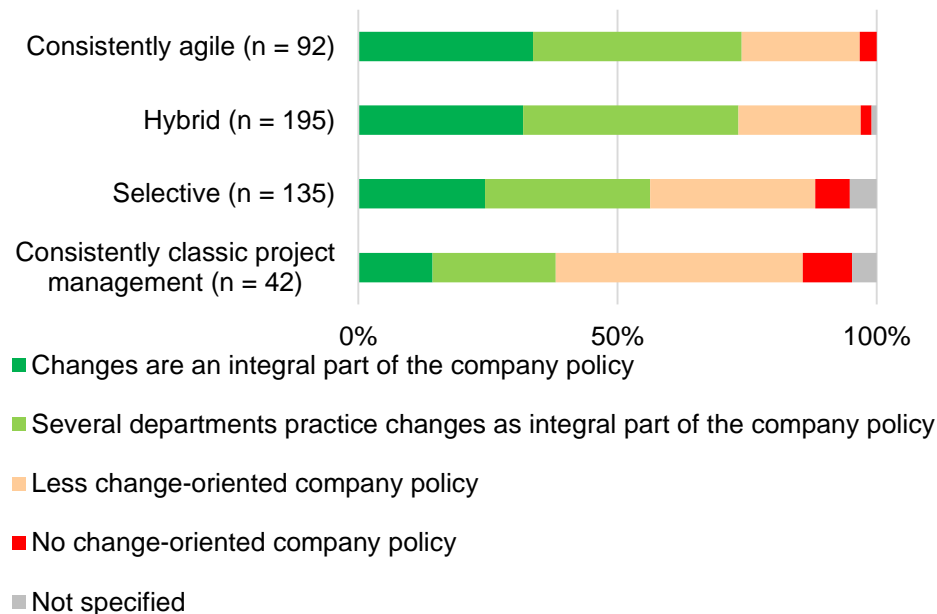
Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Corporate culture (2/2)

The respondents from the consistently classic area most often state that the corporate culture is not change-oriented.

There are no relevant differences between the hybrid and the consistently agile participants.

How do you describe the company culture of your company/group?



Single Choice, n = 65

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Mode of operation (1/2)

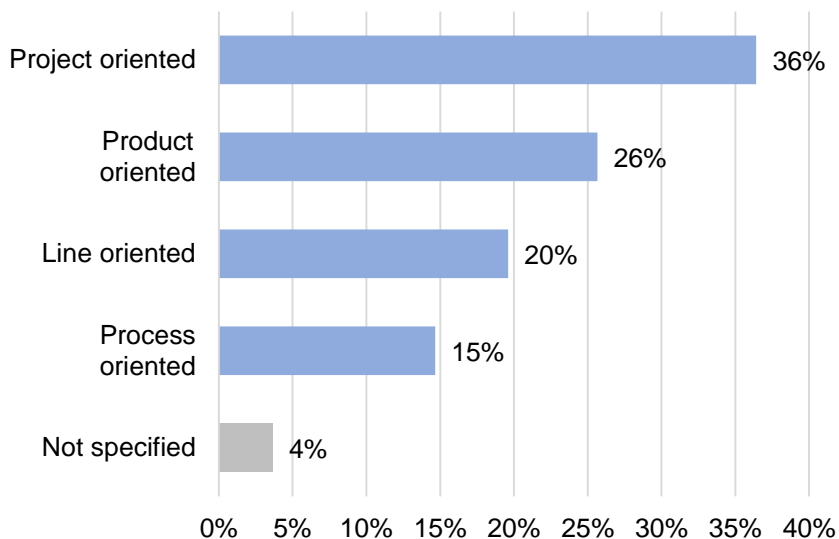
According to the respondents, the project-oriented way of working is the dominant way of working with 36 %.

26 % state that their company operates in a product-oriented manner.

20 % of the respondents say that the line-oriented way of working dominates in the company.

15 % state that the process-oriented dominates in the company.

What describes the dominant way of work in your company the best?



Single Choice, n = 464

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

Mode of operation (2/2)



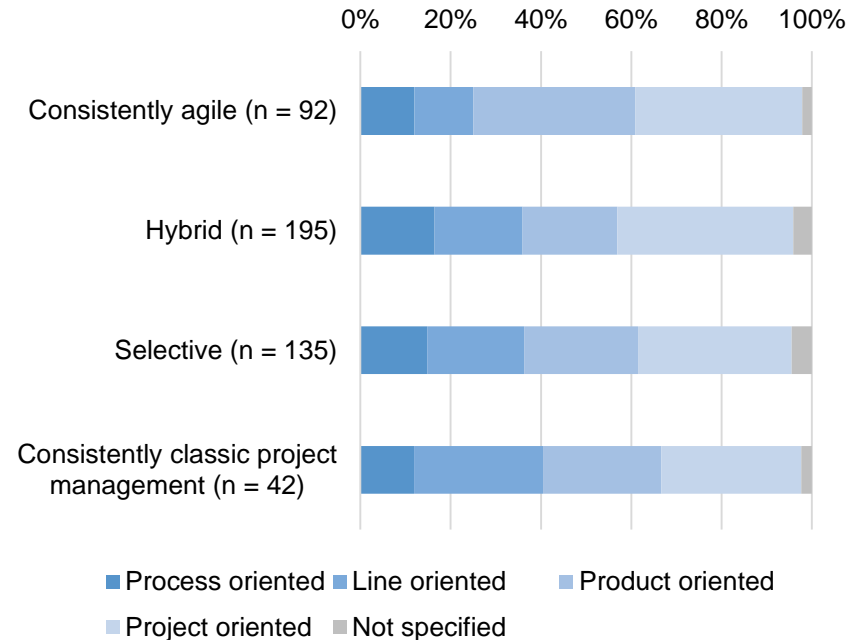
The consistently agile participants state that their companies are dominated by a product-oriented and project-oriented way of working (36 % and 37 %, respectively).

The hybrid and selective respondents are dominated by a project-oriented way of working (39 % and 34 %, respectively).

The respondents from the group consistently classic state that their companies work project-oriented (31 %), line-oriented (29 %) and product-oriented (26 %).

The line-oriented way of working is the most pronounced of all groups among the consistently classic workers with 29 %.

What describes the dominant way of work in your company the best?

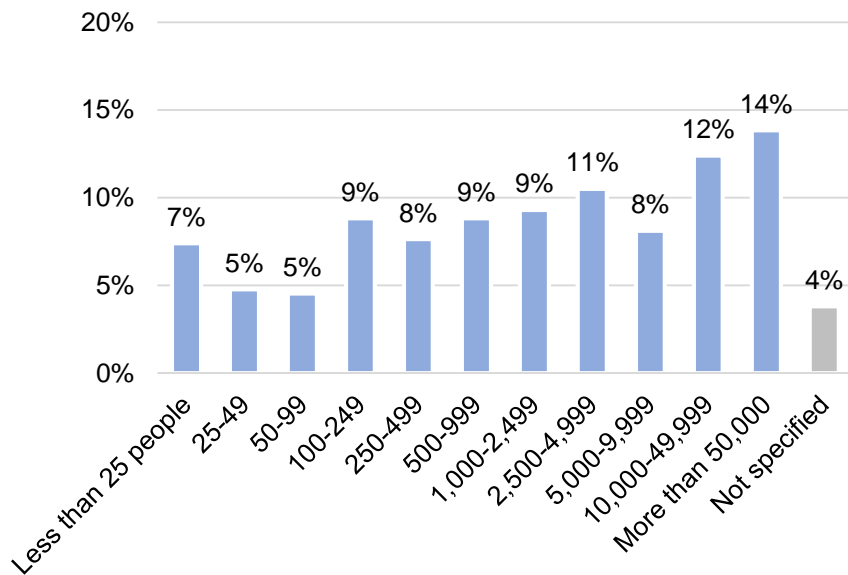


Single Choice

Responses from the groups "Consistently agile", "Hybrid", "Selective", and "Consistently classic".

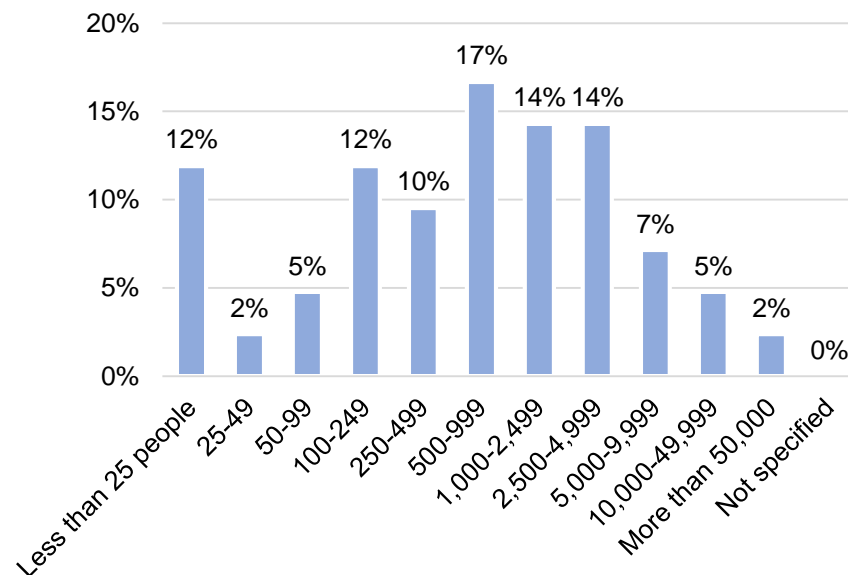
Number of employees

How many employees work in your company?



Single Choice, n = 419 Responses from the groups "Consistently agile", "Hybrid", and "Selective".

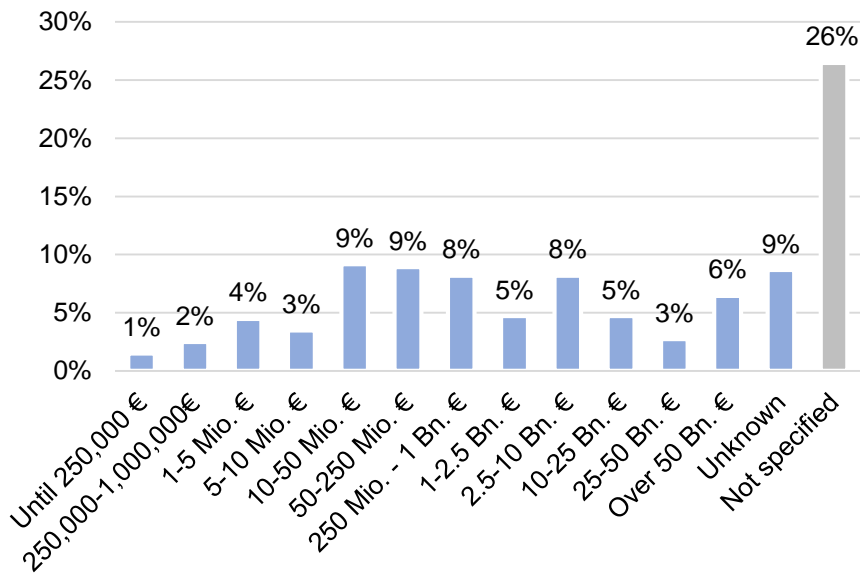
How many employees work in your company?



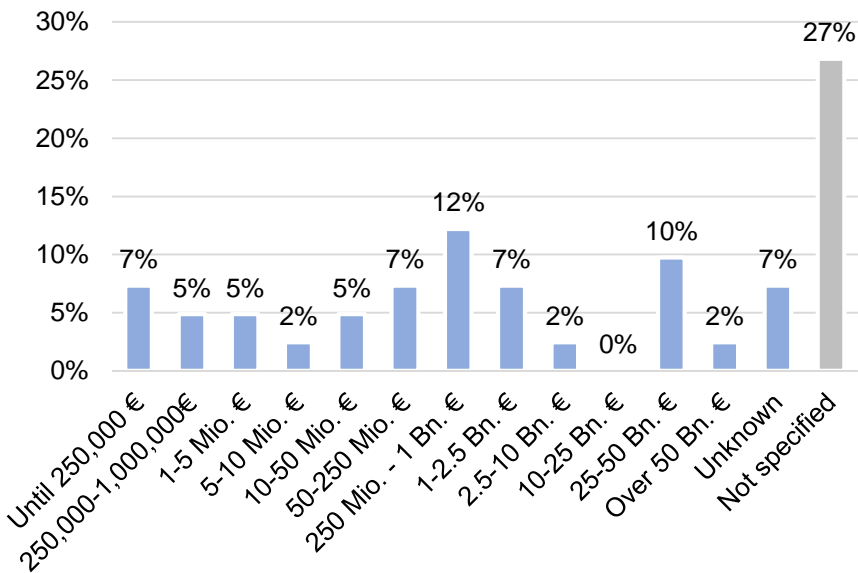
Single Choice, n = 42 Responses from the group "Consistently classic".

Turnover

What is the turnover of the last year of you company/group?



What is the turnover of the last year of you company/group?



Single Choice, n = 404

Responses from the groups "Consistently agile", "Hybrid", and "Selective".

Single Choice, n = 41

Responses from the group "Consistently classic".

Methodology and Contact

Methodology and Contact

- Participants' gain and development
- Representativeness, significance and relevance
- The „Project“-Term
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Participants' gain and development

The evaluations presented are based on an online survey using LimeSurvey Version 3.19.3.

The questionnaire was released in English and German in the period from 24.09.2019 to 29.11.2019.

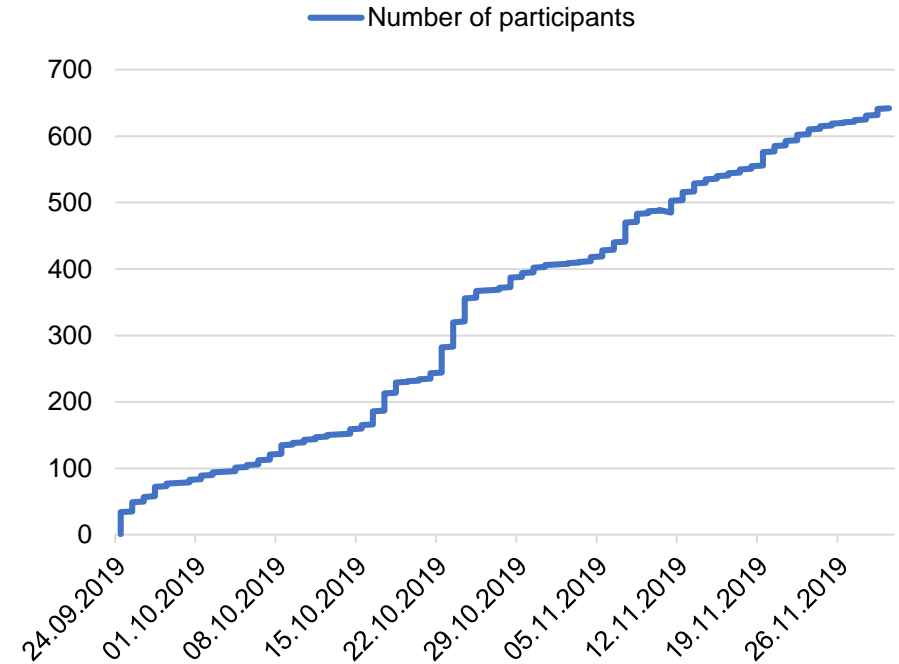
The study and the opportunity to participate have been disseminated via various newsletters, blogs, websites, publications and tweets in German and English.

The data was evaluated by 642 participants. Access was not limited. The information was roughly checked for plausibility. Participants with implausible statements and those who did not provide answers were excluded from the analysis.

Most of the answers were voluntary. The number of respondents varies accordingly between the individual questions.

The sample size was determined on a case-by-case basis. For single-choice questions, the number of responses was determined. For multiple choice, the participants who identified at least one answer option as appropriate were identified.

Participants over the duration of the study



Representativeness, significance and relevance

Studies based on respondent assessments should ideally meet three requirements. The results should be representative, significant and relevant.

The sample should be similar or equal to the population, so that the statements made within the sample are representative of the population as well.

In addition, statements should be statistically significant - the likelihood that the results were achieved only by chance should be as low as possible. (A dice showing a six three times in a row is, with a certain probability, a zined one, but even a non-marked dice may show a six three times in a row).

Finally, the results should be relevant. A statement that certain things behave in a certain way in a laboratory-like situation may be important steps towards further insights. Due to the questionable feasibility in the daily life, the relevance for the practitioner - at least for now - but often only small.

Often the desires for representativeness, significance and relevance in a study are in conflict; so also, in a study that wants to give information, to practice and success of agile approaches. In particular, the acquisition of a representative sample represents a barely solvable challenge - the participation of the company representatives is based on voluntariness. Factors such as how to attract participants (here newsletters, postings, articles in the media) will certainly appeal to some groups of people and companies rather than others. A bias (a bias) in the sample that influenced the results cannot be ruled out - it is even likely. The results are also based on self-assessments of the participants. It cannot be ruled out that some information does not correspond to reality.

These limitations should always be considered by the reader when reading. Nevertheless, despite all the limitations presented and given the lack of methodological alternatives, we hope that this study will help us with the study 642 Participants from 26 countries have provided another building block for a better understanding of the practice and success factors of agile approaches.

The „Project“-Term

Agile approaches are not project management methods in the strict sense. A project is characterized by its "uniqueness of the conditions in its entirety". Furthermore, clear goals and time and financially limited resources are assigned to projects.

The project management approach differs fundamentally from many agile approaches, such as Scrum or IT Kanban. The aim here is not just to deliver a result once; rather, the continuous "flow" and a continuous expansion and improvement of the product in many partial deliveries is aimed for.

Nevertheless, it is striking that both ways of working are closely interwoven in practice. Agile approaches find their way into project management - often as a supplement or extension in the form of a so-called "hybrid approach", i.e. a mixed or combined form of agile approaches and classic methods.

The design of this study takes up this point of view and contrasts both approaches. The results of a comparison of such fundamentally different approaches must be interpreted with corresponding caution. In view of the widespread discussion regarding agile approaches as an alternative or supplement to classic project management, we still consider the approach reasonable and reasonable.

It can be assumed that the choice of a suitable perspective makes a much more decisive contribution to success than the optimal design of the respective methodology. Companies should therefore consider carefully whether they understand and manage a task as a one-off project or as a continuous project to develop, maintain and improve a product.

Study Initiator

Prof. Dr. Ayelt Komus, professor of organization and business informatics at Koblenz University of Applied Sciences, is a coach, management consultant, keynote speaker and author. Komus refers to almost 100 specialist publications, approx. 200 keynotes and lectures at specialist conferences as well as many interviews and reports in media such as the Wirtschaftswoche, Süddeutsche Zeitung, brand eins, Bayerischer Rundfunk, WDR, Deutschlandfunk and many more.

Komus is co-initiator of the Koblenz model factory, the practice forum for process, project, IT management and agile methods (www.praxisforum.net) as well as of "Process and Project" (www.process-and-project.net).

His highly regarded empirical studies include the studies "agile PMO", "success factors in project management", studies on multitasking and the use of agile methods in physical product development, the introduction of SAP S / 4HANA and "Status Quo Agile" studies from the Years 2012, 2014 and 2016 / 2017.

Komus is a scientific adviser to Heupel Consultants (www.heupel-consultants.com). In this function, he accompanies companies in the orientation towards digitization and VUCA in fields such as change, use of agile scaling method elements (SAFe, LeSS, Spotify, ...), multi-project and project portfolio management, EAM, demand management, IT strategy, program management (S / 4HANA -Transformation).

An overview of studies and free study report downloads can be found at: www.process-and-project.net/studien. Current information, publications and lectures are available at www.komus.de. Regular up-to-date information about current studies, publications and lectures is available at www.process-and-project.net/aktuell. A newsletter is available at www.process-and-project.net/newsletter.



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