9th Annual Agility Report
ABOUT THE REPORT

Agile Turkey is pleased to bring you The 9th Annual 'Agility Report'. Over 415 individuals from various companies. The objective is to provide insights about Agile practices that is employed in the market as well as the status of organizations that are currently implementing or practicing Agile approaches. Moreover, the report covers the future trends that will possibly help the market to increase its productivity. In this year’s report we have given statistics of the last year results together with this year’s to enable a comparison insight for most of the questions. But also you will be able to find new statistics in the report.
NUMBER OF EMPLOYEES WORKING FOR THE COMPANY

OF RESPONDENTS' COMPANIES HAVE 100+ EMPLOYEES

% 91

PERSONAL AGILE EXPERIENCE

35% Have been leading Agile Transformation.
55% Have been using Agile practices for a while.
5% Have read about it, but not applied it.
5% Have been trained about it, but not applied it.

SECTORS OF THE COMPANIES
### Demographics

#### CERTIFICATIONS

- **PSM I**: 43%
- **PSPO I**: 17%
- **KMP**: 12%
- **CSM**: 6%
- **ICP - ATF**: 6%
- **PSM II**: 6%
- **ICP-ACC**: 3%
- **PMI - ACP**: 3%
- **Other**: 22%
- **None**: 46%

#### CERTIFICATIONS

- **Agile Coach**: 26%
- **Scrum Master**: 20%
- **IT Professional**: 17%
- **Director / Manager**: 12%
- **Product Owner & Product Manager**: 11%
- **Project / Program Manager**: 6%
- **Consultant / Trainer**: 2%
- **HR Professional**: 2%
- **Other**: 5%
97% of the respondents' companies are using Agile approaches for more than 1 year.

80% of the respondents' companies are using Agile approaches for more than 1 year.

75% of the respondents' companies are using Agile approaches for more than 1 year.
PERCENTAGE OF COMPANY WORKED WITH AGILE APPROACHES

- 1-25% of all: 34%
- 25-50% of all: 31%
- 50-75% of all: 22%
- 75-100% of all: 12%
- None: 2%

NUMBER OF AGILE TEAMS

- 1-2 Teams: 9%
- 3-5 Teams: 22%
- 6-9 Teams: 9%
- 10-20 Teams: 25%
- 20+ Teams: 32%
- None: 3%
## Approaches In Organizations

<table>
<thead>
<tr>
<th>Approaches Used in Organization</th>
<th>Approaches Organizations Plan to Keep Using and Plan to Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>92% Scrum</td>
<td>63%</td>
</tr>
<tr>
<td>60% Kanban</td>
<td>46%</td>
</tr>
<tr>
<td>35% Waterfall</td>
<td>15%</td>
</tr>
<tr>
<td>18% ScrumBan</td>
<td>15%</td>
</tr>
<tr>
<td>17% Scrum of Scrums</td>
<td>14%</td>
</tr>
<tr>
<td>14% Lean Management / Approaches</td>
<td>8%</td>
</tr>
<tr>
<td>11% Have a custom method or process</td>
<td>8%</td>
</tr>
<tr>
<td>8% Nexus</td>
<td>11%</td>
</tr>
<tr>
<td>8% Scaled Agile Framework® (SAFe®)</td>
<td>22%</td>
</tr>
<tr>
<td>8% Spotify Model</td>
<td>12%</td>
</tr>
<tr>
<td>6% Extreme Programming</td>
<td>5%</td>
</tr>
<tr>
<td>6% Large Scale Scrum (LeSS)</td>
<td>6%</td>
</tr>
<tr>
<td>5% Disciplined Agile Delivery (DAD)</td>
<td>5%</td>
</tr>
<tr>
<td>5% Other</td>
<td>11%</td>
</tr>
<tr>
<td>2% Have no method or process</td>
<td>0%</td>
</tr>
</tbody>
</table>
Key Concepts To Improve In Existing Agile Teams
Metrics

**METRICS USED IN AGILE TEAMS**

- Velocity: 65%
- Iteration Burndown & Burn up Chart: 49%
- Customer & User Satisfaction: 32%
- Work-in-progress (WIP): 31%
- Cycle Time: 28%
- Planned vs. Actual Stories Per Iteration: 26%
- Business value delivered: 23%
- Estimation Accuracy: 20%
- Planned vs. Actual Release Dates: 18%
- Cumulative Flow Chart: 15%
- Product Value: 15%
- Test pass & fail over time: 14%
- Release Burndown & Burn up Chart: 14%
- Earned Value: 12%
- Scope Change in a Release: 9%
- Defects Over Time: 9%
- Budget vs. Actual Cost: 9%
- Defects into production: 9%
- Revenue: 8%
- Individual Hours per Iteration & Week: 8%
- Defect Resolution: 6%
- Other: 8%

**METRICS USED TO MEASURE AGILE TRANSFORMATION SUCCESS**
69% of Agile teams are using 2 weeks iterations in their organizations. 3, 4 and 5+ weeks iterations are the following choices for iteration lengths whereas 6% of teams do not use iterations and 2% use varying length for their iterations. The result shows the companies give more attention to cadence.
LEADERS OF ADOPTION/TRANSFORMATION IN THE COMPANY

- CIO/CTO: 41%
- Project Manager: 25%
- Software Development Manager: 12%
- IT Manager/Head of Department: 26%
- Team Lead: 17%
- VP/Director of Software Development: 9%
- CEO: 10%
- Consultant / Trainer: 17%
- Other: 14%

Agile Leaders
THE IMPEDIMENTS FOR STARTING OR EXPANDING YOUR AGILE TRANSFORMATION IN YOUR ORGANIZATION

- General Organization Resistance To Change: 51%
- Organizational Complexity: 51%
- Lack Of Skills / Experience With Agile Methods: 40%
- Lack Of Business / Customer / Product Owner Availability: 40%
- Minimal Collaboration and Knowledge Sharing: 26%
- Inadequate Management Support and Sponsorship: 25%
- Pervasiveness Of Traditional Development Methods: 25%
- Inconsistent Processes and Practices Across Teams: 22%
- Budget Constraints: 22%
<table>
<thead>
<tr>
<th>Benefit</th>
<th>% Increase</th>
<th>% Decrease</th>
<th>% No Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Visibility</td>
<td>85%</td>
<td>12%</td>
<td>3%</td>
</tr>
<tr>
<td>Team Morale</td>
<td>83%</td>
<td>11%</td>
<td>6%</td>
</tr>
<tr>
<td>Faster Adaptation to COVID-19</td>
<td>83%</td>
<td>11%</td>
<td>6%</td>
</tr>
<tr>
<td>Increased Team Productivity</td>
<td>82%</td>
<td>14%</td>
<td>4%</td>
</tr>
<tr>
<td>Ability To Manage Changing Priorities</td>
<td>80%</td>
<td>14%</td>
<td>6%</td>
</tr>
<tr>
<td>Delivery Speed / Time to Market</td>
<td>77%</td>
<td>17%</td>
<td>6%</td>
</tr>
<tr>
<td>Business / IT Alignment</td>
<td>72%</td>
<td>23%</td>
<td>5%</td>
</tr>
<tr>
<td>Managing Distributed Teams</td>
<td>68%</td>
<td>26%</td>
<td>6%</td>
</tr>
<tr>
<td>Product Maintainability</td>
<td>65%</td>
<td>32%</td>
<td>3%</td>
</tr>
<tr>
<td>Engineering Discipline</td>
<td>62%</td>
<td>35%</td>
<td>3%</td>
</tr>
<tr>
<td>Project Predictability</td>
<td>57%</td>
<td>37%</td>
<td>6%</td>
</tr>
<tr>
<td>Project Cost Reduction</td>
<td>57%</td>
<td>32%</td>
<td>11%</td>
</tr>
<tr>
<td>Product Quality</td>
<td>55%</td>
<td>39%</td>
<td>6%</td>
</tr>
<tr>
<td>Project Risk Reduction</td>
<td>54%</td>
<td>40%</td>
<td>6%</td>
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Established in 2008, as a nonprofit organization, Agile Turkey aims to enhance IT project success in the Turkish market by expanding the world wide proven Agile Methodologies usage in the market.