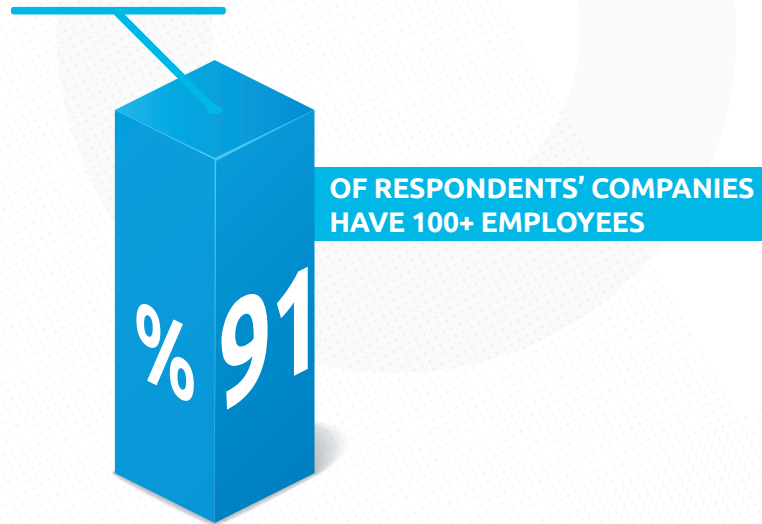# 9th Annual Agility Report

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.
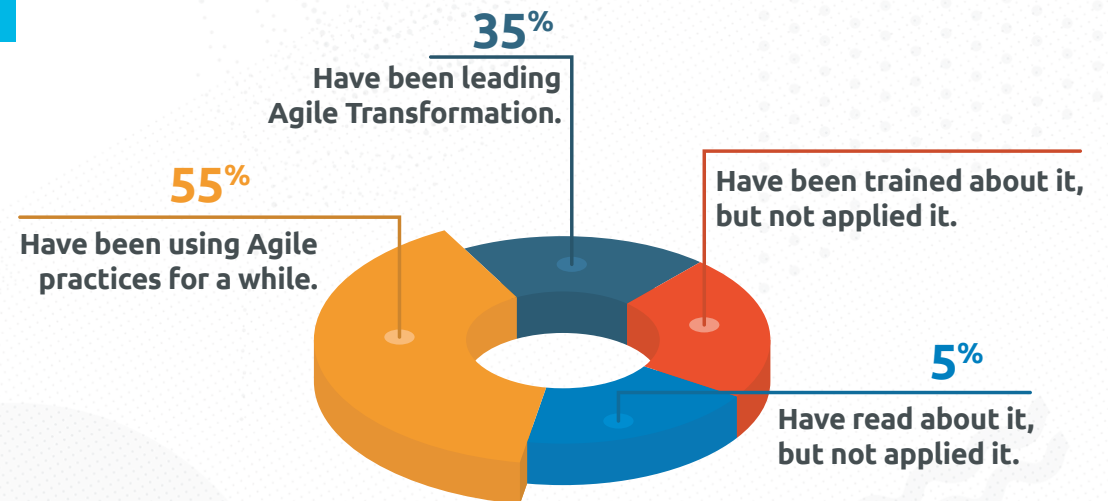
NUMBER OF EMPLOYEES WORKING FOR THE COMPANY

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.

Have been trained about it, but not applied it.

5%
Have read about it, but not applied it.

SECTORS OF THE COMPANIES

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%
Other	5%
Consultant / Trainer	2%
HR Professional	2%
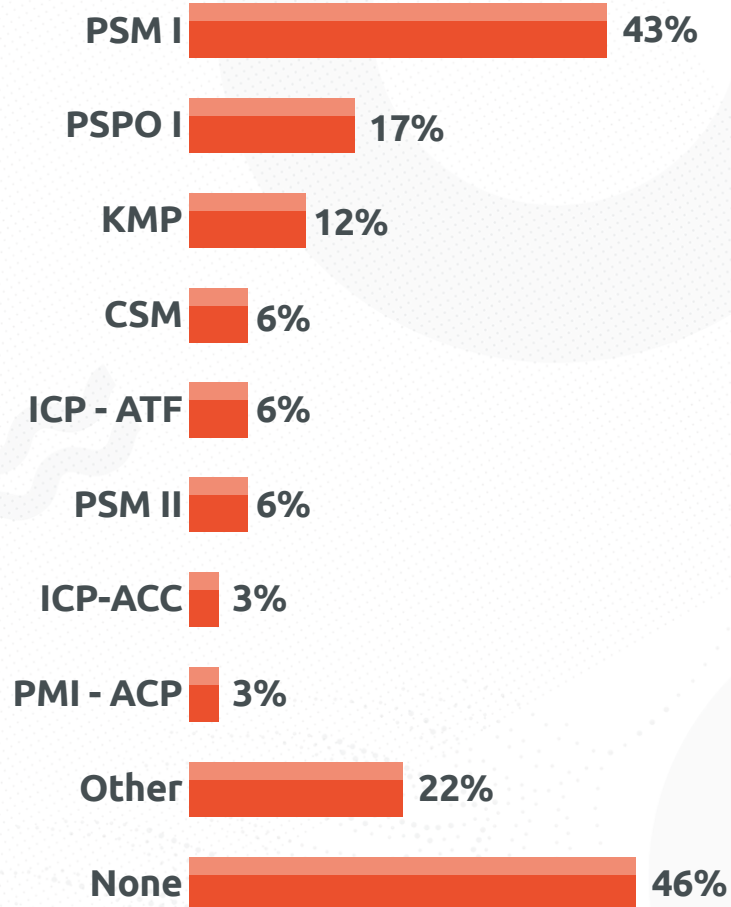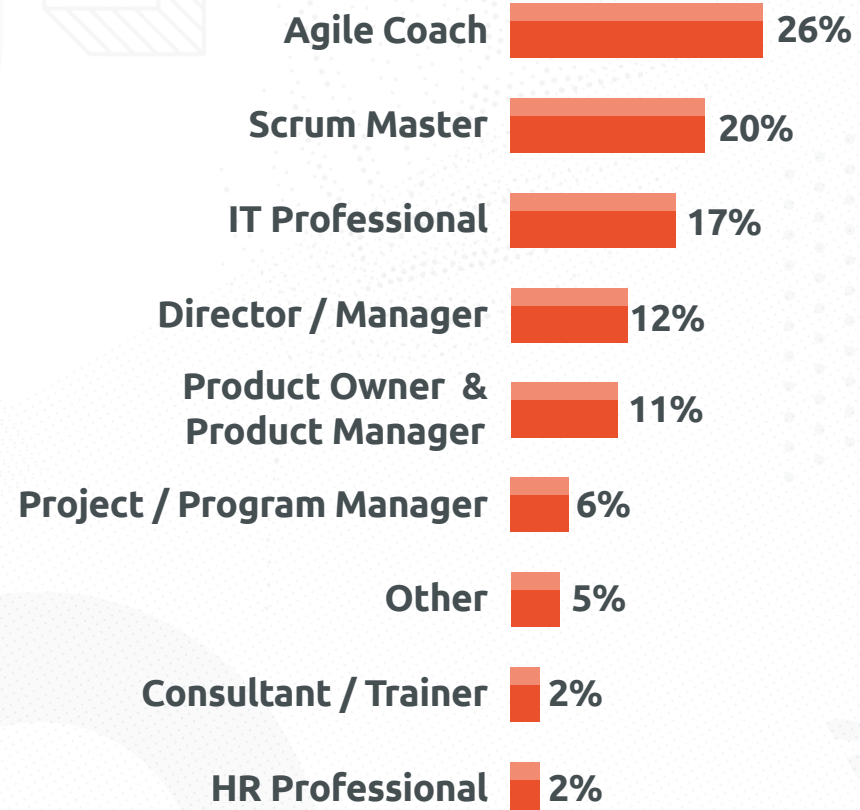
COMPANY AGILE EXPERIENCE

COMPANY AGILE EXPERIENCE DETAIL
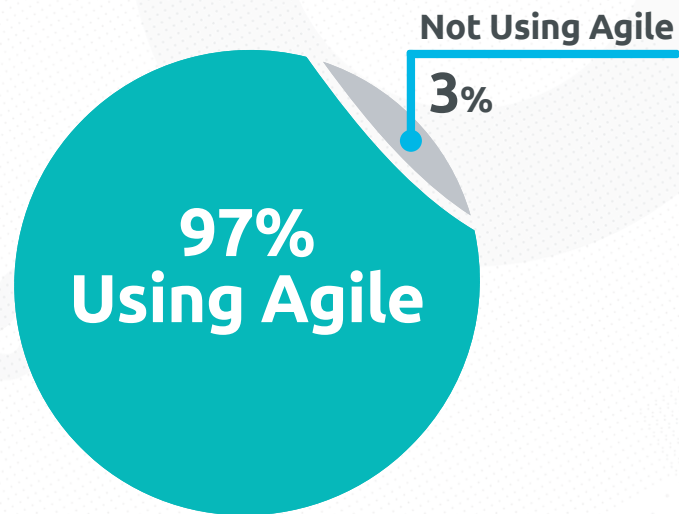
97% of the respondents' companies are using Agile approaches

2020

Not Using Agile
3%

**97%
Using Agile**

NOT USING AGILE **7**%

LESS THAN 1 YEAR **17**%

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

1-2 YEARS **29**%

2-5 YEARS **42**%

5 YEARS OR MORE **9**%

2019

Not Using Agile
6%

**94%
Using Agile**

NOT USING AGILE **7**%

LESS THAN 1 YEAR **18**%

75% of the respondents' companies are using Agile approaches for more than 1 years

1-2 YEARS **24**%

2-5 YEARS **35**%

5 YEARS OR MORE **16**%
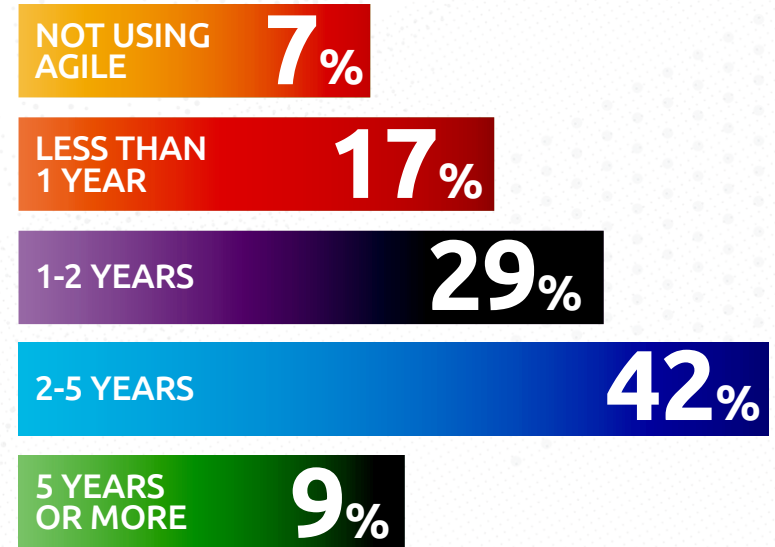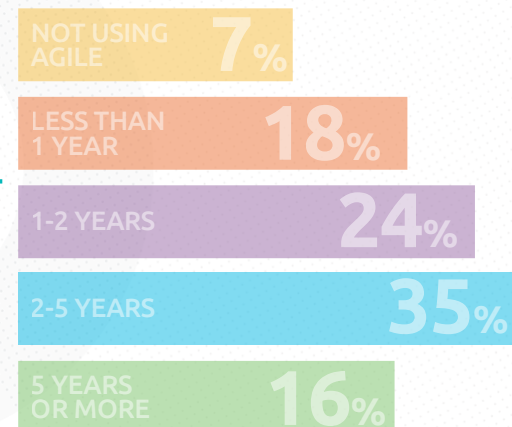
PERCENTAGE OF COMPANY WORKED WITH AGILE APPROACHES

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**%
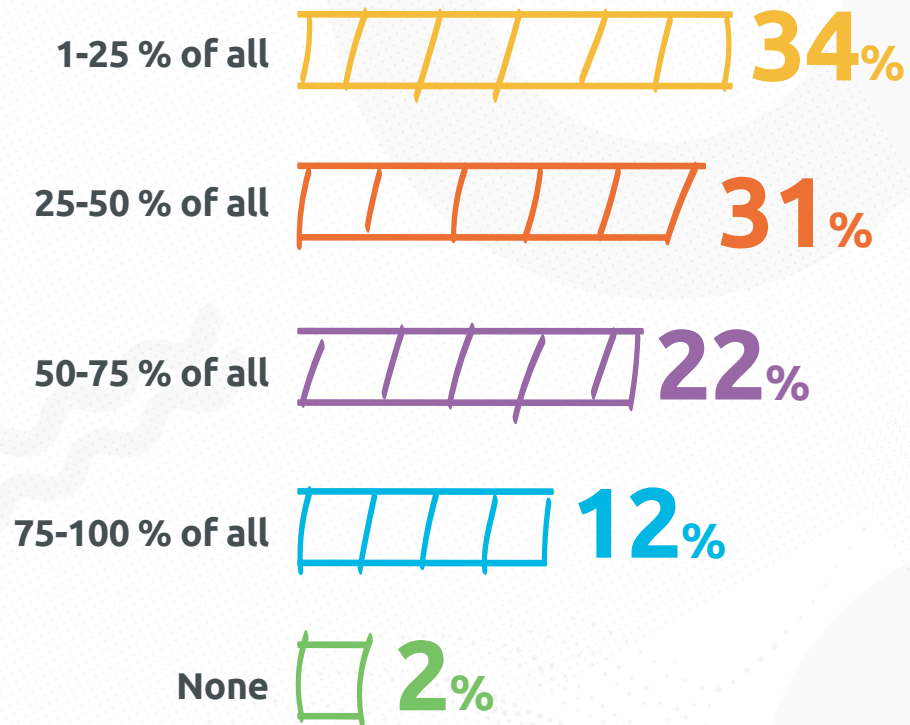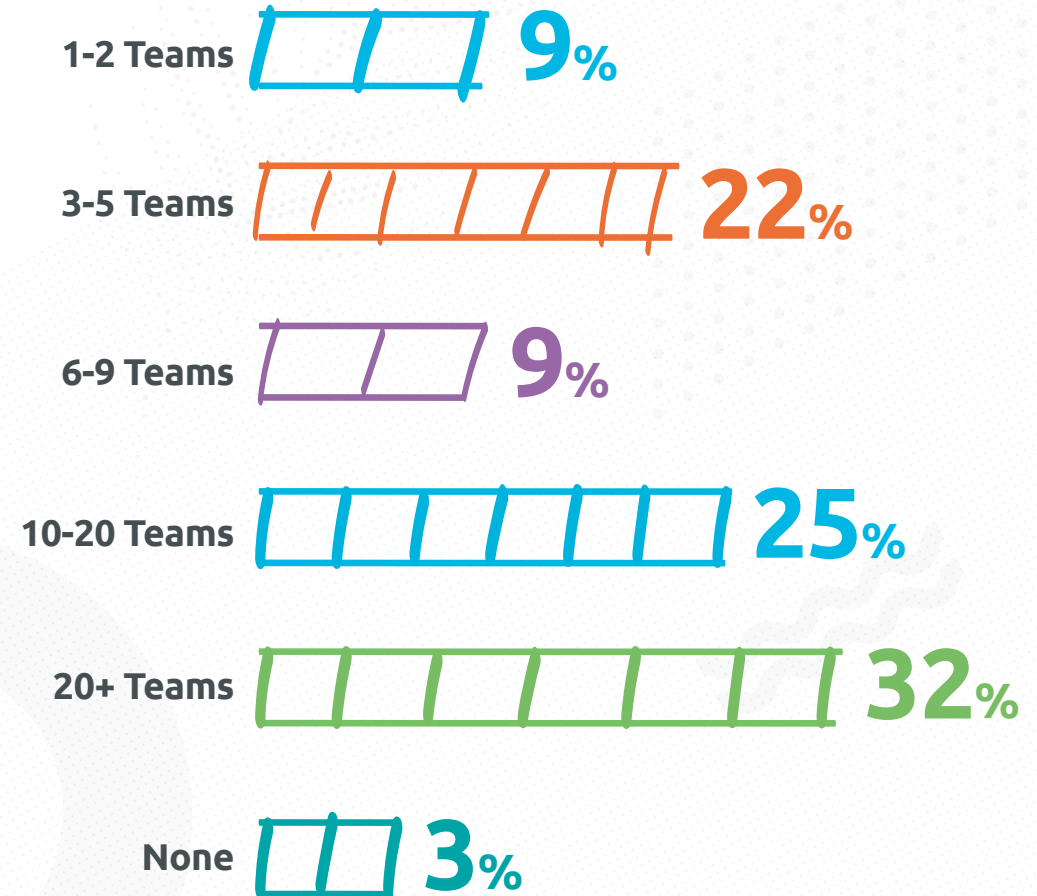
Approaches In Organizations

APPROACHES USED IN ORGANIZATION		APPROACHES ORGANIZATIONS PLAN TO KEEP USING AND PLAN TO START
92%	Scrum	63%
60%	Kanban	46%
35%	Waterfall	15%
18%	ScrumBan	15%
17%	Scrum of Scrums	14%
14%	Lean Management / Approaches	8%
11%	Have a custom method or process	8%
8%	Nexus	11%
8%	Scaled Agile Framework® (SAFe®)	22%
8%	Spotify Model	12%
6%	Extreme Programming	5%
6%	Large Scale Scrum (LeSS)	6%
5%	Disciplined Agile Delivery (DAD)	5%
5%	Other	11%
2%	Have no method or process	0%

Key Concepts To Improve In Existing Agile Teams

Metrics

METRICS USED IN AGILE TEAMS

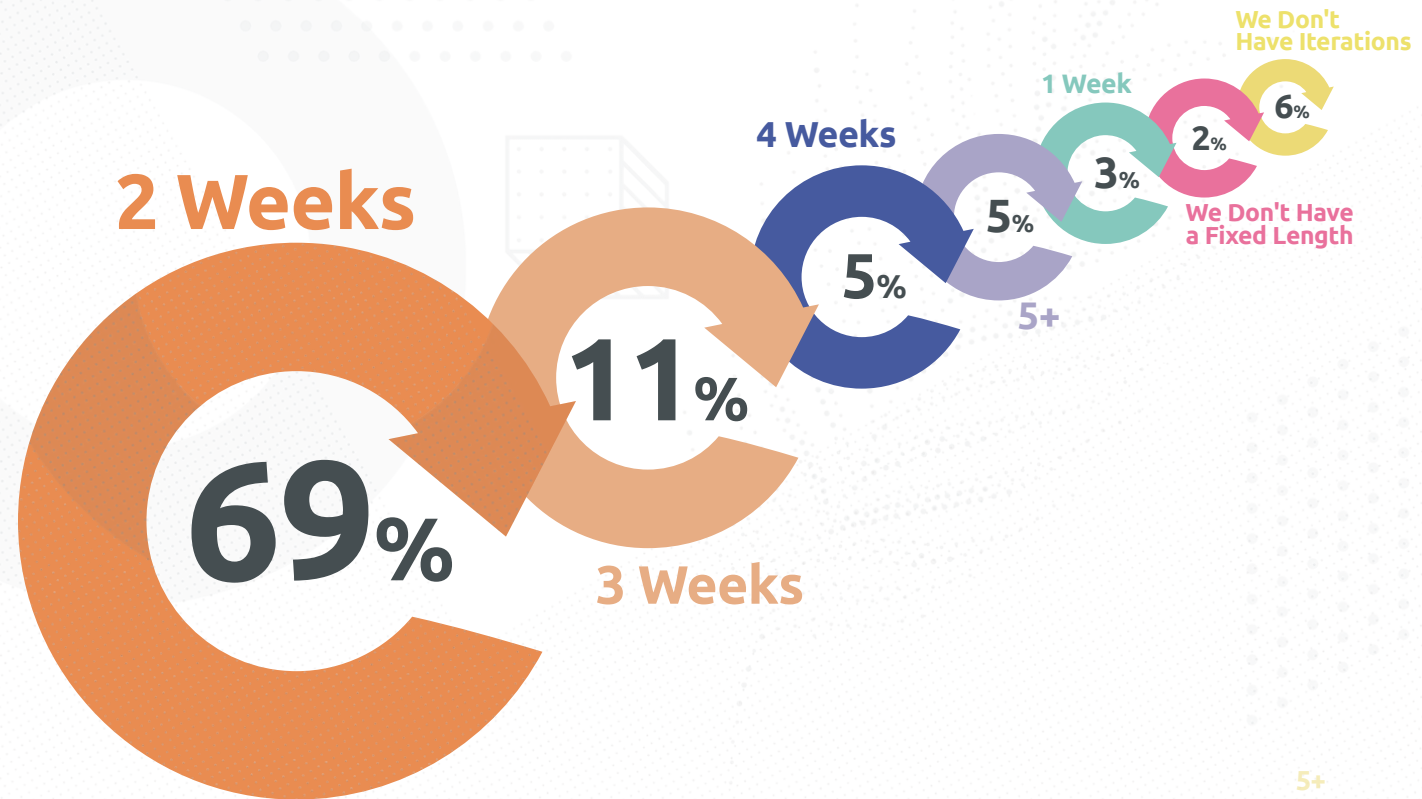| Metric	%
Velocity	65%
Iteration Burndown & Burn up Chart	49%
Customer & User Satisfaction	32%
Work-in-progress (WIP)	31%
Cycle Time	28%
Planned vs. Actual Stories Per Iteration	26%
Business value delivered	23%
Estimation Accuracy	20%
Planned vs. Actual Release Dates	18%
Cumulative Flow Chart	15%
Product 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

Length of Iterations Used in Agile Teams

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.

2020

2 Weeks
69%

11%
3 Weeks

4 Weeks
5%

5%
5+

1 Week
3%

2%
We Don't Have a Fixed Length

We Don't Have Iterations
6%

2019

2 Weeks
77%

11%
3 Weeks

4 Weeks
3%

2%
We Don't Have a Fixed Length

1 Week
2%

4%
We Don't Have Iterations

5+
1%
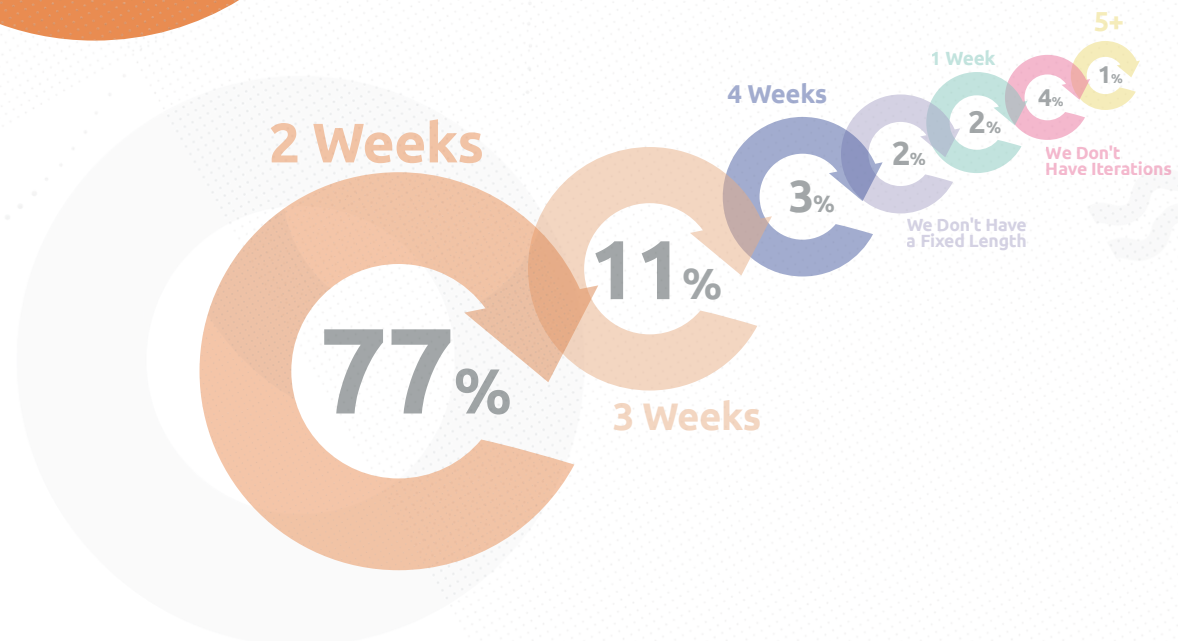
LEADERS OF ADOPTION/TRANSFORMATION IN THE COMPANY

LEADERS OF ADOPTION/TRANSFORMATION IN THE COMPANY

Role	Percentage
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%
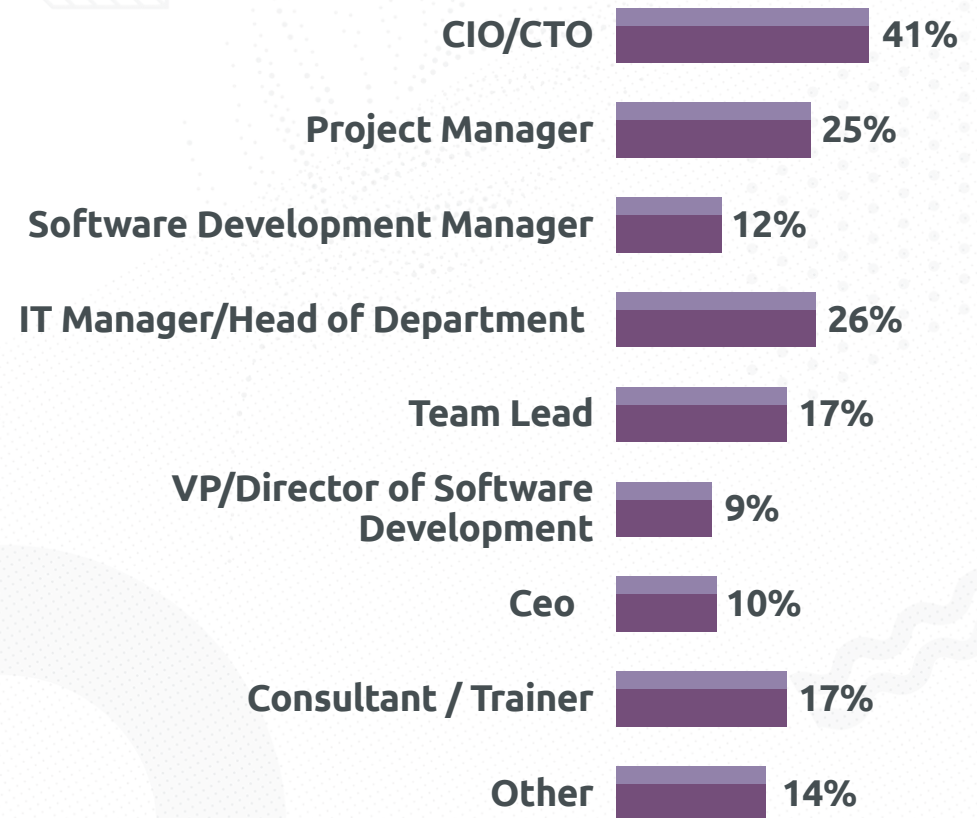
THE IMPEDIMENTS FOR STARTING OR EXPANDING YOUR AGILE TRANSFORMATION IN YOUR ORGANIZATION

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%

Benefits Adopting Agile

Benefit	Agree	Neutral	Disagree
Project Visibility	85%	12%	3%
Team Morale	83%	11%	6%
Faster Adaptation to COVID-19	83%	11%	6%
Increased Team Productivity	82%	14%	4%
Ability To Manage Changing Priorities	80%	14%	6%
Delivery Speed / Time to Market	77%	17%	6%
Business / IT Alignment	72%	23%	5%
Managing Distributed Teams	68%	26%	6%
Product Maintainability	65%	32%	3%
Engineering Discipline	62%	35%	3%
Project Predictability	57%	37%	6%
Project Cost Reduction	57%	32%	11%
Product Quality	55%	39%	6%
Project Risk Reduction	54%	40%	6%

ABOUT AGILE TURKEY

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 Methodolohies usage in the market.

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