



survey title:

Agile Practices and Principles Survey 2008 [Edit Title](#)

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Response Summary

Total Started Survey: 337
Total Completed Survey: 248 (73.6%)

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Page: **Who Are You?**

1. Which best describes your current position?

	Response Percent	Response Count
Business Stakeholder <input type="checkbox"/>	2.7%	9
Data Professional <input type="checkbox"/>	2.1%	7
Developer <input checked="" type="checkbox"/>	36.9%	124
IT Management <input type="checkbox"/>	17.9%	60
Modeler (BA ...) <input type="checkbox"/>	3.9%	13
Operations/Support Staff <input type="checkbox"/>	0.9%	3
Project Manager <input type="checkbox"/>	19.0%	64
Quality Assurance/Tester <input type="checkbox"/>	4.5%	15
Other <input type="checkbox"/>	12.2%	41
answered question		336
skipped question		1

2. How many years of experience in IT do you have?

	Response Percent	Response Count
None <input type="checkbox"/>	0.3%	1
Less than 2 years <input type="checkbox"/>	3.6%	12
3 to 5 years <input type="checkbox"/>	9.8%	33
6 to 10 years <input type="checkbox"/>	27.1%	91
11 to 20 years <input checked="" type="checkbox"/>	42.0%	141
21+ years <input type="checkbox"/>	17.3%	58
answered question		336
skipped question		1

3. What is the total number of people in your organization?

	Response Percent	Response Count
1 to 10 <input type="checkbox"/>	13.4%	45

11 to 100	<input type="text"/>	28.9%	97
101 to 1000	<input type="text"/>	26.5%	89
1,001 to 10,000	<input type="text"/>	18.5%	62
10,001 to 100,000	<input type="text"/>	9.2%	31
Over 100,000	<input type="text"/>	3.6%	12
		answered question	336
		skipped question	1

4. Where are you based?

		Response Percent	Response Count
North America	<input type="text"/>	57.3%	192
Europe	<input type="text"/>	22.7%	76
Asia	<input type="text"/>	7.2%	24
South & Central America	<input type="text"/>	8.1%	27
Australia & New Zealand	<input type="text"/>	2.7%	9
Africa	<input type="text"/>	2.1%	7
		answered question	335
		skipped question	2

5. Which sector is your organization primarily in?

		Response Percent	Response Count
Agricultural	<input type="text"/>	1.2%	4
Distribution	<input type="text"/>	0.6%	2
Financial	<input type="text"/>	13.7%	46
Government	<input type="text"/>	4.2%	14
IT Services	<input type="text"/>	21.1%	71
Manufacturing	<input type="text"/>	4.2%	14
Mining		0.0%	0
Real Estate	<input type="text"/>	0.3%	1
Retail	<input type="text"/>	1.5%	5
Software	<input type="text"/>	33.0%	111
Transportation	<input type="text"/>	1.8%	6
Utilities (Electric, ...)	<input type="text"/>	1.8%	6
Other	<input type="text"/>	16.7%	56
		answered question	336
		skipped question	1

6. How many years has your organization been doing agile?

		Response Percent	Response Count
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We have no agile experience	<input type="checkbox"/>	9.2%	31
Less than 1 year	<input type="checkbox"/>	31.0%	104
1 to 2 years	<input type="checkbox"/>	34.5%	116
3 to 5 years	<input type="checkbox"/>	17.9%	60
6 to 10 year	<input type="checkbox"/>	6.0%	20
11+ years	<input type="checkbox"/>	1.5%	5
answered question			336
skipped question			1

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Page: Agile Practices

7. For each of the following management practices, please indicate how commonly they are practiced on your agile software development projects.

	Very Common	Common	Sometimes	Not Common	Very Uncommon	Never	Don't Know	Response Count
Burndown Chart	41.8% (102)	17.2% (42)	14.8% (36)	4.9% (12)	5.7% (14)	12.3% (30)	3.3% (8)	244
Daily Scrum Meeting	63.5% (155)	16.4% (40)	9.4% (23)	4.5% (11)	2.5% (6)	3.3% (8)	0.4% (1)	244
High-Level Release Planning	29.5% (72)	31.6% (77)	26.2% (64)	7.0% (17)	2.0% (5)	2.9% (7)	0.8% (2)	244
Iteration/Sprint Planning	57.8% (141)	25.4% (62)	9.8% (24)	3.7% (9)	0.0% (0)	2.0% (5)	1.2% (3)	244
Prioritized Worklist	44.7% (109)	32.8% (80)	12.7% (31)	5.7% (14)	1.6% (4)	0.8% (2)	1.6% (4)	244
One Product Owner/Customer	27.0% (66)	25.8% (63)	24.2% (59)	10.2% (25)	8.6% (21)	1.6% (4)	2.5% (6)	244
Produce Potentially Shippable Software Each Iteration/Sprint	25.4% (62)	26.6% (65)	25.8% (63)	12.7% (31)	6.1% (15)	2.0% (5)	1.2% (3)	244
Retrospectives	36.5% (89)	24.6% (60)	16.4% (40)	8.6% (21)	8.2% (20)	3.7% (9)	2.0% (5)	244
Status Reports	21.3% (52)	26.2% (64)	23.8% (58)	13.9% (34)	3.7% (9)	5.7% (14)	5.3% (13)	244
Story Board with Task Breakdowns	29.5% (72)	18.4% (45)	20.5% (50)	13.5% (33)	8.6% (21)	8.2% (20)	1.2% (3)	244
answered question								244
skipped question								93

8. For each of the following development practices, please indicate how commonly they are practiced on your agile software development projects.

	Very Common	Common	Sometimes	Not Common	Very Uncommon	Never	Don't Know	Response Count
Collective Code Ownership	34.4% (84)	23.8% (58)	20.5% (50)	11.5% (28)	3.7% (9)	2.9% (7)	3.3% (8)	244
Follow Coding Standards	27.0% (66)	37.3% (91)	22.5% (55)	5.3% (13)	4.1% (10)	1.2% (3)	2.5% (6)	244
Follow Database Standards	21.7% (53)	33.2% (81)	18.4% (45)	9.4% (23)	3.3% (8)	2.5% (6)	11.5% (28)	244

Follow User Interface Standards	17.6% (43)	32.8% (80)	29.9% (73)	9.4% (23)	2.9% (7)	2.5% (6)	4.9% (12)	244
Pair Programming	9.4% (23)	11.1% (27)	28.3% (69)	15.6% (38)	20.1% (49)	13.1% (32)	2.5% (6)	244
								answered question 244
								skipped question 93

9. For each of the following quality practices, please indicate how commonly they are practiced on your agile software development projects.

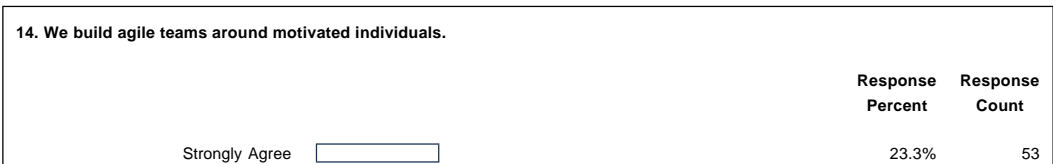
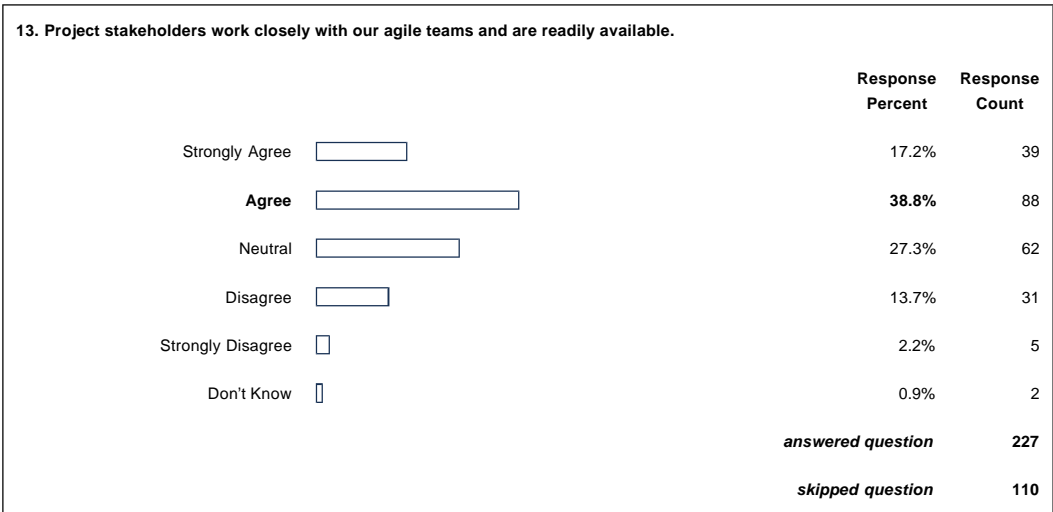
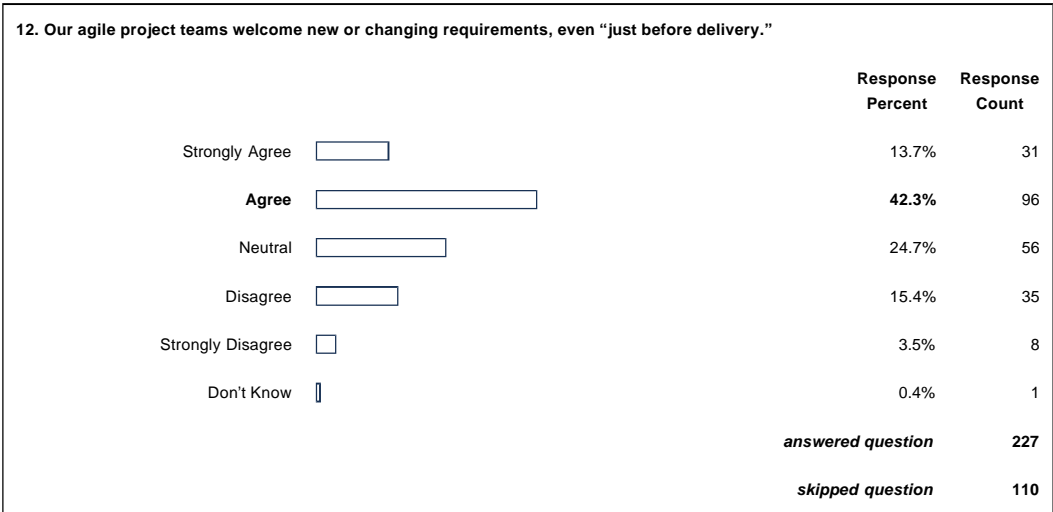
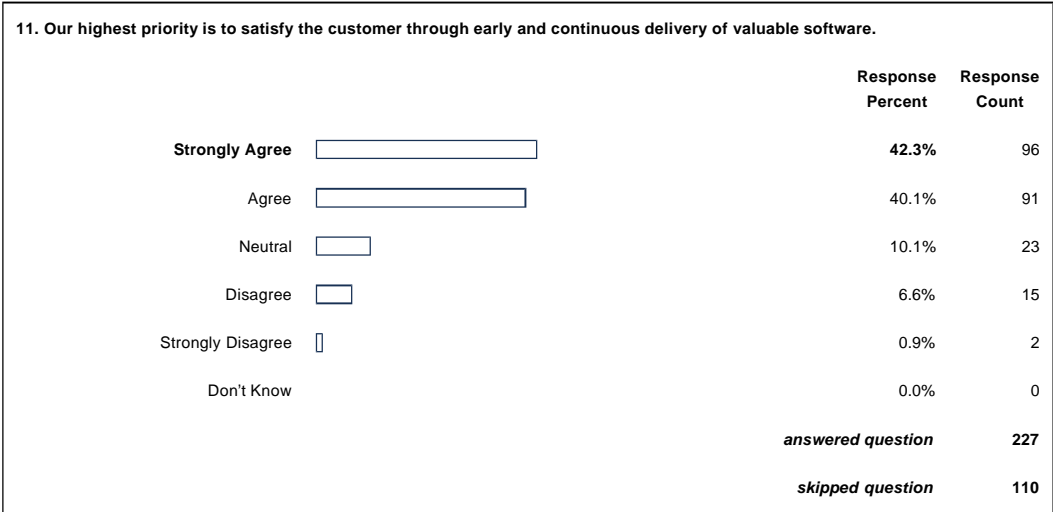
	Very Common	Common	Sometimes	Not Common	Very Uncommon	Never	Don't Know	Response Count
Automated Acceptance Testing	11.5% (28)	13.5% (33)	29.9% (73)	18.0% (44)	7.8% (19)	17.2% (42)	2.0% (5)	244
Automated Developer Testing	23.0% (56)	25.0% (61)	24.6% (60)	15.6% (38)	3.7% (9)	6.1% (15)	2.0% (5)	244
Code Refactoring	23.8% (58)	29.1% (71)	28.3% (69)	9.4% (23)	4.9% (12)	1.2% (3)	3.3% (8)	244
Continuous Integration	36.5% (89)	22.1% (54)	21.7% (53)	10.7% (26)	2.0% (5)	5.3% (13)	1.6% (4)	244
Database Refactoring	8.6% (21)	14.8% (36)	27.5% (67)	18.9% (46)	10.7% (26)	4.5% (11)	15.2% (37)	244
Database Regression Testing	7.4% (18)	13.9% (34)	20.5% (50)	22.5% (55)	9.8% (24)	9.8% (24)	16.0% (39)	244
Test-Driven Development (TDD)	15.2% (37)	18.9% (46)	26.6% (65)	18.9% (46)	8.2% (20)	9.8% (24)	2.5% (6)	244
User Interface Refactoring	9.8% (24)	18.4% (45)	26.6% (65)	19.7% (48)	9.8% (24)	6.1% (15)	9.4% (23)	244
User Interface Testing	22.1% (54)	32.8% (80)	21.7% (53)	11.9% (29)	5.7% (14)	2.5% (6)	3.3% (8)	244
								answered question 244
								skipped question 93

10. For each of the following modeling and documentation practices, please indicate how commonly they are practiced on your agile software development projects.

	Very Common	Common	Sometimes	Not Common	Very Uncommon	Never	Don't Know	Response Count
Active Stakeholder Participation	23.4% (57)	34.0% (83)	27.9% (68)	8.6% (21)	3.3% (8)	1.6% (4)	1.2% (3)	244
Documentation Treated as a Requirement	16.0% (39)	23.4% (57)	27.5% (67)	18.4% (45)	4.5% (11)	7.4% (18)	2.9% (7)	244
Executable Specifications	6.6% (16)	16.8% (41)	19.7% (48)	21.7% (53)	12.3% (30)	15.6% (38)	7.4% (18)	244
Initial Architecture Envisioning	13.1% (32)	33.6% (82)	29.1% (71)	13.1% (32)	2.5% (6)	2.9% (7)	5.7% (14)	244
Initial Requirements Envisioning	13.5% (33)	38.5% (94)	25.0% (61)	10.2% (25)	2.9% (7)	3.3% (8)	6.6% (16)	244
Just In Time (JIT) Model Storming	7.8% (19)	18.9% (46)	17.6% (43)	16.0% (39)	7.8% (19)	13.5% (33)	18.4% (45)	244
								answered question 244
								skipped question 93

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Page: Agile Principles



Agree		43.2%	98
Neutral		18.9%	43
Disagree		11.9%	27
Strongly Disagree		1.8%	4
Don't Know		0.9%	2
		answered question	227
		skipped question	110

15. Our agile teams are provided with the environment and support that they need to succeed.

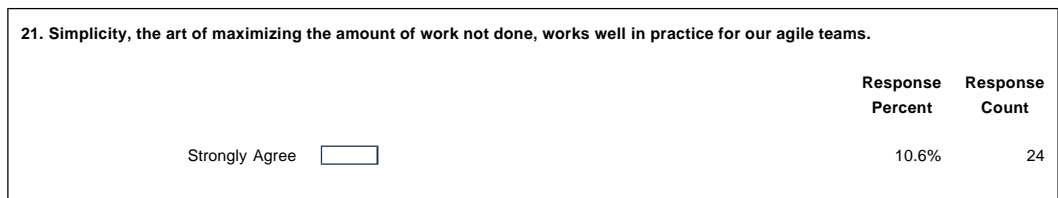
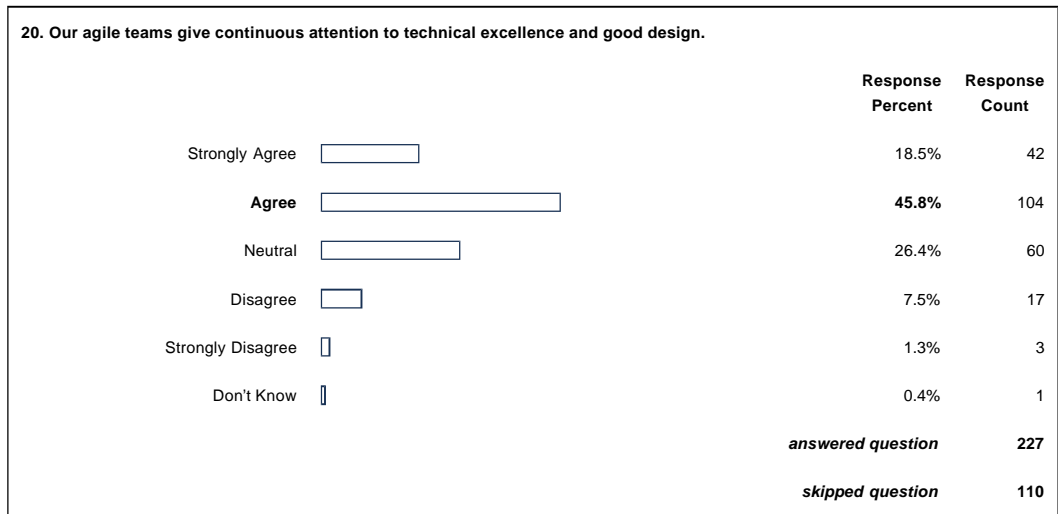
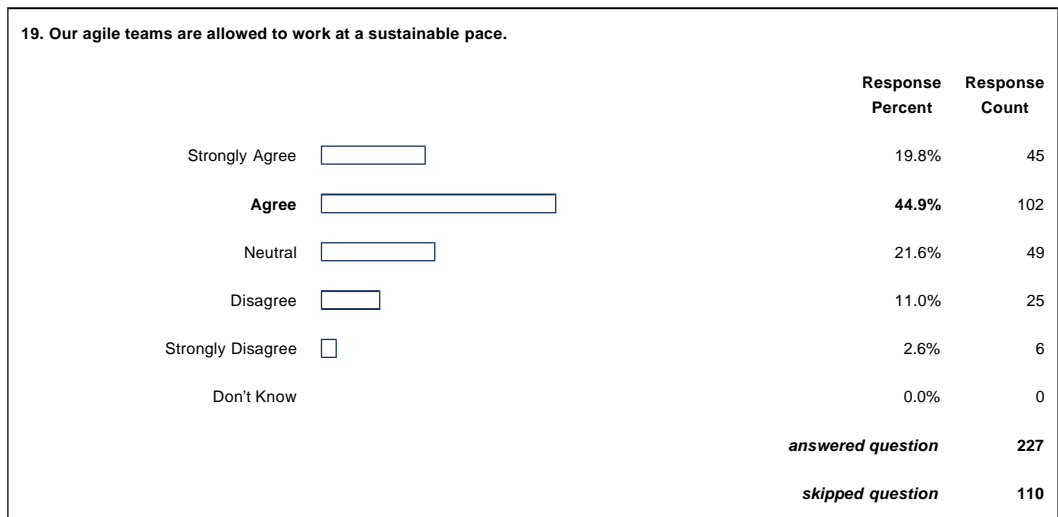
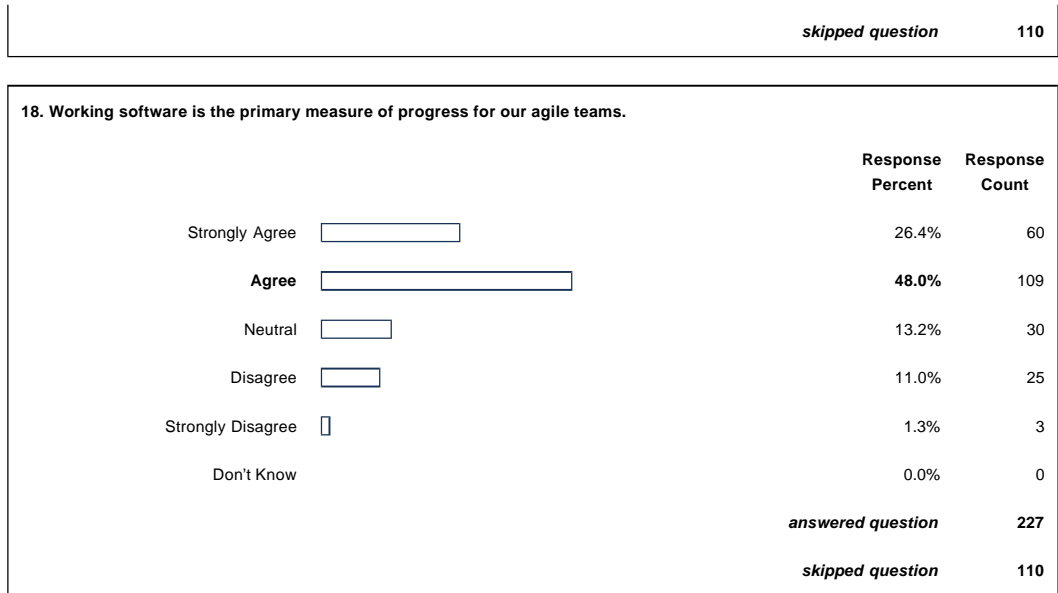
		Response Percent	Response Count
Strongly Agree		15.9%	36
Agree		41.9%	95
Neutral		27.8%	63
Disagree		11.5%	26
Strongly Disagree		3.1%	7
Don't Know		0.0%	0
		answered question	227
		skipped question	110

16. Our agile teams are trusted to get the job done.

		Response Percent	Response Count
Strongly Agree		21.6%	49
Agree		48.0%	109
Neutral		18.5%	42
Disagree		10.1%	23
Strongly Disagree		1.8%	4
Don't Know		0.0%	0
		answered question	227
		skipped question	110

17. Our agile teams are self-organizing.

		Response Percent	Response Count
Strongly Agree		17.6%	40
Agree		39.6%	90
Neutral		26.9%	61
Disagree		11.5%	26
Strongly Disagree		4.4%	10
Don't Know		0.0%	0
		answered question	227



Agree	<input type="text"/>	27.8%	63
Neutral	<input type="text"/>	37.4%	85
Disagree	<input type="text"/>	17.2%	39
Strongly Disagree	<input type="text"/>	1.8%	4
Don't Know	<input type="text"/>	5.3%	12
		answered question	227
		skipped question	110

22. We do some initial requirements modeling at the beginning of agile projects for scoping and planning purposes.

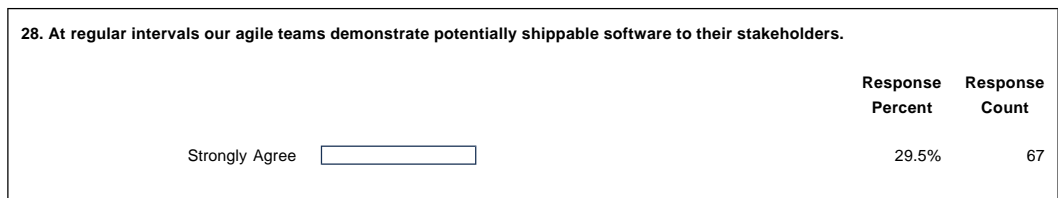
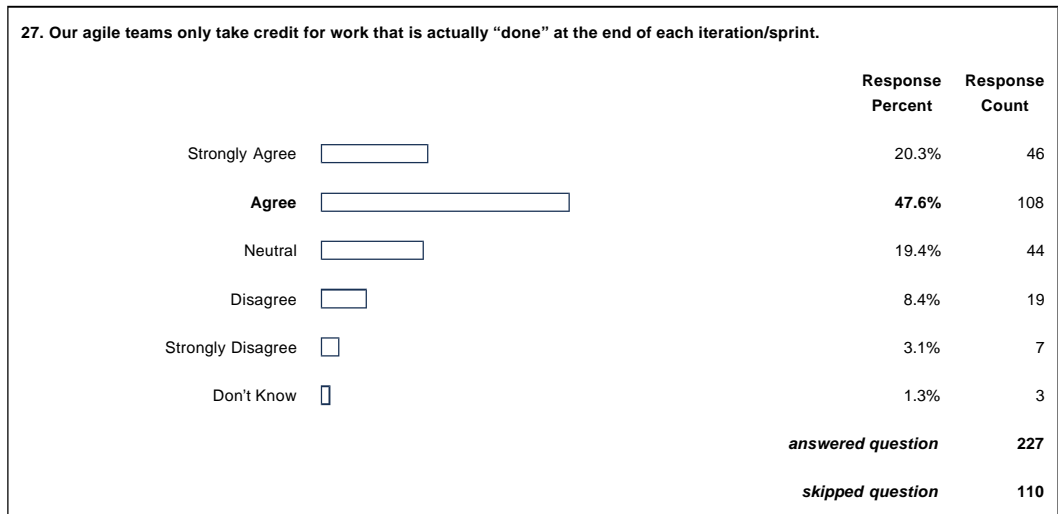
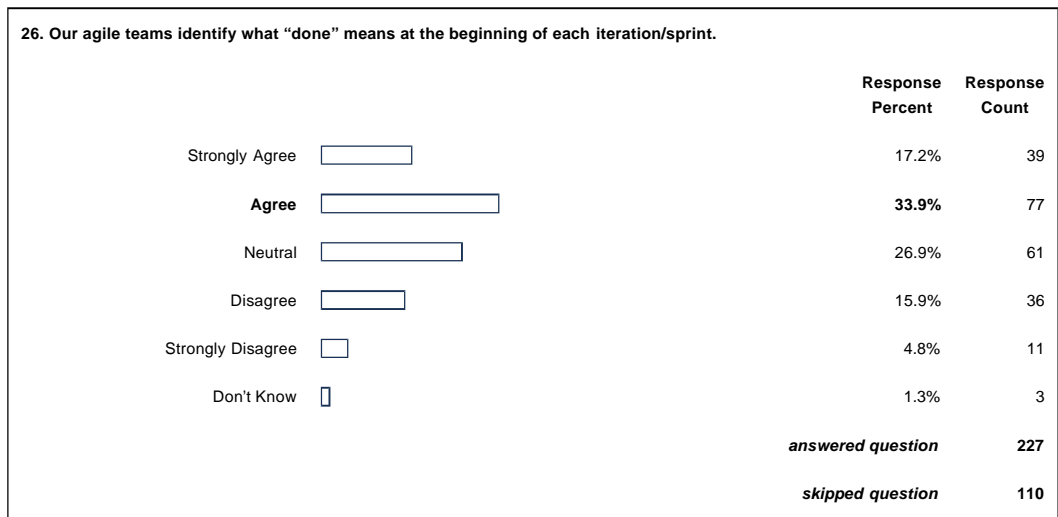
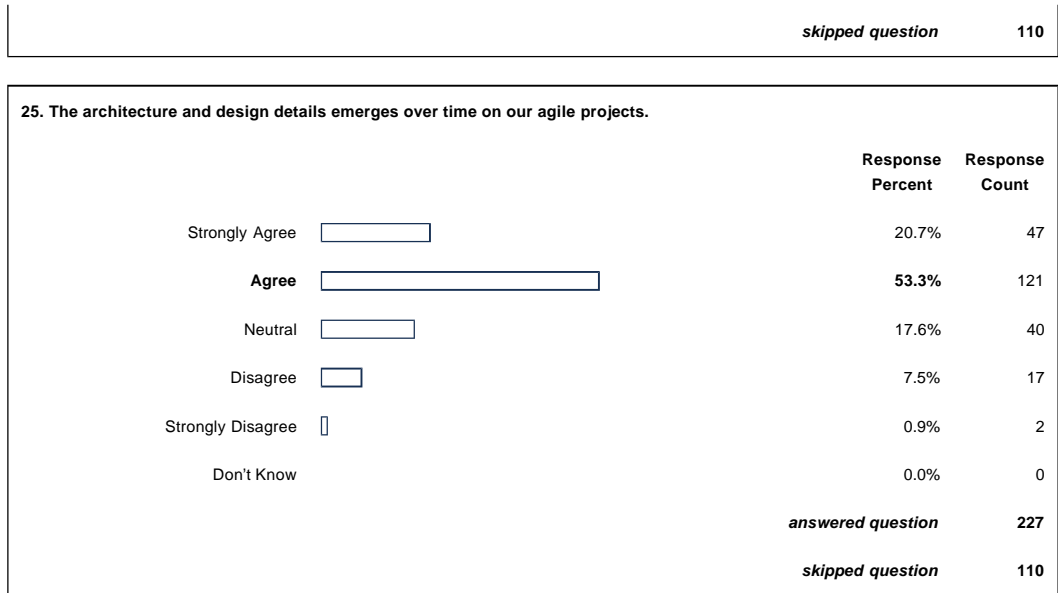
		Response Percent	Response Count
Strongly Agree	<input type="text"/>	16.3%	37
Agree	<input type="text"/>	55.1%	125
Neutral	<input type="text"/>	16.3%	37
Disagree	<input type="text"/>	7.9%	18
Strongly Disagree	<input type="text"/>	2.2%	5
Don't Know	<input type="text"/>	2.2%	5
		answered question	227
		skipped question	110

23. The requirement details emerge over time on our agile projects.

		Response Percent	Response Count
Strongly Agree	<input type="text"/>	26.9%	61
Agree	<input type="text"/>	50.7%	115
Neutral	<input type="text"/>	15.0%	34
Disagree	<input type="text"/>	6.2%	14
Strongly Disagree	<input type="text"/>	0.9%	2
Don't Know	<input type="text"/>	0.4%	1
		answered question	227
		skipped question	110

24. We do some initial architecture modeling at the beginning of agile projects to get going in the right technical direction.

		Response Percent	Response Count
Strongly Agree	<input type="text"/>	18.1%	41
Agree	<input type="text"/>	54.2%	123
Neutral	<input type="text"/>	18.9%	43
Disagree	<input type="text"/>	6.6%	15
Strongly Disagree	<input type="text"/>	1.8%	4
Don't Know	<input type="text"/>	0.4%	1
		answered question	227



Agree	<input type="checkbox"/>	45.8%	104
Neutral	<input type="checkbox"/>	15.0%	34
Disagree	<input type="checkbox"/>	7.9%	18
Strongly Disagree	<input type="checkbox"/>	0.9%	2
Don't Know	<input type="checkbox"/>	0.9%	2
		answered question	227
		skipped question	110

29. Our agile teams have an understanding of the correct balance of documentation or other artifacts for delivery.

		Response Percent	Response Count
Strongly Agree	<input type="checkbox"/>	10.1%	23
Agree	<input type="checkbox"/>	36.6%	83
Neutral	<input type="checkbox"/>	31.3%	71
Disagree	<input type="checkbox"/>	16.3%	37
Strongly Disagree	<input type="checkbox"/>	4.4%	10
Don't Know	<input type="checkbox"/>	1.3%	3
		answered question	227
		skipped question	110

30. At regular intervals the team reflects on how to become more effective in future iterations/sprints.

		Response Percent	Response Count
Strongly Agree	<input type="checkbox"/>	24.2%	55
Agree	<input type="checkbox"/>	42.7%	97
Neutral	<input type="checkbox"/>	16.7%	38
Disagree	<input type="checkbox"/>	11.5%	26
Strongly Disagree	<input type="checkbox"/>	4.0%	9
Don't Know	<input type="checkbox"/>	0.9%	2
		answered question	227
		skipped question	110

31. The team actually adjusts its behavior in the next iteration/sprint by focusing on the highest priority item(s).

		Response Percent	Response Count
Strongly Agree	<input type="checkbox"/>	20.7%	47
Agree	<input type="checkbox"/>	48.9%	111
Neutral	<input type="checkbox"/>	19.4%	44
Disagree	<input type="checkbox"/>	7.5%	17
Strongly Disagree	<input type="checkbox"/>	2.6%	6
Don't Know	<input type="checkbox"/>	0.9%	2
		answered question	227

skipped question 110

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Page: Communication

32. We find the following strategies for conveying information WITHIN THE TEAM to be:

	Very Effective	Effective	Neutral	Ineffective	Very Ineffective	Don't Know	Response Count
Face-to-face (F2F) communication	67.0% (148)	29.0% (64)	3.2% (7)	0.5% (1)	0.0% (0)	0.5% (1)	221
F2F at a Whiteboard	67.3% (148)	25.9% (57)	4.5% (10)	0.0% (0)	0.5% (1)	1.8% (4)	220
Detailed documentation	1.4% (3)	19.1% (42)	38.2% (84)	29.1% (64)	9.5% (21)	2.7% (6)	220
Email	3.6% (8)	36.4% (80)	41.4% (91)	16.4% (36)	2.3% (5)	0.0% (0)	220
Overview documentation	7.3% (16)	50.0% (110)	25.5% (56)	9.1% (20)	2.3% (5)	5.9% (13)	220
Overview diagrams	11.4% (25)	62.7% (138)	16.8% (37)	3.2% (7)	1.8% (4)	4.1% (9)	220
Online Chat	12.3% (27)	42.9% (94)	23.7% (52)	6.8% (15)	1.8% (4)	12.3% (27)	219
Teleconference Calls	8.2% (18)	36.8% (81)	20.5% (45)	13.2% (29)	3.2% (7)	18.2% (40)	220
Videoconferencing	6.4% (14)	16.1% (35)	19.7% (43)	6.0% (13)	2.8% (6)	49.1% (107)	218
							answered question 221
							skipped question 116

33. We find the following strategies for conveying information WITH OUR STAKEHOLDERS to be:

	Very Effective	Effective	Neutral	Ineffective	Very Ineffective	Don't Know	Response Count
Face-to-face (F2F) communication	60.5% (133)	30.9% (68)	3.6% (8)	1.8% (4)	0.0% (0)	3.2% (7)	220
F2F at a Whiteboard	43.8% (95)	31.3% (68)	11.1% (24)	2.8% (6)	0.9% (2)	10.1% (22)	217
Detailed documentation	4.1% (9)	22.4% (49)	29.7% (65)	27.4% (60)	10.0% (22)	6.4% (14)	219
Email	6.4% (14)	42.9% (94)	30.6% (67)	16.4% (36)	2.3% (5)	1.4% (3)	219
Overview documentation	10.0% (22)	43.4% (95)	22.8% (50)	10.0% (22)	1.8% (4)	11.9% (26)	219
Overview diagrams	12.3% (27)	42.5% (93)	20.5% (45)	10.5% (23)	2.3% (5)	11.9% (26)	219
Online Chat	2.7% (6)	16.9% (37)	25.1% (55)	17.4% (38)	5.5% (12)	32.4% (71)	219
Teleconference Calls	6.4% (14)	35.5% (78)	25.0% (55)	10.5% (23)	2.3% (5)	20.5% (45)	220
Videoconferencing	5.9% (13)	17.8% (39)	19.2% (42)	6.4% (14)	0.5% (1)	50.2% (110)	219
							answered question 221
							skipped question 116