

Scott Ambler's State of the IT Union Survey (June 2012)

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Response Summary

Total Started Survey: 113
Total Finished Survey: 89 (78.8%)

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PAGE: WHO ARE YOU?

1. Position: Which best describes your position?

[Create Chart](#) [Download](#)

	Response Percent	Response Count
Business Stakeholder	1.8%	2
Consultant	16.8%	19
Data Professional	0.0%	0
Developer	15.0%	17
Operations/Support	1.8%	2
IT Manager	12.4%	14
Modeler (Analyst/Designer/Architect)	12.4%	14
Project Manager	8.8%	10
QA/Test	0.9%	1
Team Lead/Scrum Master	18.6%	21
Other	11.5%	13

answered question 113

skipped question 0

2. Experience: How many years of work experience in IT/systems do you have?

[Create Chart](#) [Download](#)

	Response Percent	Response Count
None	0.0%	0
Less than 2 years	0.9%	1
2 to 5 years	4.4%	5
5 to 10 years	14.2%	16
10 to 20 years	46.9%	53
20+ years	33.6%	38

answered question 113

skipped question 0

3. Organization size: Total number of people in the organization? [Create Chart](#) [Download](#)

	Response Percent	Response Count
1 to 10	8.0%	9
11 to 50	7.1%	8
51 to 100	5.3%	6
101 to 500	19.5%	22
501 to 1,000	3.5%	4
1,001 to 5,000	17.7%	20
5,001 to 10,000	10.6%	12
10,000 to 50,000	10.6%	12
50,001+	17.7%	20
answered question		113
skipped question		0

4. Sector: In which sector is the organization? [Create Chart](#) [Download](#)

	Response Percent	Response Count
e-Commerce	4.4%	5
Financial	12.4%	14
Government	8.8%	10
IT Consulting	16.8%	19
Health Care	8.8%	10
Manufacturing	3.5%	4
Retail	2.7%	3
Shipping	0.0%	0
Software	26.5%	30
Technology (non-Software)	6.2%	7
Other	9.7%	11
answered question		113
skipped question		0

5. Location: Where are you located? [Create Chart](#) [Download](#)

	Response Percent	Response Count
North America	46.9%	53
South/Central America	8.0%	9
Europe	27.4%	31
answered question		113
skipped question		0

5. Location: Where are you located?		
	Create Chart	Download
Asia	7.1%	8
Australia/NZ	7.1%	8
Africa	3.5%	4
answered question		113
skipped question		0

6. Successful agile: To your knowledge, has the organization successfully applied agile techniques/strategies/processes on one or more development projects?		
	Create Chart	Download
	Response Percent	Response Count
Yes - We have successfully applied agile techniques	70.8%	80
No - We have applied agile techniques but have never succeeded	15.0%	17
No - We have never applied agile at all	11.5%	13
Don't know/not applicable	2.7%	3
answered question		113
skipped question		0

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PAGE: SUCCESSFUL AGILE IN PRACTICE

7. GEOGRAPHIC DISTRIBUTION: How distributed are/were the members on the organization's successful agile project teams?(Please check all that apply)		
	Create Chart	Download
	Response Percent	Response Count
Some teams are co-located (everyone in a single room)	60.0%	39
Some teams have people working in different cubicles or rooms within the same building	49.2%	32
Some teams have people working in different buildings that are within driving distance	29.2%	19
Some teams have people working from home	38.5%	25
Some teams have people working at very distant locations	52.3%	34
Don't know	1.5%	1
answered question		65
skipped question		48

8. TEAM SIZE: What sizes of project teams (just counting the IT people) has the organization succeeded with agile approaches? (Please check all that apply)		
	Create Chart	Download
answered question		65
skipped question		48

8. TEAM SIZE: What sizes of project teams (just counting the IT people) has the organization succeeded with agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
10 IT people or less	75.4%	49
11 to 20 IT people	44.6%	29
21 to 30 IT people	20.0%	13
31 to 50 IT people	12.3%	8
51 to 100 IT people	9.2%	6
101 to 200 IT people	3.1%	2
201 to 500 IT people	0.0%	0
More than 500 IT people	0.0%	0
Don't know	1.5%	1
	answered question	65
	skipped question	48

9. REGULATORY COMPLIANCE: In which regulatory situations has the organization successfully applied agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Financial (e.g. Basel II, Sarbanes-Oxley)	18.5%	12
Life critical (e.g. FDA)	6.2%	4
Privacy (e.g. HIPAA-AS)	10.8%	7
Self-imposed (e.g. CMMI, ISO 900x)	33.8%	22
Don't know/Not applicable	53.8%	35
Other (please specify)		0
	answered question	65
	skipped question	48

10. DOMAIN COMPLEXITY: From the point of view of the problem/business domain, at what level(s) of complexity has the organization successfully applied agile techniques? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Pilot projects	46.2%	30
Straightforward domain problem	53.8%	35
Medium complexity	67.7%	44
Complex	43.1%	28
Very complex/high risk	26.2%	17
Don't know	0.0%	0
	answered question	65
	skipped question	48

11. ORGANIZATION DISTRIBUTION: In which of the following situations has the organization successfully applied agile techniques? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Some projects are staffed solely by people working for the same business division	70.8%	46
Some projects include people from more than one business division within the organization	63.1%	41
Some projects include people from other countries who work for the organization	40.0%	26
Some projects include consultants/contractors	58.5%	38
Some projects include people from partner organizations	30.8%	20
Some projects outsource some work to external organizations	20.0%	13
Don't know	1.5%	1
	answered question	65
	skipped question	48

12. TECHNICAL COMPLEXITY: In which technical situations has the organization successfully applied agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
"Greenfield" development of a new solution from scratch	66.2%	43
Stand-alone/silo solution	53.8%	35
Package implementation (also called COTS implementation)	26.2%	17
Integration with existing systems/services/components	67.7%	44
Fix/refactor existing systems/services/components	46.2%	30
Access existing data source(s)	47.7%	31
Fix/refactor existing data source(s)	27.7%	18
Single platform solution (e.g. just J2EE or just .Net)	61.5%	40
Multiple platform solution (e.g. some J2EE and some .Net and some PHP)	41.5%	27
Don't know	0.0%	0
	answered question	65
	skipped question	48

13. ORGANIZATIONAL COMPLEXITY: What challenges have successful teams overcome while adopting agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

	answered question	65
	skipped question	48

13. ORGANIZATIONAL COMPLEXITY: What challenges have successful teams overcome while adopting agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Waterfall/serial/plan-driven culture	75.4%	49
Lack of trust between groups/individuals	63.1%	41
Stakeholder involvement difficult to get	70.8%	46
Existing governance framework reflects waterfall/serial strategy	43.1%	28
Existing IT staff specialized in a single job function	38.5%	25
Command and control culture	53.8%	35
Other competing visions as to how to approach development	36.9%	24
IT management resisted agile	21.5%	14
Stakeholders resisted agile	26.2%	17
Needed to build a training/education/mentoring program	35.4%	23
Don't know	3.1%	2
	Other (please specify) Show Responses	2
	answered question	65
	skipped question	48

14. ENTERPRISE DISCIPLINE: Have your agile project teams successfully worked with any of the following teams within the organization? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Enterprise technical architecture team	46.2%	30
Enterprise business architecture team	15.4%	10
Enterprise data team	29.2%	19
Reuse team	3.1%	2
Portfolio management	26.2%	17
Process engineering/improvement team	23.1%	15
Governance team/body	29.2%	19
Operations team	46.2%	30
Support team	46.2%	30
Don't know/none of the above	24.6%	16
	answered question	65
	skipped question	48

15. Failed Agile: To your knowledge, has the organization unsuccessfully applied agile techniques/strategies/processes on one or more development projects? [Create Chart](#) [Download](#)

	Response Percent	Response Count
Yes -- We have had some failed agile projects	55.4%	36
No -- None of our agile projects have failed	27.7%	18
Don't Know	16.9%	11
answered question		65
skipped question		48

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PAGE: UNSUCCESSFUL AGILE IN PRACTICE

16. GEOGRAPHIC DISTRIBUTION: How distributed are/were the members on the organization's unsuccessful agile project teams?(Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Some teams are co-located (everyone in a single room)	25.5%	12
Some teams have people working in different cubicles or rooms within the same building	46.8%	22
Some teams have people working in different buildings that are within driving distance	34.0%	16
Some teams have people working from home	31.9%	15
Some teams have people working at very distant locations	53.2%	25
Don't know	4.3%	2
answered question		47
skipped question		66

17. TEAM SIZE: What sizes of project teams (just counting the IT people) has the organization been unsuccessful with agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
10 IT people or less	59.6%	28
11 to 20 IT people	38.3%	18
21 to 30 IT people	19.1%	9
31 to 50 IT people	4.3%	2
51 to 100 IT people	10.6%	5
101 to 200 IT people	4.3%	2
201 to 500 IT people	0.0%	0
More than 500 IT people	2.1%	1
answered question		47
skipped question		66

17. TEAM SIZE: What sizes of project teams (just counting the IT people) has the organization been unsuccessful with agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Don't know	6.4%	3
answered question		47
skipped question		66

18. REGULATORY COMPLIANCE: In which regulatory situations has the organization unsuccessfully applied agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Financial (e.g. Basel II, Sarbanes-Oxley)	10.6%	5
Life critical (e.g. FDA)	10.6%	5
Privacy (e.g. HIPAA-AS)	12.8%	6
Self-imposed (e.g. CMMI, ISO 900x)	29.8%	14
Don't know/Not applicable	55.3%	26
Other (please specify)		0
answered question		47
skipped question		66

19. DOMAIN COMPLEXITY: From the point of view of the problem/business domain, at what level(s) of complexity has the organization unsuccessfully applied agile techniques? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Pilot projects	21.3%	10
Straightforward domain problem	27.7%	13
Medium complexity	51.1%	24
Complex	51.1%	24
Very complex/high risk	19.1%	9
Don't know	2.1%	1
answered question		47
skipped question		66

20. ORGANIZATION DISTRIBUTION: In which of the following situations has the organization unsuccessfully applied agile techniques? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Some projects are staffed solely by people working for the same business division	34.0%	16
Some projects include people from more than one business division within the organization	51.1%	24
answered question		47
skipped question		66

20. ORGANIZATION DISTRIBUTION: In which of the following situations has the organization unsuccessfully applied agile techniques? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Some projects include people from other countries who work for the organization	38.3%	18
Some projects include consultants/contractors	55.3%	26
Some projects include people from partner organizations	27.7%	13
Some projects outsource some work to external organizations	17.0%	8
Don't know	4.3%	2
answered question		47
skipped question		66

21. TECHNICAL COMPLEXITY: In which technical situations has the organization unsuccessfully applied agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
"Greenfield" development of a new solution from scratch	44.7%	21
Stand-alone/silo solution	23.4%	11
Package implementation (also called COTS implementation)	27.7%	13
Integration with existing systems/services/components	55.3%	26
Fix/refactor existing systems/services/components	40.4%	19
Access existing data source(s)	29.8%	14
Fix/refactor existing data source(s)	17.0%	8
Single platform solution (e.g. just J2EE or just .Net)	21.3%	10
Multiple platform solution (e.g. some J2EE and some .Net and some PHP)	36.2%	17
Don't know	4.3%	2
answered question		47
skipped question		66

22. ORGANIZATIONAL COMPLEXITY: What challenges occurred on unsuccessful agile projects? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Waterfall/serial/plan-driven culture	68.1%	32
Lack of trust between groups/individuals	66.0%	31
Stakeholder involvement difficult to get	61.7%	29
Existing governance framework reflects waterfall/serial strategy	48.9%	23
answered question		47
skipped question		66

22. ORGANIZATIONAL COMPLEXITY: What challenges occurred on unsuccessful agile projects? (Please check all that apply) [Create Chart](#) [Download](#)

	Percent	Count
Existing IT staff specialized in a single job function	29.8%	14
Command and control culture	59.6%	28
Other competing visions as to how to approach development	38.3%	18
IT management resisted agile	29.8%	14
Stakeholders resisted agile	31.9%	15
Needed to build a training/education/mentoring program	38.3%	18
Don't know	4.3%	2
Other (please specify) Show Responses		1
answered question		47
skipped question		66

23. ENTERPRISE DISCIPLINE: Did your unsuccessful agile project teams have problems working effectively with any of the following teams within the organization? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Enterprise technical architecture team	31.9%	15
Enterprise business architecture team	27.7%	13
Enterprise data team	25.5%	12
Reuse team	4.3%	2
Portfolio management	23.4%	11
Process engineering/improvement team	23.4%	11
Governance team/body	46.8%	22
Operations team	44.7%	21
Support team	21.3%	10
Don't know/none of the above	23.4%	11
answered question		47
skipped question		66

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PAGE: THANK YOU...

24. Please provide your email address so we may contact you if you are drawn. Your email address will not be used for any other purpose and will be kept private. [Download](#)

	Response Count
Show Responses	76
answered question	76
skipped question	37

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