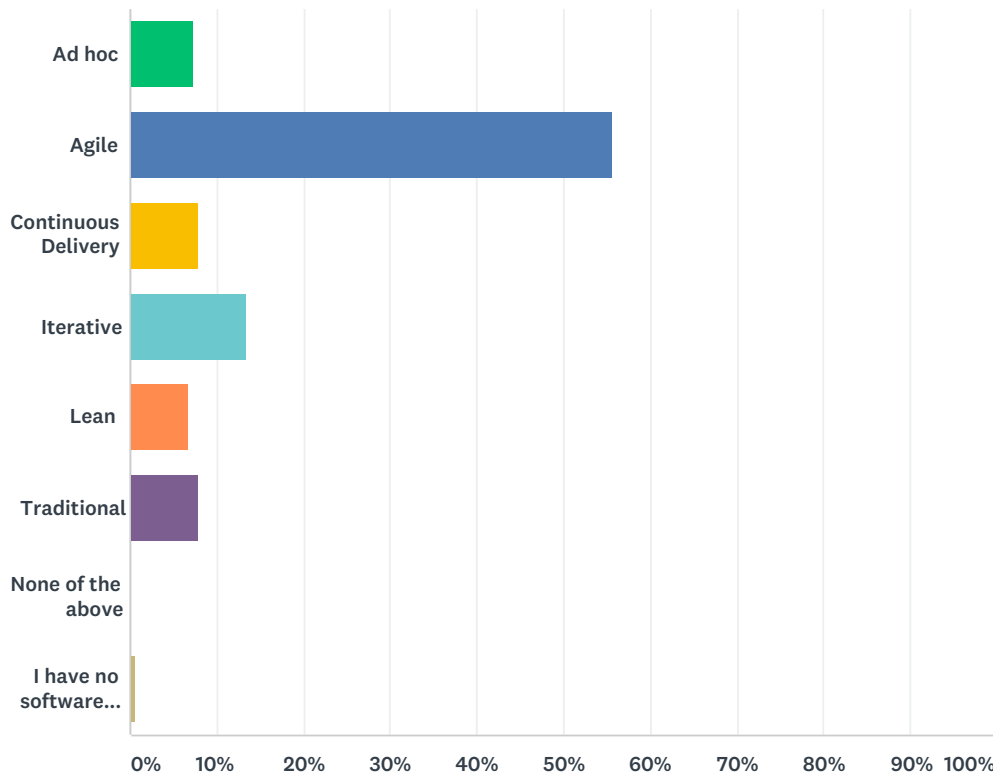


Q1 I will be answering this survey from the point of view of a team where we mostly took the following approach:

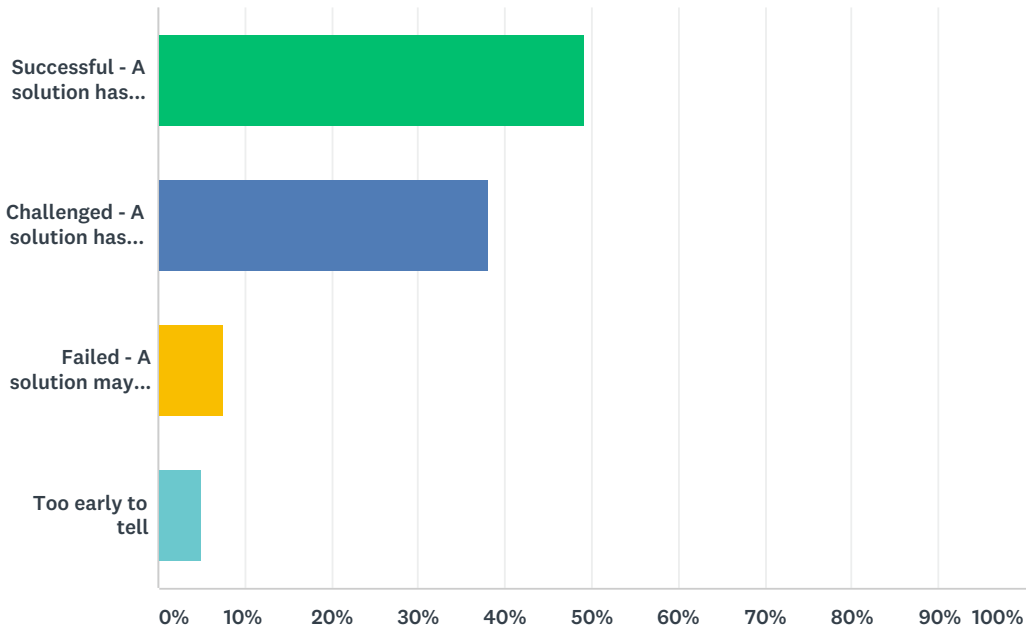
Answered: 149 Skipped: 0



ANSWER CHOICES	RESPONSES	
Ad hoc	7.38%	11
Agile	55.70%	83
Continuous Delivery	8.05%	12
Iterative	13.42%	20
Lean	6.71%	10
Traditional	8.05%	12
None of the above	0.00%	0
I have no software development experience	0.67%	1
TOTAL		149

Q2 When it came to the success of the team, I would characterize it as:

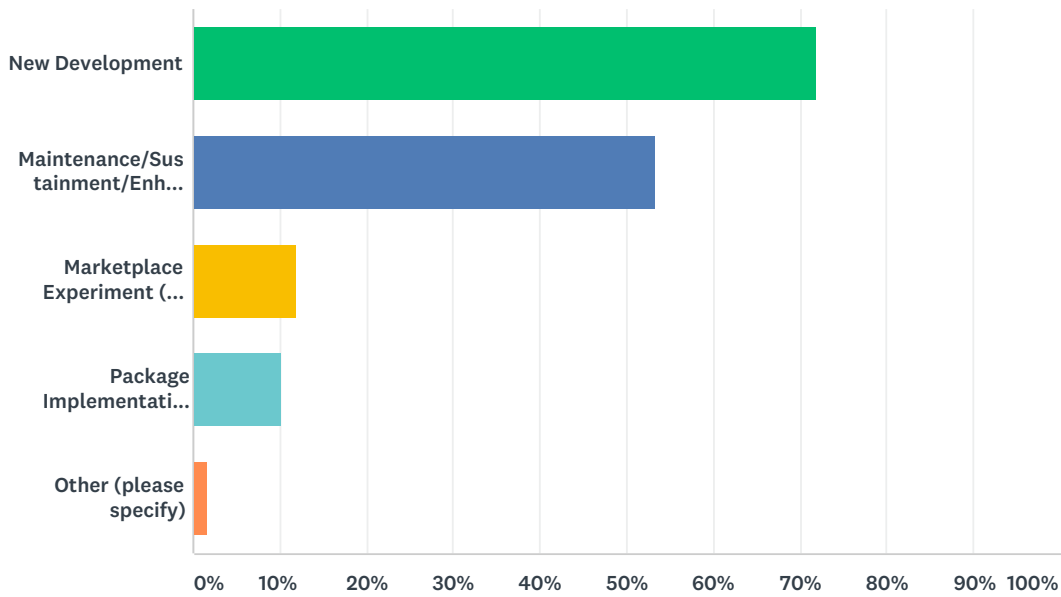
Answered: 118 Skipped: 31



ANSWER CHOICES	RESPONSES	
Successful - A solution has been delivered and it met its success criteria within a range acceptable to the stakeholders	49.15%	58
Challenged - A solution has been delivered but the team did not fully meet all of the success criteria	38.14%	45
Failed - A solution may have been delivered but the team clearly missed most if not all of the success criteria	7.63%	9
Too early to tell	5.08%	6
TOTAL		118

Q3 What type(s) of software development effort/project is it? (Please check all that apply)

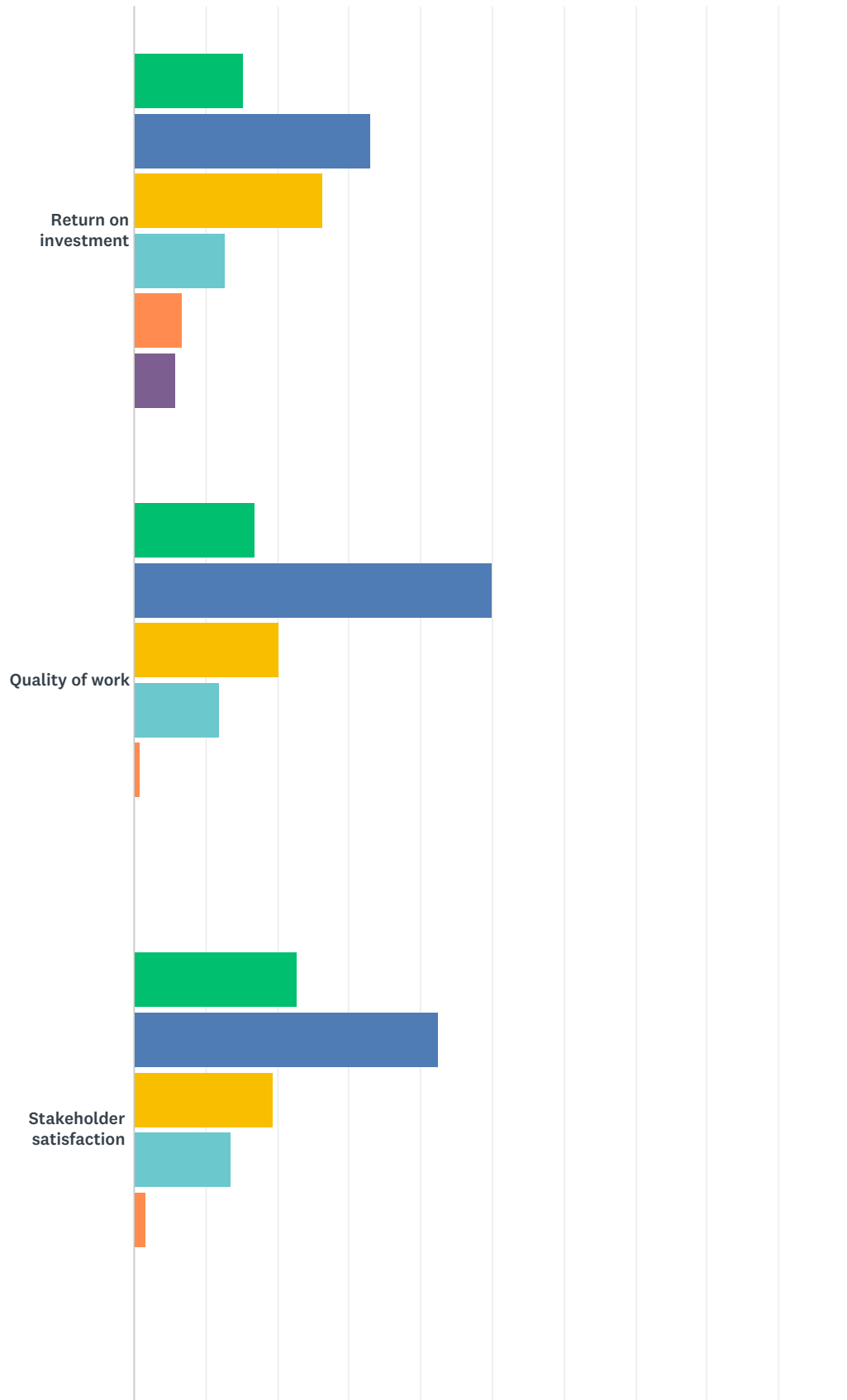
Answered: 118 Skipped: 31

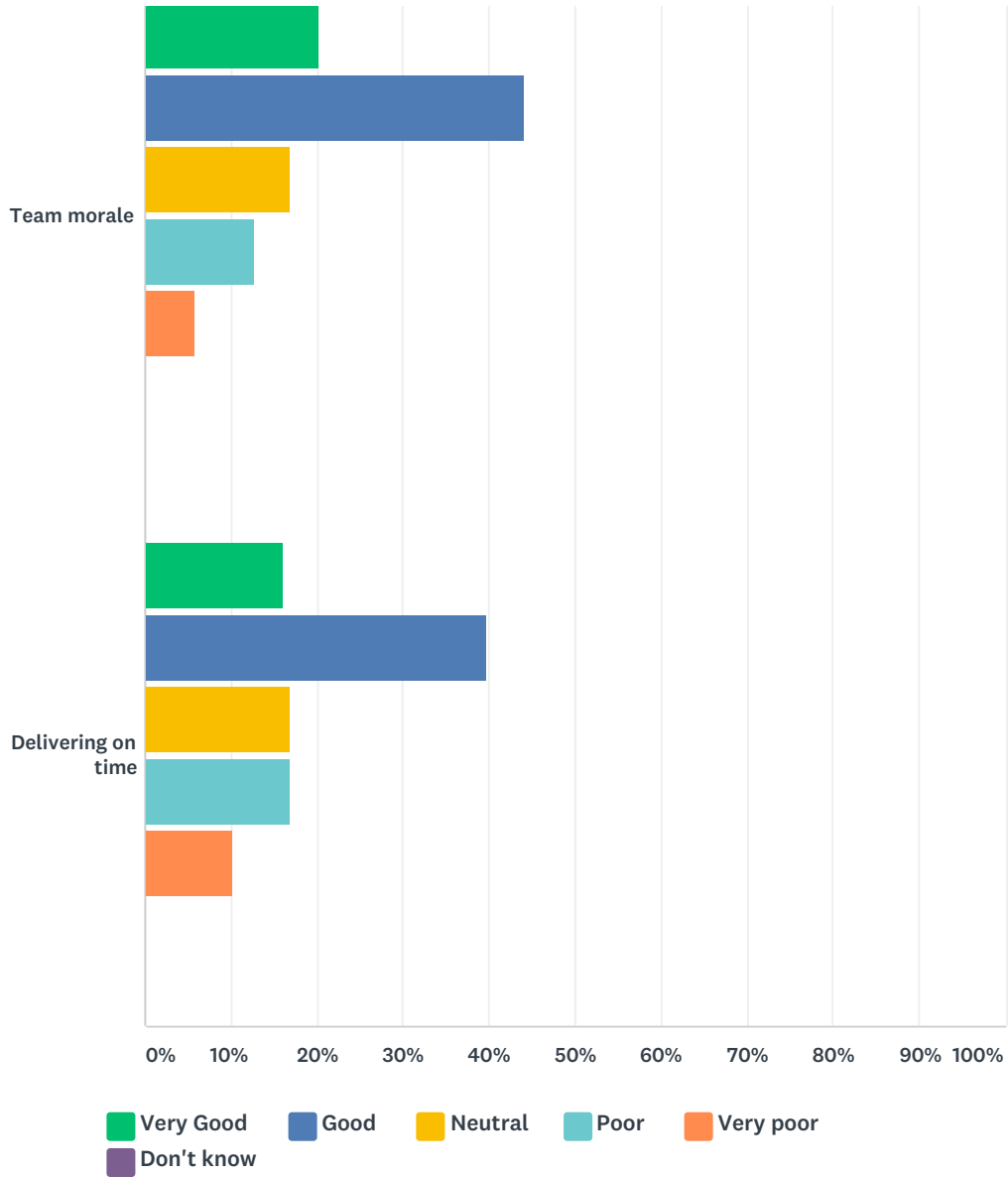


ANSWER CHOICES	RESPONSES	
New Development	72.03%	85
Maintenance/Sustainment/Enhancement of Existing Solution(s)	53.39%	63
Marketplace Experiment (a la Lean Startup)	11.86%	14
Package Implementation/Commercial Off-The Shelf (COTS)	10.17%	12
Other (please specify)	1.69%	2
Total Respondents: 118		

Q4 How would you rate the team when it comes to:

Answered: 118 Skipped: 31

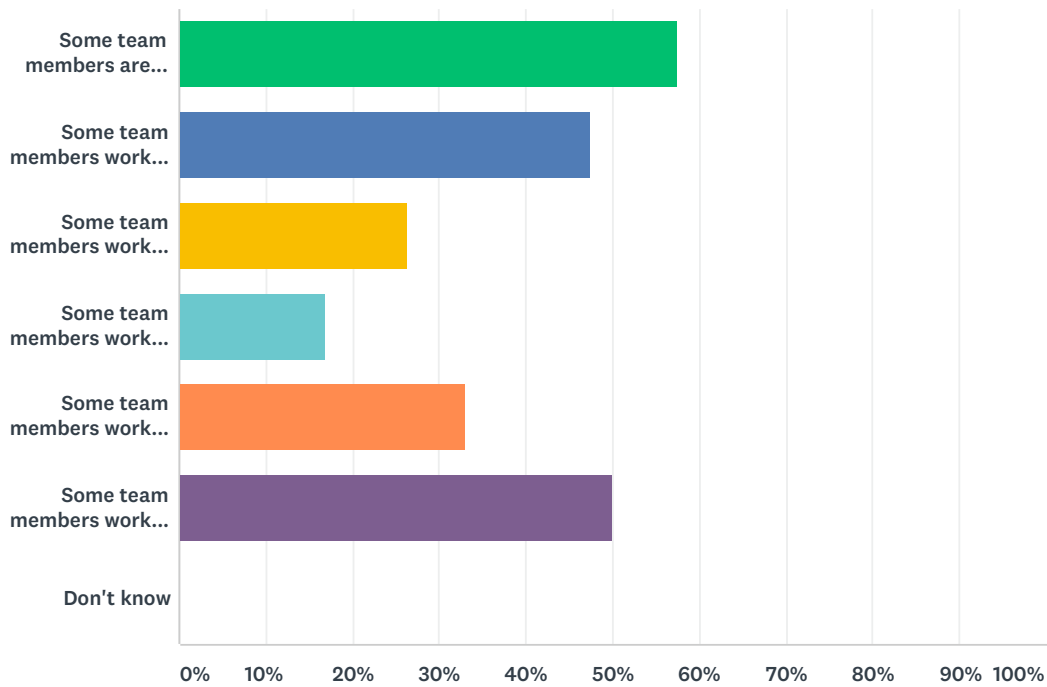




	VERY GOOD	GOOD	NEUTRAL	POOR	VERY POOR	DON'T KNOW	TOTAL
Return on investment	15.25% 18	33.05% 39	26.27% 31	12.71% 15	6.78% 8	5.93% 7	118
Quality of work	16.95% 20	50.00% 59	20.34% 24	11.86% 14	0.85% 1	0.00% 0	118
Stakeholder satisfaction	22.88% 27	42.37% 50	19.49% 23	13.56% 16	1.69% 2	0.00% 0	118
Team morale	20.34% 24	44.07% 52	16.95% 20	12.71% 15	5.93% 7	0.00% 0	118
Delivering on time	16.10% 19	39.83% 47	16.95% 20	16.95% 20	10.17% 12	0.00% 0	118

Q5 How distributed are/were the TEAM MEMBERS? (Please check all that apply)

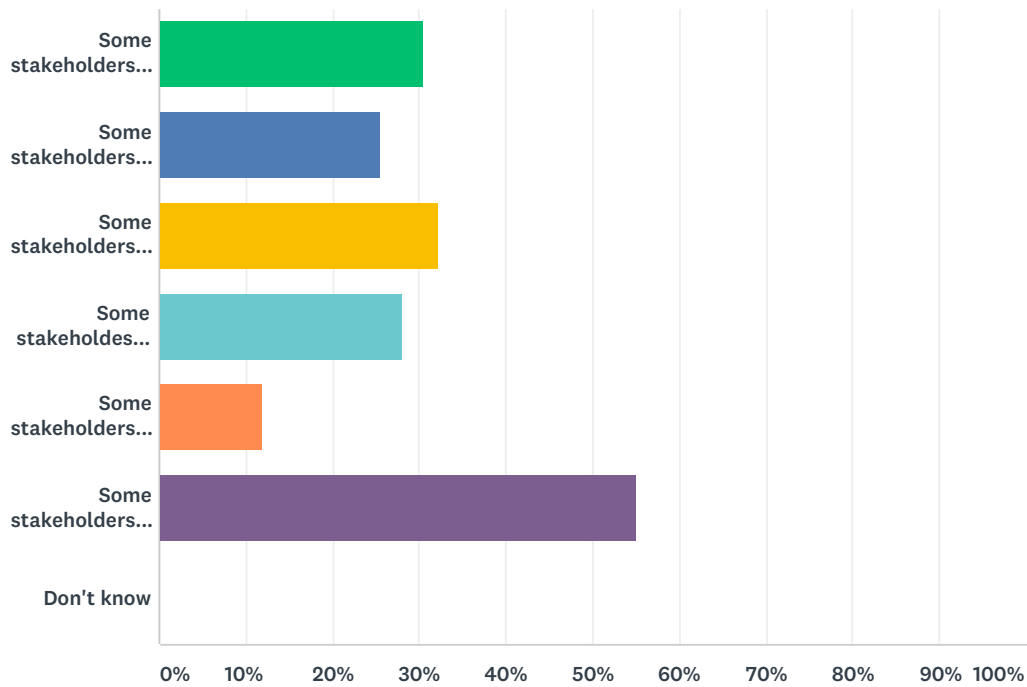
Answered: 118 Skipped: 31



ANSWER CHOICES	RESPONSES	
Some team members are co-located (people are in a single room)	57.63%	68
Some team members work near each other within an open office environment	47.46%	56
Some team members work in cubicles or rooms within the same building	26.27%	31
Some team members work in different buildings that are within driving distance	16.95%	20
Some team members work from home	33.05%	39
Some team members work at very distant locations	50.00%	59
Don't know	0.00%	0
Total Respondents: 118		

Q6 How distributed are/were the STAKEHOLDERS? (Please check all that apply)

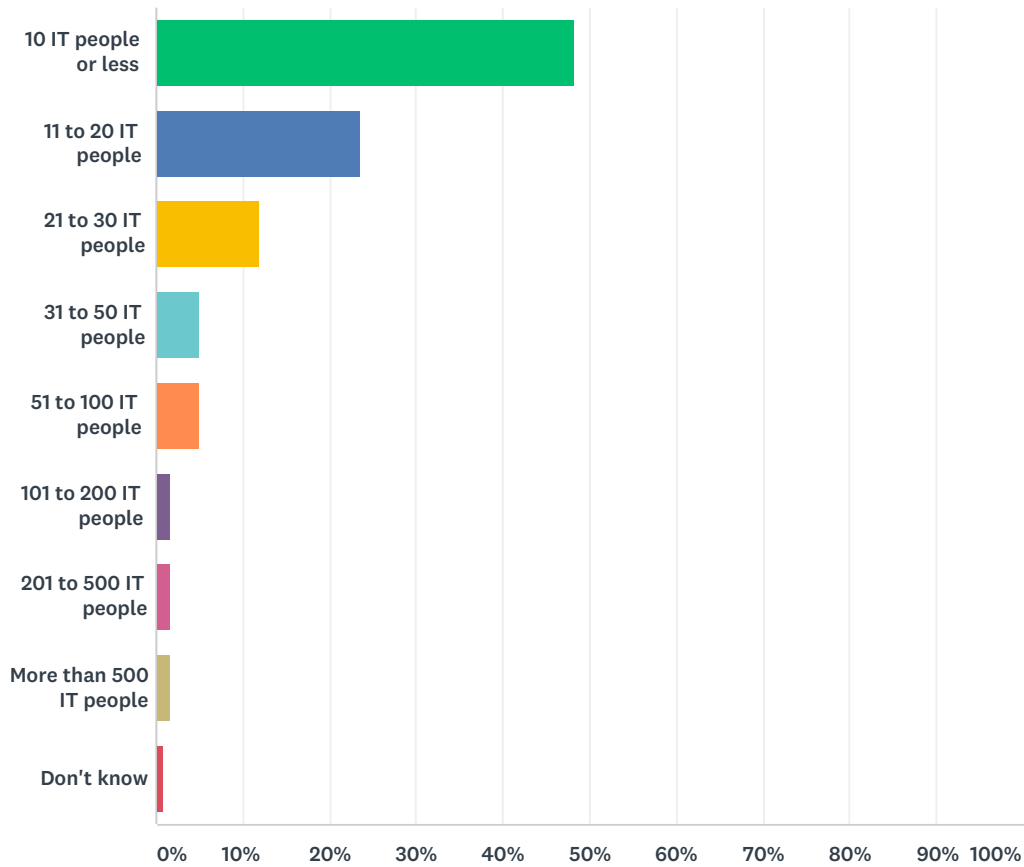
Answered: 118 Skipped: 31



ANSWER CHOICES	RESPONSES	
Some stakeholders are co-located with the team	30.51%	36
Some stakeholders work near the team within an open office environment	25.42%	30
Some stakeholders work in cubicles or rooms within the same building as the team	32.20%	38
Some stakeholdes work in different buildings that are within driving distance	27.97%	33
Some stakeholders work from home	11.86%	14
Some stakeholders work at very distant locations	55.08%	65
Don't know	0.00%	0
Total Respondents: 118		

Q7 What is the size of the team (just counting the IT people)? Note: In the case of a "team of teams" or programme, please indicate the size of the "team of teams"

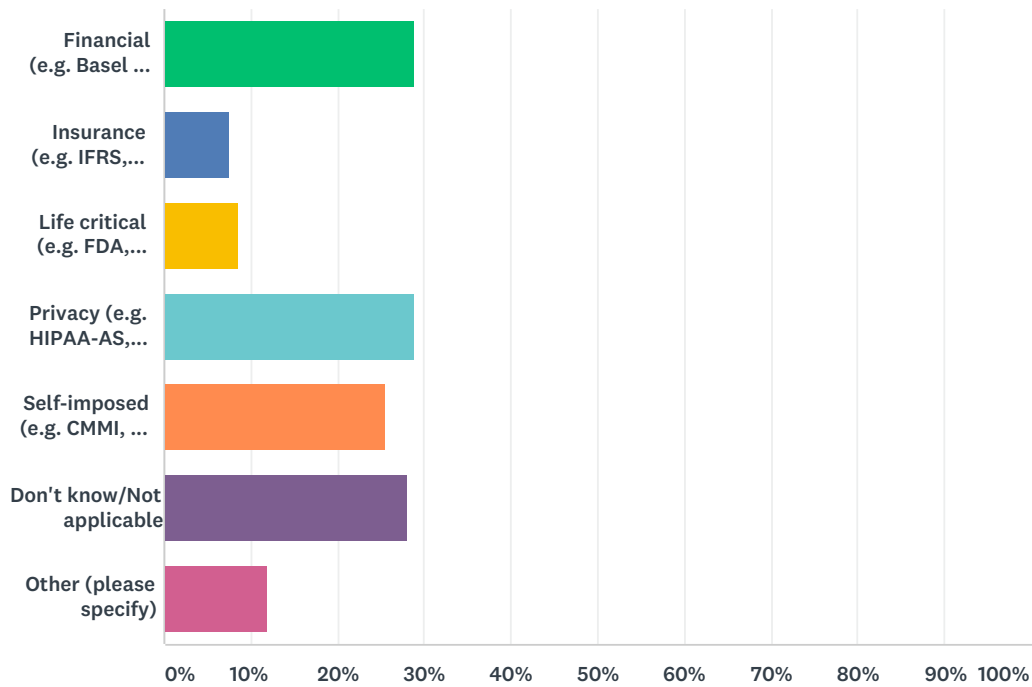
Answered: 118 Skipped: 31



ANSWER CHOICES	RESPONSES	
10 IT people or less	48.31%	57
11 to 20 IT people	23.73%	28
21 to 30 IT people	11.86%	14
31 to 50 IT people	5.08%	6
51 to 100 IT people	5.08%	6
101 to 200 IT people	1.69%	2
201 to 500 IT people	1.69%	2
More than 500 IT people	1.69%	2
Don't know	0.85%	1
TOTAL		118

Q8 Which category of regulations apply to the team? (Please check all that apply)

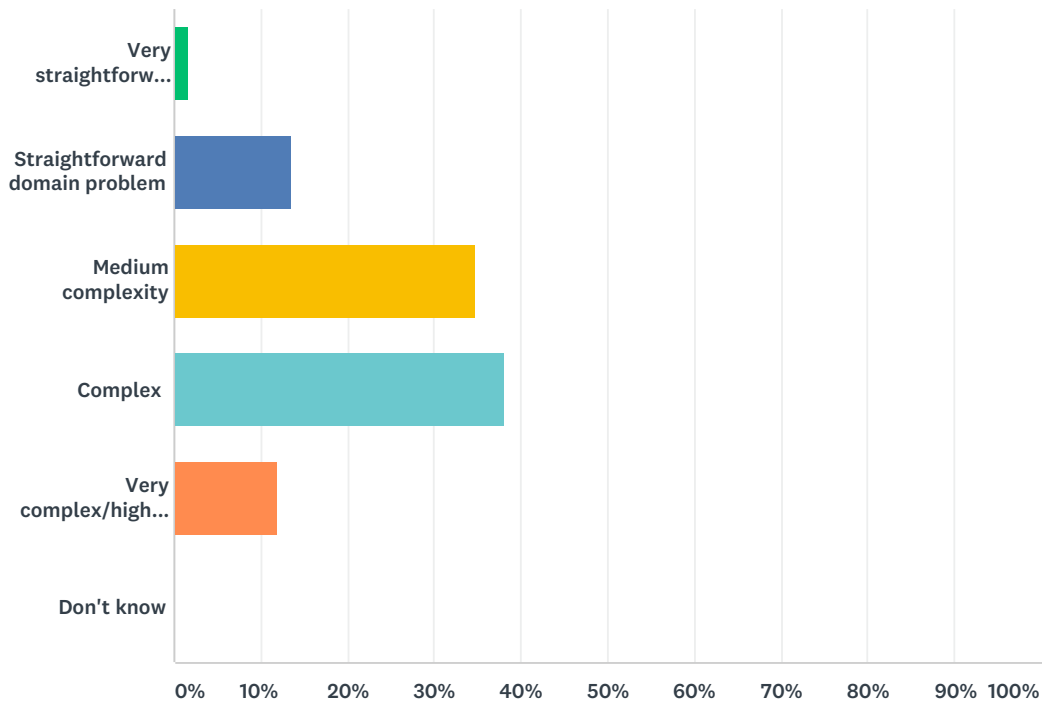
Answered: 118 Skipped: 31



ANSWER CHOICES	RESPONSES	
Financial (e.g. Basel II, Sarbanes-Oxley, PCI-DSS, ...)	28.81%	34
Insurance (e.g. IFRS, NAIC, ...)	7.63%	9
Life critical (e.g. FDA, ISO/IATF 16949, ...)	8.47%	10
Privacy (e.g. HIPAA-AS, PIPEDA, GDPR, FACTA, ...)	28.81%	34
Self-imposed (e.g. CMMI, ISO 900x, ...)	25.42%	30
Don't know/Not applicable	27.97%	33
Other (please specify)	11.86%	14
Total Respondents: 118		

Q9 From the point of view of the problem/business domain, what is the level of complexity faced by the team?

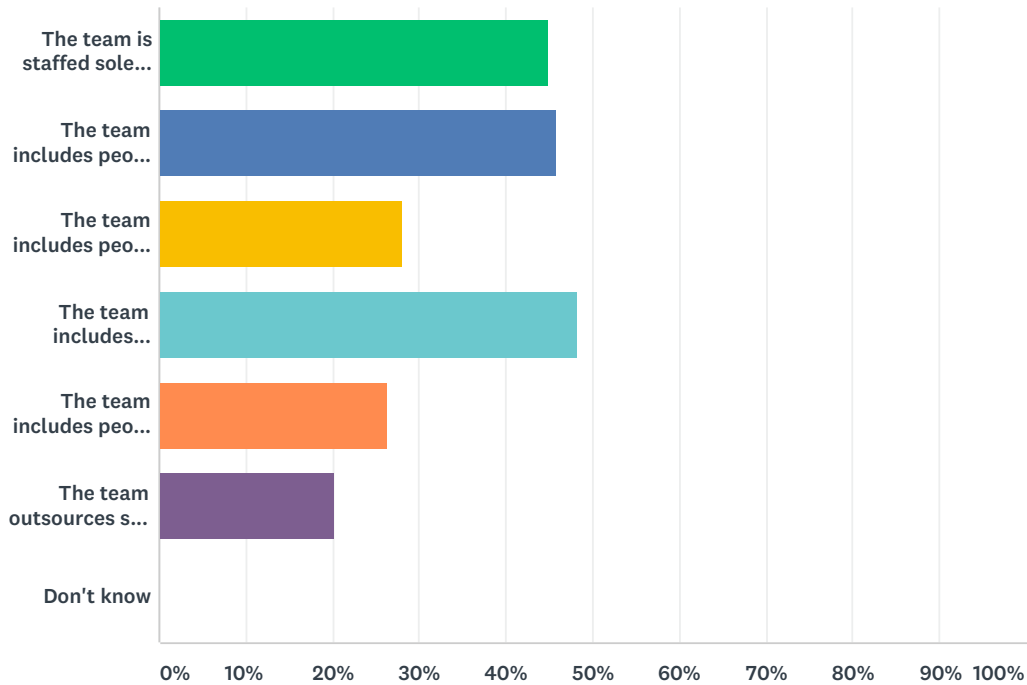
Answered: 118 Skipped: 31



ANSWER CHOICES	RESPONSES	
Very straightforward/low risk	1.69%	2
Straightforward domain problem	13.56%	16
Medium complexity	34.75%	41
Complex	38.14%	45
Very complex/high risk	11.86%	14
Don't know	0.00%	0
TOTAL		118

Q10 How would you best describe the team? (Please check all that apply)

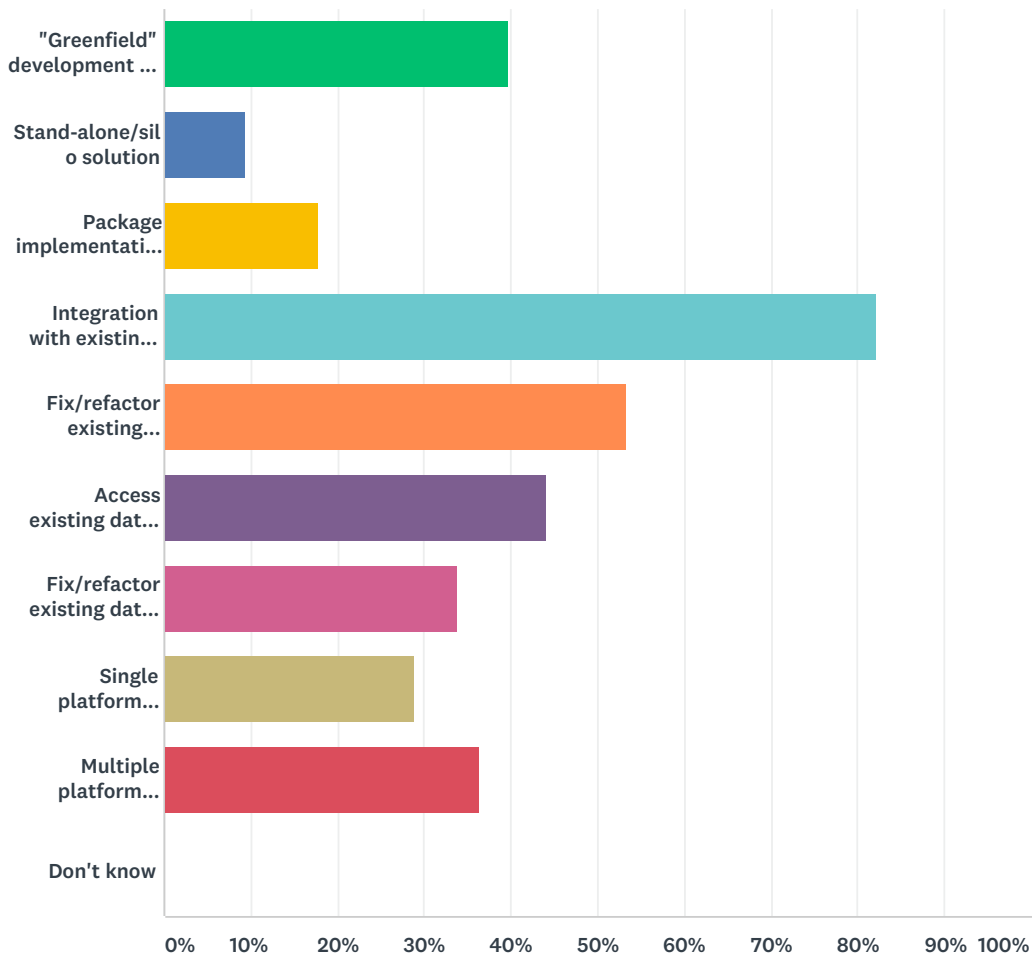
Answered: 118 Skipped: 31



ANSWER CHOICES	RESPONSES	
The team is staffed solely by people working for the same business division	44.92%	53
The team includes people from more than one business division within the organization	45.76%	54
The team includes people from other countries who work for the organization	27.97%	33
The team includes consultants/contractors	48.31%	57
The team includes people from partner organizations	26.27%	31
The team outsources some work to external organizations	20.34%	24
Don't know	0.00%	0
Total Respondents: 118		

Q11 How would you describe the technical situation faced by the team? (Please check all that apply)

Answered: 118 Skipped: 31

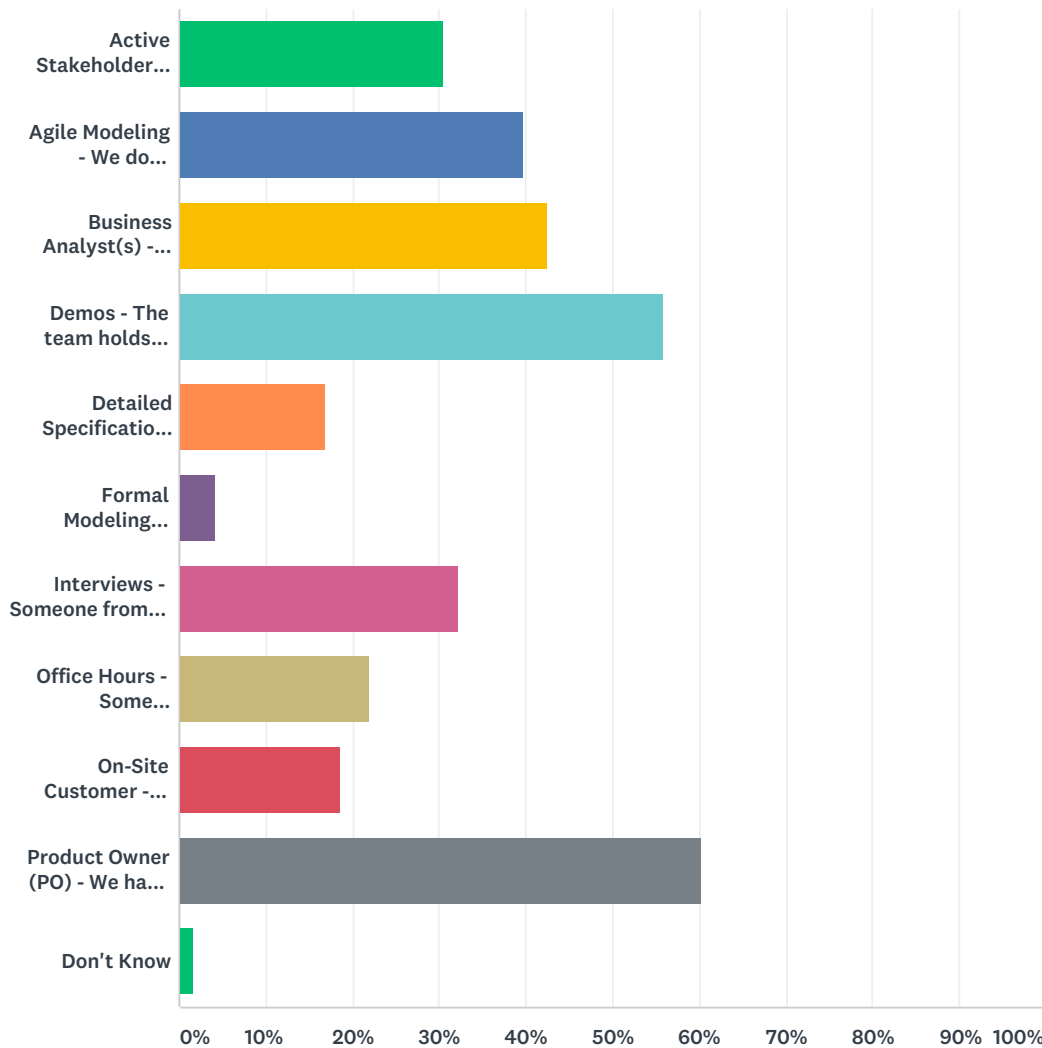


ANSWER CHOICES	RESPONSES	
"Greenfield" development of a new solution from scratch	39.83%	47
Stand-alone/silo solution	9.32%	11
Package implementation (also called COTS implementation)	17.80%	21
Integration with existing systems/services/components	82.20%	97
Fix/refactor existing systems/services/components	53.39%	63
Access existing data source(s)	44.07%	52
Fix/refactor existing data source(s)	33.90%	40
Single platform solution (e.g. just J2EE or just .NET)	28.81%	34
Multiple platform solution (e.g. some J2EE and some .NET and some PHP)	36.44%	43
Don't know	0.00%	0

Total Respondents: 118

Q12 How does the team interact with stakeholders? (Please check all that apply)

Answered: 118 Skipped: 31

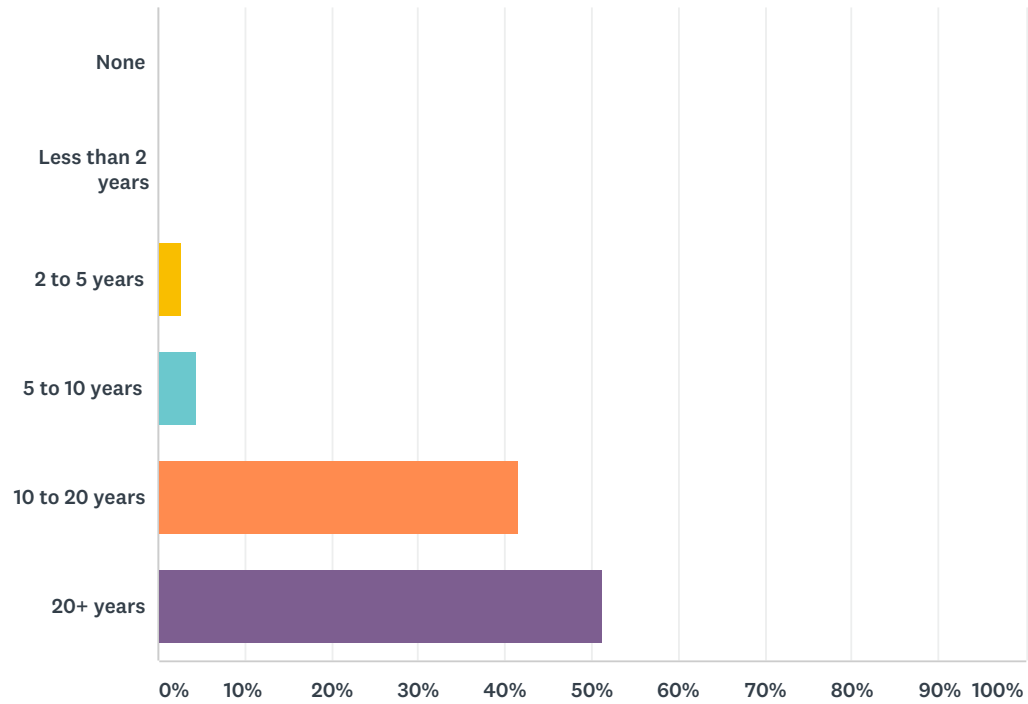


ANSWER CHOICES	RESPONSES
Active Stakeholder Participation - We have some stakeholders involved with modeling, testing, or even development activities	30.51% 36
Agile Modeling - We do modeling/sketching/roadmapping sessions with whiteboards, sticky notes, ...	39.83% 47
Business Analyst(s) - We have business analysts who work with stakeholders to understand their needs	42.37% 50
Demos - The team holds regular demonstrations of their work to stakeholders	55.93% 66
Detailed Specification(s) - Detailed requirements specifications are provided to the team	16.95% 20
Formal Modeling Sessions - We hold structured modeling sessions such as Joint Application Design (JAD) meetings	4.24% 5
Interviews - Someone from the team interviews stakeholders to identify their needs	32.20% 38
Office Hours - Some stakeholders are available to the team at pre-defined times	22.03% 26

On-Site Customer - Stakeholders work in close geographic proximity to the team and are regularly available to answer questions	18.64%	22
Product Owner (PO) - We have a PO who represents the needs of the stakeholders to the team	60.17%	71
Don't Know	1.69%	2
Total Respondents: 118		

Q13 How many years of work experience do you have?

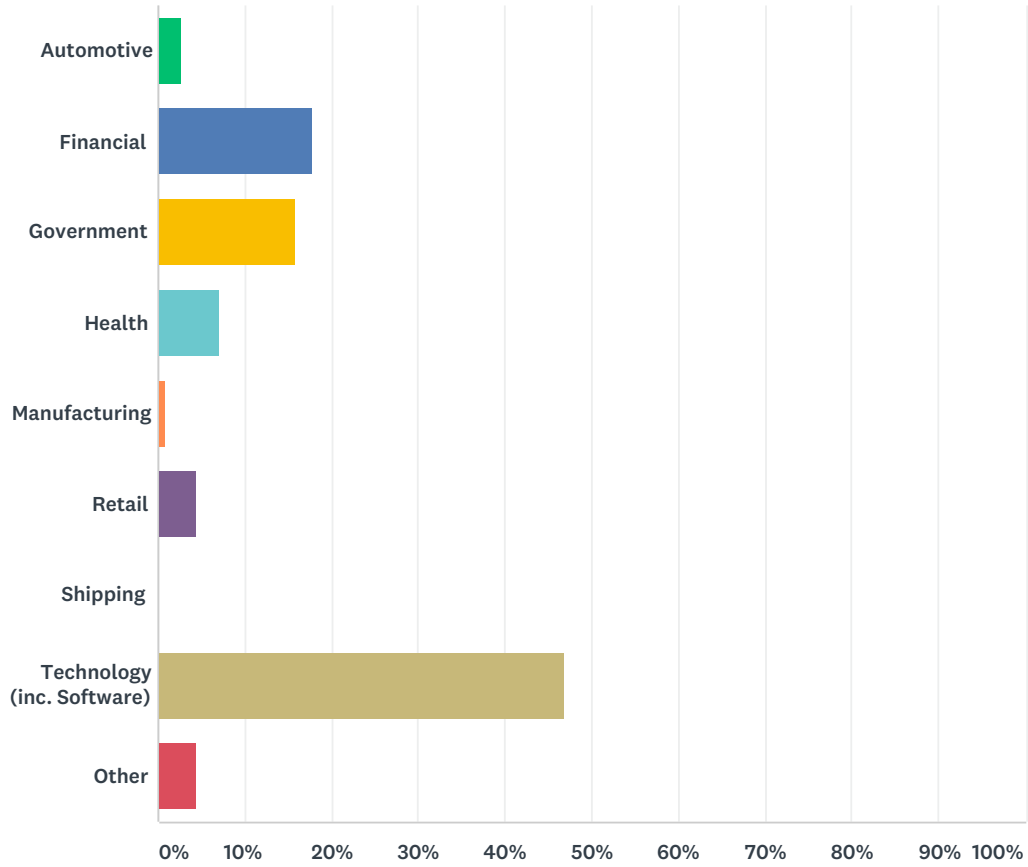
Answered: 113 Skipped: 36



ANSWER CHOICES	RESPONSES	
None	0.00%	0
Less than 2 years	0.00%	0
2 to 5 years	2.65%	3
5 to 10 years	4.42%	5
10 to 20 years	41.59%	47
20+ years	51.33%	58
TOTAL		113

Q14 Which sector is your organization primarily in?

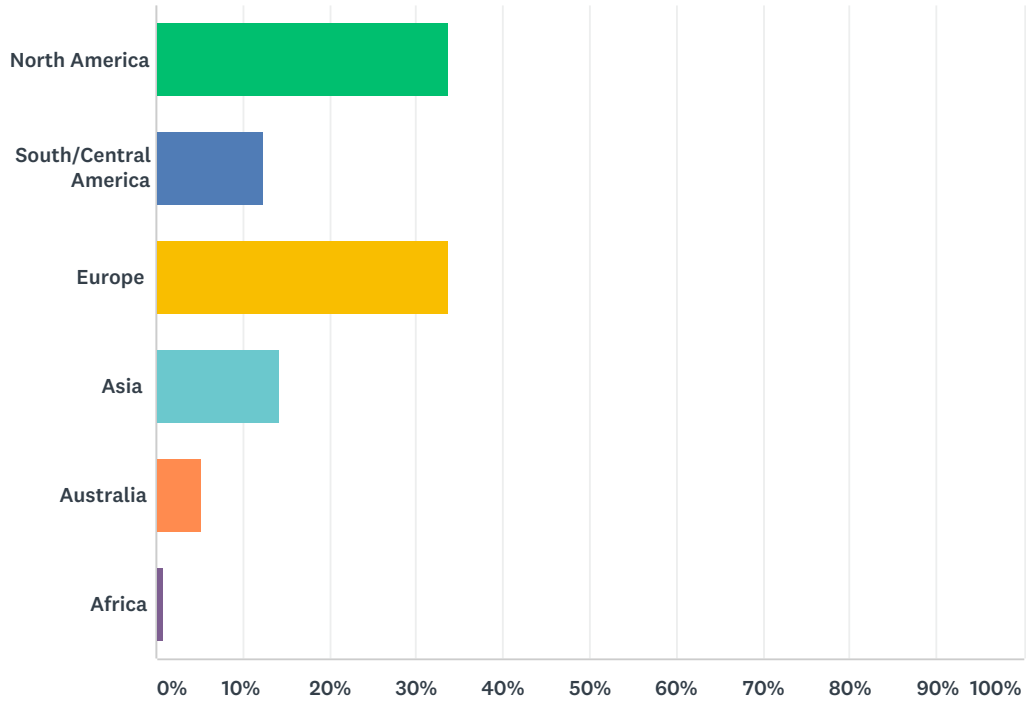
Answered: 113 Skipped: 36



ANSWER CHOICES	RESPONSES	
Automotive	2.65%	3
Financial	17.70%	20
Government	15.93%	18
Health	7.08%	8
Manufacturing	0.88%	1
Retail	4.42%	5
Shipping	0.00%	0
Technology (inc. Software)	46.90%	53
Other	4.42%	5
TOTAL		113

Q15 Where are you located?

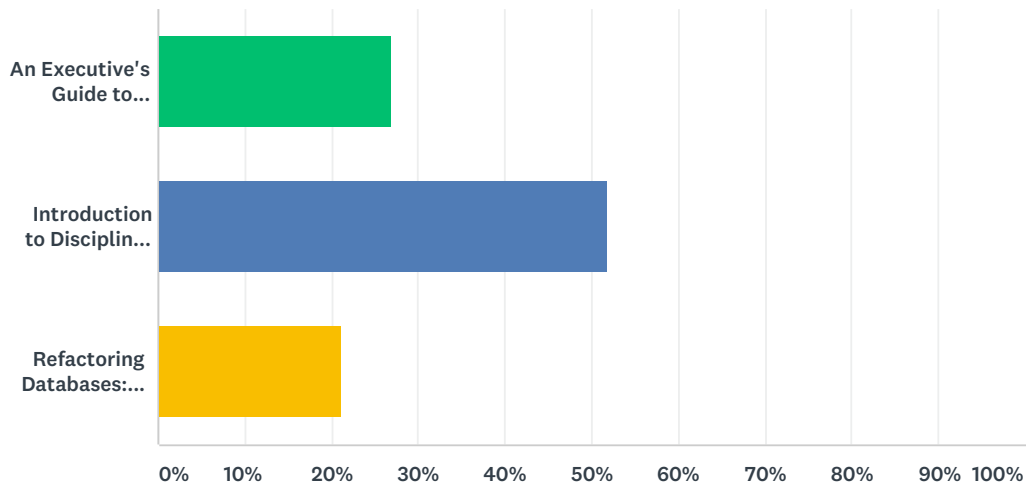
Answered: 113 Skipped: 36



ANSWER CHOICES	RESPONSES	
North America	33.63%	38
South/Central America	12.39%	14
Europe	33.63%	38
Asia	14.16%	16
Australia	5.31%	6
Africa	0.88%	1
TOTAL		113

Q16 Would you like a chance to win a book? If so, pick one and provide your email address (we will only use it for the draw)

Answered: 104 Skipped: 45



ANSWER CHOICES	RESPONSES	
An Executive's Guide to Disciplined Agile: Winning the Race to Business Agility	26.92%	28
Introduction to Disciplined Agile Delivery 2nd Edition: A Small Team's Journey from Scrum to DevOps	51.92%	54
Refactoring Databases: Evolutionary Database Design	21.15%	22
TOTAL		104