

Member Summary: Agile in the Enterprise Survey

December 2022

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Methodology

2022 Gartner Agile in the Enterprise Survey. This survey was conducted online from 18 October through 7 November 2022 to understand the drivers of success with agile ways of working and the reasons for failure in order to establish success criteria to assess agile capabilities.

120 IT & business leaders who were screened to be involved with agile ways of working at their organization participated. Members from North America (n=55), EMEA (n=45), Asia Pacific (n=14) and Latin America (n=6) responded to the survey.

The survey was developed collaboratively by a team of Gartner analysts and Gartner's Research Data, Analytics and Tools team.

Disclaimer: Results of this survey do not represent global findings or the market as a whole but reflect the sentiments of the respondents and companies surveyed.

For additional queries on the data or survey instrument please contact Tabitha.Cassidy@gartner.com

Key Takeaways

- **Use of Agile in Work:** **50% of respondents use Agile for over half of their work with 7% of them using it for all of their work**, while 50% use it for less than half of their work
- **Success:** **Over one-thirds are very successful (36%) with agile**, while most rate their success as more neutral (57%).
- **Top Agile Disfunction:** **27% say Water-Scrum-Fall model** has most negative impact
- **Business value of agile:** Majority indicate **agile delivered value to organisation (70%)**—with 20% not sure
- **Customer Needs vs. Strict Agile:** **Majority lean more toward customer centric approach (64%)** vs. conforming to strict agile practices (16%), while 20% were split
- **Processes:** Scrum, Team Retrospectives and Kanban are used by **more than 75% of the respondents**, with at least half using most other processes
- **Technical Practices most-used:** **Two-third of respondents use CI**, followed by **50% using monitor & observability**

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Key Findings

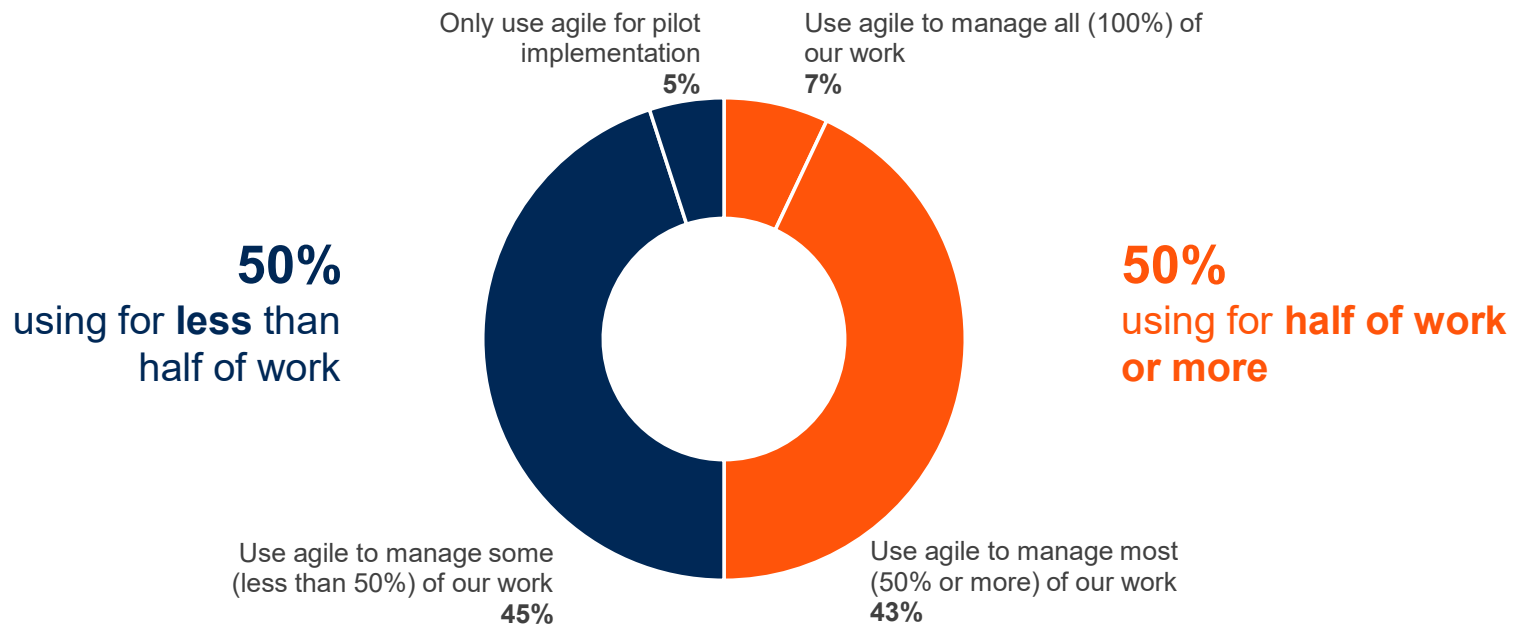
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Agile Use: Split with 50% using agile ways of working for over half of their work, 50% using for less than half

Percentage of Work Using Agile Ways of Working



n = 120; IT Leaders involved in Agile

S01. Which of these best describes agile ways of working in your organization?

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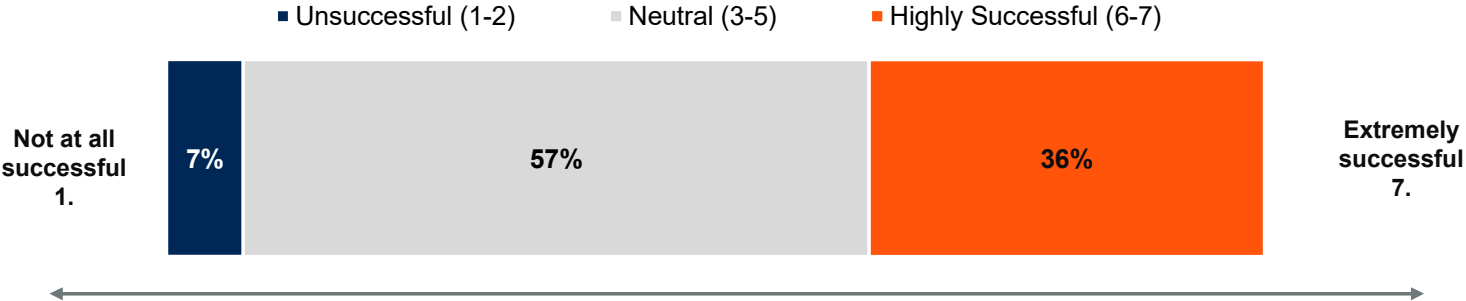
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Success of Agile: Most are generally successful, with one in three very successful

Measurement of Success of Agile Ways of Working

1-7 Scale, 1 = Not at all successful to 7 = Extremely successful

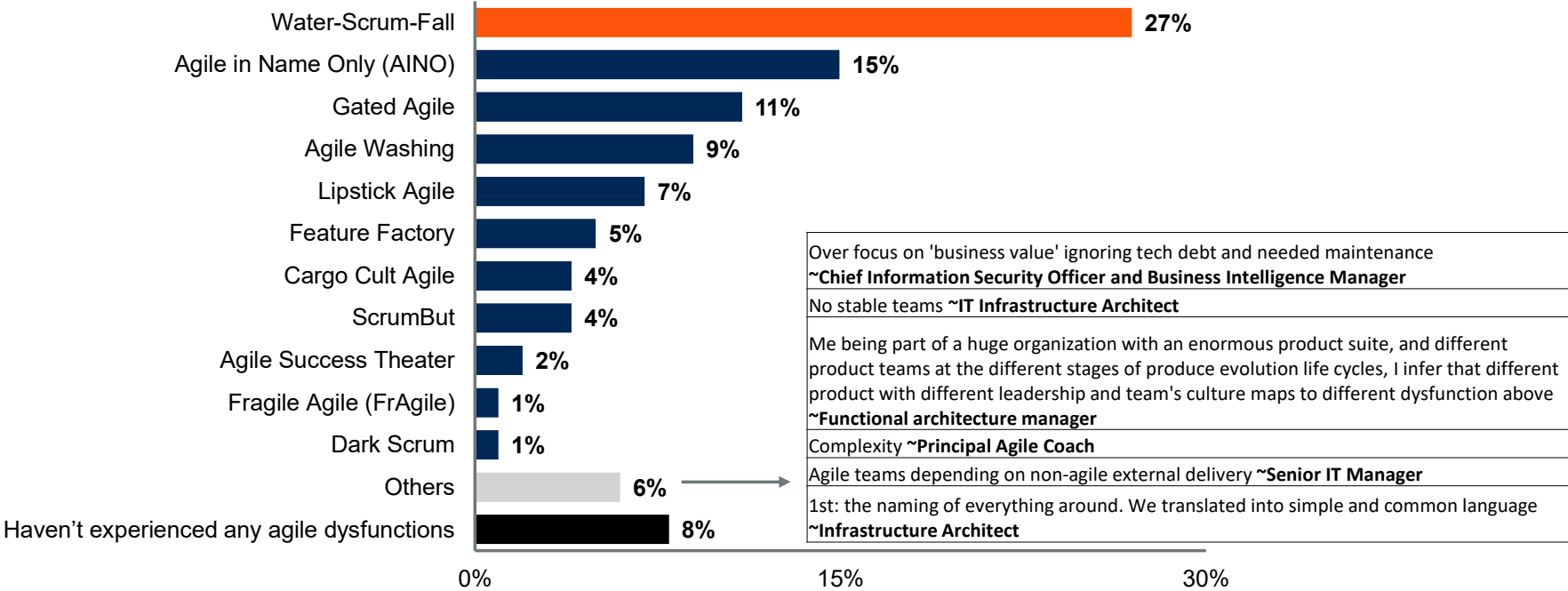


n = 109; IT Leaders who are involved in agile, Excluding 'Don't know'
Q02. Overall, how successful are agile ways of working in your organization? From Not at all successful to Extremely successful
Source: 2022 Gartner Agile in the Enterprise Survey

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Top Agile Dysfunction: 27% say Water-Scrum-Fall model has most negative impact

Top Agile Dysfunction

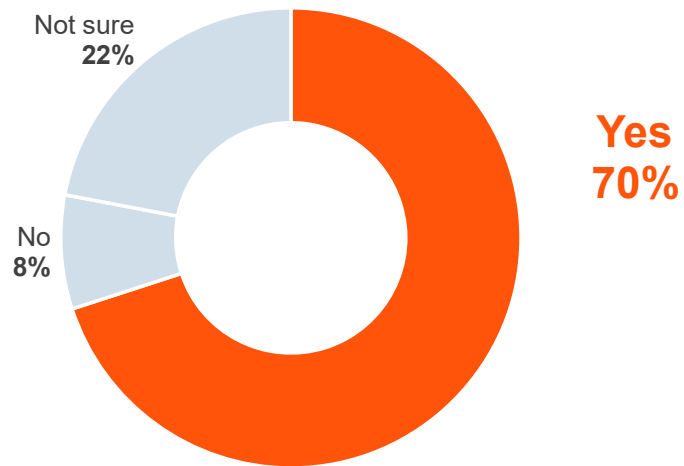


n = 112; IT Leaders who are involved in agile; Excluding 'Not sure'
 Q03. Which one of the following has had the most negative impact at your organization? Please select one response.
 Source: 2022 Gartner Agile in the Enterprise Survey



Business Value of Agile: 70% indicate agile delivered value to their organization

Business Value Delivered from Agile



n = 119; IT Leaders who are involved in agile
Q06. Has agile delivered business value to your organization?
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Follow up question: How has the dysfunction impacted the success of agile ways of working?

How dysfunction Impacts the success of agile ways of working?

Verbatim

Member responses

Our **Water-Scrum-Fall** is found more in our legacy development than our cloud development. This leads to development efforts proceeding at two different velocities, and to **two distinct emerging cultures that do not always understand each other**. ~Enterprise Network Architect

Water-Scrum-Fall

We're halfway into two different work models (waterfall/project management and agile/product management), so **the organization isn't able to really excel in either**, and we're starting to cross streams.

~VP, Enterprise Architecture

Water-Scrum-Fall

We had almost all dysfunction listed here. **Demotivated the employees regarding agile ways of working since they could not see real benefits**.

~Enterprise Architect

Agile in Name Only

Regular process and approvals workflows **blocking actual deliveries of sprints**. ~Design Lead: Architect

Gated Agile

The constant mantra of 'business value' drowns out the need for a sexy work like lifecycle. When this need is raised from outside the agile organization it is often thrown into a backlog and left to die until the server behind it does.

~IT Infrastructure Architect

Other

We have become **too religious about agile** and have **not brought in enough external perspective** or made accommodations to fit it to our needs. ~Vice

President Technology Strategy & Enterprise Architecture, Chief Enterprise Architect

Agile washing

There was no real improvement in the ways we work. **Efficiency is less than before**. ~Software Engineer

Agile washing

Agile sees little "value add" success when forced to fit into legacy waterfall business metrics and milestones. Agile is something "development teams do to make the tech people more efficient." ~Division Architect

Cargo Cult Agile

n = 21; IT Leaders who are involved in agile; Open end follow-up

Q03o_95. How has the dysfunction you selected impacted the success of agile ways of working in your organization?

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Customer Needs vs. Strict Agile: Majority leaning more towards customer centric approach (64%) vs. conforming to strict agile practices

Focus on customer needs vs agile compliance

Scale 1-7 with 1= focused more customer needs to 7 = focused more on strict agile compliance

- Inclined more toward conforming to customer needs (1-3)
- Split (4)
- Inclined more toward strict agile practices (5-7)



n = 113; IT Leaders who are involved in agile, Excluding 'Not sure'

Q04. Is your organization more focused on conforming to customer needs or is it more focused on strict compliance with agile practices?

Source: 2022 Gartner Agile in the Enterprise Survey

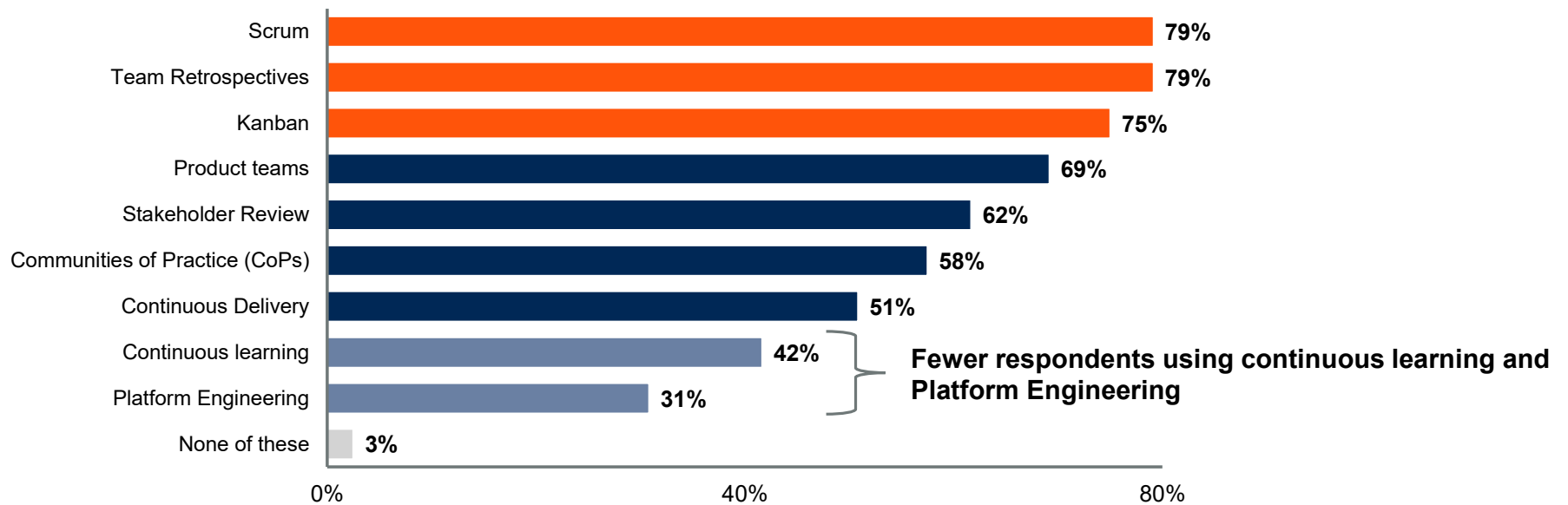
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Processes: More than three out of four using Scrum, Team Retrospectives and Kanban, with at least half using most other processes

Current Processes in Use

Multiple Responses Allowed



n = 120; IT Leaders who are involved in agile

Q05. Which processes are currently in use in your organization? Please select all that apply.

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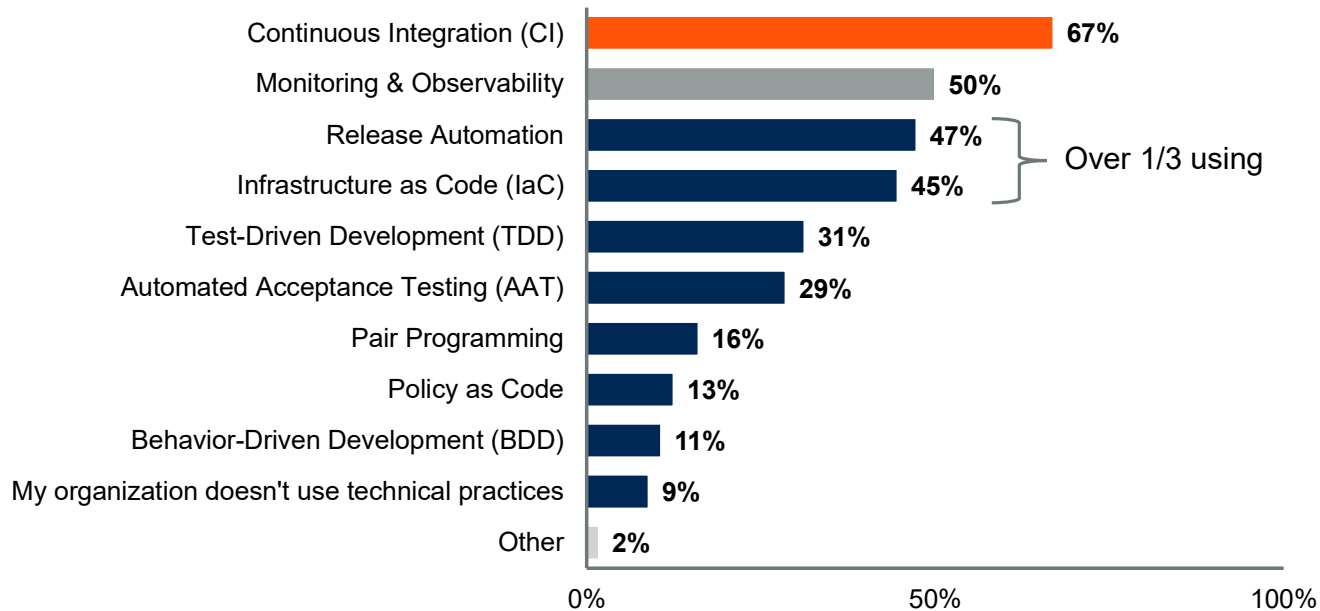
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Technical Practices: Two out of three using CI, followed by 50% using monitor & observability

Technical practices currently in-use

Multiple responses allowed



n = 112; IT Leaders who are involved in agile, Excluding 'Not sure'

Q01. What technical practices are currently in use in your organization? Please select all that apply.

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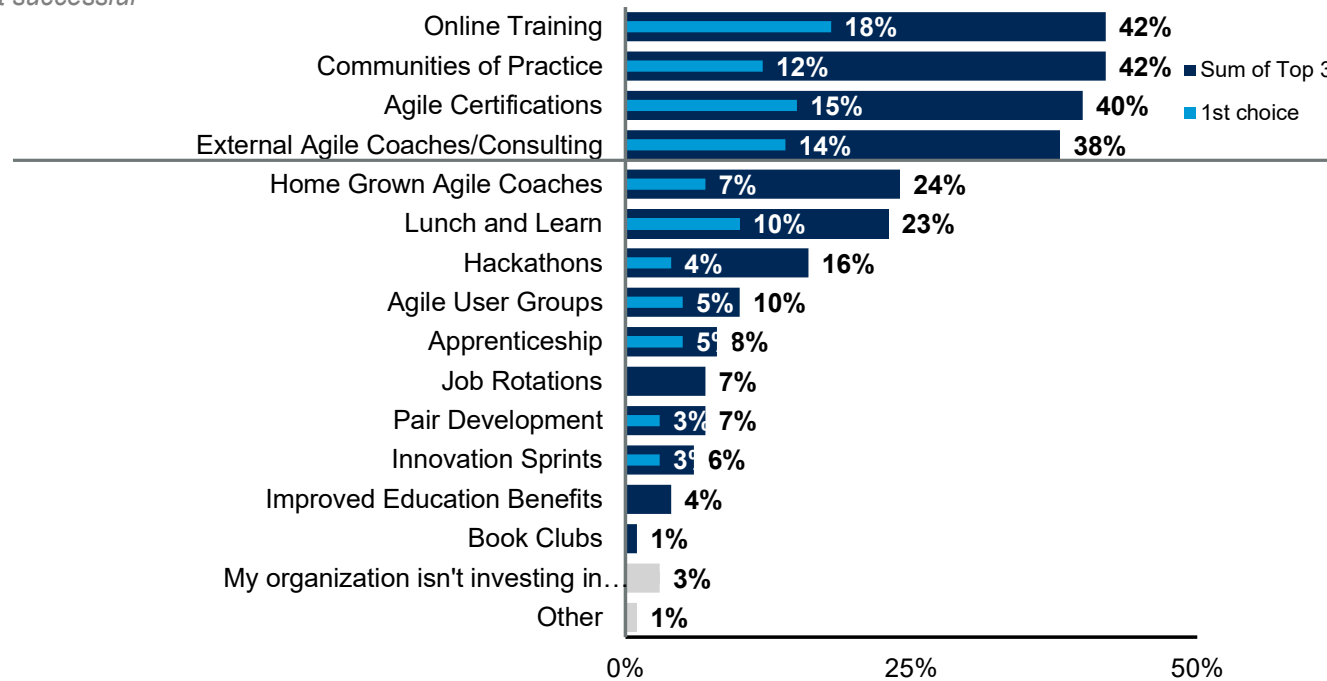
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Training: Range of learning practices in place with over one-third using online training, communities of practice, certifications and/or coaches

Learning Practice Investment

Rank by most successful



n = 115; IT Leaders who are involved in agile

Q07. Which of the following learning practices has your organization invested in? Rank in order of success.

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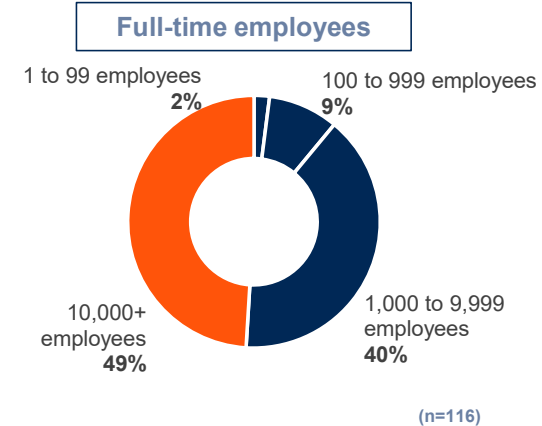
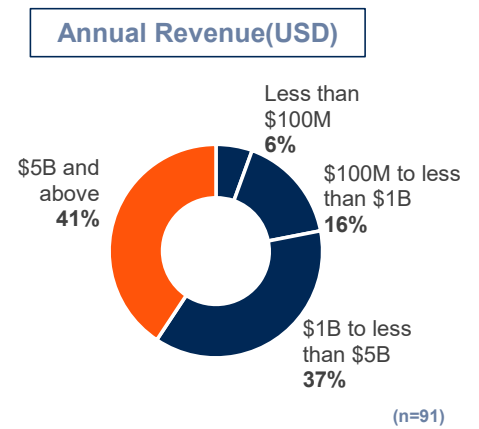
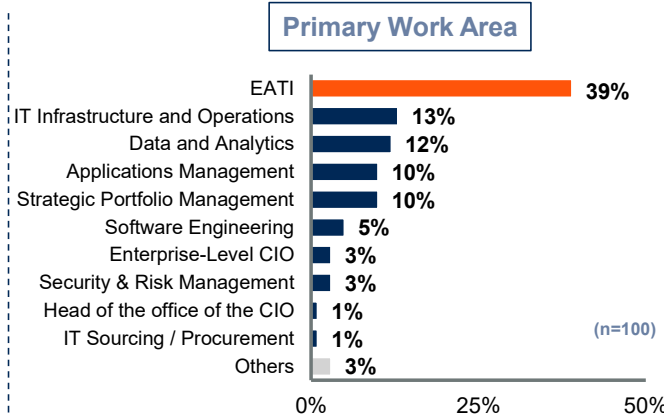
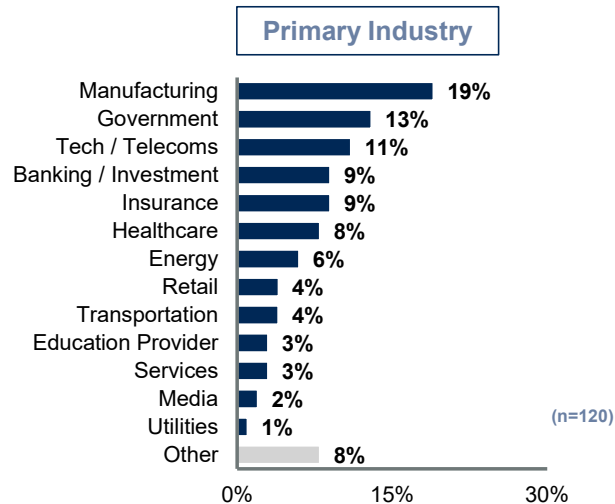
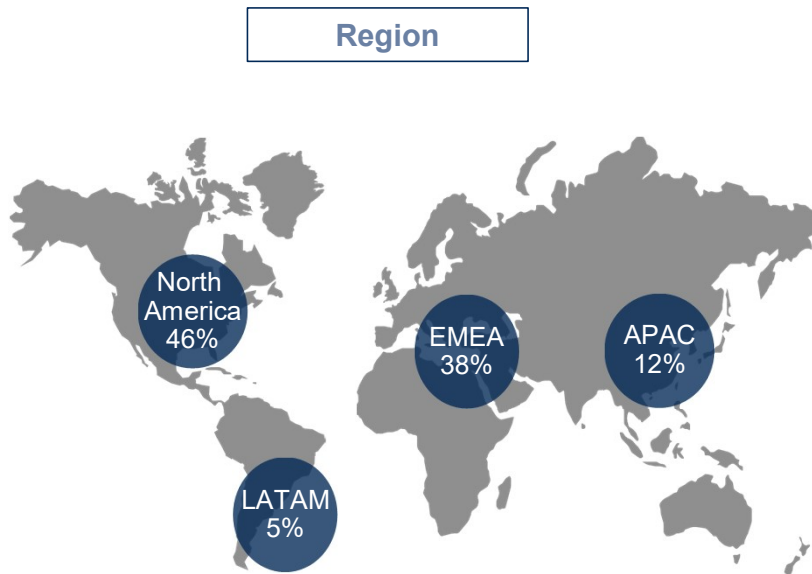
Responding Member Profile

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Mix of members participated

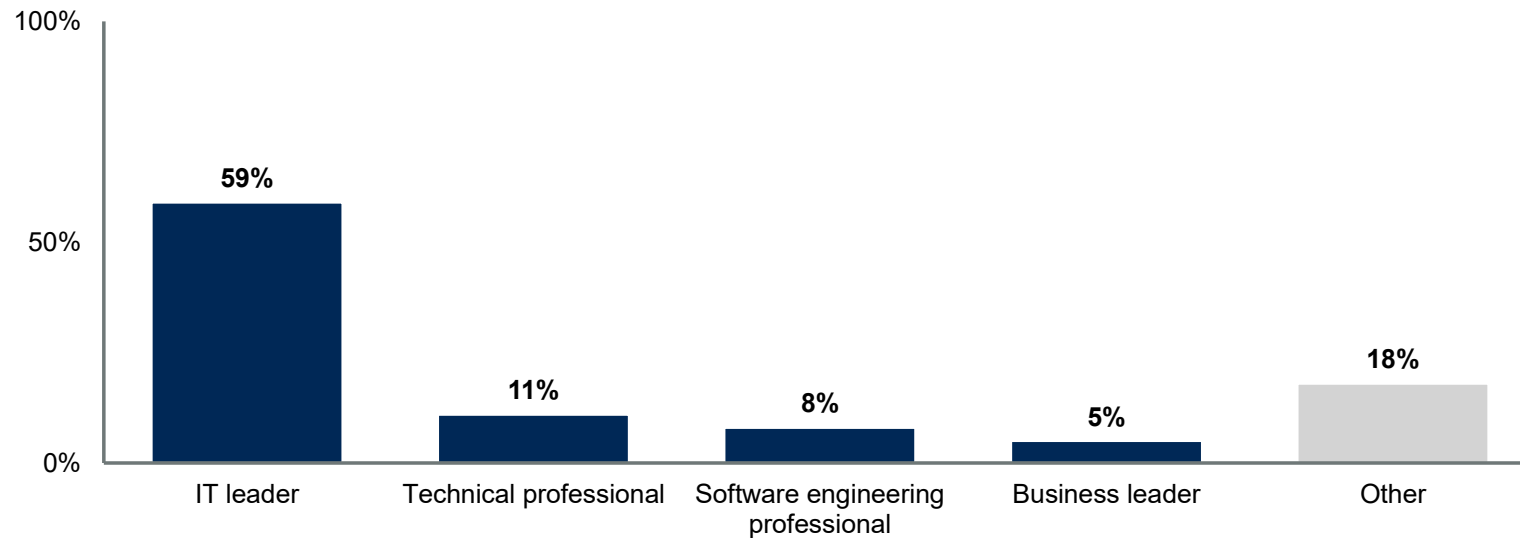


n = 120; IT Leaders who are involved in agile
Source: 2022 Gartner Agile in the Enterprise Survey

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Most participating members are in an IT leadership role

Role Description



n = 120; IT Leaders who are involved in agile

S03. Which one of these best describes your role? Please select one response.

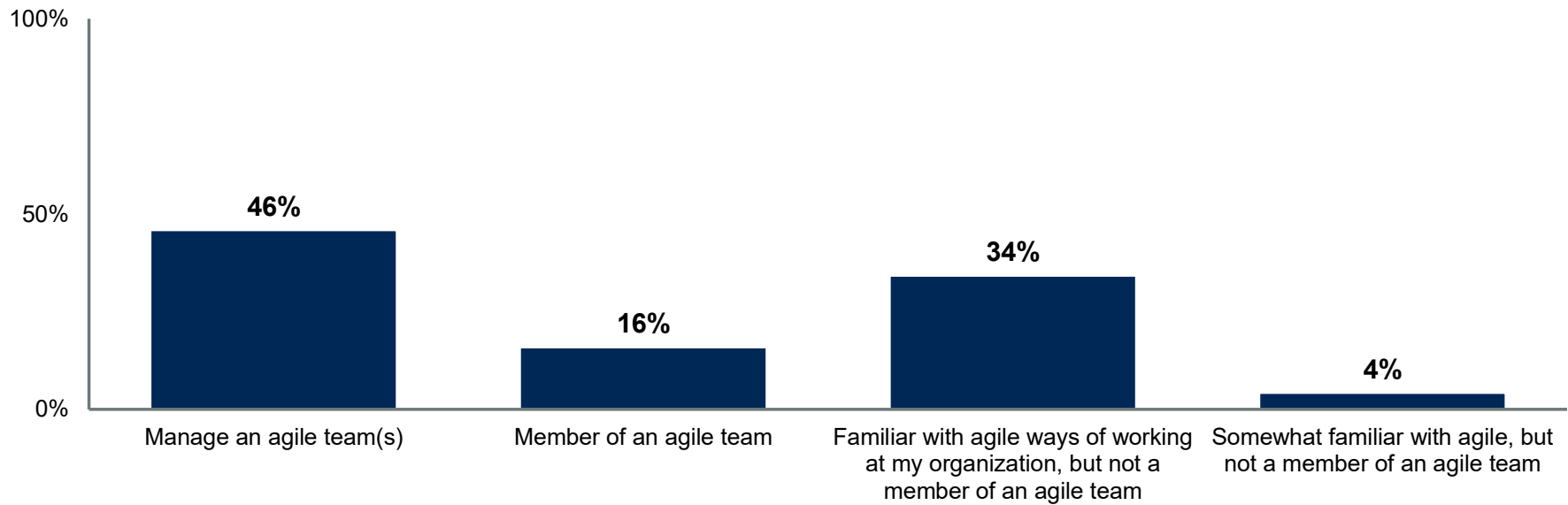
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Nearly half of participants manage an agile team

Involvement in Agile Function



n = 120; IT Leaders who are involved in agile

S02. How involved are you with agile ways of working in your organization? Please select one response.

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Top Agile Dysfunctions: Definitions

Agile in Name Only (AINO): Agile has been adopted as a process framework within technical teams without embracing the required cultural and full-value-stream changes.

Water-Scrum-Fall: A partial agile implementation where modern practices are sandwiched within the existing legacy (waterfall) process.

Fragile Agile (FrAgile): FrAgile organizations seek stability through strong structures, enforced process and risk avoidance focused on delivering something as quickly as possible instead of delivering value to the customer.

ScrumBut: Organizational dysfunction is accepted as the natural way of working. The standard syntax for this is [We use Scrum, but] <reason> <workaround>.

Zombie Scrum: Blind adherence to the Scrum framework without adopting the mindset required to make it work. Teams are lifeless and joyless with members unable to introduce real change.

Cargo Cult Agile: Seeks results through ceremony and ritual, mimicking agile processes and pipelines, without the cultural and structural changes required for long-term transformation.

Agile Washing: Massive hierarchies, heavyweight project processes, technical-debt-ridden products and unwieldy legacy practices all remain unchanged. A highly visible agile front end is added to make a traditional organization appear modern and innovative.

Lipstick Agile: Agile practices are cosmetically applied without making any transformational change. This superficial adoption only pays lip service to effective transformation and failing to embrace the required paradigm shift.

Agile Success Theater: Product teams appear to perform flawlessly, but it is all an illusion. Teams reverently follow agile practices with impressive velocity metrics, burndown charts and beautifully crafted Kanban boards, but no real business value is delivered.

Gated Agile: Compromises made to implement agile in functional stages leads to suboptimization and waste. Ingrained silos, manual approvals and inter-team handoffs inhibit frequent value delivery.

Dark Scrum: Scrum process framework is deliberately misapplied to exert pressure and oppress developers, limiting change and preventing the emergence of self-management.

Feature Factory: Business focused on building features rather than customer solving problems.