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SHINE TECHNOLOGIES
AGILE METHODOLOGIES
Survey Results

Shine Technologies Pty Ltd www.ShineTech.com

A PASSION FOR EXCELLENCE



AGILE METHODOLOGIES

Survey Results

Executive Summary

Our global survey of experiences using Agile methodologies received responses from diverse organisations from Online Computer Library Center to NASA, but the answers were the same: Agile works.

In general, companies using Agile processes have:

- Lower costs
- Better productivity
- Better quality
- Better business satisfaction

In these cost conscious times, it was amazing to find that 95% of respondents believed that costs were the same or less. Many companies may find this reason enough to trial the use of Agile processes in their business. Once they do, they will find that the benefits go way beyond cost to deliver stunning improvements in productivity, quality and business satisfaction.

Comments from Agile practitioners:

(For work at previous companies) "First, we delivered on schedule. Then, what we delivered was well received from the customers. We had comments like *'this is the best and most useful release of the product we have ever seen.'*"

Rob Clark, Director of Product Management
Oracle.

"When I worked on Extreme Programming teams our projects stayed on time and on budget, and the customers were happy."

Lisa Crispin, QA Manager
KBToys.com

"By using agile approaches we are able to out-perform development teams two to three times our size in project development efforts."

Jonathan House, Chief Architect
Surgeworks Software Development

Highlights

Here are some of the highlights from our findings. Full details can be found in Appendix 1.

- 84.7% of respondents rated their Agile knowledge as average or above. We have classified these respondents as "knowledgeable" for the purpose of the survey
- 49%* stated that costs were reduced or significantly reduced
- 46%* stated that costs were unchanged, resulting in 95% stating that there was either no effect or a cost reduction
- Only 5%* stated that Agile processes had a negative effect on cost
- 93%* stated that productivity was better or significantly better
- 88%* stated that quality was better or significantly better
- 83%* stated that business satisfaction was better or significantly better
- Knowledgeable respondents were vastly more in favour of Agile processes. Only 1.8% of knowledgeable respondents found productivity degradations, but this increased to 3.1% when taken across all respondents.

Advice for people thinking of adopting Agile Methodologies:

"Don't be fooled into thinking that Agile methodologies are not very rigorous in terms of process. For example, XP, when used as prescribed (employing all 12 practices), is very strict indeed."

Bil Kleb, Aerospace Engineer
NASA Langley Research Center.

"You need good, motivated people. Agile methodologies are hard work and require a very high degree of discipline to get it right."

Shane Clauson, Developer
Object Consulting.

"Make sure all levels of management understand what the methodology is so they can encourage its use without expecting it to be the silver bullet that solves all problems."

Rick Neighbarger, Senior Software Engineer
Online Computer Library Center Inc.

"Getting an organization to switch to agile processes takes a lot of time and patience. Find a champion who is in a position to influence others."

Lisa Crispin, QA Manager
KBToys.com

* Of knowledgeable respondents as identified in Q1 of the survey

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A comment from Shine Technologies

"Shine Technologies has been using Agile processes since we started, we just didn't have a name for it. When we came across the Agile Alliance (<http://www.agilealliance.org/>) we found others finally had. Our own professional experience backs up the results of this survey, but what surprised us was the level of success being achieved amongst practitioners."

"It is important to understand that no documentation and no processes does not mean Agile. That is just hacking. As Bil Kleb from NASA indicates Agile is a rigorous process and one that relies on people - not documents - to succeed."

"Our experience is that any methodology is only as good as the people using it, and this is a central belief of all Agile processes. In addition, our experience has proven that smaller teams of great people can achieve results far beyond those achieved by larger teams. It is our belief that Agile processes reap the greatest results with these small, highly skilled teams. That is why Agile works for us."

Mark Johnson, Principal
Shine Technologies

Contact Information

To get more information about the survey or to talk to Shine Technologies, please contact us as below:

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Survey Link

The survey is still active on our website and can be reached at:

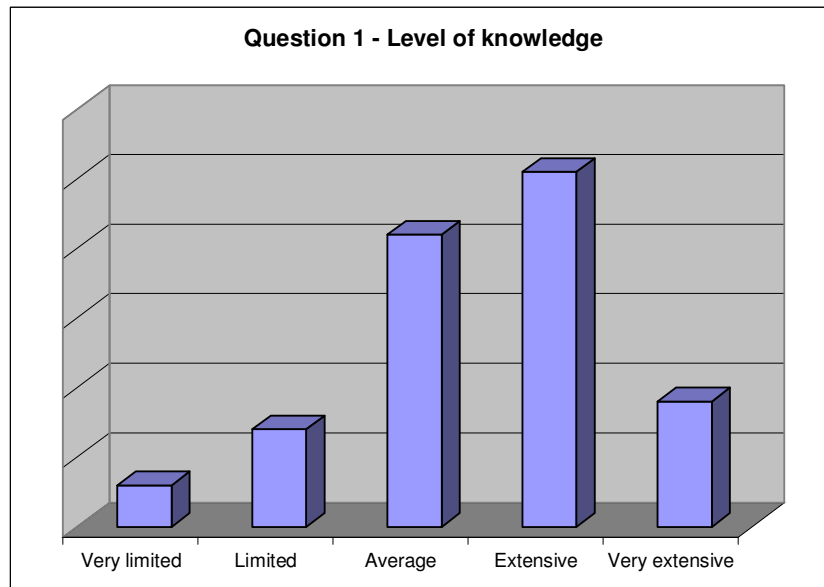
http://www.shinetech.com/agile_survey.jsp

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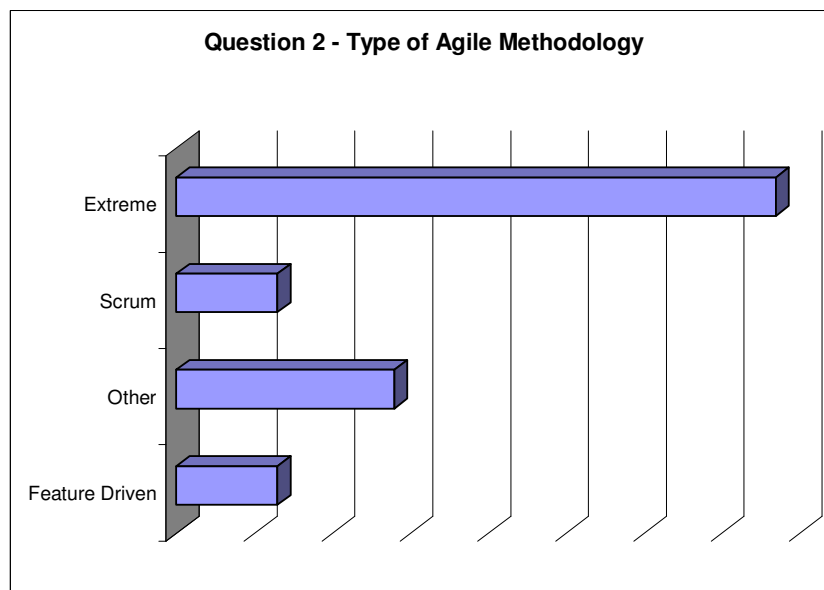
Appendix 1 – Detailed Results

Question 1: How would you rate your understanding of Agile Methodologies?



Of the respondents, 84.7% claim to have an Average or above knowledge of Agile Methodologies. In some later questions, only these responses were included in the results. Questions that used this limiting criteria contain a * in the title of the graph.

Question 2: What form of Agile processes are you most using at the moment?

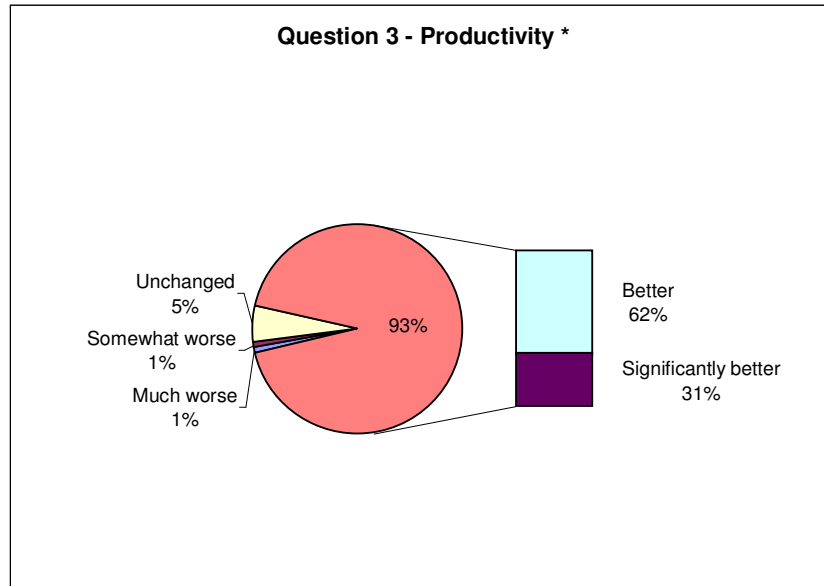


By far the most popular form of Agile processes used is Extreme Programming, often shortened to XP. Extreme processes are being used by 59% of all respondents.

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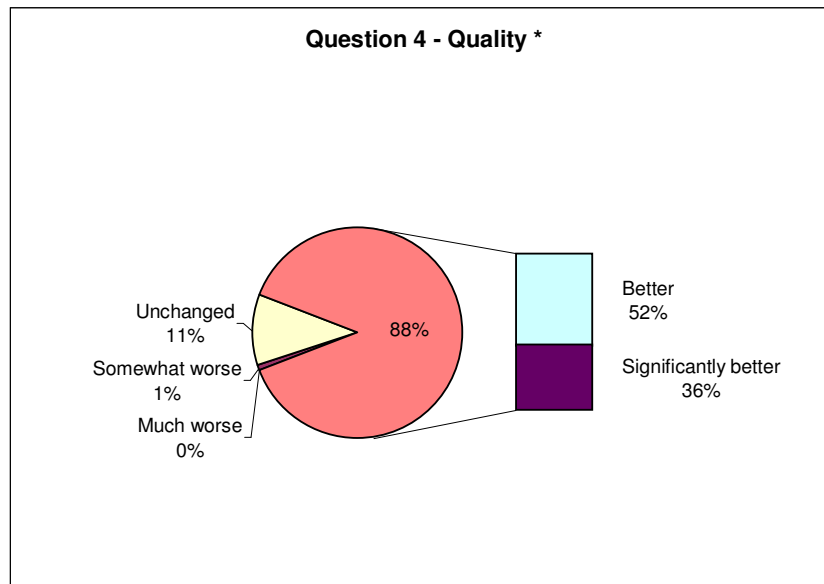
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Question 3: Has adoption of Agile processes altered your team productivity?



Of respondents with average knowledge or above (from Question 1), 92.8% believe adoption of Agile processes has made team productivity better or significantly better. Across all respondents this number dropped to 87.8%. Across all respondents, only 3.1% believe it had a negative effect.

Question 4: Has adoption of Agile processes altered the quality of your applications?



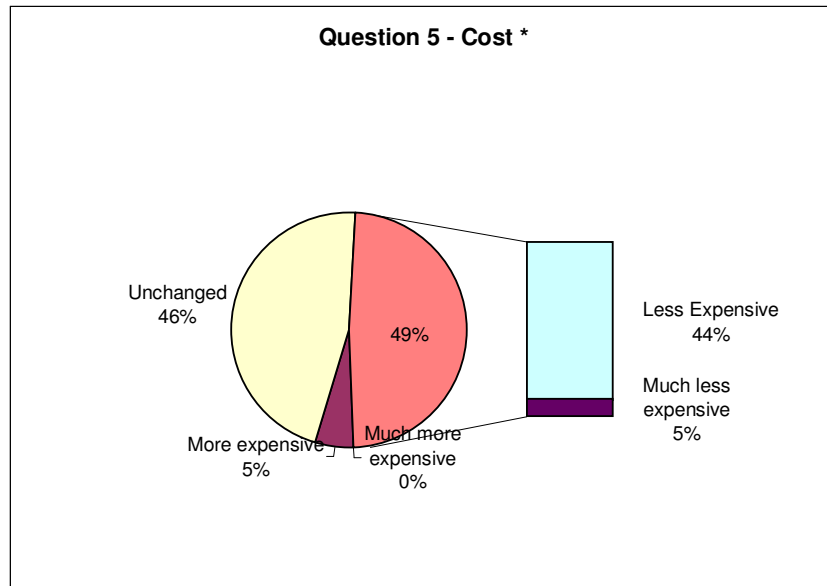
Adoption of Agile processes has had a significant effect on the quality of applications delivered. Of knowledgeable respondents, 88% claimed better or significantly better quality. Across all respondents this number falls to 84%.

Only 1% of knowledgeable respondents believed that quality was adversely affected in any way.

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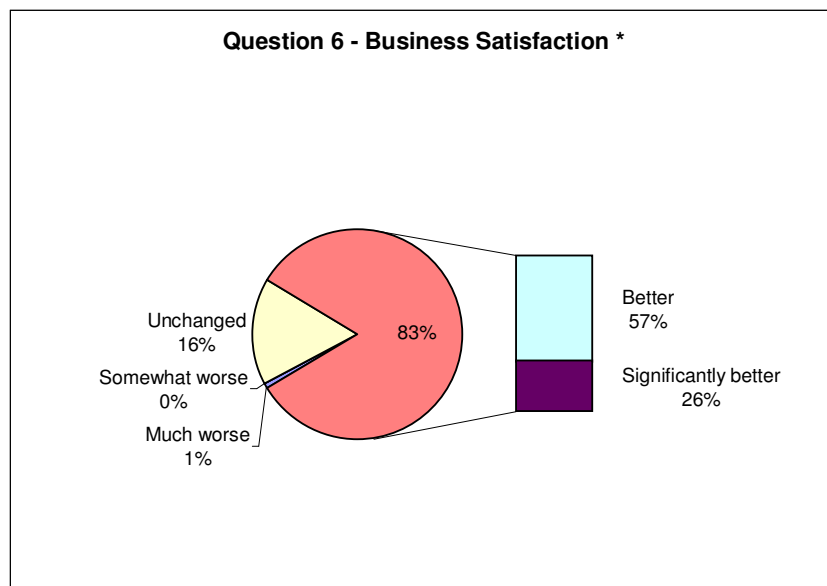
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Question 5: Has adoption of Agile processes altered the cost of development?



Across respondents with average knowledge or better, 48.6% believed that development costs were reduced. Including the responses that indicated that costs were unchanged, a whopping 95% believe Agile processes have either no effect or a cost reduction effect.

Question 6: Has adoption of Agile processes altered the level of business satisfaction with the software?

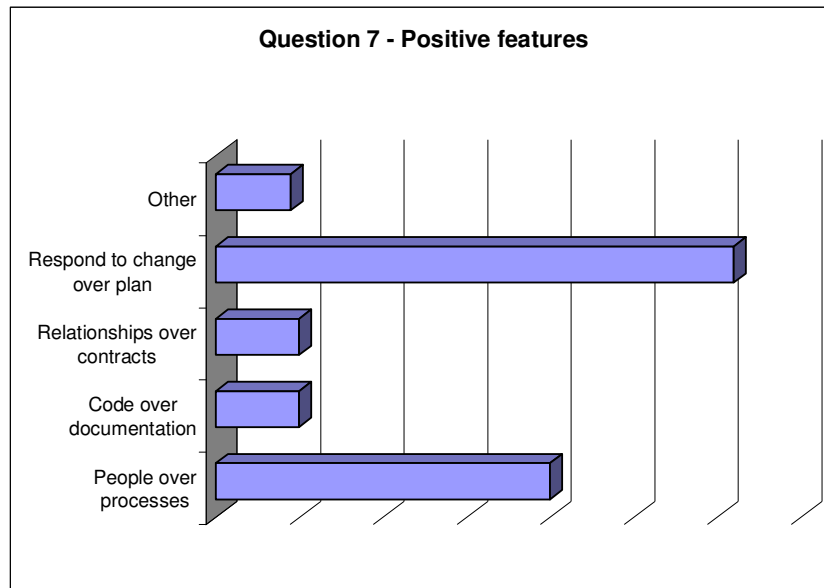


In the most stunning finding of the survey, business satisfaction of better or significantly better was a phenomenal 83% for respondents with average knowledge or better. Only 1% believe it has had a negative effect.

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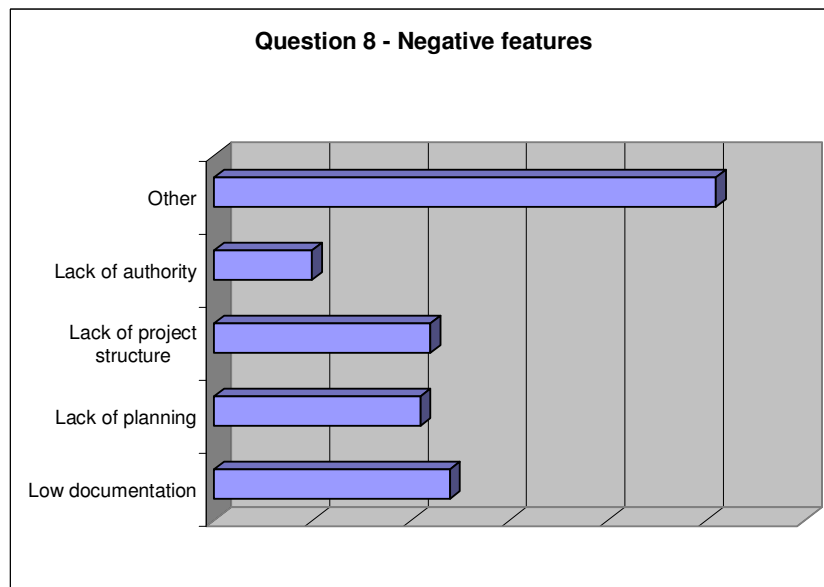
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Question 7: What feature of your Agile processes do you like the most?



The most positive features of Agile processes were “Respond to change over plan” (47.3%) and “People over processes” (30.5%). This appreciation of a responsive, people-centric model is a striking change from previous methodologies that value plans and processes.

Question 8: What feature of your Agile processes makes you most uncomfortable?

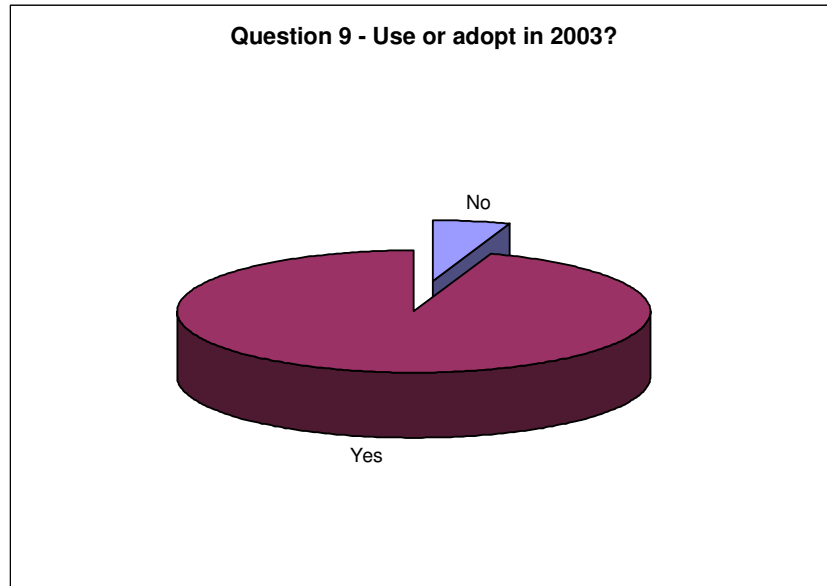


Interestingly the negative features of Agile processes was the most even spread of responses. Due to the large amount of “Other” responses, it is hard to draw any real conclusions from the question. One interesting point to note is that although a dynamic approach was listed as a major positive, lack of planning is listed as a concern. This may indicate that it will be a slow process to ensure managers are comfortable with the more open Agile processes, despite the fact that they recognise them as important to implement.

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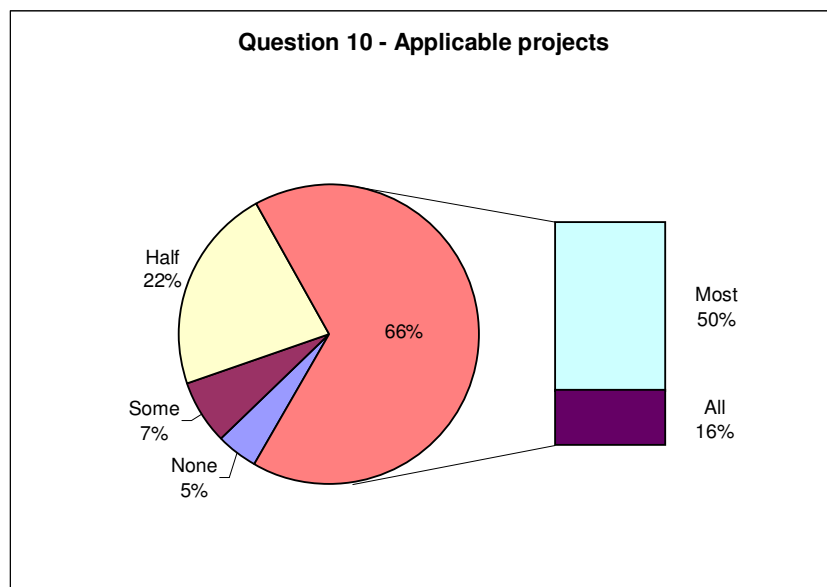
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Question 9: Do you intend to use or adopt Agile processes in the next year?



An overwhelming 94.7% of all respondents will continue to use or will adopt agile methodologies in 2003. This rises to 96.4% when limited to knowledgeable respondents. In combination with other questions, it can be seen that Agile processes are in strong favor and will be used increasingly in the coming years, and that even less knowledgeable respondents - who are the biggest doubters - are not going to rule it out.

Question 10: What proportion of projects do you believe are appropriate for Agile processes?



Only 16% of respondents believe that Agile processes are applicable to all projects. This is in line with the Agile belief that it should be applied only where it will deliver benefit. Interestingly 88.5% of respondents believe that Agile processes should be used at least half the time. This indicates that Agile processes should be used only for the right projects, and that there is room for other methodologies to sit along side Agile and be used on a project-by-project basis as appropriate.

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Appendix 2 – Survey Details

During November 2002 to January 2003, Shine Technologies ran a web-based survey to gauge the market interest in Agile Methodologies. The survey consisted of 10 questions, and received 131 valid submissions as at 8th January 2003. The survey is still active and taking submissions at:

http://www.shinetech.com/agile_survey.jsp

Survey responses with invalid email addresses were removed from the survey prior to the results being analysed.

The following questions were asked in the survey:

Question 1: How would you rate your understanding of Agile Methodologies?	Very Limited, Limited, Average, Extensive, Very Extensive
Question 2: What form of Agile processes are you most using at the moment?	Xtreme, Scrum, Crystal, Feature Driven, Other
Question 3: Has adoption of Agile processes altered your team productivity?	Much worse, Somewhat worse, Unchanged, Better, Significantly better
Question 4: Has adoption of Agile processes altered the quality of your applications?	Much worse, Somewhat worse, Unchanged, Better, Significantly better
Question 5: Has adoption of Agile processes altered the cost of development?	Much more expensive, More expensive, Unchanged, Less expensive, Much less expensive
Question 6: Has adoption of Agile processes altered the level of business satisfaction with the software?	Much worse, Somewhat worse, Unchanged, Better, Significantly better
Question 7: What feature of your Agile processes do you like the most?	People over processes, Code over documentation, Relationships over contracts, Respond to change over plan, Other
Question 8: What feature of your Agile processes makes you most uncomfortable?	Low documentation, Lack of planning, Lack of project structure, Lack of authority, Other
Question 9: Do you intend to use or adopt Agile processes in the next year?	Yes, No
Question 10: What proportion of projects do you believe are appropriate for Agile processes?	0% (All), 25% (Some), 50% (Half), 75% (Most), 100% (All)