

# AGILE 20 Adoption Report 22

Language: English

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# INTRODUCTION

For the last 3 years, CertiProf has been learning and collecting information about the evolution of the appropriation of Agile methodologies by companies worldwide.

Thanks to receiving a direct vision from agilists and Agile enthusiasts around the world, we can provide the entire community with many interesting findings regarding adopting Agile practices without any commercial purpose. As well as know the challenges, the achievements, the most used methodologies, what roles are carrying out Agile processes within organizations, and advances that provide evidence of future behavior in the market.

Beyond the pandemic, 2022 has been marked by global changes that have forced organizations to take adaptive and dynamic actions that allowed them to evolve at the same pace as the market. Agile methodologies are great allies to achieving the transformation.

# ABOUT THE AGILE ADOPTION REPORT 2022

This version of the Agile Adoption Report was conducted 100% online between May and September of 2022, achieving responses from Agile enthusiasts in industries such as IT, Financial services, Telecommunications, Education, and Manufacturing, among others.

This report includes more than 8,000 responses from 100 countries and was collected in 3 languages: English, Spanish, and Portuguese, giving a diverse and global view of the Agile community worldwide.

Since 2021, CertiProf has issued more than 16,000 survey contributor badges through Credly to responders that accepted the recognition, rewarding them as the Agile community members who supported us in building this report.



# FINDINGS

We invite you to review the main findings of the 2022 edition:

- The technology and software development sector continue to position itself as the top area to apply Agile frameworks, followed by financial services. There is a significant increase in responders from Professional Services. Scrum continues to be the Agile practice that respondents are most familiar with, followed by Kanban, Scrumban, and SAFe.
- Compared to the previous year, the percentage of people with less than 2 years of experience practicing Agile (37%) continues to be the growing trend of new people adopting Agile practices. On the other hand, 64% of organizations have experience adopting Agile practices for around 1 to 5 years.
- The main areas leading Agile practices in the organization are IT, Engineering, Project Management offices, Agile PMO, and Product Management. The main reasons for implementing Agile practices are accelerating product or service delivery, improving business, increasing productivity, and managing distributed teams.
- According to the results, a few companies (15%) have succeeded in adopting DevOps in their organization. However, 51% of the people surveyed have applied DevOps as a culture in their organization.

# FINDINGS

- This year's findings indicate a significant growth in the implementation of OKR. On average, 7 out of 10 of the respondents' companies have implemented OKR at different levels, where the team level is the most commonly used. 70% of organizations have implemented OKR at any OKR level, and 48% consider their organization innovative.
- Also, 63% of responders participated in the Agile transformation in their organization. A significant highlight is that the participants considered that an average of 59% of the organizations they belong to are strongly committed to adopting Agile values. Also, 56% of the organizations are implementing exponential growth initiatives.

*We want to thank the entire community for being part of this report development. The Agile Adoption Report is the result of a collaborative work philosophy and serves to share knowledge to improve the learning process of our lifelong learners. Our goal is to continue contributing to the progress and evolvement of the Agile community.*



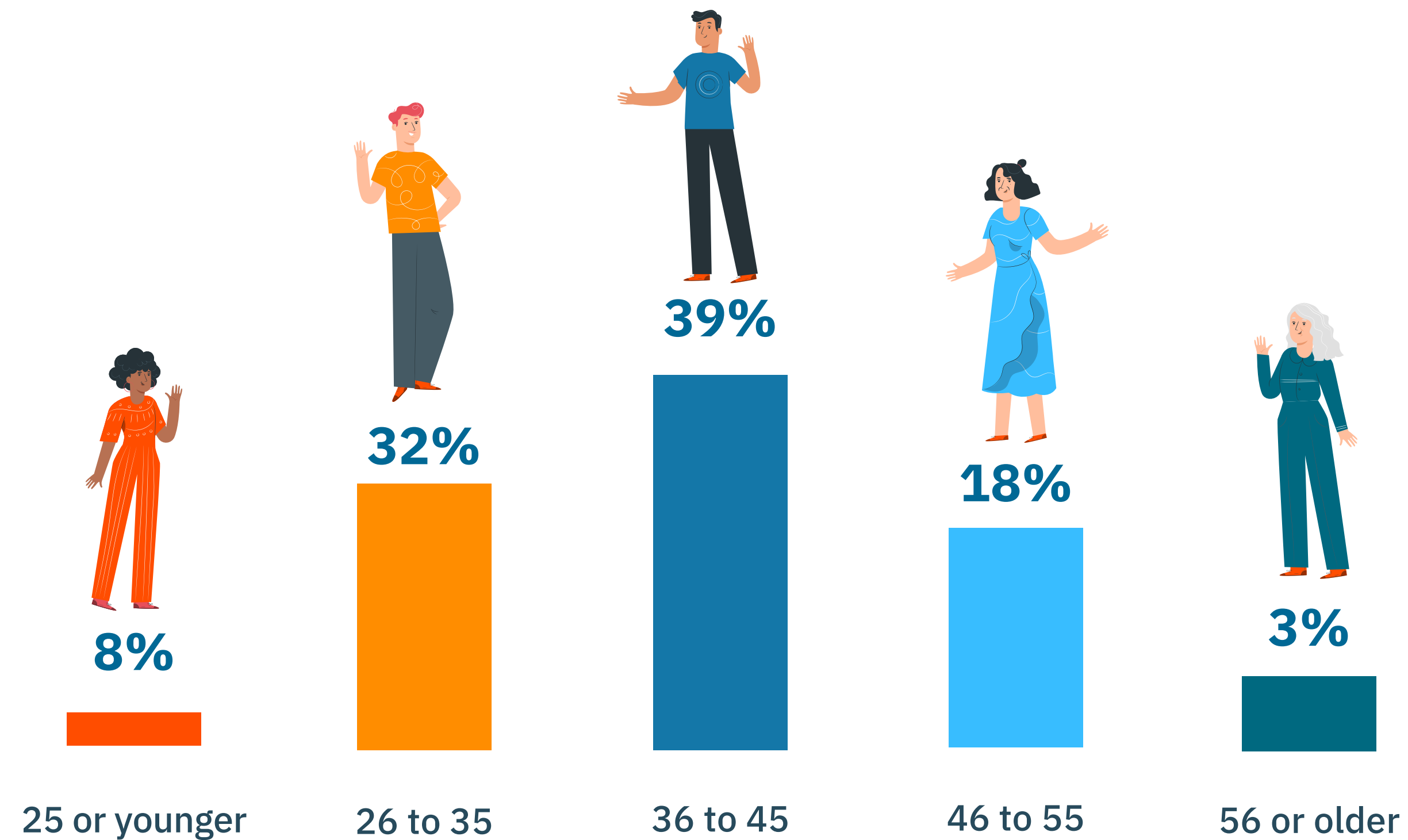
# AGENDA

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# RESPONDENT DEMOGRAPHICS

This part of the survey collects information about demographics from various professionals around the world such as age, geographic location, roles, and industries.

What is your age group?



# RESPONDENT DEMOGRAPHICS

In which country are you located?



<b>BRAZIL</b>	<b>26%</b>
<b>COLOMBIA</b>	<b>13%</b>
<b>MEXICO</b>	<b>12%</b>
<b>PERU</b>	<b>8%</b>
<b>CHILE</b>	<b>7%</b>
<b>INDIA</b>	<b>4%</b>
<b>ARGENTINA</b>	<b>4%</b>
<b>ECUADOR</b>	<b>4%</b>
<b>SPAIN</b>	<b>3%</b>
<b>COSTA RICA</b>	<b>2%</b>
<b>VENEZUELA</b>	<b>1%</b>
<b>USA</b>	<b>1%</b>
<b>DOMINICAN REPUBLIC</b>	<b>1%</b>
<b>*OTHERS</b>	<b>14%</b>

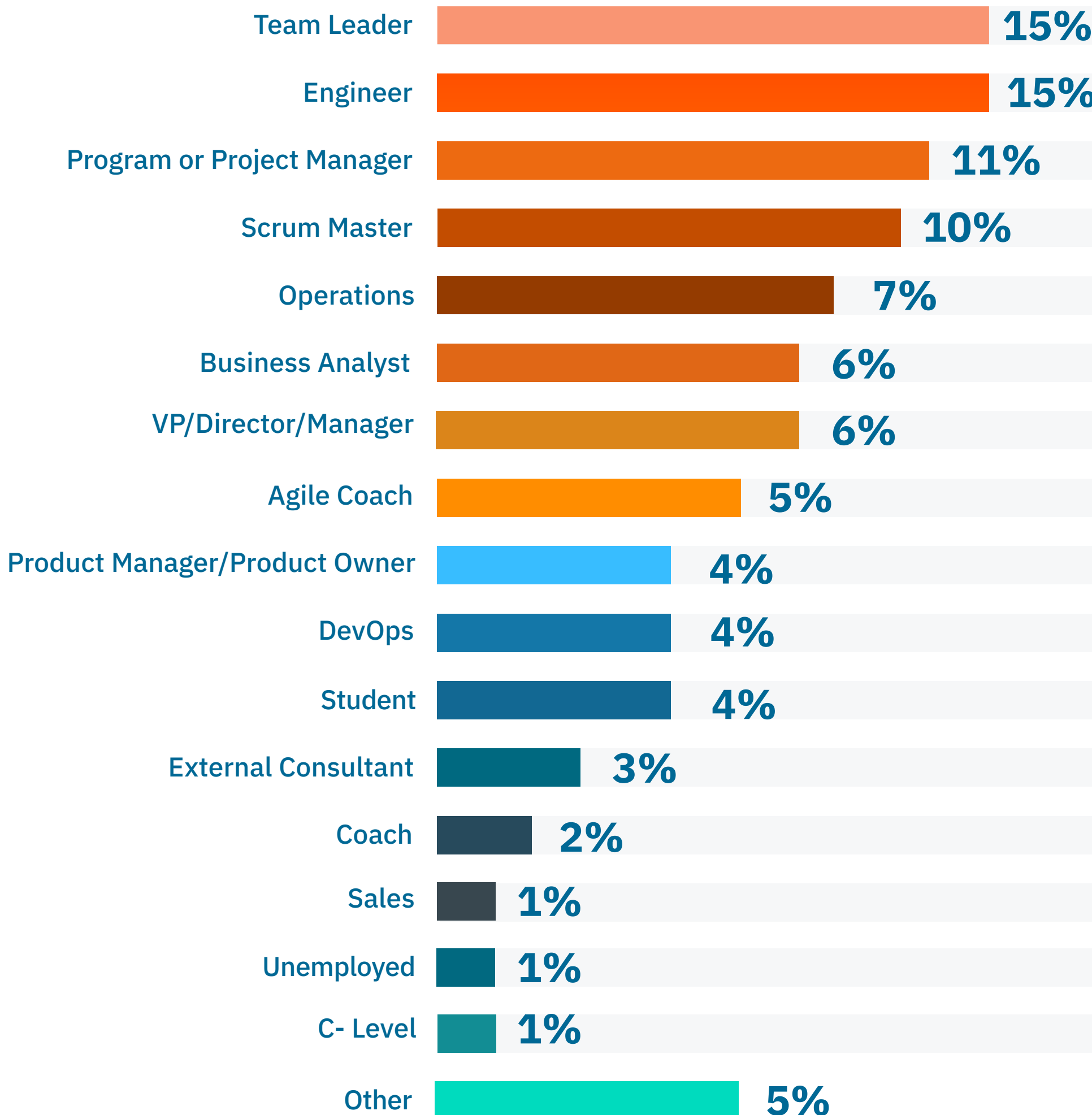
\*Others include: Guatemala, El Salvador, Philippines, Nicaragua, Bolivia, Pakistan, Nigeria, Uruguay, Panama, Indonesia, Paraguay, Portugal, Canada, Morocco, Honduras, Thailand, South Africa, Sri Lanka, France, Egypt, United Kingdom, Singapore, Cuba, Saudi Arabia, Italy, Germany, Malaysia, Tunisia, United Arab Emirates, Poland, Bangladesh, Australia, Netherlands, Albania, Angola, Switzerland, Algeria, Nepal, Botswana, Jordan, Cameroon, Ghana, Afghanistan, Uganda, Armenia, Czech Republic, Hong Kong, Turkey, China, Belgium, Ethiopia, Taiwan, Estonia, Japan, Hungary, Mozambique, Kenya, Cote d'Ivoire, Kuwait, Azerbaijan, Oman, Vietnam, Benin, Namibia, Andorra, Romania, Tanzania, Denmark, Ireland, Trinidad and Tobago, Israel, Cape Verde, Brunei, New Zealand, Kosovo, Gambia, Greece, Bosnia and Herzegovina, Qatar, Comoros, Latvia, Palestinian Territories, Russia, Zambia, Democratic Republic of the Congo, Chad, Senegal, Bahrain, Malta, Antigua and Barbuda, Slovakia, Norway, Mauritius, Burkina Faso, South Korea, Jamaica, Haiti, Bhutan, Holy See, Barbados, Sweden.



# RESPONDENT DEMOGRAPHICS

Which roles best describes your position in your company?

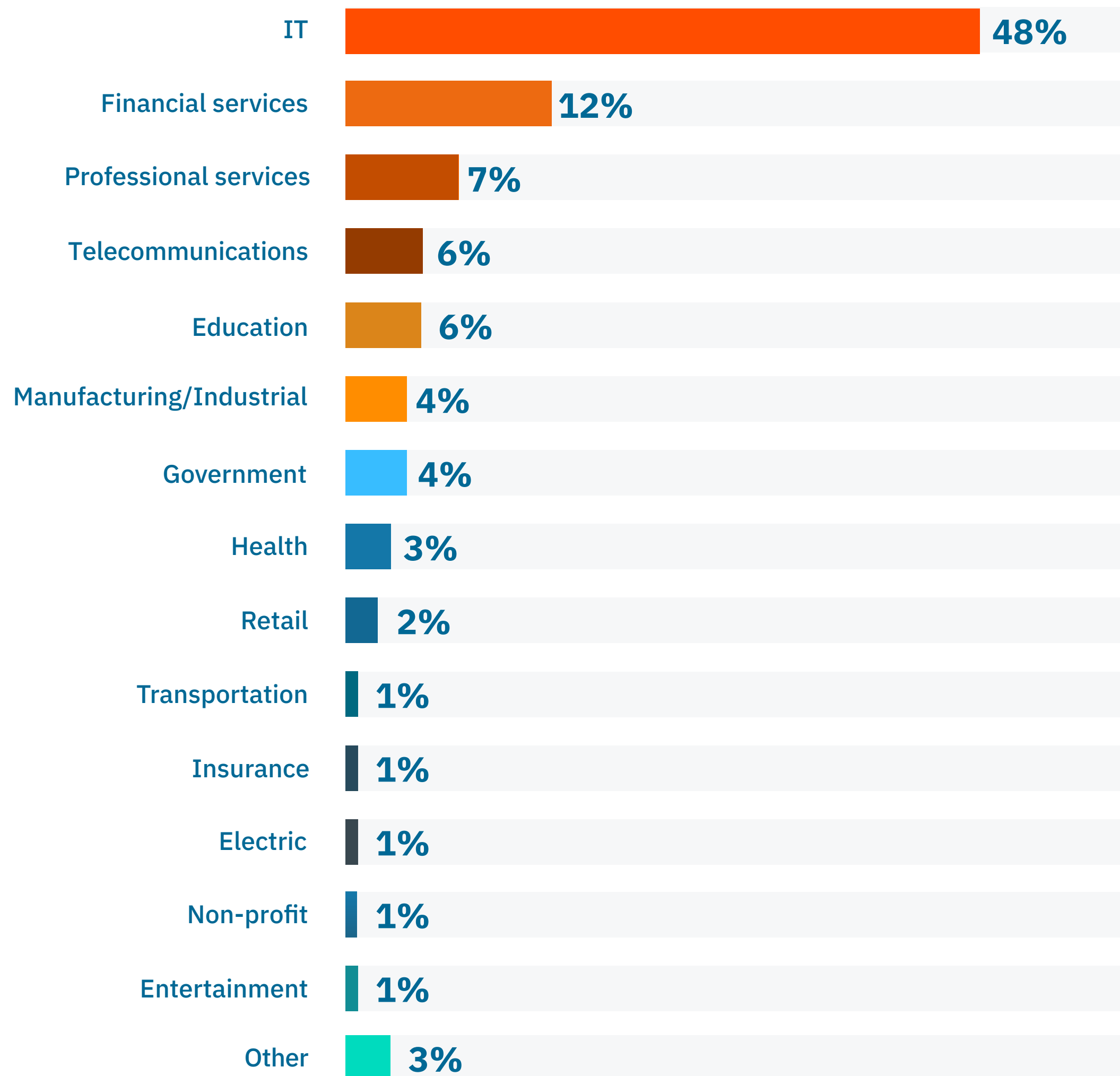
MULTIPLE CHOICE QUESTION



The top 5 roles to which respondents belong are: Team Leader, Engineer, Program or Project Manager, Scrum Master, and Operations.

# RESPONDENT DEMOGRAPHICS

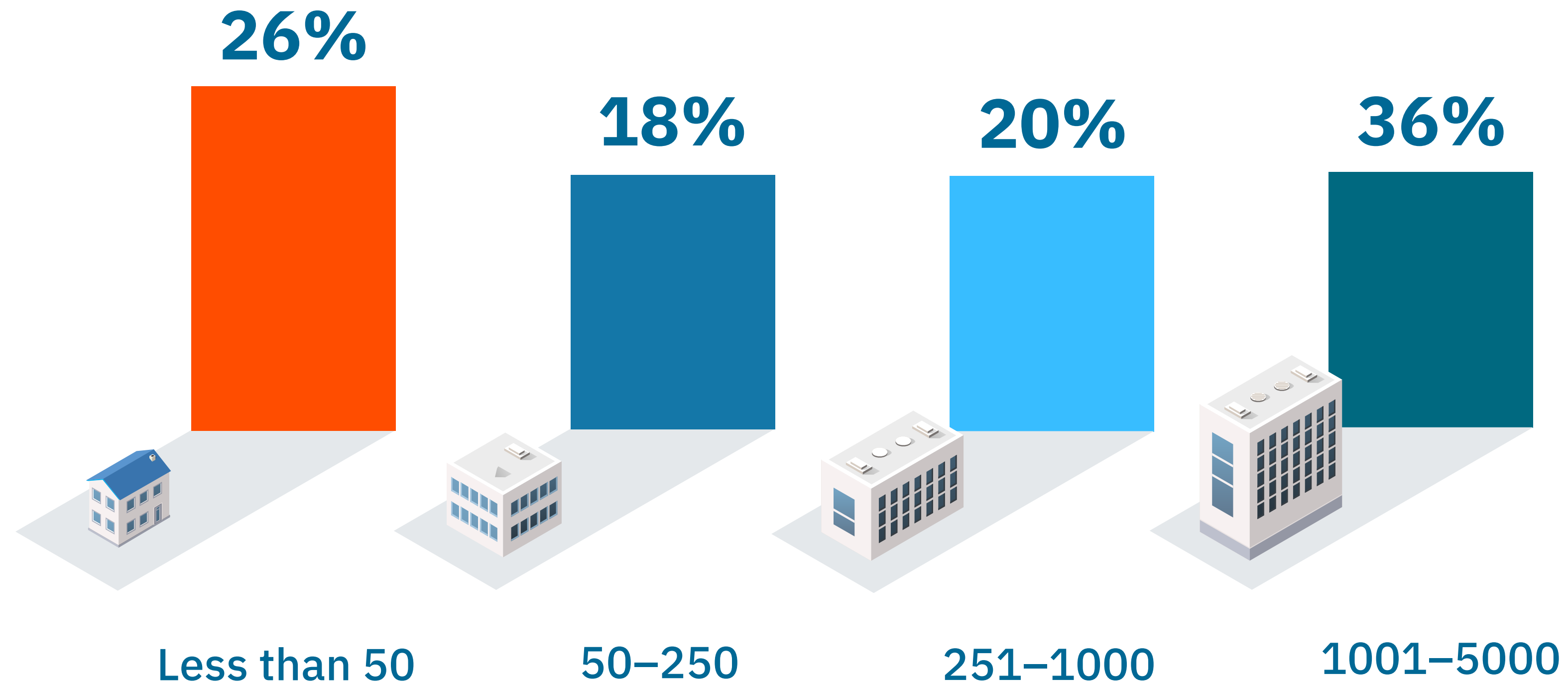
Which of the following options best describes the industry you work for?



IT and Financial Services are the industries that remain principal to have a direct relationship with Agile methodologies since 2021.

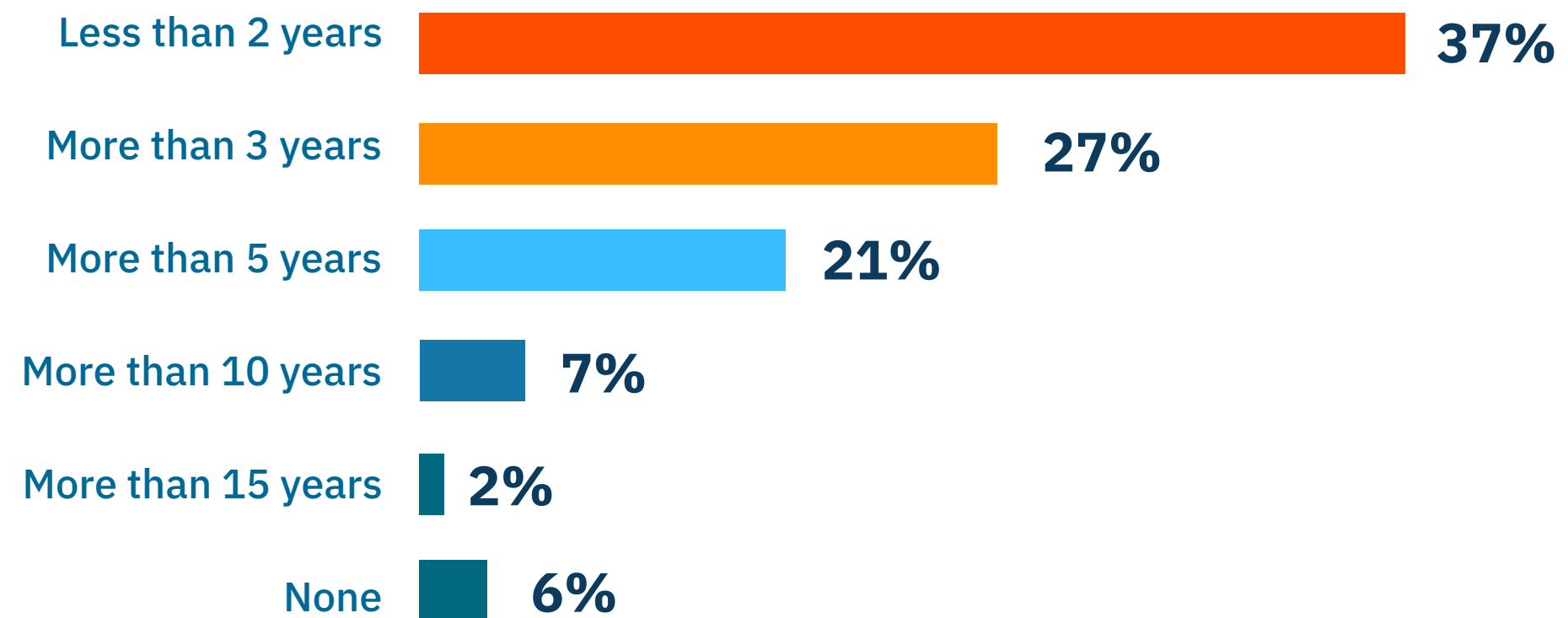
# RESPONDENT DEMOGRAPHICS

How many employees does your company have?



# EXPERIENCE

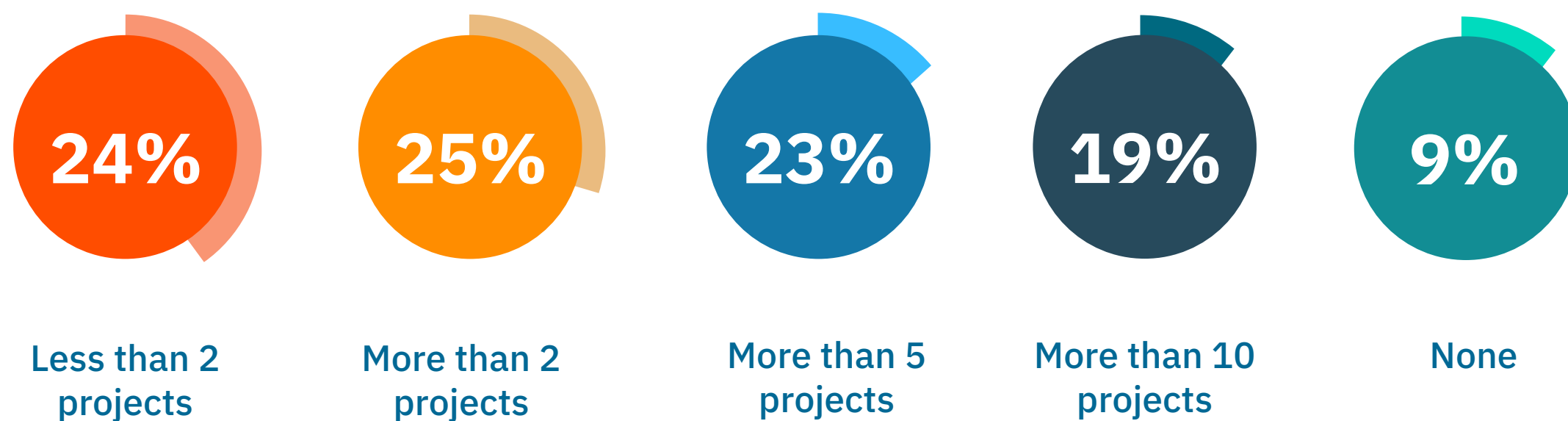
How many years of experience do you have practicing Agile?



Have you participated in the Agile transformation of a company?



How many Agile projects or initiatives have you worked on?



The trend remains between 2 and 3 years of experience practicing Agile compared to previous years.

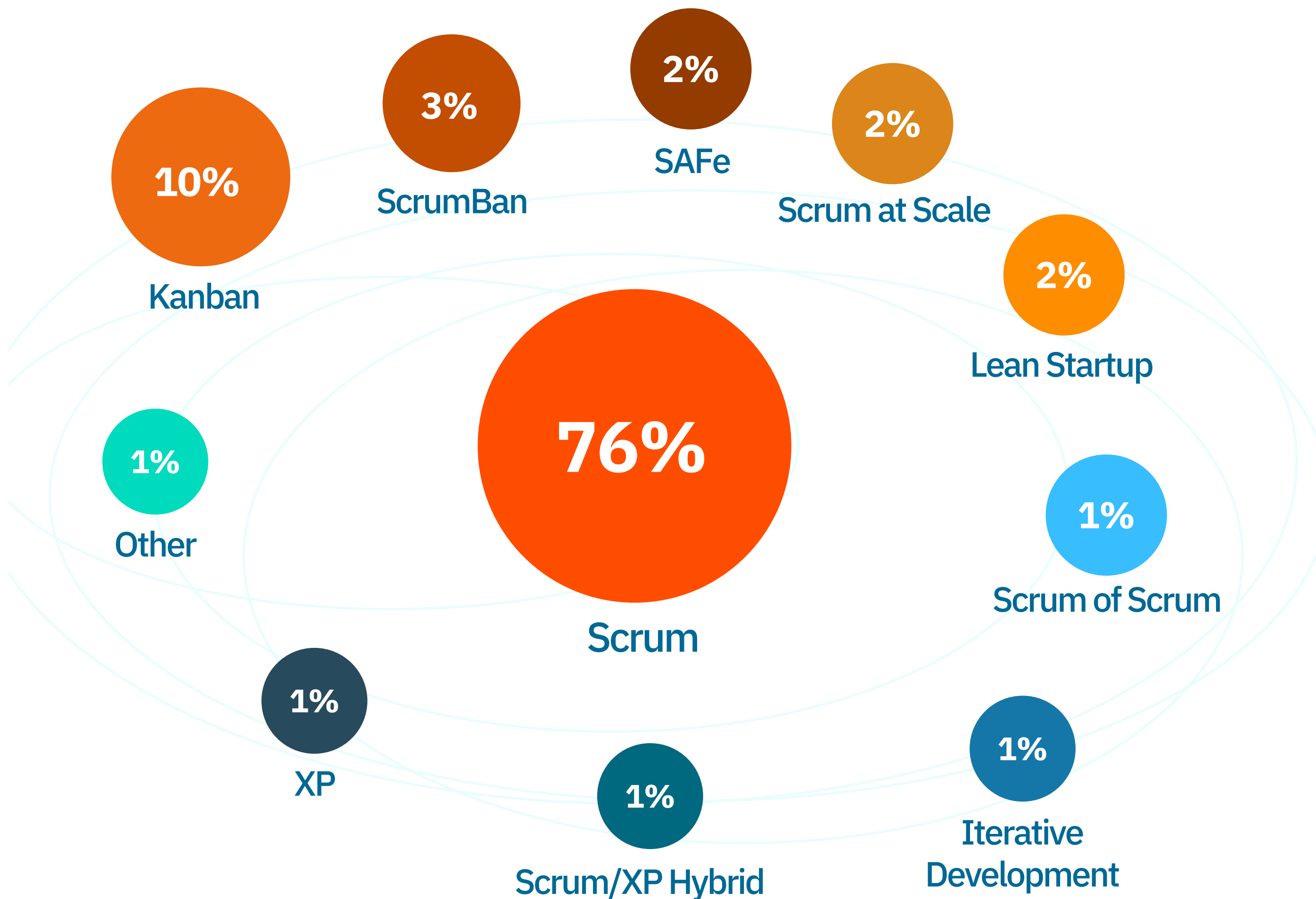




# AGILE FRAMEWORKS

Which Agile frameworks are you associated with the most?

MULTIPLE CHOICE QUESTION



“Scrum has and keeps making a huge impact on how we create products nowadays. We can infer that most adopting organizations have understood that this is the best way for them to deliver real value iteratively, for their benefit and for the benefit of their customers. Although Kanban is a strong viable option, I am guessing that the overall adoption by competitors is what keeps driving Scrum to be selected over other frameworks”.

Omar Gonzalez, *Scrum Master, Senior Product Owner, Agile, and IT practitioner.*

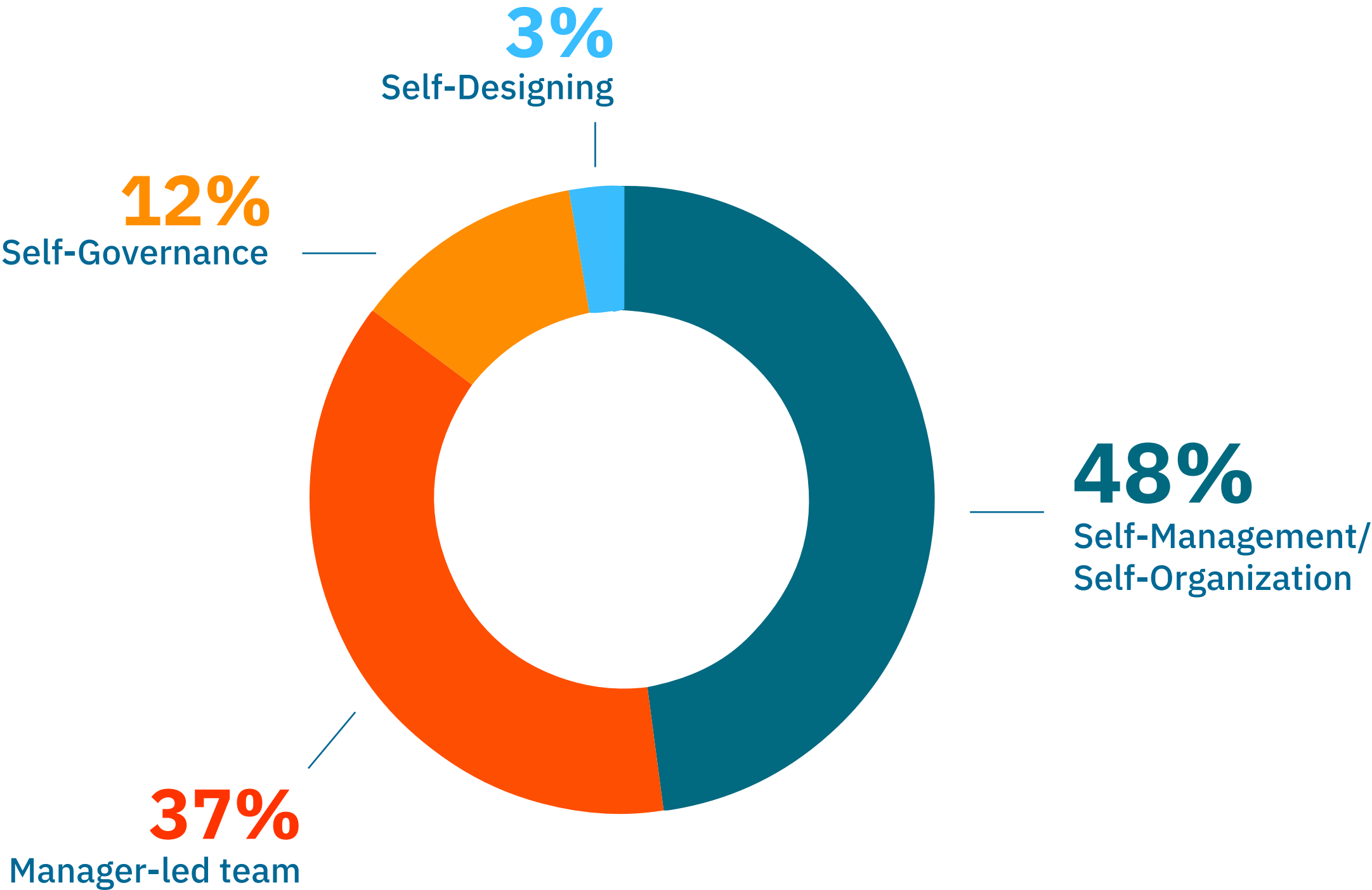
## Highlights:

Scrum is the most related Agile framework compared to previous years, significantly increasing from 45% in 2021 to 76% in 2022.

Kanban, being the most related second framework, decreased its use as the most related framework from 24% in 2021 to 10% in 2022.

# MANAGEMENT

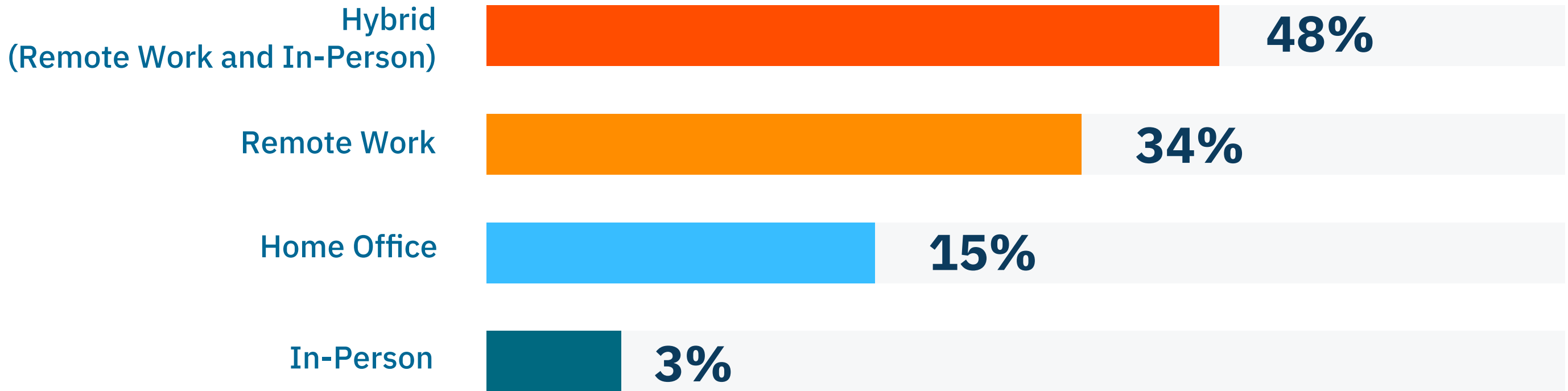
What is the most used management model in your environment?



About 60% of respondents said the most used management models are Self-Management and Self-Governance; this may benefit organizations with more dynamic and capable teams that solve problems faster.

# MANAGEMENT

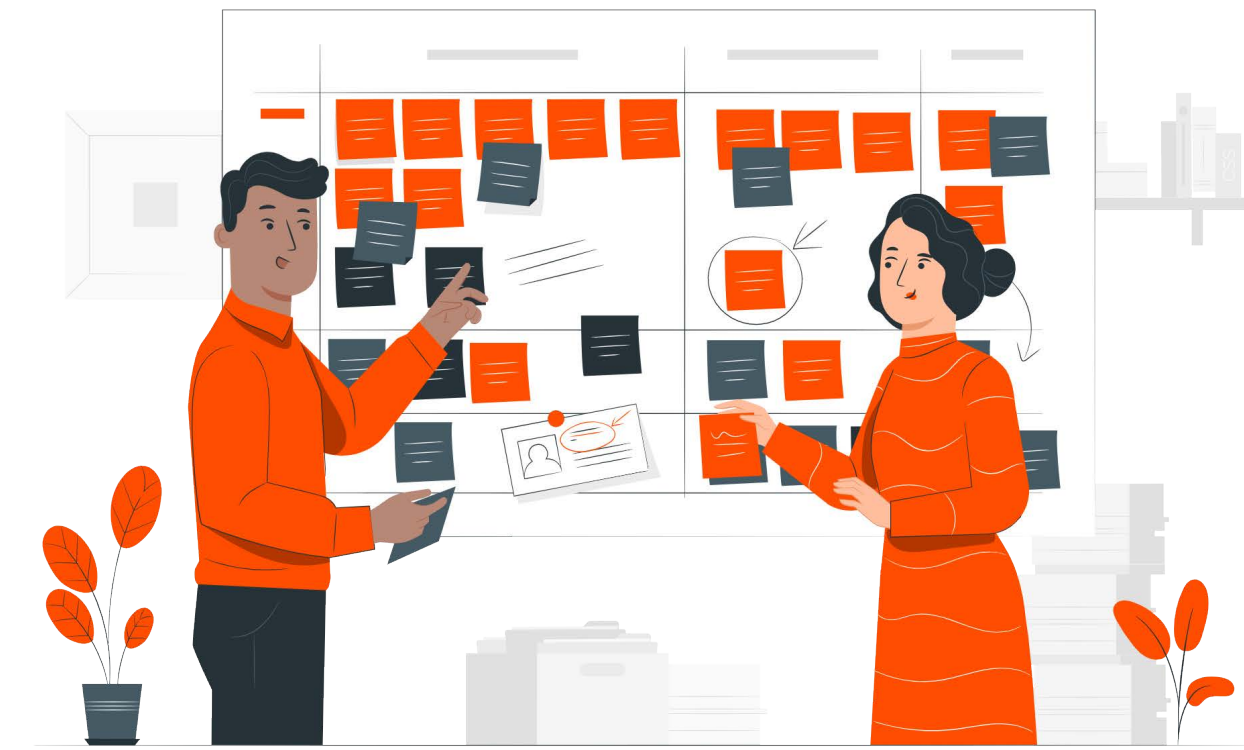
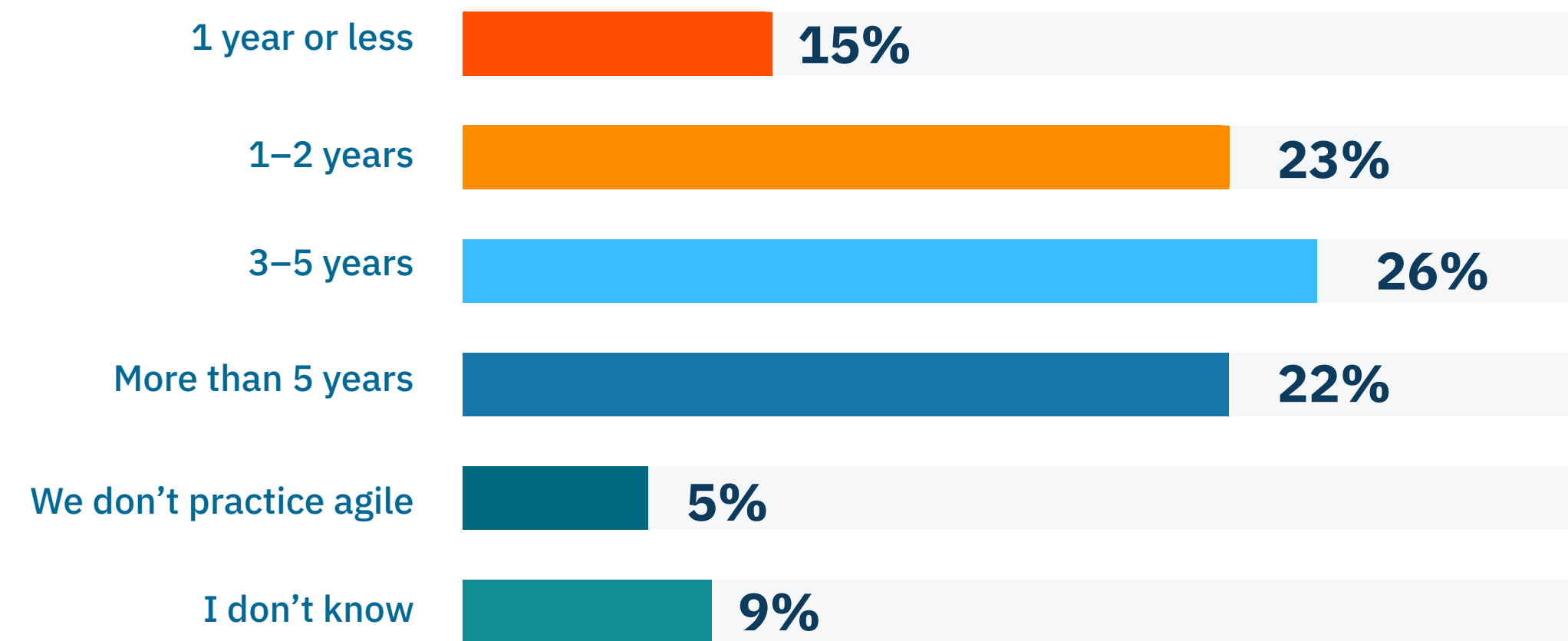
According to your experience, which work model do you prefer?



The hybrid work model has changed and improved in different areas, including company culture, work-life balance, emotional and mental well-being, money saving, and eating habits; this new "normal" way of work is an intangible asset for companies.

# AGILE

## How long has your company been practicing Agile?

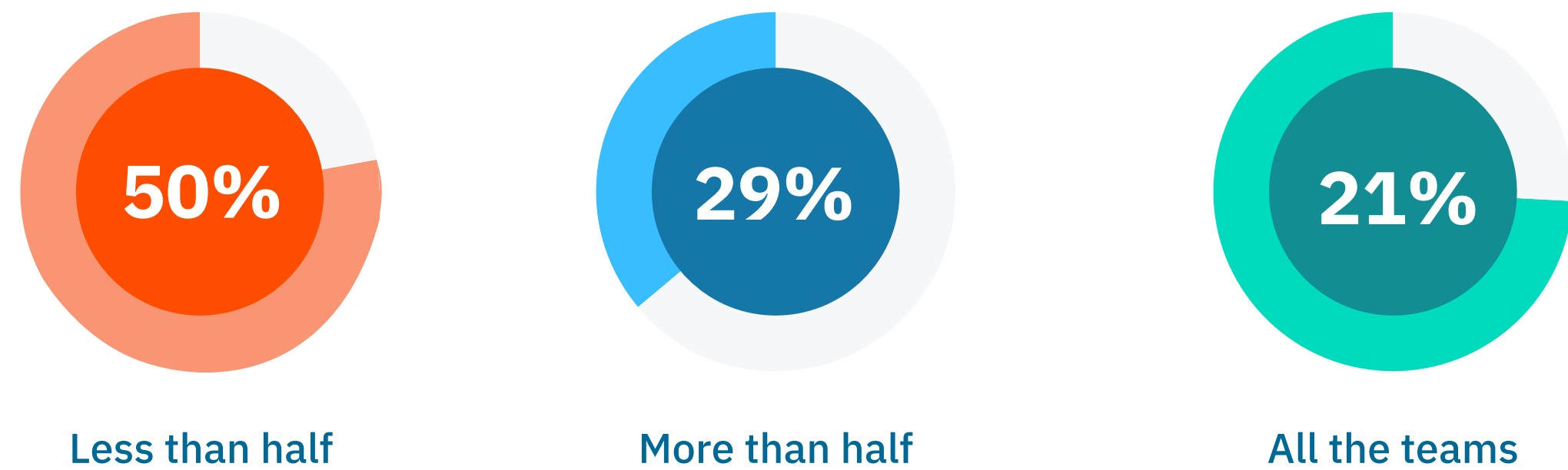


Organizations keep increasing the use of Agile practices.



# AGILE

How many teams use Agile in your company?

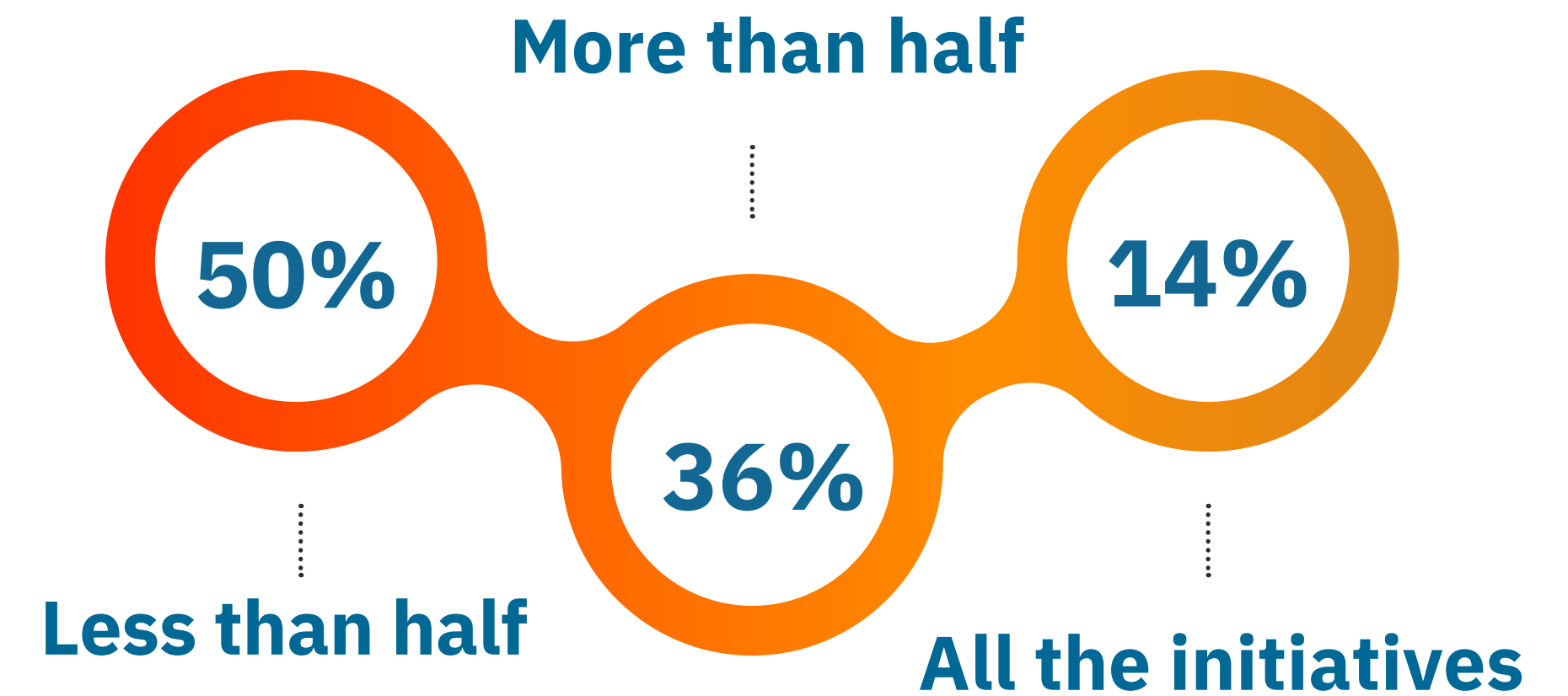


Does your company members understand the Agile mindset concept?



Promoting an Agile culture at all levels of the organization permeates resistance to change towards its adoption.

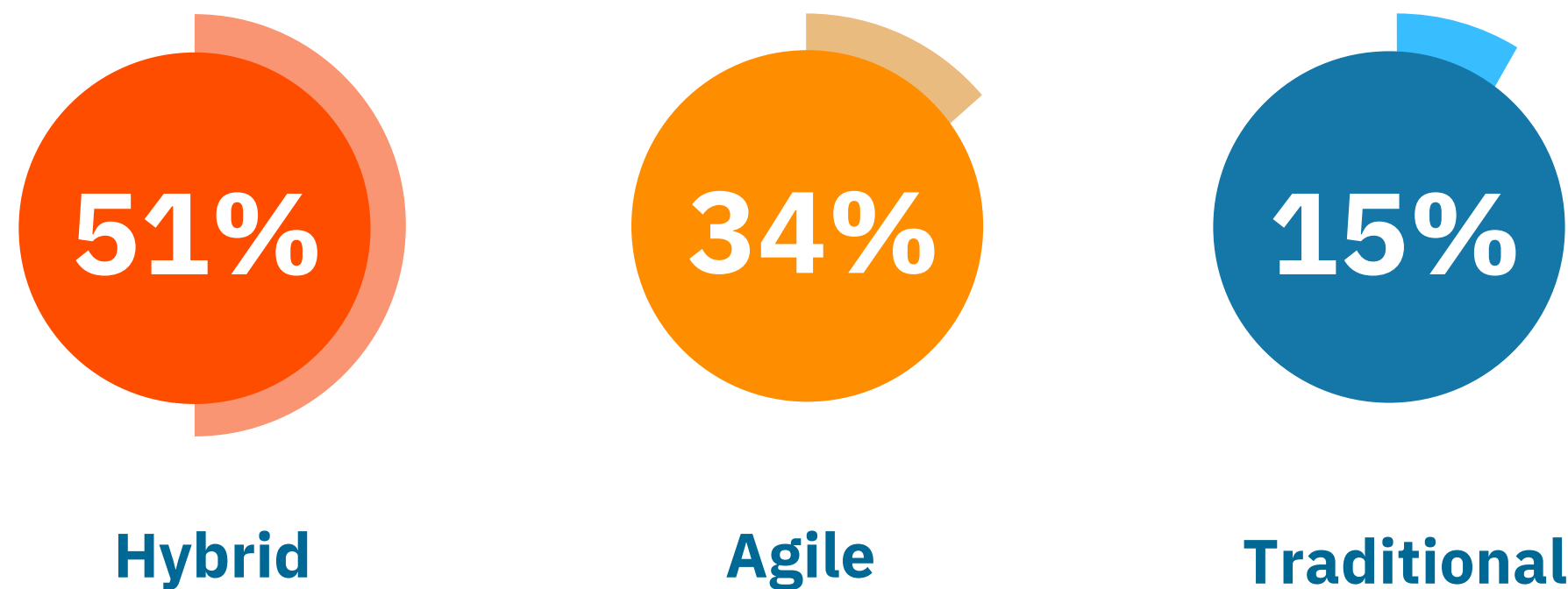
How many of your corporate initiatives are Agile?



It is essential to review how organizations use Agile methodologies in their projects and initiatives, distributed in more than 50% of teams using Agile within companies.

# AGILE

What is your company's approach to dealing with projects?



“Many organizations in their approach to agility have adopted hybrid frameworks, that is, they combine Agile and traditional practices, which is illustrated in the graph. Although this approach is not the best practice, it is a start that invites us to continue changing. Still, if it continues, it can become a long-term risk because those who fully embrace agility manage to increase their productivity between three and four times, taking a growing advantage over hybrids”.

*Jorge Abad, Head of Agility for TCS Latin America, and co-author of the book User Stories: A pragmatic view.*

“Every day an increased number of organizations are working with an Agile and Lean approach. The fact that half of the study participants responded that they use a hybrid approach is natural, given that most companies are currently going through a process of changing from traditional management and execution practices to ones based on agile thinking.

This is a slow process that can take years. Organizations cannot and should not commit to a big bang or “all or nothing” change, because they first must learn to deal with the impacts of change and it is best to start small, with one or two initiatives. From there, as they learn from the reactions of the environment, they can add new teams and areas of the company to the process.

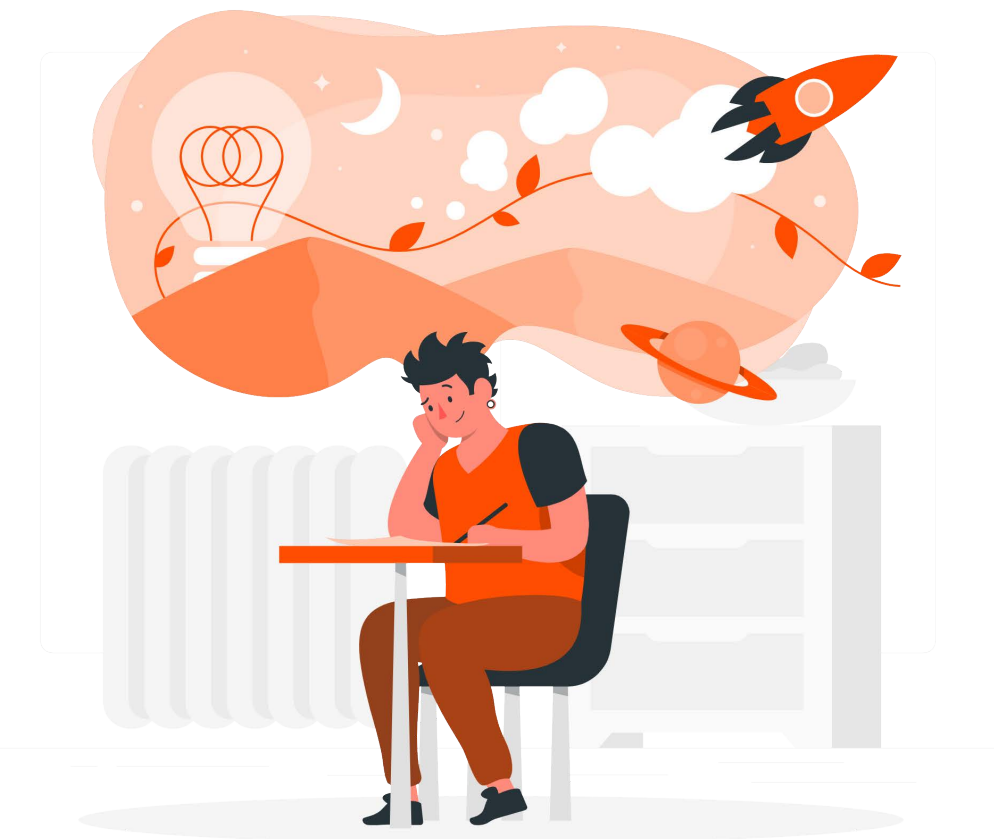
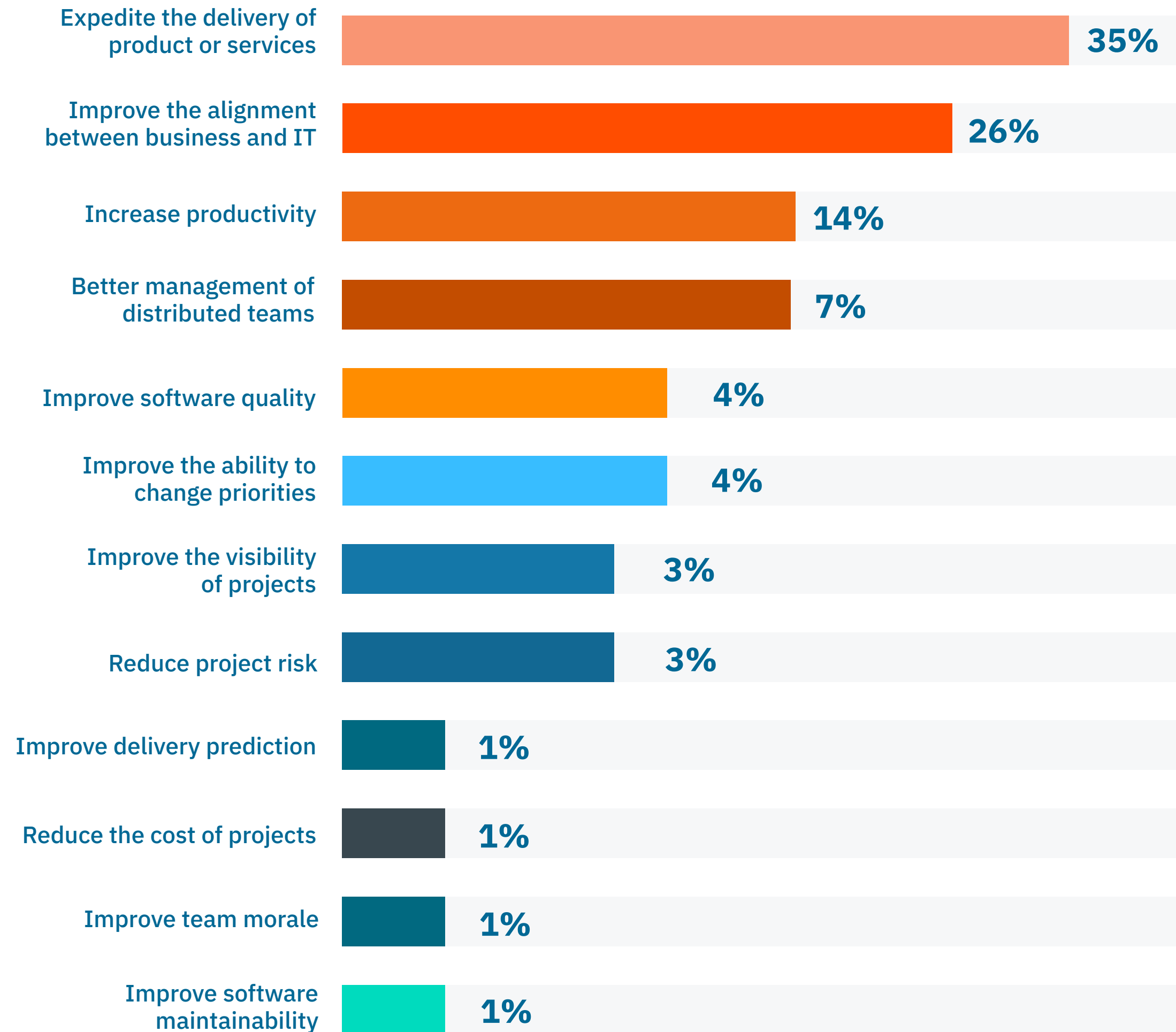
The fact that one in three companies is already using an Agile approach is consistent with the work they have been doing for the past decade. These companies have come a long way to understand, internalize, practice, and promote a culture of collaboration and innovation, essential pillars of today's successful organizations”.

*Lucho Salazar, official translator of the Scrum Guide in Spanish, and co-author of the book User Stories: A pragmatic view.*

# REASONS TO ADOPT AGILE

What are the main reasons for adopting Agile practices in your team or organization?

MULTIPLE CHOICE QUESTION

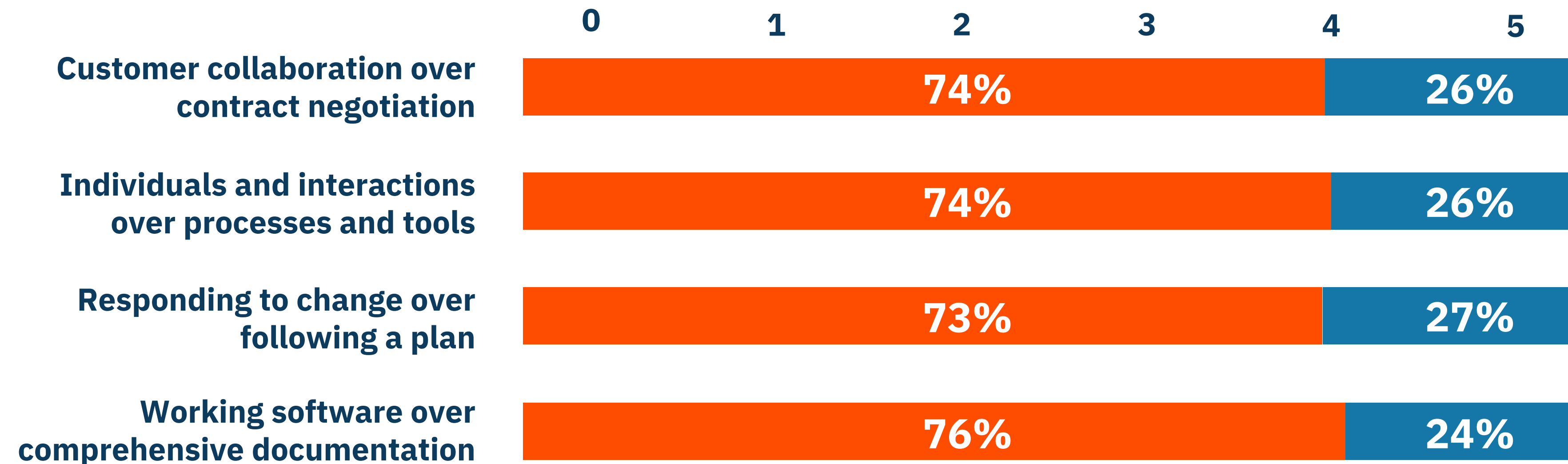


Most of the survey respondents agreed that by adopting Agile practices, the main benefit is accelerating (boosting) the delivery of products and services, generating value for organizations.

# AGILE ADOPTION

How would you rate the adoption of Agile values in your organization?

Where 1 represents "I strongly disagree" and 5 represents "I strongly agree"



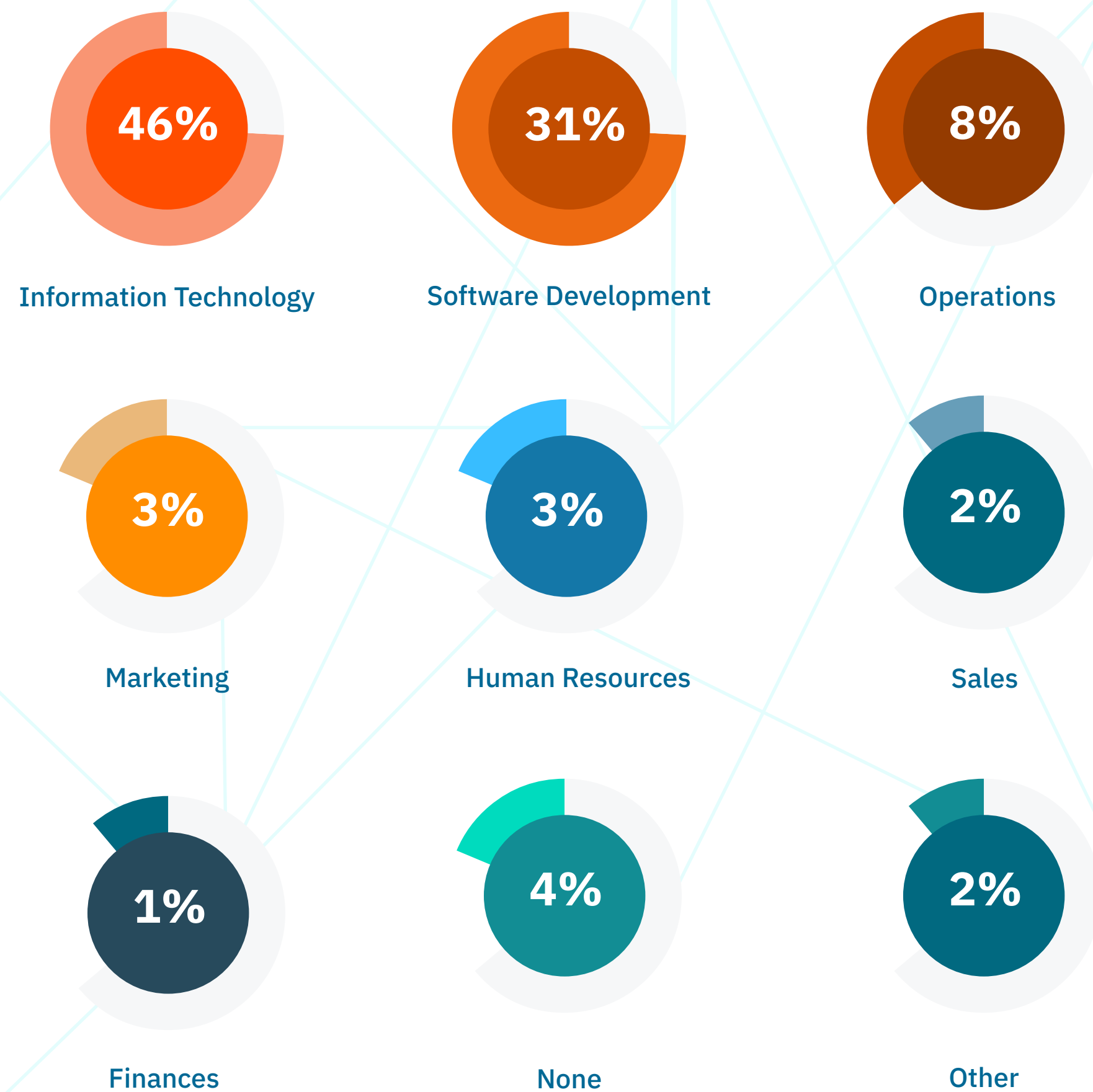
26% of the respondents evaluated the Manifesto for Agile Software Development adoption with a 5 out of 5. The report also showed that 7 of 10 participants had adopted the Manifesto values, scoring 4 out of 5. The Agile Manifesto value, where the companies have improved the least, was working software over comprehensive documentation.



# AGILE ADOPTION

Which areas of your organization have adopted Agile principles or practices?

MULTIPLE CHOICE QUESTION

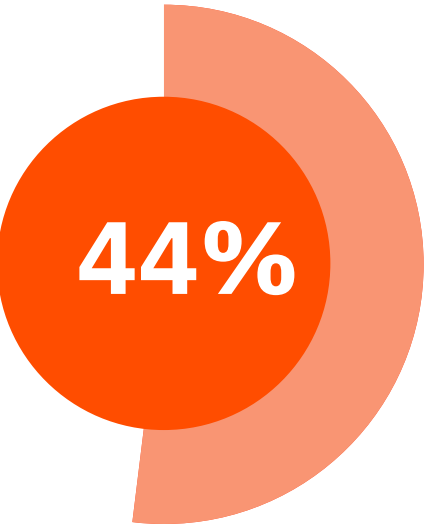


It is essential to highlight the increase in Agile adoption in the operations area, which was not relevant in 2021, and now ranks third for 2022.

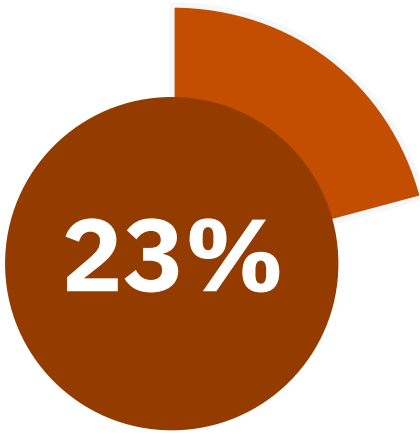
# MANAGING AGILE

Which areas are in charge of managing Agile methodologies within your organization?

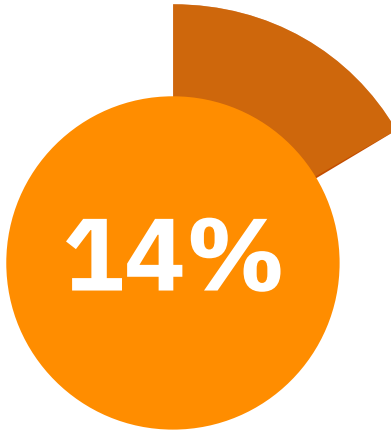
MULTIPLE CHOICE QUESTION



IT or Engineering



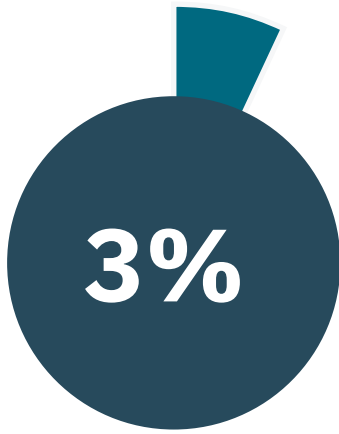
Project Management Office (PMO)



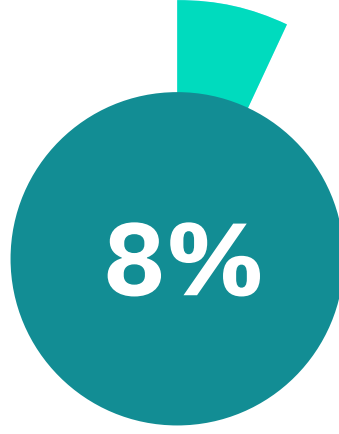
Agile PMO



Product Management



C-Level



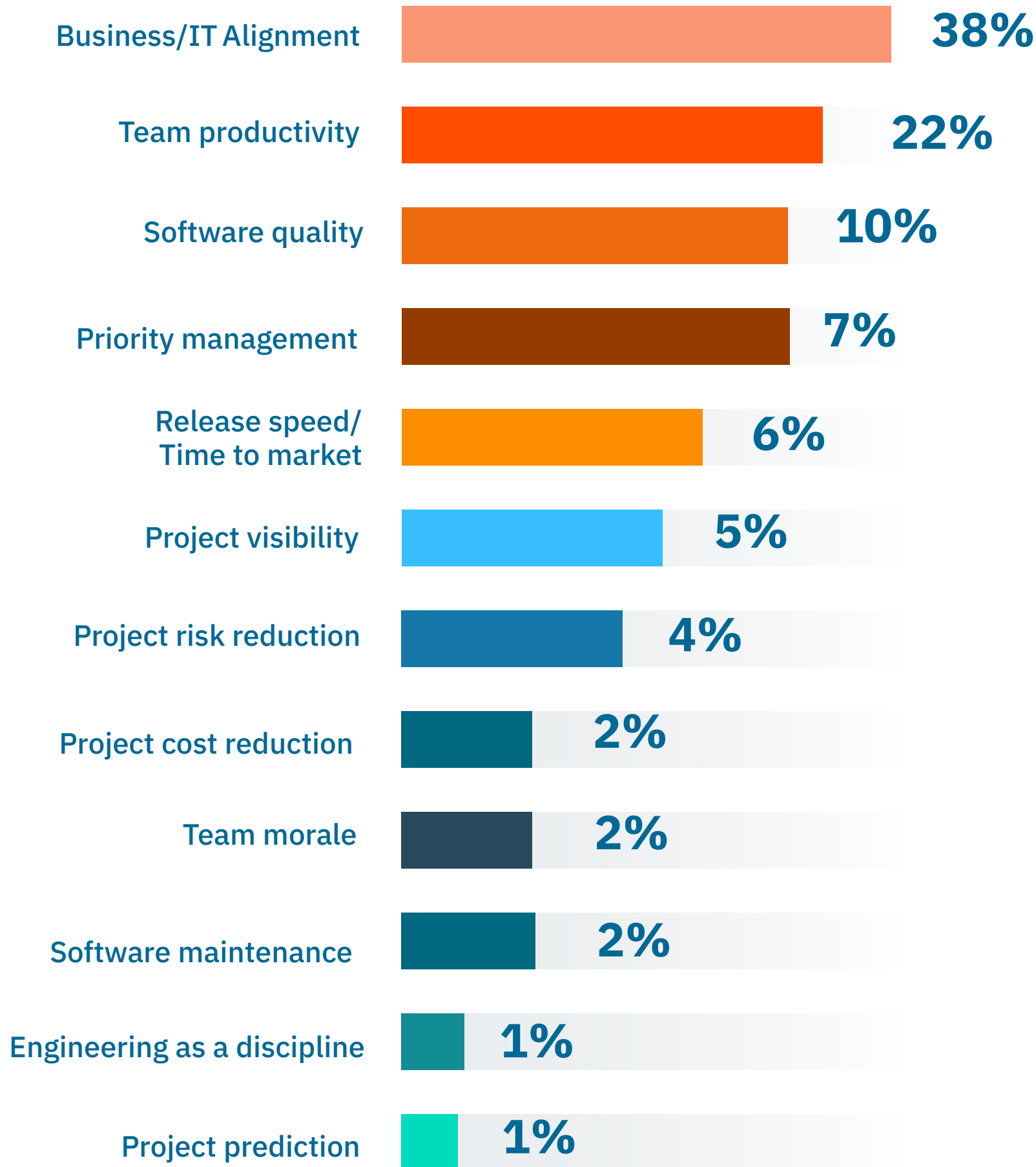
Other

The responders show no variation in who is responsible for adopting Agile practices in the organizations, leading since 2020, IT or Engineering and Project Management Office. However, lower participation at the C-level can be evidenced, decreasing from 11% in 2021 to 3% in 2022.

# VALUE CREATION

Where do you think value creation is faster by adopting Agile in a company?

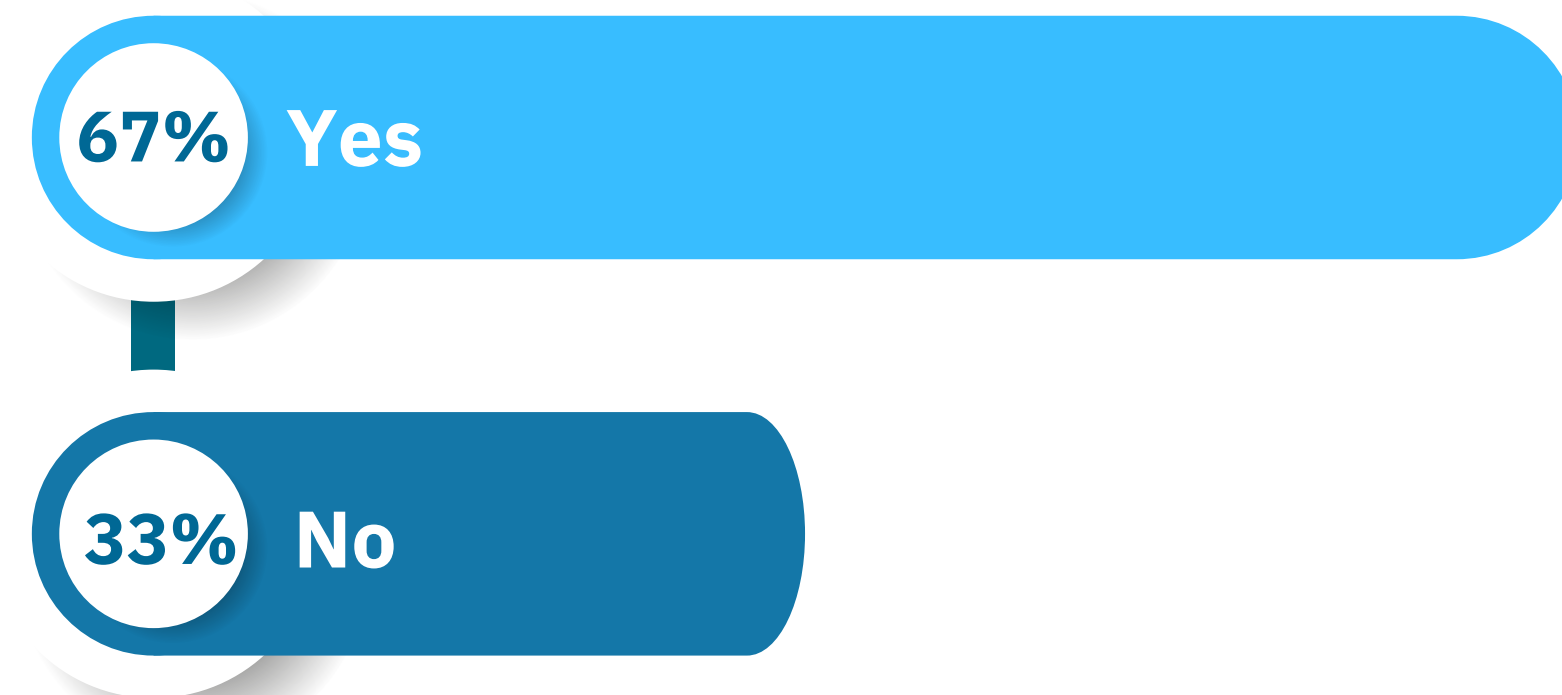
MULTIPLE CHOICE QUESTION



It is emphasized that the value creation by adopting Agile within organizations is at the forefront of Business / IT Alignment, Team productivity, and Software Quality.

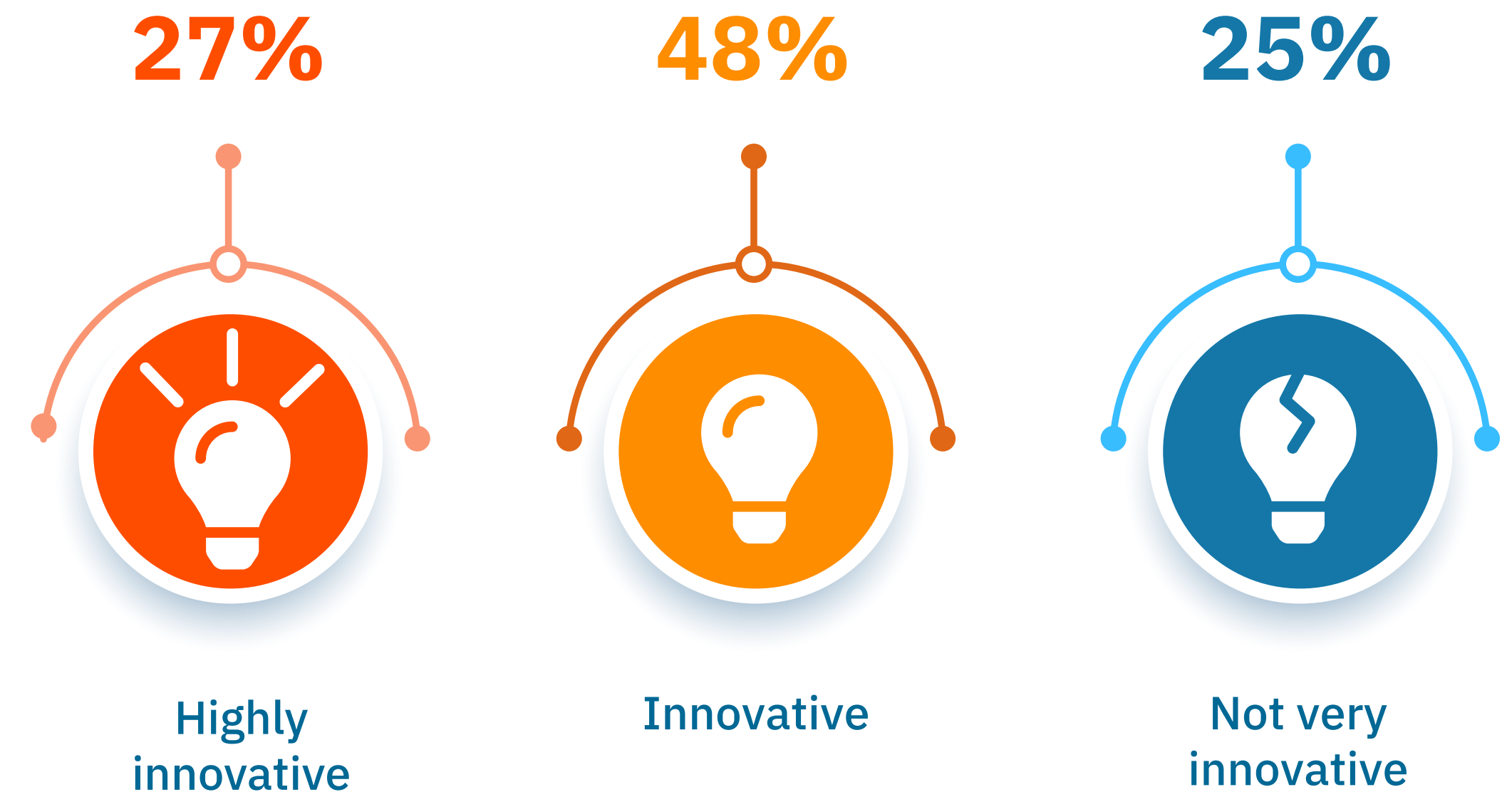
# INNOVATION

Does your company provide spaces for receiving entrepreneurial ideas from all its members to innovate the business?



Regarding innovation, the results remain relatively constant concerning the 2021 responses, reiterating that innovative companies continue to adapt to market changes and learn the best way to stay productive and profitable.

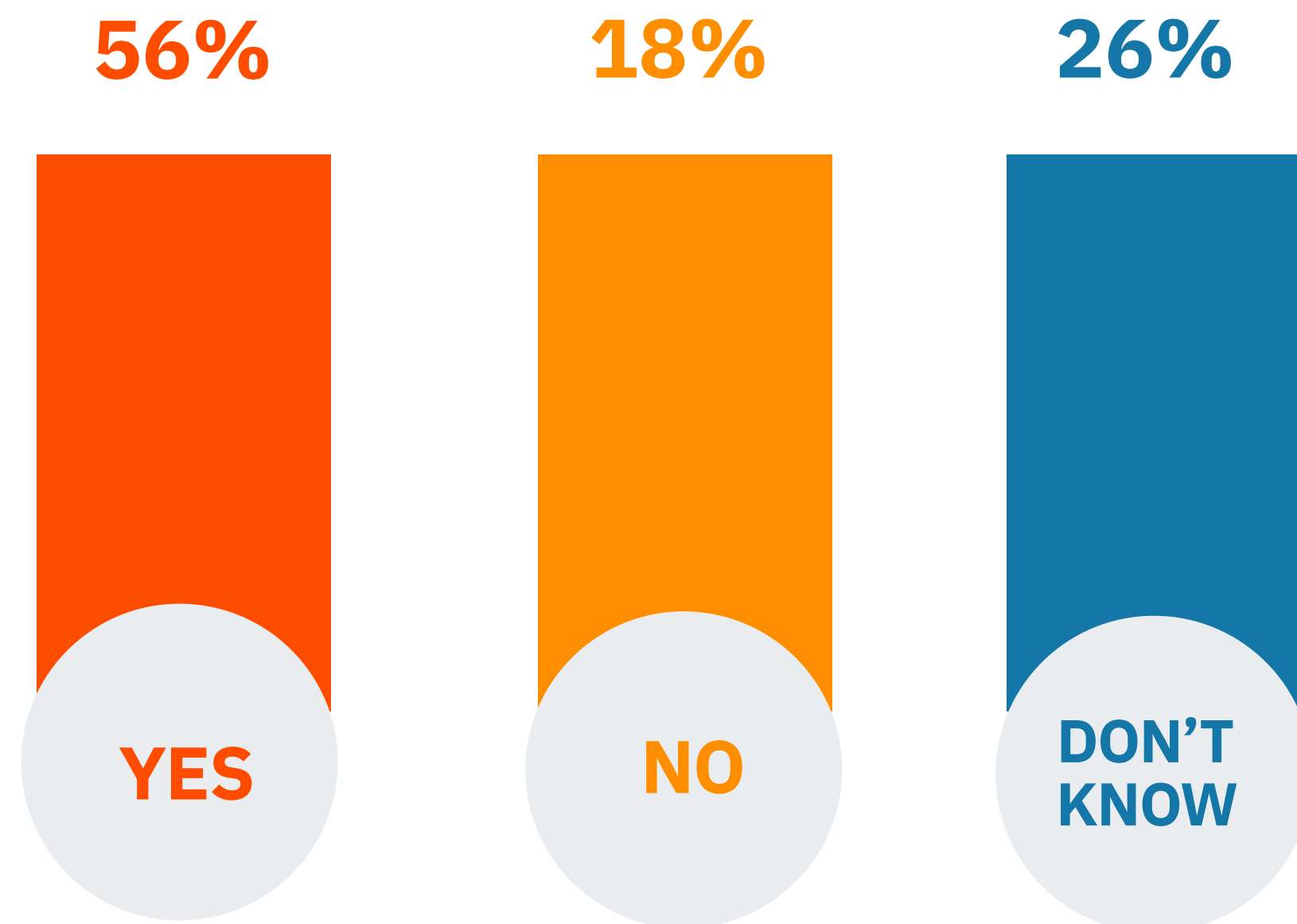
How innovative do you consider your organization?





# INNOVATION

Is your organization implementing exponential growth initiatives?



“This holistic approach, purpose, and mindset change allow talents to confront the corporate immune system that tries to block organizational changes and initiatives.

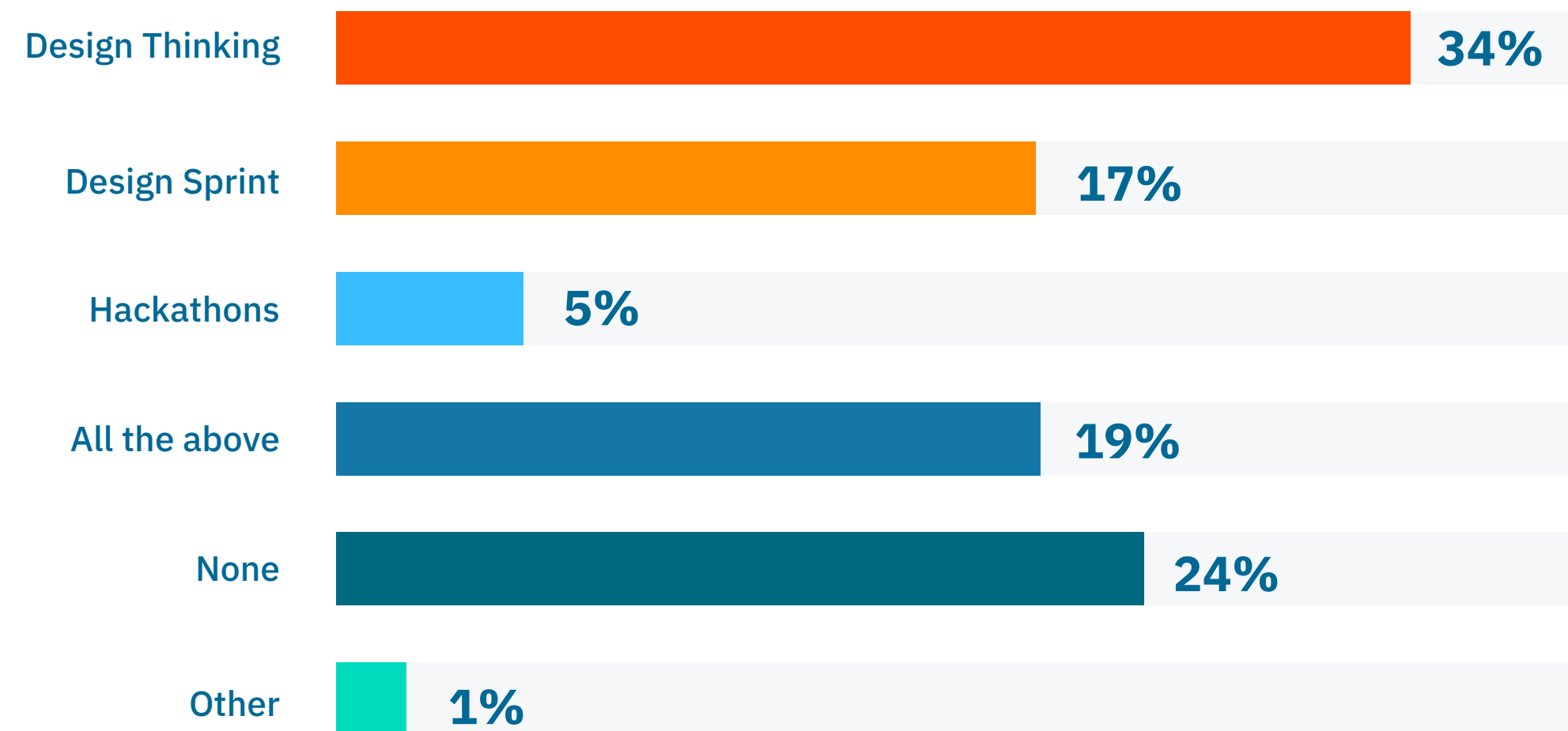
The challenge of exponential growth is to reinvent the industry, change the mindset, and transform the organization to disrupt the industry, with the customer at the center, solving people's problems and needs and positively impacting society and the economy.

Based on the above, the structure to obtain key results in exponential growth initiatives is that their impact is ten times greater than the current competition”.

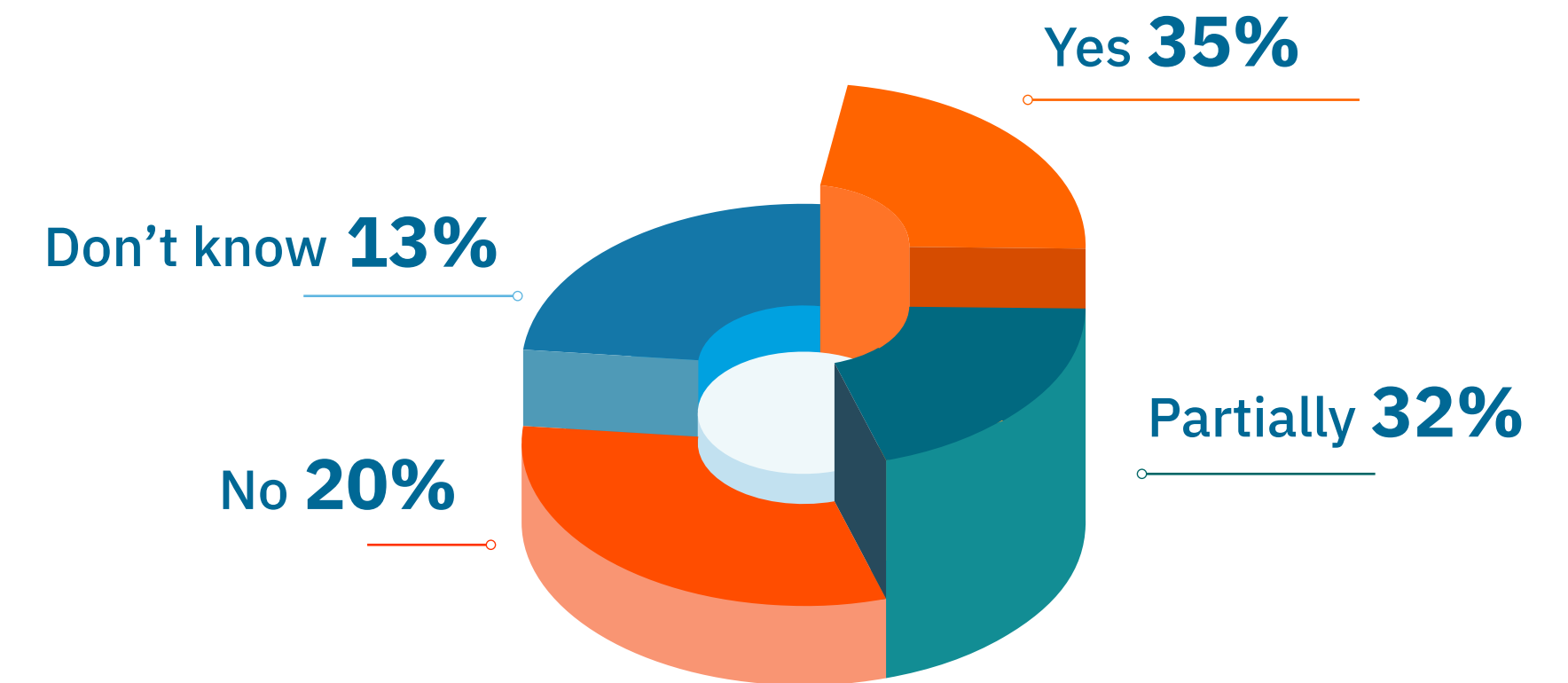
Javier Cervantes, *Exponential Mentor and Agile transformation coach, CertiProf Partner.*

# DESIGN THINKING

Does your company apply one or more of the following practices to generate new ideas?



Does your organization implement Design Thinking processes for the creation of value?

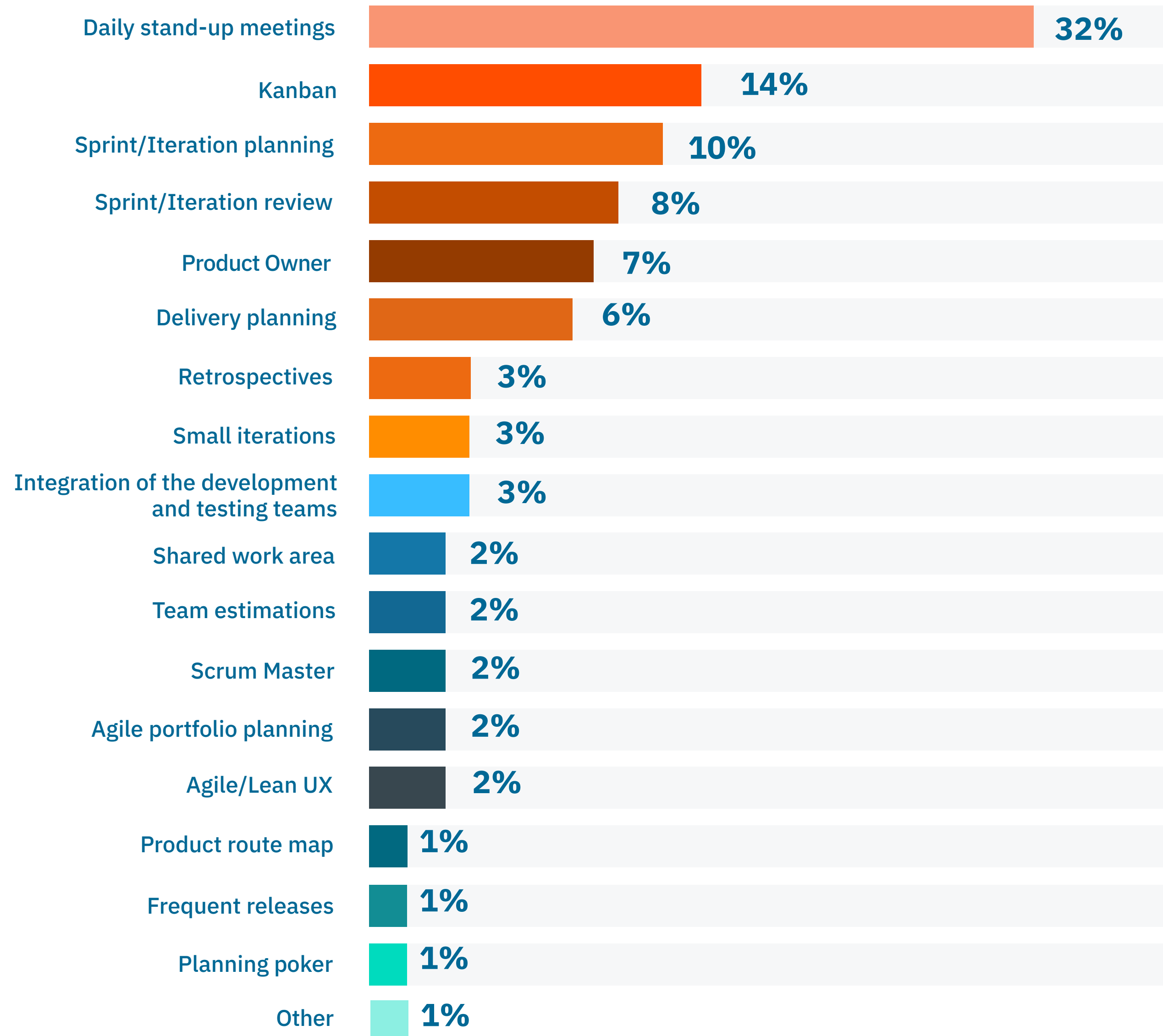


There is a 5% increase in the use of Design Thinking within organizations compared to 2021.

# AGILE PRACTICES

What practices, tools, artefacts, techniques, or events does your organization use?

MULTIPLE CHOICE QUESTION

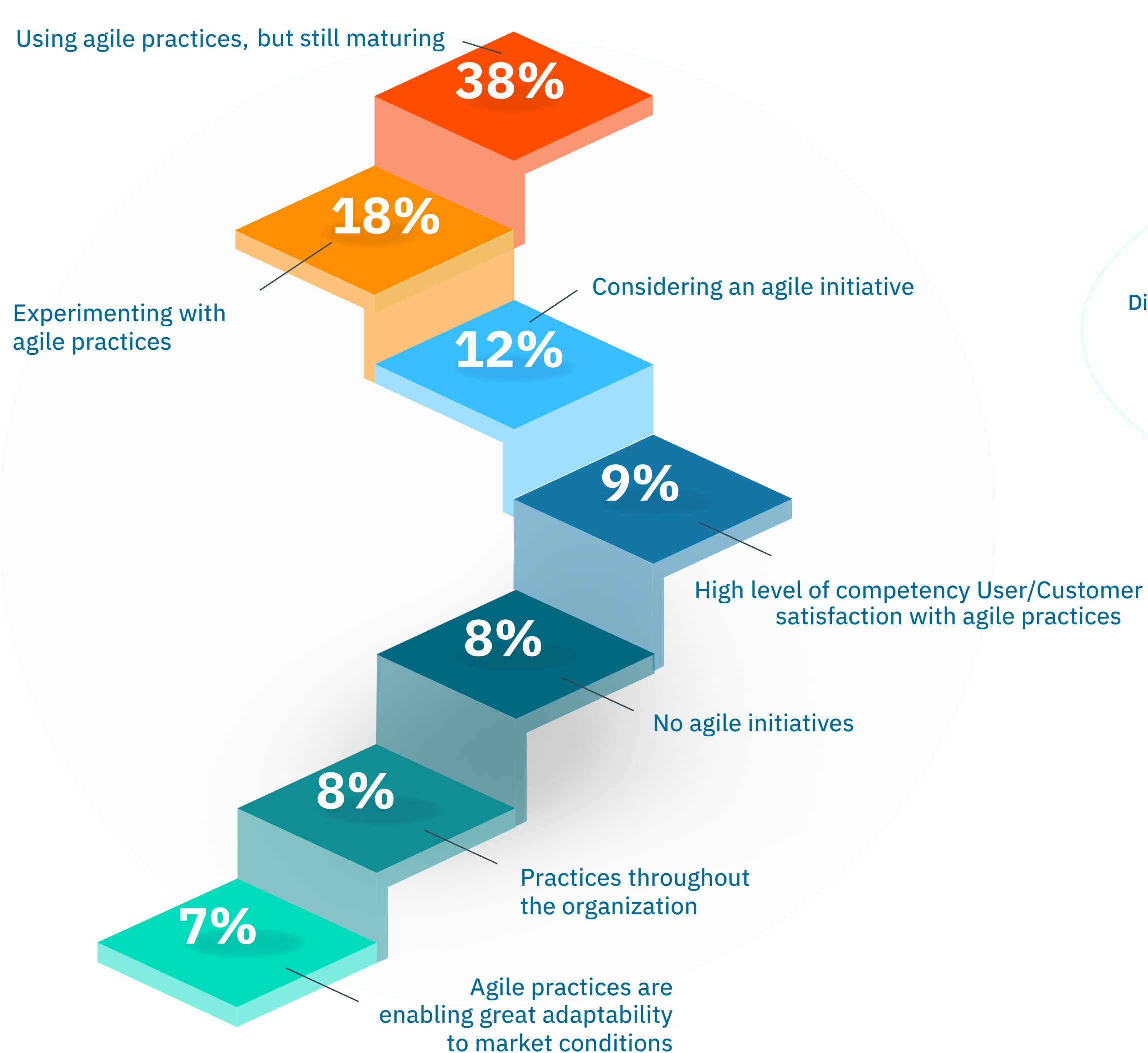


The Agile techniques or practices most used by organizations are: Daily stand-up meetings (32%) and Kanban (14%), followed by Sprint/Iteration planning (10%) and Sprint/Iteration review (8%).

46% of the participants chose Kanban and the Daily meetings as one of the most used Agile practices. When industry experts were asked about this result, they highlighted that this combination accelerated the development of benefits such as communication improvement, transparency, teamwork, and the continuous delivery of value.

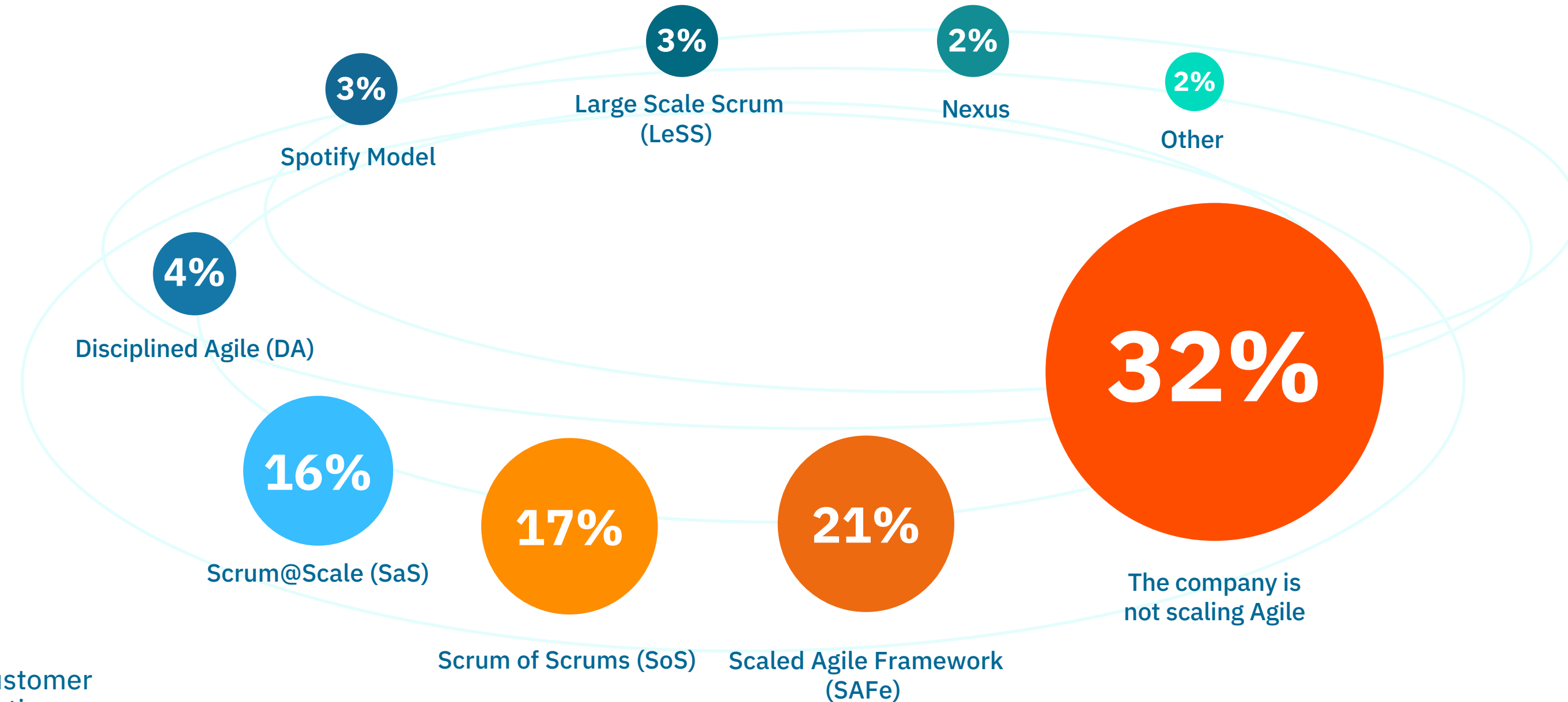
# MATURITY

How would you rate your organization's Agile maturity?



# FRAMEWORKS

Which approach does your organization use to scale Agile?

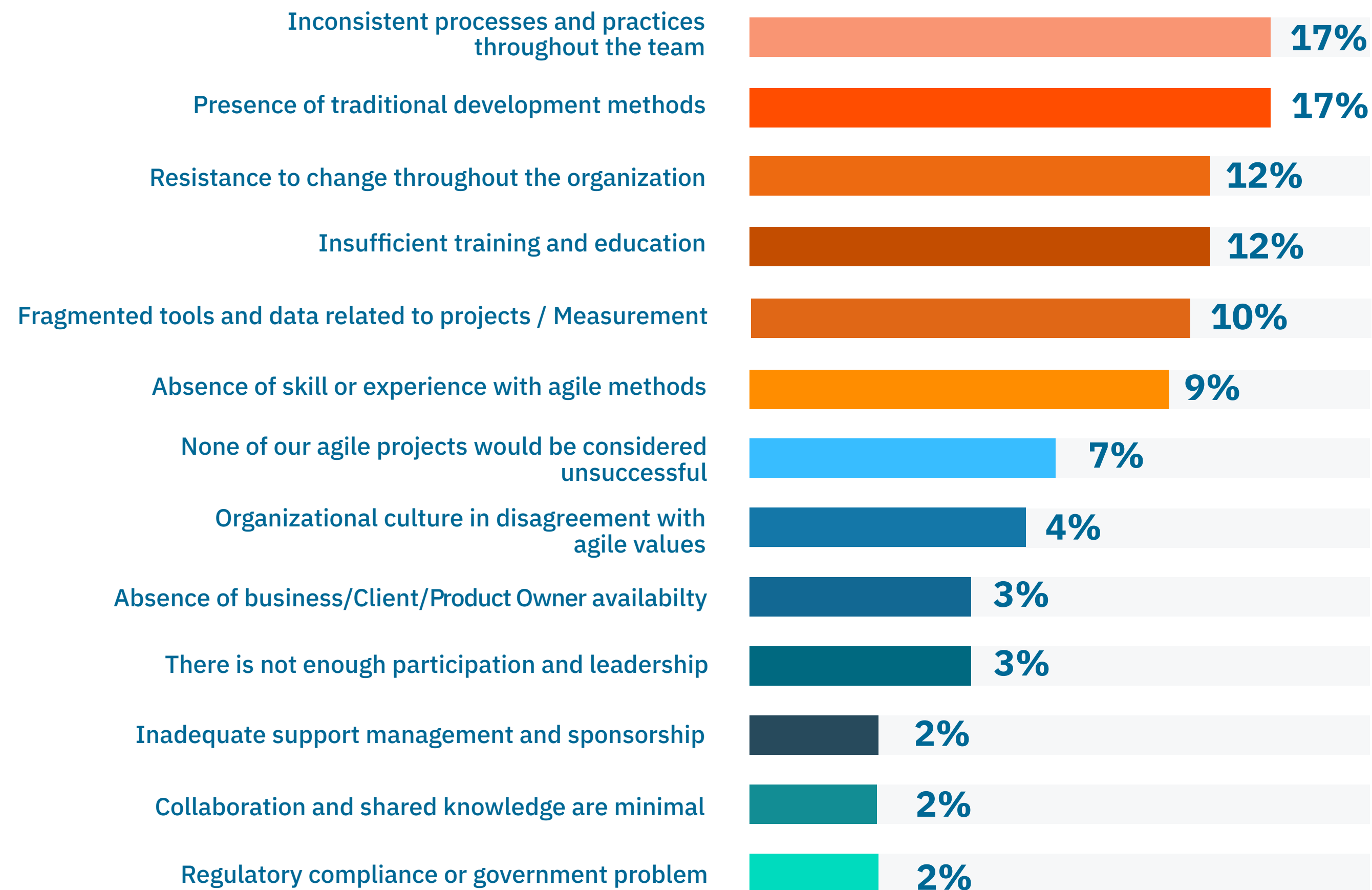


More and more companies realize the value of adopting Agile methodologies in their processes, as evidenced by a decrease from 15% in 2021 to 8% in 2022 of companies that didn't adopt Agile initiatives.

# CHALLENGES

What are the biggest challenges or barriers to adopting or scaling Agile practices in your current organization?

MULTIPLE CHOICE QUESTION



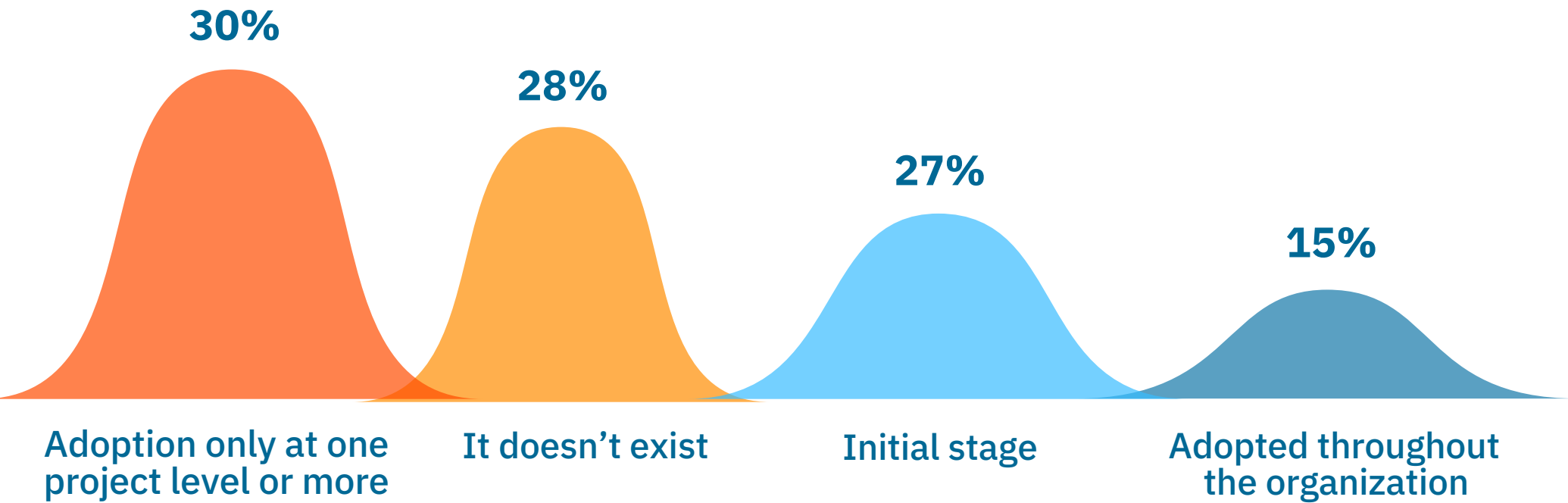


# DEVOPS

Does your organization apply DevOps as a culture?



What is the current state of DevOps in your organization?



“Responses show that DevOps is starting to resonate more and more among the industries with 15% of respondents claiming they have adopted the DevOps practices throughout the organization and 56% are either, at an initial stage of adopting in the entire organization or adopted at one project level or more, there is a lot of opportunity for growth as the DevOps practices mature in these organizations. An area of concern from this report is seeing that still, 28% of the respondents stated that there is no DevOps initiative in their organization which might cause this group of the population at risk of losing competitiveness as they will not be able to introduce ideas as fast in the market as the rest of their pairs. We can safely assume that DevOps adoption continues to grow at a good pace in the region.

Another interesting fact is that 51% percent of the respondents are looking at DevOps as something more than tools and practices, but rather a new way in which the organization leverages people, processes, and technology to continually provide value to customers. In this new way of working, DevOps as a culture promotes the coordination and collaboration of several areas in the organization such as development, IT operations, quality engineering, and security, to name a few to deliver better, more reliable products. By adopting a DevOps culture along with DevOps practices and tools, the organization gains the ability to achieve business goals faster, and improve significantly the way they respond to customer needs while increasing the confidence in the applications they build and the way they deliver them.

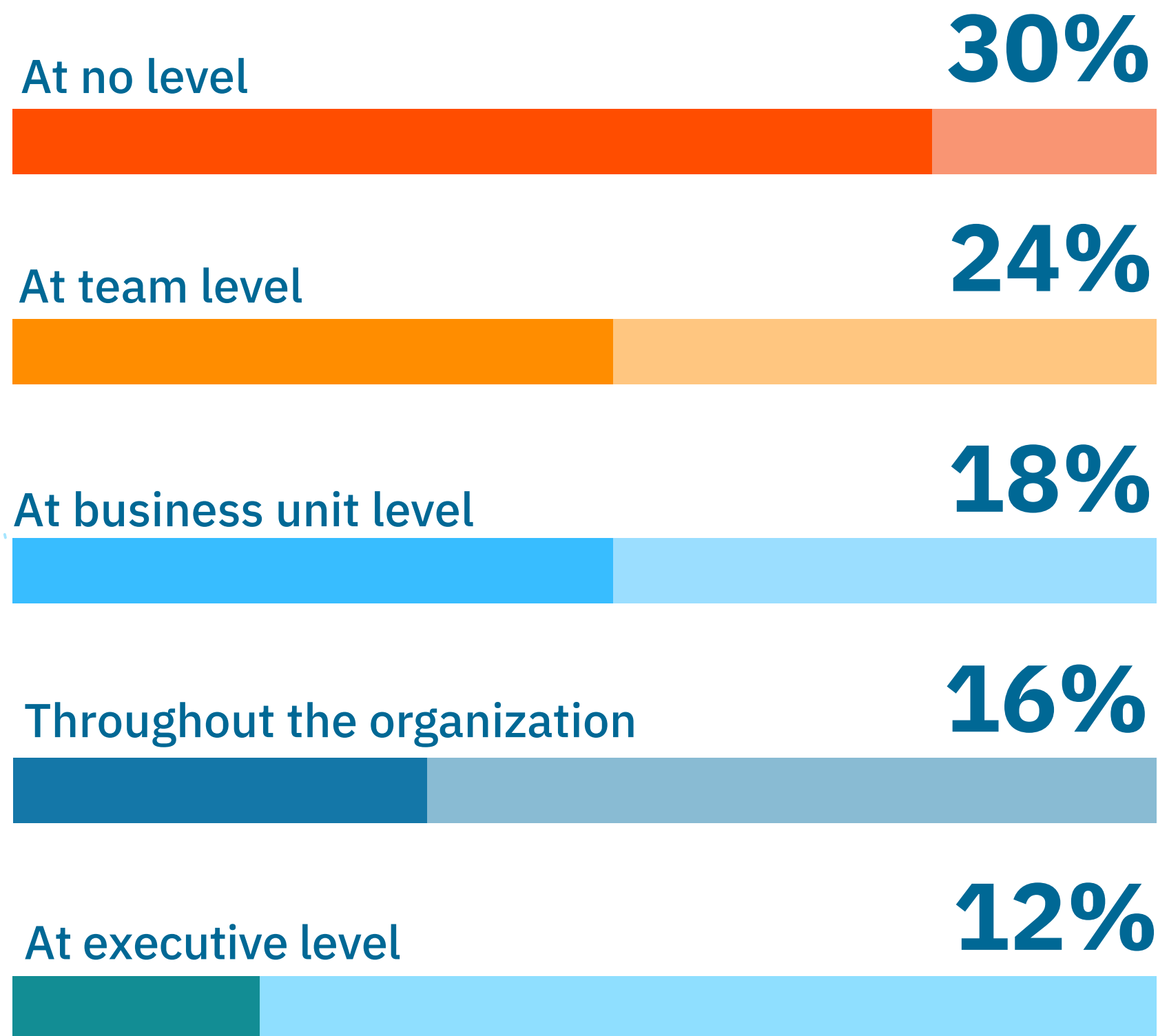
Likewise, 49% of the respondents are yet to transition from seeing DevOps, as something more than a set of practices and tools, to reach capitalizing on the benefits that DevOps can bring to the business results of the company, there is a very interesting opportunity for growth”.

Carlos Zapata, *DevOps Certified Trainer*

# OKR

## At what levels are OKRs implemented in your organization?

MULTIPLE CHOICE QUESTION



“According to the results, 24% of the respondents adopt OKR at a team level; This continues to show that OKR help aligns with company objectives.

Making the organization's goals clear and transparent will inspire all convergence at all levels.

It is important to note that 30% of the people still do not adopt OKR because of a lack of awareness or because they think it is only for organizations that have adopted Agile. Because of this, there is an opportunity to strengthen OKR models in the Agile or not Agile companies driving the priorities of knowledge and the business' vision.

The adoption is still a challenge, and including OKR in the organization minimizes the risk of having many in-process objectives that will not contribute to the strategy, increasing the company's perspective and effectiveness”.

*Yorladis Ballesteros, General Manager at IT Service, CertiProf's Gold Partner.*

“OKRs have turned into an integration and alienation method in organizations. The great challenge when implementing ORKs is keeping the Objectives clear when searching for an evolutionary improvement in the companies.

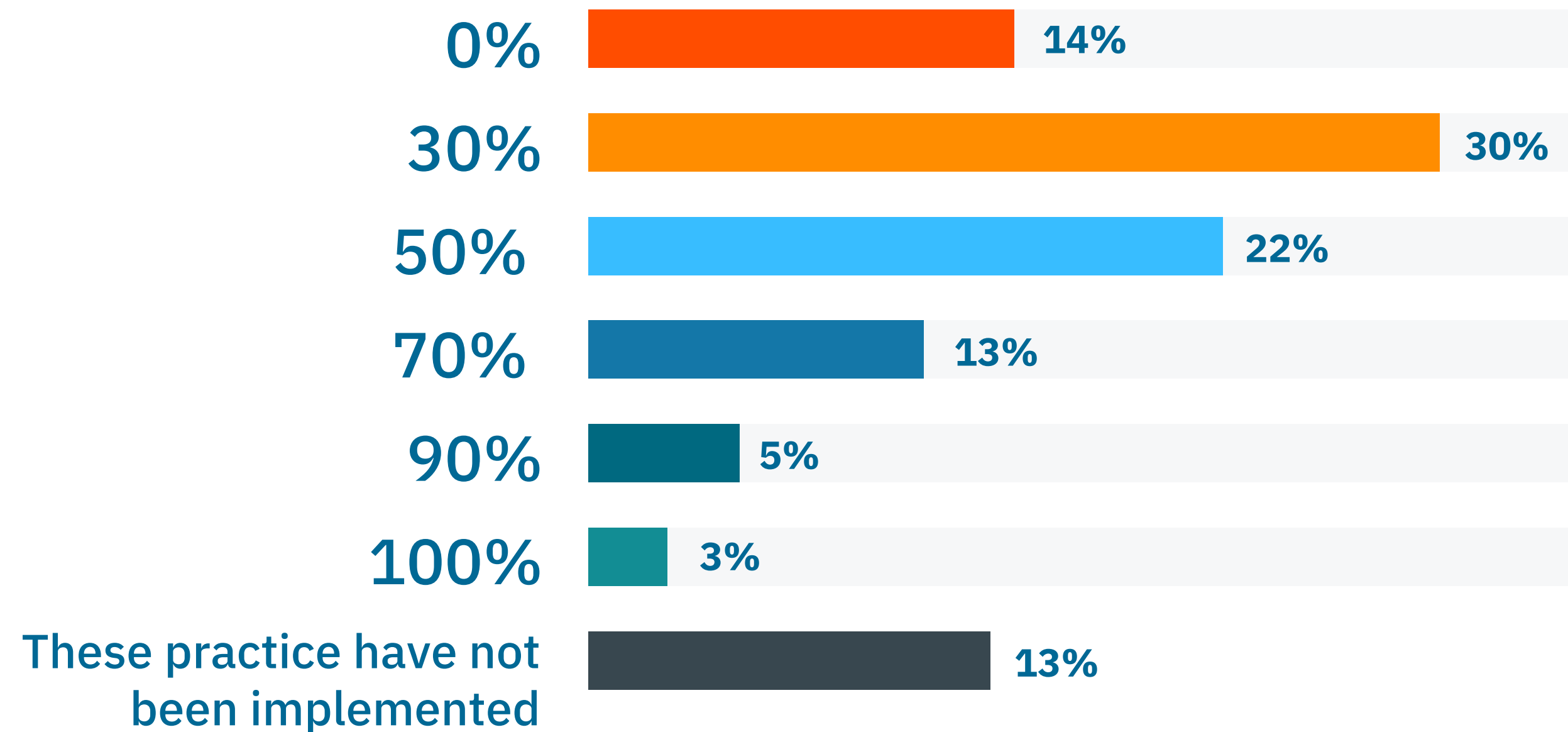
The adoption at an organizational level has an increment of 16%, showing the relevance of the OKRs as a cultural and organizational tool. This makes some of last year's values seem to decrease. At a team level, it shows that today 24% of the interpreted silos.

In conclusion, the organizational level increases as a cultural consciousness about improving EVERYTHING in the companies”.

*James Andrade, OKR Official Trainer.*

# AGILE HR

What progress has your company made in being less bureaucratic, by applying practices such as Agile HR, Management 3.0 and/or OKRs?



“It turned out very positive that 43% of the respondents expressed that organizational bureaucracy has decreased by 50% or more through Agile practices such as HR Agile, M3.0, and OKR. However, for 44%, mindset transformation remains the main bureaucracy challenge in organizations due to its strong influence.

13 % of the respondents believe that management and Agile practices are not implanted in their organization. Therefore, there is an excellent opportunity to continue promoting the evolution of management and strengthen Agile practices”.

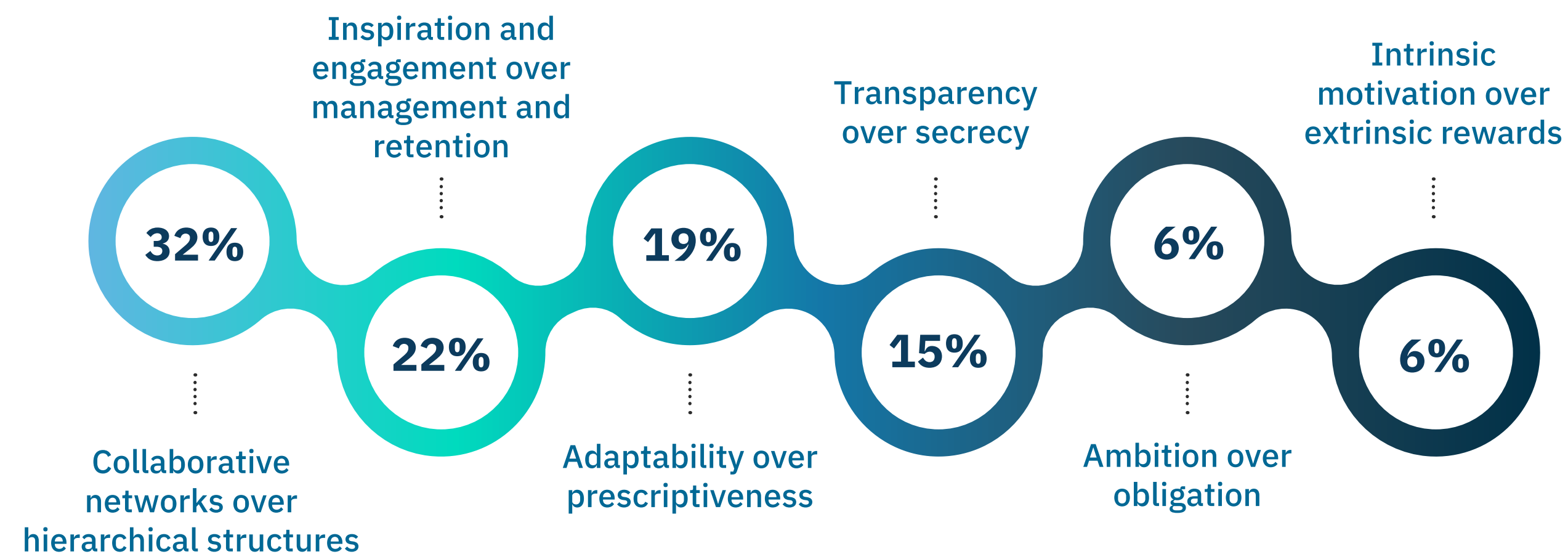
Yesid Olave Cáceres, *Head of Business Academy (Leader & Executive | Knowledge Scout*

# AGILE HR MANIFESTO

What principles of the Agile HR Manifesto do you identify with the most within your company or project?

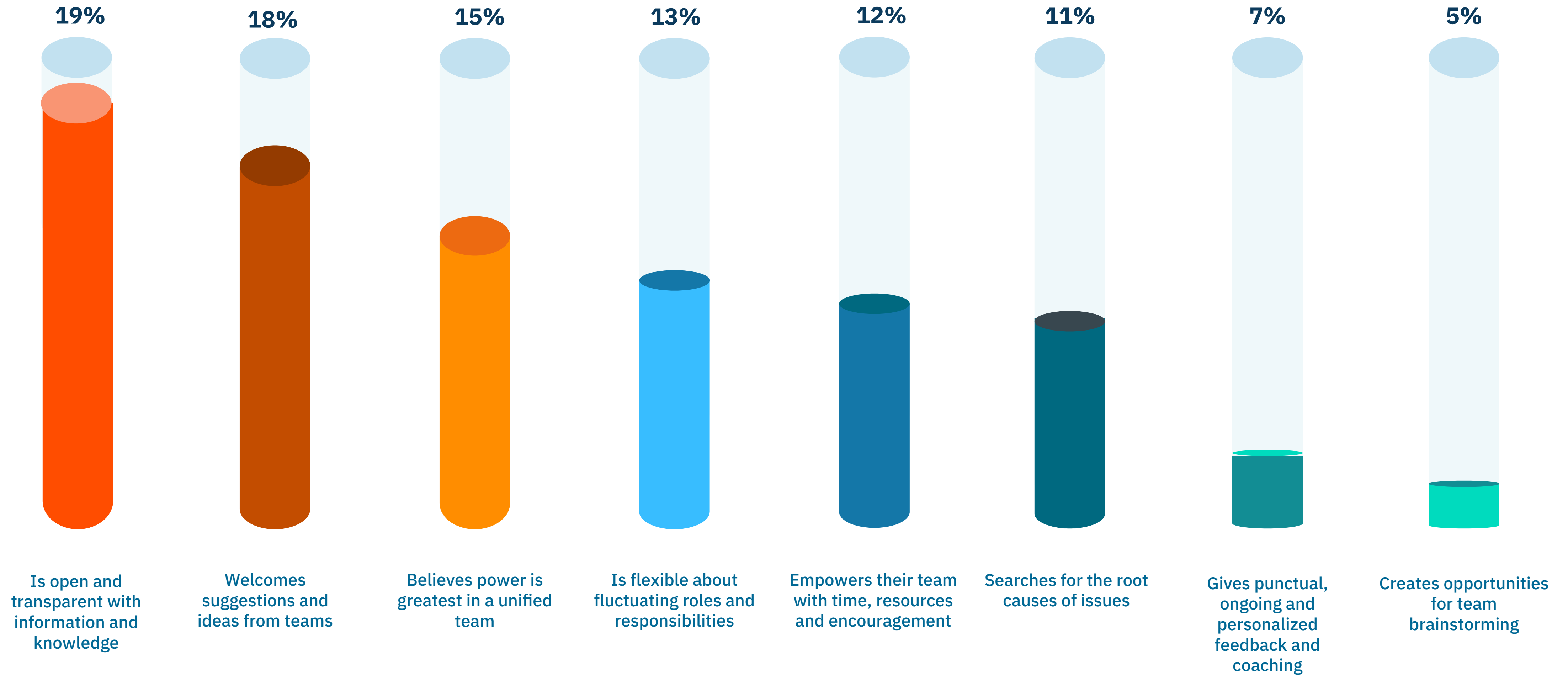


What values has your organization adopted from the approach presented in the Agile HR Manifesto?



# AGILE LEADERSHIP

Indicate the characteristics that you perceive in the leaders of your organization:





# PEOPLE IN AGILE

Does your organization apply Agile practices during the human resources processes?

42% Yes

58% No



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