Welcome to the 2016 AXELOS PRINCE2® Research Report. This is the first time that AXELOS has produced a report of this kind, and we would like to thank all those who helped make this a reality. Before we begin with the analysis of the results I would like to share our objectives when creating this research, the details of when and how it was promoted and some of my initial thoughts.

Our main objectives when pulling this together was to better understand who is gaining PRINCE2 certification, why they are gaining it and what value do they obtain from it. The primary focus was on the UK as our primary market for PRINCE2 although we received a solid number outside the region too. As the concept of the research grew we felt that it was something which would not only add value to AXELOS and our future planning but also our partners and the wider community, and hence the publication of this report.

The online survey which forms the basis of this report was conducted between the 22 February and 7 March 2016. It was created by AXELOS and promoted through our own existing community sign up databases, our social media channels, our partners, the PRINCE2 and MSP® LinkedIn Group and an email send to Monster Jobs UK. By selecting these channels we believe that we received a more rounded view, than by simply promoting to our existing database.

The research will also help put to bed certain myths that occasionally surround PRINCE2

Before we embarked on this research, we also conducted a short analysis on LinkedIn profiles in the UK. While we will not include the results in this official analysis as it relies on individuals maintaining an accurate and up-to-date LinkedIn profile, we will from time to time reference this analysis in relation to the findings of our report.

While I will not cover all the insights here, as mentioned I do want to pull out a couple of key findings that were of particular interest. It is encouraging to hear that so many people are gaining value both for their role and career by achieving their PRINCE2 certification. What we didn’t necessarily expect was the value that is being gained from it, outside of roles in which it is usually most heavily linked to, that is from the Project Management Office. The fact that senior management, operations and other functions from across the organization find PRINCE2 valuable not only to their role, but to their career is not something we expected. As a business we will investigate this further, to understand and try and improve the value gained from PRINCE2 across the whole organization. In today’s business environment, it could be argued that everyone regardless of their role is a project manager in some form.

The research will also help put to bed certain myths that occasionally surround PRINCE2; we can see that the level of adoption of the methodology is more or less the same regardless of organization size, to name just one example.
The final section of this research also covers an area in which we are particularly interested in, namely Agile. It comes as no great surprise that the vast majority of individuals see considerable value of working in an Agile way, it is encouraging that this is even stronger in PRINCE2 certificate holders who could easily be wrongly accused of being firmly entrenched in a traditional waterfall mindset. There is much work to be done though at an organizational level as there is a wide gap between the value individuals see in working in an Agile way and the appetite for it within their function and organization. Organizations who adopt an Agile way of working in the correct or suitable way for their business, can benefit from earlier delivery and in turn earlier return on investment. While I have made it sound like a simple process, it is in fact an extremely difficult challenge which as the research demonstrates, is scaring many businesses away despite the obvious benefits on offer.

Finally I would like to thank again everyone who completed the survey or helped promote it. I hope that you find the results and the analysis insightful, interesting and useful.

Nikos Paxos
Head of PPM
AXELOS Global Best Practice
THE RESPONDENTS
The primary focus of the survey was on the UK as the primary market for PRINCE2. In total we received: 2,434 respondents to the survey of which 38% came from the UK. This has enabled us to benchmark UK respondents against the Rest of the World (RoW) for many of the graphs and tables in this report. Where appropriate we have also broken down the top countries by volume response. This is not too dissimilar from the regional breakdown of PRINCE2 exams although this will be explored further in the section on PRINCE2.

To give an idea of the breakdown by regions included in the “RoW” category we have included this graph. Again we feel that we have gained a good coverage from around the world, which will be useful in benchmarking results further on in this report. It is worth noting that the UK has been excluded from Europe’s results, as the RoW category will not include the UK.

As part of the survey we also tried to understand more about the type and size of organizations that respondents worked for, as well as their function within those organizations.

This graph shows the breakdown of respondents by industry. The graph shows that a large number of respondents were from an IT background, with high response rates from the Financial Services, Professional Services and Telecommunications. It is interesting to note that these are similar to the main verticals which came out of the 2014,
“The Importance of ITIL®” research report published by AXELOS. We will explore industries in more detail when we break down the results by those who hold a PRINCE2 certification.

We were also encouraged by the split of organization size that we received; over half of the respondents were from organizations with over 500 employees with the majority from an enterprise level organization. It is also interesting that many respondents were from much smaller organizations, with less than 100 members of staff. This will be particularly interesting when we take a look at the section on Agile.
These charts offer a picture of the type of individuals which make up the respondents. While again we will cross reference these in more detail in the latter part of this report, it is worth noting that we have received a good range and spread of ages as well as a good sample size of different levels of experience. Looking at the current level of experience it is encouraging to see that we have a significant enough sample size for each of the major categories.
Unsurprisingly, the majority of respondents were from a project, programme or portfolio management function, although there was also strong representation from IT, Consultants, Senior Management and Operations. One of the objectives of this research was to understand who outside of the traditional PMO was taking and hopefully gaining value from PRINCE2. On this basis we were glad to see that 70% of respondents were from outside of this function.

The final question in this section asked respondents to list what qualifications they have gained. Well over 40% of respondents hold either a PRINCE2 Foundation or Practitioner level certification which was encouraging and ensured that we could do further analysis of PRINCE2-certified individuals.

Somewhat unsurprisingly given the level of response from those either in an IT function or IT industry, around 50% were ITIL certificate holders at some level from Foundation through to Master level. This would also be expected given the AXELOS database was one channel used to promote the survey (although those who had only opted in for ITIL related communications were not included in the email communications regarding the survey).
It was also encouraging to see a good representation from PMP Certificate holders.

30% of respondents listed other relevant qualifications; there were over 650 unique inputs to this question but the main other responses can be loosely categorized as those with an MBA (1%), Scrum Master Certification (1.4%), TOGAF (0.8%), MSP certification other than Practitioner level (1.5%) and some level of Six Sigma Certification (1.4%).
This section will focus entirely on those who have stated that they hold either a PRINCE2 Foundation or Practitioner level qualification. We will be exploring who, why and what value individuals’ gain from holding the certification to better understand its application and implementation in today’s working environment. This will not only help AXELOS with future product development, but also hopefully open others up to the possibility of gaining value from PRINCE2 where it had otherwise been assumed this was not possible.

In this first chart we have shown the split by region and by level of qualification. These roughly match the numbers which we see by looking into the exam figures; around 40% of PRINCE2 exams are taken in the UK. The breakdown of Foundation and Practitioner is a little higher than the global average which ranges between 50-60%; this figure is more aligned to the conversion rate seen in the UK market, although we do not believe that this will negatively impact the value of these findings.
As PRINCE2 does not require any prerequisites, it is understandable that individuals would take this certification earlier in their career than other project management certifications in the market such as the PMP certificate which requires hours of experience before taking.

It is also possible that individuals within the UK are taking PRINCE2 earlier in their careers as it more closely tied to their career progression, as we’ll see in the next chart when we look at the reasons for attaining certification.

As referenced in the previous chart’s commentary we asked individuals to state why they gained their PRINCE2 certification. Again we have broken this down by those in the UK and those outside of the UK.

See chart overleaf.
What we can see here is that individuals from the UK are more likely to gain PRINCE2 to progress their career than the RoW who are more focused on “Skills Development”.

Looking back to the previous chart, this adds value to the idea that individuals in the UK see PRINCE2 as more valuable to their career; they are more likely to take the certification earlier on to help with their career progression.

Also worthy of note is that those respondents saying that they took PRINCE2 as it was either “Mandated by their Organization” or a “Requirement as Part of their Role” were only marginally higher in the UK than the RoW. This is particularly of interest when linked to the above finding that individuals see it as valuable to their career, yet organizations do not always require it; in this way within the UK it is seen as a differentiator by individuals for their CV more so than the RoW.

There was no real pattern of note in the “Other” category with respondents giving a range of answers from “Competitive advantage” to “Part of MSc course I was studying”.

Within the UK PRINCE2 is seen as a differentiator by individuals for their CV.
When we split this further down into a comparison of the top 5 PRINCE2 countries by volume (and by this we are assuming these are some of the more mature PRINCE2 markets) compared to the rest of the world, we largely see the same results. Skills development remains highest for the RoW countries with a more even split between Skills Development and Career Progression for the top 5 PRINCE2 countries.

One difference of note is that as expected, we start to see requirement as part of my role dropping off for the RoW when compared to the top five countries.

**Why Did You Gain Your PRINCE2 Certification? Further Investigation**

- **Other (please specify)**
  - Top 5 PRINCE2 Countries: 10%
  - RoW: 3%
- **Recommended by a colleague/peer**
  - Top 5 PRINCE2 Countries: 15%
  - RoW: 20%
- **Mandated by my organization**
  - Top 5 PRINCE2 Countries: 20%
  - RoW: 30%
- **Career/job change**
  - Top 5 PRINCE2 Countries: 25%
  - RoW: 40%
- **Requirement as part of my role**
  - Top 5 PRINCE2 Countries: 30%
  - RoW: 35%
- **Career progression**
  - Top 5 PRINCE2 Countries: 35%
  - RoW: 30%
- **Skills development**
  - Top 5 PRINCE2 Countries: 40%
  - RoW: 35%
After gaining more of an understanding of why individuals take PRINCE2, we conducted further analysis on who is achieving certification. The assumption here would be that the majority of PRINCE2 certificate holders would be working in support of PMO role as the main target audience and beneficiary of the PRINCE2 methodology and certifications. Also given PRINCE's birth in the world of IT, it would make sense that there would be a strong representation from this industry.

Looking at the breakdown by industry it is therefore unsurprising that IT ranks as the highest adopter of PRINCE2. This is followed by Professional Services, Financial Services, Public Services and Admin, Teaching and Education, Business and Support Services and Telecommunications.

When compared to the aforementioned LinkedIn analysis, this is roughly the same top categories although it is difficult to compare exactly as LinkedIn uses different industry designations to those of this survey.
When looking at the functions that adopt PRINCE2 again it is not surprising the Project, Programme, and Portfolio Management comes out top as the main audience for PRINCE2. Again, it is of little surprise to see Consultants and IT ranking highly but it is interesting that so many respondents who classified themselves as Senior Management have also gain the PRINCE2 Certification. This is perhaps linked to the fact that so many of the respondents have more than 15 years of experience.

We will look at the breakdown of these functions in a later section of commentary.

It is not surprising the Project, Programme, and Portfolio Management comes out top as the main audience for PRINCE2.
Before we do though, we’ll take a look at the other qualifications that individuals with PRINCE2 have taken. As expected just over a third of respondents have ITIL Foundation, and another 20% have either gained one or more ITIL Intermediate or Expert level qualification. These results tally with the previous findings related to IT.

The third most popular qualification from our sample of PRINCE2 certificate holders (if we exclude “None”) is the PMP Certificate. AXELOS recently published a white paper on PRINCE2, the PMBOK Guide and ISO:21500 so it is encouraging to see a good number of practitioners are gaining value through the use of both (although we do acknowledge it is an assumption that by having both, a practitioner would adopt both in their role).

The third most popular qualification from our sample of PRINCE2 certificate holders (if we exclude “None”) is the PMP Certificate.
As part of this research we also wanted to better understand PRINCE2 training offered, and what it is that candidates look for when selecting their training provider. It was also our hope that we would better understand how training is generally funded.

Looking at the chart on why candidates select a particular training provider, it demonstrates that there are some quite large disparities between the UK and the RoW. In the UK the largest driver is that individuals “Had no choice in training provider” followed by “Price or promotion”. This is likely linked to the split between training funded by an organization and self-funded training that we see in a future chart. It is a fair assumption that those who fund training themselves would be influenced far more greatly by price than those who have no choice in the matter.

It is perhaps more interesting to look at some of the other disparities; the difference between a recommendation by a colleague or peer vs. online, while nothing new to the world of customer advocacy, is still a worthwhile point. It is also interesting that the RoW scores extremely highly for this, and is perhaps indicative of the slightly less mature PRINCE2 markets where mandated PRINCE2 training is more commonplace.
When looking further into how PRINCE2 is funded our findings highlight that in the UK there is more of a sway towards training funded by the organization, whereas for the RoW it is almost a 50:50 split between the two. This makes more sense of the previous chart, in the context of training provider decisions being out of the hands of the individual.
The next sections looks at how individuals have rated the value of PRINCE2 to their careers and roles. We will start by addressing the former.

**Was PRINCE2 Valuable To Your Career?**

![Bar chart showing the value of PRINCE2 to careers in the United Kingdom and RoW.]

Interestingly despite the previous analysis highlighting that individuals in the UK market are primarily taking PRINCE2 for career progression, those from the RoW actually find PRINCE2 marginally more valuable to their careers. Therefore is PRINCE2 being used as a value-add on a CV regardless of the reputation and level of awareness of PRINCE2 in a given market?

To investigate this further we broke down the same question by the top five PRINCE2 countries by exam volume and benchmarked this against the RoW. Interestingly, candidates in India, Germany and Australia found the most value to their careers whereas the UK and the Rest of World were very much on a par. This reinforces the assertion that PRINCE2 is being used to add value to CVs regardless of the maturity level of PRINCE2 in a given market. While it is outside the remit of this research, it is perhaps the case that recruiters are looking for a PRINCE2 qualification where no strong alternative exists.

Figures illustrated overleaf.
Was PRINCE2 valuable to your career?
Regional Deep Dive

The Netherlands
United Kingdom
RoW

Australia
Germany
India

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In the next chart we have looked to break down the value of PRINCE2 to candidates’ career by job function. We have taken the top 5 job functions and then compiled the others into one chart to benchmark the individual functions against the rest.

Somewhat unsurprisingly, those within project, programme and portfolio management, along with consultants, find PRINCE2 valuable to their career. IT, Senior Management and Operations to varying degrees also find value to their careers to some level. Finally, when compared to the other responses there is a general consensus that regardless of function, candidates do find that PRINCE2 is valuable to their career.
We’ll now address the latter question of value of PRINCE2 to an individual’s role. There is less interest in the regional breakdown here as there is very little difference by region although we would have been surprised if there was a large discrepancy.

**Was PRINCE2 Valuable to Your Current Role?**
What is of more interest is when the response is broken down by job function. Again like in careers both project, programme and portfolio and consultant roles come highest although their places are now reversed with the former now top. This should come as no great surprise given the volume of people within the PPM function who do have PRINCE2 that it is not necessarily a differentiator on a CV.

We do though see a very similar response as with careers across the remaining functions including “Other Responses”. The vast majority of candidates regardless of job function are gaining some sort of value at the very least for their role which is very encouraging.

The penultimate commentary for this section on value focuses on the Senior Management function. Interestingly for both value to career and role Senior Management scored strongly. It is not something that AXELOS has considered as an audience for PRINCE2 and is something which as an organization we will investigate further outside of the remit of this report.
In the final section on PRINCE2 we asked the respondents to rate the level of adoption of PRINCE2 within their function and their organization. The first two graphs show the results in broad terms but don’t show much by way of insight into how PRINCE2 is being used.

The following charts breakdown the answers by job function and organization. For the two graphs in this section we have worked out the percentage of each category so that we can compare the trends on an even basis.

If we take a look first at the job function it throws up some interesting figures. Those within the PMO or Consultancy function have the highest “High” level of adoption, but both have nearly a third of respondents rating the adoption level of “Low” or “Non-Existent”. In addition when compared to other functions such as IT, Operations, Senior Management or Other, there is not a noticeable difference.

Those within the PMO or Consultancy function have the highest “High” level of adoption

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**Level of Adoption By Function**

- **High**
- **Medium**
- **Low**
- **Non-existent**
- **Not sure**

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**Other**

**PMO Role**

**Senior Management**

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THE AXEOS 2016 PRINCE2® REPORT - APRIL 2016
It is perhaps easier to view if we compile the results as an average; setting aside “Not Sure” responses we have scored the rest from “High” as 4 through to “Non-Existent” as 1. For all of the charts like this in this section we have also used the same scale on the y-axis so that we can see the differences in comparative terms.
Having broken the results down by average score we can see that the PMO and Consultancy functions come out as highest followed by IT and Operations and then by Other. Although the order is what we would expect, the difference in the values is not as great as we assumed it would be, adding more weight to the assertion that PRINCE2 is a valuable methodology outside of its traditional origins.

When we switch to the same question but by the organization’s level of adoption by industry again it is unclear in the raw format. As with job function, we scored the responses and removed the “Not Sure” category.

When broken down in this way we can see that, in terms of the level of adoption, Professional Services is the highest followed by Public Services and Admin, Telecommunications and Business and Support Services. It is worth noting that this is purely the level of adoption within the vertical by those who have PRINCE2 training, and not an indication of pure volume. For example, IT is by far the largest industry in this report by volume, but they do not have the highest level of adoption. We can therefore conclude that although PRINCE2 has a broad adoption within IT, it is heavily tailored within a lot of those organizations.

Figures illustrated overleaf.
Level of Adoption
By Industry

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The final element of this section is looking at adoption by organization size. Again we have taken little insight from the data in its raw format so we have transferred the results to an average in the same way as above. Where with the previous charts we saw a range of responses from between and average of 2 and 3, here we see very little variation by organization.

This will hopefully dispel any myths that PRINCE2 is only applicable by organizations of a certain size as the results clearly show that there is an even level of adoption of the methodology regardless of size.

Figures illustrated overleaf.
Level of Adoption by Organization Size (Average)
NON-PRINCE2 RESPONDENTS
For those respondents who do not have PRINCE2 we asked a separate question. The first of these was if they had heard of PRINCE2; those who had not heard of PRINCE2 (27% of those who do not have a PRINCE2 certificate) were then excluded from responding to the questions in this section as they would have added no value to the analysis.

The three charts in this section look at why those who had heard of PRINCE2 had not taken it. If we exclude those who are planning to take it, the next major reason why not is that “It is not required as part of my role”.

If we go back to the beginning of the analysis and look at the reasons why candidates were taking PRINCE2 and compare them to these responses we can see an interesting contrast. Being required as part of a role or mandated by an organization is not a particularly strong driver when deciding whether to take PRINCE2 or not, but it is a driver as a reason not to take it. The main takeaway here is that individuals who haven’t gained PRINCE2 are potentially missing out on value to their career progression and skills development, as they believe they do not need PRINCE2 because it is not a requirement for their role.
Why Do You Not Have PRINCE2 By Region?

It is also worth noting that price is a driver to select a training provider (if the candidate has the choice), but not a major driver for selecting a certification.

If we begin to break down the same question by UK vs. the RoW and job function we see some more interesting insights. The biggest contrast between UK and the RoW is seen in being a requirement as part of a role and planning to gain the certification in the near future. As we’ve seen in the earlier analysis, those outside of the UK are more likely to take PRINCE2 for skills development than anything else, which ties it less closely to career and job considerations around training and certification.
When looking at the analysis by job function it is perhaps not as clear a pattern. One thing we would comment on is that the plan to take PRINCE2 in the future seems to be a clear winner across functions apart from Operations.

**Why Do You Not Have PRINCE2 By Function?**
Why Do You Not Have PRINCE2 By Function?

<table>
<thead>
<tr>
<th>Function</th>
<th>I don't see the value in PRINCE2</th>
<th>I plan to gain my PRINCE2 Certificate in the near future</th>
<th>It is not required as part of my current role</th>
<th>My organization does not adopt PRINCE2</th>
<th>Other qualifications/certifications are more relevant for me</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>20%</td>
<td>35%</td>
<td>20%</td>
<td>10%</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Project/Programme/Portfolio Management</td>
<td>25%</td>
<td>30%</td>
<td>25%</td>
<td>20%</td>
<td>20%</td>
<td>0%</td>
</tr>
<tr>
<td>Senior Management</td>
<td>30%</td>
<td>20%</td>
<td>30%</td>
<td>25%</td>
<td>30%</td>
<td>0%</td>
</tr>
</tbody>
</table>
TRAINING
We have already discussed training in the context of those who have PRINCE2, but in this section we will explore it in broader terms, including responses from both those with PRINCE2 and those without in the analysis.

Looking at training funding from a global perspective we see that it aligns quite closely to the RoW in the PRINCE2 section and comes as no great surprise. We think it fair to conclude that at least in general around half of training is funded by a candidate’s organization while around 40% is self-funded.

When we look at this in terms of the UK vs. the RoW we can see that the organizational funding increases slightly (although not to the same degree as it was for PRINCE2). For the purposes of this report we will not draw firm conclusions from this, but will suggest that this difference could be down to any one of a number of reasons. These could include organizations’ attitudes towards training, the adoption of methodologies and frameworks or simply the fact that the results include a large number of PRINCE2 candidates who we know have had their training funded by the organization.
As part of the survey we also asked individuals to state who makes the decision about what training they take. In this instance we have broken the results down into the top six countries by volume of responses from the survey.

Given the number of different options it does not make the chart the easiest to analyze so we will endeavor to draw out the salient points; interestingly Australia and Canada seem to have very similar responses, both having the line manager as the decision holder around what training is undertaken. This is in contrast to the UK and the United States which have a much more even spread of responses across the different options (although line manager is still top for both).

Looking in more detail at the UK the organization driven responses do seem to stack up with the previous chart around the level of funding. 59.1% of respondents said that training decisions came from either HR, their line manager or were mandated which compares relatively closely to the 55.4% of people in the UK who said training was funded by their organization.
Germany and India were again different and we’ll deal with each separately. Germany interestingly was the only country of those listed in which the individual was able to decide what training they took. Given that 50% of training is still funded by the organization in Germany it would be fair to conclude that organizations are much more driven by candidates in Germany than other countries covered in this survey.

India was the only country where mandated/company policy scored highest out of all the responses. Again line manager scored highly which seems to be consistently high across the board.
Who Decides On Your Training? By Top Countries

<table>
<thead>
<tr>
<th>Country</th>
<th>HR</th>
<th>Line Manager</th>
<th>Myself</th>
<th>Not sure/Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>15%</td>
<td>20%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>25%</td>
<td>30%</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>United States</td>
<td>30%</td>
<td>35%</td>
<td>20%</td>
<td>15%</td>
</tr>
</tbody>
</table>
The final section of this report will investigate Agile, focusing particularly on individuals’ opinions of the value it brings and how they rate the appetite to adopt Agile methods and techniques.

The first set of charts is focused on individuals rating the value they see in working in an agile way. For this series we have omitted the responses from the charts where the respondent had no opinion on the matter (although they are still included for the purposes of the percentage value seen). This only equated for 12.7% of responses.

As we can see, the vast majority of individuals see some level of value in working in an agile way with only 1.4% of respondents finding no value at all in Agile. It must be said that we would expect a high value here given the level of response from an IT background.

As An Individual Do You See the Value of Working in an Agile Way?

As An Individual Do You See the Value of Working in an Agile Way?
What is more interesting is when we break the respondents down by PRINCE2-certified and non-PRINCE2 certified. Here we can see that those with PRINCE2 are more likely to see value in working in an agile way.

86.2% of PRINCE2 certified respondents see the value of agile, compared to 75.6% of those without PRINCE2.

While both are high, given that PRINCE2 is sometimes (and unfairly) stereotyped as a waterfall approach to project management it is interesting to see PRINCE2-certified individuals generally seeing more value in working in an agile way than those without it. This might not come as a great surprise given the high level of response from the IT industry; we will investigate this further on in the report.

In the next set of charts we have investigated whether respondents’ opinions change for different functions and verticals. As with the section on the level for adoption for PRINCE2 we provided both the raw data as well as an average after we have created a numerical scale. In this instance “Yes Greatly” was categorized as a 4 and “Not at all” as a 1.

As An Individual Do You See the Value of Working in an Agile Way? By Functions

Taking a look at individual value by function first, in the raw format the results do look fairly even. It is only when we break down into an average that we can start to see the differences.
What is perhaps the biggest surprise here is that those within the PMO function and consultants both rank higher than IT.

It is quite a minor difference but one which we would have expected to be the reverse. It is also perhaps surprising that operations rates lowest, given Agile’s origins from a business as usual (BAU) or operational background, and Scrum’s value at a team (as opposed to project or programme) level.
We have done exactly the same for the six industries by volume using the same conversion as mentioned above. Here there are greater variances between the industries; financial services ranks highest followed by IT with business and support services, professional services and telecommunications a fairly even joint third place.

As An Individual Do You See the Value of Working in an Agile Way? By Industry

![Graph showing percentage of individuals by industry who see the value of working in an agile way.]

Although financial services are becoming more digitized (and hence arguably driving them to want to work in a more agile way due to the nature of digital projects) it is perhaps surprising that they rank highest.

Again it is fairly surprising that IT does not rank highest by industry. We will reiterate that this is only rating the individuals’ perceived value of working in an agile way, and not how much it is necessarily adopted within the given industry. This will be investigated in the next section.

Figures illustrated overleaf.
We also asked respondents to rate the appetite for Agile in their function and organization. Here we have not provided the general charts as, without segmenting by function or industry, the results are largely meaningless.

The question asked respondents to give a response on a 1 to 5 scale which during analysis caused us a slight issue when comparing to individual perceived value which was on a 1 to 4 scale. To compare the two we therefore had to transfer the 1 to 4 scale to a 1 to 5 scale. This misalignment of scales was an oversight when creating the survey and something we will take on board for future surveys. In regards to this report and the analysis below, we do not believe it has negatively impacted the findings.

Looking at the first chart we can see a breakdown of how respondents have rated their function’s appetite for adopting agile techniques and methods, broken down by each individual function. What we can see is pretty even scoring across the main functions.

Figures illustrated overleaf.
When we move onto the second chart though, and compare the value placed by individuals on working in an agile way verses the appetite for Agile within the function we start to see a slight disconnect. When taking an average of all of the percentage differences we get a score of 23.5%, a significant gap.

The largest gap can be seen in the PMO function, where individuals see a lot of value in working in an agile way but that this is not being reciprocated by their function.

However, this is even more pronounced when we look at how respondents rated organizations. We’ve used the same scale as with the function charts above and we can see an even lower level of appetite for adopting Agile from respondents’ organizations.

As discussed above, regarding individuals within financial services, we do actually see that this again comes out on top in how they rated their organizations appetite for Agile. From this we concur that the value seen in working in an agile way at the individual level, is not driven solely by a view that there is a lack of appetite at an organizational level. There is a disconnect as we’ll see in the next chart, but it is not any greater than the general disparity across the verticals. In short, financial services generally seem to not only see the value in working in an agile way at the individual level, but there is also the greatest appetite for it at an organizational level.

Figures illustrated overleaf.
Individual’s Value Vs. Function’s Appetite For Agile

Average 23.5% difference

Appetite For Agile By Industry (Average)
Generally speaking though, there is a large gap between the value individuals see in working in an agile way, and the level of perceived appetite at an organization level. Taking an unweighted average of the percentage difference, we get a 37.1% gap between the two which is stark contrast. We can only speculate as to what is driving this gap but an answer could be that senior leaders are reluctant to relinquish full control and are concerned with the potential negative impact of implementing Agile.

The final part of the section on Agile looks at individuals’ value broken down into a number of different segments. As with the above we have taken an average so that we can clearly distinguish any differences. We have also used the same scale as with the previous charts in this section.
The first chart takes a look at the breakdown by age. If you asked most people to guess the result of this analysis you probably more often than not receive an answer along the lines of the younger end would be keener to adopt an agile technique. Interestingly this is not the case, with the under 25 bracket coming in the lowest. Instead we see a much higher response from the middle age ranges of 30-50.
AGILE (CONT.)

Moving to the next chart we see the breakdown by the size of organization that the respondent works for; again interestingly you might have expected the smaller the organization the more predeposed the individual would be to working in an agile way. Instead we see the opposite where the larger the organization is, the more likely an individual is to see value working in an agile way. This could perhaps be attributed to the increased bureaucracy usually seen in larger organizations. Organizations with a top-down approach may find their workforce leaning towards a more agile way of working, but constrained by senior management married to traditional methods for project management.

This said, the differences between the responses are not huge, and could back up the claim that Agile is applicable regardless of organization size.