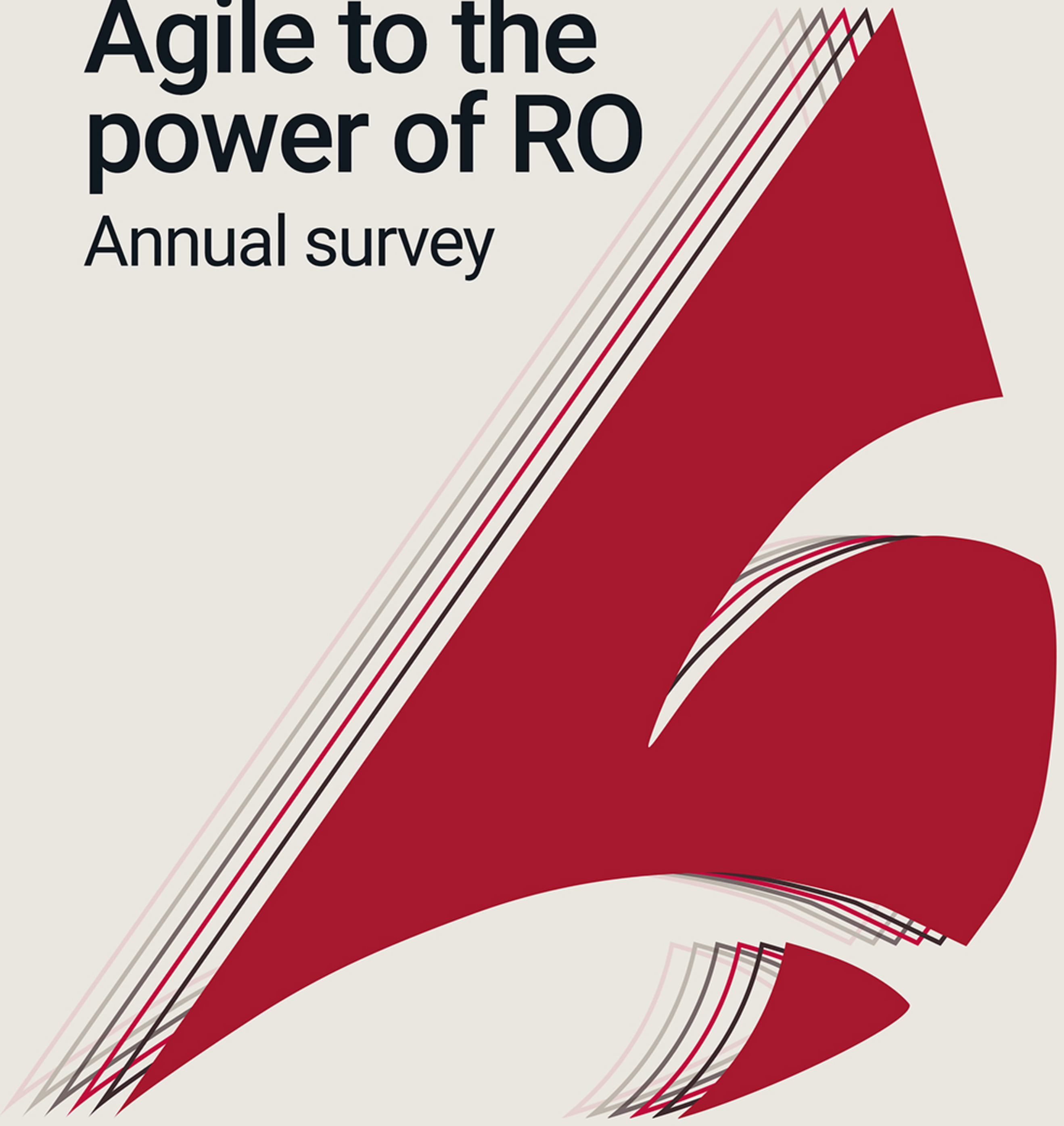# Agile to the power of RO

Annual survey

In Brief.

- Our audience is formed mainly by mid and large companies that operate in Romania. We consider this as a plus for our survey because business agility is more relevant in complex organisations, although it is also more difficult to implement.

- More than two thirds of the respondents are professionals from the strategy and coordination level whithin their organisations. The survey reflects the status of agility practices as they are perceived from this perspective.

- Our geographical spread has increased. Our survey has covered a larger number of cities around Romania.

- Agility is more present at execution level. While this is not necessarily wrong, we may observe a certain delay in embracing agile practices at higher levels. A true organisational agility is impossible to be implemented without a proper adoption of agile tools and practices in strategy and coordination layers.

- A surprisingly high number of respondents indicated that their organisation's competitive strategy is product supremacy. According to our knowledge, the Romanian economy is not that rich in companies developing and operating such products or services. We advice cautiousness regarding these statistics.

- Compared to the previous survey, the need for speed is increasing. Companies seem to become more attentive to time-to-market metrics, while the entire economic and political environment is shifting quickly and, unfortunately, in an unpredictable manner. Volatility is no longer a concept, but a reality.

- As a consequence of the above, project management has also changed, favoring shorter cycles of planning and delivering. The survey is not investigating the efficacy of the tools and practices used to achieve higher flexibility, but the trend is obvious.

- Employees are still involved in a significant number of projects, simultaneously. There is still a need to pay more attention to limit the work in progress. Dependencies have a high negative impact on work productivity.

- Work is mainly unstructured. Emails and phone calls play an important role in defining the daily work backlog, rendering impossible to achieve any types of metrics that would help leaders and teams to improve their productivity.

- Remote work is the new rule. Although it is not seen as prevalent, it will influence and shape the future ways of working and managing teams and people.

- There are 3 clear directions for the future: strong leadership, talent acquisition and retention, and innovation. Those who will master these areas will be successful. Note that business agility may play a key role in each of these domains.
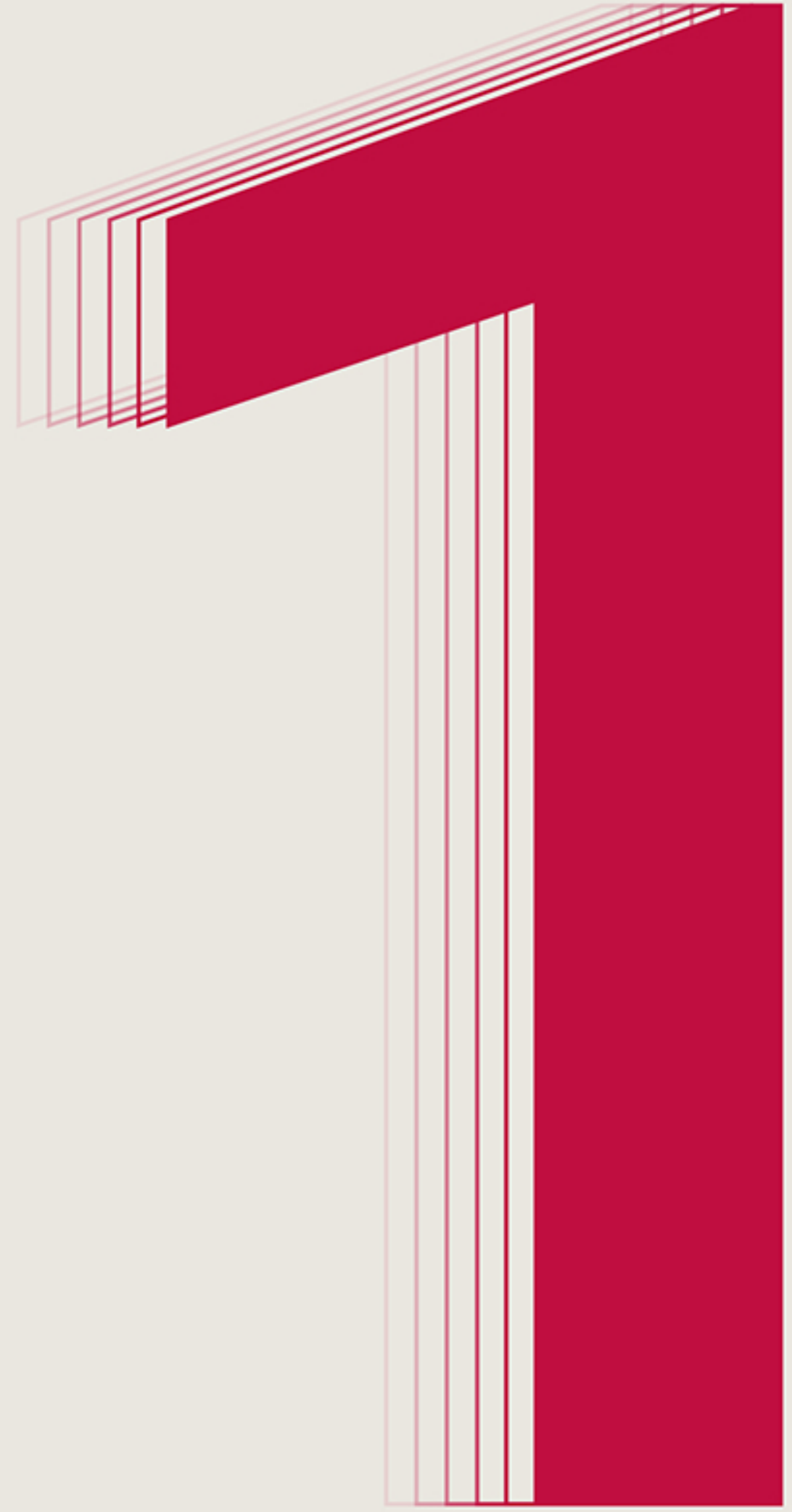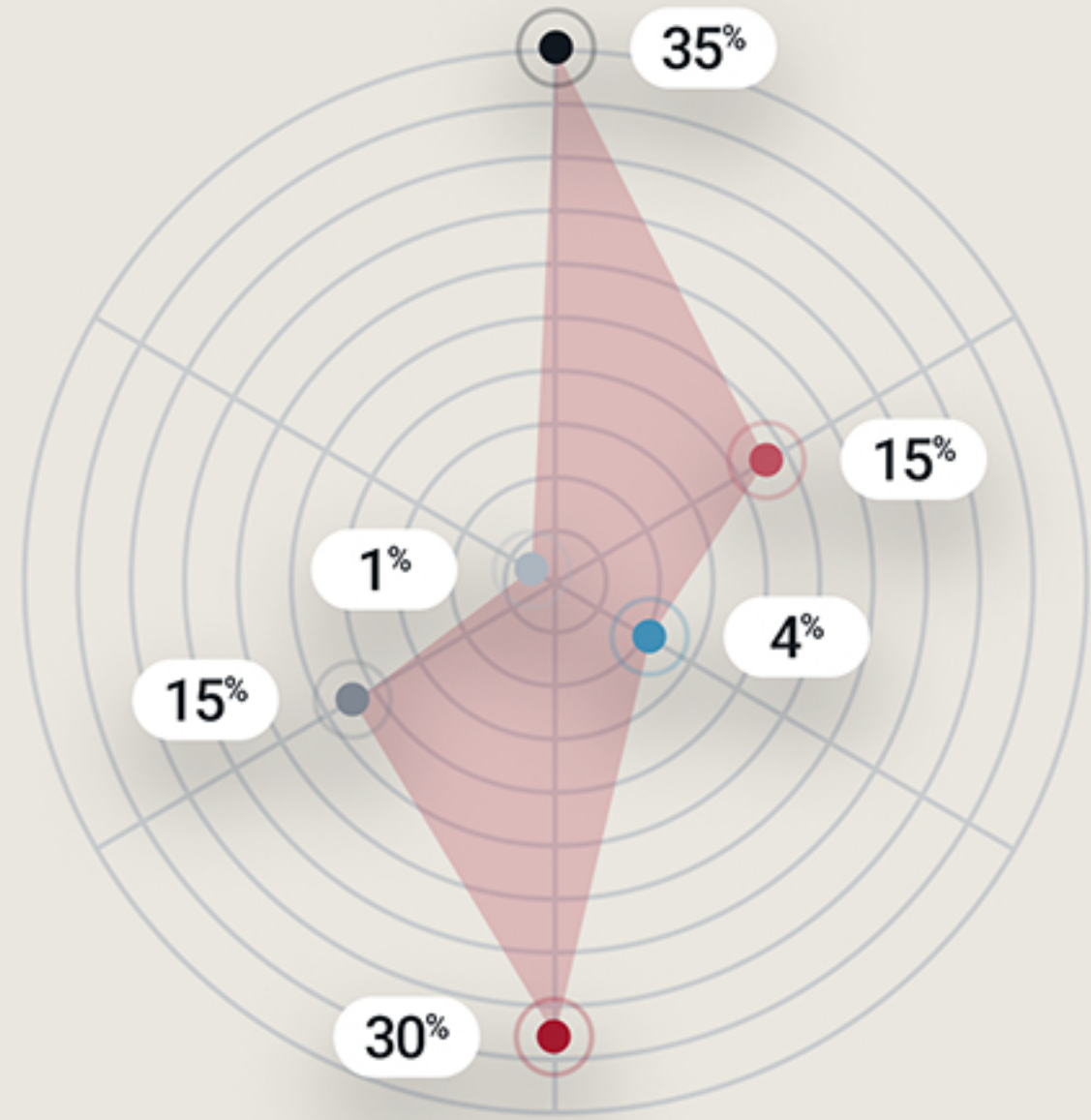
Audience
Overview

Roles

What best describes your current role?

- Director+ — 35%
- Delivery / Project management — 15%
- Product management — 4%
- Team management — 30%
- Execution — 15%
- External / Contractor — 1%

Current role level

- Strategy role — 35%
- Coordination role — 49%
- Execution role — 16%
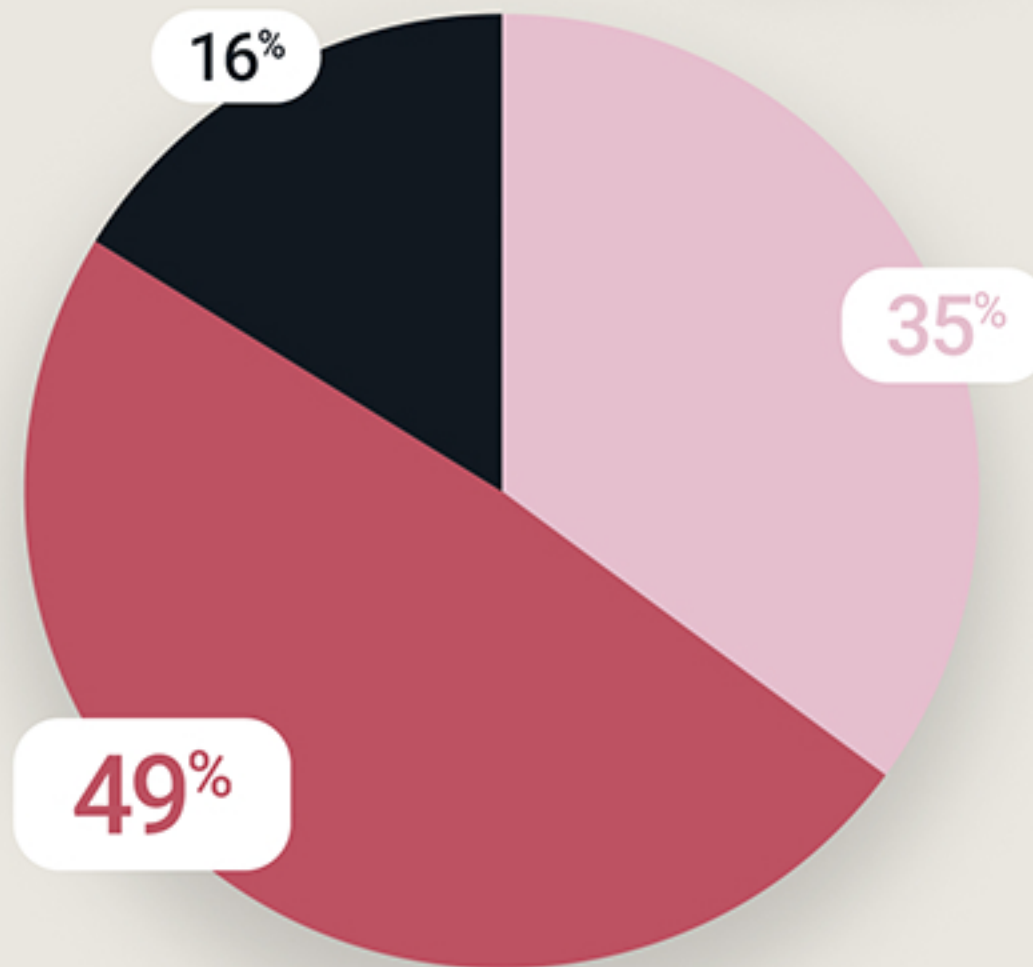
Are you currently working in an Agile role?

Agile Coach	Leading Agile teams	Product Owner or equivalent	Scrum Master or equivalent	Team member of an Agile team	No
4%	15%	5%	4%	9%	63%

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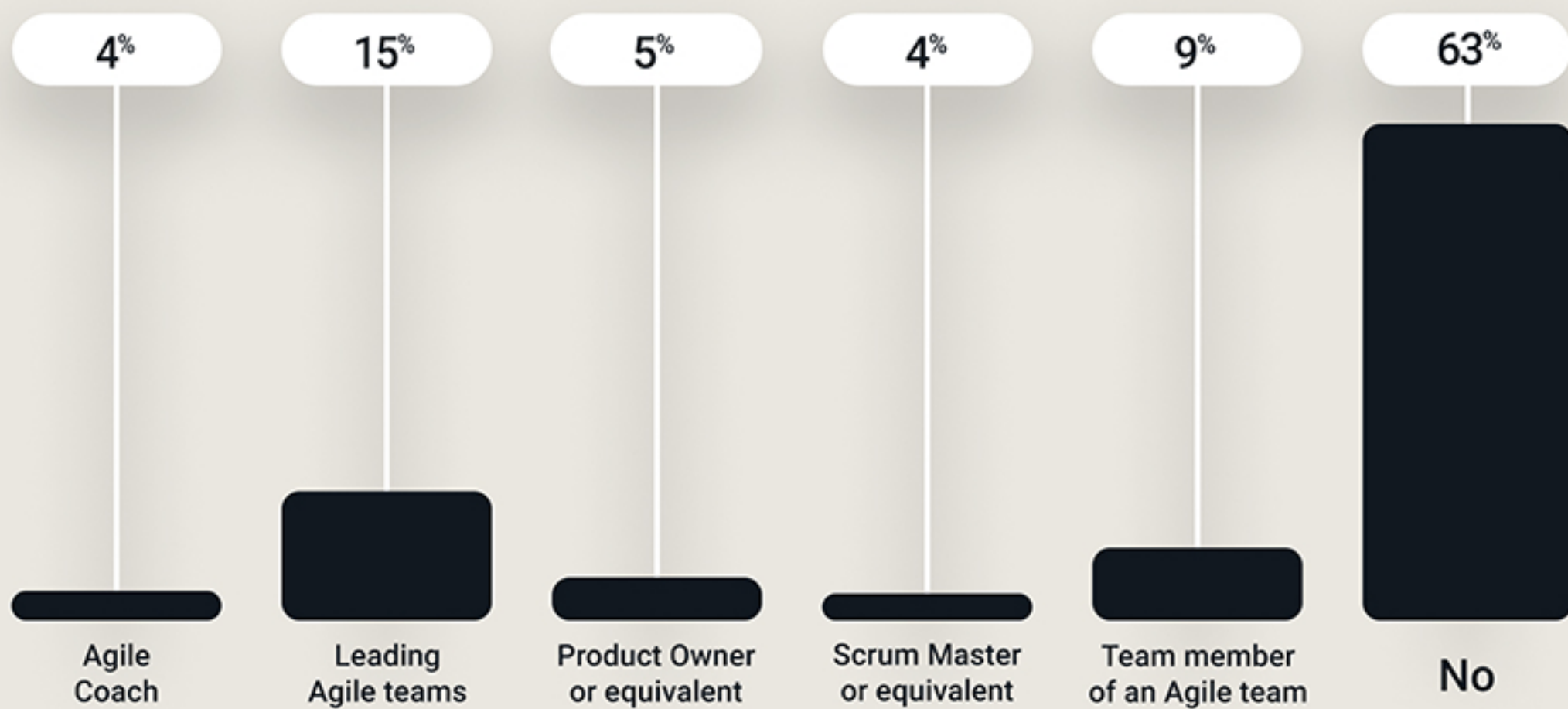
Company Info

What is your industry?

Industry	Count
Agriculture	2
Automotive	42
Construction	13
Energy, oil & gas	16
Environment	3
Financial services	47
FMCG	2
Food & beverages	8
Health & Pharma	25
Hospitality	2
Manufacturing	16
Other	26
Professional services	10
Public sector	2
Real estate	3
Retail	9
Technology	65
Telecom	5
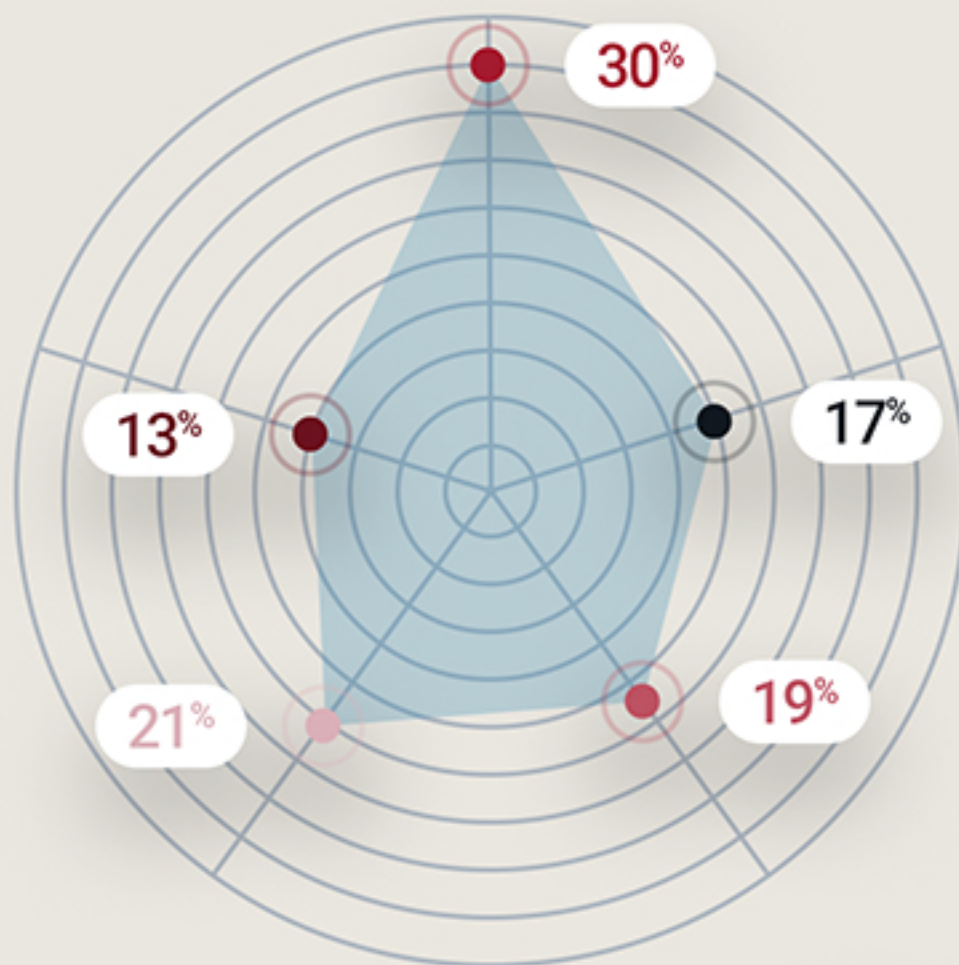
What is the size of your organisation?

- ● 1001+ employees — 30%
- ● 501 - 1000 employees — 17%
- ● 201 - 500 employees — 19%
- ● 101 - 200 employees — 21%
- ● <100 employees — 13%

Company location

| Location	Count
Satu Mare	1
Bistrița	4
Iași	6
Oradea	1
Chișinău	7
Cluj	19
Târgu Mureș	1
Arad	1
Timișoara	7
Sibiu	19
Făgăraș	2
Brașov	43
Câmpulung	2
Mioveni	1
Pitești	7
Ploiești	1
Contești	1
Abroad	7
București	175
Craiova	1
Mangalia	1
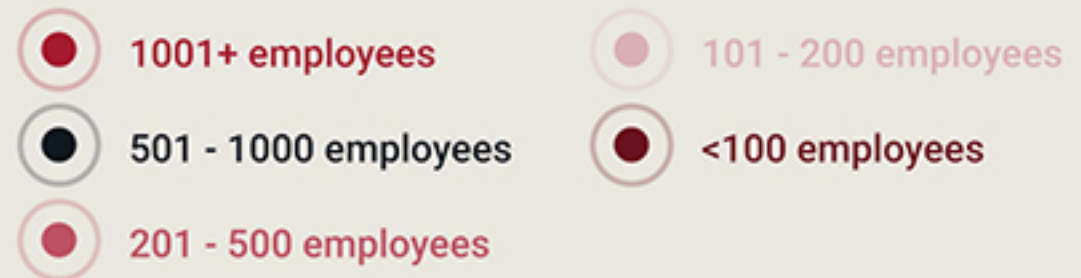
Agile expertise
and experience

Agile Practices

What agile methods and practices are present in your organisation?

	Not a practice	Less than 25%	26-50%	More than 50%	Common practice	Score
Strategy level						**31%**
Obeya room	235	26	11	17	7	**11%**
Scaling Agile methods	154	51	30	42	19	**26%**
Product/project ownership	59	48	51	57	81	**54%**
Coordination level						**37%**
Agile roadmap planning	134	54	38	44	26	**31%**
Short iterations	63	72	49	52	60	**48%**
Prioritised backlog / scope	89	54	43	60	50	**44%**
Product boards	112	61	43	40	40	**36%**
Kanban practices	145	55	43	29	24	**27%**
Execution level						**48%**
Multidisciplinary teams	52	58	65	59	62	**52%**
Daily standups	101	60	43	31	61	**41%**
Iteration reviews	85	65	43	48	55	**43%**
Iterative planning	71	59	44	60	62	**49%**
Project task board	63	53	43	58	79	**53%**
Regular retrospectives	60	53	64	62	57	**50%**

Agile Practices

For how long have Agile practices been applied in your organisation?

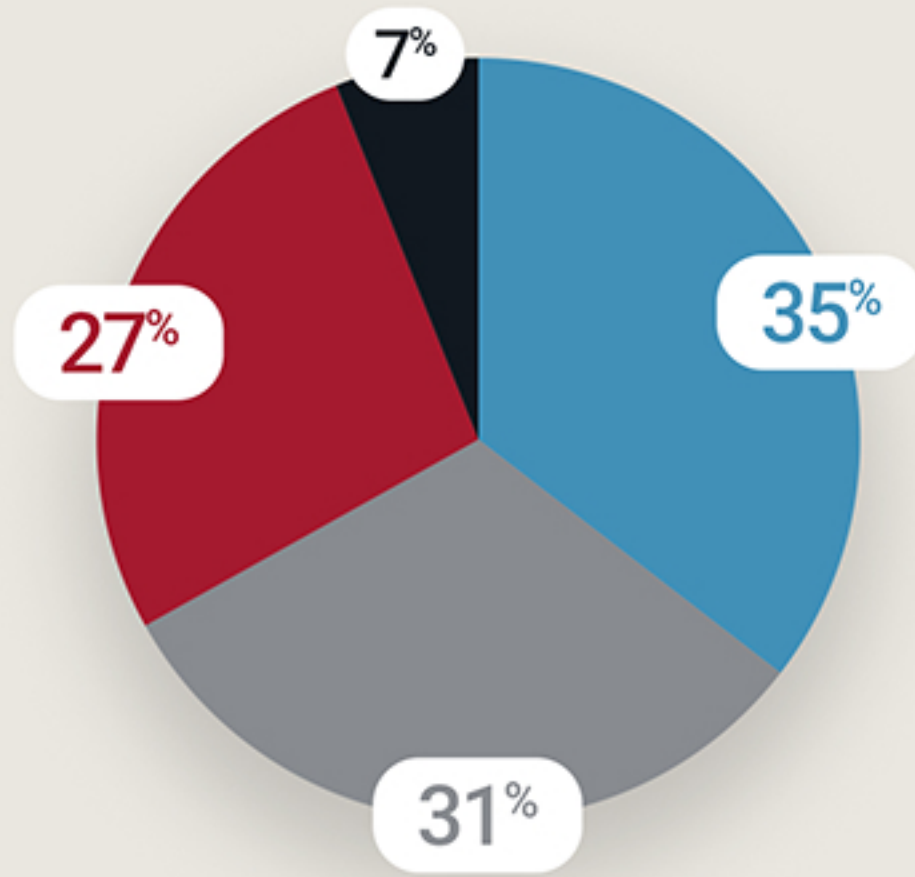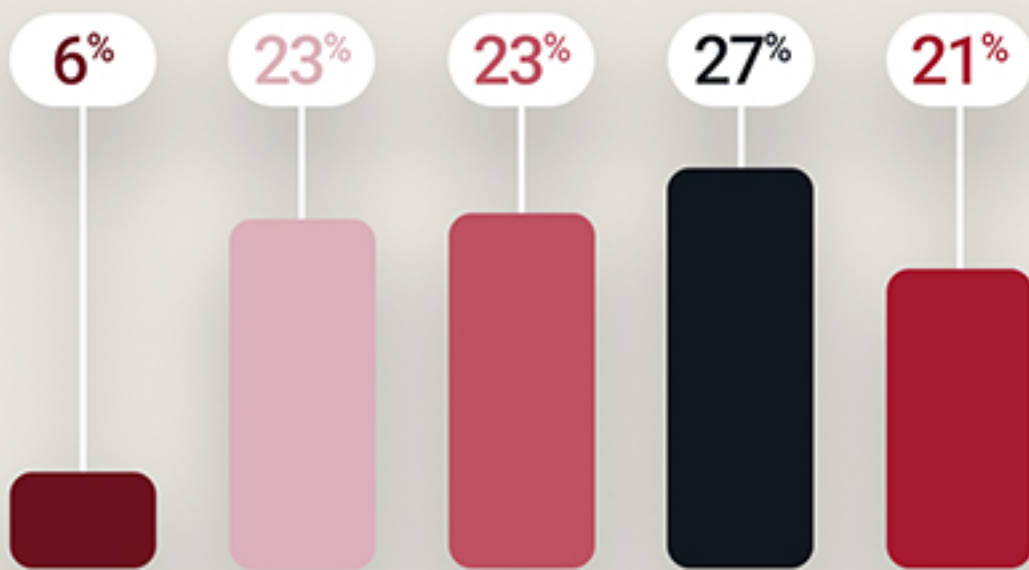| 13%	17%	14%	29%	27%
Don't know	Never	Less than 1 year	1-3 years	More than 3 years
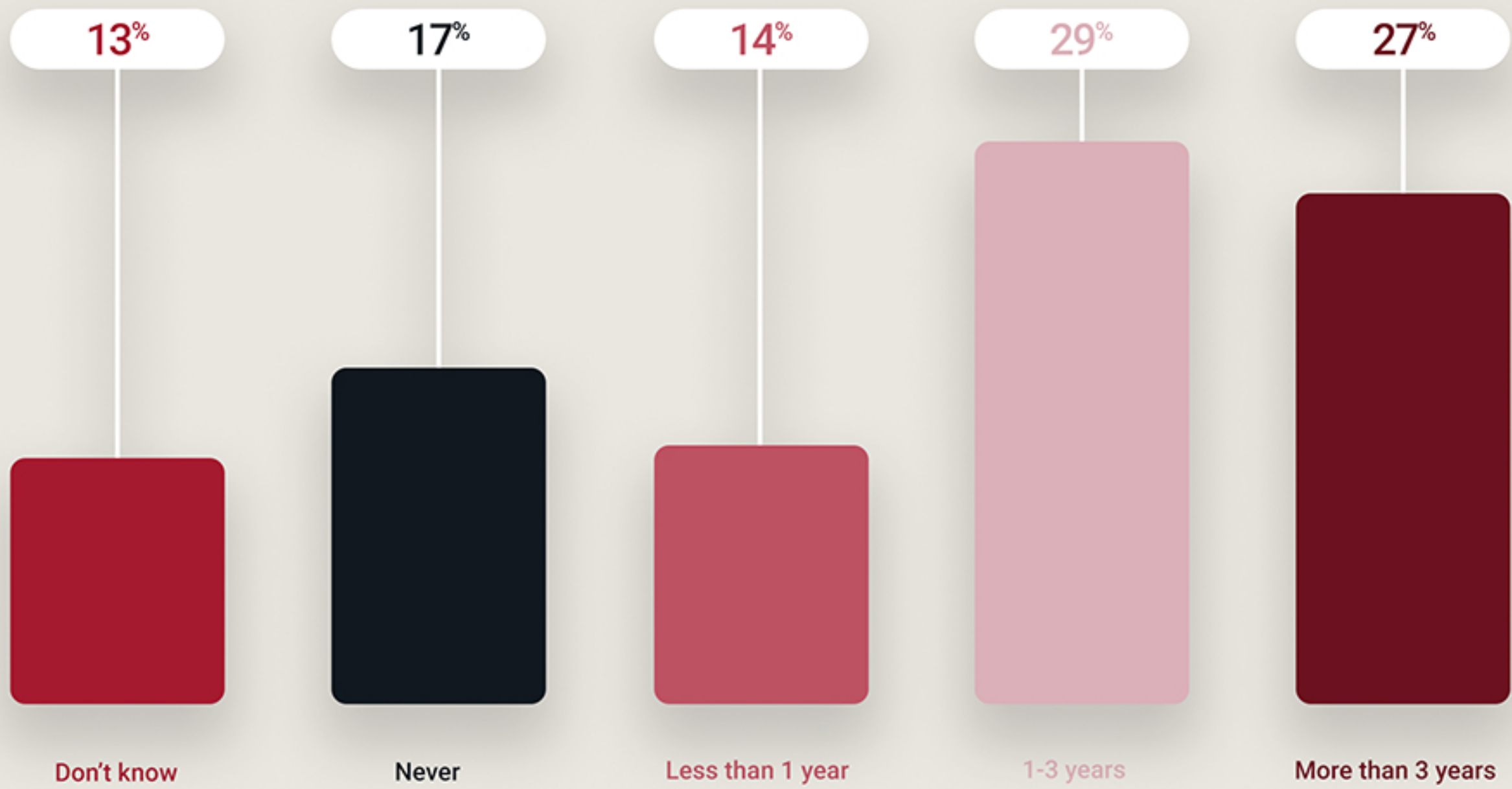
Current Agile
status

Strategic Level

What is your organisation's competitive strategy?
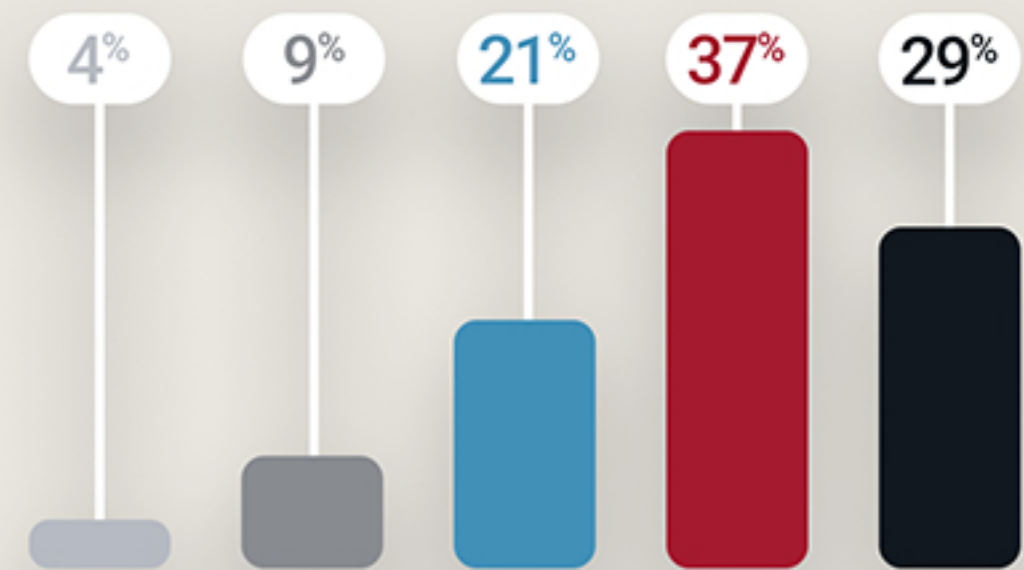
- Customer intimacy — 35%
- Operational excellence — 31%
- Products supremacy — 27%
- Don't know / Not sure — 7%

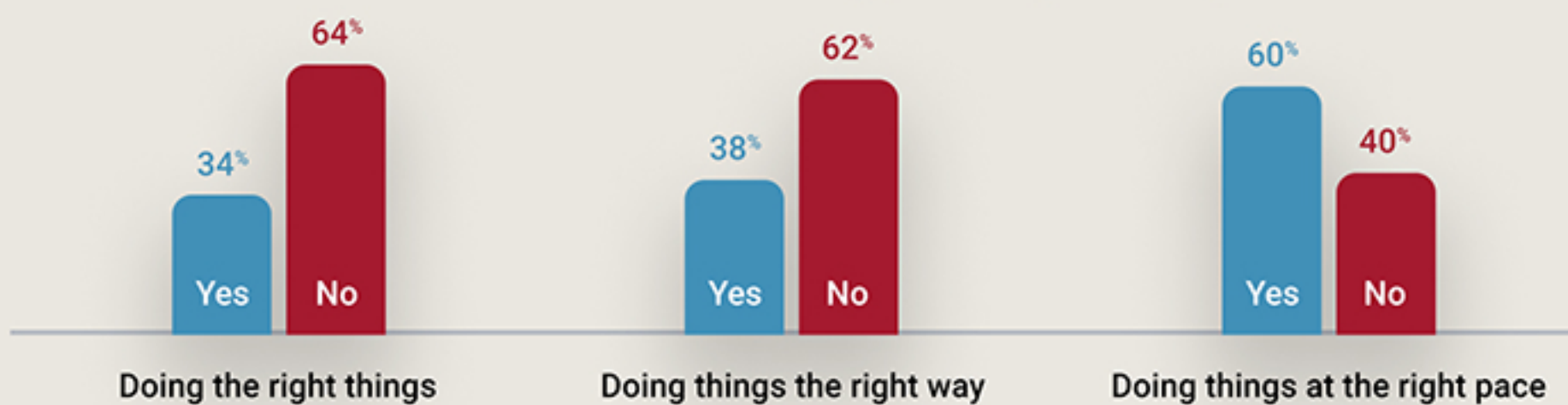## Exposing the employees to your organisation's business strategy happens...

- 6% — Never
- 23% — Ad-hoc, as decided by management
- 23% — At initiative / project start
- 27% — Regularly, 1-2 times a year
- 21% — At least quarterly

How is your organisation planning and delivering projects?

- 4% — Don't know
- 9% — We start with an annual project portfolio. Changes and deviations have a negative impact.
- 21% — We start with an annual project portfolio. We include some buffers to deal with changes and deviations.
- 37% — We plan, execute and adapt quarterly or more often. Changes and deviations are absorbed within this cycle.
- 29% — We start with an annual intent, which we adapt quarterly or more often. Changes and deviations are foreseen and absorbed within this cycle.

What are the most obvious struggles of your organisation?

	Yes	No
Doing the right things	34%	64%
Doing things the right way	38%	62%
Doing things at the right pace	60%	40%

Coordination Level

In how many initiatives / projects is an employee involved, on average, at any given time?

9%	14%	31%	23%	11%	4%
Don't know	1	2-3	3-5	5+	Too many to count
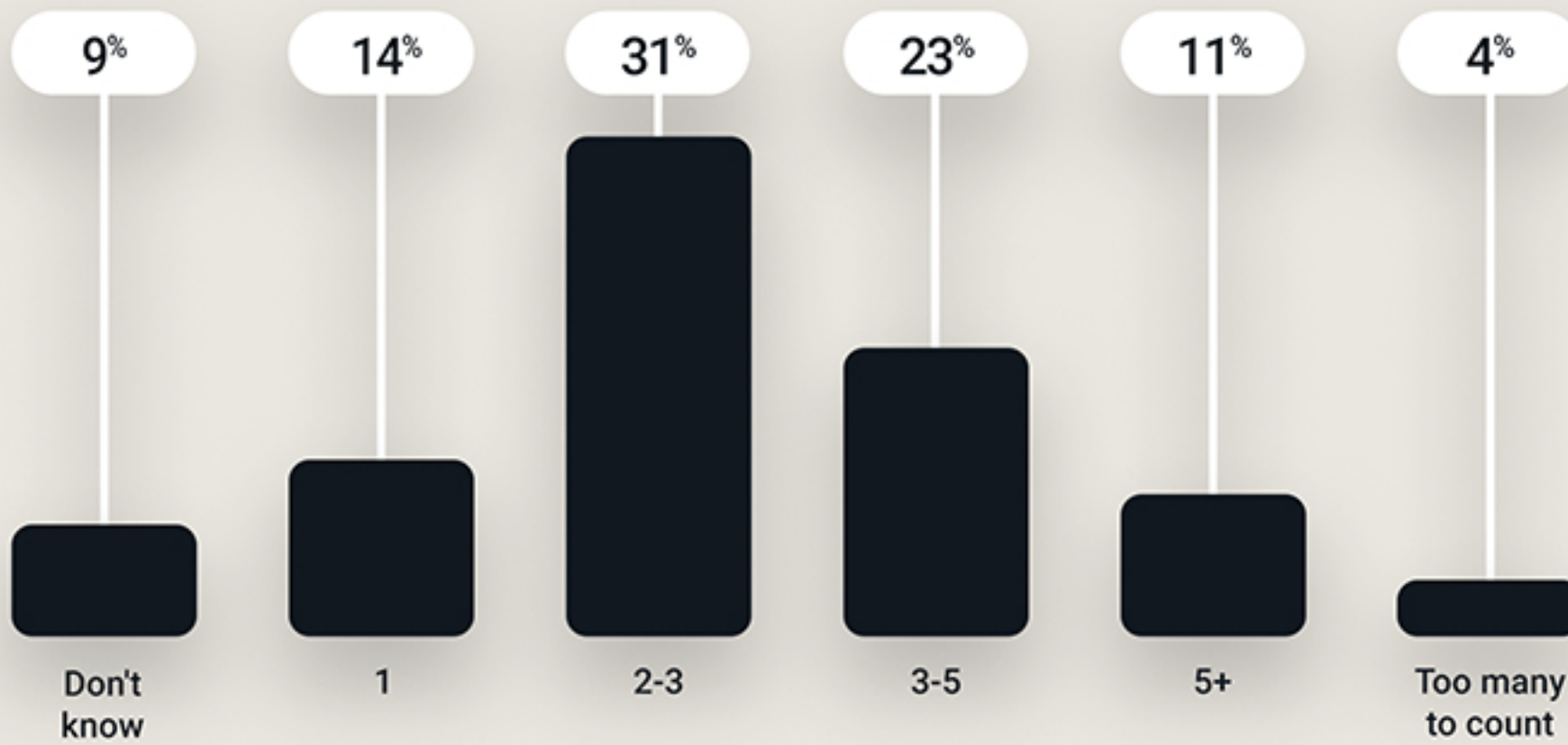
How often do dependencies negatively impact your work and deliverables?

2%	20%	46%	27%	5%
Never	Rarely	Sometimes	Often	Everyday
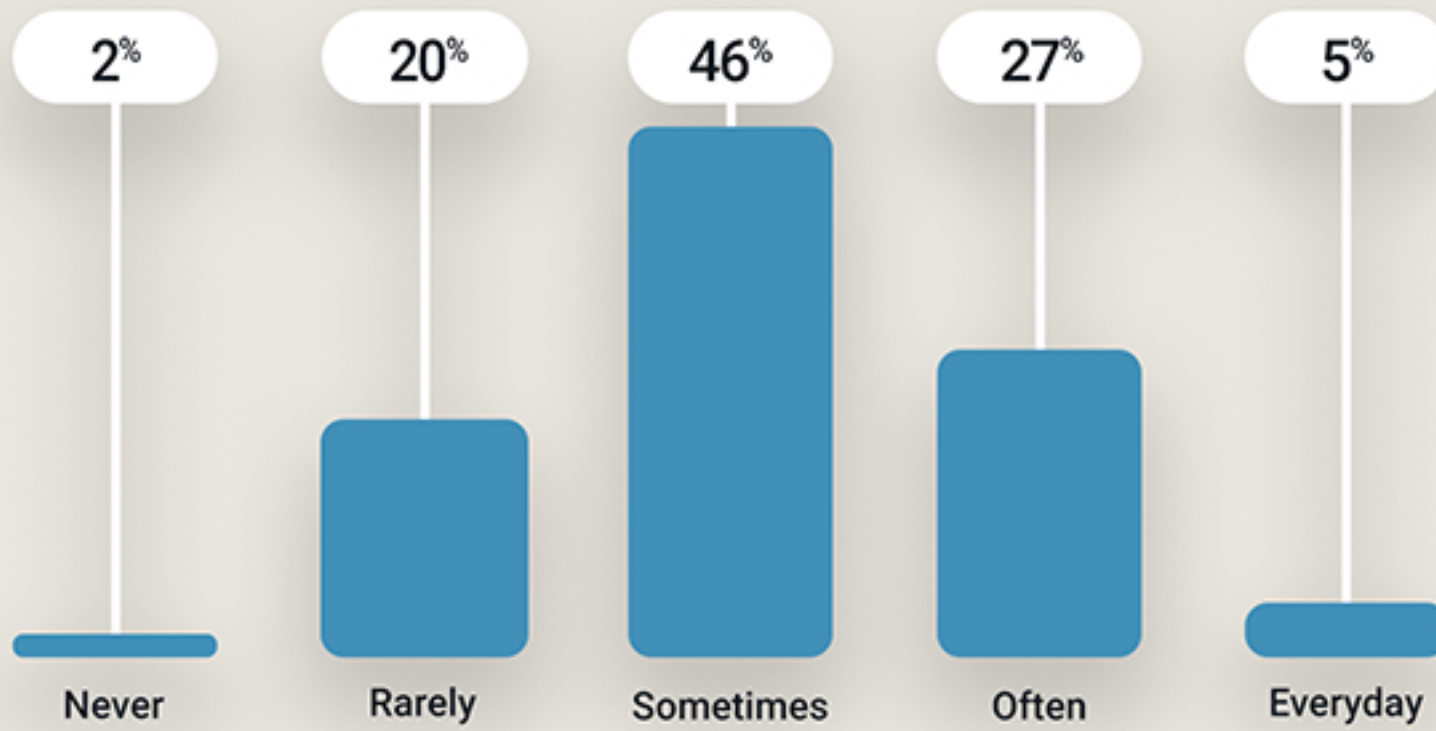
For how many sources (e.g. project backlogs) do you get your daily to-dos?

More than one structured source — 34%

One — 57%

Many ad hoc sources (emails, phone calls, IMs, conversations etc) — 9%
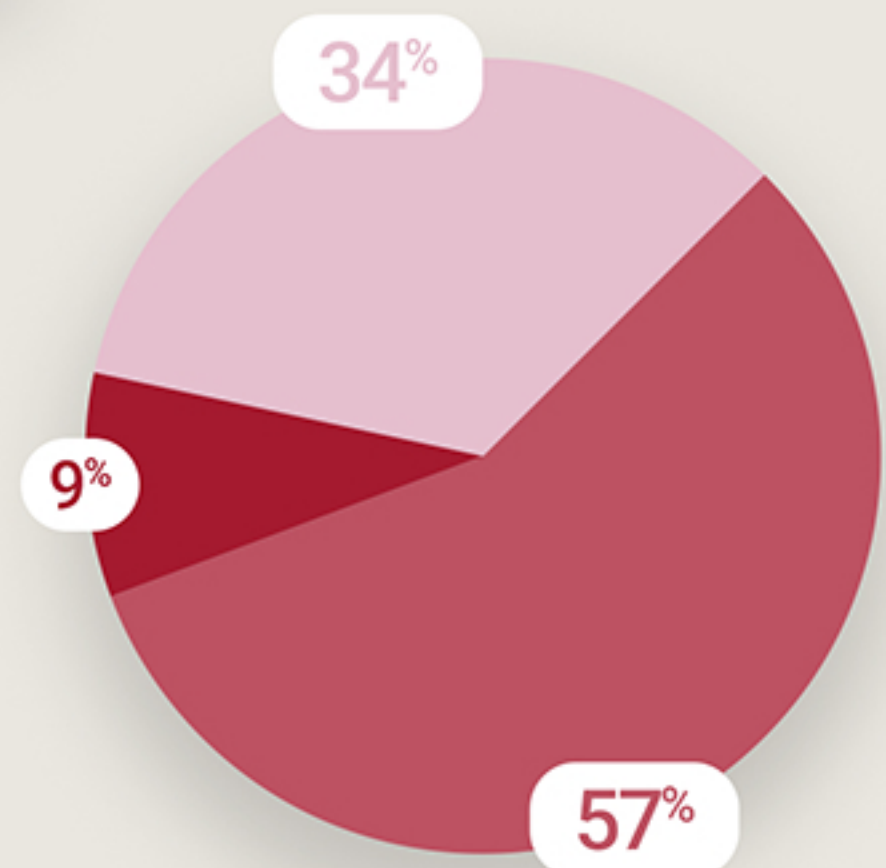
Execution Level

In your organisation most employees work in...

- ● Single discipline / competence teams (e.g. finance, sales, marketing etc)
- ● Temporary multidisciplinary teams (e.g. project teams)
- ● Permanent multidisciplinary teams (e.g. product teams)
- ● Ad-hoc / flexible teams/groups

4%

17%

17%

62%

6%

25%

41%

28%
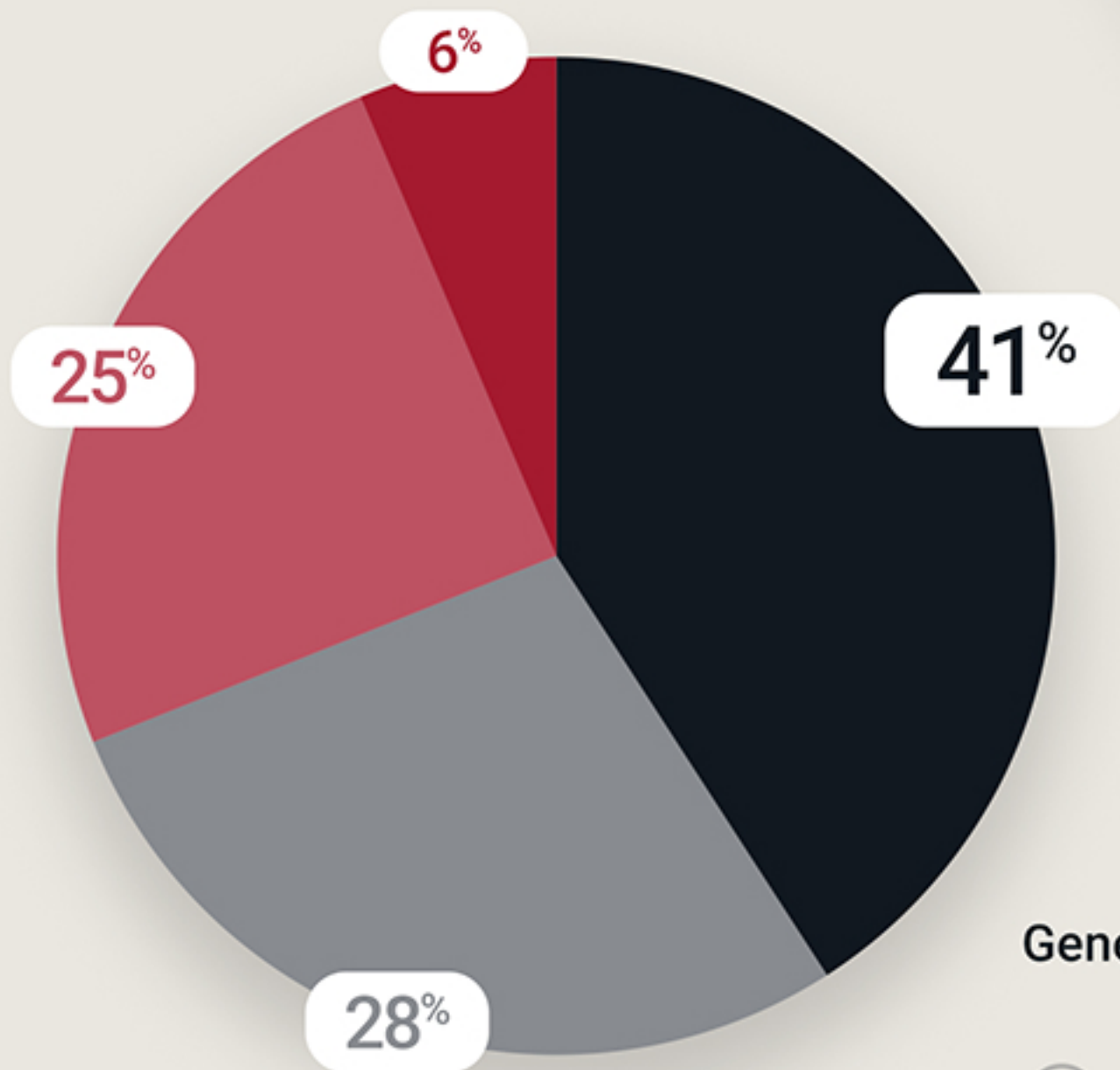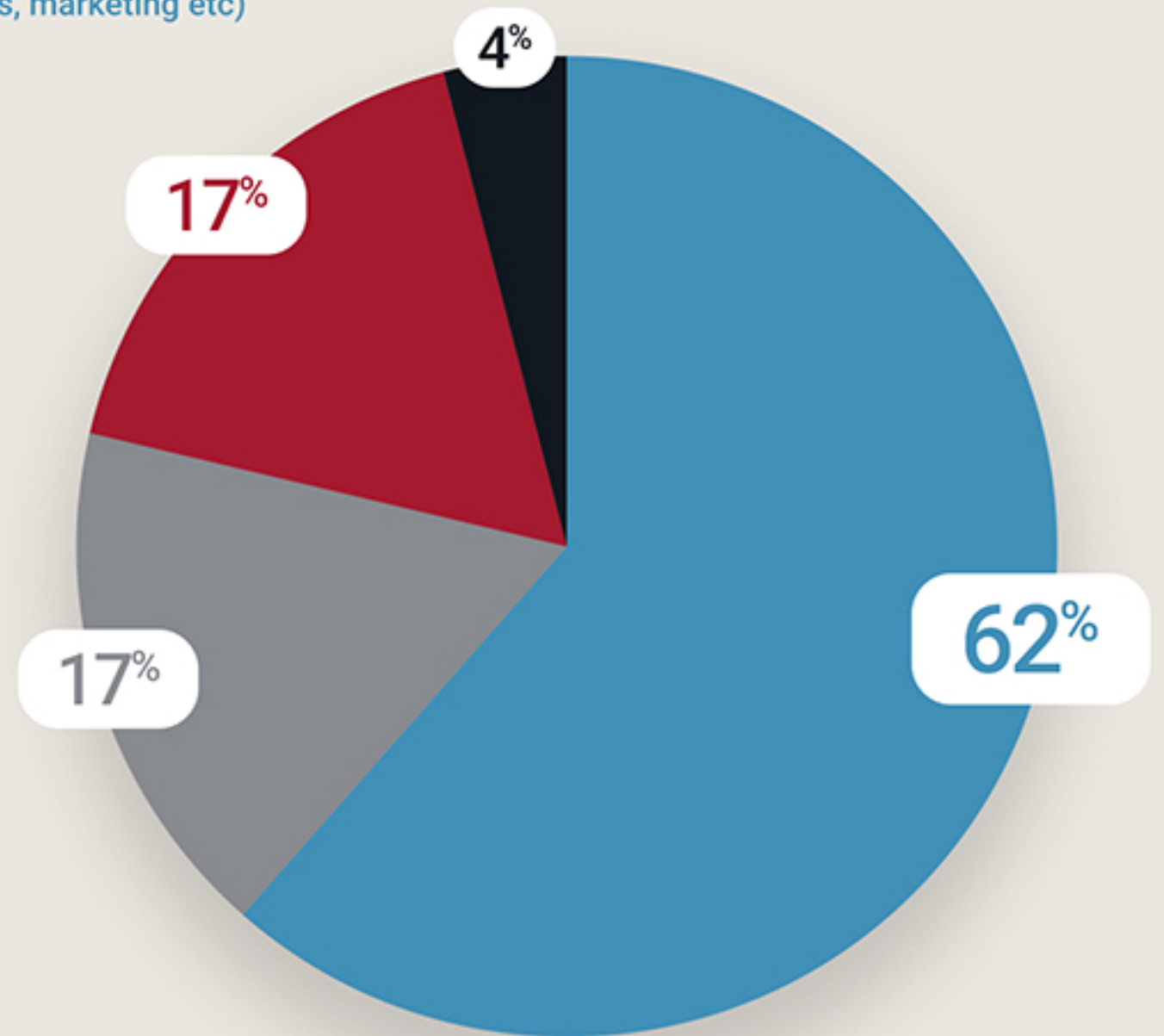
Generally, in your organisation...

- ● Managers assign tasks, organize the work process and monitor team performance. Teams are executing tasks.
- ● Managers define deliverables. Teams organize their work process and monitor their own performance.
- ● Managers provide strategic guidance. Teams decide on organisation structure, work process and monitor performance.
- ● Teams are involved in all decisions, including strategy.

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Learning and improving

How often do teams in your organisation use retrospectives
to improve their work, processes, interactions and result?

A Not a practice

B Upon management request

C At team members' will

D "Lessons learned" sessions when initiatives / projects end

E At least once per quarter

F At least once a month

A	B	C	D	E	F
14%	23%	11%	18%	16%	18%
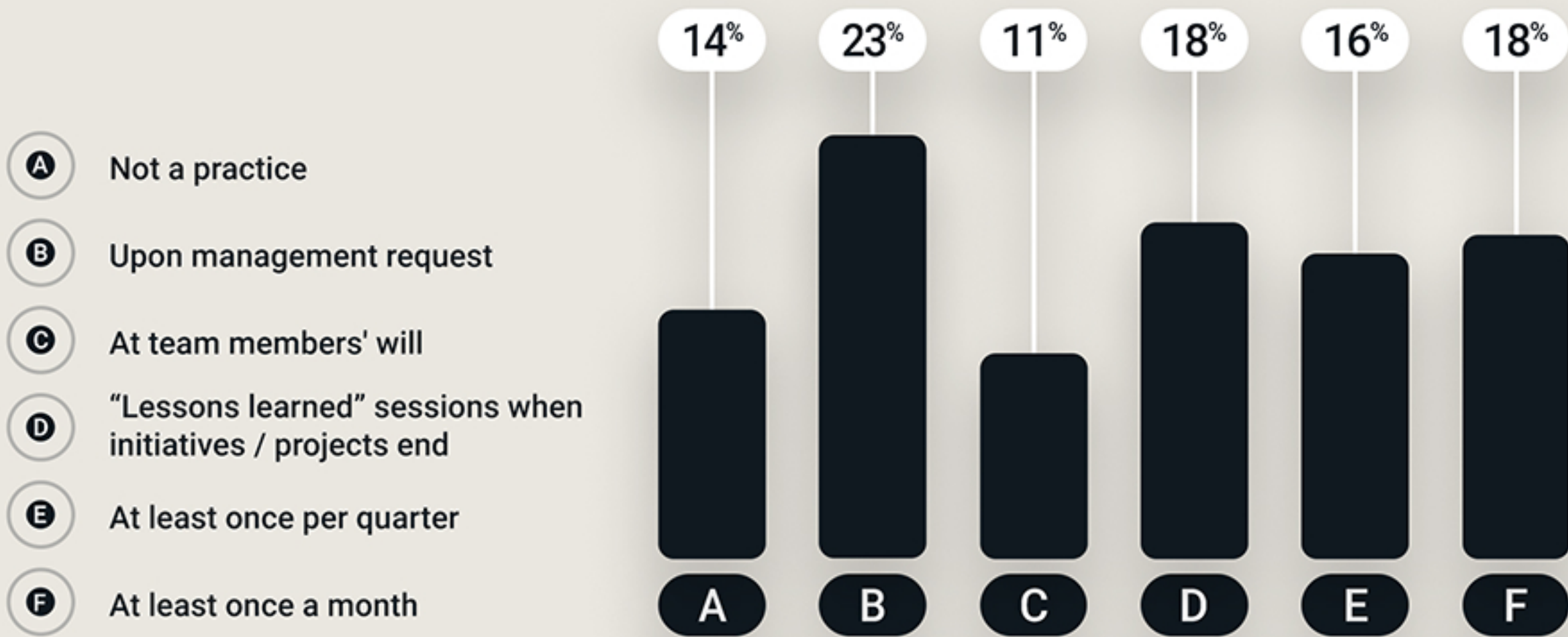
Are experiments and improvements prioritized
along side projects and business requests?

Never	Rarely	Sometimes	Often	Always
2%	20%	38%	32%	9%

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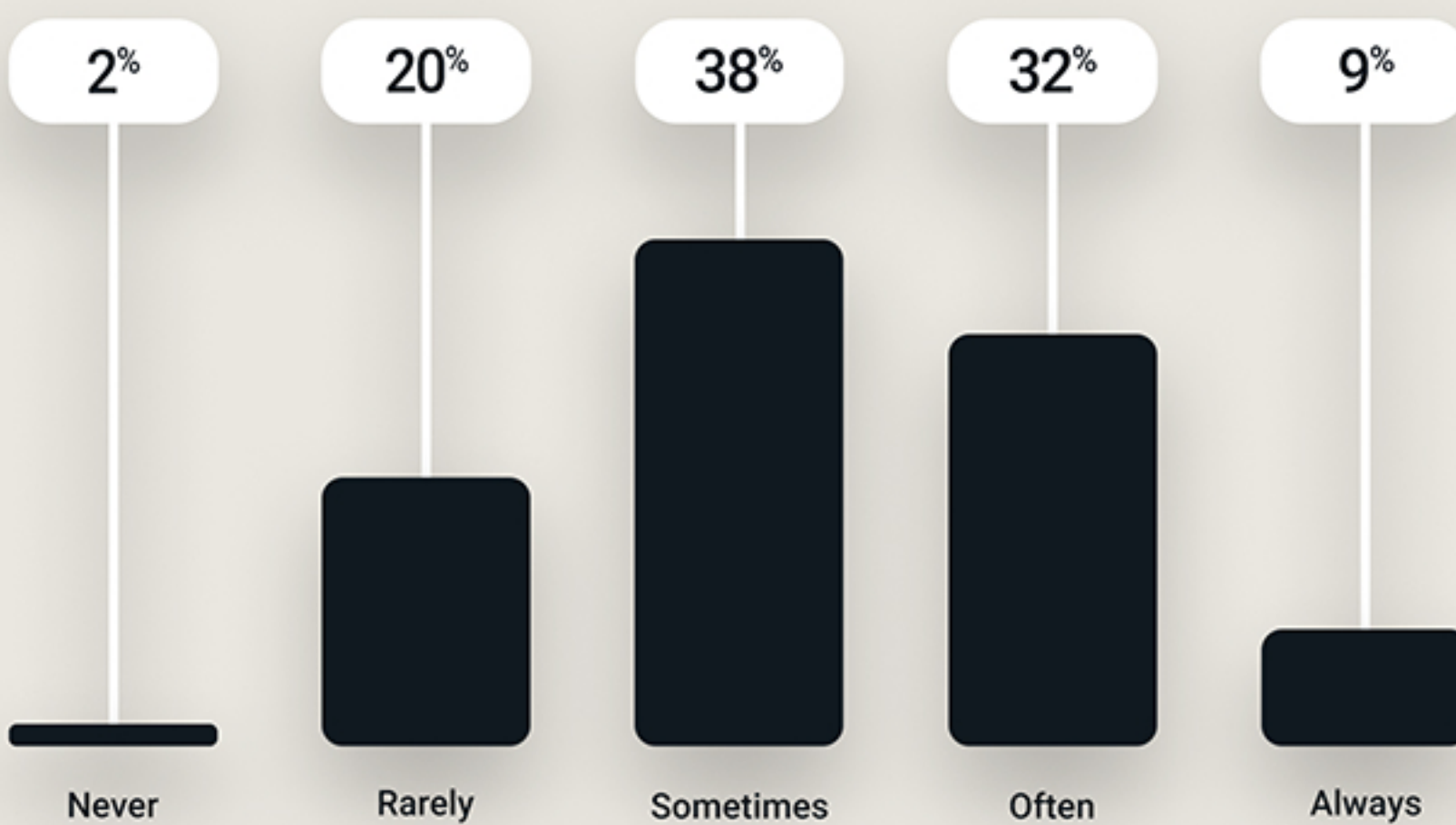
Current Agile status

In your organisation...

	Never	Rarely	Sometimes	Often	Always
Teams decide "how" things are done. — **46%**	12	53	88	120	23
Clients (internal or external) provide frequent feedback for deliverables and results. — **51%**	11	38	88	126	33
We accept that estimations are very useful, yet inaccurate. — **53%**	6	30	98	119	43
We prefer adjusting scope over postponing deadlines or adding more resources. — **40%**	11	66	103	93	23
We avoid spending too much effort on freezing requirements and managing capacity. — **32%**	23	69	118	78	8
There is a permanent concern of measuring and addressing waste (anything that does not bring value). — **47%**	10	58	86	100	42
There is top down and bottom up transparency. — **49%**	7	49	93	102	45
Adapting to change is easy. — **41%**	12	63	102	91	28
When we plan, we align objectives and capacity. — **56%**	13	33	72	121	57

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4

Looking
ahead

Future Trends

How much remote work do you think will happen in your organisation, in the future?

- Less than 10%
- 10-50%
- More than 50%
- 100%

5%

16%

35%
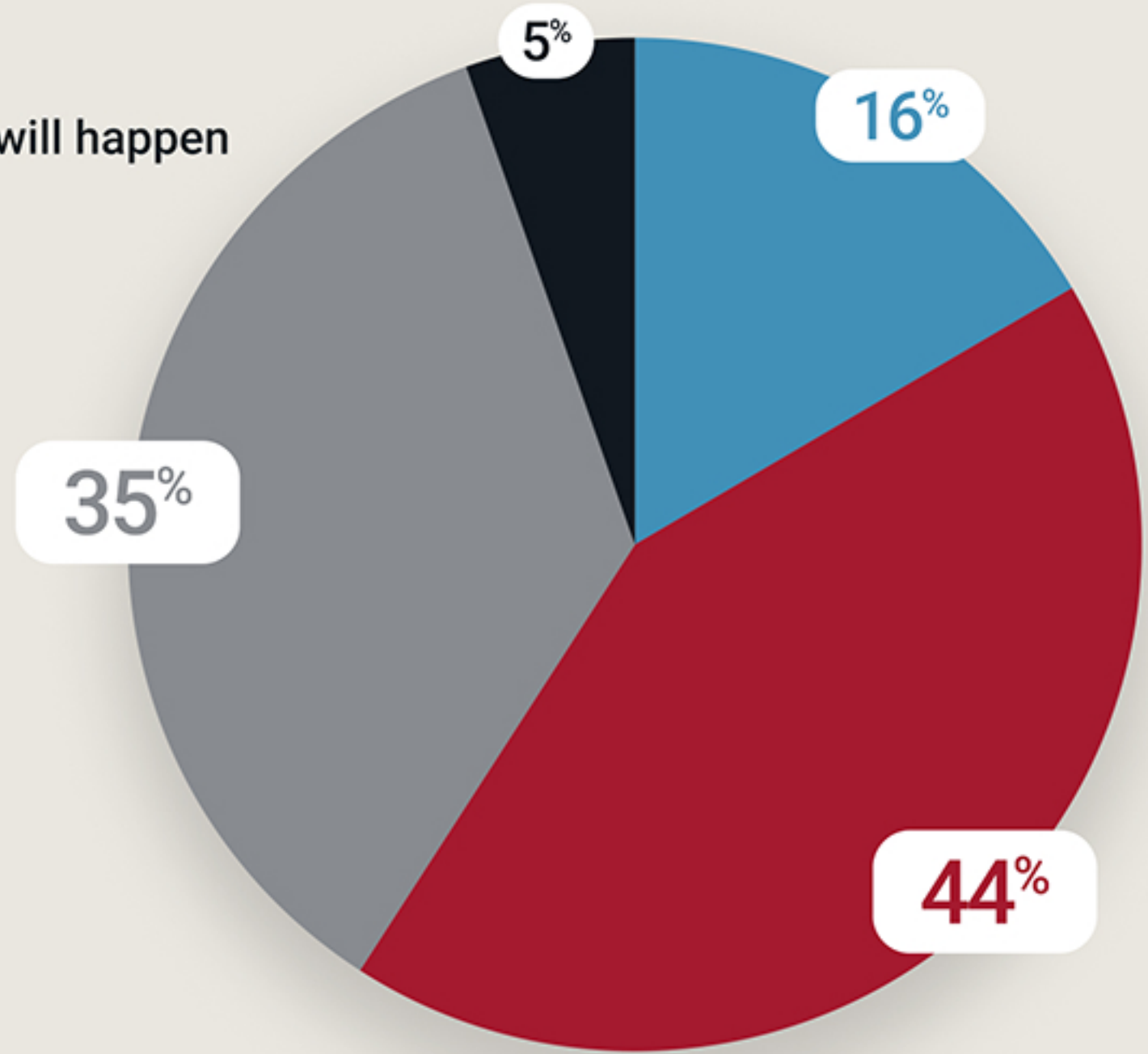
44%

In your opinion, the future of your organisation depends on...

- Yes
- No

	Yes	No
A digital strategy	147	149
Green growth and sustainable development	70	226
Talent acquisition and retention	209	87
Strong leadership	210	86
Being data-driven	106	190
Innovation	177	119
Some Agile practices and tools	73	223
A full Agile transformation	94	202
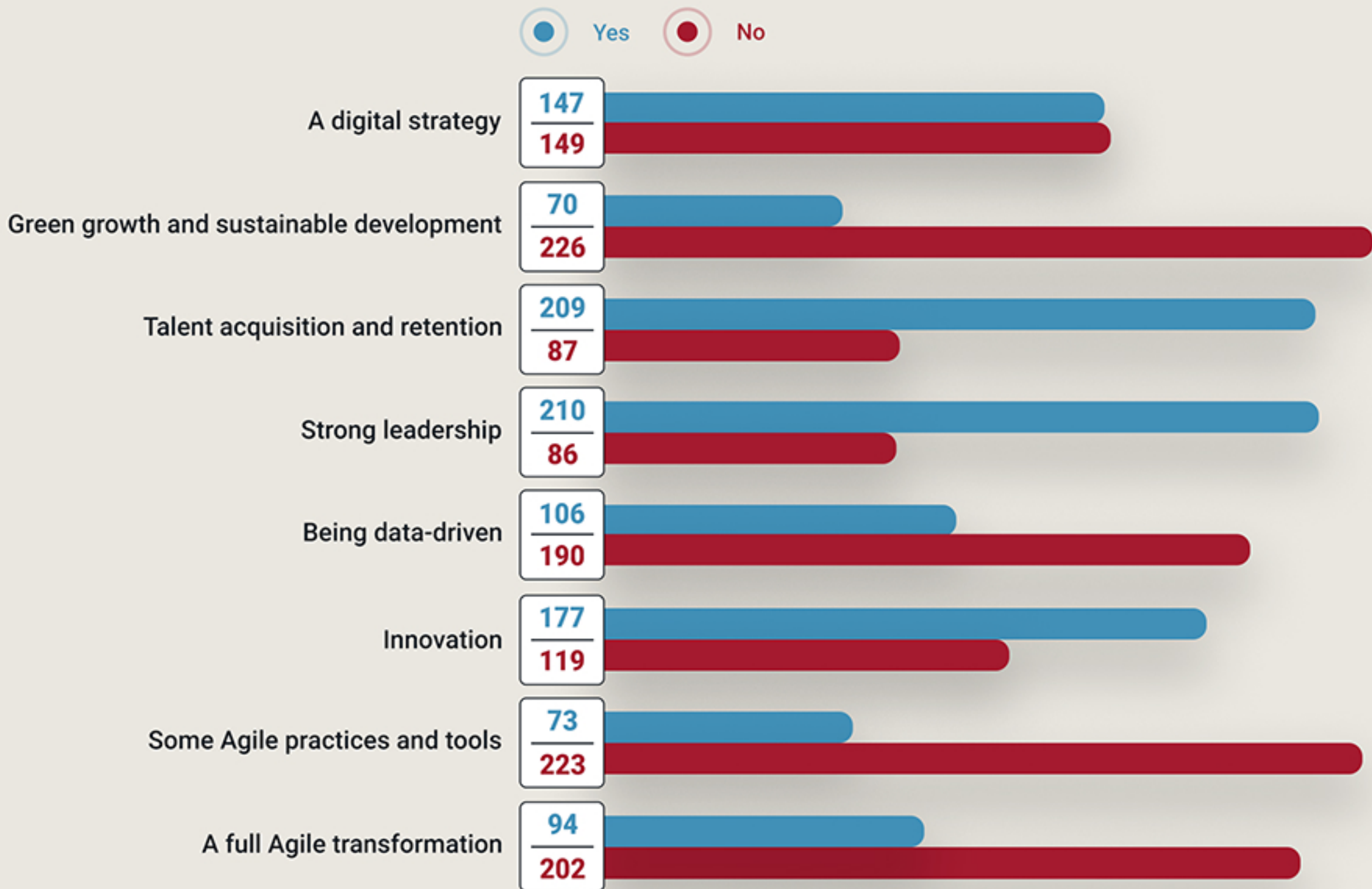
Future Trends

What should be the next steps in your organisation regarding business agility?

Agile adoption	14%
Agile leadership	13%
Digitalization	13%
Agile awareness	11%
Agile practices	8%
Autonomy increase	7%
Customer collaboration	5%
Agile coaching	4%
Agile scaling	4%
People development	4%
Adapting to change	2%
Agile coordination	2%
Data-driven	2%
Removing waste	2%
Business alignment	1%
Business processes review	1%
Innovation	1%
Team motivation	1%
Transparency	1%
Value driven delivery	1%