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Survey on Critical Factors for Adoption Agile Project Management Approach in Sri Lankan IT Firms

Agile project management is an interactive and incremental method of managing the desing and build activities for engineering, information technology, and new product or service development projects in a highly flexible and interactive manner. This research aims to investigate your perceptions of the critical factors of adopting agile project management in IT firms in Sri Lanka.

Thank you very much for agreeing to spend a few minutes of your time to complete this survey. If you have been involved with more than one agile project, please tick the most relevant with regard to critical success factors of such a project.

This survey contains following sections

> Part I   : Demographic and organizational information
>
> Part II   : Critical factors for adopting agile project management
>
> Part III : Diffusion of innovation factors and agile project success measures

Your assistance is requested in anonymously answering the questions. Your responses will be strictly confidential. Should you have further questions with regards to the survey please feel free to contact me through email kanishkatwk@gmail.com.

Part I- Demographic and Organizational Data

For questions 1–10 please provide some basic information regarding yourself and your organization

1. What is your gender?

    ☐ Male
    ☐ Female

2. Which of these age groups are you in?

    ☐ 20-30
    ☐ 31-40
    ☐ 41-50
    ☐ 51-60
    ☐ More than 60

3. What is your position at the organization?

    ☐ Software/Database/Network/IT engineer
    ☐ Team leader
    ☐ Project manager
    ☐ Program manager
    ☐ Portfolio manager
    ☐ Assistant/Deputy/General manager
    ☐ Chief executive officer/Managing director
    ☐ Other, please specify.........................

4. What is your highest level of education?

    ☐ School
    ☐ Undergraduate degree
    ☐ Postgraduate degree
    ☐ Professional education

5. What is your training/qualification on agile project management?

    ☐ No formal training/qualification
    ☐ PMI Agile certificate practitioner
    ☐ Agile project management with Scrum
    ☐ Other, please specify ....

6. What is your level of experience in years in agile project management?

- [ ] 1-5
- [ ] 6-10
- [ ] More than 10 years

7. To which category does your company belong?

- [ ] Software/Web Development
- [ ] Data Communication/Tele Communication
- [ ] Hardware
- [ ] Project Management
- [ ] Training and Service Support
- [ ] IT Consultancy
- [ ] Other, please specify ....

8. What are the agile project management methods used in your organization?

- [ ] Scrum
- [ ] Kanban
- [ ] Scrum ban
- [ ] Cristal Clear
- [ ] Extreme Programming
- [ ] Other, please specify ....

9. What is the size of your organization in terms of the number of people employed?

- [ ] 1-10
- [ ] 11-25
- [ ] 26-50
- [ ] 51-100
- [ ] 101-500
- [ ] 501-1000
- [ ] More than 1000

10. What is your organization's annual revenue in Rs?

Please specify Rs...

Part II – The Critical Factors for Adopting Agile Project Management

This section includes all the possible success factors for adopting agile project management approach. It seeks to find out how would think those factors are important for adopting agile project management approach within an organization. Please response to each of following statements according the following scale.

7 = Very important, 6 = Important, 5 =Somewhat important, 4 = Neutral, unsuccessful,
3 = Somewhat not important, 2 = Not important, 1 =Not important at all

11   To what extent do you think that following <u>process readiness</u> factors are important in adopting agile project management?
[Tick (√) on the scale below: 7 = Highly important…….. 1 = Not important at all]

		7	**6**	**5**	**4**	**3**	**2**	**1**
11a	Set up a vision for the product, customer, and team	☐	☐	☐	☐	☐	☐	☐
11b	Feature based release, and iterations	☐	☐	☐	☐	☐	☐	☐
11c	Test features in a short timeframe	☐	☐	☐	☐	☐	☐	☐
11d	Review delivered results, current situation, and team performance	☐	☐	☐	☐	☐	☐	☐
11e	Passing along key lessons to other projects	☐	☐	☐	☐	☐	☐	☐

12   To what extent do you think that following <u>tools readiness</u> factors are important in adopting agile project management?
[Tick (√) on the scale below: 7 = Highly important…….. 1 = Not important at all]

		7	**6**	**5**	**4**	**3**	**2**	**1**
12a	Use agile project management methodologies (eg. Scrum, Kanban, XP)	☐	☐	☐	☐	☐	☐	☐
12b	Use of software packages (eg. VersionOne, RallyDev)	☐	☐	☐	☐	☐	☐	☐
12c	Use burn down charts to measure performance	☐	☐	☐	☐	☐	☐	☐
12d	Maintain product and sprint backlogs	☐	☐	☐	☐	☐	☐	☐
12e	Use agile software development methodologies	☐	☐	☐	☐	☐	☐	☐

13   To what extent do you think that following <u>product measurement readiness</u> factors are important in adopting agile project management?

	[Tick (√) on the scale below: 7 = Highly important…….. 1 = Not important at all]							
		7	**6**	**5**	**4**	**3**	**2**	**1**
13a	Product has a clear vision	☐	☐	☐	☐	☐	☐	☐
13b	Product has clearly defined objectives	☐	☐	☐	☐	☐	☐	☐
13c	Product has clearly defined measurable outcomes	☐	☐	☐	☐	☐	☐	☐

14 To what extent do you think that following <u>organizational and cultural readiness</u> factors are important in adopting agile project management?

[Tick (√) on the scale below: 7 = Highly important…….. 1 = Not important at all]

		7	6	5	4	3	2	1
14a	Supportive and cooperative organizational environment	☐	☐	☐	☐	☐	☐	☐
14b	Clearly defined roles for staff	☐	☐	☐	☐	☐	☐	☐
14c	Oral culture placing high value on face-to-face communication	☐	☐	☐	☐	☐	☐	☐
14d	Flexible and adaptive organizational culture	☐	☐	☐	☐	☐	☐	☐
14e	Culture that encourages experiment and exploration	☐	☐	☐	☐	☐	☐	☐
14f	Encourages learning and learning through mistakes	☐	☐	☐	☐	☐	☐	☐
14g	A rewarding system for agile achievers	☐	☐	☐	☐	☐	☐	☐

15 To what extent do you think that following <u>management readiness</u> are factors important in adopting agile project management?

[Tick (√) on the scale below: 7 = Highly important…….. 1 = Not important at all]

		7	6	5	4	3	2	1
15a	Managers' sound knowledge in agile project management	☐	☐	☐	☐	☐	☐	☐
15b	Top executives' commitment	☐	☐	☐	☐	☐	☐	☐
15c	Managers' willingness to implement a leadership-collaborative management style	☐	☐	☐	☐	☐	☐	☐
15d	Management's willingness to take risk to promote innovation	☐	☐	☐	☐	☐	☐	☐
15e	Management motivating team to work outside norms	☐	☐	☐	☐	☐	☐	☐
15f	Management's willingness to empower team	☐	☐	☐	☐	☐	☐	☐
15g	Management encouraging participatory decision making	☐	☐	☐	☐	☐	☐	☐

16 To what extent do you think that following <u>team readiness</u> factors are important for adopting agile project management approach?

[Tick (√) on the scale below: 7 = Highly important…….. 1 = Not important at all

	7	6	5	4	3	2	1

		7	6	5	4	3	2	1
16a	Right team mates with motivation and right competency	☐	☐	☐	☐	☐	☐	☐
16b	Every individual understands the product vision, and team vision	☐	☐	☐	☐	☐	☐	☐
16c	Project manager leads the team rather than control	☐	☐	☐	☐	☐	☐	☐
16d	Individuals take responsibility for managing the workload among themselves	☐	☐	☐	☐	☐	☐	☐
16e	Maintain healthier relationships with customers	☐	☐	☐	☐	☐	☐	☐
16f	Team participation in decision making	☐	☐	☐	☐	☐	☐	☐
16g	Team's accountability for the results produced	☐	☐	☐	☐	☐	☐	☐
16h	Trust and respect of team members ideas	☐	☐	☐	☐	☐	☐	☐

17 To what extent do you think that following <u>business environment readiness</u> factors are important for adopting agile project management?

[Tick (√) on the scale below: 7 = Highly important…...... 1 = Not important at all

		7	6	5	4	3	2	1
17a	Rapidly changing business needs increase the need of using agile project management	☐	☐	☐	☐	☐	☐	☐
17b	Pressure from customers to deliver the product faster create the need for using agile project management	☐	☐	☐	☐	☐	☐	☐
17c	Heavy use of agile project management by the competitors create the need for using agile project management	☐	☐	☐	☐	☐	☐	☐
17d	Pressure from the customers to use agile project management methods create the need for using agile project management	☐	☐	☐	☐	☐	☐	☐
17e	Increasing number of agile qualified practices in the industry for recruiting motivate using agile project management	☐	☐	☐	☐	☐	☐	☐

Part III – The Diffusion of Innovation Factors

18   To what extent do you think using agile project management brings more advantages than traditional project management approaches such as PRINCE2 or PMBOK?

[Tick (√) on the scale below: 7 = Highly important…….. 1 = Not important at all]

		7	6	5	4	3	2	1
18a	Using agile project management increases customer satisfaction	☐	☐	☐	☐	☐	☐	☐
18b	Agile project management is flexible	☐	☐	☐	☐	☐	☐	☐
18c	No need to draw up a detailed project plan upfront	☐	☐	☐	☐	☐	☐	☐
18d	Less documentations work	☐	☐	☐	☐	☐	☐	☐
18e	No overtime - honouring regular work schedule	☐	☐	☐	☐	☐	☐	☐
18f	Early identification of risk due to iterative development	☐	☐	☐	☐	☐	☐	☐
18g	Self-disciplined teams rather than imposed discipline	☐	☐	☐	☐	☐	☐	☐
18h	Empowered teams	☐	☐	☐	☐	☐	☐	☐

19   To what extent do you think is agile project management approach is <u>compatible with the existing values and practices</u>?

[Tick (√) on the scale below: 7 = Highly important…….. 1 = Not important at all]

		7	6	5	4	3	2	1
19a	Existing organizational structure welcomes agile practices.	☐	☐	☐	☐	☐	☐	☐
19b	Existing organizational culture welcomes agile practices	☐	☐	☐	☐	☐	☐	☐
19c	Facilitate the organizational effort to the development of customer relationships	☐	☐	☐	☐	☐	☐	☐
19d	improvement of individuals' relationships within the organization	☐	☐	☐	☐	☐	☐	☐

20   How do you think about the <u>complexity</u> of the agile project management approach?

[Tick (√) on the scale below: 7 = Highly important…….. 1 = Not important at all

		7	6	5	4	3	2	1
20a	Agile project management approach is easy to implement within the organization	☐	☐	☐	☐	☐	☐	☐
20c	Agile project management is a flexible approach	☐	☐	☐	☐	☐	☐	☐
20d	Adequate support is available for agile methods within the environment	☐	☐	☐	☐	☐	☐	☐

20e Training materials and resources are available to gain knowledge about agile project management. □ □ □ □ □ □ □

21 How do you think about the <u>observability</u> of the agile project management approach?

[Tick (√) on the scale below: 7 = Highly valuable…….. 1 = Not valuable at all]

		7	6	5	4	3	2	1
21a	Increased customer satisfaction is evident after using agile approach	□	□	□	□	□	□	□
21b	Increased employee satisfaction is evident after using agile approach	□	□	□	□	□	□	□
21c	Success rate of the projects are very high after using agile project management approach	□	□	□	□	□	□	□
21d	Quality of the products are higher	□	□	□	□	□	□	□
21e	Products are innovative and adaptable	□	□	□	□	□	□	□
21f	Time and cost are saved as a result agile project management approach	□	□	□	□	□	□	□

22 What measures should be used to access the success of project managed through agile project management approach?

[Tick (√) on the scale below: 7 = Highly valuable…….. 1 = Not valuable at all]

		7	6	5	4	3	2	1
22a	Successfully achieving financial targets	□	□	□	□	□	□	□
22b	Successfully achieving time targets	□	□	□	□	□	□	□
22c	Successfully achieving quality targets	□	□	□	□	□	□	□
22d	Successfully achieving project scope	□	□	□	□	□	□	□
22e	Successfully delivering desired customer value through innovative products	□	□	□	□	□	□	□
22f	Successfully delivering desired customer value through adaptable products which not just satisfy today's needs but also future needs	□	□	□	□	□	□	□

Appendix II – K-S Test Results

Factor	Kolmogorov-Smirnov[a]		
	Statistic	df	Sig.
Process Readiness	.350	158	.000
Process Readiness	.313	158	.000
Process Readiness	.327	158	.000
Process Readiness	.315	158	.000
Process Readiness	.226	158	.000
Tools Readiness	.307	158	.000
Tools Readiness	.263	158	.000
Tools Readiness	.234	158	.000
Tools Readiness	.226	158	.000
Tools Readiness	.327	158	.000
Measurement Readiness	.251	158	.000
Measurement Readiness	.259	158	.000
Measurement Readiness	.219	158	.000
Org And Cultural Readiness	.233	158	.000
Org And Cultural Readiness	.284	158	.000
Org And Cultural Readiness	.284	158	.000
Org And Cultural Readiness	.231	158	.000
Org And Cultural Readiness	.238	158	.000
Org And Cultural Readiness	.296	158	.000
Org And Cultural Readiness	.227	158	.000
Management Readiness	.375	158	.000
Management Readiness	.259	158	.000
Management Readiness	.234	158	.000
Management Readiness	.265	158	.000
Management Readiness	.272	158	.000
Management Readiness	.270	158	.000
Management Readiness	.285	158	.000
Team Readiness	.265	158	.000
Team Readiness	.259	158	.000
Team Readiness	.317	158	.000
Team Readiness	.283	158	.000
Team Readiness	.235	158	.000
Team Readiness	.269	158	.000
Team Readiness	.259	158	.000
Team Readiness	.330	158	.000
Environment Readiness	.320	158	.000

Environment Readiness	.333	158	.000
Environment Readiness	.220	158	.000
Environment Readiness	.223	158	.000
Environment Readiness	.256	158	.000
Usefullness	.319	158	.000
Usefullness	.322	158	.000
Usefullness	.231	158	.000
Usefullness	.193	158	.000
Usefullness	.189	158	.000
Usefullness	.320	158	.000
Usefullness	.271	158	.000
Usefullness	.285	158	.000
Values And Practices	.262	158	.000
Values And Practices	.251	158	.000
Values And Practices	.258	158	.000
Values And Practices	.286	158	.000
Complexity	.263	158	.000
Complexity	.266	158	.000
Complexity	.298	158	.000
Complexity	.316	158	.000
Observability	.259	158	.000
Observability	.297	158	.000
Observability	.255	158	.000
Observability	.276	158	.000
Observability	.267	158	.000
Observability	.228	158	.000
Success	.342	158	.000
Success	.287	158	.000
Success	.255	158	.000
Success	.220	158	.000
Success	.228	158	.000
Success	.229	158	.000