THE 18TH EDITION

State of Agile Report

Contents

Letter from our CEO

“Change is the only constant.” — Heraclitus

Eighteen years ago, the **State of Agile Report** was born from a simple idea: share insights across teams and industries to improve how software is built and delivered through Agile principles. Since then, it has tracked the evolution of a movement — from early iterative experiments to Agile becoming the operating model for modern enterprises.

Now, twenty-five years after the Agile Manifesto reshaped software development, this year’s report arrives at a new inflection point — perhaps the most significant since the internet made incremental delivery possible. **Artificial intelligence is transforming software development and delivery faster than any wave before it.** In the last three years, AI has moved from research labs into every corner of the enterprise, reshaping how we plan, build, test, secure, and release software.

> We call this the Fourth Wave of Software Development and Delivery, the era of agentic AI where intelligent systems don’t just suggest or assist, but can reason, decide, and act autonomously across the software lifecycle.

As I wrote in ***How Agentic AI Is Redefining How Software Gets Delivered***, each previous wave reshaped both tools and processes — from the waterfall and procedural mainframe era, through Agile and DevOps, to automation in the cloud and mobile revolutions. **But this new wave is fundamentally different. Agentic AI is not a new tool; it’s a new teammate**. It brings awareness and adaptability to every stage of delivery, creating systems that learn from each interaction and continuously improve flow, quality, and security.

Early AI adoption has focused mostly on coding assistants. While these copilots can increase individual productivity, they fall short of delivering enterprise-wide transformation. The true unlock lies in empowering the entire software lifecycle — upstream through Agentic Planning, and downstream through Agentic Testing, Security, and Delivery. **The organizations that thrive in this Fourth Wave will be those that treat AI not as a patch for isolated tasks, but as an orchestrator of flow across planning, coding, and delivery. That’s what makes the 18th State of Agile Report our most important yet.**

For more than two decades, Agile has been the heartbeat of modern development — emphasizing collaboration, adaptability, working software, and continuous improvement. In this new Fourth Wave, these principles don’t disappear; they expand and accelerate. Agile planning itself is evolving — becoming more predictive, data-driven, and dynamically responsive to change.

Agentic Agile Planning will see developers and AI agents working together to improve decision-making, anticipate risks, collaborate more effectively, and continuously adapt. It’s the next chapter of Agile — one where technology amplifies human creativity rather than replacing it.

The data and stories within these pages reflect a community not just adapting to change but actively shaping its future.

Derek Holt

Derek Holt
CEO, Digital.ai

> **Twenty-five years after the Agile Manifesto reshaped software development, we are at another defining moment.”**
>
> **Derek Holt,**
> CEO, Digital.ai

Introduction

Since our 17th edition, nearly everything about software development has changed. Pressures from an uncertain economy, increased concerns about security and compliance, and the rapid adoption of Artificial Intelligence (AI) and Machine Learning (ML) have forced development teams to juggle competing demands at unprecedented speed. Which leaves Agile, where exactly?

That's the question we set out to answer this year in our 18th State of Agile Survey. We organized the survey around **people, process, metrics, data, and technology,** and what emerged across all was unmistakable: AI isn't a side project anymore. It's showing up in roles, in planning conversations, and in the tools teams depend on to ship.

What we found reveals three defining patterns:

01 Investment is up, but Agile adoption remains shallow.
Forty-one percent increased scaling investments over the past two years, yet most organizations describe their practice as partial, inconsistent, or siloed.

02 Visibility is improving, but trust is lagging.
Teams are building impressive infrastructure for automation, integration, planning tools, but they're surrounded by data they still struggle to curate, connect, and use with confidence.

03 AI adoption is outpacing governance.
Two in five organizations are actively implementing AI tools, yet nearly as many still lack clear guardrails.

But here's the thing: Agile practitioners aren't panicking. Despite all the talk about job displacement, they're not afraid of AI, with most seeing AI as something that changes *how* they work, not *what* they do.

Of course, technology alone isn't enough. The organizations that come out ahead will be the ones that build the right foundations first: data they can trust, leaders who understand delivery, and governance that empowers instead of slowing things down. They'll connect infrastructure to outcomes, and they'll treat AI as part of the system.

Without these foundations, new tools just accelerate old problems. But with them? Agile shifts from a framework teams practice to a strategic capability organizations run on.

Wasn't that the promise of Agile all along?

AI isn't a side project anymore. It's showing up in roles, in planning conversations, and in the tools teams depend on to ship.

01 Agile Today

Pressures, Shifts, and Signals of Change

Survey responses reveal Agile can look like a scapegoat, a saving grace, a stumbling block or something in between. Yet across perspectives, three themes stand out: pressure is mounting, roles are shifting, and frustration with Agile's application is rising. After years of uneven adoption, Agile's growing pains are coming into sharper focus.

Across the 11th through 15th State of Agile Reports, a consistent majority (between 52% and 60% of respondents) said their organizations were "using Agile practices but still maturing," and only around one in ten reported a high level of competency across the organization. Those numbers have hardly shifted in nearly a decade. This 18th edition confirms that pattern: just 13% say Agile is deeply embedded across business and technology (Q1), while 42% describe their culture as "better than nothing but could be more effective" (Q5). The pattern is unmistakable: adoption has expanded horizontally, but depth and enthusiasm have plateaued. Agile feels damned with faint praise at the exact moment when organizations need it most.

> Yet there are signs of resilience too: more than one-quarter (27%) said Agile is enabling them to deliver real value (Q5), and 41% reported increasing their investment in scaling Agile over the past two years (Q2).

So what's driving contradictions of increased investment alongside shallow adoption, resilience amid rising frustration? To understand that we need to look at the forces reshaping Agile from every angle.

Q2: How has your organization's investment in scaling Agile changed over the past 12–24 months? *(Respondents selected one)*

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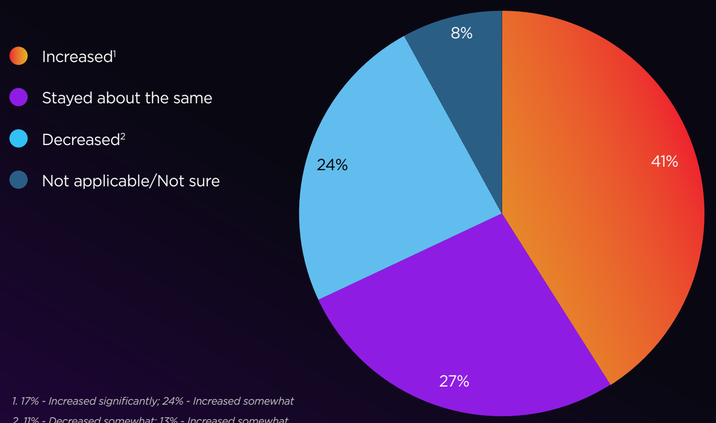


1. 17% - Increased significantly; 24% - Increased somewhat
2. 11% - Decreased somewhat; 13% - Increased somewhat

Q5: Thinking about your organization's Agile culture, which best describes how you feel? *(Respondents selected one)*

Clockwise from left

The Pressure Cooker: Cost, Speed, and Change Converge

Agile isn't operating in isolation. We asked respondents how 14 different trends spanning economic constraints, delivery demands, organizational shifts, technical integration, and emerging technology are affecting their Agile investments and how roles are evolving (Q4).

The answer? Nearly everything is a factor. When we look at combined major and moderate factors, the pressure is nearly universal. Business pressures like cost control (79%), innovation demands (77%), and ROI scrutiny (76%) affect three-quarters or more of organizations. Leadership shifts and organizational change are factors for 78%, while customer expectations for reliability and security shape work for an equal share. Even newer pressures show broad impact: tool consolidation affects 69%, quality and security integration another 69%, automation 64%, and AI adoption 61% (Q4). Agile is being reshaped by economic constraints, delivery demands, organizational upheaval, and technology evolution. The question isn't whether teams face these pressures, but how intensely.

No wonder adoption remains shallow in many places. As mentioned earlier, just 13% report Agile deeply embedded across business and technology (Q1), while most describe usage as partial, inconsistent, or siloed: 25% say it's practiced across some departments but inconsistently, 22% say it's scaled across IT with limited business involvement, and 20% say practices are primarily at team level (Q1). Another 7% say they're reevaluating Agile in light of "new complexity" such as AI and compliance (Q1).

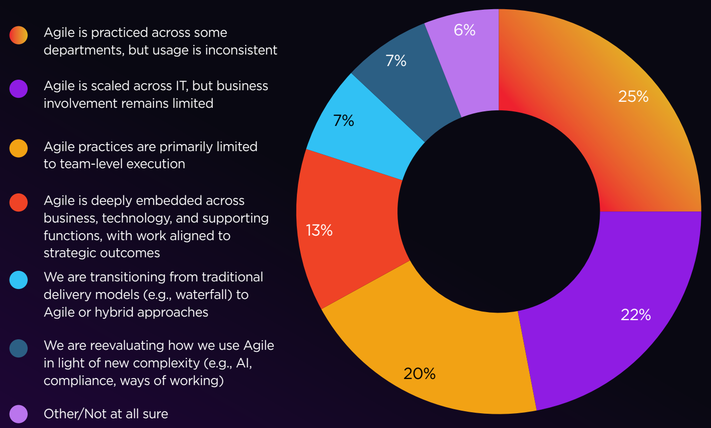
Investment patterns show organizations are split on what to do next. About 41% said they had increased scaling investments in the past two years, while 24% had decreased investment (Q2). The rest kept investments flat; 27% maintained the same spending (Q2). Despite the pressure, the 41% increasing investment significantly outnumbers those decreasing, suggesting organizations still see Agile as essential even if execution is struggling.

And even under this pressure cooker, nearly three quarters of respondents said they're moving toward more flexible operating models. The days of "pure play" Agile appear to be fading: a combined 74% now use hybrid or homegrown approaches, up sharply from 50% in Y16 and 52% in Y17. (Q9). It signals a clear shift away from formal frameworks toward adaptive, fit-for-purpose models that reflect how organizations actually deliver today. This flexibility, mixing what works, discarding what doesn't, may be the most pragmatic response to the growing pressures shaping how teams operate today.

But pressure alone doesn't explain the contradictions. To understand why investment is rising while satisfaction stagnates, we need to look at how roles themselves are changing.

Q1: How would you describe the current state of Agile across your organization? *(Respondents selected one)*

Clockwise from top



Q4: How much of a factor do each of these drivers have on Agile investments and roles changes? *(Respondents selected all that applied)*

Question 9

74% **Reported using a blended/hybrid approach or a homegrown framework**

Changing Roles: Strategic Expansion and Traditional Retreat

While these 14 forces are reshaping organizations, they're also reshaping the people doing Agile work. When we asked how roles have changed over the past 12-18 months, the responses revealed evolution in two directions at once (Q3).

Roles are bifurcating: nearly one-third (29%) are now accountable for tying Agile work to business outcomes, while more than one-quarter (26%) are doing less coaching or framework evangelism as teams move to hybrid approaches. Some roles are expanding into strategy (outcomes, delivery models, portfolio decisions, AI integration), while others are contracting or disappearing entirely. Meanwhile, 23% report their roles have remained mostly the same (Q3).

The redefinition of roles shows that Agile isn't standing still. By tying work to outcomes and experimenting with new responsibilities like AI stewardship (23%), organizations are laying the groundwork for a more strategic and sustainable Agile practice—even if satisfaction with Agile culture remains mixed.

> As roles evolve toward outcomes and strategy, a critical question emerges: **are organizations equipped to measure what matters?** The answer reveals an uncomfortable paradox.

Q3: How has your role in Agile changed in the past 12–18 months? *(Respondents selected all that applied)*

AGILE APPROACH & PRACTICE

I'm doing more to reinforce or expand use of a formal Agile framework — 22%

I'm doing less Agile coaching or framework evangelism as teams move to hybrid or custom approaches — 26%

I'm involved in defining or evolving a new delivery model — 28%

TEAM & DELIVERY MODEL SHIFTS

I now lead or support hybrid, distributed, or cross-functional teams — 22%

I've shifted into a team-embedded delivery or technical leadership role — 11%

STRATEGIC & BUSINESS ALIGNMENT

I'm accountable for tying and monitoring Agile work to business outcomes — 29%

I'm more involved in product planning, prioritization, or portfolio decisions — 26%

AI & AUTOMATION RESPONSIBILITIES

I've been asked to evaluate or integrate AI/automation tools into Agile workflows — 23%

ORGANIZATIONAL OR ROLE CHANGE

My role has remained mostly the same — 23%

My Agile-related responsibilities have decreased — 14%

My role has shifted away from Agile — 13%

OTHER

My role has been eliminated or absorbed into another function/Other — 10%

The Visibility Paradox: Better Infrastructure, Worsening Outcomes

If roles are evolving to focus on outcomes and business impact, what do the actual delivery outcomes look like? Organizations have built impressive infrastructure, but outcomes are moving in the wrong direction.

Visibility is improving across the board. A majority (55%) say they have complete visibility into what's being developed and delivered across the SDLC (Q6), while 64% report that Agile teams have visibility into the DevOps pipeline and 64% say DevOps teams have visibility into development planning (Q6). Enterprise Agile Planning tools are helping too, with 65% agreeing these tools align Agile, DevOps, and testing teams (Q6). Three-quarters (74%) say Agile teams regularly incorporate business feedback (Q6).

Progress on automation and integration is real: nearly half (46%) say more than half of their delivery processes are automated, and a majority (53%) say their Agile and DevOps tools are well-integrated, minimizing manual work between systems (Q6). By historical standards, these are impressive numbers. Organizations have invested heavily in visibility, tooling, and integration.

Yet despite this infrastructure progress, quality struggles are intensifying. Nearly two-thirds (63%) say their organizations struggle to deliver reliable, high-quality software—a 12-point increase since the last report. At the same time, 68% say at least half of their applications are delivered on time and with high quality (Q6). Both statements can't be fully true, which suggests organizations are either sacrificing quality to hit deadlines or defining "quality" so inconsistently that success and struggle coexist.

Moreover, less than half (49%) say Product Managers can manage the full product delivery pipeline and measure business or customer value (Q6). The infrastructure is improving, but the ability to connect work to outcomes isn't keeping pace. This disconnect---better tools, worsening results---suggests the problem isn't technical. It's systemic.

Why can't organizations connect infrastructure improvements to better outcomes? Because they've optimized their weakest link, only to expose the next one. Delivery pipelines are faster, but strategic alignment is lagging. Visibility is better, but decision-making authority hasn't caught up. Tools are integrated, but the operating models using them were designed for predictability, not adaptability. Each improvement reveals where the real constraint lies: not in the infrastructure, but in who's steering it and what they're optimizing for.

With only 15% of business leaders actively shaping Agile practices (Q7), teams are optimizing for metrics that may not matter to the business. As Scrum Inc.'s JJ Sutherland observes in his perspective later in this report, organizations are trying to get Agile outcomes from systems designed for predictability, not adaptability. Visibility tools and automation can't fix operating models that weren't built for the speed and responsiveness modern markets demand. The data suggests we've reached the limits of what tools and automation can accomplish without strategic alignment.

Q6: Statement	% Agree	% Disagree
VISIBILITY & ALIGNMENT		
My organization has complete visibility into what is being developed and delivered across the SDLC.	55%	45%
Our Agile teams have visibility into what is in the DevOps pipeline.	64%	36%
Our DevOps teams have visibility into software development planning.	64%	36%
Enterprise Agile planning tools help align Agile, DevOps, and Testing teams.	65%	35%
We trust the metrics we use to evaluate team performance	63%	37%
FEEDBACK LOOPS & COLLABORATION		
Our Agile teams regularly incorporate business feedback.	74%	26%
Our DevOps teams regularly incorporate business feedback.	56%	44%
We use data to drive continuous improvement	67%	33%
QUALITY & VALUE DELIVERY		
Product Managers can manage the full product delivery pipeline and measure business/customer value.	49%	51%
We are struggling as a company to deliver reliable, high-quality software.	63%	37%
AUTOMATION		
At least 50% of our applications are delivered on time and with high quality.	68%	32%
More than 50% of our delivery processes are automated	46%	54%
Our organization uses delivery, performance and/or customer sentiment data to inform planning, priorities, and resource allocation	66%	34%
Our Agile and DevOps tools are well-integrated, minimizing manual work between systems.	53%	47%
ARTIFICIAL INTELLIGENCE		
Our organization is prepared to responsibly adopt AI	61%	39%
We have clear guidelines or guardrails for how AI is used across teams	49%	51%

Digital.ai: Strategies for the Future

If infrastructure improvements have reached their limits, what comes next? Respondents were clear: 29% pointed to a culture focused on outcomes and adaptability, 27% said stronger leadership support and alignment, and 17% wanted a clearer connection between delivery work and business goals (Q10). Together, these three priorities point to the same underlying need: strategic clarity about what outcomes matter and how Agile work connects to them.

Our Advice:

Start with leadership engagement. Only 15% say business and executive leaders actively shape Agile practices (Q7), yet 76% face pressure to prove ROI (Q4). Create forums where business leaders regularly participate in prioritization and review outcomes. Build measures that connect Agile work to business impact, tying daily execution to strategic outcomes through frameworks like OKRs. As we'll see in the next section, over half struggle with prioritization and tracking (Q12). Without clear line-of-sight from work items to business goals, teams optimize for activity instead of results, a risk that's amplified in hybrid approaches (used by 48%, Q9) where accountability Is already unclear.

Q7: What role do business and executive leaders play in guiding Agile practices, culture, and values across your organization? *(Respondents selected best reflection of their current reality)*

15% **Business and executive leaders are actively involved in shaping and sustaining Agile practices across the organization**

Q10: What would be the most impactful thing that would help to most successfully adapt Agile to today's environment? *(Respondents selected top 1)*

29% **A culture focused on outcomes and adaptability**

27% **Stronger leadership support and alignment**

Expert Opinion: JJ Sutherland

scruminc.

From Frameworks to Operating Models

The 18th State of Agile Survey validates what I witness with clients: Agile practices are colliding with operating models designed for predictability, not adaptability. Organizations want Agile outcomes from industrial-age systems. It doesn't work.

The findings reveal a dangerous paradox. In an era where competitive advantage comes from speed and responsiveness, only 15% of organizations have business leaders actively shaping their delivery engine. Meanwhile, 76% report rising pressure to prove ROI on Agile investments, yet more than half admit they can't prioritize the right work (53%) or track business impact (52%). Leaders are demanding faster results from systems they don't understand or actively guide.

This leadership vacuum explains why rigid frameworks are breaking down. Nearly half of organizations (48%) now rely on hybrid delivery models and more than a quarter (26%) on homegrown approaches.

People are searching for flexibility—but flexibility without accountability just creates fragility. Layering new methods on broken systems just creates expensive inefficiency at scale.

The real leap forward won't come from another framework or tool. It comes from building operating models that connect strategy to execution. That means shifting from project thinking to product thinking—organizing around value streams that cross-cut traditional silos, creating metrics that tie work to business results, and putting governance in place that enables delivery instead of constraining it.

At Scrum Inc., we call this the shift from doing Agile to being Agile. **Agility isn't about ceremonies or compliance—it's about how the organization runs.**

In our experience, lack of leadership engagement is the prime reason transformation efforts fail. But leaders are often trapped by the very systems they inherited—systems designed for control, not speed. **The organizations that will thrive are those whose leaders have the courage to acknowledge what isn't working and the conviction to build something that does.**

We call this the shift from *doing* Agile to *being* Agile. Agility isn't about ceremonies or compliance—it's about how the organization runs.

JJ Sutherland,
CEO, Scrum Inc.

How is AI reshaping Agile? Industry leaders share their perspective in our webinar.

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02 Metrics & Maturity

Data Gaps Before AI Gains

Those evolving roles we just discussed? They're running headfirst into a measurement crisis. It's safe to say every organization today is drowning in data, and our survey takers are no exception. But as this year's findings show, more data doesn't necessarily mean better decisions. Without structure and validation, data becomes noise—slowing delivery, clouding visibility, and in some cases, eroding customer satisfaction.

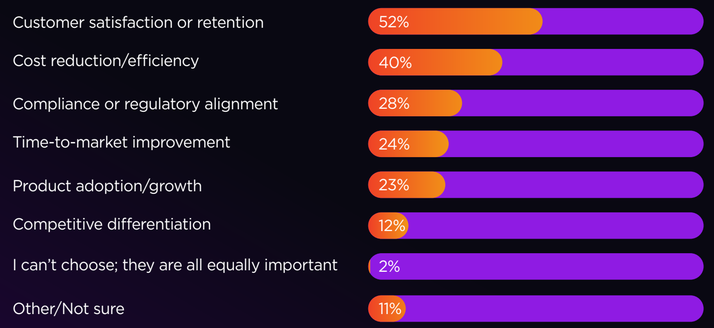
The data confirms what many leaders already suspect: Agile delivery may be rich in metrics, but poor in meaning. More than half of respondents said they struggle to prioritize the right work (53%) or track business impact (52%), and another third admit it's hard to measure performance fairly (35%) or connect Agile and DevOps data into a single, actionable view (33%, Q12). Nearly a third said they lack real-time insight into performance (31%), while one in five simply don't trust their data at all (21%).

One reason teams struggle with data trust is that they're at wildly different points in their measurement journey. When asked where their Agile insights come from (Q13), the most common source remains manual: 44% still rely on spreadsheets and status reports for half or more of their insights, while 26% depend heavily on retrospectives and team reviews.

The data shows a slow but steady climb up the maturity curve: 22% are now using ETL pipelines into BI tools at meaningful scale, and 6% have reached the frontier of AI-powered analytics. The rest remain stuck in fragmented, mostly manual analysis, underscoring how far the journey to trusted, automated insight still has to go.

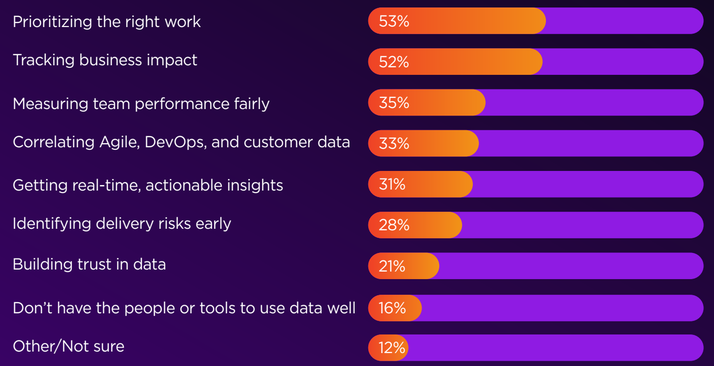
Despite the complexity, teams are trying to measure what matters. More than half (52%) use customer satisfaction and retention as their primary indicator of Agile success, followed by cost reduction and efficiency gains (40%, Q11). These are encouraging signals—customer focus is leading. But they're still largely lagging metrics that describe outcomes rather than anticipate them.

Q11: Which two business outcomes best reflect how your organization measures success? *(Respondents selected top 2)*



52% **Use customer satisfaction and retention as their primary indicator of Agile success**

Q12: Where is your organization struggling to apply data effectively to ensure business outcomes? *(Respondents selected top 3)*



53% **Reported struggling to prioritize the right work**

Digital.ai: Strategies for the Future

The message here is unmistakable: organizations need to stop the guesswork, stop measuring outputs instead of outcomes, and centralize end-to-end data for a full picture. Before AI can accelerate software delivery, organizations must first master how they measure. True maturity isn't about collecting more information—it's about connecting the right information to the decisions that matter.

Our Advice:

This is where data discipline meets digital ambition. As our CEO often reminds customers, AI without reliable data is just acceleration without direction. Enterprises should treat this moment as an opportunity to modernize their information backbone, to build governance, context, and intelligence into the way work is planned, measured, and reported.

That means starting with the outcome: before planning begins, define what needle you intend to move and by how much. Is it customer retention? Time to resolution? Revenue per feature? Then work backward to identify which metrics will signal progress and which data sources need to connect.

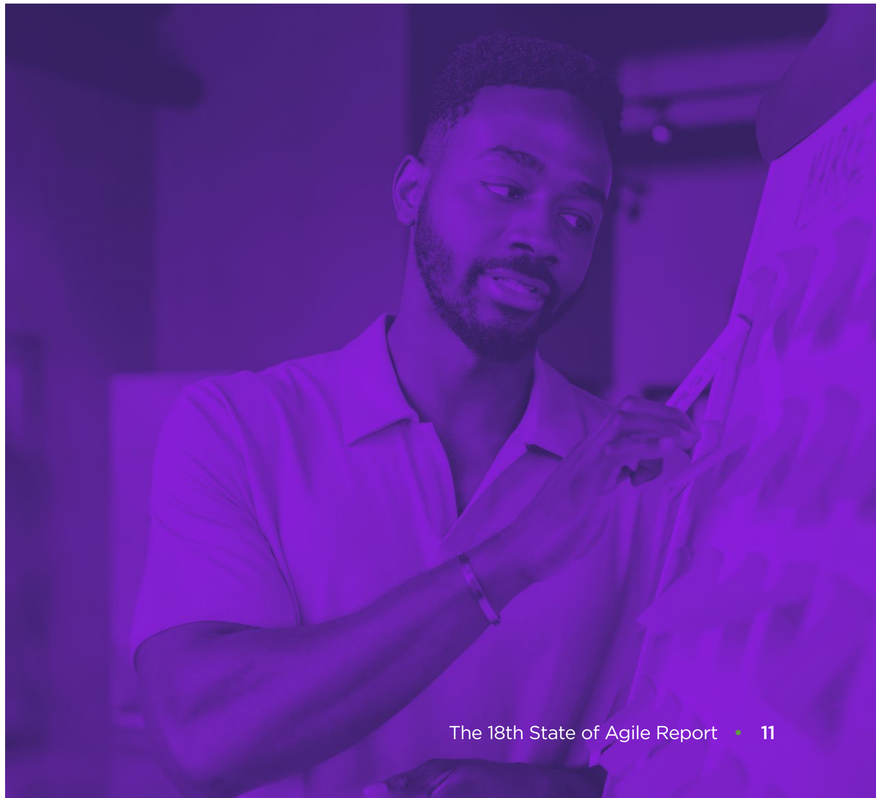
Moving beyond vanity dashboards toward unified value streams means every data point ties to an outcome and every outcome ties to strategy – decided upfront, not reverse-engineered after delivery.

Leaders who take this path will discover that AI doesn't replace Agile maturity but rewards it. The organizations most prepared for AI-driven transformation will be those that have done the hard work of creating clarity, context, and trust in their data.

The measurement challenges we've identified are threatening the business case for Agile itself. As Packaged Agile observes, the pressures revealed across this year's survey are connected, from the growing demand for measurable value and flexibility that emerged earlier (Q4, Q9) to the visibility and data-trust gaps highlighted here (Q6, Q12).

Q13: Approximately how much of your organization's delivery insights come from each of the following sources? If you are not sure, please use your best estimate.

	Less than half	Half or more	None
Manual analysis (e.g., status reports, spreadsheets, pulled into slide decks)	**50%**	**44%**	**6%**
Insights from retrospectives or internal team reviews	**64%**	**26%**	**0%**
Agile assessments or health checks conducted by internal teams or external partners	**60%**	**16%**	**24%**
Use COTs or DIY tooling to automate analytics by integrating data pipelines of individual team tools	**53%**	**8%**	**39%**
ETL pipelines into business intelligence tools	**59%**	**22%**	**19%**
AI-powered analytics to surface trends, patterns, or predictive insights	**54%**	**6%**	**40%**



Expert Opinion: Dave Witkin

PACKAGED AGILE
RESULTS DELIVERED

Beyond Frameworks: The Search for Measurable Value

The 18th State of Agile report confirms a trend we hear frequently from program managers and C-suite leaders: the returns on framework-led Agile are underwhelming. 76% of organizations report increased scrutiny on the business impact and ROI of their Agile practices. At the same time, nearly half (48%) have moved to blended or hybrid models, signaling a clear demand for flexibility that delivers a return on investment—something rigid ceremony has failed to do.

This isn't a failure of Agile values and principles. It's a failure of "Delivery Theatre," the mistaken belief that Agile methods without the right people, support, and technology could deliver significant, lasting value.

Another challenge with showing the ROI of Agile is visibility. **While 55% of organizations claim visibility across the delivery lifecycle, over half are still struggling to prioritize the right work (53%) and track business impact (52%).** Insights still come from manual analysis, not a trusted, data-driven pipeline. This visibility gap creates a critical risk. When leaders cannot connect investment to value, initiatives get cancelled. Cancellation is still the most common cause of failure. Initiatives that demonstrate a fast, recurring ROI are cancelled much less frequently.

What is the path forward? It's a shift to an outcome-driven operating model that shows a clear connection between effort and value. When ROI is the primary driver, flexibility isn't a bug; it's a core feature of a system designed to deliver what the business needs—consistently and without waste.

What is the path forward? It's a shift to an outcome-driven operating model that shows a clear connection between effort and value.

Dave Witkin,
Founder & Managing Principal, Packaged Agile

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03 AI in Agile

Emerging Practices and Next Frontiers

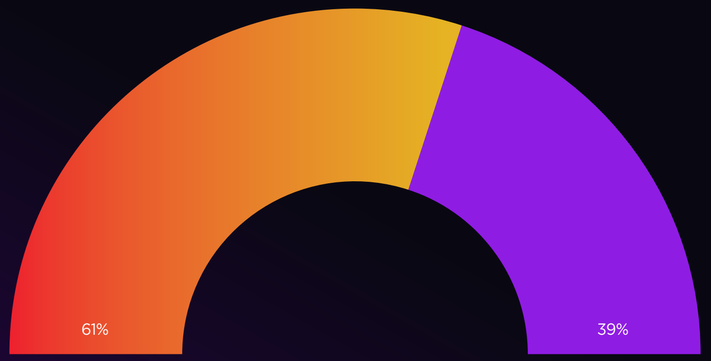
If organizations struggle to trust their current data, how are they preparing to let AI make decisions with it? The “AI energy” is everywhere in and around Agile, but it’s not always organized, aligned, or even intentional. In the 17th State of Agile, we asked just one question about artificial intelligence: whether organizations were using or planning to use AI in their Agile workflows. The results showed a cautious start as roughly one-third said they were experimenting, while most were still in the discussion or planning stages.

> **The “AI energy” is everywhere in and around Agile, but it’s not always organized, aligned, or even intentional.**

This year, we went deeper. We asked not just whether organizations use AI, but how they’re applying it, what’s holding them back, and how they expect it to change their roles. While AI didn’t dominate the earlier sections, what emerged here is clear: AI has moved from the edges of Agile to the center of how work gets done.

But adoption is outpacing alignment. Three in five say their organizations are prepared to responsibly adopt AI, yet only half have clear guidelines or guardrails in place (Q6). The technology is moving faster than the playbook, a familiar story for anyone who’s watched Agile scale over the past decade.

Q6: How much do you agree or disagree with the following statements about your delivery experience today? *(Respondents selected all that applied)*



61% **Are prepared to responsibly adopt AI**

49% **Have clear guardrails for how AI is used across teams**

From Experimentation to Expansion

AI and Agile seem to be evolving in parallel: widely embraced, unevenly applied, and still searching for a shared language. Two in five organizations said they're actively exploring or implementing AI tools across teams or embedding them into workflows, a significant leap from the roughly one-third who were experimenting during the time of the last report (Q14).

Others are still catching up: some use AI through individual experimentation with no coordinated strategy, while others are only beginning internal discussions or pilot planning. The result is a patchwork of adoption, pockets of innovation surrounded by islands of hesitation.

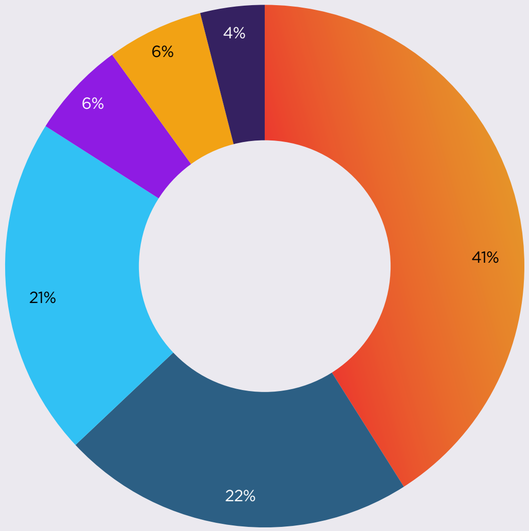
> The pattern feels familiar: early excitement, scattered deployment, and a growing recognition that enthusiasm without structure rarely scales. Like Agile itself in its early years, AI is learning that success depends on governance as much as innovation.

Among those using AI, the most common applications are general-purpose LLMs used manually by individuals, tools like ChatGPT or Claude, followed by AI code assistants like GitHub Copilot, AI copilots integrated into delivery tools, and custom in-house assistants (Q15).

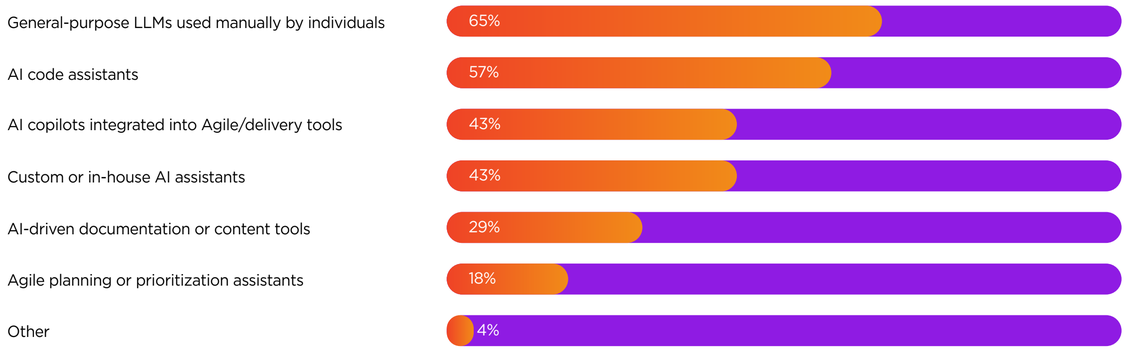
Q14: Which of these statements best describes your organization's approach to AI tools such as large language models or code assists? *(Respondents selected one)*

Clockwise from top

- We are actively exploring or implementing these tools across teams, and/or embedding them into our products and services.
- Individuals are experimenting with these tools, but there is no coordinated strategy or official support.
- We plan to use them, but are still in early discussions or pilot phases.
- To my knowledge, these tools are not being used in our organization.
- Use of these tools is currently restricted or prohibited.
- Not at all sure



Q15: Which types of AI tools are being used?* *(Respondents selected all that applied)*



Respondents skipped this question if they indicated that AI is not being used in their organization (Question 14).

Why Teams Are Using AI

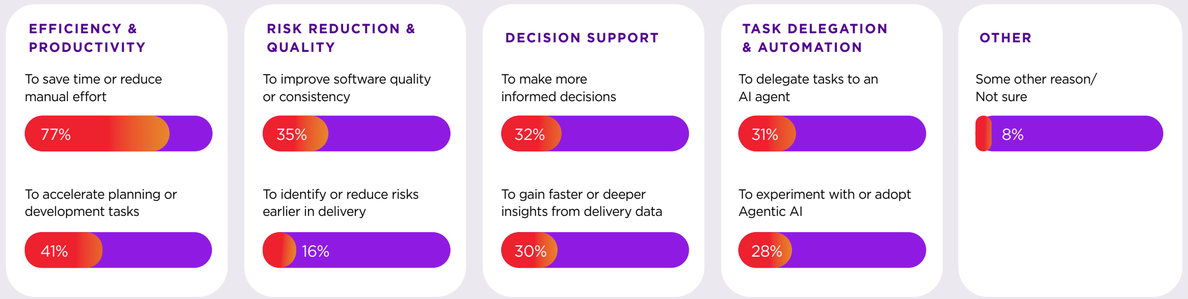
The focus on efficiency is clear. Over three-quarters of AI users say they're using it to save time or reduce manual effort, such as auto-generating documentation or summarizing retrospectives (Q16). This aligns with the broader cost-control mandate we saw earlier, where nearly four in five cited shifting focus from agility to efficiency as a factor in Agile investment changes (Q4).

The broader opportunity is even more compelling. When we asked all respondents, including those not yet using AI where it could help in their roles, the appetite extends well beyond efficiency. Nearly nine in ten see value in detecting delivery risks earlier and surfacing real-time insights (Q19).

Yet this optimism comes with a caveat: AI is only as good as the data it learns from. Without guardrails, enterprises risk amplifying existing problems; garbage in becomes garbage out at scale. Muddled metrics, inconsistent definitions, or poorly instrumented workflows don't disappear when AI enters the picture; they multiply. The organizations that succeed won't just adopt AI tools; they'll ensure the data feeding those tools is accurate, consistent, and trustworthy first.

This explains why nearly one-quarter said their role has changed over the past year to evaluate or integrate AI tools into workflows (Q3). Teams see AI as a catalyst, not a competitor.

Q16: Why are you using AI?*[1] *(Respondents selected all that applied)*



*Respondents skipped this question if they indicated that AI is not being used in their organization (Question 14).

Q19: If you could apply AI in your role, how much would it help you in each of these areas? *(Respondents selected all that applied)*

Agentic AI: The Next Frontier

The surprise this year isn't that AI is spreading but how far some organizations have already taken it. Among AI users, over one-quarter are experimenting with or adopting Agentic AI, intelligent systems designed to autonomously make strategic decisions and coordinate across tools (Q16).

These early adopters are applying it to workflow execution, risk detection, governance enforcement, and even planning and prioritization (Q17).

Agentic AI represents a shift from assistance to autonomy. Agents are no longer passive helpers; they execute, coordinate, and learn within the guardrails teams define. Early adopters aren't waiting for perfection; they're testing boundaries, much like the first wave of Agile practitioners two decades ago.

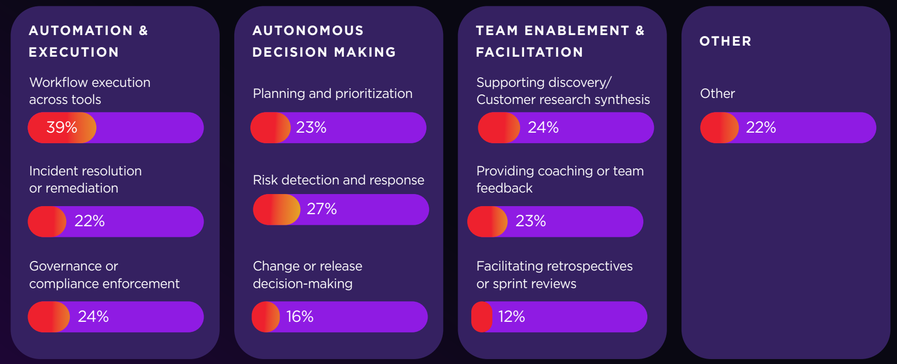
Optimism Tempered by Caution

Even with automation accelerating, the mood is overwhelmingly positive. While some worry AI could disrupt or reduce their roles, the majority see AI as enhancement rather than threat, believing it will change how they work but not replace what they do, or that it will enhance their productivity and decision-making (Q20).

> In a climate often dominated by fear of displacement, Agile teams appear unusually pragmatic: they're not afraid of AI, but eager to guide it responsibly. That pragmatism shows up in what concerns them the most. When asked about the biggest barriers to adopting AI—security, privacy, and compliance concerns topped the list by far, followed by skills gaps, lack of trust in AI outputs, unclear business cases, and tool sprawl (Q18).

The skepticism about AI outputs makes sense. These systems hallucinate, present false information as fact, and need validation. Concerns with AI adaption mirror the data trust challenges we saw earlier: when one in five don't trust their data at all, confidence in AI-powered decisions becomes even harder to establish. AI isn't infallible – it requires governance, human oversight, and clear boundaries around where automation is safe and where human judgement remains essential.

Q17: In which areas is your organization using or piloting Agentic AI[1]*
(Respondents selected all that applied)

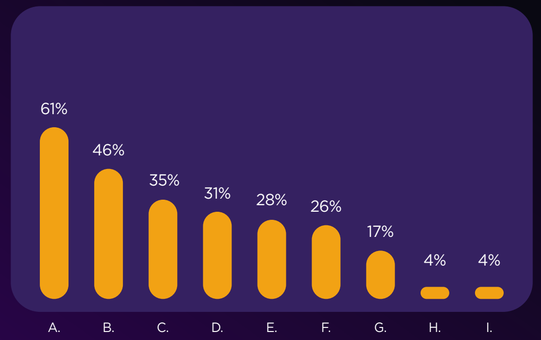


1. Agentic AI is AI that autonomously takes action based on goals or inputs

**Respondents skipped this question if they did not indicate that Agentic AI is being experimented with or adopted in their organization (Question 16).*

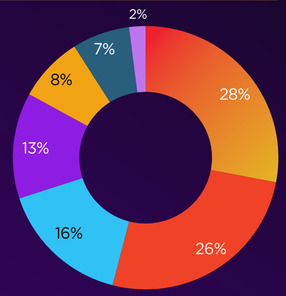
Q18: What are the biggest barriers to adopting AI? *(Respondents selected all that applied)*

- **A.** Security, privacy, or compliance concerns
- **B.** Lack of skills or training
- **C.** Lack of trust or confidence in Awwl outputs
- **D.** No clear business case or ROI
- **E.** Tool sprawl or lack of integration across the Agile delivery pipeline
- **F.** Data quality or access issues
- **G.** Leadership resistance or risk aversion
- **H.** Something else
- **I.** None; We have no barriers



Q20: How do you believe AI will affect your role in the future?
(Respondents selected one)

- It will change how I work, but not replace what I do
- It will enhance my productivity and decision-making
- It will shift my responsibilities toward higher-level strategy and oversight
- It could significantly disrupt or redefine my role
- It may reduce the need for some of my current tasks or skills
- Too soon to tell
- Not sure



Digital.ai: Strategies for the Future

Organizations experimenting with Agentic AI should now focus on structure: governance, observability, and ownership. Treat each agent like a digital team member, with an SLA, a scope, and a clear feedback loop. Codify where automation is safe and where human oversight is requiredl. Companies that embed AI into accountable, measurable systems will innovate faster and safer, translating experimentation into lasting advantage.

Our Advice:

Now is the time to turn experimentation into execution. Wire AI into the same systems that connect strategy, funding, and delivery so every automated action is traceable, explainable, and measurable. Build guardrails into workflows, not around them. Create AI governance that empowers teams instead of constraining them.

> The future will favor the best governors. Those who treat intelligent systems as accountable contributors will turn AI from a productivity booster into a true strategic engine.

As AI takes hold across Agile practices, many leaders are asking what this means for the frameworks, values, and disciplines that have guided delivery for two decades. How do you evolve without losing what makes Agile effective? To help interpret the findings through that lens, we turned to Kit Friend, a long-time enterprise Agile coach and industry thought leader. His perspective highlights both the excitement and the risk of this new era, where AI promises autonomy and insight, but true agility still depends on how organizations choose to govern and scale it.

Expert Opinion: Kit Friend

We're in a Binary Big Bang Moment

AI has leapt from the edges of Agile into the core of delivery. **The latest survey shows 84% of organisations now use AI tools, yet only 10% have formalised AI-assisted models.** Adoption threatens to outpace trust and governance with many organisations struggling to setup guardrails fast enough to meet the demand of their teams to embed the latest tools and technologies. It's exciting to see many agilists reinventing themselves as AI champions, helping teams unlock autonomy with access to data and insights exponentially greater than anything we've seen before—for the first time it's genuinely possible for teams to work in a way which can intuitively draw upon knowledge from across their organisation using tools that are available to us all, not just the early adopters.

It's striking to see in this years' State of Agile that **48% of organisations are running hybrid or homegrown models,** overtaking traditional frameworks. This flexibility could be a positive sign of maturity, but it comes with risk, especially for those who posit that AI might somehow 'replace agility'.

Approaches like Scrum were forged from bitter lessons and based on the failure of traditional approaches to deliver success; discarding them wholesale risks repeating history, and we've all experienced the risk of slick AI interfaces confidently presenting errors and hallucinations as facts and grounded recommendations. For smart organisations, the real opportunity is to blend their AI-powered tools and specific context with framework discipline to create a **connected system of work—**one that aligns goals, unleashes knowledge, AND scales responsibly.

The question isn't if AI will reshape delivery—it already is—but whether organisations are ready to embrace its full potential and to manage this process before it overtakes them.

Organisations who cling to inflexible ways of working and a stance of 'not here' to AI will continue to find themselves outmaneuvered by both opportunities and threats which require nimbleness at scale to succeed. There's still much to learn, but huge potential—**Agility and AI share a bottom-up DNA** after all, and when used well together, they can empower all of us.

For smart organisations, the real opportunity is to blend their AI-powered tools and specific context with framework discipline to create a connected system of work.

Kit Friend, Co-Founder, Accenture Global Agile Geeks Community

See what's next for Agile in the AI era. Watch the webinar.

Watch Now

Conclusion

Adaptation in Motion

After 18 editions, one thing is clear: Agile has never stood still. This year's results show a discipline under pressure from ROI demands, data gaps, and AI adoption that's outpacing governance. The tensions are real. Over half of organizations struggle to prioritize the right work or track business impact. Nearly half say their Agile culture is "better than nothing but could be more effective." And while 84% are using or planning to use AI tools, only half have clear guidelines in place.

But so is the response. Organizations are re-centering Agile on what it was always meant to deliver: measurable outcomes, not just completed sprints. They're demanding accountability, not activity. They're building data infrastructure that connects work to value. And they're recognizing that AI won't fix what broken measurement can't see.

What defines this moment isn't an end to Agile but a return to its intent. Agile is moving beyond frameworks and ceremonies to become a foundation for how organizations plan, deliver, and steer.

AI and automation are now part of that system, and leaders are gauging success not only by release speed, but by business outcomes and demonstrated ROI.

01 **Investment continues to rise, but lasting adoption will depend on connecting work to measurable outcomes and ROI.**

02 **Visibility is improving, but trust must come from shared data and meaningful context.**

03 **AI adoption is accelerating, but it will only strengthen agility when guided by governance that empowers.**

The path forward requires discipline: automate delivery pipelines to create reliable data, integrate tool chains so metrics tell unified stories, measure outcomes rather than outputs, and build AI governance that empowers rather than constrains. The organizations that master measurement before acceleration, that build trust before automation, will turn Agile from a delivery method into a strategic lever.

This story is being written by the 349 professionals who shared their experiences in this year's survey. Their perspectives span industries, roles, and regions, from hands-on practitioners to senior leaders shaping enterprise strategy. Their insight reflects both the urgency and the pragmatism of teams adapting to constant change and the realities of AI becoming part of everyday work. Where Agile goes next will depend on how well organizations heed what they've told us: that true maturity isn't about adopting more tools but about connecting the right information to the decisions that matter.

Organizations are re-centering Agile on what it was always meant to deliver: measurable outcomes, not just completed sprints.

A Note from the State of Agile Program Owner

For nearly two decades, the State of Agile Report has served as a reflection of where the industry is and where it's headed. Each edition tells a story about what teams are prioritizing, what's changing, and what's holding them back.

This year's edition also goes beyond reporting. Alongside data and analysis, we've included strategies, practical advice, and expert perspectives from leading voices in the Agile community to help you make sense of the trends, connect them to your own work, and plan what comes next. These experts, together with leaders from Digital.ai, hosted **a follow-up webinar** to explore the findings in more depth.

Like many of you, I embraced AI assistance throughout this process, from organizing and analyzing responses to shaping early drafts. But I also leaned heavily on the people who bring this report to life: our contributors, thought leaders, and internal teams who challenged, refined, and humanized every insight along the way. The result is a report that blends what machines do best, synthesis and speed, with what humans do best, perspective and purpose.

To our survey participants, partners, subject matter experts, and the Digital.ai leadership team, thank you. Your engagement, candor, and curiosity make this work possible. The State of Agile has always been a collective effort, and this year more than ever, it reflects the shared story of a community still learning, still questioning, and still adapting together.

Coreen Wilson
Program Owner, State of Agile Report
Digital.ai

The State of Agile has always been a collective effort, and this year more than ever, it reflects the shared story of a community still learning, still questioning, and still adapting together.

Appendix

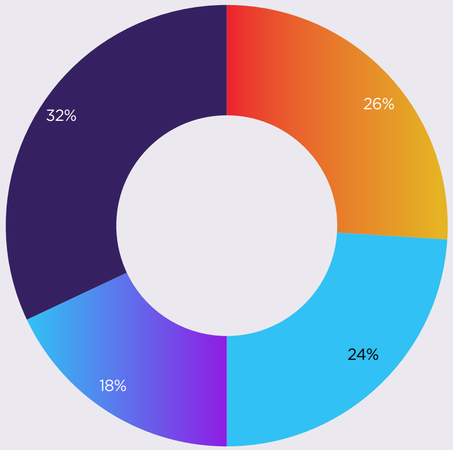
The 18th State of Agile survey was conducted between July 11 – August 20, 2025 and captured responses from 349 Agile practitioners across diverse roles, industries, and regions. Data collection and analysis were managed by Regina Corso Consulting, with synthesis and reporting led by Digital.ai. The following section presents the complete set of survey questions and aggregated responses that informed the findings throughout this report. Where applicable, questions allowed multiple selections or used rating scales; these are noted alongside each question. All percentages reflect the total respondent base unless otherwise specified.

Demographics

How many employees are in your entire organization?

Clockwise from top

- 1-1,000
- 1,001-5,000
- 5,001-20,000
- Over 20,000

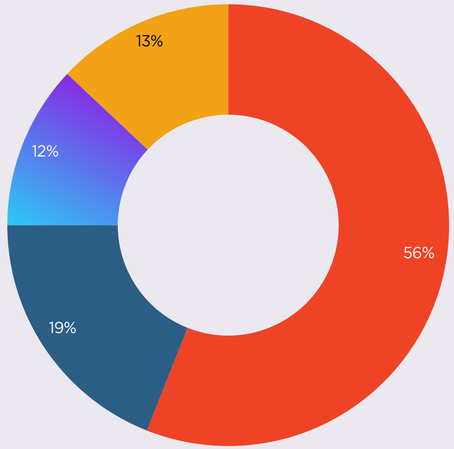


What region are you located?

Clockwise from top

- North America (United States, Canada, Mexico)
- Europe (including United Kingdom & EU countries
- Latin America (Central & South America, Caribbean)
- Other Regions*

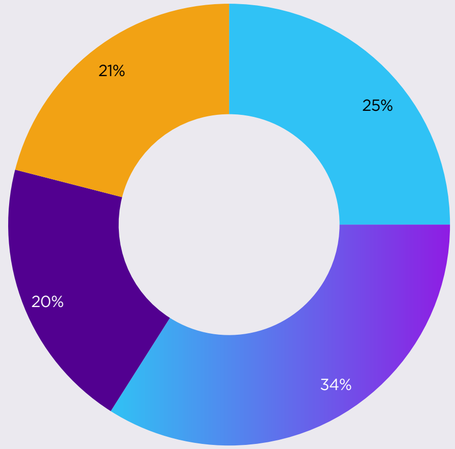
**Including Asia, Oceania, Africa, and the Middle East*



How many people in your organization (including contractors) are responsible for planning, developing, testing and delivering software?

Clockwise from top

- Less than 100
- 100-1,000
- 1,001-5,000
- Over 5,000



Survey Questions

Q1: How would you describe the current state of Agile across your organization? *Select the option that best reflects your organization today.*

Agile is practiced across some departments, but usage is inconsistent	**25%**
Agile is scaled across IT, but business involvement remains limited	**22%**
Agile practices are primarily limited to team-level execution	**20%**
Agile is deeply embedded across business, technology, and supporting functions (e.g., HR, Marketing, Legal), with work aligned to strategic outcomes	**13%**
We are transitioning from traditional delivery models (e.g., waterfall) to Agile or hybrid approaches	**7%**
We are reevaluating how we use Agile in light of new complexity (e.g., AI, compliance, ways of working	**7%**
Other	**3%**
Not at all sure	**3%**

Q2: How has your organization's investment in scaling Agile changed over the past 12–24 months? *Select the option that best reflects your organization today.*

INCREASED (NET)	**41%**
Increased significantly – Agile has become more critical to our strategy	**17%**
Increased somewhat – We've expanded Agile practices or tools	**24%**
Stayed about the same – No major change in investment	**27%**
DECREASED (NET)	**24%**
Decreased somewhat – Some de-prioritization or reduced funding 11%	**11%**
Decreased significantly – Agile is no longer a major focus	**13%**
OTHER	**8%**
Not applicable – We have not made any specific investments in scaling Agile	**4%**
Not sure	**4%**

Q3: How has your role in Agile changed in the past 12–18 months? *Please select all that apply.*	
I'm doing more to reinforce or expand use of a formal Agile framework (e.g., SAFe, Scrum@Scale, LeSS)	**22%**
I'm doing less Agile coaching or framework evangelism as teams move to hybrid or custom approaches	**26%**
I'm involved in defining or evolving a new delivery model (e.g., combining Agile with ITSM, DevOps, or ProductOps)	**28%**
I now lead or support hybrid, distributed, or cross-functional teams	**22%**
I've shifted into a team-embedded delivery or technical leadership role (e.g., platform team lead, product ops)	**11%**
I'm accountable for tying and monitoring Agile work to business outcomes (e.g., OKRs, ROI, impact metrics)	**29%**
I'm more involved in product planning, prioritization, or portfolio decisions	**26%**
I've been asked to evaluate or integrate AI/automation tools into Agile workflows	**23%**
My role has remained mostly the same	**23%**
My Agile-related responsibilities have decreased	**14%**
My role has shifted away from Agile	**13%**
My role has been eliminated or absorbed into another function	**5%**
Other	**5%**

Q4: How much of a factor do each of these drivers have on Agile investments and roles changes?	**Is a Factor**	**Not a Factor**
Shifting focus from agility to efficiency or cost control (e.g., "do more with less" mandates)	**79%**	**21%**
Demand for faster innovation and continuous product delivery (not just sprint velocity)	**77%**	**24%**
Increased scrutiny on business impact and ROI of Agile practices (e.g., connecting OKRs to execution)	**76%**	**24%**
Leadership, structural shifts (e.g., reorgs, new exec mandates)	**78%**	**22%**
Consolidation or elimination of Agile-specific roles (e.g., reduction in Agile coaches, RTEs, transformation leads)	**65%**	**35%**
Hybrid delivery operating models replacing framework-led models	**63%**	**37%**
Compliance or regulatory changes affecting workflows (e.g., increased industry oversight & audit readiness)	**61%**	**39%**
Customer expectations for reliability, security, and faster updates	**78%**	**22%**
Influence of consultants or vendors advocating specific approaches or tooling	**46%**	**54%**
Standardization or tool consolidation across Dev/PMO/IT/Ops	**69%**	**31%**
Shift toward platform teams and developer self-service (e.g., internal platforms, CI/CD)	**57%**	**43%**
Integration of quality and security into the development workflow	**69%**	**31%**
Increased adoption of automation (Rule-based actions set up by humans to perform repeatable tasks without manual effort.)	**64%**	**36%**
Adoption of AI/ML capabilities (e.g., AI-driven prioritization, copilots replacing manual rituals)	**61%**	**39%**

Q5: Thinking about your organization's Agile culture, which best describes how you feel?	
It's better than nothing, but could be more effective	**42%**
It's enabling us to deliver real value and achieve our goals	**27%**
It's become too rigid and process-heavy	**15%**
It's not working for us anymore	**6%**
Other	**7%**
Not sure	**3%**

Q6: How much do you agree or disagree with the following statements about your delivery experience today?	**% Agree**	**% Disagree**
My organization has complete visibility into what is being developed and delivered across the SDLC.	**55%**	**45%**
Our Agile teams have visibility into what is in the DevOps pipeline.	**64%**	**36%**
Our DevOps teams have visibility into software development planning.	**64%**	**36%**
Enterprise Agile planning tools help align Agile, DevOps, and Testing teams.	**65%**	**35%**
We trust the metrics we use to evaluate team performance	**63%**	**37%**
Our Agile teams regularly incorporate business feedback.	**75%**	**25%**
Our DevOps teams regularly incorporate business feedback.	**56%**	**44%**
We use data to drive continuous improvement	**67%**	**33%**
Product Managers can manage the full product delivery pipeline and measure business/customer value.	**49%**	**51%**
We are struggling as a company to deliver reliable, high-quality software.	**63%**	**37%**
At least 50% of our applications are delivered on time and with high quality.	**68%**	**32%**
More than 50% of our delivery processes are automated	**46%**	**54%**
Our organization uses delivery, performance and/or customer sentiment data to inform planning, priorities, and resource allocation	**66%**	**34%**
Our Agile and DevOps tools are well-integrated, minimizing manual work between systems.	**53%**	**47%**
Our organization is prepared to responsibly adopt AI	**60%**	**40%**
We have clear guidelines or guardrails for how AI is used across teams	**49%**	**51%**

Q7: What role do business and executive leaders play in guiding Agile practices, culture, and values across your organization? *Select the option that best reflects your organization today.*

Agile is treated as a delivery function, not a strategic lever	**33%**
Agile practices are driven from the bottom-up, with minimal executive involvement	**24%**
Agile is guided primarily by technology leadership (e.g., CIO, CTO, VPE)	**22%**
Business and executive leaders are actively involved in shaping and sustaining Agile practices across the org	**15%**
Some other way	**2%**
Not sure	**4%**

Q8: What tools or methods support your strategic planning and alignment efforts? *Select all that apply.*

Enterprise Agile Planning software (e.g., Digital.ai Agility, Jira Align, Planview)	**54%**
Internal dashboards/BI platforms (e.g., Power BI, Tableau, Looker)	**50%**
Spreadsheets/Googlesheets	**44%**
Project, Portfolio or Strategic Management platforms (e.g., Microsoft Planner, Smartsheet, ServiceNow SPM)	**36%**
OKRs or KP|s dedicated tools (e.g. WorkBoard, atmhub)	**28%**
Product roadmapping tools (e.g., Aha! Monday, ProductPlan)	**24%**
None - we don't have structured alignment methods	**9%**
Other	**8%**
Not at all sure	**3%**

Q9: What Agile frameworks and/or delivery models does your organization use? *Select the option that best reflects your organization today.*

Scaled Agile Framework (SAFe)	**44%**
Scrum @Scale or Scrum of Scrums	**23%**
Lean Principles	**29%**
Other formal framework	**6%**
Value Stream Management model (e.g., aligning teams to value delivery flow)	**21%**
DevOps-first model (e.g., continuous delivery, CI/CD, automation pipelines)	**23%**
Platform or enablement team model (e.g., internal developer platforms, shared services)	**16%**
Governance- or compliance-led model (e.g., shaped by regulatory/audit requirements)	**14%**
AI- or automation-assisted delivery model (e.g., predictive planning, orchestration, AI-generated work items)	**10%**
Homegrown framework or operating model	**26%**
Blended or hybrid model (combining Agile, DevOps, and traditional approaches)	**48%**
Some other approach	**3%**
We don't follow a mandated scaling model	**7%**
Not sure	**3%**

Q10: What would be the most impactful thing that would help to most successfully adapt Agile to today's environment?
Select the one that you believe would be most impactful.

A culture focused on outcomes and adaptability	29%
Stronger leadership support and alignment	27%
Clearer connection between delivery work and business goals	17%
Better visibility and coordination across teams	8%
Modern tools that support automation and AI adoption and use	7%
Skills and training on evolving Agile practices	4%
Something else	4%
Not sure	4%

Q11: Which two business outcomes best reflect how your organization measures success? *While all may be measures, please select the two that are best reflections of how your organization does this.*

Customer satisfaction or retention	52%
Cost reduction/efficiency	40%
Compliance or regulatory alignment	28%
Time-to-market improvement	24%
Product adoption/growth	23%
Competitive differentiation	12%
Other	5%
I can't choose; they are all equally important	2%
Not sure	6%

Q12: Where is your organization struggling to apply data effectively to ensure business outcomes? *While you may be struggling in all these areas, please select the 3 where your organization is mostly struggling.*

Prioritizing the right work (Struggling to connect day-to-day work with strategic goals)	53%
Tracking business impact (Hard to tie delivery efforts to measurable outcomes)	52%
Measuring team performance fairly (Lack of trusted or balanced metrics)	35%
Correlating Agile, DevOps, and customer data (Metrics live in silos, nothing tells a full story)	33%
Getting real-time, actionable insights (Too slow or manual to inform in-the-moment decisions)	31%
Identifying delivery risks early (Can't predict blockers, delays, or high-risk changes)	28%
Building trust in data (Leaders question data integrity and accuracy)	21%
We collect data, but don't have the people or tools to use it well	16%
Other	2%
Not sure	10%

Q13: Approximately how much of your organization's delivery insights come from each of the following sources? If you are not sure, please use your best estimate.

	Less than half	Half or more	None
Manual analysis (e.g., status reports, spreadsheets, pulled into slide decks)	50%	44%	6%
Insights from retrospectives or internal team reviews (e.g., internal reflection, discussion-based insights)	64%	26%	0%
Agile assessments or health checks conducted by internal teams or external partners	60%	16%	24%
Use COTs or DIY tooling to automate analytics by integrating data pipelines of individual team tools (sometimes referred to as Developer Productivity Intelligence or Software Engineering Intelligence)	53%	8%	39%
ETL pipelines into business intelligence tools (e.g., Tableau, Power BI, Snowflake)	59%	22%	19%
AI-powered analytics to surface trends, patterns, or predictive insights	54%	6%	40%

Q14: Which of these statements best describes your organization's approach to AI tools such as large language models or code assists?

We are actively exploring or implementing these tools across teams, and/or embedding them into our products and services.	41%
Individuals are experimenting with these tools, but there is no coordinated strategy or official support.	22%
We plan to use them, but are still in early discussions or pilot phases.	21%
To my knowledge, these tools are not being used in our organization.	6%
Use of these tools is currently restricted or prohibited.	6%
Not at all sure	4%

Q15: Which types of AI tools are being used? *Select all that apply. [Base: Use AI (N=294)]*

General-purpose LLMs used manually by individuals - AI tools used independently by team members to assist with research, writing or analysis (e.g., ChatGPT, Claude)	65%
AI code assistants - Tools that help developers write, refactor or review code using AI-driven suggestions (e.g., GitHub Copilot, Tabnine)	57%
AI copilots integrated into Agile/delivery tools - Context-aware copilots embedded in delivery platforms to support day-to-day decisions and actions (e.g., AI features in Azure DevOps, ClickUe)	43%
Custom or in-house AI assistants - Internally developed or configured AI tools built for specific use cases or workflows	43%
AI-driven documentation or content tools - AI tools that generate or improve documentation, meeting notes or team content (e.g., Notion AI, Jasper, Grammarly)	29%
Agile planning or prioritization assistants - AI features that help teams create, prioritize or refine backlogs and sprint plans (e.g., AI features in Azure Boards, Monday Dev, Asana)	18%
Other	4%

Q16: Why are you using AI? *Select all that apply. [Base: Use AI (N=294)]*

To save time or reduce manual effort (e.g., auto-generating documentation, summarizing sprint retrospectives)	**77%**
To accelerate planning or development tasks (e.g., backlog grooming, test case creation, PR review suggestions)	**41%**
To improve software quality or consistency (e.g., linting, static code analysis, automated QA insights)	**35%**
To identify or reduce risks earlier in delivery (e.g., predicting release failures, flagging bottlenecks or compliance gaps)	**16%**
To make more informed decisions (e.g., AI-assisted prioritization, story point forecasting, investment tradeoffs)	**32%**
To gain faster or deeper insights from delivery data (e.g., surfacing performance trends, release health signals)	**30%**
To delegate tasks to an AI agent (i.e., a system that can execute predefined tasks/known steps without constant human input)	**31%**
To experiment with or adopt Agentic AI (i.e., AI systems that are designed to autonomously make strategic decisions, coordinate across systems, and act with limited or no human guidance)	**28%**
Some other reason	**4%**

Q17: In which areas is your organization using or piloting Agentic AI?*
Select all that apply. [Base: Use Agentic (N=83)]

Workflow execution across tools (e.g., triggering deployments, tests, or tickets)	**39%**
Incident resolution or remediation	**22%**
Governance or compliance enforcement	**24%**
Planning and prioritization	**23%**
Risk detection and response	**27%**
Change or release decision-making	**16%**
Supporting discovery or customer research synthesis	**24%**
Providing coaching or team feedback	**23%**
Facilitating retrospectives or sprint reviews	**12%**
Other	**22%**

**AI that autonomously takes action based on goals or inputs*

Q18: What are the biggest barriers to adopting AI?
Select all that apply. [Base: Use AI (N=294)]

Security, privacy, or compliance concerns	**61%**
Lack of skills or training	**46%**
Lack of trust or confidence in AI outputs	**35%**
No clear business case or ROI	**31%**
Tool sprawl or lack of integration across the Agile delivery pipeline	**28%**
Data quality or access issues	**26%**
Leadership resistance or risk aversion	**17%**
Something else	**4%**
None; We have no barriers	**4%**

Q19: If you could apply AI in your role, how much would it help you in each of these areas?	**Would Help**	**Would Not Help**
Automate repetitive or manual tasks	**95%**	**5%**
Help create documentation, tests, or technical content	**94%**	**6%**
Accelerate incident response or remediation	**80%**	**20%**
Prioritize work or manage planning more effectively	**77%**	**23%**
Inform decisions using data-driven insights (e.g., team trends, sprint outcomes)	**85%**	**15%**
Recommend next steps based on live context (e.g., blocked work, scope changes)	**79%**	**21%**
Surface real-time insights to anticipate issues or opportunities	**86%**	**14%**
Detect delivery risks or quality issues earlier	**87%**	**13%**
Improve software quality (e.g., reduce defects or rework)	**85%**	**15%**
Strengthen compliance or governance alignment	**85%**	**15%**
Strengthen change management processes (e.g., tracking, communicating, and coordinating technical or organizational changes)	**77%**	**26%**
Use AI to support team communication (e.g., summarizing discussions, auto-generating meeting notes, surfacing blockers)	**84%**	**16%**
Use “coach me” (contextual suggestion engine)	**78%**	**22%**

Q20: How do you believe AI will affect your role in the future? *Select all that apply.*

It will change how I work, but not replace what I do	**28%**
It will enhance my productivity and decision-making It will shift my responsibilities toward higher-level strategy and oversight	**26%**
It will shift my responsibilities toward higher-level strategy and oversight	**16%**
It could significantly disrupt or redefine my role	**13%**
It may reduce the need for some of my current tasks or skills	**8%**
Too soon to tell	**7%**
Other	**0%**
Not sure	**2%**

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