



INSIGHTS AND TRENDS FROM 'STATE OF' REPORTS

2023-24

We compiled relevant insights from top annual reports to help ICAgile Member Organizations with marketing, case study and business case effort.

Questions? Contact team@icagile.com



2023 BUSINESS AGILITY REPORT

Leading Through
Uncertainty | 6th Edition

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The **2023 Business Agility Report** provides several quantitative insights on business agility, notably reflecting on the challenges and changes faced during the year. Here are some key data points from the report:

- **Collaboration and Organizational Change:** The report indicates a decline in collaboration by 8% and a reduction in organizational change capacity by 7% year-on-year, illustrating how internal barriers have increased within organizations.
- **Improvements in Specific Domains:**
 - Cultivating a "Learning Organization" saw an increase of 4% from the previous year.
 - Skills in fostering authentic relationships and realizing people's potential both saw an increase, while empowering with accountability saw a decrease of 3%.
- **Performance Across Different Capabilities:**
 - The capability to act as one decreased significantly by 8%.
 - The capability for dynamic funding work decreased by 6%.
 - Capabilities related to customer-centric behaviors such as sensing and responding proactively saw a decrease of 6%.

These statistics demonstrate a nuanced view of business agility, with some capabilities improving while others face declines, reflecting broader organizational struggles with change and adaptation. The report underscores the importance of leadership and holistic transformation efforts to improve business agility across various domains.



The **17th State of Agile Report** offers a comprehensive overview of the current state of Agile adoption, its benefits, challenges, and the evolving landscape of software development in 2023.

Here are some key takeaways from the report:

- **Agile Adoption:** Agile continues to play a crucial role in software development, with 71% of respondents using Agile in their Software Development Life Cycle (SDLC). However, the report highlights a shifting perspective on Agile's adaptability to modern challenges like AI integration, developer burnout, and the management of distributed teams.
- **Agile Benefits:** Respondents noted several benefits from using Agile, including improved collaboration (59%), better alignment to business needs (57%), and enhanced software quality (25%). These benefits underscore Agile's contribution to fostering a productive and aligned development environment.
- **Challenges with Agile:** The report also sheds light on some challenges organizations face with Agile adoption. A significant 47% of respondents identified a general resistance to organizational change or cultural clashes as barriers. Furthermore, 41% pointed to inadequate leadership participation as a hindrance to Agile's organization-wide adoption.



17TH STATE OF AGILE REPORT

For 17 years we've been asking all the questions about Agile.

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- **Agile Frameworks:** Scrum remains the most popular Agile methodology at the team level, used by 63% of Agile practitioners. At the enterprise level, the Scaled Agile Framework (SAFe) is the top choice, although only 26% of respondents use it, indicating a trend towards customized or mixed Agile frameworks.
- **DevOps and Agile:** The report discusses the synergy between Agile and DevOps, emphasizing the need for end-to-end visibility and the ability to measure cycle times, wait times, and bottlenecks as key areas for improvement in DevOps practices through Agile methodologies.
- **Agile and Distributed Teams:** A notable 91% of teams are now fully distributed, highlighting the necessity of ongoing training and coaching to maintain alignment and productivity in a remote working environment.

This year's findings suggest a period of reflection and adaptation for Agile methodologies, driven by evolving business needs, technological advancements, and the realities of a distributed workforce. The report calls for a collective effort among Agile enthusiasts and skeptics to redefine Agile's role in modern software development, ensuring it remains responsive to the changing landscape.



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coursera

COURSERA JOB SKILLS OF 2024

Discover the fastest-growing job skills shaping the future of work for businesses, governments, and higher education institutions

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The **Courseera Job Skills of 2024 Report** provides detailed insights into the evolving job market and the skills in high demand. Here are some key quantitative findings from the report:

- **AI Course Enrollments:** Courseera reported over 6.8 million total enrollments in AI-related courses, with the "Generative AI for Everyone" course receiving 43,000 total enrollments in its first week, marking it as the fastest-growing course in 2023.
- **Cybersecurity Skill Demand:** There is a significant demand for cybersecurity skills, with about 3.4 million cybersecurity jobs globally remaining unfilled.
- **Fastest-Growing Skills:** The report identifies the fastest-growing skills across various sectors. For example, in business skills, digital marketing and customer experience topped the list, reflecting the rapid growth of the global advertising and marketing industry.
- **Leadership and Management Skills:** Leadership skills, particularly in supporting teams through organizational change, have increased in priority, driven by rapidly changing macroeconomic conditions and emerging technologies like AI.
- **Data Science Trends:** Data visualization and data literacy skills continue to be among the fastest-growing, highlighting the increasing importance of data-driven decision-making in organizations.

These findings underscore the critical importance of continuous learning and upskilling in response to the rapidly changing job market, with a particular focus on technology and data-related skills.



The **2024 Global Human Capital Trends** report by Deloitte provides extensive data on the evolving nature of work and the importance of human sustainability. Here are some key quantitative insights:

- **Workforce Productivity Concerns:** 85% of leaders report challenges in ensuring productivity with the shift to hybrid work, highlighting the need for new performance measurement approaches beyond traditional productivity metrics .
- **Ineffectiveness in Capturing Value:** Only 3% of respondents consider their organizations extremely effective at capturing value created by workers, suggesting a significant gap in measuring and optimizing human performance .
- **Focus on Human Sustainability:** The report emphasizes that 79% of leaders acknowledge their organization's responsibility to create value for workers and society, yet only 12% believe they are leading in human sustainability efforts.

These findings indicate a critical need for organizations to reassess how they measure and support human performance, aligning more closely with the holistic well-being of employees to drive both human and business outcomes effectively.

Deloitte.

2024 GLOBAL HUMAN CAPITAL TRENDS

What will it take for
organizations--and humans--
to thrive in a boundaryless
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Lepaya*

STATE OF SKILLS 2024

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The **State of Skills 2024** report by Lepaya offers insightful quantitative data on skills development trends based on their analysis of 18,179 learners across 170 companies and 107,107 hours of skills practice in 2023. Here are some key statistics from the report:

- **Shift in Upskilling Focus:** While the top three skills remained constant, there was a significant change in the focus of upskilling, with intentional learning hours increasing by 461% and resilience training hours decreasing by 37%.
- **Industry-Specific Training:** Intentional learning was most popular in consultancy, retail, and tech industries, with a total of 13,897 hours dedicated to this skill in 2023.
- **Regional Skills Training:** In the Benelux region, enterprises focused on intentional learning to complement leadership and communication skills, with 16,832 hours invested in upskilling, contributing to 22% of all hours trained in the region.

This data indicates a strategic shift towards more self-directed and intentional learning approaches in corporate upskilling programs, emphasizing the importance of adaptability and continuous skill development in response to market trends and workforce dynamics.



The **LinkedIn Workplace Learning Report 2024** provides insightful data on the state of learning and development (L&D) in the context of AI and career development. Key takeaways include:

- **Learning and AI Integration:** Four out of five people express a desire to learn more about AI's application in their professions, indicating a strong interest in integrating AI skills into their career development.
- **Learning Engagement and Career Goals:** There's a notable increase in learning engagement among individuals who set career goals, with these learners engaging four times more than those without set goals.
- **Employee Retention and Learning Opportunities:** Ninety percent of organizations recognize employee retention challenges, and providing learning opportunities emerges as a top strategy for retaining employees.
- **Increasing Role of L&D in Executive Discussions:** L&D's influence is growing, with 60% of learning professionals reporting a seat at the executive table, a 5 percentage point increase over two years. Additionally, 90% of global executives plan to maintain or increase their investment in L&D, reflecting its perceived value in organizational success.

These points underscore the critical role of L&D in supporting career development and business goals, especially in the evolving landscape of AI and workplace learning. The data illustrates a clear connection between investment in learning and improved organizational outcomes like retention and internal mobility.

LinkedIn Learning

LINKEDIN WORKPLACE LEARNING REPORT 2024

As AI reshapes how people learn, work, and chart their careers, L&D sits at the center of organizational agility.

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STATE OF THE WORKFORCE SKILLS GAP 2024

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The **State of the Workforce Skills Gap 2024** report by Springboard, based on a survey of over 1000 corporate professionals, provides quantitative insights into the current challenges and trends in the workforce due to skills gaps. Here are some key findings from the report:

- **Skills Gap Prevalence:** Approximately 70% of leaders acknowledge a skills gap within their organizations, impacting innovation and growth. Around 40% of leaders report that this skills gap has worsened over the past year .
- **Demand for Specific Skills:** Data analysis and project management are identified as the most in-demand hard skills, with artificial intelligence/machine learning and software engineering closely following. On the soft skills front, strategic thinking and problem-solving/decision-making are highly sought after .
- **Employee Burnout:** About 63% of junior employees experienced burnout in the past year, with 40% reporting severe burnout. This burnout is partially attributed to the rapid pace of technological change and the skills gaps within organizations .



STATE OF THE WORKFORCE SKILLS GAP 2024

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- **Learning and Development Challenges:** Nearly 60% of leaders point to difficulty in finding qualified employees due to the skills gap, leading to high employee turnover and increased recruitment costs. Moreover, there is a noted discrepancy in the perception of skills stability, with less than 25% of leadership believing hard skills will remain relevant beyond five years.

These statistics highlight the urgent need for organizations to adapt to the rapidly changing skills landscape, emphasizing the importance of continuous learning and development to address these critical gaps and prevent further challenges in workforce management and innovation.



The **2024 Global Learning & Skills Trends Report** by Udeemy provides valuable quantitative data on the evolving landscape of skills development and organizational learning. Here are some key statistics from the report:

- **Skills-Based Learning Growth:** Udeemy's platform has seen a significant increase in skills learning, with over 64 million learners and course enrollments growing year-over-year, reflecting a robust demand for skills development .
- **Technology's Role:** Deloitte highlights that 85% of HR executives are planning to reorganize work to allow for more flexible application of skills over the next three years, driven by technological advancements like AI and automation .
- **Workforce Training Needs:** The World Economic Forum's Future of Jobs Report 2023 indicates that 60% of employees will need training before 2027, yet half of them currently lack access to the necessary resources.

Udeemy business

2024 GLOBAL LEARNING & SKILLS TRENDS REPORT

GenAI and leadership are at the core of today's skills-based economy.
2024 Global Learning & Skills Trends Report

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- **Rapid Growth in AI Skills Learning:** On Udemy's platform, there has been a 60% year-over-year growth in AI-related skills learning, with a staggering 5226% surge in ChatGPT learning consumption in the US during Q1 2023, demonstrating an acute focus on adapting to AI advancements .
- **Leadership Skills Development:** Learning in coaching skills has increased by 177%, team-building skills by 150%, empathy skills by 136%, and resilience skills by 101%, indicating a strong emphasis on developing leadership capabilities to navigate ongoing organizational and technological changes.

These statistics underscore the critical shift towards a skills-based economy and the importance of continuous learning and adaptation in the face of technological advancements and changing job requirements. Organizations are actively rethinking their strategies to foster a more flexible, skilled workforce capable of meeting the challenges of the future.

Udemy business

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GenAI and leadership are at the core of today's skills-based economy.
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STATE OF FACILITATION 2024

Essential information and expert insights on what is changing in the world of facilitation and workshop design

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The **State of Facilitation 2024** report highlights several key challenges facilitators faced in 2023:

- **Keeping Up with Trends:** Facilitators find it challenging to stay updated with the rapid pace of technological and social changes, combined with growing workloads. This challenge is noted as the most significant, reflecting the dynamic nature of facilitation and the need for continuous learning.
- **Dealing with Conflict:** The ability to handle polarization and conflict within sessions is becoming increasingly important. This challenge has risen in prominence, indicating a growing demand for facilitators who can navigate complex group dynamics and foster constructive dialogue.
- **Professional Recognition:** Facilitators express concern over the niche status of their profession and the ongoing effort required to mainstream facilitation. Despite growing recognition, there's a clear need for further advocacy and education about the value facilitators bring to organizations and groups.

While specific numerical data or quantitative metrics were not provided for these points, the report emphasizes the significance of these challenges and suggests a collective focus for the facilitation community to address these areas of concern.



The **6th Annual State of Agile Marketing Report** provides a wealth of quantitative data that underscores the growing adoption and effectiveness of Agile methodologies in marketing across various industries worldwide. Key findings from the report include:

- **Agile Adoption and Interest:** 41% of marketers currently use Agile methodologies, with an additional 51% planning to adopt Agile, making a total of 71% of marketers either using or planning to use Agile. A significant 82% of those planning to switch to Agile aim to do so within the next year, driven partly by economic factors.
- **Barriers to Agile Adoption:** The most significant barrier to adopting Agile is the perception that current processes are sufficient (33%), followed by a lack of training or knowledge about Agile approaches (25%).
- **Benefits of Agile:** Marketers who have adopted Agile report key benefits, such as improved ability to prioritize work (76%), boosted productivity (73%), and enhanced quality of marketing outputs (71%). These benefits align well with top priorities marketers have set for themselves, including producing higher quality work and better prioritizing important work.



6TH ANNUAL STATE OF AGILE MARKETING REPORT

Agile beyond borders.

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- **Implementation Success and Challenges:** 94% of Agile marketers did not find it difficult to connect their daily activities with broader strategic objectives. However, challenges such as managing unplanned work (22%) and ensuring cohesive operation between Agile and non-Agile teams (22%) were noted.
- **Support for Agile Marketing:** While ongoing training was found useful by 80% of Agile marketers, only 35% reported actually using such training programs. Similarly, Agile certification courses were deemed valuable by 80% of those who utilized them, yet they were not widely used.
- **Organizational Support:** The report highlights a gap in ongoing support for Agile marketing teams, with no single type of support provided to a majority of marketers. This indicates room for improvement in sustaining Agile adoption through continued organizational support.

This comprehensive report reveals the positive impact Agile methodologies have on marketing teams, including enhanced productivity, improved work quality, and the ability to effectively prioritize tasks. It also sheds light on the barriers to Agile adoption and the crucial role of ongoing support and training in overcoming these challenges. The findings strongly suggest that embracing Agile methodologies and investing in relevant training and support can significantly benefit marketing teams and their organizations.



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AN OPERATING MODEL FOR THE NEXT NORMAL

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An Operating Model for the Next Normal: Lessons from Agile Organizations in the Crisis begins by highlighting the profound impact that the COVID-19 pandemic has had on businesses, urging a shift towards more agile and resilient operating models to navigate the new normal effectively.

- Agile business units were reported to perform significantly better in customer satisfaction, employee engagement, and operational performance compared to non-agile units within the same organization. Specifically, 31% to 35% of respondents indicated that agile units performed significantly better, with a total of 62% to 66% noting better performance in agile units compared to non-agile ones.
- Agile organizations were able to reprioritize work effectively in response to the crisis, with examples of shifting up to 20% of work to align with updated priorities. This agility enabled them to respond to changes rapidly and maintain or even enhance productivity.
- Companies with high agile maturity responded faster to the COVID-19 crisis than those with lower or no agility. For example, agile telco operators launched services in response to the pandemic approximately twice as fast as their peers with no agility.



McKinsey&Company

AN OPERATING MODEL FOR THE NEXT NORMAL

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- The study distinguishes between team-level and enterprise-level agile practices that contributed to successful responses to the pandemic. Team-level elements included structured events or ceremonies and the empowerment of cross-functional teams. Enterprise-level elements emphasized the importance of empowering teams to make decisions, having a structured governance process, and utilizing outcome-based performance tracking systems.
- Nearly all agile marketers did not find it difficult to connect daily activities with broader strategic objectives, and 97% felt that Agile had been successfully implemented within their teams.

In conclusion, the report emphasizes that organizations that adopt agile practices can better withstand disruptions and adapt to new challenges, advocating for an ongoing commitment to agility as a critical strategy for long-term business success and stability.