

AGILE MANIFESTO

“We are uncovering better ways of developing software by doing it and helping others do it ... through this work we have come to value”



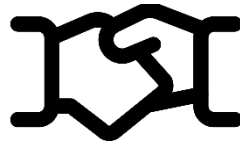
Individuals and interactions

Individuals and interactions over processes and tools



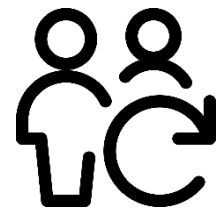
Working products

Working software over comprehensive documentation



Collaboration

Customer collaboration over contract negotiation



Respond to change

Responding to change over following a plan

Source: Agile Manifesto (2001)

What's it all about?

Long, upfront planning and design, with linear approval gates, delay the delivery of value. Lots can change in that time. The Agile Manifesto seeks to focus people on ways of working that expedites the delivery of value without compromising quality.



Better feedback

Feedback on working products is superior to feedback on a document.



Responsiveness

Plan often in response to change. Delay re-planning and value is delayed.



Better collaboration

Relationships build trust, not contracts.

12 PRINCIPLES OF THE AGILE MANIFESTO



Our highest priority is to **satisfy the customer** through early and continuous delivery of valuable outcomes.



The working product is the primary measure of progress.



Welcome changing requirements, even late in the work process. Agile processes harness change for the customer's competitive advantage.



Agile processes promote **sustainable work**. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.



Deliver working software frequently. Move from a couple of months to a couple of weeks, with a preference to the shorter timescale.



Continuous attention to **technical excellence** and good design enhances agility.



Business people and team members must work together daily throughout delivery.



Simplicity – the art of maximizing the amount of work not done – is essential.



Build teams around motivated individuals. Give them the **environment and support** they need, and trust them to get the job done.



The best solutions emerge from **self-organising teams**.



The most efficient and effective method of conveying information to and within a team is **face-to-face** conversation.



At **regular intervals, the team reflects** on how to become more effective, then tunes and adjusts its behaviour accordingly.

Adapted from: Principles of the Agile Manifesto (2001)

The Original “Agile Mindset”

Agile requires executives, managers and teams, to think differently about how they approach work. With this “agile mindset” comes the expectation that your behaviour will change as well. These 12 principles provide people a way of making decisions that is truly agile.



Think Differently

When a decision needs to be made, how do you make the response align to the 12 principles?



Act Differently

How will you plan and deliver differently if you do it in accordance with these principles?



Help others

Don't just change your own way of working, set an example for others and help them to change.