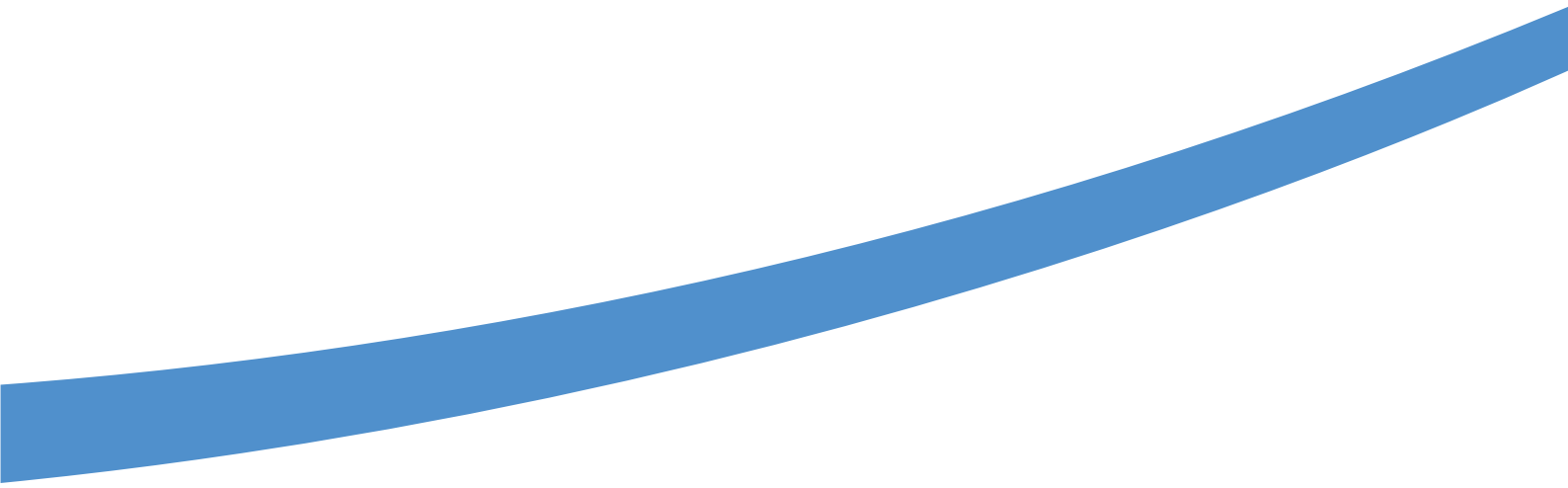
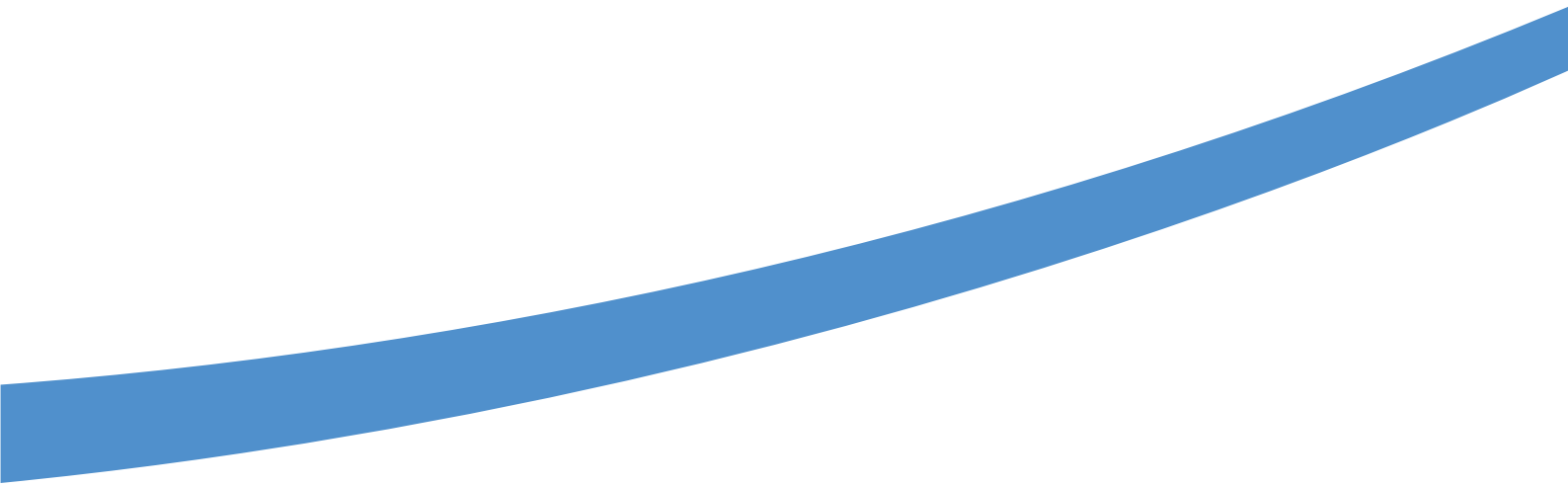


The Agile Manifesto



The Agile Manifesto

1. Background and History



The Agile Manifesto

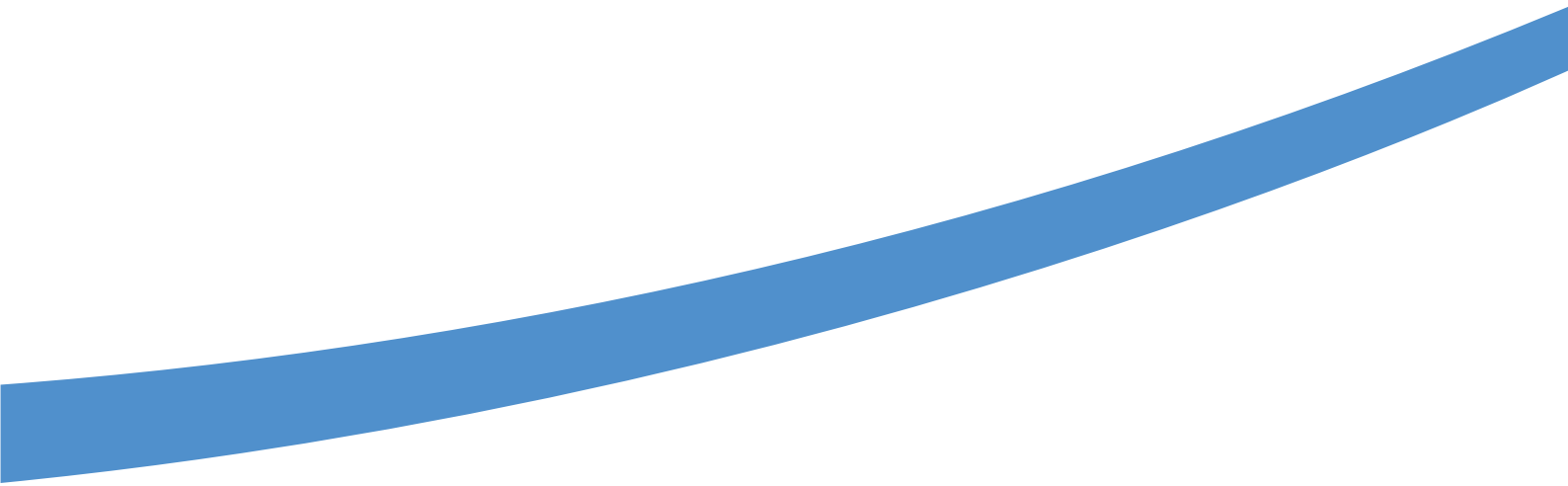
1.0 Background and History

The Agile Manifesto, or more correctly, the Manifesto for Agile Software Development, was published in 2001 as the output of a gathering of thought leaders seeking to find a way of sharing what they had experienced regarding the effectiveness of lightweight, empirical processes for developing software over the heavyweight, prescriptive processes that had become the norm in the closing decades of the 20th century.

Arie Van Bennekum represented the Agile Business Consortium (known then as the DSDM Consortium) at the gathering, which also resulted in the foundation of the Agile Alliance. Ken Schwaber and Jeff Sutherland, the creators of Scrum, were also among the co-authors of the Manifesto.

Shortly after its publication, it became clear that the values and principles enshrined in the manifesto had clear application beyond the world of software. In the following sections, we share the original statements of the values and principles published at www.agilemanifesto.org, along with the Agile Business Consortium's modifications to it, aimed at embracing the agile world beyond software.

2. The Manifesto



The Agile Manifesto

2.0 The Manifesto

Manifesto for Agile Software Development

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 over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler

James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick

Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

The Agile Business Consortium believes that the values agreed in the Manifesto for Agile Software Development are as applicable to the way businesses operate and change their capabilities as they are to the way software is created and delivered. To this end, by substituting 'software' with 'solutions' the scope of the manifesto itself can readily support that wider cause.

The Agile Business Consortium are building on the Manifesto for Agile Software Development

by uncovering better ways of
developing solutions to business problems and opportunities.

Through this work we continue to value:

Individuals and interactions over processes and tools
Working solutions over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while we value the items on
the right, we value the items on the left more.

2.1 Individuals and Interactions over Processes and Tools

In an agile project, great emphasis is placed on the individual in the context of the project team. Every individual is expected to be ready, willing, able and empowered to play their part in the project, carrying out their role with competence and professionalism. Every member of the team is expected to work collaboratively with everybody else within clearly defined boundaries of empowerment, using his or her knowledge, experience and judgement to shape a project outcome that best meets the need of the sponsoring business.

Processes and tools play an important part in any project, but much less emphasis is placed on these in an agile environment. Agile processes need to be light touch, and serve to guide and support rather than dictate what individuals and teams should do and how they should do it.

The assumption is that the team members themselves are best placed to understand what needs to be done and to work out the best way of doing it. Team members typically find working in this way more enjoyable and the wider organisation benefits from the enhanced productivity that stems from clearly focused, self-organising teams. Scrum provides appropriate light touch guidance on how to achieve this, whilst keeping the emphasis at all times on the individuals involved in the endeavour and their interactions.

The Agile Manifesto

2.2 Working Solutions over Comprehensive Documentation

Changing a single word 'software' to 'solution' elevates this value statement from the narrow context of delivering a software product into the broader context of business change.

The main message behind this value is to break the illusion of security and stability that comes from document-driven, predictive processes. Specification of every detail of requirements, solution design, plans etc. in documents that get 'signed off' by stakeholders before work is allowed to progress, is now widely accepted to be both wasteful in terms of time and effort, and ineffective as the basis of governance and control.

High-level versions of the aforementioned artefacts in the early phases of a project should be created where they help frame development and delivery of the solution and support governance. It is essential, however, to avoid getting into detail that more often than not proves to be a burden rather than an asset to the project concerned. Scrum employs collaborative techniques with active business engagement to explore detail at the right time and ensure that the right solution is delivered.

True to the spirit of transparency, it is vital that any documents that are created are visible and understood by all. Failure to achieve clarity and shared understanding is likely to lead to poor decisions being made.

2.3 Customer Collaboration over Contract Negotiation

This value encourages project teams and their sponsoring business community to work collaboratively at all times, and to focus on valuable business *outcomes* rather than just material *outputs*. Collaboration from the earliest stages of a product also leads to: early insights and innovation around the business problems and opportunities; clear understanding of potential solutions; and a clear focus on early delivery of business value from the endeavour.

Typical commercial contracts assume that a traditional sequential or 'waterfall' process underpins development – one which relies on extensive and detailed up-front analysis design work – and, accordingly, 'a fixed price for a fixed specification' is the standard for project contracts. Agile projects emphasise collaboration and the ability to respond to changing needs, and therefore contracts need to reflect this.

In pure project terms, a contract is effectively any document that needs to be 'signed off'. Signing such a document indicates that all parties have agreed to work to achieve, or work within the constraints of, what the document describes. In an agile world, it is very important to ensure that all parties follow the principle of documents being created only where they add value, and to be 'light touch' and 'guiding' wherever possible. Locking down detail too early has been shown to be counterproductive and inefficient, as every change to the detail should really be agreed and signed off by all those who signed the original document.

The problem is that, in reality, people with the authority to sign such documents and authorise changes to it are signatories who are rarely interested in such detail and at times not even knowledgeable enough to deal with the real intricacies. To optimise the value of any contractual documents that are necessary, they should be co-created and focus on what is needed to make the endeavour successful rather than focus on how blame for failure should be apportioned.

2.4 Responding to Change over Following a Plan

This value emphasises the fact that the world around a project is rarely frozen in time. We live in an increasingly VUCA world – one characterised by Volatility, Uncertainty, Complexity and Ambiguity.

The pace of change in the world of business is now so fast that adopting an approach to building solutions that does not accommodate, or ideally embrace change, is unlikely to lead to a successful outcome.

Considering that significant change in short timeframes is a fact of life in the modern world, creating detailed, long-term plans becomes a waste of time. In our fast-moving business world, the high-level 'light touch' and 'guiding' plans, focused on short to medium term goals, better meet the project and, ultimately, the business need. Longer term planning horizons are valuable for providing direction and focus, particularly for a context wider than pure product development.

2.5 The final sentence

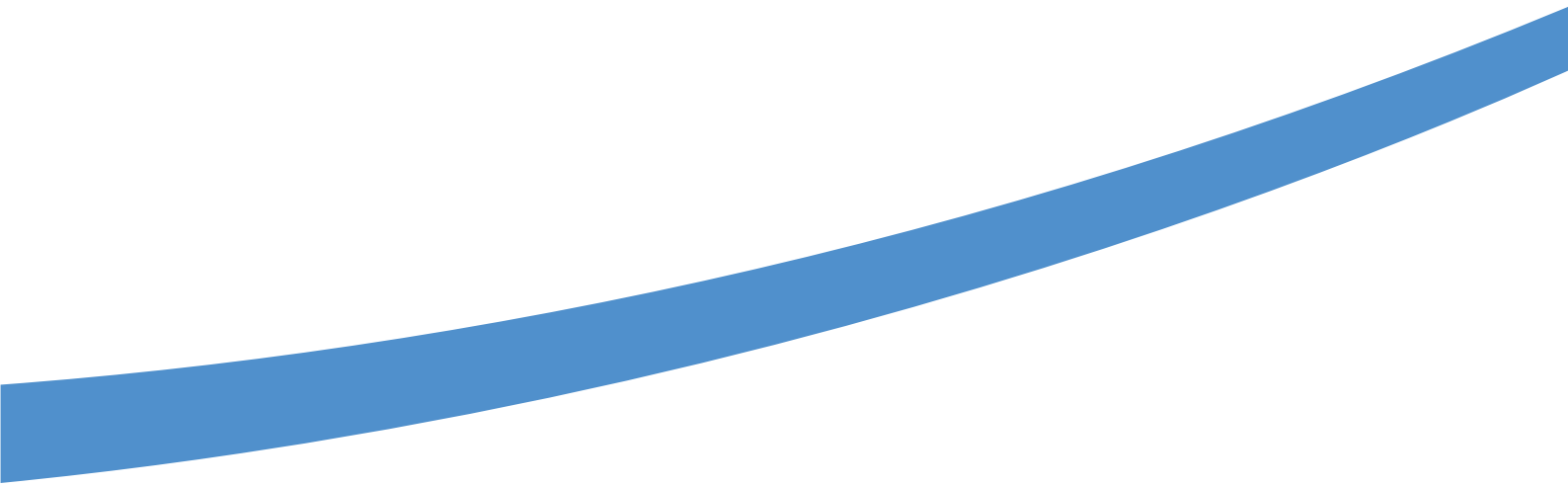
The final sentence in the manifesto states:

'That is, while there is value to the items on the right, we value the items on the left more.'

With this in mind it is important not to shun processes, tools, documentation, contracts and plans, but instead to try to ensure that they are only created where they add value, and only to the level of detail that adds that value. For this reason, it is important to be wary of using standard tools and templates intended to provide an organisation-specific governance framework. Instead, where possible, explore what is the most effective balance of agility (emphasised by the items on the left) and formality (emphasised by the items on the right). Take the time needed to co-create simple, light, valuable alternatives to standard artefacts and to be prepared to explain how these represent a more effective demonstration of control for an agile project than the standard alternative.

The Agile Manifesto

3. Manifesto Principles



3.0 Manifesto Principles

Principles behind the Agile Manifesto

We follow these principles:

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

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

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

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals.

Give them the environment and support they need, and trust them to get the job done.

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

Working software is the primary measure of progress.

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

Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximising the amount of work not done--is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

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

Again, with a shift of emphasis away from the specifics of software for some of these principles, the Agile Business Consortium believes that they have wider applicability in the world of business.

Our highest priority is to satisfy the customer through early and continuous delivery of value.

**Welcome change, even late in the evolution of a solution.
Agile processes harness change to deliver competitive advantage.**

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

All parties involved in evolving valuable solutions must work together daily throughout the project.

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

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

Working solutions are the primary measure of progress.

Agile processes promote sustainable delivery, and everybody involved should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

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

The best understanding of problems and opportunities and the most successful business outcomes emerge from self-organizing teams.

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