

# 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*



# AGILE

# DEAD

Manifesto for Agile Software Development

We have adopted a better way of developing software by collaborating and helping one another. This way 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, we value the items on the right more.

value the items on the left more.

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Jeff Sutherland • Dave Thomas*

**Dave Thomas**  
**@/+pragdave**

1999



1999

€



# 1999



Power Mac G4

# 1999



# 1999



# 1999



# €



3





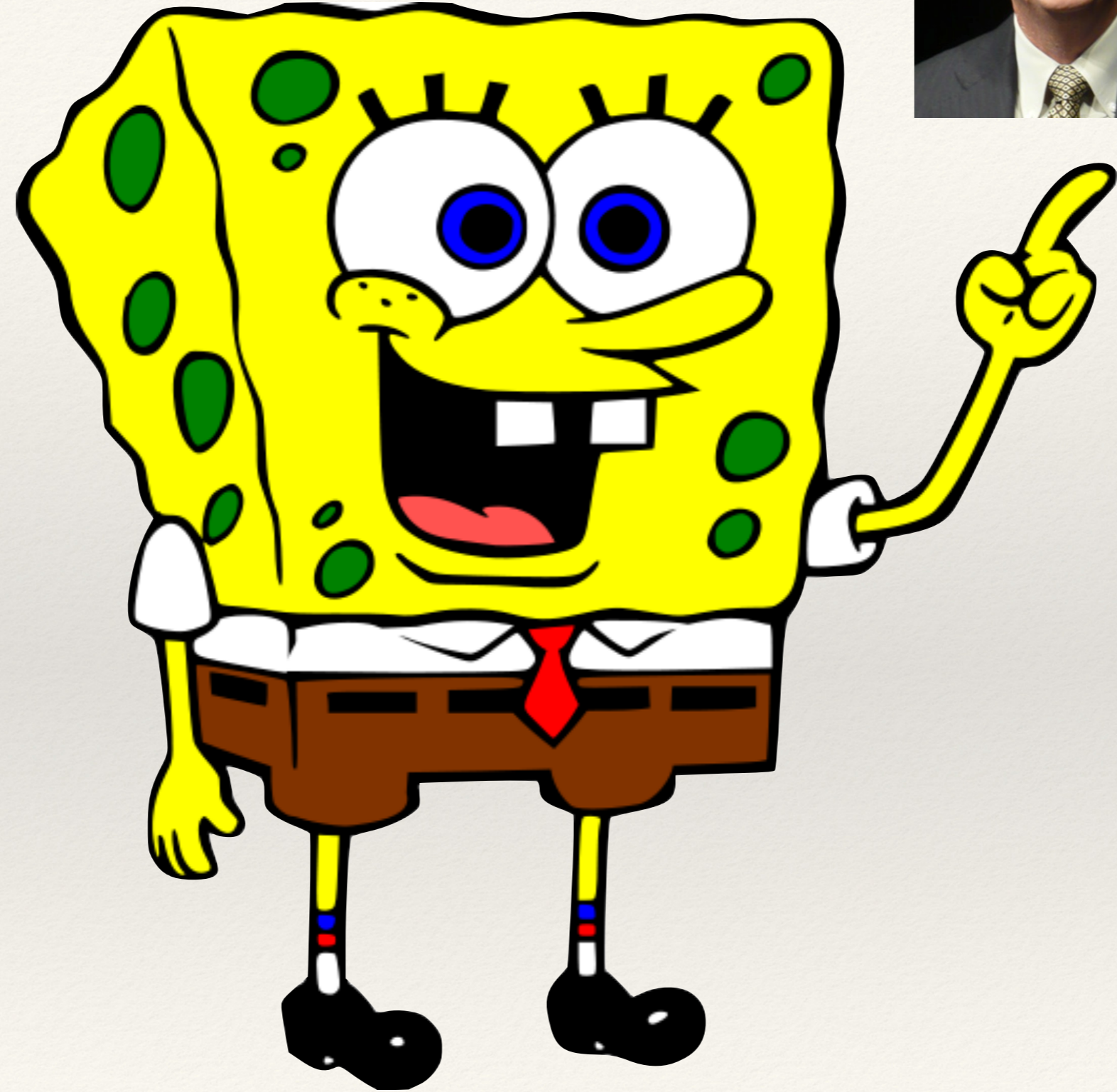
# 1999



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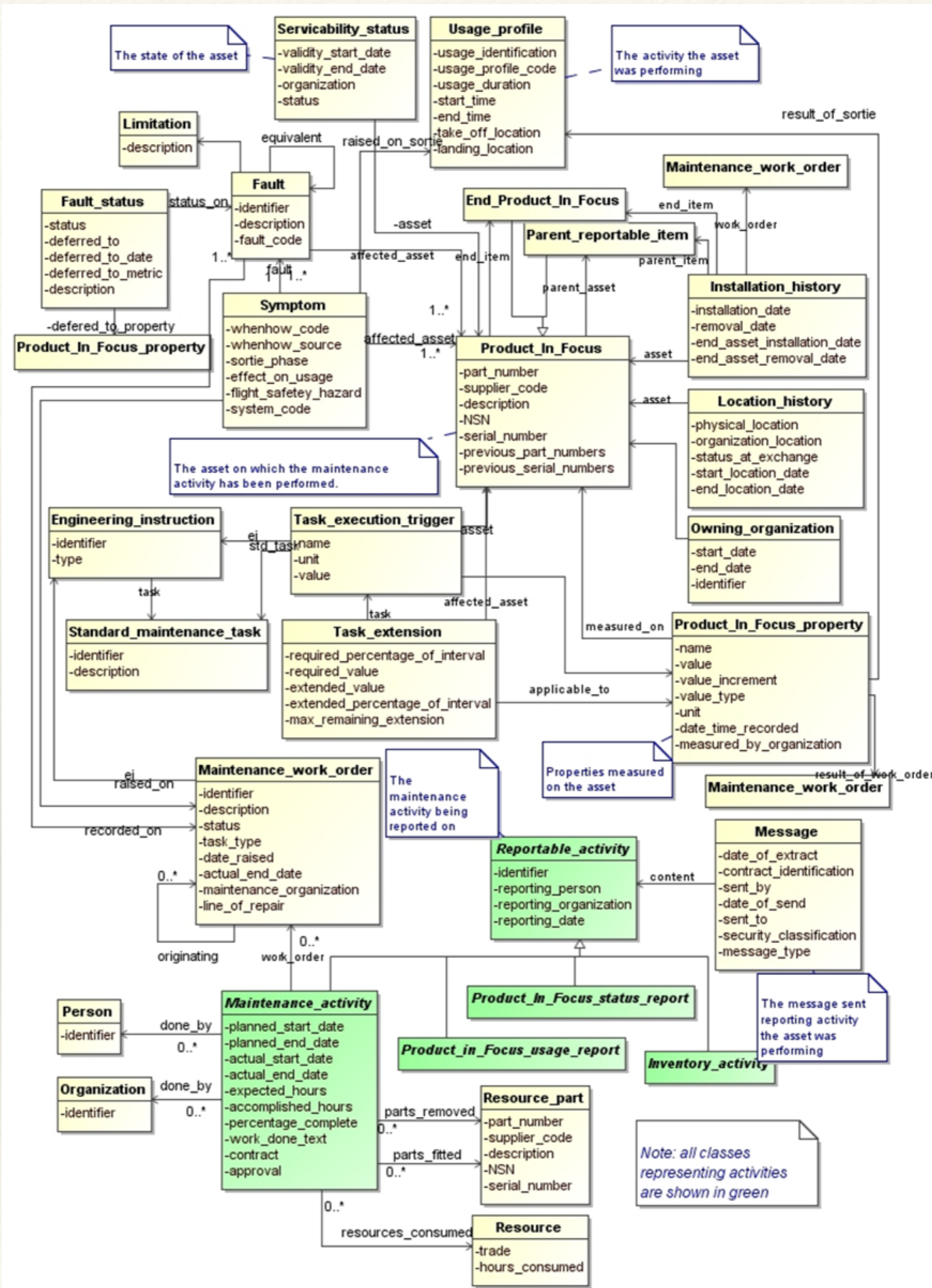
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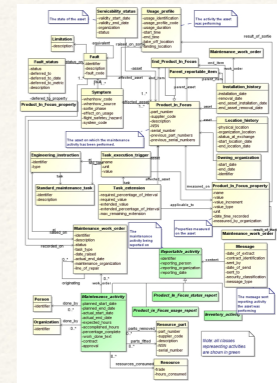
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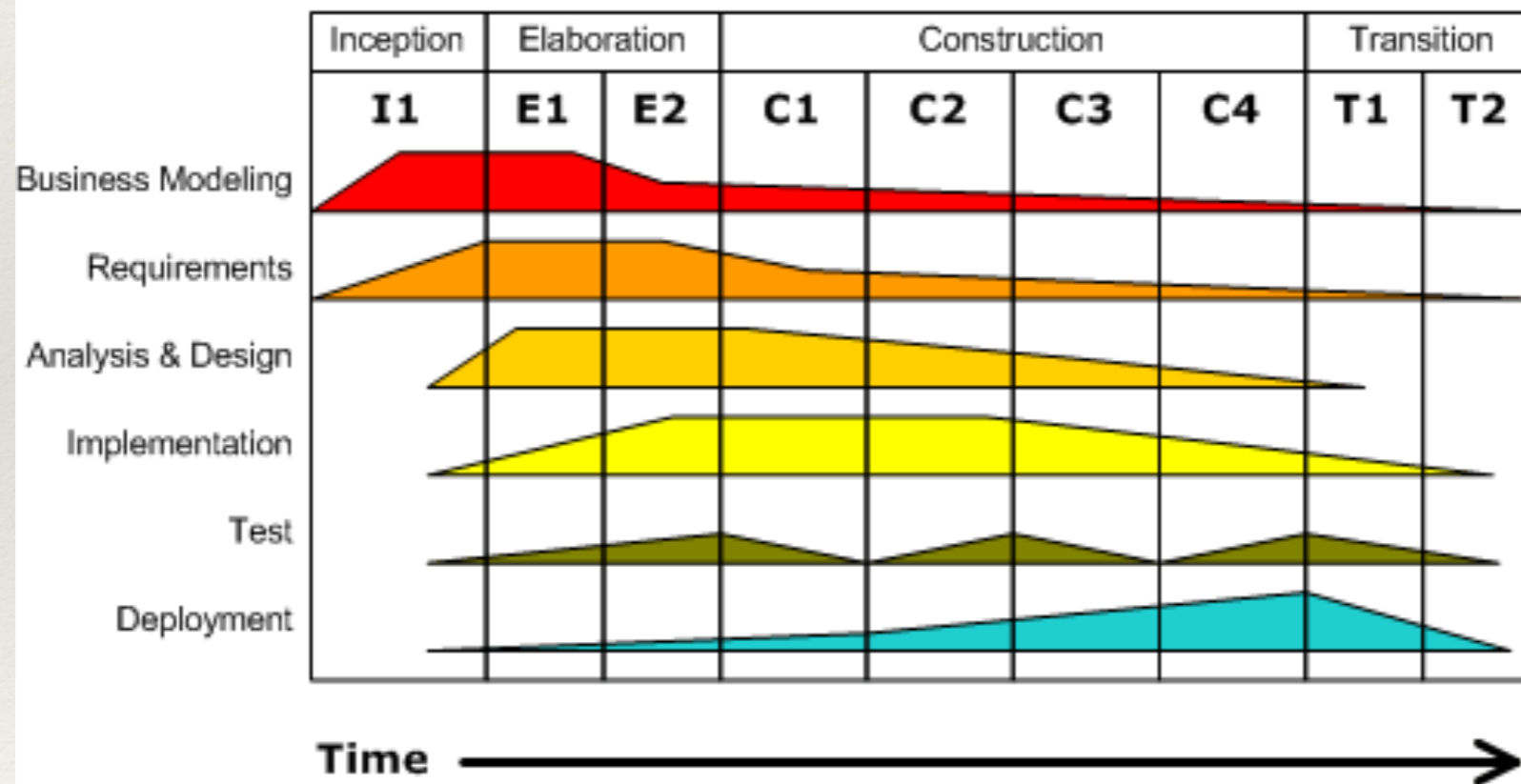
# 1999



# RUP

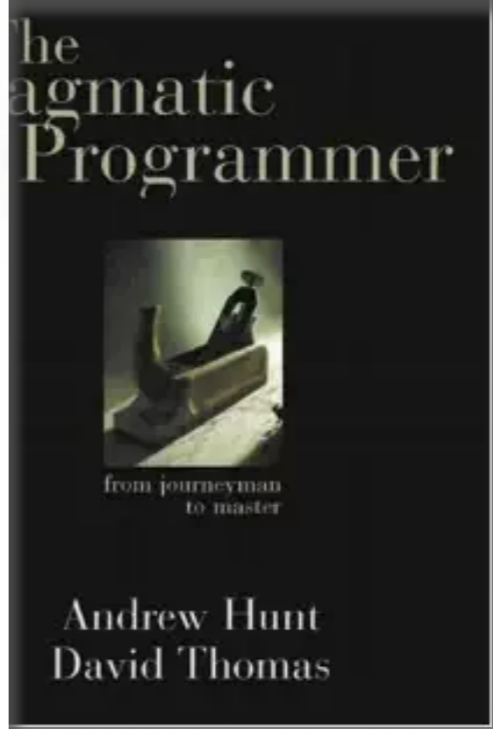
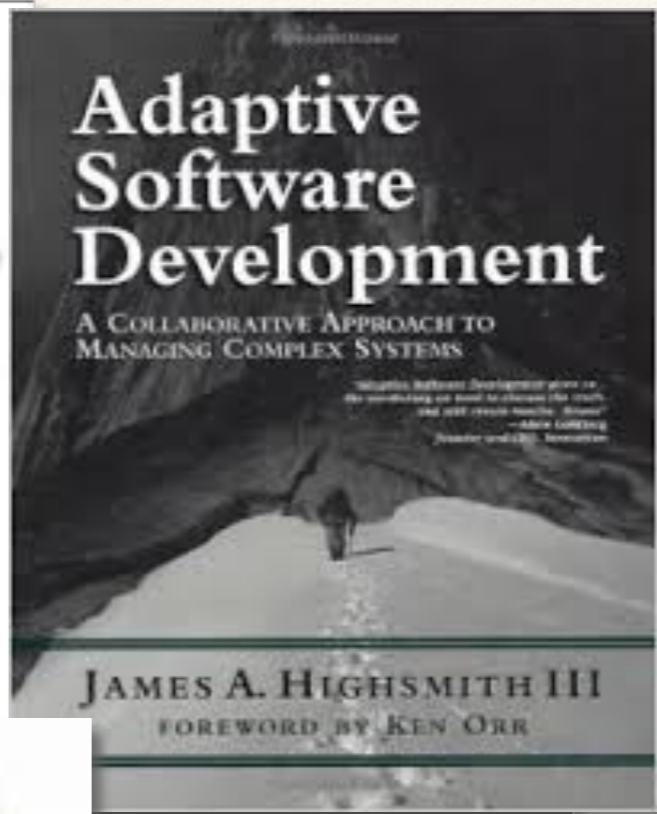
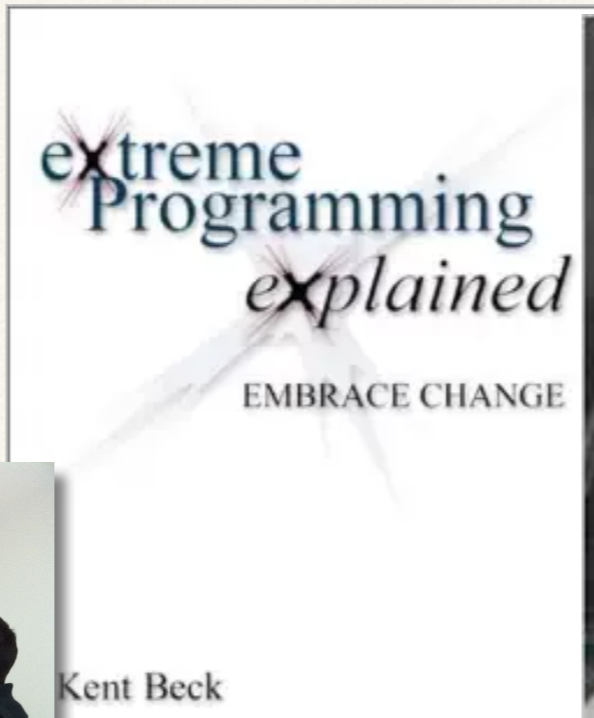
## Iterative Development

Business value is delivered incrementally in time-boxed cross-discipline iterations.





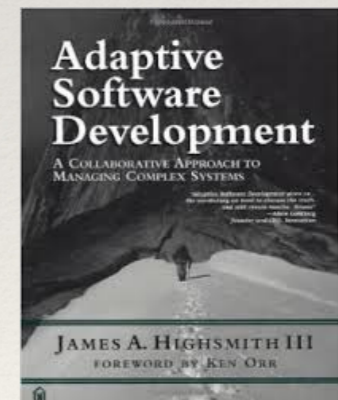
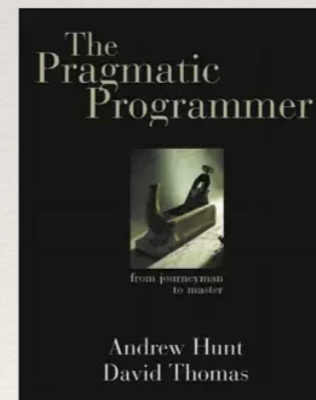
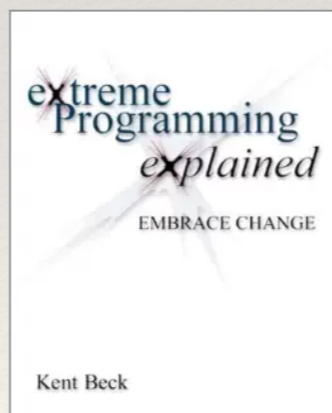
# 1999



*etc etc etc*



# OOPSLA





# Manifest voor Agile Software Ontwikkeling

Wij laten zien dat er betere manieren zijn om software te ontwikkelen door in de praktijk aan te tonen dat dit werkt en door anderen ermee te helpen. Daarom verkiezen we

**Mensen en hun onderlinge interactie** boven processen en hulpmiddelen

**Werkende software** boven allesomvattende documentatie

**Samenwerking met de klant** boven contractonderhandelingen

**Inspelen op verandering** boven het volgen van een plan

Hoewel wij waardering hebben voor al hetgeen aan de rechterkant staat vermeld, hechten wij méér waarde aan wat aan de linkerzijde wordt genoemd.

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# The Manifesto for Agile Software Development

# The ~~Agile~~ Manifesto

# The Agility Manifesto

# agile

'adʒaɪl **adjectiv**

- able to move quickly and easily.  
*"Ruth was as agile as a monkey"*
- relating to or denoting a method of project management, used especially for software development, that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.  
*"agile methods replace high-level design with frequent redesign"*

**adjective**

# adjective



an agile gymnast

an agile programmer

an agile methodology

“Agile Alliance”



“10 Ways To Know Agile is Cheating on You”

“How to do Agile”

“What is Agile?”



“What is Agile?”

“How to do Agile”

“Agile Alliance”

“10 Ways To Know Agile is Cheating on You”

**Nouns**  
**Sell**

Training  
Consultancy  
Books  
Conferences

# Fear Sells

New words


New roles

New ways to measure

Are we doing it right?

# Cool Sells

Bright & shiny  
Feeling of power  
What, you aren't  
doing Agile?



“Agile” is now  
an industry

# Scrum Master Training

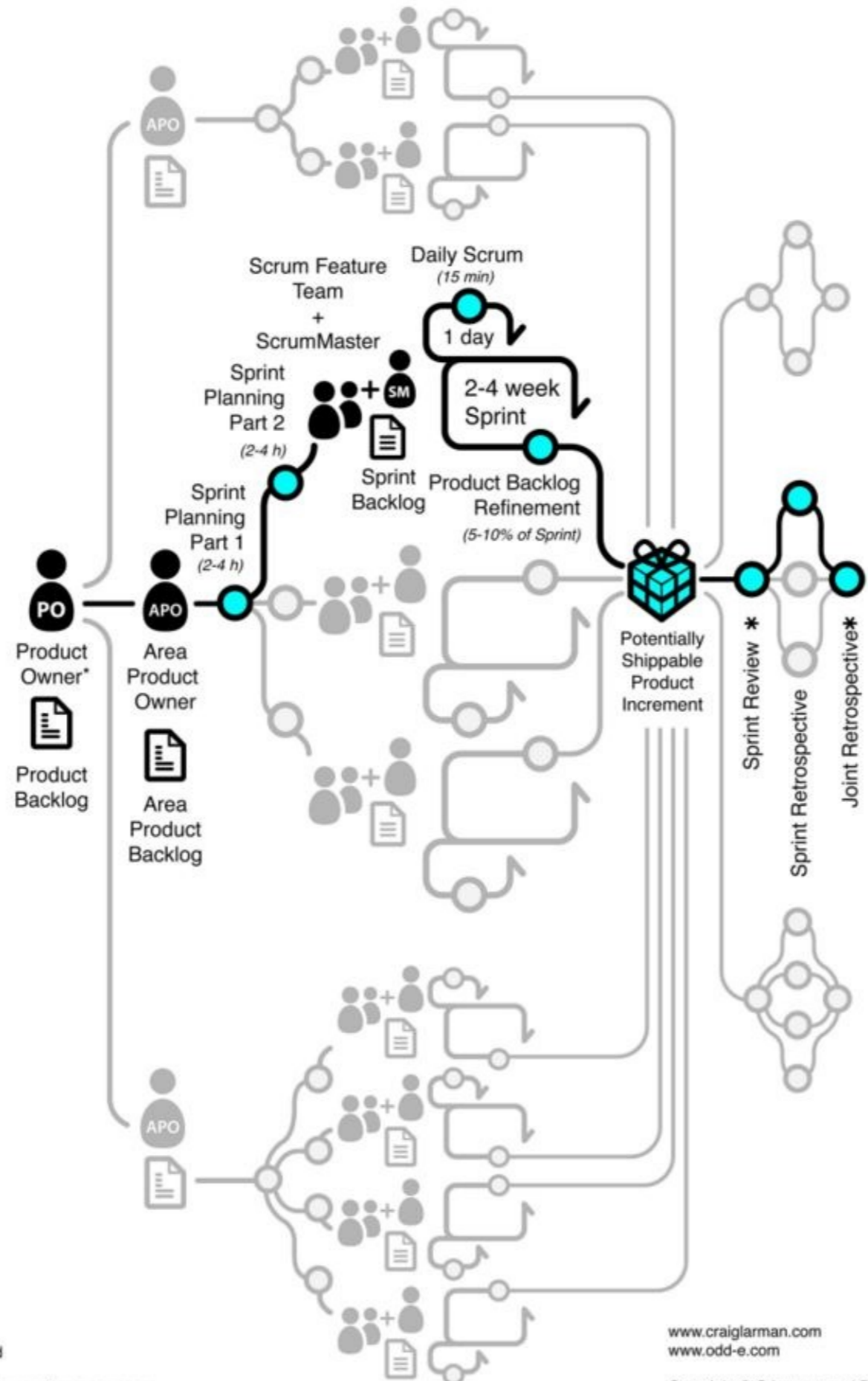
[www.scrumstudy.com/Scrum-Master](http://www.scrumstudy.com/Scrum-Master)

**World is Adopting Scrum. Are You? Stop Thinking & Get Certified Today**



**Stop Thinking  
& Get Certified  
Today**

# Large-scale Scrum when "many" teams: One Product Owner and Area Product Owners

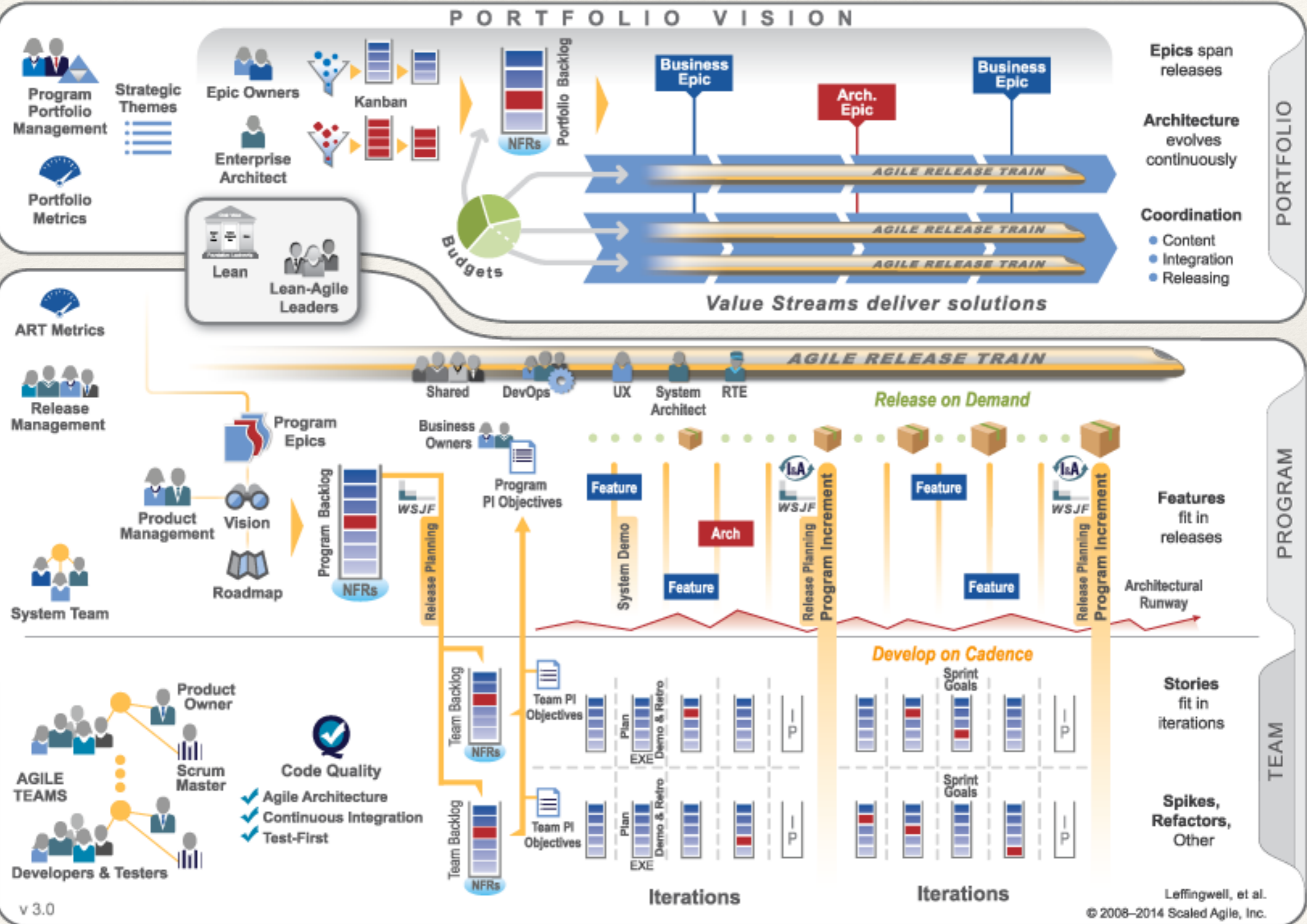


Legend

\* = extra meetings may occur not shown on this diagram

www.craiglarman.com  
www.odd-e.com

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It is time to  
Reclaim Agility

# Agility—What to Do

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- Find out where you are
  - Take a small step towards your goal
  - Adjust your understanding based on what you learned
  - Repeat
- 

# Agility—How to Do It

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- When faced with two or more alternatives that deliver roughly the same value, take the path that makes future change easier



[http://www.geology.smu.edu/~dpa-www/robo/nbot/nbot\\_gravel\\_1.mpg](http://www.geology.smu.edu/~dpa-www/robo/nbot/nbot_gravel_1.mpg)

# PID Controller

---

- ❖ Determines correction to apply by looking at
  - ❖ the error
  - ❖ the history
  - ❖ the anticipated short term future






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This page is in Chinese... Would you like to translate it? Nope Translate Options x

 **Scrum Gathering** Regional Scrum Gathering © Shanghai 2014  
最值得期待的敏捷嘉年华 (6月5日~7日 上海): 来自敏捷社区, 服务社区敏捷!

English

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让敏捷回归“本质”, Dave Thomas、段念上演精彩对话!

演讲资料下载 参会嘉宾 互动工坊

笑傲江湖

Xiào ào jiānghú



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Xiào  
ào  
jiāng  
hú

# 成语

Chéngyǔ

笑  
傲  
江  
湖

≈

Don't let the  
turkeys  
get you  
down

火鸡



Don't let the  
turkeys  
get you  
down



Don't let the  
turkeys  
get you  
down

Don't let the  
turkeys  
get you  
down

Some people  
think they are  
important.

Don't let them  
tell you what to  
do.

I Am a  
**Turkey**



All Experts are  
**Turkeys**

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We tell you  
**what to do**

---



---

We tell you  
**how to do it**

---



---

We give you  
**rules**

---



---

And that is  
**wrong**

---



No Rules Are **Universal**

*(except this one)*

No Rules Are **Universal**

All Rules Need **Context**

How Do You Know  
**What to Do?**



**You Don't!**

# You Don't!

So...

- Find out where you are
- Take a small step towards your goal
- Adjust your understanding based on what you learned
- Repeat
- When faced with two or more alternatives that deliver roughly the same value, take the path that makes future change easier

*The fix is in this room...*

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# Courage

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Stand up to fear-mongers

You already have the values—  
use them to create practices

Get feedback, refine, repeat...



Agile is not  
what you do.

Agility is how  
you do it.

Thank  
you!

✓ Dave