

## **Manifesto for Agile Software Development<sup>1</sup>**

*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.*

*Comment: The Agile movement is not anti-methodology, in fact, many of us want to restore credibility to the word methodology. We want to restore a balance. We embrace modeling, but not in order to file some diagram in a dusty corporate repository. We embrace documentation, but not hundreds of pages of never-maintained and rarely-used tomes. We plan, but recognize the limits of planning in a turbulent environment.*

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*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*

see <http://agilemanifesto.org/>

## **Principles behind the Agile Manifesto**

- 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 **maximizing 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 behavior accordingly.

see <http://agilemanifesto.org/>

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From Chapter 6 of  
**Get Out of the Way!**  
How to Manage Development  
of Timely, Innovative, and Relevant Products  
by John V. Levy, Ph.D.