

The Agile Manifesto

We are uncovering better ways of building products and services by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions

Working products

Customer collaboration

Responding to change

over processes and tools

over comprehensive documentation

over contract negotiation

over following a plan

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

The 12 Principles of Agile

- 1 Our highest priority is to satisfy the customer through early and continuous delivery of valuable products and services.
- 2 Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- 3 Deliver working products frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- 4 Business people and developers must work together daily throughout the project.
- 5 Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- 6 The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- 7 Working products and services is the primary measure of progress.
- 8 Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- 9 Continuous attention to technical excellence and good design enhances agility.
- 10 Simplicity – the art of maximizing the amount of work not done – is essential.
- 11 The best architectures, requirements, and designs emerge from self-organizing teams.
- 12 At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

* Modified for product focus



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