

The 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:

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|---------------------------------------|----------------------------------|
| ■ Individuals and interactions | over processes and tools |
| ■ Working software | over comprehensive documentation |
| ■ Customer collaboration | over contract negotiation |
| ■ Responding to change | 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

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

Advancing the principles of Agile



Learn more at AgileAlliance.org

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