Agile creates base for a company to make decisions leading to better software.

* ***Individuals and Interactions****over processes and tools*
* ***Working Software****over comprehensive documentation*
* ***Customer Collaboration****over contract negotiation*
* ***Responding to Change****over following a plan*
* Tools and processes are important, but it is more important to have competent people working together effectively.
* Good documentation is useful in helping people to understand how the software is built and how to use it, but the main point of development is to create software, not documentation.
* A contract is important but is no substitute for working closely with customers to discover what they need.
* A project plan is important, but it must not be too rigid to accommodate changes in technology or the environment, stakeholders' priorities, and people's understanding of the problem and its solution.
* Highest priority is to satisfy the customers by early and continuous delivery of valuable software
* Welcome changing requirements, even in late development. Agile processes harness change for the customer’s competitive advantage.
* Delivering working software frequently, from a couple of weeks to couple of months with a preference to the shorter timescale.
* Close, daily cooperation between business people and developers
* Projects are built around motivated individuals, who should be trusted.
* Face-to-face conversation is the best form of communication (co-location)
* Working software is the primary measure of progress
* Agile processes promote sustainable development, able to maintain a constant pace among sponsors, developers and users indefinitely.
* Continuous attention to technical excellence and good design.
* Simplicity—the art of maximizing the amount of work not done—is essential
* Best architectures, requirements, and designs emerge from self-organizing teams
* At regular intervals, the team reflects on how to become more effective, and adjusts accordingly

Making each decision based on the principles and values that the team has decided to follow. It is not acceptable to follow another team’s decision, because other decisions are aimed at meeting other teams’goals.

In the [waterfall model](https://en.wikipedia.org/wiki/Waterfall_model), there is always a separate testing phase after a build phase; however, in agile software development testing is completed in the same iteration as programming.

focus on empowering people to collaborate and make decisions together quickly and effectively.

As opposed to implementing these best practices piecemeal, agile methodologies have “packaged” various customer, management, and in some cases, engineering practices and principles together in a way that helps guide teams through the process of rapidly planning and delivering working, tested software. Each of the agile methodologies combines both old and new ideas into refinements that are certainly greater than the sums of their parts.

Agile is a panacea sold to managers as a cure for their lack of technical insight into the actual skills and tools of the people underneath them. It promises a fix for the current trend of hiring and swapping management into different roles rather than promoting those who are somewhat skilled in the areas their subordinates. Agile...It's better than whatever you're currently using and we'd like to sell you certification (TM). You can draw all the loops colored boxes and arrows you like. But in the end, a manager must tailor their own process by knowing the work of those underneath them.﻿

Your principles and values are what make you agile. The way we select our practices determines if our team is agile or not. The same practice can work poorly when it is selected out of wrong reason. A team will become agile through decision-making process.

Make a story to clarify our aims from the angle of customers. “As a … I want to…so that I can…”This way we prevent implementation that can bog the team down.

When we have two things that depend on each other, we have a deadlock. Actual usable business value is what a team should focus on, even it is only on a regular basis. In a word, heading directly into where the customers want to be is our goal.