

create a burger
and fries meal

Manned mission
to the moon

Fly a jet airplane
to London, UK

Manned mission
to Mars


Create the
network cabling
inside this
building

“Repair” a
nuclear reactor
when core is
melting

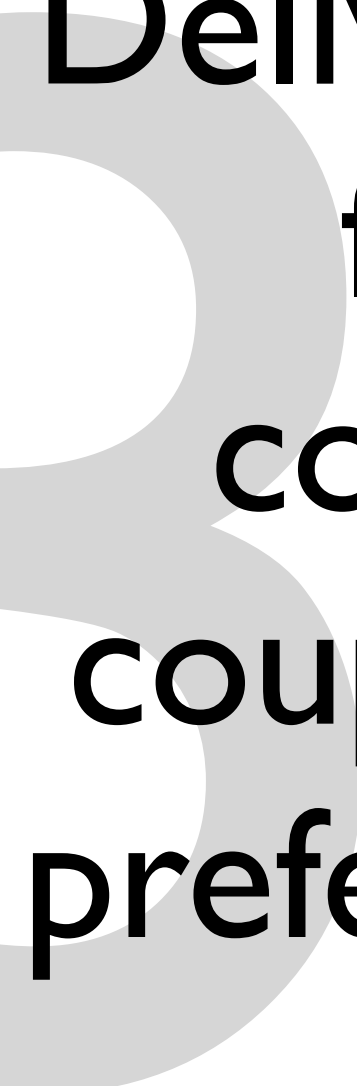
Conduct a heart
transplant

Fight a critical
fire in a
skyscraper


Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.




2 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.



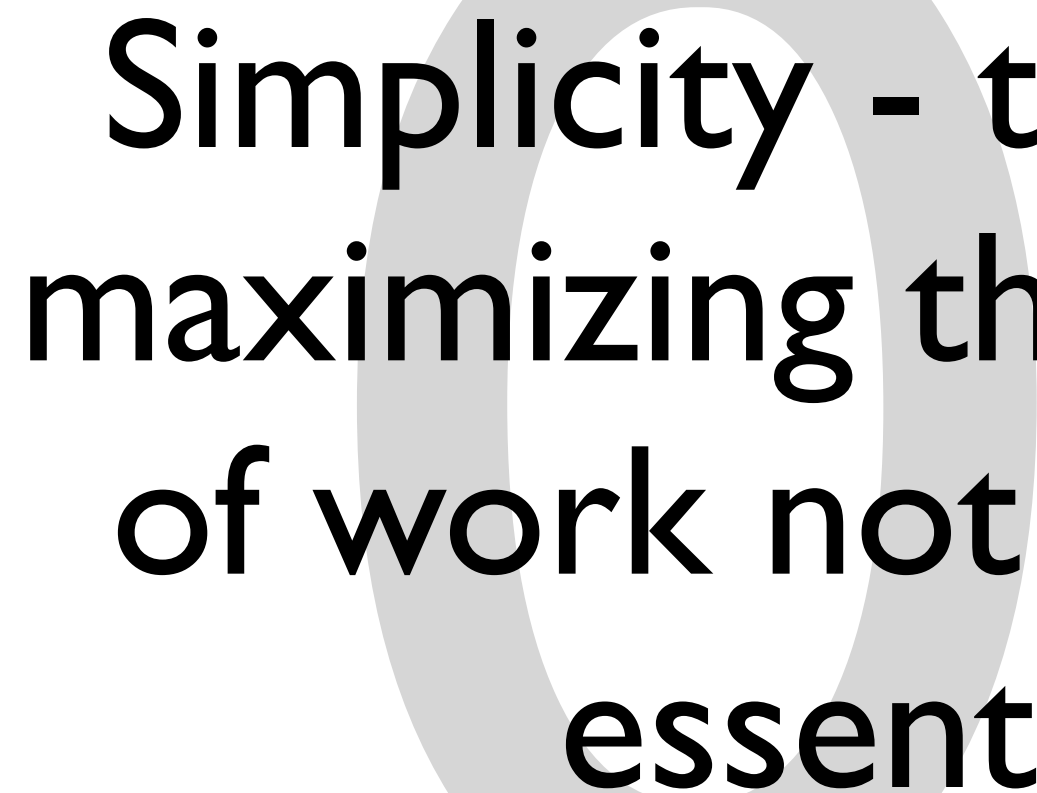
**Working software is the
primary measure of
progress.**



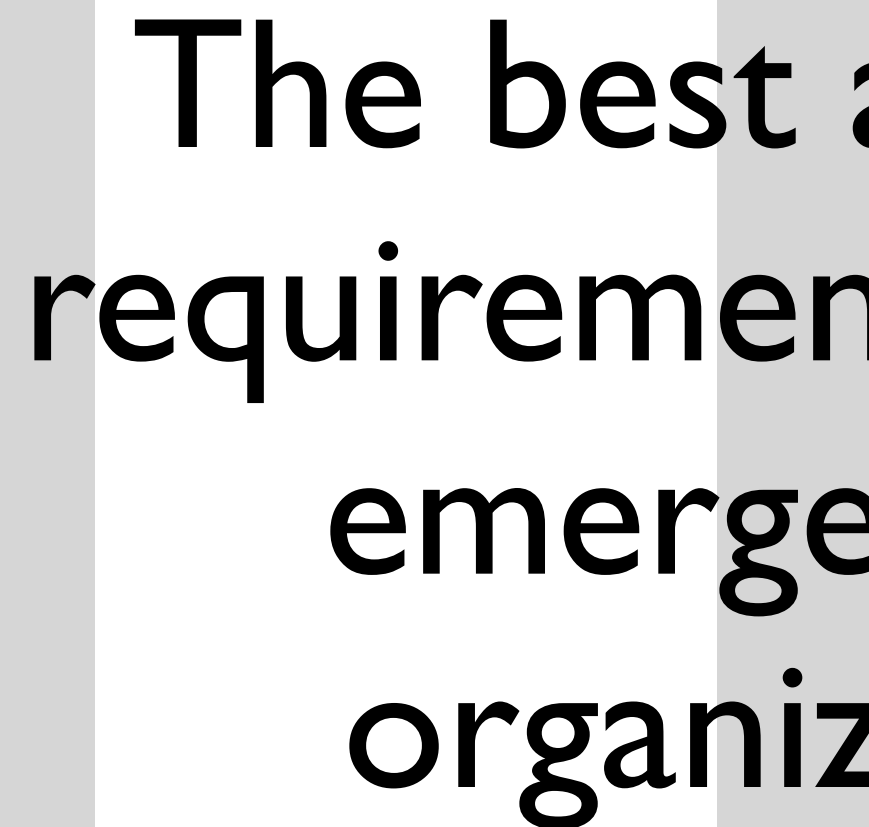
Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.



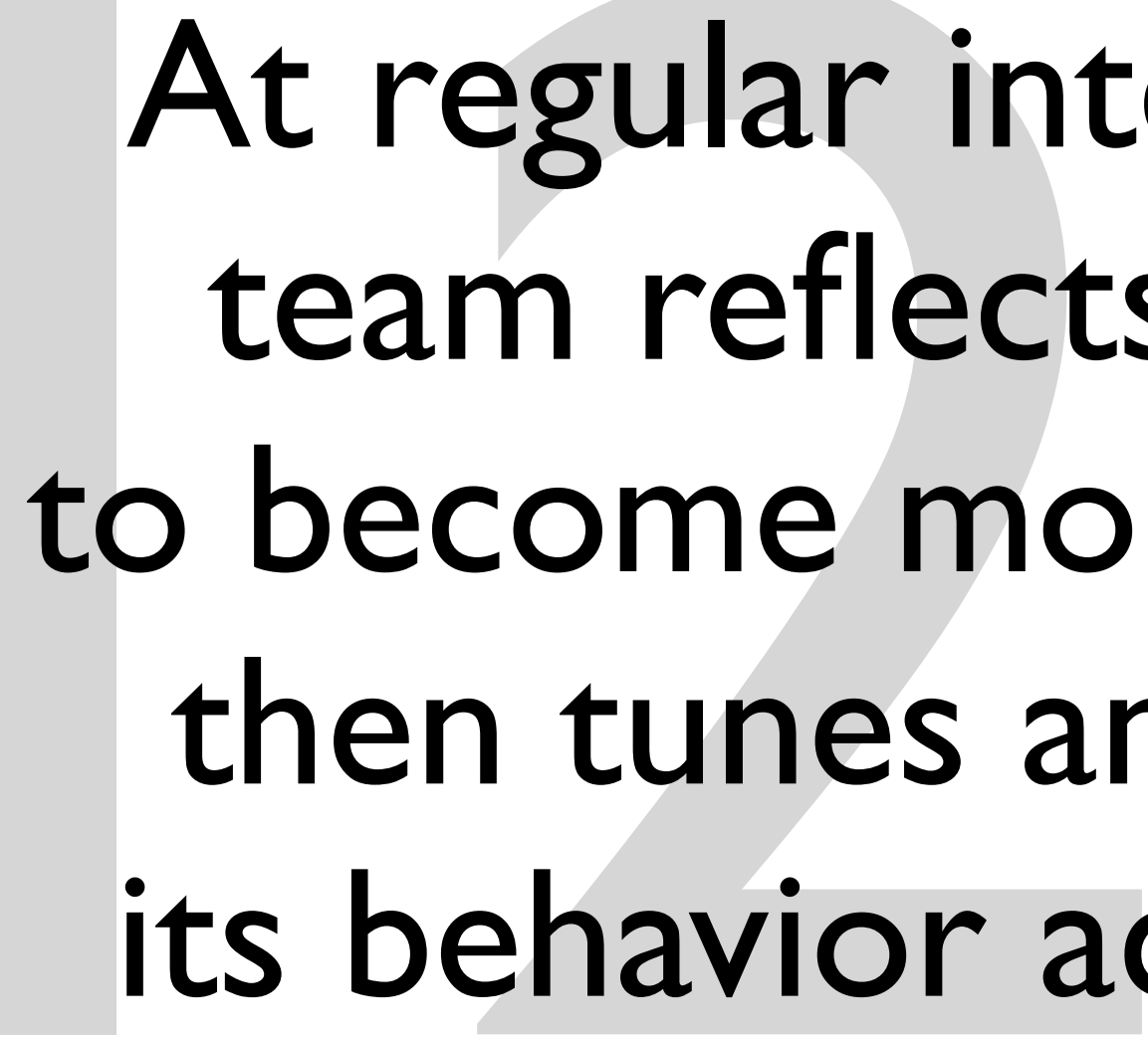
**Continuous attention to
technical excellence
and good design enhances
agility.**



**Simplicity - the art of
maximizing the amount
of work not done--is
essential.**

The image features two vertical gray bars of equal height and width, positioned on the left and right sides of the text. They are light gray and have a solid, uniform color.

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.

Defines Product
Features

Stakeholder
communication

Determines
release
date(s)

Stakeholder
expectation
management

Determines
Scope

Responsible for
ROI

Adapts
priorities before
each sprint

Accepts or
rejects results

Entrepreneur

At least 50%
available

Ensures that
team is able to
work effectively

Backlog
Management

Agent for
change

Helps others to
use Scrum
effectively

Protects the
team

Removes
impediments

Ideally not a
line manager

Autonomous

Cross-functional

Self-organizing

Co-located

Commits to
sprint goal

Fulltime

Selects
requirements to
deliver in sprint

Size 7 ± 2

Demonstrates
product

PM-Responsibility
Scope

PM-
Responsibility
Risk

PM-
Responsibility
Time

PM-
Responsibility
Quality

PM-
Responsibility
Cost

Coaches Team

Servant Leader

Coaches
Product Owner

Prioritize
features

PM-
Responsibility
Risk

Estimate Work

PM-
Responsibility
Risk

Estimate User
Stories

Ideally fulltime

**1. Absence of
trust**

**2. Fear of
conflict**

**3. Lack of
commitment**

**4. Avoidance of
accountability**

**5. Inattention to
results**