

## Why managers oppose Agile?

- Fear of losing their job.
- Loss of status & power
- The way managers are led hasn't changed.
- Fear of not being capable of working in the new way.
- Learning away from old habits is hard.
- Lack of time

# Agile Manifesto & Principles

A guy, on his first date, announces his wedding date,  
number of kids she will have, their birth time, ...  
This is a traditional project planner.

## The Manifesto for Agile Software Development

- “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.”

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These days agile seems to be about

- improving productivity,
- reducing work in process,
- Increasing velocity in any way possible,
- holding teams accountable for finishing everything they say they will, and,
- doing just enough that an organization can call itself agile without really being agile.

Many of these are good things. But they are the candy manufacturer version of agile: sweeter and easier to sell.

But, ultimately, these are as unrelated to the original meaning of agile as sweets is to the original meaning of Diwali.

## 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.
- Working software is the primary measure of progress.
- Deliver working software frequently i.e. minimum length of sprint.
- 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.

## Principles (continued)

- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- 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.

# The End

I cannot imagine any condition which  
would cause this ship to founder. Modern  
shipbuilding has gone beyond that.

– E. J. Smith, Captain of the Titanic ship.