



# Agile

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Values, Principles, & Practices for Software Dev't

# 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:

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**.

# Values & Mindset

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The most important part of Agile is the *values*.  
The values result or inform a *mindset*.

Different people express the values differently:

- Communication
- Customer Collaboration
- Incremental Development & Minimalism
- Sustainability

# Values

## James Newkirk's Values

Minimalism

Feedback

Transparency

Sustainability

## XP Values

Simplicity

Feedback

Communication

Courage

Video presentation by [James Newkirk](#)

<https://www.agilealliance.org/agile101/agile-basics/introduction-to-agile/>

Values start at time 40:00

# Practices Based on Values

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The Agile Practices come from the **values**.

Adopting practices without values often fails.

# Example: Daily Meetings

A project manager wants to improve his team's ability to delivery good quality software on-time.

He/she reads about Agile and decides that the **daily stand-up meeting** sounds like a great place to start!

(Many organizations do this.)

*So he tells his team...*

Ref: example from Chapter 1 of *Learning Agile* by Stellman and Green. This is the best book I know about Agile.

# Let's have a Daily Stand-up



Project Manager

LET'S  
HOLD A DAILY  
STANDUP MEETING SO I  
CAN GET STATUS FROM YOU  
EVERY DAY. THAT'S A GREAT  
PRACTICE THAT WE CAN  
ALL GET BEHIND.

WE ALREADY HAVE  
TOO MANY MEETINGS! IF  
YOU DON'T TRUST ME TO DO  
MY JOB, FIND SOMEONE  
ELSE TO DO IT.



Developer

# What Went Wrong?

The development team resents the idea.

The team sees a stand-up meeting as:

- interrupting their work,
- lack of trust that they are using their time effectively,
- nagging



# Lack of Mutual Understanding

What do they want to get from the meeting?

## Manager:

- wants to know if progress is deviating from plan
- wants to know what developers are doing

## Developer:

- wants the meeting to end as soon as possible

# Change in Mindset

Manager needs to **change his mindset** and communicate the purpose of the meeting...

- Not about deviating from his plan
- Not a status report from developers

Instead:

- everyone on the team works together to **create a plan**
- **involve whole team** in discovering ways to work better
- help developers obtain time & resources they need

# Change in Mindset of Developers

When developers feel that they "own" the project plan and the meeting is about their input...



# Agile Development Lifecycle

Iteration diagram adapted for Agile methodology

Produce / Revise 'To Do' list just for this iteration of project – development cycles until list is complete for this iteration



# Agile Process Characteristics

- ❑ create customer "value" at each iteration
- ❑ welcome evolving requirements
- ❑ working software as primary measure of progress
- ❑ lack of up-front architecture design (YAGNI)
- ❑ simple design (XP: "*do the simplest thing that ...*")
- ❑ small, self-organizing teams at one site
- ❑ frequent customer feedback
- ❑ shared understanding instead of comprehensive documents ... but do write documentation
- ...

# Some Agile Processes

- eXtreme Programming
  - Kent Beck: Chrysler
- Scrum - called "more a management technique"
  - iterative development in "Sprints"
  - daily stand-up meeting
  - no advise about requirements
- Crystal
  - a family of methods to address different types of projects
- Synchronize and Stabilize (Microsoft process)