

What is agile?

# 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.

\* <https://agilemanifesto.org/>

# What is agile? Agile horizons



## → Strategy horizon

The decisions that impact the entire organization



Photo: <https://unsplash.com/@vorosbenisop>

## → Initiative horizon

The decisions that impact a particular goal, initiative, or team



Photo: <https://unsplash.com/@muhammaddinmasood>

## → Delivery horizon

The decisions made regarding the delivery of the solution



Photo: <https://unsplash.com/@worldsbetweenlines>



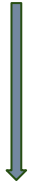
- 
- Is a need worth satisfying?
  - Do we need a new initiative?

- Do we need to cancel an initiative?
- Do we need to change an initiative?



Initiative needs more/less resources  
Help received from other teams  
Dependencies identified

Who works on which initiative  
Known dependencies  
Business KPIs



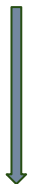
- 
- Which features do we need in which order?


- Continue, change or cancel this initiative?



Team progress  
User feedback  
Learnings

Features to work on  
Relative importance and priority



- 
- What aspects to work on and in which order?

- Do we have enough to deliver?

# Agile BA Study guide



Igor Arkhipov, CBAP