

1. System of Record

*State of the system:
code, tests, docs, data, users;
neither you nor specs.*

2. Continuous Integration, Delivery

*Through CI/CD,
keep software in working state,
not “done” until shipped.*

3. Clean Code Discipline

*Explore prototypes
then invest in quality
early in project.*

4. How-To Solve It

*Understand problem,
devise plan, carry it out,
look back and repeat.*

5. Software as Craft

*Clear goals, feedback loop,
disciplined craft practitioners
reach a state of flow.*

6. An Open Letter

*What’s technical debt?
The result of non-planning.
It does not exist.*

7. Communication as Cost

*Use cases, specs, docs,
have noise and non-zero cost,
they’re not all value.*

8. North Star Navigation

*Key to reducing
cost of communication:
goals with permanence.*

9. Consensus Across Boundaries

*Design by contract
down to surface area
that's easy to test.*

10. Deadline as Cost

*A "five minute task"
in the backlog for three months
has taken three months.*

11. Now or Not-Now

*With north star in mind
step in the right direction
strictly: now, not now.*

12. Placement of Backlog

*Backlog not features
but requests before triage;
work in progress: one.*

13. Creativity through Ambiguity

*You will never know
at once, everything you know
through iteration.*

14. Exposition as Means

*Artifacts must have
clarity, resulting from
the writing process.*

15. Clarity through Constraints

*You can deliver
a keynote presentation
in a lightning talk.*

16. Craft as Prerequisite

*Ambiguity,
now, not now, total nonsense;
form follows finance.*

17. Engineering is Trade-Offs

*Discipline not lost,
find proxy variables,
enable trade-offs.*