

The **AGILE MIND-SET**

GIL BROZA *Making Agile Processes Work*



Agile Principles: How Practitioners Design Their Methods and Processes

Meta-Principles

	Principle	Meaning
	Feedback	Establish short, actionable feedback loops everywhere
	Learning	Continuously learn about the customers, the business, the team, and the work
	Improvement	Process and teamwork improvements are welcome anytime, and product improvements almost anytime

Work-Related Principles

Aspect	Principle	Meaning
Supporting business objectives	Cadence	Deliver value as frequently as needed and possible
	Reliability	Deliver value now and avoid compromising future ability to deliver value
	Cost of Change	Organize work & team to reduce the cost of change, not the cost of work
Making the work count	Outcome	Begin with the end in mind
	Effective	Take care of being effective, then of being efficient
	Defer	Defer decisions till the last responsible moment
	Simplicity	Maximize the amount of work <i>not</i> done
	Experiment	Fail fast and cheap and maximize the learning from that
Making progress	Shippable ("Get to 'done'")	When the time-box ends, have the product in a working, shippable, and preferably deployed state
	Quality	Pay constant attention to quality and technical excellence
	Time-box	Constrain work using time-boxes
	Results	Value delivery by the team matters more than individual utilization

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People-Related Principles

Aspect	Principle	Meaning
Individuals	Respect	Honor others' humanity and sense of worth
	Trust	Assume others would act professionally and conscientiously
	Transparency	Have easy access to the information that guides decisions and actions
	Safety	Expect no harm or retribution for acting in what you think is the shared interest
	Focus	Allow yourself (and others) to focus on one task at a time
	Sustainable	Be able to perform for a long time without sacrifice
Interactions	Self-organizing Teams	Given known priorities and parameters, team members decide who will do what when
	Collaboration	Team members share ownership of results and artifacts
	Communication	Keep colleagues informed
	Consensus	Everyone who takes part in making a decision will support it outside of the room
	Leadership	Servant leaders grow teams in a trusting, supportive, humane environment

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Agile Values: What Practitioners Care About the Most (in the context of their work)

Agile is anchored in four foundational values – meaning, if you choose the Agile approach for the work at hand, your top-ranked values include (and don't contradict) the Agile four:

People come first, before product and before process. Those people are everyone with a stake in the work, not just the team that produces it; customers and managers are people too. This value is also known as “individuals and interactions.”

Adaptation. Opportunities and need for change – of mind, of understanding, or of circumstance – will occur; embrace those changes that are worth embracing. Adaptation encompasses the readiness, ability, and willingness to respond to change. The change may apply to people, process, or product.

Early and frequent value delivery. The work has some customer, perhaps even several. They might be paying, or not. The workers ought to focus relentlessly on doing valuable work and making a difference, so their customers see an early and frequent return on investment.

Customer collaboration. The producers of the work ought to collaborate with their customers for the result to truly delight them. It is a spirit of partnership, not of vendor-buyer or winner-loser.

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Waterfall Principles

Meta-Principles

	Principle	Meaning
	Sequential	Follow a sequence of stages (functions, activities) to produce results; hand off artifacts from one stage to the next

Work-Related Principles

Aspect	Principle	Meaning
Supporting business objectives	Single point of responsibility	Have a single person take responsibility for the entire work, and optionally additional individuals for intermediate stages
	Iron triangle	Of cost, schedule, and scope, nail down two and vary the third (so quality wouldn't suffer)
	Sign-off	Have an authorized party review and approve completed artifacts so there's no need to revisit them
Making the work count	Plan the work, work the plan	Plan out the work before starting it. Do the work, and assess progress, based on what the plan says
	Specialists	Engage specialists for the various activities; everyone should focus on completing their piece of the work
Making progress	Hub & spokes	Entrust certain people with optimizing work allocation and coordinating workers' activities
	Utilization	Maximize each worker's utilization
	Limit change	Minimize changes to the plan during execution

People-Related Principles

Aspect	Principle	Meaning
Individuals	Resources	Engage workers based on availability and technical skills (which ought to suffice for successful execution)
Interactions	Functions	Organize worker teams by function; workers communicate with other functions through managers

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Waterfall Values: What Practitioners Care About the Most (in the context of their work)

The Waterfall mind-set is anchored in four foundational values. Meaning, if you choose the Waterfall approach for the work at hand, your top-ranked values include (and don't contradict) the following:

Make early commitments. The people doing the work ought to commit to its recipient that they would deliver a specific result with high quality by a certain milestone and within a certain budget.

Get it right the first time. The recipient and the provider ought to understand the solution well enough for the provider to create it in a single efficient pass. Changes to the work ought to be minimal, early, and closely controlled.

Deliver on time and on budget. Success means meeting the commitments. More specifically, the commitments for cost and schedule. The value or validity of the deliverable is a given.

Use standardized processes. There ought to be standardized, reliable processes for delivering the required product, regardless of who executes them. Success shouldn't be impacted if the human resources who do the work are replaced by others who have the right business and technical skills.