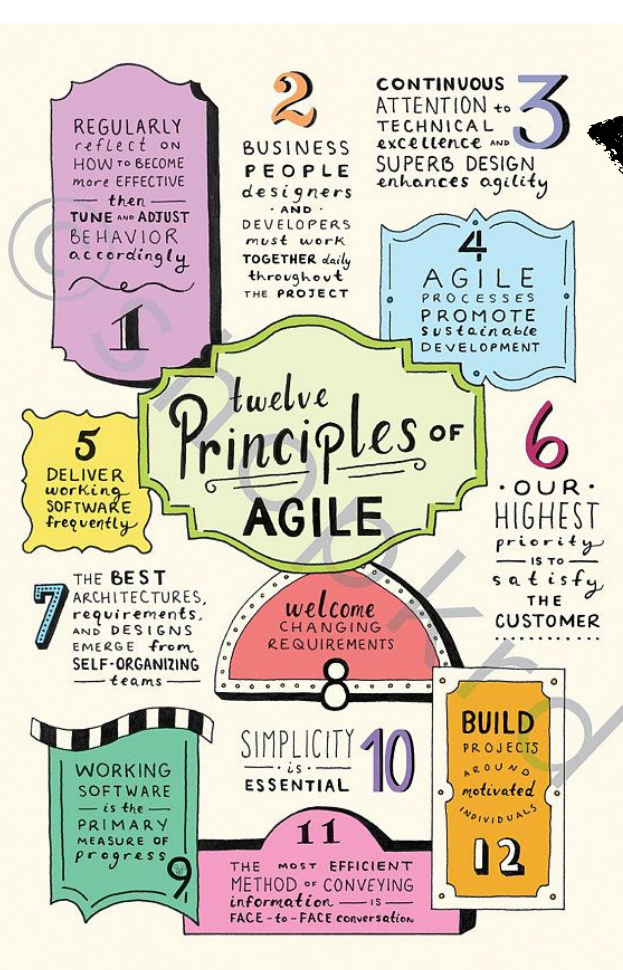


Quantifying and Clarifying the Agile Manifesto

From Confusion and Fuzziness to Clarity of Meaninglessness

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for GilbFest 19
June 2019 London
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FEATURE ARTICLE

How Well Does the Agile Manifesto Align with Principles that Lead to Success in Product Development?

by
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my new focus =

Development Success =
(Stakeholder Value for Resources used)

Background

I carried out my first 20-value-delivery-step agile IT project in 1960 on an inventory system. The project was 20 and I just used my common sense. It was a radical re-architecting of what IBM initially sold to my client. So I realized that 'smarter architecture' might be needed to deliver results stepwise, with learning at each step.

Then I began to realize not everyone in this business has common sense. But many smarter people shared the agile ideas, which we called "Evolutionary" at the time [see 28B].

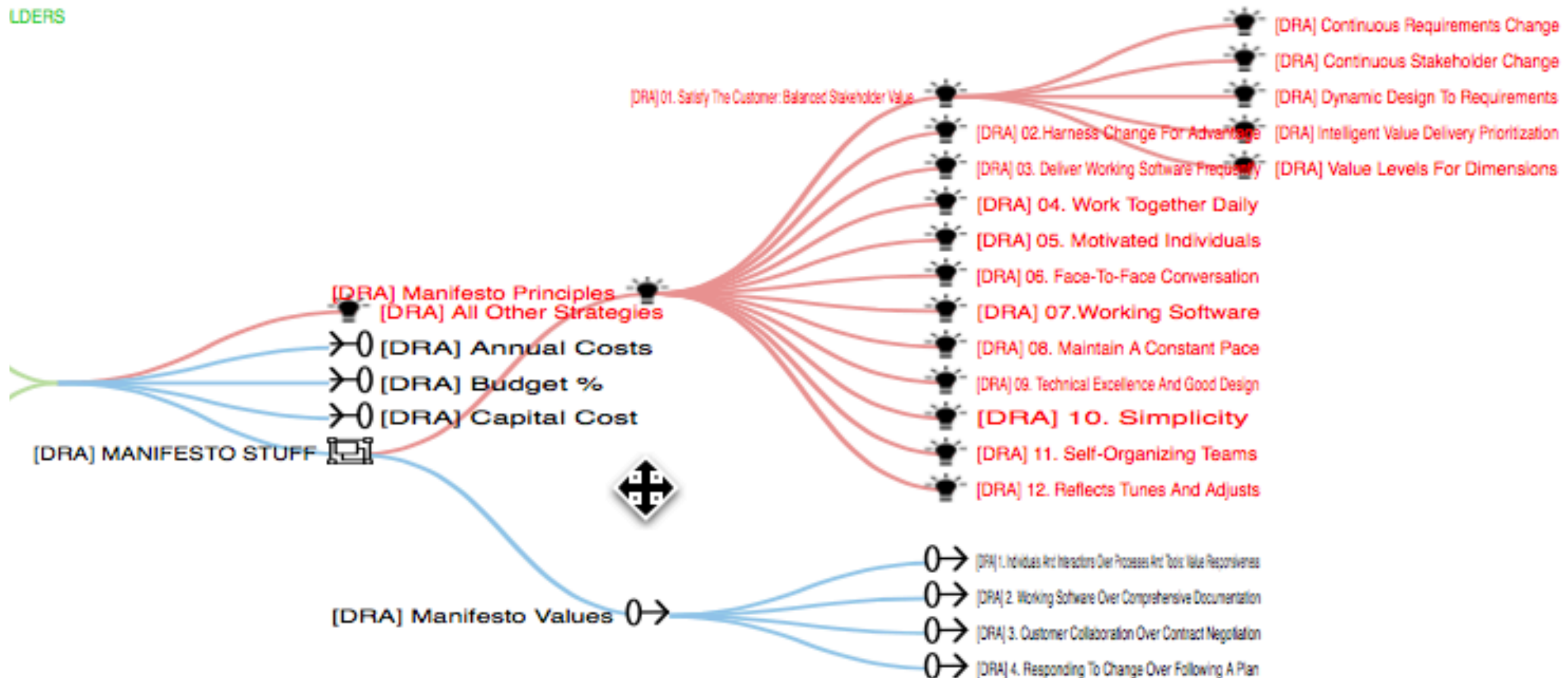
With few exceptions [18, 19, 28B, 30, 31] I was for over 35 years a lone voice in the wilderness: the masses, including the U.S. Department of Defense (DoD), believed in Waterfall, and I was obviously a bit unconventional and ignored, as I often am today concerning the need for engineering methods in software and management [1, 2].

Fortunately for me, there were several exceptional organizations that requested me to help them with these 'evolutionary' ideas, for example, HP [29], Intel [15], Boeing, Ericsson, and Confrimit in Norway [20] - and others, all of whom had more quantified documented success than any of the Manifesto Agile offspring. I was not alone, rather, a quiet minority.

Unfortunately, the Agile Manifesto states embarrassing platitudes, with no visible foundation or purpose. In this article, I will discuss the Agile Manifesto point by point: its four values and ten principles. I will first attempt to answer the question of how I aligned with the value or principle. Then I will add my own ideas, and a reformulation of the principles.

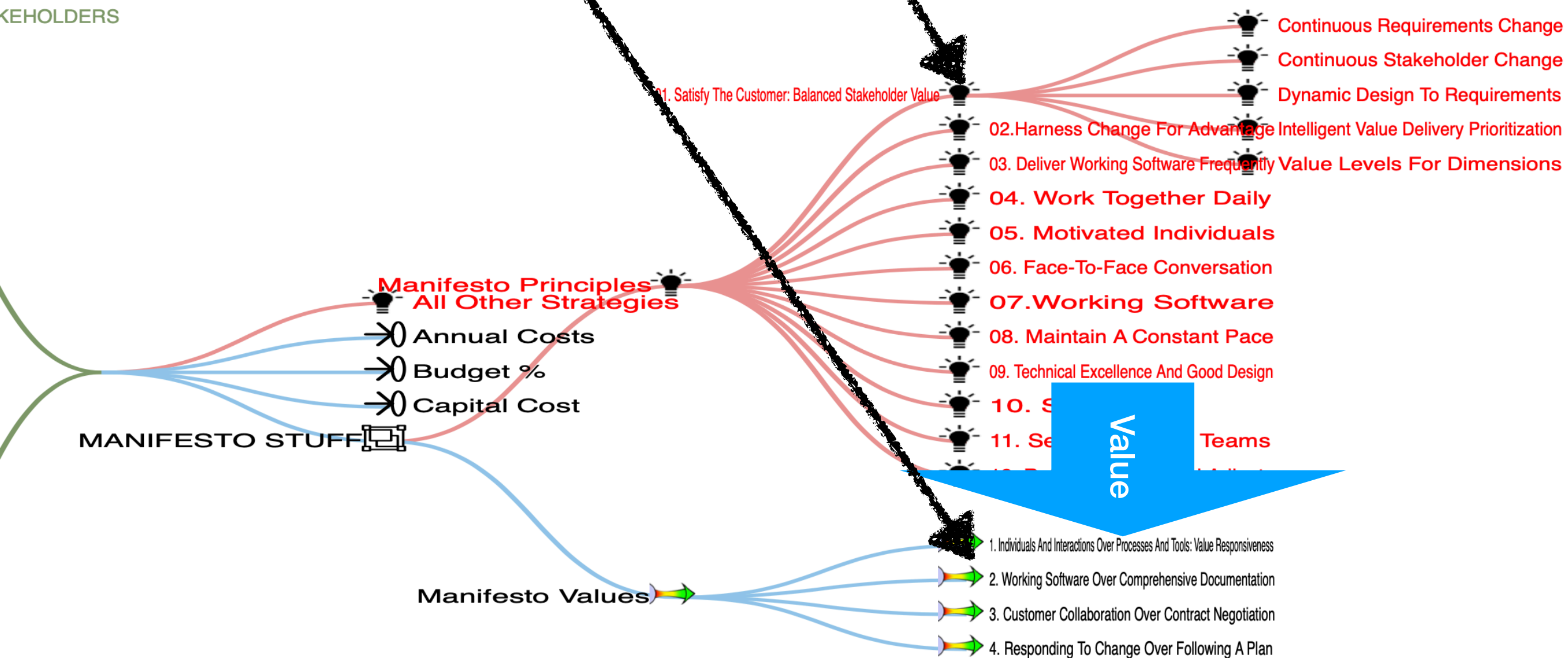
The Values are 'Requirements' and the 'Principles' are 'Designs'

LDERS



The 'Principles' are 'Designs': So THEY ARE OPTIONS AMONG MANY, WHICH MUST PROVABLY DELIVER THE VALUE REQUIREMENT LEVELS ON TIME (Someday)

STAKEHOLDERS



To say it in three words, the first principle is about **Satisfy the Customer**. <http://marcbless.blogspot.co.at/2011/03/agile-principle-1-satisfy-customer.html>

tomgilb added a comment - 7 months ago
Tom Gilb: analysis of the principle.

Analysis of OUR HIGHEST PRIORITY IS TO SATISFY A CUSTOMER

"Our highest priority is to satisfy the customer THIS IS A REFERENCE TO VALUE 1

through

early and continuous delivery
of valuable software"

tomgilb added a comment - 7 months ago
Tom Gilb: analysis of the principle.

"Our highest priority is to satisfy the customer THIS IS A REFERENCE TO VALUE 1, Satisfy Stakeholder

through **THIS word through is a 'link term'. It connects ends (Value 1) and means ("early and continuous delivery of valuable software")**

'early and' <-- EARLY IS A BAD IDEA TO HAVE AS A PRIMARY PRINCIPLE, IT MAY NOT BE NECESSARY OR VALUABLE AT ANY ARBITRARY EARLY STAGE. THE USEFUL IDEA IS SOMETHING LIKE 'STAKEHOLDER PRIORITIZED' (INCLUDING THE SPEC DEADLINE AND OTHER FACTORS SUCH AS LEVEL AND FOR WHOM/WHERE SCALE PARAMETERS

'continuous delivery' <- DUBIOUS RELEVANCE AS A GENERAL IDEA, CONTINUOUS MIGHT BE MORE DISTURBING THAN USEFUL, AND SOMETIMES BATCHING THINGS IS USEFUL, ESPECIALLY IF THEY ARE DEPENDENCIES. THE CONCEPT WE WANT HERE IS MORE LIKE 'EARLIEST USEFUL DELIVERY OF PRIORITIZED STAKEHOLDER VALUE LEVELS' (NOT 'SOFTWARE' of

'valuable' <- WELL 'VALUE' LEVELS TO STAKEHOLDERS (QUITE DIFFERENT FROM VALUABLE CODE)

'software' " <- THIS IS THE REALLY SILLY PART. THE CODE CENTRIC AGILE MANIFESTO IDEAS. WE NEED TO FOCUS ON IMPROVEMENTS, RESULTS, QUALITY: NOT 'SOFTWARE' (A MERE SOMETIMES MEANS)

tomgilb added a comment - 7 months ago

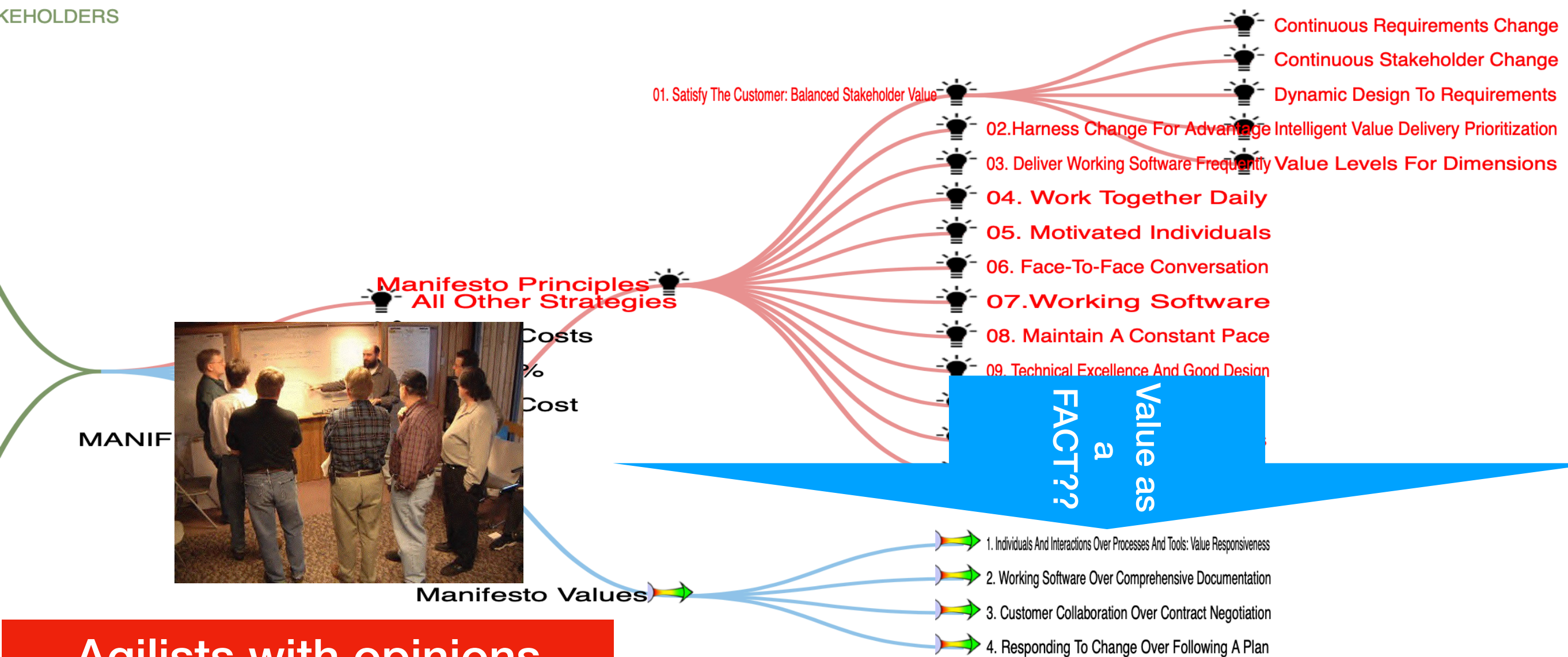
'SATISFY THE CUSTOMER' is also a bad formulation. 1. we need to focus on a wide range of stakeholders (most of whom are not customers)
2. we cannot simply 'satisfy' the 'lusts' (needs, requirements) of stakeholders without regard to the costs, the profitability or cost-effectiveness, and the effect of that on all other stakeholder needs. We need balance in satisfaction of needs. We need official 'prioritization rules' (see Value planning Chapter on Prioritization) Value Planning book, Chapter 6 Prioritization

https://www.dropbox.com/home/A%20VALUE%20PLANNING%20MAIN%20WEB%20COPY%20850PAGE%20%20AND%20SUBSETS%202017/****%20VP%20Chapter%20Modules/Ch%206%20Prioritization%20Evaluation?preview=VP+Chapter+6.+Prioritization%2C+Evaluation+BestQ.pdf

Sample of my detailed analysis
of the Agile Manifesto lack of clarity
(in the paper op cit)

If the Manifesto is based objective facts, *of how effective the Principles are for impacting the Values:*
Then: somebody forgot to record these facts, ever

STAKEHOLDERS

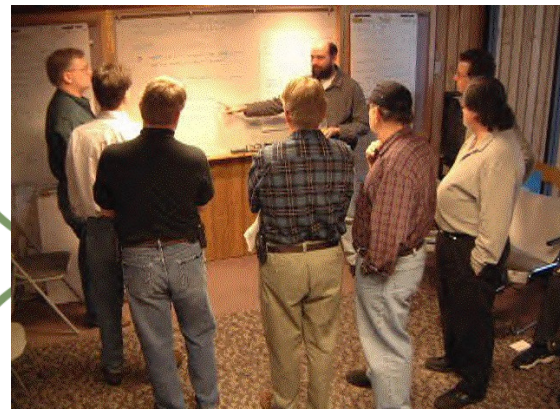


Agilists with opinions
who, if they have any facts
about agile Principles,
keep them secret from me

and all 'Designs' have many costs,
and we cannot choose designs with unknown costs ?
(Surely not!

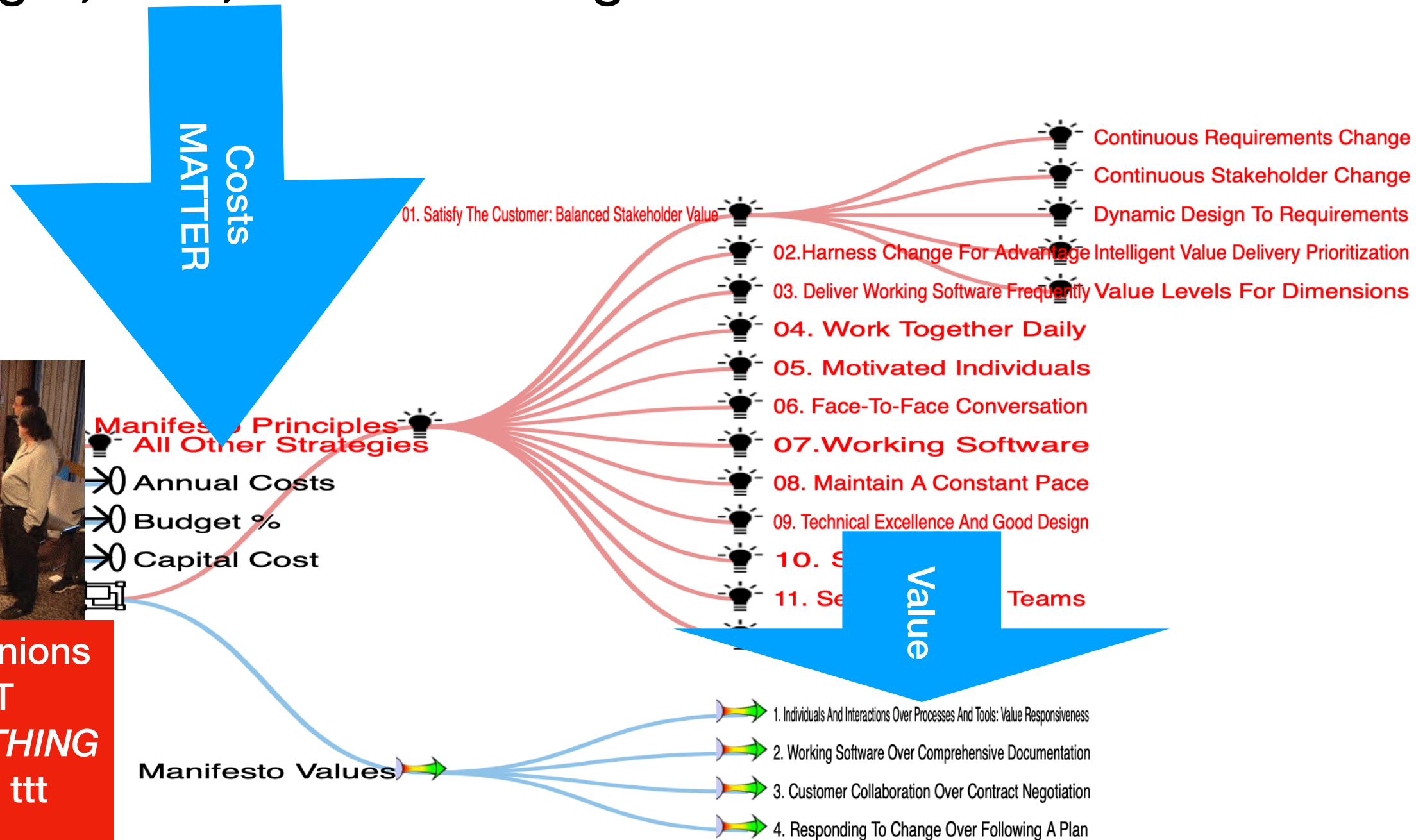
We might, then, run over budget and deadlines if we do

KEHOLDERS



Agilists with opinions
who, MIGHT
TELL US SOMETHING
ABOUT €€€€ ttt

If, indeed they had
any 'cost effective'
experiences



What would happen if we tried to clarify one of the Agile Values?



In this case we define a scale of measure;
to cope with a wide variety of circumstances,
and to make the value measurable, trackable and quantified clearly

Manifesto Values. 1. Individuals And Interactions Over Processes And Tools: Value Responsiveness

SPEC-0XK9EPB

v 0.0.1 Draft

by tomgilb - Mar 21st 2018, 22:20

Level: Business, Type: Value, Labels: **critical**

Is Part Of: Manifesto Values

Description: 1. Individuals and Interactions Over Processes and Tools The first value in the Agile Manifesto is "Individuals and interactions over processes an..."

Ambition Level: to meet stakeholder needs reasonably, in part by being as responsive to emerging needs as possible

Scale:

Hours from [Need] of [Stakeholder] [Emerges] until it is [Noted] in [Project Documentation] and [Quality Controlled] and [Released] and can be applied for specified [Purposes]

Short Description: Response Hours, Time Units: Calendar Date

Emerges: defined as:

Oral Request, Written Request, Implied Request, Conflict Resolution, Approval, Quality Control Exit,

Need: defined as:

New Requirement, Changed Requirement, Critical Requirement, High Priority Requirement, Deleted Requirement,

Noted: defined as:

Entered into Digital Project [Integrated System], Entered into [Primitive Digital System], Noted on Slides, Noted on Yellow Stickies

Project Documentation: defined as:

App.NeedsAndmeans.com, ValPlan.net, Other Digital Documentation, Slides, Yellow Stickies, Whiteboards, Personal Electronic Notes, Handwritten Notes

Purposes: defined as:

Project-Wide Consequences, Quality Control, Requirements Exit Approval, Prioritization, Architecture Process Entry, Test Process Entry, Costs Estimation, Side Effect Evaluation,

Quality Controlled: defined as:

Full Spec QC versus Rules, Informal Review, All Stakeholder Review, Sampling Spec QC, Defect Density Exit,

Released: defined as:

All Exit Conditions Met, Defect Density Exit Condition Met, Authority Approval Condition Met, Stakeholder Consultation Approval Met,

Stakeholder: defined as:

Specification Owner, All Stakeholder Representatives This Spec, Architecture, Devops, Test, Spec QC

Source:

Then, Based on the Scale of Measure
We can find out how bad we are today (Status)
and specify how good we want to be in the future
(using these Agile Principles, or anything better
that works to deliver *our* value levels, on time)

Manifesto Values. 1. Individuals And Interactions Over Processes And Tools: Value Responsiveness Show Sidebar
by tomgilb - Mar 21st 2018, 22:20

Level: Business, Type: Value, Labels: **critical**
Is Part Of: [Manifesto Values](#)

Description: 1. Individuals and Interactions Over Processes and ToolsThe first value in the Agile Manifesto is “Individuals and interactions over processes and tools.” Valuing people more highly than processes or...

Ambition Level: to meet stakeholder needs reasonably, in part by being as responsive to emerging needs as possible

Scale: Hours from [Need] of [Stakeholder] [Emerges] until it is [Noted] in [Project Documentation] and [Quality Controlled] and [Released] and can be applied for specified [Purposes]

Stakeholders: Business Analyst, PROCESSES, Peer Reviewers, Project Manager.

Status: Level: 100 Response Hours [Need = All, Stakeholder = All, Emerges = All, Noted = All, Project Documentation = All, Quality Controlled = All, Released = All, Purposes = All] When 15th January 2018

Wish: Level: 10 Response Hours [Need = New Requirement, Stakeholder = Specification Owner, All Stakeholder Representatives This Spec, Emerges = Written Request, Noted = Entered into Digital Project Integrated System, Proj...

This is of course specific to particular organizations, times, circumstances.

But you would not want to make use of a general model which is not specific to your circumstances
(like Agile Manifesto)
would you ?

What about the “Users and Customers” ? and Value rather than ‘Software’

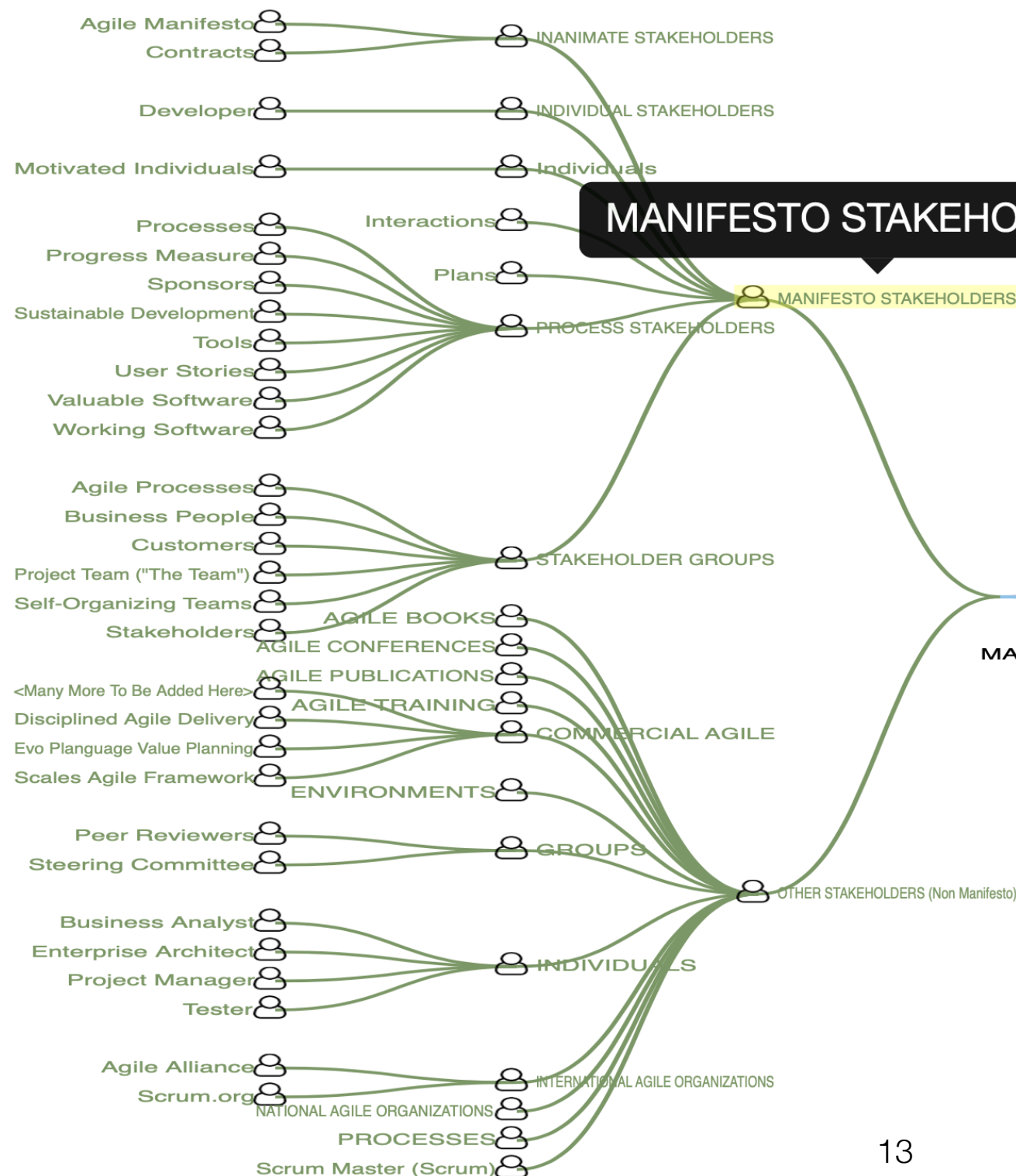
Agile software development - Wikipedia

https://en.wikipedia.org/wiki/Agile_software_development  ▼

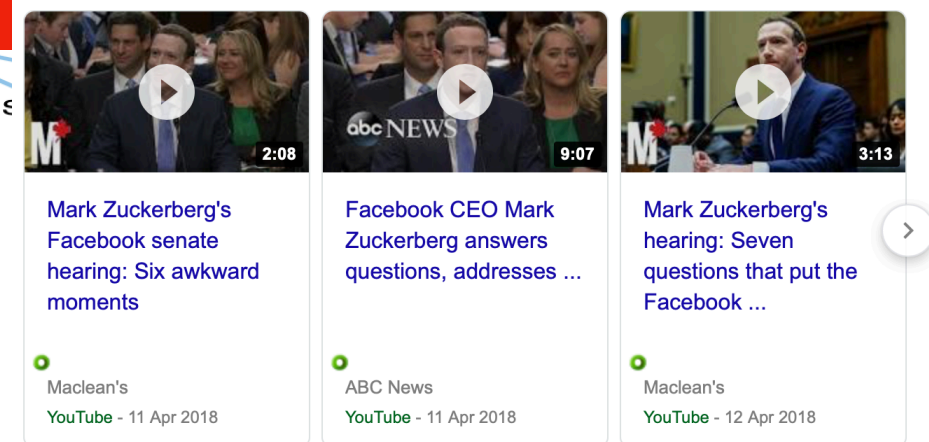
Agile software development principles **Customer** satisfaction by early and continuous delivery of valuable **software**. ... Working **software** is the **primary** measure of progress. Sustainable **development**, able to maintain a constant pace.

User stories are one of the primary development artifacts for Scrum and Extreme Programming (XP) project teams. A **user story** is a very high-level definition of a requirement, containing just enough information so that the developers can produce a reasonable estimate of the effort to implement it.

Oh Dear, what are we going to do with all those non-users, and non-customers like EU GDPR ?



Forget them said Mark Z:
I am not afraid of EU, UK Parliament,
congressional Inquiries,
stock market price declines
of Russian 'Influencers'
WE ARE AGILE!



Federal investigation of Facebook could hold Mark Zuckerberg ...

<https://www.washingtonpost.com/federal-investigation-facebook-could-hold-mark-zu...>
19 Apr 2019 - Facebook CEO Mark Zuckerberg said to be under close scrutiny in ... Both spoke on the condition of anonymity because the FTC's inquiry is ...

Facebook labelled 'digital gangsters' by report on fake news ...

FACEBOOK IS AGILE/Scrum

Facebook and Scrum - SlideShare

<https://www.slideshare.net/jmeydam/facebook-and-scrum>  ▼

5 Jul 2011 - Thesis: While there is little or no evidence for “prescriptive **Scrum**” at **Facebook**, there are striking parallels to **Scrum** as described by Takeuchi ...

How does Facebook implement Agile/Scrum? - Quora

<https://www.quora.com/How-does-Facebook-implement-Agile-Scrum>  ▼

15 Oct 2015 - Actually I have no answer, I only came through these posts [Video] – Agile Scrum at Facebook and **Facebook and Scrum**. You might like to ...

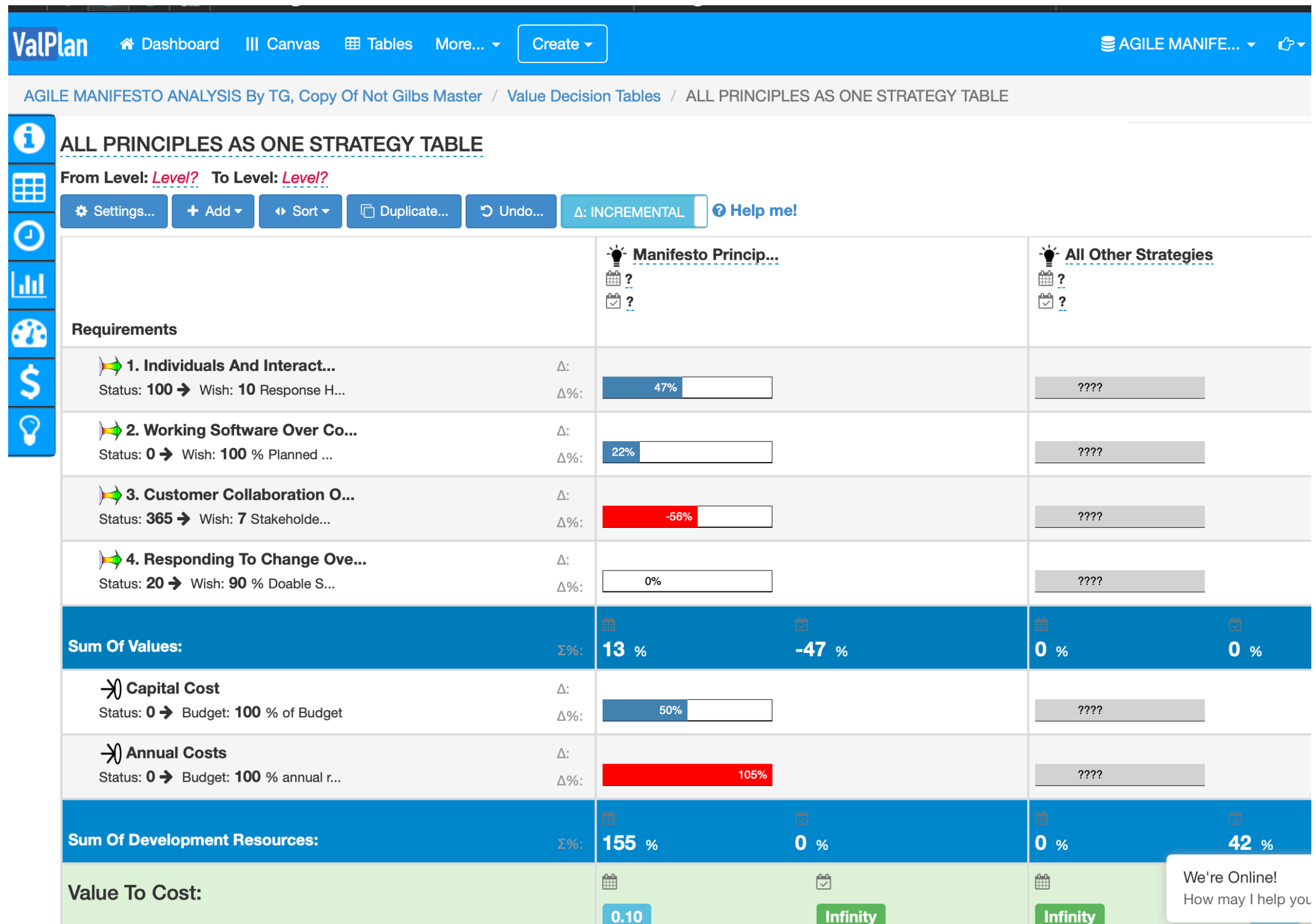
Why don't any of the big tech companies like ...	3 answers	5 Apr 2018
Does Facebook have scrum masters in teams?	2 answers	28 Aug 2017
Which of the major IT companies (Google/ Facebook ...	1 answer	4 Jan 2017
Do big companies like Google, Facebook or Apple ...	2 answers	28 Mar 2016
More results from www.quora.com		

Facebook or Microsoft: Who Has the Best Daily Scrum? - Scrum Inc

<https://www.scruminc.com/does-microsoft-do-scrum-2/>  ▼

13 Oct 2012 - **Scrum** At Microsoft: See the TFS Agile Team do a **Scrum**(aka Stand Up) - Short.

We *can* estimate how good the agile principles are, for delivering the (un-) specified value levels.
(Unfortunately that would require facts and knowledge)



Agile 'Principles' (Designs!) Defined by Decomposition

Manifesto Table Principles Drive Values

From Level: Level? To Level: Level?

Solutions



Locked by **admin-rsmith** - Nov 28th 2018, 09:03

Manifesto Principles . **01. Satisfy The Customer: Balanced Stakeholder Value** SPEC-1LIJNLR v 0.0.1 **New**
by **tomgilb** - Jun 9th 2019, 13:12

Level: Solution, **Type:** Solution Idea, **Labels:** -

Is Part Of: [Manifesto Principles](#)

Consists Of: [Continuous Requirements Change](#) [Continuous Stakeholder Change](#) [Dynamic Design To Requirements](#) [Intelligent Value Delivery Prioritization](#) [Value Levels For Dimensions](#)

Summary: We follow these principles:"Our highest priority is to satisfy the customerthrough early and continuous deliveryof valuable software" ...

Description: My suggested re-name of this is Balanced Stakeholder ValueThis consists of the following architecture: which will be defined furthe...

8 impact target parameters hidden. [Click here to show them.](#)

Who knows enough To Evaluate the Agile Principles Against the Agile Values?

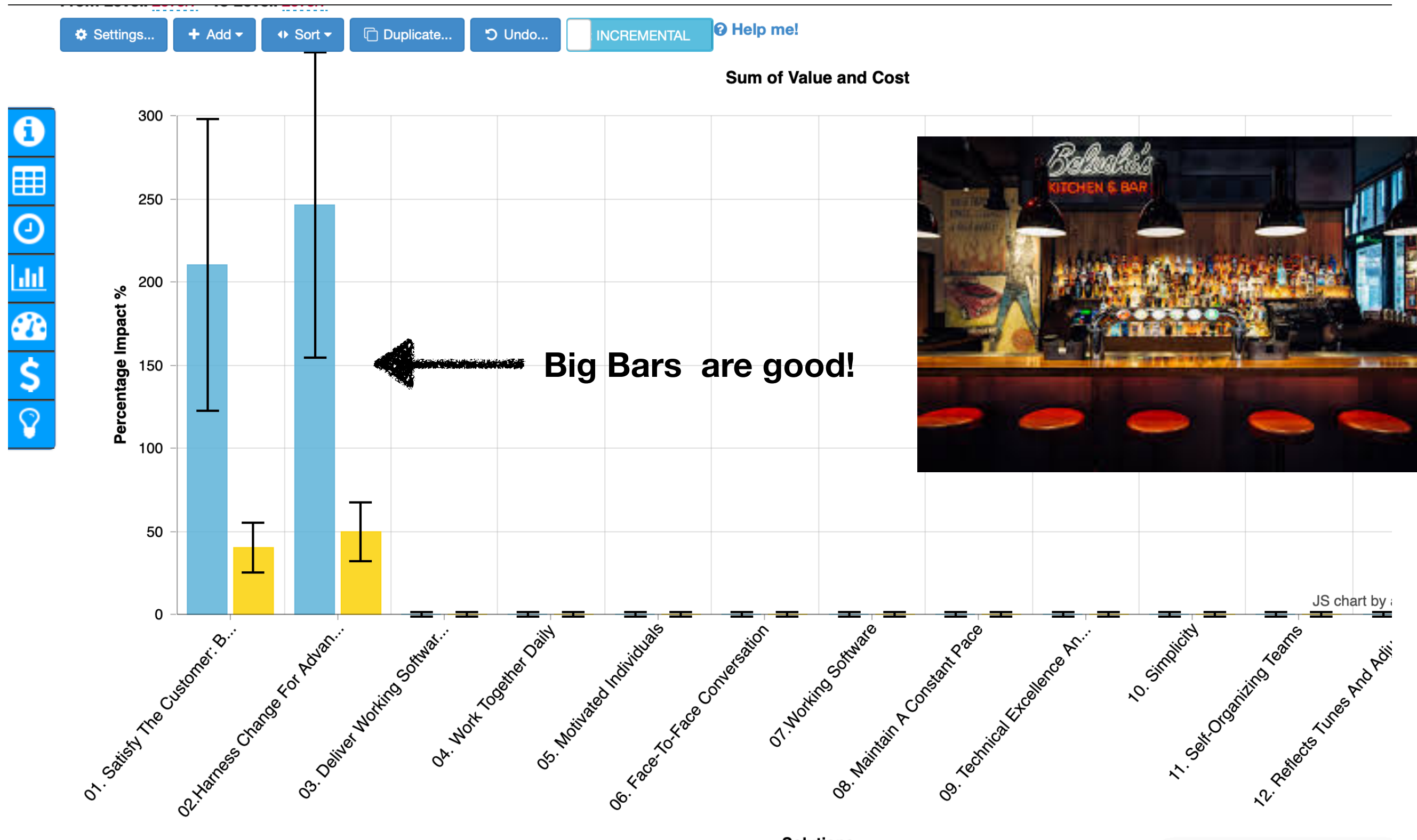
ValPlan Dashboard Canvas Tables More... Create AGILE MANIFE... Share Search Help						
AGILE MANIFESTO ANALYSIS By TG, Copy Of Not Gilbs Master / Value Decision Tables / Manifesto Table Principles Drive Values						
Manifesto Table Principles Drive Values						
From Level: Level? To Level: Level?						
Settings... Add Sort Duplicate... Undo... Δ: INCREMENTAL Help me!						
Requirements	💡 01. Satisfy The C...	💡 02.Harness Change...	💡 03. Deliver Worki...	💡 04. Work Together	Unknowns	06. F...
1. Individuals And Interact...	56%	56%	????	????	????	???
2. Working Software OverCo...	50%	20%	????	????	????	???
3. Customer Collaboration O...	11%	84%	????	????	????	???
4. Responding To ChangeOve...	93%	86%	????	????	????	???
Sum Of Values: Σ%:	210 ± 175 %	246 ± 183 %	0 ± 0 %	0 ± 0 %	0 ± 0 %	0 ± 0 %
Worst Case: Σ±%:	35 %	63 %	0 %	0 %	0 %	0 %
✂ Capital Cost Δ:	25%	30%	????	????	????	???
✂ Annual Costs Δ:	15%	20%	????	????	????	???
Sum Of Development Resources: Σ%:	40 ± 30 %	50 ± 35 %	0 ± 0 %	0 ± 0 %	0 ± 0 %	0 ± 0 %
Worst Case: Σ±%:	70 %	85 %	0 %	0 %	0 %	0 %
Value To Cost:	5.30	4.90	Infinity	Infinity	Int	

Confucius:
Knowing what you do not know
is the highest form of wisdom

Unknowns

We're Online!

Agile For Dummies



End