A Real Revolutionary Agile Manifesto
Value to Stakeholders –
Not working code to customers

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So, what are Agile methods missing?

- Stakeholder Focus
  - Real projects have dozens of stakeholders
    - Not just a customer in the next room
- Results Focus
  - It is not about writing code, it is about delivering value to stakeholders
  - It is not about programming, it is about making systems work for real people
- Systems Focus
  - It is not about coding - again
  - It is about reuse, data, hardware, training, motivation, sub-contracting, Outsourcing, help lines, user documentation, user interfaces, security
  - So, a systems engineering scope is necessary to deliver results.
  - Systems Engineering needs quantified performance and quality objectives
    - To synchronize all necessary disciplines so that they deliver the results.

Gilb's Ten Key Agile Principles

to avoid bureaucracy and give creative freedom

1. **Control projects by quantified critical-few results. 1 Page total !**

   (not stories, functions, features, use cases, objects, ..)

2. **Make sure those results are <u>business</u> results, not technical**

   Align your project with your financial sponsor's interests!

5. **Give developers freedom, to find out *how* to deliver those results**

6. **Estimate the impacts of your designs, on *your* quantified goals**

7. **Select designs with the best impacts for their costs, do them first.**

8. **Decompose the workflow, into weekly (or 2% of budget) time boxes**

9. **Change designs, based on quantified experience of implementation**

10. **Change requirements, based in quantified experience, new inputs**

11. **Involve the stakeholders, every week, in setting quantified goals**

12. **Involve the stakeholders, every week, in *actually using* increments**

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My 10 Agile Values?

- **Simplicity**
  - 1. Focus on real stakeholder values

- **Communication**
  - 2. Communicate stakeholder values quantitatively
  - 3. Estimate expected results and costs for weekly steps

- **Feedback**
  - 4. Generate results, weekly, for stakeholders, in their environment
  - 5. Measure all critical aspects of the improved results cycle.
  - 6. Analyze deviation from your initial estimates

- **Courage**
  - 7. Change plans to reflect weekly learning
  - 8. Immediately implement valued stakeholder needs, next week
    - *Don't wait, don't study (analysis paralysis), don't make excuses.*
    - *Just Do It!*
  - 9. Tell stakeholders exactly what you will deliver next week
  - 10. Use any design, strategy, method, process that works quantitatively well - to get your results
    - Be a systems engineer, not a just programmer (a 'Softcrafter').
    - Do not be limited by your craft background, in serving your paymasters