

# The 'Value First' Manifesto

We believe

that the *only* valid reason, and the primary purpose, of all projects, improvement efforts, and development methods is to:

**deliver value to our stakeholders.**

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Tom & Kai Gilb

We Deliver #ValueFirst

This means:

1. We need to learn about, understand correctly, specify intelligibly, quantify for clarity, develop to achieve in practice, deliver to real stakeholders, and maintain successful levels of - the **desired values** of our stakeholders: rapidly and continuously.

2. Anything else, than the '**values desired** by the stakeholders, quantified and unambiguously specified' - we regard as 'mere optional means' to the value 'ends'.

4. These mere '**means**' are also called 'methods, practices, processes, policies, frameworks, principles, designs, solutions, architectures, strategies, requirements, user-stories, checklists, rules, and tools'. Sometimes they are even mis-classified as actual 'requirements'. But 'ask why?' (once or more) and the answer will lead you to their real 'stakeholder value' requirement levels.

5. We will judge these 'means' options, in practice, on their **actual effectiveness**, in a given environment. Their ability to **deliver** the desired values. And their '**efficiency**': 'values-for-resources' used to get them.

6. We demand from ourselves, and from all advice presented to us by others, that all proposed 'means' *must be accompanied by some evidence* of their effectiveness, of their risks, and of their costs; evidence from research, case studies, and observations. Before we take them seriously, and can prioritize them for implementation.

7. We consider any recommendations of potential means, which come *without* sufficient documented evidence, regarding their proven ability to deliver the desired value to *our* stakeholders, to be 'worthless opinions', of zero credibility. We will not waste time acting on such bad advice.

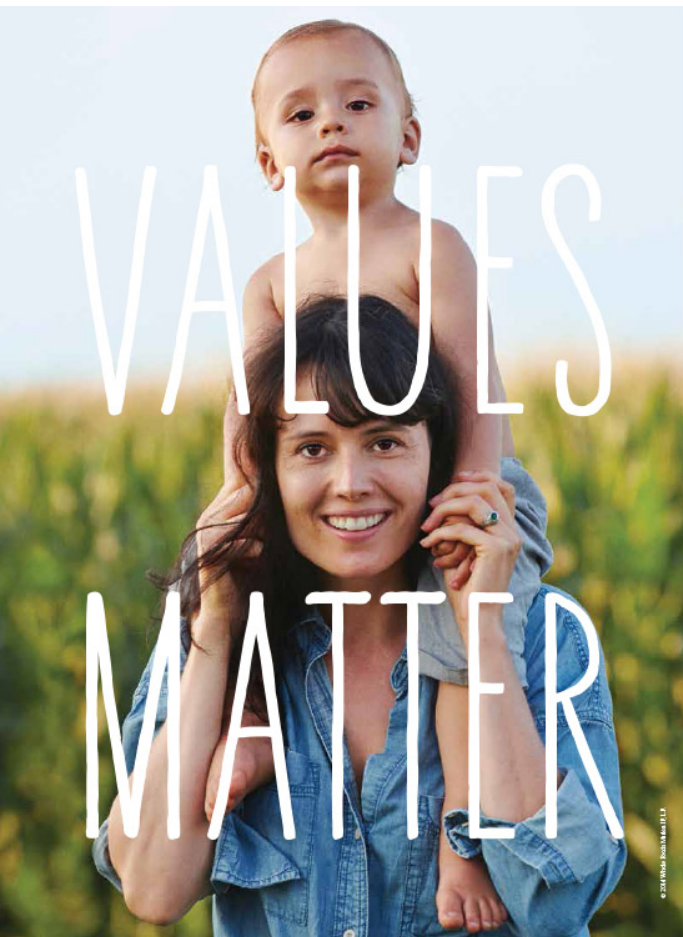
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8. When we cannot document a mean's effectiveness at all, we either refrain from giving such unfounded advice, or we will explicitly state: 'My idea is based on pure *belief and opinion*, for which I can offer *no relevant evidence*, that the idea is effective, for the purposes of delivering our stated values. If an idea is not effective enough, the costs are irrelevant.

9. We should evaluate the relationship of 'all value objectives' to 'all long-term and short-term resources' necessary to attain and maintain the value. We consider this 'value to cost' evaluation critical, and we use it vigorously. But we don't consider 'value to cost' to always be the main point of prioritization or implementation decisions.

10. Stakeholder Values/Technology

Sincerely,  
Tom & Kai Gilb  
*We deliver #ValueFirst*



We're hungrier for them than we ever realized.  
We want to know where things come from.  
We care what happens to them along the way.

We want to trust our sources.  
We want to have the information to make meaningful choices  
about what we decide to buy and support.  
We want people, and animals, and the places  
our food comes from to be treated fairly.

The time is ripe.

We are part of a growing consciousness that's bigger than food—  
one that champions what's good, and the greater good, too.

Where value is inseparable from values.

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*America's Healthiest Grocery Store®*



Agile Manifesto: Individuals and interactions over processes and tools

THIS IS ALSO SYMBOLIC FOR AND CAN BE INTERPRETED BY US  
AS

Stakeholder Values/Technology

SOURCE: <http://connexxo.com/about-us/our-philosophy/agile-manifesto-value-1/>