

# Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it.  
Through this work we have come to value:

**Individuals and interactions** over processes and tools  
**Working software** over comprehensive documentation  
**Customer collaboration** over contract negotiation  
**Responding to change** over following a plan

While there is value in the items on the right, we value the items on the left more.

## 12 Principles

1

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

2

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

3

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

4

Business people and developers must work together daily throughout the project.

5

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

6

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

7

Working software is the primary measure of progress.

8

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9

Continuous attention to technical excellence and good design enhances agility.

10

Simplicity--the art of maximizing the amount of work not done--is essential.

11

The best architectures, requirements, and designs emerge from self-organizing teams.

12

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.



### Manifesto Authors

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