CrossTalk would like to thank NAVAIR for sponsoring this issue.

Beyond the Agile Manifesto

Agile software development describes a set of principles for software development under which products evolve through the collaboration effort of cross-functional teams.[1] It advocates planning, evolutionary development, early delivery, and continuous improvement, and it encourages rapid and flexible response to change.[2] These principles support the definition and continuing evolution of many software development methods. [3]

This culminated in what we know today as the Agile Manifesto that was developed in February 2001. In it four values are presented that state the following tradeoffs 1) individuals and interactions over processes and tools, 2) working software over comprehensive documentation, 3) customer collaboration over contract negotiation, and 4) responding to change over following a plan. This was later followed with 12 principles describing "what" the Agile tradeoffs meant to a working project. The Manifesto contains no direction on how to carry out and achieve these goals. These methods in fact already existed at the time of the Agile Manifesto's inception and already provided a set of choices the answer this "how" question. These approaches include:

- from 1991 rapid application development
- from 1994 unified process and dynamic systems development method (DSDM)
- from 1995 Scrum and Personal Software Process (PSP)
- from 1996 Crystal Clear and extreme programming (XP)
- from 1997 feature-driven development
- from 1998 Team Software Process (TSP)

When a project or an organization simply says they are Agile, that claim is ambiguous until they also state the method being applied. This issue of CrossTalk is aimed at encouraging the community to share stories, data, and experience using these methods regarding the delivery of **high quality products on cost and schedule**. Furthermore, this is also an opportunity for the community to share how various method performs when carried out as prescribed or as tailored. My hope is that it will be an ongoing endeavor in sharing throughout our community of practice.

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