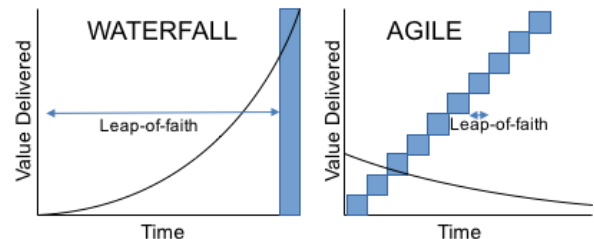


Our Vision for Agile Practice

If we are to succeed, we must be innovative and entrepreneurial in our approach. We are working in a complex space and not one which is merely complicated. *We face more unknowns than knowns*. This means that we must be able to observe and improve the things we build, and the way we build them. We will therefore perform work in small increments rather than in a big planned way, and we will inspect and adapt our products and processes based upon the empirical evidence of value delivered. We demand the opportunity to learn as we go along, to test our assumptions, and to make changes. That's what agility is all about. We want to ensure that we are actually building the right thing.

As agile professionals, we do not try to lock down requirements up-front with the naive hope of somehow implementing them “faster and cheaper”. Building the wrong thing more efficiently is not a satisfactory outcome. Instead, we seek to reduce our *leaps-of-faith* by proving value early and often. By working in an iterative and incremental manner, we will evidence better management of the *unknowns* in our complex space, and get an earlier return on investment than we otherwise would.



This will be done using Scrum, a simple agile framework for delivering complex products. There will be a *Product Owner*, who is accountable for defining and maximising value, capturing it in a *Product Backlog*, and liaising with stakeholders. There will be one or more cross-functional *Development Teams* which deliver fully integrated work of release quality every *Sprint*, and a *Scrum Master* for each team who facilitates their progress and who is an authority on how to implement Scrum well. Together, they will forecast and plan a *Sprint Backlog* of work which meets a jointly agreed *Sprint Goal*, inspect progress daily, review each increment, seek to improve their process, and refine Product Backlog Items for upcoming Sprints.

