

SECTION I · PREAMBLE

The

frAGILE MANIFESTO

We believed Agile was implemented.

We got this instead.

SECTION II • PREAMBLE

Read Before You Sprint

This is not a rebuke of Agile. It is a rebuke of what people do in Agile's name: the empty ceremonies, the vague ownership, and the demos held together with Figma and hope.

Below are four values, restated honestly, and six principles for the sprint-weary. Read carefully. Then sign your name, metaphorically or with whatever marker Procurement approved.

SECTION III • VALUES

The Satirical Values.

Four broken defaults, and what is actually true beneath each one.

I. Individuals & interactions **OVER** results & accountability

WHAT WE SAY

We vibe well in meetings. No one delivers, but everyone feels heard.

WHAT IS TRUE

Assign owners after meetings. Being kind and being clear are not opposites.

II. Working software **OVER** comprehensive documentation

WHAT WE SAY

If it is not in the 85-page Confluence doc no one reads, did it even happen?

WHAT IS TRUE

Document what is reusable and painful to forget. Skip the fluff.

III. Customer collaboration **OVER** loudest stakeholder wins

WHAT WE SAY

Especially the one who joined the project last week and immediately found a “must-have” edge case.

WHAT IS TRUE

Build structured feedback loops from real customer input, not hierarchy.

IV. Responding to change **OVER** delivering anything concrete

WHAT WE SAY

We pivot so fast we end up right where we started, just in a different Epic.

WHAT IS TRUE

Reflect on changes before re-scoping. Timebox pivots. Direction matters more than motion.

SECTION IV • PRINCIPLES

The Principles of frAGILE.

Six commandments for people who have seen how the sausage does not get made.

- 01 Working software is optional. A well-written status update is not.
- 02 Feedback must always be actionable. Even if it is emotional.
- 03 Burndowns are theater. Feelings are data.
- 04 Keep shipping. Keep spiraling. Just not at the same time.
- 05 Culture is a ceremony. Practice it, or it practices you.
- 06 Every blocker has a story. Listen before fixing.

SECTION V • SIGN THE MANIFESTO

Come for the satire. Stay for the soul.

Signed, _____

No certificates. No maturity model. No transformational lanyard. Just a small commitment to stop pretending unclear work becomes clear because someone put it in a sprint.

Sign the Manifesto and read the Playbook at fragileframework.com