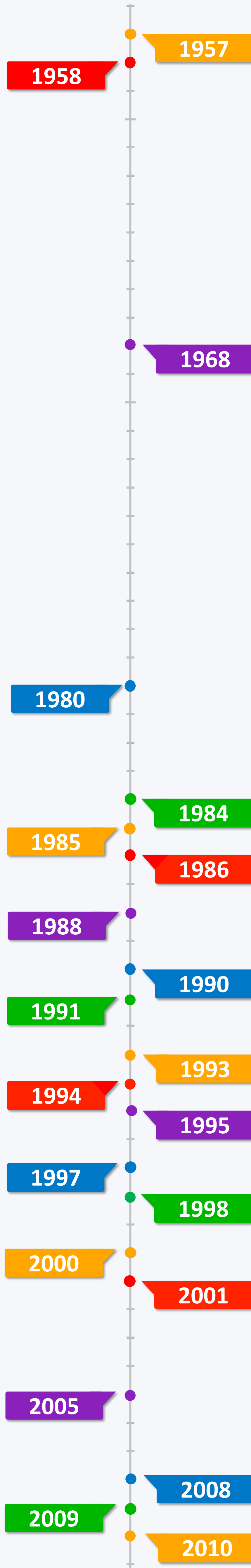


Agile's History, Visualized

Highlighting Agile's Origins Before 2001, the Agile Manifesto (2001), and Agile's Ongoing Evolution

Software was developed in half-day **iterations** for Project Mercury, the United States' first human spaceflight program ²



IBM was doing **incremental development** ¹

Harlan Mills of IBM promoted that “**software development should be done incrementally, in stages with continuous user participation and replanning**” ^{1, 3}

Visual control—a precursor to information radiators—originated at Toyota ⁴

Tom Gilb introduced the Evolutionary Delivery Model, an **incremental** alternative to waterfall ⁶

The **timebox** is central in the DuPont Company's Rapid Iterative Production Prototyping ⁸

Timeboxing and **iterations** were described by James Martin ¹⁰

Alistair Cockburn described “work in increments” ¹⁵

Ken Schwaber described the “**daily Scrum**” ¹⁴

Martin Fowler wrote an article which delineated **continuous integration** ¹⁷; Ken Schwaber described the **burndown chart** ¹⁸

Mike Cohn's *Agile Estimating and Planning* covered different planning techniques, including **Planning Poker** ²³

John Allspaw and Paul Hammond's talk on 10+ daily deploys sparked the concept of **DevOps** ²⁷ (however, Patrick Debois coined the term “DevOps” ²⁸)

Leo Brodie described **factoring** ⁵

“The New New Product Development Game” by Hirotaka Takeuchi and Ikujiro Nonaka was published in the *Harvard Business Review* ⁷ (**Scrum** was subsequently modeled after this groundbreaking paper)

Bill Opdyke coined the term “**refactoring**” ⁹

Jim Coplien introduced the **stand-up meeting** pattern ¹¹; Scrum was used as a process by Jeff Sutherland, John Scumniotales, and Jeff McKenna ¹²

Ken Schwaber and Jeff Sutherland co-presented **Scrum** ¹³

Chrysler Goes to Extremes related several Extreme Programming practices such as **self-chosen tasks, three-week iterations, and pair programming** ¹⁶

Seventeen people involved in software development produced the *Manifesto for Agile Software Development (2001)* ^{19, 20}; Mary Poppendieck highlighted **parallels between agile and Lean** ²¹; Alistair Cockburn coined the term “**information radiator**” ²²

Kane Mar gave a formal description of “**backlog grooming**” ²⁴; Jeff Patton formulated the concept of **story mapping** ^{25, 26}

Dean Leffingwell and Drew Jemilo introduced the **Scaled Agile Framework (SAFe)** ²⁹

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