

# 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 <sup>2</sup>

1957 IBM was doing **incremental development** <sup>1</sup>

Harlan Mills of IBM promoted that “**software development should be done incrementally, in stages with continuous user participation and replanning**” <sup>1, 3</sup>

**Visual control**—a precursor to information radiators—originated at Toyota <sup>4</sup>

1980

Tom Gilb introduced the Evolutionary Delivery Model, an **incremental** alternative to waterfall <sup>6</sup>

1984 Leo Brodie described **factoring** <sup>5</sup>

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

1985 1986 “The New New Product Development Game” by Hirotaka Takeuchi and Ikujiro Nonaka was published in the *Harvard Business Review* <sup>7</sup> (**Scrum** was subsequently modeled after this groundbreaking paper)

**Timeboxing** and **iterations** were described by James Martin <sup>10</sup>

1988 1990 Bill Opdyke coined the term “**refactoring**” <sup>9</sup>

Ken Schwaber and Jeff Sutherland co-presented **Scrum** <sup>13</sup>

1991 1993 Jim Coplien introduced the **stand-up meeting** pattern <sup>11</sup>; Scrum was used as a process by Jeff Sutherland, John Scumnotales, and Jeff McKenna at Easel Corporation <sup>12</sup>

Alistair Cockburn described “work in increments” <sup>15</sup>; *Chrysler Goes to Extremes* related several Extreme Programming practices such as **self-chosen tasks, three-week iterations, and pair programming** <sup>16</sup>

1995 1997 Ken Schwaber described the “**daily Scrum**” <sup>14</sup>

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

1998 2000 Martin Fowler wrote an article which delineated **continuous integration** <sup>17</sup>; Ken Schwaber described the **burndown chart** <sup>18</sup>

Kane Mar gave a formal description of “**backlog grooming**” <sup>24</sup>; Jeff Patton formulated the concept of **story mapping** <sup>25, 26</sup>

2001 2005 Mike Cohn's *Agile Estimating and Planning* covered different planning techniques, including **Planning Poker** <sup>23</sup>

Dean Leffingwell and Drew Jemilo introduced the **Scaled Agile Framework (SAFe)** <sup>29</sup>

2008 2009 John Allspaw and Paul Hammond's velocity talk on 10+ daily deploys sparked the concept of **DevOps** <sup>27</sup> (however, Patrick Debois coined the term “DevOps” <sup>28</sup>)

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