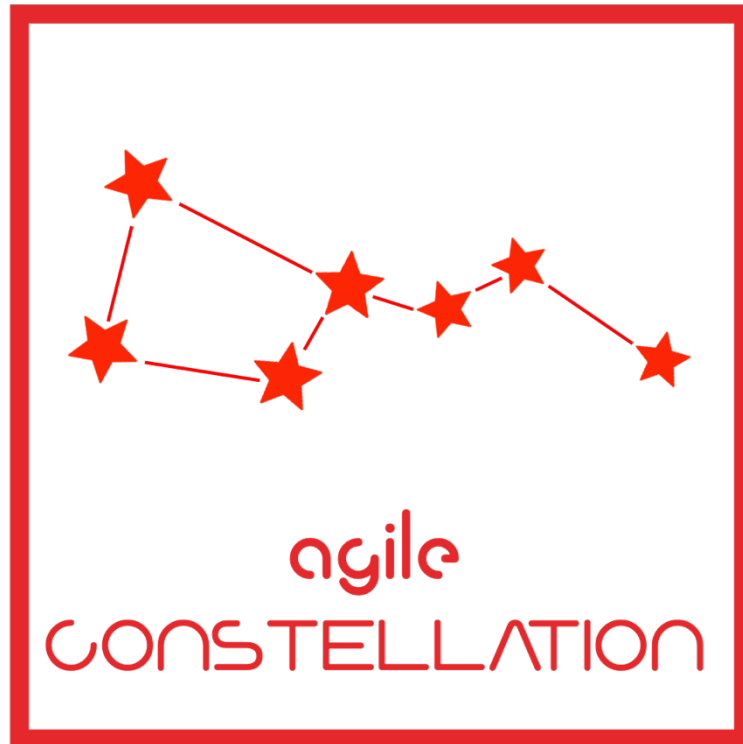




FOUNDATION

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AgileConstellation FOUNDATION



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AGILE CONSTELLATION

Business Agility, as well as Antifragility, is now among the main objectives of many organizations, regardless of the sector they belong to and the reference market.

To concretely support the development of a path that allows you to advance towards this goal, there is no doubt that the development of an Agile mindset, as well as the creation of an adequate set of contextualized practices, is the main way to consider and experiment.

We must not fall into the trap of considering Agile suitable only for the world of software development, so much so that, contrary to what is commonly believed, the roots of Agile are identified precisely in non-software companies, as highlighted in the reference paper entitled "***The New New Product Development Game***", created at Harvard in 1986 by *Hiroataka Takeuchi* and *Ikujiro Nonaka*.

Based on these premises, **AgileConstellation** was born, which stands as an **open-agora** to collect the experiences of declination of Agile in different contexts, characterized by products belonging to several disciplines, in which the role of the project (as a mainstream of activities of which the product is one of the outputs) is still fundamental.

AgileConstellation does not aim to apply a framework, or a methodology if you want, within the software department of a company that deals with something else, but rather to apply an Agile approach to the organization and implementation of projects and products characterizing the company's business, often characterized by a set of very different engineering areas and domains.

The goal is to overcome the typical problems of independent developments that are eventually integrated, according to the logic of *Big Bang Integration* that leads to several critical problems:

1. *Development efficiency is severely penalized*, as the different teams do not constantly communicate with each other and do not share know-how and strengths and weaknesses.
2. *Problems only come to light at an advanced stage of solution implementation*, with high fix costs, especially for material components.
3. *The final solution often contains a downward quality compromise*, dictated by the need to deliver the solution on time that pushes the search for workarounds where the various components do not integrate perfectly.



The different domains (stars) accompany the theme of Business Agility, not only in terms of processes or frameworks, but above all in the broader sense of **flexibility** and **organizational survival**.

The key thing to point out is that there is no real standard path to Business Agility, being a journey where the first step is the most difficult to take.

*Regardless of the industry, **a company can always try to be more flexible and better than yesterday.***

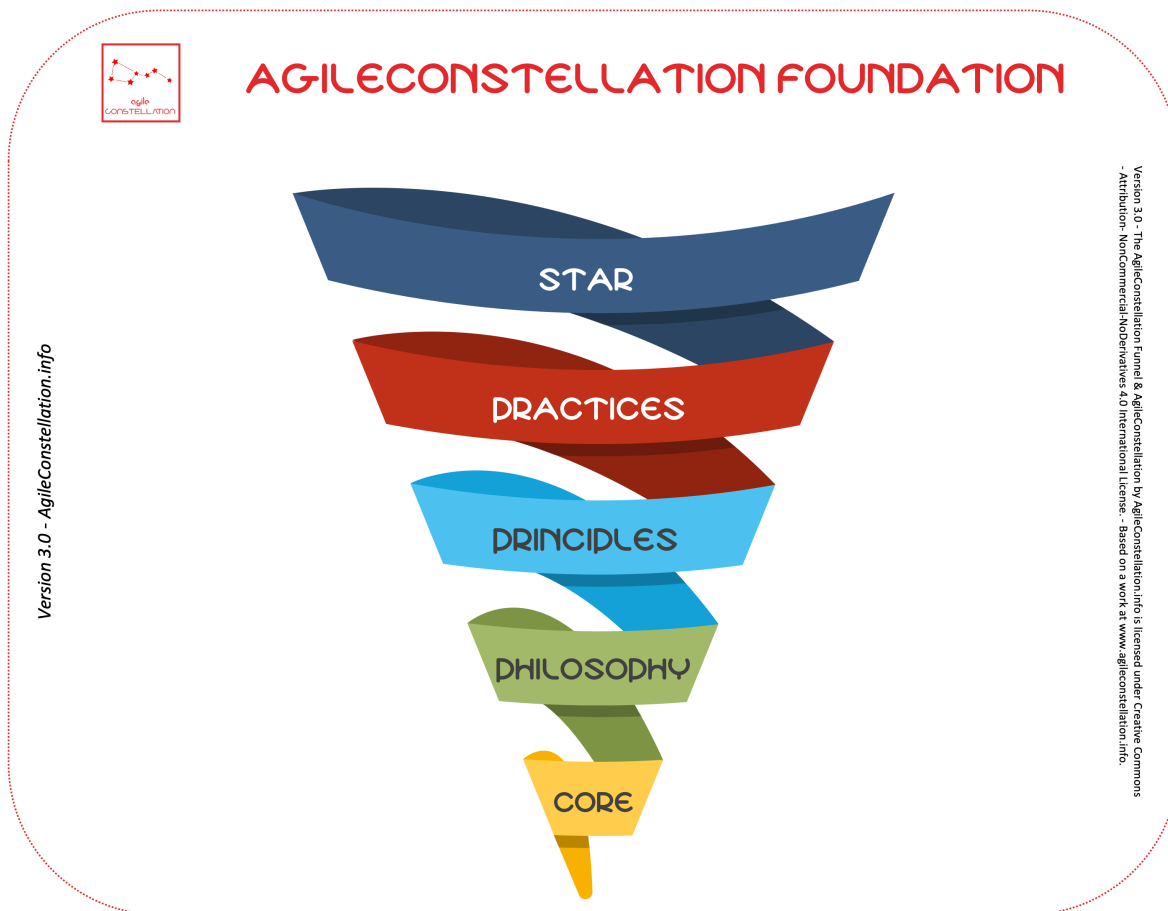


Figura 1 - AgileConstellation Foundation



PHILOSOPHY

The Renaissance Workshop, where artisans create new works by taking care of every stage of the process: from design to commercialization, including training and production.

Team's members are pushed to behave like **renaissance craftsmen**, with ability they use various materials, techniques and tools to satisfy the handiwork's customer.

AgileConstellation brings the customer's need to the center, harmonizing competencies, approaches and various technologies by defining a main-set of market economically-sustainable solutions.



PRINCIPLES

People First

The solution is only the tangible aspect of the development action, but what matters is to satisfy all the stakeholders who participate in an initiative.

It's not about the individual part: it's about jobs to be done!

It's not the completion of components and then the related, rather the focus is on an integrated solution to solve a need in an effective and efficient way.

Think less and do it!

Reduce to the bare minimum the time dedicated to the analysis phase, in favor of a quick startup of development's activities related to the solution.

Simple is better!

The simpler the choices made, the greater the possibilities to accompany the needs of stakeholders.

If you can't remember it, you can't improve it!

Using visual management system to monitoring the state of the solution development.



PRACTICES

Fast Prototyping

The goal of the **Fast Prototyping** is to validate the overall sustainability of the solution.

The sustainability is characterized by *5 bubble-aspects* that focuses on the main ones, related to the enterprise solutions:

- **People:** focused on the interaction between the involved people, their way of working and the related tools;
- **Artifacts:** focused on the rapid validation of the artifacts affecting the product;
- **Tools:** focused on the identification and management of tools, digital and environmental, necessary for achieving the objectives;
- **Legal:** focused on the analysis of the law and regulations, national and international, which the solution must consider;
- **Delivery:** focused on the analysis of the delivery related to the various elements that compose the solution, as well the whole solution itself.

Furthermore, depending on the specific domain, more bubbles can be added to specify specific elements to be assessed for verify the sustainability.

All this *bubble-aspects* explicitly contribute to the evaluation of the solution **cost/benefit**.

Make-Measure-Learn

The **Make-Measure-Learn (MML)** loop aims to fast experiment different hypotheses and assumptions:

- **Make:** create a prototype to test the Vision assumptions and starting to consolidate the reference team;



- **Measure:** analyze the prototype according to the Goals and related metrics. Also check whether the organization and the team are confident with the solution creation;
- **Learn:** adopt the necessary changes depending on the results.

Flashback

The so-called **flashback** leads the team to match the state of the solution with a **fast alignment**, in which it is the observer who asks questions and tests what has been achieved.

The flashback may reveal the need to investigate some aspects, which leads to a *Review Blitz* in which to resolve any doubt.

Continuous Improvement

The goal of the **Continuous Improvement** is to reduce to the minimum the interventions on the least flexible aspects of the solution. The approach is to act on the reasonably modifiable elements, in order to constantly improve the overall solution.

Continuous Integration

The **Continuous Integration** pushes the team to integrate continuously (and as soon as possible) every change, in order to identify problems and resolve them in a timely fashion. This helps to reduce the costs associated to the unexpected behaviours.



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