Agile Value for Higher Education Administration:
Competence, Expertise, and Experiences <u>over</u> Function, Title, and Experience

Agile 2 Values	
1.	Thoughtfulness <u>and</u> Prescription
2.	Outcomes <u>and</u> Outputs
3.	Individuals <u>and</u> Teams
4.	Business Understanding <u>and</u> Technical Understanding
5.	**Individual Empowerment <u>and</u> Good Leadership:** *Individuals need to have agency: they need to be allowed to decide how to perform their own work, and they need to be given the opportunity to innovate and express new ideas and take chances to try those ideas. By so doing, they exercise personal leadership. Leaders of others need to empower those they lead, but they also need to assess how much freedom those can handle and position them for growth.*
6.	**Adaptability <u>and</u> Planning:** *Adaptability means expecting that plans need to change and being prepared to revise plans. Planning is important because plans set direction for action, and they represent thought about what the best direction is.*

Agile 2 Principles (select)	
1.2	Any significant transformation is mostly a learning journey – not merely a process change.
1.3	Change must come from the top.
4.1	Fit an Agile framework to your work, your culture, and your circumstances.
4.2	Organizations need an "inception framework" tailored to their needs.
6.1	The whole team solves the whole problem.
6.4	Both specialists and generalists are valuable.
7.2	Foster collaboration between teams through shared objectives.
8.1	Place limits on things that cause drag.
10.7	Self-organization and autonomy are aspirations and should be given according to capability.
10.8	Validate ideas through small and contained experiments.
10.9	Professional development of individuals is essential.

Agile Principles (2001, select)	
5.	Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.
11.	The best architectures, requirements, and designs emerge from self-organizing teams.
12.	At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Source: Agile 2 Values and Principles (https://agile2.net/problems-and-insights/)