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FOUNDATIONS FOR AN AGILE GOVERNANCE MANIFESTO: A BRIDGE FOR BUSINESS AGILITY

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People are a key element of change in organizations and its driving force. The need to understand people as an essential and creative component of the structures and processes is a critical success factor for governance initiatives. Inspired by the Manifesto for Agile Software Development, this paper proposes the Agile Governance Manifesto as a behavioral reference for individuals and teams in order to help implement agile governance in organizations. This proposal emerges as an inductive and structuralist look over the findings from a broad research developed to describe and analyze the agile governance phenomena, supported by several complementary studies: systematic literature review, observation and interaction of professional groups based on social networks, semi structured interviews, and explanatory survey with representative agents of the phenomena under study. We characterize the agile governance phenomena with six meta-principles and nine meta-values are discussed in order to guide future researches and especially to drive practices on agile governance. This proposal is to be used as an instrument to build an appreciative and positive organizational culture in order to pave the way for smoother and gradual adoption of agile governance.

Keywords. Information Systems, Agile Governance, IT Management, Project Management, Software Engineering.

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1 Introduction

Competitiveness is the key to a sustainable development and it demands agility at the business and organizational levels, which in turn requires a flexible and customizable Information Technology (IT) environment, as well as effective and responsive governance in order to deliver value faster, better, and cheaper to the business.

According to the European Conference on IS Management, Leadership and Governance (ECMLG, 2005) organizational governance is the mechanism organizations use to achieve their vision and mission for the future.

At the same time, governance is closely related with the ability to steer (to guide, to govern) an organization, which may be a company, a government or a society (Bloom, 1991). In other words, governance is a key driver to “make things happen” on an organizational environment, and the keystone to create the necessary engagement of all units of the organization, attaining greater enterprise agility and supporting its overall strategy (Luna, 2015).

However, there are many challenges to carry out those transformations in distinct organizational contexts. For instance, in (Luna, Kruchten, Pedrosa, Almeida Neto, & Moura, 2014) findings, are found 16 citations related with aspects associated with limitations in models, frameworks or methods, encompassing: lack of agile approach (Aaen, Börjesson, & Mathiassen, 2007; Luna et al., 2010; Qumer & Henderson-Sellers, 2008; Roosmalen & Hoppenbrouwers, 2008; Sun, Zhang, & Valota, 2005); problem of communication due lack of appreciation of people in governance processes (Lehto & Rautiainen, 2009; Sarker, Munson, & Chakraborty, 2009; Schmidt & Mathiassen, 2009); role conflict (Lehto & Rautiainen, 2009); and lack of alignment to business (Bartenschlager & Goeken, 2010; Lehto & Rautiainen, 2009); lack of practical approach (Sun et al., 2005); lack of wide approach (Cheng, Jansen, & Remmers, 2009); and bureaucracy (Cheng et al., 2009).

At the same time, we have identified some shortcomings associated with communication: 1) the lack of appreciation of people in governance processes (Lehto & Rautiainen, 2009; Sarker et al., 2009; Schmidt & Mathiassen, 2009); 2) lack of feedback loop (Abbas, Gravell, & Wills, 2010a; Lehto & Rautiainen, 2009); 3) customer unavailability (Abbas, Gravell, & Wills, 2010b); and 4) lack of communication between product owners and teams (Lehto & Rautiainen, 2009).

Based on those findings (Luna et al., 2014), we can infer that *people* are a central element of governance and management, as well as team ability to generate results, and its essential concern. Thus, these key aspects have led us to consider “people and their development” as a decisive driving force of change in the organizational context.

The *Manifesto for Agile Software Development* was written in February of 2001 by seventeen independent-minded software practitioners, at Wasatch Mountains of Utah, US. While the participants did not agree about much, they found consensus around four main values and they have derived twelve principles from them in order to help others practitioners to think about software development, methodologies, and organizations, in new more agile ways. Nowadays, this manifesto has thousands of signatories and it is considered the keystone of agile software development, being adopted as references by many practitioners and scholars (Beck et al., 2001).

On the other hand, *agility* can be defined beyond the frontiers of the Manifesto for Agile Software Development. Actually, Kruchten (2011) defines agility as: “*the ability of an organization to react to changes in its environment faster than the rate of these changes*”. In

fact, this definition uses the ultimate purpose or function of being agile for a business, unifying and standardizing *agile* and *lean* approaches as simply "*agile*", rather than defining agility by a labelled set of practices or by a set of properties defined in opposition to the agile manifesto approach (Beck et al., 2001). Due to its simplified and objective approach, this will be the definition of agility adopted for this work. However, we recognize that while agility is focused on reacting rapidly to changes, lean is focused on combating the wastages. Although those approaches sometimes may seem antagonistic, in consonance with Wang, Conboy, & Cawley (2012), we believe that the rational balance between those approaches can result in a unified "*agile*" approach that can achieve a better result than if they were applied separately.

Inspired by the initiative of the Manifesto for Agile Software Development, the objective of this paper is to propose a behavioral reference for technical and business teams, aligning emerging agile governance meta-principles and values.

In the following sections we will discuss the agile governance phenomena characterization (Section 2), the conceptual development meta-principles and meta-values, and its reflections in Section 3. In Section 4, we will present implications for research and practice and conclude in Section 5.

2 Agile Governance characterization

The agile governance phenomena emerges in the context of organizational environment, as a young and nascent area, driving people to apply agile capabilities upon governance capabilities to provide business agility (Luna et al., 2014).

Thus, Luna et al. (2014) introduce *agile governance* as the application of agility upon the system responsible for sense, respond and coordinate the entire organizational body: the governance (or steering) system. Differently from specific agile approach widely held on organizations (such as agile software development or agile manufacturing), in which the influence is limited to a localized result, usually few stages of the chain value (Porter, 1985) of the organization (Luna et al., 2014).

Concerning to positioning of the phenomena, Luna et al. (Luna et al., 2014) imply agile governance as socio-technical phenomena positioned in a chaordic range between the innovation and emergent practices from agile (and lean) philosophy and the status quo of the best practices employed and demanded by the governance issues. According to them (Luna et al., 2014), the socio-technical nature of agile governance is substantiated because we are handling with the understanding of the intersections between technical and social aspects: considering people as agents of change in organizations, in contexts where technology is a key element (Luna et al., 2014).

Further, Luna et al. (2014) point out that the emerging evidence from their review lead them to define agile governance, broadly and holistically, as:

“is the ability¹ of human societies to sense, adapt and respond rapidly and sustainably to changes in its environment, by means of the coordinated combination of agile and lean capabilities with governance capabilities, in order to deliver value² faster, better, and cheaper to their core business.”

¹ “A natural or *acquired* skill or talent” (TFD, 2013).

² “An informal term that includes all forms of value that determine the health and well-being of the firm in the long run” (BD, 2013).

They advocate that this agile governance definition was being presented in order to be comprehensive enough to cover all areas identified by their research, at the same time that it was still specific enough to be useful and applicable in distinct contexts.

In complement, Luna et al. (2014) have clarified that agile governance do not come replace the conventional models, frameworks and methods, such as ITIL (Mendel, 2004), COBIT (Gerke & Ridley, 2009), among others. Their proposal was just come shed a fresh look about governance, bringing enablers elements from agile philosophy to extend it for a more resilient and flexible paradigm.

Based on those previous works, considering the ultimate Luna et al. (2014) definition for “*agile governance*” and the Kruchten (2011) definition for “*agility*”, in order to depict this phenomena in a more comprehensive, inclusive, and businesslike terms, we are also proposing as emerging contribution of this paper, a new “*lean definition*” for *agile governance* as:

“the capability³ of an organization to sense, adapt and respond to changes in its environment, in a coordinately and sustainable way, faster than the rate of these changes.”

In addition, there is a profuse and provocative work, which attempts to characterize agile governance phenomena and the contexts in which they occur, developed by Luna (2015), called *Agile Governance Theory (AGT)*. The author argues that once the agile governance phenomena are better understood in their essence, and their constructs, mediators, moderators and disturbing factors were mapped, it is reasonable to assume that these findings can help organizations to achieve better results in agile governance application: reducing cost and time, increasing the quality and success rates of their practice.

Luna (2015), further, advocates that people can use *Agile Governance Theory* to understand their organizational context. This theory is especially useful helping to identify *effects of the factors from external environment [E]* that generate disturbances in internal environment, as well as *effects of moderator factors [M]* that can retard their advances. Based on this new level of organizational awareness, teams can develop *agile [A]* and *governance capabilities [G]* and apply them, in a coordinated and combined way, on their *business operations [B]* to increase the *value delivered [R]*. As a result, the *organizational context* under analysis evolves to be able to improve the *organizational competitiveness* (upgrading the ability to sense and respond to changes in competitive environments) and refine the *organizational sustainability* (working on the root cause for eliminating or mitigating the moderator factors). However, this is a topic to explore in a future article.

3 Foundations for the Agile Governance Manifesto

The *Agile Governance Manifesto* can be understood as an explicit pronouncement to guide an iterative and people-centric approach to governance, comprising the following elements: (i) its statement, constituted by nine key values; (ii) team mission, steered by two dimensions; and (iii) six meta-principles; which we will discuss in turn.

³ Capability is the ability to develop competencies, as a collaborative process that can be deployed and through which individual components can be applied and exploited in benefit of the team, in keeping with Vincent (2008).

3.1 Statement and Values

“We are uncovering better ways of steering the governance in our institutions, by doing it ourselves and helping others to do so. Through this work (Luna, Kruchten, & Moura, 2015), we have begun to value:

Behavior and practice over... process and procedures.

To achieve sustainability and competitiveness over... to be audited and to be compliant.

Transparency and people’s engagement to the business over... monitoring and controlling.

To sense, adapt and respond over... to follow a plan.

That is, while there is value in the items on the right, we value the items on the left more.”

3.2 Team Mission

In the context of this work, *team* is a generic word that can be applied for several complementary connotations in *organizational context*, such as: technical people, business people, and even the steering committee.

Thus, in every *organizational instance*, the team recognizes as its *core responsibility* the provision of “*useful value to the business*”, considering the following *dimensions* of its mission:

- **Incrementally:** through an iterative approach, where the problems are divided into smaller pieces and solved.
- **Potentially deliverable:** where at the end of each iteration, each delivery has to have value that is recognizably useful (make sense) for the business.

3.3 Meta-principles

We have proposed the following *six meta-principles* for agile governance, in order to guide future researches and, especially, to drive practices (Luna et al., 2014):

1. **Good enough governance:** “*The level of governance must always be adapted according to the organizational context*”. The level of governance required to achieve business agility must be balanced, and adjusted when needed, taking into account the particular conditions, and timing⁴ of each organization. This meta-principle should lead the practitioners and researchers to reflect and consider the constraints experienced by each organization, without jeopardize the regulatory aspects or market rules. In other words, it can be accomplished respecting the particularities of each environment. For instance, something that is good for an organization can be too much for other, at least on a specific time frame. The question remains: is it worth paying for this “extra”? Taking for example the COBIT 5 framework (ISACA, 2012), which has 37 processes, and 17 enterprise goals. Shall these processes and goals be applied in any cases? In any kind of organizations?
2. **Business-driven:** “*The business must be the reason for every decision and action*”. Decisions of any nature, in any organization instance, must be driven by and for the business. In other words, all decisions in any business unit, from entire organization (including its conjunctions and specific sectors) must be made taking into account the business strategy. People have to think each decision, design and approach to satisfy

⁴ “The selecting of the best time for doing or saying something in order to achieve the desired effect.” (TFD, 2013)

business requirements and priorities. Teams should create a broad culture that can influence the collective behavior in whole enterprise, in order to give rise to a cohesive organizational awareness. As a result of the alignment between the business layer and the governance layer, the connections among each unit of the entire organization, may work as a symbiotic relationship. This leads the organization to increase flexibility and to reduce the turnaround times when the business demands quick adapting of the infrastructure to its needs.

3. **Human focused:** *"People must feel valued and incentivized to participate creatively"*. People have to be valued as a key element of change and the driving force in organizations, as well as they must be encouraged to contribute creatively to the business aims. In organizations there are people who perform, control and decide about the processes, in so far there must be leaders that aim to create value in the company by means of getting the best from people, motivating them strategically, to obtain the need engagement to the business. Nonetheless, mostly the prevailing methods and tools of governance still are concentrated on structures and processes. The necessity to understand people as an essential and creative component of the structures and processes is a *critical success factor* for governance initiatives. At the same time, the creation of effective mechanisms to incentive and support the relationship, communication and collaboration among people is imperative.
4. **Based on quick wins:** *"The quick wins have to be celebrated and used to get more impulse and results"*. The quick wins achieved by team must be celebrated with the same intensity and seriousness with which the problems are addressed and solved, as well as its impulse must be used consciously to get more results. The quick wins seek an accumulation of small impulses which, together in the same direction, are reflected in the medium and long term great acceleration to the enterprise. This evolution must be continuously monitored and adjusted. The maturity achieved by the team reflects on "less jerky movements", less breakage and waste, as well as greater coordination between the parties involved (people, business units, etc.). The "positive energy" coming from these victories must be used consciously in the feedback and motivation to the team to continue development of the governance initiatives and, therefore, should be valued.
5. **Systematic and Adaptive approach:** *"The teams must develop the intrinsic ability to systematically handle change"*. They should adopt a systematic and adaptive approach (adjusting the direction in line with the moment experienced by the organization). The teams and business units should seek to work as organisms adaptive rather than predictive ones. In other words, they should consider the change as natural component of the business environment, trying to adapt themselves to new factors arising from the development of their environments, as well as the business needs, rather than try to analyze previously all that can happen during each time box.
6. **Simple design and continuous refinement:** *"Teams must deliver fast, and must be always improving."* That is to say, they must choose always the simpler and feasible alternative to the solutions design, one that can be improved with the least possible waste at the earliest opportunity. The idea is to adopt simple design and to improve it as soon as possible, instead of a slow start, trying to establish a balance between the agile and lean approach. The architecture of the solutions should always be focused on streamlining between the desired results and the resources currently available. In other words, it is better to do something simple that generate results immediately, and pay a little more to improve it at the first opportunity (by means of a possible rework), than doing something complicated

with a high cost of time and other resources, and end up losing the timing of the change in the business.

4 Reflections about Practice

Our use of the Greek prefix “*meta*” in *meta-principles* follows from our design of these principles to provide a way of thinking across the disciplines that compose the agile governance phenomena, trying to cover their broad nature (Luna et al., 2014). Also we should clarify that these meta-principles were shaped under the lens of the *principles analysis method* proposed by (Séguin, Tremblay, & Bagane, 2012), properly adapted to the phenomena in study in this review. In other words, regarding to these meta-principles: (1) they are worded in a prescriptive manner in order to guide action; (2) they are not directly associated with, or rise from, a technology, a method, or a technique, nor they are a specific activity; (3) they do not state a comprise (or a mix) or trade-off between two actions or concepts; (4) they refer to concepts related with agile governance paradigm, some of them found in this review; and (5) they can be verified in its consequences and by experiments.

In order to demonstrate the application of these individual criteria analysis, we can take as example the third meta-principle: “*people must feel valued and incentivized to participate creatively*”. In line with Séguin et al., (2012), we can imply: (1) retained: the principle is expressed in a prescriptive manner, clearly conveying its practical consequences; (2) retained: the utility or applicability of it is not associated to any technology, method, or technique, nor specific activity; (3) retained: the meta-principle does not propose an exchange of one thing in return for another, nor the relinquishment of one benefit or advantage for another, its essence is “people as an appreciative *critical success factor*”; (4) retained: we can find some *constructs* broadly used in agile governance, such as: *lack of appreciation of people in governance processes* as cited in (Lehto & Rautiainen, 2009; Sarker et al., 2009; Schmidt & Mathiassen, 2009); and, (5) retained: we can check if this meta-principle is going on organization, by means of, for instance, an organizational climate survey.

We believe to achieve better results in business; teams should use those meta-principles with the support of a set of meta-values that even can help them to differentiate the conventional approach to governance from the *agile governance approach*. Likewise, teams should to look to the set of meta-values depicted in Section 3.1, as a *behavior guide* to help them to fulfil the mission crystallized in Section 3.2.

Concerning to the meta-values, they are enduring beliefs or ideals shared by team and their stakeholders about what is and what is not good or appropriate in their actions. We would highlight that agile governance is related much more to **behavior** and **practice** than anything else. Even because processes and procedures are already well established in governance context, and they “need to be followed”, many of them needing to be audited (ISACA, 2012), or regulated by laws (US Congress, 2002), or else certified as international standards (Heston & Phifer, 2011).

Moreover, we believe people should face Agile Governance in order to be able to improve the organizational **competitiveness** (upgrading the ability to sense and respond to changes in competitive environments) and refine the organizational **sustainability** (working on the root cause for eliminating or mitigating the moderators factors, as described by Luna (2015)). The balanced combination of Agile and Governance capabilities, proposed by the *Agile Governance Theory* (Luna, 2015), is an approach that attempts to act as a buffer between firm resources and the changing business environment, dynamic resources help a firm adjust its

resource mix and thereby maintain the sustainability of the firm's competitive advantage, which otherwise might be quickly eroded. Hence, these capabilities emphasize resource development and renewal, and thus may be particularly useful to firms operating in rapidly changing environments.

The growing interest in IT governance is partly due to the need to ensure reliable security and auditing mechanisms for companies, in order to mitigate business risk and avoid the occurrence of frauds (or ensure that there are means to identify them), ensuring **transparency** in management. The Sarbanes-Oxley Act (Congress of the United States of America, 2002), in U.S., and the Basel Accords (Bank for International Settlements, 2010) in Europe, are examples of statutory mechanisms in this context.

The team members might even know about agile or lean, and governance experiences, from literature, report from other teams, courses, or other sources. However, the *ability to develop competencies* take account three essential pillars: (i) *knowledge*: "To know what and why to do"; (ii) *skill*: "To know how to do"; and, (iii) *attitude*: "To wish to do". When the organization provides a course about these topics, or the team members (by themselves) seek to improve their own knowledge about these matters, they are only addressing the first pillar. When the company hires a coach to help the team to evolve on those topics combining knowledge acquired and practices in their day to day context, in order to develop team skills, they are still addressing the two first pillars. The third pillar to become able to develop new competencies is, perhaps, the most difficult to achieve and develop: **people's engagement**.

On the other hand, a good governance to be reached demands capabilities such as *flexibility*, *responsiveness* and *adaptability*, as well as an **effective and responsive sense** of coordination across multiple business units (NAO, 2012). At same time that those mentioned capabilities belong to the agility paradigm according to Poligadu & Moloo (2014).

4.1 Bridge's analogy

Thus, we can infer that the combination of the proposed principles and values comprise the basis to the team mission fulfilment. This perspective allow us to evolve the original view proposed by Beck (2000) for explain his conception about the eXtreme Programming (XP) principles and values, and adapt his figure to the *Agile Governance Manifesto*, as depicted in Fig. 1.

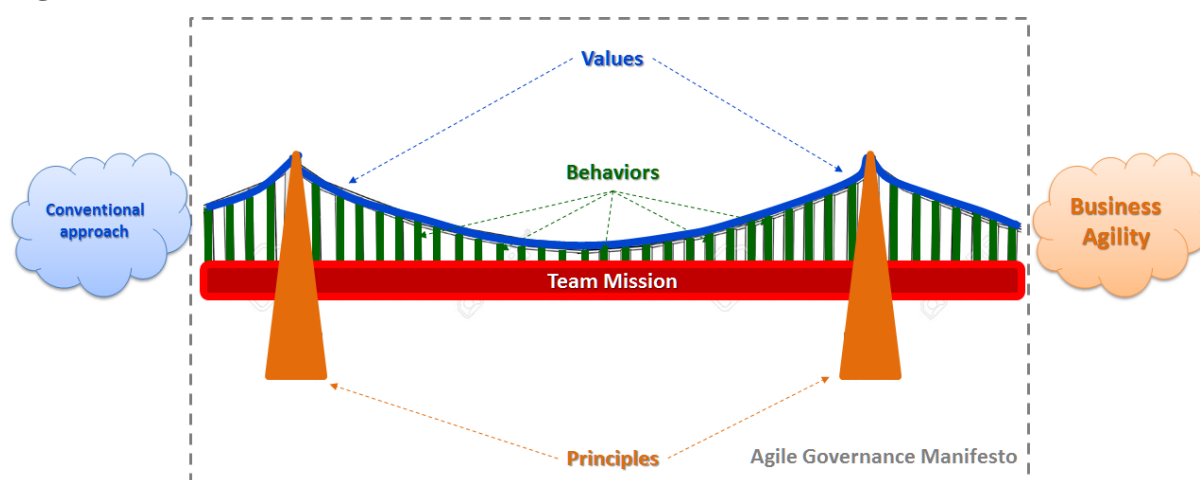


Fig. 1. Agile Governance: Bridge's analogy. Source: Own elaboration.

Considering this analogy, the *Agile Governance Manifesto* works as a bridge to help teams and organizations to achieve business agility. On this metaphor, the manifesto's **meta-principles** are the pillars that support the set of manifest elements. Those foundations are reinforced by "lashings" provided by **values**, which describe the long-term goals for applying *Agile Governance* and define criteria for success. Those values also provide *guidelines* to develop **behaviors** that allow fostering an appreciative *organizational culture*, which in turn *strengthens* the overall infrastructure. Further, this entire framework supports the **team mission** as the path to be followed, in order to help practitioners to come from a trajectory of a **conventional approach** to achieve **business agility**. With regard to sustain the values, and make them more concrete, there are the meta-principles that should *guide* the development of practices, and can be used to *govern* the work of teams in order to achieve and maintain business agility in a *sustainable* way.

4.2 Governance Office

In order to create favorable conditions to help organizations to put in practice those manifest's elements we suggest the establishment of the *Governance Office (GO)*. This concept is proposed as an *organizational entity* for which are assigned various responsibilities related to the coordination of governance initiatives, allowing fruitful development of the cluster of organizational steering *capabilities*⁵, based on three dimensions: (1) to plan strategically; (2) to establish mechanisms to ensure accomplishment of the strategic planning; and, (3) to sense and respond to change (Luna et al., 2015).

Due to governance initiatives are related to the *business processes management*, *products management*, and *services management*. Even as, *projects* are the means by which those initiatives are deployed or improved in organizations, we can infer that *Governance Office (GO)* can encompass (or at least ensure the alignment of) the mission of *Project Management Office (PMO)* (Pemsel & Wiewiora, 2013), *Service Management Office (SMO)* (Lucio-Nieto & Colomo-Palacios, 2012), and *Process Management Office (P'MO)* (Herzberg & Kunze, 2015), as well *Product Management Office (P''MO)* (Durmusoglu, 2009; Walton, 2002). **Fig. 2** is an attempt to represent a first idea of these relations.

The *Governance Office* is the *executive arm* of the *steering committee*: guiding teams, setting and maintaining standards of governance established by the organization's policies.

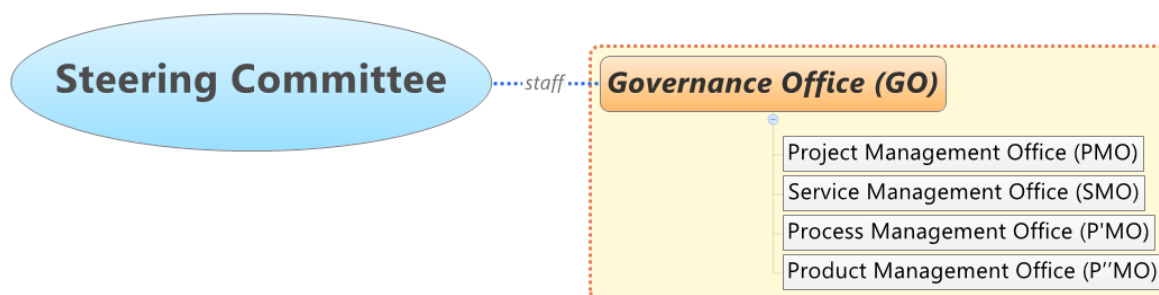


Fig. 2. Governance Office relations. **Source:** Own elaboration.

Likewise, the *GO Team* must provide consultancy and training, as well performing audit and performance monitoring. Governance Office should be perceived also as a *center of information* and *control*. It contains charts, diagrams, documentation and schedules. It is also

⁵ The term "*capability*" regards to a feature, *faculty* or process that can be developed or improved (Vincent, 2008).

“home to the governance and management team”, where the entire support is available. We plan to delve into this topic in future publications.

4.3 MAnGve approach

MAnGve is an *agile framework* developed by Luna (2009) for agile governance deployment. This framework is focused on delivering of processes and services, working as a catalyst to accelerate the agile governance deployment process. The MAnGve was designed to mitigate the lack of practical focus found in conventional governance models and frameworks (MAnGve.org, 2009). The MAnGve is a framework based on an agile life cycle, seeking to translate the principles, values and practices from Agile Software Development to Governance paradigm. As a result of this work was published in 2011 a book for practitioners called “*MAnGve: deploying Agile Governance*” (Luna, 2011).

Analyzing MAnGve on the context of this manifesto, we can imply that Luna (2009) makes a positive initiative in proposing thirty-one agile practices on MAnGve, which can be considered as an alternative starting point to put into practice the purpose of this manifesto.

The adaptive approach proposed by MAnGve assumes that perception of the organizational problems (the business needs) increases as governance processes are deployed (and improved), leading to a constant search for better solutions (MAnGve.org, 2009). Further, the construction of new scenarios of organizational competitiveness occurs in an iterative and evolutionary way, with iterations as short as possible. At the end of each iteration, business operations evolve to a new level of organizational competitiveness, having a subset of processes and/or services ready to be put into production and able to deliver value.

In order to seek for guidelines to implement this manifesto, there is a strong belief in the adoption of principles that explore the comprehension of autonomous human behavior. This understanding can be acquired through studies on “life systems” that exist in nature – such as flocks of birds, shoals of fishes, swarms of bees – including, in management suppositions and practices, the notion of Complex Adaptive Systems – CAS (Waldrop, 1992). Although these systems have only local rules and strategic capacities, their collective behavior is characterized by an order balance, self-organization, and a collective intelligence that is greater than the sum of its parts, regularly exhibiting a remarkable skill to adapt to complex and dynamic environments (Akdeniz, 2015).

For example, on MAnGve application the *team leader* (a role played by the *MAnGveMaster*) also needs a subset of simple practices for guidance, supplying an environment in which the team can be led, instead to define a rigid set of instructions. Following these practices the *MAnGveMaster* becomes a leader with adaptive capacity, able to set a direction, establish simple rules, and generate the adaptive system in which teamwork environment should be inserted. The MAnGve also suggests that leadership must encourage frequent evaluation (feedback), adaptation to business changes, and collaboration among team members.

By way of illustration, on MAnGve context there is a practice called “*Subtle Regency*”, proposed in order to help team leader handle with this matter. This practice advocates that the intelligent control of teams requires a subtle combination of the emergent order and the imposed order. Hence, recognizing that it is impossible to foresee everything, the *MAnGveMaster renounces control of the team* and applies the kind of leadership that encourages regency's practices enough to keep order, while provide space (and liberty) for the team to innovate, to be creative, and to respond quickly in dynamic environments. The

MANGveTeam (team comprised by people who apply MAnGve in organization) should have sufficient autonomy to self-organize and adopt alternative solutions when necessary.

Based on those narratives MAnGve seems pretty aligned with the purpose of this manifesto. This paper does not want exhausting on how to apply the principles of this manifesto on organizational contexts. Our proposal is just to establish a start point for practice and reflection, as well as also to indicate a path in order to lead a broad discussion about initiatives that could promote its application.

5 Conclusion

The *contribution* of this paper is the *Foundations for an Agile Governance Manifesto*, comprising: (1) Agile Governance phenomena characterization; (2) a new and *lean definition* for *agile governance*; (3) Manifesto *statement* and *nine values* for consideration; (4) *Team's Mission*; (5) *Six meta-principles* for practitioners; and (6) *Reflections* about practice.

This manifesto aims at equipping teams working on governance projects, but it can also be applied in several situations related to daily management issues. It is expected that the set of meta-principles and values of this manifesto can be useful as a behavioral reference (human approach) to teams so that they can achieve best results in their efforts in an innate, productive, balanced, and prosperous way.

As complementary *contribution*, we suggest that this manifesto may be seen, as a behavioral instrument to assist the progress of Agile Governance Theory (Luna, 2015) application on concrete organizational contexts.

In terms of *constraints*, the still little scientific content published about agile governance may be mentioned, as this limits the universe to be explored. In the same way, the studies that were found are, in the most instances, addressed with flat scientific rigor or purely propositional, which they have reduced the potential of results obtained.

For *future work*, the evolvement of this debate to the practical application of this manifesto in organizations should be fostered and supported. Also, this manifesto may be seen as a step toward to establish a systematized approach for application of the Agile Governance Theory (Luna, 2015). As a further challenge, we plan to “*gamify*” the theory by means of a *corporate game* (Luna et al., 2013) in order to “*motivate people to do extraordinary things*” (Burke, 2014) through Agile Governance Theory. It is thought that this theory applied as corporate game can become a ludic instrument for practicing and monitoring Agile Governance.

Signatories

On the Agile Governance Manifesto website (AgileGovernance.Org, 2009) there is a list of people who already have signed the manifesto. New subscriptions can also be made. Feel free to join.

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⁶ FREVO is a concrete example of *self-organized multidisciplinary research team*, and I am very proud and pleased to be part of this brotherhood.

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