

Move Fast & Break Silos

Leadership for Interdisciplinary Teams

**Building Software Is a
Design Process,
Not an Assembly Line!**

Facing Reality

**“Agile now means,
we do half of
Scrum poorly and
Use Jira”**

**(Andy Hunt, “The Pragmatic
Programmer”)**



Coders Had a Vision

Manifesto for Agile Software Development

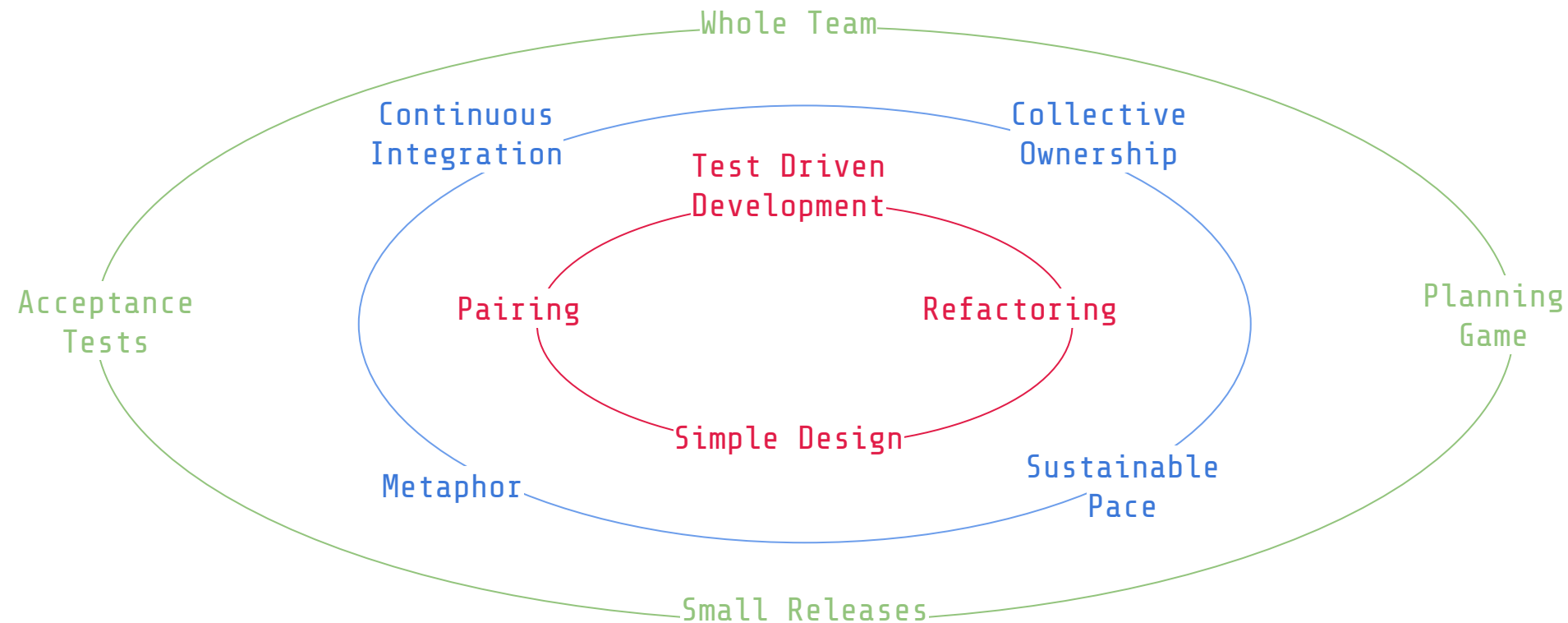
We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

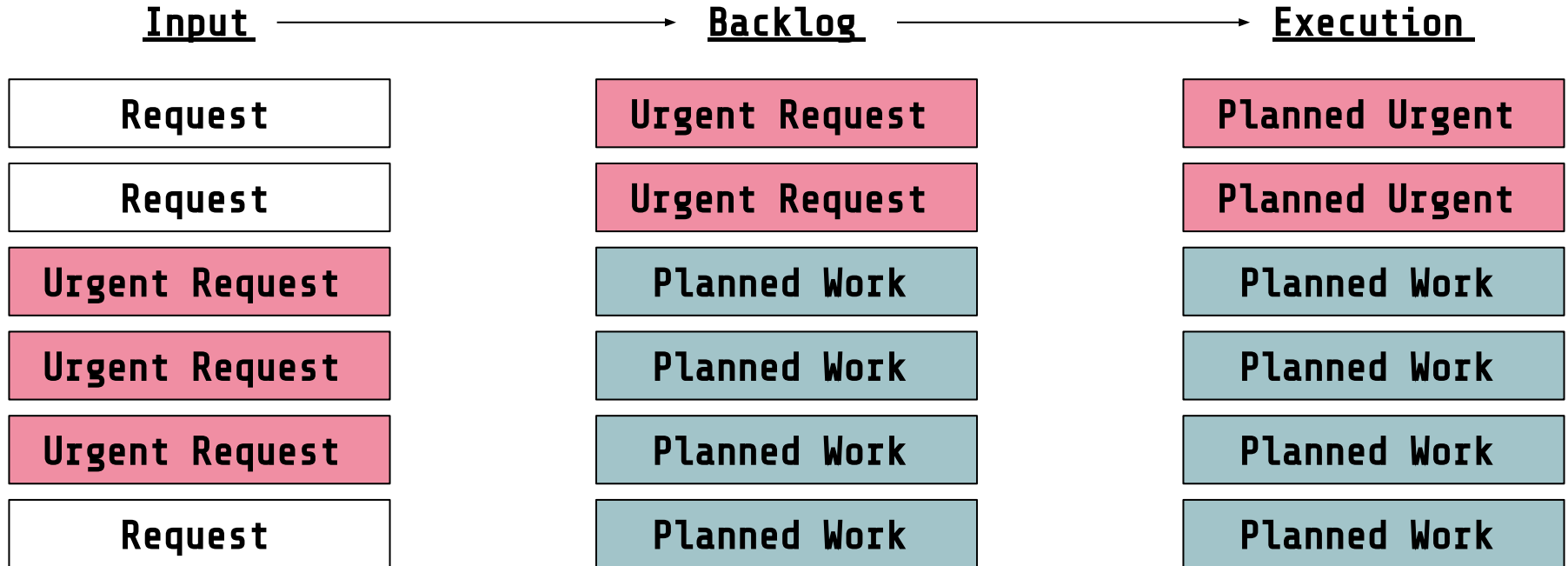
Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

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

But Business Took Over



Agile Became a Micromanagement Tool



Trade-Offs Because Time Is Running Out



Even Small Teams Always End Up With Waterfall

Agile/Scrum

No Product Owner

External Stakeholders

Predictability

Roadmaps

Business Pressure

Efficiency

Work on my own

Different Dev
& Product Orgs

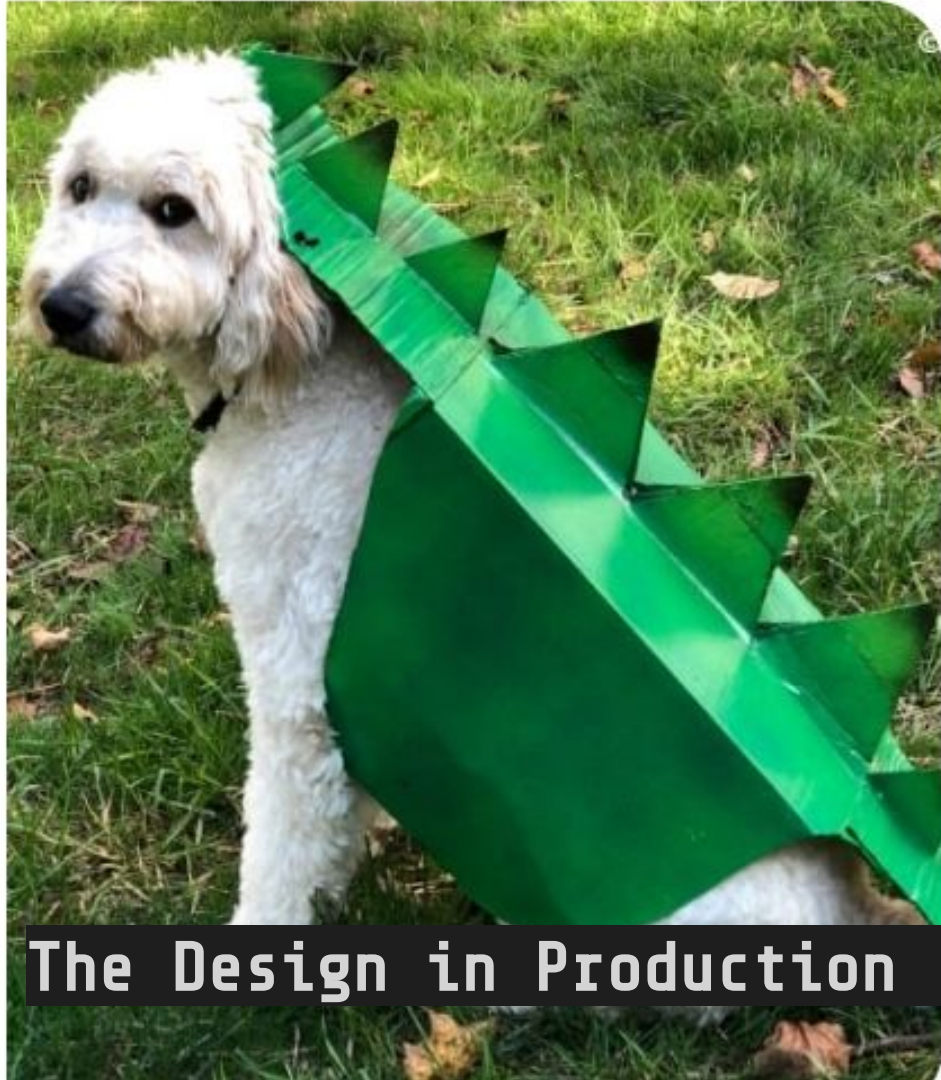
Scrumfall

The Design in Figma



https://www.reddit.com/r/FigmaDesign/comments/10rh6k4/is_it_just_me_or_lightbox/

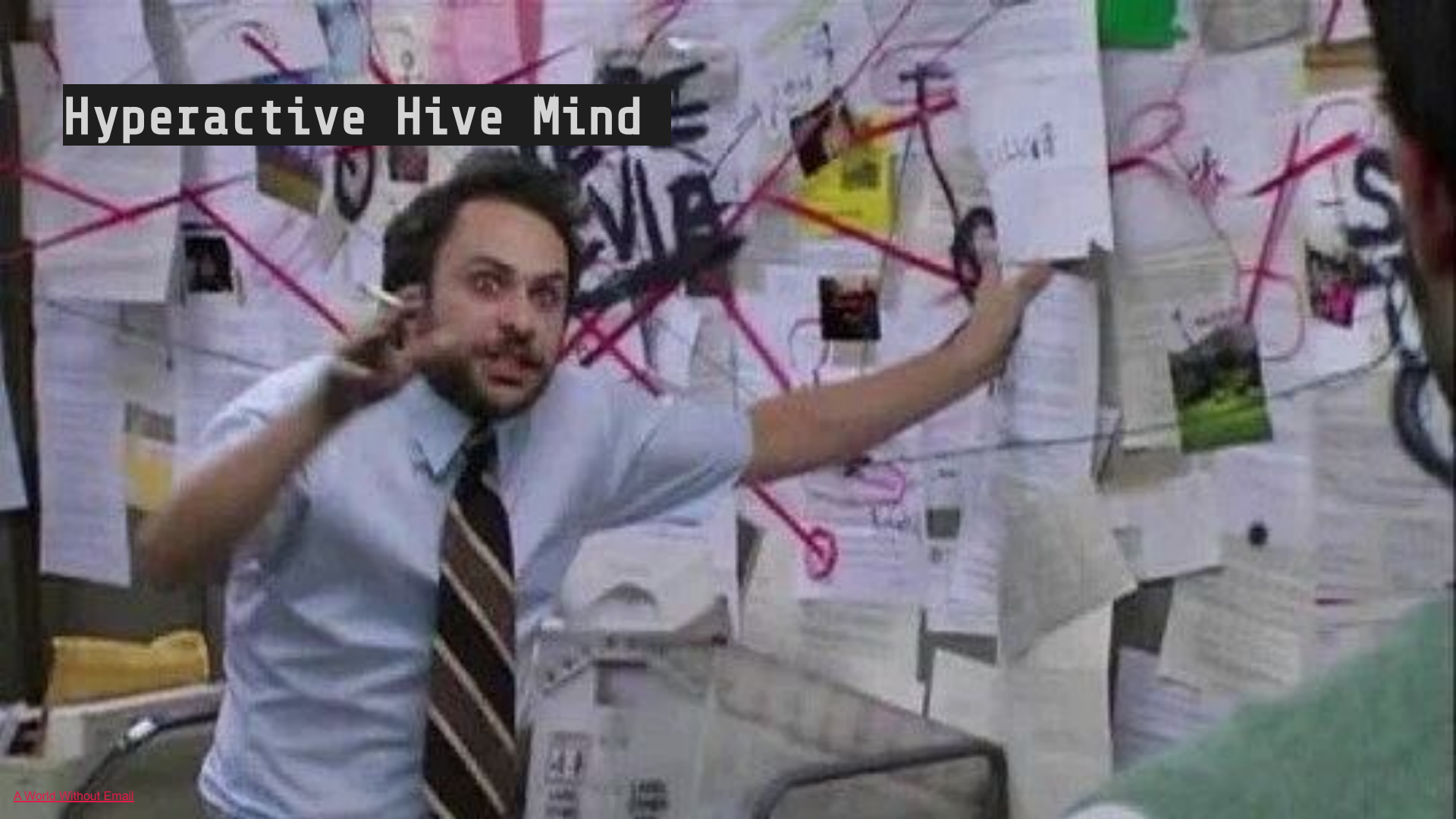
The Design in Production



Yeah, If You Could Fill Out a Jira Ticket

That Would Be Great

Hyperactive Hive Mind





AI HYPE

**Building Software Means
Making Decisions in
Continuously Evolving
Systems .**

Framework for Decision Making

Facing Reality

Slicing Work

Aligning Teams

Scaling Orgs

Emancipating People

Slicing Work

**“So much
complexity in
software comes
from trying to
make one thing do
two things.”**

(Ryan Singer, Shape Up)



Slicing Work

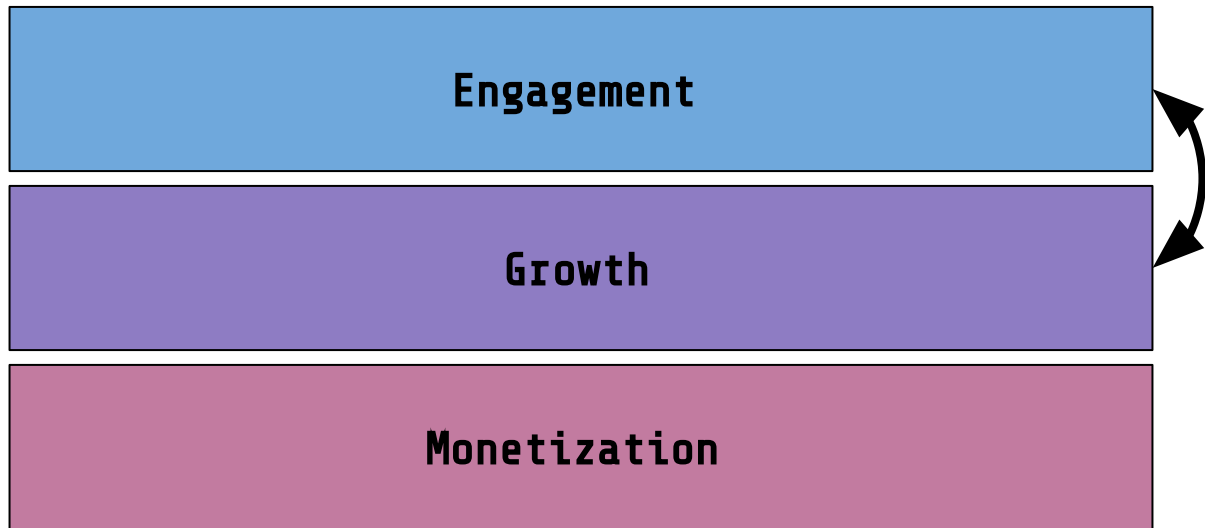
Slicing Objectives

Slicing Problems

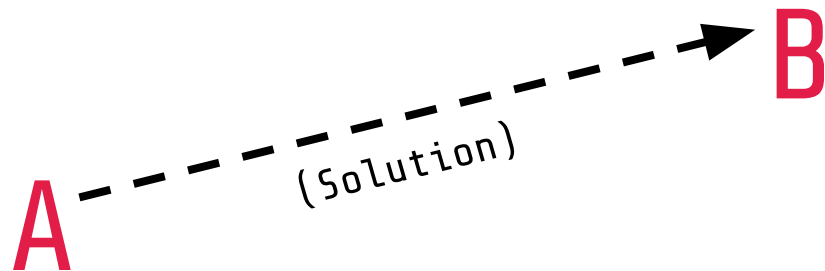
Slicing Solutions

Slicing Delivery

Slicing Objectives : Force Ranked



Slicing Problems: Only Context & Outcome



Current Context:

...
...
...

Desired Outcome:

...
...
...

Slicing Problems: Appetite

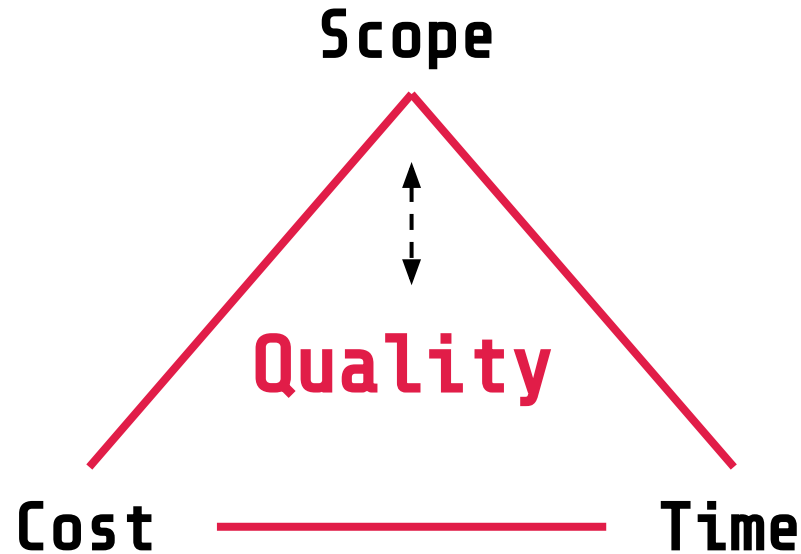
Estimates

Fixed Scope
Variable Time

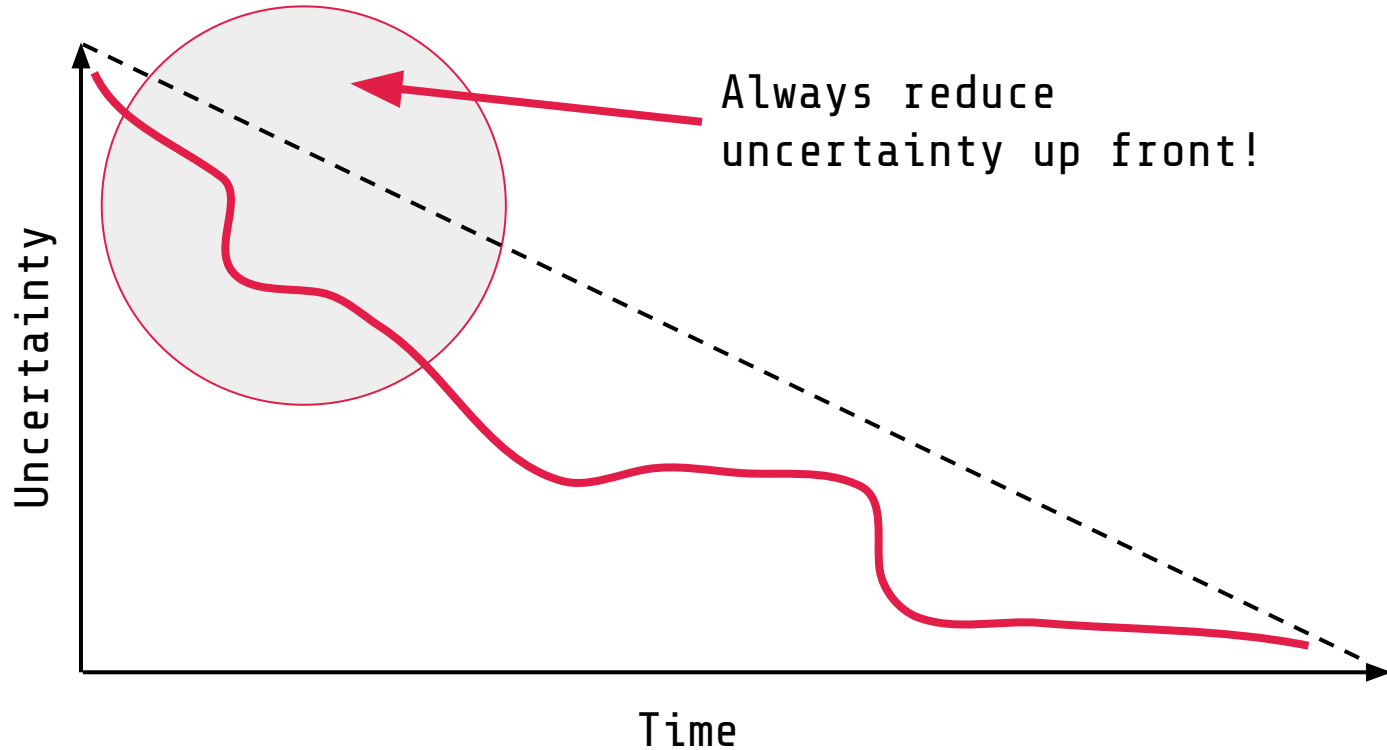
Appetite

Fixed Time
Variable Scope

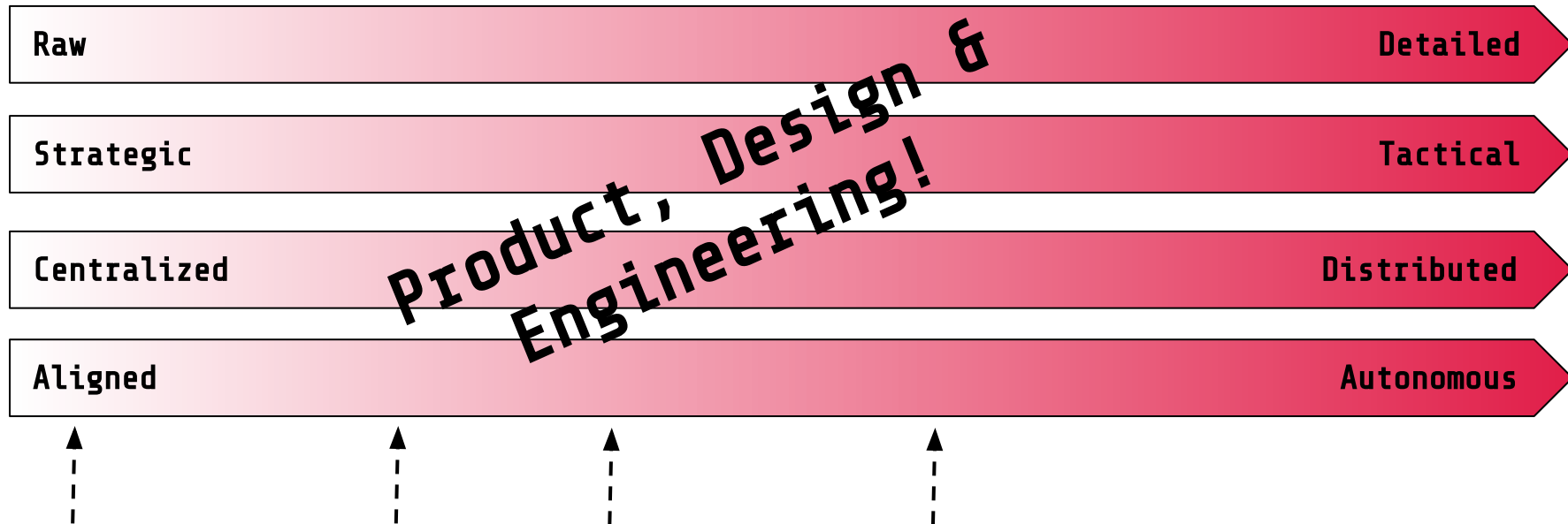
Variable Scope Guarantees Quality!



Slicing Solutions: De-Risking

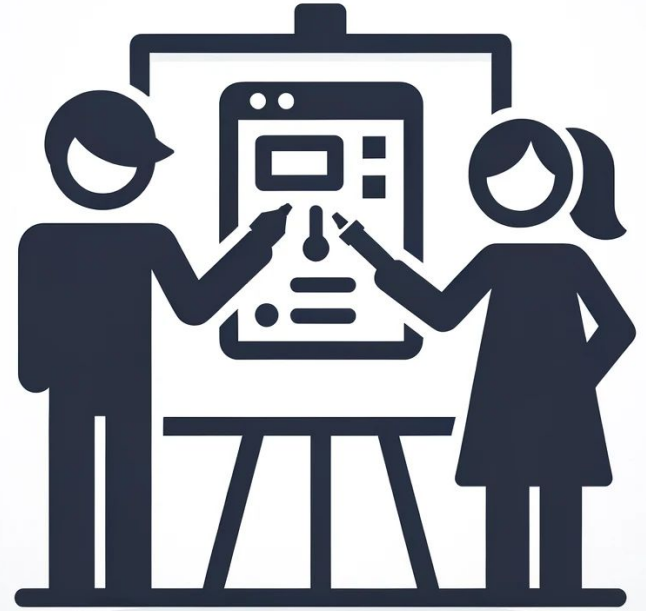
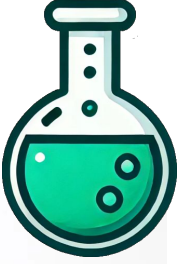


Slicing Solutions: Collaboration

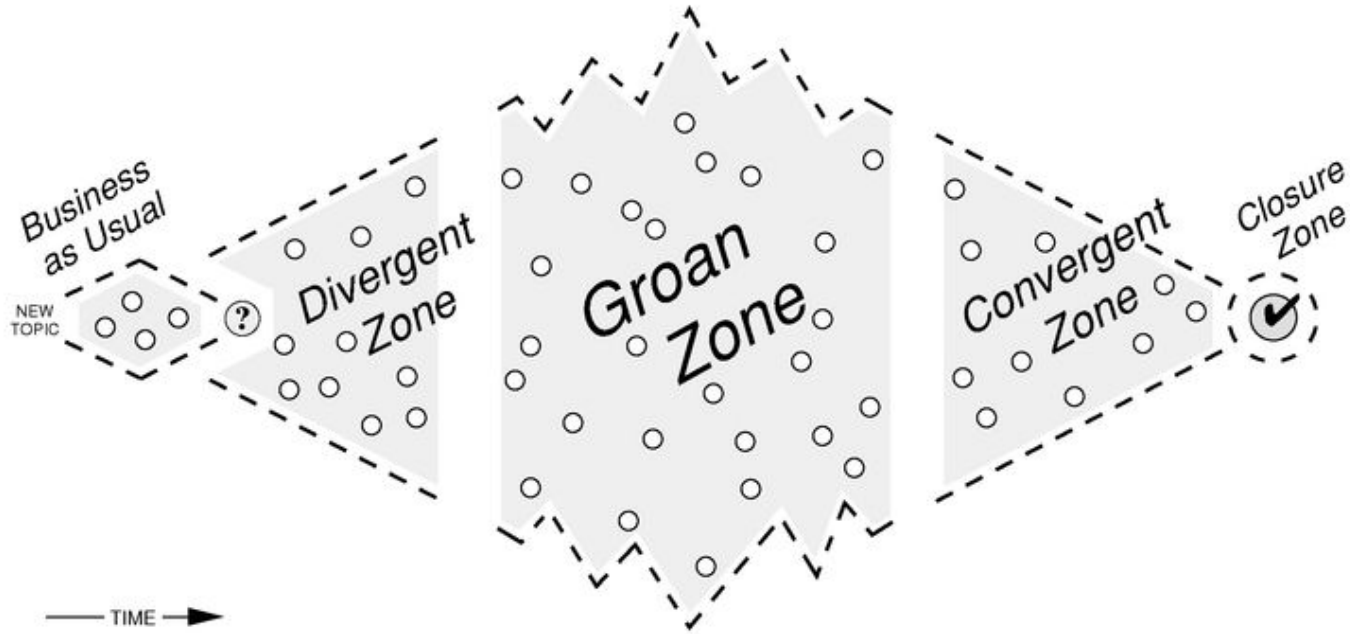


Trade-offs all the time!

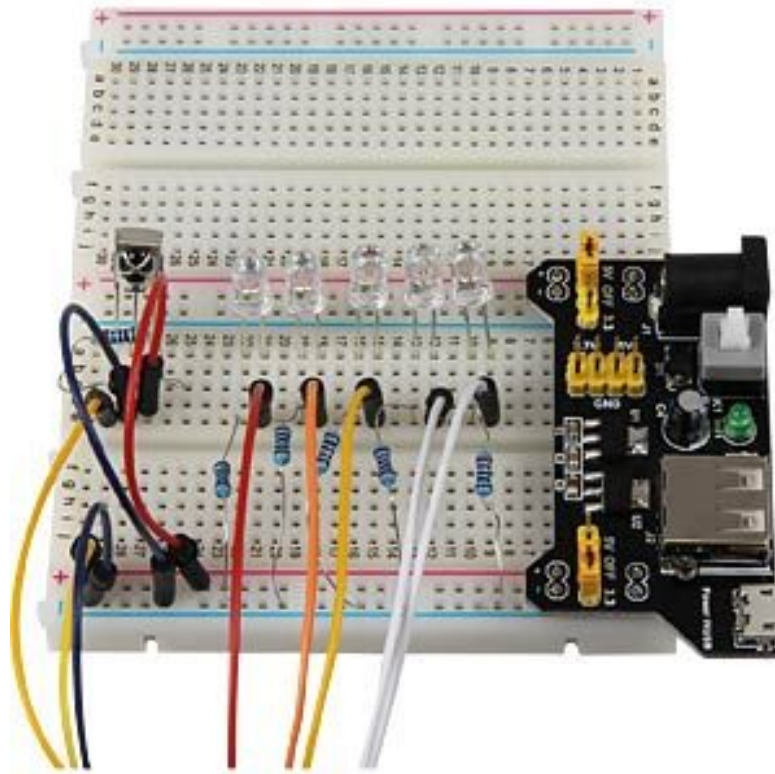
Try: Start at a Blank Slate & collaborate.



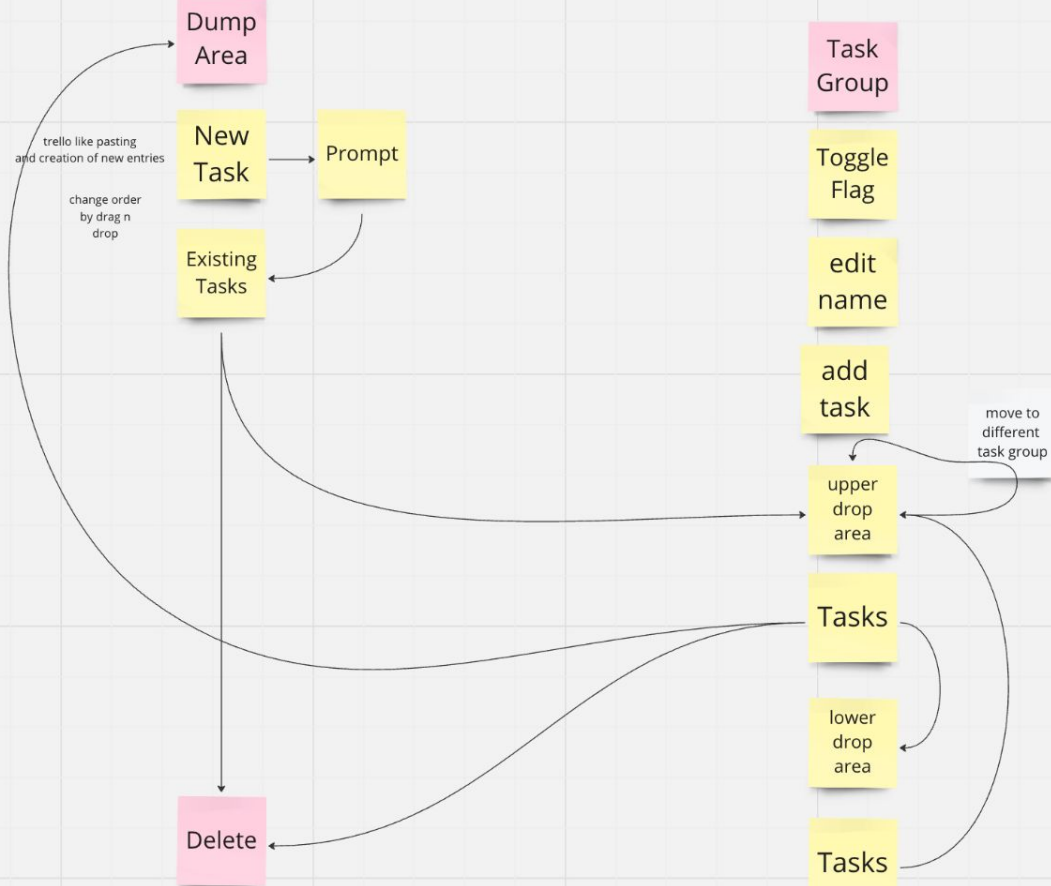
The Diamond of Participation

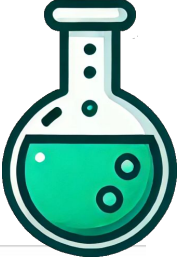


Breadboarding: Finding the Elements

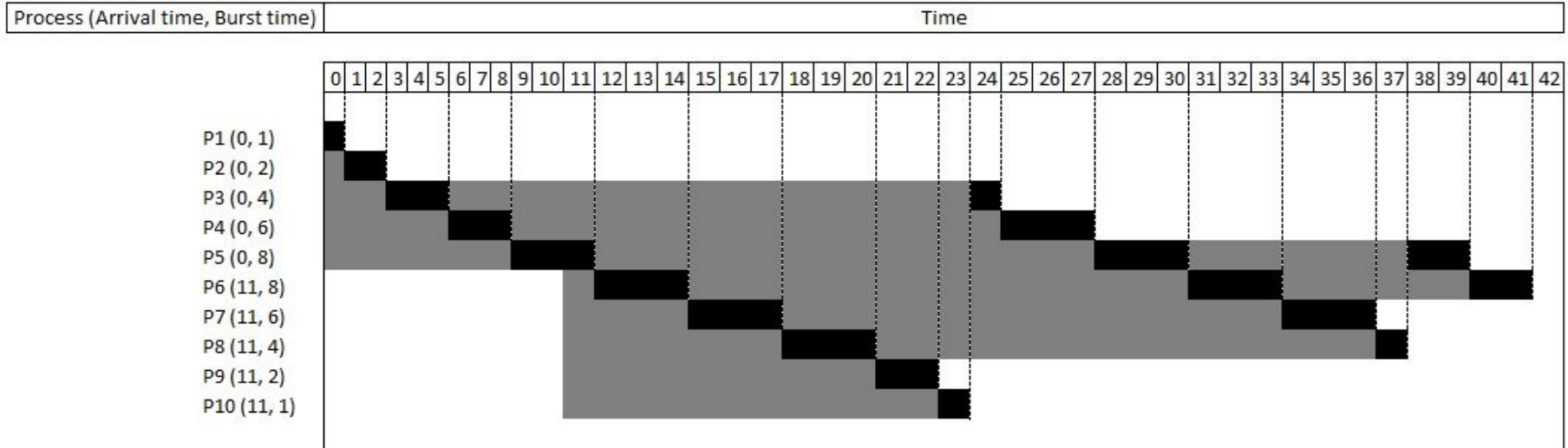


Breadboarding: Interaction Flows





Try: Round Robin to Activate Everybody



Quantum = 3

█ Wait time
█ Burst time

Spikes: Seek & share insights!

Don't ask yes/no questions.

Prototype to Learn

Challenge assumptions with data!



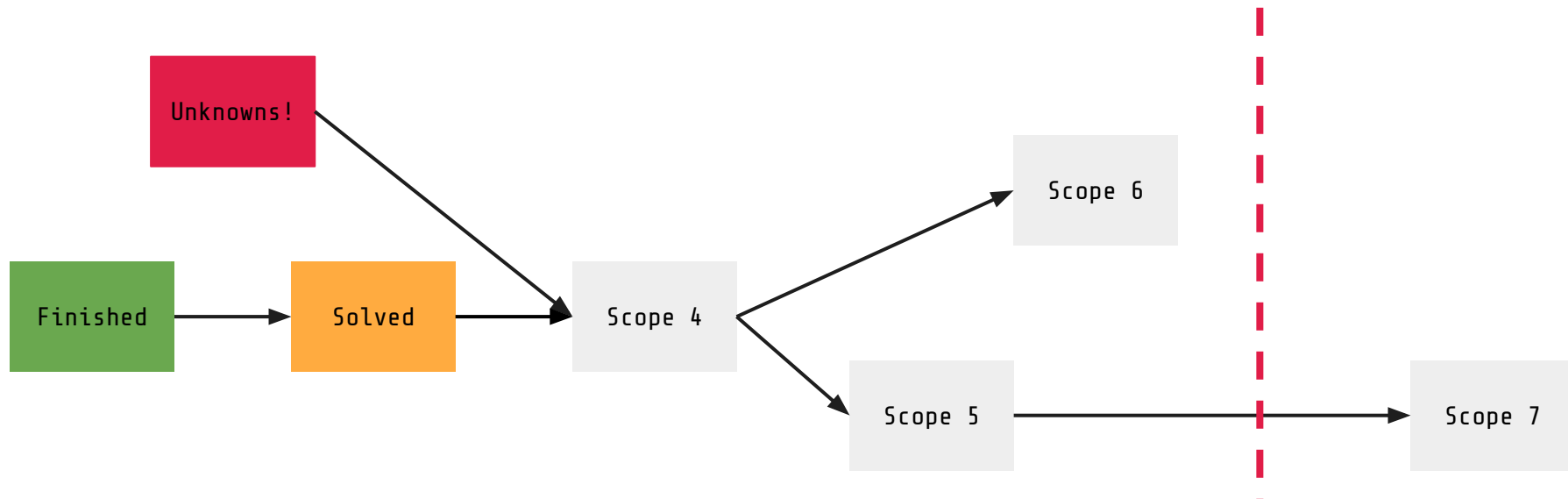
RFC for Collaboration

Company	Is There a “Central” Methodology?	What Project Management “Methodology” Is Typically* Used for Engineering Projects?	Who Typically Leads Engineering Projects?
Amazon	No, teams can choose	Plan (6-pager)->Build (iterate)->Ship	Tech lead
Apple	No, teams can choose	Plan->Build (iterate)->Ship	Tech lead
Datadog	No, teams can choose	Plan (RFC)->Build (iterate)->Ship	Tech lead or an engineer
Facebook	No, teams can choose	Plan->Build (iterate)->Ship	Tech lead or an engineer
Google	No, teams can choose	Plan (Design Doc)->Build (iterate)->Ship	Tech lead or an engineer
Netflix	No, teams can choose	Plan->Build (iterate)->Ship	Tech lead or an engineer
Shopify	No, teams can choose	GSD (Get Shit Done, 6-week cycles)	Tech lead or an engineer
Spotify	No, teams can choose	Plan->Build (iterate)->Ship	Tech lead or an engineer
Uber	No, teams can choose	Plan (ERD)->Build (iterate)->Ship	Tech lead or an engineer

Try: Build Initiatives Without a Backlog



Slicing Solutions: Always Ready to Cut!

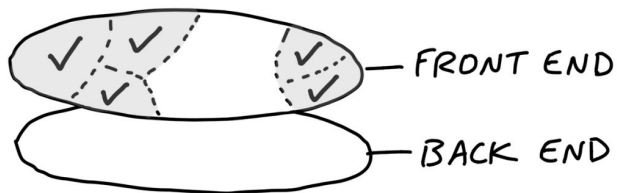


A Scope Is Shippable in Isolation.

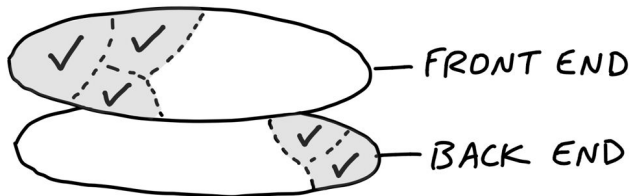
Done means deployed!



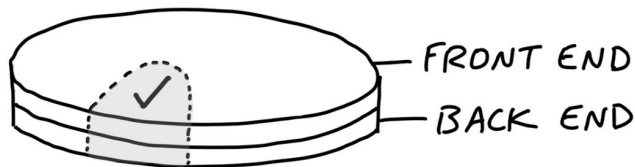
Slicing Delivery: End to End!



NOTHING WORKS



NOTHING WORKS



SOMETHING WORKS!

Implement by structure, not by person!

Slicing Work

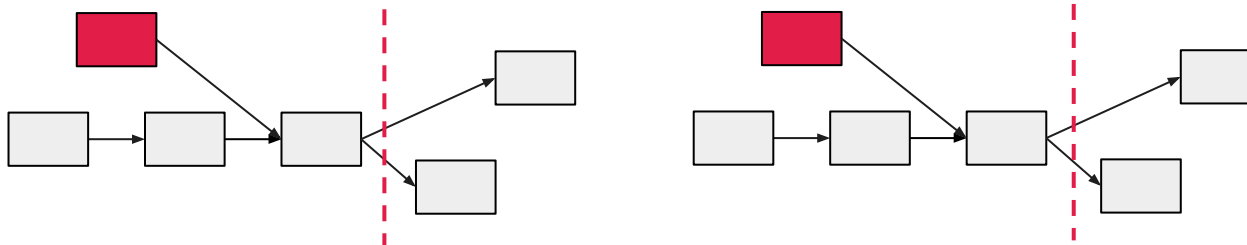
Slice Objectives



Slice Problems



Slice Solutions



Slice Delivery



Aligning Teams

**“Organizations
[that design
systems] produce
designs that
mirror their
communication
structures”**

(Melvin Conway, 1967)



Empowered Product Teams

cross-functional

Feature Teams

**Product
Teams**

developers

Delivery Teams

output

outcome

Product Teams: Everything They Need

1 Product Manager (Not a PO!!)

Responsible for customer value + business viability risk

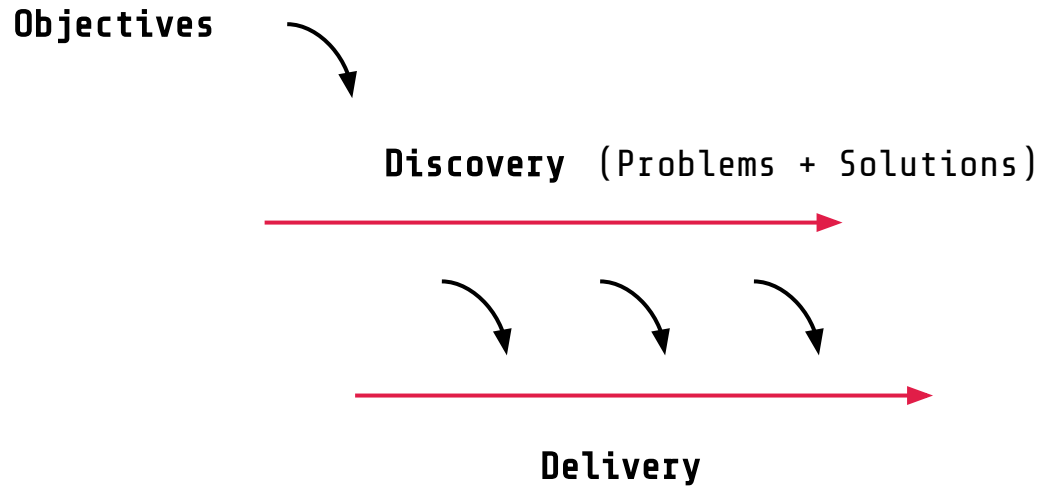
1-2 Designers

Responsible for usability risk + Experience

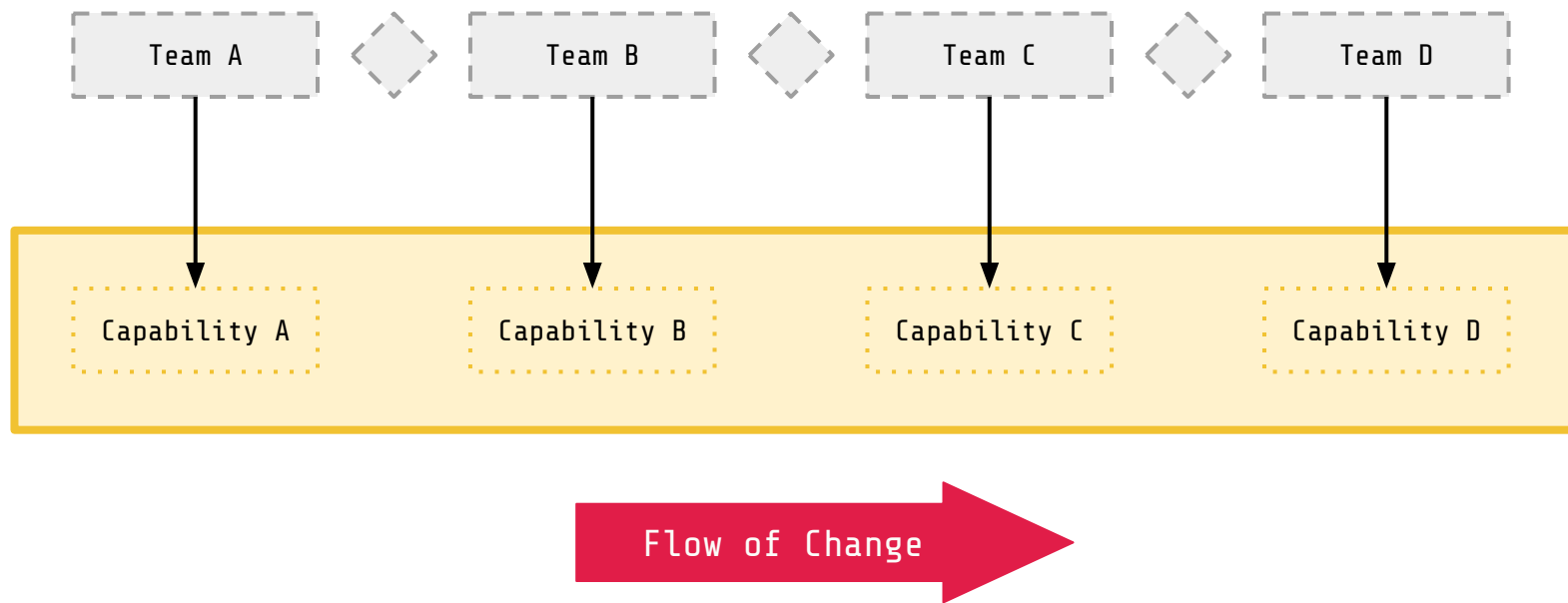
3-8 Insourced Engineers

Responsible for feasibility risk + Delivery

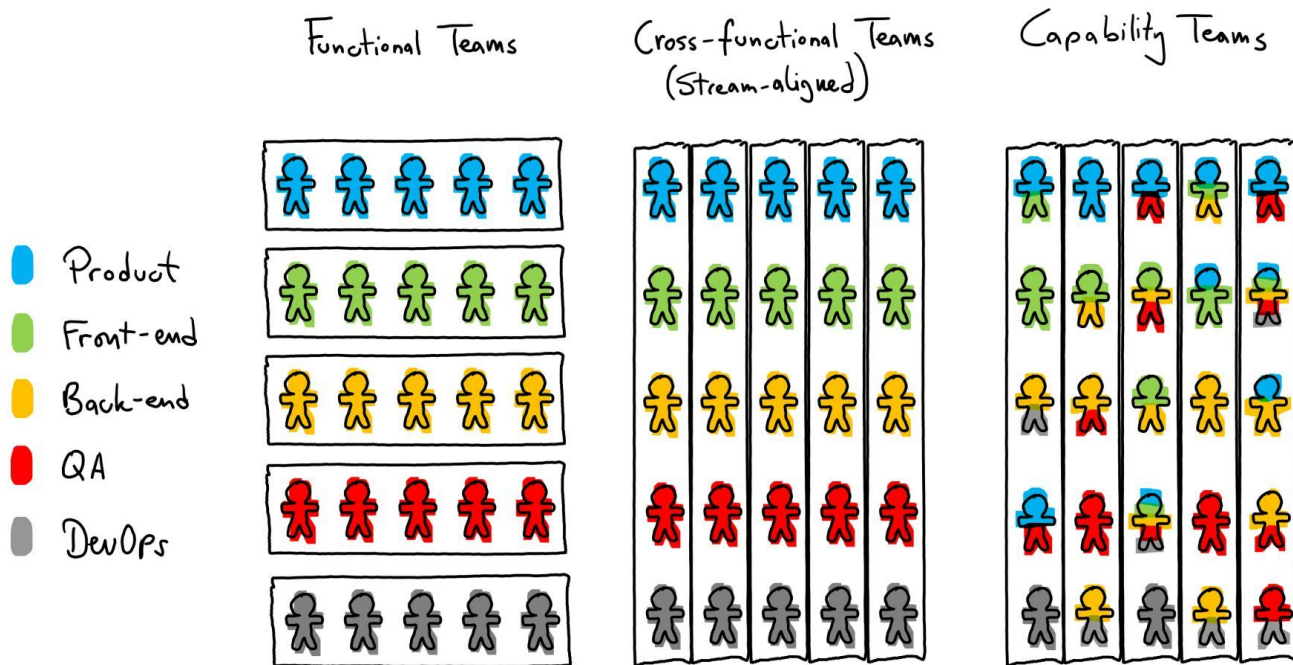
Smallest Unit of Planning for Outcomes



Optimize Teams for Value Streams - End to End



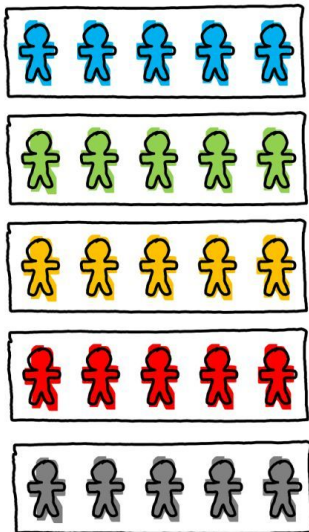
Teams: Capabilities, Not Specialties



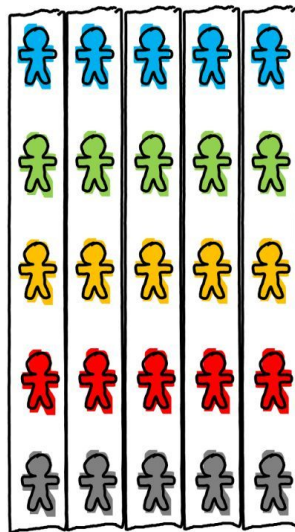
Teams: Insourced Engineering

- Product
- Front-end
- Back-end
- QA
- DevOps

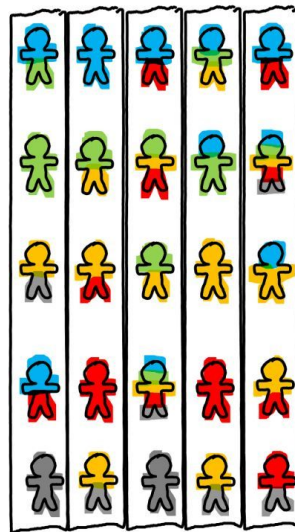
Functional Teams



Cross-functional Teams
(Stream-aligned)



Capability Teams



Agency



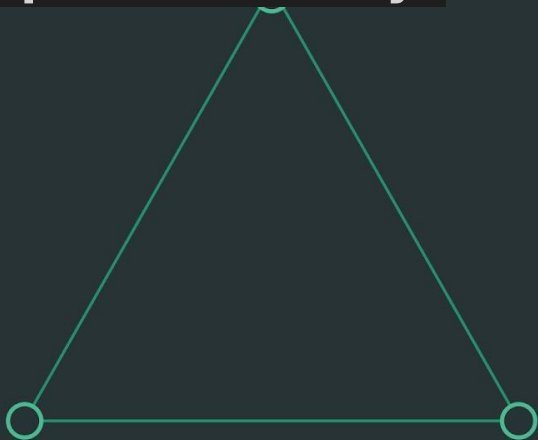
Try: Hire & Foster Interdisciplinary Roles



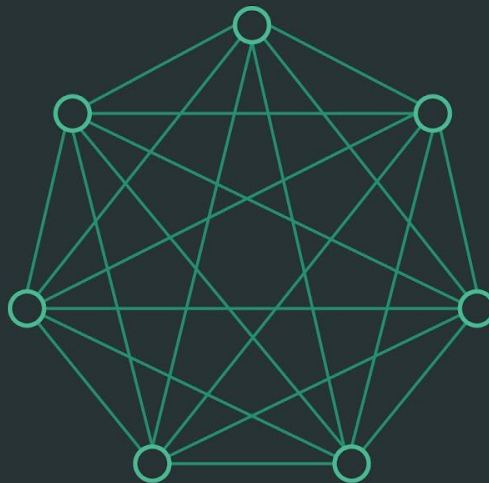
- ✓ Customer obsession
- ✓ Analysts of usage data and the competitive landscape
- ✓ Always prototyping and experimenting



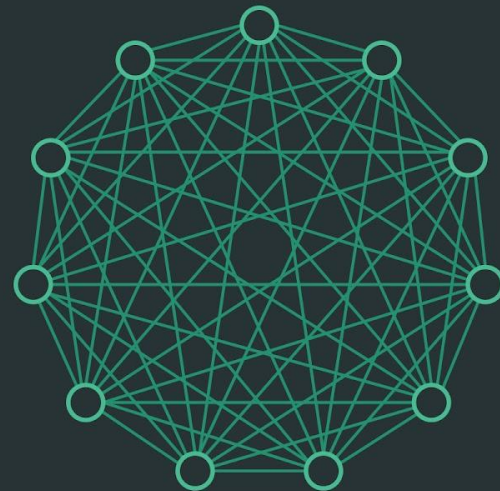
Brooks's Law: Communication Scales Exponentially



3 PEOPLE
3 lines

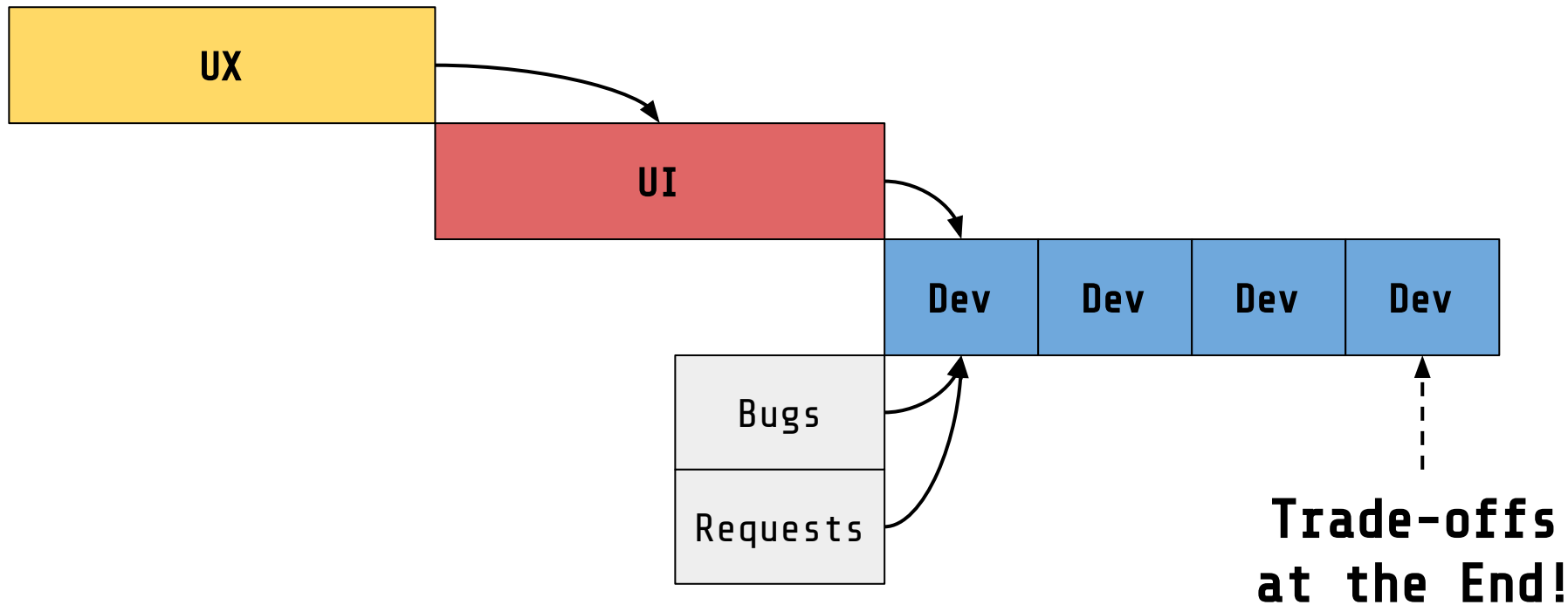


7 PEOPLE
21 lines



11 PEOPLE
55 lines

Scrum(fall): Small Cycles, Large Team

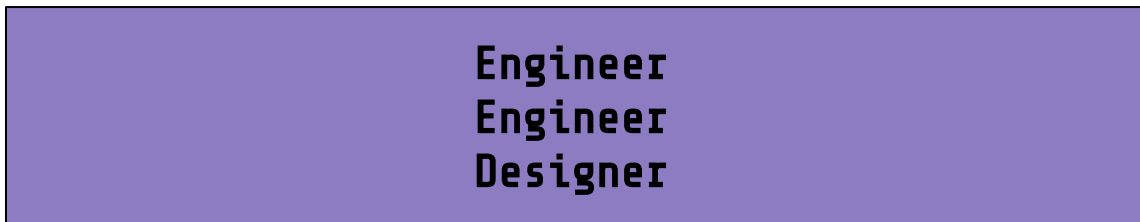


Optimize for Small Teams in Long Cycles

De-Risking: 2-3



Delivery: 2-3



Trade-offs all the time!

Separate Enablement From Strategic Allocation

Delivery

De-Risking

Delivery

Enablement / Reactive Work

Happy WIP Limits!

Try: Backlogs Only for Reactive Work



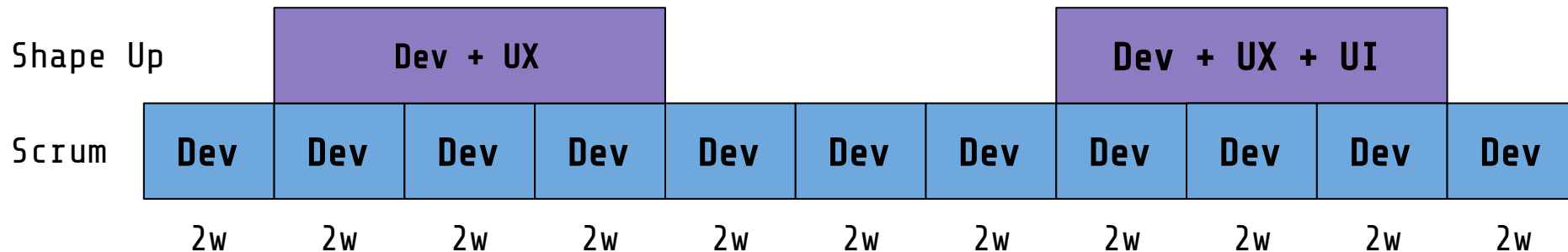
Todo

Work in Progress

Done



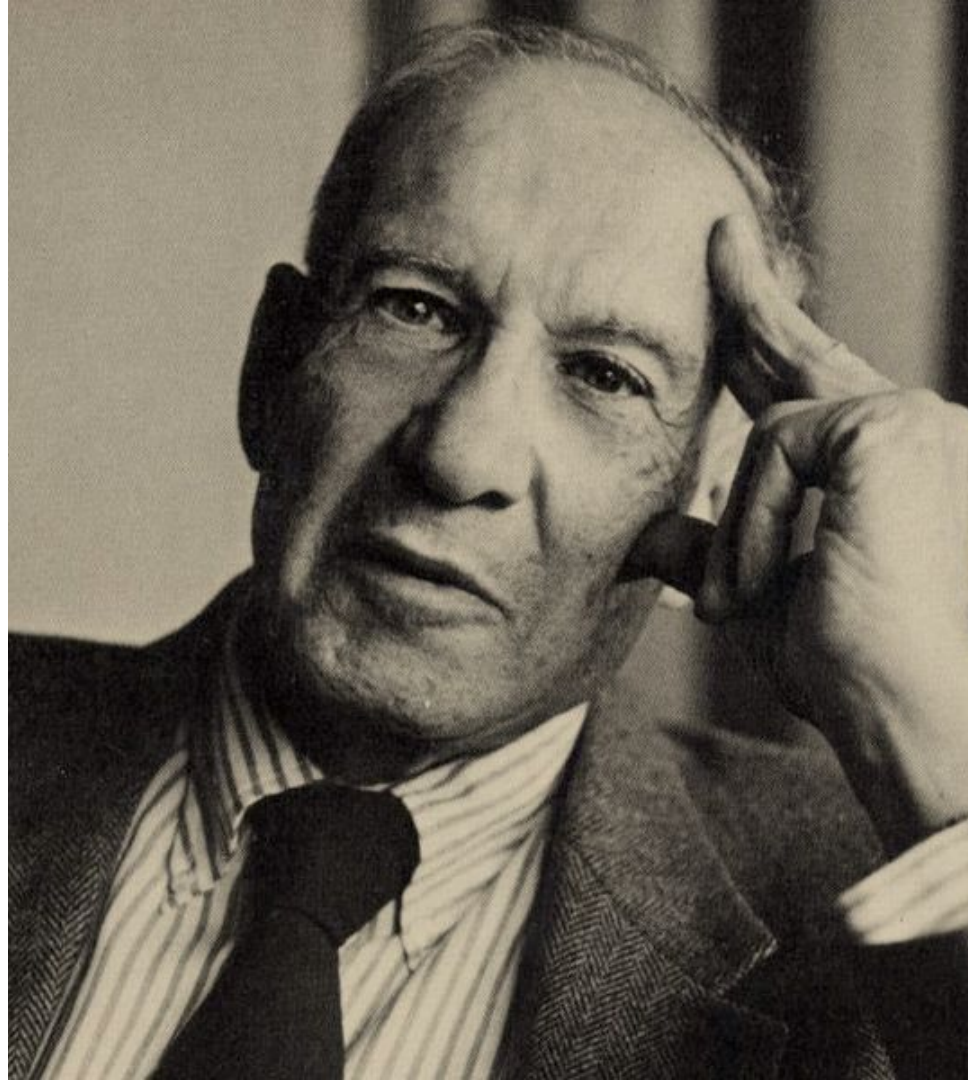
Try: De-Risk Changes & Experiment



Scaling Orgs

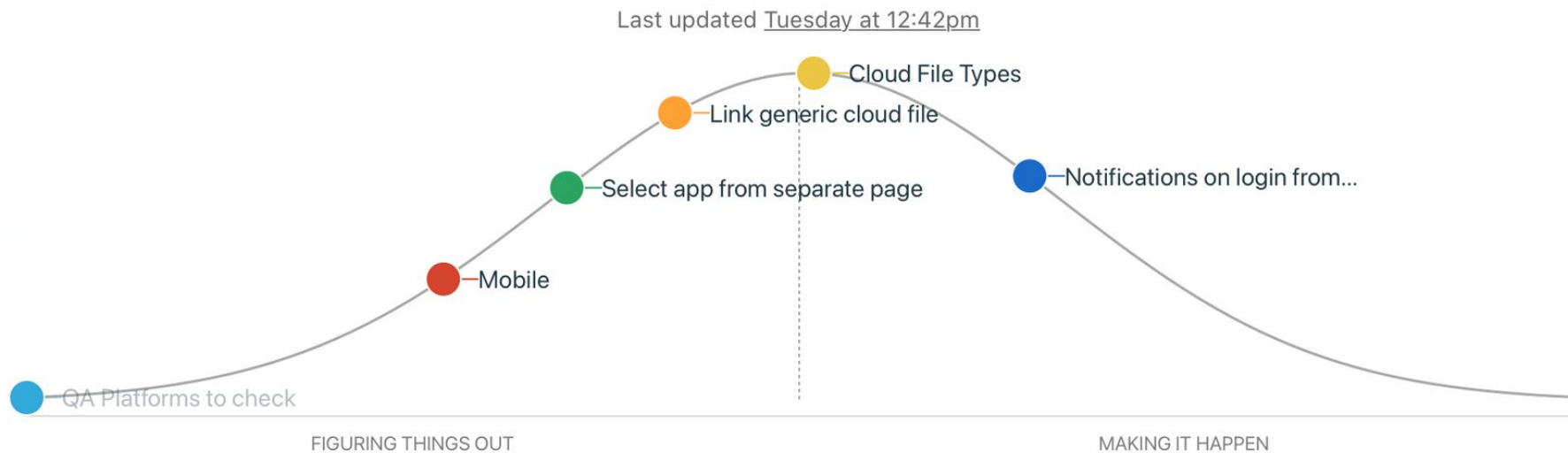
**“[only] what gets
measured, gets
managed.”**

(Peter Drucker)





Try: Scope Progress With Hillcharts



Progress is more like a hill than a straight line



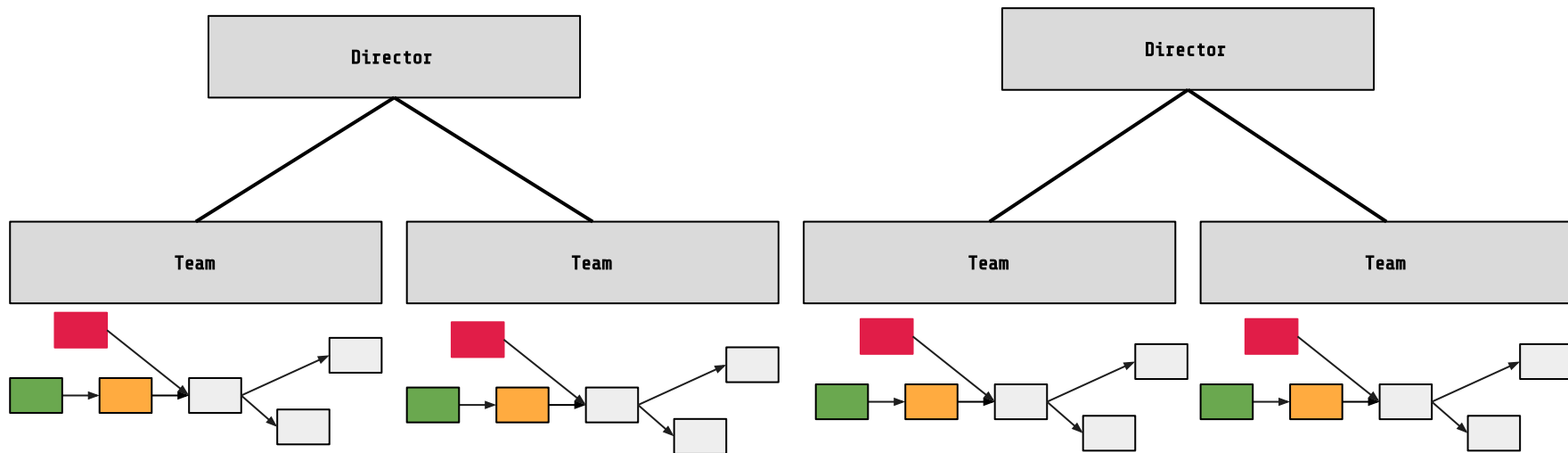
How far along are we?



Describe why you moved the needle:

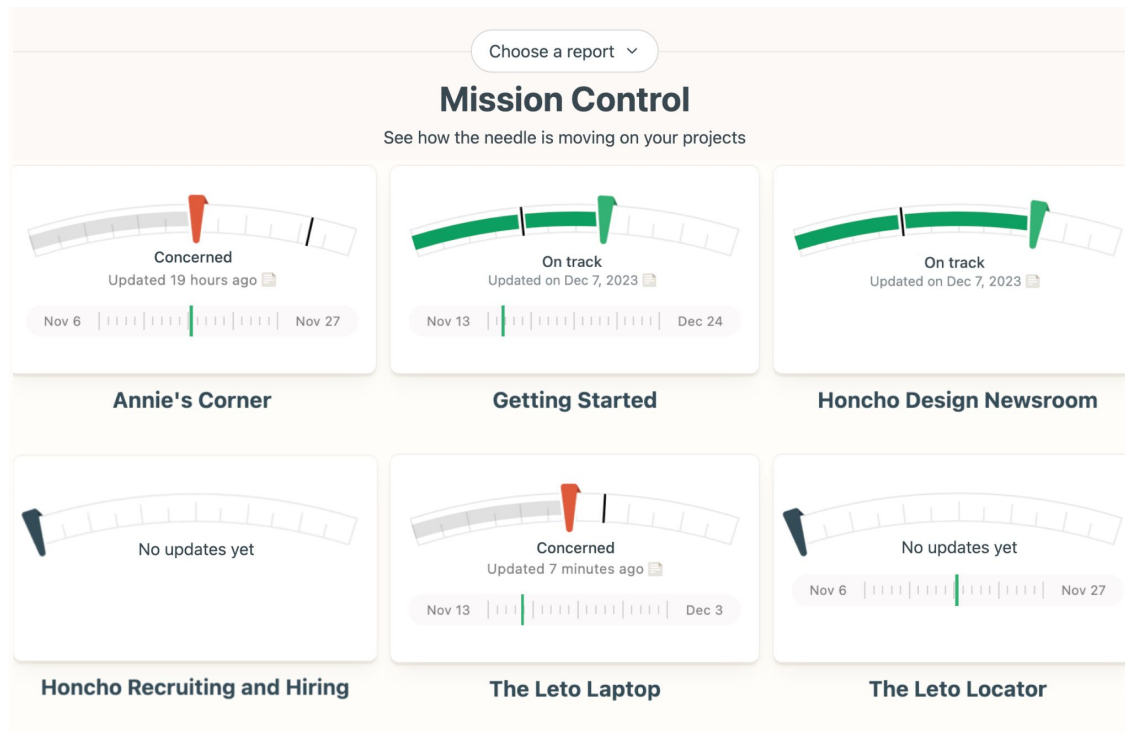
Progress vs. fixed timebox (appetite!)

Implement Reporting That Enforces Habits

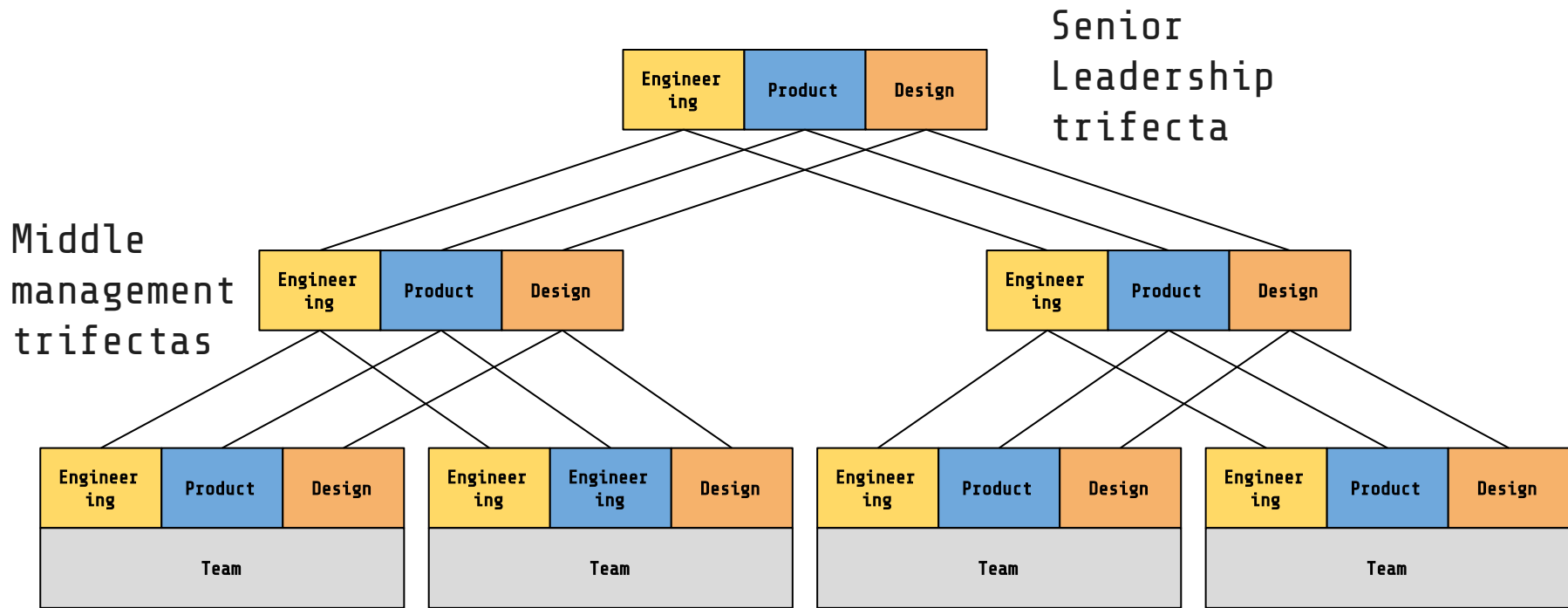




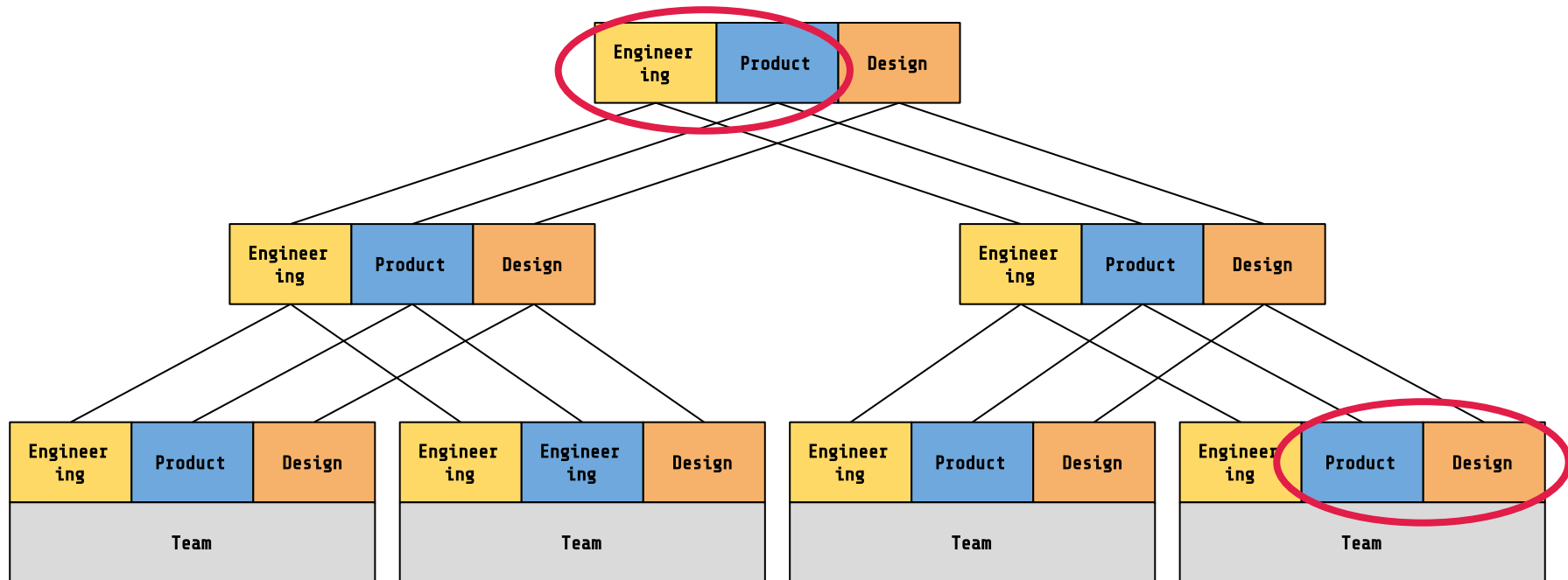
Try: Roll-Up Dashboards for Progress



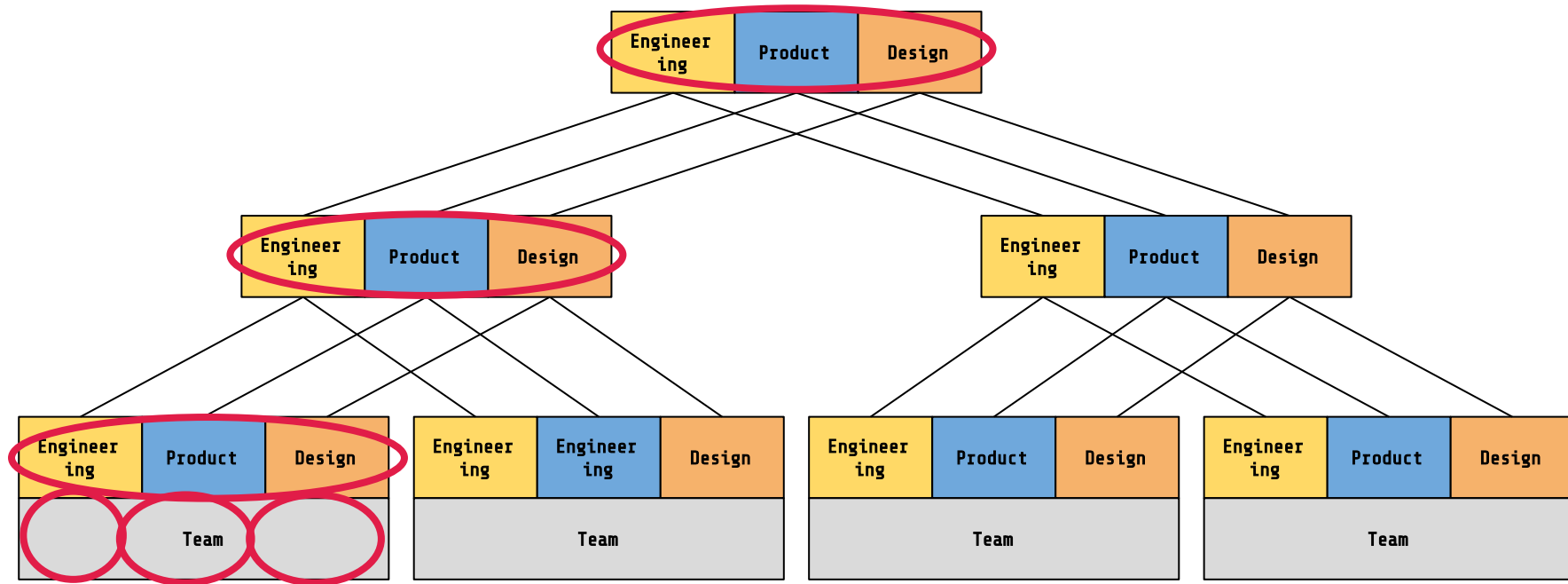
Trifectas All the Way Up



Try: Hire & Foster Interdisciplinary Leaders



Bringing It Together: Small Teams = Trifectas

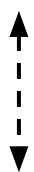


Bringing It Together: Map the Work to the Org

Slice Objectives



Slice Problems

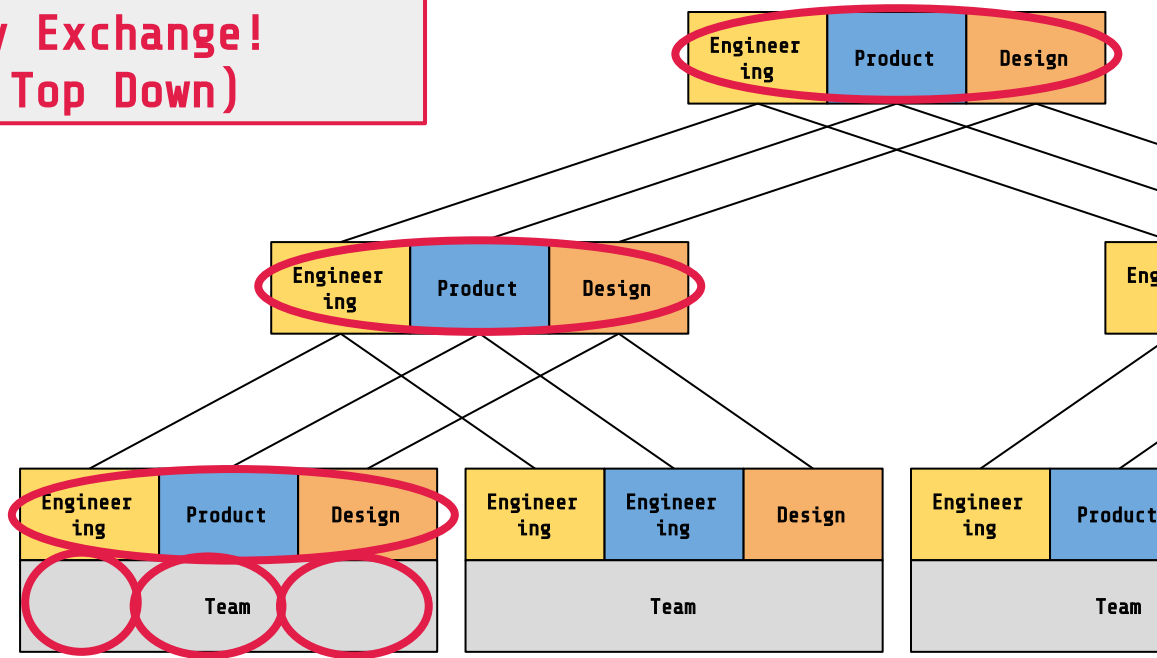


Slice Solutions



Slice Delivery

2-Way Exchange!
(Not Top Down)



Emancipating People

**“It's easier to ask
forgiveness than it
is to get
permission.”**

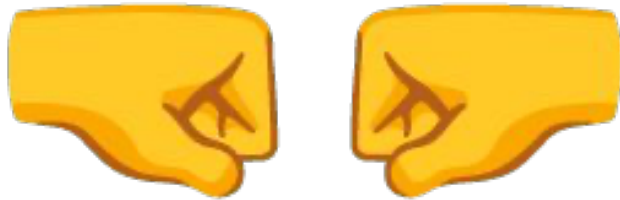
(Admiral Grace Hopper)



Don't empower, emancipate!



Commitments Come From the Team, Not the Manager



Don't Bring Answers – Facilitate Shared Learning

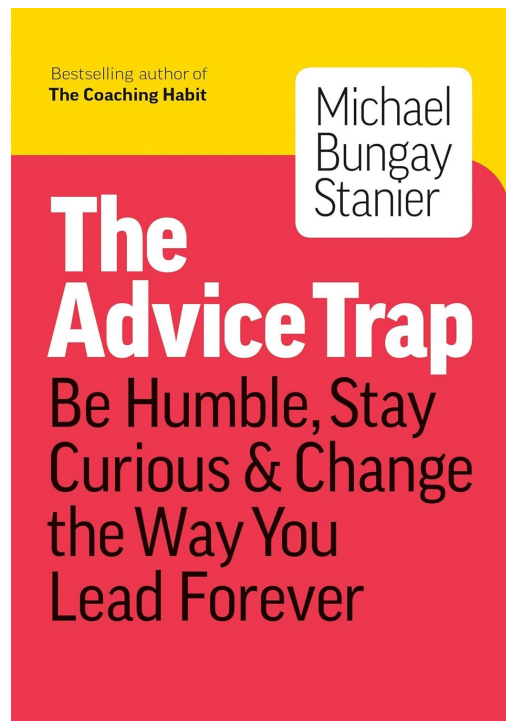
What?	Who?	When?
Hourup Guild docs		
Publics Guide	Villards	Friday Feb
Neige Team docs Miro	Hannes & Claus	Friday Feb 23
Coffee Chat	Umut	Friday Feb 23

—SIMPLICITY—

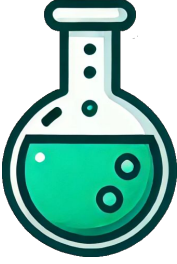
What keeps us from simplifying engineering @ On?

Whiteboard

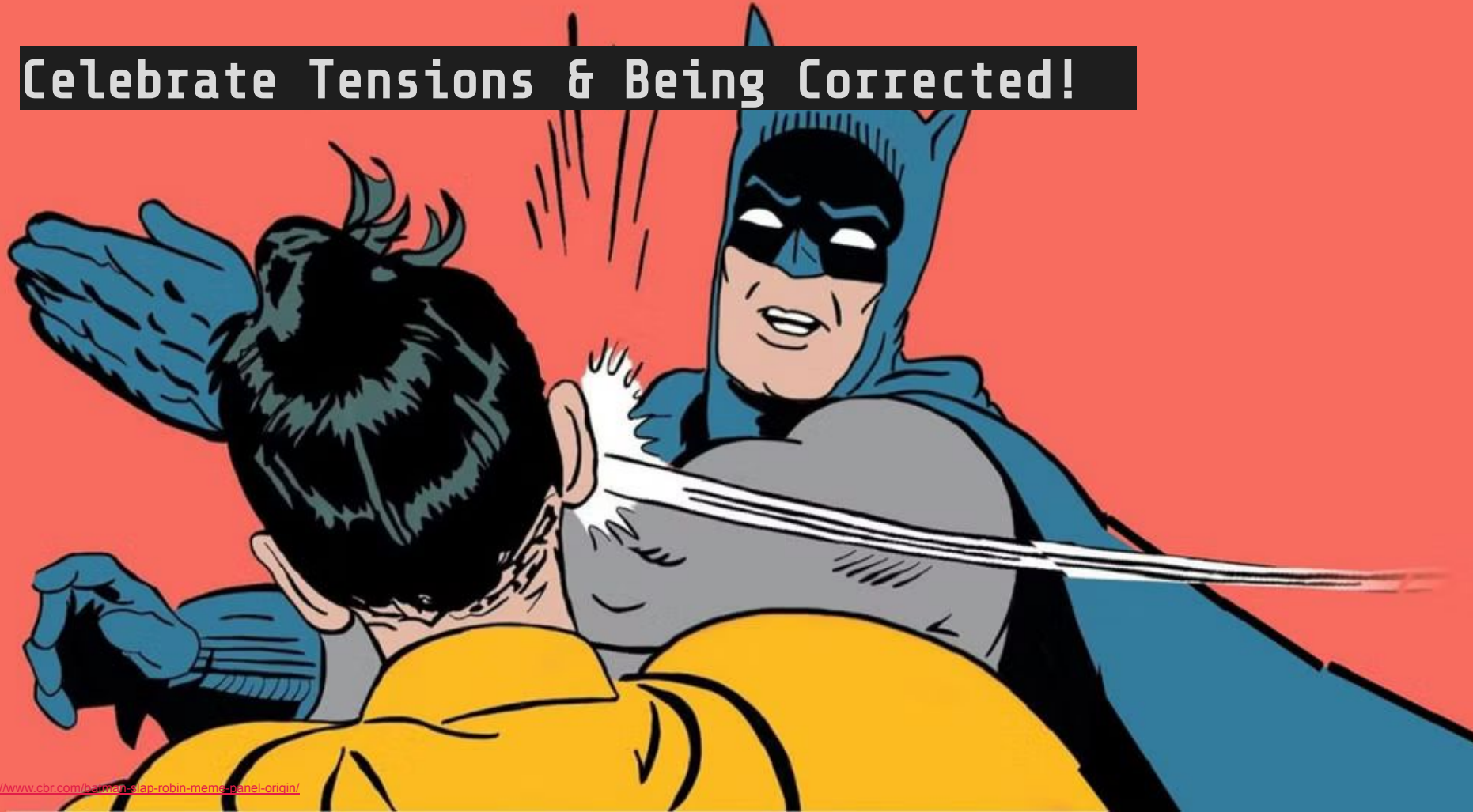
Don't Brief, Coach!



Try: Identify & Enforce Memes!



Celebrate Tensions & Being Corrected!



Break Silos, Not People!



The image shows a large industrial grain elevator facility. A prominent feature is a large, cylindrical metal silo that has collapsed, with its top section falling off and spilling a massive pile of golden-brown grain onto the ground. The grain pile is several feet high and extends across a significant portion of the foreground. To the left of the collapsed silo is a tall, rectangular concrete structure with a metal staircase and walkway. To the right are two more standing cylindrical silos. The entire facility is surrounded by a red and white striped safety barrier. The sky is overcast and grey.

<https://www.cbc.ca/news/canada/saskatchewan-grain-elevator-collapse-1.5000000>

Start Somewhere.

**Then Optimize for
Decisions that drive
Customer Value.**

About me

A modern, bright office space with large windows on the left. A long wooden bench runs along the windows, with several potted plants on top. In the foreground, there are blue plastic chairs and a small table on a patterned rug. In the background, there are wooden desks, bookshelves, and a blue wall. The ceiling has exposed pipes and modern lighting fixtures.

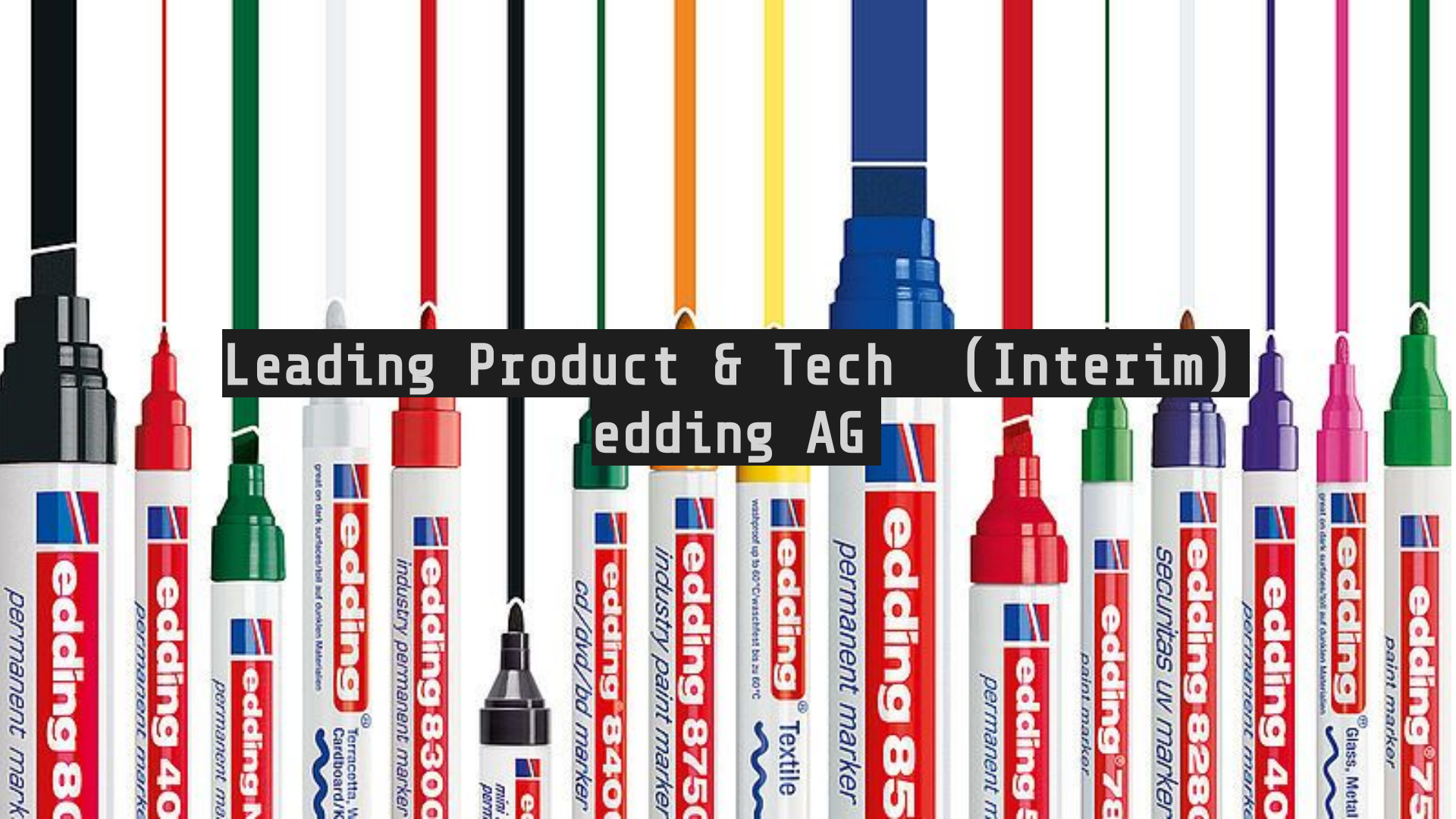
CTO Digital Agency buddybrand GmbH

A woman with dark hair styled in a bun, wearing a light blue sweater and a silver necklace, is gesturing with both hands open. She is positioned in front of a large ring light, which is part of a video recording setup. The background is a blurred office or studio environment.

CPO & CTO Influencer Marketplace BuzzBird GmbH

The image shows a vast industrial workshop with high ceilings and yellow overhead cranes. Several large, polished metal turbine components are displayed on the floor. In the background, a wall features the 'VOITH' logo. A semi-transparent black box with white text is centered over the image.

Built Iiot Business Unit (Interim)
Voith GmbH & Co. KGaA



Leading Product & Tech (Interim) edding AG

Klaus Breyer
v01.io

v01.io/2025-alpha15_t



End