

Tickets Create Silos

How to Unlock True Interdisciplinary Collaboration

**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.

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

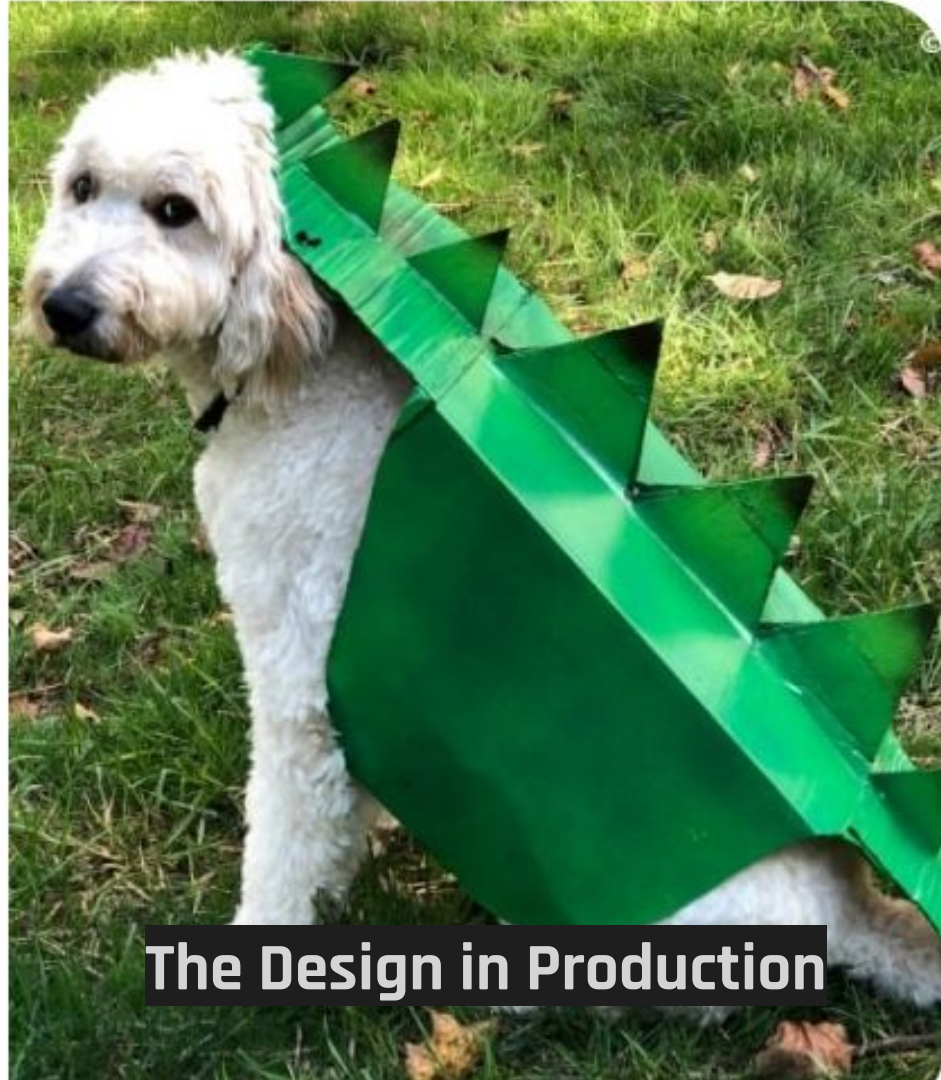
Scrumfall

The Design in Figma



https://www.reddit.com/r/FigmaDesign/comments/10nh6k4/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



Trade-Offs Because Time Is Running Out



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

Slicing Work

Slicing Work

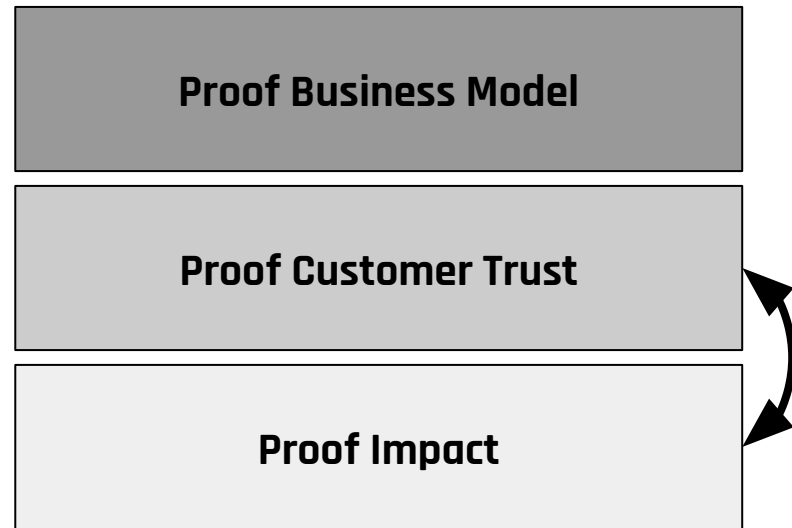
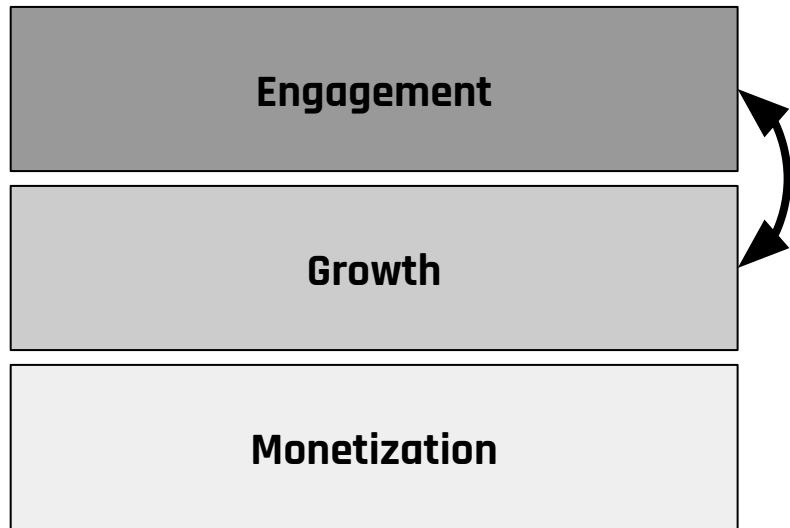
Slicing Objectives

Slicing Problems

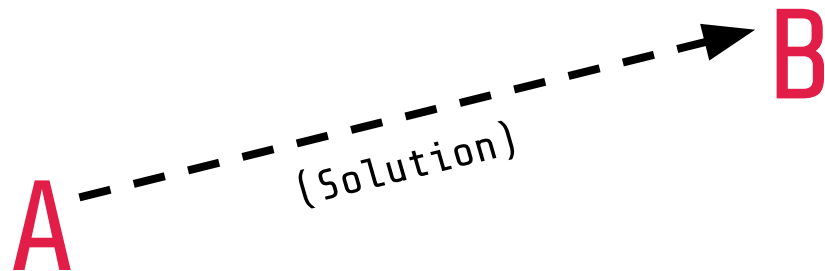
Slicing Solutions

Slicing Delivery

Slicing Objectives: Force Ranked



Slicing Problems: Precise Context & Outcome Framing



Current Context:

...
...
...

Desired Outcome:

...
...
...

Problem: Manual license checks creating risk and extra effort.

Strategic Context

> What belongs here?

- **Customer Pressure:** [] has stated they need a solution. If not addressed, they may need to adopt a secondary system, **introducing the risk of new or specific [] customers will be moved to that system.**
- **USP Misalignment:** Our product is positioned as an **automated compliance solution**, but the current handling of manual control drivers contradicts that.
- **Compliance Risks:** M is overdue, **creating**

Desired Outcomes

> What belongs here?

1. **Automated Workflows** – The system should ensure that **manual control drivers are revalidated within the control interval**, with an automated process to support compliance.
2. **Reduced Customer Dependence on External Tracking** – Customers should no longer need to track manual control checks outside our system.

Slicing Problems: Appetite as a Strategic Allocation

Appetite

Fixed Time
Variable Scope

Slicing Problems: Appetite as a Strategic Allocation

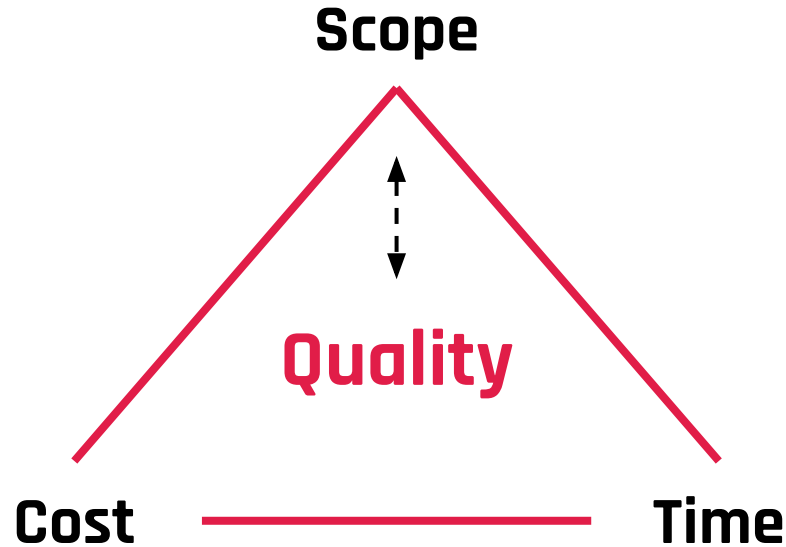
Appetite

Fixed Time
Variable Scope

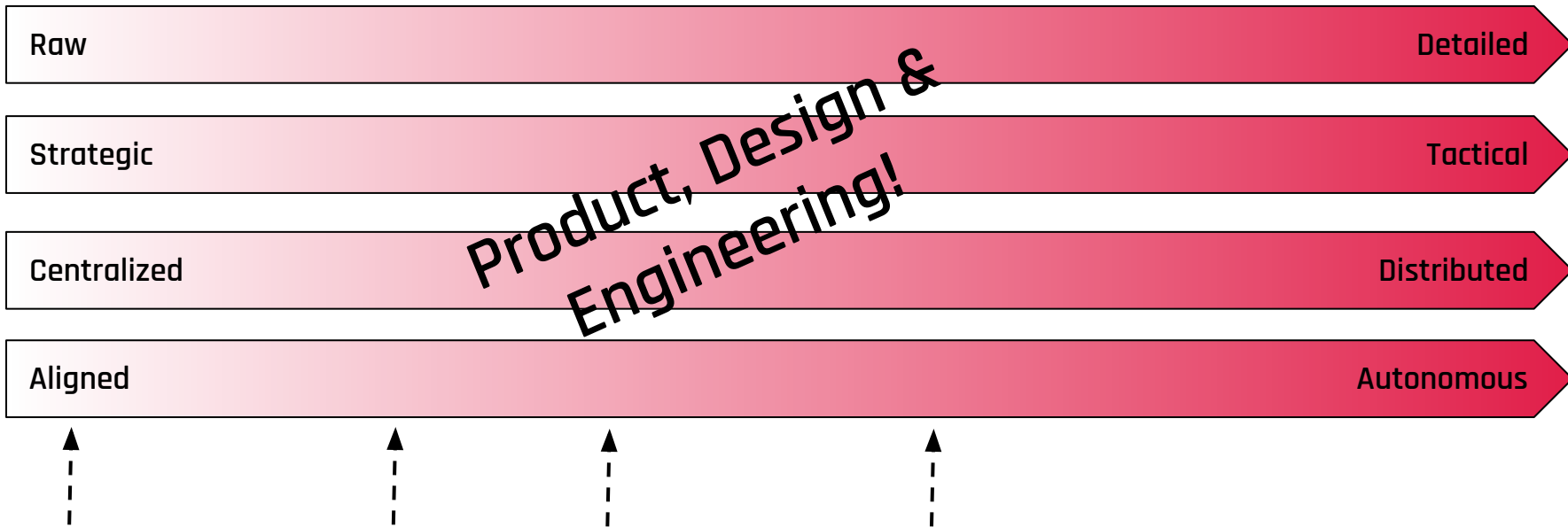
Estimates

Fixed Scope
Variable Time

Variable Scope Guarantees Quality!

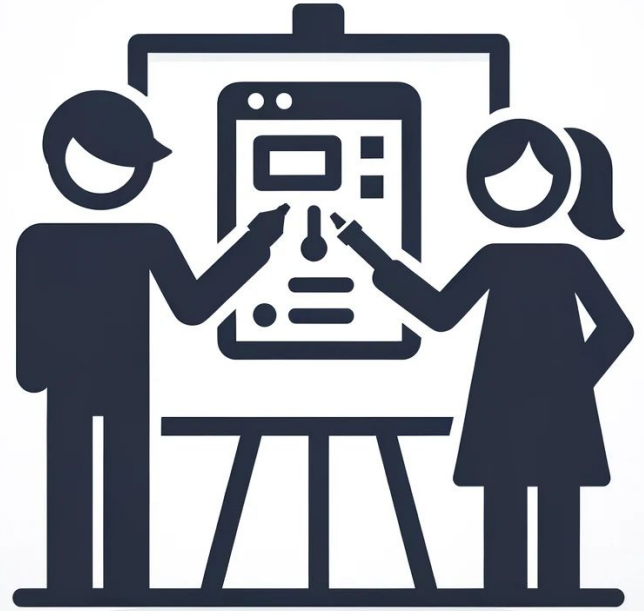


Slicing Solutions: Collaborating on Decisions

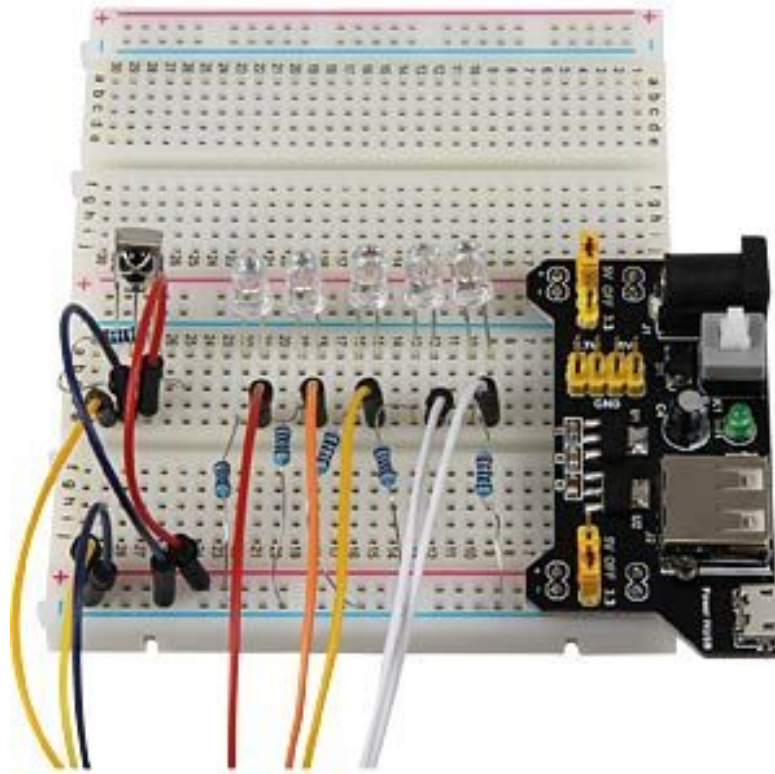


Trade-offs all the time!

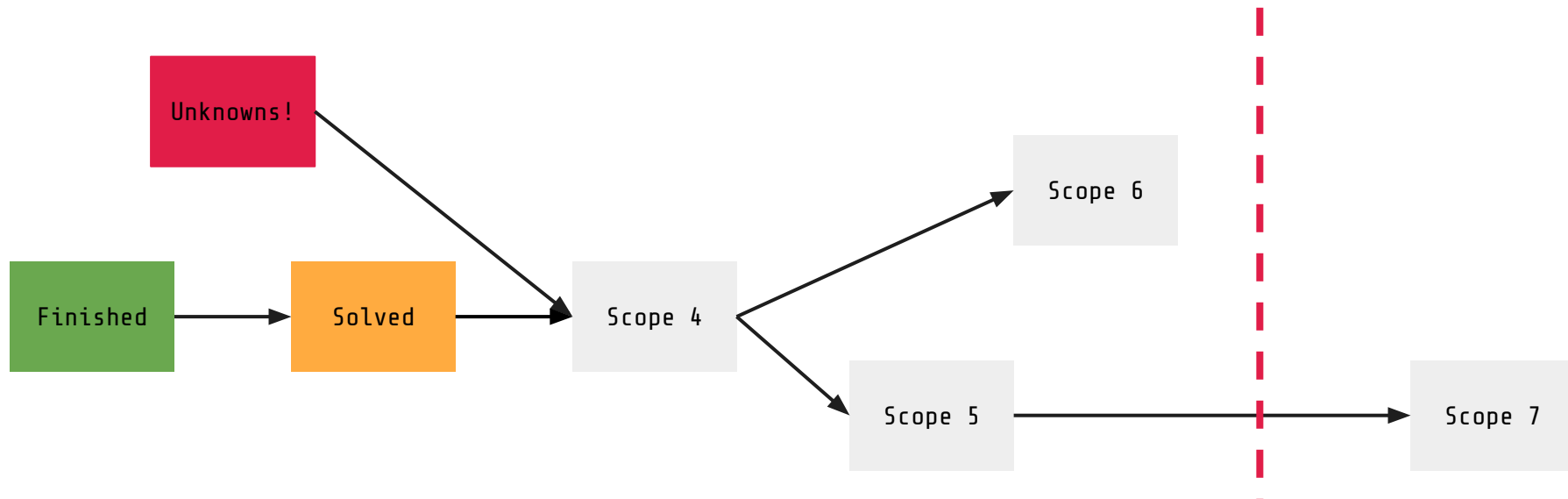
Start at a Blank Slate & collaborate on a Problem



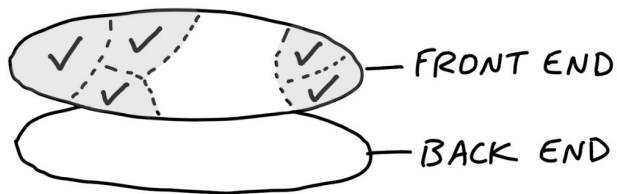
Breadboarding: Finding the Elements



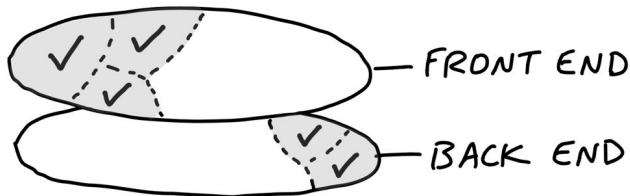
Slicing Solutions: Always Ready to Cut!



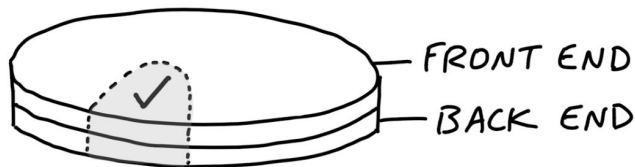
Slicing Delivery: End to End!



NOTHING WORKS



NOTHING WORKS



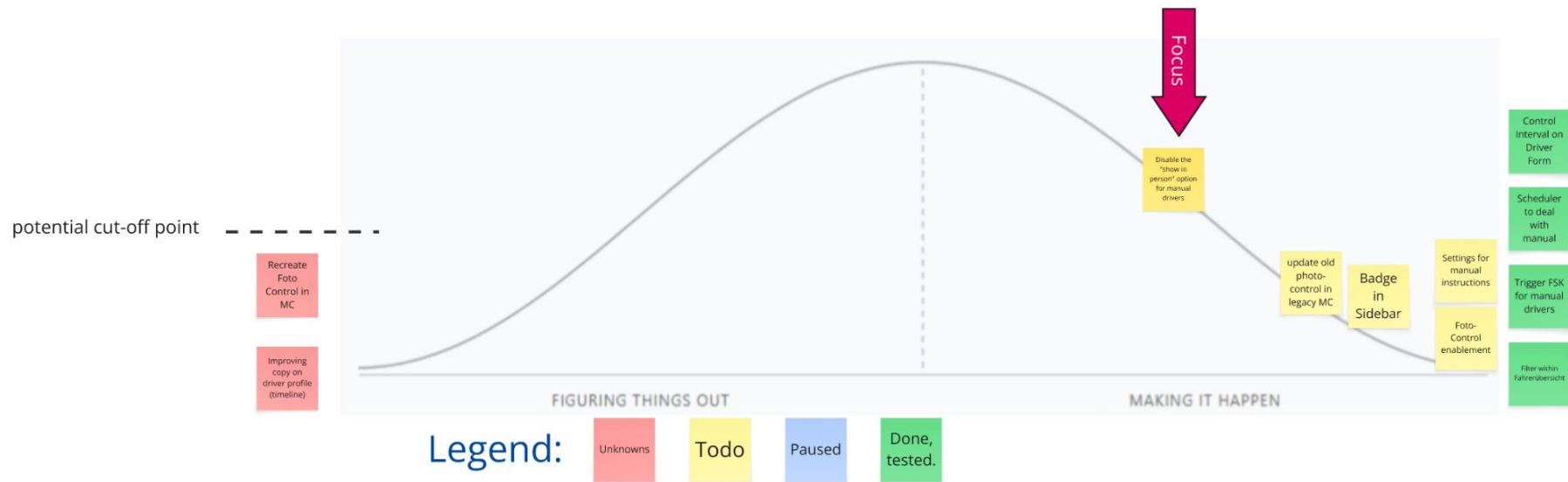
SOMETHING WORKS!

Implement by structure, not by person!

Slicing Delivery: A Piece of Cake!



Reporting on Progress



Slicing Work

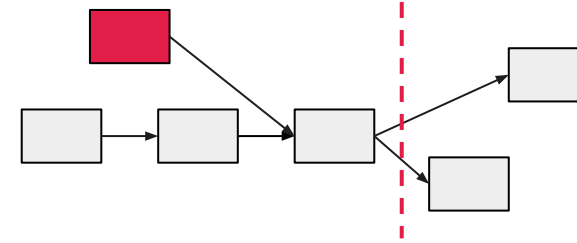
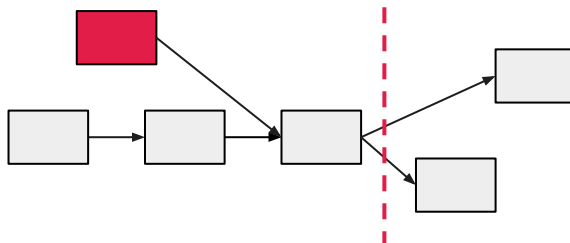
Slice Objectives



Slice Problems



Slice Solutions

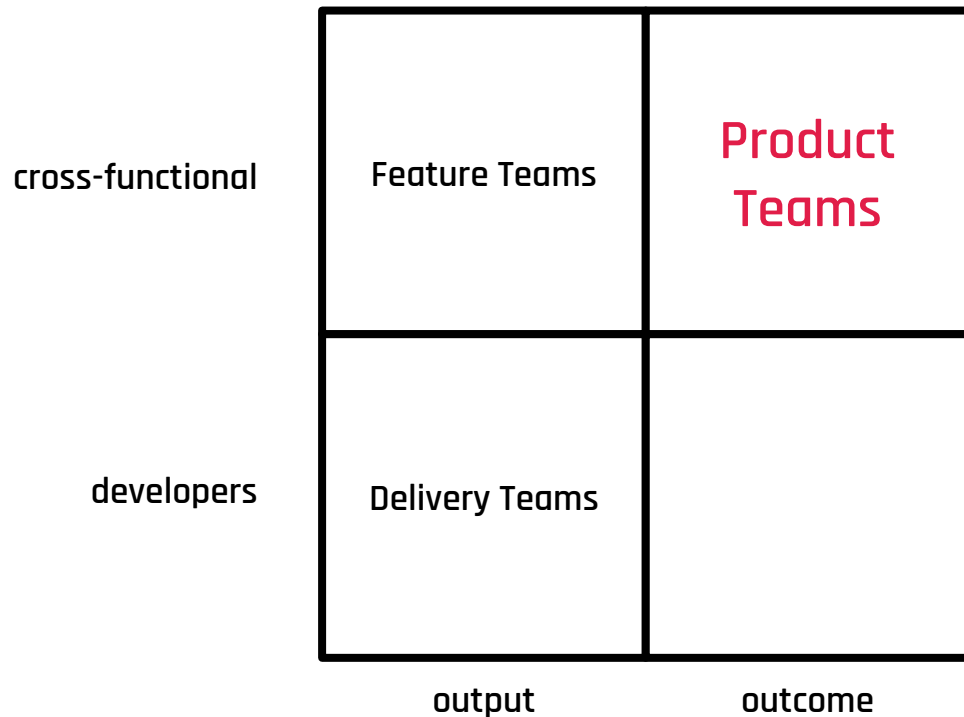


Slice Delivery



Aligning Teams

Empowered Product Teams



Product Teams: Everything They Need

Product Manager (Not a PO!!)

Responsible for customer value + business viability risk

Designer

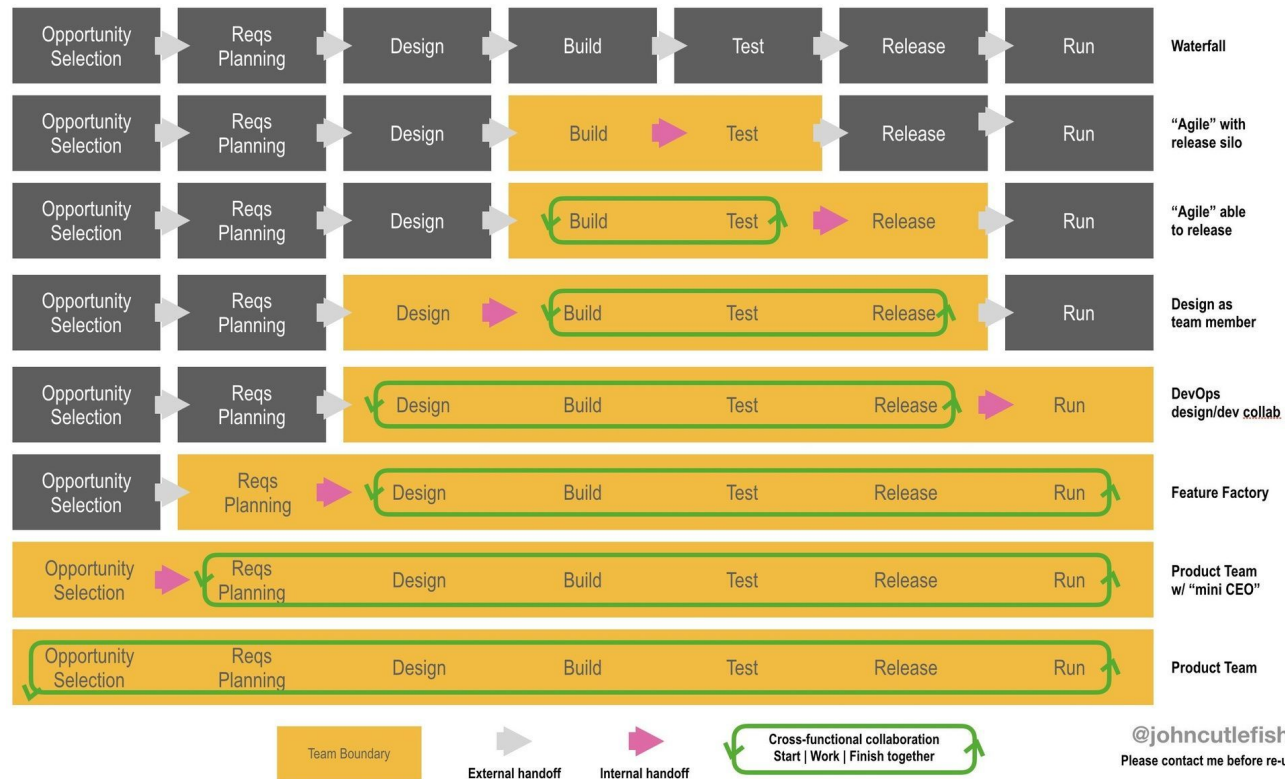
Responsible for usability risk + Experience

Insourced Engineers

Responsible for feasibility risk + Delivery

**PO Is a Role in Scrum,
Not a Job Description!**

Intentionally Designed Boundaries



Smallest Unit of Planning for Outcomes

Objectives

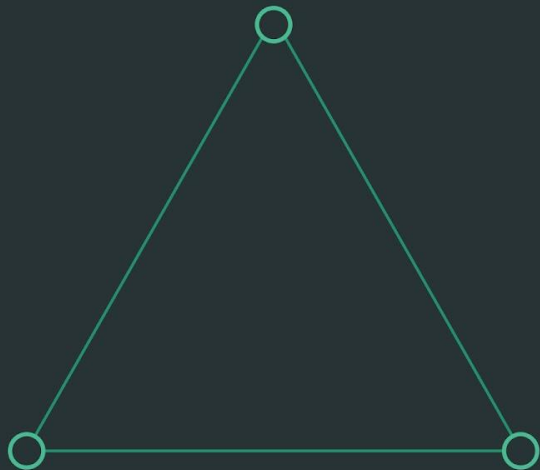


Discovery (Problems + Solutions)

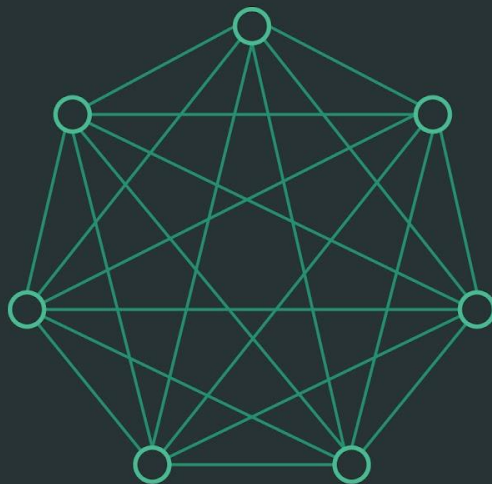


Delivery

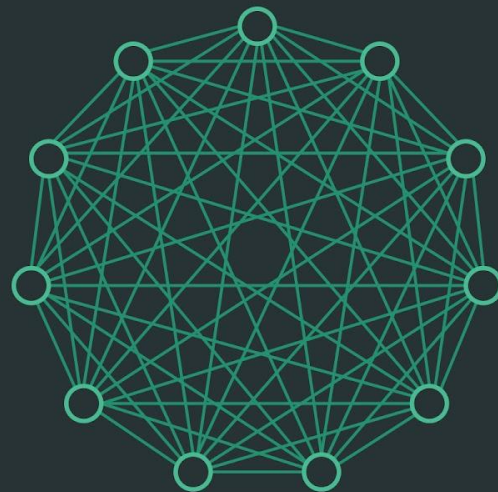
Brooks's Law: Communication Scales Exponentially



3 PEOPLE
3 lines



7 PEOPLE
21 lines



11 PEOPLE
55 lines

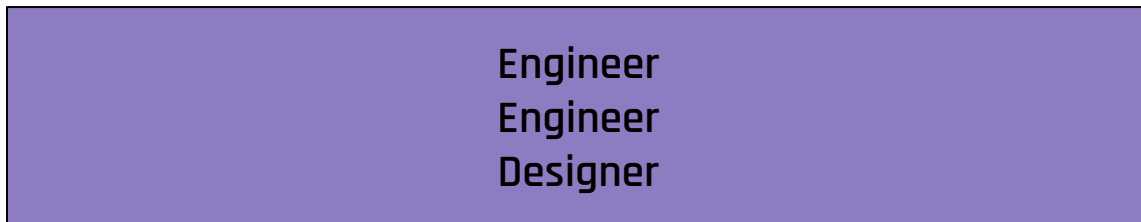
Optimize for Small Teams in Long Cycles

De-Risking: 2-3



2w

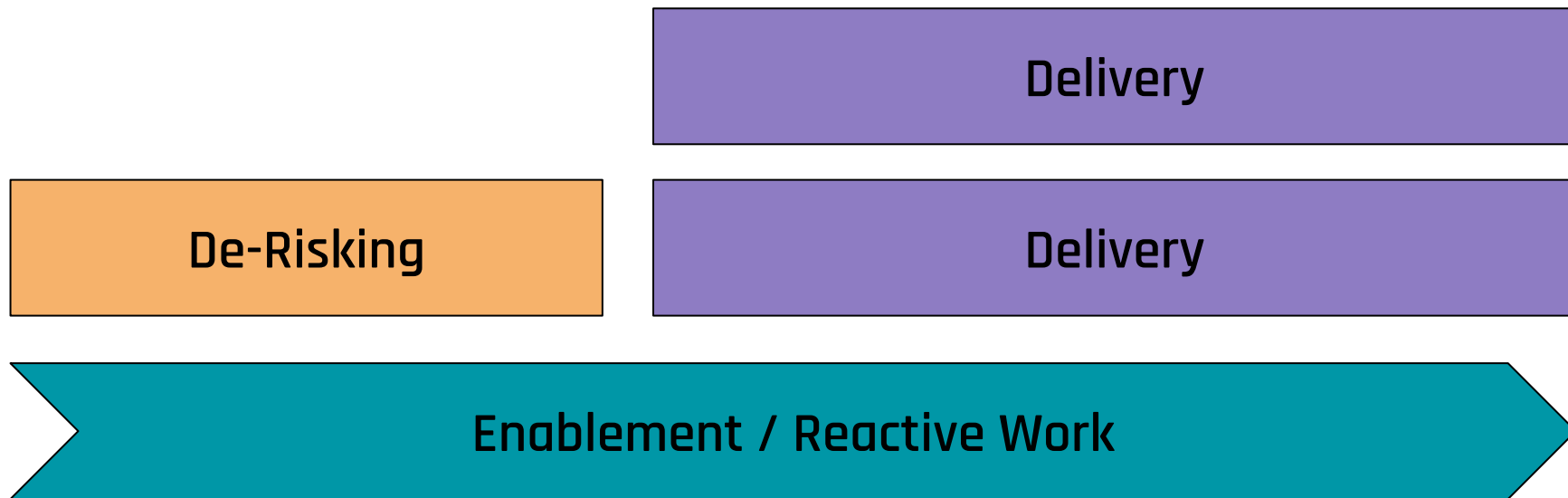
Solution Delivery: 2-3



6w

Trade-offs all the time!

Separate Enablement From Strategic Allocation



Happy WIP Limits everywhere!



Emancipating People

Don't empower, emancipate!



Commitments Come From the Team, Not the Manager



Don't Bring Answers – Facilitate Shared Learning

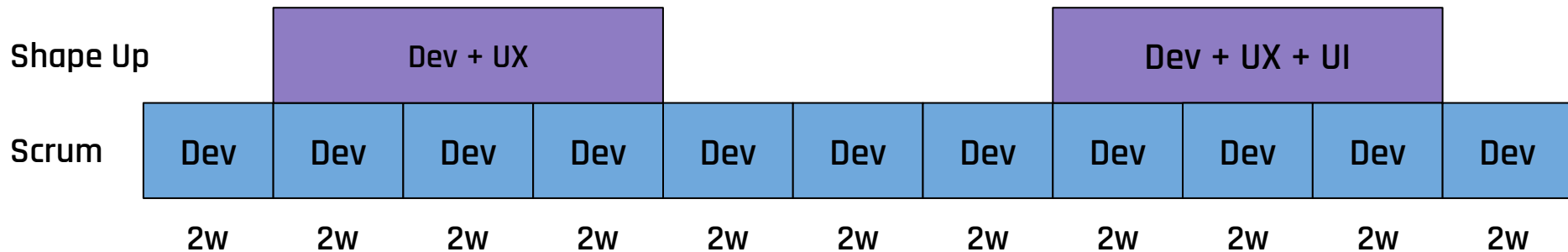
What?	Who?	When?
Hourup Guild docs		
Public Guide	Villards	Friday Feb
Neige Team docs Miro	Hannes & Claus	Friday Feb 23
Coffee Chat	Umut	Friday Feb 23

—SIMPLICITY—

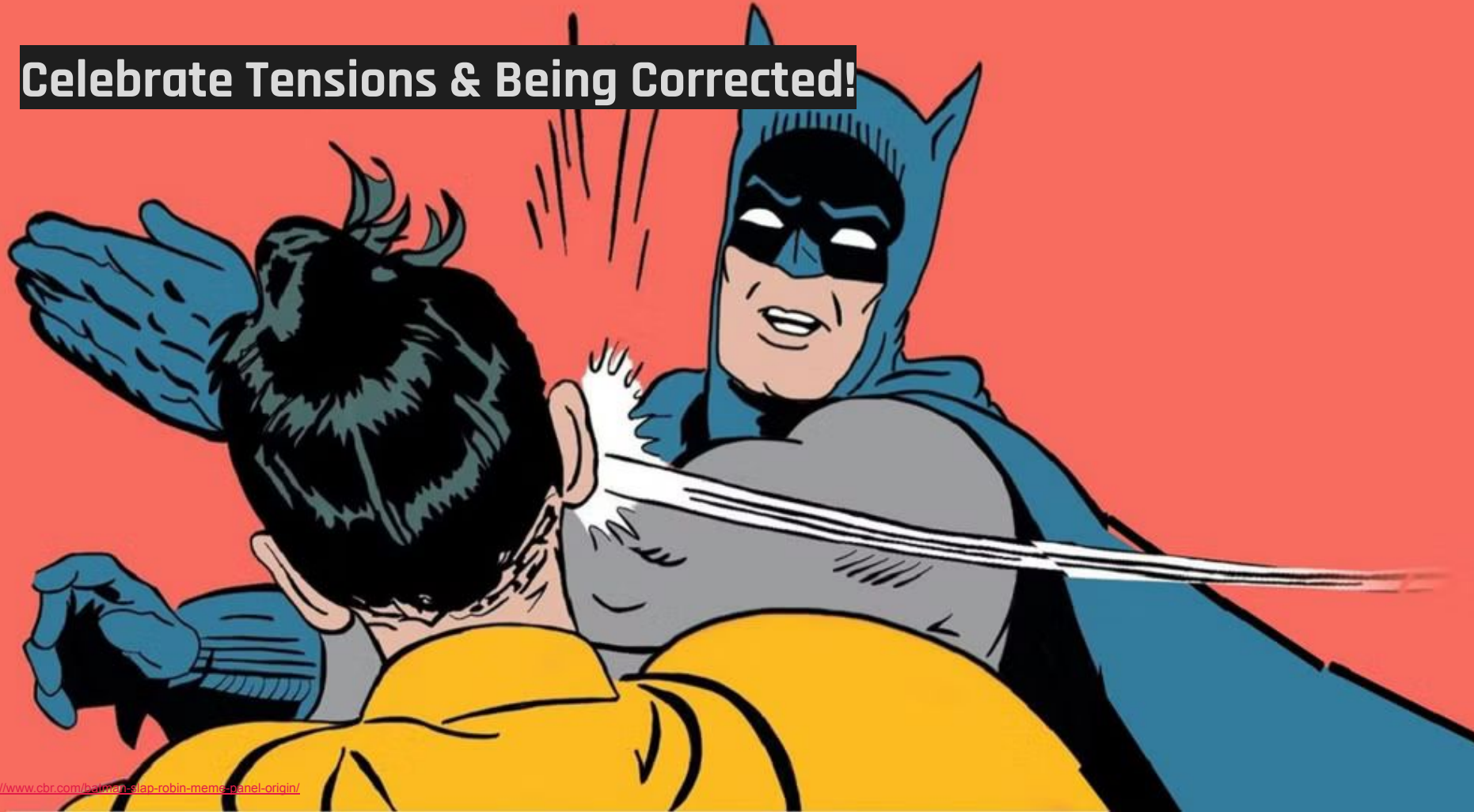
What keeps us from simplifying engineering @ On?

Whiteboard

Try: De-Risk Changes & Experiment



Celebrate Tensions & Being Corrected!



Try: Identify & Enforce Memes!



Break Silos, Not People!



Optimize for Decision Making.

Limit People Involved.

A portrait of Klaus Breyer, a man with a beard and blue eyes, wearing a black hoodie. He is standing outdoors with a blurred background of trees and buildings.

KLAUS BREYER

v01.io

