

Move Fast and Break Silos

Interdisciplinary Teams That Work

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

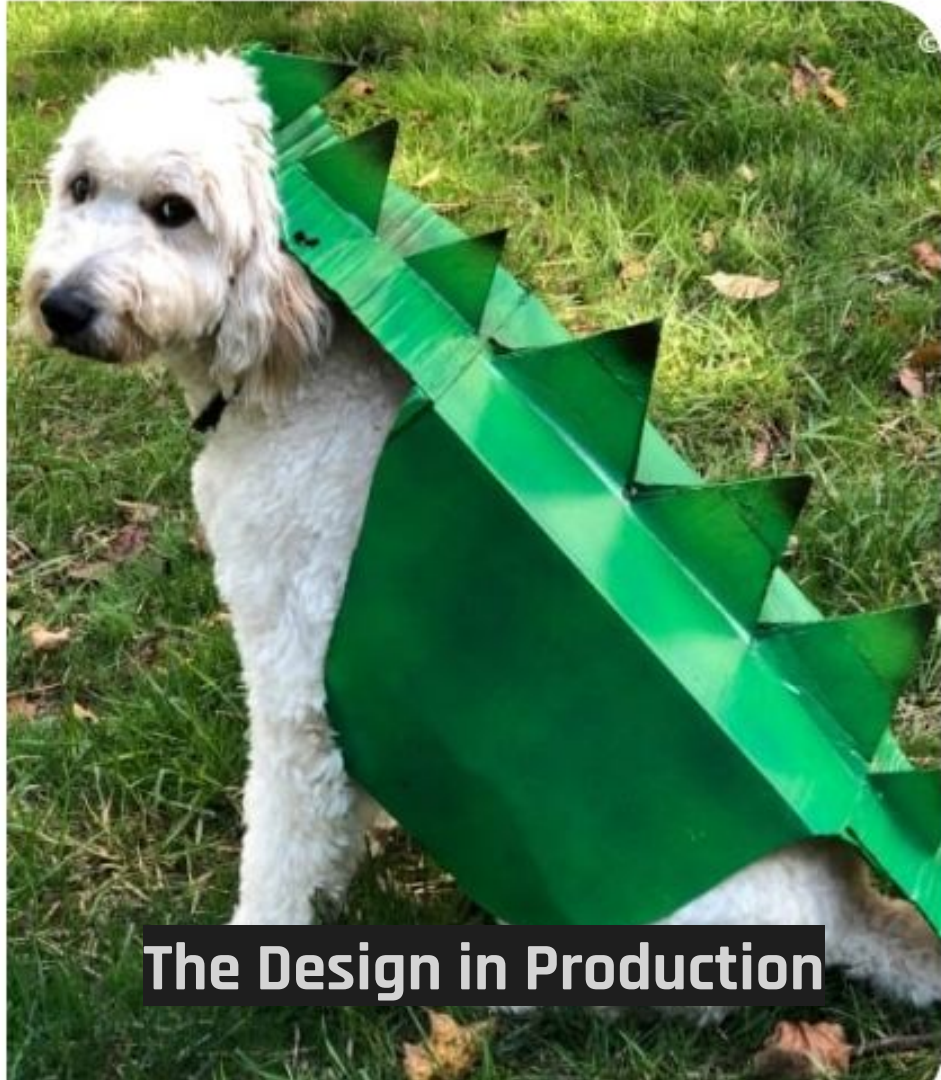
Different Dev &
Product Orgs

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

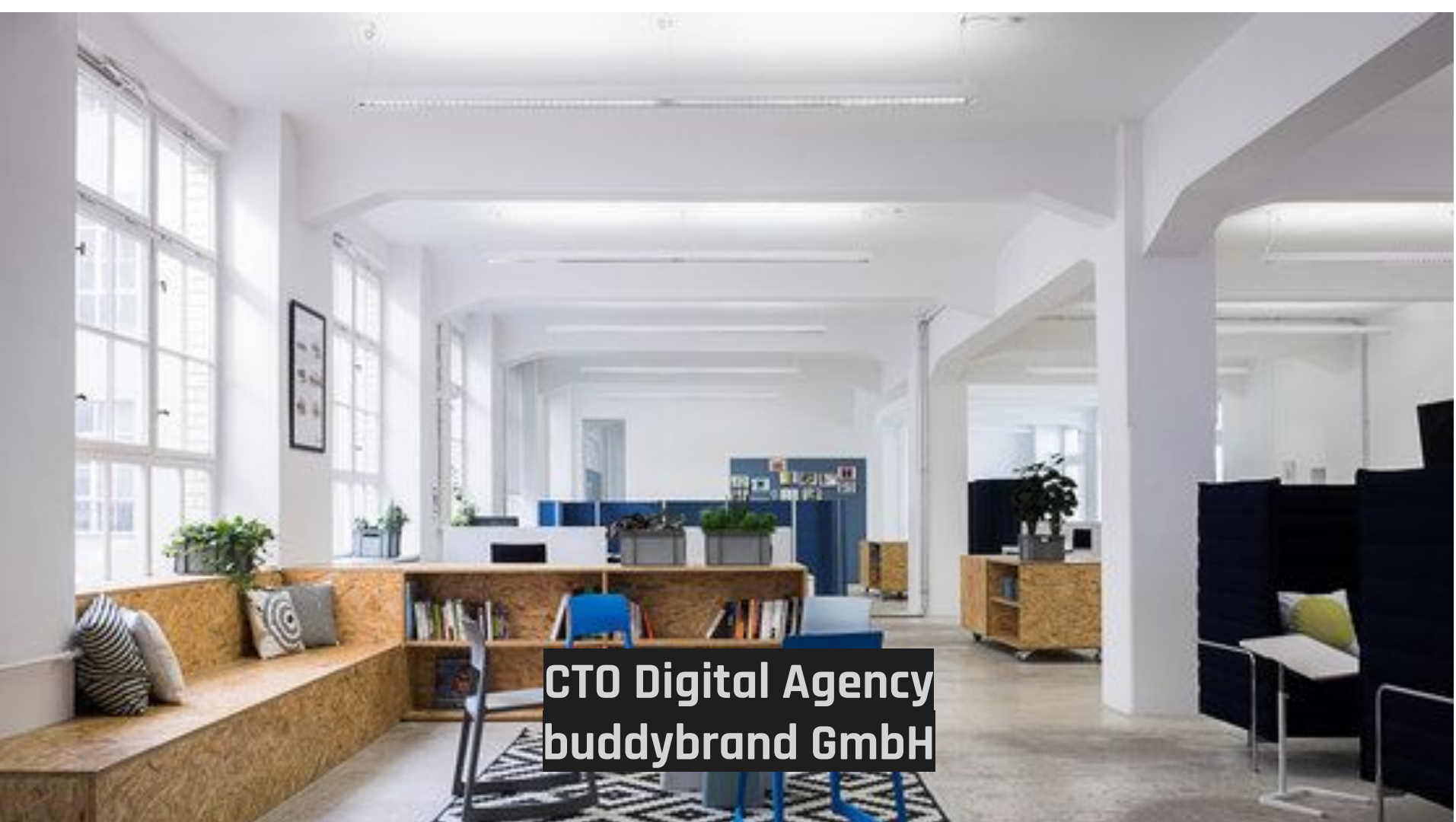
Hyperactive Hive Mind



Trade-Offs Because Time Is Running Out



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



**CTO Digital Agency
buddybrand GmbH**



CPO & CTO Influencer Marketplace BuzzBird GmbH



Inv.: 2008940-0

VOITH

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



Leading Product & Tech (Interim)
edding AG



Chief Product & Technology Officer
Myosotis GmbH

**Building Software $\approx$
Optimization(Decision Making,
Evolving Systems)**

**Building Software $\approx$
Slicing Work &
Aligning Teams**

Slicing Work

Slicing Work

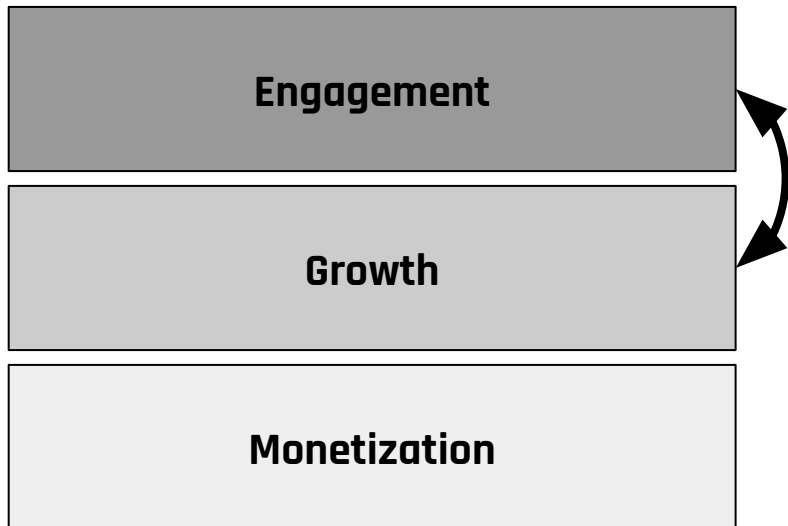
Slicing Objectives

Slicing Problems

Slicing Solutions

Slicing Delivery

Slicing Objectives: Force Ranked



Slicing Objectives: Force Ranked

Proof Business Model

Proof Customer Trust

Proof Impact



Slicing Problems: Before Thinking About a Solution!

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**

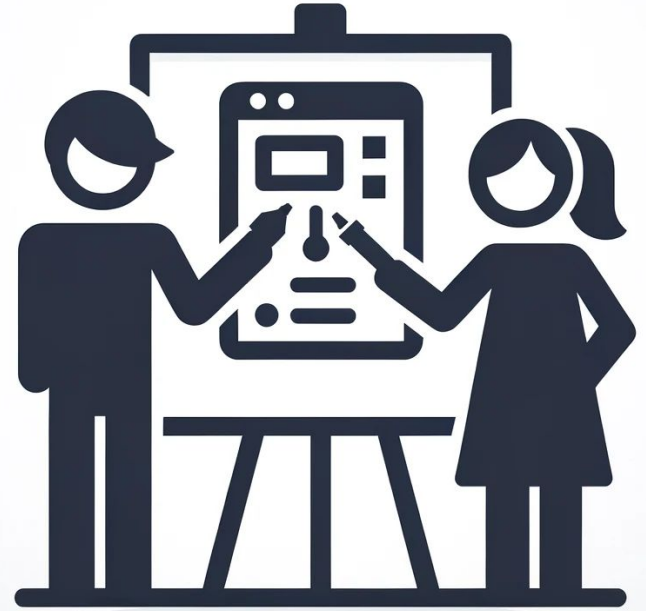
Desired Outcomes

> 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 Solutions: Start at a Blank Slate & Collaborate

*Product, Design &
Engineering!*



What do we want to do

(1) Let's combine into the final proposal

Let's d
What

Slicing Solutions: De-Risking through Collaboration

Lars
Klaus
Gregor
Tania

First

old mc:
download
10011
1000
900

old mc:
download
10011
1000
900

old mc:
optional if technical
possible
New Column
Filter by
Art of
Kontrolle

quick link
to Fahrer
edit

old mc:
download
10011
1000
900

old mc:
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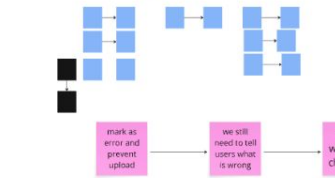
old mc:
download
10011
1000
900

old mc:
download
10011
1000
900

old mc:
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1000
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old mc:
download
10011
1000
900

old mc:
download
10011
1000
900



Migrate
Customers
to Neutral
State

Think of
neutral/manual
Option in all
Bulk Options

Think of
neutral in
scheduler

keep scheduler in
mind!

keep scheduler in
mind!

we need
to make
it better

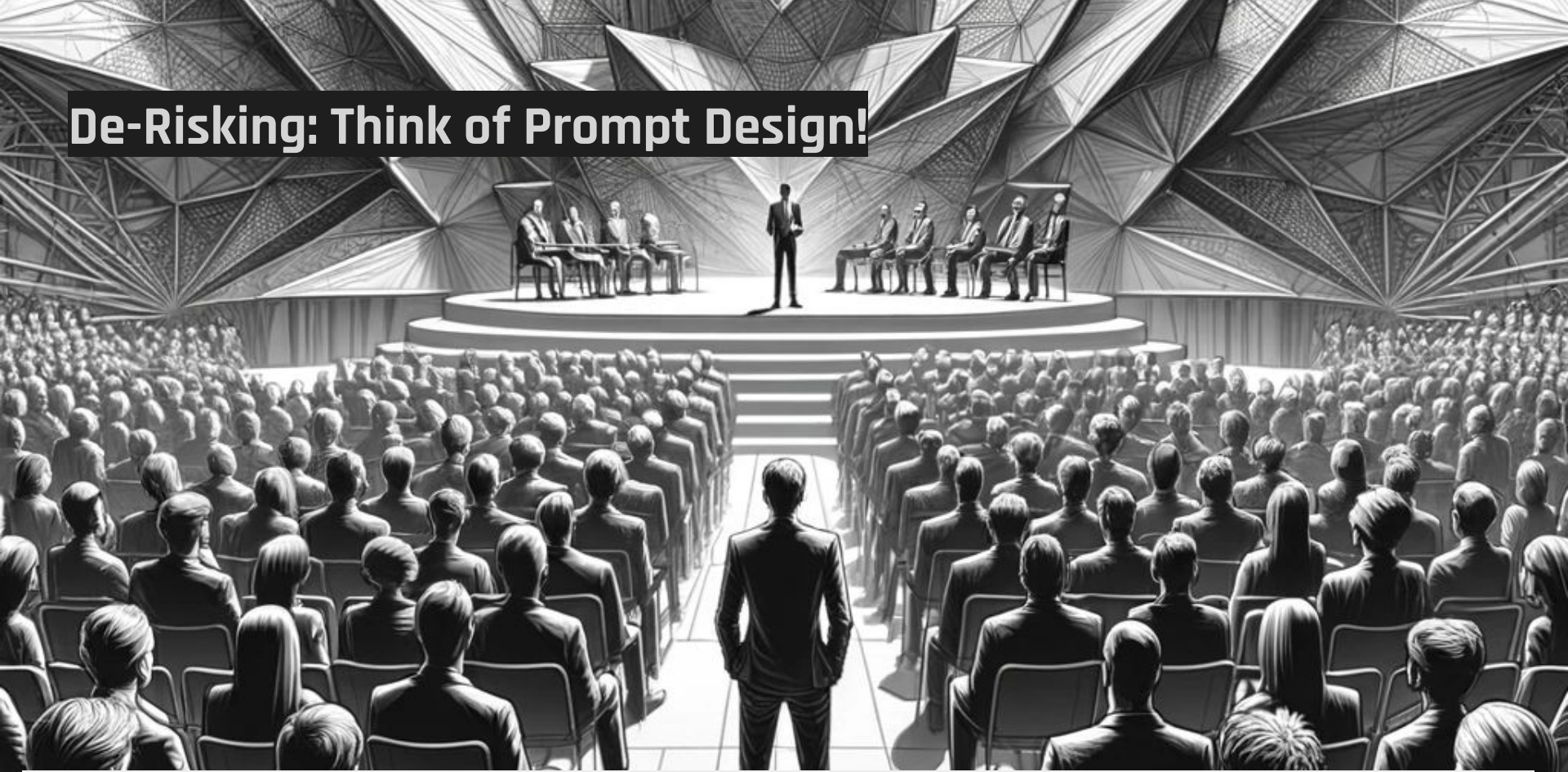
Validation
Errors

Remove
Row

Always an
empty
Form Row

Optional
Send Out
Welcome Mail

De-Risking: Think of Prompt Design!



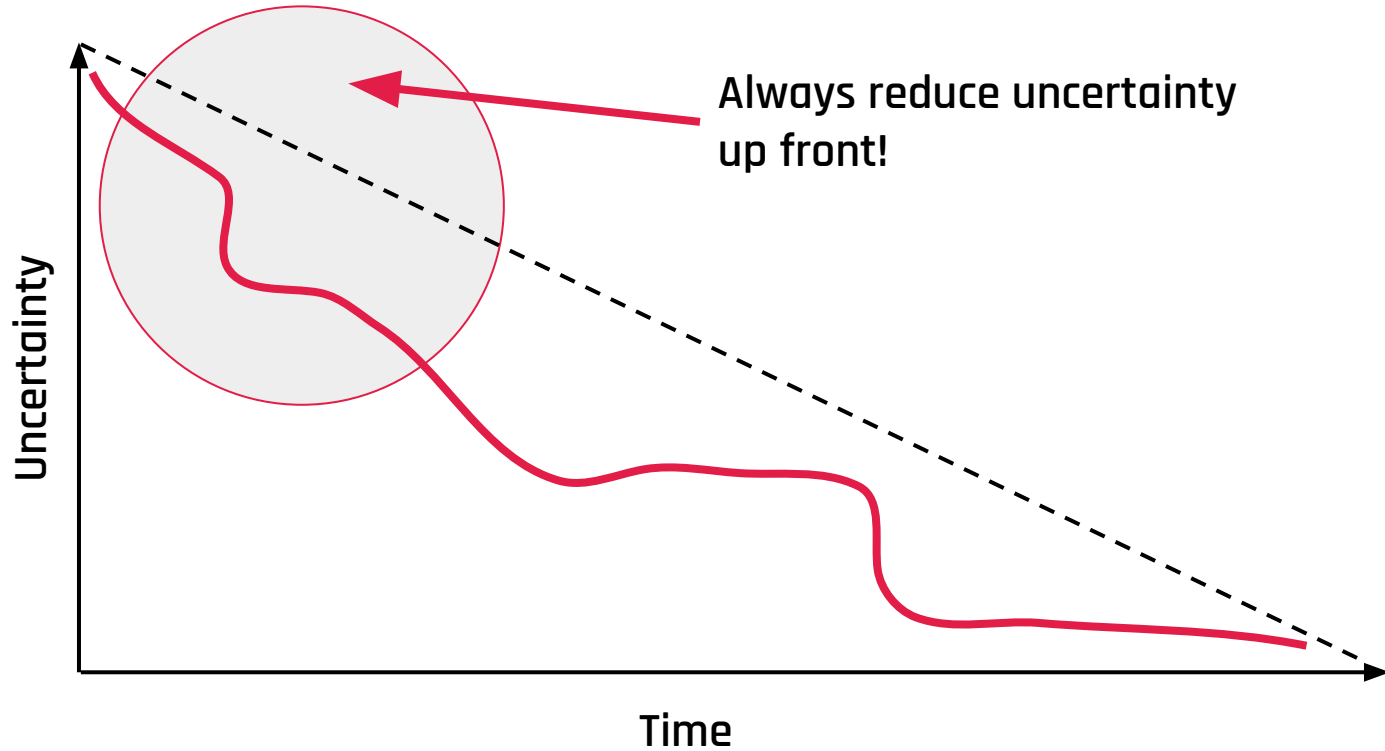
“draw me a painting of mc escher, grey, where a male person stand in front of a conference crowd - with geometric architecture structures”

De-Risking: Think of Prompt Design!

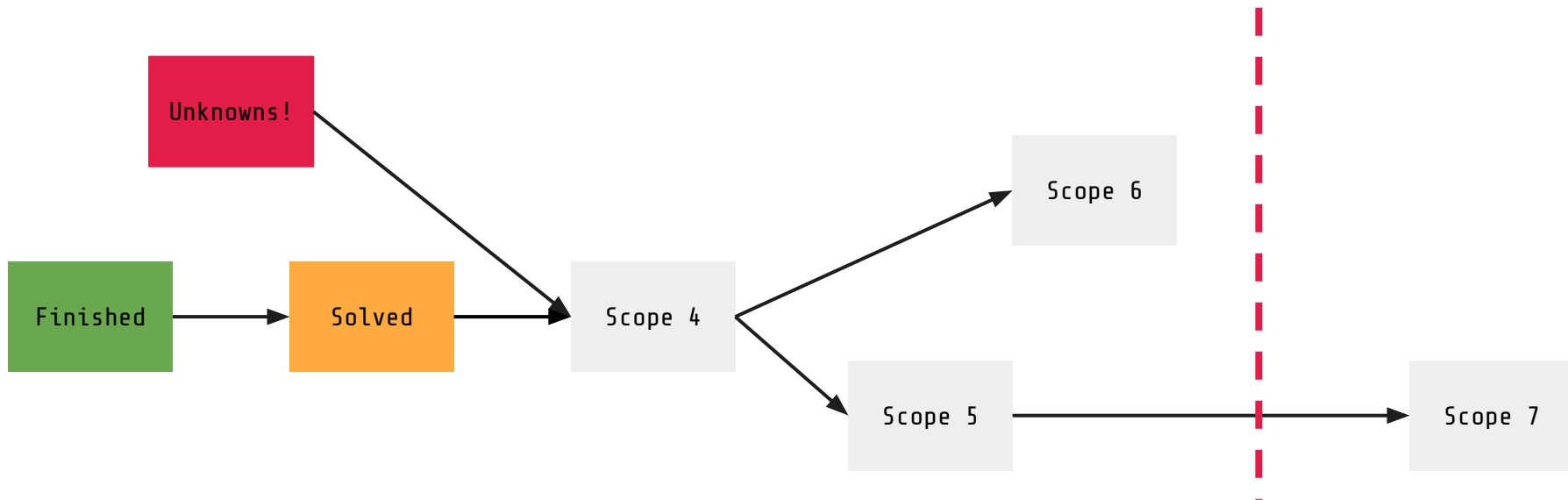


"draw me a painting of mc escher, grey, where a male person stand in front of a conference crowd - with geometric architecture structures"

Slicing Solutions: De-Risking



Slicing Solutions: Implement by structure, not by person!



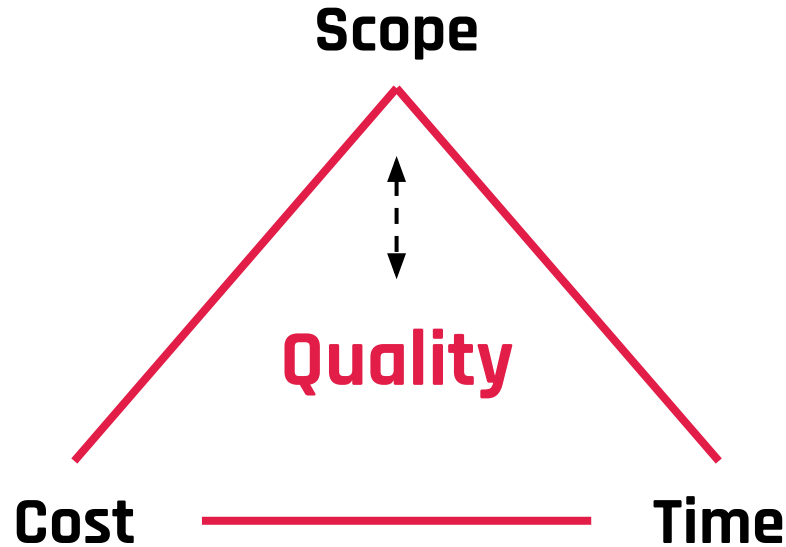
Always Ready to Cut!

A Scope Is Shippable in Isolation.

Done means deployed!



Variable Scope Guarantees Quality!



Slicing Delivery: A Piece of Cake!



Slicing Work

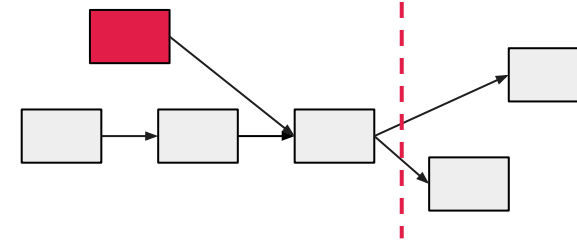
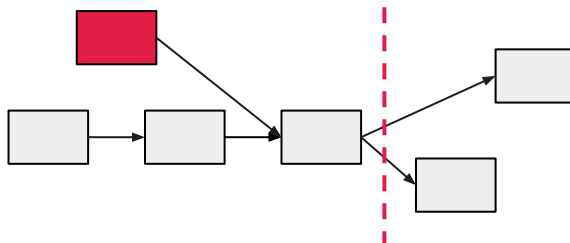
Slice Objectives



Slice Problems



Slice Solutions

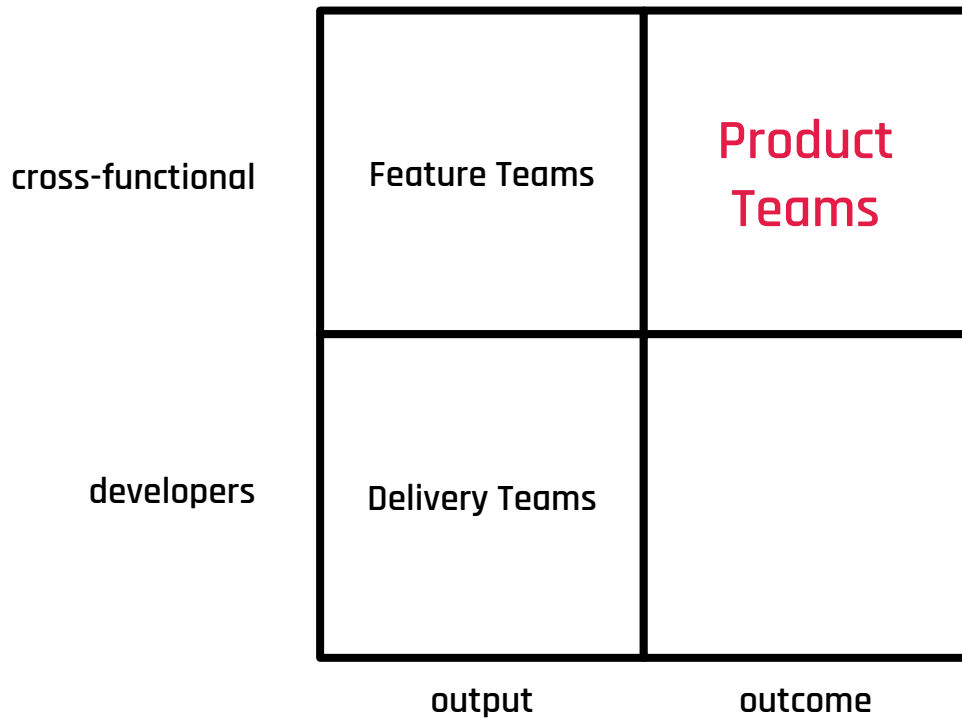


Slice Delivery



Aligning Teams

Empowered Product Teams



Smallest Unit of Planning for Outcomes

Objectives



Discovery (Problems + Solutions)



Delivery

Product Teams: Everything They Need

Product Manager (Not a PO!!)

Responsible for customer value + business viability risk

Designer

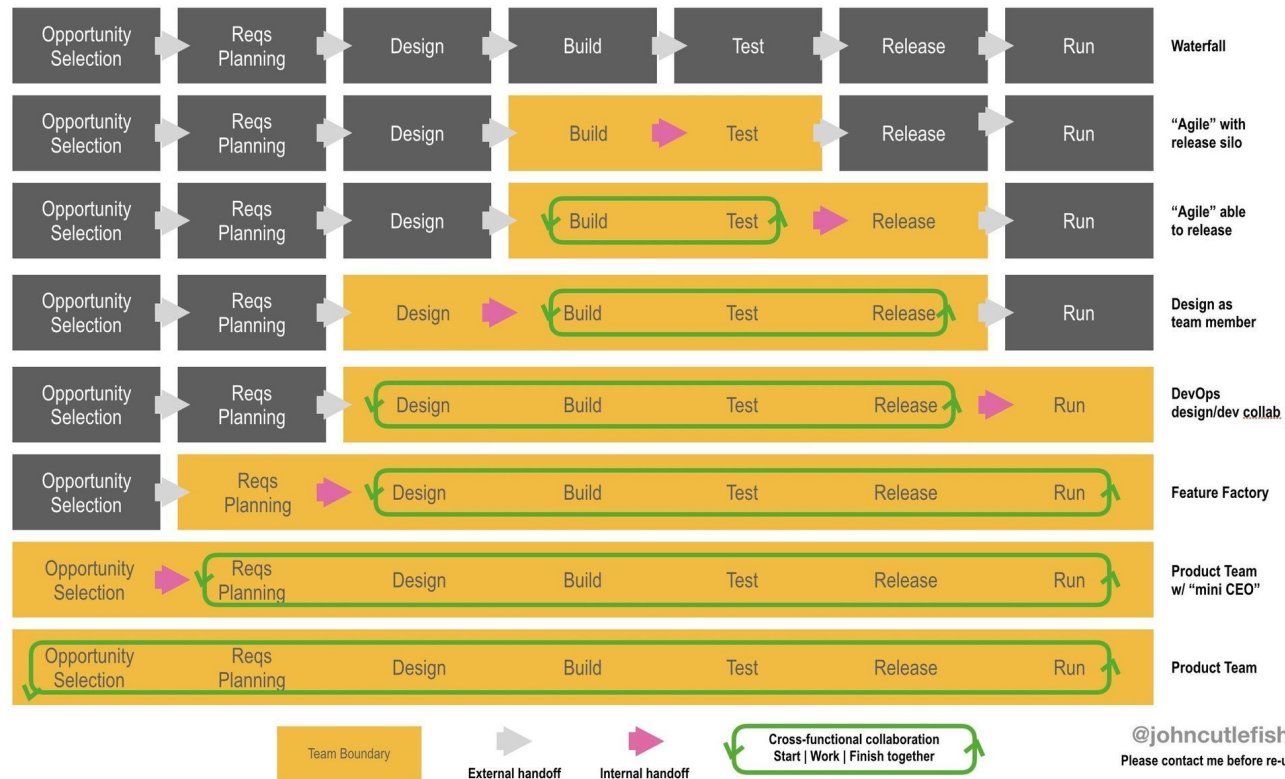
Responsible for usability risk + Experience

Insourced Engineers

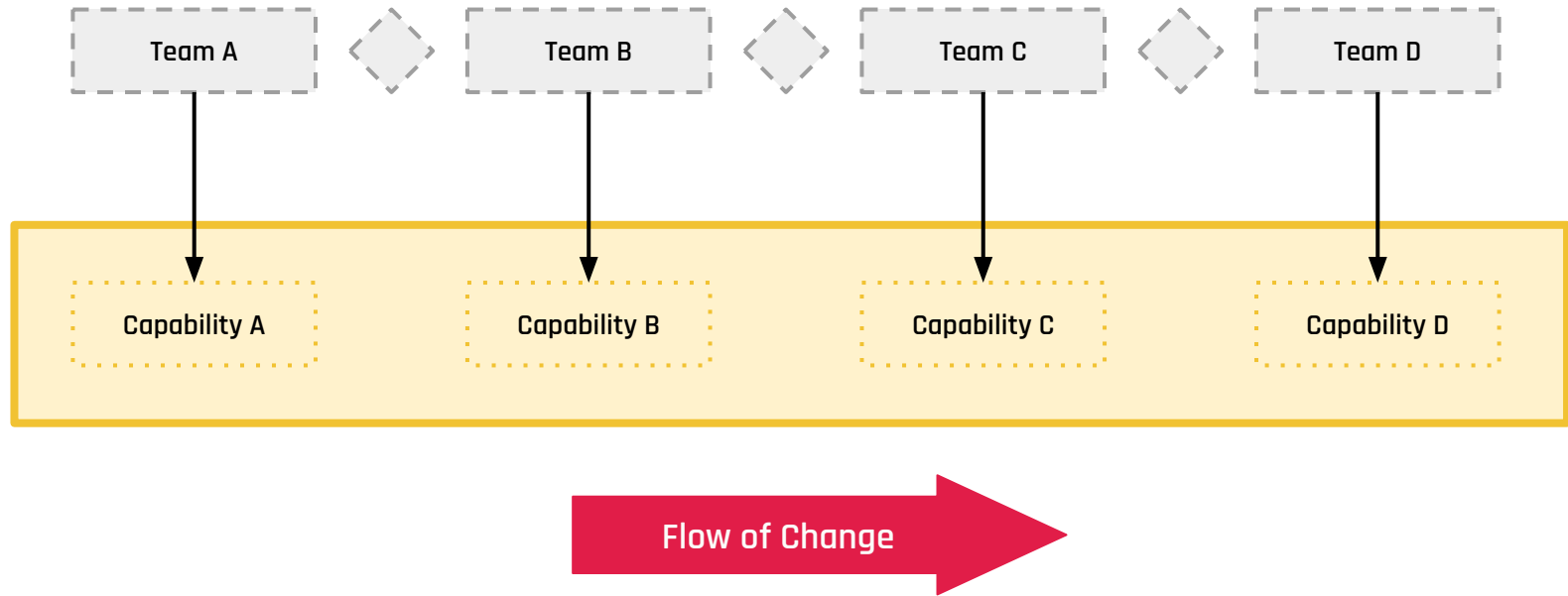
Responsible for feasibility risk + Delivery

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

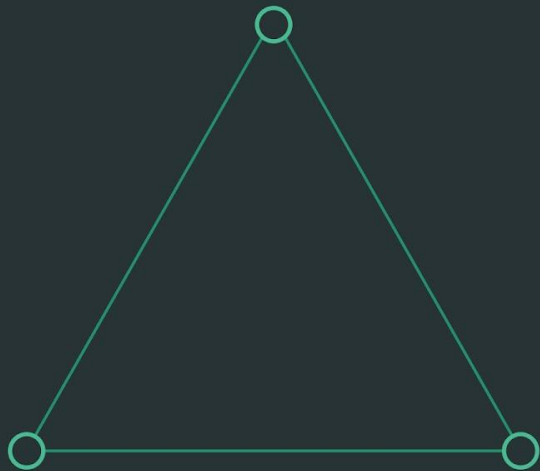
Intentionally Designed Boundaries



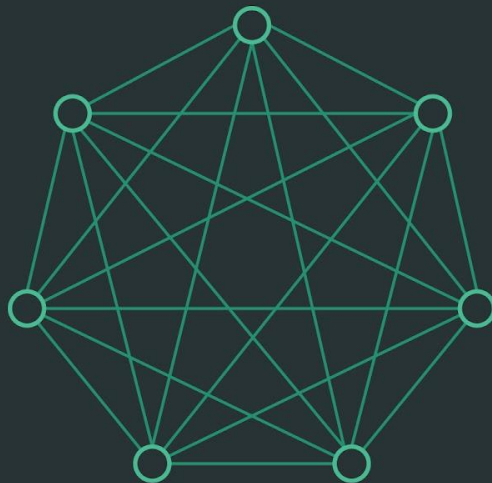
Optimize Teams for Value Streams - End to End



Brooks's Law: Communication Scales Exponentially



3 PEOPLE
3 lines



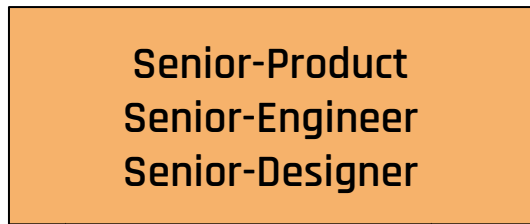
7 PEOPLE
21 lines



11 PEOPLE
55 lines

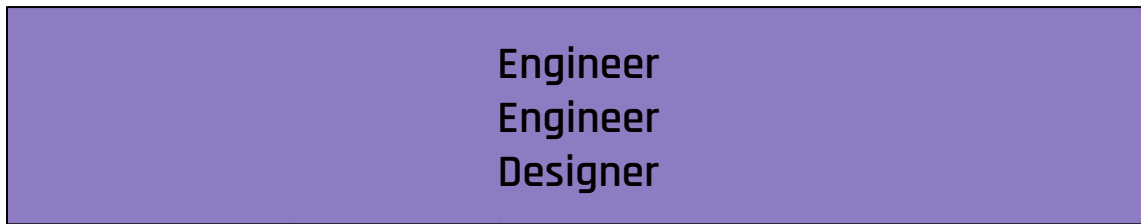
Optimize for Small Teams in Long Cycles

De-Risking: 2-3



2w

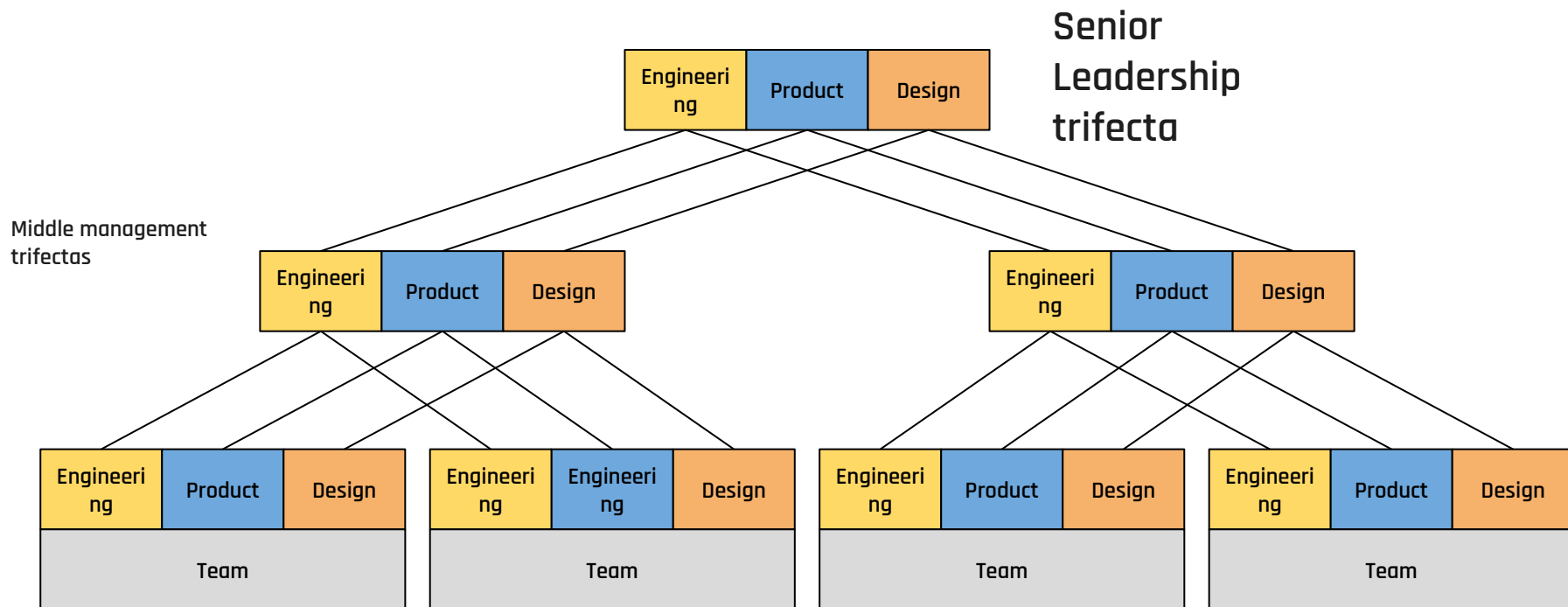
Solution Delivery: 2-3



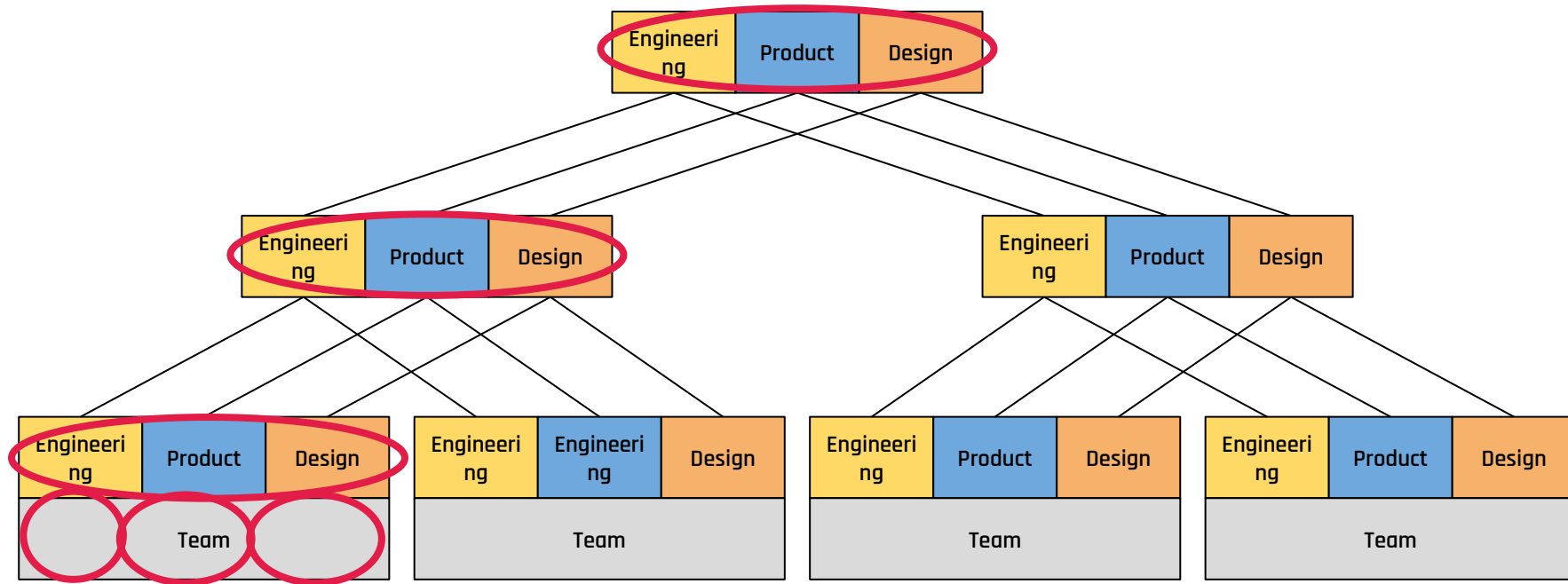
6w

Trade-offs all the time!

Trifectas All the Way Up



Bringing It Together: Trifectas = Small Teams!



Bringing It Together: Map the Work to the Org

Slice Objectives



Slice Problems

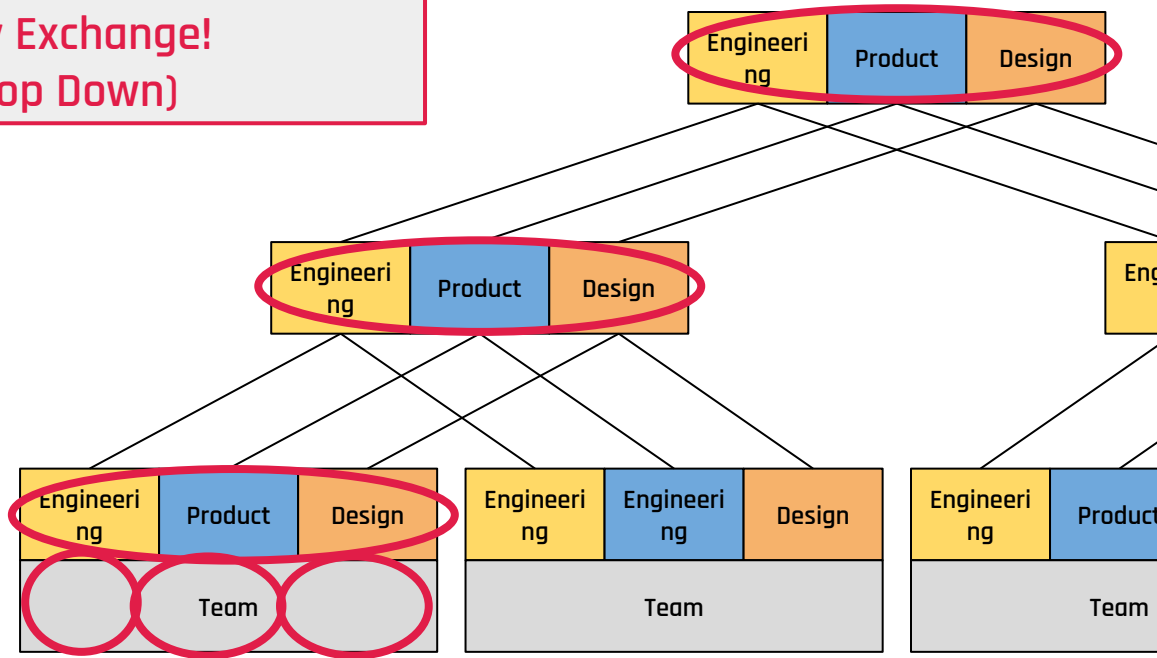


Slice Solutions



Slice Delivery

2-Way Exchange!
(Not Top Down)



People..

Engineers: Don't Be This Guy!

**Yeah, If You Could Fill Out a Jira Ticket
That Would Be Great**

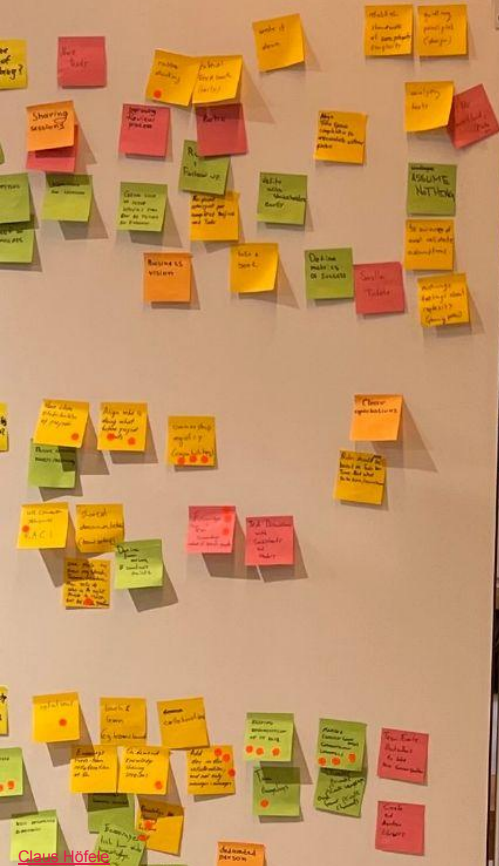
Leaders Don't Bring Answers - Facilitate Shared Learning

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?

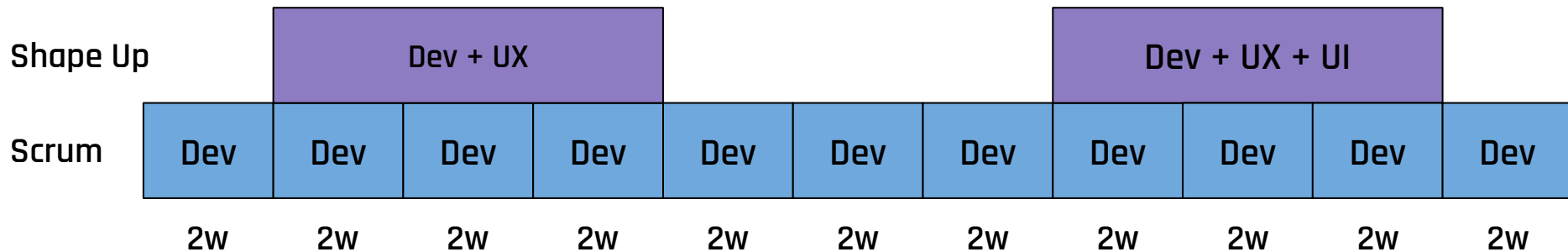
Whiteboard



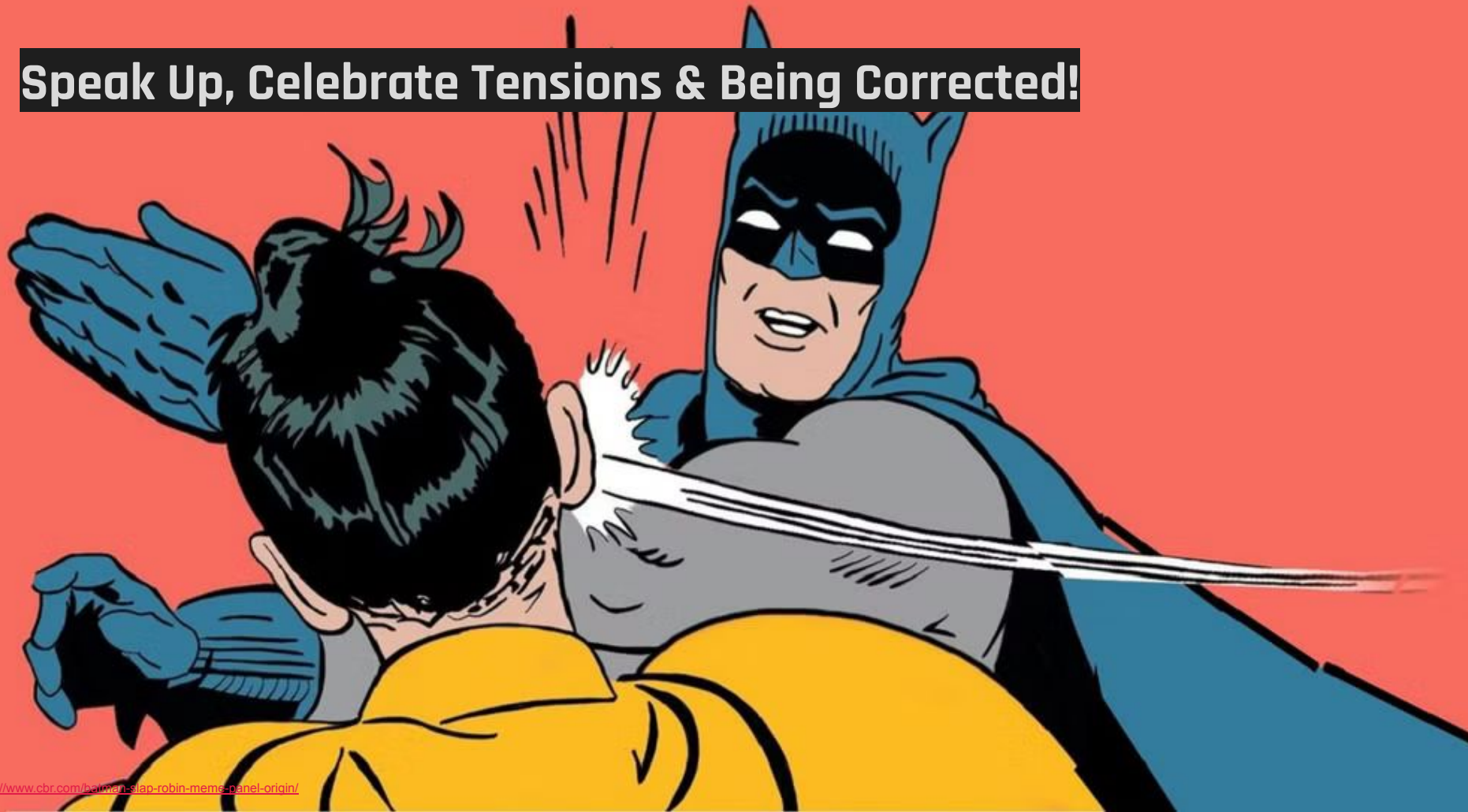
Commitments Come From the Team, Not the Manager



Try: De-Risk Changes & Experiment



Speak Up, Celebrate Tensions & Being Corrected!



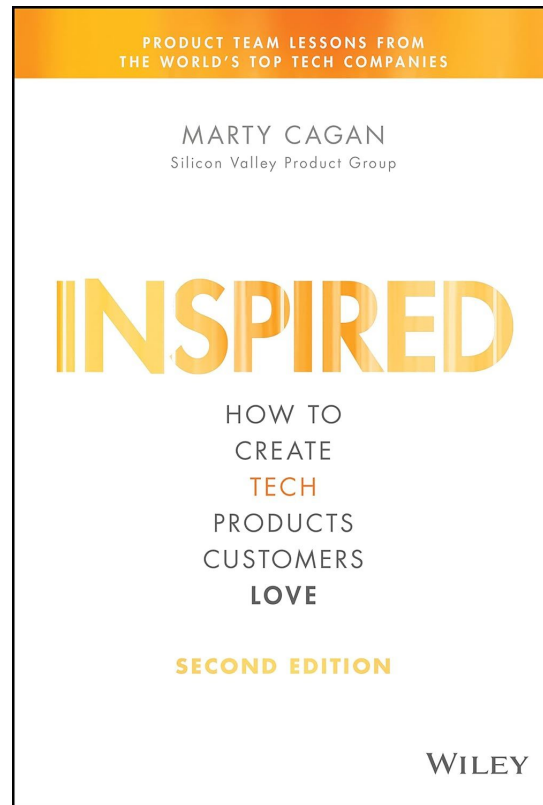
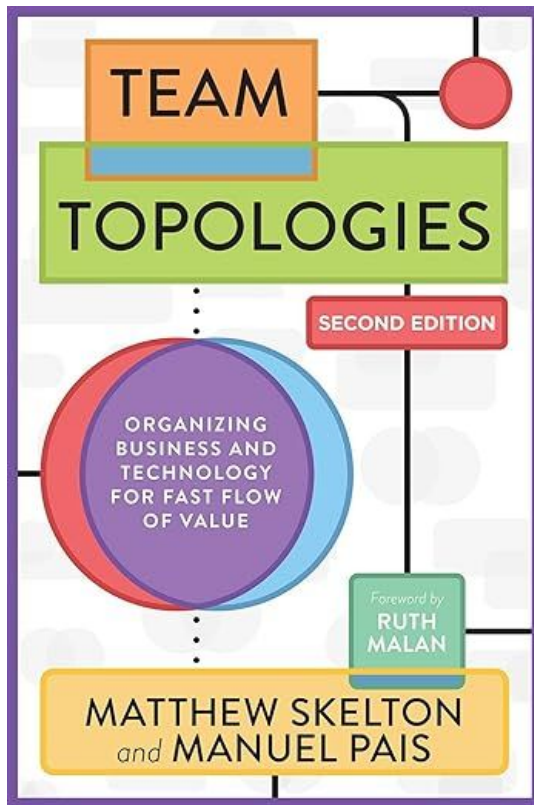
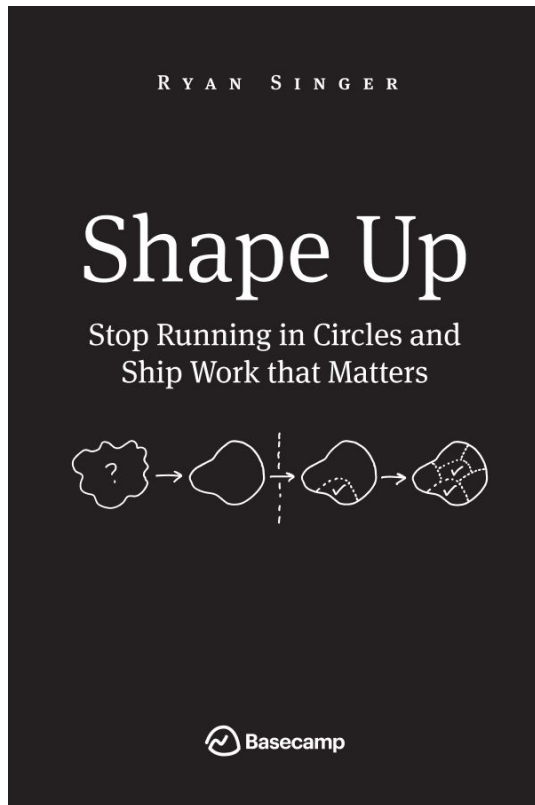
Try: Identify & Enforce Memes!



Break Silos, Not People!



Understand What is Possible



**Optimize for local Decision
Making.**

Limit People Involved.

EOF

A portrait of a man with a beard and blue eyes, wearing a black hoodie, standing outdoors in front of a blurred city background. The man is looking directly at the camera with a slight smile.

KLAUS BREYER

v01.io

