

Warum Tickets Silos schaffen und echte Kollaboration verhindern..

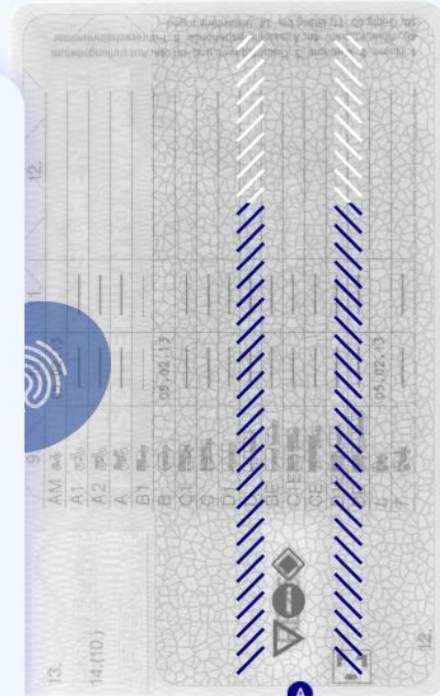
(.. und wie es besser geht)

Willkommen, Erika Mustermann
**Führerscheinkontrolle
zwischen den Riffellinien**

SIE HABEN NOCH 15 TAGE



Los geht's



Prüfung erfolgreich!

Sie können dieses Fenster schließen.

easycheck >>>
by **edding**
permanent easy

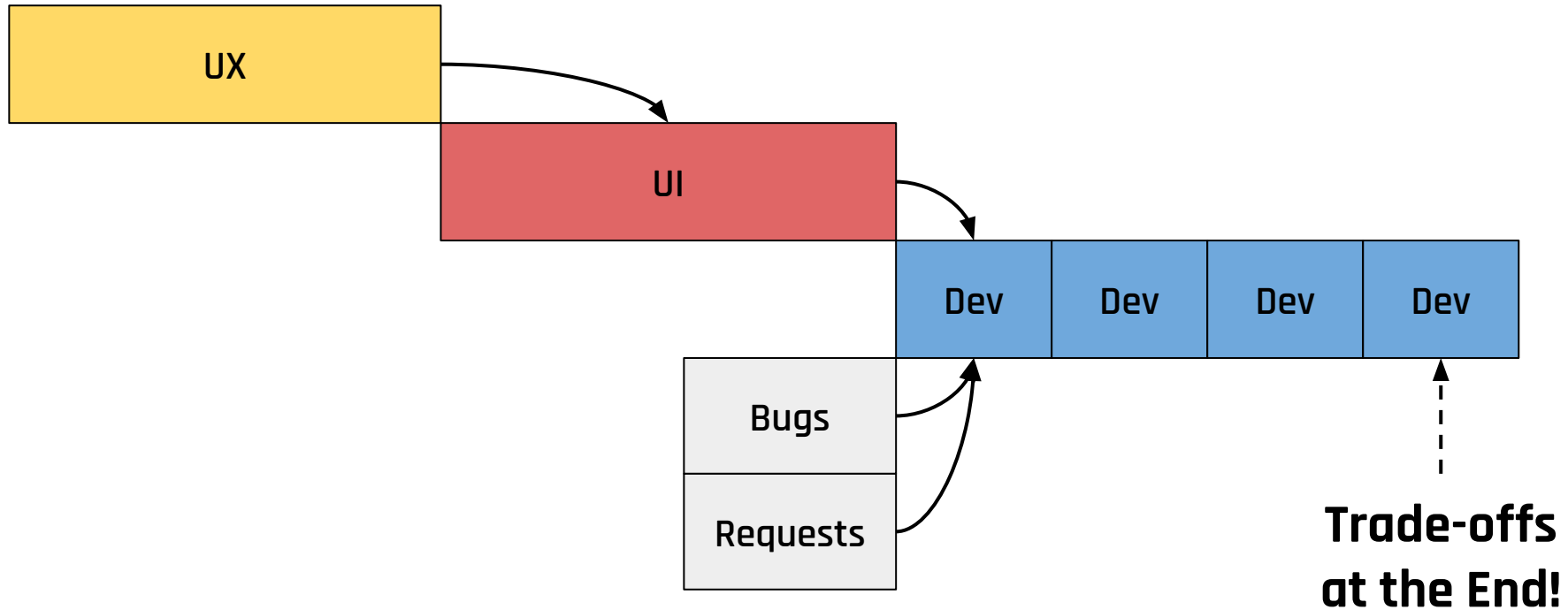
The Team 2023

Backend-Technologie
(Chemnitz)

Kunden-Frontend
(Agentur)

Sales & Support
(München)

Scrum(fall)



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

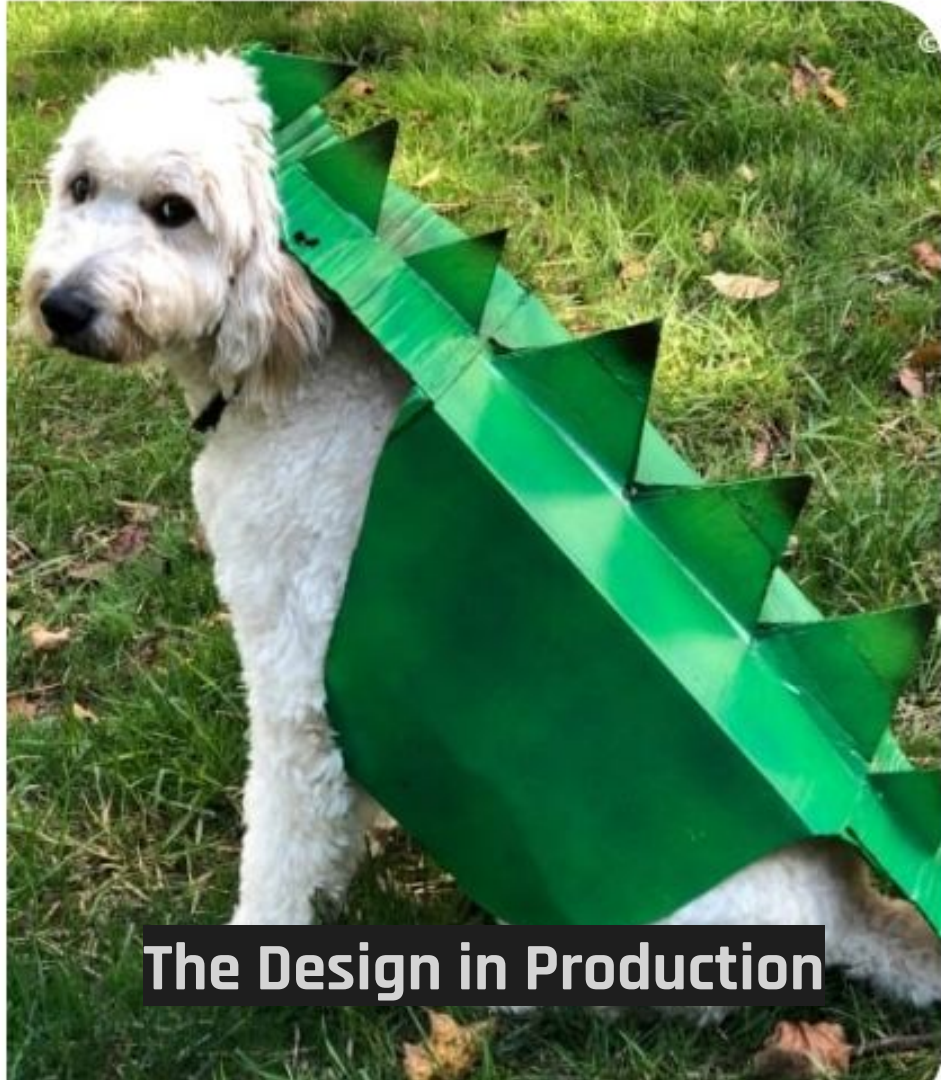
Different Dev &
Product Orgs

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.**

Making Decisions

Facing Reality 

Aligning Teams

Slicing Work

Emancipating People

Aligning Teams

The Team 2024

1 Product Manager (Not a PO!!)

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

Responsible for customer value + business viability risk

1 Designers

Responsible for usability risk + Experience

4 **Insourced** Engineers

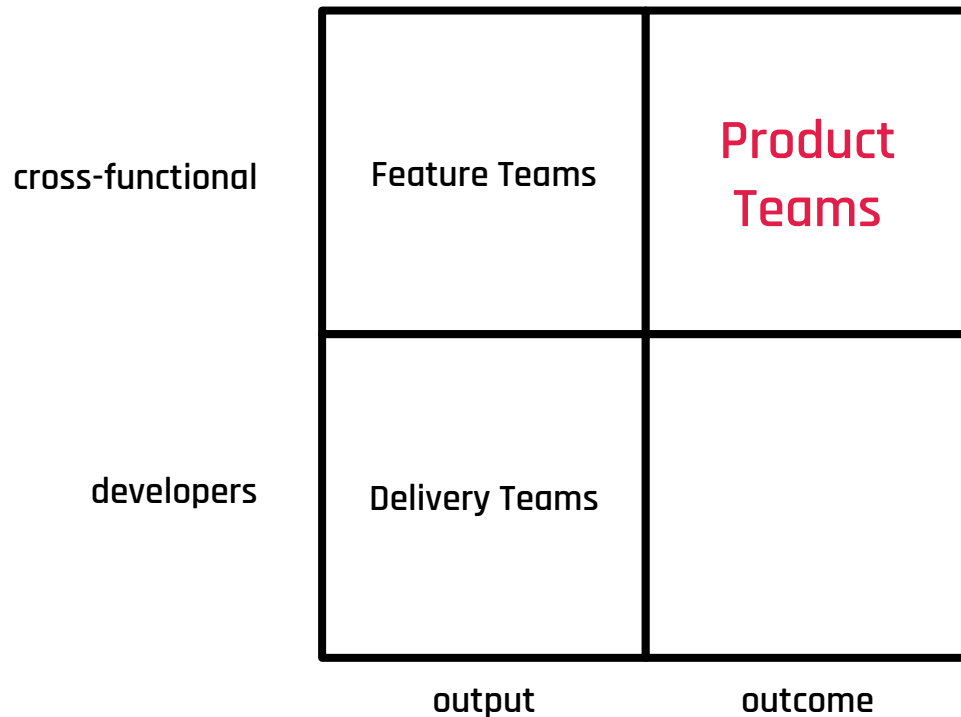
Responsible for feasibility risk + Delivery

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

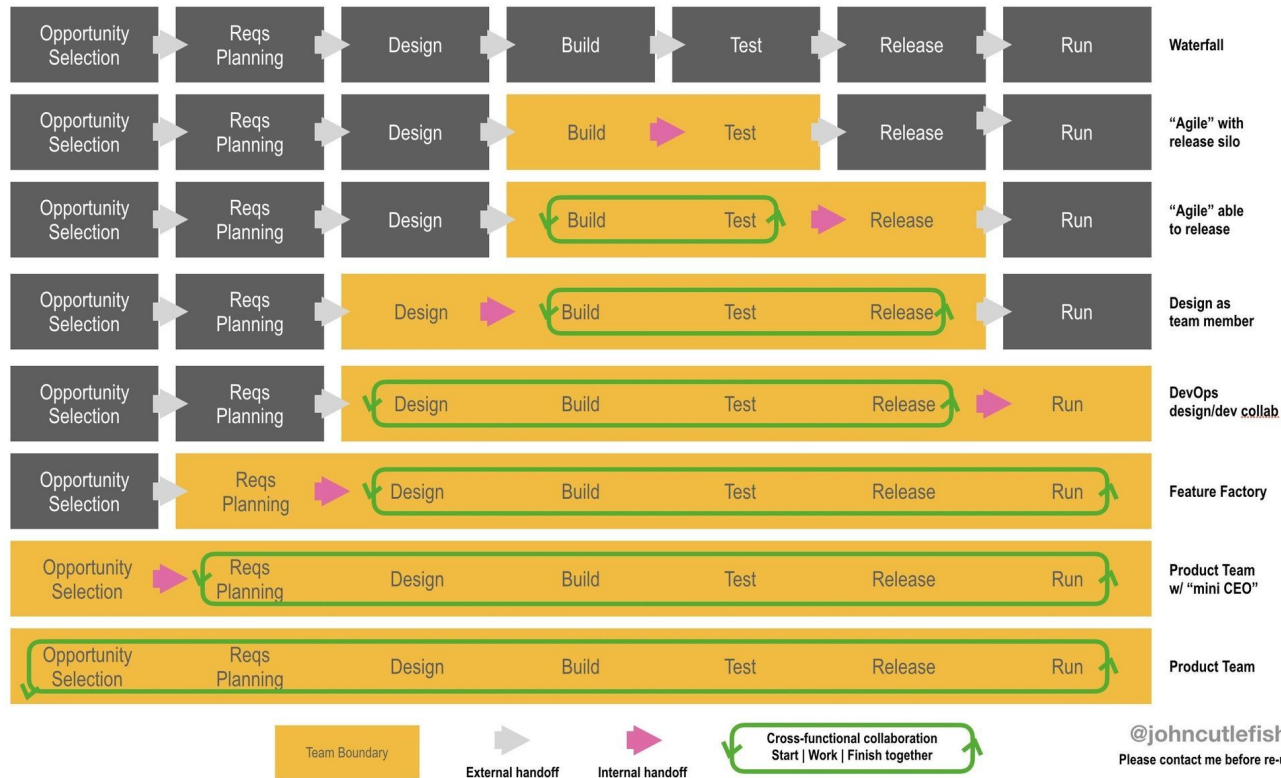
(Melvin Conway, 1967)



Empowered Product Teams



Cross-Functional Collaboration



Smallest Unit of Planning for Outcomes

Objectives

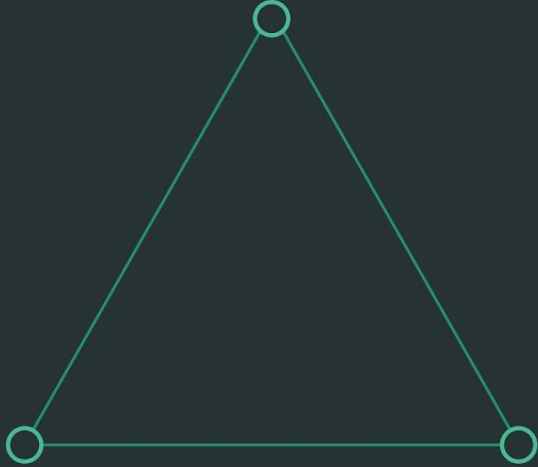


Discovery (Problems + Solutions)

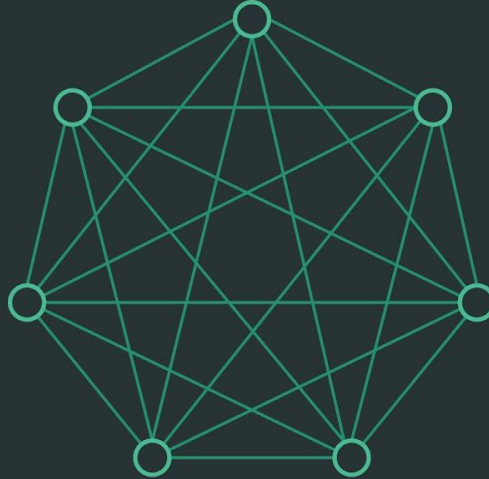


Delivery

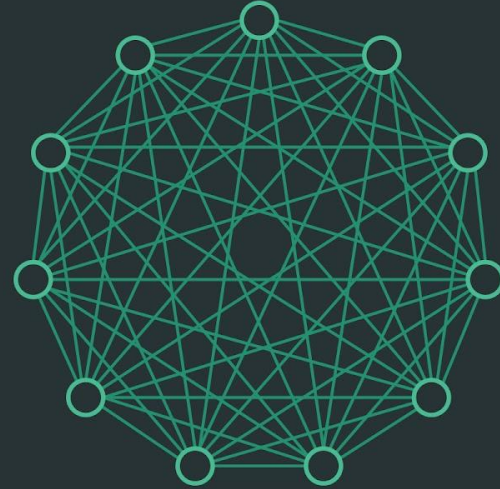
Brooks's Law: Communication Scales Exponentially



3 PEOPLE
3 lines



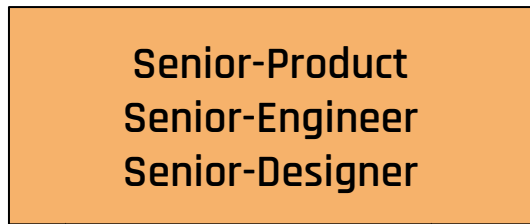
7 PEOPLE
21 lines



11 PEOPLE
55 lines

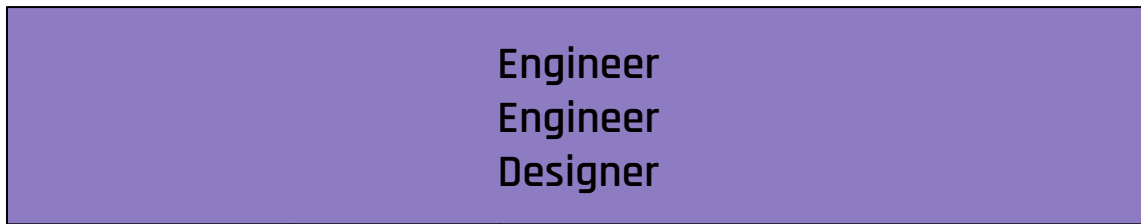
Optimize for Small Teams in Long Cycles

De-Risking: 2-3



2w

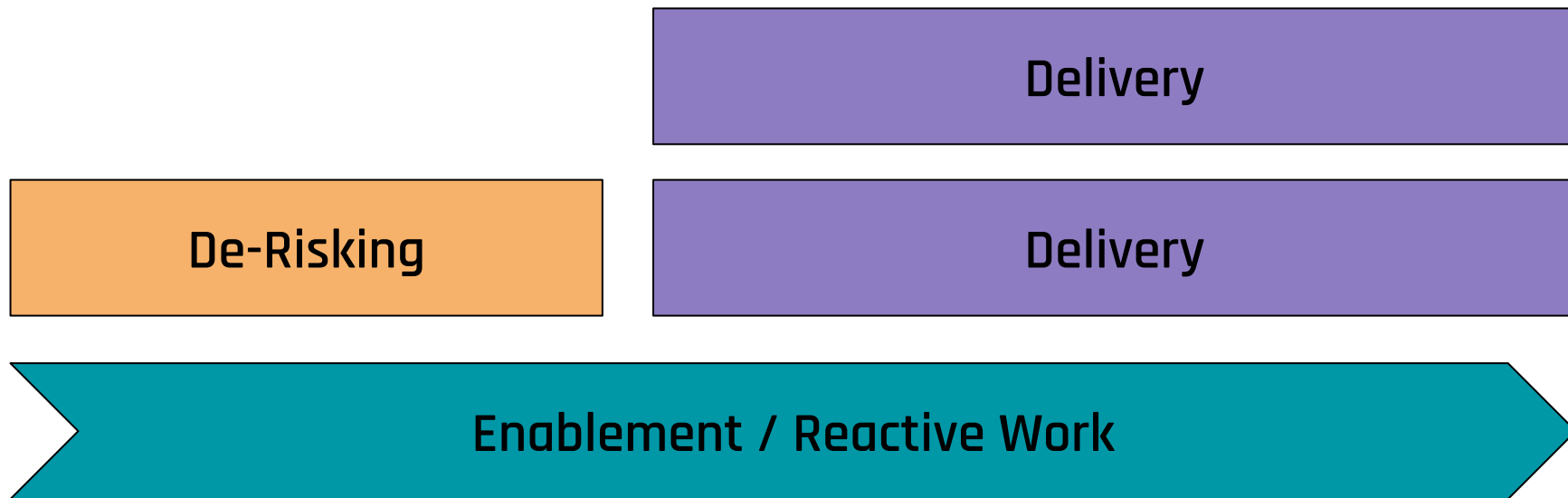
Solution Delivery: 2-3



6w

Trade-offs all the time!

Separate Enablement From Strategic Allocation



 Happy WIP Limits everywhere! 

Startups: Small Teams in Long Cycles



Slicing Work

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

(Ryan Singer, Shape Up)



Deliberately Slicing Work

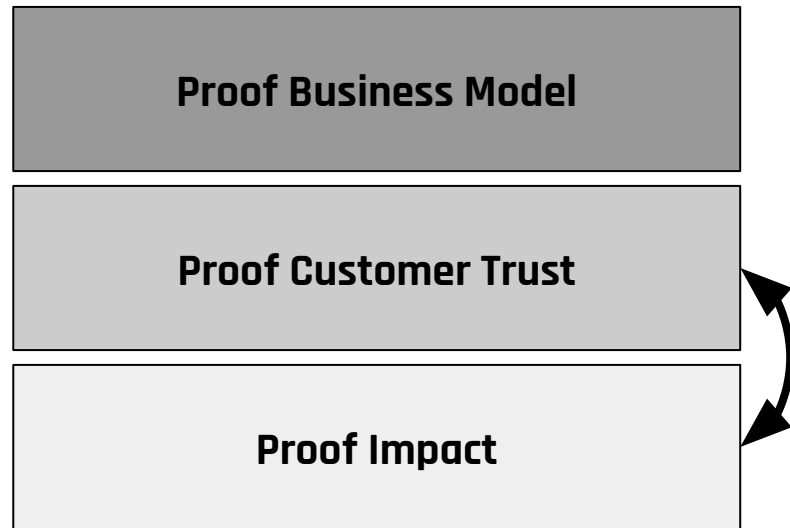
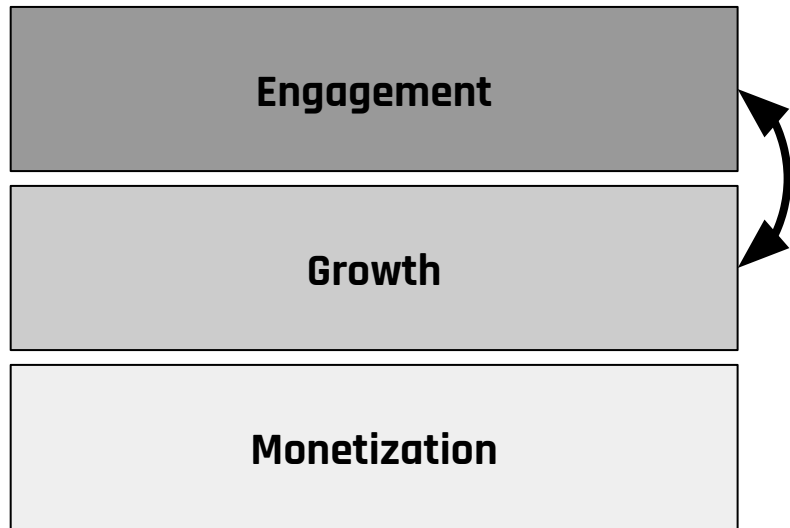
Slicing Objectives

Slicing Problems

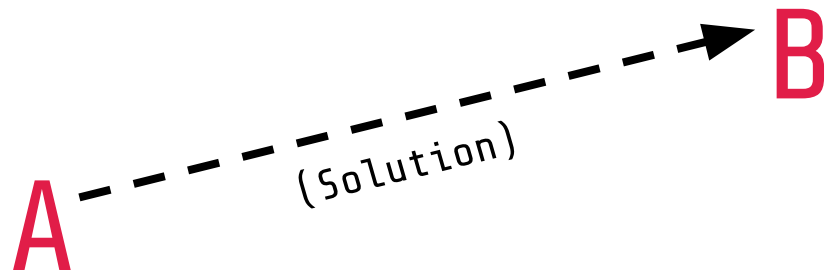
Slicing Solutions

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

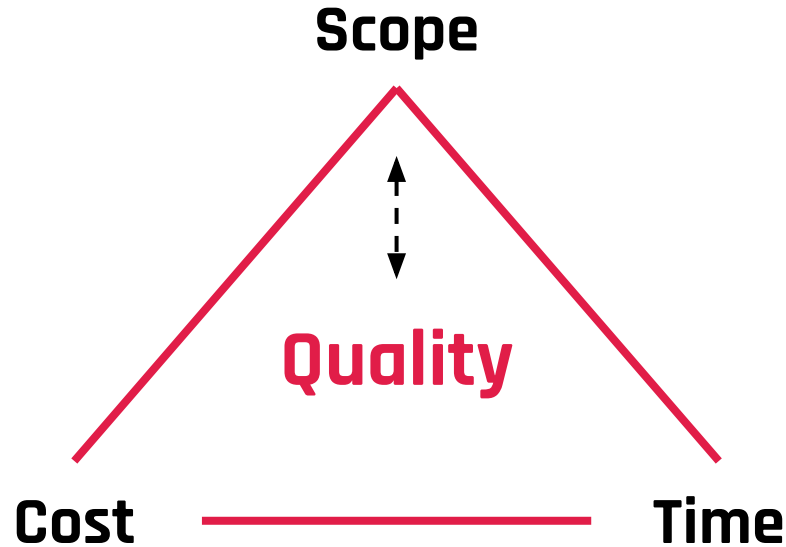
Appetite

Fixed Time
Variable Scope

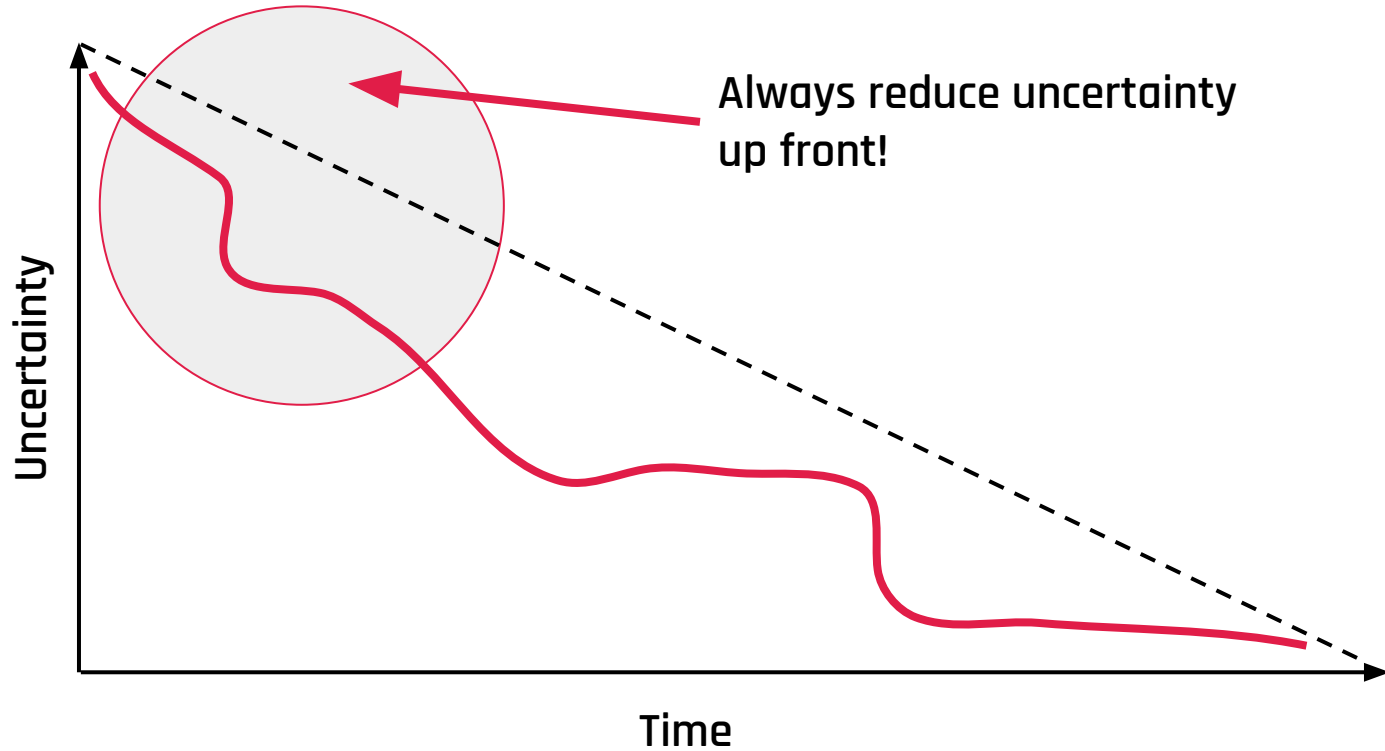
Estimates

Fixed Scope
Variable Time

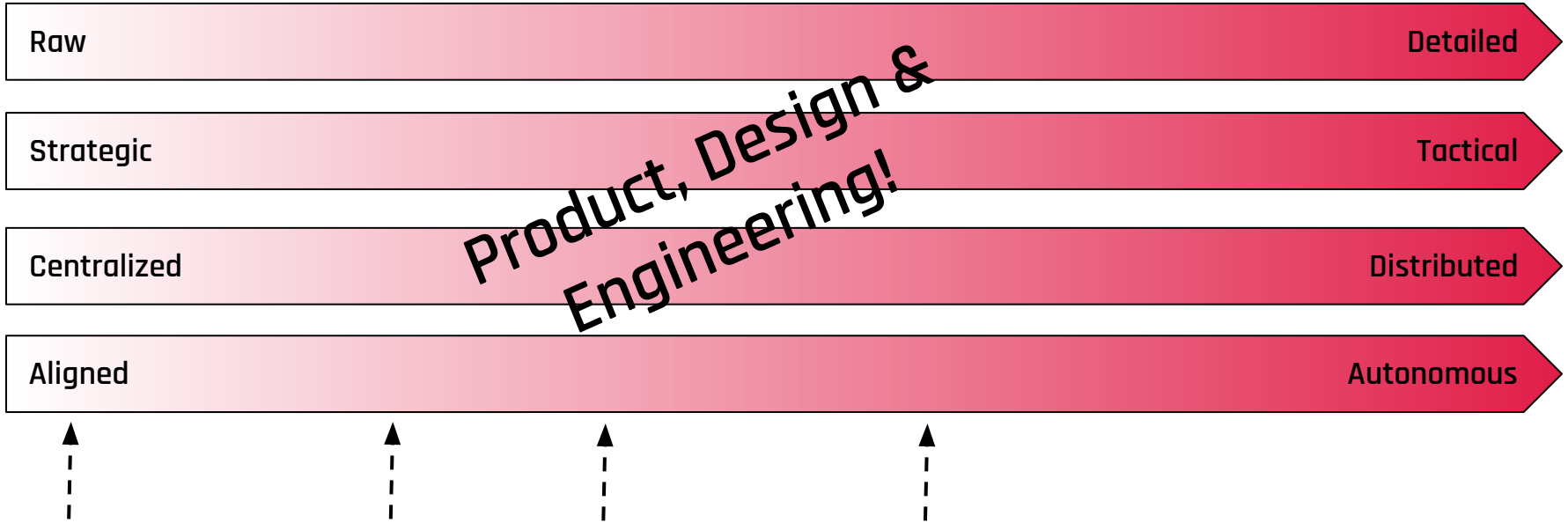
Variable Scope Guarantees Quality!



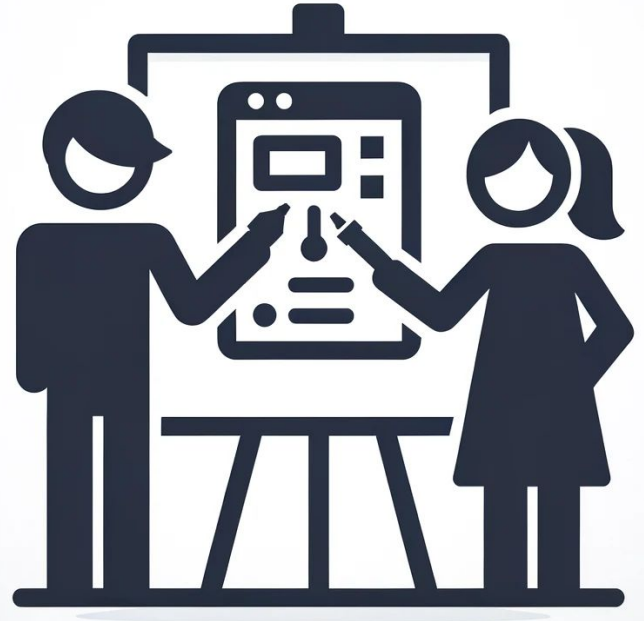
Slicing Solutions: De-Risking



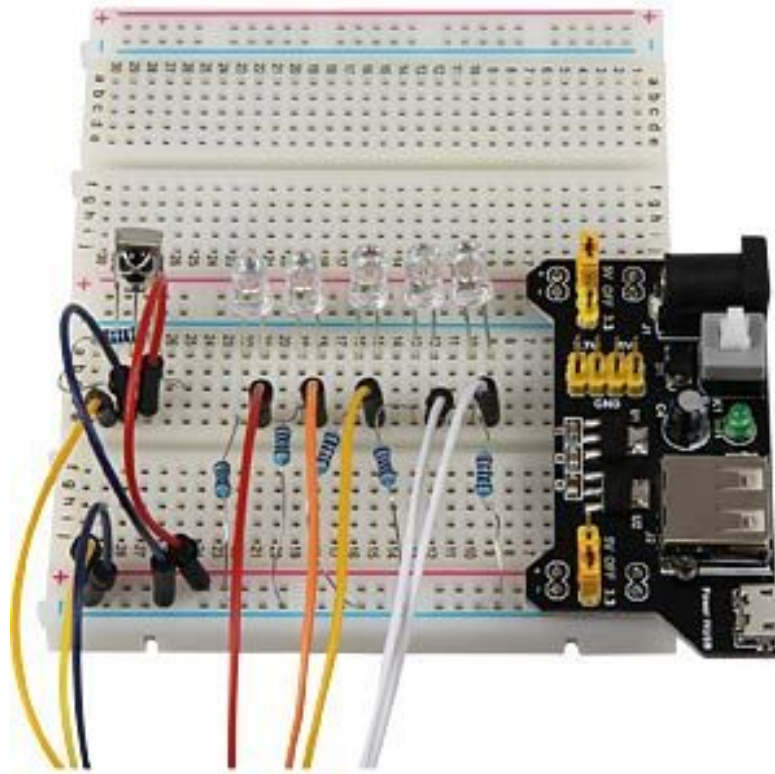
Slicing Solutions: Collaborating on Decisions



Start at a Blank Slate & collaborate on a Problem



Breadboarding: Finding the Elements



What do we want to do

(1) Let's combine into the final proposal

Breadboarding: Interaction Flows

Let's do
What

- Lars
- Klaus
- Gregor
- Tania

First

old mc:
dashboard
form with
multiple
checkboxes

old mc:
dashboard
form with
multiple
checkboxes

old mc:
optional if technical
possible
New Column
Add der 10
anträge
Filter by
Art of
Kontrolle

quick link
to Fahrer
edit

dependent

old mc:
existing
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Template

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mandatory

Last Name

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we need
to make
it better

Comment

Comment 2

Validation
Errors

Remove
Row

Always an
empty
Form Row

Send our
email
only enabled
when Label is
filled in

Optional
Send Out
Welcome Mail

discuss
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keep scheduler in
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Old MC
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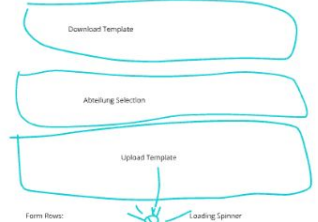
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keep scheduler in
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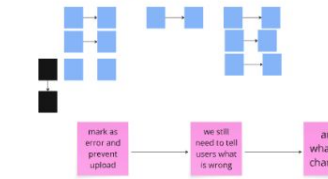
keep scheduler in
mind!

keep scheduler in
mind!

Back
SUCCESS 100%



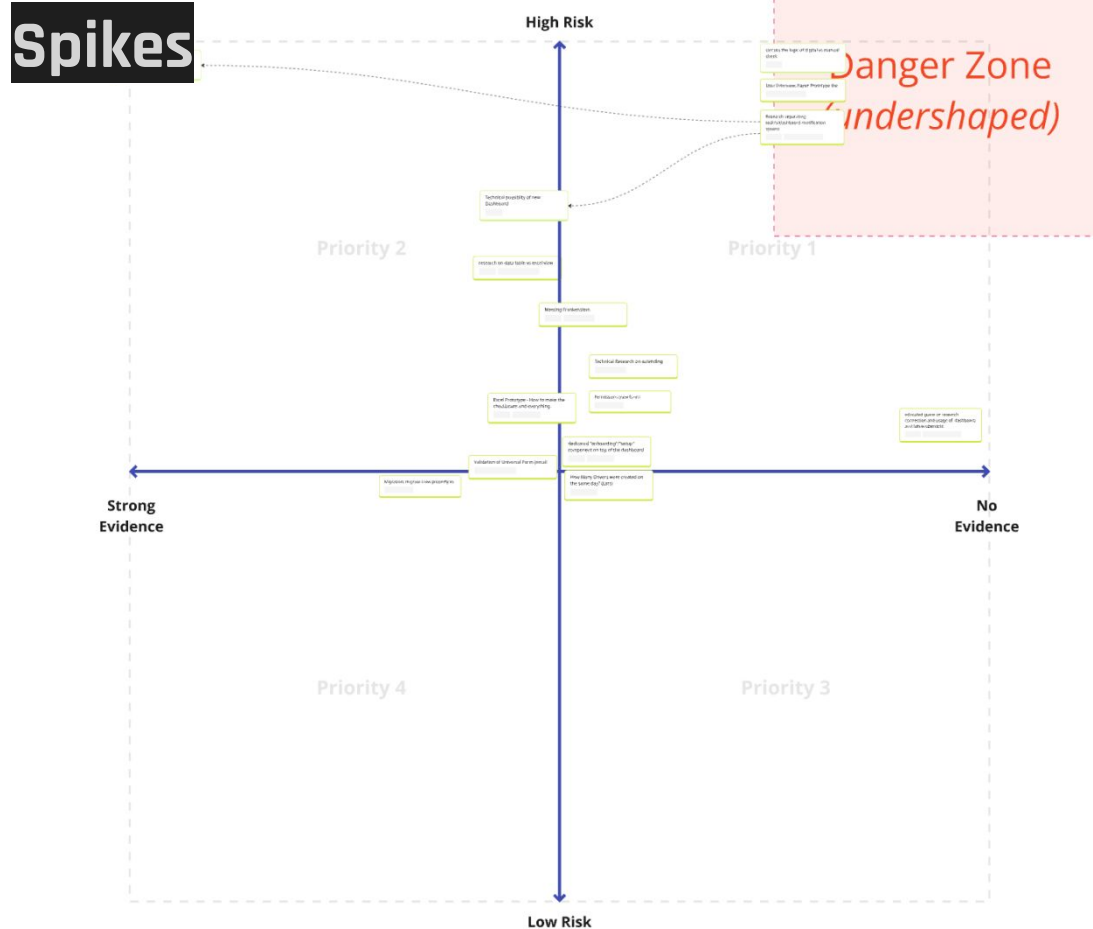
Category	Item	Value	Unit
Category 1	Item 1	1000	kg
Category 1	Item 2	2000	kg
Category 1	Item 3	3000	kg
Category 1	Item 4	4000	kg
Category 1	Item 5	5000	kg
Category 1	Item 6	6000	kg
Category 1	Item 7	7000	kg
Category 1	Item 8	8000	kg
Category 1	Item 9	9000	kg
Category 1	Item 10	10000	kg
Category 2	Item 1	1000	kg
Category 2	Item 2	2000	kg
Category 2	Item 3	3000	kg
Category 2	Item 4	4000	kg
Category 2	Item 5	5000	kg
Category 2	Item 6	6000	kg
Category 2	Item 7	7000	kg
Category 2	Item 8	8000	kg
Category 2	Item 9	9000	kg
Category 2	Item 10	10000	kg



Migrate Customers to Neutral State

Think of neutral/manual Option in all Bulk Options

Think of neutral in scheduler



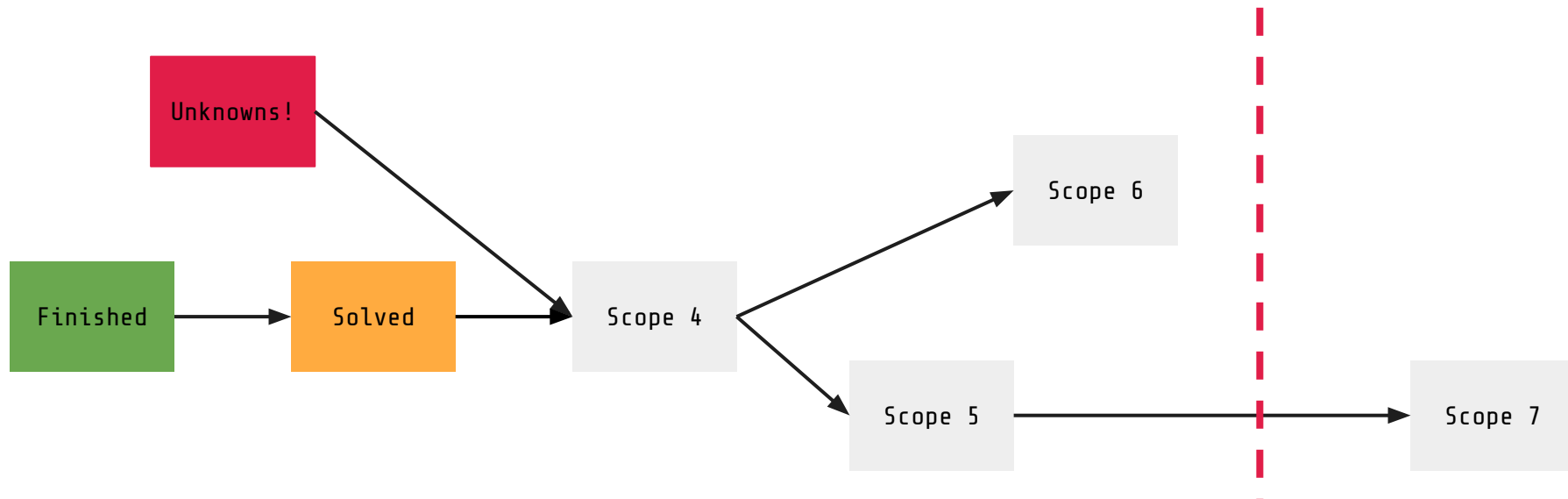
Open Questions

Slicing Solutions: Scope by Scope

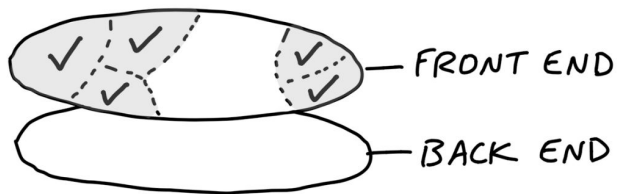
Shippable in Isolation!



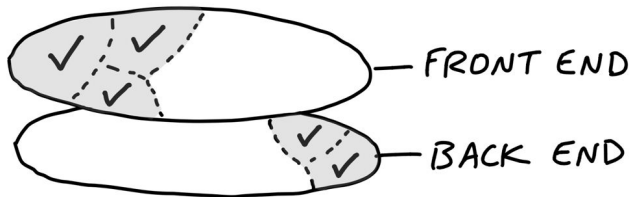
Slicing Solutions: Always Ready to Cut!



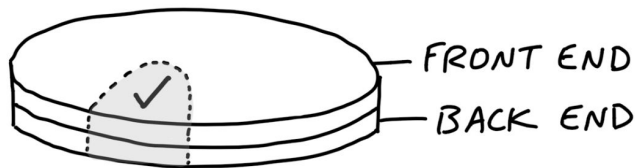
Slicing Delivery: End to End!



NOTHING WORKS



NOTHING WORKS



SOMETHING WORKS!

Implement by structure, not by person!

Slicing Delivery: A Piece of Cake!



TODO

BUG

Topic needs Clarification / Decision



easycheck >>>

by edding®

How the Team organizes itself

TODO for current Scopes | 1

UI: Clean up Form section (Code DRY) in Design System

In progress | 0

Ready for testing | 8

Improve all emails to make sure the copy reflects the cases for the

Manual control method selection in department settings

badge does not update (need global

create driverProfileLink in the

Manual control method selection in

Fix Photo control 7 days reminder to admin

Send email to managers when a photo controls expires

Done | 57

Improve initial request email (400) to make sure the copy reflects the cases for the control method

[Text for manual kontroll](#)

driver data on photo control page (legacy MC)

Show badge in sidebar for open controls

ensure token update (to ensure

final ui is done

Migrate all customInstructions to show the default text.

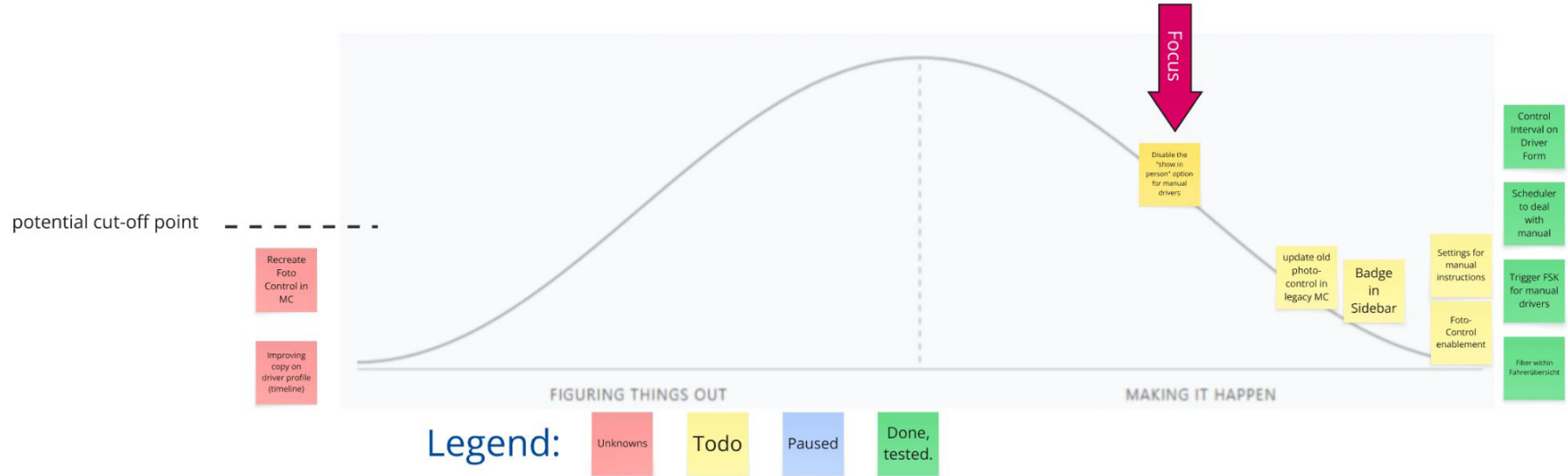
sanitize admin input for custom instructions

De-Scoped / Won't Do | 0

Constant Re-Priorization

Scheduler 3	Trigger FSK 0	Control Interval on Drive... 0	Filter on Manual Drivers 0	Foto-Control enablement 2	Settings for Manual Instr... 0	Sidebar Badge for Foto-C... 0	New Foto-Control Views 5	Improve Driver Profile 0	Improving copy of events... 0	rejection reason in timel... 0	Cleanup 3
For Later 4											
copy email copy to P800	+	+	+	+	+	+	+	+	+	+	Remove HTML templates from Source Code (Backends)
Make sure all SMS links are always added with (L) instead of just (L)											Remove all feature flags
+											+
Scope Cut 9											
Adding a pre-header for the email templates	+	+	+					+	+	+	remove old photo control page
+				QR Code within 15s	+	+	(optional) test to inform admin about which reasons are sent to driver		+	+	+
				Update copy within webApp for the backside hint to not include a mission on the label			(optional) add section for additional reason				+
				+			create page for photo controls (feature flag in legacy which is already added by the badge ticket)				
							checkbox for acceptance or rejection reasons + comment (manual and rollout are different)				
							API should handle rejection reasons (discuss: investigate reasons being sent to driver)				
							+				

Reporting on Progress



One Board per Initiative

by  edding®

The image shows a digital workspace with several documents and diagrams. On the left, a document titled "Scopes" contains a table with columns for "Scope", "Status", and "Priority". The table has several rows of data. In the center, a large flowchart or diagram is visible, showing a complex network of nodes and connections. On the right, another document titled "Scopes" is open, displaying a list of items. The workspace is organized into a grid-like structure, with documents and diagrams arranged in a logical flow.

2

Edit driver's...Add ONE n...

The screenshot shows a Microsoft OneNote page with a light gray background. At the top left, there is a mind map with a central node labeled 'Project' and several branches. One branch is labeled 'Task' and contains a list of tasks. Another branch is labeled 'Resource' and contains a list of resources. At the top right, there is a small table with two columns. Below the mind map, there is a large list of tasks, each with a checkbox and a description. The tasks are organized into a hierarchical structure with sub-tasks. At the bottom right, there is a small icon of a document with a checkmark.

The collage features several research-related visualizations: a network diagram with nodes and edges, a bar chart with multiple bars, a line graph with a single line, a flowchart with a central box and surrounding nodes, and a diagram of a research interview process with a central box and surrounding nodes. A large blue circle with the number '5' is overlaid on the collage.



Blank form with a yellow header box and several horizontal lines for text entry.

Mapping course content and the terms and topics

Concepts: yellow squares
Methods: orange squares
Tools: blue squares
Data: black squares
Theory: green squares
Practice: red squares

Topics:
1. Introduction to the course
2. The course structure
3. The course objectives
4. The course content
5. The course materials
6. The course resources
7. The course activities
8. The course assignments
9. The course projects
10. The course evaluations

Concepts:
1. Introduction to the course
2. The course structure
3. The course objectives
4. The course content
5. The course materials
6. The course resources
7. The course activities
8. The course assignments
9. The course projects
10. The course evaluations



Slicing Work

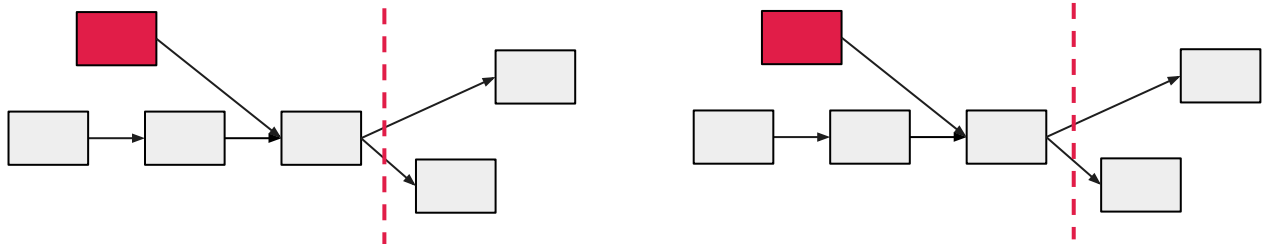
Slice Objectives



Slice Problems



Slice Solutions



Slice Delivery



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



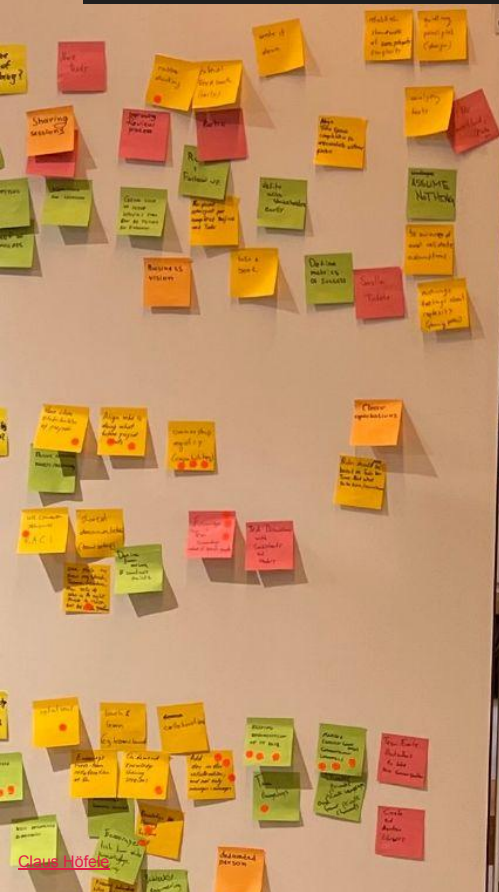
Don't Bring Answers – Facilitate Shared Learning

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

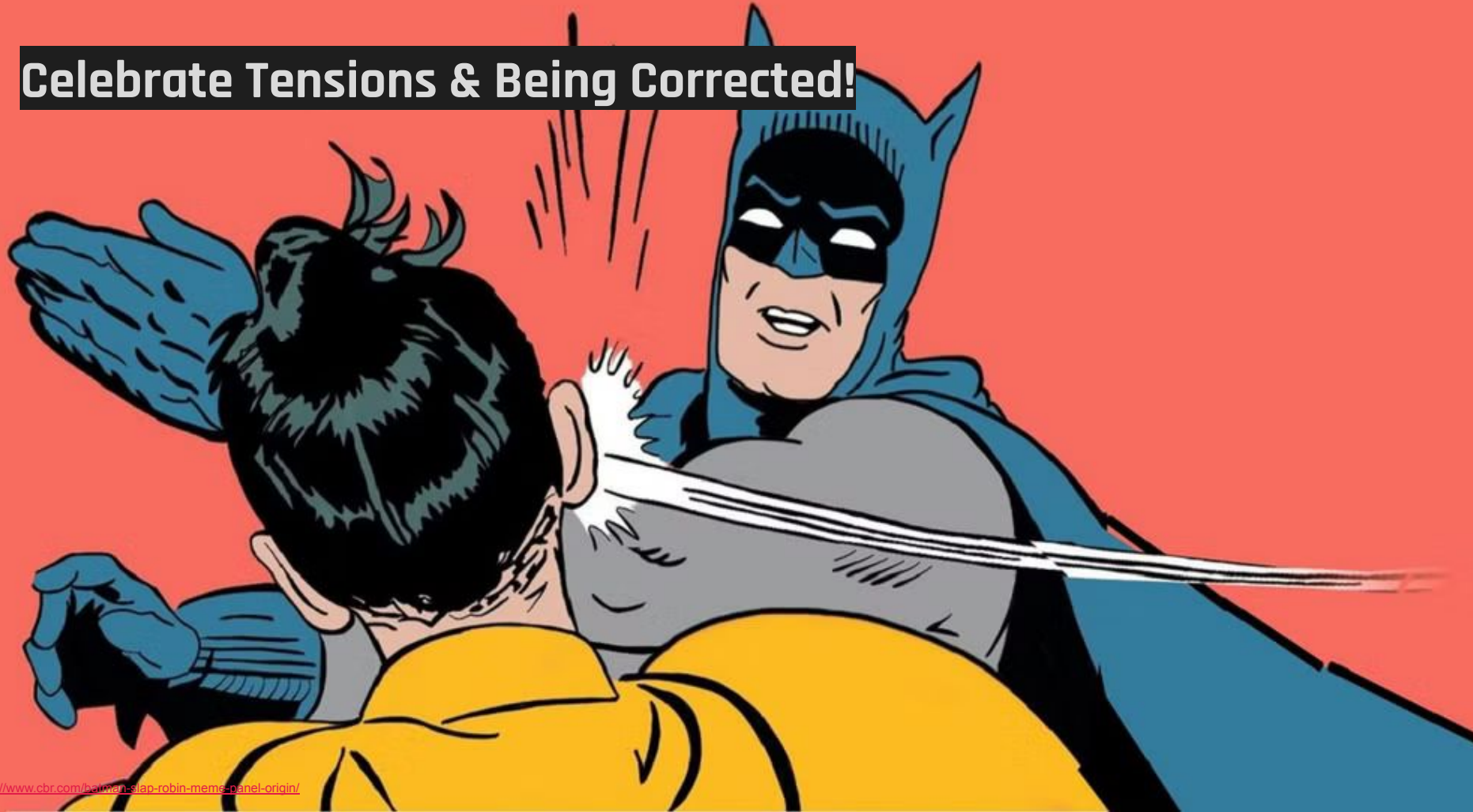
—SIMPLICITY—

What keeps us from simplifying engineering @ On?

Whiteboard



Celebrate Tensions & Being Corrected!



Try: Identify & Enforce Memes!



Break Silos, Not People!



Optimize for Decision Making.

Limit People Involved.

KLAUS BREYER

v01.io



EOF