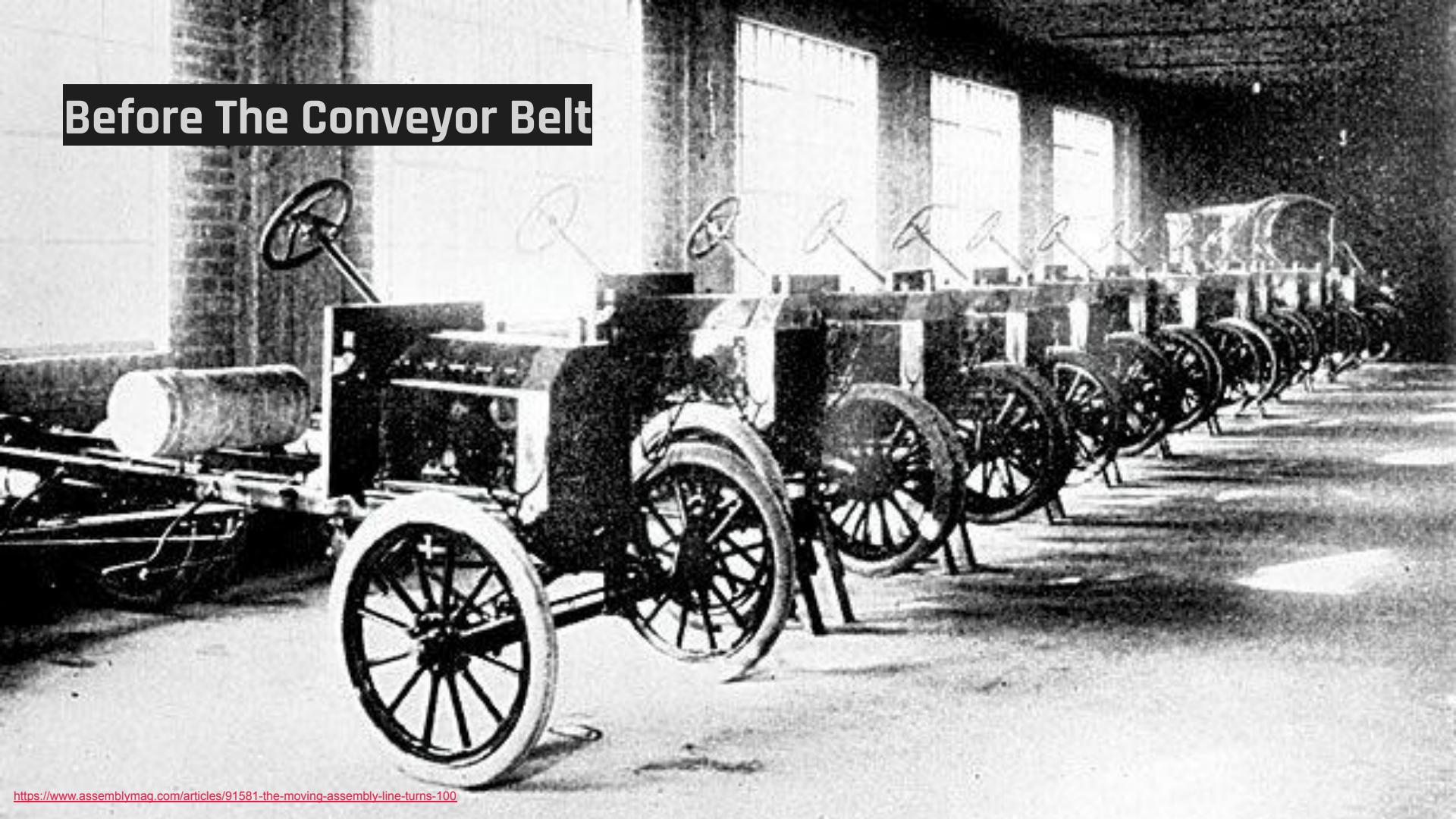


Tickets Create Silos

How to Unlock True Interdisciplinary Collaboration

Before The Conveyor Belt



With The Conveyor Belt



**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

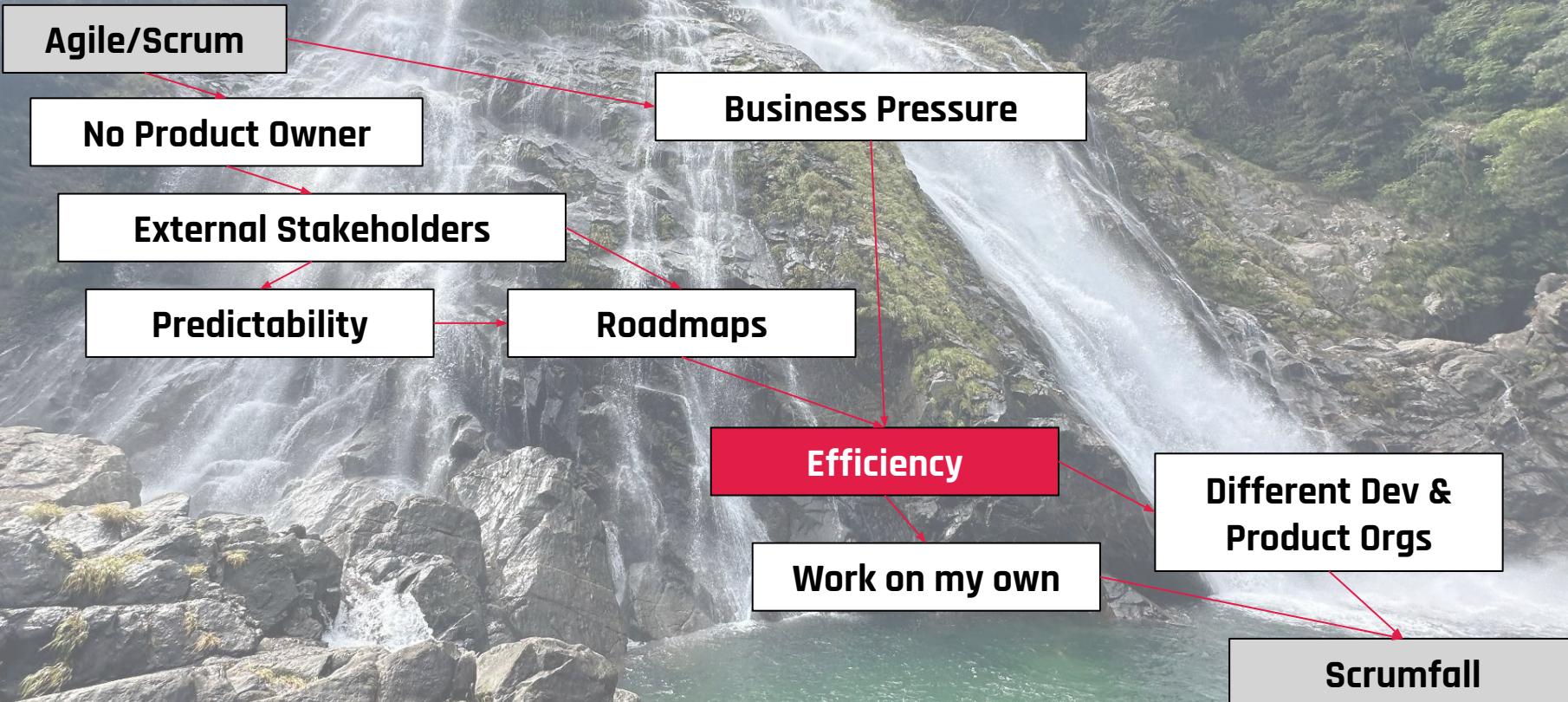
Working software over comprehensive documentation

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



The Design in Figma



The Design in Production



Yeah, If You Could Fill Out a Jira Ticket

A man with dark hair and glasses, wearing a light blue button-down shirt, a yellow tie with a brown and black pattern, and red suspenders, is standing in an office hallway. He is looking slightly to his left with a neutral to slightly weary expression. The background shows office cubicles and fluorescent lighting on the ceiling.

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

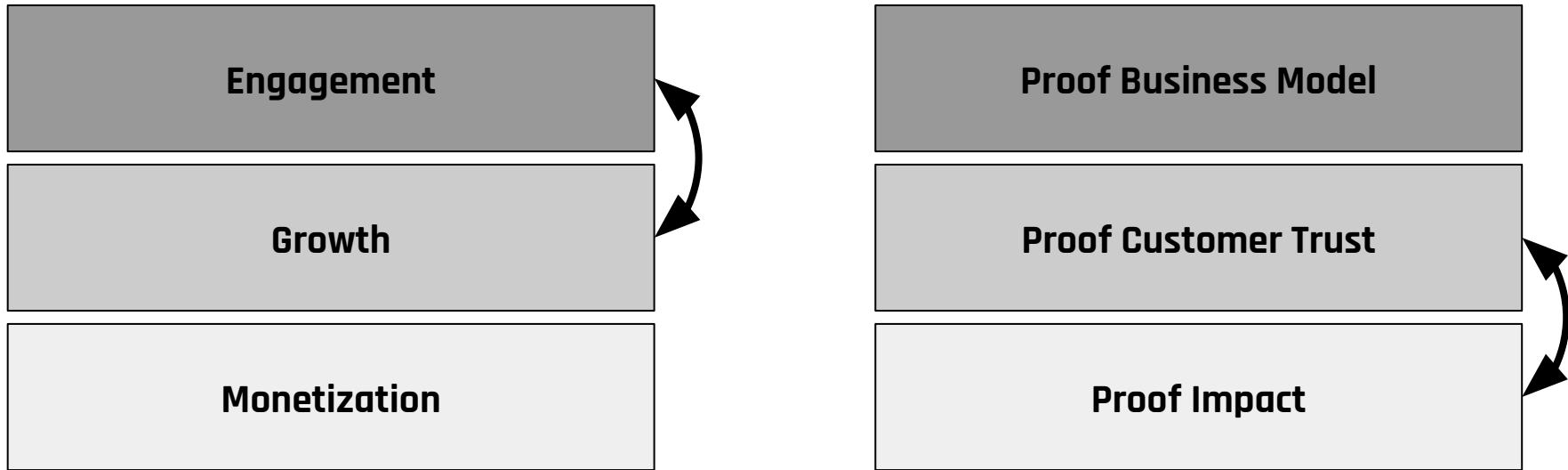
Slicing Objectives

Slicing Problems

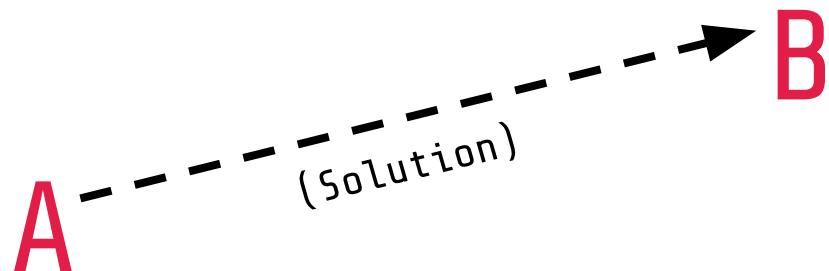
Slicing Solutions

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:** is overdue, **creating** risk.

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

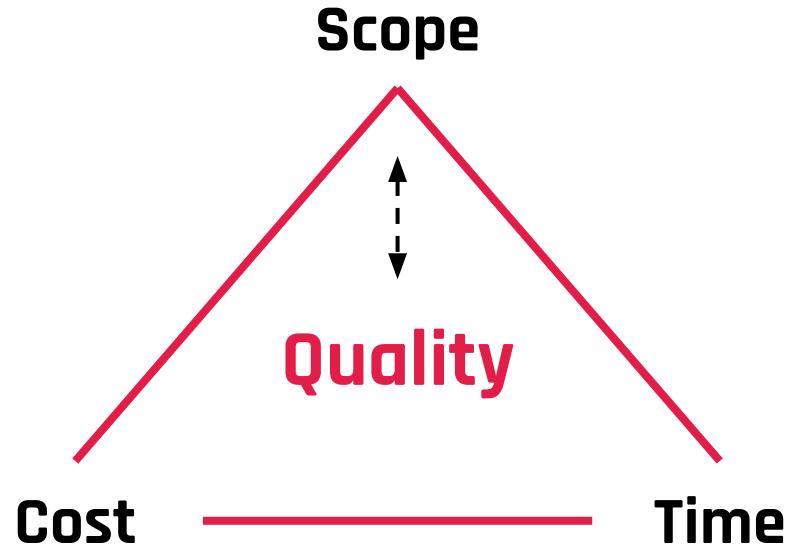
Appetite

Fixed Time
Variable Scope

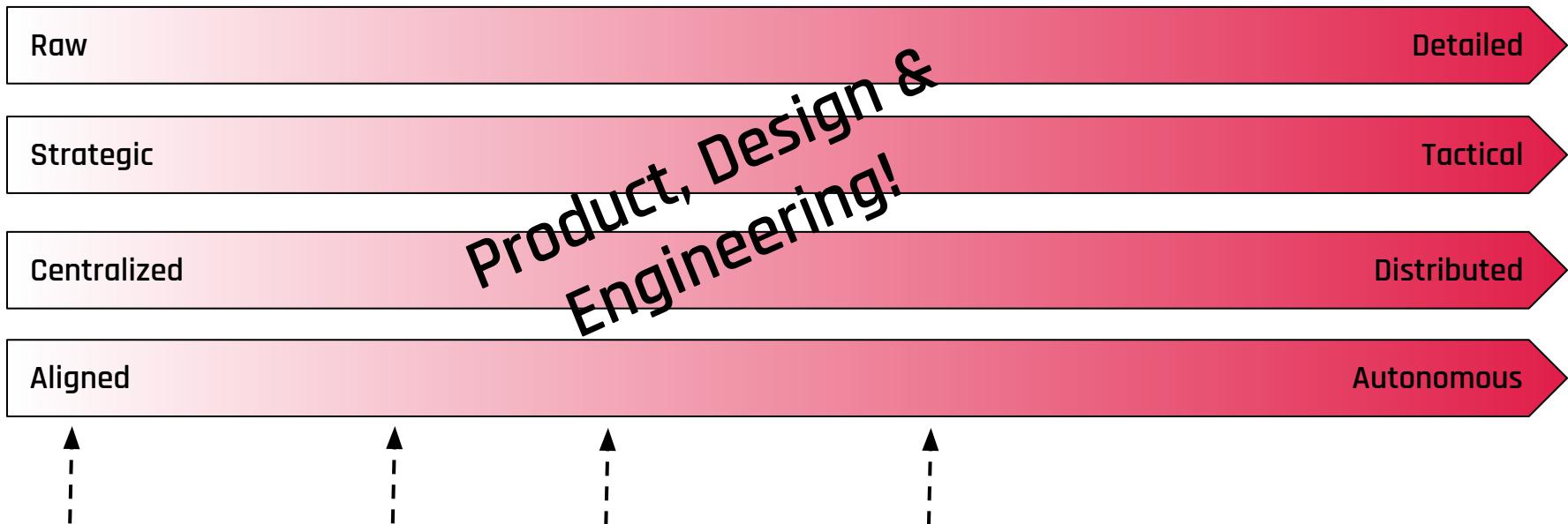
Estimates

Fixed Scope
Variable Time

Variable Scope Guarantees Quality!



Slicing Solutions: Collaborating on Decisions

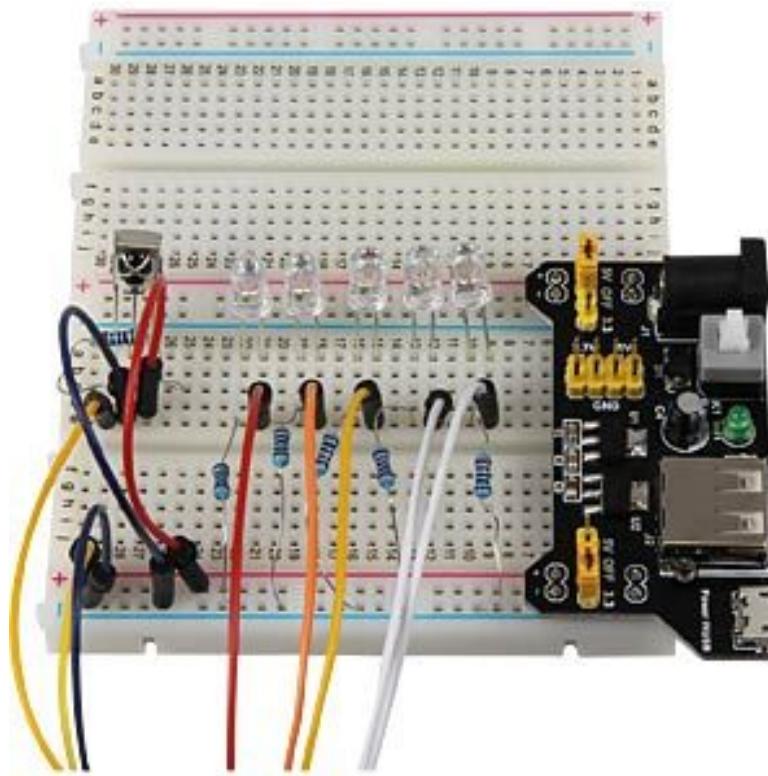


Trade-offs all the time!

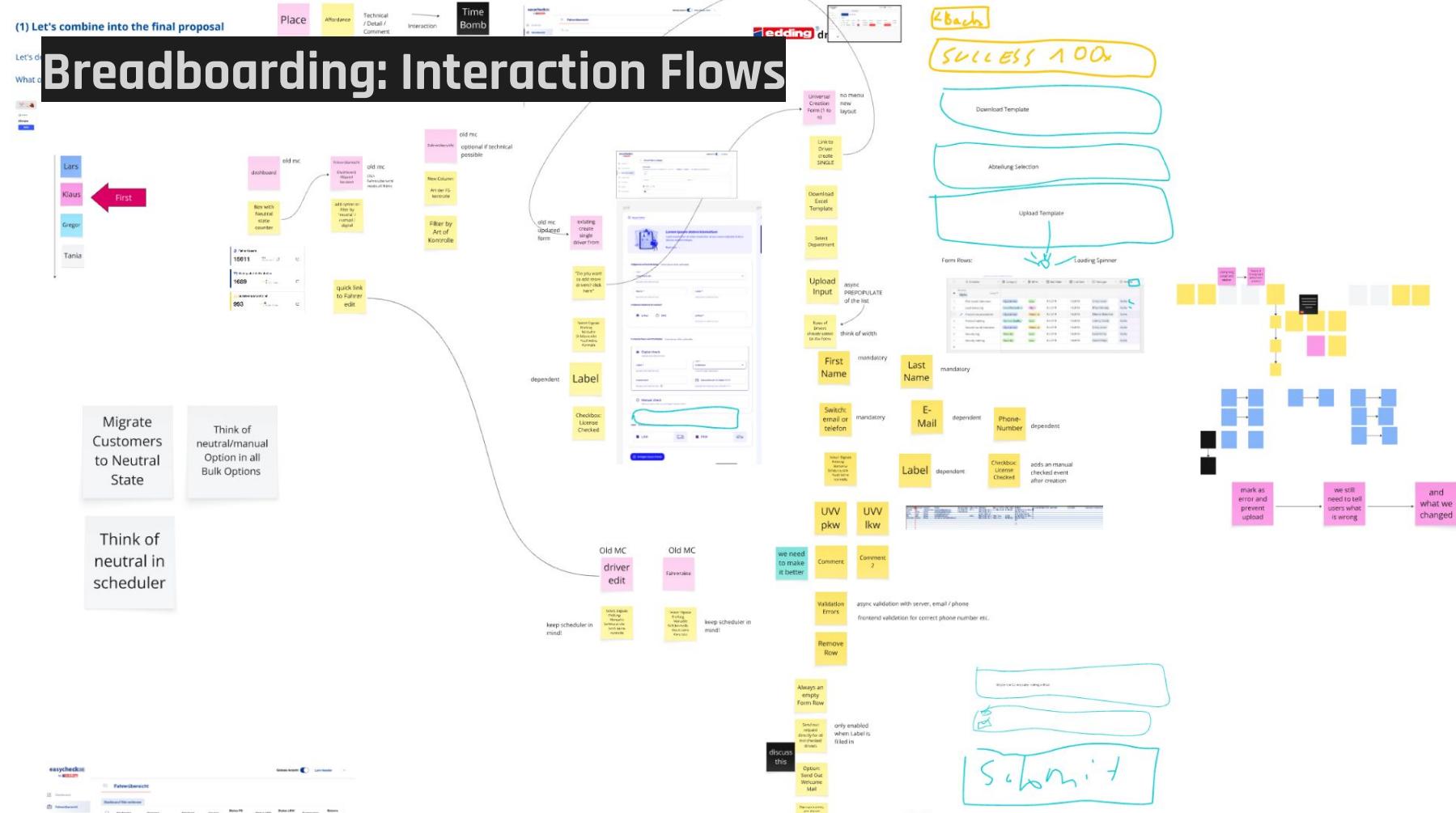
Start at a Blank Slate & collaborate on a Problem



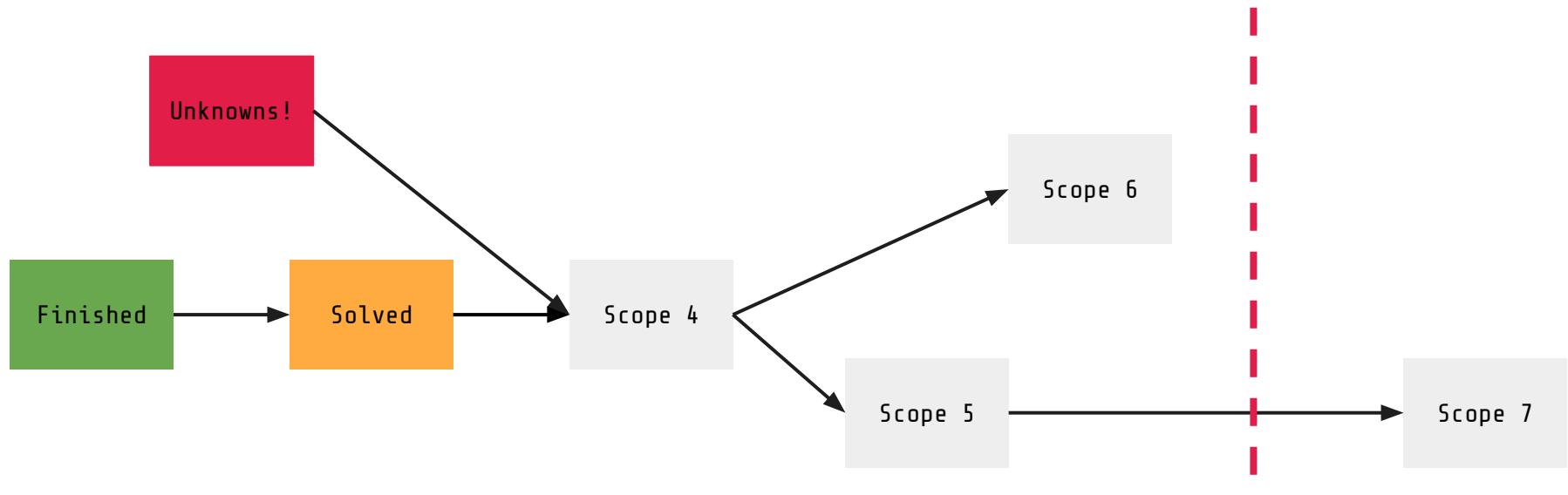
Breadboarding: Finding the Elements



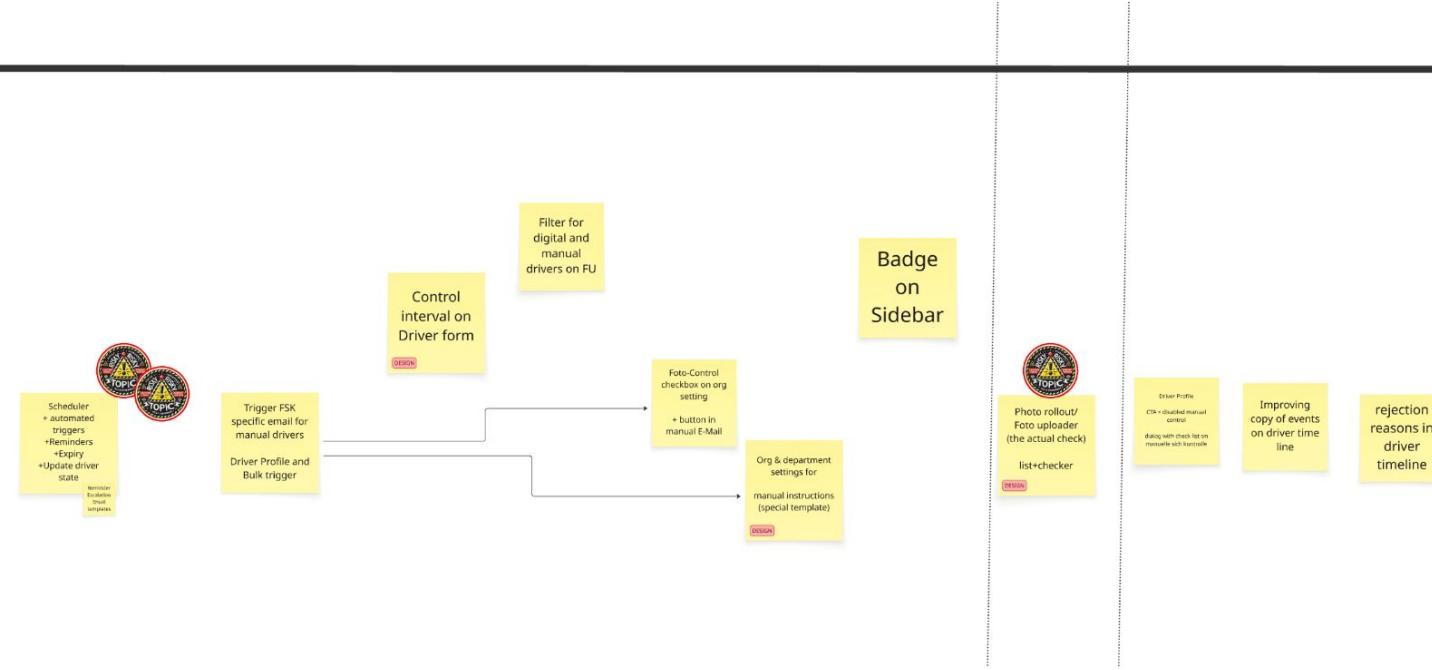
What do we want to do



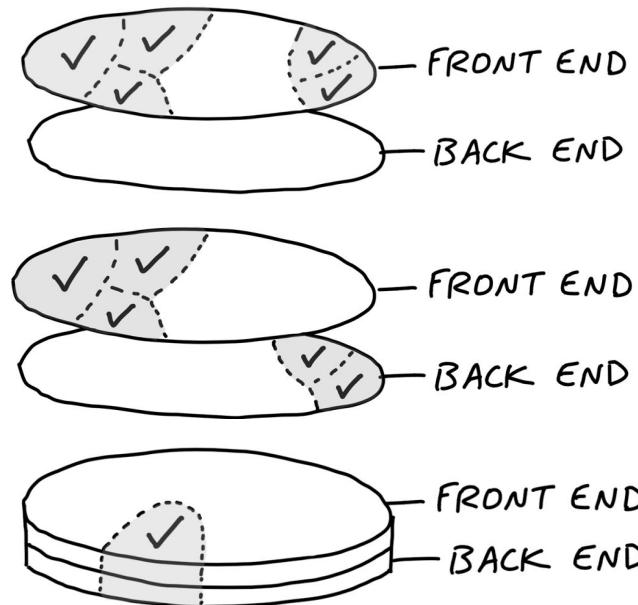
Slicing Solutions: Always Ready to Cut!



Scoping



Slicing Delivery: End to End!



NOTHING WORKS

NOTHING WORKS

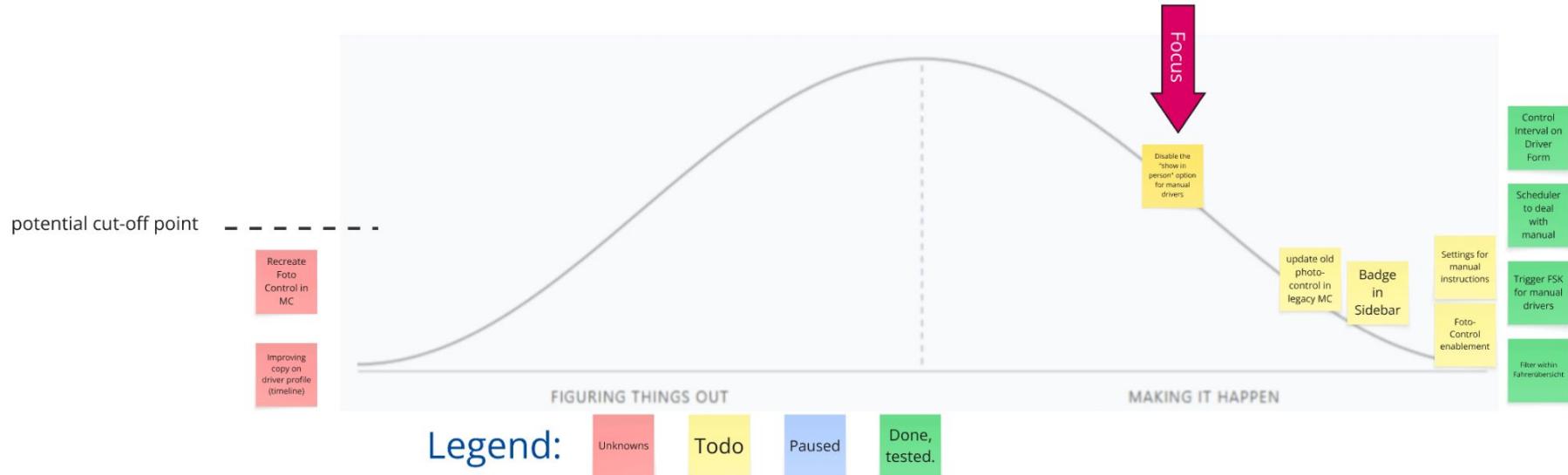
SOMETHING WORKS!

Implement by structure, not by person!

Slicing Delivery: A Piece of Cake!



Reporting on Progress



Slicing Work

Slice Objectives



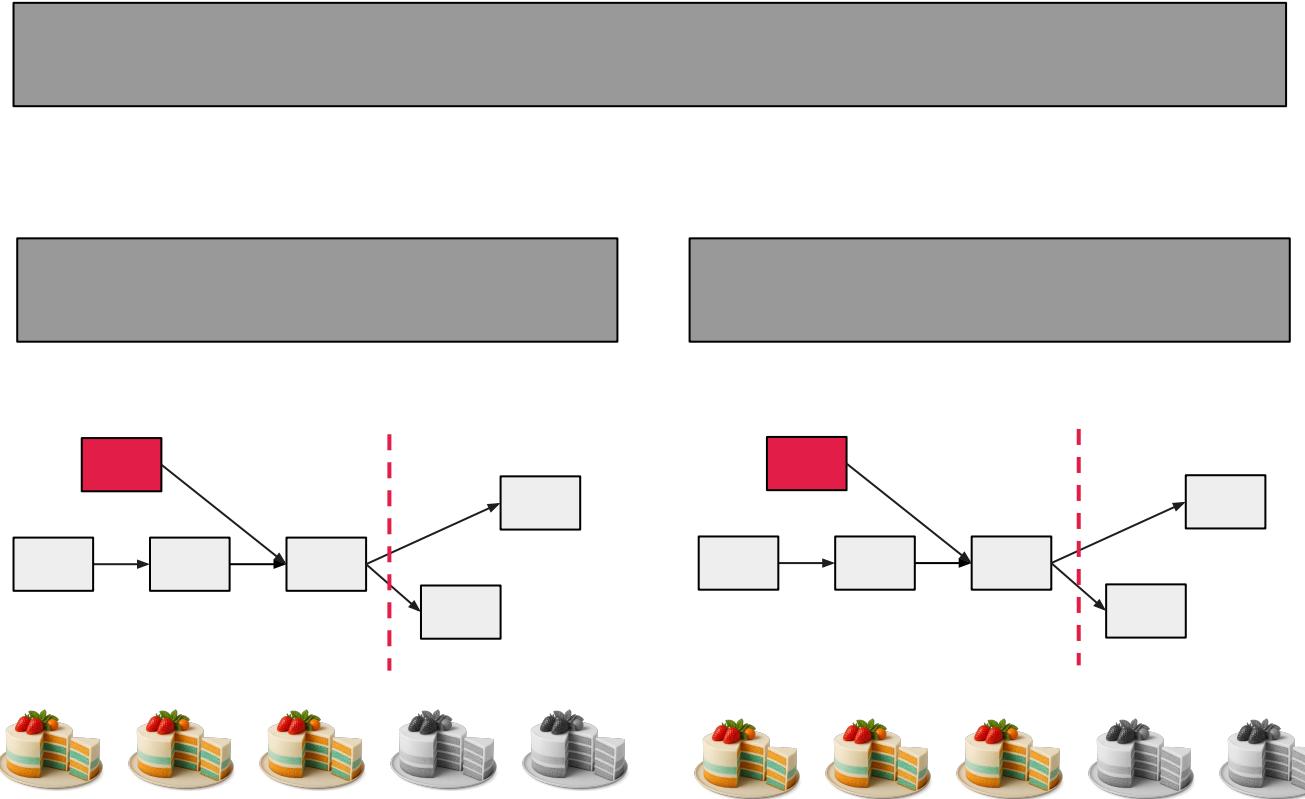
Slice Problems



Slice Solutions

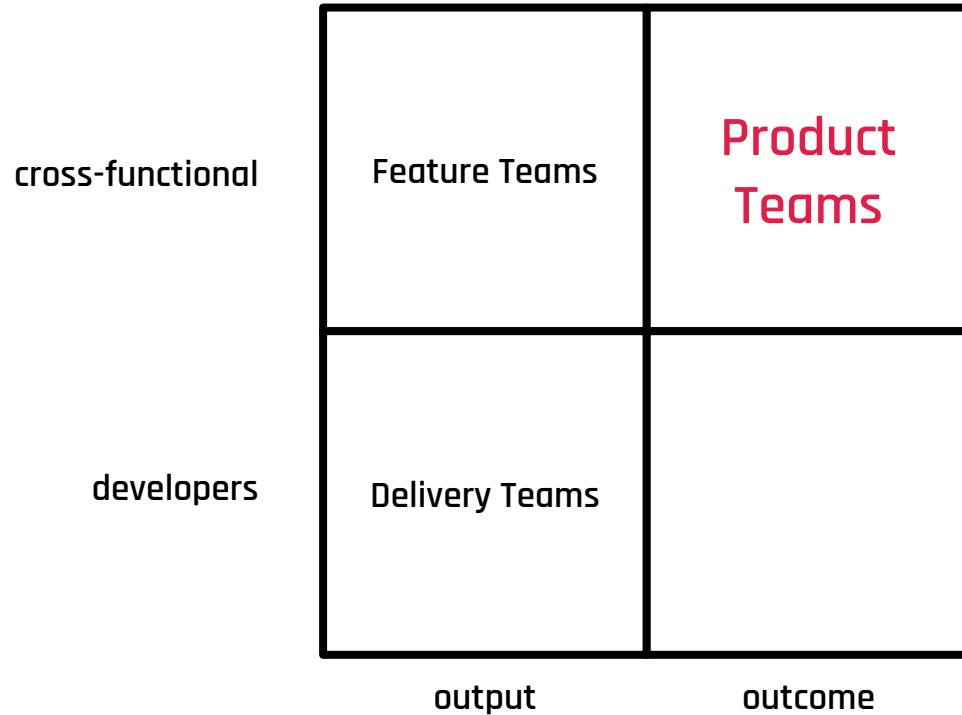


Slice Delivery



Aligning Teams

Empowered Product Teams



Product Teams: Everything They Need

Product Manager (Not a PO!!)

Responsible for customer value + business viability risk

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

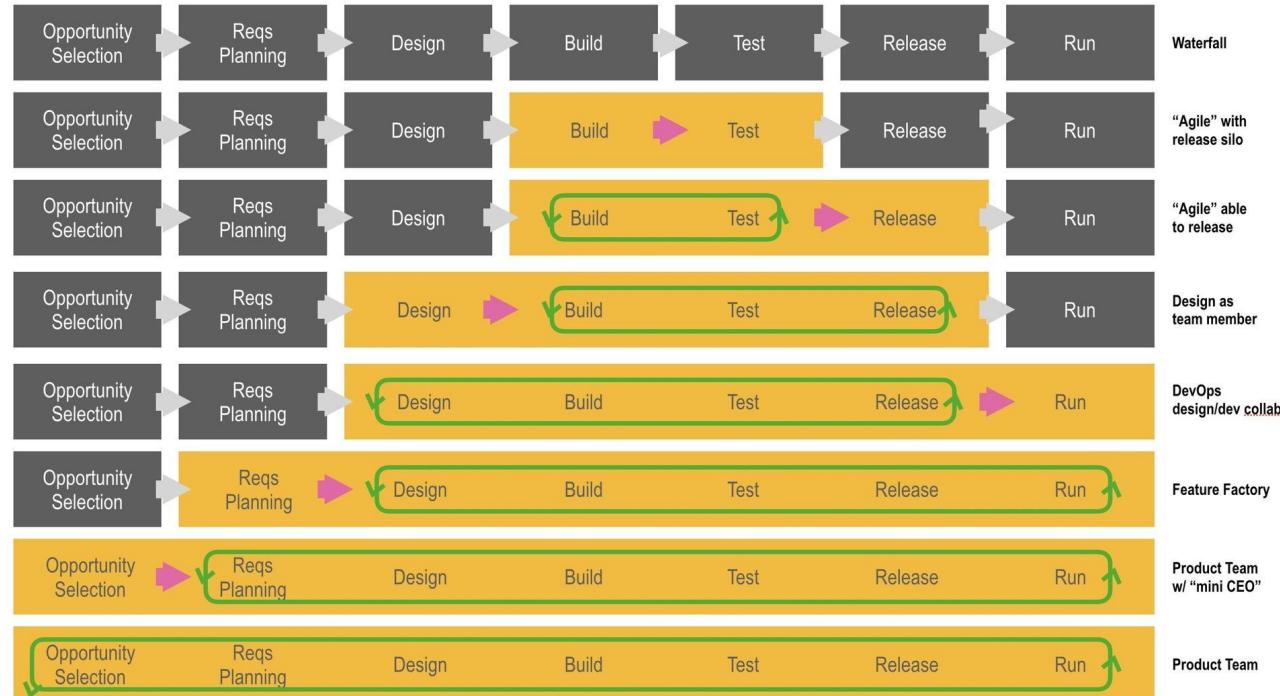
Designer

Responsible for usability risk + Experience

Insourced Engineers

Responsible for feasibility risk + Delivery

Intentionally Designed Boundaries



Team Boundary

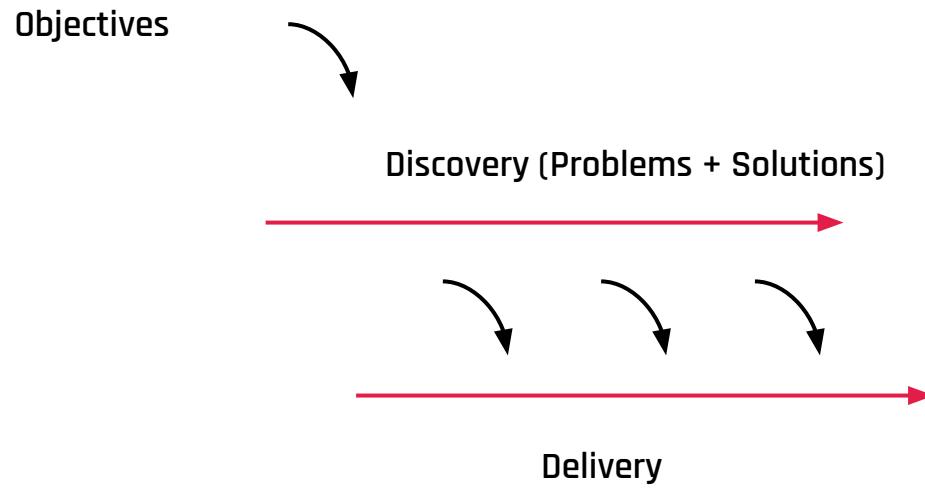
External handoff

Internal handoff

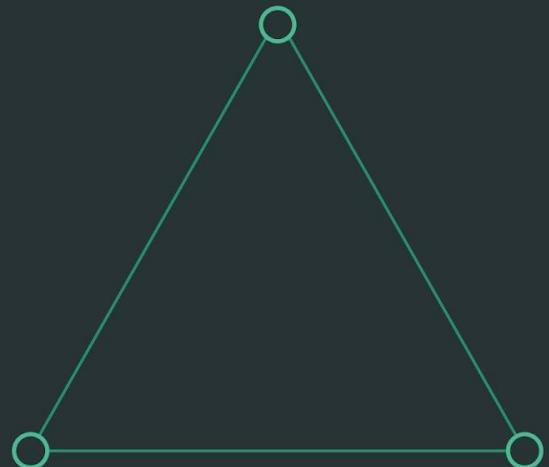
Cross-functional collaboration
Start | Work | Finish together

@johncutlefish
Please contact me before re-use

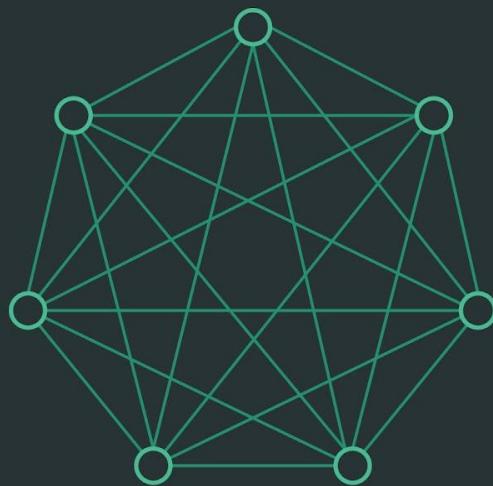
Smallest Unit of Planning for Outcomes



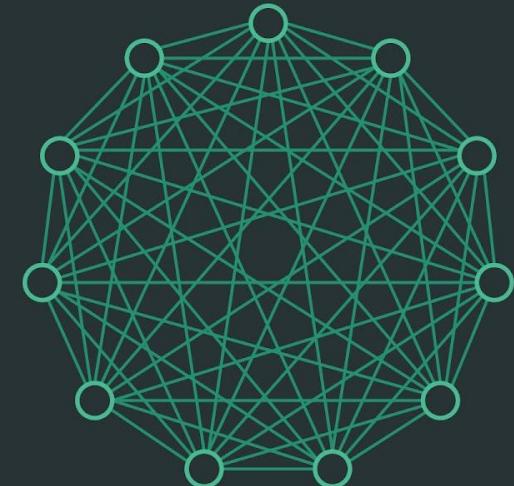
Brooks's Law: Communication Scales Exponentially



3 PEOPLE
3 lines



7 PEOPLE
21 lines



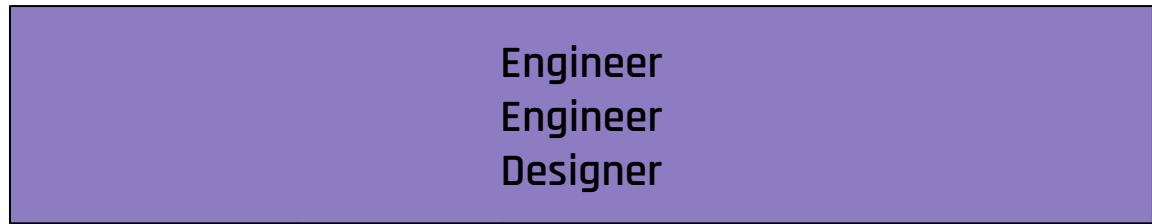
11 PEOPLE
55 lines

Optimize for Small Teams in Long Cycles

De-Risking: 2-3

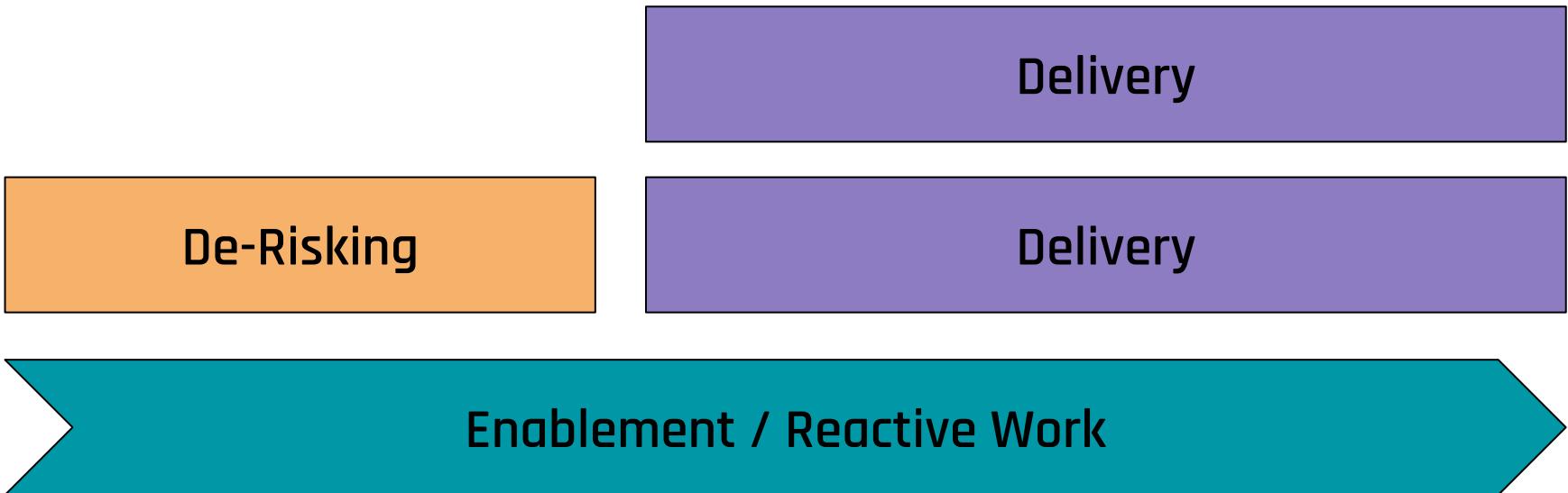


Solution Delivery: 2-3



Trade-offs all the time!

Separate Enablement From Strategic Allocation



 Happy WIP Limits everywhere! 

Startups: Small Teams in Long Cycles



Emancipating People

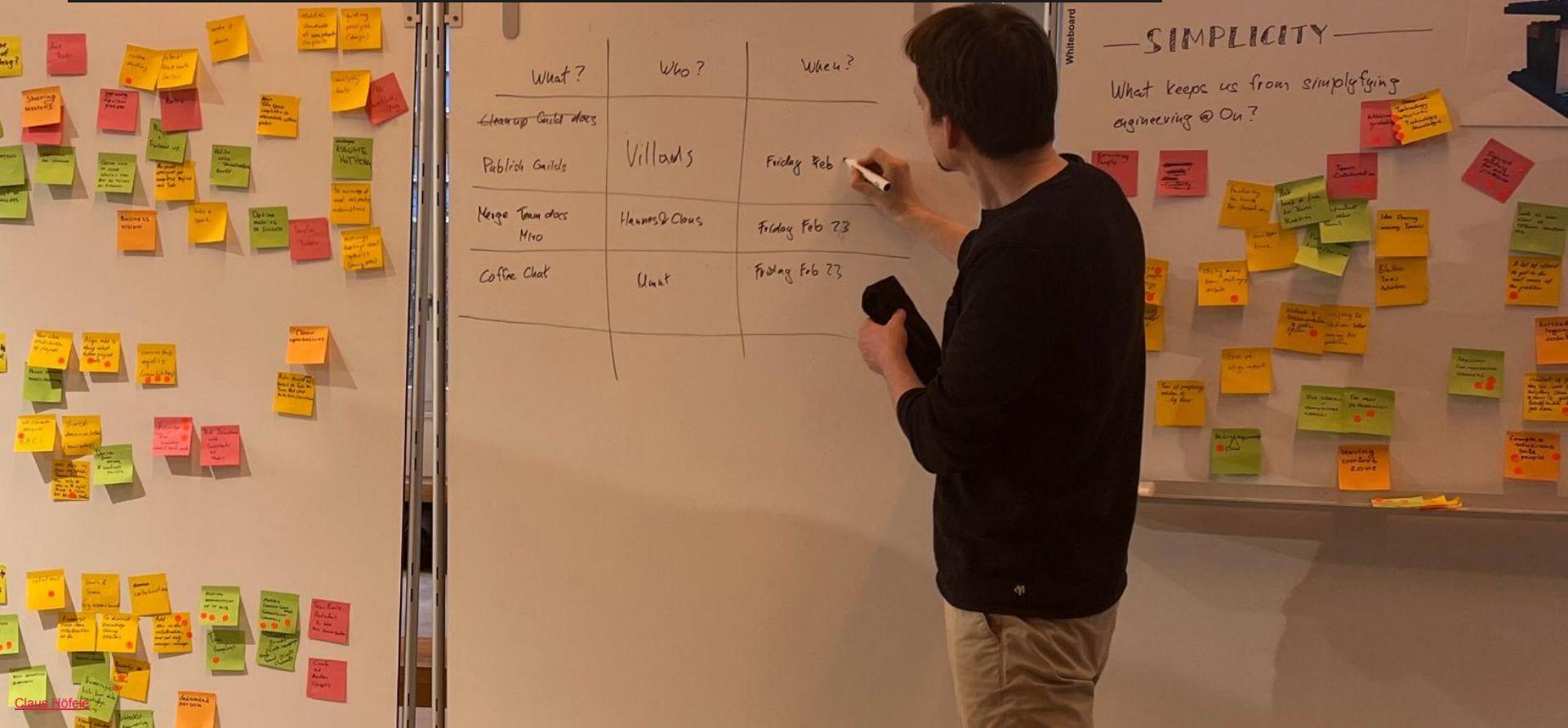
Don't empower, emancipate!



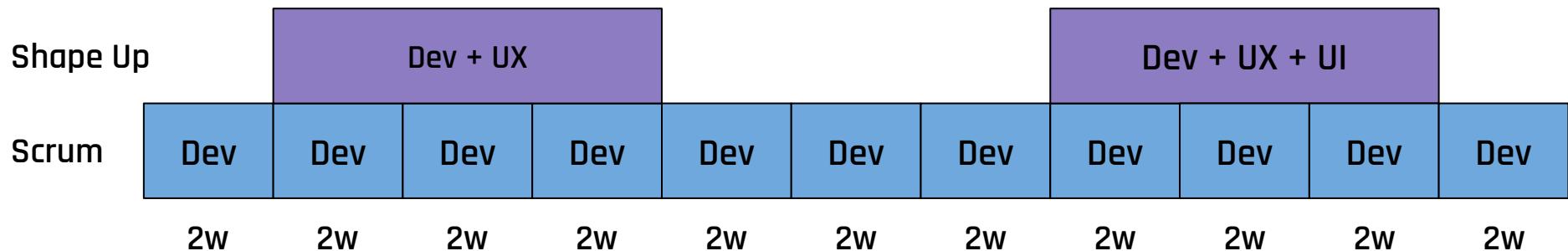
Commitments Come From the Team, Not the Manager



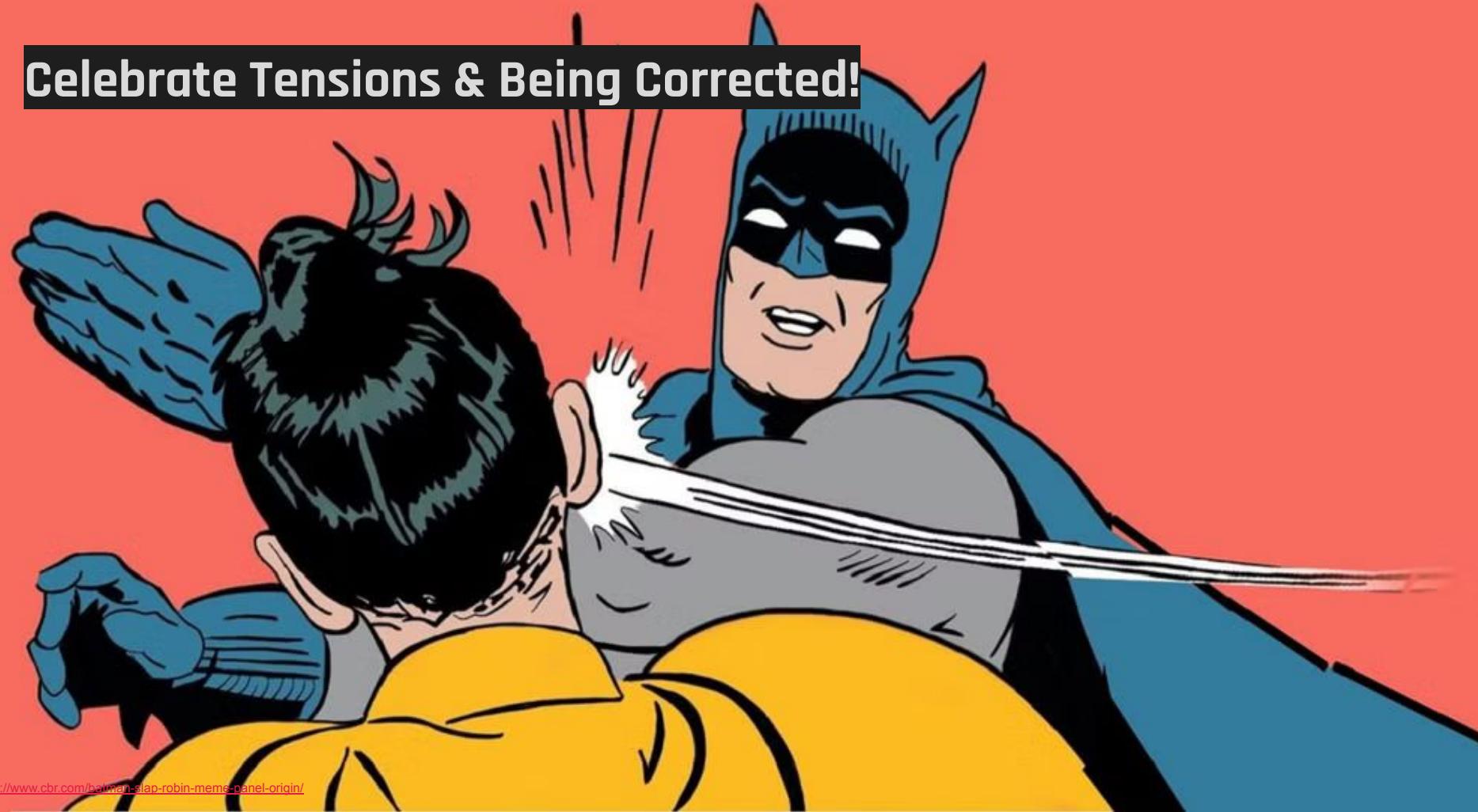
Don't Bring Answers - Facilitate Shared Learning



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 a man with short brown hair and a beard, wearing a dark grey hoodie. He is looking directly at the camera with a slight smile. The background is blurred, showing trees and a building.

KLAUS BREYER
v01.io



EOF

Stream Aligned Teams

4 fundamental topologies

— Stream-aligned team

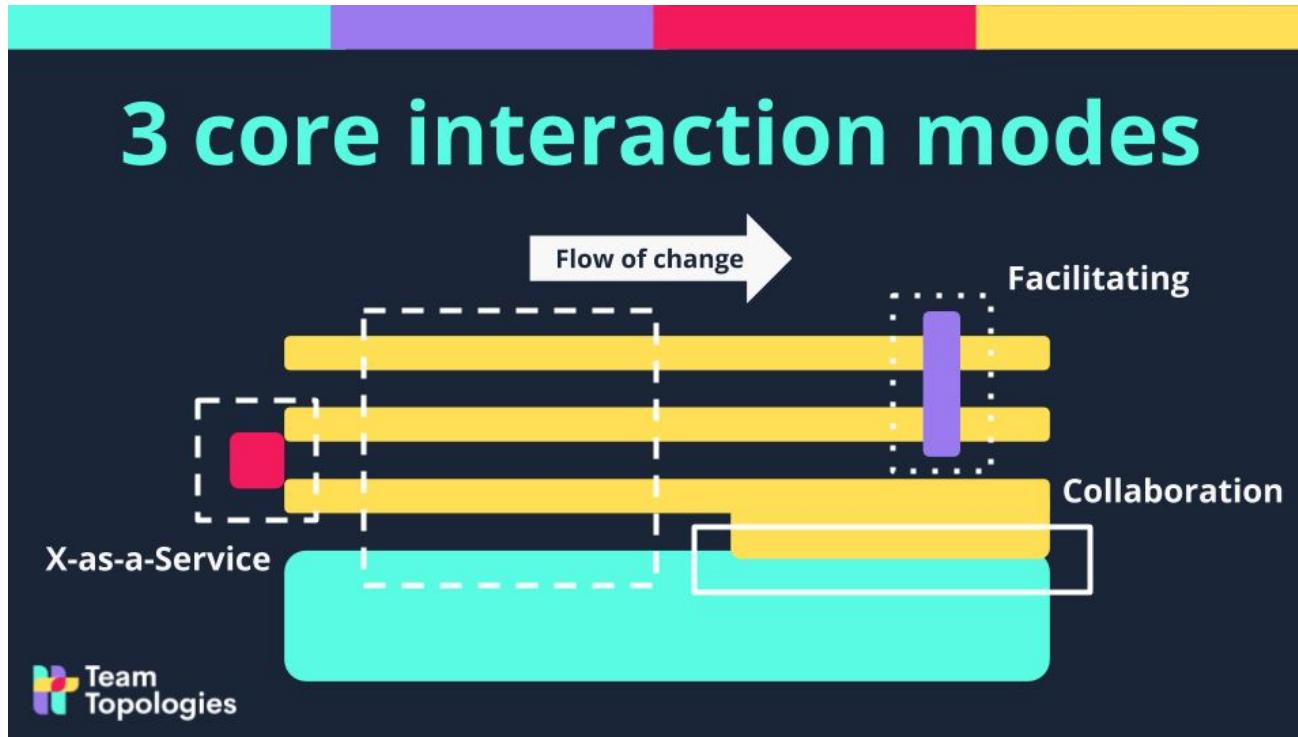
| Enabling team

█ Complicated Subsystem team

█ Platform team



Stream Aligned Teams



Feature Team

- Serve the business
- Deliver features
- Not involved in product discovery
- Not responsible for impact
- “Mercenaries”

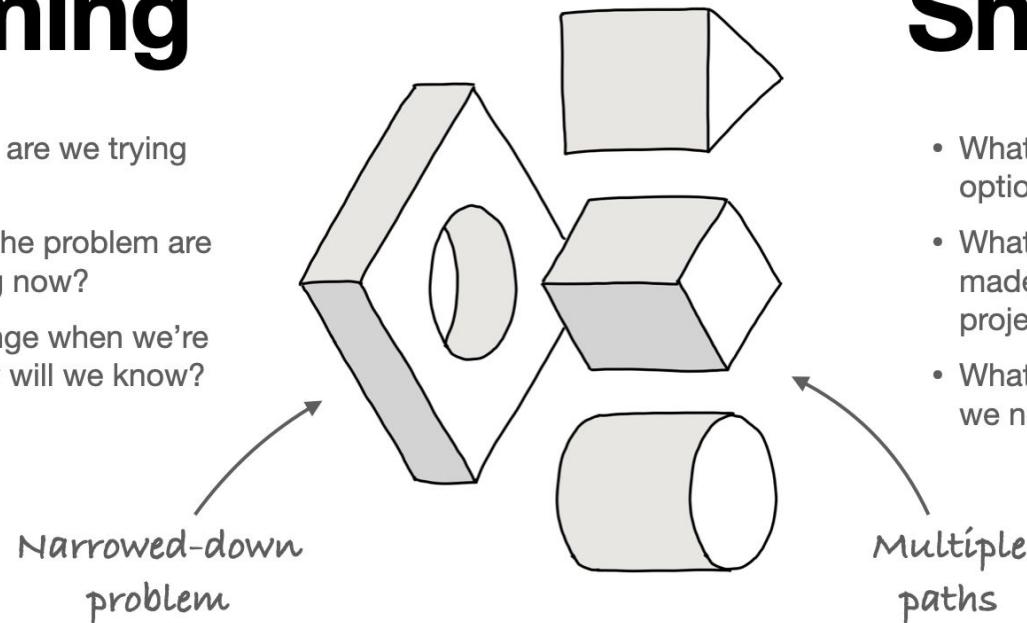
Product Team

- Serve the customer
- Solve Problems
- Involved in product discovery
- Empowered and responsible for impact
- “Missionaries”

Slicing Problems: Context & Outcome

Framing

- What problem are we trying to solve?
- What slice of the problem are we addressing now?
- What will change when we're done and how will we know?



Shaping

- What technical and design options do we have?
- What decisions need to be made before we can start the project?
- What are all the moving parts we need to consider?

Outcome > Output

Problem A

Problem B

1. Improving a feature
2. Getting more people to use it (increase % adoption).
3. Getting people to use it more (increase frequency).
4. New feature/product to support a new workflow (increase customers)

The AI UX Gap

WHO ARE WE?



CHATBOTS!!!



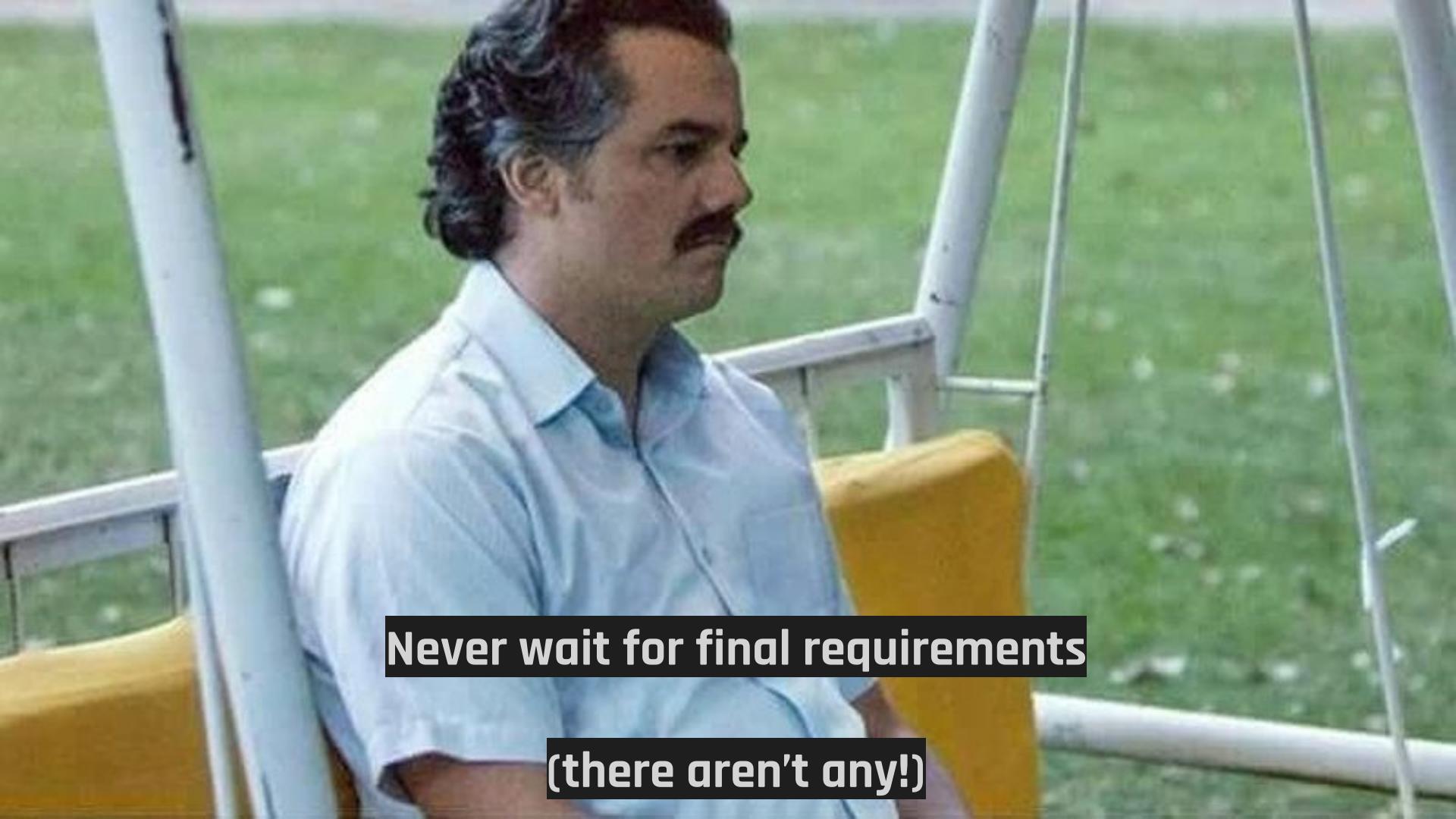
WHAT DO WE DO?



Sorry, I don't understand what you are trying to say.

Hello

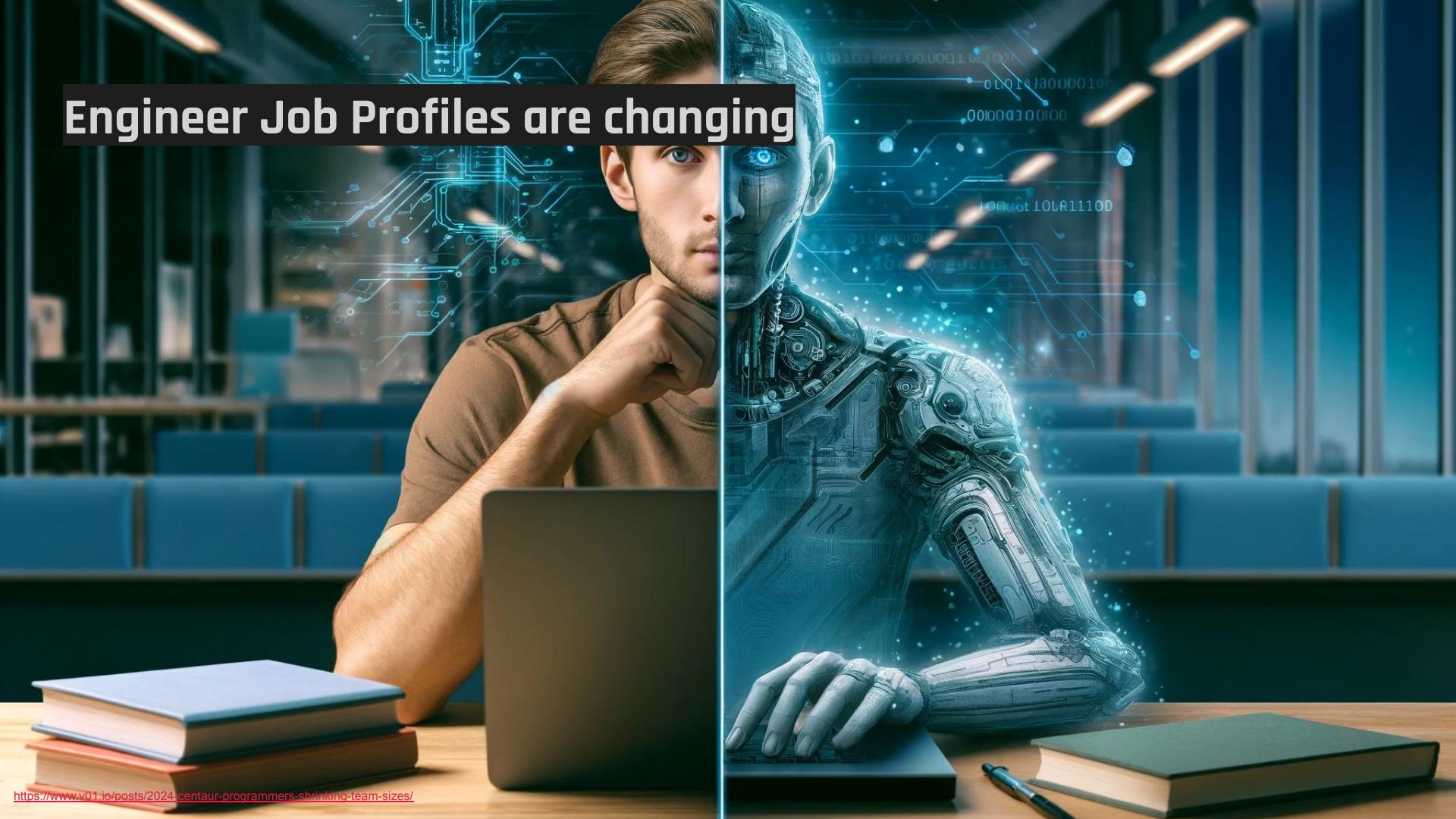
Sorry, I don't understand what you are trying to say.



Never wait for final requirements

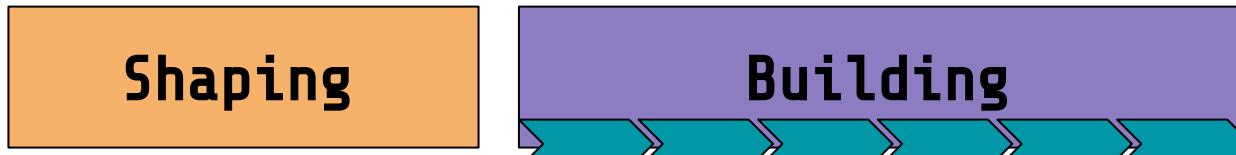
(there aren't any!)

Engineer Job Profiles are changing



Enablement by oncall rotation

Product
Dev
Design



Dev
Design

30-40 Figma screens are a sign for silos

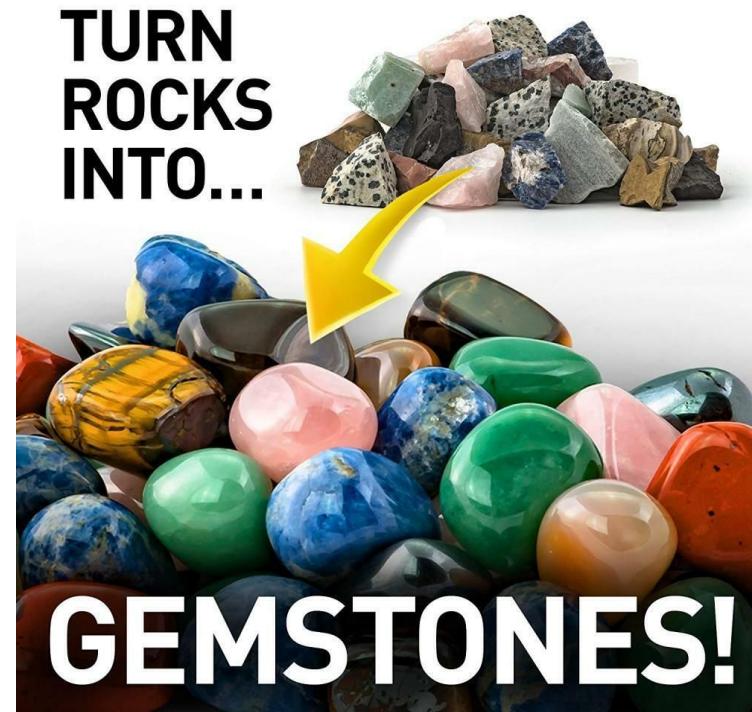


Principles > Process

Join Discovery Conversations

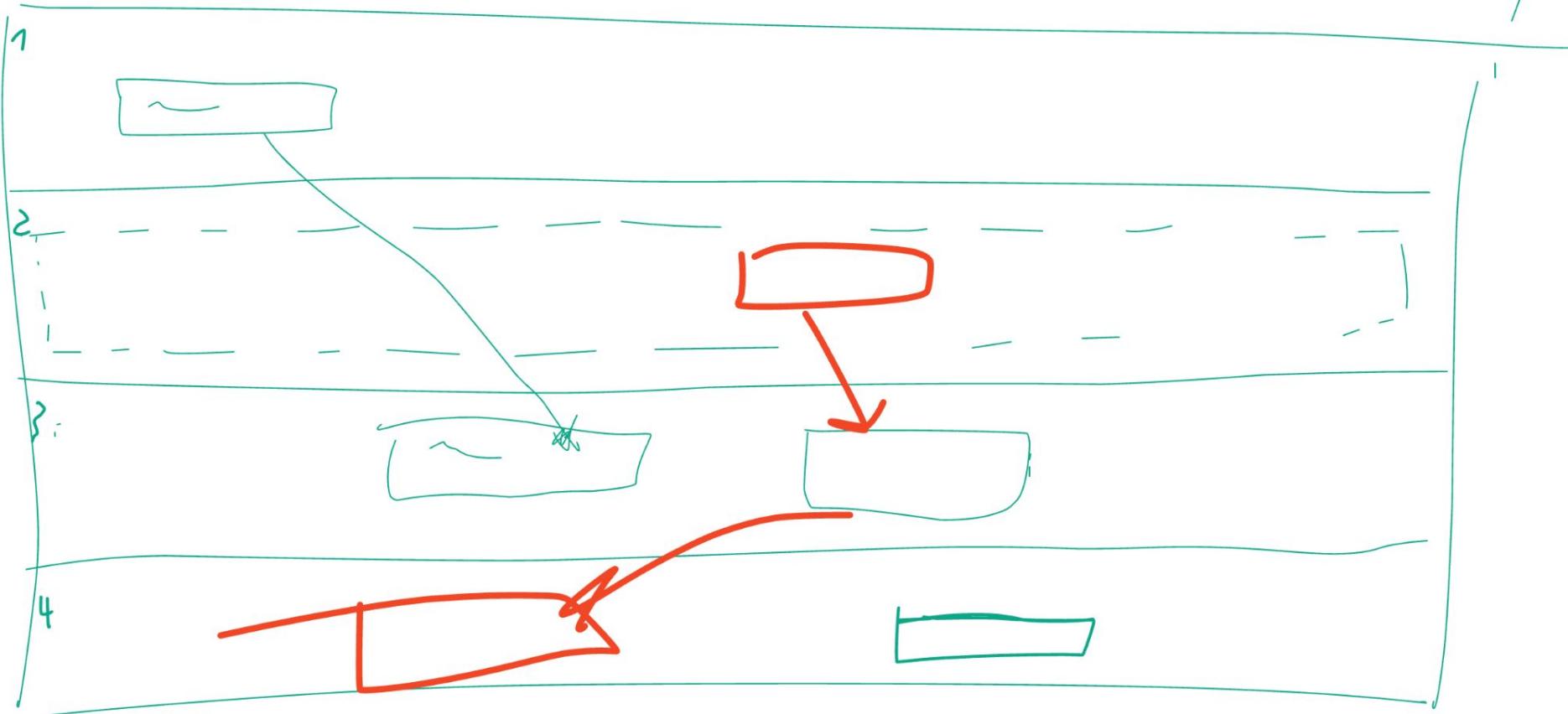


Tensions are a good thing!

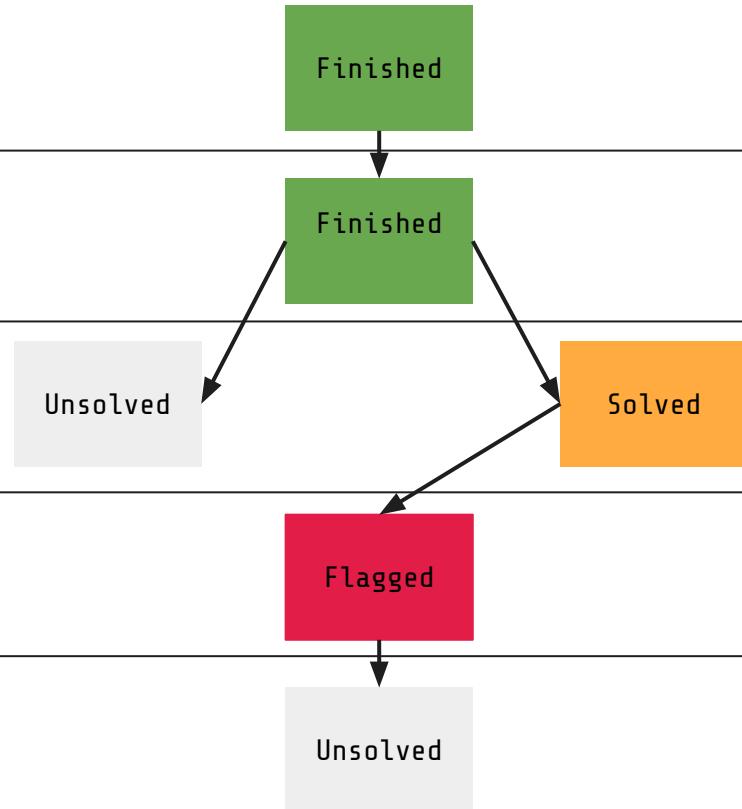


Objectives are outcomes!

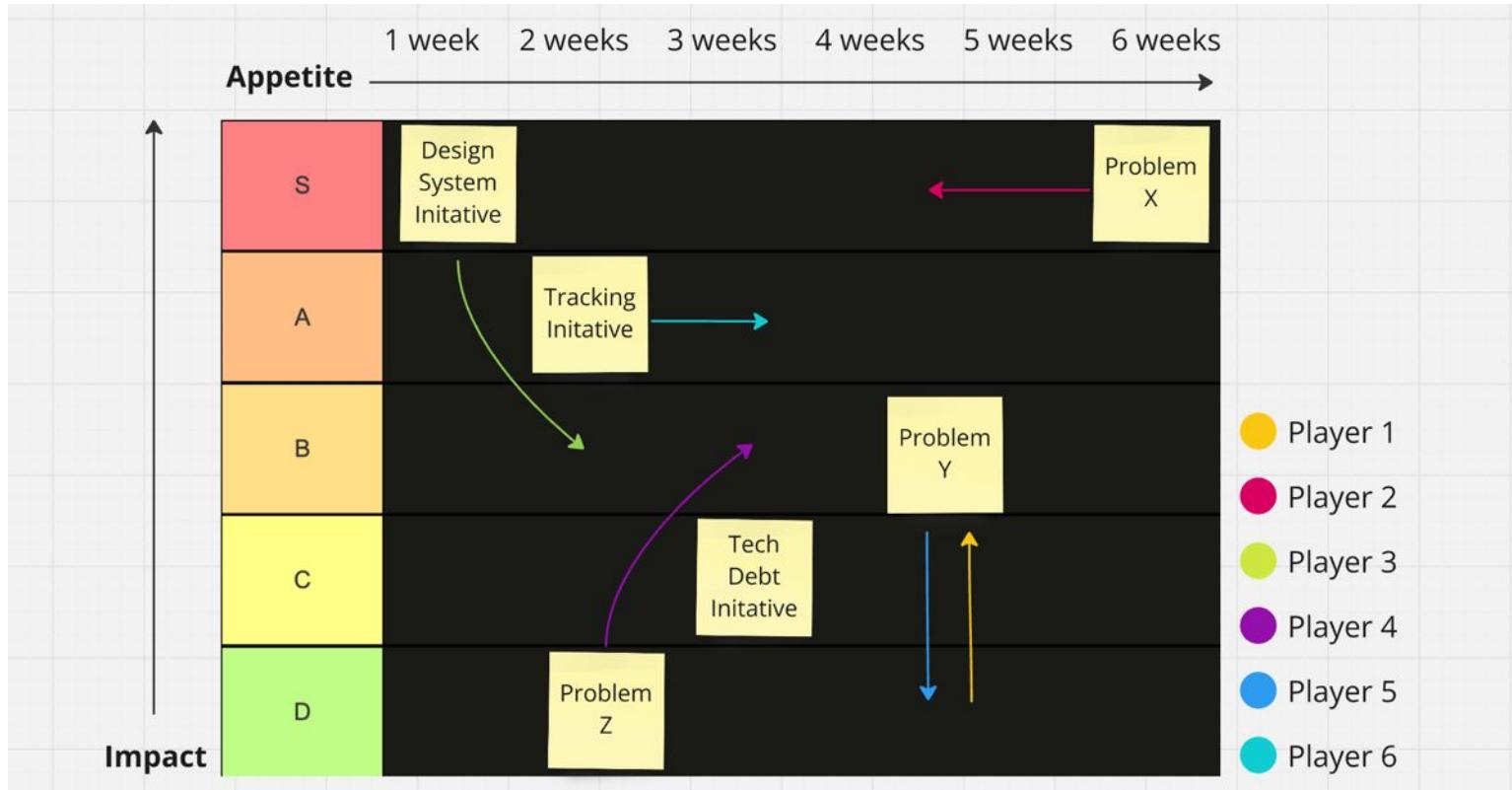
Flat marker sketches as inclusive methodology

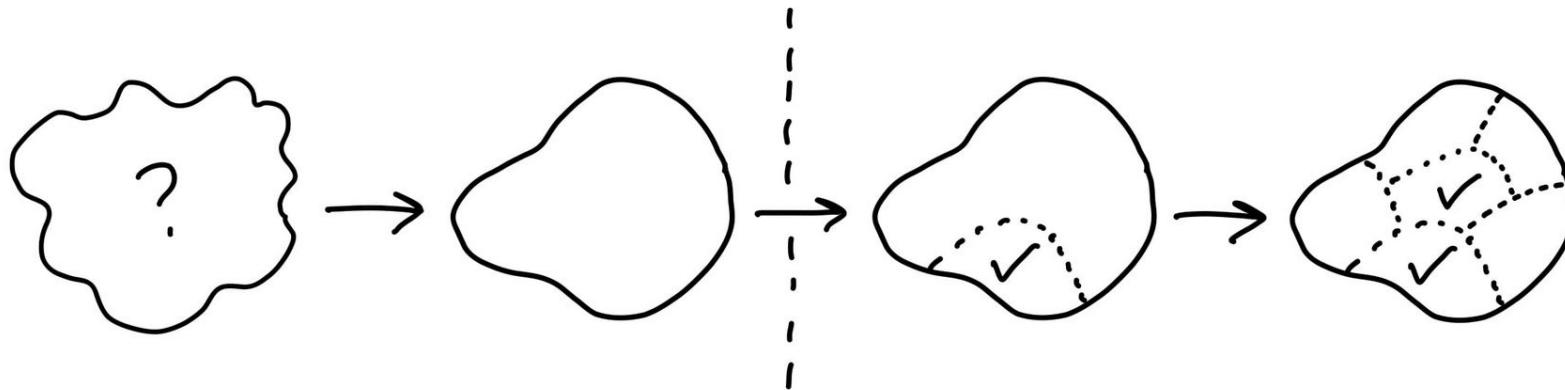


Identify, prioritize & enforce scopes



Let the whole team align on their priorities





Shape Up

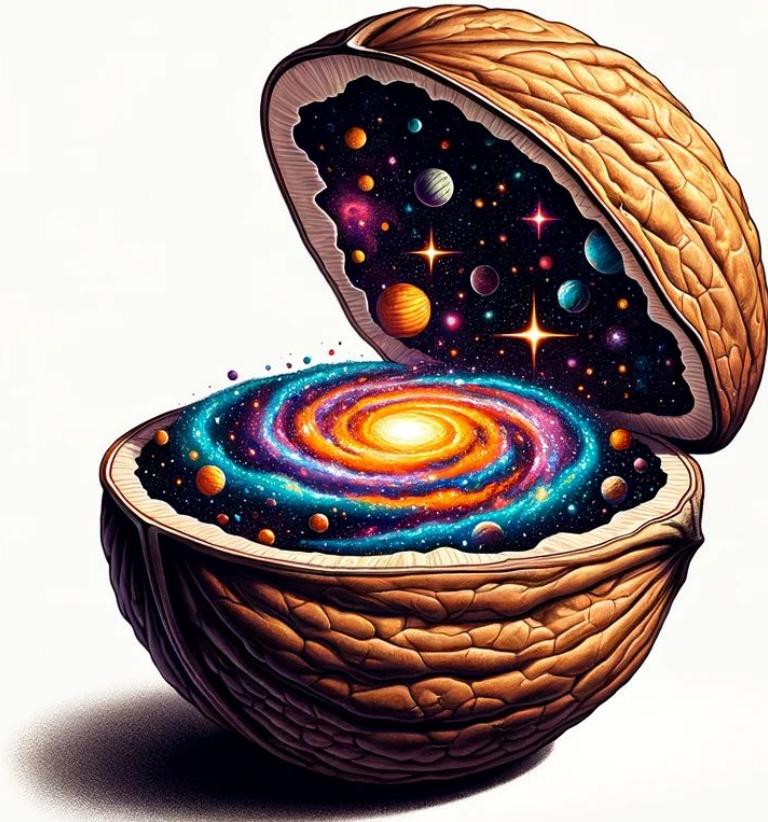
v 1.8, 2019 edition

Stop Running in Circles and Ship Work that Matters

by Ryan Singer

**Fixed Time,
Variable Scope.**

**Shape Up in
a Nutshell.**



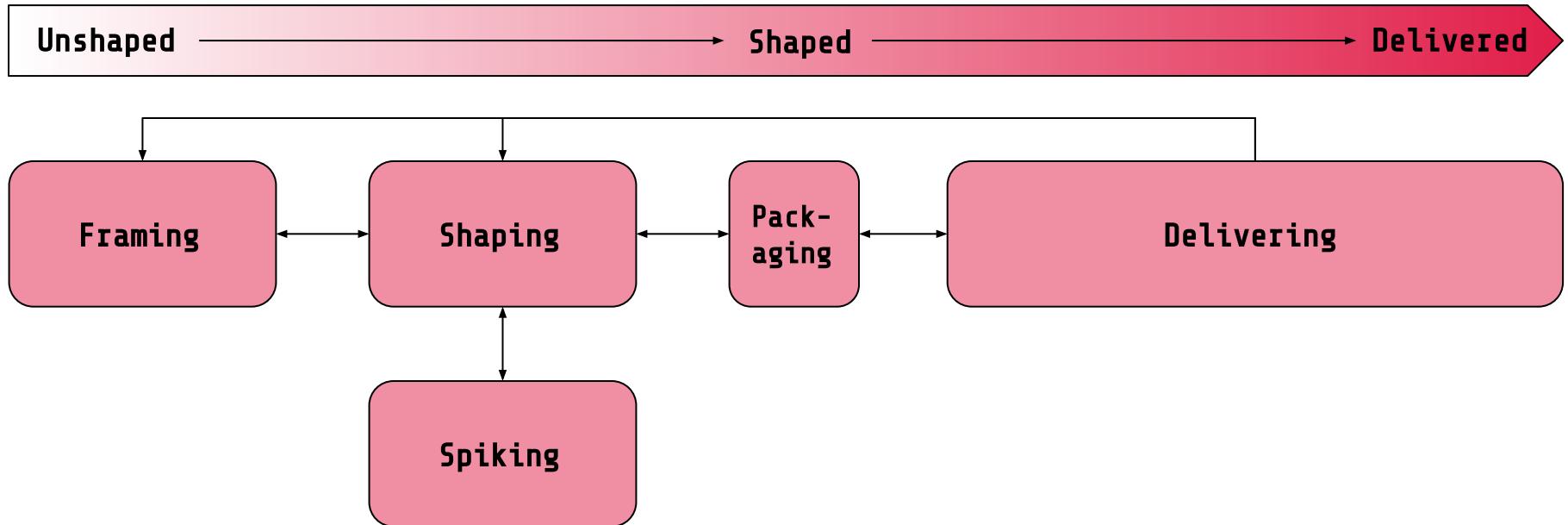
Organize by structure, not by person.

Start at the Epicenter

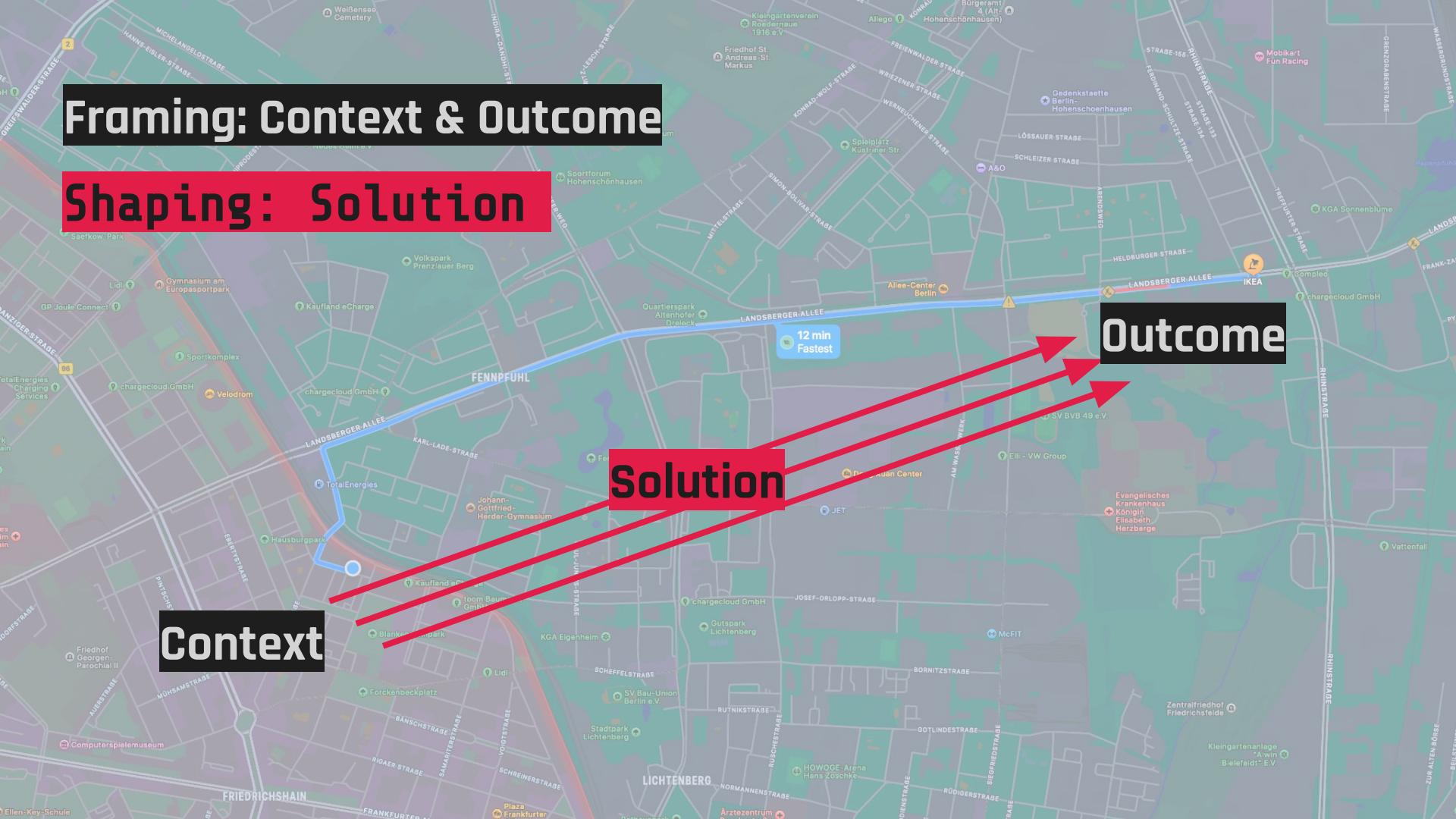
**Only real work
uncovers real needs.**



Pursuing constant de-risking



Framing



Framing: Context & Outcome

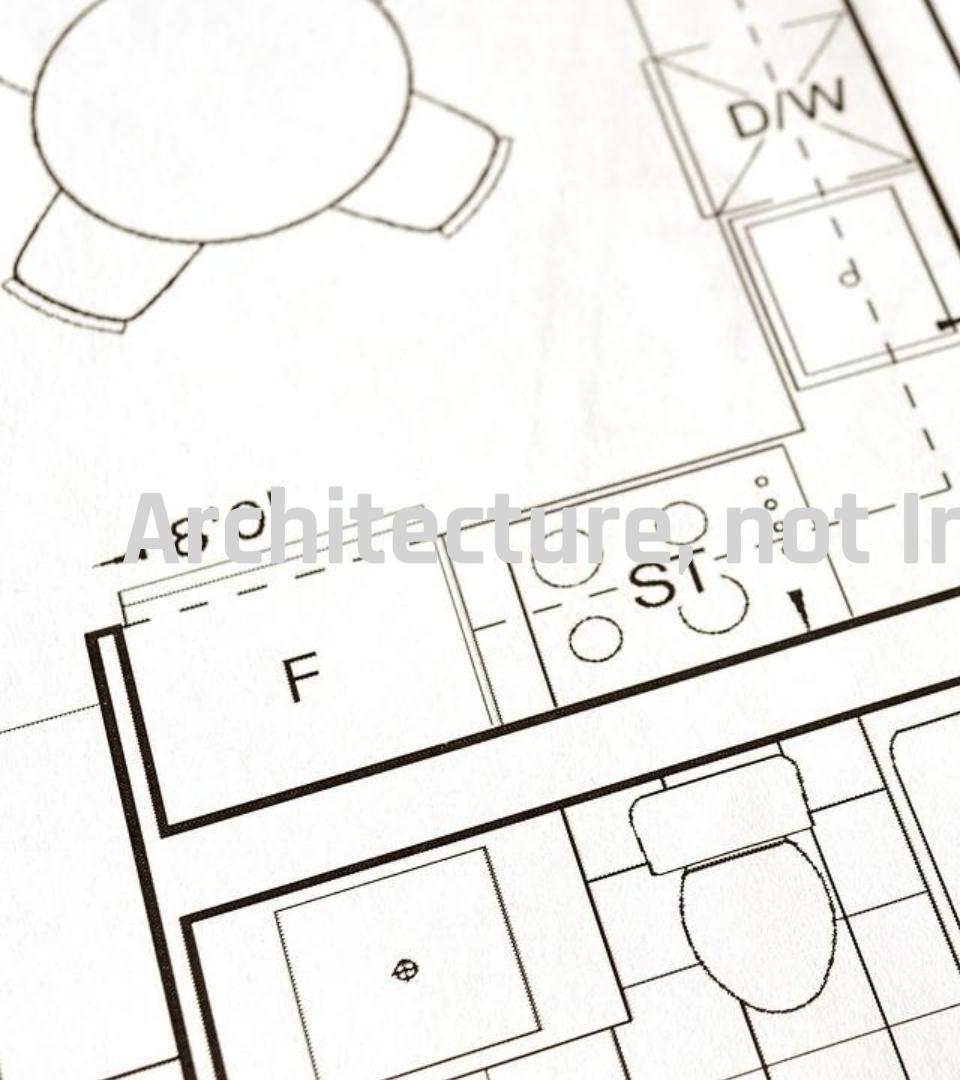
Shaping: Solution

Context

Solution

Outcome

Shaping



Architecture, not Interior!



Playing Field

Frame

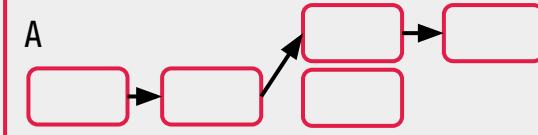
Context

Outcome

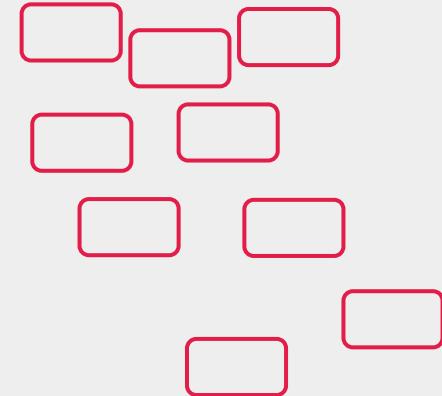
Fit

	A	B	C
Requirement 1...	✓	✓	
Requirement 2...		✓	✓

Paths



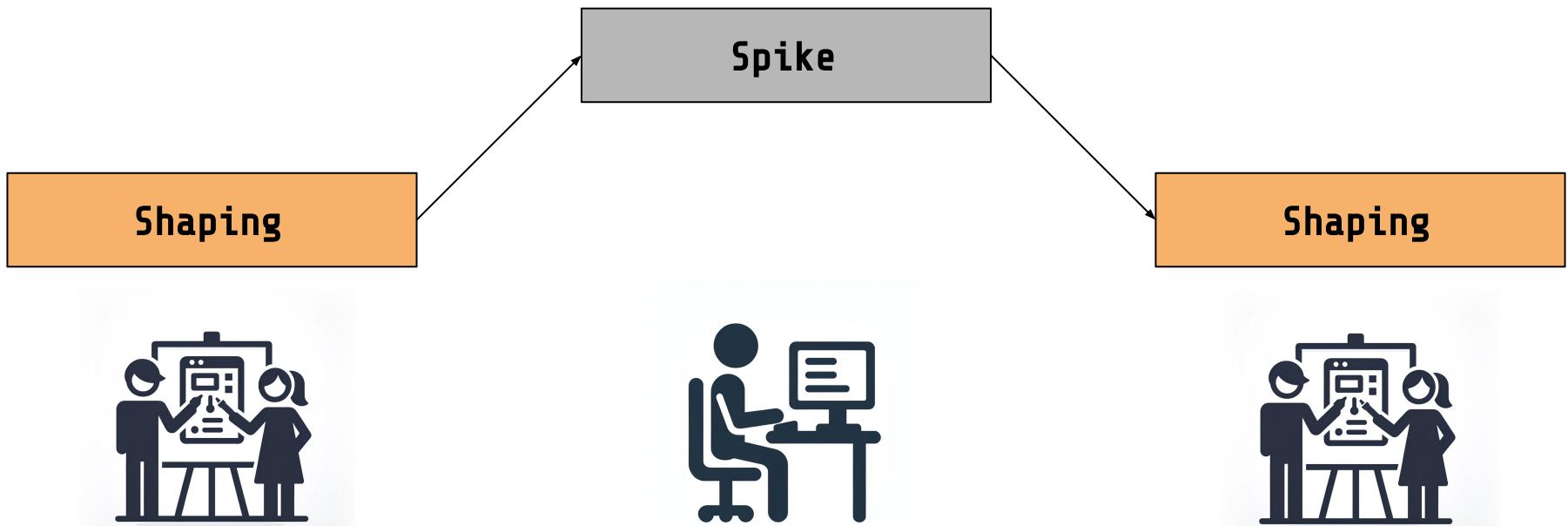
Parts



"Find the best path that fits the frame and won't blow up in delivery."

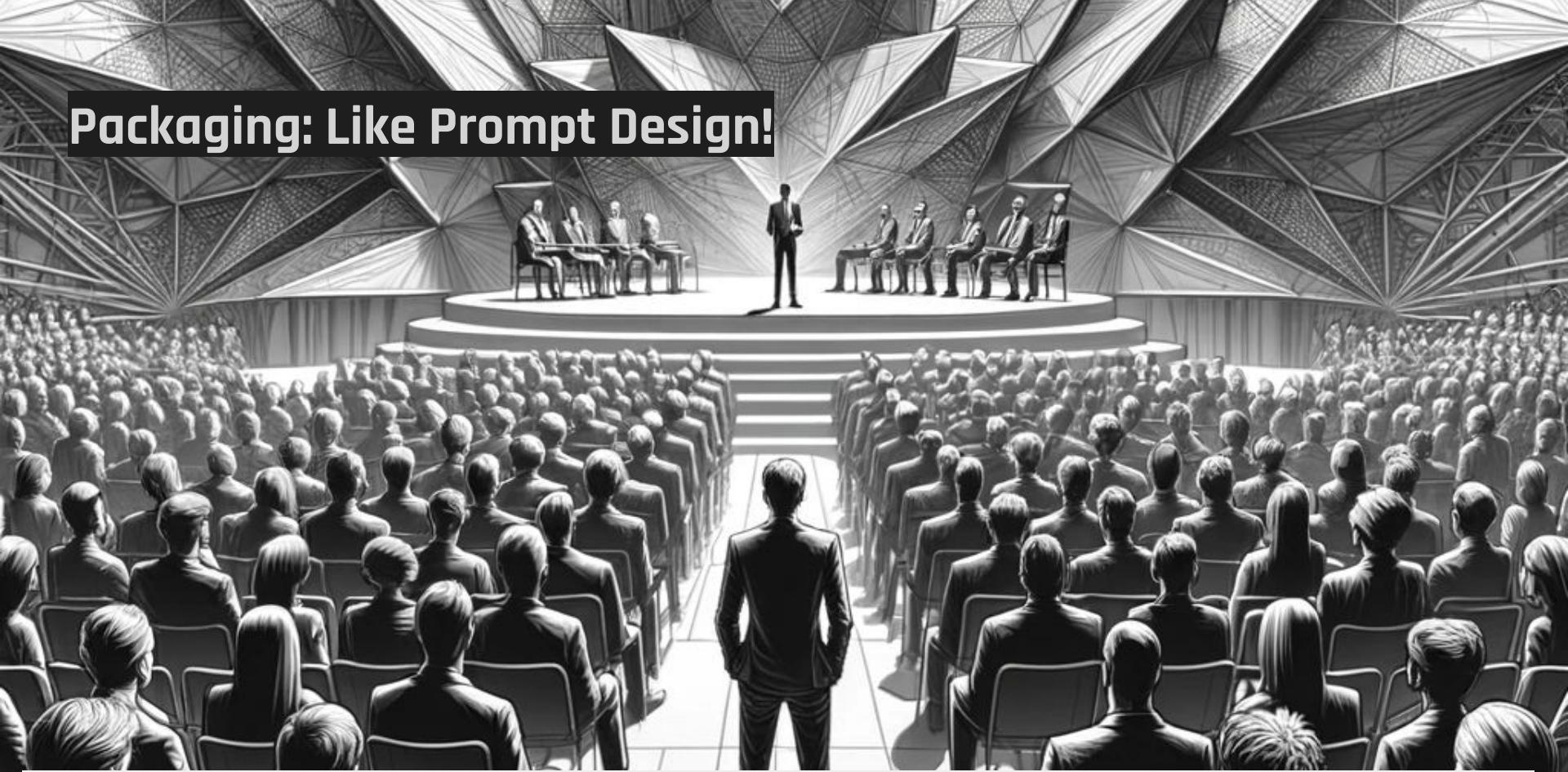
Spiking

Spiking



Packaging

Packaging: Like 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”

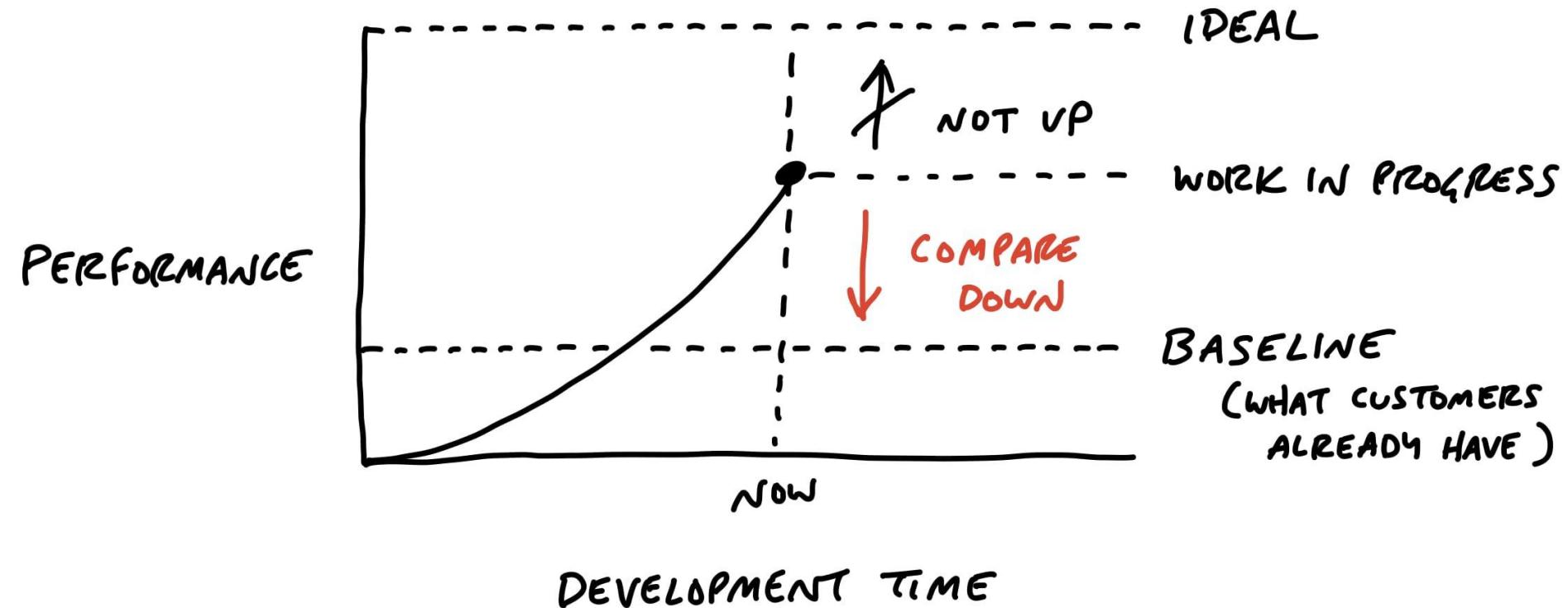
Building

Autonomous Teams!

Thinking is
like REM Sleep.

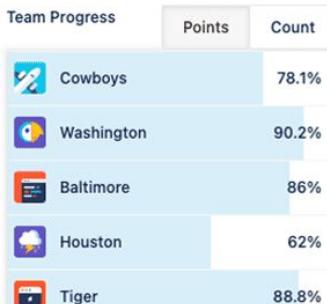
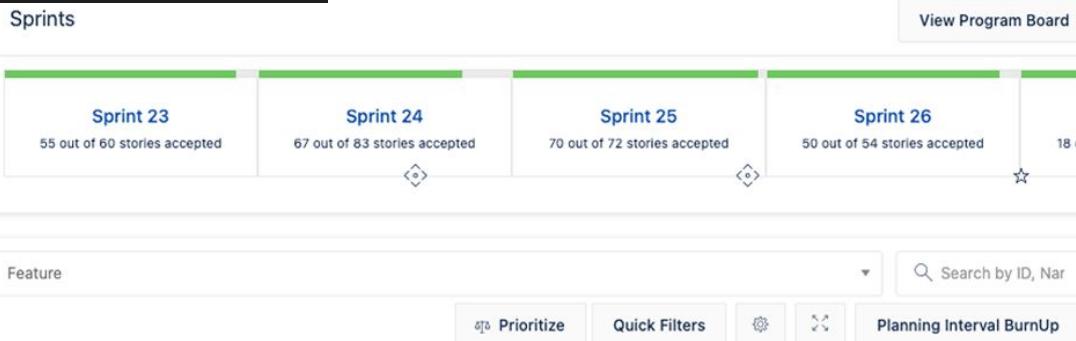


Always compare to baseline



Tooling

Todo-Tools are made to account for work, not figure out what the work is.



ID	Title	Feature Progress	Points	MMF	Status	Owner
5426	Implement Live Call Monitoring	<div style="width: 120px;"></div>	12	No	IN PROGRESS	
4273	G12 : Team innovation for AC5	<div style="width: 120px;"></div>	12	No	READY TO START	
4209	Chatbot JSON integrations	<div style="width: 100px;"></div>	1	No	IN PROGRESS	
3422	Intelligence Assisted Chatbot	<div style="width: 120px;"></div>	24	No	IN PROGRESS	
5386	G12 : AP2 machines stabilization	<div style="width: 100px;"></div>	1	Yes	ACCEPTED	
4207	G12: Automation	<div style="width: 100px;"></div>	1	No	ACCEPTED	
5387	G12: ESRs for AC5	<div style="width: 120px;"></div>	24	No	ACCEPTED	

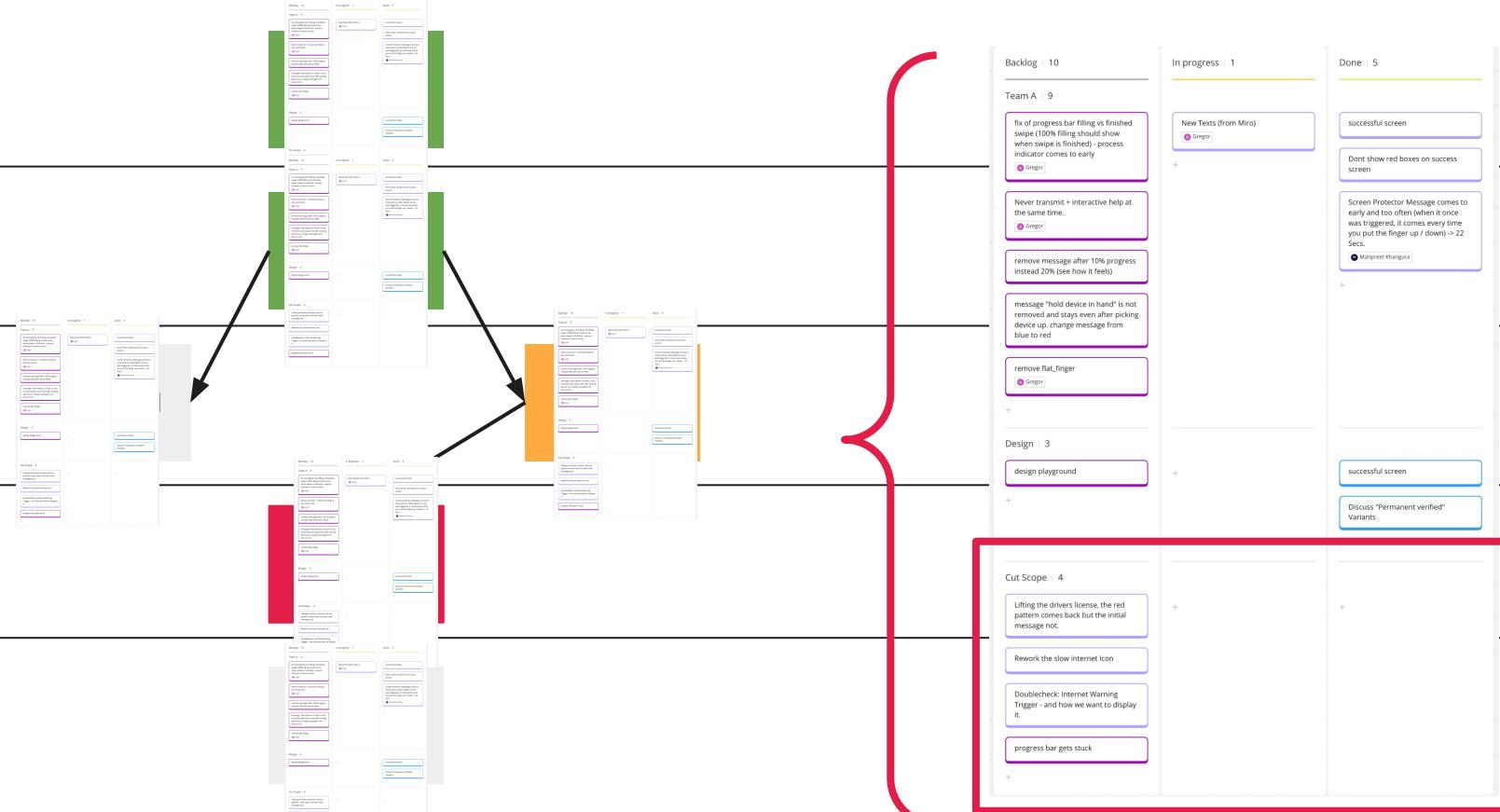
Dependencies

		G12: DB c...	Delivered
		Mirrored ...	Delivered
		G12: Hadoop...	Delivered
		V2.1 SAT - ...	Delivered
		V2.1 SAT ...	Delivered
		V2.1 SAT ...	Delivered
		Interface: P...	Delivered

Objectives:

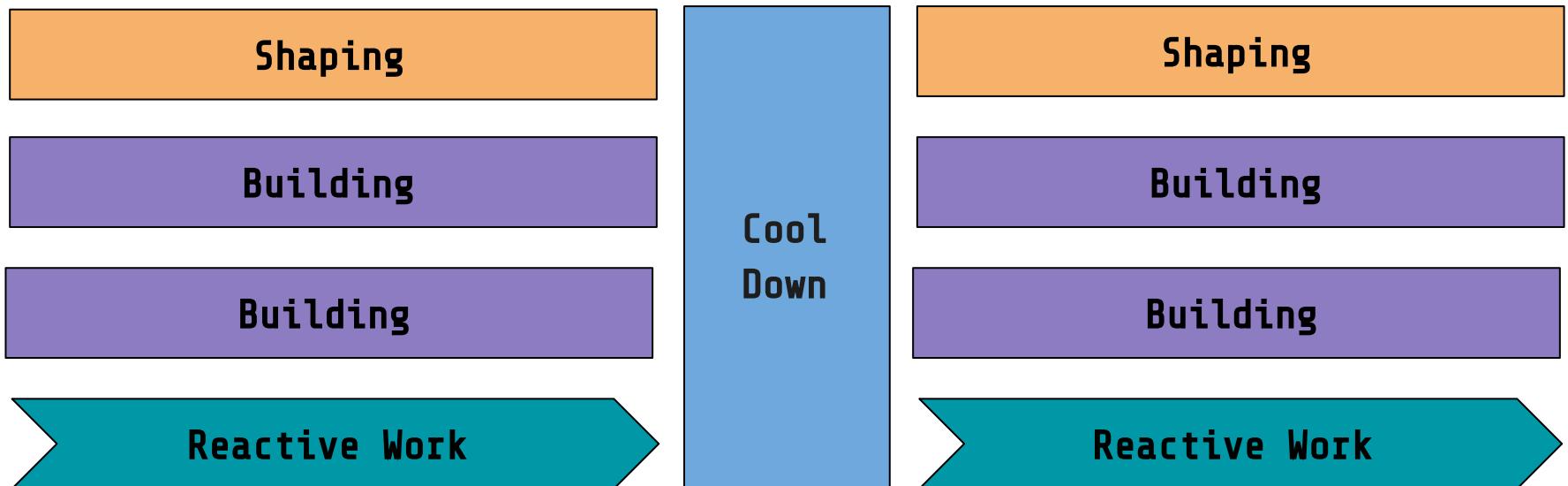
G13 Family Feature for...	In Progress
Increase user retentio...	In Progress
Grow iOS Daily Active ...	In Progress
Design Survey for Call...	In Progress
Increase user retentio...	In Progress

Always cut scope - with appetite in mind!

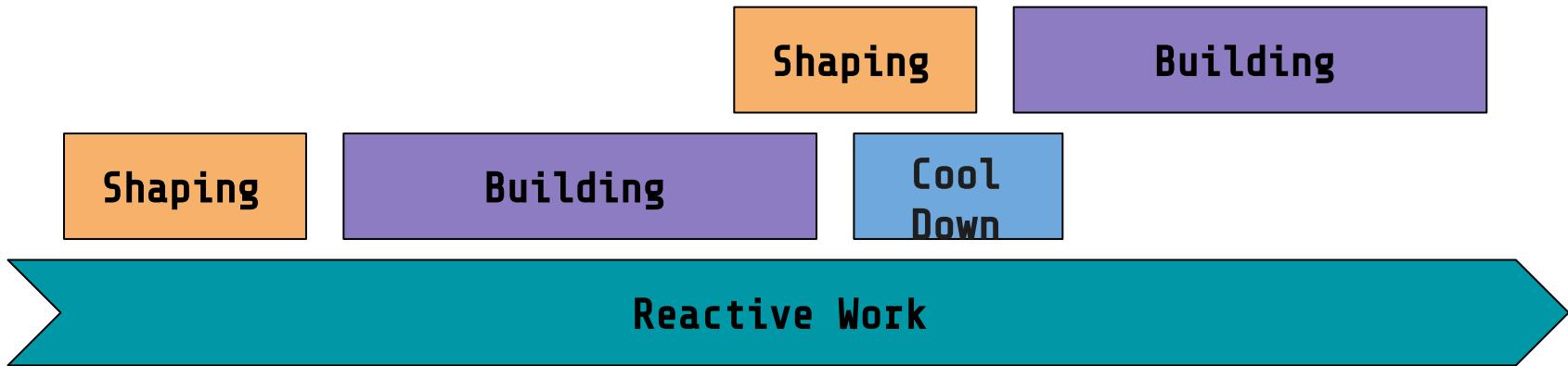


Implementation

Oceanliner Model (Synchronized Cycles)

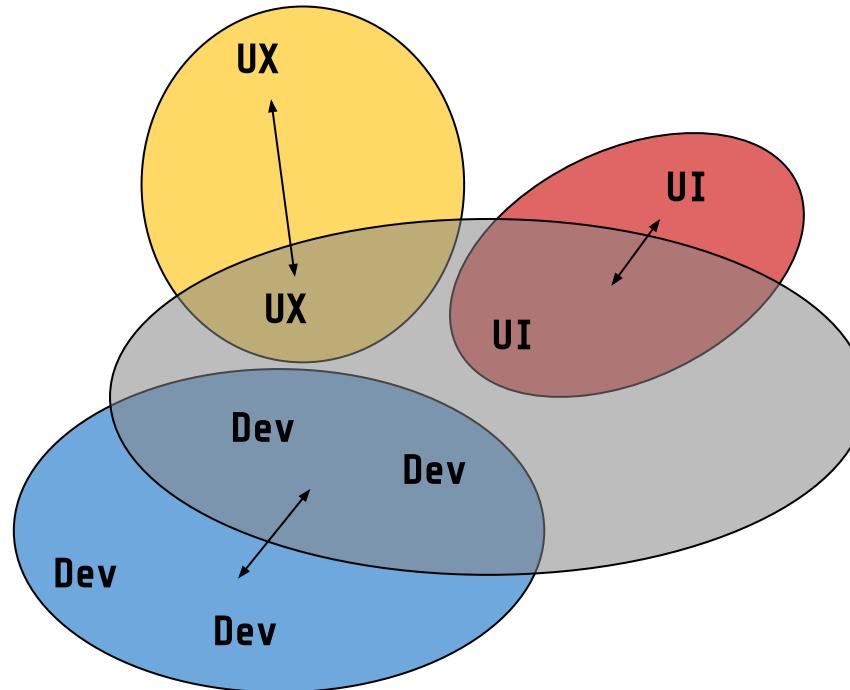


Speedboat Model (Asynchronous Cycles)



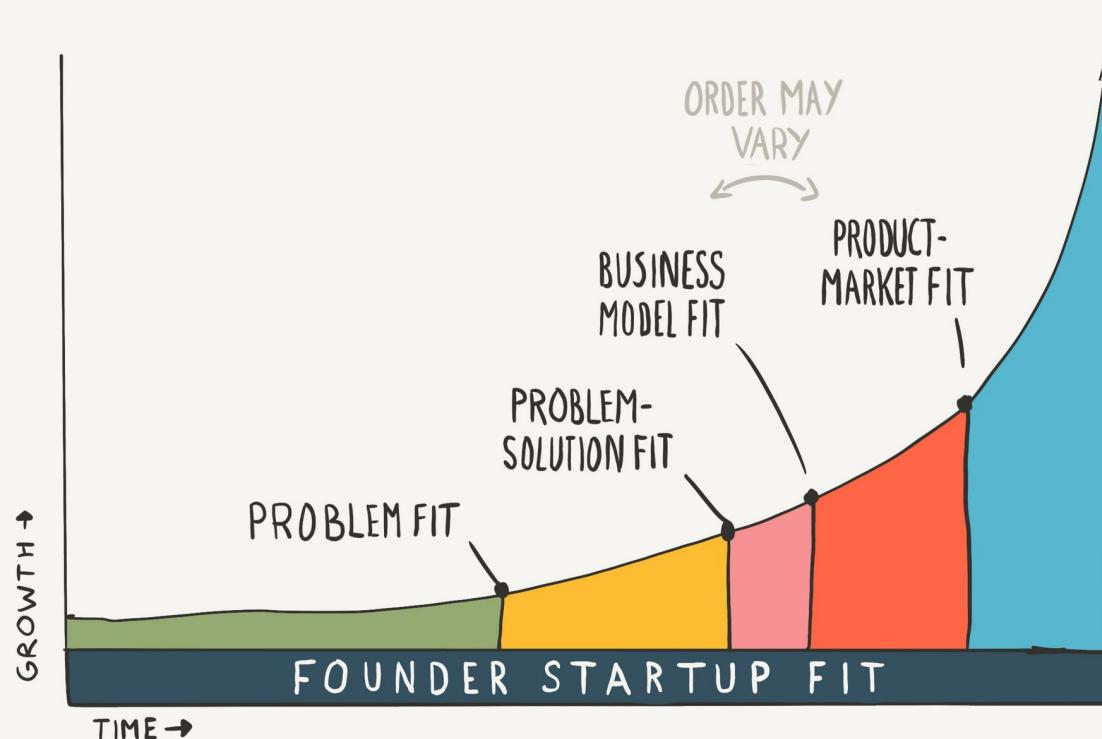


Builders as a “temporary squad”

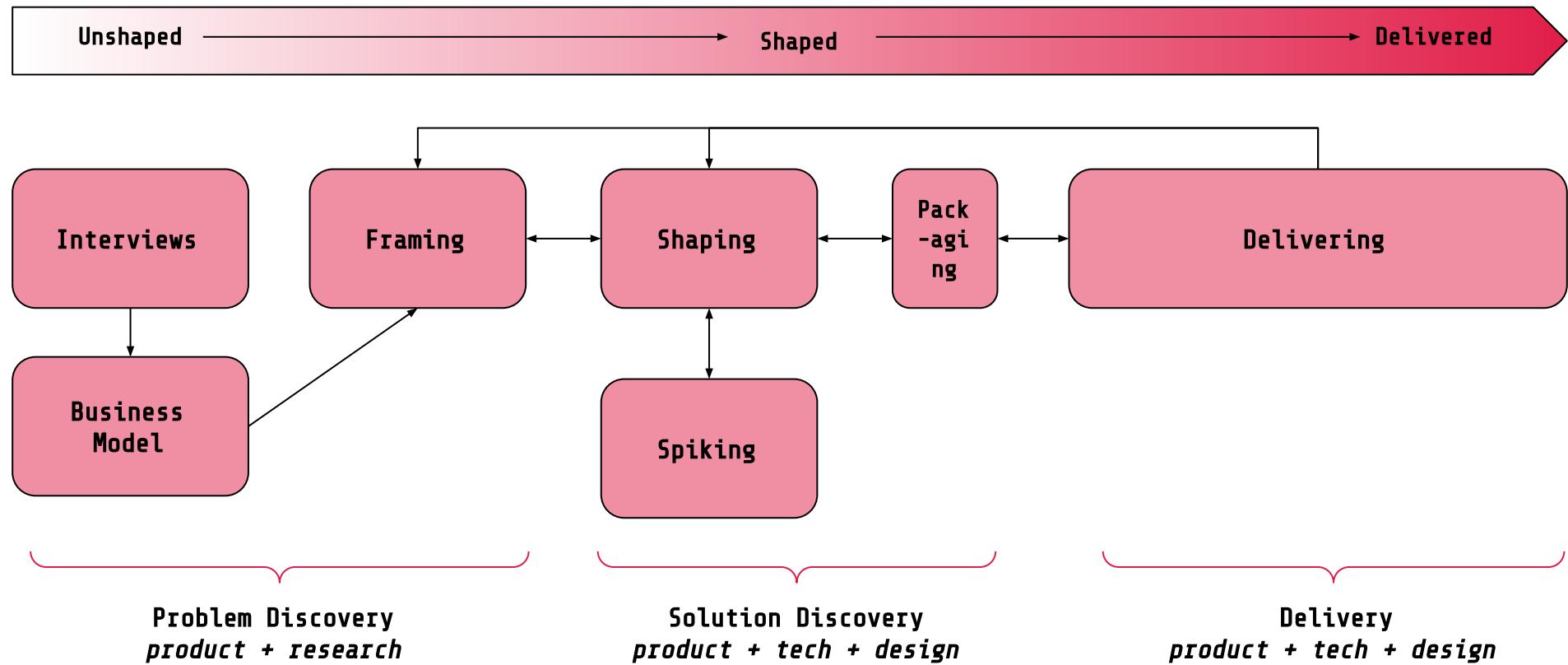


Bigger Picture

Investing in Product (Teams): Scale with Proof



Pursue constant de-risking



Reasoning

Real feedback from a real team

ui feedback did not
disturb, but felt
helpful.

feeling of
being closer
to each other
(XD - DEV) b

Awesome team!
The teamwork
feeling is back!

UX, UI, Dev, PO all
working
simultaneously on
one topic, being on
the same page and
in the right mindset

Everybody
contributing to find
the best solution -
not only UX

Fixed Time

Variable Scope

Autonomous Teams

Fight Details early on

Defuse Timebombs

Start at the Epicenter

Organize by structure

One scope at a time

Done means deployed

Requirements for Shape Up (by the book)

- Ongoing Product Development (Vision should be established)
- Empowered Product Team
- Team of a certain size
- Fixed staffing for an extended period of time
- Minimum: 2-3 devs, 1-2 Designer, 1 Product \geq 50% booked

(The Tools + Principles can be valuable, nonetheless)

Backup

Discovery > Delivery



When to use Shape Up?

Shape Up is for Features.

Reactive work needs separate, dedicated capacity.

Not for cross-party integrations with dependencies

Why use Shape Up?

To Scale: Run multiple parallel product teams.

When slowing down: Get focused and back to shipping fast.

Possible Experiments

One six-week experiment

Start with cycles

Start with shaping

How to build in small autonomous teams?

How to shape (derisk) collaboratively?

How to frame problems hypotheses?

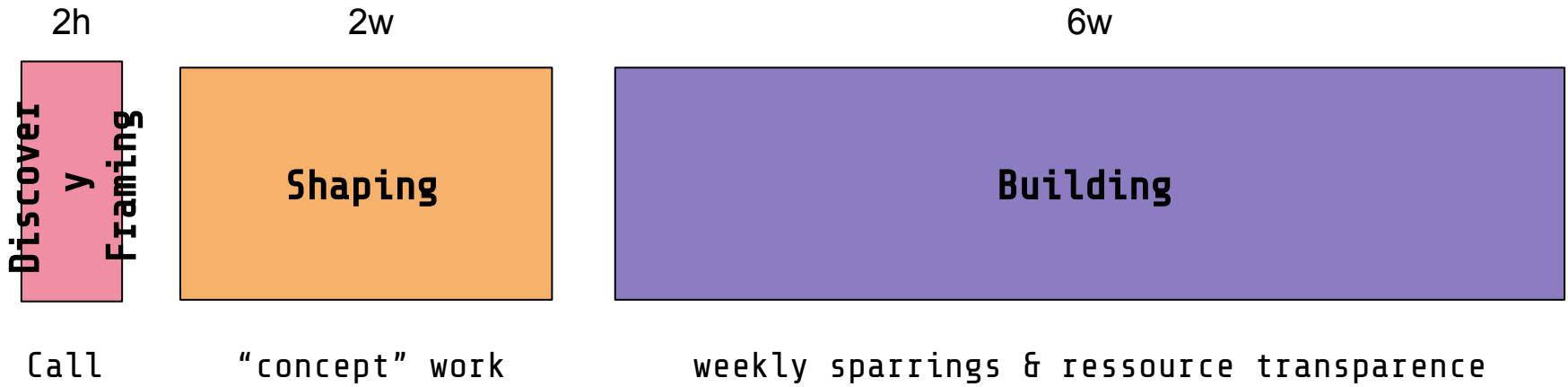
How to involve the client?

Starting Points

Shape Up is born remote.

Balancing synchronous and asynchronous work.

Agency Model: Bring the Customer Along!



Scrum Bashing

Martin Fowler



Bernd Schiffer
@berndschiffer

...

Shitty Agile For Enterprises -- @martinfowler about
what SAFe stands for #agileaus

[Tweet übersetzen](#)

8:57 vorm. · 17. Juni 2014 · Twitter for iPhone

Allen Holub



Allen Holub
@allenholub

...

Was asked what I don't like about Scrum. Not much, really. Just:

- Backlogs
- Sprints
- Daily Scrums
- Sprint Reviews
- POs
- SMs
- Commitments
- Accountabilities
- Standardization on an inflexible framework
- Certs

Just little stuff like that. The rest is okay.

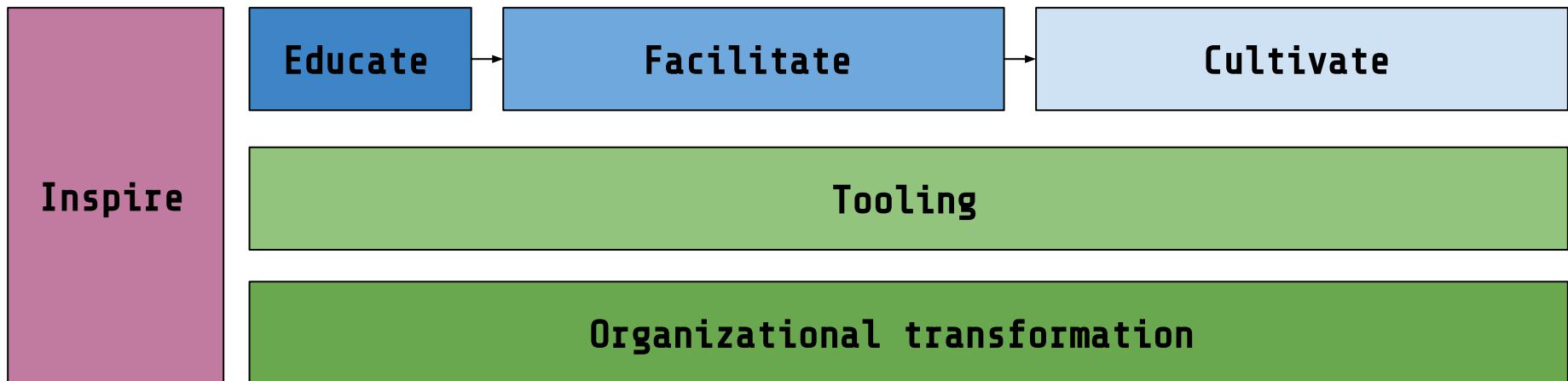
[Tweet übersetzen](#)

5:24 vorm. · 15. Apr. 2022 · chirr.app

<https://twitter.com/allenholub/status/1514806761873575936>

My Offer

My offer for product orgs and agencies





<https://www.youtube.com/watch?v=rXmqa-D0xDM>

**Good people attract more good
people.**

The recipe: Engaging challenges with a dash of repetition.

Champion journeymanship

Balance fresh talent with experienced hands
during each cycle.

Start gradually

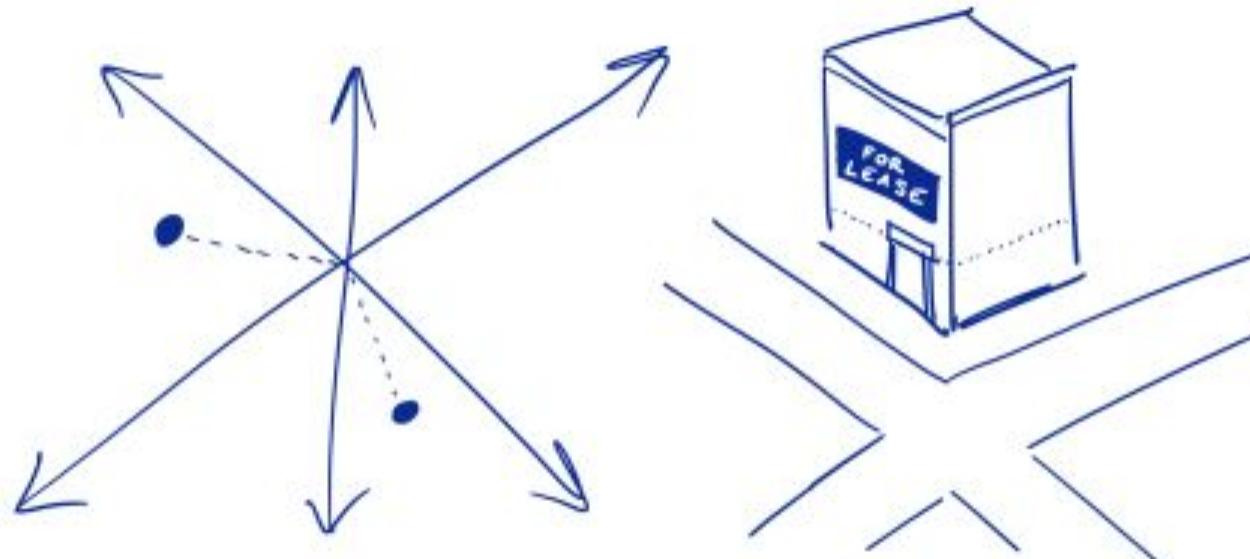
Start with a one time experiment.

Start with shaping.

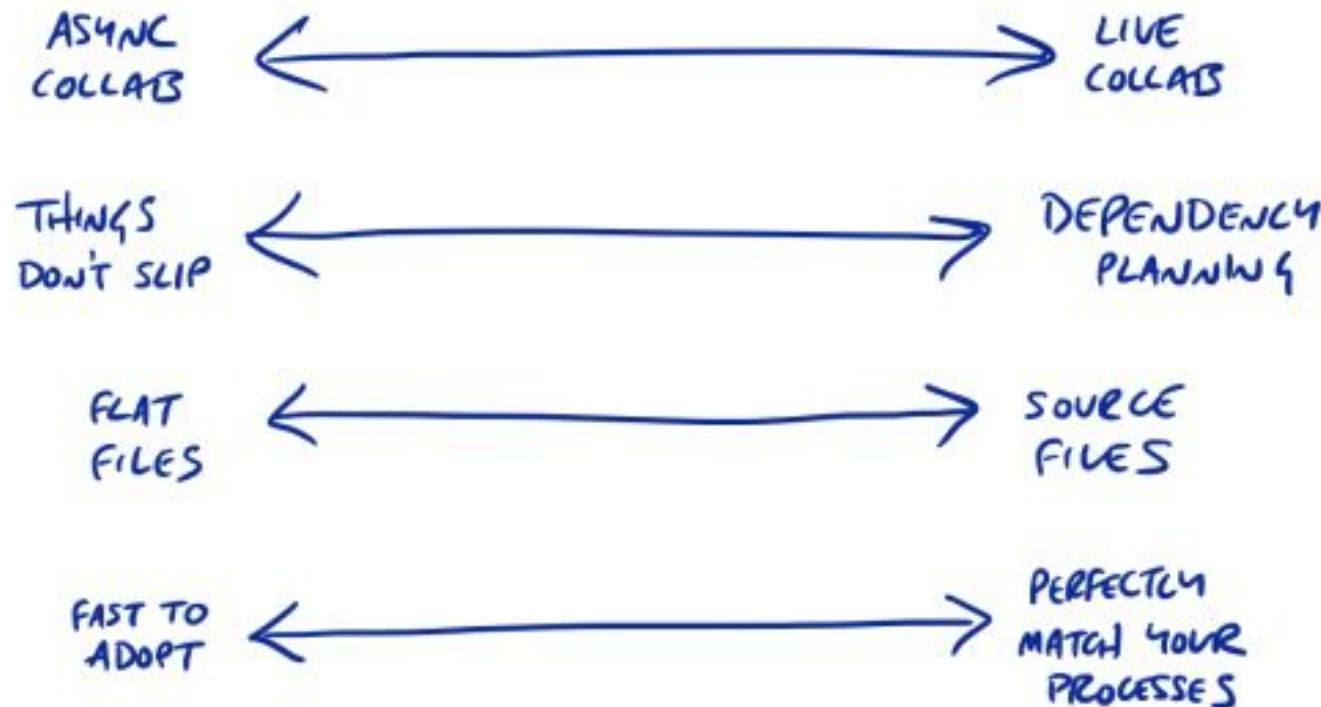
Start with cycles.

Strategy: Positioning

Position, Position, Position!



Position, Position, Position!

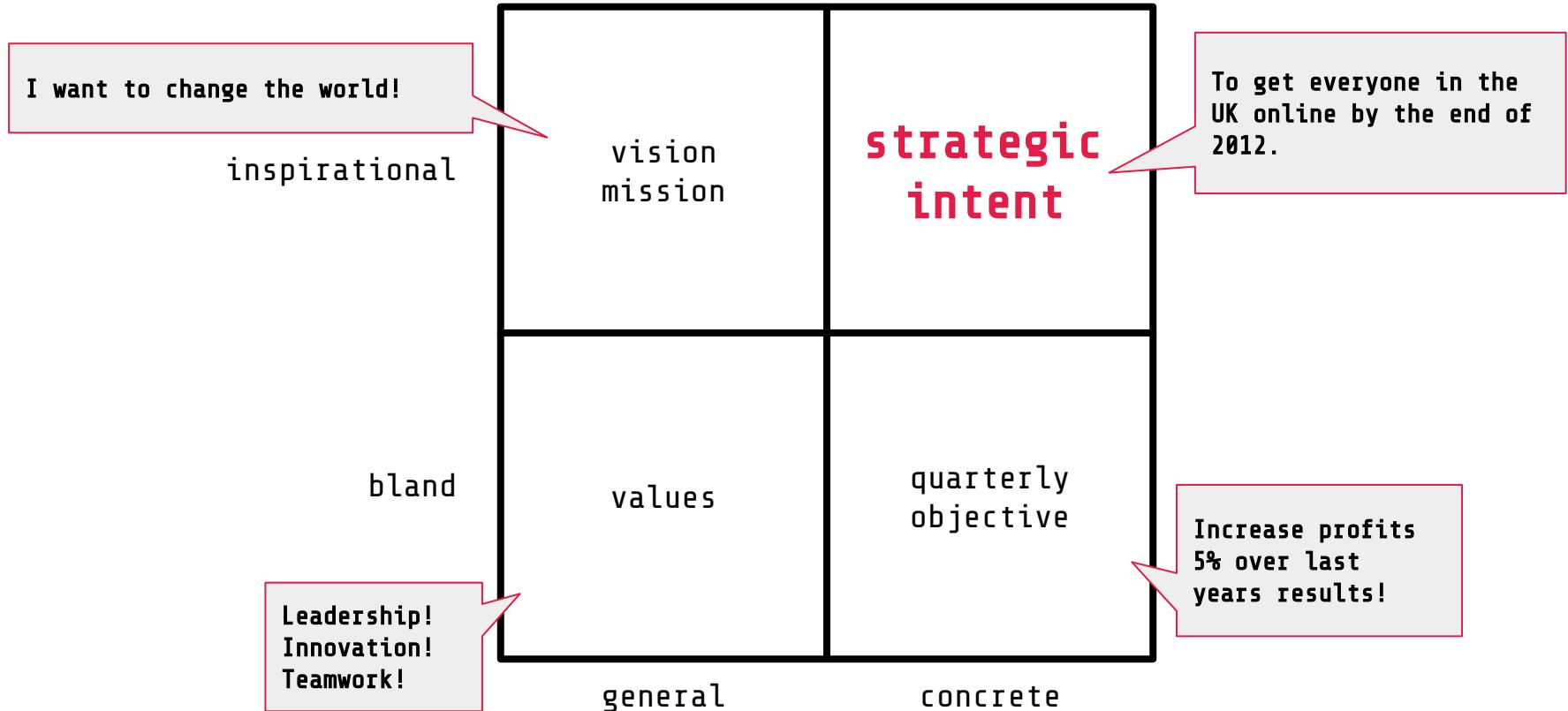


Position, Position, Position!

Less about	More about	Comment
Up to the minute	On your own time	Prefer async, bundled notifications, long form
Millimeter planning	Nothing gets forgotten	"Not dropping" something is more important than dependency management
Creating the work	Discussing the work	Write that copy yourself and post for feedback, instead of live collab with someone
Source files	Renderings	In progress PSDs go elsewhere. Code goes in GitHub. Share an intermediate piece for feedback, or upload the final version for posterity.
Embodying specific processes	Easy to adopt	You can make a better bug tracking process in Jira, more precise creative direction with InVision etc, but everybody will figure out Basecamp.
Personal tasks	Coordinated tasks	If other people don't need to know about it, it doesn't need to be in Basecamp

Strategic Intent

Strategic Intent



Strategic Intent

Stop wordsmithing and start deciding.

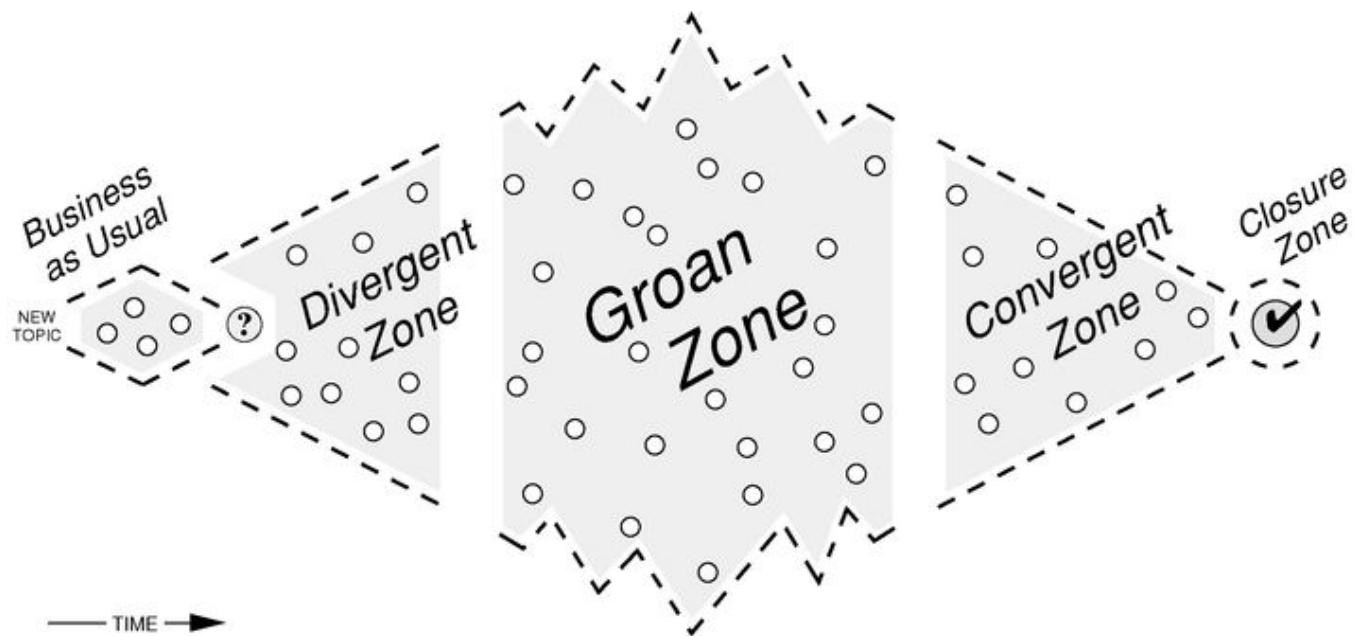
Ask: Will we know when we are done?

Narratable: From the new intern to the investor.

Work in Progress: Today is only version 1!

The End!

The Diamond of Participation



Spikes: Seek & share insights!

Don't ask yes/no
questions.

Prototype to Learn

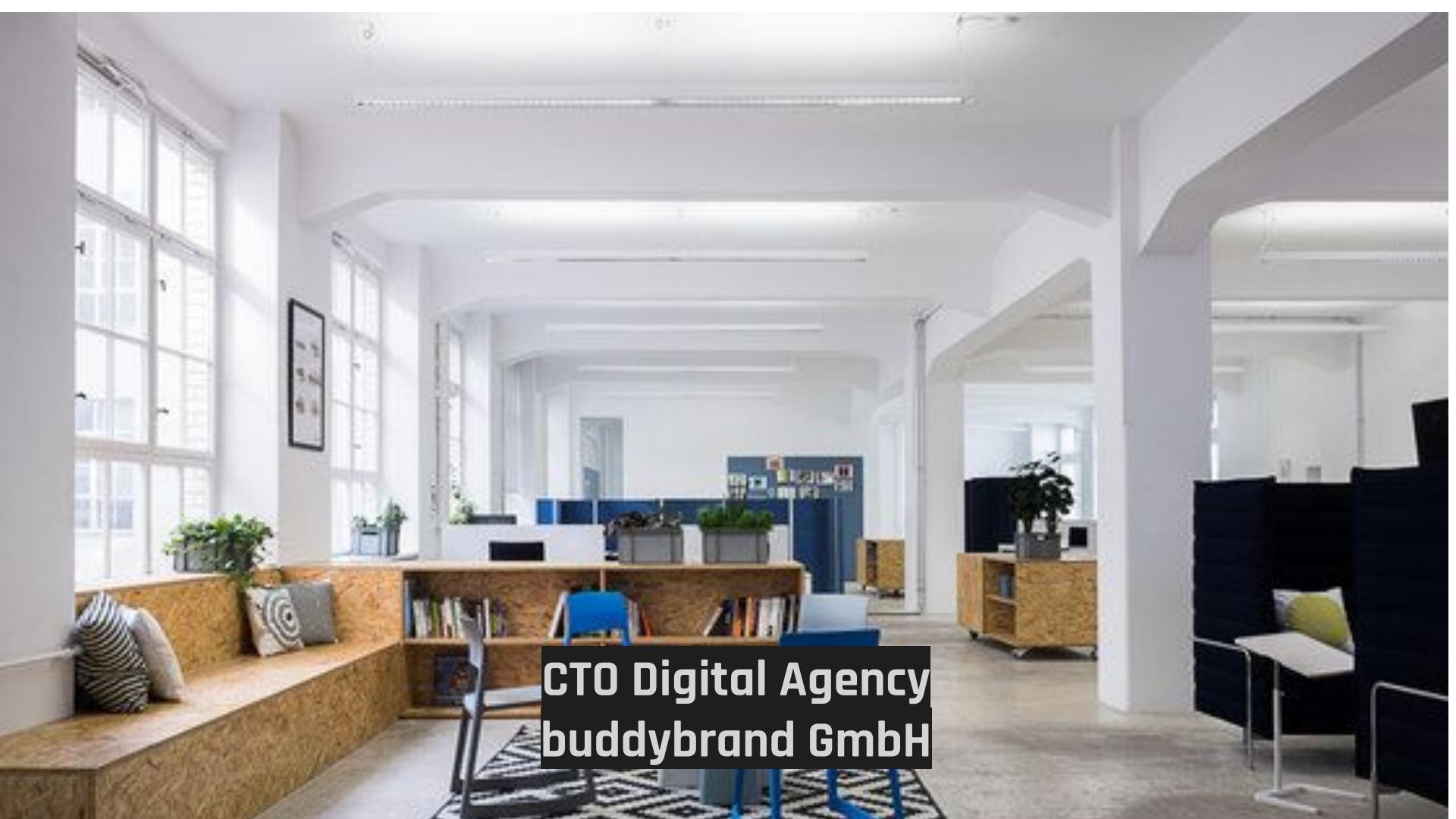
Challenge assumptions with data!



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

About me

A wide-angle photograph of a modern office interior. On the left, a long wooden bench with several pillows is positioned against a wall with large windows. In the center, a long wooden desk with a blue chair is visible, with a blue wall and a bulletin board in the background. To the right, there are more wooden desks and a large window. The office is well-lit with natural light from the windows and recessed lighting in the ceiling.

**CTO Digital Agency
buddybrand GmbH**

A woman with dark hair in a bun, wearing a light blue sweater and a necklace, is smiling and gesturing with her hands while recording a video. A ring light and a smartphone are visible in the foreground, focused on her face. The background is a blurred indoor setting.

CPO & CTO Influencer Marketplace

BuzzBird GmbH



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



Leading Product & Tech (Interim)

edding AG

edding 80
permanent marker

edding 40
permanent marker

edding 40
permanent marker

edding
Terracotta, Wood, Cardboard/Kids
marker

8300
marker

min. 1 mm
marker

8400
marker

min. 1 mm
marker

8500
marker

min. 1 mm
marker

85
marker

min. 1 mm
marker

78
marker

min. 1 mm
marker

edding® 78
Paint marker

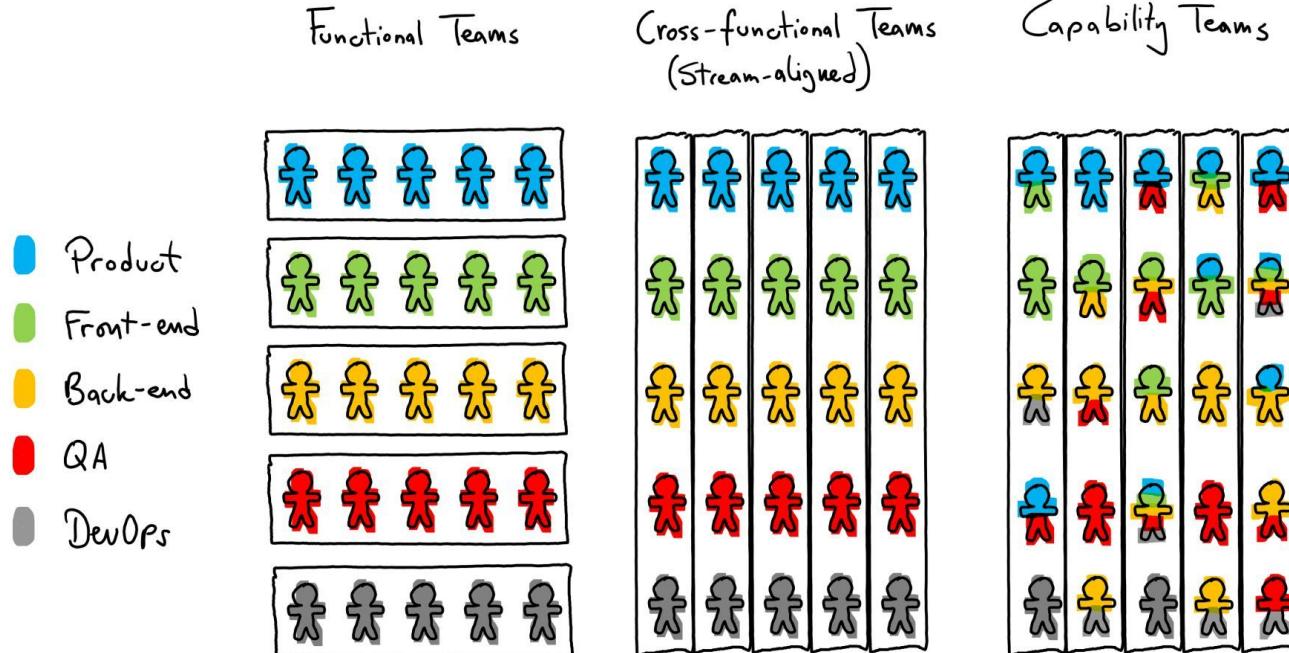
securitas uv marker

edding 40
permanent marker

edding® 75
Glass, Metal
marker

graffiti on dark surfaces/wood and dark materials

Teams: Insourced Engineering



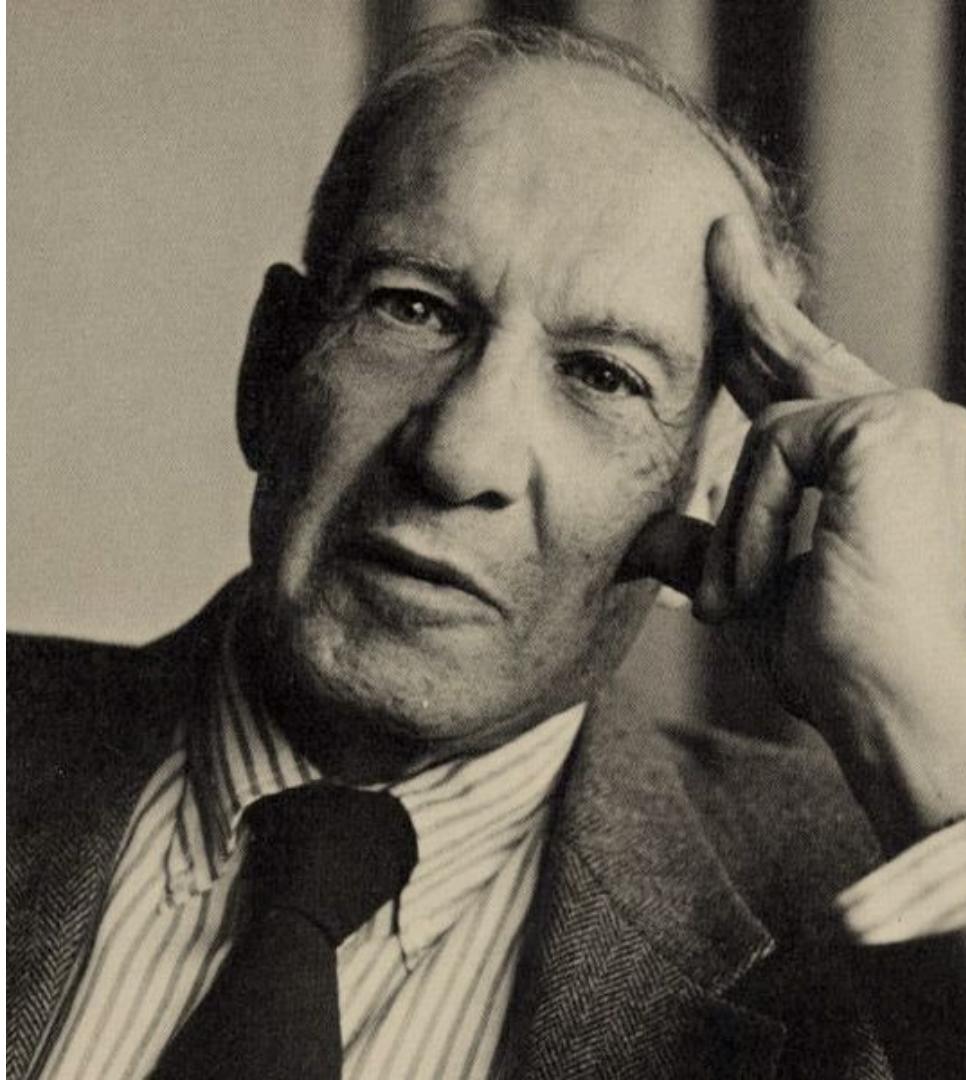
Agency



Scaling Orgs

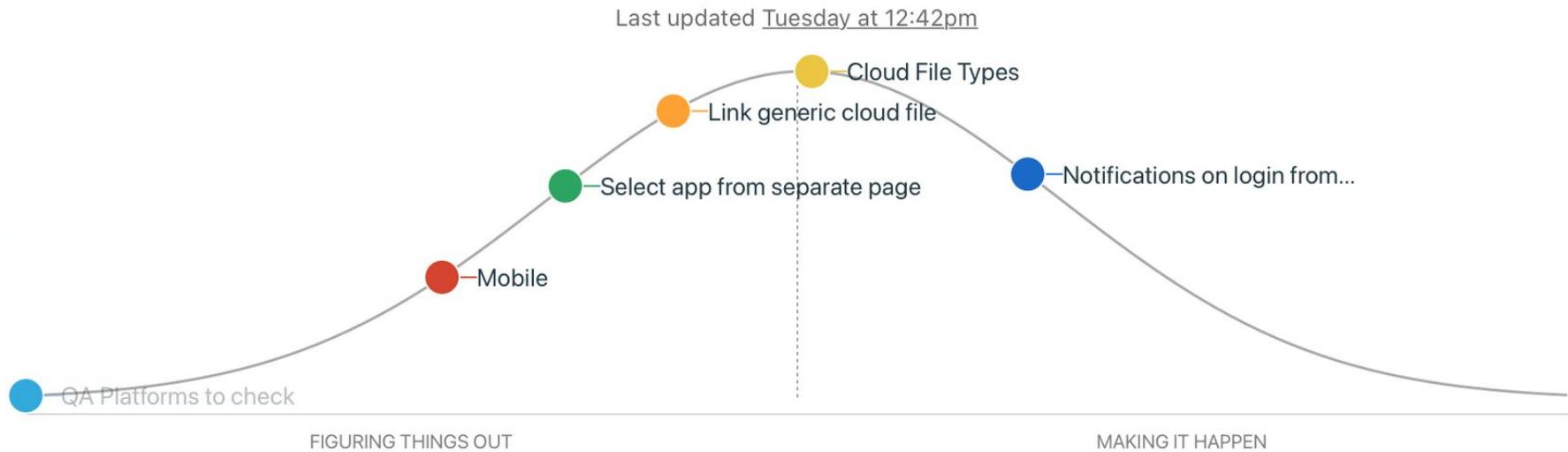
“[only] what gets measured, gets managed.”

(Peter Drucker)





Try: Scope Progress With Hillcharts



Progress is more like a hill than a straight line



Try: Moving the Needle

How far along are we?



How's the project going?

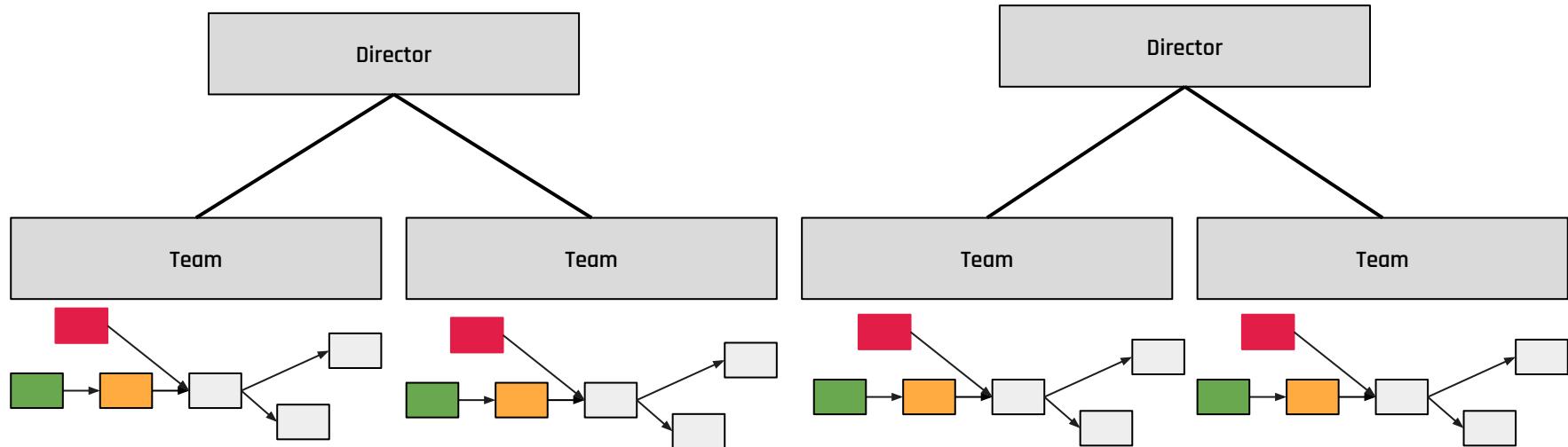
On track Some risk Concerned

Describe why you moved the needle:

Gina's reviewed the three options and we're leaning strongly towards two of them. We'll iterate and go through the next round of reviews!

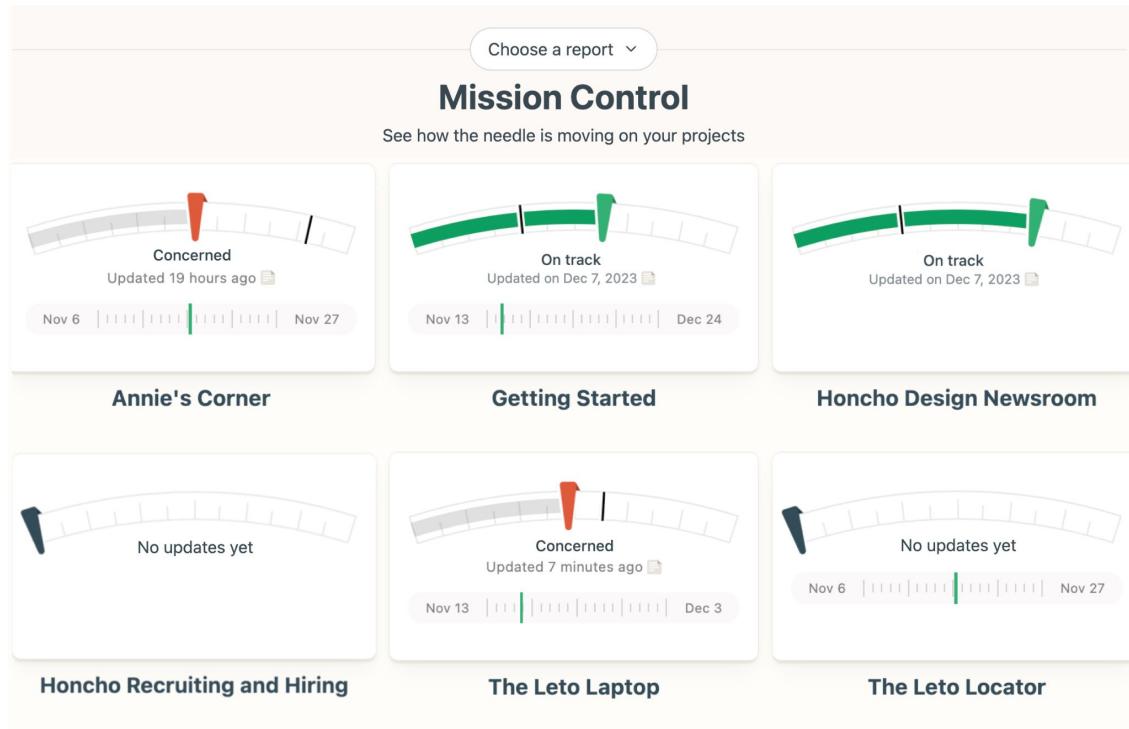
Progress vs. fixed timebox (appetite!)

Implement Reporting That Enforces Habits

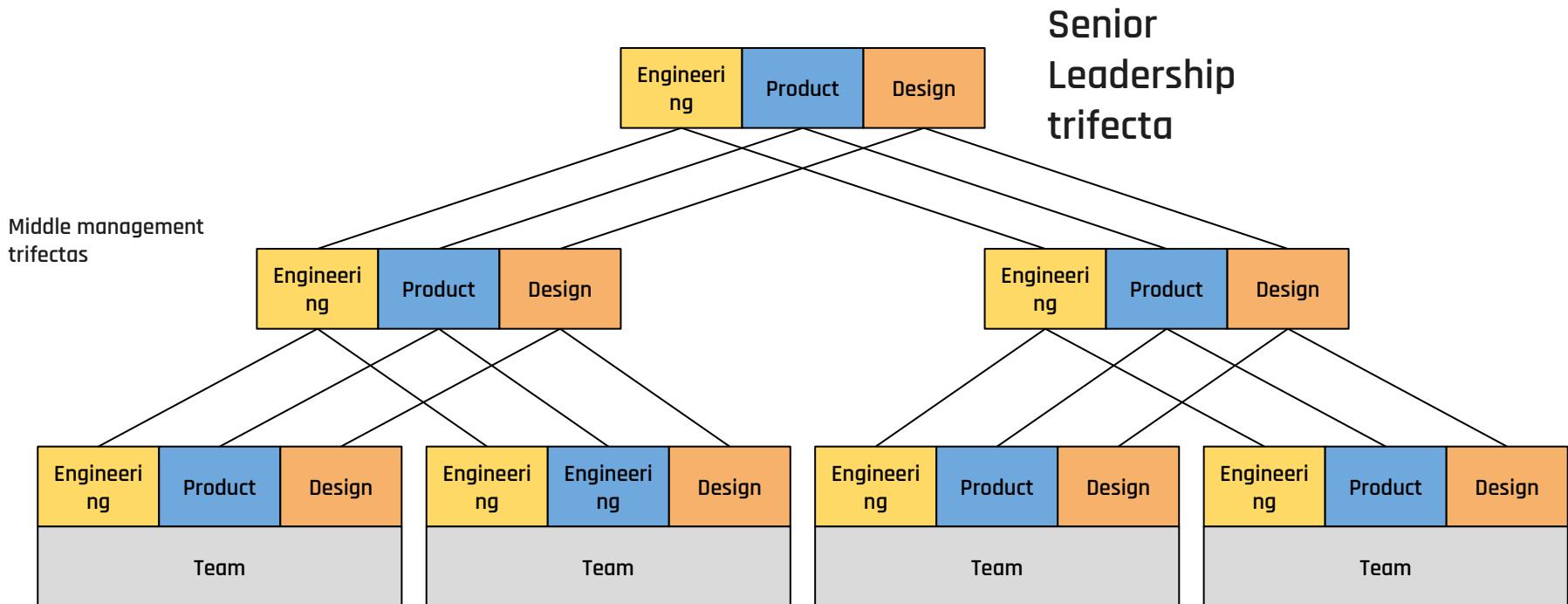




Try: Roll-Up Dashboards for Progress

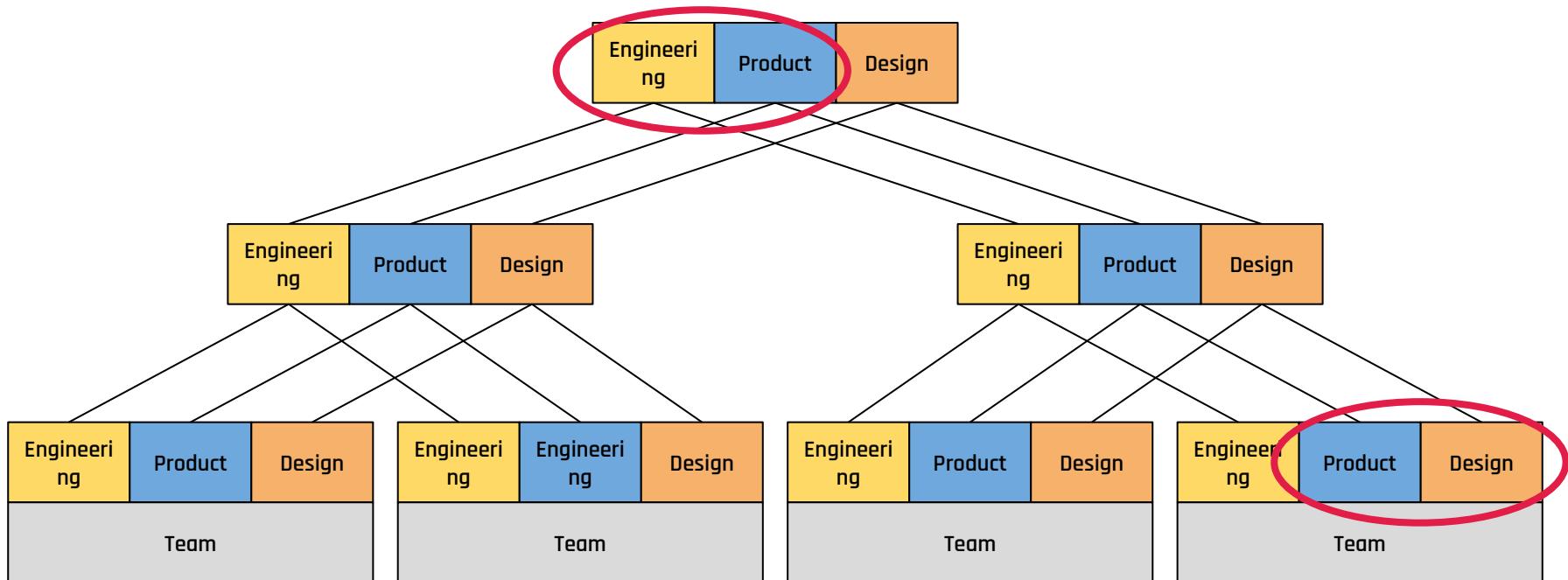


Trifectas All the Way Up

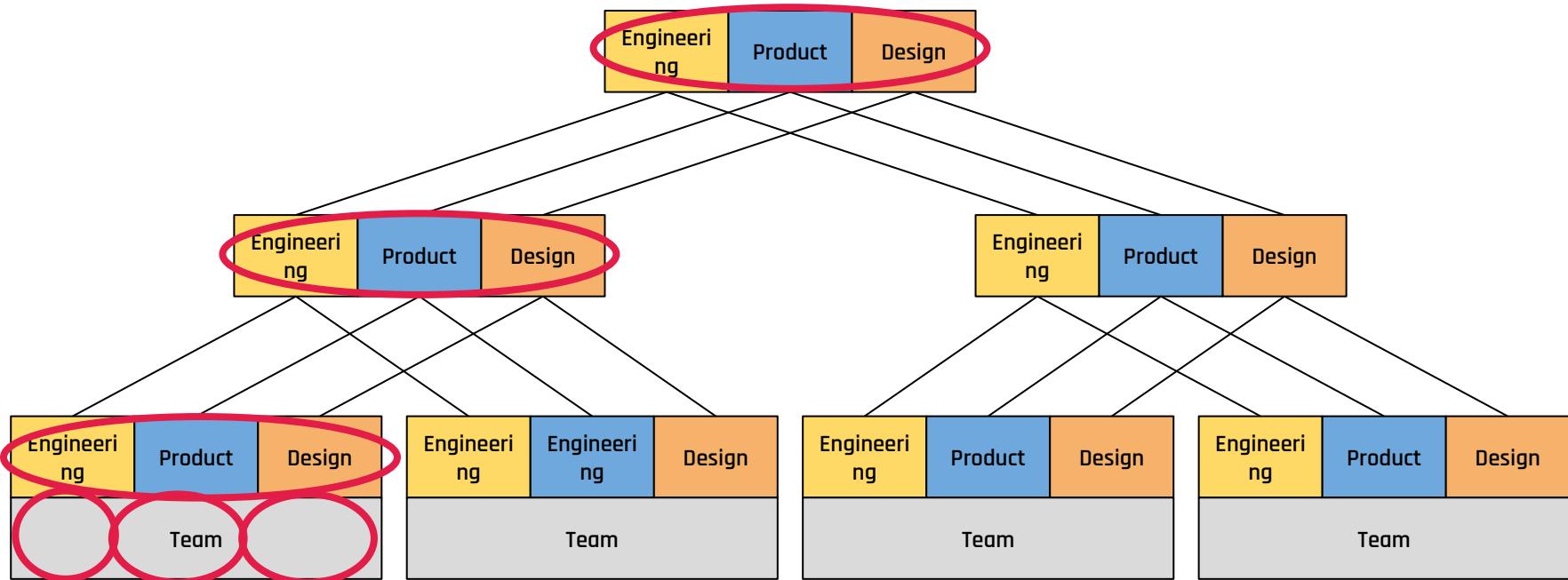




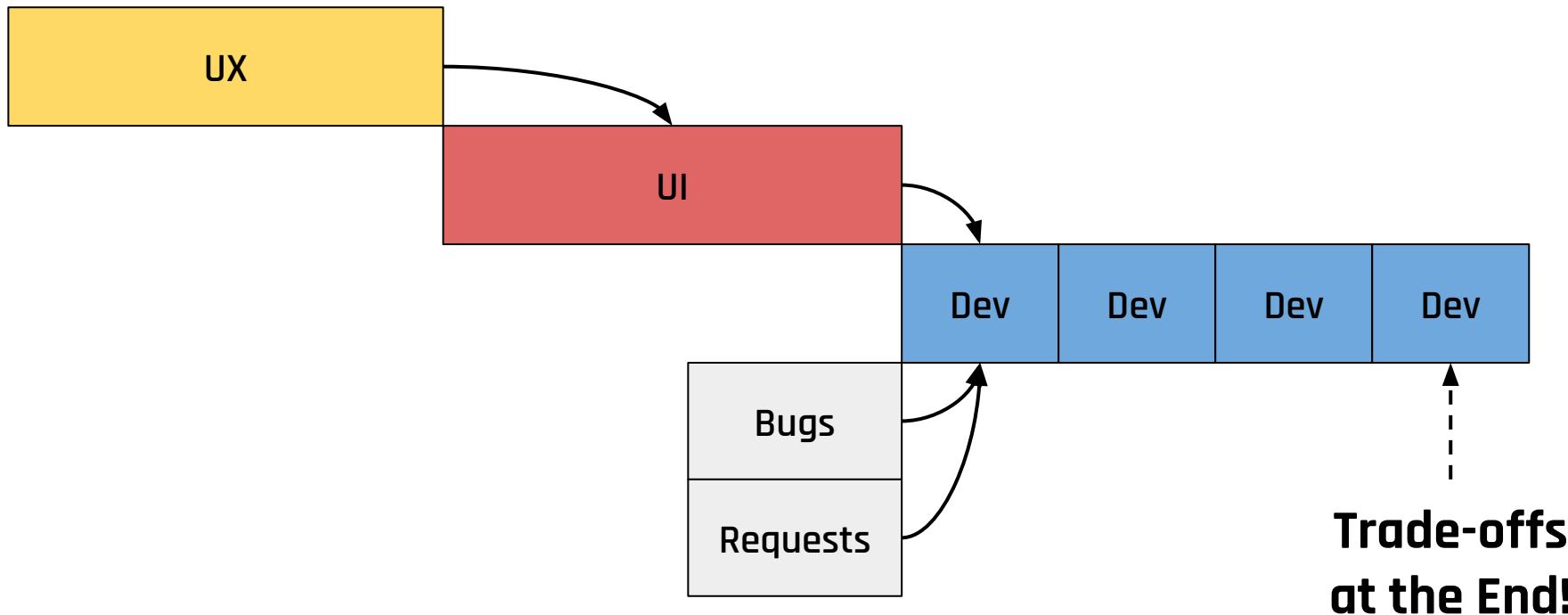
Try: Hire & Foster Interdisciplinary Leaders



Bringing It Together: Small Teams = Trifectas



Scrum(fall): Small Cycles, Large Team



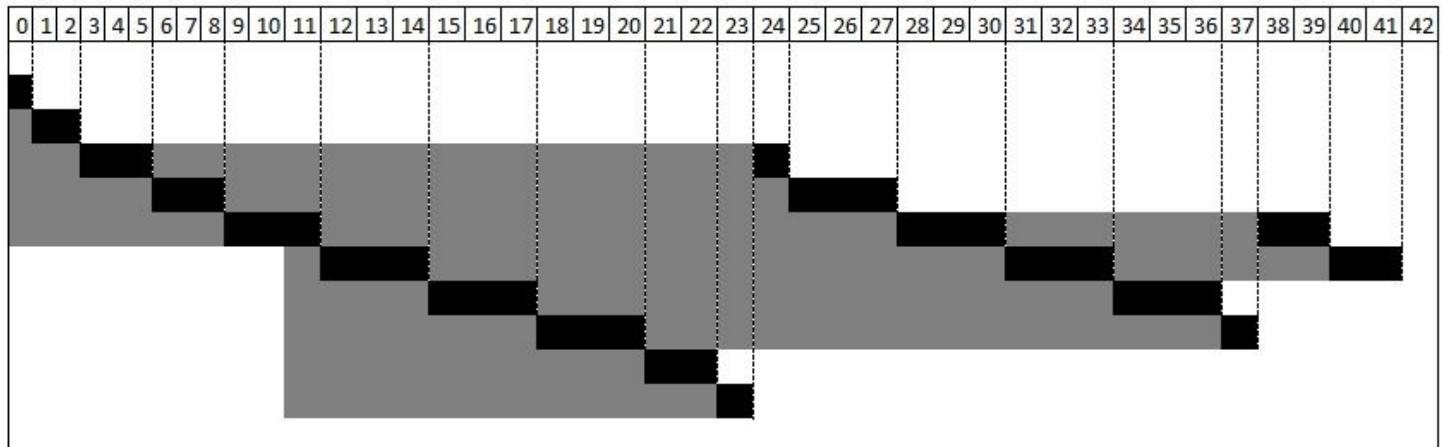


Try: Round Robin to Activate Everybody

Process (Arrival time, Burst time)

Time

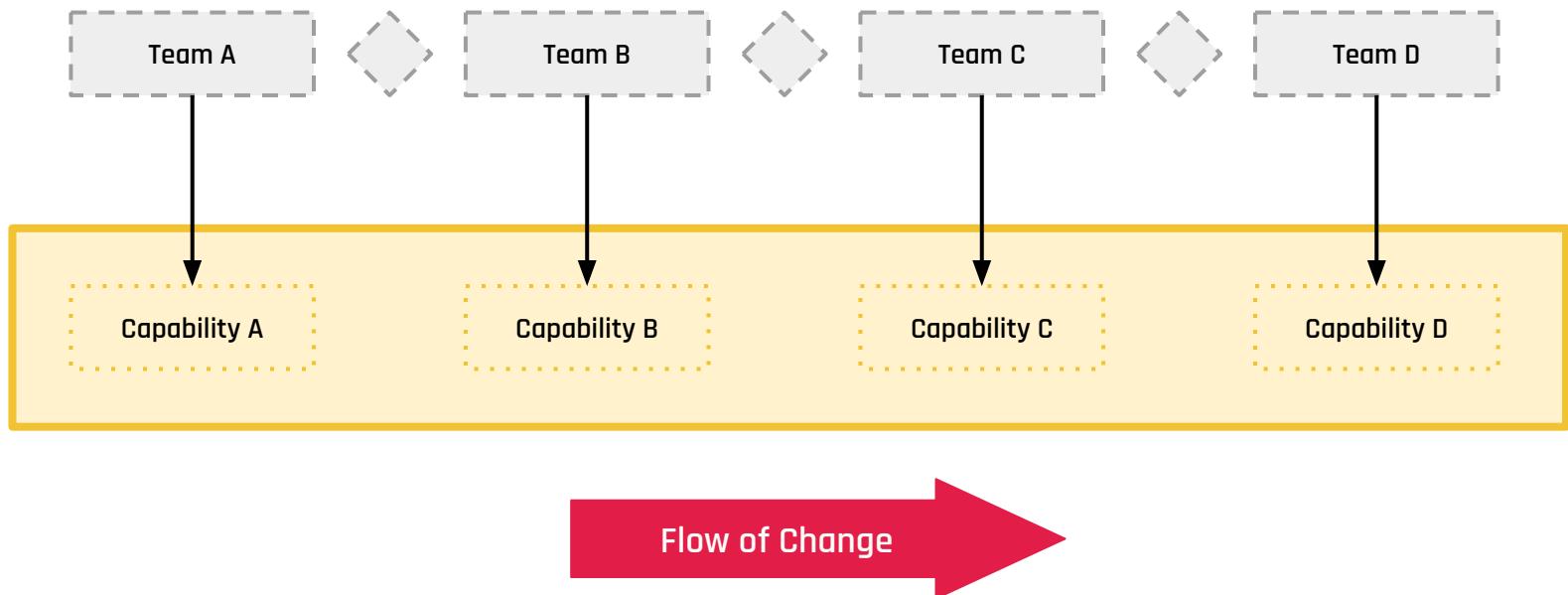
P1 (0, 1)
P2 (0, 2)
P3 (0, 4)
P4 (0, 6)
P5 (0, 8)
P6 (11, 8)
P7 (11, 6)
P8 (11, 4)
P9 (11, 2)
P10 (11, 1)



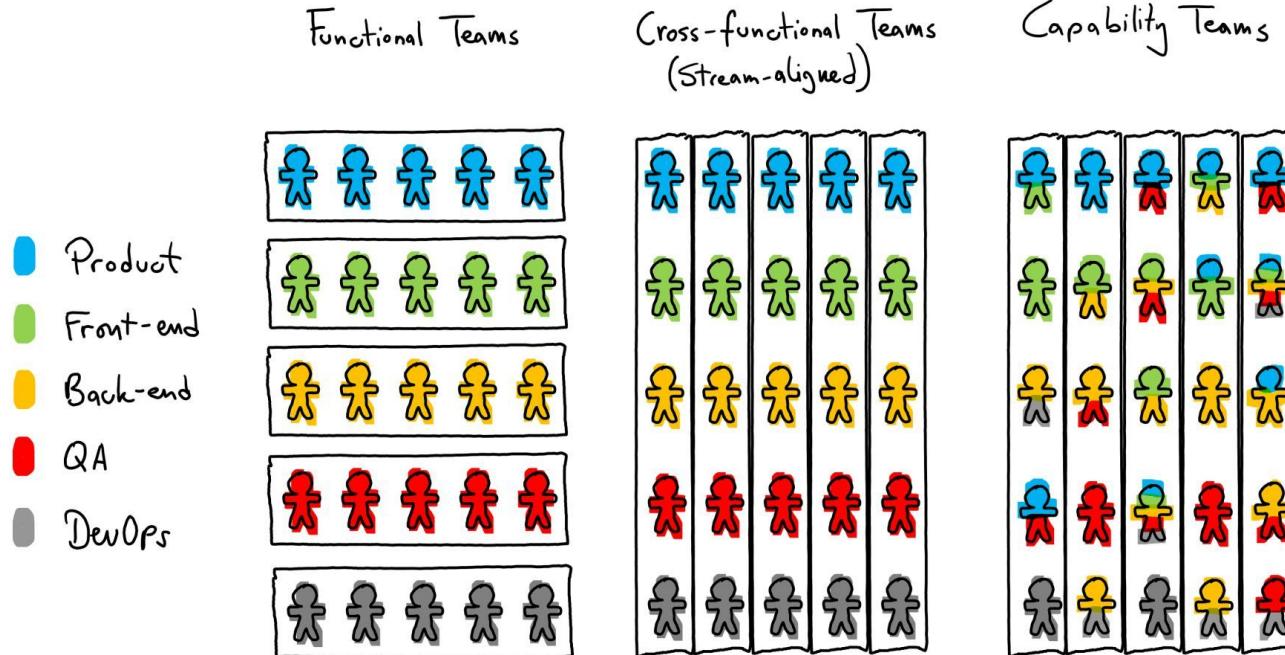
Quantum = 3

Wait time
Burst time

Optimize Teams for Value Streams - End to End



Teams: Capabilities, Not Specialties



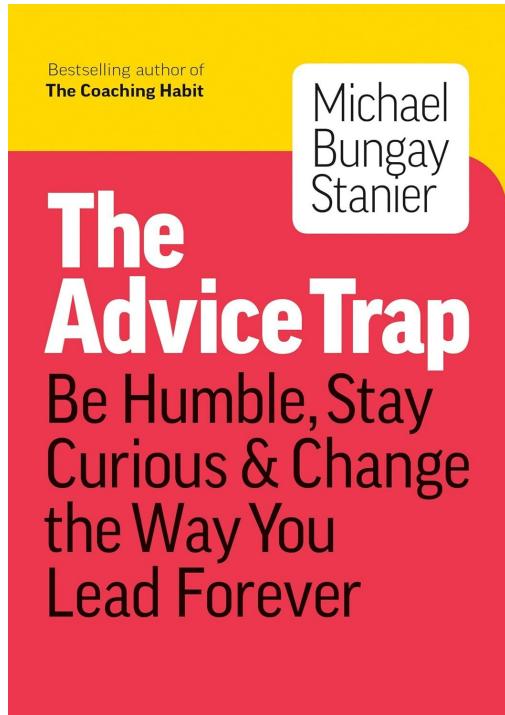


Try: Hire & Foster Interdisciplinary Roles

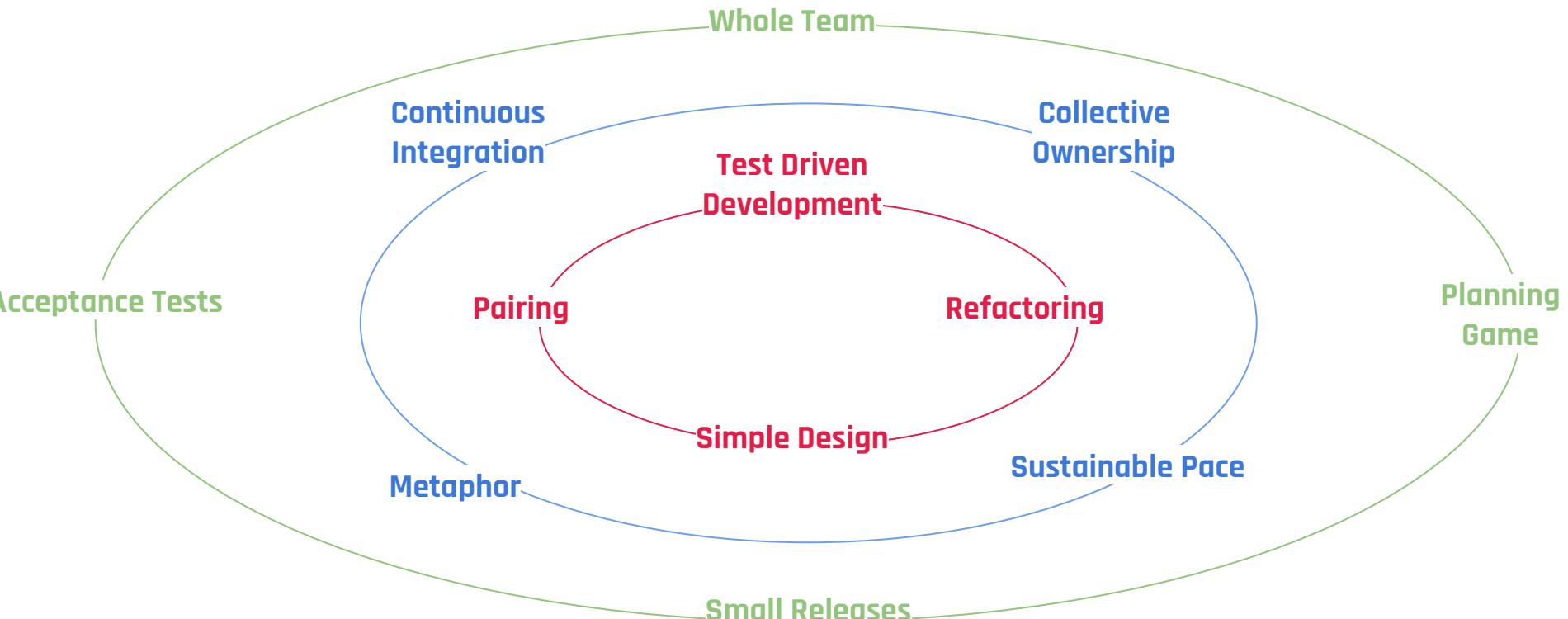
- ✓ Customer obsession
- ✓ Analysts of usage data and the competitive landscape
- ✓ Always prototyping and experimenting



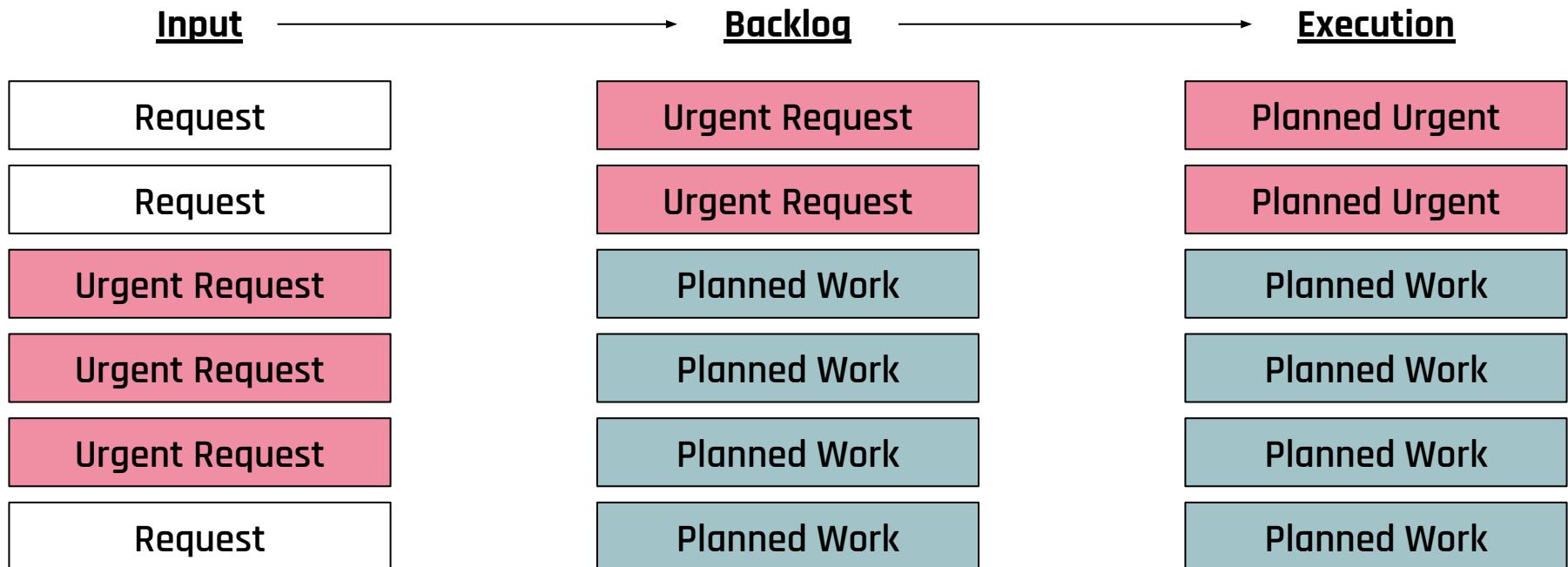
Don't Brief, Coach!



But Business Took Over



Agile Became a Micromanagement Tool



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

(Melvin Conway, 1967)



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

(Ryan Singer, Shape Up)



Slicing Solutions: Scope by Scope

Shippable in Isolation!



Try: Build Initiatives Without a Backlog



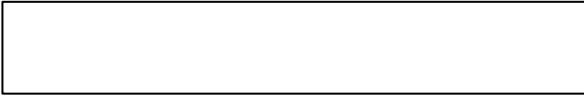


Try: Backlogs Only for Reactive Work

Todo

Work in Progress

Done



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

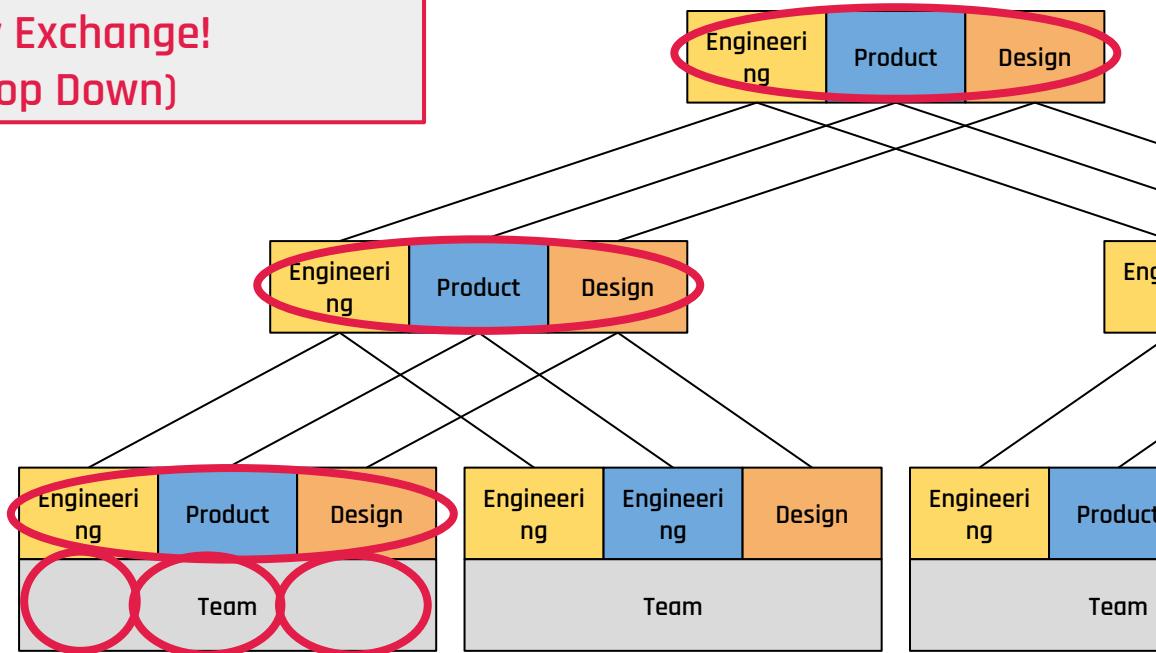
(Admiral Grace Hopper)



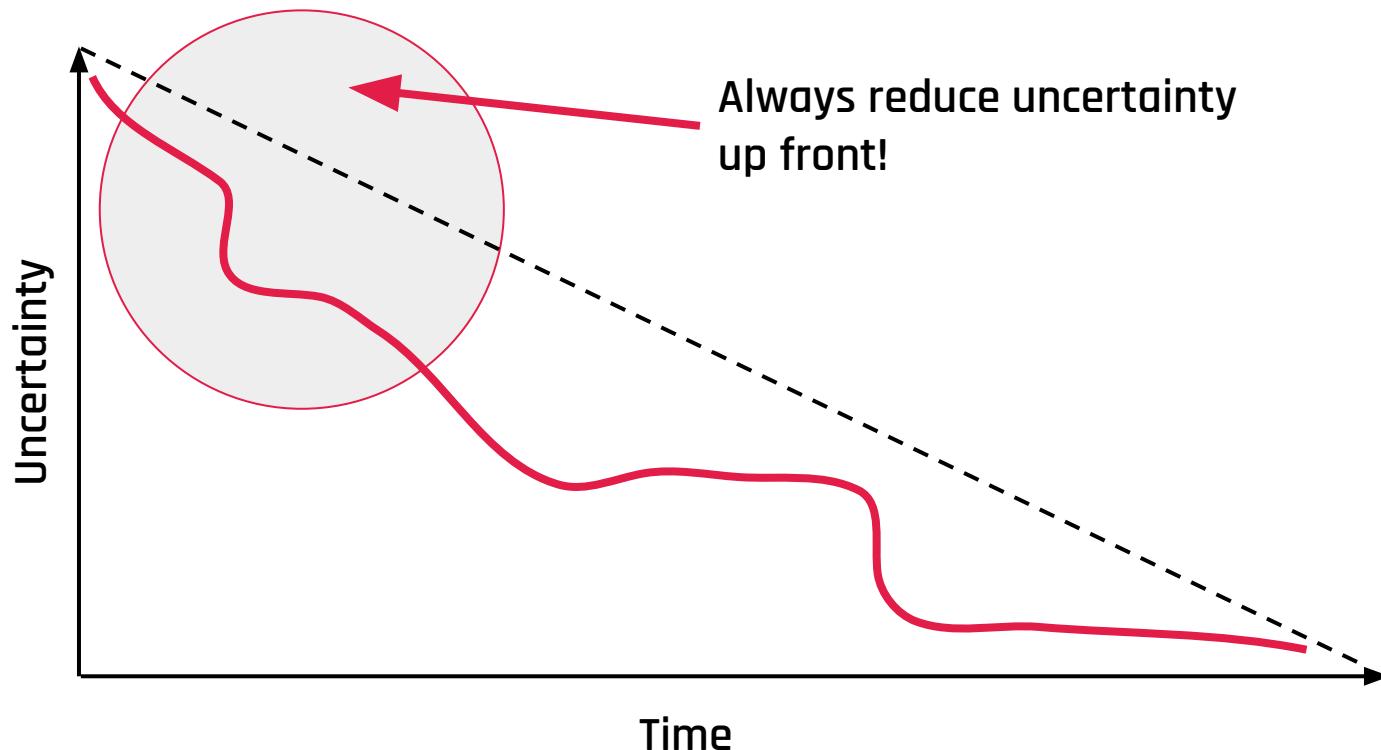
Bringing It Together: Map the Work to the Org

Slice Objectives
↑
Slice Problems
↑
Slice Solutions
↓
Slice Delivery

2-Way Exchange!
(Not Top Down)



Slicing Solutions: De-Risking





AI HYPE

Framework for Decision Making

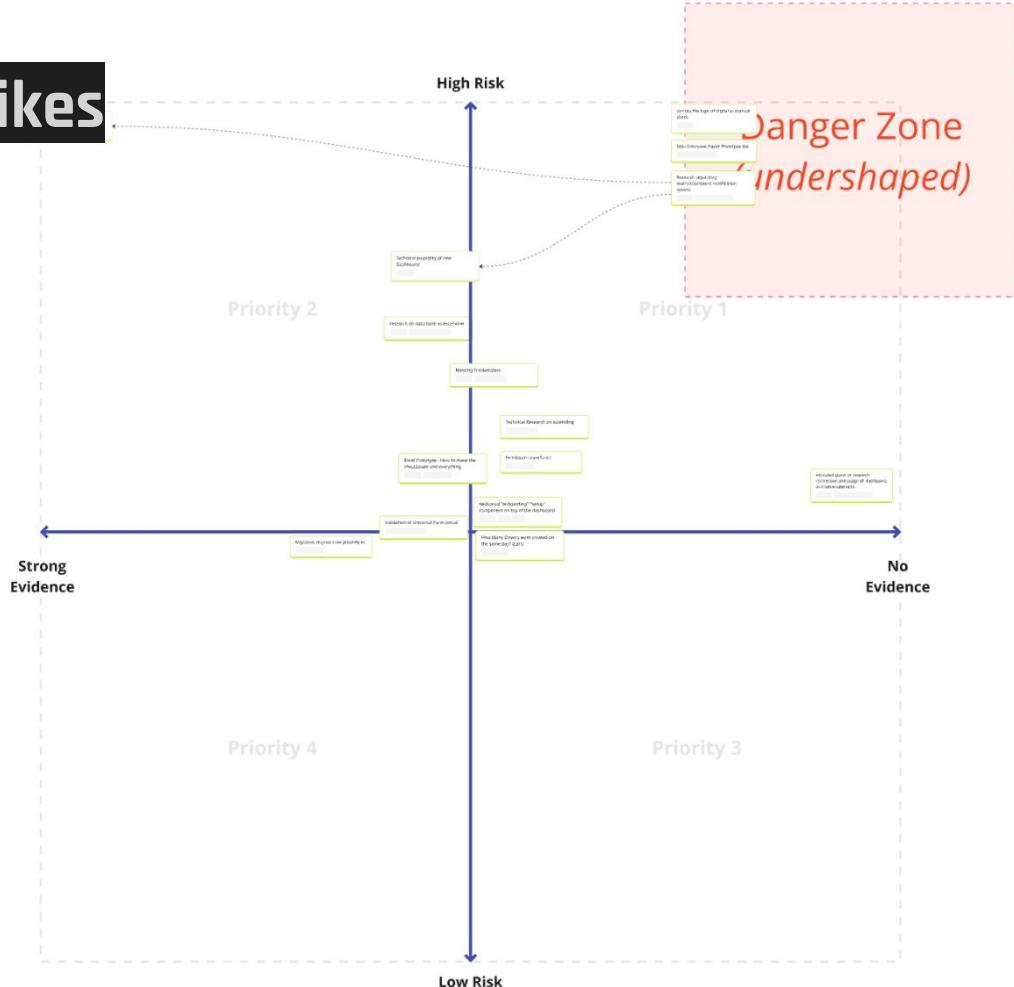
Facing Reality 

Slicing Work

Aligning Teams

Emancipating People

Spikes



Open Questions