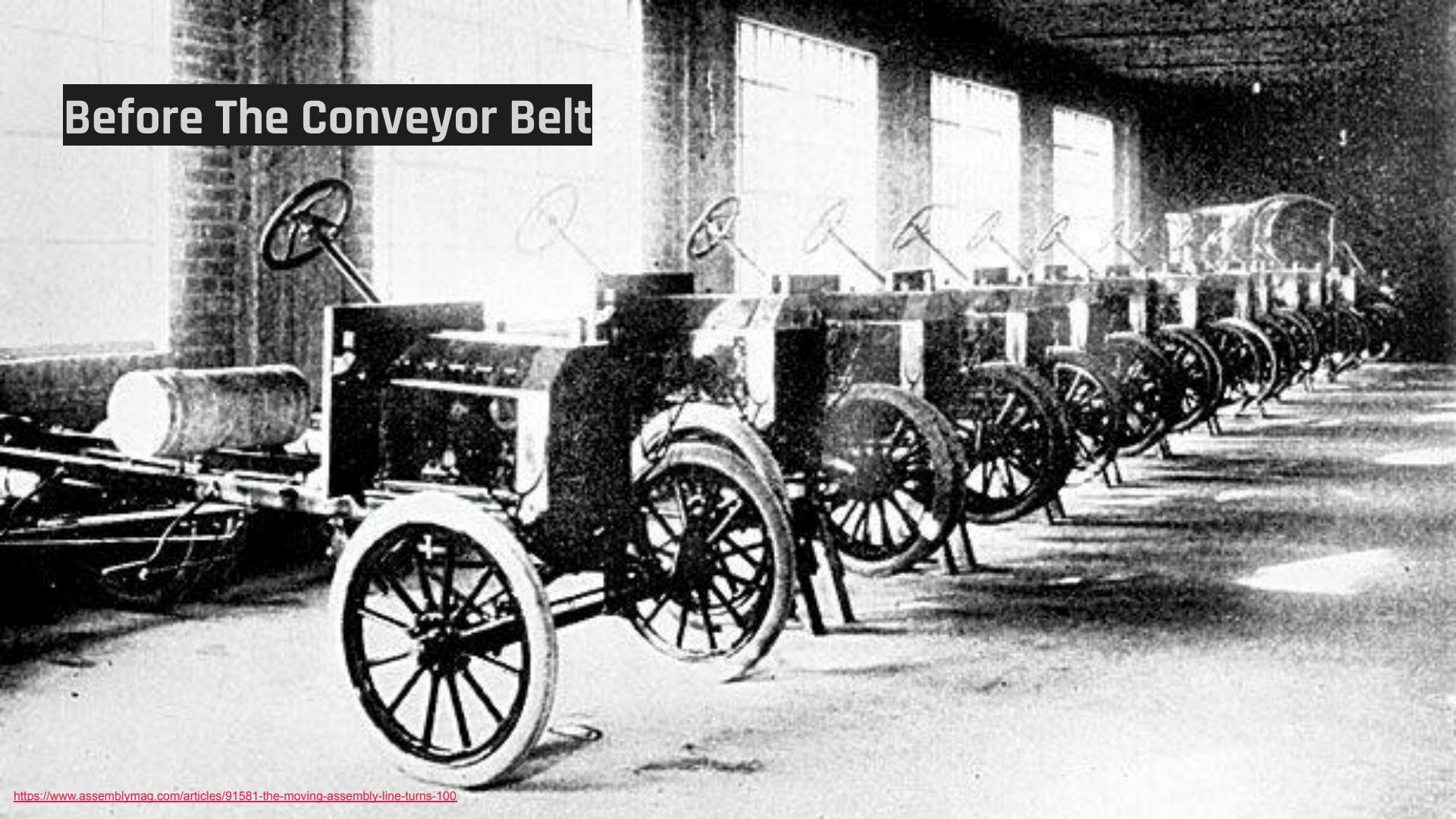


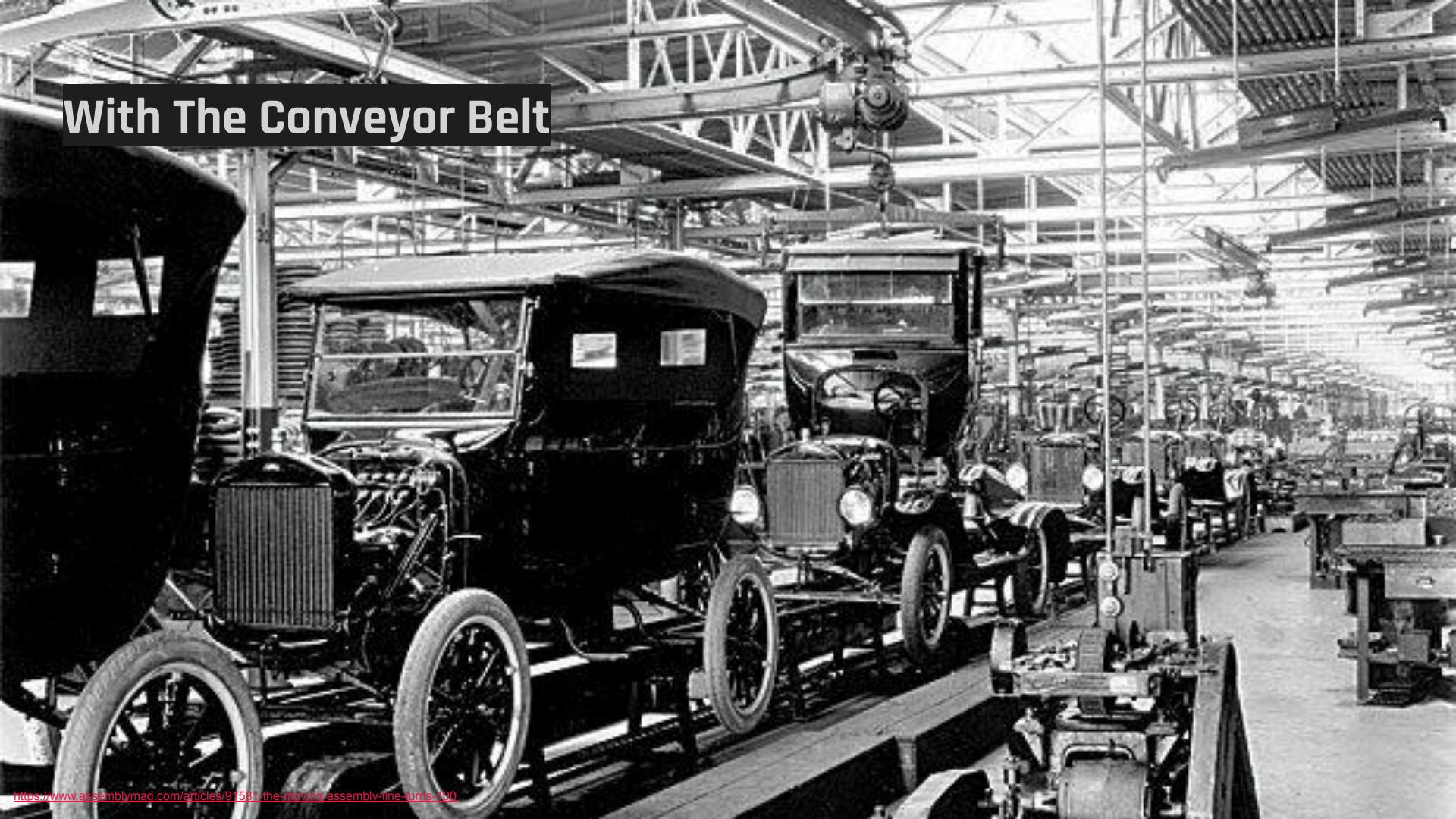
# Move Fast and Break Silos

Interdisciplinary Teams That Work

# Before The Conveyor Belt



# With The Conveyor Belt



**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

Business Pressure

Roadmaps

Efficiency

Work on my own

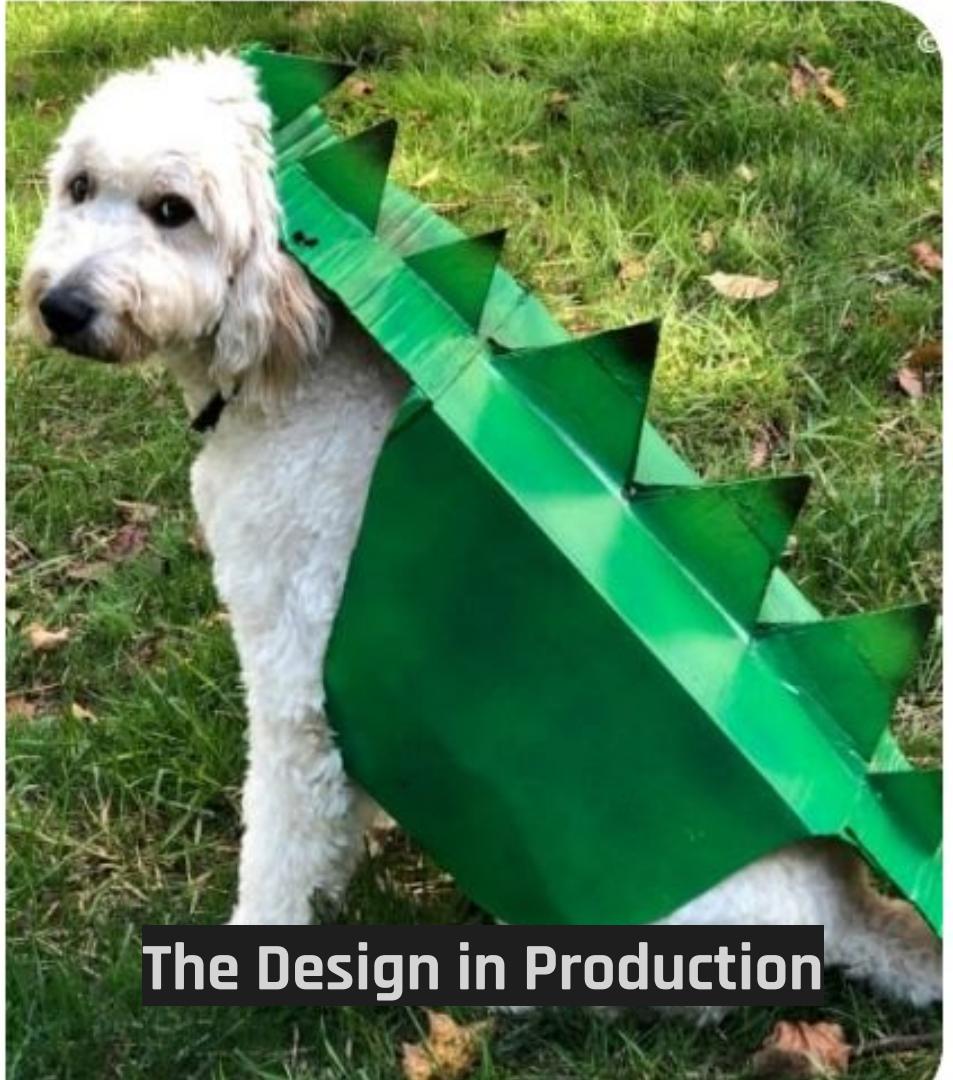
Different Dev & Product Orgs

Scrumfall

**The Design in Figma**



**The Design in Production**



Yeah, If You Could Fill Out a Jira Ticket



That Would Be Great

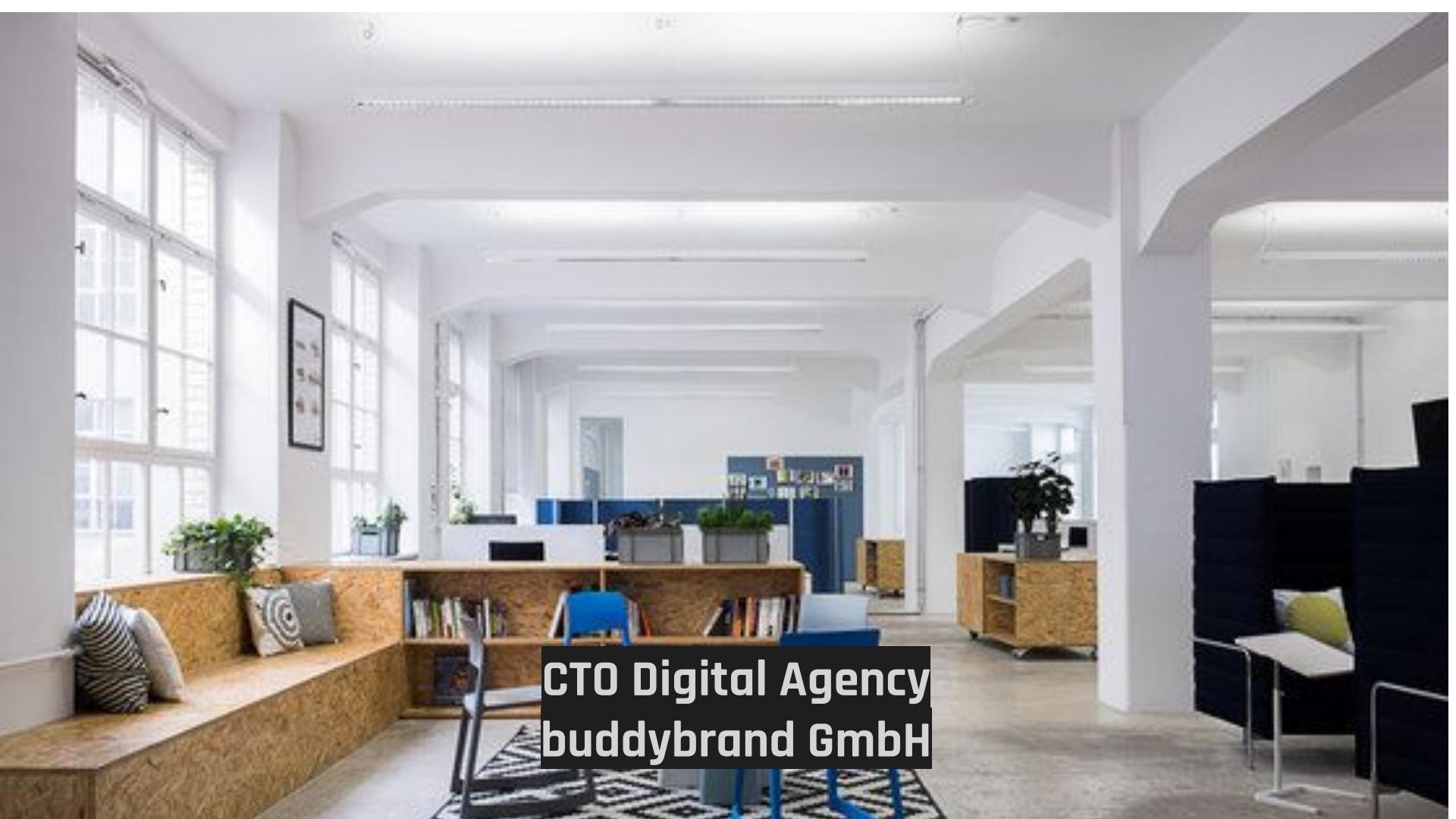
# Hyperactive Hive Mind



## Trade-Offs Because Time Is Running Out



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



CTO Digital Agency  
buddybrand GmbH

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

**885**  
marker

**min. 1 mm**  
marker

**78**  
Paint marker

**edding**  
permanent marker

**8280**  
securitas UV marker

**edding 40**  
permanent marker

**edding 75**  
Glass, Metal  
marker

**Paint marker**



**Chief Product & Technology Officer**  
**Myosotis GmbH**

**Building Software ≈  
Optimization(Decision Making,  
Evolving Systems)**

**Building Software ≈  
Slicing Work &  
Aligning Teams**

# Slicing Work

# **Slicing Work**

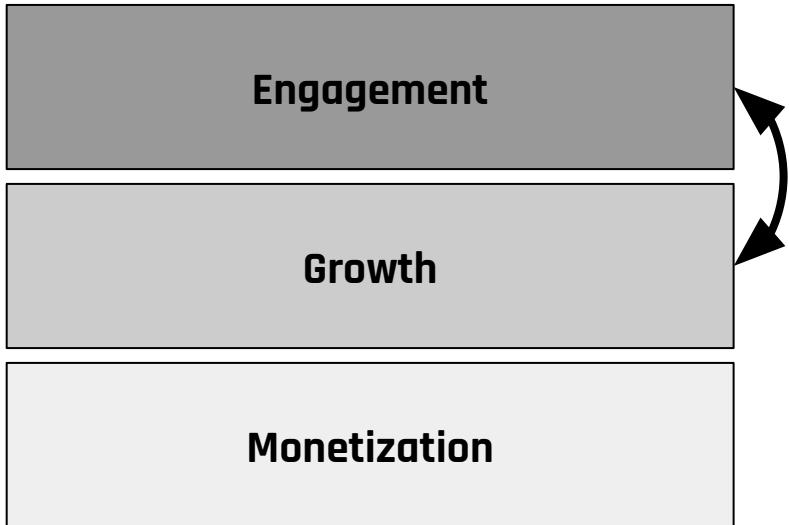
Slicing Objectives

Slicing Problems

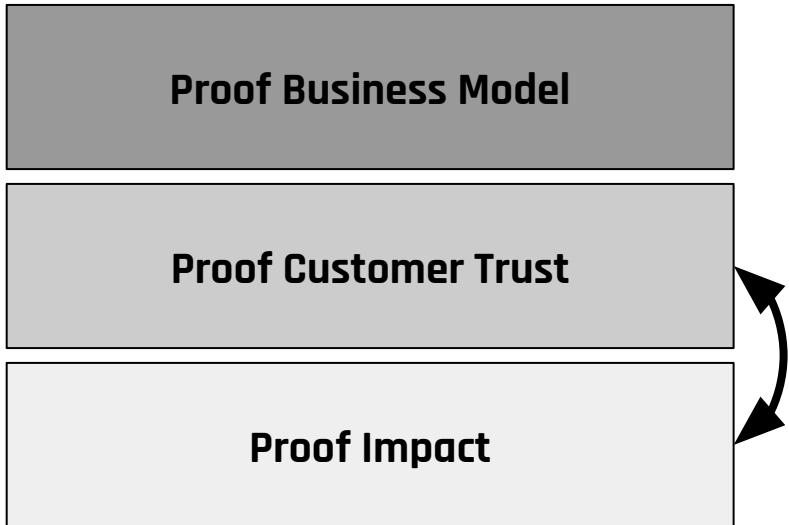
Slicing Solutions

Slicing Delivery

# Slicing Objectives: Force Ranked



# Slicing Objectives: Force Ranked



# 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:** ~~Manual control drivers~~ is overdue, **creating**  **compliance risks.**

## Desired Outcomes

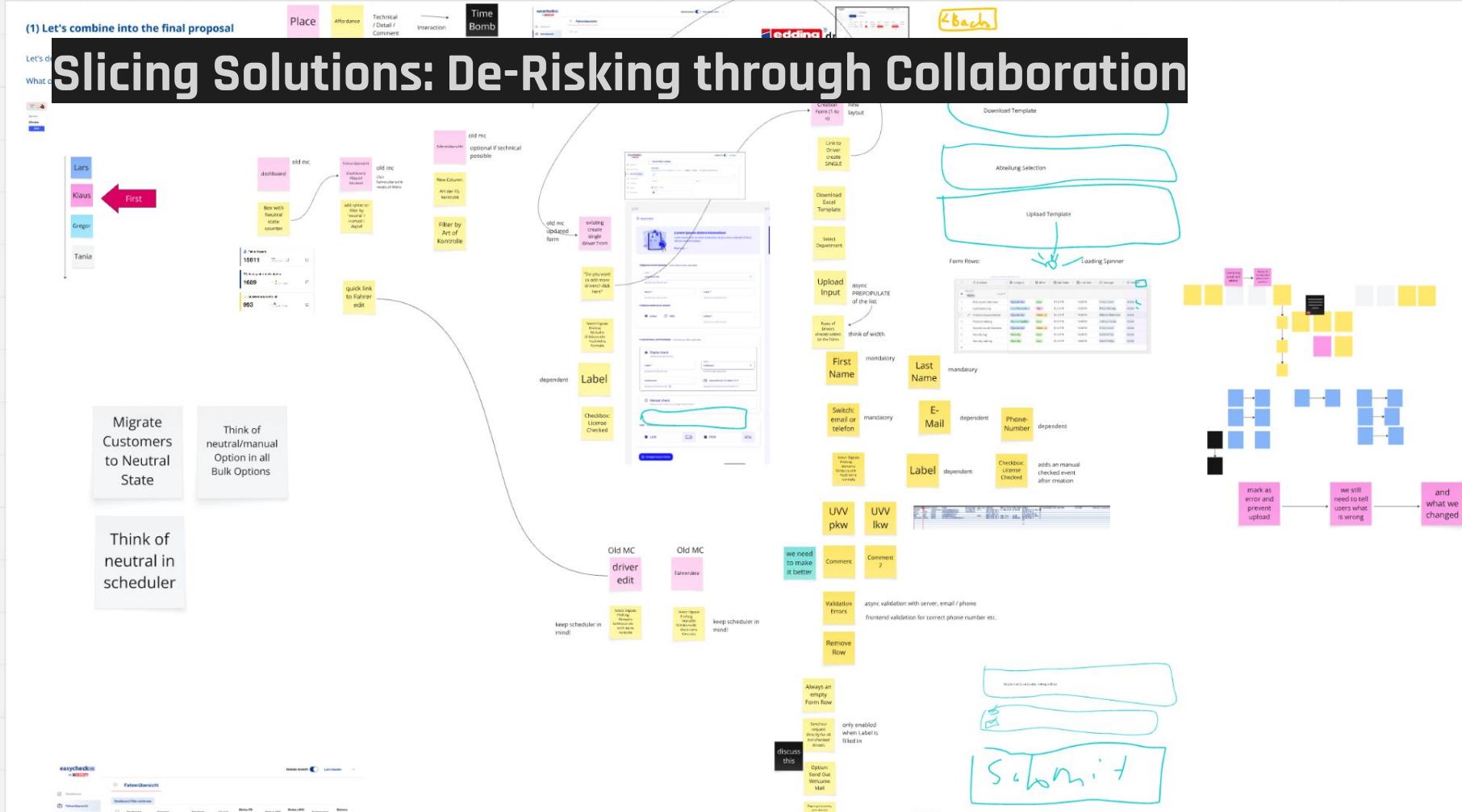
- › What belongs here?
- 1. **Automated Workflows** – The system should ensure that **manual control drivers are revalidated within the control interval**, with an automated process to support compliance.
- 2. **Reduced Customer Dependence on External Tracking** – Customers should no longer need to track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

# Slicing Solutions: Start at a Blank Slate & Collaborate

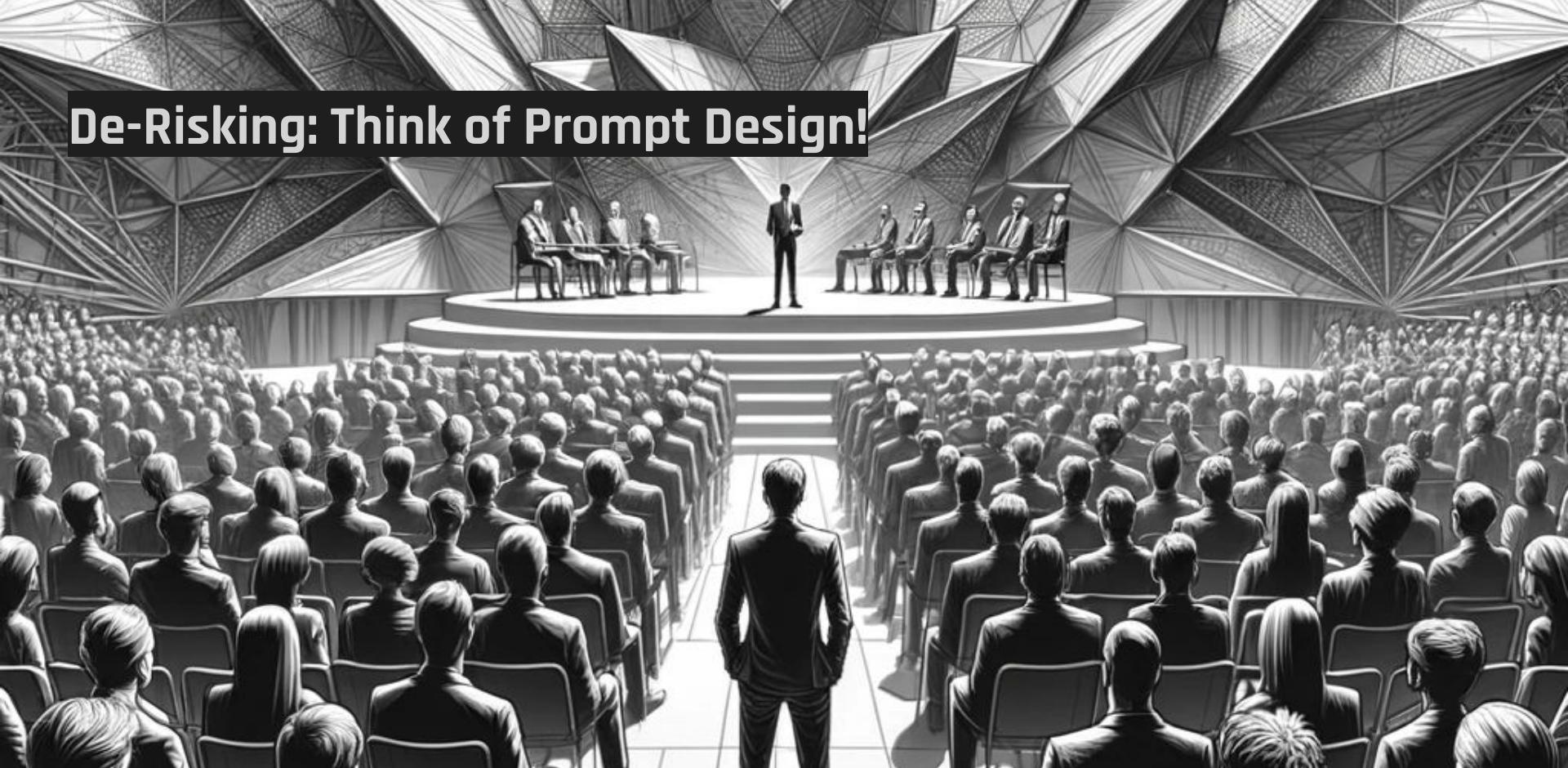
Product, Design &  
Engineering!



## What do we want to do



# De-Risking: Think of Prompt Design!



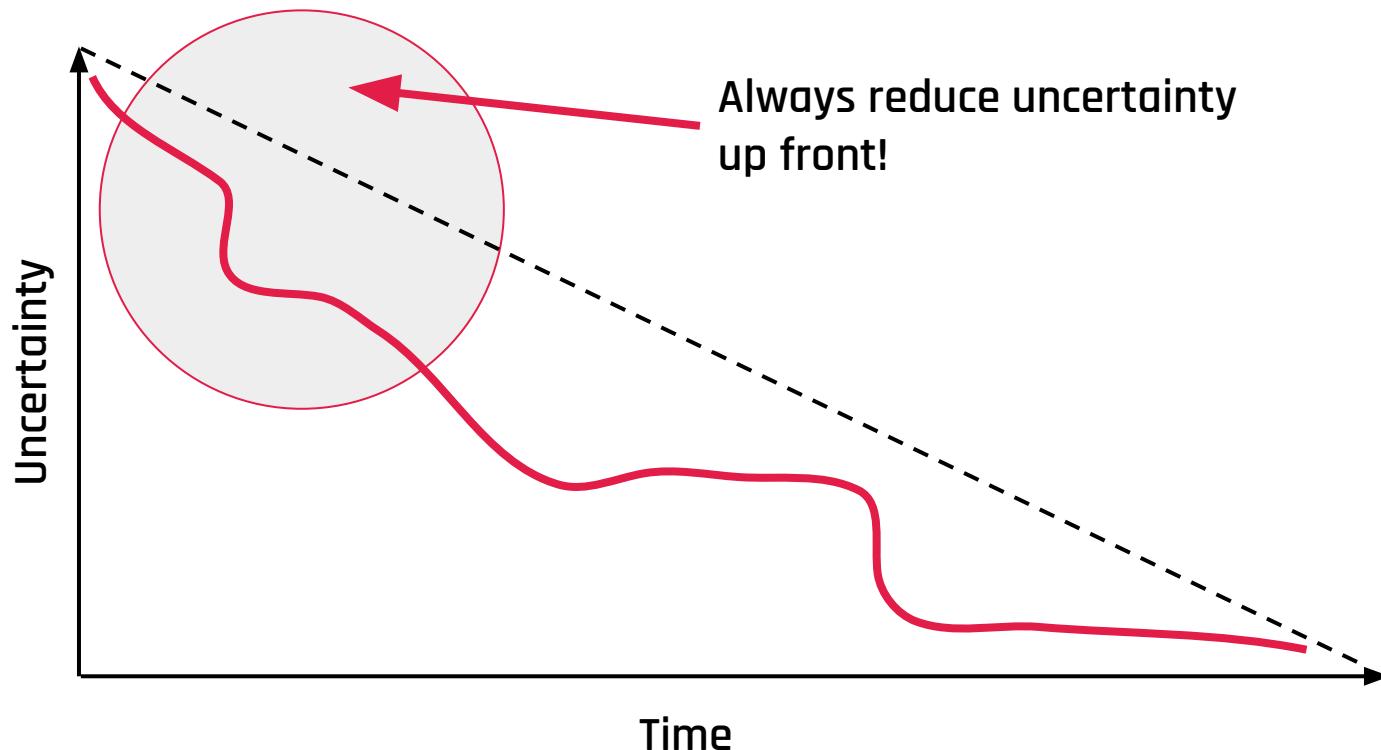
“draw me a painting of mc escher, grey, where a male person stand in front of a conference crowd - with geometric architecture structures”

# De-Risking: Think of Prompt Design!

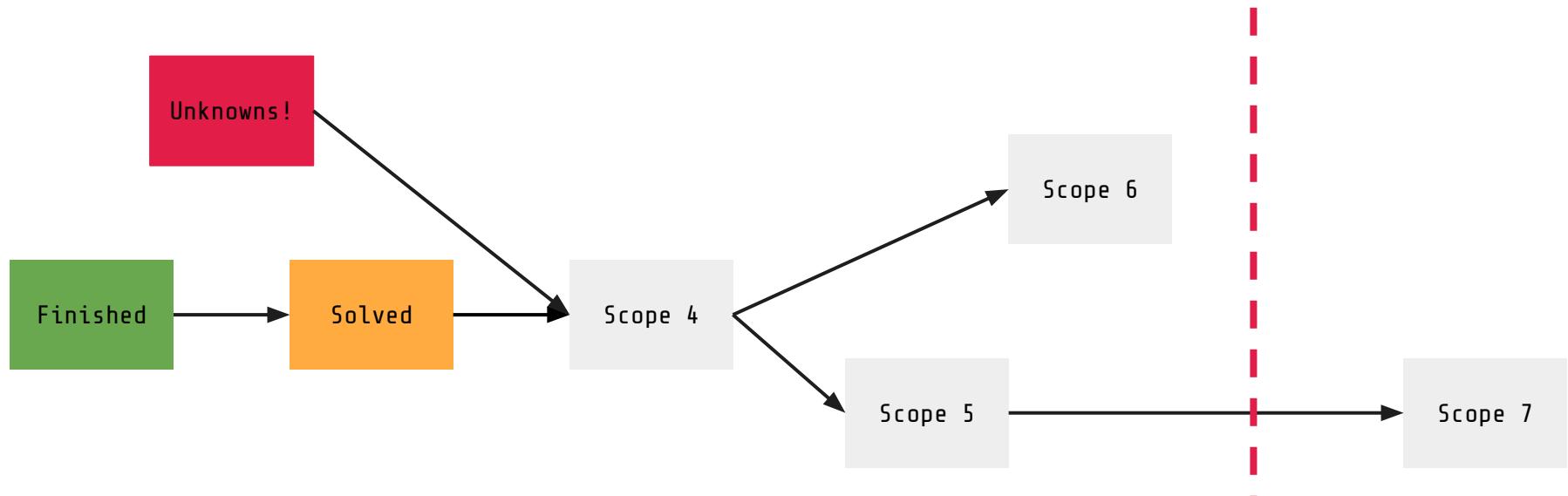


"draw me a painting of mc escher, grey, where a male person stand in front of a conference crowd - with geometric architecture structures"

## Slicing Solutions: De-Risking



# Slicing Solutions: Implement by structure, not by person!



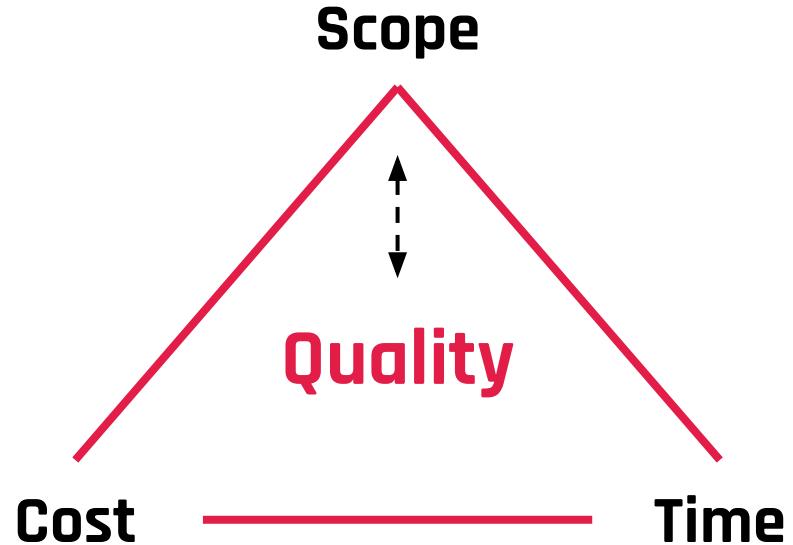
Always Ready to Cut!

# A Scope Is Shippable in Isolation.

Done means deployed!



# Variable Scope Guarantees Quality!



# Slicing Delivery: A Piece of Cake!



# Slicing Work

Slice Objectives



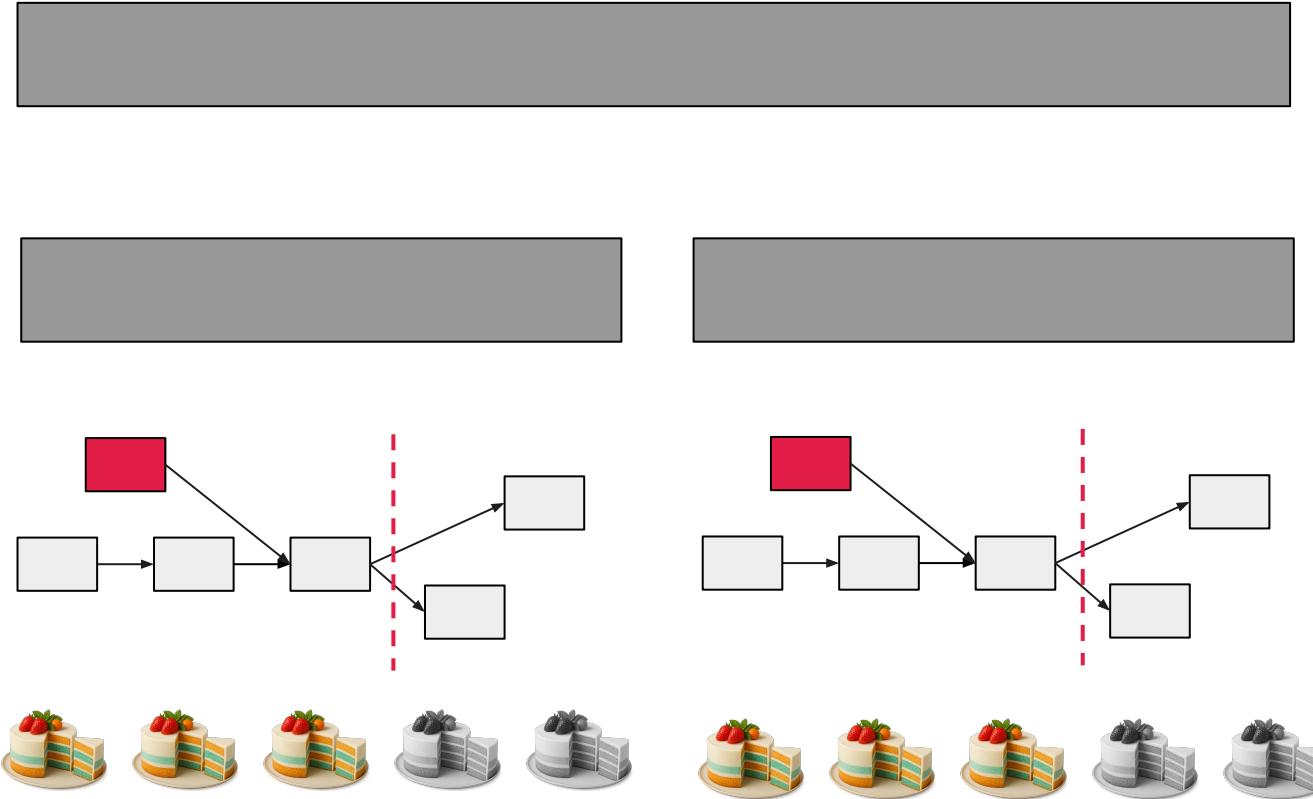
Slice Problems



Slice Solutions

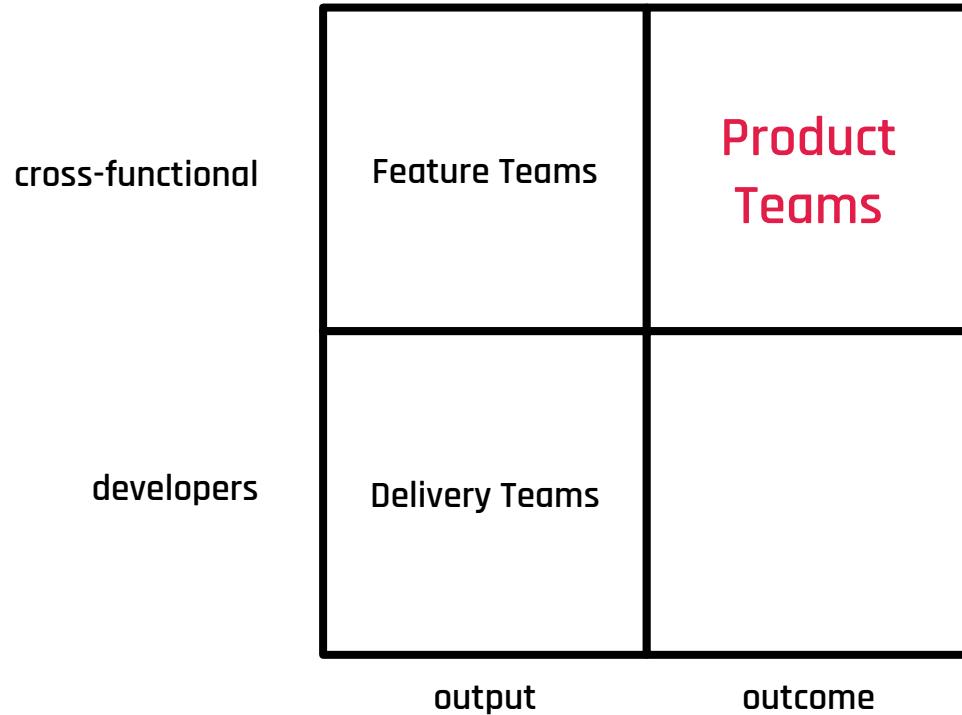


Slice Delivery

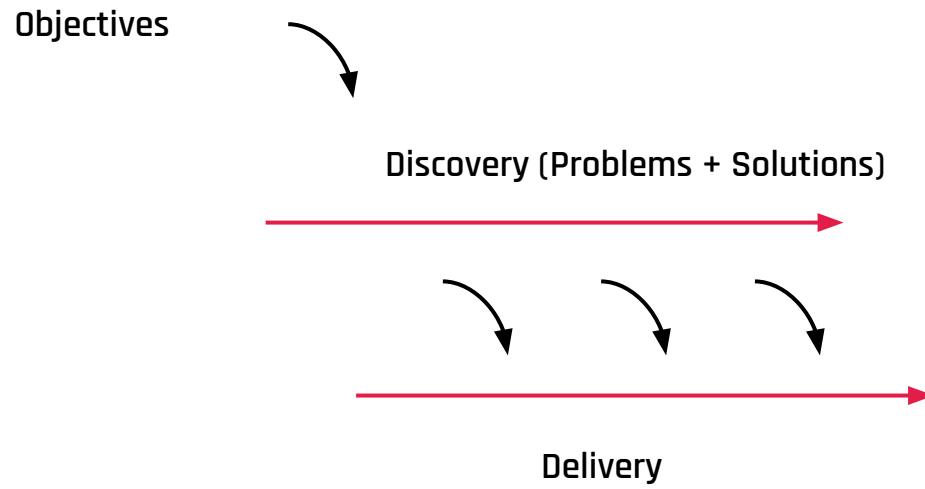


# Aligning Teams

# Empowered Product Teams



# Smallest Unit of Planning for Outcomes



# 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!**

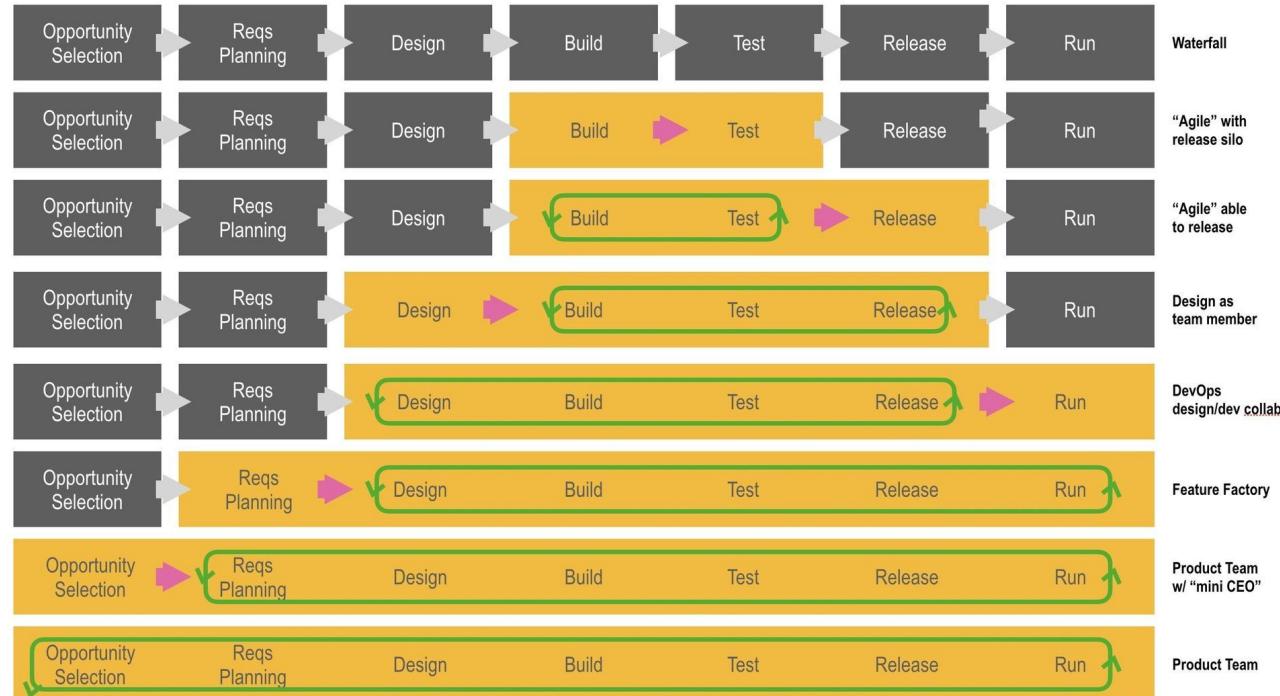
Designer

Responsible for usability risk + Experience

**Insourced** Engineers

Responsible for feasibility risk + Delivery

# Intentionally Designed Boundaries



Team Boundary

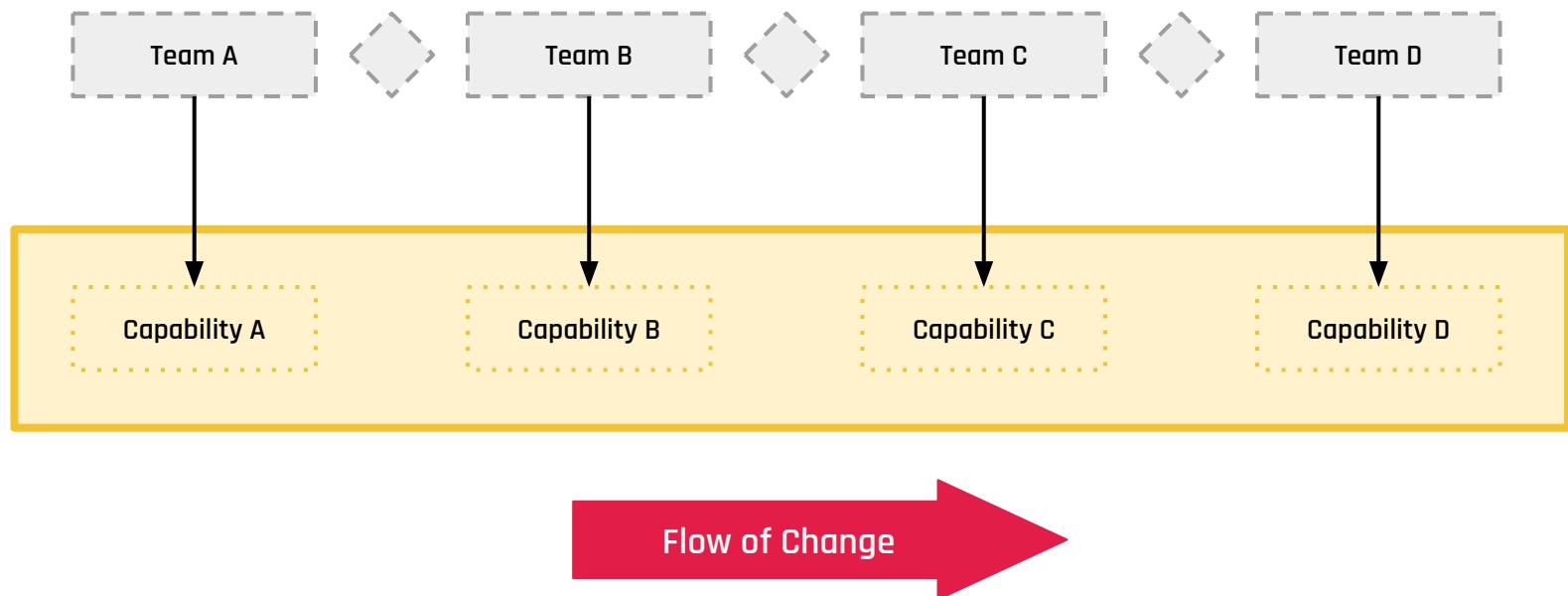
External handoff

Internal handoff

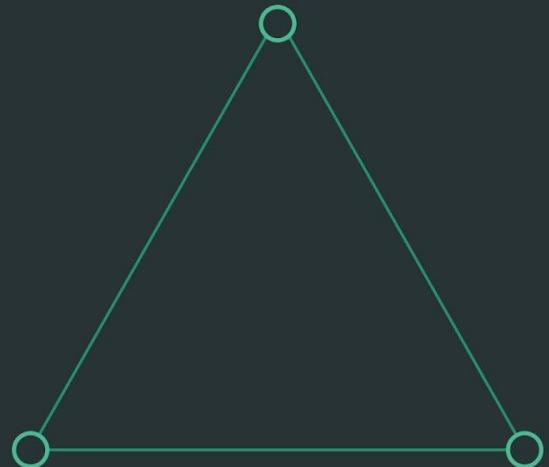
Cross-functional collaboration  
Start | Work | Finish together

@johncutlefish  
Please contact me before re-use

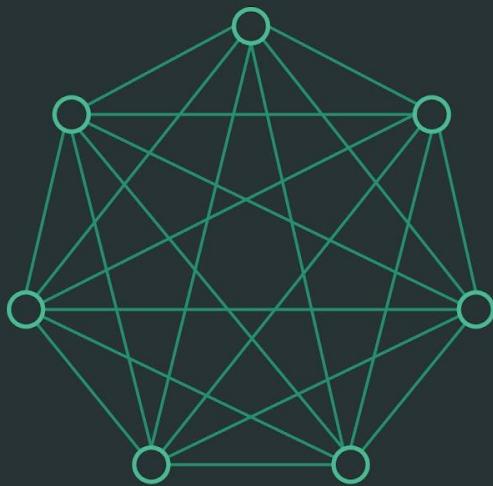
# Optimize Teams for Value Streams - End to End



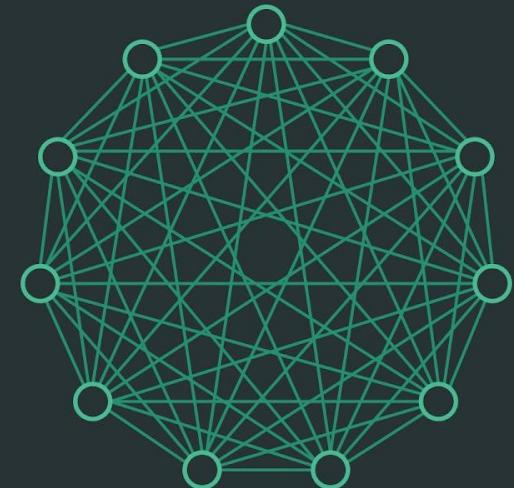
# Brooks's Law: Communication Scales Exponentially



**3 PEOPLE**  
*3 lines*



**7 PEOPLE**  
*21 lines*



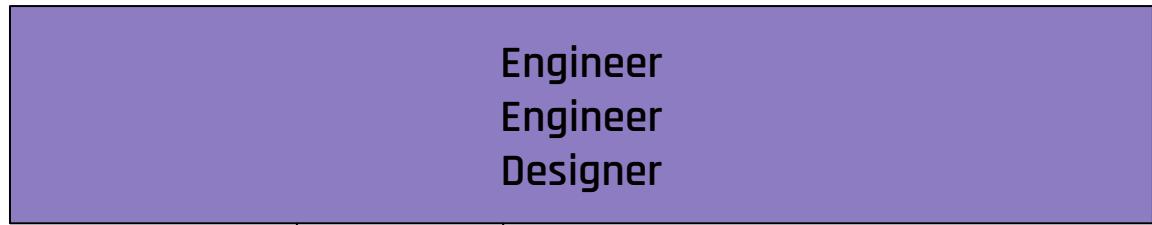
**11 PEOPLE**  
*55 lines*

# Optimize for Small Teams in Long Cycles

De-Risking: 2-3



Solution Delivery: 2-3

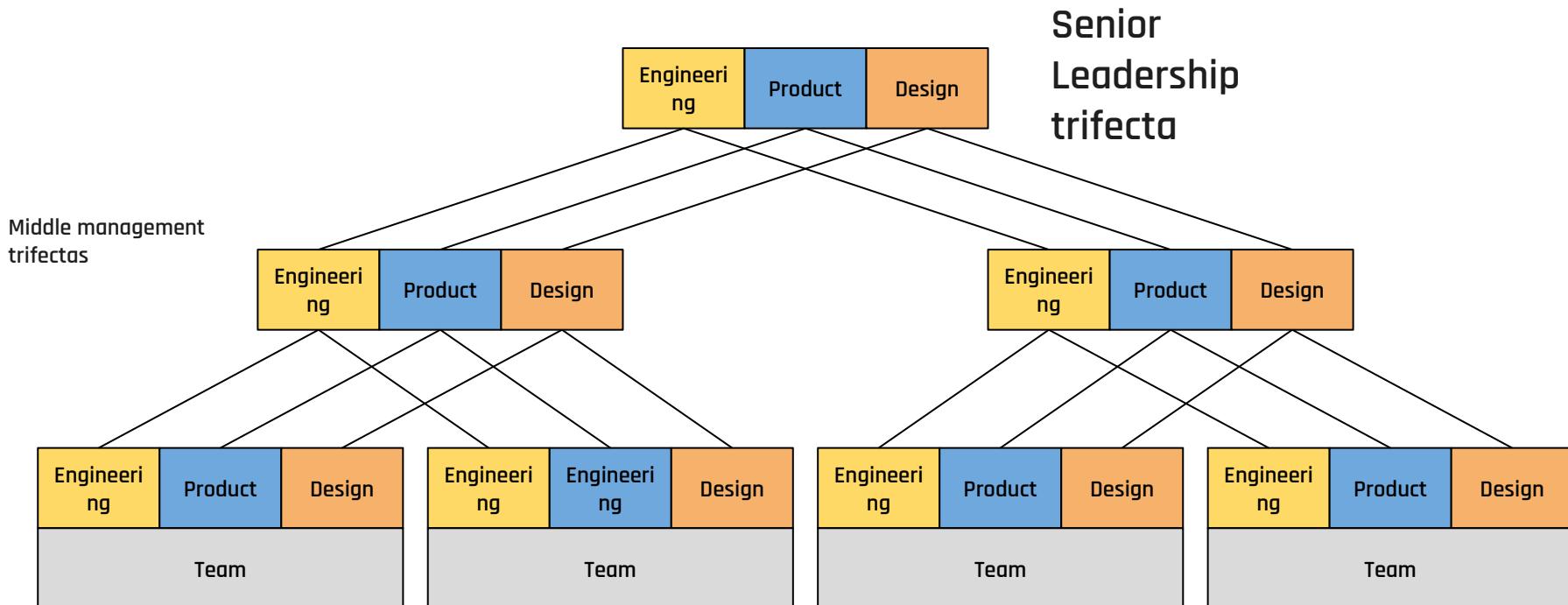


Trade-offs all the time!

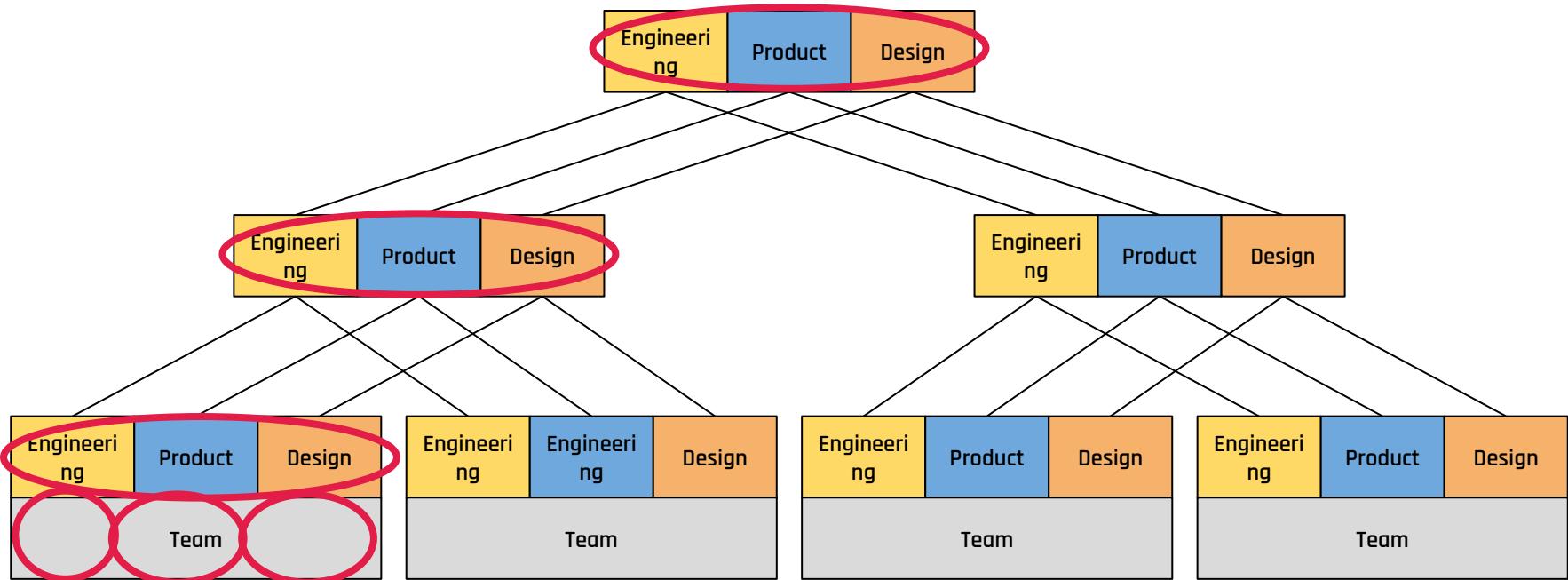
# The Essence of Startups: Small Teams in Long Cycles



# Trifectas All the Way Up



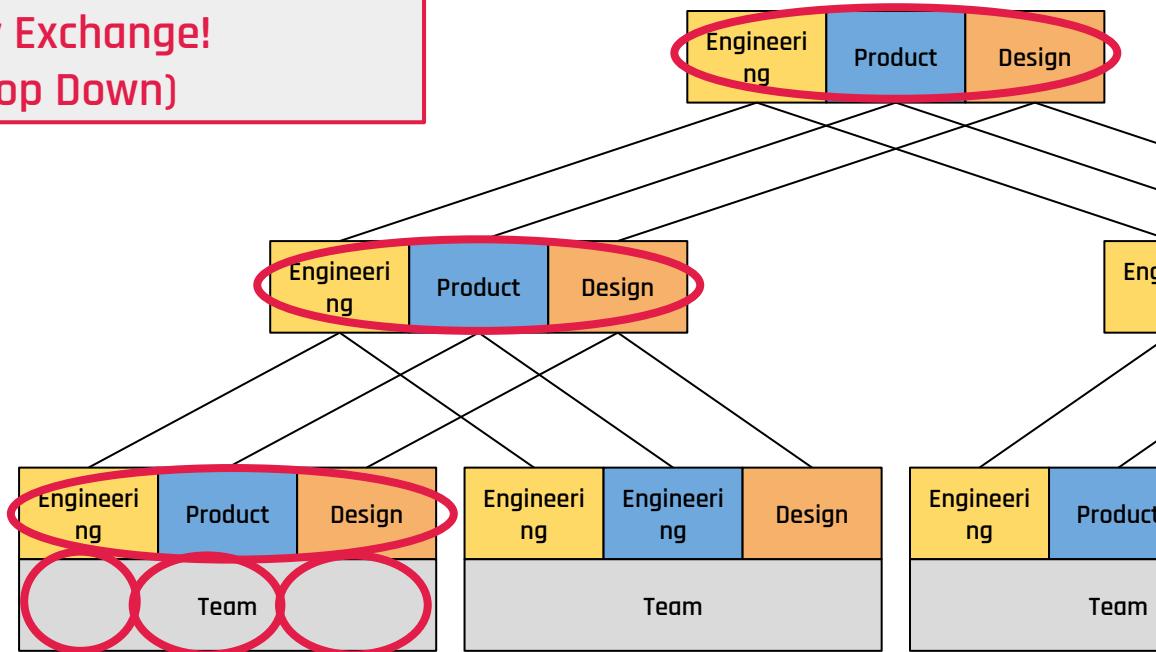
# Bringing It Together: Trifectas = Small Teams!



# Bringing It Together: Map the Work to the Org

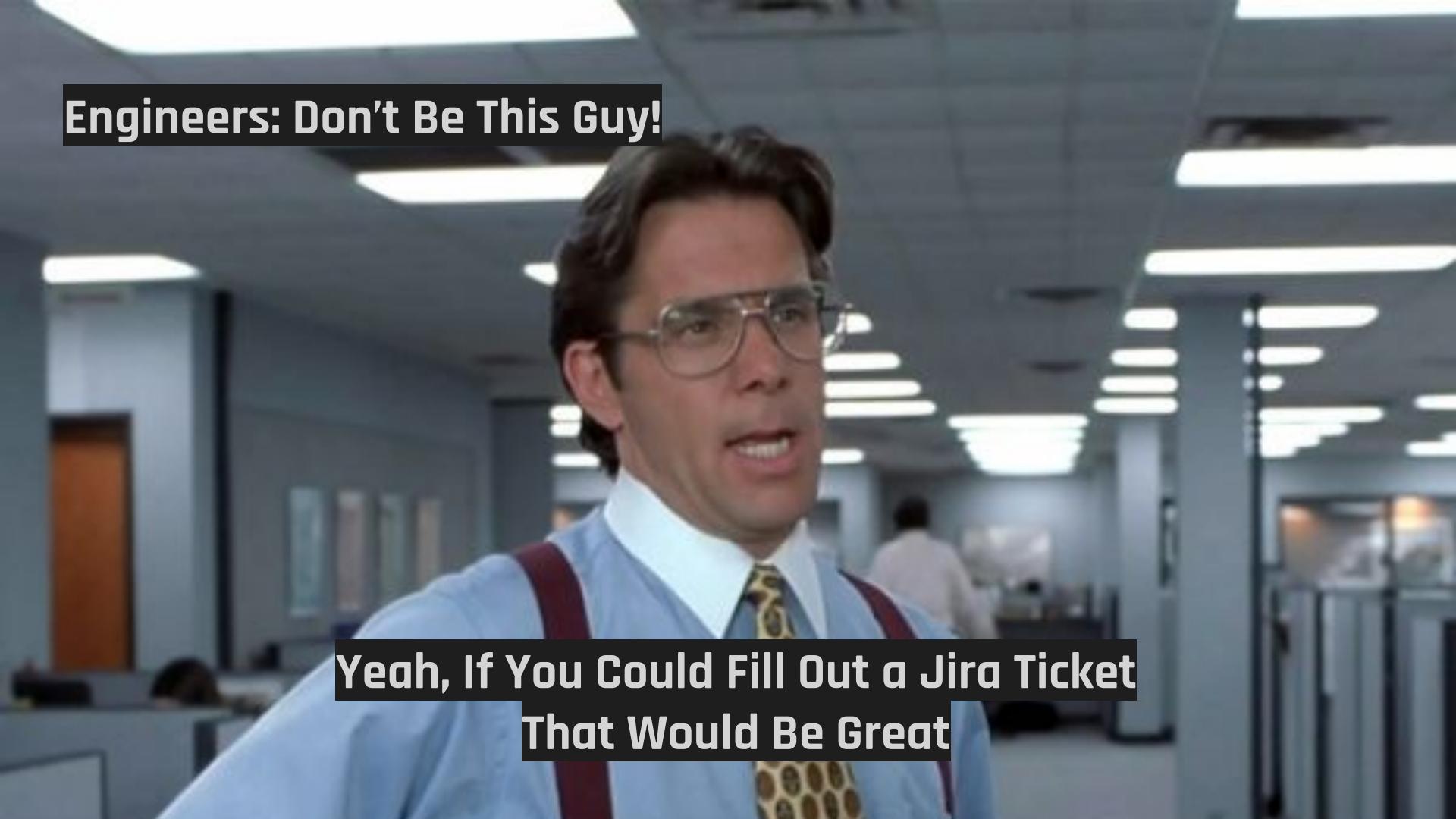
Slice Objectives  
↑  
Slice Problems  
↑  
Slice Solutions  
↓  
Slice Delivery

**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**

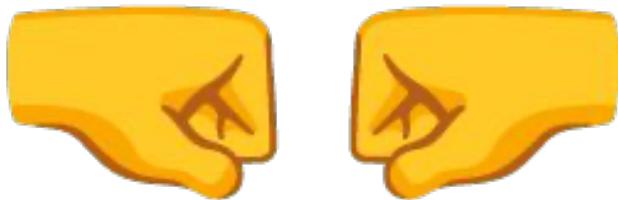
## **Leaders Don't Bring Answers - Facilitate Shared Learning**

What?	Who?	When?
Cleanup Guild does		
Publish Guilds	Villards	Friday Feb
Merge Team does Mro	Hannah & Claus	Friday Feb 23
Coffee Chat	Uncle	Friday Feb 23

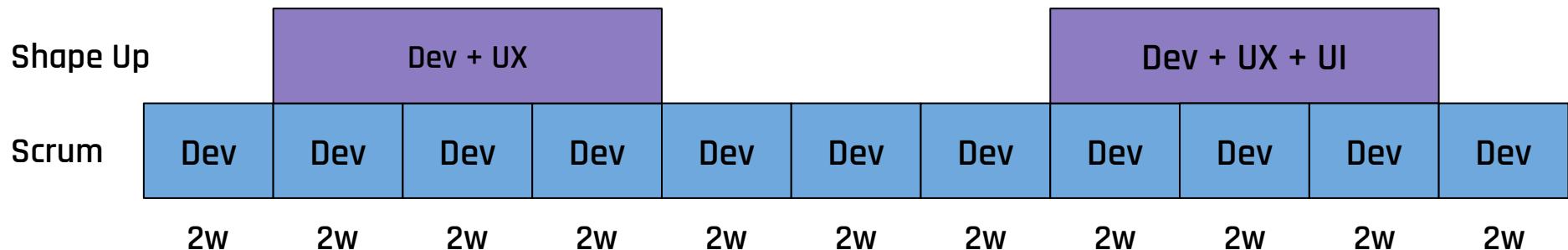
## —SIMPLICITY—

What keeps us from simply fixing  
engineering @ OU?

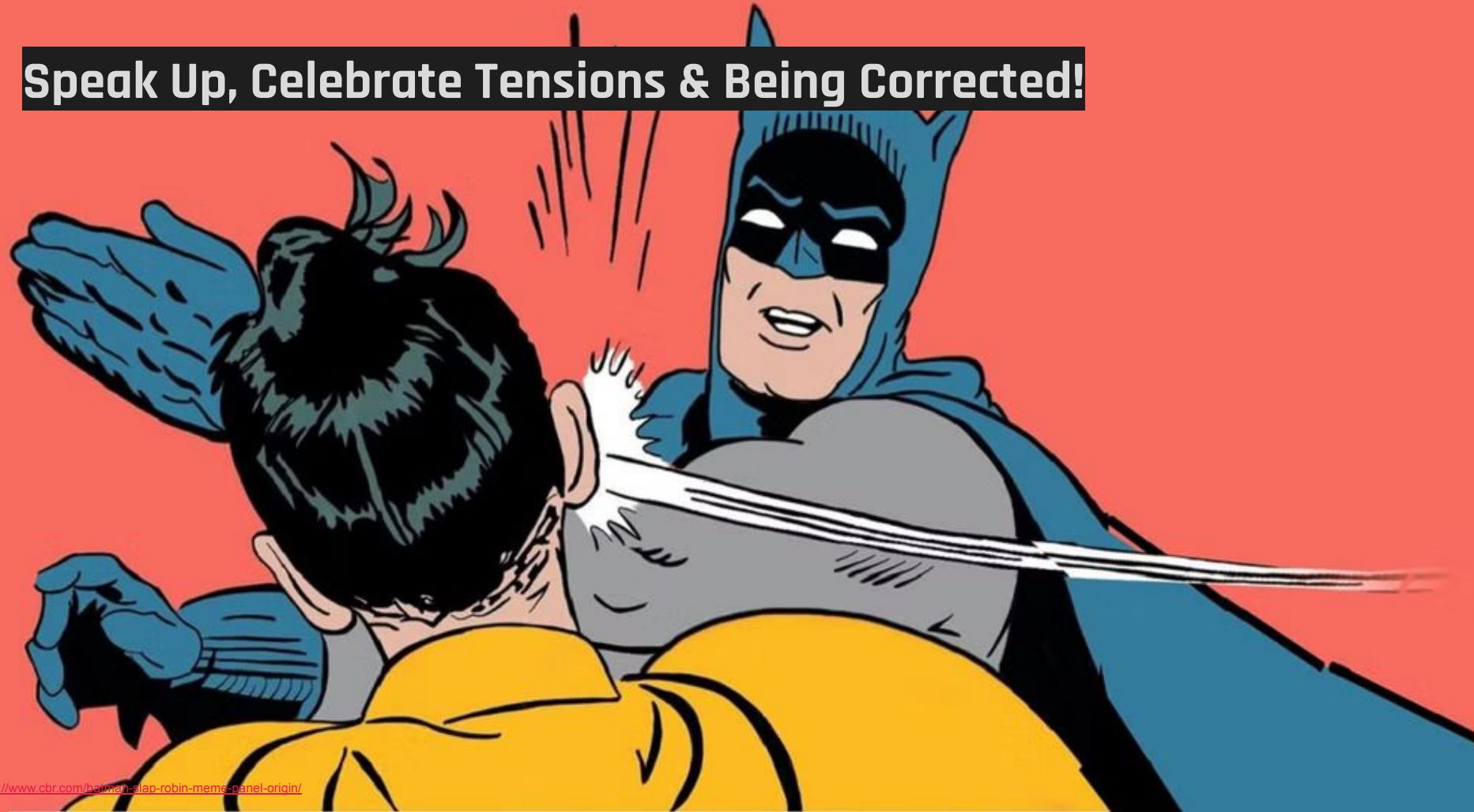
# Commitments Come From the Team, Not the Manager



# Try: De-Risk Changes & Experiment



# Speak Up, Celebrate Tensions & Being Corrected!



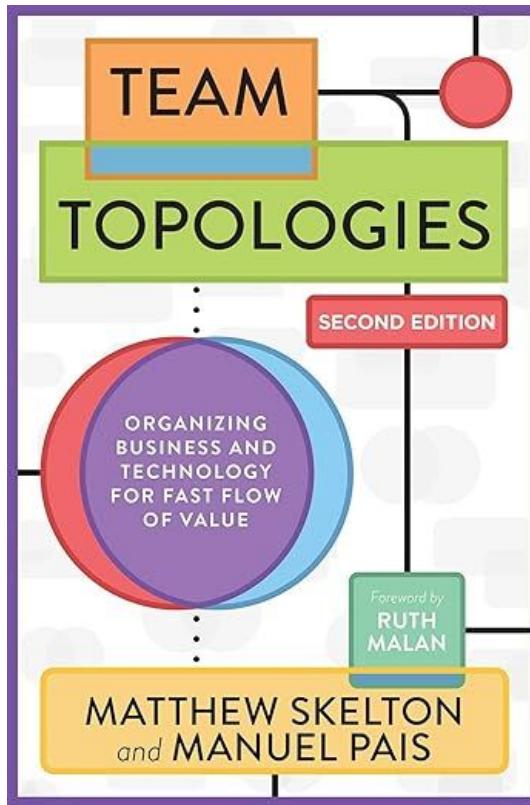
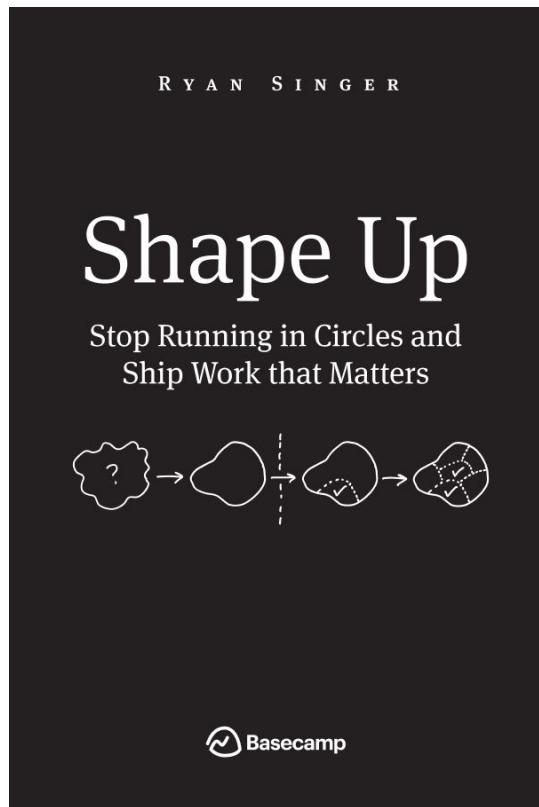
# Try: Identify & Enforce Memes!



**Break Silos, Not People!**



# Understand What is Possible



**Optimize for local Decision  
Making.**

**Limit People Involved.**

EOF

A portrait of a man with 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**

