AI Is Breaking Down Silos

Field Guide to Transforming Teams

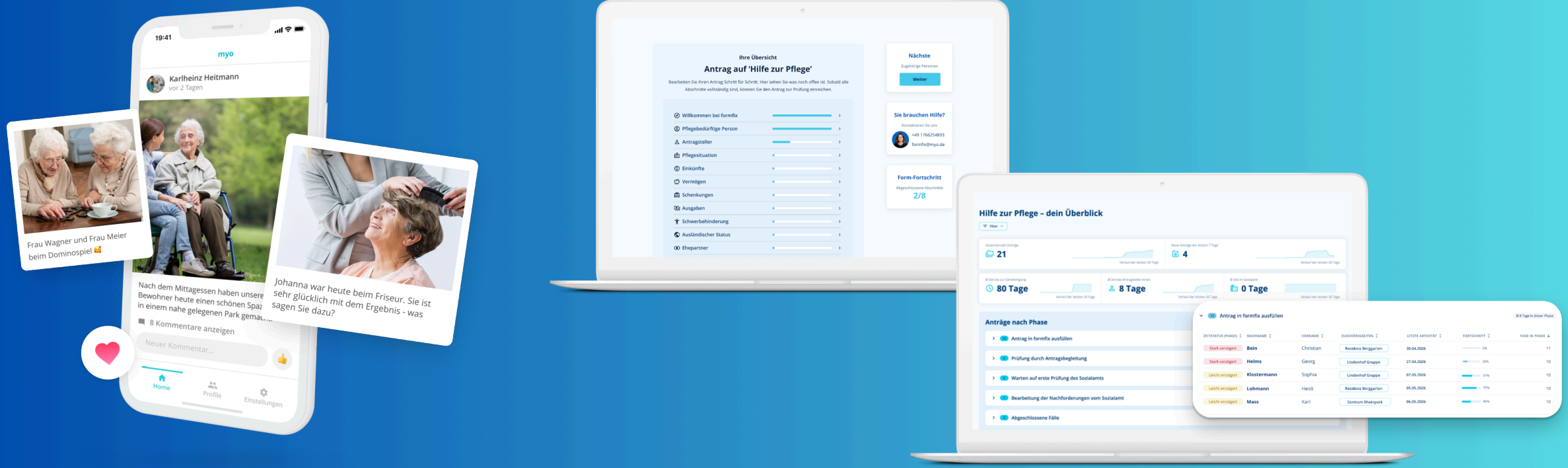
KLAUS BREYER

code.talks 2026-11

Here's What Worked for Us in Our Context, but I Recognize That Your Context Is Different.

The Just Sharing Principle

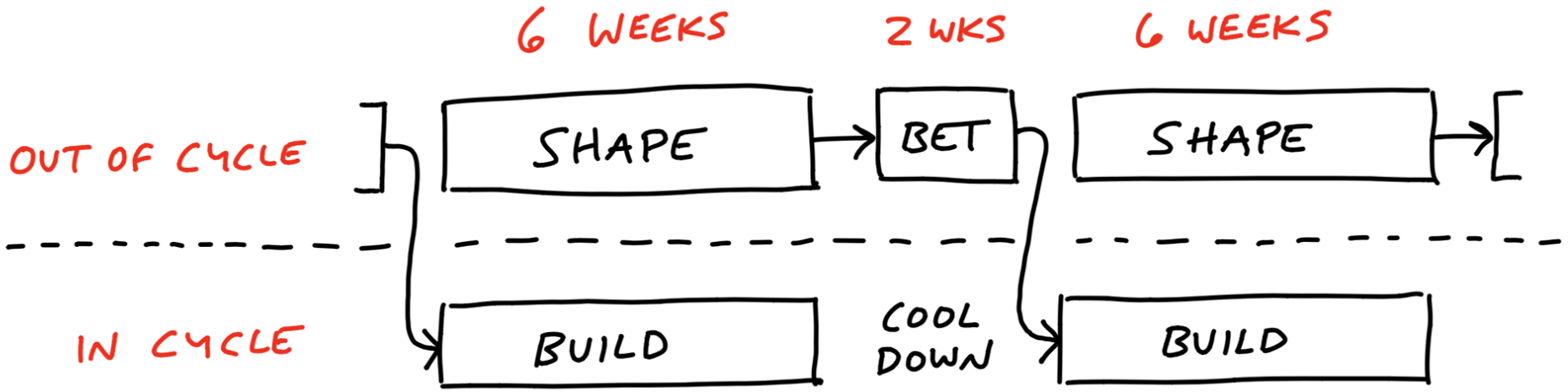
myo



Chief Product & Technology Officer, Myosotis GmbH

Our Past

Our Old Process: Shape Up



Product is no longer the bottleneck.

Shape Up, Ryan Singer, Basecamp: basecamp.com/shapeup

Wait a Moment..

This is the best process I ever had.

Still, alone with agents I am faster.

What Slowed Us Down

- **Consensus before building.**
- **The code review queue.**
- **The communication overhead.**

What costs us is waiting on people.

The Overall Speedup Is Capped by the Part You Do Not Speed Up.

Amdahl's Law

Today: 3 days plan, 6 build, 1 review



1.0x

Agents build 3.5x faster



1.75x faster

Agents build in zero time



2.5x faster

Numbers: Sashank Gondala, Building an AI-native Engineering Org, FurtherAI, 2026-10

Software Factories, Product Factories, GTM Factories...

Are we reimagining work one silo at a time?

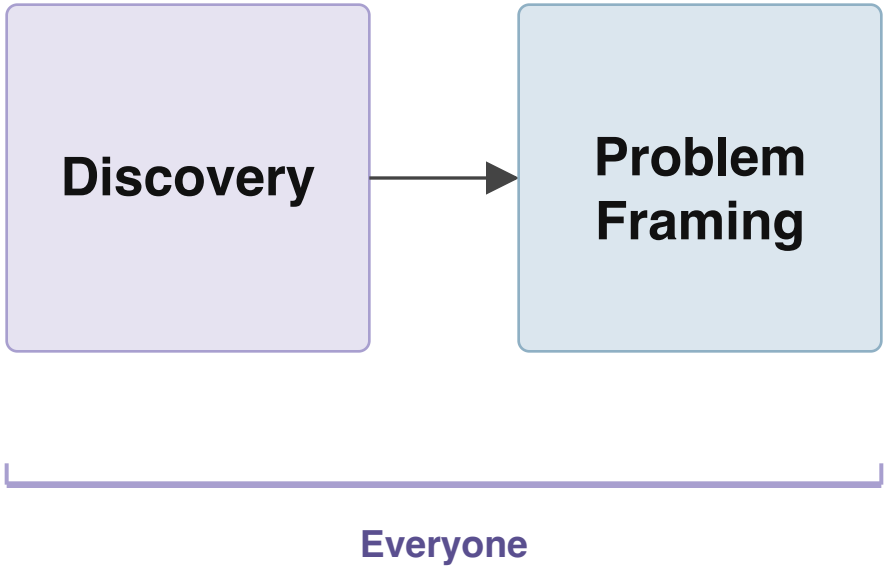
John Cutler, TBM 448: The Software Factory as Identity Defense (and Reinvention), 2026

Amsterdam's Alexanderplein Experiment



bikecity.amsterdam.nl/en/experiment-traffic-lights-disabled-and-gone-2

Our Present


Discovery
Problem Framing
Everyone

Problem: Whoever Brings It Frames It

- Context
- Outcome
- No-gos
- Risk appetite
- Metric

Strategic Context

> What belongs here?

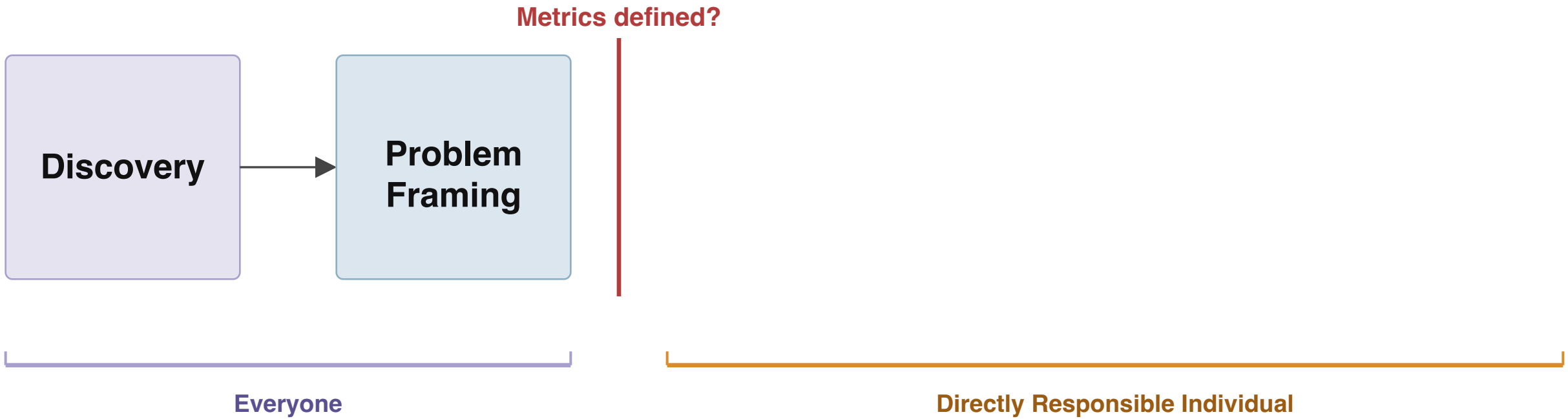
- **Customer Pressure**: has stated they need a solution. If not addressed, they may need to adopt a secondary system, **introducing the risk of new or specific customers will be moved to that system**.
- **USP Misalignment**: Our product is positioned as an **automated compliance solution**, but the current handling of manual control drivers contradicts that.
- **Compliance Risks**: Manual control drivers appear as “green” in the dashboard, even if their check is overdue, **creating a false sense of compliance** and legal risk for customers.

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.

No problem framing, no solution shaping.

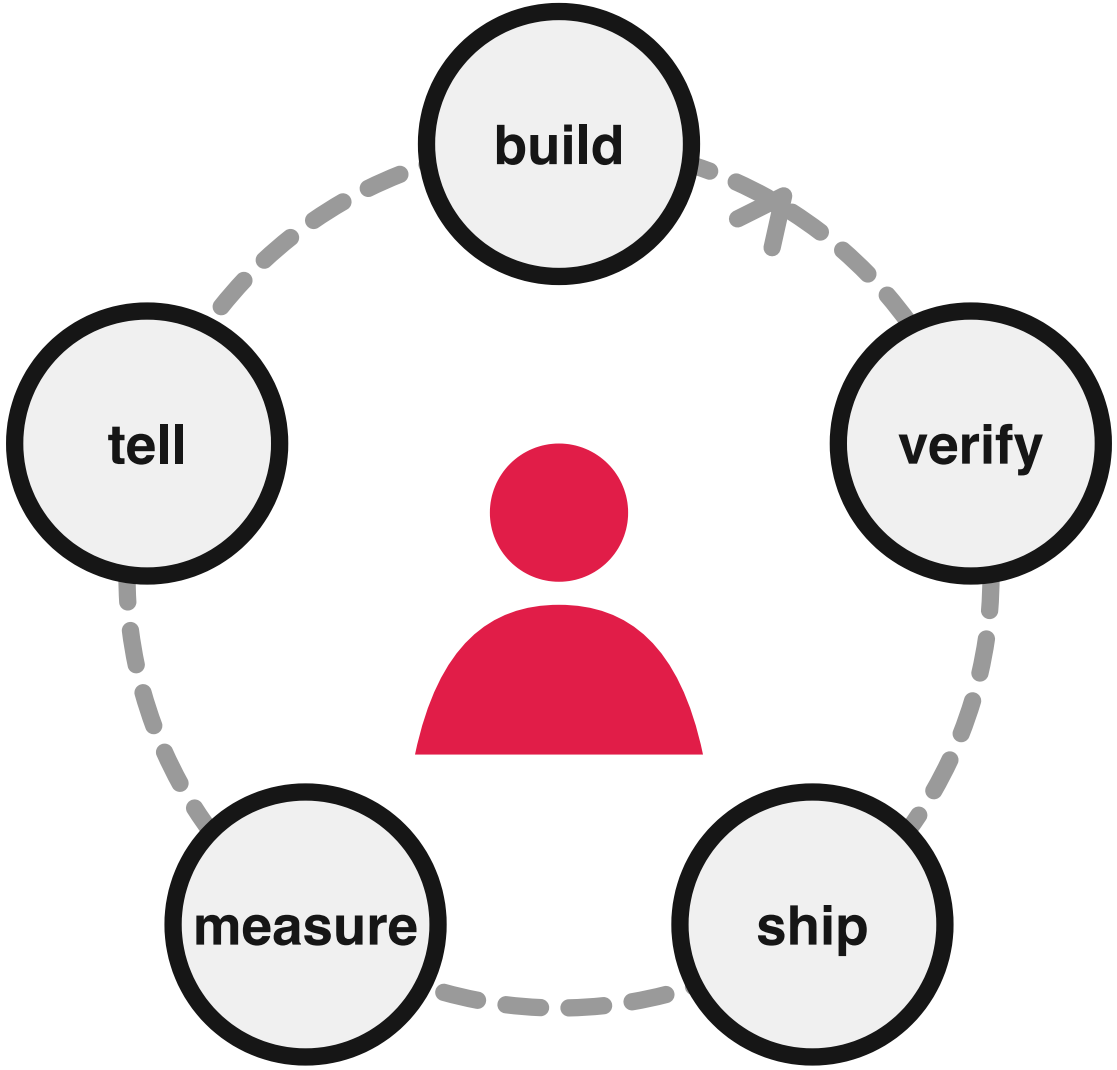

Metrics defined?
Discovery
Problem Framing
Everyone
Directly Responsible Individual

Directly Responsible Individuals

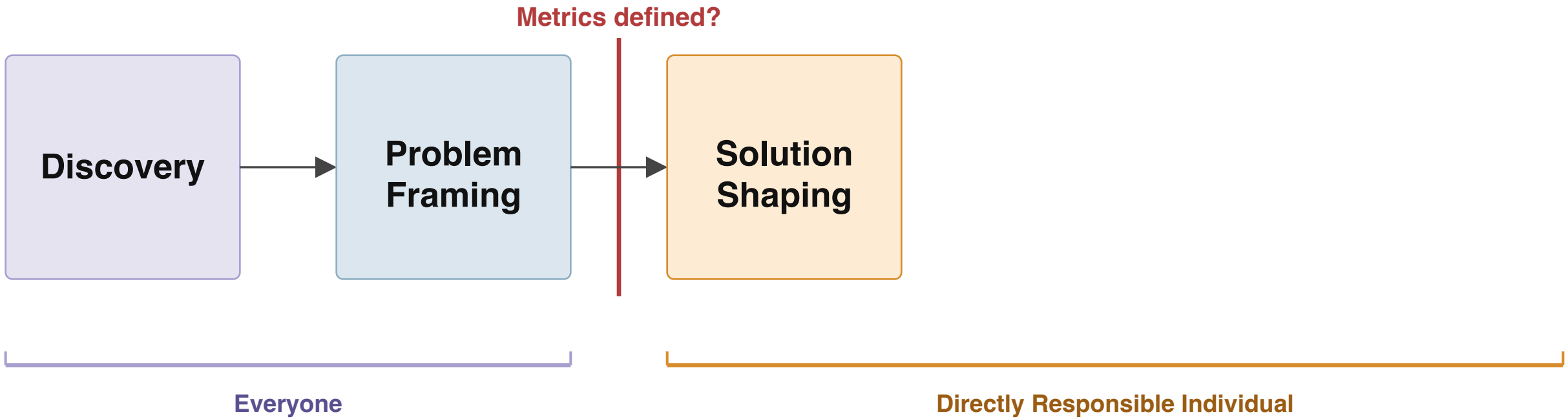
How do we get a team as fast as one person?

One Problem.
One Person.
No Approvals.

Decides flow, layout, copy, data.

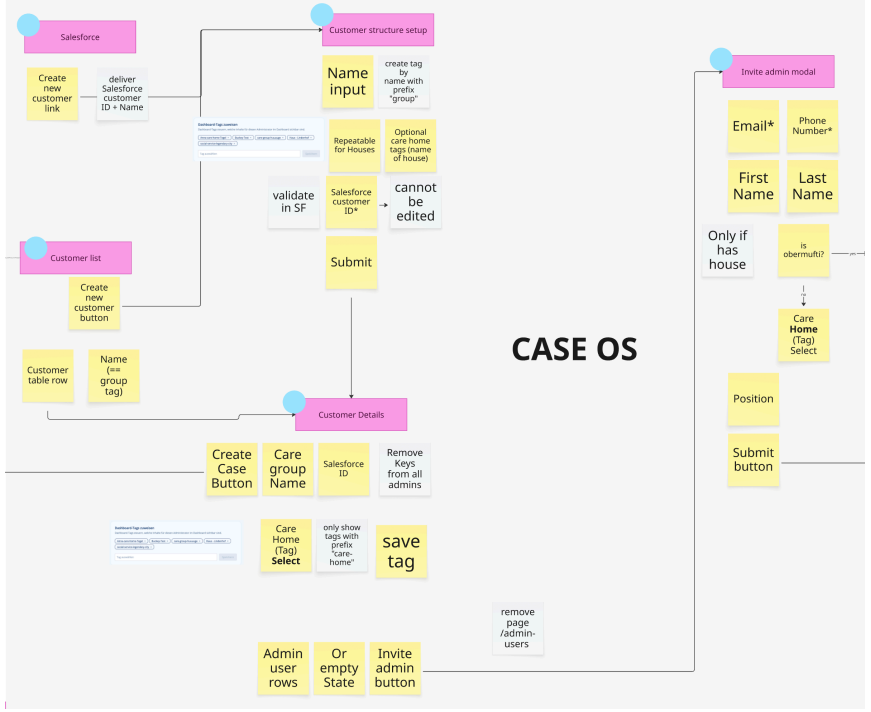


Let go of the how!

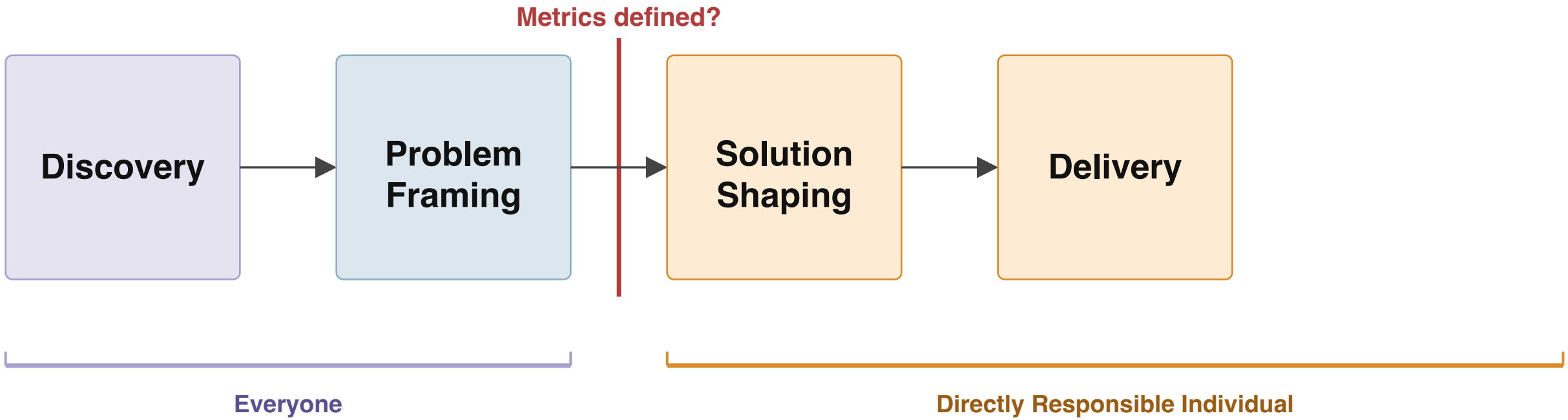

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Solution: DRI, AI as Sparring

- DRI clarifies details **directly with stakeholders**.
- **Collaborates** in whatever way they see fit: prototypes, breadboarding, etc.
- **Estimates** as a ballpark.



No consensus, but feedback.

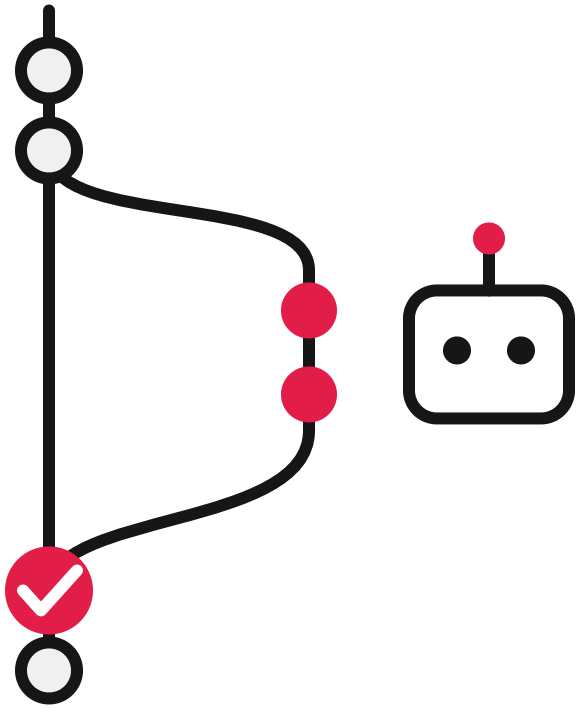

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Engineers Need to Learn to Prompt for Verification.

How would you gain confidence if you couldn't read the code?

Delivery: DRI and Agents

- **Agents build**, the DRI steers.
- **Prompt the what**, not the how.
- **Ask for irrefutable proof**, not vibes.
- **Design patterns and design.md**, no approval.
- **AI reviews every PR, the DRI merges.**
- **Four eyes** if the DRI asks.

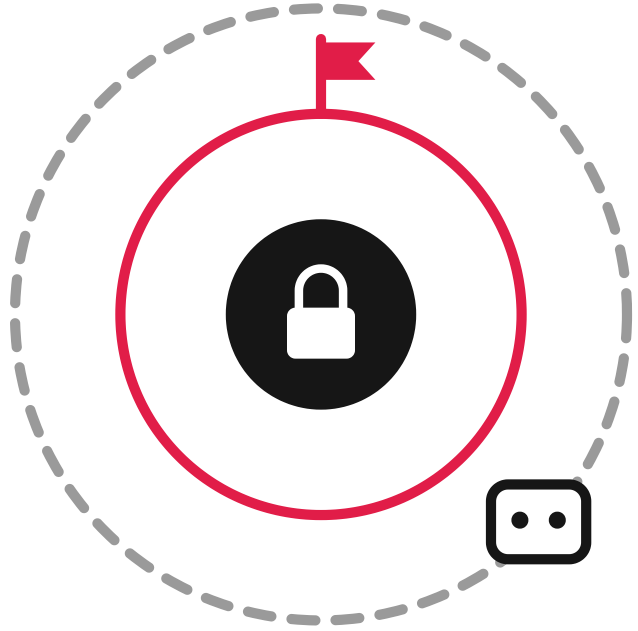


Can't say how it was verified? Don't merge.

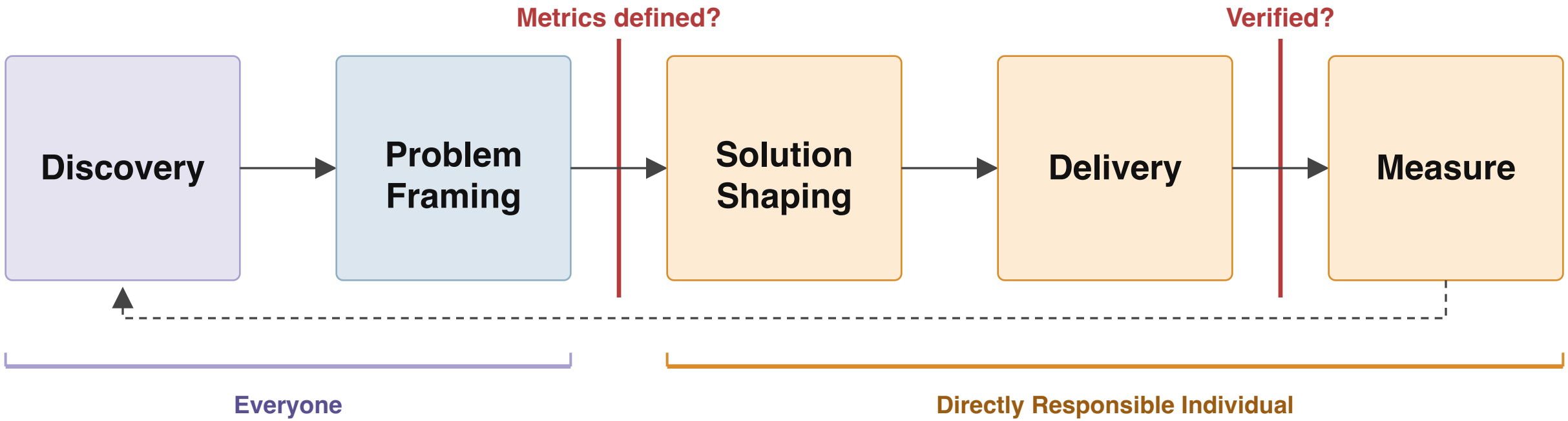
Thorsten Ball, How I Work with Agents, 2026-10

Delivery: Guardrails

- **Soft guard:** critical paths are on a path list.
- **Hard guard:** carve out separate packages the agent cannot edit.
- **Risk appetite** per project.

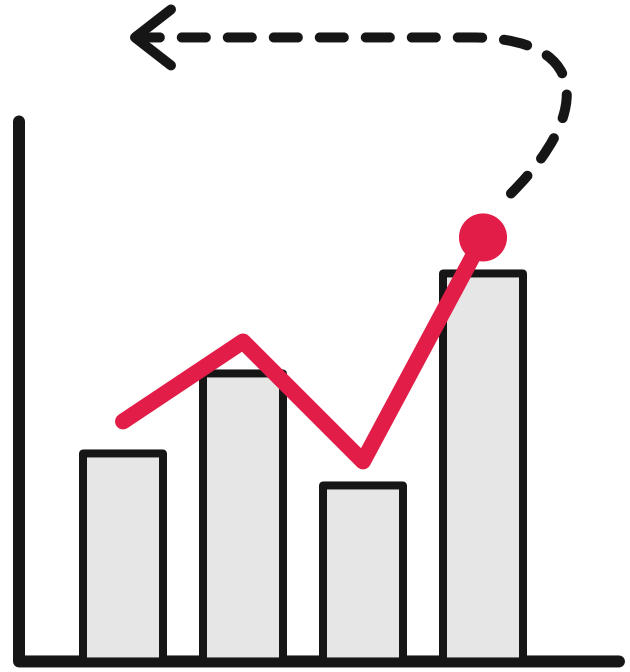


Autonomy grows with distance from customer data.

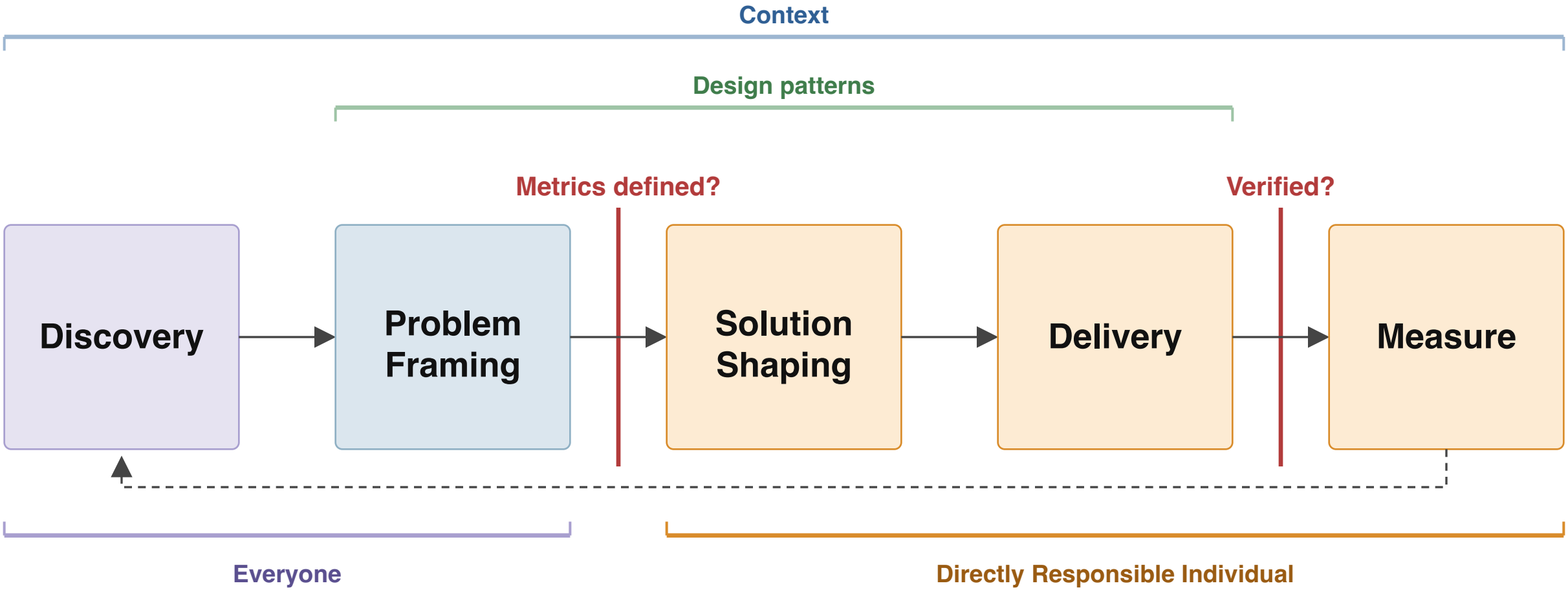

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Measure: Real Numbers

- **Real cases ran.** Metric live, if there is one.
- **Bug?** First improve the verification.
- Errors and telemetry **reachable by agents**.
- **Metrics visible to all.**

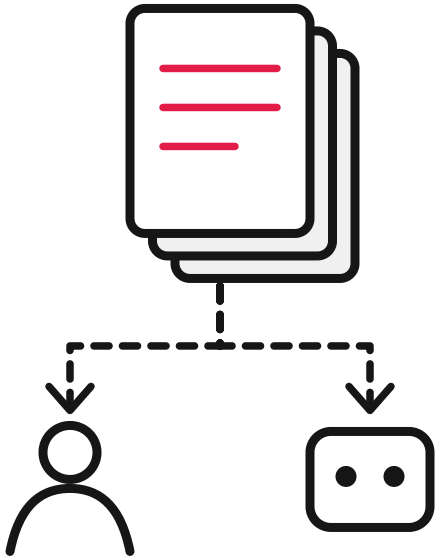


Outcome and metrics create new opportunities.


Context
Design patterns
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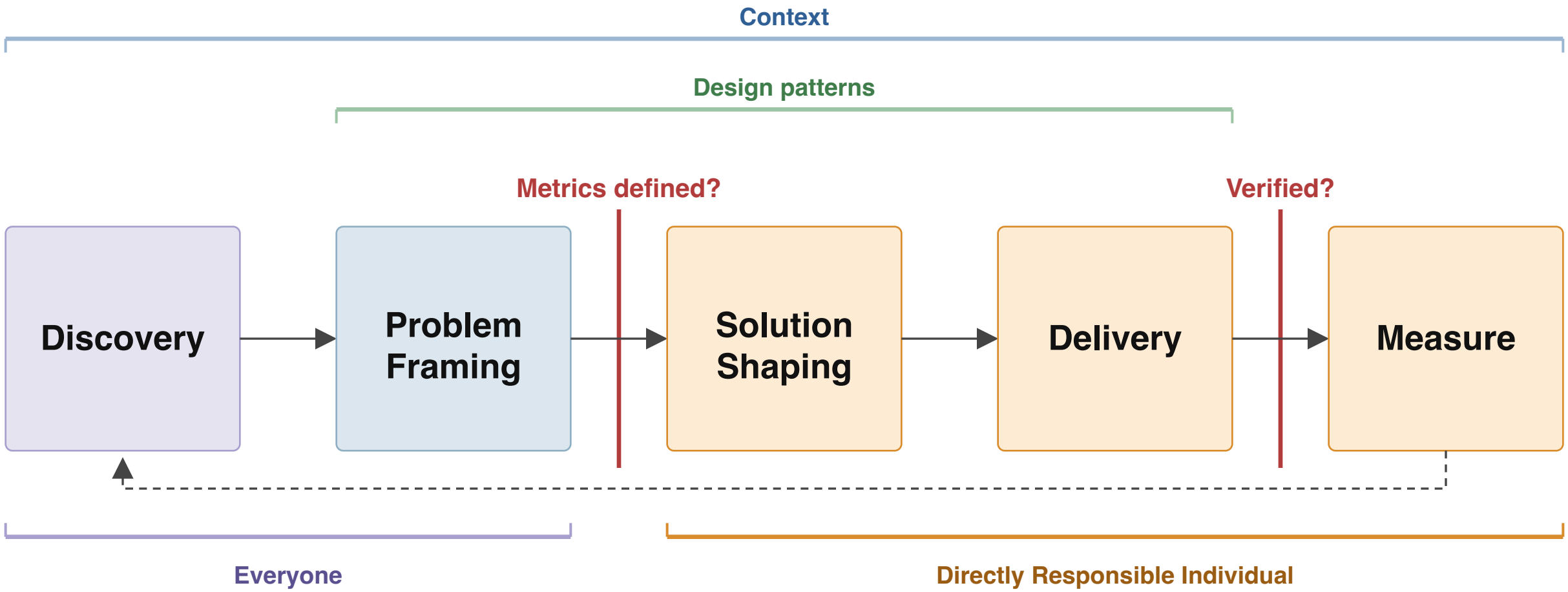
What Context Means for Us

- **Product:** strategy, user types, interviews, framings.
- **Design:** pattern set and design.md.
- **Production:** telemetry, logs and errors.

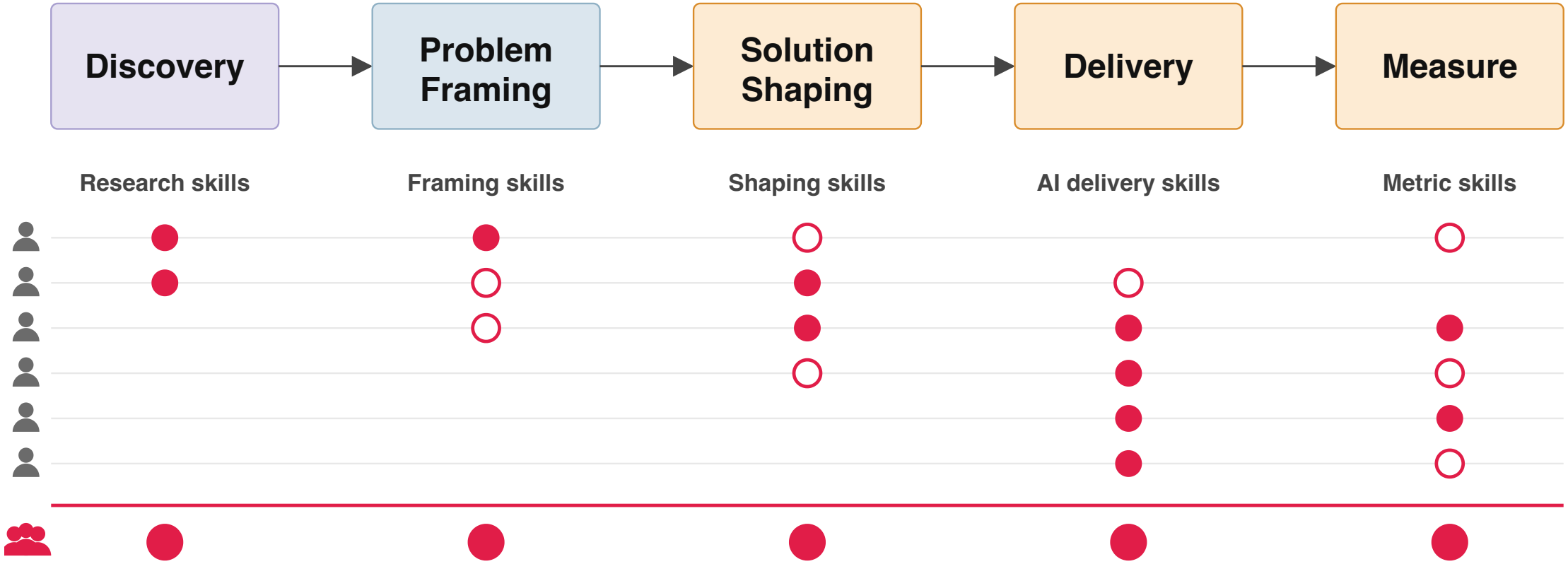


If the agent can't see something, it makes it up.

Thorsten Ball, How I Work with Agents, 2026-10


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Makers, Not Silo Factories



The team is the unit of value creation!

Your Future?

Find Your Own Process



"measure twice, cut once"

Google

"launch, iterate and kill"

There is no single best solution.

Treat Everything as an Experiment.

Grafana uses error budgets: a certain level of errors is allowed, so teams can be creative and make mistakes.



Zero errors all the time? You're not innovating enough.

Mat Ryer, Grafana Labs, on The Changelog #526 and Changelog & Friends #123

"Yeah, If You Could Just Fill Out a Jira Ticket... That Would Be Great."

Every engineer, at least once

Please, don't be this guy!



makeameme.org, Office Space (1999)

"Consensus Kills Speed. Top-Down Kills Buy-In."

Claus Höfele

Leaders: don't bring answers. Facilitate shared learning!



Claus Höfele, "Leading Through the Diamond of Participation", CTO Craft Con Berlin 2024

Replace Consensus with Context.

Does every agent have the context to work autonomously?

Is every human empowered to work autonomously?

EOF



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