

Part 2 Why Agile Feels Broken

The Onion That Wasnt Meant to Be Peeled

Part 2 of 3: Agile is Not a Core to Be
Found

§ 1/11: Recap The Agile Elephant

Fragmented Perceptions (See Part 1)

⚙ Many see Agile in parts, missing the whole.

⚙ Another common mistake: treating Agile like an onion.

§ 2/11: The 'Agile Onion' Fallacy

Peeling Layers to Find an Elusive Core

⚙ The idea: Peel off Scrum, Kanban, standups, retros...

⚙ ...and maybe, just maybe, you will uncover Agile's **hidden essence** at the center.

§ 3/11: The Truth About Agiles Essence

Its Not a Core to Be Found

⚙ Agile isn't a hidden kernel.

⚙ It is a **mindset infused in every layer**, every fiber of how we work.

§ 4/11: When Values Are Missing

Layers Become Brittle Rituals

- ⚙ If core values like trust, transparency, courage, and learning are absent...
- ⚙ ...the Agile practices (layers) become hollow and ineffective.

§ 5/11: Rituals Without Purpose Example 1

The Daily Standup Degradation

⚙️ A daily standup without a clear purpose (inspecting Sprint Goal progress)...

⚙️ ...quickly degrades into a **status report** for managers, losing its value for developers.

§ 6/11: Rituals Without Purpose Example 2

The Retrospective Charade

⚙️ A retrospective without psychological safety...

⚙️ ...becomes **performance theatre**, where real issues are not discussed, and no real improvement happens.

§ 7/11: Rituals Without Purpose Example 3

The Backlog Treadmill

⚙️ A Product Backlog without clarity of value and purpose...

⚙️ ...becomes an endless **treadmill of tasks**, leading to burnout and disengagement.

§ 8/11: Agile Is Not Discovered by Peeling

It Is Lived in Every Interaction

- ⚙️ You don't find agility by stripping away practices.
- ⚙️ You **live it in every breath**, every decision, every collaboration.

§ 9/11: Agile as the Air We Breathe

An Environment, Not Just a Room

- ⚙ Agile is not a room filled with air you occasionally visit (like a meeting).
- ⚙ It IS the **air you breathe** in every interaction within the team and organization.
- ⚙ It's the culture, the environment.

§ 10/11: The Missing Foundation

When Rituals Lack Underlying Principles

- ⚙️ If the practices are there but the mindset is missing, it's like a structure without a solid base.
- ⚙️ This leads to the feeling that "Agile is broken."

§ 11/11: The House Without a Foundation

Another Analogy for Misapplied Agile

⚙️ What if we try to build the top floors first?

⚙️ **Next Up (Part 3):** The House Without a Foundation & The Real Point of Agile.

⚙️ Stay tuned!

Series: Why Agile Feels Broken (Part 2 of 3)

Agile Is Lived Not Peeled

Part 1: The Blind Men & the Agile Elephant

Access Part 1 PDF

**Part 2: The Onion That Wasn't Meant to Be Peeled
(Current)**

Access Part 2 PDF

Part 3: The House Without a Foundation & The Real Point

Access Part 3 PDF

Read the Full Article: Why Agile Feels Broken...

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Is Your Agile an Onion?

Are Values Infused or Are You Just Peeling Layers?

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Agility is lived, not found.

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