Use your team of problem solvers to solve customer problems

- Present the customer problem…repeatedly and in detail

- Make sure the team have understood the problem

- Provide discovery/research time

- Experiment and measure success

- Engage with your engineers and ask them questions

- Negotiate the tradeoffs like time, budget, performance, etc

- Have a discussion about technical debt - what slows your engineers down?

- Set aside time to prevent the need for a complete rewrite in the future

Starting point: Agile principles

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

4. Business people and developers must work together daily throughout the project.

5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

7. Working software is the primary measure of progress.

8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9. Continuous attention to technical excellence and good design enhances agility.

10. Simplicity--the art of maximising the amount of work not done--is essential.

11. The best architectures, requirements, and designs emerge from self-organising teams.

12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.

https://agilemanifesto.org/principles.html