

# Move Fast & Break Silos

Leadership for Interdisciplinary Teams

**“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

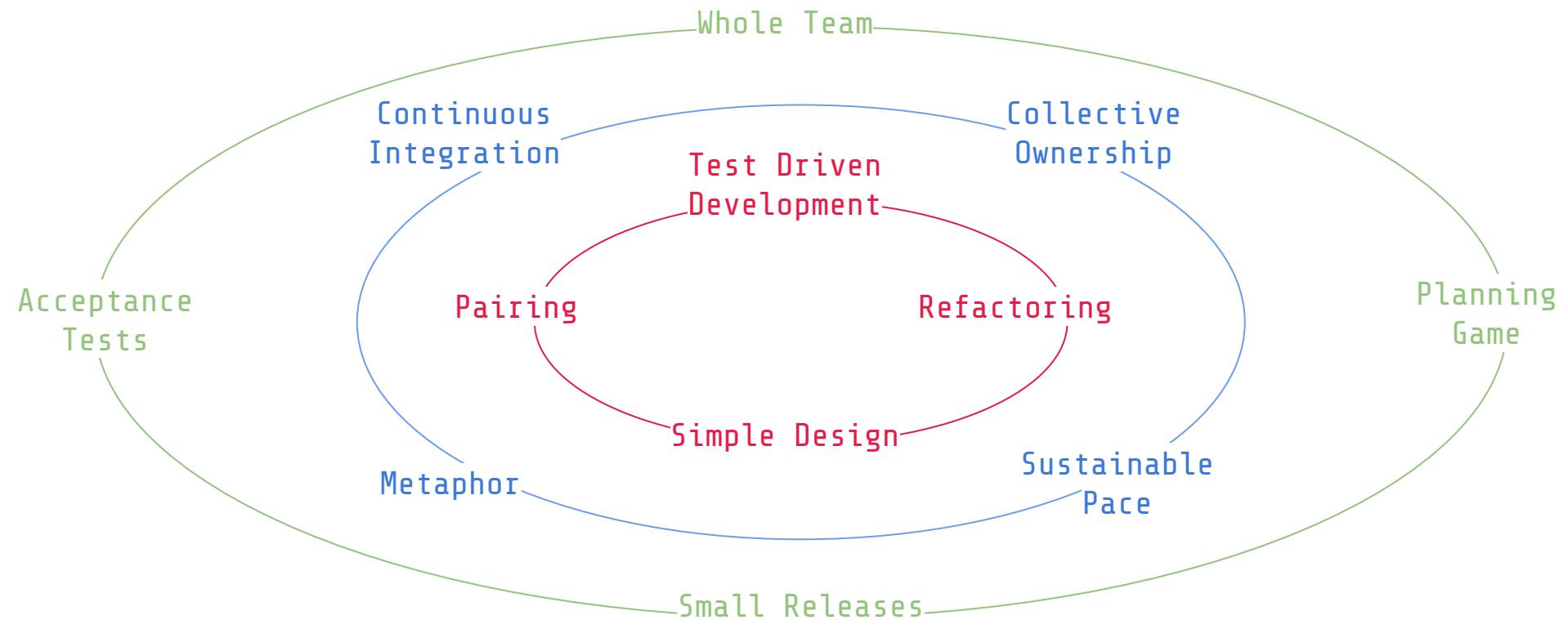
Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

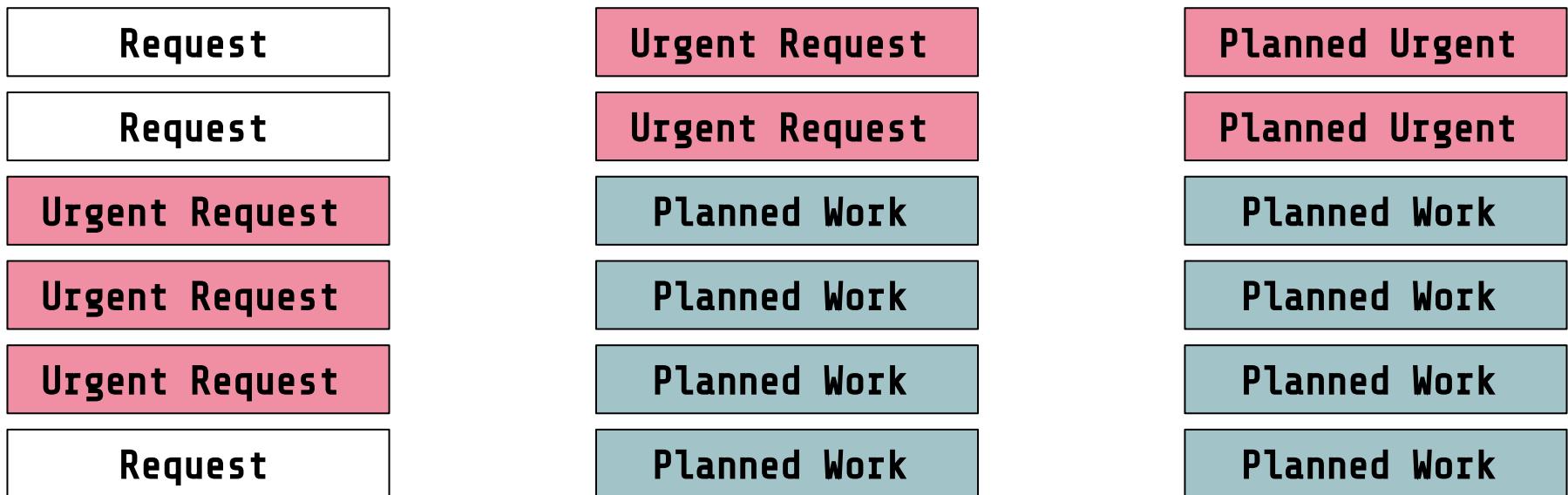
That is, while there is value in the items on the right, we value the items on the left more.

# But Business Took Over



# Agile Became a Micromanagement Tool

Input → Backlog → Execution



# Trade-Offs Because Time Is Running Out



# 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**

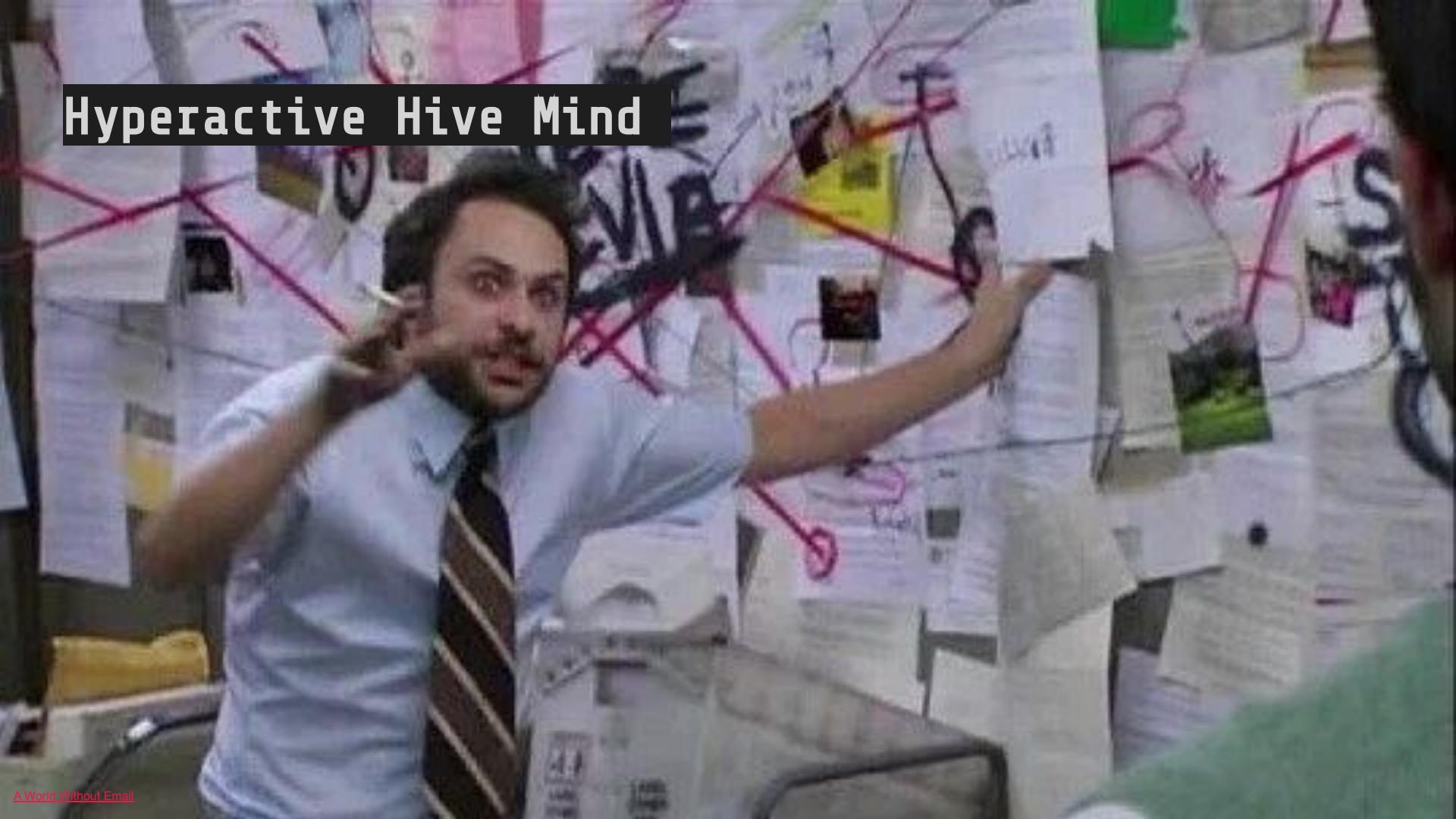


Yeah, If You Could Fill Out a Jira Ticket

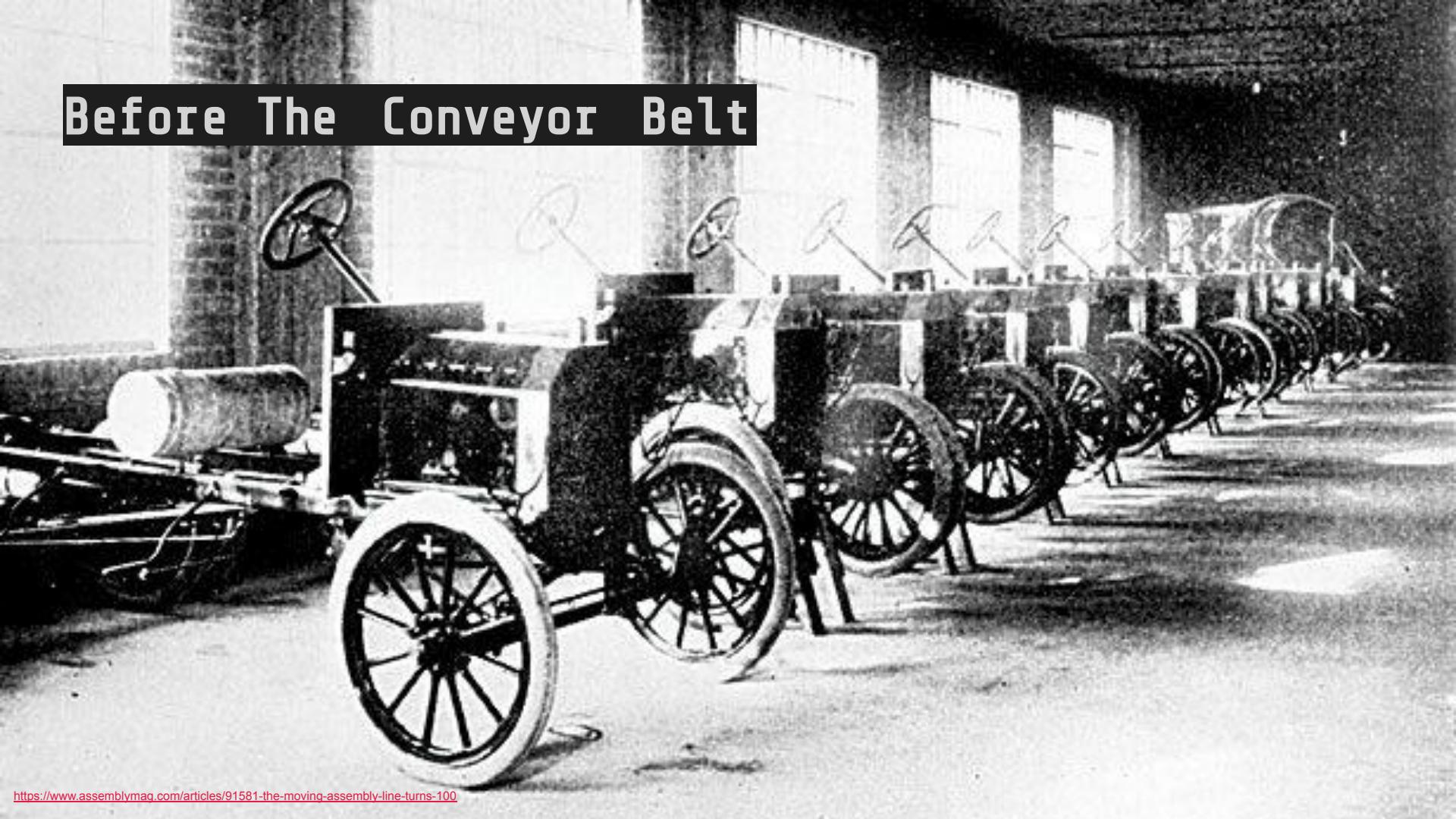


That Would Be Great

# Hyperactive Hive Mind



# Before The Conveyor Belt



# With The Conveyor Belt



# **Software Is Creative Decision-Making, Not Manufacturing!**

# Framework for Decision Making

Slicing Work

Aligning Teams

Scaling Orgs

Emancipating People

Slicing

Work

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

(Ryan Singer, Shape Up)



# **Slicing Work**

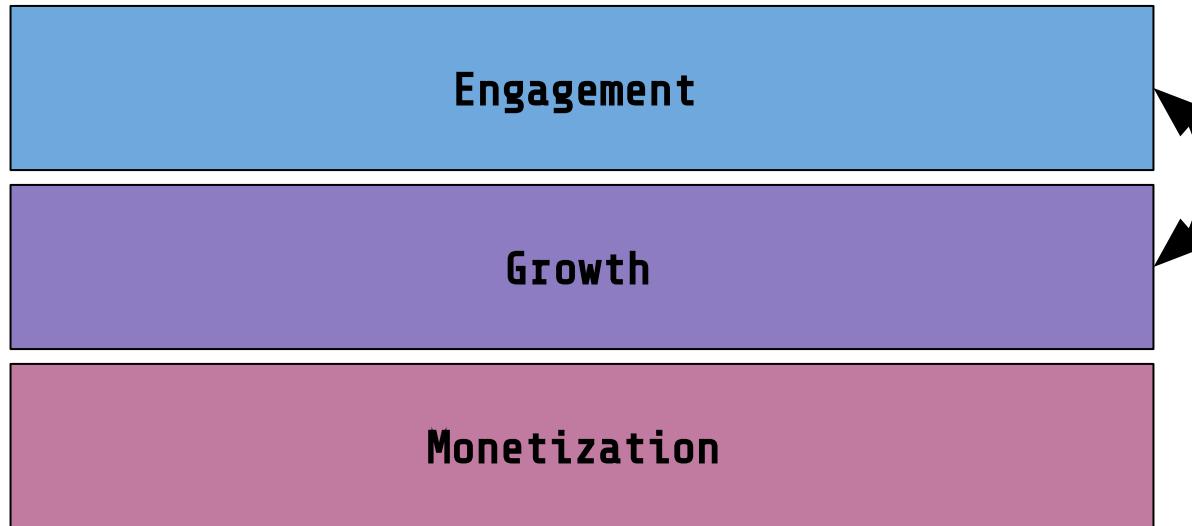
**Slicing Objectives**

**Slicing Problems**

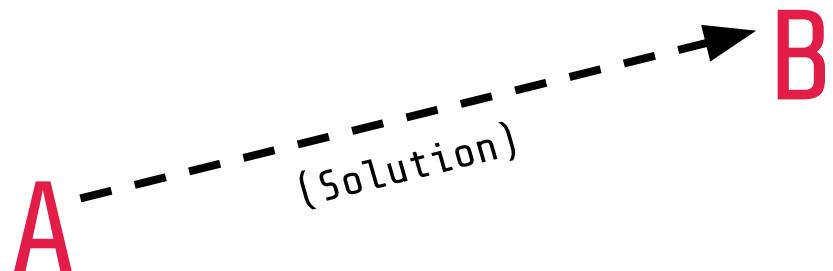
**Slicing Solutions**

**Slicing Delivery**

# Slicing Objectives : Force Ranked



# Slicing Problems: Only Context & Outcome



Current Context:

...  
...  
...

Desired Outcome:

...  
...  
...

## Slicing Problems: Appetite

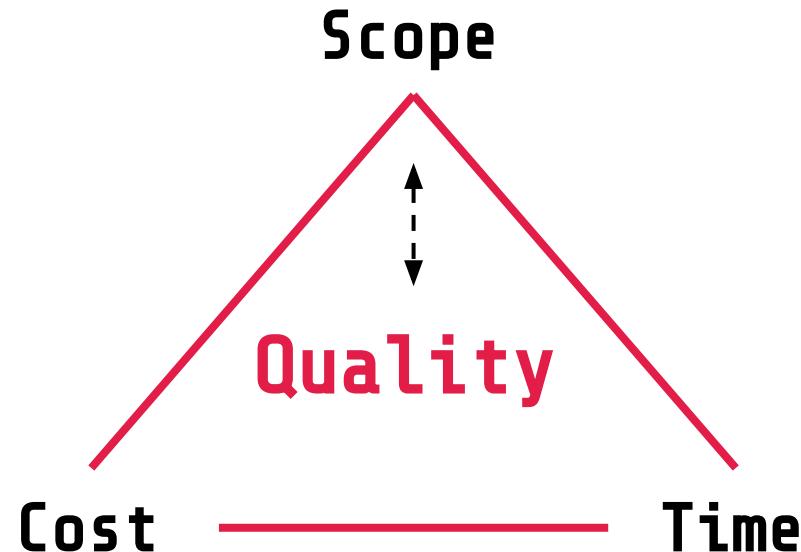
# Estimates

Fixed Scope  
Variable Time

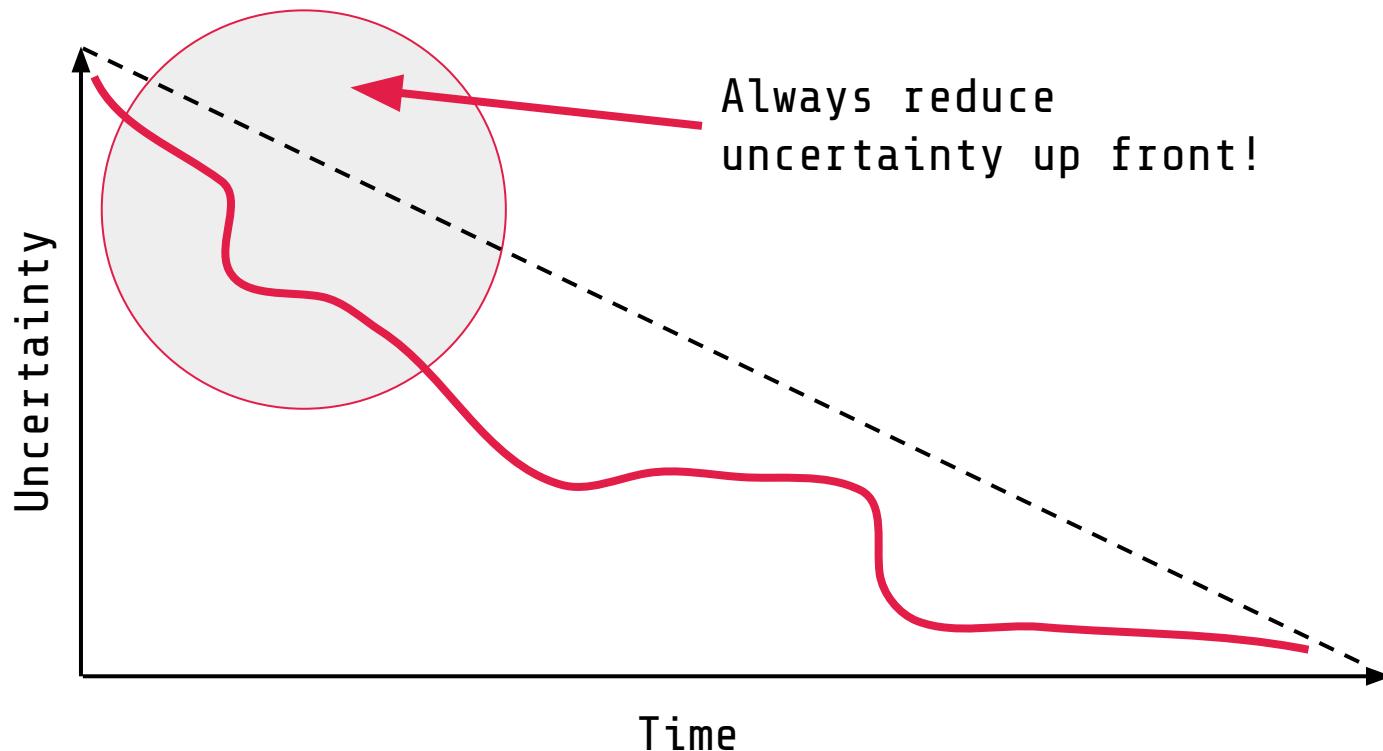
# Appetite

Fixed Time  
Variable Scope

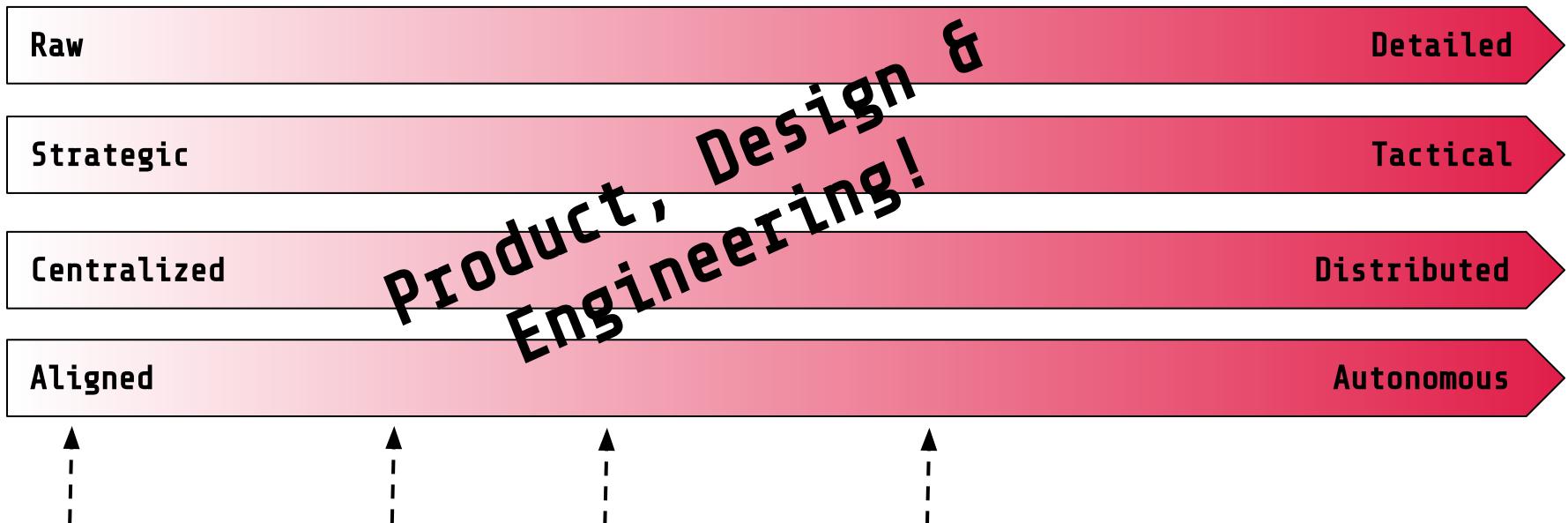
# Variable Scope Guarantees Quality!



# Slicing Solutions: De-Risking



# Slicing Solutions: Collaboration

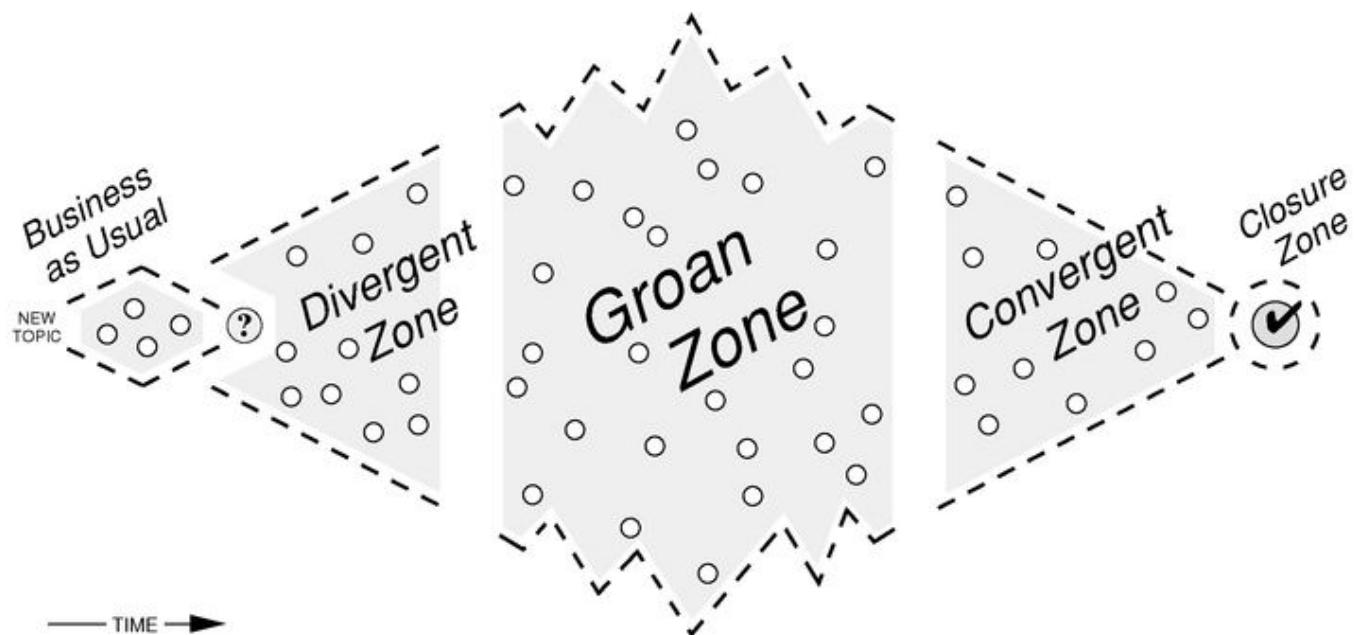


# Trade-offs all the time!

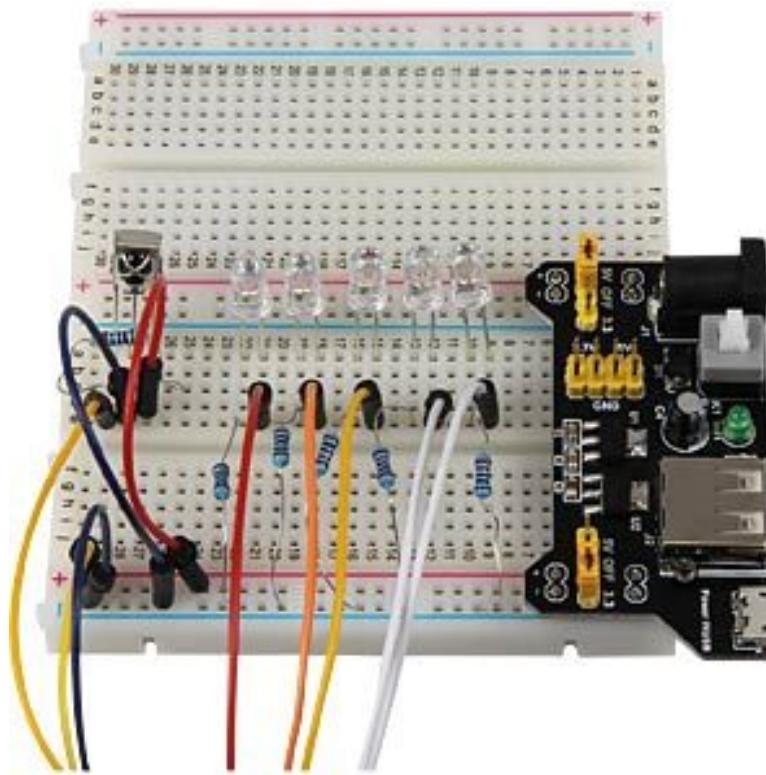
**Try: Start at a Blank Slate & collaborate.**



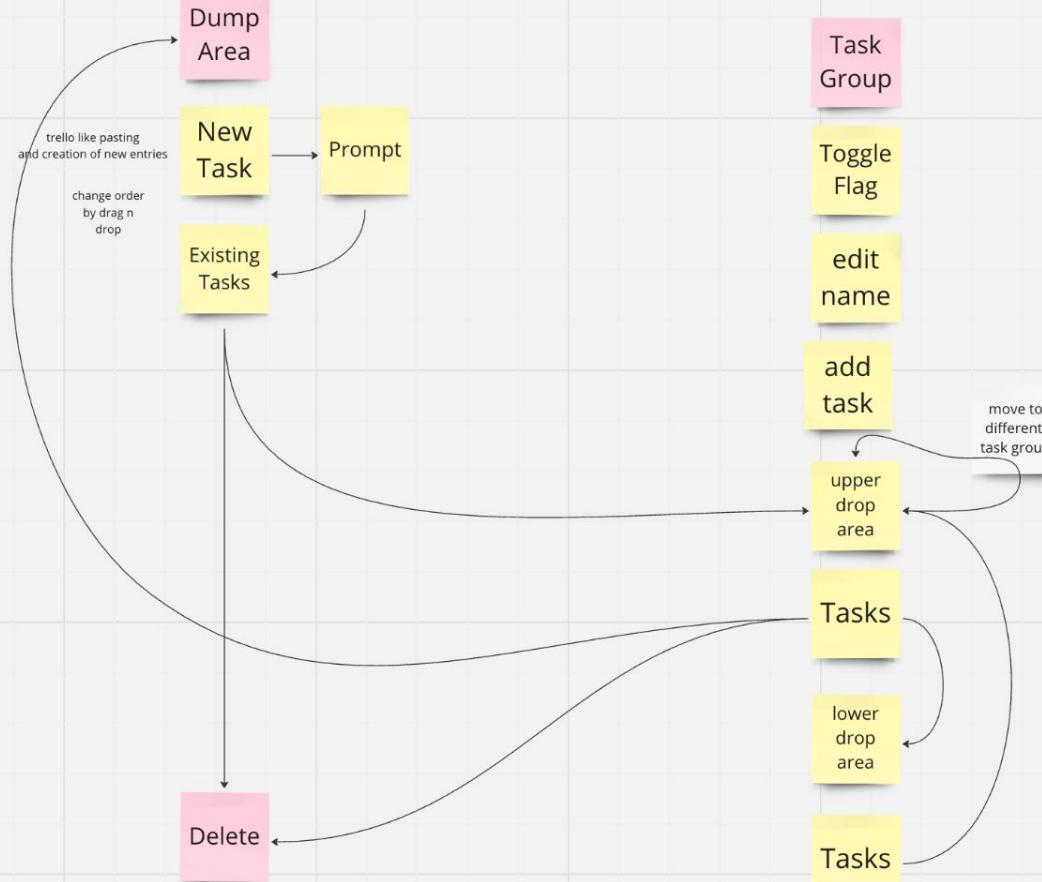
# The Diamond of Participation



# Breadboarding: Finding the Elements



# Breadboarding: Interaction Flows



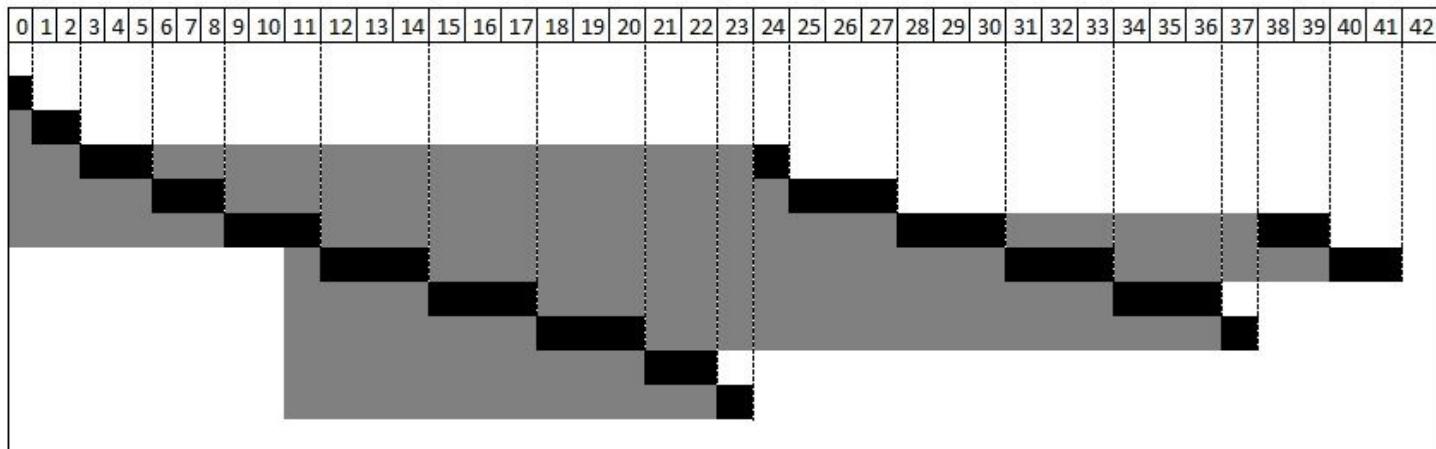


# Try: Round Robin to Activate Everybody

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

**Spikes: Seek & share insights!**

**Don't ask yes/no  
questions.**

**Prototype to Learn**

**Challenge assumptions with  
data!**



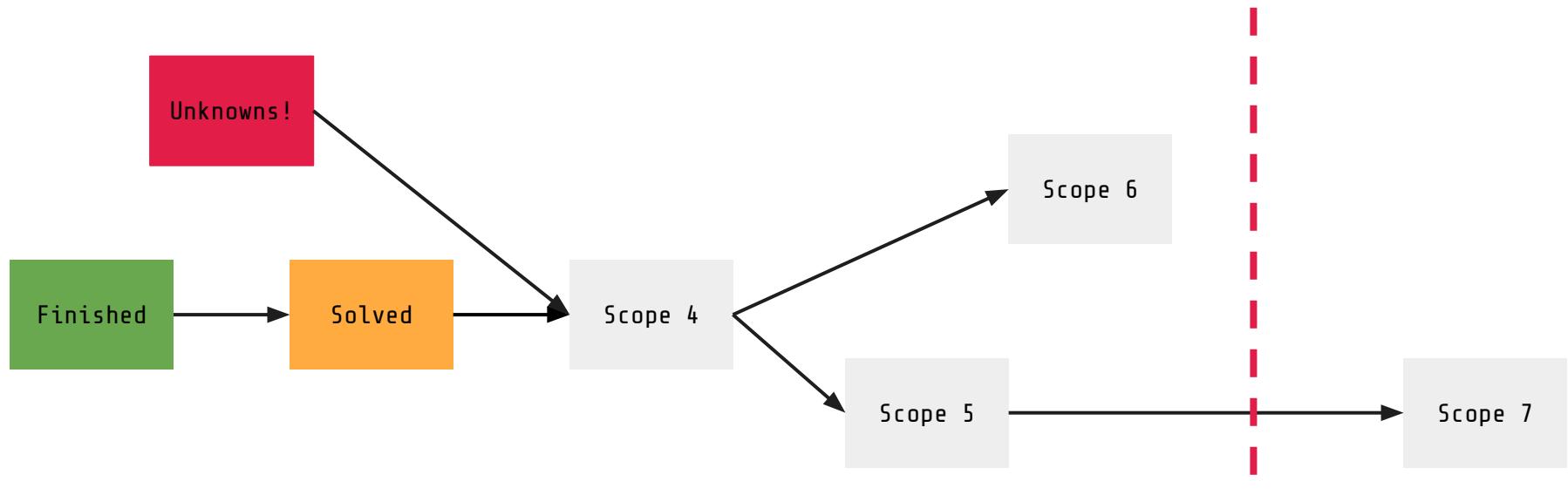
# RFC for Collaboration

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

# Try: Build Initiatives Without a Backlog



# Slicing Solutions: Always Ready to Cut!

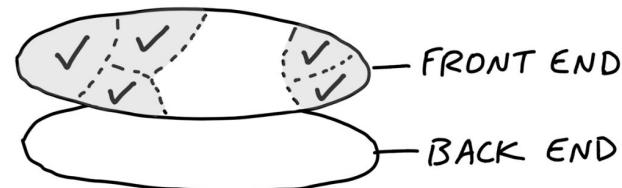


# A Scope Is Shippable in Isolation.

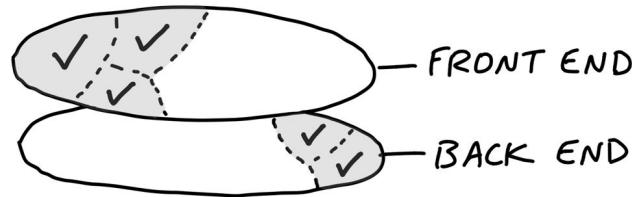
Done means deployed!



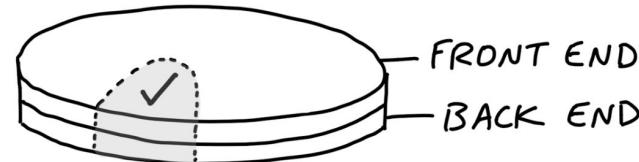
# Slicing Delivery: End to End!



NOTHING WORKS



NOTHING WORKS



SOMETHING WORKS!

**Implement by structure, not by person!**

# Slicing Work

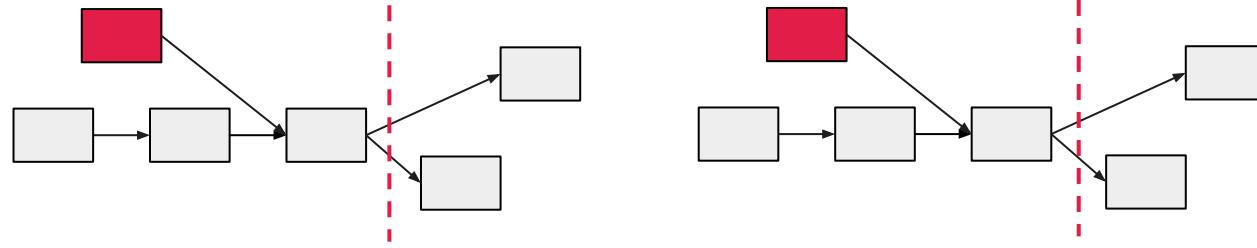
**Slice Objectives**



**Slice Problems**



**Slice Solutions**



**Slice Delivery**



Aligning

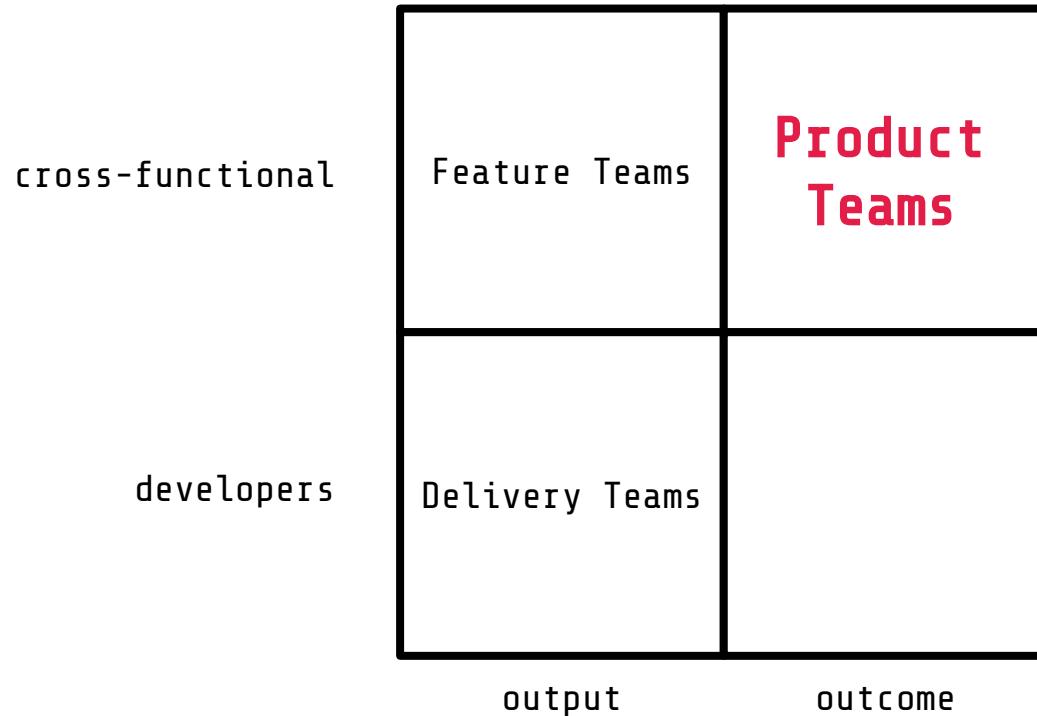
Teams

**"Organizations  
[that design  
systems] produce  
designs that  
mirror their  
communication  
structures"**

**(Melvin Conway, 1967)**



# Empowered Product Teams



# Product Teams: Everything They Need

## 1 Product Manager (**Not a PO!!**)

Responsible for customer value + business viability risk

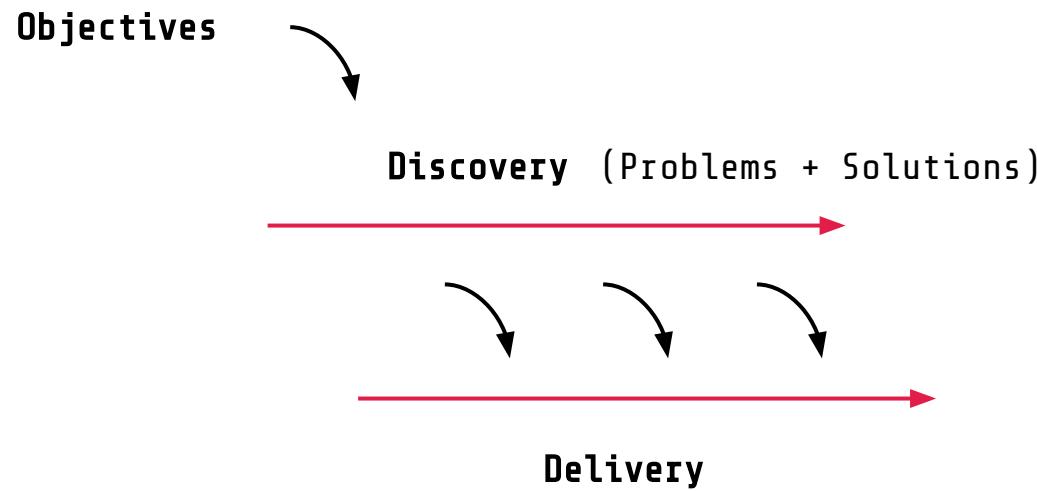
## 1-2 Designers

Responsible for usability risk + Experience

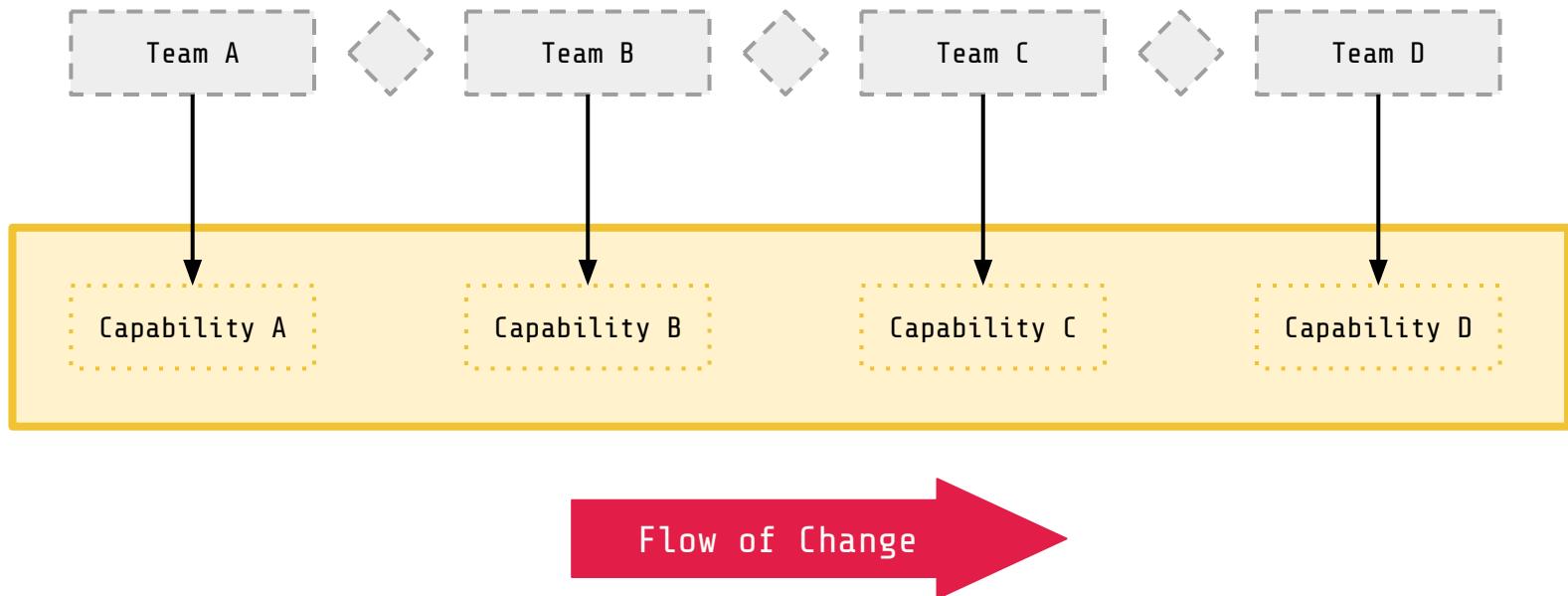
## 3-8 Insourced Engineers

Responsible for feasibility risk + Delivery

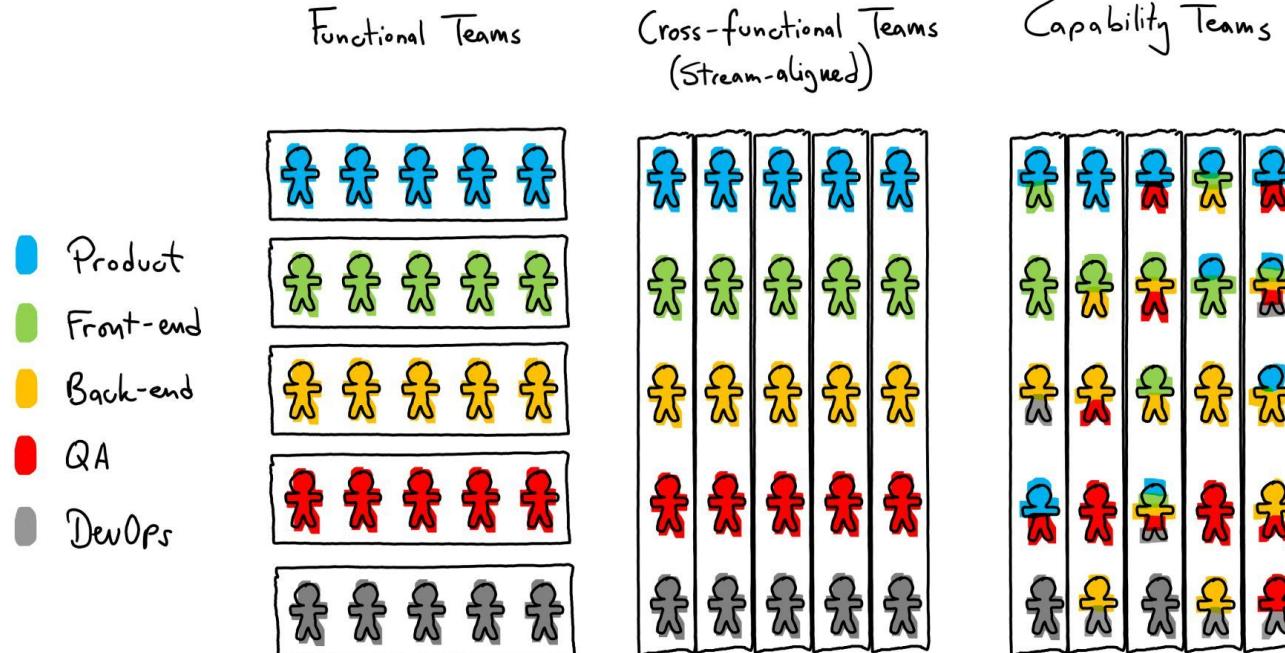
# Smallest Unit of Planning for Outcomes



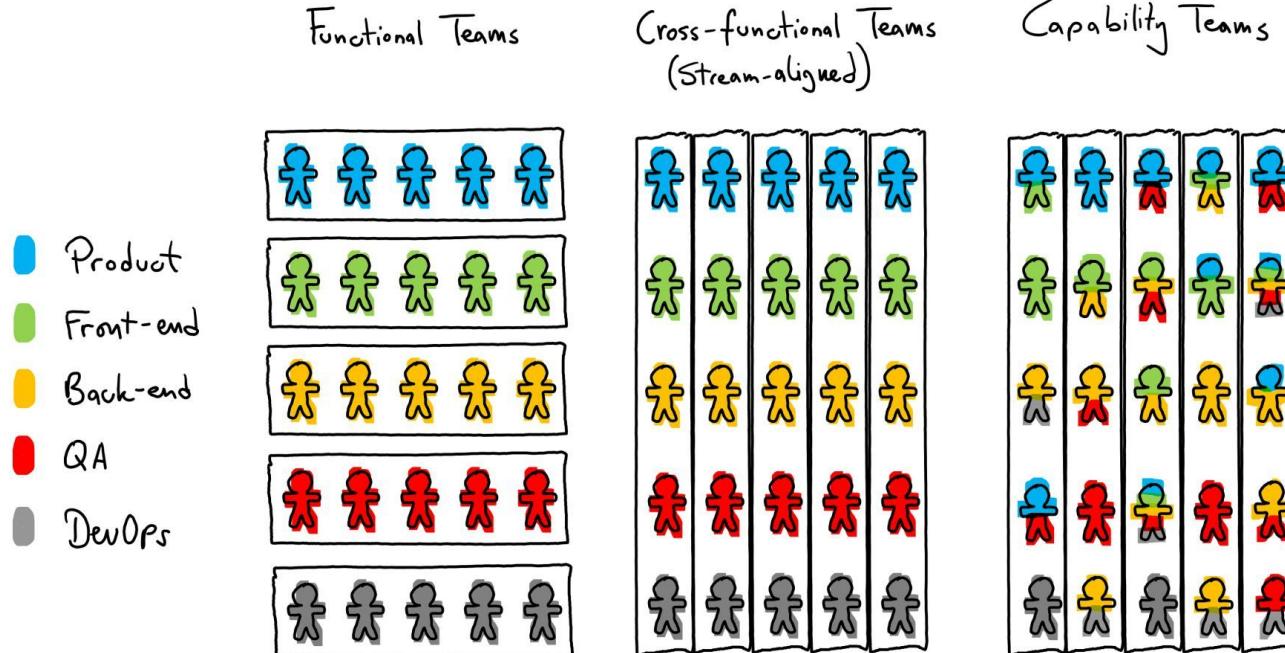
# Optimize Teams for Value Streams - End to End



# Teams: Capabilities, Not Specialties



# Teams: Insourced Engineering



Agency



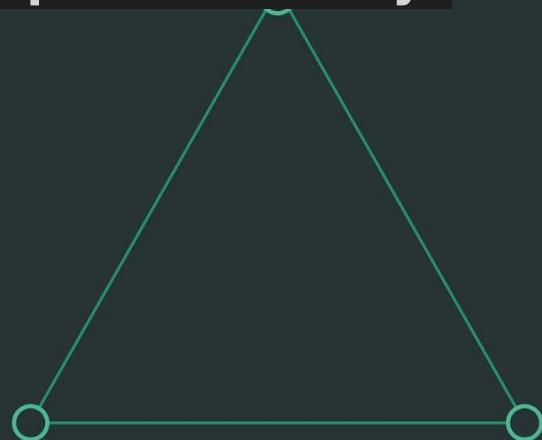


# Try: Hire & Foster Interdisciplinary Roles

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

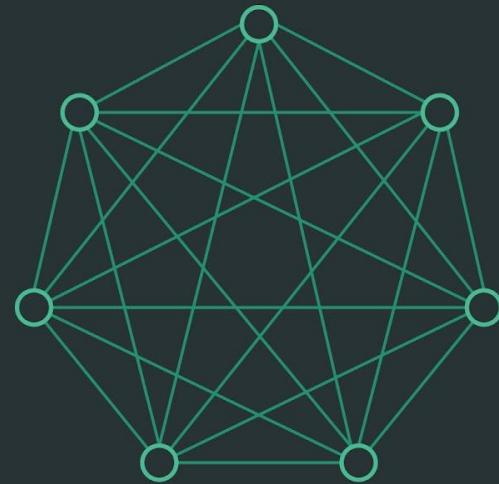


# Brooks's Law: Communication Scales Exponentially



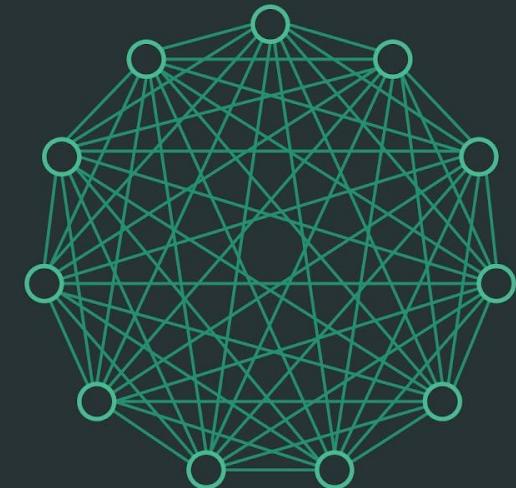
**3 PEOPLE**

*3 lines*



**7 PEOPLE**

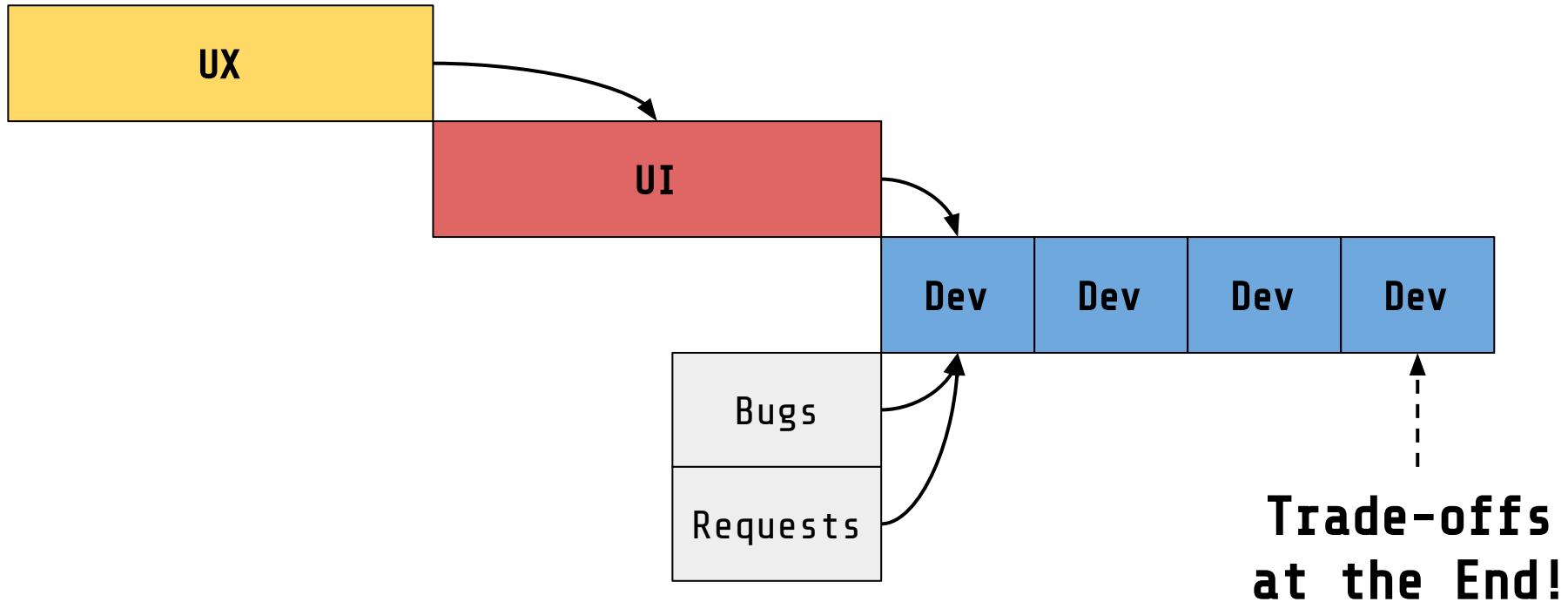
*21 lines*



**11 PEOPLE**

*55 lines*

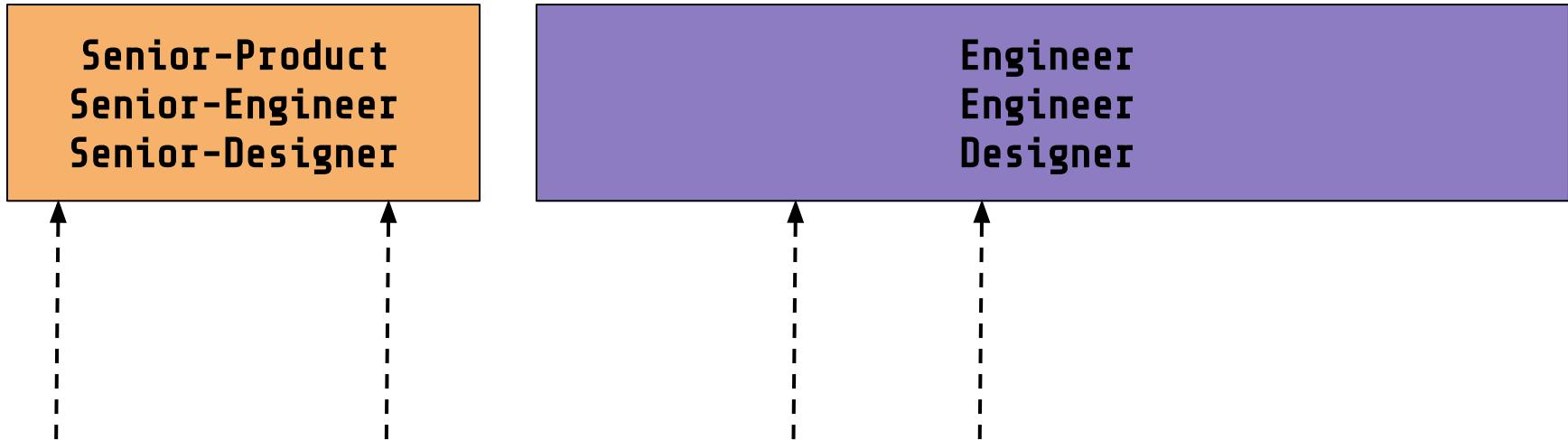
# Scrum(fall): Small Cycles, Large Team



# Optimize for Small Teams in Long Cycles

De-Risking: 2-3

Delivery: 2-3



Trade-offs all the time!

# Separate Enablement From Strategic Allocation

Delivery

De-Risking

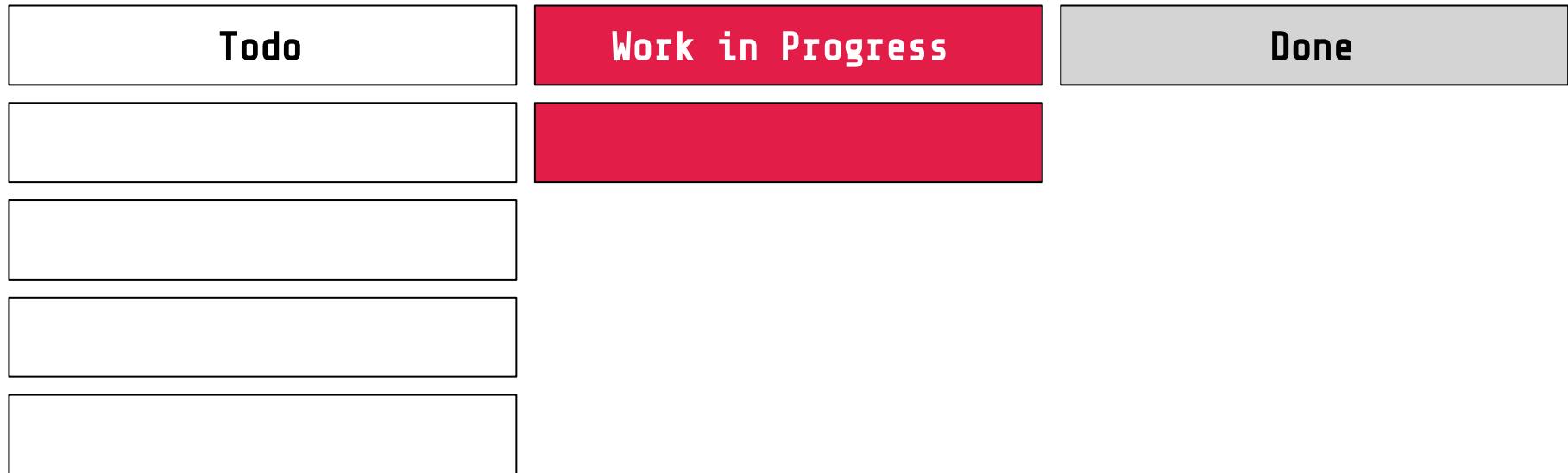
Delivery

Enablement / Reactive Work

Happy WIP Limits!

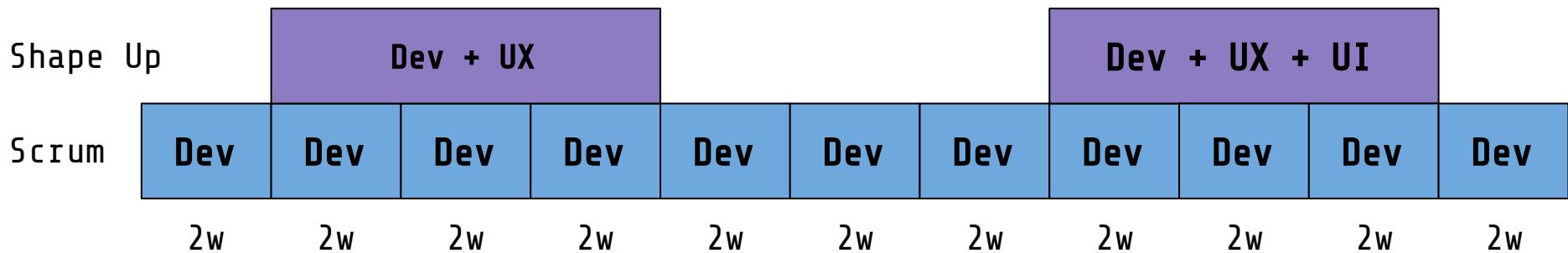


# Try: Backlogs Only for Reactive Work





# Try: De-Risk Changes & Experiment



# Startups: Small Teams in Long Cycles

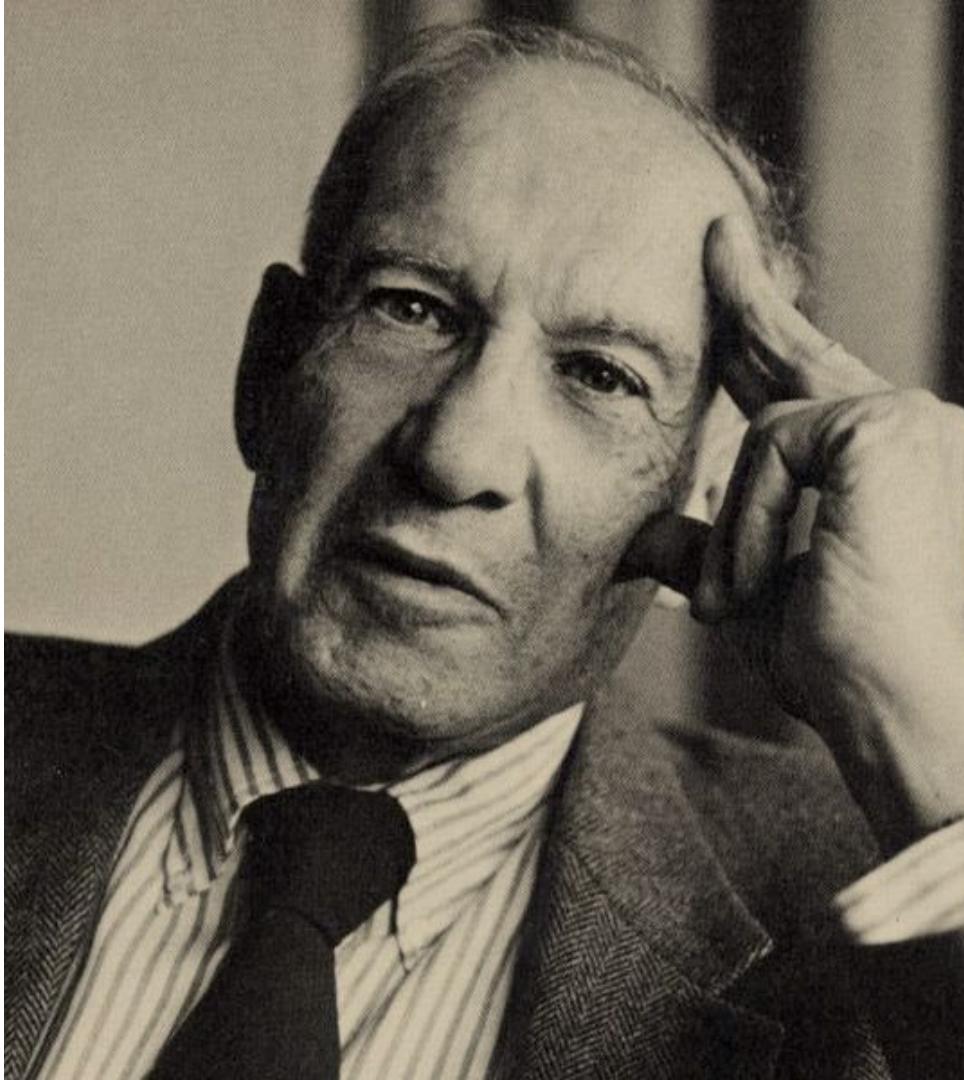


Scaling

Orgs

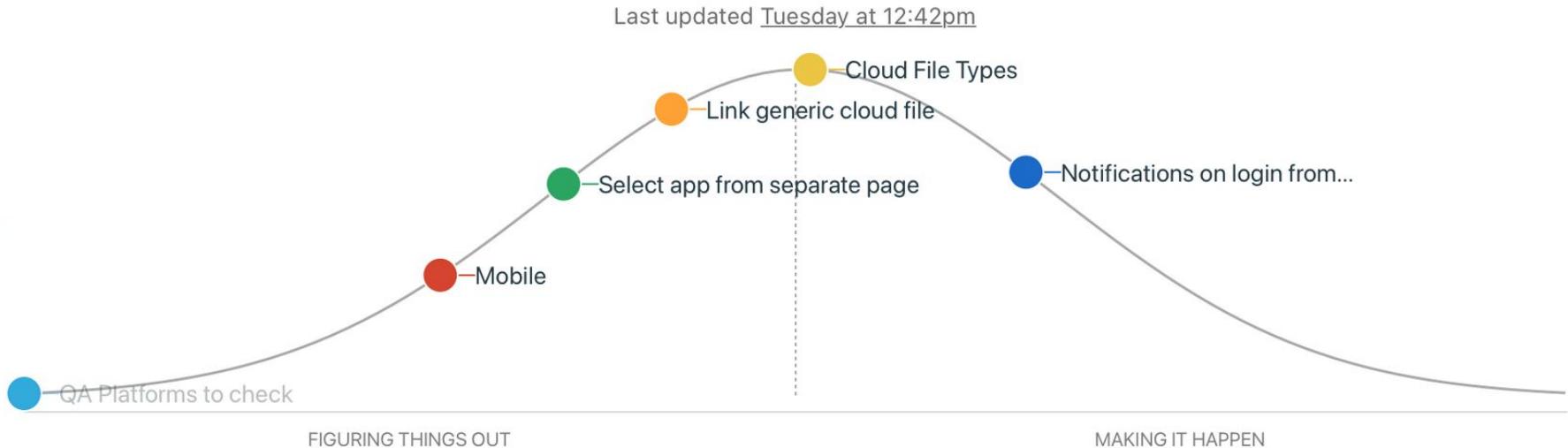
**"[only] what gets measured, gets managed."**

(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?

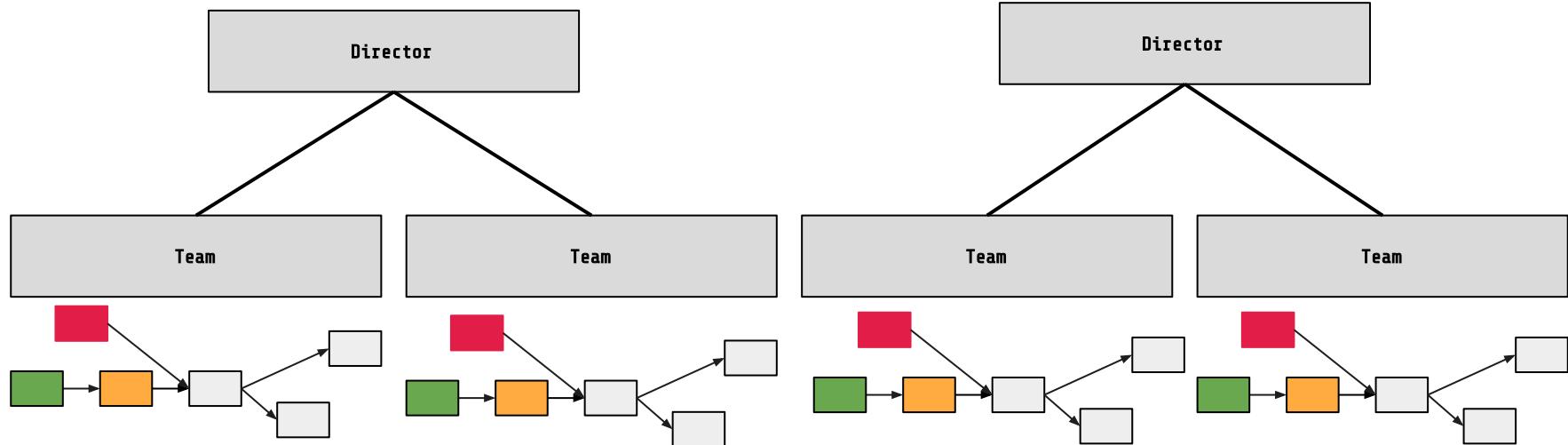
-  On track  Some risk  Concerned

**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!

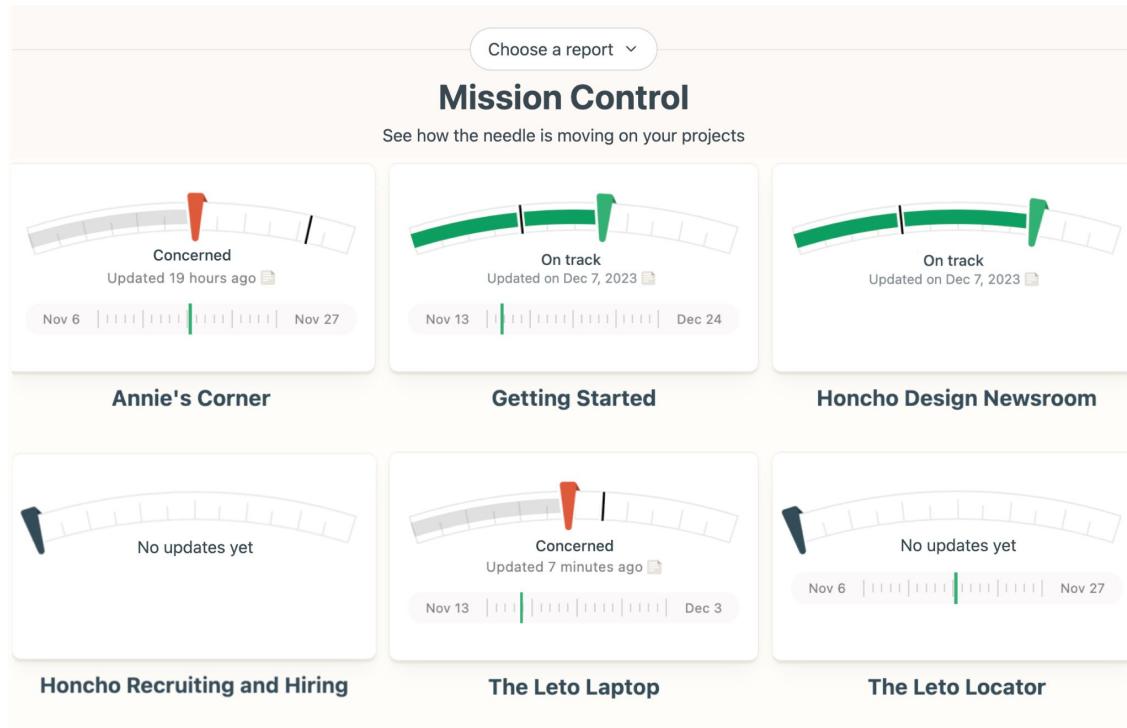
# Progress vs. fixed timebox (appetite!)

# Implement Reporting That Enforces Habits

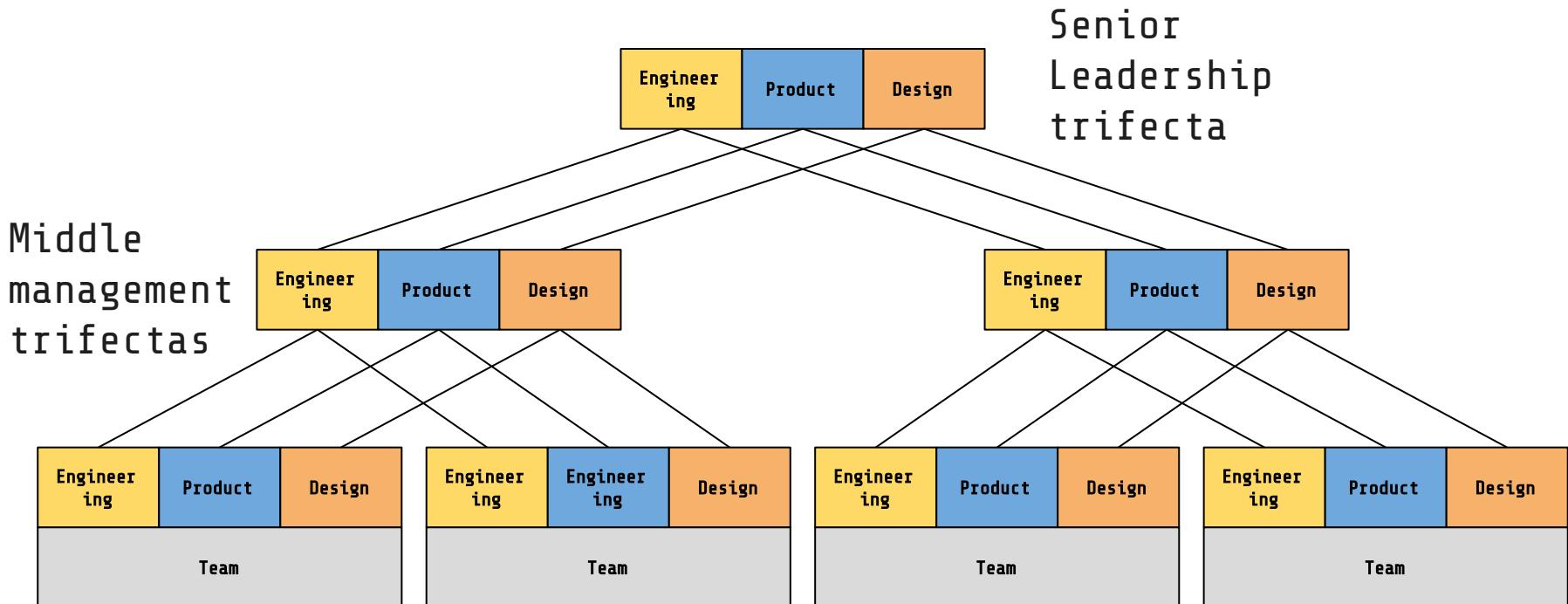




# Try: Roll-Up Dashboards for Progress

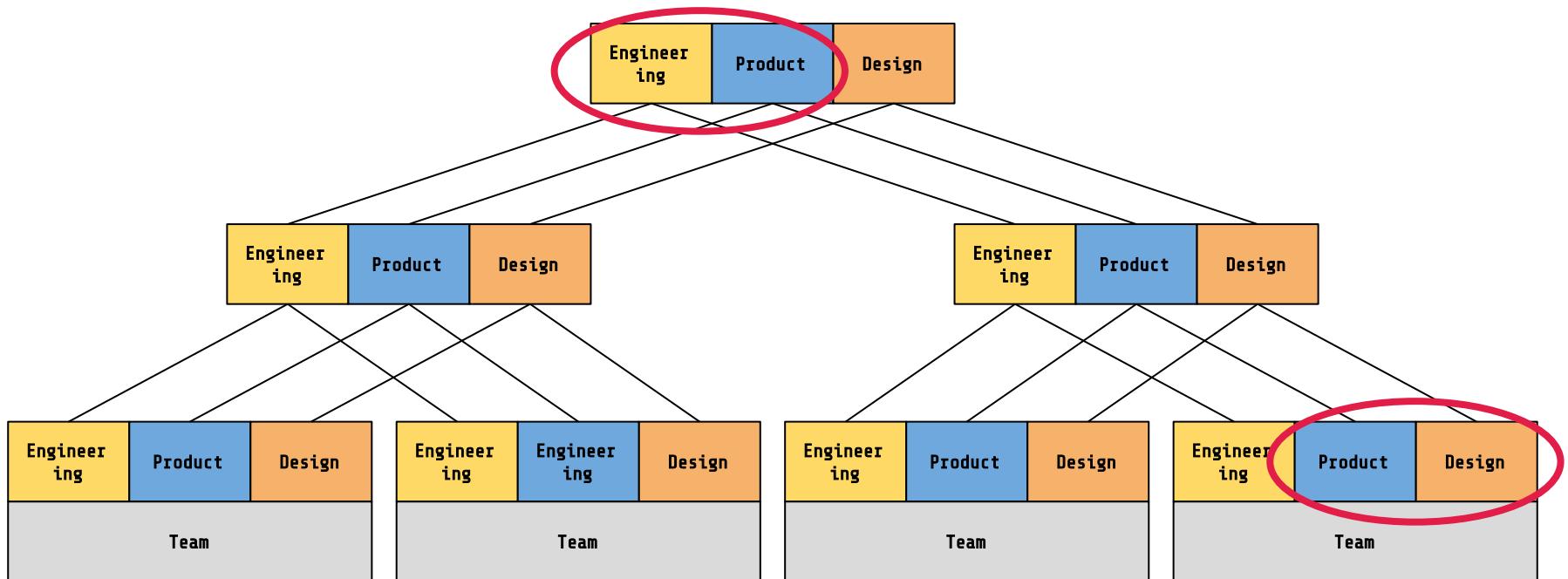


# Trifectas All the Way Up

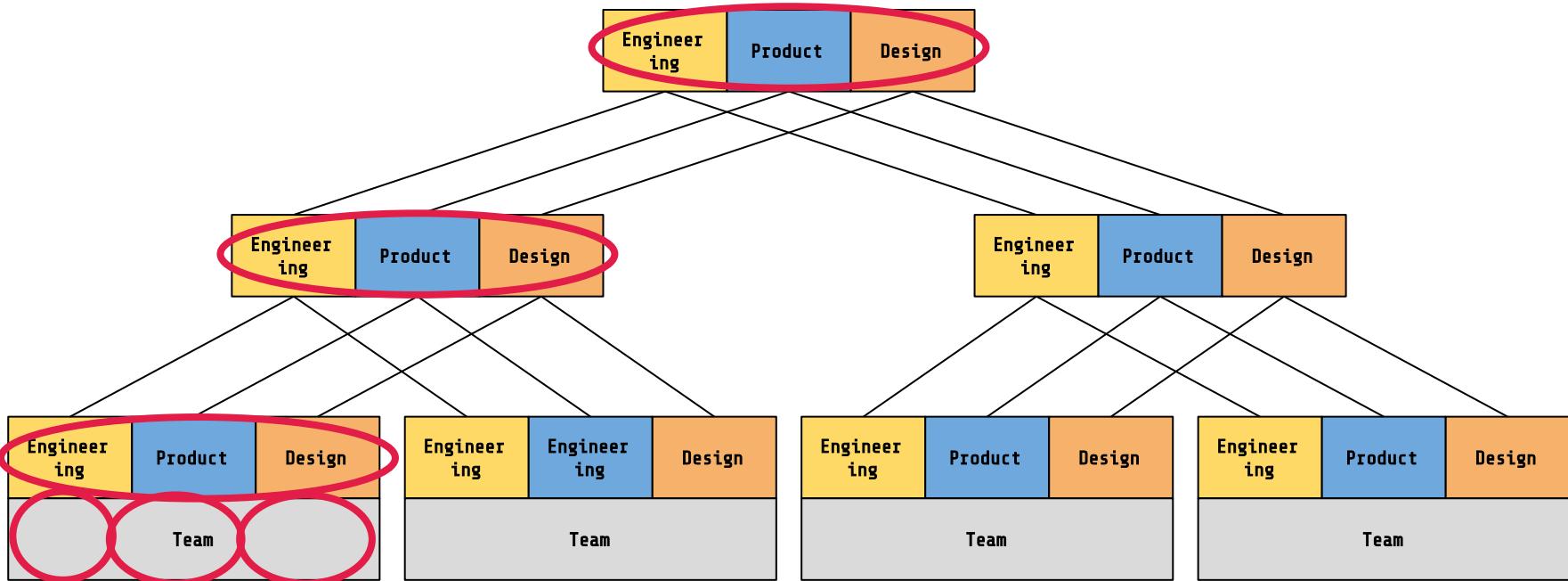




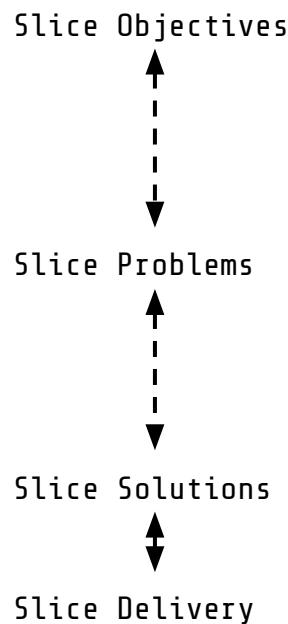
# Try: Hire & Foster Interdisciplinary Leaders



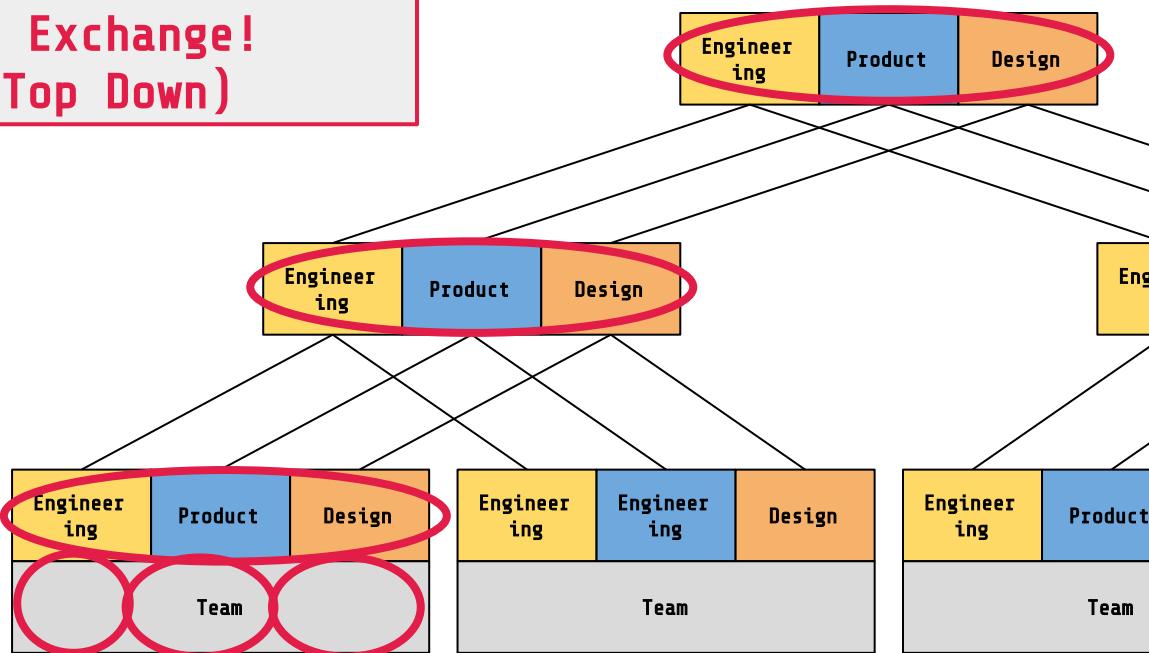
# Bringing It Together: Small Teams = Trifectas



# Bringing It Together: Map the Work to the Org



**2-Way Exchange!  
(Not Top Down)**



Emancipating  
People

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

(Admiral Grace Hopper)



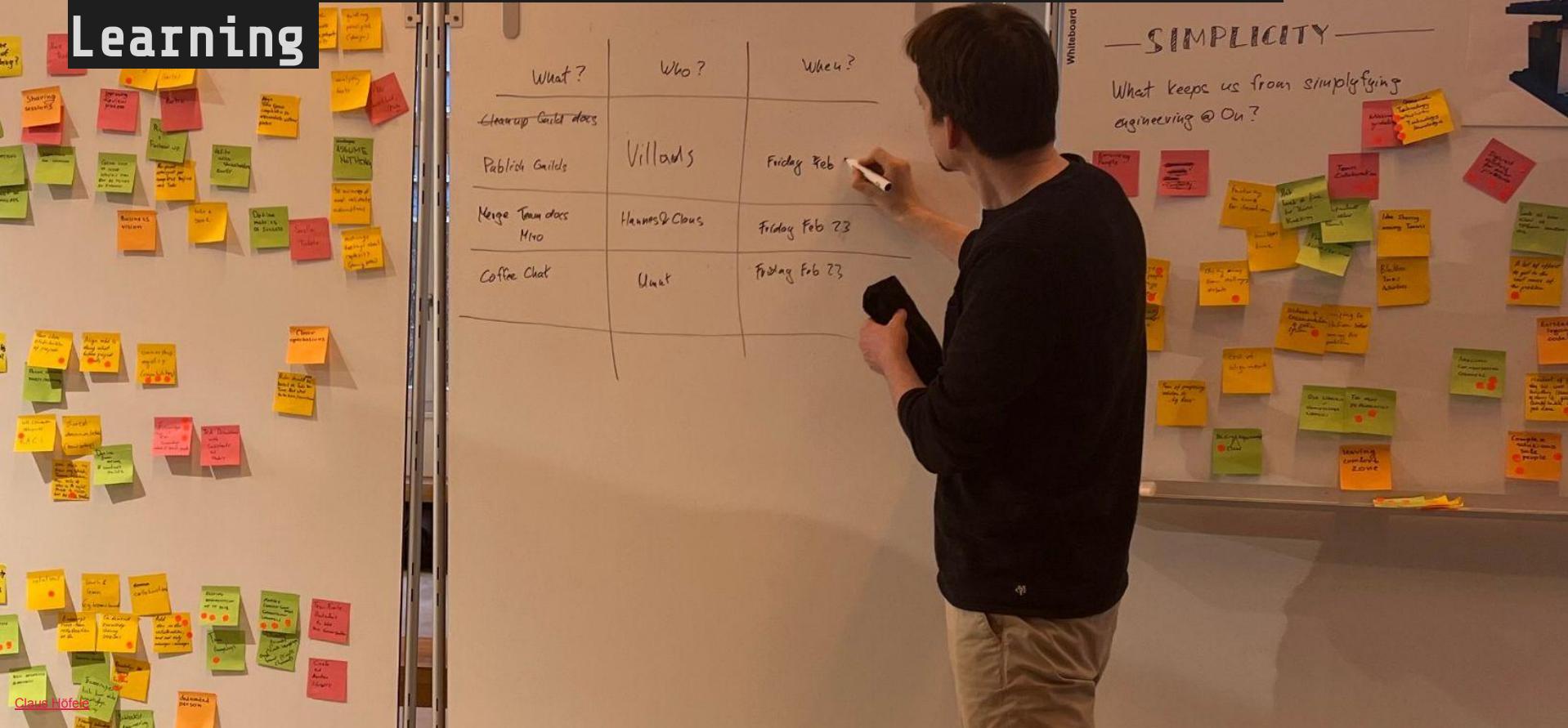
# Don't empower, emancipate!



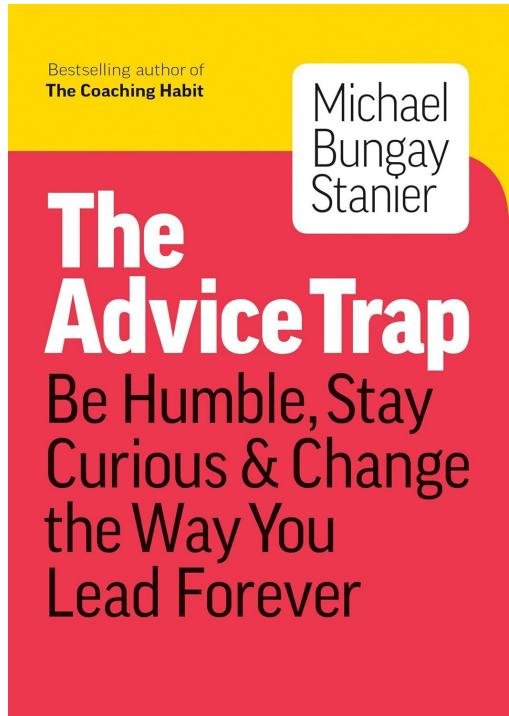
**Commitments Come From the Team, Not the Manager**



# Don't Bring Answers - Facilitate Shared Learning

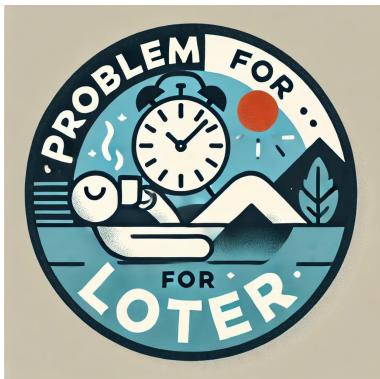


# Don't Brief, Coach!





# Try: Identify & Enforce Memes!



# Celebrate Tensions & Being Corrected!



A 1x Re-Org is not the  
Goal.

It Is Just the Start!

**Optimize for customer value decisions.**



# Break Silos, Not People!



# About me

A photograph of a modern office interior. On the left, there's a long wooden bench with several pillows where people are sitting. In the center, there's a wooden counter or shelving unit with books and plants. Two blue chairs are pulled up to a small white table. The background shows more office space with desks and plants. The overall aesthetic is bright and minimalist.

CTO Digital Agency  
buddybrand GmbH



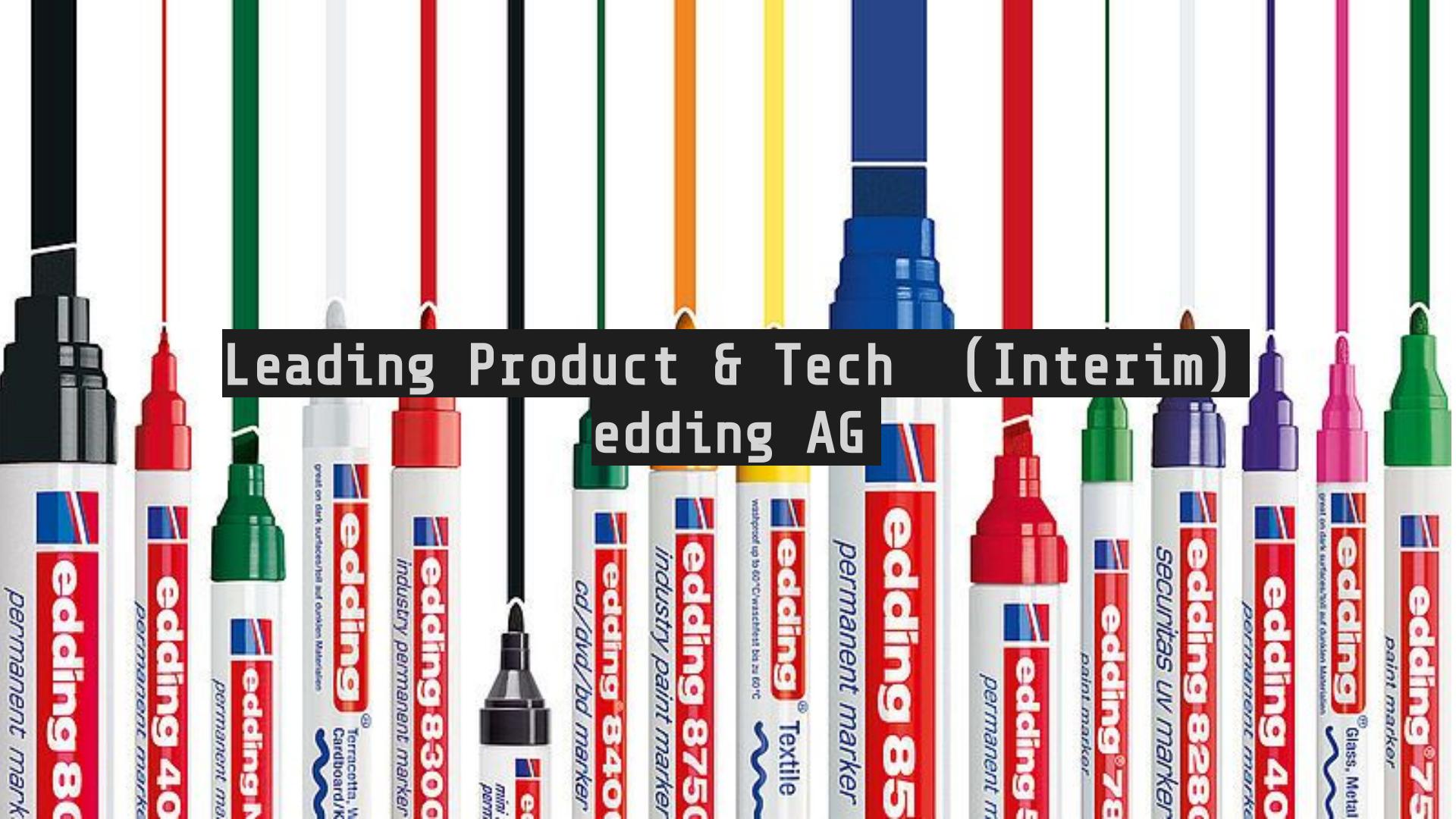
# CPO & CTO Influencer Marketplace

## BuzzBird GmbH



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

# Leading Product & Tech (Interim) edding AG



A portrait photograph 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 what appears to be an outdoor urban setting with trees and buildings.

Klaus Breyer  
**v01 .io**

[v01.io/2025-alphalist](https://v01.io/2025-alphalist)



**End**