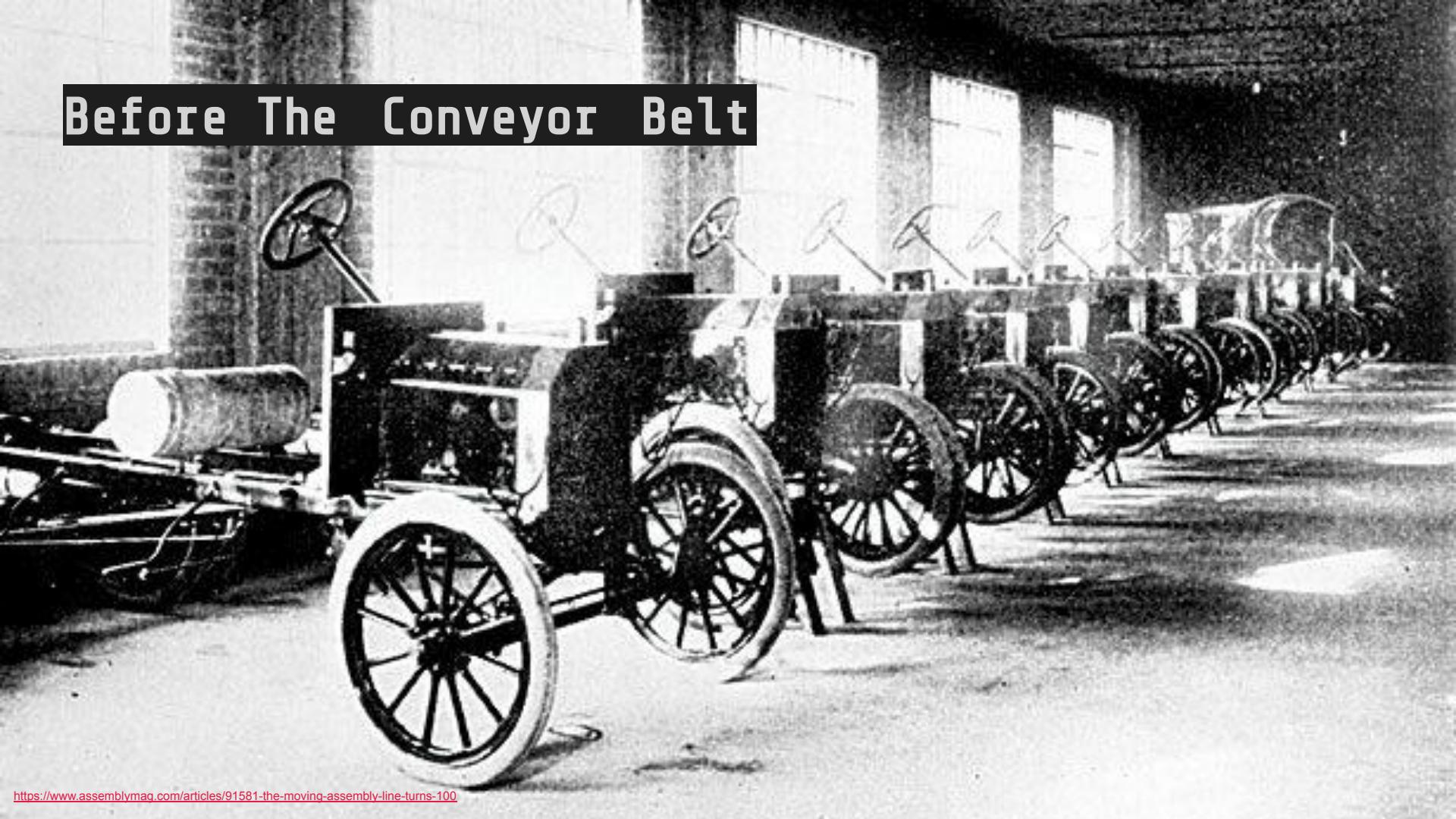


Move Fast & Break Silos

Leadership for Interdisciplinary Teams

Before The Conveyor Belt



With The Conveyor Belt



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

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

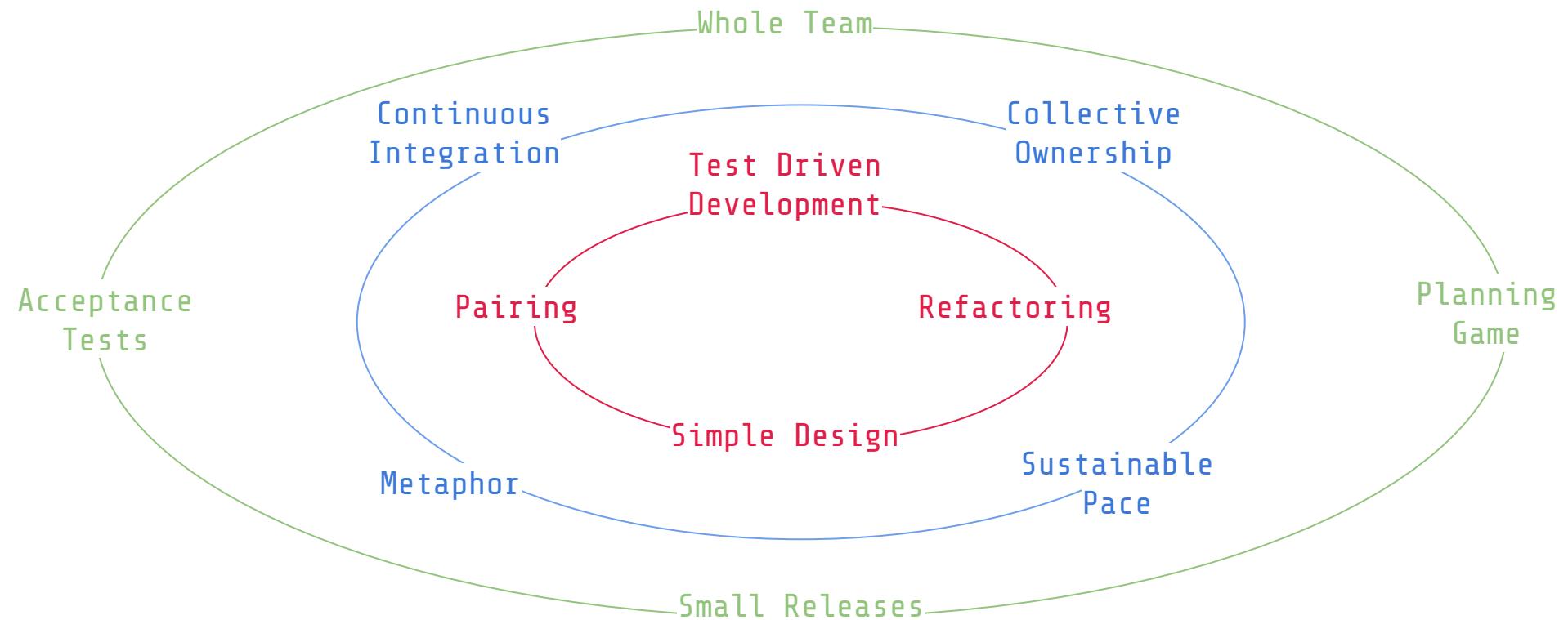
Working software over comprehensive documentation

Customer collaboration over contract negotiation

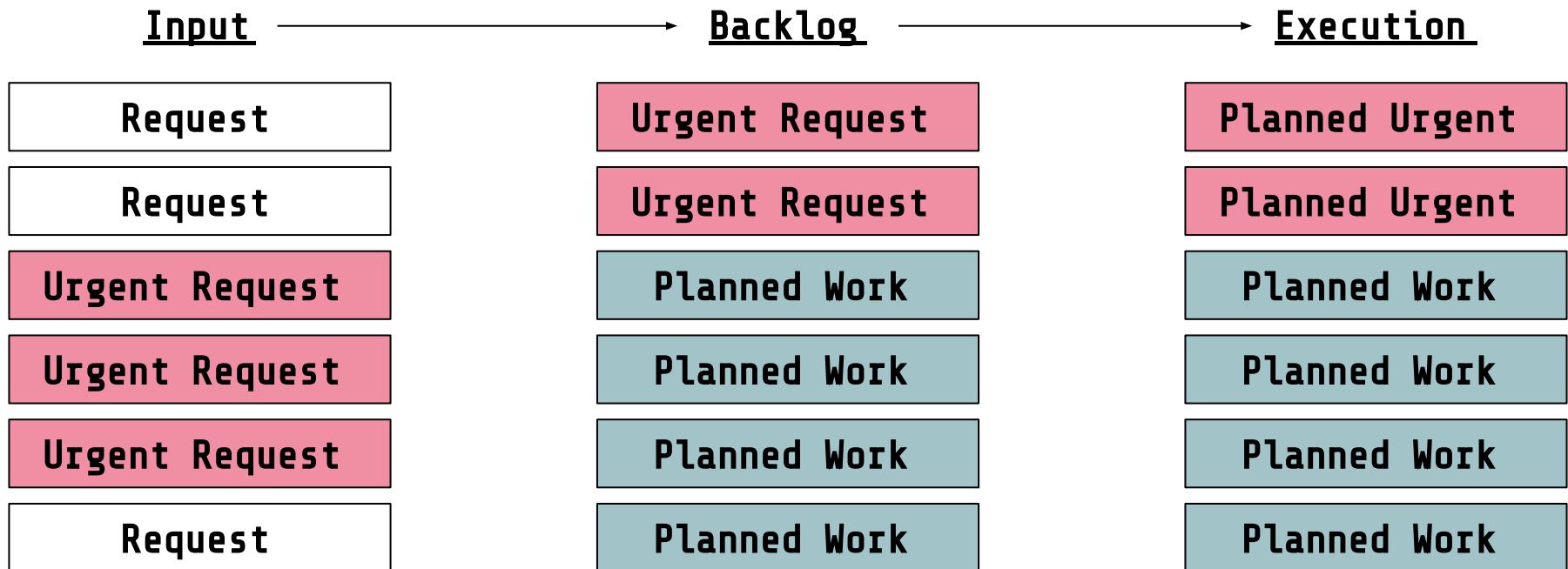
Responding to change over following a plan

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

But Business Took Over



Agile Became a Micromanagement Tool



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

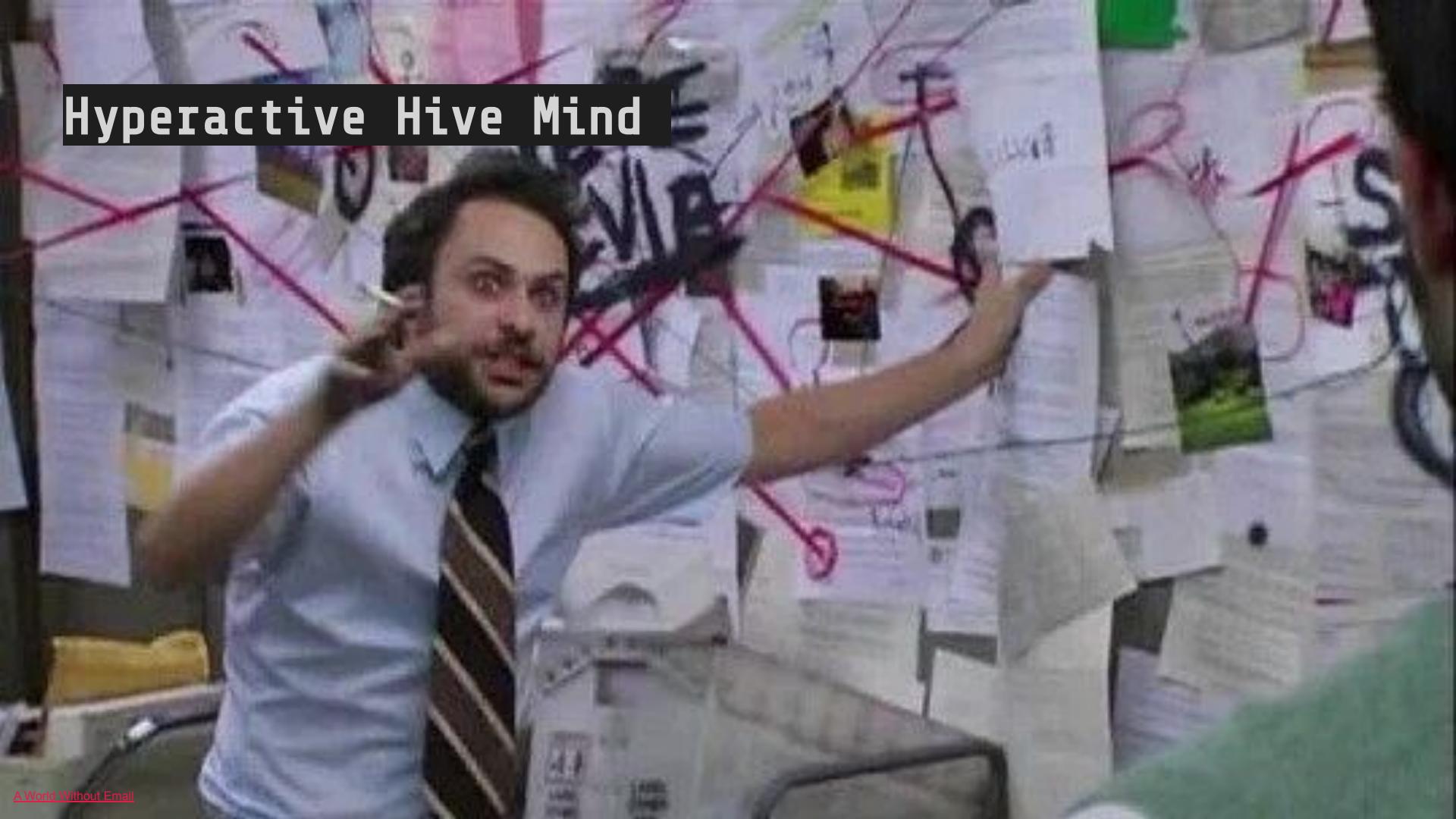


Yeah, If You Could Fill Out a Jira Ticket



That Would Be Great

Hyperactive Hive Mind



AI HYPE



**Building Software Means
Making Decisions in
Continuously Evolving
Systems.**

Framework for Decision Making

Facing Reality

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

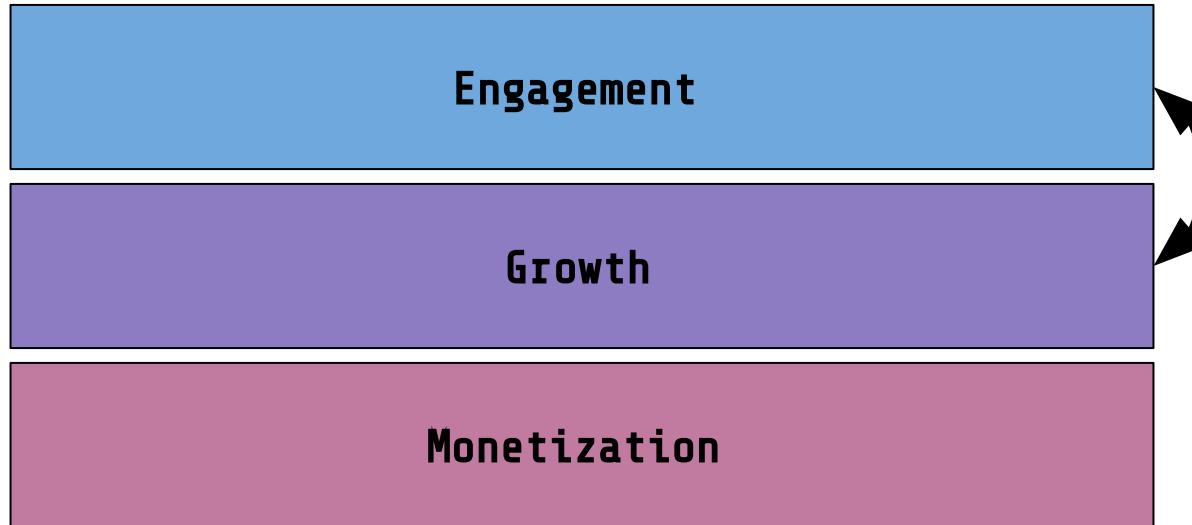
Slicing Objectives

Slicing Problems

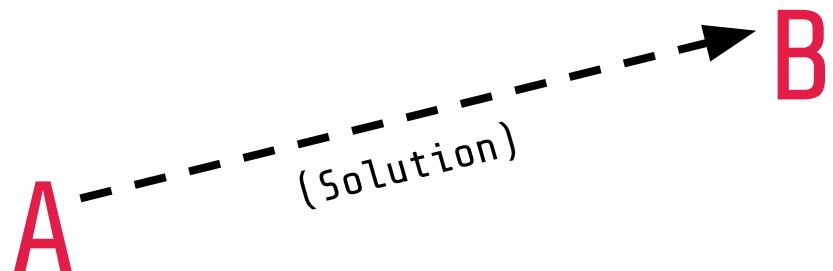
Slicing Solutions

Slicing Delivery

Slicing Objectives : Force Ranked



Slicing Problems: Only Context & Outcome



Current Context:

...
...
...

Desired Outcome:

...
...
...

Slicing Problems: Appetite

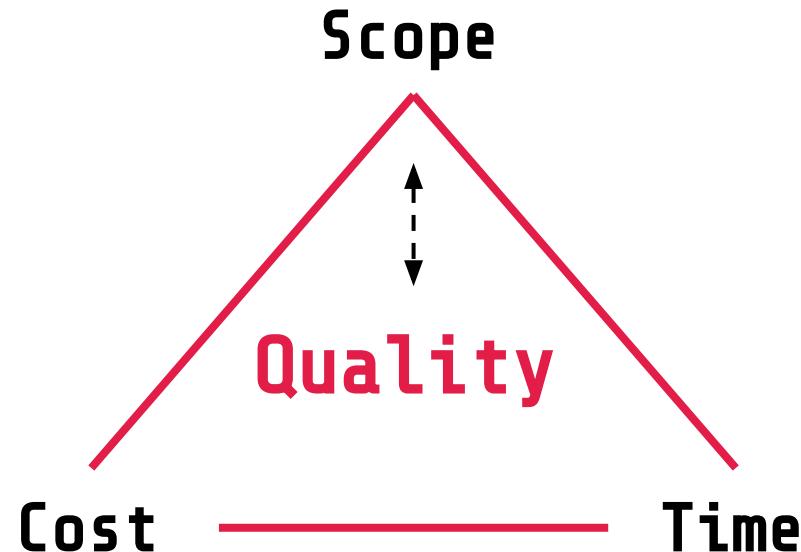
Estimates

Fixed Scope
Variable Time

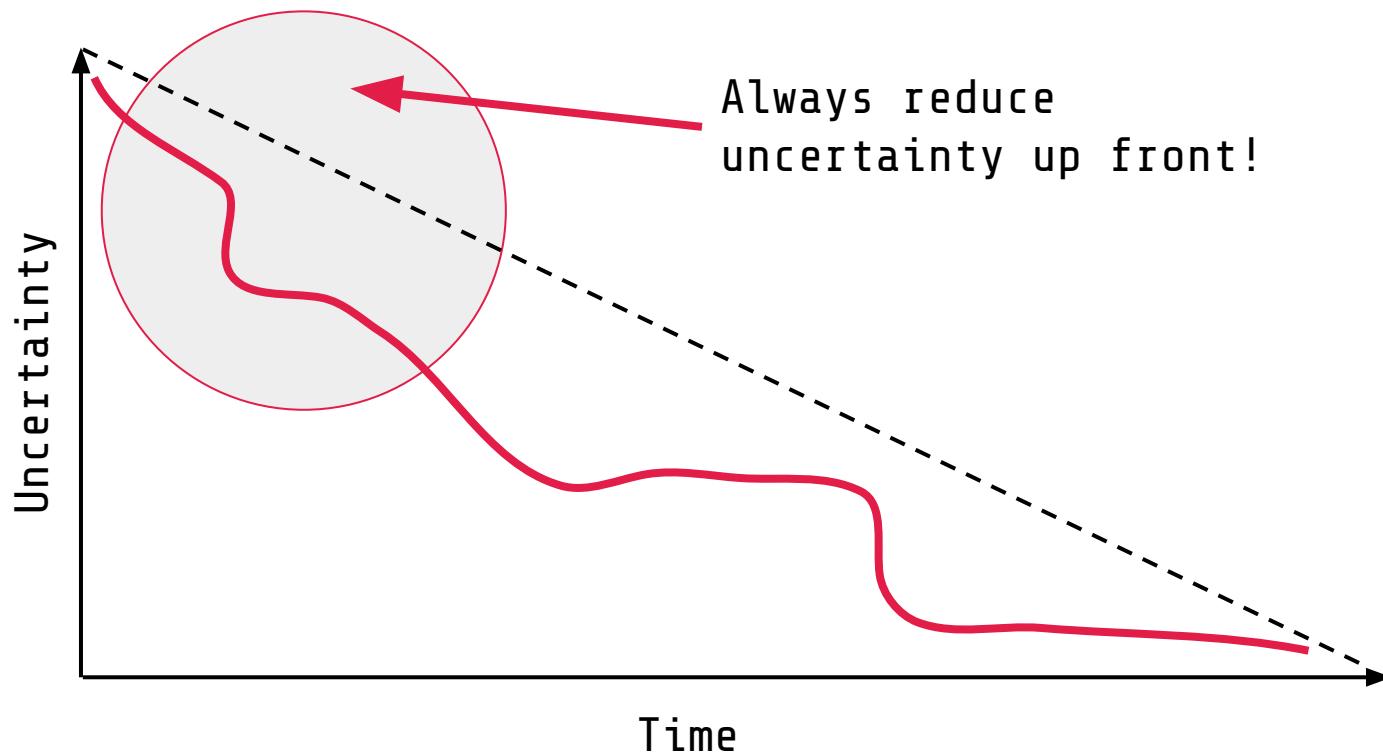
Appetite

Fixed Time
Variable Scope

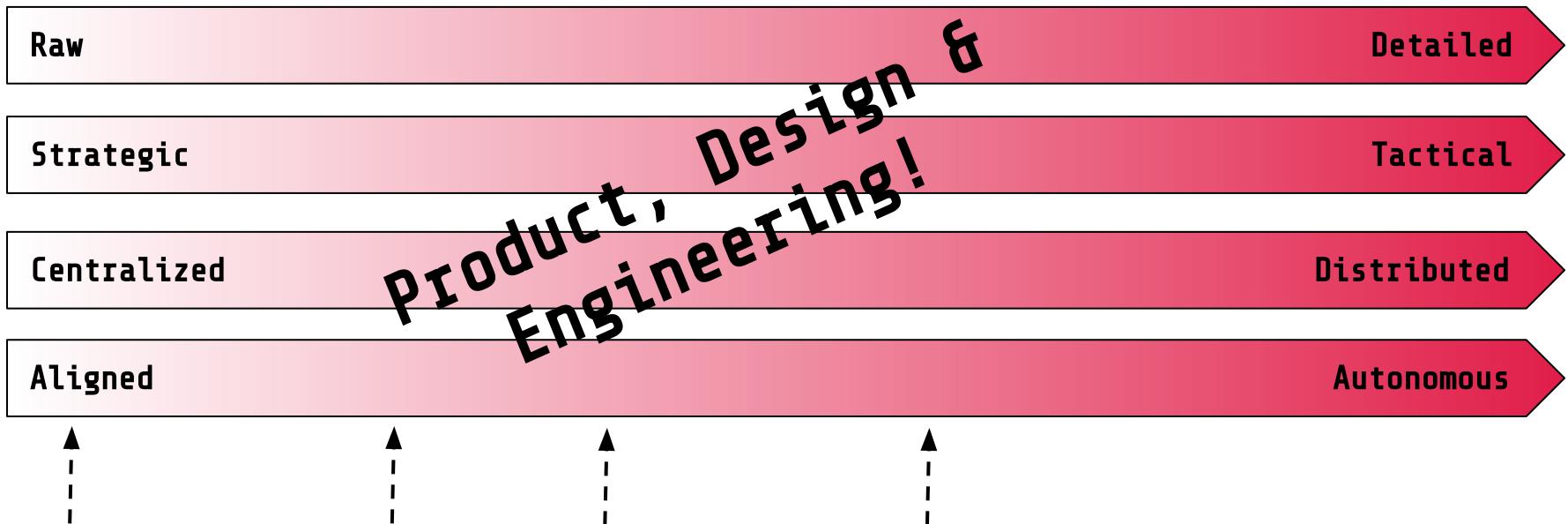
Variable Scope Guarantees Quality!



Slicing Solutions: De-Risking

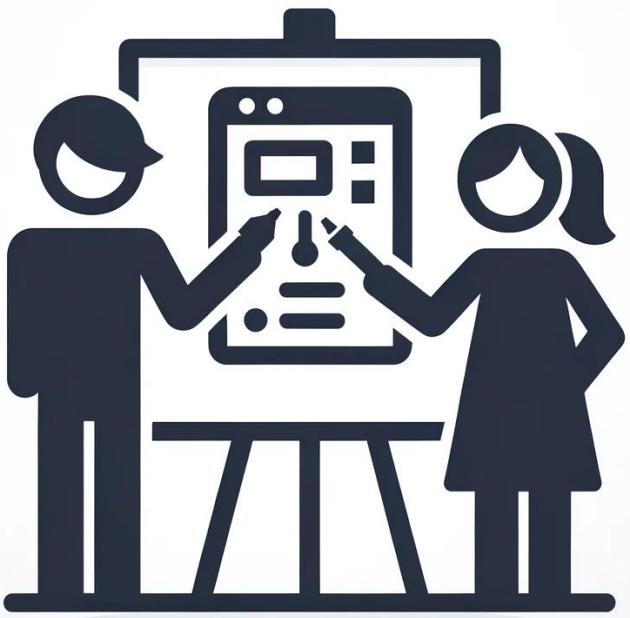


Slicing Solutions: Collaboration

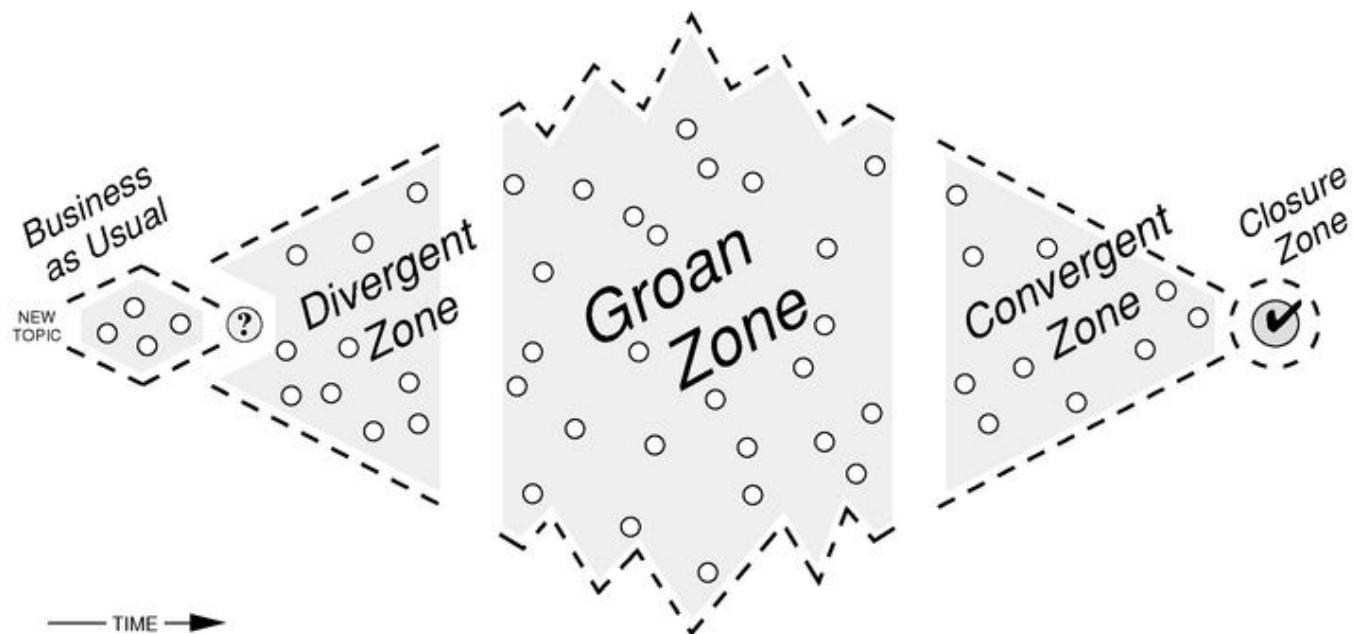


Trade-offs all the time!

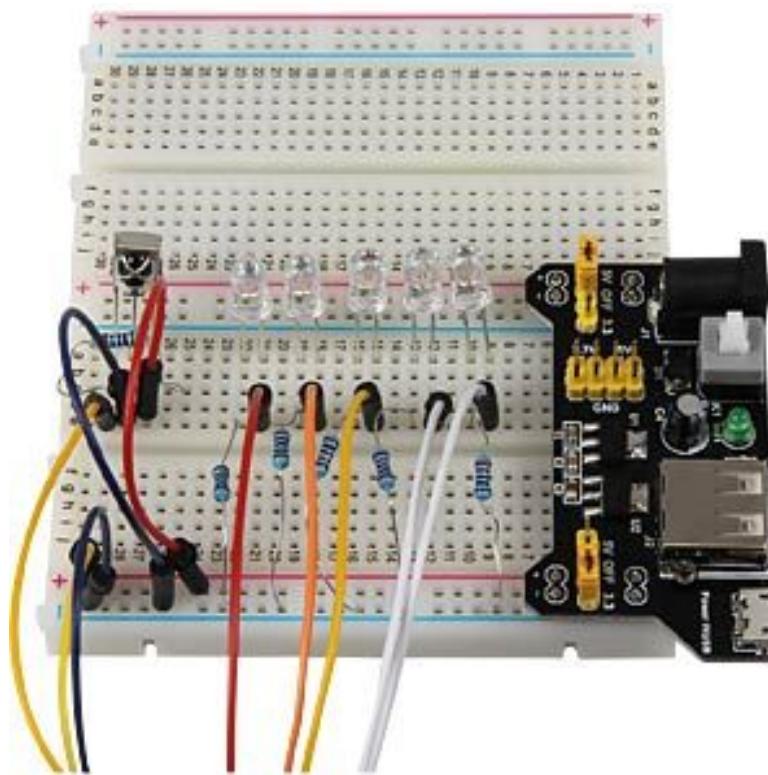
Try: Start at a Blank Slate & collaborate.



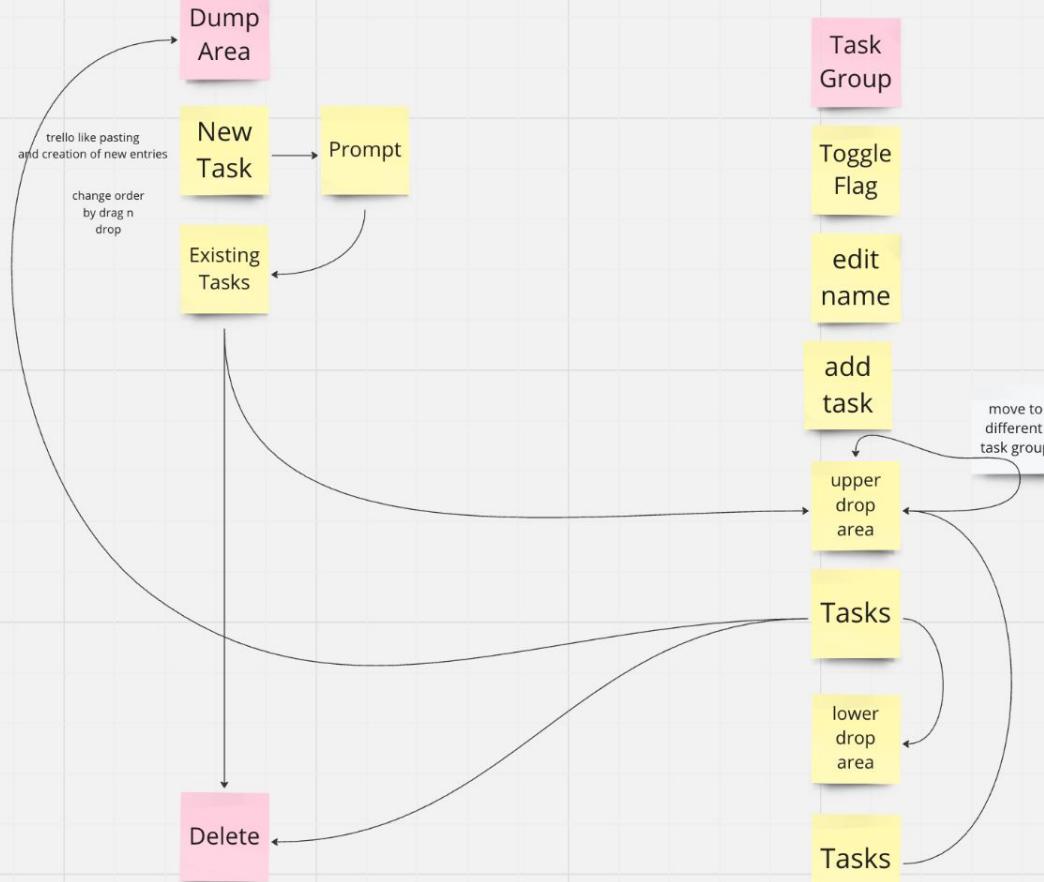
The Diamond of Participation



Breadboarding: Finding the Elements



Breadboarding: Interaction Flows



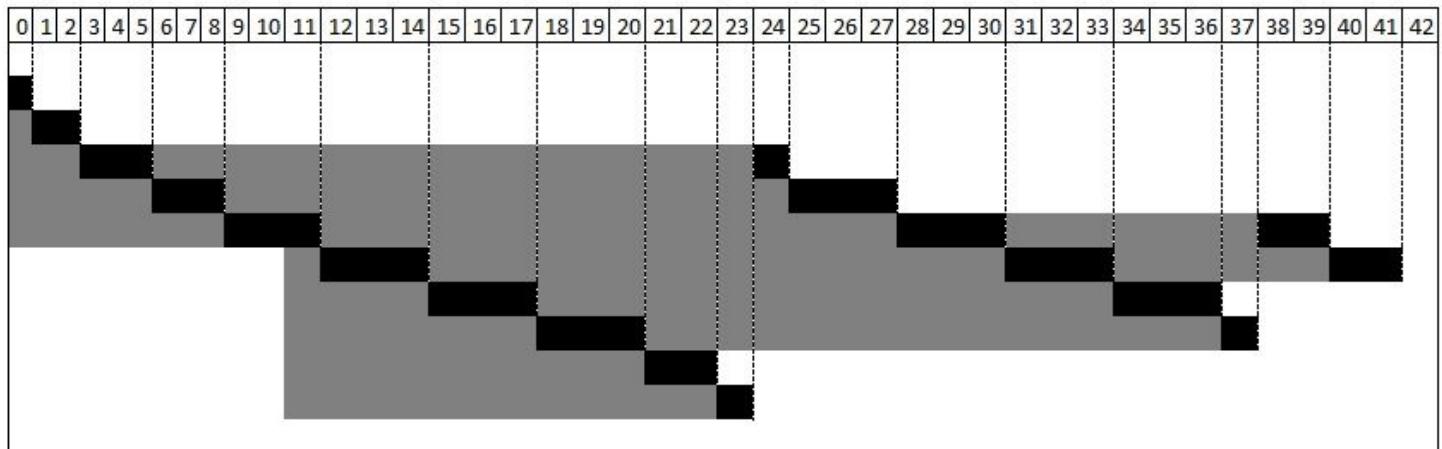


Try: Round Robin to Activate Everybody

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!**



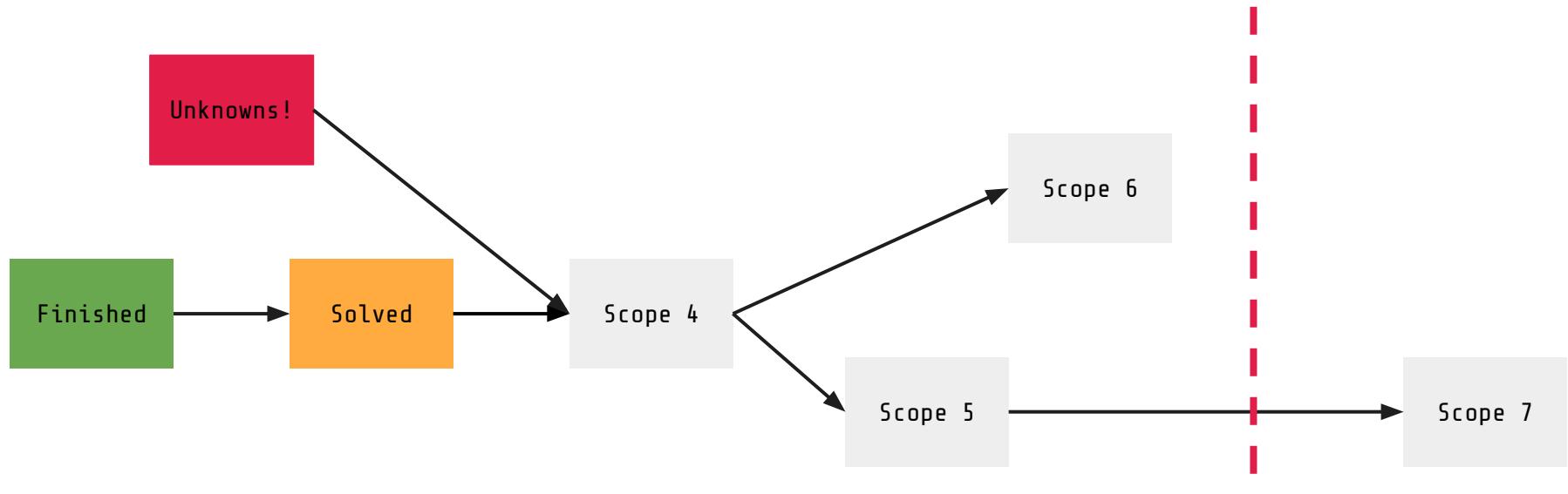
RFC for Collaboration

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!

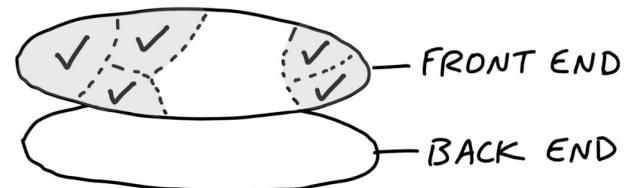


A Scope Is Shippable in Isolation.

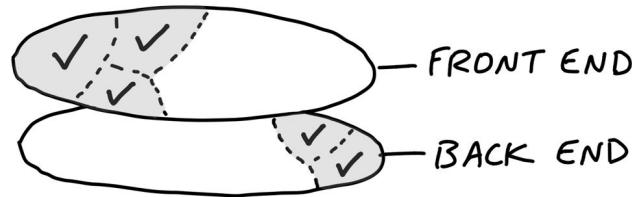
Done means deployed!



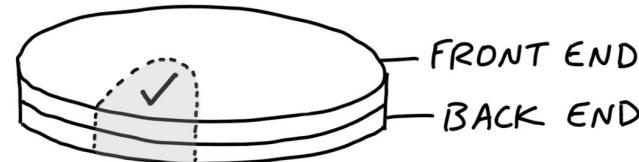
Slicing Delivery: End to End!



NOTHING WORKS



NOTHING WORKS



SOMETHING WORKS!

Implement by structure, not by person!

Slicing Work

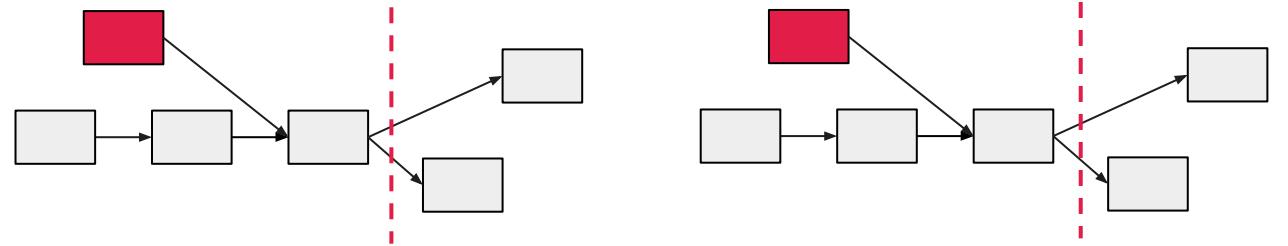
Slice Objectives



Slice Problems



Slice Solutions



Slice Delivery



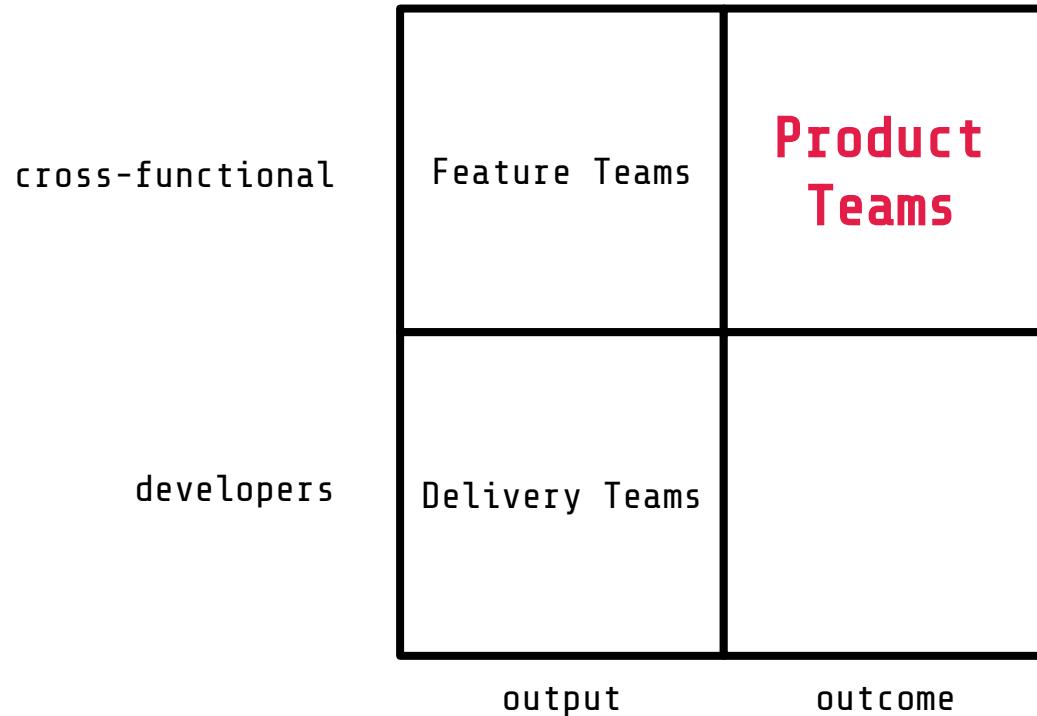
Aligning Teams

**"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

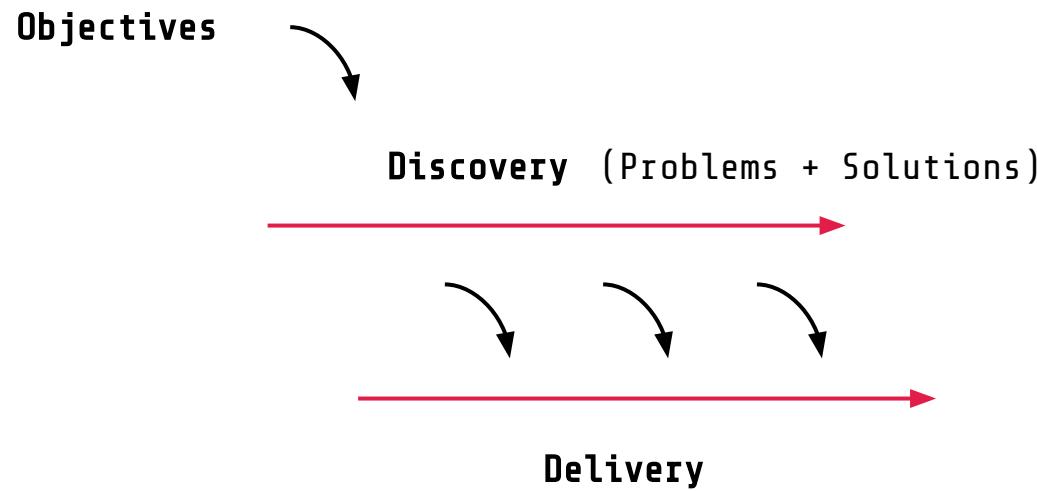
1-2 Designers

Responsible for usability risk + Experience

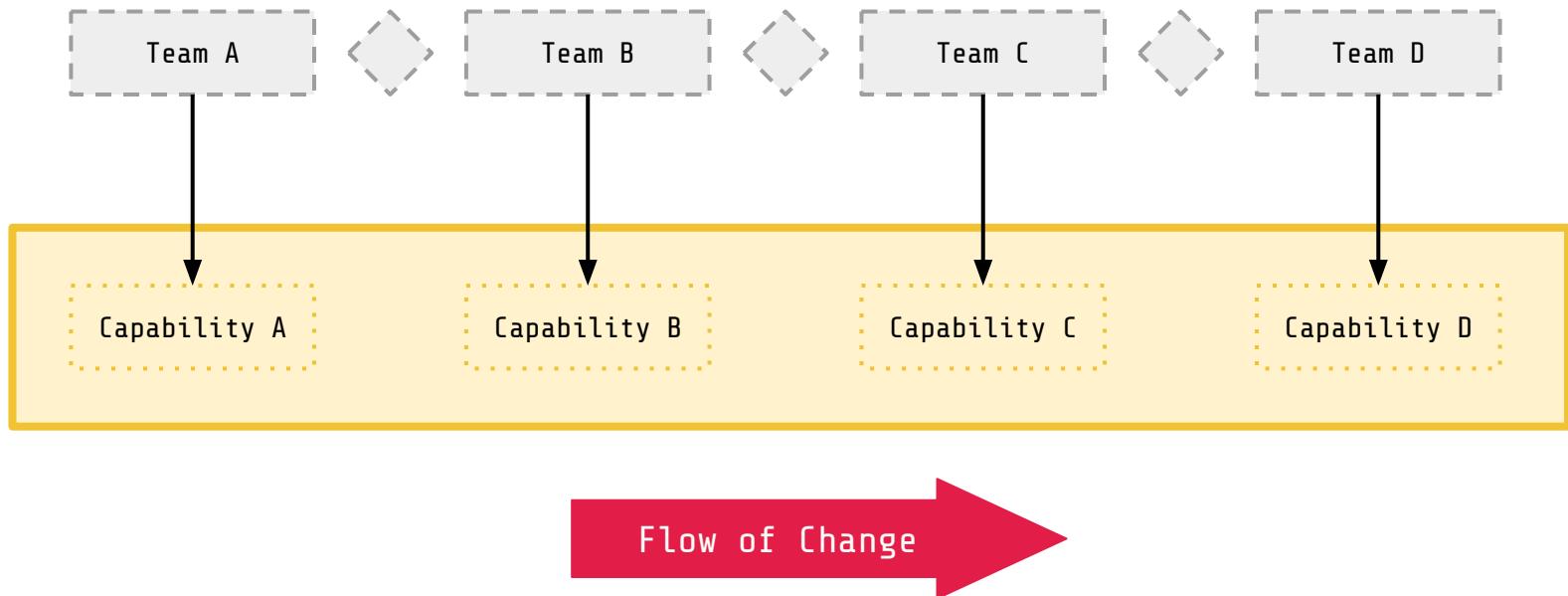
3-8 Insourced Engineers

Responsible for feasibility risk + Delivery

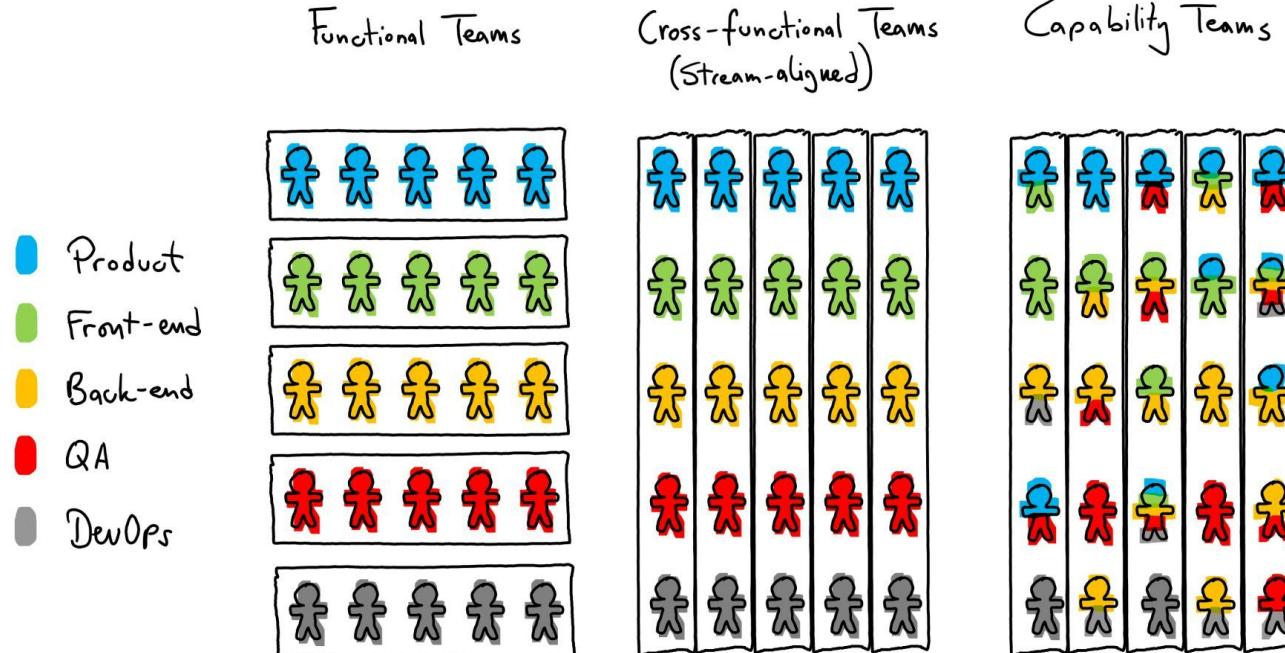
Smallest Unit of Planning for Outcomes



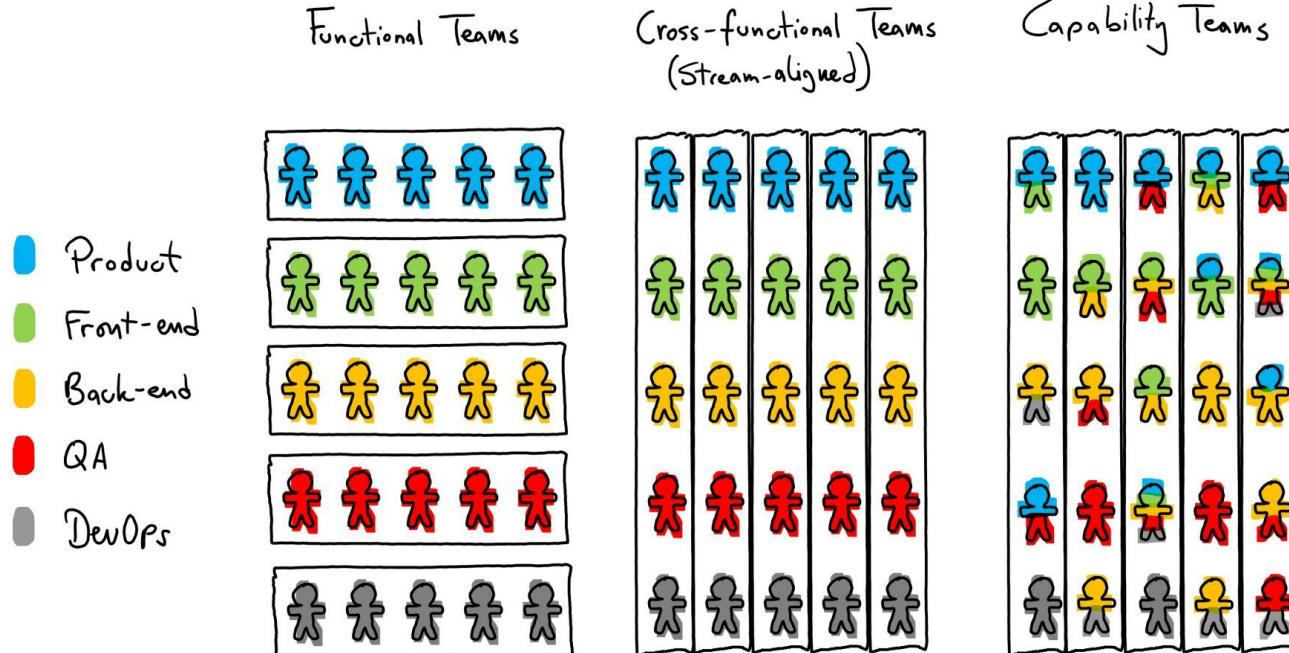
Optimize Teams for Value Streams - End to End



Teams: Capabilities, Not Specialties



Teams: Insourced Engineering



Agency





Try: Hire & Foster Interdisciplinary Roles

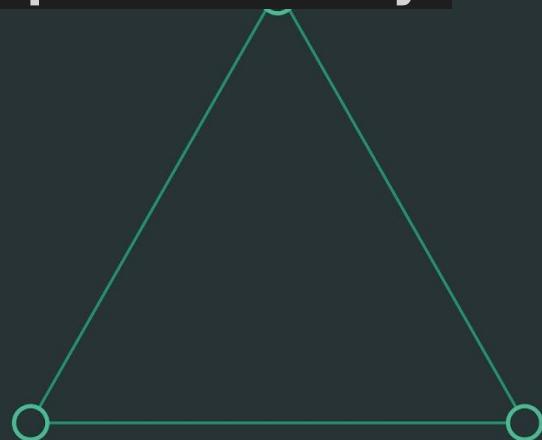
Customer obsession

Analysts of usage data and the competitive landscape

Always prototyping and experimenting

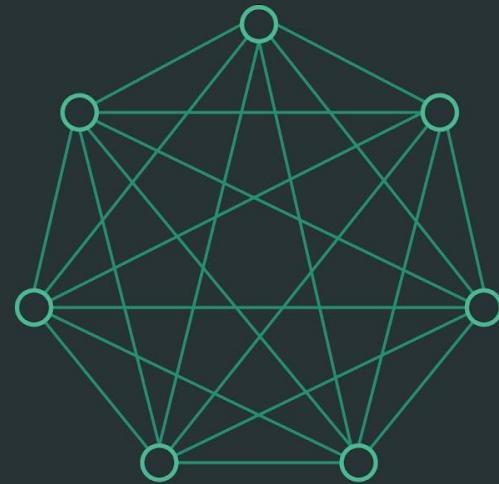


Brooks's Law: Communication Scales Exponentially



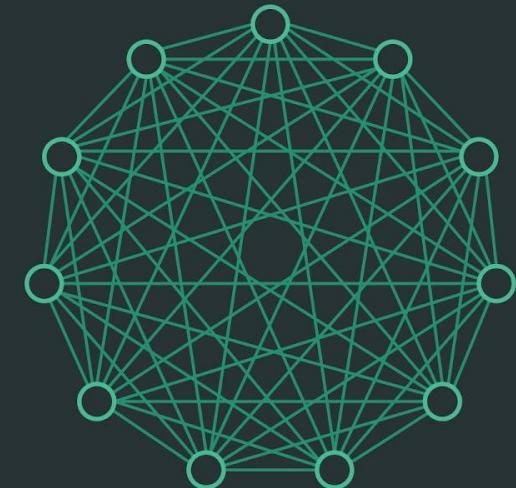
3 PEOPLE

3 lines



7 PEOPLE

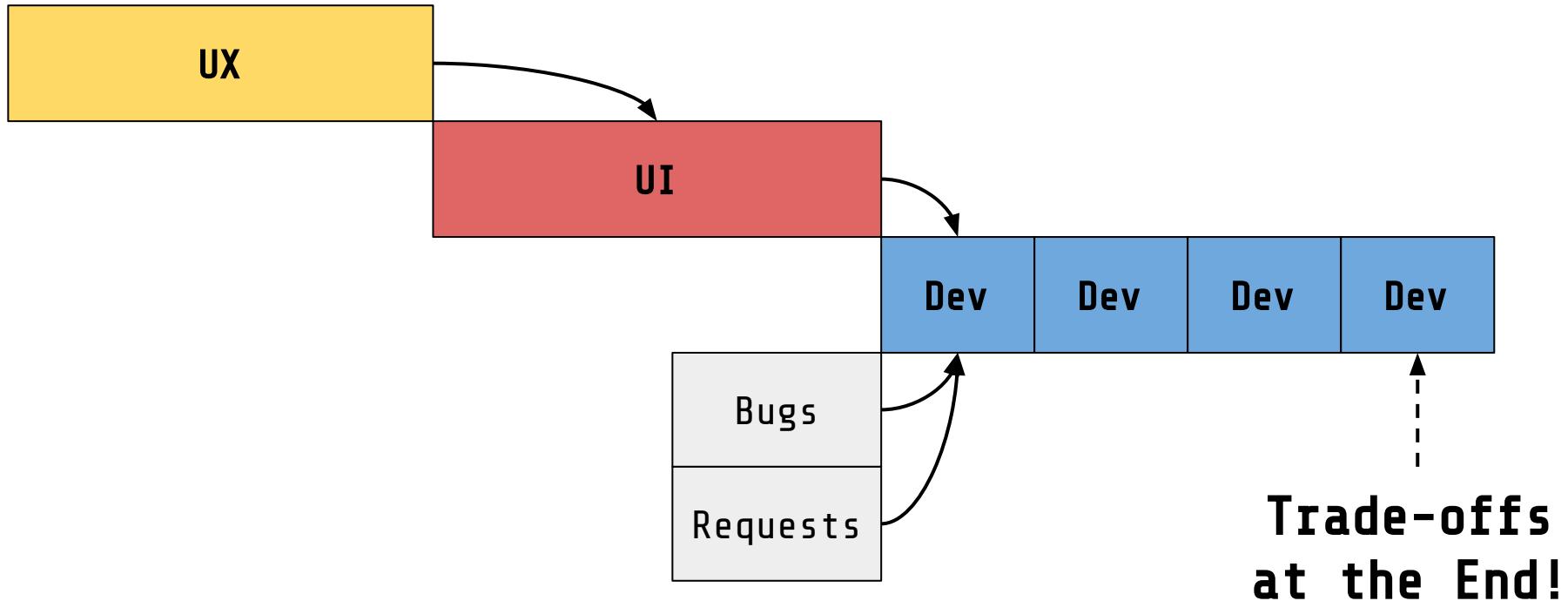
21 lines



11 PEOPLE

55 lines

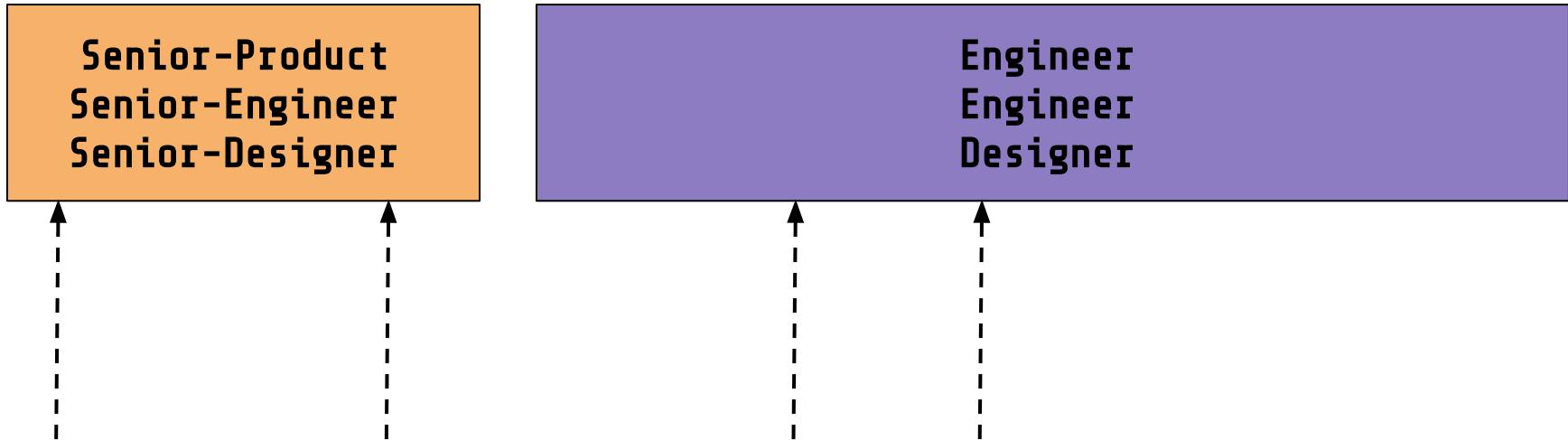
Scrum(fall): Small Cycles, Large Team



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

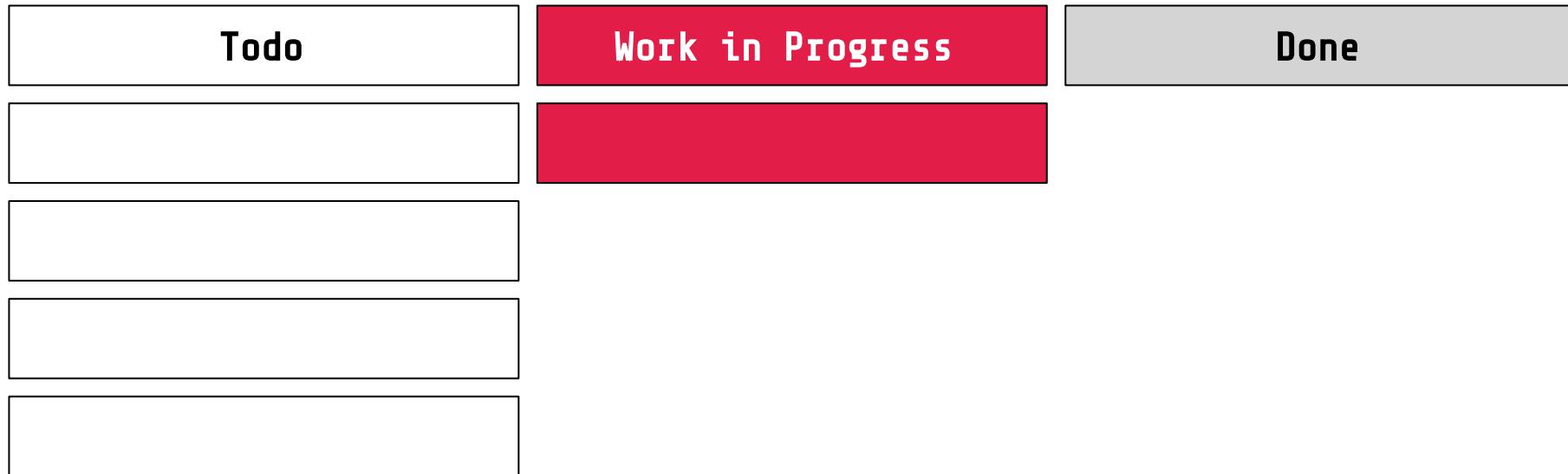
Delivery

Enablement / Reactive Work

Happy WIP Limits!

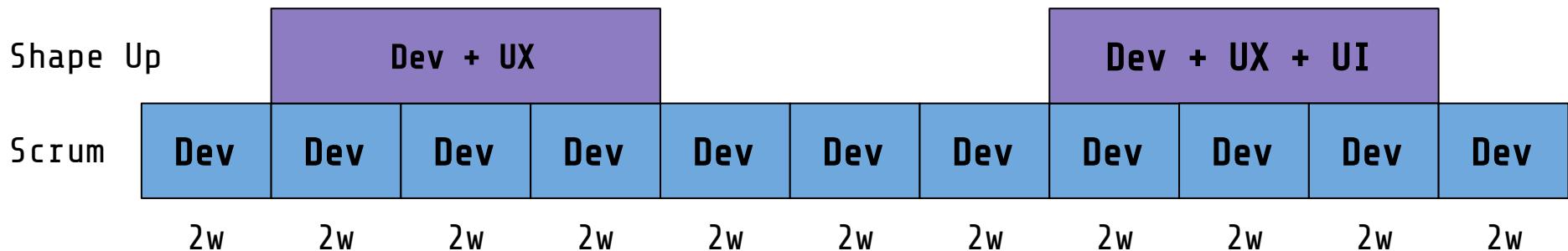


Try: Backlogs Only for Reactive Work





Try: De-Risk Changes & Experiment



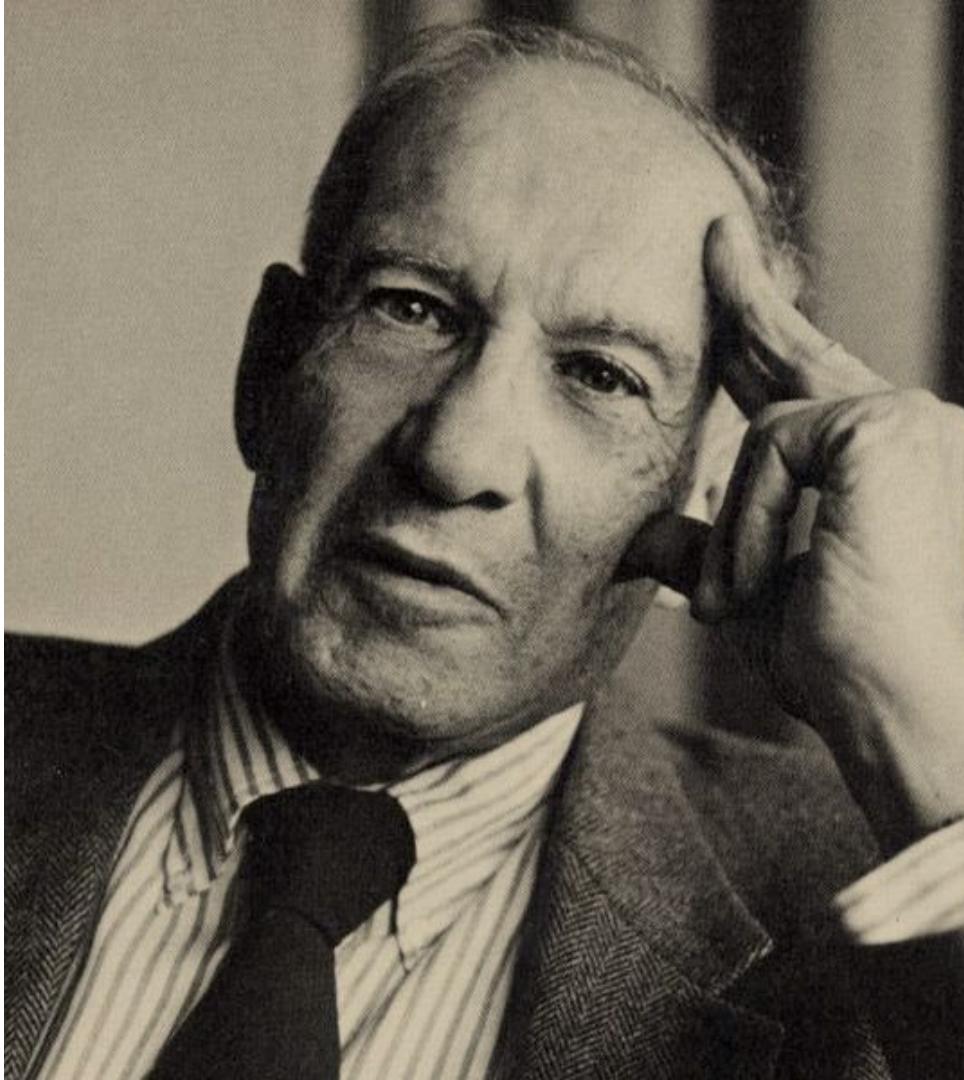
Startups: Small Teams in Long Cycles



Scaling Orgs

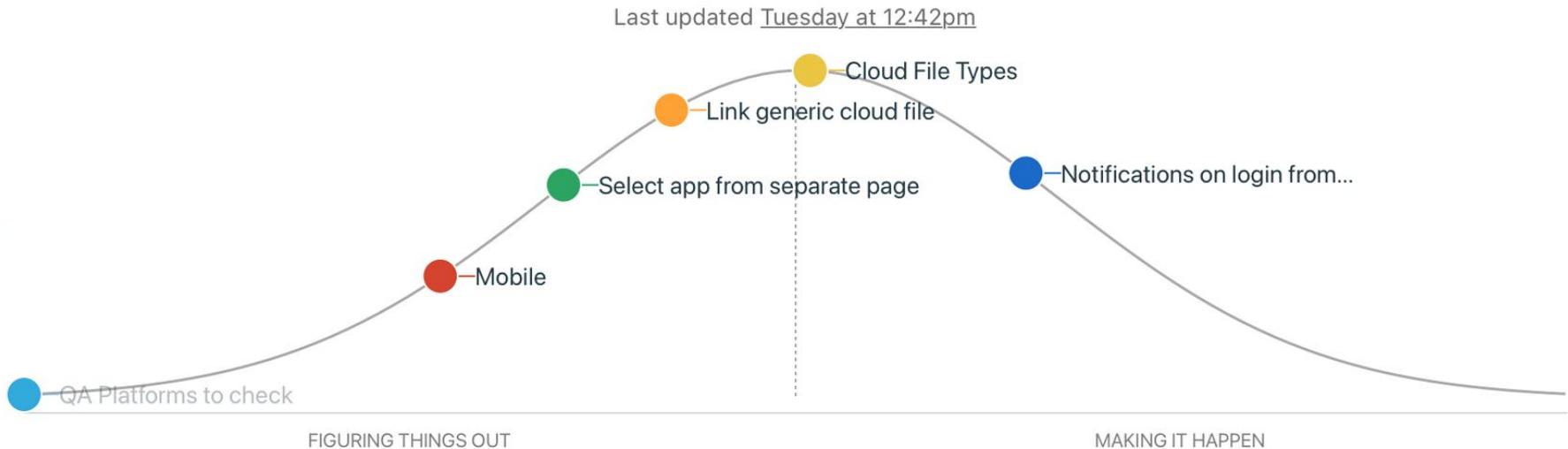
"[only] what gets measured, gets managed."

(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?

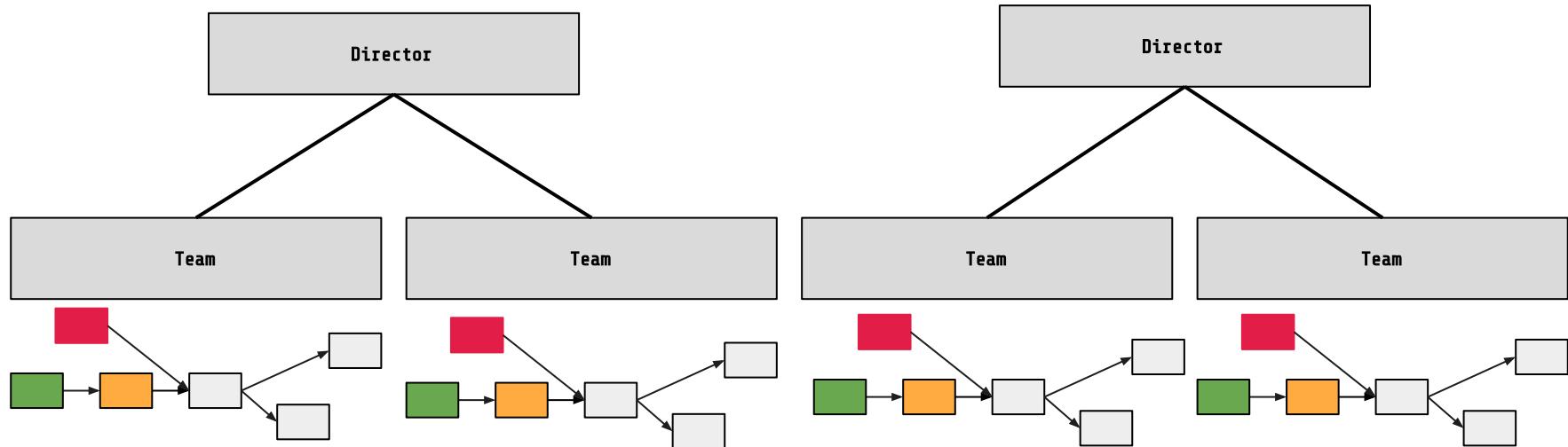
-  On track  Some risk  Concerned

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!

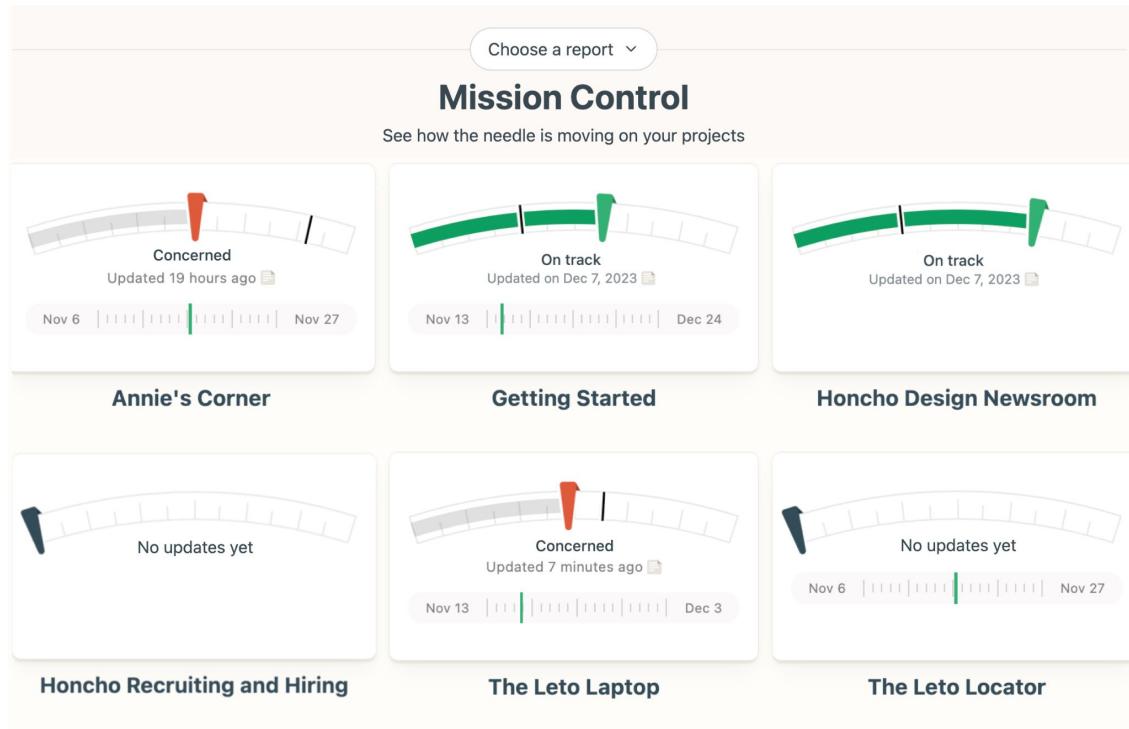
Progress vs. fixed timebox (appetite!)

Implement Reporting That Enforces Habits

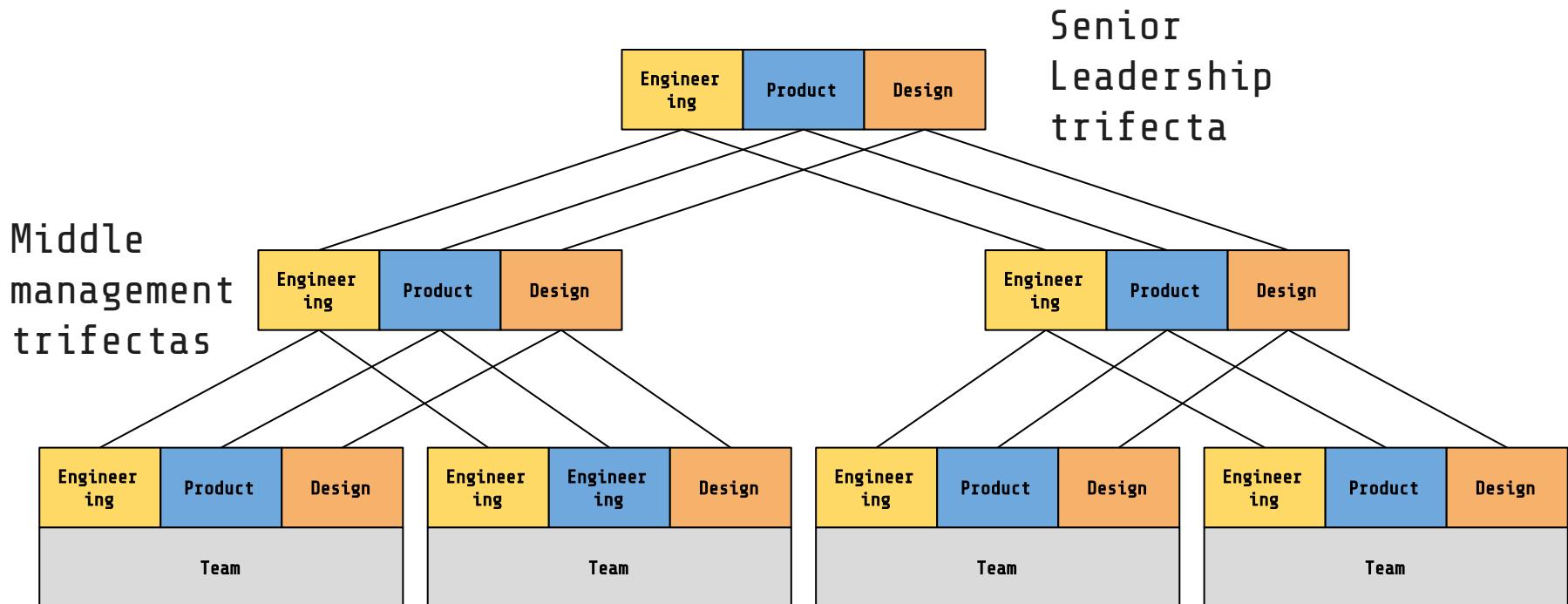




Try: Roll-Up Dashboards for Progress

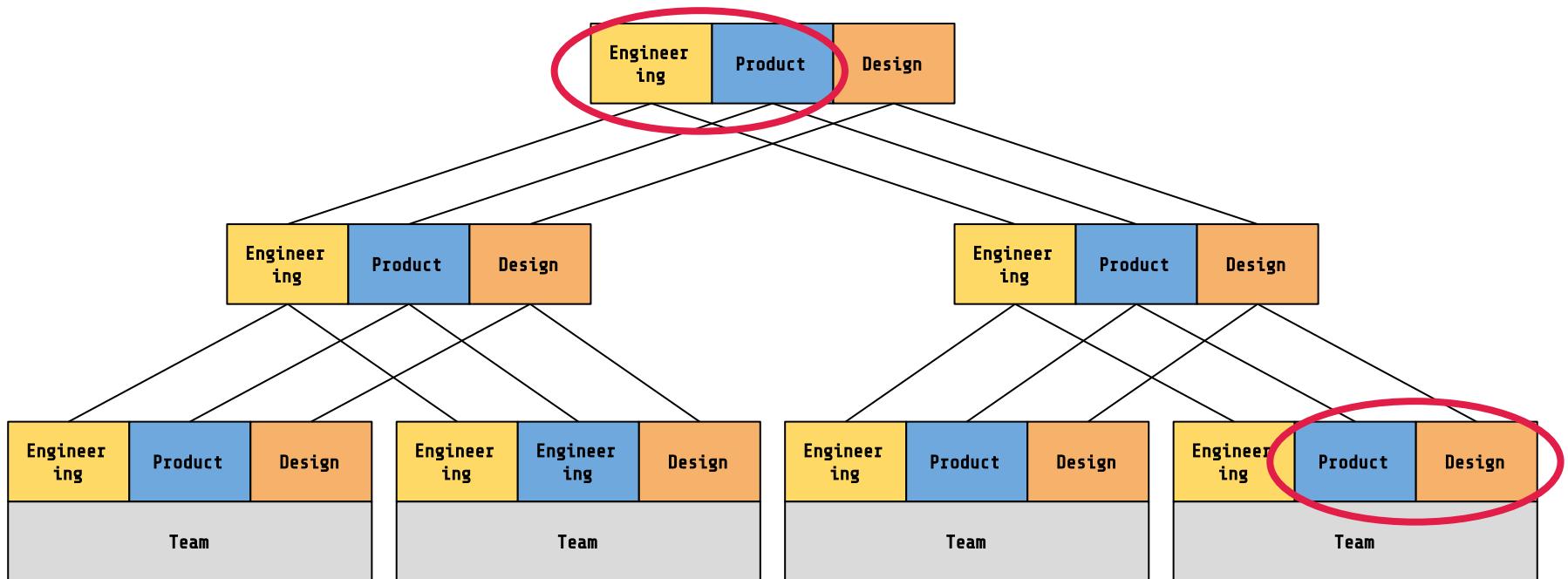


Trifectas All the Way Up

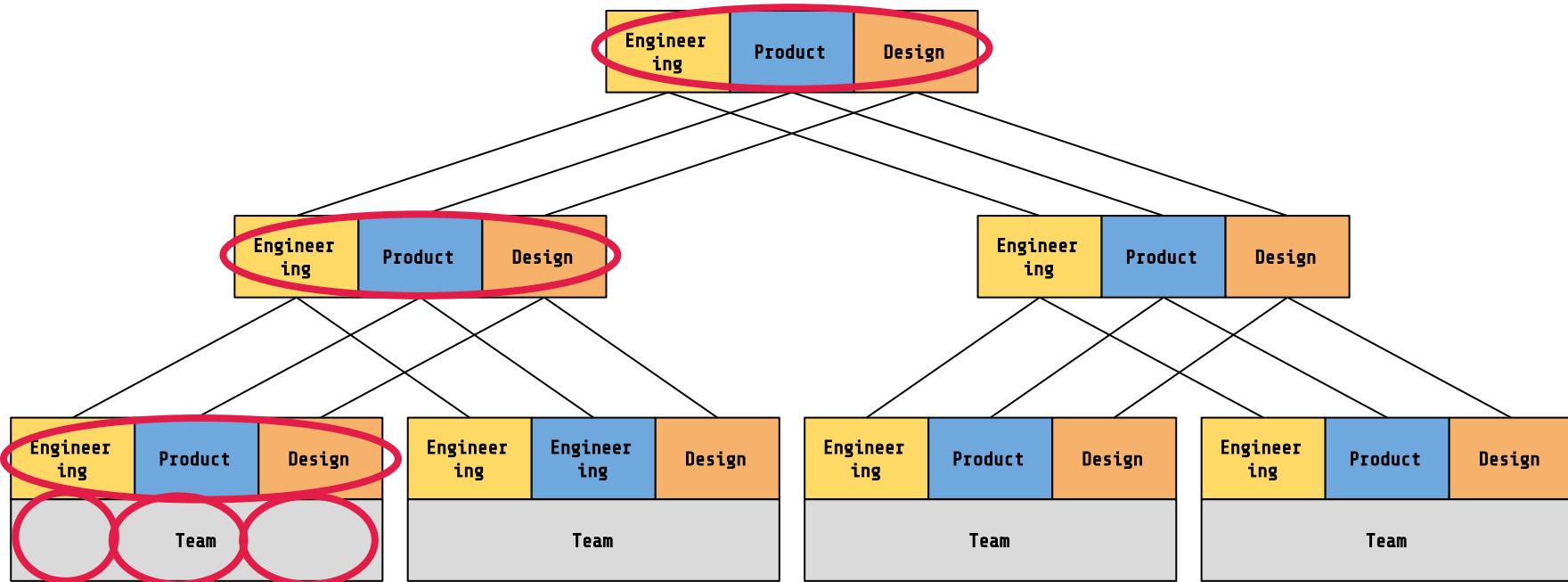




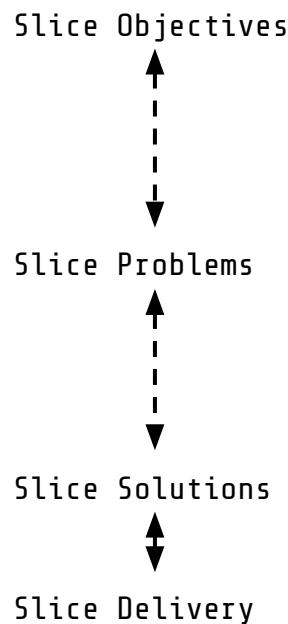
Try: Hire & Foster Interdisciplinary Leaders



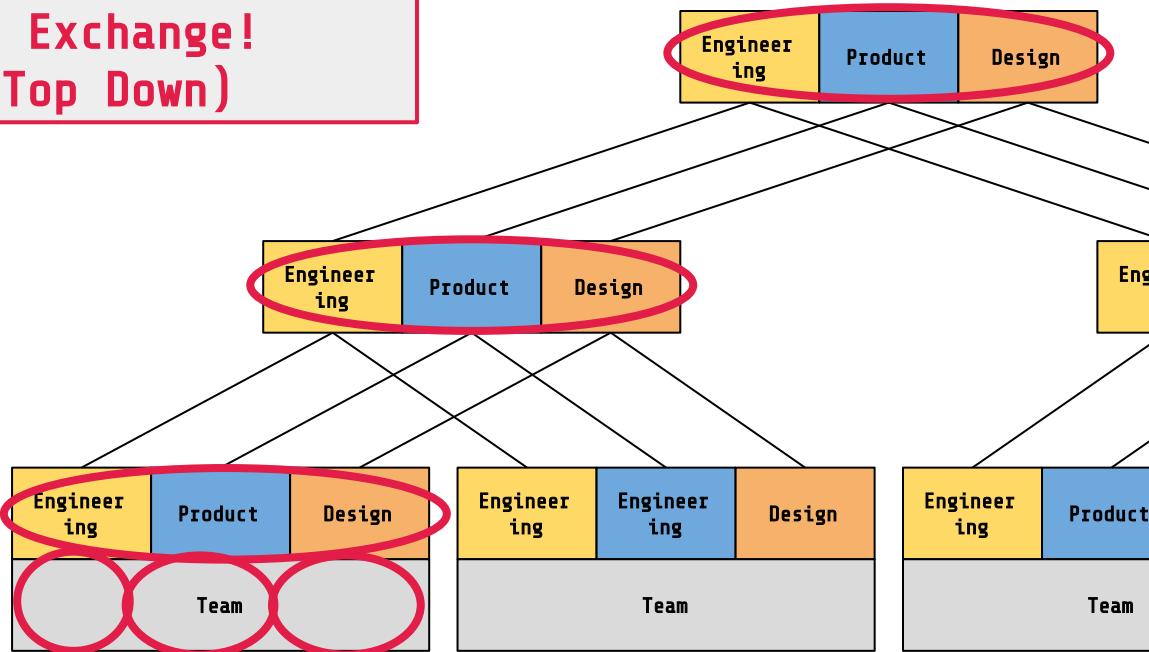
Bringing It Together: Small Teams = Trifectas



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)



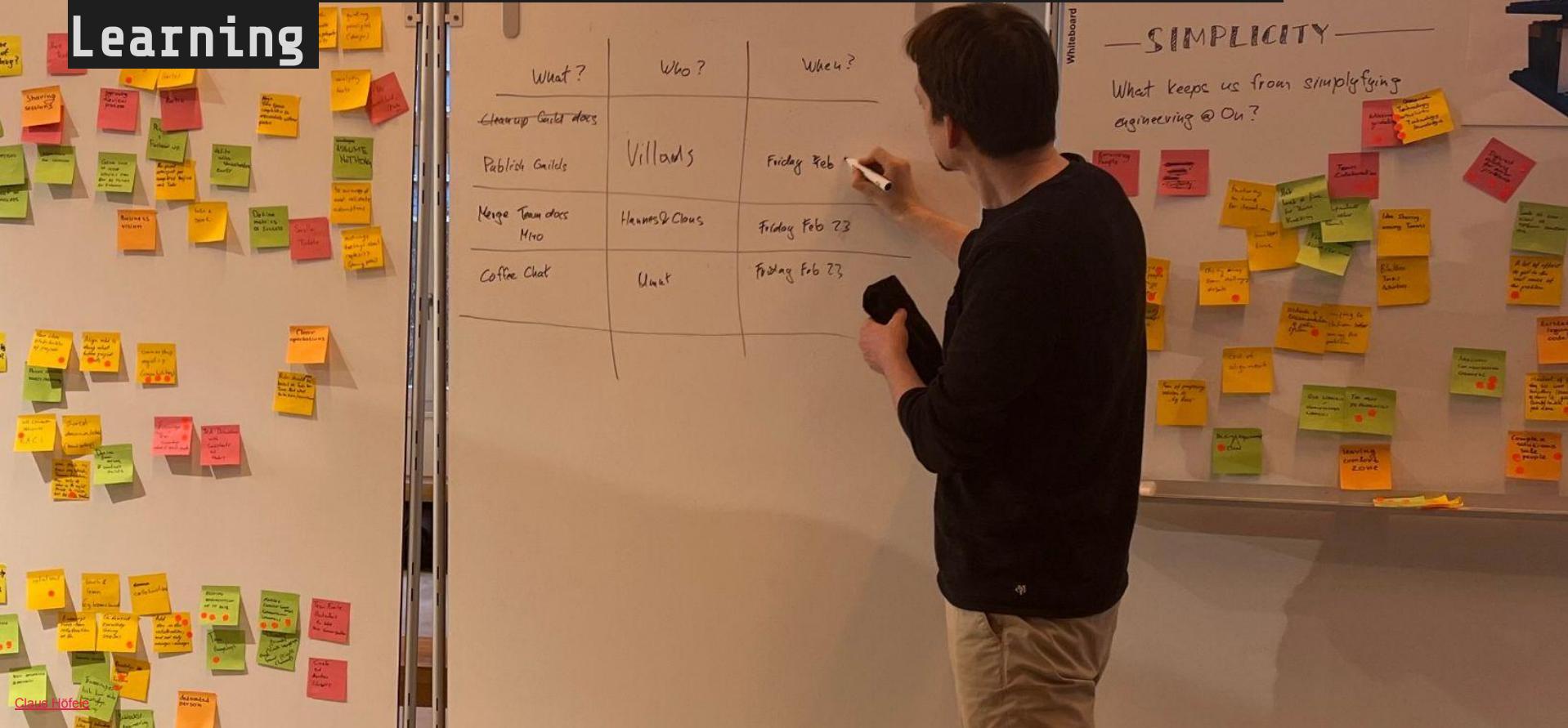
Don't empower, emancipate!



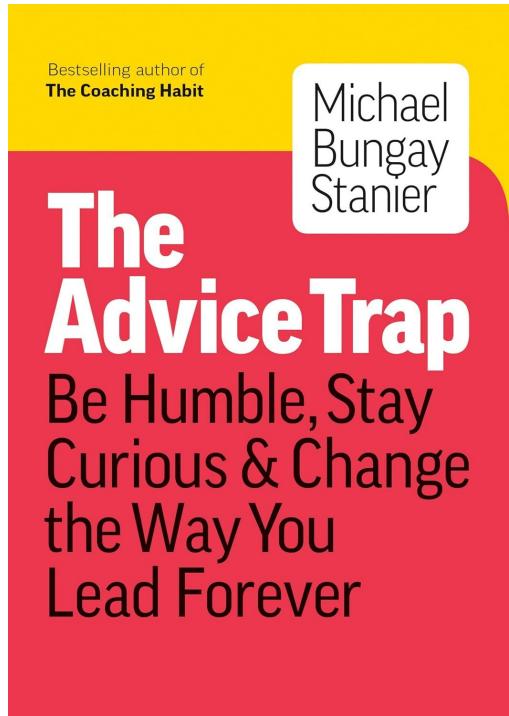
Commitments Come From the Team, Not the Manager



Don't Bring Answers - Facilitate Shared Learning

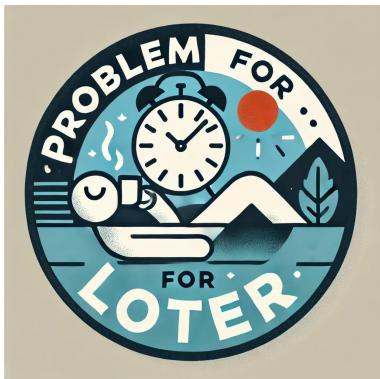


Don't Brief, Coach!

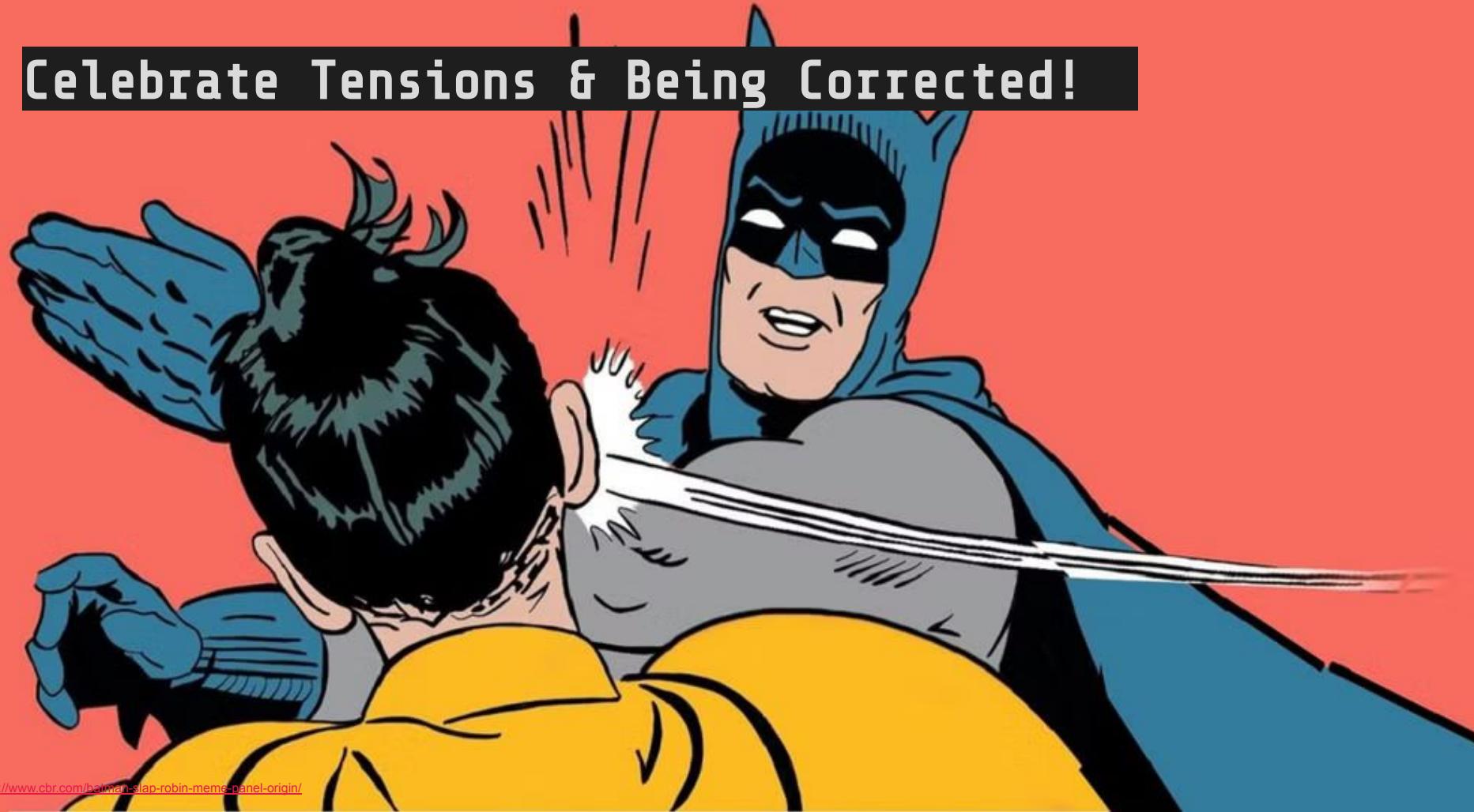




Try: Identify & Enforce Memes!



Celebrate Tensions & Being Corrected!



Break Silos, Not People!



Start Somewhere.

**Then Optimize for
Decisions that drive
Customer Value.**

About me

A photograph of a modern office interior. On the left, there's a long wooden bench with several pillows, where a person is 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 in front of it. The background shows more office space with desks and chairs. The overall aesthetic is clean and minimalist.

CTO Digital Agency
buddybrand GmbH



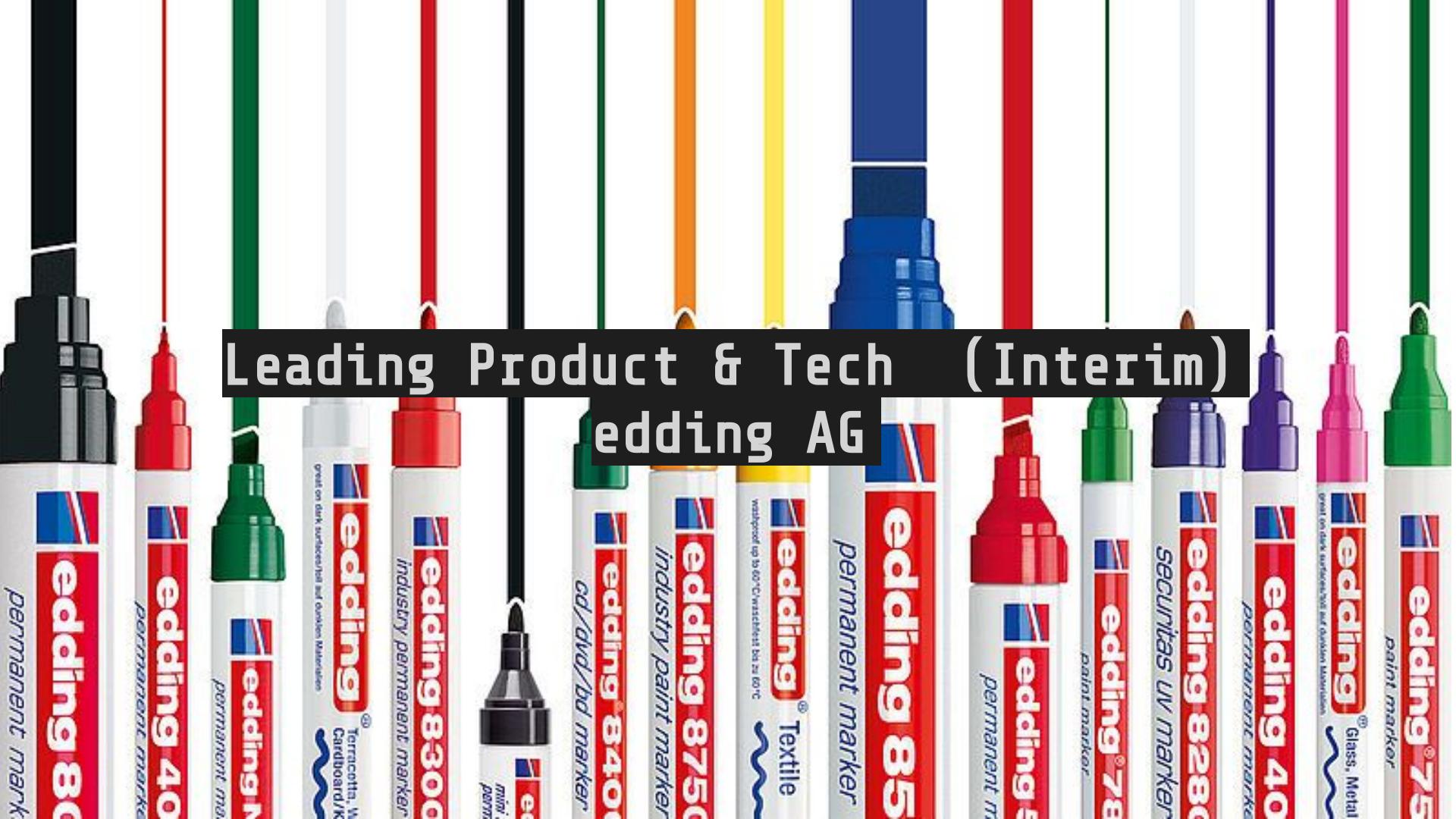
CPO & CTO Influencer Marketplace

BuzzBird GmbH



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

Leading Product & Tech (Interim) edding AG



A portrait 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 outdoor elements like trees and possibly a building.

Klaus Breyer
v01 .io

v01.io/2025-alphalist



End