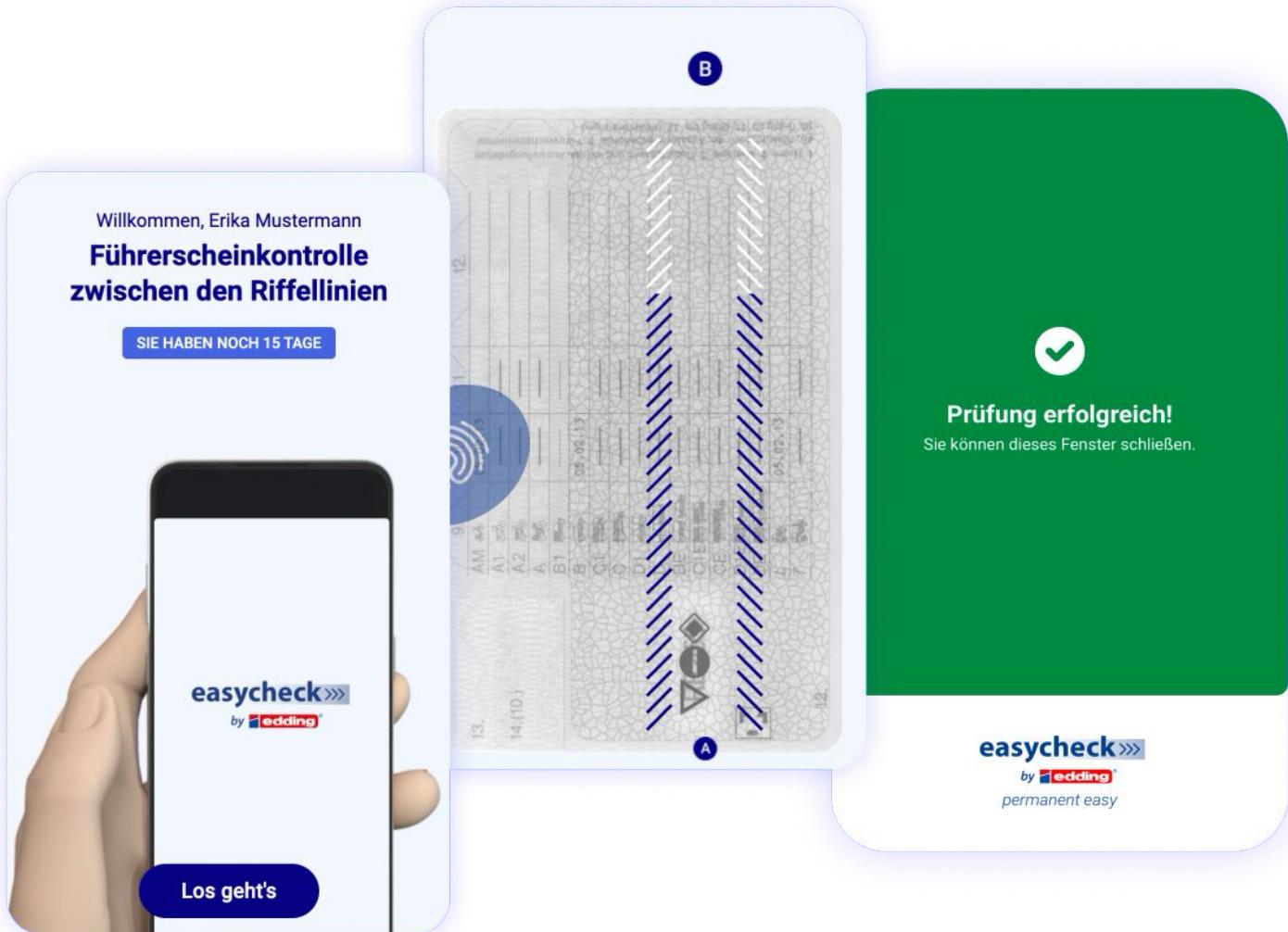
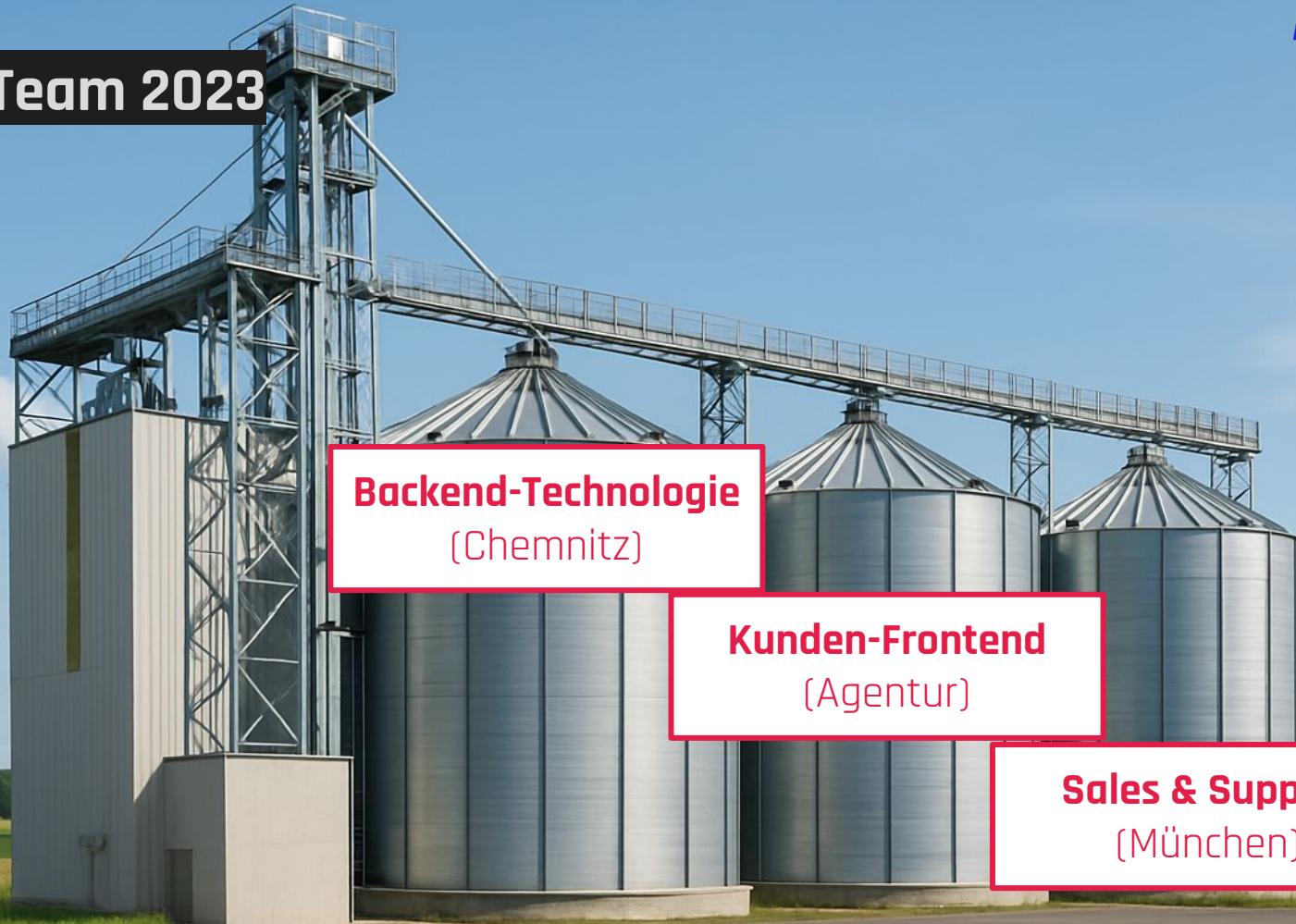


# Warum Tickets Silos schaffen und echte Kollaboration verhindern..

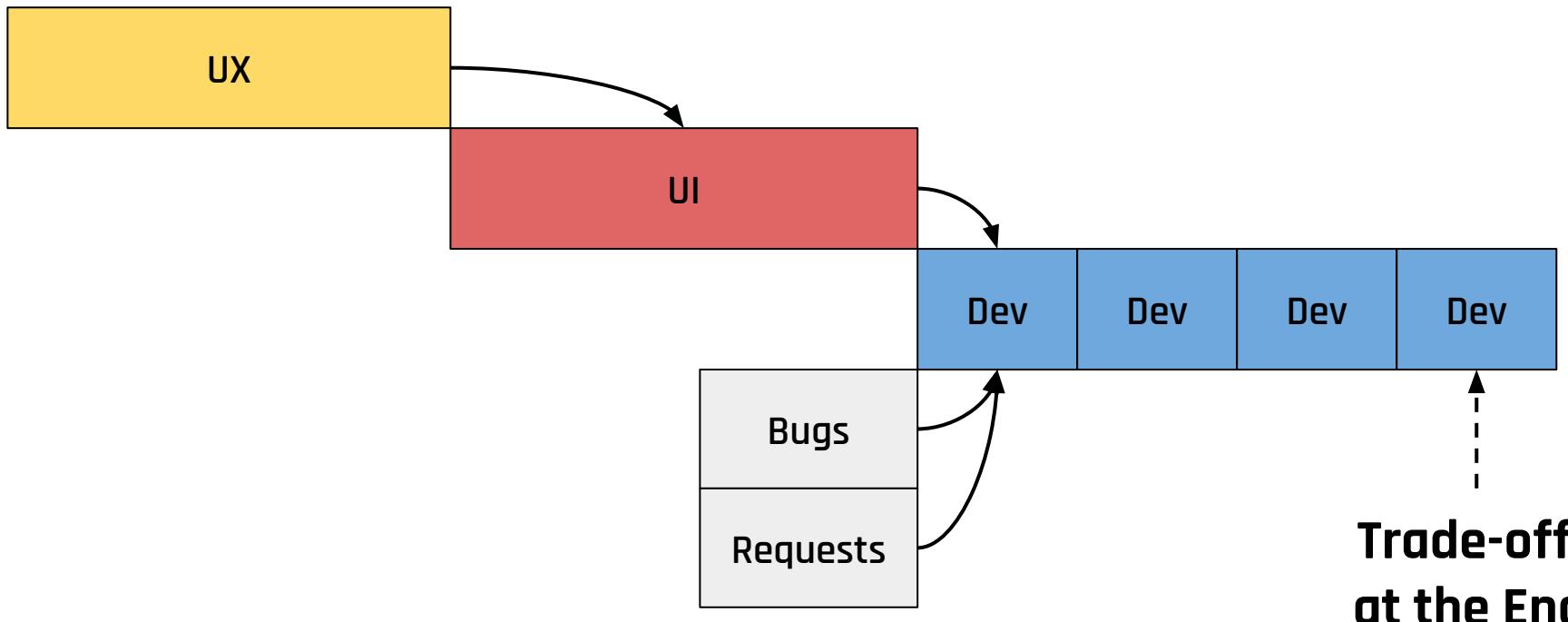
(.. und wie es besser geht)



# The Team 2023



# Scrum(fall)



**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

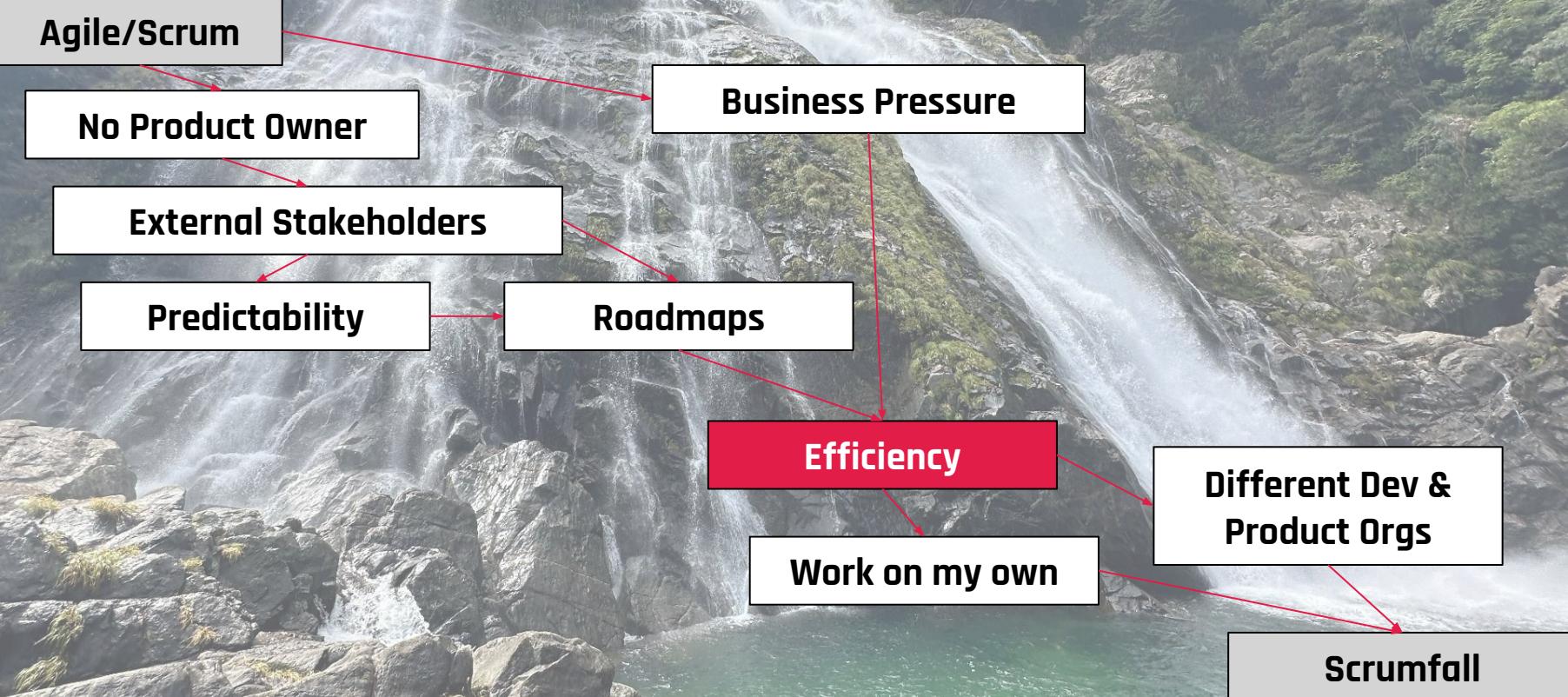
**Working software** over comprehensive documentation

**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.

# Even Small Teams Always End Up With Waterfall



**The Design in Figma**



**The Design in Production**



**Yeah, If You Could Fill Out a Jira Ticket**



**That Would Be Great**

# Hyperactive Hive Mind



# Trade-Offs Because Time Is Running Out



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

# Making Decisions

Facing Reality 

Aligning Teams

Slicing Work

Emancipating People

# Aligning Teams

# The Team 2024

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

**PO Is a Role in Scrum,  
Not a Job Description!**

Responsible for customer value + business viability risk

1 Designers

Responsible for usability risk + Experience

4 **Insourced** Engineers

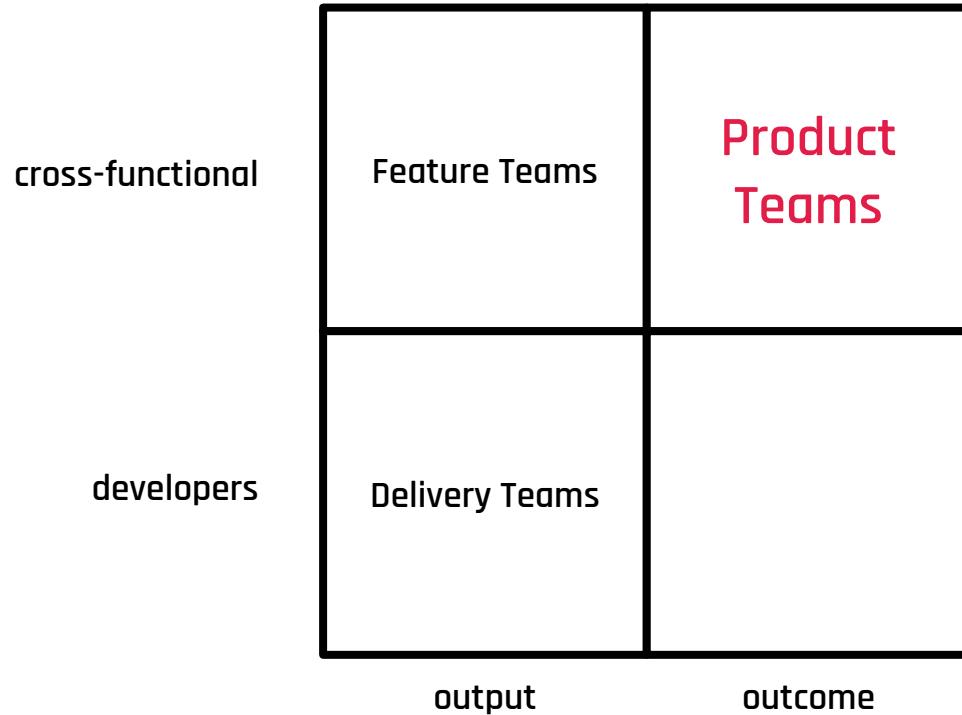
Responsible for feasibility risk + Delivery

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

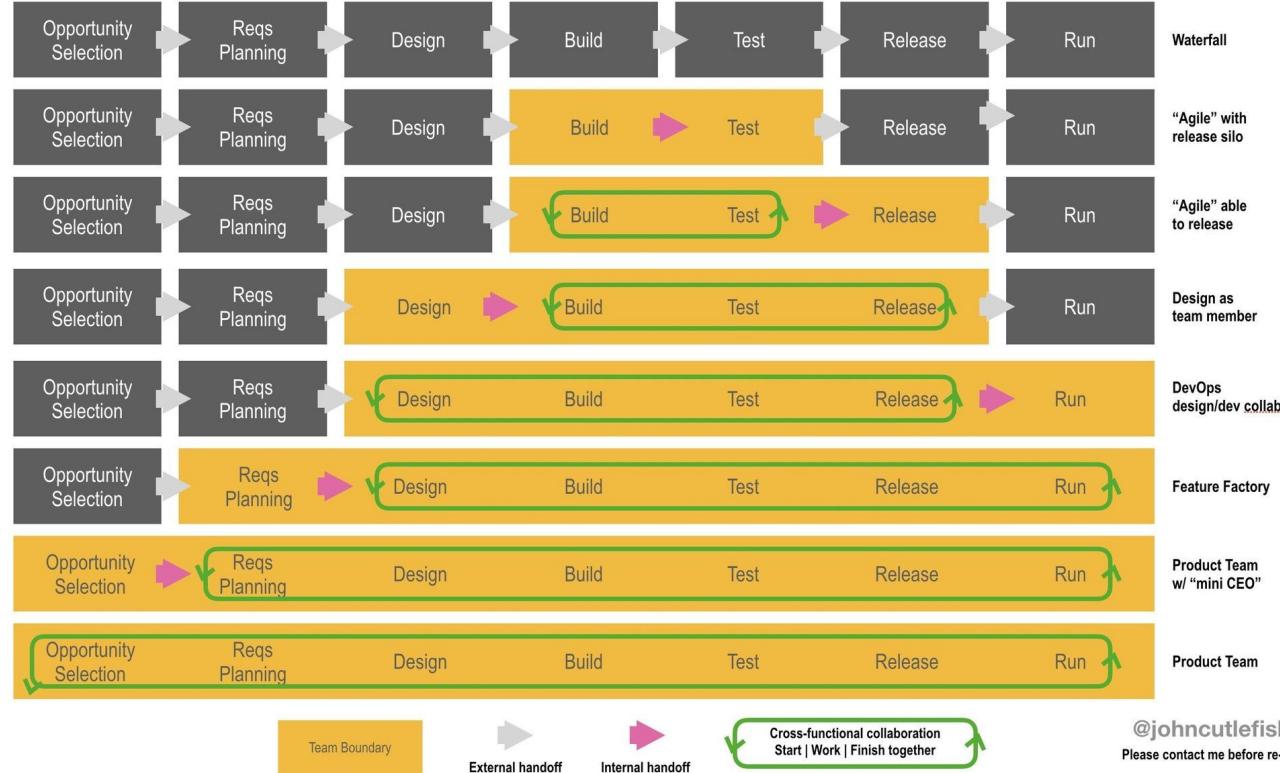
(Melvin Conway, 1967)



# Empowered Product Teams

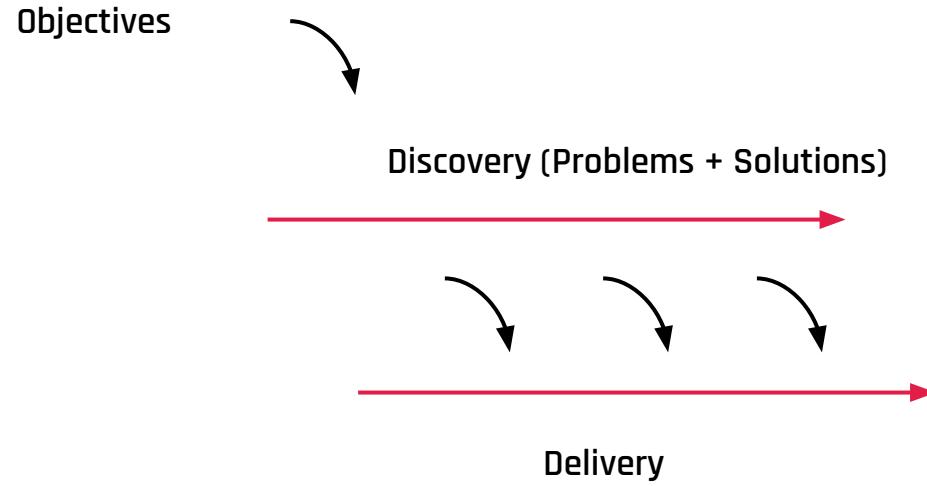


# Cross-Functional Collaboration

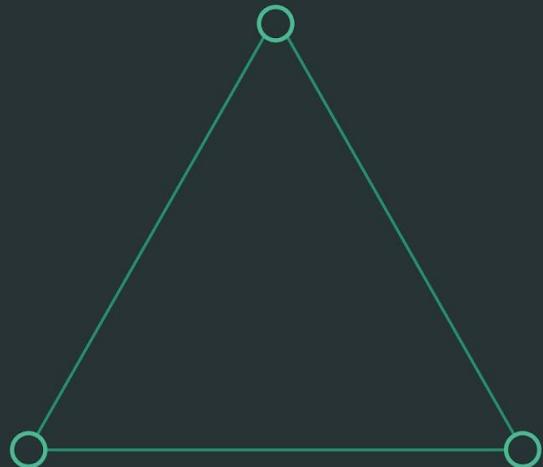


@johncutlefish  
Please contact me before re-use

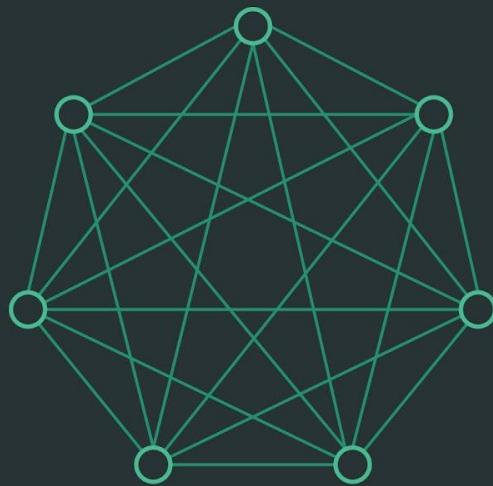
# Smallest Unit of Planning for Outcomes



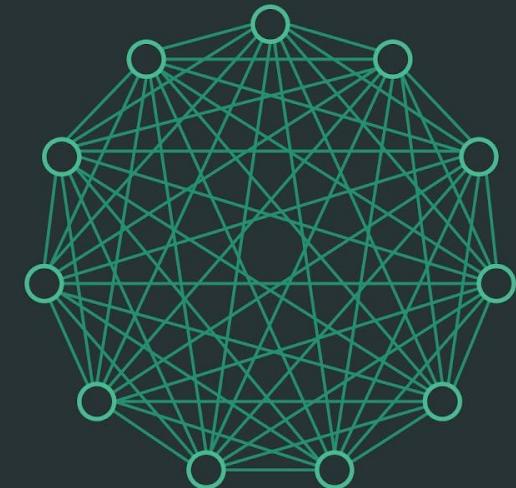
# Brooks's Law: Communication Scales Exponentially



**3 PEOPLE**  
*3 lines*



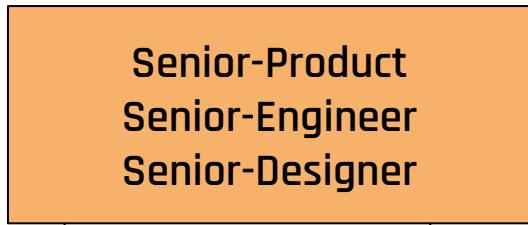
**7 PEOPLE**  
*21 lines*



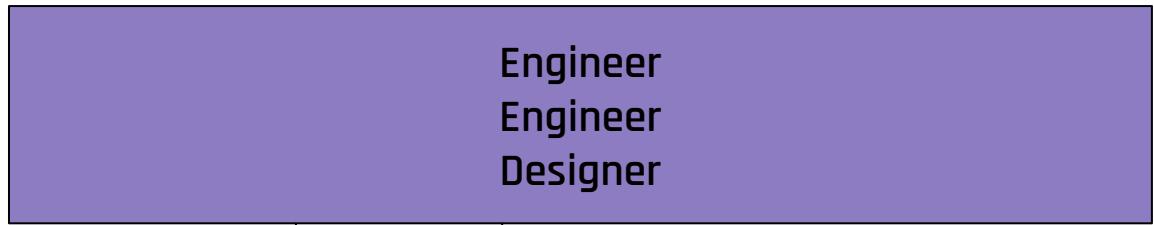
**11 PEOPLE**  
*55 lines*

# Optimize for Small Teams in Long Cycles

De-Risking: 2-3

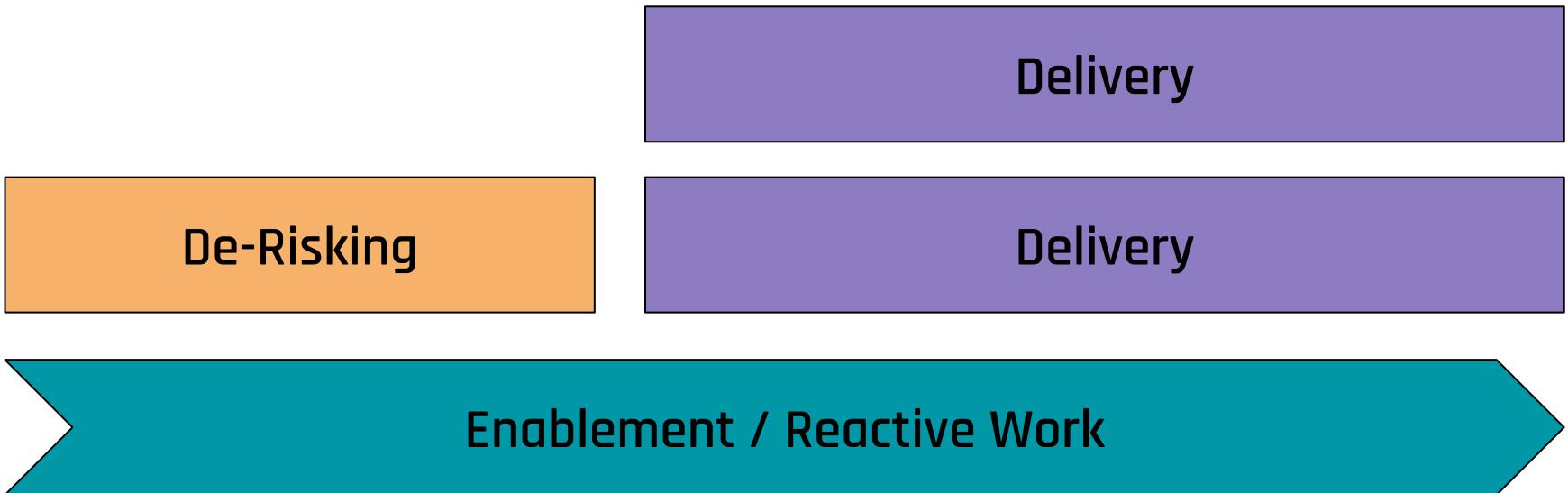


Solution Delivery: 2-3



Trade-offs all the time!

# Separate Enablement From Strategic Allocation



 Happy WIP Limits everywhere! 

## Startups: Small Teams in Long Cycles



# Slicing Work

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

(Ryan Singer, Shape Up)



# **Deliberately Slicing Work**

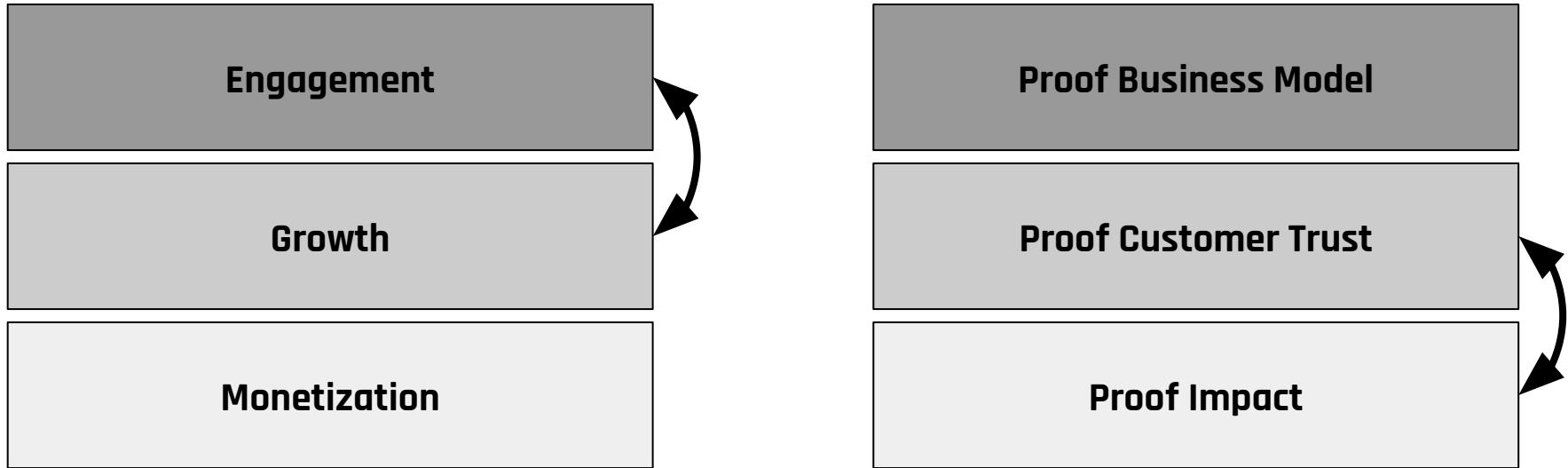
Slicing Objectives

Slicing Problems

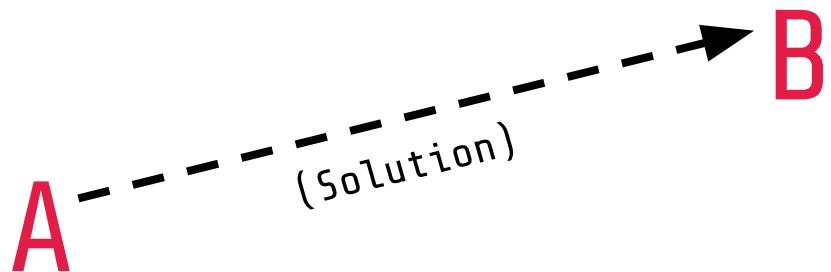
Slicing Solutions

Slicing Delivery

# Slicing Objectives: Force Ranked



# Slicing Problems: Precise Context & Outcome Framing



Current Context:

...

...

...

Desired Outcome:

...

...

...

# Problem: Manual license checks creating risk and extra effort.

## 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:**  is overdue, creating

## 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.

## Slicing Problems: Appetite as a Strategic Allocation

# Appetite

Fixed Time  
Variable Scope

## Slicing Problems: Appetite as a Strategic Allocation

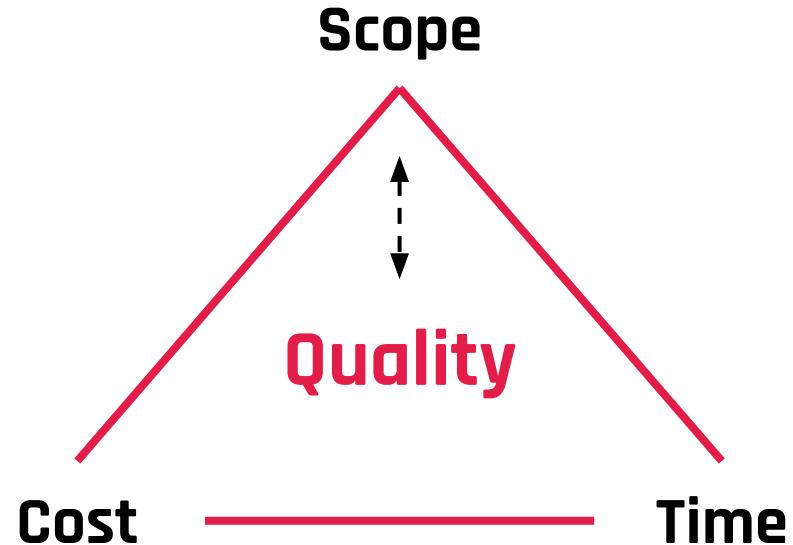
# Appetite

Fixed Time  
Variable Scope

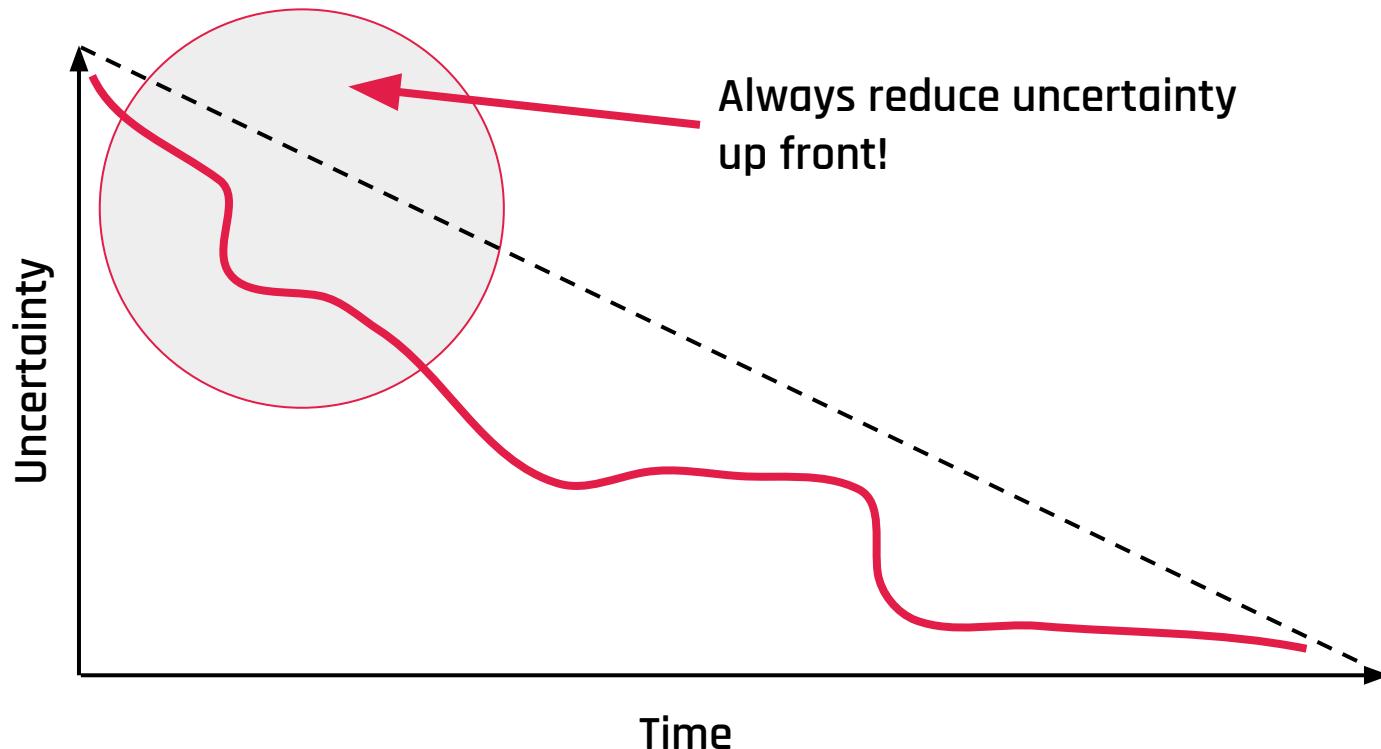
# Estimates

Fixed Scope  
Variable Time

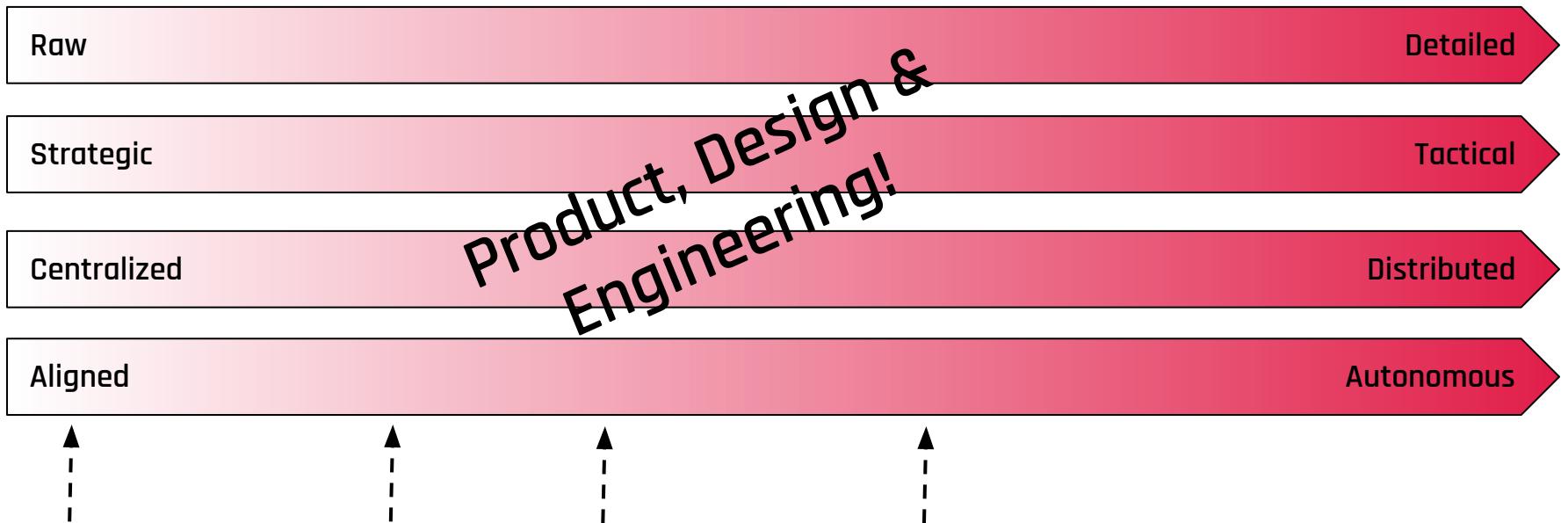
# Variable Scope Guarantees Quality!



## Slicing Solutions: De-Risking



# Slicing Solutions: Collaborating on Decisions

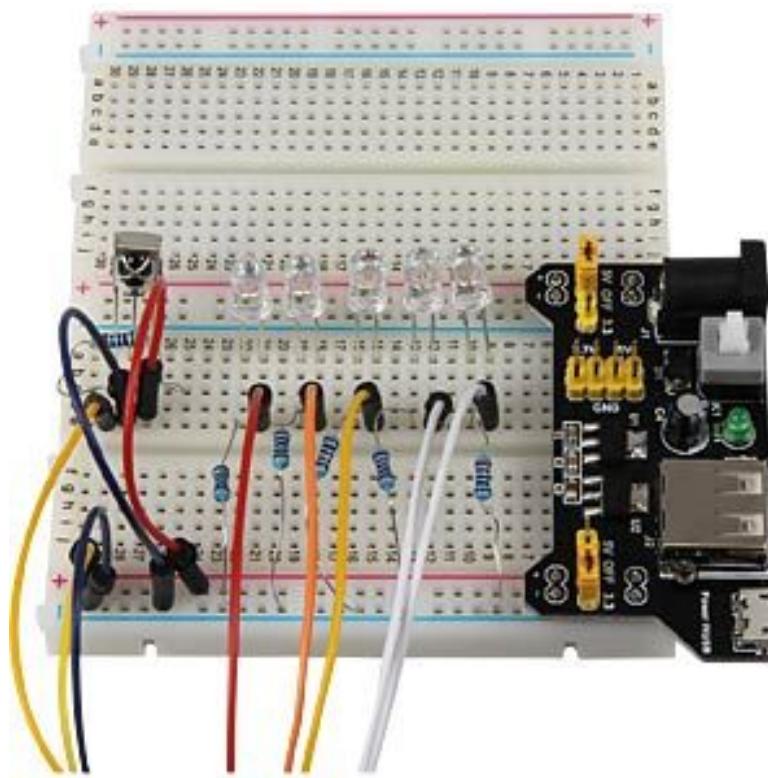


Trade-offs all the time!

**Start at a Blank Slate & collaborate on a Problem**



# Breadboarding: Finding the Elements



What do we want to do

(1) Let's combine into the final proposal

Place Affordance Technical / Detail / Comment

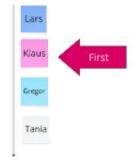


Interaction:

Time Bomb



# Breadboarding: Interaction Flows



old mc  
optional if technical possible

New Column:  
An der ES-Institute

Filter by Art of Kontrolle

old mc updated form

existing create new driver from

Do you want to add more drivers? Click here!

Select Organe Adminstrator Activity & Add Driver to Existing Driver

Import Sheet

Manual sheet

Upload Input

some prepopulate of the list

Rows of drivers already exist on the form

First Name

Last Name

E-Mail

Phone Number

Label

Switch: email or telephon

UVV pkw

UVV lkw

Comment

Comment 2

Validation Errors

Remove Row

Ackerg an empty Form Row

Set focus on first driver for all drivers

discuss this

Optional Send Out Welcome Mail

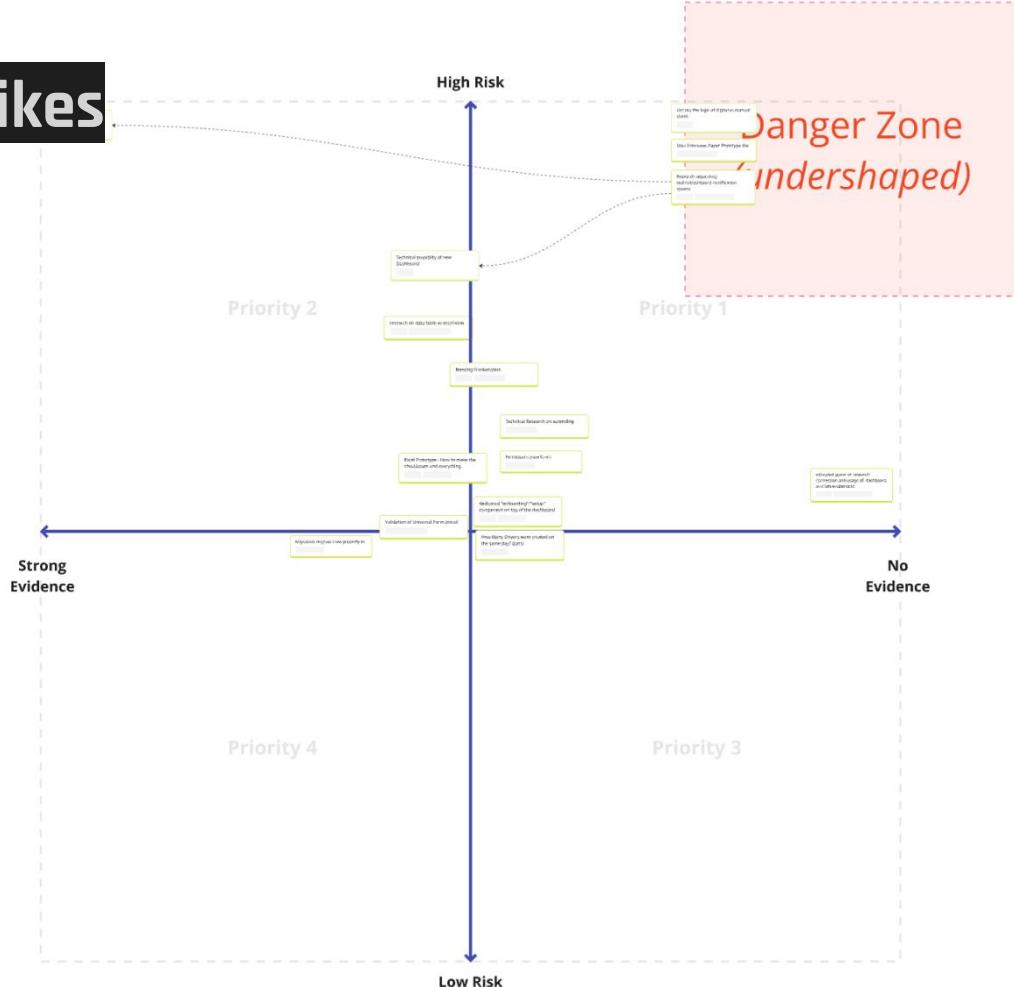
Driver's name, address, phone number, email, and password

order of field

Success

100x

# Spikes



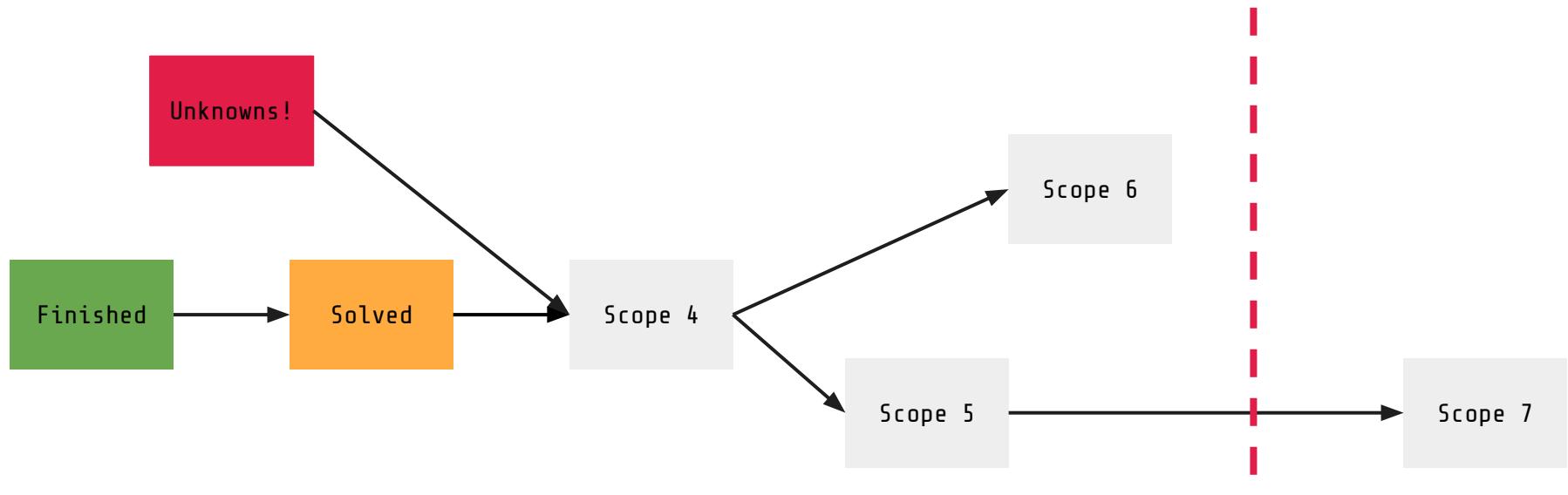
Open Questions

# **Slicing Solutions: Scope by Scope**

**Shippable in Isolation!**

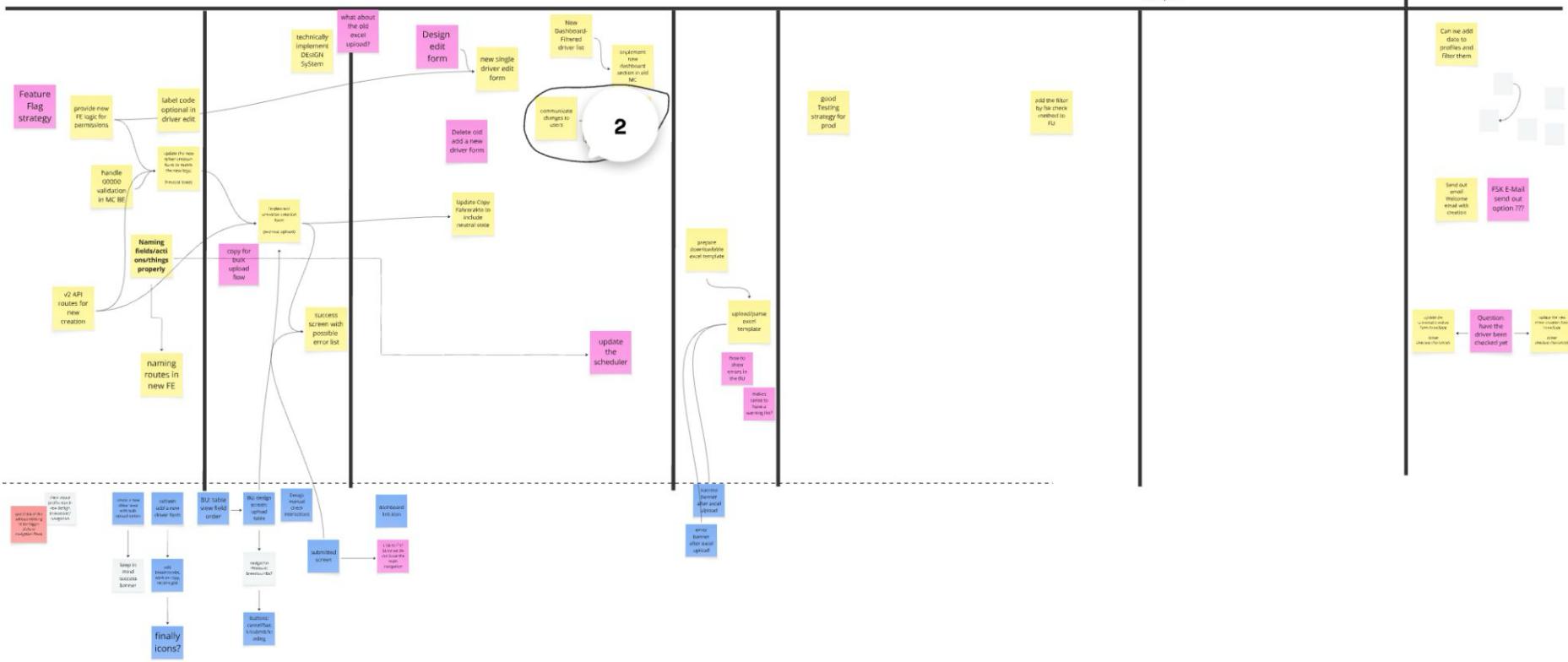


# Slicing Solutions: Always Ready to Cut!

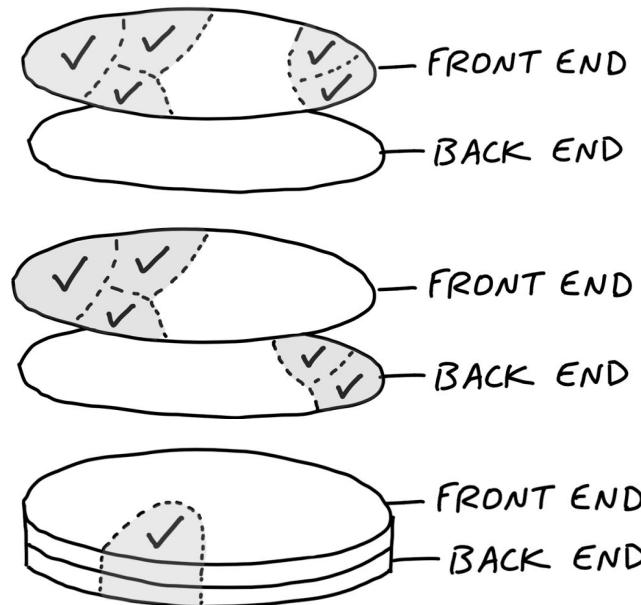


# Scoping

Scope 3



# Slicing Delivery: End to End!



NOTHING WORKS

NOTHING WORKS

SOMETHING WORKS!

Implement by structure, not by person!

# Slicing Delivery: A Piece of Cake!



TODO

BUG

Topic needs Clarification / Decision



# How the Team organizes itself

TODO for current Scopes | 1

In progress | 0

Ready for testing | 8

Done | 57

De-Scoped / Won't Do | 0

UI: Clean up Form section (Code DRY) in Design System

Improve all emails to make sure the copy reflects the cases for the

Improve initial request email (400) to make sure the copy reflects the cases for the control method

+

+

Manual control method selection in department settings

[Text for manual kontroll](#)

badge does not update (need global

driver data on photo control page (legacy MC)

create driverProfileLink in the

Show badge in sidebar for open controls

Manual control method selection in

ensure token update (to ensure

Fix Photo control 7 days reminder to admin

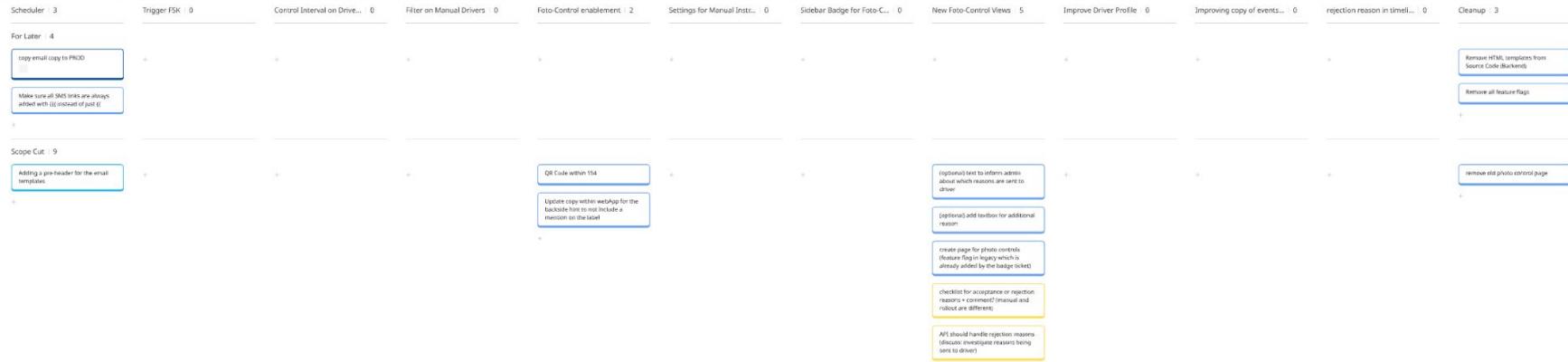
final ui is done

Send email to managers when a photo controls expires

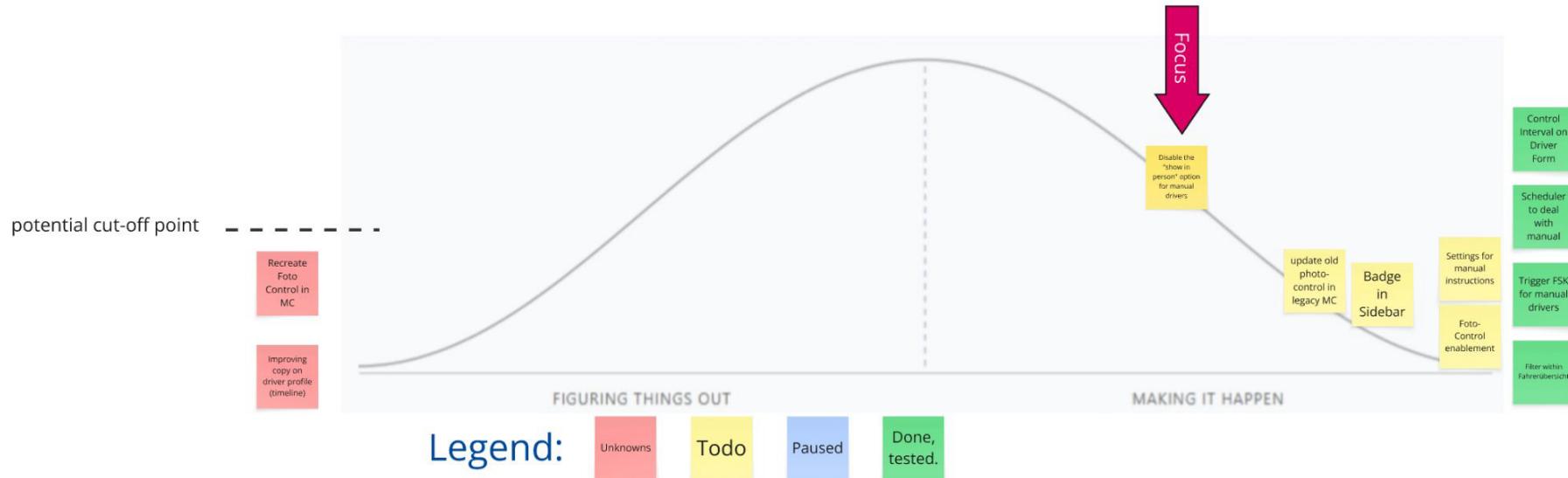
Migrate all customInstructions to show the default text.

sanitizing admin input for custom instructions

# Constant Re-Priorization



# Reporting on Progress



# One Board per Initiative



**What do we want to do**

**Spikes / Research**

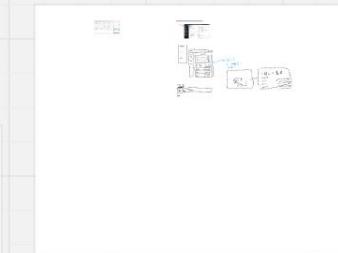
**Scopes**

**Agreed Scopes**

**Edit driver's... Add ONE n...**

**Agreed Sco...**

**Plan A**



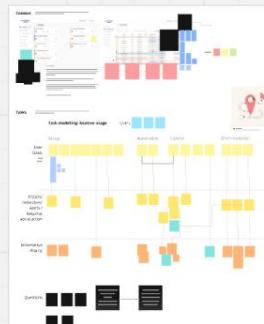
manual vs digital



Research Interview



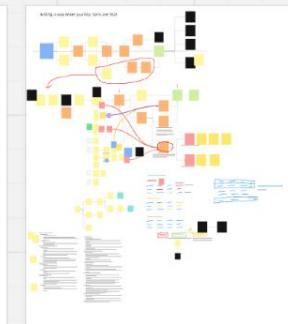
Dash-to-do-alert



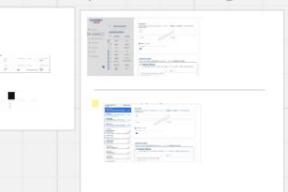
Excel Spike



Universal upload / bulk uplo...



Notion Spike



quick Label Assignm...

# Slicing Work

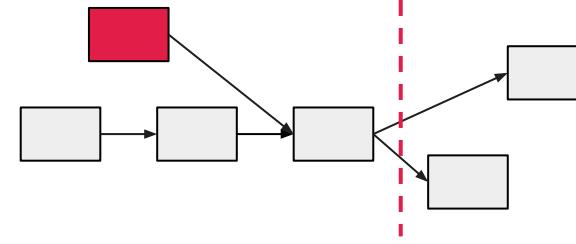
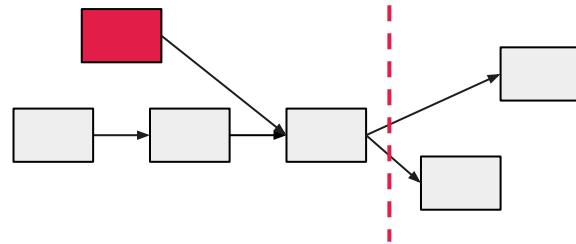
Slice Objectives



Slice Problems



Slice Solutions



Slice Delivery



**Emancipating People**

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

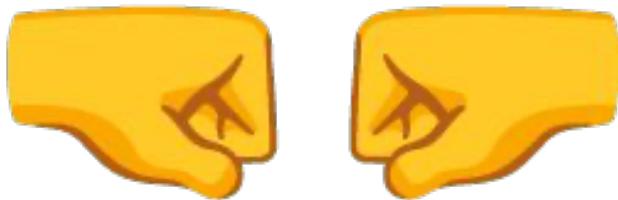
(Admiral Grace Hopper)



# Don't empower, emancipate!



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

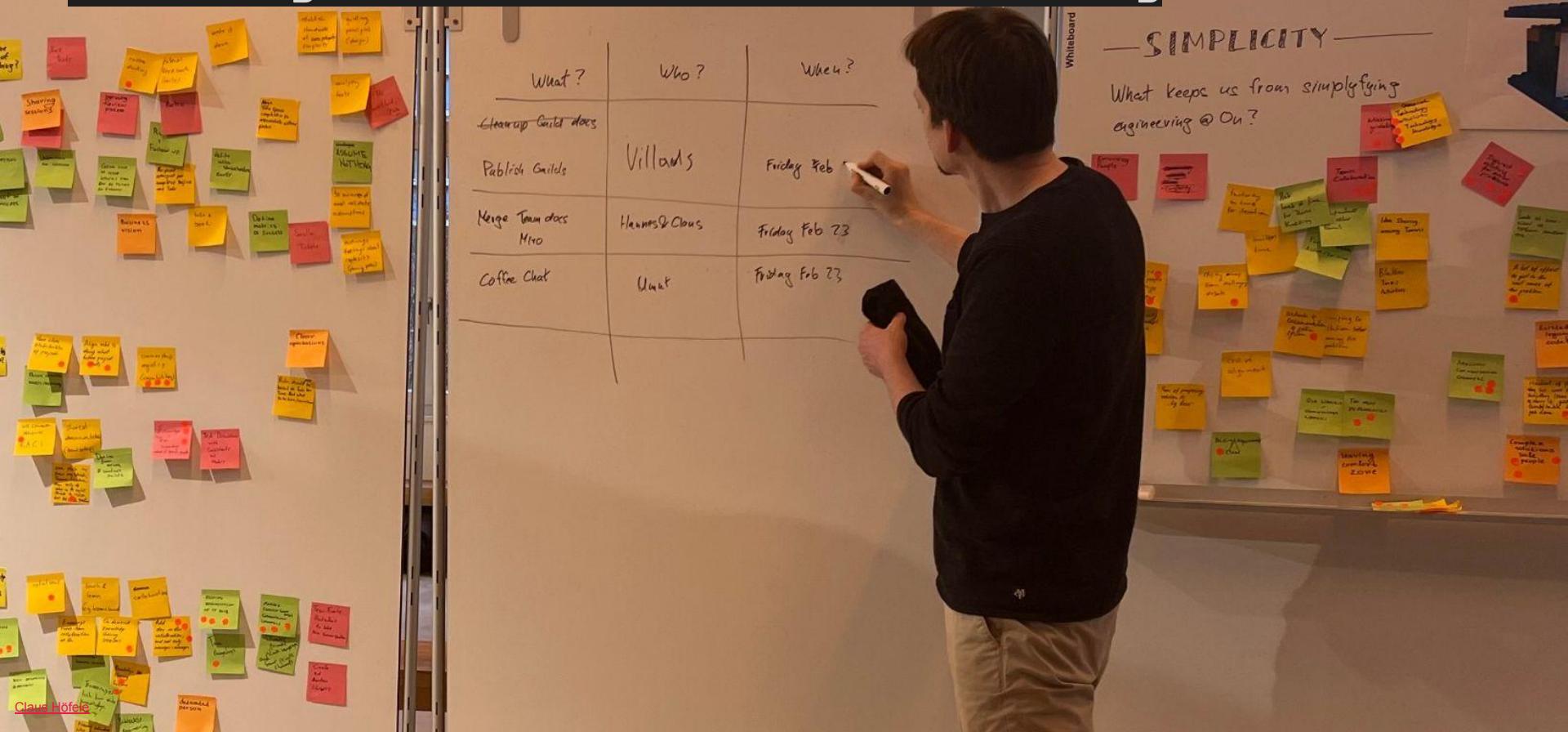


## **Don't Bring Answers - Facilitate Shared Learning**

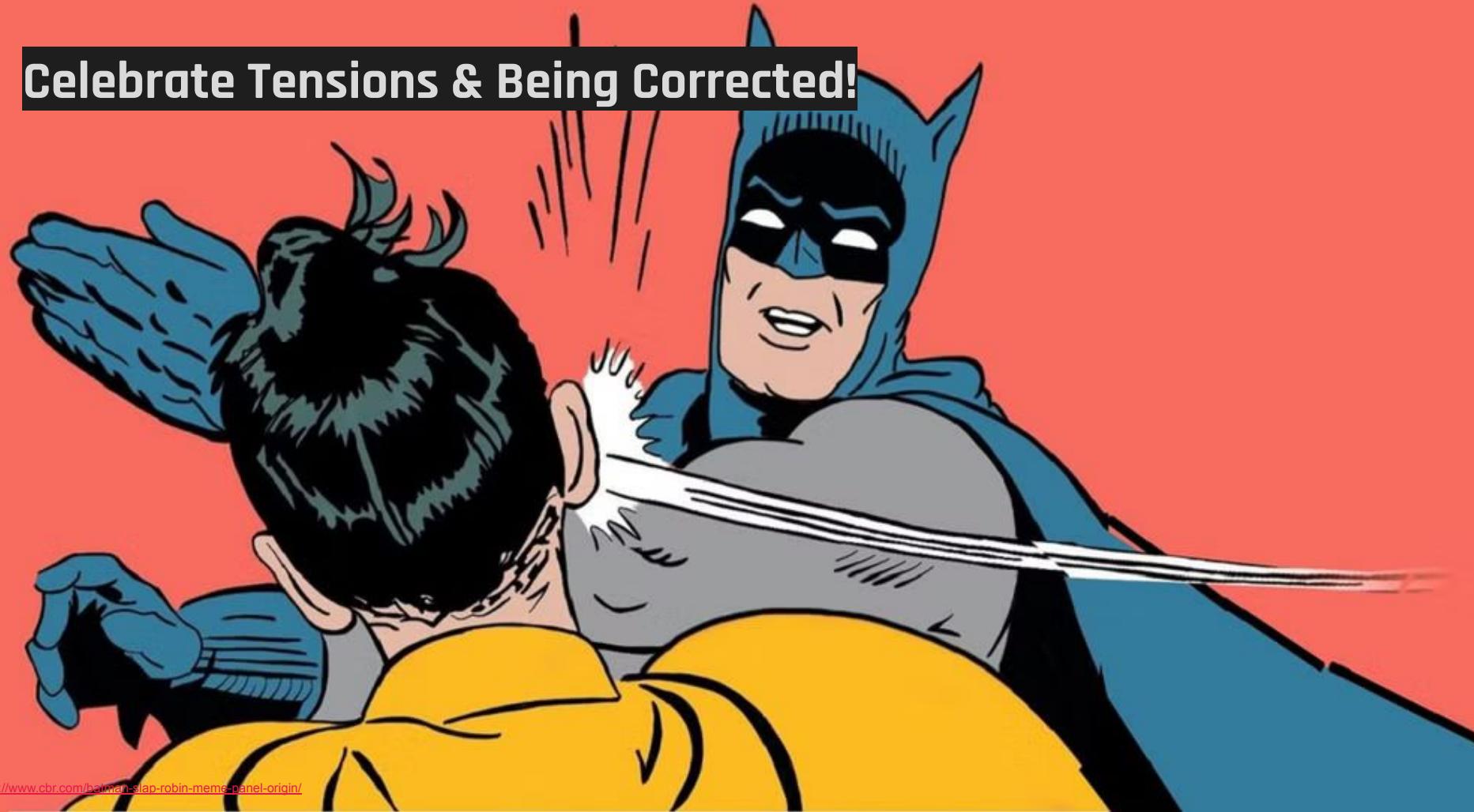
What?	Who?	When?
Cleanup Guild does	Villards	Friday Feb 1
Publish Guilds	Hannah & Claus	Friday Feb 23
Merge Team does Mro	Uncle	Friday Feb 23
Coffee Chat		

## —SIMPLICITY—

What keeps us from simplifying  
engineering @ OU?



# Celebrate Tensions & Being Corrected!



# Try: Identify & Enforce Memes!



**Break Silos, Not People!**

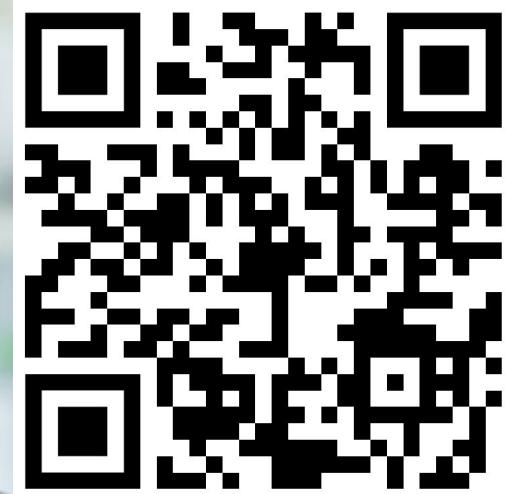


**Optimize for Decision Making.**

**Limit People Involved.**

A portrait photograph of a man with short brown hair and a light 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**



**EOF**