Warum Tickets Silos schaffen und echte Kollaboration verhindern..

(.. und wie es besser geht)

KLAUS BREYER

Maximale Sicherheit mit innovativer Technologie:

Das easycheck by edding Label

- Vollständig transparentes Label mit unsichtbarer Codierung
- Elektronisch leitfähige Tinte erzeugt indivduellen Code
- Interagiert mit dem Smartphone (-Touchscreen)
- Höchstes Sicherheitslevel, Datenschutz und Rechtskonformität
- Label ist kein Datenträger und ist DSGVO konform
- Manipulationssicher und widerstandsfähig
- Für Karten- und Papierführerscheine geeignet

easycheck >>>
by edding

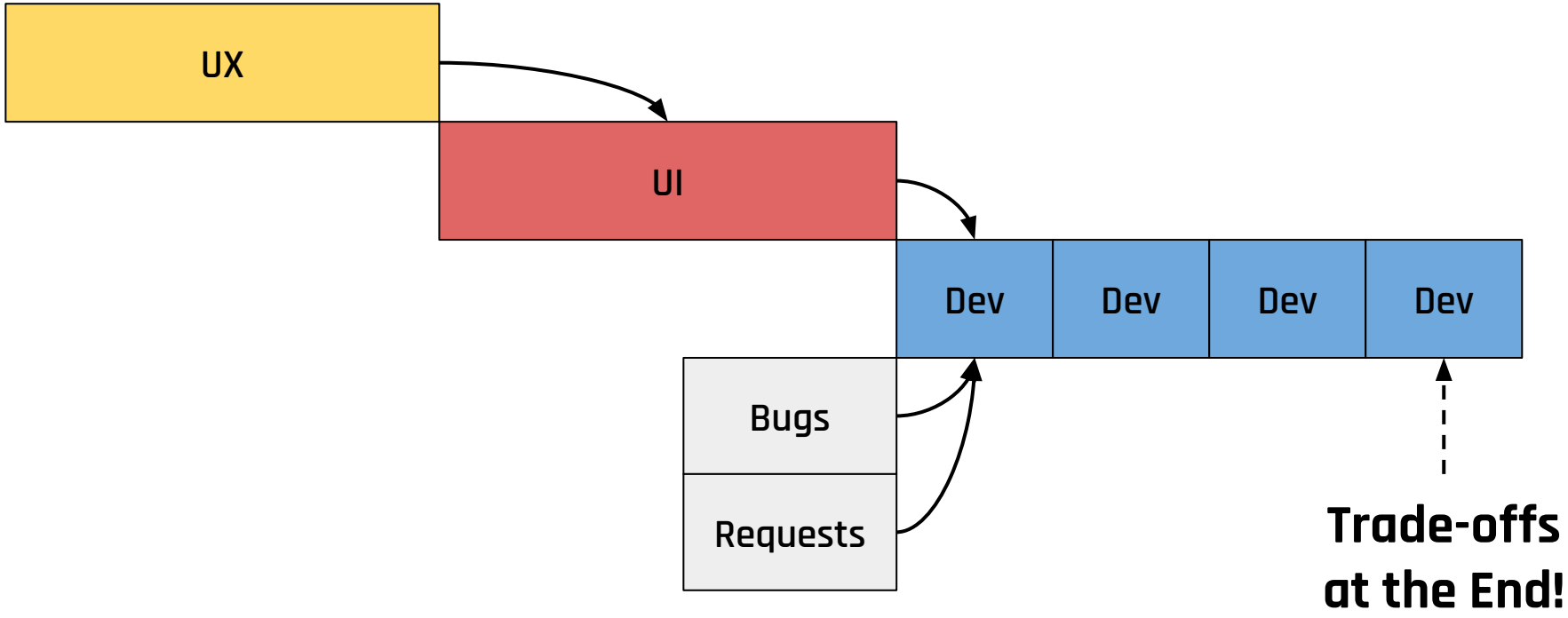
The Team 2023

Backend-Technologie
(Chemnitz)

Kunden-Frontend
(Agentur)

Sales & Support
(München)

Scrum(fall)



Facing Reality

“Agile now means, we do half of Scrum poorly and Use Jira”

(Andy Hunt, “The Pragmatic Programmer”)

https://twitter.com/tobyglaser/status/923177806527205377

Coders Had a Vision

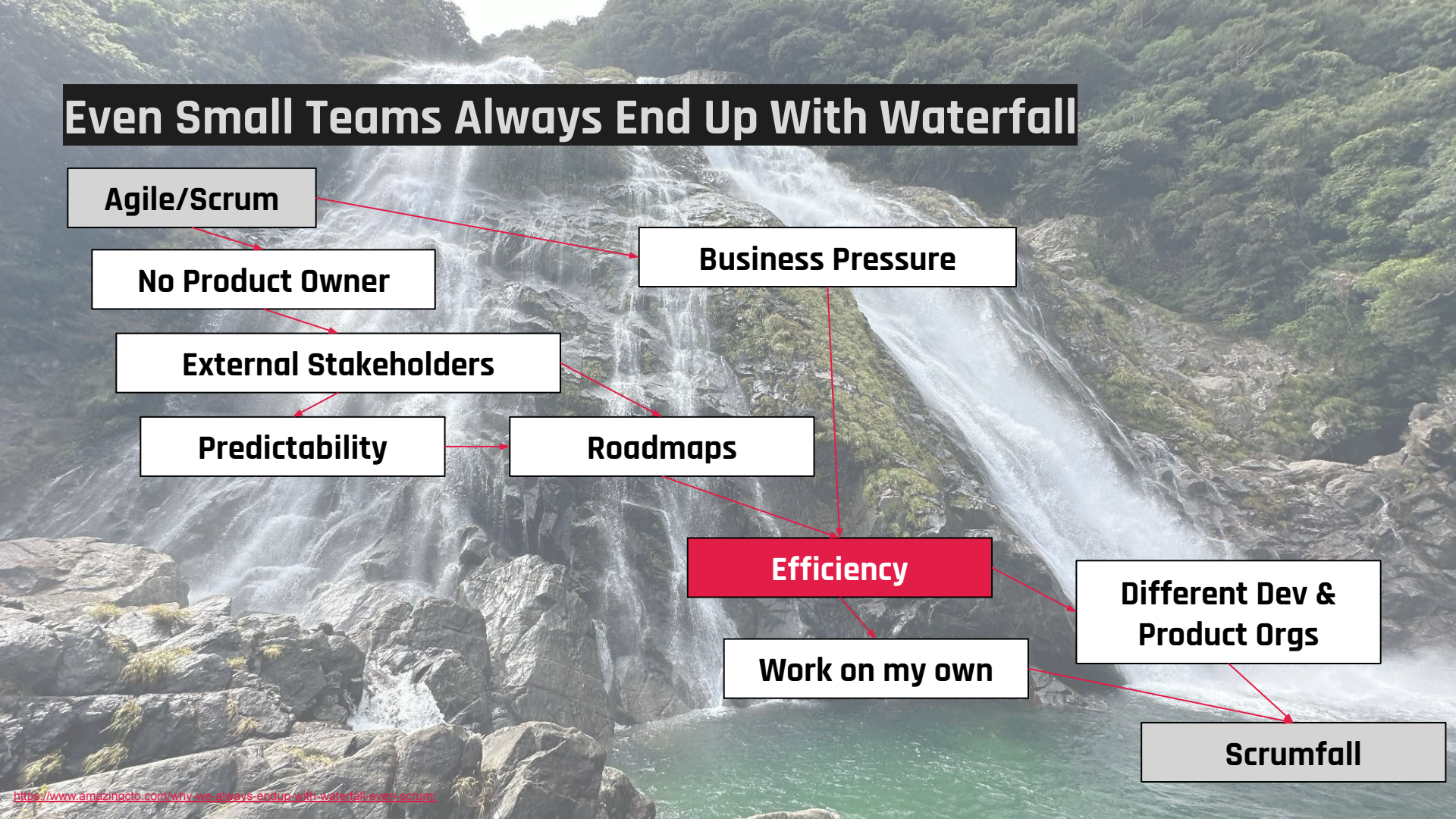
Manifesto for Agile Software Development

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

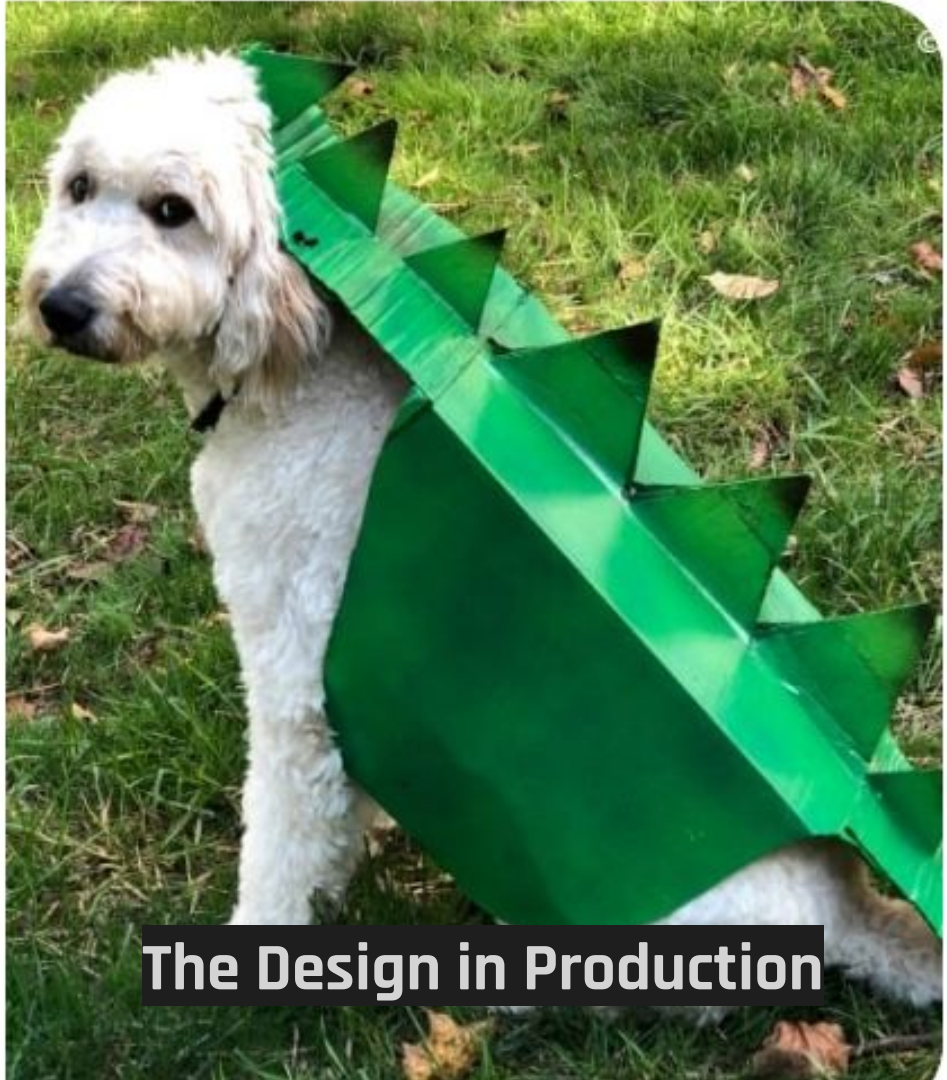
That is, while there is value in the items on
the right, we value the items on the left more.

Even Small Teams Always End Up With Waterfall



https://www.amerinoco.com/why-we-always-end-up-with-waterfall-even-scrum/

https://www.reddit.com/r/FigmaDesign/comments/16hh6k4/is_it_just_me/#lightbox



Yeah, If You Could Fill Out a Jira Ticket
That Would Be Great

Hyperactive Hive Mind

Trade-Offs Because Time Is Running Out

https://www.youtube.com/watch?v=yvGY5vkONds

Building Software =

Making Decisions in Continuously Evolving Systems.

Making Decisions

Facing Reality ✅

Aligning Teams

Slicing Work

Emancipating People

Aligning Teams

The Team 2024

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

1 Product Manager (Not a PO!!)

Responsible for customer value + business viability risk

1 Designers

Responsible for usability risk + Experience

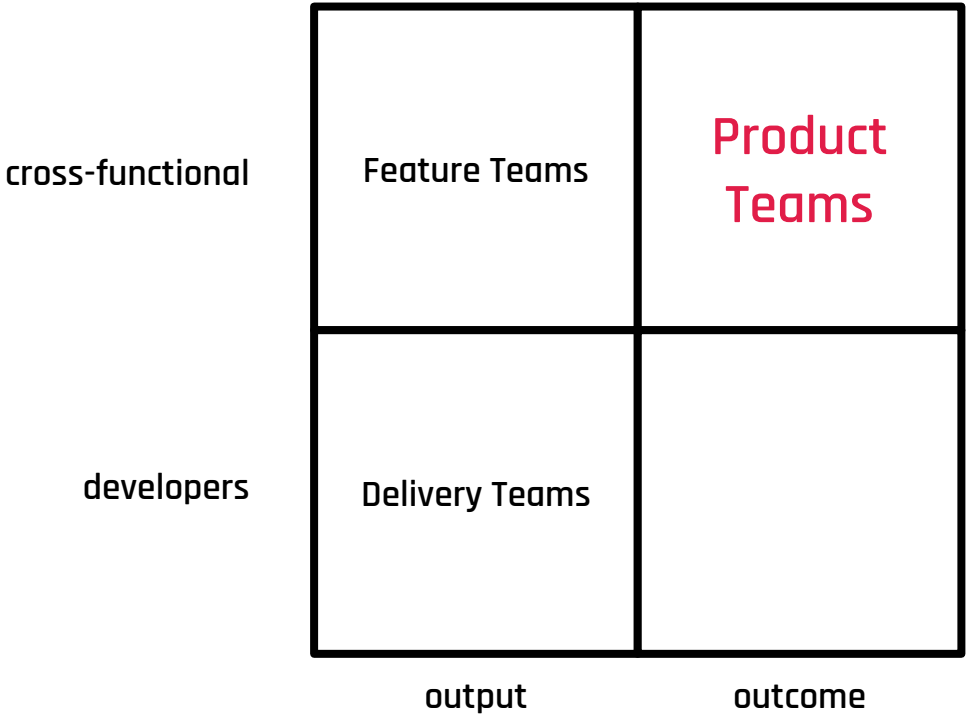
4 **Insourced** Engineers

Responsible for feasibility risk + Delivery

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

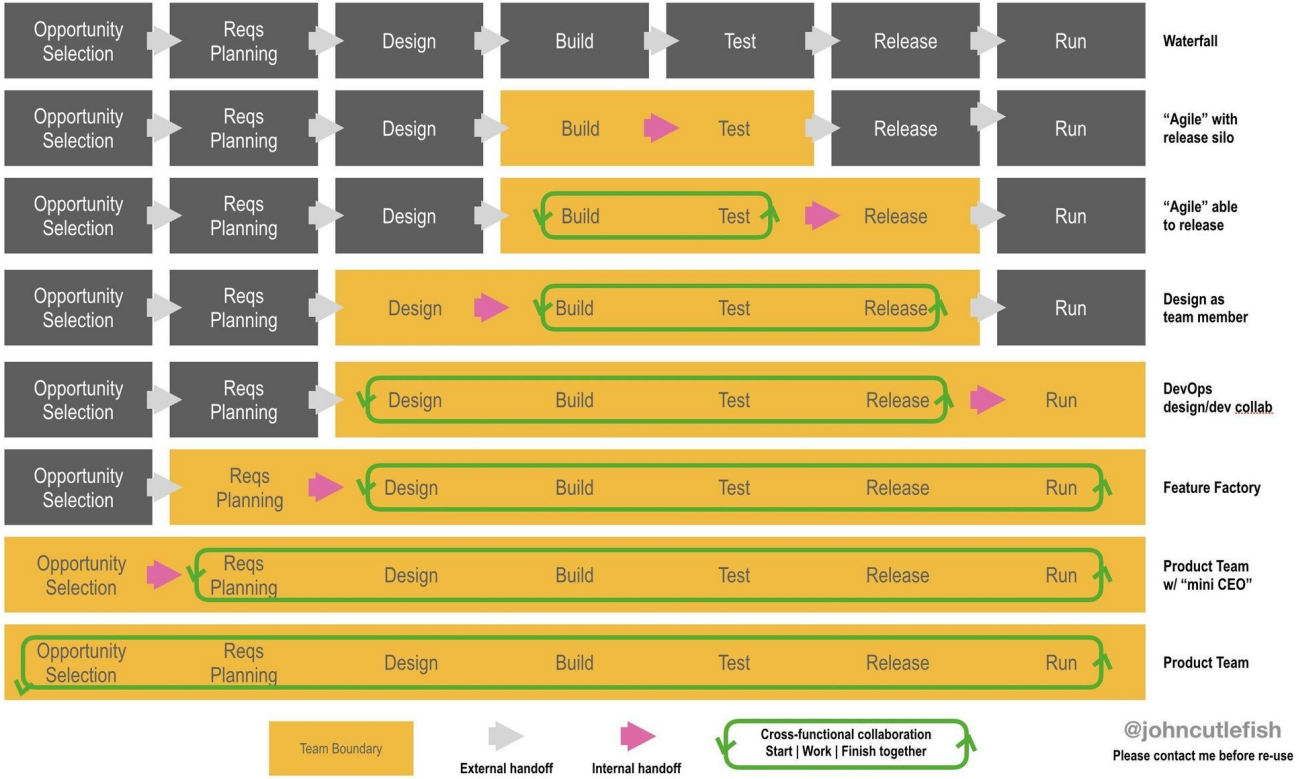
(Melvin Conway, 1967)

Empowered Product Teams



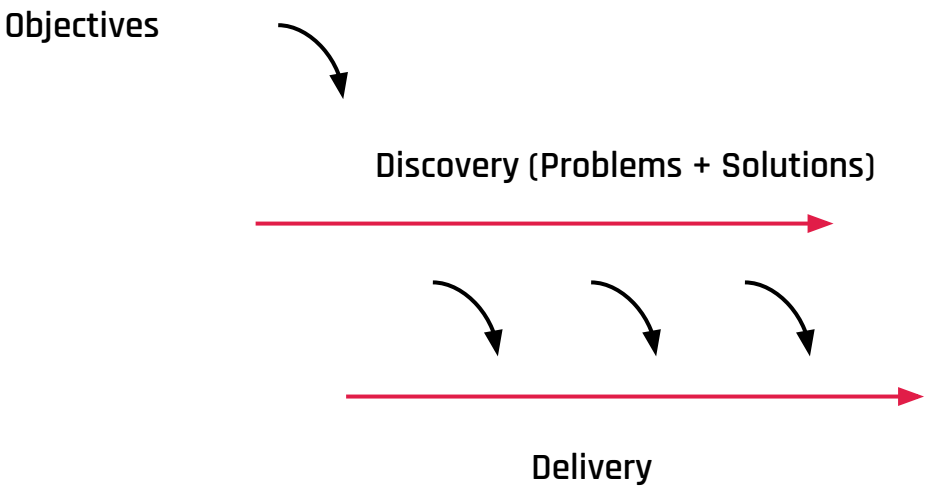
Inspired (Marty Cagan, 2018)

Cross-Functional Collaboration



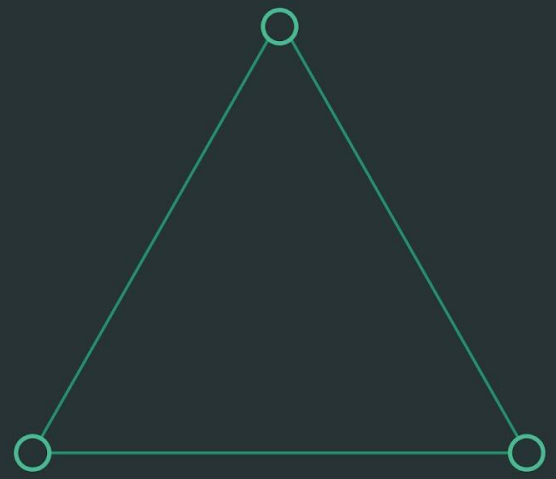
https://www.linkedin.com/posts/johnpcutler_im-working-on-an-addition-to-this-thought-activity-7301284507452612608-2Qm5?

Smallest Unit of Planning for Outcomes



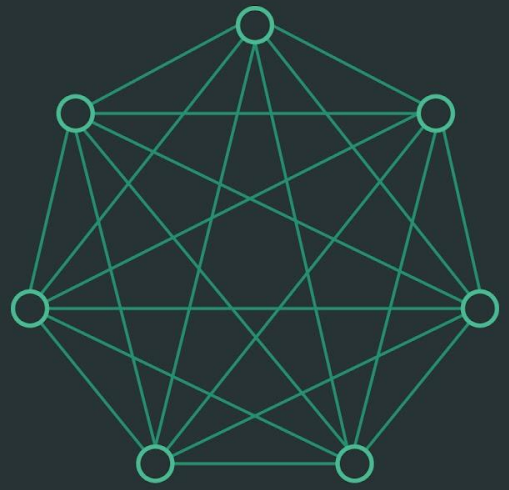
https://www.svpg.com/process-vs-model/

Brooks's Law: Communication Scales Exponentially



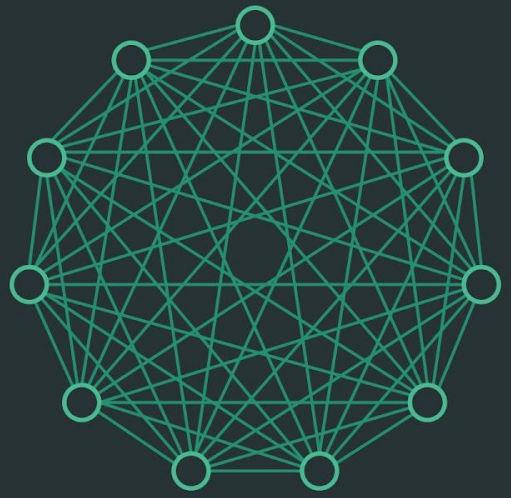
3 PEOPLE

3 lines



7 PEOPLE

21 lines

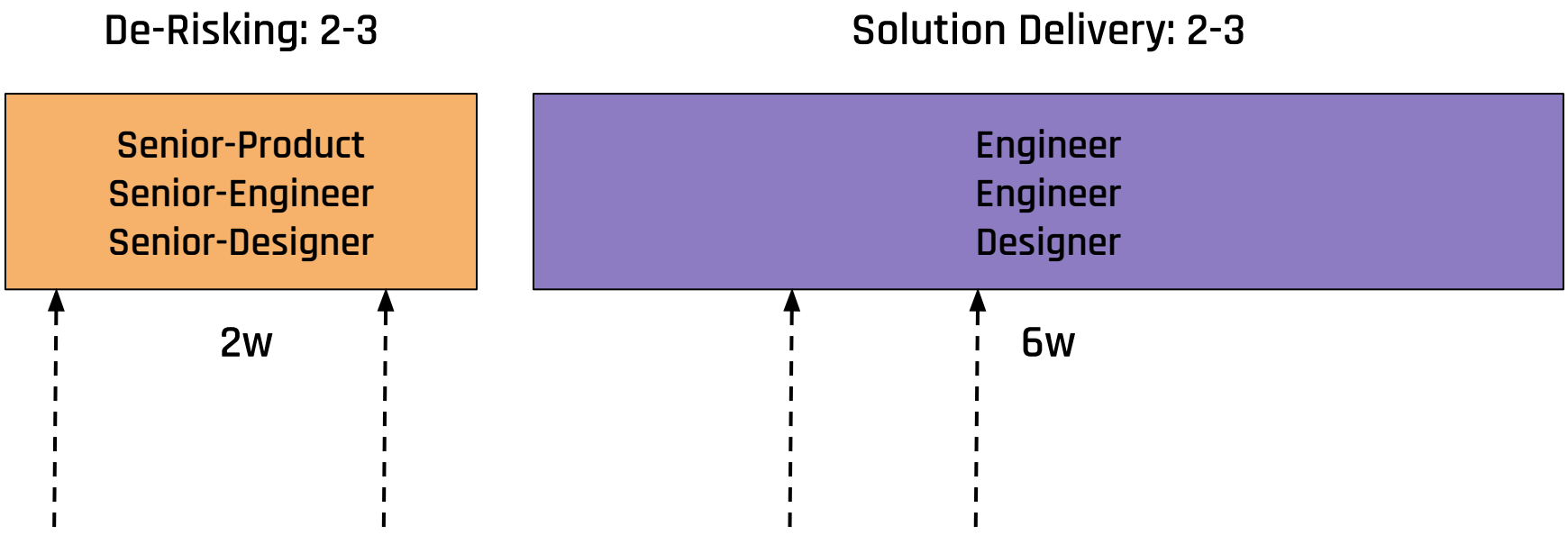


11 PEOPLE

55 lines

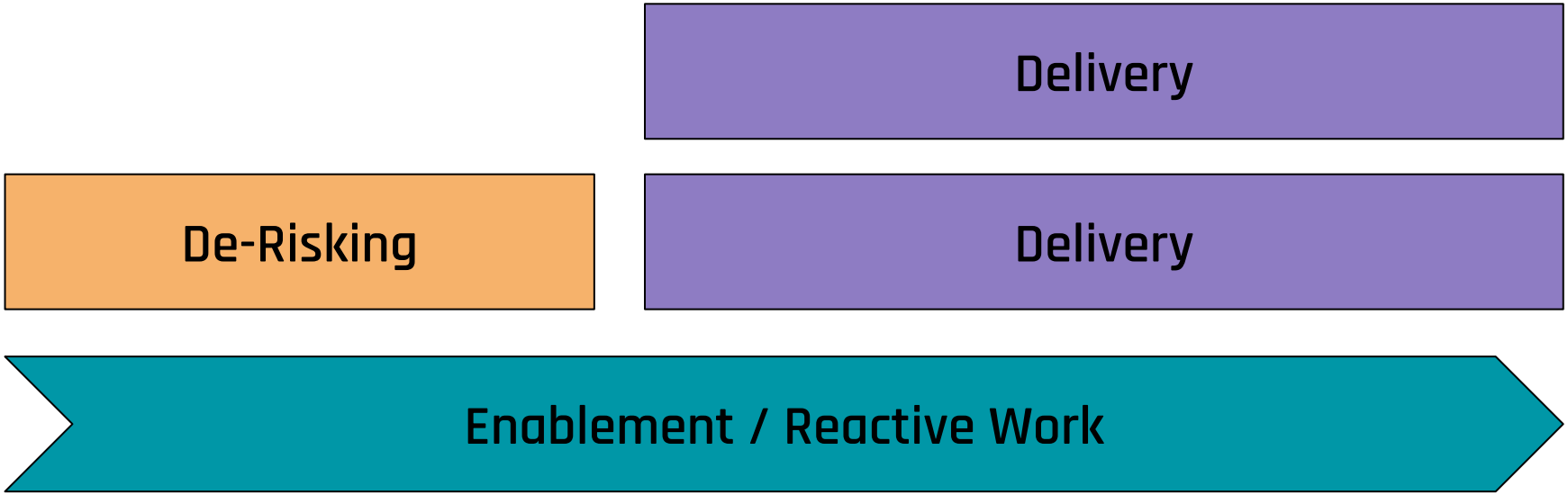
https://www.leadingagile.com/2018/02/lines-of-communication-team-size-applying-brooks-law/

Optimize for Small Teams in Long Cycles



Trade-offs all the time!

Separate Enablement From Strategic Allocation



🌈 Happy WIP Limits everywhere! 🌈

Startups: Small Teams in Long Cycles

https://www.spiegel.de/netzwelt/gadgets/steve-wozniak-und-steve-jobs-versteigerung-einer-blue-box-in-new-york-a-1181290.html

Slicing Work

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

(Ryan Singer, Shape Up)

Deliberately Slicing Work

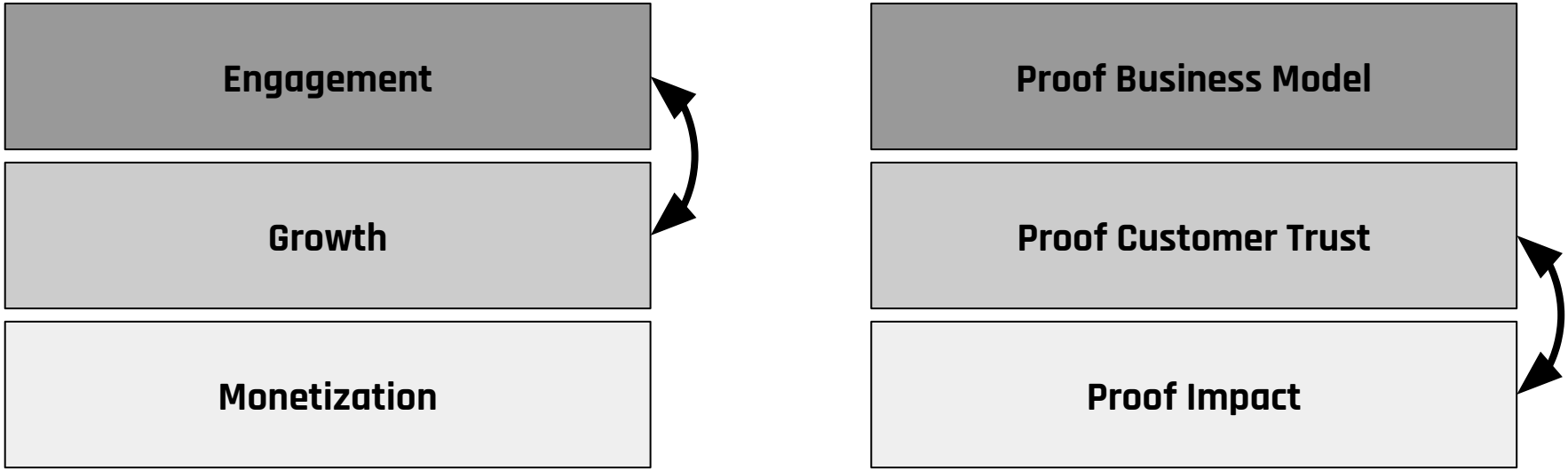
Slicing Objectives

Slicing Problems

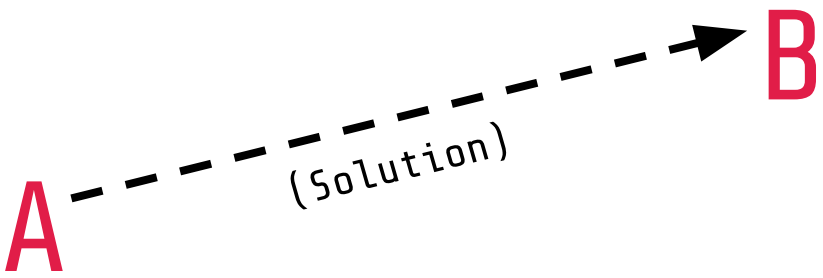
Slicing Solutions

Slicing Delivery

Slicing Objectives: Force Ranked



Slicing Problems: Precise Context & Outcome Framing



Current Context:

…

…

…

Desired Outcome:

…

…

…

https://www.feltpresence.com/framing/

easycheck >>> by edding

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**: N
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

https://basecamp.com/shapeup/1.2-chapter-03

Slicing Problems: Appetite as a Strategic Allocation

Appetite

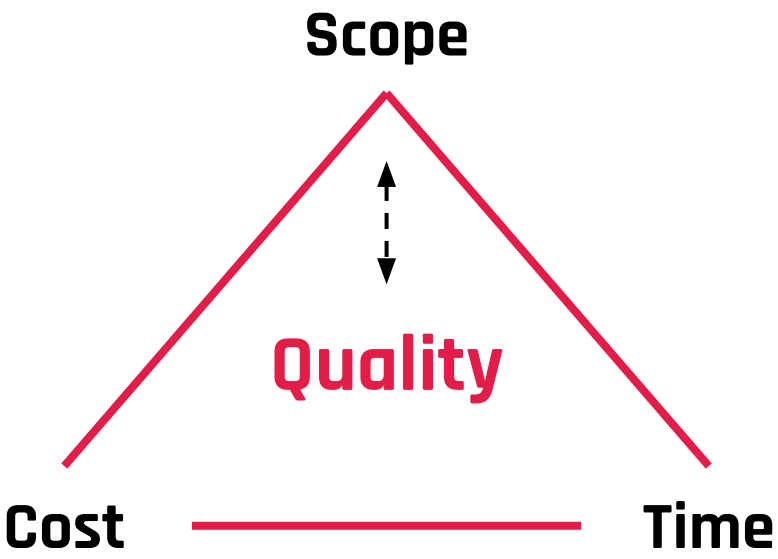
Fixed Time
Variable Scope

Estimates

Fixed Scope
Variable Time

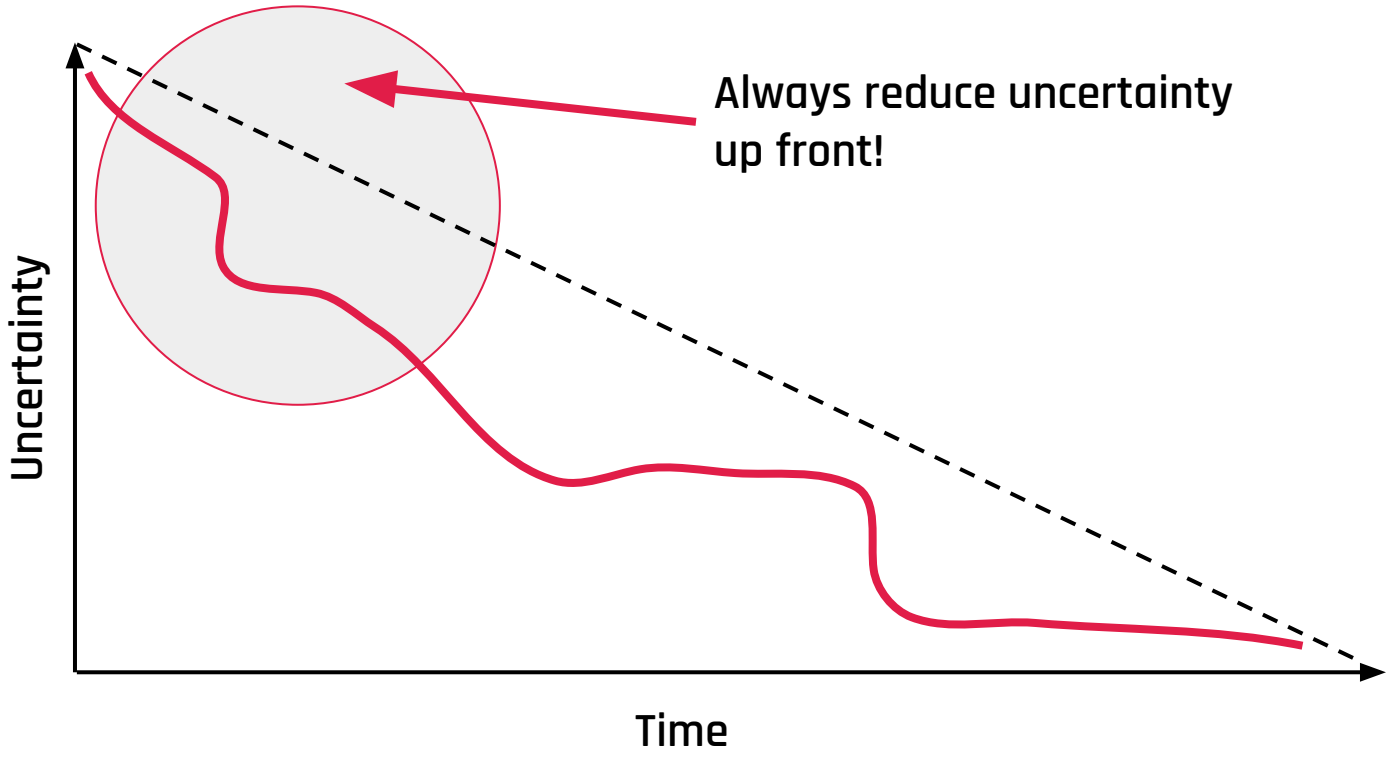
https://basecamp.com/shapeup/1.2-chapter-03

Variable Scope Guarantees Quality!



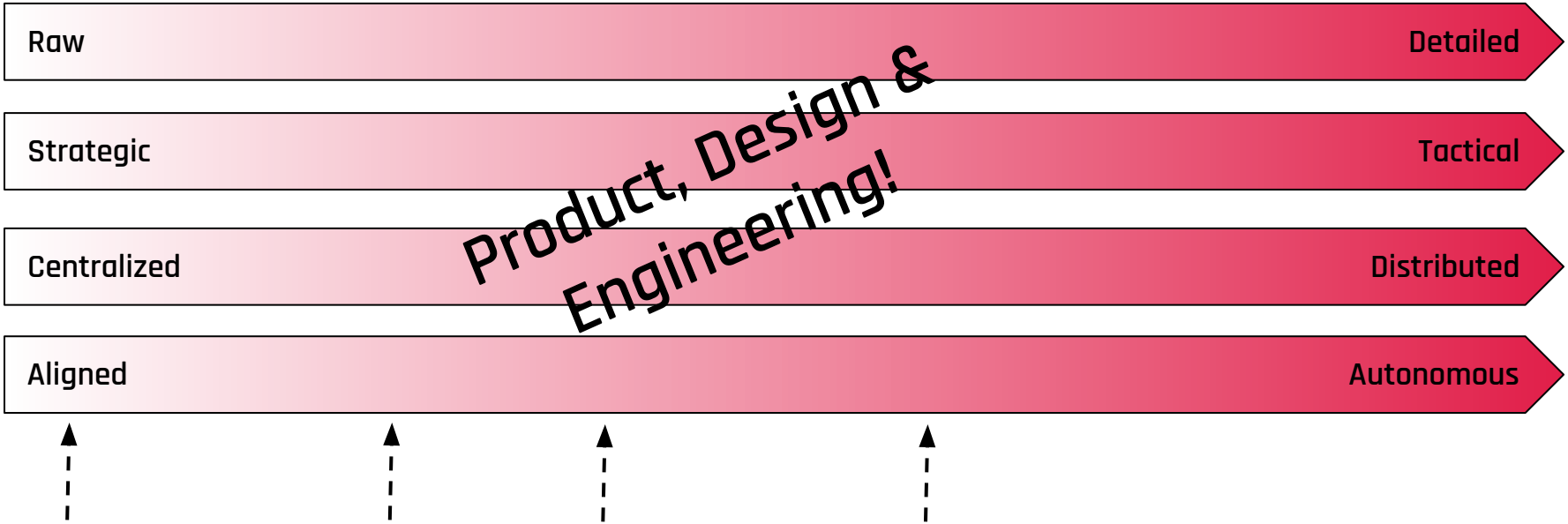
https://medium.com/@harpreet.dhillon/iron-triangle-triple-constraints-of-project-management-e818e631826c

Slicing Solutions: De-Risking



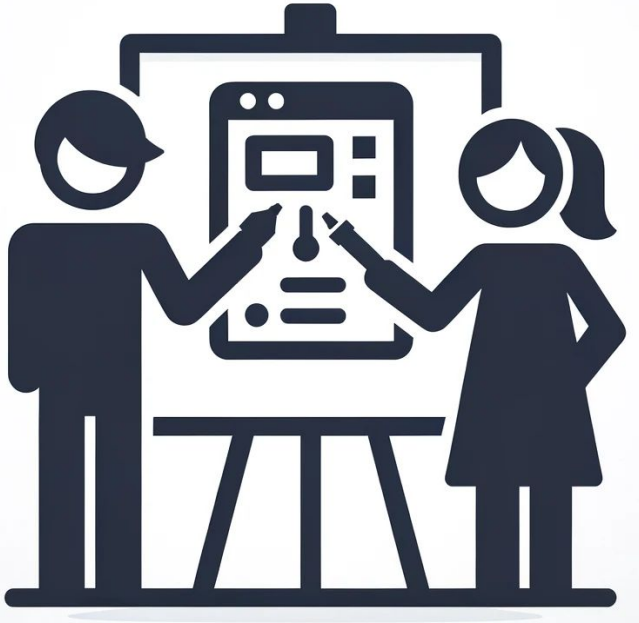
Become a Great Engineering Leader, James Stanier, 2024

Slicing Solutions: Collaborating on Decisions

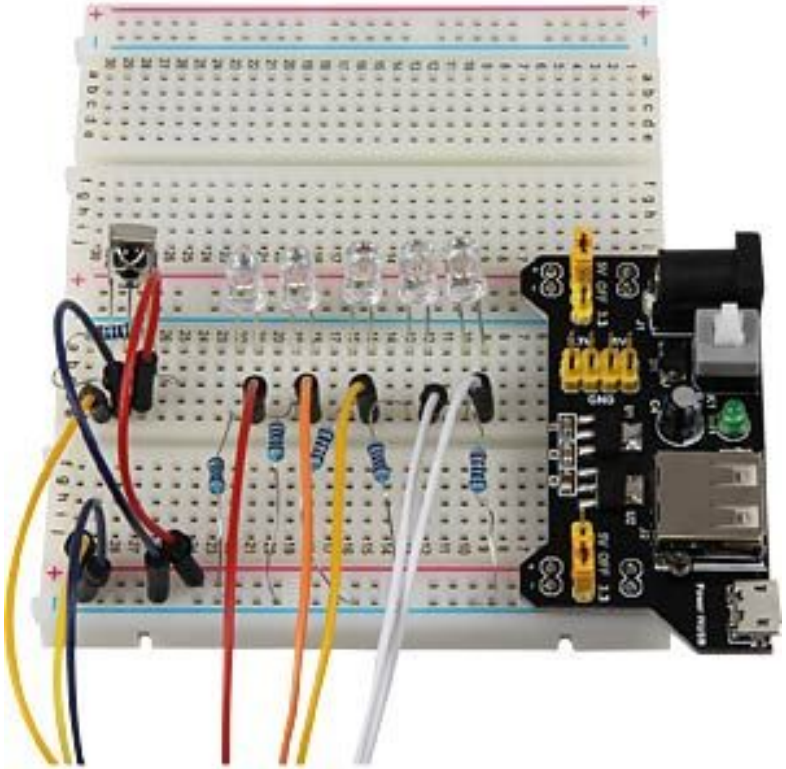


Trade-offs all the time!

Start at a Blank Slate & collaborate on a Problem



Breadboarding: Finding the Elements



https://www.reichelt.de/entwicklerboards-spannungsversorgung-f-steckboards-debo-bread-power-p202832.html

What do we want to do

20 min

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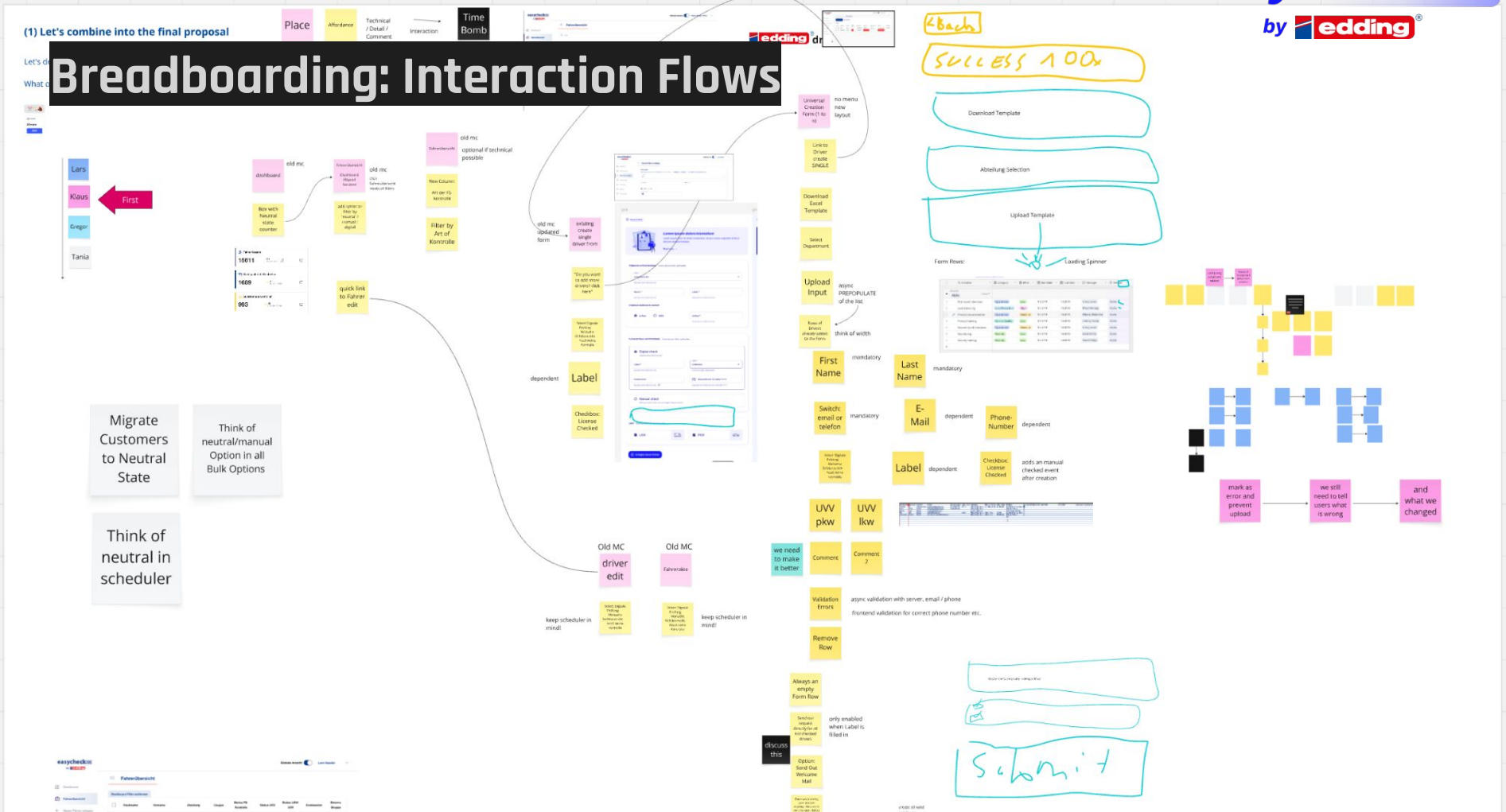
Breadboarding: Interaction Flows



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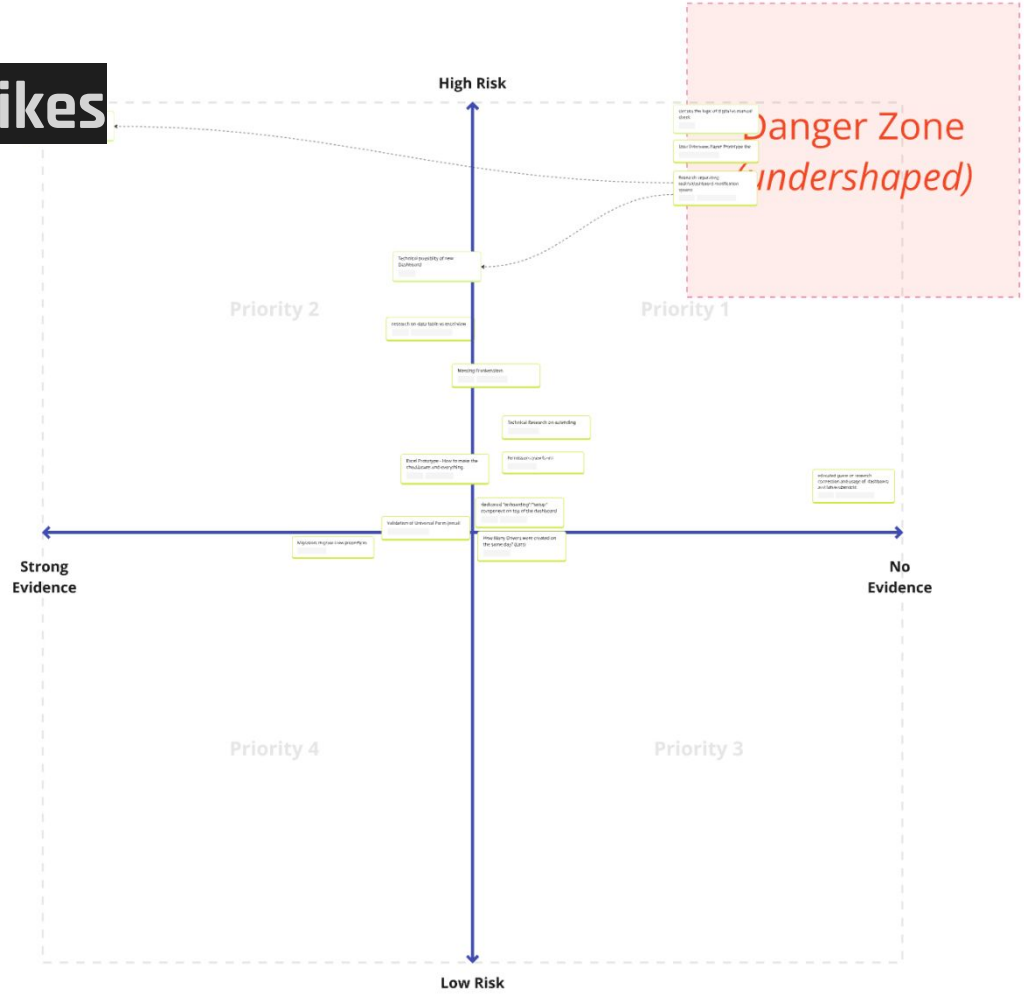
New Unkowns / Dangers / Assumptions

Spikes

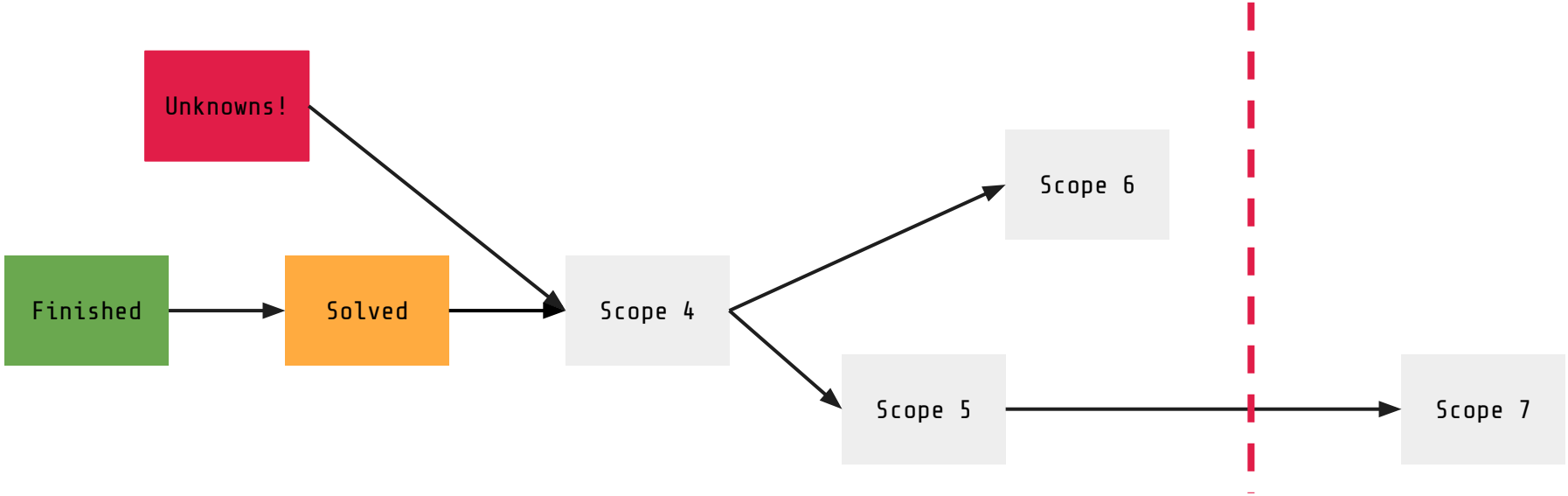


Open Questions

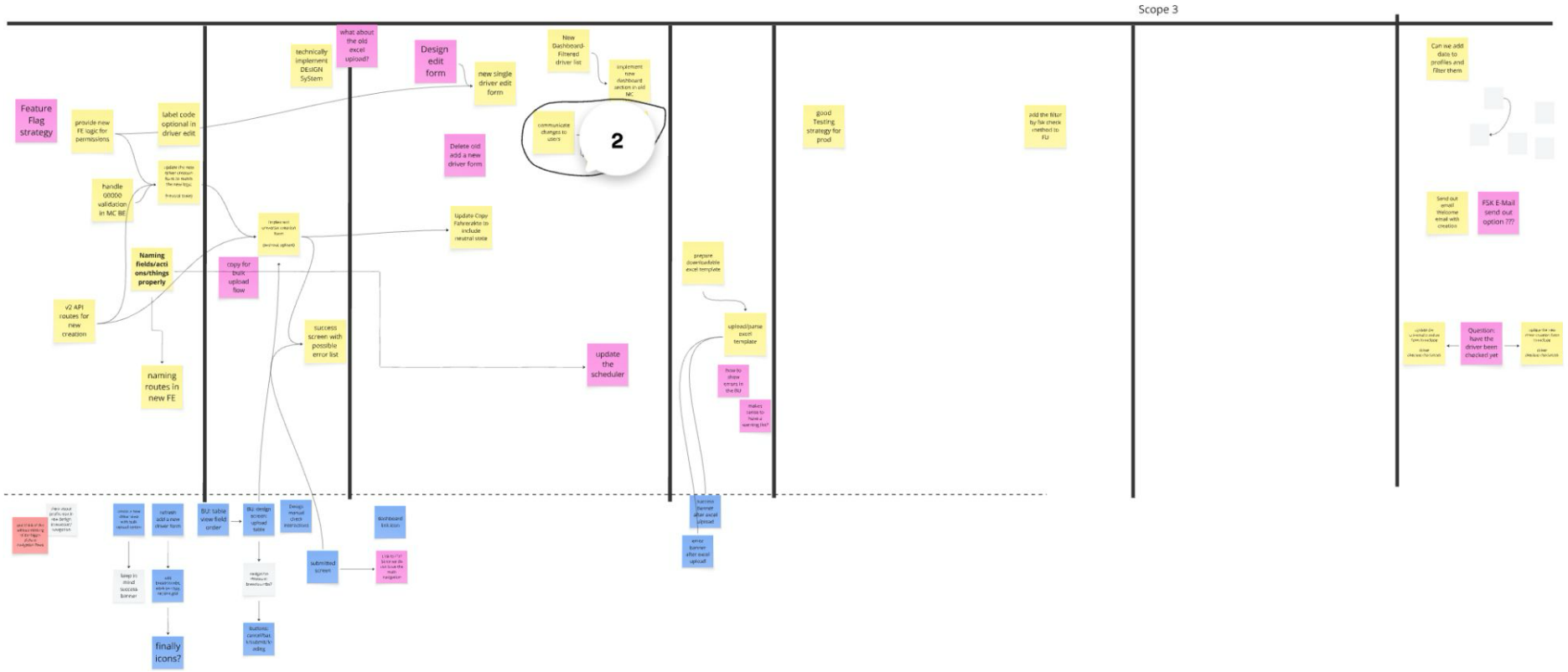
Slicing Solutions: Scope by Scope

Shippable in Isolation!

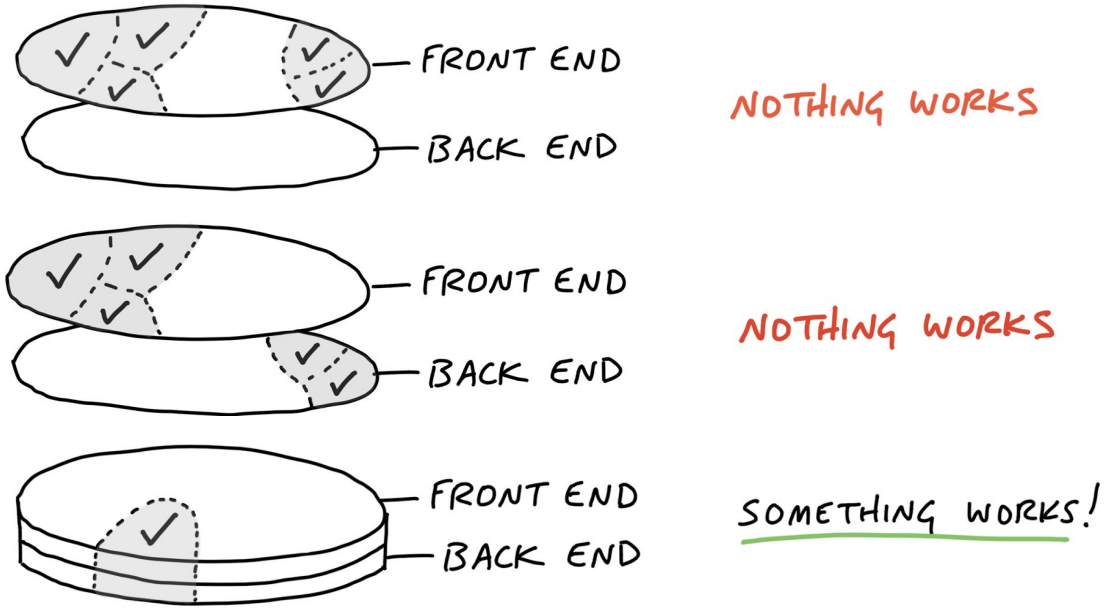
Slicing Solutions: Always Ready to Cut!



Scoping


Scope 3
Feature Flag strategy
provide new FE logic for permissions
label code optional in driver edit
handle 00000 validation in MC BE
Naming fields/actions/things properly
v2 API routes for new creation
naming routes in new FE
technically implement DESIGN SYSTEM
what about the old excel upload?
copy for basic upload flow
success screen with possible error list
Design edit form
new single driver edit form
Delete old add a new driver form
Update Copy Fahrerakte to include neutral state
update the scheduler
New Dashboard-Filtered driver list
communicate changes to users
2
good Testing strategy for prod
add the filter by fsk check method to FU
prepare downloadable excel template
upload/parse excel template
how to show errors in the FU
success banner after excel upload
error banner after excel upload
Can we add data to profiles and filter them
Send out email Welcome email with creation
FSK E-Mail send out option ???
Question: have the driver been checked yet
finally icons?
BU: table view field order
BU: design screen: upload table
Design manual check interaction
submitted screen
dashboard link icon

Slicing Delivery: End to End!



Implement by structure, not by person!

https://basecamp.com/shapeup/3.2-chapter-11

Slicing Delivery: A Piece of Cake!

TODO

BUG

Topic needs Clarification / Decision

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How the Team organizes itself

TODO for current Scopes | 1

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

In progress | 0

Ready for testing | 8

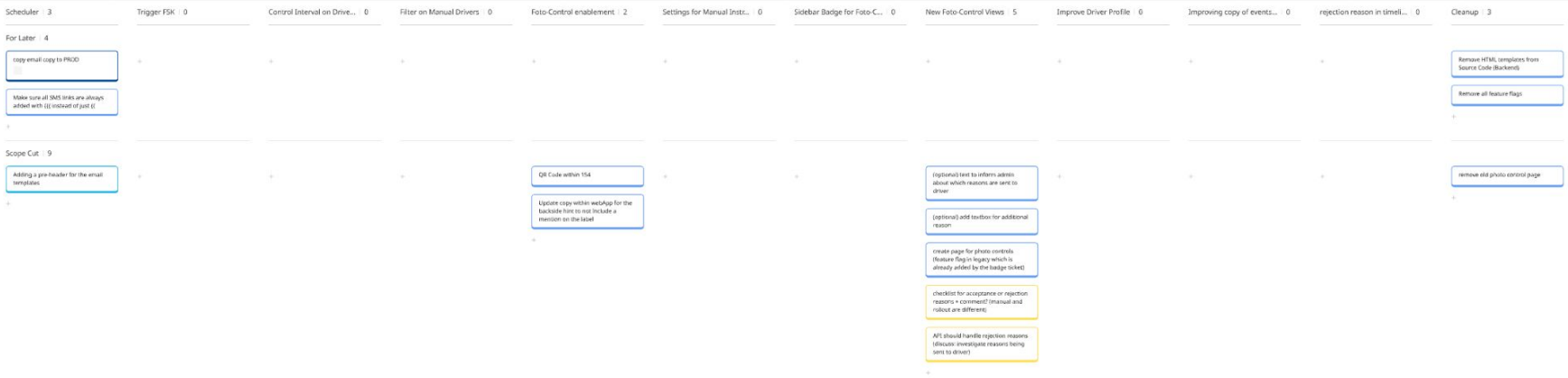
- Improve all emails to make sure the copy reflects the cases for the
- Manual control method selection in department settings
- badge does not update (need global
- create driverProfileLink in the
- Manual control method selection in
- Fix Photo control 7 days reminder to admin
- Send email to managers when a photo controls expires

Done | 57

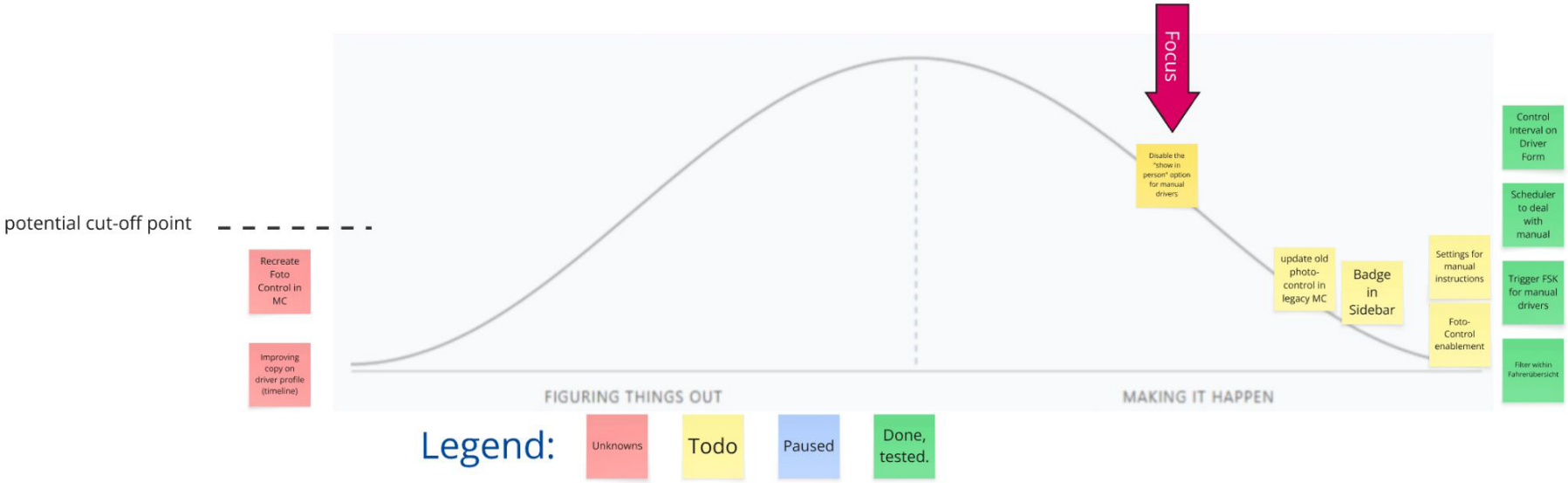
- Improve initial request email (400) to make sure the copy reflects the cases for the control method
- Text for manual kontroll
- driver data on photo control page (legacy MC)
- Show badge in sidebar for open controls
- ensure token update (to ensure
- final ui is done
- Migrate all customInstructions to show the default text.
- sanitize admin input for custom instructions

De-Scoped / Won't Do | 0

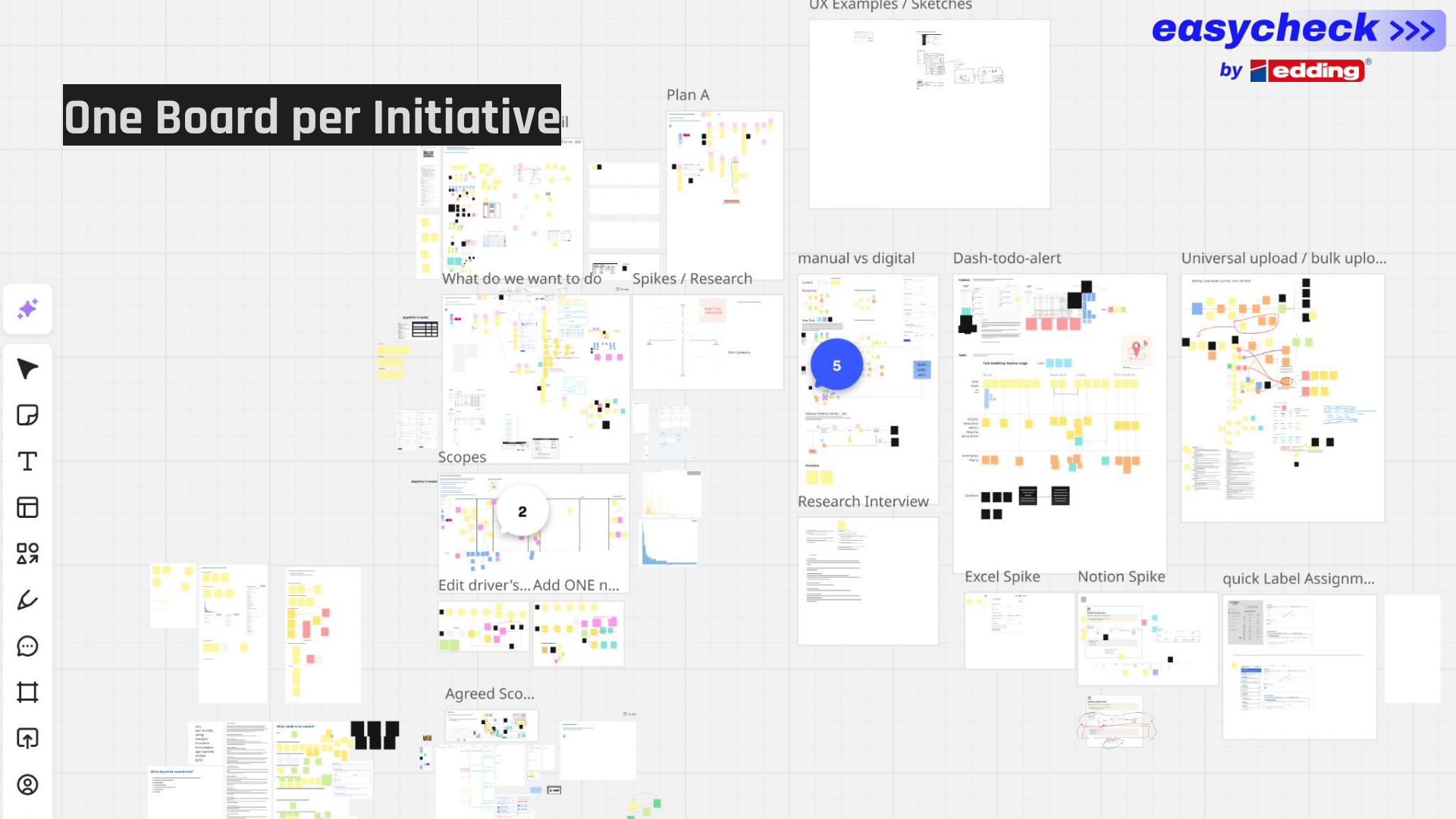
Constant Re-Priorization



Reporting on Progress



One Board per Initiative

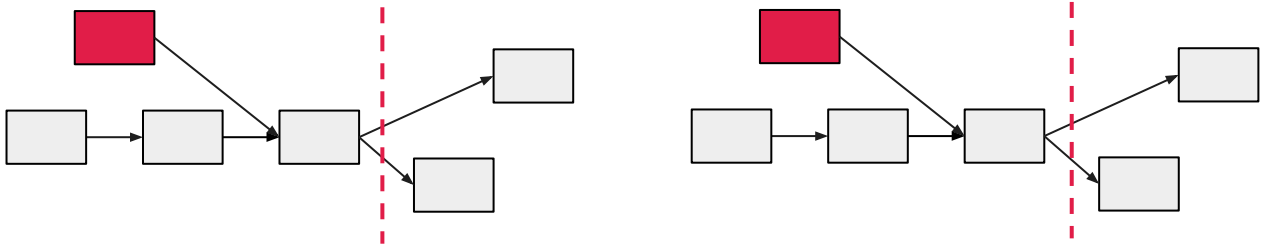


Slicing Work

Slice Objectives

Slice Problems

Slice Solutions



Slice Delivery

Emancipating People

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

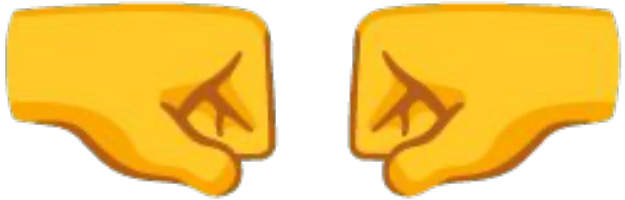
(Admiral Grace Hopper)

https://thesharpgentleman.com/gentlemen-beg-for-forgiveness-or-ask-for-permission/

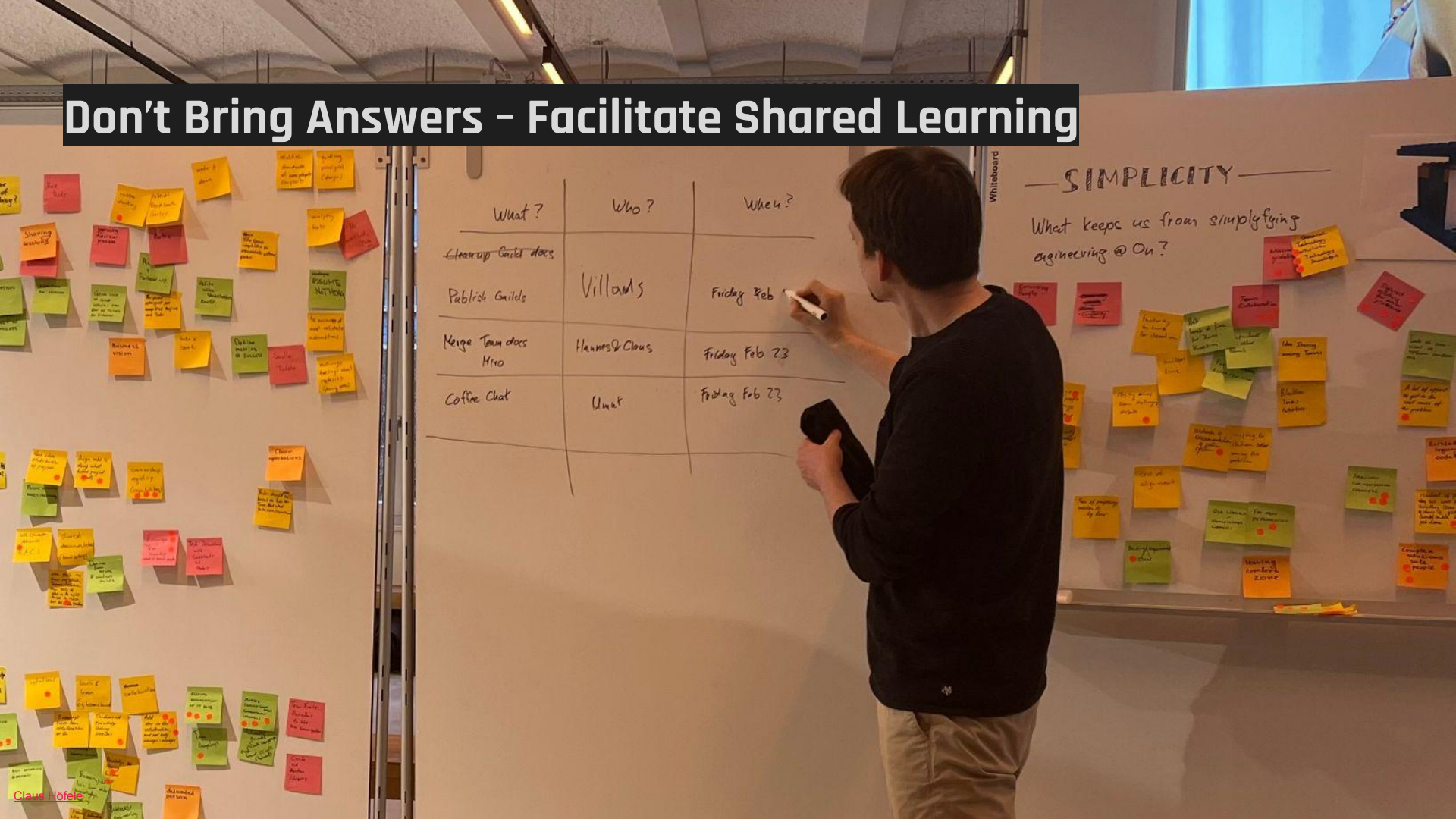
Don’t empower, emancipate!

v.v01.io/posts/2024-empowering-staff-doesnt-work/

Commitments Come From the Team, Not the Manager

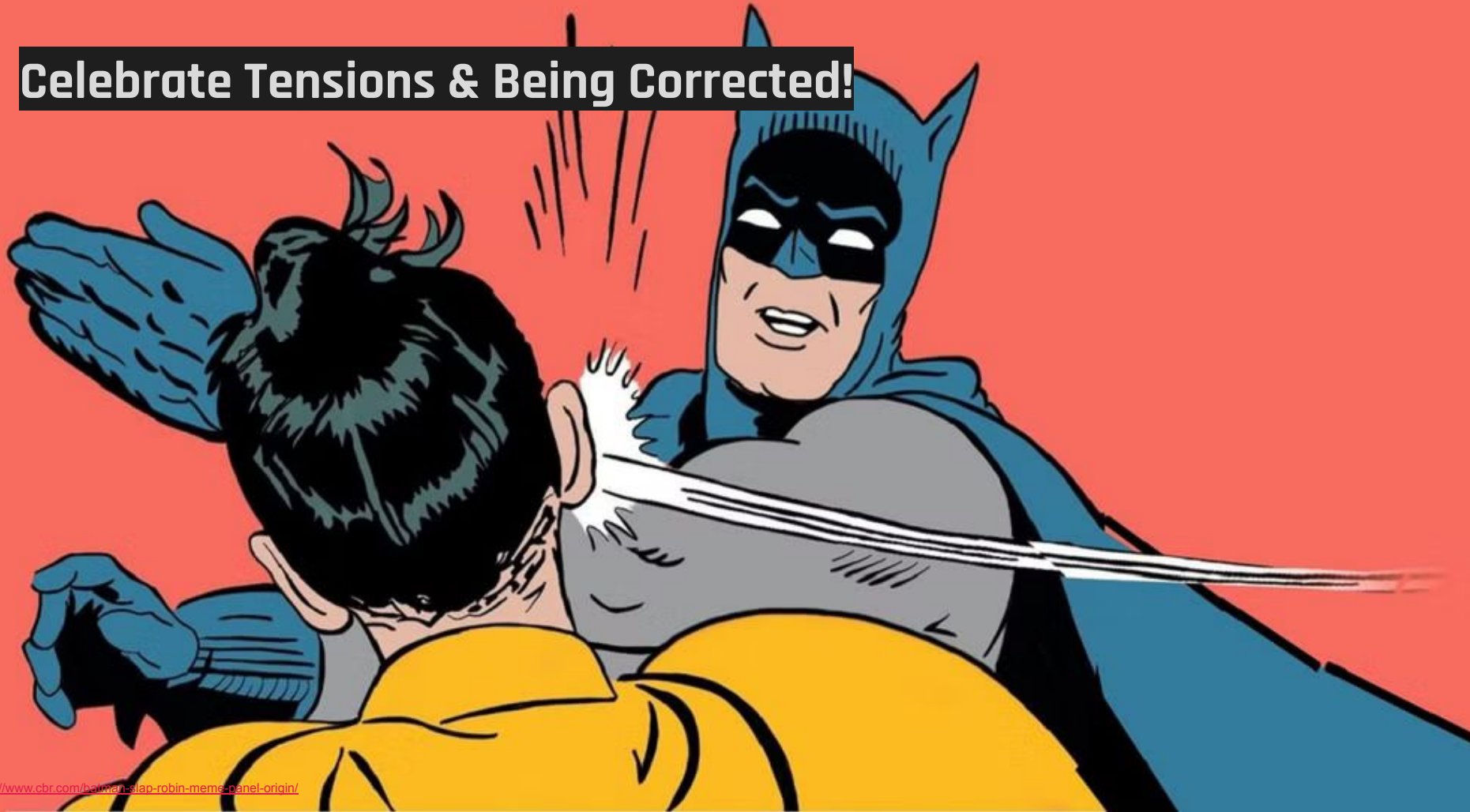


Don’t Bring Answers – Facilitate Shared Learning



Claus Höfele

Celebrate Tensions & Being Corrected!



https://www.cbr.com/batman-slap-robin-meme-panel-origin/

Try: Identify & Enforce Memes!

Break Silos, Not People!

Optimize for Decision Making.

Limit People Involved.

KLAUS BREYER
v01.io
in

EOF