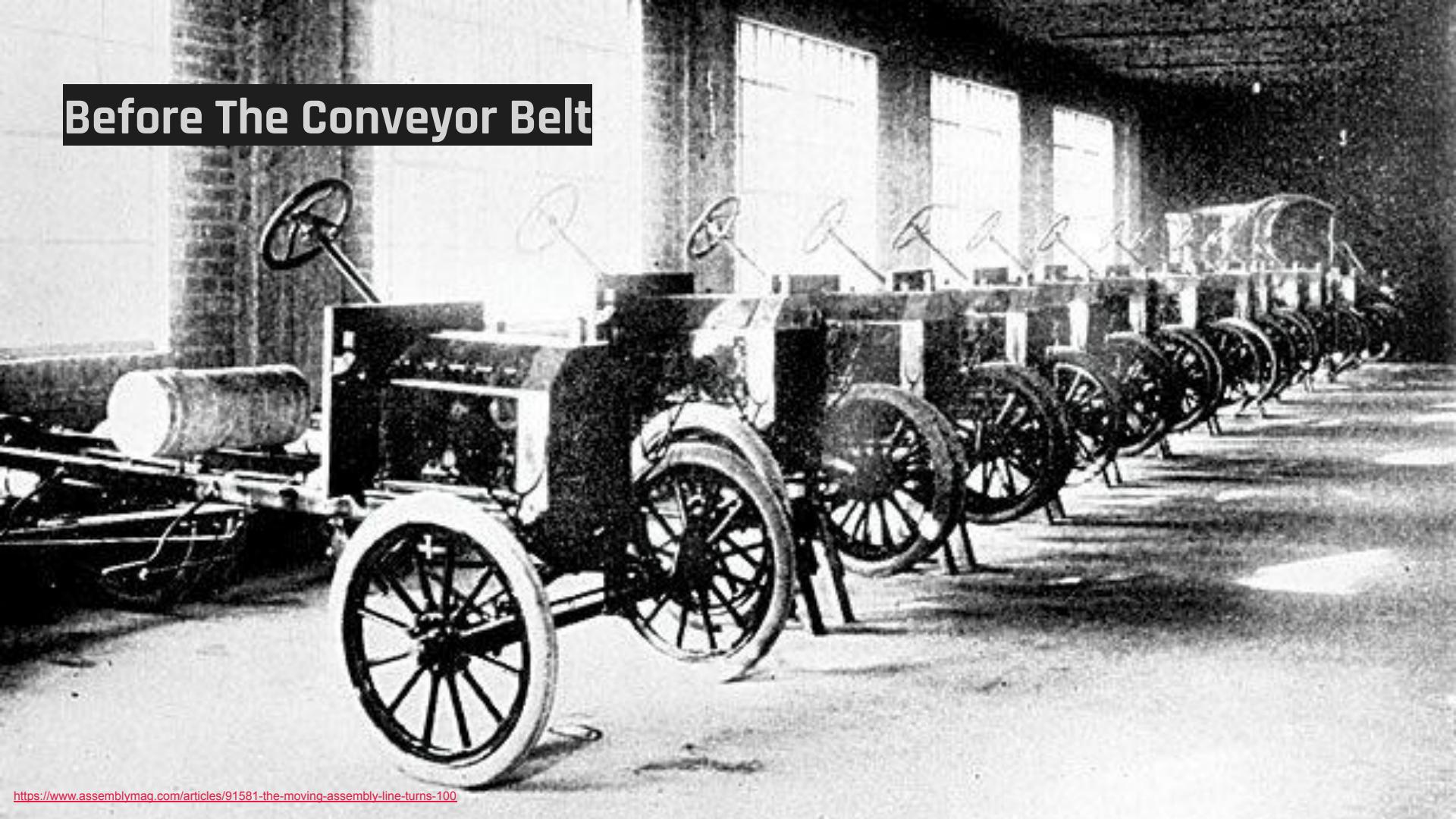


# Move Fast and Break Silos

Interdisciplinary Teams That Work

# Before The Conveyor Belt



# With The Conveyor Belt



**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

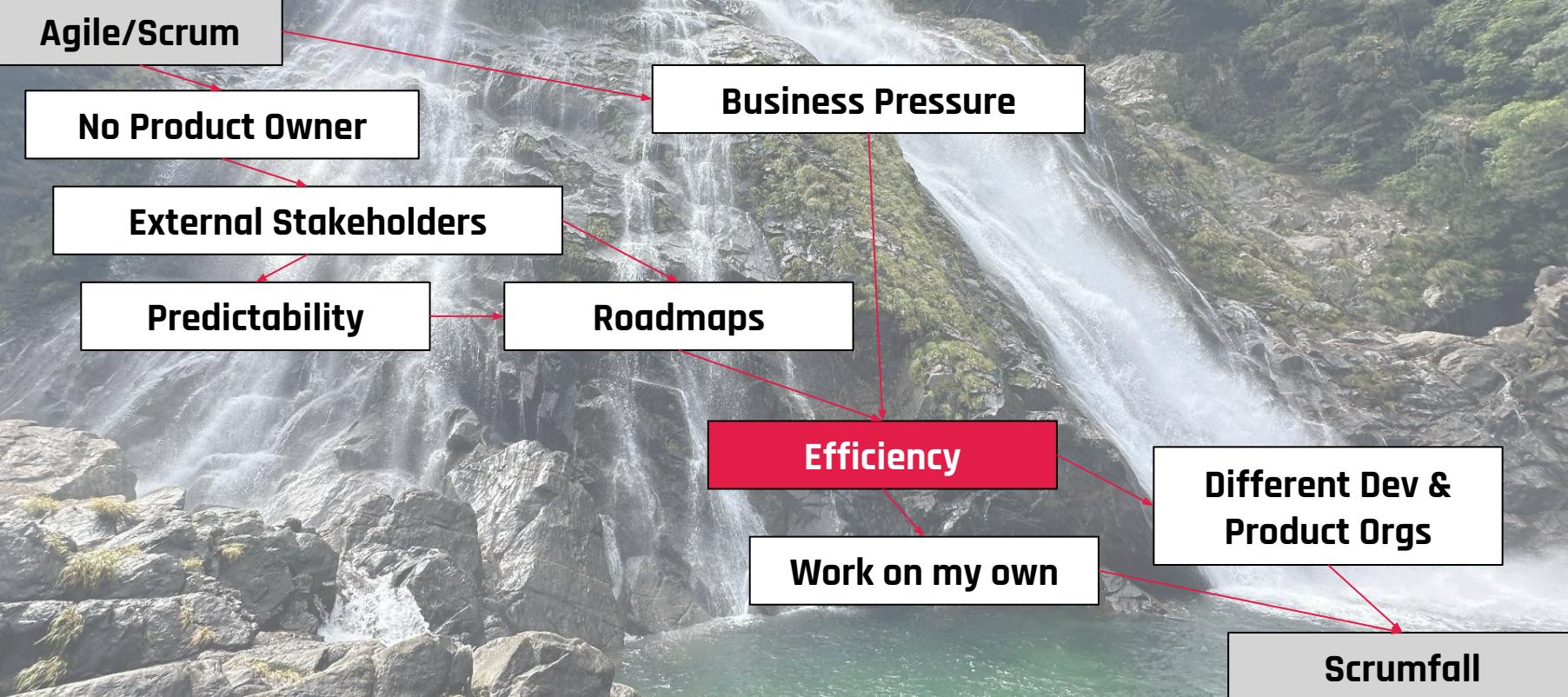
**Working software** over comprehensive documentation

**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**

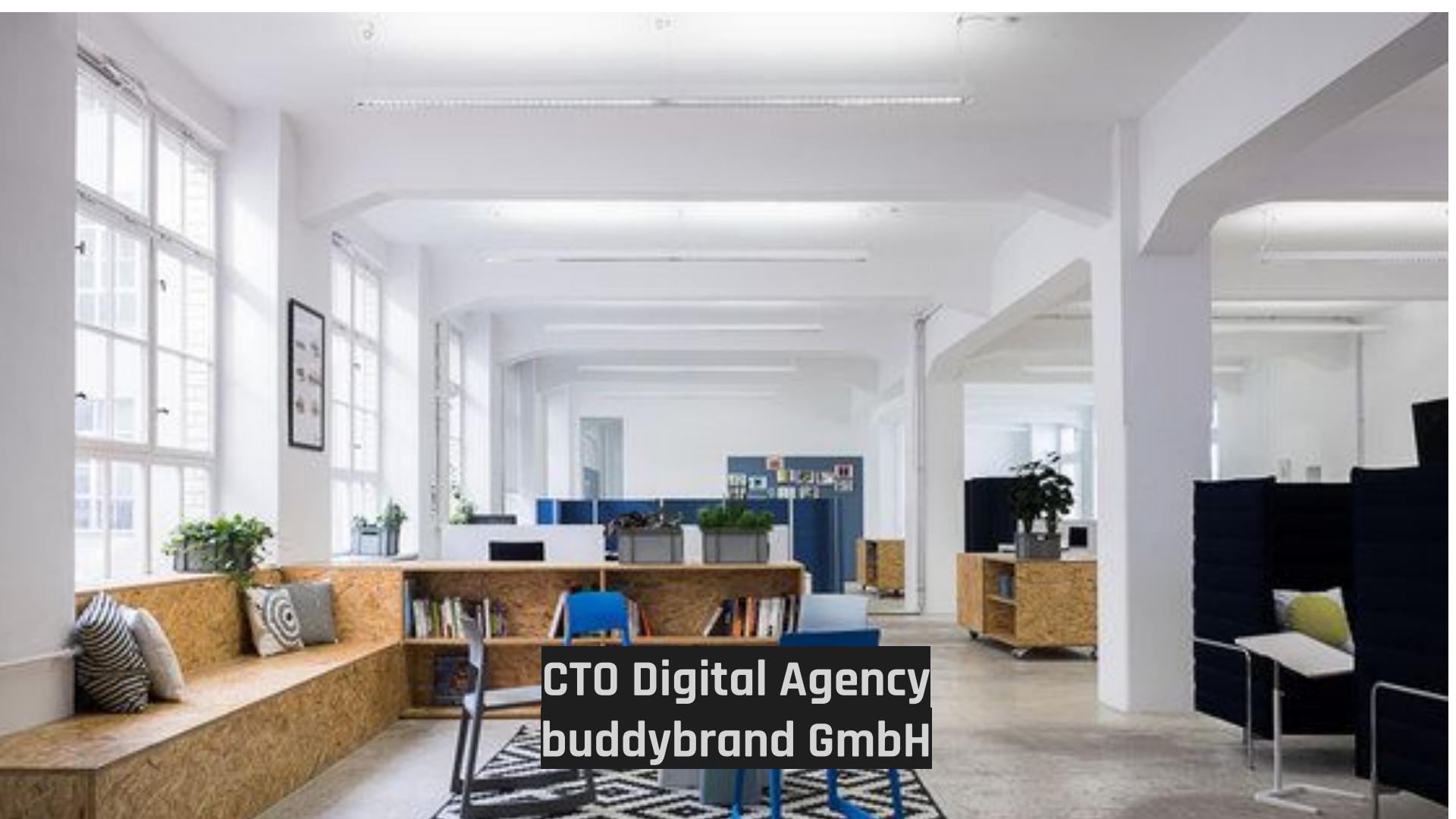
# Hyperactive Hive Mind



# Trade-Offs Because Time Is Running Out



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

A wide-angle photograph of a modern office space. On the left, a long wooden bench with several pillows is positioned against a wall with large windows. In the center, there's a blue wall with various items pinned to it. To the right, there are more wooden structures, a potted plant, and a small white table with a chair. The ceiling has recessed lighting, and the overall atmosphere is bright and open.

**CTO Digital Agency  
buddybrand GmbH**

A woman with dark hair in a bun, wearing a light blue sweater and a necklace, is smiling and gesturing with her hands while recording a video. A large ring light is positioned in front of her, illuminating her face. A smartphone is mounted on a tripod, capturing the video. The background is a blurred indoor setting.

# CPO & CTO Influencer Marketplace

## BuzzBird GmbH



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



Leading Product & Tech (Interim)

**edding AG**

permanent marker

**edding 80**  
permanent marker

**edding 40**  
permanent marker

**edding 40**  
permanent marker

**edding**  
graffiti on dark surfaces and difficult materials

**8300**  
marker

mini  
permanent

**8400**  
marker

mini  
permanent

**50**  
marker

**85**  
marker

**85**  
marker

**85**  
marker

**85**  
marker

**85**  
marker

**78**  
Paint marker

**8280**  
securitas UV marker

**40**  
permanent marker

**75**  
Glass, Metal  
marker

graffiti on dark surfaces and difficult materials



**Chief Product & Technology Officer**  
**Myosotis GmbH**

**Building Software ≈  
Optimization(Decision Making,  
Evolving Systems)**

**Building Software ≈  
Slicing Work &  
Aligning Teams**

# Slicing Work

# **Slicing Work**

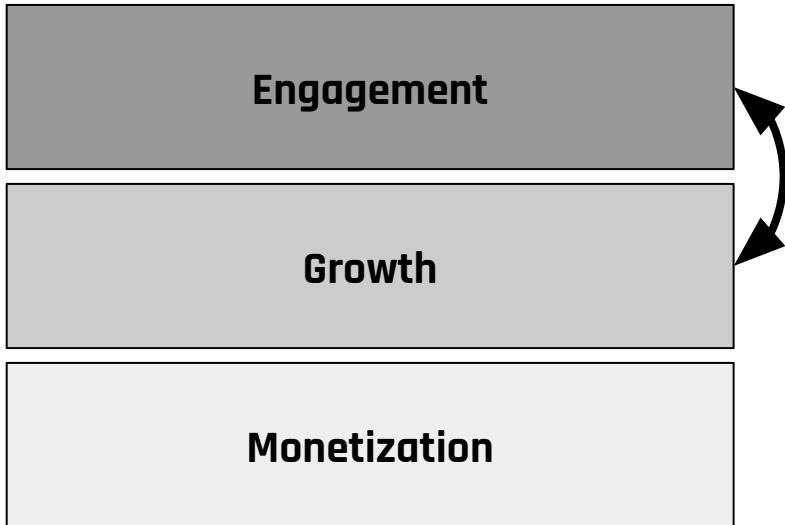
Slicing Objectives

Slicing Problems

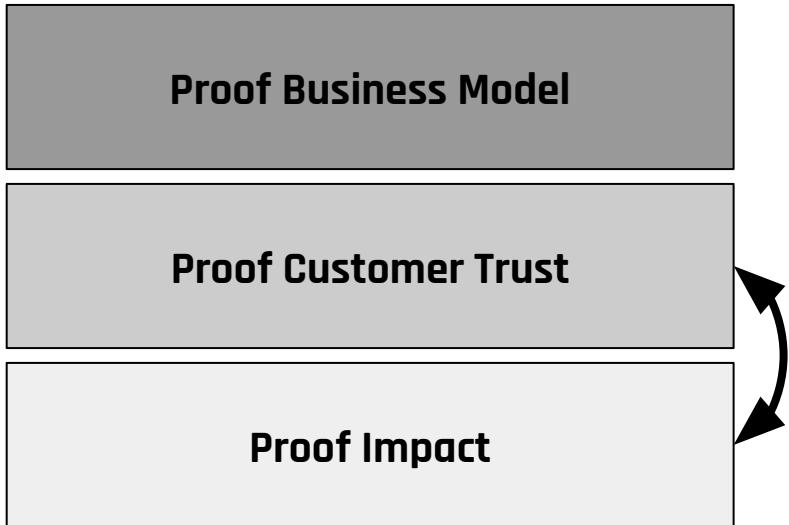
Slicing Solutions

Slicing Delivery

# Slicing Objectives: Force Ranked



# Slicing Objectives: Force Ranked



# Slicing Problems: Before Thinking About a Solution!

## 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.

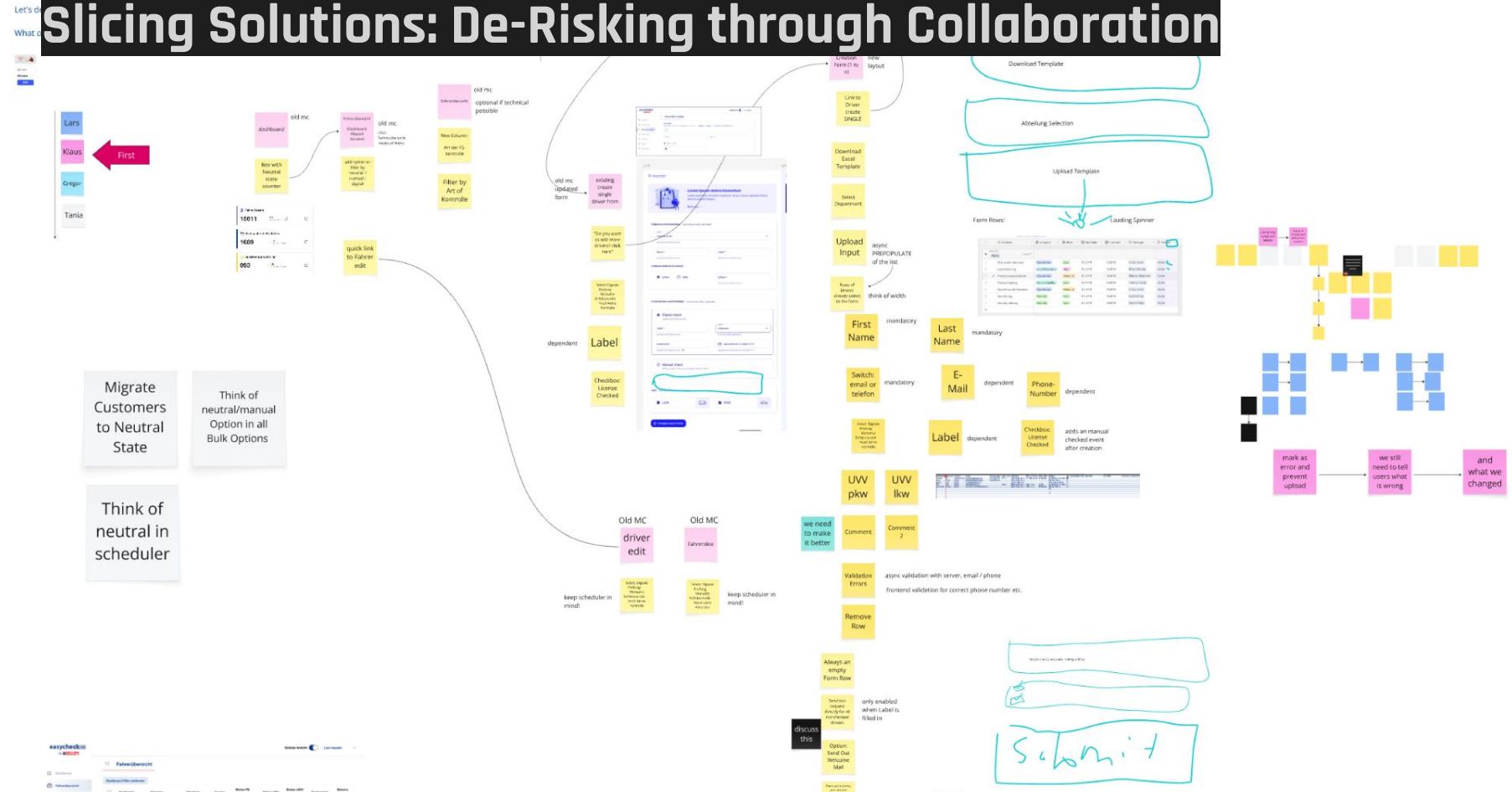
# Slicing Solutions: Start at a Blank Slate & Collaborate

Product, Design &  
Engineering!

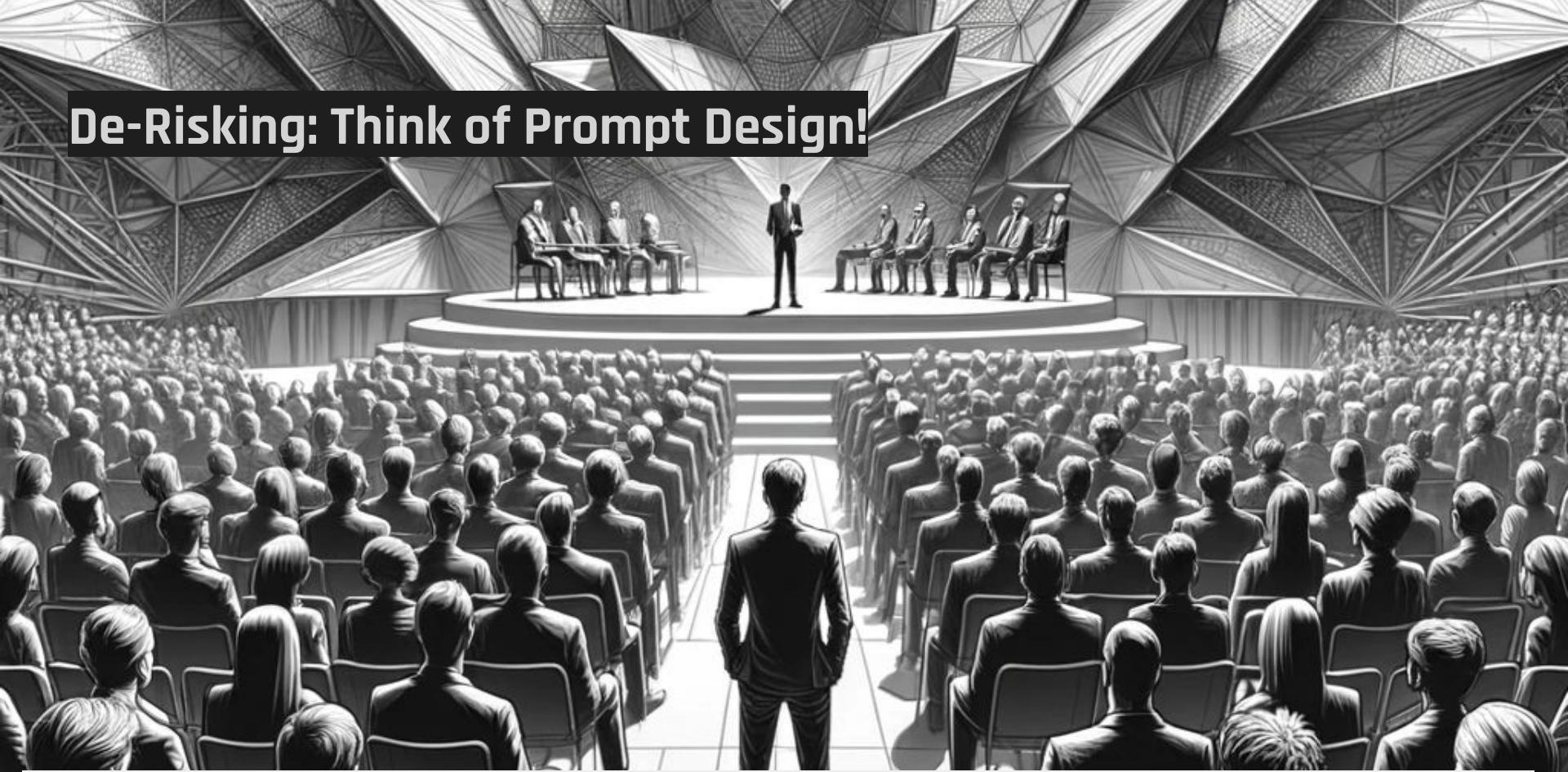


## What do we want to do

### (1) Let's combine into the final proposal



# De-Risking: Think of Prompt Design!



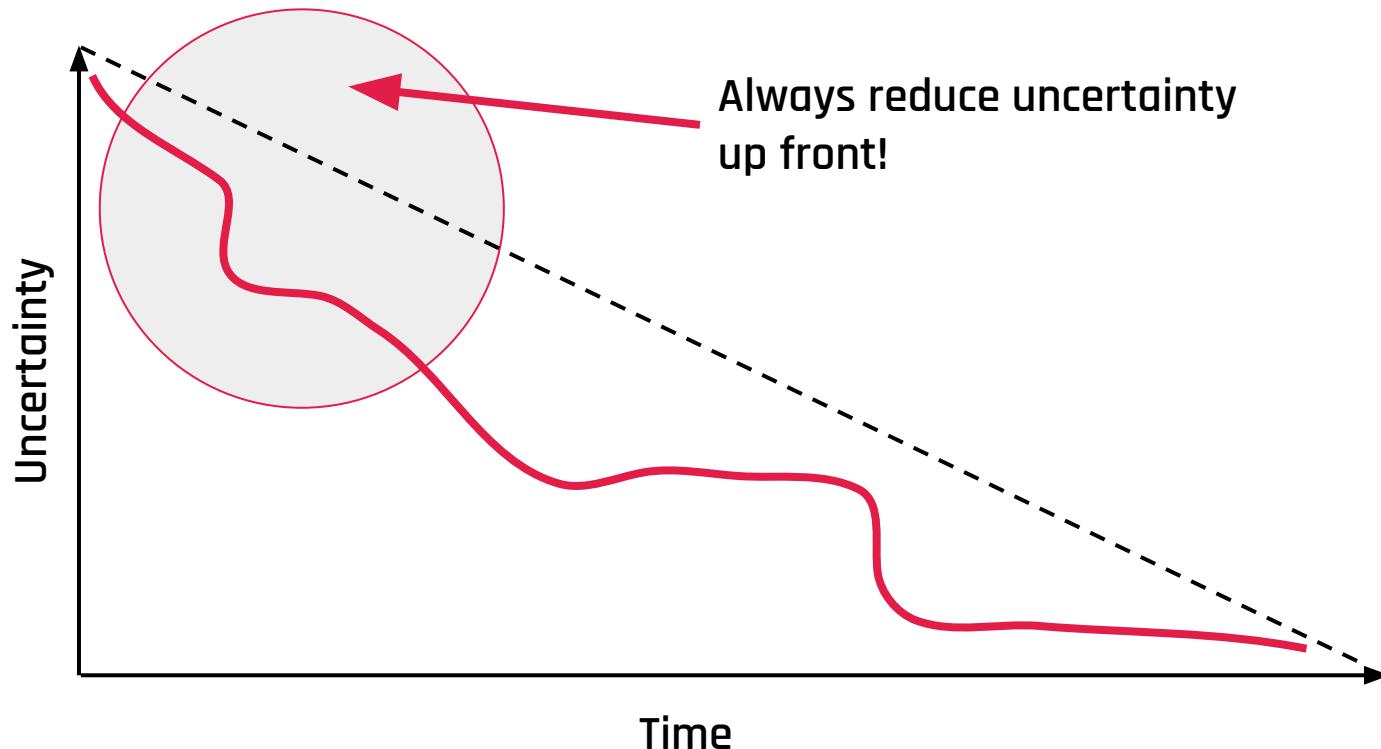
“draw me a painting of mc escher, grey, where a male person stand in front of a conference crowd - with geometric architecture structures”

# De-Risking: Think of Prompt Design!

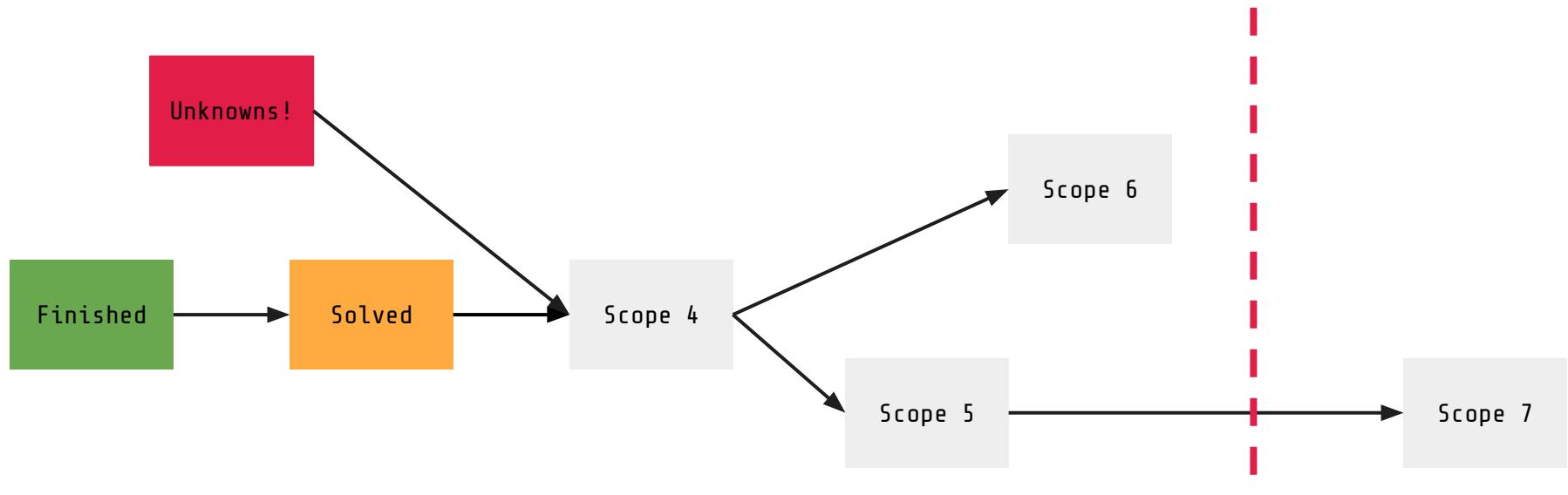


"draw me a painting of mc escher, grey, where a male person stand in front of a conference crowd - with geometric architecture structures"

## Slicing Solutions: De-Risking



# Slicing Solutions: Implement by structure, not by person!



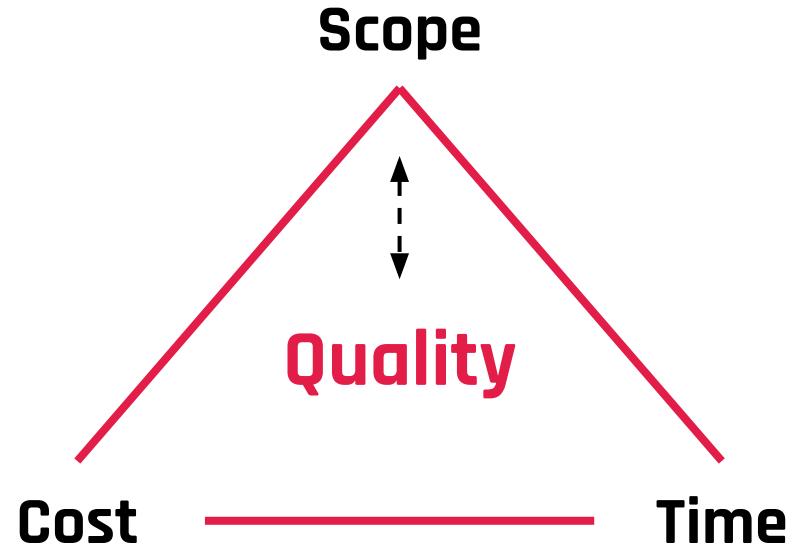
Always Ready to Cut!

# A Scope Is Shippable in Isolation.

Done means deployed!



# Variable Scope Guarantees Quality!



# Slicing Delivery: A Piece of Cake!



# Slicing Work

Slice Objectives



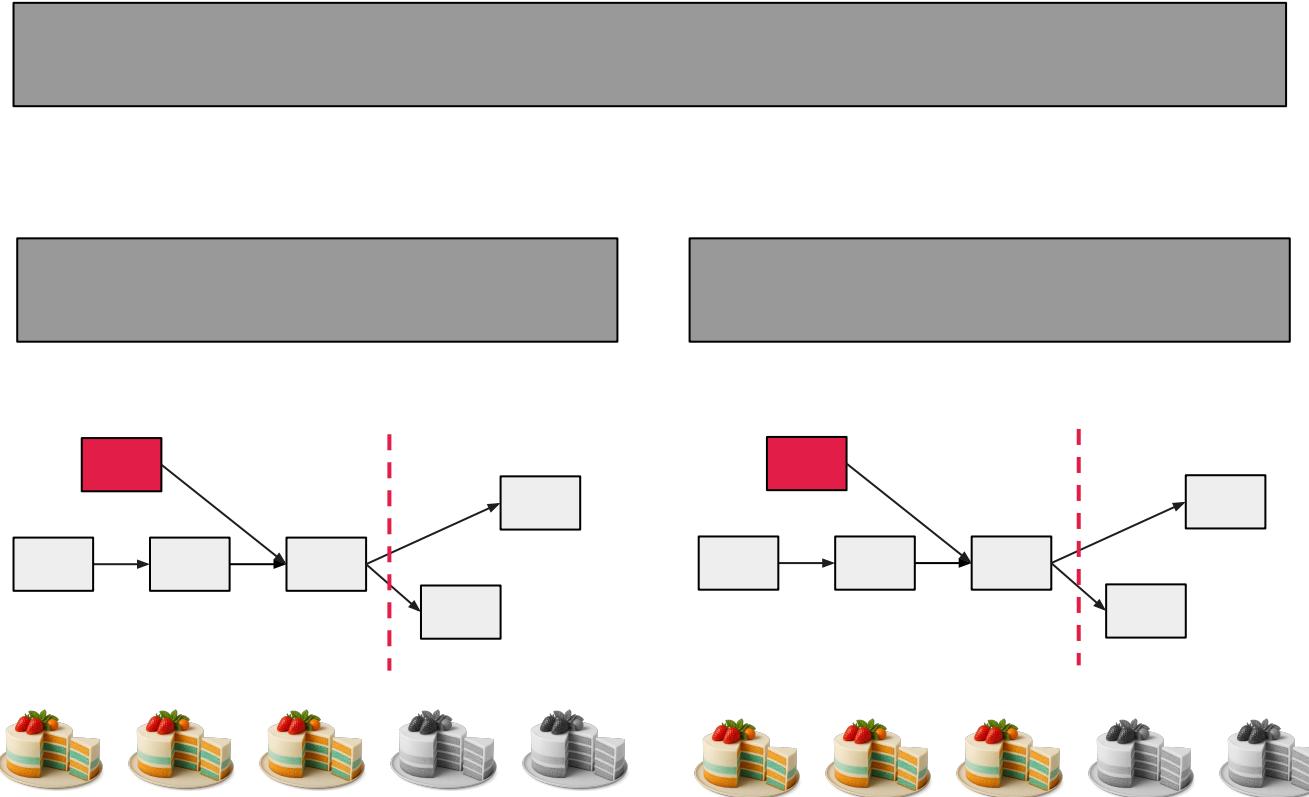
Slice Problems



Slice Solutions

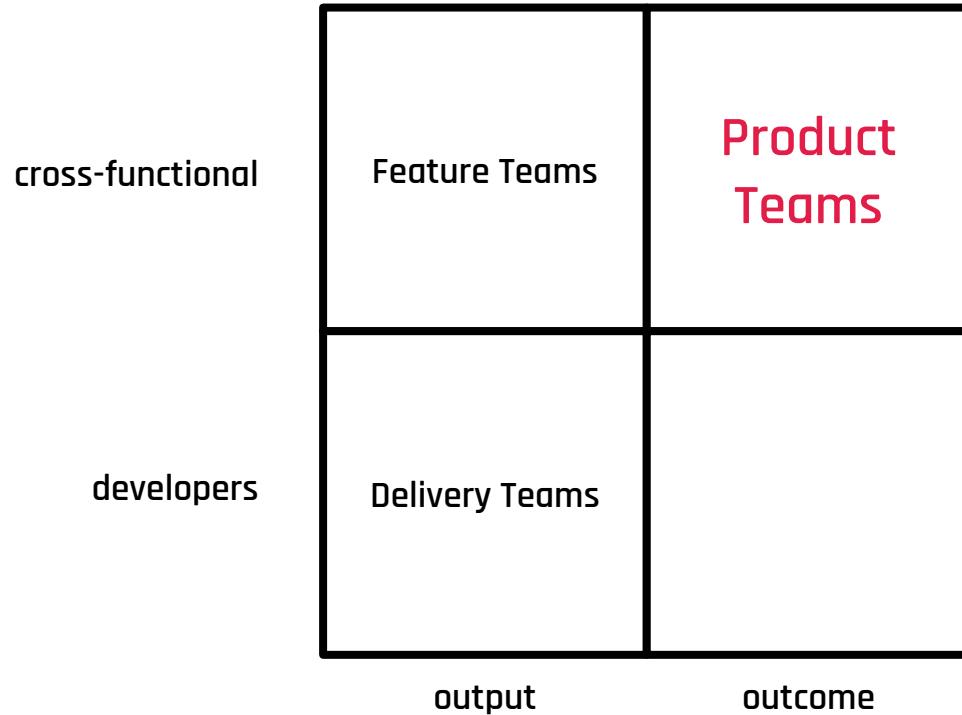


Slice Delivery

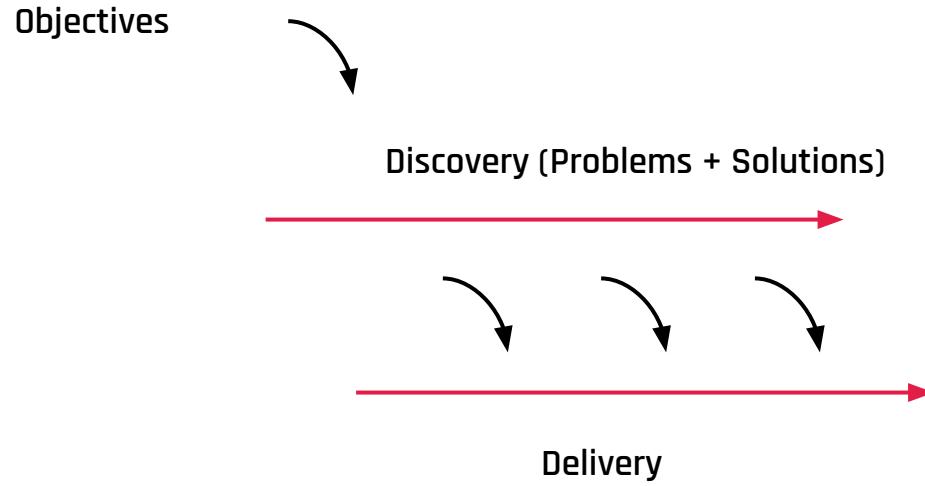


# Aligning Teams

# Empowered Product Teams



# Smallest Unit of Planning for Outcomes



# Product Teams: Everything They Need

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

Responsible for customer value + business viability risk

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

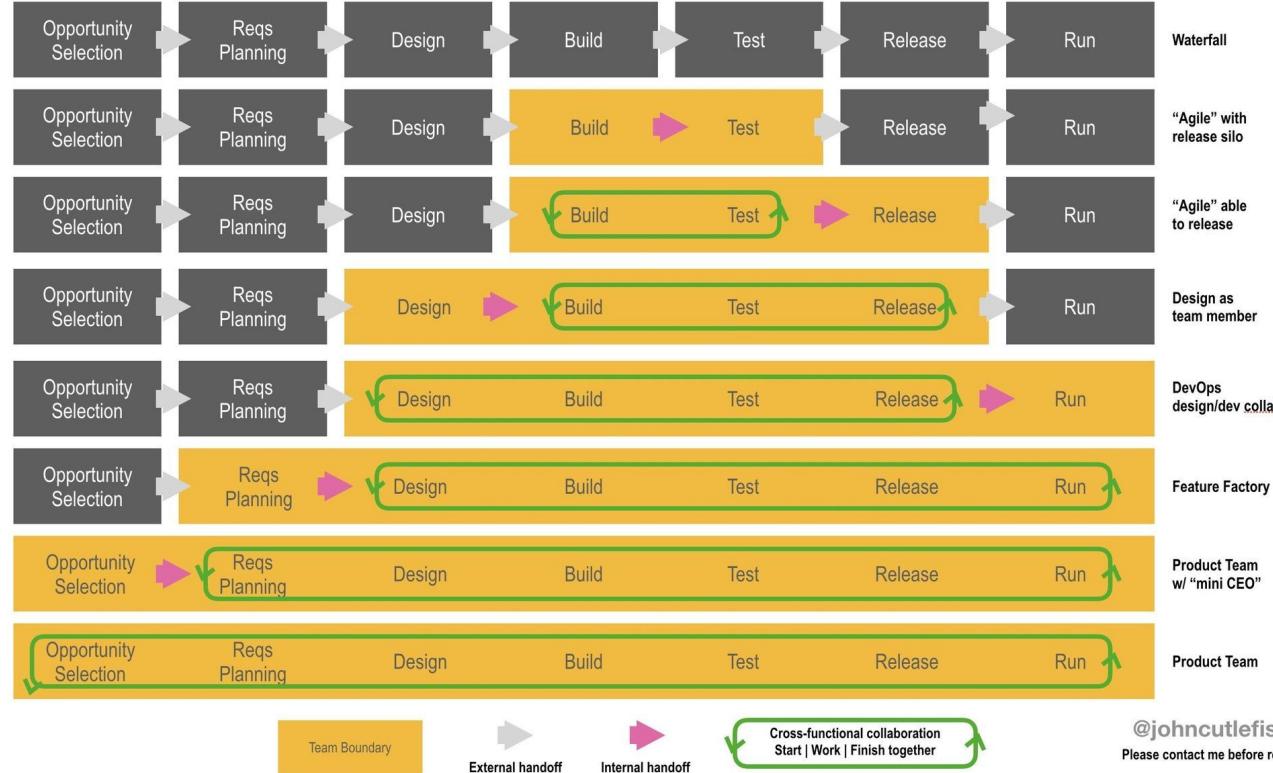
Designer

Responsible for usability risk + Experience

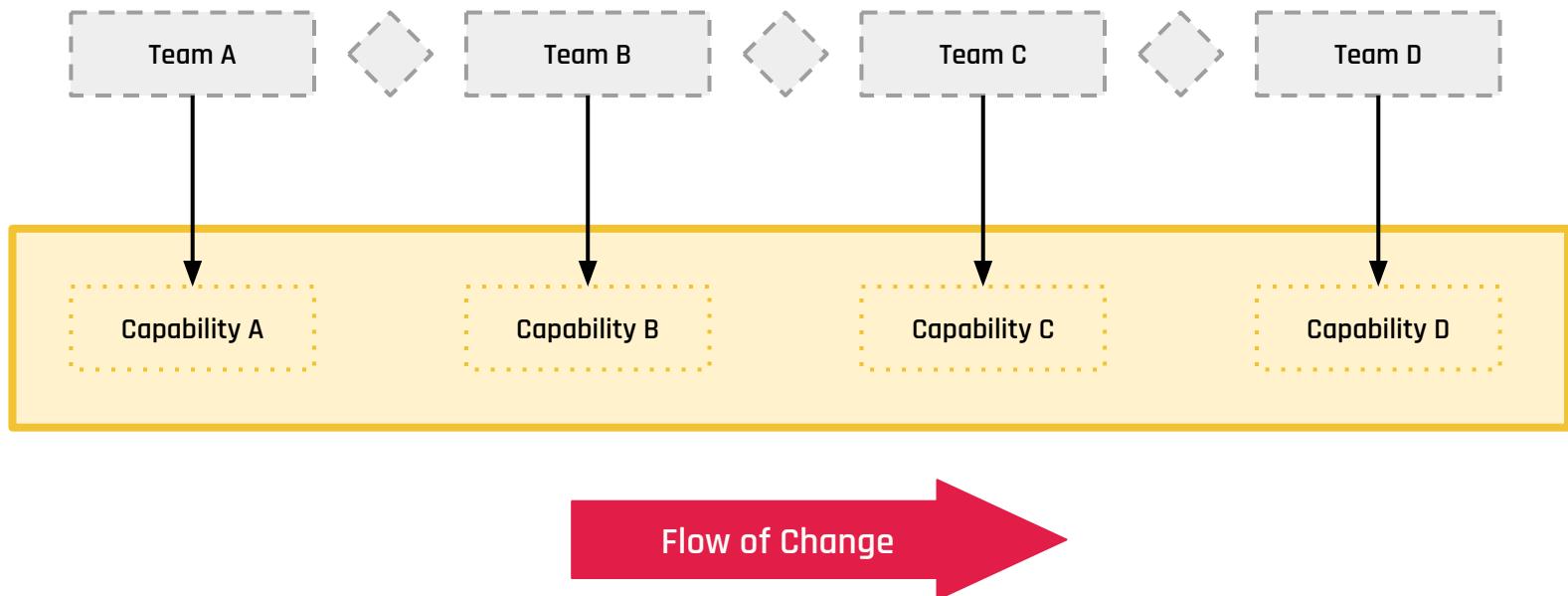
**Insourced** Engineers

Responsible for feasibility risk + Delivery

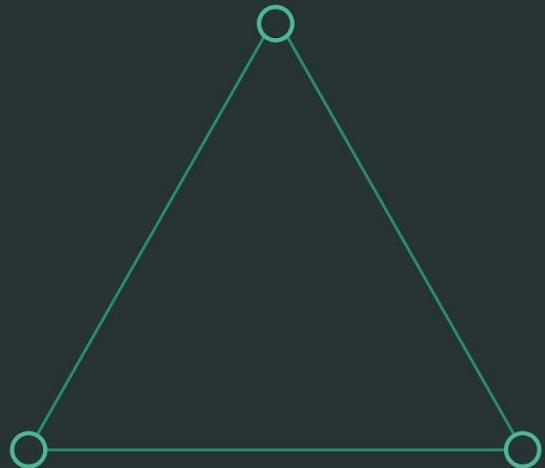
# Intentionally Designed Boundaries



# Optimize Teams for Value Streams - End to End

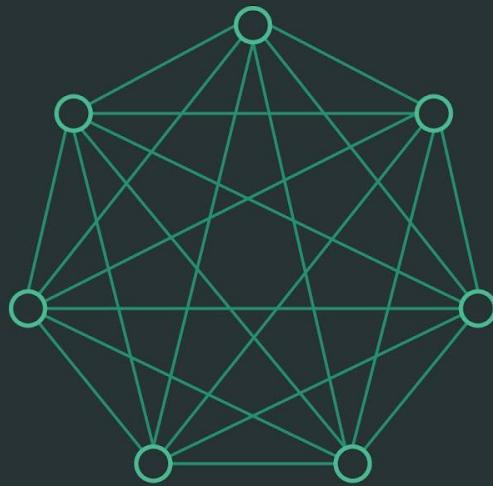


# Brooks's Law: Communication Scales Exponentially



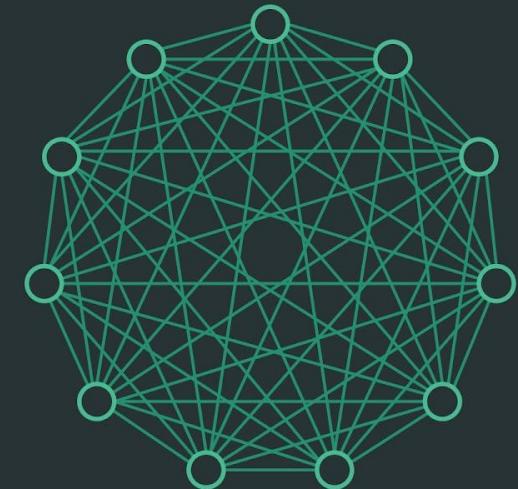
**3 PEOPLE**

*3 lines*



**7 PEOPLE**

*21 lines*

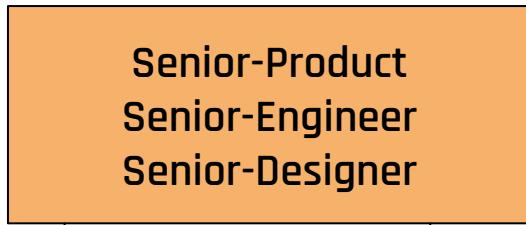


**11 PEOPLE**

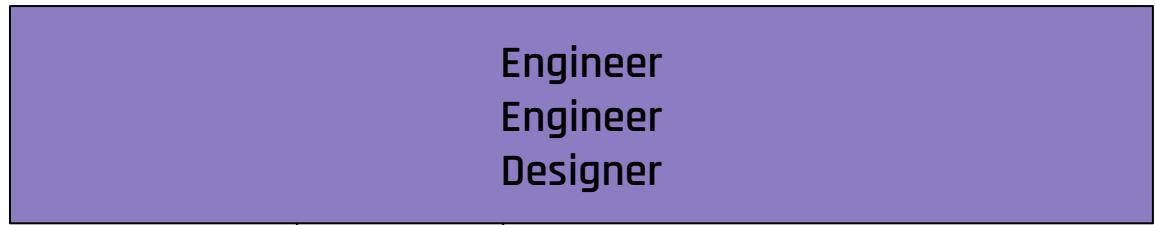
*55 lines*

# Optimize for Small Teams in Long Cycles

De-Risking: 2-3



Solution Delivery: 2-3

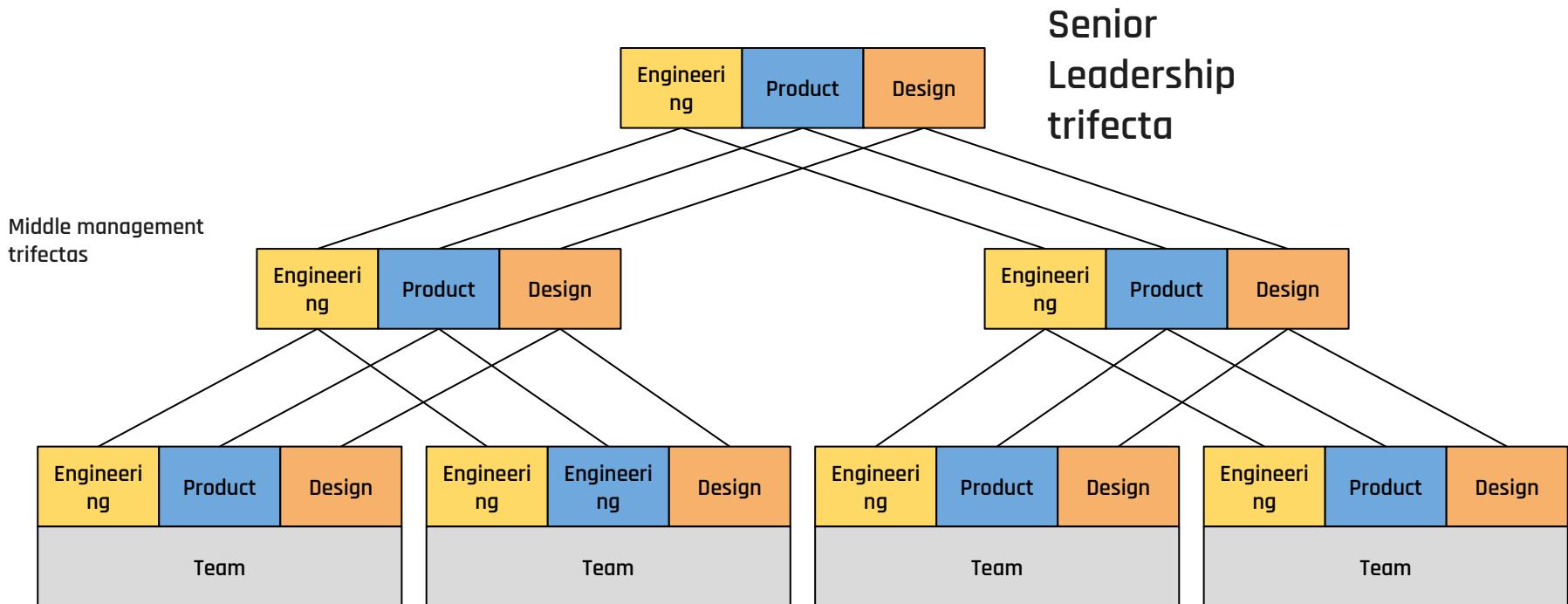


Trade-offs all the time!

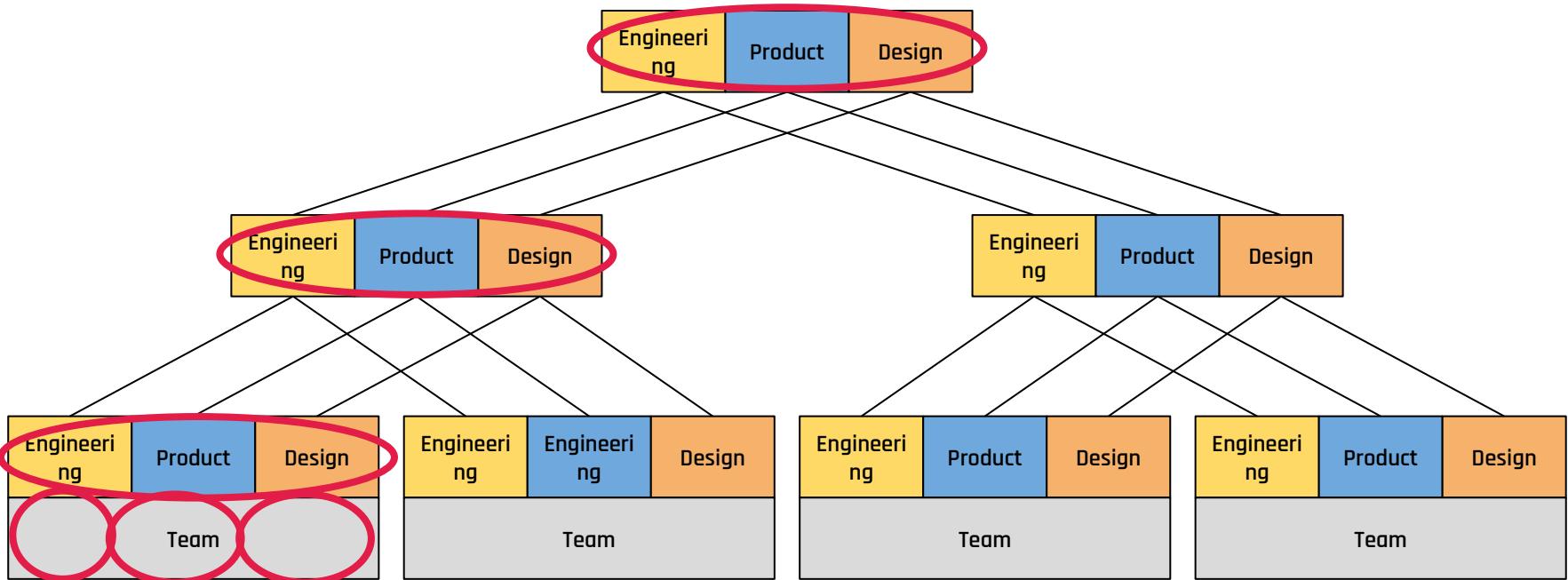
# The Essence of Startups: Small Teams in Long Cycles



# Trifectas All the Way Up



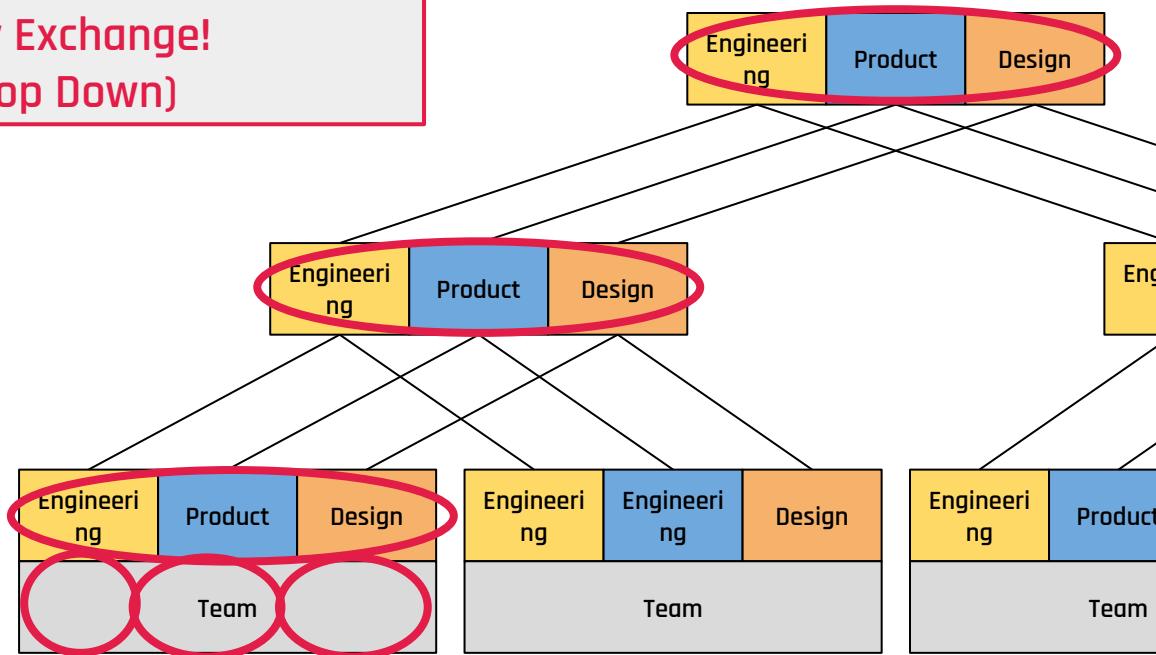
# Bringing It Together: Trifectas = Small Teams!



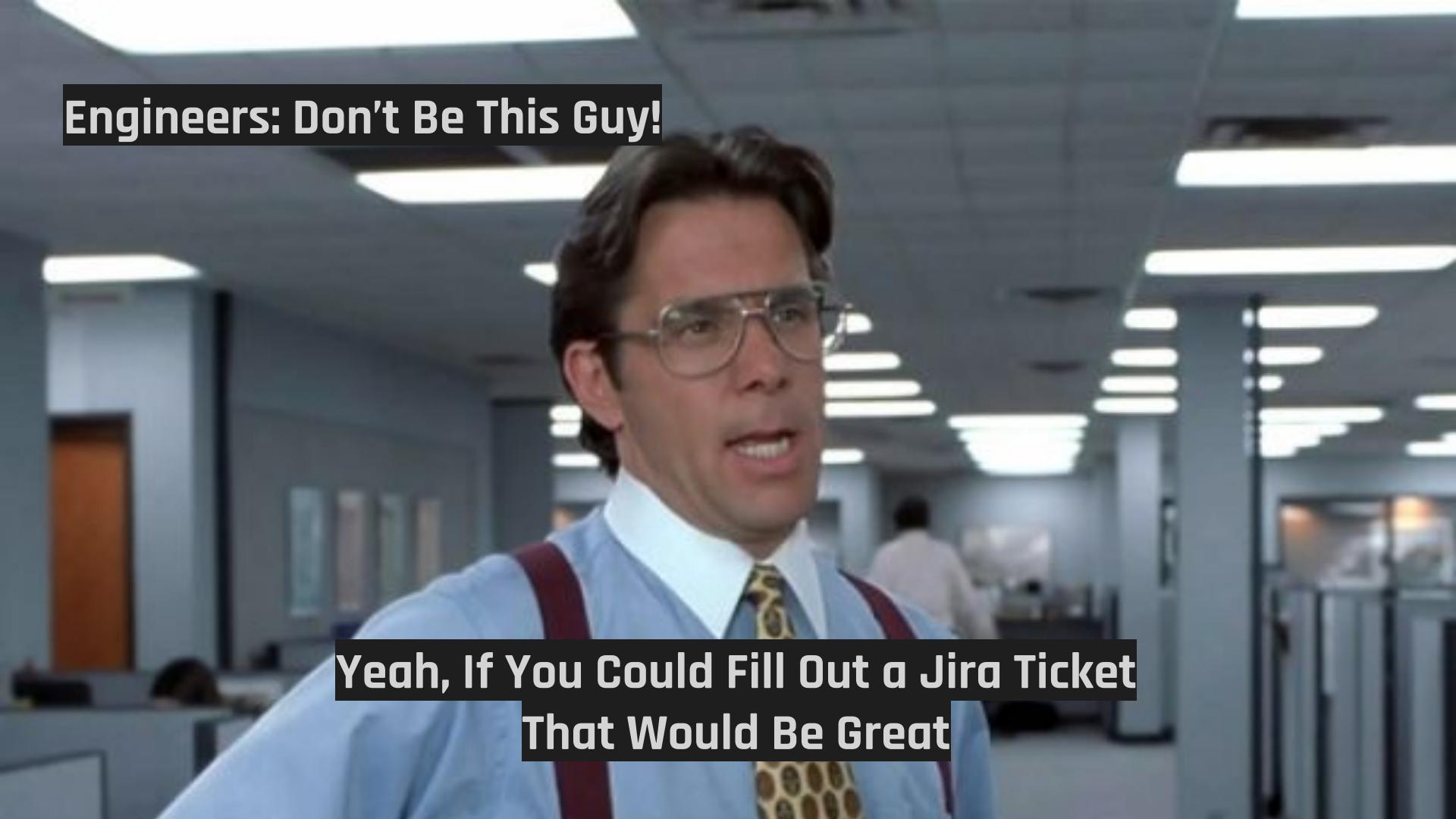
# Bringing It Together: Map the Work to the Org

Slice Objectives  
↑  
Slice Problems  
↑  
Slice Solutions  
↓  
Slice Delivery

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



People..



**Engineers: Don't Be This Guy!**

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

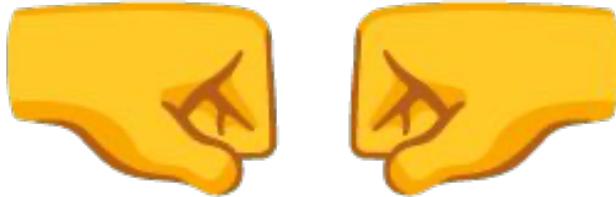
## **Leaders Don't Bring Answers - Facilitate Shared Learning**

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		

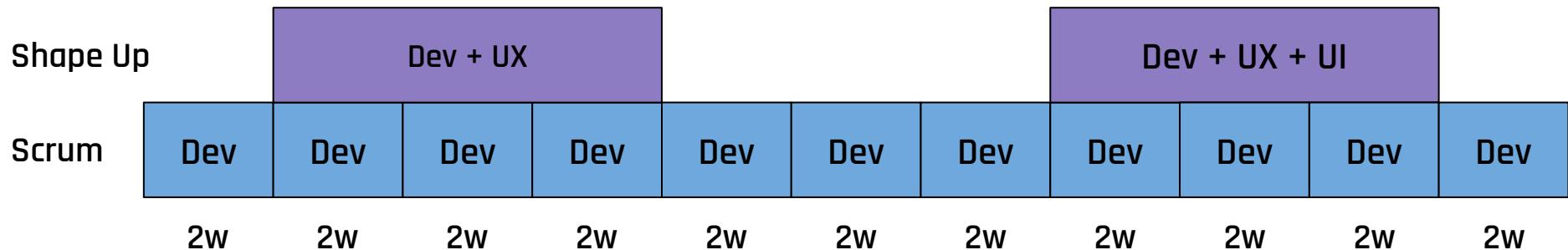
## SIMPLICITY

What keeps us from simply fixing  
engineering @ On?

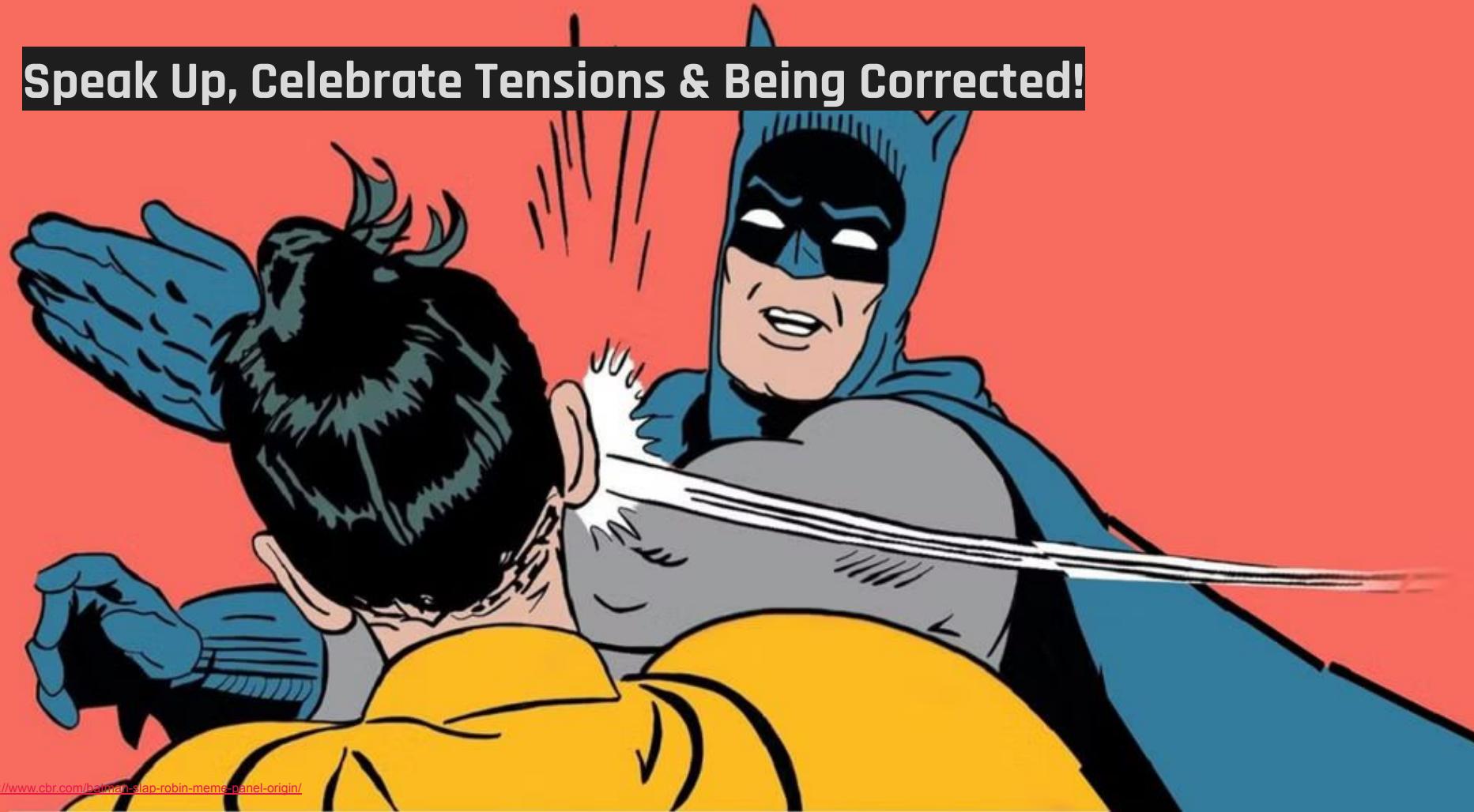
# **Commitments Come From the Team, Not the Manager**



# Try: De-Risk Changes & Experiment



# **Speak Up, Celebrate Tensions & Being Corrected!**



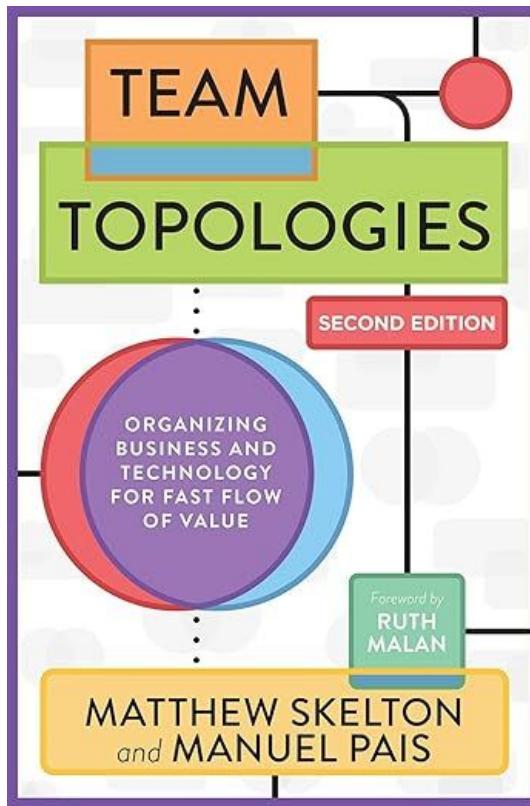
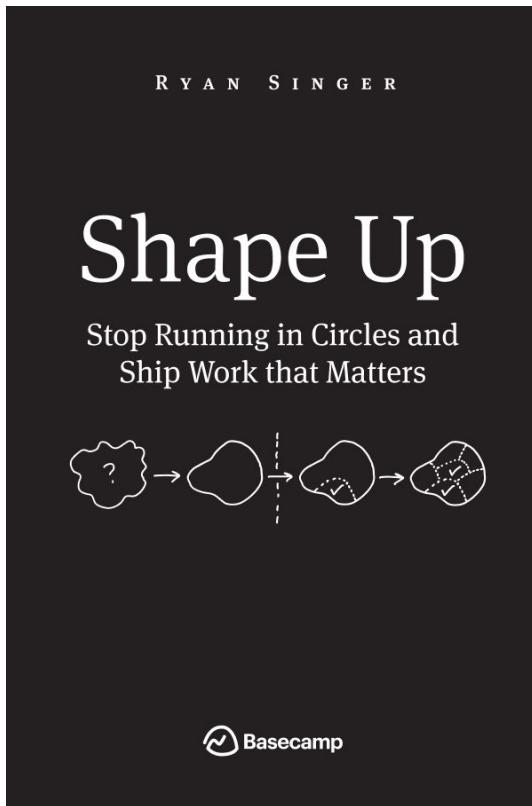
# Try: Identify & Enforce Memes!



**Break Silos, Not People!**



# Understand What is Possible



**Optimize for local Decision  
Making.**

**Limit People Involved.**

**EOF**

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 trees and a building.

# KLAUS BREYER

v01.io

