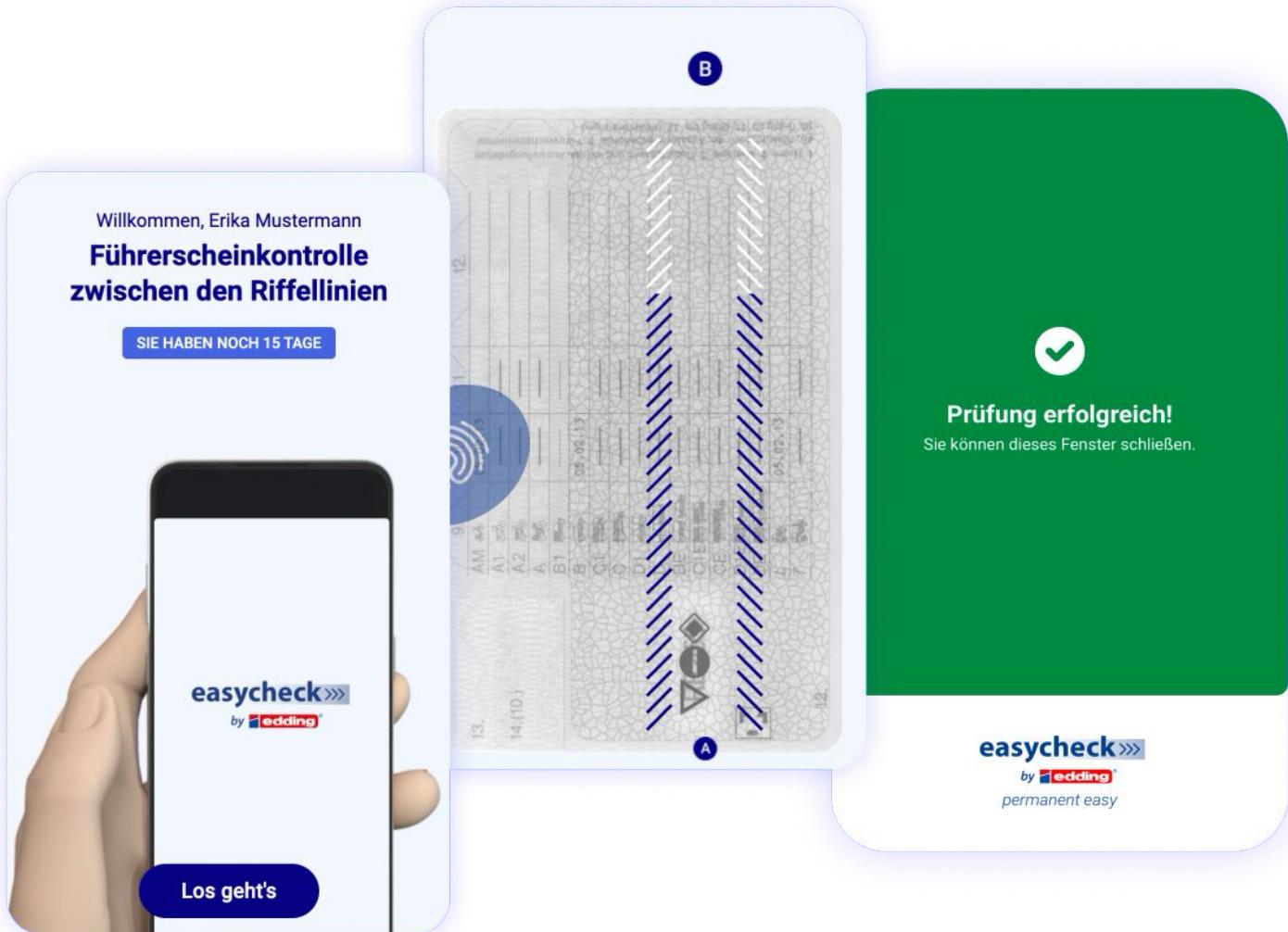
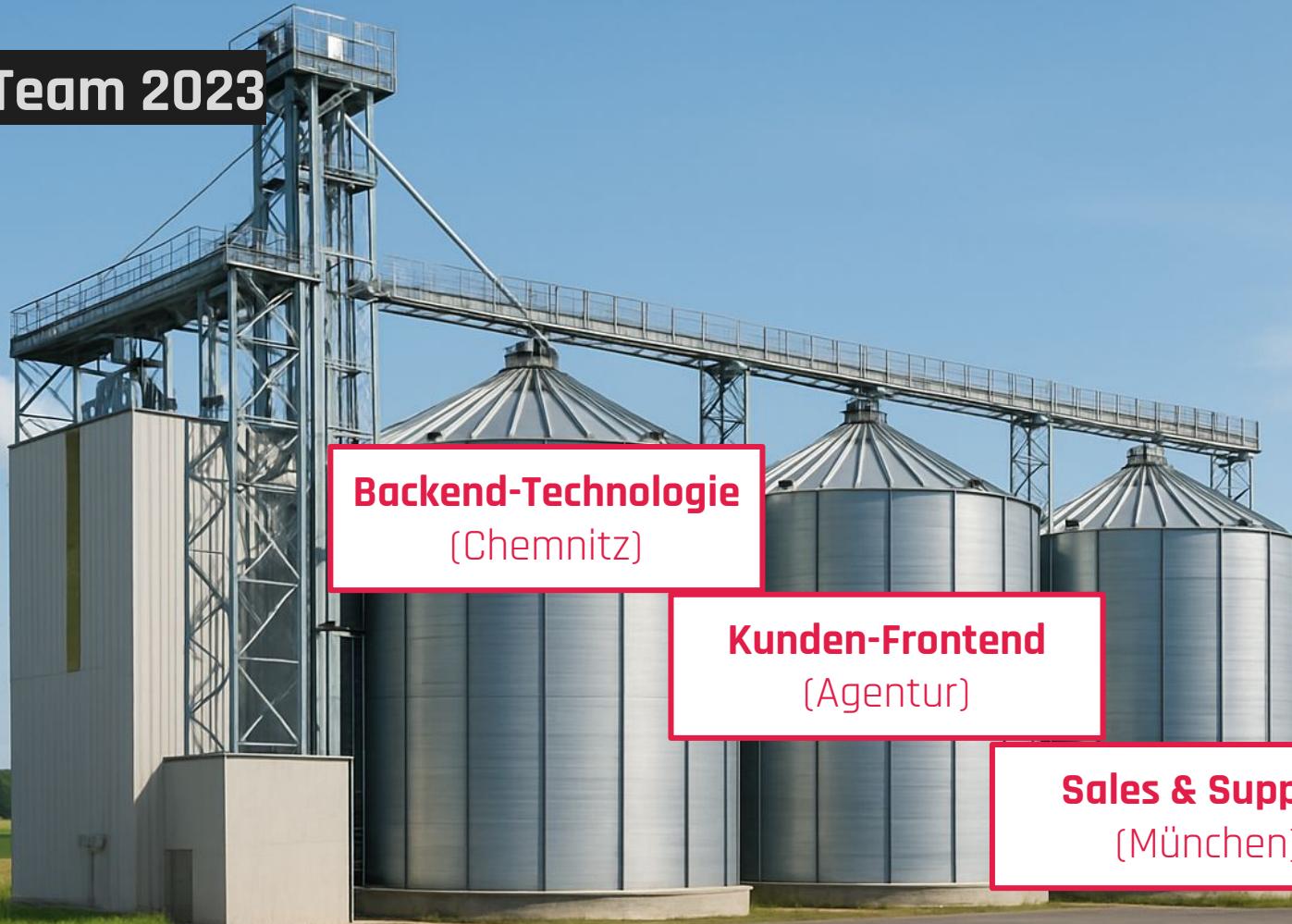


Warum Tickets Silos schaffen und echte Kollaboration verhindern..

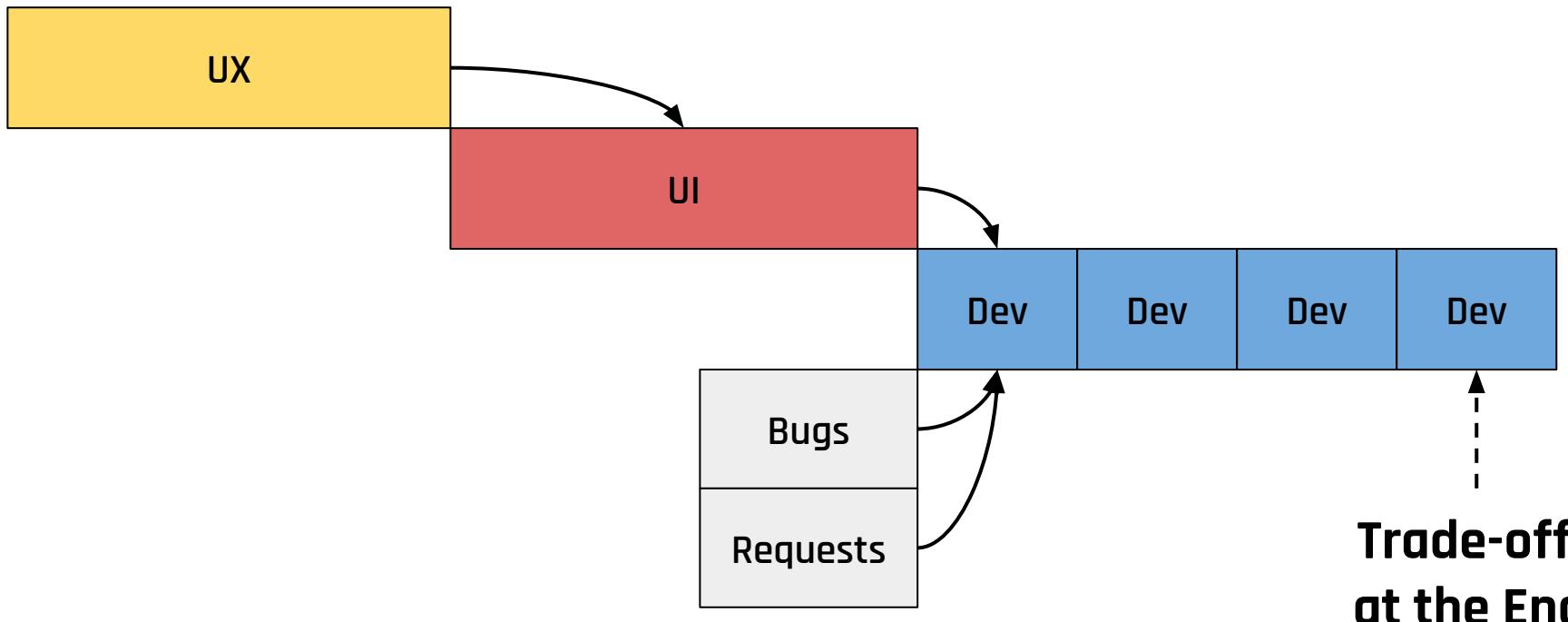
(.. und wie es besser geht)



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

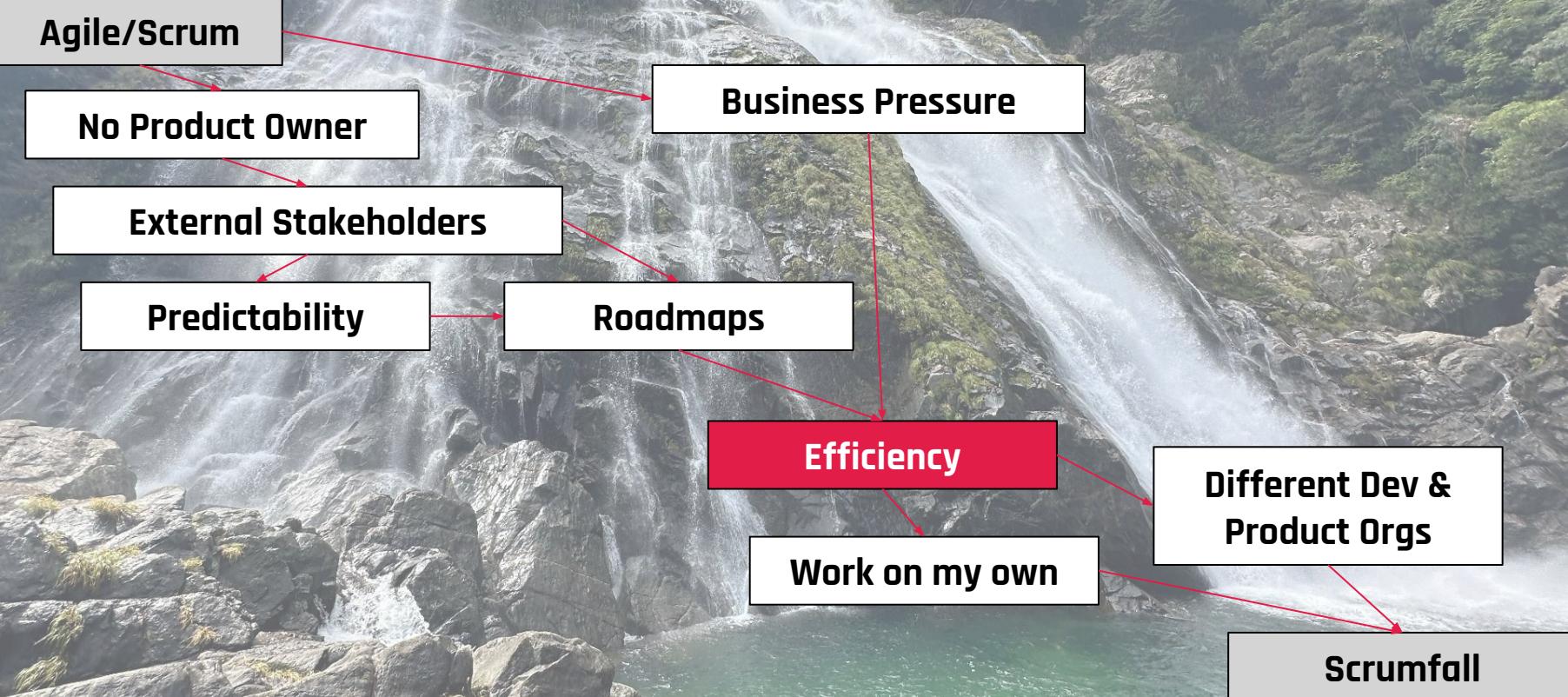
Working software over comprehensive documentation

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

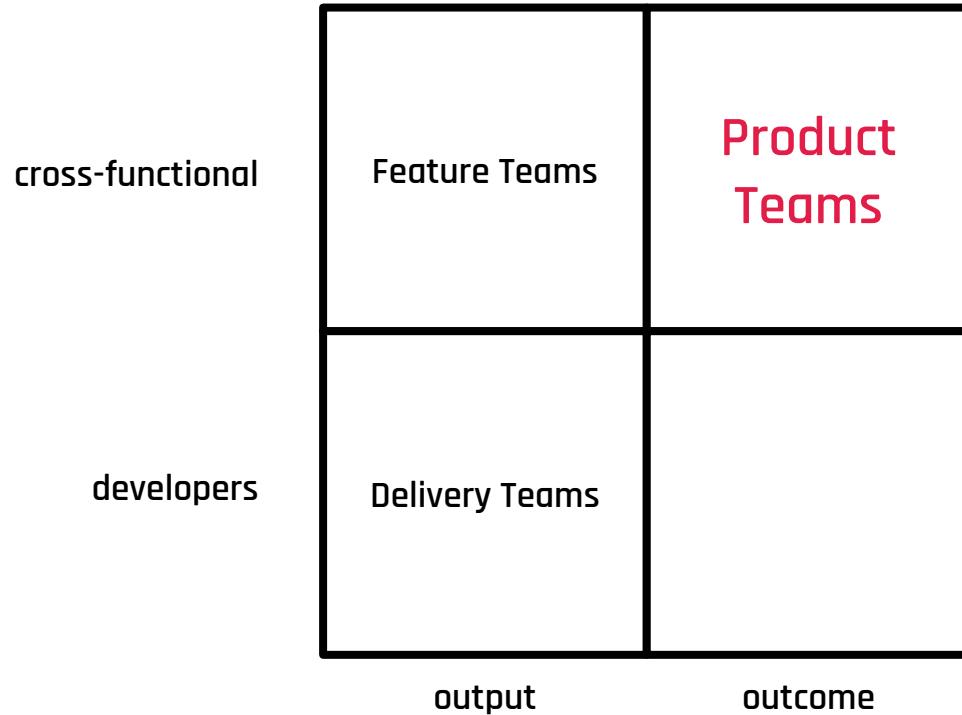
Responsible for feasibility risk + Delivery

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

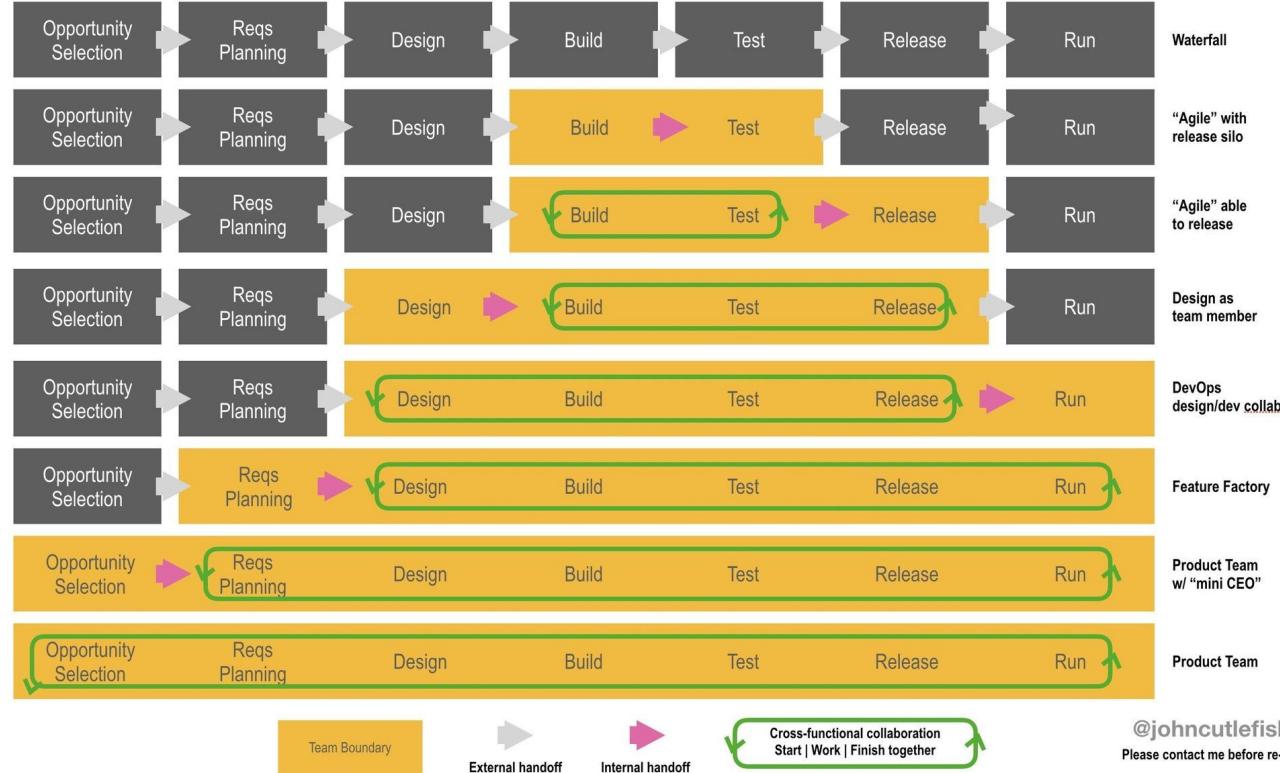
(Melvin Conway, 1967)



Empowered Product Teams

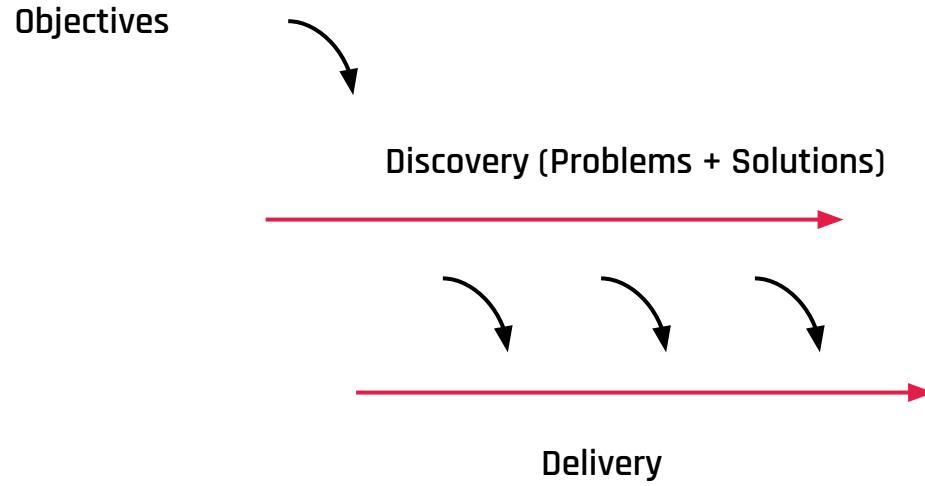


Cross-Functional Collaboration

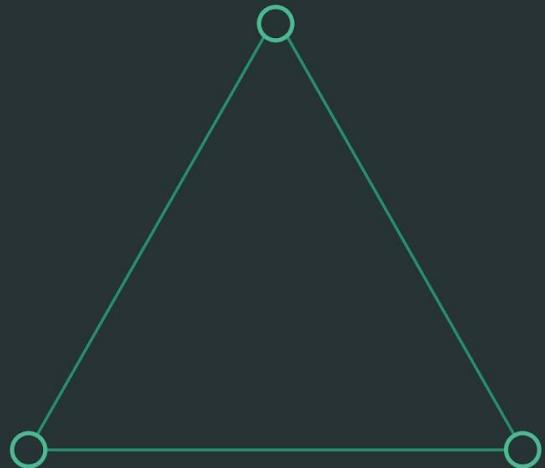


@johncutlefish
Please contact me before re-use

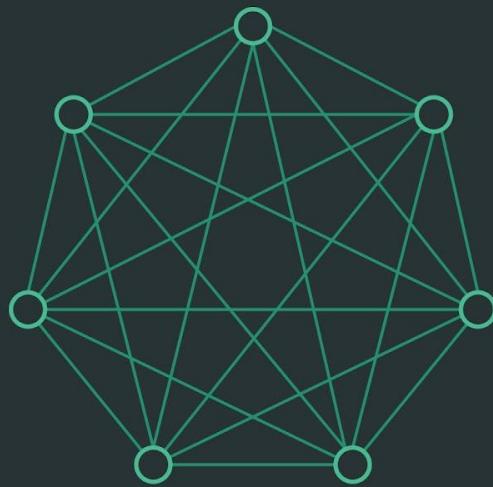
Smallest Unit of Planning for Outcomes



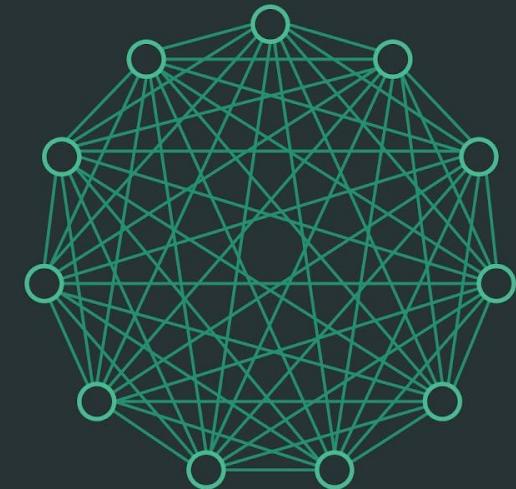
Brooks's Law: Communication Scales Exponentially



3 PEOPLE
3 lines



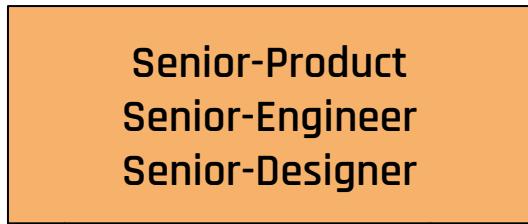
7 PEOPLE
21 lines



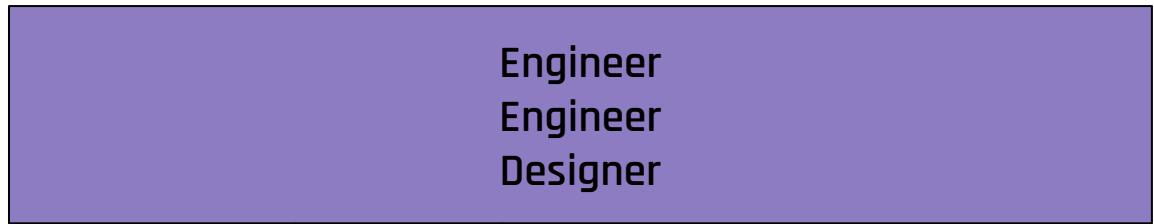
11 PEOPLE
55 lines

Optimize for Small Teams in Long Cycles

De-Risking: 2-3

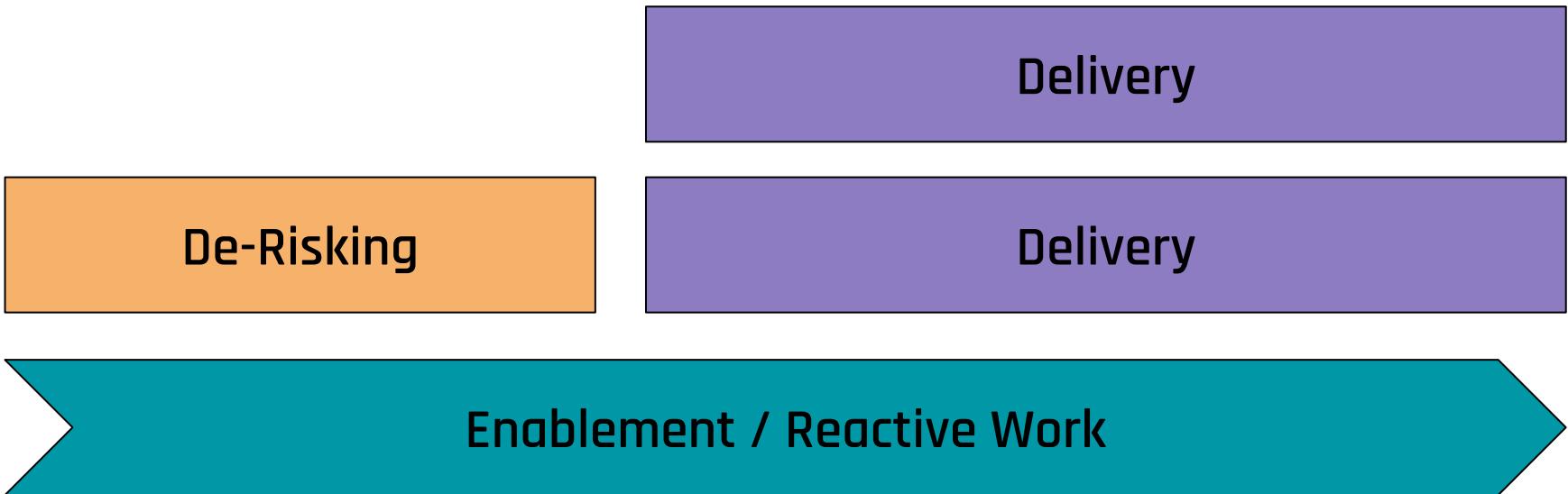


Solution Delivery: 2-3



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

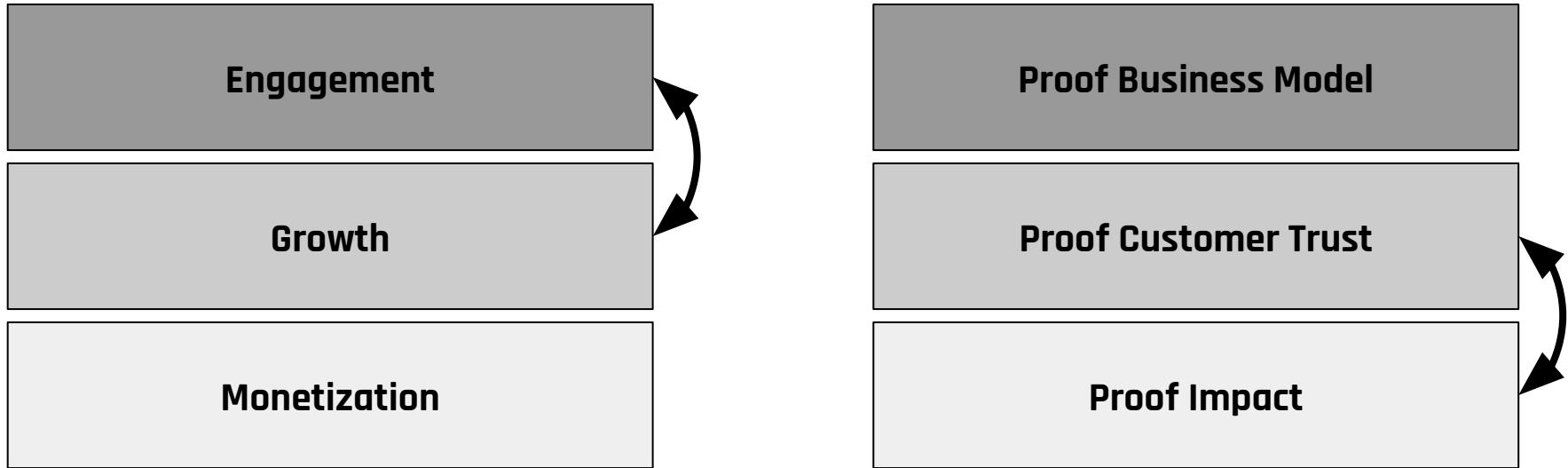
Slicing Objectives

Slicing Problems

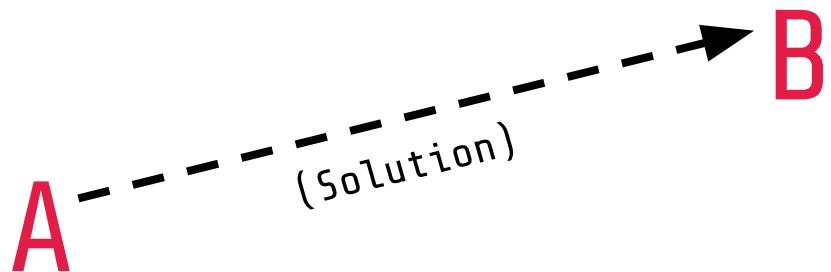
Slicing Solutions

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

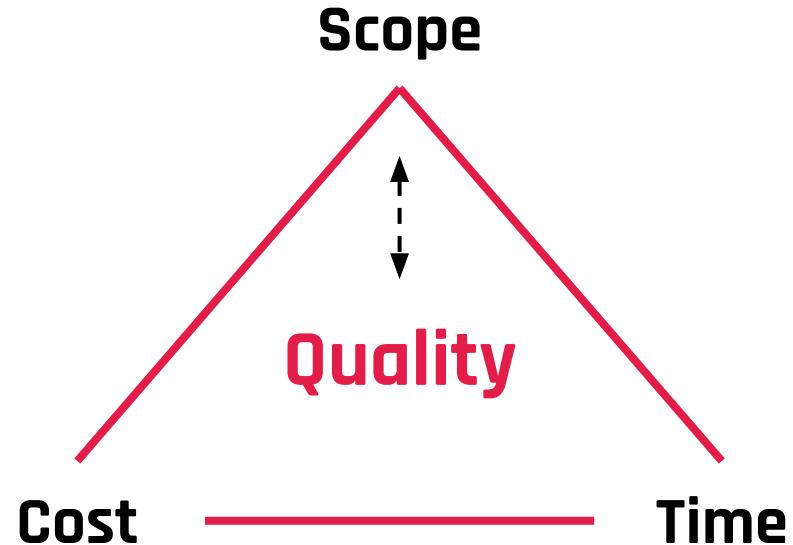
Appetite

Fixed Time
Variable Scope

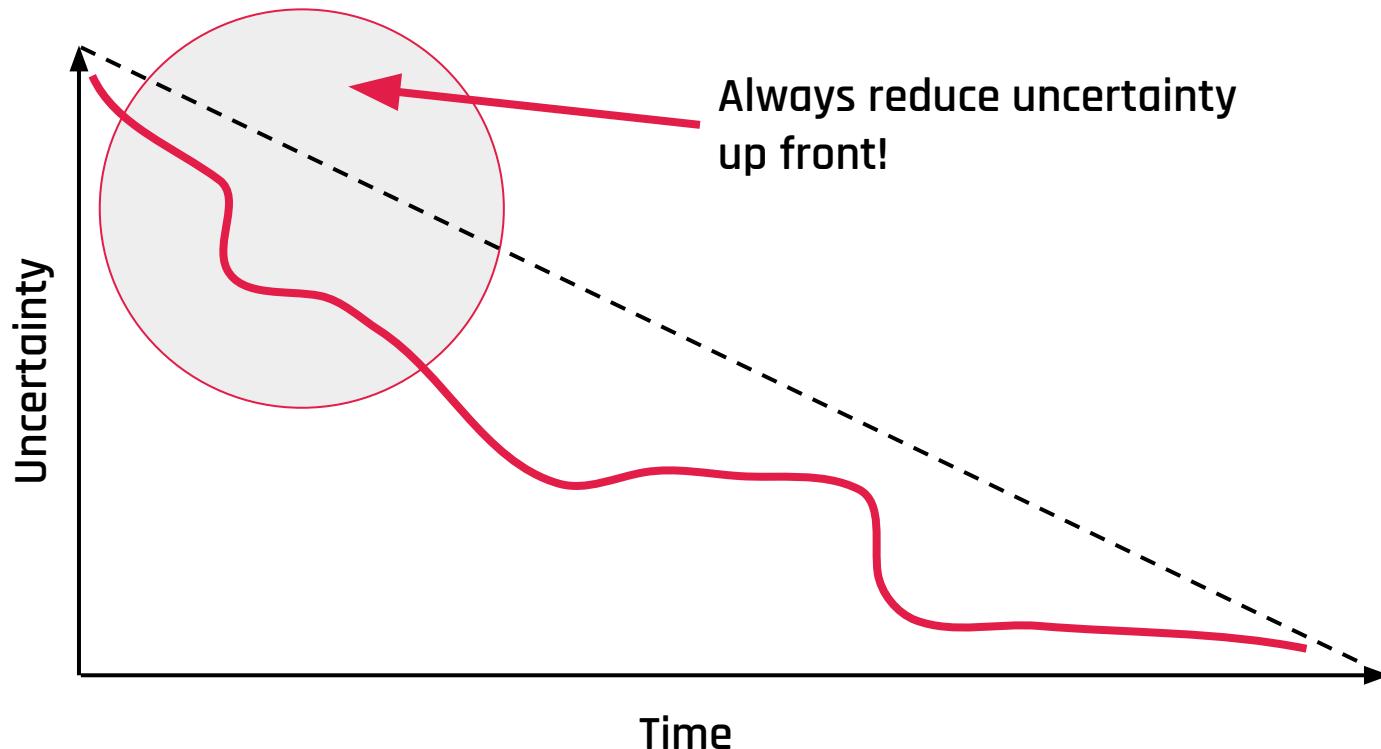
Estimates

Fixed Scope
Variable Time

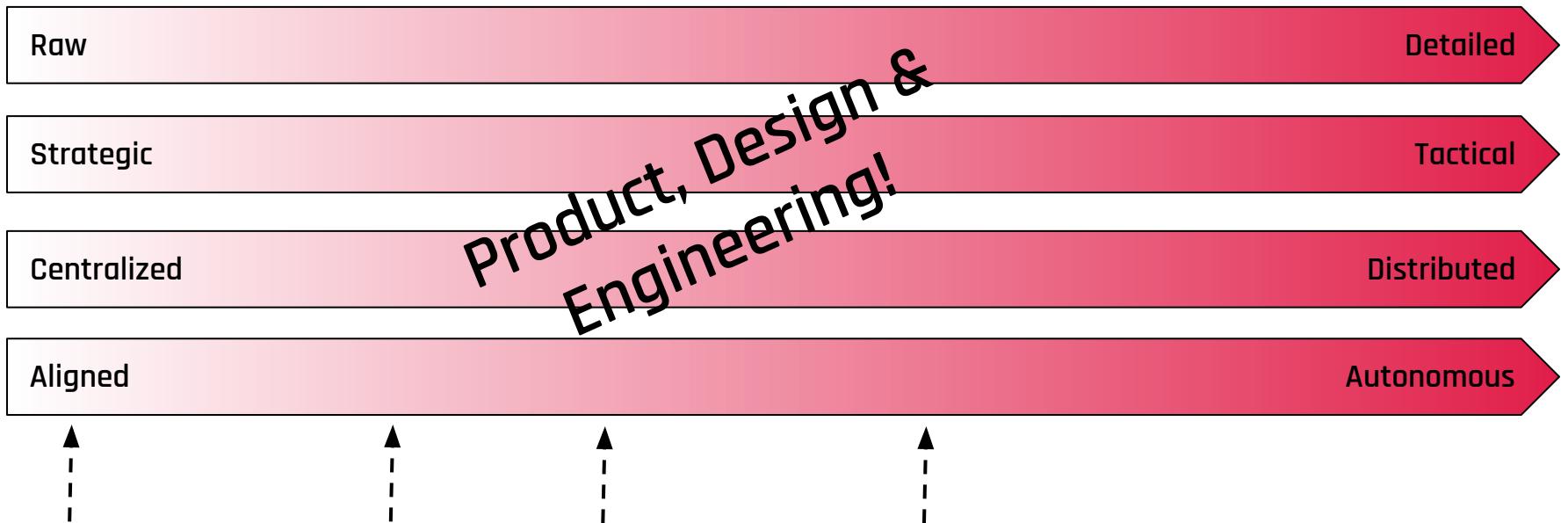
Variable Scope Guarantees Quality!



Slicing Solutions: De-Risking



Slicing Solutions: Collaborating on Decisions

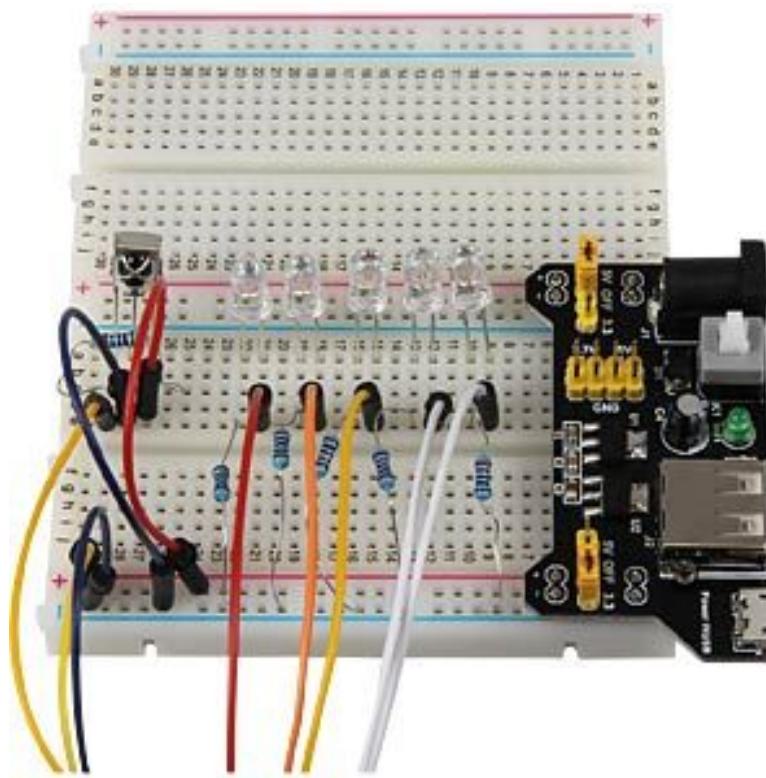


Trade-offs all the time!

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



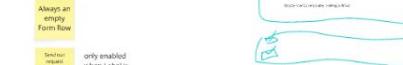
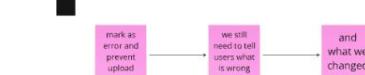
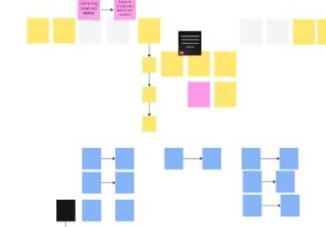
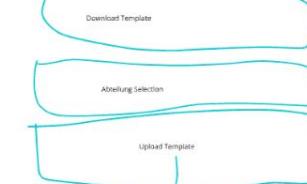
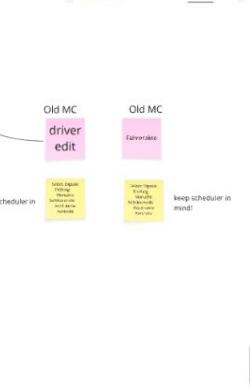
Breadboarding: Interaction Flows



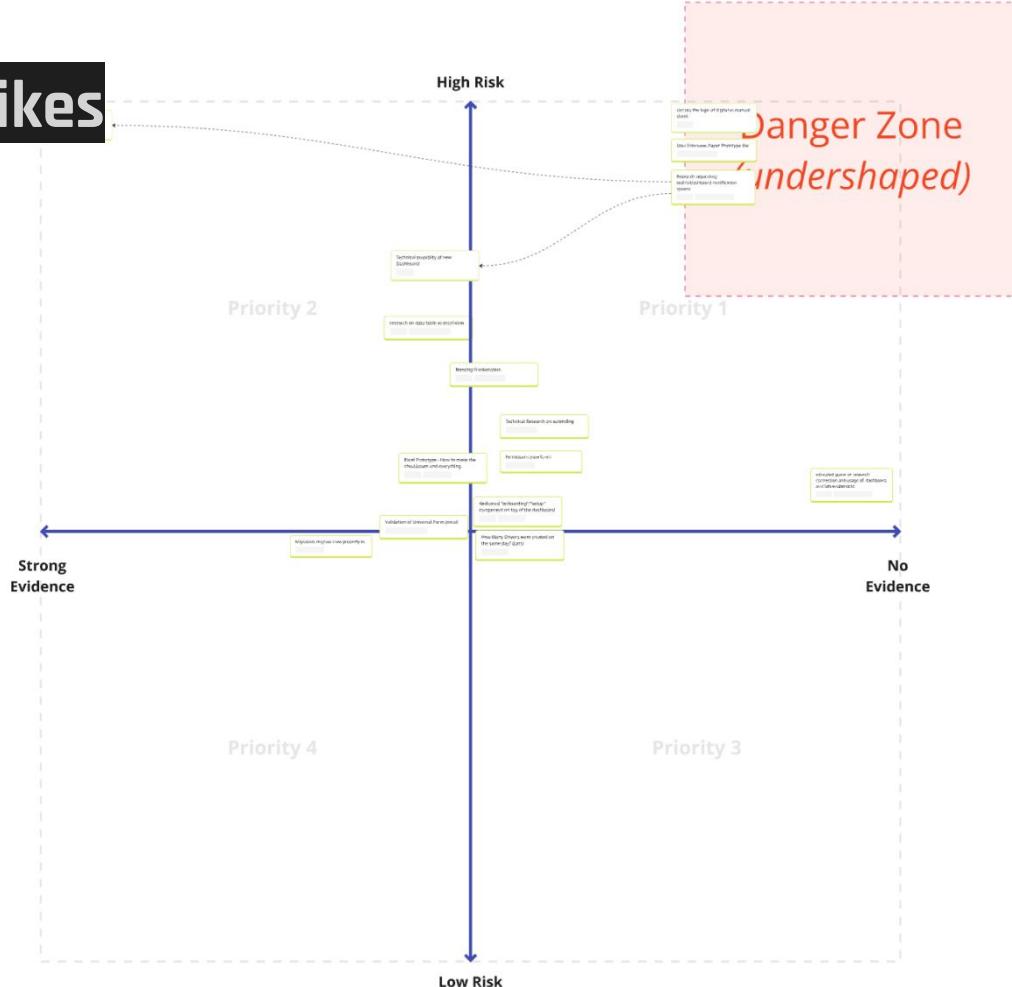
Migrate Customers to Neutral State

Think of neutral/manual Option in all Bulk Options

Think of neutral in scheduler



Spikes



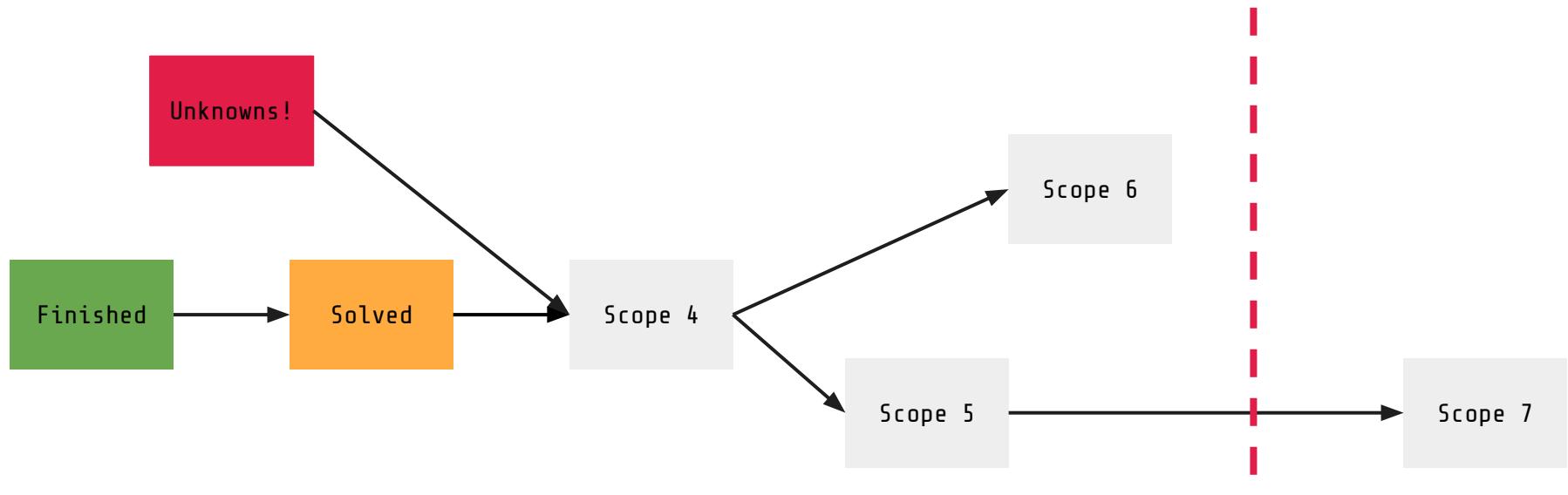
Open Questions

Slicing Solutions: Scope by Scope

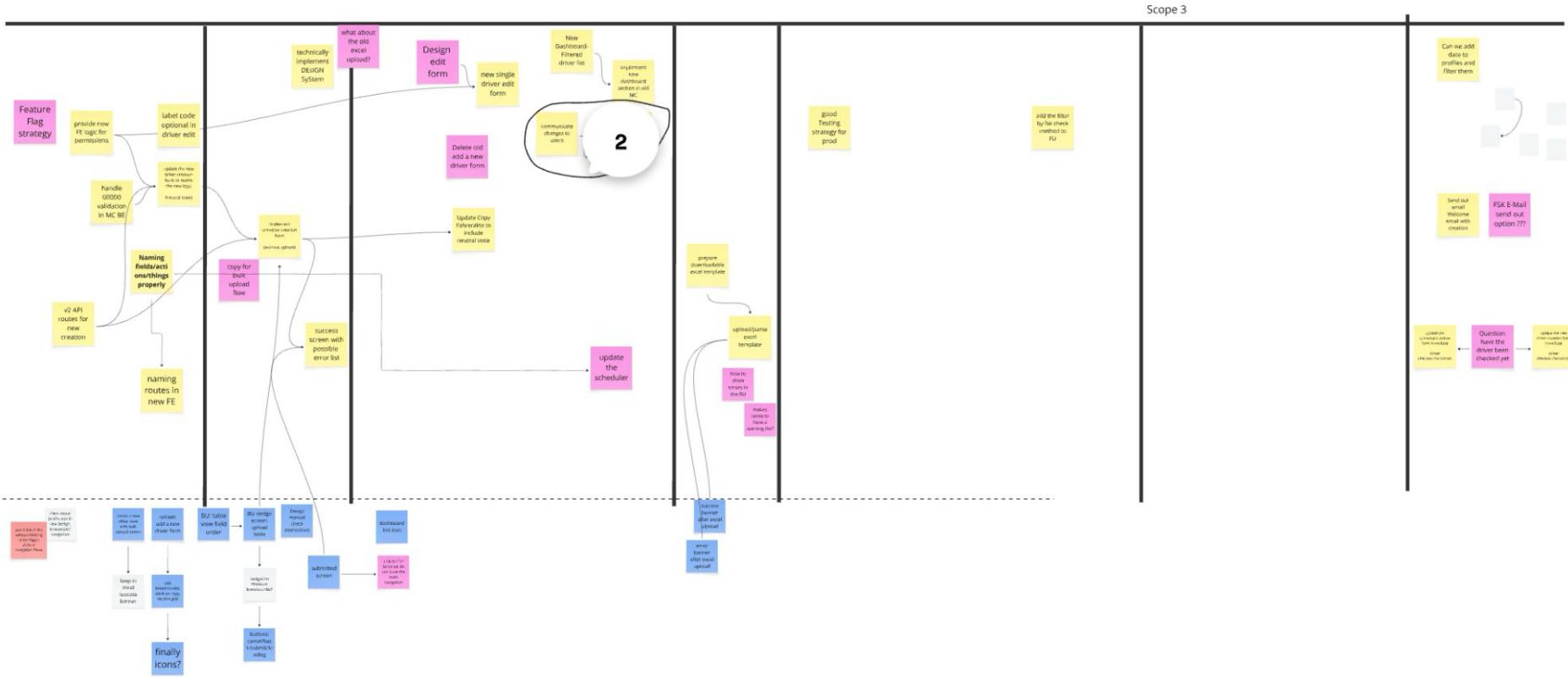
Shippable in Isolation!



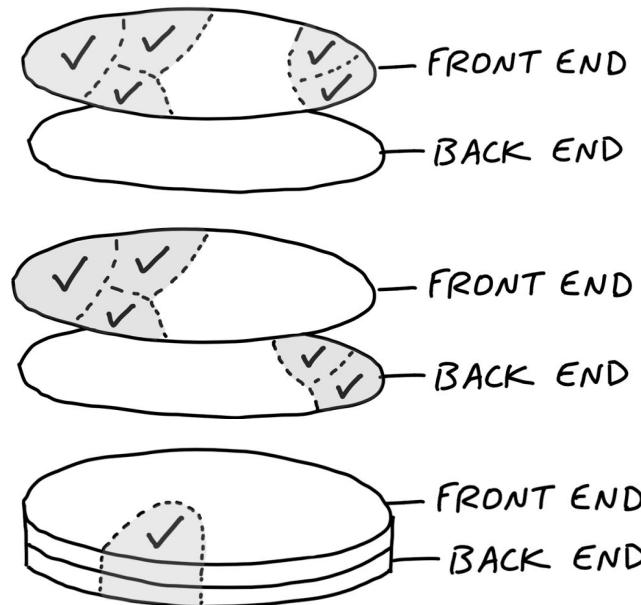
Slicing Solutions: Always Ready to Cut!



Scoping



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



easycheck >>>

by edding®

How the Team organizes itself

TODO for current Scopes | 1

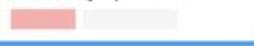
In progress | 0

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



Manual control method selection in department settings



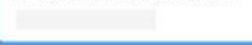
badge does not update (need global



create driverProfileLink in the



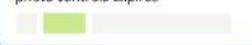
Manual control method selection in



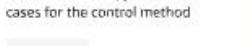
Fix Photo control 7 days reminder to admin



Send email to managers when a photo controls expires



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



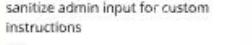
ensure token update (to ensure



final ui is done

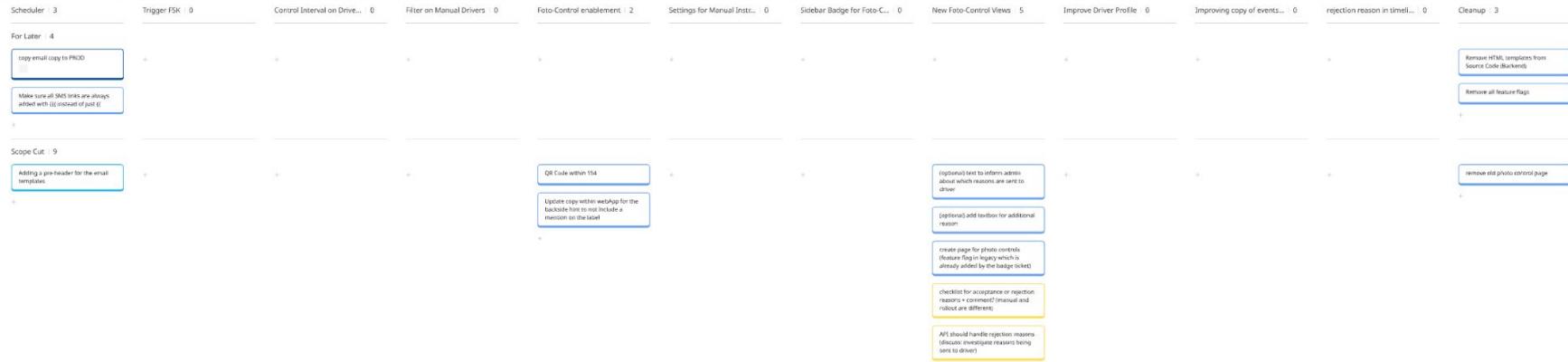


Migrate all customInstructions to show the default text.

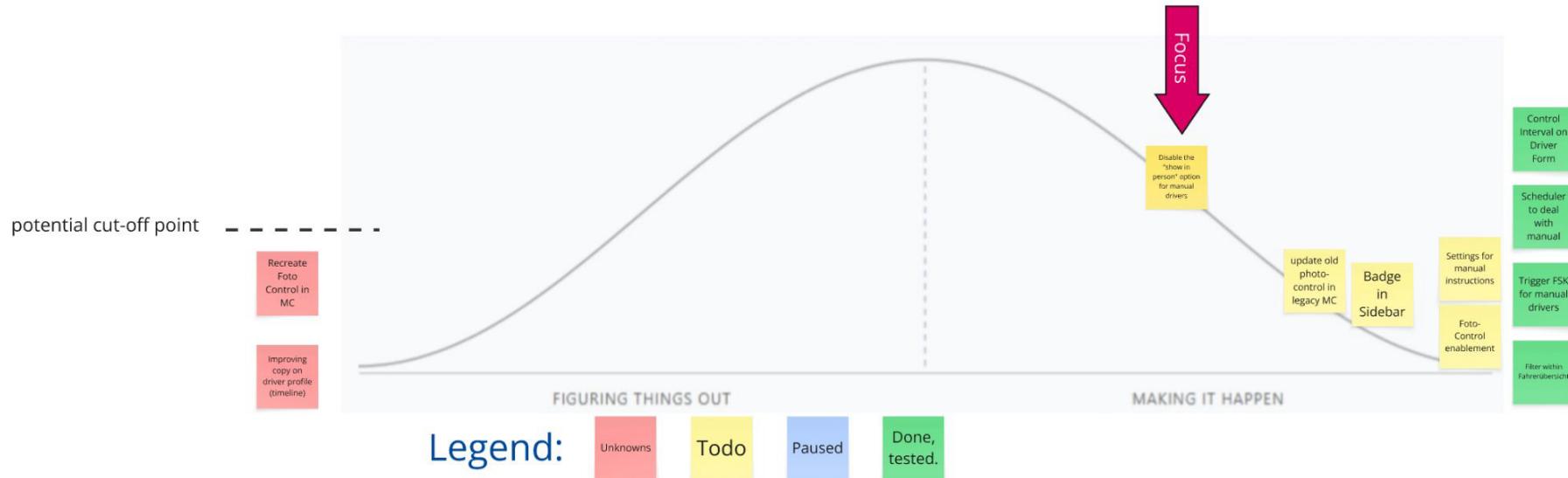


sanitize admin input for custom instructions

Constant Re-Priorization



Reporting on Progress



One Board per Initiative



What do we want to do

Spikes / Research

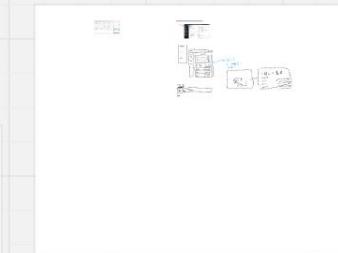
Scopes

Agreed Scopes

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

Agreed Sco...

Plan A



manual vs digital



Research Interview



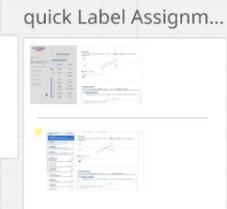
Dash-to-do-alert



Excel Spike Notion Spike



Universal upload / bulk uplo...



Slicing Work

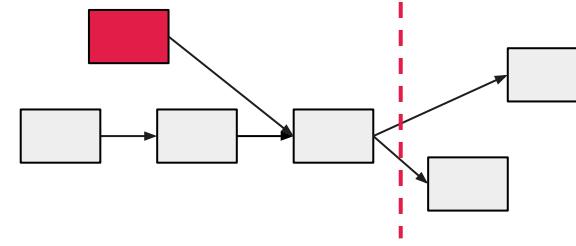
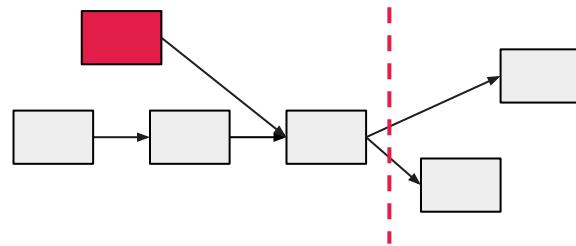
Slice Objectives



Slice Problems



Slice Solutions



Slice Delivery



Emancipating People

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

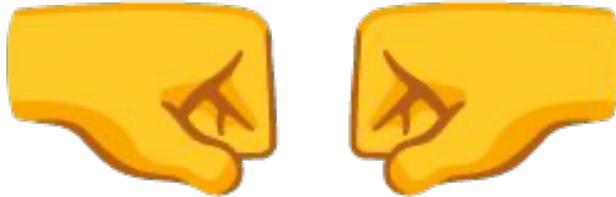
(Admiral Grace Hopper)



Don't empower, emancipate!



Commitments Come From the Team, Not the Manager



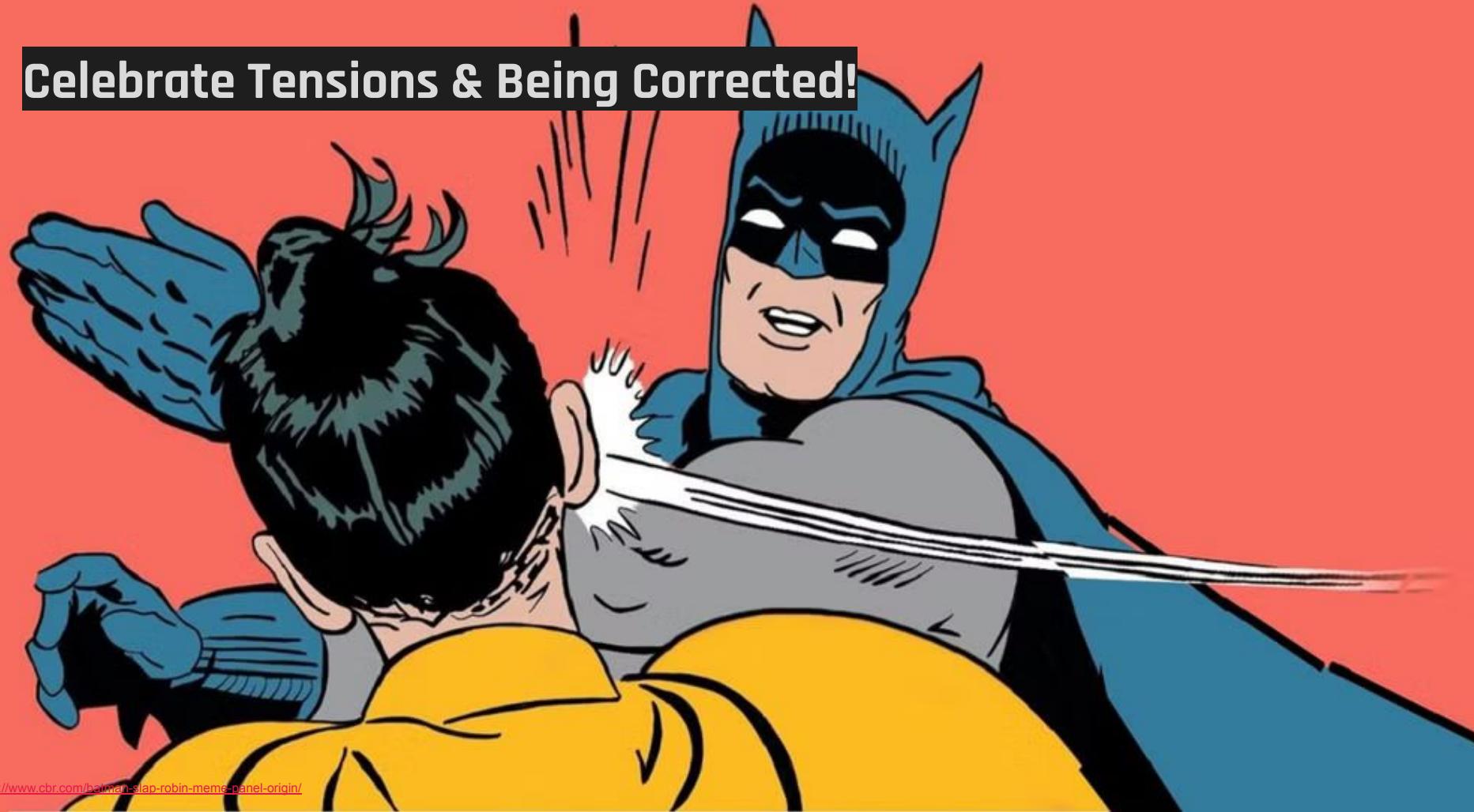
Don't Bring Answers - Facilitate Shared Learning

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!

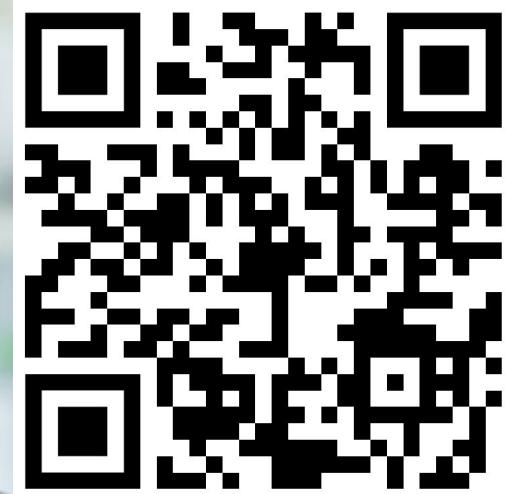


Optimize for Decision Making.

Limit People Involved.

A portrait photograph of a man with short brown hair and a light beard, looking directly at the camera with a slight smile. He is wearing a dark grey hoodie. The background is blurred, showing outdoor elements like trees and possibly a building.

KLAUS BREYER
v01.io



EOF