

# 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

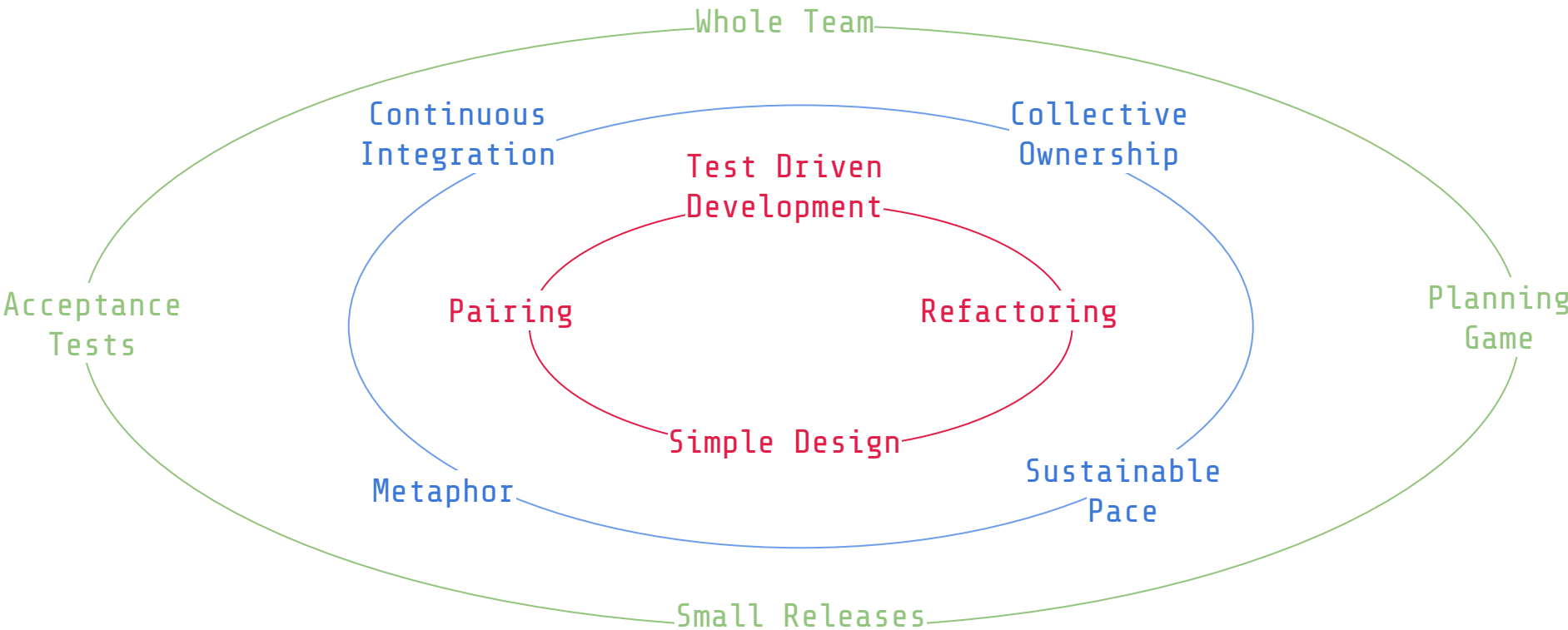
We are uncovering better ways of developing software by doing it and helping others do it.

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

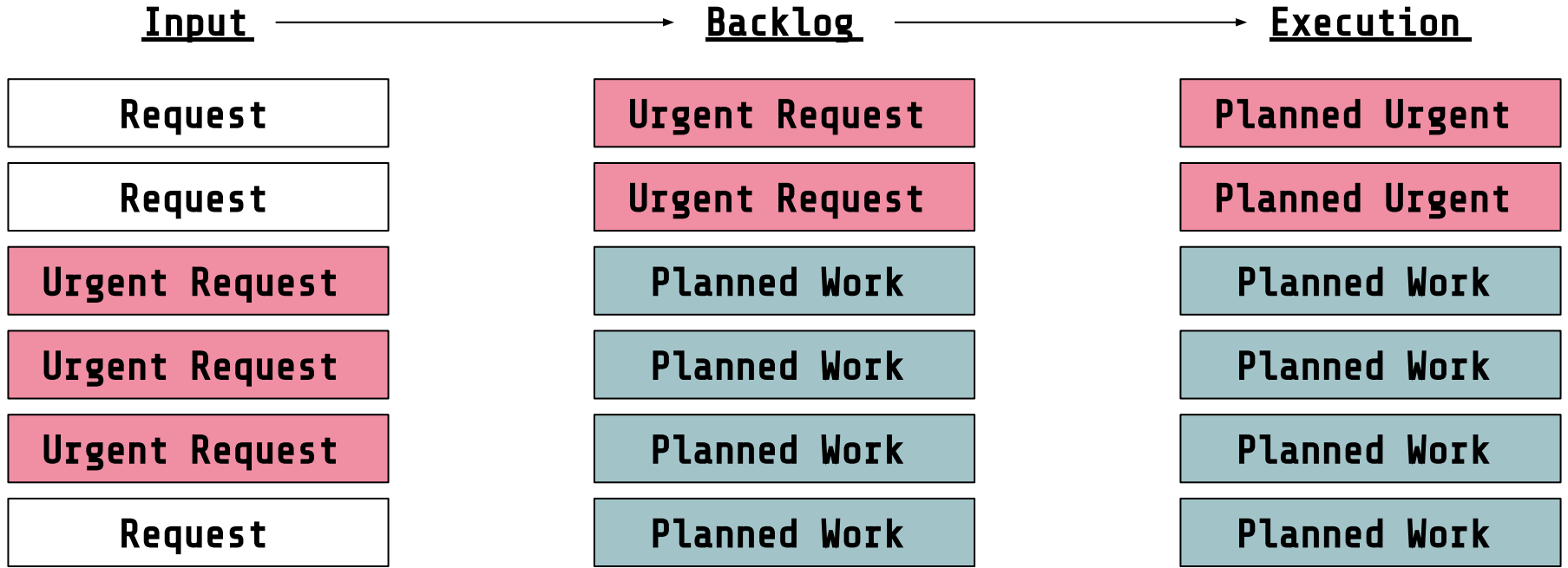
That is, while there is value in the items on the right, we value the items on the left more.

# But Business Took Over





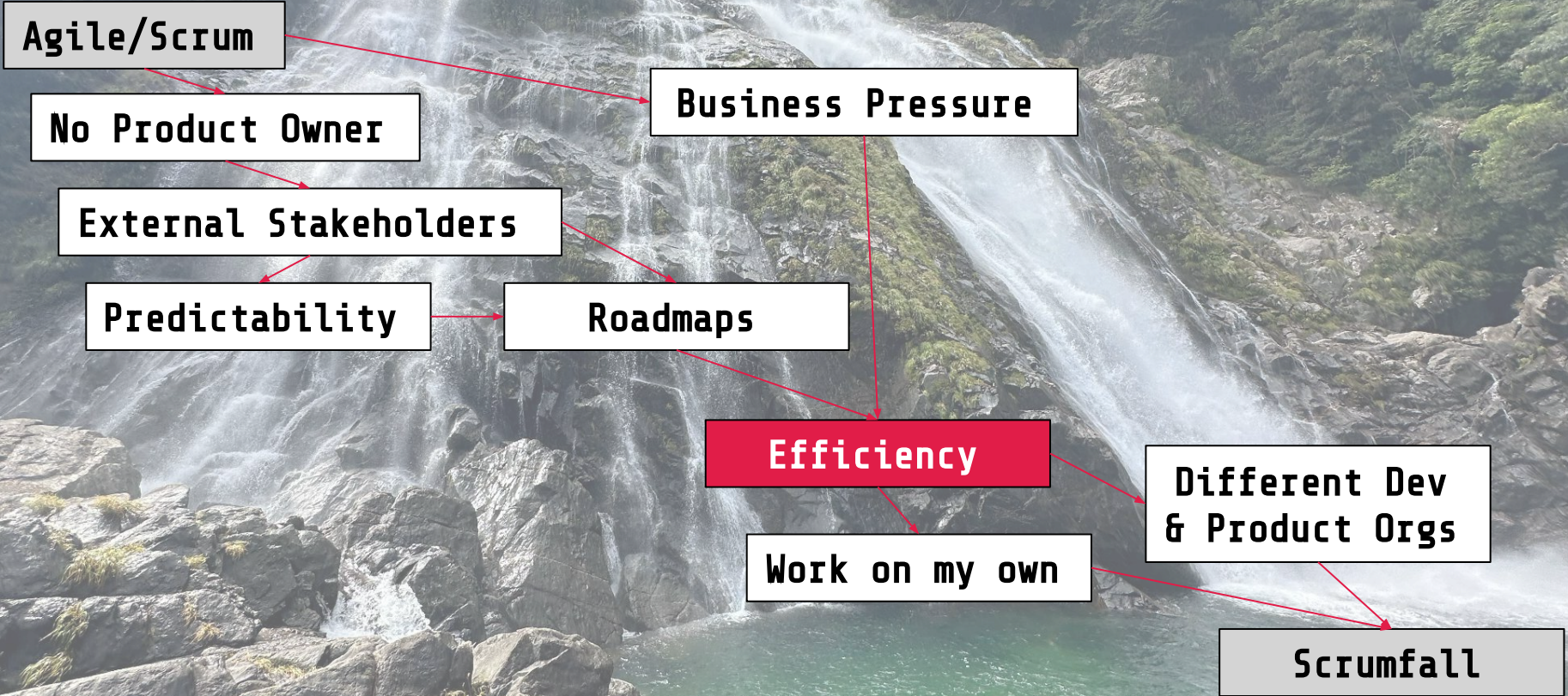
# Agile Became a Micromanagement Tool



# Trade-Offs Because Time Is Running Out



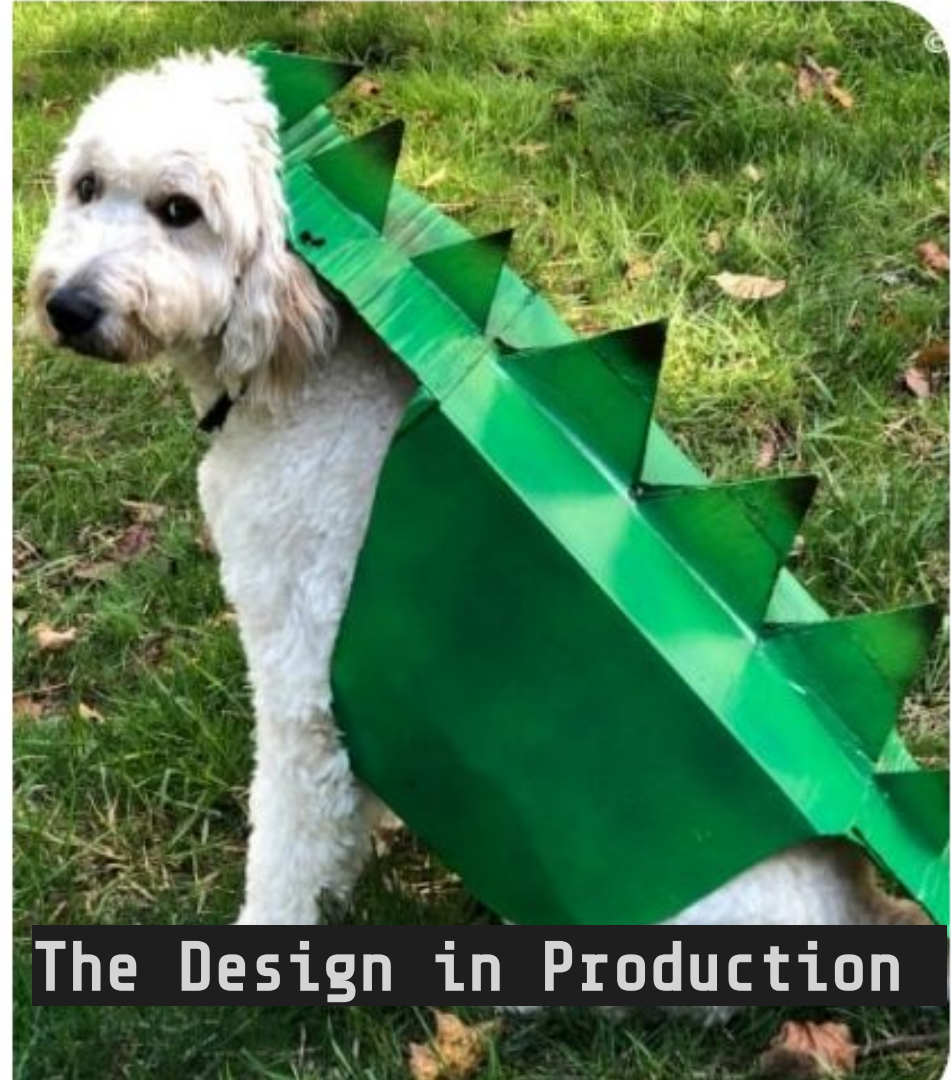
# Even Small Teams Always End Up With Waterfall



## The Design in Figma



[https://www.reddit.com/r/AnimalDesign/comments/10hh6k4/is\\_it\\_just\\_me\\_or\\_lightbox/](https://www.reddit.com/r/AnimalDesign/comments/10hh6k4/is_it_just_me_or_lightbox/)

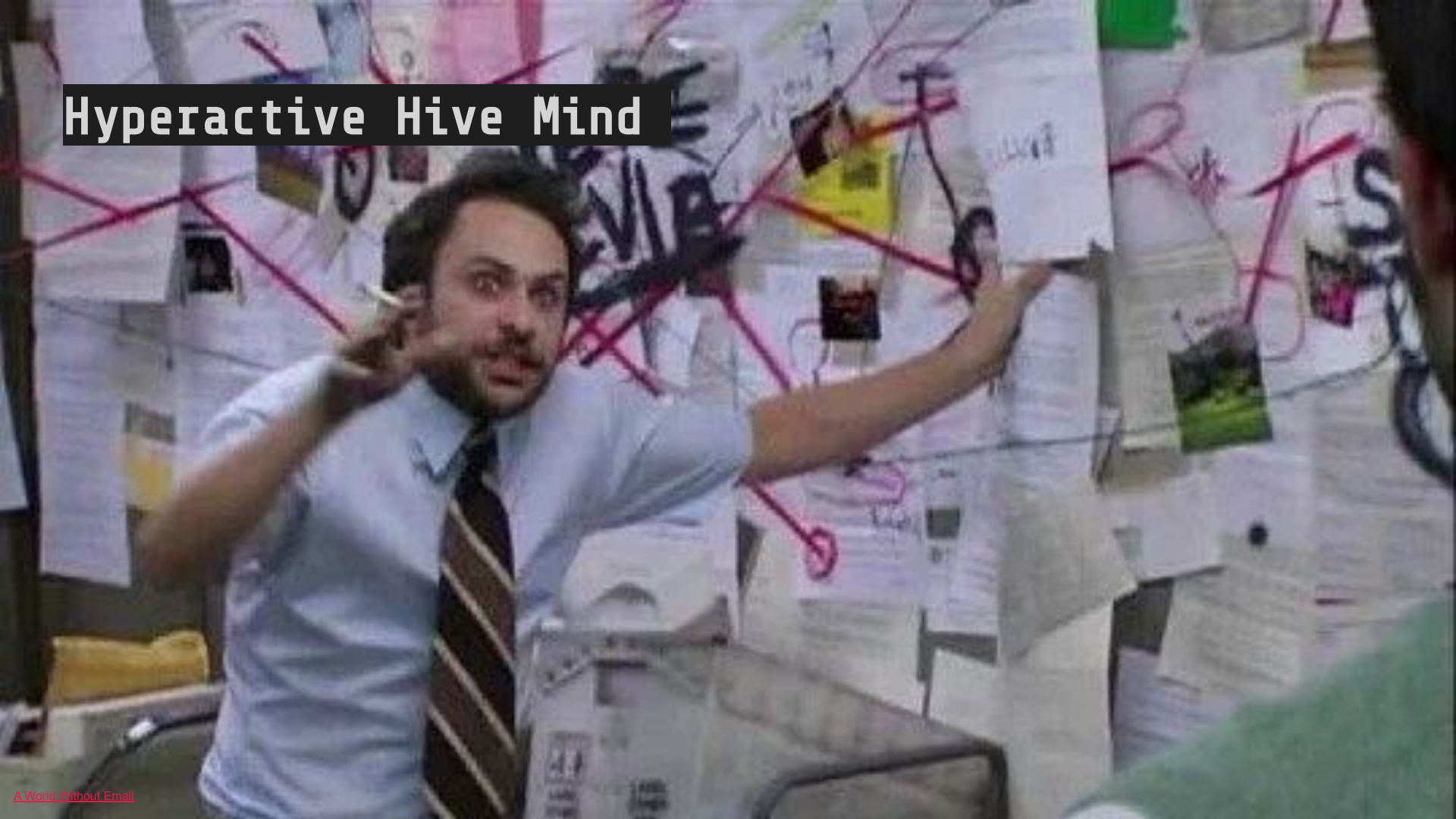


## The Design in Production

**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**

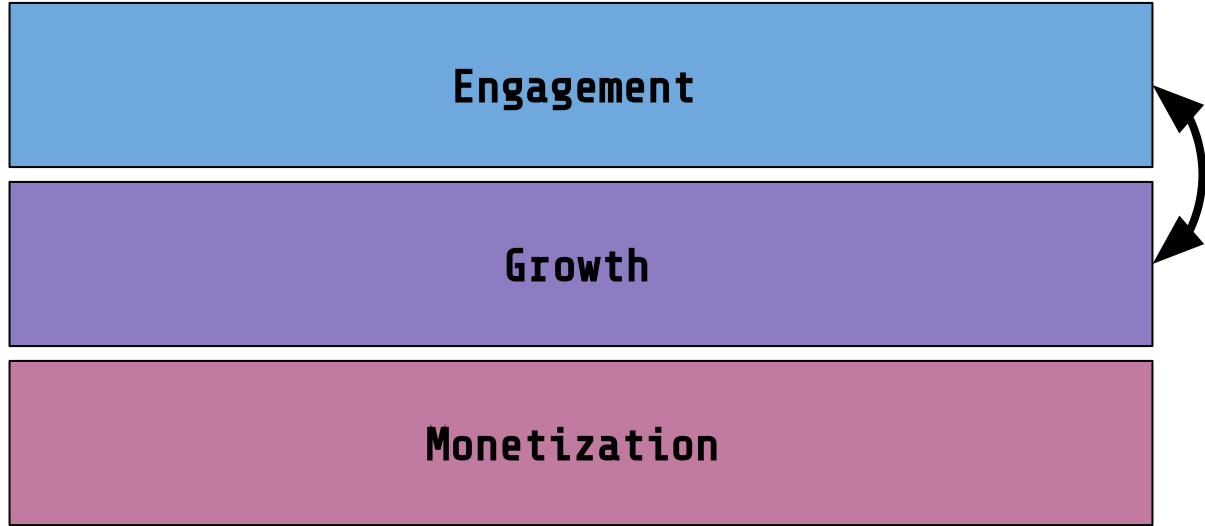
**Slicing Objectives**

**Slicing Problems**

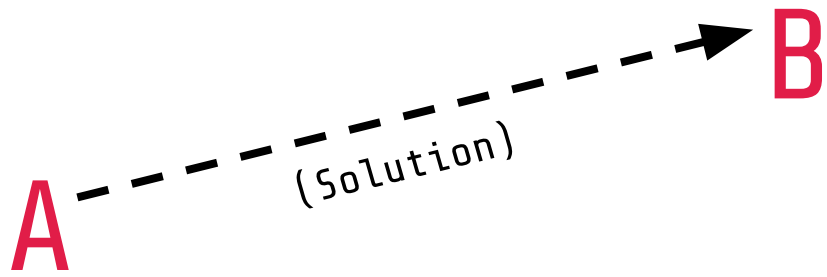
**Slicing Solutions**

**Slicing Delivery**

# Slicing Objectives : Force Ranked



# Slicing Problems: Only Context & Outcome



Current Context:

...  
...  
...

Desired Outcome:

...  
...  
...

## Slicing Problems: Appetite

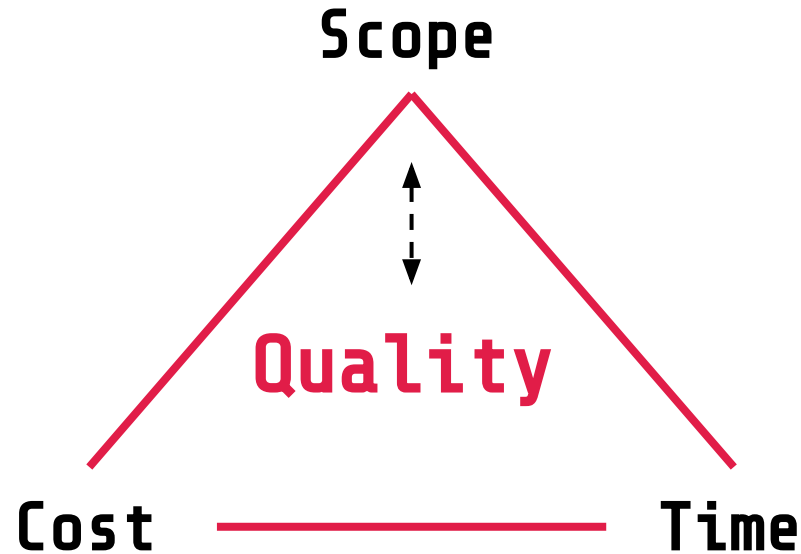
# Estimates

Fixed Scope  
Variable Time

# Appetite

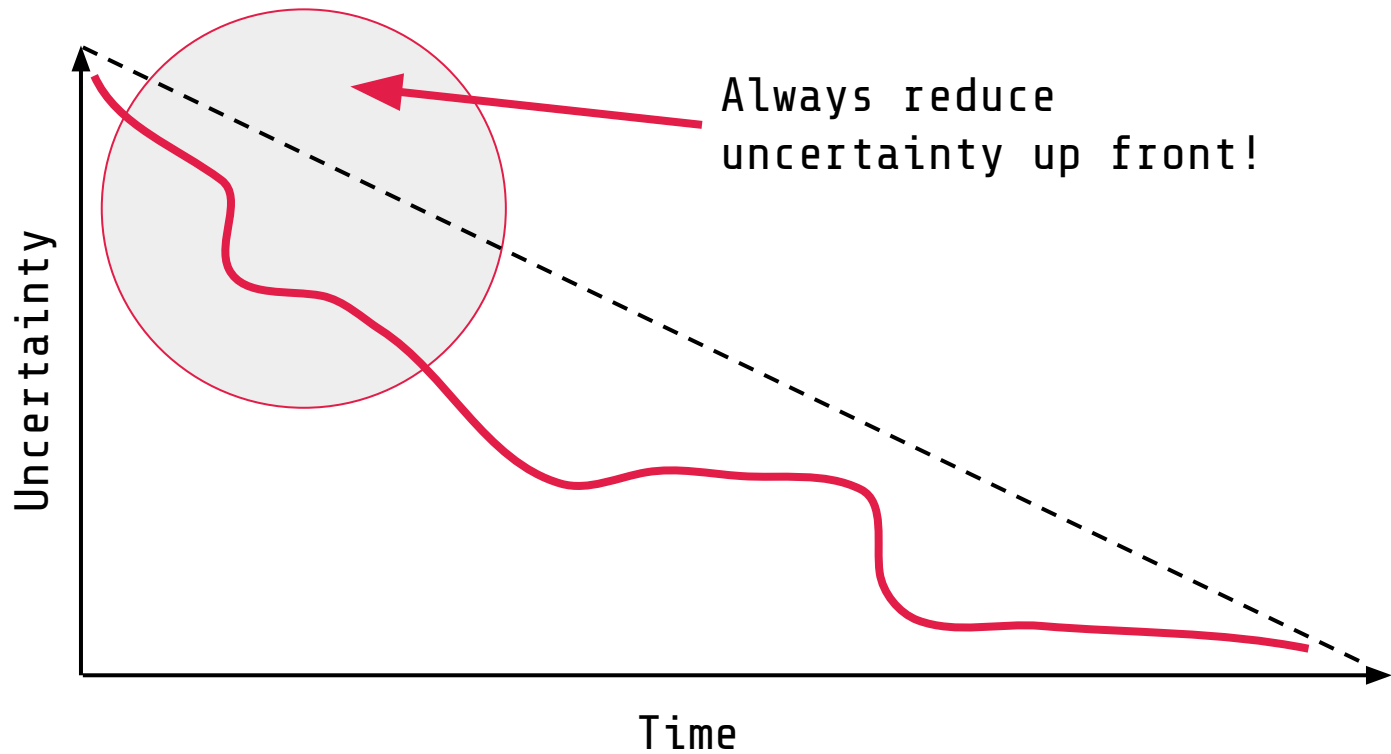
Fixed Time  
Variable Scope

# Variable Scope Guarantees Quality!

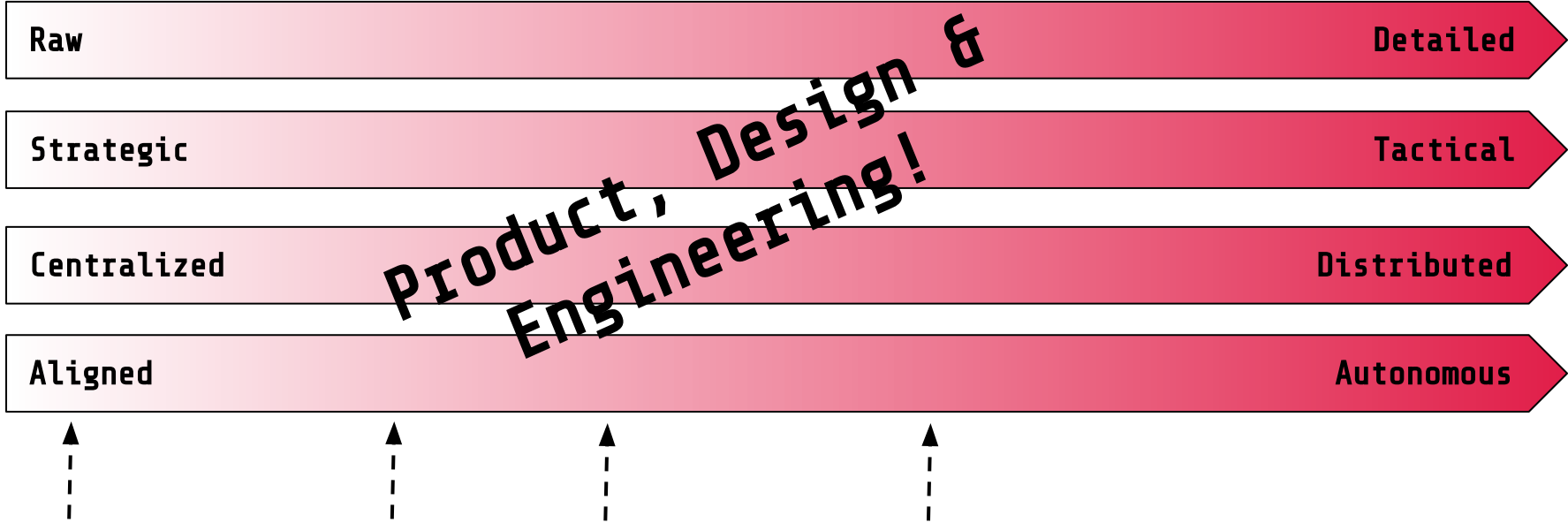




# Slicing Solutions: De-Risking

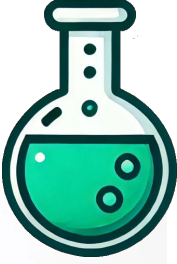


# Slicing Solutions: Collaboration

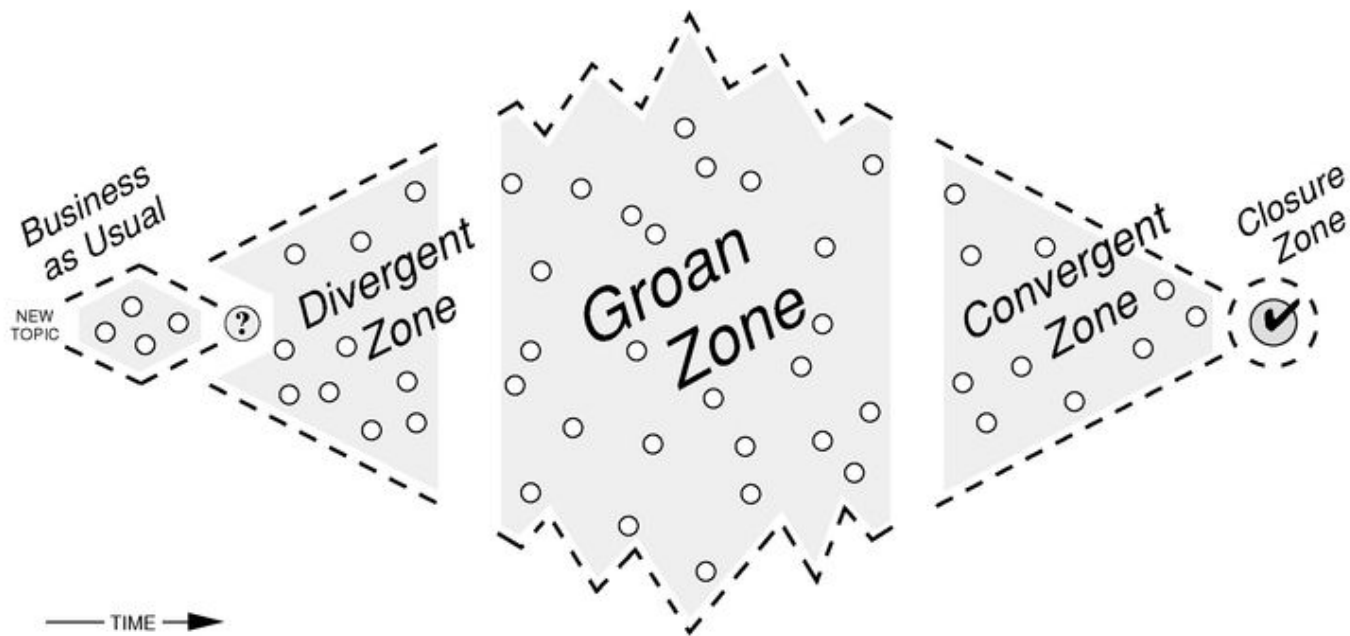


Trade-offs all the time!

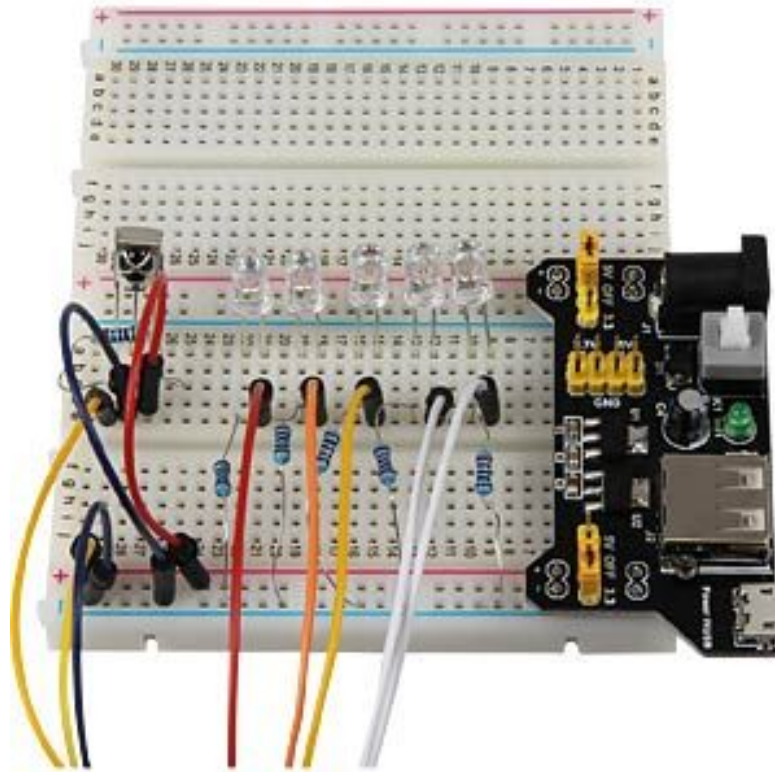
**Try: Start at a Blank Slate & collaborate.**



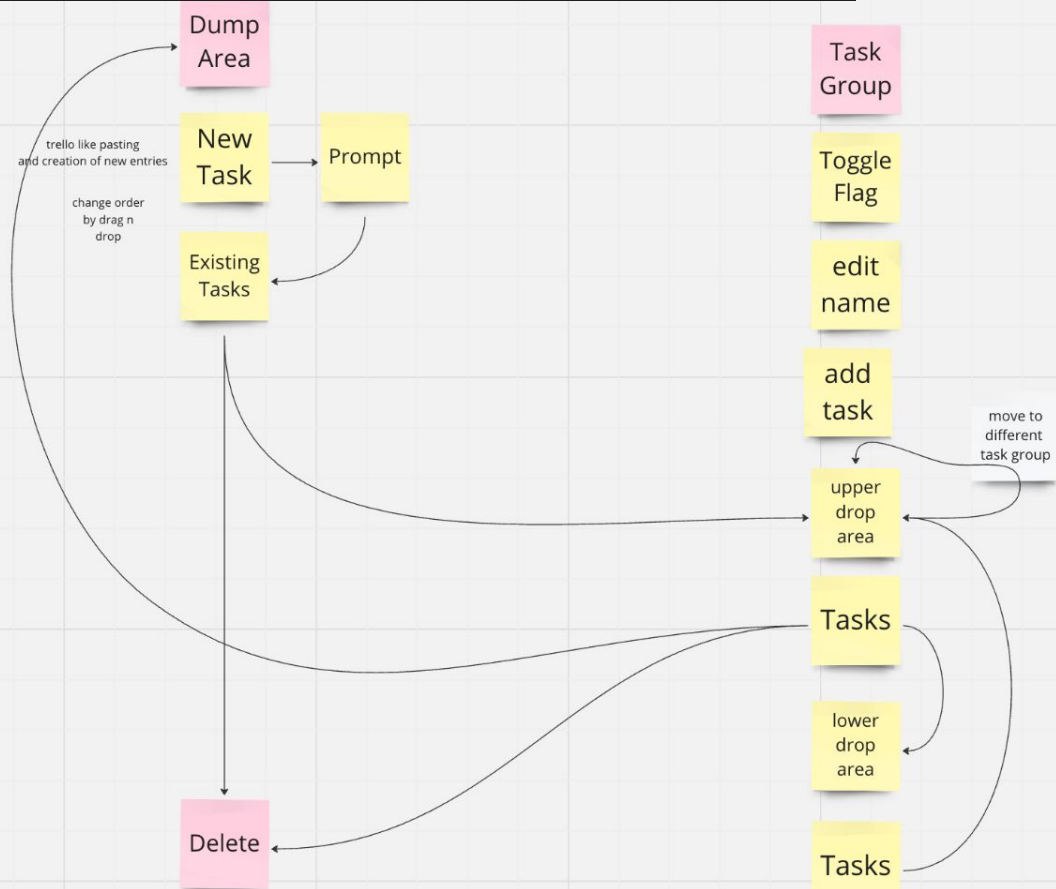
# The Diamond of Participation

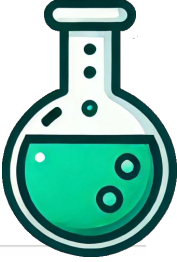


# Breadboarding: Finding the Elements

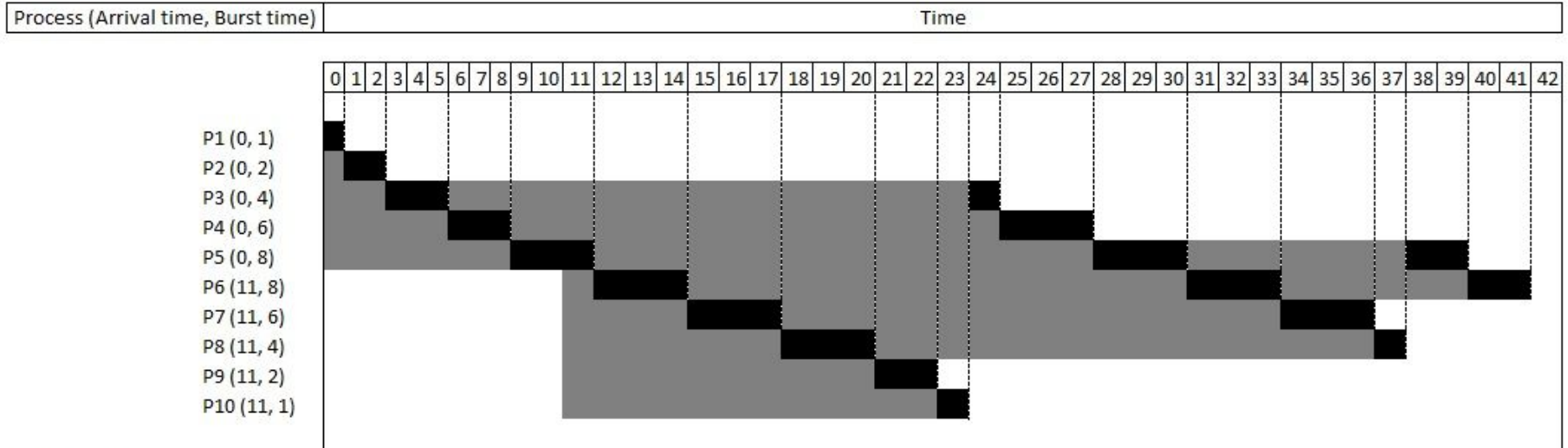


# Breadboarding: Interaction Flows





# Try: Round Robin to Activate Everybody



Quantum = 3

█ Wait time  
█ Burst time

**Spikes: Seek & share insights!**

**Don't ask yes/no  
questions.**

Prototype to Learn

Challenge assumptions with  
data!

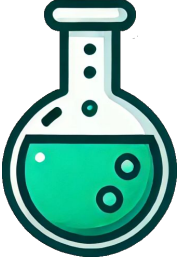




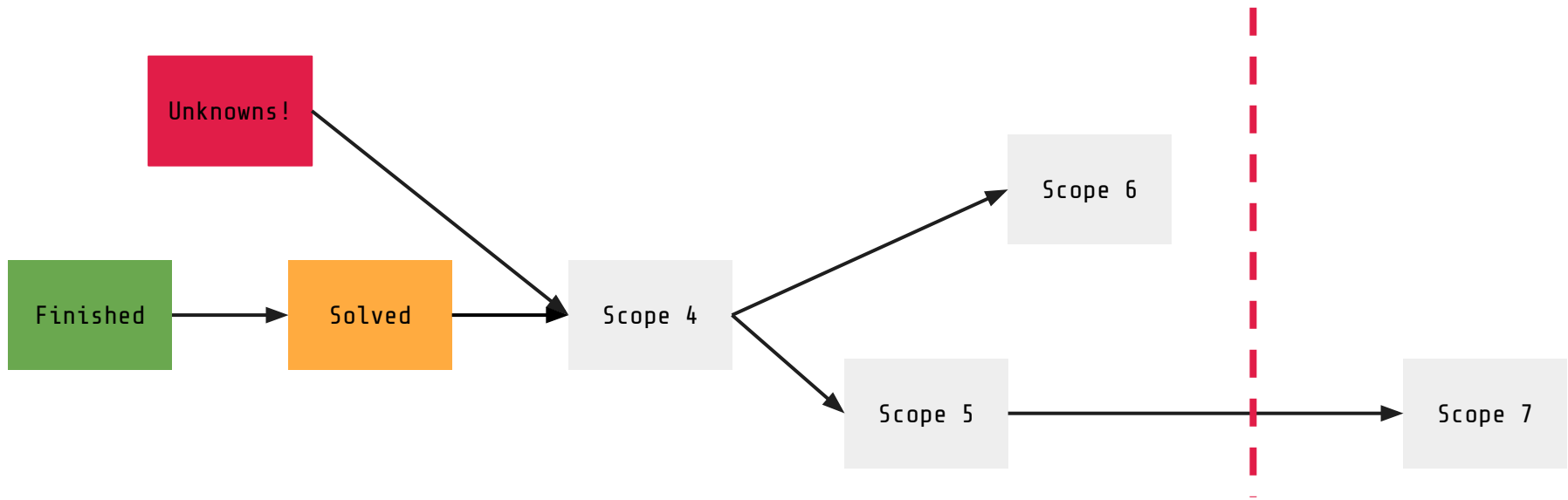
# RFC for Collaboration

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!

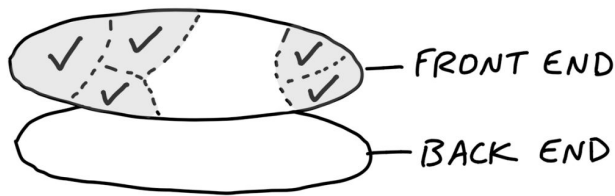


**A Scope Is Shippable in  
Isolation.**

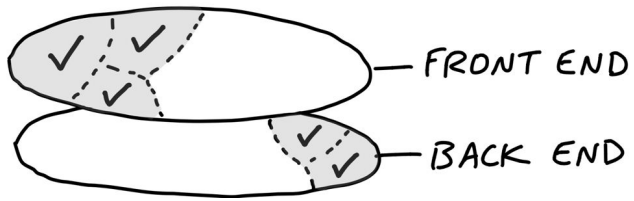
**Done means deployed!**



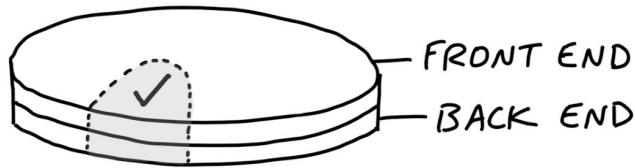
# Slicing Delivery: End to End!



NOTHING WORKS



NOTHING WORKS



SOMETHING WORKS!

## Implement by structure, not by person!

# Slicing Work

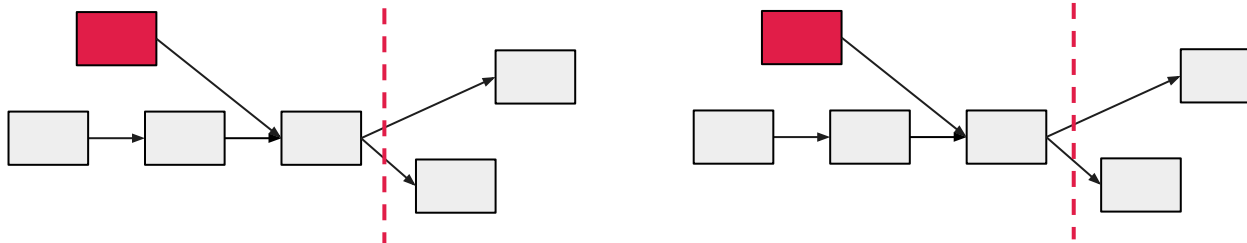
Slice Objectives



Slice Problems



Slice Solutions



Slice Delivery



# Aligning Teams

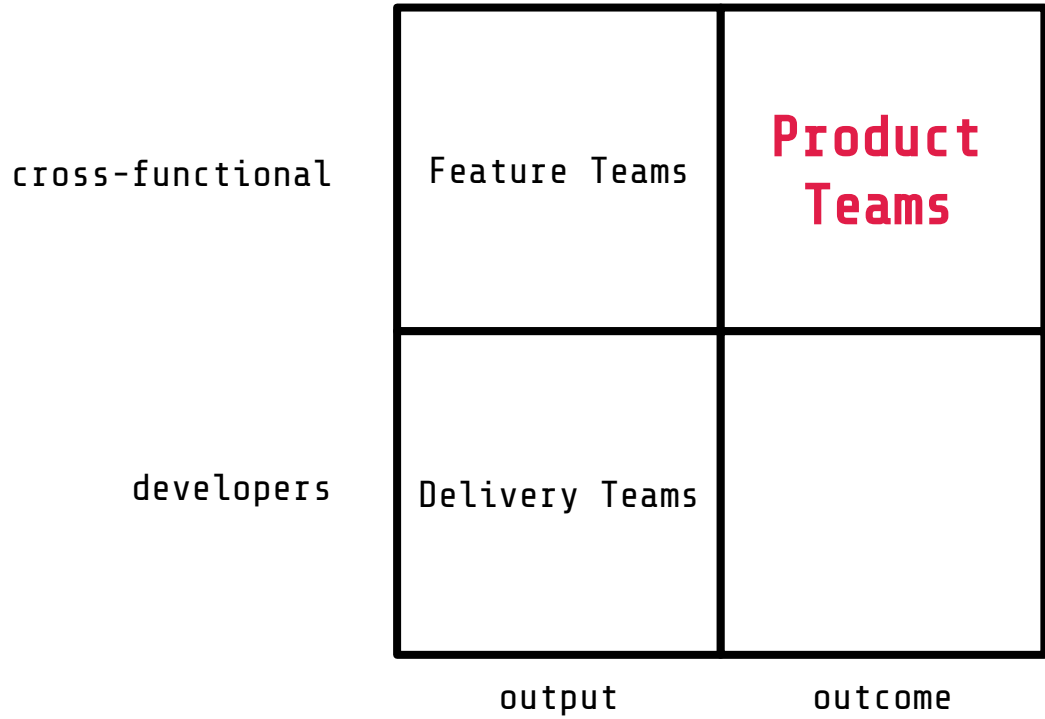
**“Organizations  
[that design  
systems] produce  
designs that  
mirror their  
communication  
structures”**

**(Melvin Conway, 1967)**





# Empowered Product Teams



# Product Teams: Everything They Need

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

Responsible for customer value + business viability risk

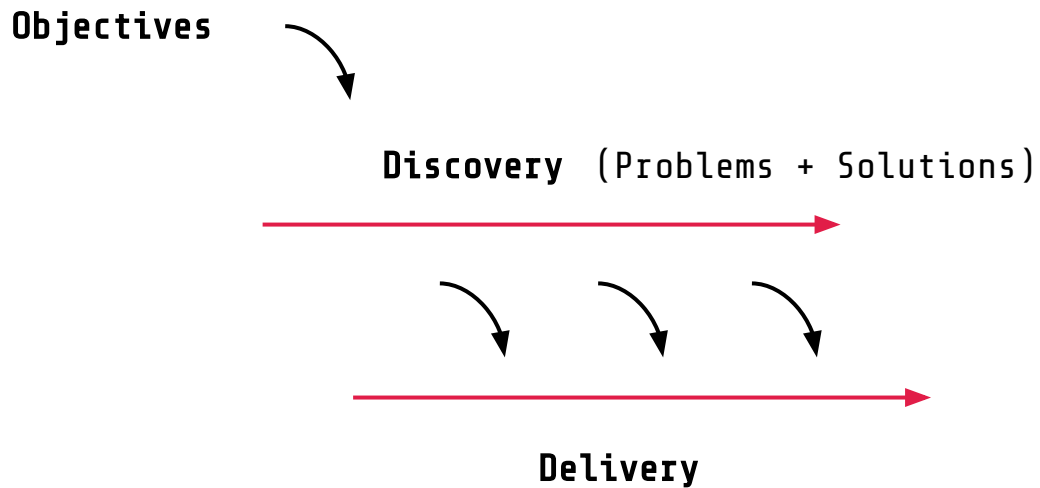
## 1-2 Designers

Responsible for usability risk + Experience

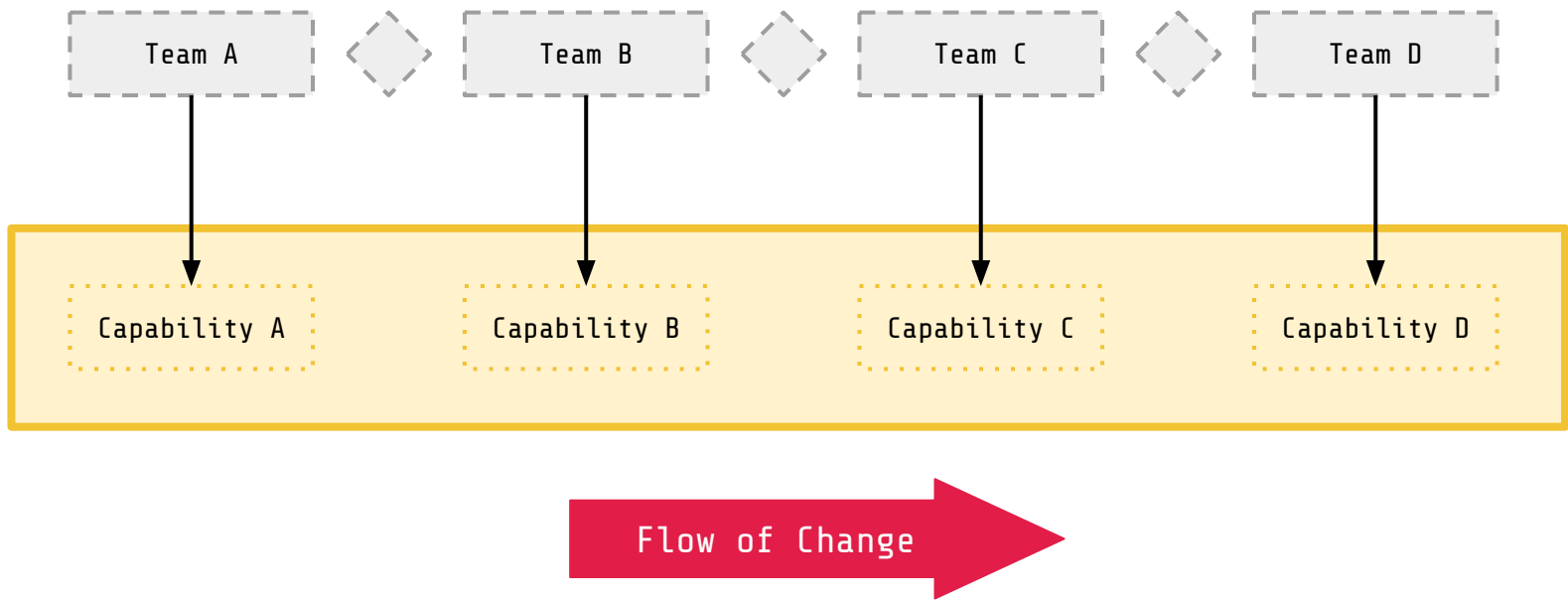
## 3-8 Insourced Engineers

Responsible for feasibility risk + Delivery

# Smallest Unit of Planning for Outcomes

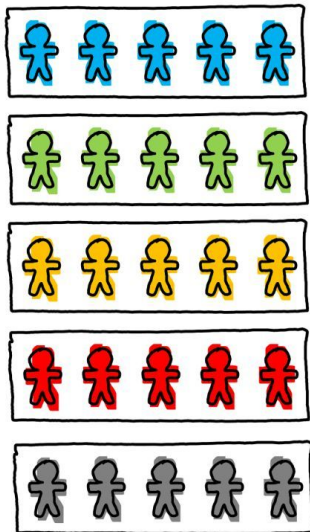


# Optimize Teams for Value Streams - End to End

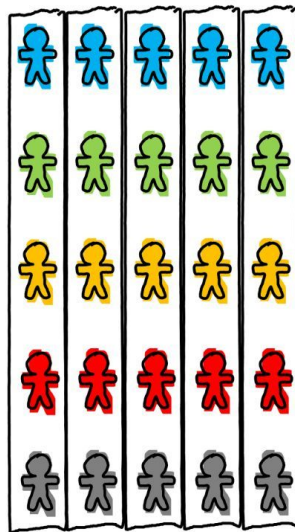


# Teams: Capabilities, Not Specialties

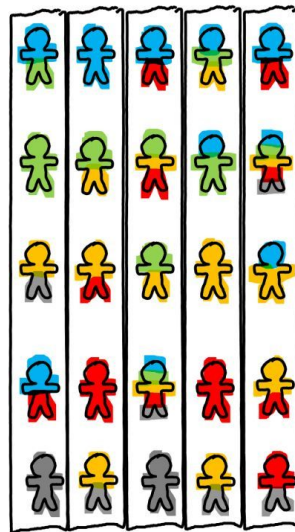
Functional Teams



Cross-functional Teams  
(Stream-aligned)



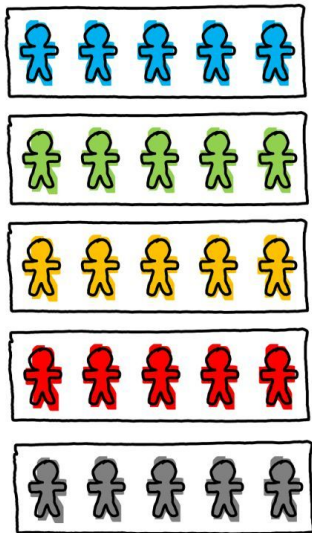
Capability Teams



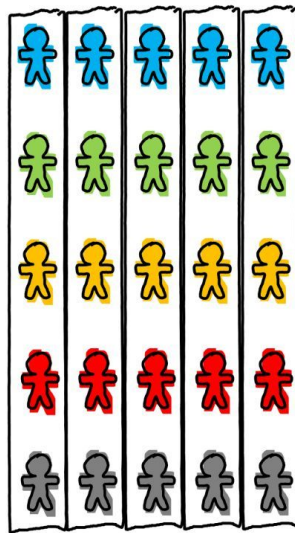
- Product
- Front-end
- Back-end
- QA
- DevOps

# Teams: Insourced Engineering

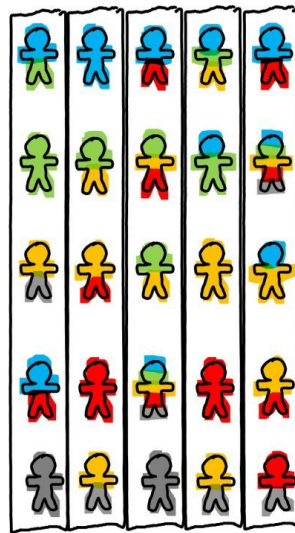
Functional Teams



Cross-functional Teams  
(Stream-aligned)



Capability Teams



Agency



- Product
- Front-end
- Back-end
- QA
- DevOps

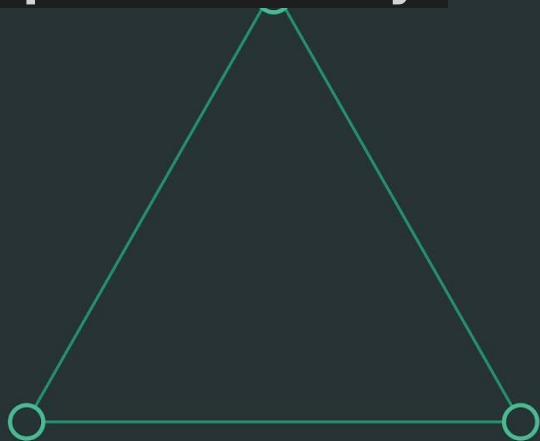
# Try: Hire & Foster Interdisciplinary Roles



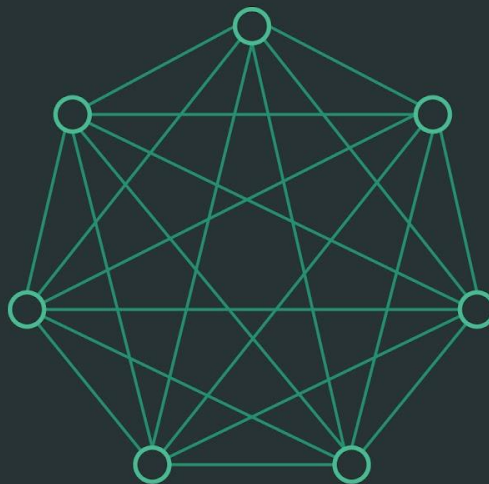
- ✓ Customer obsession
- ✓ Analysts of usage data and the competitive landscape
- ✓ Always prototyping and experimenting



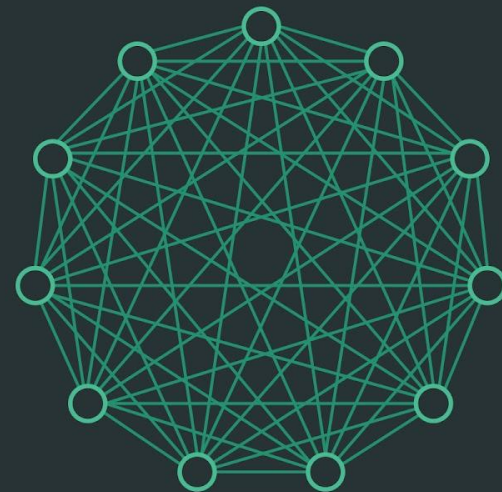
# Brooks's Law: Communication Scales Exponentially



**3 PEOPLE**  
*3 lines*



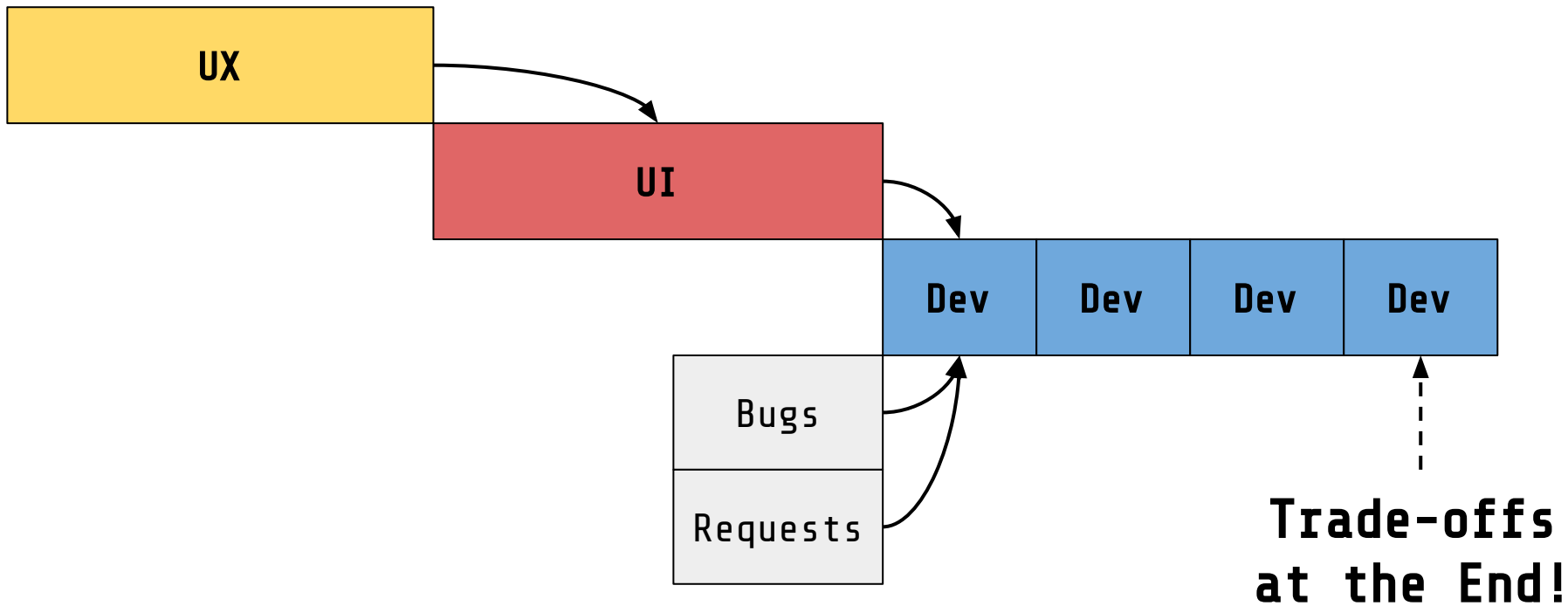
**7 PEOPLE**  
*21 lines*



**11 PEOPLE**  
*55 lines*

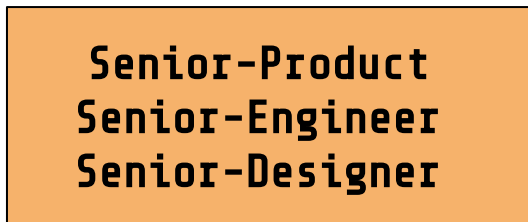


# Scrum(fall): Small Cycles, Large Team

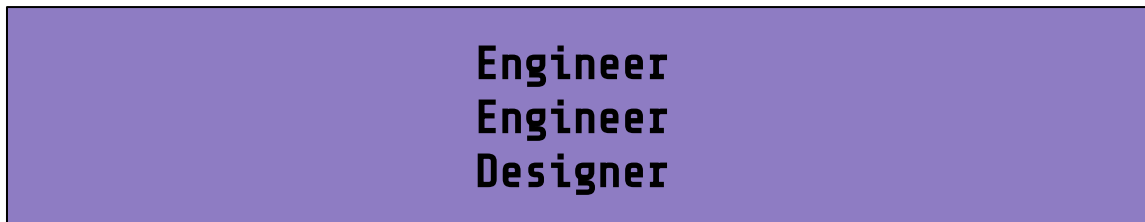


# Optimize for Small Teams in Long Cycles

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



**Todo**

**Work in Progress**

**Done**

--

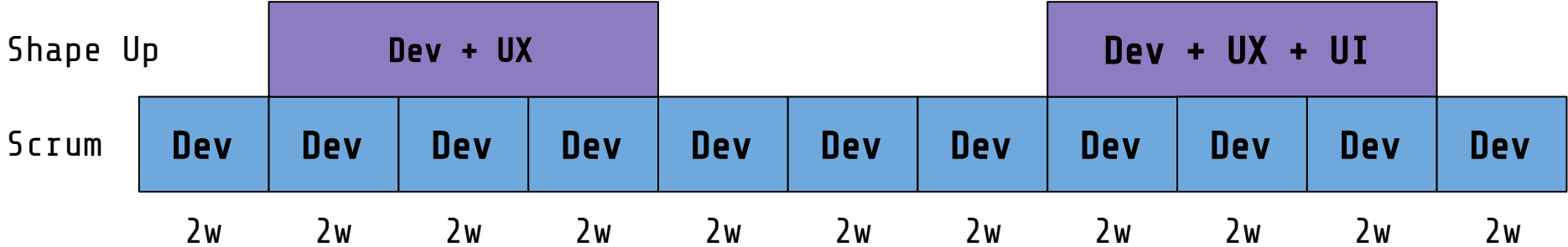
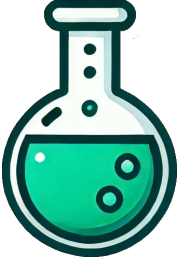
--

--

--

--

# Try: De-Risk Changes & Experiment



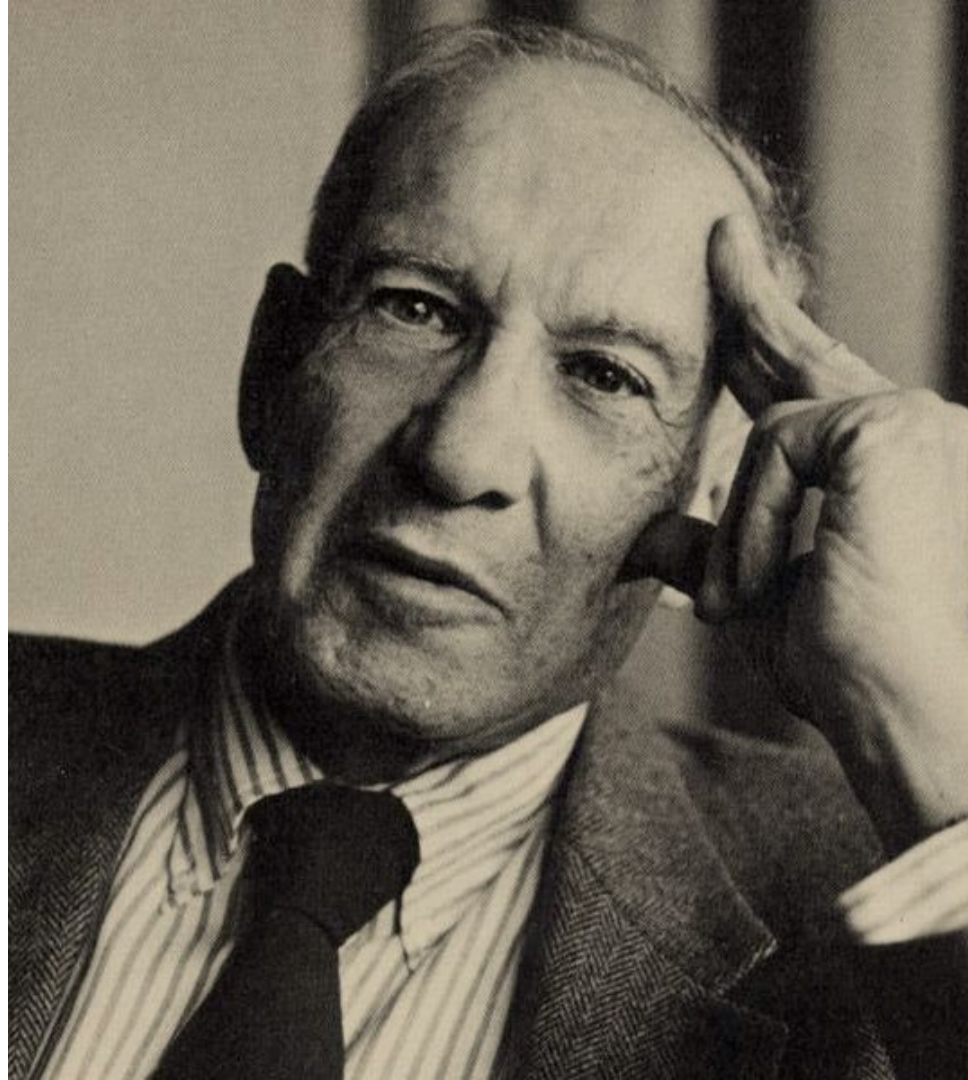
# Startups: Small Teams in Long Cycles



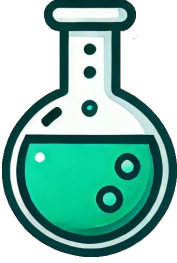
# Scaling Orgs

**“[only] what gets  
measured, gets  
managed.”**

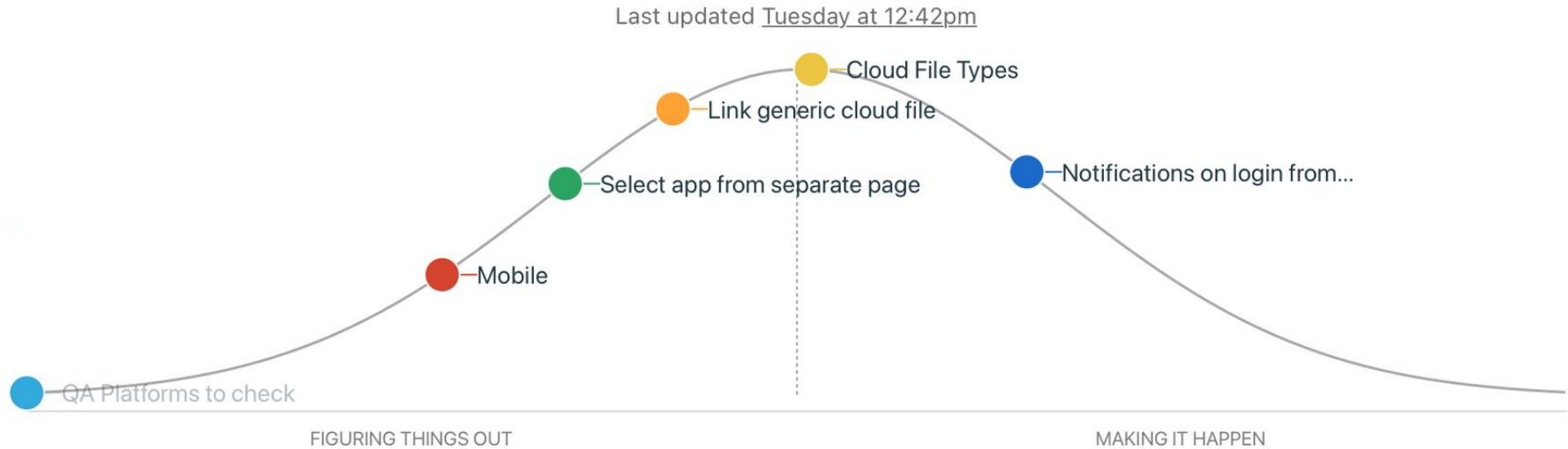
**(Peter Drucker)**



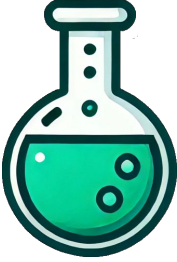




# Try: Scope Progress With Hillcharts



**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

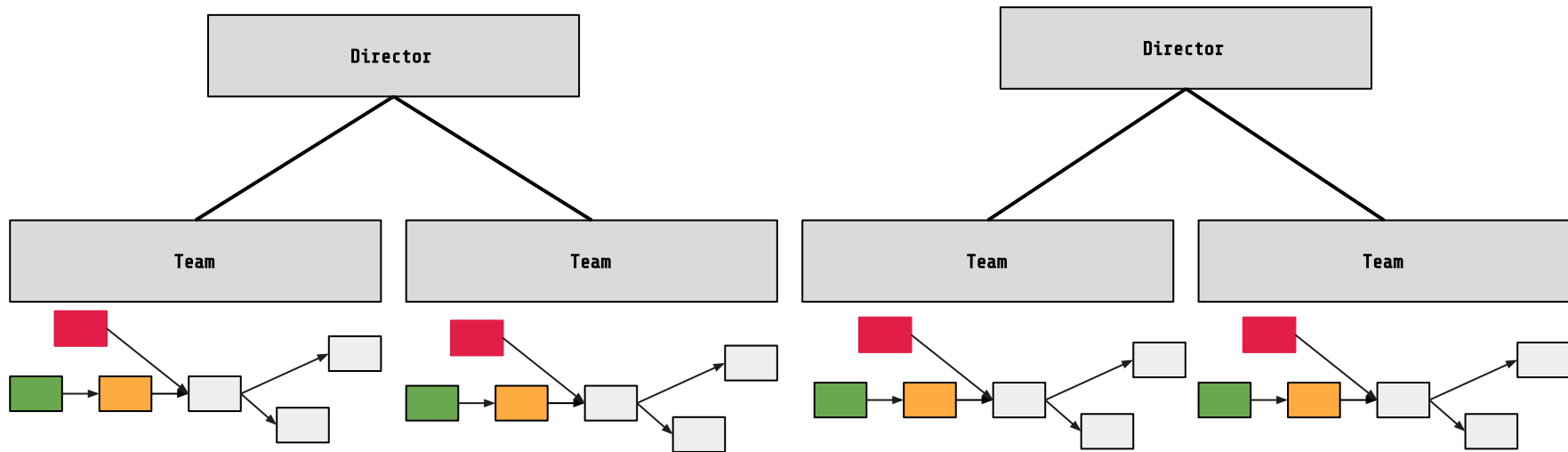
Describe why you moved the needle:

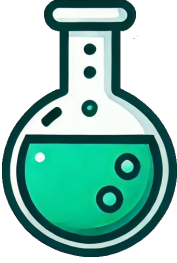
**B** *I*

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!

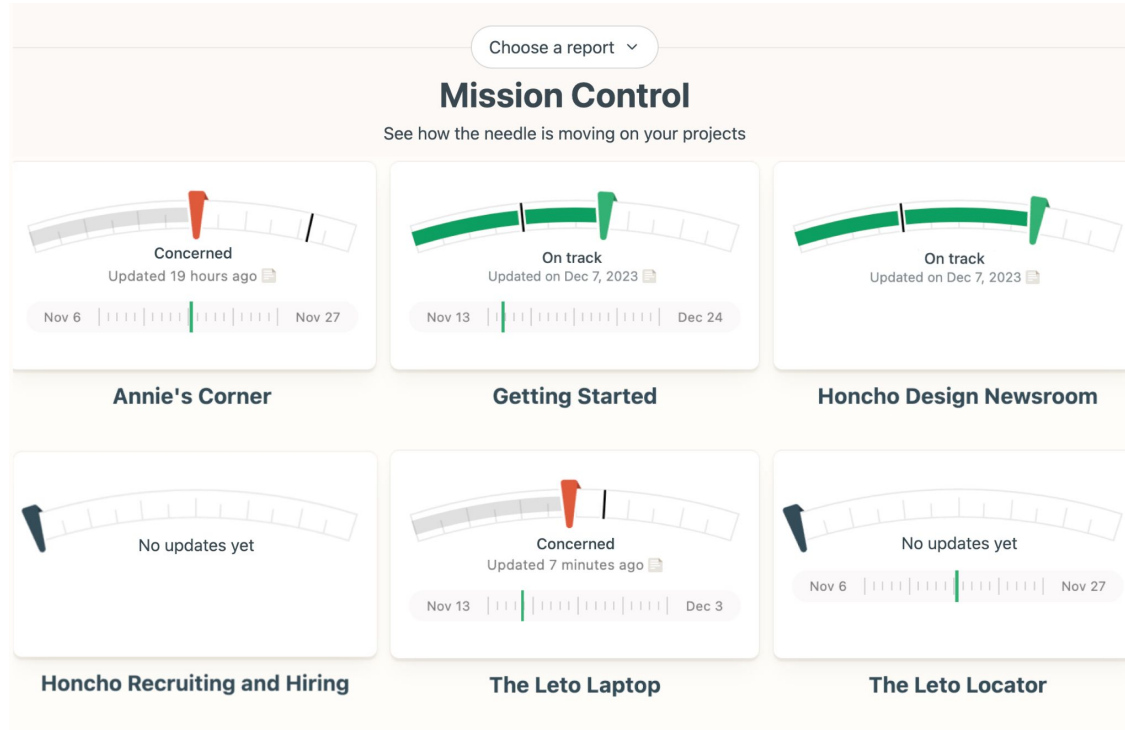
## Progress vs. fixed timebox (appetite!)

# Implement Reporting That Enforces Habits

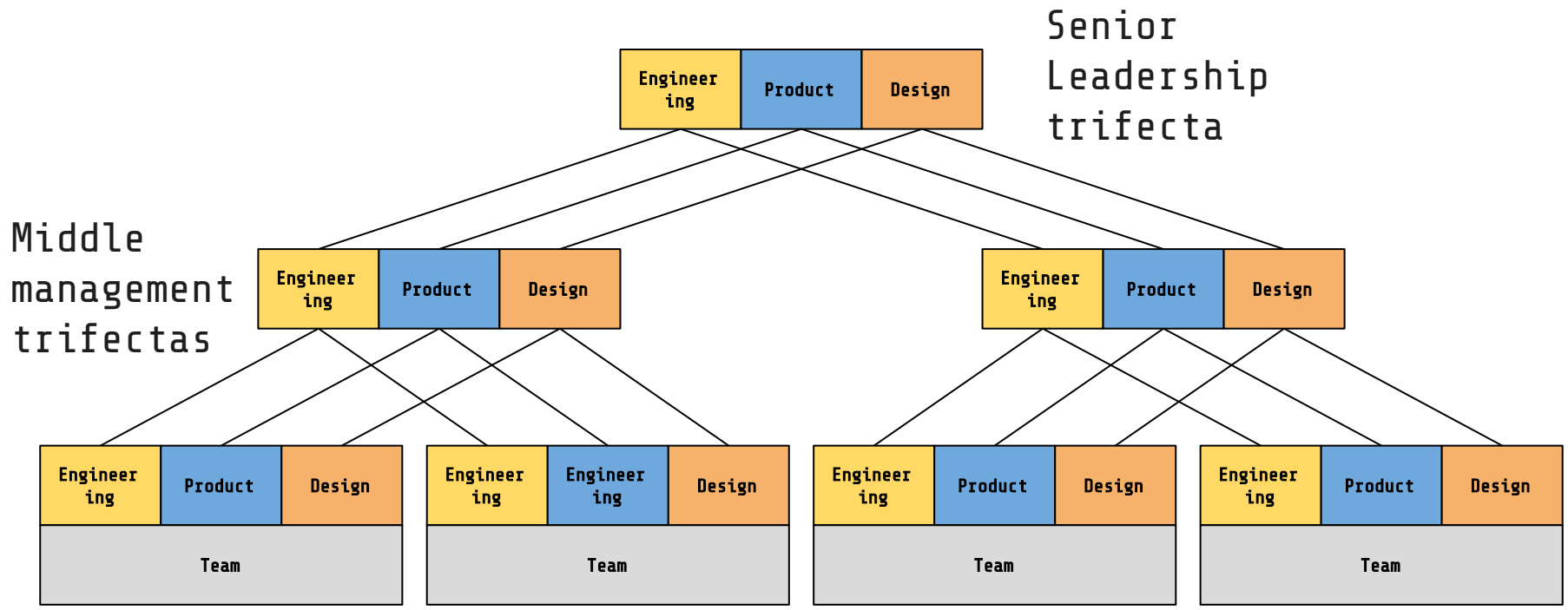




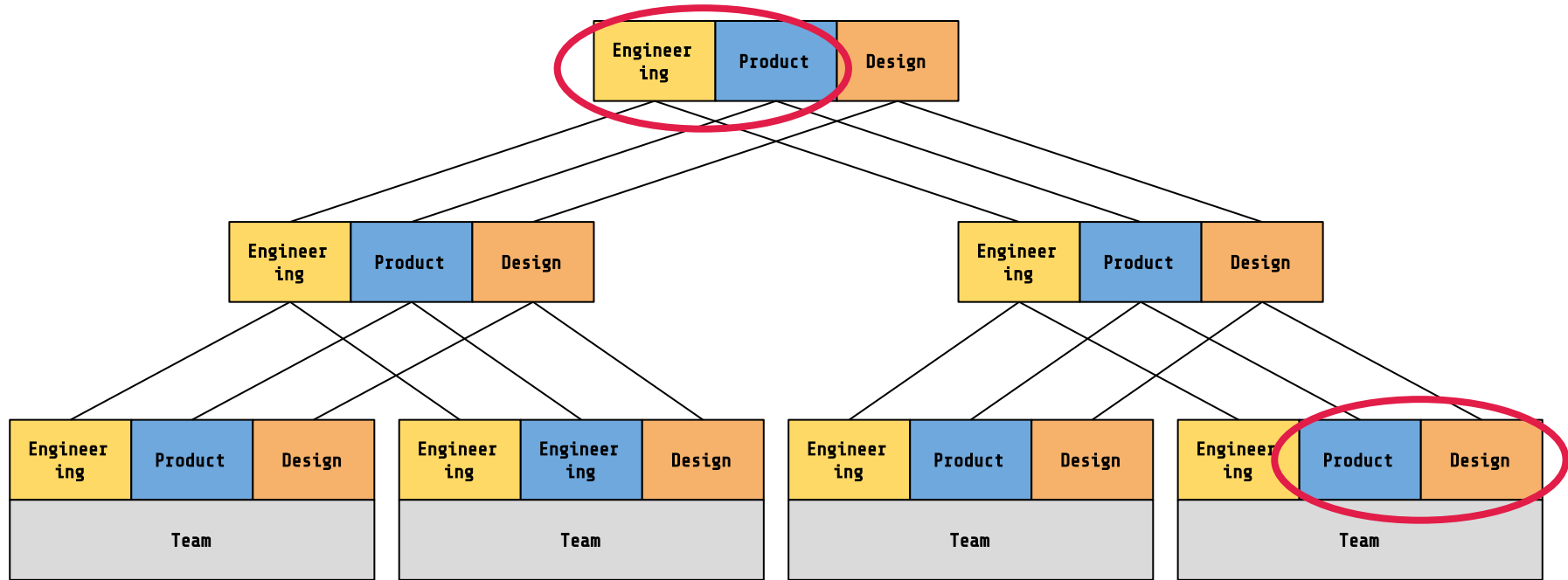
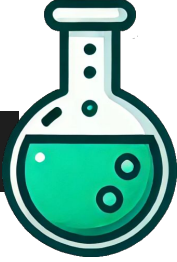
# Try: Roll-Up Dashboards for Progress



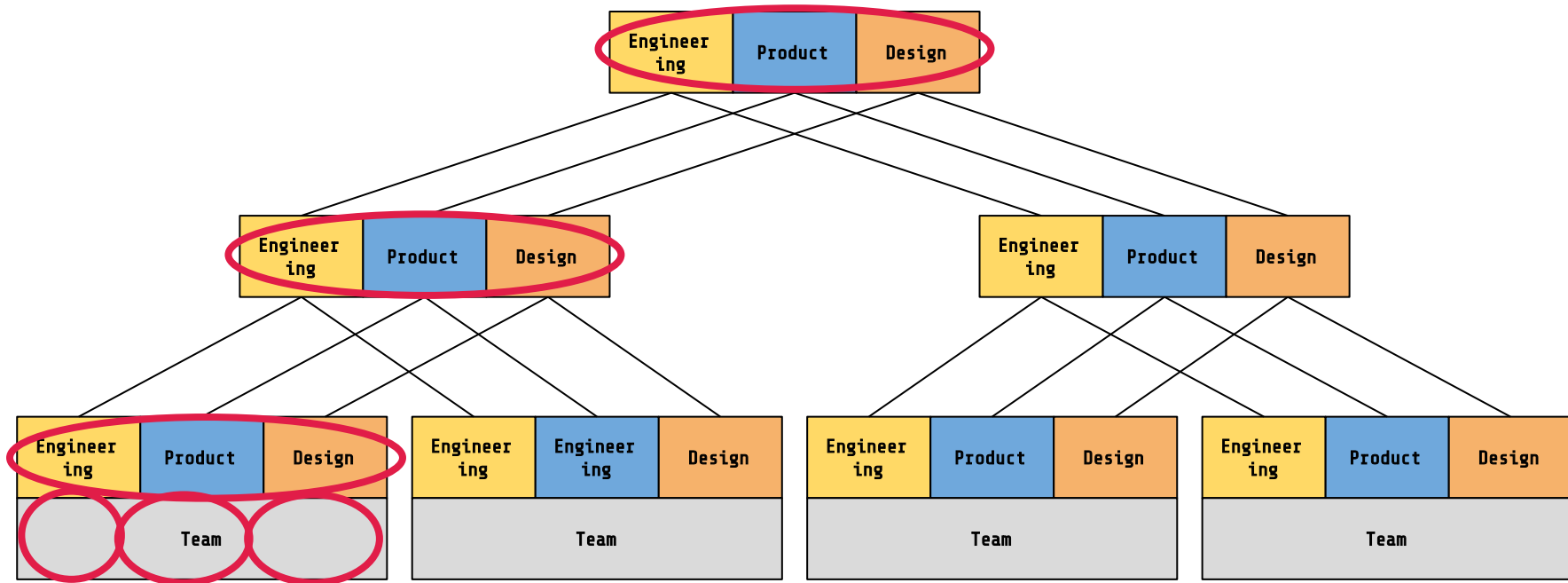
# Trifectas All the Way Up



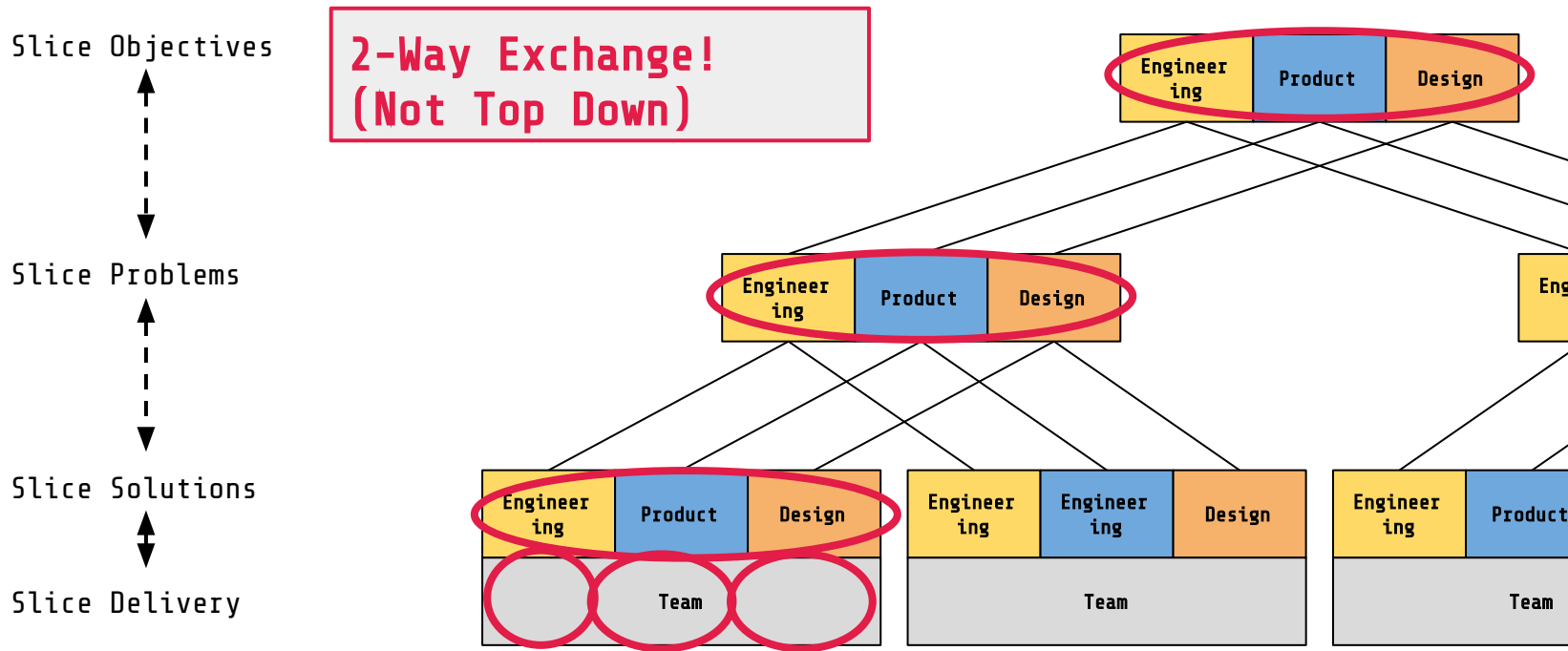
# Try: Hire & Foster Interdisciplinary Leaders



# Bringing It Together: Small Teams = Trifectas



# Bringing It Together: Map the Work to the Org





Emancipating People

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

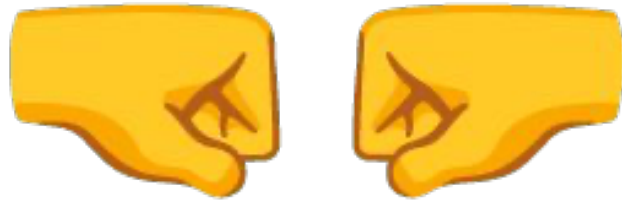
**(Admiral Grace Hopper)**



**Don't empower, emancipate!**



# Commitments Come From the Team, Not the Manager



# Don't Bring Answers - Facilitate Shared Learning

What?	Who?	When?
Clearup Guild docs		
Public Guides	Villads	Friday Feb
Merge Team docs Miro	Hannes & Claus	Friday Feb 23
Coffee Chat	Umut	Friday Feb 23

Whiteboard

## — SIMPLICITY —

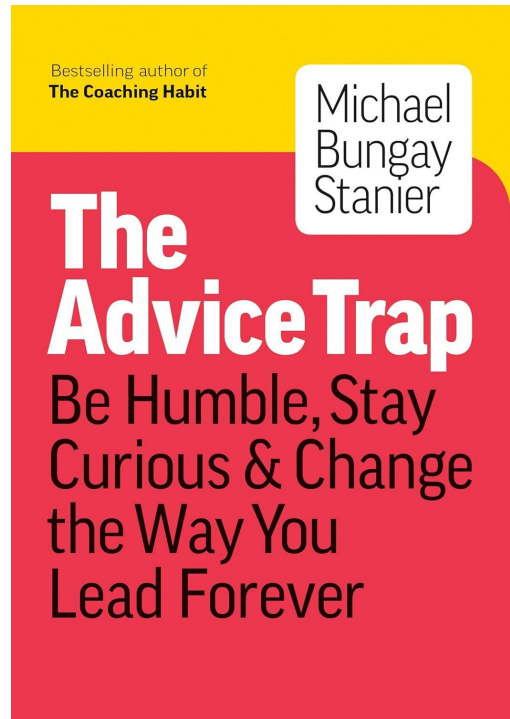
What keeps us from simplifying engineering @ On?

Left whiteboard covered in numerous colorful sticky notes (yellow, green, pink, orange) with handwritten notes.

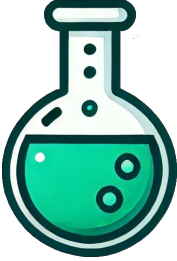
Right whiteboard covered in numerous colorful sticky notes (yellow, green, pink, orange) with handwritten notes.



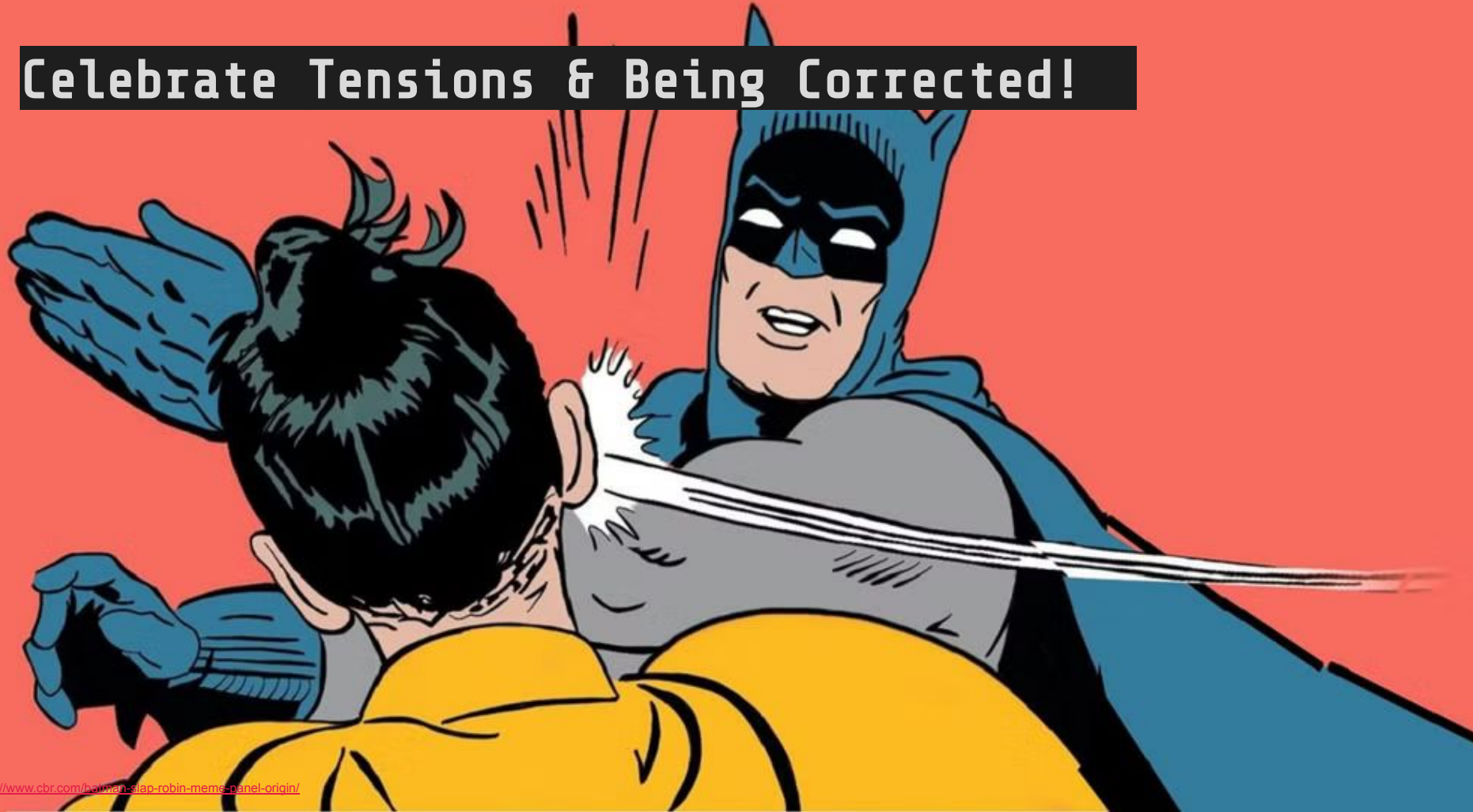
# Don't Brief, Coach!



# 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 modern, bright office space with a minimalist aesthetic. The room features large, multi-paned windows on the left side, allowing natural light to fill the space. A long, low wooden bench runs along the windows, adorned with several patterned and solid-colored pillows. In the foreground, there is a small table with four bright blue plastic chairs and a white chair, all arranged on a black and white geometric patterned rug. The background shows a desk area with a computer monitor, a bookshelf, and a blue wall. To the right, there is a black modular seating area with a white table and a green pillow. The ceiling is white with recessed lighting fixtures. The overall atmosphere is clean, open, and collaborative.

**CTO Digital Agency  
buddybrand GmbH**

A woman with dark hair styled in a bun, wearing a light blue sweater and a silver necklace, is gesturing with her hands in a studio setting. A large ring light is visible in the background, and a smartphone is mounted on a stand in front of it. The background is softly blurred, showing a desk and some plants.

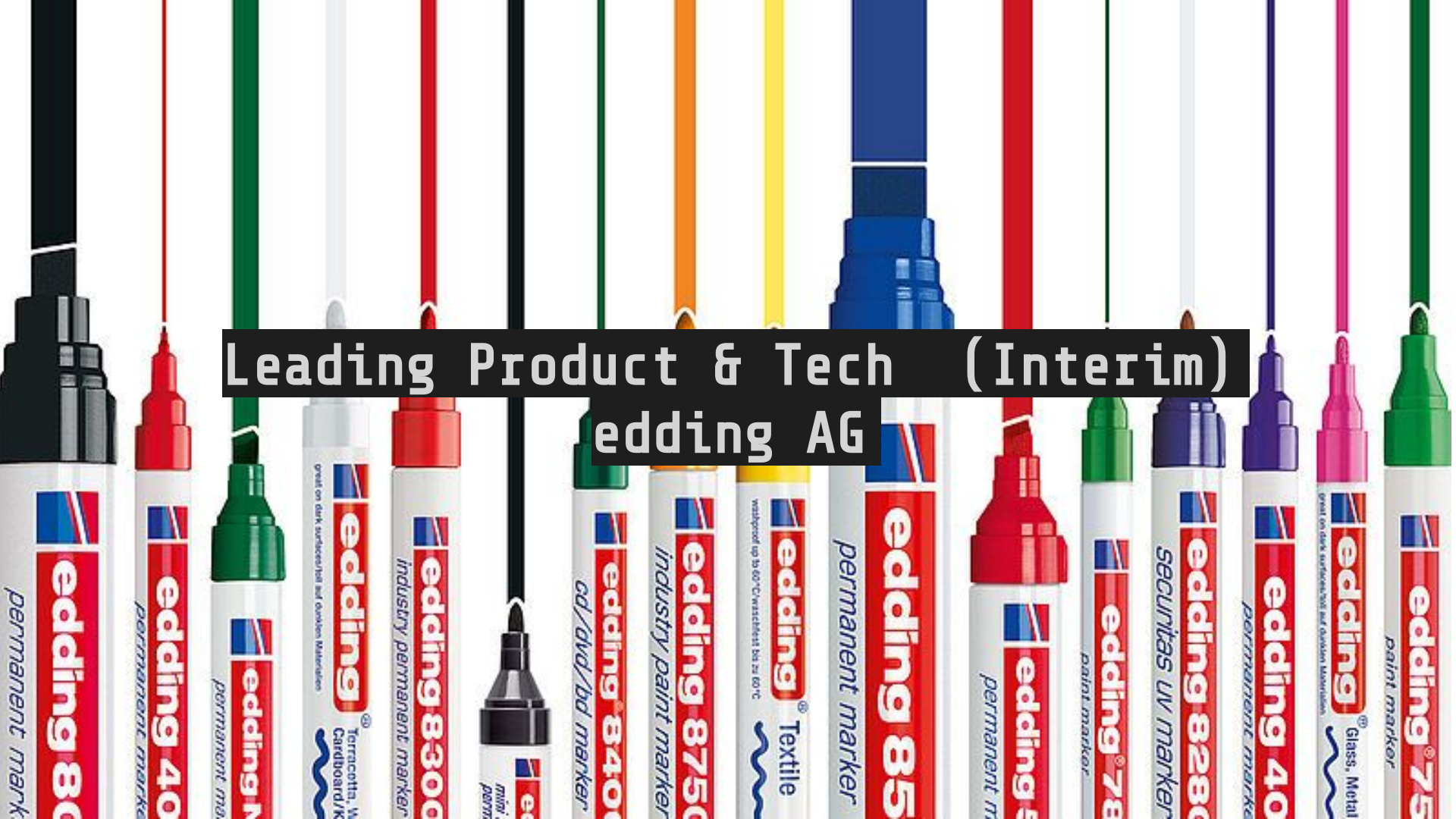
# CPO & CTO Influencer Marketplace BuzzBird GmbH



Inv.: 2008940-0

VOITH

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



Leading Product & Tech (Interim)  
edding AG

permanent mark

edding 80

edding 40

edding M

edding  
Great on dark surfaces/hat and dachstein Materialien

Terracotta, W  
Cardboard/K

edding 8300

industry permanent marker

edding 8400

cd/dvd/bd marker

edding 8750

industry paint marker

edding  
weissend bis zu 60°C  
Textile

permanent marker

edding 85

edding 5

permanent m

edding 78

paint marker

edding 8280

securitas uv marker

edding 40

permanent marker

edding  
Great on dark surfaces/hat and dachstein Materialien

Glass, Metal

edding 75

paint marker

**Klaus Breyer**  
**v01.io**

[v01.io/2025-alpha1s\\_t](https://v01.io/2025-alpha1s_t)





**End**