

The background image is a yellow-tinted photograph of a printed diagram titled 'DACH30 Transition to Agile'. The diagram is a complex flowchart or conceptual map. At the top, it says 'PRODUKTVISION' and 'PRODUKT'. Below these, there are sections for 'BEDÜRFNIS' (Need) and 'ZIELGRUPPE' (Target Group). In the center, there is a large circular graphic with the number '30' and the text 'DACH30'. To the right, there is a section titled 'UNTERNEHMENSZIELE' (Company Goals). The diagram includes various arrows, boxes, and text blocks, all in German, illustrating the transition process from traditional to agile project management.

# Are we still in flow or already in overload?

## DACH30 Transition to Agile

The Community of Practice of Agile in the German-speaking region

# Agenda

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1. Initial situation - symptoms
2. Forms of overload
3. Risks - negative spiral
4. Hypotheses on the origin of overload
5. Recommendations for action - Understanding
6. Recommendations for action - Design
7. Recommendations for action - Validate
8. Further recommendations

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# 1

## Initial situation - symptoms

### How can a dysbalance of workload and labour resources in companies be detected?

- Significant increase in short absences
- Noticeable increase in reintegration cases (mental illnesses, burnouts)
- Increase in time and holiday credits
- Increase in internal mobility (internal role/function changes) and departures
- Critical feedback in surveys on time pressure and workload increase
- Team development or learning workshops are foregone in favour of reworking unfinished work
- Conflicts and escalations increase
- The throughput speed of delivery objects decreases
- More delivery items are often promised than can be delivered based on experience
- usw.

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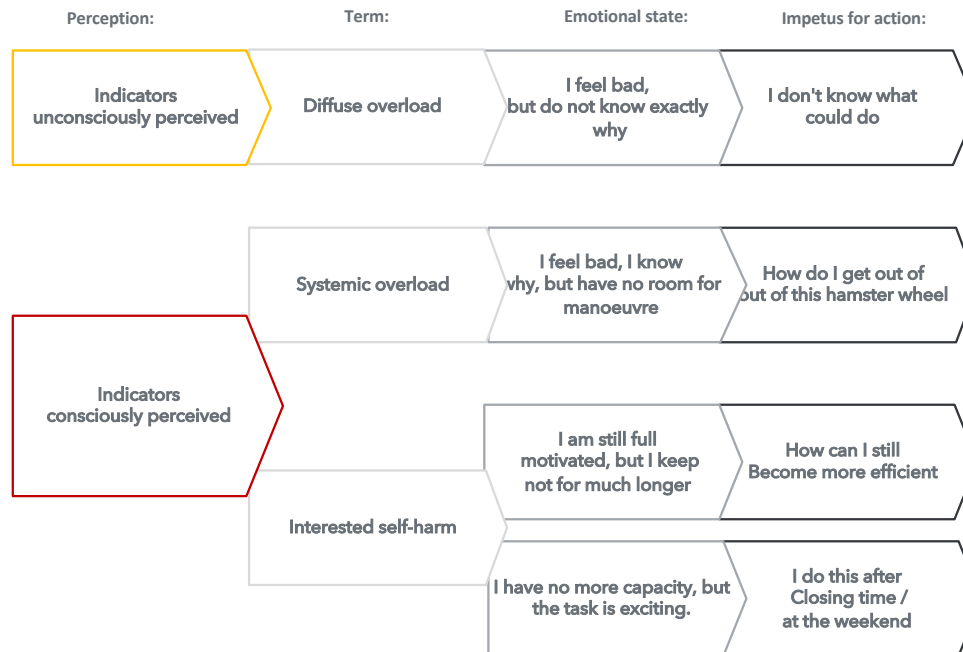


Does this sound  
familiar?



# 2

## Forms of overload



The perceived workload can have different origins. Aggravating framework conditions, too large a volume of work, too few resources, the right skills in the wrong place, these are just a few possibilities. In practice, one usually encounters a mix of different factors.

In a work system with lived transparency and psychological security, stress peaks can be recognised at an early stage.

If there is no transparency, we have no possibility to steer the development.

Agility principles and corresponding frameworks (e.g. SAFe) must be understood and consistently lived. The introduction of appropriate rituals alone does not help ("[cargo cult](#)"). The roles responsible for this are particularly accountable.

What if we just let  
it go?



# 3

## Risks - negative spiral

- Increasing staff and transaction costs due to ongoing know-how drain and additional burden on teams until new-joiners are recruited, implemented and fully operational
- Increased overload of the remaining employees and thus loss of motivation
- Delayed delivery of increments and thus delay of initiatives (cost of delay); As a result, dissatisfied benefit claimants
- Rising technical debt due to plan orientation (burden on OPEX costs, increased risk of error, pent-up investment demand)
- Additional costs for supplier services as an extended workbench (CAPEX costs)
- Loss of image with clients, customers, partners and suppliers as well as on the internal and external labour market

All this contributes to increasing the momentum of a negative spiral.

**Why do we just let  
it go like this?**





# 4

## Hypotheses on the origin of overload

### Individual level:

- Career focus (I want to get ahead)
- Need for harmony (I want to please everyone)
- Sense of duty (if I don't do it, nobody does)
- Lack of skills to support tasks more broadly (tends to be exacerbated by the shortage of skilled workers)
- Focus on plan before benefit (benefit does not matter, as long as the plan is adhered to or I maximise all 3 aspects).
- Resignation (I have said it and now let it go)
- Understanding of roles (the others are responsible)
- Prioritisation deficits, dispersal (everything has a place)
- Commitment (Push) instead of responsibility (Pull)
  - > [Responsibility Process](#)

### Team/organisation level:

- Lack of transparency (e.g. indicators and key figures on flow)
- Lack of psychological security
- No clear goals or unresolved conflicts of goals
- Wrong incentives (e.g. bonus systems)
- Efficiency before effectiveness
- Leading by (mis)example is not sanctioned
- Lack of feedback culture
- Lack of learning culture
- Overloading is part of the good tone
- Lack of decision-making structures
- Lack of understanding of roles and consequent increased potential for discussion
- Lack of methods and reflection that support flow

**What could help us?**



# 5

## Recommendations for action - Understanding

There are a variety of possible measures and approaches. The first step is always "understanding". Only then can further, targeted measures be introduced. Below are three initial steps that can be implemented at the individual and organisational level.

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### Individual level:

- Regular reflection on topics such as do I do what is important, what prevents me from saying no or how do I do it efficiently ( equally helpful at team/organisational level)
- Good enough approach instead of perfection
- Exchange of regular, open personal feedback (positive intention counts)
- usw.

### Team/organisation level:

- Transparency in the work system so that the pull principle can function
- What do we really need (clear prioritisation according to value) or discontinuation planning (what do we no longer need, do we stop, do we switch off).
- Anchor development radar on workload and resources
- usw.

**understand** - design - validate



# 6

## Recommendations for action - Design

- Various design options are derived from the findings of the understanding.

- As a rule, we very quickly end up with measures that address skills, behaviour, structures, processes or methods, for example.

- Holistic reflection models such as Ken Wilber's [AQAL model](#) can help break this pattern. Finally, in addition to the measures listed above, the reflection and promotion of feedback as well as exchange on beliefs, principles, values and culture also support.

understand - **design** - validate

# 7

## Recommendations for action - Validate

Increased transparency of work in the system helps the organisation to focus better and to recognise impending load peaks. Continuous monitoring of certain parameters helps as an early warning system to identify tendencies towards excessive strain on the workforce.

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- Increment lead times
- Impediments
- Synchronisation effort
- Parallelism of started and completed increments (Cumulative Flow Diagram)
- Delivery reliability (flow predictability)
- Ratio of new functions, enablers and maintenance work (flow distribution)
- Compliance with WIP limits
- Confidence Votes to gauge the "confidence" of the delivery organisation in the planning.
- Many transfer points due to unfavourably cut, operational value streams
- Guide spans
- Staff turnover and absenteeism/sickness rates
- But also [Gemba walks](#)
- usw.

understand - design - **validate**



# 8

## Further recommendations

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- <https://www.praxisframework.org/en/library/stacey-matrix>
- <https://www.it-agile.de/agiles-wissen/agile-leadership/was-ist-the-responsibility-processtm/>
- [Meetup with Timo Daum: Quo vadis, agility? - borisgloger consulting](#)
- [Resilience Definition - Resilience Academy: Learning resilience](#)
- [Psychological Safety | Psych Safety \(psych-safety.org\)](#)
- and many more

