LEAN TECHNIQUES

WHY SCALED AGILE IS BEING REPLACED BY SCALED AGENTIC DELIVERY

SCALE OUTCOMES, NOT MEETINGS

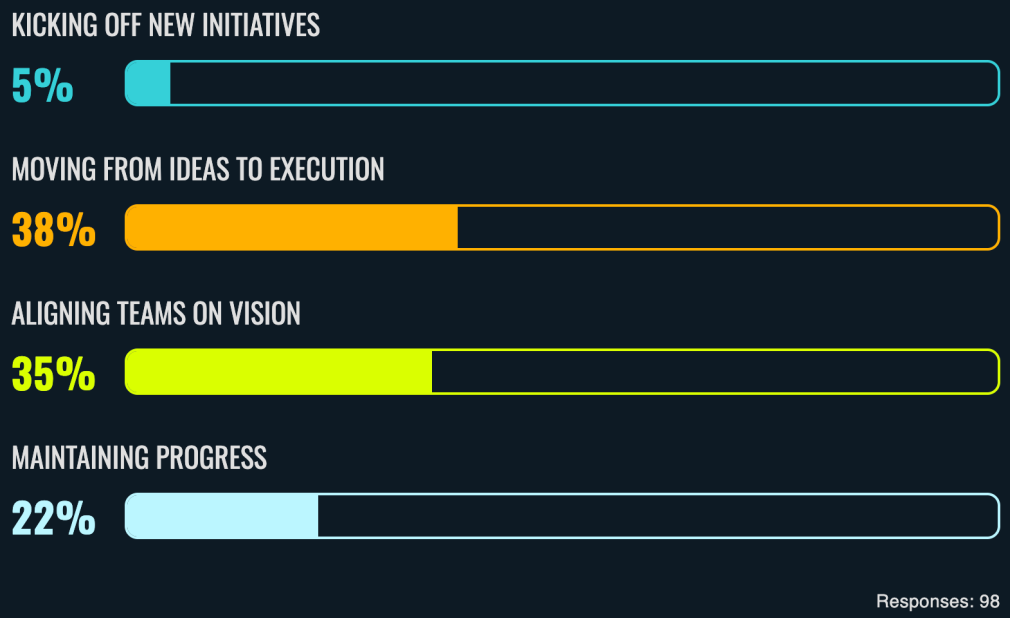
IIBA - Intelligent Delivery: The Next Era of Strategy & Analysis with AI (April 2026)

IOWA TECH PULSE

Presented By LEAN TECHNIQUES

Live

WHERE DO YOU FEEL MOST MOMENTUM IS LOST AT WORK?



Responses: 98

THE CONSTRAINT HAS SHIFTED

73%

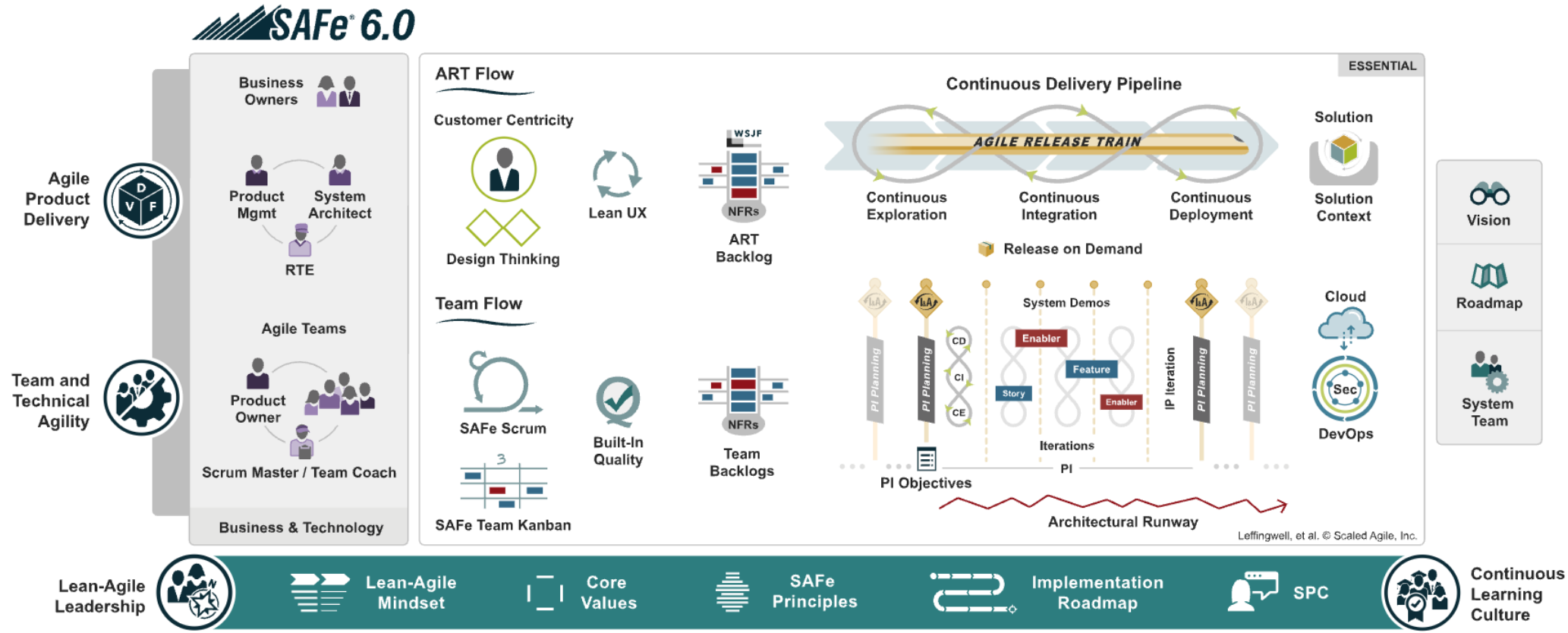
of Iowa tech leaders say momentum is lost in **execution** and **alignment** — the exact things SAFe was supposed to fix.

OLD BOTTLENECK
CAN WE COORDINATE ENOUGH HUMANS?

NEW BOTTLENECK
CAN WE FIGURE OUT WHAT'S WORTH BUILDING FAST ENOUGH?

> Discovery throughput — the speed of finding, validating, and committing to the right bets — is now the limiting factor.

SAFe WAS DESIGNED FOR ALIGNMENT AND EXECUTION



© Scaled Agile, Inc.

LEAN TECHNIQUES



Tim Gifford

Chief Innovation Officer

DEVELOPER TURNED CONSULTANT
Started coding in 1999. Discovered Extreme Programming through Kent Beck. Led hundreds of teams.

FOUNDED LEAN TECHNIQUES, 2011
160+ team members. 15 years helping companies adopt iterative, evidence-based delivery.

COMMUNITY BUILDER
Co-founded Agile Iowa, now the TechFuse conference 500+ participants annually since 2014.

FAILED ENTREPRENEUR
SaysoMobile (2006) taught me what happens when you build a solution to a problem nobody has.

IOWA ASSOCIATION OF BUSINESS AND INDUSTRY

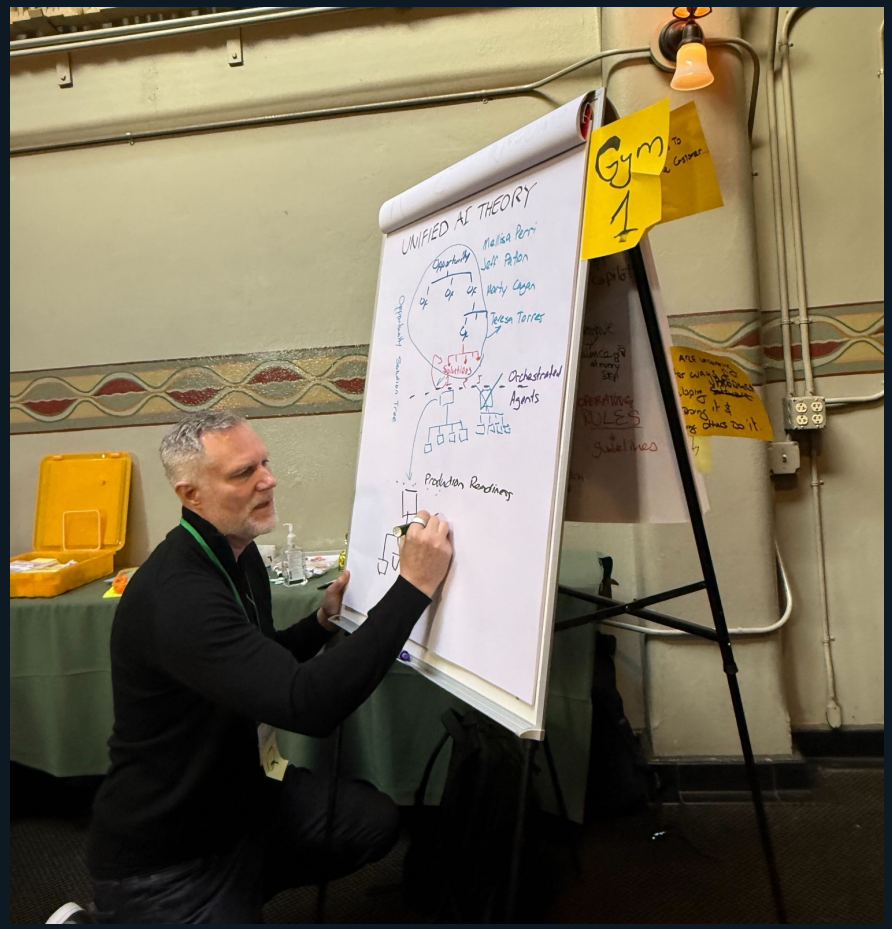
TAI Technology Association of Iowa

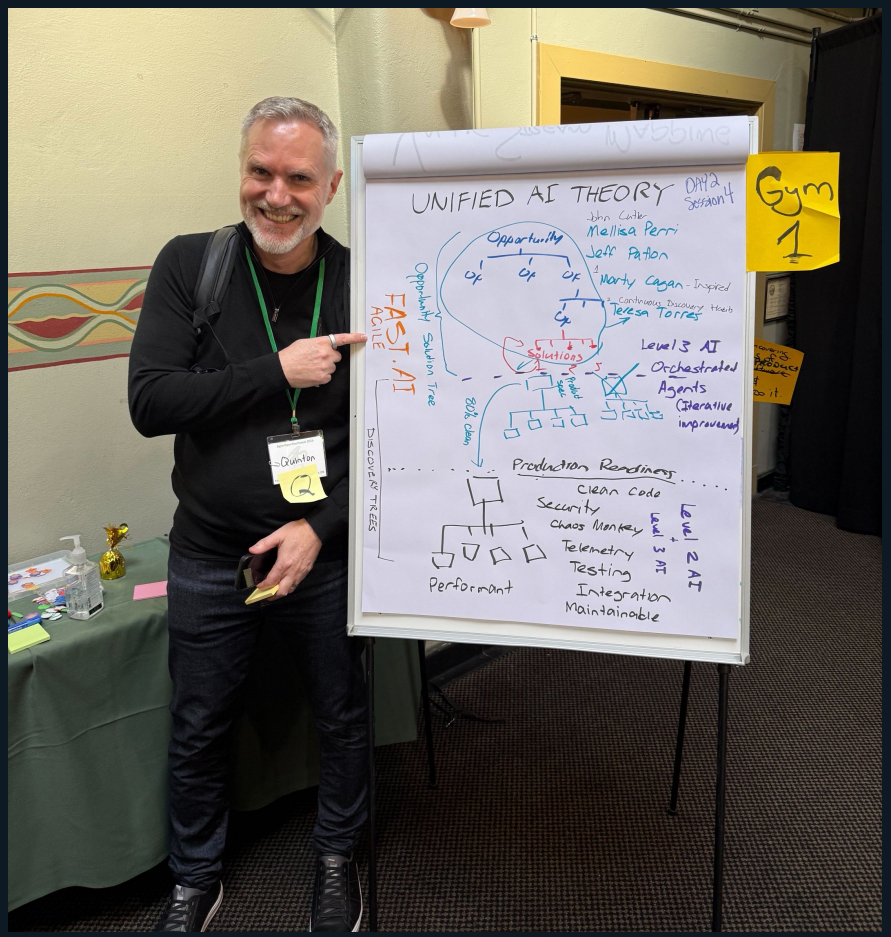
Microsoft Partner

aws PARTNER Advanced Tier Services

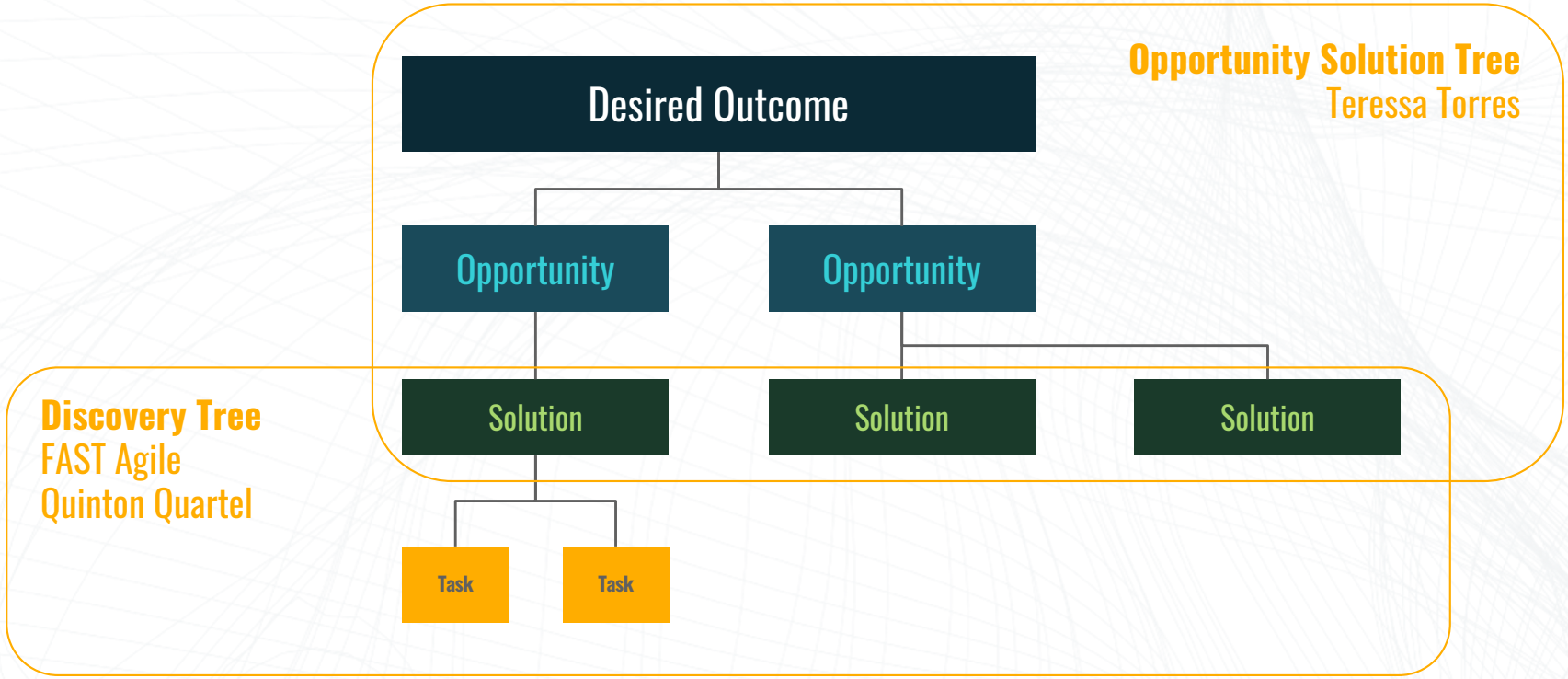
AGILE NORTHWEST (March 2026)

QUINTON QUARTEL (FAST AGILE)

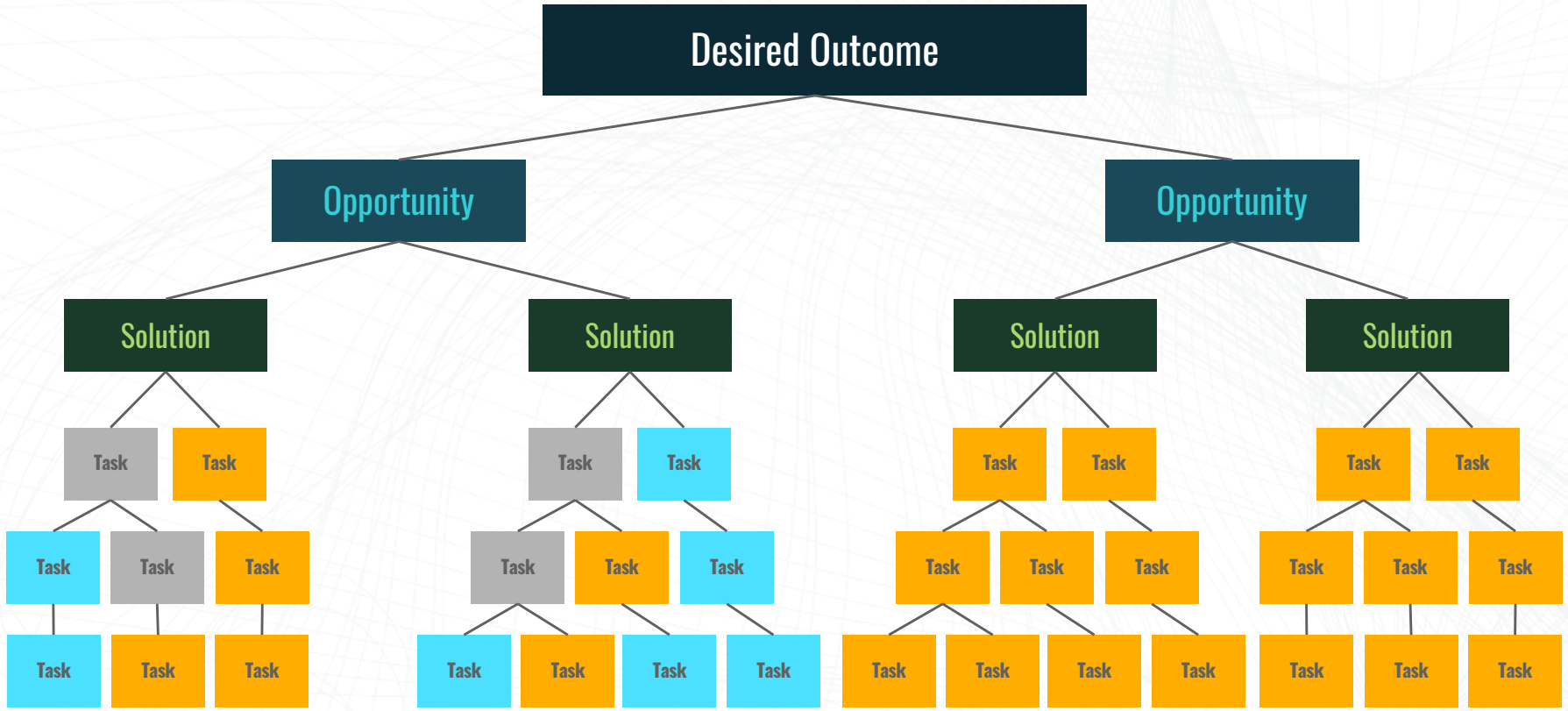




QUARTEL'S - UNIFIED AI THEORY

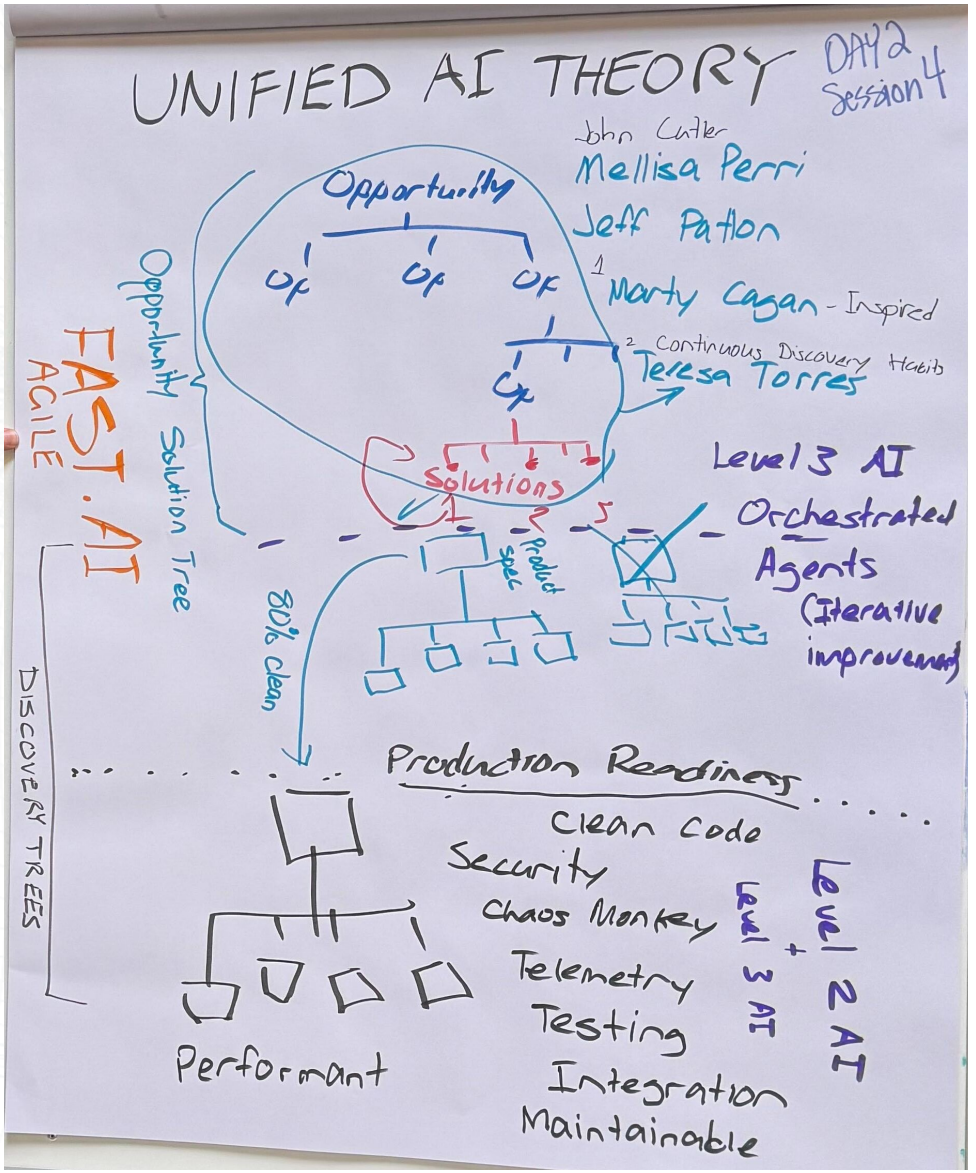


AGENTS EXPAND THE TREE. HUMANS PRUNE



QUARTEL'S - UNIFIED AI THEORY

- Build out Outcomes/Opportunities
- Agents expand Solutions (A-Z)
- Agents build solution "prototypes"
- Test prototypes with users (A-Z)
- Humans prune based on evidence
- Engineers ensure production readiness



WHAT IS JUDGEMENT

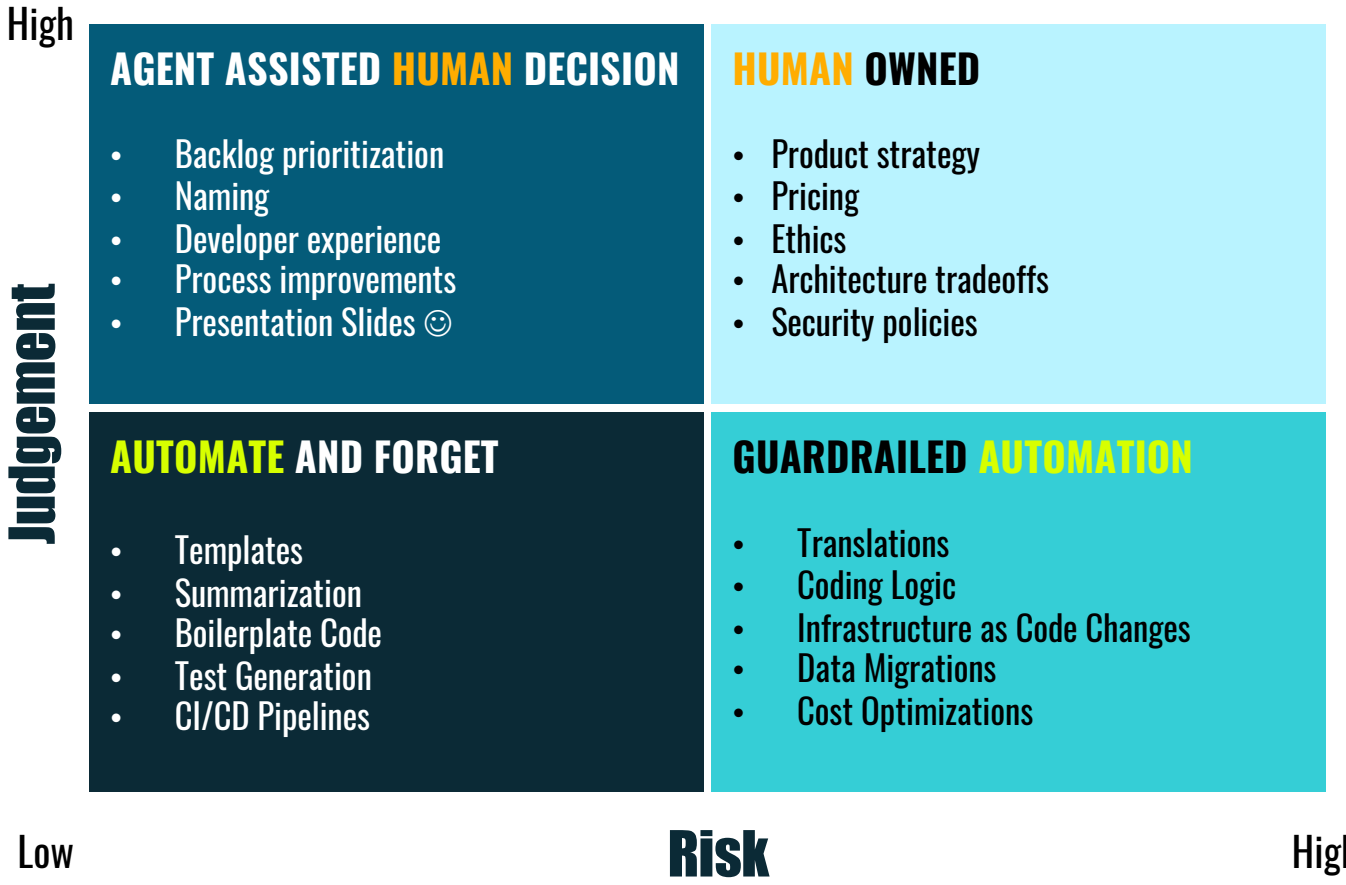
JUDGEMENT	INSTINCT	INTUITION & GUT FEELINGS	AGENTS IMPROVE JUDGEMENT
Evaluation of a given circumstance to make a decision or form an opinion	Things that a species knows without being taught	Intuition is ***pattern recognition + experience*** that can't be described. Trust it...or not!	Use agents to surface data and help describe your intuition

AVOID NEGLIGENCE

Legally a reasonable person who lacks judgement is ***negligent***.

- Having tools and not using them.
- Handing off judgement to a machine

HUMAN JUDGEMENT MAP – DELEGATE THROUGHPUT, RETAIN JUDGEMENT



LET GO AND DELEGATE

DELEGATION IS DIFFICULT...ESPECIALLY TO AGENTS



EXECUTE	LEAD & MANAGE	VISION & PURPOSE
Output Mastery Problem Solving Personal Reliability	Delegate Support Coach Direct	Visionary Alignment Systems Thinking Resource Allocation Risk Mitigation

DELEGATION IS DIFFICULT...ESPECIALLY TO AGENTS

Individual Contribution → Contribute Through Others

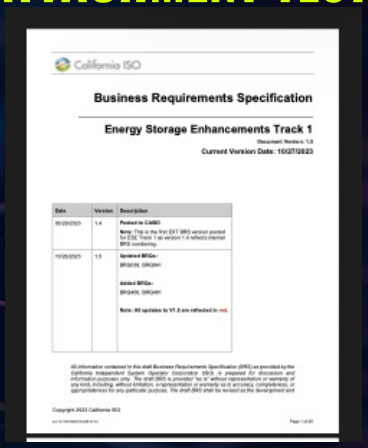
EXECUTE

Output
Mastery
Problem Solving
Personal Reliability

LOSE CONTROL & LOSE YOUR IDENTITY

Delegate
Support
Coach
Direct

ATTACHMENT TEST


California ISO

Business Requirements Specification

Energy Storage Enhancements Track 1

SKILLS.MD & AMELIA BEDELIA MANAGEMENT

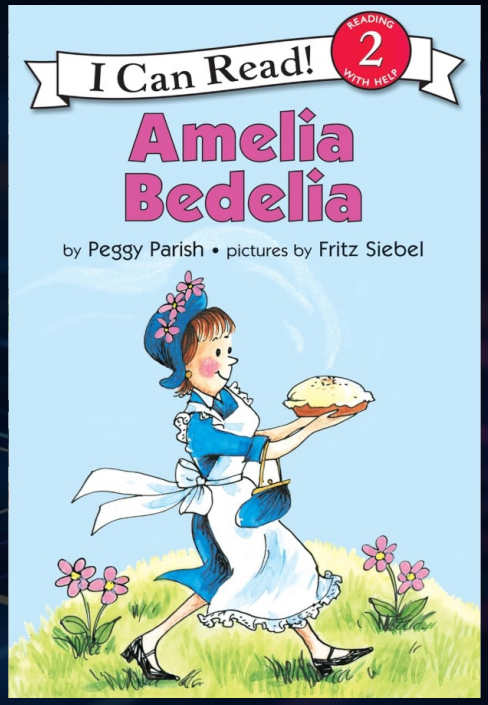
name	grill-me
description	Interview the user relentlessly about a plan or design until reaching shared understanding, resolving each branch of the decision tree. Use when user wants to stress-test a plan, get grilled on their design, or mentions "grill me".

Interview me relentlessly about every aspect of this plan until we reach a shared understanding. Walk down each branch of the design tree, resolving dependencies between decisions one-by-one. For each question, provide your recommended answer.

Ask the questions one at a time.

If a question can be answered by exploring the codebase, explore the codebase instead.

https://github.com/mattpocock/skills/tree/main/grill-me



THE AGENTIC DELIVERY TEAM

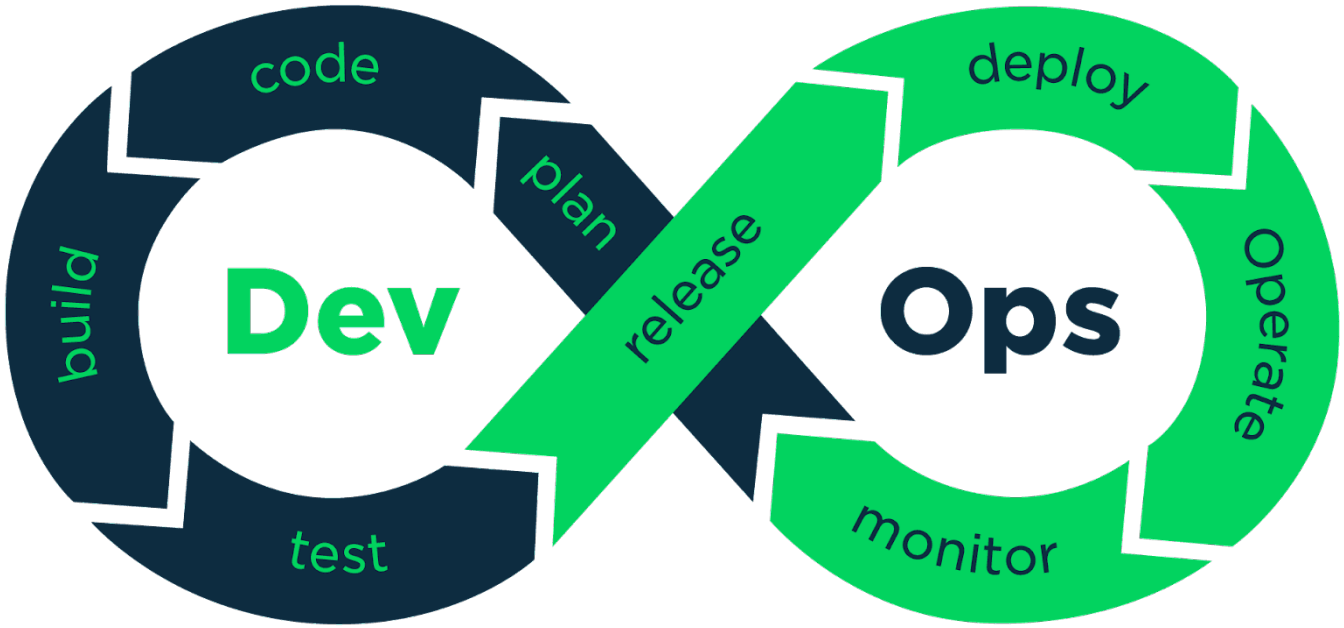
HISTORY LESSON (2000s – TODAY)

- Commitment to modern delivery practices set teams apart
- Fast feedback
- Working in small batches
- Learning Culture
- Automated Tests
- Continuous Integration/Continuous Deployment
- Cloud
- Database Automation
- Monitoring and Observability
- And more...

WHICH OF THESE ARE RELEVANT IN AN AI-DOMINATED WORLD?

- ✅ Commitment to modern delivery practices set teams apart
- ✅ Fast feedback
- ✅ Working in small batches
- ✅ Learning Culture
- ✅ Automated Tests
- ✅ Continuous Integration/Continuous Deployment
- ✅ Cloud
- ✅ Database Automation
- ✅ Monitoring and Observability
- And more...

WHERE IS THE CONSTRAINT?



THE AGENTIC DELIVERY TEAM

1 ORCHESTRATION AND TEAM STRUCTURE

Scale Shift: 1-3 Humans orchestrate 10-50+ Agents
(Judgment under uncertainty is the new core skill).

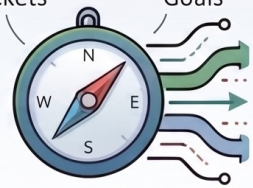


HUMANS:
PRODUCT OWNERS / ARCHITECTS
sitting above the loop.

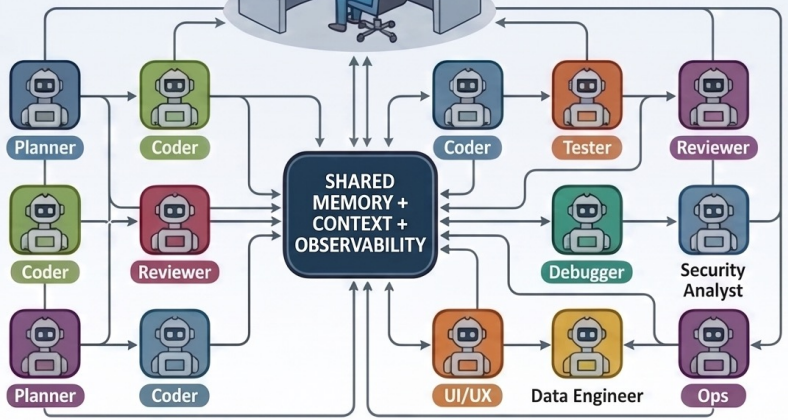
2 UNIT OF DELIVERY SHIFT



Less Jira Tickets



NEW AGENT BACKLOG:
DESIRED OUTCOMES +
CONSTRAINTS + DATA CONTEXT
(MACHINE-READABLE INTENTS)



SHARED MEMORY + OBSERVABILITY:
CONTINUOUS WORK FLOW (NO HANDOFFS)

3 THROUGHPUT COLLAPSE & NEW BOTTLENECKS



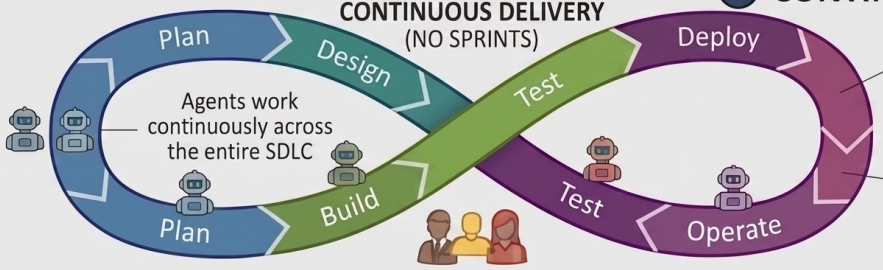
Coding
Throughput
is collapsing
(constraint move).

NEW BOTTLENECKS

1 VALIDATION
(Architecture/Integrity check)

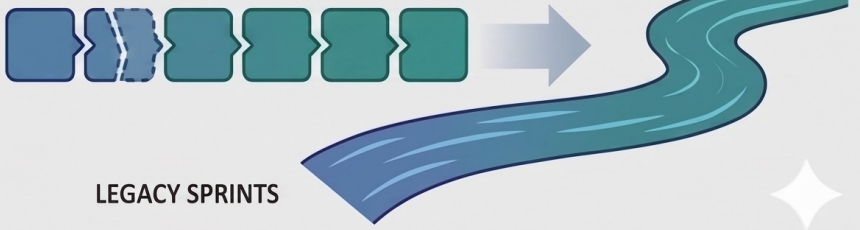
2 INTEGRATION & ARCHITECTURE
(Complex decision points)

4 CONTINUOUS DELIVERY SYSTEM



Agents work continuously across the entire SDLC

Downstream phases compressed (Massive gains in Testing/Debugging).



LEGACY SPRINTS

WHAT YOU CAN DO ON MONDAY

1. EXPAND THE TREE. PRUNE THE TREE – DO AN A/B TEST
2. PRACTICE DELEGATING – BUILD A SKILL.MD
3. COMMIT TO MODERN DELIVERY PRACTICES
4. DELEGATE THOUGHPUT. RETAIN JUDGEMENT.
5. SCALE OUTCOMES, NOT MEETINGS

LEAN
TECHNIQUES

Lean TECHniques

Lean TECHniques is a technology and management consultancy helping companies evolve into digital businesses built for impact. We work alongside organizations to ignite lasting change by developing high-performing teams, creating environments that fuel innovation, and delivering best-in-class customer experiences.

leantechniques.com

IOWA ASSOCIATION OF BUSINESS AND INDUSTRY

TAI Technology Association of Iowa

Microsoft Partner

aws PARTNER Advanced Tier Services