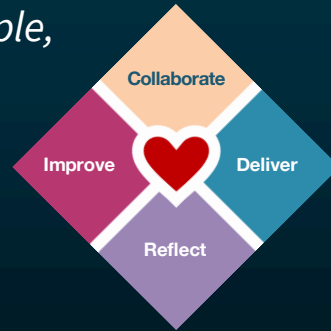


Teamwork 2.0

*(It's still about people,
even with AI)*



Alistair Cockburn
Agile Manifesto co-author



1

2015: What limit(ed)s Agile adoption?

**Agile frameworks are Complicated
& don't apply widely**

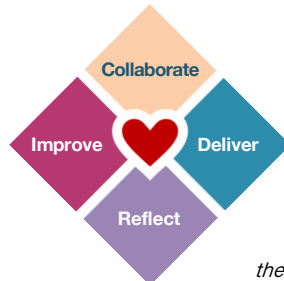
We need a
– simpler –
– more general –
– more powerful –
entry

One that describes “team effectiveness”

2

We only need 4 words

Collaborate → Deliver
Reflect → Improve



*This is “kokoro”
the heart, the essence.*

3



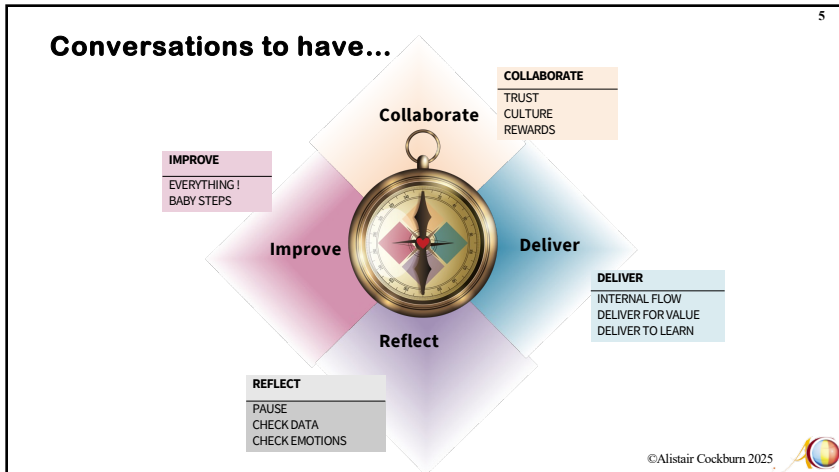
is not a process or framework



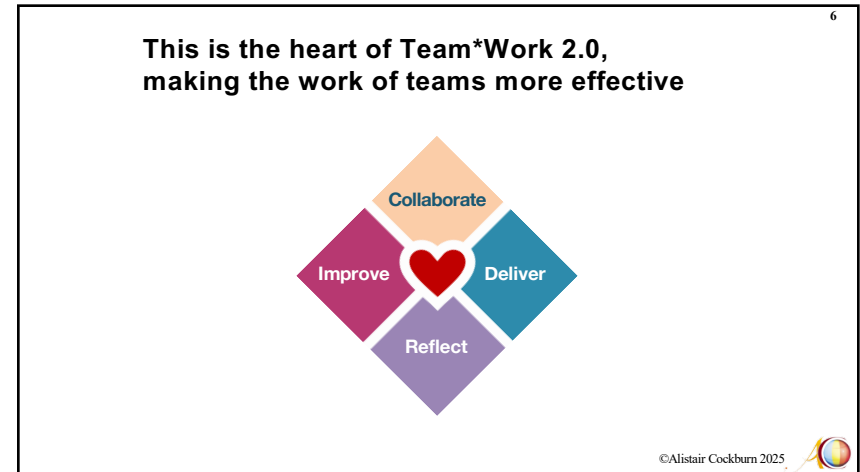
**“This Heart of Agile is a *compass*,
to decide in which direction to
advance the conversations.”**

— Sole Pinter
Director of Global Operations
Founder, Heart of Agile Europe

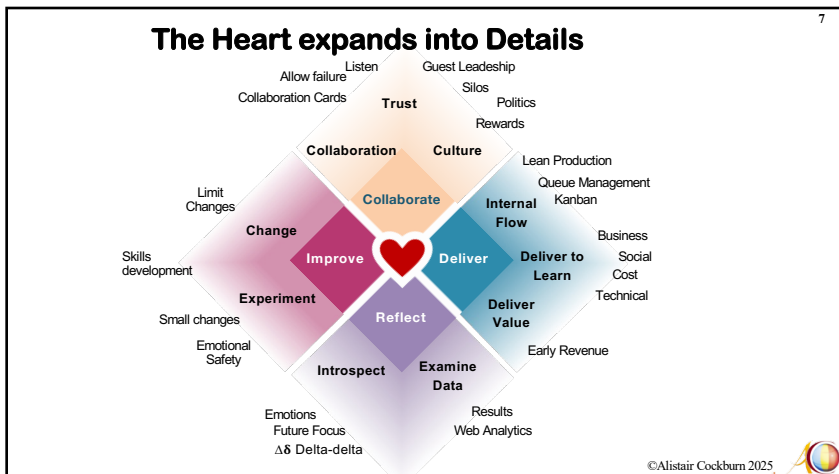
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5



6



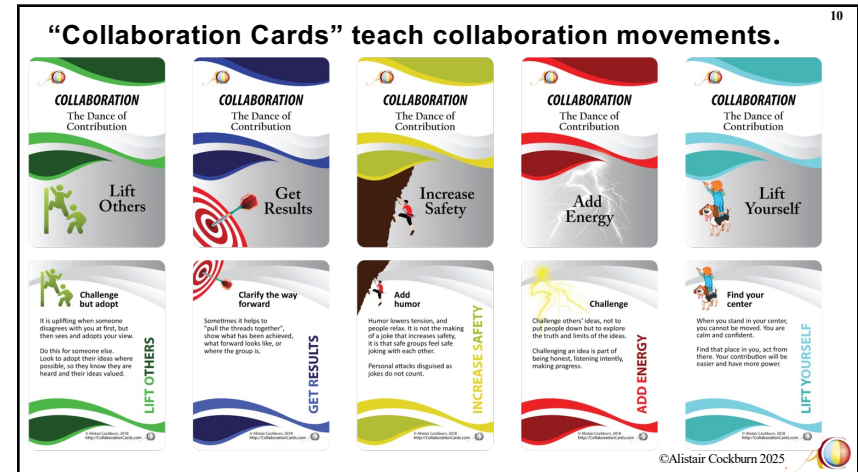
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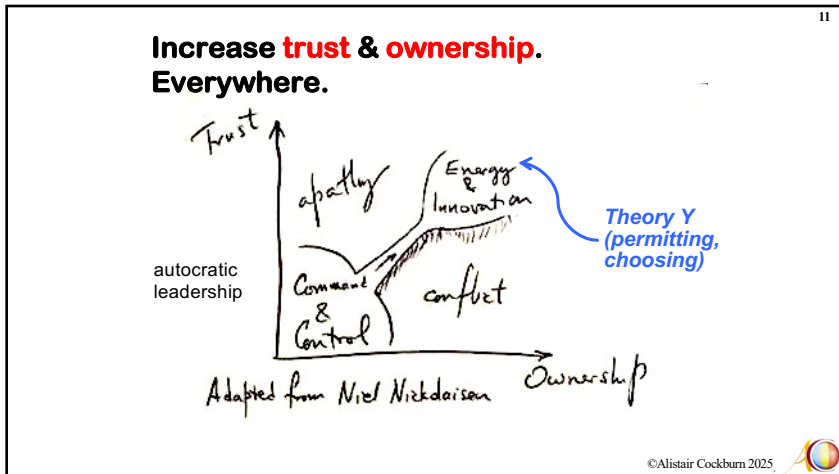
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9



10



11

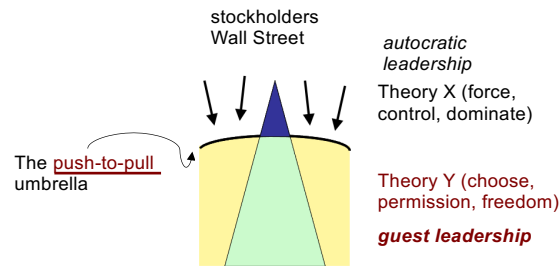
**Theory X is based on force;
Theory Y is based on choice**

Force / Push / Controlling model	Choose / Pull / Permitting model
Workers are lazy	Workers are motivated
Management tells	Management shares direction, Workers share insights.
Physical work improves under stress	Mental work gets worse under stress

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12

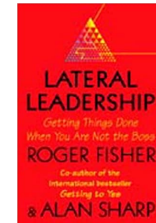
Managers:
Theory X above, Theory Y below



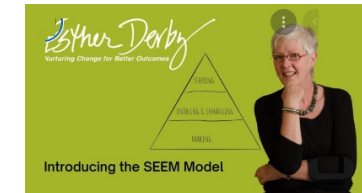
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13

New forms of leadership: Lateral, Host, Guest, SEEM



Getting It Done When
You Are Not The Boss
(1999, Fisher/ Sharp)



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14

Leader as Host
Imagine you are the host of a party...

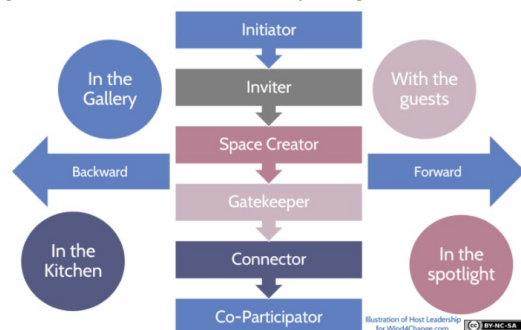
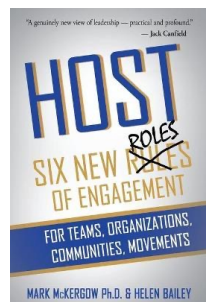


Image from <https://wind4change.com/>

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And if the guests take leadership?



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16

People now expect their bosses to listen to them:

"I'm quitting my job! 🙋🏻 One last week of toxic boss and then it's over!!
🙋🏻 Bad bosses are a pox upon our society and I will dedicate my professional life to their eradication. I'll radicalise the next generation so nobody is willing to work under a bad boss anymore. We're pretty radicalised about that already. Work reform!"

"I had a conversation with a potential employer where I respectfully asked for mutual respect. He flipped out at the mere mention of it and rescinded the job offer."

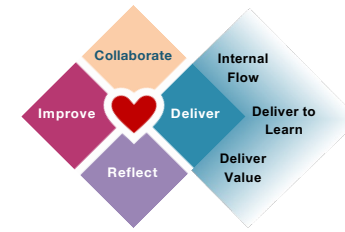
"He took control over my UX screens meetings. I will go out because he doesn't let me work"

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17

What we deliver are decisions!



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18

What we deliver is the result of our **decisions**

*The organization is a giant brain
...People making decisions
decisions building upon decisions
& 1 error in every 5-10 decisions*

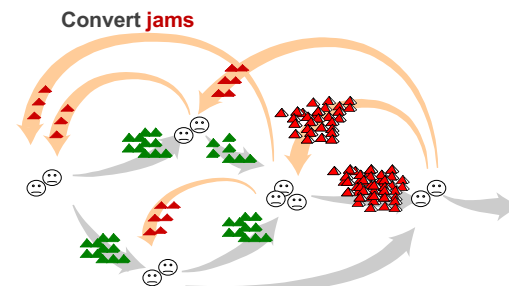
*Theme 1: Internal flow
Theme 2: Learn early, learn often
Theme 3: Deliver for early revenue*

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19

Designing and implementing are like manufacturing, where "decisions" are the inventory.



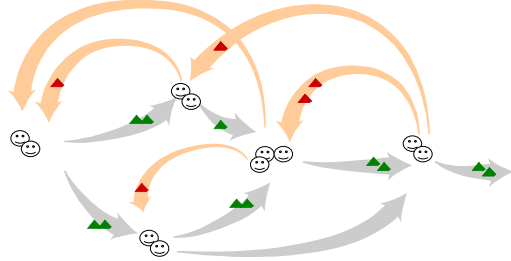
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20

Move small quantities of decisions,
Balance the flow

Convert jams to flow

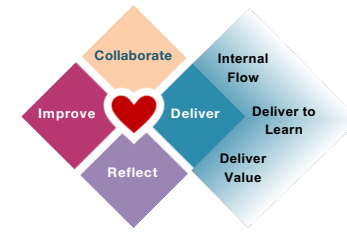


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What we deliver are decisions!



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22

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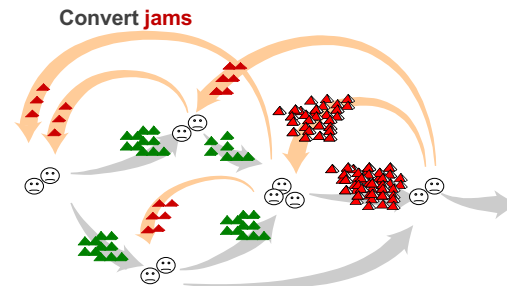
*Theme 1: Internal flow
Theme 2: Learn early, learn often
Theme 3: Deliver for early revenue*

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23

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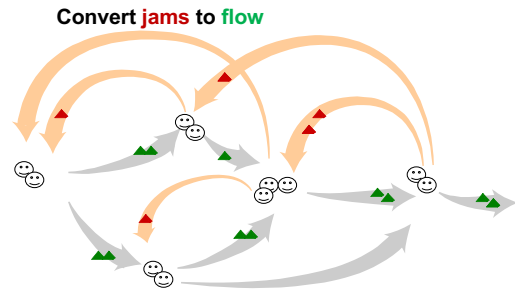


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Move small quantities of decisions, Balance the flow

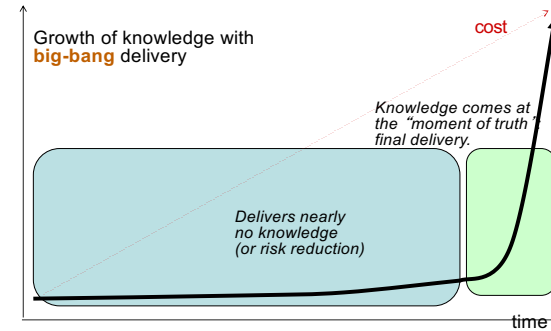


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25

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Learning: Big-bang delivery is a *late-learning* strategy

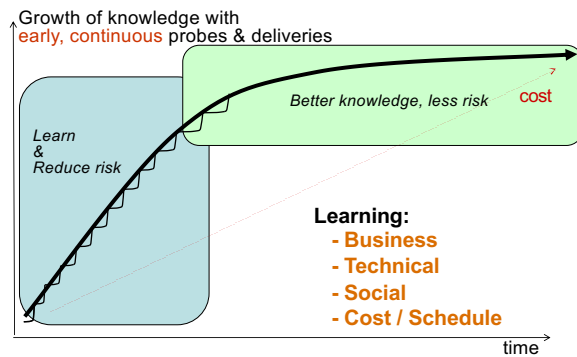


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Learn early, learn often

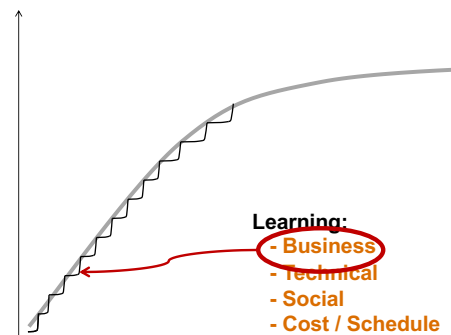


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Deliver for learning:



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Message Today 10:40 AM

Brian, your next automated pizza delivery is scheduled for [SATURDAY, FEBRUARY 25 at 12:00pm](#). To confirm txt YES. To decline txt NO. Txt Help 4help.

Thank u Papa John u handsome man. I shall call u the Carbs Vixen

We're sorry, we didn't understand. Please confirm or decline.

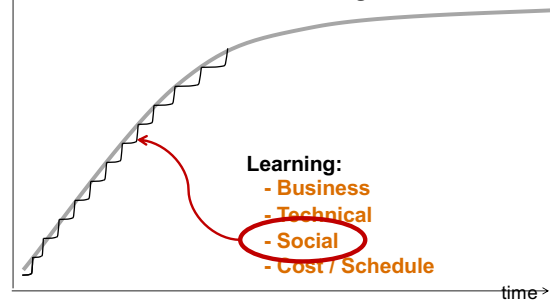
When I make love I imagine you tossing some dough shirtless

Dude, our automated system isn't set up yet. This is a real person texting you. I make minimum wage, please just tell me if you want the pizza

Time for social bonding:

"Techniques inside the meeting like giving people time to spend time and laugh and enjoy each others' company"

Craig Brown, CEO Everest Engineering



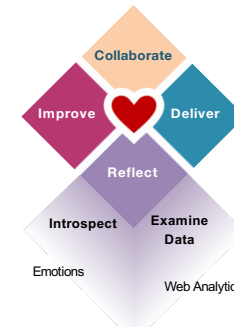
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Reflect. Pause:

What do you want & where are you?



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First decide what you really want.

What are your best hopes?



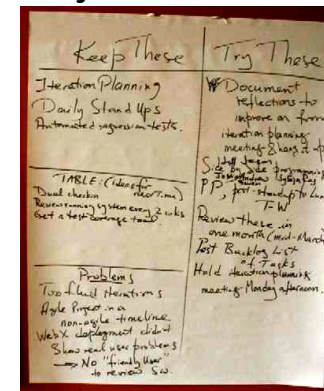
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The simplest periodic retro:

"Keep this / Try this"

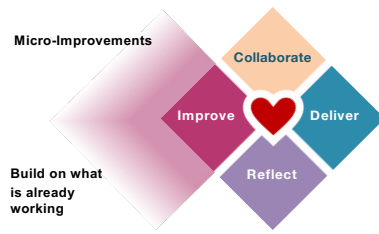


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Improve. Anything. In micro-steps

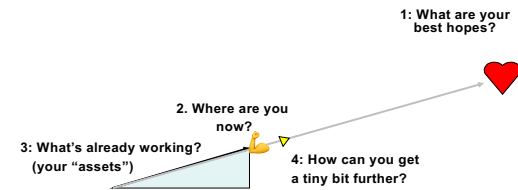


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Seek many micro-improvements



The "Delta-delta" technique

- 1 – Build on what's already there
- 2 – Visualize what better looks like
- 3 – Do something to advance just 1 point

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Start with anything, let it grow

The day of ONE pushup
after 5 years of no exercise

Date	Pushups
2018-aug-2	1

6 months later I started crossfit

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Cheer yourself on

No shame. Just support!

date	the park	nonstop	mood
19-Jun-21	03:38.0	00:30.0	started!!!
20-Jun-21	03:15.0	00:45.0	improved!!
22-Jun-21	03:15.0	01:00.0	yo
24-Jun-21	03:15.0	01:15.0	yo
25-Jun-21	03:30.0	01:30.0	yo yo!

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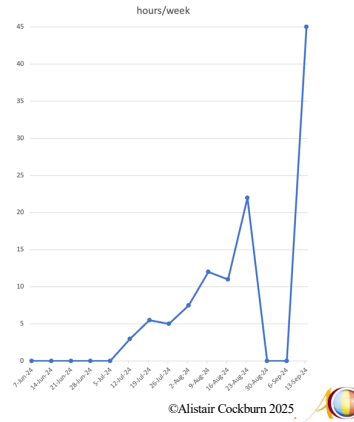


36

Training for Kilimanjaro from zero in 3 months

37

week	hrs/week		avg hrs/day
7-Jun-24	0.01	2 pushups	0.01
14-Jun-24	0.01	1 pushup	0.01
21-Jun-24	0.01	1 pushup	0.01
28-Jun-24	0.01	2 pushups	0.01
5-Jul-24	0	zip - nothing	0
12-Jul-24	3	FL: 1 hour on beach	1
19-Jul-24	5.5	FL: 1 hour beach w pack	1.5
26-Jul-24	5	FL: 2 hours beach w pack	2.5
2-Aug-24	7.5	CO: 1 hour @ 5,500'	2
9-Aug-24	12	CO: 2 hrs @ 5,500' every day	3
16-Aug-24	11	CO: 2-3 hrs hikes at 9,000'	4
23-Aug-24	22	CO: 7 hrs @ 12,000' Mt Elbert	4
30-Aug-24	0	rest	
6-Sep-24	0	travel	
13-Sep-24	45	Kilimanjaro, 6 hrs/dy @15,000'	6

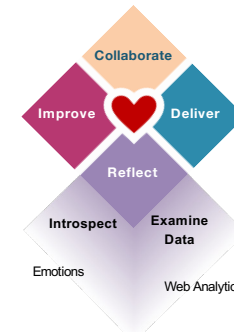


37

Reflect.

What is the thing to improve now?

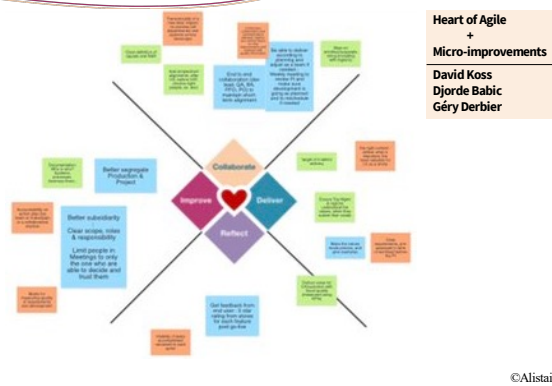
38



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Reflect collaboratively

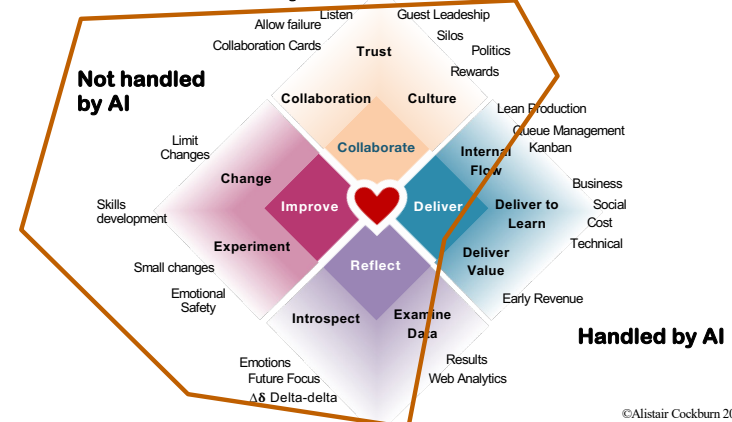
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How much is handled by AI?

40



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Using AI wrong:

“They aren’t changing synapses in their brain or their relationship with each other or the problem.”

--Dennis Stevens (2025)

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Using AI right:

The short term target:

Produce artifacts

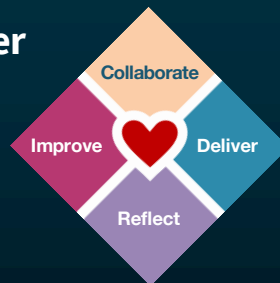
The long-term target:

Grow your brain,
Improve your relationships,
Understand the problem better.

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Team*Work 2.0:
Collaborate to Deliver
Reflect to Improve



<http://AlistairCockburn.com>

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