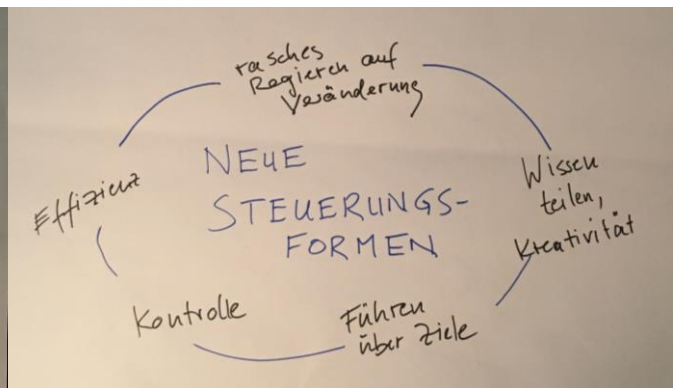
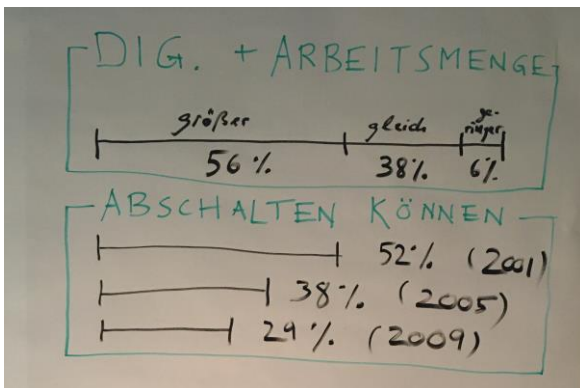


# Agile working Between self-determination and burnout

Karl-Heinz (Charly) Brandl – erstellt von Christian Wille, Projekt diGAP  
ver.di-Bereich Innovation und Gute Arbeit



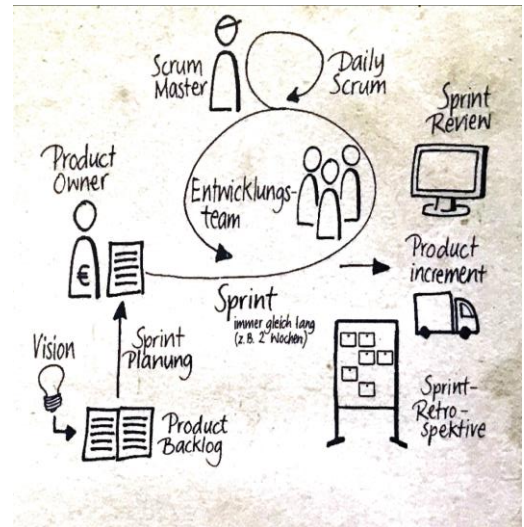
# Digitisation and quality of work Work stress and forms of control



## What does agile working mean? Agile Manifesto (2001), e.g. Scrum

"We open up improved ways of developing software by doing this ourselves and helping others in the process. This activity taught us to appreciate these values:"

Individuen und Interactions	Processes and tools
more than	
functioning software	comprehensive documentation
Zusammenarbeit mit dem Customers	Contractual negotiations
more than	
Responding to change	following a plan



## Agile methods and good work Self-organisation

A central principle of agile methods:

*The best architectures, requirements, and designs emerge from self-organizing teams.*

Organising (one self), picking things up, participating – that's the core of good work, especially with the objective of achieving good working conditions, but – not least – also achieving good work results.

Whereas the index survey shows that options for influence and design are higher in the IT industry than in the economy as a whole, this does not apply to *the volume of work*.



The intensity of work is increasing and impairing the quality of work and ability to innovate (ver.di Innovation Barometer) and the quality of service.

## Agile methods and Good Work Sustainable Pace

Agility alone cannot do without appropriate working conditions!

The evaluations by IT staff members regarding their working conditions clearly contradict the following agile principles:

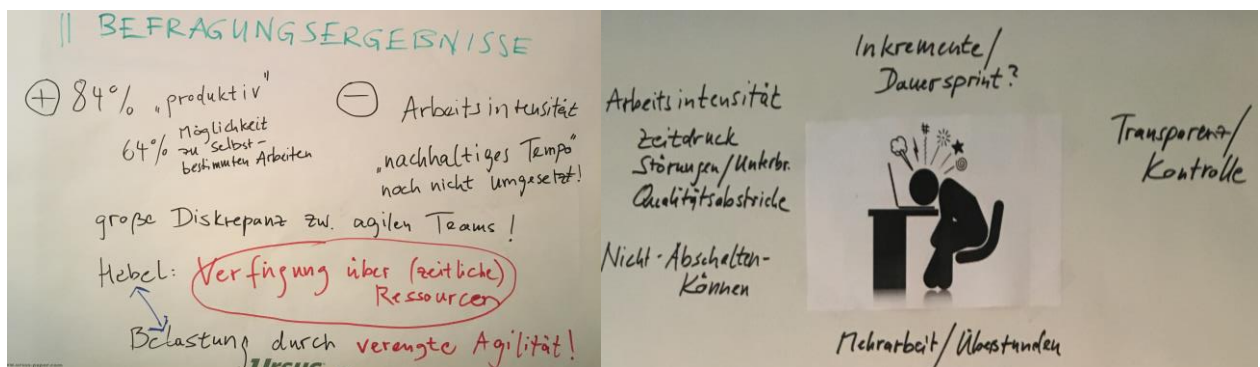
*Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.*

*Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.*

Beck (one of the first signatories of the Agile Manifesto) transfers the principle of *sustainable pace* to one of the twelve practices of Extreme Programming, the 40-hour week..

*"In Scrum, regular overtime hours as well as quality compromises are unacceptable."*  
(Pichler 2008, S. 50)

## Implementation of agile work Evaluation by employees



**|| BEFRAGUNG SERGEBNISSE**

⊕ 84% „produktiv“  
64% Möglichkeit zu selbstbestimmten Arbeiten

⊖ Arbeitsintensität  
„nachhaltiges Tempo“ nach nicht umgesetzt!

große Diskrepanz zw. agilen Teams!

Hebel: Verfügung über (zeitliche) Ressourcen  
↓  
Belastung durch verengte Agilität!

Arbeitsintensität  
Zeitdruck  
Störungen/Unterbr.  
Qualitätsabstriche  
Nicht-Abschalten-Können

Inkrement/ Dauersprint?

Transparenz/ Kontrolle

Mehrarbeit/Überstunden

# First recommendations for action from diGAP

## 1. Reinforce self-organisation

- Ensure availability of necessary (time and personnel-related) resources and influence on the volume of work for the team
- Develop a manageable average pace

## 2. Implement agile methods correctly and consistently

- Make estimates in participation with the whole team if possible and declare them to be binding
- Ensure autonomy of the team in Sprint ("Schutzraum Sprint")
- Use reviews and retrospectives consistently and implement measures derived from them

## 3. Create framework conditions and forms of organisation for good, agile project work

- Rely for guidance on agile working when preparing calculation models, controlling and reporting
- Clearly communicate role definitions and create interfaces with the non-agile environment
- Use the requirements of agile teams as a basis for technical and workplace equipment

## 4. Rely for guidance on agile working with regard to cooperation and agreements with customers

- Focus on consultancy in the pre-sales and after-sales process and draw up 'agile' agreements

5. Advance sustainable, targeted, timely and practical qualification of all participants on the subject of "agile working".

Mentoring and coaching to be extended as a key complement

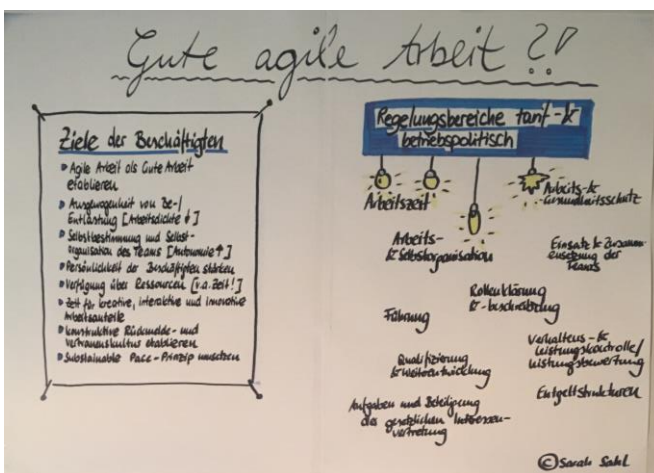
6. Use operational rules to realise support potentials

7. An agile mindset is important in the fields of management and organisation

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Die verdi Initiative



# Support: rules for Good Agile Work



Weiterführende Informationen:

[www.diGAP.verdi.de](http://www.diGAP.verdi.de)

[www.gute-agile-projektarbeit.de](http://www.gute-agile-projektarbeit.de)

Gestaltungsmニュアル diGAP (i. Ersch.)

Jahrbuch Gute Arbeit 2019

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# Kontakt

**Christian Wille**  
christian.wille@verdi.de

**ver.di – Vereinte Dienstleistungsgewerkschaft**  
Bereich Innovation und Gute Arbeit

[www.diGAP.verdi.de](http://www.diGAP.verdi.de)  
[www.gute-agile-projektarbeit.de](http://www.gute-agile-projektarbeit.de)