

REGIONAL SCRUM GATHERING BELGRADE, 2025

**WHAT IF...
WE HADN'T REALLY
TRIED AGILE YET?**

NIELS PFLAEGING

**1 TIME ORIENTATION,
NOT CAPACITY ORIENTATION**

Sprints/Cadences

Iterations/MVP

Backlogs

**Scrum teams/Development
teams/Scalable teams**

Estimation/Story points

Kanban boards

Retrospectives

**Scaling frameworks/
coordination**

Planning

**Agile measures,
fixed targets**

Capacity measures

**Lead/Scrum Master/
Product Owner/Agile Coach roles**

**Approvals/
Production Readiness review**

User stories

**Agile maturity models,
people categorizations,
readiness measures**

**Funding of projects/
Resource pools**

**“FROM THE PERSPECTIVE OF THE OLD,
THE NEW IS ALWAYS WRONG.
IN THE OLD WAY OF THINKING,
NOTHING TRULY NEW IS POSSIBLE.”**

ERNST WEICHSELBAUM (1944-2024)

**“TIME ORIENTATION IS A CONNECTOR,
NOT A DIVIDER. A BRIDGE, NOT A WALL.
TIME ORIENTATION IS A PREREQUISITE
FOR ORGANIZATIONAL NETWORKS
AND SELF-ORGANIZATION.”**

ERNST WEICHSELBAUM

Alpha

From:

Capacity orientation

Capacity is fixed, delivery time fluctuates

“Capacity is a constant figure, it needs to be maximally utilized. As order inflow varies, this leads to varying delivery times.”

From:

Wall

From:

**Functional hierarchy,
centralization,
decision**

Alpha

From:

Capacity orientation

*Capacity is fixed, delivery time fluctuates
“Capacity is a constant figure, it needs to be maximally utilized. As order inflow varies, this leads to varying delivery times.”*

From:

Wall

From:

**Functional hierarchy,
centralization,
decision**

Beta

To:

Time orientation

*Delivery time is fixed, capacity swings
“Delivery time is a constant figure, regardless of order inflow. Capacity must respond to customer demand – it thus changes over time.”*

To:

Bridge

To:

**Cell Structure Design,
decentralization,
agreement**

Alpha

From:

Capacity orientation

From:

Wall

**Thinking & language
related to volumes**

Scaling, backlog, story points, throughput, estimation, capacity utilization, optimum production (Sprint) size, economies of scale, mergers & acquisitions, market share, minimum stock, utilization, target fulfillment, scheduling, PI planning, Big Room planning, Quarterly planning

Beta

To:

Time orientation

To:

Bridge

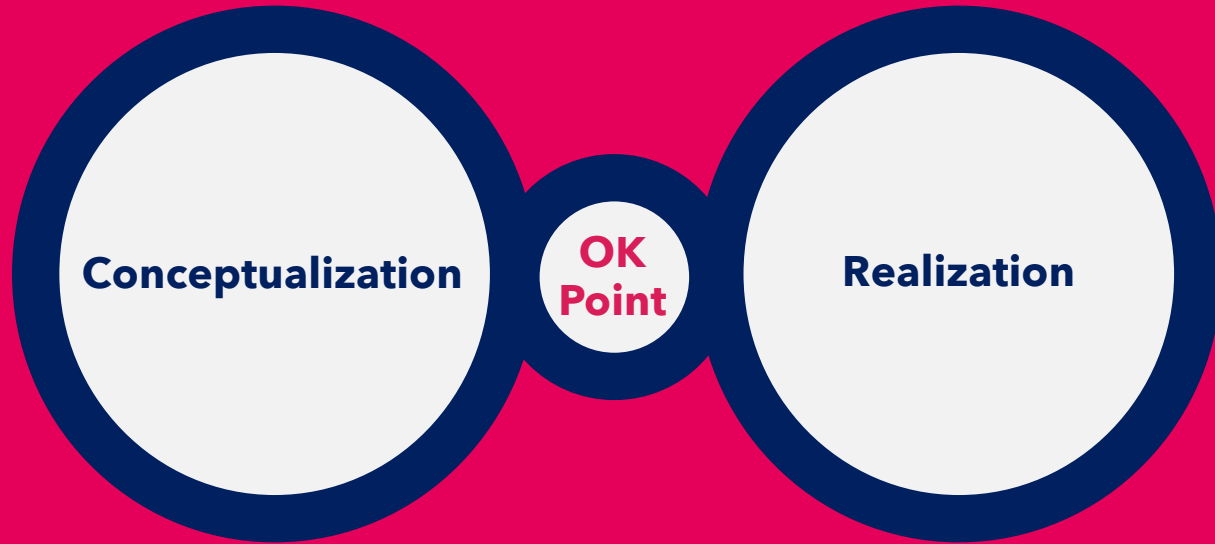
**Thinking & language
related to time**

Daily portion, OK Point, (adherence to) time slotting, fixed Realization time, optimum time, flow, rhythm, drumbeat, groove, fit, 'the day's work is done', white space, speed, desired date, anticipatory coordination, punctuality, agreed handovers, handshake, seam agreements between actors and teams

**“IT’S BETTER TO DESIGN
PUNCTUALITY
THAN TO MANAGE DELAYS.”**

ERNST WEICHSELBAUM

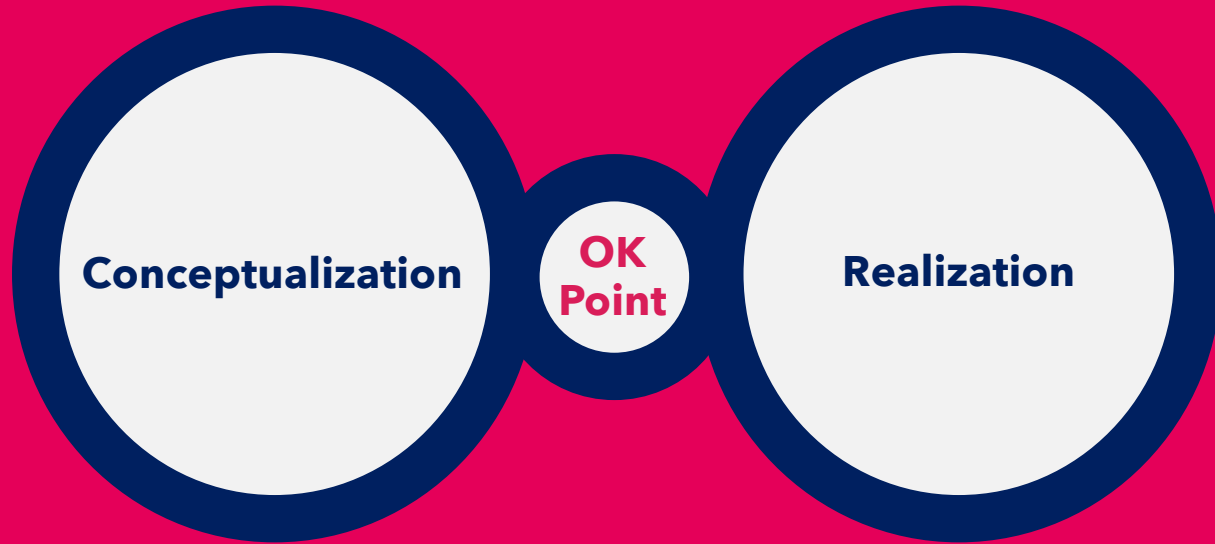




TTEO.
TALK TO EACH OTHER

**“WHERE EXCEPTIONS REIGN,
NO ROBUST SYSTEM
CAN EVER EMERGE.”**

ERNST WEICHSELBAUM

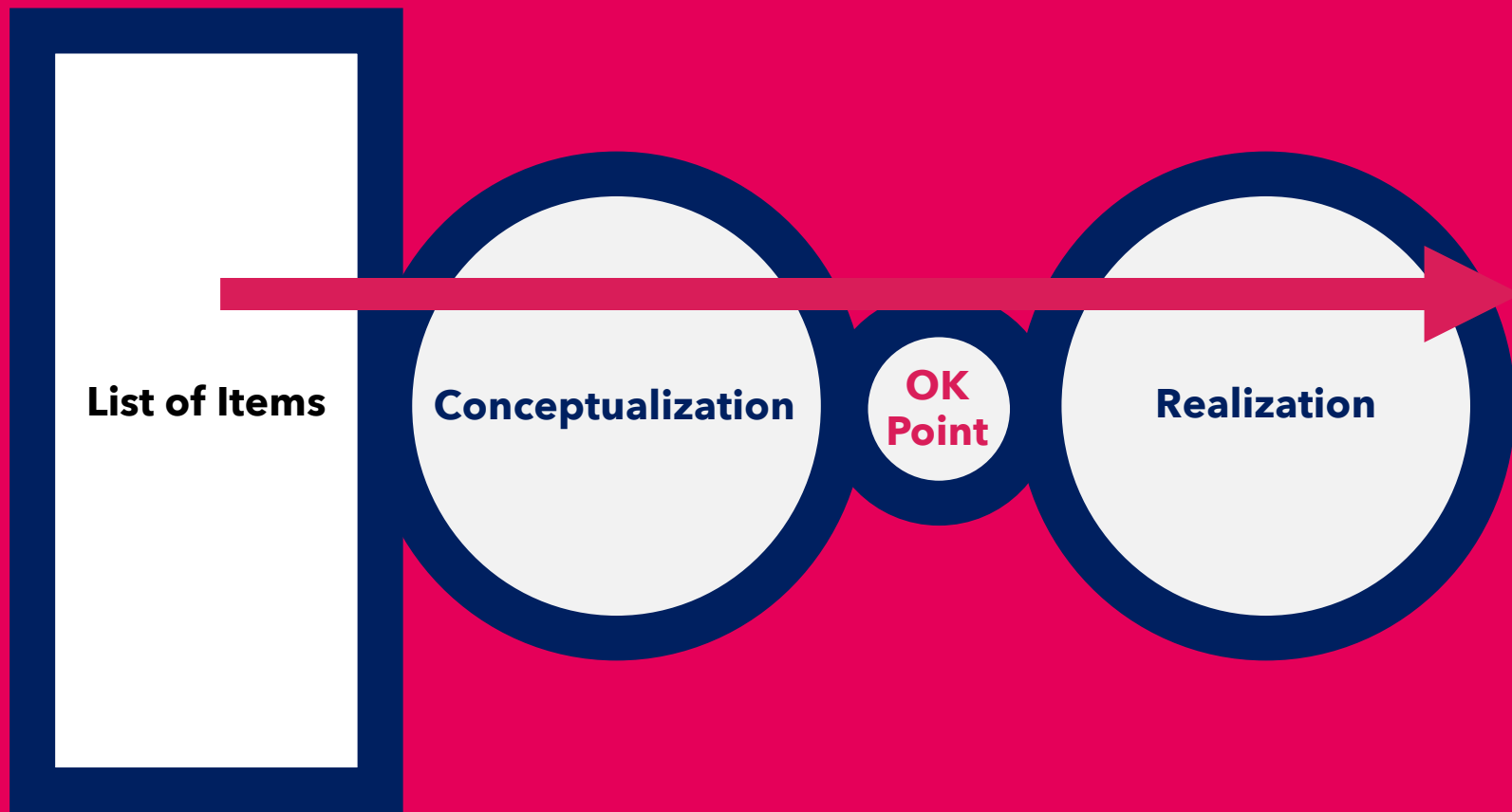


List of Items

Conceptualization

**OK
Point**

Realization



**“THE RIVER ONLY FLOWS
IN ONE DIRECTION.”**

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Just arrived

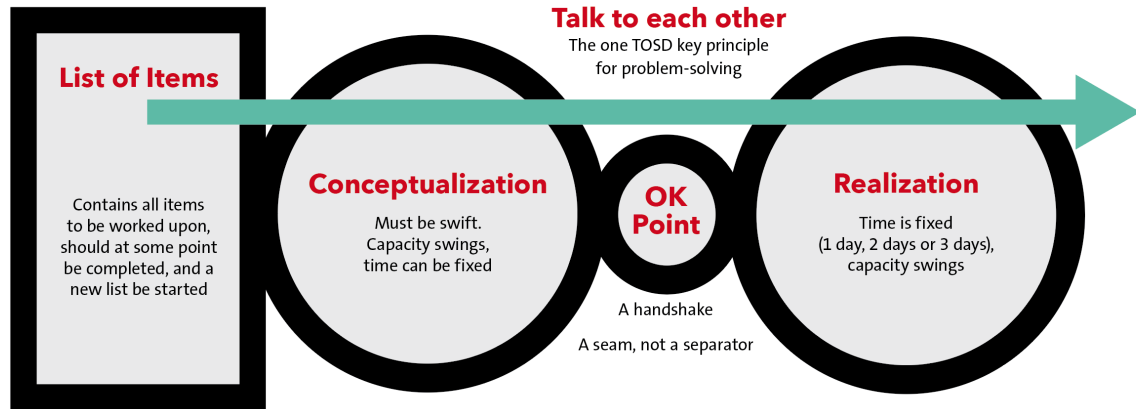


www.timeoriented.dev

Time-Oriented Software Development

Concept overview | An open source social technology by Niels Pflaeging and Sebastian Kubsch

Visual overview



7 laws, or principles of Time-Oriented Software Development (TOSD)

01. **Time orientation** – not volume-/capacity-orientation
02. **Flow with OK Point** – not dabbling, centralized steering and batch organization
03. **Transparency and joint List of Items** – not hierarchical control, budget thinking, fixed targets
04. **Coherent self-organization** – not scaling or centralized scheduling and coordination
05. **Timing is fixed, capacity swings** – not the other way around
06. **Conversation** – not uniformity, rules and commands
07. **Consequence** – not bureaucracy and inconsistency

12 laws, or principles of the BetaCodex

The BetaCodex® | version 2018 | www.betacodex.org

Law

01. **Team autonomy**
02. **Federalization**
03. **Leaderships**
04. **All-around success**
05. **Transparency**
06. **Market orientation**
07. **Conditional income**
08. **Presence of mind**
09. **Rhythm**
10. **Mastery-based decision**
11. **Resource discipline**
12. **Flow coordination**

Do this! (Beta)

Connectedness with purpose,
Integration into cells,
Self-organization,
Comprehensive fitness,
Flow intelligence,
Relative Targets,
Participation,
Preparation,
Tempo & groove,
Consequence,
Expedience,
Value-creation dynamics,

Not that! (Alpha)

not dependency
not division into silos
not management
not mono-maximization
not power obstruction
not top-down prescription
not incentives
not planned economy
not fiscal-year orientation
not bureaucracy
not status-orientation
not static allocations

**“IN TIME ORIENTATION, CAPACITY
IS NOT SCHEDULED (A.K.A. ‘FLEXIBLE’).
INSTEAD, CAPACITY
IS DESIGNED AS A SYSTEM.”**

ERNST WEICHSELBAUM



the
betacodex
network
since 2008



INTRODUCING TIME-ORIENTED SOFTWARE DEVELOPMENT

Bringing flow and the structure of time to agile software development – beyond Scrum, Kanban and Lean

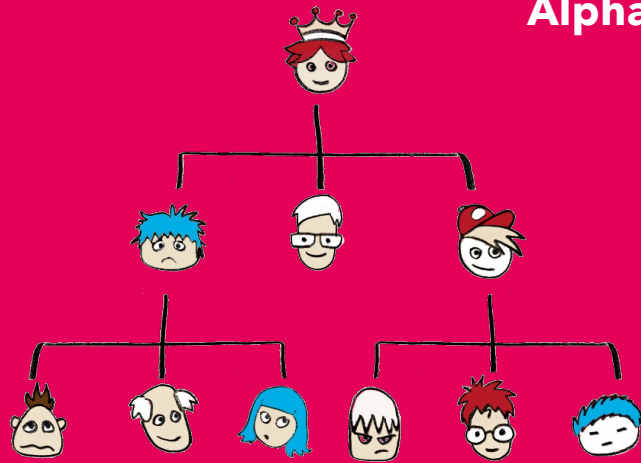
BetaCodex Network Associates
Niels Pflaeging | Sebastian Kubsch

BetaCodex Network White Paper No. 26 | October 2025 | betacodex.org/white-papers

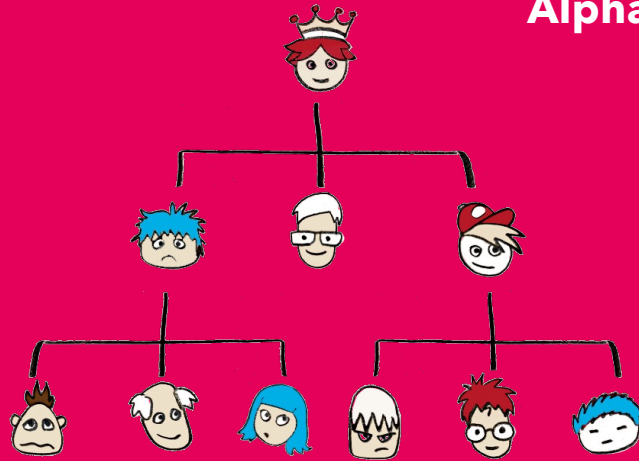
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betacodex.org/white-papers

**2 DECENTRALIZED AND
FEDERATIVE, NOT SCALED,
'FLAT' OR CENTRALIZED**

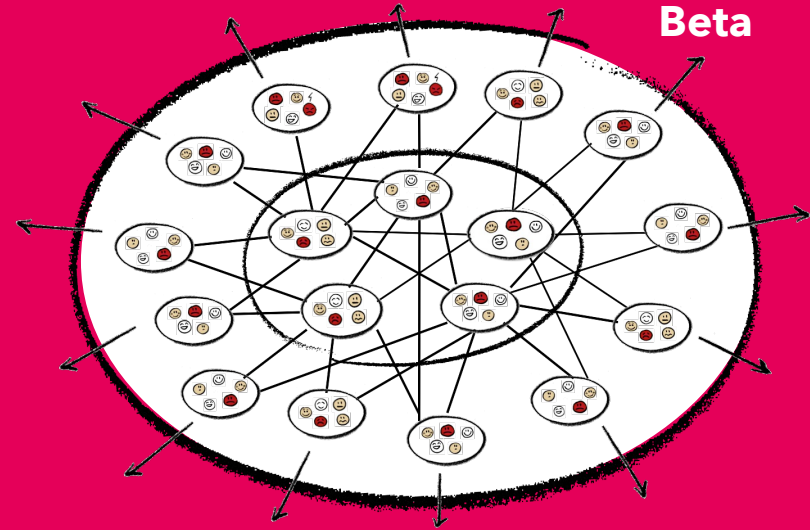


Mechanistic, dead, steering
Functionally divided, individualizing
Work the people!
Top-down, managed
Capacity oriented
In parallel, in line
Centralized, efficiency- and stability-seeking
Monolithic & myopic



Alpha

Mechanistic, dead, steering
Functionally divided, individualizing
Work the people!
Top-down, managed
Capacity oriented
In parallel, in line
Centralized, efficiency- and stability-seeking
Monolithic & myopic



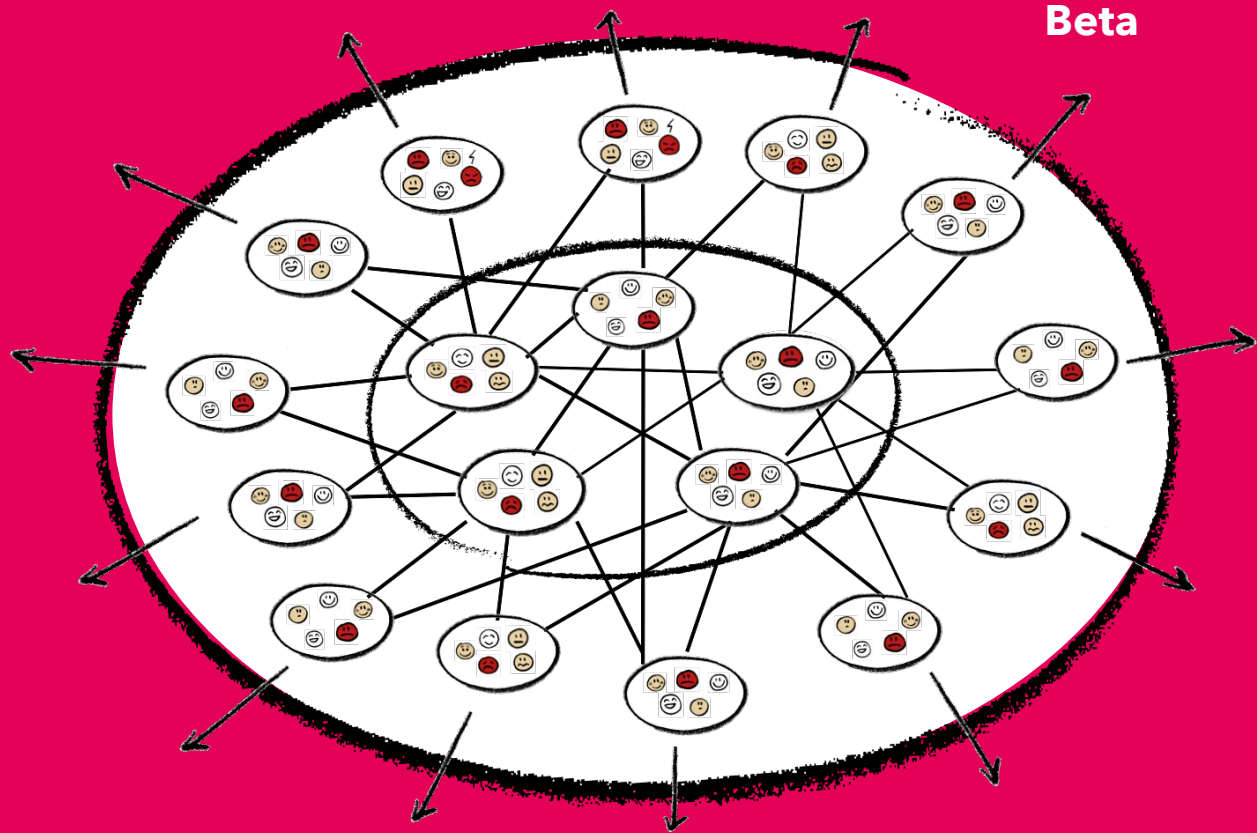
Beta

Systemic, alive, market-driven
Functionally integrated, team-based
Work the work!
Outside-in, led, socially dense
Time oriented
With-each-other-for-each-other
Decentralized, complexity-robust
Pluralistic & synthetic

Decentralization:

**Put the Periphery
in charge of
external clients,
and let the
Center serve
the Periphery**

**Eliminate all
internal steering**



Bonuses/Incentives
Control of work hours
Business units
Key Accounting
Personnel development
Assessment centers
Forecasting
Agile coaching
Dress codes
Performance appraisal
Cross-selling
Sales areas/departments
Meritocracy
Matrix structures
Cost management
Process management
HR
Recruiters
Org charts
Earnings guidance
Milestones
Development centers

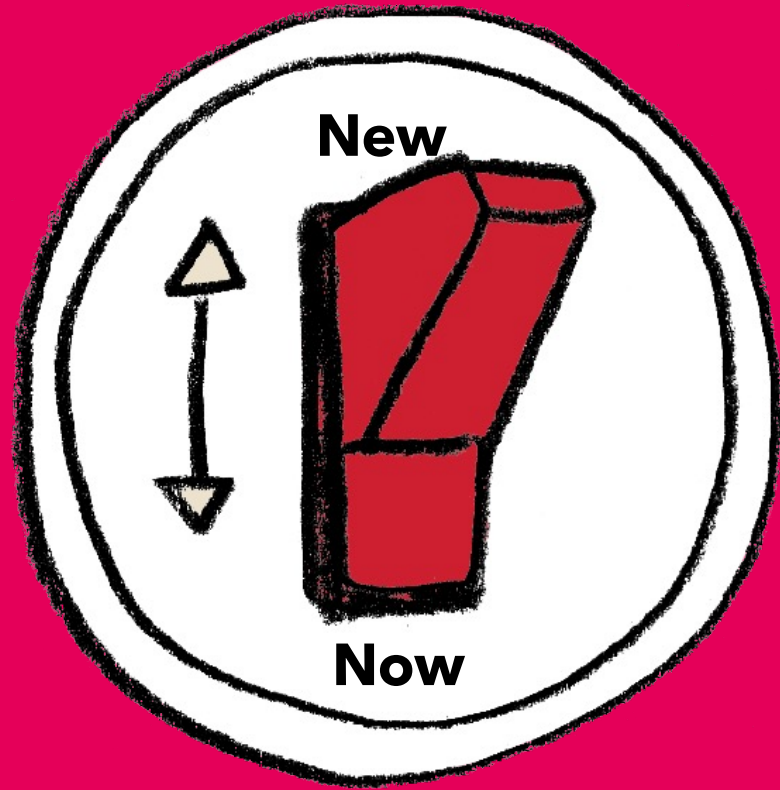
Target negotiations
Budgeting
Extra hours/Extra hours pay
COO
Allocations
Personnel expenses
Core work hours
Volume targets/Quotas
Project managers
Executive parking lots
Pay for performance
Balanced Scorecards
Job descriptions
Strategic planning/Strategy
Management by Objectives
OKRs
Product management
Employee surveys
Job titles
Individual targets
Competence management
Training budgets

Maturity models
Experiments
Plan-actuals variance reporting
Decision-making in meetings
Committees
Salary ranges
Agile scaling
Knowledge management
Travel policies
Budgets
Quality managers
Suggestion boxes
Shared services
Business partners
Standard costing
Board decisions
Fixed targets
Sprints/Iterations
Estimations
Jours fixes, Retrospectives
Scheduling
Batches. ...

**“HAVING AN OPINION ABOUT
WHAT'S COMING IS VALUABLE.
STEERING IS NOT.”**

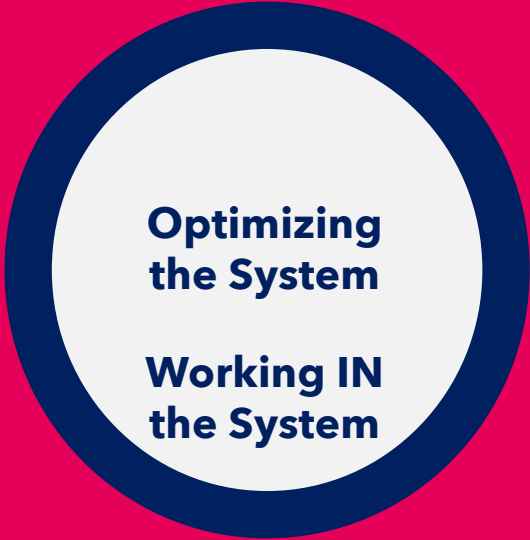
ERNST WEICHSELBAUM

**3 TRANSFORMATION IS FAST,
NEVER SLOW OR 'ENDLESS'**



**FLIP THE SYSTEM,
INSTEAD OF WORKING
THE PEOPLE**

**IN CHANGE WORK,
CULTURE IS NEITHER
PROBLEM NOR SOLUTION.**



**Optimizing
the System**

**Working IN
the System**

The diagram consists of two large white circles with thick dark blue borders, set against a solid magenta background. The left circle contains the text 'Optimizing the System' and 'Working IN the System'. The right circle contains the text 'Overcoming the System' and 'Working ON the System'. A dark blue arrow points from the text 'Usually not much practiced at all' to the bottom right of the right circle.

**Optimizing
the System**

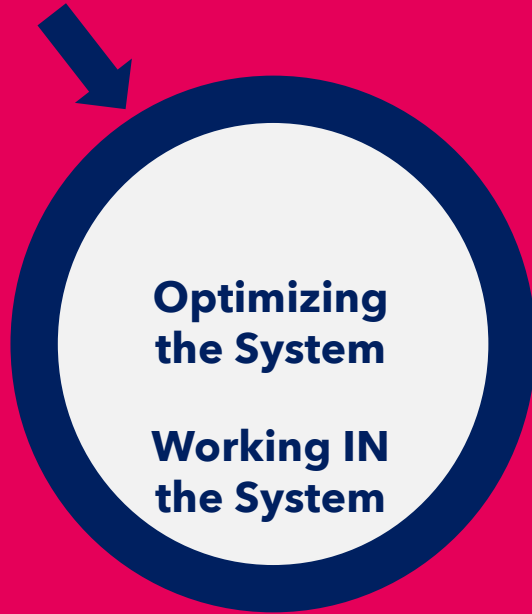
**Working IN
the System**

**Overcoming
the System**

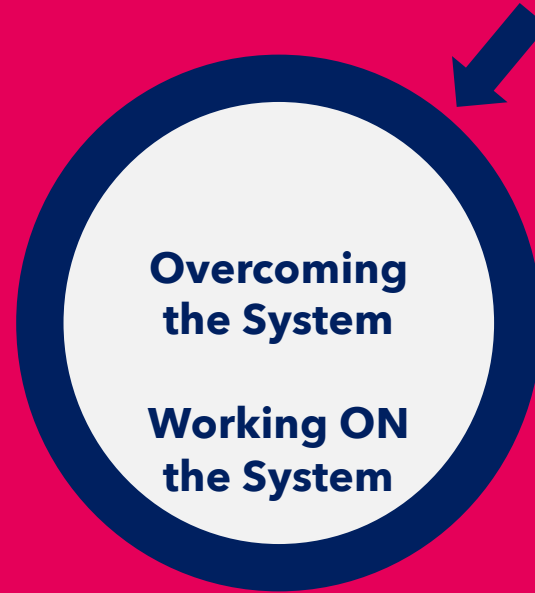
**Working ON
the System**

**Usually not much
practiced at all**

**Important, but it's not
transformational**



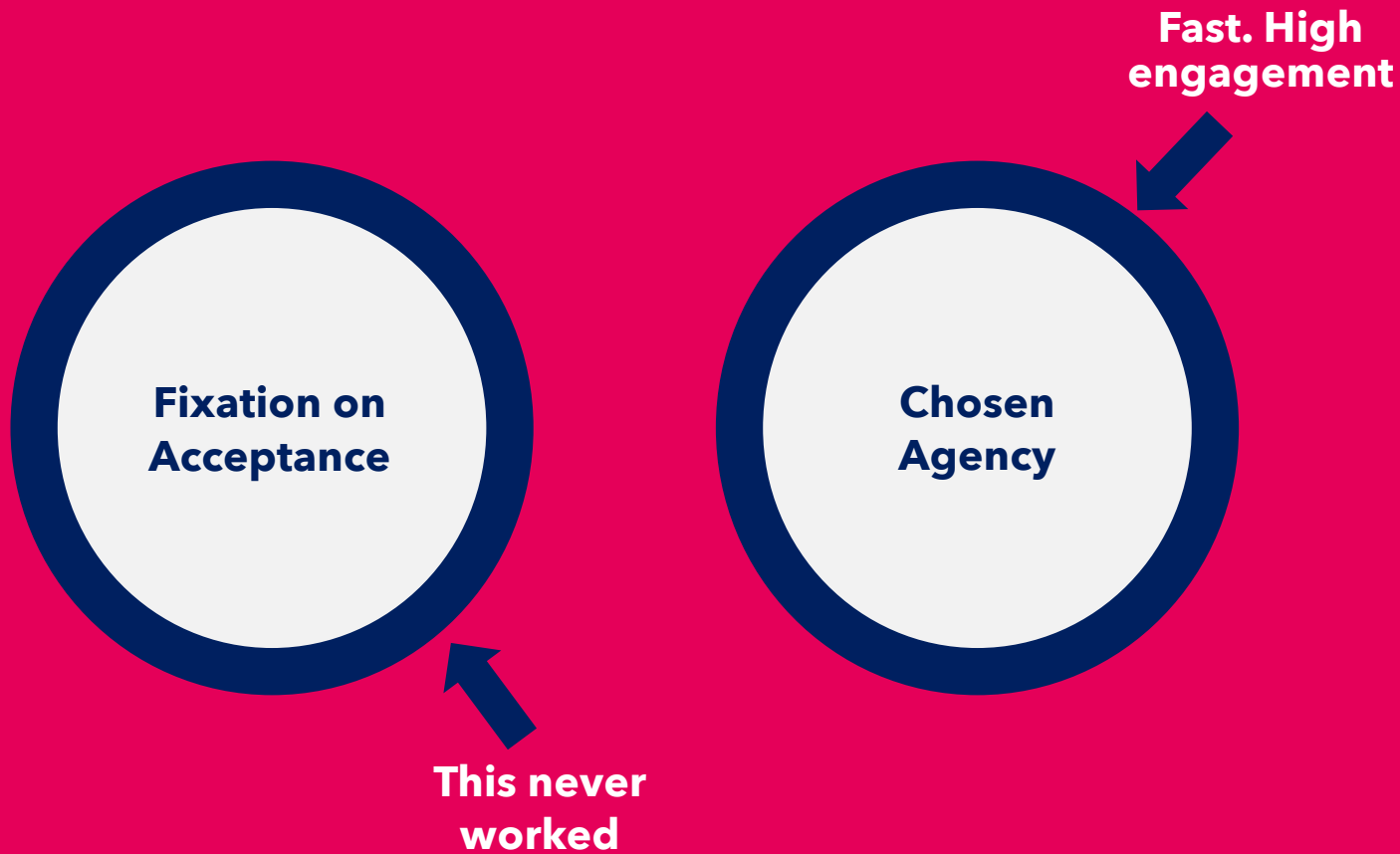
transformational



**TRANSFORMATION MEANS
OVERCOMING PATTERNS OF THINKING,
OR IT DOESN'T DESERVE THE NAME**



**Fixation on
Acceptance**



convince
announce
motivate
lead
get in the boat
drive
train/certify
kick off
implement
roll out
enforce
coerce

Fixation on Acceptance

Everyone
together, all at
the same time

People are
never the
problem

First have
a sponsor

Invitation-
based

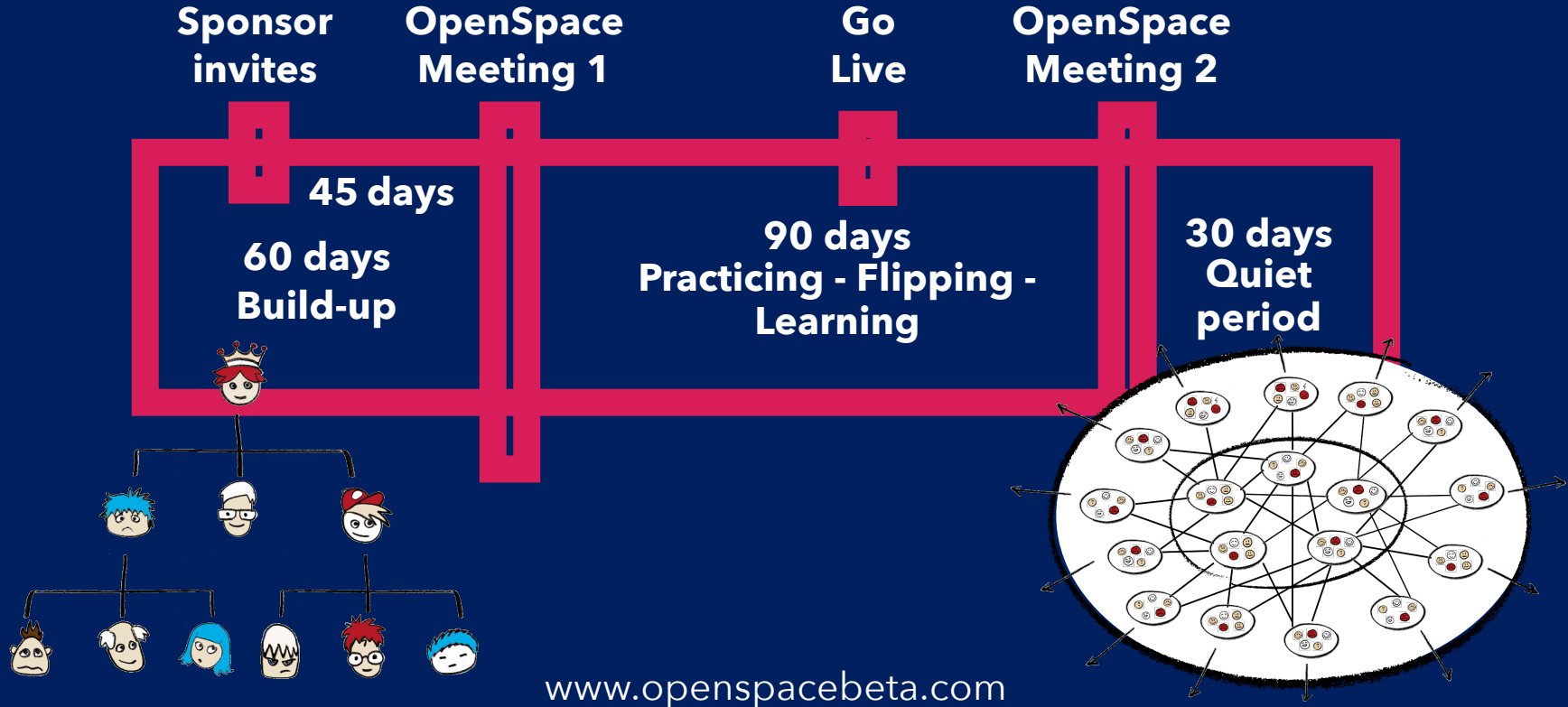
Work
the System,
Change-
as-Flipping

Chosen Agency

No baby-
sitting,
consequence

Nobody
wants Alpha,
everybody
wants Beta

Duration of an OpenSpace Beta chapter: ca. 180 days



1 AGILE IS TIME-ORIENTATION. OR IT ISN'T ANYTHING AT ALL

SUMMARY

**2 DECENTRALIZE, REPEAT:
IN A COMPLEX WORLD,
THERE IS NO OTHER WAY.**

SUMMARY

**3 TRANSFORMATION IS POSSIBLE.
IT'S NEEDED. IT'S FAST. IT'S DESIRED.
WORKING THE PEOPLE IS FOR LOSERS**

SUMMARY

REGIONAL SCRUM GATHERING BELGRADE, 2025

**THANK YOU
FOR THINKING!**

NIELS PFLAEGING



www.timeoriented.dev