

Approval Principle	Several decision options are rated by each team member on a scale of 0 to 10 in accordance with how much they personally approve of them. At the end, the team chooses the option that is awarded the most approval points.	Decision Poker	-
Bottleneck Identification	Regular identification and elimination of bottlenecks in decision-making and/or implementation processes	Systematic Waste Disposal, Eliminating Negative Effects	As part of the Retrospective
Business Model Canvas	Method for documenting existing business models/developing new business models, which are then visualized on a single page using 9 building blocks	Value Proposition Canvas	-
Challenge by Choice	Teams or individuals choose their tasks themselves (pull instead of push, where appropriate, from a pre-defined pool)	Self-organization, Kanban Board	-
Circle System	Creation/enabling of self-managed (where appropriate, temporary) working groups with flexible roles and responsibilities	Self-organization, Roles, Delegation, Fractal Organization	Development Teams
Colocation	Formation of inter-disciplinary on-site teams to promote direct communication and accelerate decisions	Circle System, Fractal Organization	Preference for on-site teams
Consent Principle	Decision making by systematically asking for, and allaying, serious objections/no-gos instead of merely stating agreement		-
Consultation Principle	One decision-maker is urged or even required to ask other stakeholders for their opinion before he/she takes a decision (a.k.a. consultation process). The consulted parties do not have a right to veto the decision.	Self-organization	Product Owner as decision maker; Review with customer/stakeholders
Daily Stand-Up	Team members meet every morning for a maximum of 15 minutes and share reports on what they did the previous day, what they will do during the present day and, where necessary, what challenges they currently face.	Transparency Principle, Timeboxing	Daily Scrum
Decision at Last Responsible Moment	No final decisions are made until they will actually be used (to avoid announced decisions being outdated as a result of a change in environmental factors by the time they are applied)		-
Decision Poker	Participative decision making in the team on decision-making styles for making pending or recurring decisions with the aid of special playing cards	Delegation, Consent Principle, Opposition Principle, Approval Principle, Self-organization	-
Definition of Done	Unambiguous definition of the “what” and “how” of an implementation deliverable	Delegation	Definition of Done
Delegation	Agreement with a team or a person on the assignment of an implementation task including assignment of all necessary decision-making authority to the team or person	Definition of Done, Self-organization	e.g. as part of Sprint Planning
Discursive Prioritization	Ongoing, joint prioritization of actions in the management team, officially (if appropriate, temporarily) ignoring low-priority options	Kanban Board, Not To-Do List	Ongoing discourse between product owner and customer/stakeholders; >Product Backlog
Eliminating Negative Effects	(Further) development of structures and processes in response to the question: “What negative effects do we not want to have any more in the future?”	Systematic Waste Disposal, Bottleneck Identification	As part of the Retrospective
Feedback	Ad-hoc feedback whenever a discrepancy is perceived between role expectations and role fulfilment	Role Principle, Few Hard Rules	As part of the Retrospective
Few Hard Rules	A small number of collaboration rules is introduced as binding and compliance rigorously monitored	Feedback, Self-organization	(see Scrum Guide)
Focus time	A specified time window in which an employee/team takes time out from day-to-day business to be able to work in a concentrated and uninterrupted manner.	Self-organization, Team Responsibility	-
Fractal Organization	Formation of manageably-sized teams/groups with a high level of responsibility for decision making, implementation and delivery of results	Circle System, Roles, Co-Location, Self-organization	Scrum Teams
Kanban Board	Board with (at least) three columns that enables a team to see which work is pending (column 1), in process (column 2) and completed (column 3); the tasks are documented on cards (Japanese: Kanban) in column 1 and, depending on their status, first transferred to column 2 and then to column 3 (usually whiteboard with post-it notes).	Transparency Principle, Limiting Work-In-Progress, Challenge by Choice	Possibly Scrum Board

Leadership Selection	Individuals are appointed for a limited period of time by management to a leadership role for specific tasks with defined powers and expectations.	Circle System, Role Principle	-
Limiting Tasks-In-Progress	Teams/employees limit the number of tasks that they process simultaneously in order to increase the likelihood of completing their tasks.	Kanban Board	Sprint backlog
Mood-o-Meter	Using simple metrics, the mood in the team is regularly (if necessary, on a daily basis) recorded and published in analog or digital form.		-
Not To-Do List	List documenting the activities that tie up resources which it is agreed will (temporarily) not/no longer be done.	Discursive Prioritization	Implicit part of the Product Backlog
Objective Key Results (OKR)	Measurable key results are assigned to each objective. Successes are measured at regular intervals and new OKRs are defined. OKRs are not prescribed, but are negotiated at company, team or employee level.	Transparency Principle	Through Sprint Backlog and Definition of Done; possibly Burn Down Chart
Opposition Principle (a.k.a. Systemic Consensus)	Several options are rated by each team member on a scale of 0 to 10 based on their personal resistance to each option. At the end, the team chooses the option that is awarded the least resistance points.	Decision Poker	-
Planning Poker®	Estimation of effort or other variables of relevance to planning in the team through the use of special playing cards	Consultation Principle	Possibly Planning Poker® or Scrum Poker
Prototyping	Iterative approach based on provisional decisions, with rapid generation and testing of usable results (e.g. for internal/external services, new work samples/specimens)	Timeboxing, Sprint, Review	Sprints + Reviews
Recommendation Principle	After a team member introduces a procedure and clarifies questions of understanding, the other team members make recommendations in 3 to max. 5 minutes only, i.e. each sentence must be introduced with "I recommend that you..." or "My recommendation to you is...". Any other requests to speak or initiate discussions are strictly prevented by a moderator/facilitator.	Timeboxing	-
Retrospective	Regular consideration of the effectiveness/efficiency of processes and roles in order to identify ways to improve future collaboration	Retrospective	Retrospective
Review	The implementation team regularly presents its work results to the customer/stakeholders	Transparency Principle	Review
Role Principle	Introduction of topic-related, mostly time-limited roles with defined competencies, responsibilities and rights, if necessary, to be repeatedly adapted	Circle System, Consultation Principle, Self-organization	3 roles: Product Owner, Scrum Master and Development Team
Self-Managed KPIs	The teams / employees define, review and take responsibility for their KPIs themselves.	Team Responsibility, Self-organization	possibly Story Points with Burn Down Chart
Self-organization	Leaving the "how" of the implementation of actions to the implementation team – without any external influence by management	Few Hard Rules, Circle System, Role Principle, Team Responsibility	during the Sprint phase, the team organizes itself
Shadowing	Observing what internal/external customers do in order to tap (unconscious) potential	Value Proposition Canvas	-
Shortened Planning Cycles	Restricting planning to the immediately following implementation or delivery period	Prototyping, Timeboxing	Sprint Planning
Slack Time	All employees work several hours a week simultaneously on new ideas that are not related to their usual work. These ideas are then presented and can – but do not have to – be turned into new projects at a later stage.	Co-Location, Self-organization, Team Responsibility	-
Sprint	Defined period of time in which an agreed goal is implemented; sprint follows sprint, whereby all sprints should last the same amount of time and the time should never be extended. A sprint ends when the time is up.	Timeboxing, Objective Key Results, Self-organization	Sprint
Systematic Waste Disposal	Eliminating organizational waste by constantly asking "What damage could occur if we stopped doing this?"	Bottleneck Identification, Eliminating Negative Effects	As part of the Retrospective
Team Responsibility	The team as a whole is responsible for the results of work	Self-organization, Role Principle, Circle System, Self-Managed KPIs	Development team as a whole is responsible for the Sprint result
Timeboxing	Fixed implementation time windows to work on agreed scopes of work (instead of fixed scopes of work with agreed deadlines)	Sprint, Recommendation Principle	For Sprints, Reviews, Daily Scrum, Retrospectives
Transparency Principle	All employees/teams have full insight into the tasks, the progress of the work, the work results and performance indicators of other employees/teams	Objective Key Results, Kanban Board, Self-Managed KPIs	Possibly via Kanban Board, Burn Down Chart

User Stories	Short sentences that sum up the needs of a user and the benefit to the user of a deliverable (sentence structure: “As a ... I would like to ... because ...”)	Value Proposition Canvas	User Stories
Value Proposition Canvas	A methodology for analyzing the value of a company, organizational unit or project’s offering from an external/internal customer perspective in order to develop products/services that best meet customer needs.	Business Model Canvas, Shadowing	-