
Evelien Acun-Roos

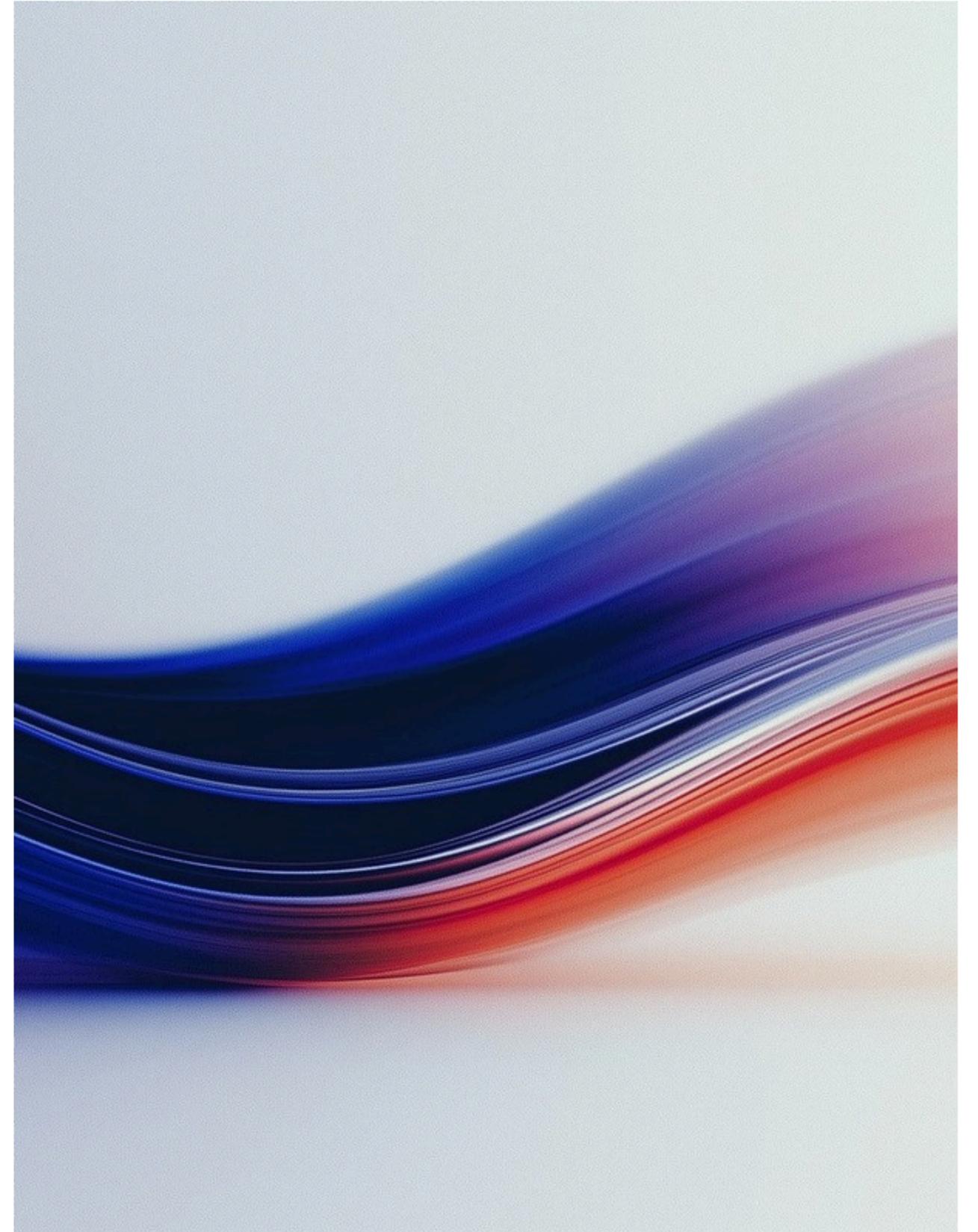
From Agile to AI

ASML

Interactive session, you have the right to pass!



Shaping Tomorrow with Ai Today



Stand up if you have heard the phrase
“Agile is Dead”

Stay standing if you've ever
been frustrated with how Agile
was implemented

Now sit down if you think the
solution is to replace Agile
with AI



2002

Silver Bullet or Bitter Pill?

Ken Schwaber

Agilists have gone through eighteen months of expansion, learning, and progress since the Agile Manifesto was written in Snowbird in February 2001. The world has become aware of a radically different, revolutionary approach to software development.



Cliff Berg

Co-Founder and Managing Partner, Agile 2 Academy; Executive level Agile and DevOps advisor and consultant; Lead author of Agile 2: The Next Iteration of Agile

View full profile

Freddie Mac has let go of 75 of its Scrum Masters. And a major hospital chain has removed its "Agile" roles as well.

Companies have found that "Agile", as it is sold, delivered, and explained to them, does not work. You can blame them if you like, or you can blame the Agile community for not packaging the right kinds of learning and support. But regardless, "Agile" as we know it is dead. And Scrum will go with it.

But companies still need `_agility_`. Real agility. That has been our focus.

Real agility is mostly behavioral, and in particular, it is driven by the behaviors of leaders. Leadership is the big glaring hole in the Agile Manifesto. It is like trying to make concrete without water. No wonder "Agile" did not work.

That's why Agile 2, which reimagined what "Agile" should have been, found that agility is mostly about leadership styles: agile2.net

And it is why Agile 2 Academy's focus has been on leadership development - for the kinds of leadership that are essential for fast-moving high-technology companies.

#agile #leadership

R.I.P Agile



2,886

682 comments · 311 reposts

2015

agile is dead

All Shorts Videos Unwatched Watched Recently uploaded Live Under 4 min 4 - 20 min Over 20 min

Agile Is Dead - Pragmatic Dave Thomas - GOTO 2015
1.4M views · 9 years ago

GOTO Conferences

Pragmatic Dave Thomas - Pragmatic Programmer Turned Publisher @pragdave ABSTRACT Dave Thomas was one of the ...

19 chapters: Intro | UML | Creation of The Agile Manifesto | Agile is not a noun | On testing | Stop Thinking & Get...

Agile Is Dead | The Agile CEO by Scrum Inc.
1.2M views · 1 month ago

Scrum Inc.

Welcome to The Agile CEO, hosted by JJ Sutherland, CEO of Scrum Inc. and co-author of Scrum: The Art of Doing Twice the Work ...



If agile isn't dead, why is it still not working?

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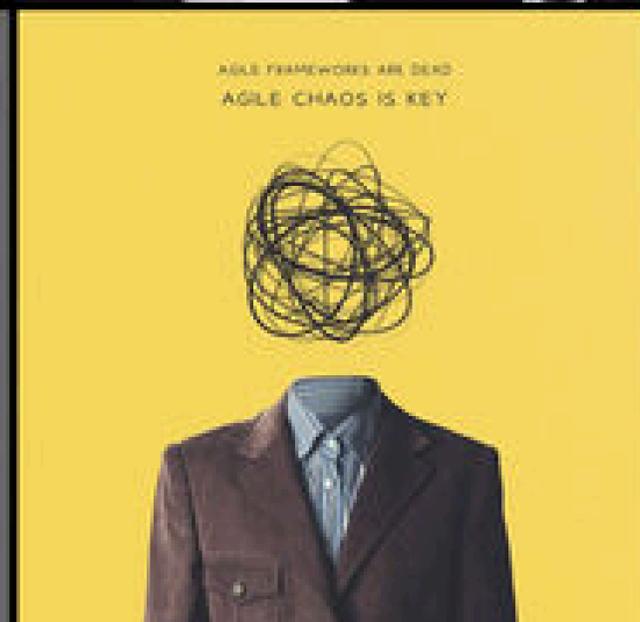
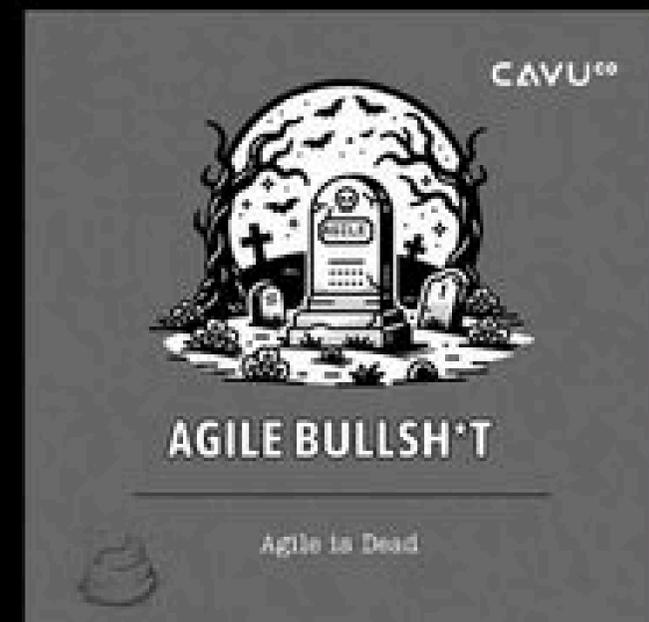
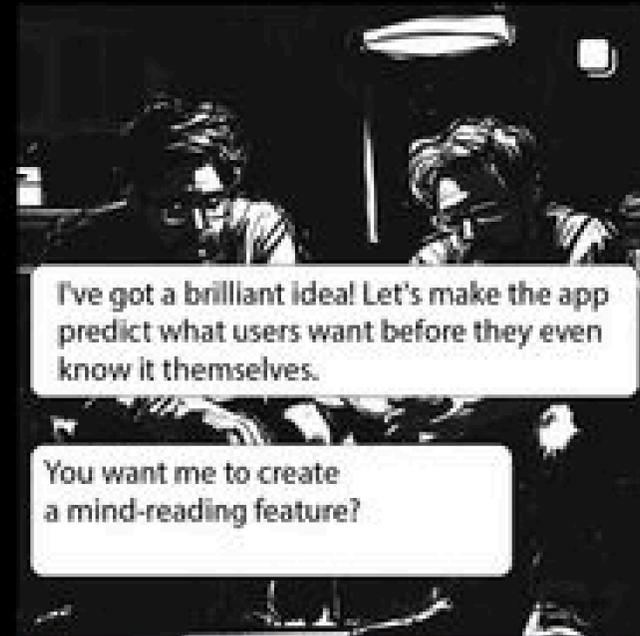
For you Not personalized

AGILE IS DEAD!
WATERFALL IS COMING BACK.



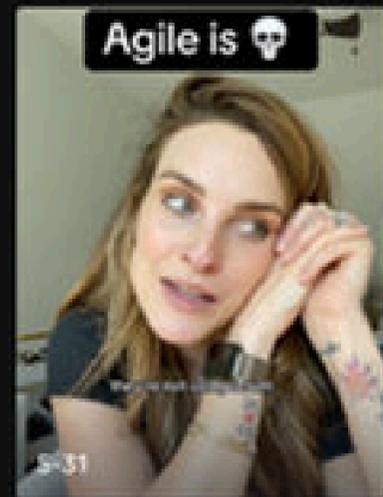
Статья на Medium

PHOTO BY ANDREW HEADWORTHY MEDIA ON UNsplash



- Voor jou
- Verkennen
- Volgend
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Top Gebruikers Video's LIVE



is agile not alive anymore? scrum losing its popularity?...
thescrumm... 21K



Is Agile dead? #agile #agility #agilemethodology
formagility 1050



Replying to @ScrumMasterP agile isnt dead; its agile...
thescrumm... 2155



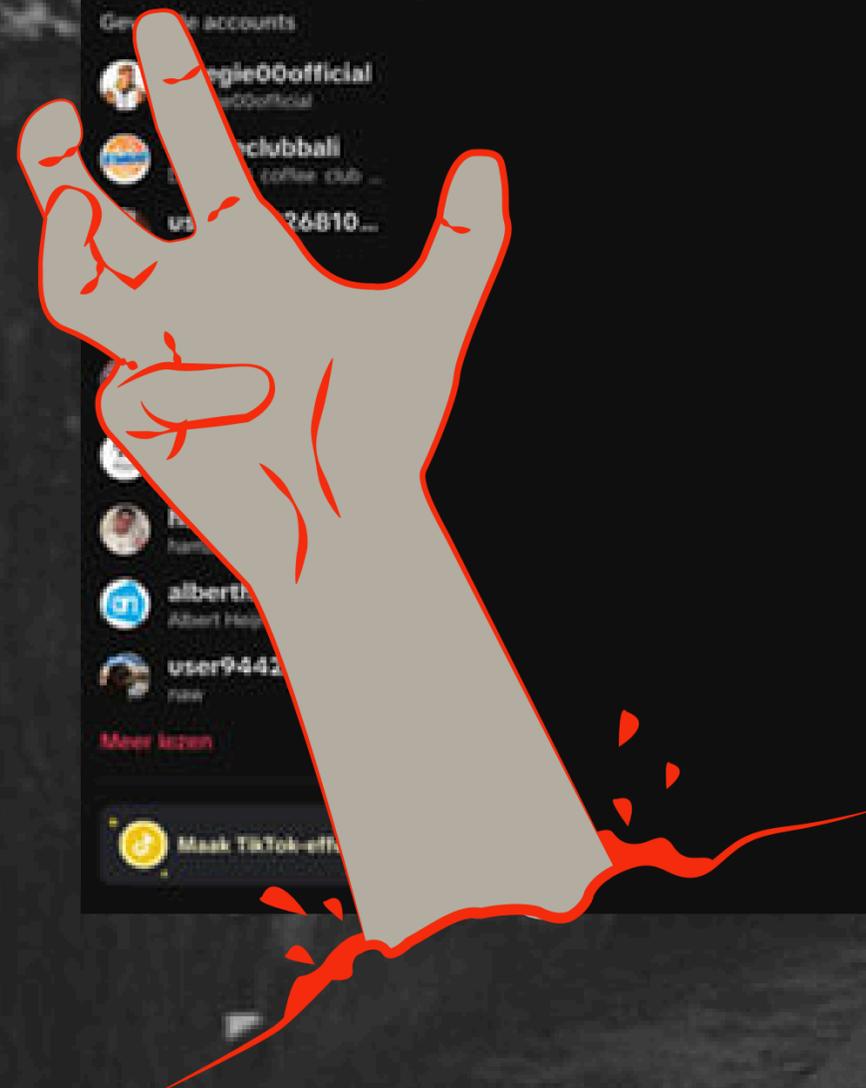
#agile is dead. #comedy #jokes #memes #funny...
agilecomedy 403



#Agile is DEAD
realagiledad 2058



Time to #reimagineagile and be forward thinking as...
alagileguy 823



Arguments

**Storypoints became
measures of success**

Scrum Masters

everywhere

Framework clashes

Certification wars

Lay offs

Less conferences

“Installing” Agile

Agile didn't work

Teams burned out

chasing velocity instead of value.



Why 'Agile is Dead' resonates

Organizations with
full leadership
support for Agile*

13%

Organizations with
high Agile
competency*

15%

Organizations with
cultural support for
Agile**

25%

We're doing
Agile.
We're just not
doing it well.



*KPMG Agile Transformation Survey

**State of Agile Report (Digital.ai)



*If you see all
this you could
believe*

Agile is dead

**But if Agile were really dead,
none of us would be here :)**

1990s-2001

2001-2020s

2020s-now

Craftsmanship

Agile

AI-Augmented

- XP, TDD
- Pair programming
- Continuous integration

- Agile Manifesto
- Scrum, Kanban, SAFe
- Flow/Sprints
- PI planning

- Human-AI teams
- Intelligent automation
- Amplified capabilities

Excellence in code

Value through collaboration

Empowered intelligence

Each wave built on the last. We don't replace. We evolve.



**Craftsmanship → Agile → AI → Agile + AI =
Empowered Teams**

Agile lessons that still matter



Collaboration



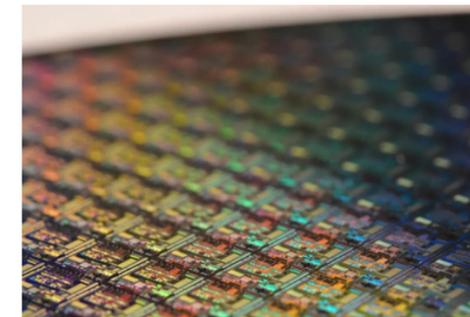
Learning



Transparency

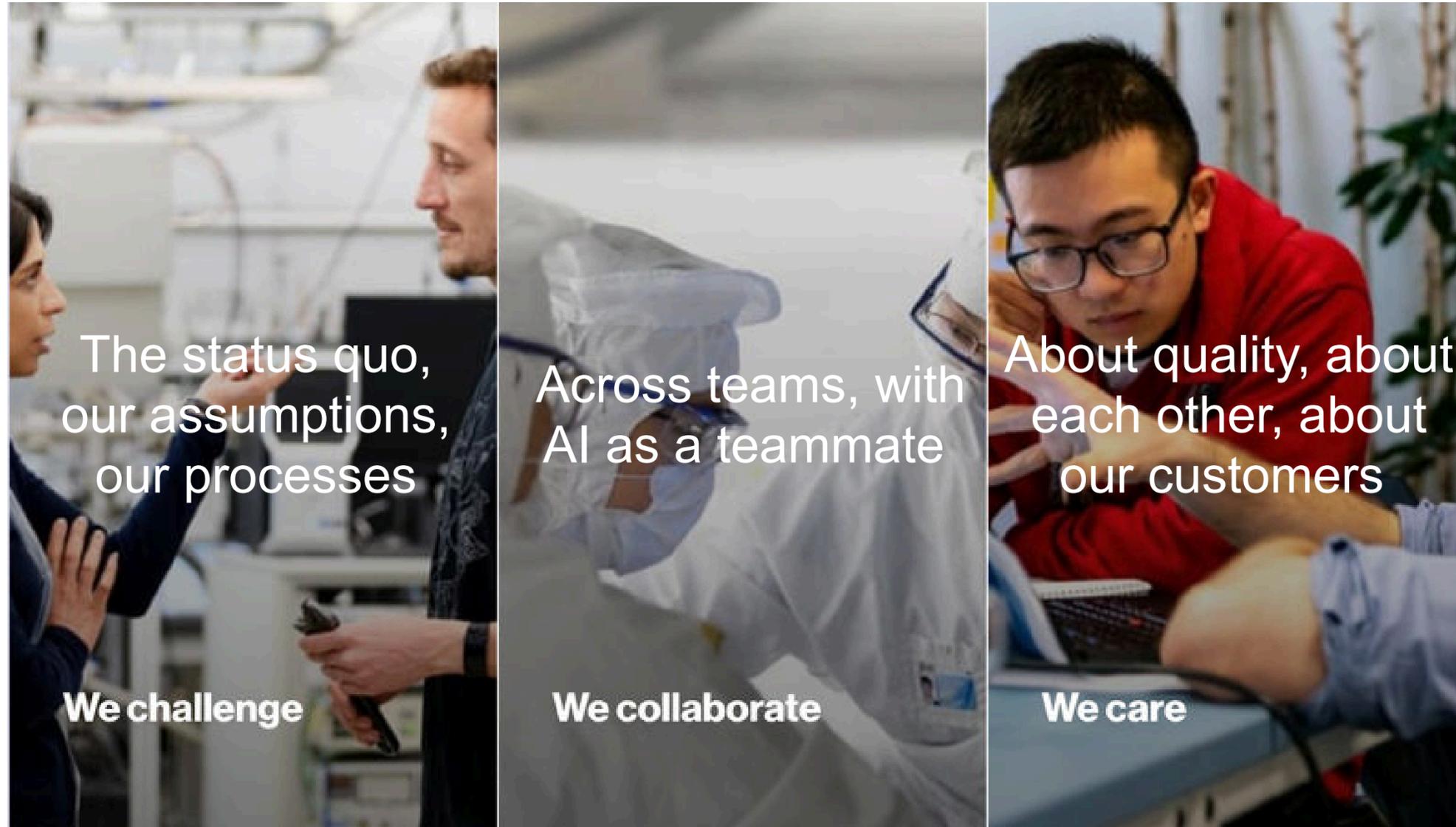


Value



**These lessons will not be replaced
AI will support them**

And your values will guide you, also in the era of AI



**These values don't change with AI.
They guide HOW you work with AI.**

**Digital transformation without values
is just digital disaster with better tech**

01

Precision
Keep what matters accurate and reliable.

02

Integrity
Own your actions, admit mistakes, and make amends.

03

Fairness
Ensure equity, avoid bias, and demand impartial treatment.

04

Transparency
Communicate openly, explain decisions, and practice radical openness.

05

Safety
Protect people, systems, and data, physically and psychologically.

06

Reliability
Be consistent, dependable, and deliver on promises.

07

Sustainability
Leave the environment and resources cleaner than you found them.

08

Collaboration
Foster curiosity, respect, and joyful teamwork between humans and AI.

09

Inclusivity
Embrace diversity and ensure everyone belongs.

10

Privacy
Respect personal data, intellectual property, and honor boundaries.

Values guide decisions, align humans & machines, and build trust in human-AI partnerships.

Precision



Validate AI outputs against real-world data.

Transparency



Require AI to explain its reasoning.

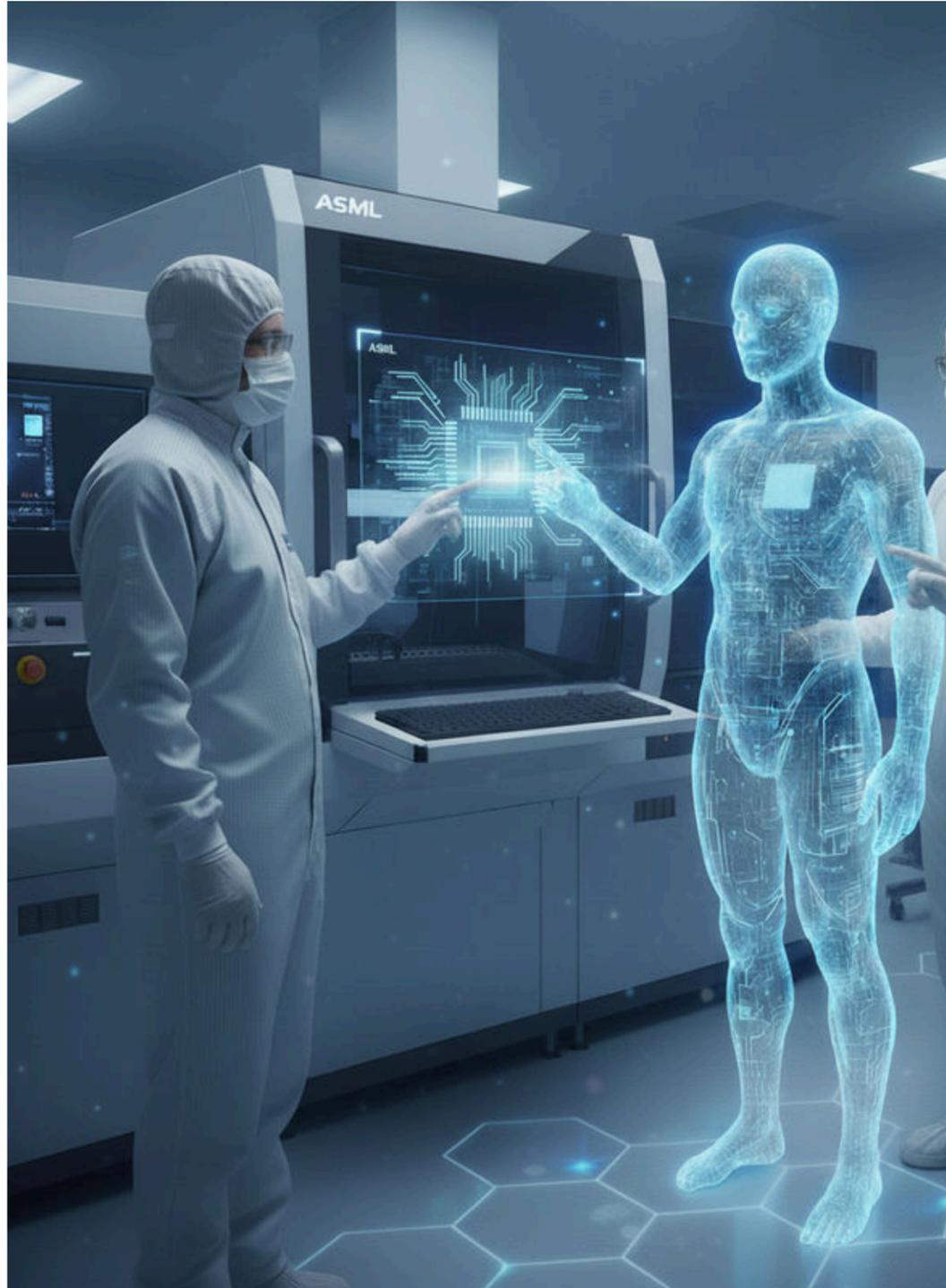
Collaboration



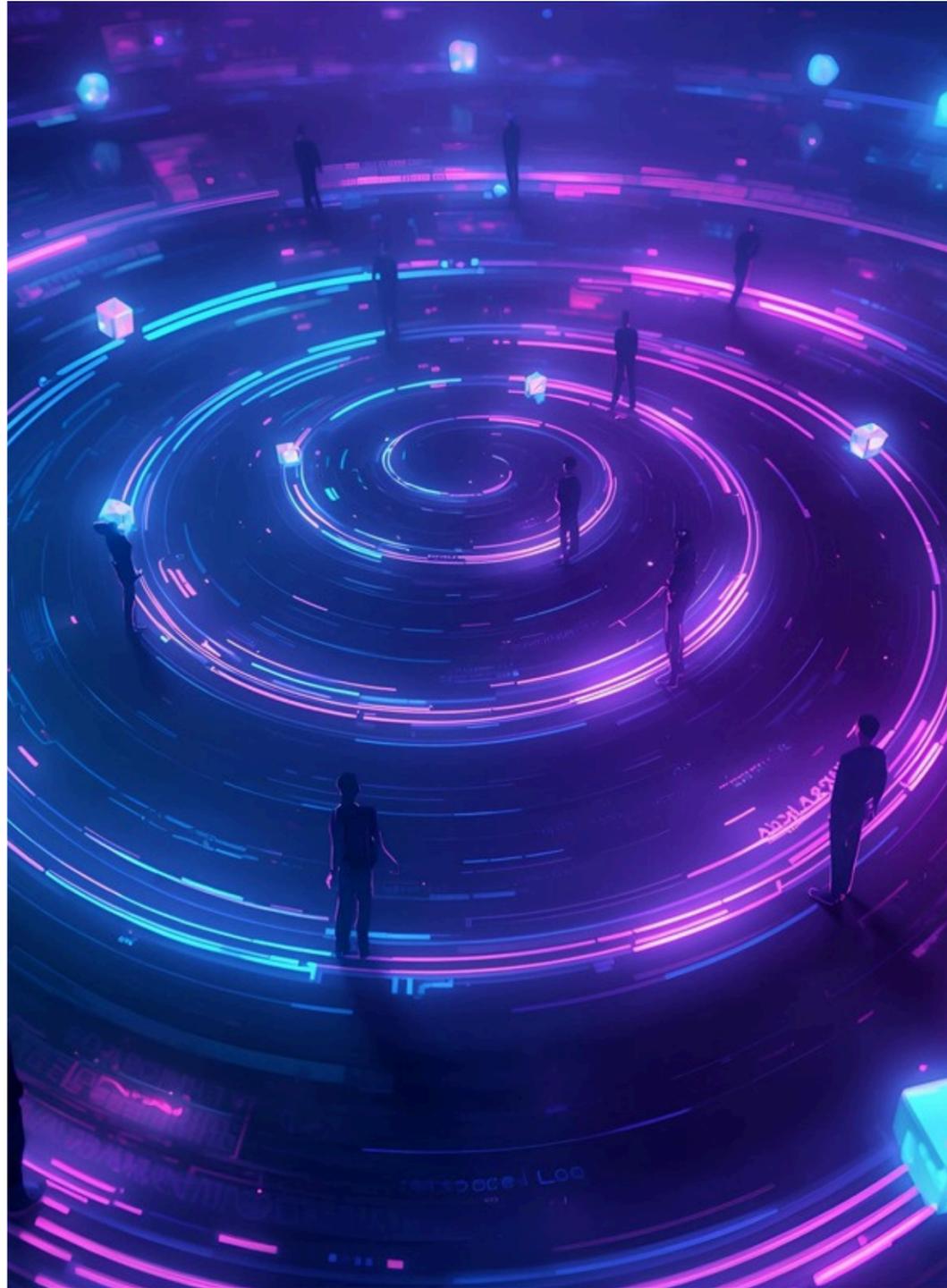
Use AI to augment, not replace, human work.

The background consists of multiple glowing, curved light trails in shades of blue, purple, and magenta, creating a sense of motion and depth against a dark background.

**The next revolution in value delivery
isn't a new framework,
it's human–AI collaboration.**



- **Agile + AI = Smarter Loops**
Shorten testing cycles, accelerate learning, continuous validation
- **Smarter decisions**
Enhanced analysis, rapid diagnosis, data-driven insights
- **More valuable work**
Automate repetition, focus on innovation, deliver impact



Where could AI shorten your feedback loop?

Think about YOUR work at ASML:

- System integration testing cycles
- Hardware-software interface validation
- Log analysis across distributed systems
- Technical documentation reviews
- Requirements clarification loops
- Design review feedback
- Customer issue diagnosis

What's one feedback loop AI could shorten for you?

1. **Write** that on a blue piece of paper, write BIG and with a Sharpie!
2. **Crumple** - make it into a ball
3. **Throw** - Paper Snowball fight until I say STOP
4. **Open** the ball you're holding
5. **Read** someone else's idea
6. **Toss** to me -Throw all balls to the stage!





- AI-powered analysis reveals patterns humans miss
- Real-time system diagnostics across distributed environments
- Data-driven prioritization (eliminate gut-feel guessing)
- Simulation results in hours, not weeks



- Automate repetition
- Focus on innovation, not administration
- Solve complex problems vs. routine tasks
- Strategic collaboration vs. operational busywork
- Customer value creation vs. status reporting

What if AI joined your team?



Would AI be the superstar, assistant, or teammate?

Let's see what that collaboration could look like in real life.

On your note card, draw what AI as a teammate looks like in your team.



Working agreements with AI

Define Roles
Who does what?

Set Rules
How will we work together?

Set Boundaries
Where can AI go?

Commit to Ethics
What are our values?

Schedule Reviews
How do we keep it current?

OUR TEAM'S AI WORKING AGREEMENT

Team Name:

Date:

Roles: Who Does What? Human Responsibilities:



- Make final decisions
- Apply context & judgment
- Handle exceptions
- Validate all outputs
- _____
- _____

Roles: Who Does What? AI Responsibilities:



- Generate options/drafts
- Flag potential issues
- Automate repetitive tasks
- Analyze patterns in data
- _____
- _____
- _____

Rules: How We Work Together



We agree to:

- Review all AI outputs before production/merge/deployment
- Document when AI significantly influenced a decision
- Include "AI effectiveness" in our retrospectives
- Treat AI suggestions like input from a junior team member
- Update these agreements based on what we learn
- _____

Boundaries: Where AI can go



AI must:

- Access PII or sensitive data only with documented approval
- Require human oversight for all security/privacy/safety decisions
- Complete all established review and approval checkpoints
- Keep proprietary code/IP in approved, secure environments only
- _____

Ethics: Our commitments



We commit to:

- Staying accountable, we own all AI outputs, not the AI
- Citing when AI generated customer-facing content
- Testing for bias in AI recommendations
- Being transparent about AI's role in decisions
- _____

Review & Update: Keep It Current



We will review this agreement:

- After our first month using AI
- Quarterly in retrospectives
- When we adopt new AI tools
- After any AI-related incident
- When team composition changes
- _____

Approved Tools & Resources



Approved AI tools for our team:

- _____
- _____

Training resources:

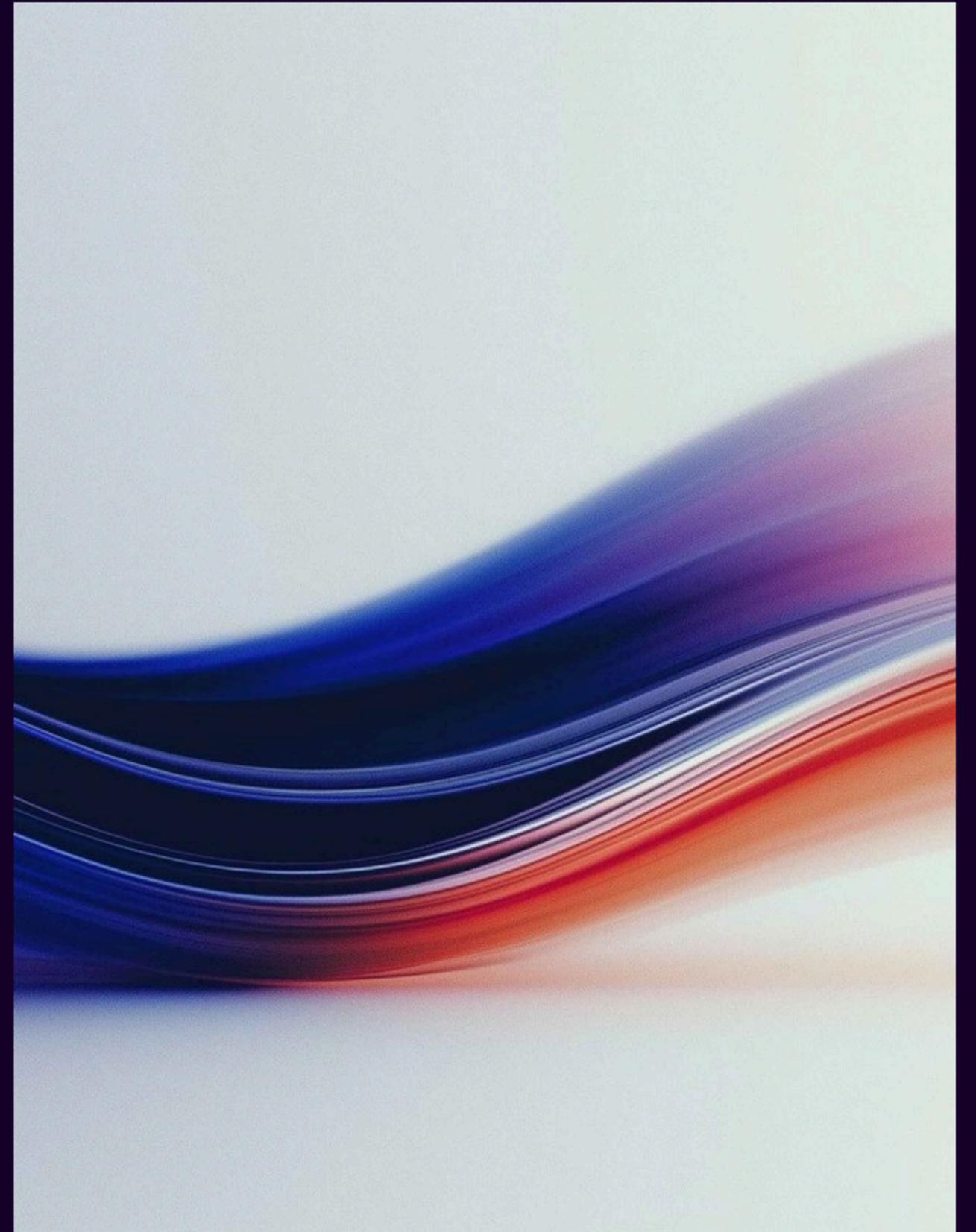
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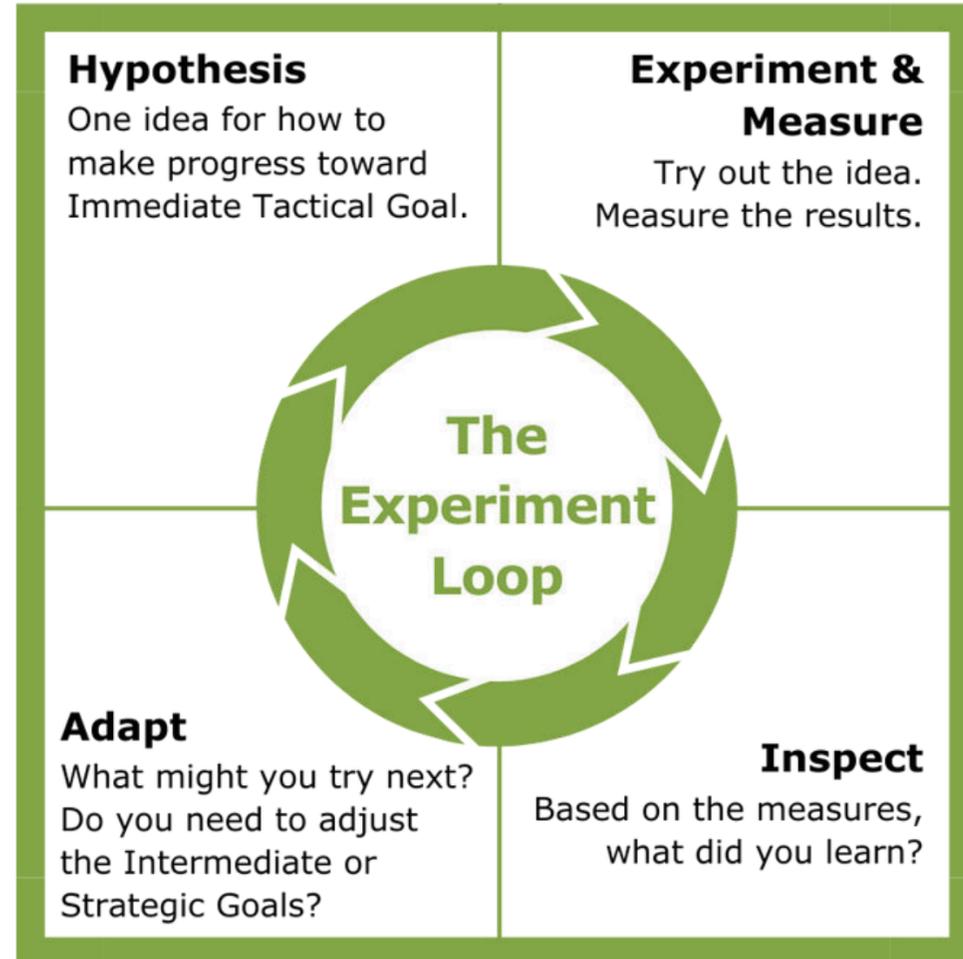
Best practices wiki: _____



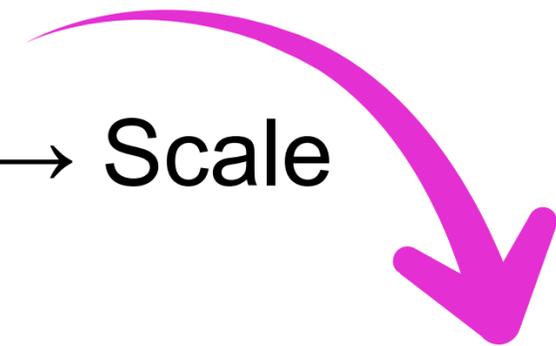
Empowered Teams = Real Value

**What's one way your team
could use AI to create
more value next quarter?**

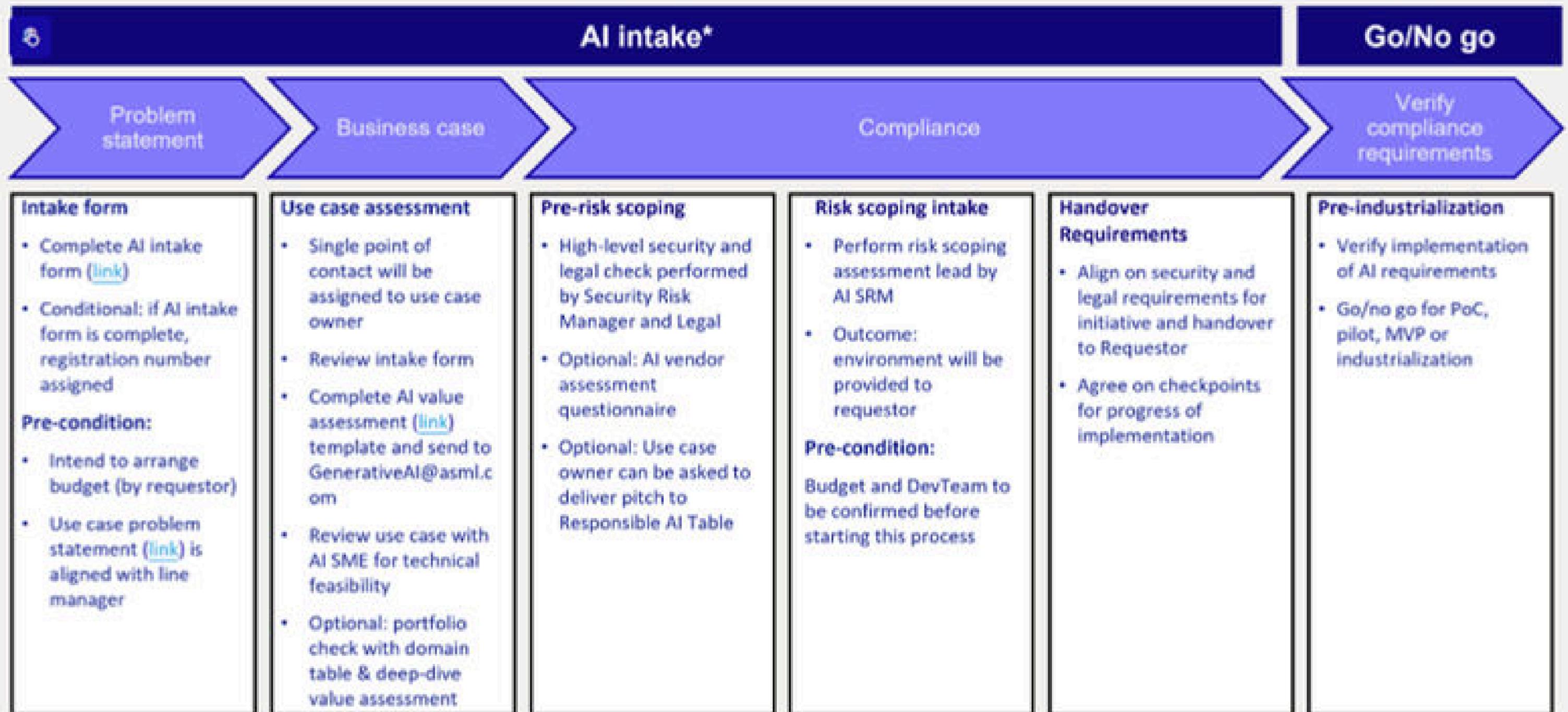




- Freedom to experiment.
- Psychological safety = AI experimentation.
- The AI Intake Board
- Ideas → Intake → Impact → Scale



AI intake process



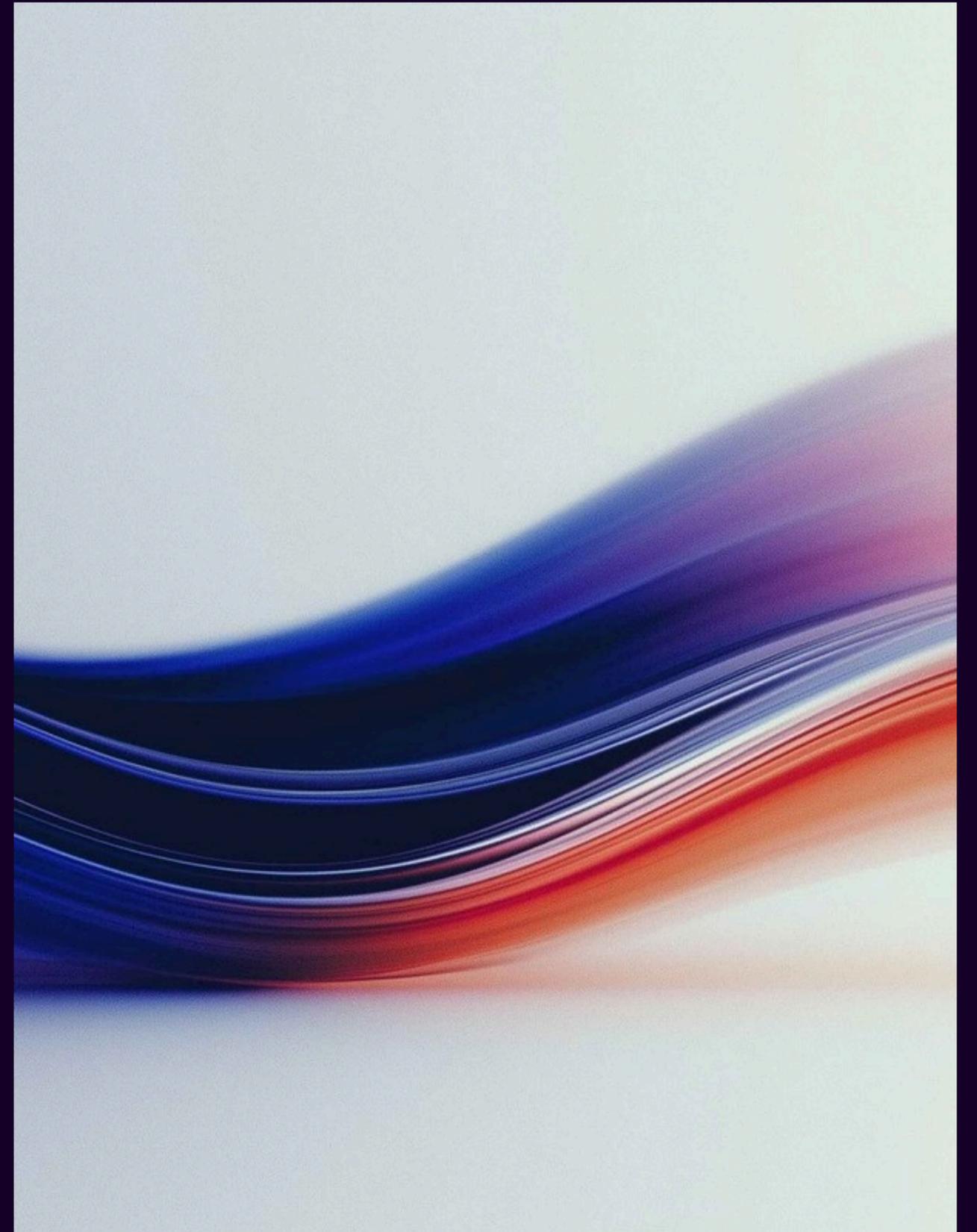
* BI&A Value Office will serve as a SPOC for questions about the intake process.

Psychological Safety = AI Experimentation

What's one safe experiment you'll try with AI?

Turn around and share your idea with
someone who is sitting behind you.

Stop your conversation
when my hand is raised.



How many of you think AI will replace your job?

Raise your hand....

if you think this will be in one year.

if you think this will be in three years.

if you think this will be in five years.

if you think this will be in ten years.



Please stand up if you are a

Leader

Group Lead

Product Owner

Scrum Master

Release Train Engineer

We will discuss some of these,
based upon the number of people with this function in the
audience.

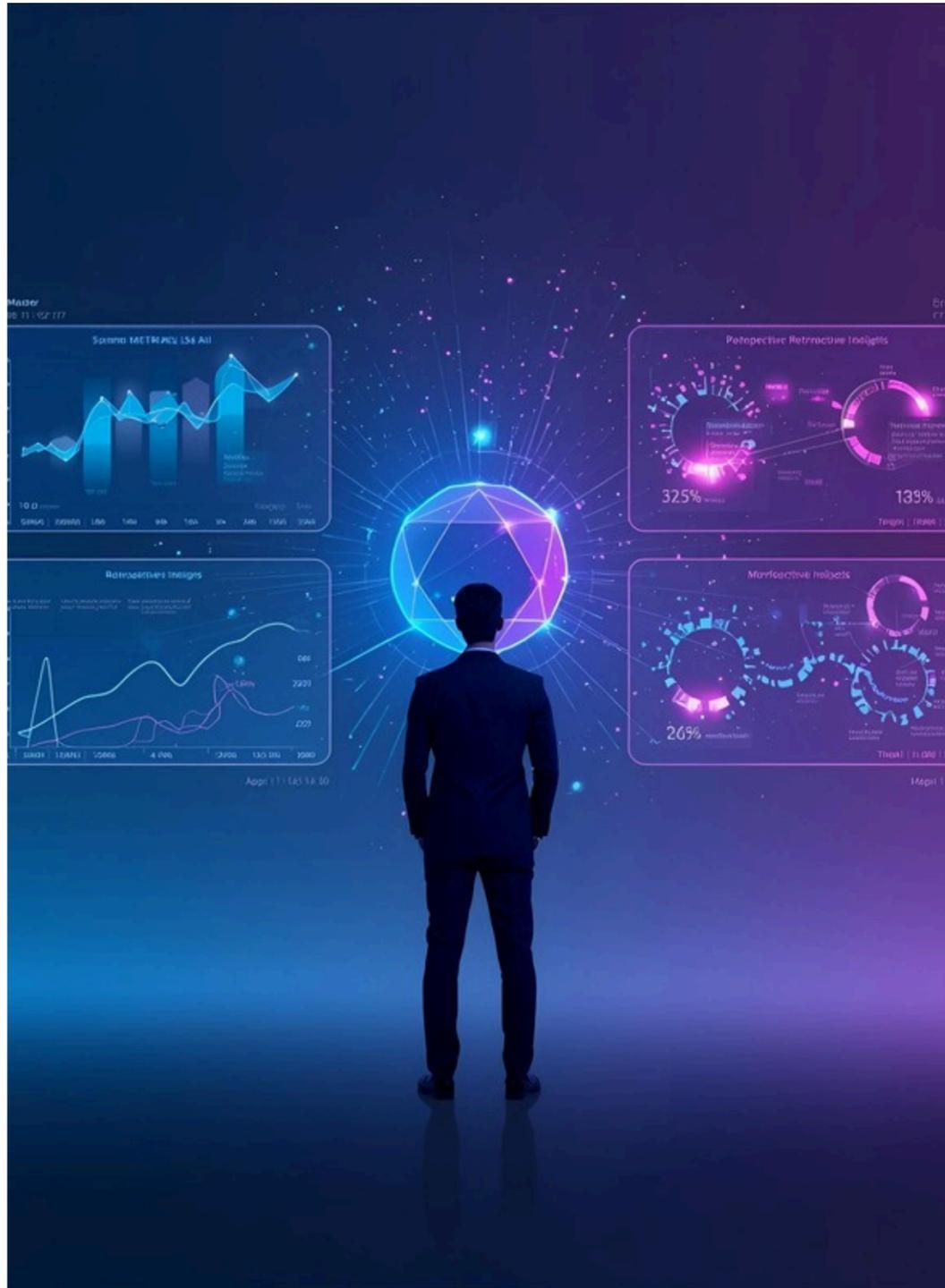


From deciding to designing conditions.

- From managing people to enabling potential
- Shape the AI narrative as opportunity
- Experiment with AI yourself, share learnings
- Design conditions for psychological safety

AI helps you visualize team patterns faster.

- Retrospective analysis with AI clustering
- AI-powered sprint summaries
- Continuous improvement nudges
- Impediment remover
- Change Agent



AI supports personalized feedback and coaching insights.

- Cultural diagnostics
- Learning content generation
- Transformation storytelling





AI anticipates dependencies and risks.

- AI-powered PI-planning synthesis
- Flow-efficiency dashboard
- Cross-domain knowledge broker

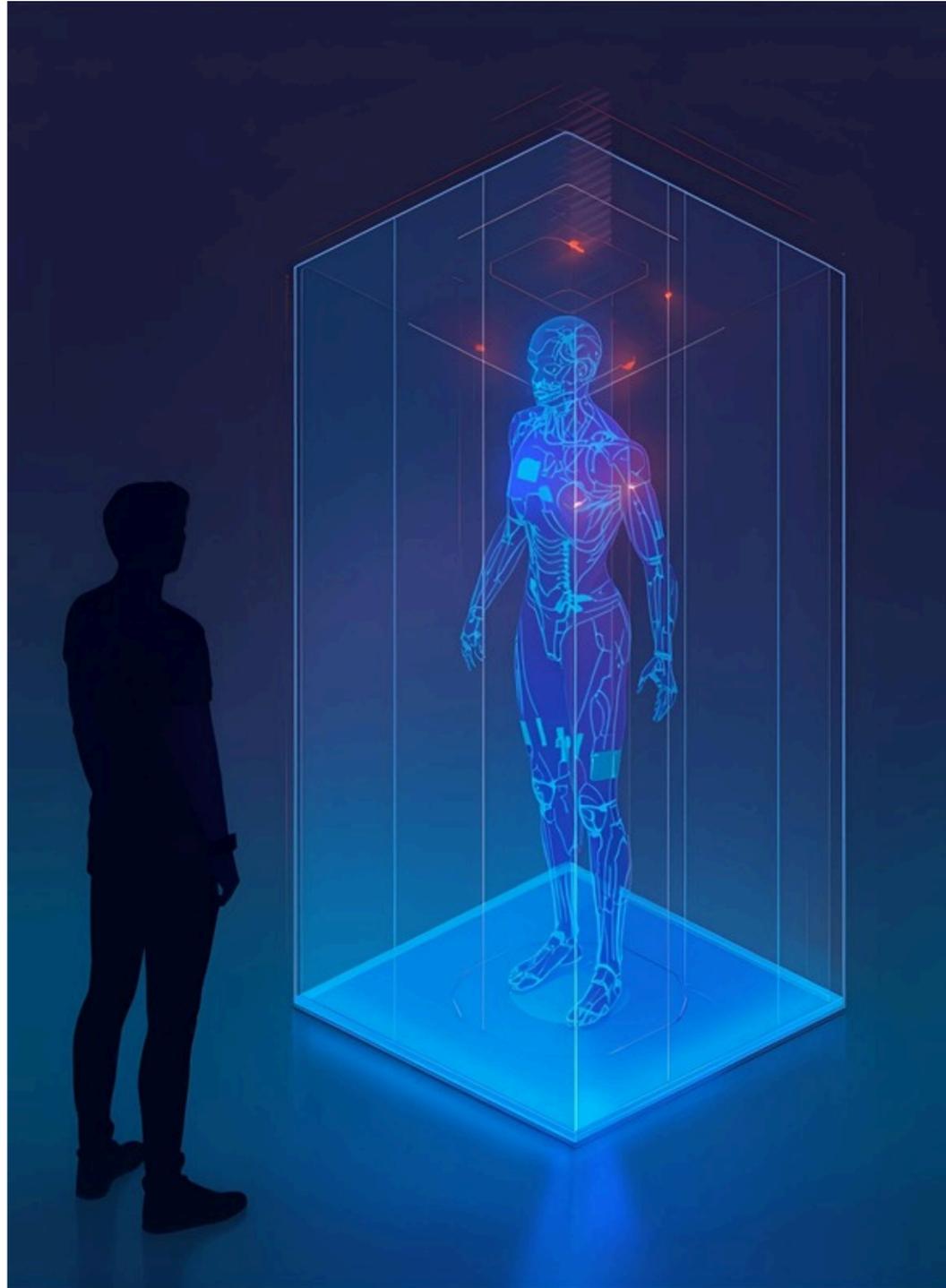
AI validates assumptions before development.

- AI-assisted backlog refinement
- Data-driven roadmap insight
- Stakeholder dialogue summarization

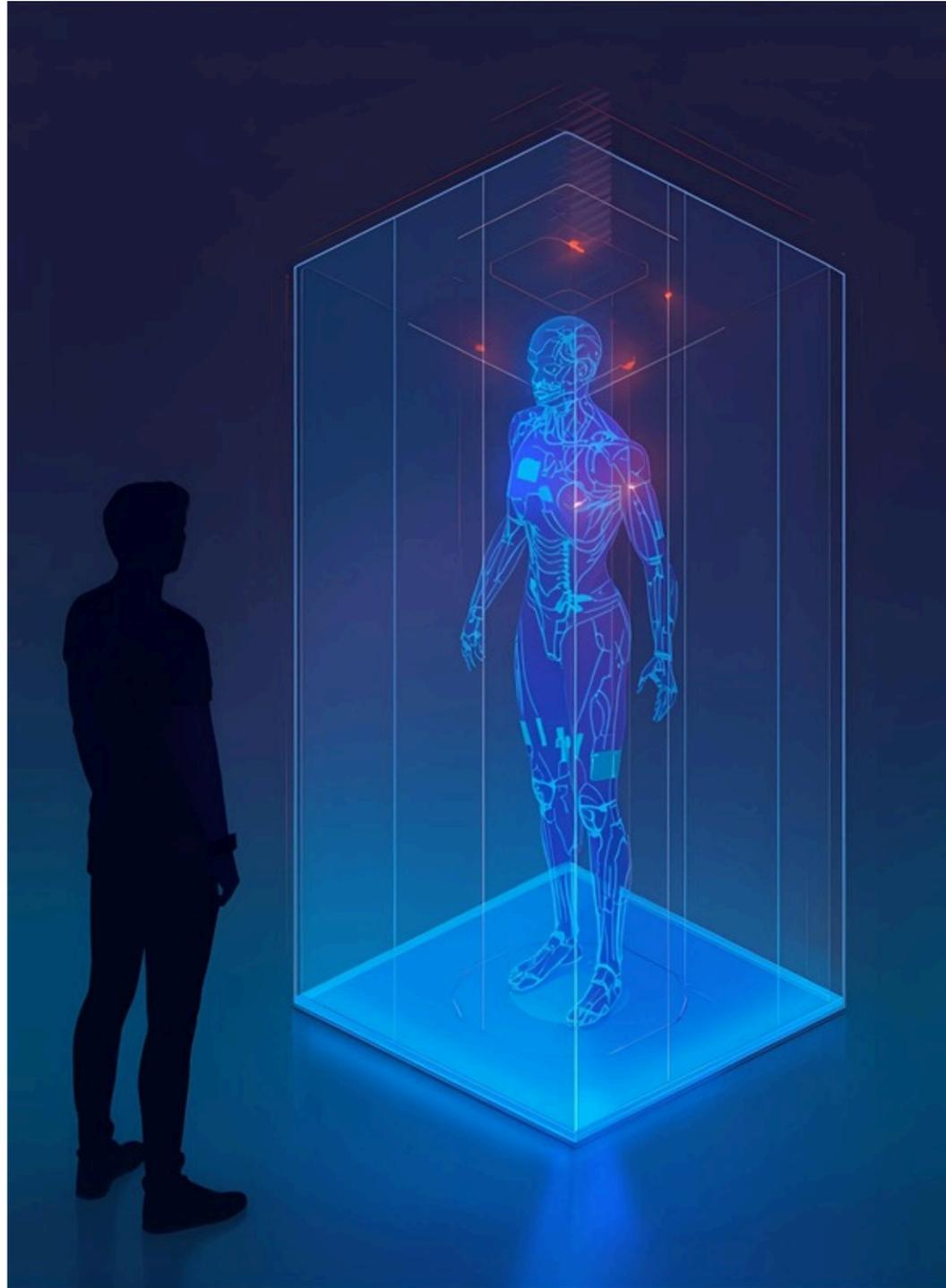


The background of the image is a dark, almost black, space filled with vibrant, glowing light trails. These trails are composed of multiple parallel lines that curve and swirl, creating a sense of motion and depth. The colors of the light trails range from deep blues and purples to bright magentas and oranges, with some lines appearing as sharp, bright streaks while others are more diffuse and ethereal. The overall effect is reminiscent of a high-speed light painting or a digital data visualization.

**AI isn't here to replace you,
it's here to make you better at what you do.**



- ⚠ AI Hallucinations
- ⚠ Over-Reliance & Skill Atrophy
- ⚠ Privacy & Security
- ⚠ Bias Amplification



Start with values

Embed Values in culture

Experiment responsibly

How I feel about AI today...



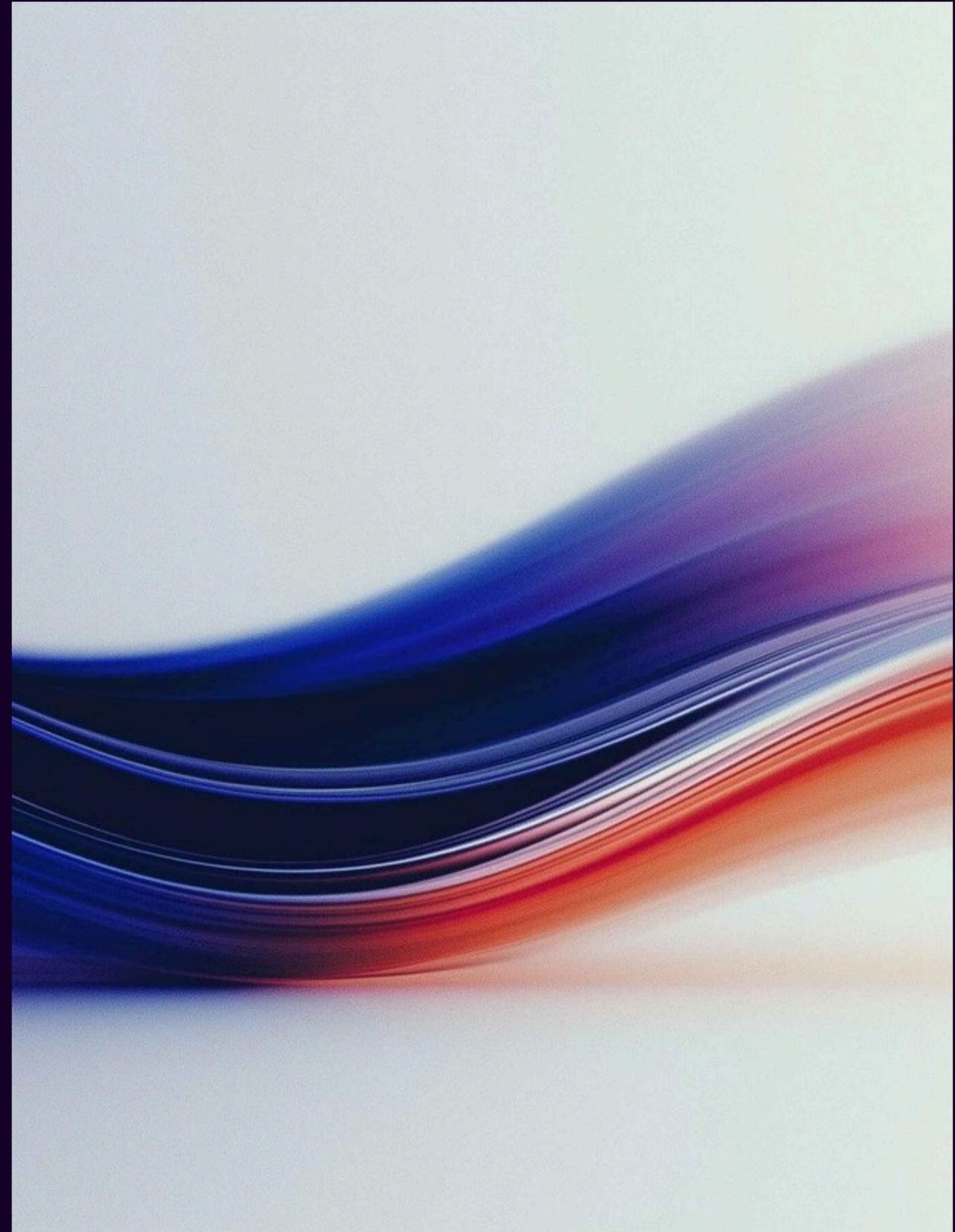
Curious



Skeptical



Excited



Curious

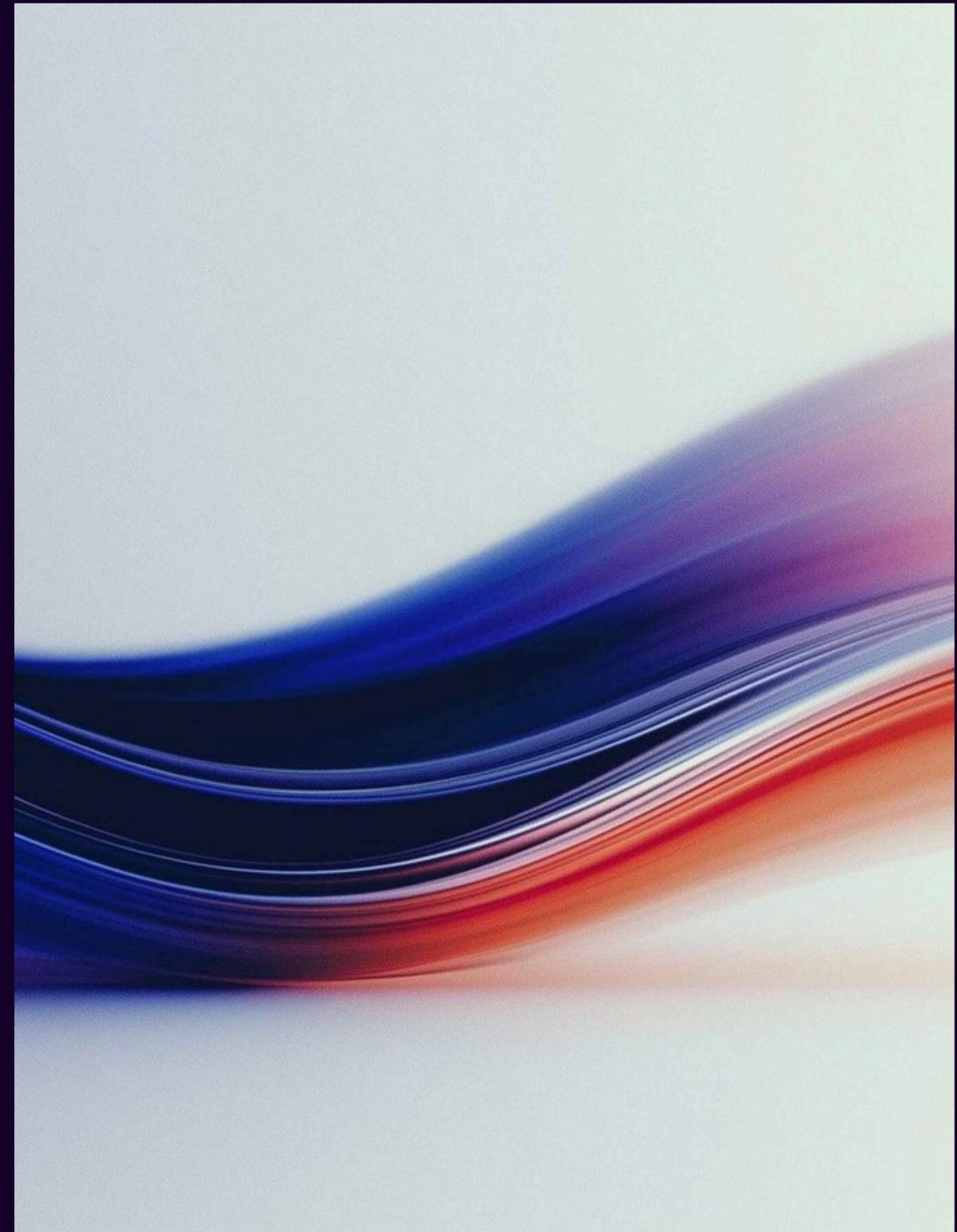
- └ Start here: Check internal AI resources & training
- └ Try this: Use AI for ONE task this week (code review, test generation, or documentation)

Skeptical

- └ Start here: Create your working agreements FIRST
- └ Try this: Identify your concerns, what worries you about AI in your work?
- └ Do this: Define boundaries before experimenting

Excited

- └ Start here: Lead an AI experiment in your team
- └ Try this: Use the AI Intake Board template to propose a pilot project
- └ Share: Document your learnings for other teams
- └ Mentor: Help curious or skeptical colleagues



This week

Identify one feedback loop AI could shorten in your team.

This month

Draft your team's AI working agreement.

This quarter

Measure the value AI creates for your team

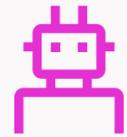
**At ASML,
you build the machines
that make AI possible.**

**But the real breakthrough
will come from how we, as humans,
collaborate with it.**

Agile + AI = Empowered Teams

Keep empowering teams, in every dimension

Experience the
Power of Positive
Psychology



How to Create Actual
Change with
Feedback Loops



Emotional Hijacking:
Turning Reaction into
Reflection



Empowering Teams:
From Theory to
Practice



Why Invest in
Connections



Learning Through
Play: Experiencing
Teamwork &
Behavior in Action



And many more.....

**AI empowers through intelligence,
these sessions empower through humanity.**

**Keep empowering teams
In every dimension**



Thank you for being part of ASML Agile Day!



Give feedback
get access to the
digital goodiebag and win!

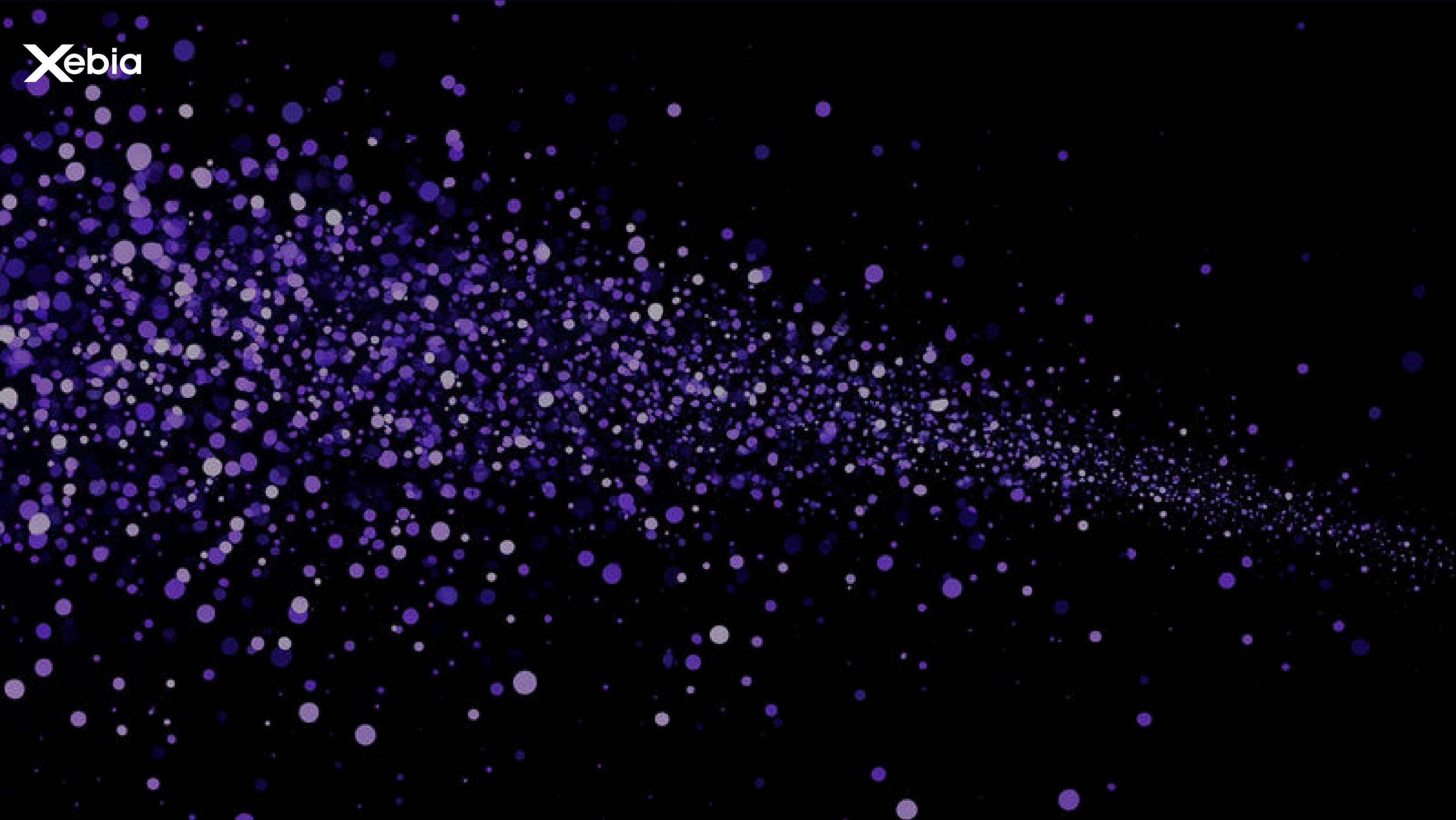


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**Agility got us here.
Intelligence will take us further.
But humanity — that's what will keep us
empowered.**