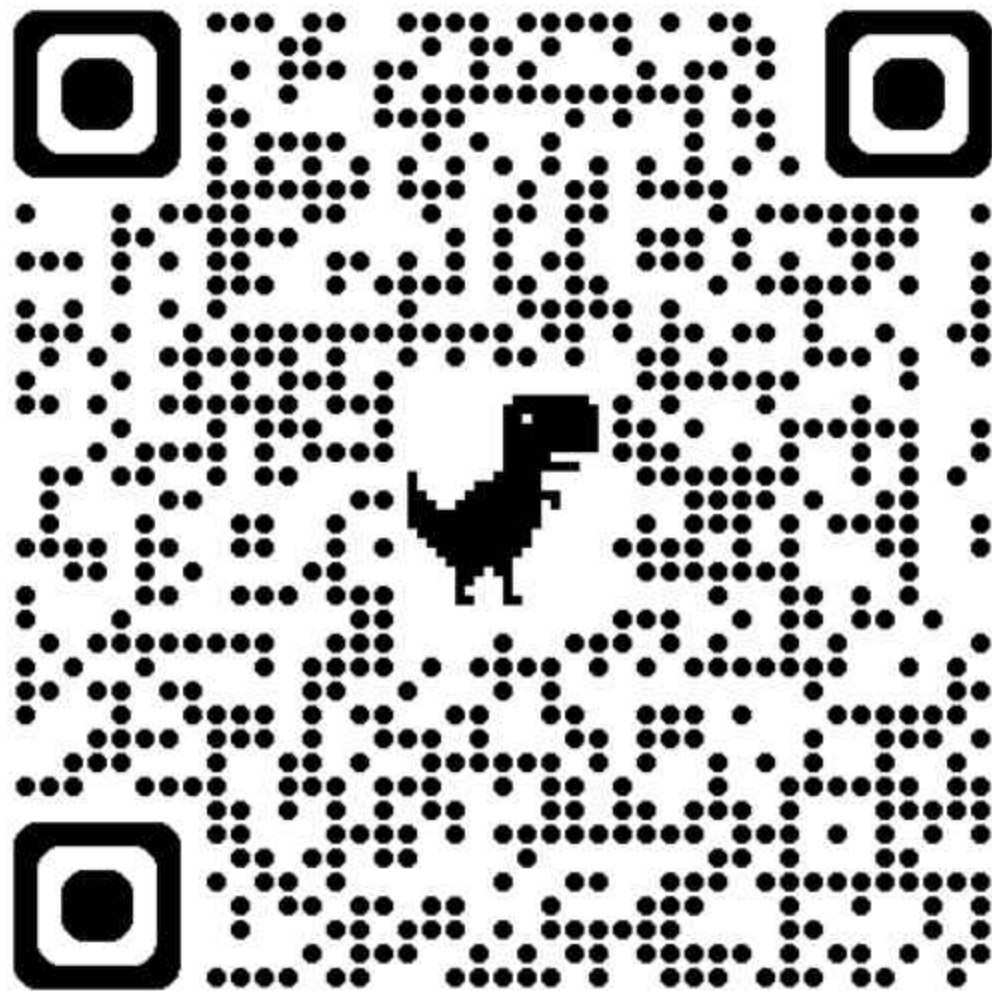




By NASA/Bill Anders - <http://www.hq.nasa.gov/office/pao/History/alsj/a410/AS8-14-2383HR.jpg>, Public Domain



Join at [menti.com](https://menti.com) | use code **8763 3841**

Mentimeter

# Are you currently worried about the climate?



Nope,  
nothing to  
worry  
about

Something  
is going on,  
but I will  
outlive this

We can  
save the  
planet if we  
act now!

We're all  
doomed



Account



Content



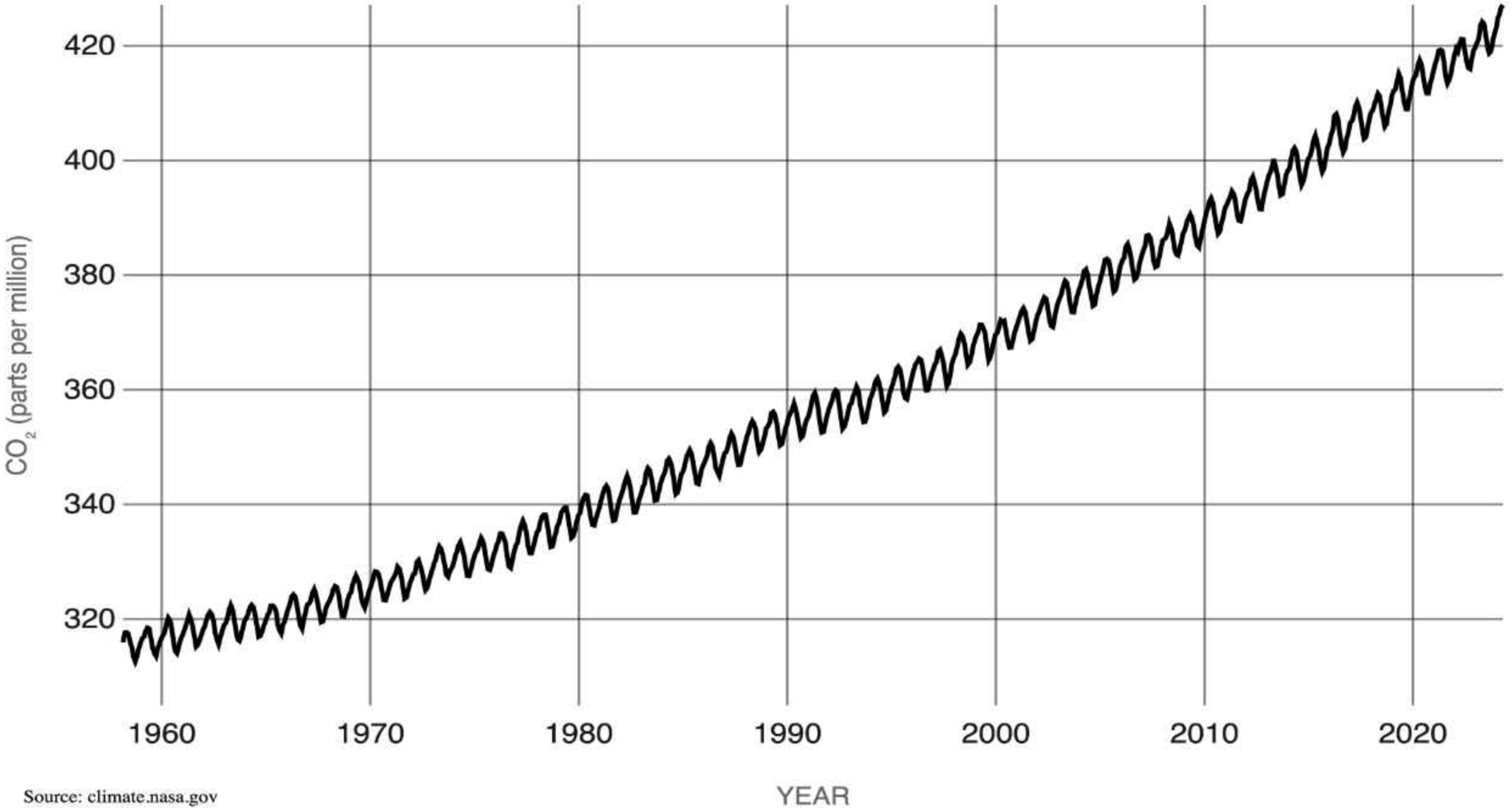
Design



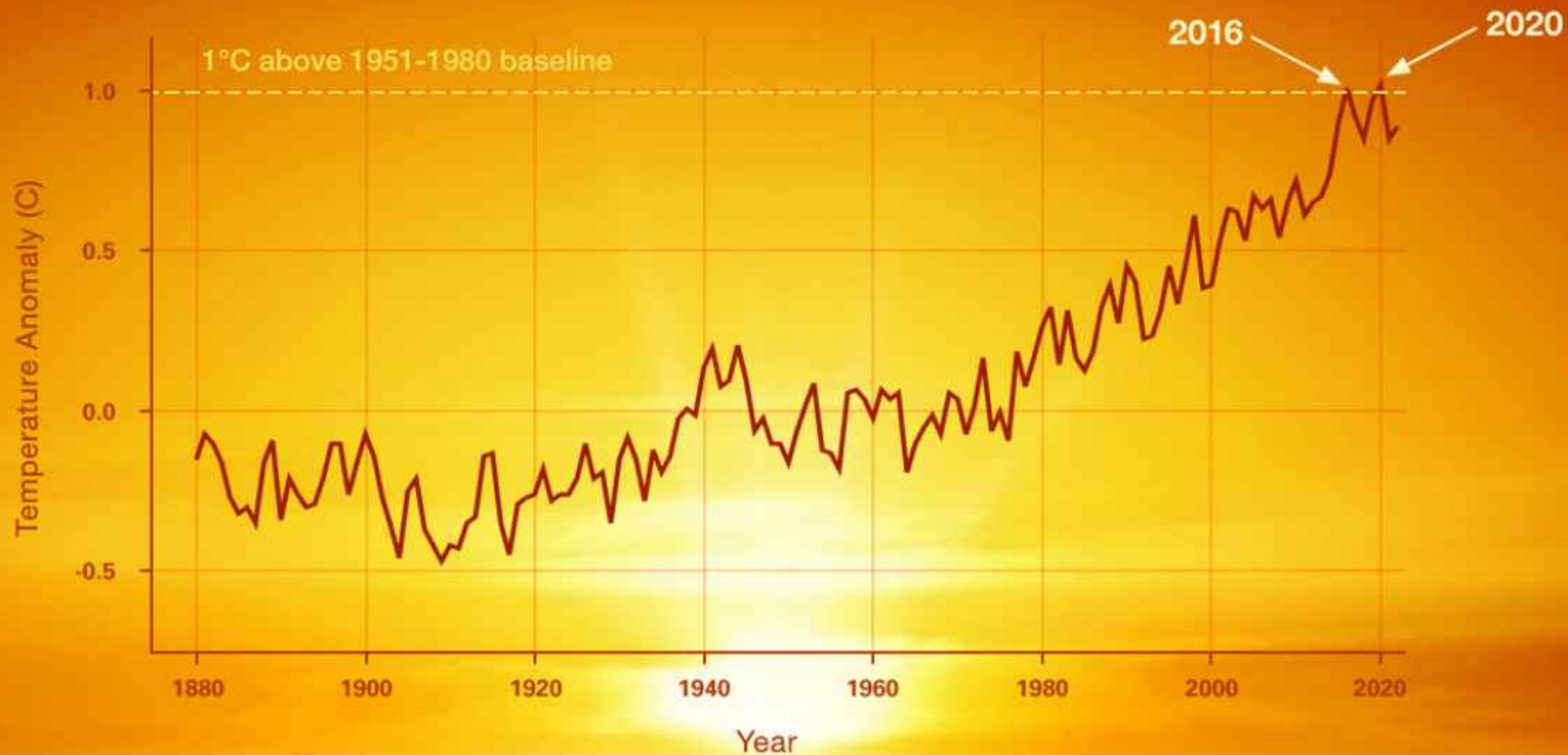
Settings



Help &  
Feedback



Source: [climate.nasa.gov](https://climate.nasa.gov)





# CLIMATE RISKS: 1.5°C VS 2°C GLOBAL WARMING

## EXTREME WEATHER

**100%** increase in flood risk. vs **170%** increase in flood risk.

## SPECIES

**6%** of insects, **8%** of plants and **4%** of vertebrates will be affected. vs **18%** of insects, **16%** of plants and **8%** of vertebrates will be affected.

## WATER AVAILABILITY

**350 million** urban residents exposed to severe drought by 2100. vs **410 million** urban residents exposed to severe drought by 2100.

## ARCTIC SEA ICE

Ice-free summers in the Arctic at least once **every 100 years.** vs Ice-free summers in the Arctic at least once **every 10 years.**

## PEOPLE

**9%** of the world's population (700 million people) will be exposed to extreme heat waves at least once every 20 years. vs **28%** of the world's population (2 billion people) will be exposed to extreme heat waves at least once every 20 years.

## SEA-LEVEL RISE

**46 million people** impacted by sea-level rise of 48cm by 2100. vs **49 million people** impacted by sea-level rise of 56cm by 2100.

## OCEANS

Lower risks to marine biodiversity, ecosystems and their ecological functions and services at 1.5°C compared to 2°C.

## CORAL BLEACHING

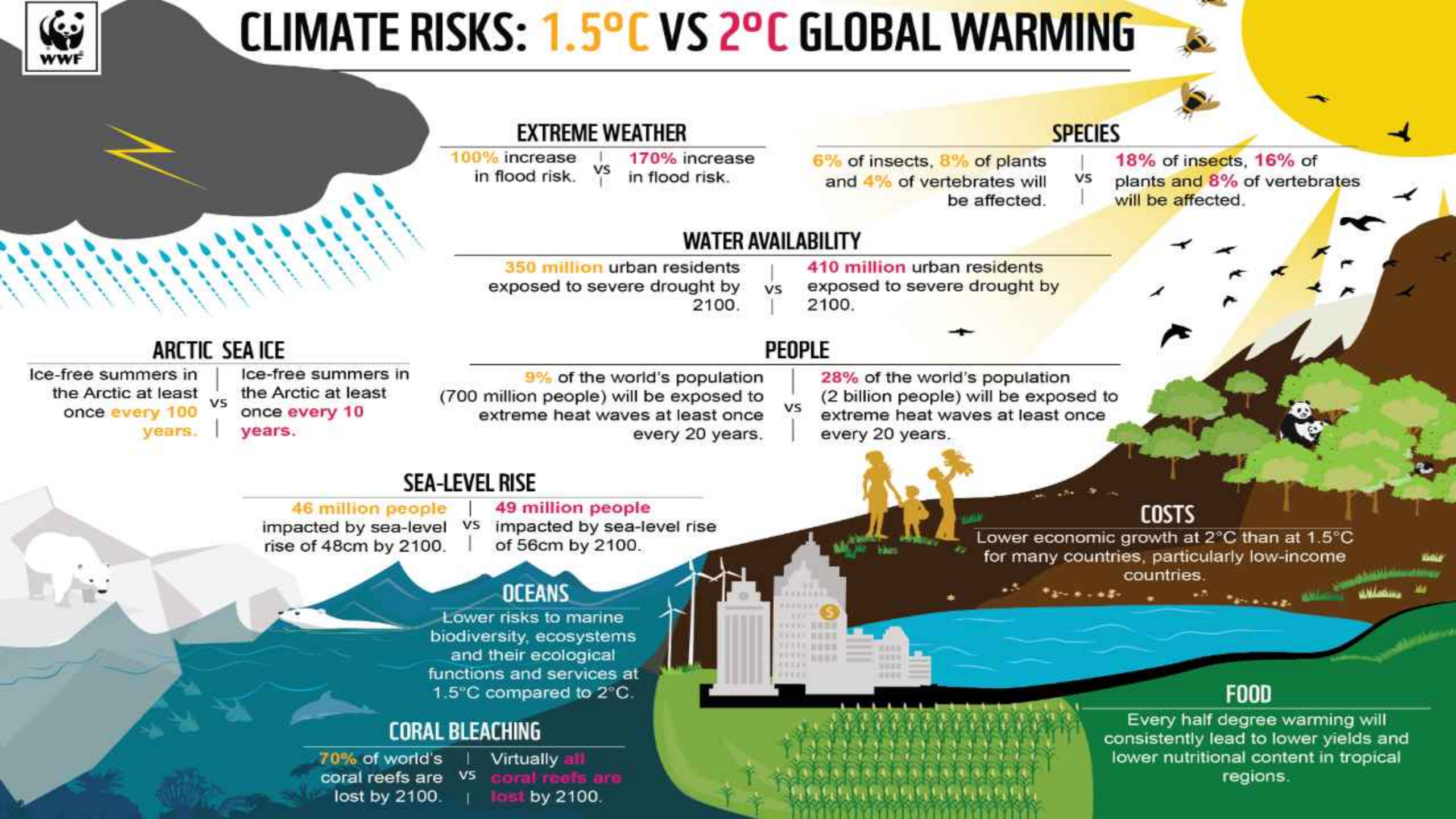
**70%** of world's coral reefs are lost by 2100. vs **Virtually all coral reefs are lost** by 2100.

## COSTS

Lower economic growth at 2°C than at 1.5°C for many countries, particularly low-income countries.

## FOOD

Every half degree warming will consistently lead to lower yields and lower nutritional content in tropical regions.





# Sustainability?

In 1987 the United Nations Brundtland Commission defined sustainability as follows:

*“Meeting the needs of the present without compromising the ability of future generations to meet their own needs.”*



# SUSTAINABLE DEVELOPMENT GOALS



<https://www.un.org/sustainabledevelopment>

# 5P Principles

SECTOR

## PEOPLE

End poverty and hunger, and ensure dignity and equality, and in a healthy environment.



Social

## PROSPERITY

Ensure prosperous and fulfilling lives in harmony with nature



Economic

## PLANET

Protect the planet and natural resources and climate



Environment

## PEACE

Foster peaceful and inclusive society



Fostering peace and partnerships

## PARTNERSHIP

Implement the agenda through a global partnership



"Multi-dimensional impacts of Coronavirus disease 2019 pandemic on Sustainable Development Goal achievement".

# Don't panic!

*(Douglas Adams, the Hitchhiker's Guide to the Galaxy)*

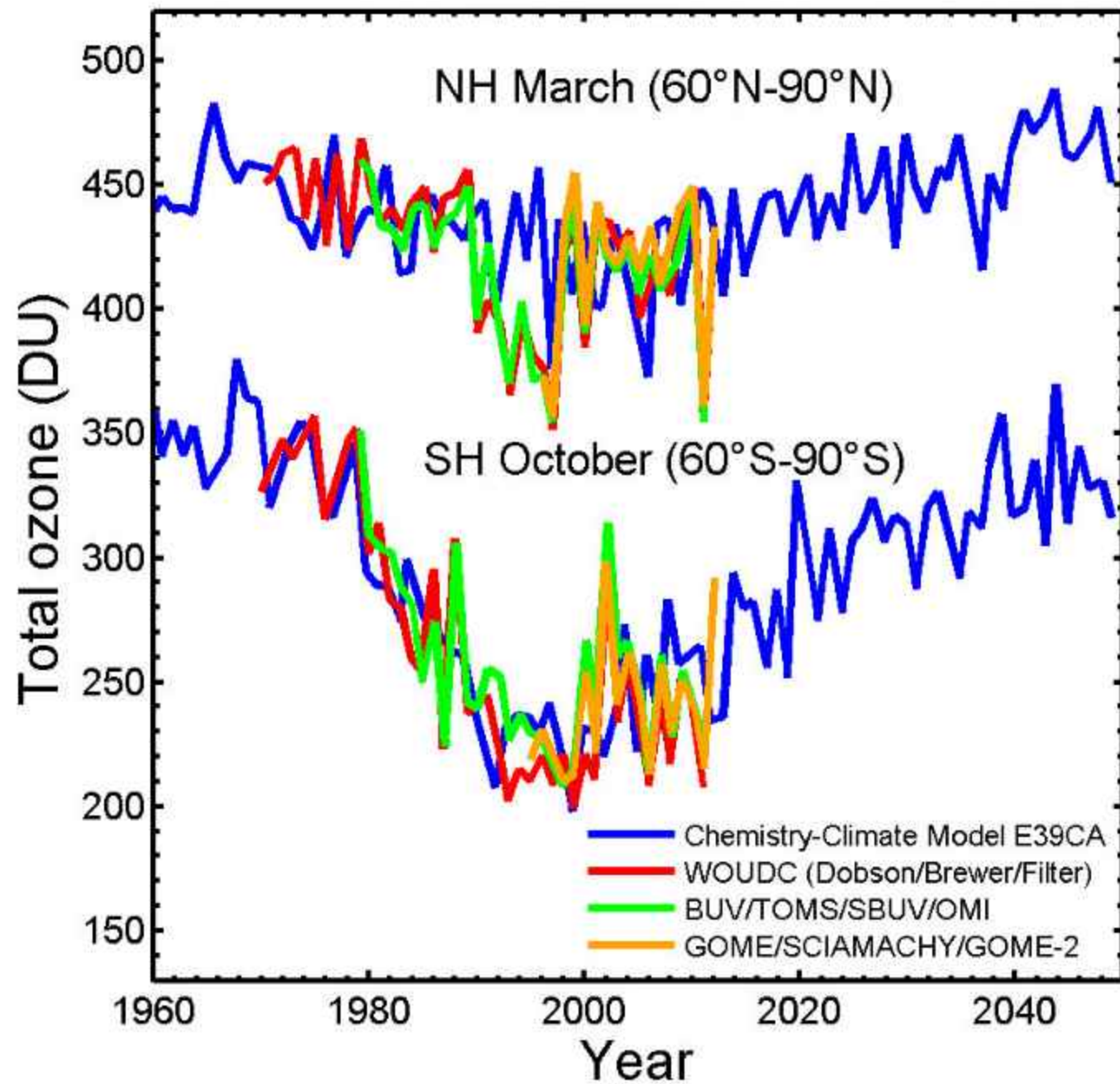


**If you think you are too small to make  
a difference, try sleeping with a  
mosquito.**

DALAI LAMA



# Polar Total Ozone



There is  
**N**   
PLANET **B**

**SYSTEM  
CHANGE**  
  
**NOT  
CLIMATE  
CHANGE!**

**EV**  
  
**IG**

# What does "system" mean to you?



bold focus  
creative  
fast  
transpiration

leader

inspiration





Modern economics for Sustainable Product Development  
*You ain't gonna need it!*

Maryse Meinen @ Agile on the Beach 2024

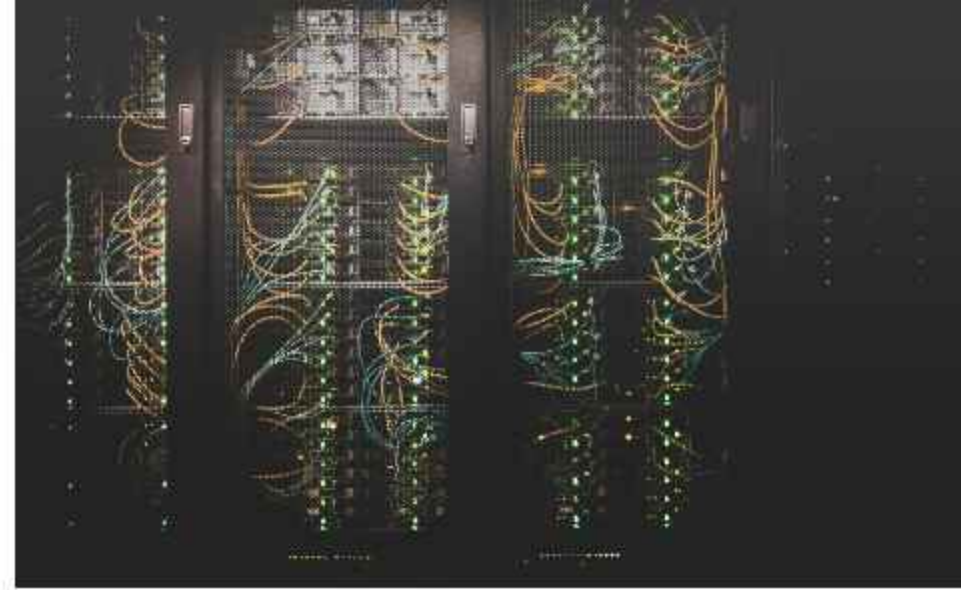
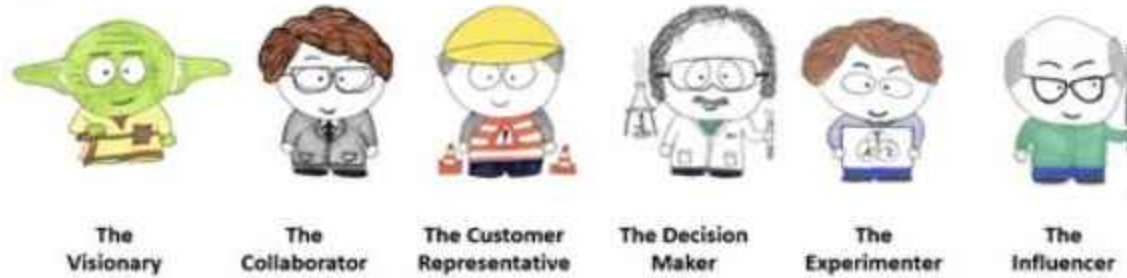


Photo by [Taylor Vick](#) on [Unsplash](#)

**Extreme Programming**



Product Owner Stances (from Scrum.org)





**8**

**DECENT WORK AND  
ECONOMIC GROWTH**



# LINEAR ECONOMY



**TAKE**



**MAKE**



**USE**



**WASTE**



Photo by [Alexander Mills](#) on [Unsplash](#)

The Product Owner is...

***“Accountable for maximizing the VALUE of the product resulting from work of the Scrum Team”***

# Free market economy in Product Development

“Maximizing the **value** of the product”

## **Value often means:**

- making **money**
- increasing **profits**
- increasing **revenues**
- increasing **margins**
  - saving **costs**

(Lukassen & Schuurman 2023)



# Free market economy in Product Development

**Metrics** like "Customer Satisfaction" are  
indicators for buying behaviour  
- leading to **growth & market share**

# Free market **value** in Product Development



Evidence-Based Management™ from scrum.org

more info: <https://www.scrum.org/resources/evidence-based-management-guide>



Photo by [micheile henderson](#) on [Unsplash](#)

# Circular Economy Cycle

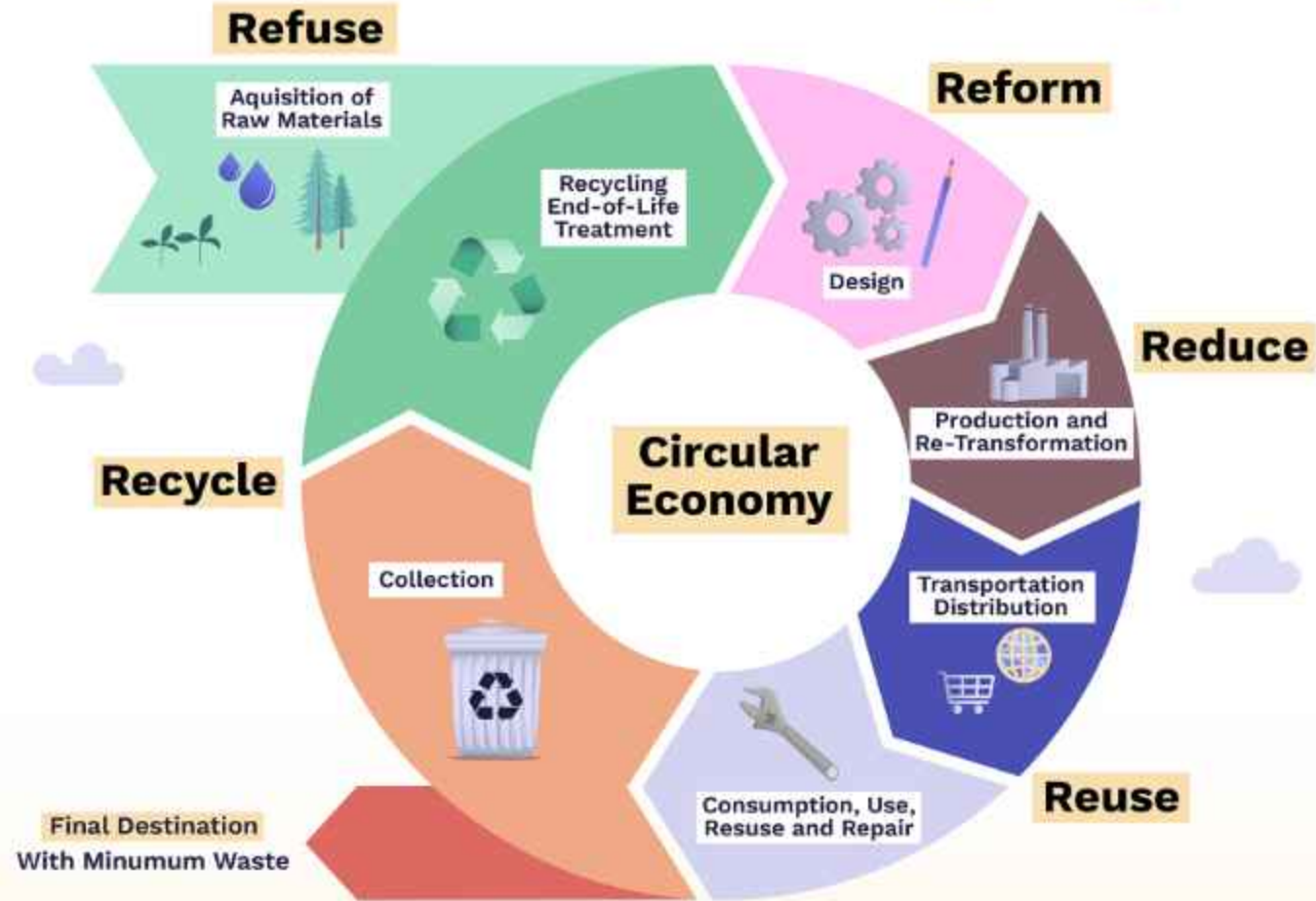
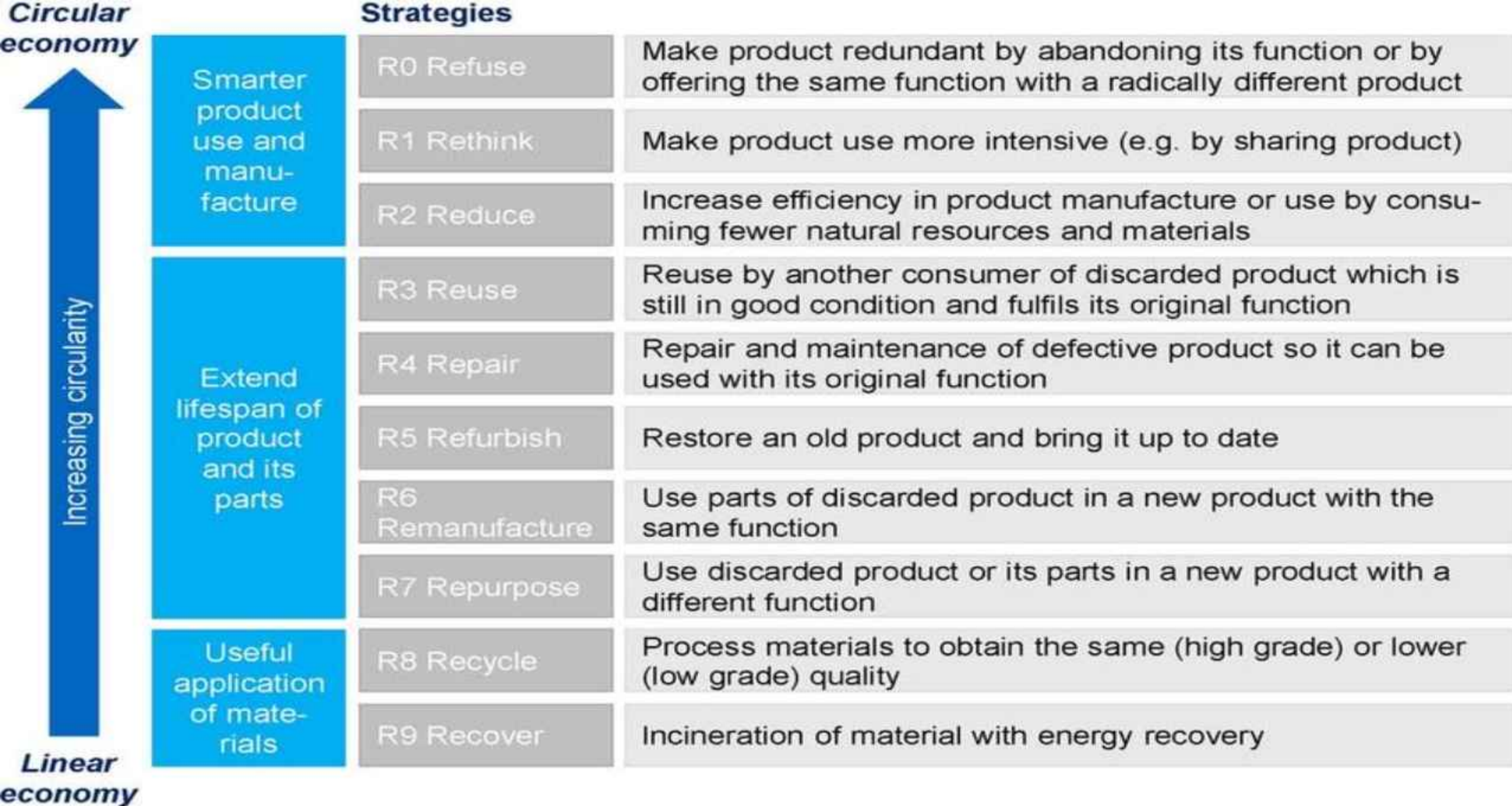




Photo by [Towfiq barbhuiya](#) on [Unsplash](#)



Photo by [Evgeny Kisevsky](#) on [Unsplash](#)



The 9R Framework. Source: Adapted from Potting et al. (2017, p.5)

## Circular strategies you can apply in product **development (design)**

- **REFUSE** – make it redundant, don't build it or don't expand it
- **RETHINK** – usage (sharing), value
- **REDUCE** – consume less, make on demand

***You ain't gonna need it!***



**The world has enough for everyone's  
need, but not enough for everyone's  
greed.**

MAHATMA GANDHI



## Could you already think of ways to apply REFUSE / RETHINK and/or REDUCE currently in your work? Any examples / ideas?

All responses to your question will be shown here

Each response can be up to 200 characters long

Turn on voting in Interactivity to let participants vote for their favorites



The planet does not need more successful people. The planet desperately needs more peacemakers, healers, restorers, storytellers and lovers of all kinds.

~ *Dalai Lama*



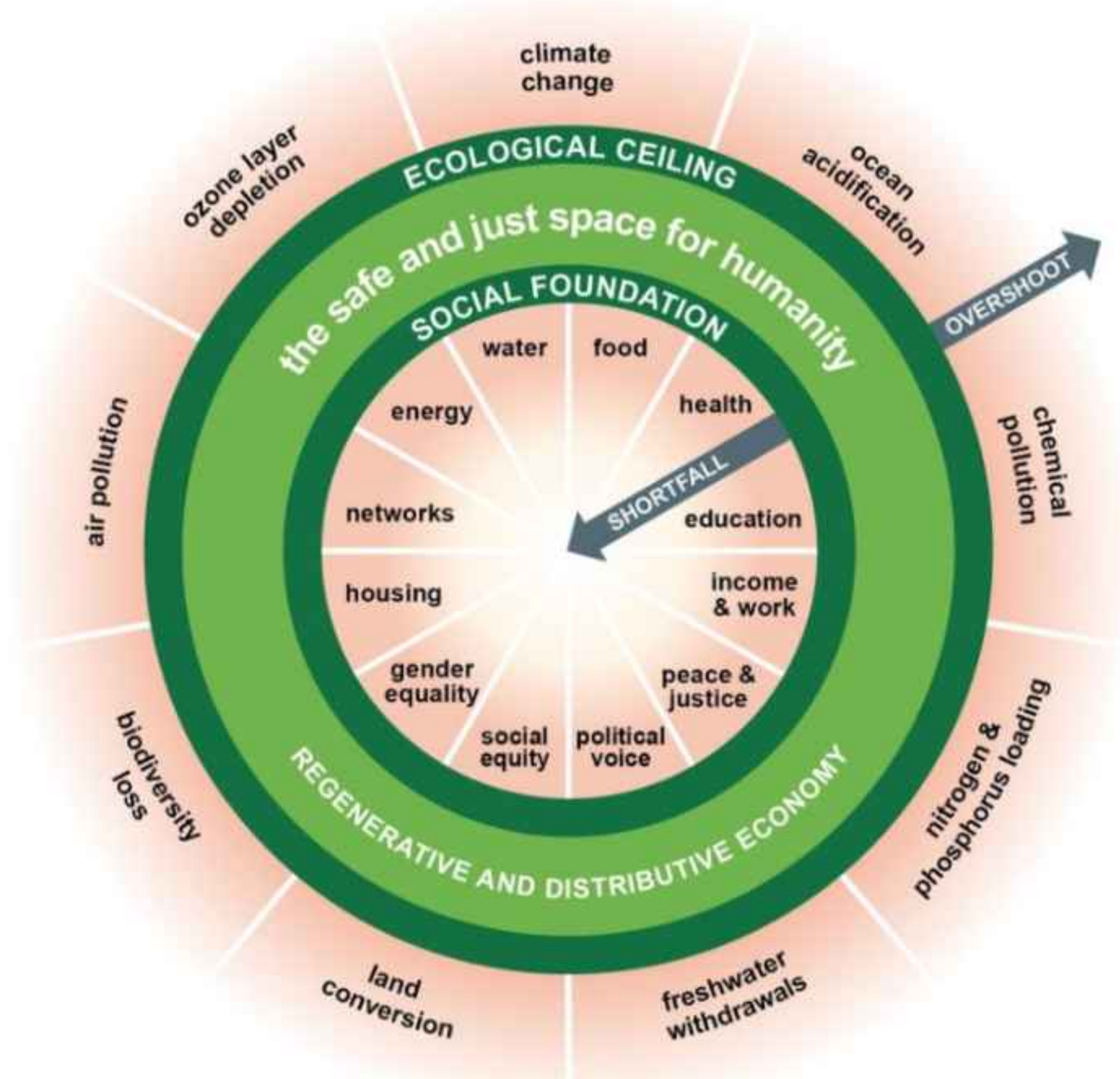


Photograph: Graeme Robertson, the Guardian, June 2023

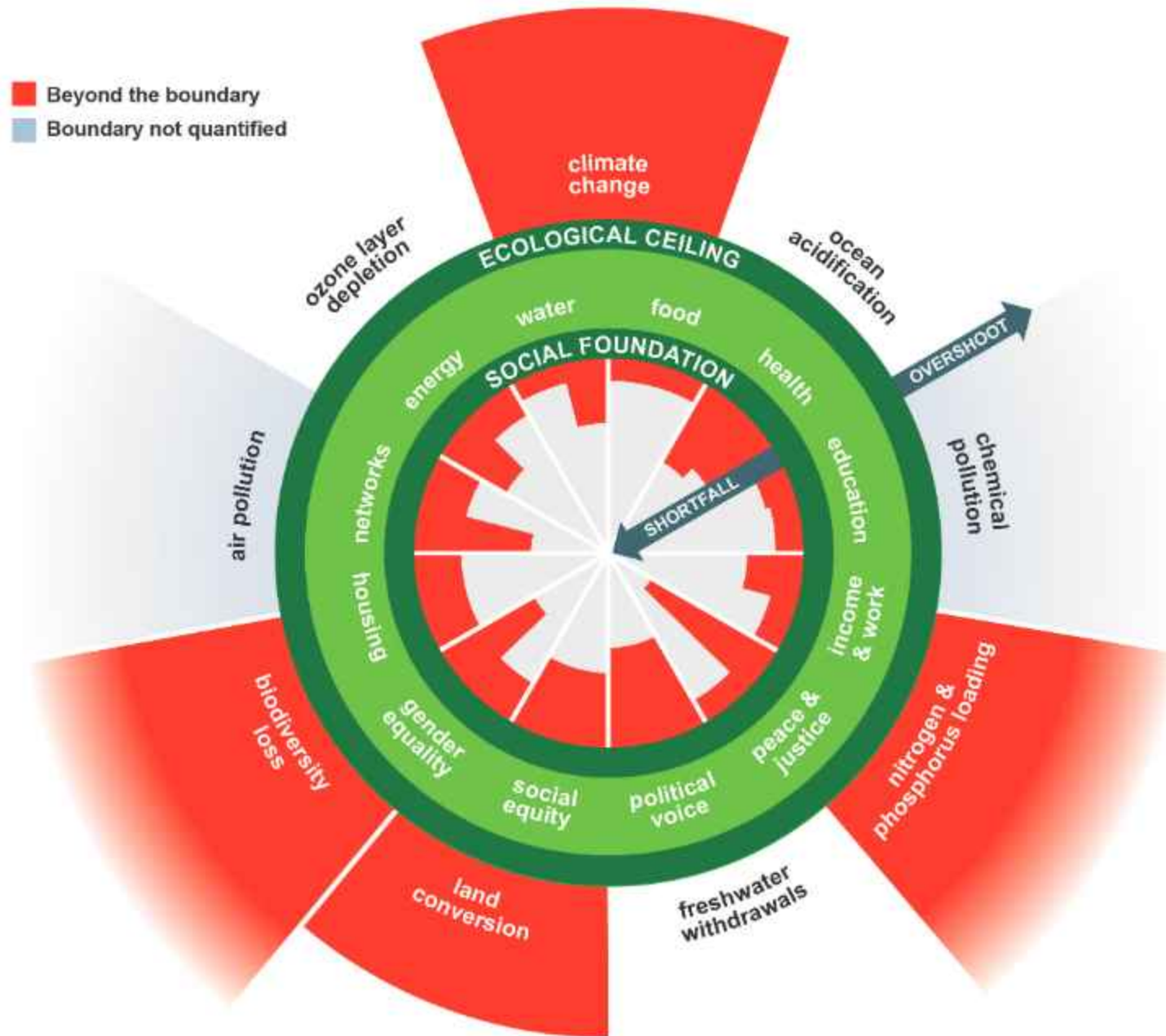
# Doughnut Economics:

Meeting the needs of all, within the means of the planet –  
balance between human development and planetary boundaries





The model of Doughnut Economics (Kate Raworth, 2017)



The Doughnut Transgressing – Kate Raworth (2017)

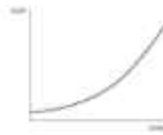
## Seven ways to think like a 21st century economist

Seven Ways to Think:

From 20th-Century Economics

To 21st-Century Economics

1. Change the Goal

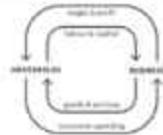


GDP



the Doughnut

2. See the Big Picture



self-contained market



embedded economy

3. Nurture Human Nature

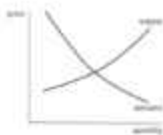


rational economic man

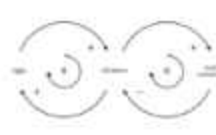


social adaptable humans

4. Get Savvy with Systems



mechanical equilibrium



dynamic complexity

5. Design to Distribute

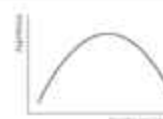


growth will even it up again

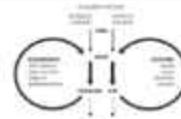


distributive by design

6. Create to Regenerate



growth will clean it up again

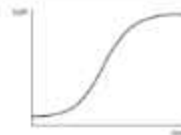


regenerative by design

7. Be Agnostic about Growth



growth addicted



growth agnostic

Agile Principle number 10...

**Simplicity** -- maximizing the amount of work not done – is **essential**



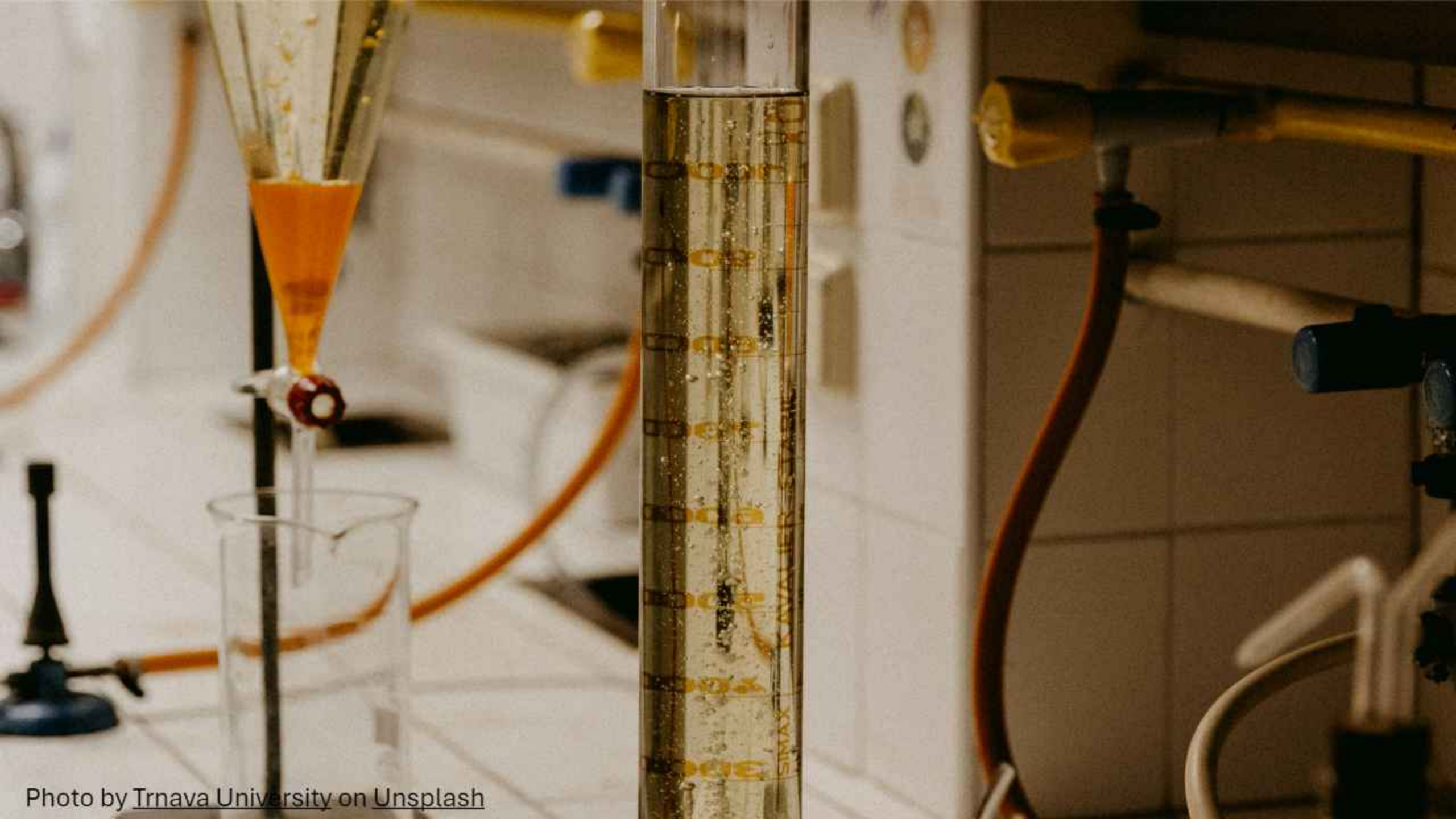


Photo by [Trnava University](#) on [Unsplash](#)



Photo by Aaron Burden on Unsplash



# Doughnut Product Strategy (DPS)

*Think like a Berliner 😊*

for **IT Product Development**

**3 principles**

**7 practices** to think like a modern  
economic Product Person

**1 mantra**

# Doughnut Product Strategy

## 3 (circular) principles

- **REFUSE** – make it redundant, don't build a product or don't expand it by adding more features or PBI's – Degrow your product
- **RETHINK** – **usage** (sharing), rethink what product **value** is in your situation
- **REDUCE** – consume less, make on demand - look for thriving in balance without crossing boundaries, work with bandwidth KPI's / OKRs



# 7 Practices to apply thinking like a modern economic Product Person

- **Change the goal** - from growth focused -> Doughnut Product Development
- **See the big picture** – from isolated -> embedded product systems
- **Nurture human nature** – from rational economics -> socially adaptable systems
- **Get savvy with systems** – from mechanical equilibrium -> dynamic complexity
- **Design to distribute** - from size matters -> distributive by design
- **Create to regenerate** – from growth -> regeneration (and innovation)
- **Be agnostic about growth** – growth addicted -> growth agnostic

1 MANTRA:  
YAGNI  
YOU AINT GONNA NEED IT

# (1) Change the goal



# Change the **Product Vision** to include **Sustainability**

“We bedenken, bouwen en beheren de IT-infrastructuur van <xxx> zo, dat we de teams (klanten) die producten voor de eindklanten ontwikkelen een maximale dev-ex hebben met een seamless one stop-shop flow.”

And then we added “***all the while reducing our CO-2 emissions wherever and whenever we can in everything we do***”



# Change **Product Goals**

(Q1 2023) **Uitfaseren oude meuk** – *and keep track of how much waste (data, redundancy) we get rid of in the process*

(Q3 2023) **Launch AAP** (ansible automation platform) – **with a focus on energy efficiency, so *without increasing the need for electricity***

(Q1 2024) **Set up sustainability monitoring** (dashboards) for real time energy consumption by IT Infrastructure (so we could see the effects of follow the sun strategy e.g.)

# Change **sprint goals**

- (Sprint 78) “Digital clean up – this sprint we want to throw out at least 30% of digital zombies: unused infrastructure, unused white areas (server optimisation) and redundant data, so that we free up time and energy for other sustainability improvements”
- (Sprint 3) “Baseline meting CO2 serverpark”
- (Sprint 6/2022) “This sprint we want to improve the response time on our website approximating 80 milliseconds...” – “**with the restriction that it cannot be less energy efficient**” (which we then couldn't properly measure at the time)

## (2) See the big picture



Photo by [Zoë Reeve](#) on [Unsplash](#)

# Pay attention to the entire value cycle: Cradle to cradle – with a grave in the cycle



Photo by [Sandro Gonzalez](#) on [Unsplash](#)



Photo by [Chris Anderson](#) on [Unsplash](#)



Photo by [Andrea Sánchez](#) on [Unsplash](#)

### (3) Nurture human nature



Photo by [Larm Rmah](#) on [Unsplash](#)

# Rethink **value** in the context of your product

- It doesn't have to be money or growth. It can be developer **experience, interactions** with nature, a greater **contribution** to society
- We are all humans after all
- Example: for us it all changed when we started to see **“meaningful interactions with our archives in the light of history”** as a North Star Metric

An example of growth agnostic **value** - a Key Value Indicator by Houdini:

***By 2022 “We will have enabled exponential growth in the number of experiences of nature with the same use of resources through product-as-a-service solutions.”***



## (4) Get savvy with systems



Photo by [Kristin Snippe](#) on [Unsplash](#)

## COMPLEX ADAPTIVE SYSTEMS (CAS)

Path Dependent

Systems have a History

Non-Linearity

Emergence

Irreducible

Adaptive

Operates between Order and Chaos

Self-Organizing

# Embrace dynamic complexity

- Agility!
- **Control** levers in economy are as **elusive** as they are in product management
- Your metrics, any metric, could easily give a false sense of control. **Define your metrics loosely and within a bandwidth**
- Use **Key Value Indicators** or **OKR's wisely** (intent, direction, not as control)

# Sustainability - like quality – built in system(s)

## Definition of Done – Sprint

- ✓ Is er een DoD voor elke User Story in de sprint?
- ✓ Voldoet elke User Story aan de DoD?
- ✓ Is alle 'to do' in de code compleet? + GETEST OP MAXIMAAL DUURZAME OPLOSSING?
- ✓ Zijn alle unit test geslaagd?
- ✓ Is de Product Backlog geupdated?
- ✓ Increment getest binnen de testomgeving welke gelijk is aan het productieplatform?
- ✓ Zijn de devices/browsers gedefinieerd in de User Story gestest en akkoord bevonden?
- ✓ Is de backward compatibility test geslaagd?
- ✓ Is er een akkoord op de performance test?
- ✓ Zijn alle bugs hersteld?
- ✓ Is de sprint klaar voor productie volgens de Product Owner?

## (5) Design to distribute



# It's not yours anyway...

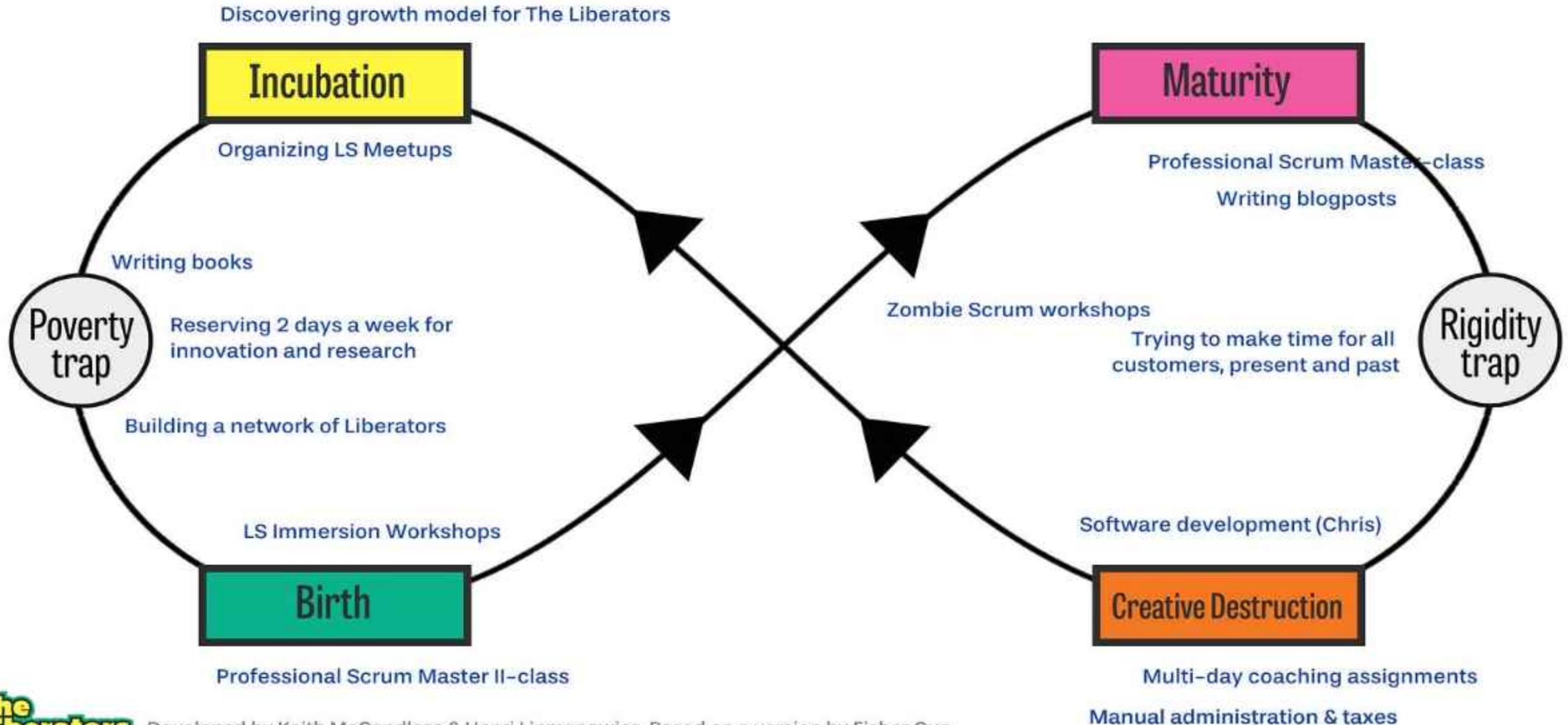
- Design for **sharing**
- Have **stakeholder conversations** around promoting reuse, sharing or scaling down
- Have stakeholder conversations about **ownership / stewardship**
- Combine with “nurture human nature”: stakeholders don't need what the neighbour already has...

## (6) Regenerative by design



# Ecocycle Planning

Example for The Liberators







# Useful production & regeneration

You need to **let go** of something before something else can blossom

Useful production of your products: create **on demand** and...

Apply the **scout rule** yourself as a PO and for your product: what about only adding a new PBI only IF another item is done or retired / removed from your backlog?

As Kent Beck would say: **TIDY FIRST**

(7) Be agnostic about growth



It doesn't have to be bigger to be better  
Small is beautiful 😊

Design for **smaller & local production** - work with a small local (onsite) team

Design for **smaller** items on the backlog and design for **impact**

*As a <....> I want to, so that...*

*WITH THE IMPACT OF <something positive for the planet>*

Or at least WITHOUT negatively impacting the CO2 emissions from our product and without harming other people

**VALUE** is what counts

This PBI format was created by @Jutta Eckstein

So... be a 'lazy' product owner / person!

Be **agnostic** about product growth:

retire items, degrow the product backlog, maybe even degrow your product itself

**Refuse**

**Rethink**

**Reduce**



# DPS (Doughnut Product Strategy)

- **3 principles** (Refuse, Rethink, Reduce)
- **7 practices**
  1. Change the goal
  2. See the big picture
  3. Nurture human nature
  4. Get savvy with systems
  5. Design to distribute
  6. Regenerative by design
  7. Be agnostic about growth

**1 mantra: you aint gonna need it**

**After all this, can you now think of more / other ways to influence the system in Product Development and REDUCE/REFUSE/RETHINK more often?**

All responses to your question will be shown here

Each response can be up to 200 characters long

Turn on voting in Interactivity to let participants vote for their favorites



“It’s not easy  
being green.”

—Kermit the Frog





*"The Greatest  
Threat to Our  
Planet Is the  
Belief That  
Someone Else  
Will Save It"*

*~Robert Swan*



## **Be a little Stoic**

Let's waste no more time arguing what a good person should be. Just be one!

Let's waste no more time arguing what a good action to take would be. Just get started!

# Remember to act #togetherwecan

- Weave **sustainability everywhere** in your product strategy – use the **doughnut product strategy**
- Involve your **stakeholders** – and consider the planet a stakeholder
- We want to go far, so let's go **together**
- Remember sustainability is also about **people**
- **Start small and experiment**
- Sign the **Agile Sustainability Manifesto**, take the pledge

# Sign the Agile Sustainability Manifesto

People & Planet over Profit  
Adaptability over Rigidity  
Abundance over Scarcity  
Value over Consumption

<https://www.agilealliance.org/sustainability-manifesto/>

THE SUNDAY TIMES BESTSELLER

# DOUGHNUT ECONOMICS

Seven Ways to Think Like a 21st-Century Economist



KATE RAWORTH

*'The John Maynard Keynes of the 21st century'*  
George Monbiot, *Guardian*

# SUSTAINABLE

# HAPPY PROFIT

PRODUCTS AND ORGANISATIONS  
THAT THRIVE

INES GARCIA

# PRACTICAL PRODUCT MANAGEMENT FOR PRODUCT OWNERS

CREATING WINNING PRODUCTS WITH  
THE PROFESSIONAL PRODUCT OWNER STANCES



CHRIS LUKASSEN  
ROBBIN SCHUURMAN

Foreword by DAVE WEST



The Professional Scrum Series by Scrum.org

NEW EDITION - UPDATED AND EXPANDED

*'Terrific! I can't remember the last  
time I read a book that was more  
fascinating and useful and enjoyable  
all at the same time.'*

BILL BRYSON



THE CARBON FOOTPRINT  
OF EVERYTHING

MIKE BERNERS-LEE

# Re generation Ending the climate crisis in one generation

Paul Hawken

MIKE BERNERS-LEE

# THERE IS NO PLANET B



*'massively important and massively entertaining'* - Bill McKibben  
*'a handbook for how humanity can thrive'* - Financial Times

UPDATED

# LESS IS MORE

# HOW DEGROWTH WILL SAVE THE WORLD

Jason Hickel

Foreword by Kofi Klu and Rupert Read of  
**EXTINCTION REBELLION**

# Not the End of the World

How We Can Be the  
First Generation to Build  
a Sustainable Planet

HANNAH  
RITCHIE

- Circular Economy: <https://www.ellenmacarthurfoundation.org>
- Degrowth.info
- Postgrowthguide.com



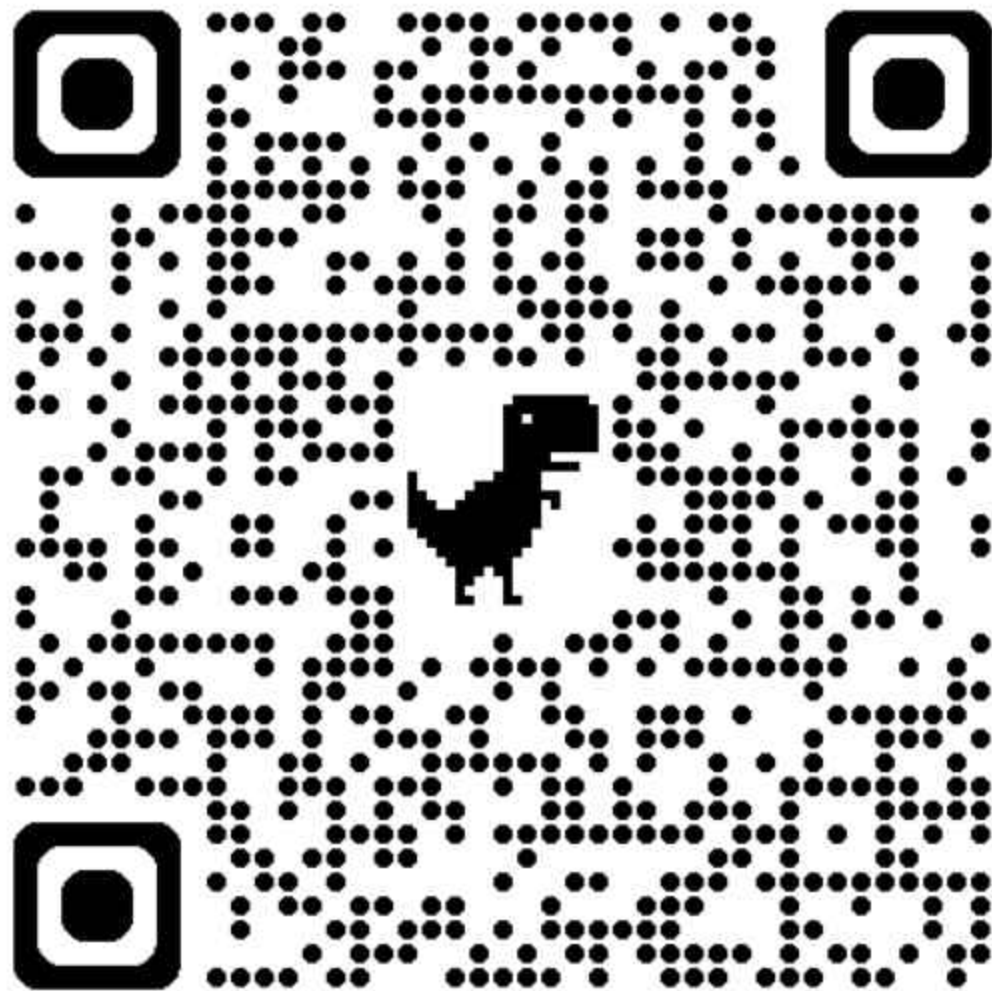
Photo by [Evan Dennis](#) on [Unsplash](#)

# What is your biggest take-away from this session?



bold leader  
creative  
fast inspiration  
transpiration focus









Remember my dream?

Go forth and  
make the world a better place

#togetherwecan

Complementary slides

# Principles of Degrowth



## Sustainability

Never deteriorate supporting ecosystems



## Circularity

Waste not, want not



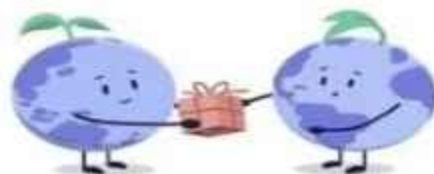
## Cooperation

People and planet, not profit



## Useful Production

What is not needed should not be made



## Sharing

Sufficiency for all, excess for none



## Local Production

Produce local, consume local



## Work-Life Balance

Work less, play more



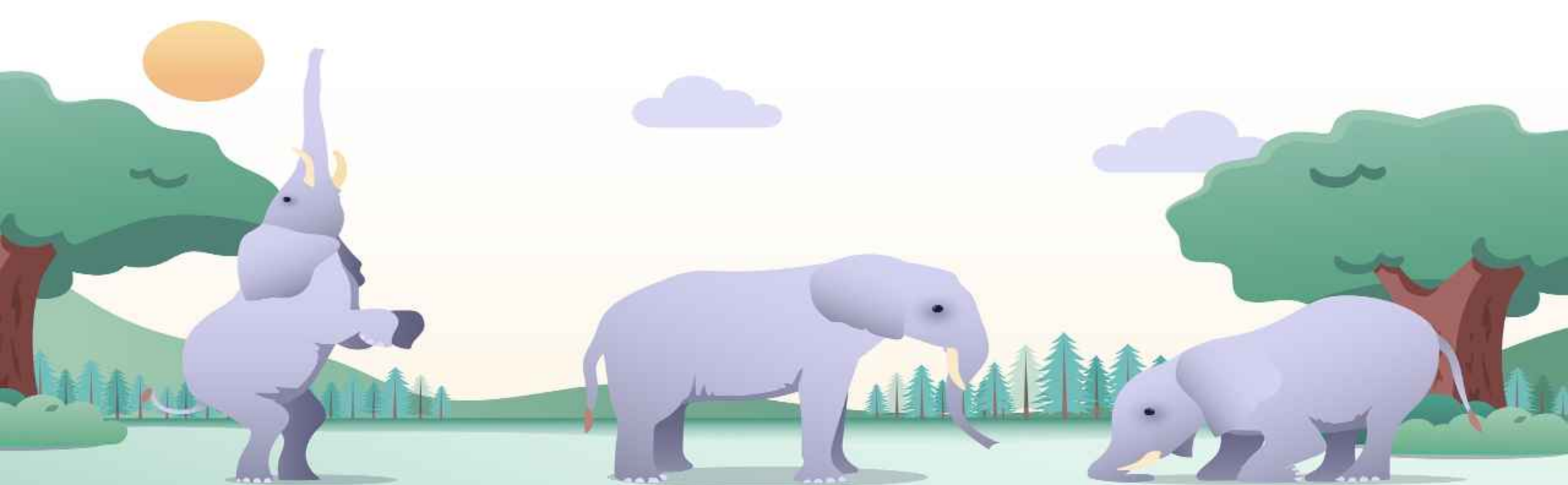
## Relational Goods

Less stuff, more relationships



## Joie De Vivre

If I can't dance, I don't want to be part of your economy!



More of the same

**Growth**

Same of the same

**Stationary state**

Less of the same

**Recession**

**Degrowth**

Simply different



Remember to do what we always do in agile: experiment (probe): **start small, experiment and inspect & adapt**

### **Example experiment:**

Is there an alternative to short-term profit focus? \

**Hypothesis:** *The board notes that long term customers are leaving although you are still attracting new customers. We are damaging our long-term profitability by focusing on quarterly profits and cutting costs and services to keep boosting immediate profit. If we release a selected department from our latest cost cutting, they will get long term customers to return and customer attrition will diminish.*

**Hold a simulation** in which customers participate or the team creates a persona that approximates customer reactions to various scenarios. Have scenarios not/implementing cost cutting.

The **measurement** would focus on the personas team's subjective reports on their different experiences.

Experiment taken from :

<https://www.agilebossanova.com/resources/>