



**ProductCamp Ottawa**  
Ottawa Product Management & Marketing Association

# The Missing Agile Value: Building Better Products



**Reading the Room**  
**Rebels (Delivery)**  
**Influencers (Mgt)**  
**Leaders (\$\$)**



## Coaching values-based leaders and mission-driven organizations.

*First hand experience - front line delivery (software), leader (Director, VP), and leadership & systems coach.*



InsideOutAgile



The Earthbody Institute

# WE HOPE™

MAGAZINE



A MISSING  
AGILE VALUE



BUILDING IMPACT  
STEP BY STEP



HOW TO FIGHT A  
SLOW CRISIS



BUSINESS AGILITY  
FROM BOARD ROOM TO  
BOAT DECKS



THE TEAM  
RETROSPECTIVE THAT  
SPARKED COMPANY-  
WIDE CLIMATE ACTION



THE AGILIST'S  
SUPERPOWER IN A TIME  
OF CONSTANT CHANGE



 Caroline Sauv  - Sustainable Agility & Human-Centered Leadership

INTERVIEW WITH

## Caroline Sauv 

Sustainable Leadership and  
Systems Coach

AUTHOR OF  *"The Missing Agile Value"*



Watch on  YouTube

**First things first...**

# Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.  
Through this work we have come to value:

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**Individuals and interactions** over processes and tools

**Working software** over comprehensive documentation

**Customer collaboration** over contract negotiation

**Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck

Mike Beedle

Arie van Bennekum

Alistair Cockburn

Ward Cunningham

Martin Fowler

James Grenning

Jim Highsmith

Andrew Hunt

Ron Jeffries

Jon Kern

Brian Marick

Robert C. Martin

Steve Mellor

Ken Schwaber

Jeff Sutherland

Dave Thomas

- Values / Principles
- Boundary-busting guide for decades!!!
- “Stuckness” to adoption and progress...

**There's a value missing...**

# Environmental and Social Impact OVER maximizing profit

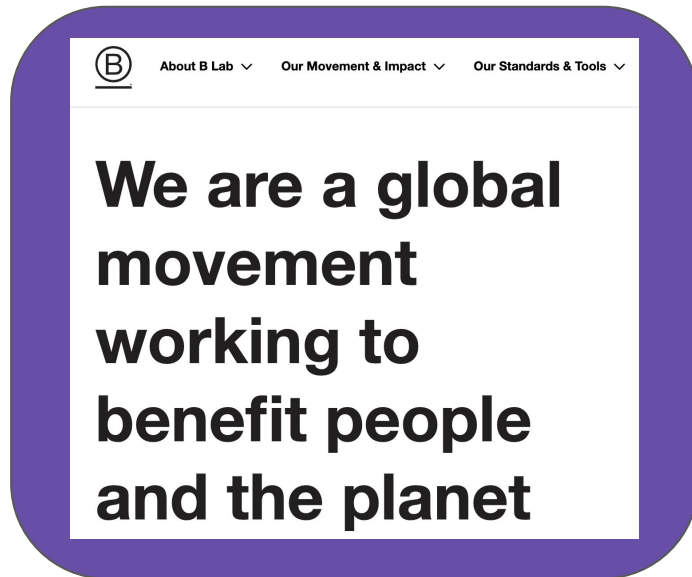


ALTERNATE: “Insert your mission” OVER maximizing profit

# Foundational: Let's talk about "maximizing profits"

## For Profit Corporations:

**Challenge** the legal "fiduciary duty of care" to shareholders.



Check out **B-Corp** frameworks to balance fiduciary, environmental, and social needs.

Learn from **non-profit** counterparts.

# Expand focus on customers and users to include environmental and social impact stakeholders.

General approach to understanding these stakeholders...

1. Connect and understand.
2. Take actions to reduce harm.
3. Take actions to increase reciprocity & restore balance.

# Expand focus on customers and users to include environmental and social impact stakeholders.

## Community Stakeholders:

Accessibility: How usable are our products for all users?

Vulnerability: Are there groups that are harmed (*intentionally or not*) by our Product?

## Environmental Stakeholders:

Carbon Footprint: What is our carbon footprint (Scope 1, 2, 3)?

Waste: How is waste produced by our Product handled over time? How do we sunset and retire our Product when it becomes obsolete?

# Practice: Social and Environmental Impact Stakeholders



To organize the world's information and make it universally accessible and useful. As a "for profit" search engine, Google is committed to significantly improving the lives of as many people as possible.

The ECOSIA logo, featuring the word "ECOSIA" in white, bold, uppercase letters on a black rectangular background.

To create simple ways for everyone to be climate-active every day by using 100% of its profits to plant and protect trees, fostering biodiversity and supporting local communities. As a not-for-profit search engine, it aims to fight climate change, operate on 100% renewable energy, and protect user privacy.

**Groups of 4 Discuss:** Looking at mission statements, identify as many social and environmental stakeholders for each browser.

# Practice: Google's Mission OVER maximizing profit



To organize the world's information and make it universally accessible and useful. As a “for profit” search engine, Google is committed to significantly improving the lives of as many people as possible.



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## Google deletes net-zero pledge from sustainability website

By [Darius Snieckus](#) & [Rory White](#) | [Investigations](#) | September 4th 2025

### Groups of 4 Discuss:

Is this a violation of the missing value “**environmental & social impact over profit**”?

How is this behaviour in alignment (or not) with Google's stated mission?

# XP Principle: Accepting Responsibility

*Responsibility cannot be assigned.  
It can only be accepted.*

- Kent Beck



Agile values and principles require a foundational **ethical and moral backbone** - you *will* hit a hard limit with adoption.

**“Build integrity into”** your mission. Use it as a north star to build better products.

# Talk to me about your mission...



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