

Spotify Case Study

Bob Jiang

Agenda

- **Context**
- Organizational structure
- Agile Coaches & Practices

Bob Jiang

- Certified Scrum Trainer
- Blockchain
- Nerd
- Father
- Freelancer



Spotify



Premium ヘルプ ダウンロード | 登録する ログイン

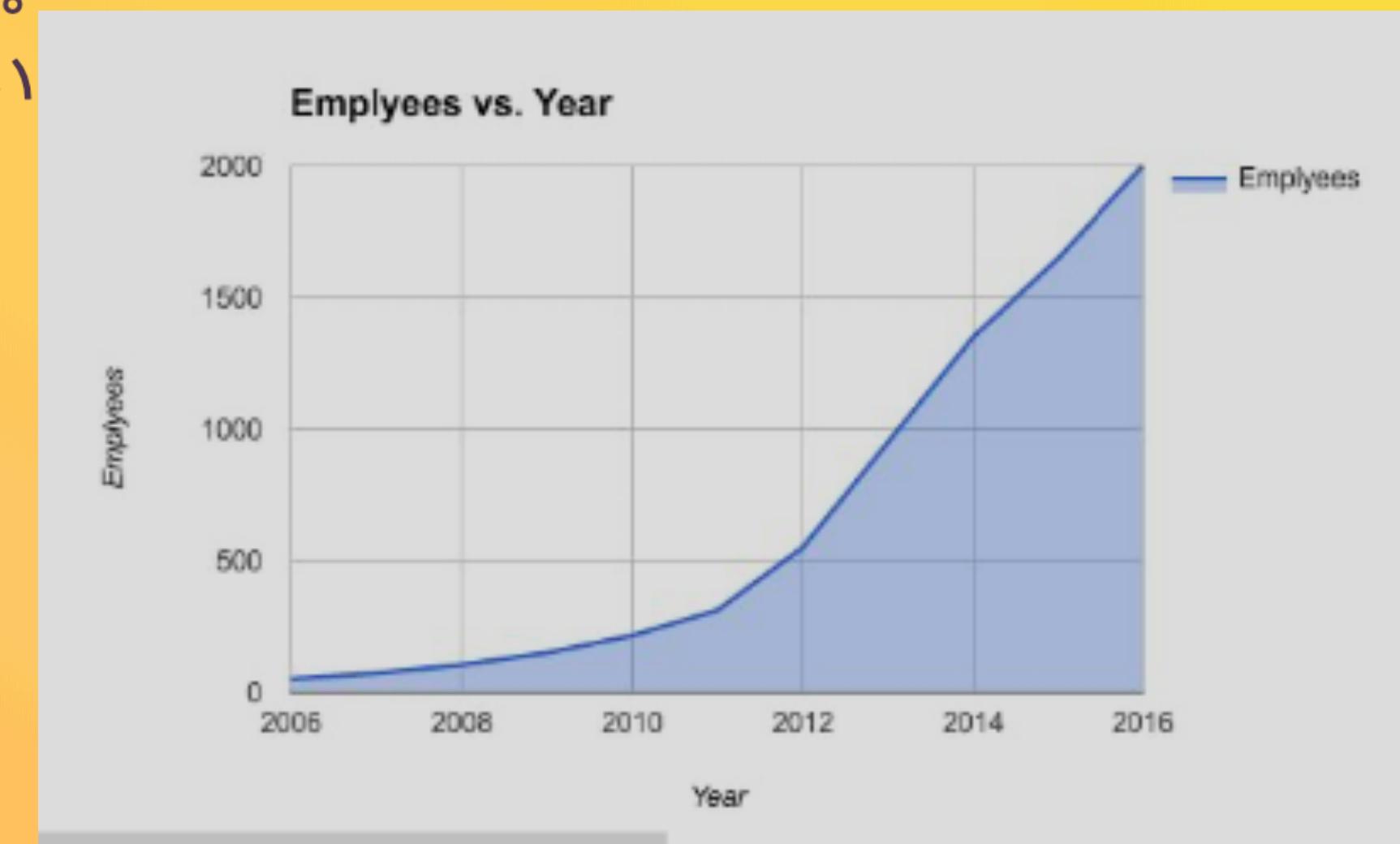
新しい音楽との出会い

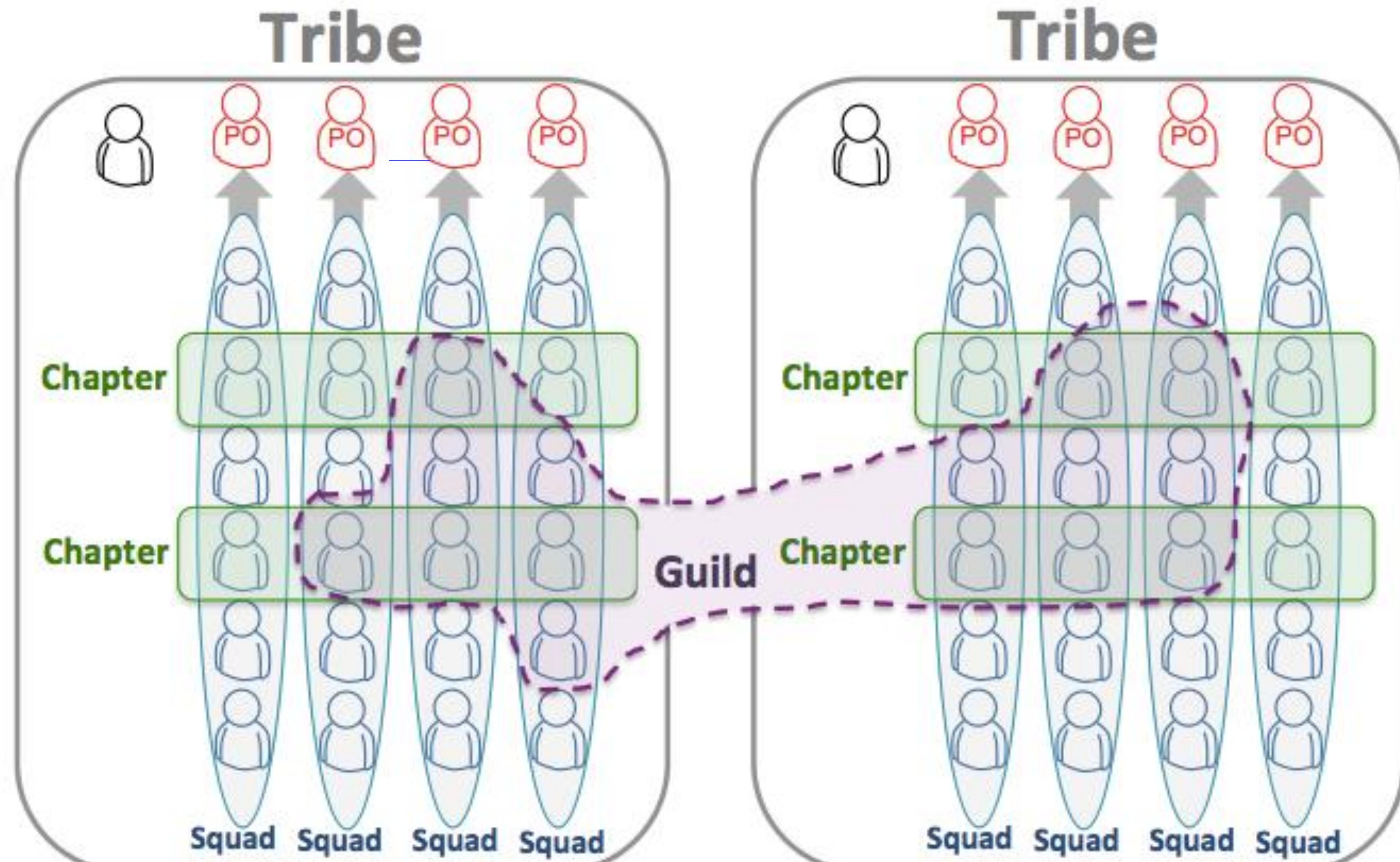
世界中から集めたジャンルを問わない多彩な音楽を5000万曲以上配信。
毎日更新されるプレイリストで見つかる新しい大好きな音楽との出会い
ユーザーひとりひとりが楽しめる専用のラジオ番組も充実。

RADIOを聴く

今すぐ登録する

...



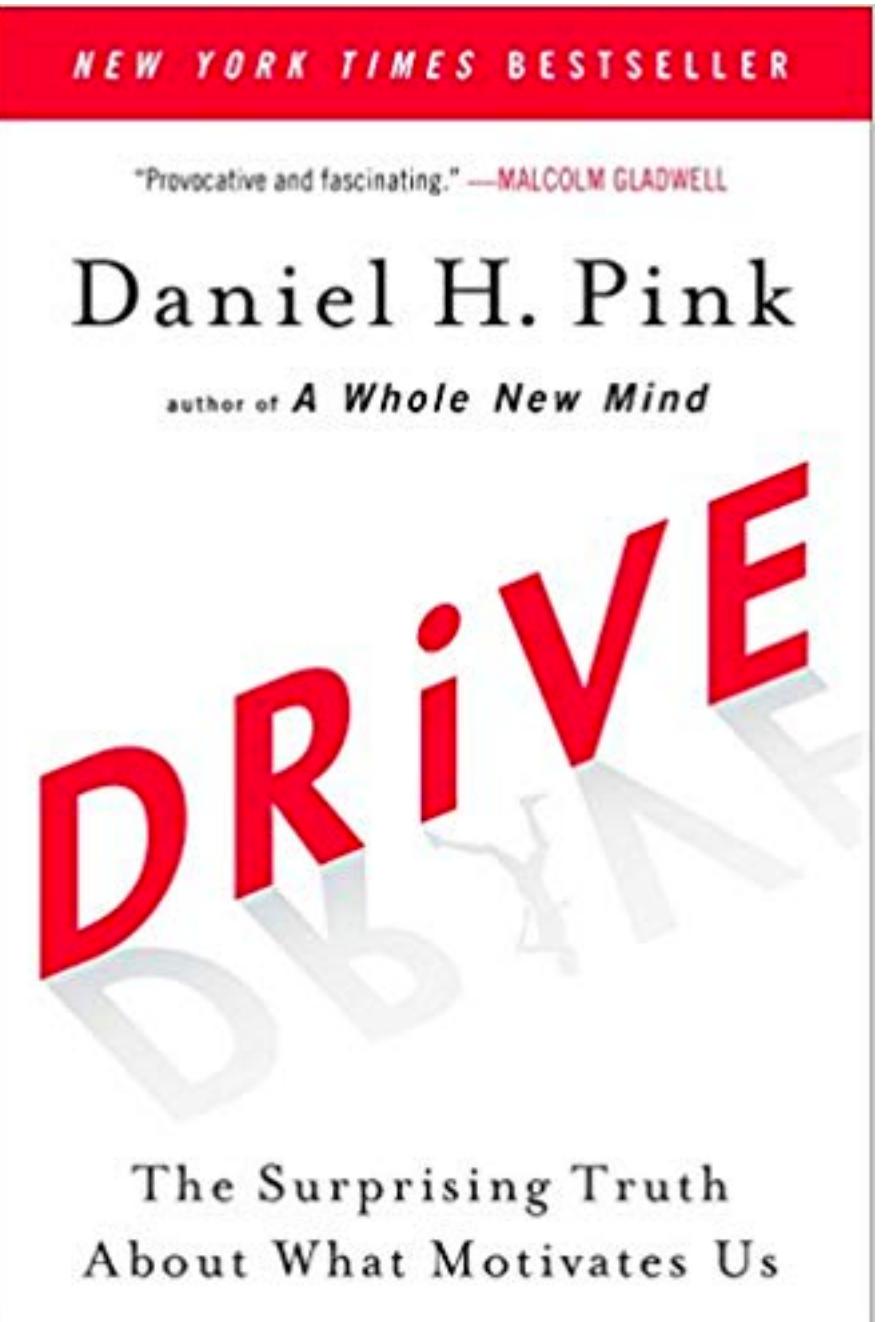


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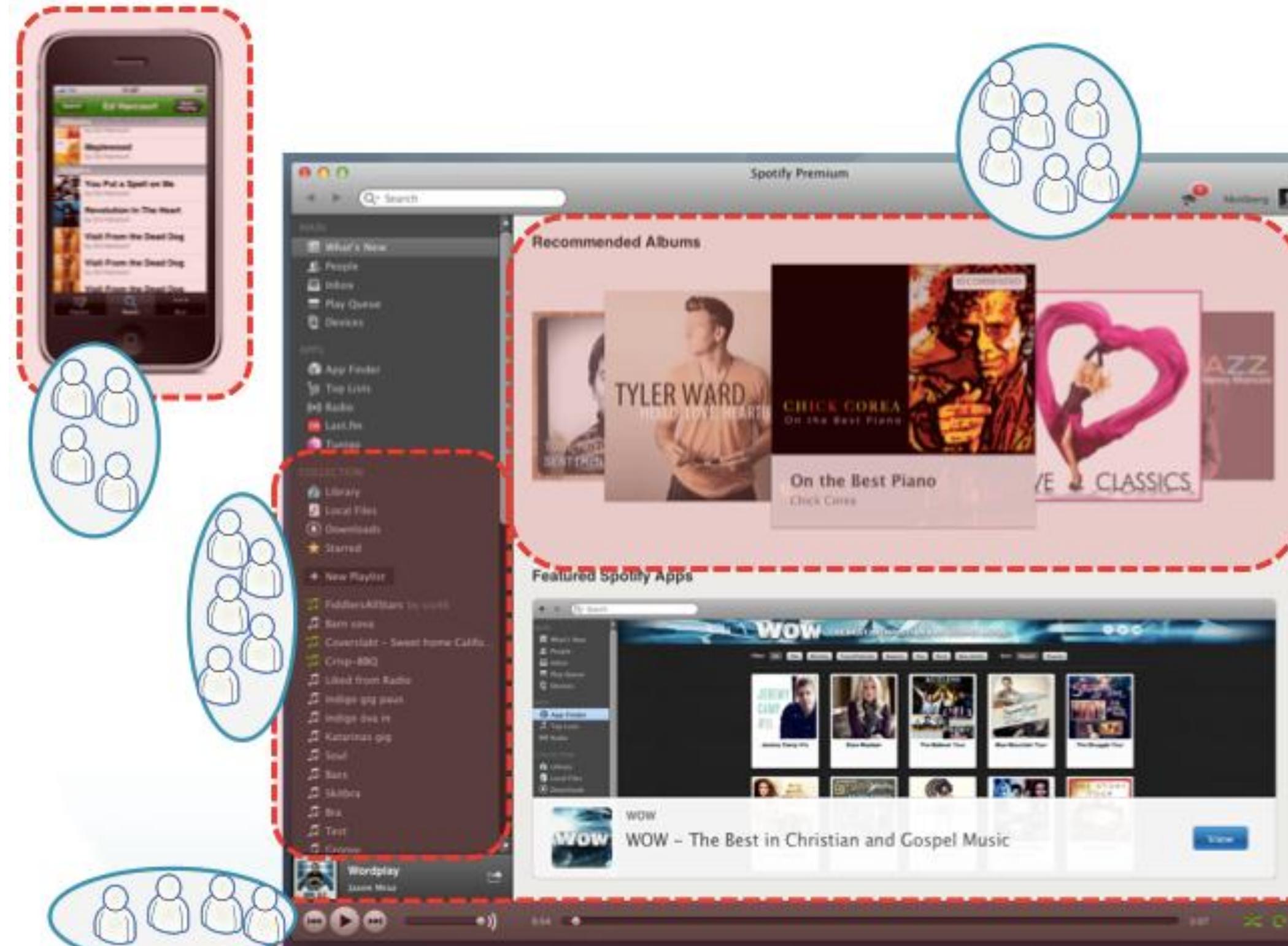
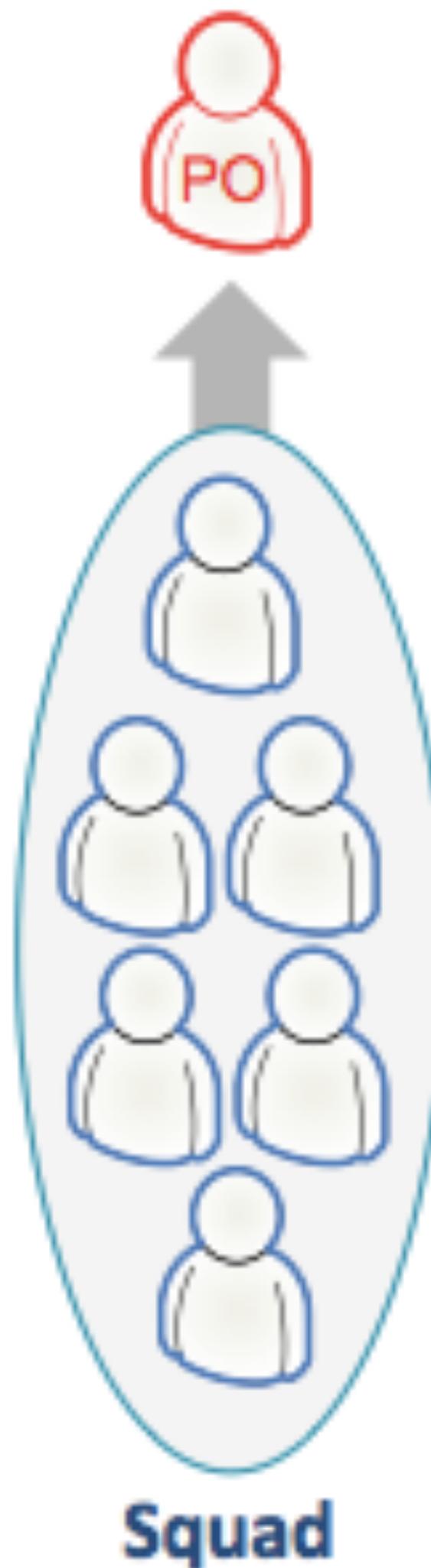
- Context
- **Organizational structure**
- Agile Coaches & Practices

Drive

- Autonomy
- Mastery
- Purpose



Squad

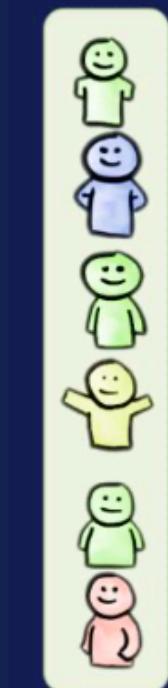
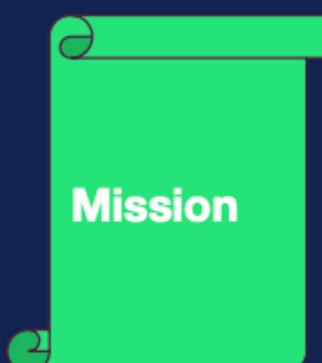
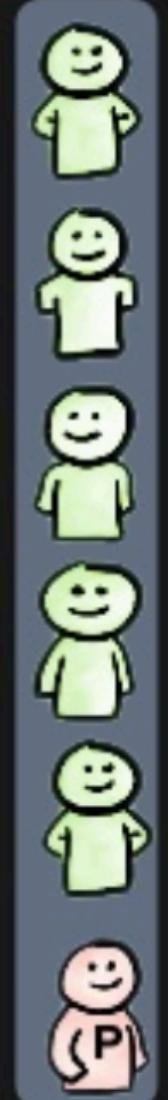


How Squads work

Squad mission

Motivating
Work together

"Create the best and most unique running experience that will attract runners to Spotify and keep them coming back."

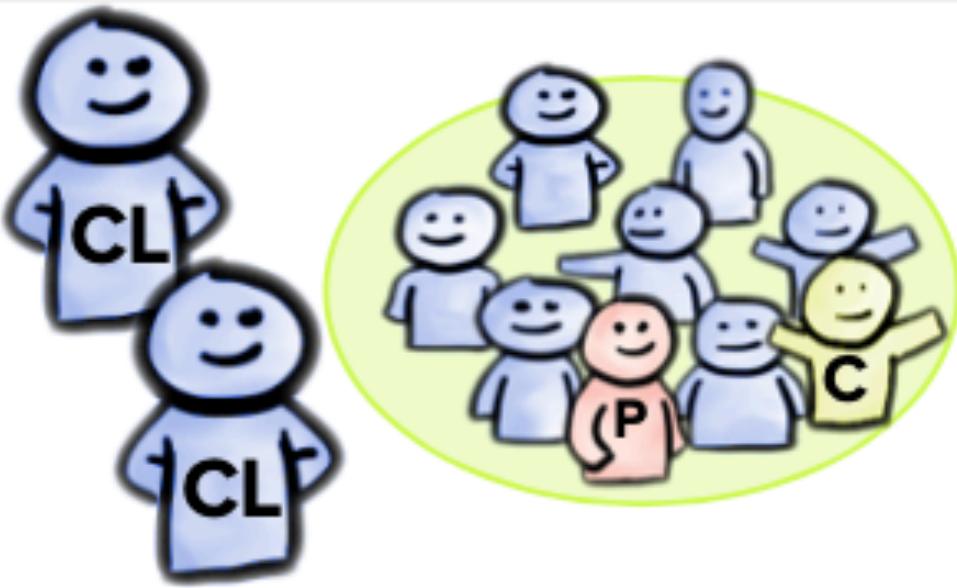
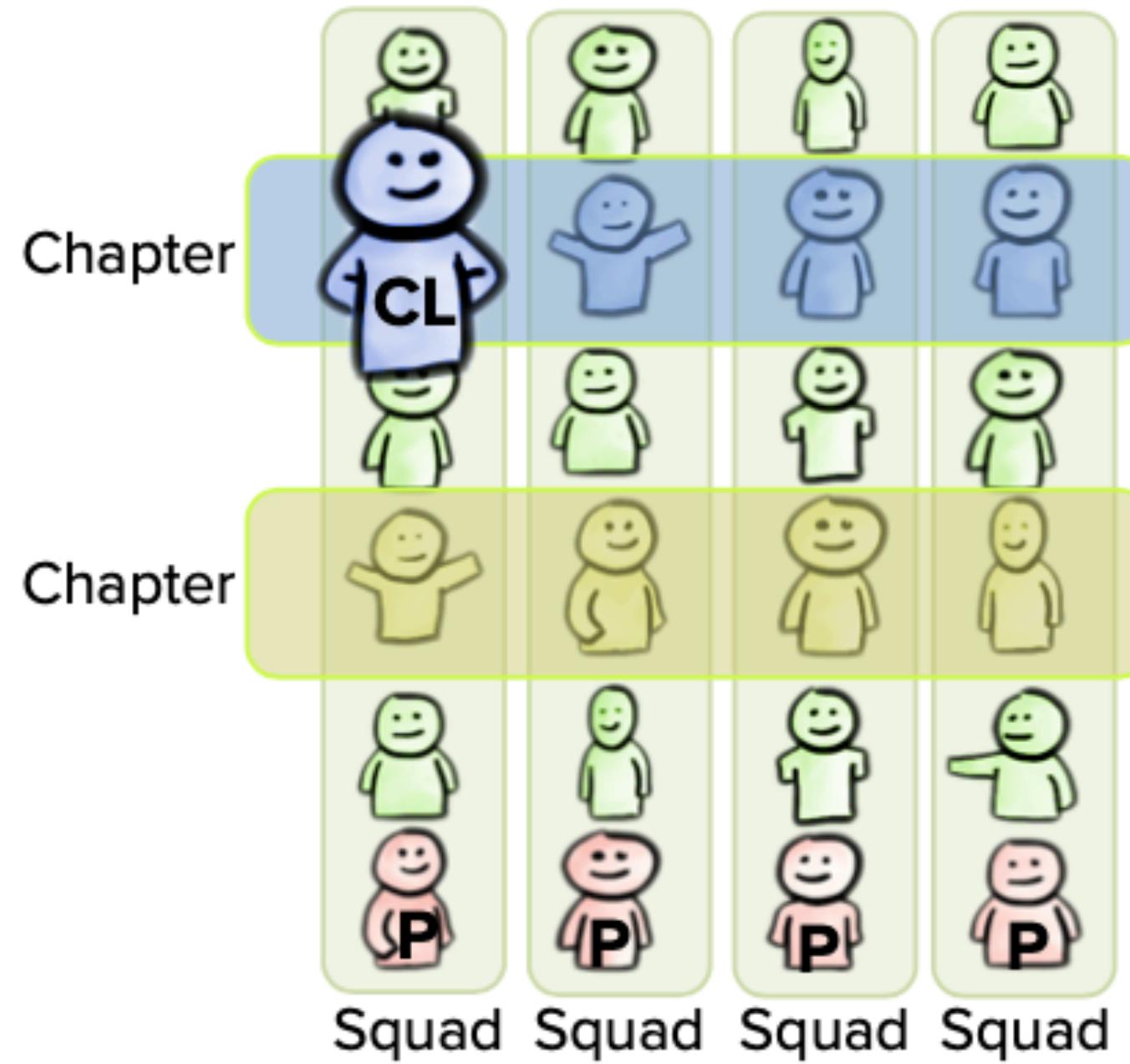


Squad

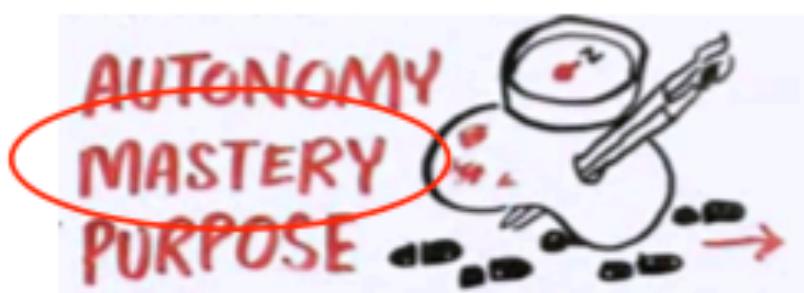


Chapter

Chapter Lead



- Grow individuals
- Grow chapter competence
- Hire the right people
- Salary reviews



Chapters

Competence

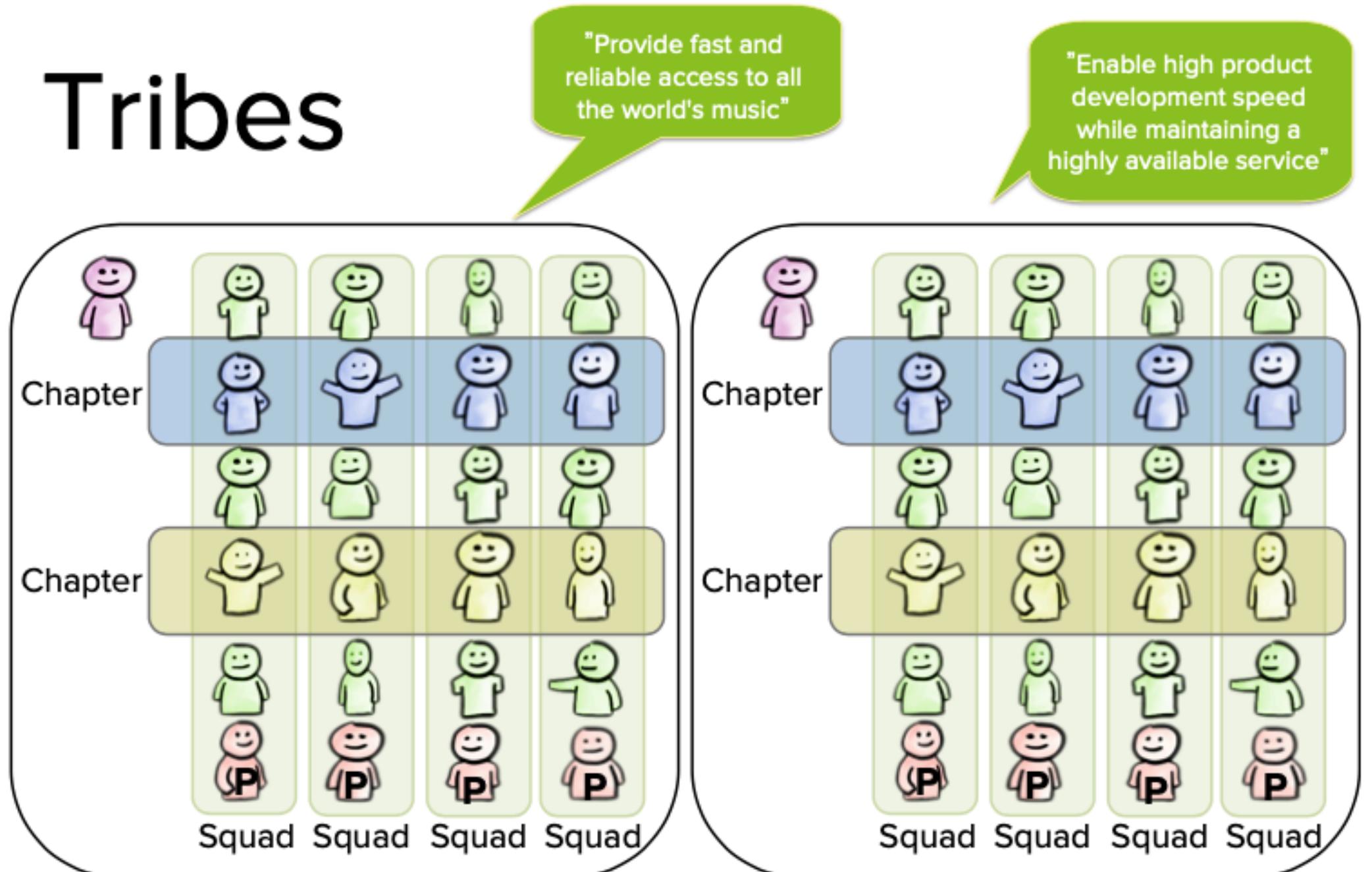
Chapter lead

No team leads

Flexibility

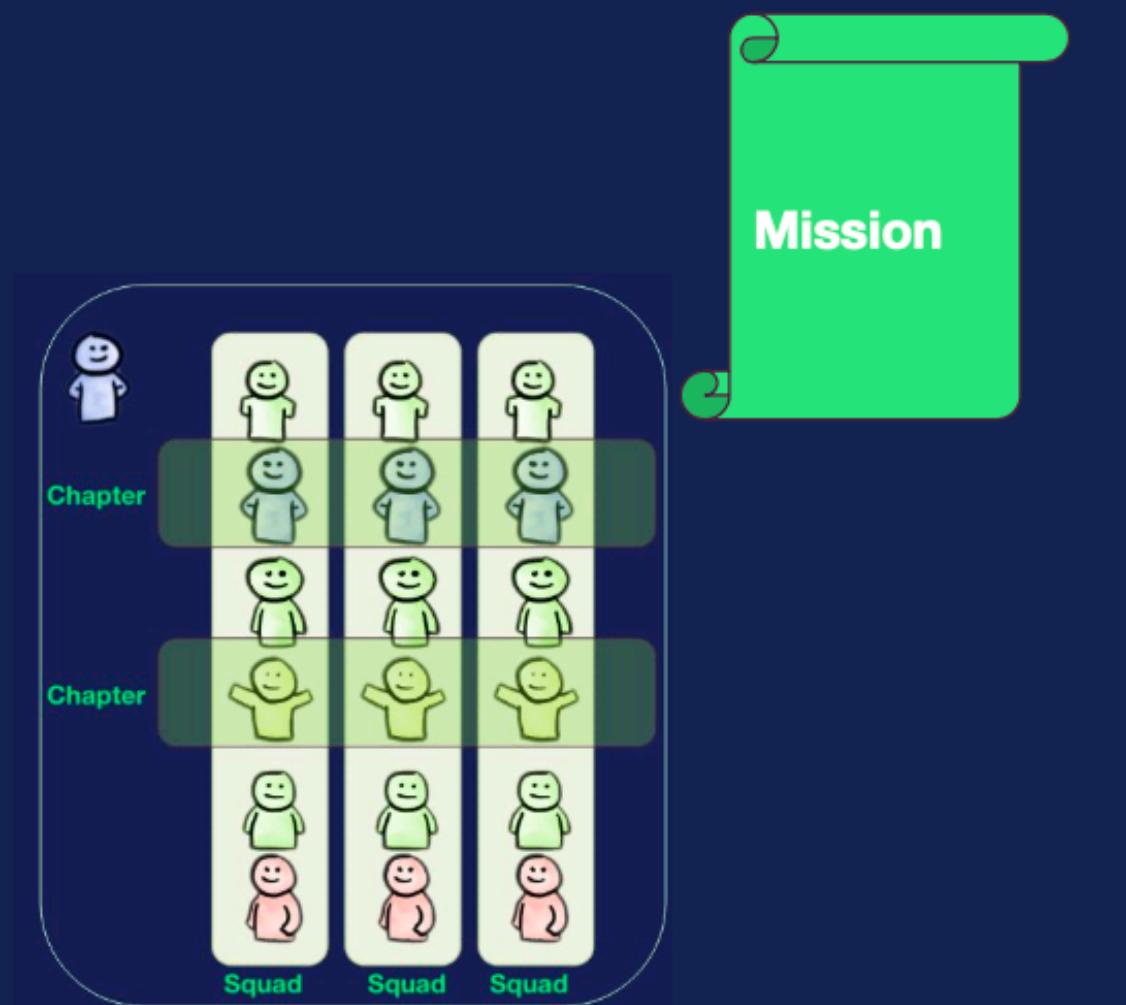
1:1

Tribe



Tribe mission

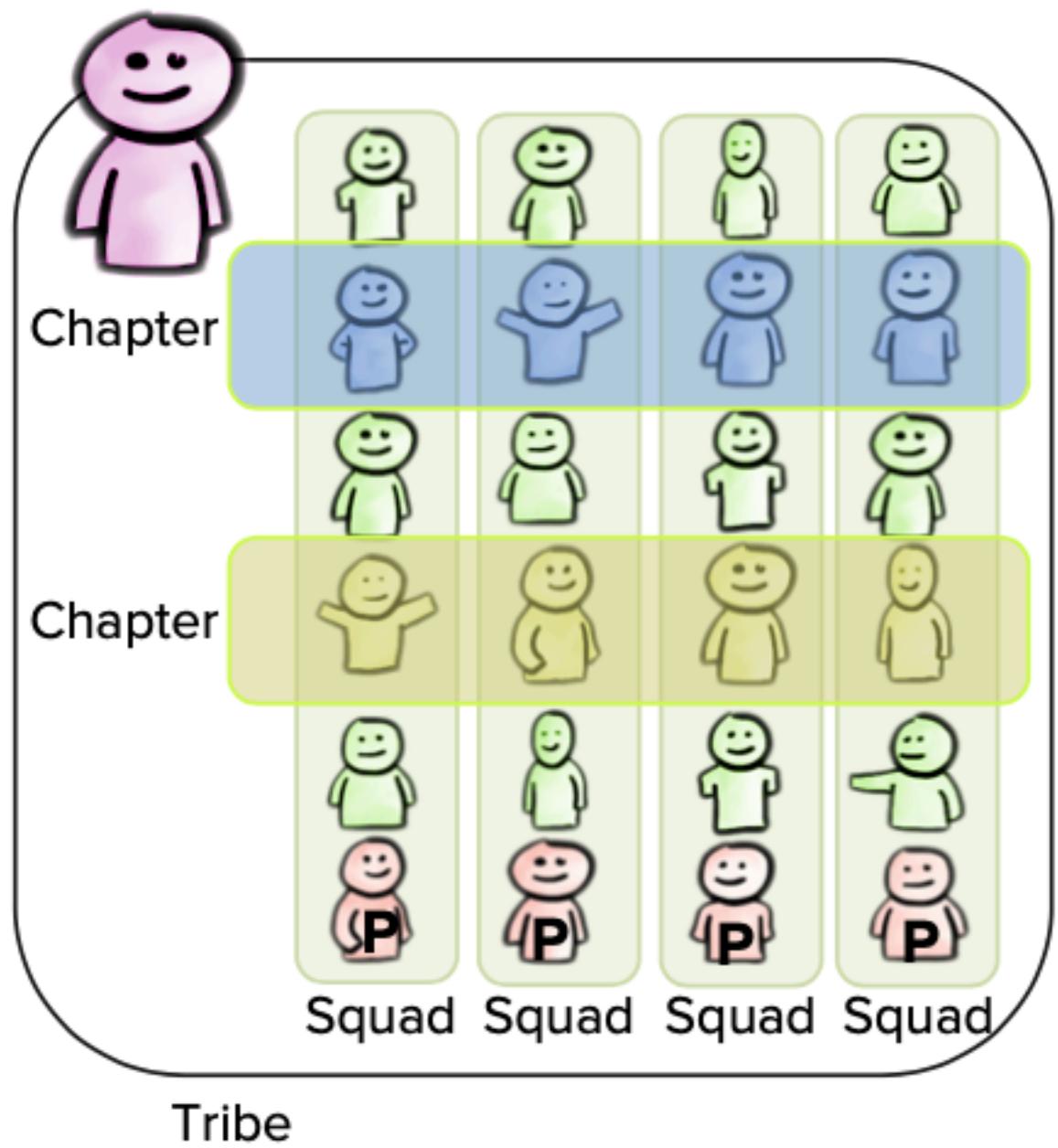
Aligning squads
Align Tech & Product



"Enable Spotify to iterate as fast as possible on product"

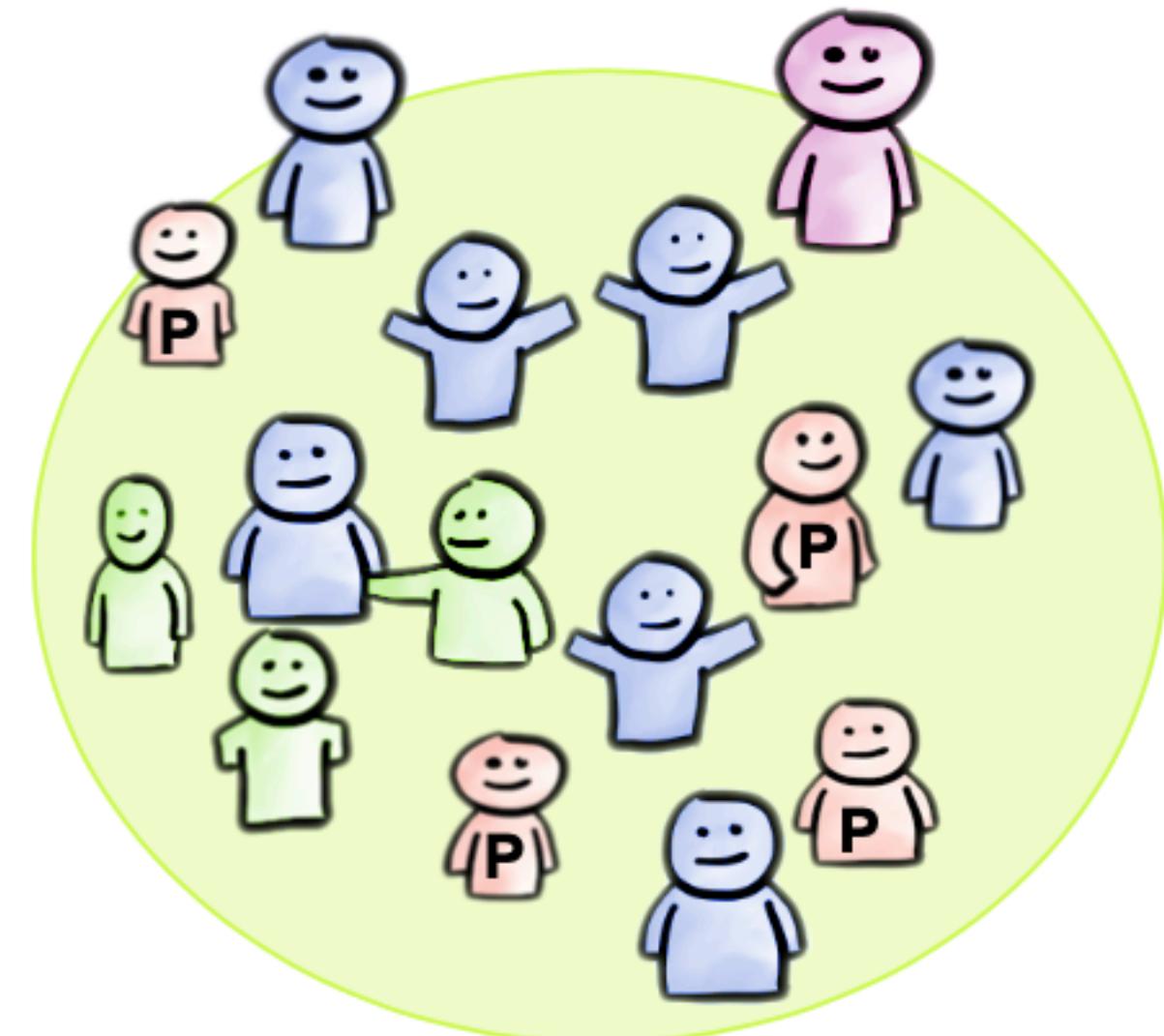
Tribe

Tribe Lead



- High-performing tribe
- Grow strong chapter leads
- Coach the agile coaches
- Build a strong tribe leadership team

Tribe Leadership Team



Tribe lead, CL, PO, AC

Examples

- Recruitment / onboarding
- Grow high-performing tribe and teams
- Culture
- Alignment

Tribes

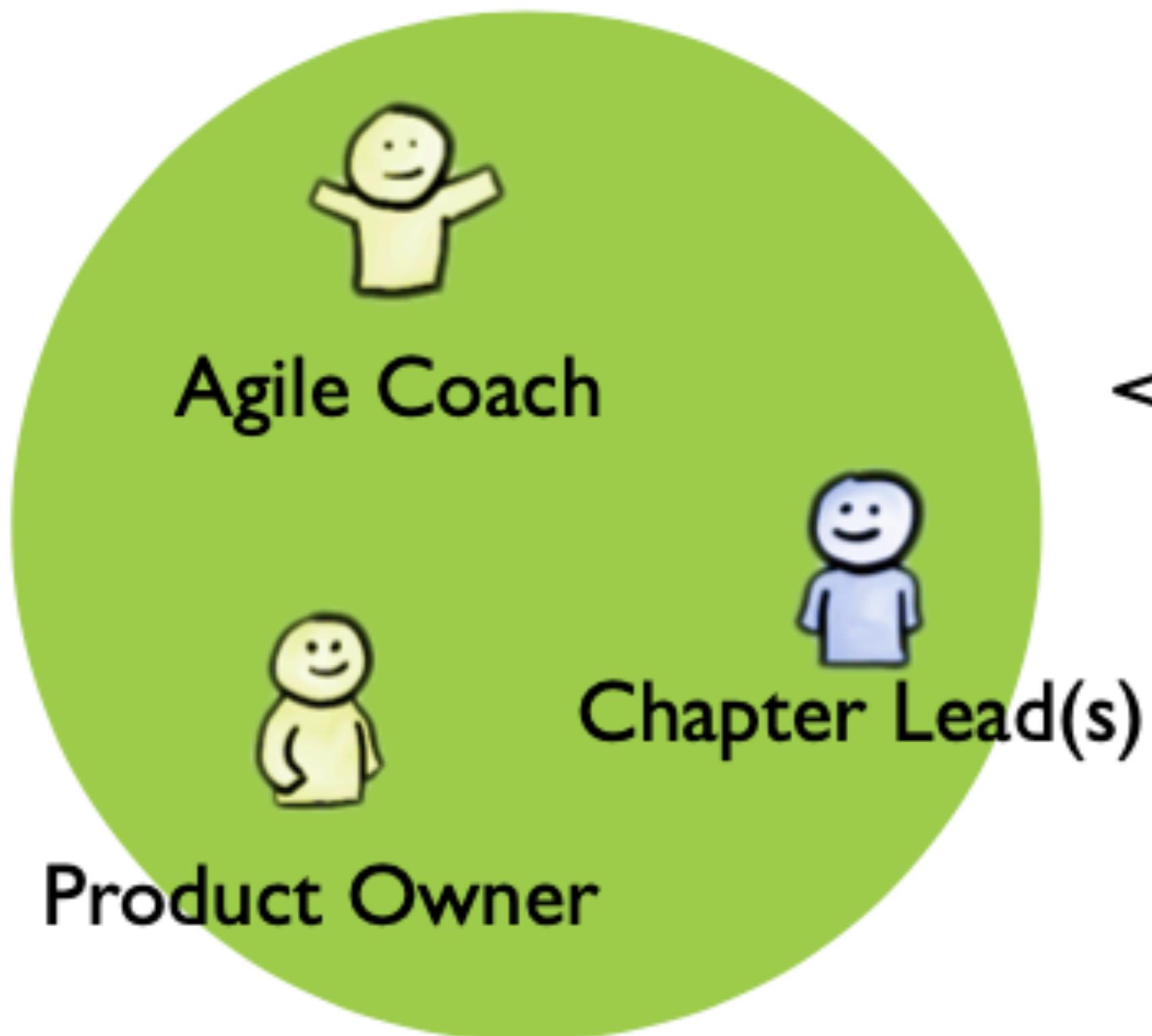
A way to divide a large tech organization

Working on the “same” things

Tribe lead

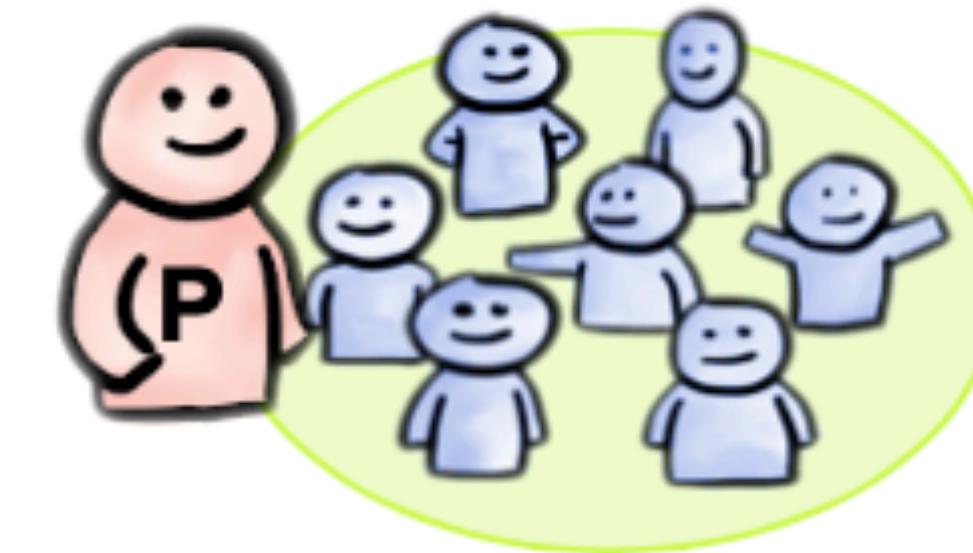
Squad (Servant) Leadership

“POTLAC”



How are we supporting
our team?

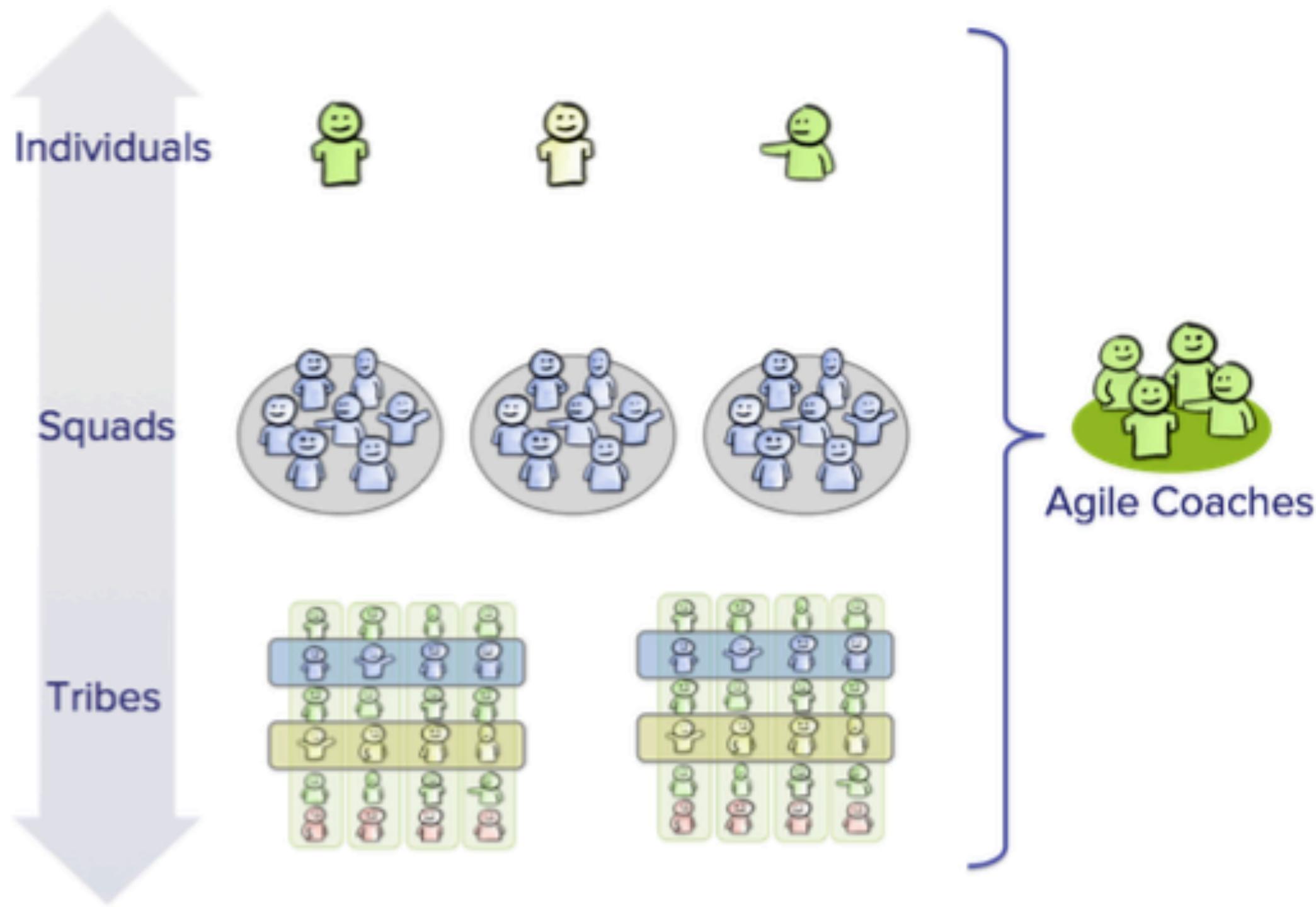
Product Owner



- What do we do – and why?
- Product vision
- Squad mission
- Purpose
- Alignment
- Support the squad



Agile Coach



- Grow high performing teams
- Continuous improvement
- Ways of working
- Collaboration
- Grow a high performing organization



Levels of agile coaching, The agile coaching institute

Guild

Guilds

Grow your interest

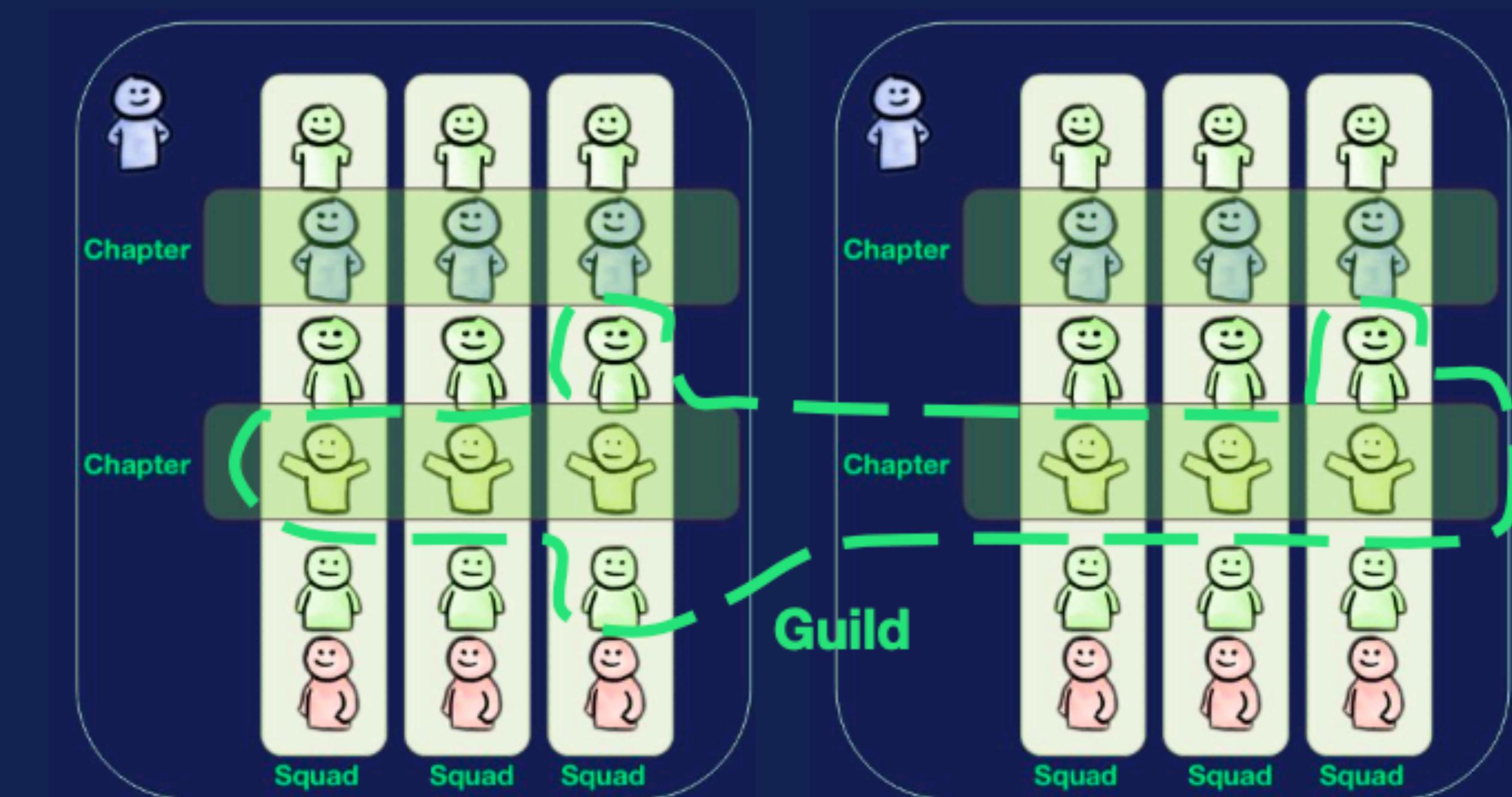
Learn from each other

Open space conferences

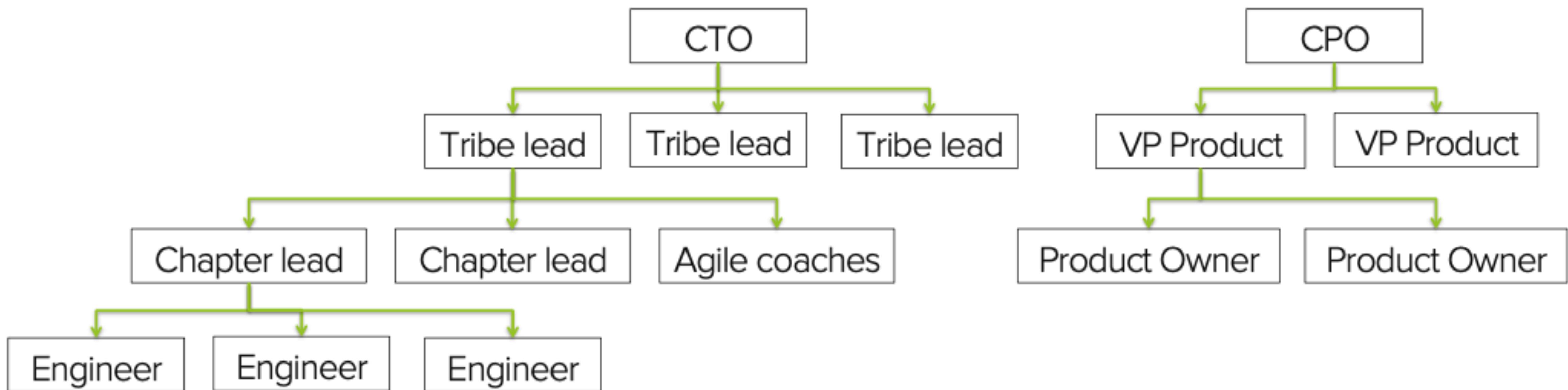
Law of two feet

Shared code

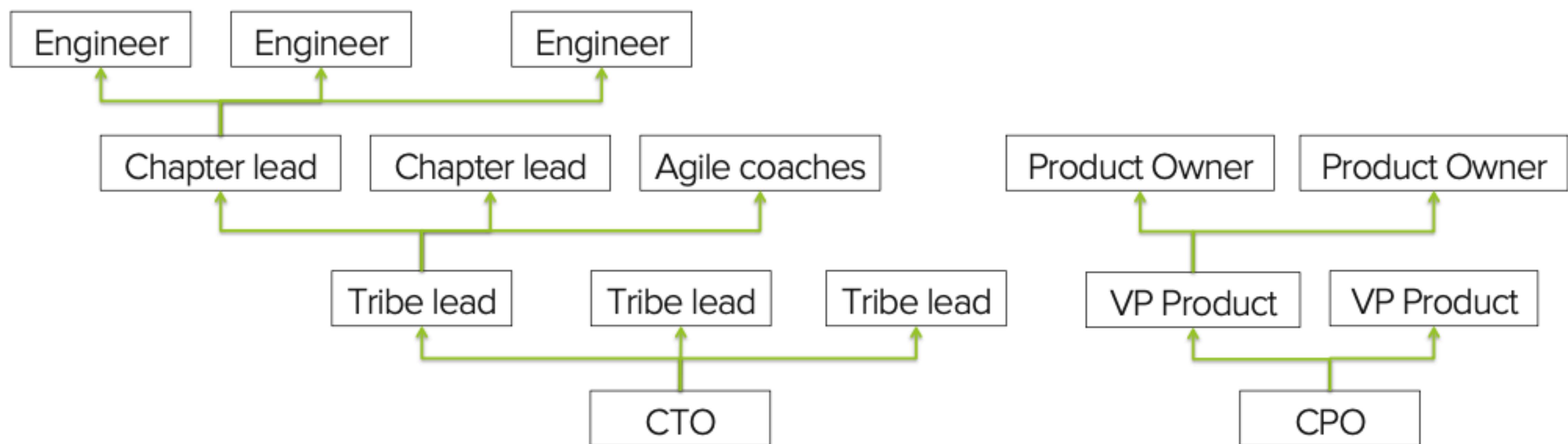
Code reviews



The reporting structure



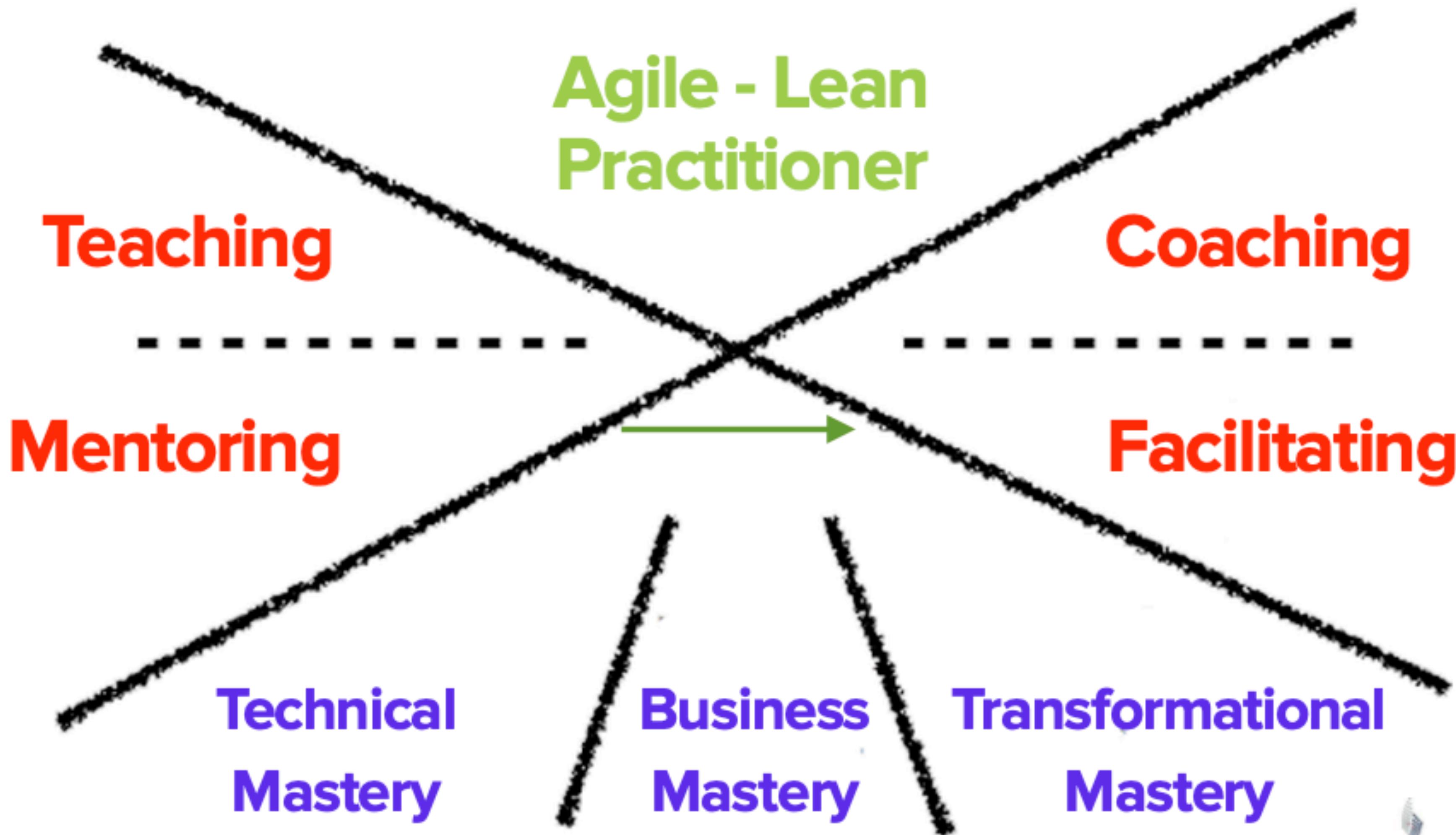
The reporting structure supporting



Agenda

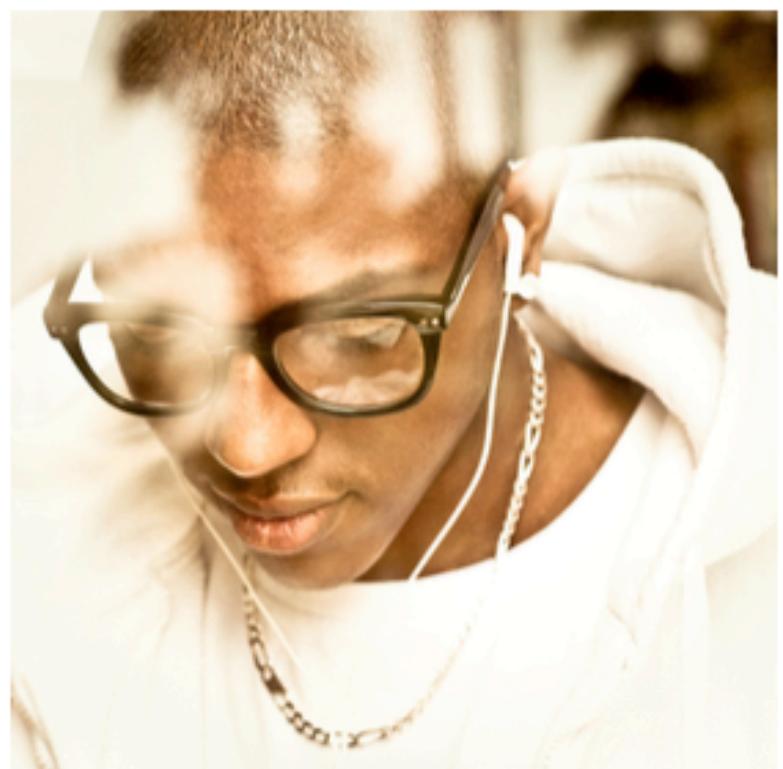
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- Organizational structure
- **Agile Coaches & Practices**

Agile Coach



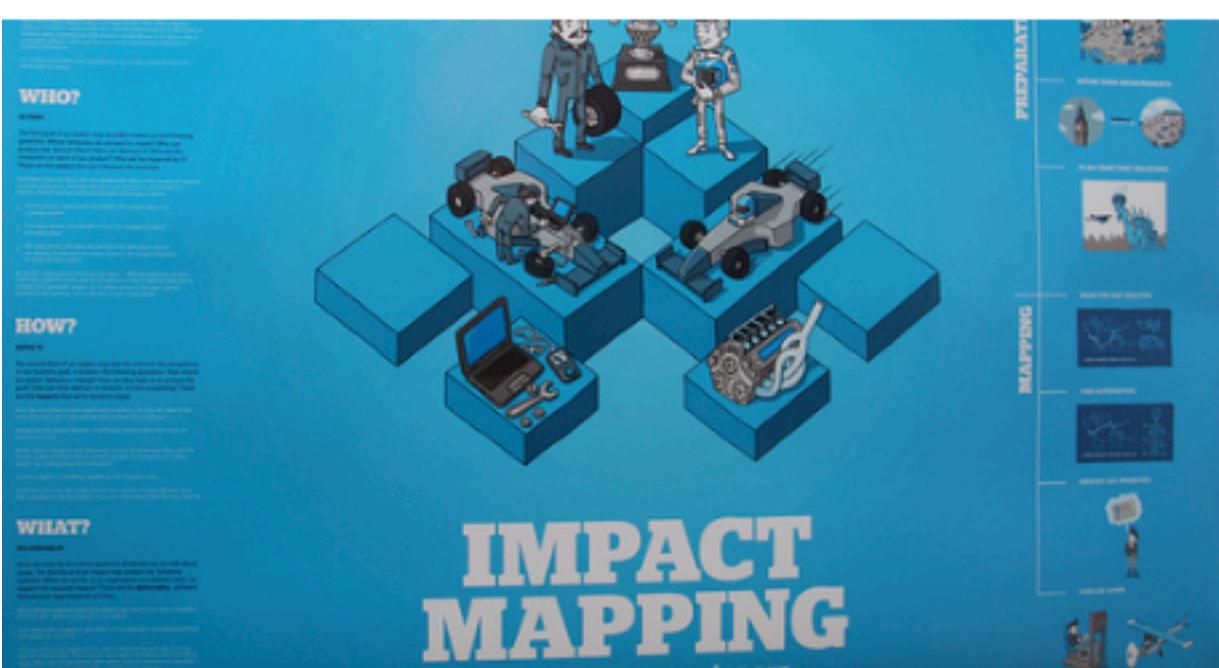
1 on 1 coaching

- Team members
- Product owners
- Chapter leads
- Senior management



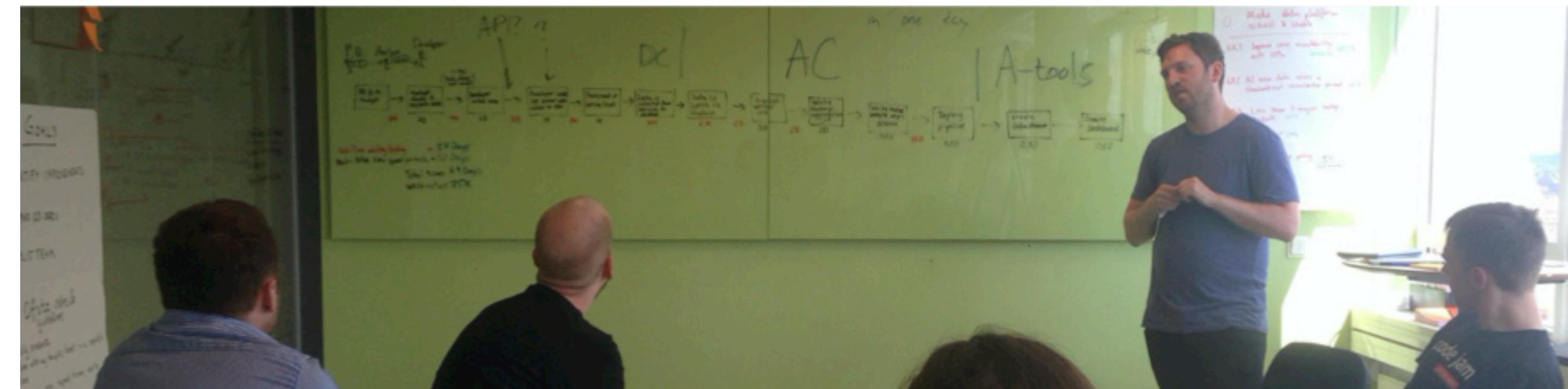
PO book club

- Series of lunch and learns
- Challenges POs
- What is the impact of planned work?



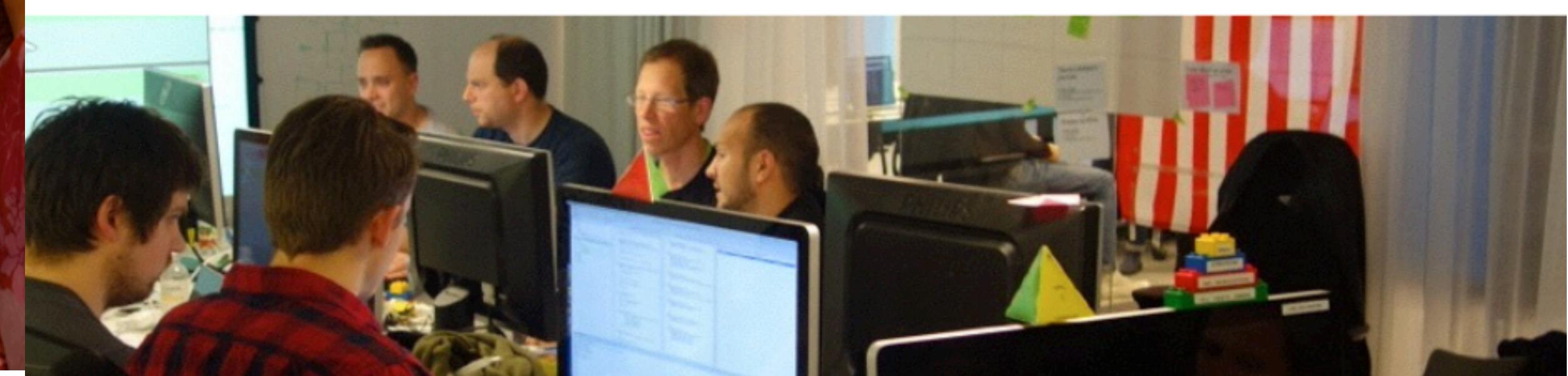
Team offsite

- Full day(s) offsite
- Team building
- Problem Solving



TDD/XP workshop

- 2 day workshop
- Facilitated by coach and CL
- Focus on engineering skills



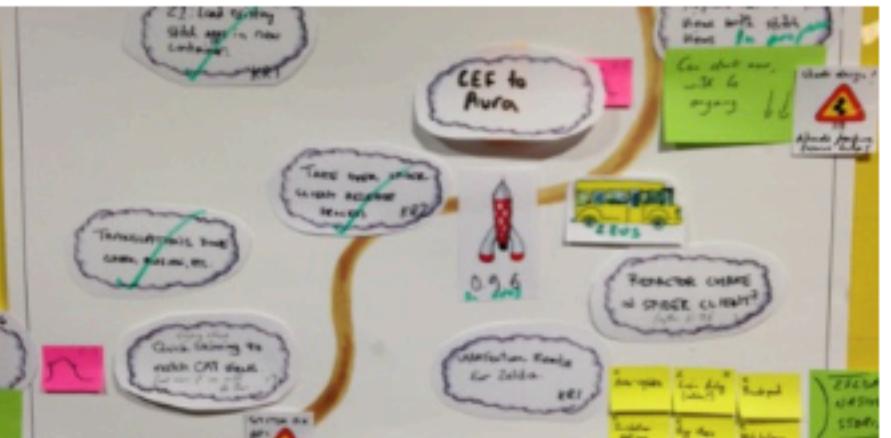
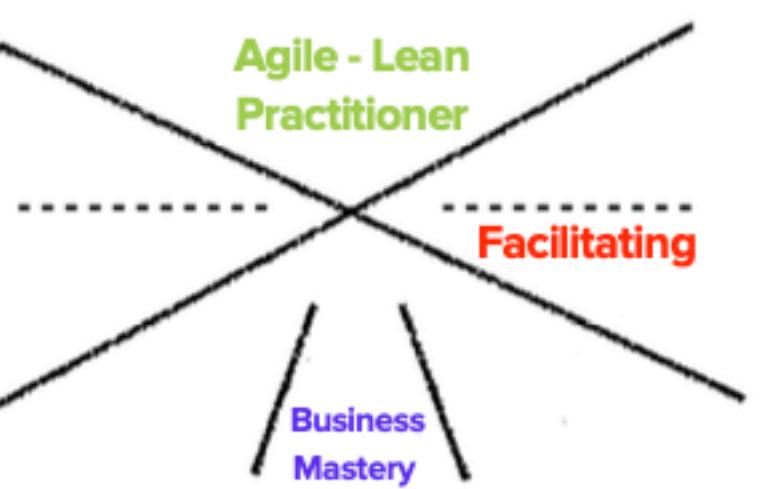
Agile - Lean
Practitioner

Teaching

Facilitating

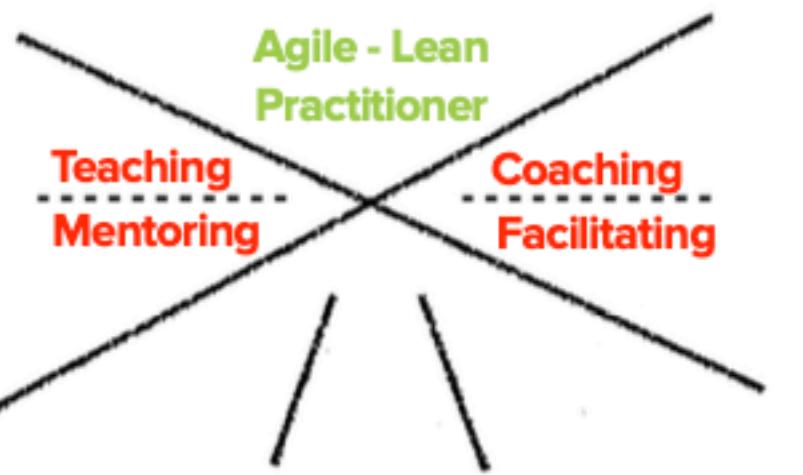
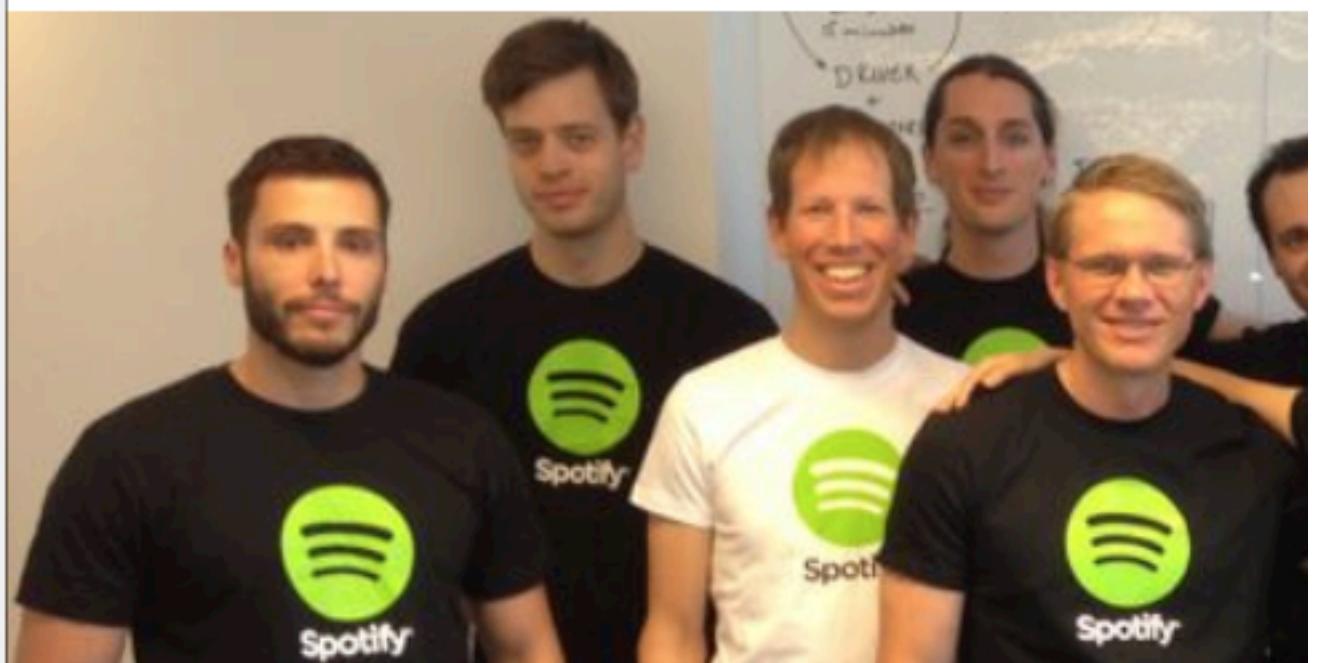
Squad roadmapping

- Group of coaches came up with new visualization
- Ran workshops with all squads in a tribe



Bootcamp

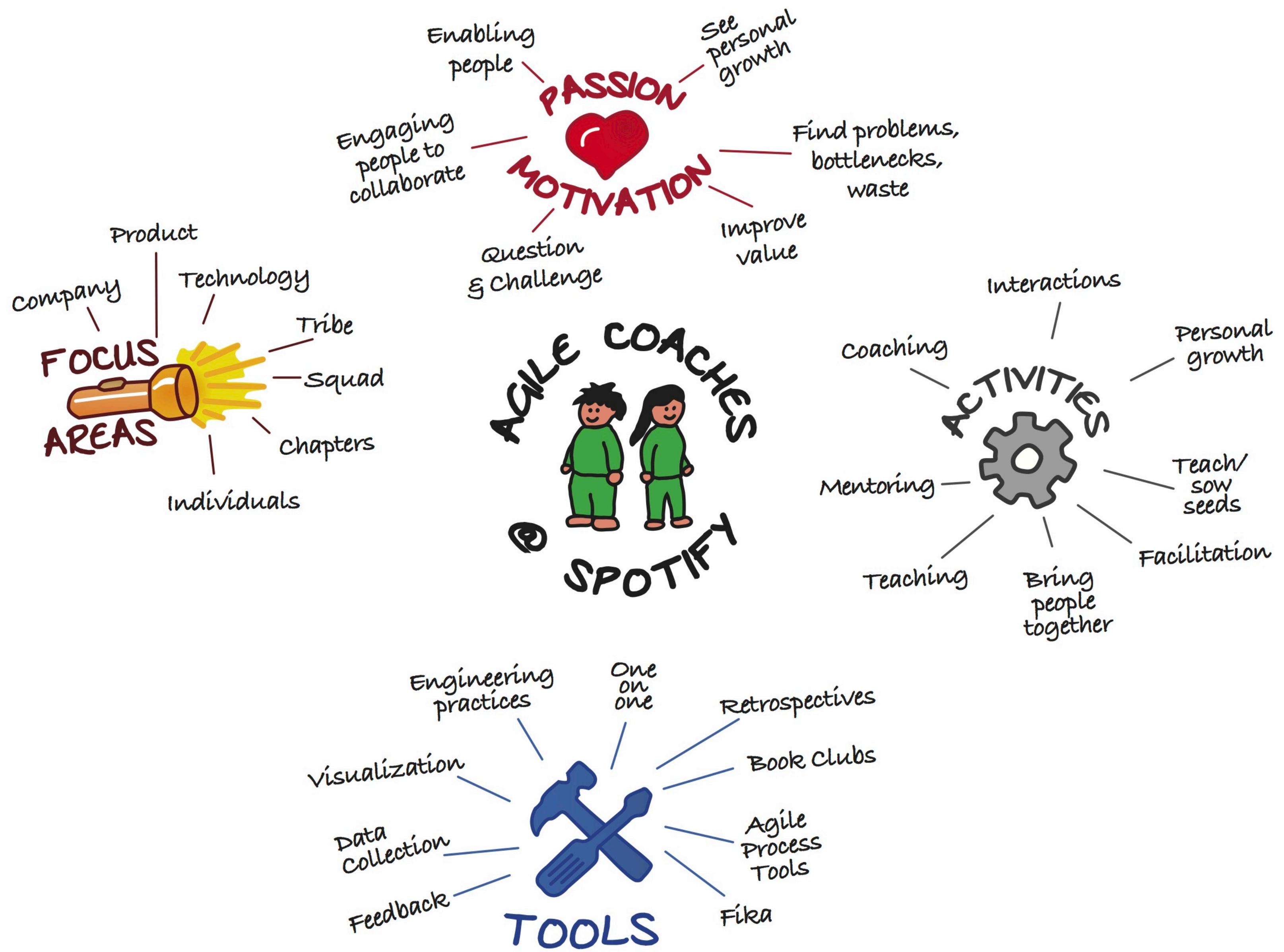
- 2 week induction
- Tech Introduction - "From Click to Play"
- Agile Introduction



Continuous Delivery Unconference

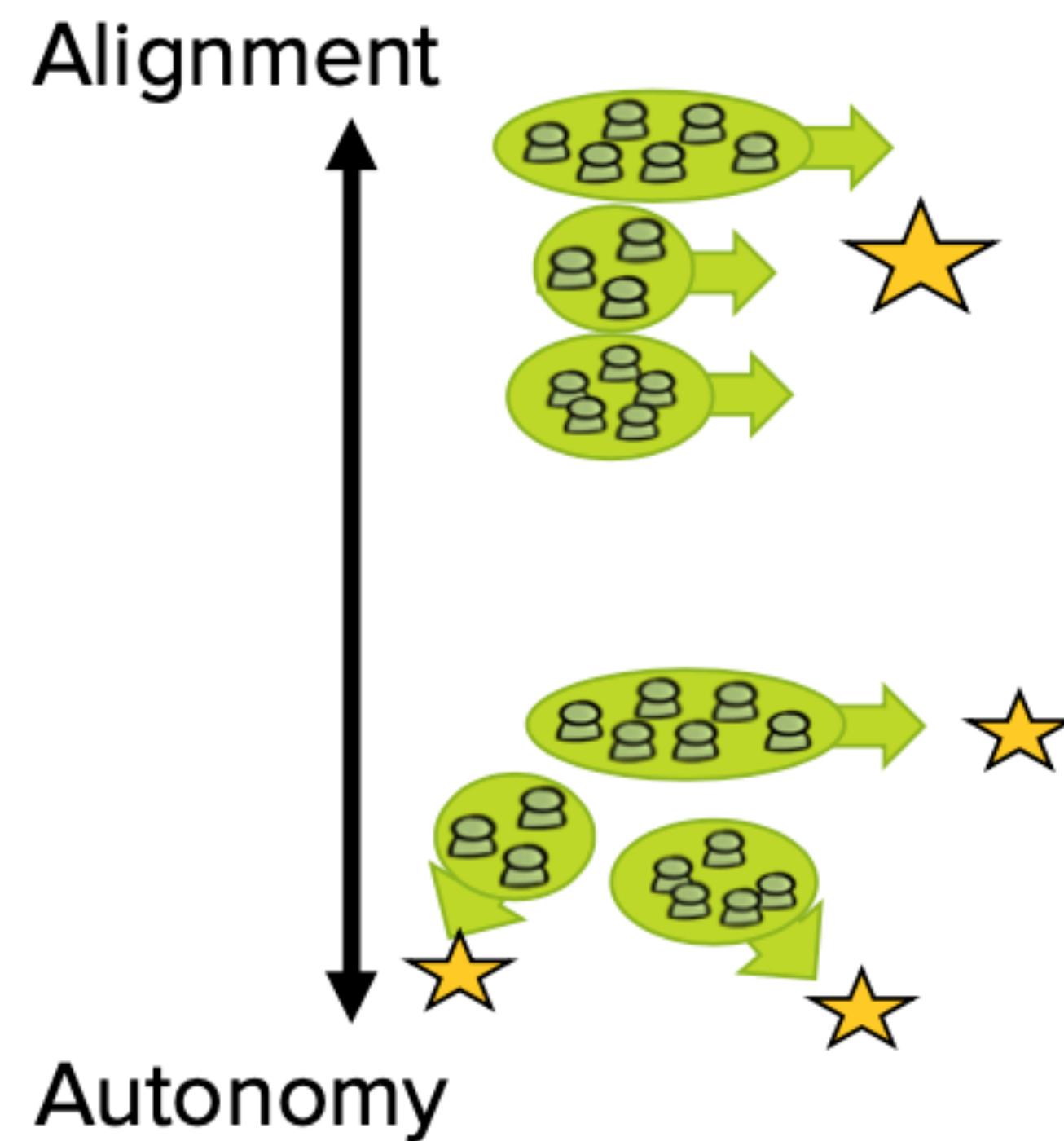
- Lightning Talks
- Open Space
- Initiatives



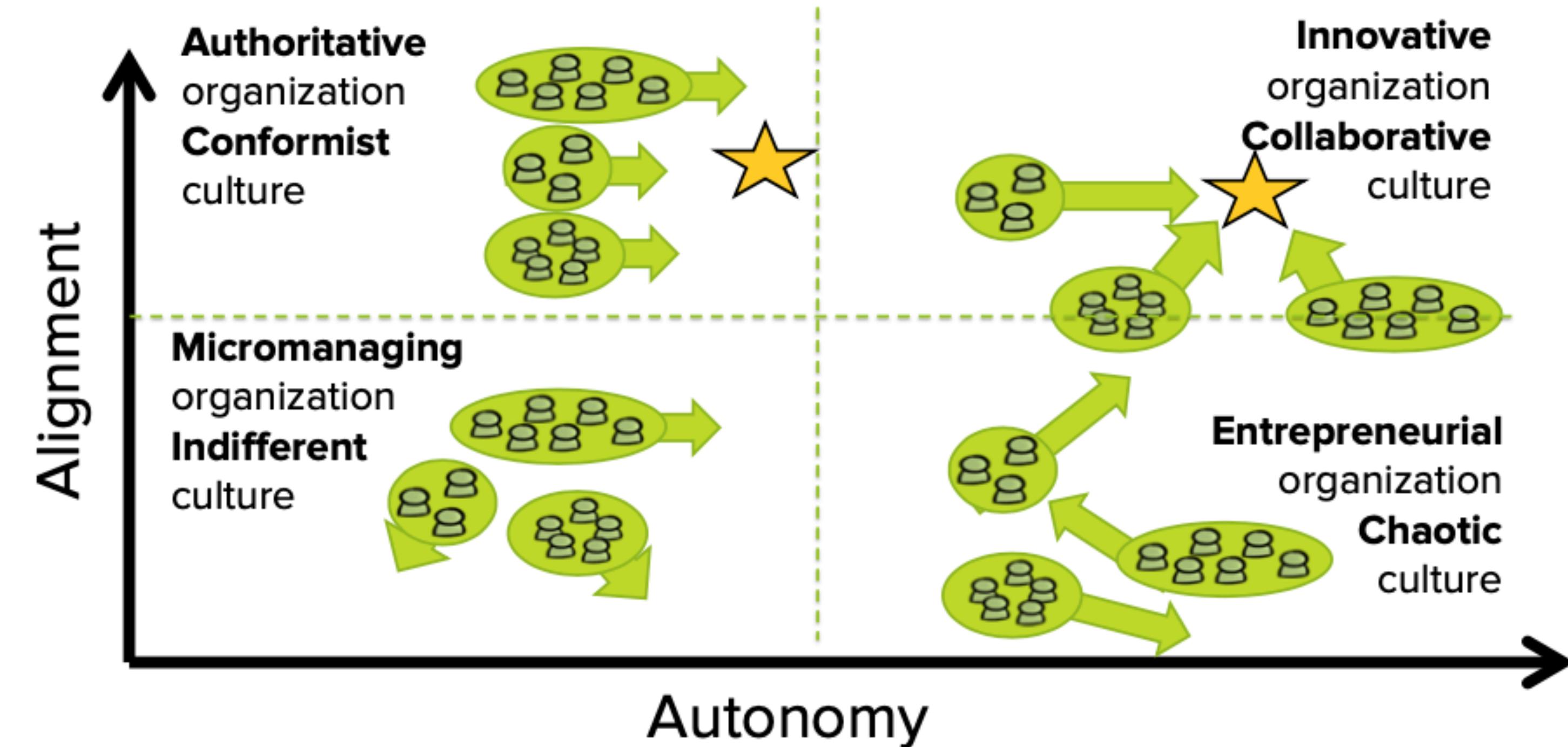


Autonomy

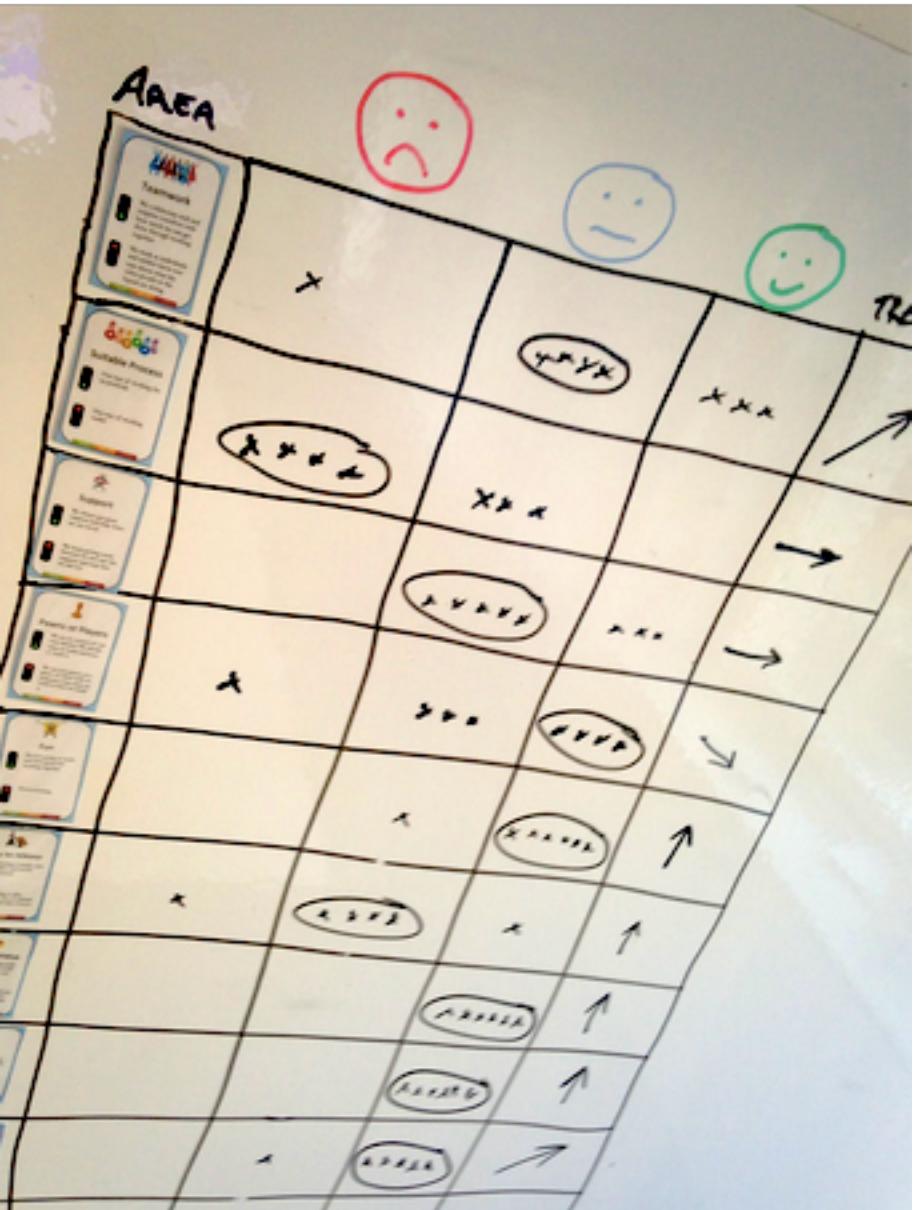
Autonomy vs. Alignment



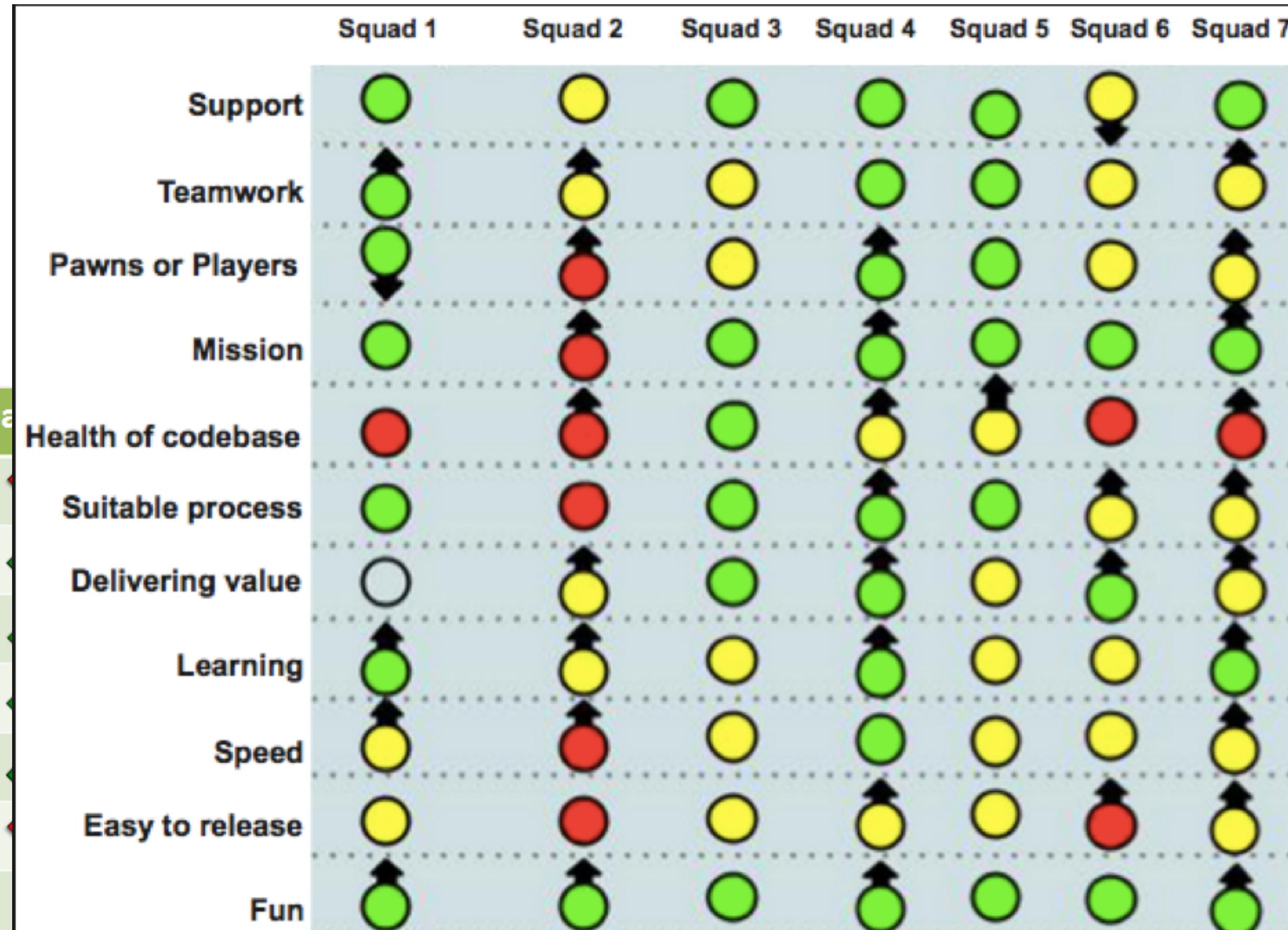
Autonomy vs. Alignment



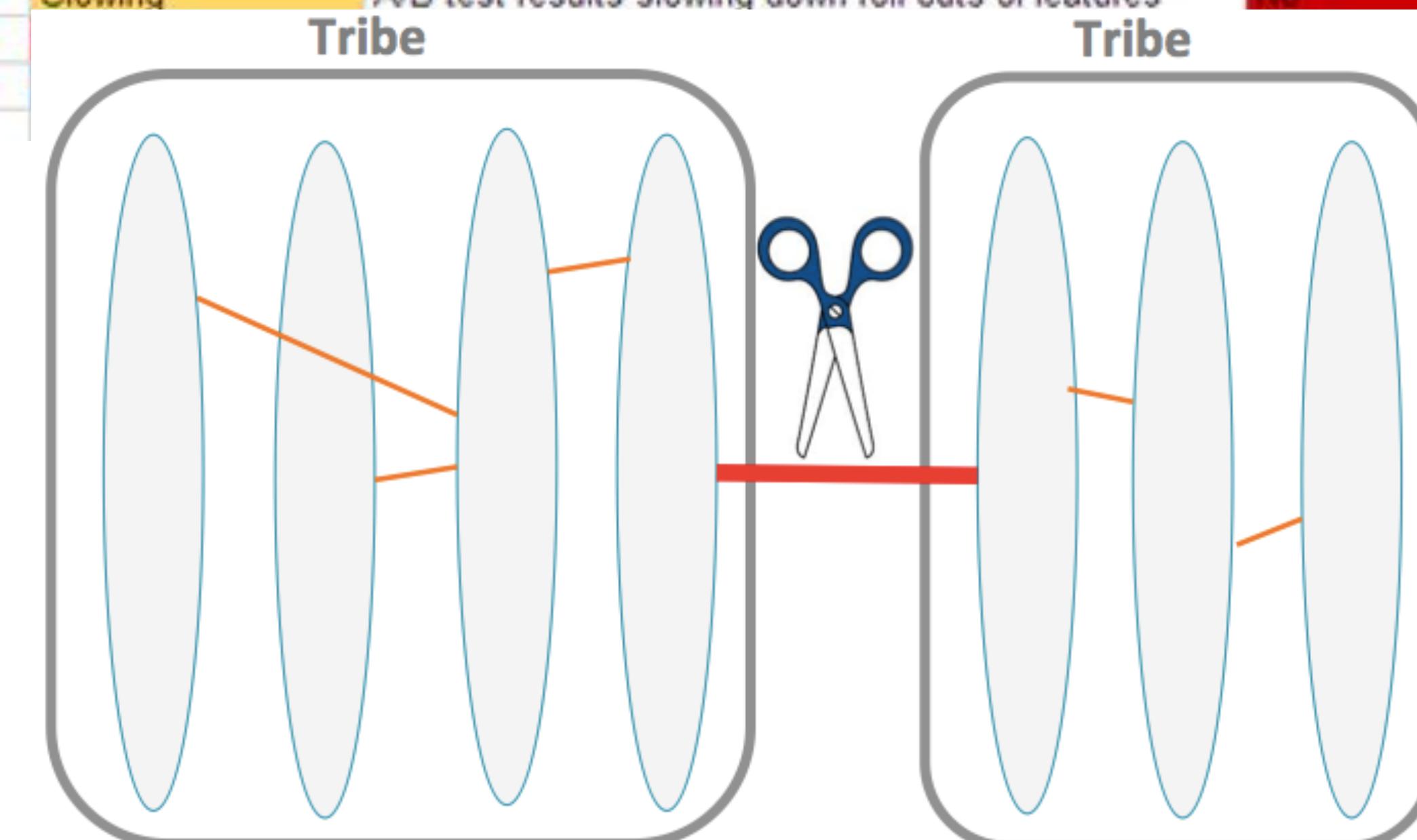
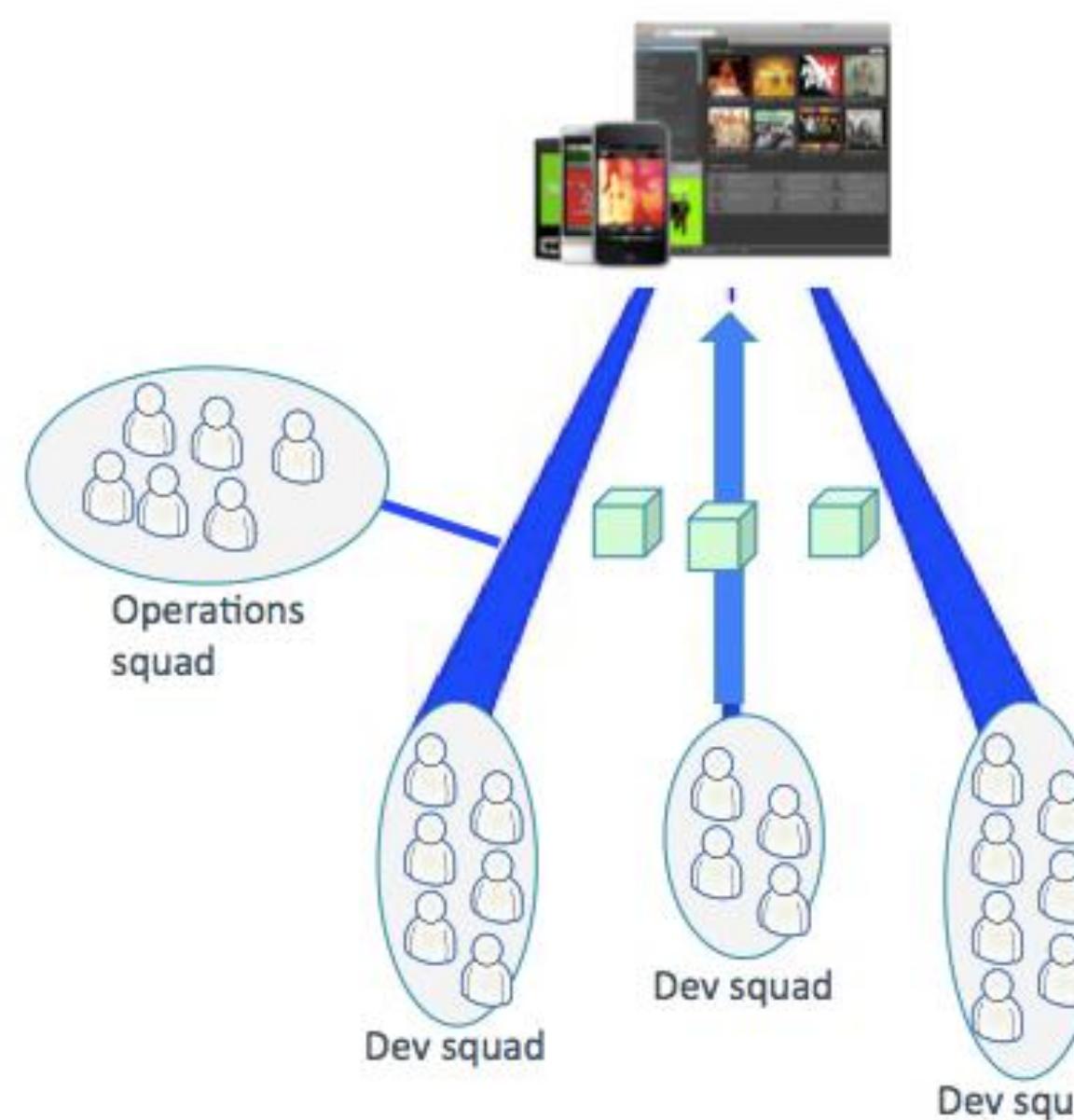
Mastery



Area	Squad 1	Squad 2
Product owner		
Agile coach		
Influencing work		
Easy to release		
Process that fits team		
A mission		
Org. support		



	A	B	C	D	E
1	Squad	Depends on	Dependency	Comment	Same tribe?
2	Music Player				
3	Content	Ops	Slowing	Need machines, connections, help set-up things etc. Works really well in general, but at times the workload on operations causes the lead times to grow and slow us down	No
4	Content	NeXT	No problem	Storage. Not big, mostly information/communication needs to happen.	No
5	Content	BFS	No problem	Replacement service	Yes
6	Content	Team 2	No problem	Communication around next story	No
7	Content	Team 1	Future	Content ingestion	No
8	BFS	UX	Slowing	Need UX to discuss, review and provide mock-ups.	No
9	BFS	Content	No problem	Normal dependencies, sprint work.	Yes
10	BFS	Mobile	Slowing	No internal mobile developers within Squad.	No
11	BFS	Analytics	Slowing	A/B test results slowing down roll outs of features	No
12	E	Team 3			
13	E	Team 1			
14					



LeSS案例 移动产品的规模化敏捷案例 学习在MTS Kassa是如何学习的

LeSS案例 宝马集团的规模化敏捷 汽车行业巨头敏捷转型

LeSS案例 Sita多地外包规模化敏捷案例

LeSS案例 华为规模化敏捷 - 没有Scrum的LeSS

LeSS案例 Sys商店规模化敏捷 - 电子商务

- [https://mp.weixin.qq.com/mp/homepage?
biz=MzA3NDM1MzA1MQ==&hid=10&sn=0ef211bab30271d0564502d1
2e070116](https://mp.weixin.qq.com/mp/homepage?biz=MzA3NDM1MzA1MQ==&hid=10&sn=0ef211bab30271d0564502d12e070116)

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Reference

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- Spotify Engineering Culture <https://www.youtube.com/watch?v=4GK1NDTWbkY>
- Spotify Engineering Culture (2) <https://www.youtube.com/watch?v=vOt4BbWLWQw>
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