

# How Agile Coaches Help Us Win

The Agile Coach Role @ Spotify



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Agile coach team lead  
@klindwall



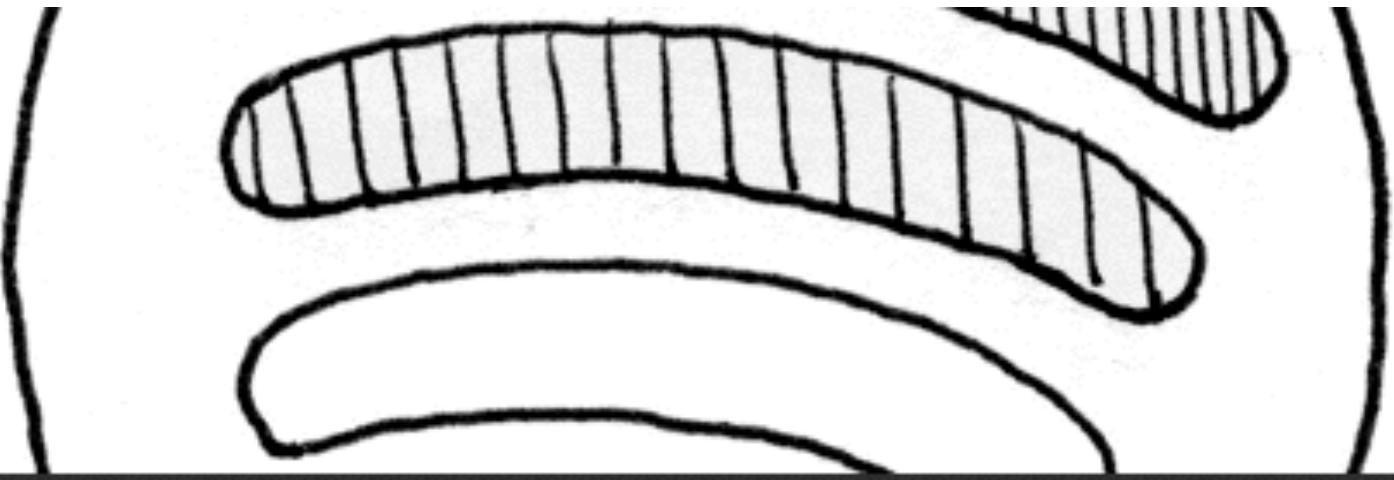
**Spotify®**



**Brendan Marsh**

Agile coach  
@brendanmarsh

# Inspiration for this talk



[Home](#)    [Read Me First!](#)

Posted on **2013/10/21** by **Oskar Stål**

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## How agile coaches make us win

### Intro

Speed is at heart here, we believe that the faster we are the faster we will learn and the better product we will build. We believe that in the end the fastest company will win the

# How do we scale Agile?

## What is Spotify?

What is an  
Agile Coach?





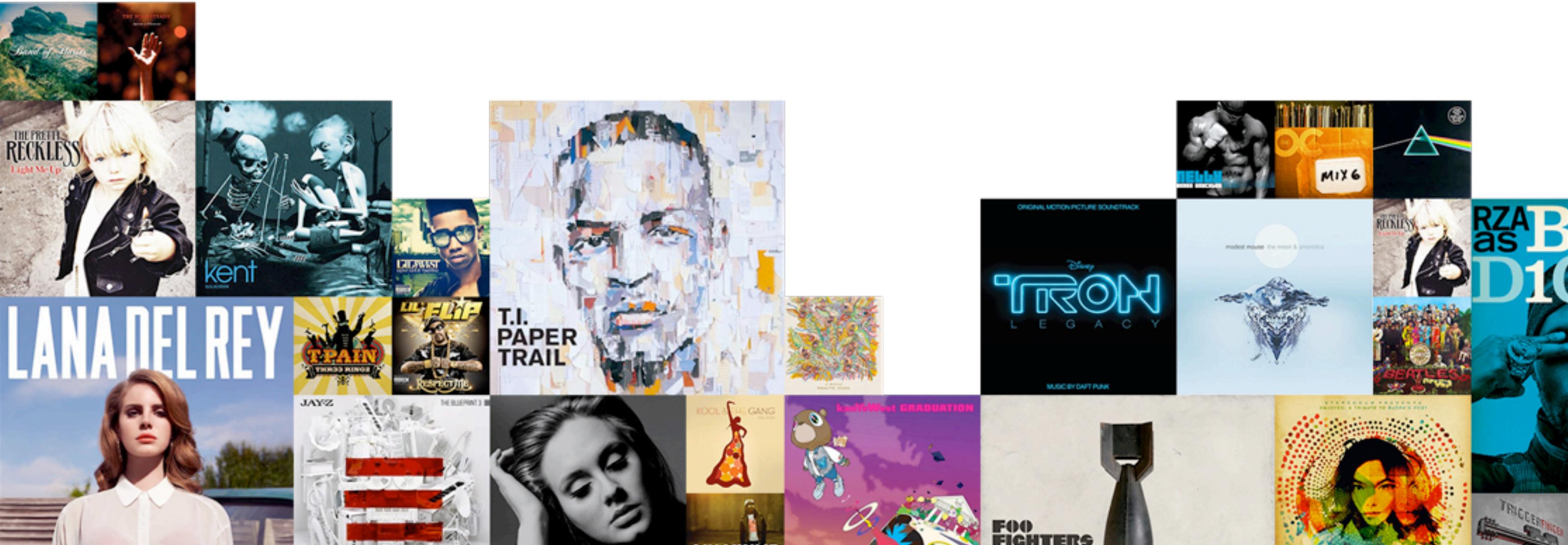




# Spotify™



# The right music for every moment





# Rolling Stone MUSIC

## Pink Floyd Seek a Million 'Wish You Were Here' Spotify Streams

Band promises to unlock catalog if song reaches that threshold



Roger Waters, Syd Barrett, Nick Mason and Richard Wright of Pink Floyd.

theguardian Alpha

## Pink Floyd back catalogue available on Spotify after song plays pass 1m

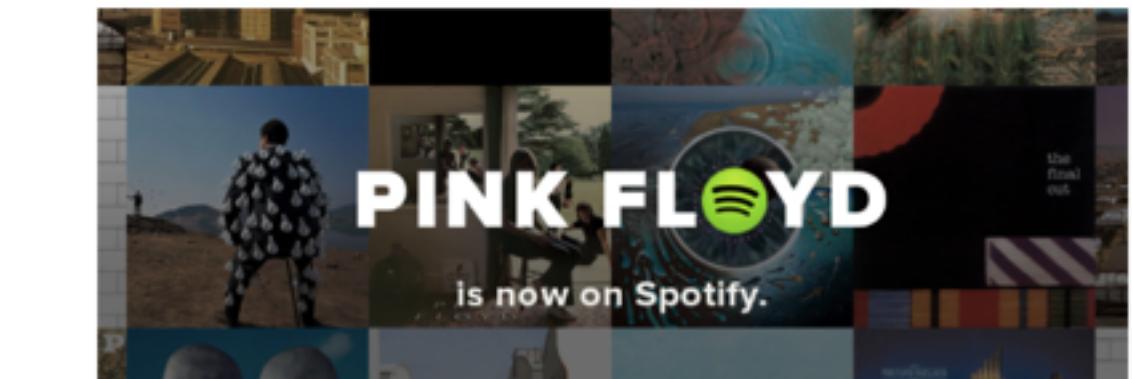
Wish You Were Here passes benchmark set by music streaming site to unlock entire repertoire of songs



Photograph: Dan Chung for the Guardian

## Fans Unlock Pink Floyd Catalogue on Spotify

June 17th, 2013 18:31 by Candice Katz





**40M** active users.  
**10M** paying subscribers.  
**1.5B** playlists.



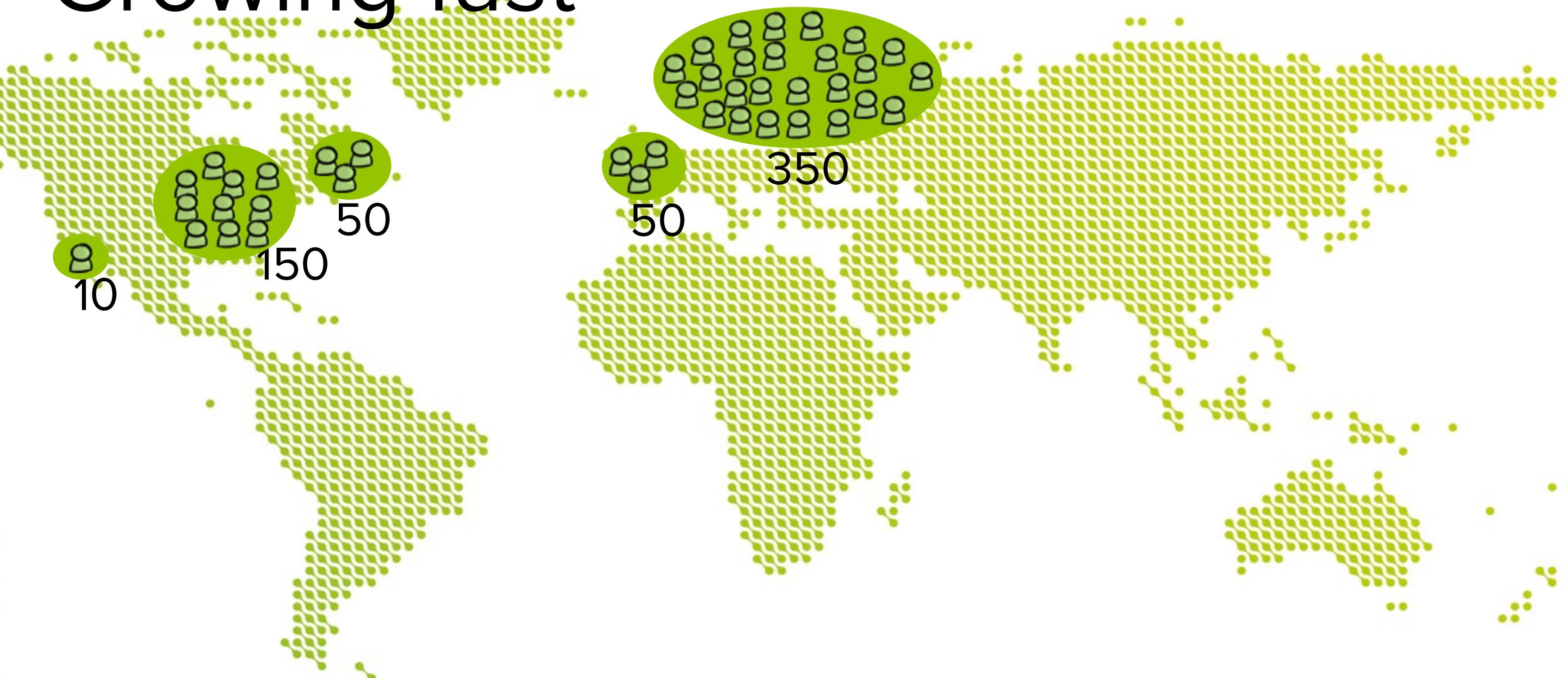
**55 countries**

# Growing fast



4 years ago

# Growing fast



Now

# How do we scale?

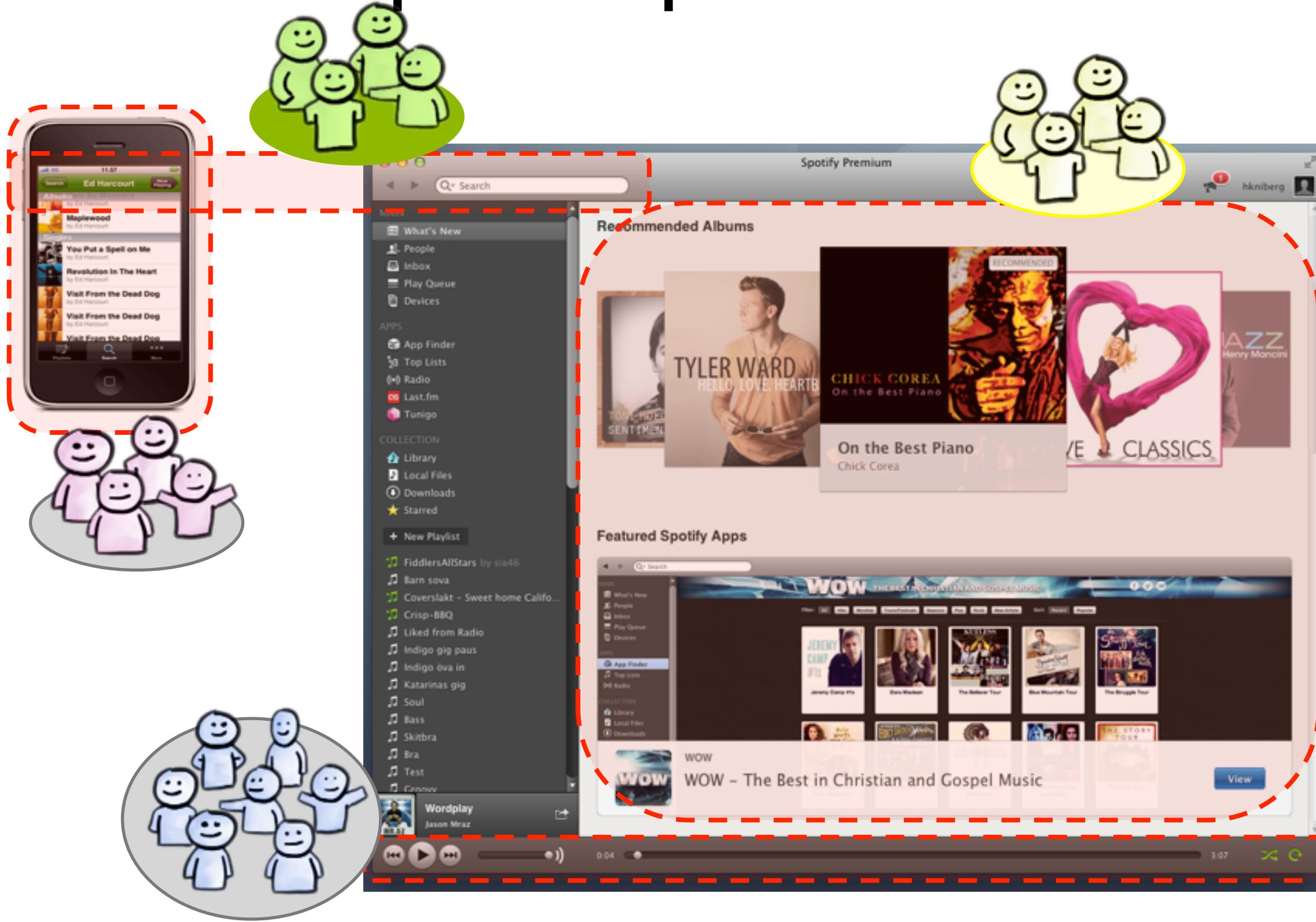


# Squad



- “Feel like a mini-startup”
- Self-organizing
- Cross-functional
- 5-7 engineers, less than 10

# Example squads





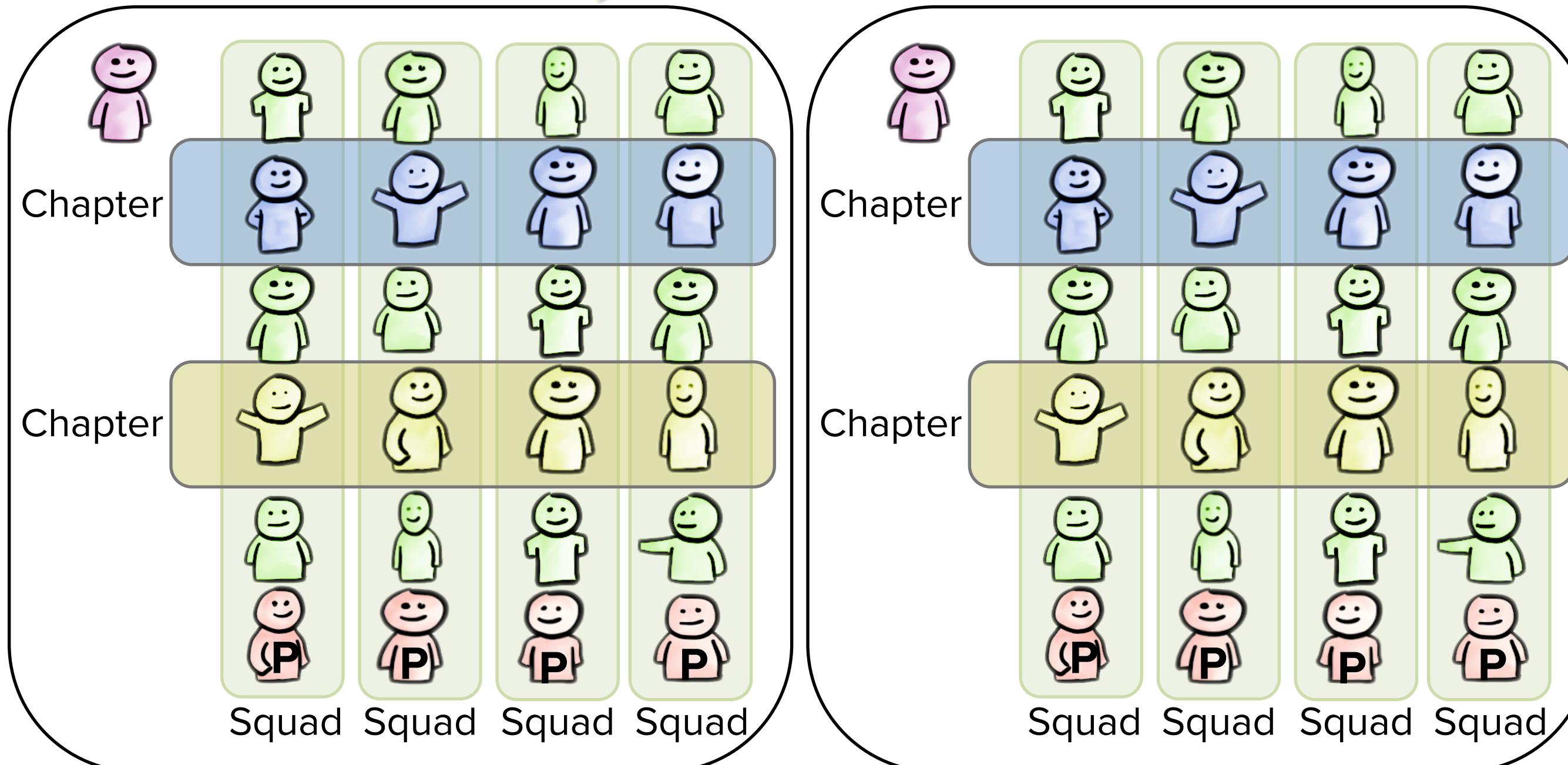




# Tribes

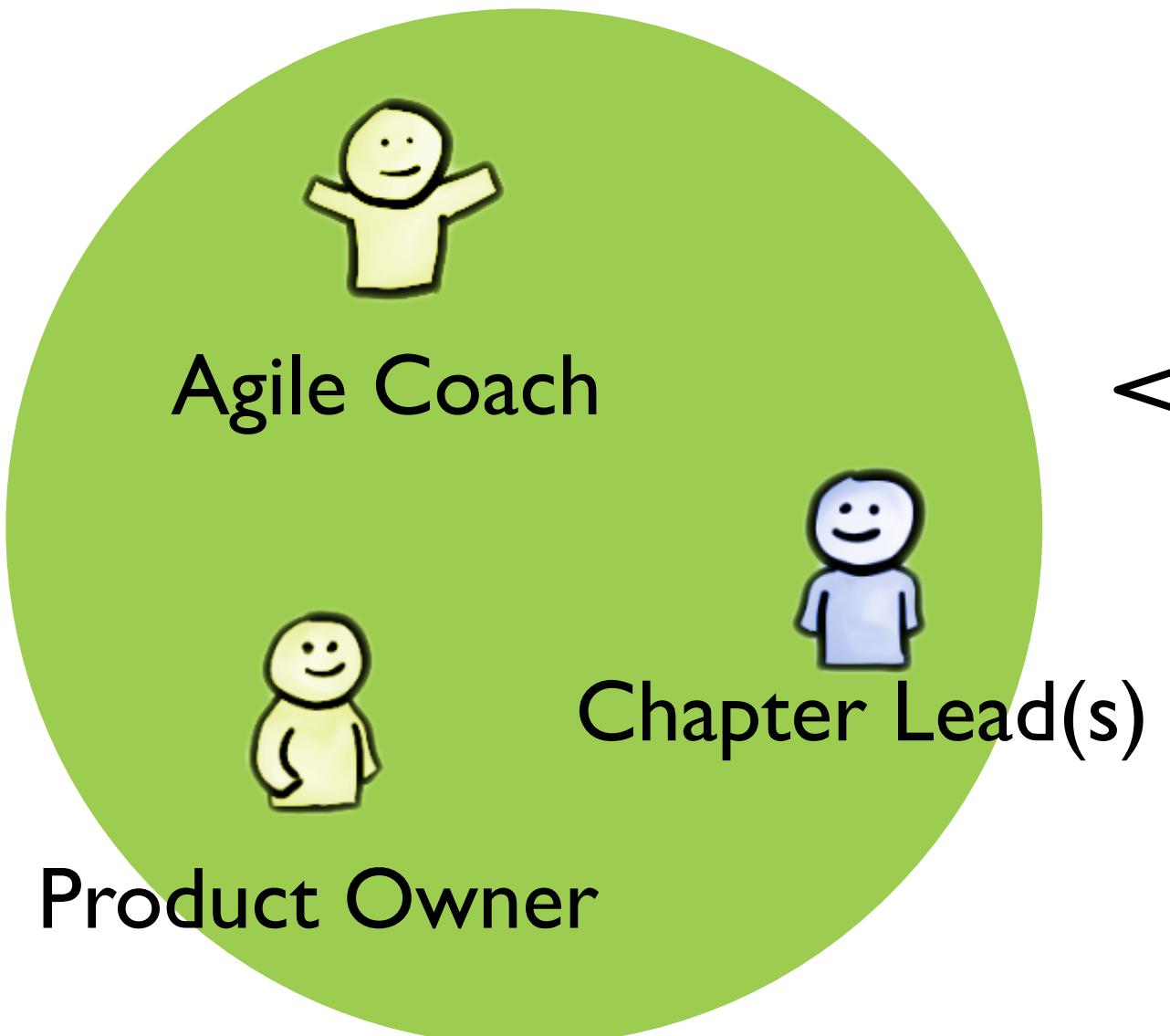
"Provide fast and reliable access to all the world's music"

"Enable high product development speed while maintaining a highly available service"



# Squad (Servant) Leadership

“POTLAC”



How are we supporting  
our team?

# Leadership teams

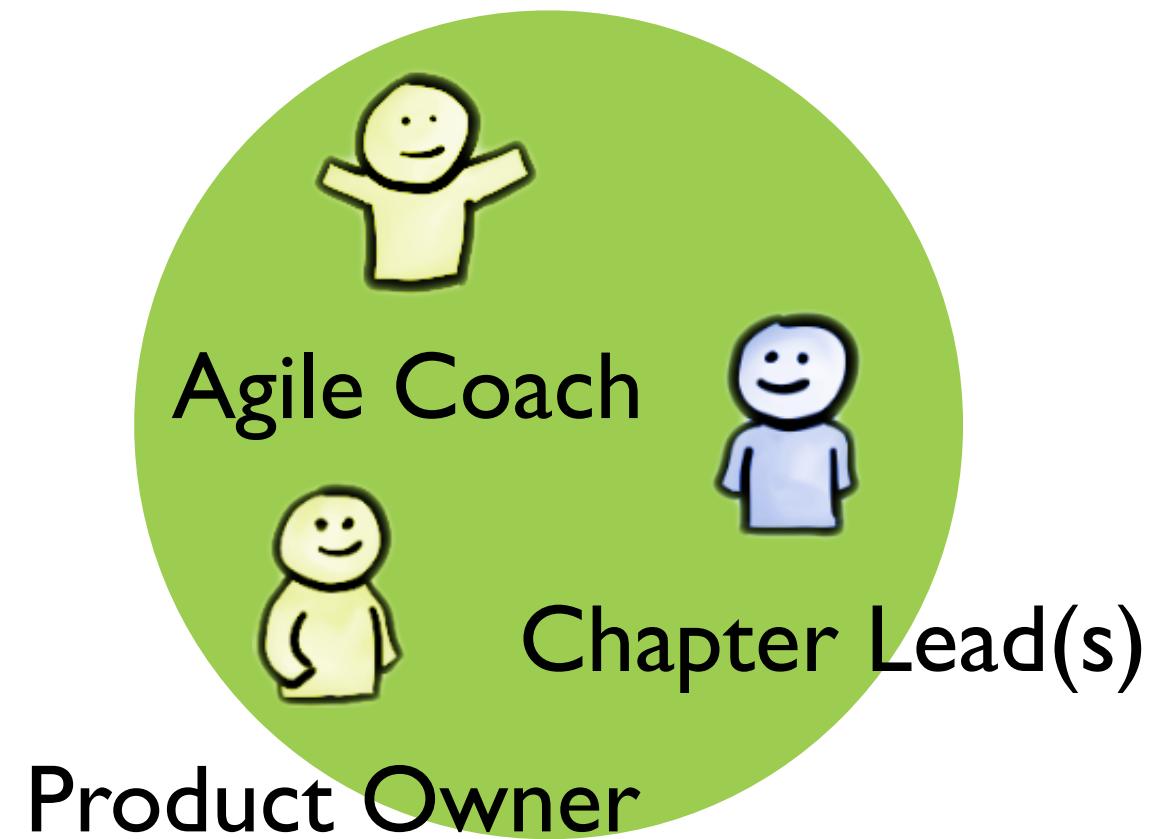


Strong leadership team

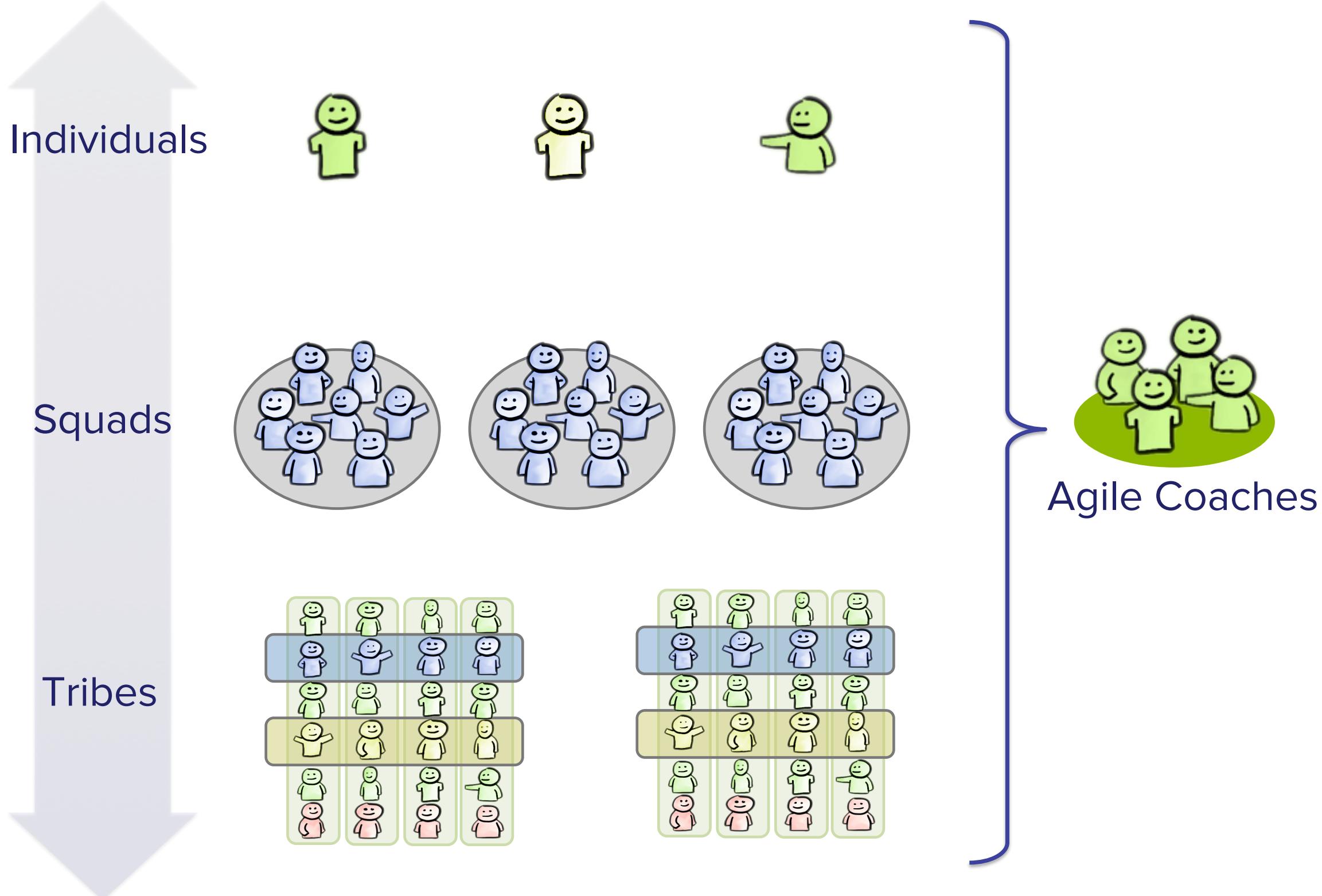
Good manager

Dysfunctional leadership team

Bad manager



# Scope of the Agile Coach



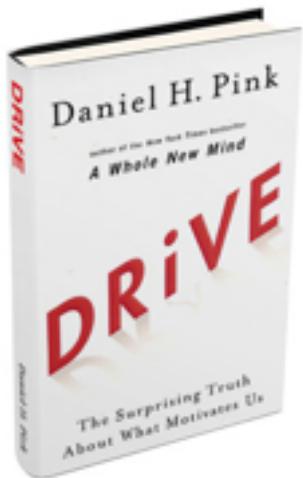
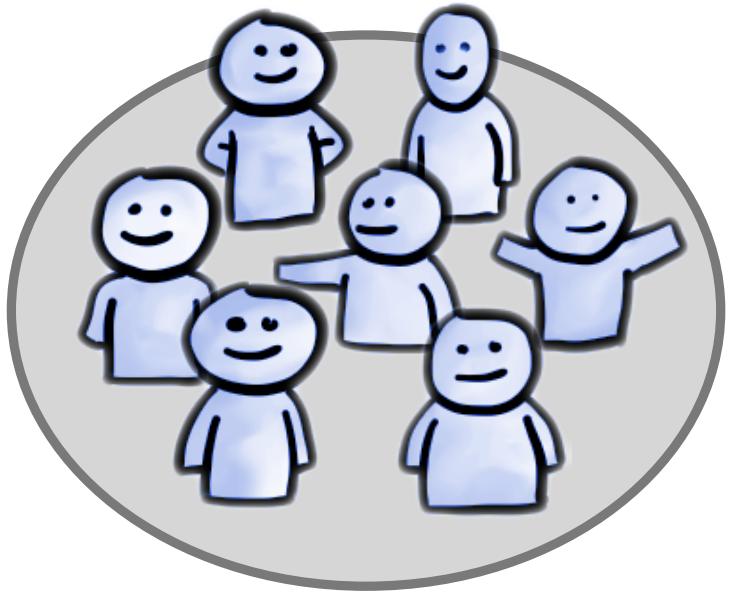
# The agile coach



**Our primary goal:  
High performing  
teams and a high  
performing  
organization**

# Motivated people...

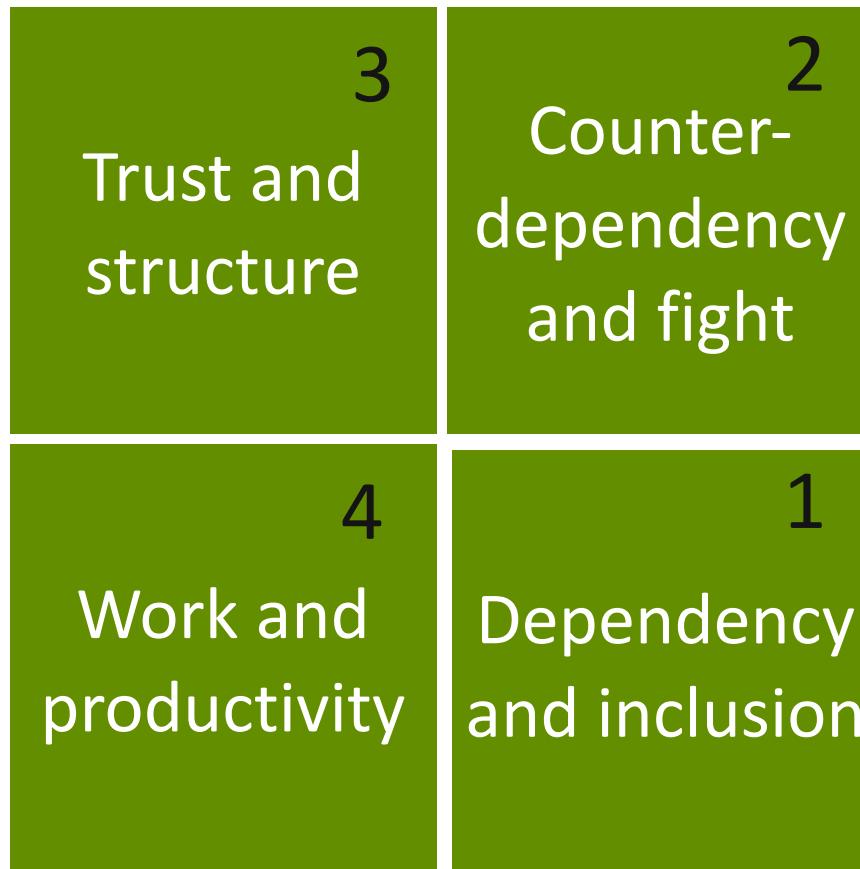
# building valuable, quality products...



...fast!

# Two sides to high performance

## TEAM DYNAMICS



## RESULT DRIVEN ACTIVITIES

Lean & Agile methods  
Innovation  
Quality  
Speed





How do we help them  
reach high performance?

**By going  
above and beyond  
the call of an  
Agile Practitioner**





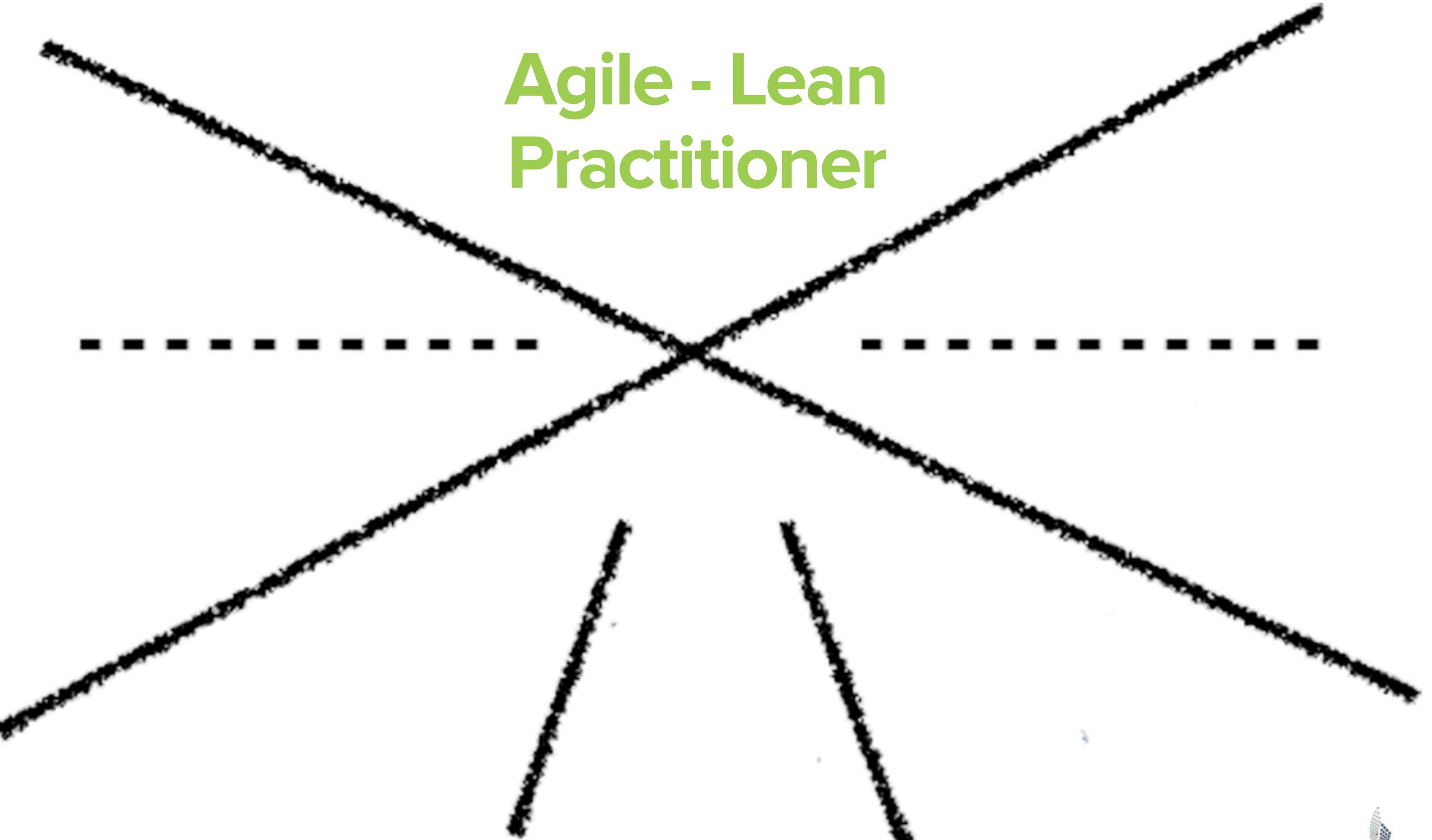
# We definitely do the basics...

Scrum      Sprints      User stories

Planning Poker      XP

Stand ups      Demos      Story Points      Kanban

Retrospectives



# Agile - Lean Practitioner

# Agile - Lean Practitioner

Teaching

Coaching

Mentoring

Facilitating

# Agile - Lean Practitioner

Teaching

Coaching

Mentoring

Facilitating

Technical  
Mastery

Business  
Mastery

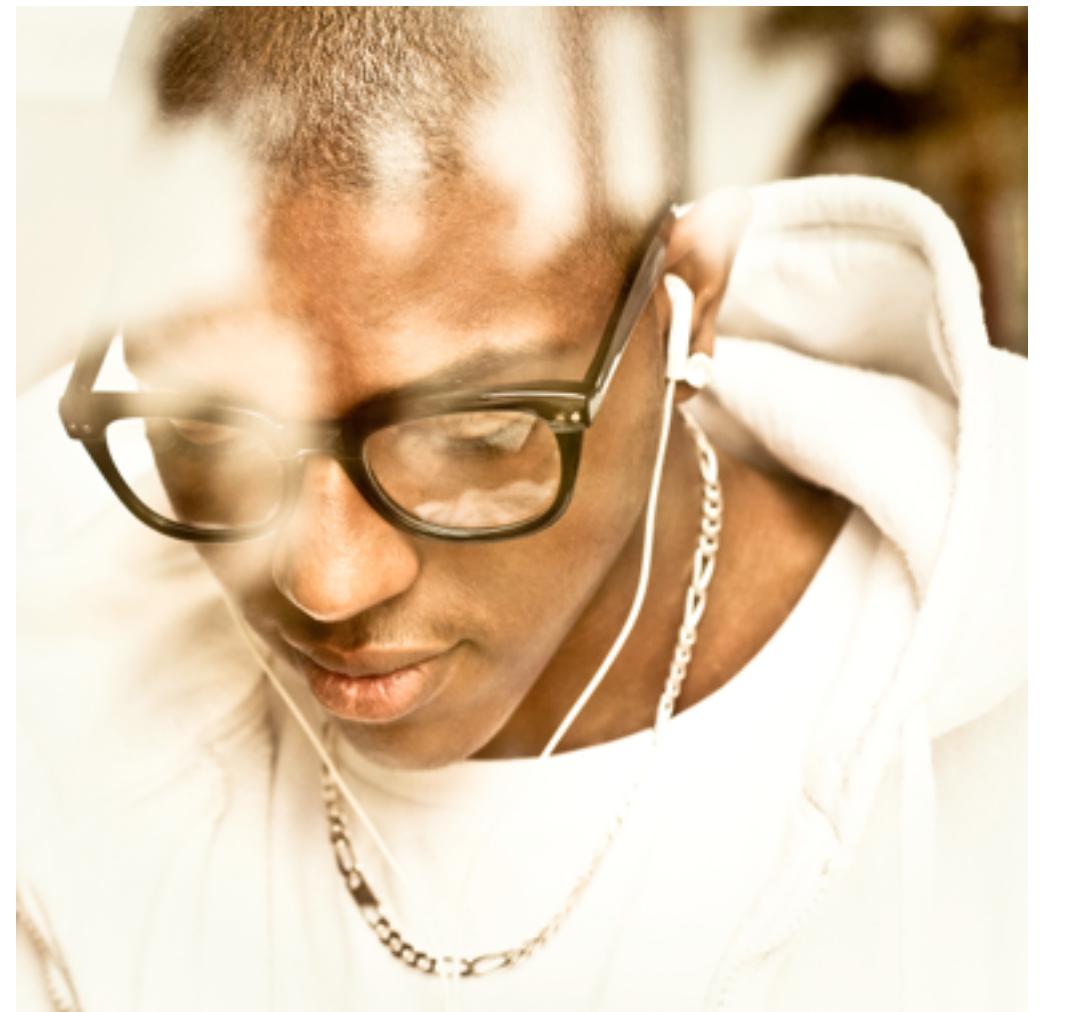
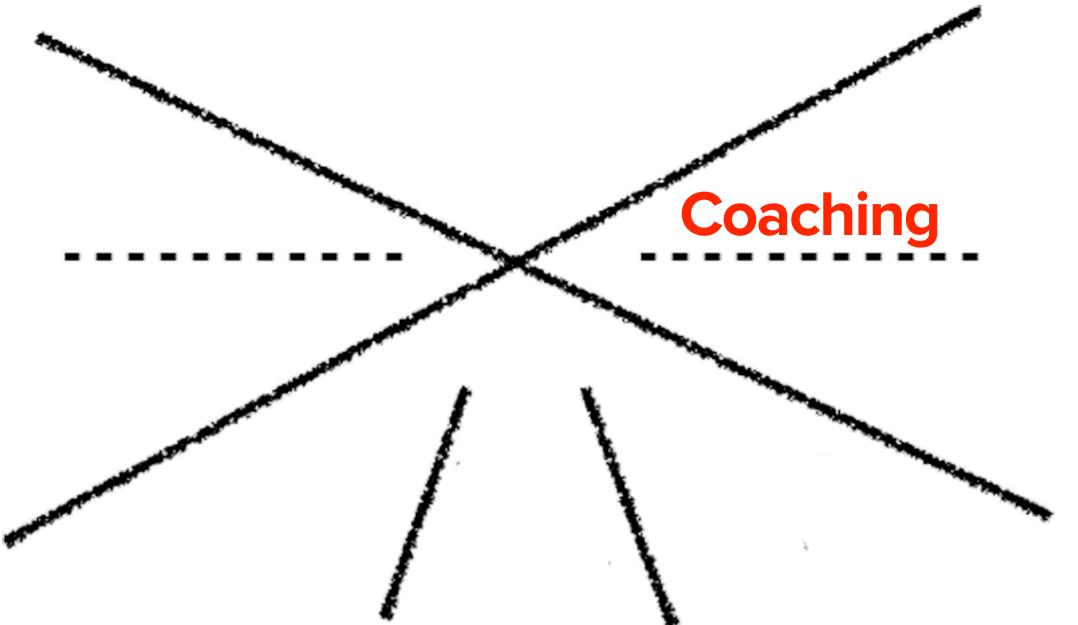
Transformational  
Mastery

A photograph of a large crowd of people at a concert or event. Many hands are raised in the air, some making peace signs. The scene is dimly lit with stage lights, creating a festive atmosphere.

Some recent examples  
of this in practice

# 1 on 1 coaching

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



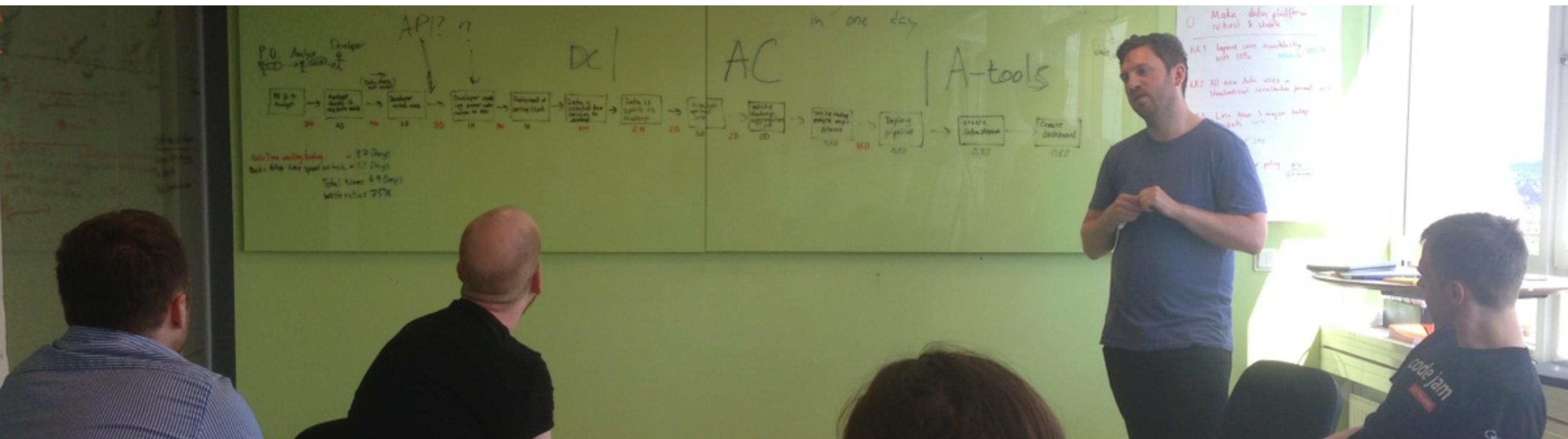
# Team offsite

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

Agile - Lean  
Practitioner

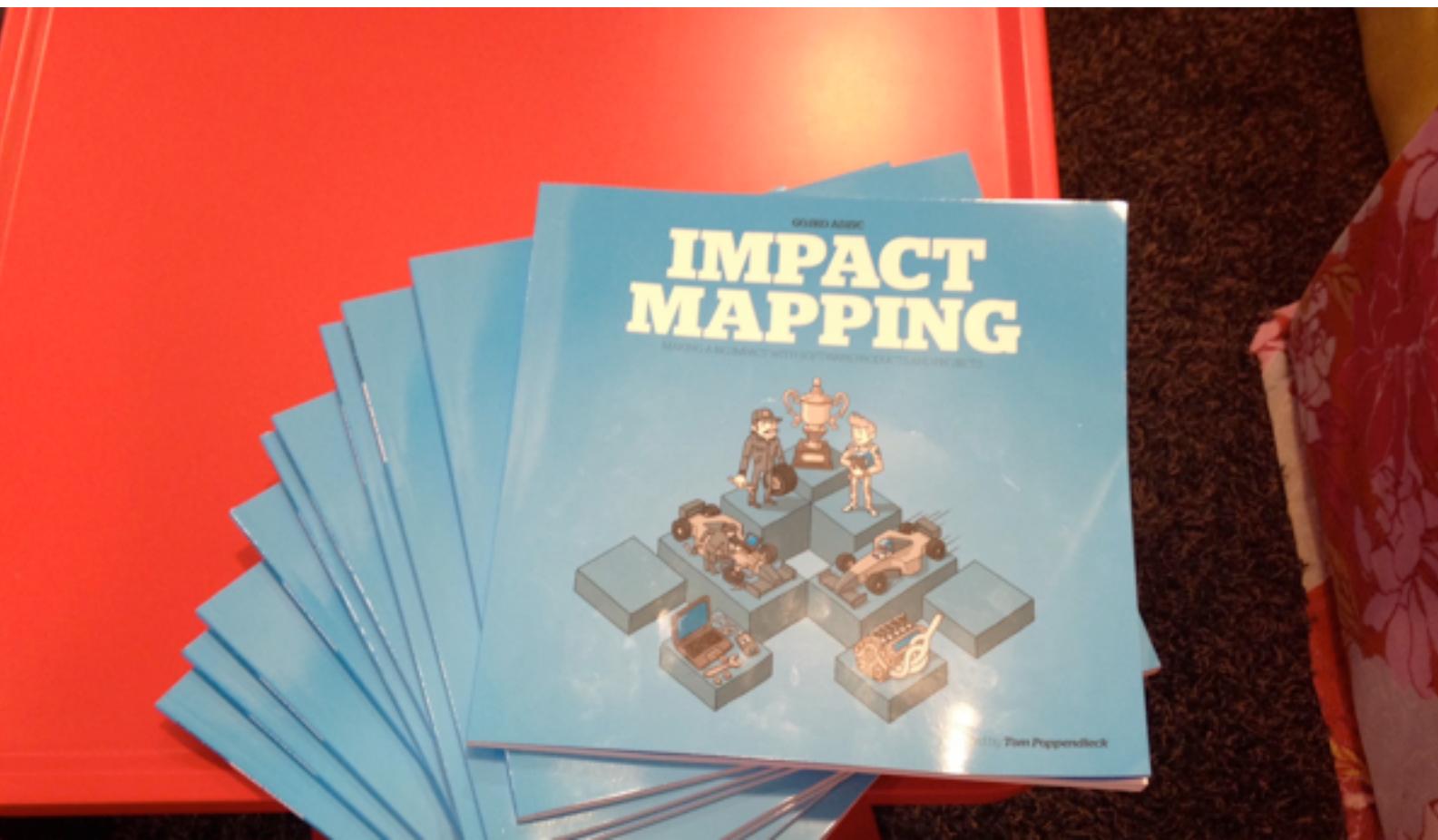
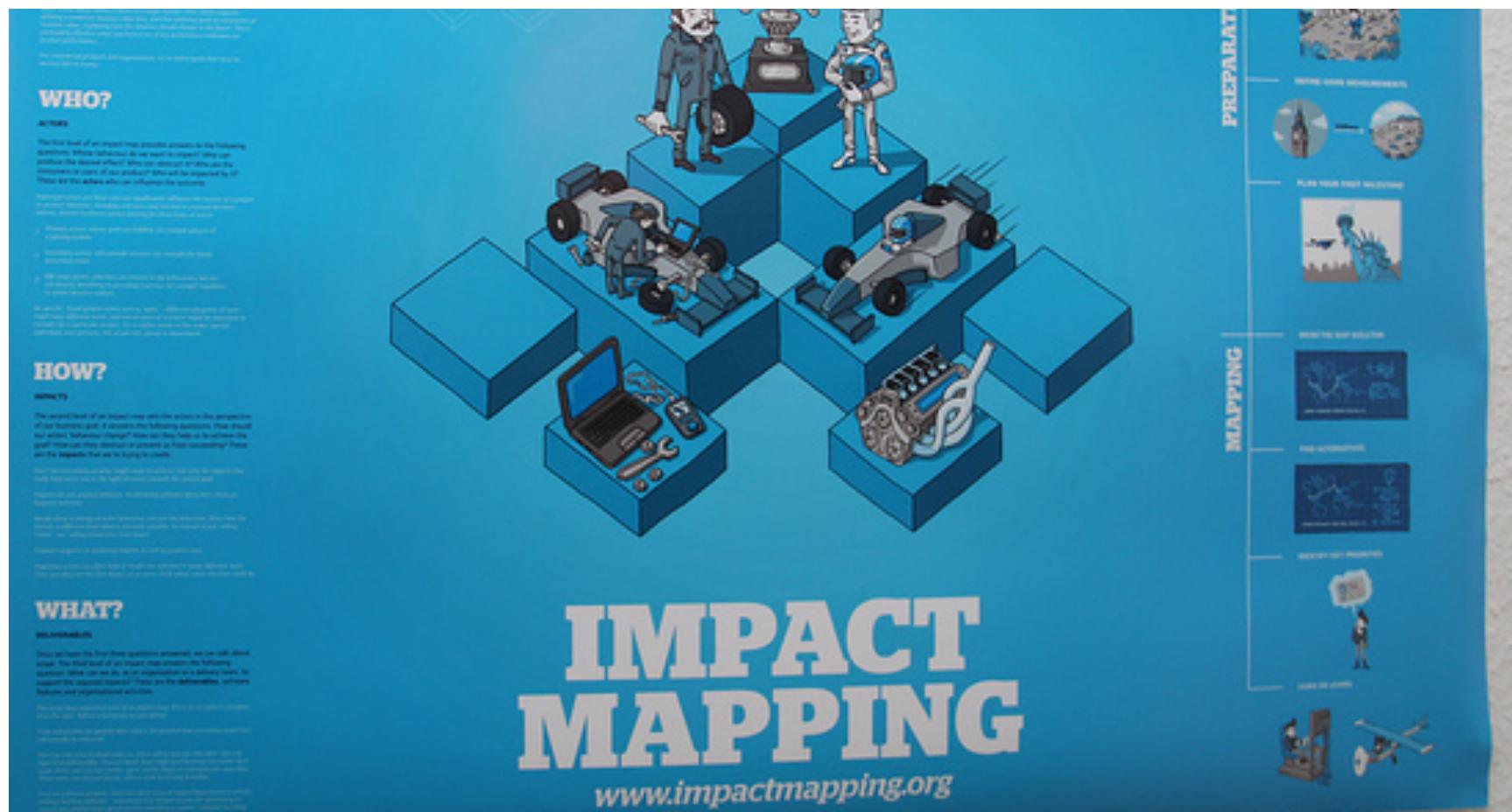
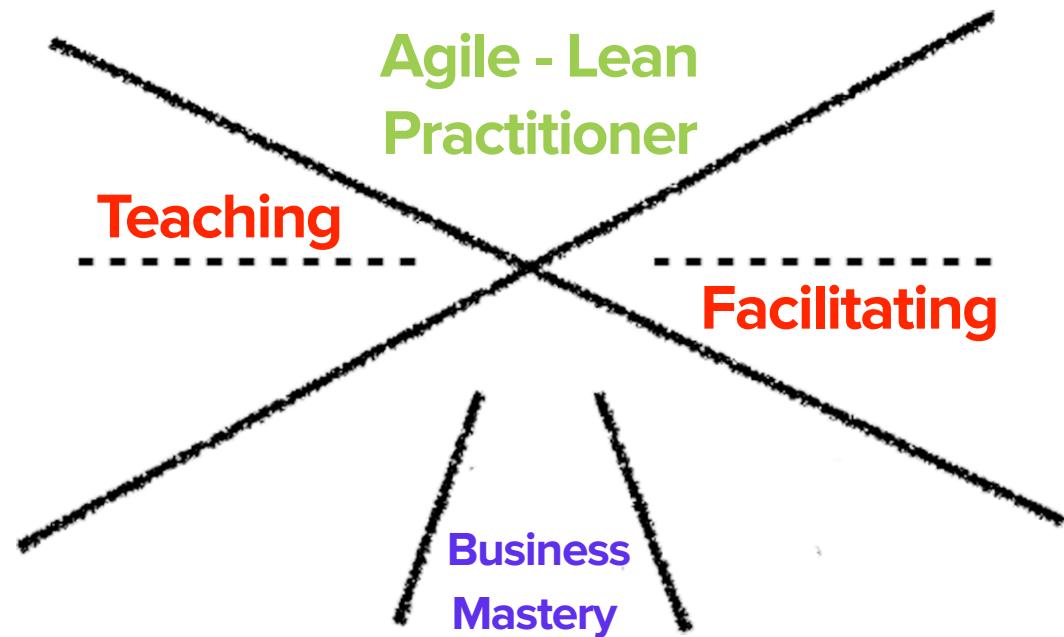
Teaching

Facilitating



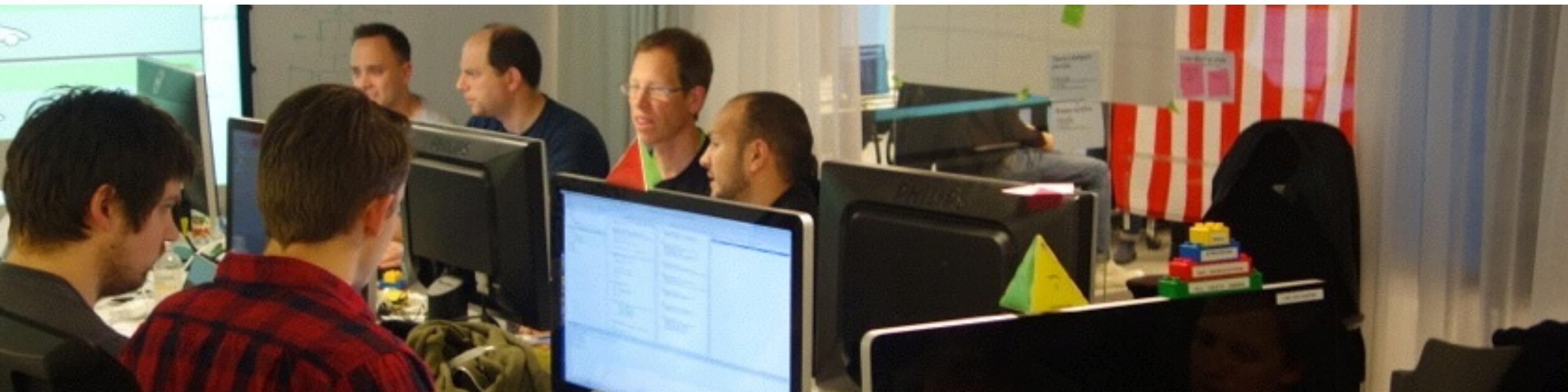
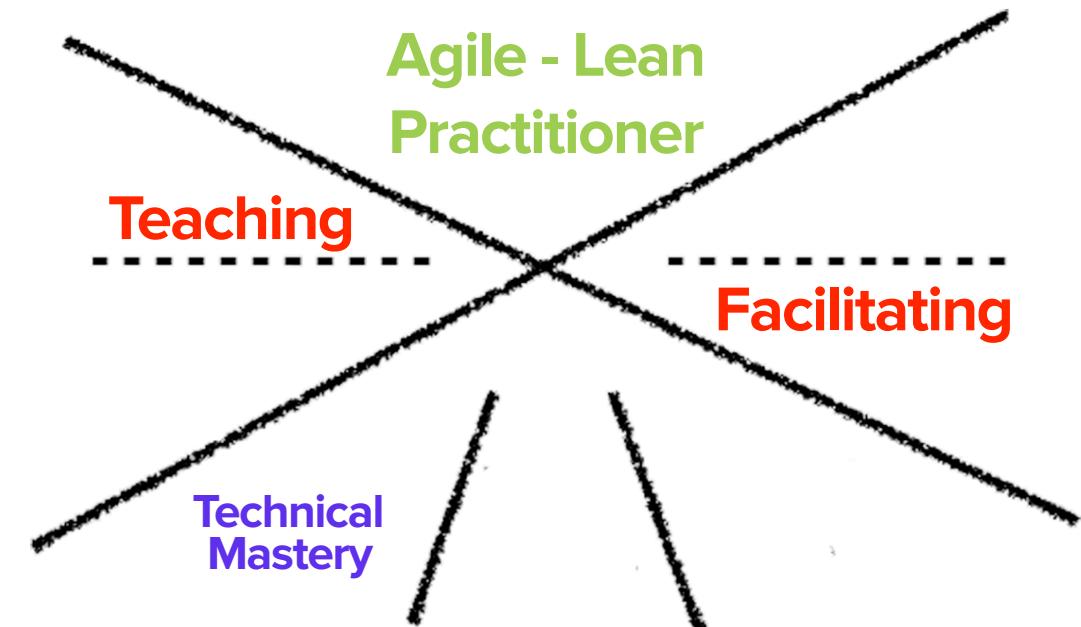
# PO book club

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

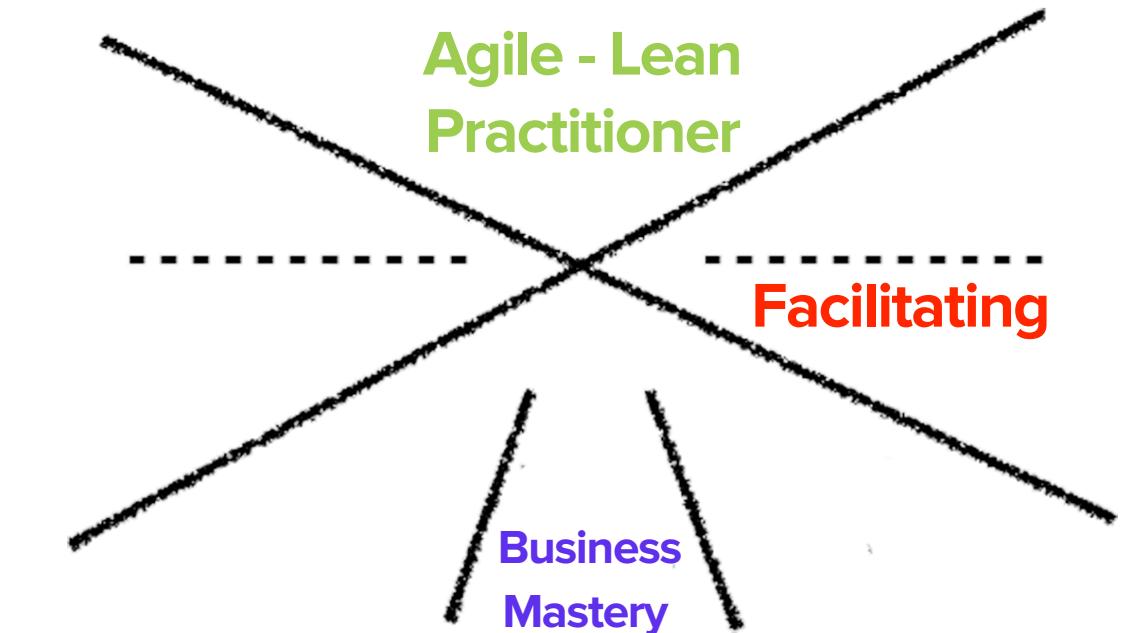


# TDD/XP workshop

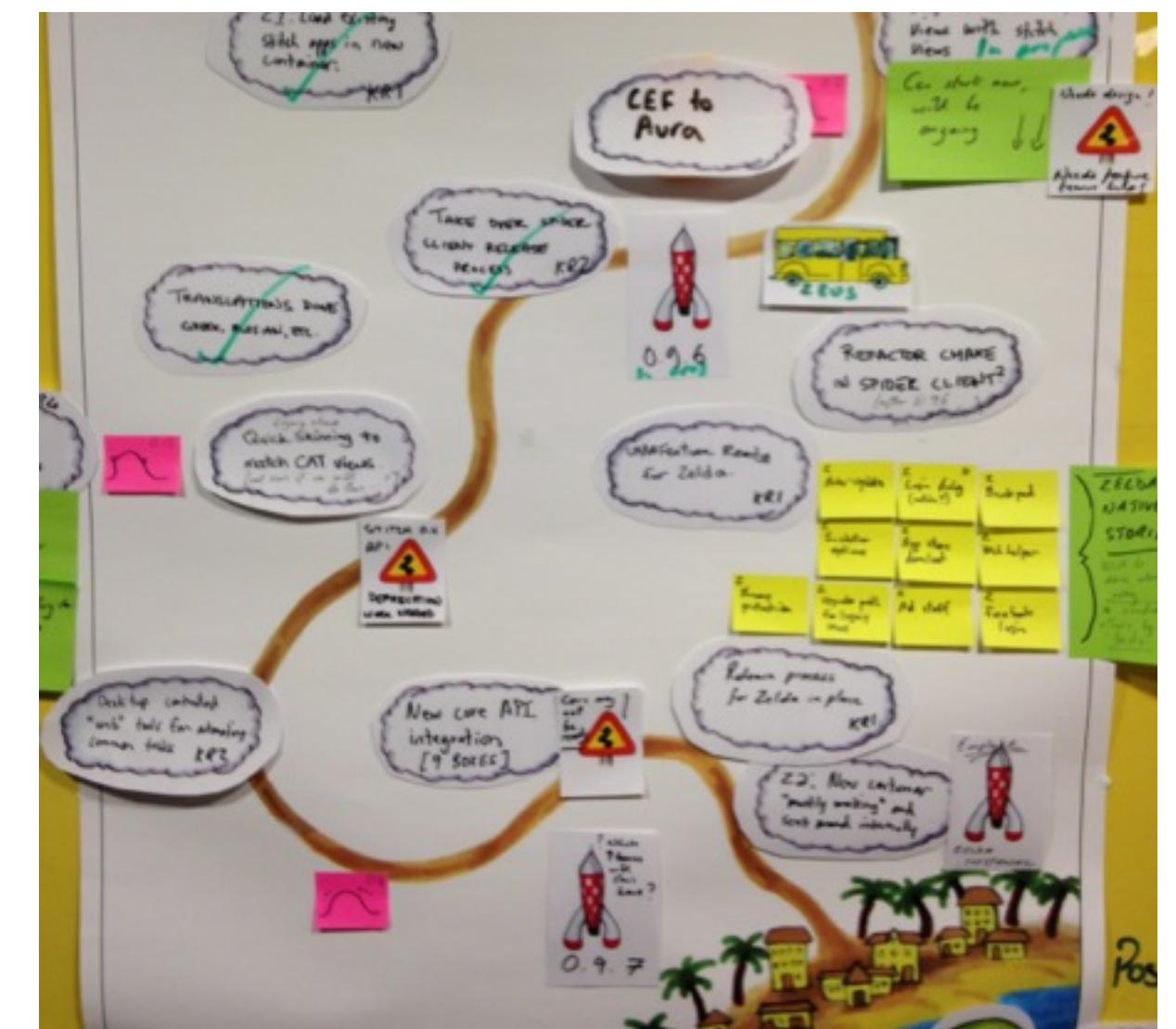
- 2 day workshop
- Facilitated by coach and CL
- Focus on engineering skills



# Squad roadmapping

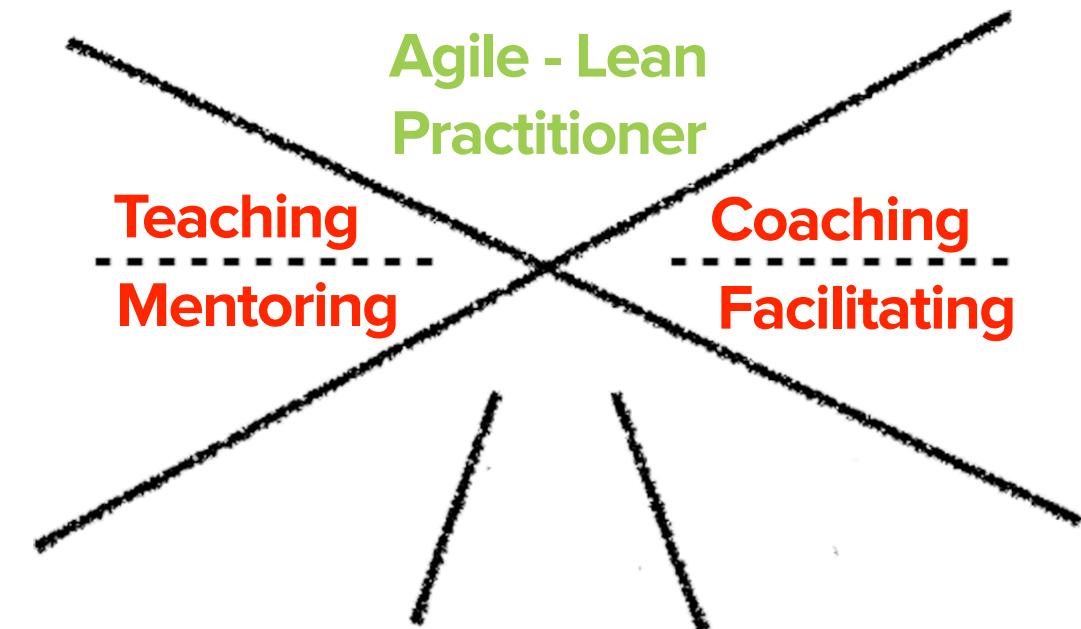


- Group of coaches came up with new visualization
- Ran workshops with all squads in a tribe

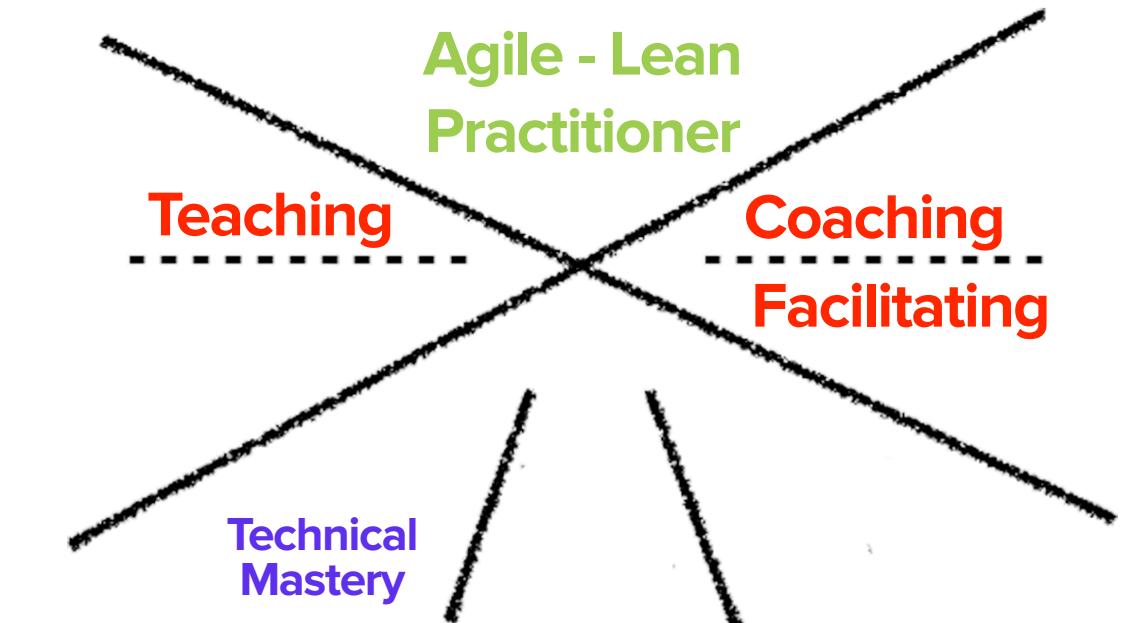


# Bootcamp

- 2 week induction
  - Tech Introduction - “From Click to Play”
  - Agile Introduction



# Continuous Delivery Unconference

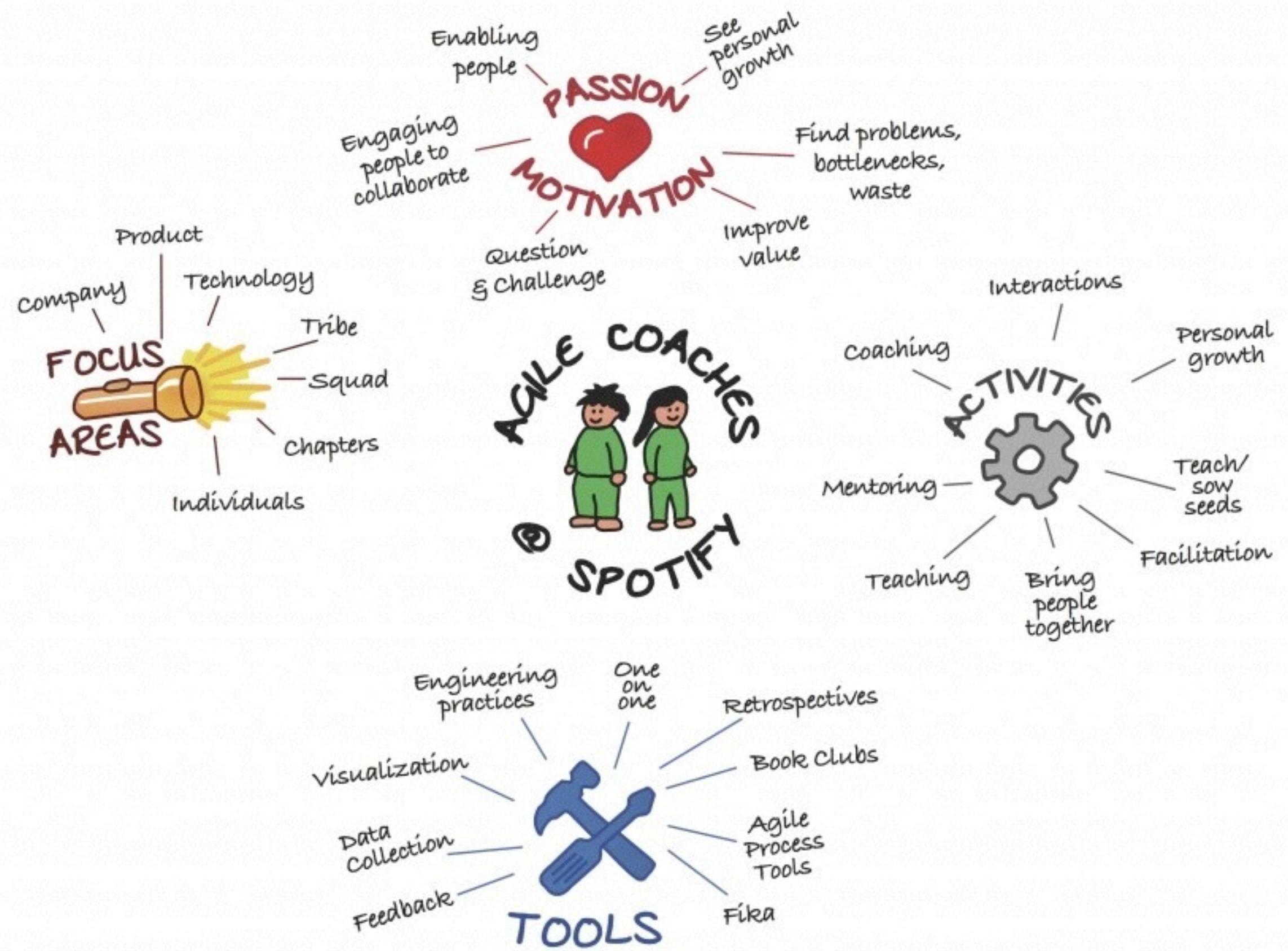


- Lightning Talks
- Open Space
- Initiatives





Putting it all  
together

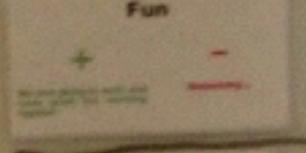
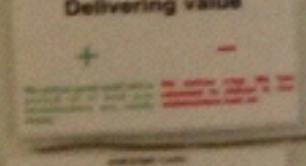
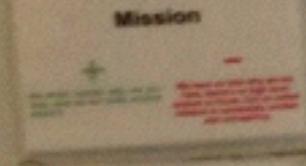
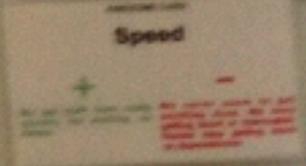
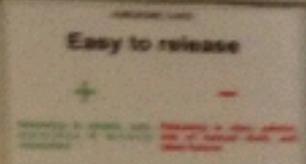
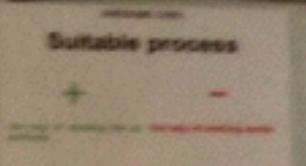
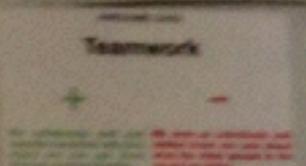
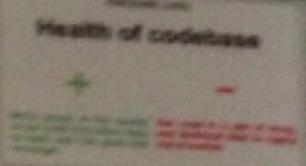
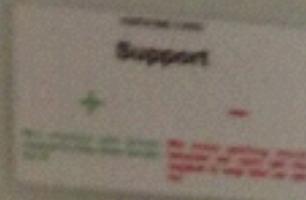




A black and white photograph of a large crowd at a concert. Many people's hands are raised in the air, some pointing upwards. Stage lights and equipment are visible in the background.

How do we know how  
we're doing?

# Most recent model



CI-  
Taise

KAKAHA

YSSX

X YXX

X KYY

RF

KKK

X X X X

X X X X

X X X X

XXS

XS

TRENDS

# An Example...

## Squad Health Check Q4 - Tribe X



# How do WE grow?

- Conferences / Meetups
- Training / Workshop
- Thought Leader Talks
- Mentoring
- Pairing
- Agile Practices Sharing
- Lean coffee
- Unconference



# Recap





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