

# A cultura Lean e Ágil

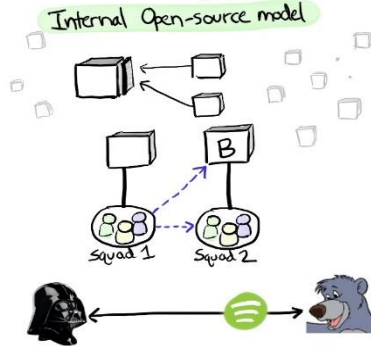
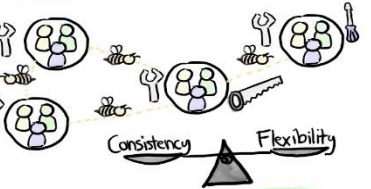


# Spotify Engineering Culture

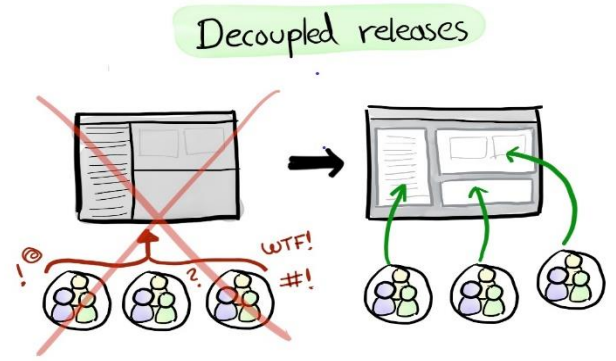
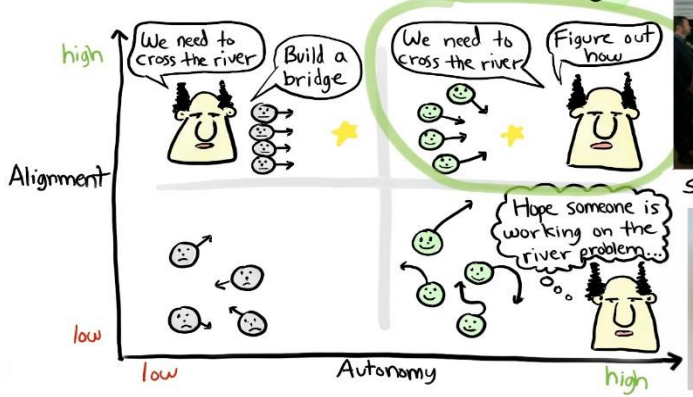
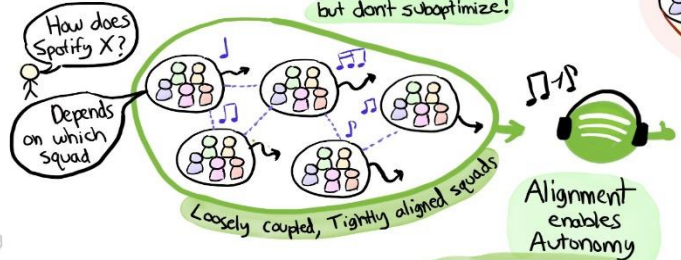
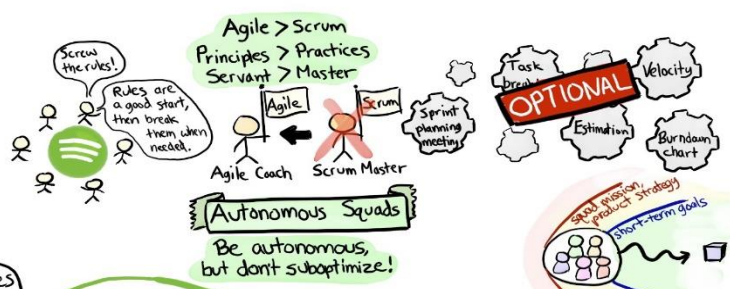
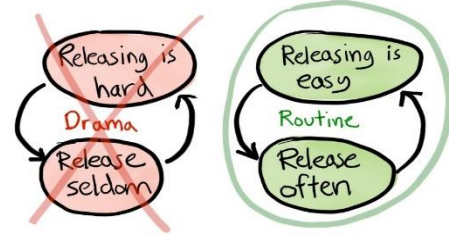
Part 1 of 2

Henrik Kniberg  
Jan 2014

Cross-pollination > Standardization



Small + frequent releases



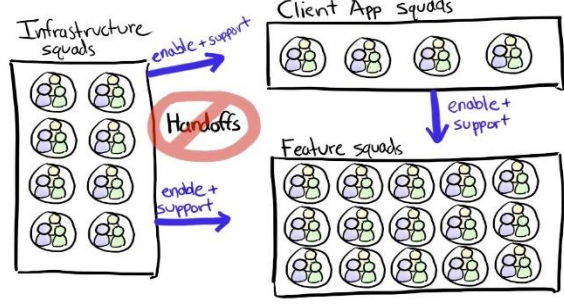
Leader's job: Communicate what problem needs to be solved, And why.



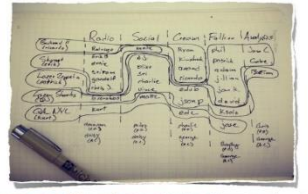
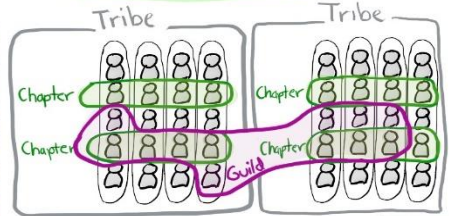
Squads' job: Collaborate with each other to find the best solution.



Self-service model  
enable > serve



Community > Structure



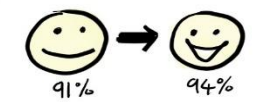
If you need to know exactly who is making decisions, you are in the wrong place.

Focus on Motivation

Hi everyone, Our employee satisfaction survey says **91% enjoy working here**, and 4% don't.

This is of course not satisfactory, and we want to fix it.

If you're one of those unhappy 4%, please contact us. We're here for your sake, and nothing else.



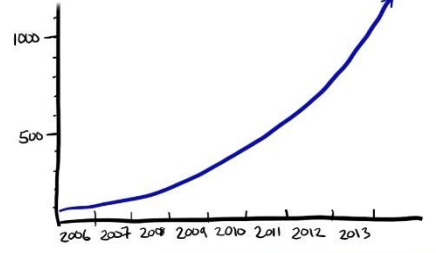
Trust > Control

Agile at scale requires Trust at scale

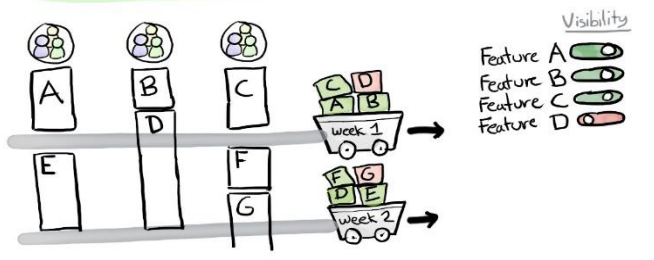


People > \*

My colleagues are awesome!



Release Trains + Feature Toggles





# Spotify Engineering Culture

Part 2 of 2

Henrik Kniberg  
Apr 2014

Fail Fast → Learn Fast → Improve Fast



Failure Recovery > Failure Avoidance



Lean Startup

Idea/problem

Narrative + Prototypes

Build MVP

Tweak

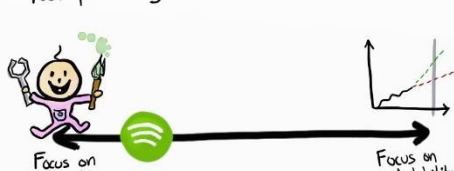
Release

Analyze Data



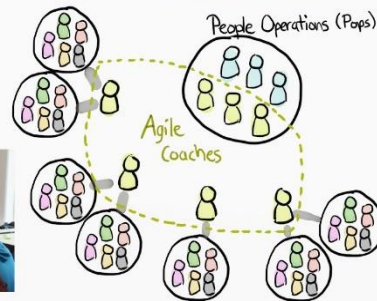
Innovation > Predictability

100% predictability = 0% innovation



Value delivery > Plan fulfillment

Culture-focused Roles

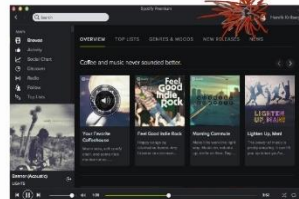


Healthy Culture heals Broken Process



Limited Blast Radius

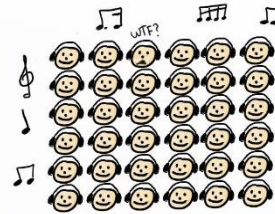
via Decoupled Architecture



If everything is under control, you're going too slow!



via Gradual Rollout



Hack Time

≈ 10%



Spotify Hack Week

Do whatever! With whoever! In whatever way!



Experiment-friendly Culture

A or B?  
Let's try both and compare

opinion-driven... ego-driven... authority-driven...

Data-driven decisions

What's the hypothesis?  
What did we learn?  
What will we try next?

People are natural innovators

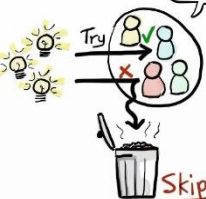


Make cool things real!

Demo → Party on Friday!

Waste-repellent Culture aka Lean

If it works, keep it. Otherwise dump it.



Keep

- Retrospectives
- Daily Standup
- Google Docs
- GIT
- Guild, Unconferences

Skip/dump

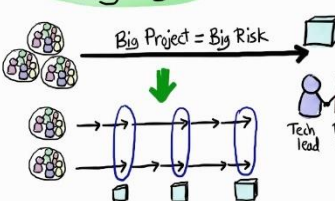
- Time reports
- Handoffs
- Separate test teams or test phases
- Task estimates
- Useless meetings
- Corporate BS

Chaos > Bureaucracy

Agile



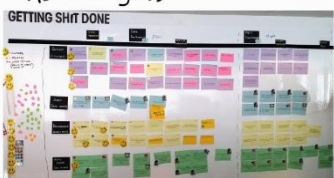
Minimize the need for Big Projects



Weekly Demo



Visual Progress



Daily Sync



Improvement Boards

TOP IMPEDIMENTS	ACTIONS
1. [Impediment]	→ Johan
2. [Impediment]	→ Johan
3. [Impediment]	→ Whole team

Continuous Improvement

Driven from below, Supported from above

Who's fault was it?

What did we learn?

What will we change?



Impact > Velocity



You are the culture

Model the behavior you want to see



Storytelling



Boot Camp



Toyota Improvement Kata

Now Next Target

Awesome!



Awesome Architecture

- I can build, test, and ship my feature within a week.
- I use data to learn from it and my improved version is live in week two.

Definition of Awesome

- WE DELIVER VALUE BY
- UNDERSTANDING WHY WE DO STUFF AND THE VALUE OF IT
- LIMITING THE NUMBER OF STUFF IN PROCESS
- REALLY FINISHING STUFF
- EASILY RAMP UP NEW TEAM MEMBERS
- EASILY INTEGRATE A NEW PAYMENT PROVIDER
- EASILY INTEGRATE A NEW FUNCTIONALITY
- WE TRUST AND ARE PLEASANT TO OUR STAFF BECAUSE WE
- DON'T BREAK SHIT IN PRODUCTION
- WE DO NOT HAVE RECURRING TASKS AND BUGS