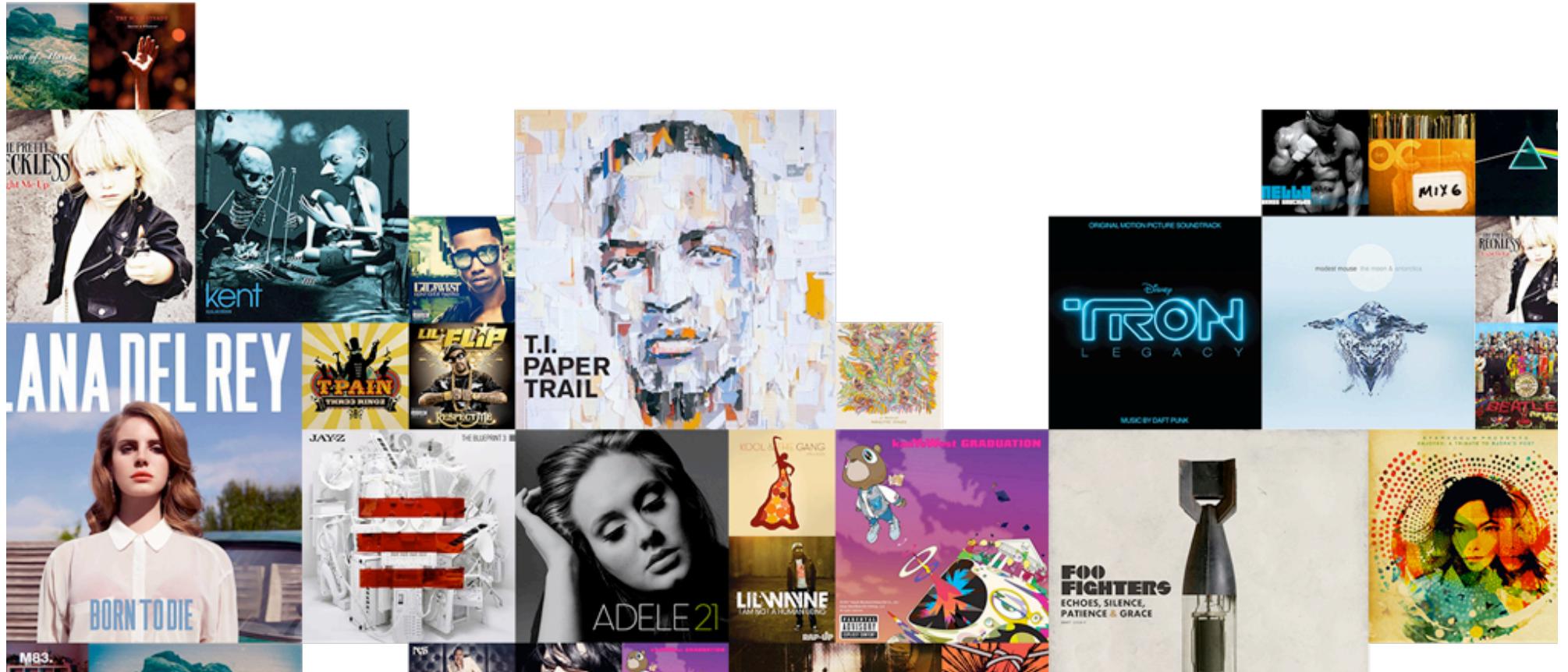




Spotify®

Agile at scale at Spotify

The right music for every moment





24M active users.

6M paying subscribers.

20M songs.



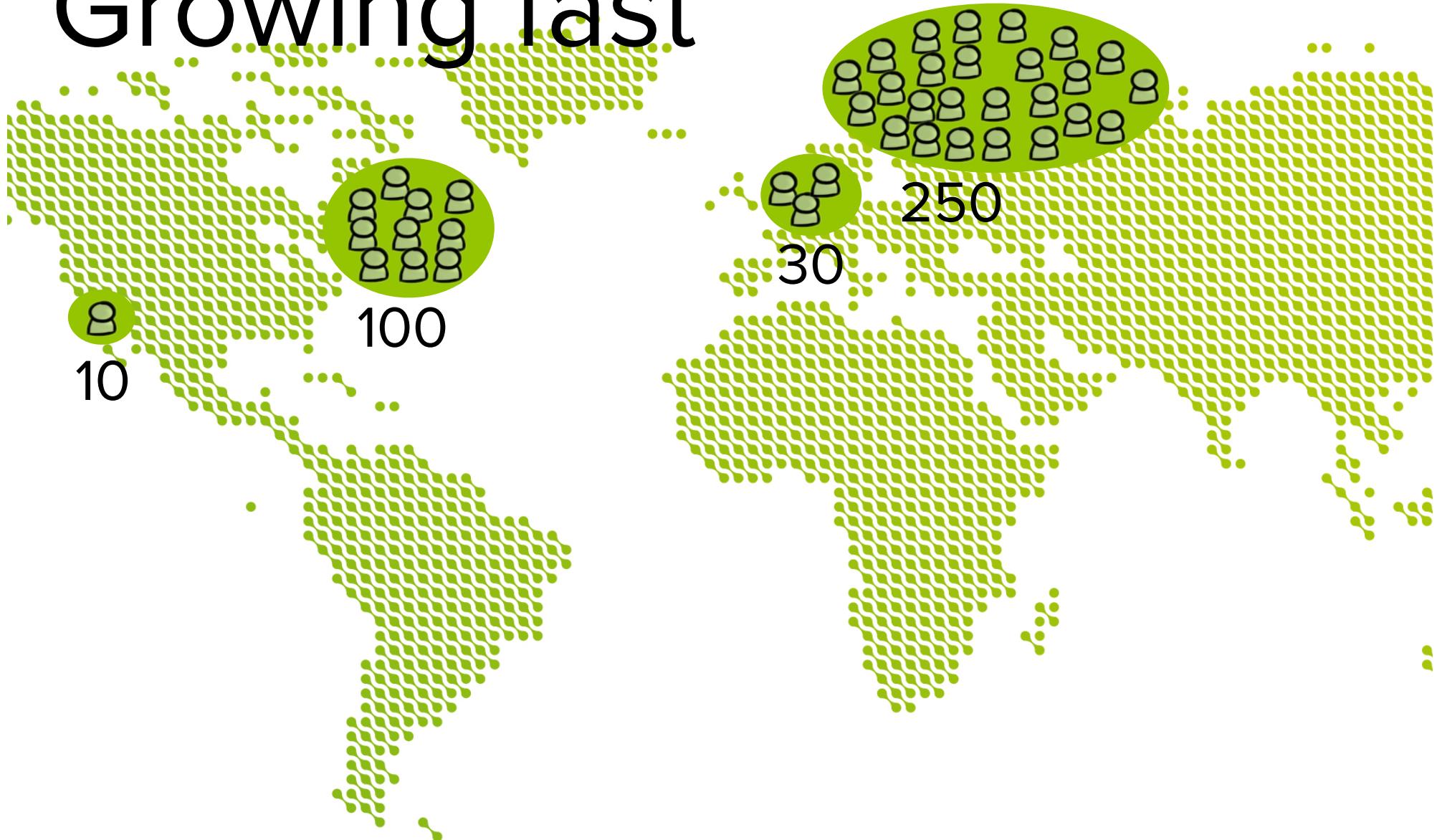
28 countries

Growing fast

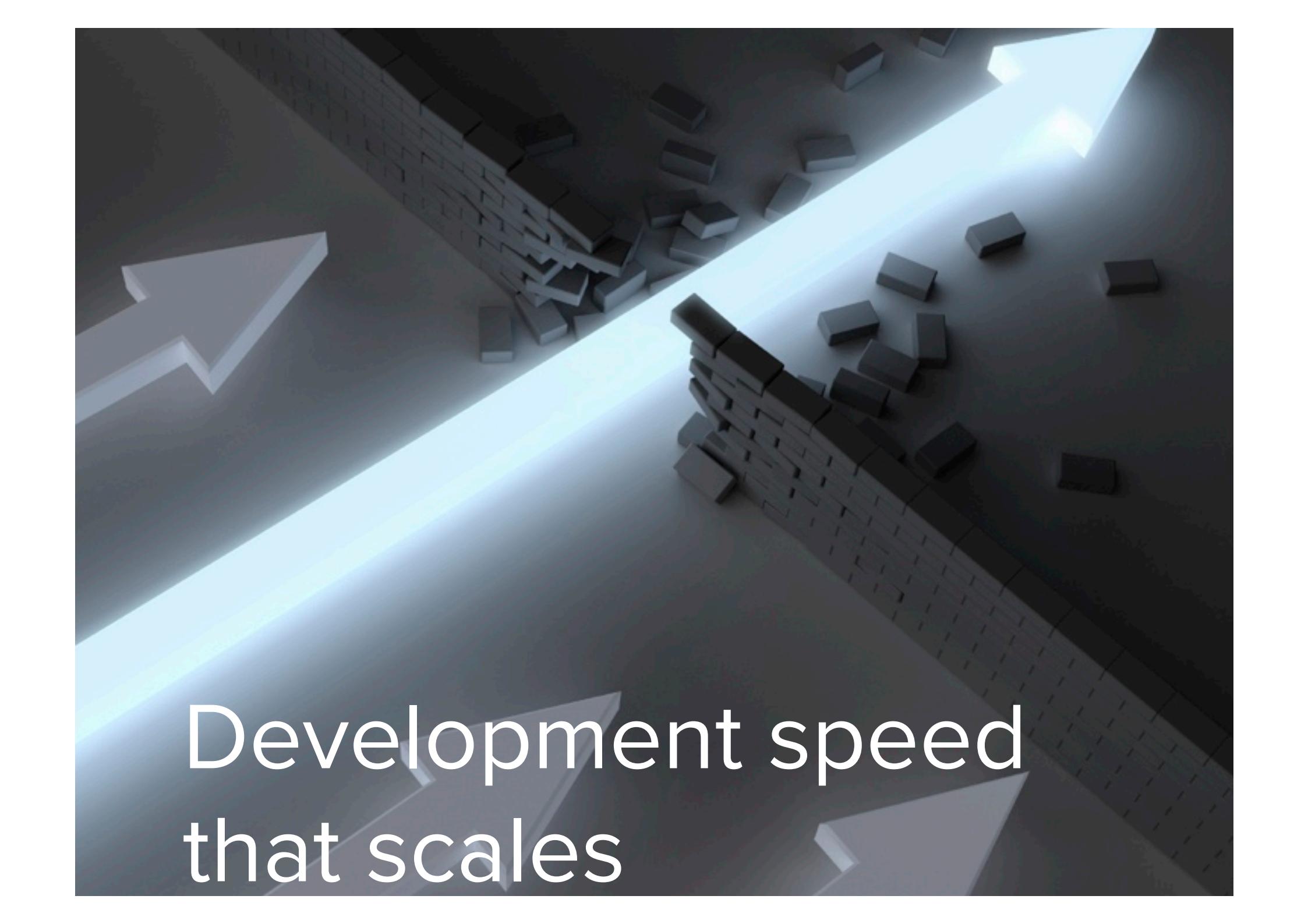


3 years ago

Growing fast



Now

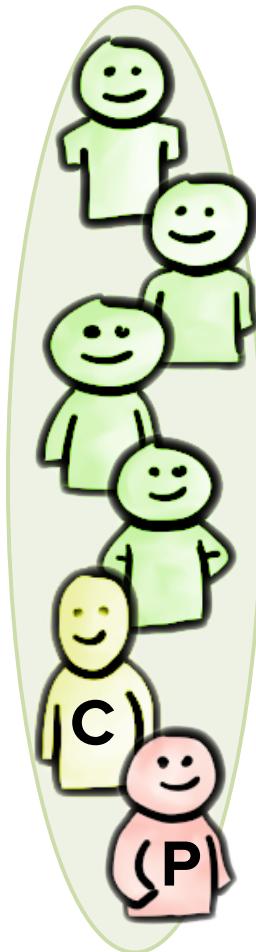


Development speed
that scales

Autonomy

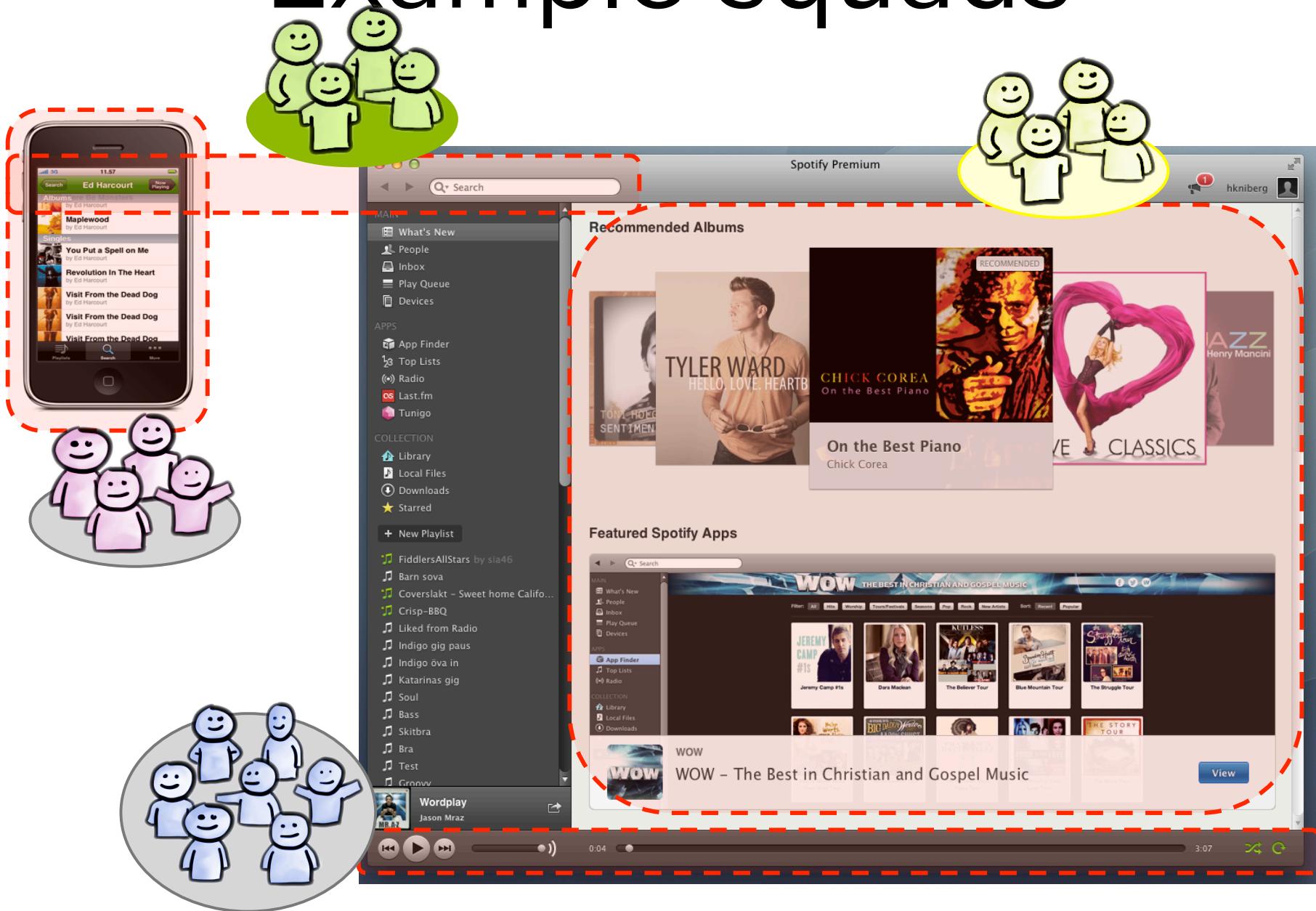


Squad



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

Example squads

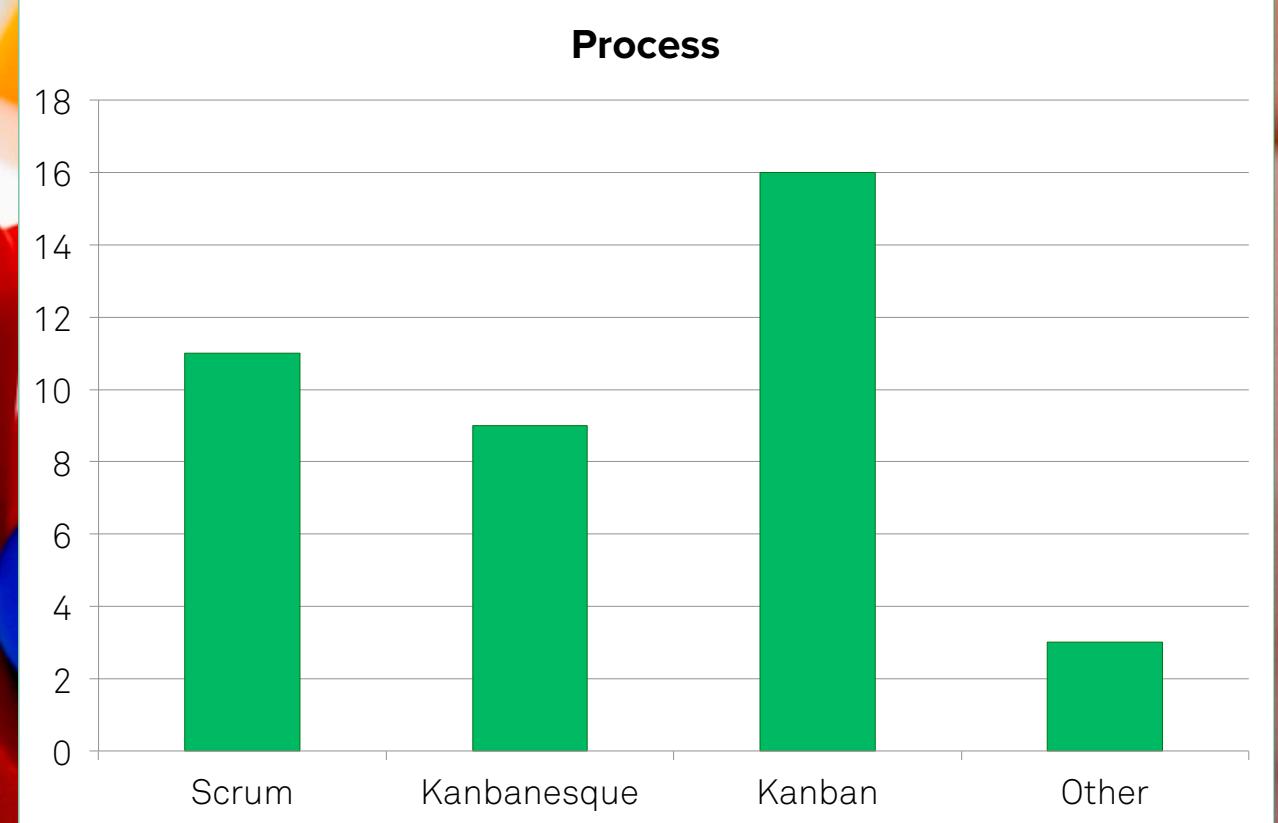




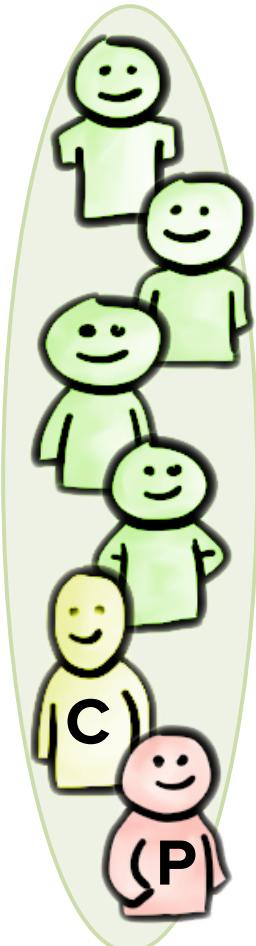




Process that fits

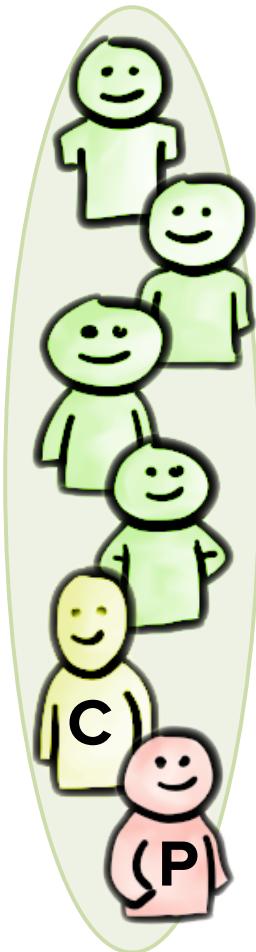


Autonomous squad



- Dedicated product owner
- Agile coach
- Influencing work
- Easy to release
- A process that fits the team
- A mission
- Organizational support

Autonomous squad surveys



Rafiki Q3 2012

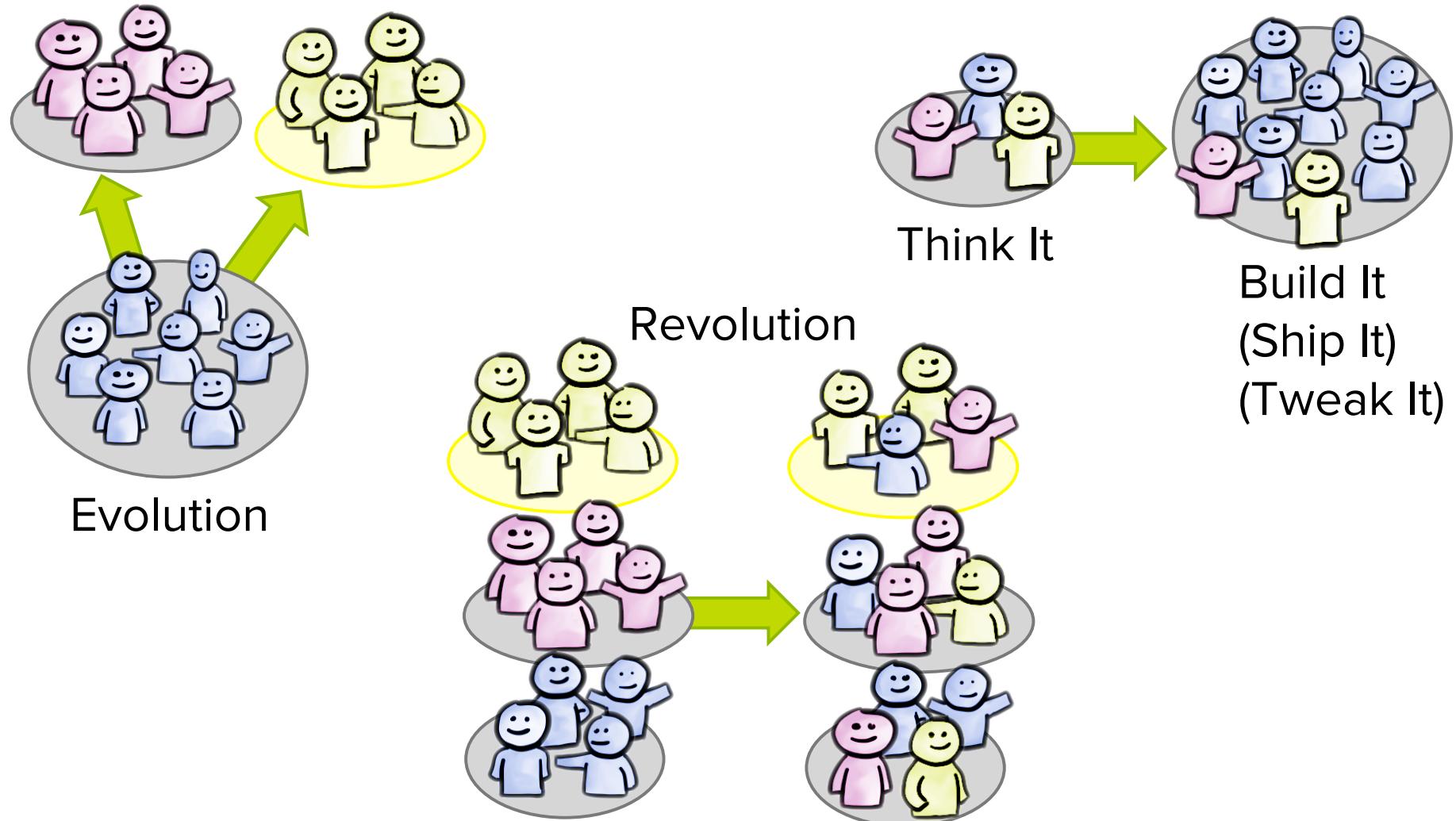
Area	Average Vote (1.0 – 3.0)	Trend
Dedicated product owner	(2.7) ●	Stable ➔
Agile coach	(2.9) ●	Stable ➔
Influencing work	(2.6) ○	Stable ➔
Easy to release	(1.0) ○	Deteriorating ↘
A process that fits the team	(2.6) ●	Improving ↗
A mission	(2.6) ○	Deteriorating ↘
Organizational support	(2.4) ○	N/A

Spotify

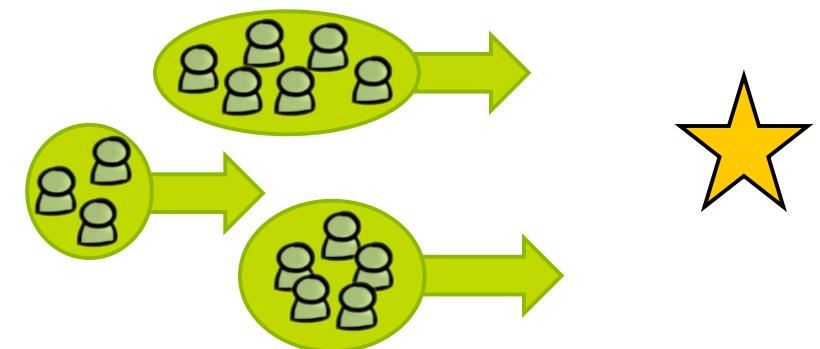
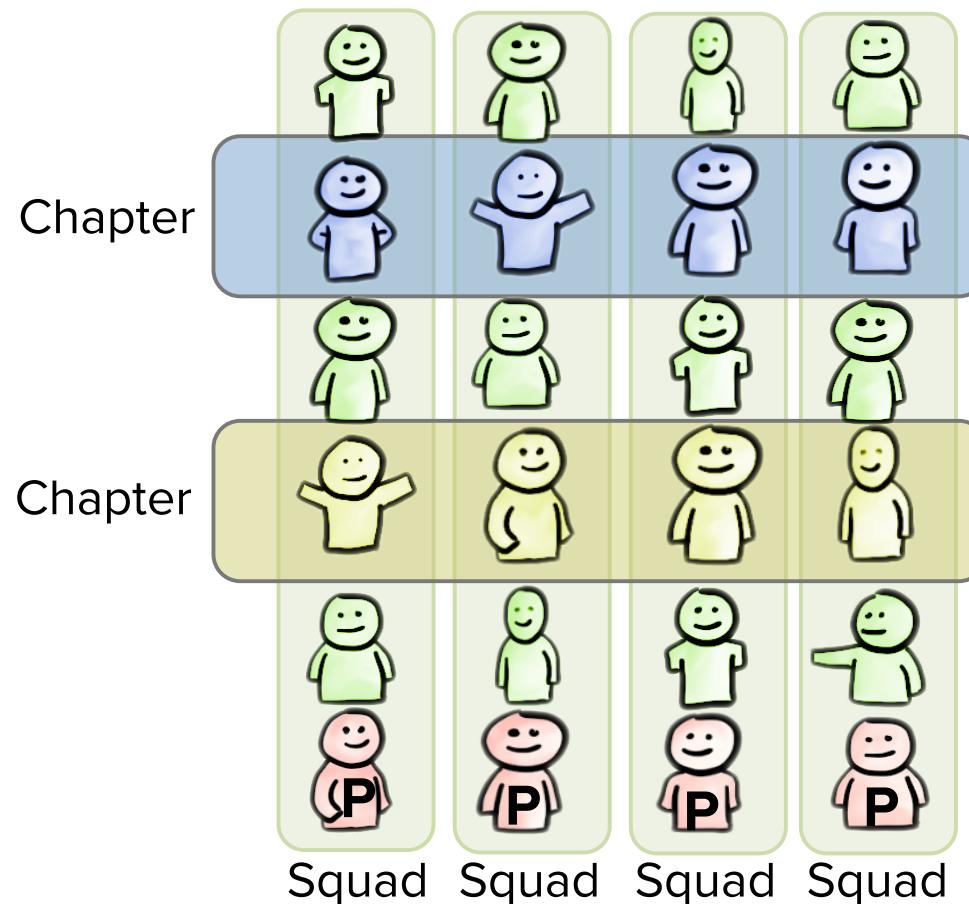
Are we there yet?

Area	Squad 1	Squad 2	Squad 3	Squad 4	Squad 5
Product owner	Yellow circle with green arrow pointing right	Green circle with red arrow pointing left	Green circle with black arrow pointing right	Yellow circle with black arrow pointing right	Yellow circle with black arrow pointing right
Agile coach	Green circle with green arrow pointing right	Green circle with green arrow pointing right	Green circle with black arrow pointing right	Red circle with green arrow pointing right	Red circle with red arrow pointing left
Influencing work	Yellow circle with green arrow pointing right	Yellow circle with green arrow pointing right	Yellow circle with black arrow pointing right	Green circle with green arrow pointing right	Green circle with green arrow pointing right
Easy to release	Yellow circle with green arrow pointing right	Green circle with green arrow pointing right	Red circle with red arrow pointing left	Red circle with black arrow pointing right	Yellow circle with red arrow pointing left
Process that fits team	Yellow circle with black arrow pointing right	Green circle with green arrow pointing right	Green circle with green arrow pointing right	Green circle with green arrow pointing right	Yellow circle with green arrow pointing right
A mission	Yellow circle with green arrow pointing right	Green circle with red arrow pointing left	Yellow circle with red arrow pointing left	Yellow circle with red arrow pointing left	Green circle with black arrow pointing right
Org. support	Green circle with black arrow pointing right	Green circle	Yellow circle	Yellow circle with black arrow pointing right	Yellow circle

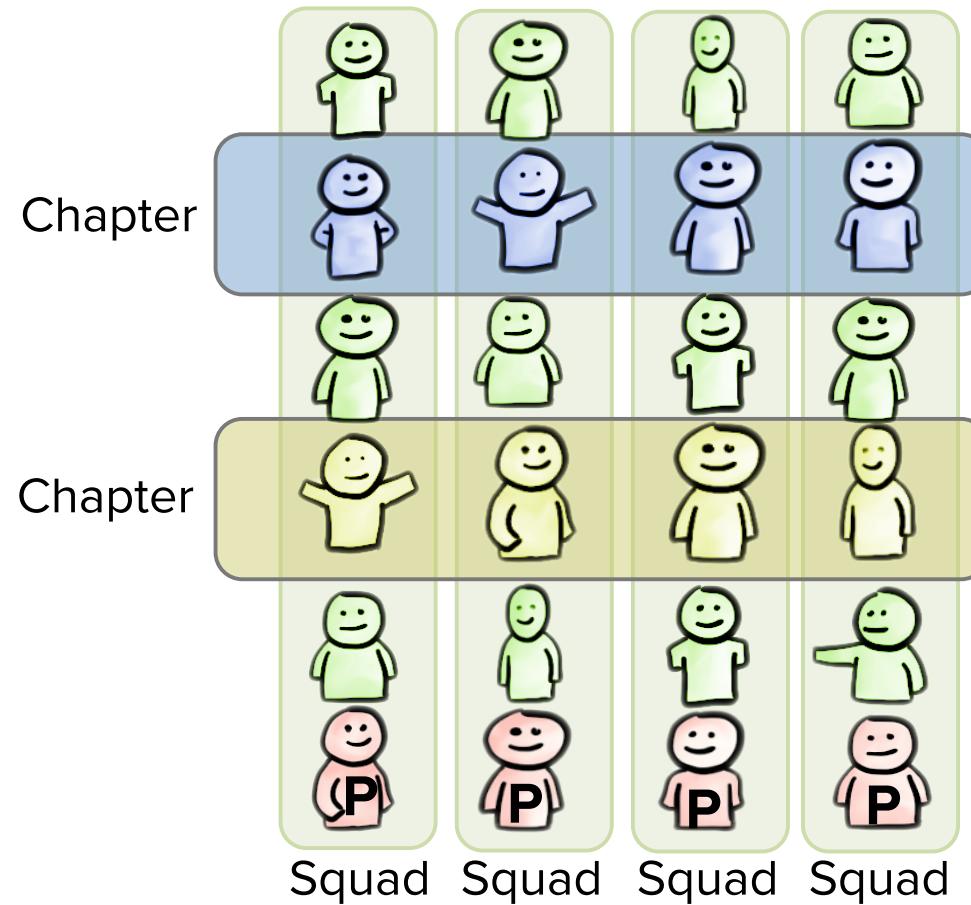
A new squad is born ...



Structure and alignment



Chapters



Chapter Lead



Personal development





Training and knowledge sharing

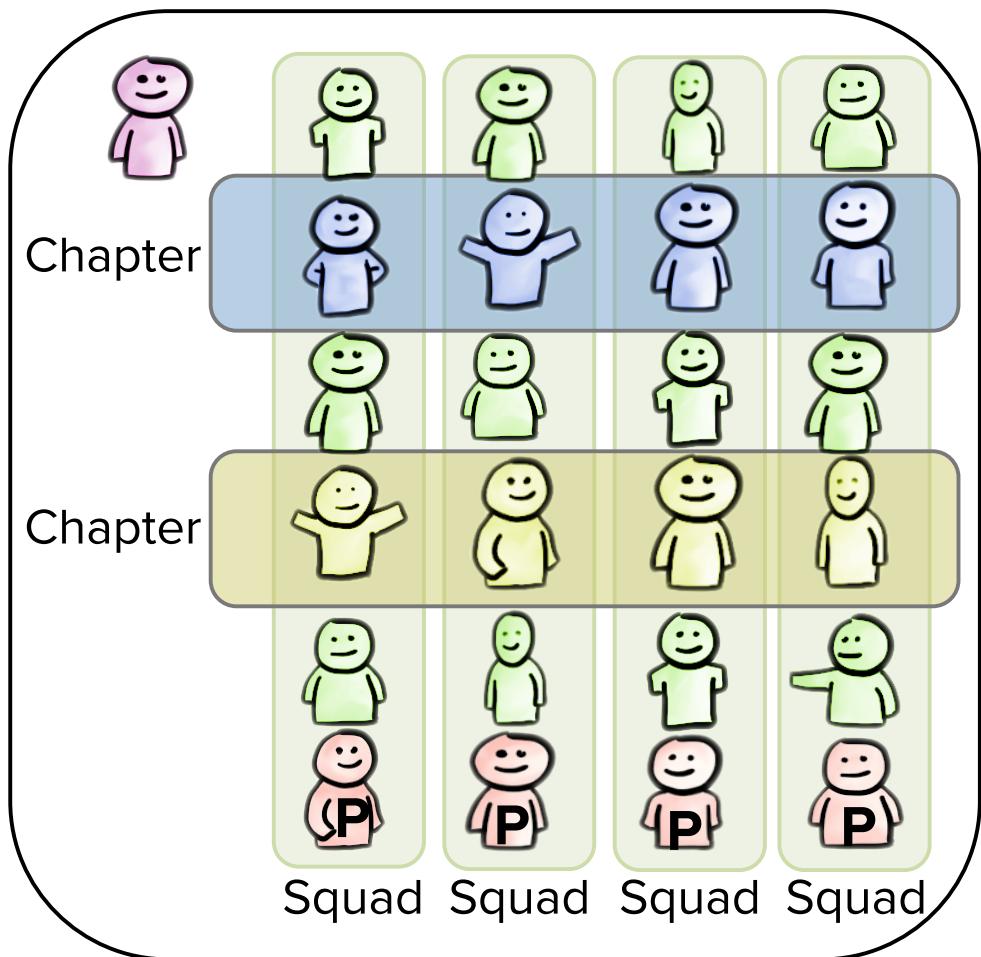
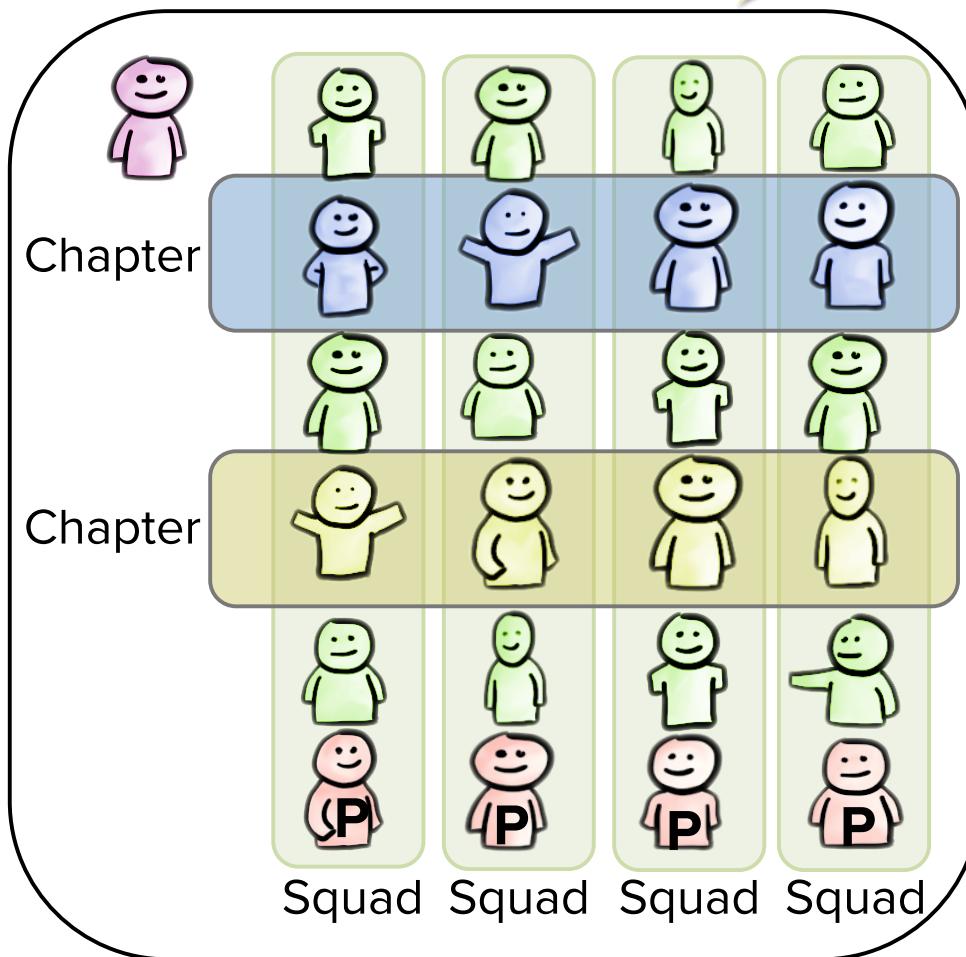
Boot camp

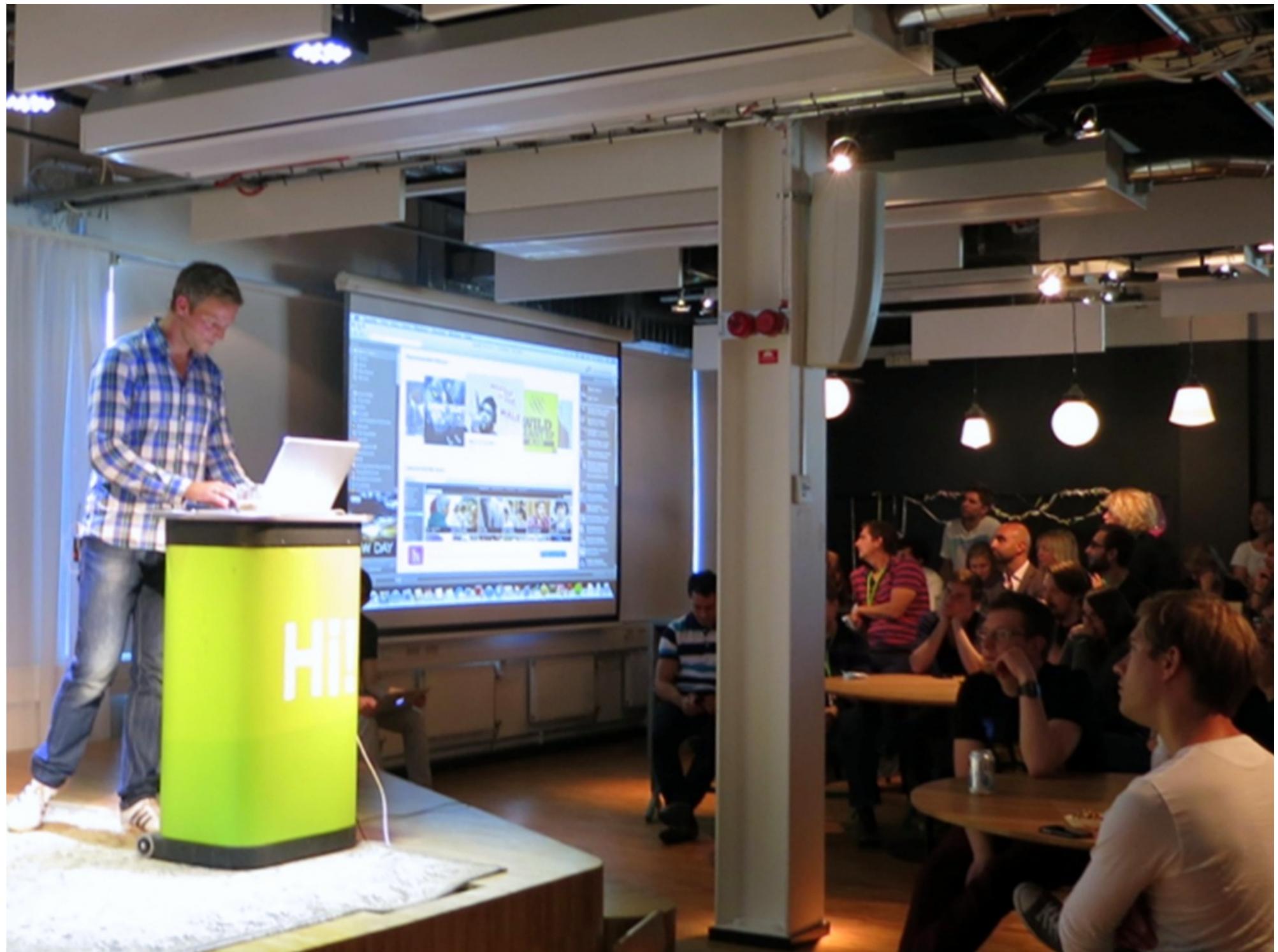


Tribes

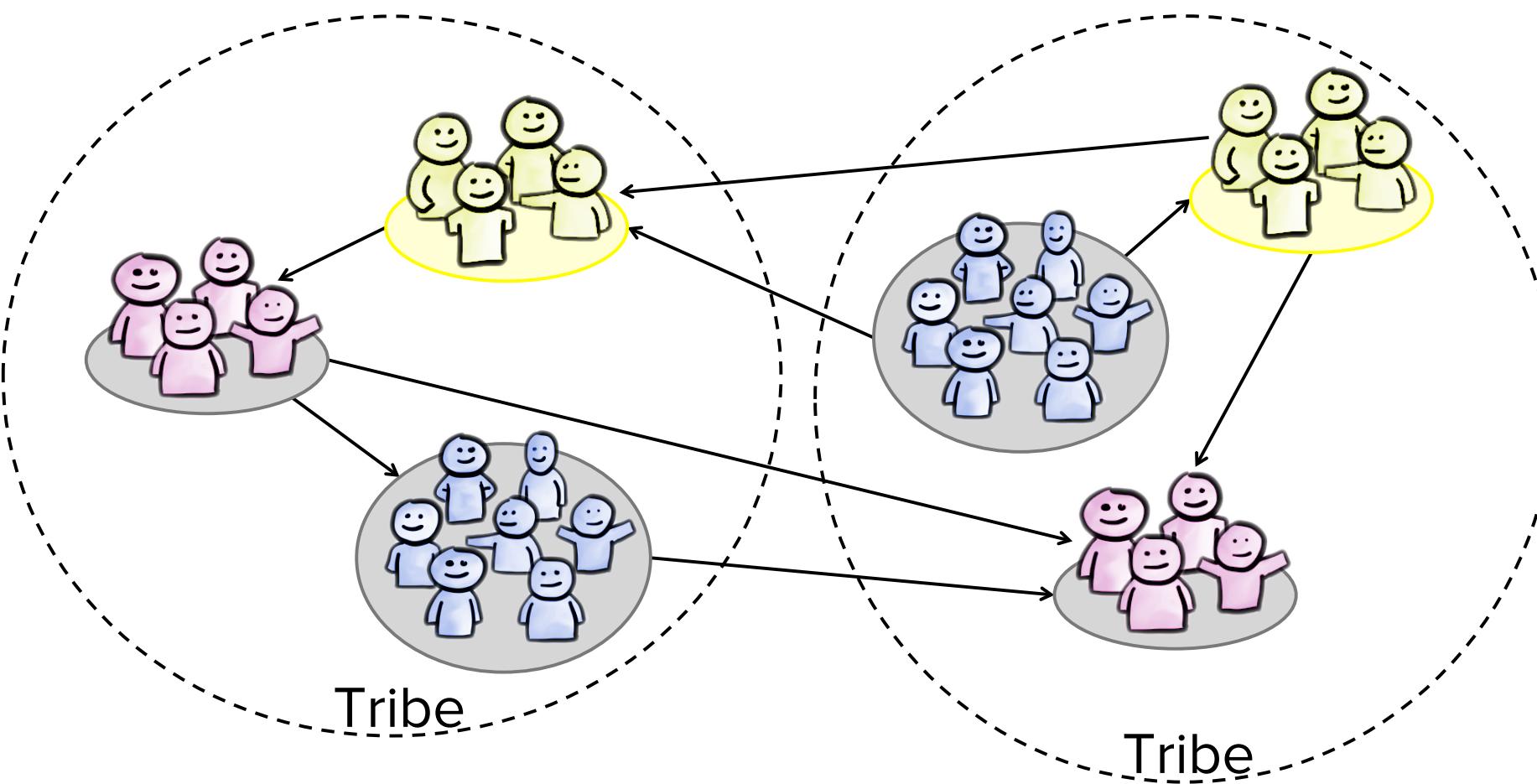
"Provide fast and reliable access to all the world's music"

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

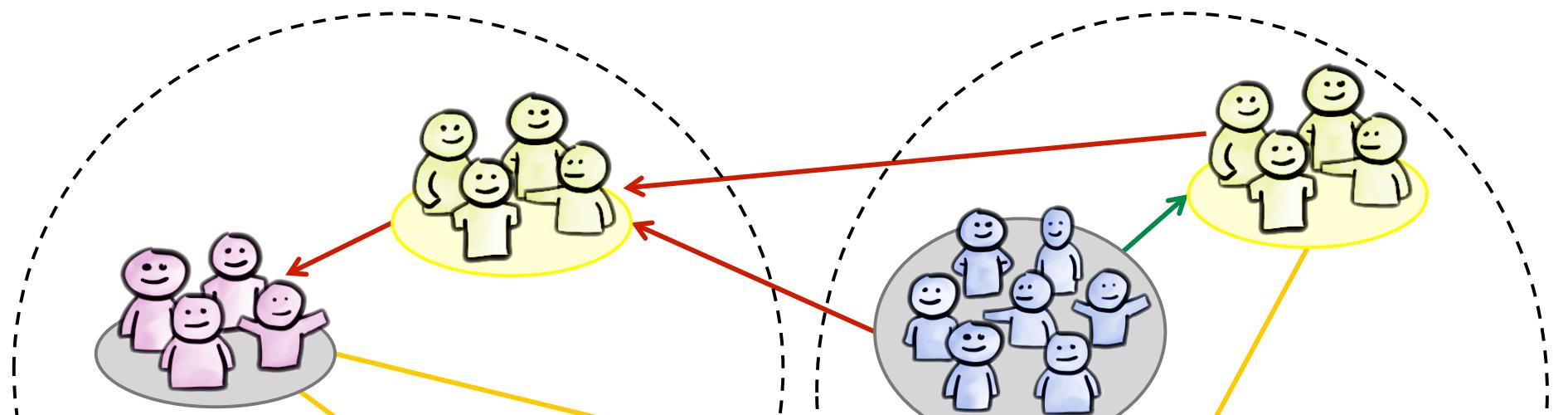




Network organization



Dependencies

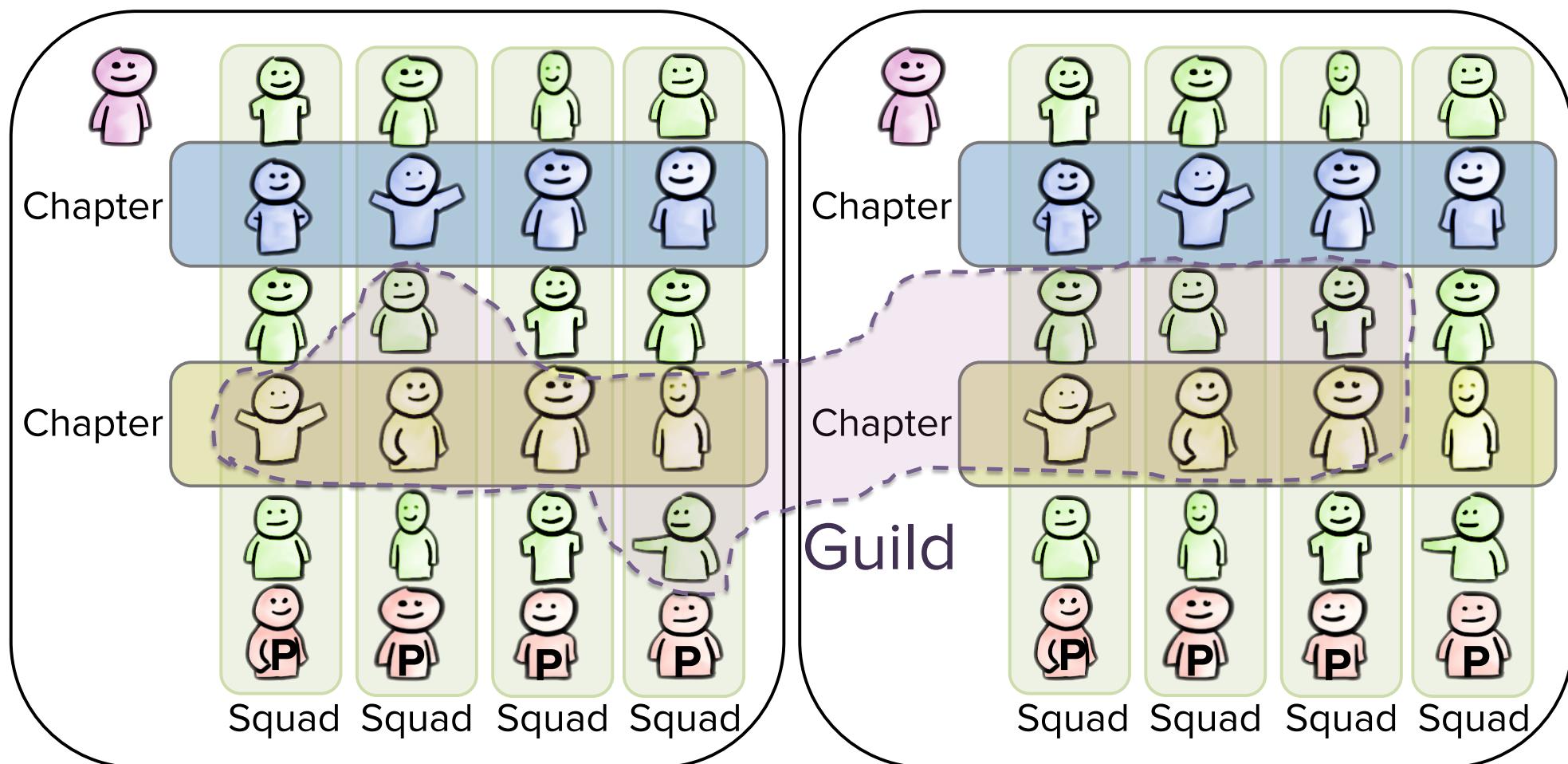


	A	B	C	D	E	
1	Squad	Depends on	Dependency	Comment	Same tribe?	
2	Music Player	Content	Ops	Slowing	Need machines, connections, help set-up things etc. Works really well in general, but at times the workload on operations causes the lead times to grow and slow us down.	No
3	Content					
4	Content		NeXT	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	BFS		Team 3	Blocking	Waiting for data dumps	No
13	BFS		Team 1	Future	Waiting for data dumps	No
14						

Structure happens!

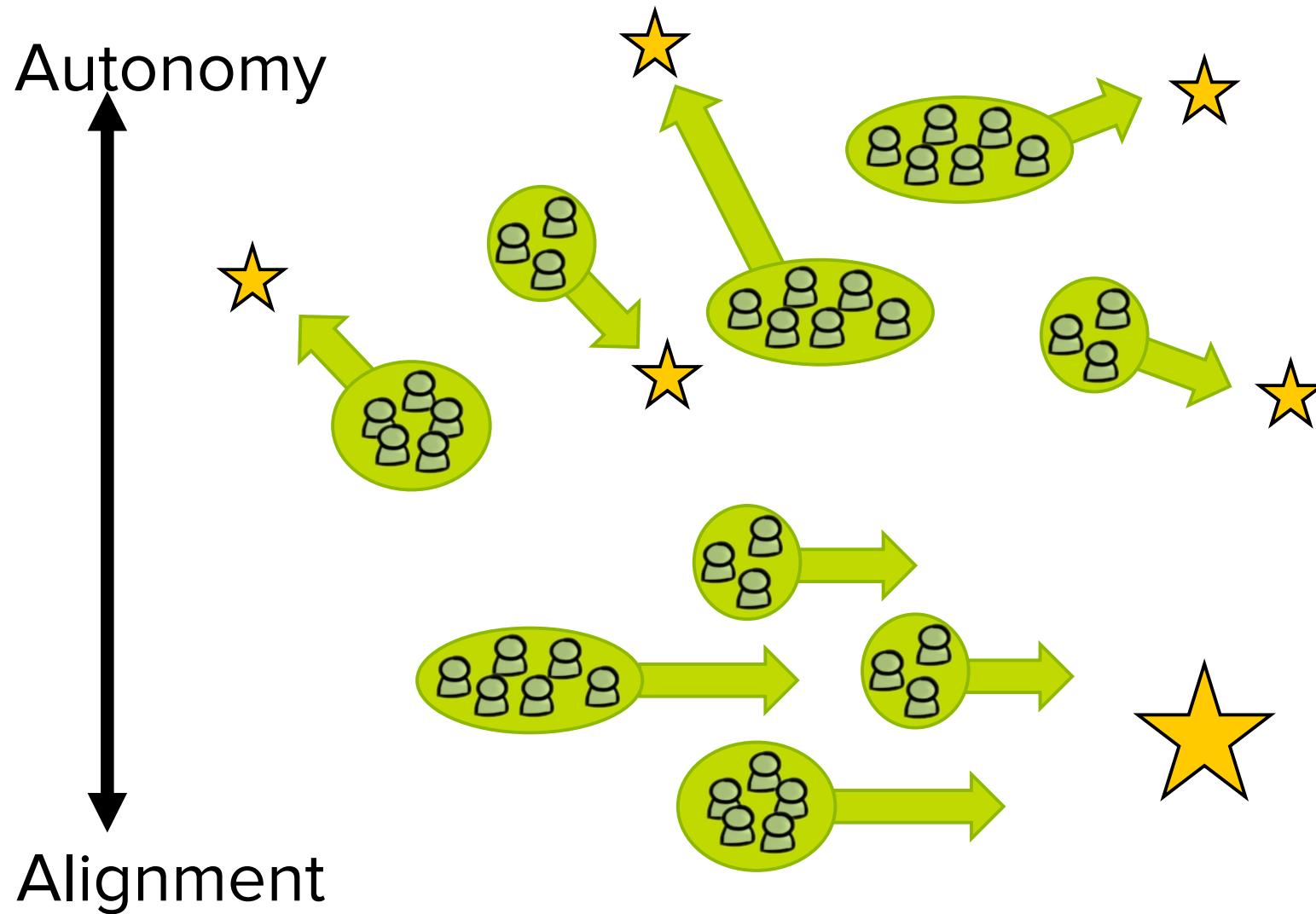


Guilds

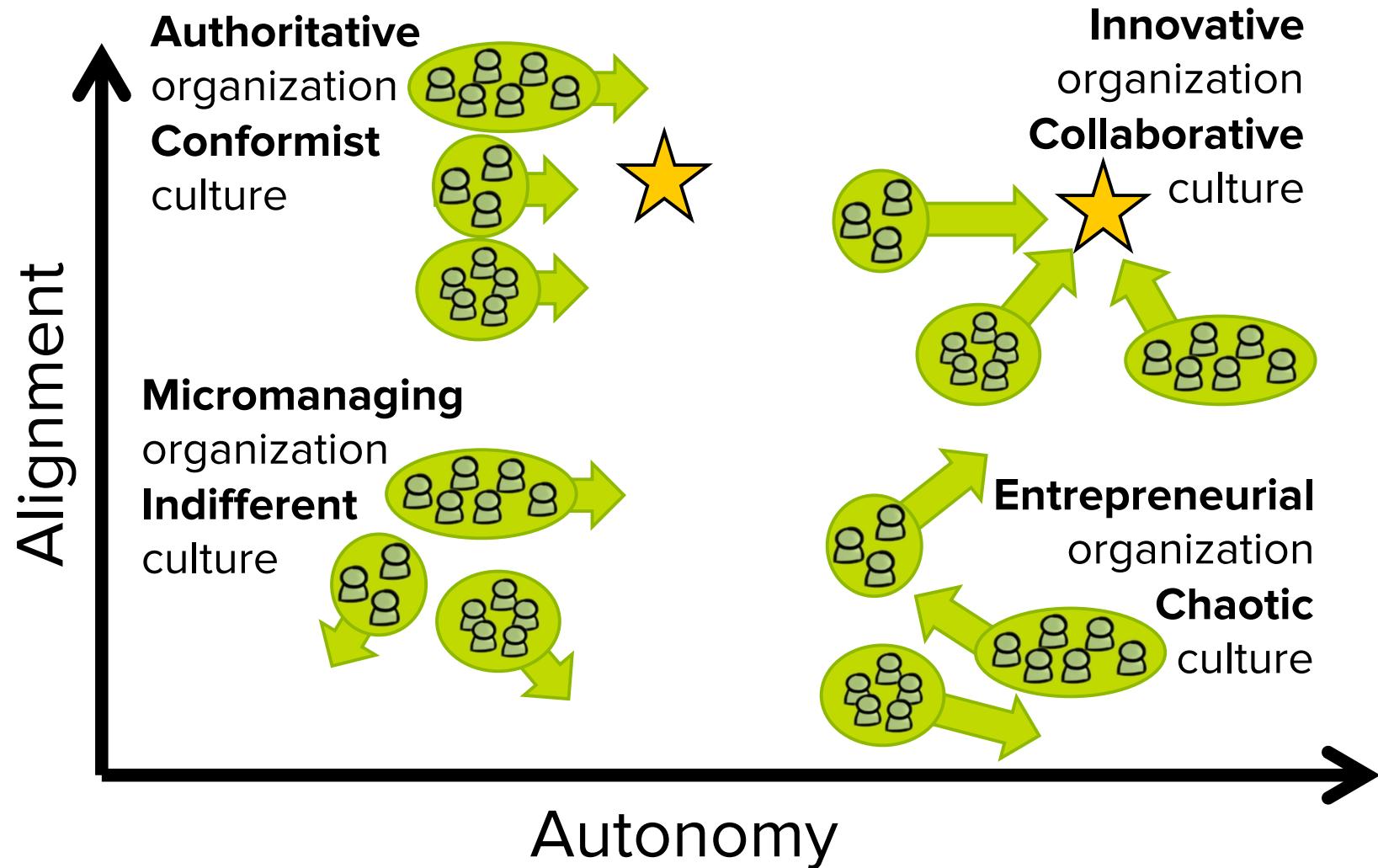




Autonomy vs. Alignment



Autonomy vs. Alignment



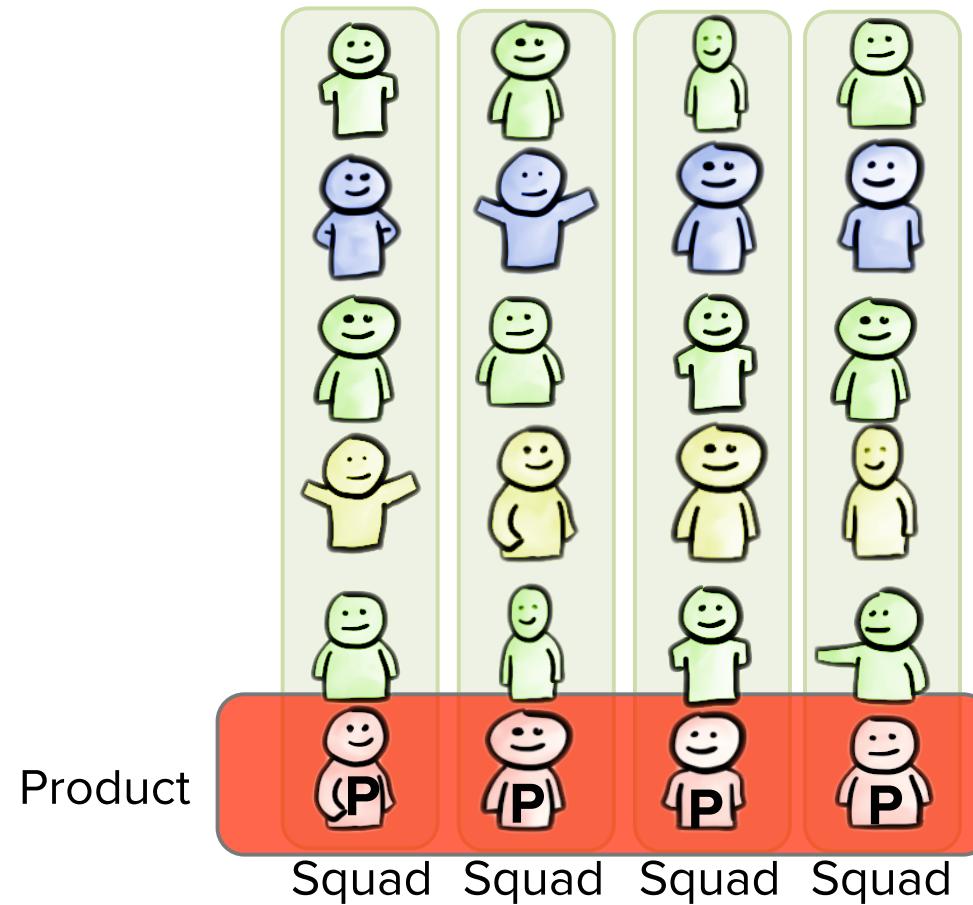
Source: Stephen Bungay

Vision

Simplicity.
Focus.
Transparency.



Product



OKR

Objectives & Key Results

Help • 10

2012 Q3: Agile coach guild refined

Created by: Anders Ivarsson

Key Results

Period: Q3 2012 ▾

Clear purpose and mission statement for agile coach guild published on the wiki 100% [+]

Defined way of working - e.g. guild meetings, Popsagile group, squad/chapter/guild focus 20% [+]

Identify metrics for the agile coach guild to evaluate, that are related to company goals 20% [+]

Click the [+] button to add a new action to this key result.

Post update

Visible to people viewing this objective

Type @, then a person's name to notify them of your update.

Latest All

John Cieslik-Bridgen marked a key result completed on this objective [edit]

Key result 1: Clear purpose and mission statement for agile coach guild published on the wiki

Details: https://wiki.spotify.net/wiki/A_gileCoachGuild

October 16th, 2012 • Comment • Like

John Cieslik-Bridgen updated a key result on this objective [edit]

Key result 1: Clear purpose and mission statement for agile coach guild published on the wiki

Progress: Changed the progress from "20%" to "60%".

Details: Wiki page in place

You and this objective

I'm committed to help achieve this objective

Objective success

Description: Define purpose and mission statement for the Agile Coach Guild. Evaluate and refine our way of working and identify metrics to evaluate our efforts in relation to company goals.

Due date: Sep 30, 2012

Status: In Progress

Progress: 60%

Completed

Edit

Contributors

7 have set this as their top objective

Anders Ivarsson, Andreas Mattsson, Daisy Pillbrow, George McMonigle, Ian Robbins, Ingrid Franck, Jacob Deshayes, Karin Björkén, Mattias Larsson, Pär von Zweigbergk, Sofia von Celius, John Cieslik-Bridgen

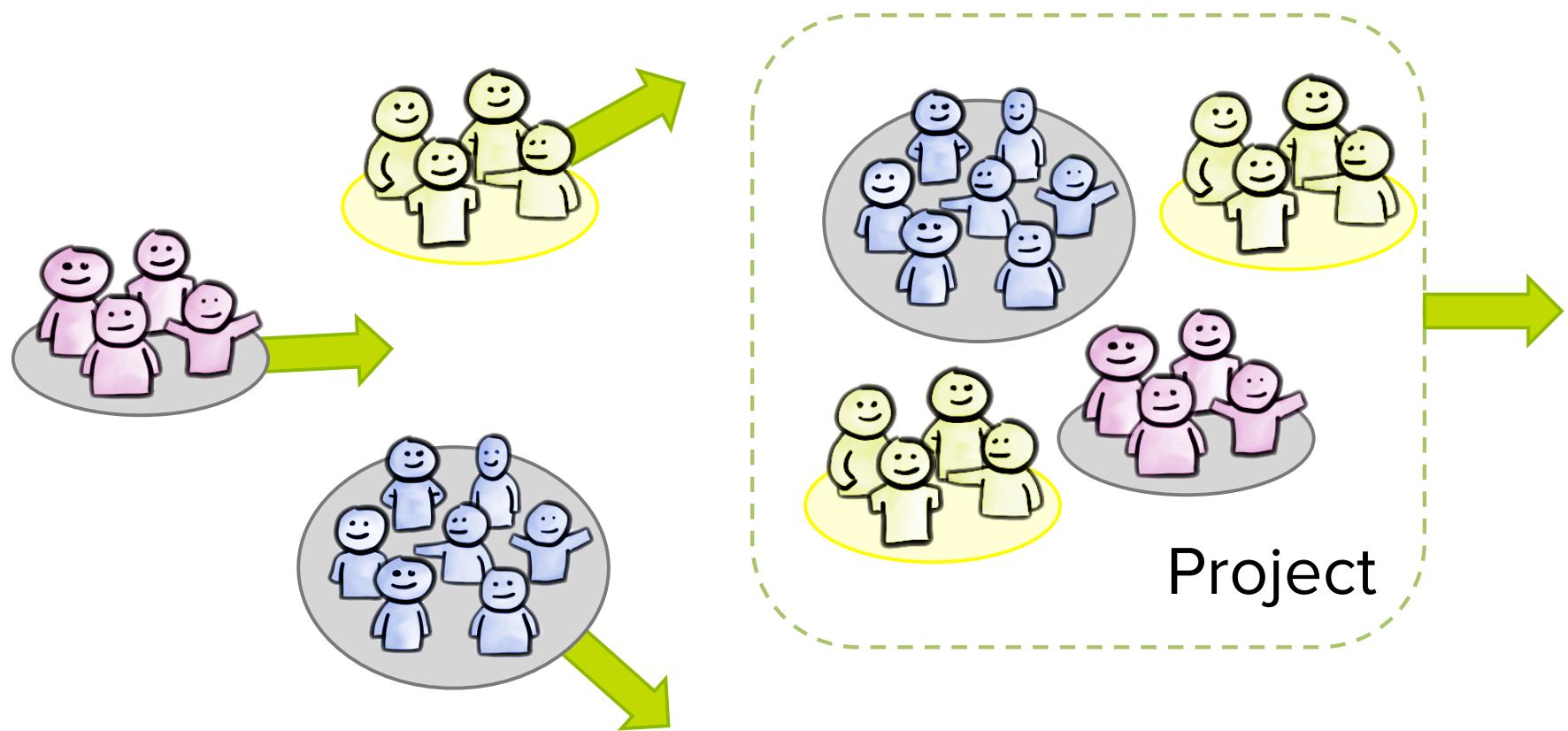
2 have committed to help achieve this objective

John Cieslik-Bridgen, Anders Ivarsson

4 have not decided

Sofia von Celius, Anders Ivarsson, John Cieslik-Bridgen, Ingrid Franck

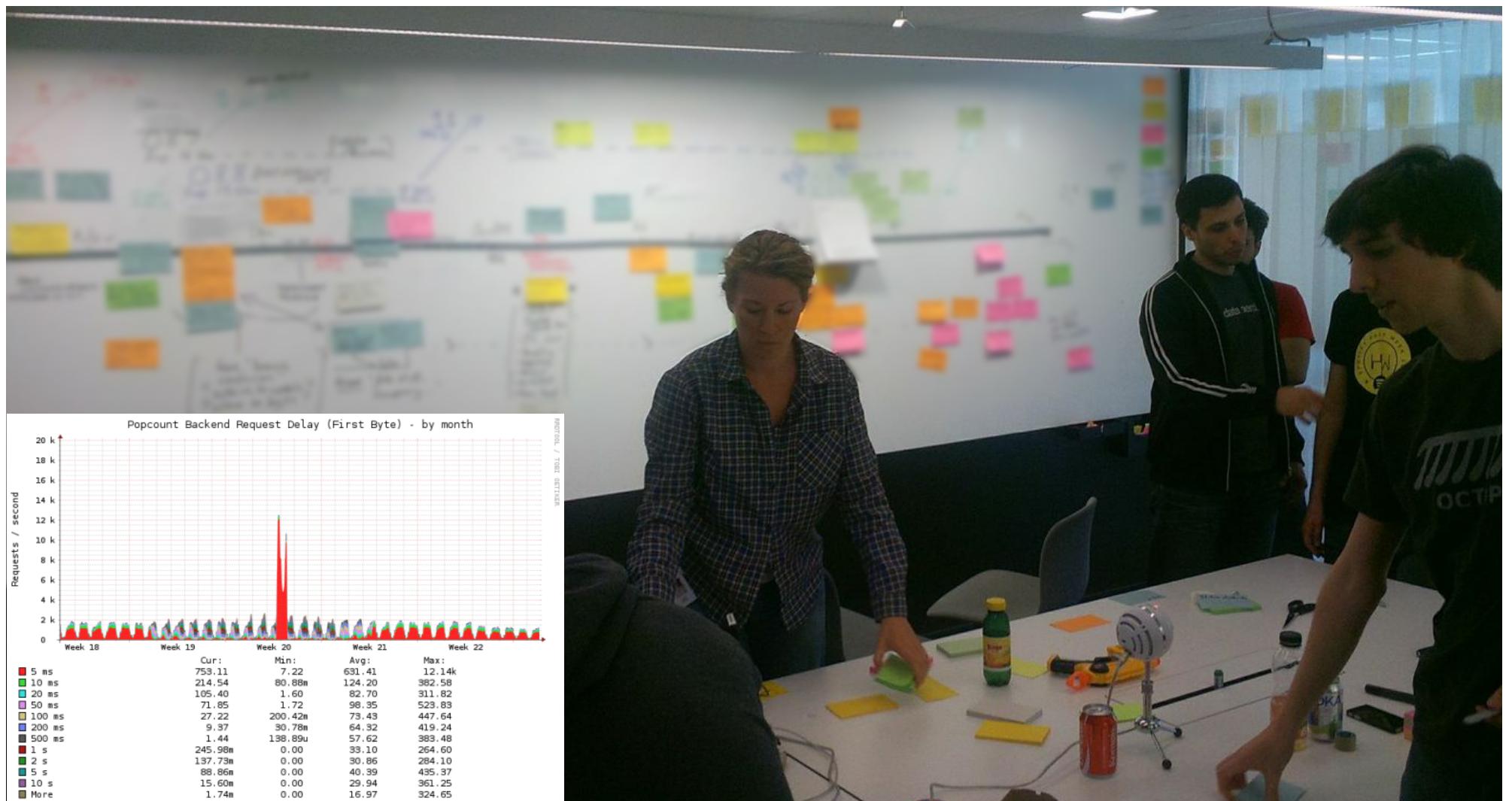
Projects



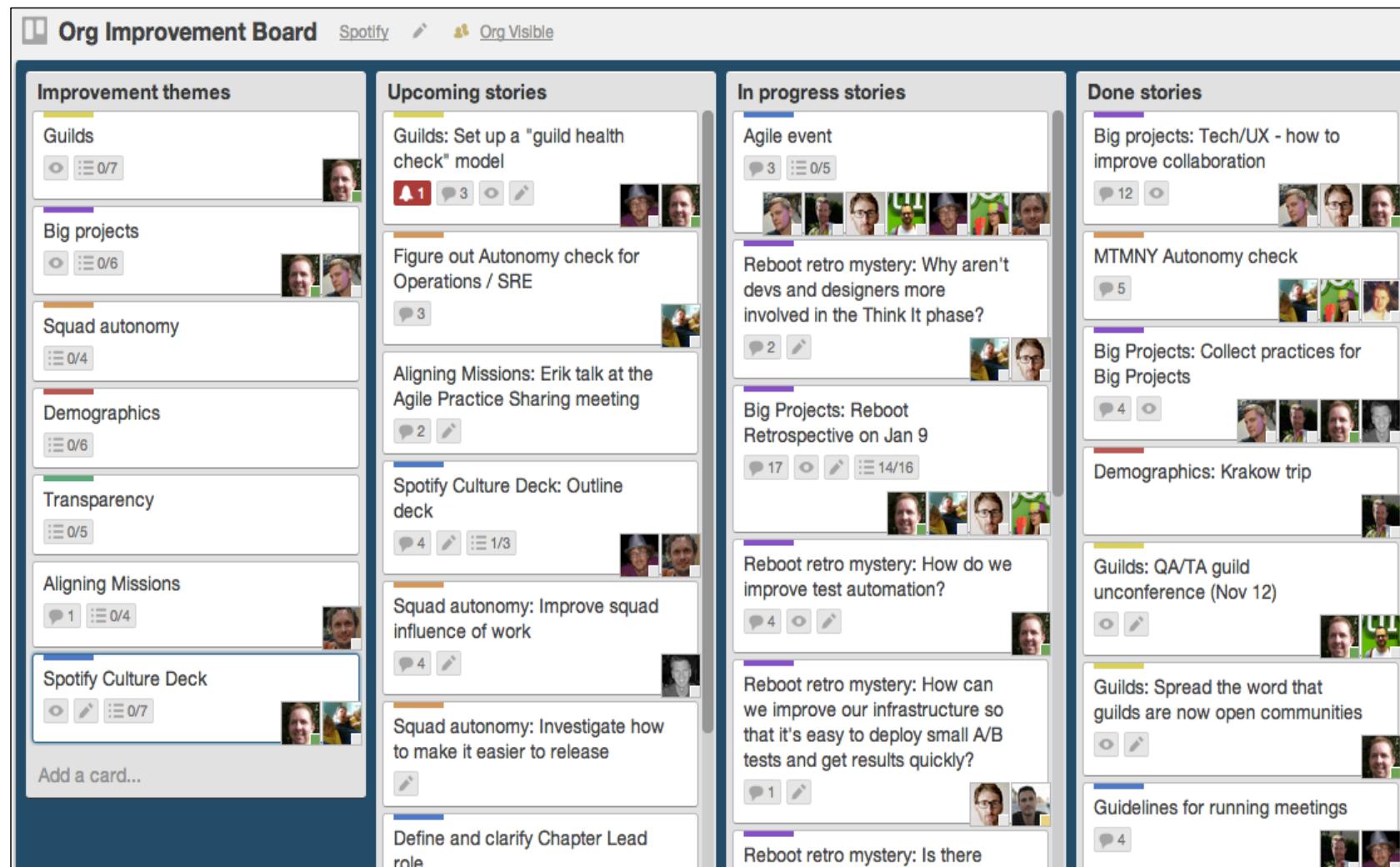
Road Manager



Public Post-Mortems



Improvement

The image shows a screenshot of the Org Improvement Board interface. The board is divided into four main sections: **Improvement themes**, **Upcoming stories**, **In progress stories**, and **Done stories**.
Improvement themes:

- Guilds (0/7)
- Big projects (0/6)
- Squad autonomy (0/4)
- Demographics (0/6)
- Transparency (0/5)
- Aligning Missions (0/4)
- Spotify Culture Deck (0/7)

Upcoming stories:

- Guilds: Set up a "guild health check" model (1 comment, 3 views, 0/5)
- Figure out Autonomy check for Operations / SRE (3 comments, 0/5)
- Aligning Missions: Erik talk at the Agile Practice Sharing meeting (2 comments, 0/5)
- Spotify Culture Deck: Outline deck (4 comments, 1/3)
- Squad autonomy: Improve squad influence of work (4 comments, 0/5)
- Squad autonomy: Investigate how to make it easier to release (0 comments, 0/5)
- Define and clarify Chapter Lead role (0 comments, 0/5)

In progress stories:

- Agile event (3 comments, 0/5)
 - Reboot retro mystery: Why aren't devs and designers more involved in the Think It phase? (2 comments, 0/5)
 - Big Projects: Reboot Retrospective on Jan 9 (17 comments, 14/16)
 - Reboot retro mystery: How do we improve test automation? (4 comments, 0/5)
 - Reboot retro mystery: How can we improve our infrastructure so that it's easy to deploy small A/B tests and get results quickly? (1 comment, 0/5)
 - Reboot retro mystery: Is there (0 comments, 0/5)

Done stories:

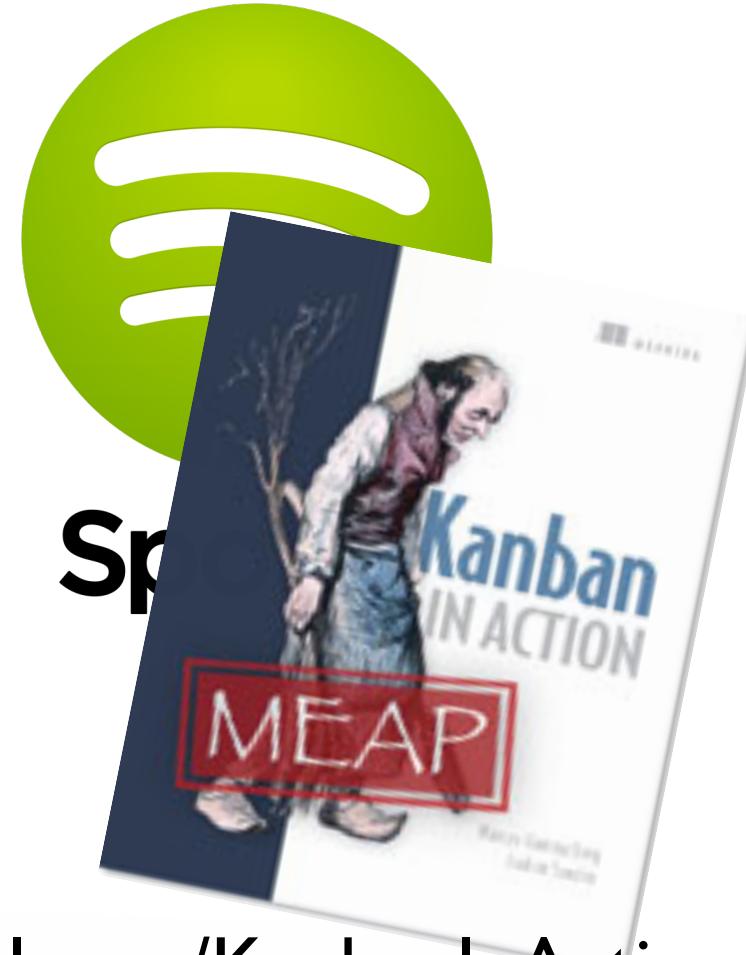
- Big projects: Tech/UX - how to improve collaboration (12 comments, 0/5)
- MTMNY Autonomy check (5 comments, 0/5)
- Big Projects: Collect practices for Big Projects (4 comments, 0/5)
- Demographics: Krakow trip (0 comments, 0/5)
- Guilds: QA/TA guild unconference (Nov 12) (0 comments, 0/5)
- Guilds: Spread the word that guilds are now open communities (0 comments, 0/5)
- Guidelines for running meetings (4 comments, 0/5)

2x speed challenge





Joakim Sundén
@joakimsunden
joakim.sunden@spotify.com
www.joakimsunden.com



<http://tinyurl.com/KanbanInAction>

