

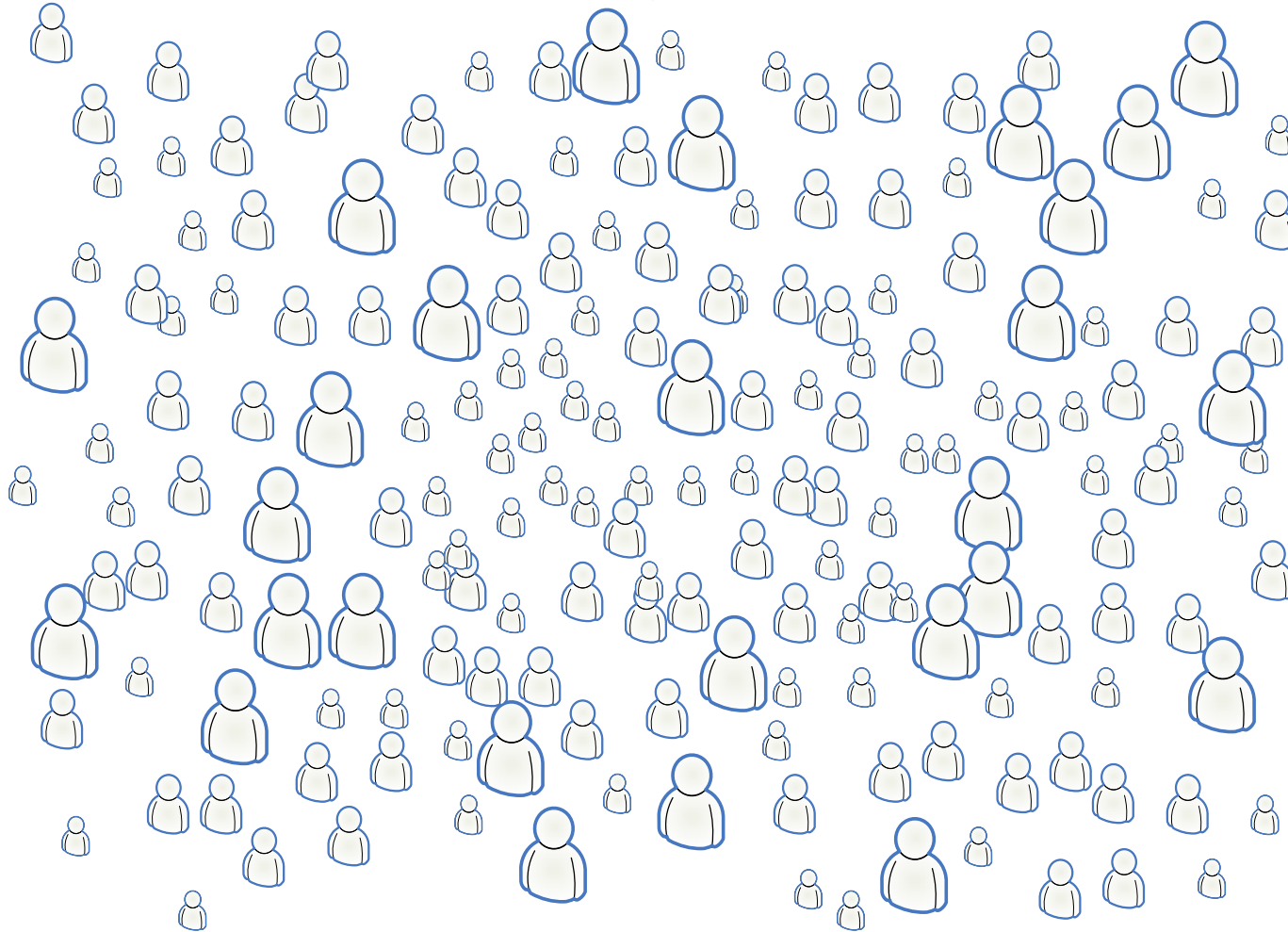
Scaling Agile @ Spotify

Anders Ivarsson & Henrik Kniberg

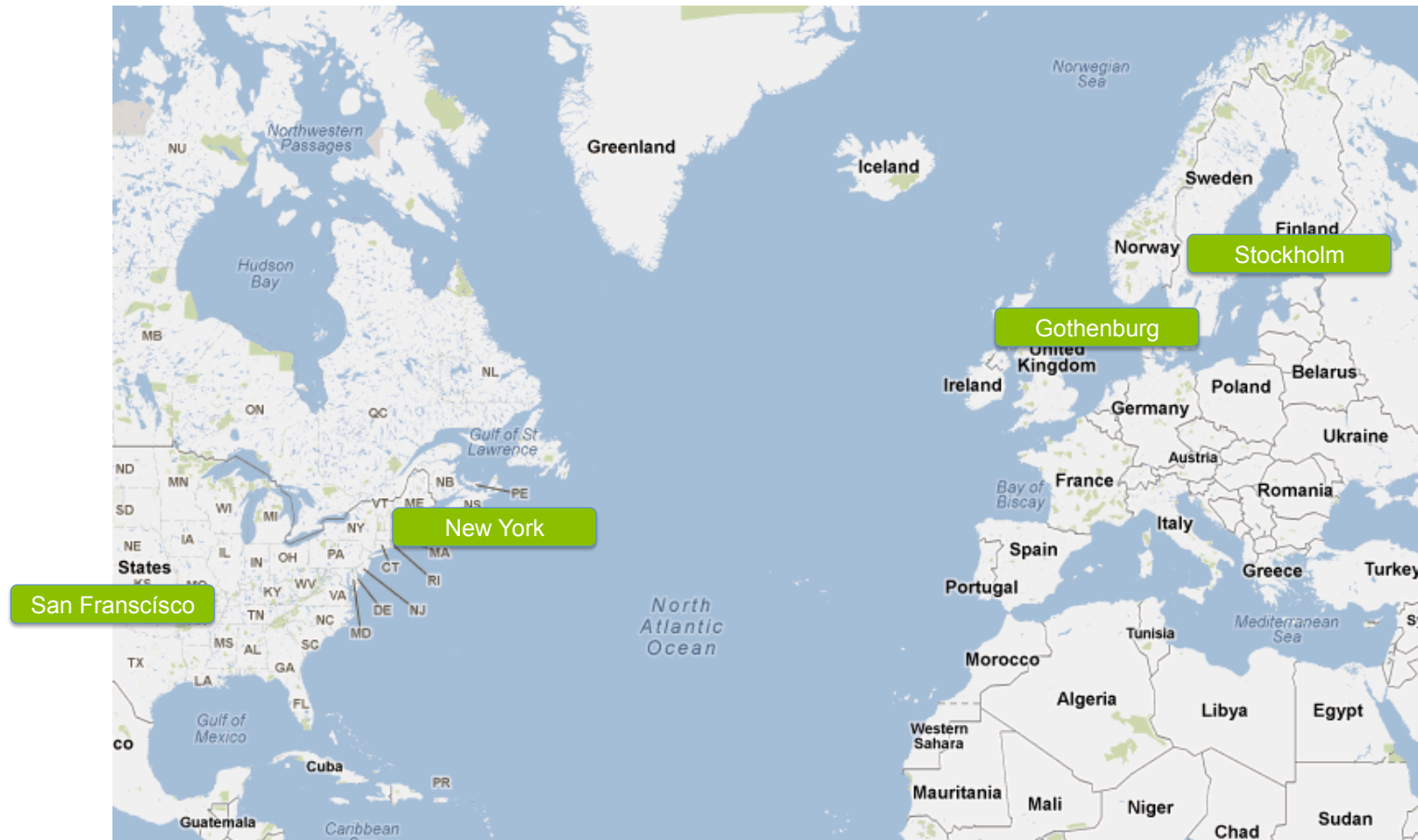
Feb 6, 2013

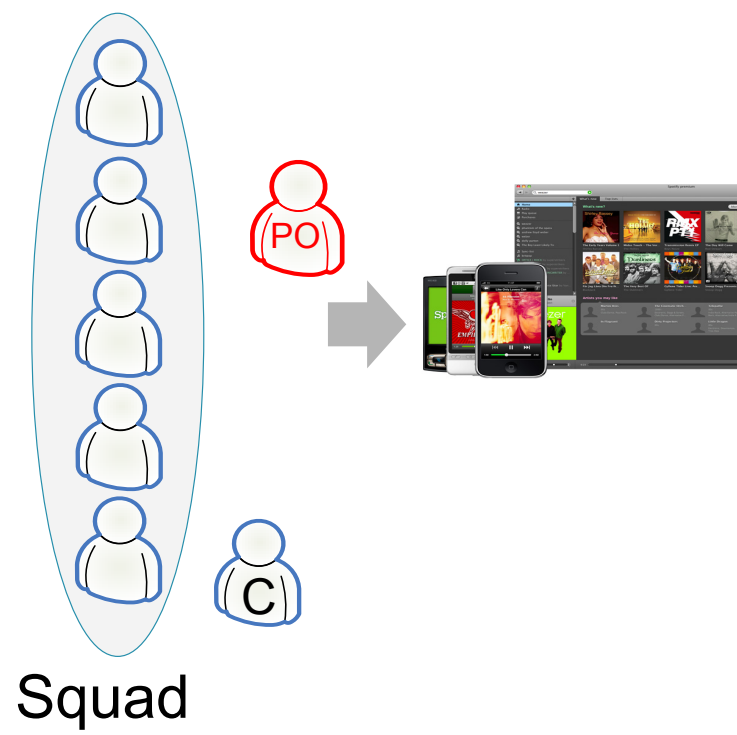


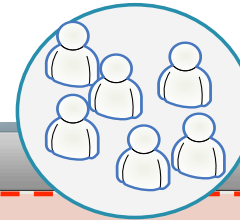
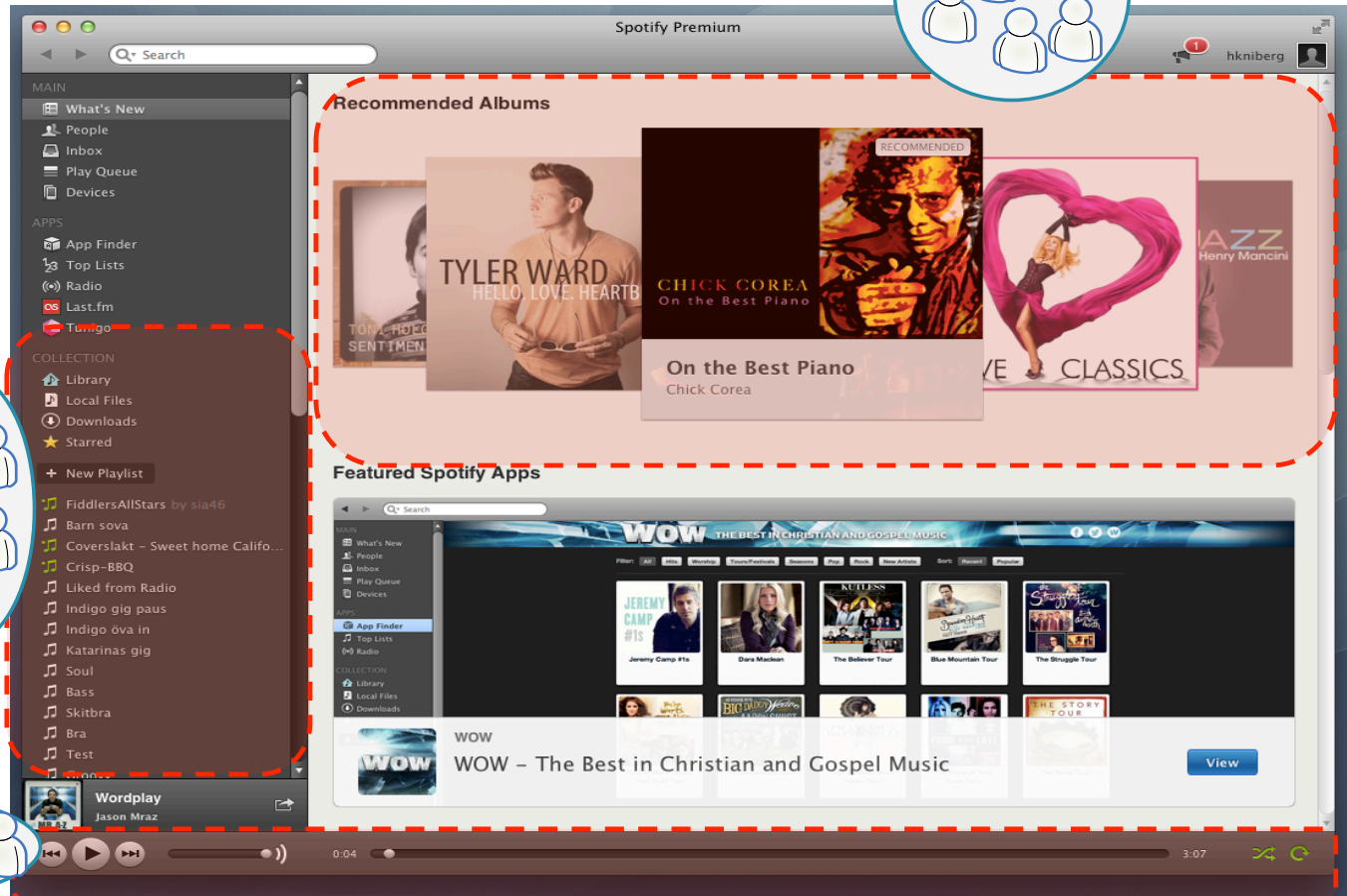
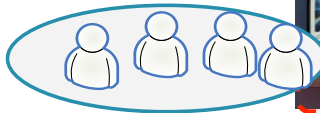
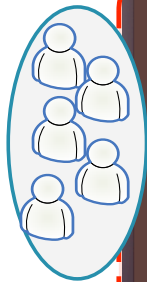
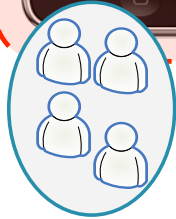
Tech – from 30 to 250+ people in 3 years...



Offices around the world





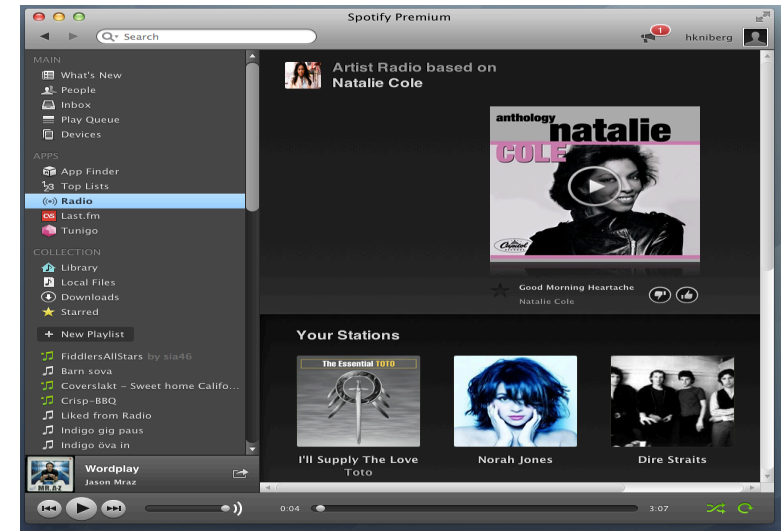
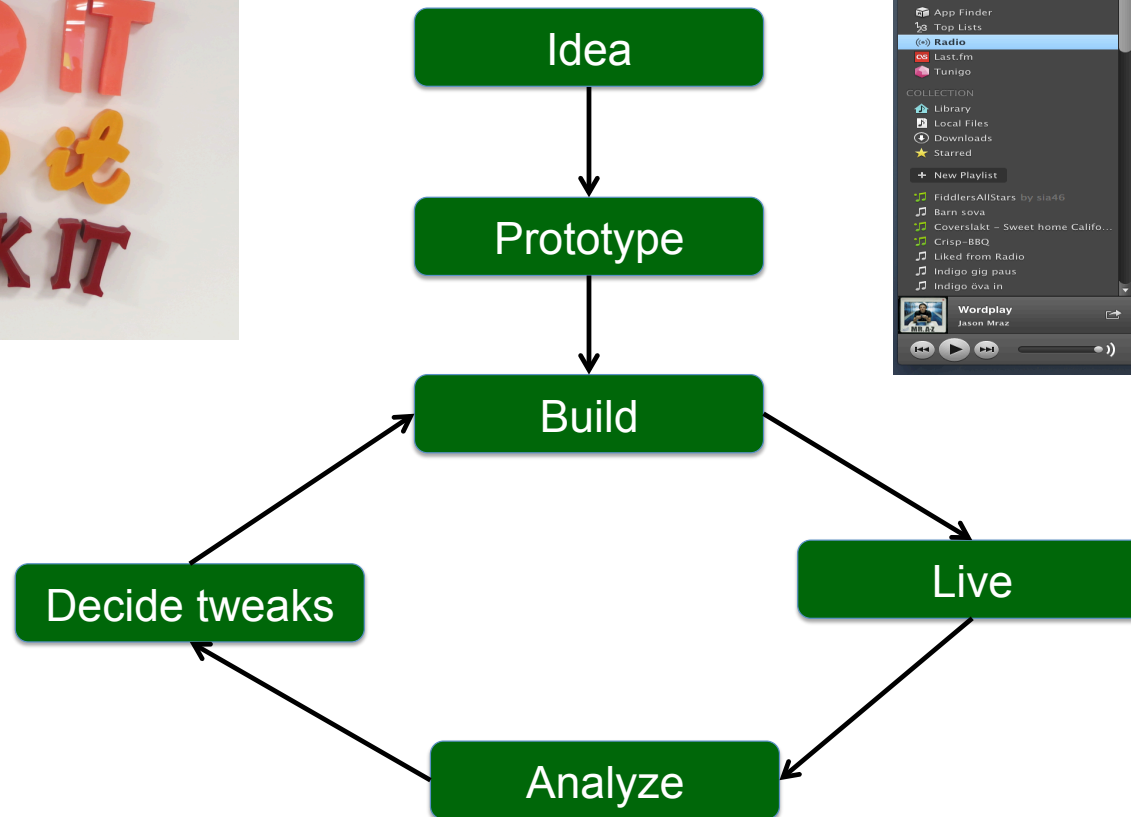
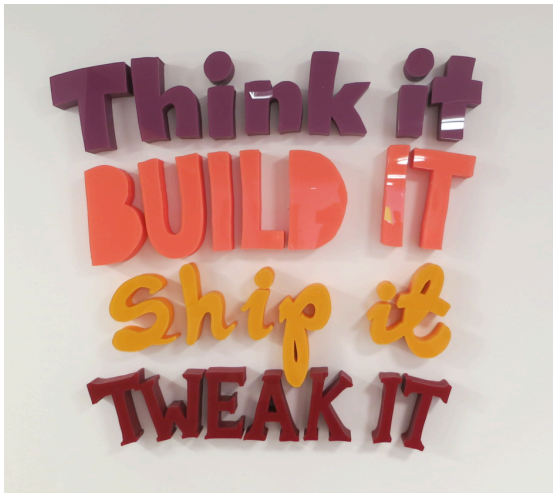


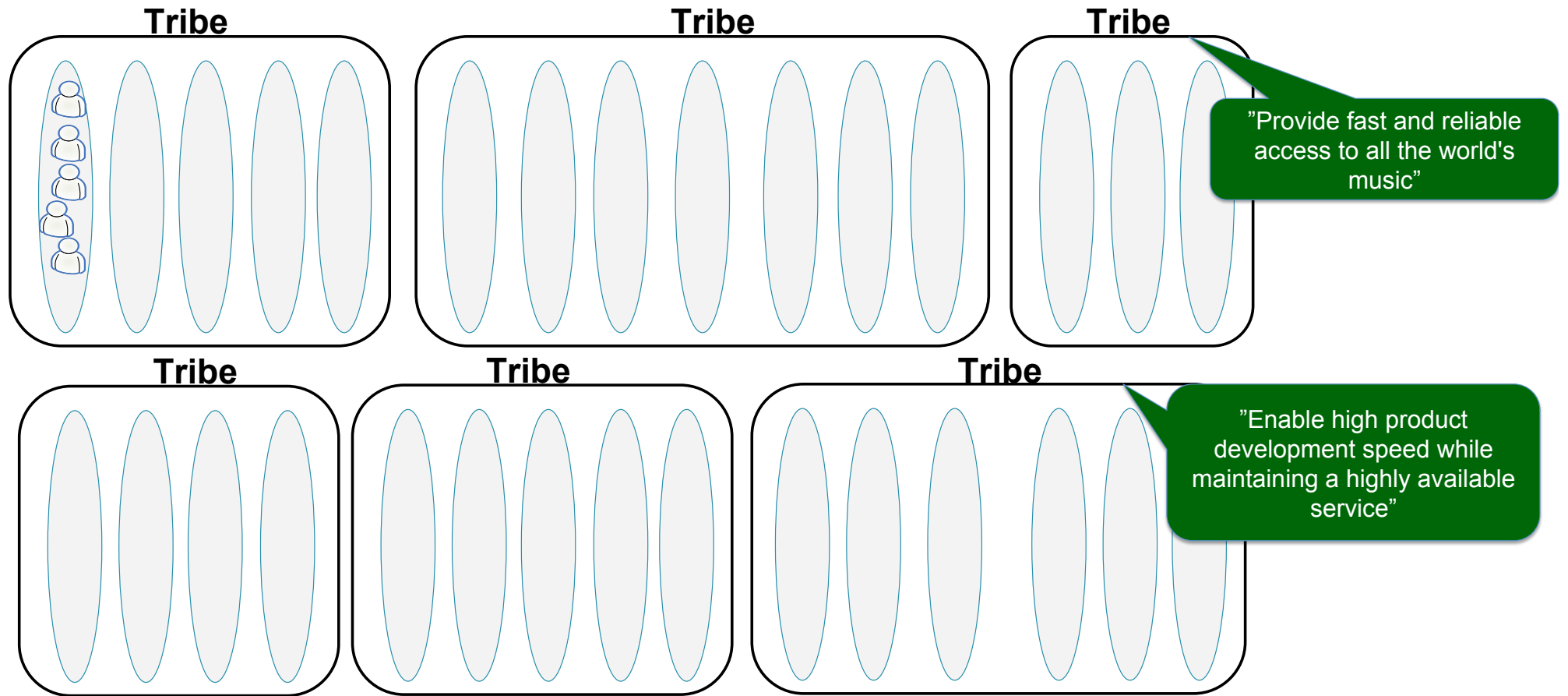






Area	Squad 1	Squad 2	Squad 3	Squad 4	Squad 5
Product owner					
Agile coach					
Influencing work					
Easy to release					
Process that fits team					
A mission					
Org. support					







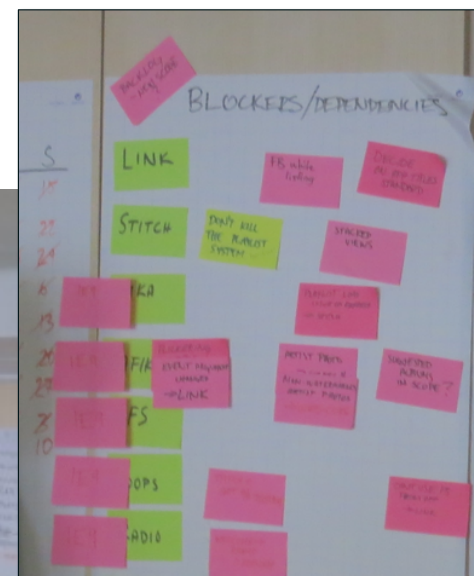


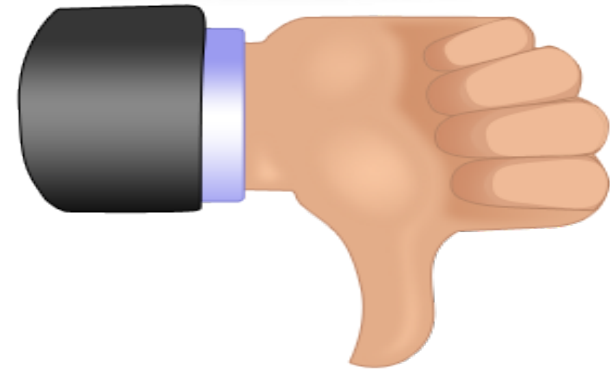
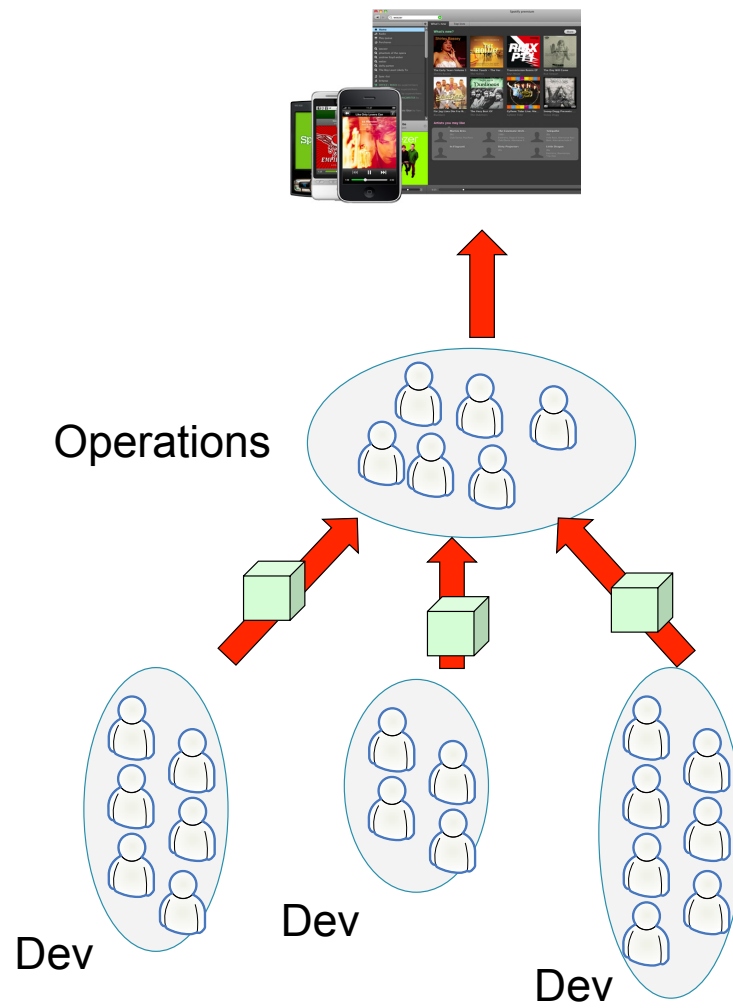


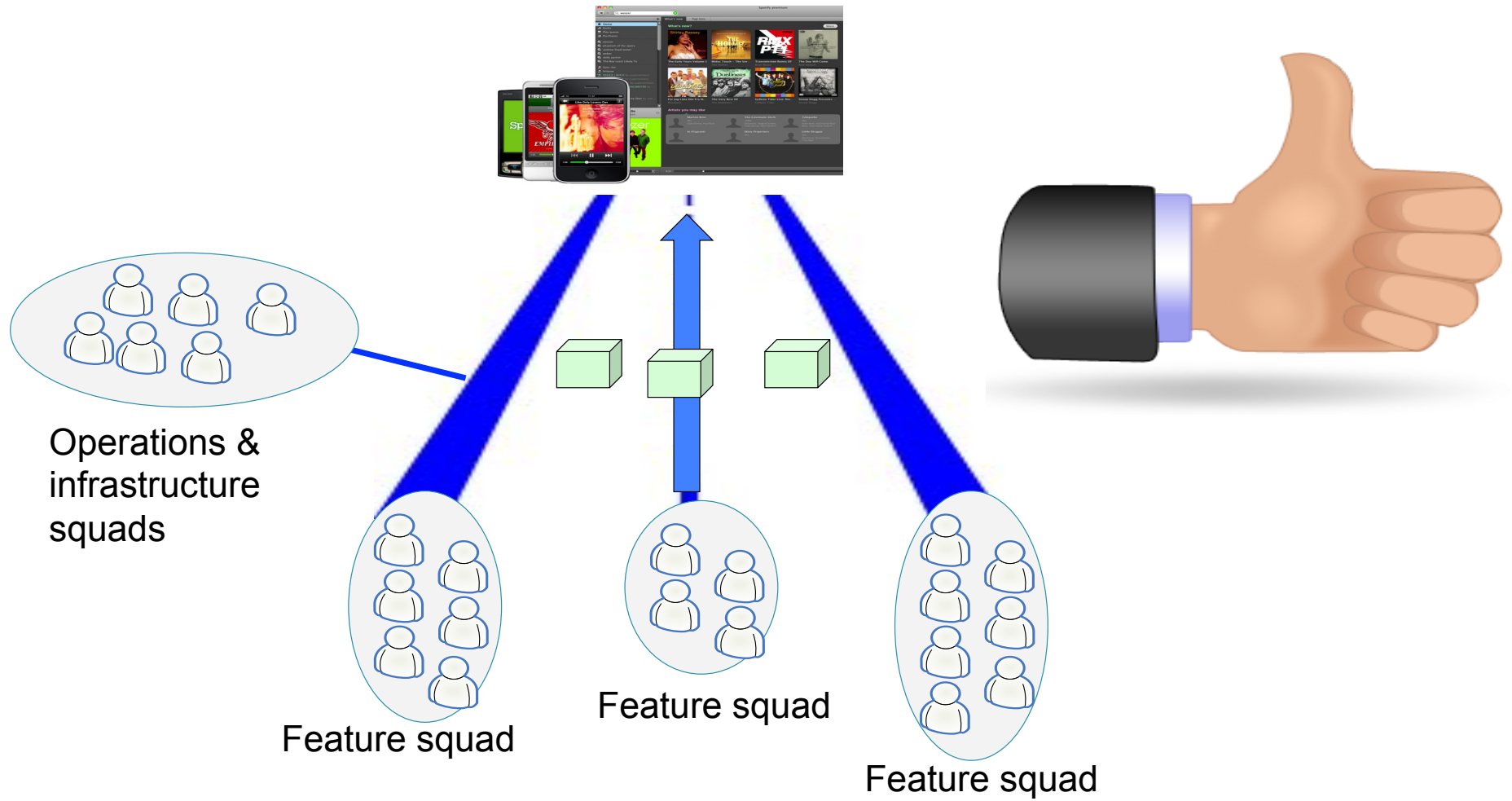
Tribe

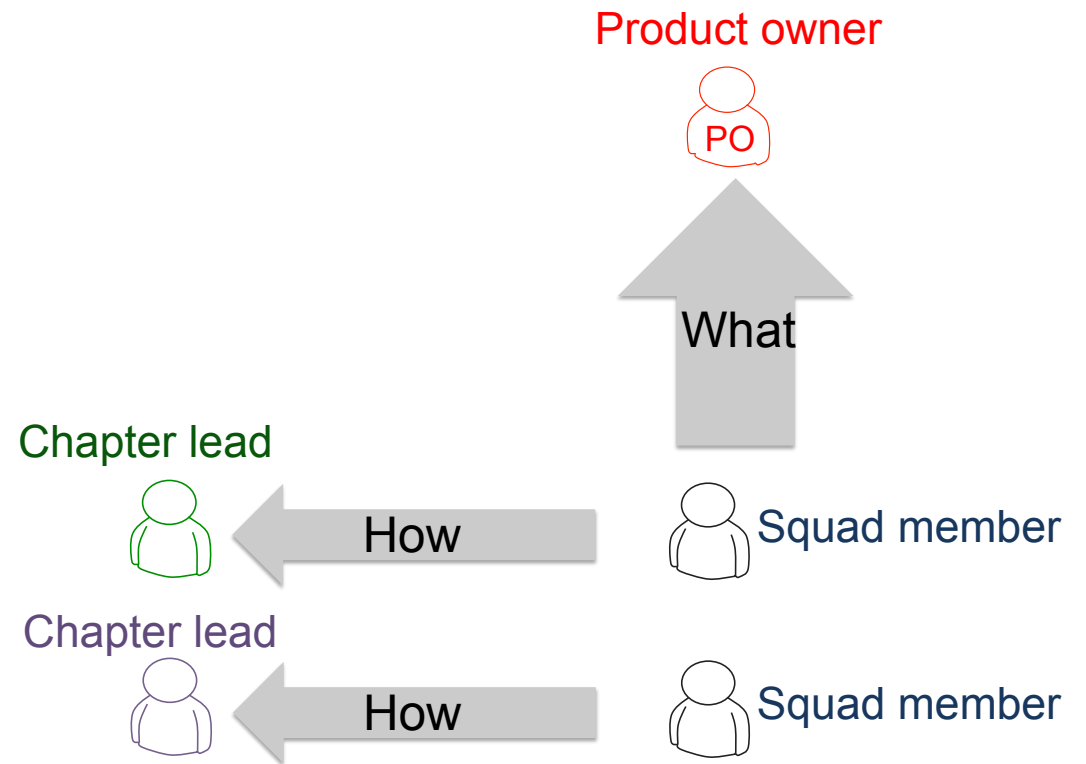
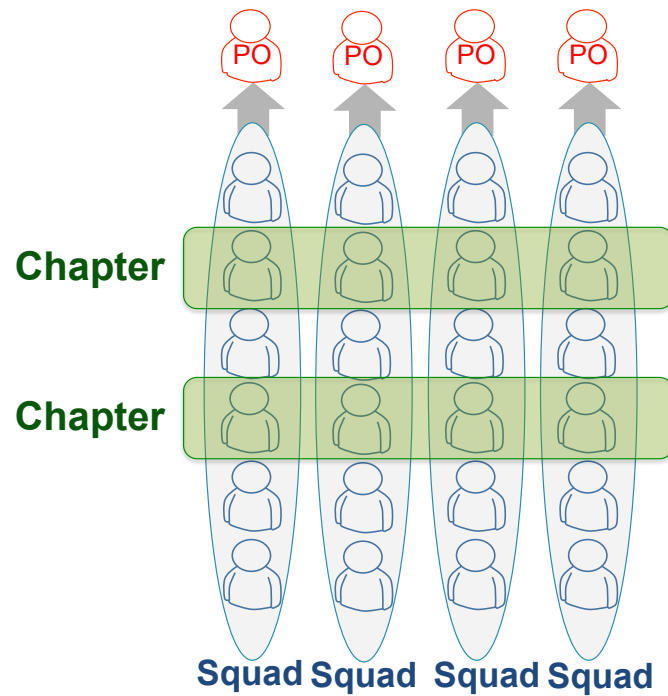
Tribe

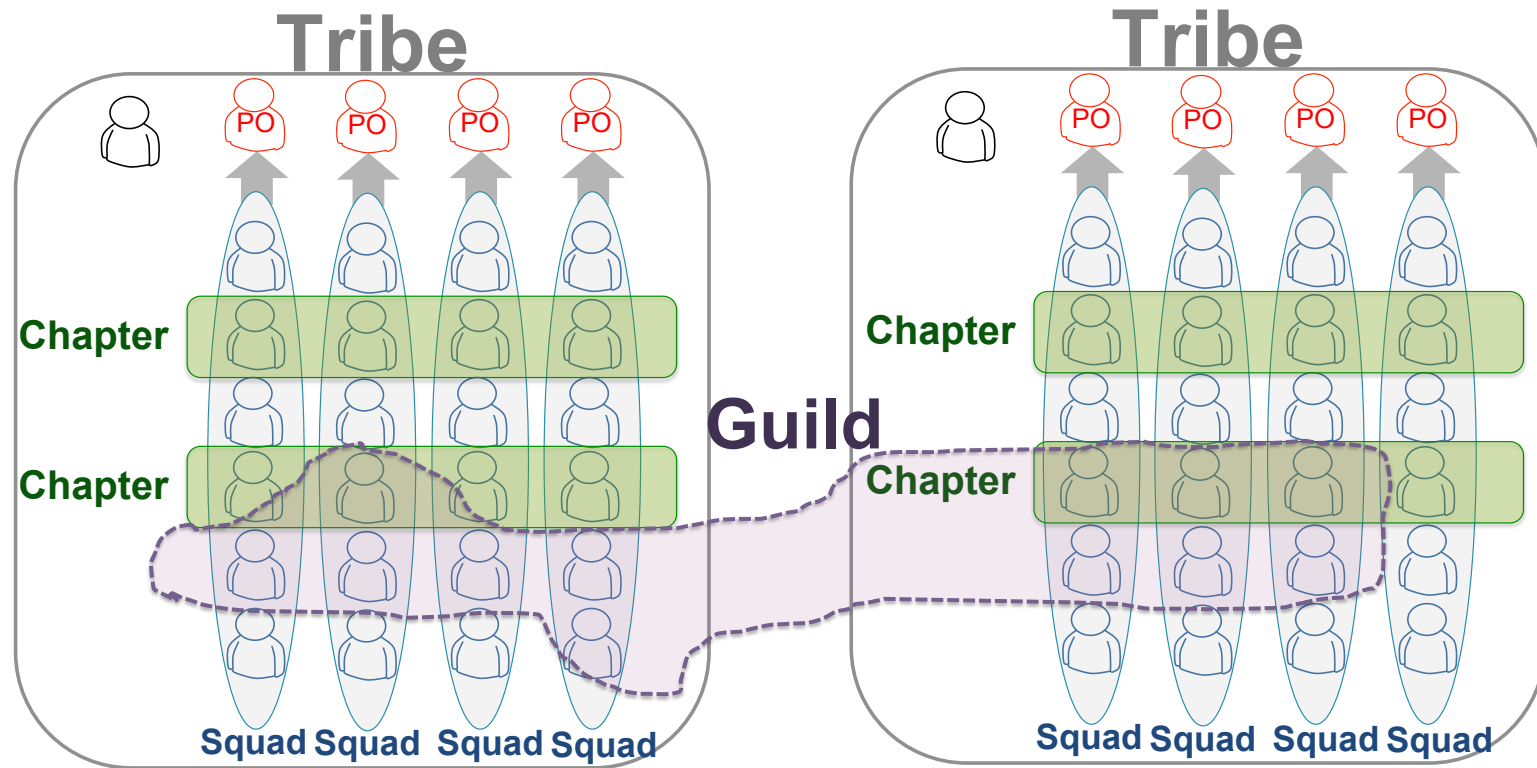
	A	B	C	D	E
1	Squad	Depends on	Dependency	Comment	Same tribe?
2	Music Player				
3	Content	Ops	Slowing	Need machines, connections, help set-up things etc. Works really well in general, but at times the workload on operations causes the lead times to grow and slow us down	No
4	Content	NeXT	No problem	Storage.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















Improvement theme

Squad Autonomy

Definition of Autonomy

- Squads have the right people with the right skills
- Squad dependency doc is empty
- Squads unblock themselves
- no issues in retro-gathering
- Squads respects & contributes to the ecosystem (no isolation)

2013-07-27 JORDAN

FORM TRIBE

AUTONOMOUS SURVEY

PARTNERS (MAGGIES)

WIFE (MATT)

WIFE (MAGGIES)

DoD: SUMMARY FOR TRI COMMUNICATED

Org Improvement Board Spotify Org Visible

Improvement themes

- Guilds 0/7
- Big projects 0/6
- Squad autonomy 0/4
- Demographics 0/6
- Transparency 0/5
- Aligning Missions 1/4
- Spotify Culture Deck 0/7

Upcoming stories

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

In progress stories

- Agile event
- Reboot retro mystery: Why aren't devs and designers more involved in the Think It phase?
- Big Projects: Reboot Retrospective on Jan 9
- Reboot retro mystery: How do we improve test automation?
- Reboot retro mystery: How can we improve our infrastructure so that it's easy to deploy small A/B tests and get results quickly?
- Reboot retro mystery: Is there

Improvement themes

Guilds

- Definition of a guild
- What is a guild?
- What is a guild?

Improvement themes

- "Big Projects" vs MVP
- Definition of a guild
- What is a guild?
- What is a guild?

Improvement themes

- Squad Autonomy
- Definition of a guild
- What is a guild?
- What is a guild?

Improvement themes

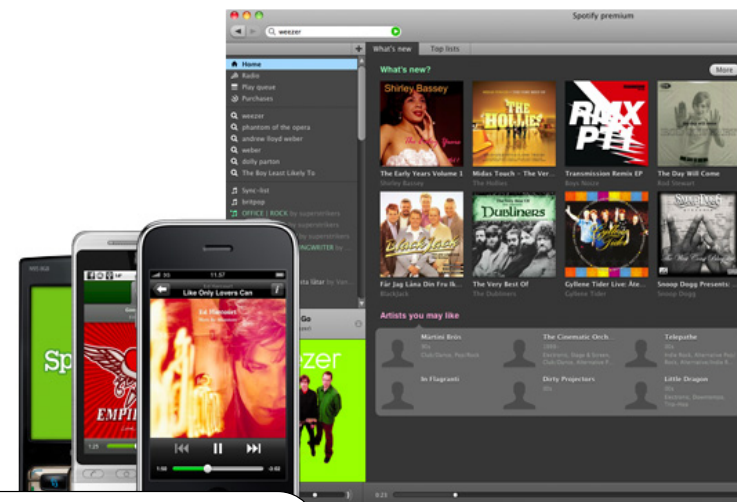
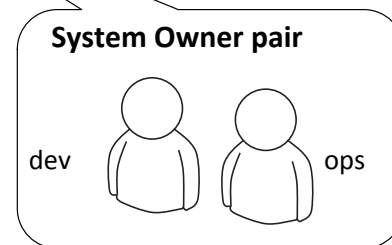
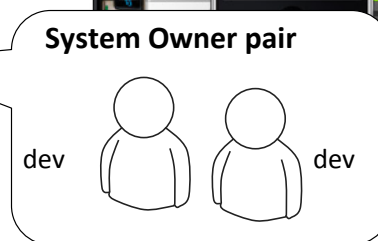
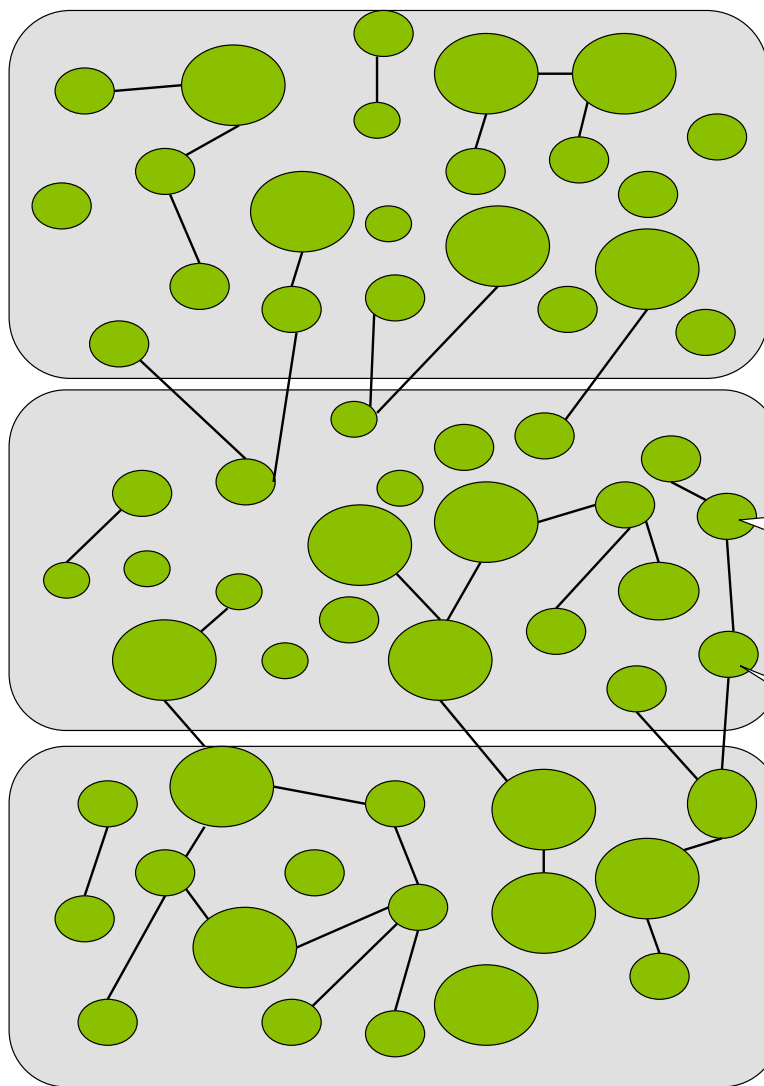
- Long term design
- Definition of a guild
- What is a guild?
- What is a guild?

Improvement themes

- Transparency
- Definition of a guild
- What is a guild?
- What is a guild?

Misc

- Definition of a guild
- What is a guild?
- What is a guild?
- What is a guild?



Challenges



Thanks for listening!

Anders Ivarsson & Henrik Kniberg

Feb 6, 2013

A man is sitting on the back of a light-colored car at night. He is wearing a dark jacket and is looking down at a smartphone in his hands. The car's taillight is visible. In the background, there is a curved road, some grass, and distant city lights under a dark blue sky.

Spotify®