



Spotify[®]

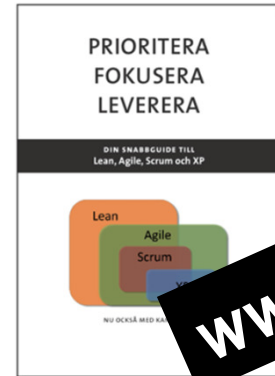
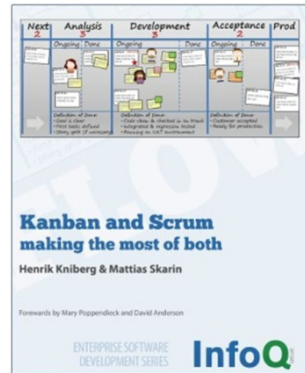
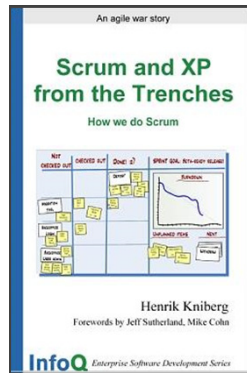
Scaling Agile @ Spotify

**Jimmy
Janlén**

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Twitter @JimmyJanlén



Utvecklare User Experience Coacher Lärare



www.crisp.se



Spotify[®]

The right music for every moment

Spotify: Fast Facts

- ▶ Over 6 million paying subscribers
- ▶ Over 24 million active users
- ▶ Over 300 000 labels signed
- ▶ Over 20 million songs
- ▶ Over 1 billion playlists created
- ▶ Over 20 000 songs added daily
- ▶ Available in 28 countries

Development offices

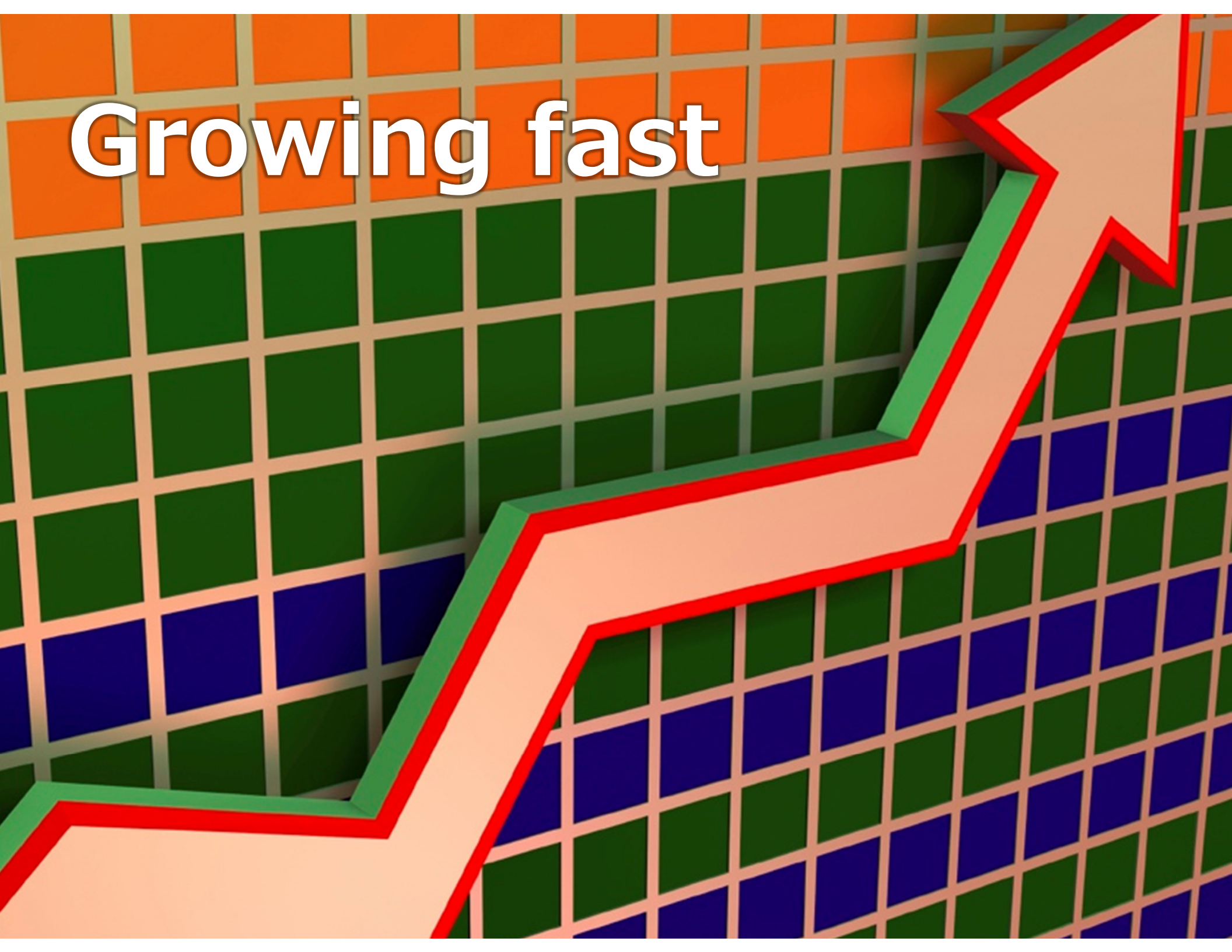


***"If Things Seem Under Control,
You're Not Going Fast Enough"***

Mario Andretti



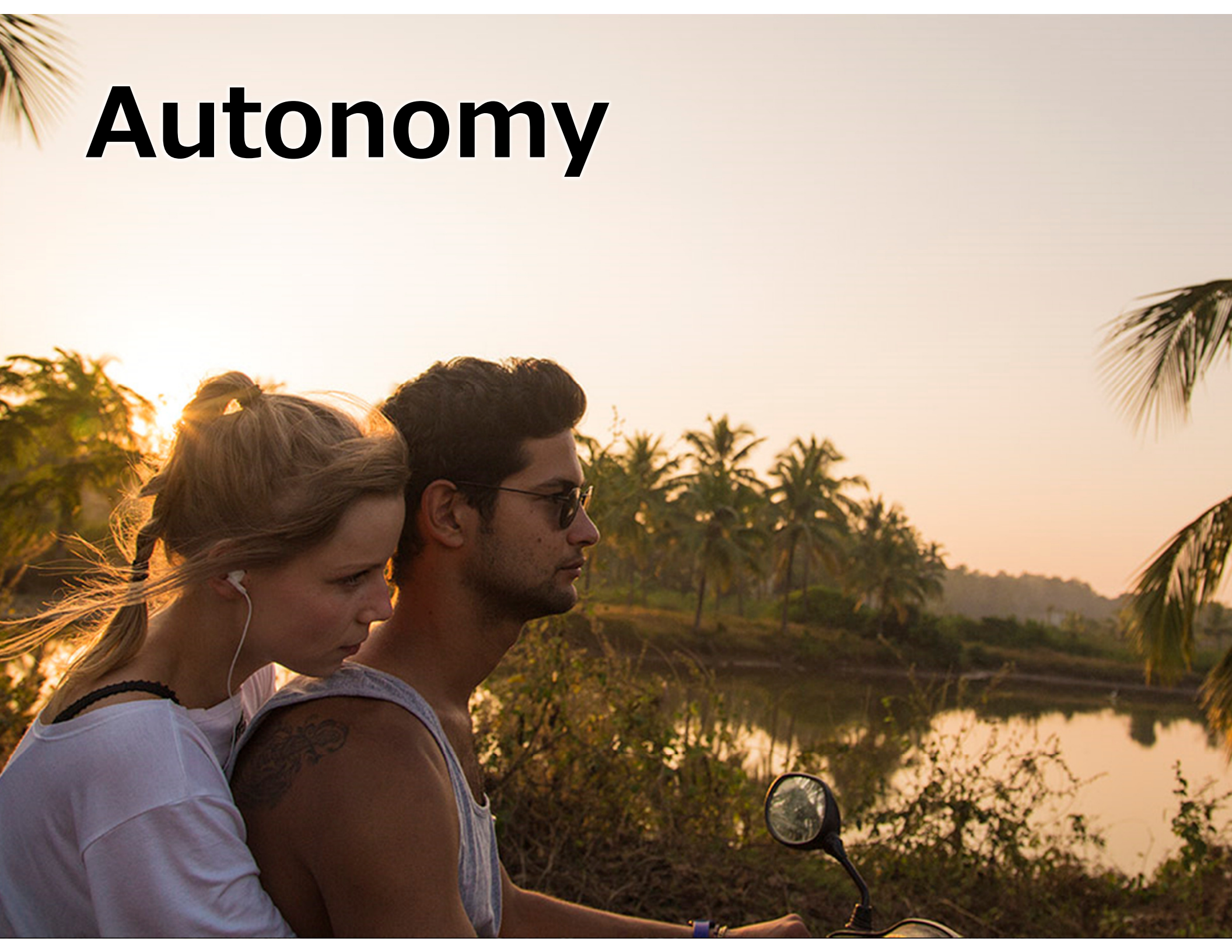
Growing fast



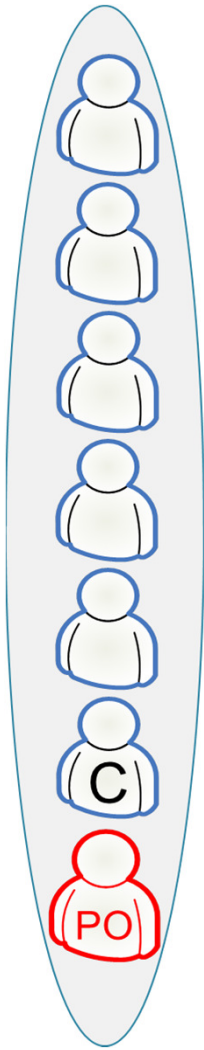


**Development speed
that scales**

Autonomy

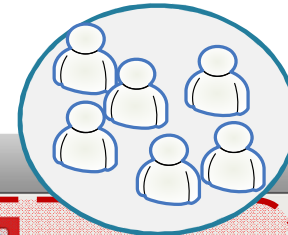
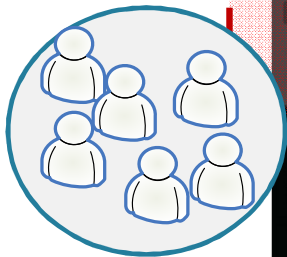
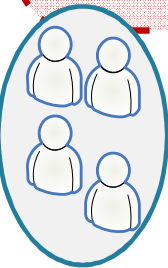


Squad



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

Example squads



Spotify Premium

Blurred Lines EP
Robin Thicke

Top playlists near you

- Digster HITS by Digster Sverige
- Digster FRESH! by Digster Sverige
- DANCEFLOOR HITS by Filtr Sweden
- Digster DANCEFLOOR by Digster Sverige
- HITS JUST NU! by Filtr Sweden

Top tracks in your network

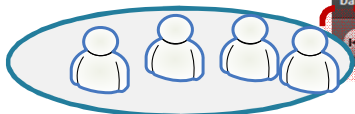
Title	Artist
★ Gentleman	Psy
★ Only Teardrops	Emmele de Forest
★ Get Lucky - Radio Edit	Daft Punk, Pharrell ...
★ Can't Hold Us - feat. Ray ...	Macklemore & Ryan...
★ Within	Daft Punk
★ Thrift Shop - feat. Wanz	Macklemore & Ryan...
★ Lose Yourself to Dance	Daft Punk, Pharrell ...
★ Get Lucky	Daft Punk, Pharrell ...

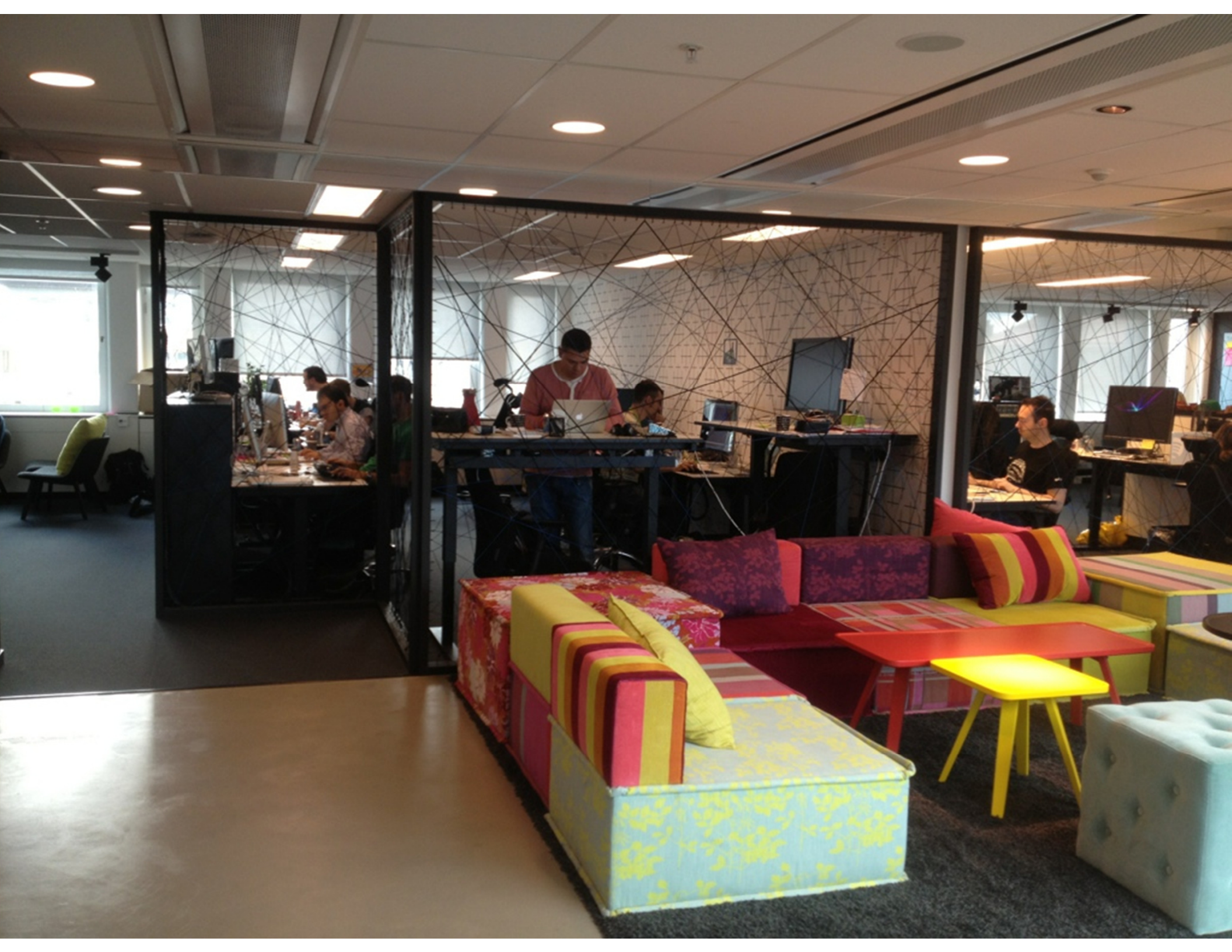
Activity

Who to Follow

- Frída Hoas (5 followers)
- Nik Jan
- Pelle Sten
- Therése Janlén Ressel
- Contact
- nickcaveofficial
- David Bergkvist
- Amanda Jenssen

Touch: Daft Punk, Paul Williams





Adding new lines
Too long
Not updating estimates
Based on exp. reality
- missing numbers
- better but wrong

Small
Reporting to leader
People are late
Scheduling
I can't remember
Shy talking
Problem solving
Low energy
Character not in real
- includes not in real
- includes not in real

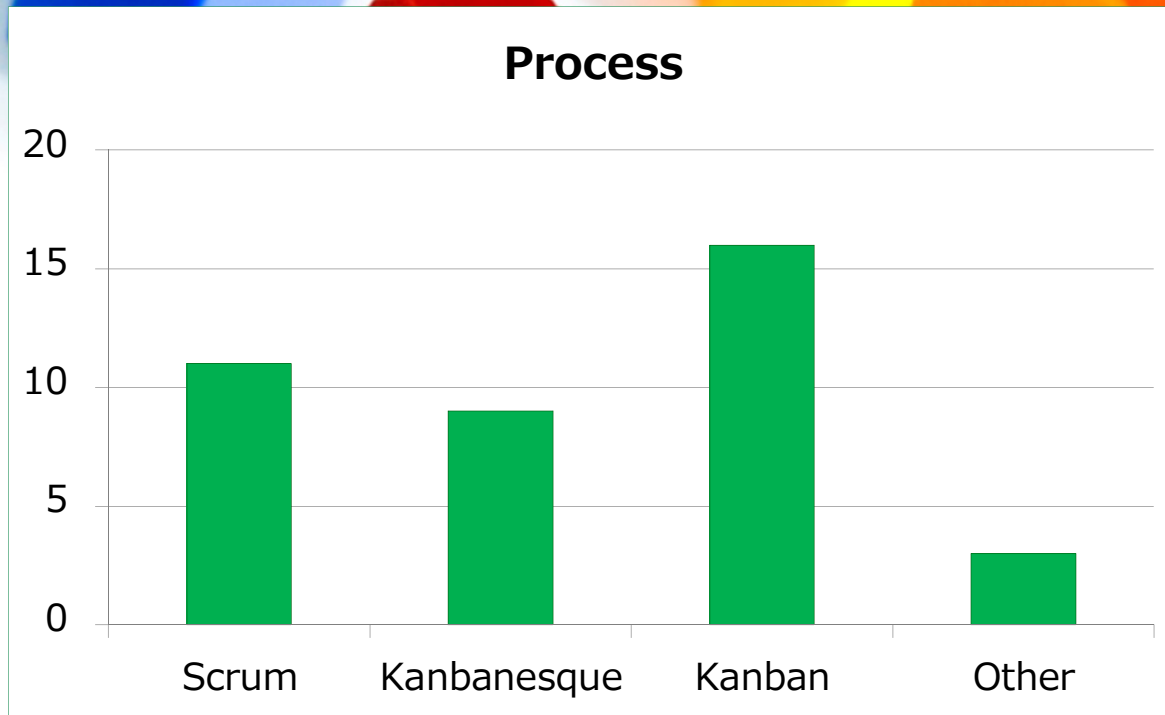
Good deal
I'm personal
F
T
S

DC =
Mission: Data collection
Method: Data collection
Result: Collecting data!

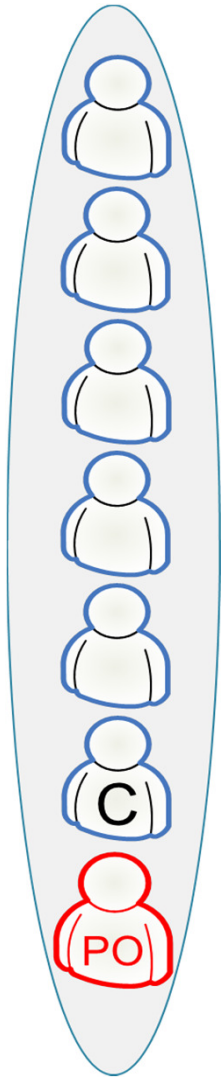




Process that fits

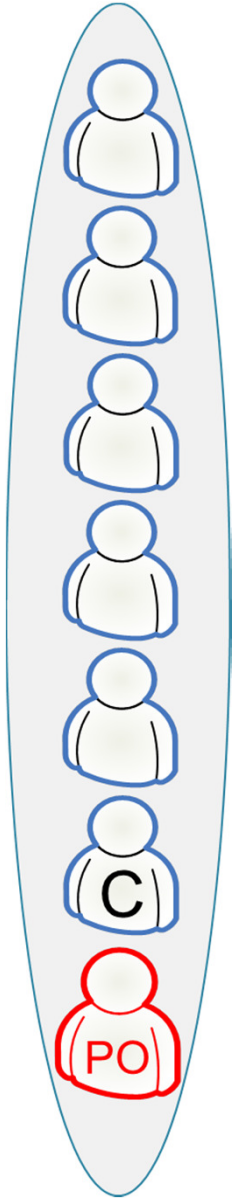


Autonomous squad



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

Autonomous squad surveys



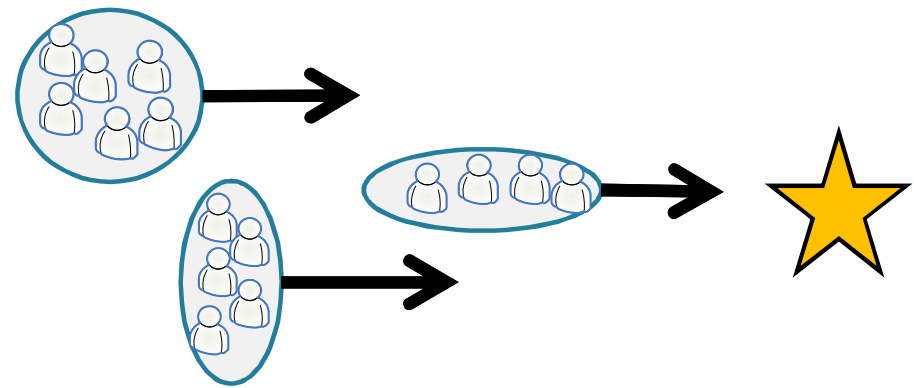
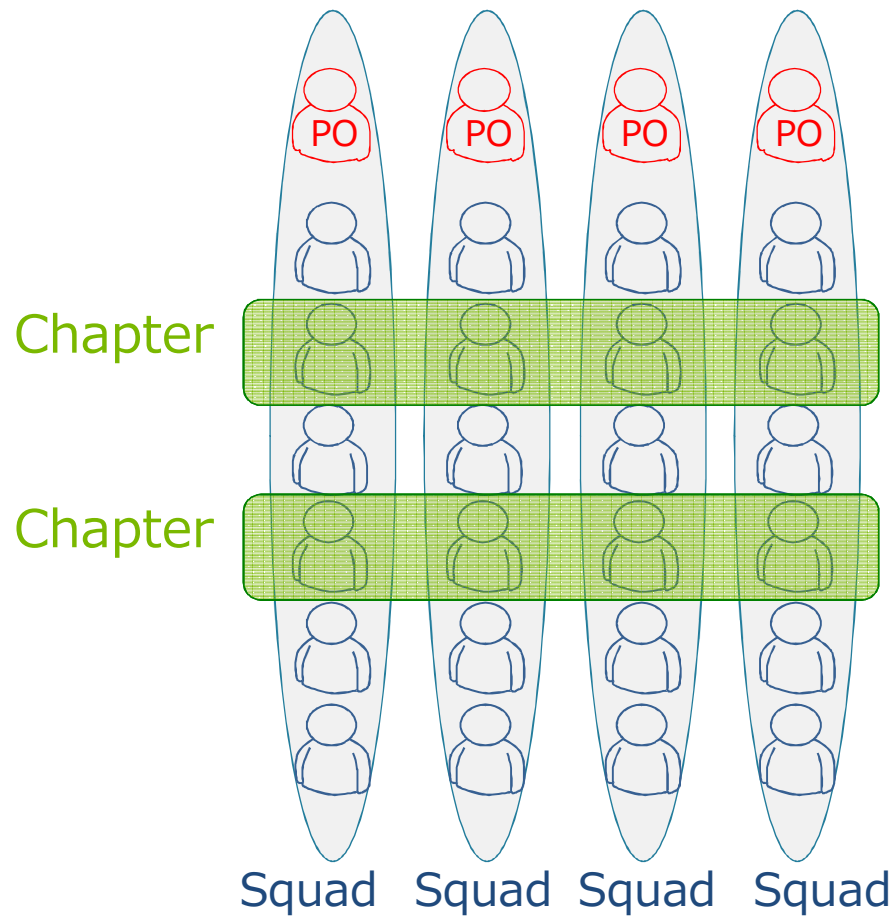
Rafiki Q3 2012

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

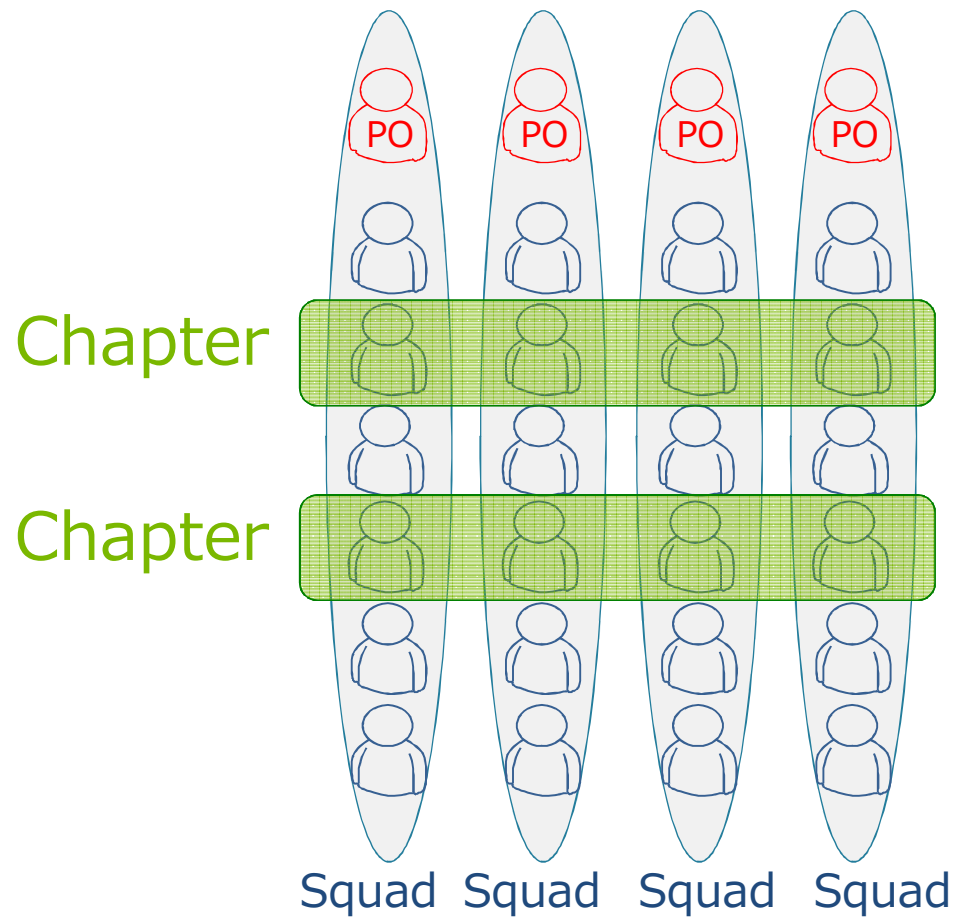
Are we there yet?

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					

Structure and alignment



Chapters

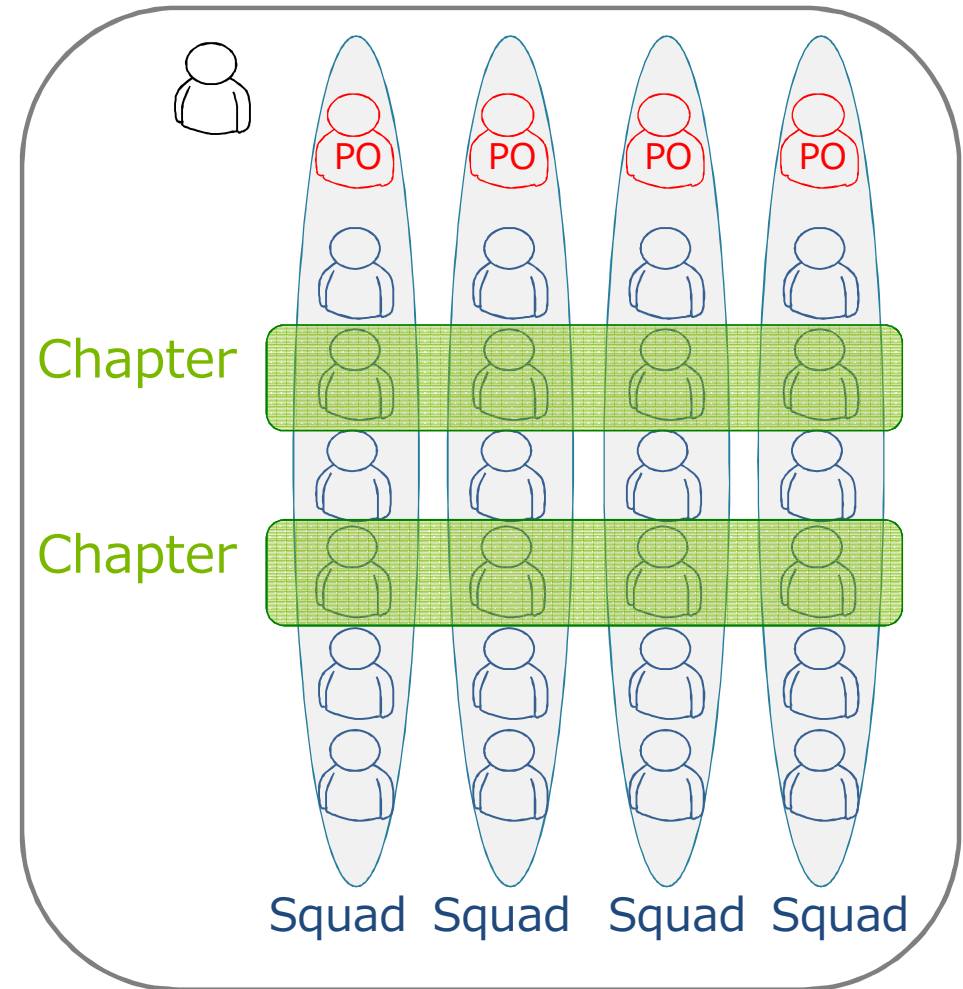
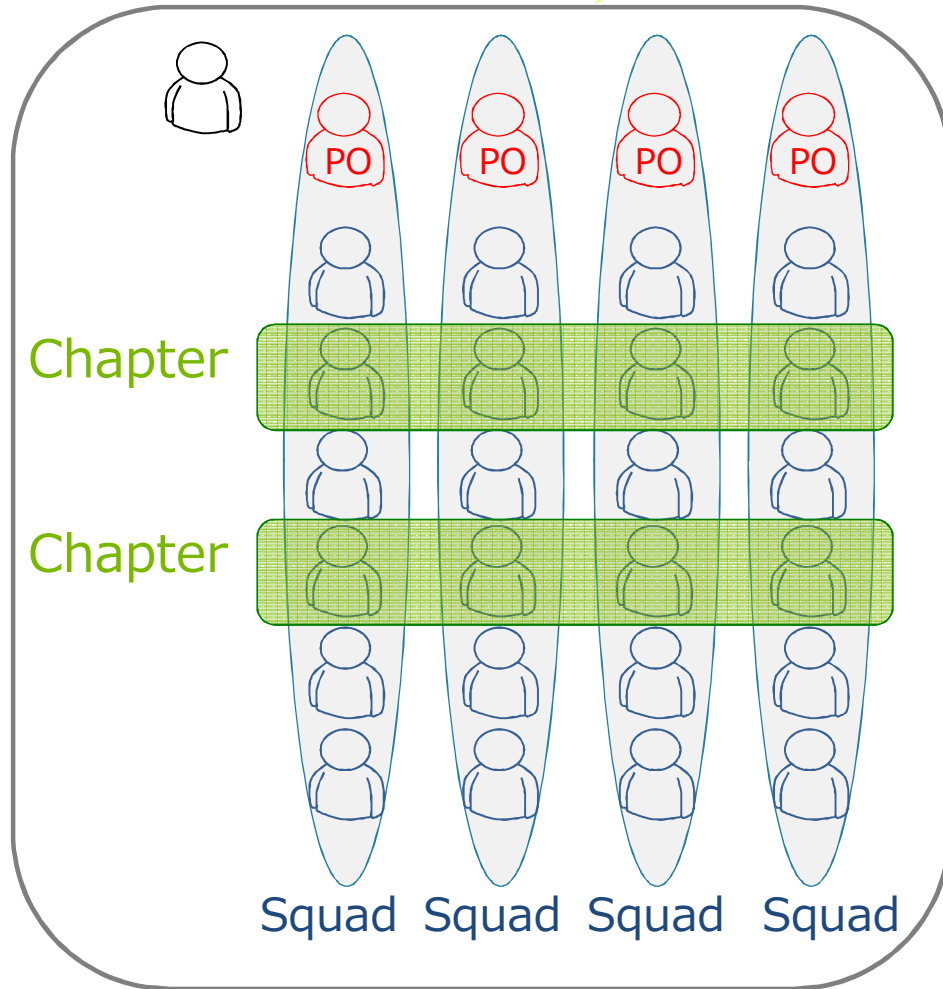


Tribes

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

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

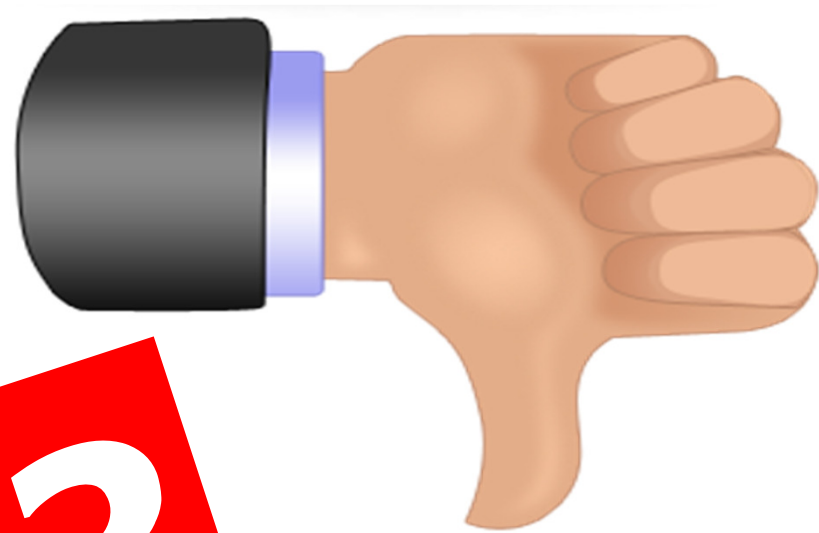
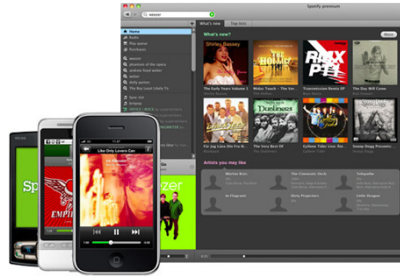
Tribe





From Squad to Prod?

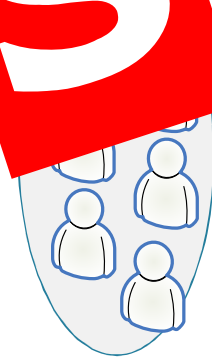




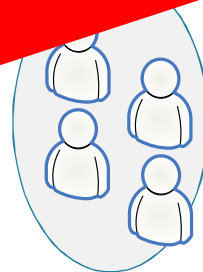
Operations



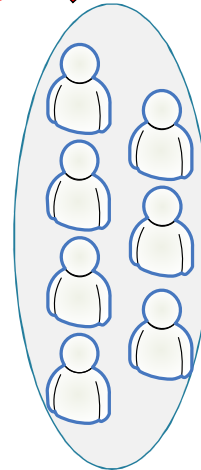
SKIP?



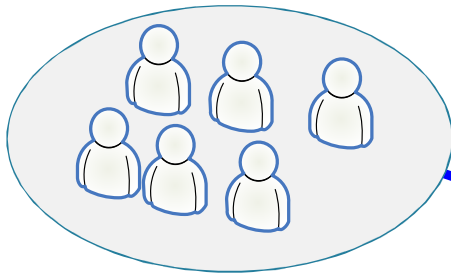
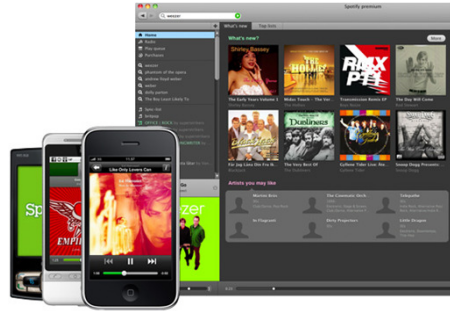
Dev



Dev

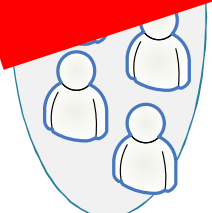


Dev

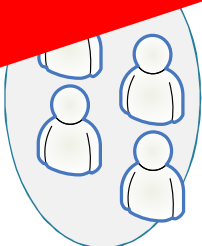


**Operations
squad**

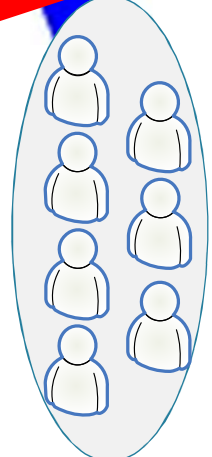
SKIP?



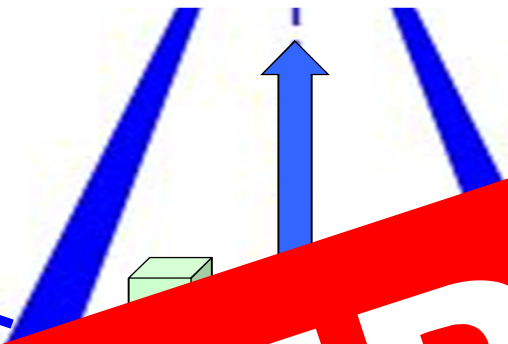
Dev squad

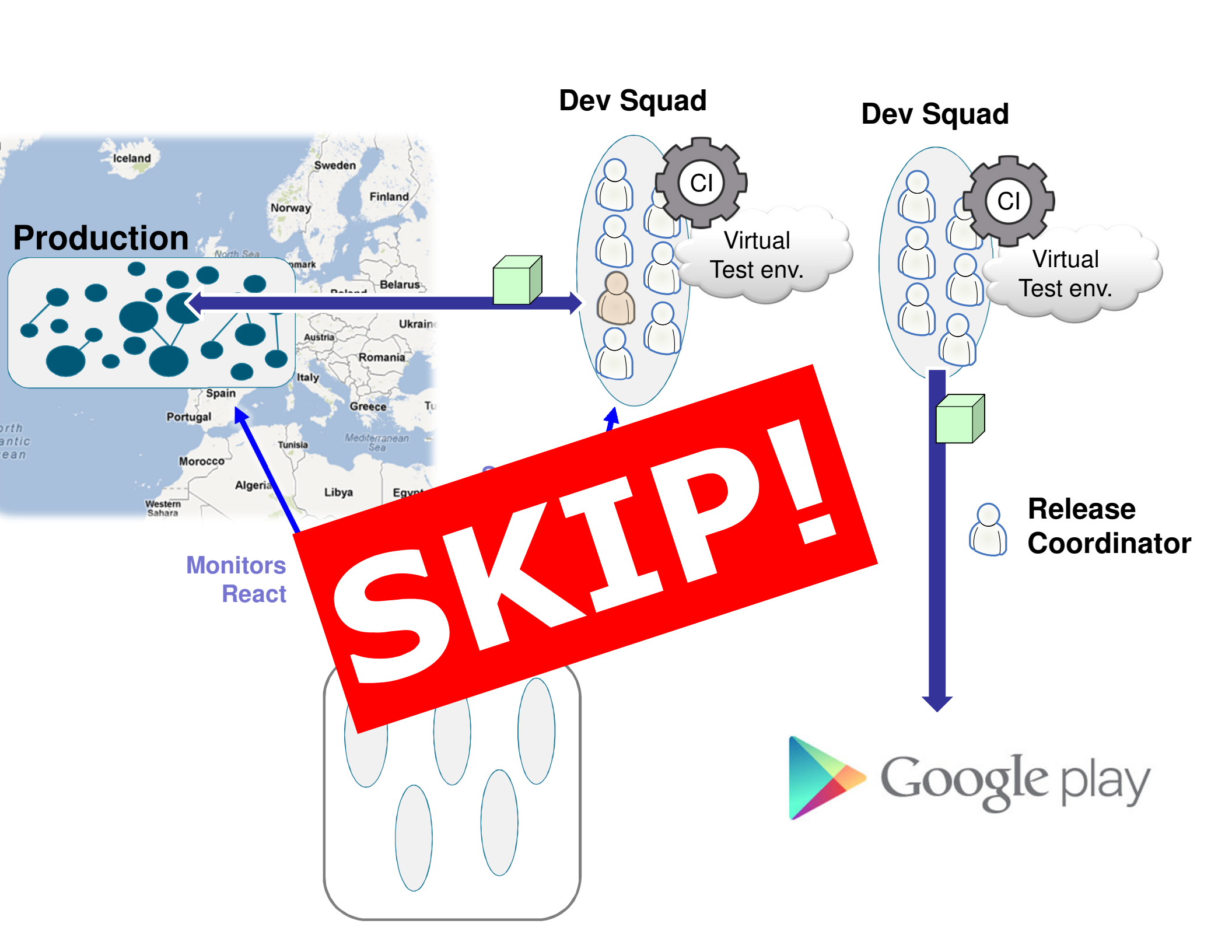


Dev squad



Dev squad

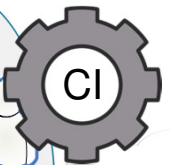
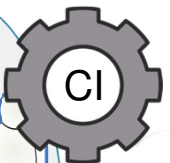




Dev Squad

Dev Squad

Production



Virtual Test env.

Virtual Test env.

Monitors React

SKIP!



Release Coordinator

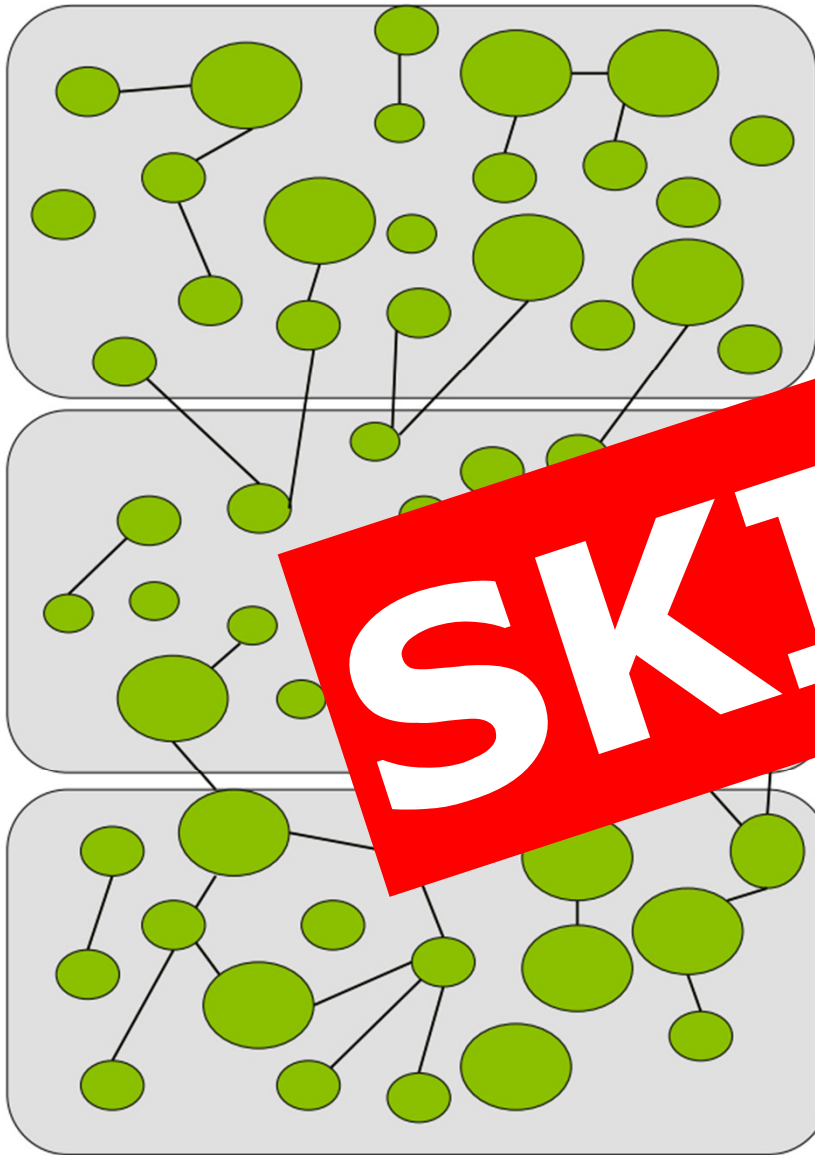


Google play

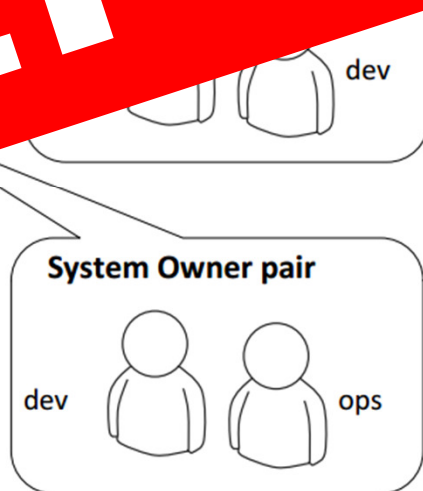
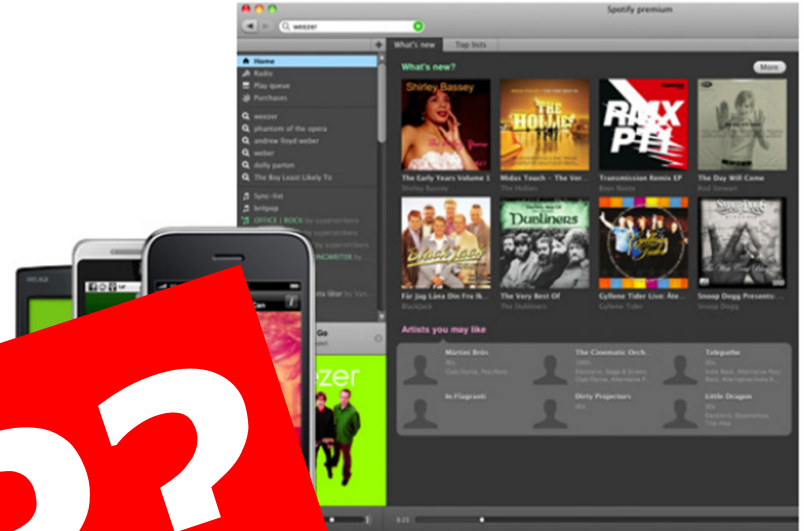
Pairing



System Owners



SKIP?



System Owner Days

SKIP?

```
for (int j = 0; j < loc; j++) res[j] = buf[j];  
return res;  
  
public int[] checkRes(int[] res, int loc) {  
    for (int i = 0; i < loc; i++) {  
        if (res[i] < 0) return null;  
    }  
    return res;  
}  
  
public int[] decodeMessage(int[] res) {  
    for (int i = 0; i < MAX_RES_LEN; i++) buf[i] = 0;  
    int loc = 0, i = 0;  
    while (i < res.length) {  
        int len = res[i];  
        if (len < 0) return null;  
        extractMessage(res);  
        i++;  
    }  
    return buf;  
}  
  
public int[] extractMessage(int[] res) {  
    for (int i = 0; i < MAX_RES_LEN; i++) buf[i] = 0;  
    int loc = 0, i = 0;  
    while (i < res.length) {  
        int len = res[i];  
        if (len < 0) return null;  
        extractMessage(res);  
        i++;  
    }  
    return buf;  
}
```


Chapter Lead



Competence and culture





C++ history

- Bjarne Stroustrup at
- Since 1983 (1979)
- Standardized in 1998
- Latest version from 20

Training & Sharing

Practices sharing



Book clubs



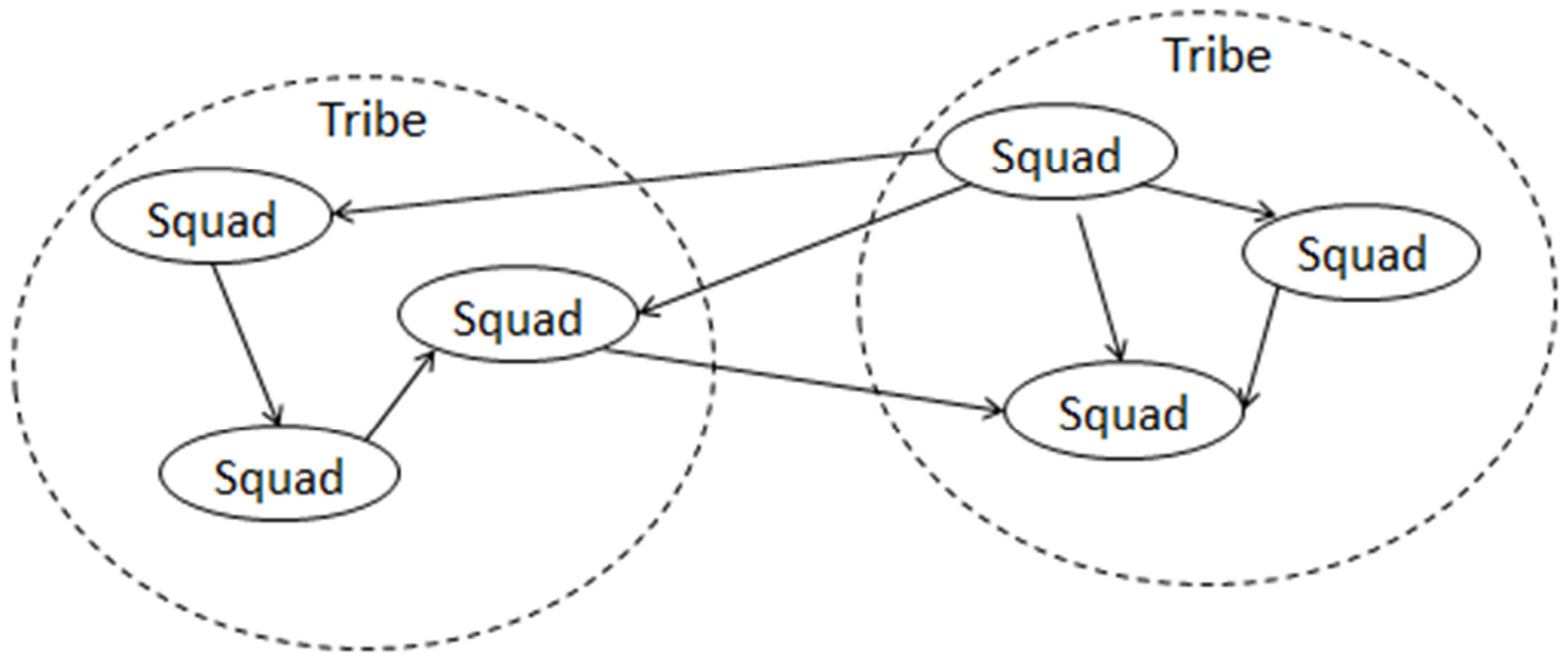
Boot Camps



Structure happens!



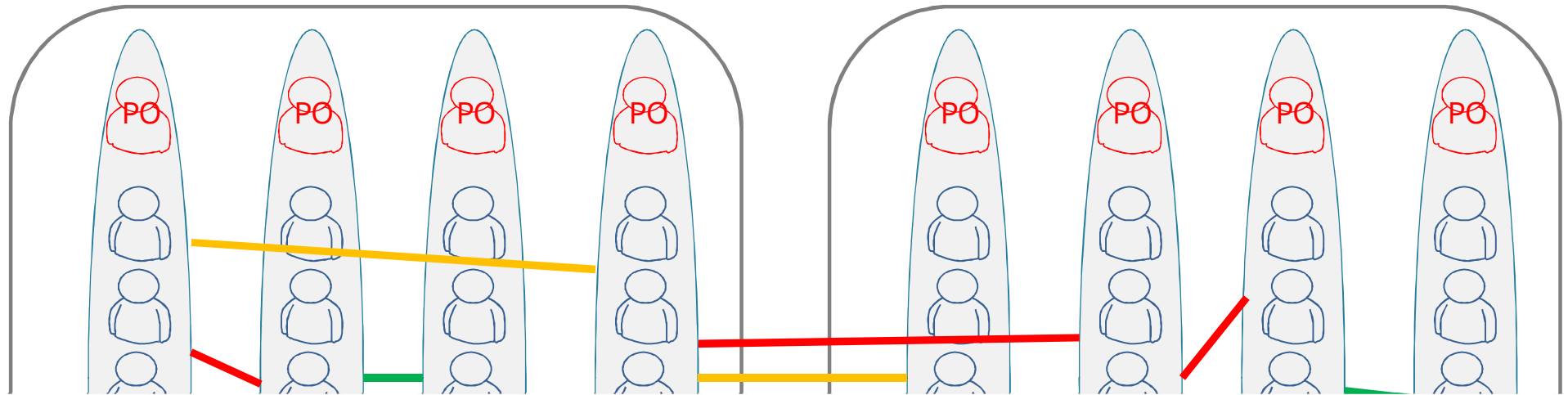
Network organization



Dependencies

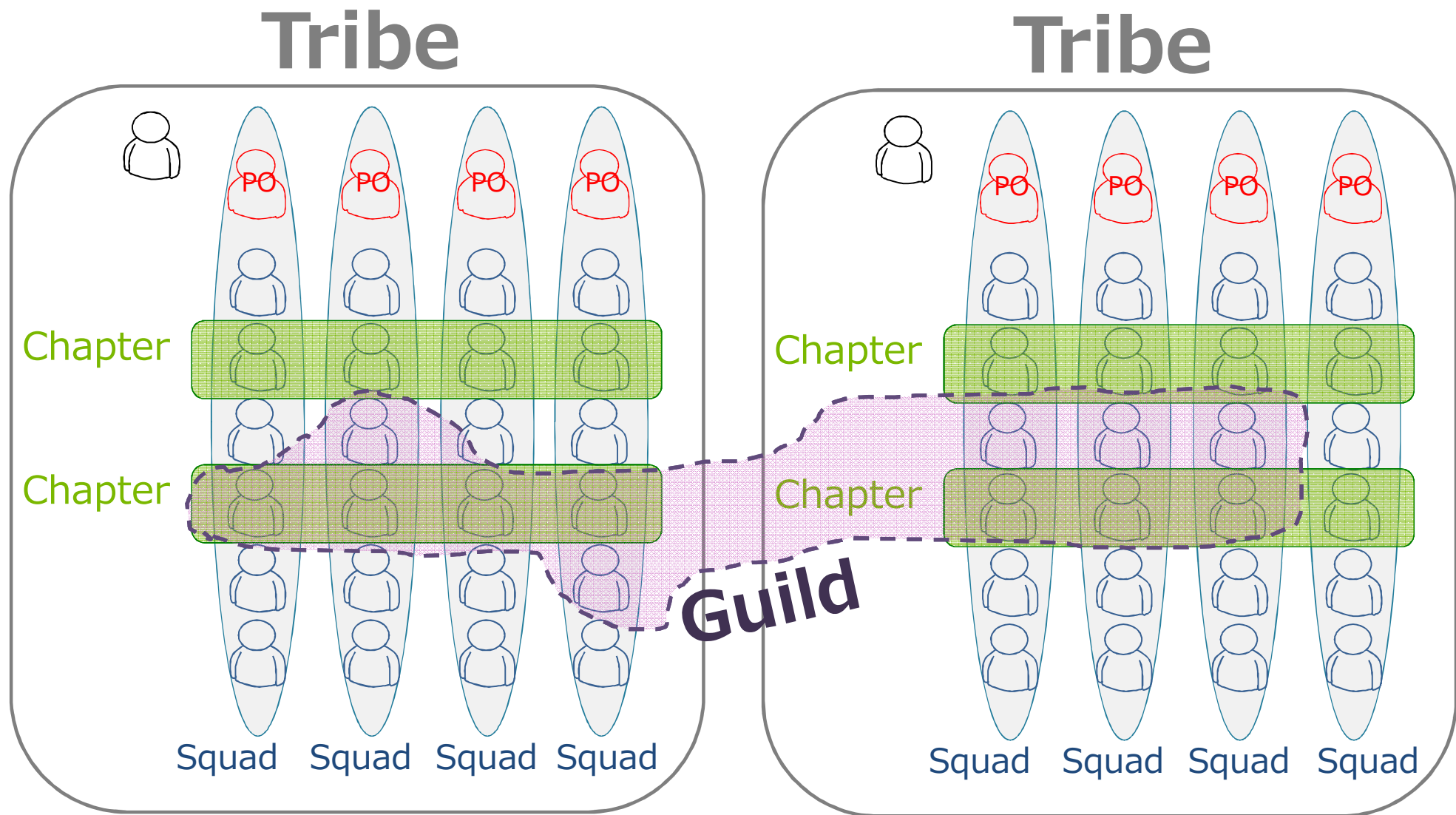
Tribe

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					

Guilds



Unconferences

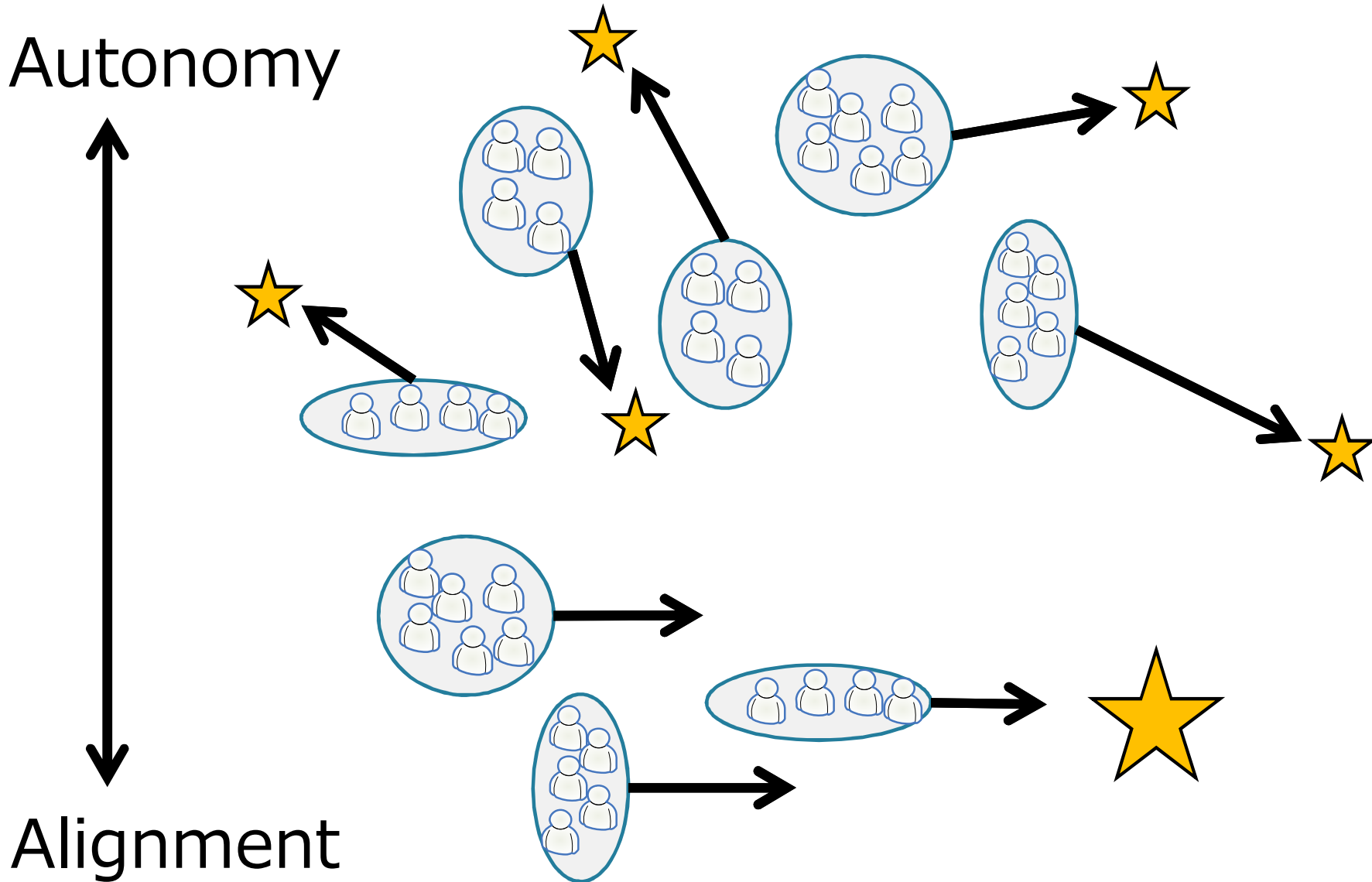


A man in a dark polo shirt and dark trousers stands on a stage, holding a red water bottle. He is positioned to the right of a large projection screen. The screen displays a green-tinted image of a plant with yellow buds and the text 'Simplicity. Focus. Transparency.' in white. The stage floor is lit with a rainbow gradient from yellow to blue. A table with equipment is behind the speaker, and another screen is visible in the background.

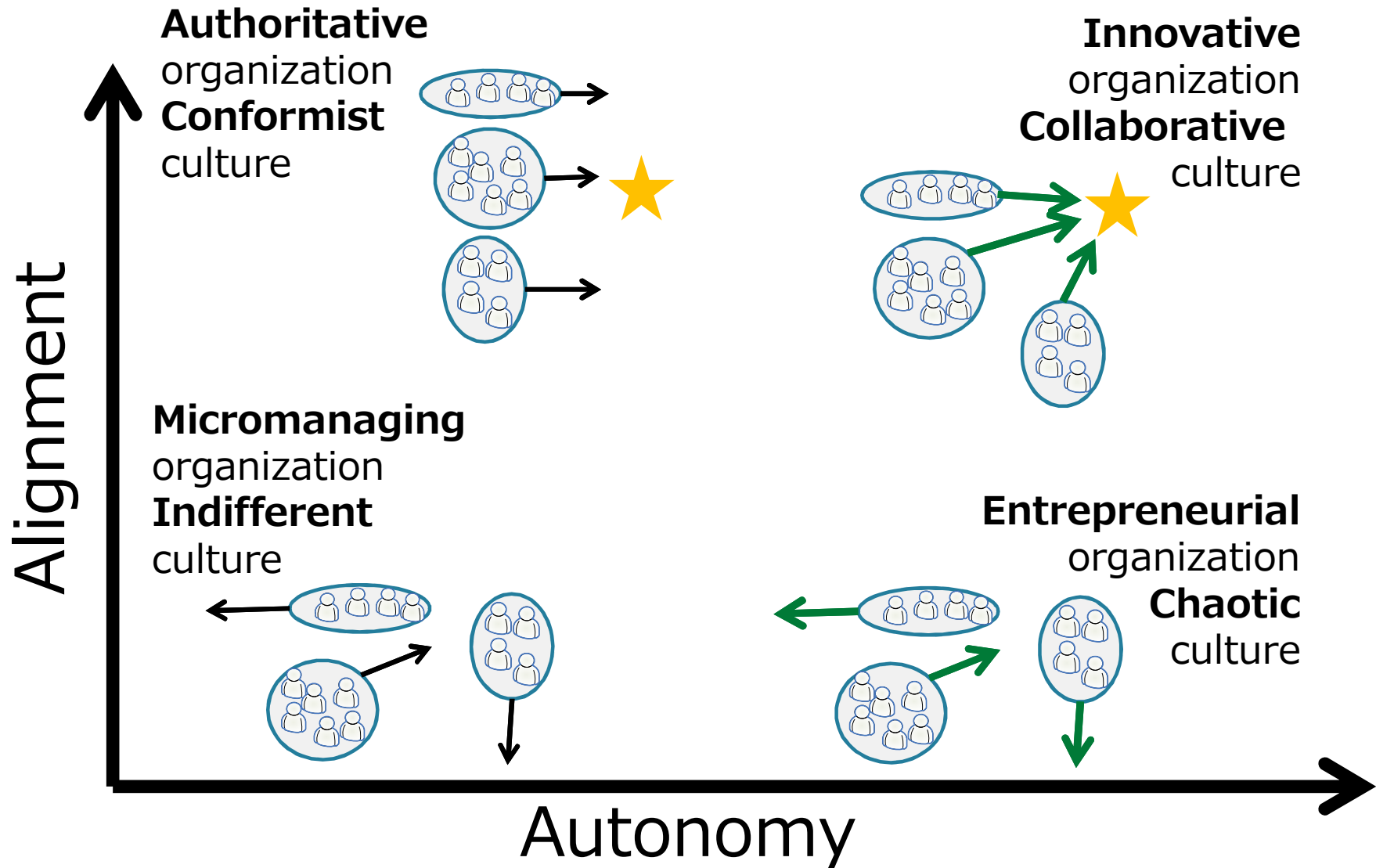
Simplicity.
Focus.
Transparency.

Vision

Autonomy vs. Alignment



Autonomy vs. Alignment



OKR Objectives & Key Results

- Anders Ivarsson
- Andreas Mattsson
- Daisy Pillbrow
- George McMonigle
- Ian Robbins
- Ingrid Franck
- Jacob Deshayes
- Karin Björkén
- Mattias Larsson
- Pär von Zweig...
- Sofia von Cel...
- Mark



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%** Completed: Oct 16, 2012
- Defined way of working - e.g. guild meetings, Popsagile group, squad/chapter/guild focus **20%** Sep 30, 2012
- Identify metrics for the agile coach guild to evaluate, that are related to company goals **20%** Sep 30, 2012

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
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
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 of Coach Guild, evaluate and work and be our efforts to company goals

Due date: Sep 30, 2012

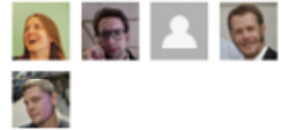
Status: ■ In Progress

Progress:

[Edit](#)

Contributors

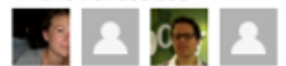
7 have set this as their top objective



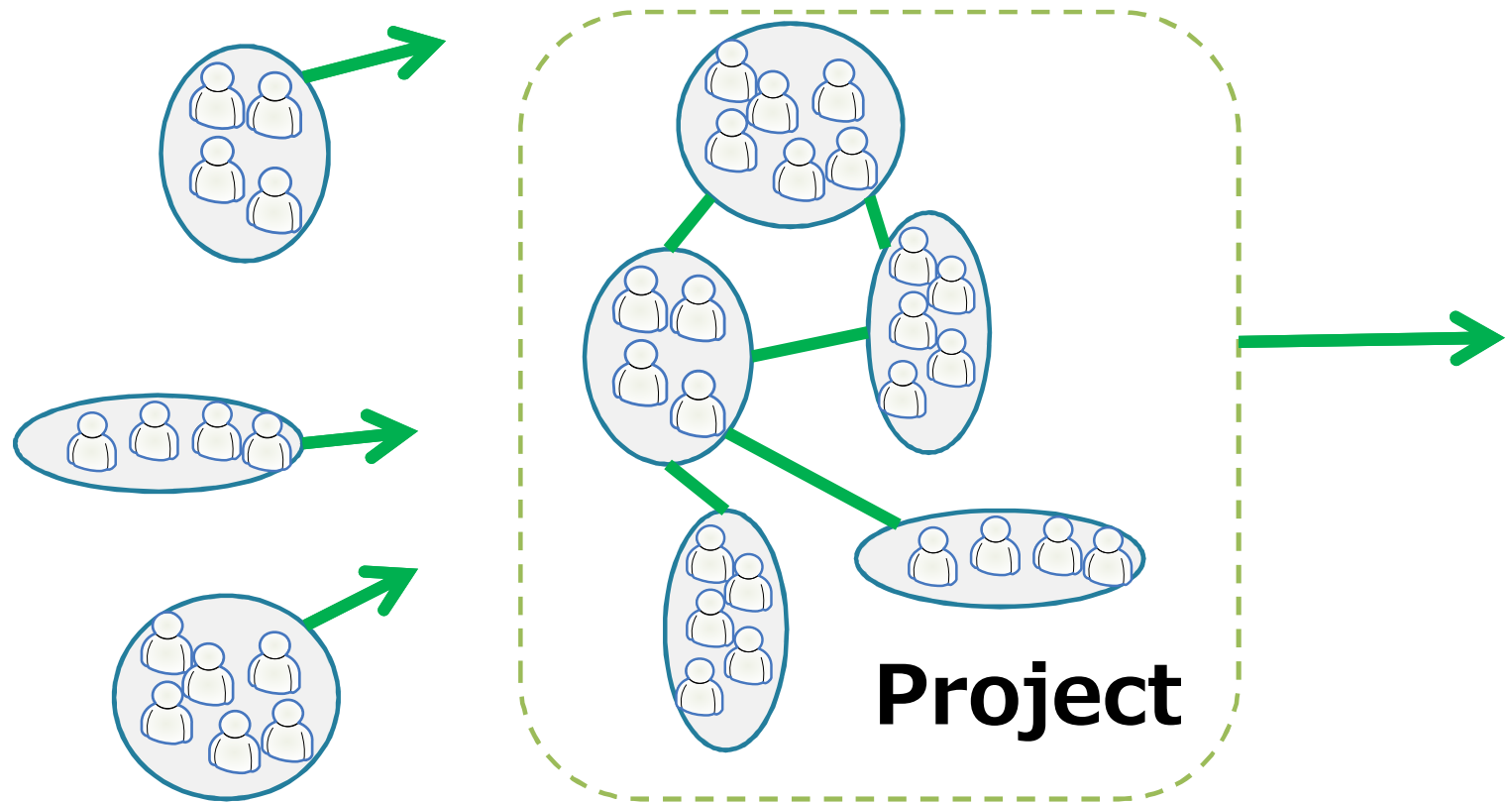
2 have committed to help achieve this objective



4 have not decided



Projects



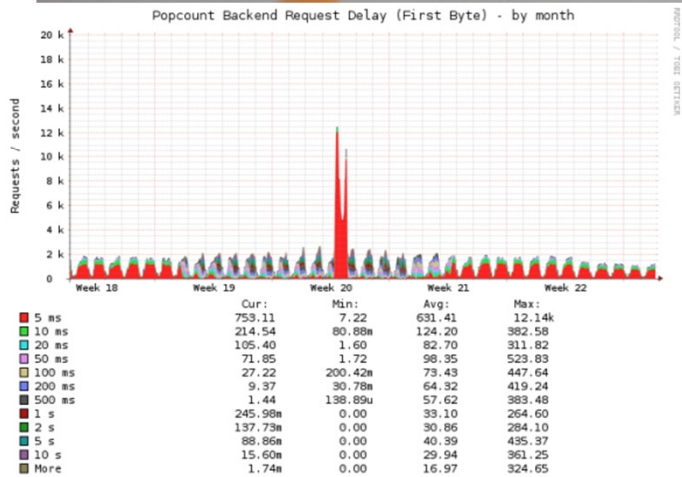
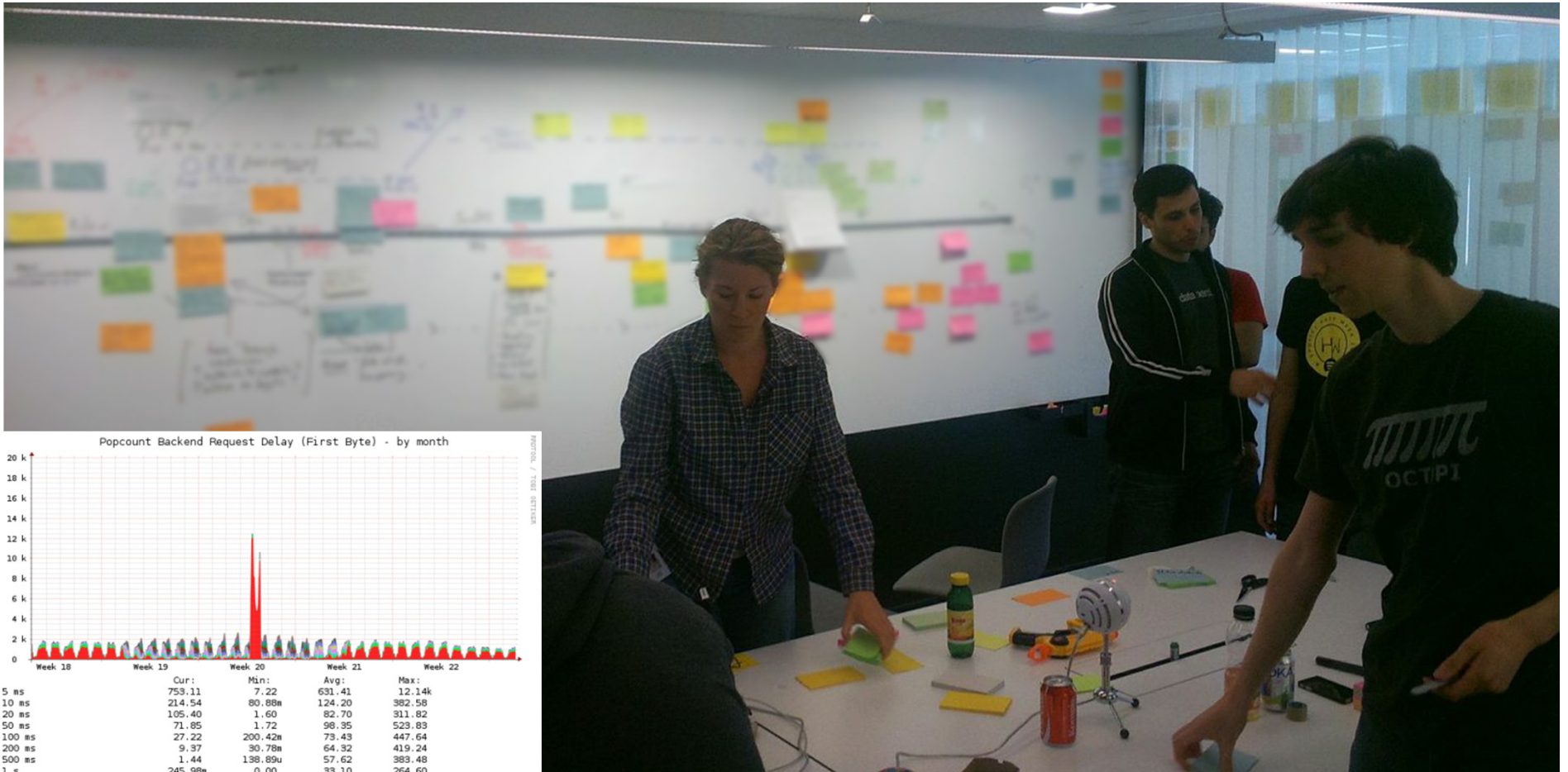
Experiments & Concepts



Hack days



Public Post-Mortems



Add-Ons



Improvement

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 0/4
- Spotify Culture Deck 0/7

Add a card...

Upcoming stories

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

In progress stories

- Agile event 3 0/5
- Reboot retro mystery: Why aren't devs and designers more involved in the Think It phase? 2
- Big Projects: Reboot Retrospective on Jan 9 17 14/16
- Reboot retro mystery: How do we improve test automation? 4
- 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
- Reboot retro mystery: Is there

Done stories

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

2x speed challenge



***"If Things Seem Under Control,
You're Not Going Fast Enough"***

Mario Andretti





Spotify®

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Read more:

<http://labs.spotify.com/>



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Don't show

