

Boring but important practical info about these slides

Usage

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Downloading the right font

This presentation uses the "Noteworthy" font. If you're using Mac OSX 10.7 or later it should be preinstalled. If you're on a Windows or older Mac OS then you need to download the font from here: <u>http://tinyurl.com/noteworthy-ttc</u>

- On Windows right-click the font file and select "install". Then restart Powerpoint.
- On Mac, double-click the font file and press "install font". Then restart Powerpoint.

The PDF version of these slides has the font embedded, so you don't need to do anything. On the other hand you don't get the fancy animations.

Font test

How the font is supposed to look: (screenshot from my computer)

How the font shows up on your computer:

The quick brown fox jumps over the lazy dog The quick brown fox jumps over the lazy dog

The quick brown fox jumps over the lazy dog The quick brown fox jumps over the lazy dog

Regardless of font appearance, if that text doesn't fit nicely into the box then you're going to need to download the right font, or switch to a new font and fiddle with the slides to make sure things fit.

Purpose of this presentation

Show that projects aren't the only way to get stuff done

Success = ?

What is a successful project?



What is a successful project?





A unique & expensive experiment



Experiment: Build the same product twice, in different ways

	Project (Project 2
Mission	Improve society	Reduce maintenance cost
Requirements	Unclear	Clear
Delivery	Agile (= Iterative/incremental)	Big bang
User involvement	Continuous	None
Team's influence over technology choices	High	None
Tech platform	Java (programming language)	Siebel (CRM system)

Hypothesis: second version will be cheaper (and better).

PUST – "polisens utredningsstöd"





snitt 78 dagars utredning till 9

brottsutredningar som följd – och tryggare medborgare!

tiderna rejält för mängd-

ster Beatrice Ask.



Project 2: Pust Siebel A train wreck in slow motion





ibland fattas tveksamma beslut. Det värsta exempel jag känner till på hur snålheten totalt har

MATCHAD BOKA

Result of experiment "build the same product twice":

	PUST Java	PUST Siebel		
Mission	Improve society	Lower cost		
Requirements	Unclear	Clear		
Delivery	Iterative	Big bang		
User involvement	Continuous	None		
Team's influence over technology choices	High	None		
Tech platform	Java (programming language)	Siebel (CRM system)		
RESULT	PUST Java	PUST Siebel		
Stakeholder response	Mostly positive	Outrage		
Cost	≈100 Mkr	≈200 Mkr + estimated damage 10 Bkr		
Measured impact	2-8x faster processing time for simple crime investigations	Police blocked several hours per day. Error rate increased.		
fenrik Kniberg				

Lessons learned



What makes a project succeed?



Do projects help us succeed?



What do people REALLY mean when they say "project"

This?

Project Managen	ent Institute				Home Abou	ıt Joir
myPMI	Membership	Certification	Professional Development	Get Involved	Business Solutions	PMI and
Home > Abo	ut Us > What is P	roject Manageme	ent?			
What	is Proj	ect Mai	nademe	ent?	10	
More specific service or res	cally, what is a product	Tempor	ary pactivity	_{y des} Defir	ned Begin End in ti	ining and
A project is to resources.	emporary in that	it has a defined b	beginning and end i	in time, and thereto	re defined scope	and
And a project	t is unique in that	it is not a routine	e operation, but a s	specific set of oper	ations designed to	0
accomplish a	singular goal.	a project team o	ften includes peop	ble who don't	work together -	
accomplish a sometimes fr	a singular goal. So	a project team o	often includes peoposs multiple geogra	aphies. pe	ople who	don't
accomplish a sometimes fr	a singular goal. So	Not a ro	often includes peop oss multiple geogra utine	aphies. pe	ople who o ormally w	don't ork

Or this?



All products start with a Great Idea!





Big Projects usually fail. Regardless of process.

Project model invites Big Bang thinking	
Big Bang Project	
Home About Join Project Management Institute	
myPMI Membership Certification Professional Get Involved Business PMI Development Get Involved Solutions and	
Home > About Us > What is Project Management?	
What is Project Management? More specifically, what is a project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources.	
And a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. So a project team often includes people who don sometimes from different organ and across multiple geographies. Not a routine operation Henrik Kniberg	

Not like this....

Like this!

Slice the elephant!

Project model doesn't fit well for IT product development

Improving the Value Curve

Maximize Value, not Output

Project Model vs Agile Model

What is Spotify?

Like a magical music player in which you've bought every song in the world!

- Revolutionizing the music industry
- Popular product that spreads virally
 Happy employees
 Stable revenue model

Henrik Kniberg
≈400 people in tech



How Spotify works





Autonomous Squad Cross-functional, co-located, self-organizing team



miss



Squads are grouped into Tribes





Reality is messy



Community > Structure Face-2-face communication













Leader's job: Explain what problem needs to be solved. And Why.



ad mission strategy product strategy short-term goals Aligned Autonomy - be autonomous, but don't suboptimize - Spotify's mission > Squad's mission]1)

Fastest learner wins!

Delivery frequency = Speed of learning





Decoupling to enable frequent releases







Release trains & Feature toggles





Failure Recovery is more important than Failure Avoidance



"Limited Blast Radius" via decoupled architecture







How Spotify builds products

Our product philosophy

I: We create innovative products while managing risk by prototyping early and cheaply.

2: We don't launch on date, we launch on quality.

3: We ensure that our products go from being great at launch to becoming amazing, by relentlessly tweaking after launch.





100% predictability = 0% innovation





Company-wide hackweek

- One whole week.
- Everyone at Spotify
 - Build whatever you want....
 - With whoever you want...
 - In however way you want.
- Demo & party on Friday!





"Projects" at Spotify

A Spotify "project" is...

....a focused and coordinated effort of severals squads for several months



We are organized to minimize the need for projects.

But sometimes a project is unavoidable.

We aren't very good at doing big projects - but we will keep experimenting and learning!

Some things we've learned about how to do "projects"



Daily sync - resolve dependencies

- All involved squads
 What do you need from another squad right now?
 What is your progress since yesterday that affects the other squads?
 What do you plan to do today that will affect the other squads?


Weekly demo - evaluate the integrated product

- Triggers tight integration and collaboration Gives a sense of progress Triggers decisions & reprioritization
- •



Visual management & Light-weight adaptive planning

Focus on impact! Not dates or deliverables.



Plans are useless. Planning is essential.



Eisenhower



Retrospectives - during and after the "project"





Leadership needed (...but how?) Ø 00 õ Ò



Leadership is an activity, not a role.

Emergent leadership > Appointed leadership

Experiments:

- `RM (road manager)
- Leadership duo/trio (tech + product + design)

What about project managers?

We do value (most) PM skills. But we're not sure we need a PM role.



Home > About Us > Who are Project Managers?

Who are Project Managers?

They are organized, passionate and goal-oriented who understand what projects have in common strategic role in how organizations succeed, learn and change.

Project managers are **change agents**: they make project goals their own and use their so and expertise to inspire a sense of shared purpose within the project team. They enjoy the organizes adrenaline of new challenges and the responsibility of driving business results.

They work well under pressure and are **comfortable with change and complexity in dynamic environments.** They can shift readily between the "big picture" and the small-but-crucial details, knowing when to concentrate on each.

Project managers cultivate the **people skills** needed to develop trust and communication among all of a project's stakeholders: its sponsors, those who will make use of the project's results, those who command the resources needed, and the project team members.

They have a **broad and flexible toolkit of techniques**, resolving complex, interdependent activities into tasks and sub-tasks that are documented, monitored and controlled. They adapt their approach to the context and constitutes of each project, knowing that no "one size" can fit all the variety of projects. And they are **always imprive** their own and their teams' skills through lessons-learned reviews at project completion.

... resolving complex, interdependent activities into sub-tasks that are documented, monitored, and controlled Debate in progress

"Project managers are change agents. They make project goals their own and use their skills and expertise to inspire a sense of shared purpose"

and

We call this Road Manager.

... work well under pressure and are comfortable with change and complexity in dynamic environments

> ... can shift readily between "big picture" and small-but-crucial details

We try to build this competence into each squad

We coach squads to do this themselves, in a just-in-time decentralized way. Sometimes they need support though.

Wrapup



Take-away points

Projects aren't the only way to get things done

- The standard project model is a tool
- Like any tool, it is suitable for some situations but not all.
- It is often unsuitable for IT product development

Success = happy stakeholders. Not time/budget/scope.

- Minimize the size, deliver iteratively & incrementally
- Focus on solving real user needs, and involve them continuously

Experiment!

• You can always improve. So keep trying new ways.