

Culture > Process

Paris Scrum Gathering Keynote,
Sep 23, 2013

Consultant



Henrik Kniberg

henrik.kniberg@crisp.se
@HenrikKniberg

Father



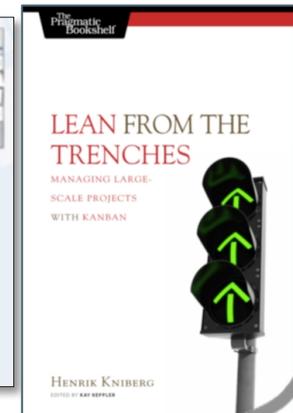
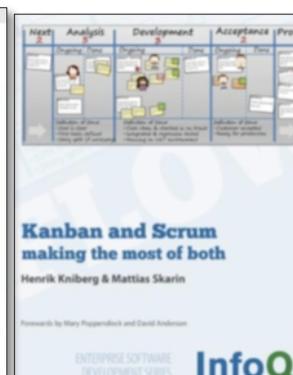
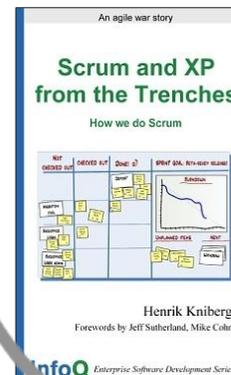
Agile & Lean coach



Rikspolisstyrelsen



Author



Boring but important practical info about these slides

Usage

Feel free to use slides & pictures as you wish, as long as you leave my name somewhere.
For licensing details see Creative Commons (<http://creativecommons.org/licenses/by/3.0/>)

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:
<http://tinyurl.com/noteworthy-ttc>

- 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)

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

How the font shows up on your computer:

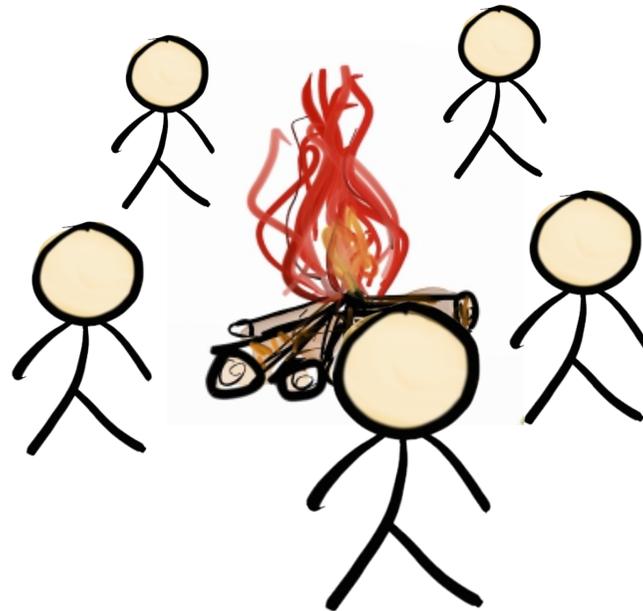
The quick brown fox jumps over the lazy dog
The quick brown fox jumps over the lazy dog

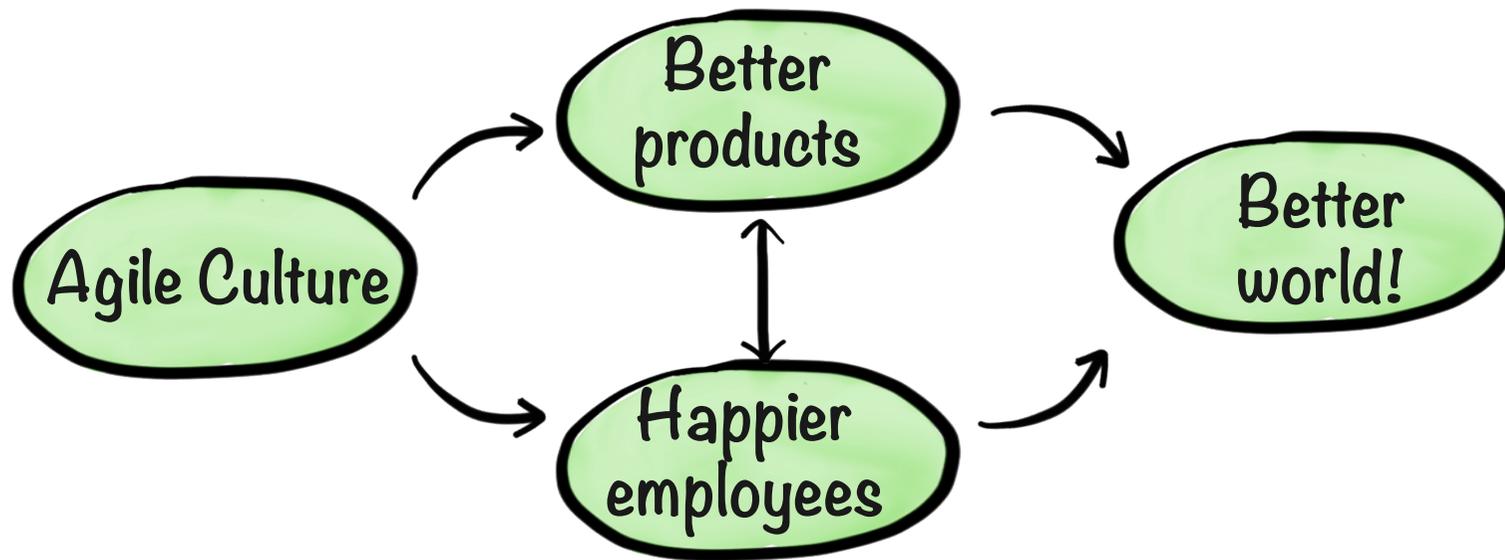
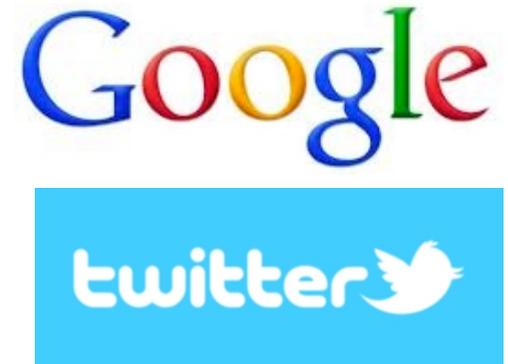


Regardless of font appearance, if that text doesn't fit nicely into the box then you're going to need to download the right font, or switch to a new font and fiddle with the slides to make sure things fit.

Culture

stuff that people do without noticing it





Problem: Agile is Fragile



Agile



Failure story: How to burn €1 billion

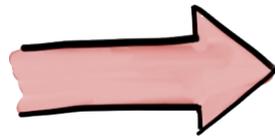




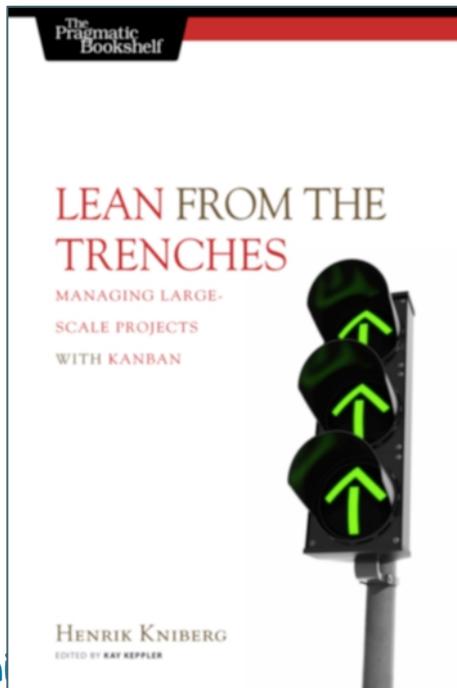
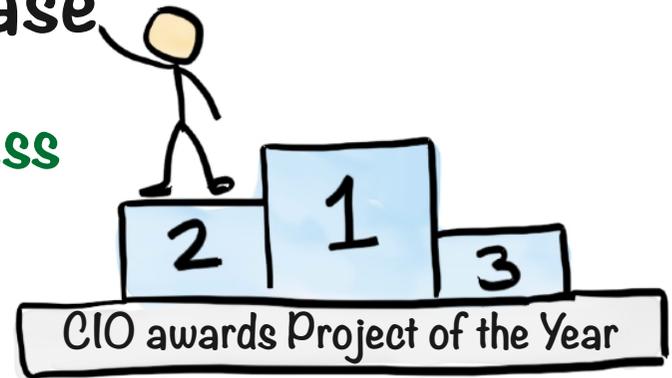
Henrik Kniberg

Pust Java - an agile/lean showcase

- Agile & Lean
- Gradual rollout
- Real users involved
- Bottom-up decision making
- Value-driven
- Suitable tech platform



- Media Success
- Happy users
- Happy team



Henrik Kn

10 NYHETER SÖNDAG 5 JUNI 2011 BK

Antal dagar från brottsplats till åklagare

Redovisade ärenden till åklagare (april-maj) 2008 2009 2010 2011*

Antal	-65 DAGAR	83	86	76	
SNATTER/STÖLD	50	-44 DAGAR	63	69	94
NARKOTIKA STRAFFLAGEN (INNEHAV)	44	-47 DAGAR	76	83	
NARKOTIKA STRAFFLAGEN (BRUK)	19	-68 DAGAR	70	87	
BROTT MOT KNIVLAGEN	47	-45 DAGAR	67	77	88
RÄTTFYLLERI (NARKOTIKA)	3	-28 DAGAR	23	25	31
RÄTTFYLLERI (ALKOHÖL)	9	-69 DAGAR	88	78	
TILLÅTIT OLOVLIG KÖRNING	0	-26 DAGAR	34		
OLOVLIG KÖRNING					

Källa: UPP *Källa: PUST (BROTTSPLATS GÄLLER PERIODEN 10-04-10-20)

Polisen utreder betydligt snabbare med ny metod

Polisen har infört ett nytt arbetsätt och förkortat utredningstiden för mångbrott med upp till 85 procent. Som mest innebär det en minskning från i snitt 78 dagars utredning till 9 dagar för ett specifikt brott.

– Det är glädjande att vi nu ser att det nya arbetsättet ger så tydliga resultat, säger justitieminister Beatrice Ask (M).

För två år sedan gav regeringen polisen i uppdrag att korsa handläggningstiderna för så kallade mångbrott, eller vardagsbrott. brotten preskriberades. Ett skäl till detta var den byråkratiska arbetsfördelningen – med många mellanhänder, överlämningar och ett ålderdomligt datasystem – hävdar Ulf Sköld vid Rikspolisstyrelsen.

– De som startar jobbet ute på brottsplatsen ska göra klart det hela vägen in i mål. På det här sättet suddar vi ut gränsen mellan den uniformerade ordningspolisen och den utredande. Nu måste alla poliser vara brottsutredare, säger Ulf Sköld, ansvarig för PUST.

bete och minskat antalet inblandade i varje ärende. Förutom ett moderniserat datasystem är det nu samma poliser som handlägger ärendet från början till slut, vilket förkortat handläggningstiderna rejält för mångbrott.

– Justitieminister Beatrice Ask, som varit ute i medierna och diskuterat problematiken för ungdomsbrott, gläder sig åt siffrorna. Även justitiestatsminister Anna Skarhed välkomnar det nya systemet. Hon säger att de långa utredningstiderna ofta drabbar unga brottslingar snabbt, säger Anna Skarhed.

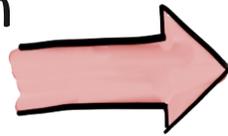
PUST INNEBÄR också att polisen numera kan arbeta i samma datasystem och återanvända information som lagras. Tidigare hade man tre olika system som man jobbade i, vilket försvårade utredningen. Nu samlas allt i ett system, som med ett musklick kan skicka ett åklagaren.

JOEFINA HÖKERBERG
joefina.hokerberg@pol.is 08-736 10 72

Fotnot: Mångbrott kallas brott som är vanligt förekommande och drab-

Pust Siebel – train-wreck in slow motion

- Waterfall
- Big Bang rollout
- Inappropriate tech platform
- Real users not involved
- Top-down decision making
- Warnings ignored
- Cost-driven



- Media Disaster
- Furious users
- Furious team



BLAJUS.NU

Nyheter | Om blajus.nu | Länkar | Styrelseinfo | Tidningen POLISEN | Kontakta oss

Publicerat 2013-04-22 11:10

Kostnaden för PUST Siebel - 10 miljarder?

Styrning via kvartalsrapporter?

I en organisation som verkar styras mer efter kvartalsrapporter (dels genom våra "mål", men främst genom budgetuppfyllelse) än efter långsiktig samhällsnytta är det inte konstigt att det ibland fattas tveksamma beslut. Det värsta exempel jag känner till på hur snålheten totalt har bedragit visheten i polisverige stavas dock "PUST Siebel". Ifrån att ha haft ett välbehövligt nytt avrapporteringsystem på gång som trots alla människors (och organisationers) förändringsobenägenhet togs väl emot, PUST, så byter man ned sig till ett system där det numera tar närmare ett helt arbetspass att rapportera en rattfylla eller ett ringa narkotikabrott. Även om det förhoppningsvis kommer att bli mindre uselt än vad det är idag då det avlusas så har ledningen varit tydliga med att det aldrig kommer att bli lika bra som det gamla PUST, då detta var skräddarsytt för oss medan PUST Siebel bygger på en mer generisk/generell plattform. Det ansågs alltså inte vara värt pengarna att ha ett väl anpassat datasystem för den administration som ca 20 000 poliser dagligen ägnar sig åt, och kommer att ägna sig åt i årtionden framåt.

Värsta ekonomiska självmålet någonsin?

Även om man helt ignorerar personalens frustration och bristande arbetsmiljö så verkar detta för mig vara bland de värsta ekonomiska självmålen jag har skådat, och det skriver jag väl medveten



Polisens nya system är en riktig tidstjuv



UPPDATERAD: 19 augusti
PUBLICERAD: 19 augusti
JOSEFÍN SVENBERG
Email

Polisens rapporteringssystem väcker stor frustration internt. I flera anmälningar berättar poliser hur rutinären kan ta flera timmar och att de sitter på stationen i stället för att vara ute på fältet.

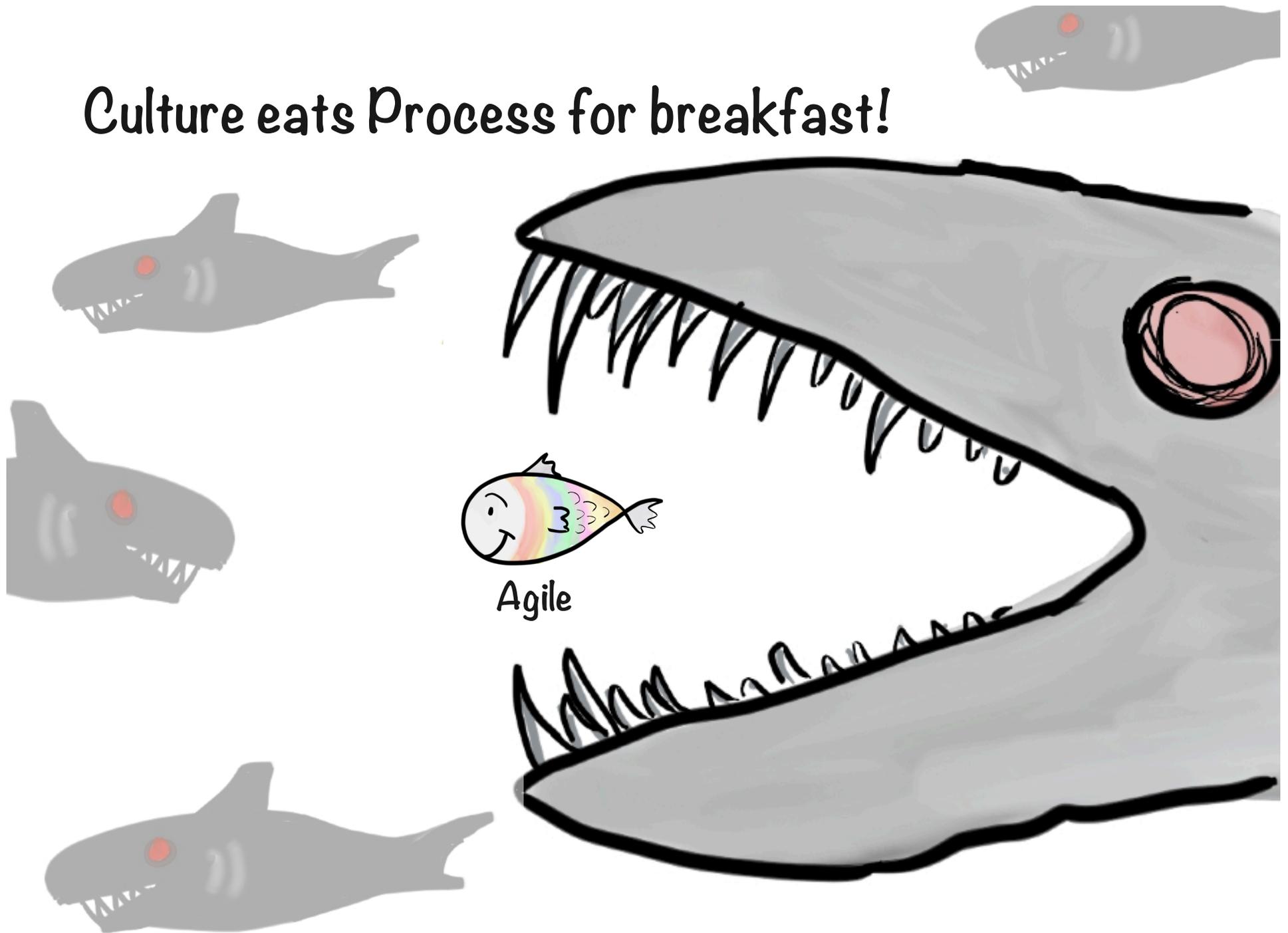
Fem timmar för att rapportera rattfylla
Fem timmar

Klockan var 07:45 när polispatrullen kom in till stationen på Södermalm en morgon tidigare den här månaden. En man

Sluta snarka på en gång
en snorstopp...
"Vi sov i separata rum i 10 år. SnoreStopper hjälpte oss!" - Mia



Culture eats Process for breakfast!



Success story: Revolutionizing the music industry

Once upon a time the music industry was broken

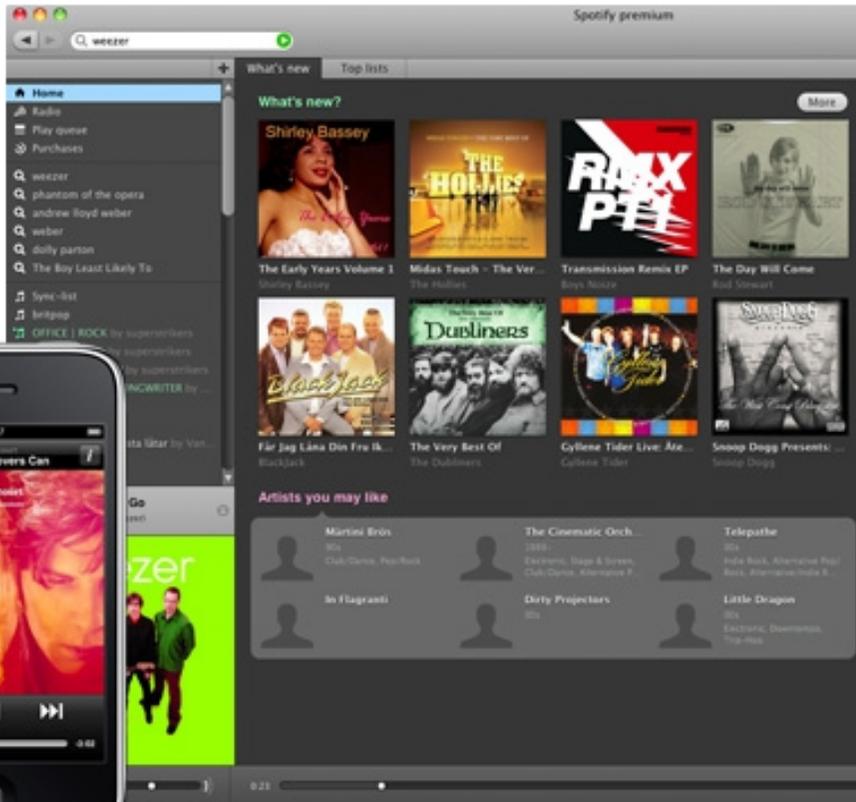




Play Everywhere!

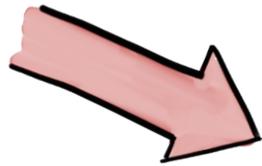
Like a magical music player in which you've bought every song in the world!

Let's revolutionize the music industry!



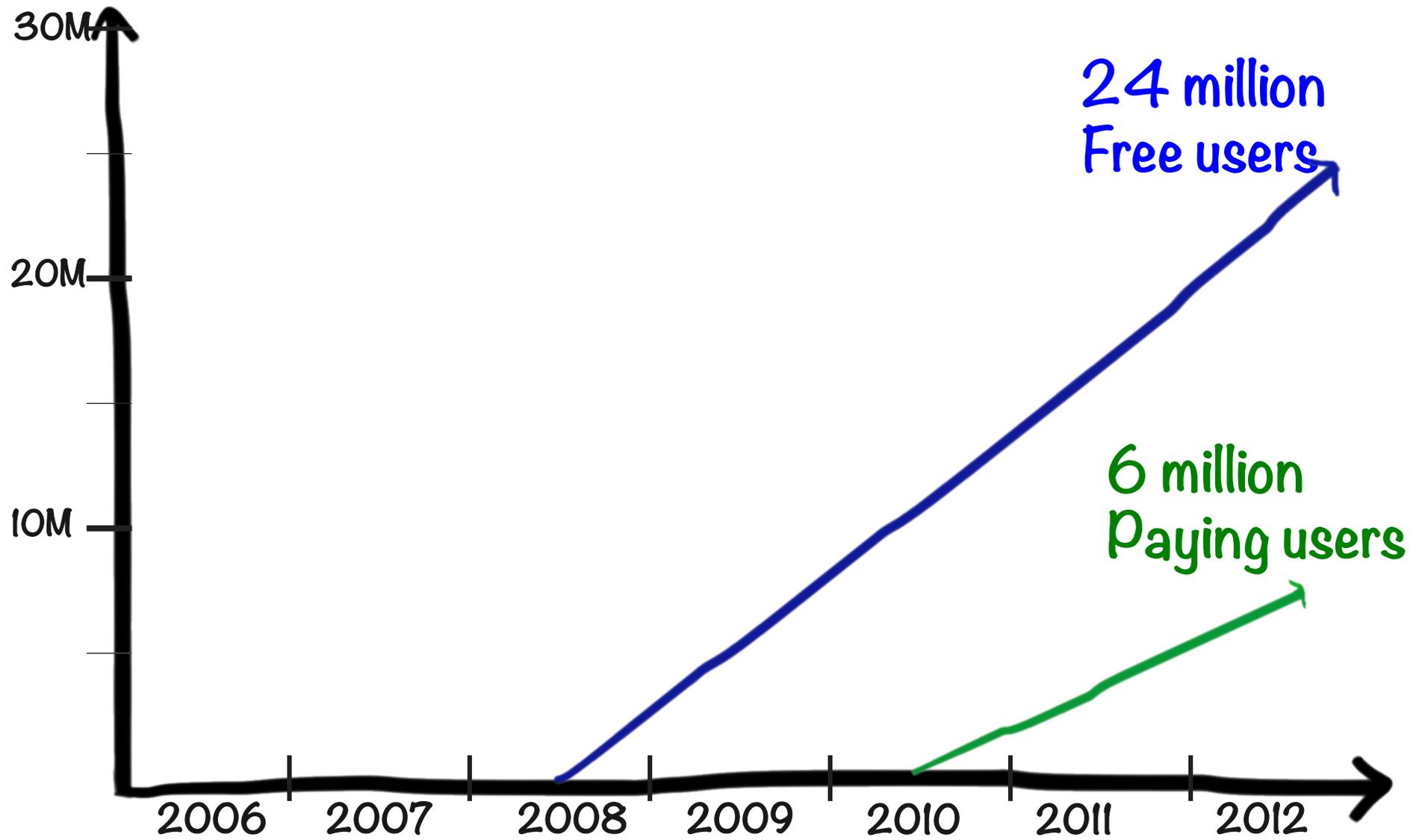
Hen

20,000 tracks added
every day

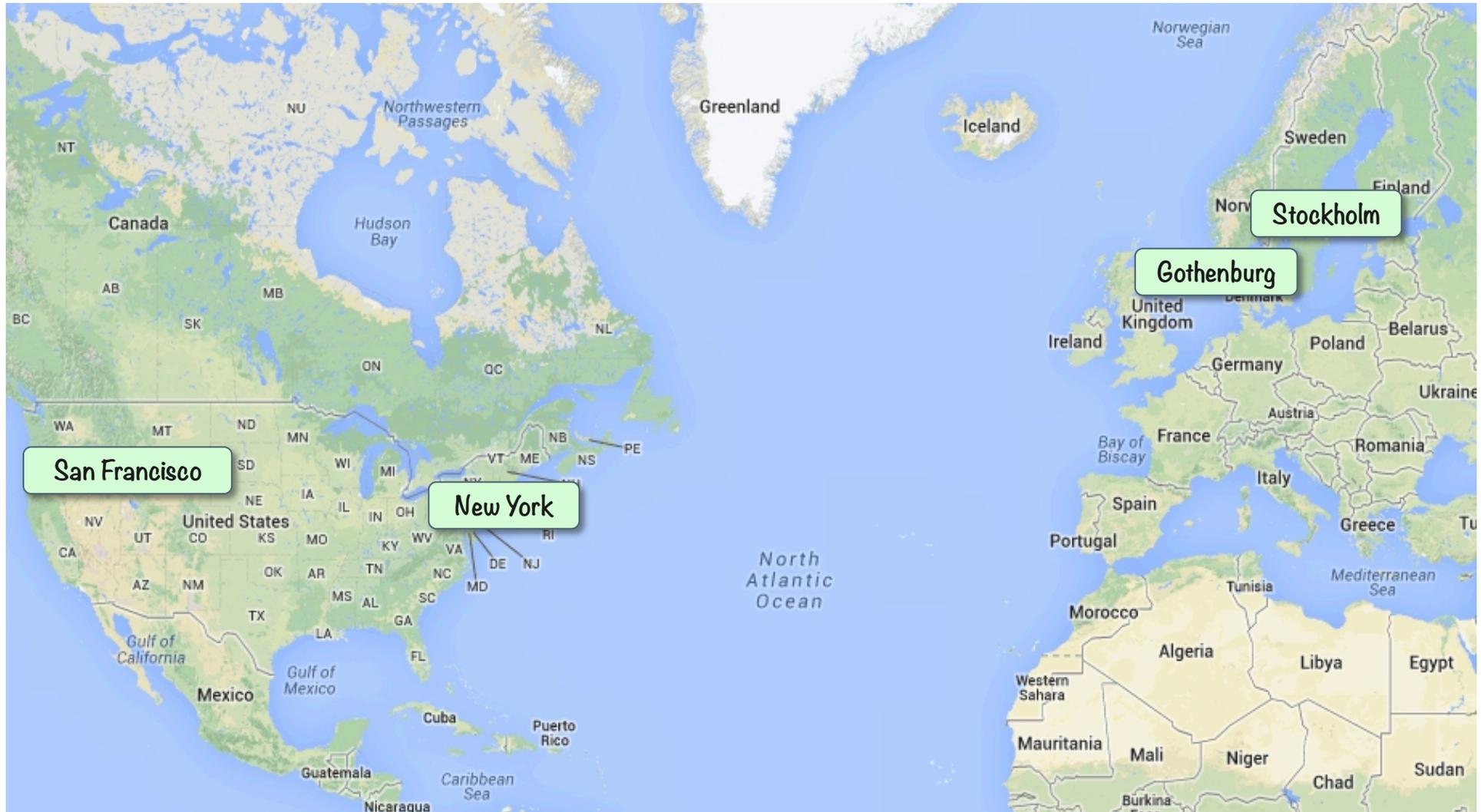


20 million tracks

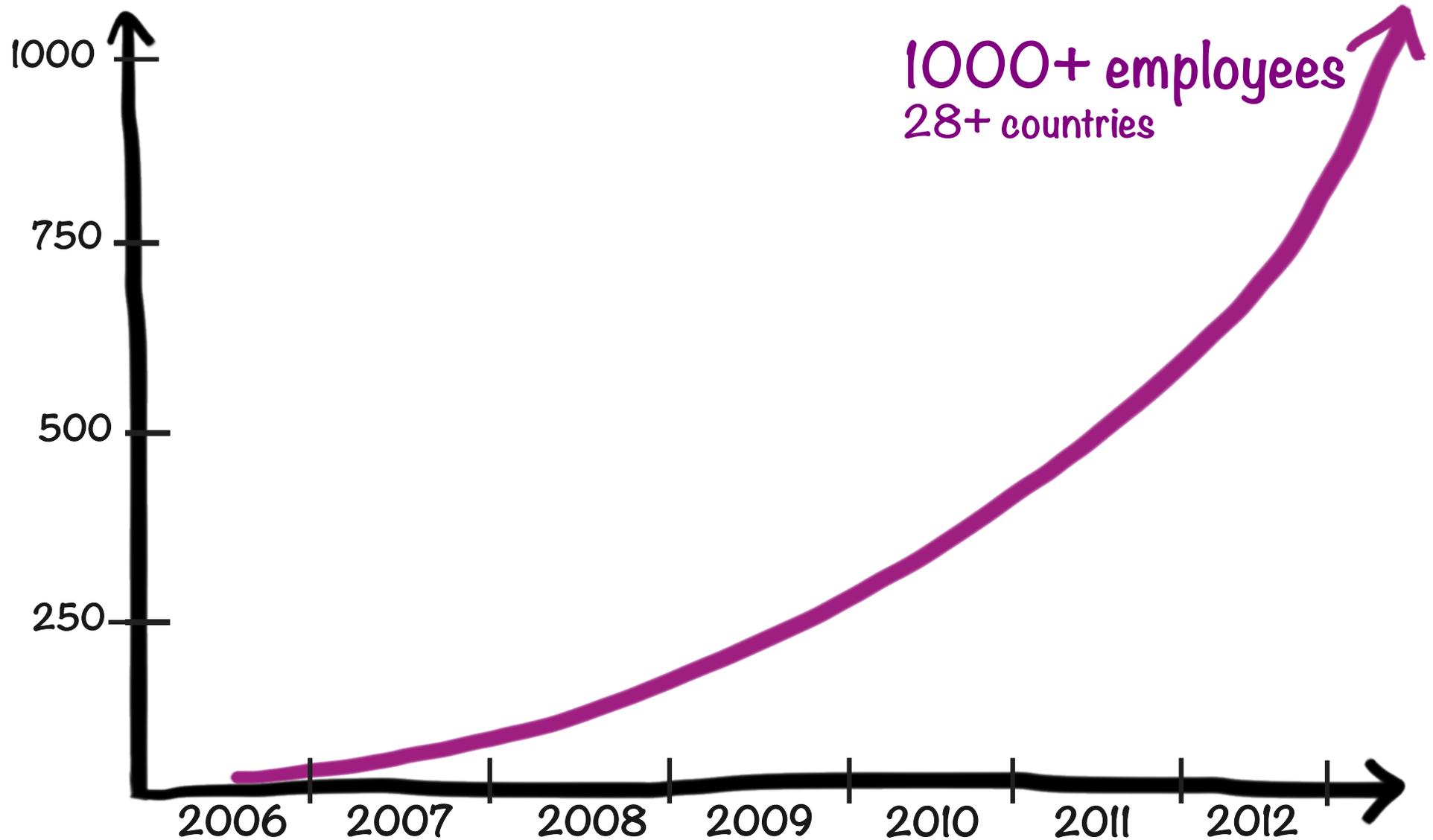




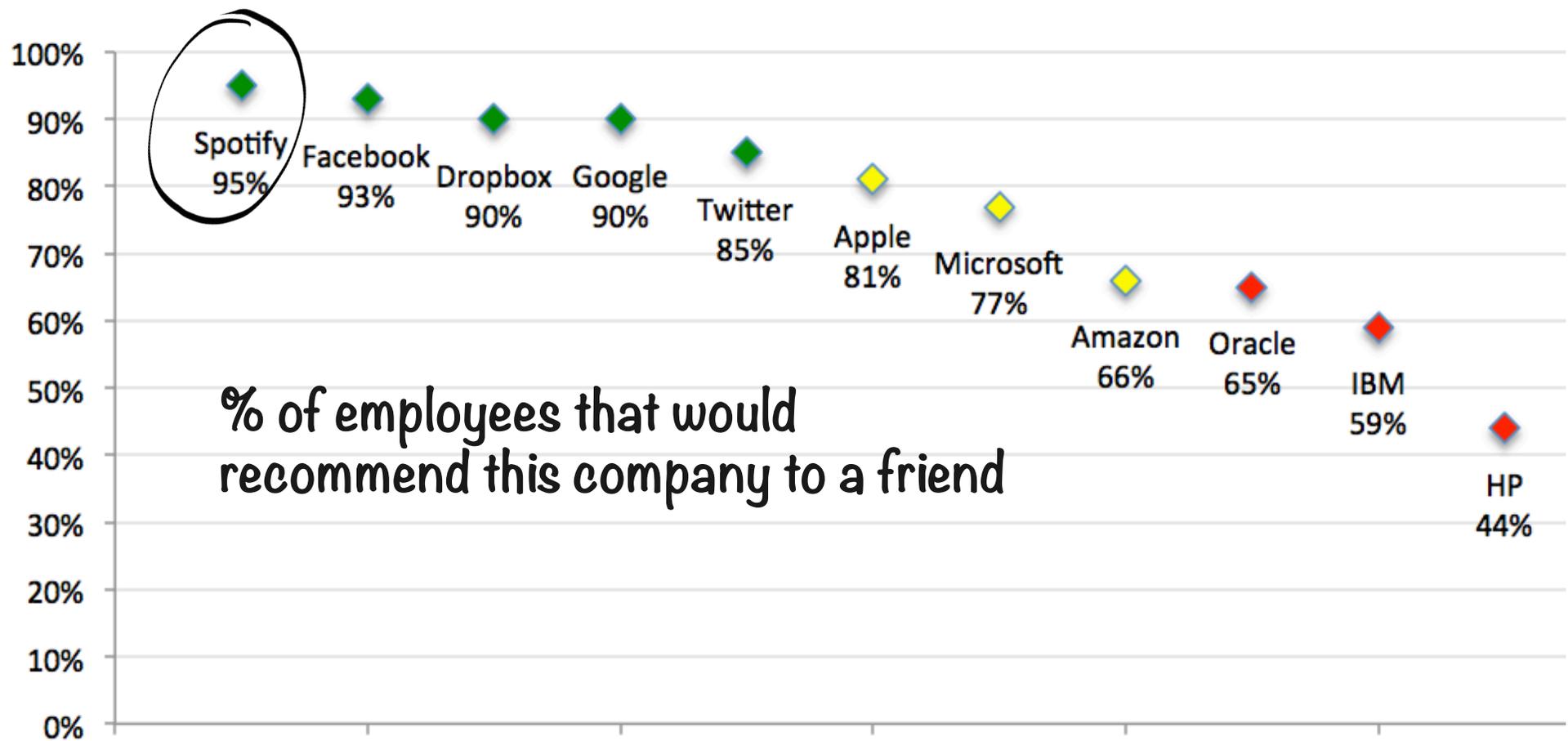
4 dev centers across 3 time zones



Staff doubles every year



Happy employees (despite growth pain...)

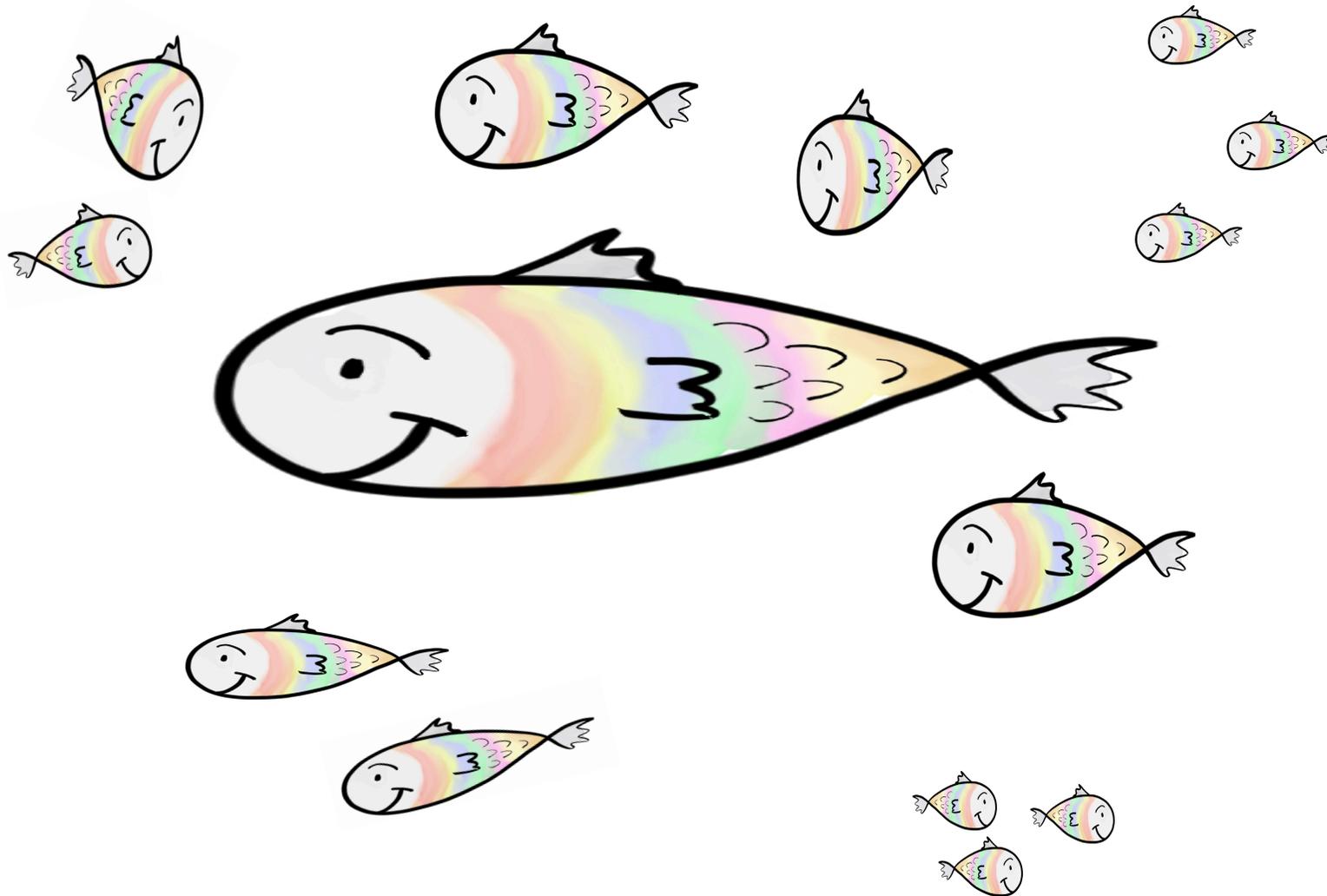


Born Agile – and
breaking all the rules!

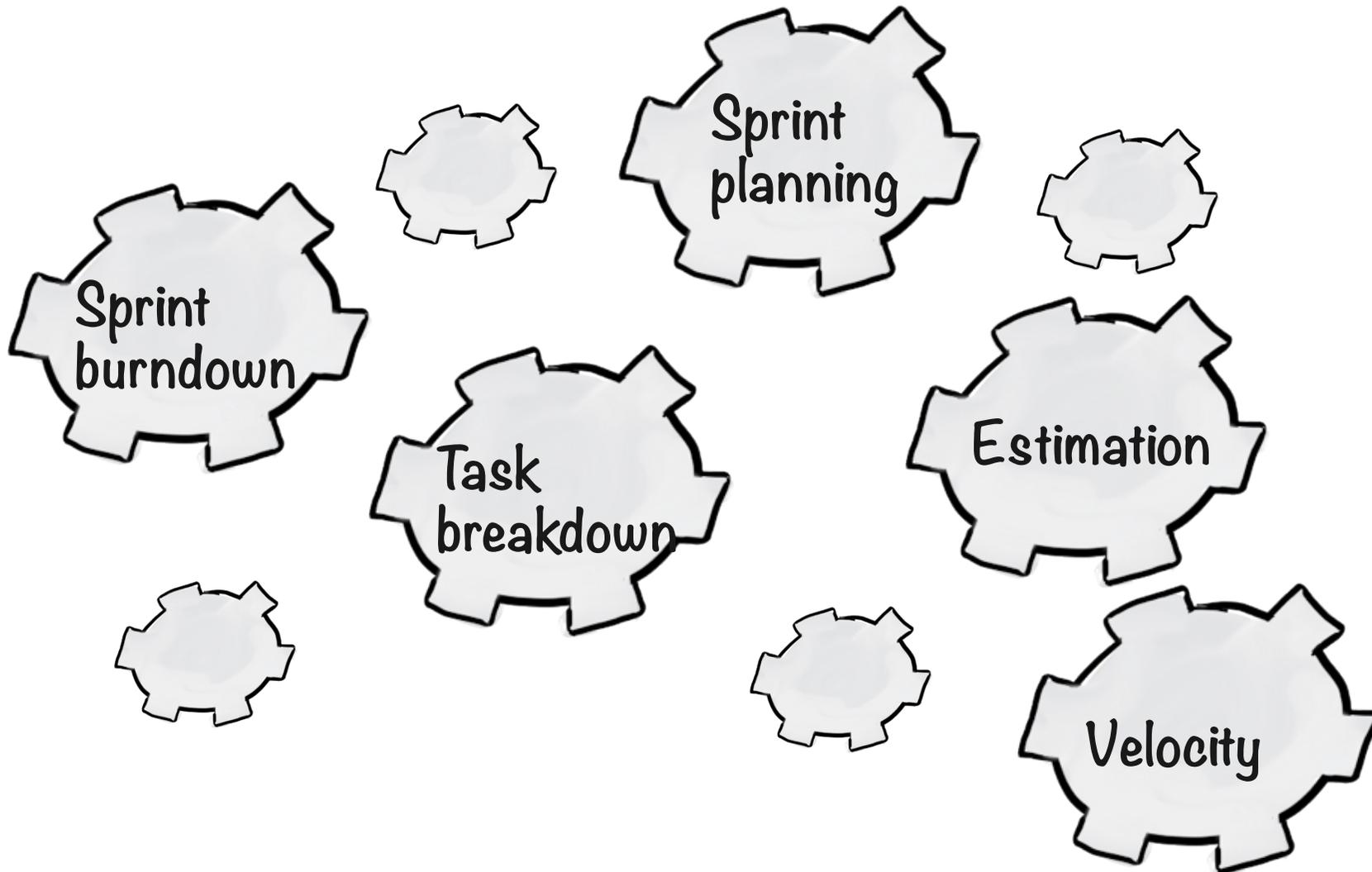
2006: small agile fish was born



Grew up to form an agile culture



Scrum practices started getting in the way

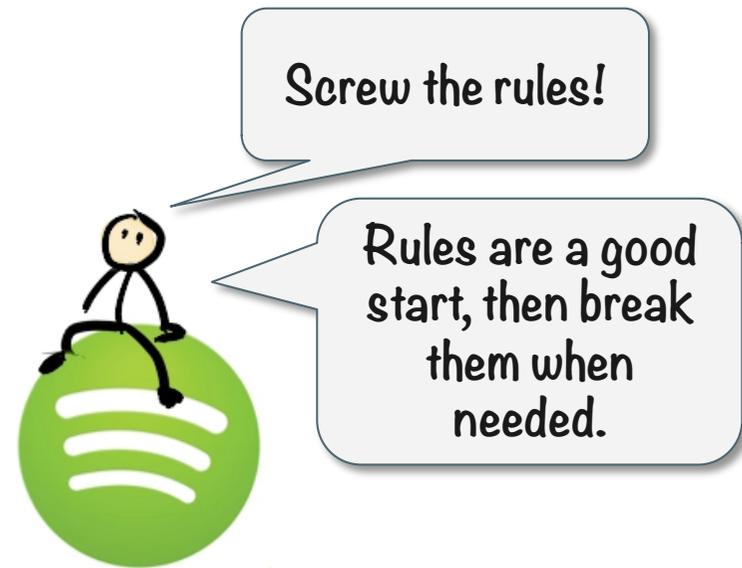


Shu Ha Ri

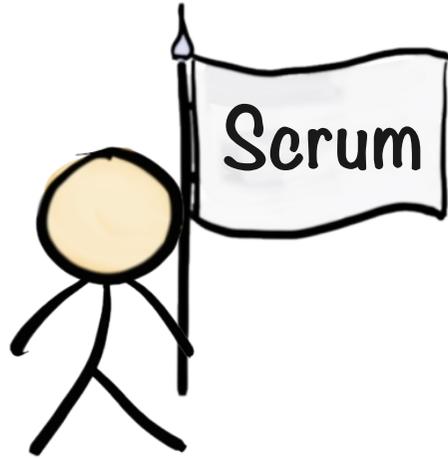


Shu = Follow the rules
Ha = Adapt the rules
Ri = Ignore the rules

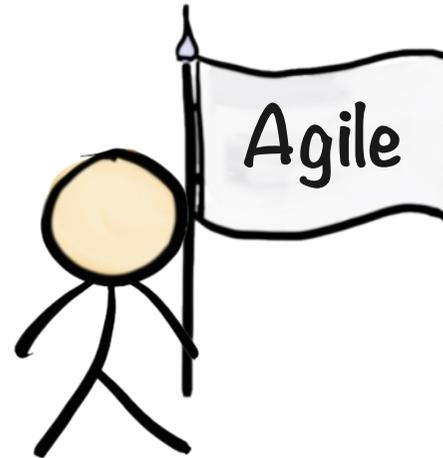
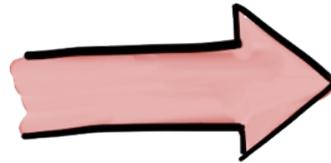
Scrumbutophobia (n)
See also: Scrumdamentalism
Fear of doing Scrum wrong
Symptom: Stuck in Shu



Agile > Scrum

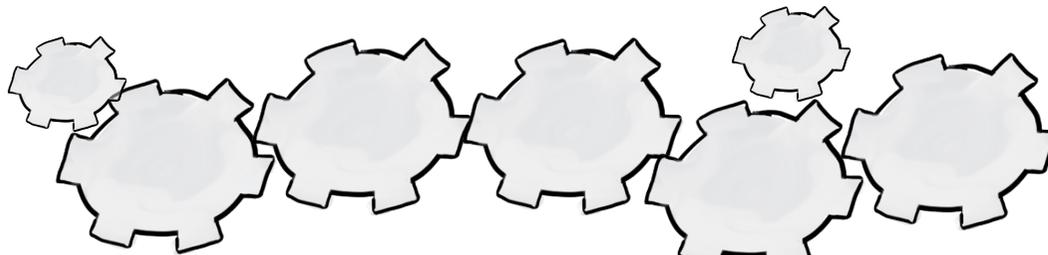
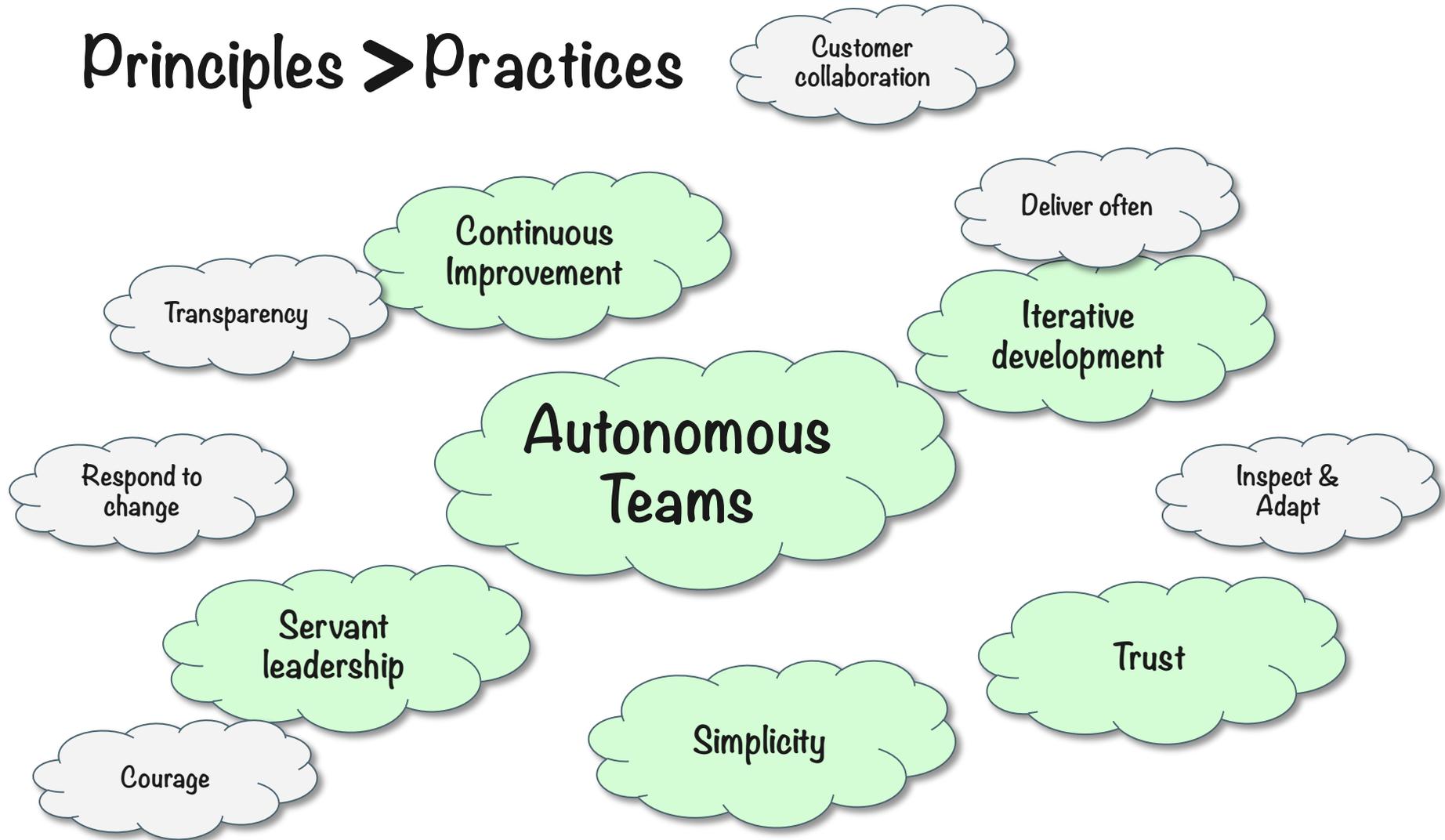


Scrum Master



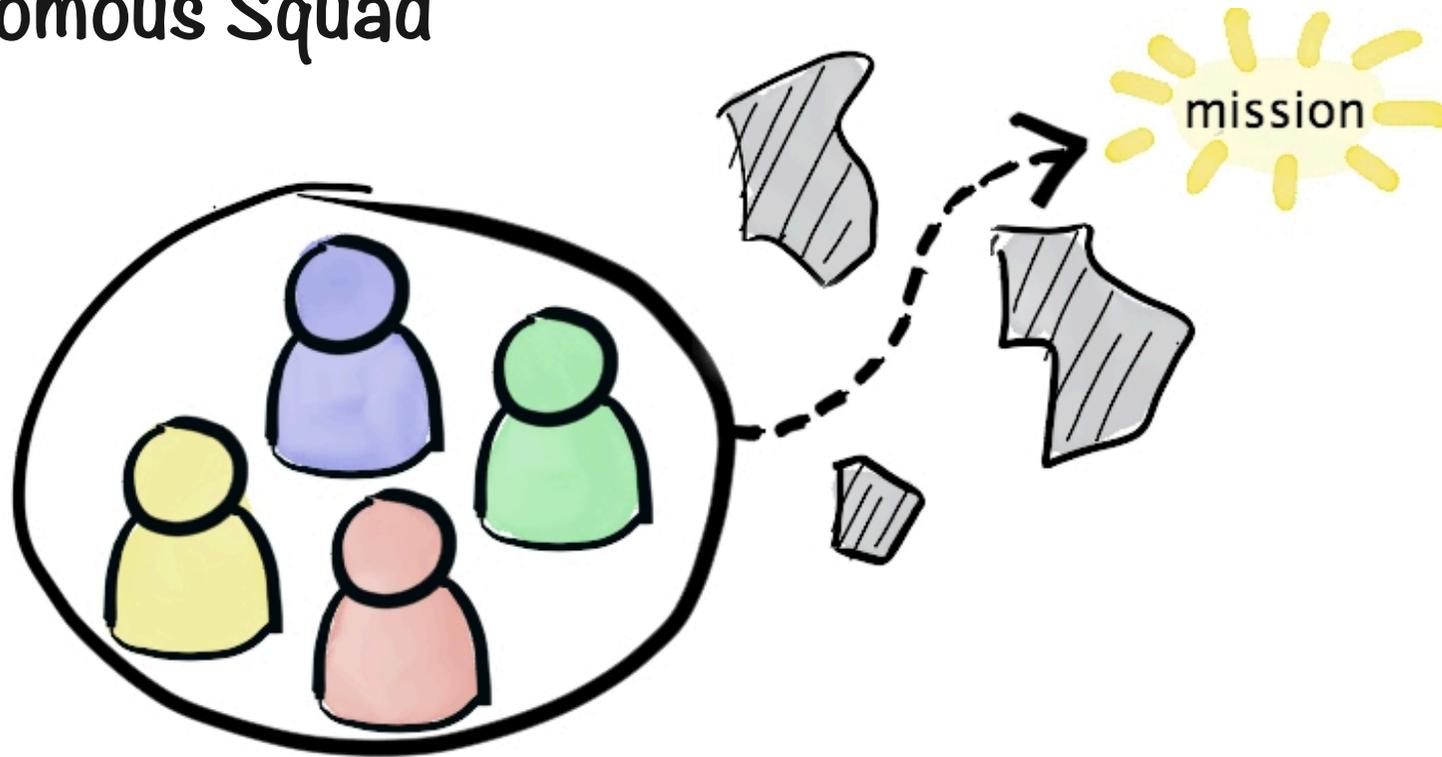
Agile Coach

Principles > Practices



Autonomy > Consistency

Autonomous Squad



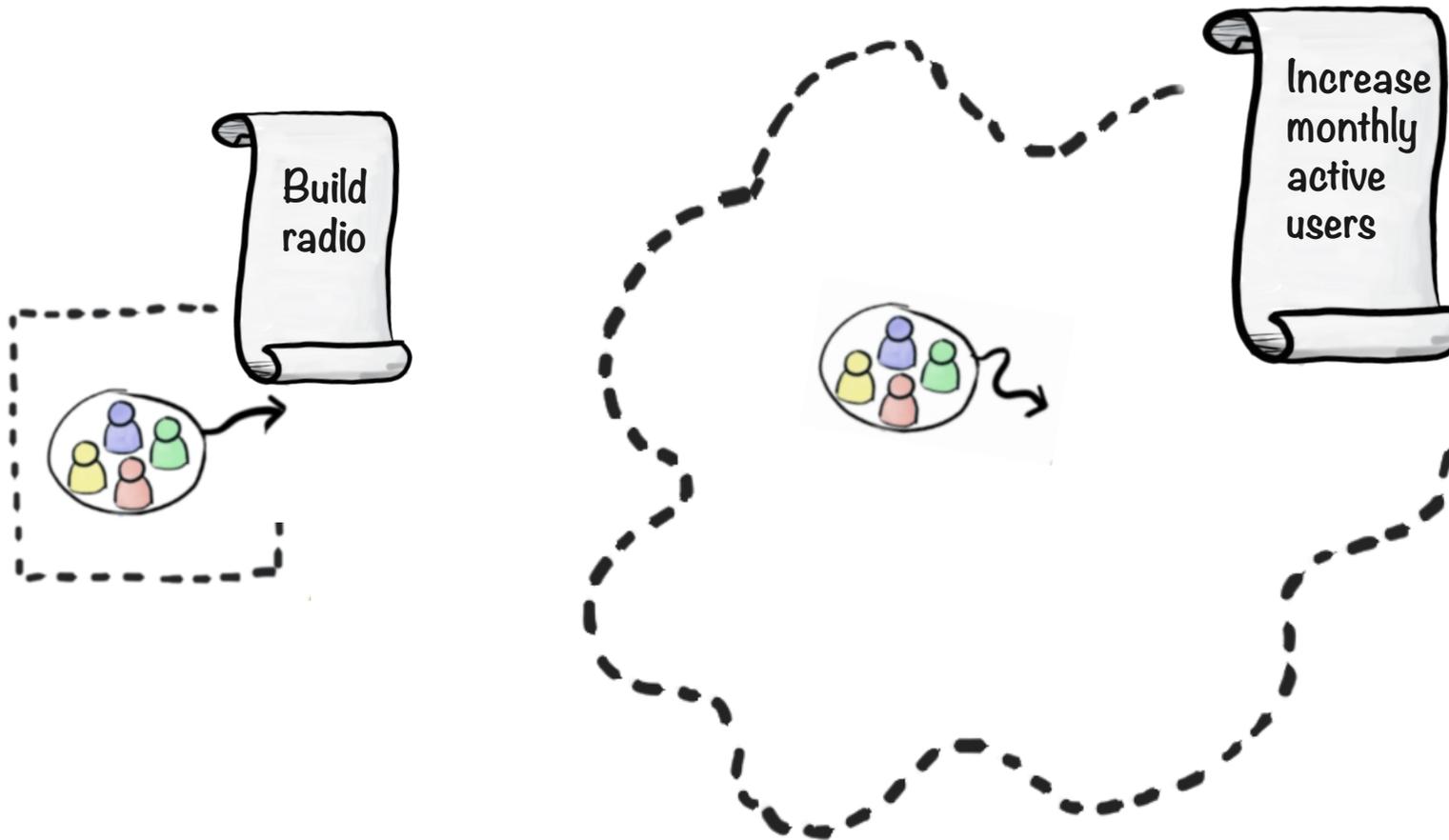
- Small, co-located, self-organized
- End-to-end responsibility for the stuff they build – from design to commit to deploy to maintenance.
- Within the scope of its mission, a squad is empowered to decide what to build, how to build it, and how to work together while doing it.

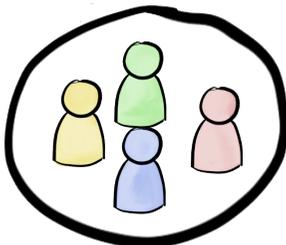
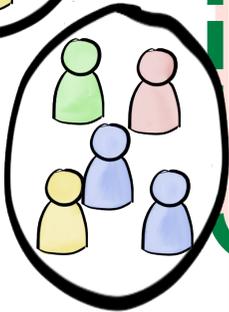
Reality check: Not all squads are this autonomous (yet)

Office optimized for autonomous squads



Broader mission = more autonomy





Spotify Premium

Search

Henrik Kniberg

MAIN

- Discover
- Follow
- Messages
- Play Queue
- Devices

APPS

- App Finder
- Top Lists
- Radio
- Last.fm
- Tunigo

COLLECTION

- Library
- Local Files
- Starred
- New Playlist
- bootcamp-14 by Kevin...
- Jenny kalas
- Kul
- Folkmusik
- Mozart K467 by So... 12
- Beachmys
- Funky Favvo by Torb... 3
- :: Svåna :: by IenEmil O...

ROSE ROYCE

Greatest Hits

Car Wash

30

5:04 5:13

THE ROYAL CONCEPT
GOLDRUSHED
DEBUTALBUMET
INNEHÅLLER
"ON
LYSSNA

People who listen to **Norah Jones** are also listening to **Stacey Kent**.

You haven't listened to **Bob Marley** for a while. Play now?

You haven't listened to **Tom Waits** for a while. Play now?

Stacey Kent
18,941 Followers

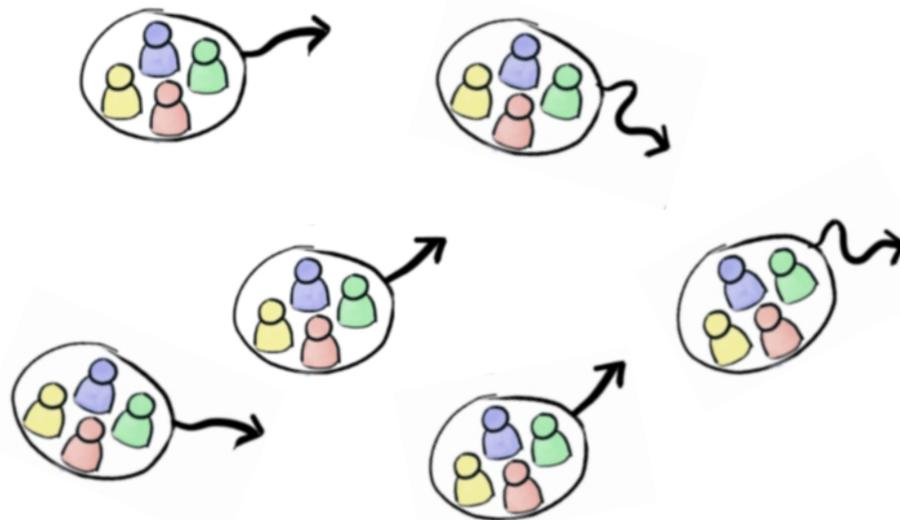
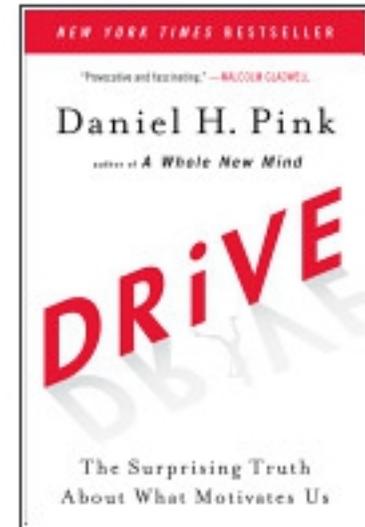
Bob Marley
241,889 Followers

Tom Waits
172,005 Followers

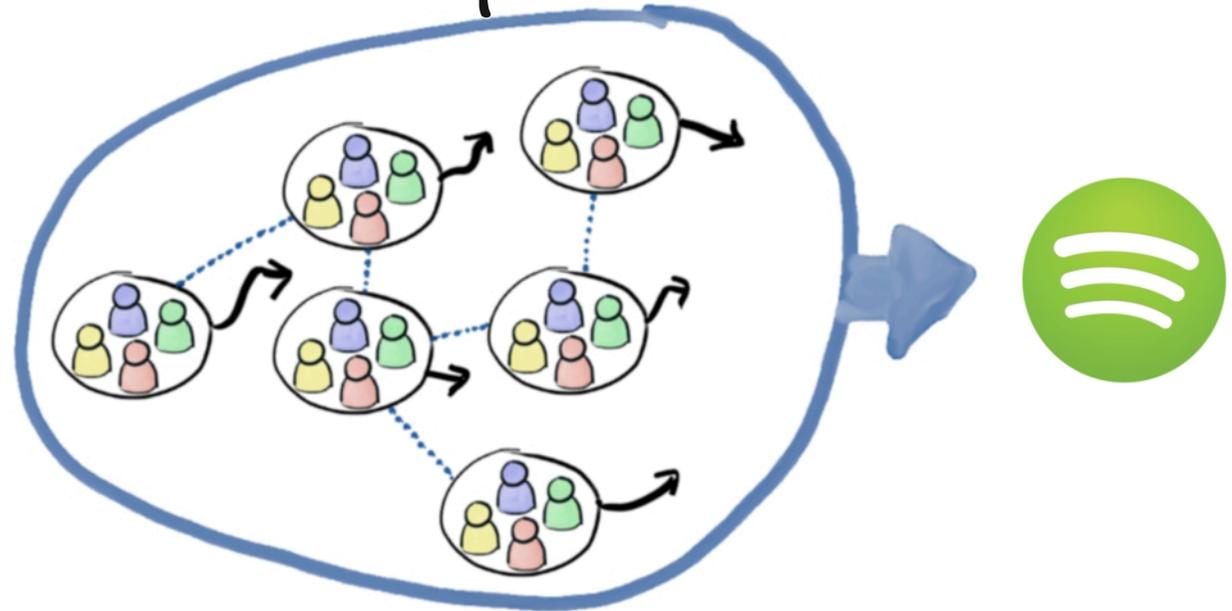


Why Autonomy matters so much

- Motivation
- Speed
- Scaling



Be autonomous. But don't suboptimize.



- **Be a good citizen in the Spotify ecosystem**
 - Spotify's mission > Squad's mission
 - Collaborate & sync with other squads
 - Follow agreed-upon standards

Office optimized for cross-squad collaboration



Example: Sprint demo & open discussion

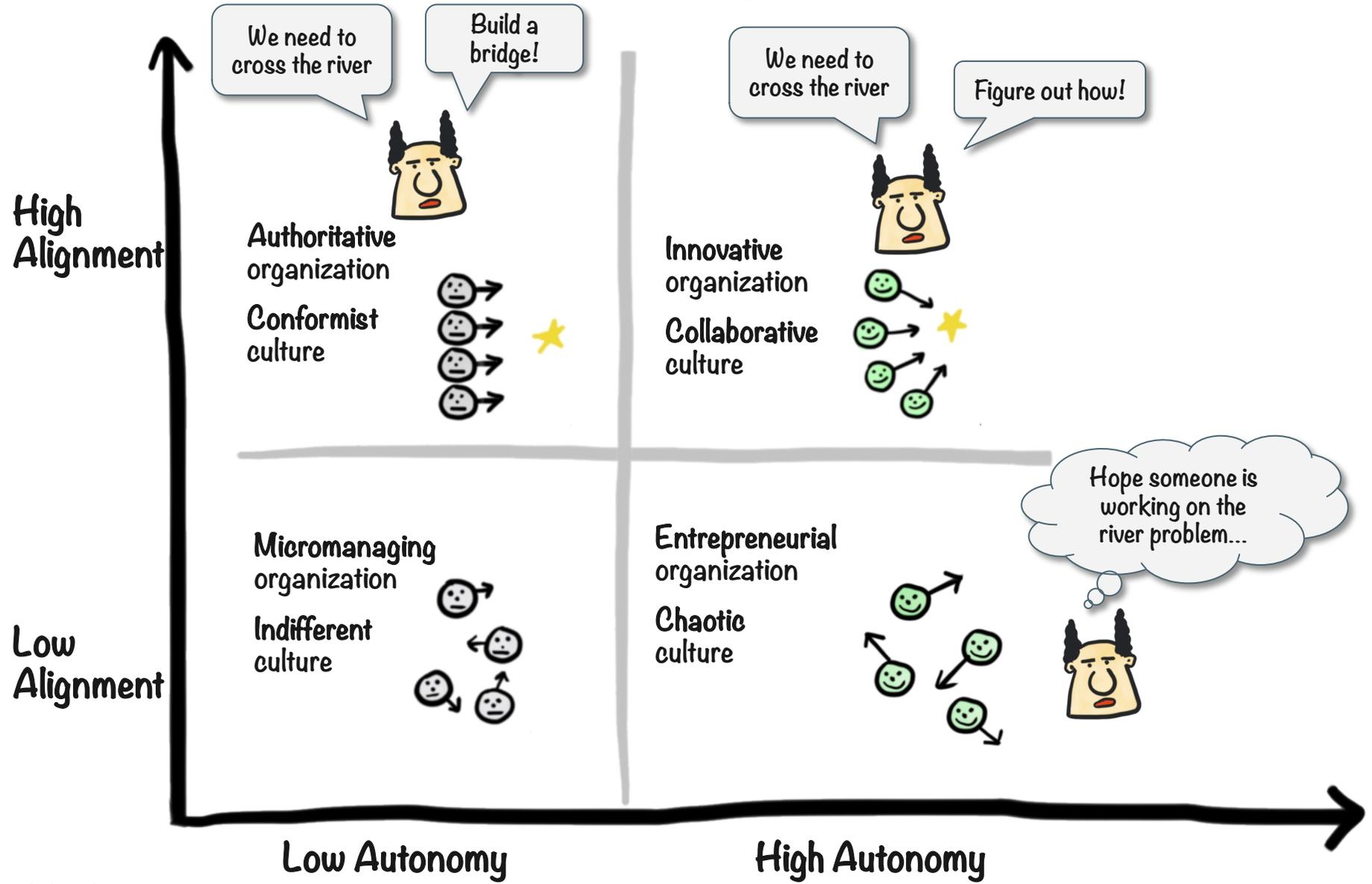


Alignment & Autonomy

False dichotomy!



Alignment enables Autonomy

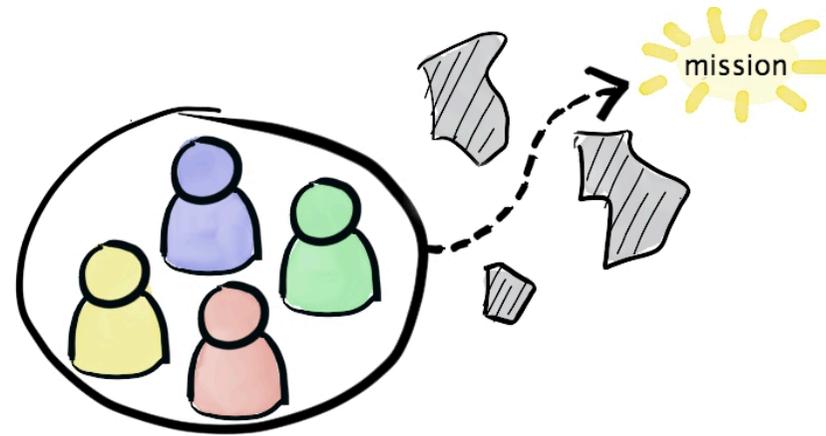


Leader's job:
Explain what problem needs to be solved.
And Why.



Henrik Kniberg

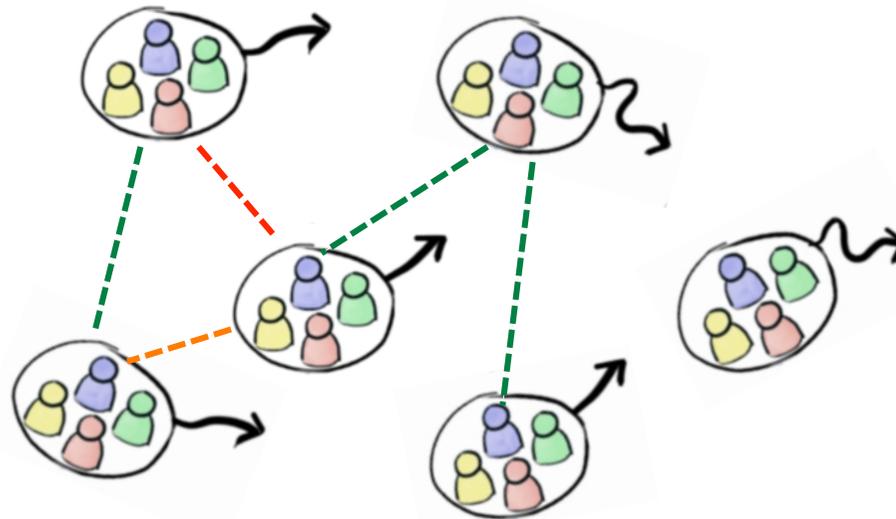
Measuring autonomy



Area	Squad 1	Squad 2	Squad 3	Squad 4	Squad 5
Product owner	Yellow circle, Green arrow	Green circle, Red arrow	Green circle, Black arrow	Yellow circle, Black arrow	Yellow circle, Black arrow
Agile coach	Green circle, Green arrow	Green circle, Green arrow	Green circle, Black arrow	Red circle, Green arrow	Red circle, Red arrow
Influencing work	Yellow circle, Green arrow	Yellow circle, Green arrow	Yellow circle, Black arrow	Green circle, Green arrow	Green circle, Green arrow
Easy to release	Yellow circle, Green arrow	Green circle, Green arrow	Red circle, Red arrow	Red circle, Black arrow	Yellow circle, Red arrow
Process that fits team	Yellow circle, Black arrow	Green circle, Green arrow	Green circle, Green arrow	Green circle, Green arrow	Yellow circle, Green arrow
A mission	Yellow circle, Green arrow	Green circle, Red arrow	Yellow circle, Red arrow	Yellow circle, Red arrow	Green circle, Black arrow
Org. support	Green circle, Black arrow	Green circle	Yellow circle	Yellow circle, Black arrow	Yellow circle

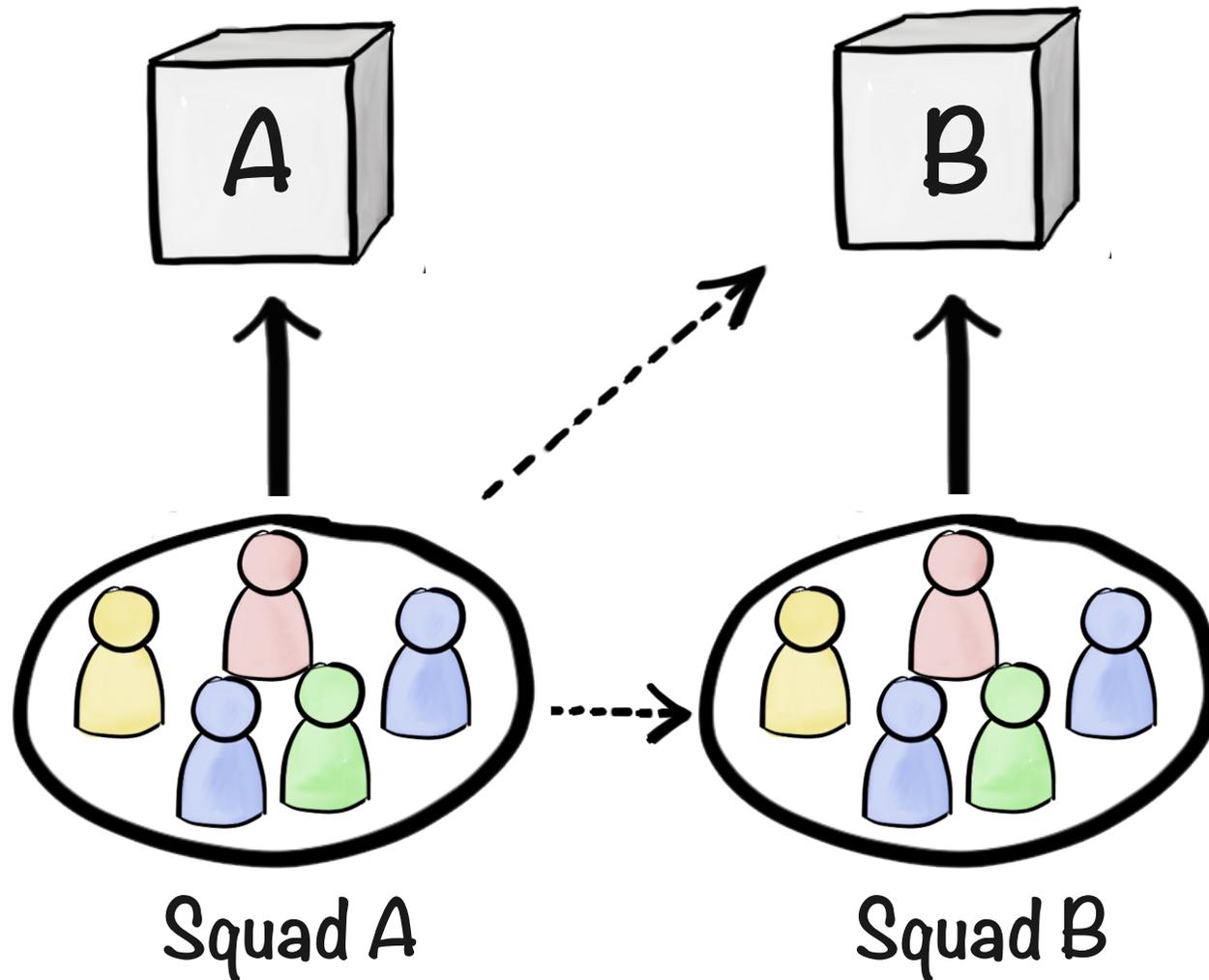
How to measure dependencies

Ask people!

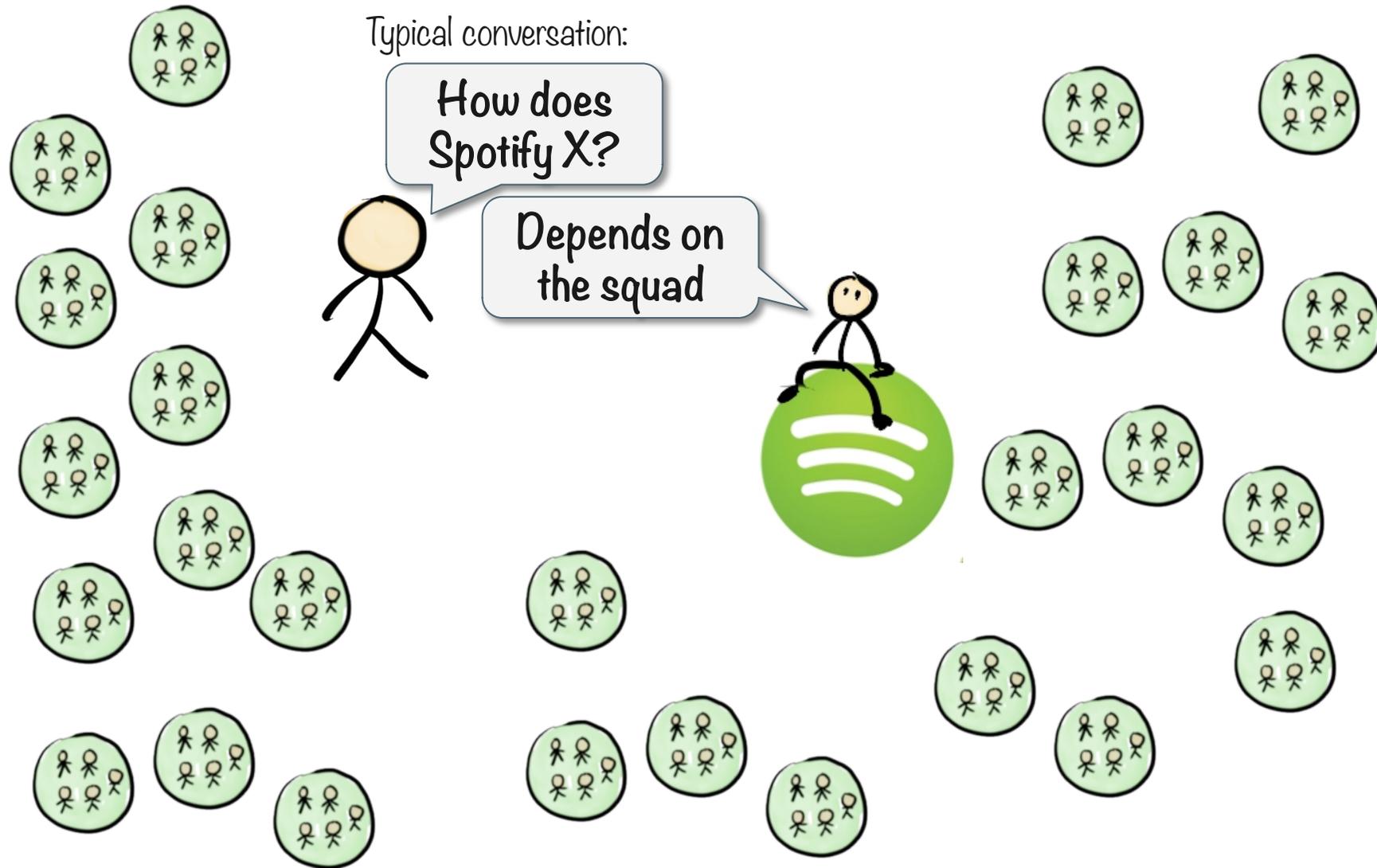


	A	B	C	D	E
1	Squad	Depends on	Dependency	Comment	Same tribe?
2	Music Player				
3	Content	Ops	Slowing	Need machines, connections, help set-up things etc. Works really well in general, but at times the workload on operations causes the lead times to grow and slow us down	No
4	Content	NeXT	No problem	Storage.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

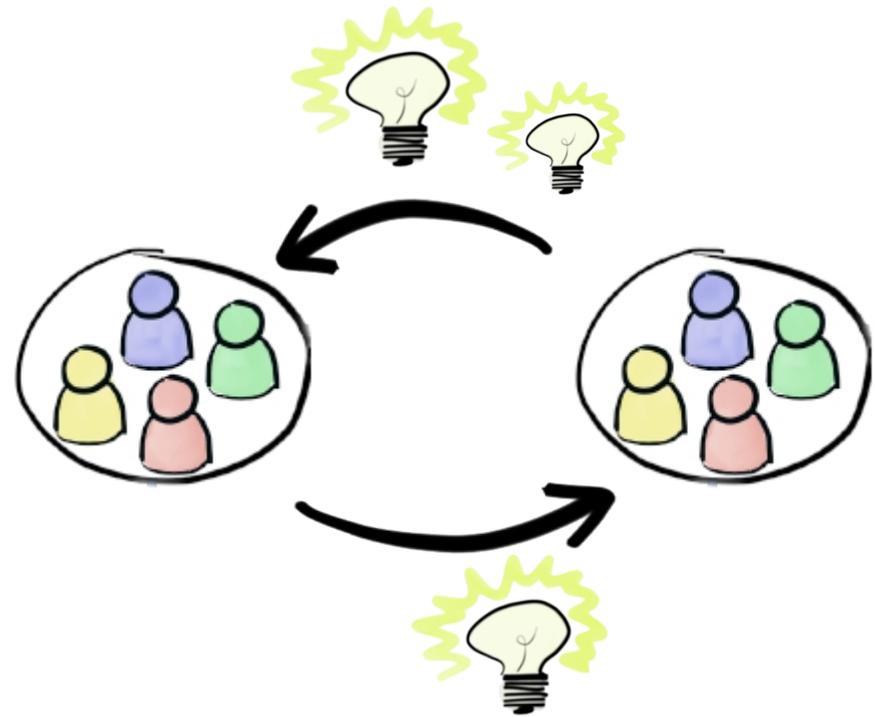
Open-source model



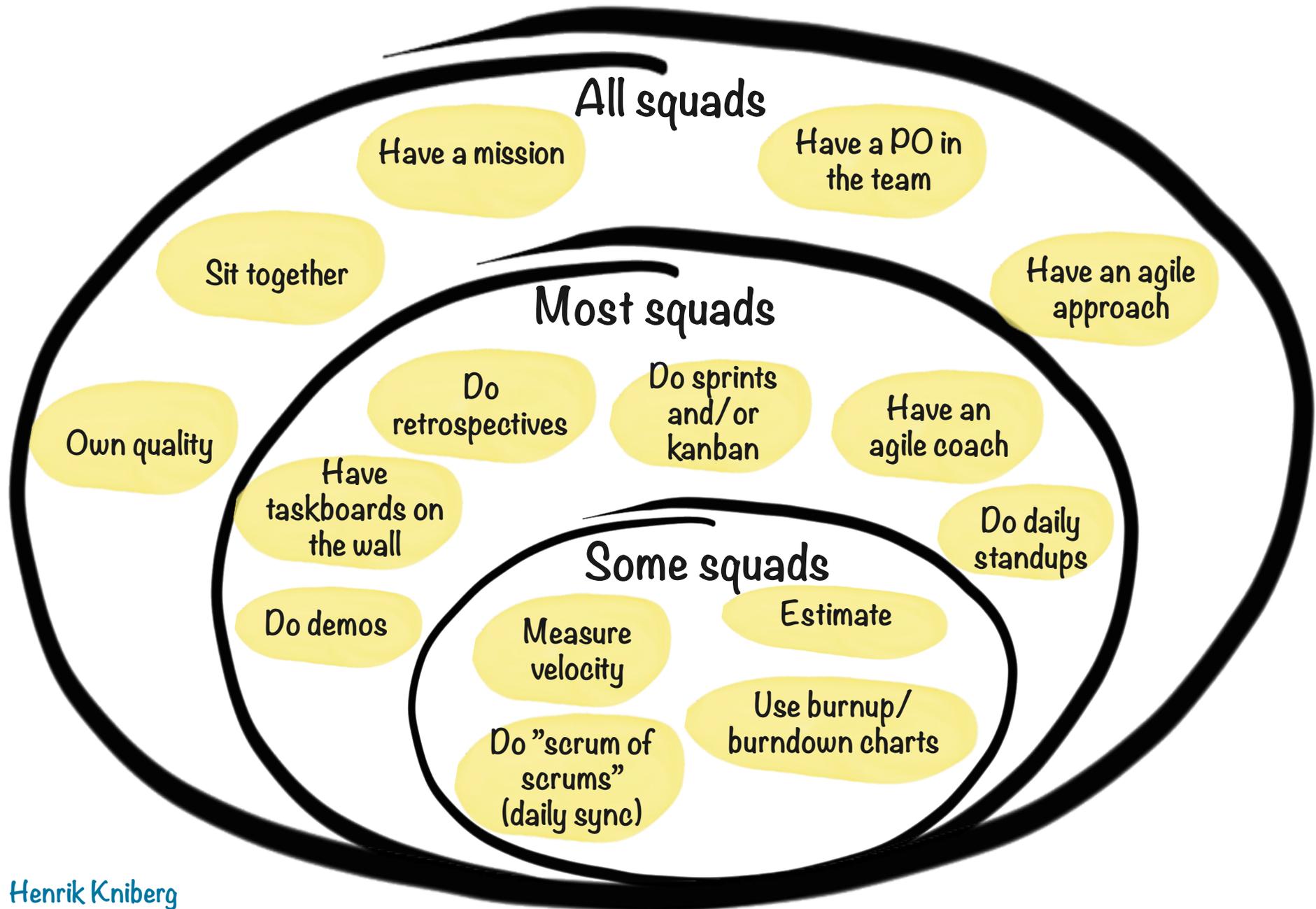
Minimum standardization



Cross-pollination > Standardization



So how do squads actually work?



People

>

*

Mutual respect



Measure motivation & relentlessly focus on it

Hi everyone,

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

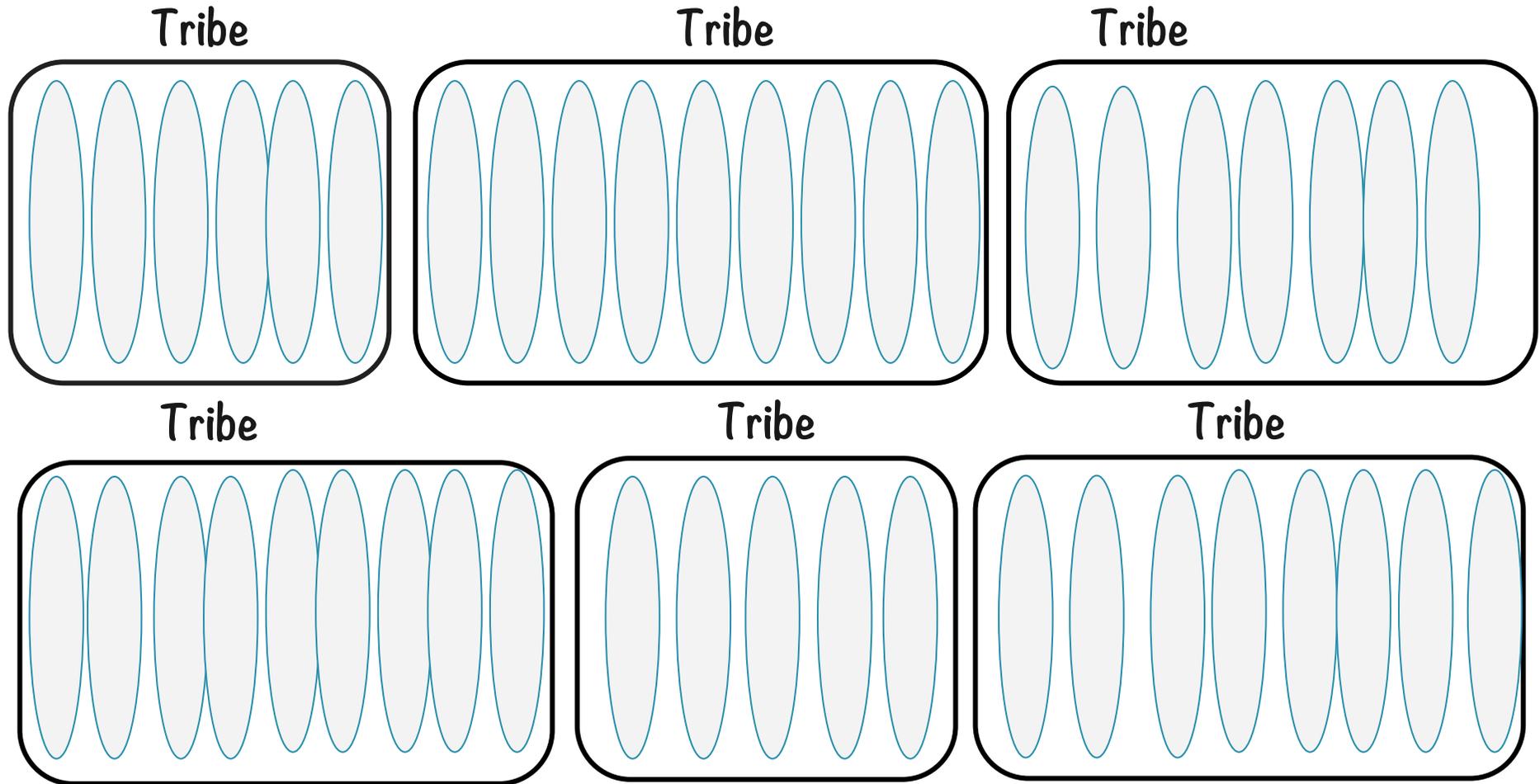
This is of course not satisfactory,
and **we want to fix it.**

If you're one of those unhappy 4%,
please contact us.

We're here for your sake, and nothing else.

Community > Structure

Squads are grouped into Tribes



Guild unconferences

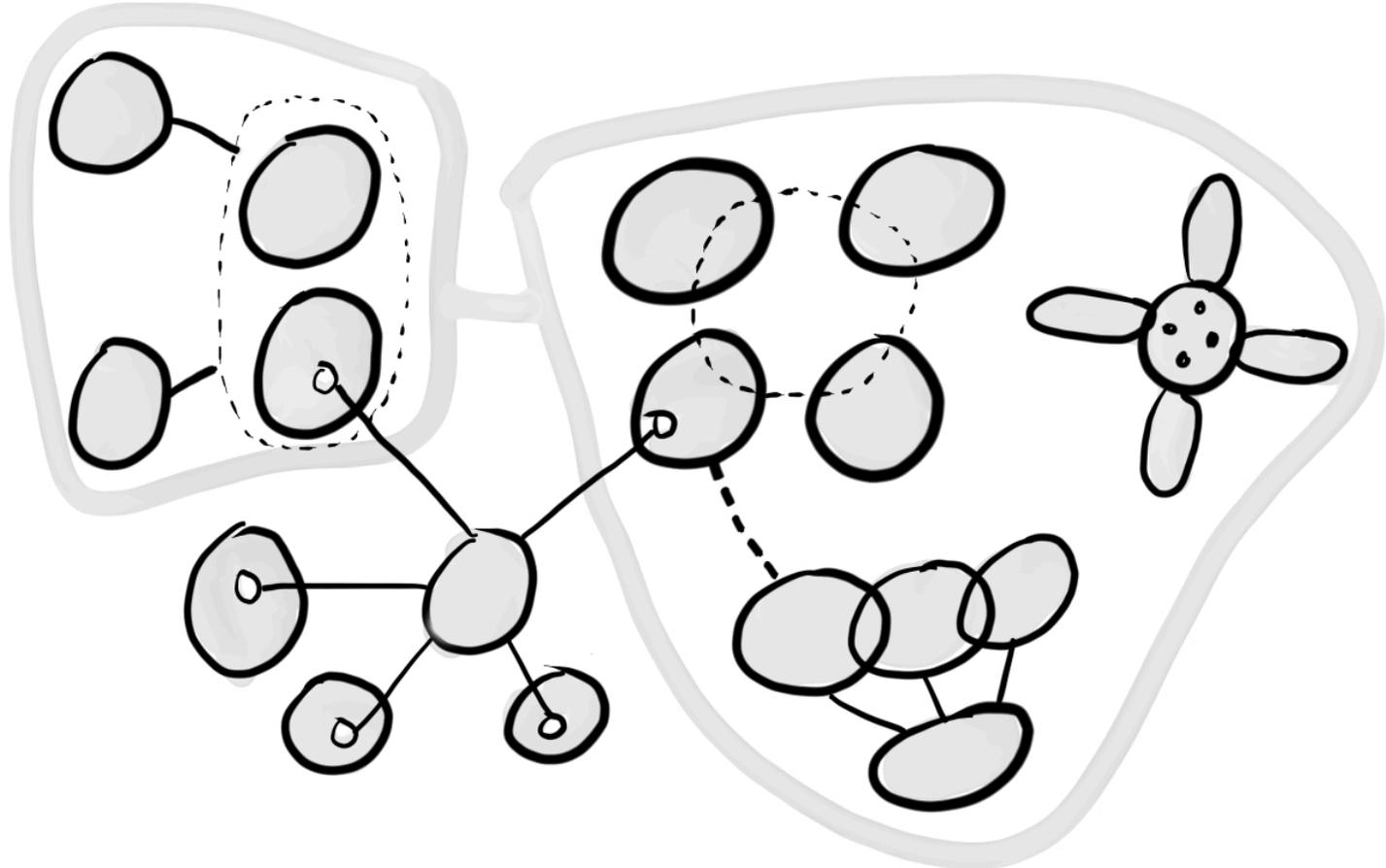


Guild unconferences



Organic structure emergent, dynamic

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



Making release easy

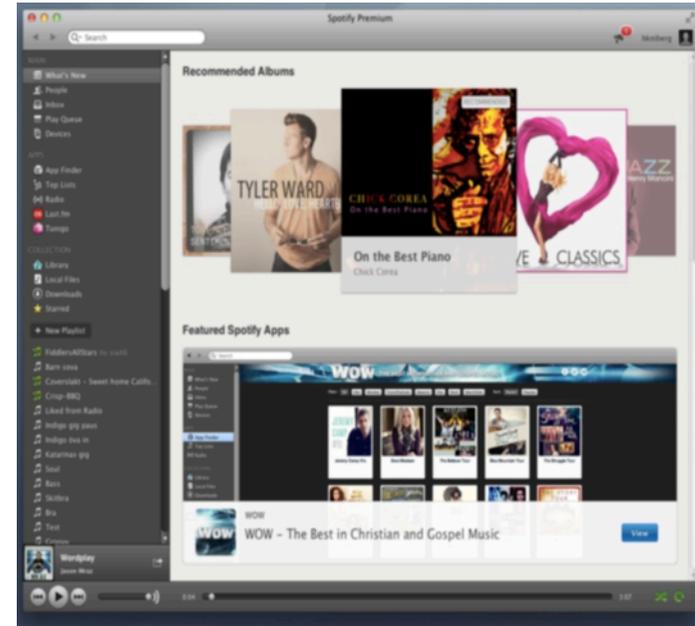
Vicious cycle



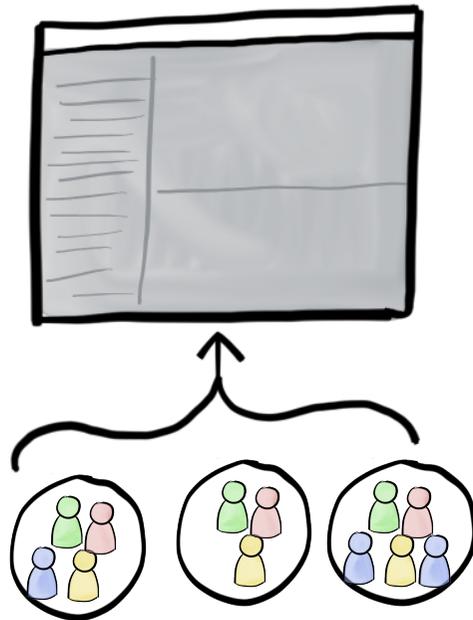
Virtuous cycle



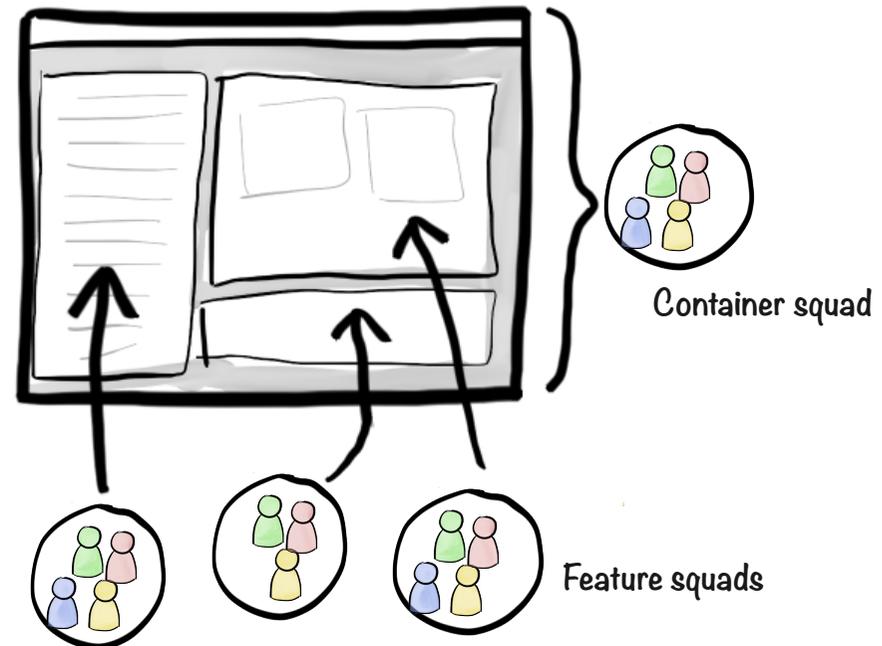
Decouple as much as possible



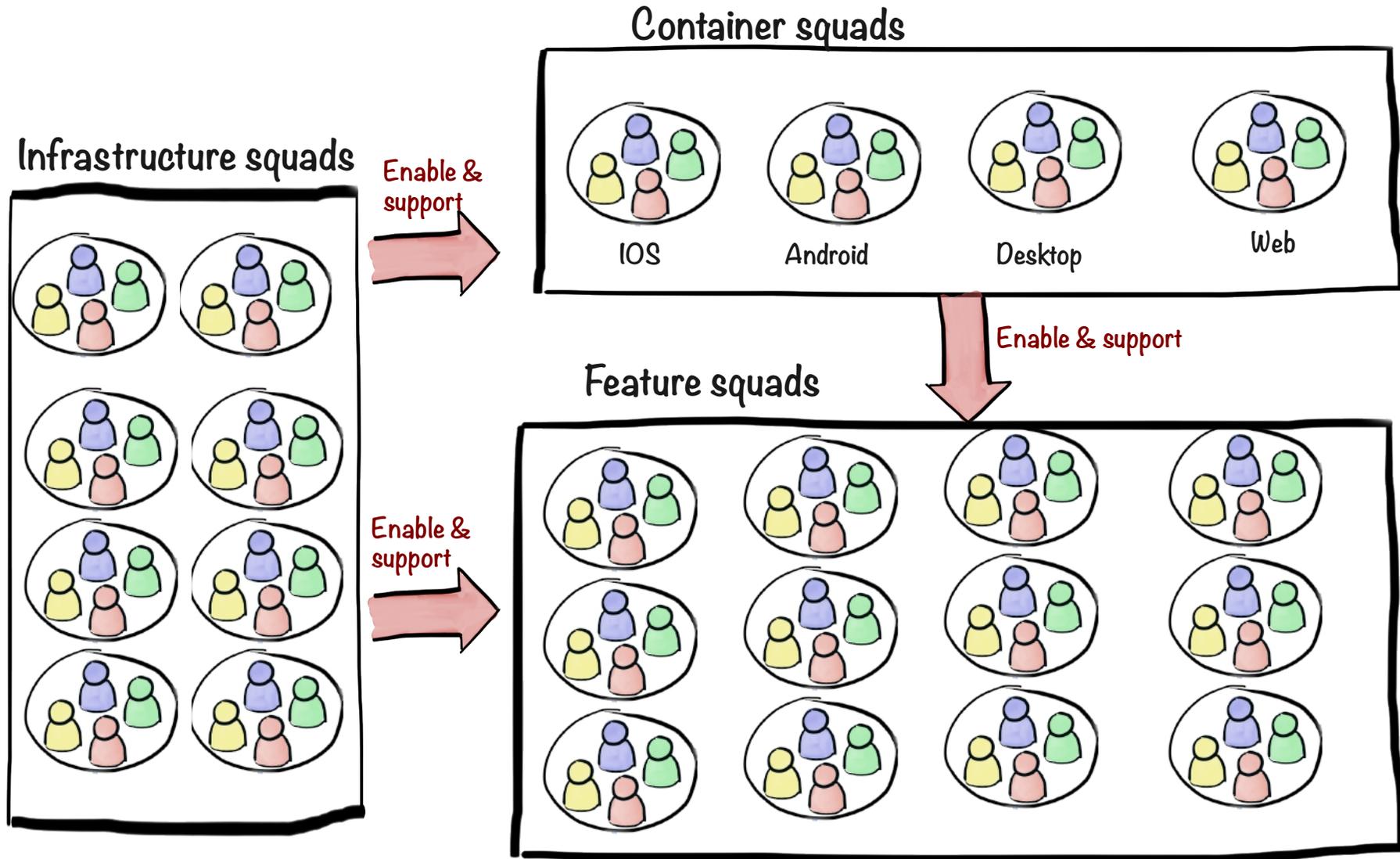
First the Spotify client was a monolith...



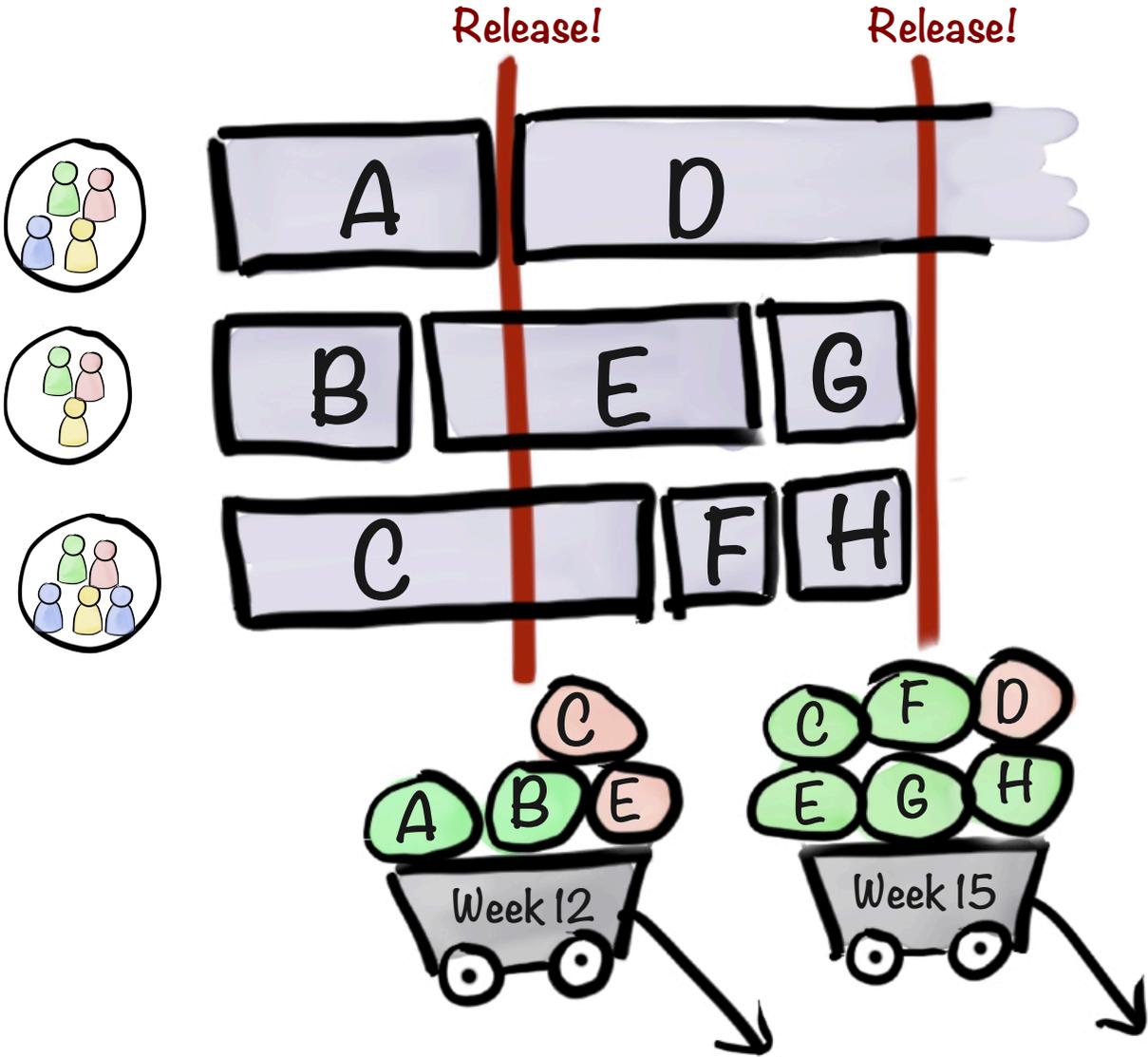
Now the client is a "container"



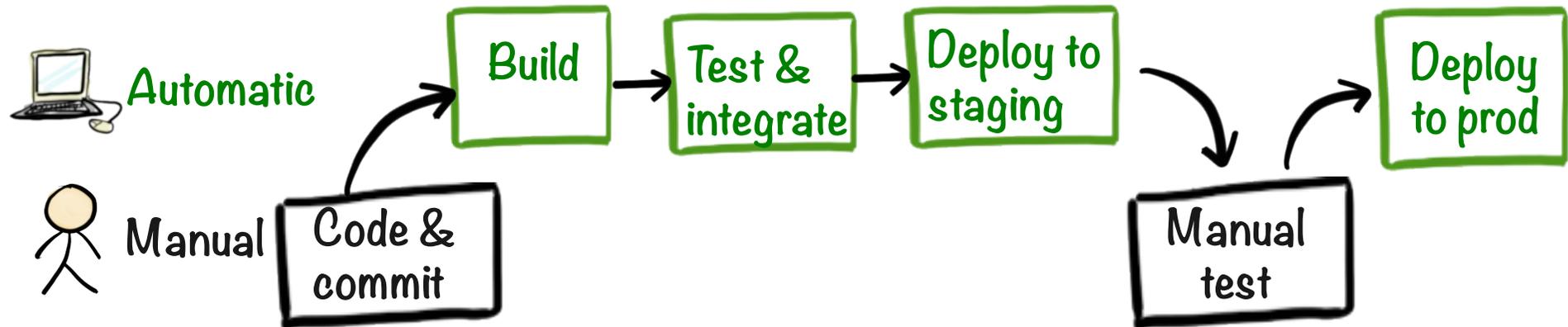
“Self-service” model



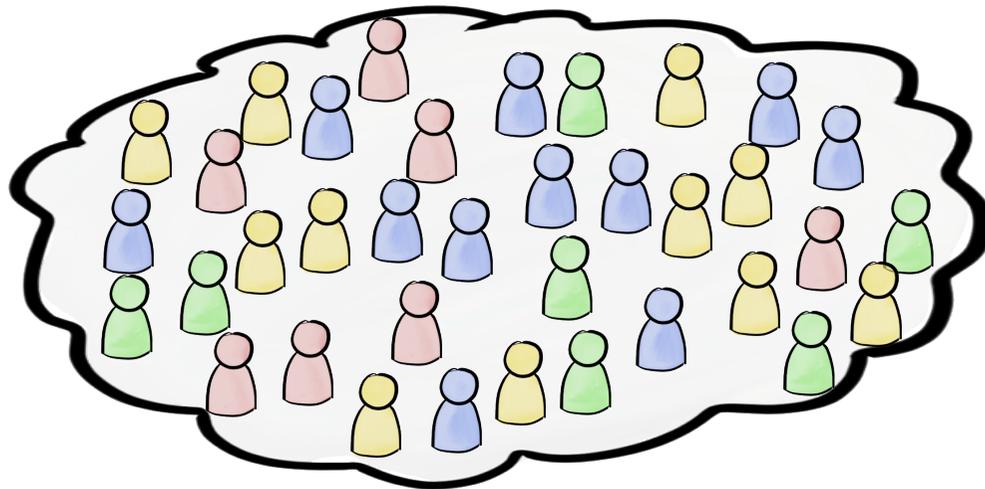
Release trains & Feature toggles



Pushing for Continuous Delivery



Continuous Delivery Guild



Commit-to-Deploy squad



Trust > Control



We trust our people to make informed decisions about the way they work and what they work on

Politics

Agile culture demands that there are **NO** internal politics involved!



Fear

Agile at scale requires Trust at scale!



When you give people the freedom to create without fear of failure, amazing things happen!

VALVE[®]

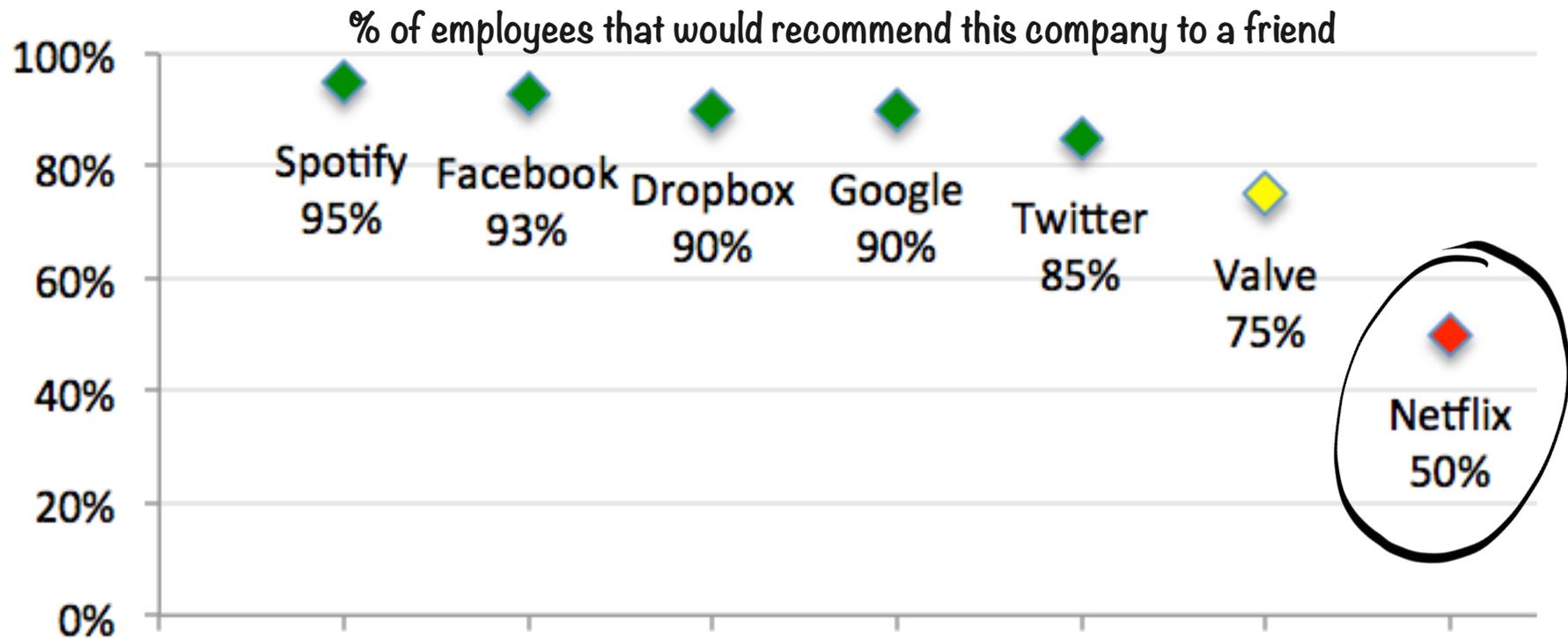
Fear kills motivation

Even in "agile" companies

Turnover is so quick that it's almost unnecessary to unpack your bag.

The reward for doing a good job today is having a job tomorrow

They love firing people for things that aren't under the employees entire control



Failing = Learning

Move fast and
break things



Screwing up is a great way
to find out that your
assumptions were wrong



Celebrate failure



Internal blog:



Internal blog:



Retrospectives & Post Mortems

Driven from below

Supported from above

~~Who's fault was it?~~

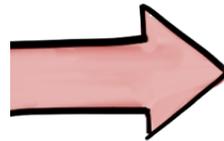
What did we learn?



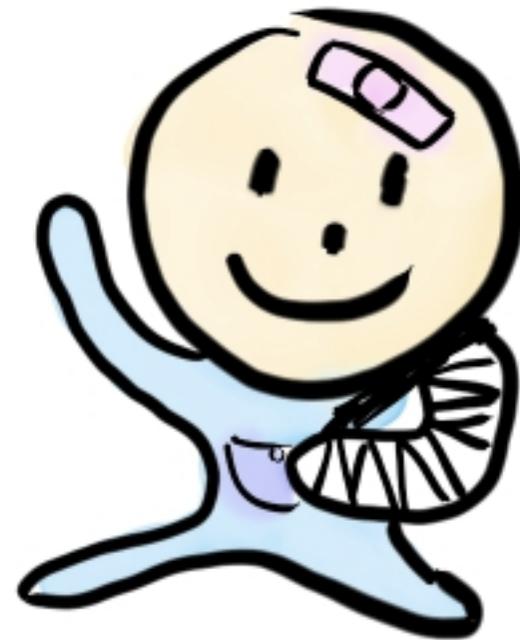
Henrik Kniberg

Failure Recovery is more important than Failure Avoidance

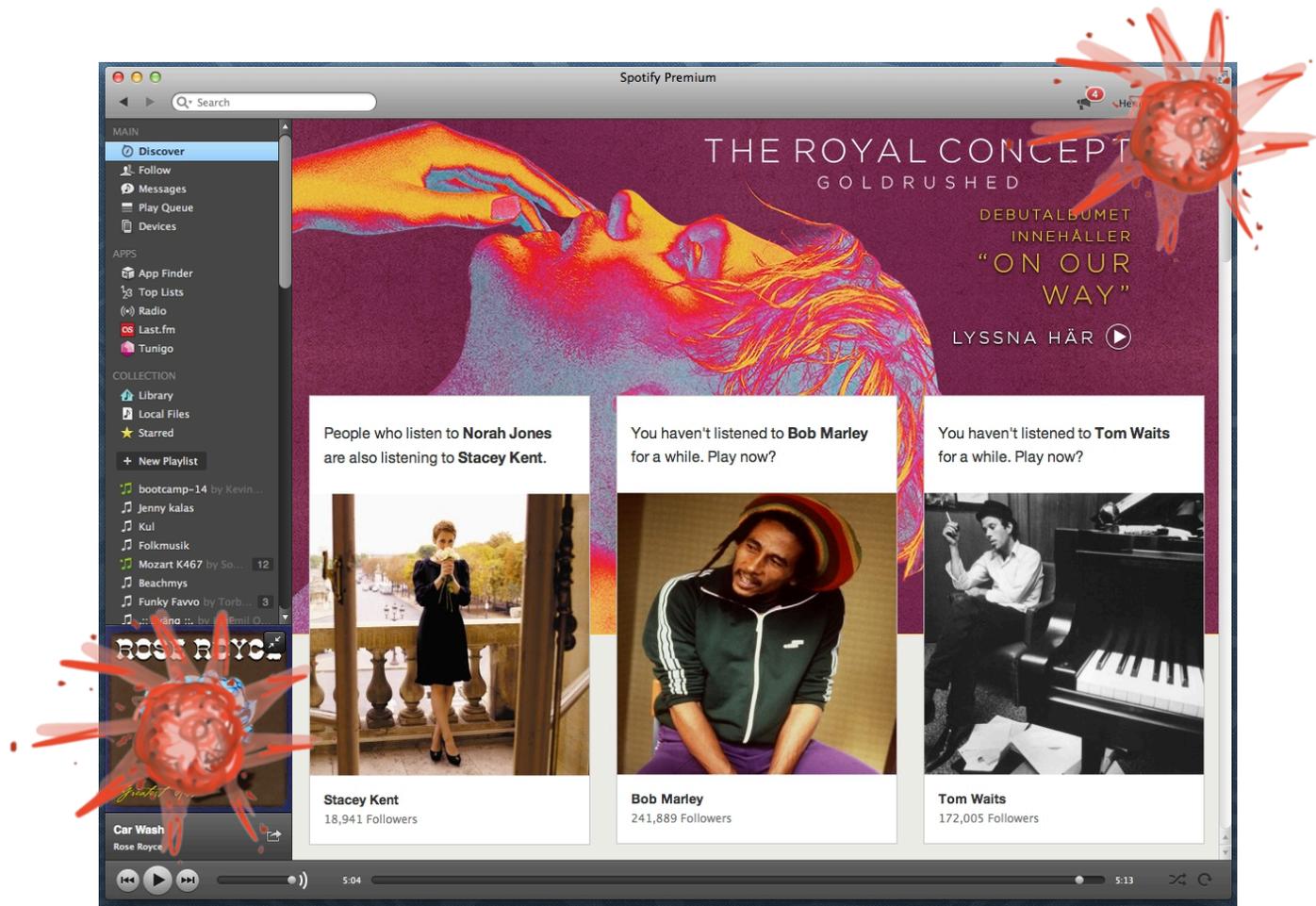
Failure Avoidance



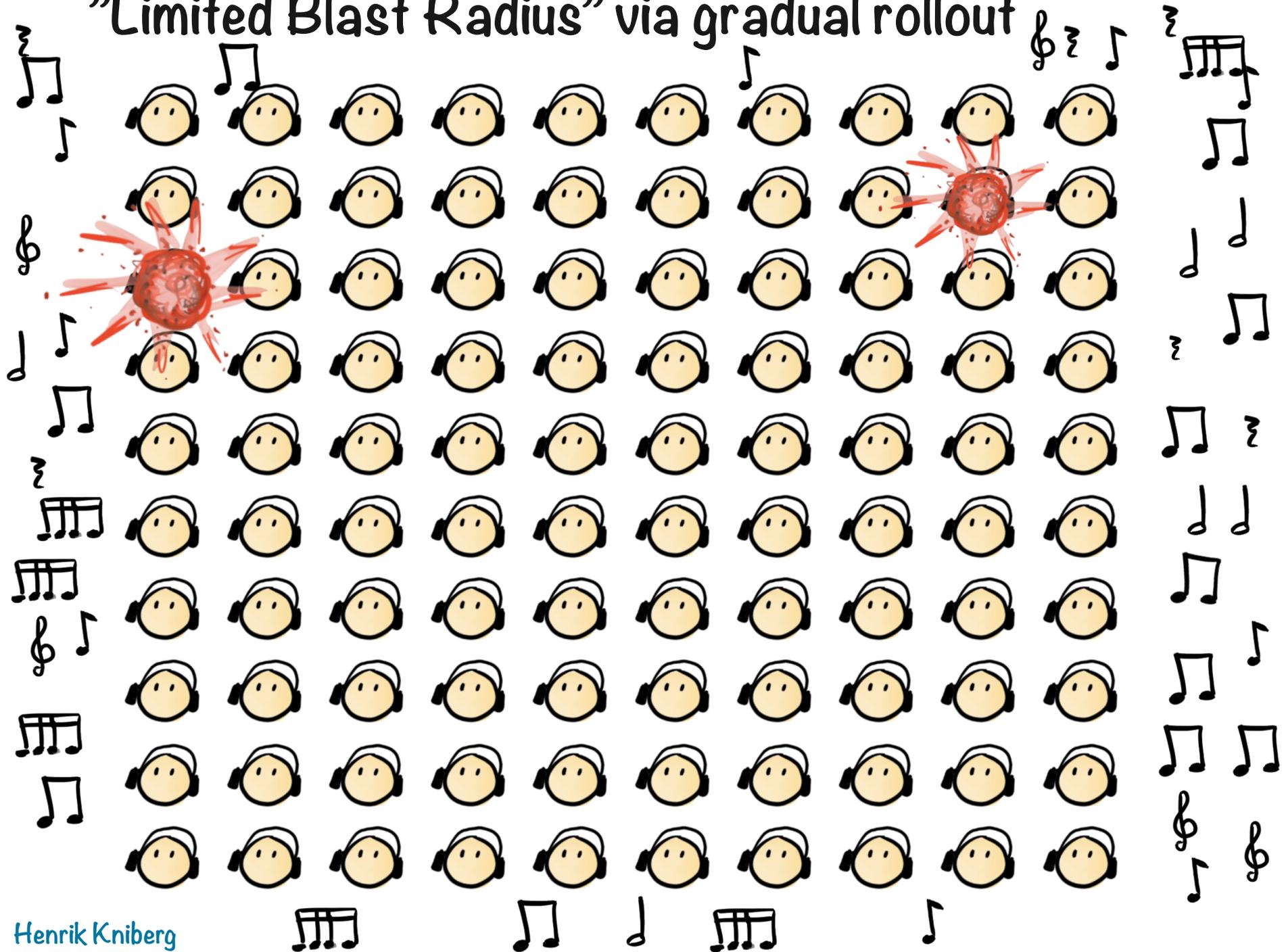
Failure Recovery



“Limited Blast Radius” via decoupled architecture



"Limited Blast Radius" via gradual rollout



100% control = 0% motion

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

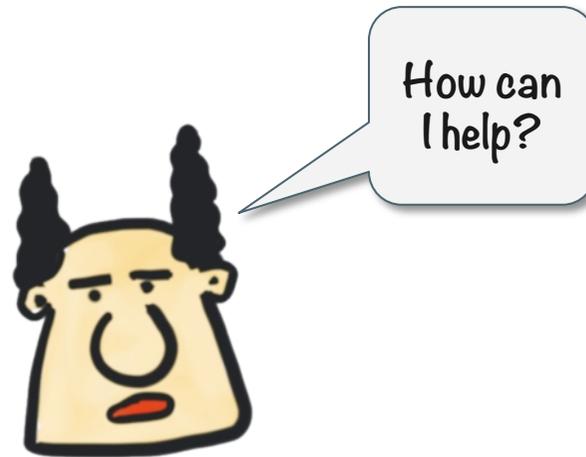
- Mario Andretti



Servant leadership

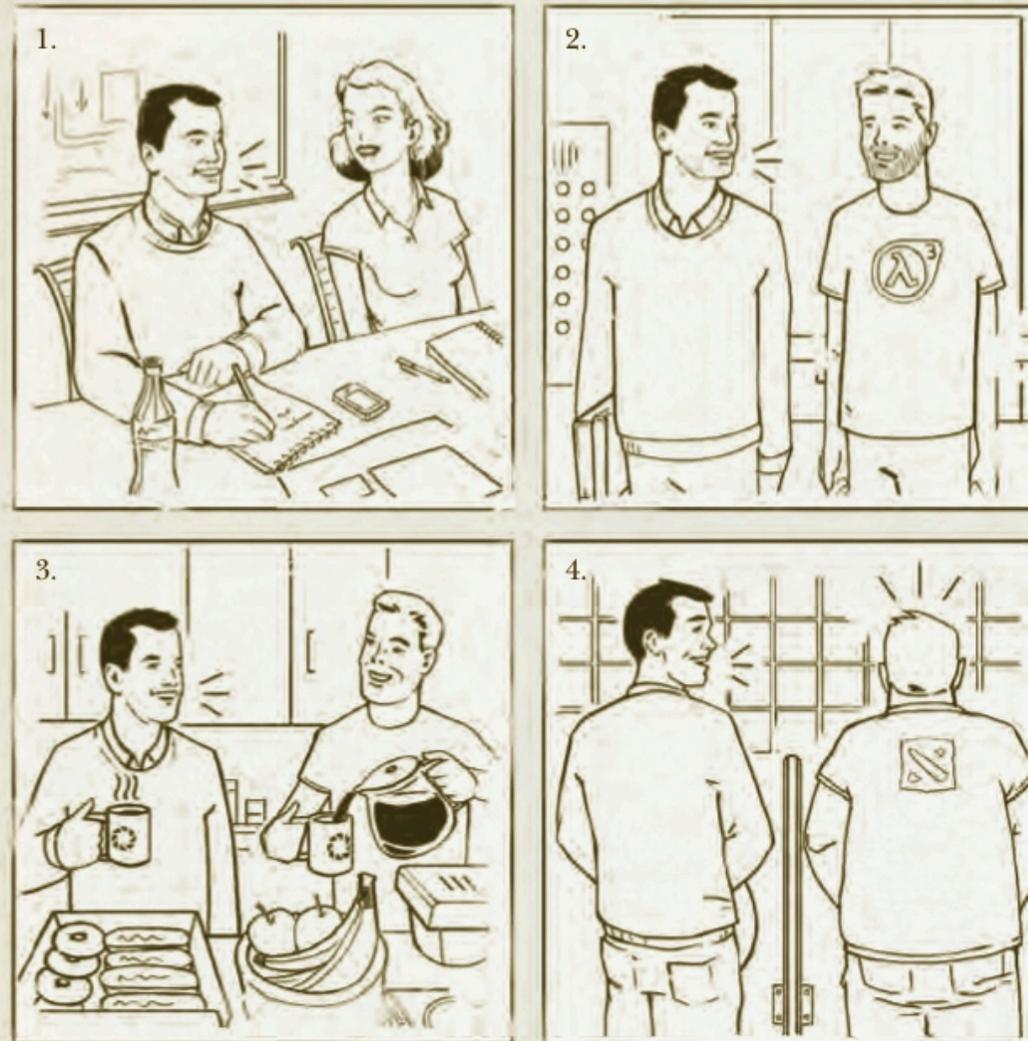
Manager's job:

- ~~Telling people what to do~~
- ~~Having control~~
- Coaching
- Mentorship
- Enabling
- Solving impediments



VALVE

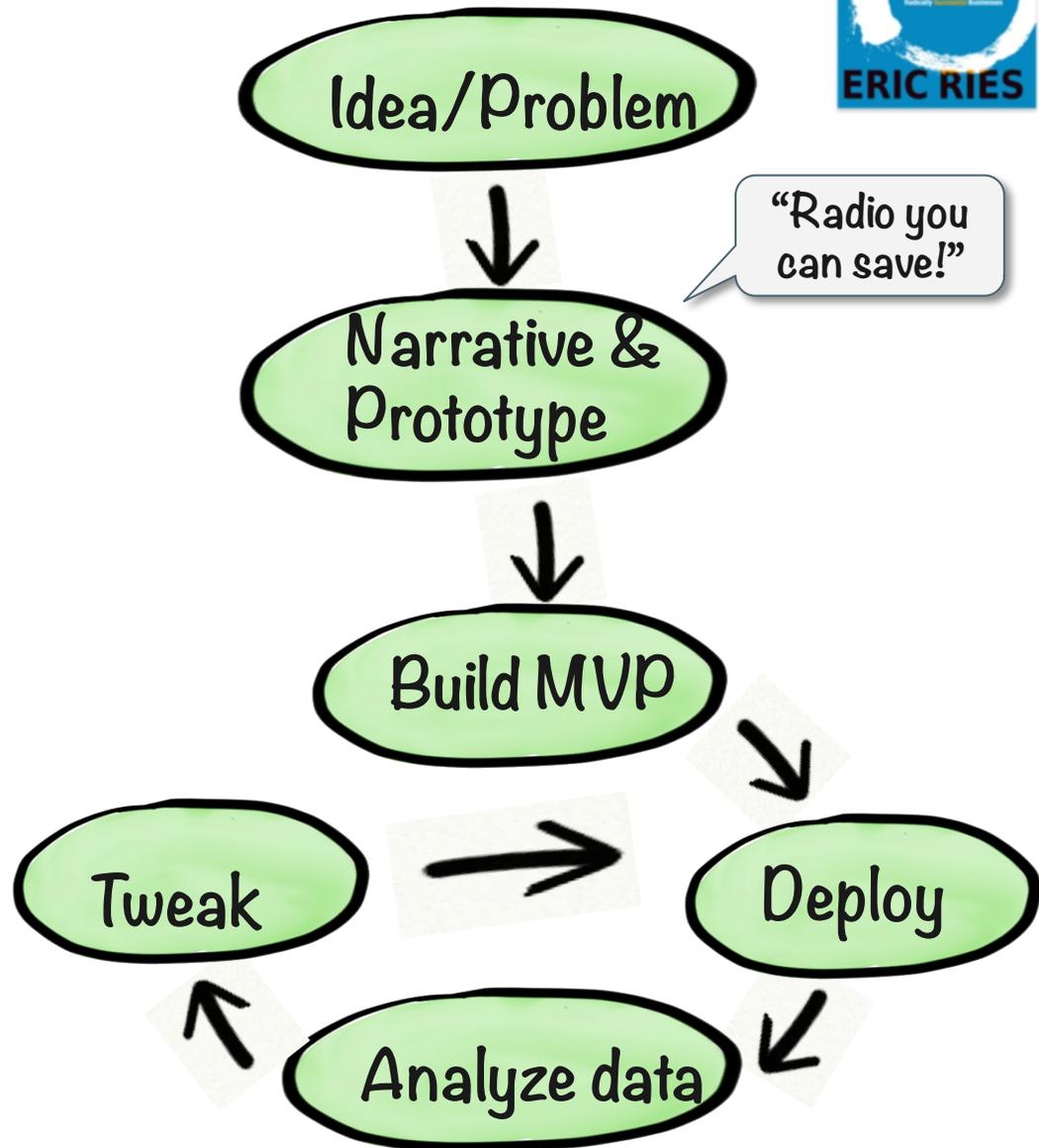
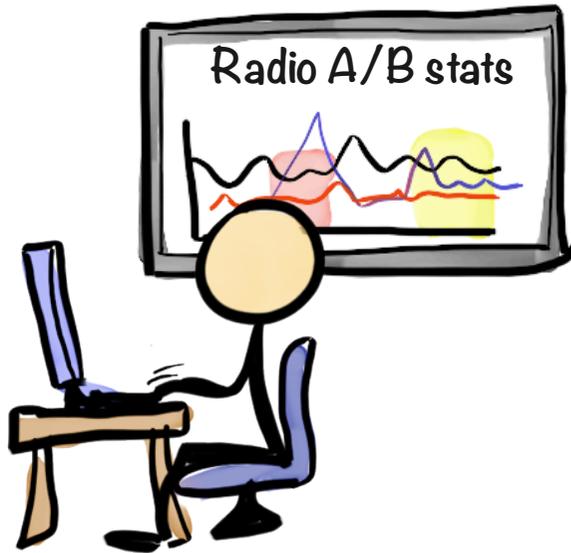
Fig. 2-4 Methods to find out what's going on



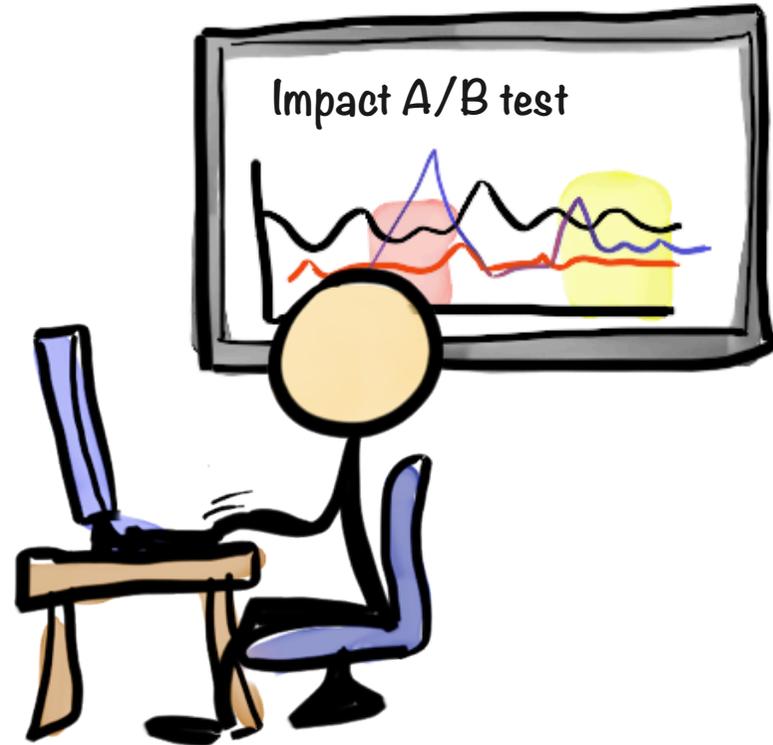
- step 1. Talk to someone in a meeting
- step 2. Talk to someone in the elevator
- step 3. Talk to someone in the kitchen
- step 4. Talk to someone in the bathroom

Value
&
Impact > Velocity

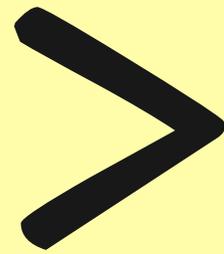
Think it
BUILD IT
Ship it
TWEAK IT



Impact-driven development

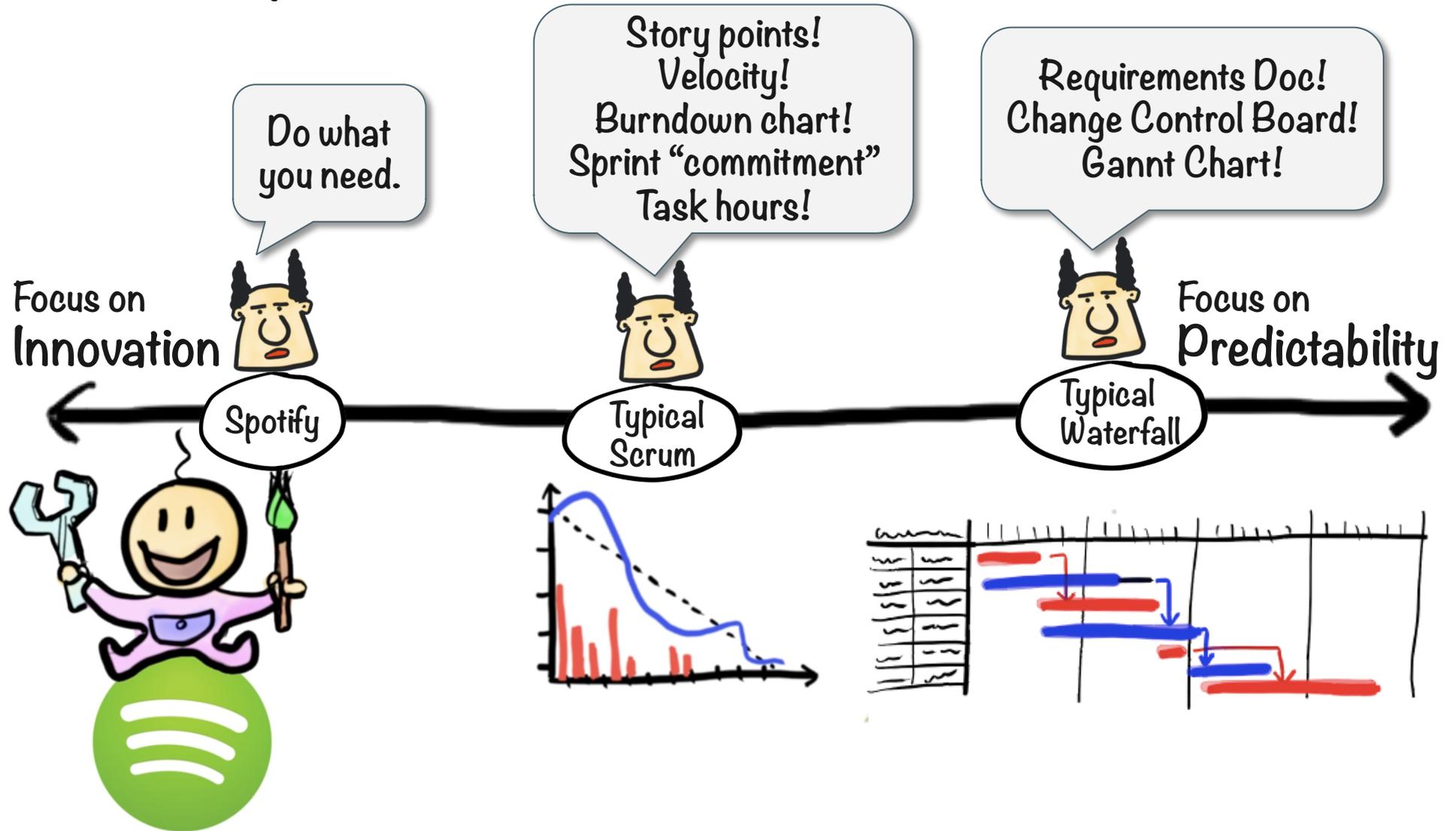


Flexibility
&
Innovation



Stability
&
Predictability

100% predictability = 0% innovation

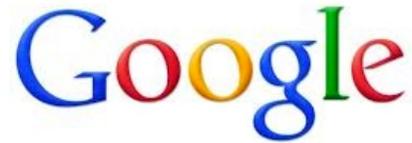


Unleash the innovation!

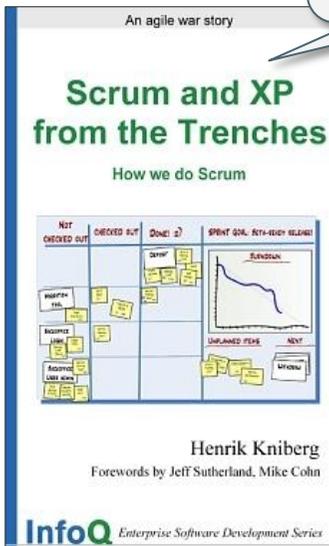
Hackathon
every few
months

20% time

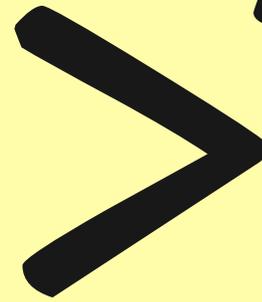
Hack days
Hack weeks
10%



Lab Day
last Friday
every month

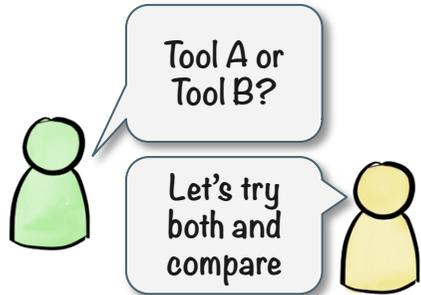


Experiments
&
Data

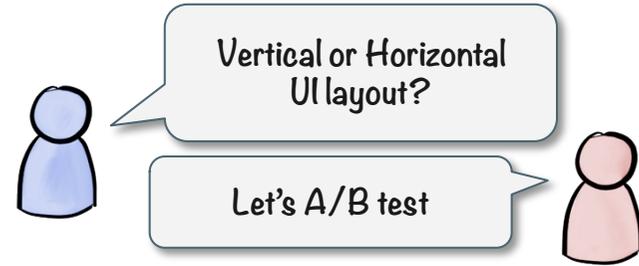
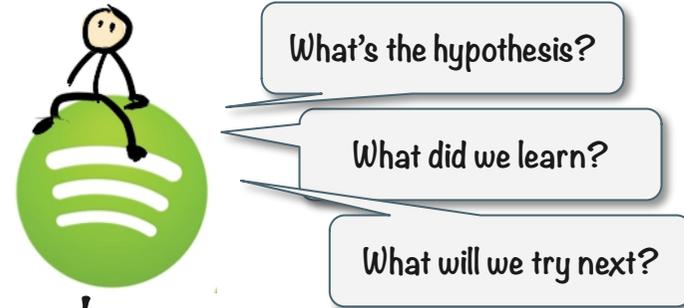


Arguments
&
Opinion

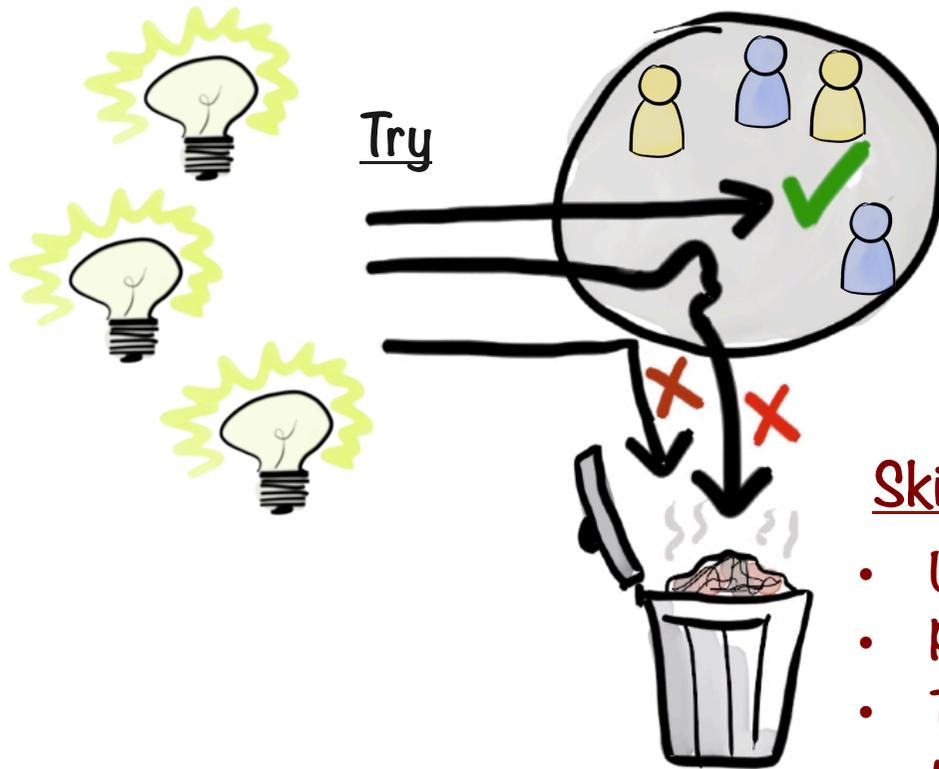
Experiment-friendly culture



~~Ego-driven ...~~
~~Opinion-driven ...~~
~~Authority-driven ...~~
Data-driven decisions!



Waste-repellant culture (= Lean)



Keep

- Retrospectives
- Daily standup
- Google docs
- GIT
- Guild Unconferences

Skip/Dump

- Useless meetings
- PMO & PM role
- Timereporting
- Handoffs
- Acceptance test phase
- Task estimates
- Corporate BS

If it works, keep it.
Otherwise, dump it.



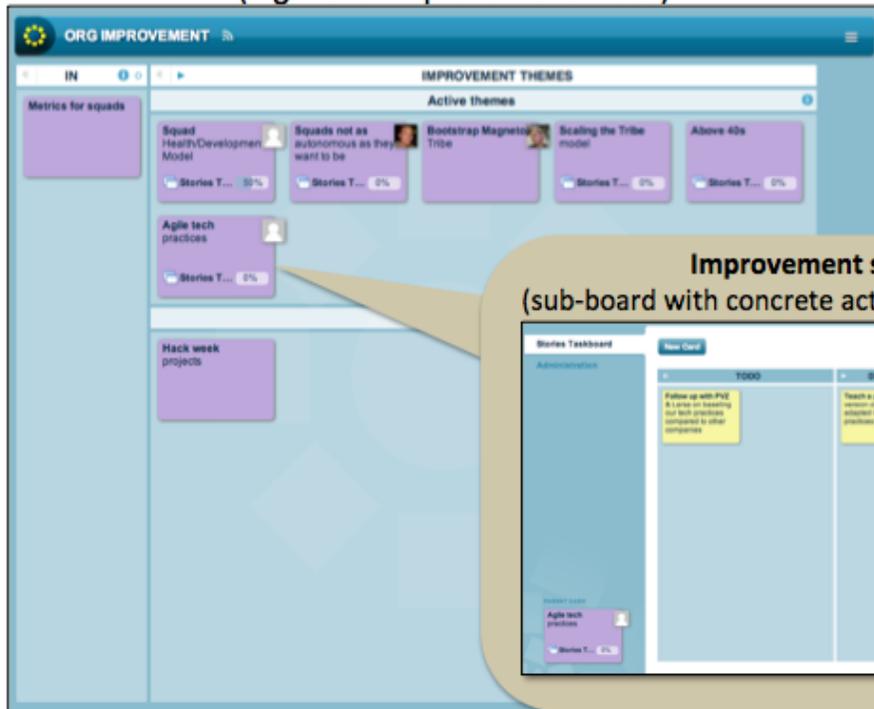
Improvement boards & “definition of awesome”



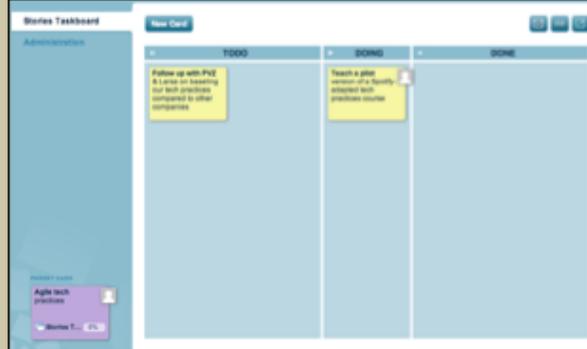
What would **Awesome** look like for your Guild/Tribe/Squad/Project

What would take you **One Step Closer** to Awesome?

Improvement themes
(high level improvement areas)



Improvement stories
(sub-board with concrete actions inside a theme)



Awesome architecture

I can build, test, and ship my feature in a week.

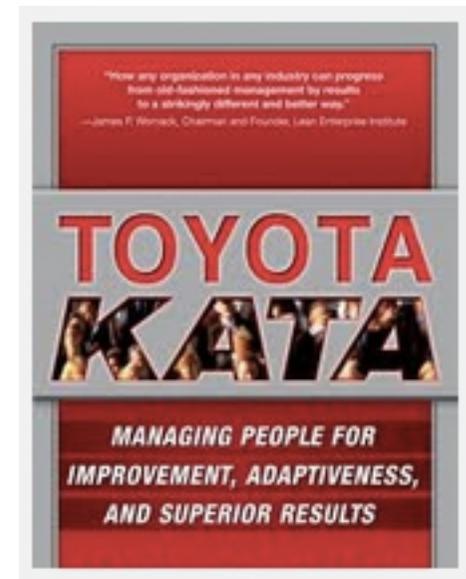
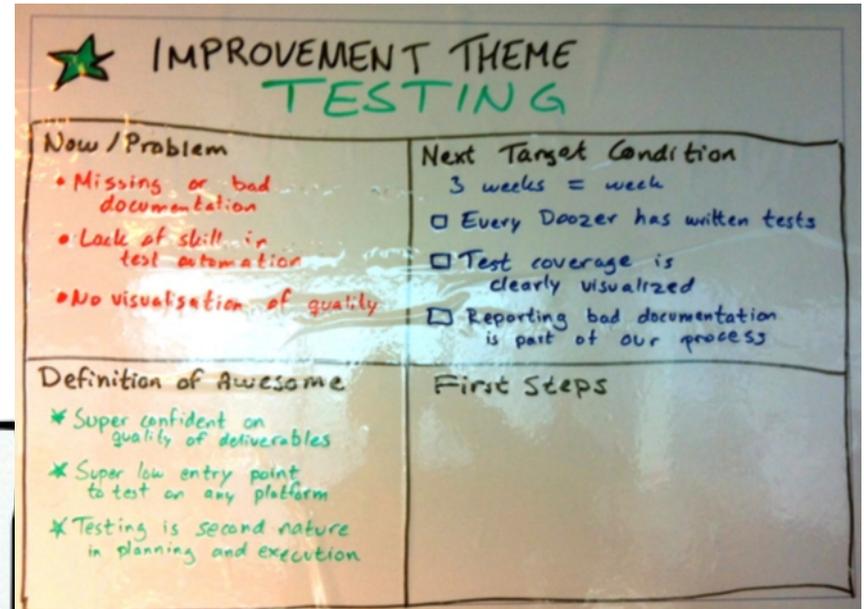
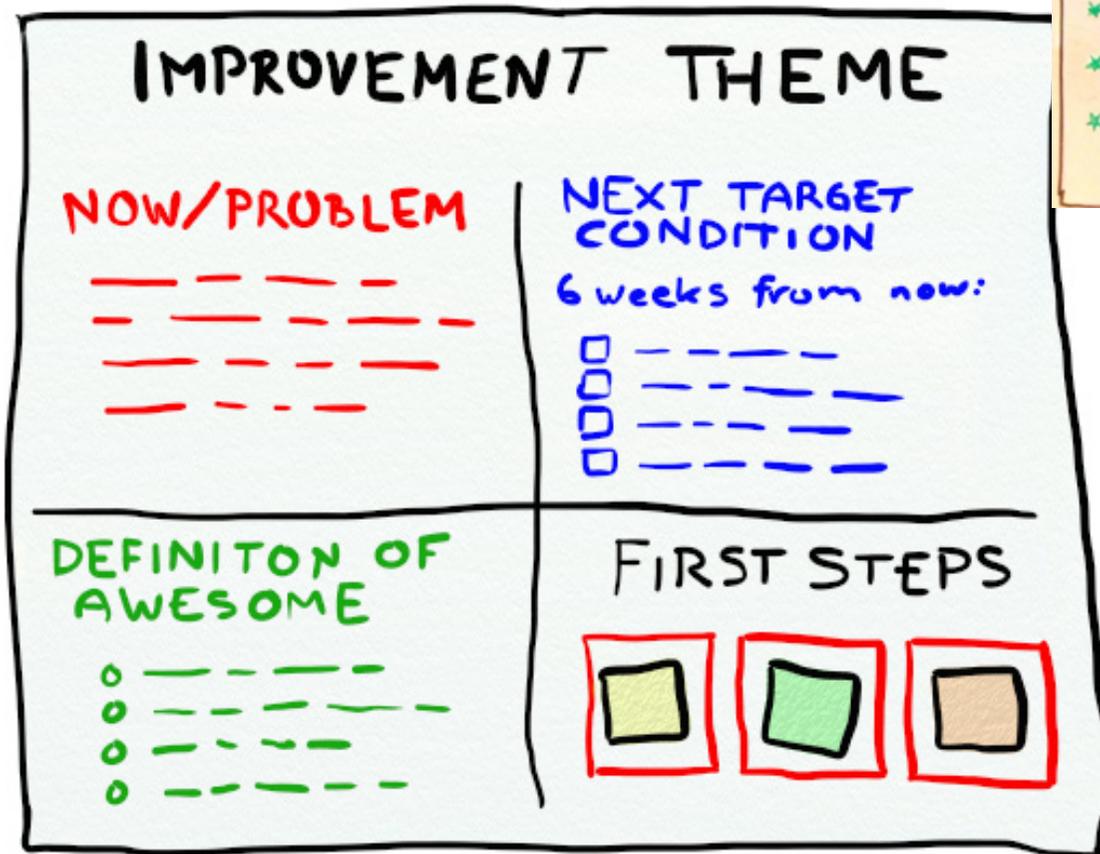
I use data to learn from it and my improved version is live in week two.

Awesome autonomy

Fully empowered to decide what to build & how.

Never blocked on other squads.

Always get help when we need it.



What we've learned about Big Projects

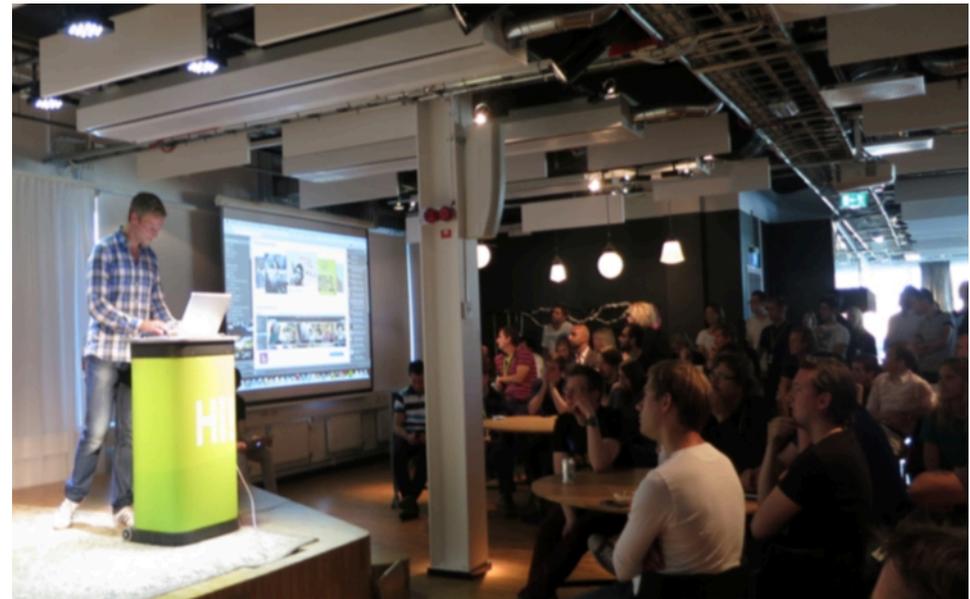
1. Avoid Big Projects whenever possible.

2. When unavoidable, do:

Daily sync
(to resolve squad dependencies)

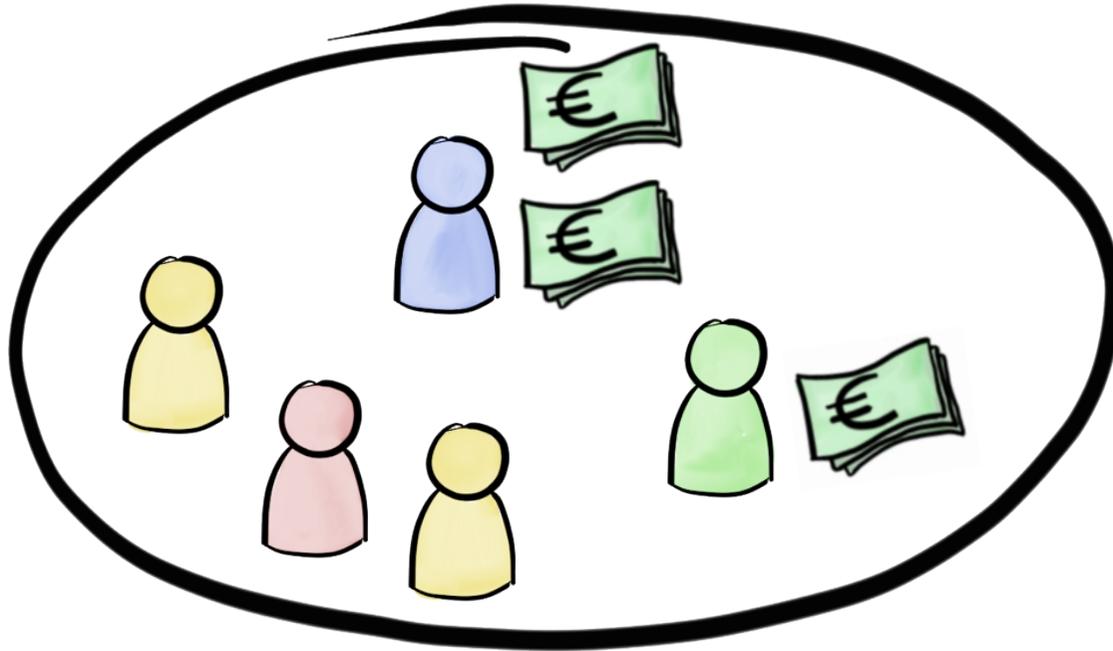


Weekly demo
(to evaluate the integrated product)

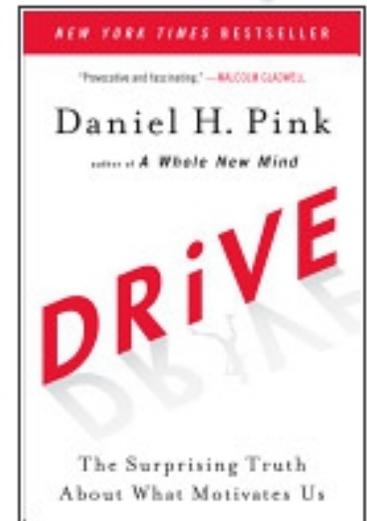


Big Experiment: Personal Bonus system

FAILURE



Dan Pink was right...



Big Experiment: Tech-wide hackweek

- One whole week.
- Everyone in Tech (≈ 300 ppl)
 - Build whatever you want....
 - With whoever you want...
 - In however way you want.
- Demo & party on Friday!

SUCCESS



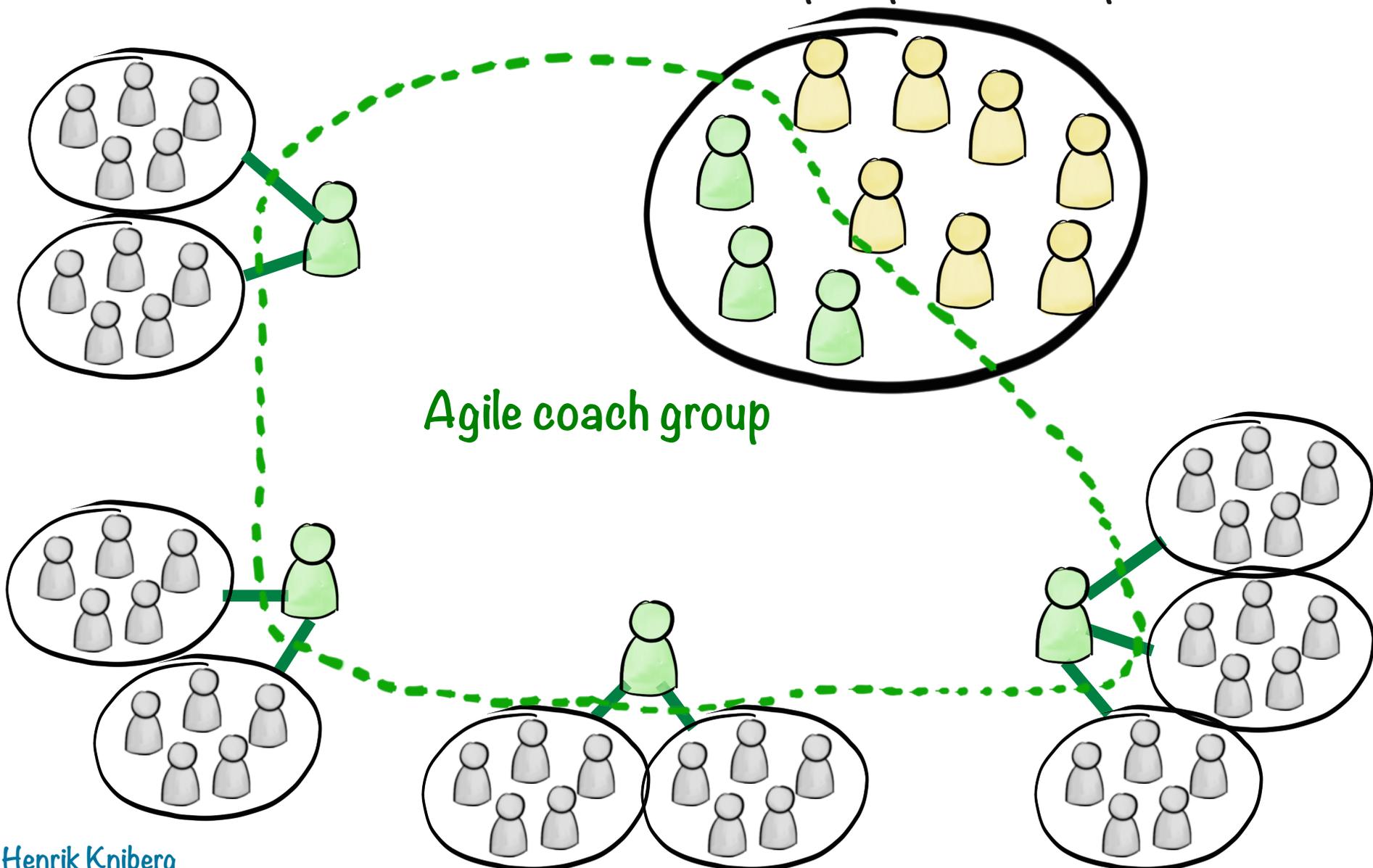
Next experiment

Spotify-wide hack week!
All departments.
> 1200 ppl!

Spreading & reinforcing the culture

Roles dedicated to culture & improvement

People Operations (Pops)



Agile coach group

Story telling

I mostly just go around talking to people

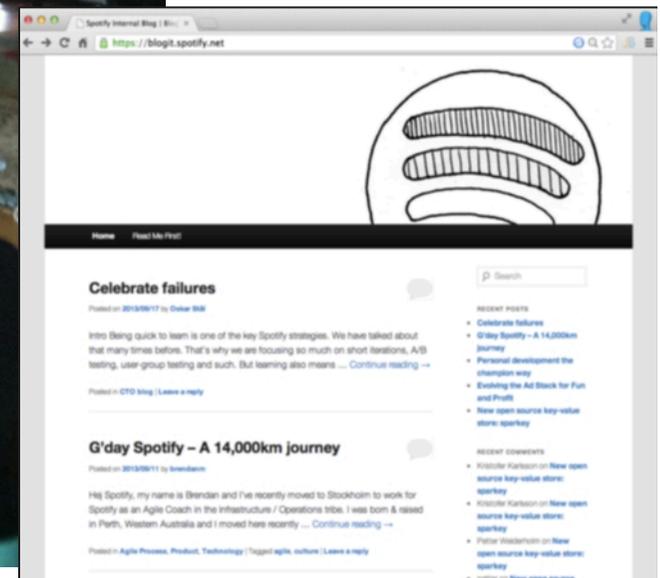
- Chief Architect



All-hands, demos, post-mortems



Internal blog



Henrik Kniberg

Boot camp



Henrik K

Social group

We're here to help you get to know each other better, and to make sure you have fun while doing it!



Board games

Live bands

Guitar lessons

Yoga

Parties

Trips

Movie nights

...etc...

Challenges & pain points

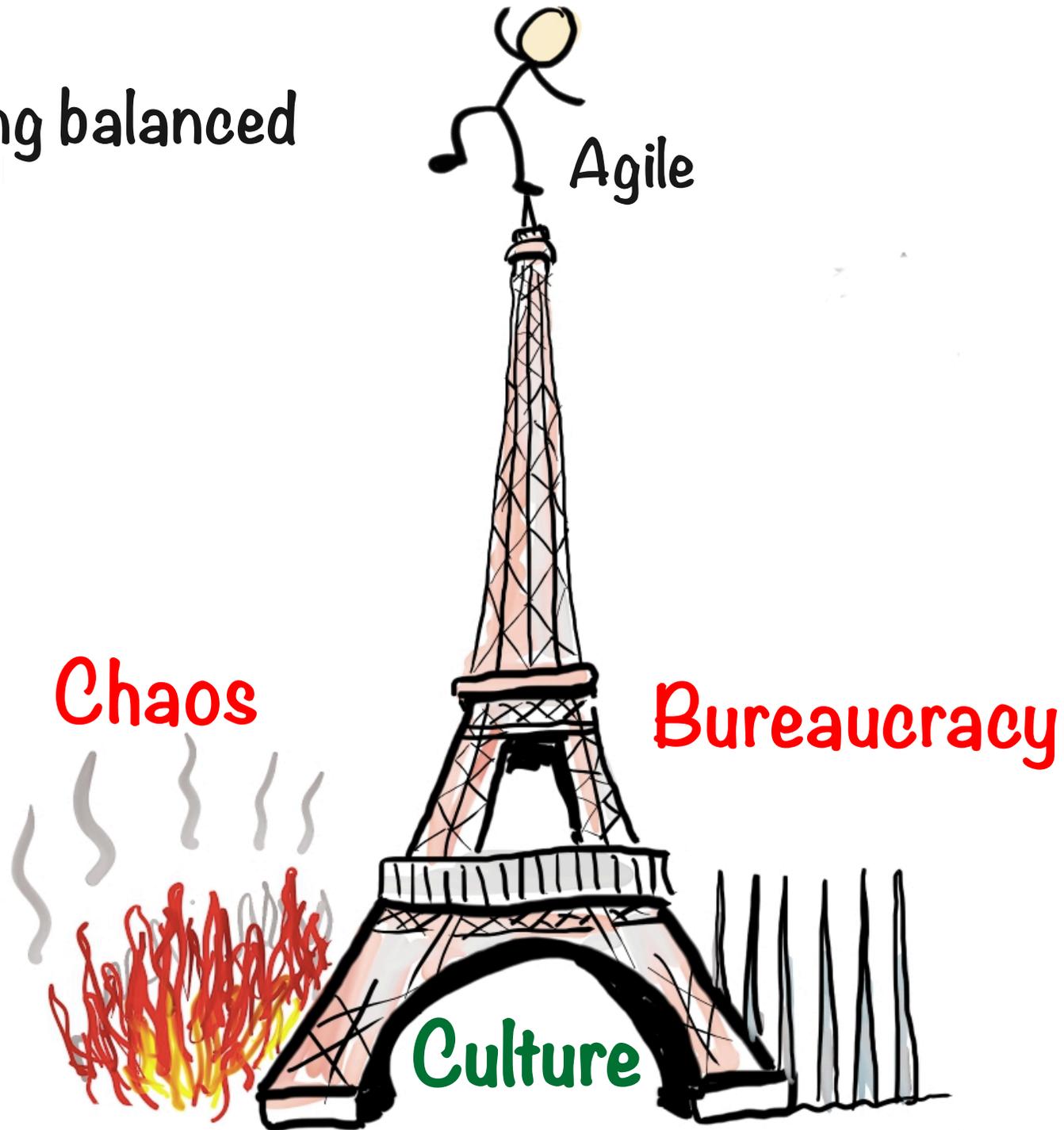


Growth pain

- Unstable squads
- Scaling breaks stuff all the time
 - Yesterday's "brilliant solution" is today's impediment
- Cross-timezone collaboration
 - 50+ squads, 4 cities, 3 timezones
- Technical debt
- ... etc, etc



Staying balanced



Wrapup

Culture > Process

Shu-level Scrum can get you out a ditch, but won't make you fly.

- Learn the rules so you can break them

Healthy Culture heals broken process.

- Hack the culture, and process will follow

Agile is Fragile.

- It is only sustainable over the long term
if all parts of the organization are committed to it.

You are the culture.

- Model the behavior you want to see

Culture > Process

Shu-level Scrum can get you out of a ditch, but won't make you fly.

- Learn the rules so you can break them

Healthy Culture heals broken process.

- Hack the culture, and process will follow

Agile is Fragile.

- It is only sustainable over the long term if all parts of the organization are committed to it.

You are the culture.

- Model the behavior you want to see

