SpotiSAFeLeSS?
Is it even a model to scale agile?

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Knowing each other
Managing expectations
Before talking about scaling agile...

Definition of “model”?
DEFINITIONS OF ‘MODEL’, BY OXFORD DICTIONARIES

• A three-dimensional representation of a person or thing or of a proposed structure, typically on a smaller scale than the original.

• A thing used as an example to follow or imitate.

• A simplified description, especially a mathematical one, of a system or process, to assist calculations and predictions.

• A person employed to display clothes by wearing them.

• A particular design or version of a product.
And…

Definition of “framework”?

And…

Definition of “framework”?

And…

Definition of “framework”?
• An essential supporting structure of a building, vehicle, or object.

• A basic structure underlying a system, concept, or text.
Existing models/frameworks to scale agile?
Let’s learn a bit more about SAFe, LeSS and Spotify
SAFe® 4.0 for Lean Software and Systems Engineering

Enterprise

- Strategic Themes
- Epic Owners
- Program Portfolio Mgmt
- Enterprise Architect

Coordination

- Economic Framework
- MBSE
- Solution Arch/Eng
- Agile Architecture

Solution Demo

- Solution Context

Value Stream

- Agile Release Train
- Supplier
- Customer

AGILE RELEASE TRAIN

- Epics
- NFRs
- Backlog
- Capability
- Pre-PI
- PI Objectives
- Enabler
- Feature
- Pi Planning
- Built-in Quality

Program Increment

- System Demos
- Feature
- Feature
- Feature
- Feature
- Release Any Time

Team

- Agile Team
- Scrum
- XP
- SW, FW, HW
- Product Owner
- RTE

Lean-Agile Leadership

- Lean-Agile Mindset
- Core Values
- SAFE Principles

Provided by Scaled Agile, Inc.
WHY LeSS FRAMEWORK?
Don't Copy the Spotify Model

The ‘Spotify model’ is not a model. Here is why.

DON’T COPY THE SPOTIFY MODEL. DO COPY THE SPOTIFY ATTITUDE.

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Prescriptiveness

Spotify?  Scrum  LeSS  Spotify?  Spotify?  SAFe

Low       High
Why using these existing models?
WHAT
GLOBAL TRANSFORMATION

FINANCIAL ORGANIZATION

> 2000 People total to be trained and coached

> 100 Coaches

+ - 20 Tribes with average of 10 squads

1 year since its beginning
HOW
THE MODEL

**Portfolio**
- Epic Backlog
- Epic Index
- Feature Backlog
- Epic Owner
- Epic Owner's Committee
- Portfolio Board
- Invest Theme
- Invest Theme Committee
- Ready for Production
- Tribe
- Tribe Lead
- Tribe PO
- Tribe Archi
- Tribe Test Eng.
- Tribe Release Eng.
- Tribe Obeya
- Squad Board
- Squads
- Scrum Master
- Product Owner
- Scrum Master Planning
- Backlog
- 3 Months
- 2 Weeks
- 1/2 Years
- 3/5 Years
- Vision & Strategy

**Squad**
- 8 to 10 People
- Self-organized
- Co-Loca feed
- Focus on Sprint Goal

**Tribe**
- Cross-Functional
- T-Shaped Profiles
- Collection of Squads
- Logically regrouped
- Focus on Features

**Chapter**
- Group of people with the same primary skills within a tribe
- Focus on Skills

**Guild**
- Collection of Chapters from different Tribes
- Focus on standards, practices, and tools
3 phases, 3 months each:

Preparation
Execution
Sustain
Planning the quarter

Similar to SAFe’s PIP

(Program Increment Planning)
PIP - EXAMPLE OF A BOARD (NOT THAT SIMPLE)
PIP – OTHER ARTIFACTS

RISKS & IMPEDIMENTS

CONFIDENCE VOTE

TRANSVERSAL DIGITAL CAPABILITIES

FEEDBACK

- Resolved
- Owned
- Abandoned
- Parked

Which question would you put here?

1. Not
2. Not really
3. Yes, with some concerns
4. Yes
5. Absolutely

I can't tell

Feedback
PIP – IMPROVEMENT AFTER 1ST ONE

1. Posts/Names
2. Accueil, Dispatching
3. Reception X-Men
4. R.O.
5. R.O. Servicing
6. Presentateur
7. Check Tribe Board
8. Installation, Corners
   - Point
   - Flécher
   - Génalog
   - Corde
   - Pierre clément
9. Catering
10. Suivi Des User Stories [242]
PIP – Not joking...
Assessing the maturity
AGILE MATURITY ASSESSMENT
A small bonus to share over a coffee or tea:

Light self-assessment with Satir Change Model
SATIR CHANGE MODEL – LIGHT ASSESSMENT
Successes,
Points for improvement &
Challenges
**SUCCESSES**

- Strong sponsorship, top-down approach
- Strong sponsorship = more budget (trainings, logistics, materials...)
- Anti-patterns and behaviours easily detected
- Tribe team
TRIBE TEAM - ROLES

TRIBES
3 MONTHS

FEATURE BACKLOG

3/6 MONTHS

TRIBE LEAD
TRIBE SM
TRIBE PO
TRIBE ARCHI

PRODUCT FEATURES
ASSIGN LEADING TRIBE

ACCESS PROGRESS & PRIORITIZE

READY FOR PRODUCTION

TRIBE TEST ENG.
TRIBE RELEASE ENG.

INTEGRATE CONTINUOUSLY AS MUCH AS POSSIBLE

DELIVER ON DEMAND

TRIBE OBeya

QUARTERLY HACKLE PLANNING
TRIBE team – DAILY STAND-UP
TRIBE TEAM – DAILY PLANK
SUCCESES

- Strong sponsorship, top-down approach
- Strong sponsorship = more budget (mandatory agile trainings)
- Smile, you are on the spotlight
- Tribe team
- Gemba walk (Go & See)
**SUCCESSES**

- Top-down approach
- Strong sponsorship = more budget (trainings, logistics, materials...)
- Smile, you are on the spotlight
- Tribe team
- Go & See
- 20% of capacity to Continuous Improvement! No excuses.
- Coaches Squad
- Huge transparency!
- More fun!
**SUCCESSES - TESTIMONIALS**

- **Tribe lead, during PIP:** “Big thanks for the transparency. We know now where we can help, what's in danger or not, what’s the forecast in a clearer way.“

- **Key business stakeholder:** “It’s way more transparent! We have POs from business in the Squads. We have the PIP where the alignment is huge! We can easily check in the tool the forecast of each squad. We can align and take decisions together, and be prepared before the problem happens, which was not the case before.”

- **Chapter leader:** “I’m from a strong waterfall background. 20 years. And I would never come back to the old ways.”
POINTS FOR IMPROVEMENT

• Split of the tribes

• The teams’ maturity assessment frequency

• Same person, multiple hats

• Training for the leaders

• Earlier/deeper involvement of business

• At least 1 Tribe to server as a successful example
CHALLENGES

• Split of the tribes
• Managing dependencies
  ▪ Already identified as a major challenge/slowing factor
• Portfolio prioritization (too many epics)
  ▪ Regulatory/legal
  ▪ Getting features ready
• Front-end split
• Alignment of all the coaches: same message, eloquence...
• Hard to find good SMs (and POs)
• Turn over of coaches
• Biz not involved yet (awareness)
• Pitfall of “we are agile”
• Resistance to change (surprise!)
So...

Is “SpotiSAFeLeSS” a model to scale agile?
La War-Room du Projet Wemanity

Thank You!

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Questions?