



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

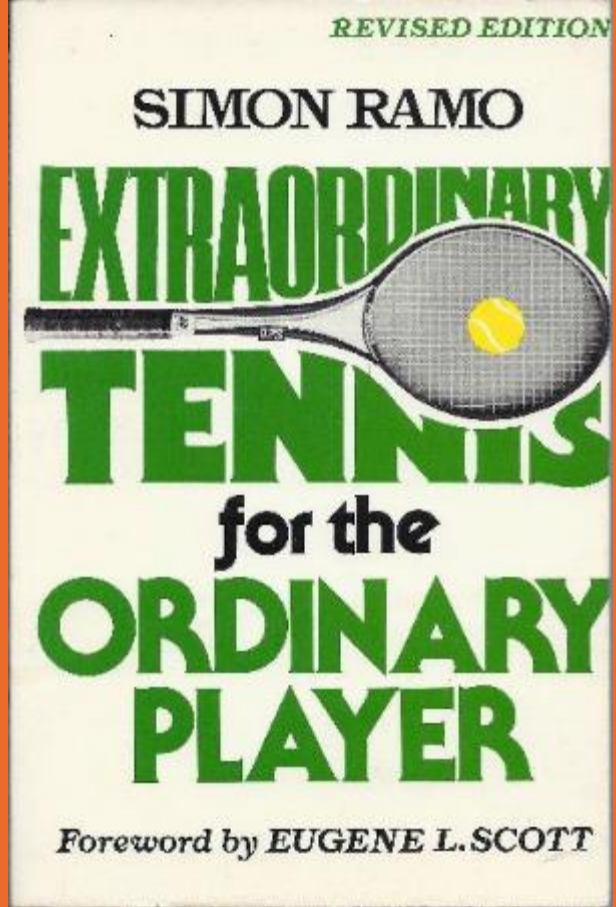


THE CURSE OF THE SPOTIFY MODEL

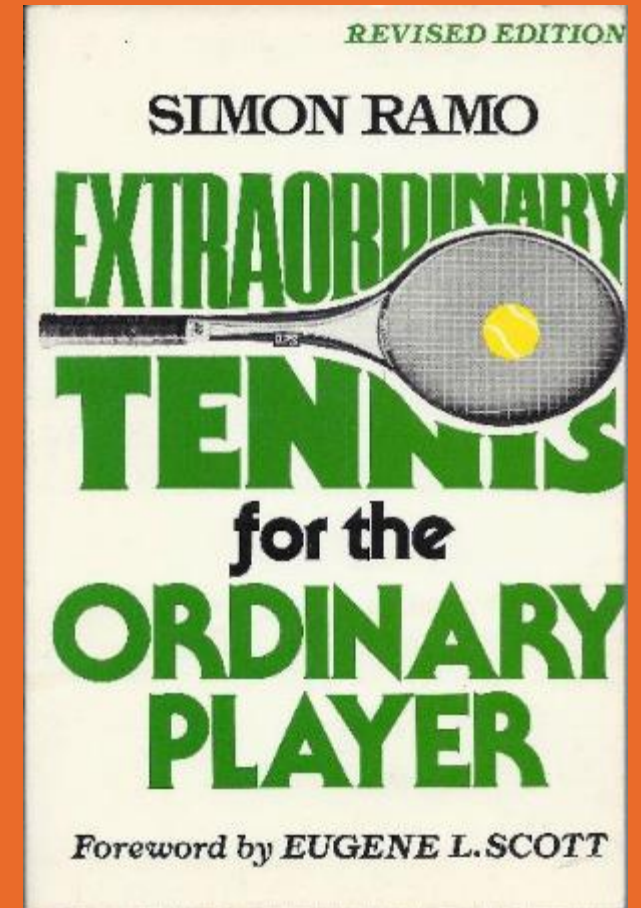
Steven Gruyters

2020 Project Management Symposium



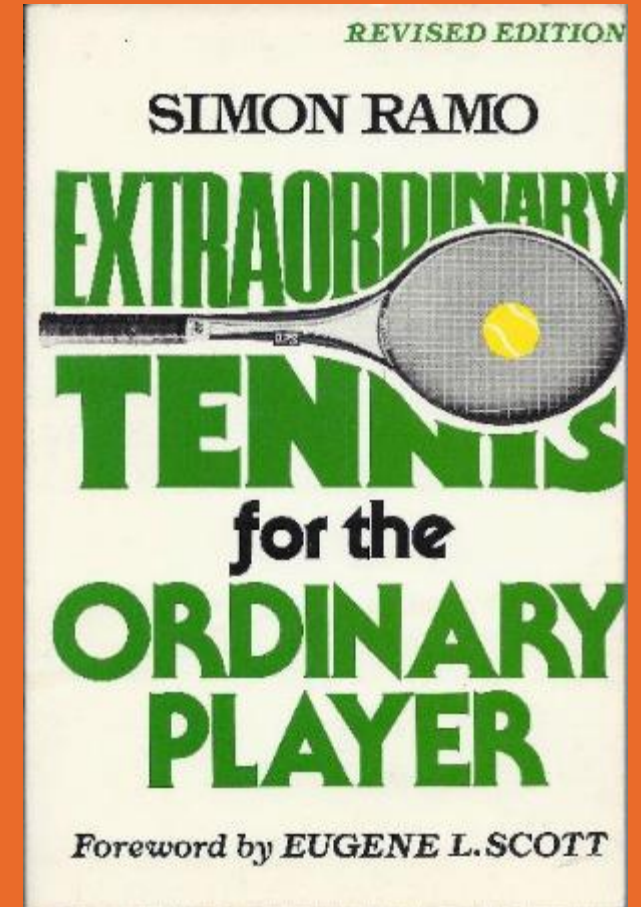


PRO AMATEUR



PRO AMATEUR

Win

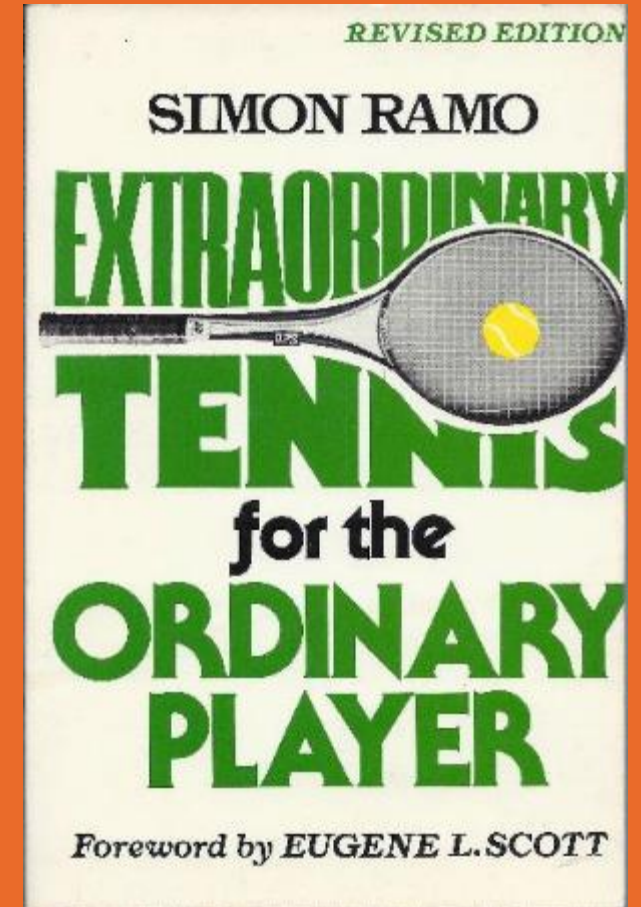


PRO

AMATEUR

Win

Not Lose



PRO

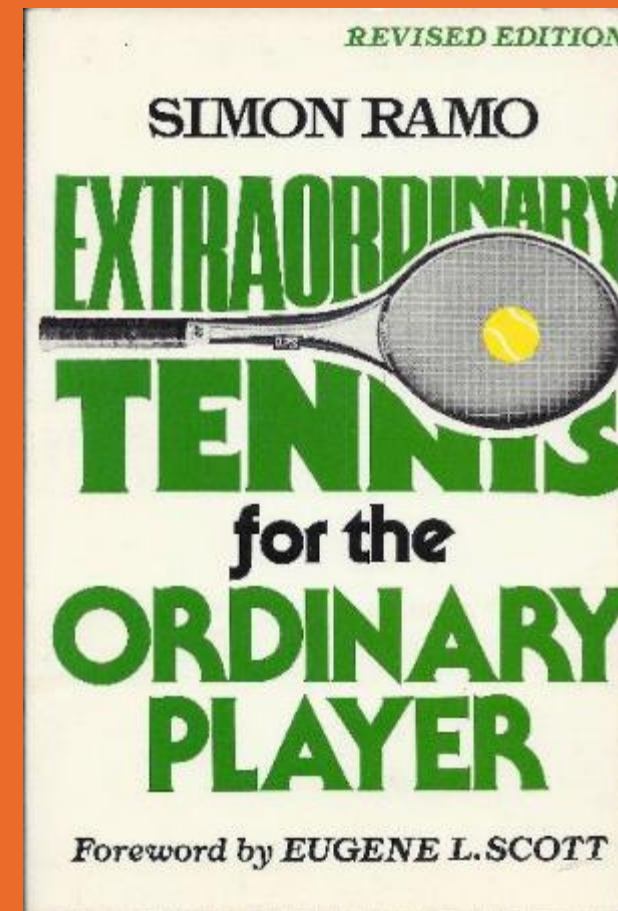
AMATEUR

Win

Not Lose

Attack
Strengths

Consistency
Weaknesses



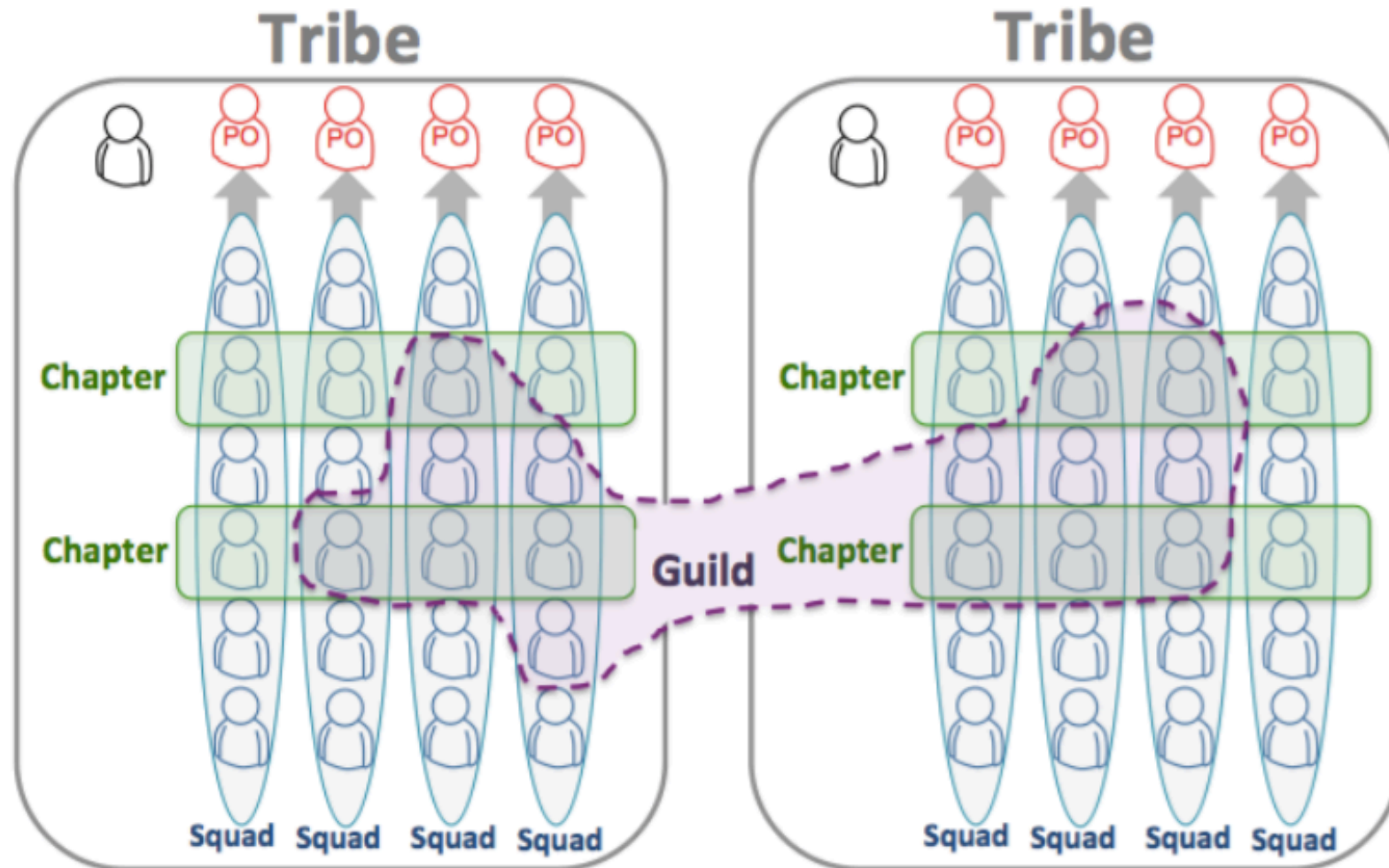
INSPIRATION

ASPIRATION

Scaling Agile @ Spotify

with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012



A person in a grey suit is shown from the chest down, holding a tablet in their left hand and a stack of papers in their right hand. They are sitting at a desk with a laptop and other documents. The background is a blurred office environment.

Tech company

Digitally native

Emerging culture

Tech company

Digitally native

Emerging culture

Traditional enterprise

Legacy technology

Established culture

INSPIRATION

ASPIRATION



Self managing teams



Self selecting

Self organizing

Stable

Self selecting

Self organizing

Stable

Business context

Business process

Self selecting

Self organizing

Stable

Business context

Business process

Technology landscape

Self selecting

Self organizing

Stable

Business context

Business process

Technology landscape

Can ask right questions

Sub contracted work Employees –Vendors



Self selecting
Self organizing
Stable
Business context
Business process
Technology landscape
Can ask right questions

Sub contracted work

Employees –Vendors

Command & Control culture

Self selecting

Self organizing

Stable

Business context

Business process

Technology landscape

Can ask right questions

No clarity on goals

Poor communication

No commitment to team



Culture

Values

Agile mindset



Productive team member



Productive team member

Facilitator



Productive team member

Facilitator

Implicit → Explicit



Productive team member

Facilitator

Implicit → Explicit

Situational awareness





Productive team member

Facilitator

Implicit → Explicit

Situational awareness



INSPIRATION

ASPIRATION



Your business needs
over
Agile Models and
Management Theory





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 Bethesda, MD

This talk represents the personal views and opinions of the speaker.
It does not reflect the position of past or present employers or clients



References

- Ramo, S (1973). Extraordinary tennis for the ordinary player
- Kniberg, H and Ivarsson, A. (2012). Scaling Agile @ Spotify with Tribes, Squads, Chapters & Guilds.
<https://blog.crisp.se/2012/11/14/henrikkniberg/scaling-agile-at-spotify>