

goto;

# GOTO **AARHUS 2023**

**#GOTOaar**

Five years ago...



Joakim, we have  
a problem...

Our core IT  
systems  
crashed!



# A Sense of Urgency Or... a shared purpose



We outsourced  
most of our IT  
development

Too many  
coordinators and  
very few engineers

Replanning  
upon  
replanning...

No idea what's being  
developed or when it will be  
done - no transparency

Really  
unhealthy  
organization

**GOOGLE IS  
COMING!!!**



# Agile Transformations Using the Spotify “Model”

## Lessons from the Trenches

with Joakim Sundén, Crisp



# Joakim Sundén

**crisp.** 2017-

 **Spotify®** 2011-2017

 [www.joakimsunden.com](http://www.joakimsunden.com)

 [linkedin.com/joakimsunden](https://linkedin.com/joakimsunden)

 [joakim.sunden@gmail.com](mailto:joakim.sunden@gmail.com)

**crisp.**



Joakim Sundén



# Lessons are based on

Telenor Agile Transformation Journey from 2017-2020

Work with several other clients

50+ “Agile at Scale, Inspired by Spotify” public and in-house courses and follow-up workshops and conversations

Experience from Crisp colleagues

Books, articles, blogs, conferences, conversations, etc.

# Two Types of Lessons Learned

1. The change journey itself
2. What is actually changing in the organization and way of working



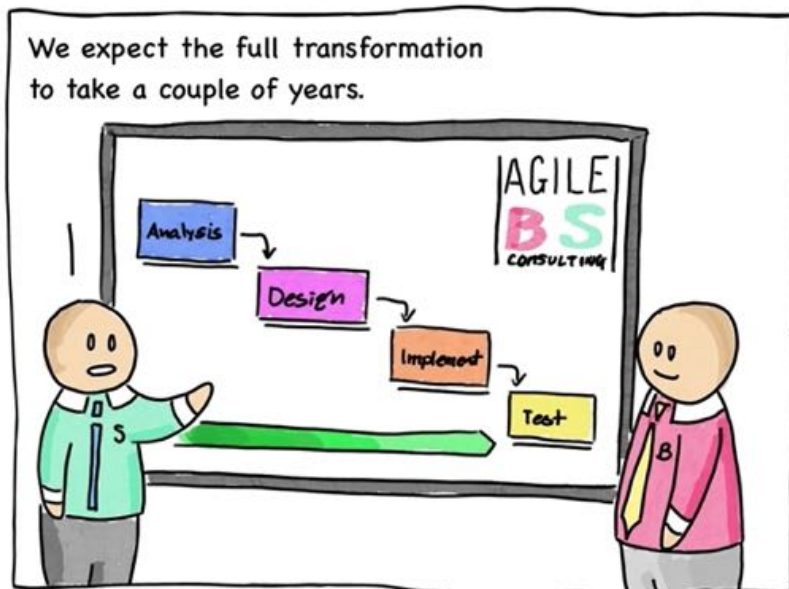


**Start as you like to finish: introduce agile  
in an agile way**



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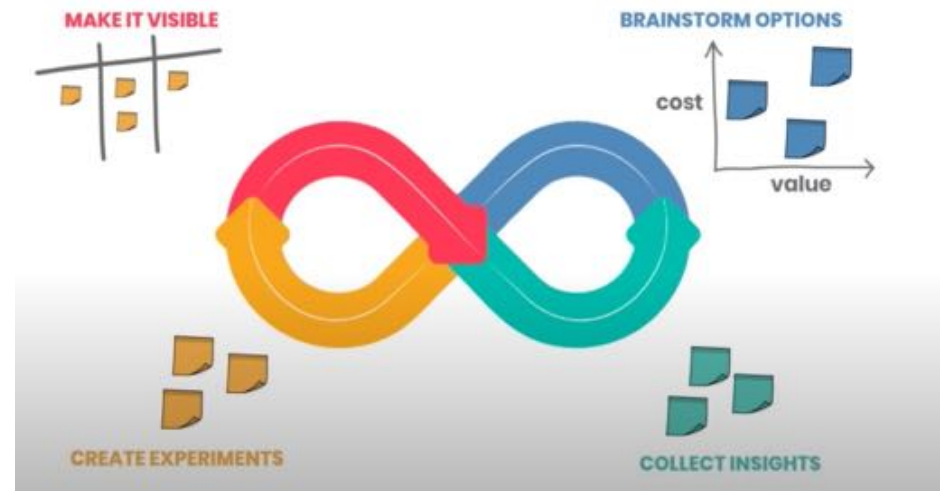
# It's not a waterfall project It's an iterative journey...



Created by Luxshan Ratnaravi & Mikkel Noe-Nygaard

[comicagile.net/comic/the-agile-transformation-plan/](http://comicagile.net/comic/the-agile-transformation-plan/)

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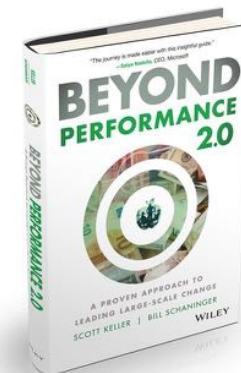
[leanchange.org](http://leanchange.org)

Joakim Sundén

# ...where everyone should be engaged



People who feel they have co-created a solution feel 5 times more ownership than those who are “told” the solution



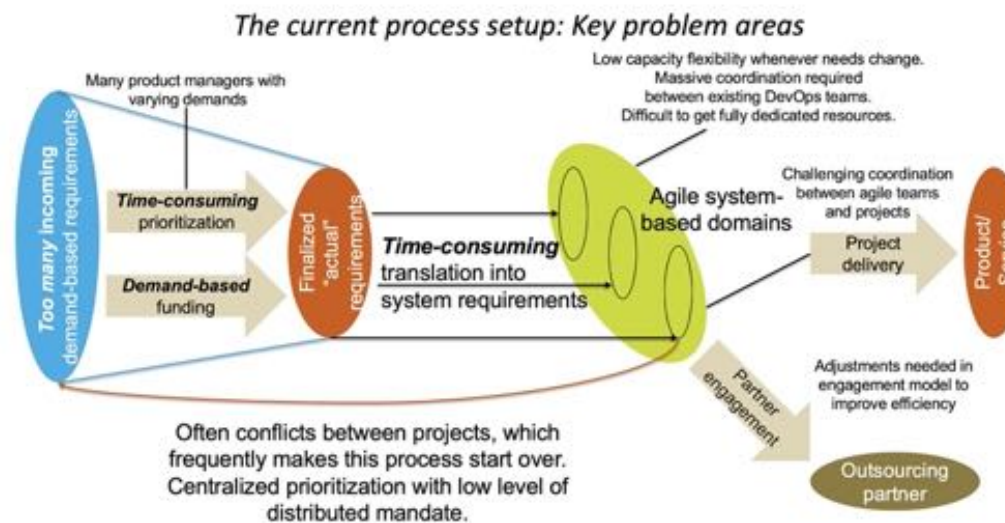
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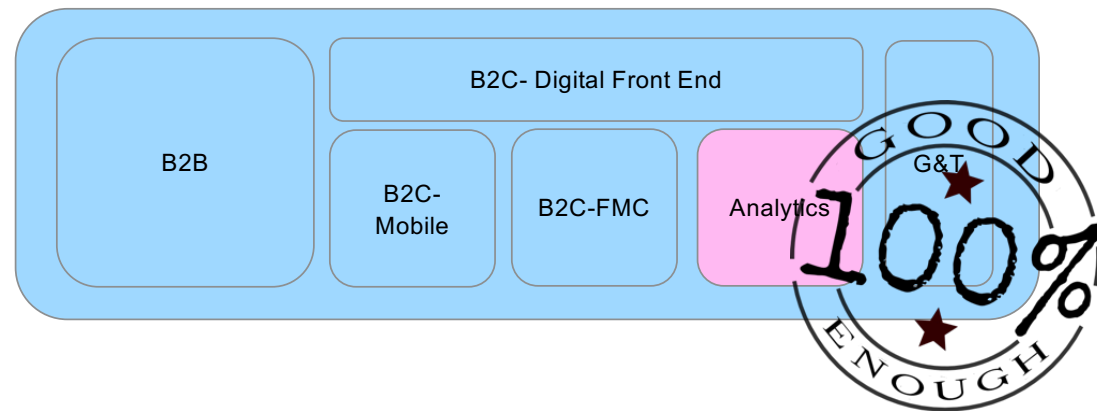
# Understand where you are

“If I had only one hour to save the world, I would spend fifty-five minutes defining the problem, and only five minutes finding the solution.”

- Albert Einstein



# Beware value stream analysis paralysis!



# Develop vision and principles

**Enable cross-functional teams with a clear business mission, full mandate, the right competence and dedicated resources working with SW development and operation from idea to solutions continuously improving over time.**

## THE THREE LAWS OF AGILE

The Law of the Customer

The Law of the Small Team

The Law of the Network

- This is not an 'IT transformation'. This is about taking a **shared ownership** and bringing about a **cultural change** and a **shift in mindset** throughout Telenor Sweden. **Management is driving** this.
- This is the way that most people **want to work**. Many inside Telenor Sweden have **already experienced the positive effects** of a strong vision, clear end-to-end responsibilities and empowered autonomous teams in earlier projects. Now is the time to take it to the **entire company**.
- In our ideal view, there should be less of a central planning process, with most of the authority being with the **autonomous, entrusted teams**.
- We shall define Telenor Sweden's **core competencies** and commit to

## Key principles & Trade-offs in our design

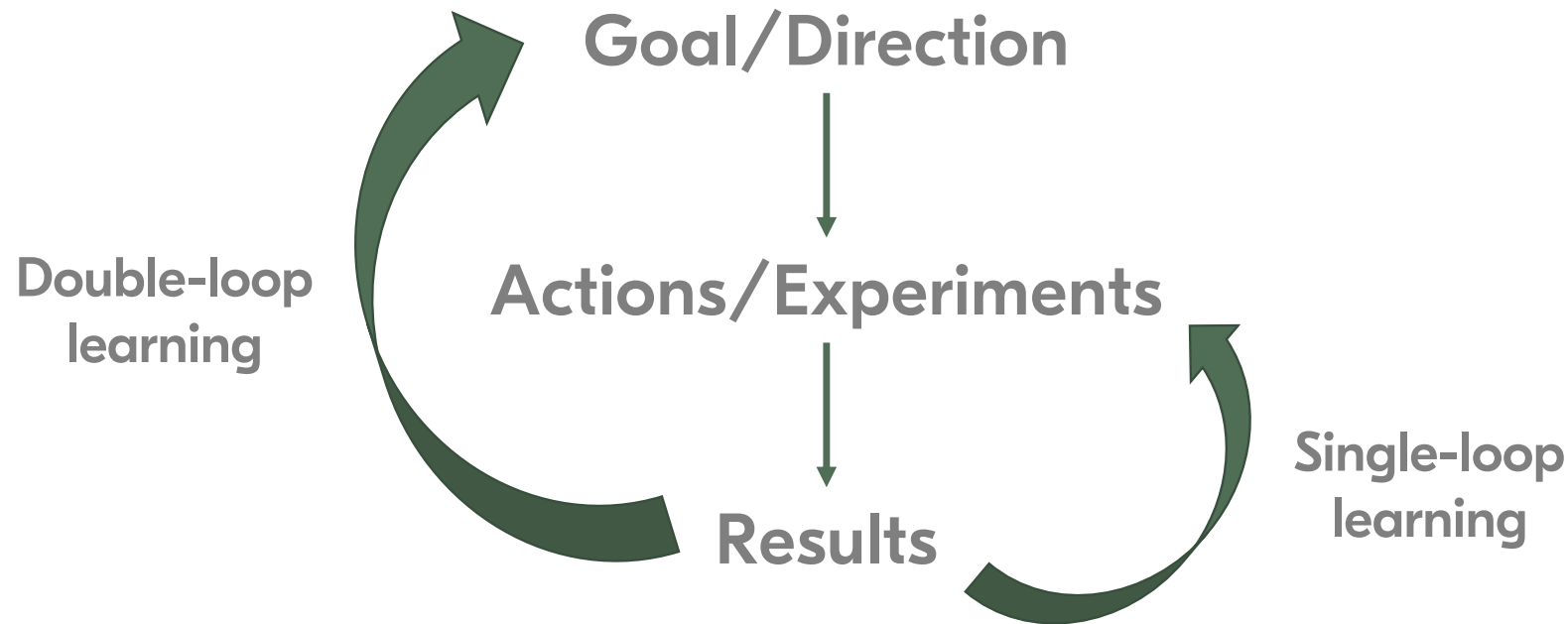
### Key Principles

- **Clear business mission** for squads and close IT-business integration
- **Continuity** – technical solutions responsibility, system architecture responsibility and business responsibility for one area continuous over time

### Key Trade-offs

- **Digital Front-end Tribe separate**  
Drivers: One common UX, drive to digital frontrunner agenda
- **One common product squad for development** placed within R2R |

# Develop vision and principles **iteratively**



# Bring in help!



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# Bring in help!

But don't get too dependent on them - develop your own capabilities too.

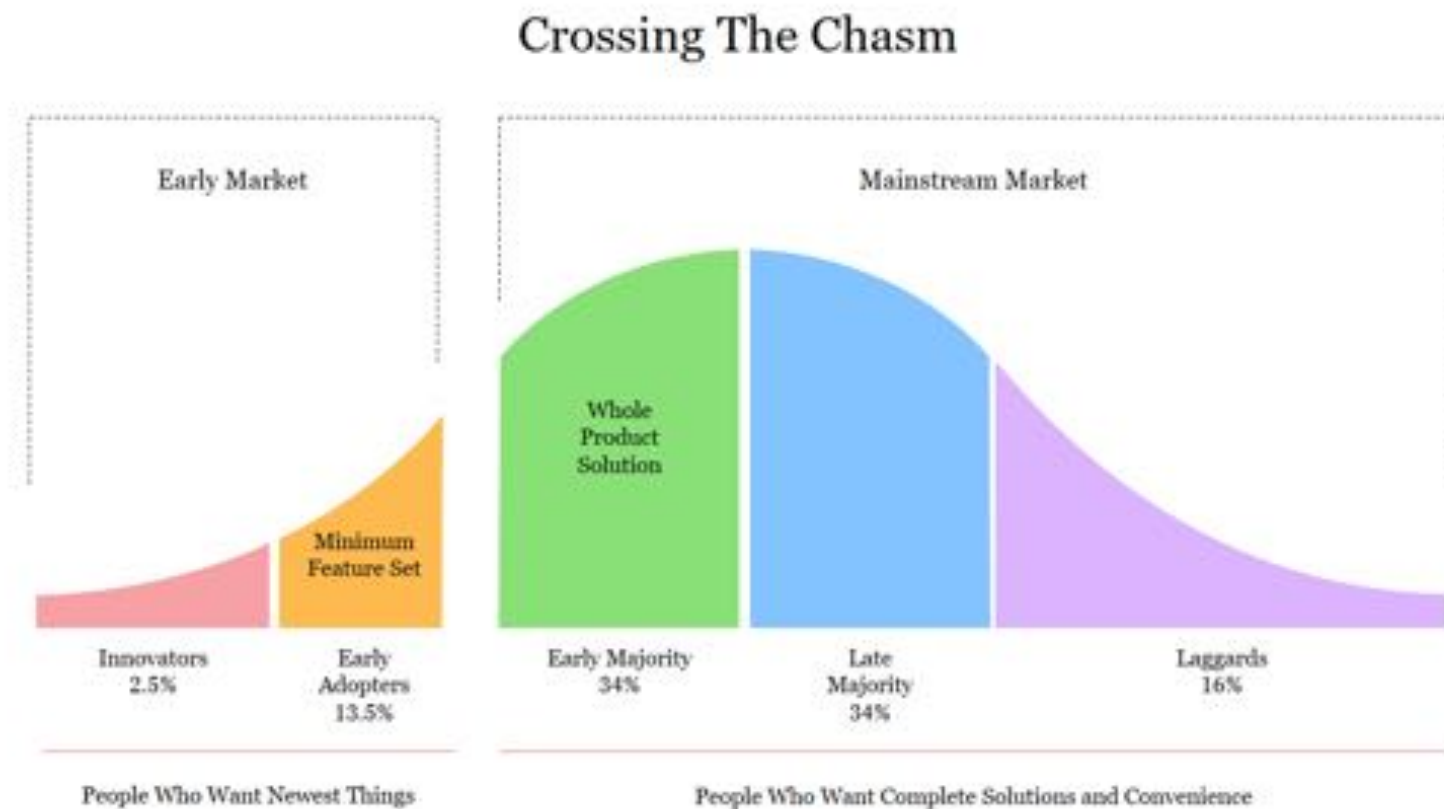


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# It's a marathon, not a sprint



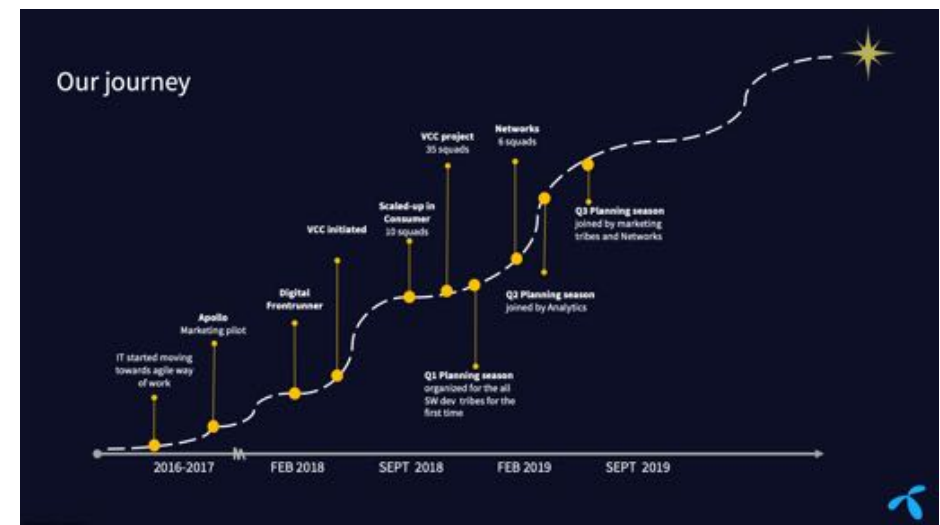
# Treat “resistance” as feedback



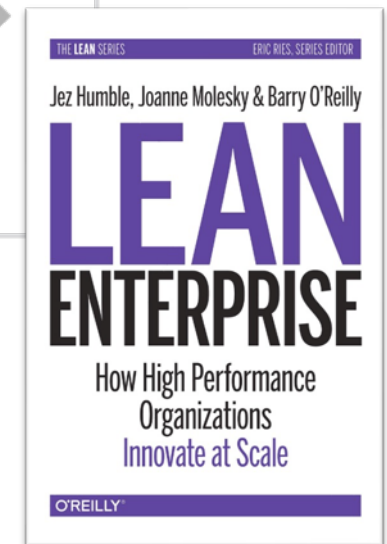
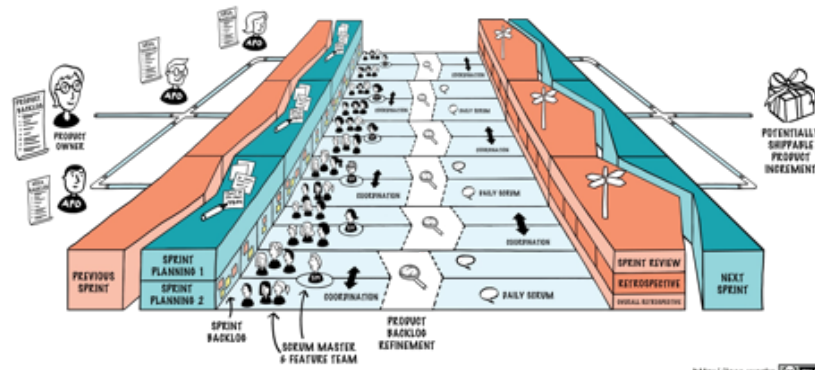
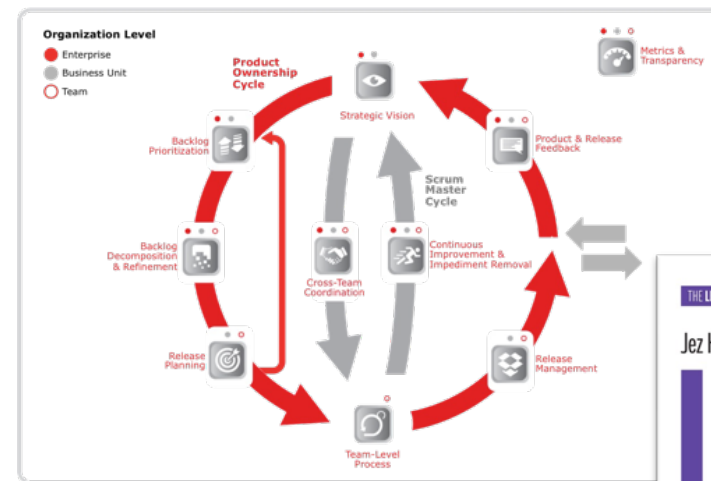
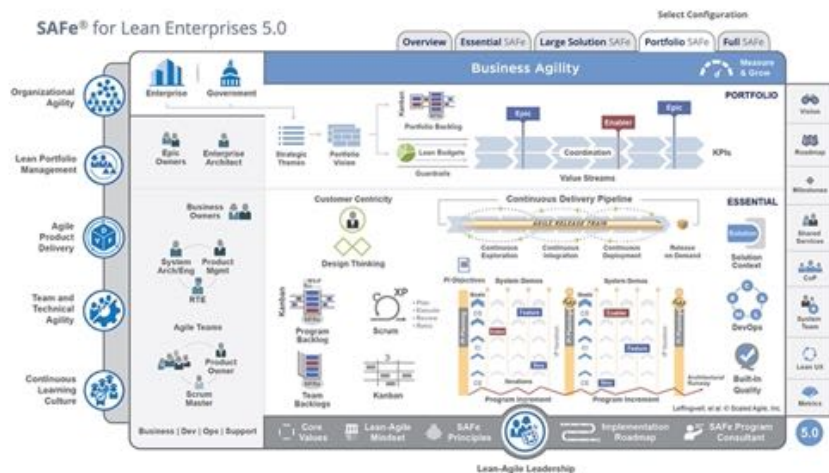
# Find and leverage the bright spots

Celebrate your successes

- Cross-functional agile teams
- Big project Kanban board
- Big room planning
- Agile teams in Digital Channels converging line organizations and value streams
- ...



# Use SAFe and other frameworks as toolboxes



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# Respect and leverage the legacy

Partner with HR and others to build on and further develop existing leadership profiles, training, values, culture, and so on



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# What is changing?

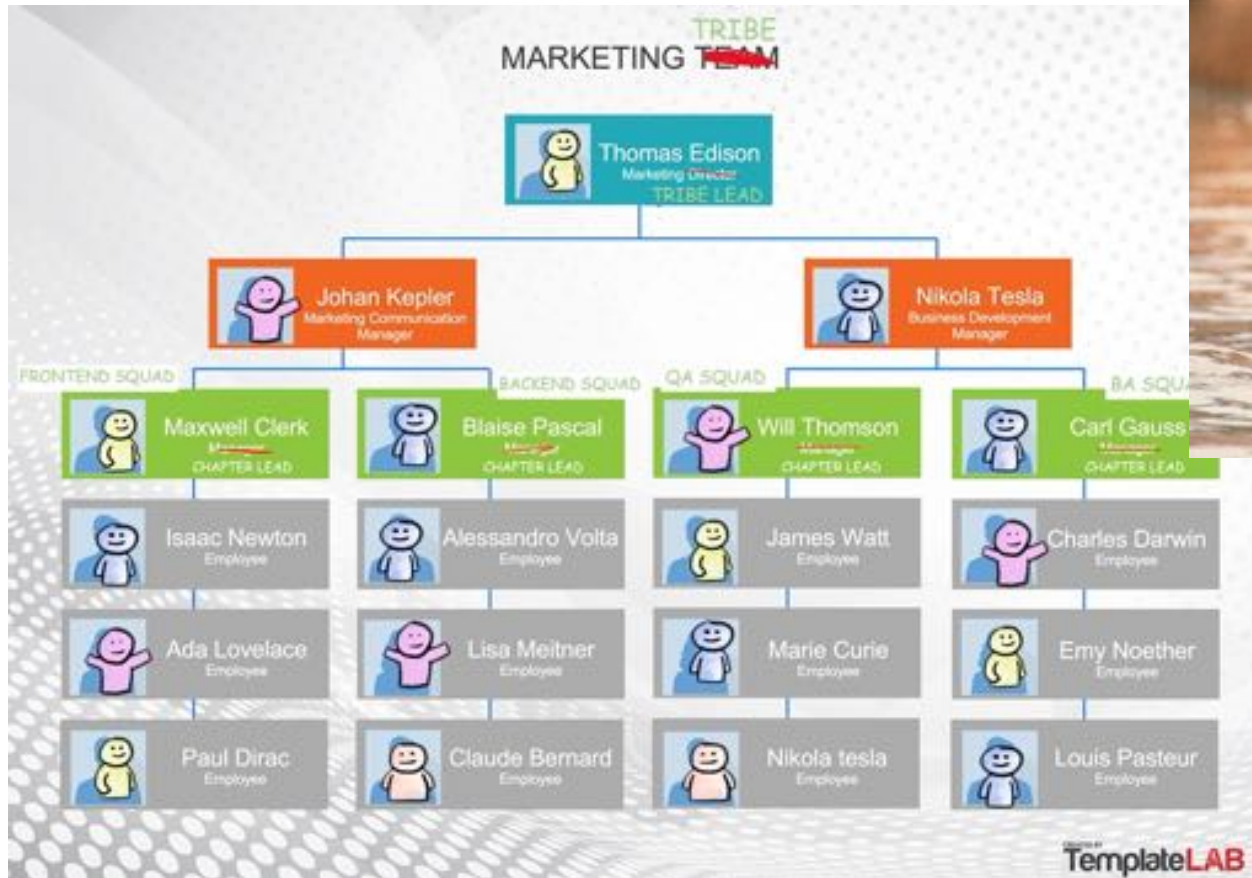
## It's not just “agile teams”

Transforming to the “Spotify Model” typically means not only changing how you build and deploy, but also changing:

- How you solve problems
- How you decide which problems to solve
- How leaders and managers work



# Lipstick on a pig

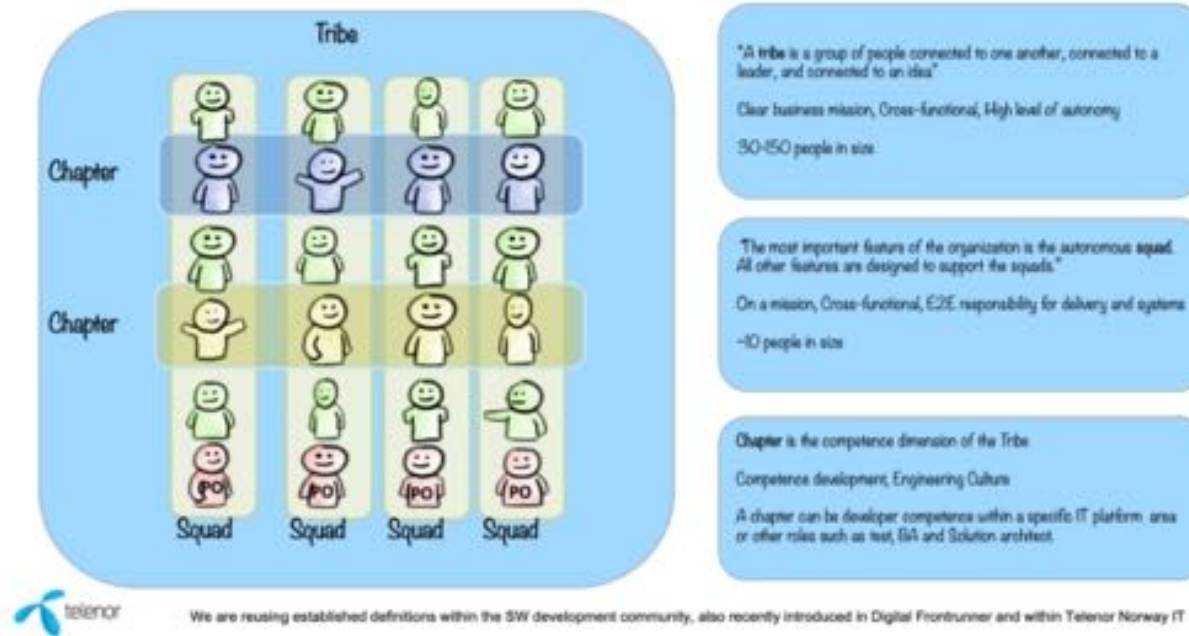


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# Integrate business and IT through Mission based Tribes

## Introducing a Tribe structure with clear business mission

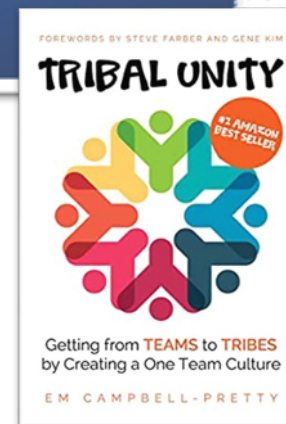


# Develop and Sustain Tribal Unity



~~How do we get bigger and still feel small?~~

How do we increase our impact and still support people feeling like they have access, are part of establishing direction, are autonomous and trusted, and have a strong sense of relatedness?



# Sausage factory



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# The Autonomous Squad

“The most important feature of the organization is the autonomous squad. All other features are designed to support that mini-startup-like squad.”



Oskar Stål, Spotify CTO

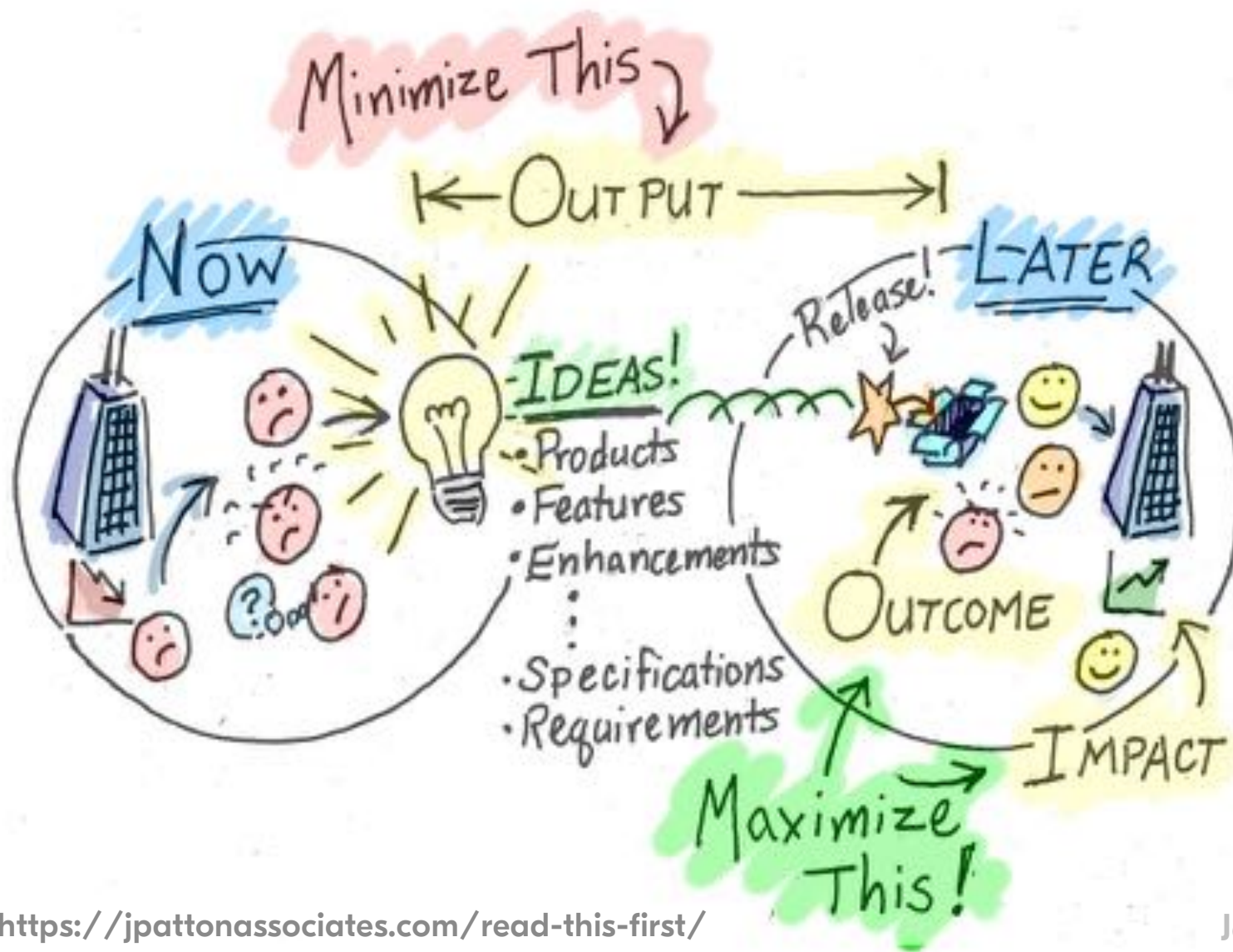
## aka Empowered Product Team

“The most important thing is to empower teams by assigning them problems to solve, and then give the teams the space to solve them.”



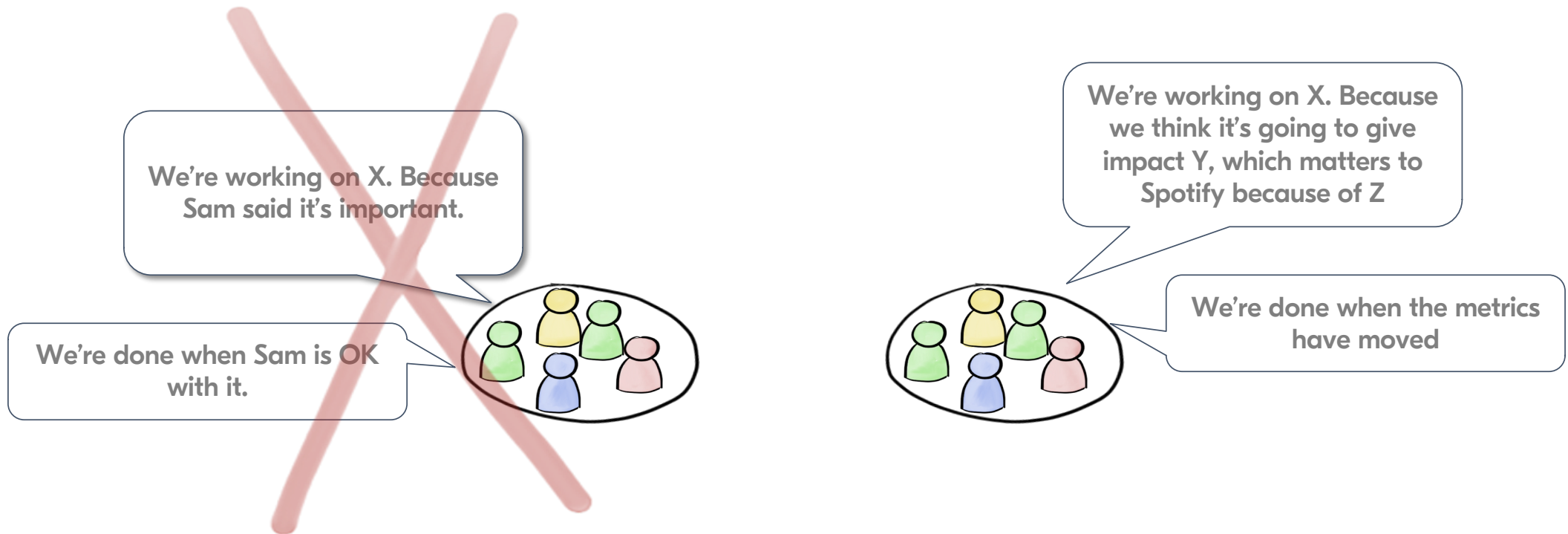
Marty Cagan





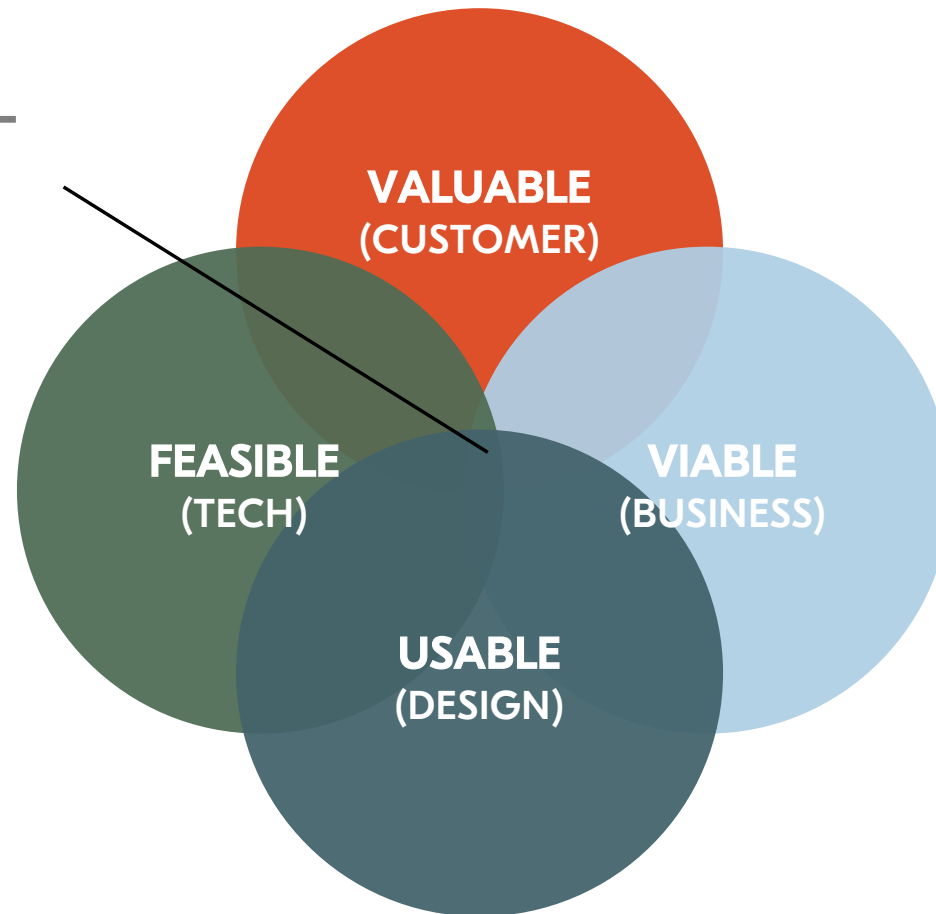


# Moving from opinions to data



# Develop PMs/POs to be collaborative leaders

SUCCESSFUL  
PRODUCT



# The cheap mercenary



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“We need teams of missionaries,  
not teams of mercenaries”

John Doerr



“Hopefully this is obvious, but a strong  
tech-powered product company would  
no sooner outsource their engineers,  
than they would outsource their CEO.”

Marty Cagan





# Prepare to insource



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# Develop agile engineering skills

## Developer

### Role description

*Our most important role!*

Develops and maintains our technical solutions within a squad. Takes active part in requirement definitions, and suggests & implements continuous improvements to solutions, systems and WoW.

Role description depending on area of expertise  
For Backend we wish to broaden profiles to cover broader system areas

#### Experience :

Genuine interest in technology and agile WoW.

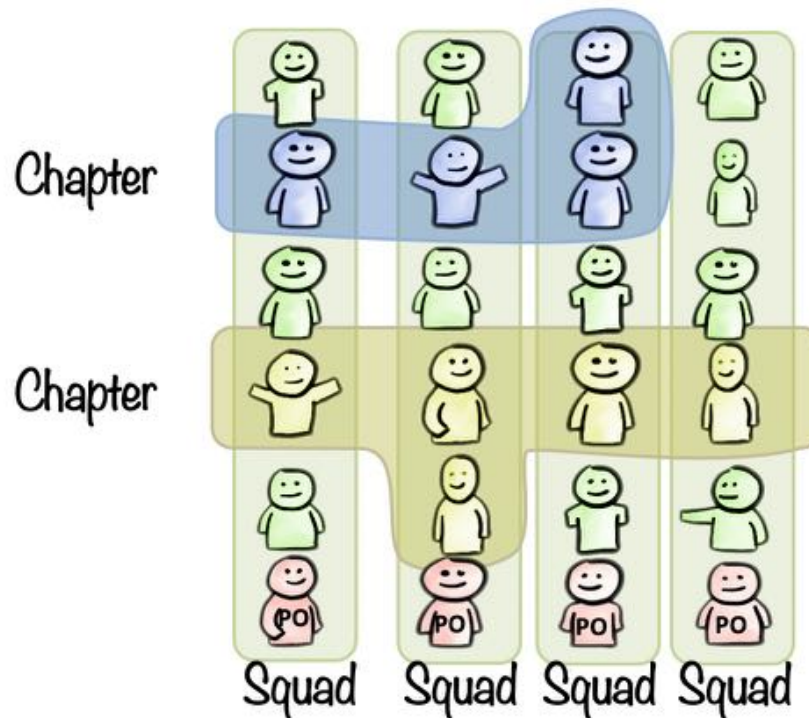
Development experience within the area of expertise. We wish to move towards T-shaped profiles who can take on broader assignments.

Different seniority levels for different roles.

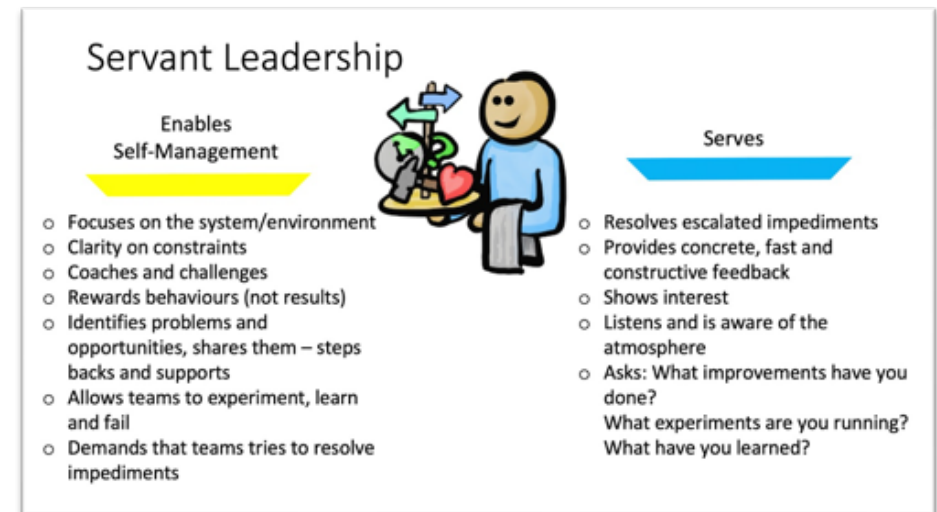
### Stakeholders



# Use Chapters to develop engineering culture and competence



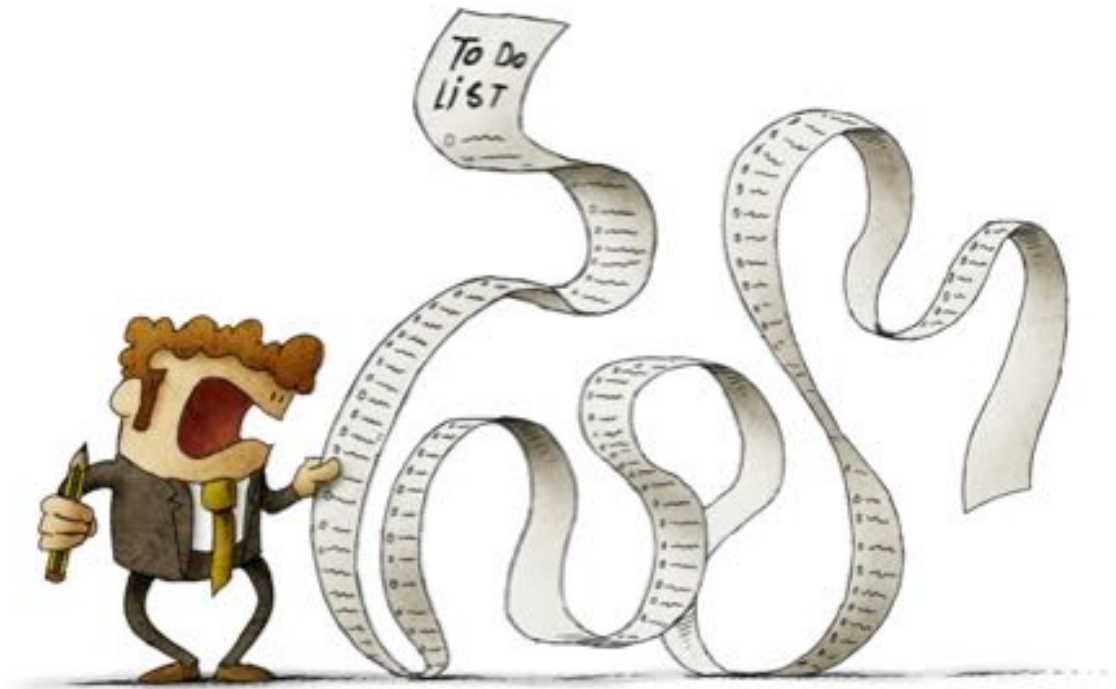
# Develop servant leaders



# Use POTLACs/Squad Trios for holistic squad support

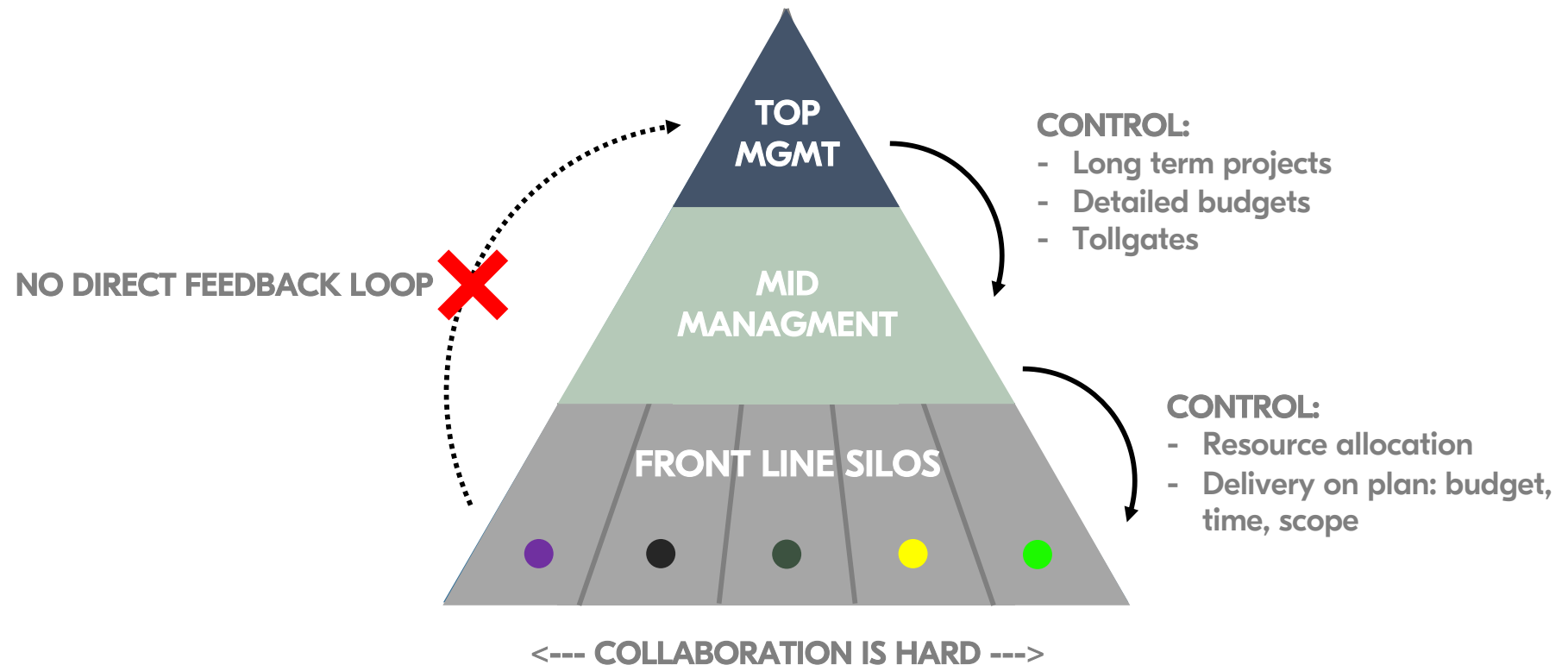


# We need a plan

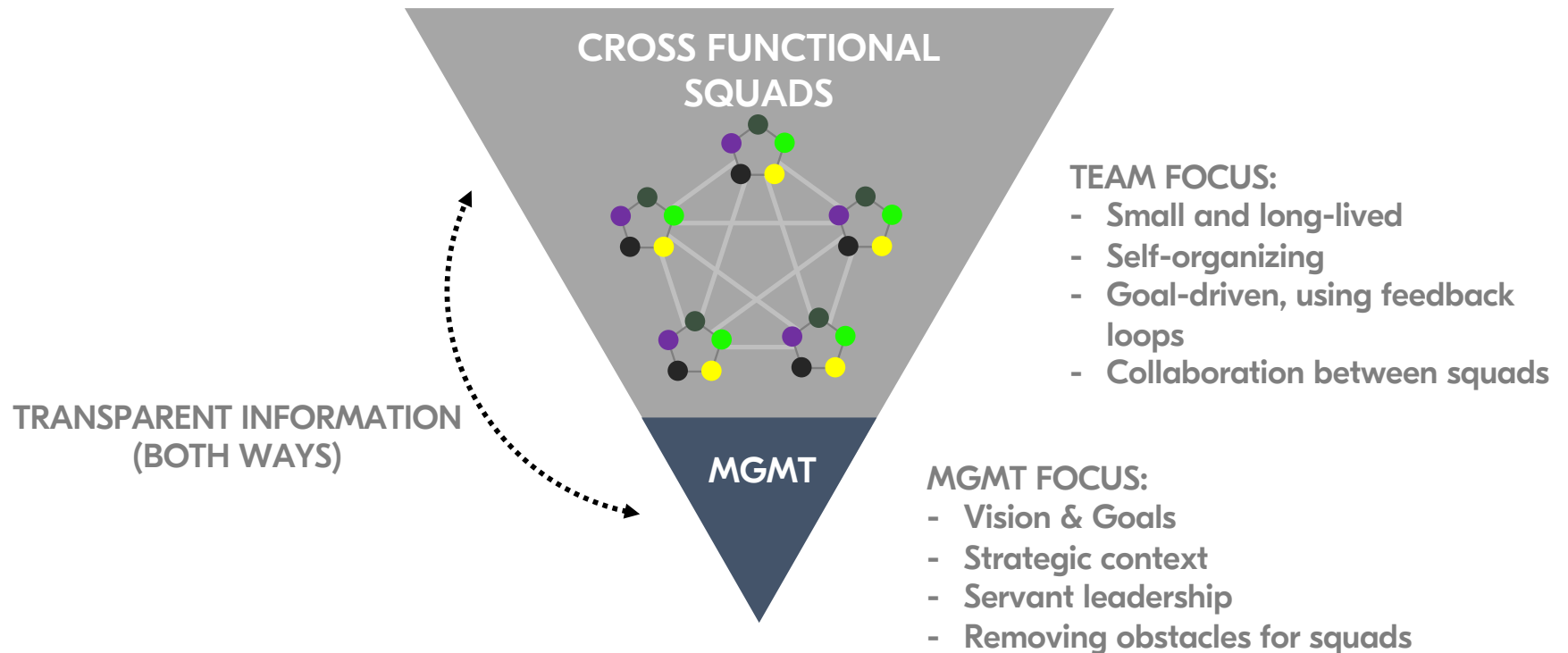


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# "Traditional" organizations

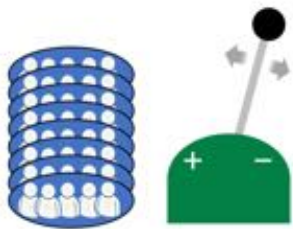


# Aligned Autonomy



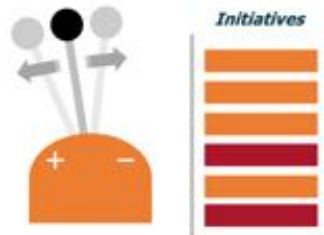


# Lean-Agile Budgeting and Portfolio Management



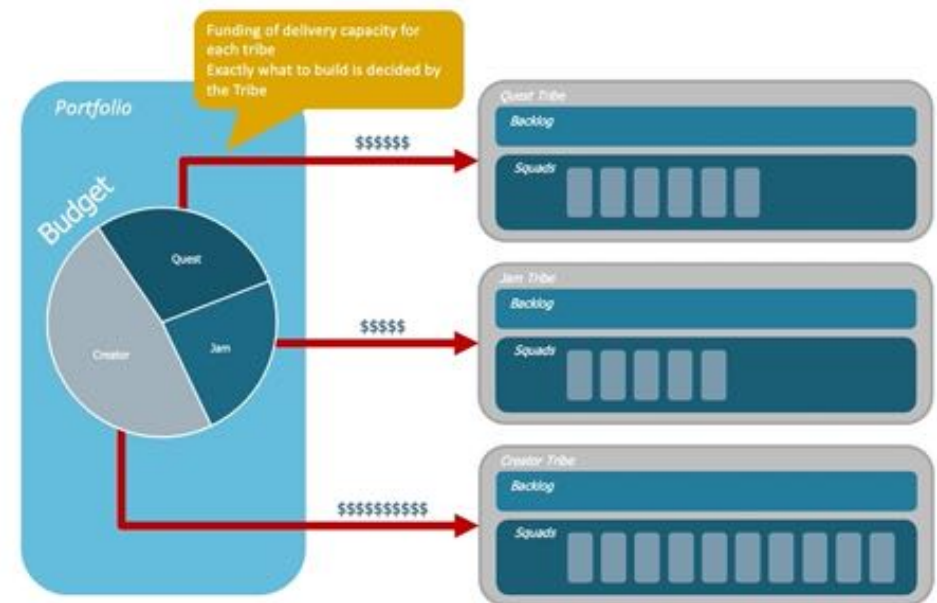
## Capacity

- The number of squads
- Slow to adjust (firing/hiring + training)
- Quarters of a year

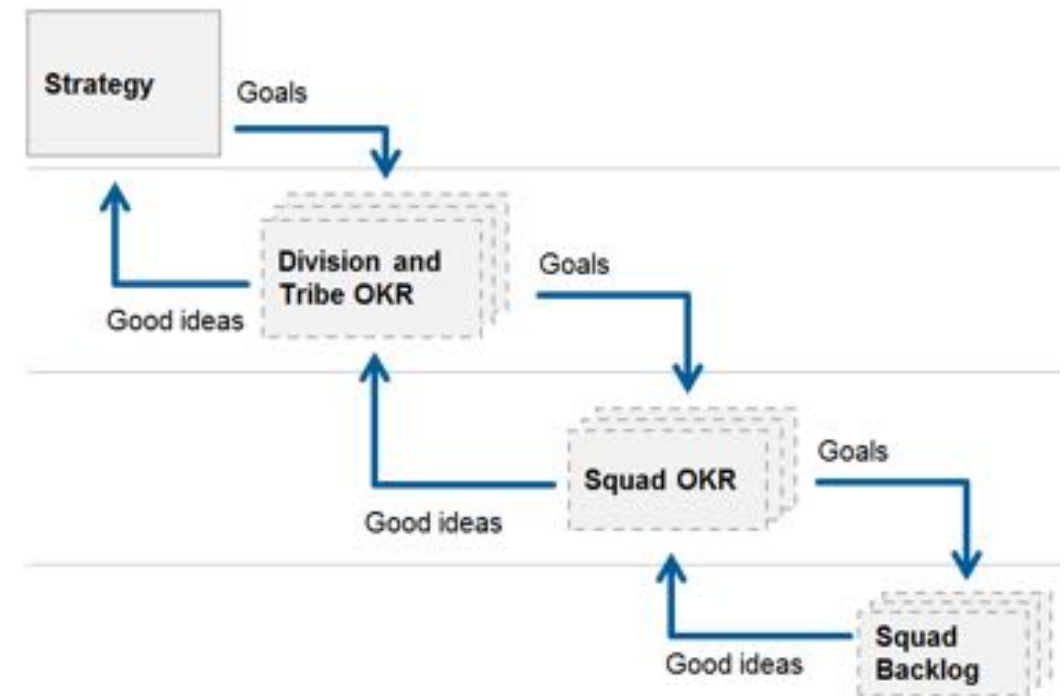
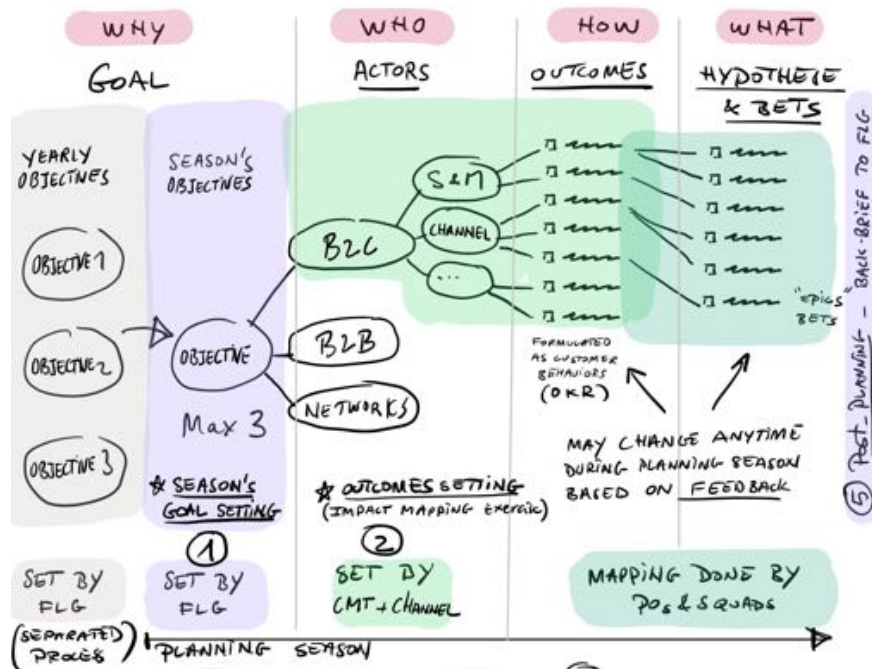


## Product Content

- What the squads deliver
- Anything not started yet can be replaced at minimal cost
- Small and frequent releases
- Weeks



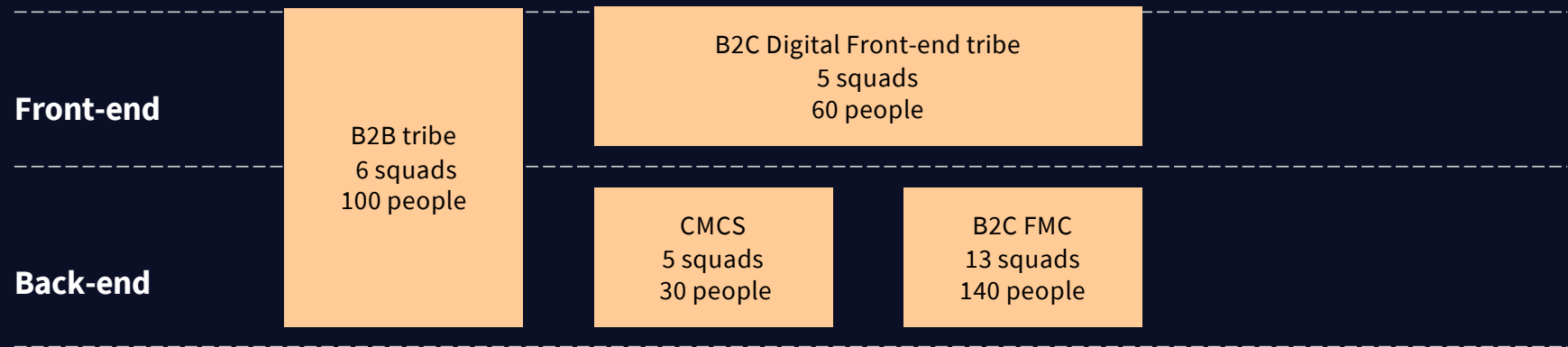
# Give teams problems to solve, e.g. OKRs



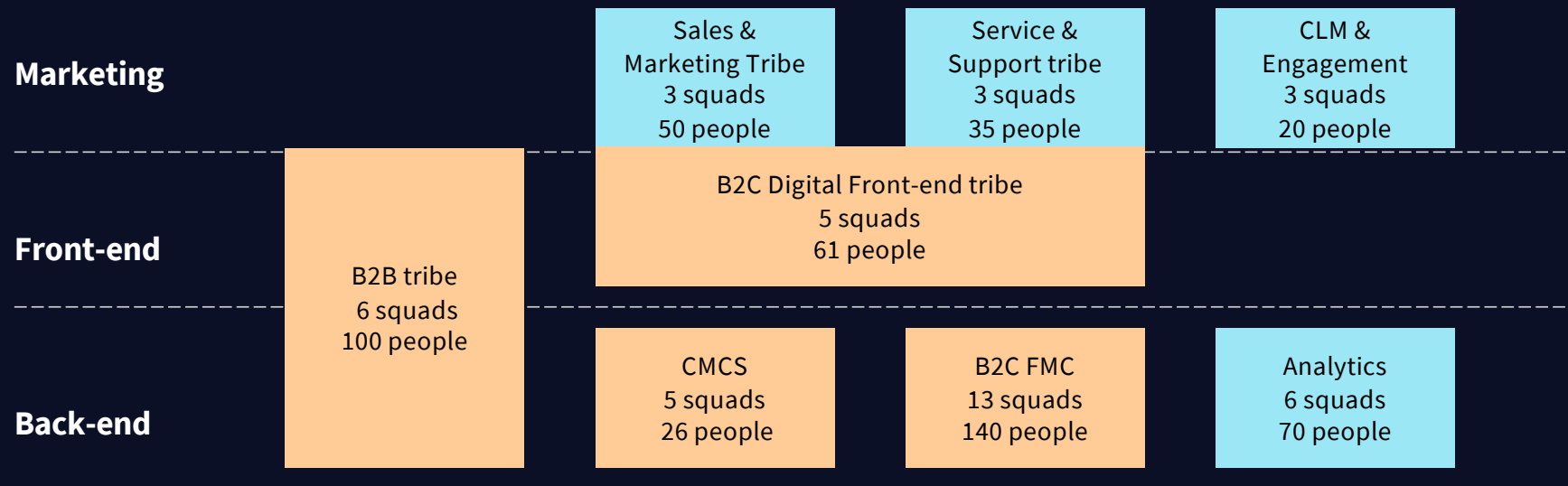
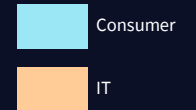
# Big Room Planning Season for Transparency & Collaboration



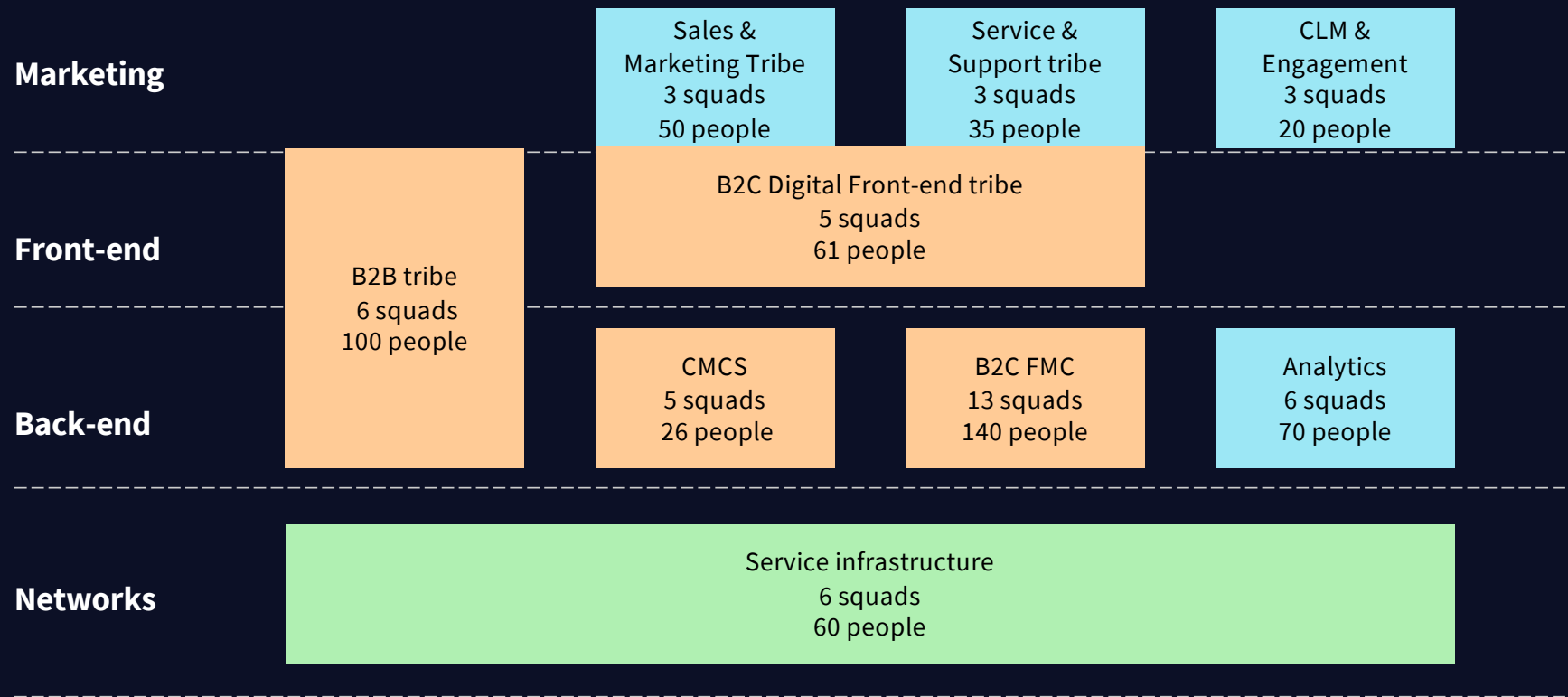
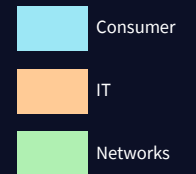
# Early Big Room Planning



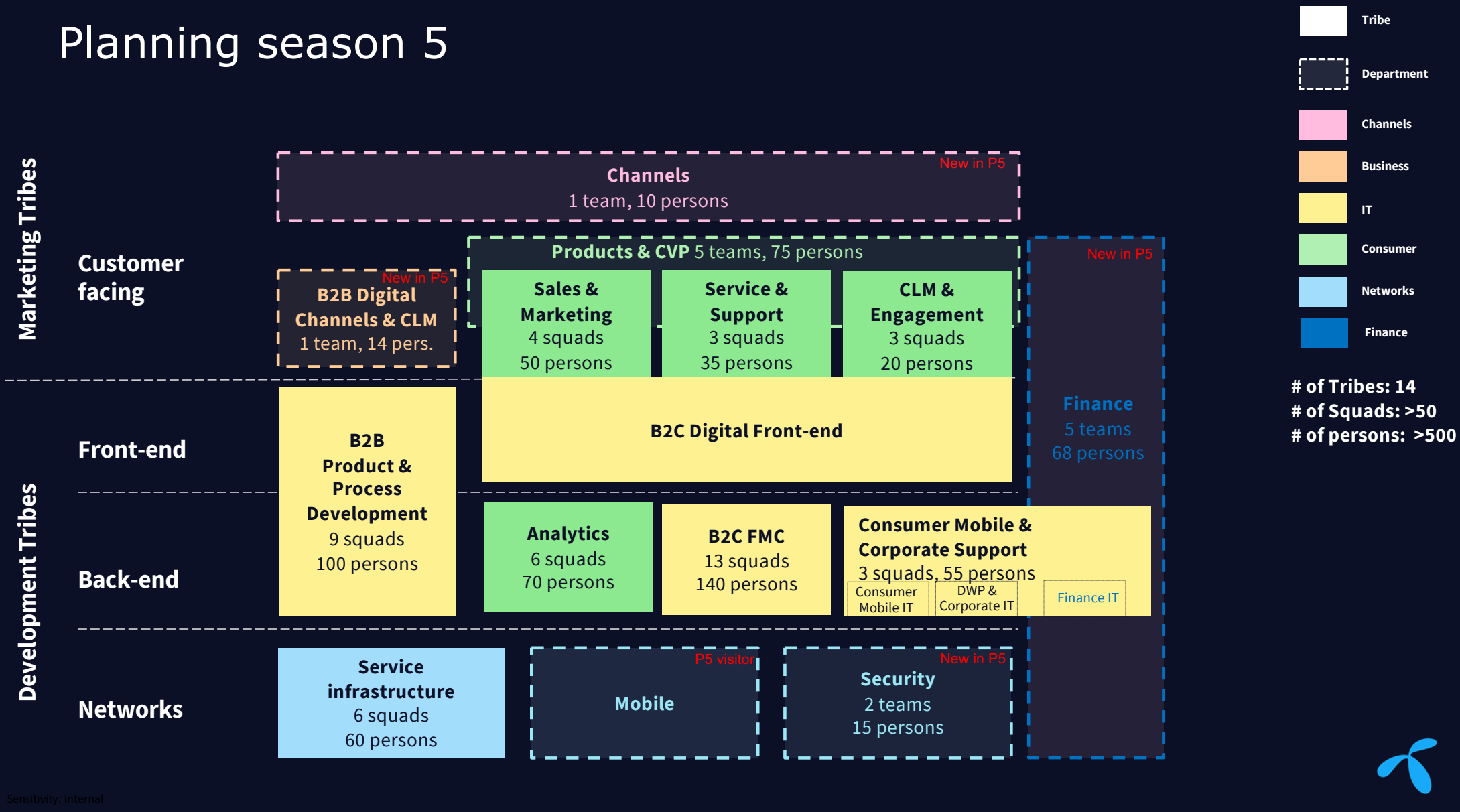
# Consumer and Analytics join the party...



# And part of Networks too...

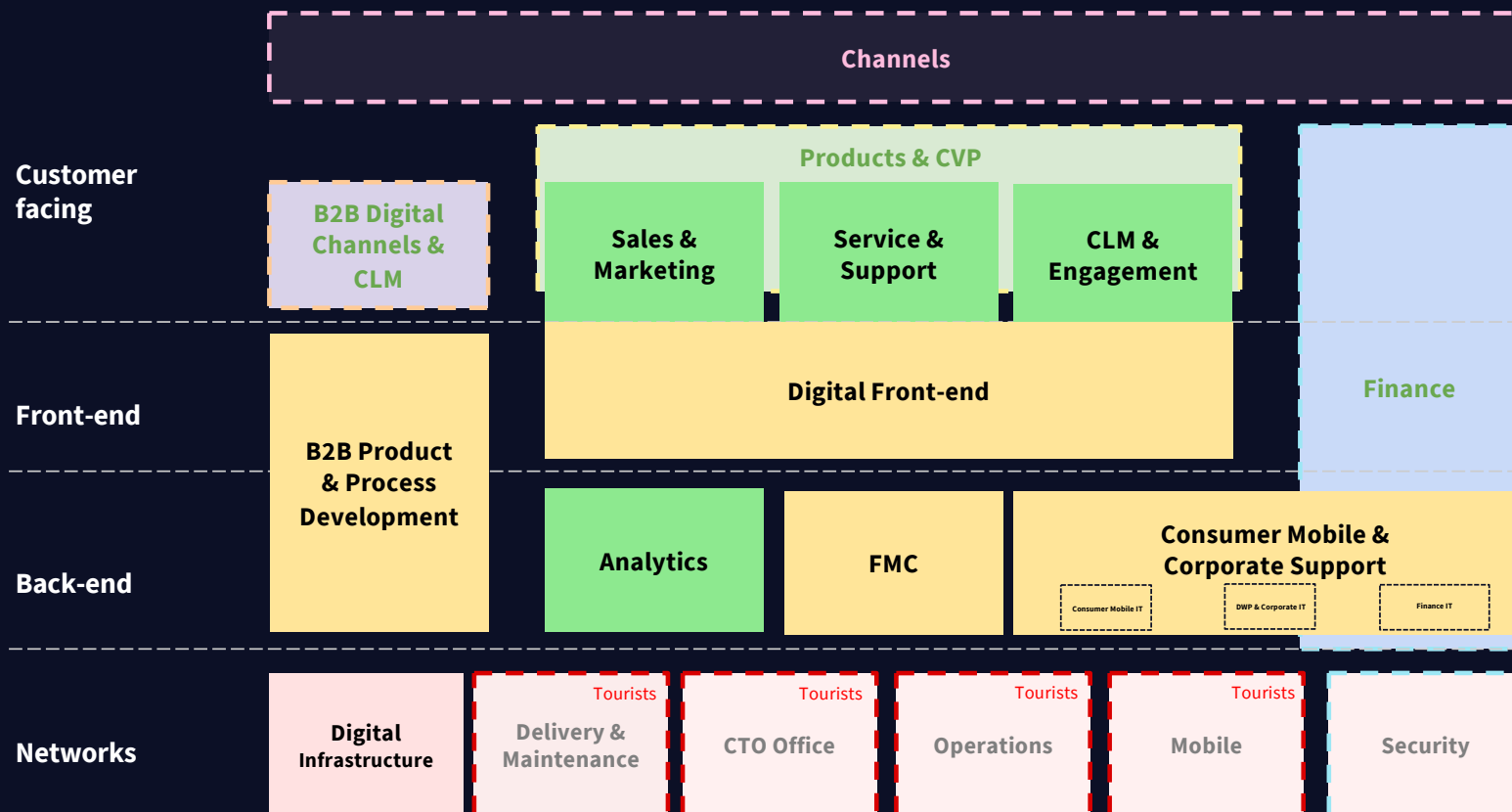
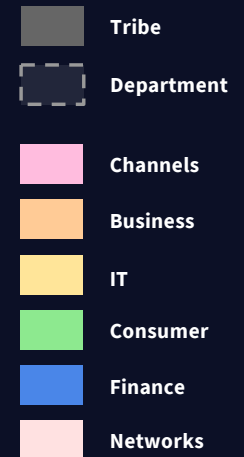


# Planning season 5



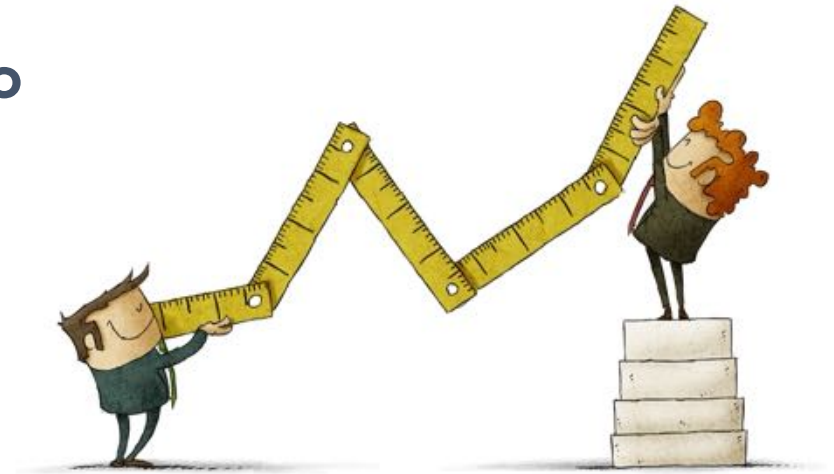


# Planning Season 6



# So how did it go?

- Cycle time reduced from 170 to 27 days
- “Overhead” reduced from 41% to 32%
- Employee Engagement Index for IT “most effective” increased from 22% to 58% from 2017 to 2019



## So how did it go?



*'Out of all customers we have in the Nordics – Telenor Sweden has the strongest momentum in their digital transformation. We even struggle to find comparable companies in Europe'*

# Do you want to learn more?

## Agile at Scale, Inspired by Spotify (remote), August 28-30, 2023

Agile

What does it take to empower people and teams to create innovative solutions your customer will love?



**Joakim Sundén**  
Agile Coach, Speaker,  
Author of Kanban in  
Action

09:00 - 16:00 CEST 2 Day Masterclass - Day 1

### 2 Days: Agile at Scale, Inspired by Spotify



**Joakim Sundén**  
Consultant, Speaker, Coach, Teacher at Crisp

— Google, Amazon, Apple, Netflix, Spotify,  
discover and develop their innovative  
t teams — small teams of engaged and  
problems to solve and who are then trusted to  
al results.

oads" and it's certainly no secret, quite the

Date  
2023-08-28

Venue  
Online

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# Thank you!

# Questions?



[www.joakimsunden.com](http://www.joakimsunden.com)



[linkedin.com/joakimsunden](https://linkedin.com/joakimsunden)



[joakim.sunden@gmail.com](mailto:joakim.sunden@gmail.com)

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## Engineering

We help decrease your technological complexity. We empower your Engineering platforms to be scalable and efficient.

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