



Voodoo Priester und Methode Spotify

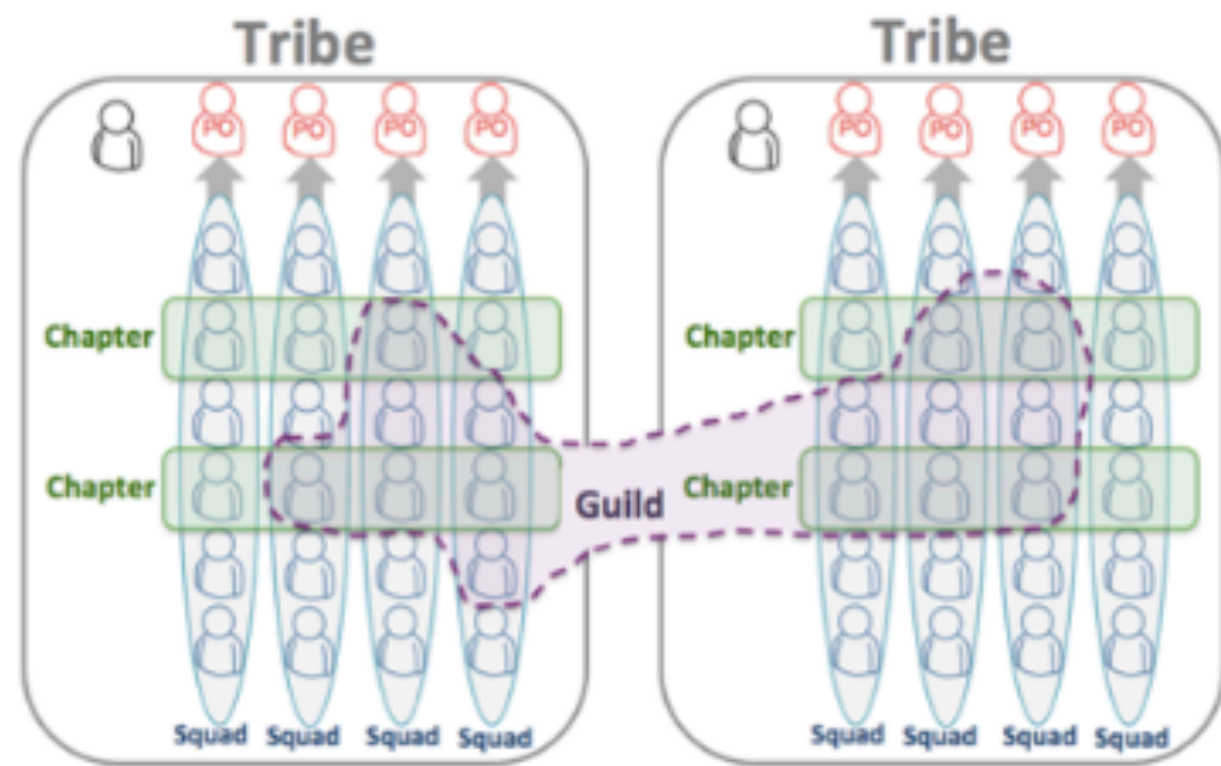
<https://andreclaassen.de>

Photo by [Animesh Bhattarai](#) on [Unsplash](#)

Was ist das Spotify Modell?

Scaling Agile @ Spotify with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012



Dealing with multiple teams in a product development organization is always a challenge!

One of the most impressive examples we've seen so far is Spotify, which has kept an agile mindset despite having scaled to over 30 teams across 3 cities.

Spotify is a fascinating company that is transforming the music industry. The company has only existed 6 years and already has over 15 million active users and over 4 million paying. The product itself can be likened to "a magical music player in which you can instantly find and play every song in the world".

Alistair Cockburn (one of the founding fathers of agile software development) visited Spotify and said "Nice - I've been looking for someone to implement this matrix format since 1992 :) so it is really welcome to see."

So how is this managed?

We have both presented at conferences and been caught in engaging discussions around how we work at Spotify and how the company handles agile with hundreds of developers. Many people are fascinated by this, so we decided to write an article about it.

Disclaimer: We didn't invent this model. Spotify is (like any good agile company) evolving fast. This article is only a snapshot of our current way of working - a journey in progress, not a journey completed. By the time you read this, things have already changed.

Spotify Engineering Culture
Part 1 of 2
Henrik Kniberg
Jan 2014

Agile > Scrum
Principles > Practices
Servant > Master

OPTIONAL

Autonomous Squads
Be autonomous, but don't suboptimize!

Cross-pollination > Standardization

Internal Open-source model

Alignment enables Autonomy

Focus on Motivation

Trust > Control

Decoupled releases

Self-service model
enable > serve

Release Trains - Feature Toggles

People > * Ego

Community > Structure

Trust > Control
Agile at scale requires Trust at scale

Politics **Fear**

1200+ employees
30+ countries

91% **94%**

1000
500
0

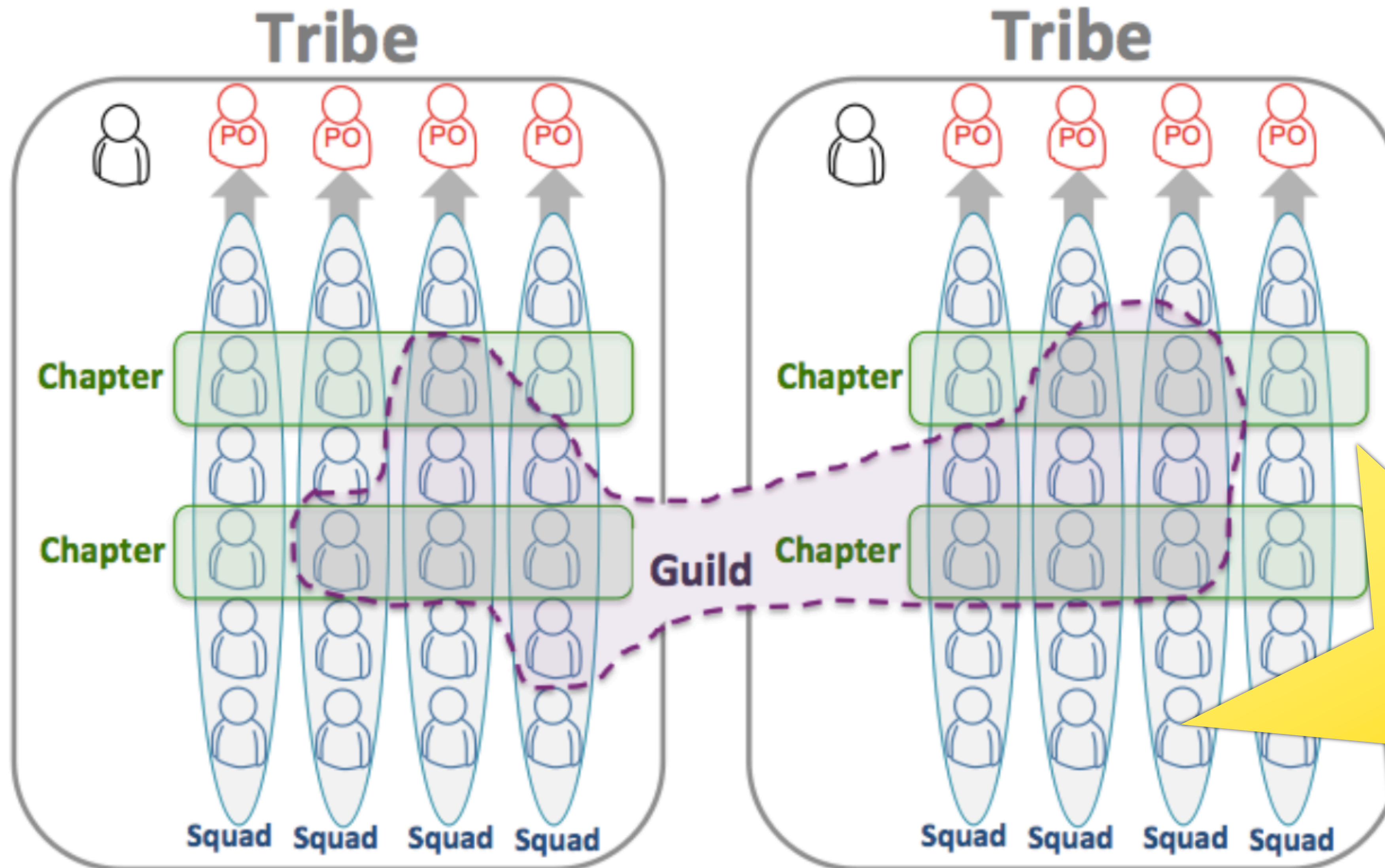
2014 **2015** **2016** **2017** **2018** **2019** **2020** **2021** **2022** **2023**

Feature A
Feature B
Feature C
Feature D

Das ist „Hängen geblieben“... .

Henrik Kniberg & Anders Ivarsson

Oct 2012



Ach, ist das cool!

Was macht das Spotify Modell so attraktiv

Cooler Namen

Tribes, Chapter,
Guilds, Squads!

Alles drin zum
Thema Orga!

Skalierte agile
Organisation

Matrix können
wir!

Conways Law
eingebaut!

PoC: Spotify ist
erfolgreich!

So wirst du zu „Spotify“

- Schritt 1:** Implementiere das Spotify Modell!
- Schritt 2:** Egal ...
- Schritt 3:** Du bist jetzt ein agiles Unternehmen!



Aus: Joakim Sundén: You can do better than the Spotify Model #lascot on Vimeo

Reality Check: Spotify ist ein Mythos!

Es ist schwer etwas zu kopieren,
was es nie gegeben hat.

Joakim Sundén
(ex Agile Coach Spotify)



- **Das Spotify Modell hat in Reinform nie existiert!**
- Das Business von Spotify läuft klassisch mit Zielvorgabe und Delegation!
- Spotify hat einige Probleme ...

Das wahre Spotify Modell

Hören Sie auf, Weisheit zu kopieren und denken Sie selbstständig.

Stellen Sie sich Ihren Schwierigkeiten und denken, denken, denken Sie. Lösen Sie Ihre Probleme selbst!

Schwierigkeiten bieten gute Gelegenheiten, besser zu werden.

Erfolg bedeutet, niemals aufzugeben.

Taiichi Ohno



Das bedeutet

Schritt 1: Begegne deinen eigenen Problemen und denke intensiv nach.

Schritt 2: Löse deine Probleme!

Schritt 3: Erfolg!



Aus: Joakim Sundén: You can do better than the Spotify Model #lascot on Vimeo

Offene Diskussion: Was lernen wir daraus?



Quellen

- Artikel Failed Squads von Jeremiah Lee:
<https://www.jeremiahlee.com/posts/failed-squad-goals/>
- *You can do better than the Spotify model* by Joakim Sundén, 2017 [video](#), [slides](#)
- *How things still don't quite work at Spotify and how we're trying to solve it* by Jason Yip, 2017 [video](#), [slides](#)
- [Scaling Agile @ Spotify whitepaper](#), [Spotify Engineering Culture video](#)