This is a summary of Spotify’s whitepaper “Scaling Agile @Spotify” by Henrik Kniberg and Anders Ivarsson. Thanks for sharing and for the inspiration!

**SQUAD**
Primary home (like a scrum team)
- Sit together.
- One long-term mission.
- Have all the skills/tools needed to design, develop, test & release to production.
- Self-organising.
- Lean, MVP, Validated Learning.
- Become experts on product area.
- **Product Owner** prioritises work.

**TRIBE**
Collection of squads within business area
- Squads within tribe sit in same area.
- <100 people per tribe.
- Shared lounges promote inter-squad contact.
- Regular informal get-togethers to share what working on, demos etc.
- **Tribe leader** responsible for providing right habitat.

**CHAPTER**
Secondary home (within tribe)
- Meet regularly to discuss expertise and challenges.
- **Chapter lead** is line manager for Chapter members.
- Chapter Lead is responsible for developing people & setting salaries but remains part of squad & does day-to-day work.

**GUILD**
A group of people from a across the organisation who want to share knowledge, tools, code & practices. Each has a Guild Co-ordinator. Some examples are the web technology guild, the test automation guild, and the agile coaching guild.

**Problem-solving & support**
- **Quarterly Survey**
  - Talk about where improvements and support are needed
- **Dependencies Reviews**
  - Regularly review how squads see their dependencies. Reorganise work as necessary to eliminate inter-tribe and blocking dependencies.
- **Scrum of Scrums Only On Demand**
  - For example, when a large project requires the co-ordinated work of multiple squads for a few months you may choose to have daily sync meetings.

**Operations Team**
Gives squads the support they need to release code themselves: in the form of infrastructure, scripts, and routines.
- Each squad has access to Analytics expertise and an Agile Coach.