

# Moving Fast at Scale

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# Background

**we**work



STITCH FIX™

Google™

ebay

# Moving Fast at Scale



- High-Performance Culture



- Autonomous Teams



- Focus and Prioritization

# Moving Fast at Scale



- High-Performance Culture



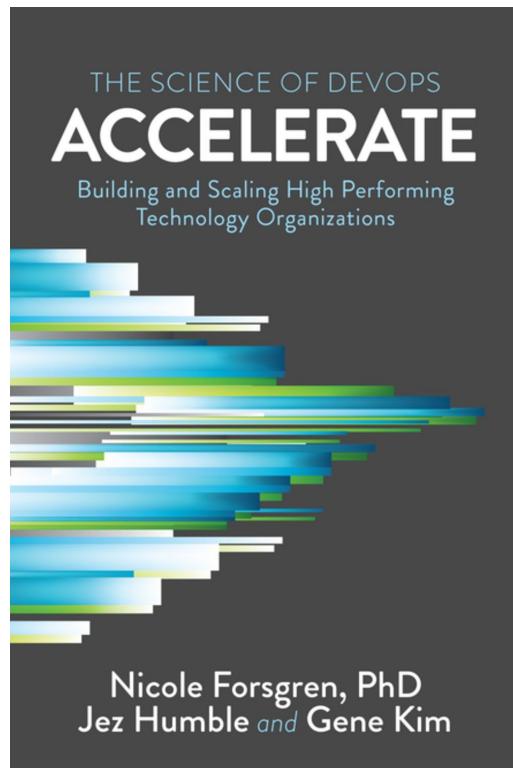
- Autonomous Teams



- Focus and Prioritization



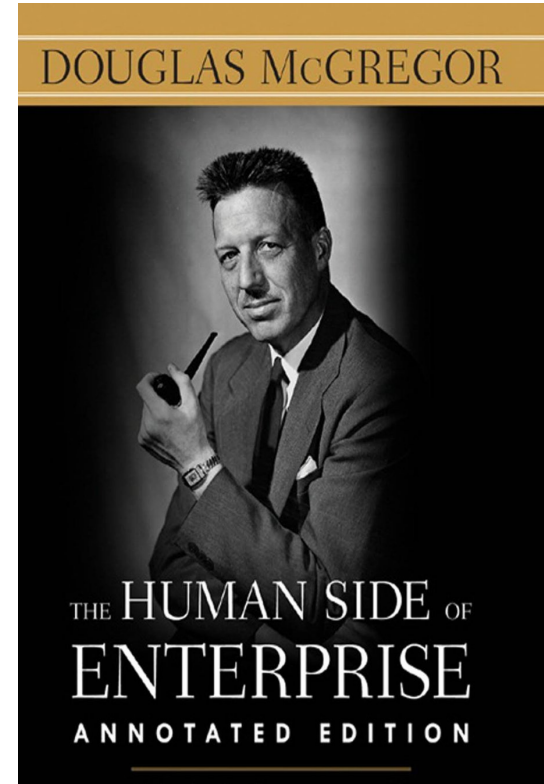
# Organizational Culture



- Generative Organization
  - Trust and Sharing
- Bureaucratic Organization
  - Rules and Processes
- Pathological Organization
  - Fear and Threat

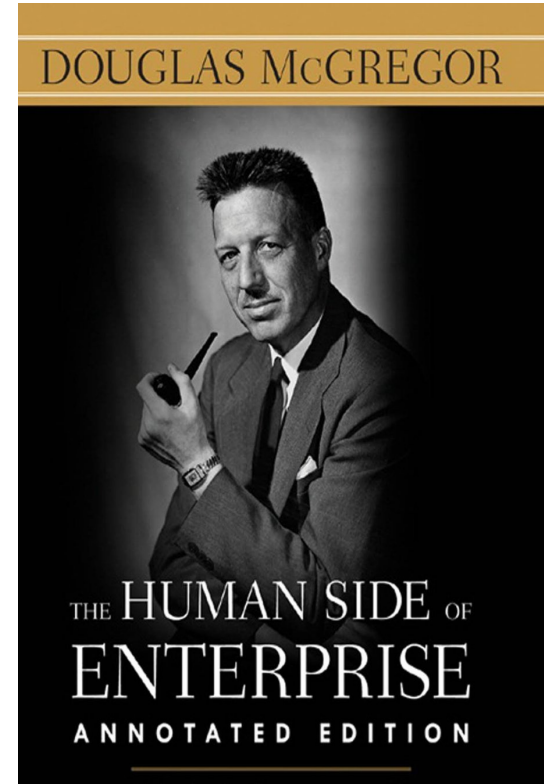
# Theory X vs. Theory Y

- Dr. Douglas McGregor, 1960
- Leadership's beliefs about what motivates employees

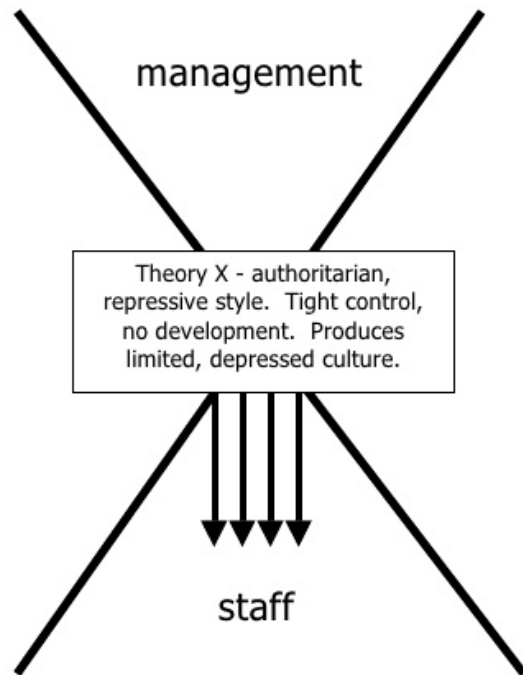


# Theory X vs. Theory Y

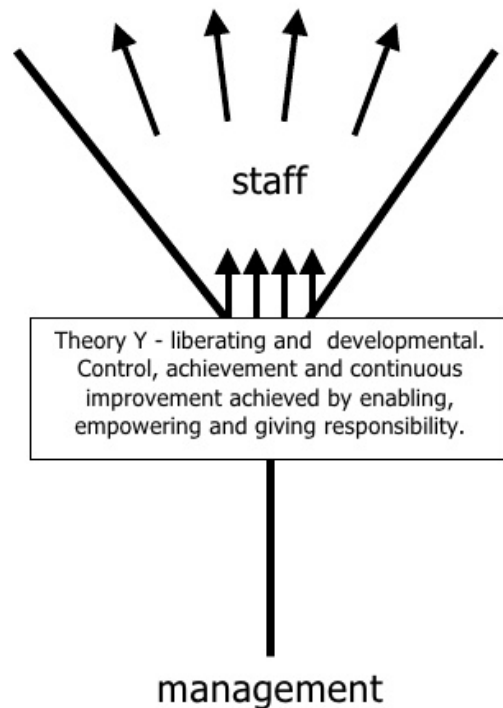
- **Theory X:** people are inherently lazy, avoid responsibility, require extrinsic motivation
- **Theory Y:** people are intrinsically motivated, seek ownership, want to perform well



## 'Theory X'



## 'Theory Y'



# Psychological Safety



- Team is **safe for interpersonal risk-taking**
- “Being able to show and employ one’s self without fear of negative consequences”
- More important than any other factor in team success

# Cross-Functional Collaboration

- Best decisions made through partnership
- Given common context, well-meaning people generally agree
- “Disagree and Commit”

# Moving Fast at Scale



- High-Performance Culture

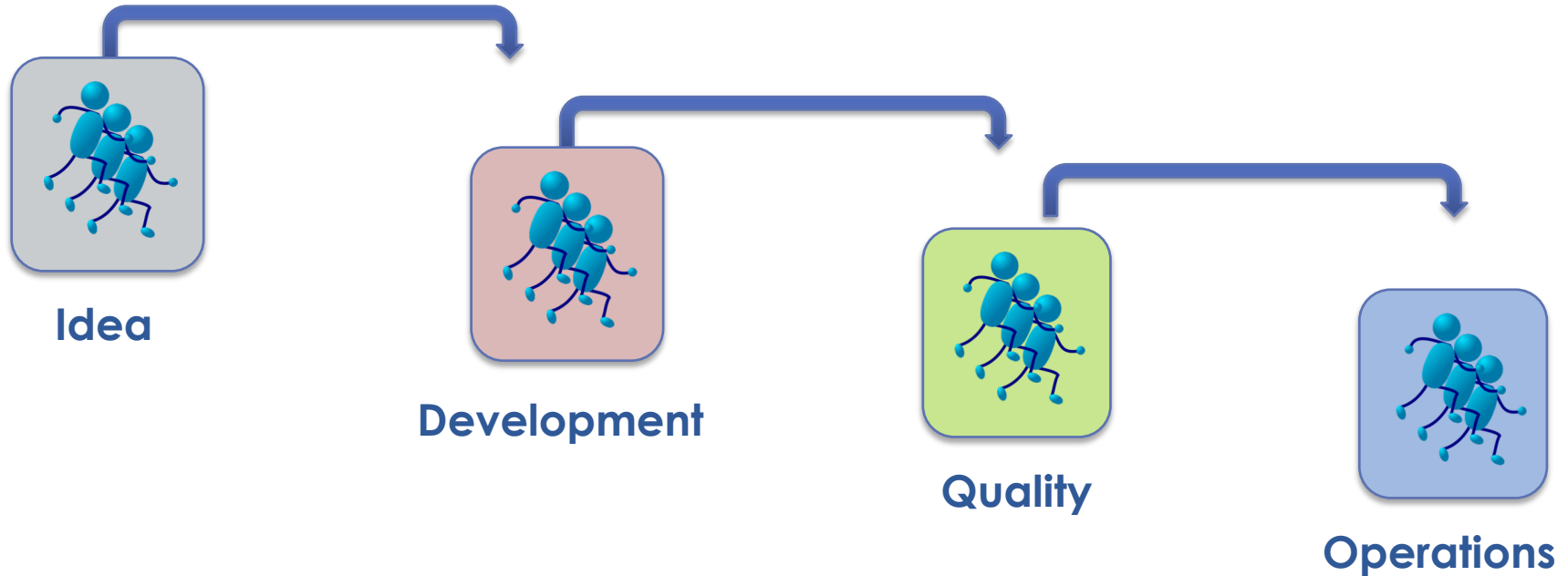


- **Autonomous Teams**



- Focus and Prioritization

# Traditional Organizations



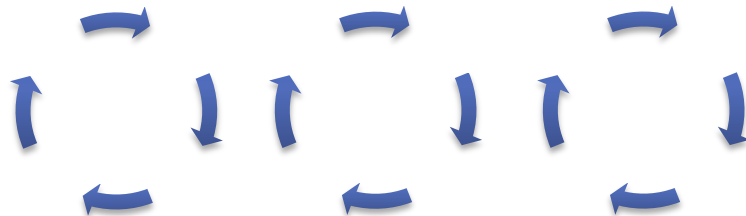


# Full-Stack Teams

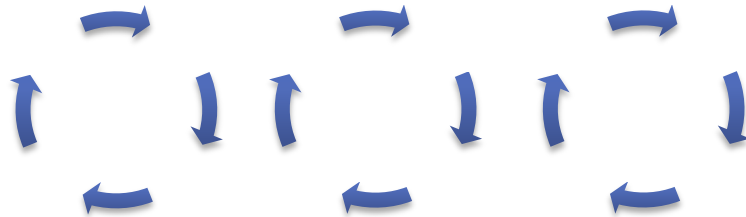
Domain Domain Domain  
C B A



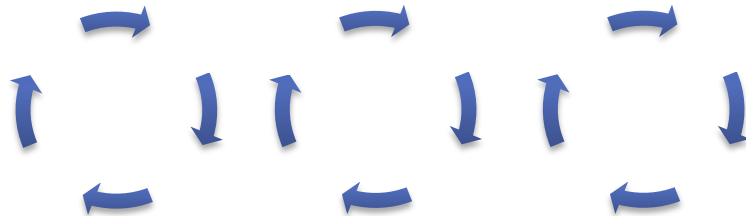
Idea  
Development  
Quality  
Operations



Idea  
Development  
Quality  
Operations



Idea  
Development  
Quality  
Operations



# Two-Pizza Teams



**4-6  
people**

“A team should be no larger than can be fed by two large pizzas.”

-- Jeff Bezos, Amazon

# Business Alignment



**<Business  
Domain>**

- Aligned around a business problem
  - Clear goals and metrics ...
  - ... that matter to customers!
- Well-defined area of responsibility
  - Single application or set of related applications

Ideally, 80% of project work should be within a team boundary.

# Moving Fast at Scale



- High-Performance Culture

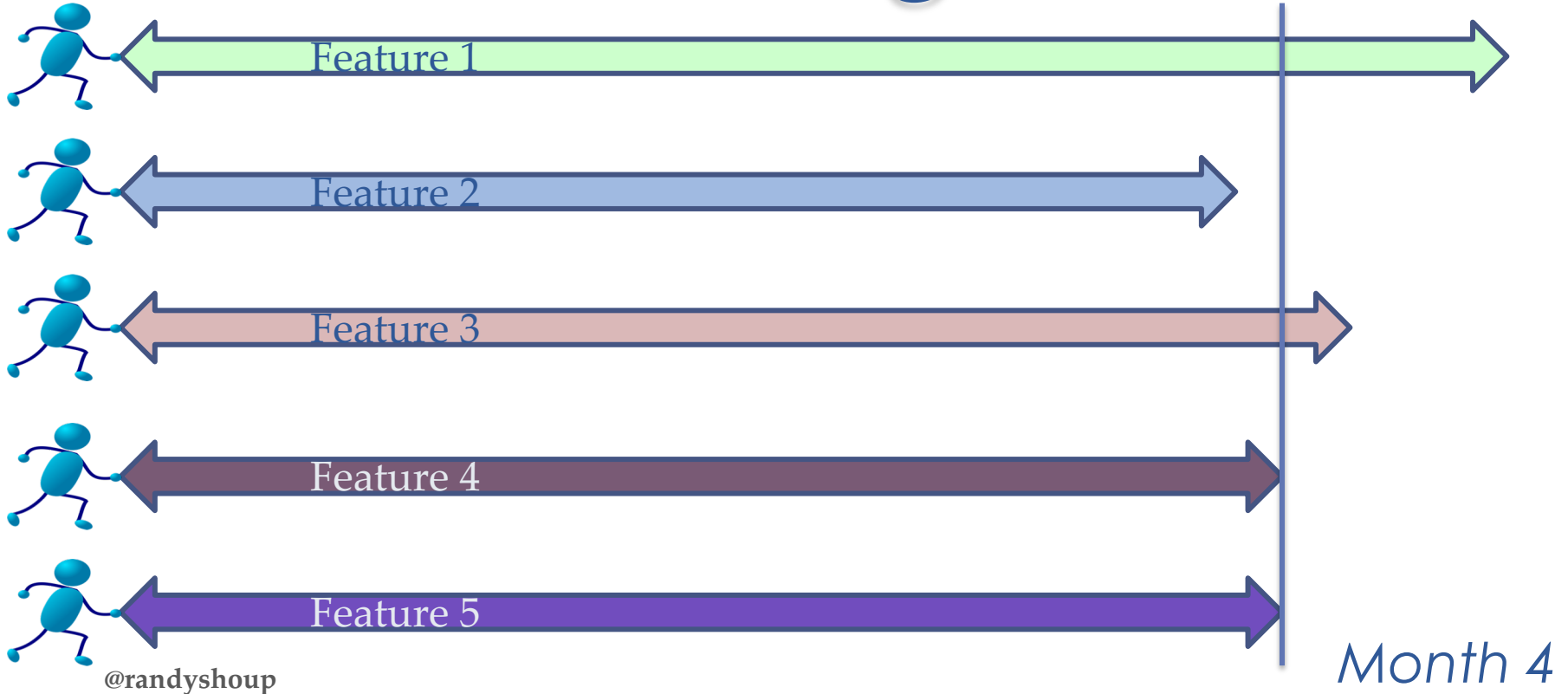


- Autonomous Teams



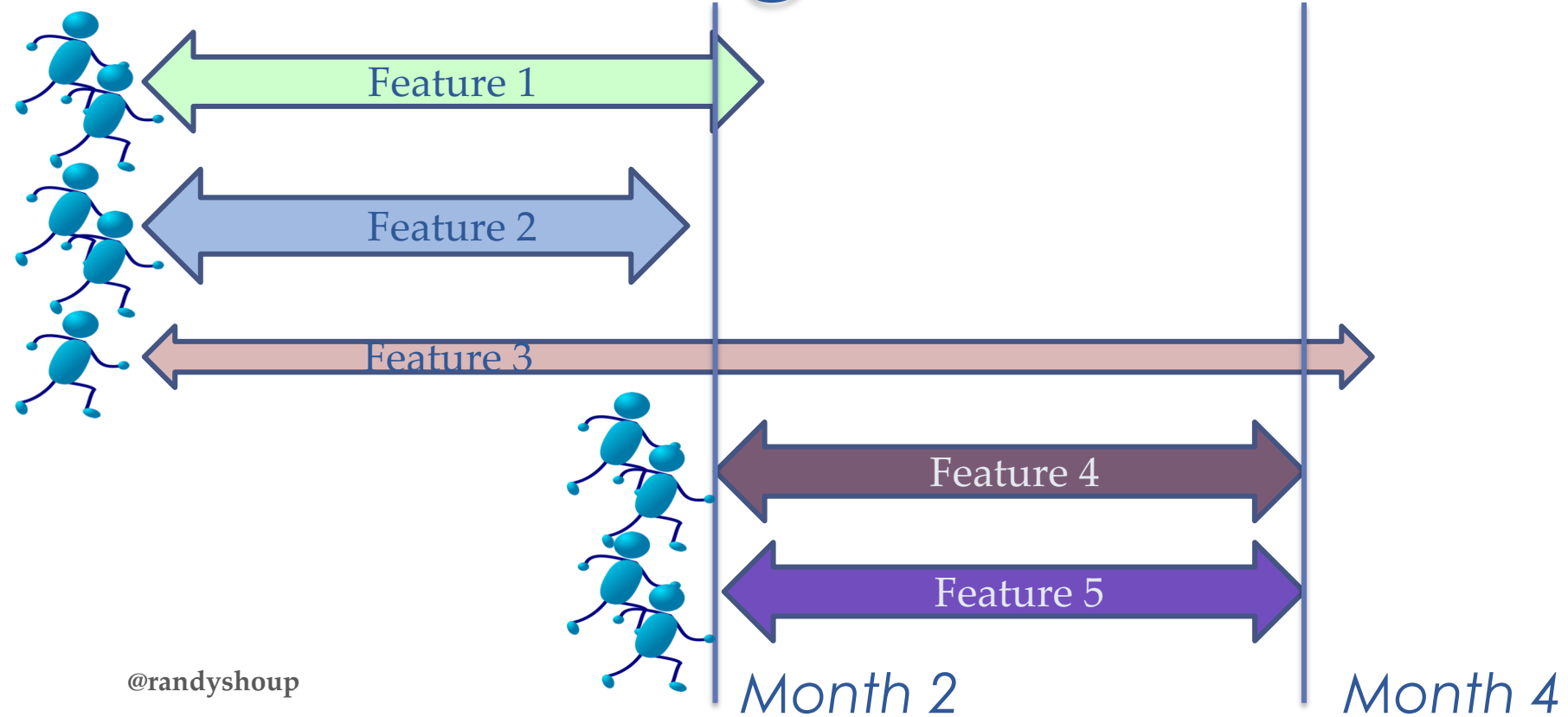
- Focus and Prioritization

# Traditional Organizations



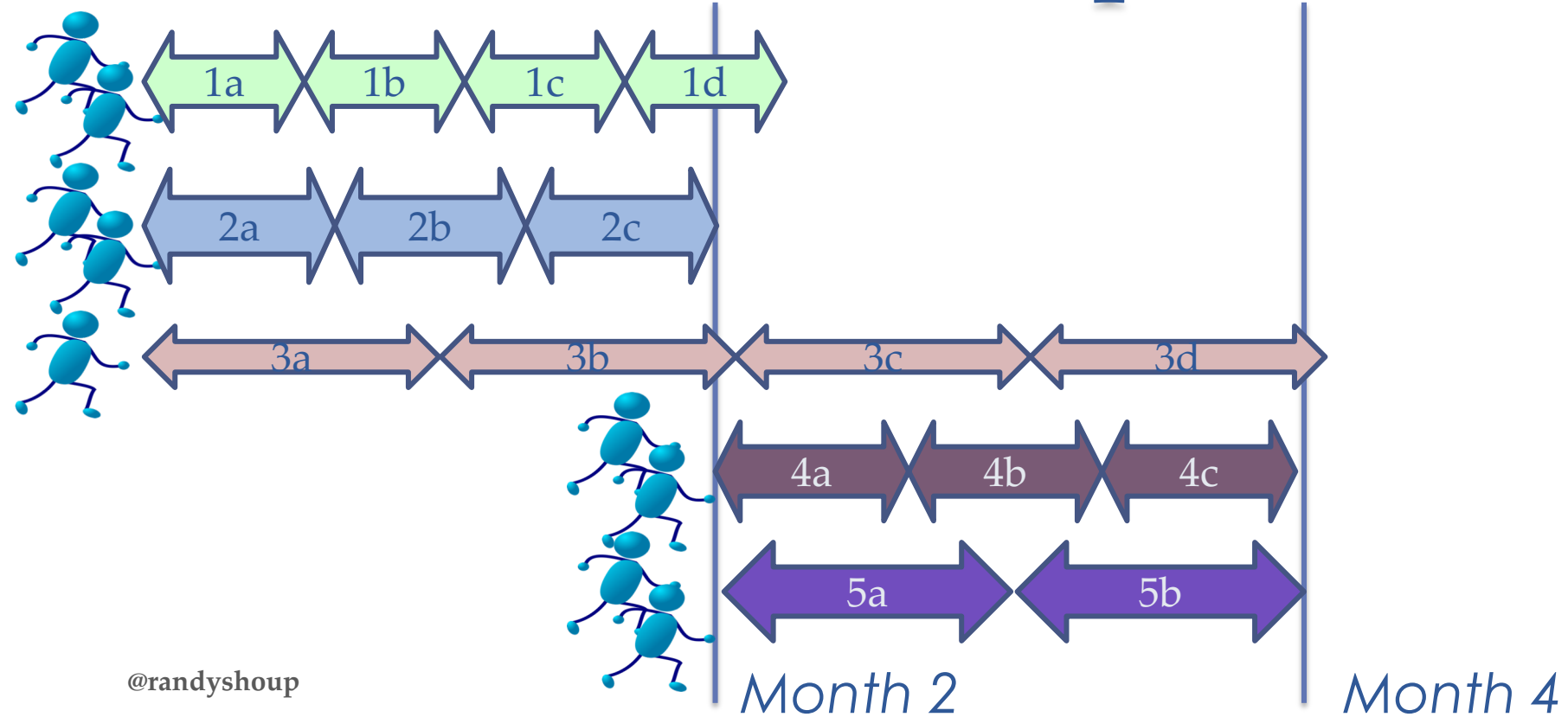
Fewer Things,  
More Done

# Fewer Things, More Done





# Iterative Development



**CHANGED  
PRIORITIES  
50 yds AHEAD**



MAXIMUM HEIGHT  
4.75m

# Fewer Things, More Done

- Deliver Highest Priority Features First
  - Don't treat priority 1 and priority 5 the same 😊
- Deliver Full Value Earlier
  - Benefit now is worth more than benefit in the future
- Deliver Value Along the Way
  - Deliver increments along the way instead of everything at the end
- Deliver Value Despite Changing Priorities
  - At any point, we have working software even if we pause or abandon the feature

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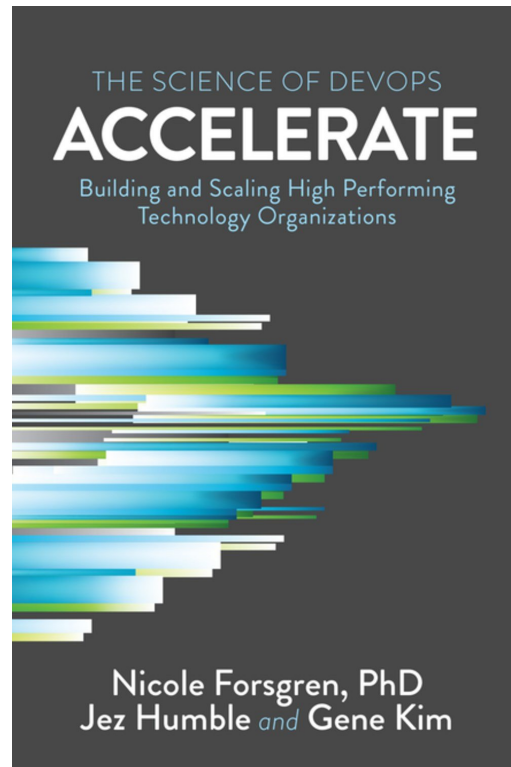


# Moving Fast at Scale

→ **2.5x more likely  
to exceed goals**

- Profitability
- Market share
- Productivity

@randyshoup



# Thank you!



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