



FAST: An Innovative Way to Scale

PRESENTED BY
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Agile 2022
14 July 2022
Nashville, Tennessee

What is Scaling?

Increasing the number of people working on a set of related products or codebases, resulting in multiple interdependent teams.

How to Deliver Faster

- 1. Reduce scope**
- 2. Eliminate waste**
- 3. Improve technical capability**
- ⋮**
- ⋮**
- n. Add people**



Scaling: The Last Thing You Want to Do

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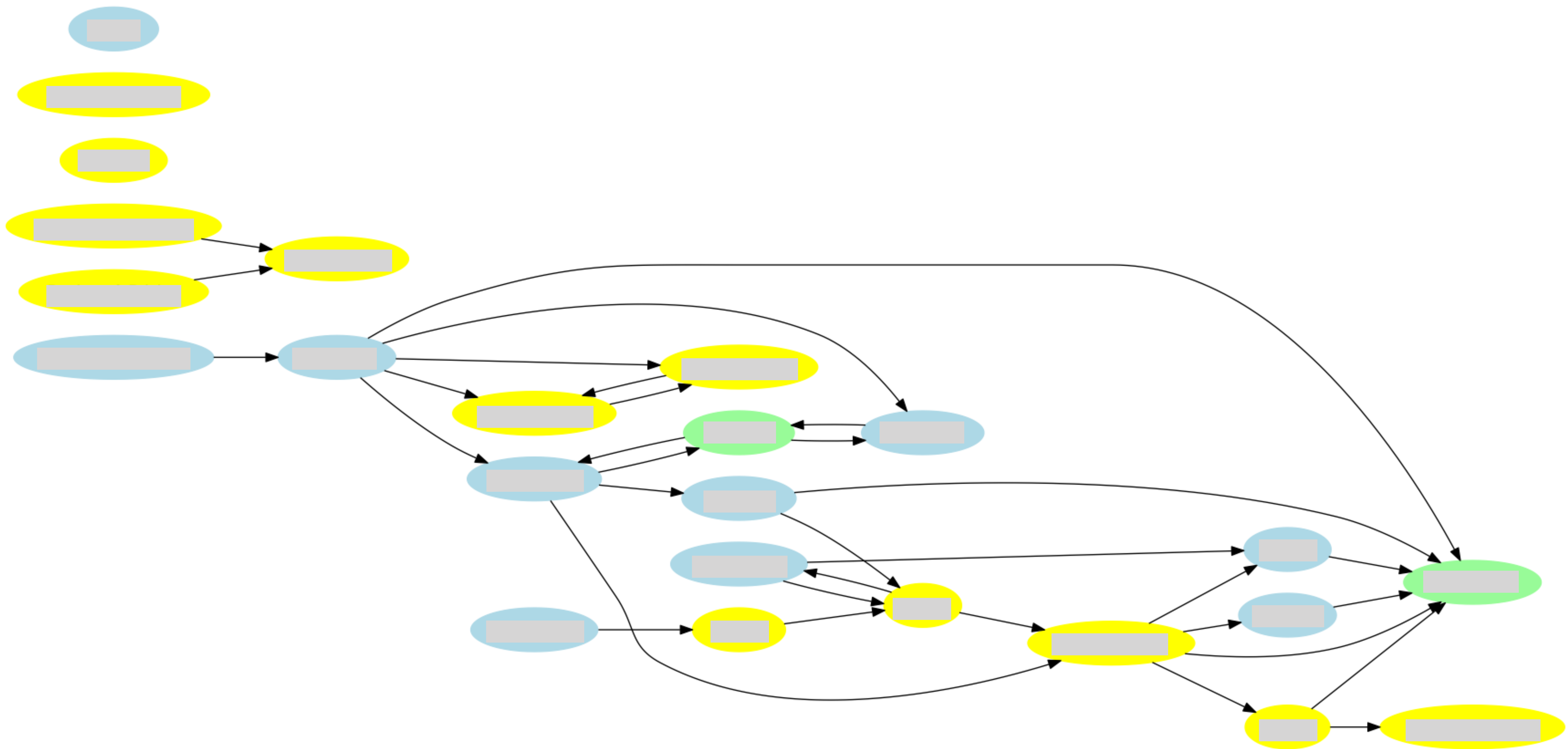
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Component Teams

Each team focuses on one or more technical components in a larger system.

- Finishing work requires the coordination of many teams.
- Cross-team bottlenecks and errors are common.

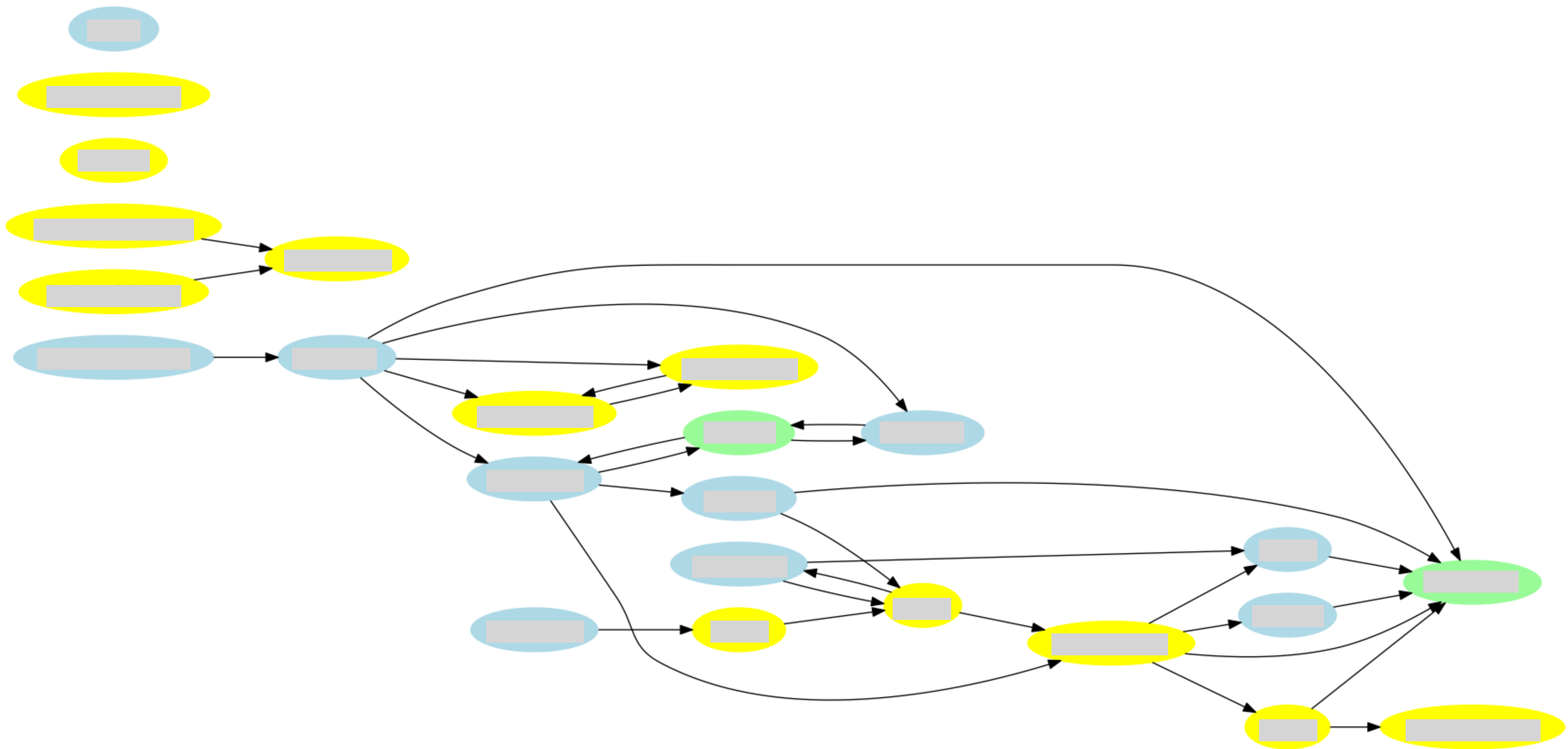


Stream-Aligned Teams

Each team focuses on a continuous flow of work aligned to a business domain or organizational capability.

—Team Topologies (Skelton & Pais)

- Hard to incorporate specialties (UX, security, ops)
- Brittle to changing business strategy
- Leads to silos
- Cross-team dependencies still a challenge



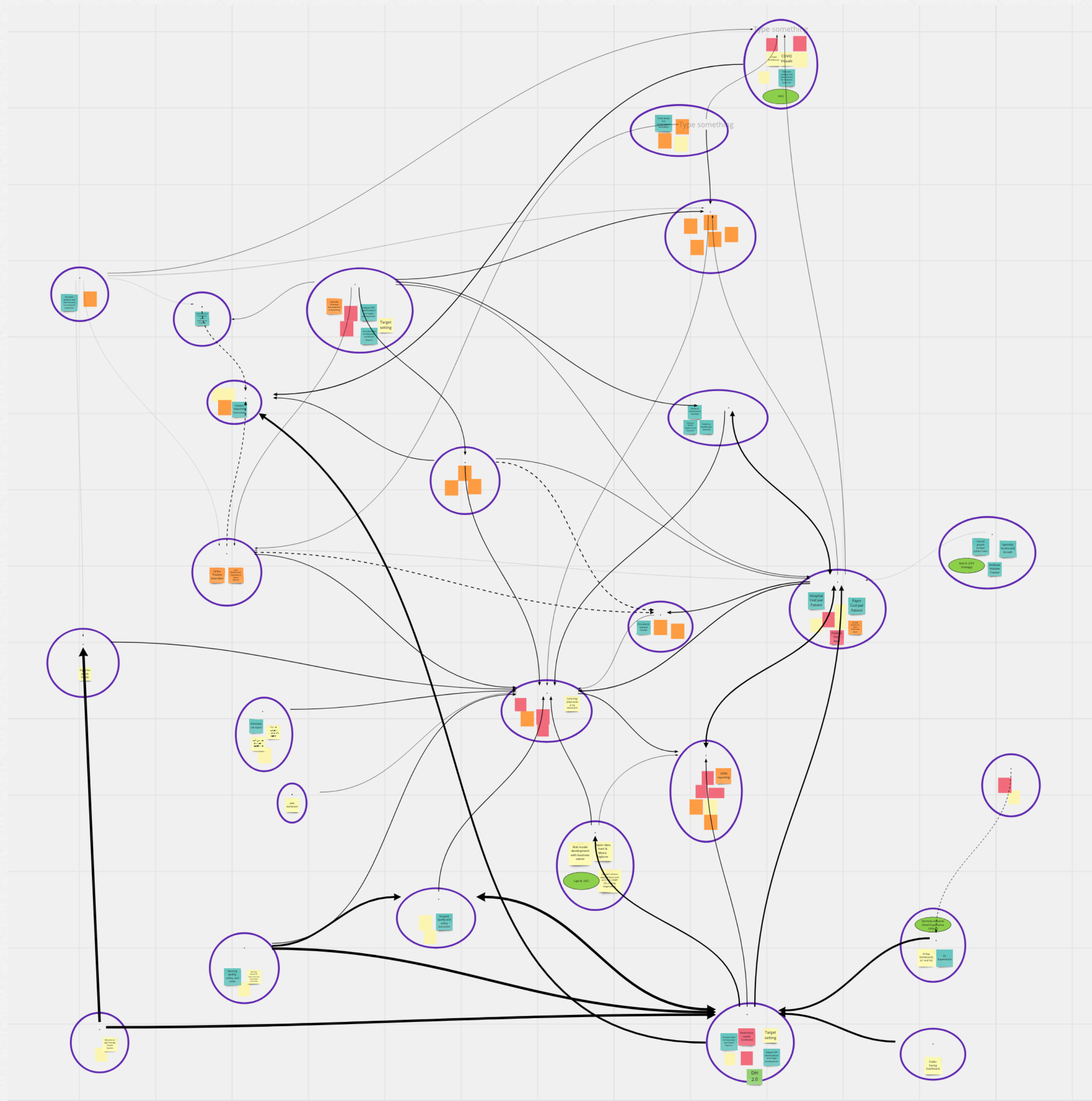
Fluid Scaling Technology (FAST)

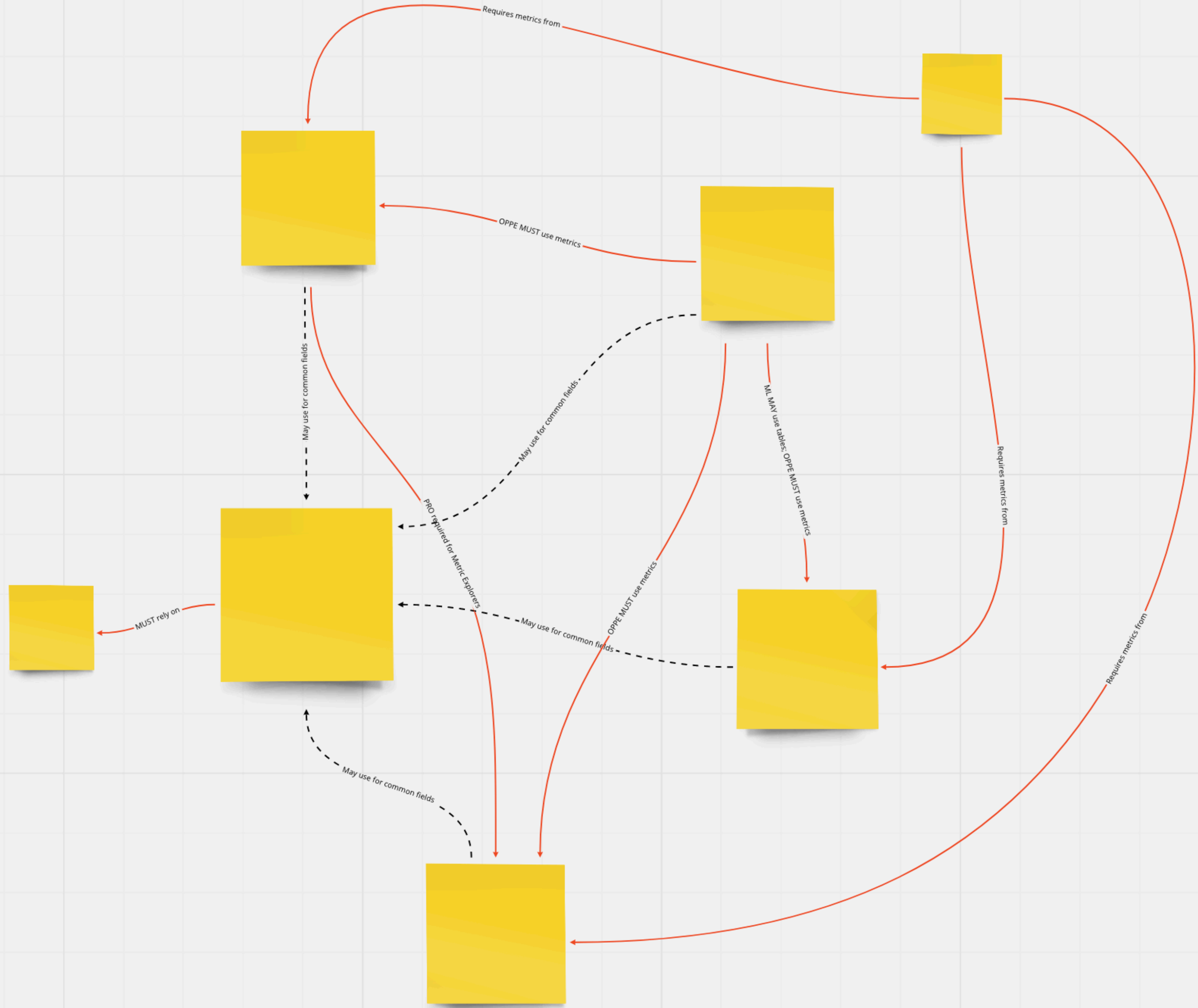
A tribe of people who self-organize into teams on a frequent cadence.

- But does it work?

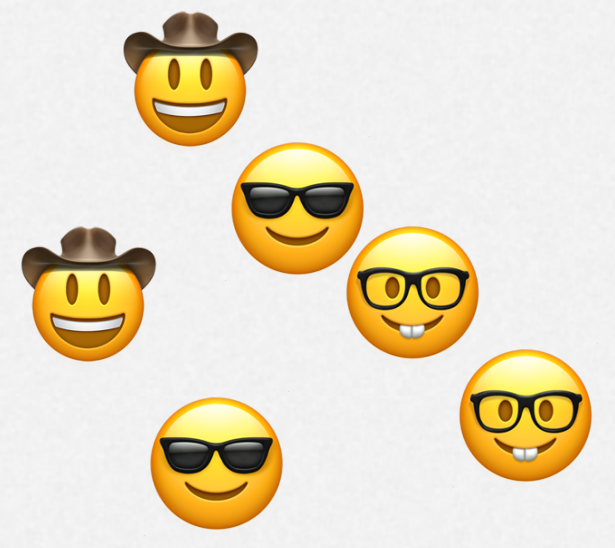
Time Passes...







Team B



Team A



Team D

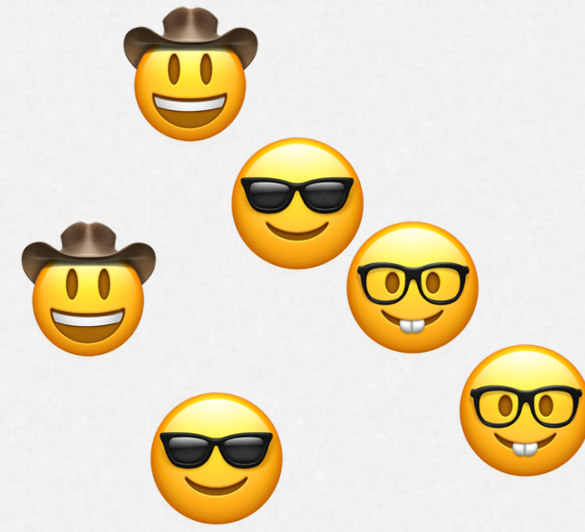


Team C

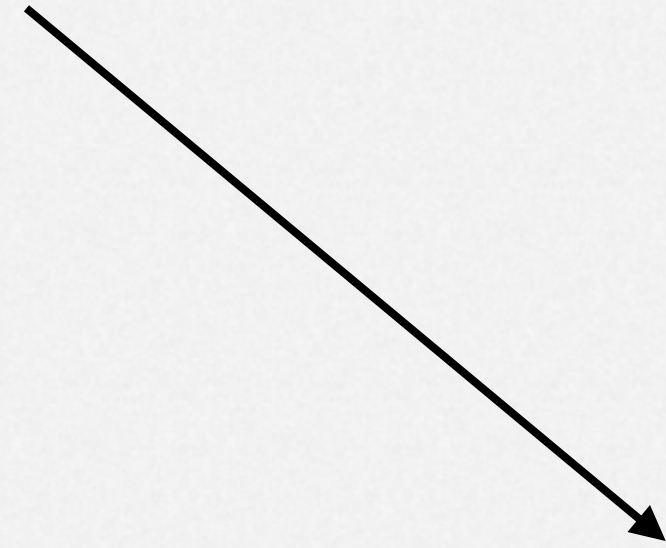
Team A



Team B



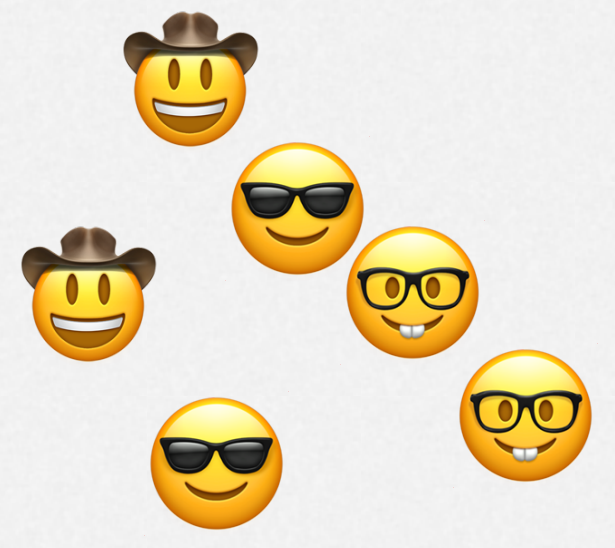
Team D



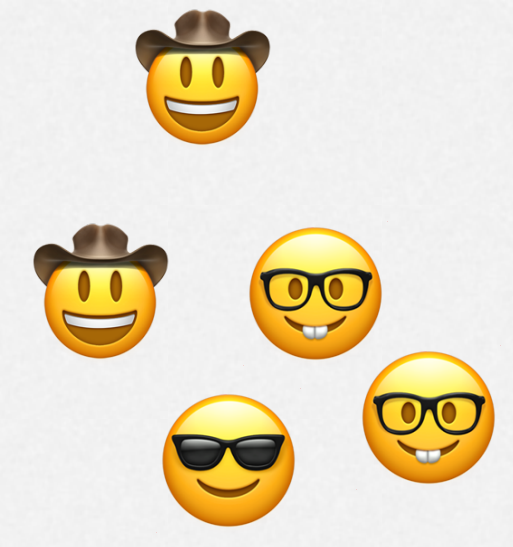
Team C



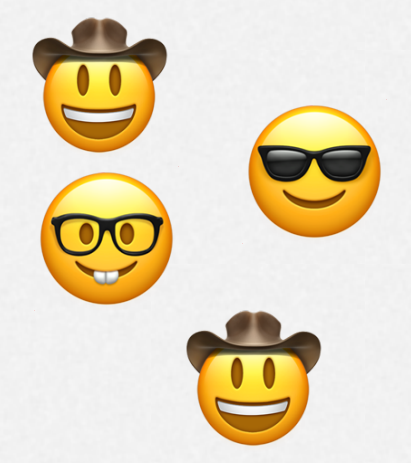
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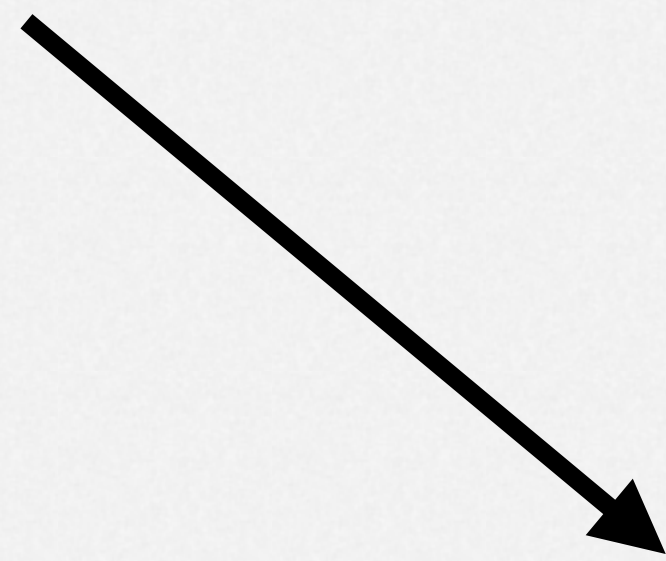
Team A



Team D



Team C



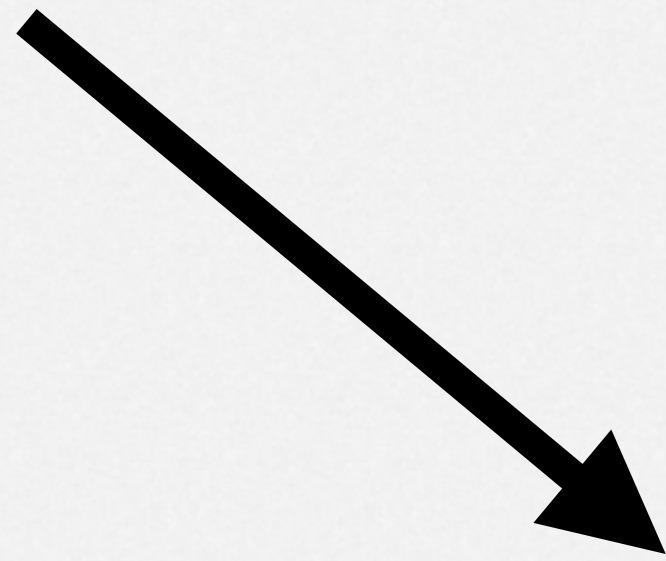
Team B



Team A



Team D



Team C

Fluid Scaling Technology

A tribe of people who self-organize into teams on a frequent cadence.

FAST: Fluid Scaling Technology

“a lightweight, simple to understand, and simple to master method for organizing people around work—that scales.”

—FAST Guide 2.11
fastagile.io/fast-guide

High-Level Overview

1. Bring everyone to work together as one ~~tribe~~.
2. Visually represent business goals on a wall.
3. Let the ~~tribe~~ self-organize into teams to break down and do the work.
4. On a short cadence, synch and repeat the above step.

—FAST Guide 2.1



In Progress

Lorem Ipsum	Lorem Ipsum
Lorem Ipsum	Lorem Ipsum

Ready to Start

Lorem Ipsum	1
Lorem Ipsum	2



In Progress

Four pink rectangular boxes arranged in a 2x2 grid, each containing the text "Lorem Ipsum".

Ready to Start

Two pink rectangular boxes arranged vertically. The top box contains "Lorem Ipsum" and a blue square with the number "1". The bottom box contains "Lorem Ipsum" and a blue square with the number "2".

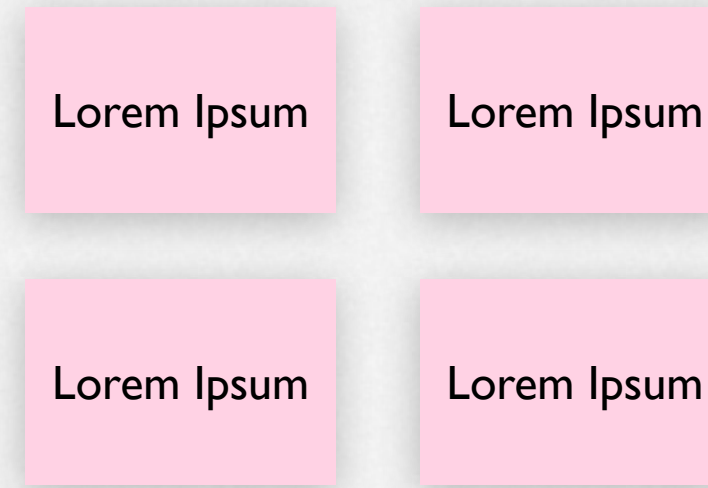
A sunglasses-wearing emoji above a yellow rectangular box containing the text "Reticulate the splines".

A winking emoji above a yellow rectangular box containing the text "Hunt for grues".

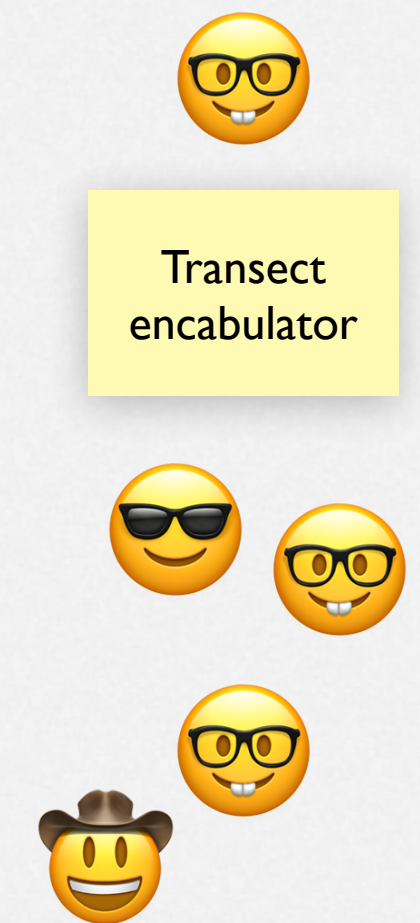
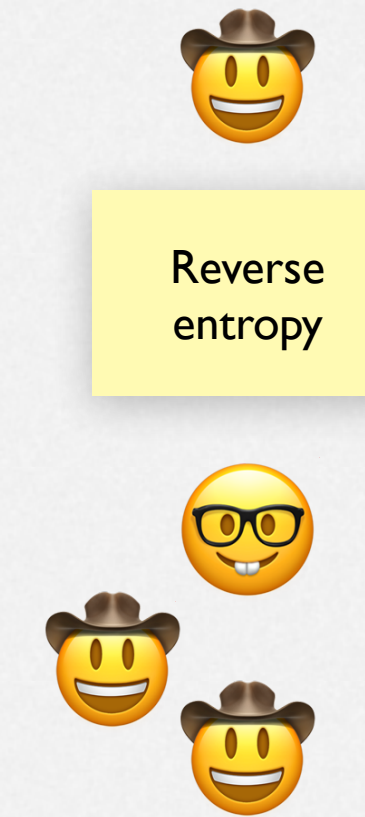
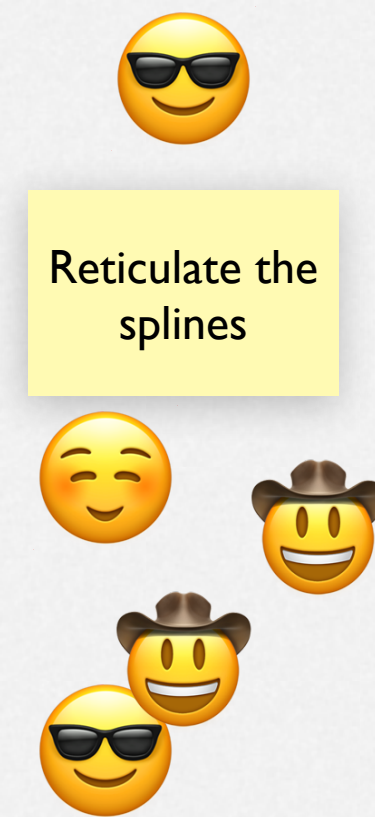
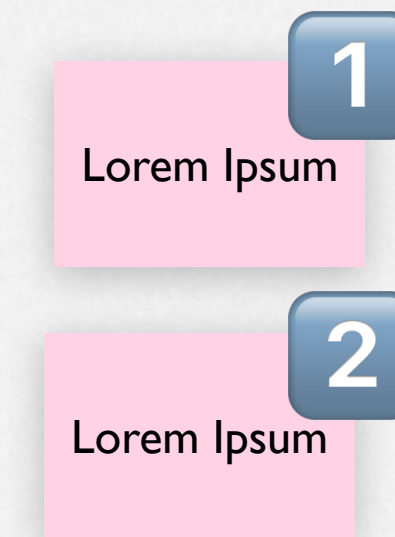
A hat-wearing emoji above a yellow rectangular box containing the text "Reverse entropy".

A glasses-wearing emoji above a yellow rectangular box containing the text "Transect encabulator".

In Progress

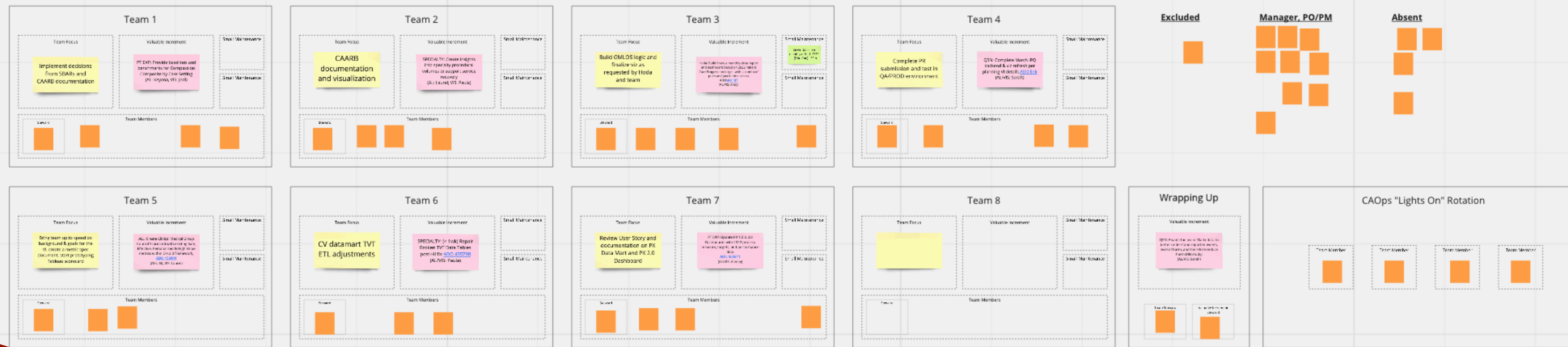


Ready to Start



Do What's Best for XXX

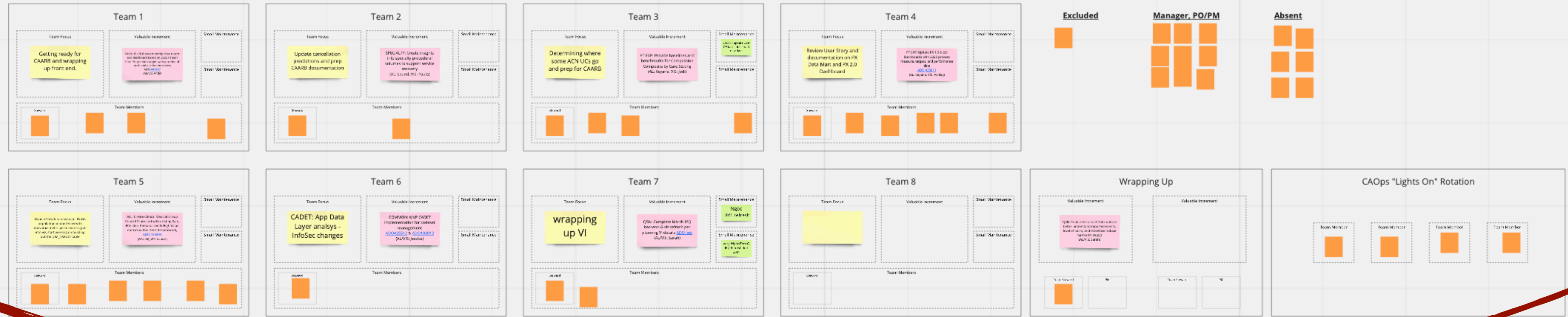
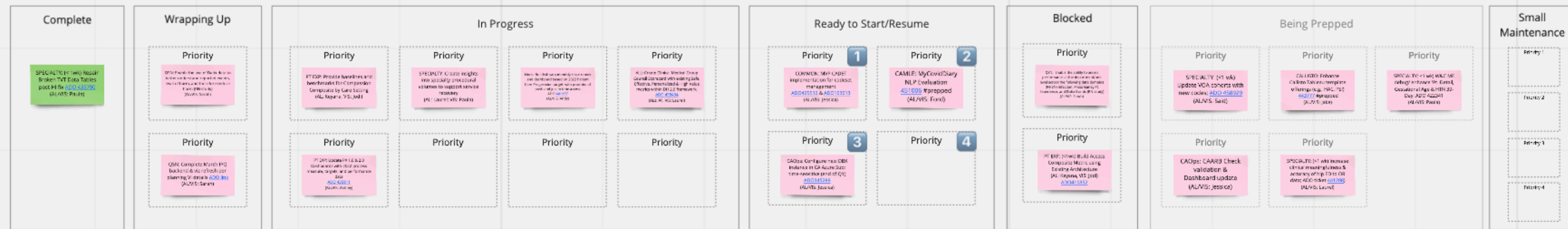
Previous Iteration



Current Iteration

We work together best when...

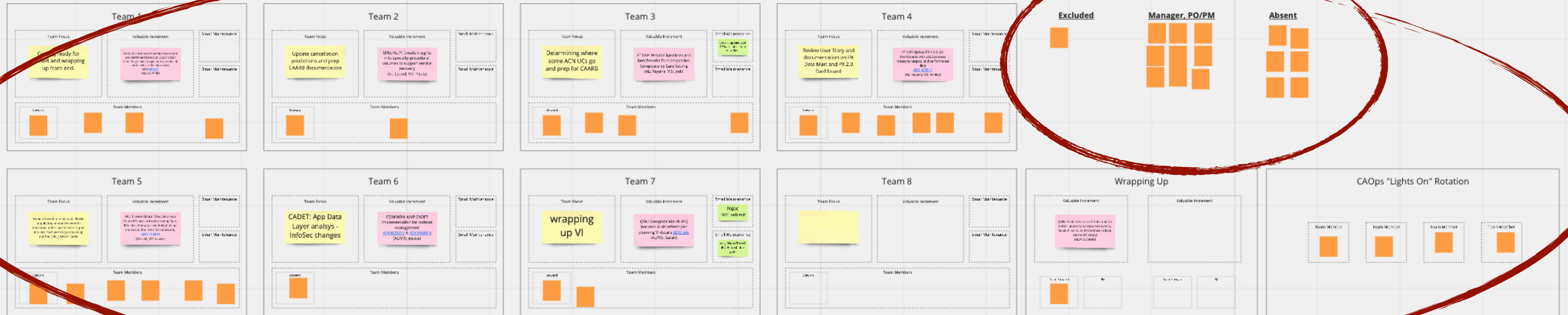
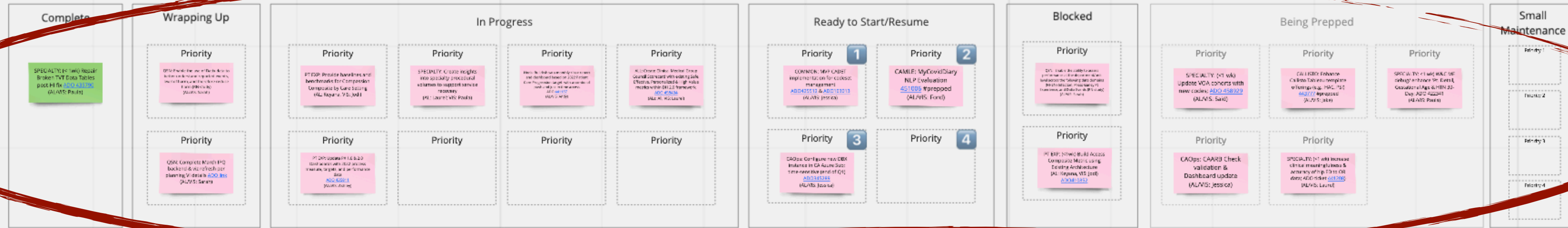
- Some of us and accept help.
- Look for the support for underserved.
- Be open and help others.
- Be open and help others.



Current Iteration

We work together best when...

- ...we offer and accept help.
- ...we listen well with the intent to understand.
- ...we support our teammates, projects & one another.
- ...we discuss, brainstorm, and discuss our goals & progress.
- ...we're open to and discuss our negative feedback.



Team 1

Team Focus

Lorem ipsum
dolor sit amet

Valuable Increment

~~Lorem ipsum
dolor sit amet~~

~~Small Maintenance~~

~~Small Maintenance~~

Team Members

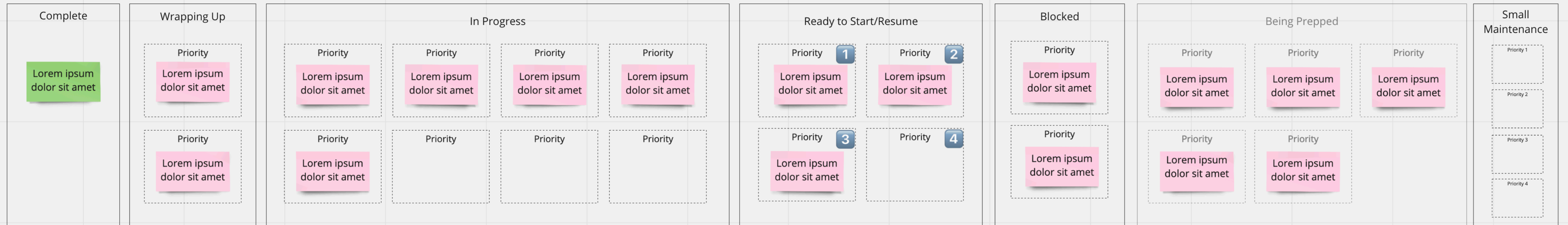
Steward

Evelyn

Courtney

Cleo

Veronica



Complete

Lorem ipsum
dolor sit amet

~~Wrapping Up~~

~~Priority~~

~~Lorem ipsum
dolor sit amet~~

~~Priority~~

~~Lorem ipsum
dolor sit amet~~

Priority

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Priority

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Priority

In Progress

Priority

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Priority

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Priority

~~Wrapping Up~~

~~Priority~~

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~~Priority~~

~~Lorem ipsum dolor sit amet~~

In Progress

Priority

Lorem ipsum dolor sit amet

~~Priority~~

~~Lorem ipsum dolor sit amet~~

~~Priority~~

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Priority

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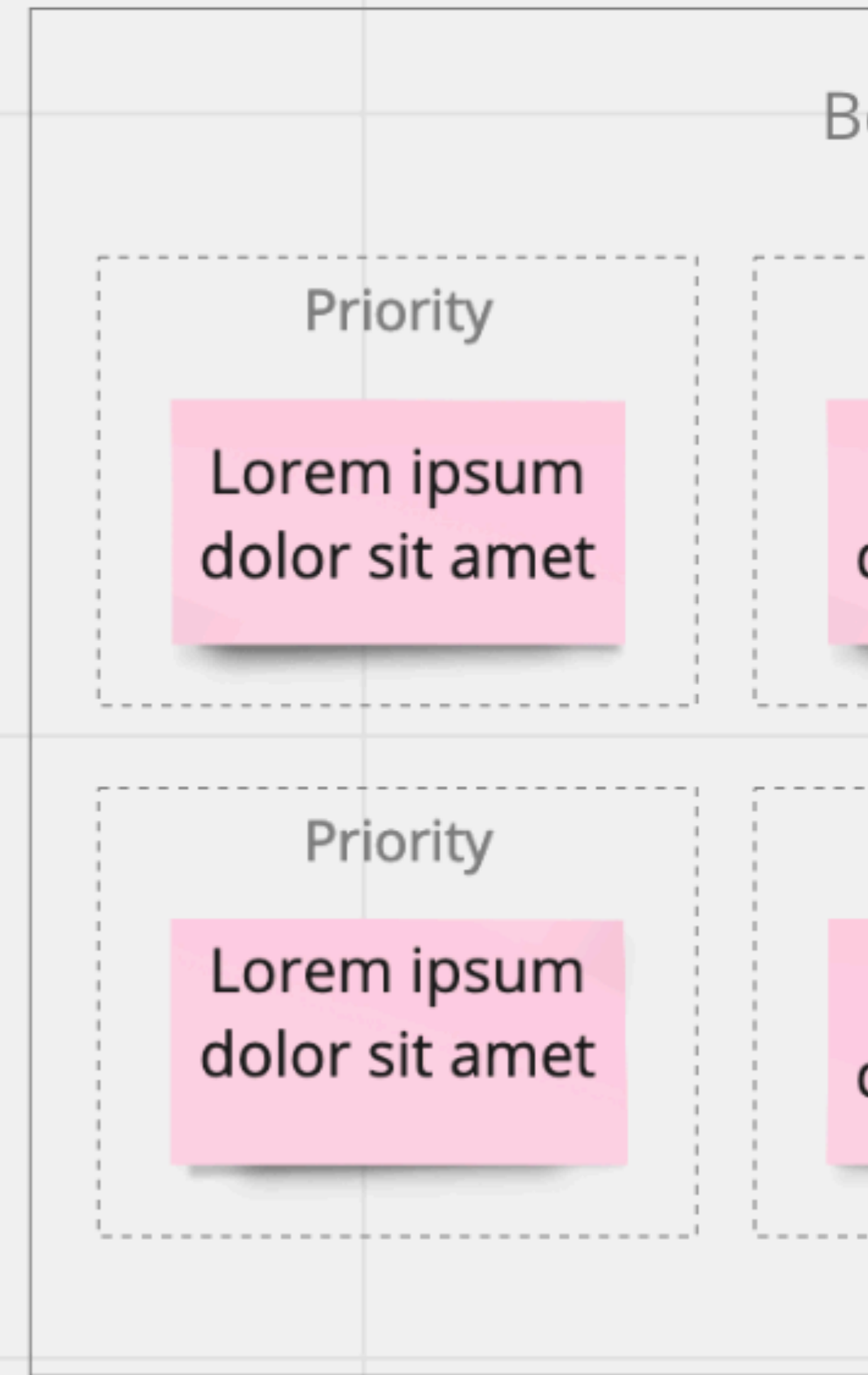
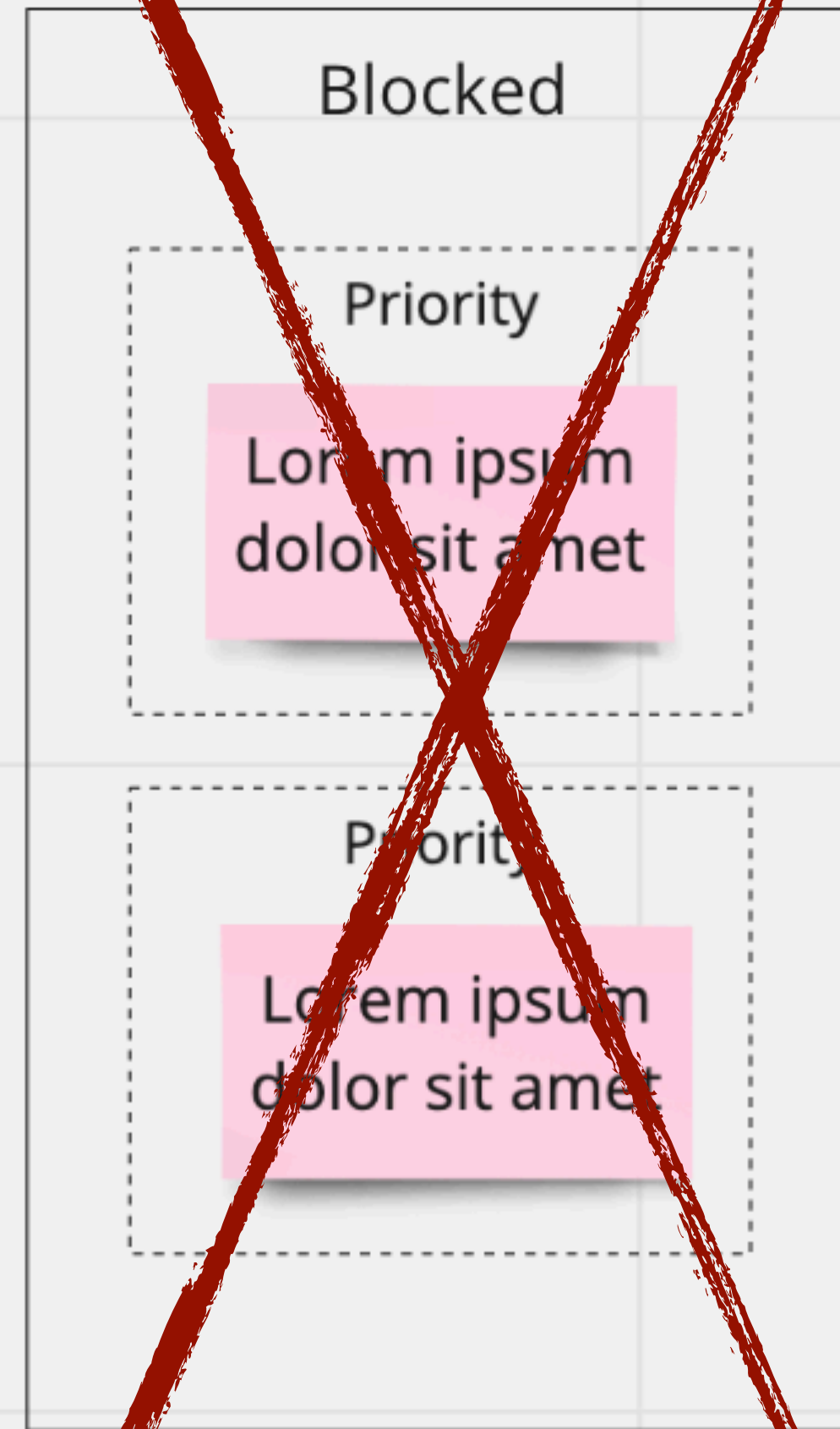
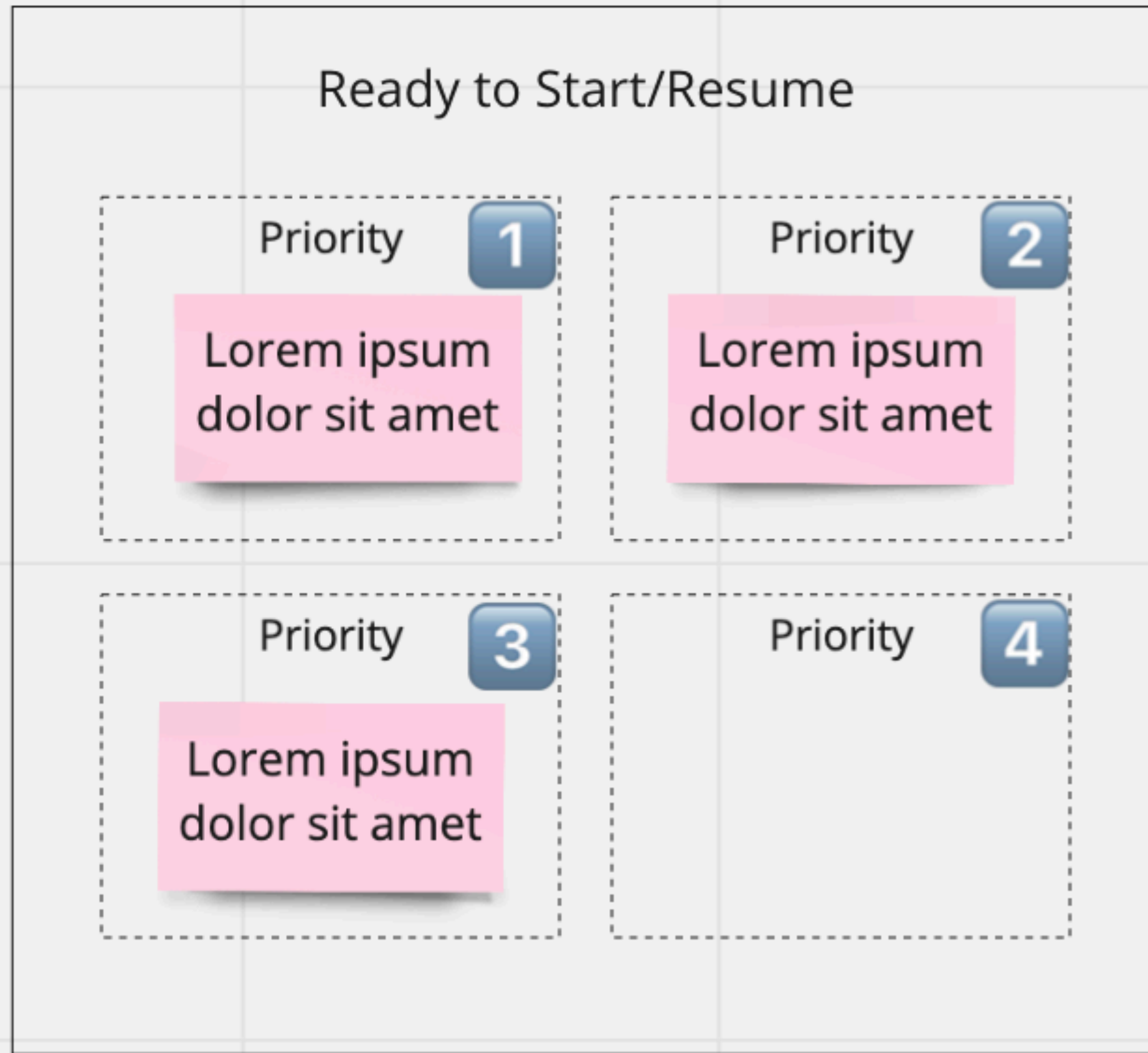
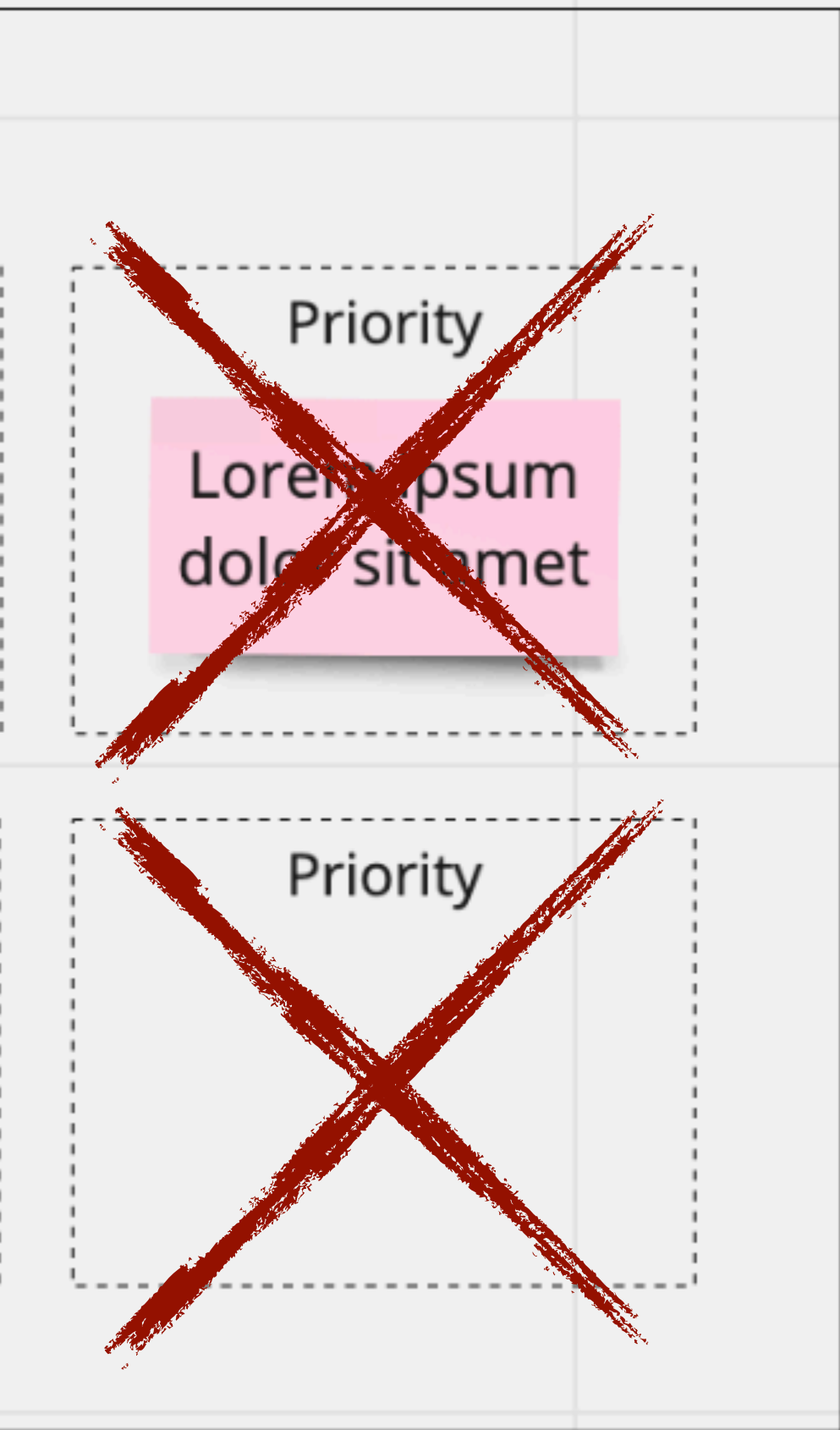
Ready

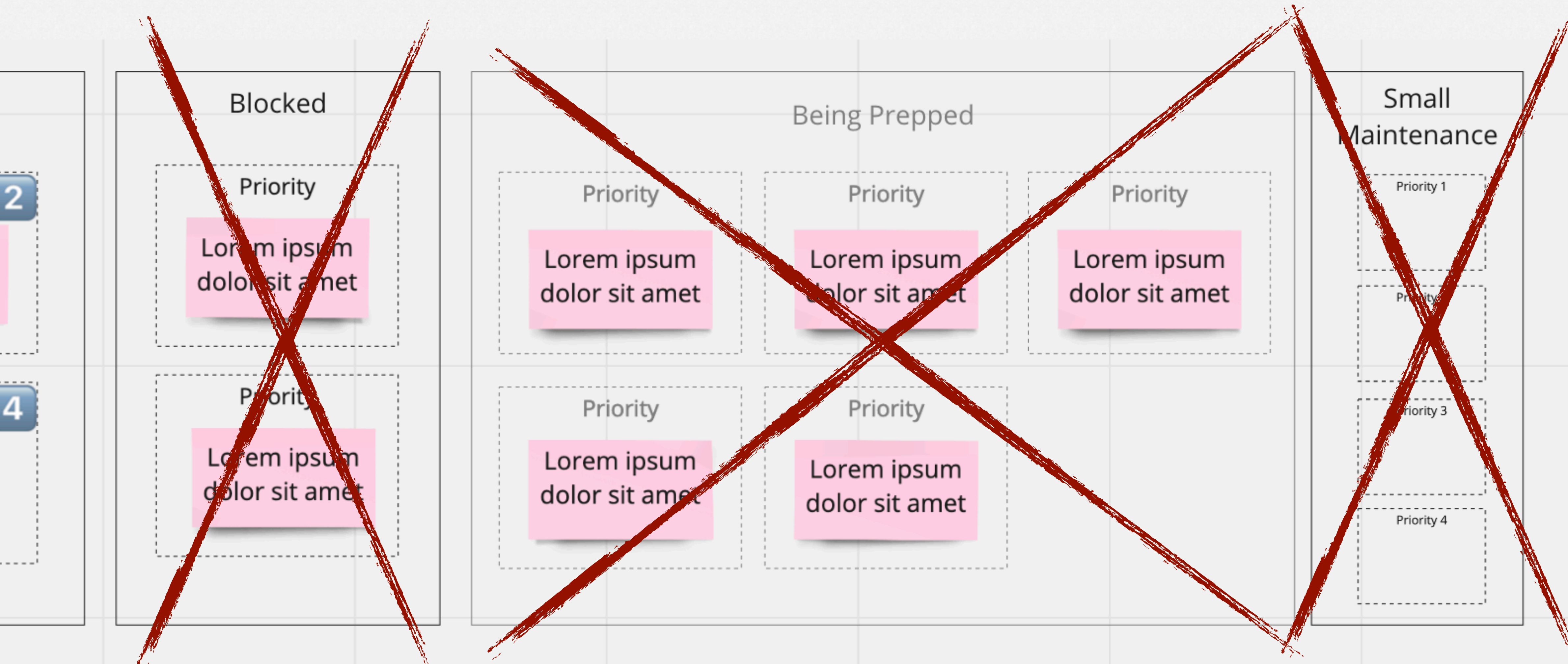
Priority

Lorem ipsum dolor sit amet

Priority

Lorem ipsum dolor sit amet





Complete

Lorem ipsum dolor sit amet

In Progress

Priority
 Lorem ipsum dolor sit amet

Priority

Next Up

Priority **1**
 Lorem ipsum dolor sit amet

Priority **2**

Team 1

Team Focus
 Lorem ipsum dolor sit amet

Team Members

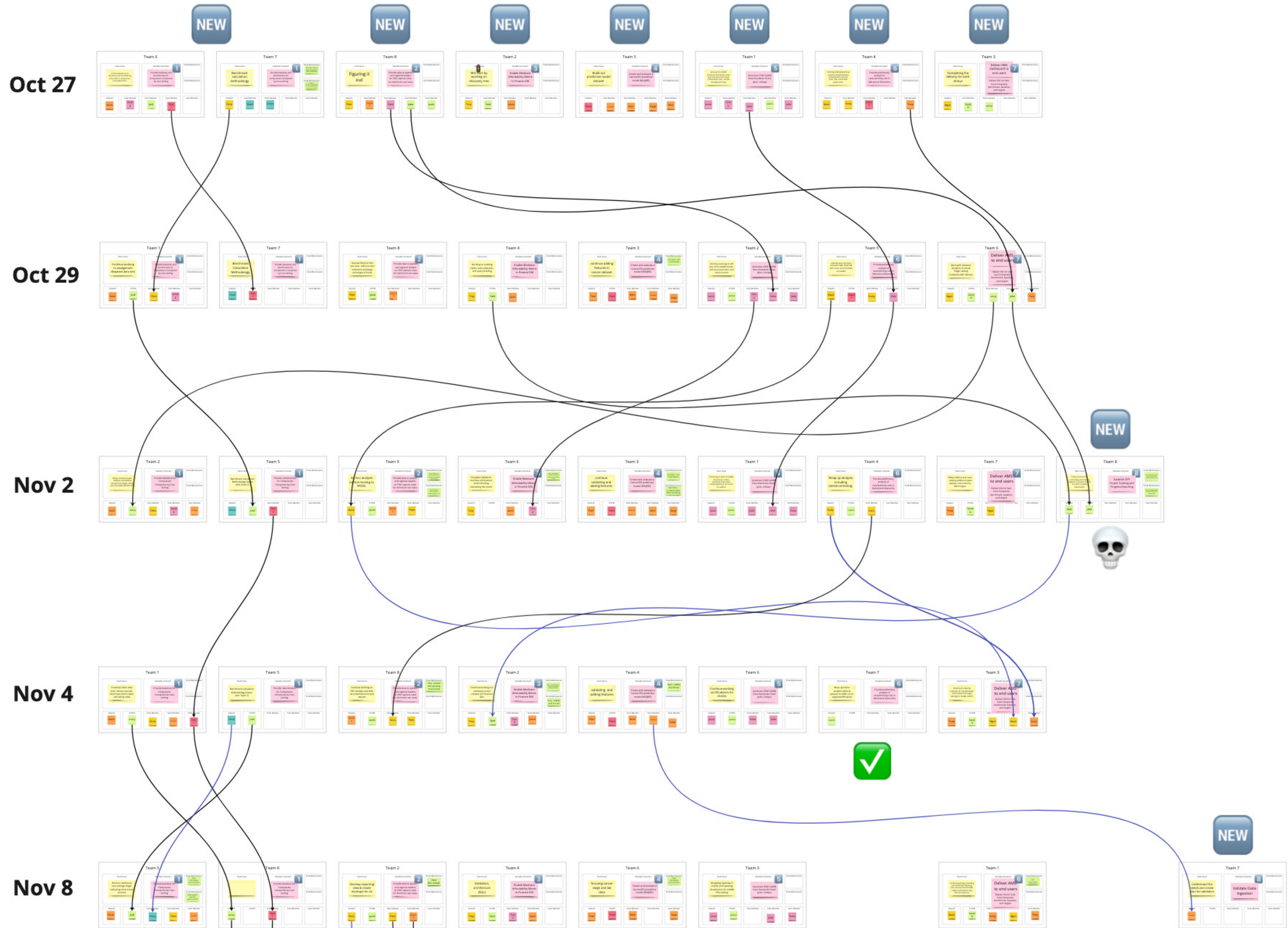
Steward Evelyn	Courtney	Cleo	Veronica
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Team 2

Team Focus
 Lorem ipsum dolor sit amet

Team Members

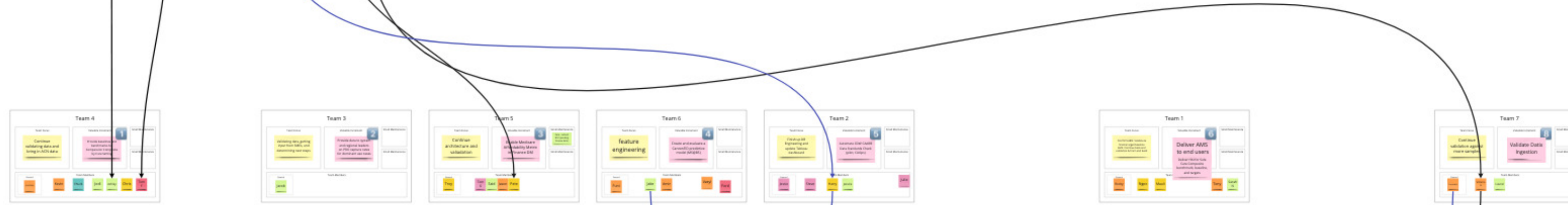
Steward Sal	Harriet	Zac	Gertrude	Andrea
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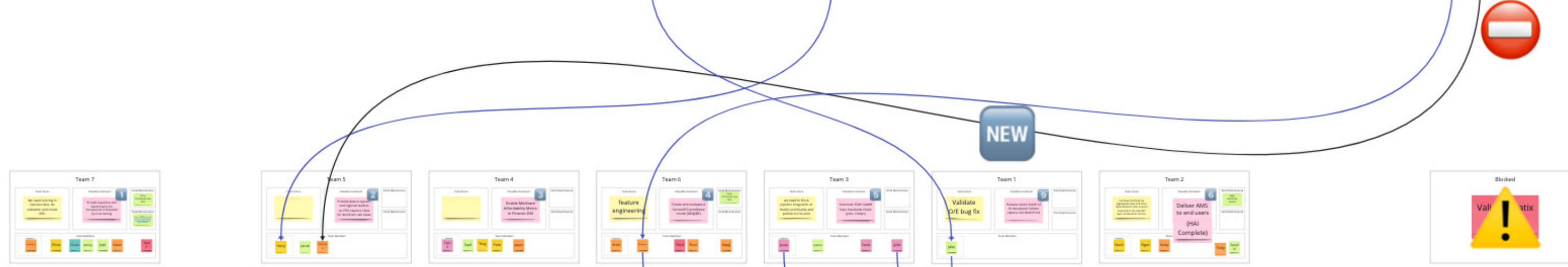
Nov 8



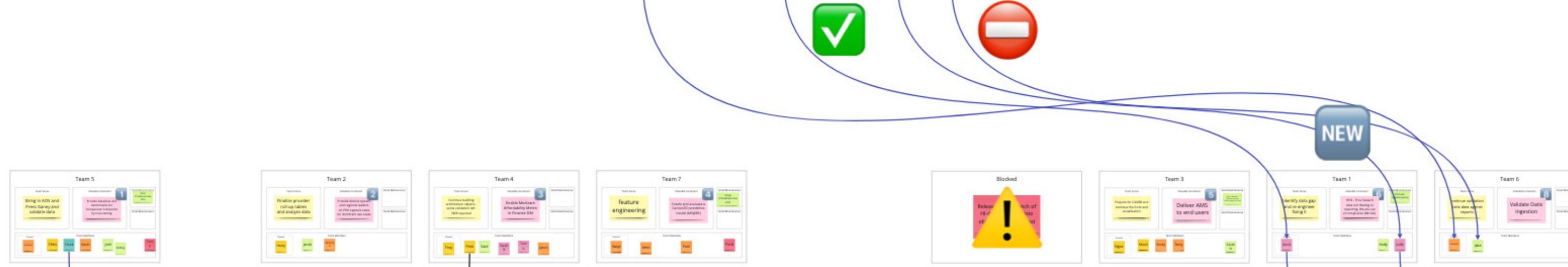
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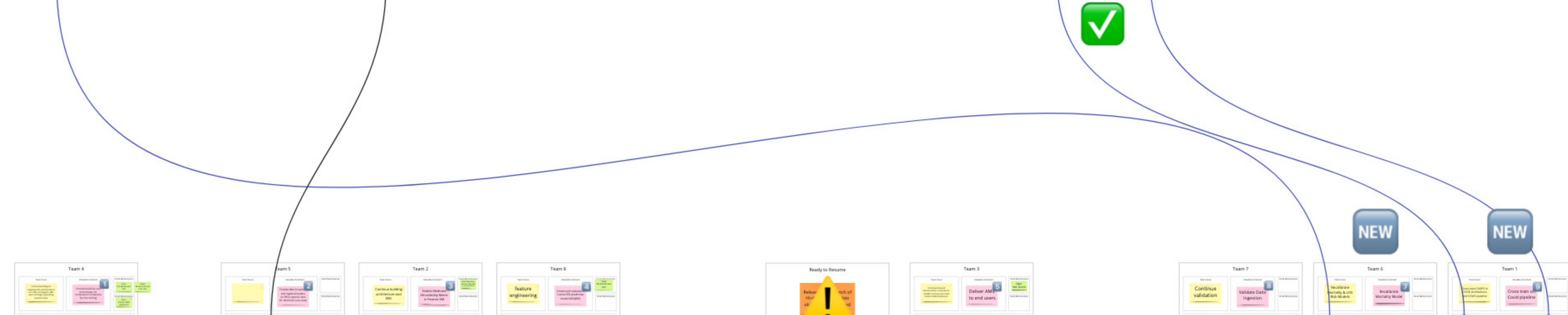
Nov 12



Nov 16



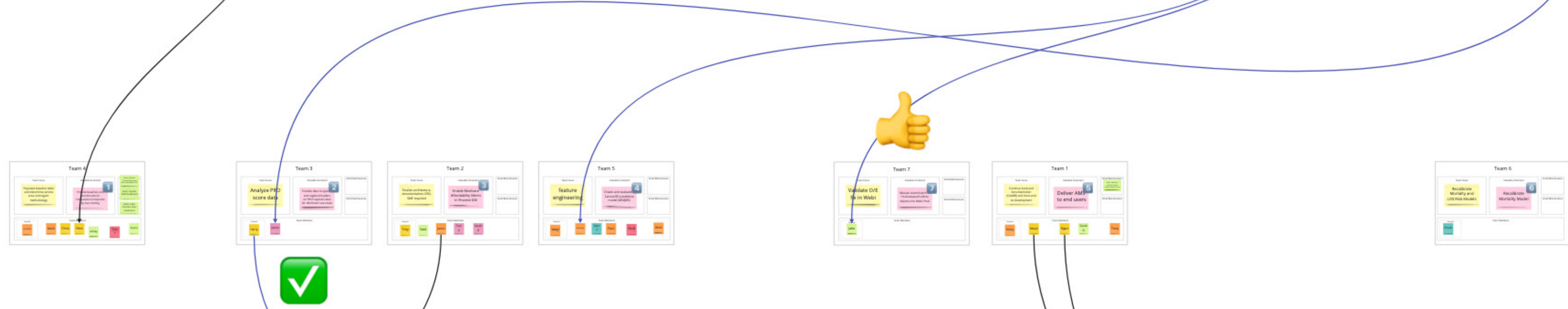
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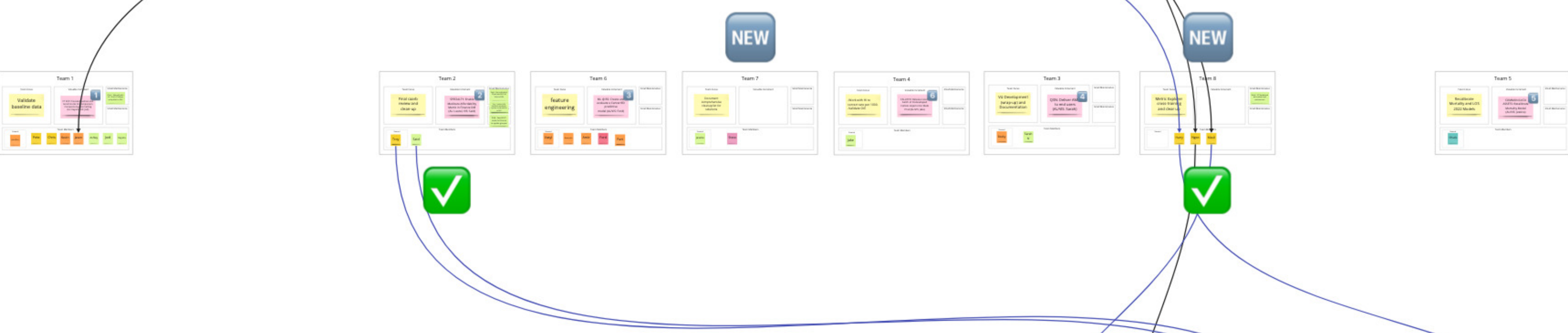
Nov 18



Nov 22



Nov 29



Nov 29



NEW

NEW



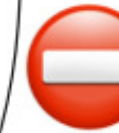
Dec 2



NEW

NEW

Dec 6

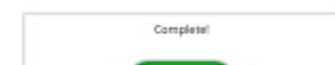
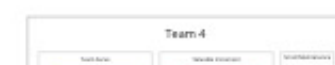


NEW

NEW

NEW

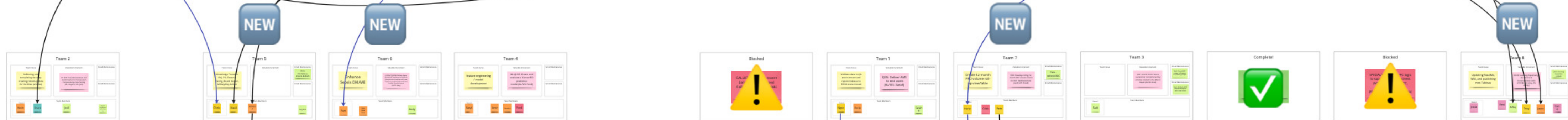
NEW



Dec 6



Dec 9



Dec 13



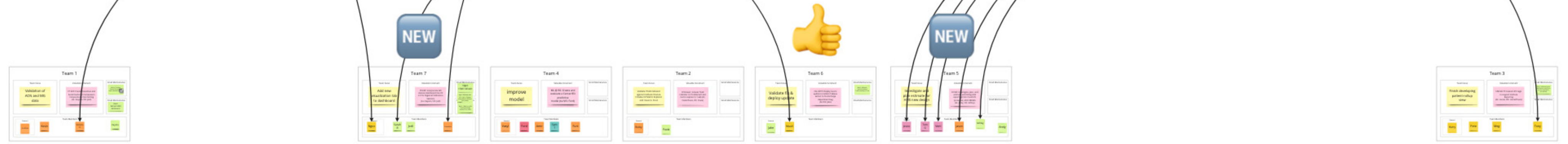
Dec 16



Dec 16



Dec 21



FAST Self-Selection Outcomes

- 👍 Worked well, despite being “worst-case scenario” for FAST. (Siloed developers, many unrelated products, no team-level coaching)
- 👍 Easy to adopt (but four months of prior change mgmt)
- 👍 Low overhead (~20 min, 2/week)
- 👍 Worked as intended: people fluidly allocated to work as needed

- 👎 People felt pressured to deliver every two days
- 👎 Difficulty ramping up on unfamiliar work
- 👎 Difficulty working as collaborative teams

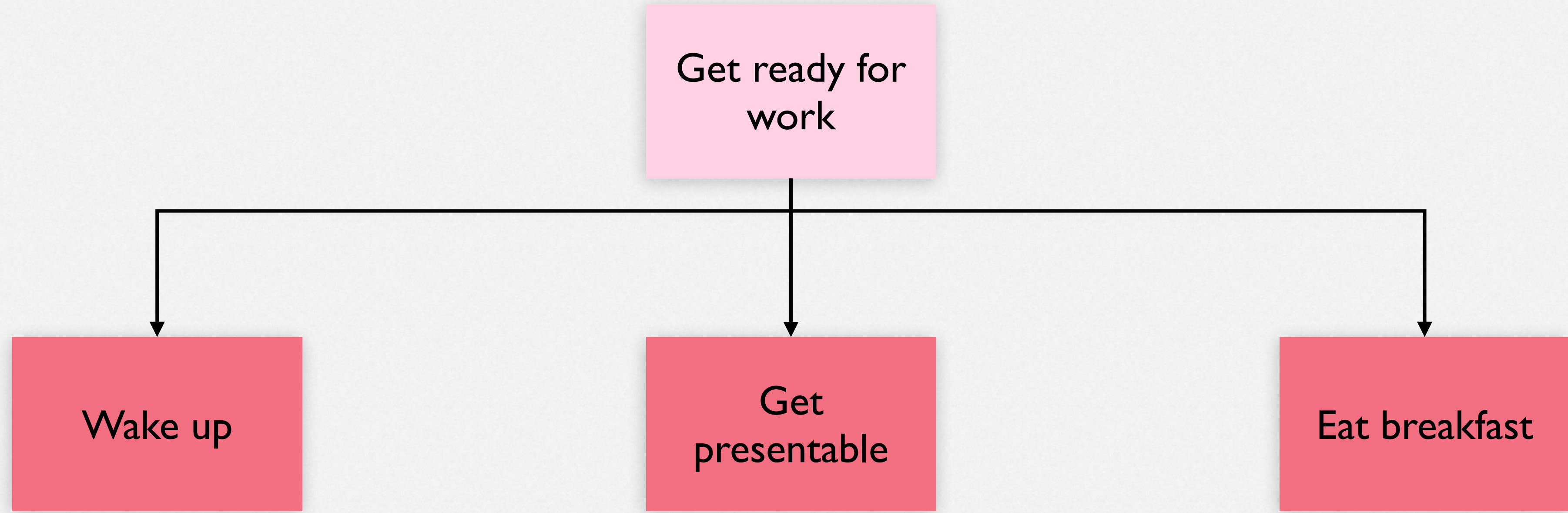
Discovery Trees

A just-in-time hierarchical breakdown of the work that needs to be done for any given feature/increment.

Get Ready for Work

1. Wake up
2. Get presentable
 - 2.1. Brush teeth
 - 2.2. Take shower
 - 2.3. Get dressed
3. Eat breakfast
 - 3.1. Make coffee
 - 3.1.1. Measure beans
 - 3.1.2. Grind beans

...



Get ready for work

Wake up



Get presentable

Eat breakfast

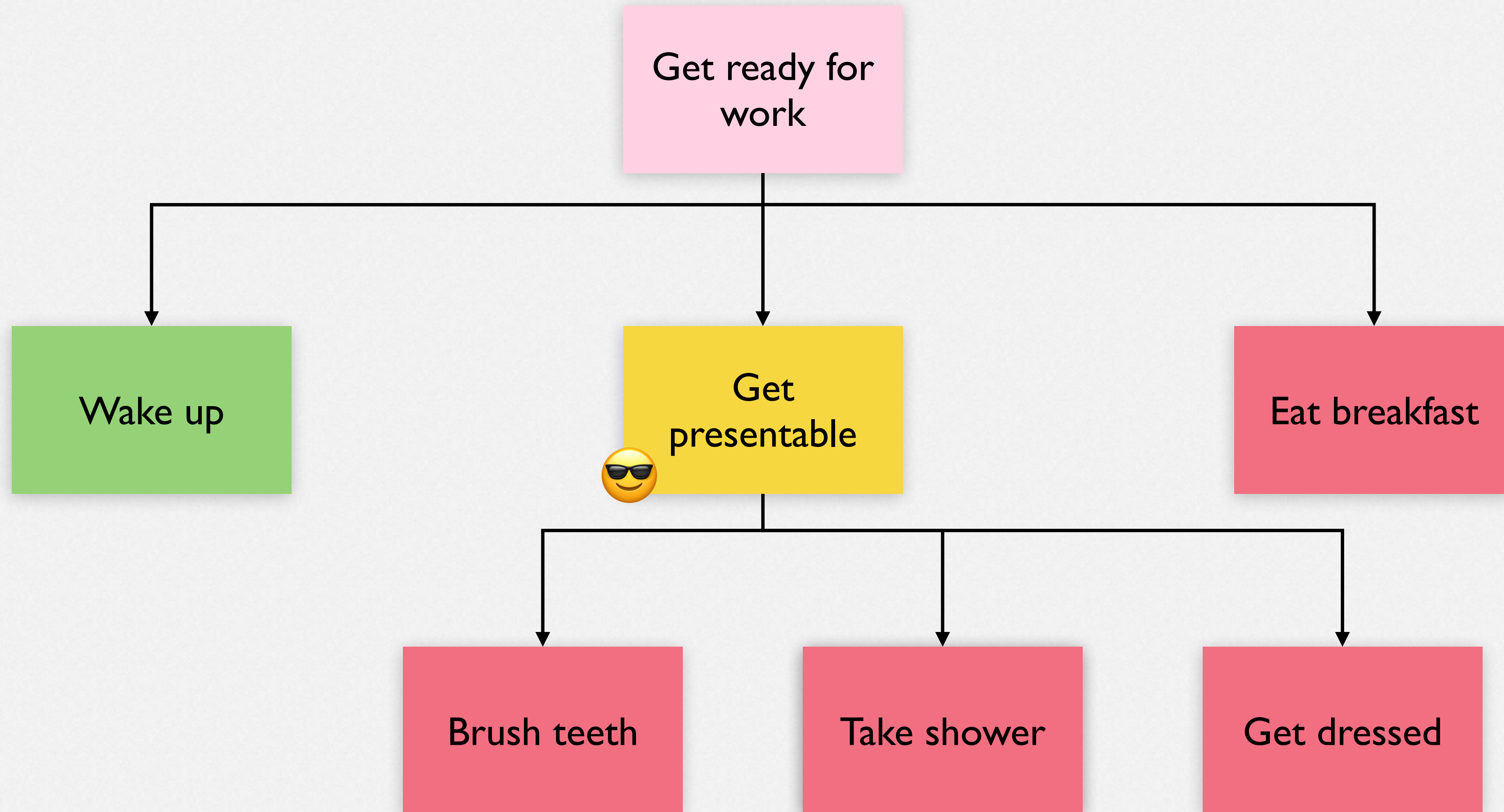
Get ready for work

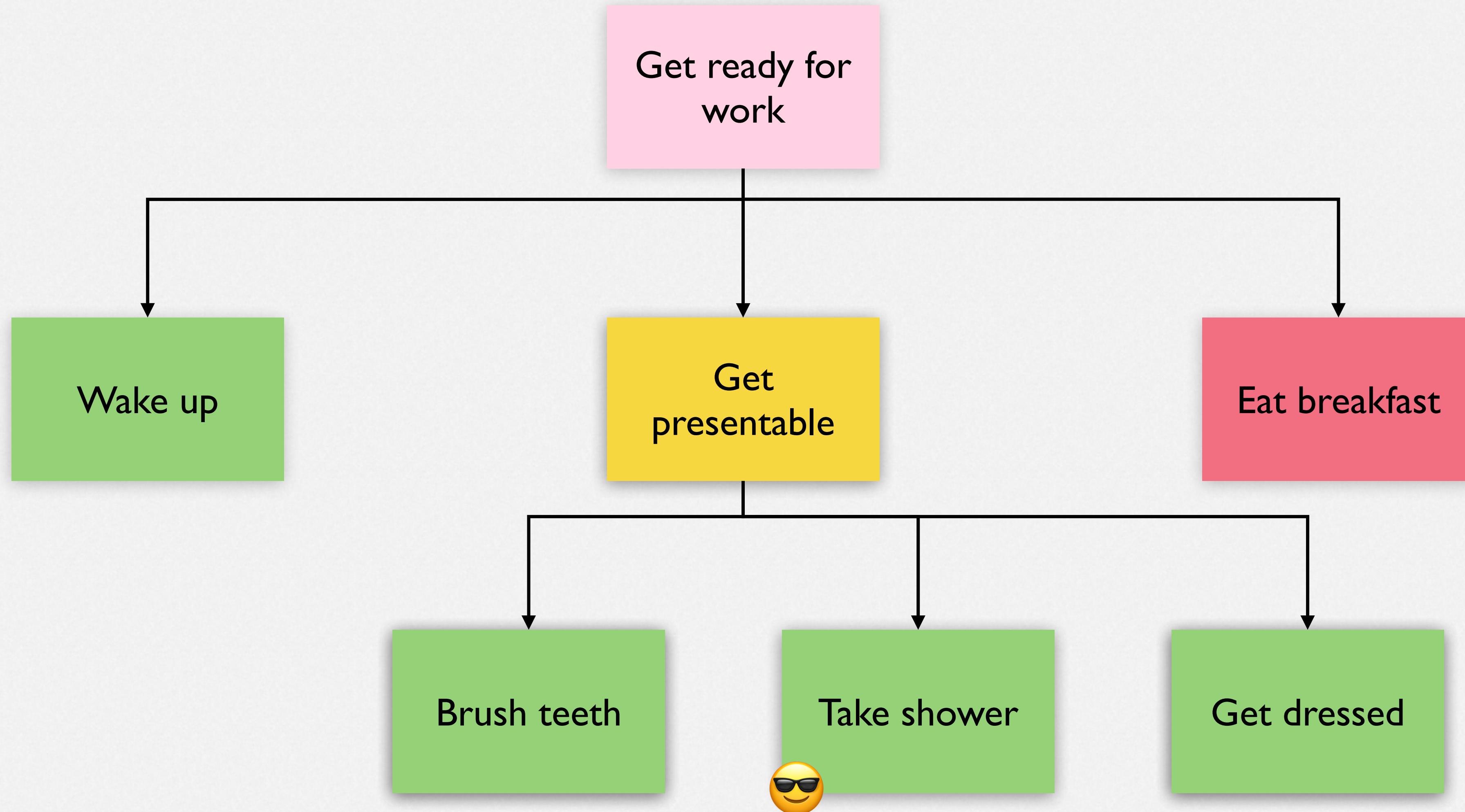
Wake up



Get presentable

Eat breakfast




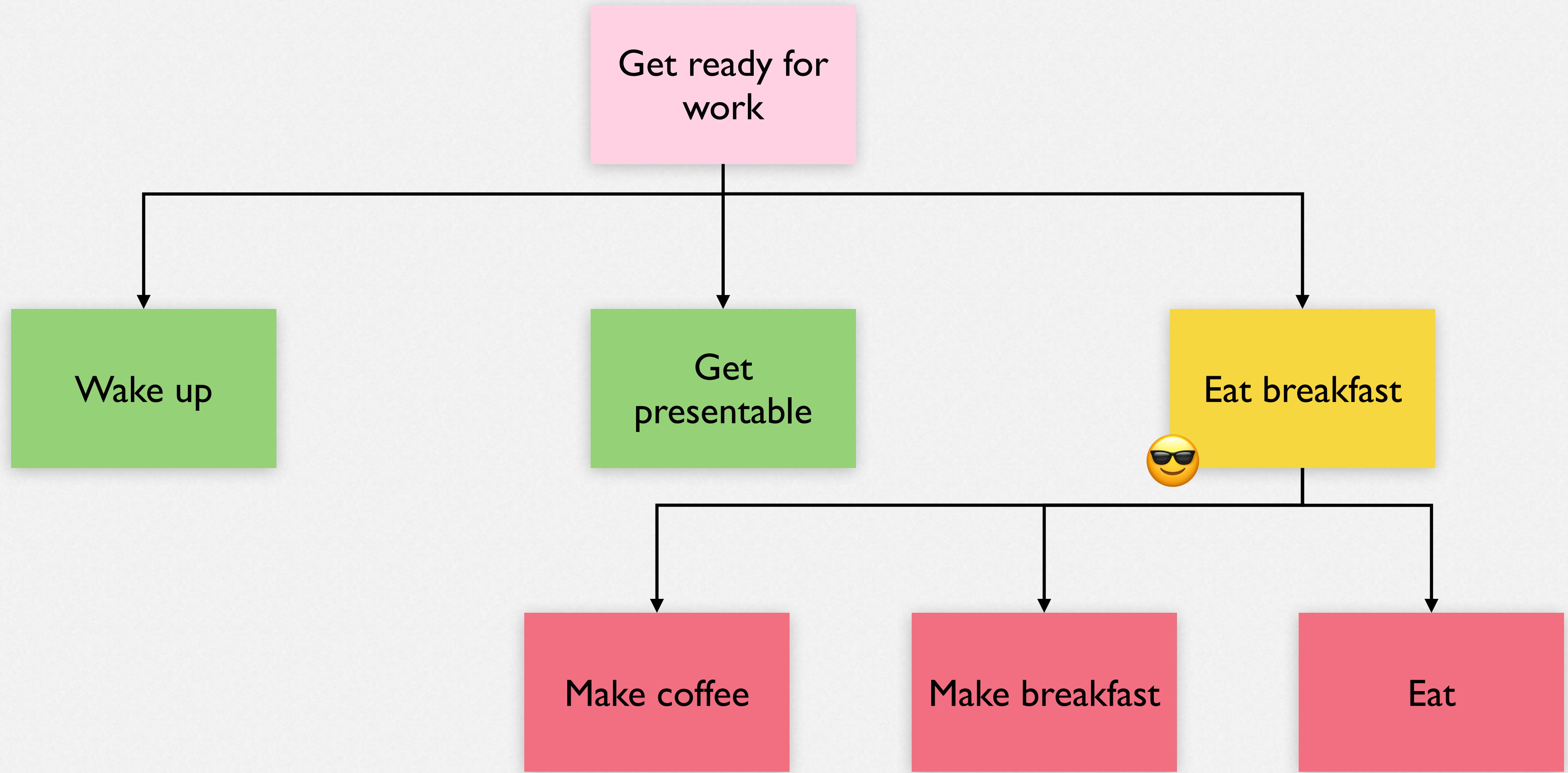


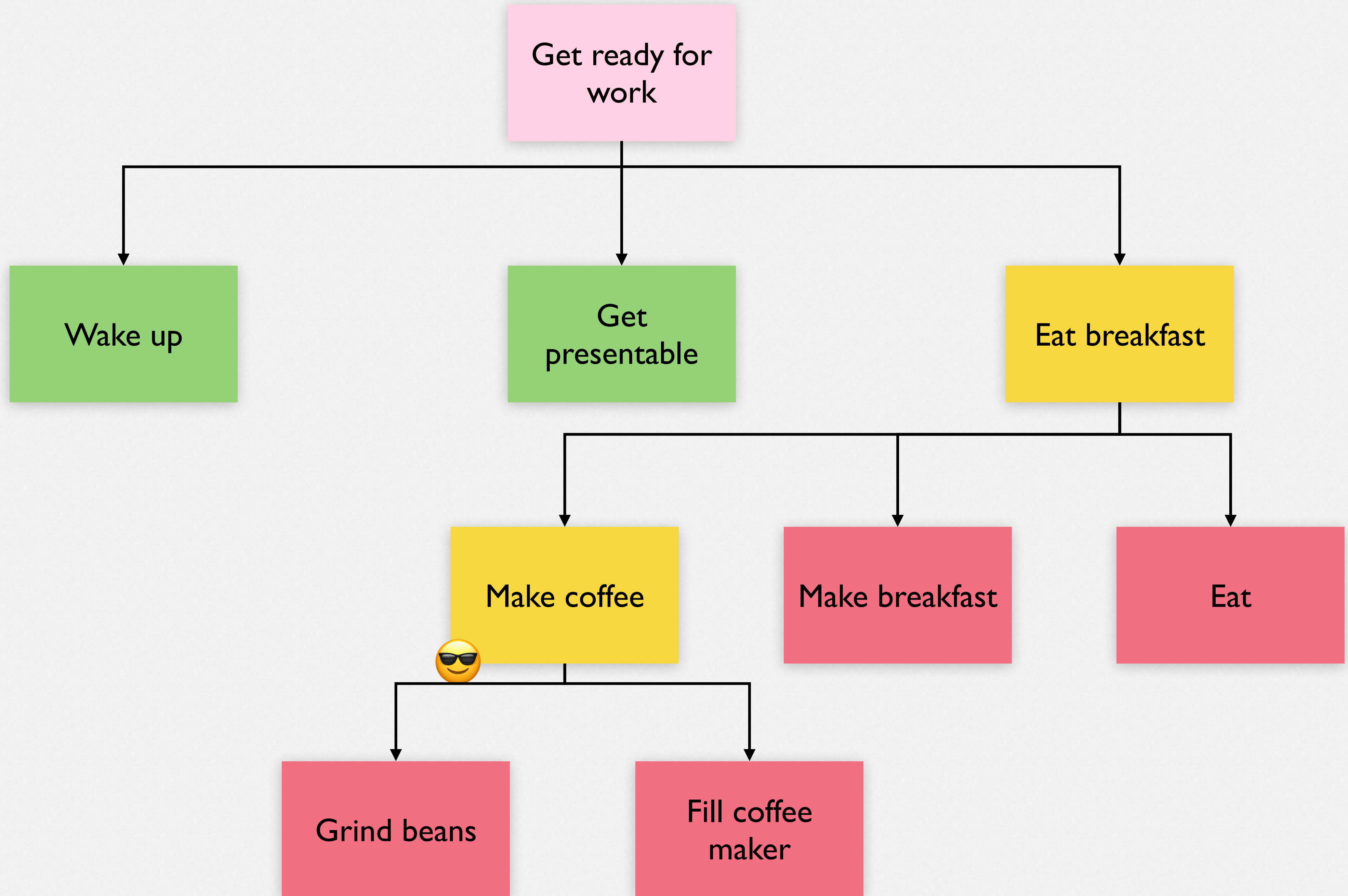
Get ready for work

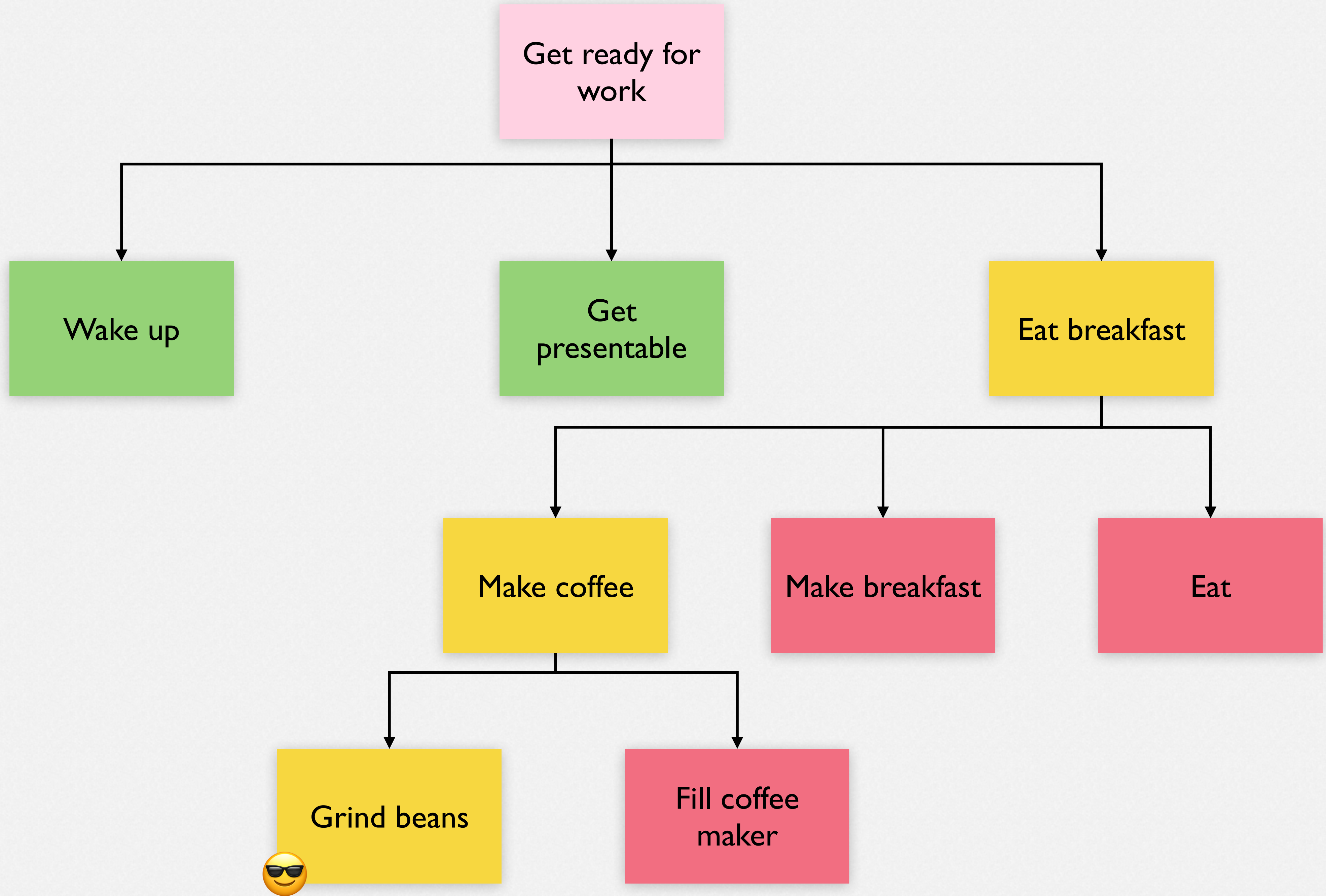
Wake up

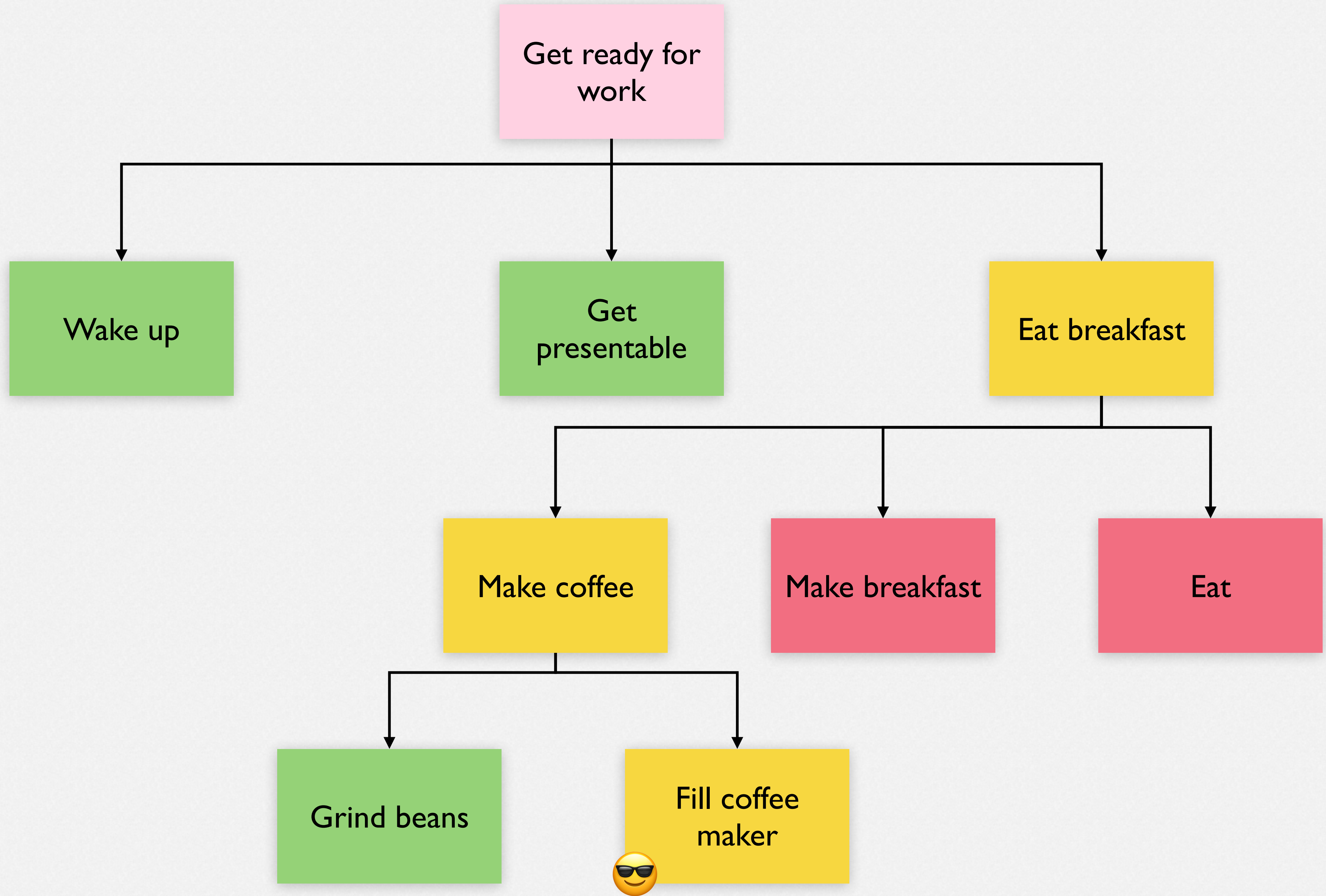
Get presentable

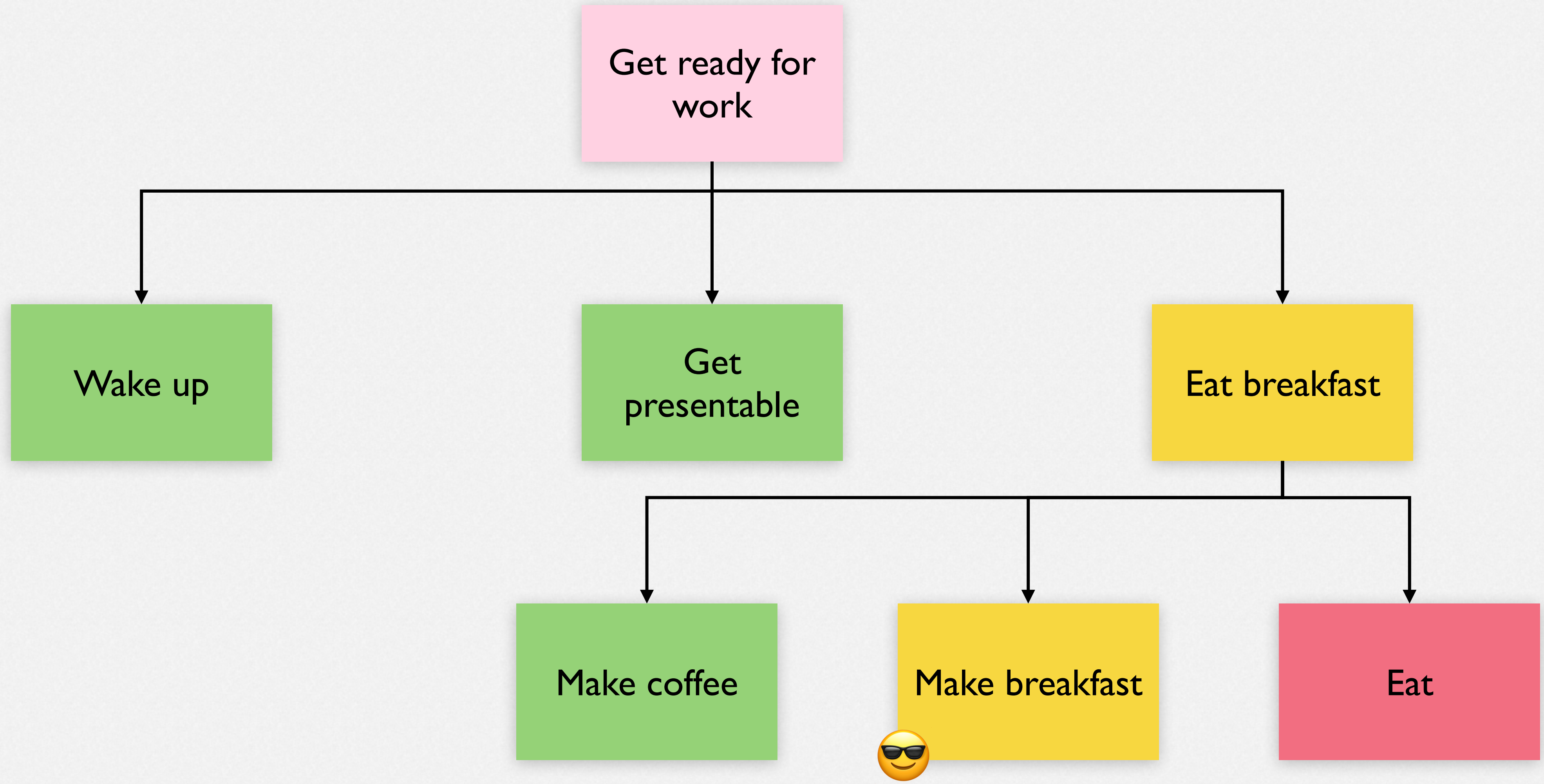
Eat breakfast 

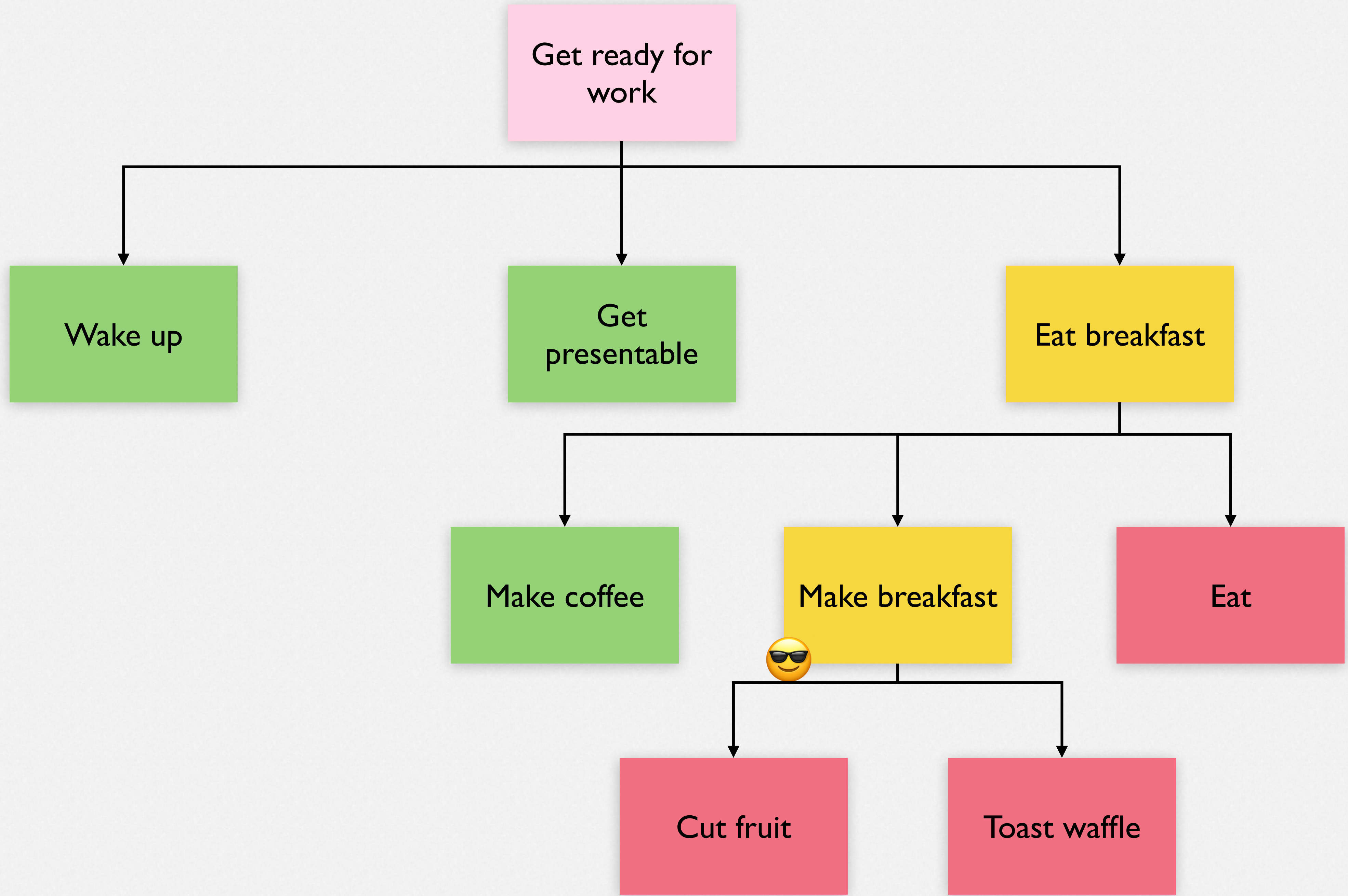


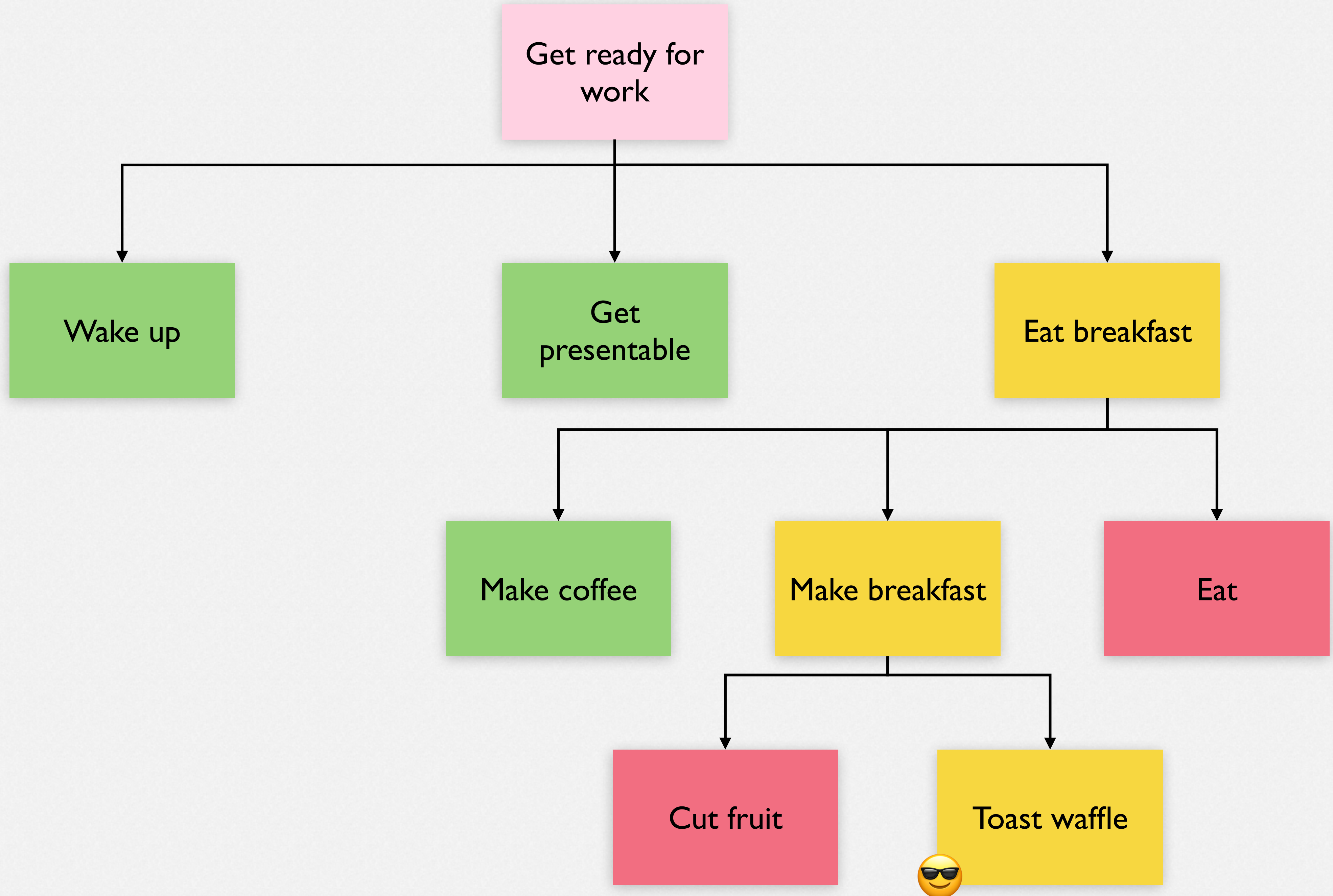


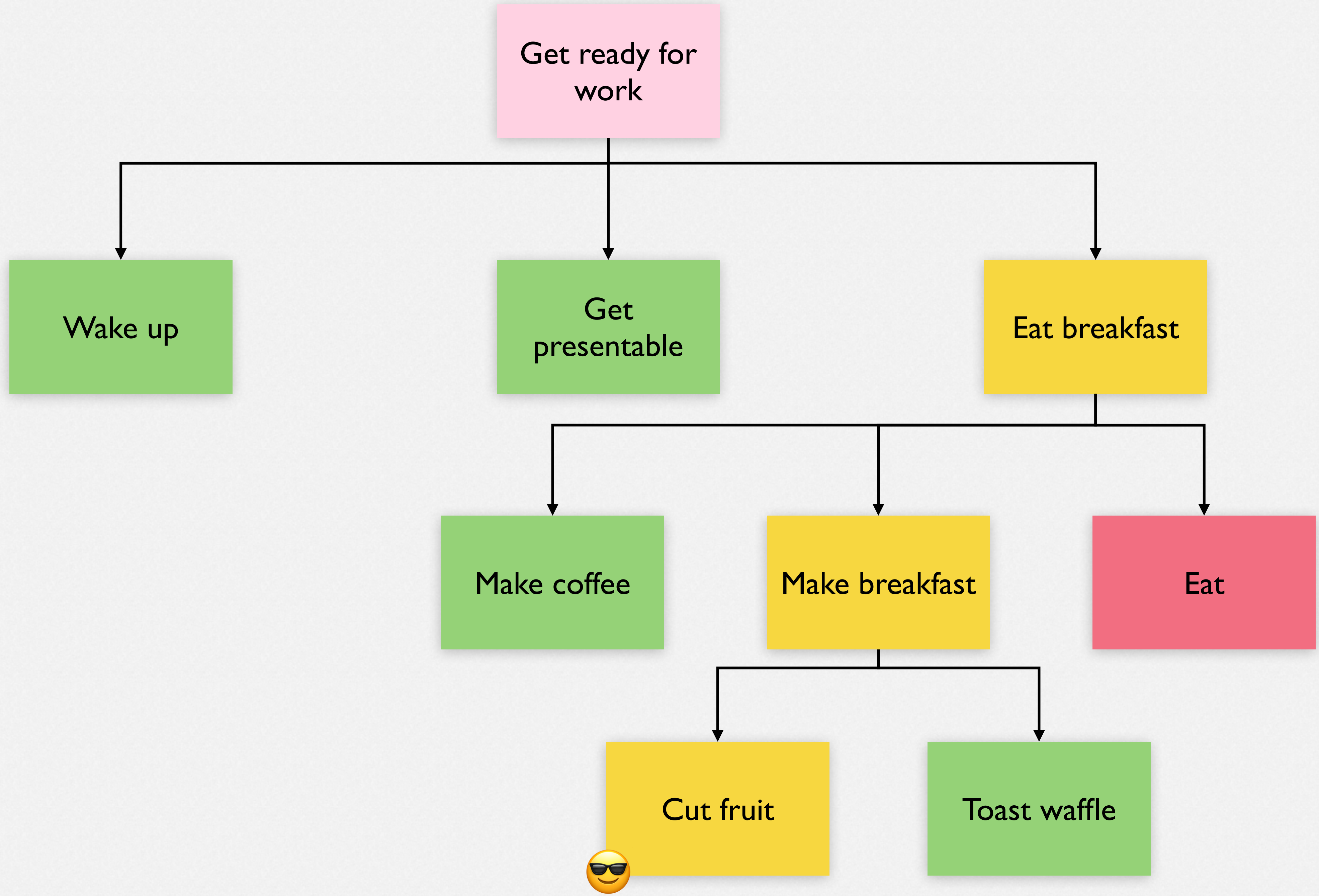


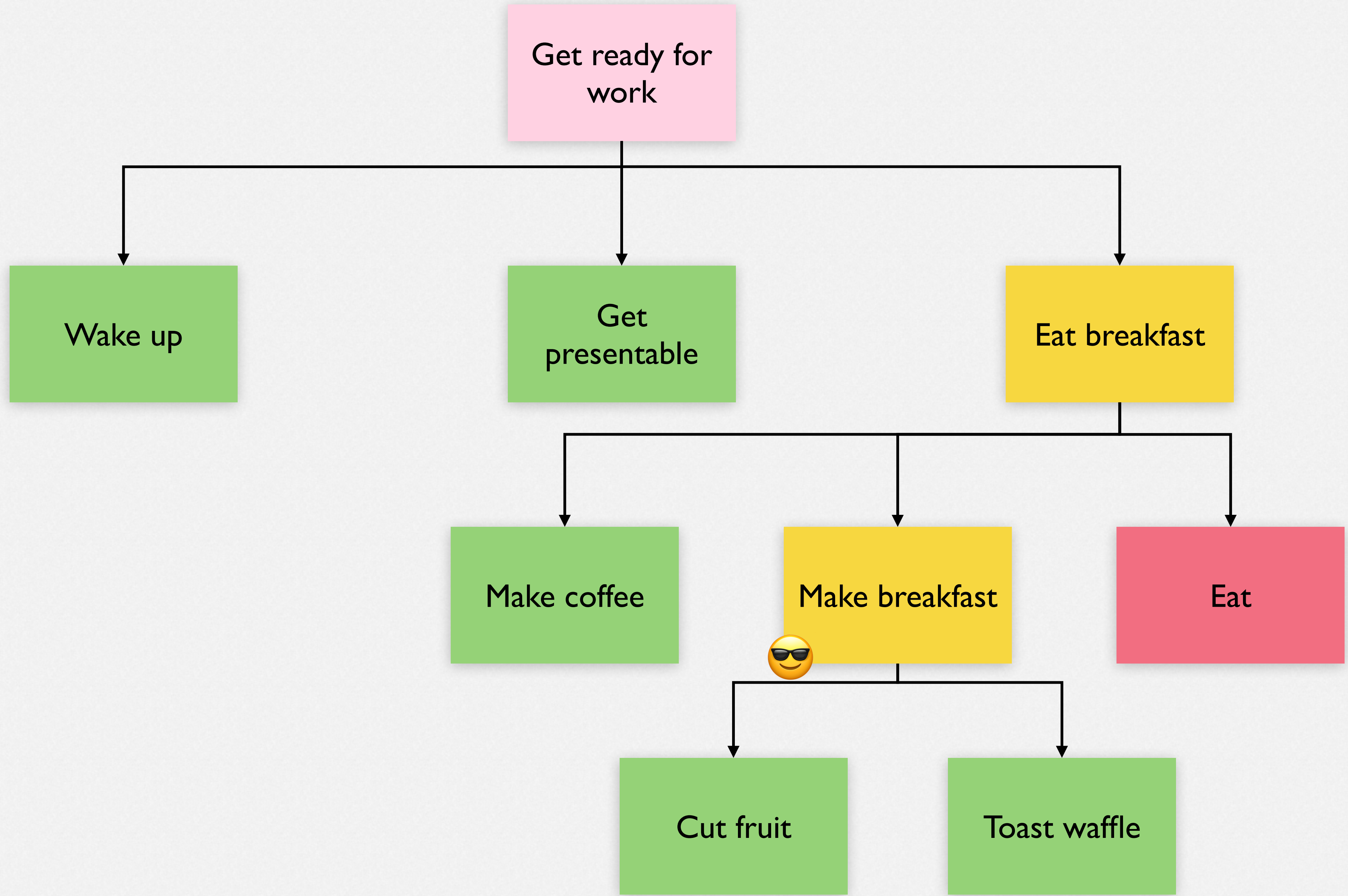


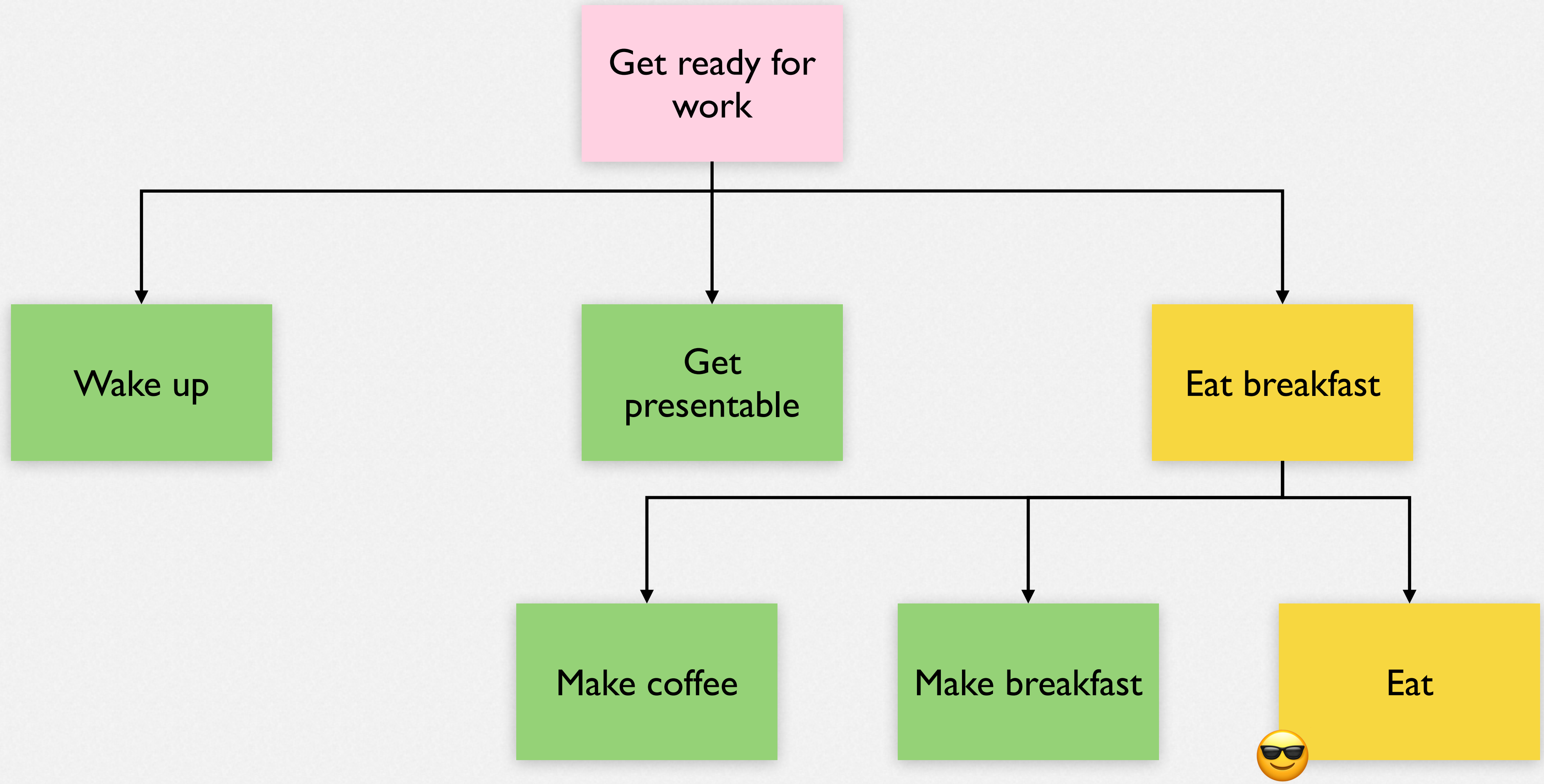


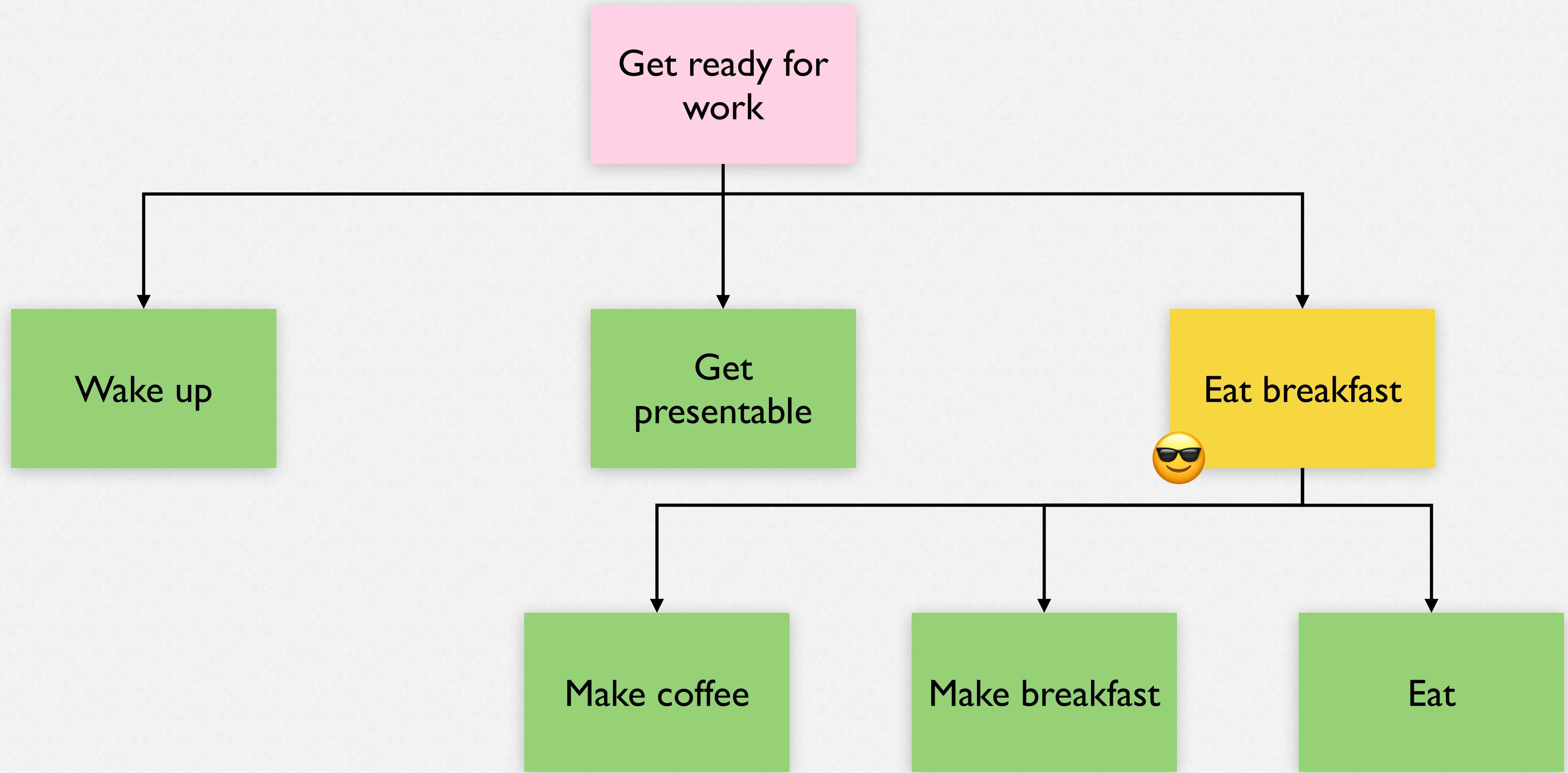




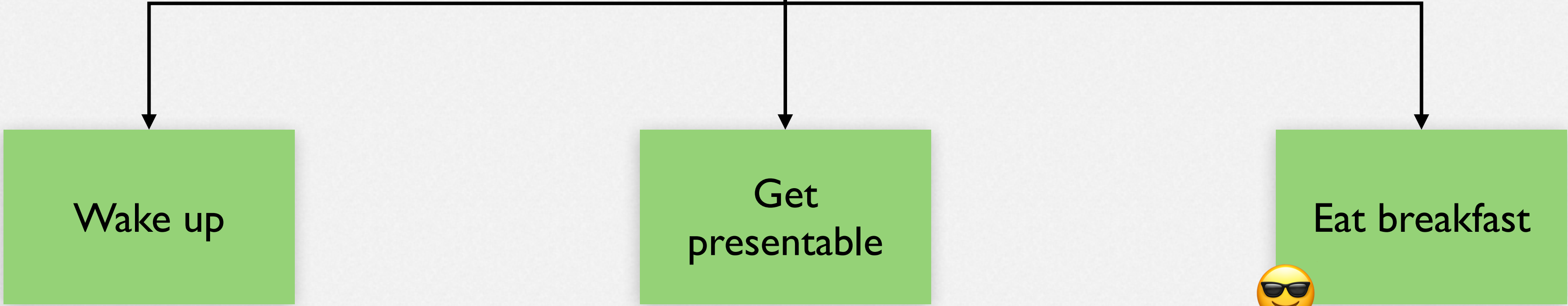








Get ready for work



Wake up

Get presentable

Eat breakfast



Discovery Tree Outcomes

- 👍 Lightweight view into current work
- 👍 Ability to see what each person was working on
- 👎 Lots of confusion about how to use discovery trees
- 👎 Trouble breaking down work into small (1-2 hour) tasks
- 👎 Desire to use as record of individual accomplishments
- 👎 Tendency for people to assign themselves to many tasks at once
- 👎 Tendency to build out entire discovery tree from beginning
- 👎 Confusion about what to put in discovery tree vs. issue tracker

FAST Conclusions

A tribe of people who self-organize into teams on a frequent cadence.

- Easy to incorporate specialties such as UX
- Incredibly responsive to changing business needs
- Collective ownership may be a challenge
- Team dynamics may be an issue

Your FAST Experiment

1. Start with two closely-related, willing teams
2. Start teaching them XP skills, if possible
3. Introduce FAST
4. Wait for team and organizational ripples to stabilize
5. Assimilate more teams, 3-5 people at a time, like the Borg
6. Stop when FAST Tribe is feeling strain from size
7. Repeat to form multiple stream-aligned FAST Tribes



In Progress

Lorem Ipsum	Lorem Ipsum
Lorem Ipsum	Lorem Ipsum

Ready to Start

1 Lorem Ipsum
2 Lorem Ipsum





In Progress


Two columns of two pink rectangular boxes, each containing the text "Lorem Ipsum".


Ready to Start

Two pink rectangular boxes, each containing the text "Lorem Ipsum". The top box has a blue square with the number "1" in the top right corner, and the bottom box has a blue square with the number "2" in the top right corner.

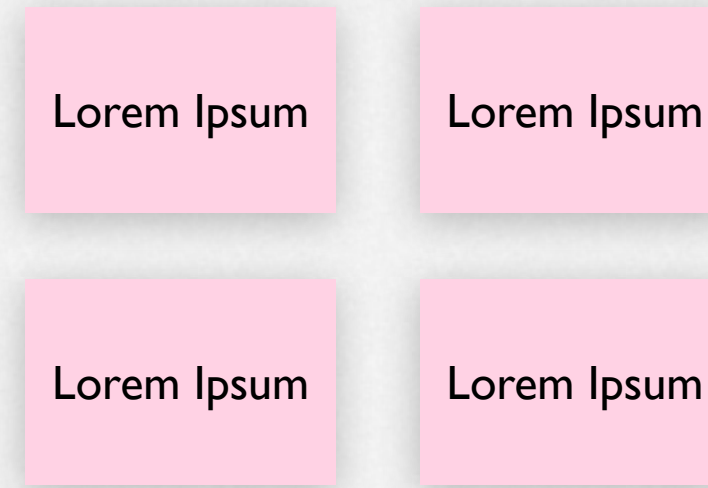

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splines


Hunt for
grues

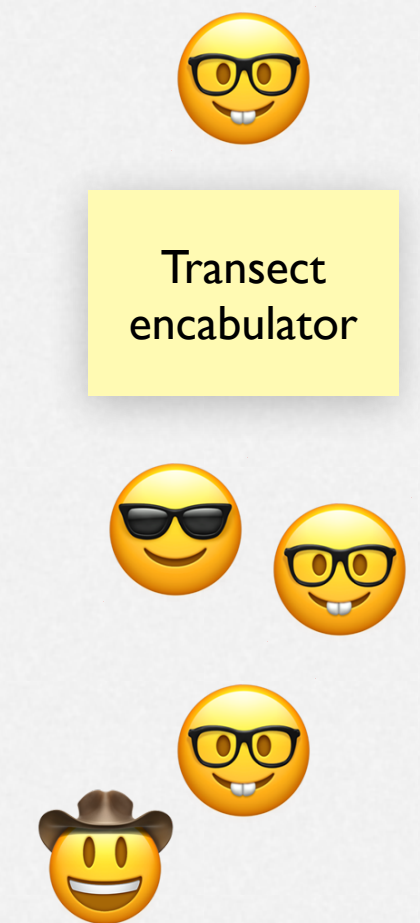
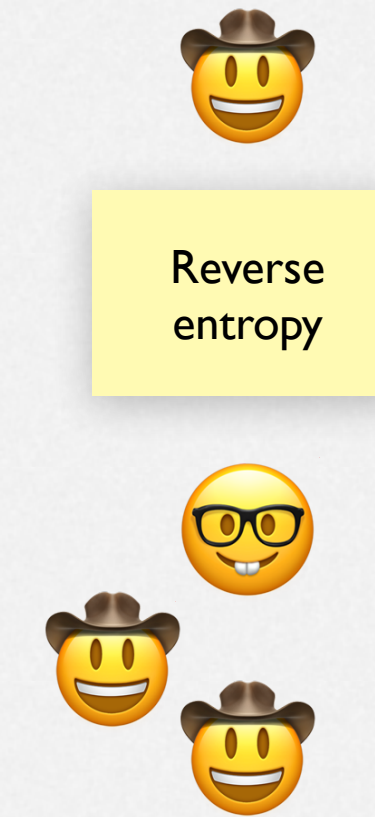
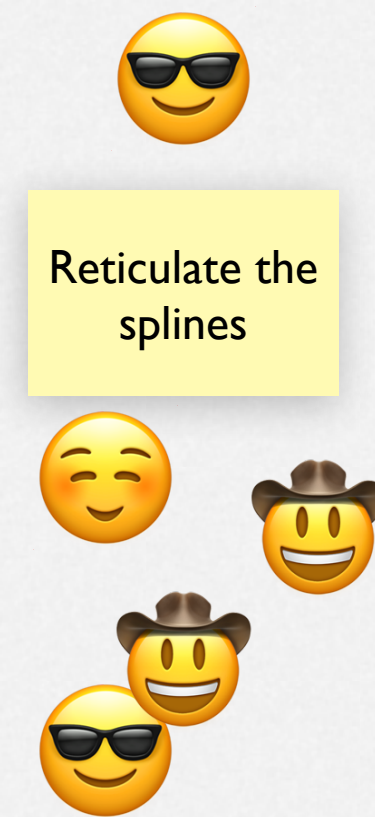
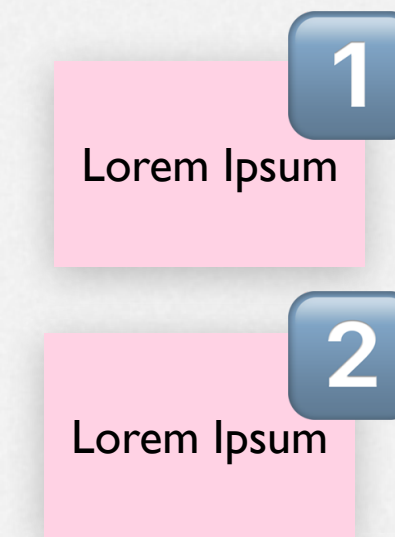

Reverse
entropy


Transect
encabulator

In Progress



Ready to Start





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