The Agility of SNL

LIVE FROM DC

THE AGILITY OF SNL
FAVORITE ERA?

Not Ready for Prime Time Players
FAVORITE ERA?

The Forgotten Cast

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FAVORITE ERA?

One-man band
FAVORITE ERA?

The Steinbrenner Cast

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FAVORITE ERA?

The Brat Pack
FAVORITE ERA?

Redemption, Part 1

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FAVORITE ERA?

Overpopulation

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Redemption II

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FAVORITE ERA?

The Night Shift
Evolution
FAVORITE ERA?

Overpopulation II

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A BRIEF HISTORY

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AND MY MINISCULE PLACE IN IT
A working definition:
Teams of self-organized individuals delivering value continuously and frequently, learning from that delivery, and adjusting accordingly. Indefinitely.
SNL IS A PRODUCT
THE AGILE TEAM

Product Owner
The Holder of Product Value
Determines what needs to be done and sets the priorities to deliver the highest value
Traditional approach: Controls the work

ScrumMaster®
The Servant Leader
Protecting the Scrum process and preventing distractions
Traditional approach: No equivalent

Development Team
The Self-Organizing Group
Takes on and determines how to deliver chunks of work in frequent increments
Traditional approach: Gets told what to do by the project manager

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THE AGILE TEAM

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SNL IS A COMPLEX SYSTEM

https://youtu.be/i72l9NNTTM0
EMPIRICAL PROCESS CONTROL

TRANSPARENCY
Keep everything visible

INSPECTION
Review it continuously

ADAPTATION
Continuously improve it
### Inspeccion and Adaptation

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<thead>
<tr>
<th>Monday</th>
<th>Pitch Day</th>
<th>100 &gt;&gt; 60</th>
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INSPECTION AND ADAPTATION
# Inspection and Adaptation

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<td>Writing Day</td>
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<tr>
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INSPECTION AND ADAPTATION

Photo by Edie Baskin/Courtesy of SNL

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<td>Friday</td>
<td>Rehearsal</td>
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<tr>
<td>Saturday</td>
<td>Dress and Live</td>
<td>20 &gt;&gt; 10</td>
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<tr>
<td>Sunday</td>
<td>Recharge</td>
<td>10 &gt;&gt; 0</td>
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VISUALIZING WORK WITH WIP LIMITS
LOOK FAMILIAR?
“We don’t go on because it’s perfect, we go on because it’s 11:30.”
At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
CONTINUOUS DELIVERY
THE SELF-ORGANIZED TEAM

Photo by Marty Lederhandler/AP

Tuckman Model
Tuckman, Bruce (1965)
“Developmental sequence in small groups”
Psychological Bulletin, 63, 384-399
ROLE BLENDING
"It never works when the executives step in."

Jim Downey
THE TAO OF LORNE

• “We don’t go on because it’s perfect, we go on because it’s 11:30.”

• Producers are supposed to be invisible. The cast has to inhabit their own decisions.

• Organize loosely. You never know what will come up.

• “No problem.”
• People have to be bad before they can be good.

• Dress has to be bad before the show can be good.

• Be frugal with compliments, but detailed, obscure, and authentic.

• Put more energy into taking care of the cast than anything else.
• Live From New York, Miller and Shales
• Saturday Night, Hill and Weingard
• Saturday Night Live, Castle
• Wired, Woodward
• Bossy Pants, Fey
• God, If You’re Not Up There..., Hammond
• Based on a True Story, MacDonald
• I Must Say, Short
ANY QUESTIONS?