IMPLEMENTING A PLATFORM ENGINEERING APPROACH

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Nov 2026

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PLATFORM TEAMS – “X-AS-A-SERVICE”

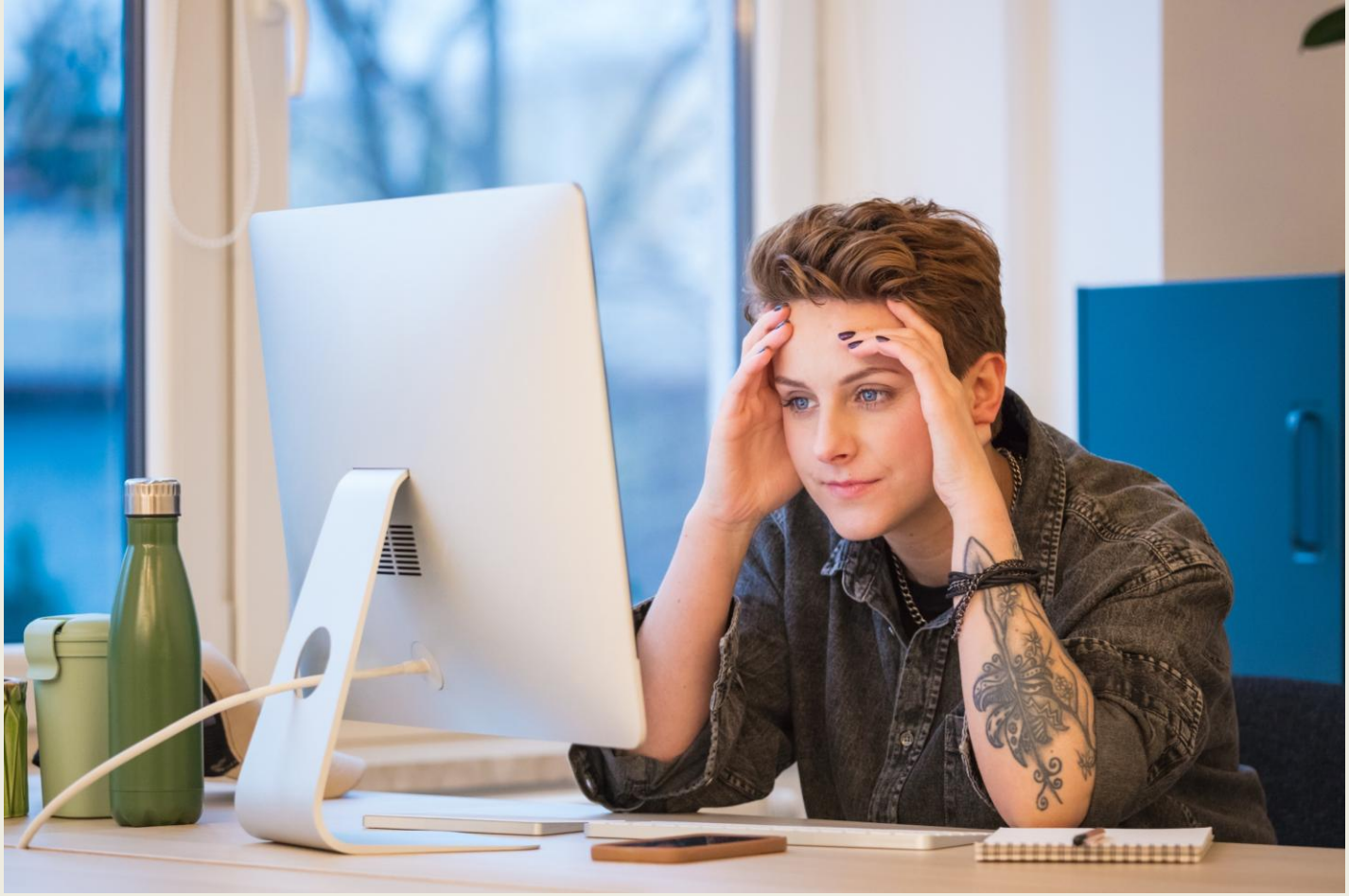


PLEO FIRST ATTEMPTED THIS THROUGH AN AREA CALLED "PRODUCT DEVELOPMENT ENABLEMENT"

ON JOINING, ONE OF THE BIGGEST GRIPES WAS FROM THE ENGINEERS IN THOSE TEAMS TIRED OF NEVER WRITING CODE

WUT?!






I NEVER MEANT TO START A WAR,
I JUST WANTED YOU TO LET ME IN



WE CHANGED OUR PERSPECTIVE AND DECIDED PLATFORM TEAMS SHOULD OWN PRODUCTS NOT PROCESSES

UNTIL THEN, THE PDE TEAMS WERE TRYING TO GIVE MAXIMUM OPTIONALITY TO EVERY PRODUCT TEAM, RATHER THAN TRYING TO ENSHRINE GOLDEN PATHS IN A PRODUCT

THIS LED TO SPRAWL AND DISSATISFACTION … AND DISTRACTION FROM CUSTOMER NEEDS

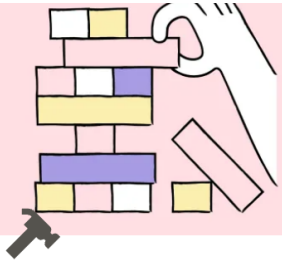


WE REFOCUSED ON:

1) ”SENSIBLE DEFAULTS” / GOLDEN PATHS
2) ENSHRINED IN PLATFORM PRODUCTS
3) ACTIVE BUY VS BUILD DECISIONS

THE “HOW WE BUILD THINGS” DATABASE ARTICULATED THE PROCESSES

THEN WE ENSHRINED GOLDEN PATHS / SENSIBLE DEFAULTS IN PRODUCTS THAT AIMED TO PROVIDE “X-AS-A-SERVICE” RATHER THAN MAXIMUM OPTIONALITY



How we build things

sensible defaults, templates, documentation

How We Build Things

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Looking for the Offering Principles?
The "How We Build" Principles

A database of sensible defaults, templates, documentation and guides to help makers do their job.

Finding What You Need

- To search for a specific item hover over the top of this database and click the 🔍 - type in what you're looking for!
- You can also view the database by **Function**, **Product Life Cycle Stage** or **Running a Maker Team**

Adding to the Database

- Head here 👈

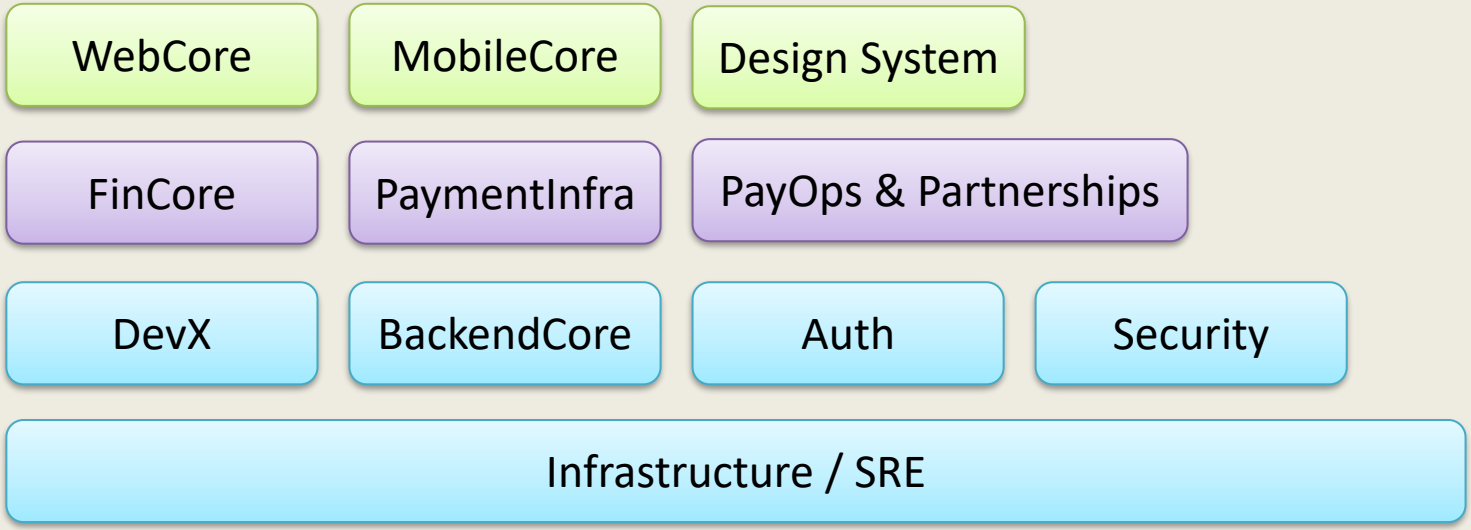
Maker Team Playbook | Running a Maker Team | All Pages | Engineering & IT | Research & Design | Product | 13 more... | New

Product Development Lifecycle Golden Path Guides you to how to follow the PDL golden path ✓ verified	**The Maker Dashboard** One stop shop for Maker Team metrics • expired	**Product Templates** Templates for key doc types in product development. • expired	**Daily Standups** One way to run a short, daily meeting to discuss progress and identify blockers. • expired	**Backlogs - Refinement & Writing** A way to prioritise a list of well written backlog items that are ready to be worked on by team members. • expired	**Sprint Review** One way to inspect the outcome of a Sprint • expired
Sprint Planning A way to create a shared view of what the team should accomplish in the upcoming sprint/cycle • expired	**The "How We Build" Principles** The 6 principles of how we build things at Pleo • expired	**Roles and Responsibilities in Pleo Maker Teams** Sensible defaults for who does what in a maker team • expired	**Retrospectives** Tips, tricks & templates for Retrospectives you could try • expired	**Working Agreements** A workshop template to help your team align on roles within projects, teams or programs • expired	**Delivery Estimation** A way to break down technical work into small chunks, and reporting this to a wider group • expired

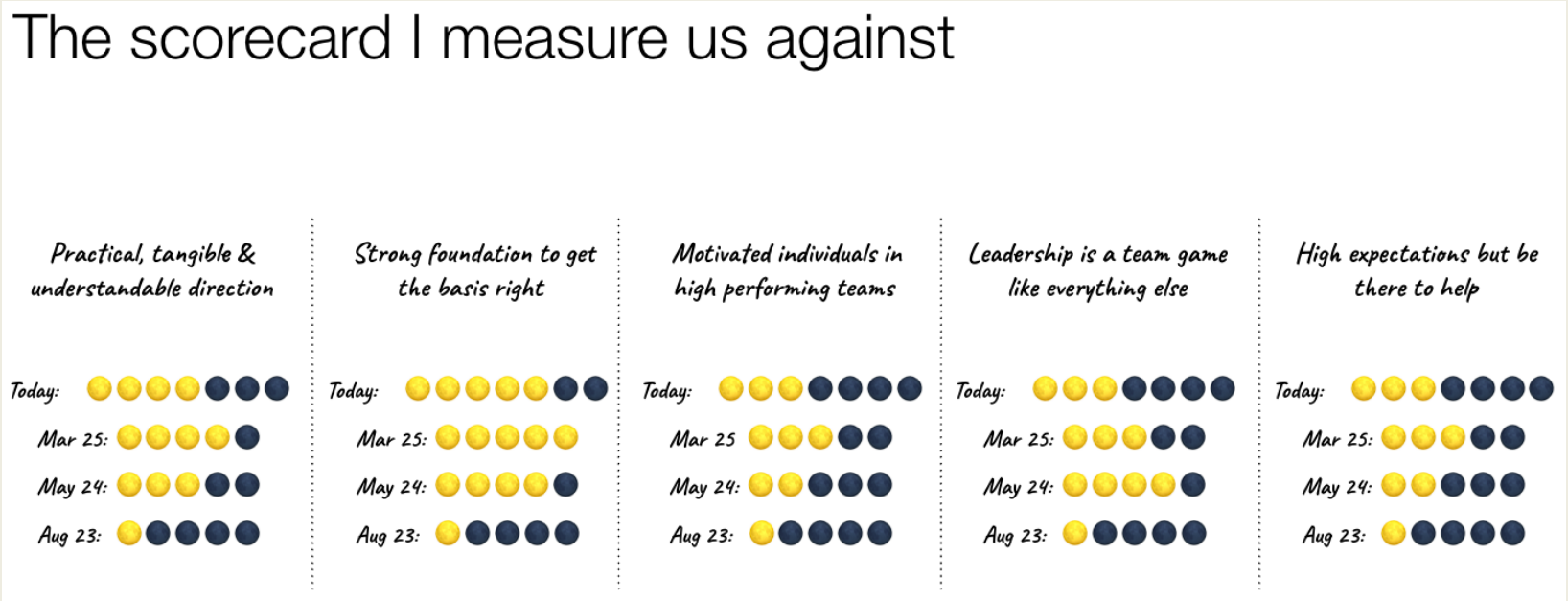
“HOW WE BUILD THINGS” PRINCIPLES:

1) BUILD FOR HUMANS
2) MAKE IMPACT (OUTCOME > OUTPUT)
3) BUILD API-FIRST
4) MAKE QUALITY YOUR BUSINESS
5) TREAT DATA AS A PRODUCT
6) THINK SAFE & SECURE

PLATFORM AREA



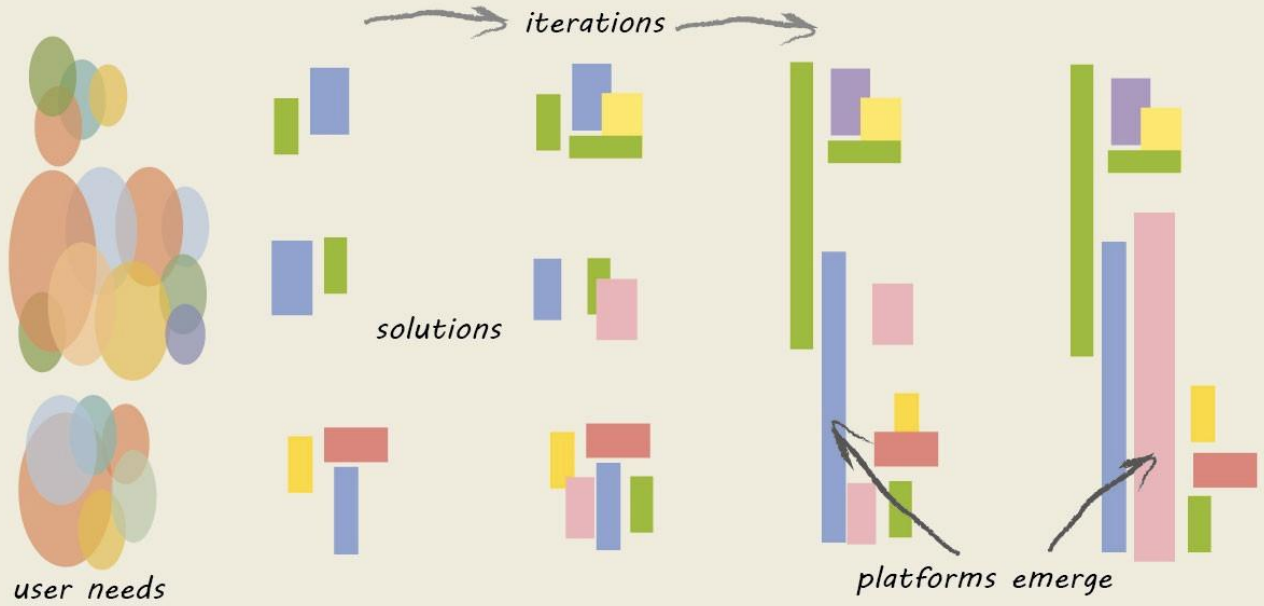
PLATFORM AREA – HIGH FUNCTIONING



WHAT WORKED?

- PRODUCT THINKING
- CUSTOMER / USER RESEARCH
- “DO THE THING RIGHT & YOU GET A LOT FOR FREE” MENTALITY
- BUILDING FOR A CONCRETE SPECIFIC NEED FIRST THEN GENERALISING
- ONE “FRONT DOOR” FOR USERS

BUILD, REFACTOR, LET PLATFORMS EMERGE

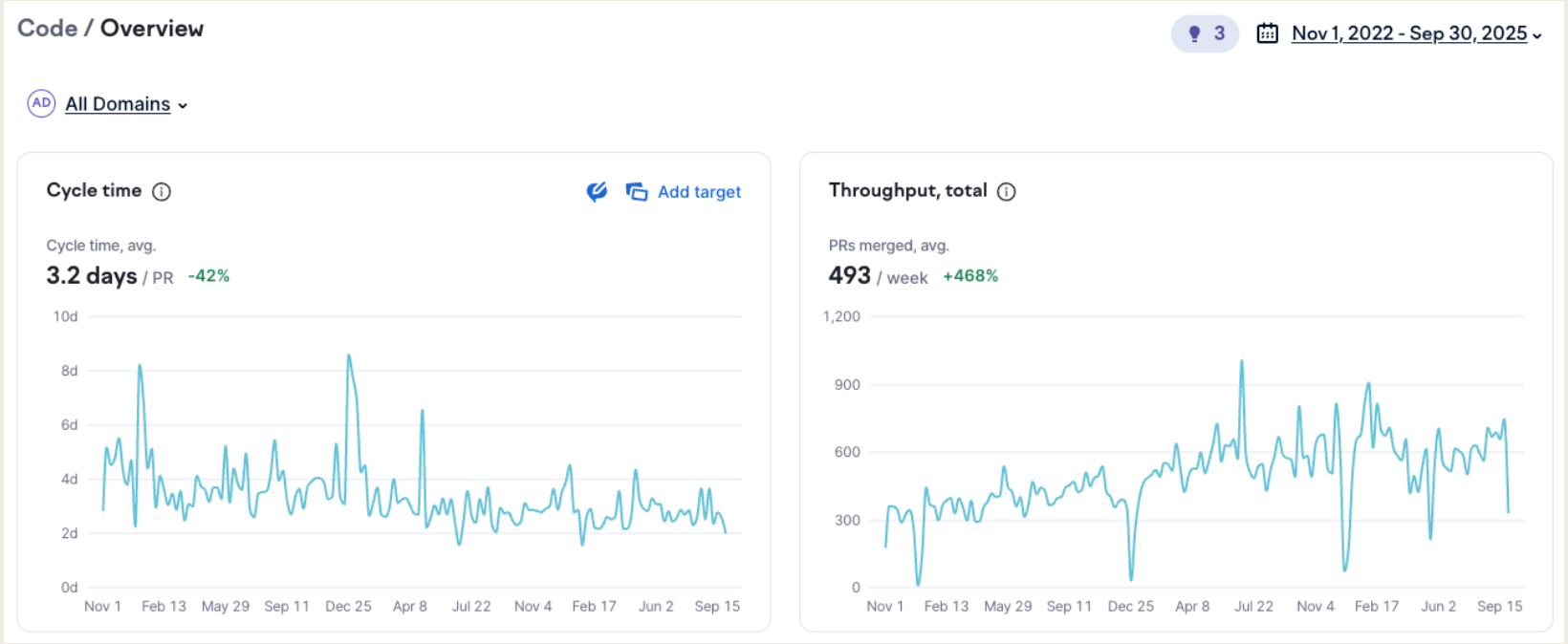


https://medium.com/@postenterprise/the-abuse-of-reuse-96b2e0af01a7

WHAT DIDN'T?

- TRADITIONAL PRODUCT MANAGERS
- EXPERIMENTS THAT NEEDED HIGH VOLUME FOR STATISTICAL SIGNIFICANCE
- SLIPPING BACK INTO "ENABLEMENT" MODE
- TRACKING % COMPLETE OKRS (CONFIDENCE LEVEL WORKS BETTER)

RESULTS: 450% MORE WORK, 40% FASTER



CAVEAT

WE DID A LOT MORE IN ADDITION TO IMPLEMENTING PLATFORM ENGINEERING, INCLUDING UPSKILLING ENGINEERS, ARCHITECTURAL CHANGE (API-FIRST), CLOSER ALIGNMENT WITH PRODUCT, WIP LIMITS, ETC [NOT CLEAN TO MEASURE]

WHAT DID WE DO NEXT?

- ENABLED ENGINEERS TO LEAD WITH PRODUCT SKILLS (WITHOUT MOVING TO PRODUCT MANAGEMENT CAREER PATH)
- CONTINUED TO ITERATE & LEARN
- BROUGHT INTERNAL TOOLING (“BACKOFFICE” ETC) INTO THE FOLD

BUT WHAT ABOUT THIS NEW AGE OF AI CODING?

SURELY PLATFORM ENGINEERING IS NO LONGER RELEVANT?

PLATFORM ENGINEERING 2.0

- GOLDEN PATHS EVEN MORE IMPORTANT
- GUARDRAILS EVEN MORE IMPORTANT
- “SHIFTING LEFT” ON SECURITY, QUALITY, COMPLIANCE EVEN MORE IMPORTANT

THE AUDIENCE CHANGES, NOT THE VALUE

PLATFORM ENGINEERING 2.0

- IN ORDER TO ENABLE GREAT VELOCITY AND SMALLER PRODUCT TEAMS, YOU NEED TO INVEST MORE IN PLATFORM ENG
- “MAKE THE RIGHT THING THE EASY THING” IS EVEN MORE RELEVANT NOW
- AGENTS NEED GUIDANCE DESPERATELY

PLATFORM ENGINEERING 2.0

- ARCHITECTURAL PATTERNS NEED TO BE ENSHRINED & ENFORCED IN GUARDRAILS ELSE YOU END UP WITH A MESS OF LOCAL MAXIMA

PLATFORM ENGINEERING 2.0

- THE CRAFT OF SOFTWARE HAS MIGRATED FROM DAILY CODE-WRITING TO WORKING “ON THE SYSTEM” VS “IN THE SYSTEM”
- IF YOU AREN’T CONSTANTLY IMPROVING YOUR HARNESS & EVALS, YOU’RE PROBABLY FALLING BEHIND!

